

Silver Spring Drive | Master Plan Update

Whitefish Bay, WI

Adopted April 4, 2016



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1. Introduction

1.1 PROJECT OVERVIEW

The Master Plan Update is being prepared in consultation with the Community Development Authority (CDA) and Village staff. The planning schedule targeted Village Board adoption for March 21, 2016. The consultant will thereafter provide a full range of municipal planning services necessary to assist the CDA, Village Board, and Village Manager in the implementation of the Master Plan Update.

The original Silver Spring Drive Business District Master Plan was completed in June 2003 ("2003 Plan"). Since that time, many facets of the plan have been completed. Examples include the establishment of a Business Improvement District (BID) effective January 1, 2009, and the completion of an eighty-six (86) unit apartment building, Beaumont Place, which opened in 2015. The Village's CDA has been a leader of the plan implementation and the overall redevelopment process along Silver Spring Drive.

Like the 2003 Plan, this plan update will guide policy decisions that affect the Silver Spring Drive Business District via a range of short-to long-term recommendations that maintain and enhance the neighborhood character and quality of life that residents, business owners, and visitors currently enjoy.

The scope of work for this Master Plan Update centered on:

- » Conducting public and stakeholder outreach efforts, namely:
 - » A kick-off meeting and walking tour
 - » Stakeholder interviews
 - » CDA and Village Board meetings
 - » Three public meetings
 - » Online survey

- » Creating a Master Plan Update that identifies key projects and improvements, namely:
 - » Successes since the 2003 Plan
 - » Redevelopment, reinvestment, reuse, and revitalization opportunities
 - » Business retention and promotion
 - » Market data for the Silver Spring Drive area
 - » Streetscape opportunities and needs
 - » Recommendation of traffic and parking study updates
 - » Concept sketch of Consaul Commons

The following mission and goals should guide the decisions stemming from this Master Plan Update:

Mission: Create a coordinated framework for public and private investment for the long-term reinvestment and continued vitality of Silver Spring Drive in Whitefish Bay.

Vision: A Silver Spring Drive that is a vibrant, business-friendly, family-oriented and walkable village.

Goals of this Master Plan Update:

- » Create a plan that represents the community's values while providing a clear vision and direction for the future.
- » Provide ample means for public input throughout plan development.
- » Provide innovative solutions for physical, social and environmental enhancements to the planning area.
- » Create a framework that can guide ongoing implementation after completion of this Master Plan Update.

1.2 PLANNING AREA

The planning area includes the business, residential, and institutional properties (and adjoining properties) along West and East Silver Spring Drive from North Lydell Avenue on the west to North Danbury Road on the east. Silver Spring Drive act as the village center and is the main business district for the Village of Whitefish Bay with additional business activity occurring in smaller clusters elsewhere in the village. In addition to serving as the business district for the village, Silver Spring Drive also functions as a gathering place for special events, such as the Fourth of July Parade, Holiday Stroll, Homecoming Activities, and other community events. As illustrated to the right, the business district (delineated with a red border) is located centrally within the village. The western edge of the district borders the City of Glendale, as well as being adjacent to Bayshore Town Center, a major regional shopping center. Other than Bayshore Town Center, the closest shopping area is North Oakland Avenue and East Capitol Drive in Shorewood.

The western edge of the district is approximately 0.25 miles from Interstate 43, the regional north/south freeway that links the northern suburbs to downtown Milwaukee. The eastern edge of the district is only 0.3 miles from Lake Michigan, a major asset within walking distance of the district. Additionally, downtown Shorewood is only 2.3 miles south, and downtown Milwaukee is approximately 7.5 miles south.



Figure 1. The Village of Whitefish Bay in relation to Milwaukee County.

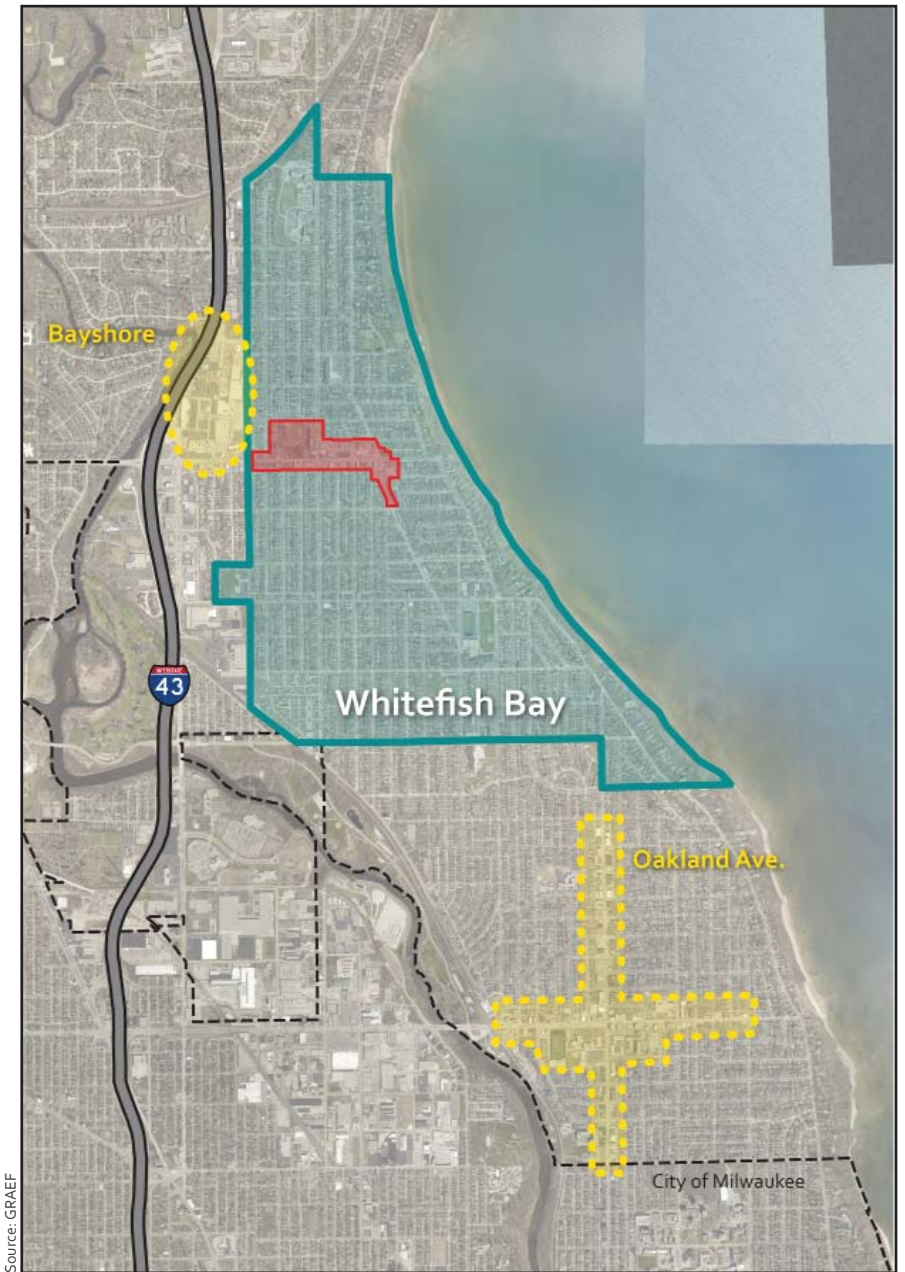


Figure 2. The planning area (red) is located centrally within the Village of Whitefish Bay (teal) and is well connected to surrounding areas.

Source: Pictometry, 11 April 2015



Source: Flickr



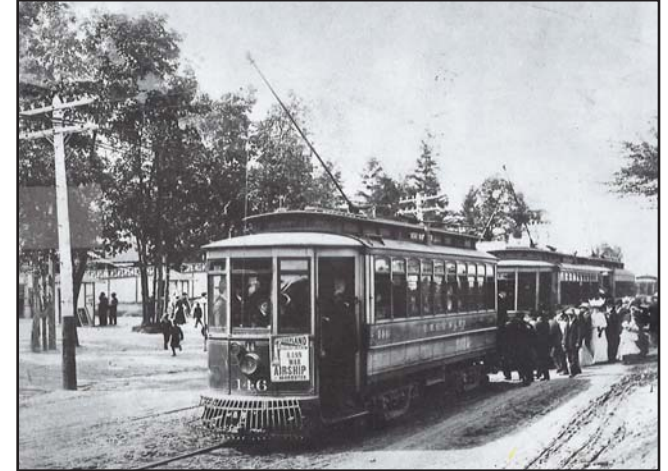
Source: GRAEF



Figure 3. Aerial map showing properties included in the analysis and recommendations for this Master Plan Update.

1.3 HISTORY

- » Whitefish Bay's single family home construction and iconic street grid begins to take form
- » Vestiges of the streetcar line along North Marlborough Drive are still present



1937

1951



- » Home construction is largely complete in Whitefish Bay's neighborhoods
- » Focus of activity turns to Silver Spring Drive with more intense business development beginning

- » (1956) Dominican High School is built next to St. Monica Church
- » Bayshore Mall continues to develop with larger retailers locating along Silver Spring Drive and North Port Washington Road
- » (1963) North-South Interstate 43 is built



1967

1985



- » Late 1990's introduced a new I-43 on- and off-ramp design



2000

2005



- » Bayshore Mall is replaced with Bayshore Town Center as construction is completed in the late 2000s



2010

2015



- » Present-day Silver Spring Drive showing the most recent development, 'Beaumont Place'

Major Achievements Since 2003 Master Plan

"Create a signature building on the northeast corner [of Silver Spring and Lake Drive] with appropriate size and scale"



"Carefully consider the addition of condominium style housing close to the business district"



"Employ a variety of techniques to encourage street level pedestrian activity and calm traffic"



"Explore [the] creation of a Business Improvement District"



Major Opportunities

- » Increasing building density and the retail, office, and residential footprint within the Silver Spring Drive Business District through redevelopment and revitalization of unoccupied square footage.
- » Enhancing the brand of Silver Spring Drive as an attractive village center through streetscape improvements, building design, business attraction, and memorable public places.
- » Maintaining the presence of “daily amenity retail,” while increasing restaurant and active ground-level retail options within the District.
- » Maximizing Silver Spring Drive’s standalone, ‘main street’ style in relation to specific, major amenities: Bayshore Town Center and Lake Michigan.
- » Engaging businesses owners within the District to ensure that needs and desires are understood from all perspectives.

Major Challenges

- » Improving the exterior and interior conditions of existing buildings recommended for ‘revitalization’ without placing the financial burden on tenants via increased lease rates.
- » Building a sustained pool of grant funding for physical improvements that makes the process fun, lightly competitive, and rewarding.
- » Increasing the pedestrian-friendliness (including safety) and street life activity of the western half of the business district.
- » Creating high-value redevelopments that work for existing site operators without creating a disruption in daily business.



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2. Existing Conditions

To provide quality and viable development recommendations for the Silver Spring Drive Business District, there must first be a thorough examination and assessment of existing conditions. This examination occurs at varying scales, and from multiple perspectives, to ensure the broad inclusion of desires, needs, and concerns from all users of the District. The ensuing inventory and analysis of existing conditions focuses primarily on zoning and land use, business mix, streetscape, and circulation and parking, as follows:



2.1 ZONING & LAND USE

Coordinated land use management strategies ensure an orderly and efficient use of land that encourages and promotes quality neighborhoods, business retention, and activity along major thoroughfares. High-density, mixed-use development increases the accessibility of amenities to residents and visitors, which serves to attract additional activity and business to the area.



2.2 BUSINESS MIX

Villages require a core set of amenities – civic institutions, parks, shopping districts, and offices – to satisfy the needs of residents and visitors. High-activity commercial areas serve as energy generators and, when designed with adjoining public spaces, catalytic centers for community gathering. The diversity of business uses in a district contributes to thriving environments because of the magnetic, social attraction it creates.



2.3 STREETSCAPE

The “pedestrianization of development” to the human scale is a critical step in activating and sustaining an energetic and memorable place. Community-centered streetscapes include: the use of green features to help manage storm water and provide natural respite areas, signage and wayfinding to define the area as a place, and, edge features to differentiate auto and transit from pedestrian traffic.



2.4 CIRCULATION & PARKING

Effective strategies to manage circulation and parking balance the needs of auto and pedestrian traffic. These two transit modes simultaneously complement and conflict with one another and require certain street-level tools to manage the relationship. The “park once” development model is ideally suited to create activity areas that provide parking at strategic locations and enhance the walkability of the environment by eliminating the need to drive between businesses.

2.1 EXISTING ZONING & LAND USE

Like many traditional inner-ring, urban villages, almost all land in Whitefish Bay has been developed. No large districts or subareas present major possible shifts in existing land use or zoning. Moreover, as such traditional communities evolve incrementally, the stability generated by relatively unchanging land uses and zoning codes becomes an accepted status quo.

In the case of Silver Spring Drive, the existing land uses within the study area present little surprise and include only three zoning districts: the “Silver Spring Drive Business District”, “Automobile Parking” and “Churches, Public Buildings, and Grounds.” Parcels surrounding the study area are zoned “Single Family Residence” with small areas zoned “Apartment” or “Churches, Public Buildings, and Grounds.”

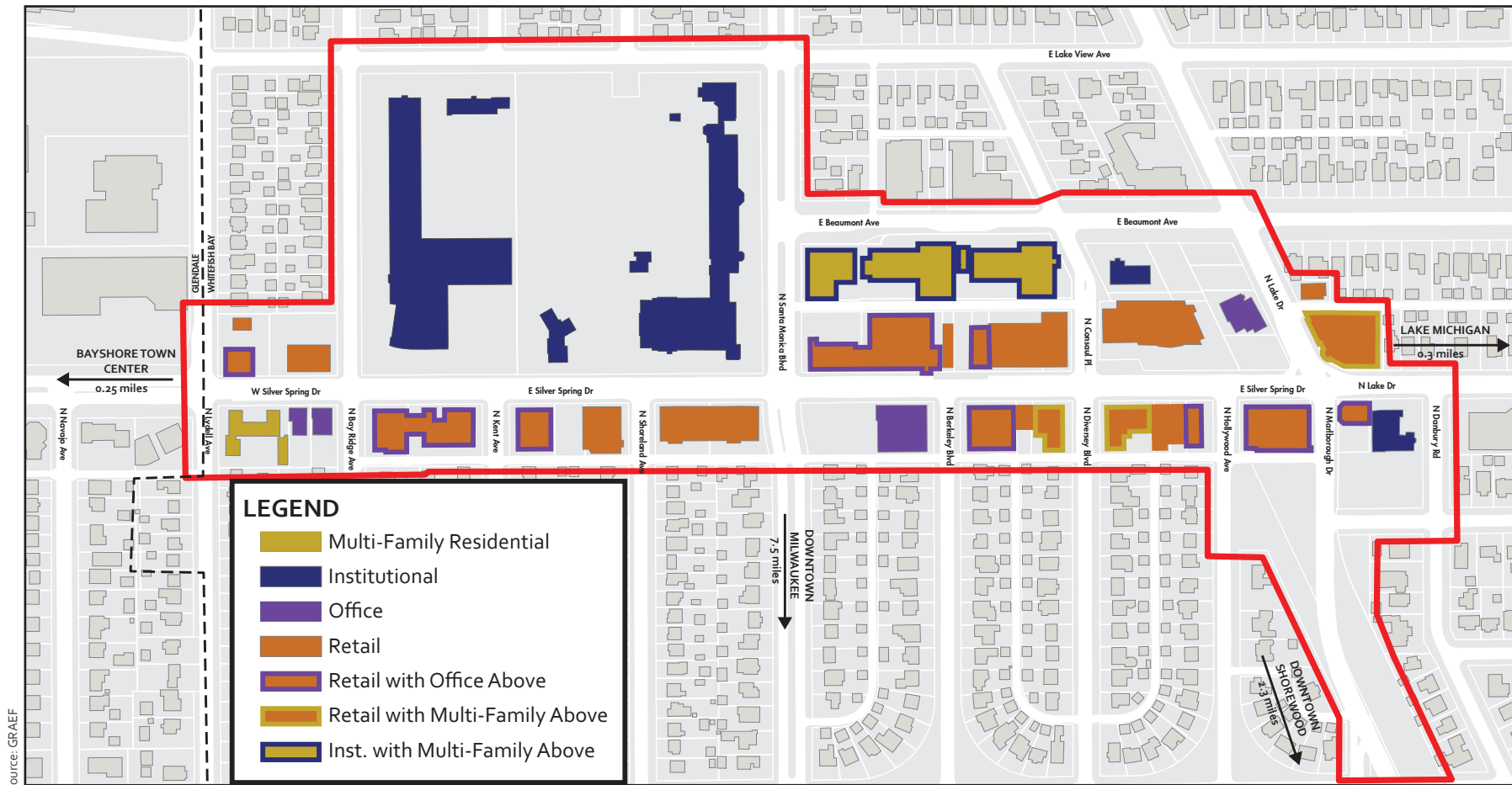


Figure 4. Current land use in the Silver Spring Drive Business District is primarily composed of retail and office with a selection of businesses that include office and multi-family residential units on upper floors.

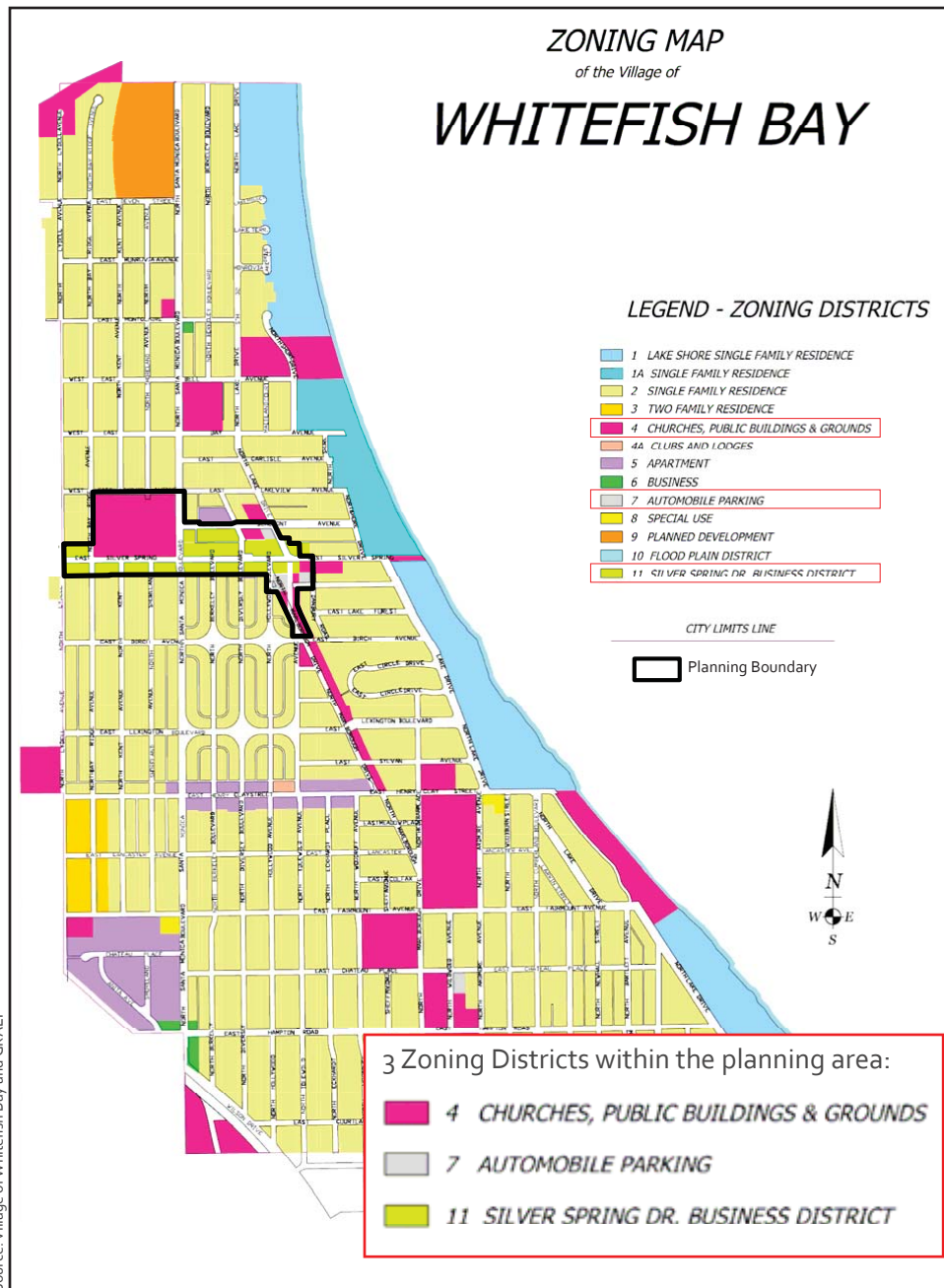


Figure 5. Current zoning in the Village of Whitefish Bay (full size map included in the appendix).

Land uses follow the zoning closely, with the exception that parcels zoned for the “Silver Spring Dr. Business District” include a welcome mix of uses for multi-family residences, offices, institutions, plazas, and retail with upper level offices or residences.

Currently the zoning code for the Silver Spring Drive Business District (adopted in 2004) includes an extensive set of goals, constraints, and guidelines. These regulations appear to have been an effective tool in guiding physical changes for the district and include, for example, detailed building design standards regarding:

- » Vehicular Access
- » Build to and set back lines
- » Building Composition – Height
- » Building Composition – Base, Middle and Top
- » Building Composition – Proportion
- » Entrance Location
- » Transparency
- » Materials
- » Landscape and Screening
- » Lighting
- » Mechanical Equipment
- » Ground Floor Setback Zone
 - » Architectural Elements
 - » Hoods, Canopies and Awnings
 - » Signage
 - » Lighting
 - » Street Furnishings

- » Upper Floors Setback Zone
 - » Architectural Elements
 - » Signage
 - » Balconies and Bay Windows
 - » Sun Control Devices
 - » Lighting

In addition to regulations in the Silver Spring Drive Business District, related regulations for signage, historic preservation, and the design review process are also applicable to changes in the redevelopment or rehabilitation of structures in the Silver Spring Drive district. **As part of the evolution of the District, the Village and property owners must review these guidelines during the process of making changes. Concomitantly, the Village should update the guidelines.** For example, the techniques available for digital visualizations of new or existing physical structures have vastly improved, and should be incorporated into future review processes. See chapter 5 for additional recommendations regarding zoning.

2.2 BUSINESS MIX

Since the completion of the 2003 Master Plan, the Village has made significant strides in providing businesses resources and implementing physical improvements to the District (see existing streetscape conditions). The existing business mix along Silver Spring Drive is a combination of independent business owners, regional chains, and national chains. Many of the independent businesses in the district are successful, multi-generational family companies.

In general, the retail buildings along the street are continuous, providing the opportunity for adjacent businesses to share customers. The strongest continuity is found on the eastern half of the Silver Spring Drive business district, while the western half is home to 'breaks' in the continuity that lessens the chances for customers to "park once" and walk.

A healthy aspect of any business district that allows businesses to share customers is 'two-sided retail', providing pedestrians with a comfortable crossing from one side of the street to the other. East of North Santa Monica Boulevard, retail businesses occupy both sides of the street. This is not the case west of North Santa Monica Boulevard, where Saint Monica Catholic Church and Dominican High School occupy the north side of the street from North Santa Monica Boulevard to North Bay Ridge Avenue. While 'two-sided retail' may not be feasible for the west end of the District, street activity and public places have strong potential for improvement.

Shop Whitefish Bay!

The majority of businesses located along Silver Spring Drive are members of the existing Business Improvement District (BID). The Whitefish Bay BID was established in 2009 and is currently home to over 100 businesses. The BID focuses on promoting the corridor through marketing, public relations, special events, and business retention/attraction.

<http://shopwhitefishbay.com/>

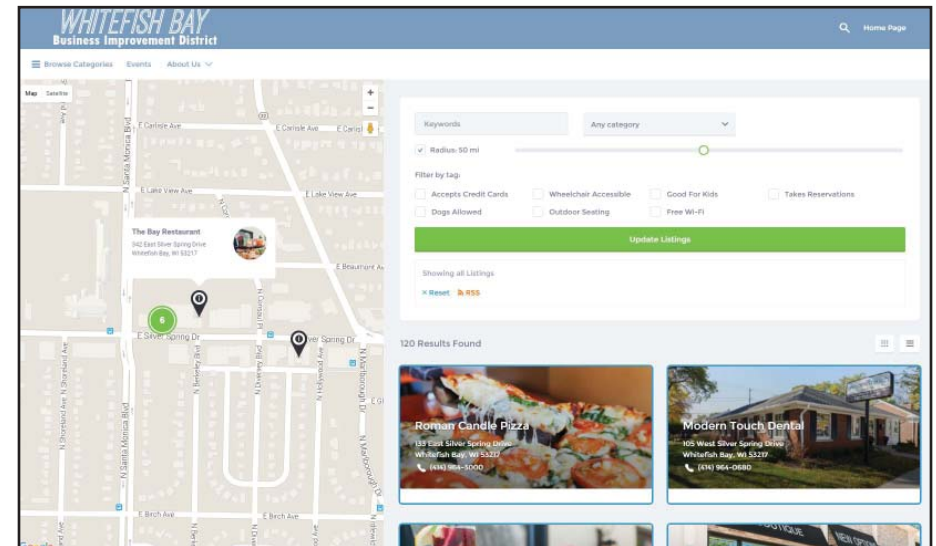
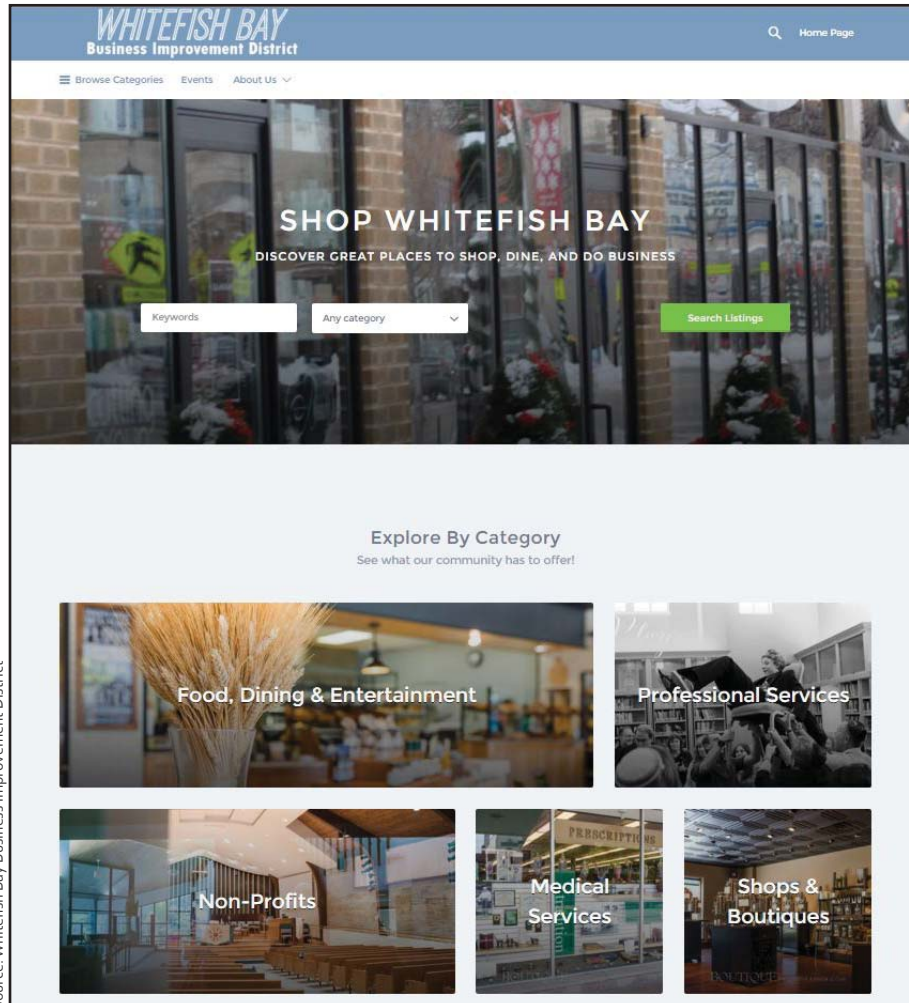


Figure 6. The Business Improvement District updated their web page in early 2016. The site includes a number of interactive maps and images for residents and visitors to find local business destinations. The website also acts as a valuable tool to business owners by providing links to financial resources such as the "Retail Incentive Program".

