

A Strategic Plan for West Allis

July 2014

Active Committee Members:

Eric Torkelson, Chair

Cyndi Barbian

Jeff Cottrill

Amy Deal

Dana Derrick

Margaret Done

Suzzette Grisham

Dawn Groshek

Pat Hladilek

Caren Janz

Pat Kobus

Cindy Kornuth

Jerry & Lynn Lemke

Christina Lund

Rikki Matson

Citlali Mendieta-Ramos

Lynn Pedersen

Christy Peters

Morgan Peters

Al Pinckney

Darren Rausch

Natasha Rossa

Hilary Schroeder

Jeff Sikich

Kristin Thrall

Jamie Vallejo

Jeff Wagner

Patti Wenzel

Bill Zuback

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0. General Notes

The Strategic Plan for West Allis is a culmination of the efforts performed by the Strategic Plan Committee (SPC) over the course of nine meetings from May of 2013 through July of 2014. The views and opinions documented are not necessarily the views of every individual on the SPC. Rather, this document represents a majority perspective of the committee.

The SPC does not assume the contents of this document to be an all-inclusive list of the needs and desires of West Allis. This document is to serve as a living document and starting point towards improving the community. As such, this plan should undergo frequent review and modification to remain relevant and timely to the people of West Allis.

Thank you to those SPC members who remained active in the planning process, and to those who provided host facilities for the SPC to carry out its task.

A Strategic Plan for West Allis

1. Introduction

The City of West Allis is the hidden gem of southeastern Wisconsin. As the city that is “15 minutes to everything” with award-winning schools and first-rate parks, it has much to offer families and businesses. What’s more West Allis has a housing stock that 20- and 30-somethings seek, and it has a workforce that is attractive to entrepreneurs and other businesses looking to relocate. Many who are heavily invested in the City know what a wonderful community West Allis is for living, working and playing.

A Strategic Plan Committee (SPC) was conceived by City Alderpersons Michael May and Cathleen Probst in February of 2013 as an opportunity to obtain a pulse and a vision for the community, and to understand the steps necessary to make that vision a reality. With the aid of Mayor Dan Devine and the West Allis Common Council, a call for volunteers was posted in the city’s newsletter and through the community newspaper West Allis NOW. Over 40 persons of various ages and interests expressed an interest in the SPC.

The SPC assembled for the first time in May of 2013, and over the course of nine two-hour meetings, took task in identifying the community’s strengths, weaknesses, opportunities and threats; identifying the values of the community; and identifying a specific set of goals, objectives and prioritized operational strategies that could be used to strengthen the community, empower its citizens, and move our City forward.

The following sections identify the primary findings of the SPC. The SPC does not assume the contents of this document to be an all-inclusive list of the needs and desires of West Allis. This document is to serve as a living document and starting point toward improving the community. As such, this plan should undergo frequent review and modifications to remain relevant and timely to the people of West Allis.

2. Strengths, Weaknesses, Opportunities & Threats

The SPC performed an exercise to identify what it believed are the community’s strengths, weaknesses, opportunities and threats (SWOT). Strengths are those characteristics that give the community an advantage over others. Weaknesses are those characteristics that place the community at a disadvantage to others. Opportunities are those elements the community could exploit to its advantage. Threats are those elements in or around the community that could cause trouble for the community.¹

2.1 Strengths

The following strengths were identified by the SPC.

2.1.1 Location

2.1.2 *West Allis is a centrally-located metropolitan community that is “convenient to everything”. The community has direct access to major multimodal transportation facilities that put it within a 10- to 15-minute commute of regional attractions such as the many theaters, museums, lakeshore events and sports venues of Greater Milwaukee, and within a 20- to 30-minute commute of rural destinations. More so, West Allis has its own unique destinations that are easy to reach. West Allis is a family-oriented community comprised of hard-working, fun-loving people who take pride in their history and their City. West Allis was named in 2010 as a Best Place to Raise Your Kids in Business Week Magazine², and remains home to multi-generation families. Additionally, the community’s unique housing options are comprised of quality and unique housing options that are reasonably priced.*

2.1.3 Parks & Trails

West Allis has a multitude of quality Milwaukee County and City of West Allis parks and trails that are well maintained and easily accessed. From swimming at Cool Waters and golfing at Greenfield Park, to bicycling the Crosstown Connector or ice skating at LaFollette Park, the parks and trails within the community have much to offer.

