

# **R** Milwaukee County **RESEARCH PARK**

 2026 Master Plan







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# 1 Executive Summary



The Milwaukee County Research Park ("Research Park") is a vital economic asset for the City of Wauwatosa ("City"). However, in order to maintain its competitiveness, maximize the tax base and employment opportunities, minimize vacancies, and better complement surrounding local and regional developments, significant infrastructure improvements and a broader re-imagining of the area are necessary. To address these challenges, the City and Irgens Partners, LLC ("Irgens") entered into a joint master planning agreement ("Master Plan") in March 2025. The study included:

- Review of existing infrastructure (roads, utilities, stormwater, transportation/connection).
- Addition of new common amenities.
- Transportation flow (pedestrian, bicycling, vehicular).
- Opportunities for new building projects to enhance taxable value.
- Review of current zoning and opportunities to create a multi-use community environment.
- Connection to neighboring uses (Wisconsin Avenue Park) and other community assets.
- Extensive public outreach to ensure residents, property owners, and other stakeholders possessed ample opportunities to provide public input.



## 2 Research Park Overview

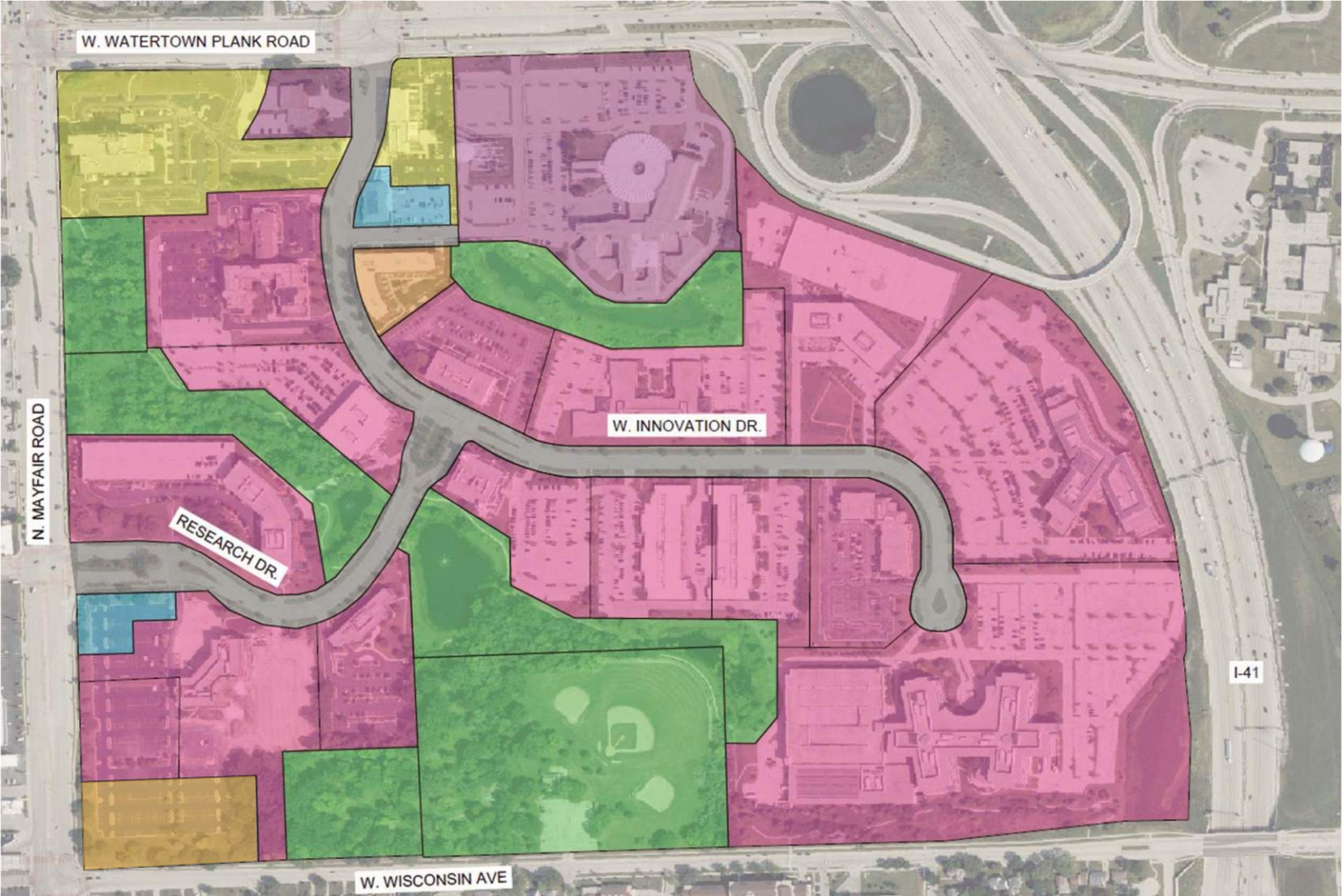
Milwaukee County Research Park, established in 1994, spans 134 acres and combines both developed properties and preserved natural areas. The park includes 20 acres of open space and conservation land, along with 20 improved properties: one hotel with 119 guest rooms, a former 198 guest room hotel being converted into 146 affordable residential units, an apartment complex with 103 residential units, two retail buildings totaling 18,000 square feet, a medical office building totaling 46,000 square feet, and 14 office buildings providing more than 1.8 million square feet of space. At peak capacity, the park is home to approximately 6,000 employees.

Original design guidelines encouraged low-density developments with large setbacks. As a result, properties have been predominantly improved with low-rise buildings and large surface parking lots. While common for its time, this development approach is inconsistent with modern business parks in comparable urban settings.



### Research Park Overview

*Milwaukee County Research Park 2026 Master Plan*



## Existing Land Use Exhibit

While institutional uses have long been established along Watertown Plank Road, the site's primary use is office space within its interior, complemented by a band of open space that preserves the natural, park-like character of the Research Park. Alternative uses, such as residential, hospitality, and retail, evolved along the edges of Mayfair and Watertown Plank Road.

| Use:                                                                                | Approx. Acreage: |               |
|-------------------------------------------------------------------------------------|------------------|---------------|
|  | Office           | 100.9 (57.0%) |
|  | Residential      | 1.4 (1.0%)    |
|  | Hospitality      | 9.7 (5.5%)    |
|  | Retail           | 2.2 (1.0%)    |
|  | Institutional    | 15.0 (8.5%)   |
|  | Open Space       | 34.5 (20.0%)  |
|  | Roadway          | 12.8 (7.0%)   |



### 3 Goals & Objectives

#### **Revitalize and enhance road infrastructure.**

Redesign, upgrade and extend the Research Park's internal network of roads to better traffic flow conditions, create safer intersections, and promote multimodal access.

#### **Encourage alternative transportation.**

Build safe, connected multi-purpose paths for pedestrians and cyclists to improve connectivity with the surrounding area and amenities, encourage healthier transportation options, and reduce daily traffic.

#### **Foster a sense of community through meaningful placemaking.**

Develop unique public amenity spaces such as plazas, parks, and recreational spaces that encourage meaningful human interaction, active lifestyles, and year-round community use.

#### **Redefine the "office park" environment by introducing mixed-uses.**

Add high-quality residential, retail, and hospitality uses within the Research Park to develop a modern "live-work-play" environment, reducing urban sprawl and improving overall land use.

