

Chapter One

Issues and Opportunities



1. INTRODUCTION

The Village of Brown Deer began its comprehensive planning process in February 2008. Over a 15-month period, Village officials and staff worked with residents, businesspeople, employees and other stakeholders to produce a plan to guide Brown Deer over the next 20 years.

All communities in Wisconsin are required to adopt Comprehensive Plans by January 1, 2010. After that date, all zoning and development decisions must be consistent with the Plan. The Brown Deer Comprehensive Plan combines rigorous data analysis, creative thinking and the expertise of Village stakeholders to produce a blueprint to achieving the community's vision for its future.

The Comprehensive Plan addresses many aspects of life in the Village, recommending policies and initiatives for:

- The mix of development preferred by Brown Deer residents,
- Housing options and neighborhood preservation,
- Opportunities to redevelop shopping districts and other areas,
- Transportation in the Village, including walking and bicycling,
- Parks, community space and natural resources, and
- The efficient provision of municipal services.

The Village of Brown Deer Comprehensive Plan was adopted by the Village Board on [Date here] in accordance with Wisconsin statute.

This chapter of the Brown Deer Comprehensive Plan – Issues and Opportunities – includes a description of the context in which the plan was undertaken (including Wisconsin’s comprehensive planning structure), a description of the planning process, an analysis of basic demographic and economic conditions, a description and analysis of the public participation process, and a discussion of key issues and opportunities in Brown Deer. The chapter concludes with an overview of planning goals and objectives used to guide the development of this plan’s recommendations.

1.1 Comprehensive Planning in Wisconsin

Communities are constantly changing. People move in and out. The needs of families change as children grow older. Houses change hands. Buildings are constructed. New stores open. In addition to these internal changes, all communities change in relationship to external conditions such as the economy, the environment and the activities of neighboring cities and villages.

A comprehensive plan is a community’s adopted policy guide for physical improvement and development. It considers not only the immediate needs and concerns of the community, but also projects improvements and development into the future. A comprehensive plan provides a basis for zoning decisions, subdivision regulations, capital improvement plans and other municipal initiatives, all of which are used to implement planning policies and recommendations.

In its 1999-2001 biennial budget, the State of Wisconsin adopted a Comprehensive Planning Law. Section 66.1001 of the state statutes requires all communities that control land use through zoning and other means to complete a Comprehensive Plan by January 1, 2010. The “Smart Growth” law provides a framework for the development, adoption and implementation of a comprehensive plan, and defines nine elements that the plan must address:

- Issues & Opportunities
- Agricultural, Natural and Cultural Resources
- Housing
- Economic Development
- Transportation
- Utilities and Community Facilities
- Land Use
- Intergovernmental Cooperation
- Implementation of the Plan

The law also requires public participation during all phases of plan development to ensure that the plan meets the real needs of stakeholders. Upon adoption by the Village, all zoning, subdivision and other land use controls must be consistent with the plan. It is designed to make land use decisions predictable and in the best public interest.

2. CREATING THE BROWN DEER COMPREHENSIVE PLAN

The Brown Deer Comprehensive Plan process was organized around three basic phases:

- Identifying issues and opportunities,
- Synthesis of draft plan elements, and
- Refinement and adoption.

Each phase included extensive public involvement opportunities for stakeholders to guide the development of the plan. The entire process was overseen by the Village’s Plan Commission, which includes elected officials and citizens.

2.1 Issues and Opportunities Phase

The first six months of the planning process were devoted to identifying Brown Deer’s vision for its future. Combining an analysis of population, economic, land use and environmental data, historical trends and past vision exercises with stakeholder interviews and two community workshops, the phase culminated with the articulation of goals and objectives for the Village’s next twenty years. Please reference Appendix A for the results of the visual preference survey and Appendix B for the public participation plan as well as the summaries of the public involvement events.

2.2 Synthesis of Plan Elements Phase

The planning team, led by Village staff, the Plan Commission and planners from URS Corporation, addressed the community’s goals and objectives in each of the plan areas. A special focus was placed on “Opportunity Areas” identified and prioritized by stakeholders, places that are likely to change over the next two decades. The community vision was refined with a visual preference survey and a redevelopment focus group.

2.3 Refinement and Adoption Phase

The draft plan elements were circulated to stakeholders in Brown Deer and neighboring communities. Citizens were able to learn about the draft elements and help refine them at a Community Open House and a public hearing. Once editing was complete, the Village Board adopted the comprehensive plan by resolution. Please reference Appendix C for the Plan Commission's resolution recommending the Plan and Appendix D for the ordinance approved by the Village Board to adopt the Plan.

3. WHO WE ARE AND WHERE WE LIVE

Throughout the planning process, Brown Deer stakeholders placed special emphasis on the issue of the Village's identity. How is the Village perceived by its residents, the residents of other communities on Milwaukee's "North Shore," and in the Milwaukee metropolitan area? And related: How should Brown Deer project its desired image to the larger community? This section focuses on Brown Deer's vision of itself, and related data analysis exploring that image. In many cases, data analysis compares Brown Deer to surrounding communities in an effort to shed light on the questions above.

3.1 Village of Brown Deer Vision Statement

In 2003, the Village undertook a visioning process. At the end of that process, the Village Board adopted the statement shown in Figure 1.1 to guide the governance of Brown Deer. The Plan Commission reaffirmed the legitimacy of the Vision Statement to guide the development of goals, objectives and recommendations for the Brown Deer Comprehensive Plan. Each chapter of this plan makes reference to applicable text from the Vision Statement.