SHOPS & BOUTIQUES

1	Dan Fitzgerald Pharmacy	424 E. Silver Spring Drive
2	Erik's Bike & Board	151 E. Silver Spring Drive
3	Gerhard's Kitchen & Bath Store	400 E. Silver Spring Drive
4	Fringe Interior Design & Home Furnishings	133 E. Silver Spring Drive
5	Gallery 505	517 E. Silver Spring Drive
6	The Great Frame Up	517 E. Silver Spring Drive
7	Hounds Around Town	330 E. Silver Spring Drive
8	Just Kidding Kids Cuts	322 E. Silver Spring Drive
9	Minoan Intimate Apparel	509 E. Silver Spring Drive
10	New Options Salon & Spa	523 E. Silver Spring Drive
11	Orange Shoe Personal Fitness	121 E. Silver Spring Drive
12	Oro di Oliva	338 E. Silver Spring Drive
13	Penzeys Spices	619 E. Silver Spring Drive
14	Persian Rug Gallery	159 E. Silver Spring Drive
15	Placesetter	501 E. Silver Spring Drive
16	RedCap Luggage & Gifts	415 E. Silver Spring Drive
17	Rustam Gallery of Rugs	507 E. Silver Spring Drive
18	Schwanke-Kasten	417 E. Silver Spring Drive
19	Sendik's Food Market	500 E. Silver Spring Drive
20	Shabahang Persian Carpets	223 E. Silver Spring Drive
21	Spartak	5589 N. Diversey Boulevard
22	Thiet Jewelers	513 E. Silver Spring Drive
23	Three Wishes	304 E. Silver Spring Drive
24	UBreakiFix	109 E. Silver Spring Drive
25	Winkie's Hallmark	629 E. Silver Spring Drive
26	Winkie's Toys & Variety	629 E. Silver Spring Drive
27	Yellow Wood	401 E. Silver Spring Drive

INSTITUTIONAL & NON-PROFITS

1	Center for Financial Training	121 E. Silver Spring Drive, Suite 209
2	Christ Church Episcopal	5655 N. Lake Drive
3	Dominican High School	120 E. Silver Spring Drive
4	First Church of Christ Scientist	721 E. Silver Spring Drive
5	George Washington 1776 Masonic Lodge	517 E. Beaumont Avenue
6	Milwaukee Jewish Free Loan Association	409 E. Silver Spring Drive
7	St. Monica Parish	160 E. Silver Spring Drive
8	St. Monica School	5635 N. Santa Monica Boulevard
9	United Methodist Church	819 E. Silver Spring Drive

FOOD, DINING, & ENTERTAINMENT

1	The Bay	342 E. Silver Spring Drive
2	Breadsmith	420 E. Silver Spring Drive
3	Breadsmith Franchising, Inc.	409 E. Silver Spring Drive
4	Bruggers Bagels	601 E. Silver Spring Drive
5	City Market	527 E. Silver Spring Drive
6	Dunkin' Donuts	106 W. Silver Spring Drive
7	Fox Bay Cinema Grill	334 E. Silver Spring Drive
8	Grace & Shelly's Cupcakes	308 E. Silver Spring Drive
9	Oro di Oliva	338 E. Silver Spring Drive
10	Penzeys Spices	619 E. Silver Spring Drive
11	Regina's Bay Bakery	423 E. Silver Spring Drive
12	Roman Candle Pizza	133 E. Silver Spring Drive
13	Sendik's Food Market	500 E. Silver Spring Drive
14	Sendik's Home Office	5623 N. Lake Drive
15	Spartak	5589 N. Diversey Boulevard
16	Starbucks	302 E. Silver Spring Drive
17	Stone Creek Coffee	601 E. Silver Spring Drive

PROFESSIONAL SERVICES

1	American Family Insurance	5630 N. Lake Drive
2	Asset Management for Professionals	421 E. Silver Spring, Suite 3
3	Associated Bank	430 E. Silver Spring Drive
4	BMO Harris Bank	177 E. Silver Spring Drive
5	Bay Ridge Consulting	316 E. Silver Spring Drive, Suite 305
6	Boutique Photographer	5594 N. Hollywood Avenue, Suite 204
7	D. Ponder, LMT	316 E. Silver Spring Drive, Suite 215
8	Connections Ticket Service	115 W. Silver Spring Drive
9	Connelly Interiors	217 E. Silver Spring Drive
10	Keller Williams Realty	217 E. Silver Spring Drive
11	Edward Jones	115 W. Silver Spring Drive
12	Elements Design Studio	155 E. Silver Spring Drive
13	Ellenbecker Investment Group	705 E. Silver Spring Drive
14	Equitable Bank	705 E. Silver Spring Drive
15	Fitzpatrick Law Office	316 E. Silver Spring Drive, Suite 213
16	Genserve	316 E. Silver Spring Drive, Suite 218
17	HMD Corp	316 E. Silver Spring Drive, Suite 231
18	HM Richards	5594 N. Hollywood Avenue, Suite 208
19	Environmental Controls & Methods, Inc.	5594 N. Hollywood Avenue
20	Home Care Assistance	111 E. Silver Spring Drive
21	Jessica Jubeliner Design	427 E. Silver Spring Drive
22	Johnson Bank	5600 N. Lake Drive
23	Knight Barry Title	412 E. Silver Spring Drive
24	Lance Granholm Tutoring	316 E. Silver Spring Drive, Suite 229
25	James Hoffman Builders	401 E. Silver Spring Drive
26	Mathnasium	324 E. Silver Spring Drive
27	M. Radtke	705 E. Silver Spring Drive
28	Milwaukee Jewish Free Loan Association	409 E. Silver Spring Drive
29	PNC Bank	130 W. Silver Spring Drive
30	Realty Executives Integrity	412 E. Silver Spring Drive
31	Senior Market Sales	316 E. Silver Spring Drive, Suite 212
32	SwipeWorks	5594 N. Hollywood Avenue
33	Teklynx International	409 E. Silver Spring Drive
34	Tighe Contracting	5594 N. Hollywood Avenue
35	UBreakiFix	109 E. Silver Spring Drive
36	Universal Lighting	316 E. Silver Spring Drive, Suite 207
37	WFB Business Improvement District	316 E. Silver Spring Drive, Suite 230

BEAUTY & WELLNESS

1	9Round	318 E. Silver Spring Drive
2	ATI Physical Therapy	106 W. Silver Spring Drive
3	Dr. Beguelin	316 E. Silver Spring Drive, Suite 301
4	Cindy Carlson - Reiki Master	121 E. Silver Spring Drive, Suite 208
5	Massage By Karla	5594 N. Hollywood Avenue
6	Cutting Group	511 E. Silver Spring Drive
7	Dan Fitzgerald Pharmacy	424 E. Silver Spring Drive
8	Elements Massage	312 E. Silver Spring Drive
9	Eleta Salon	314 E. Silver Spring Drive
10	Fitness Together	615 E. Silver Spring Drive
11	Fringe Salon	5630 N. Lake Drive
12	Great Clips	103 E. Silver Spring Drive
13	Harpo's Beauty Salon	5585 N. Diversey Boulevard
14	High Brow Waxing Boutique	5630 N. Lake Drive, Suite 1
15	Indulge Studios	407 E. Silver Spring Drive
16	Just Kidding Kids Cuts	322 E. Silver Spring Drive
17	Lychee Acupuncture Clinic	155 E. Silver Spring Drive, Suite 208
18	Massage Envy	109 E. Silver Spring Drive
19	New Options Salon & Boutique	523 E. Silver Spring Drive
20	Orange Shoe Personal Fitness	121 E. Silver Spring Drive
21	Park View Pilates Studio	409 E. Silver Spring Drive, 2nd Fl.
22	Stretch Xperience	5630 N. Lake Drive
23	Pure Barre	418 E. Silver Spring Drive
24	Real Fit	409 E. Silver Spring Drive
25	Refresh Aesthetic Center	130 W. Silver Spring Drive
26	Romaine's Hair Images	5594 N. Hollywood, Suite 200
27	True Wholeness Healing	121 E. Silver Spring Drive, Suite 204
28	Xercise Fits Personal Fitness	705 E. Silver Spring Drive
29	Your Siesta Massage Therapy	5630 N. Lake Drive

MEDICAL SERVICES

1	Aurora Advanced Healthcare	325 E. Silver Spring Drive
2	Barden Orthodontics	316 E. Silver Spring Drive, Suite 227
3	Dr. Barnett, DDS	316 E. Silver Spring Drive, Suite 238
4	Bay Shore Dental	316 E. Silver Spring Drive, Suite 243
5	Dr. Beguelin	316 E. Silver Spring Drive, Suite 301
6	Herslof Opticians	401 E. Silver Spring Drive
7	Modern Touch Dental	105 W. Silver Spring Drive
8	Dr. Moore, MD	121 E. Silver Spring Drive, Suite 202
9	Oden Dental Ceramics	316 E. Silver Spring Drive, Suite 201
10	Dr. Pagel, DDS	155 E. Silver Spring Drive, Suite 209
11	Dr. Palen Dental	155 E. Silver Spring Drive, Suite 201
12	Dr. Smuckler, MD	155 E. Silver Spring Drive, Suite 209
13	Speech Specialists Milwaukee	121 E. Silver Spring Drive, Suite 203
14	Dr. Vukmir, DDS	409 E. Silver Spring Drive
15	Wagner Pediatric Dentistry	330 E. Silver Spring Drive
16	Bayshore Dental	400 E. Silver Spring Drive

2.3 URBAN DESIGN & STREETScape

Silver Spring Drive contains a distinct character that is recognizable through the combination of its streetscape elements, public spaces, building façades, building size, and roadway design. The façades and building types along Silver Spring Drive vary and depict the district's growth over time. Buildings date from the 1930s to modern day. Some of the building façades along the street would benefit from updates or increased maintenance. Buildings vary in height along the corridor, from 1-story to 4-story structures. Silver Spring Drive includes a number of pedestrian-friendly urban design and streetscape elements. Following the 2003 Master Plan, the Village pursued design services for a streetscape design. The design plan was implemented in summer of 2009 and forms the existing appearance of the district today. While additional streetscape elements are included in the recommendations chapter of this Plan, any major revisions to the streetscape are not a priority and should be revisited at the 10-year mark (2019). Existing urban design and streetscape elements within the planning area include the following:

- » Wide Sidewalks
 - » Sidewalks along Silver Spring Drive are generally wide enough to provide the pedestrian room to walk, linger, and gather – particularly on the stretch of corridor east of North Santa Monica Boulevard. Generally speaking, the walk on the south side of Silver Spring Drive is wider than the walk on the north side. Many businesses use the generous depth for outdoor seating and sidewalk signage to attract customers into buildings.
- » Minimal Building Setbacks
 - » Similar to other historic main streets, the majority of buildings within the district include paved walking areas from the curb face to the building facade. Building setbacks (distance from the right-of-way (ROW) to the building edge) are between 5'-8' on average with the space typically being used for pedestrian activity as described above. **Redevelopment of properties adjacent to Silver Spring Drive should adhere to the 0'-10' front setback range to maintain a consistent street edge.**
- » Building Height and Design (awnings, signage, height)
 - » Existing building heights range from 1-story to 4-story structures in the district. As part of the civic engagement planning process, the consultant

garnered feedback regarding the heights of existing buildings and the desire/need to remain as-is or grow in height. Chapter 3 and Chapter 5 provide community desires and recommendations, respectively, in regards to future redevelopment opportunities/guidelines along Silver Spring Drive.

- » Existing buildings along the corridor include a variety of architectural styles that portray the district's growth over time. A large number of building façades include engaging architectural features such as awnings, storefront windows, decorative lighting, and entry projections/indentations. This eclectic architectural pattern creates a memorable pedestrian experience for both residents and visitors.
- » Building Use
 - » A major contributor to pedestrian activity in the district is the ground-floor building uses. Ground-level retail with office above is the most common building use found along Silver Spring Drive.
- » Seating Areas
 - » As part of the 2009 streetscape design, small seating areas were included in different locations along Silver Spring Drive. Seating areas are a welcome sight to shoppers who walk from business to business in the district. The usage of these seating areas must be examined to determine future streetscape improvements.
- » Landscaping
 - » The Silver Spring Drive District is host to a plethora of landscape elements and helps distinguish the business district from its competitors. Maintenance of existing landscaping has been noted through the civic engagement process as an area that warrants attention to ensure adequate appearance of the district. Existing fountain grasses were also identified as 'unattractive' landscaping that should be replaced with low-level native perennials and other native flora. All landscaping should continue to be maintained to adhere to the Village vision triangle requirements.
- » Traffic Calming Measures (curb bump-outs, crosswalks, on-street parking, signage)
 - » Compared to many other urban, business districts in the region, Silver Spring Drive is ahead by leaps and bounds when it comes to the inclusion of traffic calming measures. The following pages provide an inventory of existing elements, as well as additional opportunities for improvements.

2.4 CIRCULATION & PARKING

2.4.1 ALLEYS

Alleys flanking the Silver Spring Drive district serve as the division between what are predominantly single-family residential areas and the businesses on Silver Spring Drive. The alley south of the southern businesses along Silver Spring Drive is continuous from Bay Ridge Avenue to Marlborough Drive. The alley is a great asset to the business district as it provides back-of-house delivery of goods to the stores, and access to residences along the first blocks to the south. As predicted in the 2003 Plan, this alley is a high-traffic area for several activities. Currently, the alley accommodates dumpsters, delivery and maintenance vehicles, limited parking for businesses, and limited through traffic. To address the through traffic, the Village has installed mid-block stop signs as a safety measure. Additionally, the Village plans to resurface the southern alley in 2016.

The alley to the north of Silver Spring Drive between Santa Monica Boulevard and Consaul Place has seen a complete redesign in coordination with the Beaumont Place development. This alley acts more like a street than an alley in that it includes a sidewalk, curbs, painted crosswalks, and has a painted centerline to separate two-way traffic. Private parking lots are located on the south side of the alley for businesses fronting Silver Spring Drive.

Keeping these alleys as assets to the Silver Spring Drive district is critical, and pathways to maintaining them as such as well as future safety measures are outlined in Chapter 5.

2.4.2 CIRCULATION

Effective strategies to manage circulation and parking balance the needs of both automobile and pedestrian traffic. While the presence of steady traffic along Silver Spring Drive may seem like a negative trait to some, the complete absence of vehicular movement would be a detriment to existing and future business success. The Village has taken numerous steps in the past ten years to manage this balance including an extensive streetscape design that incorporates multiple

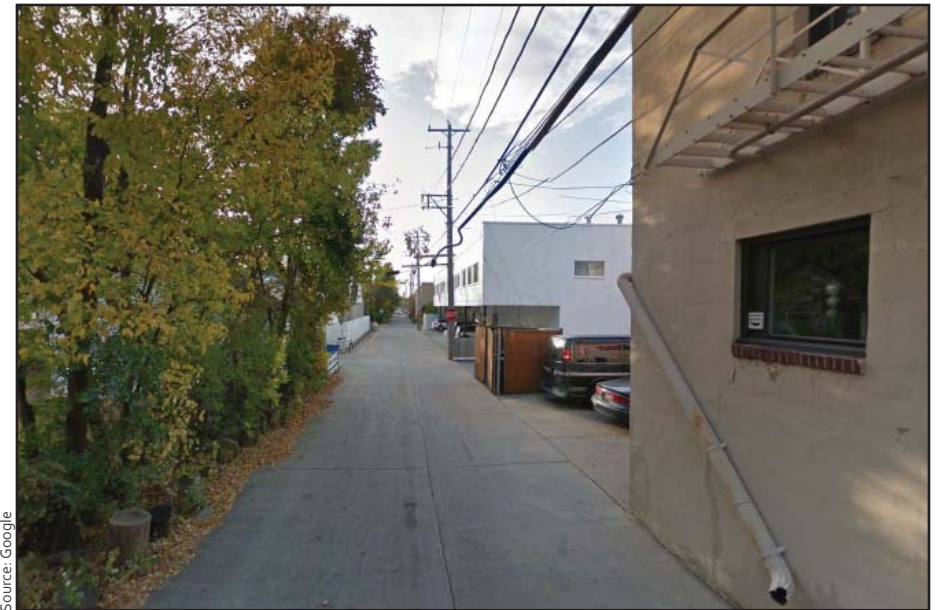


Figure 8. Existing alley condition on the south side of Silver Spring Drive.



Figure 9. Existing alley condition on the north side of Silver Spring Drive.

traffic calming measures while still allowing for vehicular movement. The diagram on p.27 illustrates the average annual daily traffic counts (AADT) within the District in 2013. Traffic counts are slightly higher on the east end of Silver Spring Drive (12,800) vs. the west end (11,300). As a comparison, traffic counts at the intersection of Port Washington Road and Silver Spring Drive (just to the west of the study area) are between 23,000 and 31,000.

The posted speed limit on Silver Spring Drive is 25 MPH (15MPH adjacent to Dominican while children are present). While concerns over speeding was expressed through the public engagement process of this Plan, actual average speeds as recorded by the Whitefish Bay Police Department are much slower than the posted speed limit. Slower vehicular speeds is primarily due to many of the recent traffic calming features that the Village installed along the corridor (signage, bump-outs. etc.).

Silver Spring Drive is host to four signalized intersections (see diagram on p. 27). **Traffic signal replacement should be addressed by the Village as part of ongoing traffic and safety planning.** Traffic signal design has improved greatly in the past decade and can include elements such as large lens LED lights, countdown timers, time based coordination between other intersections, intelligent signal timing for optimization, and occupancy sensors, among many other items.

Bicycling

Many residents indicated that they bike to the business district, yet there remain few bike racks and other amenities to accommodate this mode of transportation along Silver Spring Drive.

Transit

Silver Spring Drive is currently served by 2 Milwaukee County Transit bus routes. Previously served by 3 routes, the service change resulted in an increase in service frequency and more connection opportunities from Whitefish Bay to major areas of the county. The Route 14 serves Silver Spring Drive from North Santa Monica Boulevard to North Lydell Avenue, and the Green Line Metro EXpress serves the business



Source: GRAEF

Figure 10. Traffic calming and pedestrian safety measures along Silver Spring Drive.

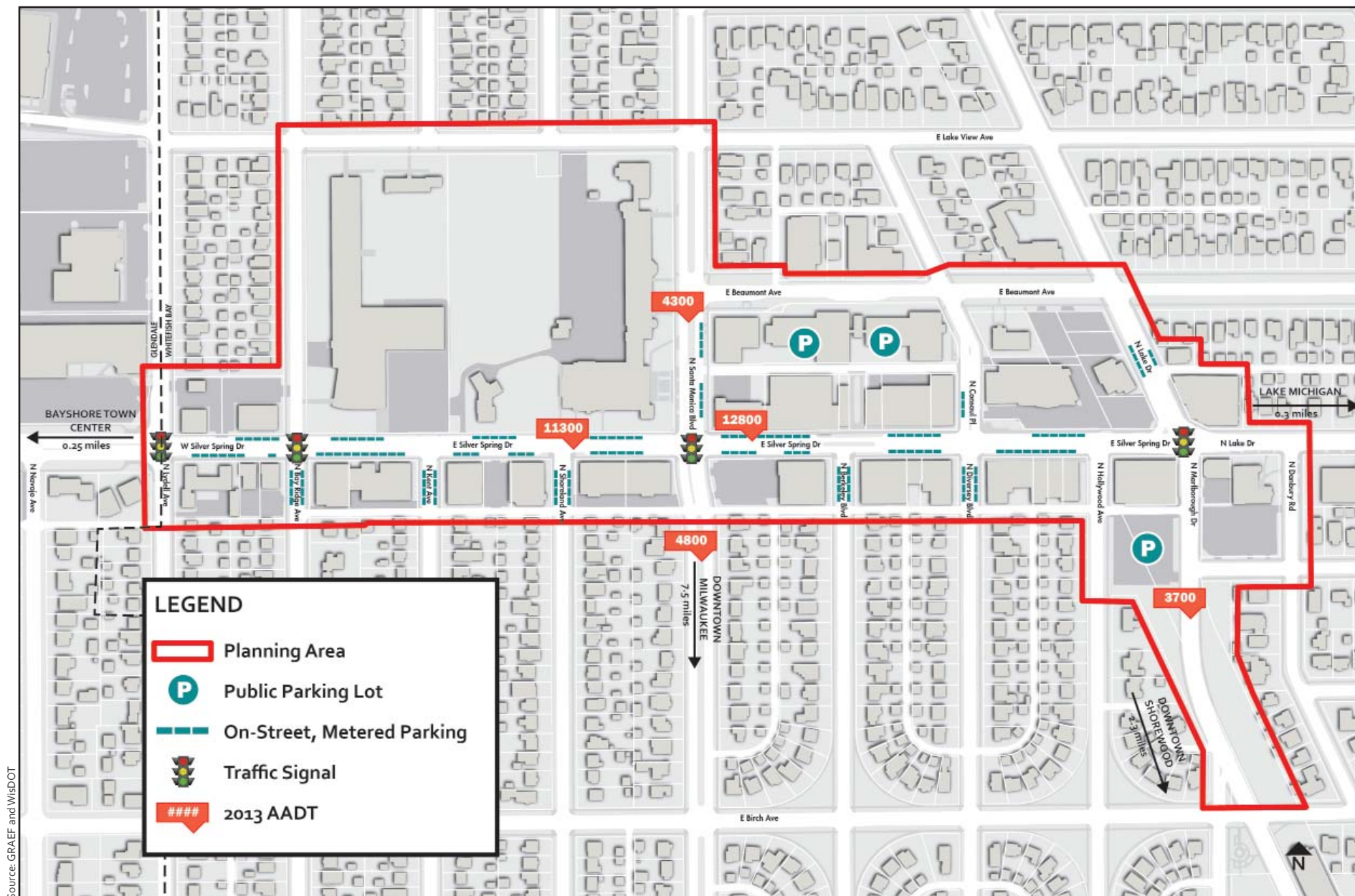


Figure 11. Existing circulation elements along Silver Spring Drive.

district from North Marlborough Avenue to North Lydell Avenue. Route 14 makes connections northwest to Bayshore Town Center and south/west to Downtown Milwaukee, Lake Michigan & Lakefront Area, Marquette University, Potawatomi Bingo Casino, Spring Mall and Southridge Shopping Center. The GreenLine MetroEXpress makes connections northwest to Bayshore Town Center and south/west to University of Wisconsin-Milwaukee Campus, Downtown Milwaukee, Marquette University, and General Mitchell International Airport.

2.4.3 PARKING

The success of a business district is predicated on convenient and plentiful parking. Within the Silver Spring Business District, both on- and off-street parking options are available. With a few exceptions, the off-street parking opportunities are located in the rear of the commercial buildings in the alleys or in larger parking lots.

Availability of parking and the perceived convenience of parking both influence whether a customer stops to visit a business (or returns in the future). The perceived convenience of parking can be described both in terms of ease of access and the proximity to the businesses the customer intends to visit.

The Whitefish Bay Parking Utility includes both metered on-street parking and unmetered, off-street parking lots (see diagram on previous page). While metered parking supports healthy turnover of vehicle parking (accommodates short-term shoppers over long-term employee parking), existing meters along Silver Spring Drive are all coin-operated and are not as convenient as other 'modern' meters implemented in adjacent communities. The advancement of meter technology allows for new meters to accept credit cards as well as accept payments from mobile devices. Dynamic pricing or 'smart parking' (see appendix) is another advancement in meter technology that allows for meters to adjust pricing based off of elements such as time of day or availability of parking. The costs of operation and maintenance for future upgrades and replacement may outweigh the benefits. Chapter 5 continues the discussion on future parking considerations for Silver Spring Drive.

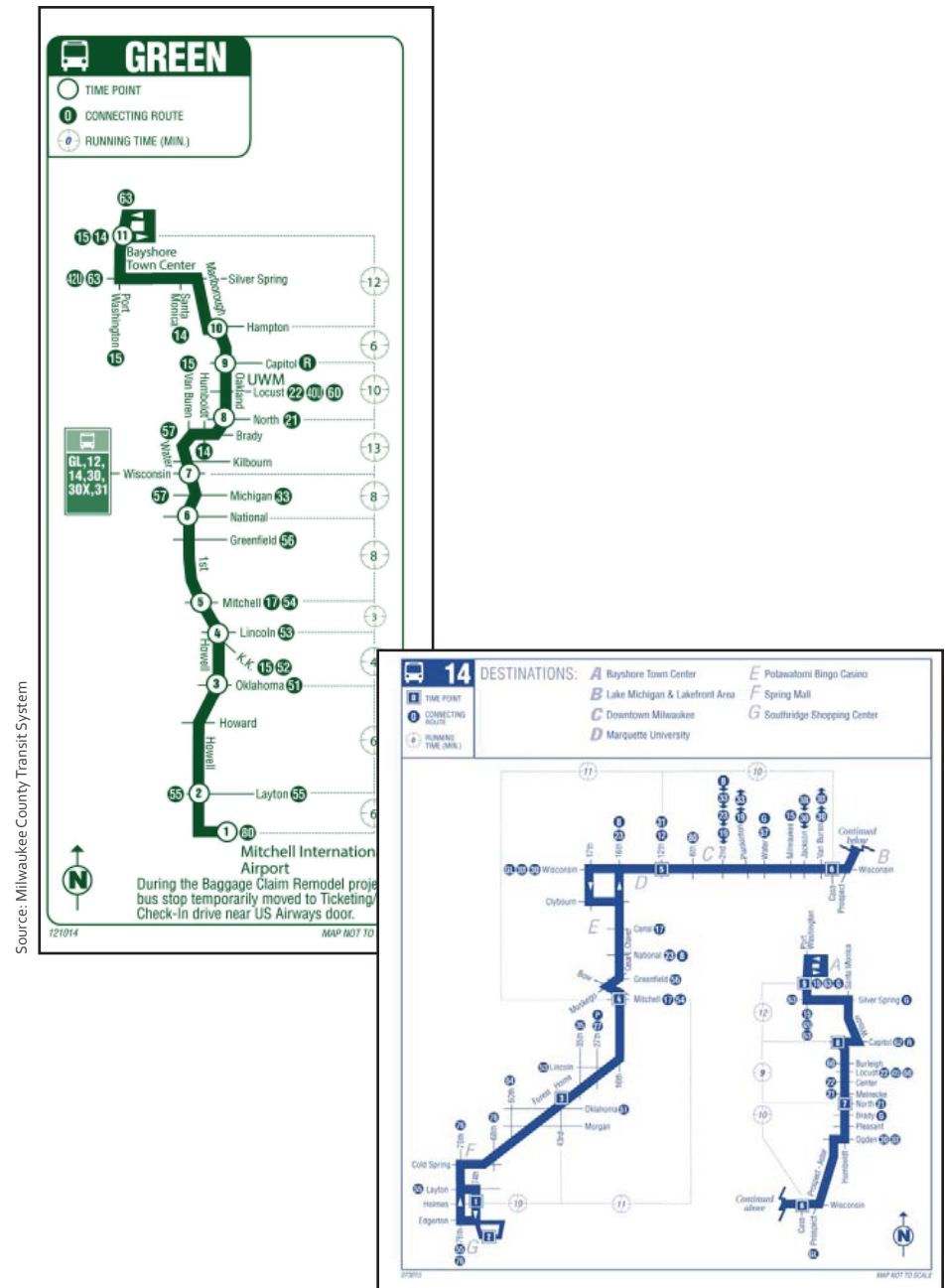


Figure 12. Existing MCTS routes serving the Silver Spring Drive area.

2.4.4 PAST STUDY REVIEW

As part of the planning process, the Village asked the consultant to review existing studies that were recently completed by other advisors, including a traffic analysis conducted by Traffic Analysis and Design, Inc. (TADI) and a parking analysis conducted by Ayres Associates (Ayres). The following pages include a summary of issues and opportunities from the studies, and is coupled with a recommendation as to whether the Village should undertake additional analyses in the near future. Relevant excerpts of each study can be found in the appendix of this Plan Update.

Whitefish Bay Traffic/Parking Study Ayres Associates September 2012

Ayres Associates conducted a traffic and parking study related to the Beaumont Place luxury apartment development. The consultant for this Master Plan Update was charged with providing comment on the parking component of this study. The consultant recommends that any major redevelopment that occurs after the completion of this Plan Update mandate the creation of a traffic impact analysis, similar to what was performed for the Beaumont Place development.

Silver Spring Drive Pedestrian Road Safety Audit Finding/Suggestions TADI

July 30, 2015

Recommendations for the audit were categorized into two groups: short-term and long-term. Upon review of these recommendations, the consultant recommends the implementation of all short- and long-term recommendations in order to address the goals and objectives stated in the introduction of this Silver Spring Drive Master Plan Update. The consultant agrees that all short-term recommendations should be completed by the end of 2016 (see appendix). The long-term recommendations have been reorganized by the consultant by level of priority. While all recommendations are important, funding and other Village-wide priorities may arise that delay Silver Spring Drive implementation.

Long-Term Recommendations:

- » Look for opportunities to apply for grant funding (see list provided by the consultant in Chapter 6: Appendix)
- » Replace traffic signals at all of the Village signalized intersections on Silver Spring Drive
- » Improve walkability and pedestrian awareness
- » Conduct a Lane Capacity Study at the Marlborough/Silver Spring/Lake Drive intersection in conjunction with a Lake Drive Study
- » Conduct a Lane Capacity Study at the Hollywood Avenue/Silver Spring Drive intersection
- » Make Roadway Design Improvements (many short-term recommendations help to address pedestrian safety).

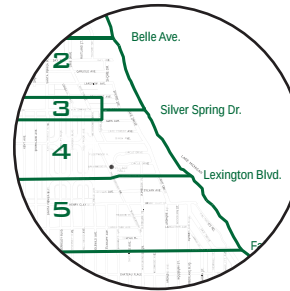


3. Civic Engagement

A key element in defining this plan is the robust input from residents, business and property owners, developers and investors, Village officials and other stakeholders. Over the course of the planning process, the Village and consultant employed the following forms of participation:



3.1 WALKING TOUR



3.4 ONLINE SURVEY



3.2 LISTENING SESSION



3.5 STAKEHOLDER INTERVIEWS



3.3 OPEN HOUSE



3.6 CDA & VILLAGE BOARD MEETINGS

3.1 WALKING TOUR

To kick-off the planning project, the consultant organized a walking tour of Silver Spring Drive with local citizens, BID members and Village staff/officials. This walking tour took place on October 15, 2015 from 8:30am-11:30am. The consultant walked each block within the planning area while recording comments voiced by the participants. Key aspects of the tour included the following:

» PUBLIC PLACES COMMENTS

- » Increase the quantity and quality of public spaces and paths throughout the Corridor and make them attractive to a variety of users.
- » If Sendik's is redone, overhaul the public place on the southwest corner.
- » Do more with the wide sidewalk on the west side of North Diversey Boulevard. It has been used for events and gatherings. Can more be done? Can the street be closed to traffic? (We all use the alleys anyway.)

» TRAFFIC COMMENTS

- » Improve and add to existing traffic signals along the Corridor (lights, stop signs, etc.).
- » Address pedestrian safety needs throughout the corridor, especially at North Marlborough Drive & Silver Spring Drive (SSD) and North Consaul Place and SSD.
- » Make the yellow pedestrian signs, that continue to be installed, more effective.
- » Examine the effectiveness of alleys (configuration, travel patterns, location, etc.) and redesign with safety and multiple users in mind (vehicles and pedestrians).
- » Make the parking availability for customers take precedence over employee parking. The BID should continue to have business owners tell their employees to park on side streets a full block away from SSD (10 hour parking exists 1-block away from SSD).

» STREETSCAPE COMMENTS

- » Make quick, big changes along the Corridor.
- » Keep streetscape a priority, as it is important (Uplighting trees, New light poles needed, Lamp fixture design is open to discussion, Poles could possibly play music, Poles need to be equipped with electrical boxes, Poles must accommodate banners, cameras, building lighting, and seasonal decorations, Cross-street banners/lighting has been discussed, but the current height of light poles do not allow for anything crossing SSD). The Village has discussed placing taller poles that are used solely for the purpose of cross-street banners/lighting.
- » Regulate the landscaping created by individual property owners to fall in line with the overall, high-quality streetscape vision.
- » Identify key locations to add seating and other streetscape amenities along the corridor (wide sidewalks, high pedestrian activity, lack of existing amenities, etc.)
- » Embrace temporary streetscape amenities (seasonal building lighting, heated outdoor seating, art installations within public spaces, window displays, parklets, etc.).
- » Improve the monitoring and maintenance of all streetscape amenities (parking meters, landscaping, etc.) and identify responsible parties (BID, DPW, other).
- » Improve pedestrian-friendliness of alleys (especially adjacent to Beaumont Place).
- » Create a new, West Gateway that is visible at the vehicular scale yet approachable to pedestrians.
- » Place priority on Consaul Commons as the important public space. Building design adjacent to the space needs to be more transparent, CMU exterior wall needs to be covered with higher quality material, Space needs to be flexible to allow for multiple activities, Existing trees are not great for outdoor eating(drops leaves often), Create real places for people to sit, Space could have a canopy of some form (screen in nature to allow air and sunlight through), Should cater to all demographics, Small stage or bandshell should be considered as a possible addition.

» PROPERTY/BUILDING (RE) DEVELOPMENT COMMENTS

- » Improve the appearance of all building faces (front, rear, side, and roof - Green roofs should be considered throughout the corridor, especially near Beaumont where the roofs are visible).
- » Rehabilitate the tired Berkeley building into a welcoming foyer with attractive business entries.
- » Consider increasing 1-story buildings to at least 2 stories, with a 3-4 stories maximum building height and associated setback. The additional residential density needed.
- » Improve the aesthetic condition of a number of 1-story buildings that portray a less than desirable style. The Associated Bank building was cited as an undesirable style. The Village should work with the Historic Preservation Commission and BID to provide design alternatives.
- » Work with property owners who have expressed interest in increasing the height of their existing building.
- » Address 'dead zones' along the Corridor (properties that detract pedestrian activity) and look for redevelopment opportunities and/or public space improvements.
- » Focus on long-term opportunities for redevelopment, not necessarily on the existing, less-productive uses.
- » Make building signage more universal for the entire Corridor (no matter what the use).

» BUSINESS COMMENTS

- » Attract businesses that create/support a vibrant shopping corridor (including temporary businesses such as food trucks).
- » Entice women's retail to this Corridor, particularly women's clothing and shoes.
- » Continue to support 'destination businesses' along the Corridor; e.g. Winkie's is a staple with a long heritage.
- » Spur more street festivals, as the festivals are great. Enhance the festivals with more with the flags, information, and food that is representative of the ethnicities and cultures in Whitefish Bay.
- » Assertively recruit businesses that drive evening activity (restaurants, bars).



Source: GRAEF

Figure 13. Photos from the walking tour with stakeholders assembled by the Village.

3.2 LISTENING SESSION

The Village and consultant held a listening session on Thursday, November 19, 2015 at the Whitefish Bay Village Hall between 5:30PM and 7:30PM. Twenty-seven residents [those who signed in] collaborated and offered their comments and concerns at three stations: economic development, transportation, and urban design and streetscape. The consultant was present to facilitate the discussions and record feedback. Comments have been organized into narrative format below.

3.2.1 ECONOMIC DEVELOPMENT

Participants focused their comments on the pedestrian activation of Silver Spring Drive and the attraction of customers and visitors through high-activity, mixed-use spaces. Comments asked for an increase in the amount of ground level retail and apartments along the corridor with the intent of increasing activity and demand for a number of mixed-use properties. In addition, participants frequently asked to increase the availability and diversity of restaurants with the creation of an incubator or competitive funding program (revolving loan fund, rebates, tax incentives) to provide administrative and financial assistance to new restaurants. Outdoor dining, including street-level and rooftop patios, were discussed, as well as the desire to see longer hours of operation and additional offerings – specifically, liquor, beer, and wine.

3.2.2 URBAN DESIGN & STREETSCAPE

To complement comments made in the Economic Development and Transportation sections, participants discussed signage, lighting, building facades, boulevard features, building heights, bike racks, and parking lot screening as tools to activate the corridor. Gateway signage, improved lighting, and standardized or high quality building facades were noted as design elements that could emphasize the branding of the corridor. Green boulevard features, higher density development, and bike racks would provide amenities to pedestrians. While participants acknowledged the need for parking lots, they requested that they be screened to maintain the street edge.

3.2.3 TRANSPORTATION

A balance of comments emphasized the need for additional pedestrian infrastructure and protection and the availability of parking, traffic signalization, and traffic calming measures. Participants expressed their concerns about the safety of pedestrians at street crossings – both when crossing Silver Spring Drive and when crossing the intersections of residential streets that feed Silver Spring. Timing signalization and traffic calming measures were asked to be added to reduce speeds on Silver Spring and feeder streets. Parking arose as an additional concern because of its availability, cost, and the conflict between employee and customer demand. Comments conflicted regarding availability and whether spots should be added or removed; comments only focused on costs being too high with no comments discussing parking's affordability; and, comments offered solutions to encourage off-street, employee parking.

