

City of Mequon and Village of Thiensville



Town Center Plan

September 2002



Mequon/Thiensville Town Center Plan

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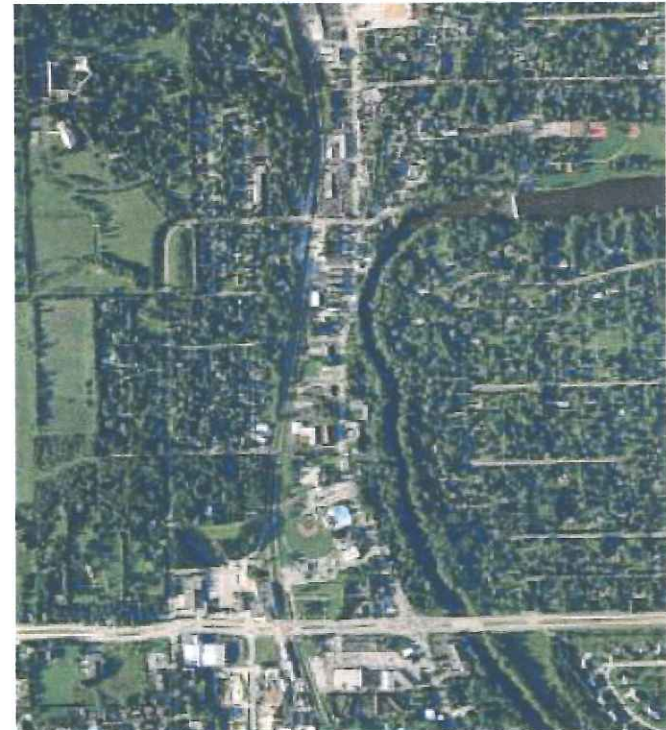
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The Town Center Plan for the City of Mequon and the Village of Thiensville outlines a ten to fifteen year vision for development and redevelopment within the Cedarburg Road/Main Street Corridor. The plan was developed with active participation from both communities including elected and appointed officials and many residents, business and property owners. A key focus throughout the plan is on the creation of memorable places with long-term value.

The Town Center of this vision has created a centrally located “heart” of both Mequon and Thiensville that fosters interaction among residents, encourages gathering and activities, provides a pleasant pedestrian atmosphere along the river, offers restaurants and shops, and features quality architecture and site design.

Key elements of this vision include:

- Development of a riverwalk along the Milwaukee River as a way to provide a pedestrian link between the communities and to allow both communities to embrace this natural amenity.
- Introduction of additional housing opportunities throughout the corridor to expand the customer base and add activity to the pedestrian environment.
- Revitalization of key retail areas to meet the needs of community residents.
- Enhancement of the Mequon civic campus to provide enhanced pedestrian circulation, enhance recreational facilities, and provide a community green.
- Creation of a set of design guidelines to direct future private development.
- Provision of a pedestrian bridge across the Milwaukee River to enhance access to the business district.



- Introduction of gateway features near the Mequon Road/Cedarburg Road intersection to identify and celebrate the area as the Town Center of both communities.
- A commitment to the establishment of a public-private partnership that helps coordinate the physical improvements as well as the multitude of marketing and recruitment efforts required for successful implementation.

The plan is market driven, including a study based on review of key demographics, interviews, and an analysis of local conditions. The plan includes strategies for implementation including organization, management, and marketing. The plan also provides a detailed action strategy that outlines critical steps in the revitalization process with associated responsibility, cost, and phasing.

The relationship between the City of Mequon and the Village of Thiensville is unusual. While Thiensville is surrounded by Mequon, it has a unique identity and character. While Mequon is a much larger community, its' core is really the civic campus and adjacent business district...much of which is actually in Thiensville. In an attempt to build on this inter-relationship and to further enhance their individual and collective economic and physical conditions, the City of Mequon and the Village of Thiensville have teamed to develop a Town Center Plan. This Plan focuses on strengthening the relationship between the two communities by developing a common vision and a unified approach to redeveloping the commercial corridor in Thiensville and those areas of Mequon immediately north and south of the Village. Specifically the study area stretches from the northern Thiensville Village limits to the north, Thiensville Village Park to the east, the commercial corridor along Mequon Road to the south, and Buntrock Road to the west.

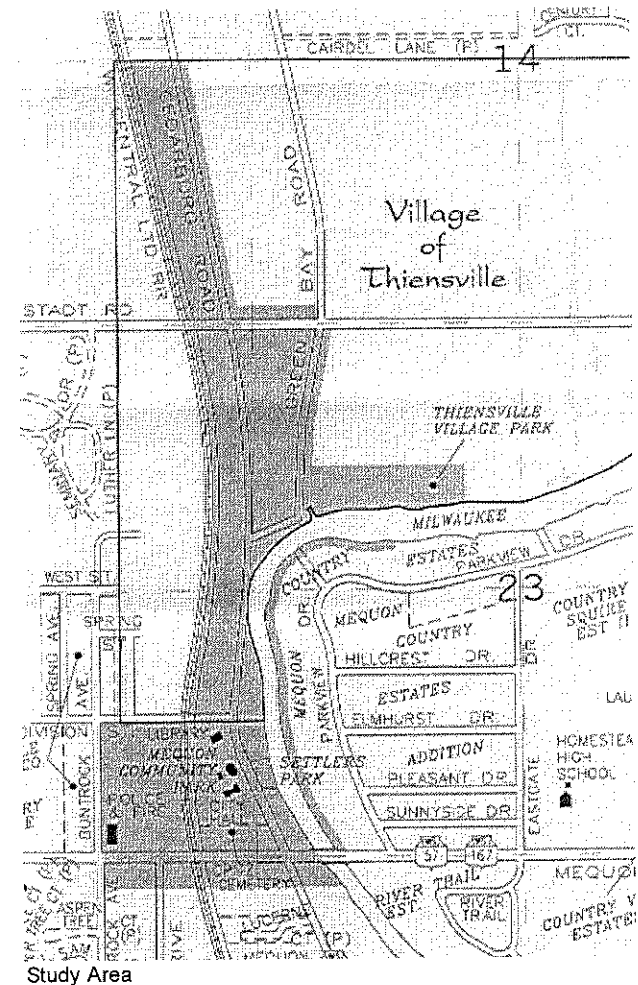
This plan is designed to be visionary. As such, the picture that is painted by this plan will not fully unfolded for a number of years. It typically takes four or five years from creation of a redevelopment strategy to see significant physical evidence of success. Many public and private sector improvements are suggested in this plan. For various financial, market, and political reasons not all of these suggestions will be implemented. However, by following the overall vision created by this plan both Mequon and Thiensville will create a Town Center that both communities can be proud to call home. According to one of the community representatives interviewed at the beginning of the planning process, "the best early result of this study is that communities are working together."

Report Format

This report consists of three basic elements:

A **Situation Audit** that summarizes existing physical and market conditions and trends within the study area.

A **Concept Plan** that outlines public and private sector physical improvements in the study area, along with appropriate redevelopment strategies for key parcels within the City of Mequon and the Village of Thiensville.



An **Action Plan** that details phasing, funding, responsibilities, and other key issues that must be addressed to carry the plan to fruition.

The plan was developed by a consulting team lead by Teska Associates, Inc. Other consulting team members included the marketing and management firm of Business Districts, Inc., Templer Communications and the architectural and graphic skills of Bondy Studios. The consultant team worked closely with a project team comprised of representatives from the City of Mequon and the Village of Thiensville.

Process

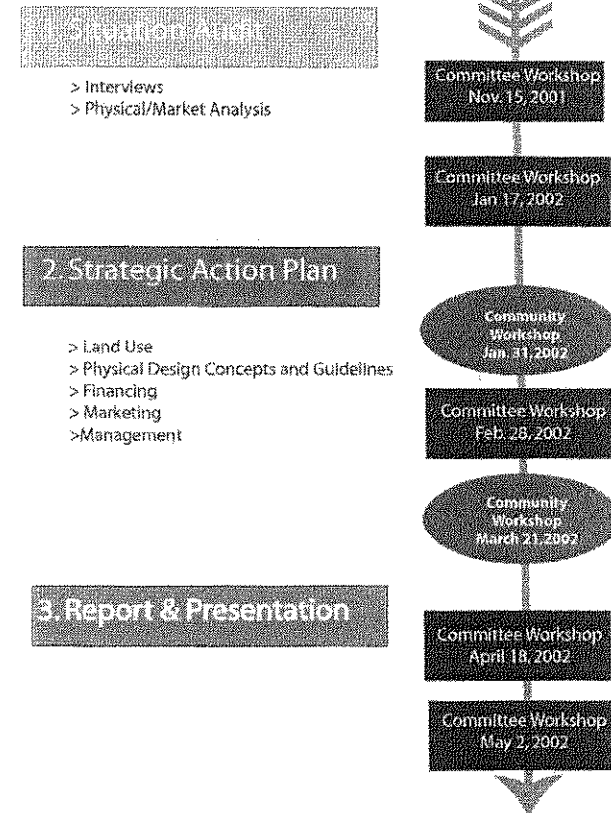
The process utilized in the development of this plan was one that emphasizes intergovernmental cooperation; maximizes public involvement; and fosters consensus and a common vision. The process was broken into three phases: Phase 1 - Situation Audit; Phase 2 - Strategic Action Plan; and Phase 3 - Report and Presentation. This work began in November of 2001 and involved the effort of many Thiensville and Mequon residents and public officials. The consultant team began by gathering existing information on local land uses, physical characteristics, and economic conditions of both communities. A series of formal and informal meetings followed.

Committee Workshops

The Kick-off Meeting was held on November 15, 2001. This meeting was an opportunity for the Steering Committee and the Consultant Team to brainstorm on a number of topics including: both communities' strengths and weaknesses; opportunities and constraints; and goal and objectives. The results of this meeting were compiled and used in conjunction with key person interviews to create the foundation for the development of the Planning Issues.

A second Steering Committee Workshop was held on January 17, 2002. This meeting allowed the Steering Committee to review the results of the market study and planning issues compiled by the Consultant Team. This meeting also allowed the Steering Committee and the Consultant Team to reach a consensus on the overall goals for the future of the Study Area.

Mequon/Thiensville Town Center Planning Process



Additional Committee Workshops were held on February 28, April 18 and May 2, 2002 in order to insure the direction of the final report followed the vision of the Steering Committee. These Workshops allowed preliminary review of the Concept and Operating Plans and provided a forum for feedback from participants.

After receiving input from the Mequon Park Board on a community survey regarding the future of the municipal swimming pool, the Steering Committee met twice in August 2002. The first meeting provided a review of implementation strategies on alternatives for the Mequon Civic Campus. The second meeting included a detailed review of the plan and a unanimous vote to approve the Town Center Plan as revised. The plan was then presented at a joint meeting of the Mequon Common Council and the Thiensville Village Board on October 8th, 2002.

"The best way to have a good idea is to have lots of ideas."

- Linus Pauling

Community Workshops

On February 7, 2002 the Consultant Team conducted a Town Center Design Workshop with the Steering Committee and members of the community. The purpose of this meeting was to review the Situation Audit, consider the goals and objectives for the study area, and facilitate a hands-on exercise where participants were allowed to design their own concept for the study area. The concepts developed at this meeting were integrated into the overall Concept Plan for the Town Center.

A second workshop was held with the community on March 21, 2002 to facilitate discussion on the strategic recommendations and concept alternatives developed by the consultant team. These workshops, held at critical points in the study, provided the local input that makes this final report a summary of the collective thoughts of both communities.

Goals and Objectives

In 1999, the City of Mequon completed a report titled "The Mequon We Envision." This report, which was developed by a citizen committee with assistance from the Center for Urban Initiatives and Research at the University of Wisconsin-Milwaukee, outlines a vision for the future of the community. Among the many areas addressed in this vision is a goal for this study area: "The Mequon of this Vision has created a centrally located



Improvements to Town Center are Intended to Encourage Pedestrian Use

“heart” of Mequon that fosters interaction among residents, encourages gathering and activities, provides a pleasant pedestrian atmosphere along the river, offers restaurants and shops, and helps prevent the sprawl of non-residential development.”

The Visioning Committee's Report goes on to state that cooperation and planning with Thiensville is essential to achieve this vision. According to the report, “through frank and open discussion we can jointly create a state-of-the-art small-town city center enriched by the natural benefits we already have on hand, without a loss of identity.” It is with these thoughts that the following vision statement was developed jointly by both communities during a workshop session held early in the planning process for this Town Center Plan.

The Town Center of this Vision has created a centrally located “heart” of both Mequon and Thiensville that fosters interaction among residents, encourages gathering and activities, provides a pleasant pedestrian atmosphere along the river, offers restaurants and shops, and features quality architecture and site design.

Specific project goals and objectives include the following:

Goal: Enhance the physical environment in the Town Center Area.

Objectives:

- Encourage private property owners to make building and site improvements that meet a high standard of design and maintenance.
- Improve public property by way of improvements to streets and utilities.
- Prepare and implement streetscape plans and other public improvements.
- Encourage greater landscaping on private property.
- Create gateway features at the entryways into the Town Center area.

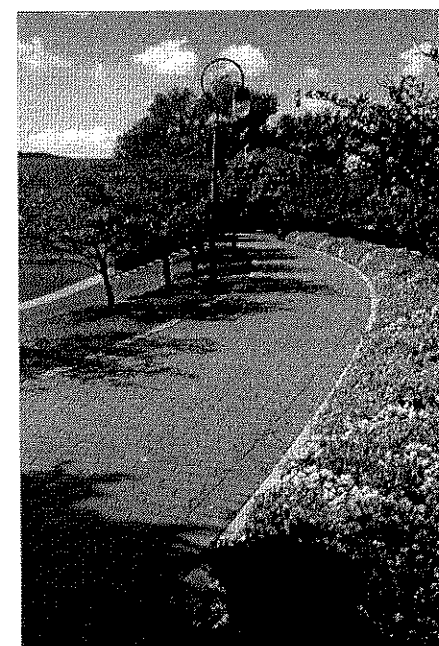


Mixed Use Residential/Commercial Development Example

Goal: Improve the mix of uses within the Town Center and strengthen this area as the heart of the community.

Objectives:

- Redevelop key opportunity sites.
- Explore potential for development of additional multiple-family residential opportunities.
- Maintain the important civic and cultural uses within the Town Center.
- Consider appropriate opportunities for Municipal financial involvement in redevelopment.
- Pursue business and developer recruitment for existing and redeveloped properties.
- Cluster retail activities to create interesting and convenient shopping opportunities.



Riverwalk Example

Goal: Improve recreational opportunities within the Town Center Area.

Objectives:

- Capitalize on the Milwaukee River as an asset through the creation of a Riverwalk and interpretive trail.
- Develop public gardens, a village green, a riverwalk and other outdoor gathering places.
- Organize recreational and gathering activities in the Town Center including a civic band, a farmer's market, and festivals.

- Enhance the Community Center to serve residents of both Mequon and Thiensville.
- Organize recreational and gathering activities in the Town Center including a civic green, small outdoor performance stage, a farmer's market, and festivals.

"Change is the law of life. And those who look only to the past or the present are certain to miss the future."

- John F. Kennedy

In November 2001, the Mequon/Thiensville Town Center Plan was commissioned to develop a stronger central place within the two communities, combining a more inviting shopping district that includes stores and restaurants to match the area's market potential and an enhanced civic campus. This market study is an initial step in the plan that provides guidance on the market factors underlying potential development. It first examines retail development possibilities and then briefly considers the office and residential market potential for both communities.