Figure 1.1 Brown Deer Vision Statement

**In our vision of Brown Deer in the year 2024 and beyond,
the following statements will be true.**

Brown Deer citizens will be bound together by our shared values.

We will be a diverse community of different ages, races, and cultures, who believe in the value of quality education, family and friends, well-maintained property, safe streets and neighborhoods, and pleasant surroundings. We will be friendly, neighborly, and welcoming to all who want to share in our community life.

Brown Deer will be a beautiful suburban village.

Our village will be scenic, well tended, and green. Our urban forest, parks, and public property will be well maintained. We will take pride in our homes and yards and strive to maintain the green, open, suburban atmosphere of our community.

Brown Deer will be a collaborative and entrepreneurial village.

We will provide a full range of quality services in a professional and cost-effective manner through successful collaborations within our community. While maintaining our independent Village identity, we will cultivate successful collaborations with our neighbors. We will provide an atmosphere that is conducive to entrepreneurial development.

Brown Deer will be a community that provides a high quality of life.

Our village will be a desirable place to live, learn, work, visit, shop, dine, and enjoy recreational opportunities. Our village will have a range of housing choices available for people of all ages and stages of life. Our Brown Deer school system will continue to graduate students who adapt, thrive and excel in a changing world. Our location will provide easy access to regional employment opportunities and a variety of urban amenities in the larger metro-Milwaukee area including professional sports, music, theatre, nightlife, and museums.

Source: Village of Brown Deer

3.2 Brown Deer in Metropolitan Milwaukee

The Village of Brown Deer is located in north central Milwaukee County. It occupies approximately 2,816 acres of land area (4.4 square miles) bounded by the City of Milwaukee to the west and south, the Milwaukee River and Village of River Hills to the east, and Ozaukee County and the City of Mequon to the north. Figure 1.2 shows the Village in its geographic context. Brown Deer is bisected into northern and southern halves by WIS 100 (Brown Deer Road). WIS 57 (Green Bay Road) travels from north to south along the Village's eastern edge.

In Milwaukee County, the City of Glendale and the Villages of Shorewood, Whitefish Bay, Fox Point, Bayside and River Hills along with Brown Deer comprise the so-called "North Shore" suburbs. These communities have generally higher than average incomes than Milwaukee County as a whole, and are known for their quality school systems, safety and high quality of life.

Figure 1.3 presents an overview of major features of the Village, including primary roadways, Village limits, and waterways.

3.3 Stakeholder Issues and Opportunities Regarding Village Identity

Brown Deer's identity and the way the Village is perceived in the Milwaukee metropolitan area proved to be a recurrent theme for stakeholders. Through a variety of public participation methods (see Appendix B), including community visioning workshops, Village leaders and stakeholders from the general public articulated their feelings about Brown Deer's identity. Participants largely felt that Brown Deer differs from the other North Shore communities in that it is more affordable and more diverse. Community members praised Brown Deer's affordability and diversity as a deciding factor in their decision to locate in the Village. A frequent comment was that Brown Deer was a great place to raise a family because it was safe, quiet, had good schools, and was conveniently located within the Milwaukee area.

However, stakeholders also expressed concern that the Village's affordability and diversity, along with indistinct boundaries, contribute to the image of Brown Deer as a "transitional" community, a step up from Milwaukee, but not truly a member of the North Shore. There exists a strong perception that the Village is currently undergoing dramatic demographic changes, becoming more diverse. Finally, stakeholders voiced an opinion that some physical distinction – such as consistent streetscaping or improved signage – could bolster Brown Deer's sense of uniqueness. Below are a few representative comments. Please reference Appendix B for a more complete list of public comments.

"It's a fabulous, affordable place for families to live with a rich diversity of people."

"Brown Deer is a quiet suburban community that is located convenient to city attractions and has easy access to shopping, parks, and schools. Brown Deer has a peaceful and safe atmosphere."