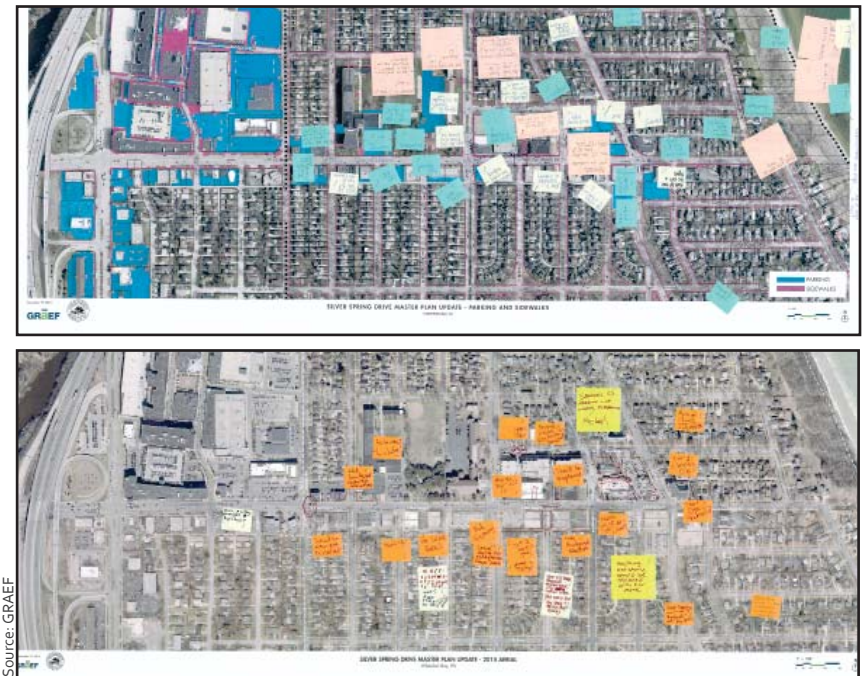


Figure 14. Written comments gathered during the public listening session.

3.3 OPEN HOUSE

A second public meeting was held on Thursday, February 4, 2016 at the Whitefish Bay Village Hall between 5:30PM and 7:30PM. A total of fifteen attendees signed in upon entry to the open house. The primary objective of the open house was to provide the outline of the Plan Update, summarize the online survey results, and provide the draft recommendations that had been assembled to that point. The consultant prepared nine display boards and several large, printed aerial maps with parcels lines to serve as the basis for gathering feedback. Comments below have been summarized according to the two, reoccurring comments that the consultant received:

3.3.1 CIRCULATION

- » Traffic signals are not coordinated and cause unnecessary waits when no cross traffic is present.
- » The lack of pedestrian safety measures at signalized intersections is undesirable. Specifically, countdown timers should be added and crossing guards should be on duty (especially near school).
- » Police need to have an increased presence along Silver Spring Drive to regulate speeding and traffic violations.
- » Meters need to be updated to allow for alternate payment methods.

3.3.2 BUSINESS STRATEGIES

- » The Village needs to focus on attracting new, family-friendly businesses before any aesthetic improvements (streetscaping) occurs.
- » Village needs to attract restaurants and destination retail shops that get residents excited about inviting friends and co-workers to shop here.
- » Long term business staples such as Sendik's and Winkie's must remain on Silver Spring Drive as future redevelopment occurs.



Figure 15. Participants at the open house voiced concerns and approval of different draft recommendations described by the consultant.

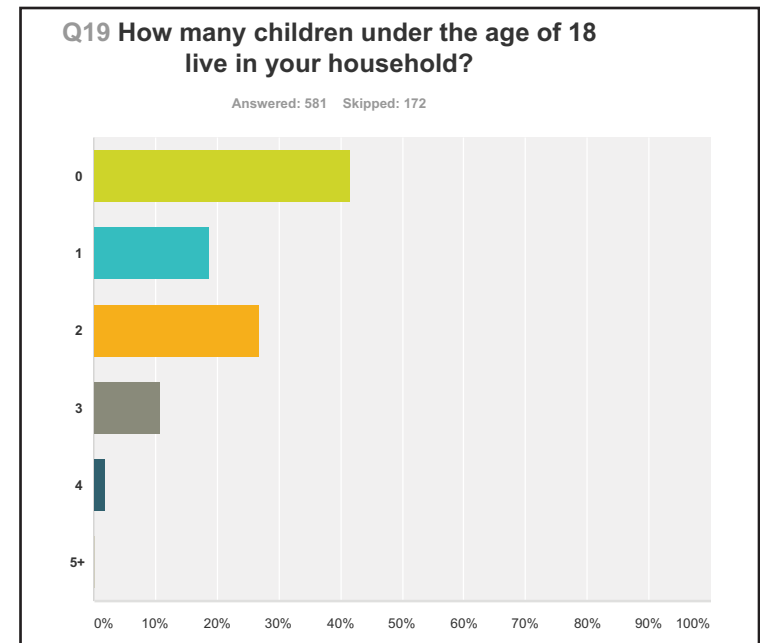
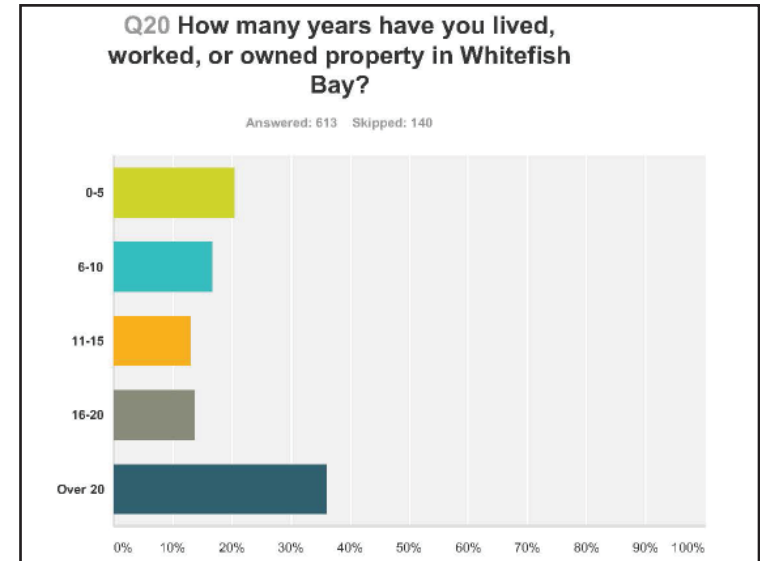
3.4 ONLINE SURVEY

A household survey was prepared by the Consultant and distributed via the Village website, social media, and flyer distribution at the November 19, 2015 public listening session. The survey process was intended to provide an opportunity, aside from public meetings, for residents to express their opinions, values and ideals regarding the issues that affect their community. In addition, **the survey establishes a method to guide the recommendations of this plan and future decisions that affect the Silver Spring Business District.**

The online survey garnered 753 total responses. This number represents **14% of the total households located within the village.** The survey was available for public comment from November 17, 2015 through December 30, 2015. The full compilation of the responses is included in the appendices of the Plan Update. The following details some of the most notable information obtained by the household survey. Additional responses for every survey question are included in the appendix of the Plan.

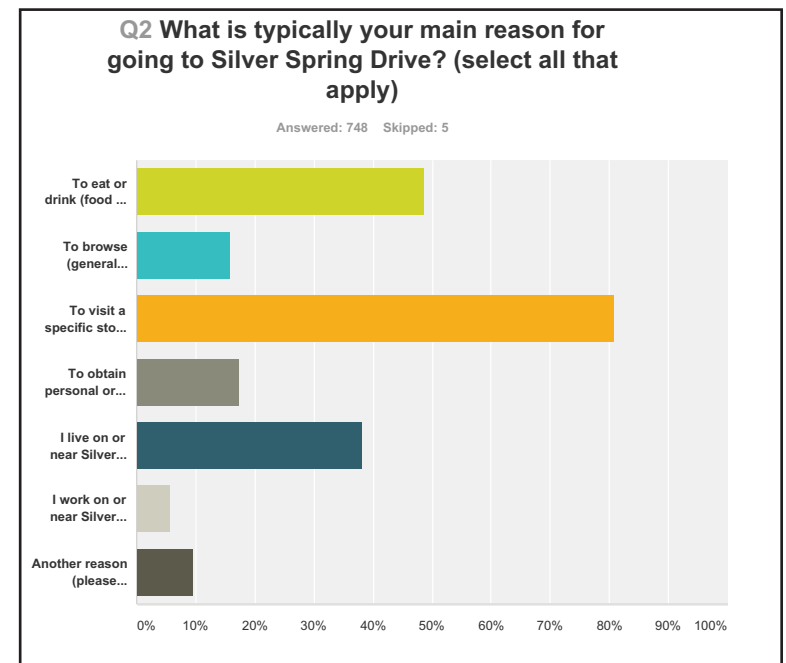
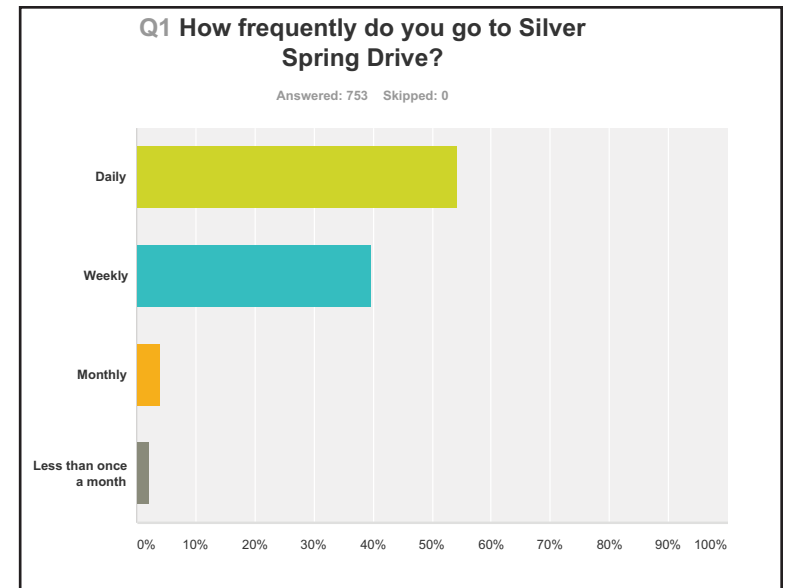
3.4.1 BACKGROUND INFORMATION

- » 95% of the respondents are residents
- » 43% of the respondents are property owners
- » Nearly 42% of the respondents live in a household with no children under 18 years of age
- » 37% of the respondents have lived, worked, or owned property in the Village for 10 years or less
- » 36% of the respondents have lived, worked, or owned property in the Village for over 20 years
- » The responses represented a reasonable geographic distribution across the Village



3.4.2 GENERAL QUESTIONS

- » 54% of the respondents go to Silver Spring Drive on a daily basis with the remaining majority (40%) visiting at least once a week
- » 81% of the respondents go to Silver Spring Drive to visit a specific store and 49% to eat or drink (multiple selections permitted)
- » 'Q2: What is typically your main reason for going to Silver Spring Drive? (select all that apply)'
 - » Of the 10% who answered 'another reason', common recurring answers related to school, the movies (Fox Bay), and preferred travel route
- » 'Q3: What two things do you like most about Silver Spring Drive?'
 - » Over 1,200 total responses with varied responses
 - » Most frequent responses related to 'Pleasing Aesthetics, Walkable and Community Feeling' (19%); and Sendik's (10%)
- » 'Q4: What two things do you like least about Silver Spring Drive?'
 - » Received 100 fewer responses than Q3
 - » 26% of the respondents identified a concern related to existing traffic and/or parking conditions within the district
 - » 23% of the respondents desired the addition of restaurants/eateries/ bars to the district



3.4.3 RETAIL AND BUSINESS

- » There were no other shopping areas with more than a 40% shopping frequency within a week
- » Bayshore Town Center and Oakland Avenue were the only other areas with more than 25% shopping frequency within a week
- » 'Variety of businesses' received the only 'Poor' rating with greater than 30% response rate
- » The majority of respondents felt the hours of all business operations were appropriate within the district. Food and Beverage received the highest percentage of the response 'Not Open Late Enough'.

Q6 How do you rate each of the following items within the Whitefish Bay Silver Spring Drive retail area?

	Very Poor	Poor	Neutral	Good	Very Good	Total
Variety of businesses	8.66% 55	34.80% 221	27.40% 174	26.30% 167	2.83% 18	635
Quality of businesses (product offering, presentation, etc.)	1.88% 12	12.87% 82	29.98% 191	46.47% 296	8.79% 56	637
Retail Service (friendliness, helpfulness, etc.)	0.47% 3	5.44% 35	22.08% 142	55.68% 358	16.33% 105	643
Pedestrian accommodations (crosswalks, etc.)	6.54% 42	17.29% 111	16.67% 107	42.99% 276	16.51% 106	642
Bicycle accommodations (bike racks, etc.)	5.68% 36	20.66% 131	42.43% 269	26.03% 165	5.21% 33	634
Transit accommodations (ride share, shuttles, buses, group visits)	3.86% 24	9.97% 62	62.86% 391	18.49% 115	4.82% 30	622

3.4.4 VISUAL APPEARANCE

- » The majority of respondents were either neutral or in favor of the existing visual appearance of the district in regards to the elements listed in Q8.
- » A higher percentage of respondents were 'Fine/OK' with the visual character of the newer, 4-story buildings within the district vs. the visual character of the older, 2-3-story buildings.

Q8 How would you rate the visual appearance of the Whitefish Bay Silver Spring Drive retail area?

	Very Poor	Poor	Neutral	Good	Very Good	Total
Streets and sidewalks	0.32% 2	3.69% 23	17.17% 107	60.19% 375	18.62% 116	623
Landscaping and street amenities (trees, lighting, banners, benches, etc.)	0.16% 1	6.78% 43	15.46% 98	53.31% 338	24.29% 154	634
Parking meters and signage	2.37% 15	10.88% 69	30.28% 192	46.53% 295	9.94% 63	634
Storefronts and window displays	2.52% 16	10.88% 69	27.76% 176	48.58% 308	10.25% 65	634
Business signage	2.37% 15	12.01% 76	33.33% 211	44.39% 281	7.90% 50	633

Q10 What is your opinion of the newer, 4-story buildings along Silver Spring Drive, such as Johnson Bank and Beaumont Place, in regards to the following:

	Unacceptable	Unfavorable	No Opinion	So-So	Fine / OK	Total
Building height	3.28% 20	16.75% 102	11.66% 71	19.38% 118	48.93% 298	609
Visual character	2.12% 13	14.85% 91	8.32% 51	22.19% 136	52.53% 322	613

3.4.5 ATTITUDE TOWARDS NEW DEVELOPMENT AND REDEVELOPMENT

- » Over 90% of the respondents felt that the Village should support a change for the district
- » All eight factors listed in Q12 were somewhat or very important to respondents with 'Architectural quality and materials', 'Traffic Impact', 'Parking', and 'Business tenant' receiving the highest percentage for the response 'Very Important'
- » Respondents were most supportive of public dollars being spent on 'Pedestrian Safety Measures', 'Street Lighting', and 'Business Recruitment'

Q13 How do you feel about public dollars being spent on the following?

Answered: 616 Skipped: 137

	Very Unsupportive	Somewhat Unsupportive	No Opinion	Somewhat Supportive	Very Supportive	Total
Street amenities & branding elements (banners, building/tree accent lighting, architectural gateways, etc.)	5.39% 33	8.82% 54	8.33% 51	50.16% 307	27.29% 167	612
Street lighting	2.78% 17	4.09% 25	6.22% 38	34.86% 213	52.05% 318	611
Village purchase of land/buildings for parking	9.34% 57	22.95% 140	12.79% 78	38.20% 233	16.72% 102	610
Village purchase of land/buildings for private redevelopment	15.69% 96	27.29% 167	20.10% 123	25.49% 156	11.44% 70	612
Business recruitment	4.59% 28	7.87% 48	9.84% 60	38.03% 232	39.67% 242	610
Pedestrian safety measures	1.63% 10	4.08% 25	4.74% 29	23.86% 146	65.69% 402	612
Grant/loan applications for façade improvements	4.75% 29	12.30% 75	18.03% 110	37.05% 226	27.87% 170	610
Public art (sculptures, murals, etc.)	11.97% 73	16.39% 100	14.43% 88	34.75% 212	22.46% 137	610

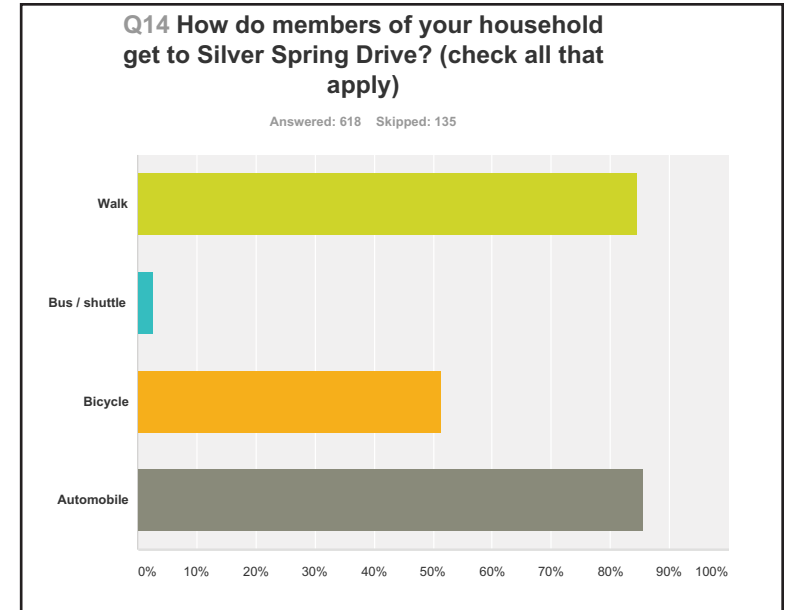
Q12 If new development/redevelopment is proposed by businesses, what factors are important to you when supporting plans?

Answered: 627 Skipped: 126

	Very Important
Architectural quality and materials	54.57% 340
Building height	29.70% 185
Historical relevance	28.39% 176
Traffic impact	49.68% 308
Parking	49.60% 307
Job creation	18.77% 116
Business tenant (s)	45.26% 282
Maintenance / operation plans	31.23% 193

3.4.6 TRAFFIC AND CIRCULATION

- » 85% of the respondents identified walking as a method of reaching Silver Spring Drive (multiple selections permitted)
- » 51% of the respondents identified bicycling as a method of reaching Silver Spring Drive (multiple selections permitted)
- » Respondents were split on their perceptions of crossing Silver Spring Drive (at key intersections) as a pedestrian or bicyclist - half believing it is difficult and half believing it is easy
 - » The Santa Monica Blvd intersection is viewed as the easiest to cross
 - » 18% of the 72 written responses felt that Hollywood Ave was the most difficult to cross
- » The municipal parking lot behind Winkie's was viewed as the most convenient parking area within the district. All other listed parking areas on Q16 received a majority 'Neutral' response.



Q16 How do you rate the following parking areas in the Silver Spring Drive Business District?						
	Very Inconvenient	Inconvenient	Neutral	Convenient	Very Convenient	Total
Municipal lot behind Winkie's	0.98% 6	2.29% 14	10.15% 62	48.77% 298	37.81% 231	611
Covered parking below Beaumont Place Apartments	4.48% 27	16.09% 97	42.79% 258	24.05% 145	12.60% 76	603
On Silver Spring Drive East of Santa Monica Blvd	4.10% 25	21.80% 133	34.92% 213	32.62% 199	6.56% 40	610
On Silver Spring Drive West of Santa Monica Blvd	2.95% 18	22.79% 139	44.43% 271	25.90% 158	3.93% 24	610
On streets that intersect Silver Spring Drive	4.27% 26	18.06% 110	42.20% 257	30.71% 187	4.76% 29	609

3.5 STAKEHOLDER INTERVIEWS

Interviews were conducted on November 16 and 18th with a variety of stakeholders. This interviewees included local officials, local property owners, real estate and property management professionals, representatives of key Whitefish Bay organizations / stakeholder groups, and Village staff.

Discussion focused on:

- » Community priorities and needs on Silver Spring Drive
- » Goals for the Silver Spring Drive Master Plan Update
- » Current and future attractions on Silver Spring Drive
- » Business retention and recruitment
- » Silver Spring Drive gateway opportunities
- » Retail and restaurant priorities and recruitment strategies
- » Setting the stage for a stronger Silver Spring Drive for younger generations

3.6 CDA & VILLAGE BOARD MEETINGS

The planning process included multiple opportunities for CDA and Village staff input. These meetings provided the consultant with quality feedback that helped mold the Plan Update into the final format. Meeting dates included the following:

- » October 1, 2015: Kick-off meeting
- » January 21, 2016: CDA review of preliminary Master Plan document and concepts
- » March 7, 2016: CDA meeting to review the final draft of the Master Plan Update
- » March 21, 2016: CDA meeting to approve final Master Plan Update
- » April 4, 2016: Village Board action on approved Master Plan Update



4. Market Research & Case Studies

Understanding market forces, supply/demand and the general retail landscape are key to develop a robust commercial corridor. These numbers and case studies provide insight into the community's desires and how to strengthen the local economy in Whitefish Bay. Business retention and attraction will be strengthened with strategic market-sensitive actions.



4.1 MARKET RESEARCH

Market data provides an opportunity to take a close look at the economic drivers, which influence local market of Silver Spring Drive, Whitefish Bay, and neighboring communities, including Shorewood, Glendale, Fox Point, and Milwaukee.



4.2 CASE STUDIES

Planning and market studies and review of prominent comparable commercial corridors provides an opportunity to identify potential and strengths of Silver Spring Drive.

4.1 MARKET RESEARCH

4.1.2 MARKET CHARACTERISTICS

Silver Spring Drive – Whitefish Bay's Downtown, or Main Street – is primarily a neighborhood-based district, serving residents, employees and visitors within approximately a 10-minute drive. Visitors traveling from farther than a 10-minute drive are generally more than likely to choose other nearby shopping districts over Whitefish Bay's Silver Spring Drive, unless they are patronizing "destination" retail, service, or restaurant offerings within the District.

4.1.2 RETAIL & RESTAURANT MARKET TRENDS

Since the last plan was published in 2003 several significant trends and events have occurred that impact the nature of retail business along Silver Spring Drive. All of these factors need to be considered when trying to predict the next generation of retail activity:

- » A major increase in online shopping—especially for commodity good
- » A corresponding increase in the desire for goods and services that are unique, higher quality, or provided with a level of service not typical of online shopping
- » The impact of Bayshore Town Center on perceptions of the availability and access to goods and services
- » National changes in the overall market for retail (especially generational shifts)
- » Changes in buying behavior for foods and beverages including increases in prepared foods

The long term adaptability and appeal of business locations has remained strong. While vacancies seem infrequent, there is a heightened awareness within the community of each change. The data provided in this chapter should serve as a base framework for ongoing recruitment of new businesses. It is important to recognize that the retail market will continue to churn and that the key for Silver Spring Drive is to maintain a highly flexible, robust and supportive attitude towards new businesses.

4.1.3 RETAIL SUPPLY & DEMAND

Demographics of five (5) retail market geographies are shown on the following page in the Market Area Overview – 2015 table. The data utilized in this chapter focuses on the village of Whitefish Bay as a whole, in addition to four (4) additional analyses looking at trade areas, based on convenience walk and drive times: 5- and 10- minute walks and drives. The center point of this data is the intersection of East Silver Spring Drive and North Santa Monica Boulevard, or 223 East Silver Spring Drive.

The purpose of reviewing these data is to drill down to the spending demand, spending supply, and potential business categories that could be a strong fit for Silver Spring Drive. Demand reflects what a population in a given area (e.g. the 5-minute drive area) is expected to purchase in a given category, given typical demand for similar community demographics.



Source: Shop Whitefish Bay, Facebook

Figure 16. Whitefish Bay gatherings illustrate a high level of special retail activity.

MARKET AREA OVERVIEW – 2015

	WHITEFISH BAY	5-MIN. WALK	10-MIN. WALK	5-MIN. DRIVE	10-MIN. DRIVE
POPULATION	13,917	736	4,174	18,032	138,611
HOUSEHOLDS	5,285	277	1,508	7,257	54,714
HOUSING UNITS	5,583	296	1,607	7,743	62,444
HOUSING UNITS — OWNER	78.5%	83.4%	83.7%	66.7%	41.4%
HOUSING UNITS – RENTER	16.2%	9.5%	10.2%	27.0%	46.2%
HOUSING UNITS – VACANT	3.6%	3.4%	6.2%	6.3%	12.4%
MEDIAN HOUSEHOLD INCOME	\$96,360	\$117,685	\$108,465	\$73,714	\$35,450
PER CAPITA INCOME	\$54,871	\$62,107	\$56,551	\$47,302	\$24,291
MEDIAN DISPOSABLE INCOME	\$71,369	\$88,697	\$81,173	\$55,800	\$29,274
MEDIAN HOME VALUE	\$352,992	\$341,848	\$367,397	\$313,402	\$178,175
MEDIAN AGE	40.3	38.7	40.2	40.6	33.6
TOTAL EMPLOYED POPULATION	7,084	400	2,066	9,432	58,629

Source: ESRI Market Profile

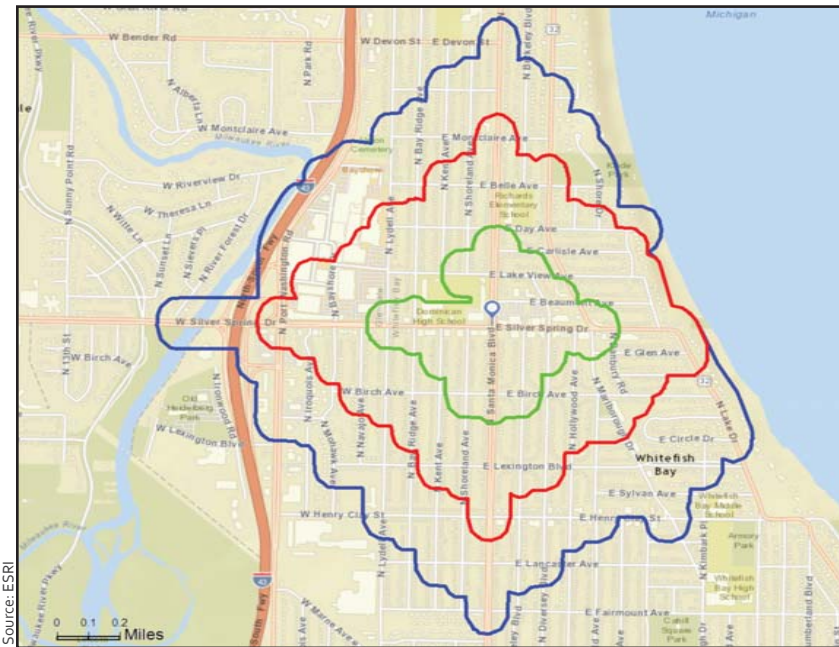


Figure 18. 5-, 10- and 15- Minute Walk Times from Silver Spring Drive and Santa Monica Boulevard

Village of Whitefish Bay

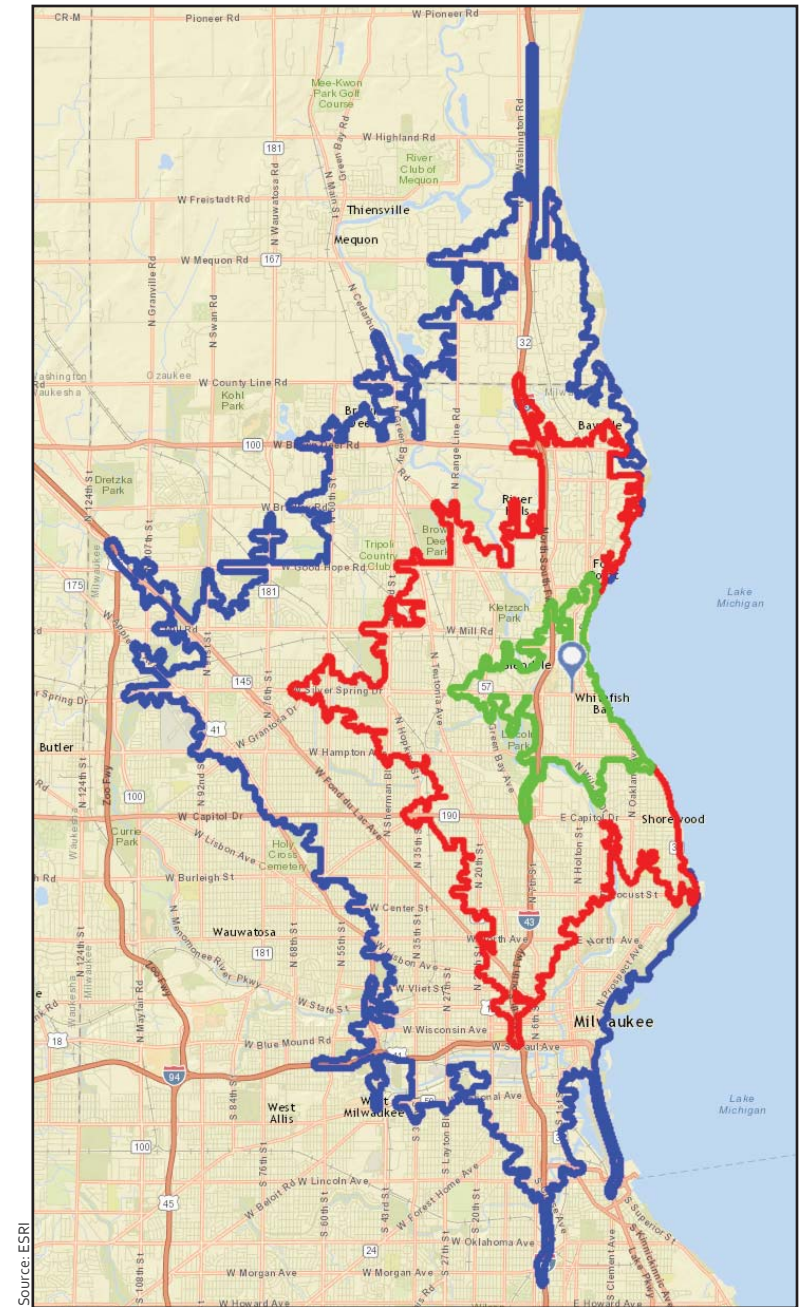


Figure 17. 5-, 10- and 15- Minute Drive Times from Silver Spring Drive and Santa Monica Boulevard.

4.1.3 GUIDE TO THE DATA

- » Supply and demand estimates are in current (2015) dollars.
- » **Demand (retail potential)** estimates the expected amount spent by consumers at retail establishments.
- » **Supply (retail sales)** estimates the total amount spent by consumers at retail establishments within the designated trade area.
- » **The Retail Gap** represents the difference between Retail Potential and Retail Sales.
- » **Leakage/Surplus Factor** represents a snapshot of retail opportunity. This relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area.

When considering Whitefish Bay independently, village residents have a total approximate annual demand of \$1,014,957,272 in the included retail and food categories. Whitefish Bay's supply is 13.9% of this, indicating that the village is highly dependent on the surrounding communities to meet this retail gap of \$873,988,534. This is not unusual, as Whitefish Bay is part of a large metropolitan region, and is not isolated economically. Further, online retail remains prominent and can interfere with the success of brick and mortar retail, even when a community's demand and incomes can support physical businesses.