2.1.4 Community Events

West Allis knows how to celebrate. Community favorite activities include Forks & Corks, West Allis Ala Carte, Settler’s Weekend, the Breakfast of Thanks & Giving, the Community Dinner Dance, a three day Fourth of July celebration, the annual Christmas Parade, and a community-wide National Night Out celebration. The centrally-located West Allis Farmers Market, established in 1919, is open three days a week from May through November and also serves as a “flea market” on Sundays from May through October. West Allis is also home to Wisconsin State Fair Park and its multitude of regional events.

2.1.5 Shopping Opportunities

West Allis offers a variety of shopping experiences, from unique local shops and popular independently-owned restaurants/pubs, to big-name national retailers. West Allis Downtown is composed of independently-owned shops offering goods from music and books to candy and coffee in an easily-accessible atmosphere.

2.1.6 Education Opportunities

The West Allis-West Milwaukee School District services over 9,700 elementary, intermediate and high school students.³ Technology is integral to K4-12 curriculum, and the schools have developed many innovative programs. Additionally, the community is home to the Milwaukee Area Technical College (MATC) West Allis Campus, Marian University West Allis Campus, and Lakeland College Milwaukee Center.

2.1.7 Recreation Department

The West Allis-West Milwaukee Recreation Department offers a variety of comprehensive and affordable programs for all ages/abilities at many locations throughout the city. Popular programs for those with children include the SAFE After School Program for elementary school students and the REACH After School Program for intermediate school students.

2.1.8 Emergency Services

The West Allis Fire Department and Police Department, both nationally accredited, are conveniently located and maintain a positive interaction with residents and businesses. The Police Department maintains a Block Watch program, is supportive of the Community Alliance Against Drugs (CAAD) family-friendly activities, supports community-wide clean-up efforts, produces frequent Neighborhood Watch Newsletters, and hosts Neighborhood Partnership Meetings to keep the department staff accessible and citizens “in the know.”

2.1.9 Community Groups

West Allis is home to passionate individuals who work to make West Allis a better place. Active organizations working with the community include, but are not limited to, Rotary, Lions Club, Woman’s Club of West Allis, Parent-Teacher Associations (PTAs), and various park Friends Groups and religious organizations.

2.1.10 Leadership

Government within the City of West Allis is clean and is composed of engaged, accessible, and committed civic leaders. The City takes control when problems arise and is committed to keeping a clean look and image.

2.1.11 Redevelopment

Historically West Allis was a first-ring industrial powerhouse, and it has seen creative redevelopment of brownfields in recent years. A few examples include the Six Points Neighborhood, Summit Place, and 84th & Greenfield redevelopment. West Allis has received regional and national awards and other recognition for its creative approach to redevelopment.

2.1.12 Other Amenities

Other popular amenities in West Allis not already listed include, but are not limited to:

- West Allis Public Library
- Aurora West Allis Medical Center & Women’s Pavilion
- West Allis Health Department
- West Allis Senior Center
- A wide variety of religious institutions

2.2 Weaknesses

The following weaknesses were identified by the SPC:

2.2.1 Image & Reputation

West Allis lacks a unified identity and allows others to label it. Calling West Allis “Stallis” is not offensive, but derogatory nicknames and the wrong perception of West Allis being a trashy people are offensive. There exists a perception of blight in West Allis.