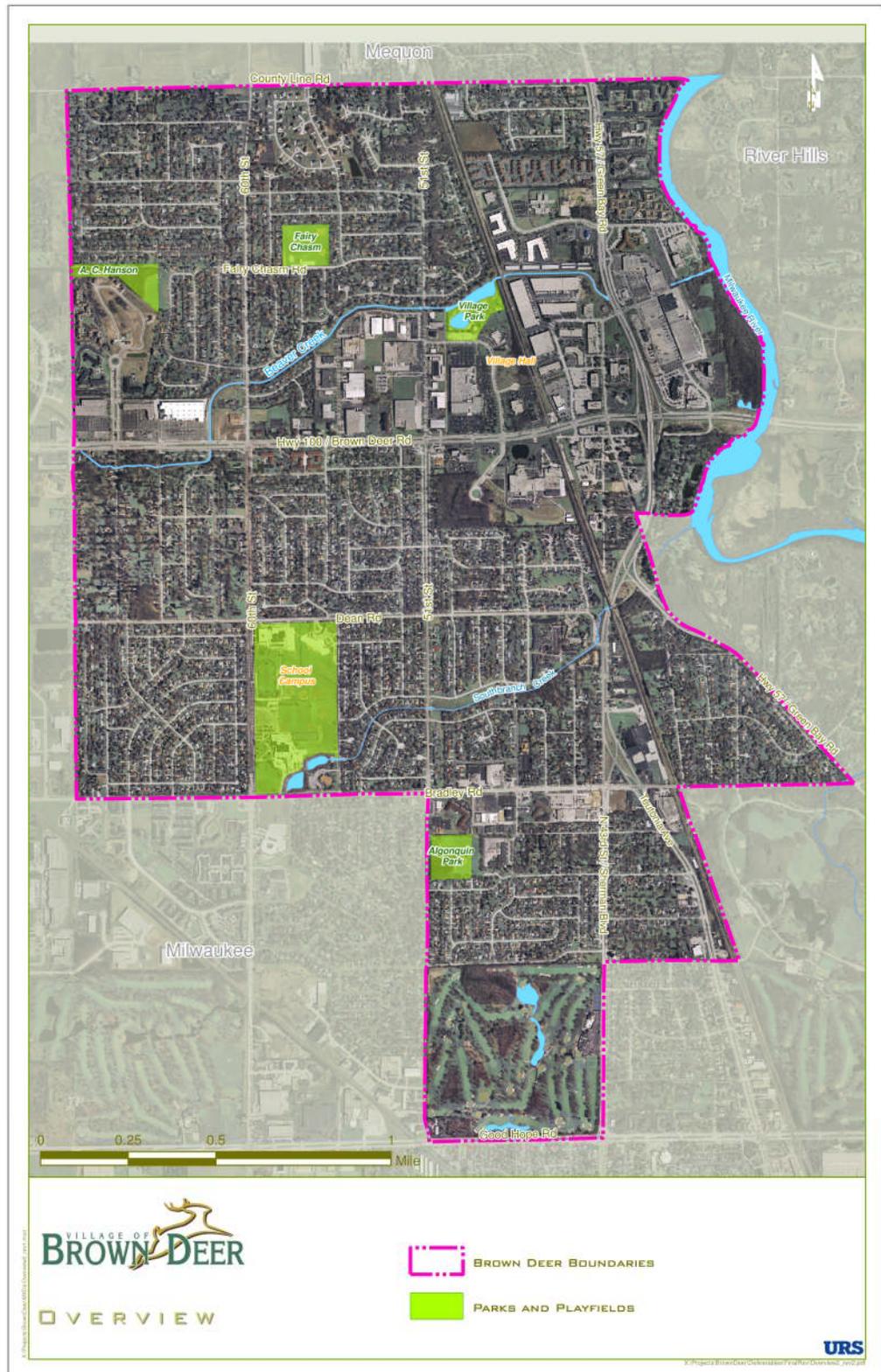
"Brown Deer is a place that is convenient, safe, and comfortable. Our kids are educated to be able to work with all people. We love it!"

Figure 1.2: Village Location in the Milwaukee Metropolitan Area



Source: URS

Figure 1.4: Village of Brown Deer



“Brown Deer has the potential to be a model of integration in a highly segregated Milwaukee and greater Milwaukee reality. We need to work at getting to know one another and accent the positive.”

“People don’t know what Brown Deer’s boundaries are.”

“The diverse population is scary to [others in the metro area] so they view Brown Deer as more dangerous.”

“Some people lump Brown Deer in with ‘North Shore’ communities; others consider it an extension of Milwaukee.”

“Everything along Brown Deer Road is sometimes considered Brown Deer.”

“How about building a running path circuit around Brown Deer in order to establish boundaries?”

“Brown Deer Road: Need a better sign at eastern edge of Village, in the middle of Brown Deer road.”

Village officials, staff, and people active in the Brown Deer community were also identified for in-depth interviews. They expressed concerns about Brown Deer’s identity being misunderstood in the metropolitan area. They felt the Village is perceived as a “low value” suburb compared to its North Shore neighbors, a “transitional area” between the City of Milwaukee and Mequon. The Village’s diversity contributes to this misunderstanding, but many interviewees felt that this diversity could be projected as an asset for Brown Deer’s identity. “It’s the real world,” one stakeholder said. “Parents may have an issue with Brown Deer’s diversity, but their kids do not.” Another noted: “We should embrace our diversity to enhance our place in the North Shore.”

Other assets relating to the Village’s identity included the Village’s small-town feeling, with owner-occupied housing, proximity to downtown Milwaukee, affordable, high-quality housing stock relative to neighboring communities, and good schools.

“Brown Deer is a good place to come and live. Move in when young, then move up. It’s quiet, nice. Traffic isn’t too bad. Life is a little bit better. It’s close to downtown.”

“We’re just as “good” as any other community; we just offer a different choice.”

“Brown Deer has an inferiority complex. There is nothing quaint about Brown Deer, and wide roads split up the Village. There is no unifying feature, and therefore the Village is viewed as a buffer between the City of Milwaukee and Mequon.”

“We have to work at being a good neighbor to Milwaukee, rather than distancing ourselves from the City.”

“Quality schools attract families. Families keep the core of a community together. Without schools, you run the risk of becoming a pass-through community.”

“There is the perception that Brown Deer is a stepping-stone community. It is the lowest-priced suburb on the North Shore. It’s the way to get into a suburb. Sometimes, we are perceived as a “low-grade” suburb. The slum of suburbs.”

3.4 Describing Brown Deer with Data

Because questions of Village identity and place in the Milwaukee metropolitan area loomed large for stakeholders, the data analysis portion of this chapter includes regional or contextual data in a number of demographic and economic categories. This is the case as well for the data analysis sections in many of this Plan's individual chapters.