RETAIL SUPPLY, DEMAND & GAPS – 2015

	W	H	I	T	E	F	I	S	H	B	A	Y
	DEMAND	SUPPLY	RETAIL GAP	LEAKAGE/ SURPLUS	# OF BUSINESSES							
<i>Total Retail Trade and Food & Drink</i>	\$390,376,358	\$50,594,141	\$339,782,217	77.1	46							
<i>Total Retail Trade</i>	\$352,482,489	\$45,221,892	\$307,260,597	77.3	37							
<i>Total Food & Drink</i>	\$37,893,869	\$5,372,249	\$32,521,620	75.2	9							
Furniture & Home Furnishings Stores	\$10,463,612	\$633,658	\$9,829,954	88.6	1							
Food & Beverage Stores	\$57,093,399	\$1,964,701	\$55,128,698	93.3	5							
Health & Personal Care Stores	\$24,831,442	\$19,508,127	\$5,323,315	12.0	4							
Clothing & Clothing Accessories Stores	\$15,875,250	\$4,686,982	\$11,188,268	54.4	5							
Sporting Goods, Hobby, Book & Music Stores	\$9,559,914	\$1,338,718	\$8,221,196	75.4	3							
General Merchandise Stores	\$65,804,495	\$3,011,145	\$62,793,350	91.2	1							
Miscellaneous Store Retailers	\$12,682,575	\$3,264,876	\$9,417,699	59.1	9							
Food Services & Drinking Places	\$37,893,869	\$5,372,249	\$32,521,620	75.2	9							

Source: ESRI Retail MarketPlace Profile

	5 - M I N U T E W A L K				
	DEMAND	SUPPLY	RETAIL GAP	LEAKAGE/ SURPLUS	# OF BUSINESSES
Total Retail Trade and Food & Drink	\$23,813,989	\$20,588,347	\$3,225,642	7.3	19
Total Retail Trade	\$21,512,956	\$18,800,923	\$2,712,033	6.7	15
Total Food & Drink	\$2,301,033	\$1,787,424	\$513,609	12.6	4
Furniture & Home Furnishings Stores	\$643,105	\$381,930	\$261,175	25.5	1
Food & Beverage Stores	\$3,492,264	\$860,195	\$2,632,069	60.5	3
Health & Personal Care Stores	\$1,506,166	\$6,724,563	-\$5,218,397	-63.4	1
Clothing & Clothing Accessories Stores	\$963,217	\$3,584,085	-\$2,620,868	-57.6	4
Sporting Goods, Hobby, Book & Music Stores	\$587,214	\$879,096	-\$291,882	-19.9	2
General Merchandise Stores	\$4,028,287	\$2,361,683	\$1,666,604	26.1	1
Miscellaneous Store Retailers	\$771,522	\$1,869,896	-\$1,098,374	-41.6	3
Food Services & Drinking Places	\$2,301,033	\$1,787,424	\$513,609	12.6	4

Source: ESRI Retail MarketPlace Profile

	1 0 - M I N U T E W A L K				
	DEMAND	SUPPLY	RETAIL GAP	LEAKAGE/ SURPLUS	# OF BUSINESSES
Total Retail Trade and Food & Drink	\$121,020,850	\$115,596,141	\$5,424,709	2.3	77
Total Retail Trade	\$109,281,394	\$98,643,331	\$10,638,063	5.1	59
Total Food & Drink	\$11,739,457	\$16,952,810	-\$5,213,353	-18.2	18
Furniture & Home Furnishings Stores	\$3,253,986	\$4,872,657	-\$1,618,671	-19.9	3
Food & Beverage Stores	\$17,708,398	\$5,716,171	\$11,992,227	51.2	6
Health & Personal Care Stores	\$7,683,381	\$16,931,273	-\$9,247,892	-37.6	7
Clothing & Clothing Accessories Stores	\$4,913,326	\$26,063,178	-\$21,149,852	-68.3	23
Sporting Goods, Hobby, Book & Music Stores	\$2,971,150	\$5,450,043	-\$2,478,893	-29.4	6
General Merchandise Stores	\$20,422,301	\$19,626,256	\$796,045	2.0	2
Miscellaneous Store Retailers	\$3,926,585	\$4,993,734	-\$1,067,149	-12.0	7
Food Services & Drinking Places	\$11,739,457	\$16,952,810	-\$5,213,353	-18.2	18

	5 - M I N U T E D R I V E				
	DEMAND	SUPPLY	RETAIL GAP	LEAKAGE/ SURPLUS	# OF BUSINESSES
Total Retail Trade and Food & Drink	\$436,239,233	\$491,291,609	-\$55,052,376	-5.9	211
Total Retail Trade	\$393,996,218	\$442,729,383	-\$48,733,165	-5.8	166
Total Food & Drink	\$42,243,015	\$48,562,225	-\$6,319,210	-7.0	45
Furniture & Home Furnishings Stores	\$11,604,625	\$14,515,582	-\$2,910,957	-11.1	6
Food & Beverage Stores	\$64,389,392	\$27,900,800	\$36,488,592	39.5	10
Health & Personal Care Stores	\$27,805,272	\$39,077,997	-\$11,272,725	-16.9	21
Clothing & Clothing Accessories Stores	\$17,709,029	\$75,060,570	-\$57,351,541	-61.8	64
Sporting Goods, Hobby, Book & Music Stores	\$10,604,345	\$15,814,420	-\$5,210,075	-19.7	13
General Merchandise Stores	\$73,661,298	\$64,726,848	\$8,934,450	6.5	5
Miscellaneous Store Retailers	\$14,220,492	\$12,562,851	\$1,657,641	6.2	17
Food Services & Drinking Places	\$42,243,015	\$48,562,225	-\$6,319,210	-7.0	45

Source: ESRI Retail MarketPlace Profile

	1 0 - M I N U T E D R I V E				
	DEMAND	SUPPLY	RETAIL GAP	LEAKAGE/ SURPLUS	# OF BUSINESSES
Total Retail Trade and Food & Drink	\$1,777,877,983	\$1,530,420,961	\$247,457,022	7.5	947
Total Retail Trade	\$1,608,280,497	\$1,376,110,560	\$232,169,937	7.8	696
Total Food & Drink	\$169,597,486	\$154,310,401	\$15,287,085	4.7	251
Furniture & Home Furnishings Stores	\$46,207,576	\$27,705,245	\$18,502,331	25.0	23
Food & Beverage Stores	\$271,682,548	\$252,395,243	\$19,287,305	3.7	158
Health & Personal Care Stores	\$114,624,935	\$115,734,462	-\$1,109,527	-0.5	62
Clothing & Clothing Accessories Stores	\$71,949,970	\$111,452,819	-\$39,502,849	-21.5	116
Sporting Goods, Hobby, Book & Music Stores	\$41,654,605	\$42,162,001	-\$507,396	-0.6	52
General Merchandise Stores	\$302,976,875	\$181,495,037	\$121,481,838	25.1	36
Miscellaneous Store Retailers	\$58,806,772	\$38,610,997	\$20,195,775	20.7	84
Food Services & Drinking Places	\$169,597,486	\$154,310,401	\$15,287,085	4.7	251

4.1.4 CONSUMER SPENDING

Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and Average Amount Spent Per Household represent annual figures. The Spending Potential Index (SPI) represents the amount spent in the area relative to a national average of 100. An SPI of 110 means that the area spends 10 percent more than the national average. An SPI of 90 means that the area spends 10 percent less than the national average, on that good or service.

5-10-Minute Walk Trade Areas

Residents living in close proximity to a commercial district are more active users and can easily walk or bike to the area. This proximity results in frequent trips and adds an increased neighborhood feel and vitality to Silver Spring Drive.

5-10 Minute Drive Trade Areas

A 5-10 minute drive to a commercial district typically ensures its importance as a regular, perhaps even daily, destination for residents and employees of this market area. These consumers are the primary market for most commercial districts or corridors, including Silver Spring Drive. The 5-minute drive time market also represents a 10-minute bike ride to Silver Spring Drive.

Silver Spring Drive Businesses

A mix of uses and density is crucial for the success of any corridor. This includes retail, residential and office uses. Silver Spring Drive businesses consist of a broad range of retail, medical and professional service business uses on the ground floor, as well as upper floors. The largest group of Silver Spring Drive businesses is comprised of professional services, beauty and wellness, and retail shops and boutiques. Many of these businesses are long-established in the community.

Residential Influences on Spending

Residential uses within the Corridor and the surrounding neighborhoods is crucial to development a strong image and identity for a business corridor or district.

Within a 5-minute drive of Silver Spring Drive, there are 7,743 housing units, with a median value of \$313,402. Given its location and assets, (including an incredibly strong public school system, high-quality housing stock, and proximity to Lake Michigan), Whitefish Bay and the surrounding communities' property values are high for the metro region. This creates a strong identity and perception of Whitefish Bay and Silver Spring Drive that should be part of the recruitment and marketing strategy of the BID/CDA/Village.

SILVER SPRING DRIVE BUSINESSES – 2015

CATEGORY	# OF BUSINESSES
RETAIL SHOPS & BOUTIQUES	27
FOOD, DINING & ENTERTAINMENT	16
BEAUTY & WELLNESS	29
MEDICAL SERVICES	19
PROFESSIONAL SERVICES	37
INSTITUTIONAL & NON-PROFIT	11

Source: Shop Whitefish Bay! http://www.shopwhitefishbay.com/categorical_search.html

CONSUMER SPENDING – 2015

	WHITEFISH BAY	5-MINUTE WALK	10-MINUTE WALK	5-MINUTE DRIVE	10-MINUTE DRIVE
APPAREL & SERVICES: TOTAL \$	\$23,000,883	\$1,386,654	\$7,095,774	\$25,864,785	\$106,866,117
Average Spent	\$4,352.11	\$5,005.97	\$4,705.42	\$3,564.12	\$1,953.18
Spending Potential Index	188	216	203	154	84
COMPUTERS & ACCESSORIES: TOTAL \$	\$2,678,337	\$160,507	\$826,274	\$2,990,517	\$11,772,793
Average Spent	\$506.78	\$579.45	\$547.93	\$412.09	\$215.17
Spending Potential Index	194	222	210	158	82
EDUCATION: TOTAL \$	\$18,408,165	\$1,123,906	\$5,806,580	\$19,475,812	\$71,725,261
Average Spent	\$3,483.10	\$4,057.42	\$3,850.52	\$2,683.73	\$1,310.91
Spending Potential Index	229	266	253	176	86
ENTERTAINMENT/RECREATION: TOTAL \$	\$33,944,130	\$2,051,869	\$10,516,775	\$37,349,267	\$145,622,957
Average Spent	\$6,422.73	\$7,407.47	\$6,973.99	\$5,146.65	\$2,661.53
Spending Potential Index	194	224	211	155	80
FOOD AT HOME: TOTAL \$	\$48,773,022	\$2,937,613	\$15,000,711	\$55,768,565	\$239,853,022
Average Spent	\$9,228.58	\$10,605.10	\$9,947.42	\$7,684.80	\$4,383.76
Spending Potential Index	177	203	190	147	84
FOOD AWAY FROM HOME: TOTAL \$	\$32,671,602	\$1,977,351	\$10,091,653	\$36,694,064	\$147,634,619
Average Spent	\$6,181.95	\$7,138.45	\$6,692.08	\$5,056.37	\$2,698.30
Spending Potential Index	188	217	204	154	82
HEALTH CARE: TOTAL \$	\$46,321,498	\$2,807,175	\$14,338,097	\$51,521,712	\$206,432,379
Average Spent	\$8,764.71	\$10,134.21	\$9,508.02	\$7,099.59	\$3,772.94
Spending Potential Index	185	214	201	150	80
HH FURNISHINGS & EQUIPMENT: TOTAL \$	\$18,559,014	\$1,130,099	\$5,746,349	\$20,631,324	\$81,748,282
Average Spent	\$3,511.64	\$4,079.78	\$3,810.58	\$2,842.95	\$1,494.10
Spending Potential Index	191	222	207	154	81
RETAIL GOODS: TOTAL \$	\$248,068,718	\$15,022,934	\$76,623,379	\$277,825,303	\$1,132,429,654
Average Spent	\$46,938.26	\$54,234.42	\$50,811.26	\$38,283.77	\$20,697.26
Spending Potential Index	184	213	199	150	81
TV/VIDEO/AUDIO: TOTAL \$	\$12,234,995	\$730,280	\$3,748,550	\$14,033,781	\$62,195,454
Average Spent	\$2,315.04	\$2,636.39	\$2,485.78	\$1,933.83	\$1,136.74
Spending Potential Index	177	202	190	148	87

Source: ESRI Market Profile

| Case Study: Washington Avenue – Cedarburg, WI



REGIONAL DESTINATION SERVING LOCAL NEEDS

Cedarburg's downtown serves a dual-purpose of attracting patrons from the region, while serving local residents' everyday needs. A high number of service businesses and professional practices serve local needs, while specialty retail and restaurants serve the needs of visitors and residents. Two downtown bed & breakfasts accommodate overnight guests.



UNIQUE RETAIL & RESTAURANT MIX

The retail mix is focused on home needs, including home accessories, furniture, lighting, and decorations. Stores vary from new retail to antiques, and from consignment stores and custom producers. Numerous restaurants, bars, coffee shops, and entertainment venues are mixed with the retail, creating an enhanced experience that includes leisure and shopping.



ARTS, CULTURE & VIBRANT STREET LIFE

The community has a strong cultural arts reputation and arts community with unique venues for live entertainment and artists-in-residence programs. Community festivals attract thousands of people from the region to the city each year, including Winter Festival, Strawberry Festival, German Festival, Wine and Harvest Festival and Oktoberfest.



HISTORIC DOWNTOWN

Cedarburg's downtown is a Historic District, listed on the National Register of Historic Places. The district features over 100 buildings considered historically significant.

KEY RESOURCES TO RETAIN & ATTRACT BUSINESSES IN CEDARBURG

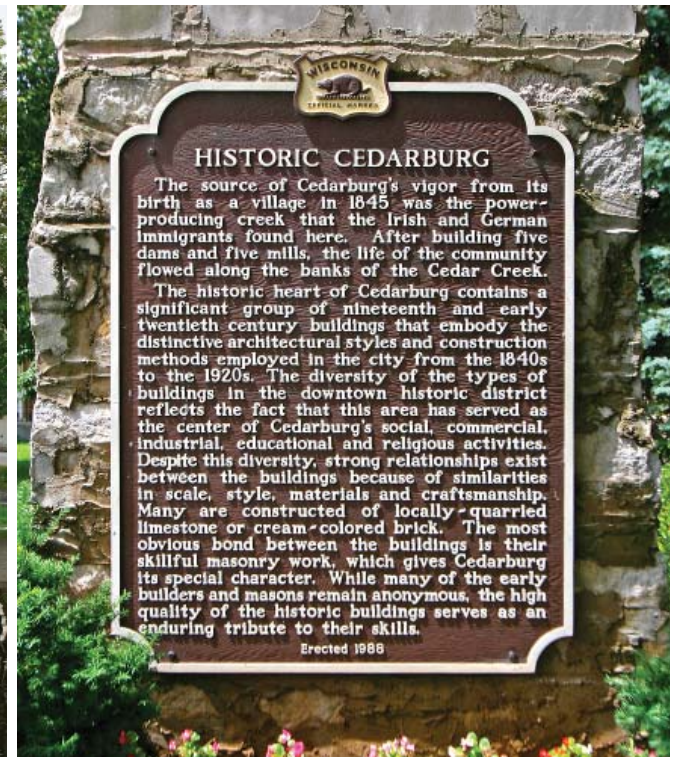
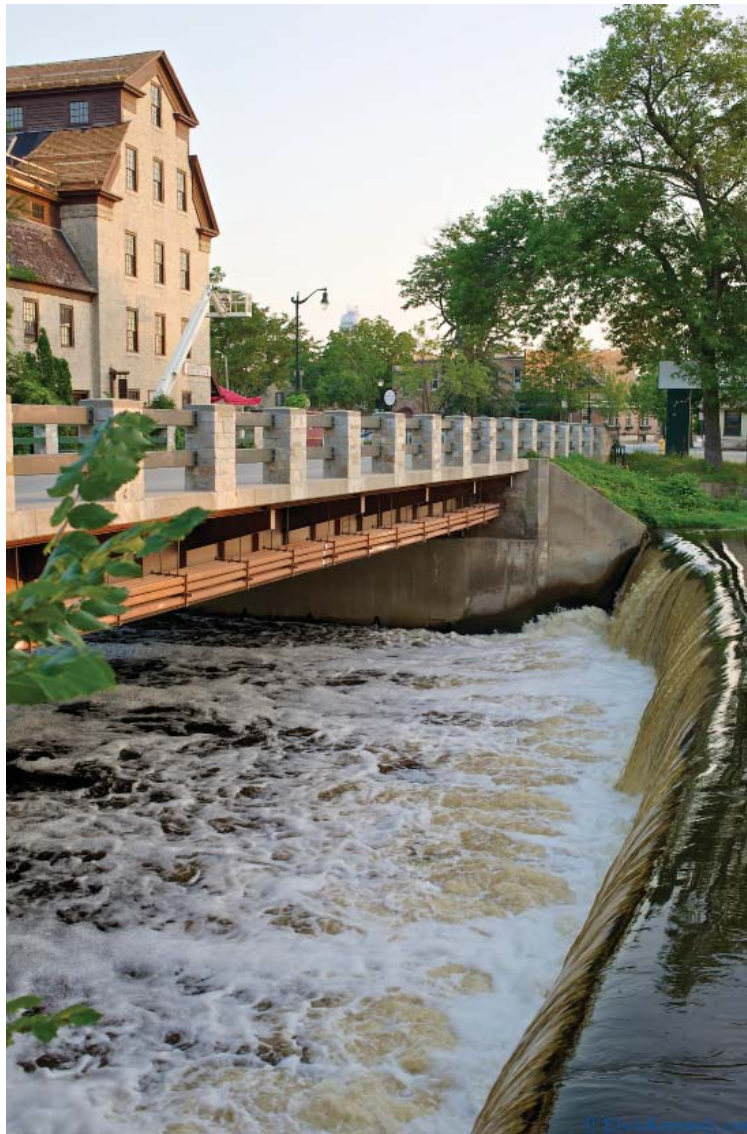
- » The City houses the Departments of Planning and Economic Development to assist with planning, technical assistance and resources.
- » Commercial property listings are regularly updated and marketed.
- » Technical support and networking is regularly available to local businesses through the Cedarburg Chamber of Commerce and the Cedarburg Merchants Organization.
- » The City offers a Revolving Loan Fund Program (RLF), Cedarburg Economic Development Loan Program, and Tax Incremental Financing for expansion, start-up and relocation.
- » The City of Cedarburg Revolving Loan is funded through Community Development Block Grant (CDBG) funding. The criteria of the loan include job creation, leveraging private investment, and gap funding for start-ups and expanding businesses. The loan is marketed to established and newly recruited businesses that can meet the requirement of creating one full-time job for each \$20,000 of the loan funds requested. Fifty percent of the jobs must be made available to low- and moderate-income individuals in the community. Loans range from \$10,000 to \$125,000.
- » The Cedarburg Economic Development Loan Program operates in partnership with the Port Washington State Bank. The loan is available to revitalize the city economy through affordable loans, ranging between \$5,000 and \$50,000. These loans are offered to both established and newly recruited businesses to the City. The loan can be used for redevelopment of vacant and/or blighted property, land or building purchase, and equipment purchase (including for kitchens).

Source: City of Cedarburg



“People move to Cedarburg for its safe, walkable downtown. With coffee, arts, movie, and shopping venues easily accessible to children and adults to enjoy. Cedarburg shares a uniqueness and support network unlike any other city. Come and see for yourself!”

-Cedarburg business owner





Source: City of Cedarburg

| Case Study: Oakland Avenue – Shorewood, WI



NORTH SHORE COMMUNITY DISTRICT

Shorewood's Oakland Avenue serves Shorewood resident needs, while attracting patronage from neighboring communities, including Whitefish Bay, Glendale and Milwaukee.



PEDESTRIAN EXPERIENCE

Oakland Avenue contains a highly-successful pedestrian experience, with focused efforts by the Village of Shorewood, the Oakland Avenue Business Improvement District, and commitment by individual business owners to invest in unique and high-quality architectural features and embellishments, including strong visual connections to the street, signage, awnings, and planters.



STRONG GUIDANCE & INCENTIVES FOR RE/DEVELOPMENT & BUSINESS RECRUITMENT

The Village maintains a strong reputation for being transparent and business-friendly to promote a widely-celebrated commercial corridor for business owners, property owners, residents and visitors.

KEY BUSINESS INCENTIVES FOR A VIBRANT COMMERCIAL CORRIDOR IN SHOREWOOD

- » The Village offers a Business Incentive Fund for its TID #1 to improve properties through low-interest loans to finance business expansion or start-up projects. The fund is a revolving loan fund, to further assist businesses in TID #1. The focus is business retention and business attraction to the corridor. Grant decisions and funds are provided through the Community Development Authority (CDA). Day-to-day administration of the program is provided by Village staff and the Southeastern Regional Planning Commission (SEWRPC).
- » The Shorewood BID has a Facade Improvement 50/50 Match Program up to \$25,000 to stimulate high-quality exterior building improvements to existing commercial buildings to enhance attractiveness, ensure a high level of maintenance for a sustainable commercial area, increase commercial vitality and activity, and improve property values in the commercial areas and adjacent neighborhoods.
- » The Shorewood BID offers a Concept Design Grant for 90% of the design consultant cost (up to \$2,000) to increase design and material quality.
- » The Shorewood BID maintains a user-friendly Business Directory with an Integrated Google Map.

Source: Village of Shorewood



In order to strengthen Oakland Avenue as commercial corridor in Milwaukee's Metro Area, the Village of Shorewood has made a strong commitment to the corridor's retail success. Further, the village's resident population as strong spending power on Oakland Avenue (and Capitol Drive), as most, if not all live within a 5-minute drive of these districts.

Key strengths of the retail corridor include available and affordable lease rates for current and prospective retail and restaurant tenants, strong marketing and reputation, and strong pedestrian and vehicular traffic for businesses on Oakland Avenue and Capitol Drive. Furthermore, a strong focus on the pedestrian and bicyclist experience increases overall visibility by improving urban design and calming traffic.

Business retention and recruitment is a priority of the Village. Key strategies to assist existing businesses with improving sustainability and profitability through resources for expansion and marketing, including joint marketing for the corridor as a whole were developed. Further, strategic marketing and ongoing communication with retail brokers and entrepreneur and restaurateur networks were key to enhance strong tenancies throughout the Village.

Source: Village of Shorewood



STARTING A BUSINESS IN SHOREWOOD

The following information identifies key issues and requirements that you should be aware of so you experience minimum delays in opening your business.

It is most important that you determine that your business will meet Village code requirements and existing ordinances. In that regard, it is **highly recommended that you begin the review process with Village staff before signing a lease.** Speak to the Planning and Zoning Administrator first about your proposal. Then submit your proposal to the Planning and Development Department inside Village Hall (or call 414.847.2640 with your questions).



ZONING

Is the proposed business permitted at the location you have chosen?

Businesses in a given zone district are classified under the code as "permitted uses" or "conditional uses." If a business is identified as a "permitted use" in the zoning code, you would complete an **Occupancy Permit** application and submit it to the Planning and Development Department. A business classified under the code as "conditional use" will require an application for a **Conditional Use Permit** for review by the Village Plan Commission that meets once a month.

REQUIRED PERMITS AND INSPECTIONS

What applications and permits may be required for opening a business in Shorewood?

- Occupancy Permit
- Design Review Board application
- Sign application

All businesses require an approved **Occupancy Permit** that requires inspections by Shorewood's Building Inspector, electrical inspector, plumbing inspector, fire inspector and health inspector. The health inspector is involved with businesses that offer food and beverages or massage. The applicant is required to schedule all appointments. You will receive a **Certificate of Occupancy** upon receipt of positive inspection reports that the various inspectors will provide to the Planning and Development Department.

A business may not open until a Certificate of Occupancy is received.

If you are proposing major physical alterations to a site, permits will be required for all construction activity. Building, electrical, plumbing and HVAC permit applications may be obtained through the Planning and Development Department. Failure to obtain a permit prior to starting work may result in required changes to make the work conform to the code, plus additional permit fees.

REQUIRED LICENSES

To determine if any special licenses, such as food or liquor, are necessary to operate your business, please contact the Village Clerk's Office at 414.847.2608.

INSPECTION HOURS

Building inspections are done Monday-Friday with limited hours available for electrical, plumbing and heating inspections. **The applicant is required to schedule all appointments.** The inspectors must have access to the property, so please be sure that arrangements have been made.

SHOREWOOD BUSINESS IMPROVEMENT DISTRICT

The Shorewood Business Improvement District (BID) is poised to answer any questions you may have regarding the Shorewood business community. The Shorewood BID represents more than 300 property owners and businesses within the Village. The BID's mission is to enhance the Shorewood business district via special marketing activities and proactive business development and recruitment. Please contact Executive Director Jim Plauted at 414.272.5823 and visit the Shorewood BID website at www.shorewoodwi.com.

LOANS AND GRANTS

The Planning and Development Department and the Shorewood Business Improvement District are here to help your business get off to the right start and to succeed in Shorewood. Shorewood's Facade Improvement Program and Business Incentive Fund, administered by the Shorewood BID, are additional tools that are offered to help your business succeed. Grants may include business signage. Contact BID Executive Director Jim Plauted (414.272.5823) for more details and an application for these programs.

ANYTHING ELSE?

We cannot possibly cover all areas of concern regarding a new business in the Village of Shorewood in this brochure. There may be questions that you have in addition to what is included here. Please do not hesitate to visit the Planning and Development Department at Village Hall, 3930 N. Murray Ave., or call 414.847.2640.



Case Study: City of Kokomo, IN

UPPER FLOOR CONVERSION GRANT

The City of Kokomo, Indiana offers a development incentive in the form of a Greater Downtown Upper Floor Conversion Grant based on the square foot of retail, commercial or residential space proposed for redevelopment on previously vacant upper level floors in the downtown area. Incentives are provided for permanent interior building improvements and are granted on a “first come, first served” basis.

A qualifying project is eligible for reimbursement in the form of a 50/50 match of private investment to public dollars, up to a maximum of \$12,000 in public match, and depending on the use and the size of the space being improved. The City of Kokomo waives the permit fees for building permit fees associated with the improvement and tapping or re-tapping into the City’s sanitary sewer. The schedules below break down how the city’s reimbursement will be structured based on the size of the redevelopment project. Single-unit projects greater than 1,500 sq ft are not eligible for this program.

Reimbursement Schedule

1. Residential redevelopment projects, such as condominiums and apartments, are eligible for reimbursement at following rates based on the total square foot (sq ft) of the redevelopment.

- » 600 – 800 sq ft redevelopments are eligible for \$2,000
- » 801 – 1000 sq ft redevelopments are eligible for \$2,500
- » 1001 – 1500 sq ft redevelopments are eligible for \$3,000

2. Retail or commercial redevelopment projects are eligible for reimbursement at the following rates based on the total square foot (sq ft) for the redevelopment.

- » 600 – 800 sq ft redevelopments are eligible for \$1,000

- » 801 – 1000 sq ft redevelopments are eligible for \$1,500
- » 1001 – 1500 sq ft redevelopments are eligible for \$2,000

Eligible grant expenditures include interior demolition or preparation costs as part of a comprehensive renovation project; permanent building improvements such as flooring, wall, lighting, plumbing, electrical wiring, heating and air conditioning; and other similar permanent features. (Projects initiated or completed prior to submitting an application are ineligible for reimbursement.)

The applicant must obtain building permits prior to beginning any improvements. Approved projects MUST be completed within twelve months of being approved by the Kokomo Board of Public Works and Safety. Further, the property must meet all applicable building and zoning codes and requirements upon project completion. The Greater Downtown Upper Floor Conversion Grant is forgivable after three years of continuous use for the purpose stated on the application. Repayment of the grant shall occur if contents of the building for which the grant provided funding are removed or otherwise no longer used for the purpose stated in the application. This condition remains in effect for three years after reimbursement.

Evaluation Criteria

Applications for grant assistance are first considered by Department of Development staff to make sure they are complete and adhere to the program guidelines. The application will then be considered by the Department of Development Director prior to submission to the Kokomo Board of Public Works and Safety for final approval. The City of Kokomo reserves the right to accept or reject any application, based on funding availability and scope of proposed renovation, at the discretion of the Department of Development.

Source: City of Kokomo Upper Floor Conversion Grant Program



PARKING
BY
PERMIT ONLY
8:00AM
TO 5:00PM

SPARTAK

HARPO'S

JESSICA JUBELIRER DESIGN

JESSICA JUBELIRER DESIGN

5. Recommendations & Implementation

The following pages include numerous recommendations that address the mission and vision of the Village and CDA for Silver Spring Drive. These recommendations are the ideas born out of the planning process and public engagement of this Plan Update. The next step for the Village will be commissioning a detailed implementation plan that identifies priorities, timelines, responsible parties, and budgets.



5.1 OVERALL CONCEPT PLAN



5.5 CIRCULATION & PARKING



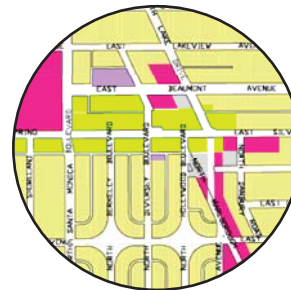
5.2 REDEVELOPMENT & PUBLIC SPACE



5.4 STREETSCAPE



5.3 BUILDING/BUSINESS STRATEGIES



5.6 IMPLEMENTATION

5.1 OVERALL PLAN

5.1.1 INTERVENTION IDENTIFICATION

The planning area allows for a limitless range of site-specific changes and interventions. Often district plans fall back on the recommendation that such decisions are “best left to the market” including those from property owners, tenants, investors, developers, assessors, appraisers, various government staff, and abutting neighbors. To address this complex circumstance, the Plan Update is based on a framework of 4 types of interventions, below, that can be ‘applied’ to each property in the planning area. During the formation of this Plan Update, the Village received a working diagram using this framework. To advance the application of this framework in the planning area, **the Village should and will work with each property owner to make changes that reflect their desired approaches for the future.** In partnership with property/business owners, the Village should reaffirm which of the following intervention categories is most valuable to apply on each parcel in the map to the right:

- » **Re/development:** a site susceptible to the demolition of existing structures for new construction due to the value proposition presented by the site and/or structure. In certain instances, 1-story buildings looking to add additional stories may retain existing structure in lieu of a complete site demolition.
- » **Revitalization:** a site where the exterior and/or interior of the physical structure or landscape needs improvement, and the structure should remain due to its contributing value in the business district (through architectural character, cultural value, or use value). Revitalization options must include the exploration of green and/or occupiable roofs.
- » **Revitalization and Business Investment:** a site where the exterior and/or interior of the physical structure needs improvement, and the business operation may benefit from financial or administrative resources available through the Village or BID. Additionally, the site may house vacant space that needs modifications, incentives, or marketing to gain occupancy. Revitalization options must include the exploration of green and occupiable roofs.

- » **Business Investment:** a site where the exterior and/or interior of the physical structure displays a maintained state not in need of major improvement, yet where the business operation may benefit from financial or administrative resources available through the Village or BID. Additionally, the site may house vacant space that needs incentives or marketing to gain occupancy.

Understanding the Intervention Identification

Each of these four categories can be driven by an economic, social, or cultural intervention. Each of these interventions can be applied to properties with different land uses (and different zoning, for that matter) within the District. The four categories are not exclusive to one type of land use.

These recommendations should be developed by the Village by taking a preliminary look at:

- » The expressed desires of property owners (one-on-one conversations)
- » Building condition and existing or prior plans to modify
- » Building occupancy or vacancy

Exclusion of Some Properties

As the Village conducts discussions with property owners, some properties and occupants with apparent or implied stability may not fall under one of the four intervention identification categories. The stability of the District does not constitute the need to intervene on every single property abutting the planning area. However, the Village should strive to complete and present a clear understanding of long-term plans across the District. The drive behind property owners or tenants to change any property for the better is supported throughout this Plan Update.

5.2 REDEVELOPMENT OPPORTUNITIES & PUBLIC SPACE

5.2.1 REQUIRE NEW REDEVELOPMENT PROJECTS TO CLEARLY DEPICT THE FEATURES THAT WILL MAKE SILVER SPRING DRIVE A MORE EFFECTIVE PUBLIC PLACE

Often projects are represented as being in the public interest because they increase tax base, bring new businesses to the community, or achieve general improvements. However, the District's condition is such that almost all new development projects can represent the public interest. Effective public places require a detailed analysis of design components including street-level elements for windows, doors, entrances, signage, graphics, colors, exterior seating and related features – and the Village can incorporate these elements into its applications. **Proponents of new projects should indicate how their concepts create truly exceptional places.** New projects might, for example, include: elements that reflect local history, components that expand outdoor uses during cold weather, features for specific social activities, or landscape for both spontaneous and programmed activities.



Source: GRAEF

Figure 20. Examples of historic markers combined with landscape design elements that could add value and character in the District west of Santa Monica Boulevard.

5.2.2 FOSTER FLEXIBLE CIVIC SPACES WHICH PROVIDE OPPORTUNITIES FOR PUBLIC ART AND INTERACTION

1 Consaul Commons

- » Create a memorable gathering place by including design elements that embrace flexibility, a playful nature, and year-round activities (see the following pages for additional details on a redesigned Consaul Commons concept).

2 Dominican/St. Monica's Public Edge

- » Work with property owners to create a strolling path or series of pocket seating areas within 10'-20' of the ROW that includes historical elements related to Silver Spring Drive, Whitefish Bay and Dominican/St. Monica's.
- » Include historic elements such as signage with historic facts/images, historic timelines as pavement markings, or historically-appropriate, native landscape elements (see images below).

3 West Entrance

- » Redesign, as a long term vision, the existing entrance signage at the southeast corner of N Lydell Avenue and W Silver Spring Drive in a way that identifies the entrance into the District.
- » Explore at the west entrance a monument sign and/or a new building that incorporates entrance signage on the building or on private property.



Source: GRAEF

1 | Consaul Commons

Consaul Commons is located at the heart of Silver Spring Drive. While the existing space has several attractive qualities, the existing design/landscape features limit the types of activities that can occur within the space (central raised median, large trees) and does not create a lasting impression on visitors. Additionally, to the south of Consaul Commons, Berkeley Boulevard acts as a great location for temporary events such as the community's outdoor markets. However, the design of the space caters primarily to vehicles and not the pedestrian activity that often desires to be there.

As part of the ongoing planning and implementation of Silver Spring Drive, **the Village should create a memorable, one-of-a-kind public place that convinces both residents and visitors to frequent the District more often.** The following pages include design drivers and conceptual design ideas that should serve as a starting point for ongoing discussion and design development with key stakeholders.

