

EXHIBIT A

National Avenue Corridor Strategic Plan

Short-term, high-priority actions & Target Investment Area Summaries

June 30, 2016

The West Allis National Avenue Strategic Corridor Plan sets forth the City's vision for the future growth of W. National Avenue. The Plan is designed to layout the groundwork to design a street that improves the overall neighborhood experience and image of the area. It is a comprehensive document which includes a study and recommendations for the properties along W. National Ave. from S. 66 St. – S. 96 St. (and S. 81 St. from W. National Ave. – W. Greenfield Ave.) along with thoughtful roadway treatments for 3 major roadway reconstructions along the corridor.

This plan was prompted by the realization that from 2018- 2020 much of this corridor's right of way would be completely reconstructed and that this planned reconstruction provided an opportunity to design a Corridor that improves the overall business, neighborhood and travel experience for what is the main artery of the City.

For any vision to be successful in transforming a neighborhood or business corridor, community input and support are essential. The actions interventions, and design decisions in this Plan were developed for over a year and included 3 open houses, interviews of several key players in the district, social media outreach and a compiled mailing list of over 50 interested parties.

MARKET

1. Build the brand of National Avenue as a dining destination, featuring a variety of cuisines – particularly authentic locally-based, non-franchise restaurants in line with the existing local restaurant base.
2. Develop a retail and restaurant financial incentive program, tailored toward business owners, that helps to secure new retail, restaurant, and service businesses to fill vacant properties and feature outdoor dining.
3. Attract a small footprint grocery and/or drug store to an existing building (or new construction) in the National Avenue corridor to capture the area's dense purchasing power.

CIVIC ENGAGEMENT

1. Interview major area employers (e.g. Johnson Controls, West Allis Memorial Hospital, MRMC, MATC) to identify critical gaps in local offerings for their employees, and thereafter pursue retail opportunities (such as within Becher Corners – Restaurant Row).
2. Hire a professional marketing team to redesign West Allis promotional materials, and distribute to developers, property owners, and investors.
3. Create street festivals on National Avenue.

CIRCULATION

1. Provide streetscape amenities along the entire corridor – trees, planters, benches, bike racks, litter receptacles, information kiosks, banners, signage – that improve the overall aesthetics and function of the Pedestrian Zone.
2. Consider acquisition for additional right-of-way, where feasible, that does not encroach into existing building footprints.
3. Design a complete street that accommodates all modes of transportation – cars, buses, service shuttles, bicycles, and foot travel.
 - a. Enhance bicycle facilities along the entire length of the National Avenue corridor, namely by adding on-street bicycle accommodations, installing additional bicycle racks within the right-of-way, and installing bike share stations at the identified map locations.
 - b. Incorporate bicycle safety design elements within all roadway redesigns, where practical (such as bike boxes, green pavement, and route signage).

RE/DEVELOPMENT, REHABILITATION, & RE/INVESTMENT

1. Designate eight “Corridor Target Investment Areas,” created by the Common Council, that make key regulations and subsidies more flexible.
 - a. Select 2 or 3 areas as “first” projects depending upon the level of interest and enthusiasm from investors, developers, and businesses.
2. Focus staff resources on helping business owners improve business image, physical aesthetics and circulation, and business-to-business connections.
3. Combine funds into a new, targeted investment loan pool program that provides City staff with a large and flexible financial resource to aid new and existing businesses, particularly in the first key target investment areas.

TARGET INVESTMENT AREAS

(see following pages for written summaries of each area as provided on pages 82-83 of the plan)

I. LINCOLN PLAZA (NEAR S. 95TH)

The triangular block created by the alignments of three high-traffic arterials (National Avenue and Lincoln Avenue) offers a high-visibility location in all directions. In addition, this target area has become the major entrance into West Allis from the freeway. The irregular forms of the various lots, however, create unique design problems which must be addressed effectively.

Make a New Apartment Landmark

A new apartment building, at least three stories, should be created at a prominent corner as a landmark feature. This may, for example, require a triangular component to the building as it reaches the apex of one of the triangular lots. It is essential to create high-quality architecture for such a location.

Link to the West

National Avenue continues past the west boundary of this project area. Consequently, some future thought must be given to the design and redevelopment of the corridor west to 124th Street. This section of the corridor reflects the character of suburban arterials with large lots and larger parking fields. The gateway condition created at S. 95th Street while traveling east on National Avenue should send a strong signal that the “suburban” component has ended and the “urban” character has begun.

