



## 9 Implementation

**The Comprehensive Plan Update sets forth an agreed-upon “road map” for community improvement and development within the City of St. Francis during the next ten to twenty years.** In many ways, the planning process has just begun. The formal adoption of the City of St. Francis Comprehensive Plan Update is the first step, not the last. Without continuing action to implement plan recommendations, the City’s efforts up to this point will have little lasting impact. The implementation tools provided in this chapter will assist the City in realizing the plans and potentials outlined in the Plan.

This section lists several implementation tools that can be used by the City and local partners to achieve the goals set forth in this plan. In addition, this section summarizes the detailed recommendations made throughout this Plan, identifies the parties responsible for completing the recommendation, and assigns a priority level to each recommendation.

### 9.1 Official Controls

This Comprehensive Plan Update provides guidance for making zoning and other regulatory decisions in the community. The standards and development goals established in this Plan should a) direct the revision of any ordinances and their contents, and b) guide the development of detailed designs and guidelines. **Official controls that should be created or revised in keeping with the Comprehensive Plan Update include the following:**

#### Zoning

The Land Use Plan Recommendations Chart in Chapter 5 (Land Use) is statutorily the predecessor to zoning ordinance language. That is, the zoning code must be consistent with the Comprehensive Plan Update and therefore the Land Use Plan

Recommendations Chart. Following adoption of this Plan, the City should conduct a careful analysis of the Land Use Plan Recommendations Chart and incorporate necessary ordinance and/or map revisions into the zoning code.

#### Illustrated Architectural Design Guidelines

St. Francis does not currently have a set of architectural design guidelines (for either residential or commercial properties), and should prepare one in the short term. These guidelines should establish such elements as design details and standards for building form, materials, signage, lighting, site furniture, and details. Creating these guidelines will meet an overarching desire voiced by the community during the creation of this Plan: to maintain a higher standard of quality for the building stock in the St. Francis community.

#### City Center Development Plan

As plans continue to foster a City Center for the community, the City should commission a clear development plan to provide guidelines for land use, build-to zones, building heights, materials, style, fenestration, parking, and circulation details. Creating this development plan will maximize the long-term economic value of the City Center to the community.

#### City Landscape Standards

Landscaping is an important factor in creating a desirable environment. In 2008, the City approved a Conceptual Streetscape Master Plan Study to reinforce its image and upgrade the overall appearance and identity for St. Francis. This study should be continually used to guide future landscape standards, and incentives, for all arterials and public places in the city. The standards should also be used to make future decisions on operation, maintenance, and management of landscaped areas.



## 9.2 Staff Activities

This Comprehensive Plan Update will serve to guide future actions taken by multiple parties. Many of these actions will include planning activities, such as those outlined below:

### Development Applications

City staff, the Planning Commission, and the Common Council should refer to the maps, objectives, and policies in this Plan when reviewing applications for rezoning, conditional use permits, land subdivision, or site plan approval.

### Neighborhood, District, and Corridor Plans

The City should prepare more detailed plans for neighborhoods, districts, and corridors within the city that are consistent with the objectives and policies in this Comprehensive Plan Update. (This Plan can be amended to incorporate the detailed concepts generated in such future plans.) This type of corridor plan is especially critical for the Howard Avenue and Layton Avenue corridors.

## 9.3 Specific Implementation Plan

**The following table summarizes the detailed recommendations made throughout this Plan, identifies the parties responsible for completing the recommendation, and assigns a priority level to each recommendation.**

### Priority and Timing

**PRIORITY 1: Short-term projects** should be undertaken immediately (within the next one to two years). Many of these are projects entail enacting a public policy or administrative action, and will not require a significant new allocation of funds. Others may require significant

investment, but are necessary actions to help ensure successful revitalization.

**PRIORITY 2: Mid-term projects** should be undertaken during the next five years, although many could begin immediately. While these are considered just as critical as short-term projects, they will likely require more time and effort to implement.

**PRIORITY 3: Long-term projects** should be undertaken over the next six to 15(+) years. These include projects which appear to be more difficult or costly to achieve, represent ongoing initiatives, or need additional local support. These projects could move forward if market conditions or local priorities change during the next few years.

### Roles

**Lead role:** Staff member, agency, or organization leads efforts to implement the strategy and serves as the primary point of contact.

**Shared lead:** Two or more staff members, agencies, or organizations work together to share leadership responsibilities to implement the strategy.