DESIGN DRIVERS

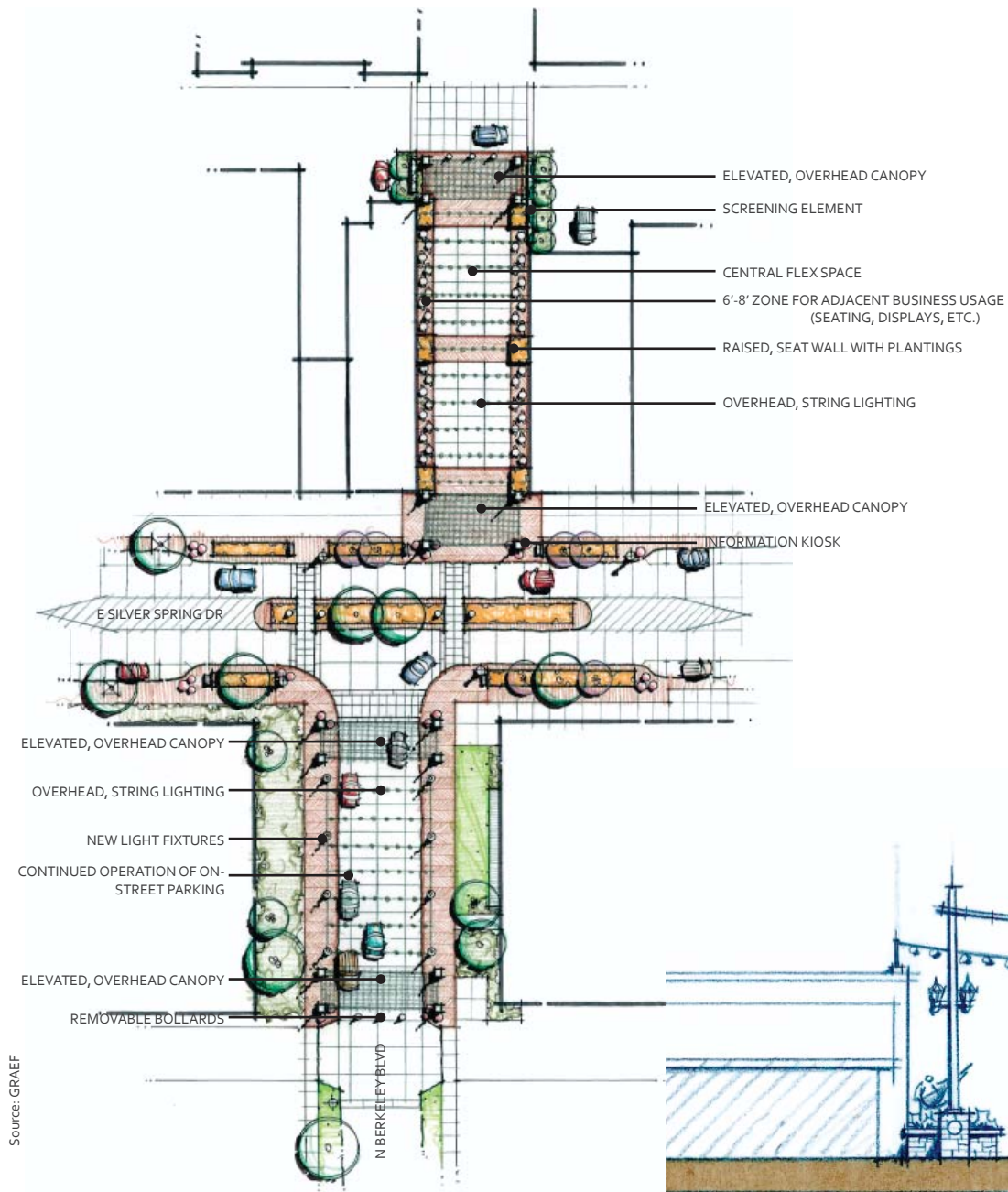
- » Flexible
- » Playful
- » Memorable

DESIGN ELEMENTS

- » Actual or implied overhead canopy
- » Visibility/Prominence along Silver Spring Drive
- » Central area of Consaul Commons remains open and flexible
- » Accent plantings within Consaul Commons to enhance intimacy
- » Paving elements that tie together both Consaul Commons and Berkeley Boulevard



Figure 22. Existing conditions of both Consaul Commons and Berkeley Boulevard.



CONSAUL COMMONS CONCEPTUAL DESIGN FLEXIBLE

- » Removal of existing raised median and trees within Consaul Commons provides increased opportunities for programmed events within the space
- » Removable bollards allow for the temporary closure of Berkeley during market events

PLAYFUL

- » Overhead canopies can accommodate brighter colors or even artistic installations
- » Family-friendly, seasonal elements can be positioned within the central space of Consaul Commons

MEMORABLE

- » Overhead, string lighting creates a clear demarcation of a unique place along Silver Spring Drive
- » Seasonal design elements and increased programmed activities will help add excitement to the area

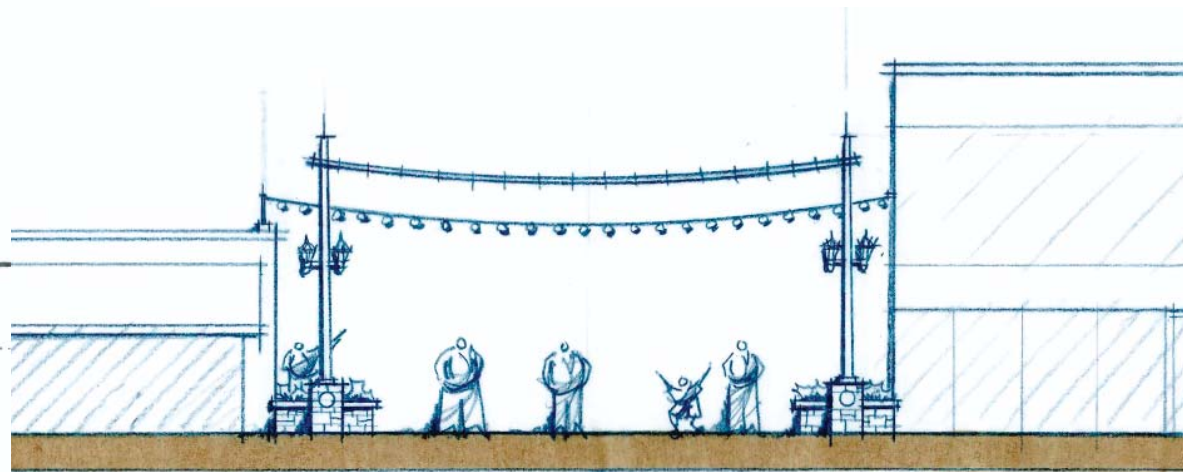
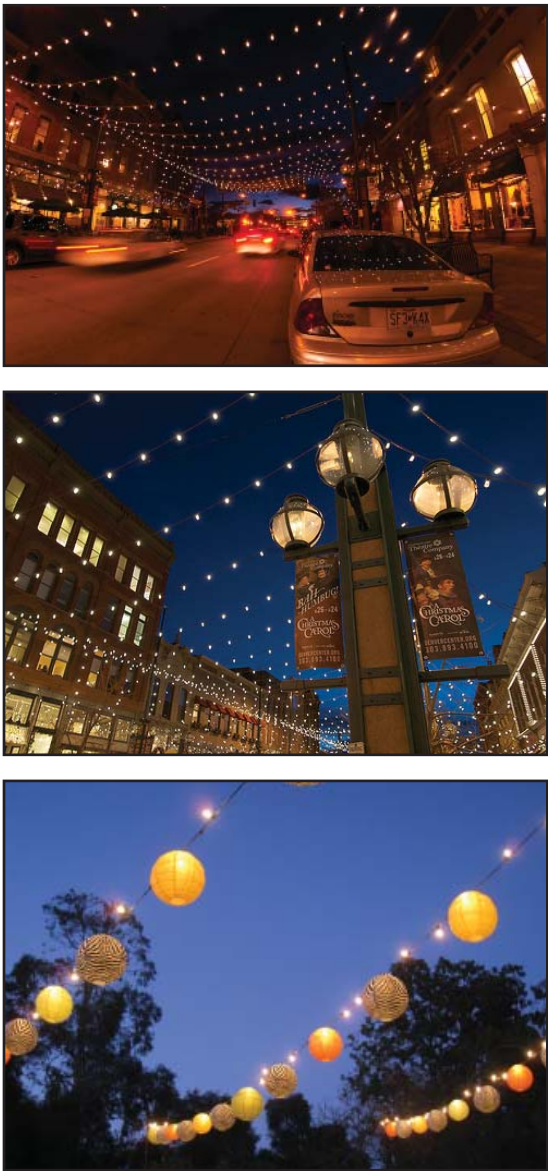


Figure 23. Conceptual design for Consaul Commons and Berkeley Blvd - PLAN VIEW

Figure 24. Conceptual design for Consaul Commons looking north from Silver Spring Drive - ELEVATION VIEW

IMAGE CASE STUDIES - CONCEPTUAL DESIGN ELEMENTS

Overhead Lighting



Overhead Fabric Canopy



Temporary Art Canopy

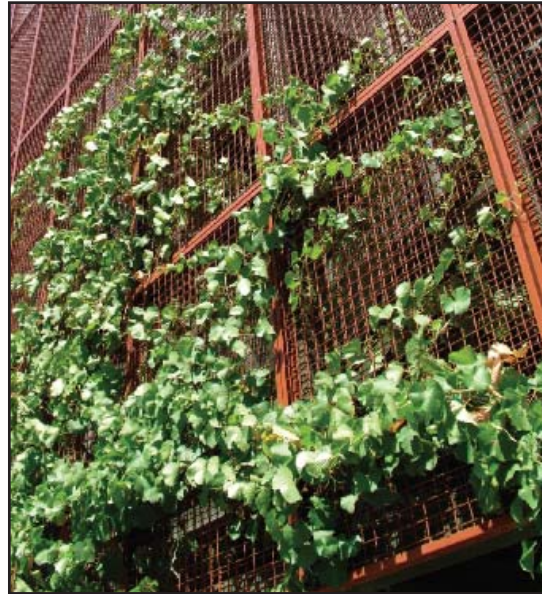


Street Plaza Paving



Source: Seattle - Bell Street

Screening Elements



Source: GRAEF

Family-Friendly, Temporary Elements



Source: Playscapes



Source: GRAEF



5.3 BUILDING / BUSINESS STRATEGIES

5.3.1 RECOGNIZE THE BUSINESS IMPROVEMENT DISTRICT (BID) AS A CRITICAL PARTNER AND ALIGN EXTERNAL GRANTS AND FUNDS WITH BID INVESTMENTS TO STREAMLINE AND HEIGHTEN THE OVERALL IMPACT

5.3.2 UTILIZE A VARIETY OF 'INCENTIVE TOOLS' TO CATER TO THE INDIVIDUAL BUSINESS NEEDS OF SILVER SPRING DRIVE

- » TID funds
- » Retail Incentive Program Grant
- » Whitefish Bay Civic Foundation Community Grant
- » Business Improvement District resources
- » WWBIC, SBA, WEDC, Milwaukee7, PACE, etc.
- » Other Case Study examples mentioned in Section 4.2:
 - » The Shorewood BID offers a Concept Design Grant for 90% of the design consultant cost (up to \$2000) to increase design and material quality.
 - » The Cedarburg Economic Development Loan Program operates in partnership with the Port Washington State Bank. The loan is available to revitalize the city economy through affordable loans, ranging between \$5,000 and \$50,000. These loans are offered to both established and newly recruited businesses to the City. The loan can be used for redevelopment of vacant and/or blighted property, land or building purchase, and equipment purchase (including for kitchens).
 - » The City of Cedarburg also provides technical support and networking opportunities on a regular basis through the Cedarburg Chamber of Commerce and the Cedarburg Merchants Organization.

5.3.3 MAINTAIN AND STRENGTHEN THE AREA'S BUSINESS-FRIENDLY REPUTATION

Focus ongoing planning between the Village and BID on open communication with property and/or business owners to gain a mutual understanding of interests and concerns.

5.3.4 ESTABLISH AND MARKET A RENEWED SILVER SPRING DRIVE IMAGE

Market physical and business improvements to strengthen Silver Spring Drive's reputation as a unique and family-friendly commercial corridor.

5.3.5 MAINTAIN & STRENGTHEN SILVER SPRING DRIVE EVENTS

Continue hosting special and annual events through the Business Improvement District, Village staff, business owners, and other stakeholder coordinators. Consider quarterly coordination with all Whitefish Bay event stakeholders to strengthen current offerings.

5.3.6 COORDINATE COLLECTIVE SILVER SPRING DRIVE ADVERTISING OPPORTUNITIES FOR BUSINESSES & SPECIAL EVENTS

Strategize multimedia advertising methods that can solicit customers for the District in general. Village staff, BID staff, and business representatives could meet quarterly to review how the District and Silver Spring Drive in general are being represented in the media, and together determine where and how to further positively market the planning area.

5.3.7 SUPPORT INCREASES IN BUILDING HEIGHTS WHILE MAINTAINING THE LOCAL CHARACTER OF THE PLANNING AREA

Evaluate how existing one-story buildings can accommodate additional floors for office or residential square footage while blending with the District's character. The community's demand for increased density has been strongly reinforced through stakeholder interviews and market demand observed through recent developments.

5.3.8 USE FUNDS FROM THE TID OR NEW FUNDING TOOLS TO SUPPORT UPPER-STORY IMPROVEMENTS ON SILVER SPRING DRIVE

Identify second- and third-story vacant office space that could be converted to office or residential use. The increase in the daytime or residential population will help attract active retail like the restaurants that are currently in great demand by the community. Section 4.2 gives an example of a grant program in Kokomo Indiana that was targeted towards the reduction of second-floor vacancies.

5.3.9 DEVELOP CONCEPTS FOR SEQUENCED REDEVELOPMENT AND REINVESTMENTS

Sequence projects by identifying a “first” building project which, when completed, can help trigger subsequent projects throughout the District. Due to the relatively high percentage of sites already occupied by functional buildings, the District seemingly offers few opportunities for new projects. Sequencing can change this perception and might, for example, be attained through a structured set of relocations where existing businesses move into new buildings and thereby open up secondary or tertiary reinvestment in the structures they vacate. In this way, the Village can serve as a facilitator of multiple redevelopment and reinvestment efforts.

5.3.10 ALLOW FUNDING TO COVER AESTHETIC IMPROVEMENTS ALONG THE NORTH ALLEY

Channel funds for aesthetic improvements in the District toward high-quality design elements on and along the rear of buildings in the District to capitalize on the high visibility of the alley. Elements should include signage and attractive screening elements with high-quality materials and colors.

5.4 CIRCULATION AND PARKING

5.4.1 CONDUCT ADDITIONAL PEDESTRIAN SAFETY/TRAFFIC FLOW STUDIES FOR SILVER SPRING DRIVE AND ALLEYS SERVICING THE PLANNING AREA

- » Maximize pedestrian safety by incorporating more traffic calming measures along Silver Spring Drive, with special emphasis on the area between N Santa Monica Boulevard and N Lake Drive.
- » Carry out any remaining short-term pedestrian safety improvements and examine the long-term safety improvements as identified in the 2015 TADI Study that have not already been implemented. Long-term recommendations include the following:
 - » Look for opportunities to apply for grant funding (see list provided by the consultant in Chapter 6: Appendix)
 - » Replace traffic signals at all of the Village signalized intersections on Silver Spring Drive
 - » Improve walkability and pedestrian awareness
 - » Conduct a Lane Capacity Study at the Marlborough/Silver Spring/Lake Drive intersection in conjunction with a Lake Drive Study
 - » Conduct a Lane Capacity Study at the Hollywood Avenue/Silver Spring Drive intersection
 - » Make Roadway Design Improvements (many short-term recommendations help to address pedestrian safety).

5.4.2 DEVELOP A LONG-TERM PARKING STRATEGY IN ORDER TO ACCOMMODATE BUSINESS GROWTH AND REDEVELOPMENT EFFORTS

“What is the future of parking in the District?” As increased interest for reinvestment and redevelopment occurs along Silver Spring Drive, the inclusion of parking must be evaluated on a case-by-case basis. While developers will typically be responsible for undertaking their own parking analysis, the Village (and appropriate committees and commissions) should play a collaborative role in the proper design

and character of the parking component (structured vs. surface lot, above-grade structures vs. below-grade structures, etc.). A long-term parking strategy must look at both on-street and off-street parking considerations.

- » Examine parking utility and parking meter operation and maintenance to identify actions for the long-term parking strategy.
- » Conduct additional research on parking technologies that may assist the Village with parking supply and demand (see appendix).
- » Review and evaluate employee parking options as part of ongoing monitoring within the District.
- » When off-street parking is modified or created, continue to foster aesthetically pleasing parking areas that fit with the character of the District and adjacent land uses.



Figure 25. Mixed-use development example that accommodates parking into the overall design (includes parking, retail and residential).

5.4.3 PROVIDE TRAFFIC SIGNAL REPLACEMENTS AT APPROPRIATE INTERSECTIONS ALONG SILVER SPRING DRIVE

- » Include large lens LED lights, countdown pedestrian timers, time-based coordination, intelligent signal timing for optimization, or occupancy sensors in traffic signal replacements within the District.

5.4.4 LOOK FOR ADDITIONAL OPPORTUNITIES TO SUPPORT BICYCLE USERS ALONG SILVER SPRING DRIVE

- » According to the online household survey results mentioned in Chapter 3, 51% of respondents identified bicycling as a method of reaching the District. Additional bike racks should be located in strategic locations along Silver Spring Drive. The addition and design of bike racks could include an opportunity to engage with the BID and local art community. The BID (or other entity) could organize a design competition for creative and appropriately styled bicycle racks that then get placed throughout the District.

5.4.5 CONDUCT ONGOING MONITORING OF CIRCULATION AND PARKING CONDITIONS WITHIN THE DISTRICT

- » In regards to circulation, long-term pedestrian safety will continue to be a priority for the Village. Village (in coordination with other departments such as Police) should continually monitor new roadway/streetscape designs as they are implemented. Continued police presence on Silver Spring Drive should be a focus in an effort to reduce speeding and traffic violations within the District.
- » No matter how many times the parking supply and demand models are calculated, the real issue will be the day-to-day effectiveness of the parking and network in the District. The best way to address this issue will be to conduct brief, targeted evaluations on an annual basis (minimum). Parking interventions (such as changes in regulated time duration for parking stalls) should not always be viewed as permanent solutions, but interim experiments that are monitored for effectiveness. Parking interventions can then either stay or go depending on the success of the parking intervention.



Figure 26. Artistic bicycle racks add life and excitement to a streetscape.

5.5 STREETScape

5.5.1 BUILD UPON THE COORDINATED 'FAMILY' OF EXISTING STREETScape ELEMENTS IMPLEMENTED IN 2009 IN AN EFFORT TO STRENGTHEN CONSISTENCY, RHYTHM, AND INTEREST TO THE PLANNING AREA.

- » Add streetscape elements such as information kiosks, which include the brand of the District, to provide opportunities for advertising local events or business activity.
- » Continue to evaluate the need for, location, and design of gateway elements at the west and east ends of Silver Spring Drive.

5.5.2 AS NEW TRAFFIC SIGNALS ARE INSTALLED ALONG SILVER SPRING DRIVE, CONSIDER THE INCLUSION OF TALLER POLES THAT ACCOMMODATE A VARIETY OF STREETScape ELEMENTS

Install taller poles that allow for increased branding opportunities as well as memorable design features. These poles should include cross-street banners, seasonal lighting, cameras, or building lighting as needed (and as feasible).

5.5.3 CONSTRUCT A ROADWAY/PEDESTRIAN PLAZA AT N BERKELEY BOULEVARD THAT STRENGTHENS THE PEDESTRIAN CONNECTION TO CONSAUL COMMONS TO THE NORTH

Provide the community with a plaza on N Berkeley Boulevard that is designed to tailor to all types of traffic, namely walkers, cyclists, and drivers. Engineering the roadway to match the curb height is one feature the Village should consider. The new roadway design should still allow for on-street parking and through traffic, but should also accommodate events when the street is closed.



Figure 27. Kiosks can come in print or digital form. New, digital kiosks often provide WIFI hotspots and phone charging stations as design elements.



Figure 28. Example of a roadway design that feels more like a pedestrian space vs. a vehicular roadway.

5.5.4 ENCOURAGE THE ADDITION OF ROOFSCAPE ELEMENTS

“Roofscape” refers to the view of rooftops. As the District continues to explore taller, 4-story structures along Silver Spring Drive, more and more users will begin to see the streetscape from a new, elevated perspective. The Village should work with property owners to explore opportunities for roofscape improvements that could include aesthetic, sustainable, and/or active elements.

- » Aesthetic Example: Usage of high-quality materials to screen rooftop mechanical equipment
- » Sustainable Examples: Usage of green, vegetated roof systems or red-bricked patio space with potted vegetation
- » Active Example: Creation of rooftop decks or occupiable rooftops for residents, employees or patrons



Figure 29. Example of occupiable rooftop that includes seating for employees and planters with vegetation.

5.6 IMPLEMENTATION

5.6.1 MAINTAIN A PARTNERSHIP BETWEEN THE CDA/PLAN COMMISSION/VILLAGE BOARD/BID/ARCHITECTURAL REVIEW COMMISSION AND VILLAGE STAFF TO DEVELOP AN IMPLEMENTATION PLAN FOR THE MASTER PLAN UPDATE RECOMMENDATIONS

- » Identify priorities for specific projects, timelines, and budgets for all recommendations mentioned within this Plan Update.
- » Create an implementation plan that can be used as a working tool, but can also be published on the Village and BID websites for the community to see the major undertakings for both entities.
- » Develop an effective communications strategy and plan for collaboration as implementation occurs.
- » Evaluate the possibility of staffing the Village with a position that can facilitate economic development, project management, and urban planning throughout the district and the community (communities mentioned in Section 4.2 host such a position within their Planning or Economic Development Departments).

5.6.2 REVIEW EXISTING ZONING, DESIGN GUIDELINES, AND SIGN CODE FOR SILVER SPRING DRIVE AND ENSURE CONSISTENCY WITH THE PLAN UPDATE

- » Support the compliance and enforcement of acceptable guidelines in Chapter 16 (Zoning), and consider minor changes to existing design guidelines that need modification. Process for approval should be streamlined through the reducing the occurrence that most uses in the village are conditional uses.
- » Modify the guidelines in a way that makes business sense to address 'roofscape' elements described in section 5.5.4.
- » Review local regulations to determine how 'pop-up' and temporary displays can be streamlined in the Village process so that vacancies can be quickly remediated. Maintaining active elements and spaces is a key feature of vibrant commercial corridors and community destinations.

5.6.3 PARTNER WITH BUSINESS AND PROPERTY OWNERS TO MAKE IMPROVEMENTS THAT ARE MUTUALLY BENEFICIAL

In the cases where the property owner is a different party than the occupant, allow the Village or BID to facilitate consensus-based decisions on site improvements that can benefit all parties.

- » WORK WITH EXISTING PROPERTY OWNERS TO DEVELOP EXAMPLES OF PREFERRED REDEVELOPMENT AND REINVESTMENT PROJECT TYPES
- » On a case-by-case basis, work with property owners to establish a portfolio of preferred redevelopment/reinvestment/rehabilitation projects (based upon the owner's interests), which would be considered favorably by the Village for implementation. These projects should represent the aesthetic features desired by the Village, such as building heights that harmonize with the visual character of Silver Spring Drive. Other key features for a recommended project portfolio might include structured underground parking or façade compositions that reflect traditional building compositions. While redevelopment of new buildings is often considered a primary planning objective, reinvesting in current businesses and rehabilitating existing buildings is equally important. This task is especially important to meet a long-term goal that is not just based on increasing the assessed value of new buildings, but rather upon creating a District that raises the appeal and desirability of the entire community.

5.6.4 REQUIRE COMPREHENSIVE BACKGROUND INFORMATION FOR REDEVELOPMENT PROPOSALS

Enable the CDA to require comprehensive background information for redevelopment proposals in the District. Inevitably, as projects are proposed, public input will represent different opinions and potentially lead to controversies. The Village must recognize such input, and at the same time, facilitate projects that have a reasonable consensus to move forward. This information should include accurately-drawn renderings of building façades in the context of surrounding buildings (i.e., new buildings must be drawn along with scaled images of the abutting buildings so that the visual relationships can be judged in a valid manner).

5.6.5 ESTABLISH A REVIEW PROCESS WHICH INCLUDES A COLLABORATIVE EXCHANGE OF DESIGN ALTERNATIVES.

Include in the application process a meeting with the Village, BID, Architectural Review Commission and applicant to review the preferred development types and discuss design options for the application in question. Many communities review projects and identify potential weaknesses, and then assign the task of overcoming weaknesses to the applicant. Solutions must be developed in a collaborative process whereby options are developed by the Village, BID, and the applicant in the form of both drawings and illustrations.

5.6.6 FUND WHAT THE VILLAGE DEMANDS & DESIRES

Throughout the life of this Plan update, designate funding from the Village and BID that responds to community desires. All stakeholder feedback for this Plan Update made it clear that there is a strong community desire for both restaurants/bars and family-friendly dining within the District. As such, the Village and BID could provide 'kickstart' funding or fund, competitive grant programs specifically to encourage interest from restaurateurs. Savvy promotion of robust business attraction programs illustrates to the broader community that the District is serious about bringing its desires to market.

Major Achievements Since 2003 Master Plan

"Create a signature building on the northeast corner [of Silver Spring and Lake Drive] with appropriate size and scale"



"Carefully consider the addition of condominium style housing close to the business district"



"Employ a variety of techniques to encourage street level pedestrian activity and calm traffic"



"Explore [the] creation of a Business Improvement District"



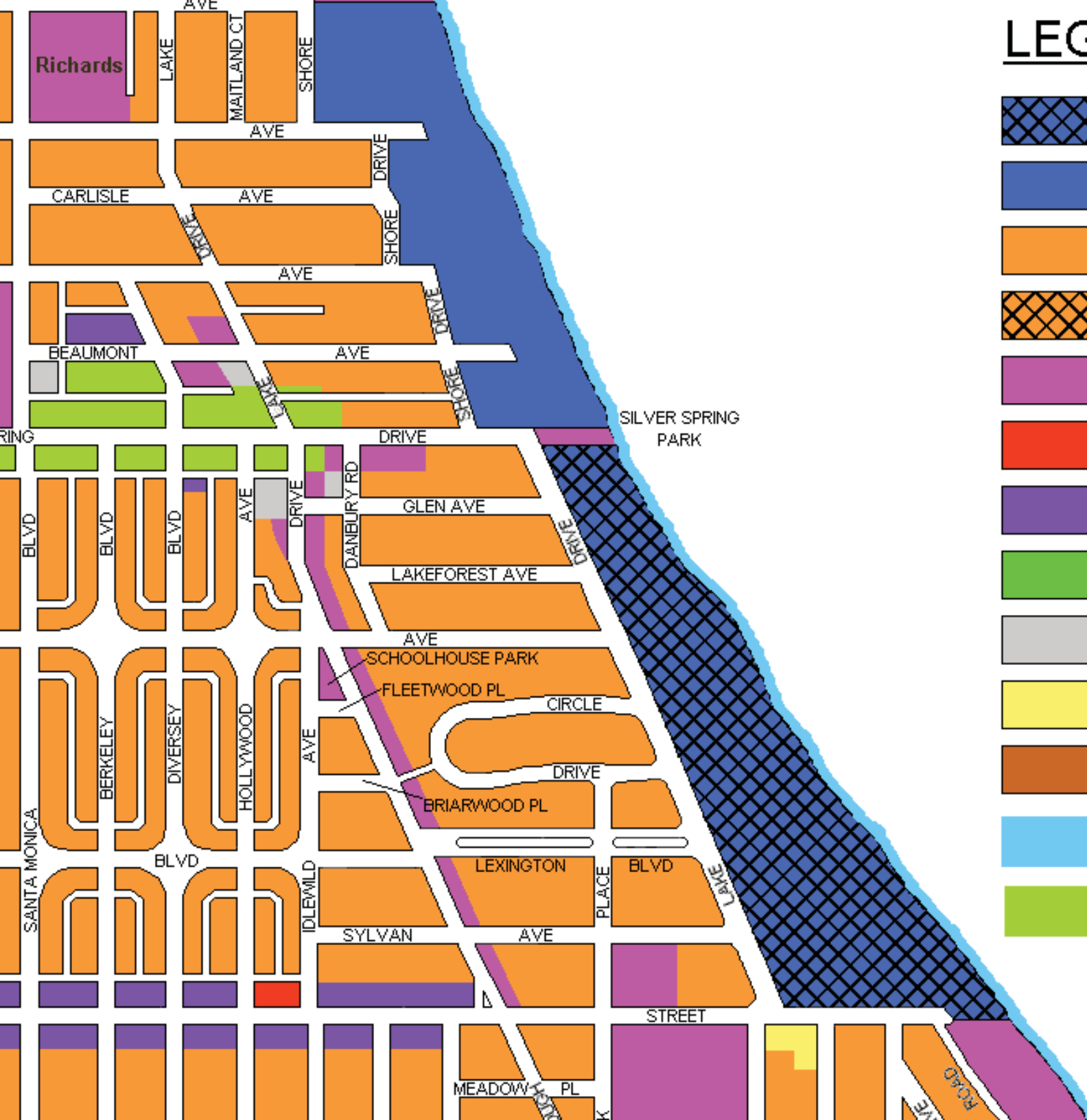
Mission: Create a coordinated framework for public and private investment for the long-term reinvestment and continued vitality of Silver Spring Drive in Whitefish Bay.

Vision: A Silver Spring Drive that is a vibrant, business-friendly, family-oriented and walkable village.

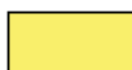


6. Appendix

- 1.** Existing Zoning Map
- 2.** Smart Parking Technology
- 3.** Excerpts from TADI study
- 4.** Funding and Grant Resources
- 5.** Consultant Notes from November 19, 2015 Listening Session
- 6.** Online Survey: Blank Questionnaire & Full Responses
- 7.** Additional ESRI Data



LEGEND - ZONING

-  1 - LAKE SHORE SINGLE
-  1A - SINGLE FAMILY RE
-  2 - SINGLE FAMILY RES
-  3 - TWO FAMILY RESIDE
-  4 - CHURCHES, PUBLIC
-  4A - CLUBS AND LODGE
-  5 - APARTMENT
-  6 - BUSINESS
-  7 - AUTOMOBILE PARK
-  8 - SPECIAL USE
-  9 - PLANNED DEVELOP
-  10 - FLOOD PLAIN DISTR
-  11 - SILVER SPRING DR. I

BIG BAY
COUNTY
PARK

SMART PARKING

Smart parking systems utilize technology to increase convenience and improve the utilization of existing parking spaces. The systems can vary dramatically, depending on the level of technology and infrastructure used. The ultimate goal of any smart parking system is to improve parking availability, increase the user friendliness of parking systems, and to utilize analytics for better parking policy and management. These systems can be used for on-street parking, off-street parking, and parking garages, whether privately or publicly owned.

The purpose of smart parking is not to increase the overall pricing for parking, but to utilize existing parking spaces more efficiently and therefore reduce perceptions that there is not enough parking. Sensors can be used to indicate whether parking is available. More sophisticated systems use demand-responsive pricing to adjust the rates of street meters and garages, ensuring that parking spaces will always be available. The same spot may have different parking rates for different times of the day. High rates can create more turnover on the busiest blocks and lower prices can draw drivers to blocks with underutilized spaces.

In many cities, while adjusted prices can increase in certain areas or districts, prices are not increased overall. These systems simply manage the pricing and utilization more effectively. Demand-based parking has the additional benefit of reducing traffic congestion from cruising for parking. Studies of existing smart parking suggests that these systems are effective in increasing the utilization of parking, decreasing the abuse of under priced or free parking, and reducing the amount of traffic that is produced from cruising for parking.

Benefits of Smart Parking Systems

- » Helps motorist find parking quickly and easily with web and smart phone applications
- » Generates additional revenue to fund parking and other city objectives
- » Reduces the search time for parking
- » Increases the amount of time that motorists are outside of their cars
- » Increases foot traffic for business districts
- » Improves parking policy through key insights from analytics
- » Decreases vehicle miles traveled, therefore reducing cruising for parking, traffic congestion, and associated environmental impacts
- » Streamlines and increases efficiency of parking enforcement

Smart parking systems utilize some or all of the following notable features:

- » Sensors determine whether a particular parking spot is occupied or vacant, the length of time a car is parked, send parking information to parking enforcement officers (rather than them having to check every car)
- » Sensors enable real-time parking availability and adjust parking prices – fees increase when parking is filling and decrease when parking spaces are emptying
- » Web and smart phone applications enable motorists to find parking in real time, in addition to rates, hours, and time limits for parking (on-street, metered, parking garages) and pay for parking from their smart phones (in addition to debit/credit and cash/coins)

6.3 EXCERPTS FROM TADI STUDY



Post-Audit Meeting

Upon returning from the walking portion of the audit, the team regrouped at Village Hall to share ideas and assemble our notes. At this meeting, the walking audit participants communicated to TADI the information they wished to see in the documentation of the audit, and timelines for deliverables and meetings were discussed.

Audit Observations

After conducting the audit, “pedestrian awareness”, or lack thereof, appears to be the most influential factor regarding pedestrian safety along the Silver Spring Drive corridor. This is not a problem specific to Whitefish Bay; it is a statewide issue. In general, drivers’ failure to look for pedestrians/bicyclists while making turns – particularly left-turns, is the most concerning aspect regarding pedestrian safety. Drivers also do not yield to pedestrians in crosswalks on a consistent basis and appear more concerned with getting from point A to B than sharing the roadway with all users.

Silver Spring Drive is traveled by a wide-array of users, including, but not limited to: pedestrians, bicyclists, children, day care providers, disabled individuals, automobiles, trucks, semi-trucks, buses. The variety of users was evident in the first few minutes of the audit while observing the Marlborough Drive/Silver Spring Drive intersection.