2. BECHER CORNERS (NEAR S. 90TH)

The triangle created by Becher Street, National Avenue, and S. 92nd Street creates a target area with high visibility and traffic volumes. Visibility and traffic, in turn, create opportunities for successful businesses, whether it is redevelopment or rehabilitation. Proximity to West Allis Memorial Hospital (WAMH) and ease of access along S. 92nd Street to the Milwaukee Regional Medical Center (MRMC) also represent opportunities to leverage new investment.

Employ the Restaurant Row Concept

One concept that has been used in other corridors involves creating a cluster of restaurants that appeal to different groups. Often referred to as a “restaurant row”, this type of change reflects a new image or “brand” for surrounding neighborhoods. A restaurant row can be created with reinvestment in existing businesses, rehabilitation of existing buildings, and new construction. The process needs to be undertaken in phases and in keeping with the character of the area. Restaurants should include places that work for different income groups, types of employees, residents and visitors. Parking changes should include shared parking and changes to regulations that work for businesses and residents.

Link the Residential Market to WAMH and MRMC

The large number of employees from both WAMH and MRMC suggest that a concerted effort to attract them to local residential opportunities can succeed. This is especially true given the lower cost of housing in and around Becher Square and other parts of the corridor. A separate program could be created in which employees receive financial incentives to live or rent in the corridor. The program need only exist long enough to create a critical mass of new residents. This will require close cooperation with WAMH. If successful, a similar program could be offered to employees at the MRMC.

Create a Gateway Plaza at 92nd Street

This Plan supports the creation of new plazas and public places throughout the Corridor. The southeast corner of National Avenue and 92nd Street represents one of the most visible spots along the Corridor and a prime opportunity for a small, attractive gathering space. The 92nd Street Plaza would include a variety of amenities and landscaping elements including benches, trees, decorative lighting, bus shelter, art installations, and an iconic signage identifying National Avenue.

3. HONEY CREEK CROSSING (NEAR S. 86TH)

Honey Creek has come to represent the historic center of the community. However, the strong split around the S. 84th Street intersection has made reintegration of the character of each quadrant very difficult. Nevertheless, this area has distinct opportunities which can be emphasized.

Northwest – Build Business Activity

The northwest triangle offers an excellent opportunity for new, high visibility, development – both rehabilitation and new construction. Many existing buildings are attractive and reflect local history. Parking and circulation can be improved but seem to be adequate. The key will be finding ways to integrate new development and share parking and circulation.

Southwest – Boost Honey Creek Park

The park itself, with the current school and Historical Society's headquarters, represents a great option for improving the Corridor's image. The school may need some reinvestment for circulation and parking. This could be done in a way which improves the appearance of the structure along National Avenue. Improved landscaping and outdoor activities for everyday users in this area's open space could be created including year-round play areas for different age groups, a beer garden, and some smaller event spaces.

4. RAILROAD GARDENS (NEAR S. 82ND)

The railroad still contributes to the look and feel of West Allis and the Corridor. Historically the rail lines facilitated industrial buildings and jobs. Today, the Corridor includes the legacy of those buildings – some in good condition, others not – and also offers a unique feature (like the sawtooth edge of the street) that can be reinvented in a positive way. The integration of small parks and public spaces in this target area can be a major component to the branding of the Corridor.

Integrate the Railroad, Park & Surrounding Buildings

Many participants in this study echoed the idea of preserving and improving the Railroad Station Park. Safety and security can be addressed through ornamental fencing and similar features. The intent is to create an “everyday” place that can be used by local residents and visitors as a relaxing but visually-engaging site that reflects both historical and contemporary activities in West Allis. At the same time, the buildings and uses directly across the street from the current park can be improved as extensions of the park’s character with compatible social and economic activities. This should be done without street closings, but with adequate traffic calming and pedestrian access.

Blend the Skate Park and Business Activity

The success of the skate park suggests that this quadrant can draw attention. The key is to build on the strengths of surrounding buildings with variety of older businesses, lower rents and several auto-oriented establishments. Existing businesses should be strengthened where possible and the visual appeal of building façades and landscape should be improved with contemporary styles and approaches.

Start an Arts District

The area along S. 81st Street, moving north from National Avenue, includes a variety of buildings and uses that represent a vibrant mixed-use neighborhood. Currently, economic value is low and new uses are not easily attracted given the low visibility and traffic volumes. This condition will not change soon. Consequently, one way to take advantage of these conditions is to encourage a local arts and creativity district. A current comparable project to use as an example is the “ARTery” being developed in the Riverwest and Riverworks areas of Milwaukee.