Retail Possibilities

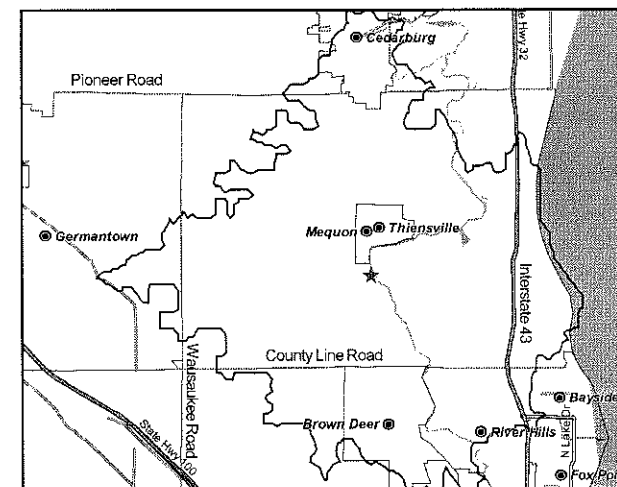
There are two separate retail sectors in the study area, a Mequon convenience cluster at Mequon Road and Cedarburg Road and the traditional Downtown Thiensville along Main Street and Green Bay Road. Although these clusters share many customers, they each also have a distinct natural customer base, their primary trade area. Retail businesses draw 50-80% of their customers from a **primary trade area** determined by physical and psychological characteristics of the surrounding neighborhoods. Physical features that constrain or expand a trade area include access to major roadways, edges caused by water, large rail yards or vast tracts of vacant land, and nearby competition. Psychological factors include a sense of affiliation (e.g., that is my dry cleaner, my coffee shop, or my town), perception of safety, and confidence in the quality of the merchandise selection offered by stores in the area. Convenience retail clusters like the developments near the interstate and at the intersection of Mequon Road and Cedarburg Road rely primarily on proximity, the population within a short drive, for their primary trade area. Throughout the United States, revitalizing vintage downtowns rely on this sense of affiliation to attract customers. These variations in the identification of a primary trade area determine how each area is to be tenanted and marketed. The vintage downtown, for this study Thiensville's Main Street and Green Bay Road commercial cluster, must have unique businesses and attractions that lead to repeat visits. These are reasons to linger. The neighborhood convenience center in Mequon need to offer easy access and quick service that allows customers to get their errands done before their groceries spoil. These are complementary focuses that can make the total offering of the study area meet the needs of both communities. The key to successful coexistence for both clusters is understanding how to tenant and market to strengthen each focus.

Mequon Convenience Center

Anchored by a grocery store and bank, the River Centre and Riverside shopping centers would expect to draw from an approximately ten-minute drive time. The map on the next page illustrates that area. However, because this area includes strong competing convenience retail clusters at the Mequon Road and Brown Deer Road exits from Interstate 43 as well as south on Cedarburg Road, the trade area's size is reduced. This strong competition limits this cluster's draw to a five-minute drive time.

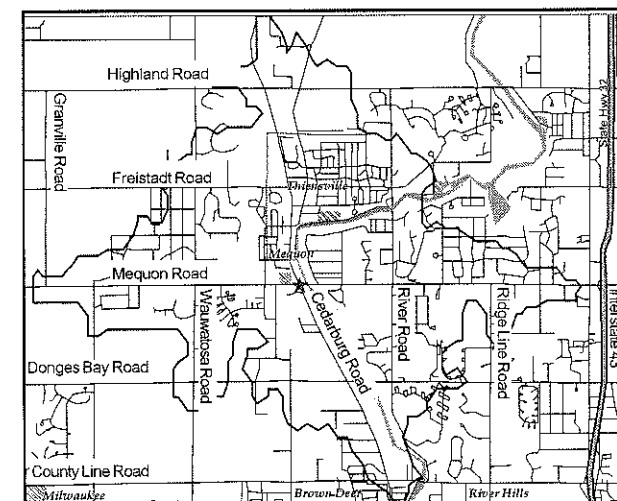
This chart illustrates how the demographics and that the buying power of this five-minute market matches the retail development at this intersection.

Ten Minute Drive Time



Source: Experian Applied Geographic Solutions

Five Minute Drive Time



Source: Experian Applied Geographic Solutions

Mequon Convenience Shopping: Primary Trade Area Demographic Snapshot

	5.0 Minutes
Total Population	10,578
Business Counts (1999)	
Employees	6,121
Establishments	673
Household Income 2001	
Average Household Income	\$86,126
Median Household Income	\$70,991
Per Capita Income	\$31,597
Households 2001	
Total Households	3,873
Consumer Expenditures 2001	
Groceries	\$22,354,956
Food Away From Home	\$13,536,135
Furniture	\$2,397,387
Gifts	\$7,060,479
Indoor Plants And Fresh Flowers	\$410,538
Total Retail Expenditures	\$96,809,508

Source: Demographic data copyright 2001 by Experian/Applied Geographic Solutions

The grocery store would meet the objectives of most national chains if it achieves sales of \$20 to 30 million per year by capturing nearby grocery spending, and additional categories like the fresh flowers and personal care items. There is an opportunity to add additional restaurants to serve the demand for "food away from home," however, additions to this center are likely to be limited to quick service food because consumers will not mix sit down dining with grocery shopping. The existing Riversite restaurant is not relying on its location as a convenience add on but is a separate destination that succeeds due to the quality of the food offerings and the unique location on the Milwaukee River.

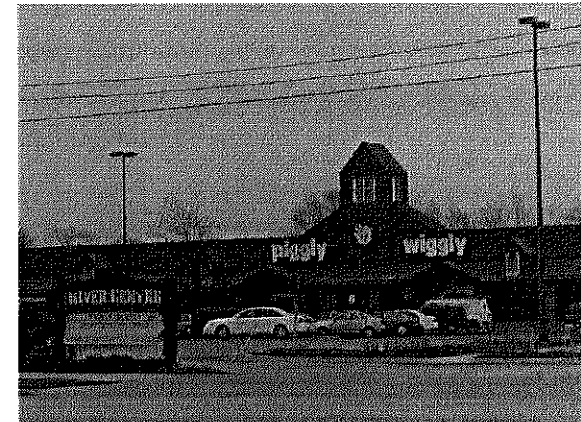
Marketing: Since the target population for this center lives so close and drives by frequently, the most important marketing is the appearance of the centers and their grounds. Piggly Wiggly, performs it anchor role by advertising weekly to attract additional customers and remind the market of this location.

Tenanting: The most frequent tenants in a grocery anchored neighborhood center are: a dry cleaner, a restaurant with liquor, a hair salon, a pizza restaurant, medical/dental offices, a pharmacy, a video rental store, a finance company and Chinese fast food restaurant.

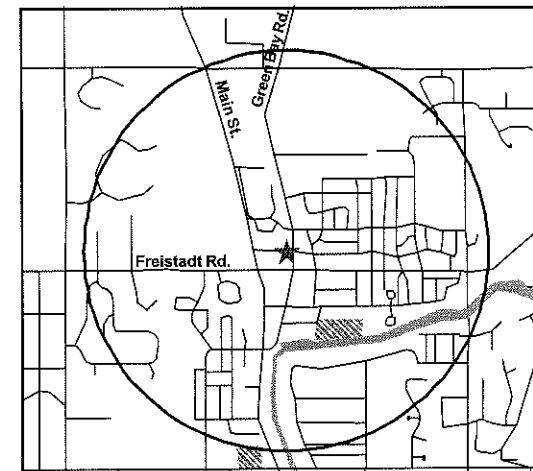
Development Sites: Given the strong primary trade area spending on gifts and furniture, there maybe an opportunity to add a cluster of decorating oriented businesses nearby.

Downtown Thiensville

As the chart below illustrates the buying power of the combined communities of Mequon and Thiensville is impressive. If Downtown Thiensville can be enhanced to become the hometown shopping choice for both communities, the businesses will have access to a very substantial market. That choice/affiliation will happen when the businesses in Downtown Thiensville achieve the prideful sense of ownership mentioned previously. This desirable sense of affiliation also results from frequent visits due to popular attractions like a farmers market or a charming park that attracts repeated users via trails or river access opportunities. If Thiensville is unable to attract this larger market, it will remain a neighborhood draw that appeals to the area identified in this map, a one-mile radius. This limited area recognizes the difficulty of competing with nearby, powerful centrally managed shopping centers near the interstate and south on Cedarburg Road.



Mequon Convenience Center



One-Half Mile Radius

Because the ability to attract the combined market is a goal for this commercial area, it will be analyzed along with the smaller neighborhood draw to compare the two opportunities.

***Downtown Thiensville:
Primary Trade Area Demographic Snapshot***

	5 Minute Drive Time	One Mile
Population 2001		
Total Population	25,222	4,911
Business Counts (1999)		
Employees	13,473	1,467
Establishments	1,557	267
Household Income 2001		
Average Household Income	\$115,739	\$68,492
Median Household Income	\$80,413	\$63,790
Households 2001		
Total Households	8,780	1,919
Consumer Expenditures 2001		
Food At Home	\$61,632,892	\$9,541,268
Food Away From Home	\$37,416,924	\$5,772,352
Furniture	\$6,656,568	\$1,017,070
Gifts	\$19,446,492	\$3,028,182
Indoor Floral	\$1,134,660	\$176,548
Total Retail Expenditures	\$267,188,668	\$41,356,369

Source: Experian Applied Geographic Solutions

The combined communities reveal a very desirable market with higher than average income and a strong daytime population. The variation between Average Household Income and Median Household Income is a result of pockets of very high-income consumers living within the trade area. The listed "Key Consumer Expenditures" identify categories often found in neighborhood and vintage downtown shopping districts. These numbers show substantial spending power. The following is a detailed spending report listing additional merchandise categories.

Using national medians for stores in neighborhood centers, it is possible to estimate the number of average stores that could be supported by a primary trade area populations' spending. Note that, because this population's spending also occurs at malls, at work locations or at nearby competitive downtowns, this analysis assumes that only a percentage of primary trade area spending could reasonably be captured by Downtown Thiensville businesses. Those percentages for the key categories are:

- 90% of grocery
- 33% of restaurants
- 25% of gifts
- 90% of floral goods

	A Combined Area Expenditures	B Neighborhood Area Expenditures (000)	C Median Store Size in Neighborhood Centers (Sqft)	D Median Sales per Sqft in Neighborhood Centers	E Expected Sales Per Store (BXC)	F Stores Supported by Combined Community Expenditures (A/E)	G Stores Supported by Neighborhood Expenditures (B/E)
Grocery	\$55,469.60	\$8,587.20	30,000	\$500	\$15,000	3.7	0.6
Restaurants	\$12,347.60	\$1,904.90	2,500	\$300	\$750	16.5	2.5
Gifts	\$4,861.60	\$757.00	1,500	\$300	\$450	10.8	1.7
Floral Goods	\$1,021.20	\$158.90	3,000	\$300	\$900	1.1	0.2

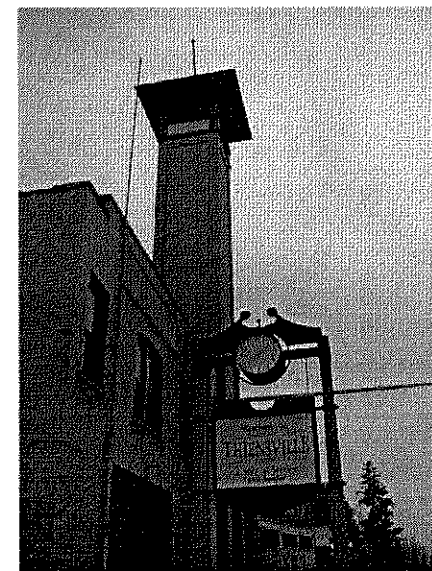
Source: Experian Applied Geographic Solutions, ULI's Dollars and Cents of Shopping Centers, BDI

It is important to recognize that the number of potential stores listed in columns "F" and "G" are only guidelines. Successful shopping districts contain a preponderance of "above average" businesses that exceed the listed sales per square foot and often have expanded into larger spaces. For example, a highly desirable, top performing restaurant may have sales of \$400 per square foot and occupy a 5,000 square foot space. That restaurant has annual sales of \$2 million (\$400 X 5000) and satisfies the demand for three of the average restaurants from the above chart. In practice, businesses performing much below the national average for sales per square foot usually fail. For these reasons this chart's underlying calculations tend to overstate the number of businesses that a trade area can support. Given this explanation, it is important that Downtown Thiensville attract from beyond it one-mile market because the smaller, nearby neighborhood population cannot provide enough spending power to fill the existing store spaces.

Marketing: Events and cooperative advertising are the keys to marketing vintage downtowns. Cedarburg, with its charming, intact, historic buildings still depends on a comprehensive events schedule to attract its customers. To create a sense of the breadth of the offering and the numerous opportunities to browse, area businesses need to combine their marketing efforts.

Tenancing: Current development serves the larger market with 15 primarily quick service restaurants, 3 gas stations with convenience foods, 6 banks and a Walgeens. As this chart suggests, logical additions to this market include more upscale restaurants, and specialty gift/decorative accessories stores.

Development Sites: Within the core of Downtown Thiensville, Spring Street to just north of Freistadt Road, the currently available vacant land is encumbered by small size or positioned without good visual or physical access. However, national trends in auto retailing and commercial building redevelopment suggests that ideal development sites could be available in the near future. Auto manufacturers are pressuring dealerships like Schmidt Ford to relocate to interstates or "auto malls." If the space currently occupied by Schmidt were available it could be developed as a mixed-use project with retail space that provides a pedestrian friendly connection to the northern shopping cluster. The ideal complementary use would be second and perhaps third story offices that provide daytime shoppers and diners for the expanded store offering. A second opportunity is redevelopment of the vacant lumber building into a gourmet market with individual stalls offering specialty foods and other fresh goods as well as classes in creative arts like quilting, scrap books and cooking.



Historic Fire House

Total Trade Area

Both the Mequon convenience centers and Downtown Thiensville can draw from a larger **Total Trade Area**, those living within a twenty-minute drive time. In a typical neighborhood-shopping district, the larger total trade area adds another 10 to 20% to the sales generated by the primary trade area. Those sales are concentrated in destination businesses like a unique ethnic restaurant or a specialty decorative accessory store. Rather than supporting more stores, this total trade area spending takes businesses from being average performers to being top performers. It provides expanded profits that can be invested in appearance enhancement and advertising.

This information reveals a very substantial total trade area:

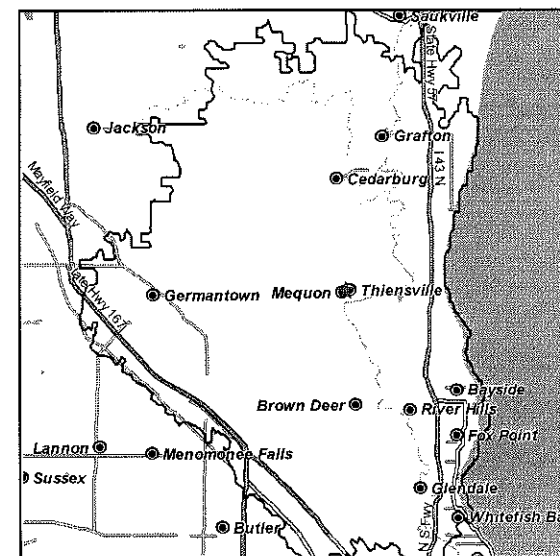
	20.0 Minutes: Drive Time
Population	
Total Population	276,660
Business Counts (1999)	
Employees	145,589
Establishments	9,456
Household Income 2001	
Average Household Income	\$62,382
Median Household Income	\$51,194
Households 2001	
Total Households	104,321
Consumer Expenditures 2001	
Food At Home	\$481,858,699
Food Away From Home	\$288,030,281
Furniture	\$50,491,364
Gifts	\$151,056,808
Indoor Plants And Fresh Flowers	\$8,658,643
Total Retail Expenditures	\$2,068,581,109

Source: Experian Applied Geographic Solutions

The strength of the primary and total trade areas associated with the study area makes this a very appealing location for retail businesses. This appeal is further enhanced by the presence of a daytime employee and residential population. The challenge to capturing this market is finding retailers who see the market's potential and using them to attract additional shops as the business increases.

Retail Development Concepts

Regardless of whether the primary market is determined by affiliation or proximity, retailers find that these core concepts often determine the success of the commercial offering. If Thiensville is to identify the best possible projects for the Main Street Business Area and Mequon is to offer the optimal convenience center, they must understand how these concepts are influencing the market's evaluation of development opportunities.



Total Mequon Trade Area

Retail Follows Residential

In the natural build-out of a community, retail follows the construction of sufficient residences to support stores. Exceptions to this development phasing occur when an area is visible to substantial traffic, over 30,000 cars per day, and can offer a large concentration of businesses like a Regional Mall or a Lifestyle Center. Those uses by necessity must have large sites that generally are not available in settled residential areas.

