



**Comprehensive Land Use Plan Update
Steering Committee Meeting #3
Tuesday, August 27th, 2019 – 6:00 PM
City Hall, Conference Room 3, 2nd Floor**

Notice: If a person with a disability requires the meeting be accessible or that materials at the meeting be in an accessible format, call the City Clerk's office at least 48 hours in advance to request adequate accommodations. Tel: 262-569-2186

Agenda:

1. Call meeting to order and confirm appropriate meeting notification
2. **Comprehensive Plan 2050 Overview** – Discussion of the overall draft plan development and process for review
3. **Chapter Review** – Review and discussion of each chapter. This will include a high level overview of each chapter with a focus on updated and key elements of the plan.
 - a. Chapter 1 – Introduction
 - b. Chapter 2 – Issues and Opportunities
 - c. Chapter 3 – Housing
 - d. Chapter 4 – Transportation
 - e. Chapter 5 – Community Facilities and Utilities
 - f. Chapter 6 – Agricultural, Natural and Community Resources
 - g. Chapter 7 – Economic Development
 - h. Chapter 8 – Intergovernmental Cooperation
 - i. Chapter 9 – Land Use
 - j. Chapter 10 – Implementation
4. **Draft Plan Review Process** – Discuss remaining review process and adoption
5. Adjourn

Diane Coenen
City Clerk

Notice is hereby given that a majority of the Common Council and Plan Commission may be present at the above-noticed meeting to gather information about a subject over which they have decision-making responsibility.

This constitutes a meeting of the Common Council pursuant to State ex rel. Badke v. Greendale Village board, 173 Wis.2d 553, 494 N.W. 2d 408 (1993) and must be noticed as such, although the Common Council will not take any formal action at this meeting.



COMPREHENSIVE PLAN 2050



AUGUST 2019 DRAFT

Acknowledgments

The City of Oconomowoc's Comprehensive Plan 2050 was developed through a planning process that involved many people. Through a range of public input opportunities, the plan utilized resident input to guide the future vision of the community. This plan should be considered the resident's plan. There were many stakeholders and staff that participated in the process, which helped to shape the final plan.

Mayor and Common Council

- David Nold - Mayor
- Derek Zward - First District Alderman
- Karen Spiegelberg - First District Alderman
- Lou Kowieski - Council President/Second District Alderman
- Tom Strey - Second District Alderman
- Matt Rosek - Third District Alderman
- Andy Rogers - Third District Alderman
- Charlie Shaw - Council Vice President/Fourth District Alderman
- Kevin Ellis - Fourth District Alderman

Plan Commission

- Mayor David Nold, Chairperson
- John Gross
- Steven Ritt
- Robert Lex
- Dean Frederick
- Kenneth Brotheridge
- Derek Zwart, Alderman

City Staff

- Sarah Kitsembel - City Administrator
- Jason Gallo, AICP - City Planner/City Administrator
- Kristi Weber, CNUa - Planner/Community Development Specialist
- Bob Duffy - Director of Economic Development



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Appendix A - Public Input Summary

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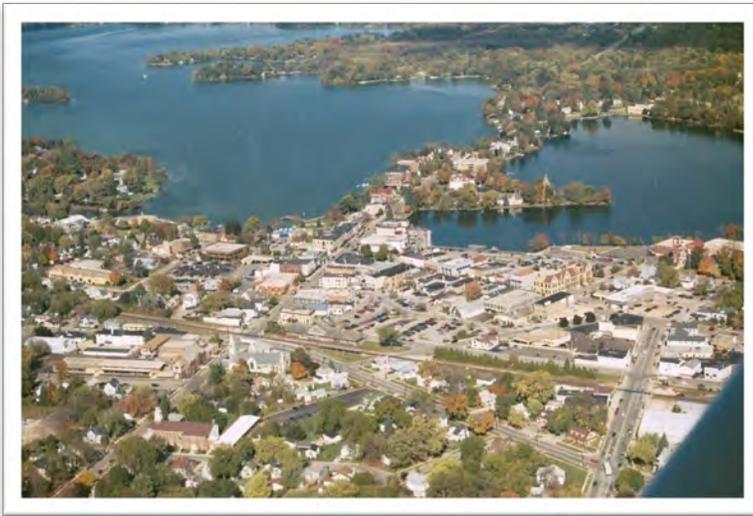
INTRODUCTION





About Oconomowoc

The City of Oconomowoc is a growing community with a 2017 estimated population of approximately 16,717 residents. Oconomowoc is located in northwestern Waukesha County, Wisconsin. Nestled between Lac La Belle and Oconomowoc Lake, the City is surrounded by three towns and two villages. To the north of the City lies the Town of Oconomowoc. The southern boundary abuts the Village of Summit, and the eastern edge shares a border with the Village of Oconomowoc Lake. Jefferson County and the Towns of Ixonia and Concord sit on the western edge. Oconomowoc is positioned in an ideal location with access to I-94, State Trunk Highway (STH) 16, and STH 67. The City is located approximately 37 miles east of Madison (pop. 255,214) and less than 30 miles west of Milwaukee (pop. 595,351), see figure to the right. The City of Watertown (pop. 23,655) is located approximately 11 miles northwest and the City of Hartford (pop. 14,277) sits just 13 miles northeast of Oconomowoc. Situated in the heart of lake country, Oconomowoc has natural beauty and bountiful recreation opportunities year-round. Whether you are looking for a cluster of unique shopping experiences or a stroll around beautiful lakes and tree lined streets, Oconomowoc has it all.



History

Long before colonialists arrived, the Potawatomi peoples were the primary stewards of the land that is now the City of Oconomowoc. In 1837, Charles Sheldon and Phil Brewer settled in the area and before long, the area was filled with many settlers drawn in by the area's natural beauty and abundant resources. John S. Rockwell, also known as the "Father of Oconomowoc", established the town's foundational institutions. The young settler built the area's first store, hotel, fire department, and library.



In 1844 Oconomowoc was incorporated as a town. The name of the town comes from the Potawatomi term for “waterfall”: Coo-no-mo-wauk. Ever since incorporation, the town has continued to expand. Before long, residents were able to travel to nearby towns of Milwaukee, Waukesha, Pewaukee, and Watertown.

Oconomowoc was incorporated as a City in 1865, and by 1875 its population had grown to almost 3,000. Following the arrival of the railroad, Oconomowoc became a favorite summer retreat for tourists and wealthy resorters from Chicago, Milwaukee, St. Louis and other Midwestern cities. Some of the nation's wealthiest families built stately summer homes on the lakes, and by the 1880s Oconomowoc featured six luxury resorts. From the 1870's until the Great Depression, Oconomowoc was known as the “Newport of the West,” and visits by Presidents Cleveland, Harrison, Grant, Taft, Coolidge, McKinley and Theodore Roosevelt earned Main Street the nickname “Avenue of the Presidents.”



Today, the summer mansions have transformed into year-round homes, and thriving industries help support what was once primarily a vacation destination. The City's downtown still bears many late 19th century buildings. Stately historic houses in the area are also reminders of those years. Historic walking tours around Fowler Lake provide a snapshot of the grandeur of the area's colonial past. In 2015, Oconomowoc celebrated its 150th anniversary.

What is a Comprehensive Plan?

The Comprehensive Plan for the City of Oconomowoc is intended to serve as a guide for making land use decisions, preparing and implementing ordinances, preparing capital improvement programs, and influencing the rate, timing, and location of future growth. All land use decisions faced by the City of Oconomowoc will be guided by the vision, goals, objectives, and policies set forth in this plan. City staff, elected and appointed officials, stakeholders and property owners should refer to this plan on a regular basis as development actions are pursued.

A sound comprehensive plan not only serves as the guide for community, physical, social, and economic development over a 30-year timeframe, but creates a roadmap that will keep Oconomowoc a healthy, sustainable, and desirable place to live through year 2050.

The Wisconsin State Statutes 66.1001, referred to as the Wisconsin comprehensive planning law, notes that if a local government modifies or puts into law any of the following ordinances, that ordinance must be accordant with the jurisdiction's Comprehensive Plan:

- Official maps
- Local subdivision regulations
- General zoning ordinances
- Shoreland/wetland zoning ordinances

The Wisconsin State Statutes 66.1002 state that comprehensive plans must be updated once every ten years. This document serves as an update to the 2010-2030 Comprehensive Plan. The foundation of the Plan is driven by Oconomowoc residents and integrates public feedback into each section of the document. New demographic data and changing technology have led to changing desires for the community and are reflected in the revised goals, objectives, and policies discussed in each chapter. This plan outlines goals and policies to guide the



community to its desired vision for 2050. The regular review and update to the plan ensure that the policies and guidance continue to guide the community to that vision.

What is included in a Comprehensive Plan?

Wisconsin's comprehensive planning program, enacted in 1999 Wisconsin Act 9, codified what a Comprehensive Plan in Wisconsin must contain.

At a minimum, the Comprehensive Plan must contain nine chapters as shown in the cog graphic on to the right. Comprehensive plans must be updated every ten years and must include at least a 20-year horizon.

All legally required elements are included in this Comprehensive Plan. The plan also consists of a variety of narrative, maps, figures, and tables describing the existing and future conditions of Oconomowoc and identifies a set of tools needed to move the community toward its vision. Additionally, the Comprehensive Plan is used in coordination with other planning documents and municipal ordinances. The Wisconsin comprehensive planning law indicates that a comprehensive plan must address the following nine elements:



Issues and Opportunities



This element includes background information on Oconomowoc and a statement of overall objectives, policies, goals and programs to guide the future development and redevelopment of the community over the Comprehensive Plan planning period. Background information includes population, household and employment forecasts, and demographic trends including, age distribution, educational levels, income levels, and employment characteristics that exist within Oconomowoc.

Housing



The housing element provides a compilation of objectives, policies, goals, maps, and programs in Oconomowoc to provide an adequate housing supply that meets existing and forecasted housing demand in the City. The element assesses age, structural, value, and occupancy characteristics of Oconomowoc's housing stock. Specific policies and programs that promote the development of housing for all residents are identified. Housing policy and guidance in this plan provide for a range of housing choices that meet the needs of persons of all income levels and age groups and persons with special needs; policies and programs that promote the availability of land for the development or redevelopment of low-income and moderate-income housing; and policies and programs to maintain or rehabilitate Oconomowoc's existing housing stock.

Transportation



This plan element provides a compilation of objectives, policies, goals, maps and programs to guide the future of the City's multimodal transportation network, including roadways, transit, transportation systems for persons with disabilities, bicycles, electric personal assistive mobility devices, walking, railroads, air transportation, trucking and water transportation. The element identifies and compares the local governmental unit's objectives, policies, goals and programs to state and regional transportation plans. This chapter identifies highways within



the local governmental unit by function and incorporates state, regional and other applicable transportation plans, including transportation corridor plans, county highway functional and jurisdictional studies, urban area and rural area transportation plans, airport master plans and rail plans that apply in Oconomowoc.

Utilities and Community Facilities



The utilities and community facilities plan element outlines the objectives, policies, goals, maps, and programs to guide the future development of utilities and community facilities in Oconomowoc. An overview of existing conditions and future planning for the City's public infrastructure including, sanitary sewer service, storm water management, water supply, solid waste disposal, on-site wastewater treatment technologies, telecommunications facilities, power-generating plants and transmission lines, and recycling facilities is provided. Additional community facilities and services that are available to residents are highlighted through the chapter, including parks, cemeteries, health care facilities, child care facilities and other public facilities, such as police, fire and rescue facilities, libraries, schools and other governmental facilities. The element describes the location, use, and capacity of existing public utilities and community facilities and includes an approximate timetable that forecasts the need to expand or rehabilitate existing utilities and facilities.

Agricultural, Natural, and Cultural Resources



This element provides a compilation of objectives, policies, goals, maps, and programs for the conservation, and promotion of the effective management of natural resources such as groundwater, forests, productive agricultural areas, environmentally sensitive areas, threatened and endangered species, stream corridors, surface water, floodplains, wetlands, wildlife habitat, metallic and nonmetallic mineral resources consistent with zoning limitations under Wis. Stats. 295.20 (2), parks, open spaces, historical and cultural resources, community design, recreational resources and other natural resources. Many of the components discussed within the chapter are major contributors to the quality of life for Oconomowoc residents, and the preservation and maintenance of these areas is important to the future of the community.

Economic Development



The economic development element outlines the objectives, policies, goals, maps, and programs to promote the stabilization, retention, or expansion of the economic base and quality employment opportunities in Oconomowoc, including an analysis of the labor force and economic base. This chapter assesses categories or types of new businesses and industries that are desired by the City and discusses Oconomowoc's strengths and weaknesses with respect to attracting and retaining businesses and industries. The chapter also discusses the use of environmentally contaminated sites for commercial or industrial uses and identifies county, regional and state economic development programs that apply to the City.

Intergovernmental Cooperation



This plan element defines the objectives, policies, goals, maps, and programs for joint planning and decision making with other jurisdictions, including school districts, drainage districts, and adjacent local governmental units. This chapter analyzes the relationship of the local governmental unit to school districts, drainage districts, and adjacent local governmental units, and to the region, the state and other governmental units. The element incorporates plans and agreements currently in place with other jurisdictions. Areas of future cooperation or conflict between the City and other governmental units are also described within the chapter.

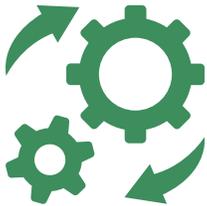


Land Use



The land use plan element provides a compilation of objectives, policies, goals, maps and programs to guide the future development and redevelopment of public and private property. The Land Use chapter contains a listing of the amount, type, intensity and net density of existing land uses within the City and planning area. Supply, demand, and price of land, opportunities for redevelopment, and existing and potential land-use conflicts are also discussed. This section contains projections, based on the background information specified in Wis. Stats 66.1002 (2)(a) for 20 years, in 5-year increments, of future residential, agricultural, commercial and industrial land uses including the assumptions of net densities or other spatial assumptions upon which the projections are based. The plan elements reviews limitations and opportunities of available land within the community for development and redevelopment opportunities to meet the growth projections for the next 20 years.

Implementation



The final plan element, implementation, outlines the goals and specific actions to be completed to help the City achieve its vision for 2050. These changes may include updates to zoning ordinances, the official map, and subdivision ordinances. The element describes how each of the elements of the comprehensive plan will be integrated and includes a mechanism to measure Oconomowoc's progress toward achieving all aspects of the Comprehensive Plan.



Adherence to the Comprehensive Plan

This plan is intended to be written as a guiding document of key topic areas over the life of the plan. While the plan is forward thinking in its policies and recommendations, it also needs to be flexible and acknowledge changes over time; responding to emerging trends, or conditions. City officials who use the plan must make logical adjustments to areas within the plan if prompted by unpredictable circumstances such as technology advancement, or environmental change.