Another observation during the audit is that traffic specifically entering the Silver Spring Drive corridor from the east and the west appears to be moving faster than traffic in the downtown area. Consistently low speeds are ideal for pedestrian safety and traffic appears to be entering this corridor faster than desired from observations during the audit.

Lastly, it was observed that many engineering aspects throughout the corridor followed principles consistent with providing good pedestrian safety. Aside from a few specific locations, sight distance was fantastic at most street corners, pedestrian crosswalks were painted, and design elements like pedestrian refuge islands (Berkeley) and bump-outs (Shoreland) are proactive safety features not present on many other roadways elsewhere in the state.

Recommendations

Recommendations for the audit were categorized into two groups, short-term and long-term. Short-term improvements would be expected to be feasible to complete by the end of 2016 whereas long-term improvements would be expected to occur sometime after 2016.

Short-Term Recommendations

Fifteen specific short-term suggestions are provided in this memorandum and are shown in Exhibit 1 with rough “material only” cost estimates (labor/installation costs additional). The purpose of these treatments are to make some immediate improvements with the following objectives:

1. Improve Pedestrian Awareness
2. Slow Traffic Entering the Corridor
3. Remove Sight Distance Obstructions
4. Enhance Visibility of Pedestrian Refuges
5. Provide Training Materials and Enhance Visibility of Crossing Guards

Also shown in Exhibit 1 is a graphic showing the recommendations at the Berkeley Boulevard intersection. The objectives of the treatments proposed at Berkeley are to have improved sight distance of pedestrians, particularly for EB traffic, less ground level obstructions, more signing and pavement marking, and drawing extra attention to the island’s role as a pedestrian refuge.

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Long-Term Recommendations

Recommendations for additional studies and/or treatments that may take a few years to implement are provided in this section. The long-term recommendations include:

1. Lane Capacity Study at Marlborough/Silver Spring/Lake Drive Intersection in conjunction with Lake Drive Study
 - Striping dedicated lanes
 - Adjusting stopping locations
2. Lane Capacity Study at Hollywood Avenue/Silver Spring Drive Intersection
 - Consider restricting northbound left-turn movement on Hollywood Avenue to reduce potential vehicle/pedestrian conflicts and vehicular congestion
3. Traffic Signal Replacements at all of the Village Signalized Intersections on Silver Spring Drive
 - Countdown pedestrian timers
 - Aligning pedestrian heads with crosswalks
 - Move signal pole for WB Right-Turn at Marlborough
 - Coordination of traffic signal system utilizing progression analysis
 - Consider mast arm for WB traffic at Bay Ridge
 - Consider traffic signal warrants (though unlikely to be met) at Kent and Diversey
 - Upgrade crosswalks to be ADA compliant
 - Add reflective backplates or mast-arms to signals
4. Improve Walkability and Pedestrian Awareness
 - Overhead gateway entrances to Silver Spring Drive EB/WB potentially with changeable message signs with pedestrian awareness information
 - Consider implementation of flag program (e.g., Take It to Make It)
http://www.kirklandwa.gov/depart/Public_Works/Transportation_and_Traffic/Pedestrian_Flags_-_FAQs.htm



5. Roadway Design Improvements
 - Reduce pedestrian crossing distances where possible via refuge islands or bump-outs
 - Possibly incorporate medians with gateway treatments to help slow traffic entering Silver Spring Drive
 - Modifying or restricting current access locations
 - Upgrading crosswalks to be ADA compliant
6. Look for Opportunities to apply for grant funding

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EXHIBIT 1: SHORT-TERM PEDESTRIAN SAFETY IMPROVEMENT OPTIONS

Silver Spring Drive
Whitefish Bay, WI
Date: July 30, 2015

Suggested Treatments

Location	Current Traffic Control	Update Pavement Marking	Add Yield Lines	Ped Crosswalk Signs R1-6	Yield to Pedestrians Here Signs \$250 FINE R1-5	Pedestrian Crossing W11-2 W16-7	Reflective Backplate	Turning Vehicles Yield to Pedestrians R10-15	School Ahead (S1-1, S4-3P, W16-9P)	Dynamic Speed Feedback Signs	Remove Parking	Enforcement (Ticketing Drivers Not Yielding to Peds)	Tree/Brush Trimming & Removal	Paint Islands	Extend Median Refuge Island	Crossing Guard Equipment	Estimated Cost
MATERIAL COST/UNIT:		\$ 10,000.00	\$ 100.00	\$ 325.00	\$ 200.00	\$ 150.00	\$ 500.00	\$ 150.00	\$ 150.00	\$ 3,000.00	N/A	N/A	N/A	\$ 250.00	\$ 500.00	\$ 500.00	
Corridor-Wide		1 (c)										1	1 (a)				\$ 10,000.00
N. Lydell Avenue	Signal							2		1							\$ 3,300.00
N. Bay Ridge Avenue	Signal						6	4	1		1 (e)					1 (d)	\$ 4,250.00
N. Kent Avenue	OWSC			2	2												\$ 1,050.00
N. Shoreland Avenue	OWSC			2	2								1				\$ 1,050.00
N. Santa Monica Blvd.	Signal							4	1							1 (d)	\$ 1,250.00
N. Berkeley Blvd.	OWSC		2	2	2	2							2 (b)	2	1 (b)		\$ 2,550.00
N. Diversey Blvd.	TWSC			2	2												\$ 1,050.00
N. Hollywood Avenue	OWSC			1	1					1	1 (f)						\$ 3,525.00
N. Marlborough Drive	Signal							4						2		1 (d)	\$ 1,600.00
Total Units Per Treatment		1	2	9	9	2	6	14	2	2	2	1	4	4	1	3	
Total Cost Per Treatment		\$ 10,000.00	\$ 200.00	\$ 2,925.00	\$ 1,800.00	\$ 300.00	\$ 3,000.00	\$ 2,100.00	\$ 300.00	\$ 6,000.00	\$ -	\$ -	\$ -	\$ 1,000.00	\$ 500.00	\$ 1,500.00	\$ 29,625.00

Notes:

- (a) Remove or trim all trees and shrubbery obstructing drivers' visibility of pedestrians in or near crosswalks.
- (b) Keep ground vegetation in median to a max height of 1 foot, or ideally, remove. Also, extend median with pavement marking to the west about 10 feet to provide more visibility for approaching drivers.
- (c) Approximately 1,250 feet of crosswalks exist on the Silver Spring Drive Corridor. Costs extremely variable depending on type of marking chosen.
- (d) New crossing guard equipment includes new vests, new hats, blinking stop sign, and training DVD.
- (e) Suggested removing 1 parking spot located on northwest corner of Bay Ridge Avenue and Silver Spring Drive on Bay Ridge Avenue.
- (f) Suggested removing 1 parking spot located on southwest corner of Hollywood Avenue and Silver Spring Drive on Silver Spring Drive.

OWSC = One-Way Stop Control
TWSC = Two-Way Stop Control

Berkeley Detail



6.4 FUNDING AND GRANT RESOURCES

WISDOT BICYCLE AND PEDESTRIAN FACILITIES PROGRAM (BPFP)

- > <http://dot.wisconsin.gov/localgov/aid/bike-ped-facilities.htm>
- > <http://dot.wisconsin.gov/localgov/docs/bpfp.pdf>
- > Eligibility & Purpose: This program funds projects that construct or plan for bicycle or bicycle/pedestrian facilities.

WISDOT LOCAL TRANSPORTATION ENHANCEMENTS PROGRAM (TE)

- > <http://www.dot.wisconsin.gov/localgov/aid/te.htm>
- > Eligibility & Purpose: This program funds projects that increase multi-modal transportation alternatives and enhance communities and the environment. Federal funds administered through this program provide up to 80% of costs for a wide variety of projects such as bicycle or pedestrian facilities, landscaping or streetscaping and the preservation of historic transportation structures.

SAFE ROUTES TO SCHOOL PROGRAM (SRTS)

- > <http://dot.wisconsin.gov/localgov/aid/saferoutes.htm>
- > <http://www.saferoutesinfo.org/funding-portal/local-funding>
- > <http://www.saferoutesinfo.org/program-tools/find-state-contacts/wisconsin>
- > Eligibility & Purpose: This grant is awarded to local governments with taxing authority, certain state agencies, and Indian tribes to facilitate the planning, development, and implementation of projects and activities that will make bicycling and walking to school more safe, appealing, and accessible and thereby reducing traffic, fuel consumption and air pollution in the vicinity of schools.

HIGHWAY SAFETY IMPROVEMENT PROGRAM

- > The Highway Safety Improvement Program provides funding to states for projects that correct or improve a hazardous road location or feature or otherwise address a highway safety problem. The legislation lists examples of many projects eligible for this funding, including improvements for pedestrian and bicycle safety, and installation and maintenance of signs at pedestrian and bicycle crossings and school zones. A state may be eligible to use up to 10 percent of its Highway Safety Improvement Funds for other safety projects, such as education and encouragement programs. For more information, contact your local government, Council of Government, or Metropolitan Planning Organization (MPO).

FEDERAL HIGHWAY ADMINISTRATION

- > www.fhwa.dot.gov/environment/rectrails/index.htm
- > Eligibility & Purpose: The Recreational Trails Program (RTP) is an assistance program of the Federal Highway Administration (FHWA). Federal transportation funds benefit recreation by making funds available to states to develop and maintain recreational trails and trail-related facilities for both non-motorized and motorized recreational trail uses. Each state administers its own program. State RTP Administrators can provide guidance on state policies and project eligibility requirements.

THE CENTERS FOR DISEASE CONTROL AND PREVENTION

> www.cdc.gov

> Eligibility & Purpose: The Centers for Disease Control and Prevention (CDC) identifies environmental health and healthy living (including overweight and obesity, and physical activity and exercise) in its many areas of interest and has developed Kids Walk-to-School. This community-based program aims to increase opportunities for daily physical activity by encouraging children to walk to and from school in groups accompanied by adults, while simultaneously advocating the creation of supportive pedestrian and bicycle environments. The CDC awards grants and contracts to help accomplish its mission to promote health and quality of life by preventing and controlling disease, injury, and disability.

BIKES BELONG GRANTS PROGRAM

> <http://bikesbelong.org/grants>

> The Bikes Belong Grants Program strives to put more people on bicycles more often by funding important and influential projects that leverage federal funding and build momentum for bicycling in communities across the U.S. These projects include bike paths, lanes, and routes, as well as bike parks, mountain bike trails, BMX facilities, and large-scale bicycle advocacy initiatives.

GREATER MILWAUKEE FOUNDATION

> <http://www.greatermilwaukeefoundation.org>

> This foundation makes grants to Milwaukee, Waukesha, Ozaukee, and Washington Counties focusing on strengthening education, strengthening neighborhoods, increasing economic opportunities, and promoting racial equity and inclusion. A recent grant in Washington County was a \$100,000 grant to the Boys & Girls Clubs of Washington County towards an expansion and renovation of the Boys & Girls Clubs of Washington County's West Bend facility. The \$1.2 million project will nearly triple the space of the facility, adding 7,500 square feet to the existing 4,000 square foot building. The expansion is in response to participant growth of the location. Membership grew from 325 to 1,300 between 2005 and 2014 and is expected to continue growing.

WISCONSIN ENVIRONMENTAL EDUCATION BOARD (WEEB) - ENERGY RESOURCE GRANT PROGRAM

> <http://www.uwsp.edu/cnr/weeb/grant-program/>

> Energy Resource Grants are available specifically for K-12 Technology and Engineering (Tech. Ed.) teachers and Family and Consumer Science (FCS) teachers. These funds are designed to be used to purchase energy-related resources and services and to support professional development experiences in energy education. This grant program is offered in cooperation with the Wisconsin K-12 Energy education Program (KEEP) and is funded by Focus on Energy. These grants would not pay for trail construction but would pay for education which could include things like kiosks, maps, signs, and other user education efforts in schools.

6.5 LISTENING SESSION - CONSULTANT NOTES

Feedback from Public Meeting November 19, 2015	
2016 SILVER SPRING DRIVE MASTER PLAN UPDATE	
PART I: Post-its on Maps	
Economic Development More restaurants!	Transportation Add boulevard calming features
More boutiques!	Need a stop sign on Beaumont Place to slow cars coming out of apartments
Subsidize new, good restaurant	Residents avoid certain sides of Silver Spring because of crossing
Restaurant "incubator"	No parking meters on Silver Spring
Ground level retail	Luminescent paint for street markings - white with orange
More apartments	Train people the Silver Spring is not a bypass
More fun things to do (inside and out)	Fine employees for on-street parking
Keep the "Bay" (movie theater) as it is	Good with one crosswalk
Second floor restaurant	Turning left from Hollywood onto Silver Spring is hard because of traffic and fast traffic
Review budget for plan: \$1/2 million/yr invested in engineering	BID should work with employers/employees to park off-street
Like restaurants, but want more	Alleys become thoroughfares because of one way
Quality of space; look at it; good for business	Cars go through red lights when crossing Silver Spring from side streets
Redevelopment potential at Winkie's building, underperforming	Potential parking on Bay Ridge Avenue north of Silver Spring
Recycling cans	Less parking to slow driving on Silver Spring
Ethnic restaurants!	Signage for parking, especially with cold weather months
Dead blocks	
Build up western end of Silver Spring for travel between WFB and Bayshore	

Feedback from Public Meeting November 19, 2015	
2016 SILVER SPRING DRIVE MASTER PLAN UPDATE	
Make light safer at the Bay and Silver Spring: remove bushes, increase light timing	Anything one story should be replaced with 2 or more
Between Lake Drive and Santa Monica, pedestrian crossing should be different for youth	3 or 4 stories o.k.
Parking on east section of Silver Spring: flexible on weekdays at 10 hour limit and 2 hour limit on weekends	Keep signage on Marlborough; repeat at key spots
Beaumont Place parking filled by 10AM by employees; 2 hour parking open	Could have more uniformity in building facades
Stop sign is effective at Lake Drive and Carlisle Avenue	Fir trees
Urban Design & Streetscape More parking garages at Bayshore	Bike racks at parks
Gateway at Silver Spring and Lydell	Shorewood - men's club donated recycling bins
Facelifts to building fronts	Rain gardens in bump outs
"Casual" feeling for pedestrians slows people	Signage: use brick for all gateways
Bad gateway at Silver Spring and Santa Monica	Bike racks should be put anywhere kids go
Make a park a small winter ice rink	Highest and best use of space at Dominican and St. Monica Church
Like boulevard features	Improve lighting along Silver Spring - entire corridor
The village should embrace its "retro" vibe (Art Deco like Fox Bay and Berkeley Building)	More bike racks than what Silver Spring already has
Sendik's parking lot needs screening	Walkability is great
Match use of "light" for Library	Feel safe

Feedback from Public Meeting

November 19, 2015

2016 SILVER SPRING DRIVE
MASTER PLAN
UPDATE

GRaEF



PART II: Post-its on Question Boards

Transportation and Circulation

1. *Where, in your opinion, is the ideal location to park a vehicle within the Silver Spring Drive Area?*

Under the store I'm shopping in

Above the business in which I'm visiting

Behind where it's free

2. *Where should bike accommodations (bike lane, shared lane, bike sharing, bike racks) be located in and around Silver Spring Drive?*

bike lanes - dangerous

3. *What is your favorite block to walk along the Silver Spring Drive Corridor?*

Sendik's to Breadsmith

4. *Where would you support major traffic calming improvements along the Corridor?*

Economic Development & Redevelopment

1. *What, in your opinion, are the priority areas for economic development (e.g. business recruitment and retention; façade improvement; tax base, etc.), along the Silver Spring Drive corridor?*

Consaul Commons needs attention: restaurants on each side - open to common area

Stonecreek should stay open till 10PM

Starbucks should stay open till 10PM

If redevelopment, then more parking

Stick to 4 stories max.

"Wider aisles then Sendik's" (Mequon store)

Fox Bay is great but could be upgraded

"I think it's fine" (streetscape too)

Remove parking meters - \$21K a year? Nothing.

No neon lights

More restaurants

"Shorewood may be great, but we have Bayshore?"

2. *What, in your opinion, are the priority areas for redevelopment (e.g. new construction, building addition, building rehabilitation, adaptive reuse, etc.) along the Corridor?*

Redevelop Winkie's building and create density

Redevelop Sendik's to include Masons Building

1. Keep open Fox Bay
2. Tear down everything else & start over

Sendik's corner: Underutilized corner! Need streetscape edge and better layout

Feedback from Public Meeting

November 19, 2015

2016 SILVER SPRING DRIVE
MASTER PLAN
UPDATE

GRaEF



for grocery store!

Shut Berkeley down: the street for entertainment (first Friday) to the alley from SSD

Can St. Monica's/Dominican house more of an active/welcoming front on SSD?

2nd priority after Sendik's: Aurora Health Care redevelopment

Consider south side of Kent-Bayridge as redevelopment site

3. *What sorts of improvements, new uses or activities would encourage you to frequent Silver Spring Drive businesses and service providers more often? Where would they be located?*

Love to see rooftop garden/dining (e.g., Anaba/Tochi)

Love Breadsmith the most (& Sendik's)

Allow children to socialize on Silver Spring during acceptable hours! Adult evening

More restaurants would be good; low key Italian \$\$\$, Heinemann's

Outdoor patio options

Quality dining options

Local Business!

I'd like to see SSD "stay strong"; more

restaurants, yarn store back? (Ruhama's) Out of the Needle; community events

"Knick knack" stores don't serve the community

Stay open later!

Product types at restaurants - consider coffee shops, who want liquor licenses, have expanded wine/beer/food offerings

"aspect love"; walkability, (more) outdoor seating, variety of shops, family-friendly entertainment

More restaurants for well operated dining; kids are welcome

Shared parking

A bookstore on Silver Spring would be great

A small European food market would be nice

More nightlife with versatile product types (liquor licenses) and later hours

Restaurants: wine bar, high end American w/ upscale sports bar feel, attract adults, nice brunch plate

More boutiques!

4. *What sort of tools (financial or otherwise) would help your business grow and/or provide you with incentives to improve your property?*

Vinamo changes?

6.5 LISTENING SESSION - CONSULTANT NOTES

Feedback from Public Meeting

November 19, 2015

2016 SILVER SPRING DRIVE
MASTER PLAN
UPDATE

GRaEF



Dive into creating funding for small, ethnic restaurants to start up and STAY in SSD. See which will be most supportive via survey.

Denim Bar (3rd Ward and KK Ave); bring here

Be sure to include office/residential in market analysis

Plenty of salons/spas

Board: be open to what other communities are doing

Provide clarity and access on reasonable and appropriate incentives

How can Village help/property owners recoup investment made into full rehab projects? Rebates? Tax credits?

More financial support from Village

Restaurants - non-chain; someone who knows the food business!; higher end (ex. Le Reve, Particle, Bartollotta style); wine bar

Too corporate at Bayshore for regular dining

6.6 ONLINE SURVEY: BLANK QUESTIONNAIRE & FULL RESPONSES

Village of Whitefish Bay

General Questions

Tell us what you think about Silver Spring Drive! You are invited to tell us what you would like to see in our village downtown area. The Village Board, Community Development Authority and GRAEF greatly value your input. Please spend a few minutes to complete this survey. The information you provide will be used as part of a strategic planning process to develop an enhanced and thriving Whitefish Bay business district. Your responses will be confidential and will not be sold for commercial use. If you have any questions, please contact the Whitefish Bay Communications Specialist Jenny Heyden at j.heyden@wfbvillage.org or (414) 962-6690 ext. 495.

1. How frequently do you go to Silver Spring Drive?

☐ Daily

☐ Weekly

☐ Monthly

☐ Less than once a month

Village of Whitefish Bay

2. What is typically your main reason for going to Silver Spring Drive? (select all that apply)

☐ To eat or drink (food & beverage)

☐ To browse (general shopping)

☐ To visit a specific store (targeted shopping)

☐ To obtain personal or business services

☐ I live on or near Silver Spring Drive

☐ I work on or near Silver Spring Drive

☐ Another reason (please specify)

Village of Whitefish Bay

1

Village of Whitefish Bay

3. What two things do you like most about Silver Spring Drive?

1.

2.

Village of Whitefish Bay

4. What two things do you like least about Silver Spring Drive?

1.

2.

Village of Whitefish Bay

Retail and Business

2

6.6 ONLINE SURVEY: BLANK QUESTIONNAIRE & FULL RESPONSES

5. Where do you, or members of your household, shop in the region?

	Almost Daily	At Least 1/week	At Least 1/month	Rarely	Never
Silver Spring Drive, Whitefish Bay	☐	☐	☐	☐	☐
Oakland Avenue, Shorewood	☐	☐	☐	☐	☐
Bayshore Town Center, Glendale	☐	☐	☐	☐	☐
Port Washington Road, Glendale	☐	☐	☐	☐	☐
North Shore Communities (e.g. Fox Point, Bayside, Mequon)	☐	☐	☐	☐	☐
East Side (Brady Street, Downer Avenue, Oakland Avenue) Milwaukee	☐	☐	☐	☐	☐
Downtown Milwaukee	☐	☐	☐	☐	☐
Mayfair Mall, Wauwatosa	☐	☐	☐	☐	☐
Brookfield Square Mall, Brookfield	☐	☐	☐	☐	☐
Internet / Catalog	☐	☐	☐	☐	☐
Other (please specify)					

Village of Whitefish Bay

3

6. How do you rate each of the following items within the Whitefish Bay Silver Spring Drive retail area?

	Very Poor	Poor	Neutral	Good	Very Good
Variety of businesses	☐	☐	☐	☐	☐
Quality of businesses (product offering, presentation, etc.)	☐	☐	☐	☐	☐
Retail Service (friendliness, helpfulness, etc.)	☐	☐	☐	☐	☐
Pedestrian accommodations (crosswalks, etc.)	☐	☐	☐	☐	☐
Bicycle accommodations (bike racks, etc.)	☐	☐	☐	☐	☐
Transit accommodations (ride share, shuttles, buses, group visits)	☐	☐	☐	☐	☐

Village of Whitefish Bay

7. Which answer most characterizes your opinion on the hours of business operation in the Silver Spring Drive retail area?"

	Not Open Early Enough	Not Open Late Enough	Open About the Right Amount	Open Too Early	Open Too Late
Food and beverage establishments	☐	☐	☐	☐	☐
General shopping	☐	☐	☐	☐	☐
Personal / business services	☐	☐	☐	☐	☐
Other (please specify)					

Village of Whitefish Bay

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8. How would you rate the visual appearance of the Whitefish Bay Silver Spring Drive retail area?

	Very Poor	Poor	Neutral	Good	Very Good
Streets and sidewalks	☐	☐	☐	☐	☐
Landscaping and street amenities (trees, lighting, banners, benches, etc.)	☐	☐	☐	☐	☐
Parking meters and signage	☐	☐	☐	☐	☐
Storefronts and window displays	☐	☐	☐	☐	☐
Business signage	☐	☐	☐	☐	☐

Village of Whitefish Bay

9. What is your opinion of the older, 2-3 story buildings along Silver Spring Drive in regards to the following:

	Unacceptable	Unfavorable	No Opinion	So-So	Fine, OK
Building height	☐	☐	☐	☐	☐
Visual character	☐	☐	☐	☐	☐

Village of Whitefish Bay

10. What is your opinion of the newer, 4-story buildings along Silver Spring Drive, such as Johnson Bank and Beaumont Place, in regards to the following:

	Unacceptable	Unfavorable	No Opinion	So-So	Fine / OK
Building height	☐	☐	☐	☐	☐
Visual character	☐	☐	☐	☐	☐

Village of Whitefish Bay

Attitude Towards New Development and Redevelopment

5

11. How should the Village approach change within the Silver Spring Drive Business District?

- ☐ Major change
- ☐ Moderate change
- ☐ Minor change
- ☐ Do nothing
- ☐ Not applicable / don't know

Village of Whitefish Bay

12. If new development/redevelopment is proposed by businesses, what factors are important to you when supporting plans?

	Very Unimportant	Somewhat Unimportant	No Opinion	Somewhat Important	Very Important
Architectural quality and materials	☐	☐	☐	☐	☐
Building height	☐	☐	☐	☐	☐
Historical relevance	☐	☐	☐	☐	☐
Traffic impact	☐	☐	☐	☐	☐
Parking	☐	☐	☐	☐	☐
Job creation	☐	☐	☐	☐	☐
Business tenant (s)	☐	☐	☐	☐	☐
Maintenance / operation plans	☐	☐	☐	☐	☐

Village of Whitefish Bay

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6.6 ONLINE SURVEY: BLANK QUESTIONNAIRE & FULL RESPONSES

13. How do you feel about public dollars being spent on the following?

	Very Unsupportive	Somewhat Unsupportive	No Opinion	Somewhat Supportive	Very Supportive
Street amenities & branding elements (banners, building/tree accent lighting, architectural gateways, etc.)	☐	☐	☐	☐	☐
Street lighting	☐	☐	☐	☐	☐
Village purchase of land/buildings for parking	☐	☐	☐	☐	☐
Village purchase of land/buildings for private redevelopment	☐	☐	☐	☐	☐
Business recruitment	☐	☐	☐	☐	☐
Pedestrian safety measures	☐	☐	☐	☐	☐
Grant/loan applications for façade improvements	☐	☐	☐	☐	☐
Public art (sculptures, murals, etc.)	☐	☐	☐	☐	☐

Other (please specify)

Village of Whitefish Bay

Traffic and Circulation

14. How do members of your household get to Silver Spring Drive? (check all that apply)

☐ Walk

☐ Bus / shuttle

☐ Bicycle

☐ Automobile

Village of Whitefish Bay

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15. What are your perceptions of crossing Silver Spring Drive, as a pedestrian or bicyclist, at the following locations?

	Very Difficult	Difficult	Neutral	Easy	Very Easy
E Silver Spring Drive and N Lake Drive	☐	☐	☐	☐	☐
E Silver Spring Drive and N Berkeley Blvd (Fox Bay)	☐	☐	☐	☐	☐
E Silver Spring Drive and N Santa Monica Blvd	☐	☐	☐	☐	☐
E Silver Spring Drive and N Kent Ave (Dominican)	☐	☐	☐	☐	☐

Other (please specify)

Village of Whitefish Bay

16. How do you rate the following parking areas in the Silver Spring Drive Business District?

	Very Inconvenient	Inconvenient	Neutral	Convenient	Very Convenient
Municipal lot behind Winkie's	☐	☐	☐	☐	☐
Covered parking below Beaumont Place Apartments	☐	☐	☐	☐	☐
On Silver Spring Drive East of Santa Monica Blvd	☐	☐	☐	☐	☐
On Silver Spring Drive West of Santa Monica Blvd	☐	☐	☐	☐	☐
On streets that intersect Silver Spring Drive	☐	☐	☐	☐	☐

Village of Whitefish Bay

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Silver Spring Drive Master Plan Update

Background Information

17. What is your relationship to Whitefish Bay? (select all that apply)

- ☐ Resident
- ☐ Business Owner
- ☐ Property Owner
- ☐ Employee of a Whitefish Bay Business
- ☐ Other (please specify)

Village of Whitefish Bay

18. Including yourself, how many persons live in your household?

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6+

Village of Whitefish Bay

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19. How many children under the age of 18 live in your household?

- ☐ 0
- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5+

Village of Whitefish Bay

20. How many years have you lived, worked, or owned property in Whitefish Bay?

- ☐ 0-5
- ☐ 6-10
- ☐ 11-15
- ☐ 16-20
- ☐ Over 20

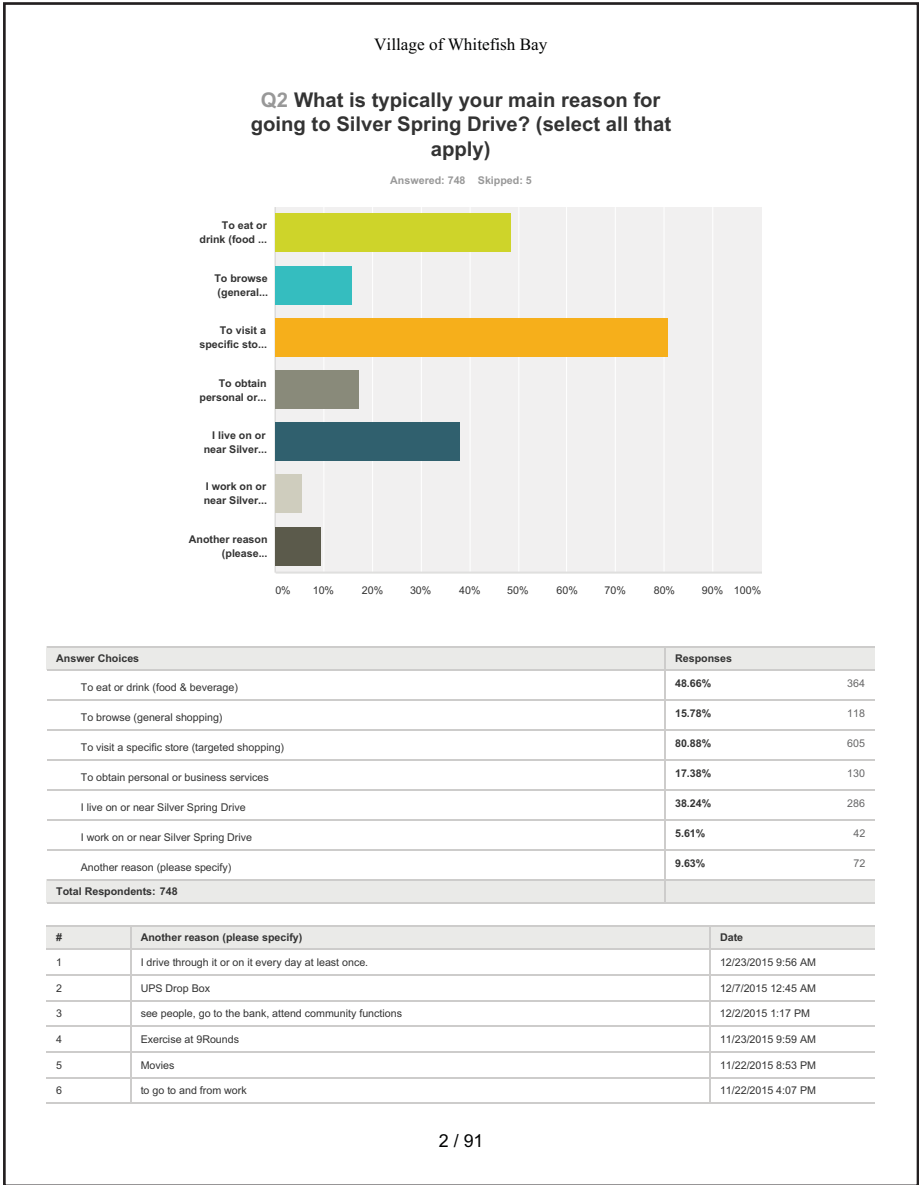
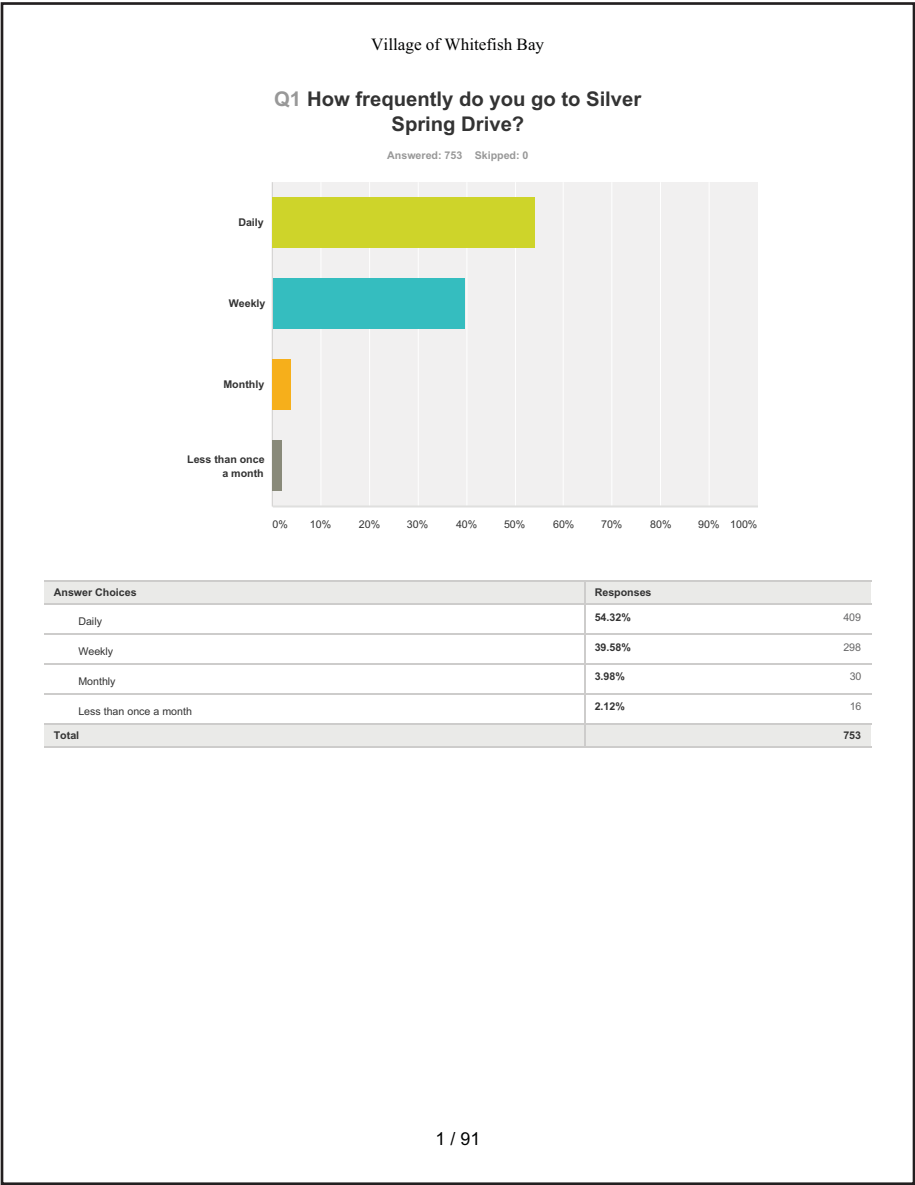
Village of Whitefish Bay

21. From the map above, please indicate the area where your residence, business, or property is located. (select all that apply)

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6

10

6.6 ONLINE SURVEY: BLANK QUESTIONNAIRE & FULL RESPONSES



Village of Whitefish Bay

Q3 What two things do you like most about Silver Spring Drive?