Implications for Mequon/Thiensville. Although the Mequon convenience center currently matches the surrounding population, like all centers, it would be more desirable to tenants if it offered a market that exceeded the average. Developing nearby residential units, would provide that enhanced market. For downtown Thiensville with its goal of achieving a pleasant walkable shopping district, additional residents are critical. As outlined in the previous section, there are just fewer than 5,000 residents within one-mile of the Thiensville Main Street shopping district. These residents are the pedestrian core that creates the vital downtown atmosphere by intensely using the nearby businesses. With additional nearby housing, the community can support a much more desirable quantity and mix of businesses. A key to improving the market is adding more nearby residents by developing multi-family housing within walking distance of the Downtown Thiensville shops and restaurants.

Everyone Wants the Corner Location

"Location, location, location" is the first rule of real estate. A good location does not guarantee success but a poor location will almost assuredly dictate failure. Consequently, retail business location specialists all seek exposure from all four directions at the few signalized intersections in a commercial corridor. That corner location is superior both because cars and pedestrians can more safely enter the development, and because "through" traffic is forced to slow at signals and is more likely to observe the nearby businesses. That exposure eventually leads to a visit or, if the business has multiple locations, the sign serves as a reminder for the traveler to stop at the location closer to home.

Implications for Mequon/Thiensville. The Mequon convenience center is well served by its location at a fully developed, signalized intersection. There are two signalized intersections in the Thiensville Main Street shopping area, Main Street and Freistadt and



Thiensville Walgreens

Main Street and Green Bay. The north intersection eases access to Walgreens and the commercial center anchored by McNabb and Risley Furniture and Haus of Prime Meats. This superior access makes the available space near these intersections top redevelopment opportunities. The other signalized intersection, Main Street and Green Bay is Downtown Thiensville's identity corner. It contains the impressive firehouse and is an important signal to the development along Green Bay Road. Careful development of this key intersection would be a catalyst to improving the draw of Downtown Thiensville.

Critical Mass Is Crucial

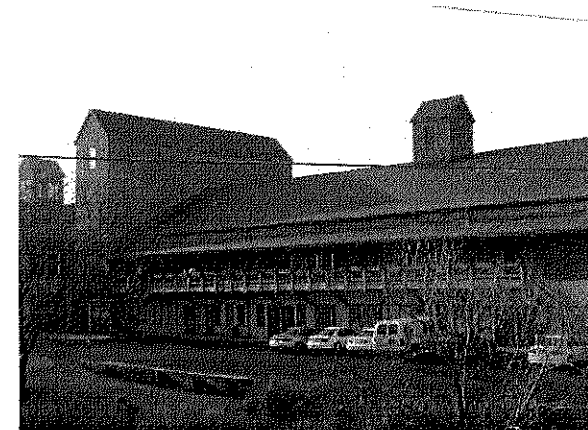
Except for the few stores that try to offer one-stop shopping, retail businesses are more successful when located in a shared parking development that contains 10 to 15 stores. When at home planning a shopping trip, customers select a destination where they can conveniently complete multiple errands at one stop or, if the key is comparison-shopping, have enough selection to make a decision. This concept means that neighborhood-shopping development should concentrate on clusters like food and convenience shopping rather than seeking to provide a full range of store categories. Additionally, it should include enough property to build a 10 to 15-store group rather than isolated businesses.

Implications for Mequon/Thiensville. Mequon's shopping is a well-organized planned shopping centers and much of the shopping along Thiensville's Main Street also is in adjacent buildings. However, Downtown Thiensville also has single commercial properties that suffer from their isolation. Those properties lend an air of decline even though the market's spending power is really quite strong. As new businesses are sought, it is important to keep store and restaurants in strong groupings. It is also important to build on the strong decorative accessory cluster and dining rather than seeking new categories like apparel or fitness.

Additional Market Specific Issues

Small Lots

With many small commercial lots, each acre of development requires that several lots be acquired. Complicated land acquisition can add substantially to the cost of a project and is viewed by developers as reason not to even attempt redevelopment without a government commitment to, if necessary, assist in acquisition with eminent domain.



Mequon Riverfront Retail Center

Competitive Positioning

This is not an underserved market. As mentioned previously, there are a number of strong, convenience retail clusters that compete with the Mequon convenience offering. Downtown Cedarburg is less than 10-minutes by car from Downtown Thiensville and provides a charming place to linger over unique specialty shopping and dining. Although Cedarburg may seem like it is destined to dominate the regional market for “charming retail,” this strong competition can be an advantage for Downtown Thiensville. When businesses in communities like Cedarburg seek expansion space it is rarely available. Consequently, they often expand by opening a second location or moving to a nearby market, like Thiensville, that is less expensive and more connected to the local market. With the enhancement of Mequon’s Town Center and the improvements that provide river views and pedestrian access, there is also an opportunity to become the “shopping up” location for the north region. That is where local high-end consumer shop for the superior experience and specialty items not available in Malls.

Two Sided Retail

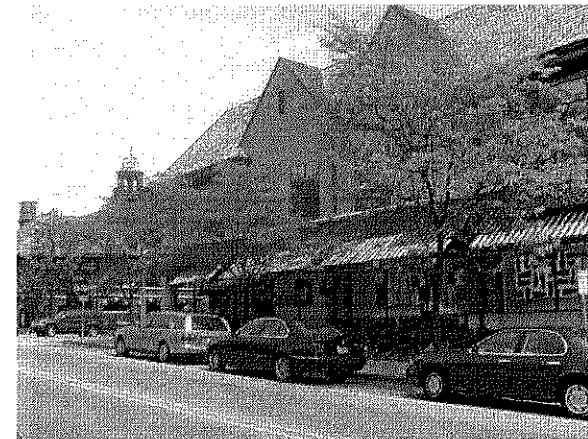
In Downtown Thiensville, the stores tend to be across the street from parking or office uses. Traditional urban neighborhood shopping streets like Silver Spring Drive in Whitefish Bay and Main Street in Cedarburg have stores on both sides of the street. This two-sided arrangement supports stronger businesses because customers of one business are visually reminded of the offerings of adjacent properties *and* those across the street. They can easily walk to twice the number of businesses without moving their cars when both sides of the street are dominated by retail uses. If opportunities for two-sided development, such as along Main Street just south of the Fire Station, they would provide for the desired pleasant, pedestrian oriented shopping.

Community Recreation Facilities

To the extent that recreation facilities connect residents to their downtown via frequent visits and provide the sense of ownership mentioned previously as important to downtowns, they are an asset. They increase sales 5 to 10% at nearby convenience stores and quick serve restaurants.

Farmer’s Market

The ideal Farmer’s Market location is at least four parking lanes deep. The farmers back their trucks in two facing rows with space for stalls and strolling between. They can restock from the back of their trucks and there is plenty of room for customers to shop



Two-Sided Retail Street



Farmers' Market

a shorter, two-sided market. This condition exists at the Ford Dealership site. However, the alternative site between the creek and Green Bay Road is only two parking lanes deep, and will require a longer market area.

Inconsistent Street Name

Although the changing of the primary study area road from Highway 57 to Cedarburg Road to Main Street may seem like a minor inconvenience, it is actually quite frustrating to the marketing of the area. New businesses are unable to attract customers without special directions so there is an extra expense to advertising. With differing addresses for destination businesses like the Piggly Wiggly and the Harley-Davidson dealership, investors in an office viewing a list of development opportunities may fail to recognize the quality of available parcels.

Retail Development Economics

In today's real estate market, investors demand a 12% capitalization of the projected income stream to undertake a development. If a strong credit tenant like a national chain drug store anchors the new retail center, the required capitalization rate drops to 10%. This chart examines the market viability of a project that could charge rents of \$15 per square foot.

	12% Capitalization	10% Capitalization
Rent	\$15	\$15
Investment	\$125	\$150
Construction Costs	\$70	\$70
Design, Financing & Fees	\$20	\$20
Tenant Improvements	\$20	\$20
Site Improvements	\$10	\$10
Available for Land Purchase	\$5	\$30

Source: BDI

Neither of these analyses considers potential vacancies, relocation costs or potential environmental cleanup expenses that could substantially increase costs and therefore the rents needed for market driven development. Still, this explains why the Walgreens

What is a capitalization rate?

A capitalization rate is the annual return or gain anticipated from an investment. For example, to achieve a capitalization rate of 10% on a \$1,000 investment, an investor would need to make a profit of \$100 per year after expenses.

development happened while other properties without national tenant possibilities remain vacant. If market rate rents were approximately \$18, the market would drive additional development. Alternatively, market rate development could be supported by public incentives like reduced price land or reduced rate financing.

Residential Development

With high quality schools and a reputation for residential excellence, the market for housing in the study area is strong. That strength can be used to add value to commercial development if residential is built behind or above stores. With river views and relatively quick access to the interstate, condominiums and townhomes selling for \$300,000 to \$400,000 could add 200 to 300 high-income residents to the study area. The development section of this report identifies the potential locations and numbers of units.

Office Development

With quick access to Milwaukee and space available in existing office parks, there is little opportunity for large-scale office development in the study area. The demand is for office space for businesses serving the local population like investment and medical professionals. With the riverfront enhancement and added dining, it is also likely that architects, engineers and other consultants with executives living in the area could develop build to suit office projects of from 15,000 to 30,000 square feet. Ideally these projects would be mixed use developments that add to the pedestrian character of Downtown Thiensville.

Market Development Summary

As this analysis explains the current population and amount of retail space are well matched. The opportunity is to upgrade the quality of existing businesses and to build a stronger market by adding nearby residential and office development.

Planning Issues

The three Planning Issues Maps that follow outline a variety of issues and observations about the Mequon/Thiensville Town Center. In addition to identifying existing land uses as described above, planning issues include the following:

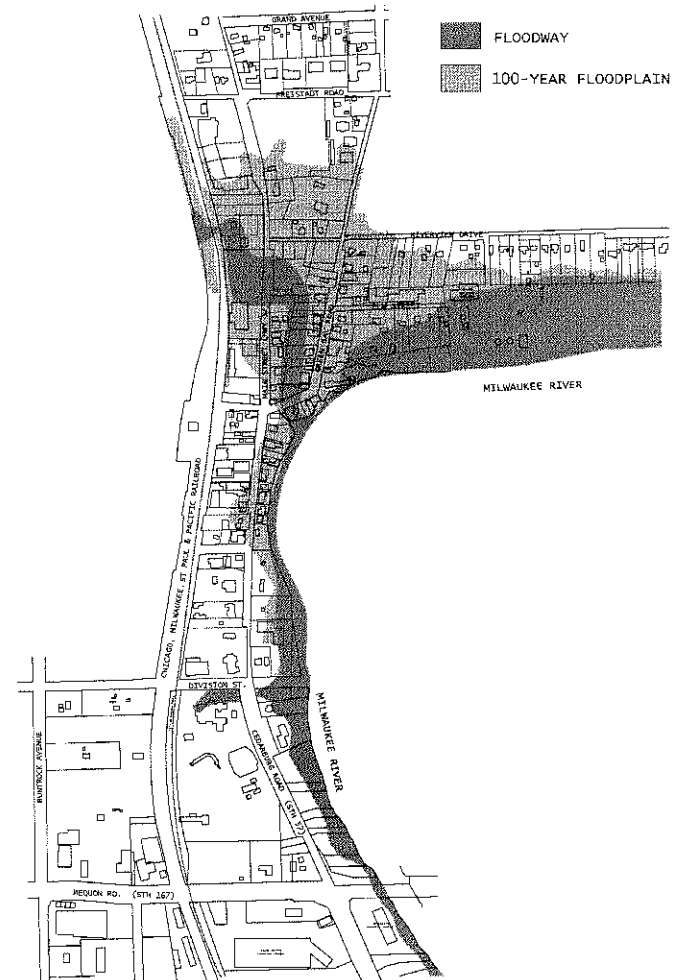
Flood Plain

Significant development in the study area is currently within the 100-year flood plain of the Milwaukee River and adjacent tributaries. This issue is critical to redevelopment efforts. It is likely that structures currently in the flood plain could not be reconstructed. If removed, such sites would likely be used for park space, parking, or other low impact and low revenue generating purposes.

The flood plain illustrated on this map is based on data compiled by the Federal Emergency Management Agency (FEMA). These maps are used to determine eligibility for flood insurance. Several residents interviewed questioned the extent of flood plain within Thiensville. It is recommended that further study be done to verify the flood plain limits. If the flood plain area is reduced, it may open-up additional redevelopment opportunities. If the study determines that the actual flood plain is different than the current map, the Village should file for a map amendment with the Army Corps of Engineers who is responsible for map preparation and revision.

Mequon Village Center

- Mequon Road and Cedarburg Road could benefit from additional streetscape improvements. Potential streetscape improvements may include a unified streetscape; gateway features to mark the entry points to downtown; and additional landscaping to properties and medians.
- Existing mature trees provide character to the area and should be preserved as part of any redevelopment.
- Town Center entryways, particularly Mequon Road as it crosses the Milwaukee River, do not provide a clear sense of arrival. The bridge over the Milwaukee River lacks character, the one existing community events sign is not properly oriented, and the shopping center and gas station lack corner presence and charm.
- Raised, active railroad line creates a physical barrier between the eastern portion of the civic campus and the areas to the west.



- City Hall is an attractive building which clearly addresses Cedarburg Road. The City Hall addition complements the original building. In combination with the Library, City Hall establishes a strong base for the civic campus.
- Large warehouses south of Mequon Road are unattractive.
- Pedestrian connections to and through the civic campus and retail facilities are problematic. Several pedestrian/vehicular conflicts exist within the civic campus. Sidewalks do not connect the civic campus to Mequon Road or the two shopping centers to the south.
- Several issues exist within the civic campus including: limited parking, the community center location and architecture are not in harmony with the rest of the civic campus, and the swimming pool appearance also lacks appeal.
- Although the Milwaukee River is a key amenity, the Town Center is disconnected from the river. Settler's Park also lacks a connection to the river and to the rest of the Village Center.
- The shopping center at the southwest corner of Mequon Road and Cedarburg Road, although strong, is faced with several issues. First, the shopping center is not visible from the intersection of Mequon Road and Cedarburg Road, and lacks signage at this location. Second, the auto service uses, which are visible from the intersection, are probably no longer appropriate. Third, the bank building's circulation and architecture do not complement the remainder of the site. Finally, signage along Mequon Road is not oriented to maximize visibility.
- The Ozaukee Interurban Trail adds a positive recreation element and pedestrian connection to the Village Center.



Mequon Road Entryway



Milwaukee River

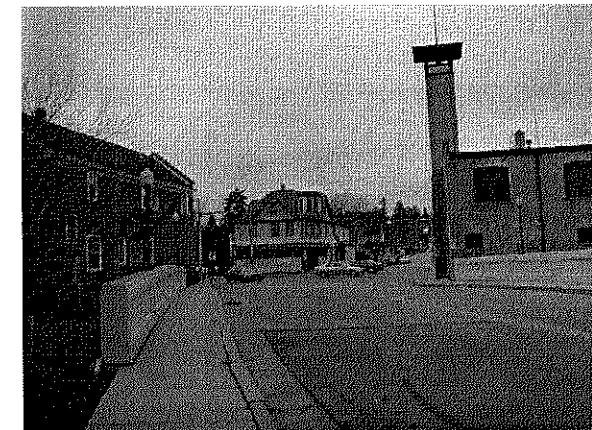
Downtown Thiensville

- North of Buntrock/Green Bay Road, the buildings which front on Main Street are set back considerably from the roadway and do not address the street. Buildings and site layouts are not conducive to pedestrian use of the corridor.

- Limited streetscape enhancements such as lighting, street trees, and decorative paving have been incorporated into downtown Thiensville. Unfortunately, narrow parkway strips, numerous curb cuts, and little landscaping detract from the impact of the improvements. Few amenities such as benches and bike racks have been incorporated into the streetscape.
- Buildings along Green Bay Road are oriented to the street and create a comfortable and inviting pedestrian area. However, this district is disconnected from Main Street.
- Portions of the area are not welcoming to pedestrians. The intersection of Main Street and Green Bay Road is very narrow and not pedestrian friendly. Abundant curb cuts make pedestrian movement along existing sidewalks dangerous. The bridge over the raceway is narrow and pushes pedestrians into conflict with vehicular traffic.
- Residential development and density has been incorporated into the downtown and adjacent neighborhoods.
- As with Mequon, the Milwaukee River provides a significant natural amenity that should be utilized in Thiensville.