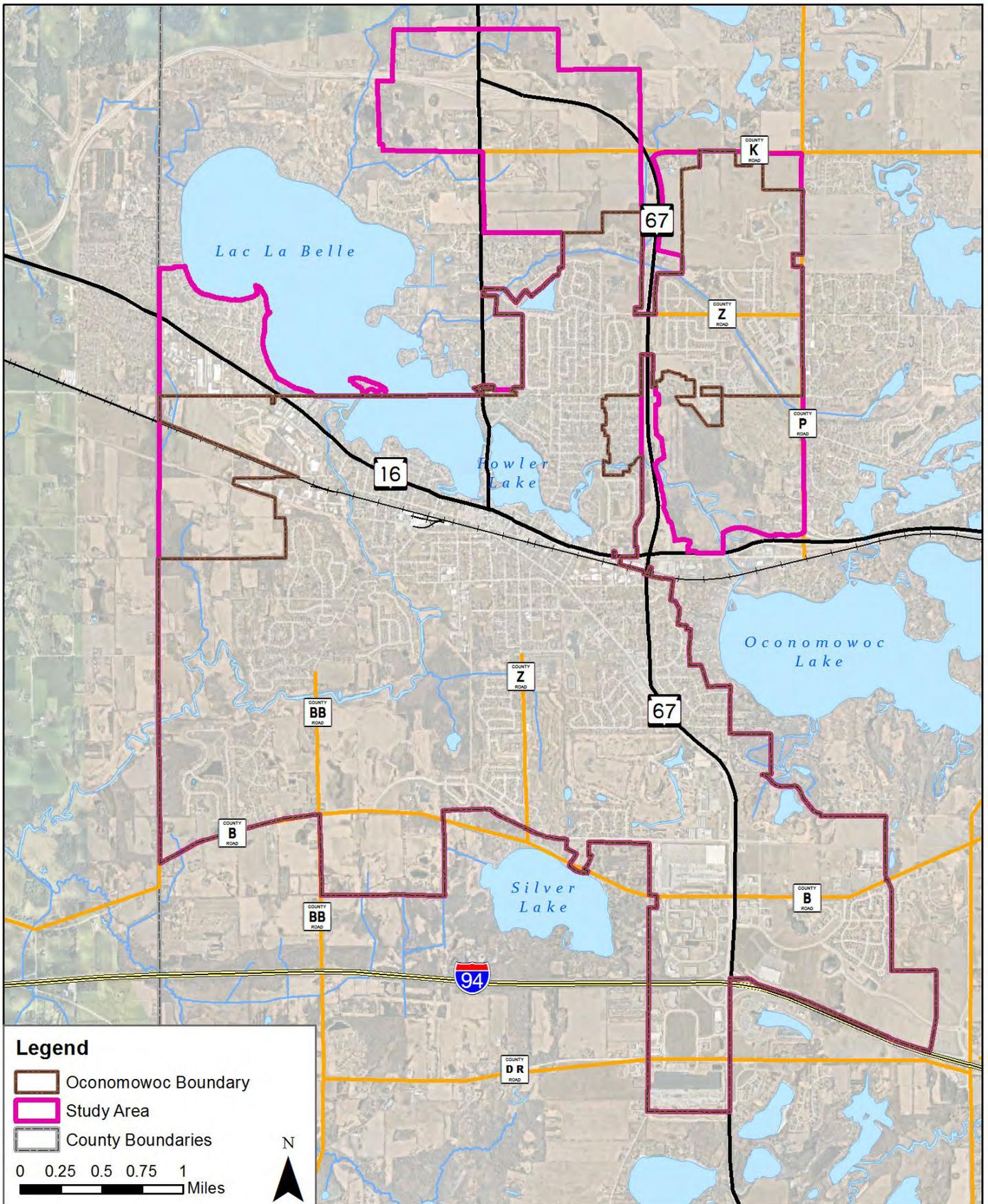
The Comprehensive Plan is not intended to address or solve all community issues. When this plan needs to be changed, an amendment procedure will be followed, and the language or mapping within the document can be updated through a public hearing process, as outlined in the Implementation chapter.

Planning Jurisdiction

The study area for this Comprehensive Plan includes lands in which the City has both a short and long-term interest in planning and developing. At this time, future planning areas outside of the City limits include areas to the north and east into the Town of Oconomowoc, see Figure 1. This planning area will be used to examine the future needs of the community for all plan elements.



Figure 1: Comprehensive Plan 2050 Study Area





Key Terminology

Throughout the document, each chapter will identify distinct goals, objectives, and policies. A definition of each is described below:

Goals

Goals are broad statements that describe a desired outcome or end state within a community. Goals can be short or long-term and should be specific enough to assess whether progress has been made towards achieving them.

Objectives

Objectives are a subset of a goal which provide measurable steps or strategies.

Policies

Policies are operational actions that a community will undertake to meet the defined goals and objectives. Policies are focused on a specific issue.

Comprehensive Plan Drivers

The City of Oconomowoc has continued to experience significant population growth since its incorporation. In recent history, from 1970 to 2010, the City has seen over 80 percent population growth. Looking to the future, the City is expected to continue to be one of the fastest growing communities in Western Waukesha County with an estimated population of 21,140 by 2040, an increase of almost 4,500 residents. A growing population and changing demographics drive the need for long-term planning. These issues are discussed in greater detail in the Issues and Opportunities chapter.

Wisconsin Comprehensive Planning Goals

Provided by the Wisconsin comprehensive planning law, there are 14 local planning goals that provide a vision for state and local land use and planning programs, policies, infrastructure, and investments. The 14 local planning goals are briefly described below.

- **Promotion of Redevelopment** - promotion of redevelopment of land with existing infrastructure and public services, and maintenance and rehabilitation of existing residential, commercial and industrial structures.
- **Encouragement of Neighborhood Designs** - encouragement of neighborhood designs that support a range of transportation choices.
- **Protection of natural areas** - protection of natural areas, including wetlands, wildlife habitats, lakes, and woodlands.
- **Protection of economically productive areas** - protection of economically productive areas, including farmland and forests.
- **Promotion of efficient development patterns** - encouragement of land uses, densities, and regulations that promote efficient development patterns and low costs.
- **Preservation of sites** - preserving cultural, historic, and archeological sites.
- **Encouragement of cooperation** - encouragement of cooperation and coordination among nearby units of government.
- **Building community identity** - building community identity by revitalizing main streets and enforcing design standards.
- **Providing an adequate supply of affordable housing** - providing an adequate supply of affordable housing for all income levels within the community.
- **Providing infrastructure, services, and developable land** - providing infrastructure, services, and developable land to meet market demand for residential, commercial, and industrial uses.



- **Promoting expansion or stabilization of the economic base** - promoting expansion or stabilization of the economic base and job creation.
- **Balancing individual property rights** - balancing property rights with community interests and goals.
- **Planning and developing land uses** - planning and developing land uses that create or preserve unique urban and rural communities.
- **Providing an integrated, efficient, and economical transportation system** - providing an integrated, efficient, and economical transportation system that meets the needs of all citizens.

The Planning Process

This Comprehensive Plan is the culmination of a 15-month process. The City of Oconomowoc began preparing for the Comprehensive Plan Update in 2018 and branded an Oconomowoc 2050 theme. A webpage was created to provide citizens with information about the project process, store relevant data collected, and publicize upcoming meetings and events. The planning process was driven by community involvement, which was used to refine the goals, policies and vision for the overall plan and each plan element.

The project consisted of three main phases including Data Collection/Visioning, Element Analysis, and Plan Development. Elements and key tasks are shown in the image below:



Steering Committee

The long-range planning process was guided by a Project Steering Committee. Members of this group were charged with playing an important role in guiding and promoting the planning process, reviewing materials, and sharing updates to their network. The committee included 13 members, each representing various groups within the City. The Committee met three times during the planning process. These meetings were held at key project milestones based on the phases above. Deliverables and findings were reviewed prior to public release.



Public Participation

The Citizens of Oconomowoc had several opportunities to participate in the development of this plan. Three pop up events, two community surveys, and two formal open houses were held for the residents of Oconomowoc to share their thoughts about their future desires for the community they call home. The following dates indicate where public input was collected:

- ✓ Summer 2018 – Online Community Survey
- ✓ Fall 2018 – Online Student Survey
- ✓ August 16, 2018 – Moonlit Movies Pop-Up
- ✓ October 19, 2018 – Touch a Truck Pop-Up
- ✓ April 11, 2019 – Open House #1
- ✓ June 8, 2019 – Farmer’s Market Pop-up
- ✓ TBD – Open House #2
- ✓ TBD – Planning Commission Meeting
- ✓ TBD – Public Hearing



A recap of the outreach and meetings are below. Full detailed meeting summaries and survey results can be found in the Appendix.

Community and Student Surveys

Two online surveys were administered to collect resident feedback for the Comprehensive Plan in the summer and fall of 2018. The surveys were available at the project webpage, on social media, and in hard copy format at City Hall and the Senior Center. Cards which contained a link to the online survey were distributed at the pop-up events and available at City Hall.

Online Community Survey

An online community survey was compiled asking City of Oconomowoc residents questions related to the nine-chapter elements. The survey was designed to collect respondent feedback in less than 15 minutes. The online community survey consisted of 25 questions. A total of 474 responses were recorded.

Online Student Survey

A mini nine-question survey was assembled and distributed to high school students in the fall of 2018 to target the City’s youth demographic and capture specific input. The shorter survey pulled a sample of questions from the online community survey but was pared down in size to assure the respondent could answer the questions in less than five minutes. The survey was distributed to juniors and seniors at Oconomowoc High School. A total of 408 responses were received.

Pop Up Events

City staff held a series of three pop-up events to gather feedback at critical milestones throughout the project. Pop-ups are a “meet-people-where-they-are” approach to public engagement where interactive information booths, boards, are on display, and feedback can be provided relatively quickly as passerby’s move from point to point within an event.

Moonlit Movies

On August 16, 2018 a pop-up event occurred in downtown Oconomowoc, outside of City Hall as part of the Moonlit Movies event. The purpose of the meeting was to:





- Engage with and inform Oconomowoc residents of the efforts the City is taking to update their ten-year-old Comprehensive Plan
- Introduce the Comprehensive Plan schedule, explain elements and chapters in the plan, discuss who will use the plan, identify key milestones, and recognize ways to stay involved throughout the planning process
- Solicit feedback from residents



Thousands were in attendance for the Superhero and Sci-Fi Festival Moonlit Movies event. The theme for this year's event was The Return of Ocomicon. A superhero action movie was shown on a 45-foot screen in the heart of downtown. Several vendors and downtown businesses had special promotions for attendees, and enthusiasts could participate in a costume contest dressed as their favorite superhero.

Consultant and City staff set up a tent outside the City Hall. The pop-up space included two 6' x 3' promotional banners, tattoos and glowsticks for the kids, and a handout explaining the comprehensive plan update process with a link to the City webpage. Four 2' x 3' boards were on display asking the following questions:

- What is the best thing about living in Oconomowoc?
- What type of housing is needed to meet the future needs of Oconomowoc residents?
- What type of businesses or services are needed in Oconomowoc?
- What is the biggest challenge Oconomowoc and its residents will encounter over the next 25 years?

There was also a "parking lot" where open feedback could be recorded if residents had comments that didn't fit into one of the questions above. Those that provided feedback on any question were encouraged to enter a drawing for a chance to win one of two \$25 Visa gift cards. A total of 69 attendees took the time to provide email addresses to stay involved with project updates throughout the planning process.

A full meeting summary can be found in the Appendix.

Touch a Truck

The consultant team and City staff set up a tent in Roosevelt Park for the Touch a Truck Event. The tent was staffed from 9:30 am – 12:00 pm. Setup included two 6' x 3' promotional banners, large mazes for the kids, and a handout explaining the comprehensive plan update process and link to the City webpage. Four 2' x 3' boards were on display. Three questions were duplicates from the Moonlit Movies event, along with a new question about the future priorities for the community.

- What is the best thing about living in Oconomowoc?
- What are your highest priorities for the future growth of Oconomowoc?
- What type of businesses or services are needed in Oconomowoc?





- What is the biggest challenge Oconomowoc and its residents will encounter over the next 25 years?

A full meeting summary can be found in the Appendix.

Farmer's Market

City staff and the consultant team conducted a third pop up event on Saturday, June 8, 2019 at the Oconomowoc Farmers Market. The team staffed a booth from 8 to 10:45 am providing residents and attendees the opportunity to provide feedback regarding the 2050 Comprehensive Plan Update. It is estimated that staff and the consultant team interacted with over 100 individuals at the Farmers Market event, bringing the total of engaged individuals to over 1,250 residents.



This pop-up event was aimed to collect input from residents regarding desired development types for three of the primary growth areas of the community, along with general input on the plan's identified focus areas. Four boards, along with a large notepad for residents to provide open ended comments, were on display. Since people would be passing by the booth quickly, activities were designed to gain feedback in under a minute. Two primary activities were included throughout the event:

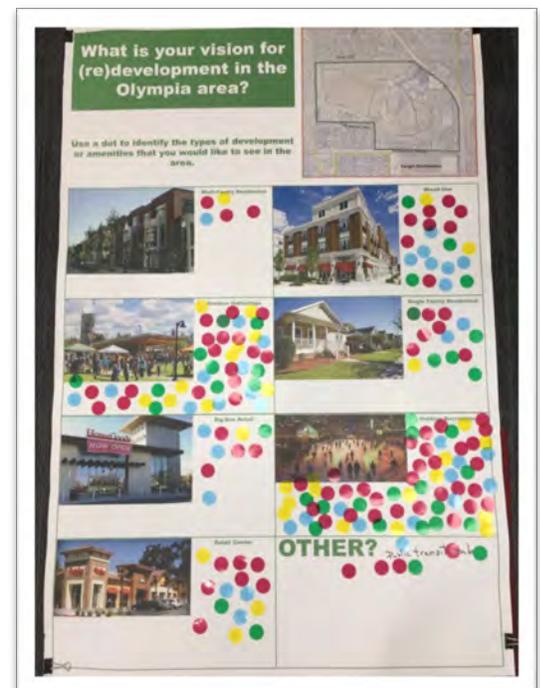
Comprehensive Plan Discussion Topics: The first board, "Comprehensive Plan Discussion Topics," listed areas identified as Key Themes for this 2050 Comprehensive Plan Update across the Comprehensive Plan chapter areas. Participants were invited to provide additional feedback or information on these topics, either through discussion with staff or notation on a blank sheet of paper.

- **Visual Preference Survey:** Three of the boards focused on visual preference and future land use in the East Wisconsin Avenue corridor, Olympia, and Pabst Farm areas to gather input on the desired types of development for each area. Participants were given stickers to identify their desired type or form of development for the respective location.

In total, 584 votes or comments were collected at this event.

Postcards with project information, including the project webpage, key themes identified, and contact information, were distributed to community members. The post card provided general information about the Comprehensive Plan Update with a list of the plan's discussion topics. Interested parties are invited to provide additional thoughts or comments to the project team over the next 30 days for consideration in the plan.

A full meeting summary can be found in the Appendix.





Open House

An open house meeting, which was held on April 11, 2019, provided an opportunity for public input and review of the Comprehensive Plan. The meeting occurred after the results of the public survey and two of the three pop up events. The open house provided opportunities for staff to share updates of the plan development, results of the online community survey, and gain public feedback. The meeting was two hours in length and included a formal presentation, followed by a question and answer period for the first hour.