2.2.2 Communication, Public Relations & Marketing

Public relations and communications with the local media about the good people and positive things happening in West Allis are lacking, as is an adequate marketing strategy. Social media presence with residents via Facebook, Twitter, etc. is feeble, and West Allis lacks a strong coordinated online presence. Additionally, residents are not fully aware of the community services/amenities afforded them. When projects happen in neighborhoods, there is a reactive rather than proactive approach to communication.

West Allis lacks a community newspaper dedicated entirely to the City of West Allis.

2.2.3 Neighborhoods & Housing

There are pockets of apparent neighborhood deterioration and lack of pride in homeownership. Bad rental properties and bad homeowners need to see a higher level of property code enforcement.

The rental market seems to appeal to less established and sometimes questionable individuals due to poor landlord screening. Some fear that if they improve their property their taxes will go up, tenants will trash their property, or rents cannot be increased to pay for the improvements and taxes.

There is a lack of active neighborhood associations. Neighborhood associations need to be revived.

2.2.4 Apathy/Complacency

Families are not participating in their community, and there is a lack of involvement from young professionals.

There is a sense that nothing seems to change with respect to progress – “we’ve always done it this way.”

Some city officials and management lack pride. “Well, it’s West Allis” shows a lack of willingness to make change.

2.2.5 Business Environment

Too many empty store fronts exist, and other businesses are not well kept (deteriorating buildings, unkempt yards, etc.).

Businesses are searching for a niche in the community, but don’t create the niche.

There is a lack of business mentoring.

There is lack of communication about opening a business in West Allis.

It is hard to do business in West Allis, as the beautification policy is unreasonable at times. One size does not fit all, and flexibility is needed.

There is a perception by current and past business owners that West Allis inspectors can be difficult to work with.

It is difficult to obtain a liquor license.

There is a lack of movement on redevelopment sites, and weeds and litter rattle undeveloped sites.

There is disjointed development and targeting of development areas, and there is an inability to attract major businesses.

There are too many pawn shops, cell phone stores, dollar stores, “we buy gold” stores, and check-cashing places.

There are too many “dive” bars and chain restaurants, as well as a lack of culinary places with ambiance.

There is a lack of ambiance for outdoor dining and boutiques.

There is a lack of attractive places in West Allis Downtown, and it is not serving as a destination. Additionally, there are too many traffic signals downtown which may cause people to avoid it.

More should be invested in businesses outside of West Allis Downtown.

There is no major draw for residents and outside patrons, no movie theater, and a lack of businesses that promote the arts.

There is a desire to see the Chamber of Commerce be more inviting and to do more for businesses. The perception is that the Chamber serves only as a medium to advertise businesses to other businesses.

2.2.6 City Services & Regulations

“Permits are needed to sneeze in West Allis.”

Inspectors and departments lack customer service training.

Loose property maintenance enforcement.

Zoning laws need updating.

The City Attorney’s office is not always responsive, is seen as making rules without checking with the State, and then makes changes as to how a business must operate but is not available to explain changes.

2.2.7 Economics

Taxes are high and the external economics (coming out of a recession) makes it challenging to make wholesale changes.

2.2.8 Crime

There is a perception that crime is high and that West Allis is a tough town; “why are the police always in my neighborhood?”

2.2.9 Diversity & Demographics

Diversity is lacking and/or not being engaged in West Allis.

West Allis has an older demographic and an insufficient number of young professionals.

2.2.10 Arts Environment

West Allis lacks a theater, art and music scene.

2.2.11 Education

There is a perception that education standards are slipping.

Students are seen walking in public during school hours with an inappropriate dress code.

2.2.12 Other Weaknesses

There is a rat infestation on the east side of West Allis. West Allis is land locked and fully developed.

2.3 Opportunities

The following opportunities were identified by the SPC:

2.3.1 Marketing

Create a local newspaper.

Create a website to showcase existing establishments, attract outside interest, and generate revenue.

Develop and implement a comprehensive multi-media public relations/advertising campaign.

Provide West Allis signage and landscaping along freeways in West Allis.