Greenbay Road, Downtown Thiensville

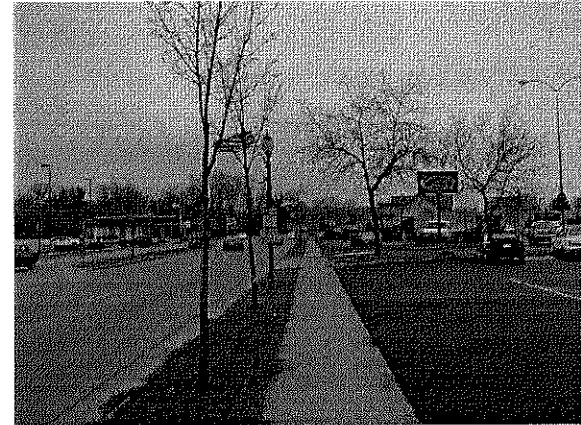


Green Bay Road Bridge, Downtown Thiensville

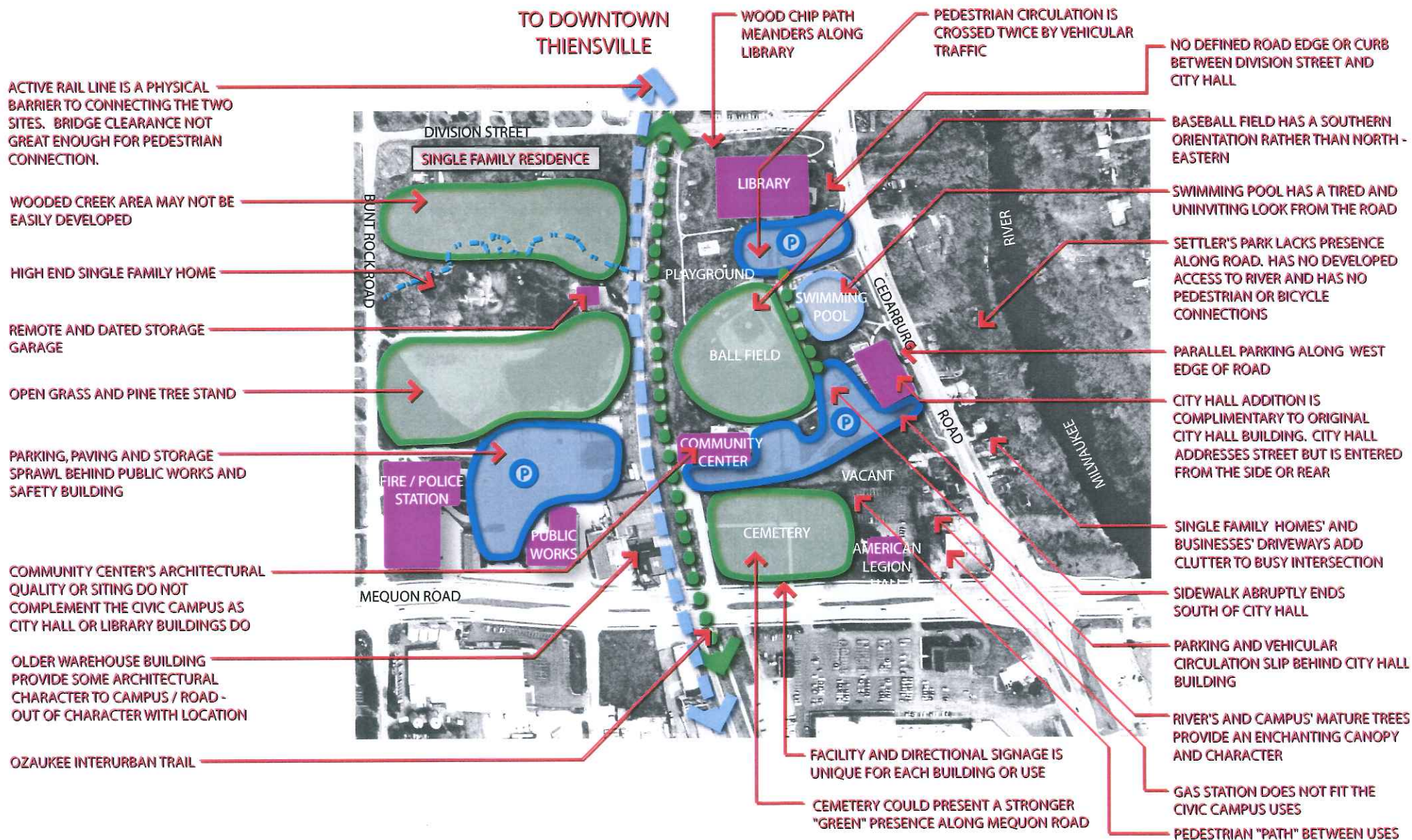
North Thiensville

- The forested area north of Concord Road creates a clear visual and physical edge for the corridor.
- This portion of Main Street lacks streetscape improvements. It features a mix of uses with a wide variety of appearances. The variety of uses and a lack of landscaped setbacks present a challenge to implementing streetscape improvements in this area.

- Main Street could benefit from additional streetscape improvements. Potential streetscape improvements may include a unified streetscape; gateway features to mark the entry points to downtown; and additional landscaping to properties and medians could add character to the roadways.



Main Street, North Thiensville



Mequon Civic Campus Area

Mequon/Thiensville Town Center Plan

Planning Issues

September 2002



Regional interurban trail along plan corridor provides pedestrian and bicycle connection between Mequon civic campus and communities north and south

Sprawling parking lots and undeveloped areas could be combined into one site

Warehouse building's architecture adds some character to roadway, but use is out of character

Rehabilitated buildings add character to the roadway

Large modern, but characterless warehouse building

Vacant, outdated warehouse facilities and locations provide a redevelopment opportunity

Continuous center landscaped median provides opportunity for a unique roadway character. However, small ornamental trees will never provide vertical scale and canopy needed

Division St.

Mequon Civic Campus

Mequon Rd.

Shopping center sign is not double-sided or perpendicular to the road

Cemetery and legion hall could add cohesive landscape and character to the roadway

No pedestrian connection between residences and civic or retail areas

Lack of streetscape elements between Division St. and Mequon Rd., overhead power lines as well

Mature trees provide roadway character

Unlandscaped center median

Neither corner gas station or homes converted to businesses add to campus or corner character

Community events sign is obscured by trees, is not oriented to traffic, and is single sided

Wide characterless bridge does not provide any sense of arrival or celebrate the Milwaukee River

Riverside facility fits site and adds to retail corner

Shopping center lacks corner presence (signage) and is not visible due to bank, garage, and up-slope road condition

Garage uses, building and access do not "fit" this corner any longer

Bank building's architecture and circulation do not tie into larger shopping center



Mequon Road Corridor

Mequon/Thiensville Town Center Plan | Planning Issues | September 2002





PARKING

OZAUKEE INTERURBAN TRAIL

WISCONSIN CENTRAL RAILROAD

POTENTIAL REDEVELOPMENT SITES



Redevelopment of the Town Center area is a complex, multi-task effort that will require cooperation of the two municipalities, private property owners and businesses, residents, and the development community. The overall concept for the Mequon/Thiensville Town Center Plan features a number of key elements, including:

- *Creation of a river walk from Thiensville Park to Mequon Road. Where possible, this walk should be located near the river. However, existing conditions suggest that segments of the river walk through Thiensville will need to occur along Green Bay Road and Main Street.*
- *Clustering of retail activities, focused on a Main Street Business Area in Thiensville and a convenience center in Mequon.*
- *Addition of new multi-family development to take advantage of the area's many businesses, civic activities, and recreational opportunities. Additional residents will also provide new customers for area businesses and increase the number of pedestrians. Both of these byproducts of new residential development will enhance the vitality of the overall business district.*
- *Enhancement of the Mequon civic campus, including development of a public gathering place.*

The artist's sketches on the following pages provide an overview of what the area might look like in the future if recommendations contained in this Town Center Plan are followed.



Development of a Public Gathering Place Will Serve as a Visual Anchor and Meeting Place



Downtown Thiensville

Mequon/Thiensville Town Center Plan | Aerial Rendering | September 2007



© Bondy Studio 02



Mequon Civic Campus

Mequon/Thiensville Town Center Plan | Aerial Rendering | September 2002

The concept plan is divided into three sections; the development plan, design guidelines, and streetscape. The Development Plan provides an overall vision for the study area and details suggestions for numerous potential redevelopment sites. The design guidelines provide suggestions for new construction on private property, while the streetscape section details recommended enhancements to existing property including landscape and other improvements to public rights-of-way.

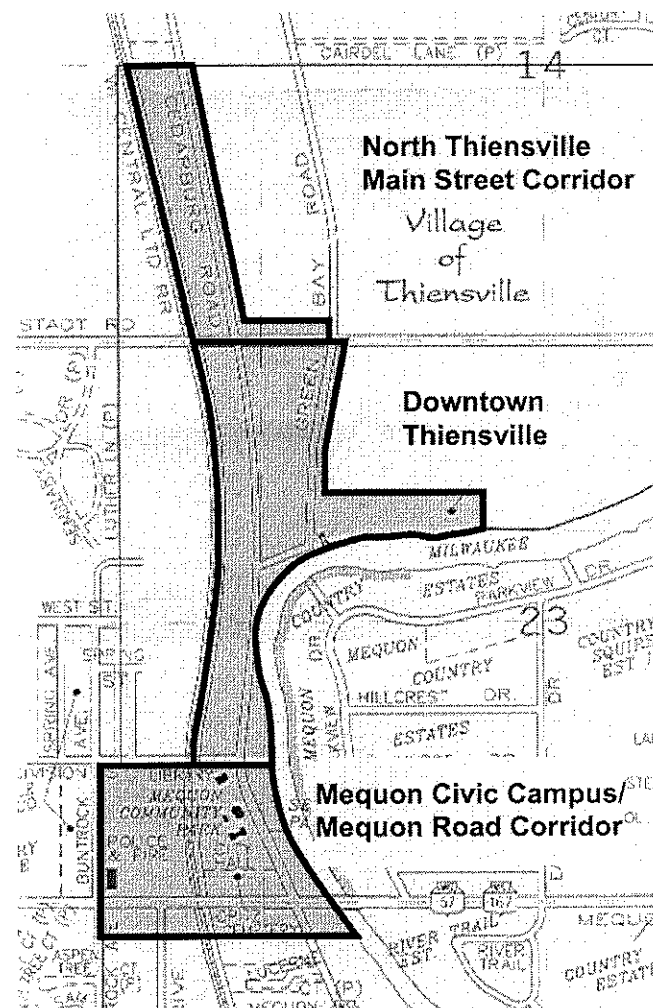
Development Plans

This section summarizes key recommendations for each portion of the overall study area: the Mequon Road Corridor and Mequon Road Corridor, Downtown Thiensville, and the North Thiensville Main Street Corridor. Three Development Plans, one for each portion, are included at the end of this section. These plans have been developed to highlight development, redevelopment and site improvement recommendations within the study area. The key recommendations for each portion of the study area are summarized below. Included at the end of this section are plans that show the general design concepts for the three areas and the specific Development Plans for the Mequon Civic Center, Downtown Thiensville, and North Thiensville.

Mequon Civic Campus and Road Corridor

Many of the key improvements recommended for the Mequon Civic Campus area are enhancements to the recreational and cultural opportunities offered. The Development Plan for this area also focuses on improving the overall appearance and pedestrian usability of the area and details preferred future uses. West of the railroad tracks is a heavily wooded lowland area with a creek running east-west through the site. While unsuitable for typical development, this site offers a unique opportunity for a natural area and botanic garden. In order to capitalize on the Milwaukee River, a riverfront park is also included in the plan. This park would not only offer access to the river through trails and walkways, but is also envisioned to include such amenities as a canoe portage and public art. Public art is also included in the plan for the Civic Campus itself.

The appearance of the area can be improved through a series of recommended landscape enhancements including increased landscaping of private property, an extension of the parkway north along Cedarburg Road, and improvements to the image



of the cemetery. The bridge over the Milwaukee River is viewed as an important element of the appearance of the Civic Campus area and a key gateway into the area. Recognizing this, enhancements to the bridge and a separate entry feature are incorporated into the plan. Additional sidewalks, particularly along Cedarburg Road, and added wayfinding signage are recommended to improve the pedestrian function of the area. Specific uses, that complement the function of this area as the heart of Mequon are proposed including: additional residential development in the form of townhomes and the reuse or redevelopment of several key buildings along Mequon Road as commercial or office uses.

Potential reconfiguration of the Mequon Civic Campus has been a key point of discussion at many of the community meetings. Issues such as relocation or reorientation of the baseball field, need for a new community center, desire for a public gathering space, parking, and general pedestrian and circulation were all considered in the planning process. Six concept plans were developed to explore alternative configurations and different program elements. While these concepts generated much discussion, the wide number of variables made it difficult to reach a consensus on a preferred plan. During development of the plan, the Park Board conducted a survey of residents regarding the existing pool. Prior to the survey, questions regarding minor upgrades to the facility, expansion of the facility to include water park features, or even removal of the facility were all discussed. The survey indicated support for the existing pool with some upgrades.

The recommended concept plan for the Mequon Civic Campus is divided into two parts: a Phase 1 Strategy and a Long-Term Strategy. These plans provide key improvements to enhance the area as a community gathering place while improving overall pedestrian circulation and adding needed parking. Key features of the plan include:

Phase 1 Strategy

- Enhanced connection to the Interurban Trail.
- Creation of a small sculpture plaza between City Hall and the Community Center.
- Improvement of pedestrian circulation paths throughout the campus, including enhanced pavement, pedestrian lighting, benches, etc.
- Renovation or reconstruction of the pool bathhouse.
- Addition of approximately 20 parking spaces south of the library.



Example of Streetscape Improvements



River Walk Example

- Addition of approximately 68 parking spaces south of City Hall, with an interconnection to the adjacent American Legion parking lot.
- Decorative fencing around the south and west sides of the cemetery.
- A new Town Center identification sign and enhanced landscaping at the northwest corner of Mequon Road and Cedarburg Road.

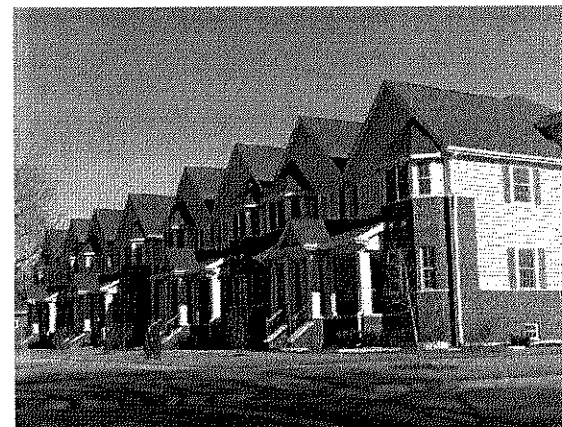
Long-Term Strategy

- Creation of a fountain plaza along Cedarburg Road if the swimming pool is relocated.
- Relocation of the baseball field for improved play as determined by the Mequon Park Board.
- Potential relocation of the Community Center to the northwest corner of Mequon Road and Cedarburg Road.
- Creation of a community green and outdoor amphitheater when baseball field is relocated.

Downtown Thiensville

The Development Plan for Downtown Thiensville emphasizes the pedestrian experience of the area. Specific improvements include street furniture, wider sidewalks in portions of the downtown, a riverwalk along the Milwaukee River, and a community green. In order to facilitate movement between neighborhoods across the river in Mequon and the downtown, a pedestrian bridge over the Milwaukee River should also be considered if supported by neighboring residents and businesses.

The appearance of Downtown Thiensville is addressed in the Development Plan. Facade improvements are recommended for some buildings in order to enhance their appearance and strengthen the character of the corridor. Additionally, infill buildings are recommended to be architecturally respectful of other buildings in the corridor and address Main Street. Significant landscaping improvements are recommended for parking lots throughout Downtown Thiensville to improve the overall appearance of the area and soften the feel of the corridor.



Additional Residential Development Will Benefit the Town Center Area



Future Inter-Urban Trail

Development and redevelopment options were incorporated into the Development Plans. The adaptive reuse of the existing lumber yard and building for commercial or office use is suggested as this is a prominent existing building and will advance the goal of maintaining the character of downtown. Additional residential development is also suggested as a means of increasing the number of residents in proximity to the retail opportunities in the downtown.