3.4.1 Population Trends

Brown Deer's population as recorded in the 2000 US Census was 12,170. In 1990, the Village recorded 12,236 residents. This represents a decline of 0.5% over the decade, or an average decline of 0.05% annually. Over this period, the population of Milwaukee County as a whole declined by 2.0%, while the North Suburbs (less Brown Deer) declined in population by 3.0%.

According to estimates and projections provided by the Wisconsin Department of Administration (DOA), Brown Deer's modest population loss is likely to accelerate over the coming decades. Table 1.1 summarizes forecasted population trends in Brown Deer, the North Shore, and Milwaukee County between 2000 and 2030.

In this table, the 2000 figure is from the US Census, the 2005 figure is the DOA's estimate, and the remaining figures are DOA projections. Brown Deer's population is projected to fall by nearly 14% over the period, and all the North Shore suburbs are projected to lose population, as is the County as a whole.

Table 1.1: Population Trends

Geography	2000	2005	2010	2015	2020	2025	2030	Change 2000-2030		
								Number	Percent	Annual
Brown Deer	12,170	11,811	11,548	11,386	11,185	10,890	10,496	-1,674	-13.8%	-0.5%
North Shore Suburbs	66,521	64,833	63,428	62,579	61,513	59,935	57,804	-8,717	-13.1%	-0.4%
Milwaukee County	940,164	938,497	929,208	928,077	923,910	912,020	891,445	-48,719	-5.2%	-0.2%

Source: Wisconsin Department of Administration

3.4.2 Household Trends

The number of households in the Village of Brown Deer is likewise projected to decrease between 2000 and 2030. Table 1.2 documents the DOA's forecasts.

The rate of decline is slower than that for population because the Village's average household size is also forecasted to diminish, from 2.37 persons per household in 2000 to 2.14 persons per household in 2030. The Housing chapter of this Plan contains further details on household size data.

Table 1.2: Household Trends

Geography	2000	2005	2010	2015	2020	2025	2030	Change 2000-2030		
								Number	Percent	Annual
Brown Deer	5,134	5,158	5,130	5,117	5,100	5,021	4,912	-222	-4.3%	-0.14%

Source: Wisconsin Department of Administration

3.4.3 Demographic Trends

The Village is known for the diversity of its population. With regard to race, Brown Deer is more diverse than any other North Shore community. In 2000, approximately 12.5% of the Village's population was African-American, and approximately 3% of the population identified itself as Hispanic (of any race). While Brown Deer is more diverse than other suburban Milwaukee communities, the proportion of African-American residents is only half that of Milwaukee County as a whole. Table 1.3 details selected data on race and ethnicity from the 2000 Census. School officials noted that in 2008, the Brown Deer School District became a "majority minority" district for the first time.

Table 1.3: Race and Ethnicity

Geography	Race			Ethnicity
	White	African-American	Asian	Hispanic
Village of Brown Deer	82.8%	12.5%	2.3%	3.0%
City of Glendale	87.3%	8.1%	2.1%	2.8%
Village of River Hills	86.6%	4.5%	6.4%	2.9%
Village of Bayside	93.3%	2.9%	1.2%	1.5%
City of Mequon	94.4%	2.4%	1.4%	1.5%
City of Milwaukee	50.3%	37.0%	2.7%	11.9%
State of Wisconsin	89.0%	5.6%	1.5%	3.6%

Source: US Census 2000

Table 1.4: Population by Race, 2000 and 2007

	2000	2007
White	82.8%	76.0%
African-American	12.5%	17.1%
Two or more races	1.9%	2.7%
Asian	2.3%	3.0%

Source: US Census 2000 and Claritas

Estimates provided by Claritas, a demographic data source producing intra-decennial population estimates and projections, reveals that Brown Deer's population is trending toward increasing diversity. Between 2000 and 2007, the proportion of Village residents who are white is estimated to have decreased by 6.8%, while the proportion of African-American residents is estimated to have grown by 4.6%. Salient estimate data are shown in Table 1.4. If these trends were to hold

true throughout the planning horizon, Brown Deer would have an estimated 54% white population in 2030, and approximately 32% of the Village's population would be African-American in that year.

Brown Deer residents perceive the population as being relatively old. In fact, the Village is considerably older than Milwaukee County and the adjacent areas of the City, but a little younger than nearby North Shore communities. These data from the 2000 Census are shown in Table 1.5. At 60%, a greater proportion of Brown Deer's population is of working age – between 18 and 65 – than is the case for all of its neighbors except for River Hills.

