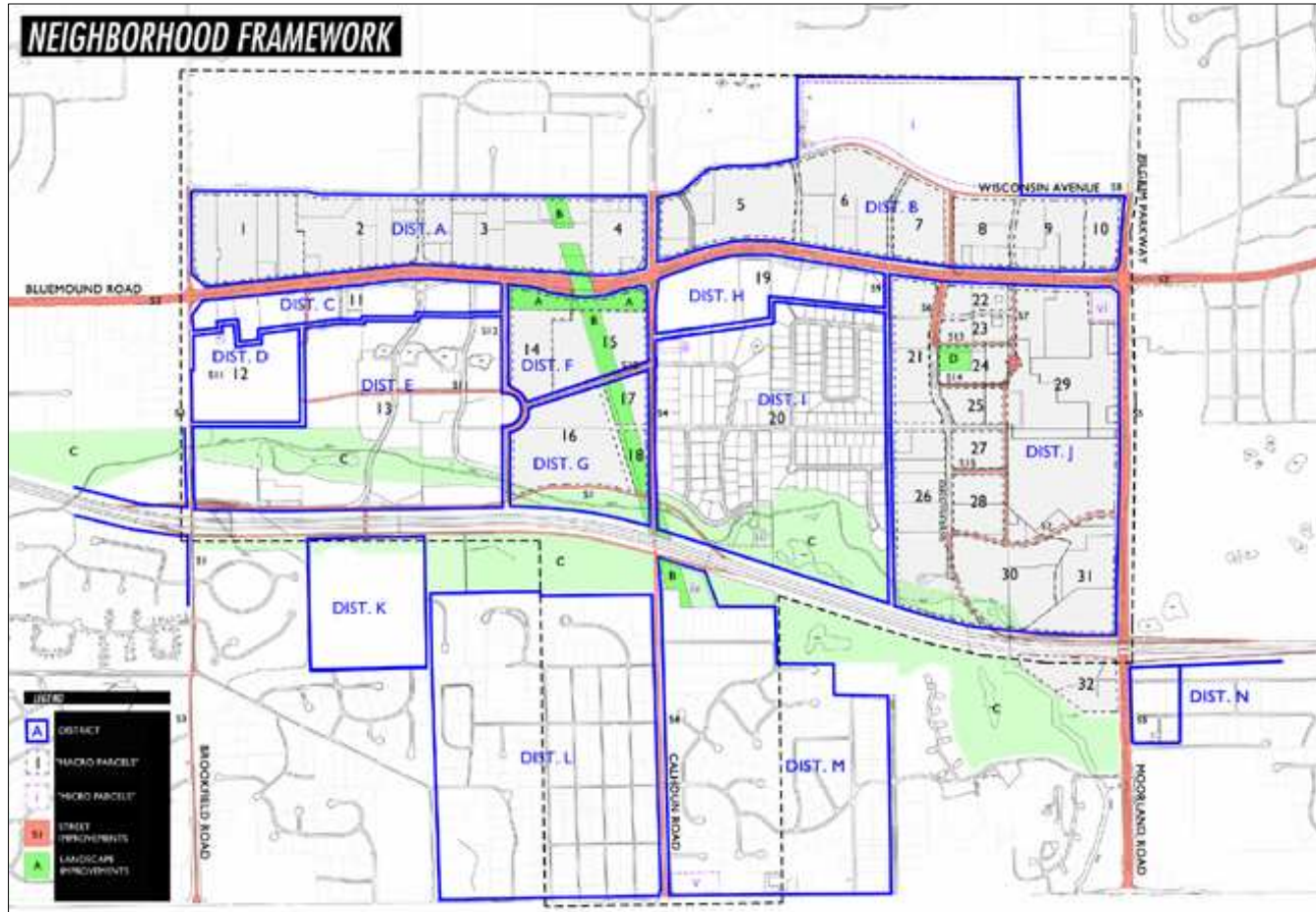




Summary	62
Public Lands and Landscape Improvements	63
Street Improvements	65
Land Use Strategy	67
The Next Steps	72
Conclusion	74

### SUMMARY

The Neighborhood Framework documents the primary public improvements and general land use strategy illustrated by the Neighborhood Vision. This Vision, as depicted in the previous section, represents the culmination of six months of public input and consensus-based design. This process has resulted in a series of planning strategies and physical design recommendations that constitute a larger vision for the study area; a vision that aims to redefine the future experience of Brookfield's primary commercial core while creating stronger lifestyle opportunities – a place to live, work, play, and shop. These planning and design recommendations are referenced on the Neighborhood Framework Map and summarized here.