In order to address one of the shortfalls in Downtown Thiensville, additional parking, particularly behind existing buildings, is advised. By placing new parking behind existing and future structures, buildings are allowed to better address the roadways and visual dominance of parking lots is reduced. Key to the success of this strategy will be cooperation between property owners. The system proposed will require agreement for cross-access and shared parking, along with coordinated construction, maintenance and management.

North Thiensville

Key development and redevelopment activities suggested in the Development Plan for the North Thiensville area include: additional residential development in the form of multiple family housing, new or redesigned retail development, and a family oriented recreational facility.

As with the two other areas, considerable attention is given to improving the appearance of the area. In particular, this area would benefit through landscaping enhancements within and around parking lots to reduce their prominence. Facade improvements would also improve the overall appearance of the North Thiensville area.

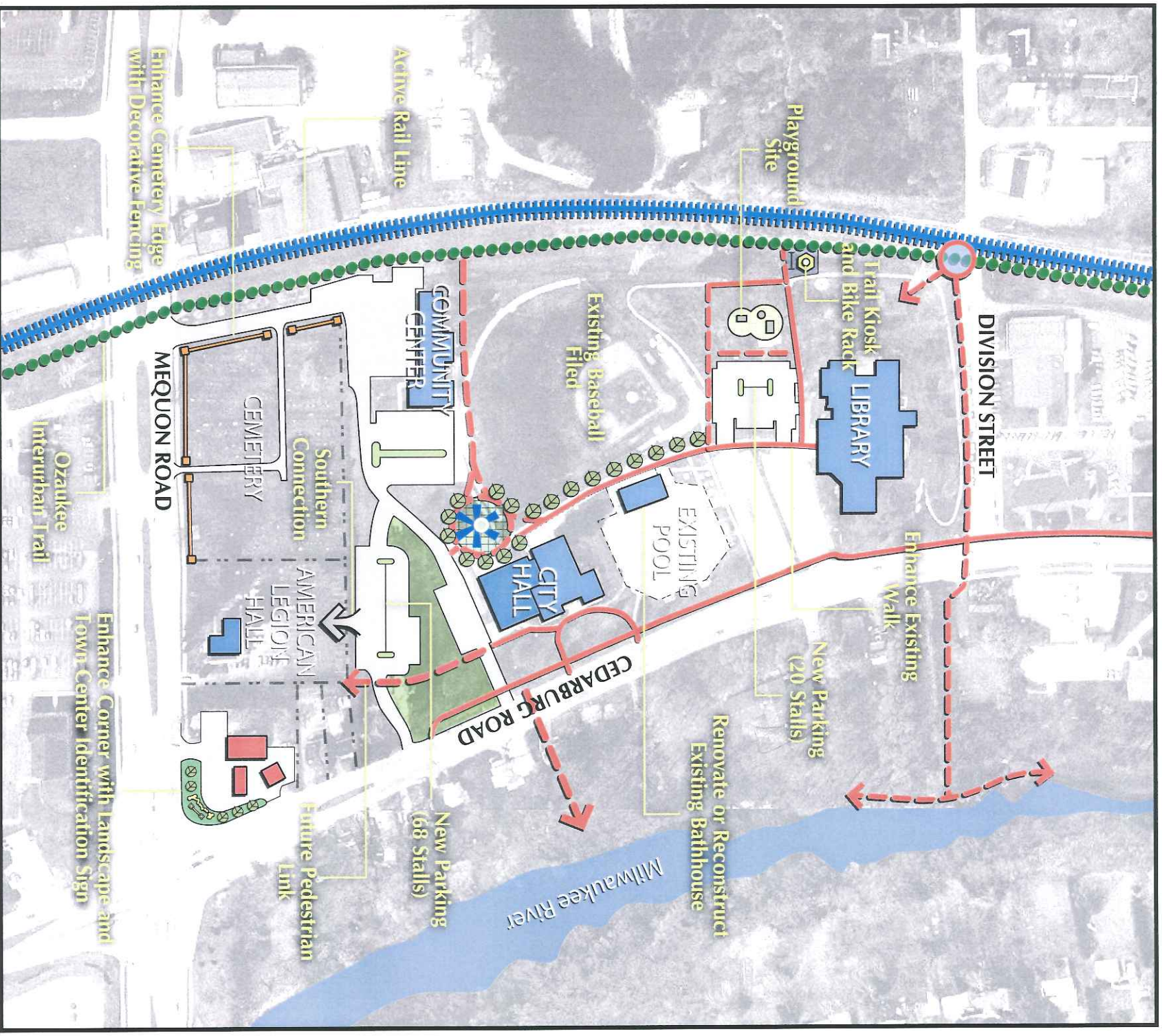
As the Ozaukee Interurban Trail is improved, this will become a key method by which visitors to the area will experience Thiensville and Mequon. In order to capitalize on this asset, it will be important to consider the image and facade presented to the trail. This will require, particularly with respect to the North Thiensville area, rear facade enhancements and improved connections to the Interurban Trail to attract and draw these visitors into Thiensville and Mequon.

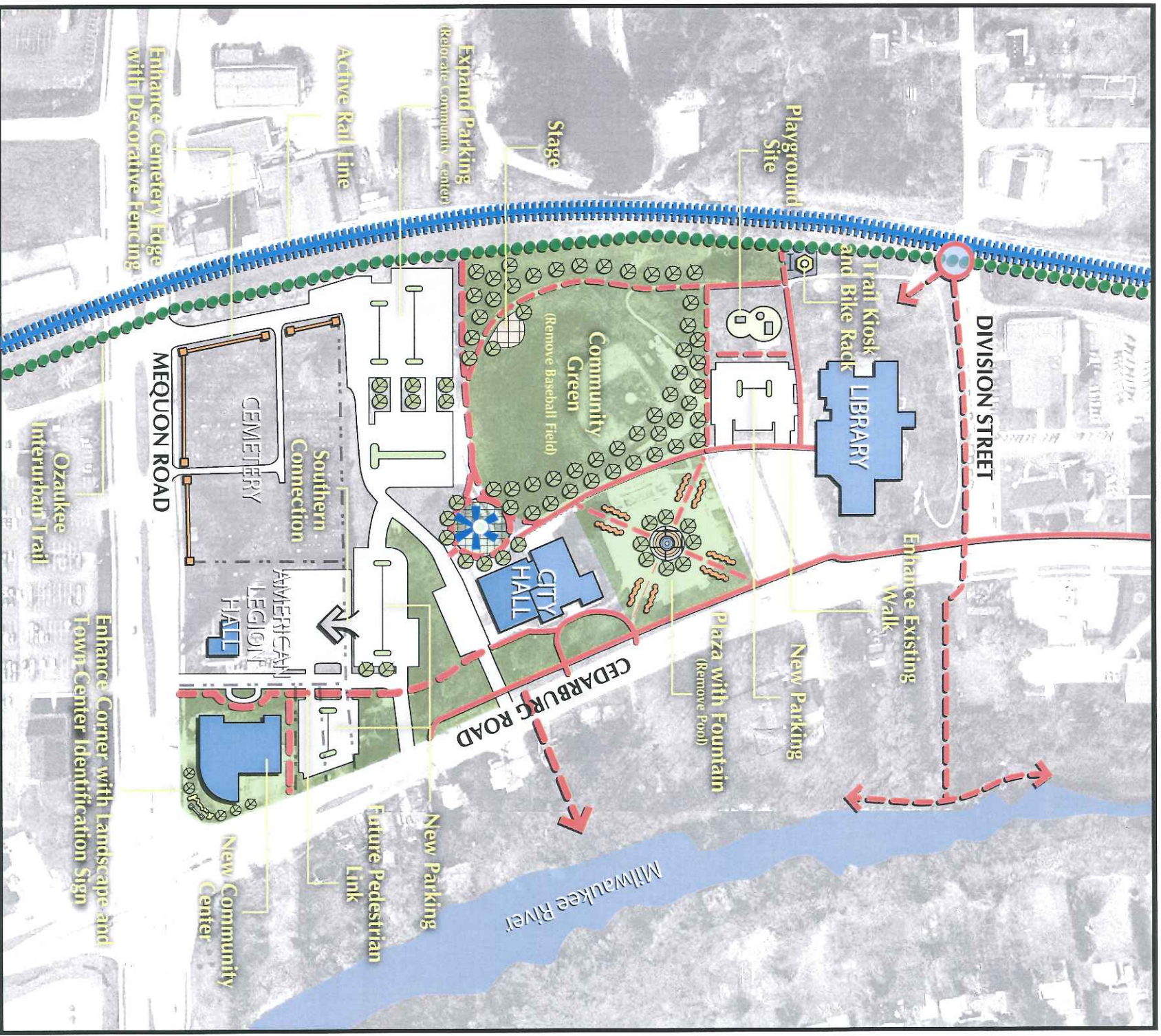


Mequon Road Corridor

Mequon/Thiensville Town Center Plan | Development Plan | September 2002







Sculpture

Existing Paths
Proposed Paths



Mequon Civic Campus - Long Term Strategy

Mequon/Thiensville Town Center Plan | Concept Plan

September 2002



3 Story condominiums with potential for ground floor retail or office uses.

Alternative site for farmers' market. Temporarily close off Riverview Drive. Add downtown streetscape improvements.

Strengthen pedestrian feel and character of corner through open space, architectural facade and streetscape improvements

Downtown parking and farmers' market location
Alternative #1 - Expand parking facilities behind existing and proposed buildings provide strong pedestrian links (foot bridges / plazas / sidewalks) to retail streets.

Riverview Drive

facade, landscape, and additional greening of street furnishings strengthen the pedestrian experiment

MILWAUKEE R



North Thiensville Main Street Corridor

Mequon/Thiensville Town Center Plan | Development Plan | September 2002



Development Sites

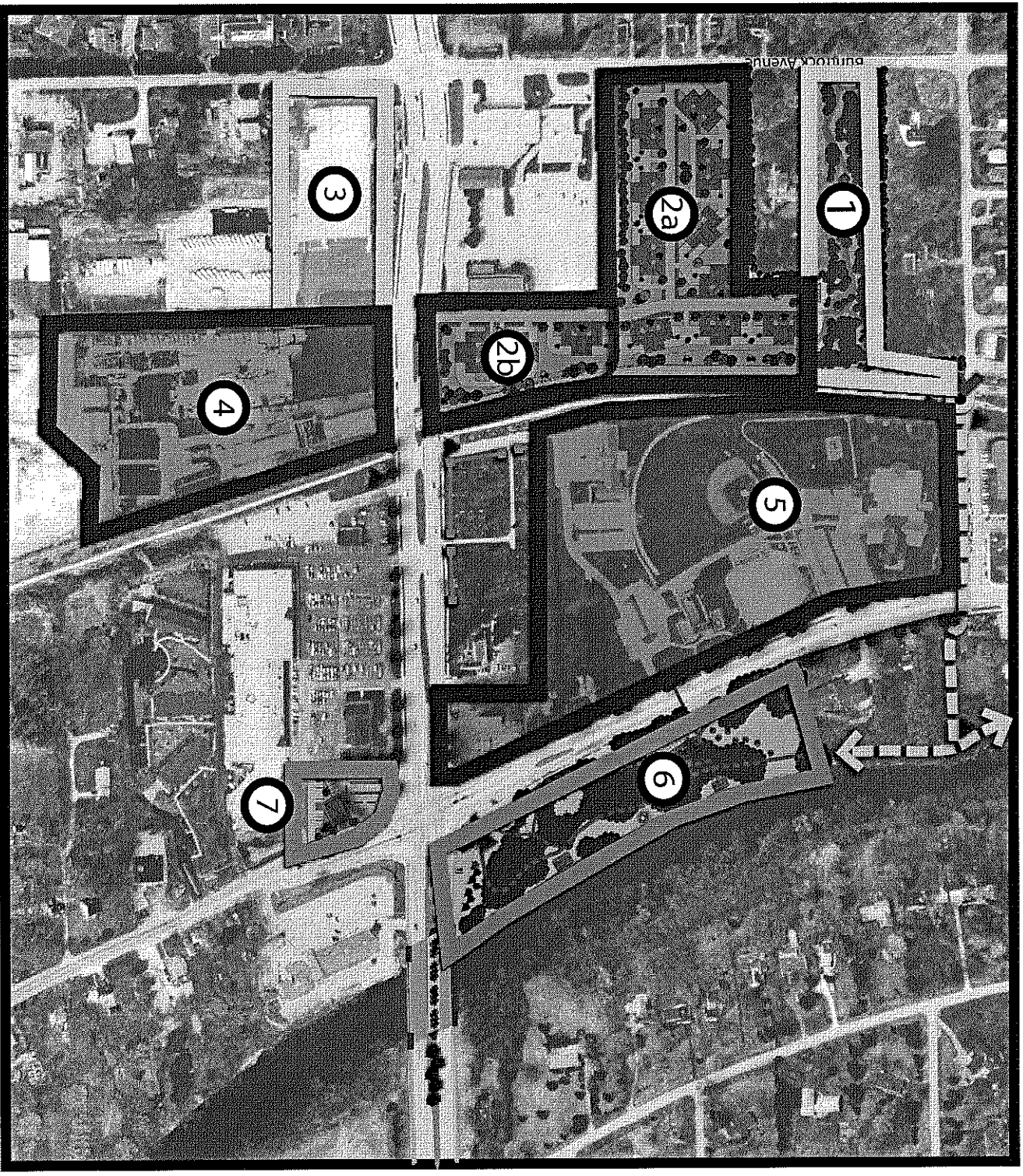
Specific development/redevelopment sites were identified during this process. These sites are shown on the black and white development sites maps. The specific actions recommended for these sites is then summarized in the following table.

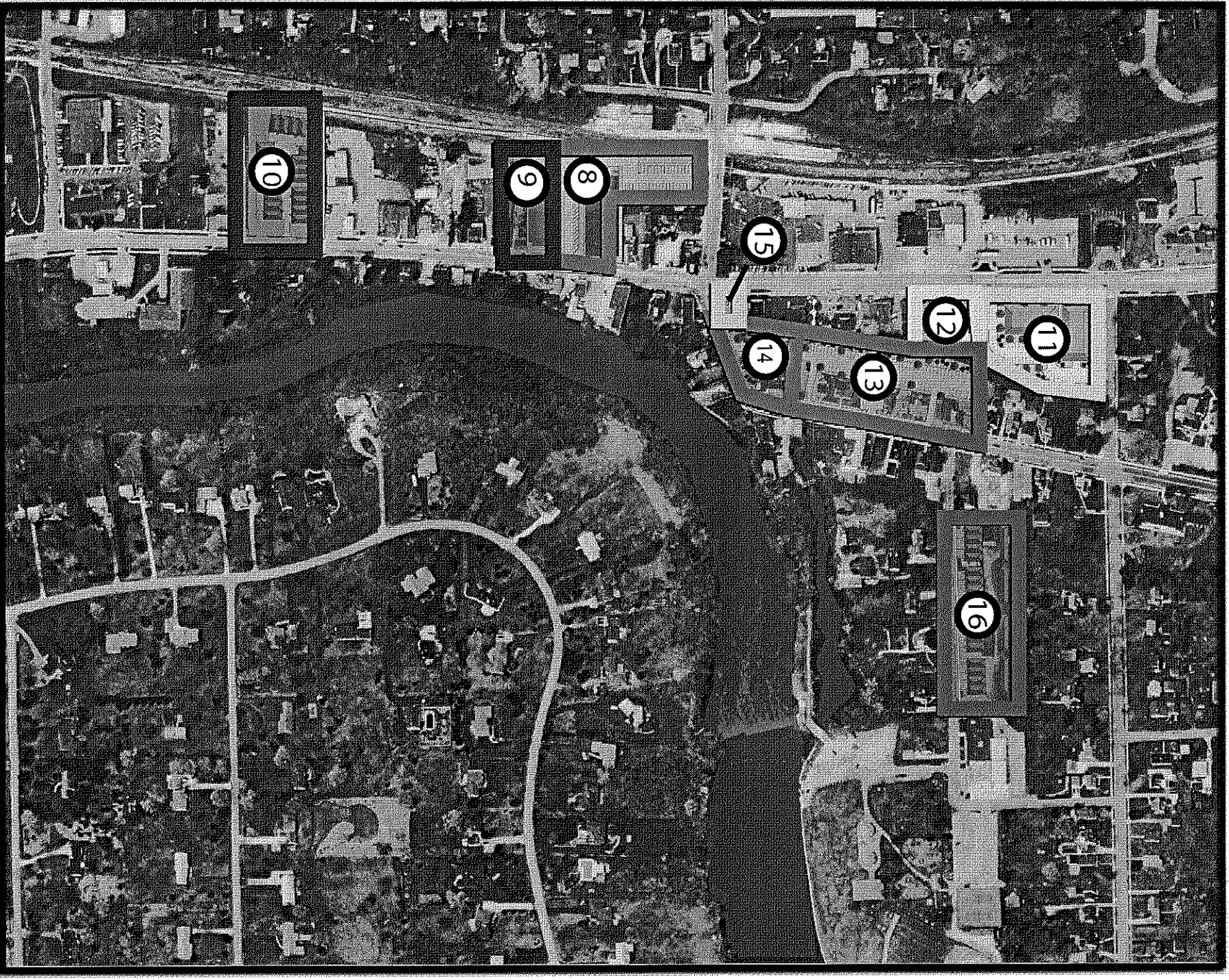
City of Mequon and Village of Thiensville Development Sites Summary