Answered: 636 Skipped: 117

Answer Choices	Responses
1.	100.00% 636
2.	93.08% 592

#	1.	Date
1	Quaint shops	12/29/2015 10:47 AM
2	Ease of access and parking	12/28/2015 12:21 PM
3	Sendicks	12/26/2015 11:22 AM
4	I like the atmosphere - its welcoming	12/23/2015 9:57 AM
5	Sendiks	12/22/2015 9:38 AM
6	Sendiks	12/18/2015 8:28 PM
7	proximity	12/16/2015 2:22 PM
8	shopping local within walking distance	12/14/2015 2:24 PM
9	Sendik's	12/11/2015 1:53 PM
10	the sidewalks	12/11/2015 12:12 PM
11	Grocery store nearby	12/9/2015 9:02 AM
12	The look and design	12/7/2015 12:45 AM
13	Coffee/breakfast places	12/4/2015 6:18 PM
14	walk from home	12/3/2015 3:43 PM
15	creates a small community feel	12/2/2015 1:18 PM
16	Family friendly pedestrian street	12/2/2015 9:43 AM
17	We can complete visit at several attractive stores.	12/1/2015 4:38 PM
18	conviniient shopping	12/1/2015 9:54 AM
19	The cleanliness	11/30/2015 8:53 PM
20	Convenience	11/30/2015 6:23 PM
21	Proximity to my residence	11/29/2015 8:14 PM
22	Cleanliness	11/29/2015 1:22 AM
23	Variety of stores	11/28/2015 6:50 PM
24	The look	11/28/2015 6:22 PM
25	Aesthetics	11/26/2015 8:36 PM
26	quaint atmosphere	11/26/2015 8:32 AM
27	convenience of location	11/25/2015 6:58 PM
28	Variety of stores	11/25/2015 5:18 PM
29	Sendiks	11/24/2015 4:32 PM
30	Pedestrian environment	11/24/2015 11:12 AM
31	sendicks	11/24/2015 7:24 AM

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Village of Whitefish Bay

Q4 What two things do you like least about Silver Spring Drive?

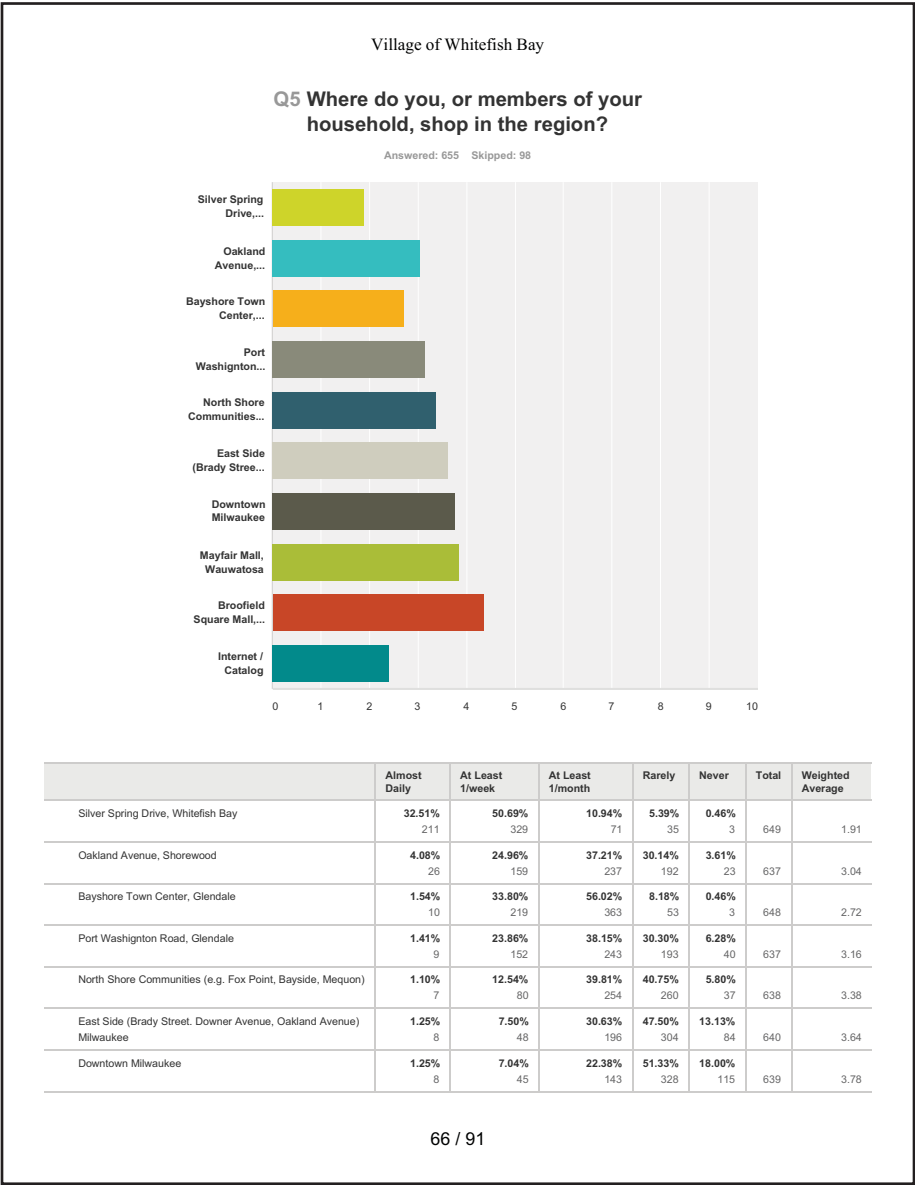
Answered: 626 Skipped: 127

Answer Choices	Responses
1.	100.00% 626
2.	85.14% 533

#	1.	Date
1	Pay for parking	12/29/2015 10:48 AM
2	Not enough bar/nightlife options	12/28/2015 12:32 PM
3	Not enough places for a sit down dinner. Really need a wine bar.	12/26/2015 11:23 AM
4	some of the building are so outdated	12/23/2015 9:58 AM
5	Traffic flow	12/22/2015 9:38 AM
6	All rug stones except Orleans shabang	12/18/2015 8:29 PM
7	feels dated	12/16/2015 2:25 PM
8	drivers are inconsiderate of neighborhood, pedestrians, & bikes	12/14/2015 2:32 PM
9	Parking spots	12/11/2015 1:54 PM
10	traffic (can't avoid)	12/11/2015 12:13 PM
11	Fast traffic	12/9/2015 9:05 AM
12	Dentist/healthcare offices	12/4/2015 6:18 PM
13	crossing the street	12/3/2015 3:43 PM
14	how some buildings do not contribute to the "small community" feel	12/2/2015 1:19 PM
15	Needs more restaurants, more variety	12/2/2015 9:45 AM
16	Some people need small convenient street maps	12/1/2015 4:45 PM
17	traffic	12/1/2015 9:55 AM
18	It should be a concrete road without so many bumps and pot holes	11/30/2015 8:54 PM
19	No bars	11/30/2015 6:23 PM
20	Lack of restaurants	11/29/2015 8:15 PM
21	Businesses spread too far west of Santa monica	11/29/2015 1:25 AM
22	I feel unsafe crossing Silver Spring Dr.	11/28/2015 6:51 PM
23	Not enough restaurants	11/28/2015 6:23 PM
24	Cars not willing to stop for pedestrians	11/26/2015 8:36 PM
25	lack of interest in mix of shops	11/26/2015 8:33 AM
26	lack of parking	11/25/2015 6:59 PM
27	island at Berkeley	11/25/2015 5:18 PM
28	Parking	11/24/2015 4:32 PM
29	parking meters	11/24/2015 11:14 AM
30	unsubstantial stores with no track record	11/24/2015 7:26 AM
31	Lack of shopping I want/need	11/23/2015 8:35 PM

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6.6 ONLINE SURVEY: BLANK QUESTIONNAIRE & FULL RESPONSES



Village of Whitefish Bay

Mayfair Mall, Wauwatosa	0.00% 0	2.18% 14	23.17% 149	60.50% 389	14.15% 91	643	3.87
Brookfield Square Mall, Brookfield	0.00% 0	0.78% 5	5.78% 37	49.69% 318	43.75% 280	640	4.36
Internet / Catalog	16.36% 106	35.49% 230	37.81% 245	9.72% 63	0.62% 4	648	2.43

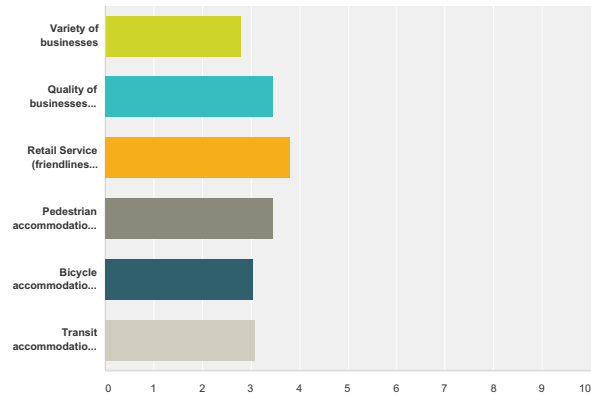
#	Other (please specify)	Date
1	WalMart on E Capital Dr	12/3/2015 3:45 PM
2	Out of town 2x per month	11/23/2015 8:36 PM
3	Clothing/home decor boutiques when traveling	11/23/2015 10:28 AM
4	Outpost, Office Depot (Capitol Drive)	11/22/2015 3:37 PM
5	The Third Ward Area	11/19/2015 8:10 PM
6	Cedarburg	11/19/2015 10:21 AM
7	Grafton	11/18/2015 8:54 PM
8	If there was something in between 'Rarely' and 'At least 1/month' I would answer differently for Bayshore	11/18/2015 5:29 PM
9	This assumes Silver Spring Dr. includes Sendik's.	11/18/2015 4:03 PM
10	South side of milwaukee for fruits & closest fabric store	11/18/2015 12:16 PM
11	Chicago	11/18/2015 11:37 AM
12	I live in lake country born in whitefish bay and continue to go there for shopping and services	11/18/2015 9:06 AM
13	Bayview (KK), Third Ward, Walker's Point Scores of super-interesting (read NOT "white bread") businesses of many kinds--food/beverage/music	11/18/2015 8:33 AM
14	Grafton	11/18/2015 7:56 AM
15	We go to grafton for Costco, target, and even some stores that we have here	11/18/2015 7:32 AM
16	Costco	11/18/2015 6:40 AM
17	Grafton	11/18/2015 6:27 AM
18	Riverwest	11/18/2015 4:37 AM
19	while i go to seniks or winkies, i don't use any other stores in the Bay	11/17/2015 10:29 PM
20	graffon; menomonee falls; oak creek	11/17/2015 8:16 PM
21	Plan to visit pick n save in shore wood often when it opens	11/17/2015 8:05 PM
22	Shop is a very broad term.	11/17/2015 8:00 PM
23	Target Grafton, TJ Maxx Brown Deer	11/17/2015 7:29 PM
24	Grafton	11/17/2015 7:11 PM
25	madison	11/17/2015 6:56 PM
26	Bayview 1/week and Chicago every 2 months	11/17/2015 6:35 PM
27	Grafton target, Costco and Meier frequently	11/17/2015 6:32 PM
28	Grafton weekly	11/17/2015 6:21 PM
29	Cedarburg	11/17/2015 6:19 PM
30	Grafton	11/17/2015 6:17 PM
31	third ward	11/17/2015 6:06 PM
32	Outpost and T-Mobile on Capitol Drive	11/17/2015 5:48 PM
33	Grafton - target and Costco	11/17/2015 5:47 PM

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Village of Whitefish Bay

Q6 How do you rate each of the following items within the Whitefish Bay Silver Spring Drive retail area?

Answered: 644 Skipped: 109



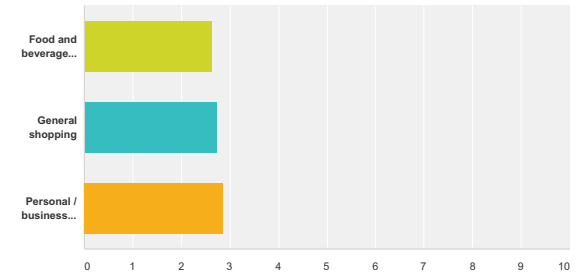
	Very Poor	Poor	Neutral	Good	Very Good	Total	Weighted Average
Variety of businesses	8.66% 55	34.80% 221	27.40% 174	26.30% 167	2.83% 18	635	2.80
Quality of businesses (product offering, presentation, etc.)	1.88% 12	12.87% 82	29.98% 191	46.47% 296	8.79% 56	637	3.47
Retail Service (friendliness, helpfulness, etc.)	0.47% 3	5.44% 35	22.08% 142	55.68% 358	16.33% 105	643	3.82
Pedestrian accommodations (crosswalks, etc.)	6.54% 42	17.29% 111	16.67% 107	42.99% 276	16.51% 106	642	3.46
Bicycle accommodations (bike racks, etc.)	5.68% 36	20.66% 131	42.43% 269	26.03% 165	5.21% 33	634	3.04
Transit accommodations (ride share, shuttles, buses, group visits)	3.86% 24	9.97% 62	62.86% 391	18.49% 115	4.82% 30	622	3.10

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Village of Whitefish Bay

Q7 Which answer most characterizes your opinion on the hours of business operation in the Silver Spring Drive retail area?"

Answered: 631 Skipped: 122

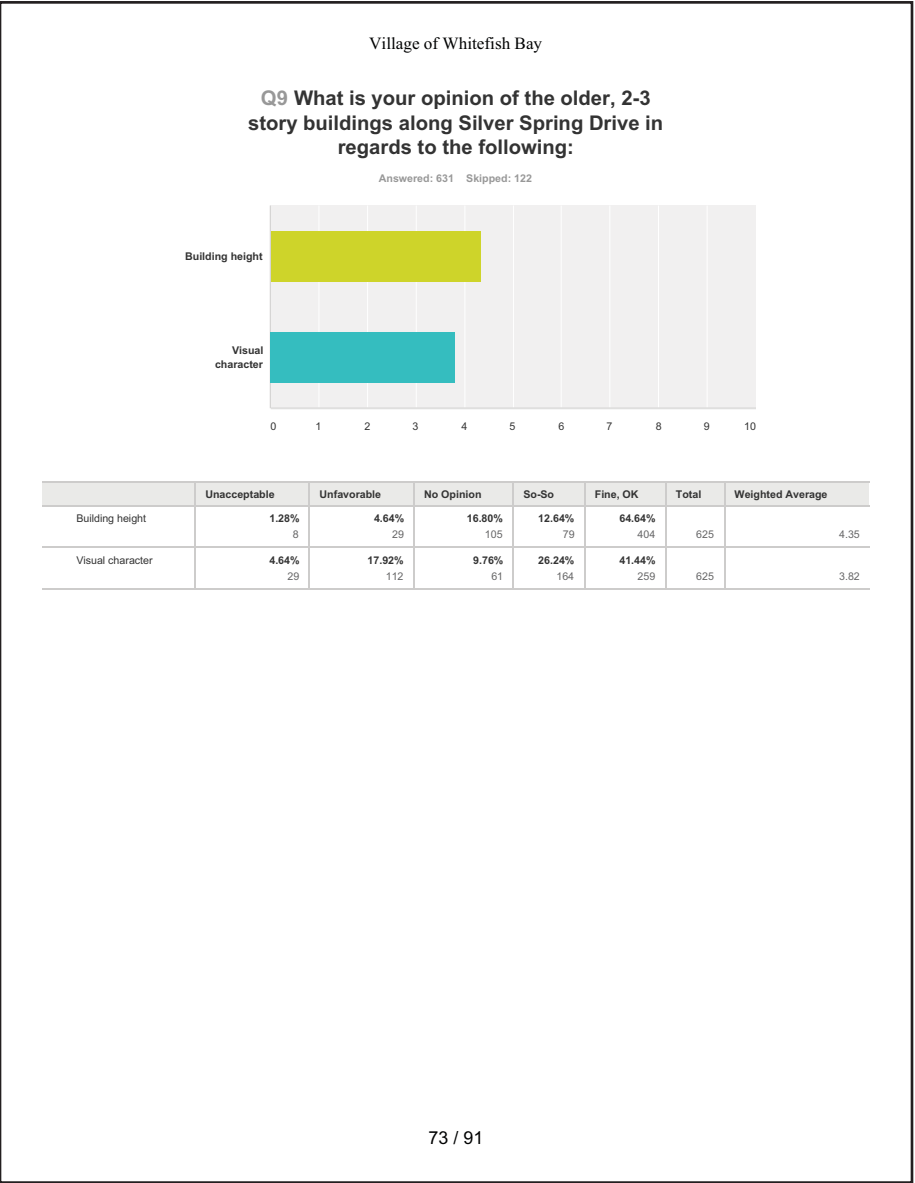
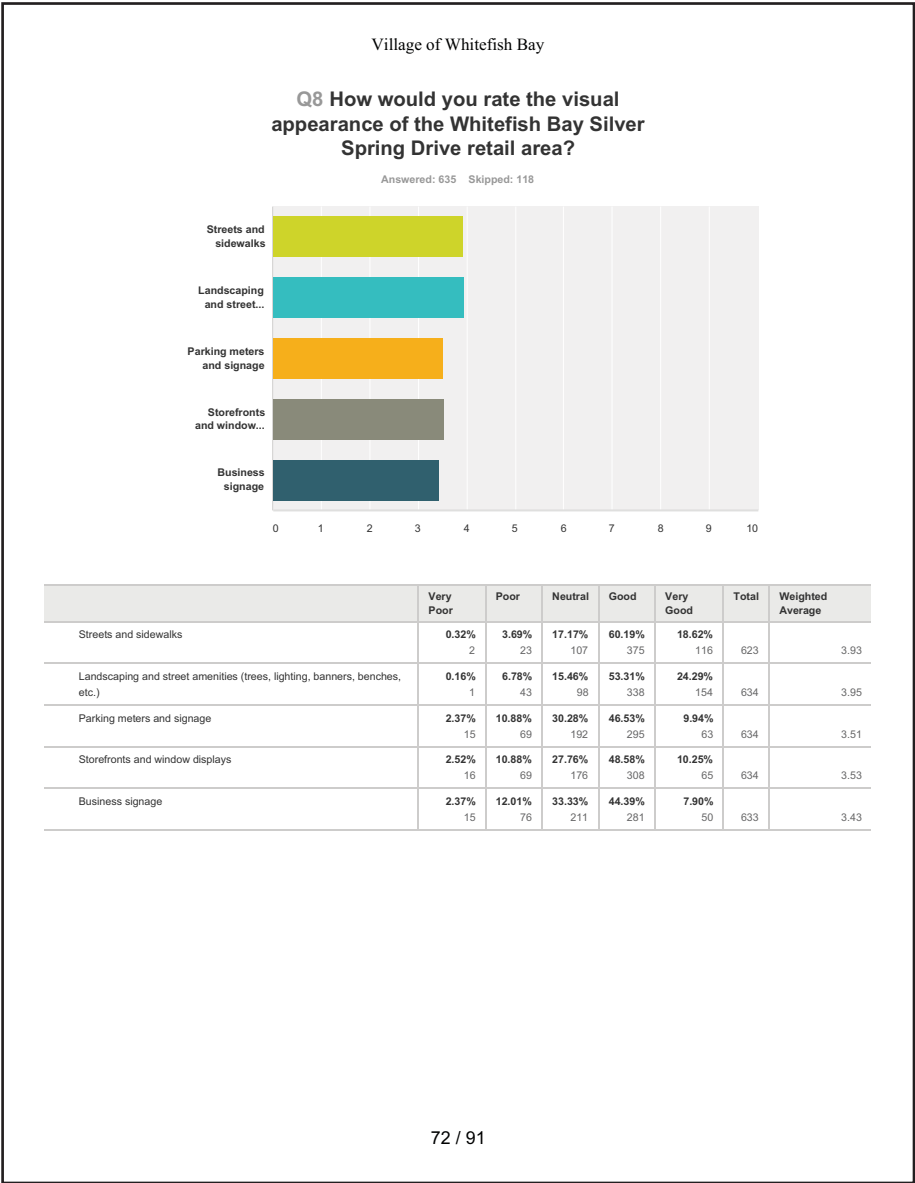


	Not Open Early Enough	Not Open Late Enough	Open About the Right Amount	Open Too Early	Open Too Late	Total	Weighted Average
Food and beverage establishments	3.50% 22	30.89% 194	65.29% 410	0.16% 1	0.16% 1	628	2.63
General shopping	3.17% 20	21.39% 135	74.96% 473	0.16% 1	0.32% 2	631	2.73
Personal / business services	1.78% 11	11.02% 68	86.71% 535	0.32% 2	0.16% 1	617	2.86

#	Other (please specify)	Date
1	I don't know the hours of these establishments. I only know they are open when I need them.	12/23/2015 10:01 AM
2	businesses on Silver Spring need to be open on Saturday and Sunday in order to contribute to the community! Maybe this could be a requirement to attract more restaurants and food establishments? (at least on Saturday)	12/2/2015 1:23 PM
3	For early morning risers and on days of election the businesses offering coffee and doughnuts don't open early enough. 5:30 good for opening those types of stores	11/20/2015 4:03 PM
4	Sunday hours would be appreciated.	11/20/2015 8:13 AM
5	Hard when some of these businesses are closed on Sunday afternoons and this is the time I'd be able to visit them at shop locally	11/19/2015 10:22 AM
6	It is not open and close times, it is lack of options and variety.	11/18/2015 4:40 PM
7	don't have a strong opinion	11/18/2015 4:05 PM
8	Starbucks should be open EARLY, the Bay should be open LATE	11/18/2015 1:36 PM
9		11/18/2015 12:18 PM
10	I wish Jimmy Johns was allowed to be open later especially on the weekends.	11/18/2015 9:10 AM
11	Not enough later night excellent restaurants and upscale bar and wine bar	11/18/2015 9:09 AM
12	So often I've had to drive away from Whitefish Bay because of early closing hours. PS Not all of us are in bed by 8 ~	11/18/2015 8:36 AM
13	Could Starbucks please open earlier	11/18/2015 5:07 AM

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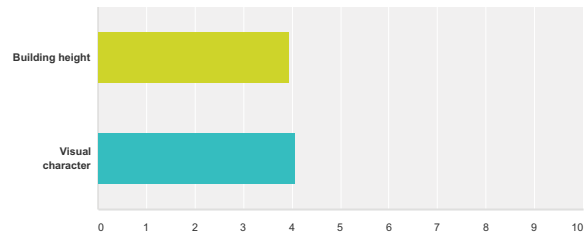
6.6 ONLINE SURVEY: BLANK QUESTIONNAIRE & FULL RESPONSES



Village of Whitefish Bay

Q10 What is your opinion of the newer, 4-story buildings along Silver Spring Drive, such as Johnson Bank and Beaumont Place, in regards to the following:

Answered: 614 Skipped: 139



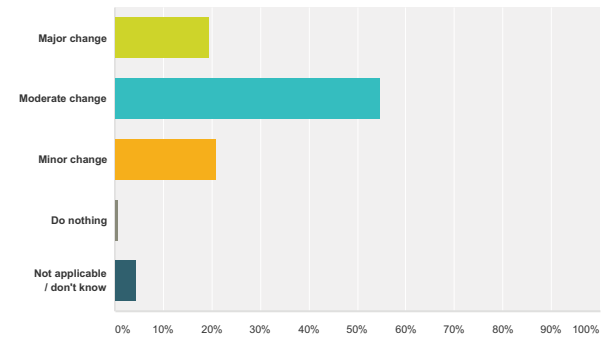
	Unacceptable	Unfavorable	No Opinion	So-So	Fine / OK	Total	Weighted Average
Building height	3.28% 20	16.75% 102	11.66% 71	19.38% 118	48.93% 298	609	3.94
Visual character	2.12% 13	14.85% 91	8.32% 51	22.19% 136	52.53% 322	613	4.08

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Village of Whitefish Bay

Q11 How should the Village approach change within the Silver Spring Drive Business District?

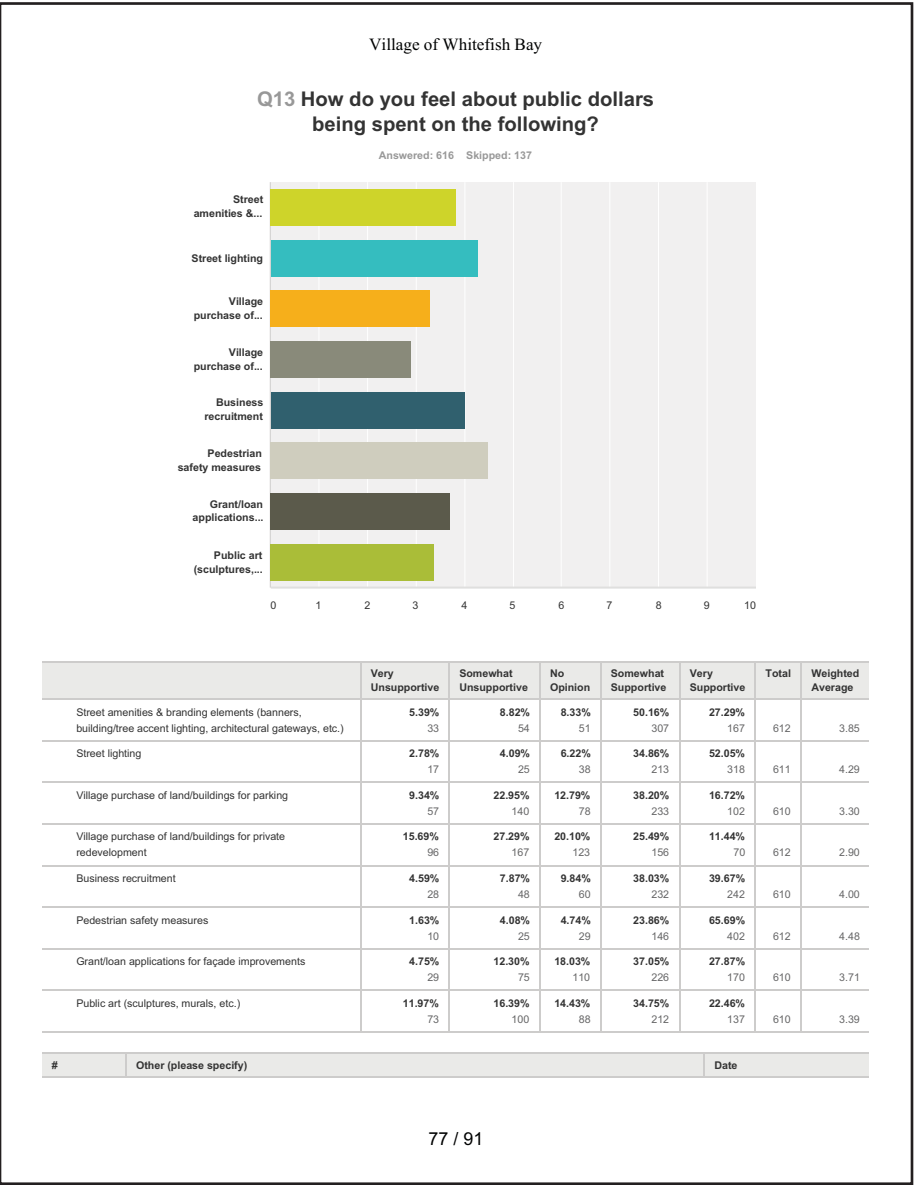
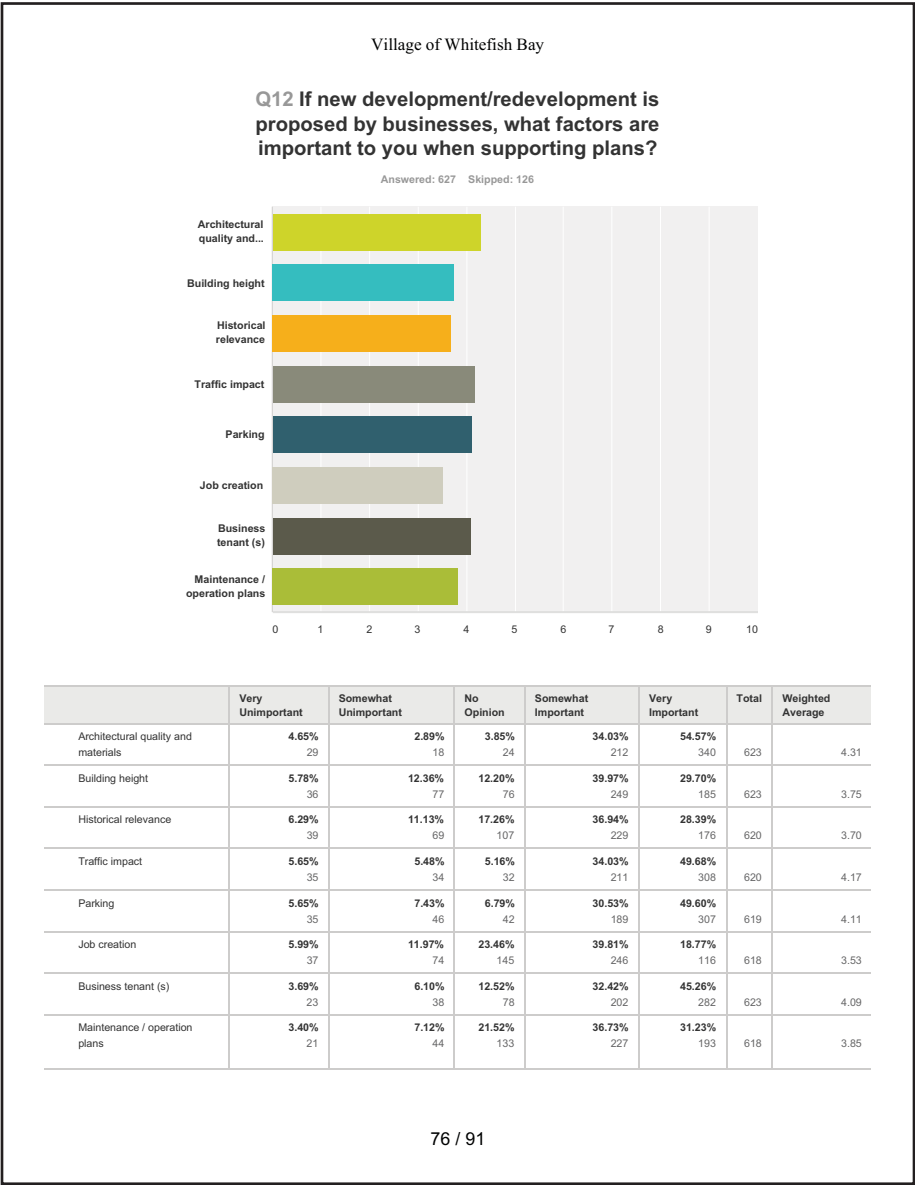
Answered: 633 Skipped: 120



Answer Choices	Responses
Major change	19.43% 123
Moderate change	54.66% 346
Minor change	20.85% 132
Do nothing	0.63% 4
Not applicable / don't know	4.42% 28
Total	633

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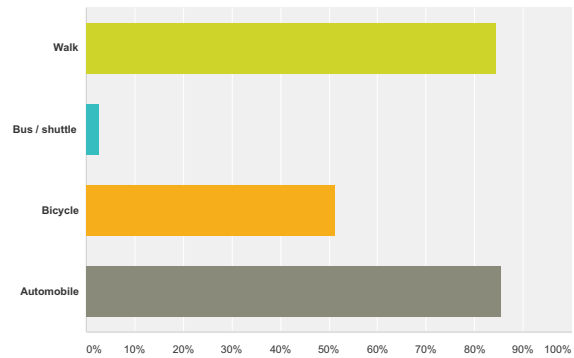
6.6 ONLINE SURVEY: BLANK QUESTIONNAIRE & FULL RESPONSES



Village of Whitefish Bay

Q14 How do members of your household get to Silver Spring Drive? (check all that apply)

Answered: 618 Skipped: 135



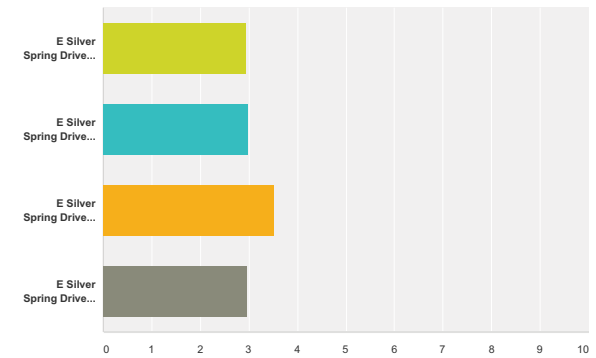
Answer Choices	Responses	
Walk	84.47%	522
Bus / shuttle	2.75%	17
Bicycle	51.29%	317
Automobile	85.60%	529
Total Respondents: 618		

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Village of Whitefish Bay

Q15 What are your perceptions of crossing Silver Spring Drive, as a pedestrian or bicyclist, at the following locations?