Table 1.5: Age Distribution, 2000

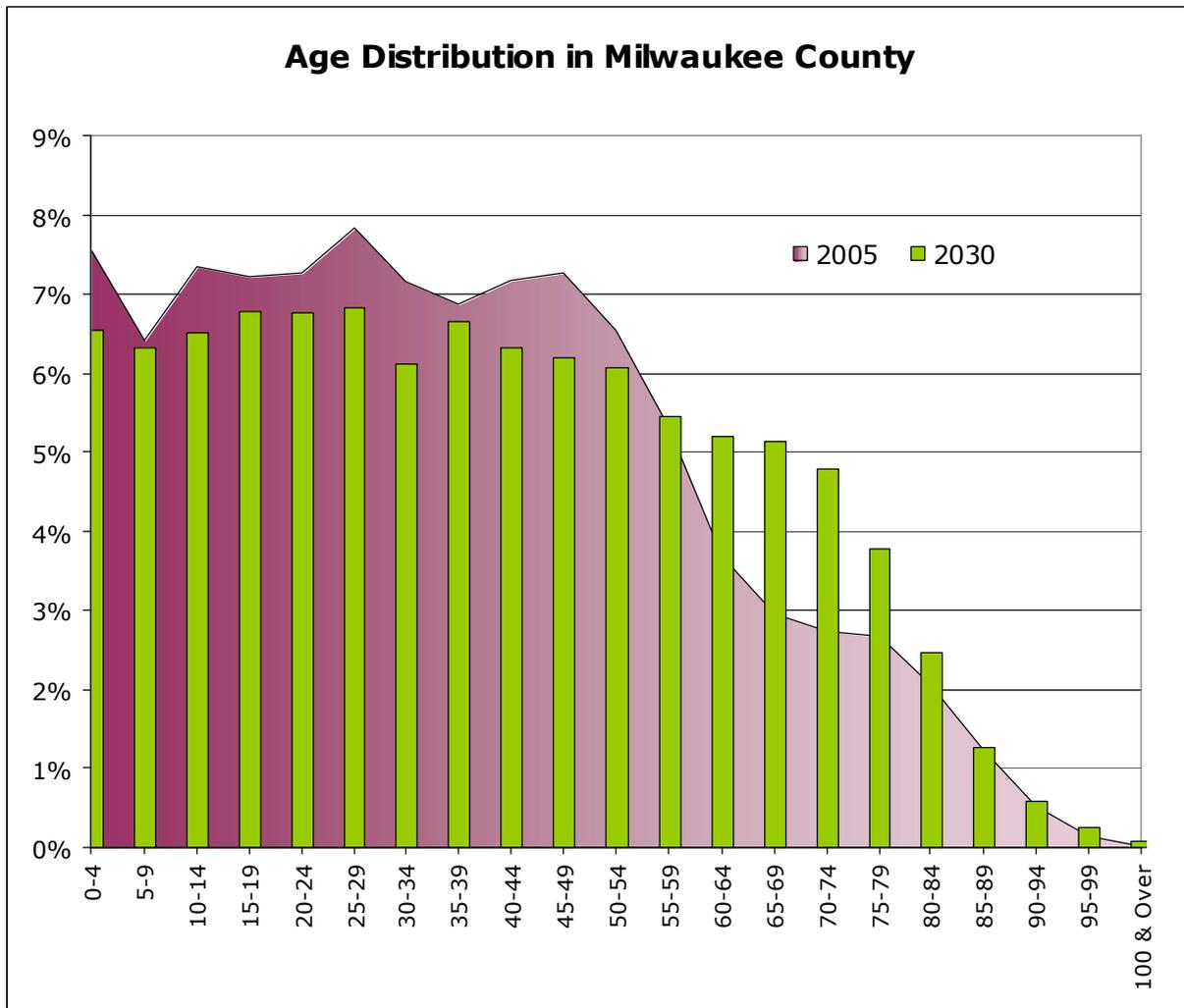
Geography	Under 18	18-65	Over 65	Median Age
Village of Bayside	24%	56%	21%	47
City of Glendale	20%	55%	25%	46
Village of River Hills	25%	60%	15%	46
Village of Brown Deer	21%	60%	19%	42
City of Mequon	30%	57%	14%	42
City of Milwaukee	30%	59%	11%	31

Source: US Census 2000

The Wisconsin Department of Administration provides county-level forecasts for age distribution. Overall, Milwaukee County is expected to see increases in the proportion of its population between 55 and 84 years of age between the present and 2030. This trend is illustrated in Figure 1.4.

The allocation of these populations throughout Milwaukee County is unpredictable. However, Brown Deer's African-American population tends to be younger than does the white population. This disparity in ages is particularly evident among that portion of the population under 19 and over 65. Among whites, 20% of the population is 18 or younger, while for blacks that figure is 29%. At the other end, 21% of whites were older than 65 in 2000, while only 9% of black residents fell into that cohort. These data, combined with the demographic trend toward greater racial diversity, could have implications for transportation and housing needs in the Village, as well as for schools and other community facilities. For example, youth and senior citizens need greater access to alternative modes of transportation, and a three-bedroom home may not be appropriate for either a large family or an empty-nest household.

Figure 1.4: Milwaukee County Age Distribution Estimates and Projections



Source: Wisconsin Department of Administration

For educational attainment, Brown Deer’s population somewhat lags those of its North Shore neighbors. As shown in Table 1.6, nearly 28% of Village residents over the age of 25 attained a high school diploma as their highest degree. For surrounding suburban communities, this figure is lower, ranging from 11% in River Hills to 20% in Glendale since several neighboring communities have higher levels of post-secondary education. Educational

Table 1.6: Educational Attainment, 2000

	Highest Degree Earned	
	High School Diploma	Bachelor Degree
Village of Brown Deer	26.7%	21.4%
City of Glendale	20.0%	25.0%
Village of River Hills	10.9%	38.9%
Village of Bayside	13.6%	35.0%
City of Mequon	13.4%	37.1%
City of Milwaukee	30.2%	12.3%

Source: US Census 2000

Table 1.7: Median Household Income, 2000

	Median Household Income
Village of Brown Deer	\$50,847
City of Glendale	\$55,306
Village of River Hills	\$161,292
Village of Bayside	\$88,982
City of Mequon	\$90,733
City of Milwaukee	\$32,216

Source: US Census 2000

attainment in Brown Deer is considerably higher than that for City of Milwaukee residents, with approximately half the rate of bachelor degree earners than the Village.