#### **Enhance community wellness via sustainable design and practice.**

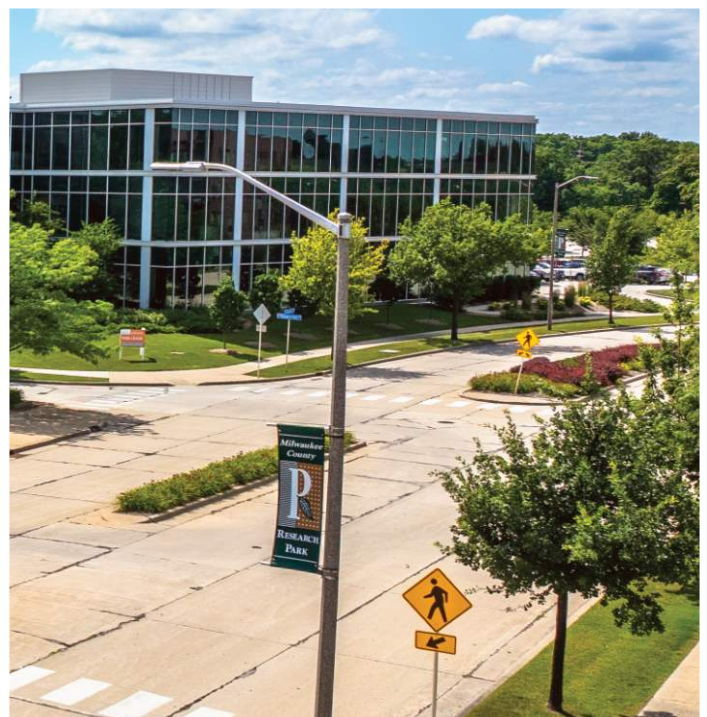
Contribute to a stronger, healthier community by creating an attractive, low-impact environment with safe, accessible green spaces for businesses and neighbors to enjoy.

#### **Establish and promote a new identity.**

Create a distinct, future-focused identity and brand that reflects its evolution into a vibrant, connected mixed-use district, integrating the brand into the built environment.

#### **Generate long-term economic and community value.**

Reinvest in the Research Park to attract and retain businesses, residents, and visitors through strategic land use, the creation of high-quality amenities, and activation that will drive tax base growth and reduce the tax burden on homeowners.





# 4 Process

## Step 1: Project initiation

The City of Wauwatosa and Irgens entered into a joint master planning agreement in March 2025.

## Step 2: Exploration

Eppstein Uhen Architects ("EUA") and The Sigma Group ("Sigma") were engaged to evaluate existing conditions and explore various concepts to achieve the goals and objectives laid out for the Master Plan.

## Step 3: Refinement

Various concepts created by EUA and Sigma were reviewed and refined through meetings with the City and Irgens.

## Step 4: Community Engagement

The Master Plan is built upon a comprehensive and inclusive community engagement process aimed at gathering input from a diverse range of stakeholders. This process included residents, property owners, and other regional government agencies and organizations. Through this outreach, the planning team identified key issues within the Research Park, uncovered opportunities and potential projects, and assessed existing strengths and assets. The process also captured public perspectives on priorities and objectives that the Master Plan should address.

## Stakeholder Meetings

Meetings were held with key stakeholders, including elected officials and Research Park property owners in December 2025. Overall feedback was positive, with participants expressing support for the proposed

vision. Key concerns were:

- Sensitivity to neighboring communities to the south.
- Need for wider variety of housing types within the plan area.
- Questions about future ownership and operations, and the entitlement process for individual projects.

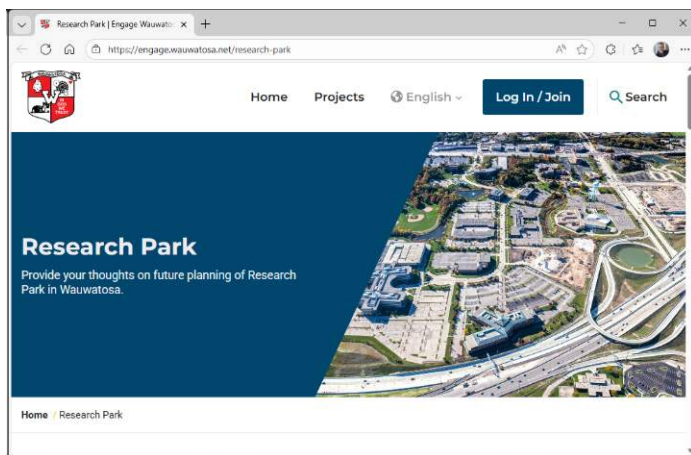
Stakeholders offered constructive recommendations to further strengthen the plan, such as:

- Include more public amenity spaces.
- Address deteriorating roads and implement traffic-calming measures for safety.
- Improved Wisconsin Avenue connection praised for linking to the Regional Medical Center.
- Strengthen connection to Moss Universal Park.

## Open House

Invitations to an open house at the Technology Innovation Center in the Research Park, held in December 2025, were extended to Wauwatosa residents and Research Park employees, property owners, and other regional government agencies and organizations. Eighteen participants attended, and overall feedback was positive. Attendees were encouraged to provide input using the web-based tool shown on following page. Some of the feedback at the event included:

- Identifying an additional site for a multi-family development in an underutilized parking lot.
- Need for public transit within the Research Park.
- Connecting Moss Universal Park with the Research Park was welcomed.
- A general concern about vehicle traffic.

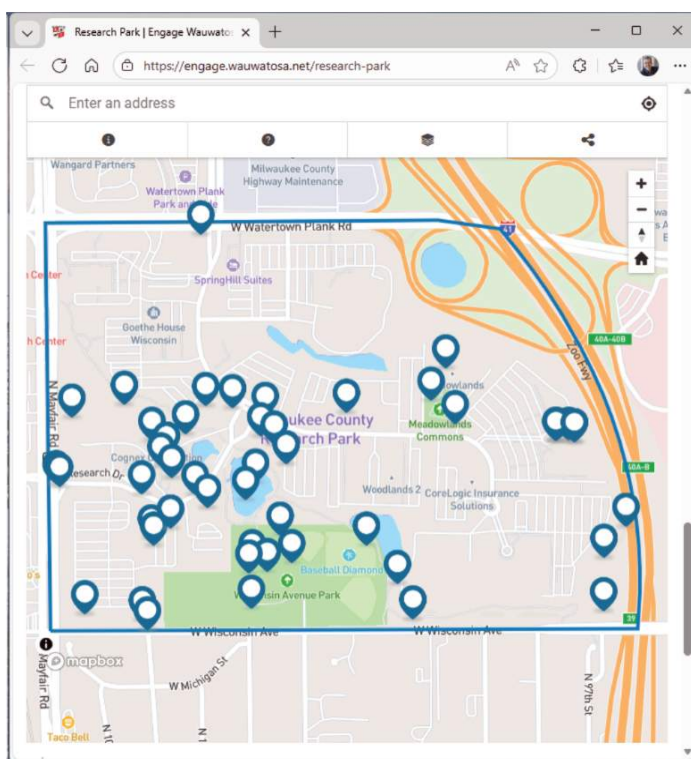


## Online Engagement

A dedicated project webpage, accessible through the City homepage, was developed to maximize community engagement and streamline feedback collection. The site featured a comprehensive project overview, drone footage, conceptual renderings, an interactive mapping tool, and a survey for public input.

## Public Engagement Summary

A map-based public survey (shown below) was conducted to gather input on existing conditions, desired future charter, and preferred amenities.



## Public Summary

The project webpage received 1,083 views. A total of 50 survey responses were submitted. 55% of respondents identified as employees of the Milwaukee County Research Park.

## Public Preferences

Survey respondents identified the following preferred amenities by area:

- West Public Amenity Area: Terraced seating overlooking a pond with an integrated water feature.
- East Active Area: Outdoor games.
- East Social Area: Nature garden.

## Existing Condition Perception

Responses to the question "How do you describe this area today?" indicated recurring themes of under-utilization, lack of defined purpose, and limited activity. Despite these concerns, respondents consistently noted the value of the site's natural features, particularly given the surrounding developed environment.

## Desired Future Character

Responses to the question "How would you like the area to be described?" emphasized a vision for a park-like green space, community hub, and a balance between active use and natural character.

## Public Comment Themes

Review of open-ended responses identified the following common themes:

- General support and excitement regarding the proposed concepts and visual renderings.
- Frustration with long-standing planning efforts without implementation.
- Requests to preserve existing forested areas.
- Interest in re-purposing underutilized surface parking areas.

Transportation-related concerns included:

- The proposed access location from Wisconsin Avenue.
- Limited sightlines due to existing hedges.
- Having trouble turning during peak traffic periods.
- The overall conditions of the roadways.