	Development Sites	Priority	Proposed Use	Acres in Site	SF in Structure	# of Units	DU/Acre	Existing Zoning	Proposed Zoning
Mequon Civic Center and Mequon Road Corridor	1	Low	Woodland Botanic Garden	3.0	-	-	-	C-2	C-2
	2a	High	Townhouse	8.0	-	54	6.7	IPS/B-5	R-6
	2b	High-Medium	Retail/Office	2.1	17,000	-	-	B-5	B-2
	3	High	Retail/Office	3.2	56,000	-	-	B-5	B-2 or B-3
	4	High	Retail/Office/Ball Fields	6.0	-	-	-	B-5	B-5
	5	High-Low	Civic Campus	16.0	See Alternatives	-	-	IPS/FW/R-4/B-2	IPS/P-1
	6	Medium	Riverfront Park	5.0	-	-	-	FW/R-4/B-2	P-1
Downtown Thiensville	7	Medium	Gas Station	0.8	2,400	-	-	B-2	B-2
	8	Medium	Reuse of Lumber Yard	1.6	18,200	-	-	B-1	B-1
	9	High	Retail/Office	0.8	10,700	-	-	B-1	B-1
	10	High	Townhouse	1.7	-	20	11.8	B-4	R-4
	11	Low	Multifamily	1.7	-	40	23.5	B-4	R-4 or R-5
	12	Low	Parking	0.7	-	-	-	B-4	B-1
	13	Medium	Parking	1.3	-	-	-	B-1	B-1
	14	Medium	Commercial & Community Green	0.8	7,000	-	-	B-1	P-1
North Thiensville	15	Low	Commercial	0.6	1,100	-	-	B-1	B-1
	16	Medium	Townhouse	2.2	-	16	7.2	I-2/R-2	R-4
	17	Low	Family Recreation	2.3	-	-	-	B-4	B-4
	18	High	Retail*	5.6	60,000	-	-	B-2/B-4	B-2
	19	High	Restaurant	1.4	7,000	-	-	B-2/B-4	B-2
	20	High	Multifamily	3.5	-	32	9.1	R-2/R-4/B-2/B-3	R-4 or R-5

Total		-	68.2	179,400	162	-		
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* Long-term redevelopment with building pushed to street and possible housing on upper stories





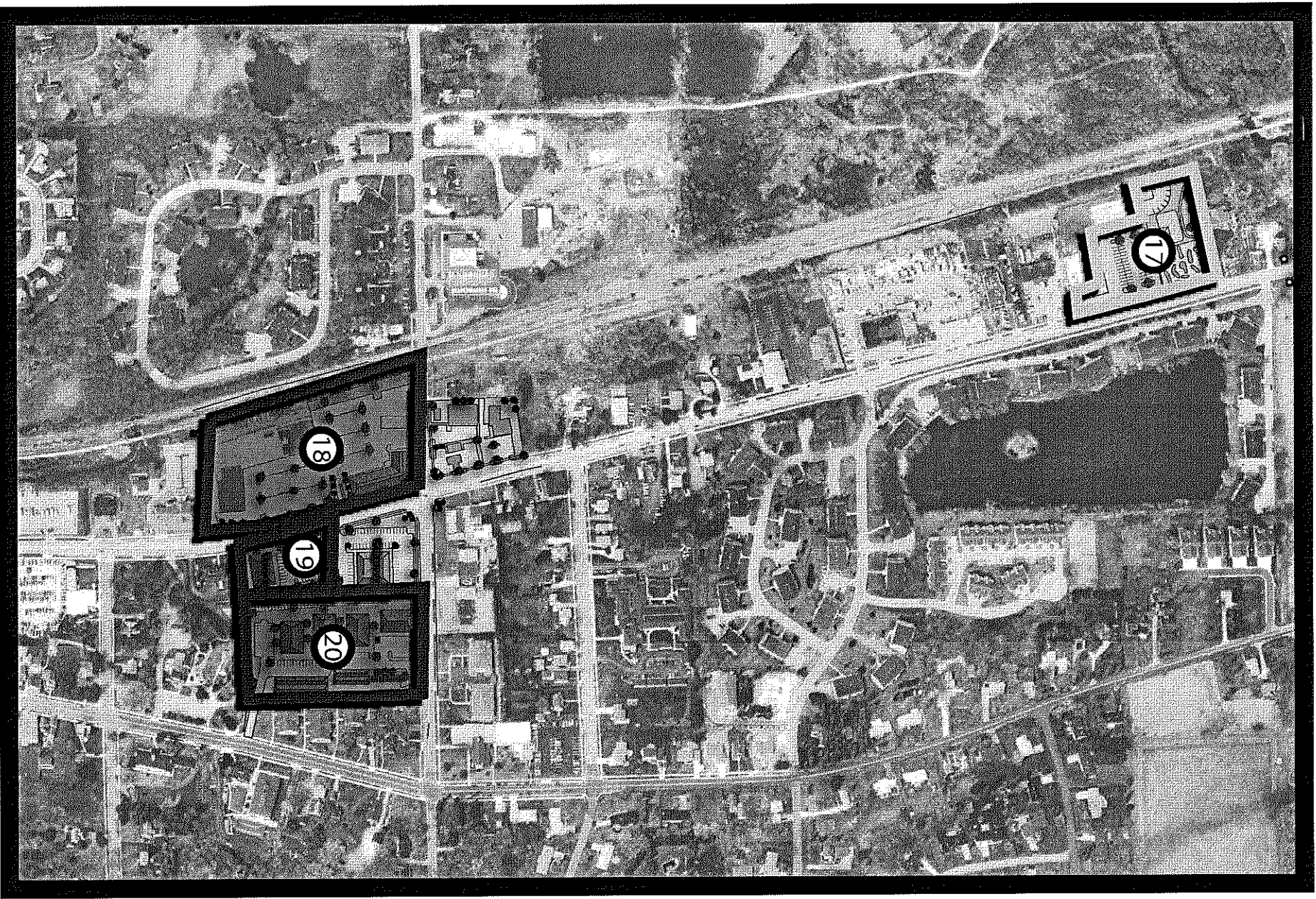
Downtown Thiensville Area

Mequon/Thiensville Town Center Plan

Development Sites

September 2002





Design Guidelines

Guidelines are a tool for communicating the design intent for future development, redevelopment, and renovation. They also serve as a tool for evaluating proposals presented to the community. The overall goal is to ensure quality development that employs sound planning and design principles. The successful implementation of these guidelines will reinforce the unique image of Mequon and Thiensville as distinct and inviting places to live, work, shop, and gather; offering a unique appeal not found in other communities within the region.

The City of Mequon currently requires design review of all commercial, industrial, institutional, park, and multiple family development. The Village of Thiensville has architectural review and site plan review for both residential and commercial districts. Despite these current review procedures, additional design guidelines will assist in improving the overall appearance of the Mequon Civic Center, Downtown Thiensville, and North Thiensville area. They will also assist in creating a unique and unified character for the three areas and aid in accomplishing project goals.

General

- In-fill development along streets should maintain and reinforce the line of the storefront at the sidewalk edge, maintaining the existing height to width proportion of the street.
- Maintain continuity and rhythm with building materials and architectural details.
- Create attractive street corridors by encouraging store front windows, covered walkways, and highlighted entrances.
- Encourage decorative roof elements and variations in roof height to add visual interest and variety to facades.
- New buildings should maintain the established horizontal and vertical lines on the facades of the block and the general alignment of building heights should be reinforced.



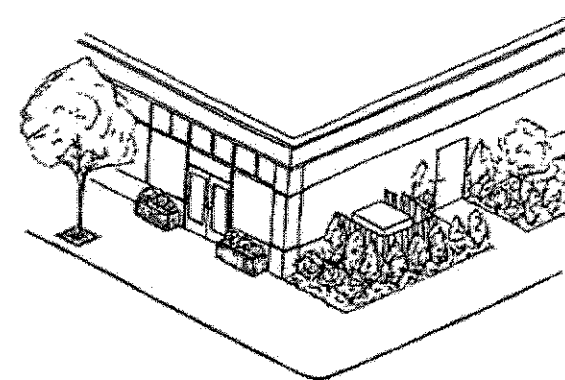
Building to site relation is poor. Prevailing setbacks are not maintained.

Site Planning

- Structures shall be sited in a manner that will compliment adjacent buildings.
- Sites should be developed in a coordinated manner to provide order and diversity.
- Structures and on-site circulation systems should be located to minimize pedestrian/vehicle conflicts and provide cross-access to adjacent properties.
- Provide convenient sidewalks of adequate width to promote a safe and comfortable alternative to vehicular travel.
- Freestanding singular commercial and service oriented structures should be oriented with their major entry toward the street where access is provided, as well as having their major facade, windows and signage parallel to the street.
- Provide street-facing entries to the individual units whenever possible, to strengthen the commercial/residential streetscape and create a sense of neighborhood among residents.
- Locate dumpsters and mechanical equipment away from the street front, or screen them from view.
- Screen all cooling towers, mechanical equipment or appurtenances, vents, intakes or stacks, or other rooftop structures from view on all sides of the building by a parapet wall, penthouse, or other means. Screens shall be constructed of materials that are compatible with the primary facades.
- Whenever feasible, place all utilities, including overhead service poles underground to minimize their visual impact.



Example of good orientation to major pedestrian walkway and street.



Landscape materials and walls/fences should be used for screening service areas and refuse containers.

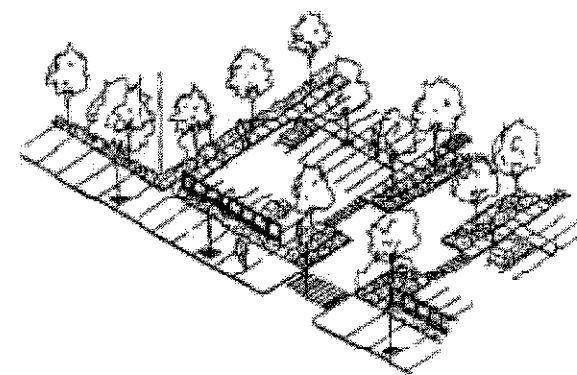
Parking and Circulation

- Shared parking between adjacent businesses and/or developments is encouraged to minimize the amount of paved areas.

- Parking access points, whether located on front or side streets must be located as far as possible from street intersections so that adequate stacking room is provided. The number of access points should be limited to the minimum amount necessary to provide adequate circulation.
- Common driveways which provide vehicular access to more than one site are encouraged.
- When feasible, separate vehicular and pedestrian circulation systems should be provided. Pedestrian linkages between uses in commercial developments should be emphasized.
- Parking areas should be separated from structures by either a raised concrete walkway or landscaped strip, preferably both. Situations where parking spaces directly abut structures should be avoided.
- Break up parking areas with the use of planting islands, walkways, seating areas and medians.
- Parking areas must be landscaped, within the interior as well as perimeter areas of the site.



Example of parking lot without landscaping.



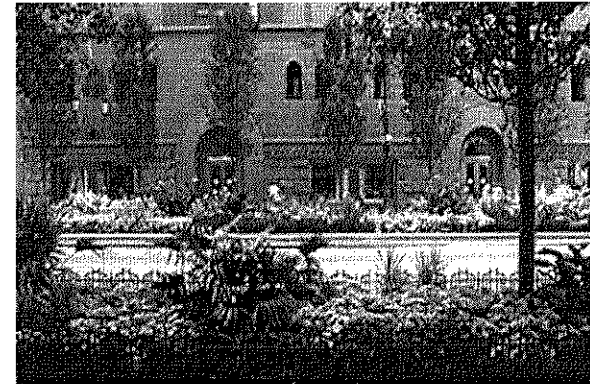
Parking lot plans should include considerable landscaping to screen automobiles from view and to enhance the overall appearance of the lot.

Landscaping

For specific landscaping standards regarding species, size and quantity, please refer to the City of Mequon's Zoning Ordinance Section 3.14 (3). As specific landscaping regulations are not incorporated into the Village of Thiensville Zoning Ordinance it is recommended that regulations similar to those included in the City of Mequon Zoning Ordinance be adopted. The following are additional landscaping guidelines.

- When allowed, exterior storage should be confined to portions of the site least visible to public view. Where screening is required, a combination of elements should be used including solid masonry walls, berms, and landscaping.

- Use adequate buffers and screens, either with landscape, structural, or earthen features to separate vehicular and pedestrian areas.
- Buffers such as berms, masonry walls, fences and vegetation should also be employed to screen parking from roadway areas.
- Enhance the character and continuity of the streetscape and pedestrian walkways with the use of mature vegetation.
- Landscaping should be in scale with adjacent structures and be of appropriate size at maturity to accomplish its intended purpose.
- Landscaping should not obstruct visibility at drive aisle intersections.



Landscaping can help soften and enhance a streetscape.

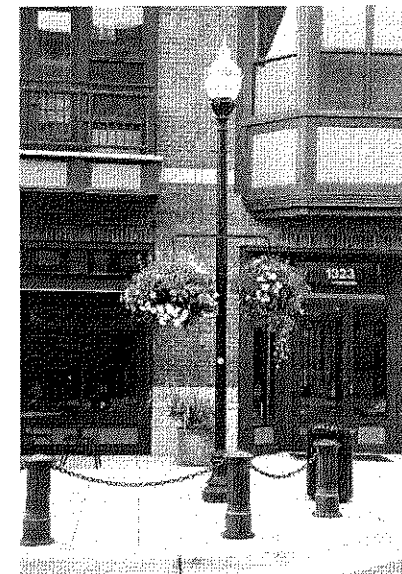
Signs

For specific sign regulations, please refer to Section 17.0700 of the Village of Thiensville Zoning Ordinance. As specific sign regulations are not incorporated into the City of Mequon Zoning Ordinance it is recommended that regulations similar to those included in the Village of Thiensville Zoning Ordinance be adopted.

Lighting

For specific lighting regulations please refer to Section 3.14 (6) of the City of Mequon Zoning Ordinance. Lighting recommendations are incorporated into the Village of Thiensville Architectural Guidelines. The following are additional guidelines regarding lighting.

- The design of the light fixtures and their structural support should be architecturally compatible with the main buildings on-site. Illuminators should be integrated within the architectural design for the buildings.
- Use of decorative fixtures for all pedestrian and bicycle areas to enhance the character and lighting of these areas is strongly encouraged.



Example of decorative lighting.

- Lighting should be used to provide illumination for the security and safety of on-site areas such as parking, loading, shipping and receiving, pathways, and work areas.
- All building entrances should be well lighted.

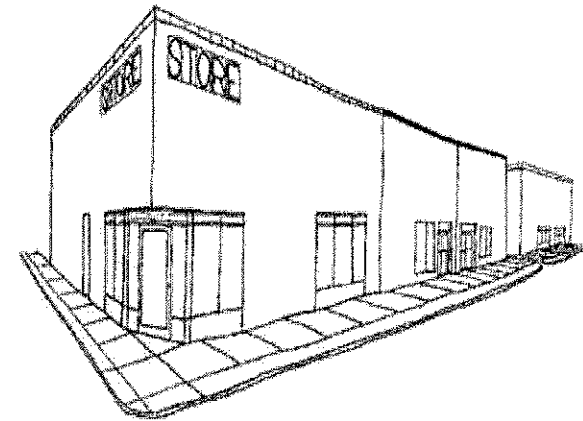
Architecture

Architectural review is incorporated into both Mequon's and Thiensville's Zoning Ordinances. In addition, the Village of Thiensville Architectural Guidelines should be reviewed prior to preparing plans for renovation or new construction. The following architectural guidelines are intended to augment the existing design standards included therein.