Answered: 614 Skipped: 139

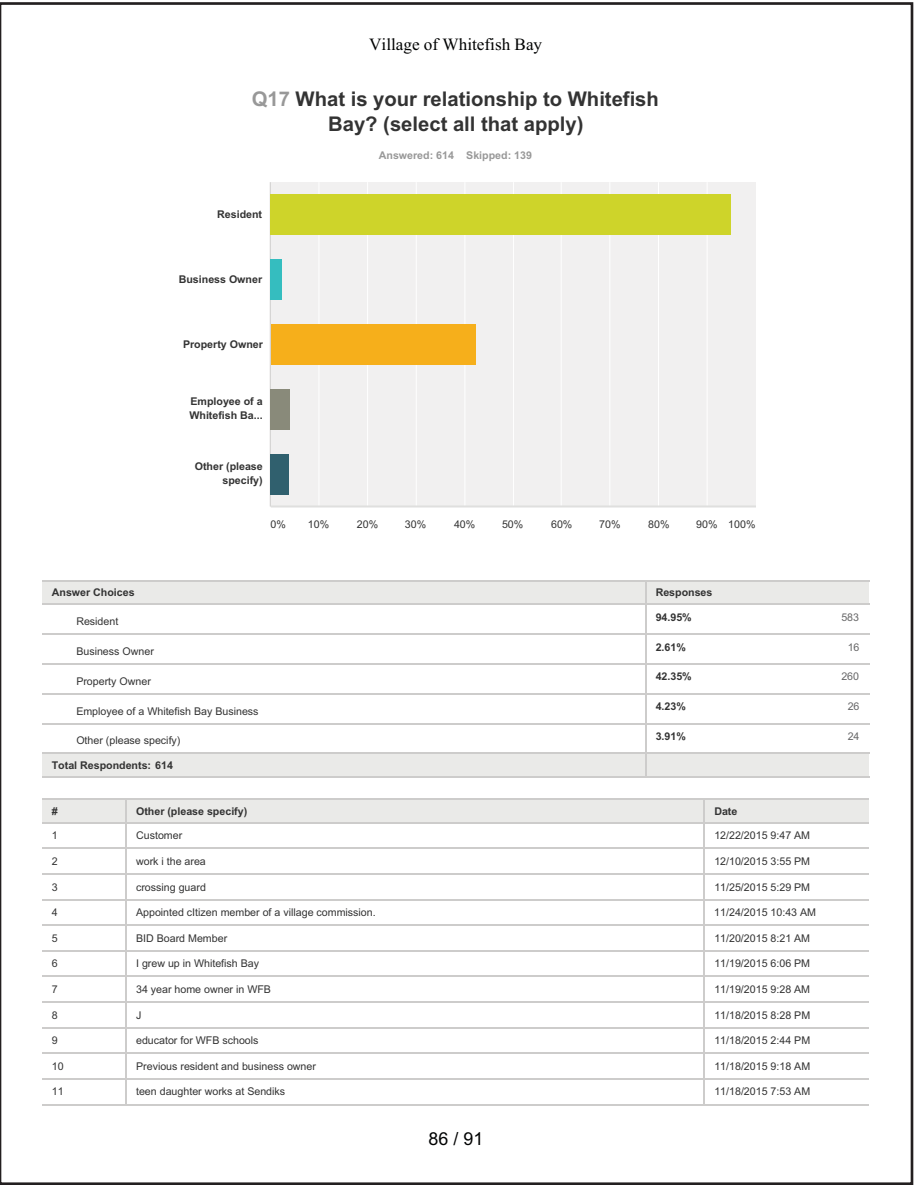
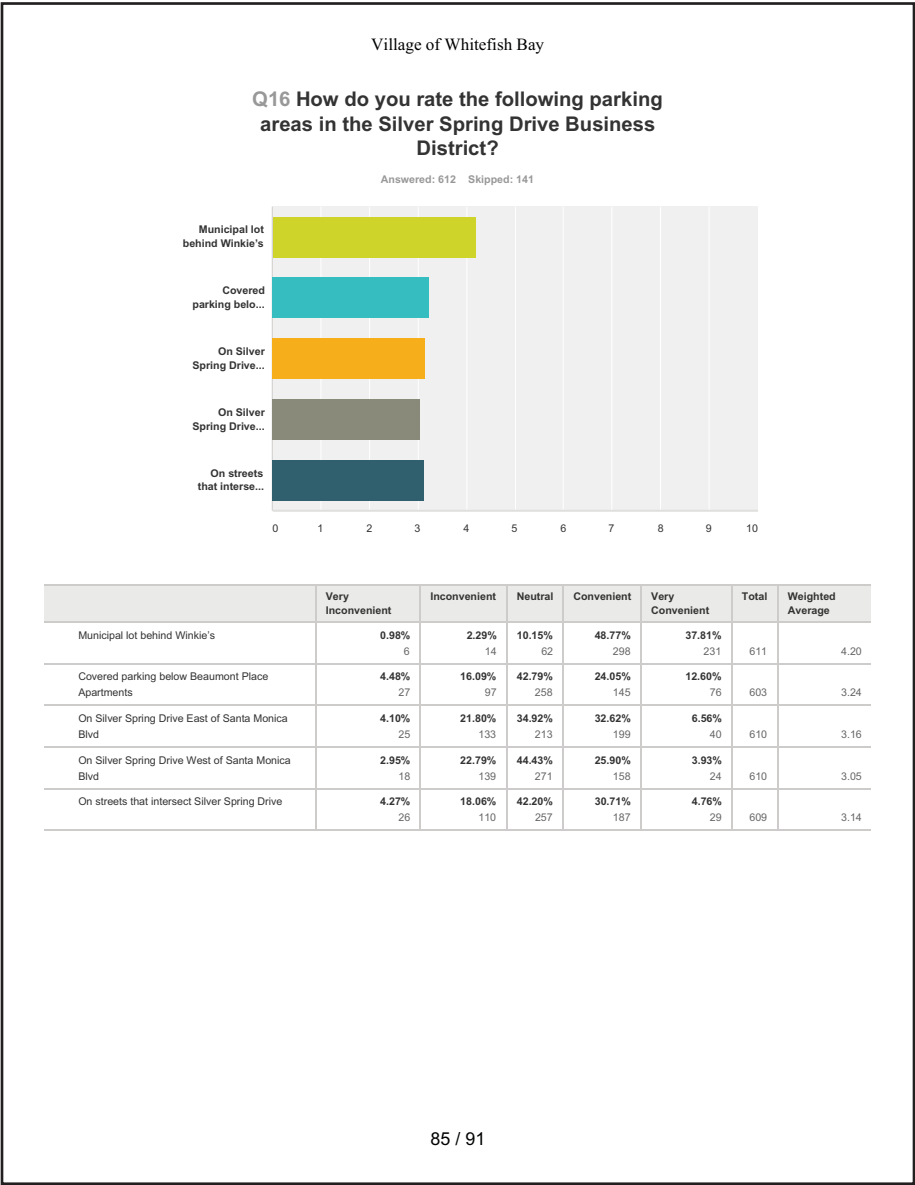


	Very Difficult	Difficult	Neutral	Easy	Very Easy	Total	Weighted Average
E Silver Spring Drive and N Lake Drive	12.13% 74	30.16% 184	16.72% 102	32.62% 199	8.36% 51	610	2.95
E Silver Spring Drive and N Berkeley Blvd (Fox Bay)	11.48% 70	27.70% 169	20.16% 123	31.31% 191	9.34% 57	610	2.99
E Silver Spring Drive and N Santa Monica Blvd	4.24% 26	12.89% 79	21.70% 133	48.29% 296	12.89% 79	613	3.53
E Silver Spring Drive and N Kent Ave (Dominican)	8.05% 49	26.93% 164	31.03% 189	28.24% 172	5.75% 35	609	2.97

#	Other (please specify)	Date
1	crosswalks and signage are there, however the most drivers do not respect pedestrians' right of way.	12/23/2015 10:06 AM
2	Avoid E Silver Spring Drive and N Hollywood Ave 90% of the time	12/11/2015 12:19 PM
3	Not kent.. Bay ridge	11/29/2015 1:30 AM
4	we need more police vigilance at traffic lights. I'm a crossing guard and see blatant violations daily	11/25/2015 5:27 PM
5	e silver spring and diversey is difficult; cars are pretty good about stopping but i am never certain they will	11/24/2015 7:33 AM
6	Ease is not the same as safety, safety is a concern at many of these intersections!	11/23/2015 10:08 AM
7	Diversey, Hollywood and Silver Spring can be challenging by bike (parked cars cause poor visibility)	11/22/2015 3:46 PM
8	Crossing at E Silver Spring Drive and Hollywood is challenging	11/21/2015 9:36 PM
9	Silver Spring Drive and Hollywood Ave is very dangerous to cross.	11/19/2015 8:25 PM

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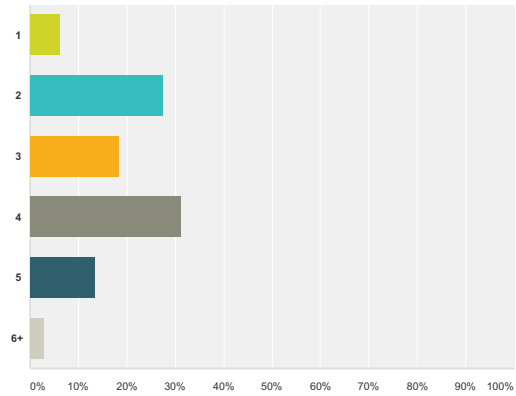
6.6 ONLINE SURVEY: BLANK QUESTIONNAIRE & FULL RESPONSES



Village of Whitefish Bay

Q18 Including yourself, how many persons live in your household?

Answered: 581 Skipped: 172



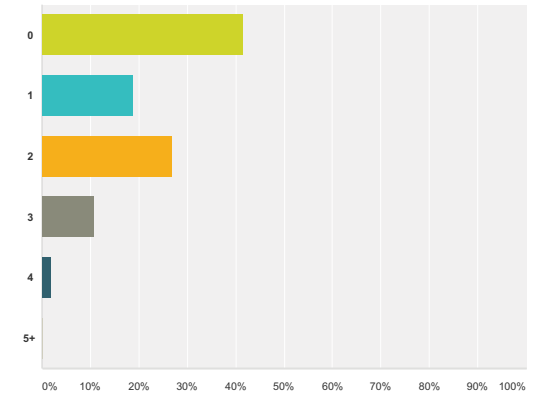
Answer Choices	Responses
1	6.20% 36
2	27.54% 160
3	18.42% 107
4	31.33% 182
5	13.60% 79
6+	2.93% 17
Total	581

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Village of Whitefish Bay

Q19 How many children under the age of 18 live in your household?

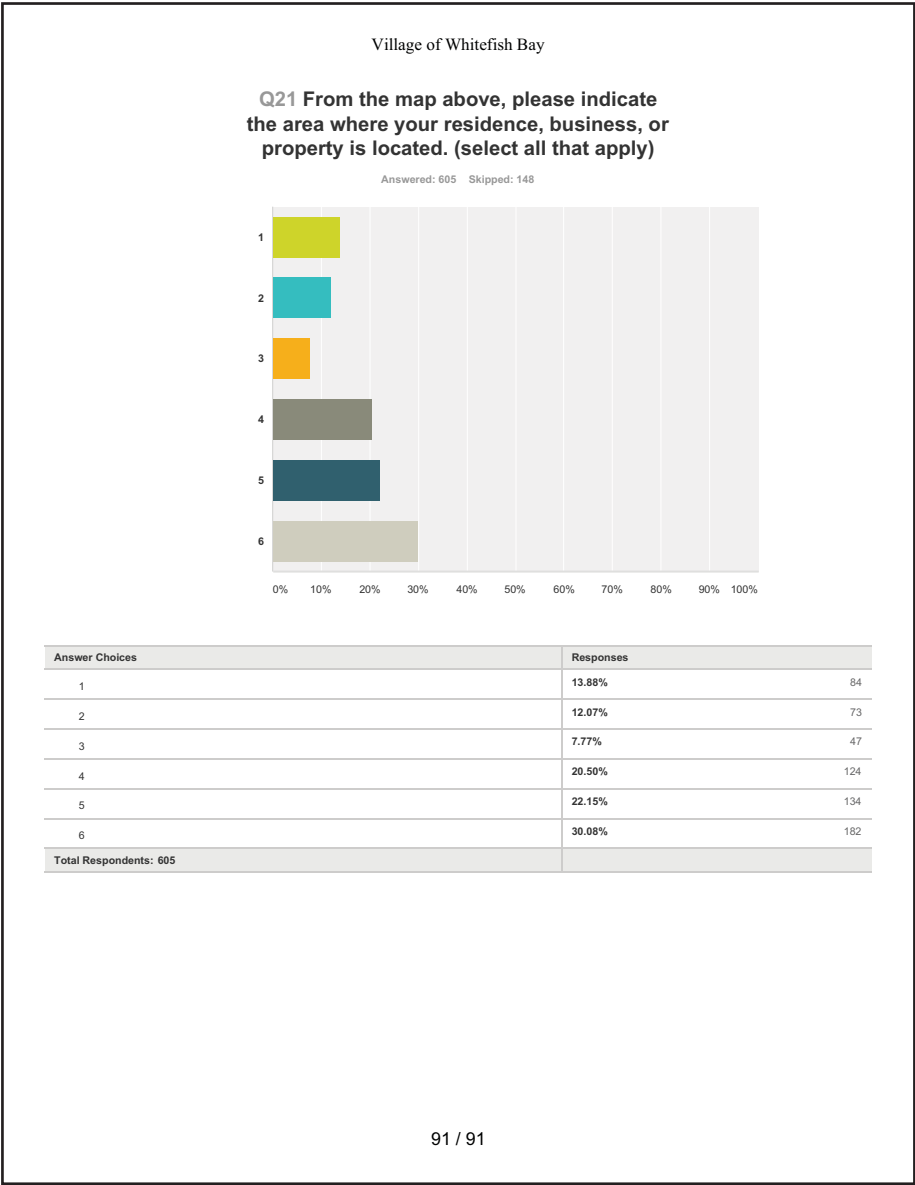
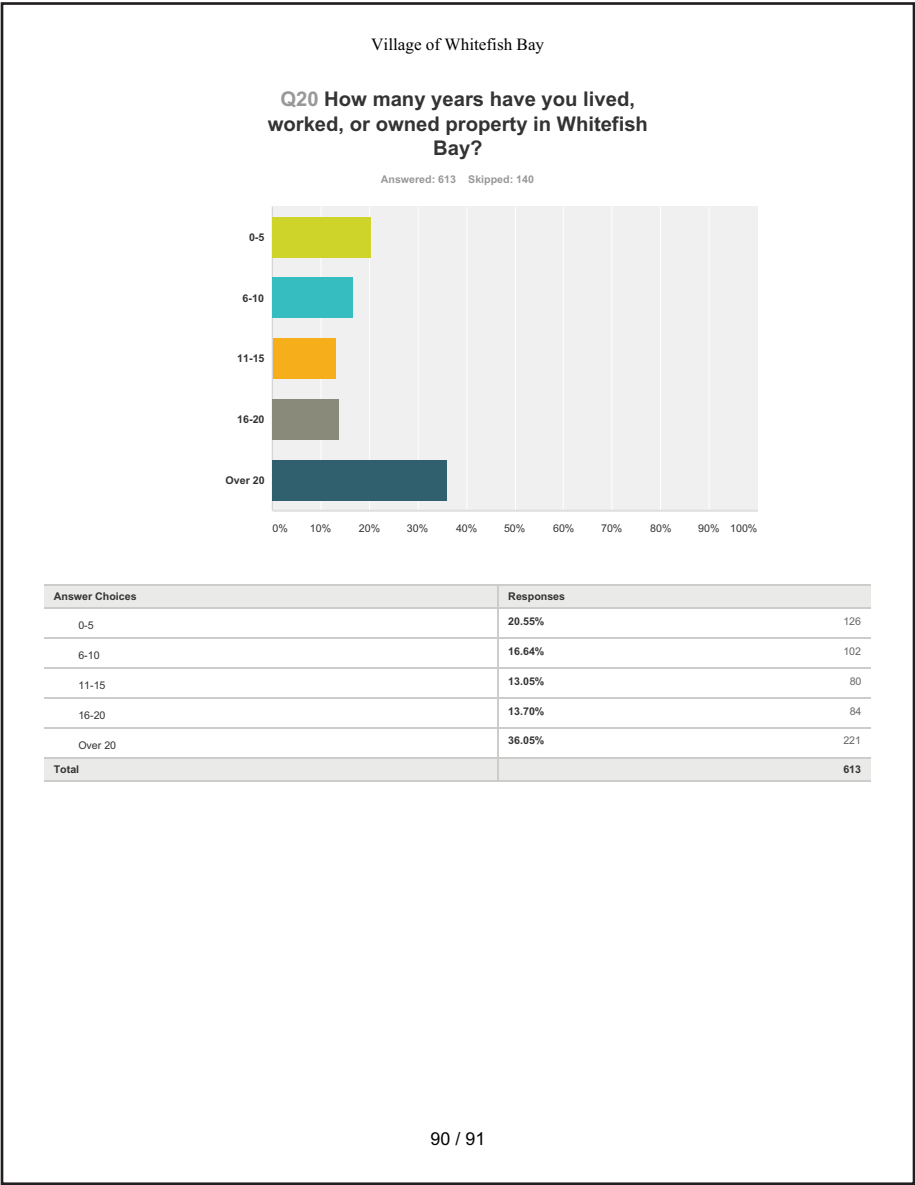
Answered: 581 Skipped: 172



Answer Choices	Responses
0	41.48% 241
1	18.76% 109
2	26.85% 156
3	10.84% 63
4	1.89% 11
5+	0.17% 1
Total	581

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6.6 ONLINE SURVEY: BLANK QUESTIONNAIRE & FULL RESPONSES



6.7 ADDITIONAL ESRI DATA

RETAIL SUPPLY, DEMAND & GAPS – 2015

	DEMAND	SUPPLY	RETAIL GAP	LEAKAGE/ SURPLUS FACTOR	# OF BUSINESSES
<i>Total Retail Trade and Food & Drink</i>	\$390,376,358	\$50,594,141	\$339,782,217	77.1	46
<i>Total Retail Trade</i>	\$352,482,489	\$45,221,892	\$307,260,597	77.3	37
<i>Total Food & Drink</i>	\$37,893,869	\$5,372,249	\$32,521,620	75.2	9
Furniture & Home Furnishings Stores	\$10,463,612	\$633,658	\$9,829,954	88.6	1
<i>Furniture Stores</i>	\$6,679,193	\$0	\$6,679,193	100.0	0
<i>Home Furnishings Stores</i>	\$3,784,419	\$633,658	\$3,150,761	71.3	1
Food & Beverage Stores	\$57,093,399	\$1,964,701	\$55,128,698	93.3	5
<i>Grocery Stores</i>	\$50,658,877	\$394,799	\$50,264,078	98.5	1
<i>Specialty Food Stores</i>	\$3,940,829	\$1,569,902	\$2,370,927	43.0	4
<i>Beer, Wine & Liquor Stores</i>	\$2,493,693	\$0	\$2,493,693	100.0	0
Health & Personal Care Stores	\$24,831,442	\$19,508,127	\$5,323,315	12.0	4
Clothing & Clothing Accessories Stores	\$15,875,250	\$4,686,982	\$11,188,268	54.4	5
<i>Clothing Stores</i>	\$9,438,836	\$276,832	\$9,162,004	94.3	1
<i>Shoe Stores</i>	\$2,546,832	\$454,094	\$2,092,738	69.7	1
<i>Jewelry, Luggage & Leather Stores</i>	\$3,889,582	\$3,956,056	-\$66,474	-0.8	3
Sporting Goods, Hobby, Book & Music Stores	\$9,559,914	\$1,338,718	\$8,221,196	75.4	3
<i>Sporting Goods/Hobby/Music Stores</i>	\$7,453,761	\$1,338,718	\$6,115,043	69.5	3
<i>Book, Periodical & Music Stores</i>	\$2,106,153	\$0	\$2,106,153	100.0	0
General Merchandise Stores	\$65,804,495	\$3,011,145	\$62,793,350	91.2	1
<i>Department Stores Excluding Leased Depts.</i>	\$55,606,045	\$0	\$55,606,045	100.0	0
<i>Other General Merchandise Stores</i>	\$10,198,450	\$3,011,145	\$7,187,305	54.4	1
Miscellaneous Store Retailers	\$12,682,575	\$3,264,876	\$9,417,699	59.1	9
<i>Florists</i>	\$573,060	\$69,120	\$503,940	78.5	1
<i>Office Supplies, Stationery & Gift Stores</i>	\$3,666,981	\$287,140	\$3,379,841	85.5	2
<i>Used Merchandise Stores</i>	\$2,127,519	\$184,012	\$1,943,507	84.1	2
<i>Other Miscellaneous Store Retailers</i>	\$6,315,015	\$2,724,604	\$3,590,411	39.7	4
Food Services & Drinking Places	\$37,893,869	\$5,372,249	\$32,521,620	75.2	9
<i>Full-Service Restaurants</i>	\$20,379,320	\$2,771,242	\$17,608,078	76.1	5
<i>Limited-Service Eating Places</i>	\$14,563,659	\$2,601,007	\$11,962,652	69.7	4
<i>Special Food Services</i>	\$878,634	\$0	\$878,634	100.0	0
<i>Drinking Places - Alcoholic Beverages</i>	\$2,072,256	\$0	\$2,072,256	100.0	0

6.7 ADDITIONAL ESRI DATA

RETAIL SUPPLY, DEMAND & GAPS – 2015

	5 - M I N U T E W A L K						1 0 - M I N U T E W A L K				
	DEMAND	SUPPLY	RETAIL GAP	LEAKAGE/ SURPLUS FACTOR	# OF BUSINESSES		DEMAND	SUPPLY	RETAIL GAP	LEAKAGE/ SURPLUS FACTOR	# OF BUSINESSES
Total Retail Trade and Food & Drink	\$23,813,989	\$20,588,347	\$3,225,642	7.3	19		\$121,020,850	\$115,596,141	\$5,424,709	2.3	77
Total Retail Trade	\$21,512,956	\$18,800,923	\$2,712,033	6.7	15		\$109,281,394	\$98,643,331	\$10,638,063	5.1	59
Total Food & Drink	\$2,301,033	\$1,787,424	\$513,609	12.6	4		\$11,739,457	\$16,952,810	-\$5,213,353	-18.2	18
Furniture & Home Furnishings Stores	\$643,105	\$381,930	\$261,175	25.5	1		\$3,253,986	\$4,872,657	-\$1,618,671	-19.9	3
Furniture Stores	\$415,443	\$0	\$415,443	100.0	0		\$2,084,231	\$3,838,105	-\$1,753,874	-29.6	1
Home Furnishings Stores	\$227,662	\$381,930	-\$154,268	-25.3	1		\$1,169,755	\$1,034,552	\$135,203	6.1	1
Food & Beverage Stores	\$3,492,264	\$860,195	\$2,632,069	60.5	3		\$17,708,398	\$5,716,171	\$11,992,227	51.2	6
Grocery Stores	\$3,101,844	\$309,646	\$2,792,198	81.8	1		\$15,716,878	\$3,391,184	\$12,325,694	64.5	1
Specialty Food Stores	\$241,556	\$550,548	-\$308,992	-39.0	2		\$1,223,294	\$2,102,562	-\$879,268	-26.4	4
Beer, Wine & Liquor Stores	\$148,864	\$0	\$148,864	100.0	0		\$768,227	\$0	\$768,227	100.0	0
Health & Personal Care Stores	\$1,506,166	\$6,724,563	-\$5,218,397	-63.4	1		\$7,683,381	\$16,931,273	-\$9,247,892	-37.6	7
Clothing & Clothing Accessories Stores	\$963,217	\$3,584,085	-\$2,620,868	-57.6	4		\$4,913,326	\$26,063,178	-\$21,149,852	-68.3	23
Clothing Stores	\$573,995	\$125,143	\$448,852	64.2	1		\$2,924,343	\$15,944,768	-\$13,020,425	-69.0	12
Shoe Stores	\$156,664	\$356,152	-\$199,488	-38.9	1		\$790,539	\$3,644,545	-\$2,854,006	-64.4	5
Jewelry, Luggage & Leather Stores	\$232,558	\$3,102,790	-\$2,870,232	-86.1	2		\$1,198,444	\$6,473,865	-\$5,275,421	-68.8	6
Sporting Goods, Hobby, Book & Music Stores	\$587,214	\$879,096	-\$291,882	-19.9	2		\$2,971,150	\$5,450,043	-\$2,478,893	-29.4	6
Sporting Goods/Hobby/Music Stores	\$458,510	\$879,096	-\$420,586	-31.4	2		\$2,318,243	\$4,265,396	-\$1,947,153	-29.6	5
Book, Periodical & Music Stores	\$128,704	\$0	\$128,704	100.0	0		\$652,907	\$1,184,646	-\$531,739	-28.9	1
General Merchandise Stores	\$4,028,287	\$2,361,683	\$1,666,604	26.1	1		\$20,422,301	\$19,626,256	\$796,045	2.0	2
Department Stores Excluding Leased Depts.	\$3,404,136	\$0	\$3,404,136	100.0	0		\$17,257,808	\$16,615,111	\$642,697	1.9	1
Other General Merchandise Stores	\$624,151	\$2,361,683	-\$1,737,532	-58.2	1		\$3,164,493	\$3,011,145	\$153,348	2.5	1
Miscellaneous Store Retailers	\$771,522	\$1,869,896	-\$1,098,374	-41.6	3		\$3,926,585	\$4,993,734	-\$1,067,149	-12.0	7
Florists	\$34,630	\$0	\$34,630	100.0	0		\$178,103	\$0	\$178,103	100.0	0
Office Supplies, Stationery & Gift Stores	\$224,975	\$207,828	\$17,147	4.0	1		\$1,140,428	\$420,339	\$720,089	46.1	2
Used Merchandise Stores	\$129,950	\$0	\$129,950	100.0	0		\$659,792	\$80,505	\$579,287	78.3	1
Other Miscellaneous Store Retailers	\$381,967	\$1,662,068	-\$1,280,101	-62.6	2		\$1,948,262	\$4,492,889	-\$2,544,627	-39.5	4
Food Services & Drinking Places	\$2,301,033	\$1,787,424	\$513,609	12.6	4		\$11,739,457	\$16,952,810	-\$5,213,353	-18.2	18
Full-Service Restaurants	\$1,235,219	\$605,088	\$630,131	34.2	2		\$6,310,481	\$10,400,502	-\$4,090,021	-24.5	10
Limited-Service Eating Places	\$886,910	\$1,182,336	-\$295,426	-14.3	2		\$4,514,147	\$6,495,488	-\$1,981,341	-18.0	8
Special Food Services	\$55,425	\$0	\$55,425	100.0	0		\$276,902	\$0	\$276,902	100.0	0
Drinking Places - Alcoholic Beverages	\$123,478	\$0	\$123,478	100.0	0		\$637,927	\$0	\$637,927	100.0	0

5 - M I N U T E D R I V E				
DEMAND	SUPPLY	RETAIL GAP	LEAKAGE/ SURPLUS FACTOR	# OF BUSINESSES
\$436,239,233	\$491,291,609	-\$55,052,376	-5.9	211
\$393,996,218	\$442,729,383	-\$48,733,165	-5.8	166
\$42,243,015	\$48,562,225	-\$6,319,210	-7.0	45
\$11,604,625	\$14,515,582	-\$2,910,957	-11.1	6
\$7,433,589	\$12,569,071	-\$5,135,482	-25.7	4
\$4,171,036	\$1,946,511	\$2,224,525	36.4	2
\$64,389,392	\$27,900,800	\$36,488,592	39.5	10
\$57,164,681	\$22,938,300	\$34,226,381	42.7	3
\$4,445,241	\$4,100,173	\$345,068	4.0	7
\$2,779,470	\$862,326	\$1,917,144	52.6	1
\$27,805,272	\$39,077,997	-\$11,272,725	-16.9	21
\$17,709,029	\$75,060,570	-\$57,351,541	-61.8	64
\$10,548,872	\$51,865,760	-\$41,316,888	-66.2	38
\$2,879,489	\$10,993,403	-\$8,113,914	-58.5	14
\$4,280,668	\$12,201,407	-\$7,920,739	-48.1	11
\$10,604,345	\$15,814,420	-\$5,210,075	-19.7	13
\$8,245,096	\$11,870,026	-\$3,624,930	-18.0	11
\$2,359,249	\$3,944,394	-\$1,585,145	-25.1	2
\$73,661,298	\$64,726,848	\$8,934,450	6.5	5
\$62,191,401	\$60,605,376	\$1,586,025	1.3	4
\$11,469,897	\$4,121,472	\$7,348,425	47.1	2
\$14,220,492	\$12,562,851	\$1,657,641	6.2	17
\$625,294	\$0	\$625,294	100.0	0
\$4,081,441	\$1,009,489	\$3,071,952	60.3	4
\$2,376,219	\$273,161	\$2,103,058	79.4	2
\$7,137,538	\$11,254,244	-\$4,116,706	-22.4	11
\$42,243,015	\$48,562,225	-\$6,319,210	-7.0	45
\$22,682,032	\$31,656,888	-\$8,974,856	-16.5	25
\$16,278,549	\$16,719,263	-\$440,714	-1.3	19
\$962,050	\$186,074	\$775,976	67.6	1
\$2,320,384	\$0	\$2,320,384	100.0	0

10 - M I N U T E D R I V E				
DEMAND	SUPPLY	RETAIL GAP	LEAKAGE/ SURPLUS FACTOR	# OF BUSINESSES
\$1,777,877,983	\$1,530,420,961	\$247,457,022	7.5	947
\$1,608,280,497	\$1,376,110,560	\$232,169,937	7.8	696
\$169,597,486	\$154,310,401	\$15,287,085	4.7	251
\$46,207,576	\$27,705,245	\$18,502,331	25.0	23
\$30,095,687	\$22,310,063	\$7,785,624	14.9	17
\$16,111,889	\$5,395,182	\$10,716,707	49.8	6
\$271,682,548	\$252,395,243	\$19,287,305	3.7	158
\$241,689,402	\$208,744,647	\$32,944,755	7.3	104
\$18,781,128	\$17,086,662	\$1,694,466	4.7	19
\$11,212,017	\$26,563,934	-\$15,351,917	-40.6	35
\$114,624,935	\$115,734,462	-\$1,109,527	-0.5	62
\$71,949,970	\$111,452,819	-\$39,502,849	-21.5	116
\$43,228,063	\$75,296,810	-\$32,068,747	-27.1	68
\$12,316,148	\$19,686,042	-\$7,369,894	-23.0	29
\$16,405,759	\$16,469,966	-\$64,207	-0.2	20
\$41,654,605	\$42,162,001	-\$507,396	-0.6	52
\$31,891,213	\$30,906,872	\$984,341	1.6	38
\$9,763,392	\$11,255,129	-\$1,491,737	-7.1	14
\$302,976,875	\$181,495,037	\$121,481,838	25.1	36
\$255,131,000	\$155,557,509	\$99,573,491	24.2	13
\$47,845,875	\$25,937,527	\$21,908,348	29.7	23
\$58,806,772	\$38,610,997	\$20,195,775	20.7	84
\$2,314,546	\$1,443,424	\$871,122	23.2	14
\$16,318,538	\$5,306,704	\$11,011,834	50.9	17
\$9,696,659	\$6,214,189	\$3,482,470	21.9	16
\$30,477,029	\$25,646,680	\$4,830,349	8.6	37
\$169,597,486	\$154,310,401	\$15,287,085	4.7	251
\$90,644,740	\$83,851,719	\$6,793,021	3.9	122
\$65,879,218	\$57,767,465	\$8,111,753	6.6	74
\$3,689,180	\$1,884,402	\$1,804,778	32.4	11
\$9,384,348	\$10,806,815	-\$1,422,467	-7.0	45