## Step 5: Implementation

See section 12, page 26.

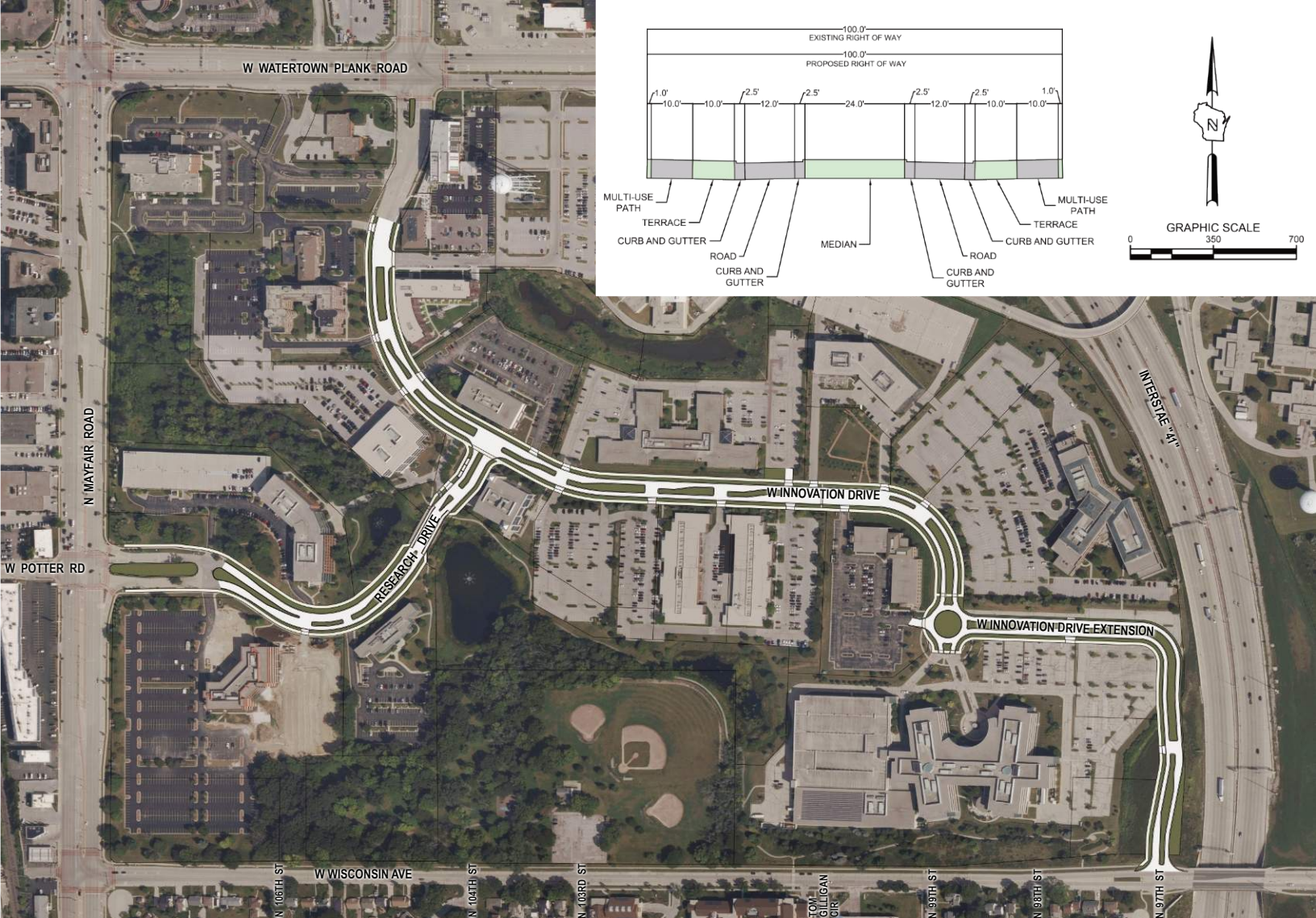


## 5 Roadways

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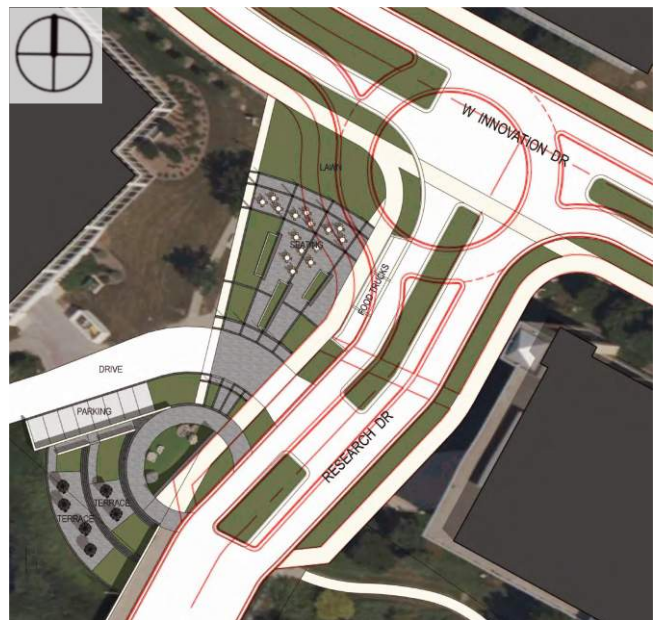
### **Revitalize and enhance road infrastructure.**

The existing conditions of the roadways throughout the Research Park are in poor condition. Constructed between 1995 and 1997, the concrete has significantly deteriorated, creating unsafe conditions for vehicles and bicyclists. Rather than simply replacing the roadways in their current configuration, the team considered redesigning, upgrading, and extending the Research Park's internal network of roads to improve traffic flow, create safer intersections, enhance aesthetic appeal, improve public transit, and promote multi-modal access. Feedback from both employers and employees strongly emphasized the need for roadway upgrades, citing concerns about safety, traffic speed, and accessibility. Additionally, respondents expressed a strong desire for including bike lanes and expanding pedestrian paths to encourage alternative transportation options and improve connectivity within the Research Park.