See following pages for enlargement of this map

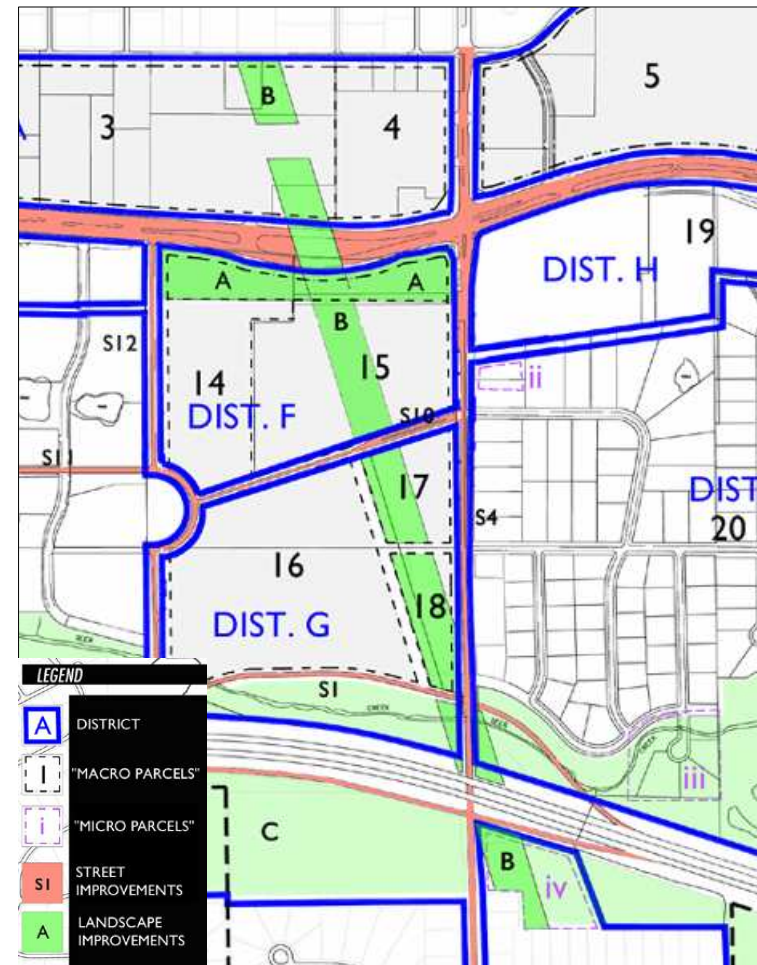
## PUBLIC LANDS AND LANDSCAPE IMPROVEMENTS:

**A. “The Sculptural Green”:** A highly textural and creatively designed open space along Bluemound Road between the western WTMJ property line and Calhoun Road. The space is defined by a series of edges intersected by the Hedge Row. A contextual design theme may be used that interprets the agricultural past of the area through a range of contemporary designs combining landscape, architectural, graphic, and lighting elements to provide a central focus along Bluemound. This design approach should continue into the adjacent Bluemound Road median, and may carry design elements across to the north side of Bluemound. The ground plane should be manipulated to heighten the view and drama of this space, and special care should be given to a design with year-round interest. There should be an opportunity for well-designed pavilions and office buildings that will form an identifiable edge to the space, engages the public, and serves to activate the space. It is essential that these context sensitive buildings be held to a carefully crafted set of design standards that will assure high quality, memorable, and long lasting architectural structures within this sculptural landscape.

The pavilion buildings will be sited as to anchor each side of the open space and could accommodate a variety of uses with a lower intensity use suggested for the eastern buildings due to access concerns. The parking for these buildings will run parallel to Bluemound and adjacent to its southern edge. The buildings paralleling Bluemound on the southern limit of the sculptural green will serve as an edge that both defines this dynamic landscape and serves as backdrop to this public space. This parking must be arranged as an integral part of the design rather than creating a traditional parking condition (i.e. no parking between building and Bluemound). Burial of overhead power along the entirety of Bluemound is a long-term goal with first priority at Sculptural Green.

This concept requires the acquisition of the commercial parcels at the southwest corner of Bluemound and Calhoun. A cost-sharing strategy should be negotiated with the developers or owners of the property on or adjacent to the southwestern corner of Bluemound and Calhoun to provide a portion of these improvements in exchange for the entitlement of higher land use densities than what is generally allowed on their properties. A subsequent detailed design effort for these concepts

is required to ensure the vision of a high quality public space that redefines the Bluemound Road experience and serves as a gathering place for the community.



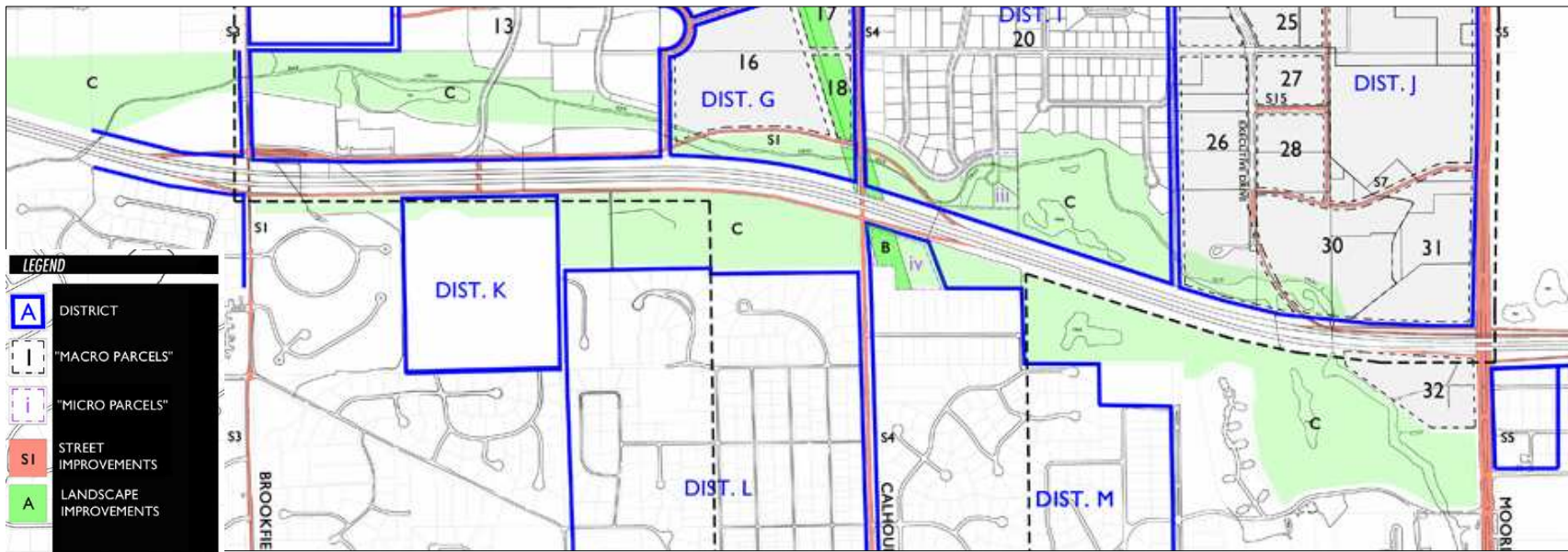
**B. “The Hedge Row”:** A densely planted corridor of trees and ground level improvements which runs from Wisconsin Avenue, across Bluemound Road, through Swanson Elementary (without displacing the school), and across to the south side of I-94. This hedge row should be designed to incorporate community-based uses along the way, and should be designed as a series of connected tree lawns, each responding to the specific nature of its context. Planting design should include both native evergreen and deciduous species, to provide mass and interest throughout the year. A series of lighting elements should be incorporated on regular intervals within the hedge row that are designed to be seen above the tree canopy to maintain interest across the corridor at night.