Provide new “Welcome” and “Thank you for Visiting” signs.

Create a new business identity.

Rebrand West Allis in a way that honors the past and promotes the family; update the city logo.

Perform a survey of the community to find their reasons for living, working, and/or playing in West Allis.

Market West Allis as a destination, not a drive-through.

Have Chamber of Commerce better highlight city strengths.

2.3.2 Neighborhoods

Promote neighborhood identification, buzz, and newsletters. Encourage a community-driven culture.

Increase communication with residents regarding new programs and activities by relying less on print media and more on electronic media.

Prepare and send a welcome packet to new residents with school, city and business information.

Revitalize neighborhood watch, block party and beautification programs.

Establish neighborhood liaisons.

Establish a program to have strong neighborhoods help disenfranchised or struggling neighborhoods learn how to work together.

Outreach to the youth, young professionals and families to encourage “shareholder” ownership of the community.

Provide incentives to property owners who maintain and improve their homes, rentals and businesses.

Create a cap on the number of allowable non-owner occupied residential properties, and encourage the conversion of rental properties to owner-occupied properties.

Promote landlord screenings and incentives.

Create more “Friends of ____ Park” groups.

Create a dog park.

2.3.3 Schools

WA-WM Schools offer a variety of technical education and career readiness opportunities.

Promotion of activities.

School District, City, Chamber of Commerce and MATC partnerships to change perceptions of manufacturing as a viable career choice.

Introduction of business and entrepreneurial components to the school curriculum.

Improved school infrastructure.

Revised school start times at middle and high schools such that they occur at different times.

School busing.

2.3.4 Green Community

Encourage urban farming, community gardens, and local grown food and restaurants.

Raise awareness of sustainable and green technology

“Green” the City image.

2.3.5 Activities

Create a “Chill on the Hill”-type event on a weekly basis.

Create a starving artist night at the West Allis Farmers Market

Recreate a city-wide festival/celebration

Return to local-area type activities, such as ice skating, dances, etc.

Create a community center/sports complex that caters to youth.

Better utilize State Fair Park.

2.3.6 Business

Vacancies exist to attract new businesses.

Review management and reporting structures of the West Allis Downtown BID and the Chamber of Commerce to: reduce or eliminate redundancies; identify areas of improvement; apply strategic goals and measurements; and reward innovation and success.

Attract small businesses to West Allis Downtown that attract a younger demographic.

Rezone/redevelop land along main streets from residential to commercial.

Prioritize local business over franchises.

Encourage more outdoor dining.

Offer business development classes.

Create a courtyard or park in West Allis Downtown.

Develop higher standards for liquor licensing.

2.4 Threats

The following threats were identified by the SPC:

2.4.1 Image & Reputation

Negative reputation

Bad news in the media and the City's willingness to participate in it

Others seeing something started but only completed half-way makes community look like a failure

2.4.2 Neighborhoods

Absentee landlords failing to invest in properties and failing to properly screen tenants

Unchecked continued deterioration of properties and neighborhoods

Rent assistance

Decline of West Allis as a family community

Decreased property values

Exodus of businesses and residents

Decreased CDBG funding

Apathy

Domestic violence, gangs and drugs

2.4.3 Demographics

Aging population.

"Brain Drain" as the best and brightest youth leave the community and do not return

East/West division of City

Language and cultural barriers

Lack of qualified workers

Reduction in students that care for an education

2.4.4 Business

Lack of entrepreneurship

Lack of business that attract young people in their 20s and 30s

Number of dive bars

Vacant store fronts

Discount businesses

Lack of careful zoning

Land restraints

Continued negative perception of extreme difficulty of city inspection processes

2.4.5 Economics

High taxes

Budget restraints

Debt without return on investment

Outside competition for other local and regional communities

2.4.6 Other

Open enrollment for schools

Complacency in government

3. Community Values

Values are the basic desires and drives that form the framework of a community, and as such they serve as the fundamental building blocks of a community. After identifying and discussing the SWOT, the SPC was tasked with identifying the values of the West Allis community. The following is the resulting list of values of the West Allis community in no particular order. "In West Allis, We Value..."