**Coordination role:** Staff members, agencies, or organizations work collaboratively with other stakeholders to implement the strategy. Responsibilities are distributed throughout the stakeholder groups.



Chapter	Implementation Strategies								Action	Timeframe		
	Roles											
	City				Other							
	Elected Officials	City Administration	City Public Works / Engineering / Inspection	New City Planning / E.D.	South Shore Chamber	Milwaukee County / State	Land Owners	The Gateway to MKE / Aerotropolis MKE				
<b>2 Housing Implementation Strategies</b>												
		C	S	S				C	C		P1	
	Identify available parcels, and rezone those parcels if needed, for infill single-family housing development (to own or rent), promote it to developers, and create associated incentive programs.											
	Only permit higher-density condominium housing along or near major community corridors.	C		C	L				C		5, 6	P3
	Establish one short-term incentive program, and one friendly, competitive grant program to promote exterior maintenance and aesthetic improvements to residences.	C	C	C	L						8	P1
	Distribute neighborhood-specific informational materials about the aforementioned City housing improvement incentives, and about regional grants and tools, to generate higher usage.	C	C	C	S	S	C		C		8	P2
<b>3 Economic Development Implementation Strategies</b>												
	Streamline the PUD approval process to reduce the number of months and amount of resources needed for applicants to get approved.	C	C	S	S						7	P1
	Develop citywide design standards for commercial and multi-family properties to ensure that high-quality materials and design details are incorporated into all developments.	C	S		S				C	C	7,8	P1
	Develop a site due diligence process to proactively prepare for proposed new developments.		C	S	S				C	C	7,8	P1

**Roles**

L	Lead role
S	Shared lead
C	Coordination role

**Timeframe**

P1	Short-term (1-2 years, begin 2016)
P2	Mid-term (3-5 years)
P3	Long-term (6+ years)

**Action**

Program/regulatory actions	
1	sign code
2	maintenance agreements, assessments
3	new parking regulations
4	new redevelopment plan overlay
5	zoning overlay districts
6	zoning district standards and boundaries
7	change review or administrative process
8	new program or operational procedure



**Chapter**  
**Implementation Strategies**

**3 Economic Development Implementation Strategies (continued)**

	Roles								Action	Timeframe
	City				Other					
	Elected Officials	City Administration	City Public Works / Engineering / Inspection	New City Planning / E.D.	South Shore Chamber	Milwaukee County / State	Land Owners	The Gateway to MKE / Aerotropolis MKE		
Pursue site enhancements (e.g., building rehabilitation, environmental remediation - if needed, and landscape installation) on the Areas Susceptible to Change listed as "High" priority.		C	C	S	S		C		2	P2
Focus business attraction to the City's three Tax Incremental Financing districts.	C	S		S	C	C	C	C		P1
Work collaboratively with other municipalities and the Aerotropolis to develop a corridor plan for the commercial district along Layton Avenue.	S	C		S	C	C		S	4,5	P1
Develop an economic development master plan for the Kinnickinnic Avenue corridor between the City limits to the north and the City limits to the south.			C	L	C		C		8	P3
Develop a comprehensive list of businesses interested in relocating to, or expanding in, St. Francis, and connect with the owners of those businesses to find them a location in St. Francis.		S		S	S	C		S	8	P1
Tailor business recruitment to attract dining establishments, particularly breakfast locations, to St. Francis.	C	C	C	S	S		C	S	8	P2

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<b>4</b>	<b>Natural and Cultural Resources Implementation Strategies</b>										
	Meet with Milwaukee County Parks' officials to review physical and management changes in bluff conditions along Lake Michigan.			S	C			S		2	P3
	Participate with SEWRPC in reviewing and revising the Milwaukee County Park and Open Space Plan.		C	C	S			S		2	P2
	Install new features at, and boost maintenance in, existing County Parks within St. Francis. Consider establishing "Friends of" groups to further this strategy.			S	C			S		2	P1
	Promote educational materials that explain plant species native to the St. Francis area.	C	C	S	S			C	C	4	P1
	Continue detailed shoreline protection through existing and new regulations to ensure long-term preservation of the shoreline as an active, highly-visible, and defining feature of the community.				C	L		C		5,6,7,8	P3
	Ensure that the design of future development protects, preserves, and reflects cultural resources within the City.	C	C	S	S			C			P3
	Develop Historic Preservation guidelines to promote the integration of historic design elements into the community.				L	C		C		7,8	P3