The second half of the meeting provided time for participants to interact with staff, ask questions, and view twelve project boards. Each of the boards contained an engagement activity to provide specific feedback on each of the plan chapters. Engagement tools consisted of informational boards, open ended question, visual preference surveys, “how would you spend your money” activities, and dot exercises where respondents could provide locational feedback on issues and opportunities within the City.

Public Hearing

The Public Hearing meeting will be held upon completion of a draft plan.

Past Planning Efforts

Several planning documents were completed by the City of Oconomowoc over the years across numerous topic areas. The goals and policies established in these plans are integrated into the Oconomowoc 2050 Plan to the extent possible. A list and short description of some of the past planning documents are included below:

2010-2030 Comprehensive Plan

The most recent comprehensive plan, adopted in 2010, has guided the City for the past ten years. This plan is regularly used by City of Oconomowoc’s planning staff, Plan Commission, City Council, and stakeholders in decisions regarding growth and development.

2019-2023 Strategic Plan

Finalized in fall of 2018, the 2019-2023 strategic plan provides guidelines in order to create a safe and secure community, improve and maintain infrastructure, focus on economic development, enhance quality of life assets, and refine the effectiveness of the City government. The Comprehensive Plan and Strategic Plan should be used together to guide future decision making within City Hall.

Utilities Updated 25x25 Plan

The 2013 Utilities Plan provides information on population growth, energy use, fleet vehicles, water use, and community partnership. The plan summarizes past and future projects and pathways for efficiency and renewable energy, conservation, and improved use of fleet vehicles.

Southwest Summit Avenue Land Use Plan

The Southwest Summit Avenue Land Use Plan, adopted in 2007, conceptualizes numerous developmental alternatives for this planning area of the City.



River West Neighborhood Plan

This 2009 report puts forth a vision for the future of the River West Neighborhood. It includes information on the Oconomowoc River and floodplain, storm water management, and natural area conservation. There are also maps of the recreation areas and trails available in the neighborhood. The demands, constraints, services, and land use changes of area housing development are also discussed.

Downtown Revitalization Plan & Market Analysis

This plan provides a comprehensive, long-range vision and implementation strategy for the redevelopment of downtown Oconomowoc.

2017 Housing Study in Oconomowoc

This report gives a full study of previous and current housing, including the guiding plans and development history. The goal is to provide a variety of housing types, designs, densities, and price ranges to meet the needs of a variety of incomes, ages, and lifestyle preferences.

Bicycle & Pedestrian Trail Plan

The City's Bicycle and Pedestrian Plan, adopted in 2006, identifies trails, paths, and other routes for non-motorized modes of transportation throughout the City.

Comprehensive Outdoor Recreation Plan (CORP)

The City is currently updating its 5-year CORP for years 2020-2024. The CORP is used to guide the village in making decisions related to improvements at existing parks, new facilities, land acquisition, recreational trail extensions and improvements and compliance with the Americans with Disabilities Act. Having a CORP maintains eligibility for the City seeking parkland acquisition and development funding through WDNR.



2

ISSUES & OPPORTUNITIES





Introduction

This chapter contains data about the study area, specifically, the “who” and “what” the community is planning for. Analysis examines both existing and future datasets. Background information includes population growth, population projections, and population by age cohort; average household size; future household forecasts; owners versus renters; and demographic trends including, educational levels, income levels, and employment characteristics that exist within Oconomowoc.

The current governmental structure in the City is discussed highlighting various departments, committees and commissions and show how each is relevant to this plan update.

Finally, Issues and Opportunities in Oconomowoc are identified and provide some key themes for the City to consider moving forward. The key themes were a result of feedback from the residents, Steering Committee, and City staff. The themes are broken out by chapter areas, and a brief discussion of how they will lay out in this plan is included.

Population Change

From 1970 to 2010, the City of Oconomowoc saw an 80 percent growth in population. As shown in Table 1, the City’s growth was significantly higher than other surrounding communities during the previous 40-year period. The growth percentage within the City of Oconomowoc also exceeds the County as a whole by almost 12 percent.

Table 1: Population Growth: 1970-2010

Community	1970	1980	1990	2000	2010	% Change 1970-2010
City of Oconomowoc	8,741	9,909	10,993	12,382	15,759	80.3%
Town of Oconomowoc	6,010	7,340	7,323	7,451	8,408	39.9%
Village of Summit	3,809	4,050	4,003	4,999	4,674	22.7%
Village of Lac La Belle	227	289	258	329	289	27.3%
Village of Oconomowoc Lake	599	524	493	564	595	-0.7%
Village of Hartland	2,763	5,559	6,906	7,905	9,110	229.7%
City of Delafield	3,182	4,083	5,347	6,472	7,085	122.7%
Village of Pewaukee	-	-	-	8,170	8,166	-
City of Pewaukee	3,271	4,637	4,941	11,783	11,783	260.2%
Waukesha County	231,335	280,203	304,715	360,767	389,891	68.5%

Source: U.S. Bureau of the Census and the Wisconsin Department of Administration – 2010 Census

Long range planning must examine the potential future population of the community to align the future needs and associated resources. The following projections provide an educated guess for growth within the City and align with statewide projections developed by the Wisconsin Department of Administration. These population projections for the City are anticipated to rise for the next 20-year period. The table below indicates that population in the City of Oconomowoc is projected to grow at a faster rate than the surrounding Waukesha County communities and the County as a whole. The City of Oconomowoc is predicted to exceed 34 percent growth between the years 2010-2040. In the future, the City of Oconomowoc will likely continue to be one of the fastest growing communities in western Waukesha County and will need to plan accordingly for this growth and accommodating the needs of its residents.

**Table 2: Population Projections 2020-2040**

Community	2020	2025	2030	2035	2040	% Change 2010-2040
City of Oconomowoc	17,630	18,910	20,110	20,820	21,140	34.1%
Town of Oconomowoc	9,115	9,570	9,990	10,150	10,140	20.6%
Village of Summit	4,990	5,235	5,450	5,535	5,525	18.2%
Village of Lac La Belle	290	295	295	290	280	-3.1%
Village of Oconomowoc Lake	615	635	650	650	640	7.6%
Village of Hartland	9,770	10,290	10,770	10,980	10,990	12.5%
City of Delafield	7,425	7,720	7,975	8,040	7,955	7.1%
Village of Pewaukee	8,625	9,000	9,335	9,450	9,390	8.9%
City of Pewaukee	15,310	16,590	17,800	18,580	19,010	24.2%
Waukesha County	414,820	434,230	451,470	457,690	455,720	16.9%

Source: Wisconsin Department of Administration – Vintage 2013 Projections

The characteristics of the existing and future population should also be examined to understand changing trends and demographics. The Population by Age Group & Median Age table below provides data from the 2010 U.S. Census that shows the age distribution of City residents. In general, the City has the lowest median age among surrounding Waukesha County communities and Waukesha County as a whole.

Table 3: Population by Age Group & Median Age 2010

Community	Under 5	5 to 14	15 to 24	25 to 44	45 to 64	65+	Median Age
City of Oconomowoc	1,164	2,407	1,422	4,427	4,020	2,319	38.6
Town of Oconomowoc	436	1,141	875	1,807	3,047	1,102	44.6
Village of Summit	199	740	520	821	1,728	666	45.7
Village of Lac La Belle	5	44	18	40	121	62	53.8
Village of Oconomowoc Lake	12	75	66	85	225	132	50.7
Village of Hartland	600	1,520	1,098	2,409	2,573	910	37.5
City of Delafield	313	983	1,334	1,540	2,292	923	41.8
Village of Pewaukee	488	956	788	2,270	2,236	1,338	41.4
City of Pewaukee	665	1,672	1,154	3,033	4,514	2,157	45.3
Waukesha County	21,474	54,404	44,813	91,943	121,569	55,688	42.0

Source: U.S. Bureau of the Census – 2010 Census

The Age Distribution Table provides age distribution within the City from 2000 to 2010. During this period, the City saw an increase in the number of people living in the City age 45 and older. By 2010, the City also had a higher percentage of people 14 and younger living within the City. A percentage and numeric decrease did occur within the 15 to 24 age group and the 25 to 44 age group. The reduction in residents 15 to 44 should be evaluated and considered when the City is making planning decisions.



Table 4: City of Oconomowoc Age Distribution

Age Group	2000		2010		Change in Percentage of Total Population 2000-2010
	Number	Percentage of Total Population	Number	Percentage of Total Population	
Under 5	781	6.3%	1,164	7.4%	1.1%
5 to 14	1,716	13.6%	2,407	15.3%	1.7%
15 to 24	1,455	11.8%	1,422	9.0%	-2.8%
25 to 44	3,652	29.5%	4,427	28.1%	-1.4%
45 to 64	2,686	21.7%	4,020	25.5%	3.8%
65 and Over	2,092	16.9%	2,319	14.7%	-2.2%

Source: U.S. Bureau of the Census – 2000 and 2010 Censuses

It is important to note that in 2010, 4 percent of all County residents lived in the City of Oconomowoc. During that time, the City contained 4.2 percent of Waukesha County residents 65 and older, 3.3 percent of residents 45 to 64, 4.8 percent of residents 25 to 44, 3.2 percent of residents 15 to 24, 4.4 percent of residents 5 to 14, and 5.4 percent of residents younger than 5 years of age. The City appears to be attracting an aging population but has seen growth in its youngest populations as well.



In contrast with national trends, the City’s population of residents 65 and older has decreased. However, the population of residents 45 to 64 has seen nearly 4 percent growth. In general, the population of adults 55 and older will continue to grow in number reflecting the aging of the “baby boomers” (people born between 1946 and 1964). The percentage of population aged 35 to 54 age group will begin to decrease as baby boomers grow older and fewer numbers of persons born in the 1970s move into this age group. The last of the boomers will turn 65 in 2029.

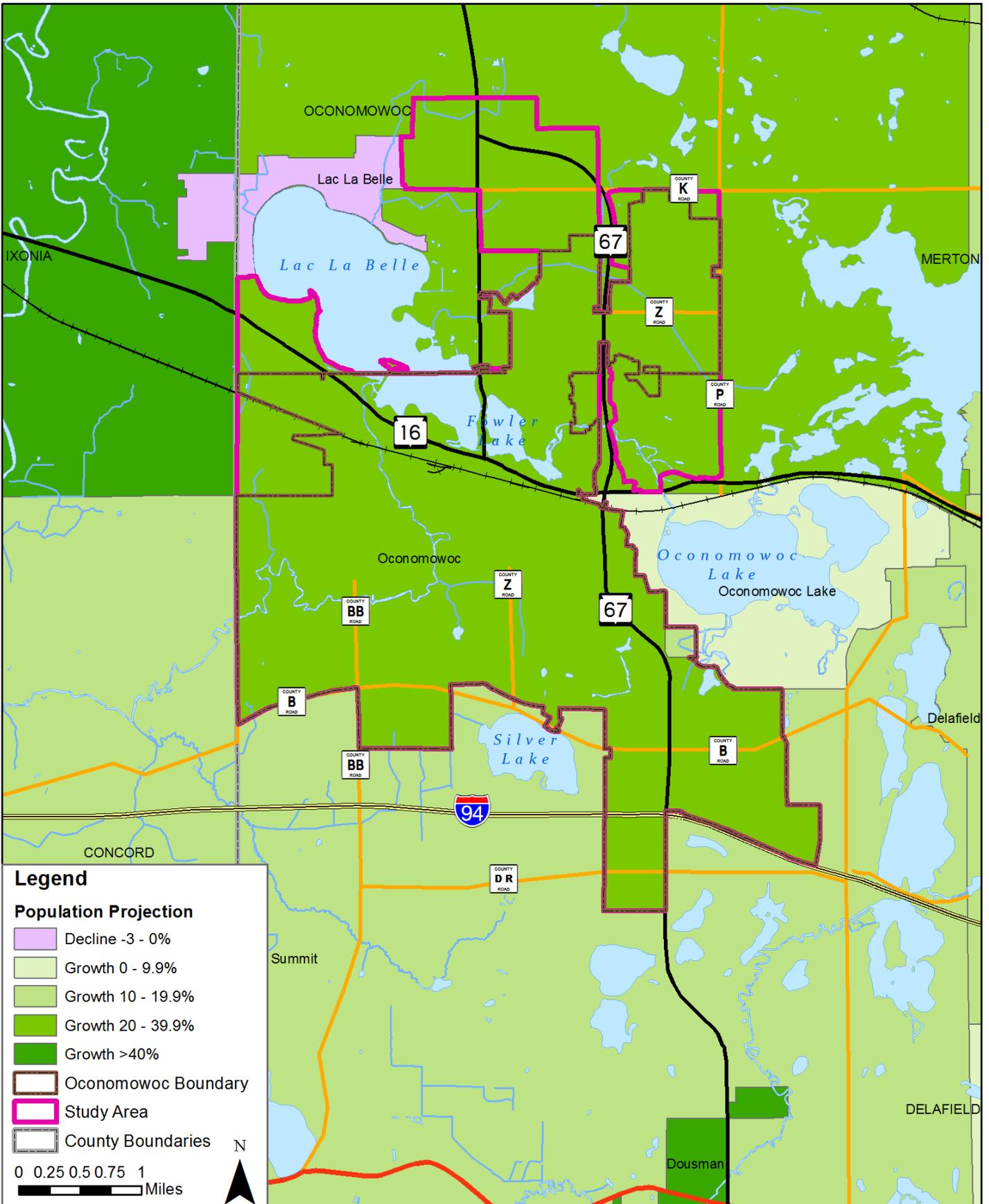
In 2018, AARP conducted a survey of adults and found that 3 out of 4 adults age 50 and older prefer to stay within their homes and communities as they age. Nearly 80 percent would prefer to continue living in the same community even if they are not able to stay in their homes. However, less than 60 percent expect that staying local is a possibility. To compare, between 50 and 60 percent of adults age 18 to 49 would prefer to stay in the same place as they get older.¹

The aging of the baby boomer population will have implications for school districts, housing stock, availability of jobs, transportation, and land use. Research indicates that boomers like urban amenities and live in places that provide proximity to downtown destinations. Boomers also tend to like cultural experiences, a sense of community, mobility, access to water, and maintenance-free lifestyles. The City of Oconomowoc has most, if not all the required amenities to attract and maintain baby boomers.

¹ <https://doi.org/10.26419/res.00231.001>



Figure 2: Population Projection 2010 – 2040



Source: Wisconsin Demographics Services Center, 2013





Household Forecasts

The U.S. Census defines a household as one person living alone or a group of people, not necessarily related, living at the same address within common housekeeping – generally speaking, the number of households aligns with the number of mailboxes. In 2010, the City of Oconomowoc had an average household size of 2.48 persons (see Table 5 below). The national average household size in 2010 was 2.58 persons. In general, the national trend is a continued decrease in household sizes due to increased financial wealth, people living longer, and greater freedom of mobility. As illustrated in Table 5, the City's slight increase in average household size from 2000 to 2010 goes against national trends and trends seen in surrounding communities and Waukesha County.

A growing population with a decreasing household size has implications for development of housing stock, demand for future water and sanitary sewer capacity, land use, and other utilities and community facilities. This trend is examined in more detail in the Housing and Utilities and Community Facilities chapters.