## Proposed Roadway Concept

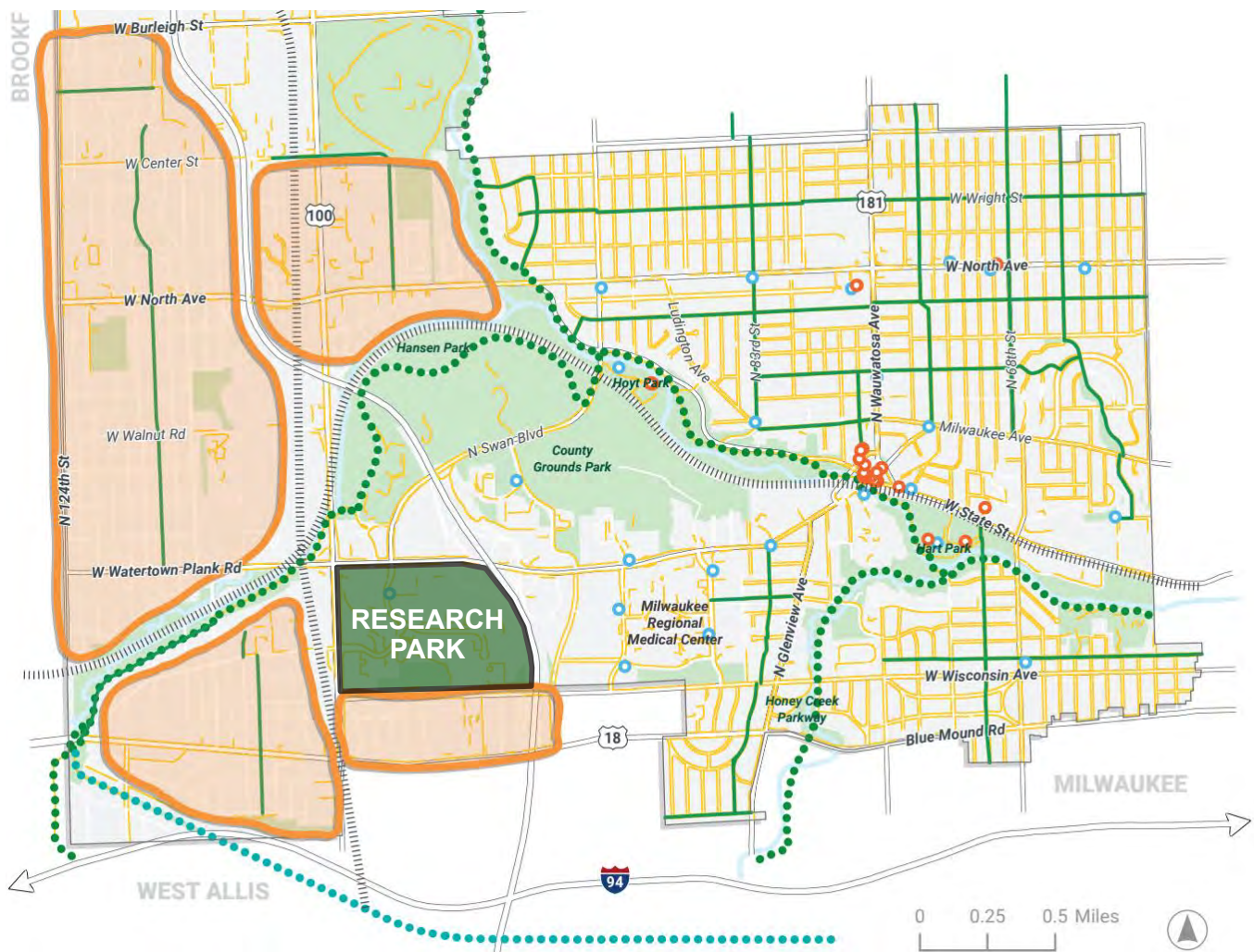
The proposed reconfiguration of Research and Innovation Drive within the existing 100-foot right-of-way introduces single 12-foot travel lanes in each direction, creating space for a 24-foot landscaped boulevard at the center. This design enhances the roadway's aesthetic appeal, promotes traffic calming, and accommodates a 10-foot multi-use path on both sides of the roadways. A controlled intersection, (full way stop), is planned at Research and Innovation Drive, with an alternative roundabout concept under consideration. Additionally, Innovation Drive is recommended to extend through the underutilized parking lot at 9900 Innovation Drive to connect with Wisconsin Avenue at a signalized intersection aligned with 97th Street, near the former Interstate 41 off-ramp. The existing cul-de-sac on Innovation Drive will be reconfigured into a roundabout to maintain efficient traffic flow.



**Alternative Roundabout Concept  
at the Intersection of Innovation and Research Drive**

## Roadways

 Milwaukee County Research Park 2026 Master Plan



Source: Tosa Tomorrow 2045 Comprehensive Plan 2025

## 6 Pedestrian & Bicycling Networks

### Encourage alternative transportation.

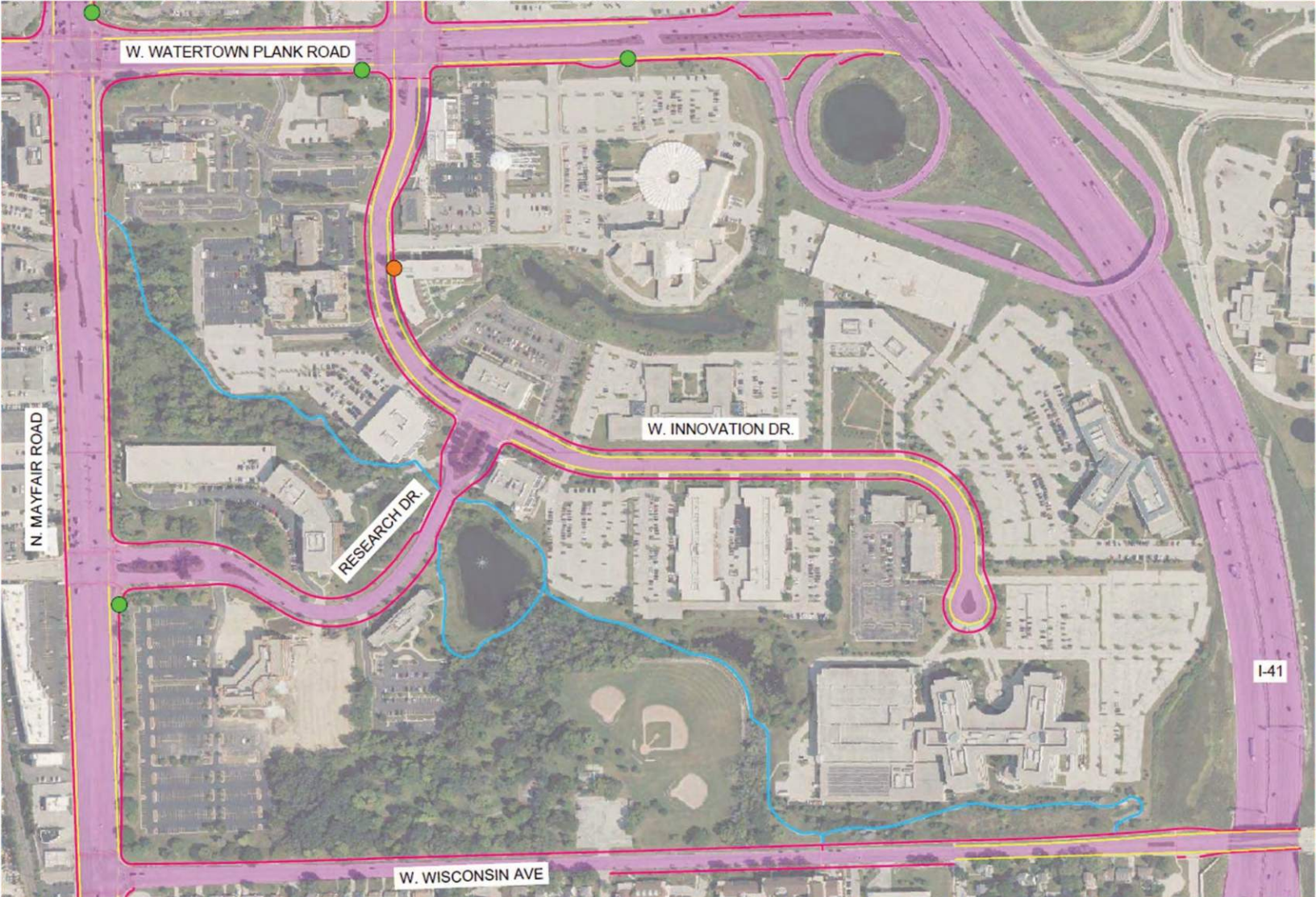
To support the long-term vision of the Research Park, developing a safe and interconnected network of sidewalks and bicycle trails is a critical priority. These improvements will enhance connectivity with surrounding areas and amenities, encourage healthier and more sustainable transportation options, and help reduce daily vehicular traffic within the Research Park. Creating a robust pedestrian and bicycling infrastructure aligns with modern mobility trends and fosters a more accessible, attractive, and environmentally conscious and healthy neighborhood. Strengthening the pedestrian and cycling networks was a recurring theme in the online feedback from employees.

### Regional Connectivity

The map above illustrates the pedestrian and bicycling networks throughout the City of Wauwatosa.

#### Active Transportation

- Public Bike Parking
- Bublr Bike Station
- ⋯ Hank Aaron Trail
- ⋯ Oak Leaf Trail
- Sidewalk Network
- Neighborhood With Limited Sidewalks
- Proposed Neighborhood Greenway



## Existing Pedestrian Network

- No dedicated bike lanes.
- Internal walking path network.
- Standard 5-foot sidewalks on Innovation and Research Drive.
- No connectivity to Wisconsin Avenue Park.