The portion of the hedge row adjacent to the sculptural green and within the Swanson Elementary Site should be a public project and implemented in the first phase of improvements. The remaining portions should be implemented through a cost-sharing technique similar to that used in the Sculptural Green where the property owners contribute towards the cost or dedication of the improvements to meet their open space requirements. Trees planted

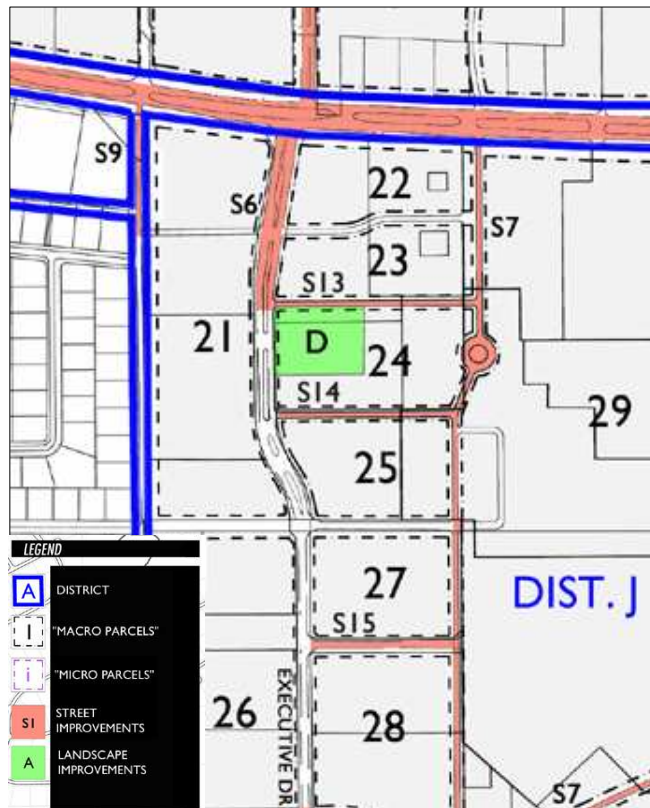
in later phases of development should be sized to match earlier plantings. Full implementation should occur within five to ten years of the initial phase of development. In addition, the Ruby Family homestead should be preserved and incorporated within the “hedge row” and remain visible as a landmark.

Developers of lands recommended for the Hedge Row or Sculptural Green can satisfy some or all of their open space requirement by dedicating and/or landscaping property to achieve these objectives.

**C. The Deer Creek Natural Corridor:** A carefully maintained series of wetlands and natural open space amenities along both sides of I-94. This natural amenity should be designed to provide a hike/bike trail system that runs on both sides of the Interstate and connects each side through a pedestrian underpass or bridge, in one location on the east and west side of Calhoun Road. Any off ramp that may pass through this amenity should be carefully and specifically integrated with the vegetation in a sensitive manner. While much of this area is under public ownership, the remaining private properties should be acquired or public easements established.



**D. “Executive Square”:** A hardscape gathering and identity plaza along Executive Drive and adjacent to the mixed-use main street redevelopment parcels. This plaza should be designed to heighten the experience of Executive Drive and provide an east-west entrance to the mall area redevelopment. Streetscape and paving improvements span across Executive Drive there by creating a larger Plaza experience that incorporates the street and brings focus to the public realm. The portion of the Plaza in front of the existing office building should be designed to accommodate drop off and visitor parking as part of an integrated design solution.



#### STREET IMPROVEMENTS:

**S-1. I-94 Interchange:** The preferred alternative for a new interchange is a split diamond interchange that allows east and west access to I-94 with connecting entrances and exits at Brookfield Road and Calhoun Road. Corporate Drive will cross I-94 to connect with the southern road. The west-bound off ramp and connector road north of I-94 is designed to create a natural parkway experience by pulling the roadway away from I-94 and allowing a tree/wetlands buffer. More specifically, the westbound off ramp at Calhoun Road will be designed to be pulled as far away from Deer Park Drive as possible, while allowing for minimizing the impact on the wetlands on the west side of Calhoun Road. The buffer zone between the roadways will incorporate a mix of evergreen and deciduous plantings that visually screen the roadway.