Table 5: Average Household Size 2000 & 2010

Community	2000 Average Household Size	2010 Average Household Size
City of Oconomowoc	2.40	2.48
Town of Oconomowoc	2.69	2.59
Village of Summit	2.76	2.65
Village of Lac La Belle	2.81	2.54
Village of Oconomowoc Lake	2.71	2.53
Village of Hartland	2.63	2.55
City of Delafield	2.52	2.38
Village of Pewaukee	2.19	2.08
City of Pewaukee	2.57	2.42
Waukesha County	2.63	2.52

Source: U.S. Bureau of the Census – 2000 and 2010 Censuses

The Wisconsin Department of Administration continues to project the City will add new households in the future to support its growing population. New households can include single-family homes, apartments, condominium units, duplexes, and town homes, to name a few. The household forecasts below indicate that future demand for housing in the City will remain strong with people having a desire to live in the community.

Table 6: Household Forecasts:2020-2040

Community	2010 Census	2015	2020	2025	2030	2035	2040
City of Oconomowoc	6,256	6,629	7,298	7,924	8,503	8,856	9,037
Town of Oconomowoc	3,244	3,407	3,672	3,904	4,114	4,211	4,235
Village of Summit	1,727	1,788	1,921	2,040	2,142	2,187	2,192
Village of Lac La Belle	114	116	119	123	124	123	120
Village of Oconomowoc Lake	232	237	250	261	270	272	269
Village of Hartland	3,566	3,698	3,993	4,259	4,500	4,622	4,657
City of Delafield	2,776	2,838	3,016	3,171	3,298	3,324	3,281



Community	2010 Census	2015	2020	2025	2030	2035	2040
Village of Pewaukee	3,903	4,021	4,303	4,547	4,760	4,854	4,854
City of Pewaukee	5,410	5,875	6,550	7,186	7,782	8,178	8,416
Waukesha County	152,663	157,942	169,355	179,460	188,251	191,990	192,110

Source: Wisconsin Department of Administration – Vintage 2013 Projections

As seen in the table below, in 2010, 70.5 percent of the City’s dwelling units were occupied by the owner, while 29.5 percent of the units were rented. The City has a higher percentage of renter occupied units than surrounding communities and more than Waukesha County as a whole. As expected, more families with smaller household sizes rent than families who have larger family sizes. Specifically, the average household size for a renter in 2010 was 1.79 persons, compared to an average of 2.68 persons per owner-occupied unit.

Table 7: Owner vs. Renter Occupied Units 2010

Community	Owner Occupied	Percent	Renter Occupied	Percent
City of Oconomowoc	4,409	70.5%	1,847	29.5%
Town of Oconomowoc	2,837	87.5%	407	12.5%
Village of Summit	1,546	89.5%	181	10.5%
Village of Lac La Belle	112	97.4%	3	2.6%
Village of Oconomowoc Lake	216	93.1%	16	6.9%
Village of Hartland	2,165	62.7%	1,290	37.3%
City of Delafield	1,935	69.7%	841	30.3%
Village of Pewaukee	2,289	58.6%	1,614	41.4%
City of Pewaukee	4,574	84.5%	836	15.5%
Waukesha County	117,270	76.8%	35,393	23.2%

Source: U.S. Bureau of the Census – 2010 Census

The table below provides occupancy information and indicates that younger people rent more than they own. This may be a result of income and affordability levels or may be a lifestyle choice. Also, people 65 and older are trending towards rental versus homeownership. This could be due to the reduced maintenance requirements of renting versus owning. In general, rental properties are easier to maintain for the renter, as the property owner usually does all the maintenance. Additional discussion regarding owning versus renting is provided in the Housing Chapter.

Table 8: City of Oconomowoc Owner vs Renter Occupied Units 2010

Age	Owner Occupied	Percent	Renter Occupied	Percent
15 to 24	22	0.5%	144	7.8%
25 to 44	1,565	35.5%	709	38.4%
45 to 64	1,846	41.9%	508	27.5%
65 and Over	976	22.1%	486	26.3%
Total:	4,409	100%	1,847	100%

Source: U.S. Bureau of the Census – 2010 Census

Education & Employment

Approximately 55 percent of citizens in the City of Oconomowoc have an Associate’s degree or higher (see Table 9). This statistic is higher than the County and several other surrounding Waukesha County communities



but is lower than the Villages of Lac La Belle, Oconomowoc Lake, and Summit. Typically, blue collar jobs like those traditionally in construction and the service sector do not require advanced degrees. Educational attainment is important for the City to consider, as employers typically look at the education level of a population prior to locating a business within that community or area.

In general, Waukesha County has very high educational attainment when compared to other counties in Wisconsin. In 2010, 95 percent of residents 25 and older had completed high school (or equivalent). Only one other county achieved a higher percentage.

Table 9: Residents of Age 25 and Older with an Associate, Bachelor, or Graduate Degree

Community	Number	Percent
City of Oconomowoc	6,059	54.6%
Town of Oconomowoc	3,725	44.3%
Village of Summit*	2,566	55.0%
Village of Lac La Belle	181	62.5%
Village of Oconomowoc Lake	244	61.6%
Village of Hartland	2,638	46.6%
City of Delafield	2,799	59.1%
Village of Pewaukee	2,642	43.1%
City of Pewaukee	5,056	54.4%
Waukesha County	185,978	47.7%

Source: U.S. Bureau of the Census – 2006-2010 American Community Survey (2010 Data)

*U.S. Census Bureau – 2007-2011 American Community Survey Data (2011 Data)

Waukesha County has continued to enhance its economy through new job creation. As highlighted in the last Comprehensive Plan, there were 270,786 jobs in the County in 2000. From 2000 to 2010, the County experienced a 4.5 percent growth in employment and grew to 281,937 jobs (see Table 10). Despite overall job growth, Waukesha County, like the rest of Wisconsin, has experienced a recent decline in the manufacturing sector. In 2000, manufacturing held roughly 20 percent of the County’s total employment. In 2010, that value dropped to 15 percent and is predicted to continue below 10 percent by 2050. Taking the place of manufacturing are growing industries like retail trade, finance and insurance, real estate rental and leasing, professional, scientific, and technical services, and management of companies and enterprises. A more detailed breakdown of industry-specific employment trends can be found in Table 10.

Looking towards 2050, it is predicted that retail trade will hold the greatest percentage of total employment at 12 percent, a 2 percent increase from 2010. This industry is expected to bring nearly 36,000 new jobs to Waukesha County by 2050. The County’s employment industry trends align with national trends of continued growth in the technology, consumer retail, real estate, and finance sectors. The table below further explains employment industry trends in Waukesha County.

**Table 10: Waukesha County Employment Industry Trends 2010-2050**

NAICS Code	Industry	2010	2020	2030	2040	2050	2010-2050 Change	2010 Percent of Total Employment	2050 Percent of Total Employment
11	Agriculture, Forestry, Fishing, & Hunting	917	947	987	1,023	1,068	151	<1%	<1%
21	Mining	527	730	817	913	1019	492	<1%	<1%
22	Utilities	795	637	652	654	639	-156	<1%	<1%
23	Construction	16,101	22,673	26,227	29,052	33,000	16,899	6%	6%
31-33	Manufacturing	42,021	46,377	46,062	45,586	44,933	2,912	15%	8%
42	Wholesale Trade	17,526	21,010	24,168	27,031	29,447	11,921	6%	5%
44-45	Retail Trade	29,153	35,317	44,295	54,194	64,924	35,771	10%	12%
48-49	Transportation & Warehousing	7,466	7,928	8,271	8,640	8,881	1,415	3%	2%
51	Information	5,916	6,054	7,214	8,521	9,957	4,041	2%	2%
52	Finance & Insurance	18,545	22,812	29,503	35,998	42,709	24,164	7%	8%
53	Real Estate Rental & Leasing	13,751	18,386	24,201	30,855	38,754	25,003	5%	7%
54	Professional, Scientific, & Technical Services	18,538	23,200	26,076	29,193	32,554	14,016	7%	6%
55	Management of Companies & Enterprises	6,327	9,729	13,206	17,661	23,300	16,973	2%	4%
56	Administrative & Support & Waste Management & Remediation Services	16,111	20,310	26,871	32,754	36,300	20,189	6%	7%
61	Educational Services	4,732	6,279	8,000	9,822	11,611	6,879	2%	2%
62	Health Care & Social Assistance	27,461	35,027	46,016	55,776	62,634	35,173	10%	11%
71	Arts, Entertainment, & Recreation	5,944	6,811	8,009	9,186	10,155	4,211	2%	2%
72	Accommodation & Food Services	16,007	21,070	25,359	28,230	33,828	17,821	6%	6%
81	Other Services	14,630	18,037	22,974	28,223	33,675	19,045	5%	6%
92	Public Administration	19,469	20,148	23,148	25,109	27,673	8,204	7%	5%
Total:		281,937	343,482	412,056	478,421	547,061	265,124	100%	100%

Source: Woods & Poole Economics, Inc. – 2017 State Profile



Household Characteristics

As shown below, Waukesha County has a substantially higher median household income than adjacent counties. The median County household income was \$75,064 in 2010. This amount is more than the median income in 2010 for the City of Oconomowoc, \$71,162.

Table 11: Median Household Income 2010

Community	Median Household Income
City of Oconomowoc	\$71,162
Town of Oconomowoc	\$85,019
Village of Summit*	\$102,243
Village of Lac La Belle	\$160,000
Village of Oconomowoc Lake	\$103,125
Village of Hartland	\$67,099
City of Delafield	\$76,835
Village of Pewaukee	\$56,385
City of Pewaukee	\$82,287
Waukesha County	\$75,064

Source: U.S. Bureau of the Census – 2006-2010 American Community Survey (2010 Data)

**U.S. Census Bureau – 2007-2011 American Community Survey Data (2011 Data)*

Local Government Structure

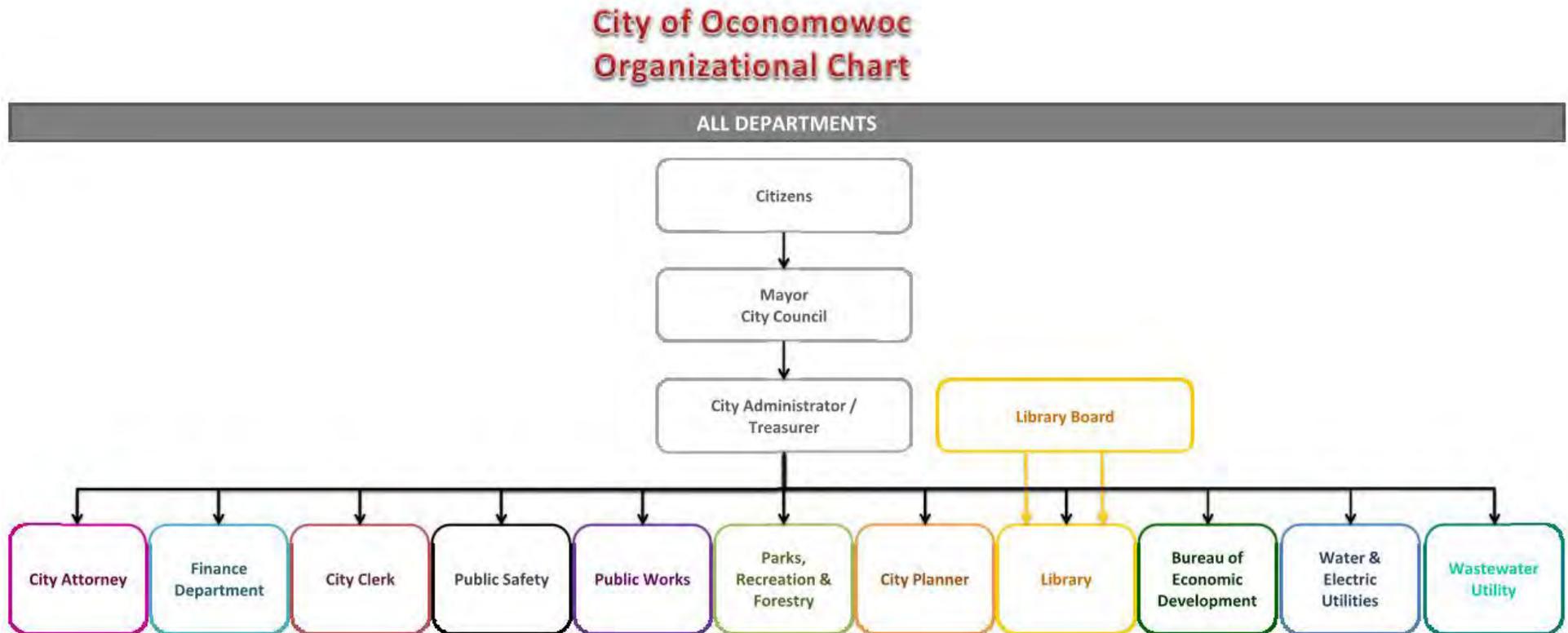
The City of Oconomowoc is organized and governed under the provisions of Chapter 62 of the Wisconsin Statutes, known as the Mayor-Council plan. The City of Oconomowoc is a third-class City as determined by its population of 16,847; cities of more than 10,000 and less than 39,000 population classify as third-class cities in Wisconsin.

The Common Council consists of the Mayor and eight Aldermen representing each of the City's four districts. The Common Council conducts the City's legislative business, adopts the City budget, and passes laws, policies, and regulations that govern the City. The Mayor and Aldermen alike are elected to serve a term of two years. Aldermen are elected by district and the Mayor is elected at-large.

The City Administrator is the Chief Administrative Officer for the City and works with the Common Council to aid in decision making and implement the Council's policies and priorities. Among other primary responsibilities, the City Administrator directs, coordinates, and expedites the activities of all City departments. These departments deal with specific issues in the community and include: City Attorney; Finance Department; City Clerk; Public Safety; Public Works; Parks, Recreation, and Forestry; City Planner; the Library; Bureau of Economic Development; Water and Electric Utilities; and Wastewater Utility. The current organizational chart for the City of Oconomowoc is shown in Figure 2.



Figure 3: City of Oconomowoc Organizational Chart





Comprehensive Plan Key Themes

Through feedback from City Officials, Comprehensive Plan Steering Committee, and Oconomowoc residents several key themes were identified as drivers for this Comprehensive Plan update. A list of the main topics within each of the Plan chapters can be found in the figure below. A brief description of each of the elements within the chapters follows.

Figure 4: Comprehensive Plan Discussion Topics





Housing

Chapter 3 of this Comprehensive Plan discusses Issues and Opportunities in the Housing market in Oconomowoc. Housing types, an aging population, and affordability are key drivers of this chapter. Other key themes and trends discussed include the percentage ratio of apartments versus single family homes and future owners versus renters.

The need for senior housing is on the rise. As the population ages, it is essential that the City plans for the residents who want to remain in the community with housing options that accommodate their needs. The chapter investigates the locations and amenities needed for seniors.

In 2018, the median price of homes that sold in Oconomowoc was \$256,700. This represents a four percent rise over the past year. Homes under the \$200,000 price point are very hard to come by, and often do not make it on the market before they are sold. There will always be a need for individuals and families to have access to affordable housing. Within the United States, more than half of all adults believe it is challenging to find affordable quality housing in their communities. The residents of Oconomowoc echo this feedback as shown in the community survey results. Specifically, results found that only 74 percent of respondents, indicated that there is a need for more housing in Oconomowoc that is affordable to working families and individuals. Question 23 of the survey indicated “cost I can afford” as the top-rated response (69 percent) when asked if you were moving to Oconomowoc today, what factors would be more important to you when choosing your home or apartment. Residents felt that affordable housing payments should range between \$800-\$1,500 per month within the survey responses.