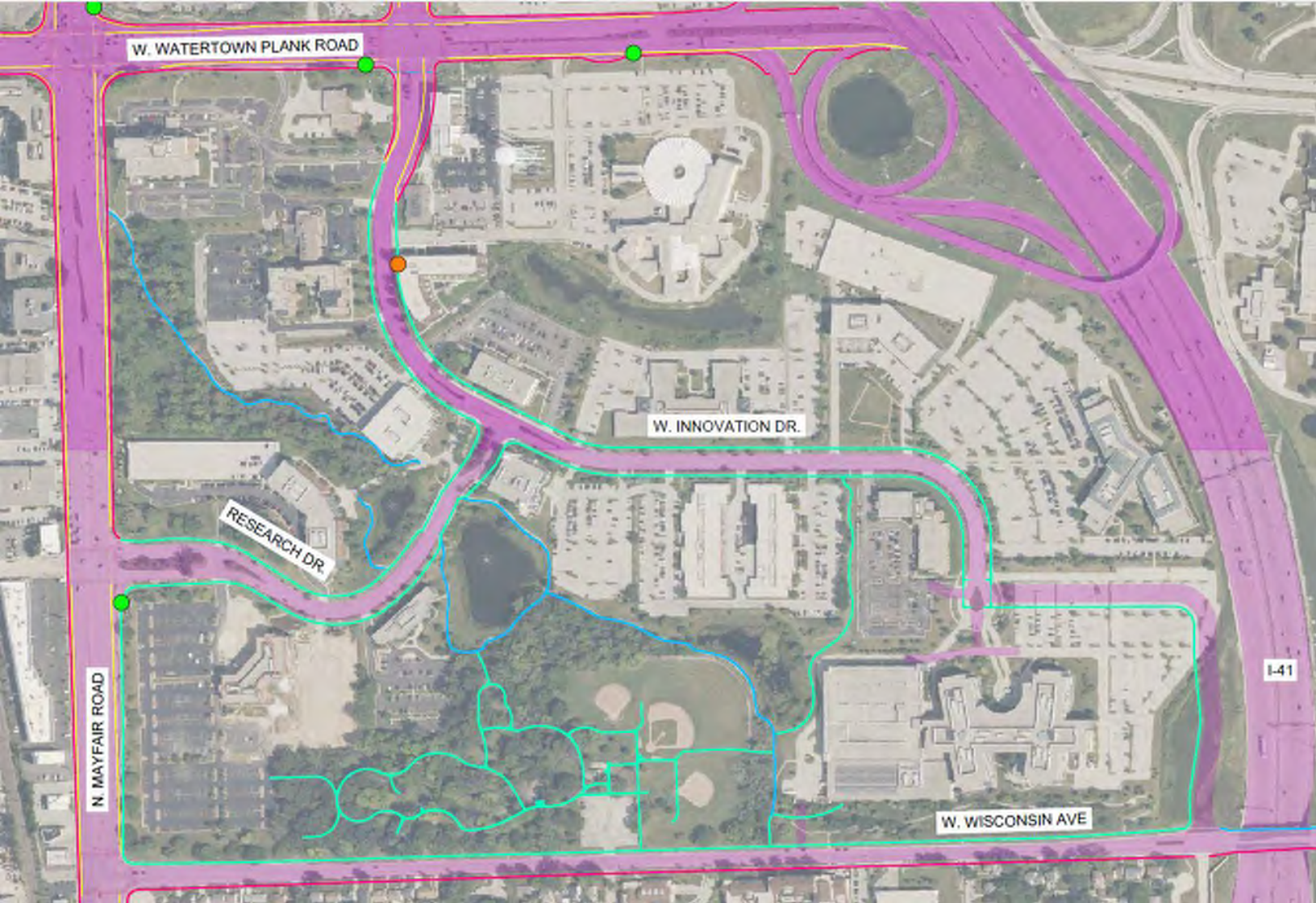
### Pedestrian Network

- Sidewalk
- Pedestrian Path
- Road



## Pedestrian & Bicycling Networks

 Milwaukee County Research Park 2026 Master Plan



Source: GRAEF

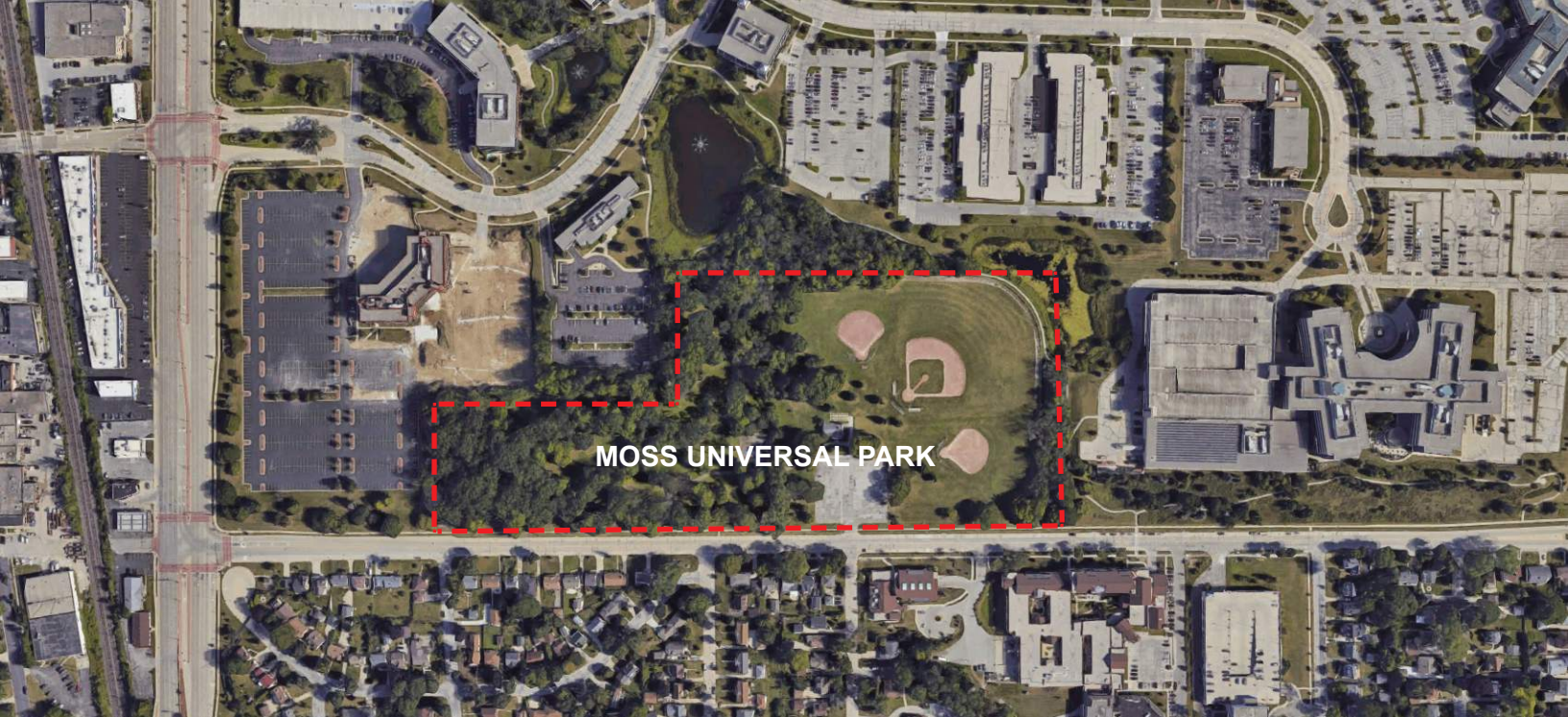


## Proposed Pedestrian Network

- Complete Streets design with 10-foot multi-purpose path on both sides of Innovation and Research Drives.
- Internal walking path expansion with connectivity to Wisconsin Avenue/Moss Universal Park (see Moss Universal Park plan on page 13).
- 10-foot multi-purpose path along Mayfair Road and Wisconsin Avenue (to be constructed by City in 2027).