Household income levels are correlated to educational attainment, and this fact is reflected in Brown Deer's median income (in 1999 dollars) of \$50,847. This is lower than median incomes in other North Shore communities, which range from 9% higher in Glendale to more than 200% greater in River Hills. Village households had incomes in 1999 about 1/3 higher than the median Milwaukee household. These data are

shown in Table 1.7. According to an estimate by Claritas, a private data collection agency, by 2007, the median household income in Brown Deer is estimated to have increased to \$54,712, a nominal gain (not accounting for inflation) of nearly 8%.

4. PLANNING CONTEXT

The present effort marks the first comprehensive planning process for the Village of Brown Deer since 1965. The Village has undertaken several planning processes as direct forerunners of this comprehensive plan. These include:

Village of Brown Deer Master Plan. Carl L. Gardner & Associates, Chicago, 1965. Completed in 1965, this is the last comprehensive plan undertaken by the Village. The plan provides a unique historical perspective on Brown Deer's development. At this point in the Village's development, significant portions of the Village were undeveloped and the median age of a resident was about 25 years old.

Many of the plan's recommendations were implemented. Some of the major recommendations were to provide more multi-family housing to accommodate a population that would be getting older, to develop regional shopping centers at Brown Deer and Green Bay Roads, and to reserve undeveloped land for industrial use in order to capitalize on the growth in the manufacturing sector that Milwaukee was experiencing at this point.

Village of Brown Deer Land Use Study. James T. Barry Co. and Inc. and Kahler Slater and Fitzhugh Scott, Inc., 1975. When this plan was created, Brown Deer still had contiguous undeveloped parcels, despite rapid development over the past decade. The plan recognized the need to develop a cohesive land use strategy in order to prevent haphazard development. Major recommendations included maintaining public access to the Milwaukee River, promoting bicycle facilities, building multi-family developments in the north-east corner of the Village along the Milwaukee River, providing a system of continuous greenways along the creeks,

maintaining attractive industrial parks, and encouraging a specialized shopping district in the Original Village.

A Land Use Plan for the West Bradley Road Corridor in the Village of Brown Deer, Milwaukee County, Wisconsin. Southeastern Wisconsin Regional Planning Commission (SEWRPC), 1992. In response to shop owners' concerns that it was increasingly difficult to maintain businesses along Bradley Road because of competing commercial activity along Brown Deer and Green Bay Roads, the Village asked SEWRPC to evaluate the current commercial land use designation for the West Bradley Road corridor. The study concluded that the corridor would be able to support some smaller-scale neighborhood-oriented commercial or office use, but that some of the land could be rezoned to single or multi-family residential.

Community Resident Perspectives of Brown Deer and Assessment of Local Services. University of Wisconsin-Milwaukee: Urban Research Center, 1995. The purpose of this study was to evaluate the level of satisfaction for services provided by the Village as well as to determine changing demands for services. The report concluded that residents were generally content with the level of service and quality of life in Brown Deer. Survey results showed that most residents opposed an increase in taxes or fees to fund new or expanded services.

Visioning Brown Deer's Future. Public Management Partners, 2003. The Brown Deer Vision Project was initiated to engage the community in developing a long term vision for the Village. The report contains demographic information about Brown Deer, an inventory of the strengths and weaknesses of the Village, and a vision statement for the future.

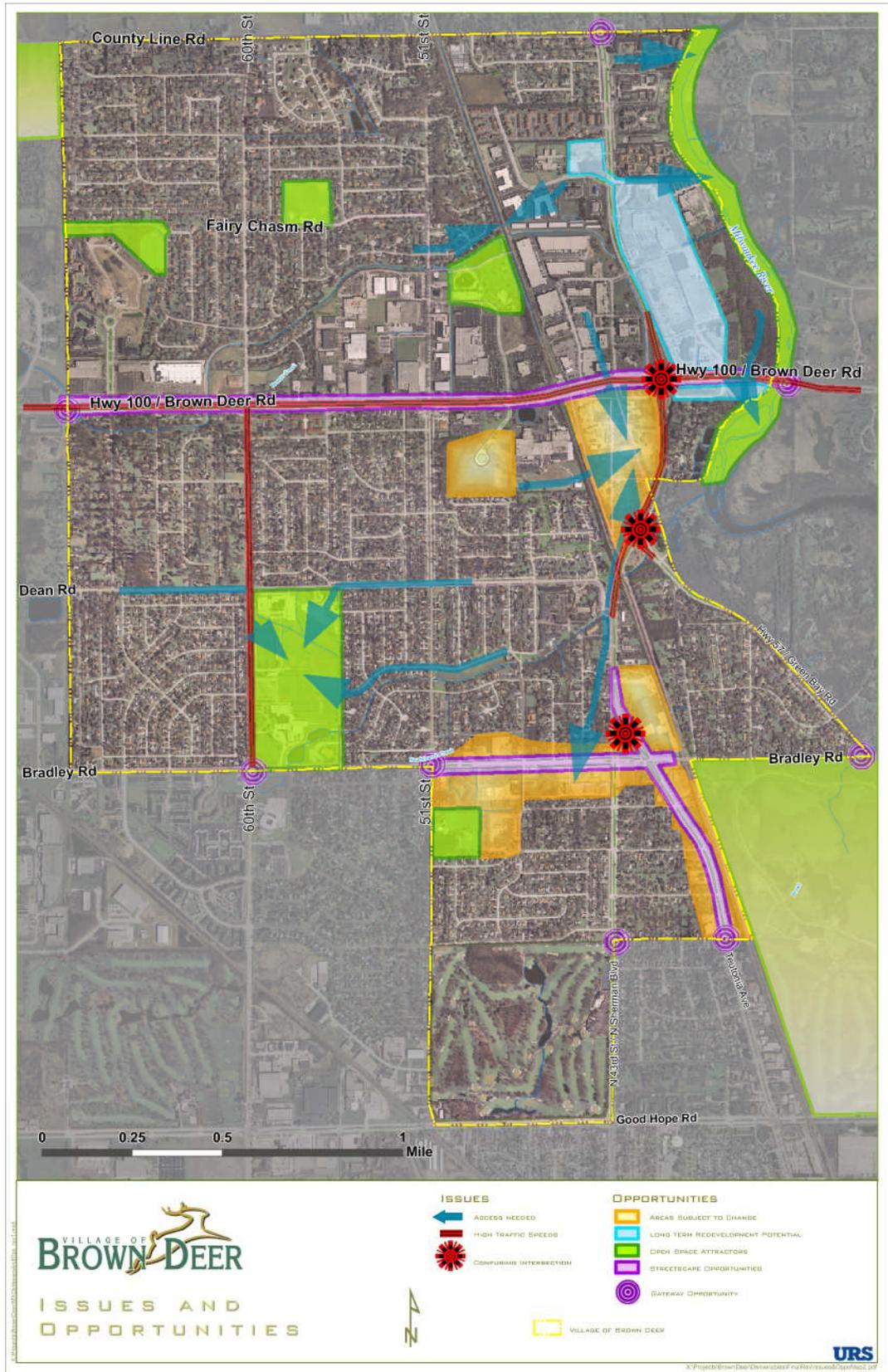
These and numerous regional and state plans were consulted in the development of this document. Details on planning context is included in each chapter of the Brown Deer Comprehensive Plan.