Transportation

Chapter 4 of this Comprehensive Plan discusses Issues and Opportunities in Transportation. Road extensions and connections, establishing a truck route, bike and pedestrian facilities investment, maintenance, park and ride lots and transit connections, and Intelligent Transportation Systems (ITS) were the key themes identified.

Residents currently use automobile as their primary mode of transportation in 2018 (97 percent). However, only 41 percent identify the personal vehicle as their desired mode in 2050. Residents would like to see investments into bicycle and pedestrian facilities and ITS technology, autonomous vehicles, and high-speed rail. Most residents remain neutral when discussing public transit investment. Connectivity of roads, trails, and access to other forms of transportation will be an important consideration.

Utilities

Chapter 5 of this Comprehensive Plan discusses sustainability and technological infrastructure required. Investments include Smart City technology. A Smart City is an urban area that uses different types of electronic sensors to collect and track data and manage resources efficiently. These could include assets such as water supply networks, power use to businesses, schools, and community facilities, tracking of water supply networks, and waste management solutions. Improving broadband and planning for 5G connections are a consideration.

Agricultural, Natural, and Cultural Resources

Chapter 6 of this Comprehensive Plan discusses the Agricultural, Natural, and Cultural Resources of Oconomowoc. The components of these elements are major contributors to the quality of life and character of the community. The preservation of these high-quality resources was identified as a need through future planning efforts. Specifically, the assessment and protection of historic structures and lakes were identified.

Economic Development

Chapter 7 of this Comprehensive Plan identifies Economic Development opportunities in the community. Great efforts have been made within the community to grow and maintain the City’s economy and access to services over the last 10 years, and this effort is poised to continue moving forward.



Pabst Farms, Olympia, East and West Wisconsin Avenues, Summit Avenue, and the Downtown Area are key redevelopment and infill opportunity areas. Attracting successful and long-term industrial and commercial businesses to Oconomowoc is a top priority. Providing the space, infrastructure, and functionality of a building for potential tenants, and being able to adjust to market flexibilities will be important.

Intergovernmental Cooperation

Chapter 8 of this Comprehensive Plan discusses future growth areas for the City. Many issues and challenges of a region cross jurisdictional boundaries, affecting more than one entity. As Oconomowoc continues to grow, maintaining and fostering partnerships with government partners is key to its success. Additionally, this element examines future growth areas for the City and the process and procedure for pursuing growth.

Land Use

Chapter 9 of this Comprehensive Plan discusses current and future land uses for the City. Throughout the survey and pop-up event process, it was noted that residents and visitors enjoy the variety of housing, employment centers, retail areas, and recreational areas within the community. Areas throughout the community were identified for new growth and redevelopment opportunities, which are examined further within the future land use plan. Additionally, focus on the character and diversity of development was identified as a desire from residents.



3

HOUSING



Introduction

The City's housing stock is a very important part of the community fabric. It not only provides a place for residents to call home but contributes to the character and quality of life. The diversity of housing types contributes to the community character, creating neighborhoods and designations. Additionally, many factors of housing contribute to the quality of life from affordability to access to services. Housing costs are one of the largest expenses and developing a diverse housing stock at a range of affordability levels responds to needs of the community. The housing changer helps to provide a direction for the management and development of the City's housing stock as it works to:

- Continue to play a role in shaping the available housing stock.
- Utilize the data and analysis of the existing conditions to inform an understanding of the current housing situation.
- Maintain a diverse housing stock that responds to the needs of the community.
- Identify tools and programs that can be utilized to maintain the housing stock and respond to housing shortages.
- Prepare for housing development by defining policies that help to maintain a housing stock that respond to a broad range of needs.
- Thoughtfully plan to respond to housing needs that align with the long-range planning for the City's other systems and infrastructure discussed within the Comprehensive Plan.

Vision Statement: In the year 2050, the City will maintain its diverse housing stock that represents the historic and local character of the City. The density and character of the housing stock throughout the City will respond to the location throughout the community. Higher densities will be focused in the Downtown area, while the City provides housing that is affordable and livable for all people. Housing efforts will focus on providing life cycle housing to support a range of residents, incorporating the use of green and sustainable practices, and providing access to a range of amenities. The City of Oconomowoc will continue to be a place that people are proud to call home.

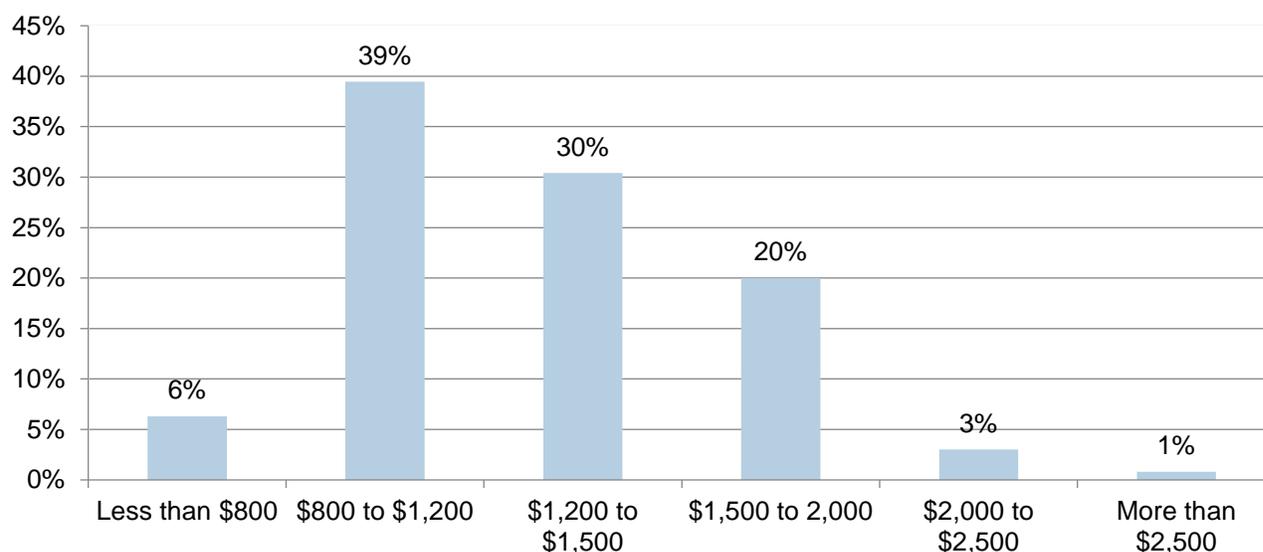


Public Input – Housing

The community survey in the fall of 2018 was intended to inform the desired future of the City based on input from its residents. The survey included targeted questions about the housing within the community. The survey was available to all Oconomowoc residents through an online survey and hard copy version. Survey results specific to housing focused on the affordability levels and neighborhood aesthetics/character.

- **Question 21: An affordable housing payment is usually defined as 25 to 30 percent of your income. In your opinion, what monthly housing payment would be considered affordable for most residents of Oconomowoc?**

Nearly 40 percent of respondents identified \$800 to \$1,200 as an affordable monthly payment for Oconomowoc residents. For a home mortgage with a 20 percent down payment, this generally equates to a home price of \$155,000 to \$230,000. A vast majority identified a monthly payment between \$800 and \$2,000, which provides for a range of housing values and rent prices.



- **Question 22: Please indicate your level of agreement or disagreement with the following statement: There is a need for more housing in Oconomowoc that is affordable to working families and individuals.**

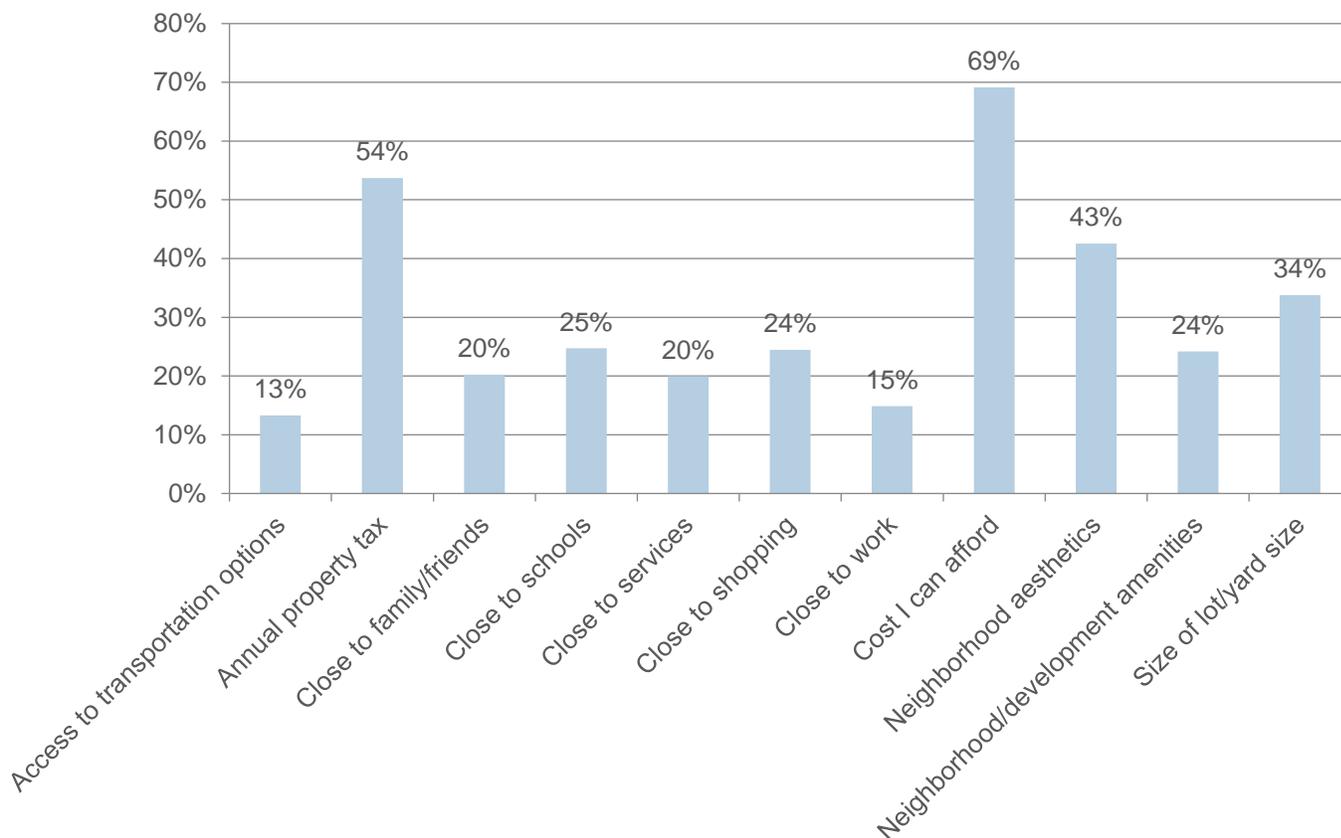
The previous question helped to understand the housing costs that are considered affordable to residents of the City. Question 22 provided insight on understanding the availability of affordable housing within the City. Overall, 26 percent of respondents agreed that there was a need for more affordable housing, and the same percentage neither agreed or disagreed. When the responses from question 21 are used to filter the responses to this question, insights on the desired housing values can be deduced (see Table 12).

Table 12: Community Survey – Questions 21 and 22 Responses

Response from Question 21	Response from Question 22									
	Strongly Agree		Agree		Neither Agree or Disagree		Disagree		Strongly Disagree	
	%	#	%	#	%	#	%	#	%	#
Less than \$800	69.6%	16	21.7%	5	4.3%	1	0.0%	0	4.3%	1
\$800 to \$1,200	31.9%	45	24.8%	35	27.0%	38	10.6%	15	5.7%	8
\$1,200 to \$1,500	13.5%	15	34.2%	38	23.4%	26	20.7%	23	8.1%	9
\$1,500 to \$2,000	4.1%	3	19.2%	14	28.8%	21	27.4%	20	20.5%	15
\$2,000 to \$2,500	27.3%	3	9.1%	1	45.5%	5	18.2%	2	0.0%	0
More than \$2,500	0.0%	0	0.0%	0	33.3%	1	0.0%	0	66.7%	2
Total	22.9%	86	25.8%	97	25.5%	96	16.2%	61	9.6%	9

- **Question 23: If you were moving to Oconomowoc today, what factors would be more important to you when choosing your home or apartments (select up to three)?**

Affordability was another theme that emerged with the responses to this question, as nearly 70 percent identified “cost I can afford”. Annual property tax, neighborhood aesthetics and the size of the lot/yard were among the other top responses. Access to transportation options and proximity to work were among the lowest rated responses.



Existing Housing

In 2010, a total of 6,662 housing units were recorded within the City. This number provides an increase of 24 percent from the number of households in 2000. The housing stock within the community continues grow with a 2017 household estimate from the American Community Survey (ACS) estimate of 6,903 households. As the City’s population continues to grow, it is expected that the number of households will also increase to accommodate the growing population.

Acknowledging the change in the number of housing units is only a portion of understand the community’s existing housing stock. The following section examines characteristics of the existing housing stock, from the number of units to housing value, to provide a greater understanding of the current conditions.

Housing Units

A variety of housing types are needed to support the diversity of the City’s residents. According to the U.S. Census, 70 percent of the housing were estimated to be single-family detached housing (see Table 13). This number is estimated to have reduced to 64.7 percent in 2017 according to the ACS estimate. The multi-family units represent a larger percent of the units within the community overall. The structures with 5 to 9 units was the only other structure type to experience a loss in the number of units from 2010 to 2017. The structures with 3 to 4 units experienced the largest increase, with a growth of nearly 60 percent.

Table 13: Total Housing Units 2010 and 2017

Units in Structure	2010		2017		Percent Change
	Number	Percent	Number	Percent	
1-Unit, Detached	4,710	70.0%	4,467	64.7%	-5.2%
1-Unit, Attached	378	5.6%	536	7.8%	41.8%
2 Units	279	4.1%	310	4.5%	11.1%
3 or 4 Units	158	2.3%	250	3.6%	58.2%
5 to 9 Units	511	7.6%	408	5.9%	-20.2%
10 to 19 Units	277	4.1%	389	5.6%	40.4%
20 or More Units	414	6.2%	543	7.9%	31.2%

Source: U.S. Census 2010 and 2017 Estimates

1-unit, attached structures are defined as a 1-unit structure having one or more walls extending from ground to roof separating it from adjoining structures. This housing type is a structure containing a single housing unit that is physically connected to one or more comparable housing units. These units can include townhomes or row houses. Examples in Oconomowoc of these structures include some buildings downtown with apartments above and commercial uses on the ground floor.