- The repetition of identical forms creates an undesirable and monotonous streetscape. Therefore, to create variety and interest, the design of structures should be varied and facades should be articulated.
- Mechanical equipment or other utility hardware should be screened from public view.
- In commercial and transitional neighborhoods, use roof lines that reflect the surrounding architecture.
- Avoid blank walls facing the street - design street facades with entries, windows, and/or detailing.
- The scale of buildings should be carefully related to adjacent pedestrian areas and other structures.

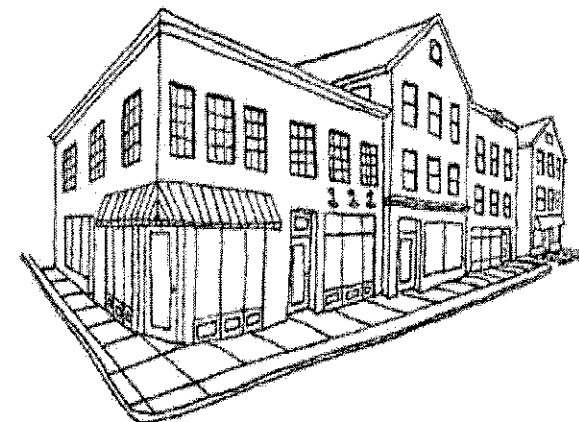
Commercial

- In-fill development along downtown streets should maintain and reinforce the line of the storefront at the sidewalk edge, maintaining the existing height to width proportion of the street.



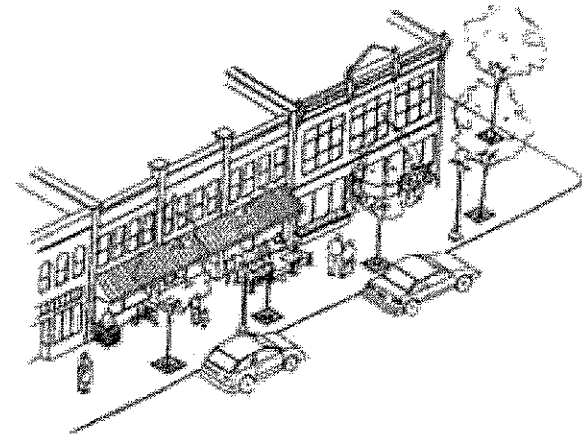
Buildings with long, monotonous walls should be avoided.

Monotonous walls can be broken up with windows, doors, display cases, architectural detailing, and variation in the height of buildings. A consistent building line should be maintained at the setback along the street.



Windows and varied roof lines are encouraged.

- Create attractive and safe pedestrian areas by placing buildings close together and focused towards public areas, and discourage the use of long continuous facades of similar design.
- Pedestrian access from adjacent residential or commercial development is required. Adjacent developments are encouraged to link parking areas and accessways to encourage combining of shopping trips and pedestrian activity and reduce redundant driveways.
- Encourage the location of off-street parking areas to the side or rear of buildings on each lot. Limited visitor or short term parking may be located in front of the building if necessary, provided such parking is well screened from the right-of-way.
- In mixed use buildings, ground floor spaces are intended for retail and commercial uses only. Upper floors may be commercial, office or residential.



Commercial storefront entries should be oriented towards the principle street frontage. When appropriate, pedestrian amenities should be provided.

Residential

- The scale of the structures should be within a human scale, reflective of traditional neighborhoods, so as not to overwhelm or dominant its surroundings.
- Integrate the site plan of new residential development with the surrounding neighborhood.
- In multifamily structures, facades should be broken up to give the appearance of a collection of smaller structures. This articulation can be accomplished with the use of balconies, setbacks and projections. To the extent possible, each unit of a multifamily structure should be individually identifiable.
- Townhome buildings should include no more than four to six dwelling units per building.
- Whenever feasible, multiple family and townhome developments should be oriented to a central open space or courtyard.



Balconies, setbacks, and projections can be used to give the appearance of a collection of smaller structures.

- For multifamily structures, long, unbroken facades and box-like forms should be avoided. Treat each street facade with the same level of formality afforded to single family home design.
- The visual impact of garages should be concealed or minimized.

Streetscape

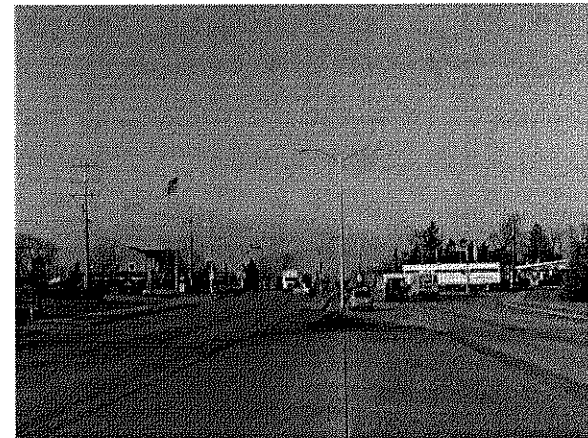
The design guideline section primarily provides suggestions for improvements to private property. However, the roadways running through the study area have a significant impact on the function and perception of both residents and visitors to both communities. The following streetscape recommendations will help to enhance the character and image of the study area as the core of both Mequon and Thiensville.

Mequon Road/Milwaukee River Bridge Enhancement

Many visitors to the study area arrive via westbound Mequon Road. The bridge where the roadway crosses the Milwaukee River offers some unique opportunities to welcome visitors to the Town Center. Currently, the bridge and surrounding landscape is standard Wisconsin Department of Transportation (WDOT) design — functional but unattractive. While no changes are proposed to the basic structure of the bridge, some facade and landscape enhancements are recommended to create a unique and inviting entry into the Town Center. The communities will need to work closely with WDOT to obtain information on weight limits and other design issues prior to proceeding with this concept.

Mequon Road/Cedarburg Road Intersection

One of the major intersections in the study area is the Mequon Road/Cedarburg Road intersection. This intersection should be enhanced to better attract and direct motorists to the civic and business activities in the Town Center. A small plaza is proposed for the northwest corner of the intersection. If the existing service station can be relocated, this plaza can be expanded to create a more formal entrance to the Mequon civic campus. If relocation proves to be impractical, a smaller landscape treatment of the corner combined with facade and other site improvements to the existing station is



Existing Mequon Road/Cedarburg Road Intersection from Mequon Road Bridge

recommended. A key feature of any improvements will be to provide an enhanced directional and event sign.

Thiensville Southern Gateway/Typical Historic Route 57 Streetscape Improvements

An existing entry sign into Thiensville is located at the southwest corner of Cedarburg Road/Main Street and Division Street. Landscape enhancement around this sign, facade improvements to the small bridge just to the south, and landscaping within the parkway are recommended. In addition, it is suggested that decorative light fixtures with banners be extended through this area down to Mequon Road.

Thiensville Northern Gateway

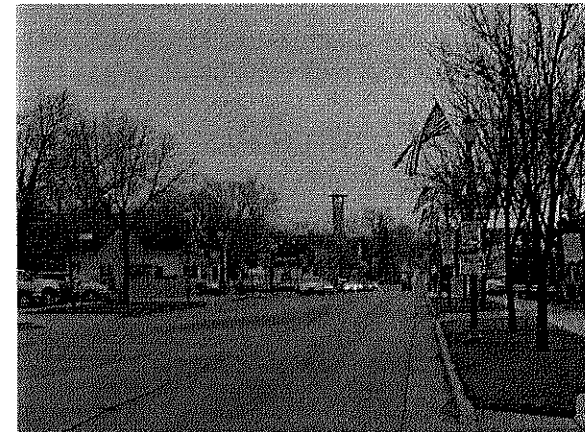
Thiensville also has an entry feature at the northern entrance into the community along Main Street. However, this feature is set too far back from the roadway and is obscured from view by vegetation. Shifting the sign to a location closer to the roadway, and a minor redesign to reflect the character of the fire station tower are two recommendations.

River Walk Along Green Bay Road

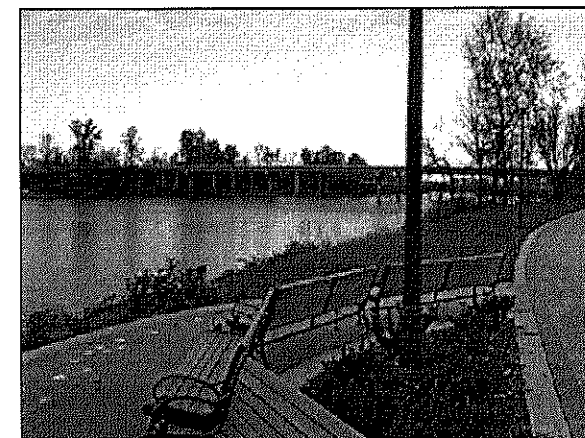
Given the location of existing structures, it appears impractical to locate the river walk entirely along the river. The sketch titled "Riverwalk along Green Bay Road" suggests enhancements to the sidewalk along Green Bay Road that will improve pedestrian safety and the overall appearance of the area. Key recommendations include widening the sidewalk and narrowing the pavement. This effort will remove several on-street parking spaces, but will allow a continuation of the river walk.

Typical Signage and Landscape Treatment/Typical Parking Lot Screening

Monument signs are recommended for all new and replacement freestanding signs in the Town Center area. These ground-mounted signs are in keeping with the scale and character of the business district, and will provide a consistent image and look to the area. The base of all signs should be landscaped with low growing material. Adjacent parking areas should be screened to reduce the impact of the automobile and enhance the pedestrian environment.



Existing Historic Route 57 Streetscape



Riverwalk Example

Facade and Site Plan Improvements

Renovation of the existing shopping center at the southwest corner of Main Street and Freistadt Road is recommended. McNabb & Risley Furniture recently improved the southern end of this center. Additional facade improvements are suggested to enhance the overall appearance of the center. Reconfiguration of the northern end of the center is suggested to create a stronger presence and visibility at the intersection. In addition, landscape improvements along Main Street are suggested.



Facade Improvements Will Help Beautify the Town Center



SOUTH - BEFORE



SOUTH - AFTER



Shopping Center at Main and Freistadt

Mequon/Thiensville Town Center Plan | Streetscape Improvements | September 2002



NORTH - BEFORE



NORTH - AFTER



Shopping Center at Main and Freistadt

Mequon/Thiensville Town Center Plan | Streetscape Improvements | September 2007



BEFORE



AFTER



BEFORE



AFTER



BEFORE



AFTER





BEFORE



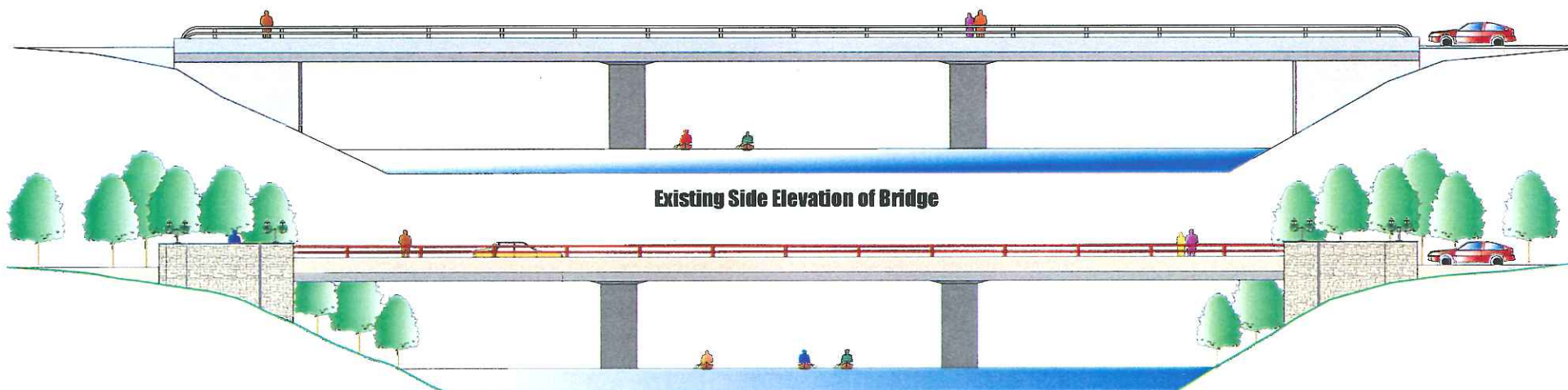
AFTER



Existing Cross Section of Bridge

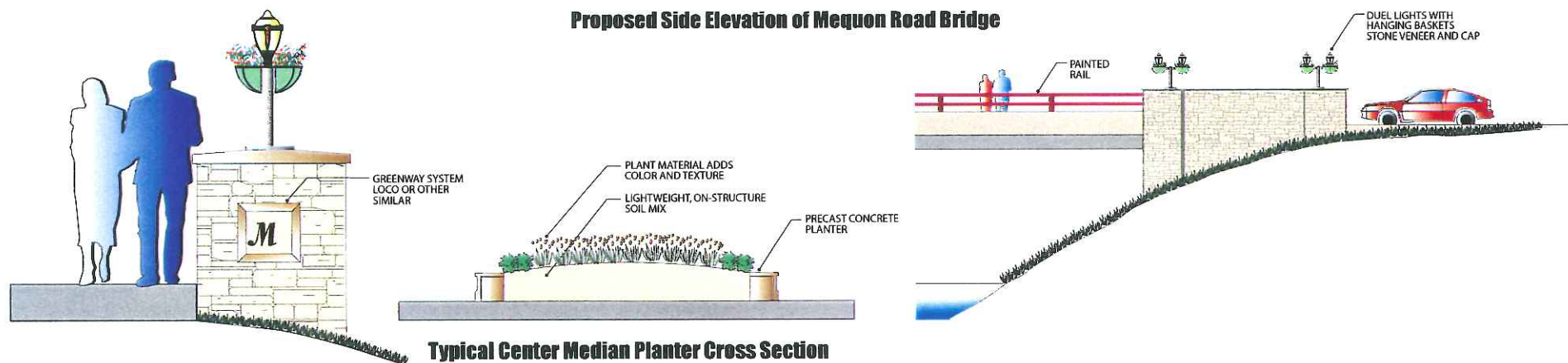


Proposed Front Elevation Bridge Treatment



Existing Side Elevation of Bridge

Proposed Side Elevation of Mequon Road Bridge



Typical Center Median Planter Cross Section



Mequon Road Bridge Plan

Mequon/Thiensville Town Center Plan | Gateway Treatment | September 2002

Introduction

To capitalize on the redevelopment opportunities in the Town Center, numerous public/private efforts must be coordinated. The following action plan assumes that the City of Mequon and the Village of Thiensville will continue to work together to undertake plan implementation. The primary forum for this cooperative implementation effort is a continuation of the existing committee charged with development of this plan. This committee, referred to as the Mequon/Thiensville Central Business District Redevelopment Committee (M/T CBDRC) will be charged with prioritizing and directing plan implementation.

The Action Plan details objectives and supporting tactics designed to achieve the Town Center Development Plan. It recognizes the need for initial financial incentives to cause the development of catalyst properties that will support market development of subsequent properties. In addition to outlining recommended actions, the plan also identifies responsibilities, a tentative timeline, and an estimated budget.