### Pedestrian Network

- Sidewalk
- Existing Pedestrian Path
- Proposed Multi-Use Path
- Road



## MOSS UNIVERSAL PARK

### Moss Universal Park & Pavilion

The Ability Center is planning extensive renovations to Wisconsin Avenue Park, which will be re-branded as Moss Universal Park in collaboration with Milwaukee County Parks. The vision for Moss Universal Park in Milwaukee (Wauwatosa) is to create America's first

truly universally inclusive park, going beyond standard ADA compliance to offer a holistic recreation destination where people of all ages and abilities can play, exercise, and connect together throughout the entire 18-acre space, not just isolated areas.



### Pedestrian & Bicycling Networks

 Milwaukee County Research Park 2026 Master Plan



## 7 Public Amenities

**Foster a sense of community through meaningful placemaking.**

Survey feedback from employers and employees within the Research Park emphasized a strong demand for amenity spaces that accommodate a variety of activities. The objective is to create distinctive public spaces, such as plazas, parks, and recreational areas, that foster social interaction, promote active lifestyles, and support year-round community engagement. Two locations have been identified, one on the west side and one on the east, to ensure convenient access for all users.



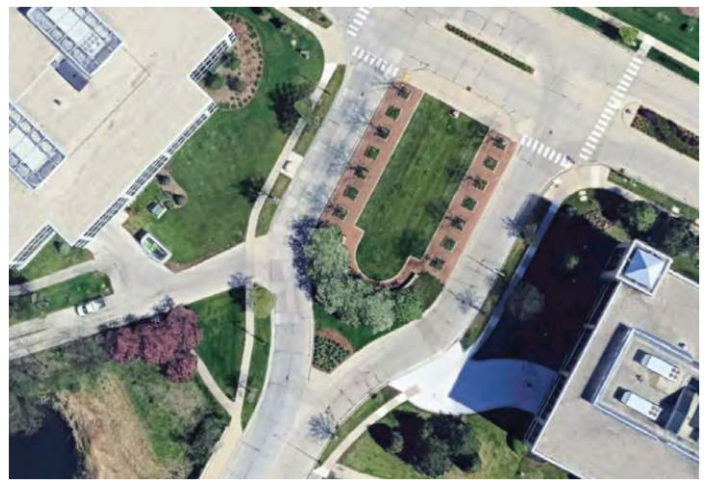
## Public Amenity Area - West

### Intersection of Innovation and Research Drive.

The existing site, a landscaped area encircled by roads, is currently dominated by vehicular traffic, resulting in minimal pedestrian use. The revised concept proposes rerouting Research Drive to the south, creating a clear separation between vehicles and pedestrians. The new plan adopts a radial layout, linking a terraced plaza overlooking a southern pond with a multi-use area to the north.

### Potential Programming:

- Off-street food truck area
- Pergola for covered/shaded seating
- Lawn area
- Terraced seating overlooking a pond with a water feature
- Central architectural element



Existing Site Plan



Conceptual Site Plan



Aerial From Innovation Drive Looking Southwest



View of Covered Seating Adjacent to Food Truck Parking



Aerial Looking Northwest From Research Drive



View of Terraced Seating Overlooking Pond



Existing Site Plan



Conceptual Site Plan

## Public Amenity Area - East

### 10100 Innovation Drive

The proposed one-acre site along Innovation Drive is highly visible and accessible to nearby office users. The feedback survey identified that employers and employees were looking for a variety of activities, from a nature garden to outdoor games.

#### Potential Programming – Active Zone:

- Pickleball courts
- Multi-purpose court
- Outdoor games
- Fitness

#### Potential Programming – Social Zone:

- Performance stage
- Indoor pavilion with public restrooms
- Covered seating
- Food truck parking
- Hardscape and landscaping
- Nature garden



Aerial From Innovation Drive Looking Northeast



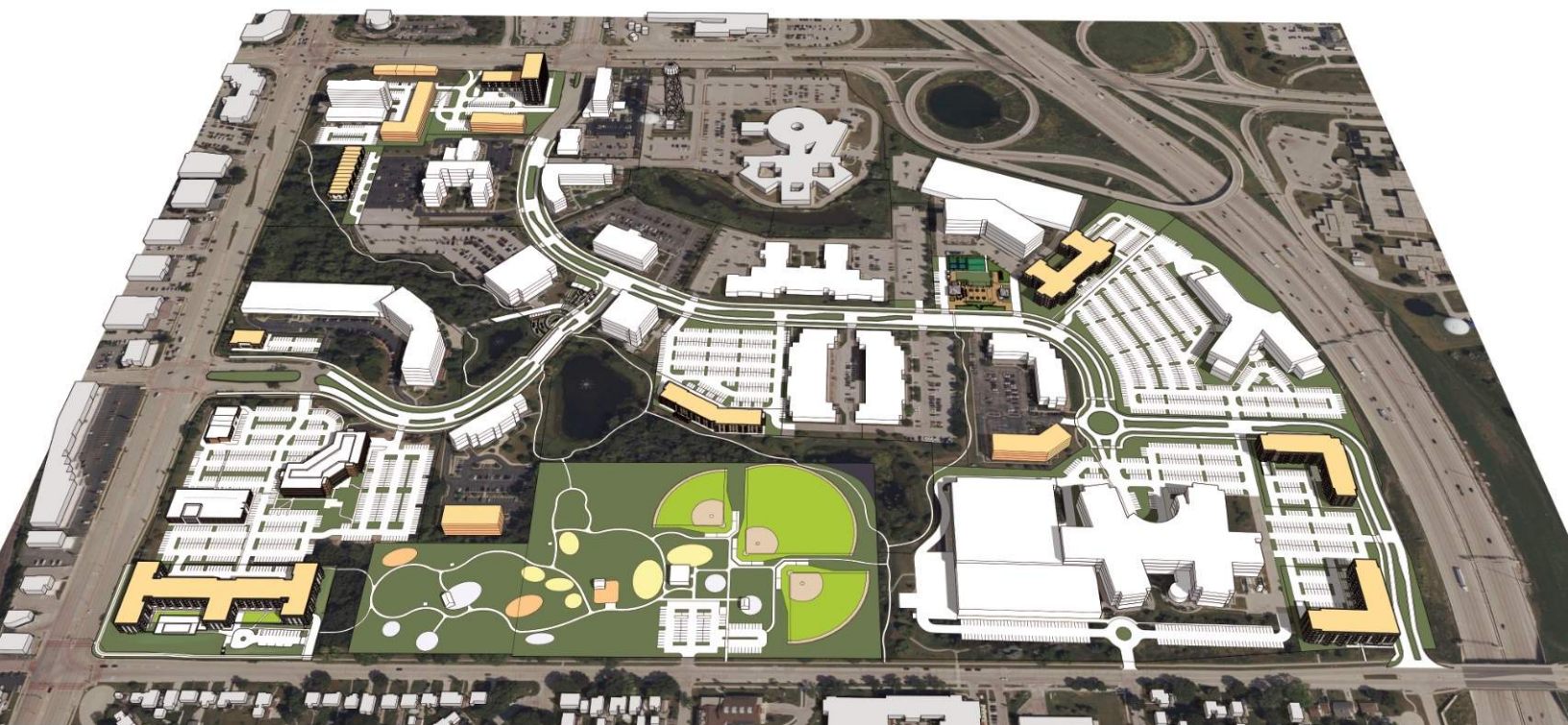
View of Entry into Amenity Area at the Southwest Corner



Aerial Looking Southeast



View Overlooking Central Area of Amenity Park



Conceptual Site Plan

## 8 Uses

### Redefine the “office park” environment by introducing mixed-uses.

Integrating high-quality residential, retail, and hospitality developments within the Research Park will create a contemporary live-work-play environment that minimizes urban sprawl and optimizes land use. Potential future development areas are highlighted in yellow on the conceptual site plan, while existing structures are shown in white. The City has recently updated zoning regulations to expand housing options; however, additional zoning amendments will be necessary to fully realize the envisioned mixed-use environment depicted in the conceptual plan.