The mixture of housing types provides a range of types for those looking to locate within the community. The ratio between the two types has varied for Oconomowoc over the last 20 years. In 2014, the City of Oconomowoc examined the ratio of single-family to multi-family units throughout the community in an effort to establish a policy for the future housing mix. The 2000 Census was used to define the housing ratio in this report, which consisted of 60 percent single-family and 40 percent multi-family. As shown in Table 2, the ratio in 2010 modified to 70/30. This trend is continuing to shift with a ratio of 65/35 identified in the City's 2017 housing report. Continuing to monitor the shifts in housing types and the housing needs is essential to meeting the City's housing need.

Housing Tenure

In 2017, 66 percent of the housing within Oconomowoc was estimated to be owner-occupied, while 28 percent was estimated to be renter-occupied (see Table 14). Renter-occupied units includes all types of housing such as single-family homes, duplexes, and multi-family dwelling units. Overall, when compared to surrounding communities in Waukesha County, the City has a higher percentage of renters than the adjacent villages and the County overall.

Table 14: Housing Tenure 2017

Jurisdiction	Owner-Occupied Units		Renter-Occupied Units		Vacant Units		Total Units
	Number	Percent	Number	Percent	Number	Percent	Number
City of Oconomowoc	4,409	66.2%	1,847	27.7%	311	4.7%	6,567
Village of Lac La Belle	95	77.9%	8	6.6%	19	15.6%	122
Village of Oconomowoc Lake	200	65.8%	21	6.9%	83	27.3%	304
Village of Hartland	2,252	62.4%	1,279	35.4%	77	2.1%	3,608
City of Delafield	1,994	61.4%	1,142	35.2%	109	3.4%	3,245
Village of Pewaukee	2,181	53.4%	1,769	43.3%	135	3.3%	4,085
City of Pewaukee	4,545	77.2%	1,017	17.3%	325	5.5%	5,887
Waukesha County	119,721	73.1%	37,275	22.8%	6,759	4.1%	163,755

Source: American Community Survey 2017 Estimates

Of the existing housing units within the City, 6 percent were identified as vacant according to the 2017 ACS estimates (see Table 15). Vacancies can be attributed to a range of characteristics from seasonal units to vacant rental units. Maintaining a healthy vacancy rate is important to providing housing options to potential residents. Generally, a healthy rental vacancy rate ranges between 7 to 8 percent, while a healthy owner-occupied vacancy rate is about 2 percent. For the City overall, a vacancy rate around 5 percent is considered healthy. The 2017 the rental and owner-occupied vacancy rates were estimated to be 2.4 and 1.0 percent, respectively.

Table 15: Vacancy Status 2017

	For Rent	Rented, not occupied	For Sale Only	Sold, not occupied	For Seasonal, Recreational, or Occasional Use	Other Vacancy
City of Oconomowoc	46	0	42	0	103	120
Village of Lac La Belle	0	0	0	0	16	3
Village of Oconomowoc Lake	0	0	16	0	67	0
Village of Hartland	0	22	44	0	11	0
City of Delafield	0	0	54	0	55	0
Village of Pewaukee	30	32	22	0	51	0
City of Pewaukee	5	29	63	20	126	82
Waukesha County	1,328	372	1,295	237	1,958	1,569

Source: American Community Survey 2017 Estimates

Housing Characteristics

The City has consistently experienced housing development since 1940. Of the structures in the community today, it is estimated that 37 percent were built over 50-years ago (see Table 16). Historically, the City has had an older housing stock; however, housing built between 1990 and 2009 has increased the median age of housing units within the community. While the older stock represents a large number of the units, they are, for the most part, well maintained and desirable. They have historic character and play an important role in the City's history. As these homes continue to age, it is important for the City to seek policies that encourage maintenance of the older housing stock. Without routine repairs, these homes have the potential for all into disrepair faster than newer homes. Once an older home is in disrepair, the worth of fixing or maintaining is lost.

Table 16: Housing Age 2017

Year Structure Built	2017	
	Number	Percent
2014 or Later	163	2.4%
2010 to 2013	242	3.5%
2000 to 2009	1,393	20.2%
1990 to 1999	1,087	15.7%
1980 to 1989	658	9.5%
1970 to 1979	796	11.5%
1960 to 1969	588	8.5%
1950 to 1959	550	8.0%
1940 to 1949	296	4.3%
1939 or earlier	1,132	16.4%

Source: American Community Survey 2017 Estimates

Housing Affordability

Assessing housing affordability within a community must take a variety of factors into consideration. In general, affordable housing is defined as a household paying no more than 30 percent of its annual income on housing. Due to multiple variables such as household income, interest rates, number of dependents, and other housing expenses, it is unrealistic to establish a fixed home value in the City that is deemed affordable to everyone. The City’s 2017 median household income was \$74,675. Using this income, total housing spending of \$22,402 is considered affordable. This equates to an average spending of \$1,866 per month, which should include mortgage/rent, interest, property tax and other housing costs. Providing affordable housing for all income levels in the City is important as hardships may be experienced by those who spend too much money on housing, including the ability to meet basic needs (e.g., nutrition, healthcare) or saving for the future. Assessing the availability of affordable housing for a range of income levels supports the desire for the diversity of housing, while also providing housing that may be located near jobs within the community.

The 2017 median household income is \$74,675 according to the ACS, and the estimated monthly housing cost is \$1,250. This monthly estimate aligns with the results of the community survey discussed earlier. The ACS evaluates the percentage of household income that is spent on housing by income level. Generally, households earning more than the median household income of \$74,675 have secured affordable housing within the community (96 percent of households). Those income levels under the median income have struggled to secure housing under the 30 percent range (see Table 17).

Table 17: Monthly Housing Cost by Household Income 2017

Household Income	Monthly Housing Cost as Percent of Household Income	Number	Percent of Income Group	Percent of All Households
Less than \$20,000	Total	524	100.0%	8.0%
	Less than 20%	9	1.7%	0.1%
	20 to 29%	26	5.0%	0.4%
	30% or More	489	93.3%	7.5%
\$20,000 to \$34,999	Total	969	100.0%	14.8%
	Less than 20%	17	1.8%	0.3%
	20 to 29%	228	23.5%	3.5%
	30% or More	724	74.7%	11.1%
\$35,000 to \$49,999	Total	522	100.0%	8.0%
	Less than 20%	88	16.9%	1.3%
	20 to 29%	245	46.9%	3.7%
	30% or More	189	36.2%	2.9%
\$50,000 to \$74,999	Total	1,248	100.0%	19.1%
	Less than 20%	374	30.0%	5.7%
	20 to 29%	590	47.3%	9.0%
	30% or More	284	22.8%	4.3%
\$75,000 or More	Total	3,286	100.0%	50.2%
	Less than 20%	2,490	75.8%	38.0%
	20 to 29%	678	20.6%	10.4%
	30% or More	118	3.6%	1.8%

Source: American Community Survey 2017 Estimates

The 2017 median housing valued based on ACS estimates was \$245,000. This value is estimated by the U.S. Census based on the home values provided from the Census survey participants and the value they estimate for the home. This is an increase from the 2010 median value of \$238,500 and the 2000 value of \$147,900. A majority of the existing housing stock is valued between \$200,000 and \$299,999. Nearly 1 percent of all housing is valued at over \$1,000,000 (see Table 18). The value of the existing housing is consistently in flux, as trends and valuation shift within the City, region, and state. The median housing value for Waukesha County in 2017 was estimated at \$262,700, slightly higher than that of the City.

Table 18: Housing Value 2017

Housing Value	2017	
	Number	Percent
Less than \$50,000	62	1.4%
\$50,000 to \$99,999	14	0.3%
\$100,000 to \$149,999	272	6.0%
\$150,000 to \$199,999	1,018	22.6%
\$200,000 to \$299,999	1,699	37.8%
\$300,000 to \$499,999	1,293	28.7%
\$500,000 to \$999,999	104	2.3%
\$1,000,000 or more	35	0.8%

Source: American Community Survey 2017 Estimates

Past and Future Planning Efforts

The City of Oconomowoc has a long history of planning for growth. Past planning efforts relating to housing are provided within this document. However, this plan also recognizes future planning studies will be completed by the City relating to housing and recommendations provided within this Comprehensive Plan may need to be completed based upon the outcomes of those studies.

River West Neighborhood Plan

Completed in 2009, the River West Neighborhood Plan provides housing recommendations for the western portion of the City. This plan envisions this neighborhood to have an attractive, vibrant, and walkable neighborhood with primarily a rural/suburban residential character. Most homes will be single-family, with limited duplex and multi-family housing mixed into the northwestern portion of the neighborhood, and limited duplex housing around the Silver Lake Intermediate School. All new homes, regardless of type, will be high quality and designed to fit into the single-family character of the neighborhood. Specific recommendations from this plan will be included on the City's Official Map and are incorporated into this Comprehensive Plan. Specific recommendations for the River West Neighborhood are located within the plan itself.

Southwest Summit Avenue Land Use and Development Plan

Adopted in 2007, the Southwest Summit Avenue Plan provides recommendations that relate to housing within City. This plan envisions a variety of housing options to be located within the planned area. Ideas and recommendation of the Southwest Summit Plan have been included within this plan. Specific recommendations for this area of the City are provided within the Southwest Summit Avenue Plan.

2014 Housing Study

Completed in 2014, the City analyzed the City’s housing stock. Dwellings units were 67.7 percent single family and 32.3 percent multi-family. and future need to develop the 2014 Housing Study. This study reviewed with goals of the 2030 Comprehensive Plan and the correlation to the existing and future housing stock. The findings of the study were used to inform updates to the Comprehensive Plan.

2017 Housing Study

Completed in 2017, the City analyzed the City’s housing stock in relation to the housing goal of establishing a 60 percent/40 percent ratio between single-family and multi-family dwellings. Progress was being made since the 2014 Housing Study to achieve that desired ratio. The City had a housing makeup of 64 percent single-family homes and 36 percent duplex and multi-family housing units in 2017.

Housing Need

As the City continues to grow, focus should be placed on the quality, diversity and availability of its housing stock. The Wisconsin Department of Administration projects that an additional 2,781 households will be needed by 2040 to support the growing population (see Table 8). The market and land availability will ultimately dictate housing growth within the community, but this projection provides a calculated number to base policy and growth planning upon. The City shall continue to monitor housing development and community needs to develop a housing stock that supports its overall vision.

Table 19: 2040 Household Projections

	2010 Census		2020 Projection		2030 Projection		2040 Projection	
	Number	% Change	Number	% Change	Number	% Change	Number	% Change
Household Population	15,526	--	7,343	11.7%	19,765	14.0%	20,704	4.8%
Households	6,256	--	7,298	16.7%	8,503	16.5%	9,037	6.3%
Persons per Household	2.48	--	2.38	-4.2%	2.32	-2.2%	2.29	-1.4%

Source: U.S. Census, 2010 and Wisconsin Department of Administration, 2020, 2030 and 2040 Projections

The number of persons per household is also projected over the next 20 years for the City. The number is expected to continue to decline, aligning with national trends. Nationally, the family size has experienced a decrease and household living trends are changing. This trend results in adjustments to our housing needs, requiring more housing to provide for the same number of people. For example, an additional 524 households would be needed to support the 2010 household population if the 2040 persons per household number of 2.29 was used. Additionally, the decline in the persons per household also correlates into a diversity in desired housing characteristics, from the number of units to available amenities.

Focus Areas

Monitoring residential development and the maintenance of the existing housing stock will allow the City to provide 9,037 households within the community by 2040. However, the City must also monitor and strive to respond the needs of the community specific to the housing stock. Based upon the community input gathered and discussions with the Steering Committee, the following focus areas were defined. These focus areas are intended to highlight needs of the community’s housing stock and should be monitored and considered as decisions are made.

Single-Family and Multi-Family Housing

The 2030 Comprehensive Plan outlined the housing goals and policies to guide housing development for the City for the last 10 years. These goals included the determination of a single-family/multi-family housing ratio for the community. The policy was refined in 2014 to establish a housing stock consisting of 60 percent single-family units and 40 percent multi-family units. Single-family units are defined as a single unit within one structure (i.e., one mailbox per building). This policy continues to be referred to and enforced through decision making today. However, the 2017 ratio of single-family/multi-family units is estimated to be trending at 65 percent/35 percent. This ratio can be used to create the desired mix of housing types within the community, but the characteristics of the housing types should also be considered. For example, new developments for both single-family and multi-family developments should include a range for affordability levels, access to amenities, and aesthetics.

The City shall continue to review housing trends and changes in the ratio of various housing types. For example, condominiums are a housing type that can represent a range of affordability levels and styles. However, condominiums are classified as multi-family units even though they are owner occupied. Monitoring the policy and resulting ratio should consider such factors.

Senior Housing

Our population is aging. National trends suggest that 4.5 percent of the nation's population will be over the age of 85 in 2050 (projected to be 2.5 percent in 2030). As the population ages, considerations must be made for the housing needs of this group. While the City continues to maintain a low median age (38.6 in 2010), the projections for Waukesha County show a large increase in the percent of the population over 65 years of age. In 2010, the population over 65 accounted for 23.5 percent of the county's total population. According to the Department of Administration's 2040 population projections, that same age group is expected to account for 40.4 percent of the total population. To sustain this growing population, the City and County must consider the housing needs of this population and its affordability and availability.

Workforce Housing

The availability of affordable housing within Oconomowoc was discussed at multiple points throughout the data collection and public engagement phases of the Comprehensive Plan development. As discussed earlier in the chapter, housing affordability must be considered at a variety of levels and is defined as costs lower than 30 percent of the household income. The provision of available workforce housing within the community is a contributor to the health of the economy within the City. Efforts should be paired with economic development to ensure that planning for workforce or neighborhood housing is provided to support a range of income levels. The affordability of housing is a major contributor to the quality of life for everyone.

Millennial Housing

The next generation of home owners will be dominated by the Millennials, which are defined as those born from 1981-1996. Trends in housing and desires for what is important for this generation are different from Generation X which are those born between 1965 and 1980. For instance, research has indicated that Millennials are budget conscience and the median size of homes that millennials buy is 1,800 square feet. Millennial trends include affordability and the desire to not become house poor as more than 50 percent have student loans in excess of \$27,000. They also choose to rent longer than typical generations, and generally want to locate within walking distance to amenities.

Fair Housing Criteria

The Fair Housing Act was established to protect people from discrimination when they are renting or buying a home, getting a mortgage, seeking housing assistance, or engaging other housing-related activities. The act prohibits discrimination based on race, color, national origin, religion, sex, familial status, and disability. The City will continue to support access to housing for all within the community and should establish criteria to ensure fair housing for all.

Housing Policies

Affordability Policy

The Department of Housing and Urban Development (HUD) defines housing affordability as households “paying no more than 30 percent of their income for housing.” Households that pay more than 30 percent of their gross monthly income for housing are considered to have a high housing cost burden. It is impossible for the City to establish a fixed home value that will be deemed affordable as income levels and expenditures vary from person to person. However, the City of Oconomowoc is projected to need an additional 2,781 new households by 2040. These new units do not need to be single-family and could include duplexes and multi-family units. As new residential dwellings units are proposed, affordability of the units should be considered by the City.

Home Modifications Policy

The City continues to support the modification of existing housing to support changing needs of residents. Examples of modifications could include projects to enable elderly or disabled residents to live with them. These alterations include changes to existing dwellings to convert living space into a suite with minor cooking facilities. These could include one bedroom, one bath with a common area that includes the living room and small cooking area. The City should continue to review and modify the zoning ordinances to ensure that this policy is managed to support the need.