5. HICKS TERRACE (NEAR S. 76TH)

Most of the Target Investment Areas directly abut National Avenue. In this area, however, there is a unique opportunity which can be considered part of the Corridor along Hicks Street and S. 76th Street. Specifically, there is a half block of open land which can provide an excellent setting for both a small

public park as well as new townhouses. In addition, housing can also be located at the corner of S. 76th Street and National Avenue.

Build Townhouses and Amenities

The site labeled “Hicks Terrace” can be redeveloped with townhouses – a building type that is frequently used in other urban areas and creates some unique advantageous circumstances including an option for a semi-private or semi-public park space, a higher degree of privacy, and contemporary architecture. Similar development can occur further north on S. 76th Street.

Focus Apartments on S. 76th Street

As with other sites along National Avenue, the south side of National Avenue provides an option for smaller redevelopment (possibly just residential) that can be combined with reinvestment and rehabilitation on surrounding lots. This site was also identified by the market study as a prime site for a small grocery or drug store (see page 21).

6. LIBRARY COMMONS (NEAR S. 75TH)

The Library offers a major catalytic opportunity given its prominence and popularity. However, it has not been utilized as a component of a larger redevelopment and reinvestment strategy. The parking lot is slightly larger than needed (although there are undoubtedly times when it is full). Moreover, the nicely landscaped areas, which need to be preserved, are intended only for viewing (like suburban libraries) and do not include opportunities for significant activities. This Library can follow the lessons from new libraries (both urban and suburban) that have been created as the catalyst for surrounding reinvestment.

Create Major Activity at the Intersection

The specific target for high-visibility activity is the intersection of National Avenue and S. 75th Street. All four corners should include new investment, rehabilitation, or redevelopment that can change the image of this place and begin to view the Library not as an isolated specialized activity, but as an outgoing civic activity that supports new uses and a shared ambiance.

Use the Library to Activate the Area

The Library itself should consider redesigning and re-purposing the surrounding open space. Along the north face, the existing trees can be incorporated and a new system of terraces can be created to develop a small food vendor niche, outdoor reading room (secured), and small toddler playground. The

west edge can also be redesigned as a more inviting plaza, while the parking lot could be shared with other uses.

7. VETERANS PARK (NEAR S. 70TH)

Veterans Park, as the major green space east of S. 84th Street, does not yet add significantly to the character and activity of the Corridor. Like other civic amenities, it is viewed as an isolated use whose functions are not linked to the street. This can and should be changed in a variety of ways.

Make the Community Center a Focal Point

A new community center could be built in conjunction with private redevelopment along the south side of National between 70th and 71st Street. This center could attract more public users and create events held in conjunction with activities in Veterans Park.

Put New Uses in the Park

The south edge of the park could be enhanced with a small pavilion that facilitates a beer garden along the street edge so summertime users would be seen enjoying themselves next to, and as part of, the Corridor. This feature can be combined with improved landscaping in the park and more appealing entries to activities to the north.

Pump Up the Small Buildings

Smaller buildings along the street edges should be rehabilitated to make them visually appealing. This rehabilitation should be carried out alongside reinvestment in the shops and bars.

8. MARKET SQUARE (NEAR S. 66TH)

At the far eastern end, the current Farmers Market (regardless of its location outside the study area) still represents a redevelopment pole which can be used as a clear bookend for reinvigorating the east edge of the Corridor. The key to reinvigoration is finding uses which genuinely build up, and forcefully extend, the economic and cultural influence of the Farmers Market. Using the Market as a catalyst was emphasized in both focus groups and in the market analysis. A good example of using a farmers market as a foundation for other activity is the weekly market in Madison around the Capitol.

Make the Four Corners of the Intersection High End Design

Currently the Farmers Market is not intended to promote surrounding business. The types of businesses located near the Farmers Market should be dovetailed with tourism and market users. New

development should enliven the northwest and southwest corners of the intersection of National Avenue and S. 68th street, preferably with compatible, mutually-supporting uses. The redevelopment architecture should reflect contemporary design styles.

Brand the Area “Market Town” or “Market Square”

New housing or commercial enterprises could be labeled as part of ‘Market Square’ or West Allis’ “Market Town” neighborhood. This effort should include investment in special programs, events, and advertising. The branding effort should also include the existing housing to the north and the employment centers north of Greenfield Avenue.