Family	Integrity
Community	Stability
Knowledge/Education	"Neighborly Feel"
Security	Diversity
Safety	Convenience
Communication	Opportunity
Economic Stability	Heritage
Cleanliness	Service
Responsibility	Collaboration/Cooperation
Community Pride/Positive Self Image	Accountability
Affordability	Accessibility
Fiscal Value	Mobility
Morality/Ethics	Recreation
Respect	Social Awareness

4. Goals, Objectives & Operational Strategies

With an understanding of the West Allis community's SWOT and values, the SPC set out to identify goals, objectives and operational strategies to move West Allis forward. Goals are the "idealized end states of the environment towards which planners strive." Objectives are attainable outgrowths of goals as they relate to the physical world. Operational strategies are measurable ways to meet the goals and objectives, such as projects and policies.⁴ The following are the SPC-identified goals, objectives and operational strategies. These goals are listed in no particular order of importance.

In addition to outlining goals, objectives and operational strategies, the Committee members were polled to identify the parties they feel would be best equipped to tackle each operational strategy: City Government (Govt), Schools or Recreation Department (School/Rec), the Chamber of Commerce (Chamber), the Downtown Business Improvement District (BID), Neighborhood Association (Assoc), or private investor/advocacy group (Other). Committee members were allowed to select multiple responsible parties. The results of the polls are identified below each objective. **BOLD** values represent 50% or greater agreement among committee members.

4.1 Goal 1: Promote open communication and cooperation between stakeholders within the City of West Allis, foster the sharing of information pertaining to community happenings, and market West Allis as a destination.

4.1.1 Objectives:

Minimize apathy and complacency by engaging citizens and community groups.

Encourage partnerships and minimize overlaps in effort so that resources can be more efficiently utilized.

Increase community awareness and pride.

Shed negative stereotypes.

4.1.2 Operational Strategies:

Create a website that serves as a “one-stop shop” of community happenings, showcases existing organizations and businesses, and attracts outside interest.

Poll Results: Who Should Be Responsible? (22 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
82%	23%	77%	36%	18%	18%

Develop a West Allis smartphone application, perhaps working in tandem with the website previously described.

Poll Results: Who Should Be Responsible? (21 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
81%	5%	43%	24%	0%	19%

Develop West Allis-type social media pages and a strategy to engage people effectively through various social media means.

Poll Results: Who Should Be Responsible? (21 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
67%	24%	48%	24%	29%	33%

Redesign the City’s Newsletter and incorporate news from organizations such as the Chamber of Commerce and West Allis Downtown BID to inform residents of happenings outside of the government realm.

Poll Results: Who Should Be Responsible? (21 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
76%	10%	48%	43%	19%	5%

Establish a community newspaper.

Poll Results: Who Should Be Responsible? (20 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
25%	5%	5%	5%	35%	70%

Produce frequent positive media stories for local news outlets.

Poll Results: Who Should Be Responsible? (22 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
91%	60%	70%	60%	60%	32%

Coordinate and implement a comprehensive public relations/advertising campaign.

Poll Results: Who Should Be Responsible? (22 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
77%	9%	64%	41%	9%	27%

Install (or update where already provided) signage and landscaping along major corridors and at entry and exit points to West Allis welcoming people and thanking them for visiting

Poll Results: Who Should Be Responsible? (22 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
95%	0%	36%	18%	14%	9%

Rebrand the community in a way that all stakeholders can rally behind a common theme.

Poll Results: Who Should Be Responsible? (21 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
76%	14%	33%	29%	33%	19%

4.2 Goal 2: Foster strong, safe, secure, and stable neighborhoods that celebrate the history and vision of the people living in those neighborhoods

4.2.1 Objectives:

Minimize apathy and complacency by empowering citizens to take ownership of their community.