While this plan recommends a split-diamond interchange, it can also incorporate other interchange and transportation improvements if more detailed engineering studies with WISDOT deem the split-diamond interchange not achievable. The specific design of this infrastructure is not included in this study and should be the subject of further research and study. In any design, one of the primary design considerations should be the protection of the existing adjacent neighborhoods. It is not the intent of this plan that both an interchange and an east/west connector street grid between Moorland Road and Calhoun Road be built.

**S-2. Bluemound Road:** Bluemound is proposed to have six lanes of through traffic with two auxiliary lanes. Efforts will be made to make as many median closures as possible, as well as eliminating as many driveways as can be done in a realistic manner, while maintaining outside lanes for acceleration and deceleration. Slip roads are encouraged to parallel Bluemound throughout the corridor. A special urban streetscape is proposed to be introduced across the corridor, which includes median trees, sidewalks, pedestrian lighting, sidewalk trees, and burial of power lines.

**S-3. Brookfield Road:** Brookfield is proposed to have a four-lane divided section maximum from I-94 to Bluemound, and two-lane from

Greenfield to I-94. Where Brookfield approaches the I-94 interchange or Bluemound Road, additional lanes may be warranted to provide a left and right turning movements. A naturalistic streetscape planting approach is recommended along the Brookfield corridor, which places street trees and plantings in informal massings, interconnected by a gently meandering pathway.

**S-4. Calhoun Road:** Calhoun is proposed to have a four-lane divided section maximum. Where Calhoun approaches the I-94 interchange or Bluemound, additional lanes may be warranted to provide a left and right turning movements. The widening of Calhoun Road south of the Interstate should be designed to minimize the impact on adjacent properties wherever possible. A formal streetscape and planting approach should be utilized north of the Interstate, with a more informal approach being utilized away from the Interstate to the south. A pedestrian pathway should be provided throughout.

**S-5. Moorland Road:** Moorland Road is envisioned as having a maximum of six through lanes. The number of medians and driveways openings onto Moorland Road should be reduced wherever possible. A compressed diamond design with direct access to Executive Drive has been recommended for the interchange at Moorland Road and I-94. The specific design of this infrastructure improvement is not included in this study and should be the subject of further research and study. A specialized urban streetscape consisting of median trees, sidewalks, pedestrian lighting, and sidewalk trees should be designed and installed within the corridor.

**S-6. Executive Drive:** A westbound fly-over off ramp is proposed from the compressed diamond interchange at Moorland/I-94 to provide direct access into Executive from the Interstate. As Executive Drive approaches Bluemound, it is proposed to angle eastward to avoid the existing Barnes and Noble Bookstore as it crosses Bluemound and connects with Wisconsin Avenue. The intersection of Executive and Bluemound should remain signalized. Executive should be renovated to include on-street parallel parking where possible, and should have an urban streetscape redesign infilling street trees, pedestrian lighting, crosswalks, and special paving features around the Executive Square.

**S-7. Brookfield Square Drive:** Brookfield Square Drive is proposed to be renovated from being a mall ring road to being an urban street on the west side of the mall. This condition revises its current location and allows connection to a larger grid of new local streets, and accommodates the development of mixed-use infill development along the way. Brookfield Square Drive is proposed to cross Bluemound and connect with Wisconsin Avenue to the north. An adequate east/west connection to Executive Drive south of Bluemound Road should be constructed (S-13) to allow the Brookfield Square Drive/ Bluemound Road intersection to operate right turn in / right turn out only through the removal of the existing signal and median closure. A special roundabout and central amenity are proposed within the “main street retail” development, and urban streetscape elements elsewhere to include street trees, benches, bike racks, pedestrian lights, crosswalks, and special sidewalk paving materials. The signalized intersection of Brookfield Square Drive and Moorland Road is proposed to move northward to accommodate the development in parcel 31, as well as provide traffic safety benefits with a greater distance between the interchange and the intersection.

**S-8. Wisconsin Avenue:** Wisconsin Avenue is proposed as a two-lane section with two parallel parking lanes. Wisconsin Avenue should be extended to Pilgrim Parkway. A naturalistic streetscape planting approach is recommended along the Wisconsin corridor, which places street trees and plantings in informal massings, interconnected by a meandering sidewalk.

**S-9. Dechant Road:** Dechant Road is proposed to be vacated or narrowed to a one-way section traveling north as it passes Lillian Road and connects with the Bluemound service road.

**S-10. Ruby Lane west of Calhoun Road:** Ruby Lane is proposed to run on SW to NE line and is anticipated to have four lanes divided west of Calhoun Road. Ruby will be directed to a retention pond amenity around which Ruby will connect to Sarah Lane via parking lot access easements. The streetscape should be formal in design, and urban in expression.

**S-11. Sarah Lane:** Sarah is proposed as a two-lane section that connects Brookfield Road to Ruby Lane. This connection will be made through a standard street section, as well as through existing parking lots in some instances. A consistent corporate streetscape approach is recommended that includes upgrading the landscape along the entire route.

**S-12. New Road:** A new two-lane road is proposed along the western edge of the WTMJ property that connects Bluemound to the I-94 westbound frontage road. This road should accommodate on-street parking, and be designed with an urban streetscape approach.

**S-13. New Road:** A new two-lane road is proposed between parcels 23 and 24, and should be designed to accommodate on-street parallel parking. The streetscape approach for this road should be highly urban in character.

**S-14. New Road:** A new two-lane road is proposed between parcels 24 and 25, and should be designed to accommodate on-street parallel parking. The streetscape approach for this road should be highly urban in character.

**S-15. Rebuilt Road:** A two-lane road that exists between parcels 27 and 28 should be rebuilt to accommodate on-street parallel parking. The streetscape approach for this road should be highly urban in character.