5. ISSUES AND OPPORTUNITIES FOR THE FUTURE OF BROWN DEER

Through the stakeholder involvement and data analysis processes, an "Issues and Opportunities Map" of the Village of Brown Deer was produced. This map, illustrated in Figure 1.5, shows areas that are considered to be a high priority, areas that are likely to change in the future, and areas with assets that should be leveraged in future planning efforts. Areas for future focus include:

- The Brown Deer Road and Bradley Road corridors,
 - The Original Village area, south of Brown Deer Road and west of Green Bay Road,
 - The commercial district north of Brown Deer Road and east of Green Bay Road,
 - Access to shopping, parks and community facilities,
 - Complex intersections, and
 - Locations for gateway features to enhance the Village's identity.
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Figure 1.5: Issues and Opportunities Map



Source: URS

6. ORGANIZATION OF THIS COMPREHENSIVE PLAN

The Village of Brown Deer Comprehensive Plan is organized into nine main chapters, as delineated in Section 1.1. Each chapter includes the results of stakeholder involvement activities relevant to its subject, data analysis, a description of planning context, and recommendations to meet the Village's goals and objectives. The final chapter – Implementation – details a general timeline and responsible parties for implementing the plan recommendations, along with specially-designed tools to enable Village staff and elected officials to ensure that the plan's spirit is carried forward in their everyday decision making processes.

7. GOALS AND OBJECTIVES FOR BROWN DEER'S FUTURE

Following analysis of stakeholder involvement activities, the Brown Deer planning team worked with Village staff and the Plan Commission to develop a set of goals and objectives for each element of the Comprehensive Plan. Goals, in the planning sense, are articulations of desired future states. Objectives comprise measurable interim steps in achieving those goals.

To develop the goals and objectives for Brown Deer's Comprehensive Plan, the team sorted and organized all the comments and information gathered through the initial set of stakeholder involvement activities and the Village's existing Vision Statement. These comments were arranged into sets of values to be expressed in the goals and challenges to be addressed in the objectives. The values and challenges were crafted into a first set of draft goals using the nominal group process (structured brainstorming). After a facilitated session with Village staff for review and refinement, the draft goals and objectives were forwarded to the Plan Commission for further review. The final draft goals and objectives were posted to the Comprehensive Plan website, and stakeholders were alerted with an email that comments were welcome.

Understanding Brown Deer's Comprehensive Planning Goals and Objectives

- Though the goals and objectives are numbered, this does not imply any system of priorities. All the goals and objectives are considered to be of equal importance by the Village of Brown Deer Plan Commission.
 - During the planning process, the issue of Village's identity in metropolitan Milwaukee emerged as a consistent theme. Therefore, objectives that particularly relate to bolstering the Village's image are demoted with a flag symbol.  Sustainable redevelopment also emerged as an important theme. As a result, objectives that deal specifically with best management of natural resources are labeled with a globe symbol. 
 - In the goals and objectives, "Village" refers to the Village of Brown Deer elected and appointed officials and staff, the actors who must implement the recommendations of this Comprehensive Plan.
 - The recommendations in the following chapters of the Comprehensive Plan are designed to directly and indirectly address these goals and objectives.
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NATURAL RESOURCES