Improve communication between neighbors and by doing so foster safe and secure places in which to live, work and play.

Promote responsible home and business ownership and property maintenance to fight against deterioration and encourage revitalization.

Improve personal investment by rental property owners, and ensure properties are well maintained and tenants are responsible.

Improve property values by increasing retention within West Allis and increasing attraction to West Allis.

4.2.2 Operational Strategies:

Increase the number of neighborhoods participating in the Block Watch Program by 40% by the end of 2014, 50% by the end of 2015, and 75% by the end of 2016.

Poll Results: Who Should Be Responsible? (21 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
91%	0%	0%	0%	86%	0%

Design and implement a neighborhood association program that empowers and partners with interested citizens. Establish 10 neighborhood associations by the end of 2015.

Poll Results: Who Should Be Responsible? (21 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
86%	5%	5%	0%	76%	5%

Provide signage and other streetscaping elements to neighborhoods with established associations.

Poll Results: Who Should Be Responsible? (21 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
86%	0%	14%	5%	67%	10%

Encourage residents to keep porch lights on to minimize crime.

Poll Results: Who Should Be Responsible? (21 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
81%	0%	5%	0%	76%	0%

Develop and communicate screening tools and services for landlords.

Poll Results: Who Should Be Responsible? (21 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
91%	0%	5%	0%	33%	29%

Contact owners of rental properties when police, health, or other contact is made with renters.

Poll Results: Who Should Be Responsible? (20 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
100%	0%	5%	5%	25%	0%

Host an event, and/or implement a public relations campaign, promoting responsibilities of citizens and outlining a community vision by the end of 2016.

Poll Results: Who Should Be Responsible? (20 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
91%	20%	35%	30%	55%	30%

Develop a “welcome wagon” program to share pertinent community information with new home owners (school, City and business information), and welcome new property owners to be active participants in their community.

Poll Results: Who Should Be Responsible? (21 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
33%	10%	53%	24%	81%	19%

Increase the notification radius for when properties are proposed to be rezoned, redeveloped, or applications for special use permits are made. Utilize tools in addition to mailed notifications to increase awareness.

Poll Results: Who Should Be Responsible? (21 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
95%	0%	5%	5%	24%	0%

Implement an outreach program to encourage urban farming and community gardens.

Poll Results: Who Should Be Responsible? (21 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
57%	5%	14%	0%	67%	29%

Develop a leadership program/academy.

Poll Results: Who Should Be Responsible? (19 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
74%	32%	16%	5%	32%	16%

Incorporate a broken windows policy that focuses on quality of life crimes.

Poll Results: Who Should Be Responsible? (19 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
95%	11%	5%	11%	47%	0%

Tighten property maintenance enforcement.

Poll Results: Who Should Be Responsible? (18 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
100%	0%	0%	5%	44%	5%

Create more "Friends of ____ Park" groups.

Poll Results: Who Should Be Responsible? (19 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
47%	37%	16%	0%	84%	21%

Create a dog park.

Poll Results: Who Should Be Responsible? (17 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
65%	29%	0%	0%	53%	29%

4.3 Goal 3: Encourage a robust and diverse business environment that respects cultural heritage and responsible land use, and meets community needs and desires.

4.3.1 Objectives:

Attract and retain reputable businesses that will improve the local economy and the City’s perception.

Improve the communication and ease of doing business between the City and business owners.

Promote responsible business ownership and property maintenance to fight against deterioration and encourage revitalization.

Improve personal investment by rental property owners, and ensure properties are well maintained and tenants are responsible.

Improve property values by increasing retention within West Allis and increasing attraction to West Allis.

Promote the creation of niche markets.

4.3.2 Operational Strategies:

Perform a community survey to identify the businesses desired in the community, revise zoning codes as necessary, and seek those businesses that fit with citizen desires.