#### **LAND USE STRATEGY:**

The depiction of district boundaries or land use images shown in this plan and strategy are subject to further plan adjustments based upon new information or conditions that may arise subsequent to the adoption of the plan on July 17, 2001 (Resolution 6771). The Plan Commission shall review any new information or conditions presented in a report from city staff and evaluate if an amendment to the plan is justified based upon the plan's goals, objectives, and visions. Amendments to the goals, objectives, and vision require more

significant deliberations including public informational meetings and Common Council notification.

In certain districts and/or parcels this plan recommends that the City apply certain flexibility regarding the maximum building square feet permitted on said parcels, including District J or the Brookfield Square Mall and surrounding areas; District B, parcels 6-10, across Bluemound from Brookfield Square; District A, Parcel I, near Brookfield Road; and Potential District F – Ruby and WTMJ, under a strategy in which public and private benefit is achieved through partnerships.

#### **Districts A, B, C, H**

The general strategy for these Districts is to promote a net decrease in the growth of the amount of retail over time except at the Bluemound intersections of Brookfield, Calhoun, and adjacent to the Mall area. This allows the proper retail focus in the Mall area, promotes a balanced mixed-use strategy allowing the infill of office, residential, and retail uses, and promotes a change in visual identity along Bluemound away from parking lots and strip commercial development towards an urban experience.

**Macro Parcels I through 10:** These parcels are encouraged to have added density through infill mixed-use development. This mixed-use land use should allow the horizontal mixing and vertical layering of high density residential, loft office, and retail development. It is intended that each parcel be allowed to infill primarily residential uses in the northern portions of each parcel fronting Wisconsin Avenue, and primarily retail or small office uses fronting Bluemound. Loft residential development fronting Bluemound should not be precluded, but should be forced to be placed along an urban slip road paralleling Bluemound and having on-street parking.

**Macro Parcels 11 and 19:** These parcels are encouraged to have added density through infill mixed-use development. This mixed-use entitlement should allow the horizontal mixing and vertical layering of high density residential, loft office, and retail development. Due to the small size of the ownership parcels in this zone however, such

entitlement should be tied to a development that has assembled multiple parcels for critical mass.

Micro Parcel i: This parcel will be used for floodland mitigation, as Wisconsin Avenue is extended to the east and the floodland south of Wisconsin Avenue is filled to accommodate a concentration of uses for purposes of synergy of uses. A location for relocating an existing golf driving range facility is accommodated.

#### **District D**

The general strategy for this District, Macro Parcel 12, is to encourage the transition of development over time and promote development that forms a strong formal western gateway into the Brookfield Lakes development. This should help to position the office development favorably for the long term by giving it critical mass and a strong presence at its entry. Although most of this District is outside the City's jurisdiction, that the City of Brookfield, and Town of Brookfield are encouraged to work together to achieve this comprehensive approach.

#### **District E**

The general strategy for this District, Macro Parcel 13, is to encourage development intensification through an infill approach utilizing shared parking structures. Both Districts E and D should both focus on Sarah Lane in a new configuration that creates a strong western gateway to the overall corporate office development.

#### **District F**

The general strategy for this District is the creation of strong and identifiable open space that serves to create a memorable identity for the Bluemound experience as well as provide a central amenity for the entire Calhoun Road South Neighborhood area. This will require a partnership between the landowners, school district, and city to implement.

Macro Parcel 14: This parcel is encouraged to provide a western edge of office development for the Swanson Elementary play area. The play area for Swanson represents a "land swap" from land in District G,

and requires a partnership between the landowner and school district. Additional office development is allowable should the school district decide to reduce the size of its current play area. The development of "signature" office along this southern edge would strengthen the sculptural green concept and should follow strict design controls established by the city. A restaurant use should also be allowable on the western side of the sculptural green so long as it follows the design controls previously mentioned.

Macro Parcel 15: This parcel represents a shift of use from predominantly commercial uses along Bluemound to open space (sculptural green), and preserves the Swanson School site. Office development may be allowable along the southern edge of the sculptural green if the school district would accept a shift in their parking layout. The development of office along this southern edge would strengthen the sculptural green concept and should follow the strict design controls mentioned previously. A restaurant use should also be allowable on the eastern side of the sculptural green so long as it follows the same design controls as those prescribed for Parcel 14.

#### **District G**

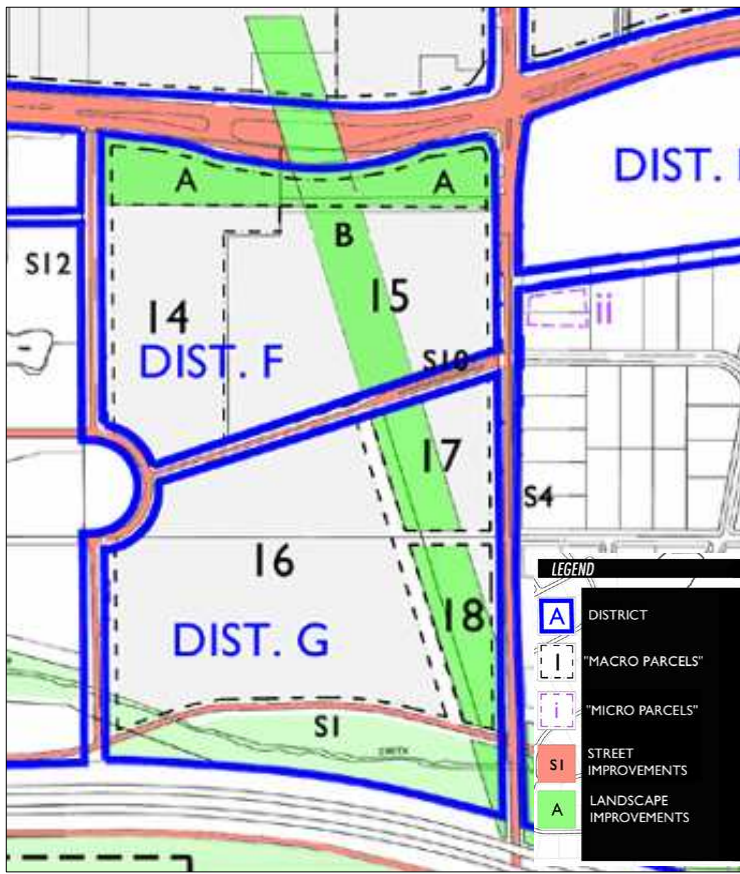
The general strategy for this District is the creation of mixed-use district combining office, housing, and a small amount of neighborhood service uses fronting a gridded street framework.