Flexibility/Design Policy

The City continues to encourage residential development that respects the environment around it. Tools such as conservation subdivisions and traditional neighborhood development (TND) can be used by developers and promoted through the City’s ordinances to achieve development that reflects the surrounding area. Efforts will be made to continue to review the Zoning and Subdivision ordinances to ensure that the codes allow for the flexibility and support a variety of development designs.

Green Building/Development

The City, among others in the region, has continued experience interests in sustainable, resilient and green infrastructure/development. These interests support development that can be characterized as environmentally friendly but is also responsive to change. There are many practices that can promote green development, such as conservation subdivision, diversity of housing and densities, and the use of green infrastructure.

Another example of development that is considered green is “low impact development” (LID). Low impact development is a design approach to developments that emphasize conservation and the use of onsite natural features to protect water quality. This tool along with others can assist the City in providing green developments and buildings for residents.

Housing Mix Policy

To ensure housing continues to contribute to the economic vitality of the City, the Comprehensive Plan encourages the City to continually utilize, assess and refine a housing mix of single-family and multi-family units. In 2013, the City established a policy to maintain a mix of 60 percent single-family units and 40 percent multi-family units. This ratio corresponded with the ratio defined within the 2000 Census. The City should continue to analyze and revise this ratio in response to changing trends and needs within the housing stock. For example, an increase in the population over 65 years of age may warrant the development of additional multi-family housing beyond this ratio. A review of the ratio should be completed on at least a five-year basis.

Housing Programs

The following are housing related programs and agencies that can assist in the implementation of the City’s housing goals of this Chapter. The City will consider these programs when implementing this Chapter and encourage developers and homeowners to consider these programs.

Wisconsin Housing & Economic Development Authority (WHEDA)

WHEDA was created by the Wisconsin Legislature in 1972 as a nonprofit “public benefit corporation” to help meet the housing needs of lower-income households in the State. The purpose has expanded to include providing housing facilities to meet the needs of disabled and elderly households. WHEDA offers a variety of programs to assist homebuyers and developers. The best-known program offered by WHEDA is their low-interest rate loans to first time homebuyers.

U.S. Department of Housing and Urban Development (HUD)

HUD provides funding for several housing programs, including the Section 8 Low-Income Rental Assistance Program and the Home Investment Partnership Act. For the City to apply for and receive HUD housing grants or public housing funds, the City must prepare a Comprehensive Housing Affordability Strategy and submit this strategy for HUD approval.

Energy Star Qualified Homes

Homes that earn the Energy Star must meet guidelines for energy efficiency set by the U.S. Environmental Protection Agency. Energy Star qualified homes are at least 15 percent more energy efficient than homes built to the 2004 International Residential Code and include energy-saving features that make them 20-30 percent more efficient than standard homes. Energy Star qualified homes can include a variety of energy-efficient features, such as effective insulation, high performance windows, efficient heating and cooling equipment, and Energy Star qualified lighting and appliances.

Energy Star Mortgages – Focus on Energy

Through the Focus on Energy program and participating lenders, Energy Star Mortgages are available to those who purchase a Wisconsin Energy Star home. Benefits include reduced closing costs and qualifying for a slightly higher mortgage due to increased energy savings.

Habitat ReStore

Habitat ReStores are retail outlets where quality, used and surplus building materials are sold at a fraction of the normal price. Proceeds from sales help in the construction of Habitat for Humanity houses. Materials sold by Habitat ReStores are usually donated from building supply stores, contractors, demolition crews or from individuals who wish to show their support for habitat. ReStores help the environment by rechanneling good, usable materials into use.

Green Built Home

Green Built Home is a green building initiative that reviews and certifies new homes and remodeling projects that meet sustainable building and energy standards. Green Built Home provides neutral third-party certification of green building practices that meet meaningful environmental, health, and energy standards. The State of Wisconsin administers the program throughout the State.

LEED Program

The Leadership in Energy and Environmental Design (LEED) Green Building Rating System is the nationally accepted benchmark for the design, construction, and operation of high-performance green buildings. LEED provides building owners and operators with the tools they need to have an immediate and measurable impact on the buildings’ performance.



4

TRANSPORTATION





Introduction

As the City of Oconomowoc continues to grow, the demands placed on the transportation network will increase as well. The ability of the network to handle increased demand across all modes of transportation will contribute to a higher quality of life and provide for safe, efficient, and affordable travel moving forward. Planning for the transportation system in Oconomowoc must account for the effective linkages between different areas of the City, as well as linkages to the state highway and interstate system.

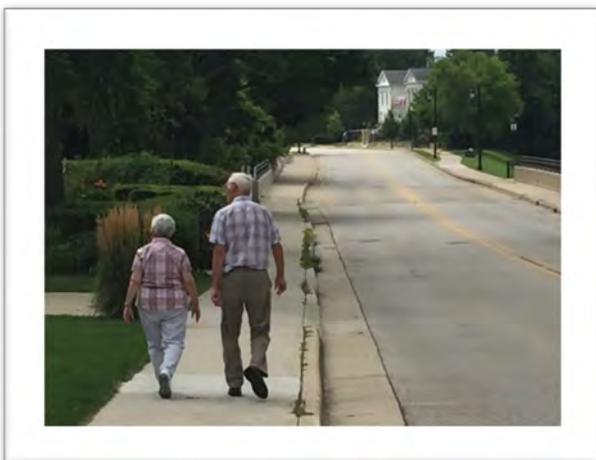
Oconomowoc has completed several major transportation investments over the last several years, including:

- STH 67 pedestrian underpass
- Construction of the Downtown Silver Lake Street roundabout
- Shady Lane through street connection
- Intersection Improvements at Summit Avenue/Old Tower Road/Thackeray Trail
- Signalization of Robruck Drive and construction of Snyder Way
- Construction of the Pabst Farms Boulevard connection from STH 67 to CTH P
- Signalization of CTH P at Whalen Drive
- Jurisdictional transfer of North Main Street/North Lake Road, West Wisconsin Avenue and East Wisconsin Avenue

The City will continue to proactively plan for future transportation needs and various improvements to the system. All these actions will create an attractive environment in terms of transportation and mobility to support quality residential, commercial, and industrial growth.

The City of Oconomowoc's Transportation Chapter addresses the City's needs through the year 2050. The Plan considers ways to provide safe, convenient, and efficient movement of people and goods in, and around the City. This Chapter provides analysis of the existing transportation system and discusses transportation improvements to consider moving forward. Overall goals, objectives and policies of the City relative to transportation planning are identified and should serve as the basis for all future decisions.

Vision Statement: In the year 2050, the City has a transportation network that meets the needs of all residents by providing a variety of affordable, reliable and environmentally acceptable modes of transportation that minimizes traffic congestion, supports economic development, and is inclusive of bicyclist and pedestrian needs.





Existing Transportation

Oconomowoc has an area of 12.18 square miles, an increase from 10.99 square miles in 2008. The City maintains over 190 lane miles of roadway, and approximately 40 lane miles have been added in the last ten years. Lane miles are used to measure the total length and lane count of a given highway or road. Lane miles are different than centerline miles and are calculated by multiplying the centerline mileage of a road by the number of lanes it has. Lane mileage provides a total amount of mileage covered by lanes belonging to a specific road. A breakdown of the lane mileage per roadway type is shown in the table below.

Table 20: Lane Mileage per Roadway Type in Oconomowoc

Roadway Type	Miles	Percent
Local Roads	166.88	87.7%
County Highways	14.48	7.6%
State Highways	6.94	3.7%
Interstate Highways	1.99	0.5%
Total	190.29	

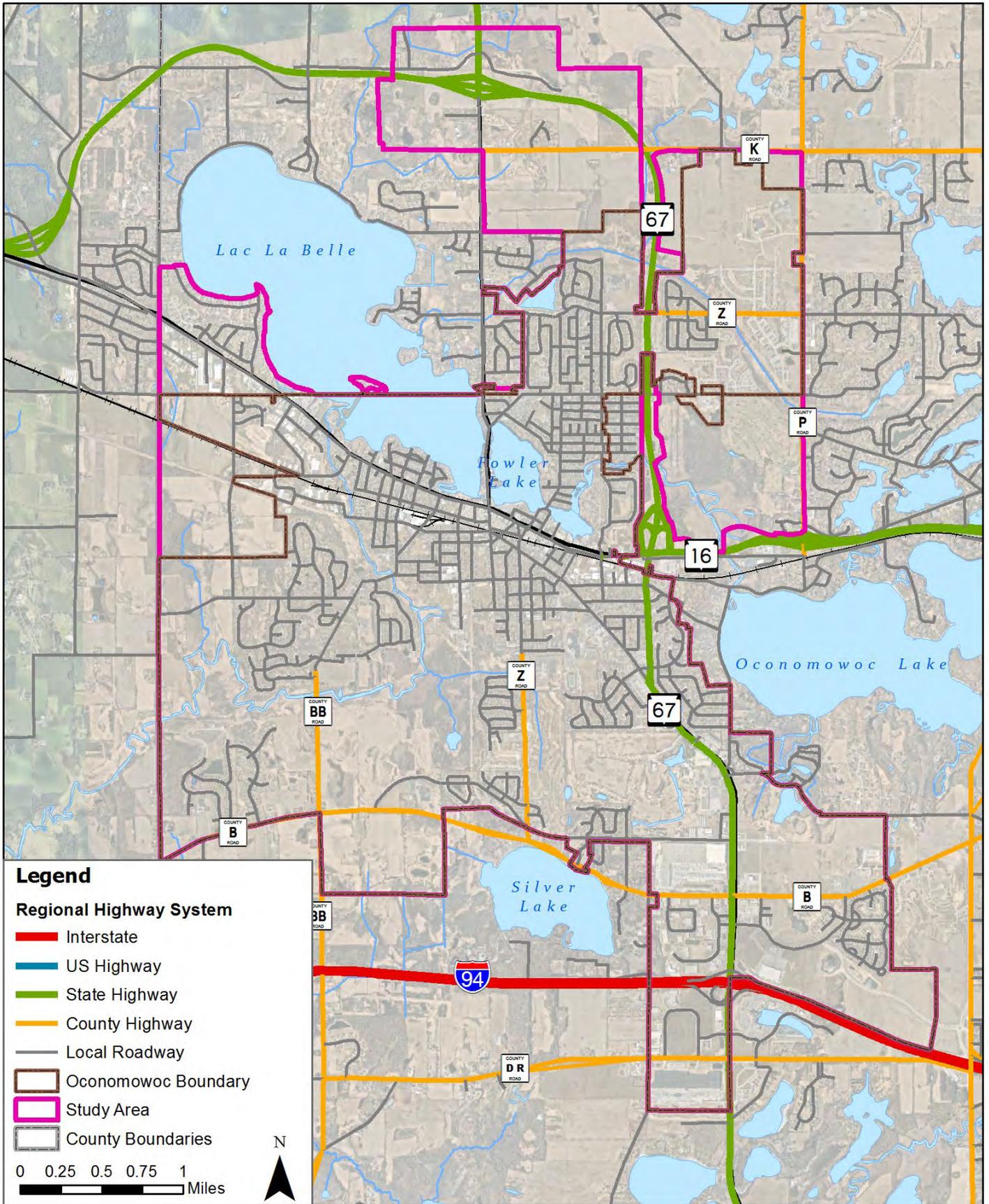
Source: Wisconsin Information System for Local Roads (WISLR)

Regional Highway System

The City of Oconomowoc is served by a regional highway system that connects to other cities within Wisconsin's Southeast Region. Interstate 94 bisects Oconomowoc near the southern city limits, and connects Oconomowoc to Johnson Creek, Lake Mills, and Madison to the west, and Delafield, Waukesha, Brookfield, West Allis, and Milwaukee to the east. State highways include STH 67 (Summit Avenue), STH 16 (Wisconsin Avenue). County trunk highways include CTH B (Valley Road), CTH BB (N. Golden Lake Road), CTH DR (Delafield Road), CTH K (Lisbon Road), CTH P (Sawyer Road), CTH P (Brown Street), CTH Z (Lake Drive), and CTH Z (Silver Lake Street). The figure below shows the regional highways system in and around Oconomowoc.



Figure 5: City and Regional Highway System



Source: WisDOT WISLR (2018)



Pavement Condition

Pavement conditions are monitored bi-annually using the PASER system. The PASER system is a road rating system developed by the University of Wisconsin-Madison Transportation Information Center that uses a 1 to 10 surface rating scale with 10 representing a new road in excellent condition and a value of 1 representing a failed road.¹ In general, roads rated 1 to 4 require structural improvements that may include rehabilitation or road construction. Roads rated 5 to 7 require capital preventative maintenance such as surface treatments to protect the pavement structure. Roads rated 8 to 10 require routine maintenance such as street sweeping, drainage clearing, and crack sealing.

In 2018, the City had an average PASER rating for all roads of 6.79, which is up from 6.77 in 2008. Local roads are maintained by city staff. The ongoing maintenance of local roads has improved the city wide PASER rating from 6.01 in 2004. The table below shows the total lane miles and their corresponding PASER rating.

Table 21: PASER Ratings for All Road Types

Numerical Rating	Description	Need for Maintenance	Miles	Percent
1	Failed	Reconstruction	0.01	<0.01%
2	Very Poor	Reconstruction	4.36	2.3%
3	Poor	Structural improvement and leveling (overlay)	11.03	5.8%
4	Fair	Structural improvement and leveling (overlay)	13.1	6.9%
5	Fair	Preservative treatments (sealcoating)	12.36	6.5%
6	Good	Preservative treatments (sealcoating)	12.89	6.8%
7	Good	Routine maintenance, crack sealing, minor patching	77.74	40.9%
8	Very Good	Little or no maintenance	12.86	6.8%
9	Excellent	No maintenance required	9.63	5.0%
10	Excellent	No maintenance required	22.6	11.9%
Unrated			13.71	7.1%
TOTAL			190.29	

Source: Wisconsin Information System for Local Roads (WISLR)

Two paving projects are ongoing in the summer of 2019. CTH Z from CTH B to Bolson Drive (1.2 miles) is being improved along with the intersection of CTH K (Lisbon Road) and CTH P (Brown Street). These improvements will increase the PASER rating of the roads from their current condition of 6 - “good” to 10 - “excellent”.