Action Plan Strategic and Zoning Decisions In Advance of Full Implementation

	Who	Due	\$
Objective: Establish the strategic framework for economic development through policy decisions and priorities that are supported by the necessary zoning.			
1. Agree that upscale housing represents an overall contribution to the study area and a direct benefit to future retail development. Determine the minimum standards for the housing type, density, appearance and parking requirements for all future development. Also, engage a full discussion to reach consensus on the appropriateness of high-end rental to meet long term	Mequon/Thiensville Central Business District Redevelopment Committee (M/T CBDRC)	12/1/02-3/1/03	\$0
2. Agree that Mequon will have its two developments along Mequon Road (with some possible site additions) and that the traditional downtown for both will be Thiensville.	M/T CBDRC	12/1/02-3/1/03	\$0
3. Mequon and Thiensville should agree on a new unifying and permanent name for Cedarburg/Main.	M/T CBDRC	12/1/02-3/1/03	\$0
4. Agree that the implementation strategy will include redevelopment of existing buildings, development of vacant land and possibly the removal of existing buildings to make way for new development.	M/T CBDRC	12/1/02-3/1/03	\$0
5. Agree that the long-term goal of the entire strategic/implementation effort (separate from the redevelopment of public space) is to increase density and the overall utilization of the business district. This increased utilization is manageable but is a change from the status quo and is in fact a strategic objective.	M/T CBDRC	12/1/02-3/1/03	\$0

6. Discuss and reach consensus on the general municipal policies that will apply to development issues which will occur in areas such as eminent domain, use of municipal funds to subsidize gaps in development economics and relocation policies for displaced tenants.	M/T CBDRC	12/1/02-3/1/03	\$0
7. Agree that in order to be successful, recruitment will require the use of local developers and realtors as well as developers and brokerage representatives from outside the area.	M/T CBDRC	12/1/02-3/1/03	\$0
8. Review the zoning issues which must be considered in order to provide the proper framework for the proposed strategic/implementation plan.	M/T CBDRC	12/1/02-3/1/03	\$0
9. Review the potential physical improvements which may require joint discussion and consensus (if not joint approval) of the two communities such as changes to the riverfront, changing the bridge, creation of the pedestrian bridge, significant changes to Cedarburg Road and Main Street, consistent landscaping and signage in both communities, selection of strategic parking sites, and the potential relocation of the pool and ballfield.	Mequon/Thiensville Central Business District Redevelopment Committee	12/1/02-3/1/03	\$0
10. Joint discussion and consensus that while much of the implementation plan will be site specific to each community (recruitment and redevelopment), some of the activities will be joint with mutual benefit to both communities on a simultaneous basis (marketing and communication).	M/T CBDRC	12/1/02-3/1/03	\$0
11. Joint discussion on the broad policies which will impact the financing issues related to plan implementation: <ul style="list-style-type: none"> Will all financing be done by community borders or are there some opportunities for community overlap? Will one community assist another community if there is a vested interest to do so? Would one community assist another community if there were an opportunity to get repaid via a sharing of future revenue? Will communities seek any outside funding on a joint basis? 	M/T CBDRC	12/1/02-3/1/03	\$0
12. Review the recommendations and reach consensus from the "Mequon/Thiensville Central Business District Redevelopment Committee" on the aforementioned 10 strategic and zoning decisions with the elected bodies of both Mequon and Thiensville.	M/T CBDRC	12/1/02-1/1/03	\$0

Action Plan
Organization and Finance

	Who	Due	\$
Objective: Establish a resourceful coordinating and support/advocate group to assist the staff and elected officials of Mequon and Thiensville in implementing the strategic economic development and public space improvement plan for each community.			
1. Establish a "Mequon/Thiensville Central Business District Redevelopment Committee" to work 18-24 months in conjunction with the staff and elected officials of both Mequon and Thiensville in implementing the first phase of the strategic plan and the public improvements. <ul style="list-style-type: none"> Maintain the very strong existing steering committee Add two-four key property owners from both communities Add a representative from the schools system Add two to four key retailers from both communities Add one-two local realtors Add two to four citizens who have some influence and/or expertise in a related area (development, law, finance, retail, prior study committees) Staff should remain closely involved 	Mequon/Thiensville Central Business District Redevelopment Committee	11/1/02-12/1/02	\$0

2. Review the success of the proposed Redevelopment Committee and make a recommendation for a continuing entity (as required) to coordinate the implementation for another two years.	M/T CBDRC	4/1/04-7/1/04	\$0
Objective: Evaluate the various funding and financing options that may be available to support the implementation objectives.			
1. Consider the development of a small Business Improvement District (BID) in both Mequon and Thiensville to support the marketing, developer recruitment, tenant recruitment and communication strategies. Research Wisconsin law relative to the establishment of such entities; determine the probable districts for each community; run the analysis to determine the impact on each property; determine the leadership to support the effort; and determine the timing for the introduction and potential approval.	M/T CBDRC	4/1/03-7/1/03	\$0
2. Evaluate the potential of Tax Increment Financing as a funding mechanism on a broad basis for each community (not probable) or for spot development for the high priority development sites (some sites probable).	M/T CBDRC	4/1/03-7/1/03	(Depending on the number of sites) \$5,000-15,000
3. Evaluate the potential development of a Community Development Corporation or a Community Redevelopment Authority to receive private funds, acquire and hold property, utilize eminent domain as necessary or execute other activities as allowed under Wisconsin law and as such activities are accepted in the Mequon/Thiensville study area.	Mequon/Thiensville Central Business District Redevelopment Committee	4/1/03-7/1/03	\$0
4. Evaluate the state and federal funding (minimal) which may be available to support the initiatives of the strategic economic development plan or the public improvements.	M/T CBDRC	4/1/03-7/1/03	\$0
5. Evaluate the potential of using a room tax to support strategic and physical improvement objectives.	M/T CBDRC	4/1/03-7/1/03	\$0
6. Evaluate the potential of the Capital Improvement Program (CIP) and the operating budget of each community to contribute to the strategic and public improvement plans of implementation plan over the next five years.	M/T CBDRC	4/1/03-7/1/03	\$0
7. Utilizing the estimated costs for each section of the implementation plan and the result of the research into each of the potential funding sources (BID, TIF, Community Development Corporation, Community Redevelopment Authority, state and federal, CIP and municipal operating funds) make a recommendation to the elected bodies of each community relative to a layered five year financing plan to achieve the strategic and public improvement goals.	M/T CBDRC	7/1/03-10/1/03	\$0
8. Implement the financing recommendations. Evaluate the adequacy of the financing plan every six months and take appropriate action.	M/T CBDRC	9/1/03-12/1/03	TBD. Depends on the tools that are selected. Overall the costs should be relatively nominal (\$5,000 if most of the TIF analysis was done earlier)

**Action Plan
Redevelopment**

	Who	Due	\$
Objective: Establish priorities for identified potential development sites; qualify the sites; and, begin the developer recruitment process consistent with the Strategic Plan.			
1. Agree on the following proposed development sites and priorities for the first two years of the implementation plan. Qualify the sites through discussions with property owners.	Mequon/Thiensville Central Business District Redevelopment Committee	3/1/03-6/1-03	\$0
2. Incorporate the research on the sites into the potential financing requirements and final five year financing plan to be reviewed and determined by the elected bodies for both Mequon and Thiensville.	Mequon/Thiensville Central Business District Redevelopment Committee	6/1/03-8/1/03	\$0
3. Initiate a developer recruitment process that reflects the strategic plan; the priorities established in the site analysis; the evaluations of the sites for their potential; the financing mechanisms available; and the market realities at the time of initiation.	M/T CBDRC	11/1/03 – Completion	(Depends upon the number of sites) Estimate: \$10,000

**Action Plan
Marketing and Advertising**

	Who	Due	\$
Objective: Focus media attention on positive developments			
1. Invite media to informational meetings about the Downtown Operation Action Plan	Staff Outside Agency	12/1/03	-0-
2. Make business grand openings a major event. Encourage new businesses to: <ul style="list-style-type: none"> Have a soft opening a week before the event Try to have "a charity" fund raiser as a component of grand opening Issue press invitations and press releases in association with grand openings Provide action rather than ribbon cutting photos 	Staff Outside Agency	2/1/04	staff time
3. Issue press releases on "human interest" aspects of Downtown	Staff Outside Agency	12/1/03 ongoing	staff time
4. Issue press releases on major events in the public space improvement process	Staff Outside Agency	12/1/03 ongoing	staff time
Objective: Create a new resident program that utilizes direct marketing best practices			
1. Provide residential real estate agents with "mini new resident" packets to distribute to clients who are looking for homes in Mequon/Thiensville. (Two for one restaurant coupons should be the focus of this program.)	Staff Agency Outside	12/1/03 ongoing	staff time
2. Conduct a focus group designed to learn new residents': <ul style="list-style-type: none"> marketing preferences: identity cards vs. coupons, mail contact, telephone contact, events media choices: newspapers read, internet accessibility and use, cable channels, radio stations, signage recall of current programs 	Mequon/Thiensville Central Business District Redevelopment Committee	2/1/04	staff time (\$3-5,000)
3. Develop a program that responds to the information gained from the focus group.	M/T CBDRC	4/1/04	staff time
4. One week after the mailing, make a welcome phone call.	Staff Outside Agency	ongoing	staff time
5. Evaluate and modify the program.	M/T CBDRC	6/1/04	staff time

Objective: Develop system to encourage co-marketing (in conjunction with other Chamber of Commerce programs)			
1. Conduct an advertising workshop and co-marketing matching meeting.	Mequon/Thiensville Central Business District Redevelopment Committee/ Staff Outside Agency	4/1/04	\$500
2. Establish Downtown subgroups that have targeted marketing focus: • Restaurants • Gift Stores • Home Decorating and Improvement Stores	M/T CBDRC Staff Outside Agency	4/15/04	staff time
3. Provide the bonus of creative assistance or wider distribution for ads featuring multiple businesses.	M/T CBDRC TBA Staff Outside Agency	4/1/04	staff time
Objective: Establish an annual major events plan			
1. Create monthly events.	M/T CBDRC Staff Outside Agency	2/1/04	staff time
2. Create an event that invites regional attendance: • Evaluate Mequon/Thiensville's potential fit with various themes such as a musical festival, arts festival, historic event or other • Contact the appropriate organization to develop the event • Recommend an event to the BID Board • Commit to the selected event	M/T CBDRC Staff Outside Agency	2/1/04-1/1/04	staff time
3. Establish a process for evaluating success of events: • Merchant questionnaires • Participant Count • Participant questionnaires	M/T CBDRC Staff Outside Agency	10/1/04	staff time
4. Change events based on evaluations.	Mequon/Thiensville Central Business District Redevelopment Committee	12/1/04	staff time

Action Plan
Marketing and Communication

	Who	Due	\$
Objective: Create a regular communication system for retail businesses			
1. Establish a Business District Information Newsletter that is mailed when there is important information to share rather than on a regular schedule.	Mequon/Thiensville Central Business District Redevelopment Committee Staff Outside Agency	12/1/03	\$200/ issue
2. Set-up a voice mail box and e-mail account for comments and questions: • Staffing is not necessary • 24-hour response	M/T CBDRC Staff Outside Agency	2/1/04	staff time

3. Hold an annual awards ceremony to gather merchants and celebrate success.	Mequon/Thiensville Central Business District Redevelopment Committee	2/1/04	\$500
Objective: Establish an ombudsman program that pairs experienced retailers with new merchants			
1. Create a committee of experienced retailers willing to help new merchants quickly understand how to benefit from the Mequon/Thiensville programming.	Mequon/Thiensville Central Business District Redevelopment Committee	3/1/04	staff time
2. Provide a program information packet to Ombudsmen that includes: <ul style="list-style-type: none"> Advertising contacts information List of common questions and answers List of banks and their retailer programs Contacts at SBDC Village Directory 	Staff Outside Agency	3/1/04	staff time \$500
3. Refer new businesses to an ombudsman when they apply for a building permit or a business permit.	Staff Outside Agency	ongoing	staff time
4. Monitor and revise programs based on perceived value to new businesses.	Mequon/Thiensville Central Business District Redevelopment Committee	7/1/04	-0-
Objective: Develop expense sharing programs that provide cost-savings to independent merchants			
1. Survey Downtown merchants to determine interest in cost sharing for various items: <ul style="list-style-type: none"> Window washing Snow removal Cleaning products Store supplies Local Identification merchandise Garbage Telephone 	Mequon/Thiensville Central Business District Redevelopment Committee Staff Outside Agency	1/1/04	staff time
2. Develop a program that delivers desired items.	M/T CBDRC Staff Outside Agency	4/1/04	staff time
3. Reevaluate and revise the program.	Mequon/Thiensville Central Business District Redevelopment Committee	9/1/04	staff time

Action Plan
Business Recruitment

	Who	Start	\$
Objective: Recruit new businesses to vacant space (and create a backlog of interested businesses)			
1. Create recruitment tracking form, create a recruitment packet.	Staff Outside Agency	12/1/03 ongoing	\$0
2. Ask current businesses to suggest recruitment targets and put info on form.	Staff Outside Agency	1/1/04 ongoing	\$0
3. Visit nearby commercial areas seeking to identify strong businesses that might consider a second location <ul style="list-style-type: none"> Franchises Independents with unique concept and great execution Regional Firms 	Staff Outside Agency	2/1/04 ongoing	\$0

4. Contact retail brokers with experience in placing businesses in downtown environments.	Staff Outside Agency	2/1/04 ongoing	\$0
5. Locate at least 30 recruitment targets.	Staff Outside Agency	3/1/04 ongoing	\$0
6. Make personal contact with the owners of potential new businesses.	Staff Outside Agency	ongoing	\$0
7. Host site visits that illustrate specific location options and explain benefits of Mequon/Thiensville.	Staff Outside Agency	ongoing	\$0
8. Follow up as appropriate.	Staff Outside Agency	ongoing	\$0
9. Report on progress to organization.	Staff Outside Agency	bimonthly	\$0
Objective: Create excitement about new businesses			
1. Create Grand Opening Kit: <ul style="list-style-type: none"> Pick-the-date guide that ID's times of high traffic Frequent customer labels Sample Press Release Press release distribution list Ribbon cutting invite list Ribbon and big scissors 	Staff Outside Agency	1/1/04 ongoing	\$0
2. Profile new businesses: <ul style="list-style-type: none"> Newsletter Downtown Mequon/Thiensville Business District Press Release 	Staff Outside Agency	ongoing	\$0
Objective: Encourage Existing Businesses to Adopt Best Practices			
1. Establish cost saving relationships with important vendors: <ul style="list-style-type: none"> Landscapers Remodelers Office/store supplies Telecommunication specialists 	Staff Outside Agency	12/1/03	Staff Time
2. Provide short, informative training newsletter: <ul style="list-style-type: none"> Advertising Window Displays Employee Development (Sample Attached) 	Staff Outside Agency	1/1/04	Staff Time or Consultant \$250 per Newsletter
3. Establish a recognition program <ul style="list-style-type: none"> The employee of the month Business of the year Best new look Others? 	Staff Outside Agency	4/1/04 Annually	\$500 per Year
4. Partially underwrite cost of attending training classes <ul style="list-style-type: none"> Display Advertising Employee development Accounting 	Staff Outside Agency	7/1/04	Set Maximum per Year of Perhaps \$2,000

Action Plan
Appearance

	Who	Due	\$
Objective: Develop Gateway Treatments			
1. Enhance Mequon Road/Milwaukee River Bridge.	City of Mequon/ WDOT		\$150,000
2. Enhance Thiensville Community Entrances along Main Street.	Village of Thiensville/ Business Association		\$61,000
Objective: Streetscape Enhancement along Cedarburg Road			
1. Develop construction drawings.			\$20,00
2. Construct improvements.	City of Mequon		\$194,000

Action Plan
Civic Enhancements

	Who	Due	\$
Objective: Create River Walk			
1. Obtain parcels identified in the plan for river walk: <ul style="list-style-type: none"> Reserve funds and apply for grants for land acquisition Negotiate with property owners for purchase or option 	City of Mequon	1/1/03-1/1/10	\$2,000,000
2. Develop detailed master plan for Mequon River Front Park and construct facilities.	City of Mequon/Park Board/ Consultant	1/1/12	\$1,100,000
3. Work with property owners to obtain dedication/easements for river walk between Thiensville Village Park and Green Bay Road.	Village of Thiensville	1/1/04	\$122,000
4. Construct River Walk between Village Park and Green Bay Road	Village of Thiensville	12/1/04	\$165,300
5. Develop plans and construct River Walk improvements along Green Bay Road and south along Main Street to Village/City limits.	Village of Thiensville	12/1/05	\$190,300
Objective: Create a Central Place for downtown Thiensville			
Develop detailed master plan and construction documents for Thiensville Plaza and construct facilities.	Village of Theinvsille		\$150,000
Objective: Mequon Civic Campus			
Design and construct site enhancements including sculpture plaza, pedestrian and parking enhancements	City of Mequon/Consultants	9/1/05	\$605,000
Objective: Pedestrian Bridge and Path Over Milwaukee River	Municipalities/ Consultants/ Wisconsin DNR/ Army Corps of Engineers		\$300,000
Objective: Develop Joint Parking Facility.			\$120,000 to \$174,000