Macro Parcel 16: The mixed-use land use for this parcel should allow the horizontal mixing and vertical layering of high density residential, loft office, and retail development. Single-use developments should not be precluded, but should follow strict design controls established by the city. Open space requirements for this parcel should be applied towards the creation of the Hedge Row concept described previously.



**Macro Parcel 17:** The entitlement for this parcel should allow the development of non-intensive neighborhood service uses. This is intended to be civic, cultural, community, and quasi-public uses that do not require large parking requirements. In addition, development on this parcel should reinforce and create the hedge row concept described previously.

**Macro Parcel 18:** The entitlement for this parcel should focus on the adaptive re-use of the Ruby Homestead into a non-intensive use, such as a visitor center. Uses should follow those allowable in parcel 17, but should not preclude hospitality uses as long as they follow strict design controls established by the city.



### District I

The general strategy for this District, Macro Parcel 20, is the enhancement of the existing Rubywood, Bluebrook, and Brookfield Manor neighborhoods. As such, no commercial uses should be allowed to encroach into this District. Higher density residential uses should be allowable only on the eastern side of Dechant. Special programs of neighborhood gateway identification and beautification should be tied to any new development within this District

**Micro Parcel ii:** The redevelopment and relocation of the driveway and service entrance to the Market Square shopping center will occur on the northern, vacant portion of the vacant portion of the residential parcel immediately to the south.

**Micro Parcel iii:** The long term strategy for this parcel is the acquisition of the two remaining homes and the dedication of these properties as open space and other public purposes.

### District J

The general strategy for this District is the creation of fully mixed-use, interactive, urban infill district combining regional and service retail, entertainment, office, housing, hospitality, convention, medical, and public uses fronting an improved gridded street framework. This District is intended to become the primary commercial core for the city and the western metro area at large, and should be positioned to accommodate higher density development defined by strict design controls established by the city. The mixed-use approach is intended to provide a mechanism to enhance the value of existing development and induce demand for additional development. A stepped massing approach should be incorporated placing higher density in the center of the district, thus respecting its single-family adjacency. Finally, due to the complexity of this type of infill redevelopment, the City should consider creating a special authority with powers of effective implementation.

**Macro Parcels 21 and 26:** These parcels are encouraged to have added density through infill mixed-use development. This mixed-use land use should allow the horizontal mixing and vertical layering of high density residential, loft office, and retail development. It is intended that each

parcel be allowed to infill primarily office uses in the eastern portions of each parcel fronting Executive Drive, and primarily residential uses fronting Dechant Road. This should be achieved through the use of shared parking structures; no parking structures should be allowed to face Dechant without the addition of lining residential uses or a 35' landscape easement comprised of dense evergreen tree and ground cover planting. Single use developments should not be precluded so long as they follow these landscape requirements and design controls discussed previously.

Macro Parcels 22 through 25: These parcels are encouraged to have added density through infill mixed-use development. This mixed-use entitlement should allow the horizontal mixing and vertical layering of high density residential, office, and retail development. It is intended that each parcel be allowed to infill vertically mixed development of ground level retail and upper level residential or office uses in the eastern portions of each parcel fronting Brookfield Square Drive. This should be achieved through the use of shared parking structures that provide the existing office buildings with covered parking while creating development pads along Brookfield Square Drive. These parking garages may provide opportunities for public/private partnerships. All development should follow strict urban design controls established by the city.

This development will promote a vibrant connection between the mall property and existing office properties through a celebrated "public realm." This offers the opportunity to combine with the overall area development into a unique place within the community and urbanizes the Bluemound Road frontage and gateway into the community.

Macro Parcels 27 through 28: These parcels are encouraged to have added density through infill office development. This development should be achieved through structured parking.