The plan highlights these concepts:

- Site optimization: reduce surface parking and promote shared parking.
- Night-time activation.
- Encourage density through urban planning concepts with reduced setbacks.
- Disperse mixed uses throughout the park not just at perimeters.
- Diversify housing types.



Source: Mandel



#### Uses



Aerial From Northwest Corner of the Research Park



Aerial of Intersection at Innovation Drive and Watertown Plank Road Overlooking Conceptual Development at Fire Station



Aerial of Proposed Intersection at the Innovation Drive Extension and Wisconsin Avenue



Aerial from East Overlooking Conceptual Development Along the New Innovation Drive Extension



## 9 Sustainability

### **Enhance community wellness via sustainable design and practice.**

Contribute to a stronger, healthier community by creating an attractive, low-impact environment with safe, accessible green spaces for businesses and neighbors to enjoy. Sustainable strategies to be considered include integrating renewable energy, improving energy efficiency, managing water, promoting green transportation, enhancing biodiversity and promoting robust waste and recycling programs.

## 10 Branding

### **Establish and promote a new identity.**

As part of the Master Plan, the Research Park will be rebranded to modernize its image and align with the plan's vision. The update will establish a distinct identity and ensure consistent application across all touchpoints. Historically, the Research Park's brand reflected Milwaukee County's original ownership and its focus on attracting technology and research tenants. A comprehensive branding effort—reinforced by elements such as monument signs and light-pole banners—will connect the new identity to planned physical improvements and create a more cohesive experience.



# 11 Value Creation

## Generate long-term economic and community value.

Adding value to the Research Park is crucial to boosting property values (increasing tax revenue), attracting businesses and jobs, improving resident's quality of life through amenities, enhancing safety, and driving sustainable economic growth, making the City more desirable and fiscally healthy. The following is an illustrative projection of future taxable value and property taxes reflecting a relatively full build out of the planning area that is generally consistent with the conceptual plan presented in this document:

### Assessed Value

|                         |               |
|-------------------------|---------------|
| Current – 2025          | \$274,000,000 |
| Targeted Value Creation | \$302,000,000 |
| Projected Future        | \$576,000,000 |

### Property Taxes

|                       |              |
|-----------------------|--------------|
| Current – 2025        | \$4,877,200  |
| Targeted Tax Creation | \$5,375,600  |
| Projected Future      | \$10,252,800 |



# 12 Implementation

Achieving the goals of the Research Park Master Plan will require sustained effort and coordination among city staff, elected and appointed officials, property owners, and community partners. Ongoing cooperation and collaboration among these stakeholders will be essential to successfully implementing the plan's vision.

The City will adopt this Master Plan as a component of the City of Wauwatosa Comprehensive Plan 2025–2045. The overarching goal is to enhance the Research Park District by prioritizing pedestrian and bicycle connectivity, fostering collaboration through shared public amenities, improving transportation infrastructure, promoting mixed-use development, strengthening placemaking and district identity, and supporting long-term economic viability.

Implementation of the plan is anticipated to occur over a 20-year period and will not necessarily follow the exact development patterns illustrated in the conceptual exhibits. Instead, development will occur incrementally, with the plan serving as a flexible guide to assist community leaders in making strategic decisions that move the district toward a shared long-term vision.

## Action Matrix

The action matrix offers a comprehensive list of all implementation strategies, policies, and recommendations included within the Research Park Master Plan. It serves as a tool for staff and partners to prioritize implementation tasks and projects throughout the duration of the plan.

## Timeline Estimates

Timeline estimates indicate, in years, how long it would take to complete a specific action.

- (S) Short-term: Less than two years.
- (M) Mid-term: Two to five years.
- (L) Long-term: Greater than five years.
- (O) Ongoing: Requires immediate action and continued attention throughout the life of the comprehensive plan.
- (ADO) As Development Occurs: Can be implemented as development occurs over time.

## Partners

Just as the creation of the plan was a cooperative effort, the City will require the assistance of other government agencies, organizations, property owners, and community groups to fully implement the Master Plan. The partners section of the action matrix identifies potential partner organizations; however, there may be instances where an organization that is well-matched to one of the plan goals, supporting policies, or recommendations is not listed as a potential partner for a given topic and should be added.

| 1.0 Multi-Modal Transportation, Roads, and Paths |                                                                                                                                                                                                                                                                                                                                                                                                           |          |                                                                              |
|--------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------------------------------------------------------------|
|                                                  | This plan intends to prioritize pedestrian and bicycle connectivity, enhance multi-modal transportation options and safely improve circulation to lessen congestion and increase connectivity throughout the planning area. This can be accomplished through the following actions that may be undertaken by the City, respective property owners, private developers, and/or Planning Area stakeholders: |          |                                                                              |
|                                                  | Implementation Action                                                                                                                                                                                                                                                                                                                                                                                     | Timeline | Partner(s)                                                                   |
| 1.1                                              | Redesign and rebuild existing road network (Innovation Drive and Research Drive) for multi-modal access, improved traffic flow, durability, accessibility for all ability levels, and safer conditions.                                                                                                                                                                                                   | M        | City of Wauwatosa                                                            |
| 1.2                                              | Design and construct new pedestrian/bicycle paths throughout MCRP. This includes new bike/pedestrian paths, and connections to existing regional pedestrian/bicycle network.                                                                                                                                                                                                                              | M        | City of Wauwatosa, Private Developers, Property Owners, and Milwaukee County |
| 1.3                                              | Design and construct a new vehicular access point connecting Innovation Drive and Wisconsin Avenue.                                                                                                                                                                                                                                                                                                       | ADO      | City of Wauwatosa, Private Developers, and Property Owners                   |
| 1.4                                              | Work with Milwaukee County Transit System (MCTS) to establish ADA accessible transit infrastructure within the Research Park.                                                                                                                                                                                                                                                                             | S/O      | City of Wauwatosa, MCTS                                                      |
| 1.5                                              | Explore opportunities to increase connections between pedestrian/bike paths and residential neighborhoods and commercial areas.                                                                                                                                                                                                                                                                           | O        | City of Wauwatosa, Private Developers, Property Owners, and Milwaukee County |
| 1.6                                              | Encourage and promote bicycle ridership by continuing to require both short- and long-term bicycle parking, expanding enhanced bicycle parking infrastructure, and ensuring thoughtful design and strategic placement of bicycle parking facilities.                                                                                                                                                      | O        | Employers, Private Developers, and Property Owners                           |
| 1.7                                              | Continue incorporating new infrastructure and physical Complete Streets elements into street design.                                                                                                                                                                                                                                                                                                      | O        | City of Wauwatosa                                                            |

| 2.0 Park Areas and Amenities |                                                                                                                                                                                                                                                                                                                                          |          |                                                                                      |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------------------------------------------------------------------------------------|
|                              | This plan intends to create new publicly accessible amenities, preserve existing public park space, and conserve the natural environment. These goals can be accomplished through the following actions that may be undertaken by the City, Milwaukee County, respective property owners, developers, and/or planning area stakeholders: |          |                                                                                      |
|                              | Implementation Action                                                                                                                                                                                                                                                                                                                    | Timeline | Partner(s)                                                                           |
| 2.1                          | Design, build, and maintain new public amenity space such as plazas, parks and recreational spaces within the Research Park.                                                                                                                                                                                                             | M        | Private Developers, Milwaukee Regional Innovation Center (MRIC), and Property Owners |
| 2.2                          | Work to ensure that natural features and environmental areas are preserved and protected.                                                                                                                                                                                                                                                | O        | City of Wauwatosa, Private Developers, Property Owners, and Milwaukee County         |
| 2.3                          | Work to ensure that Wisconsin Avenue Park is preserved, well maintained, and upgraded to meet the needs of the public.                                                                                                                                                                                                                   | O        | Milwaukee County                                                                     |