Poll Results: Who Should Be Responsible? (17 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
82%	0%	76%	53%	18%	12%

Increase the notification radius for when properties are proposed to be rezoned, redeveloped, or applications for special use permits are made. Utilize tools in addition to mailed notifications to increase awareness.

Poll Results: Who Should Be Responsible? (16 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
100%	0%	25%	13%	13%	13%

Establish an internal business liaison at City Hall to serve as the point person for businesses and to greatly minimize bouncing between departments and people.

Poll Results: Who Should Be Responsible? (17 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
88%	0%	41%	24%	12%	12%

Revise zoning codes and the permit process as necessary to break down barriers to opening and maintaining a viable business.

Poll Results: Who Should Be Responsible? (17 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
94%	0%	47%	18%	6%	6%

Prepare an “Open for Business” guide to help businesses understand the process they must follow to open a business.

Poll Results: Who Should Be Responsible? (17 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
100%	0%	76%	53%	0%	6%

Make façade, infrastructure, and other improvements to West Allis Downtown and other commercial corridors that will attract businesses and residents.

Poll Results: Who Should Be Responsible? (17 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
76%	0%	65%	88%	12%	29%

Develop a comprehensive strategy for business recruitment and implement the strategy.

Poll Results: Who Should Be Responsible? (17 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
71%	0%	76%	82%	0%	24%

Introduce a business/entrepreneurial component/track to the school curriculum.

Poll Results: Who Should Be Responsible? (17 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
24%	88%	35%	12%	6%	6%

Establish business mentoring services.

Poll Results: Who Should Be Responsible? (17 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
41%	18%	88%	82%	6%	24%

Encourage outdoor dining.

Poll Results: Who Should Be Responsible? (16 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
44%	0%	81%	94%	20%	31%

Provide customer service training to city inspectors and front-line staff who work one-on-one with the public on a frequent basis.

Poll Results: Who Should Be Responsible? (19 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
95%	0%	16%	5%	0%	32%

Tighten property maintenance enforcement.

Poll Results: Who Should Be Responsible? (18 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
100%	0%	0%	0%	17%	0%

Review management and reporting structures of the West Allis Downtown BID and the Chamber of Commerce to reduce/eliminate redundancies; identify areas of improvement; apply strategic goals and measurements; and reward innovation and success.

Poll Results: Who Should Be Responsible? (19 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
63%	0%	68%	58%	0%	26%

Remove or retime traffic signals in West Allis Downtown to make the area a more desirable route for travel.

Poll Results: Who Should Be Responsible? (19 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
100%	0%	5%	37%	0%	5%

Create a courtyard or park in West Allis Downtown.

Poll Results: Who Should Be Responsible? (19 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
74%	26%	32%	58%	11%	32%

4.4 Goal 4: Promote the cultural arts within West Allis.

4.4.1 Objectives:

Celebrate diversity, creativity and talent.

Increase an appreciation for the cultural arts.

Encourage the beautification of West Allis.

Provide additional recreational activities within the community.

4.4.2 Operational Strategies:

Organize and host a “Jazz in the Park” or “Chill on the Hill”-type event.

Poll Results: Who Should Be Responsible? (20 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
30%	50%	65%	60%	75%	60%

Organize and host a starving artist event.

Poll Results: Who Should Be Responsible? (20 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
15%	35%	60%	55%	50%	75%

Establish a program that encourages murals/art walls in public and private places that respect the cultural heritage and local vibe of the adjacent neighborhood(s).

Poll Results: Who Should Be Responsible? (20 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
35%	55%	65%	75%	60%	60%

Establish a traveling artist exhibit.

Poll Results: Who Should Be Responsible? (20 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
30%	40%	50%	40%	20%	60%

Establish a theater or cultural arts center.

Poll Results: Who Should Be Responsible? (18 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
56%	33%	56%	61%	11%	72%

4.5 Goal 5: Engage the citizens of West Allis by providing a myriad of activities and opportunities for involvement.

4.5.1 Objectives:

Minimize apathy and complacency by engaging citizens and community groups.