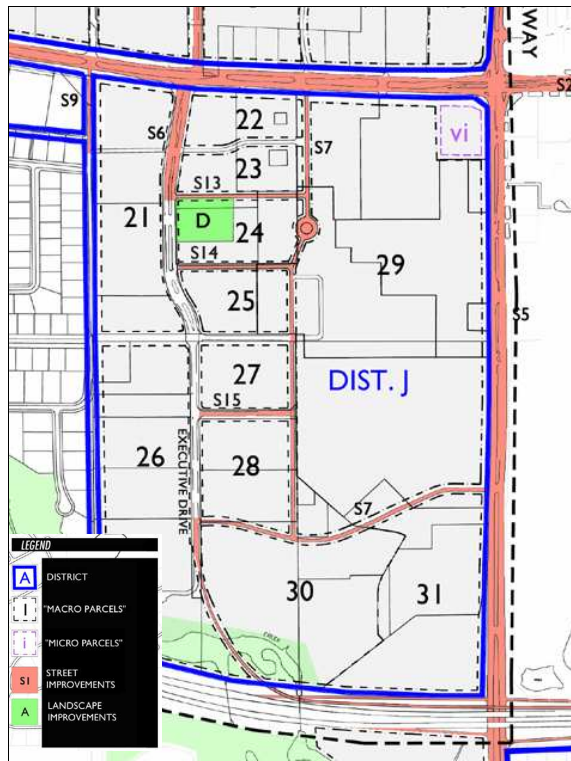
Macro Parcel 29: This parcel is encouraged to have added density within the enclosed shopping mall, as well as the addition of mixed-use development along Brookfield Square Drive. This mixed-use entitlement should allow ground level retail and entertainment uses

with upper level residential and office use. Such development should be served by shared structured parking. This structured parking represents an opportunity for public/private partnerships. All development should follow strict urban design controls established by the city.

Micro Parcel vi: The redevelopment of this parcel centers on the creation of an identifiable gateway and interest point for the City of Brookfield within the Bluemound Road Corridor. The incorporation of kiosks, pavilions, and/or a media tower in combination with an improved streetscape will serve to distinguish this intersection and diminish the disconnect between the mall and Bluemound Road.

Macro Parcel 30: This parcel is encouraged to have added density through infill development. This development should be primarily office, and should promote a strong visual identity from the Interstate.

Macro Parcels 31 and 32: These parcels are encouraged to have added density through a mixed-use development approach combining hotel, conference, office, and restaurant uses, and should utilize structured parking. The architectural design of its buildings should follow design controls established by the city. The Wisconsin Department of Transportation will need to be encouraged to dispose of excess right of way. This will also require a partnership between the landowner and city, and may provide opportunities for an RFP to be published for development of the public land created by the compressed diamond interchange.



### District K

The preferred strategy for this District is the extension of the existing single-family neighborhood through a clustered single-family development pattern, which permits the location of homes outside the noise sensitive area of the through lanes of I-94 (generally 450+ feet from travel lanes), provides for tree and wetland preservation, and topographic considerations. Non-residential uses would only be considered under a split diamond interchange where access can be provided to the property, and so long as the development follows strict design controls established by the city.

### District L

The general strategy for this District is the enhancement of the existing neighborhood. As such, no commercial uses should be allowed to encroach into this District. Higher density residential uses should be

allowable along Calhoun Road. Special programs of neighborhood beautification should be tied to any new development within this District. Those properties on the first western block fronting Calhoun Road, north of Greenfield Avenue may be acquired as part of the Calhoun Road improvement project. As planning proceeds, the City will determine if those similar properties on the adjacent block to the west side of Calhoun Road will need to be acquired as well.

### District M

The general strategy for this District is the enhancement of the existing neighborhood. As such, no commercial uses should be allowed to encroach into this District. Higher density residential uses should be allowable along Calhoun Road. Special programs of neighborhood beautification should be tied to any new development within this District.

Micro Parcel iv: The development for this parcel should serve to reinforce the gateway into the northern part of the neighborhood. Development should be a non-intensive use preferably publicly oriented such as a community center or interpretive center.

Micro Parcel v: The redevelopment and or expansion of the existing commercial parcel on the northeast corner at the intersection of Calhoun Road and Greenfield Avenue should only take the form of a neighborhood retail center that provides convenience oriented service uses (i.e. drycleaners, movie rental, café) to the community.

### District N

A separate study is necessary to address the future use of this area based upon the general growth in Moorland Road/I-94 traffic and the modification of the interchange. An initial strategy for this District, is would be to allow buffering of the new Interstate 94 interchange from single-family parcels to the south and east. This District should encourage a transition area from uses that capitalize on freeway and primary roadway frontage to the existing single-family neighborhood.

## THE NEXT STEPS

Based upon the Neighborhood Vision and Framework outlined in this document the neighborhood plan has reached a halfway point in the overall planning process. The initial phases had identified the opportunity, consolidated a vision, and develop a program /plan for the Calhoun Road South Neighborhood. The following suggestions reflect the consulting team's suggestions for some, but not all, of the next steps in the planning process. :

### Implementation Action Plan:

The following reflects an implementation process the City may use in executing the Calhoun Road South Neighborhood Plan. This implementation may take various routes; the process outlined here focuses on a strategy designed to achieve design and development that is as close to that depicted on the Neighborhood Vision document as possible. As mentioned, this requires the formation of partnerships between the city and developers. In some cases this partnership represents only an agreement to work together towards the goals contained in the Neighborhood Plan document; while in others it represents a true financial partnership in which the city assists in certain aspects of the development which the private sector would have difficulty executing.

### Phase I: Plan Review and Phasing Strategy:

Over a short period of time, the City should assess the Neighborhood Vision completed by RTKL in a team structure consisting of key landowners, city staff and outside consultants as necessary. The purpose of this team is to agree on a specific phasing strategy, plan and define the required infrastructure improvements, and make further refinements to the plan based on the results of initial proforma analysis. Work Product for this effort should consist of the following:

- Outline specific phasing and related planning strategy identifying each program increment, required infrastructure, and general cost analysis for public and private components;
- Outline and prioritize potential public/private partnerships. These partnerships may include subsidized parking garages, subsidized

development infrastructure, shortened approval process, subsidized advertising campaign, and others.