Goals	Objectives
1. The Village will maintain and operate quality open space, parks, and natural resources to provide enjoyment and varied recreational opportunities.	<p>1.1 Continue to explore opportunities to expand open space and parks to enhance Village identity</p> <p>1.2 Encourage public and private partnerships for the maintenance and improvement of parks and open space</p> <p>1.3 Develop a Parks and Open Space Plan</p> <p>1.4 Promote awareness of parks, programs, and open space to enhance Village identity</p>
2. The Village will prioritize stewardship of natural resources and encourage sustainable practices in Village operations, development and redevelopment.	<p>2.1 Evaluate, develop and codify best management practices for environmental stewardship in the zoning code as a means to enhance Village identity</p> <p>2.2 Increase awareness of sustainability initiatives in the Village</p>
3. The Village will improve access to waterways, parks, and natural resources.	<p>3.1 Explore options for access to the Milwaukee River</p> <p>3.2 Improve access to parks</p>

ECONOMIC DEVELOPMENT

Goals	Objectives
1. The Village will strive to maintain a mix of employers and businesses to sustain a diverse tax base.	<p>1.1 In tandem with existing relationships, explore the formation of a business association specific to Brown Deer employers in order to enhance the Village's identity</p> <p>1.2 Expand and research recruitment tools for new businesses</p>
2. The Village will focus redevelopment activities along key nodes and corridors to enhance commercial quality and variety.	<p>2.1 Expand and research recruitment tools for desirable retail development in order to enhance the Village's identity</p> <p>2.2 Evaluate and strengthen partnerships for economic development</p>

LAND USE

Goals	Objectives
1. The Village will preserve the character of its residential neighborhoods.	1.1 The Village will preserve the variety and distribution of land uses in order to minimize land use conflict
2. The Village will actively guide land use changes in redevelopment areas to enhance the Village's identity and improve quality of life.	2.1 Ensure that the zoning code is regularly updated or is flexible in order to accommodate evolving land use norms 🌐 2.2 Explore potential economic development incentive programs to promote mixed-use redevelopment in order to enhance the Village's identity 🏠 2.3 Update Village land use controls to promote neo-traditional design standards

HOUSING

Goals	Objectives
1. The Village will continue to encourage a diversity of housing options for people of all ages and life stages.	1.1 Encourage balanced housing options based on long-term demographic trends and analysis 1.2 Encourage and support life-cycle housing
2. The Village will promote high design standards for residential structures to provide community value for owners and renters.	2.1 Encourage sustainable building practices and the use of long-lasting materials 🌐 2.2 Evaluate and develop codified residential material and design standards
3. Promote preservation of existing housing stock.	3.1 Improve the ability of staff to carry out property maintenance evaluation to enhance the Village's identity 🏠 3.2 Increase awareness of property maintenance standards and resources to enhance the Village's identity 🏠
4. Promote neighborhood cohesiveness and experience in order to enhance Village's identity.	4.1 Encourage resident involvement in Village life 4.2 Continue to foster neighborhood safety

TRANSPORTATION

Goals	Objectives
1. The Village will make it easier to travel in Brown Deer on foot and by bike.	<p>1.1 Improve neighborhood and commercial access to Brown Deer Recreational Trail</p> <p>1.2 Increase sidewalk network 🌐</p> <p>1.3 Improve safety and convenience for pedestrians 🌐</p> <p>1.4 Evaluate opportunities for on- and off-street bike facilities in public and private spaces 🌐</p> <p>1.5 Increase awareness for multi-modal transportation opportunities 🌐</p>
2. The Village will ensure safe and convenient travel by automobile and transit.	<p>2.1 Evaluate street and road connectivity</p> <p>2.2 Support appropriate and sufficient bus transit service at or above current levels</p> <p>2.3 Evaluate priority locations to improve safety by addressing high traffic speeds</p> <p>2.4 Initiate with the Wisconsin Department of Transportation (WisDOT) and Milwaukee County the redesign of major intersections</p> <p>2.5 Support and participate in local and regional planning efforts for commuter rail</p>
3. The Village will improve the aesthetic experience for users of streets, intersections, transit stops and parking areas.	<p>3.1 Improve safety of Village thoroughfares through the development of streetscaping plans and standards in order to enhance the Village's identity 🌐</p> <p>3.2 Improve gateways at major entry and exit points to the Village 🌐</p>

UTILITIES AND COMMUNITY FACILITIES

<i>Goals</i>	<i>Objectives</i>
<p>1. The Village will work with citizens, institutions, and businesses to provide for the social, cultural, and recreational needs of the community.</p>	<p>1.1 Explore location and development opportunities for a community recreational center in order to enhance Village identity 🏡</p> <p>1.2 Explore opportunities for development of permanent Farmers’ Market</p> <p>1.3 Explore opportunities for development of outdoor community gathering places</p> <p>1.4 Target opportunities for joint Village and School District programming and planning</p>
<p>2. The Village will continue to work with its public and private partners to maintain appropriate utility service levels to meet the needs of its citizens, businesses and institutions.</p>	<p>2.1 Continue to explore innovative technologies, solutions, and programs for the provision of services</p> <p>2.2 Support progressive and sustainable utility and service provision at or above existing levels 🌍</p>

INTERGOVERNMENTAL COOPERATION

<i>Goals</i>
<p>1. The Village will continue to work with the City of Milwaukee, Milwaukee County, neighboring jurisdictions, and Milwaukee Metropolitan Sewage District (MMSD) to find innovative solutions for the provision of basic municipal services.</p>
<p>2. The Village will continue to work with agencies to ensure that regulatory frameworks and agency initiatives are responsive to the priorities of Brown Deer residents and businesses.</p>