| 3.0 Land Use and Building Form |                                                                                                                                                                                                                                                                                                    |          |                                                              |
|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------------------------------------------------------------|
|                                | In order to promote mixed-use development and strategically incorporate residential, retail, and hospitality uses within the MCRP, thereby fostering a vibrant live-work-play environment, reducing urban sprawl, and encouraging more efficient land use, the following measures are recommended: |          |                                                              |
|                                | Implementation Action                                                                                                                                                                                                                                                                              | Timeline | Partner(s)                                                   |
| 3.1                            | Modify zoning regulations to encourage development that promotes economic activity, high-density development, and a live-work-play environment.                                                                                                                                                    | S        | City of Wauwatosa                                            |
| 3.2                            | Update or eliminate private codes, covenants, and restrictions, along with supplementary design standards, processes, and agreements, to ensure alignment with the goals, objectives, and design recommendations of the Master Plan.                                                               | S        | Property Owners, MRIC                                        |
| 3.3                            | Work with property owners and developers to continually modify development standards to maximize development and redevelopment opportunities when and where appropriate.                                                                                                                           | O        | City of Wauwatosa, Property Owners, Private Developers       |
| 3.4                            | Encourage a balanced and diverse mix of uses to adequately provide services, conserve natural resources, and disperse amenities throughout the research park.                                                                                                                                      | O        | City of Wauwatosa, Property Owners, Private Developers, MRIC |
| 3.5                            | Encourage the development of housing across all price ranges. Support attainable housing options for middle- and upper-middle-income households, as well as affordable housing for low and very low-income populations, with a variety of unit sizes to meet diverse needs.                        | ADO      | Property Owners, Private Developers                          |

| 4.0 Sustainability |                                                                                                                                                                                                                                                                                             |          |                                                      |
|--------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------------------------------------|
|                    | This plan aims to enhance community wellness through sustainable design. The proposed measures will support a stronger, healthier community by creating an attractive, low-impact environment with safe and accessible green spaces that benefit local businesses and the surrounding area: |          |                                                      |
|                    | Implementation Action                                                                                                                                                                                                                                                                       | Timeline | Partner(s)                                           |
| 4.1                | Implement streetscape improvements that incorporate sustainable design elements.                                                                                                                                                                                                            | M        | City of Wawautosa, Property Owners, Developers, MRIC |
| 4.2                | Encourage EV charging stations in new commercial and multifamily developments.                                                                                                                                                                                                              | ADO      | City of Wawautosa, Property Owners, Developers, MRIC |
| 4.3                | Encourage new developments or redevelopments to incorporate green infrastructure and low-impact design.                                                                                                                                                                                     | ADO      | City of Wawautosa, Property Owners, Developers, MRIC |
| 4.4                | Identify and prioritize areas where green infrastructure can be integrated into both existing and future developments.                                                                                                                                                                      | ADO      | City of Wawautosa, Property Owners, Developers, MRIC |

| 5.0 Branding |                                                                                                                                                                                                                                                                                                                                                                                                   |          |                       |
|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-----------------------|
|              | As part of the Master Plan, the Research Park will be rebranded to reflect contemporary standards and a forward-looking vision. This initiative includes updating physical elements to create a distinctive identity, communicate a cohesive vision, and ensure consistency throughout the project. The implementation action items below outline steps to achieve the district's branding goals: |          |                       |
|              | Implementation Action                                                                                                                                                                                                                                                                                                                                                                             | Timeline | Partner(s)            |
| 5.1          | Establish guiding principles for a compelling identity through performing competitive market analysis and defining the future vision of the Research Park.                                                                                                                                                                                                                                        | S        | Property Owners, MRIC |
| 5.2          | Create a name, branding guide and messaging framework that represent the guiding principles and future vision.                                                                                                                                                                                                                                                                                    | S        | Property Owners, MRIC |
| 5.3          | Identify opportunities to align the built environment with the new brand, such as streetscaping improvements, signage, etc.                                                                                                                                                                                                                                                                       | S        | Property Owners, MRIC |
| 5.4          | Implement a multi-faceted rollout strategy including physical improvements, public relations, social media, etc.                                                                                                                                                                                                                                                                                  | M        | Property Owners, MRIC |

| 6.0 Funding |                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|             | To support implementation of the above action items and advance the Master Plan's goals, the following outlines a menu of potential funding mechanisms and sources currently available to the City and its partners: |                                                                                                                                                                                                                                                                                                                                                                                                                    |
|             | Funding Source                                                                                                                                                                                                       | Description                                                                                                                                                                                                                                                                                                                                                                                                        |
| 6.1         | Capital Improvement Program (CIP)                                                                                                                                                                                    | The City's Capital Improvement Program (CIP) represents its fiscal commitment to initiatives aimed at maintaining and improving the community. The City should review and update the CIP as needed to reflect the Research Park Master Plan implementation measures.                                                                                                                                               |
| 6.2         | Tax Increment Financing (TIF)                                                                                                                                                                                        | The purpose of TIF funding is to incentivize and attract desired development within key areas. TIF dollars can typically be used for infrastructure, streetscaping, public improvements, land assemblage, and offsetting the cost of development. TIF utilizes future property tax revenues generated within a designated area or district to pay for improvements and further incentivize continued reinvestment. |
| 6.3         | Business Development Tax Credits                                                                                                                                                                                     | Businesses seeking to locate or expand in the City may be eligible for Business Development Tax Credits through the Wisconsin Economic Development Corporation (WEDC).                                                                                                                                                                                                                                             |
| 6.4         | Enterprise Zone Tax Credit                                                                                                                                                                                           | Enterprise Zone Tax Credits are available through WEDC to assist Wisconsin businesses with major expansion projects or that are relocating major business operations from other states to Wisconsin.                                                                                                                                                                                                               |
| 6.5         | Revolving Loan Fund                                                                                                                                                                                                  | The Wauwatosa Revolving Loan Fund Corporation (WRLFC) provides loans up to \$100,000 to start-up and existing businesses in the City.                                                                                                                                                                                                                                                                              |
| 6.6         | Community Development Block Grant (CDBG) Business Loan Program                                                                                                                                                       | The Community Development Authority (CDA) in Wauwatosa offers business loans through the federal CDBG to help eliminate blight and create jobs.                                                                                                                                                                                                                                                                    |
| 6.7         | Community Development Block Grant (CDBG) - Housing                                                                                                                                                                   | The City receives an annual allocation from the U.S. Department of Housing & Urban Development through the CDBG program. This program aims to foster viable urban communities by improving housing, ensuring a safe living environment, and expanding economic opportunities primarily for low- or moderate-income individuals.                                                                                    |
| 6.8         | Neighborhood Business Revitalization Guarantee                                                                                                                                                                       | The Wisconsin Housing and Economic Development Authority (WHEDA) provides financial assistance to small businesses. The organization's Neighborhood Business Revitalization Guarantee (NBRG) gives access to financing that allows qualified small businesses to develop or rehabilitate commercial real estate in urban areas.                                                                                    |
| 6.9         | Affordable Housing Programming/ Housing Tax Credit (HTC)                                                                                                                                                             | WHEDA provides several financing tools for housing developers and property managers to construct and maintain affordable housing. Options include tax-exempt bond financing, stand-alone bond financing, and flex financing. WHEDA also administers the federal HTC program for Wisconsin.                                                                                                                         |
| 6.10        | Multifamily Housing Fund                                                                                                                                                                                             | The Multifamily Housing Fund, administered by WHEDA, provides construction and permanent financing to foster the development of multifamily housing for low- and moderate-income residents.                                                                                                                                                                                                                        |
| 6.11        | Community Development Authority Affordable Housing Fund                                                                                                                                                              | The City's Community Development Authority (CDA) Affordable Housing Fund is a program supports a variety of activities related to affordable housing and the general improvement of the housing stock in Wauwatosa.                                                                                                                                                                                                |
| 6.12        | Transportation Alternatives Program (TAP)                                                                                                                                                                            | The TAP supports projects that align with Safe Routes to School, transportation enhancements, and Bicycle & Pedestrian Facilities programs.                                                                                                                                                                                                                                                                        |