Increase community awareness and pride.

Increase opportunities for youth involvement in the community.

4.5.2 Operational Strategies:

Establish a volunteer corps to carry out a number of activities to meet the needs of the people of West Allis.

Poll Results: Who Should Be Responsible? (19 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
74%	42%	37%	16%	53%	47%

Organize a race event (running, walking, and/or bicycling)

Poll Results: Who Should Be Responsible? (18 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
28%	50%	39%	28%	56%	61%

Recreate a city-wide festival or celebration.

Poll Results: Who Should Be Responsible? (19 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
68%	37%	68%	63%	53%	53%

Reestablish activities such as ice skating, community dances, etc.

Poll Results: Who Should Be Responsible? (19 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
32%	63%	37%	21%	53%	58%

Create a community center/sports complex.

Poll Results: Who Should Be Responsible? (19 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
68%	42%	26%	16%	5%	63%

Coordinate a plant exchange at the West Allis Farmers Market where residents can share divided perennials and other plants with other residents.

Poll Results: Who Should Be Responsible? (19 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
26%	26%	37%	16%	58%	58%

Develop a leadership program/academy.

Poll Results: Who Should Be Responsible? (19 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
79%	58%	42%	26%	16%	32%

4.6 Goal 6: Embrace and encourage the use of sustainable “green” technologies

4.6.1 Objectives:

Improve access to quality food.

Reduce runoff.

Minimize energy dependence.

Beautify the community.

4.6.2 Operational Strategies:

Implement an outreach program to encourage urban farming and community gardens.

Poll Results: Who Should Be Responsible? (19 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
63%	42%	32%	16%	63%	63%

Encourage the construction of rain gardens on private property.

Poll Results: Who Should Be Responsible? (18 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
61%	17%	17%	6%	67%	67%

Coordinate a plant exchange at the West Allis Farmers Market where residents can share divided perennials and other plants with other residents.

Poll Results: Who Should Be Responsible? (17 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
29%	29%	29%	6%	59%	53%

Develop a policy for incorporating sustainable and green technologies in development areas and into public facilities.

Poll Results: Who Should Be Responsible? (18 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
89%	17%	28%	28%	22%	28%

Incorporate green features, such as LED street lighting and bioswales, into street reconstruction.

Poll Results: Who Should Be Responsible? (18 Respondents)

Govt	School/Rec	Chamber	BID	Assoc	Other
94%	6%	0%	17%	11%	22%

5. Summary

As previously explained, the SPC is comprised of interested residents and business owners of West Allis. They are invested in the community, its neighborhoods, and its future. As such, the SPC is committed to the strategy as outlined in this document. Many are willing to assist in carrying out the tasks as outlined and are seeking support and assistance from city officials to move forward.

A few next steps that have been identified include:

Sharing this document with major stakeholders in the city;

Seeking support from Common Council members to become involved and assist in leading the strategic plan forward with input and assistance from the SPC and other community volunteers;

Seeking and applying to funding sources to finance identified operational strategies; and

Create an “open government” whereby residents and business owners can feel comfortable in participating, providing suggestions, having their voices heard and responded to in a timely fashion.

¹ “SWOT Analysis.” [Wikipedia](http://en.wikipedia.org/wiki/SWOT_analysis). 24 January 2014. <en.wikipedia.org/wiki/SWOT_analysis>.

²

³ “Fact Sheet.” [West Allis-West Milwaukee Schools](http://www.wawm.k12.wi.us/UserFiles/Servers/Server_1212649/File/District%20Information/Fact%20Sheet%201314.pdf). 24 January 2014.

<http://www.wawm.k12.wi.us/UserFiles/Servers/Server_1212649/File/District%20Information/Fact%20Sheet%201314.pdf>

⁴ Shofer, Joseph and Wachs, Martin, “Abstract Values and Concrete Highways” [Traffic Quarterly](#), 1969.