- Review existing conditions, and infrastructure plans make recommendations; and craft value engineering strategies with planners and engineers;
- Outline target building types and development increments for Phase I;

*Potential Time Line: 60 days*

### Phase II: Positioning:

- Create a development authority under the control of the city that focuses specifically on the implementation of the neighborhood vision through management of the public improvement process and careful facilitation of the private development process. This authority should have the necessary powers to implement this type of development including the ability to prepare public/private partnership strategies, power to facilitate negotiations of such partnerships, power to condemn specific land for re-development purposes as necessary towards the implementation of the neighborhood vision concepts, and staffed appropriately to perform these duties.
- Plan for identified public improvements and develop budget to implement each improvement based on phasing strategy outlined in the previous phase.
- Outline potential local and national developers that would be appropriate to pursue for the first phase increments;
- Craft re-zoning and outline public funding strategies;
- Prepare marketing and public relations material for the neighborhood vision that is tailored to the outlined developers;

1. Construct a conceptual illustrative animation of the overall development as a marketing tool.
2. Prepare web-site for the development district and craft marketing strategies to create a "buzz" in the marketplace for the project, setting it apart from competitors as a true mixed-use environment;

- Depending on the specificity of the zoning ordinance, prepare a development standard overlay, which would become the design and development criteria for developers;

*Potential Time Line: 90 days, 60 days for measures affecting Ruby/ WTMJ under moratorium*

#### Phase III: Implementation:

- Empower development authority to seek out prospective developers and partnership opportunities between these developers and the landowners.
- Empower development authority to prepare necessary public/private partnerships for selected developments.
- Execute public/private partnerships for agreed upon initial phase.
- Design infrastructure improvements for agreed upon initial phasing.
- Begin infrastructure improvements necessary for initial development phase.

#### **Development standards for the neighborhood:**

The objective of this document is to outline the strategic planning concepts and development standards for the implementation of the Calhoun Road South Neighborhood. The document addresses the requirements of several distinct audiences:

- 1) The City of Brookfield - property owners/residents and the opportunities for improvement in the urban fabric (i.e. streetscape, open space, and identity elements).
- 2) The team (whether public or private) responsible for the construction of the basic framework for development, the "fixed" elements of the plan that do not change much over time--the road system, the utility infrastructure, the major open spaces, and the transit systems, etc. and
- 3) The builders/developers, and their teams (architects, engineers, landscape architects, etc.) who will construct the architectural fabric.

The design standards would address issues that affect the overall architectural and spatial qualities of development, at the macro scale. These have less to do with individual building style or design vernacular, and more to do with the control of the building sitting, site

access, the design of the spaces between buildings, screening of utilities and service areas, etc. In addition, these standards would focus on those design elements that "humanize" the public appearance of a development, or make it visually exciting, secure and user friendly. Elements in this category include:

- Appearance of buildings, parking structures, and parking lots
- Environmental graphics and public art
- Pedestrian plazas, walkways, and other spaces
- Landscaping-- along public streets and within the development
- Nighttime appearance, etc.

The design control mechanism must have a degree of flexibility that can accommodate some change and allow state-of-the-art buildings that reflect the prevailing economic conditions and current trends in real estate development. It should not be the intention to lay down an inflexible formula that rules out unique solutions, as these may well be the creative design features that collectively add richness and variety to the city. In addition, the design review process must therefore be sufficiently flexible to allow the designers a chance to present ideas and concepts while they are still at a conceptual schematic stage, before the owner has invested large amounts of time and money in design development.

#### **Developing public/private partnerships for implementation:**

The creation of public/private partnerships should be utilized as a means to foster high quality development, provide public infrastructure, and create a meaningful public domain. If developers are left to provide upgraded infrastructure, it is generally allocated out of the construction budget and can diminish the quality of the end product, or the development can be privatized resulting in a disconnect from its surroundings and no sense of the larger community building commitment. The public/private partnerships can be used to assist the developer with these costs through financial tools (TIFs, mixed-use developments, etc.), as well as the facilitation of the public approval process. All planning should be based on a sound market analysis that carefully defines and prioritizes the demand for each commercial and residential use.

## CONCLUSION:

As the neighborhood planning process continues, additional financial feasibility studies may be performed and plan refinements will take place. It is critical that this work builds upon the goals that have been developed through the consensus-based process. These include:

- Make Brookfield memorable; induce value over time;
- Revive/build an urban core as Community Asset;
- Expand and balance the existing choices in housing;
- Promote a rich mixture of synergistic uses;
- Create a distinctive community focus;
- Provide a setting for public events;
- Relieve problems of traffic congestion;
- Capitalize on last remaining development parcels; and
- Maintain the overall stability of existing residential neighborhoods.

In addition to the steps outlined above, the team has identified a series of additional elements to be addressed in order to successfully implement the plan. These elements form the basis for public and private sector participation:

- Fund and maintain high quality public infrastructure;
- New zoning ordinances that allow the mixing and layering of uses;
- Lobby amendments to current building and life safety codes to encourage innovative design (at state level);
- Develop new pedestrian-friendly street standards
- Prepare and adopt zoning implementation;
- Reinforce the public realm as a self-policing environment.
- Use higher quality exterior materials and landscaping;
- Buildings designed to overlook the street;
- Use structured parking rather than surface parking;
- Externalize the social activities of developments;
- Very little privatized space, and
- Design and construction that will stand the test of time.

The elements presented in this report are the basis for making the Calhoun Road South Neighborhood a community center that is active, engaging, fun, and most importantly a memorable place. The consultant team, city, and stakeholders would work together in the next phase to

make the Calhoun Road South Neighborhood just such a place, where people: live, work, shop, play, and grow.