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<b>4</b>	<b>Natural and Cultural Resources Implementation Strategies (continued)</b>										
	Establish a working group of key stakeholders to discuss the protection and enhancement of open lands in St. Francis, such as Seminary Woods.	C	S	C	L	C	C	C		8	P3
	Perform ongoing monitoring of the Seminary Woods for property maintenance.			S	L			C		2	P3
	Weigh development proposals by how they maximize the 4 conditions listed in Section 1.8 in Chapter 1: St Francis – “Community of Choice”.		C	C	L			C		8	P1
<b>5</b>	<b>Land Use Strategies</b>										
	Budget to hire an in-house or contracted planning position (part time to start) to increase the City’s performance in land use planning and economic development.	S	S							8	P2
	Require all new developments to address the Land Use Plan Recommendations Chart in regards to the following: Activities and Uses, Redevelopment Process, Physical Characteristics, and Traffic and Circulation.	C		C	L			C	C	8	P1
	Rezone land where appropriate to conform to the land use characteristics identified in the Neighborhoods, Districts, and Corridors section of the Land Use Plan Recommendations Chart. Work to identify neighborhoods.	C			L			C		6,7	P2

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<b>6</b>	<b>Transportation Implementation Strategies</b>									
	Install wayfinding signage (pedestrian and vehicular scale) at strategic locations throughout the City to improve connections to local destinations.	C	L	C			C	C		P3
	Address arterial congestion with an engineering study that would determine where construction, if any, is needed.		L	C						P3
	Continue to coordinate with transportation agencies who have control over infrastructure located in St. Francis to ensure the needs of residents are reflected in future projects.		C	L	C		C	C		P3
	Continue discussions relating to the conversion of established rights-of-way to dedicated rights-of-way within the city.		C	L	C			C		P3
	Encourage developers to make public improvements where traffic/transit impacts are projected (via a traffic impact analysis).		C	L	C				7	P1
	Work with Milwaukee County Transit System to update/review transit needs on a regular 2- to 4-year cycle.			S	S		S			P1

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<b>7</b>	<b>Utilities and Community Facilities Implementation Strategies</b>														
	Promote programs that meet the City's, MMSD's, and DNR's requirements for utility extensions to encourage green initiatives at future development sites.			L	C				C		7,8		P3		
	Annually monitor the capacity, maintenance, operations, and management of utility systems.		S	S	C								P1		
	Annually evaluate the services and communications provided by police, fire, and emergency medical services in order to ensure prompt and efficient response to emergencies.		L										P1		
	Continue to explore cooperative agreements with other units of government in the area to determine the possibilities for cost savings and improved service delivery.	C	L	C	C								P3		
	Assign representatives from the City and School District to serve as active liaisons between the City and School District to address issues of mutual concern.		L										P2		
<b>8</b>	<b>Intergovernmental Cooperation Implementation Strategies</b>														
	Continue to put time and resources into enhancing the South Shore Chamber of Commerce.	C	C			L		C	C				P1		
	Capture retail along S. Kinnickinnic Avenue that spills over from Milwaukee's Bay View neighborhood.		S	S	C			C					P2		

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<b>8</b>	<b>Intergovernmental Cooperation Implementation Strategies (continued)</b>										
	Make room for Milwaukee’s water industry / R&D efforts along the shoreline.		C	C	C		S	S	C		P2
	Cater economic development efforts to the industry types that align with the Aerotropolis model (aerodynamics, JIT manufacturing, freight and logistics).		S		S	C	C		L		P3
	Determine which existing loans from WHEDA, WEDC, and other partners are applicable for new development and/or existing businesses citywide.		L		C	C			C		P1
	Decide if new incentives and/or programs should be created through partnerships between the City and WHEDA.	S	S		C					8	P2

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## 9.4 The Years to Come

Comprehensive plans, with or without legislation, have merit when they are based in community desires and can guide the community in making decisions. In the years to come, the St. Francis community should utilize this Plan for such guidance with or without a statutory requirement to do so. The City of St. Francis put a sizable amount of resources into this Plan between 2013 and 2015, as did community members and elected officials. **Therefore, this Comprehensive Plan Update must be regarded – and used – as the primary community master plan to guide St. Francis into the next two decades.**