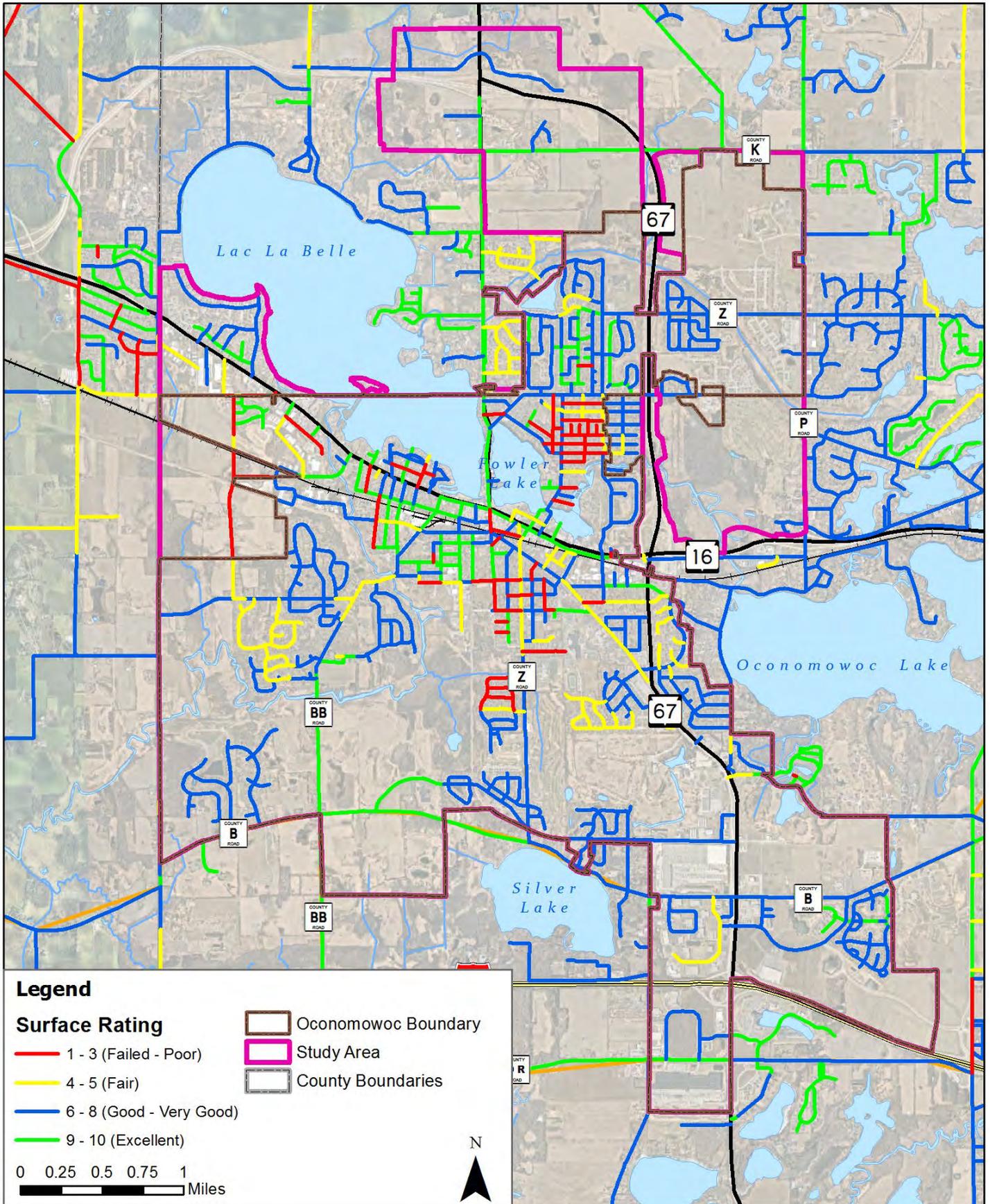
High quality streets and a well-maintained infrastructure is critical to quality of life for residents and visitors of Oconomowoc. The City continues to invest in annual street maintenance, parking lot reconstruction, and storm water management. In 2019, Oconomowoc has earmarked additional funding for an enhanced street program designed at improving street ratings.² The current PASER ratings for streets in Oconomowoc are shown in the Figure 6. Please note that unrated streets do not show a color on the map.

¹ http://epdfiles.engr.wisc.edu/pdf_web_files/tic/manuals/Asphalt-PASER_02_rev13.pdf

² <https://www.oconomowoc-wi.gov/DocumentCenter/View/5662/FINAL-2019-BUDGET>



Figure 6: PASER Ratings



Source: WisDOT WISLR (2018)



Functional Classification

Functional classification of roadways is the process by which streets and highways are grouped into classes, or systems, according to the character of service they are intended to provide. Roadway functional class can be used at the local government level to provide a direct link between transportation and land use. Local comprehensive plans should consider the interaction between adjacent land use and transportation facilities by establishing policies that link access to property, zoning, and development density to the functional classification of area roadways.³

WisDOT uses four functional classifications for roadways. A description for each type is shown below.

Principal Arterial Streets

The principal arterial street is the highest classification for streets under local control. Principal arterials carry the highest traffic volumes and are designed and constructed with mobility and long-distance travel in mind. They provide limited access at grade separated interchanges, while offering high levels of mobility and service to urban centers. Arterials are the key corridors linking the downtown area and various neighborhoods to the regional highway system. The primary long-range planning issue related to the arterial roadway system is maintaining the efficiency of the arterial corridors as carriers of through-traffic, an objective that requires careful management of access (i.e. driveways). However, it should be recognized that arterial streets are gateways into our communities, and as such play a major role in how an area is perceived by visitors and residents alike. The appearance and character of these corridors are of major importance. It is also important to ensure that these corridors accommodate more than just efficient vehicular traffic – they should allow for safe walking and biking also.

Principal arterials primarily provide continuity for through traffic and between major centers within the urban area. In Oconomowoc, the following roadways are principal arterials:

- I-94, on the south end of the City, is classified as an east-west principal arterial that routes through Oconomowoc. To the west, I-94 connects Oconomowoc with Madison and I-39/90; and to the east connects with Waukesha, Milwaukee, and I-41/43
- STH 67 bisects Oconomowoc and is classified as a north-south principal arterial. STH 67 connects the City with US 18 and Walworth County to the south and Watertown and Hartford to the north
- STH 16, on the east side of the City, is an east-west principal arterial that ends at STH 67. STH 16 connects Oconomowoc with Pewaukee, Waukesha, and Milwaukee to the east

Minor Arterial Streets

Minor arterial streets provide intra-community travel and connect regional transportation routes with local connector streets. Minor arterials do not penetrate neighborhoods and are generally spaced no more than one mile apart in fully developed areas. Although the predominant function of minor arterials is traffic mobility, minor arterials serve some local traffic while providing greater land access than principal arterials. As such, minor arterials may be stub-ended at major traffic generators. Examples of minor arterials in Oconomowoc include:

- CTH P runs north-south through the east side of Oconomowoc. CTH P connects to CTH K and Hartford to the north and US 16 to the south
- CTH BB runs north-south through the west side of Oconomowoc. CTH BB connects to STH 16 to the north and I-94 and US 18 to the south
- CTH Z runs north-south through central Oconomowoc. CTH Z connects to STH 16 to the north and CTH B to the south
- CTH B runs east-west through southern Oconomowoc. CTH B connects to I-94 to the east and STH 67 to the west

³ <https://www.cmap.illinois.gov/mobility/roads/roadway-functional-classification>



- CTH K runs east-west through northern Oconomowoc; ends at STH 67 to the west and Kettle Moraine Scenic Drive to the east and connects to the Village of Hartland to the east

Collectors

Collectors provide direct access and traffic circulation to residential neighborhoods, commercial, and industrial areas, and serve moderate to low traffic volumes and inter-neighborhood trips. As the name implies, these routes collect and distribute traffic between local streets and arterials. Examples of collector streets in Oconomowoc include:

- Thackeray Trail, which collects traffic from the Whitman Hills neighborhood and connects to STH 67/Summit Avenue
- Oconomowoc Parkway, which collects from the Silver Lake Beach and Briarwood neighborhoods and connects to STH 67/Summit Ave
- CTH Z, which collects from numerous neighborhoods north of Fowler Lake as well as those west of Okauchee Lake and connects to STH 16 and CTH P
- S. Main Street (Downtown), which collects from the Summit and Park Lawn neighborhoods and turns into a minor arterial which connects south and north Oconomowoc
- W. South Street (Downtown), which collects from the Highland Park neighborhood and connects to STH 16 to the west and Concord Road to the east

Local Roads

Local roads carry most of the traffic and connect residents with collector and arterial streets. These roads predominantly serve direct access to adjacent land uses and offer the lowest level of mobility to the community. Local roads serve as the ends of most trips. Examples of local roads in Oconomowoc include:

- Glenwood Road (south central Oconomowoc), which connects to Silver Lake Street/CTH Z near St. Jerome Catholic Church/School
- Lake Bluff Drive (northern Oconomowoc), which connects to Lake Drive/CTH Z
- Locust Street (along western Lac La Belle), which connects to STH 16/W. Wisconsin Avenue

Approximately 68.7 percent of roadways that are functionally classified in Oconomowoc, are local roads. Arterial roadways account for 16.5 percent of the overall total, while collector roadways account for 14.8 percent of the total road mileage within the City.

The Public Works and Engineering Department is responsible for all maintenance, repair and construction of streets, alleys, curbs and gutters, sidewalks, storm sewers, culverts, draining facilities, and bridges; snow and ice removal, stormwater infrastructure, maintenance of Fowler Lake, and addressing traffic control devices.

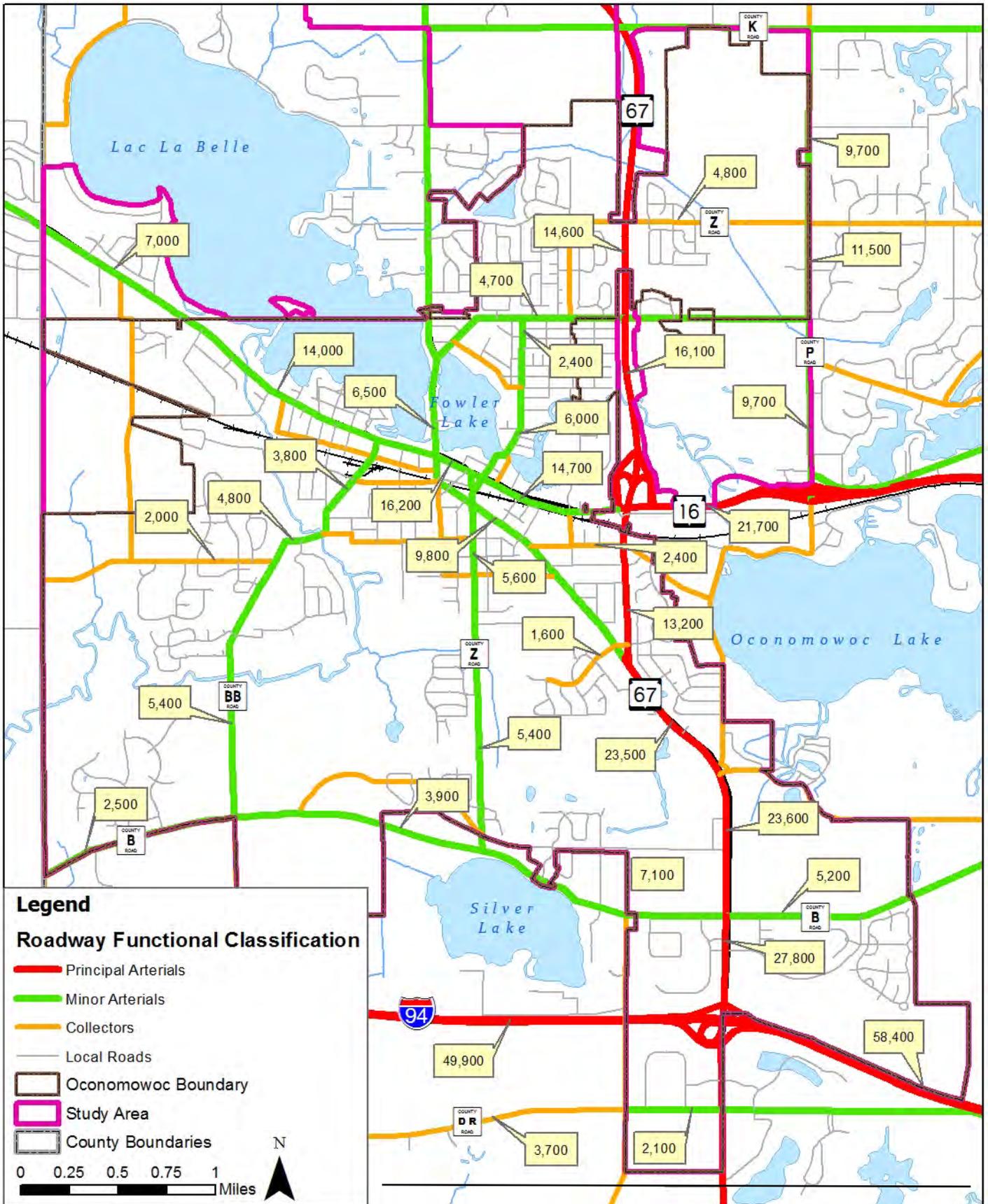
Existing Traffic Counts

WisDOT produces a traffic count map⁴ (TCMap) that observes traffic volumes throughout Oconomowoc. Counts are not available on every road however are available in many locations across the community. The 2018 daily traffic counts recorded are shown on the map below along with the Functional Classification for the streets in and around Oconomowoc. Figure 7 shows many of the recorded traffic counts on Oconomowoc roadways.

⁴ <https://wisdot.maps.arcgis.com/apps/webappviewer/index.html?id=2e12a4f051de4ea9bc865ec6393731f8>



Figure 7: City of Oconomowoc Traffic Volumes and Functional Classification



Source: WisDOT WISLR (2018)



Truck Routes

Wis. Stats. Trans 276 identifies and designates lists of highways upon which vehicle and trailer length limits and maximum weight, width is set in order to comply with federal law.

WisDOT publishes a Wisconsin Long Truck Operators map for which operation of vehicles, combinations of vehicles, and the overall lengths of which cannot be limited. In Oconomowoc, I-94 and STH 16 and STH 67 are identified as designated long truck routes.⁵ SEWRPC's VISION 2050 plan has identified STH 16 and Wisconsin Avenue as an arterial freight route.

Oconomowoc Municipal Code Chapter 7, Section 7.04 states that all streets and alleys within the City are hereby designated Class "B" highways and shall be subject to the weight limitations imposed by §348.16, Wis. Stats.

The Director of Public Works may impose special or seasonal weight limits to prevent injury to the roadway of any highway, bridge or culvert within the City or for the safety of users of such highway, bridge or culvert and shall be responsible for erecting signs giving notice thereof in accordance with §349.16, Wis. Stats.

Bicycle and Pedestrian Facilities

The City of Oconomowoc identifies and defines bicycle and pedestrian facilities in its 2006 Bicycle and Pedestrian Trail Plan. The Plan guides walking areas within the City. The Plan emphasizes the desire to connect into the four regional trail systems in the Oconomowoc area including:

- Lake Country Trail
- Bug Line Trail
- Glacial Drumlin State Recreational Trail
- Ice Age National Scenic Trail

The Plan addresses and recommends:

- Establishing on-street and off-street bicycle and pedestrian connections between community destinations including downtown Oconomowoc, neighborhoods, parks, schools, YMCA, and the Interurban Trail, the proposed Oconomowoc-Watertown Trail, and the proposed trail at Rosenow Creek
- Identifying bicycle connections to the Lake Country, Bugline, Glacial Drumlin, and Ice Age National Scenic Trails
- Providing crosswalk improvements included colored or textured pavements to increase pedestrian visibility and installing additional warning lights and signage throughout the community
- Improvements to trailhead locations and wayfinding signage at City Beach, Fowler Park, Roosevelt Park, the proposed Oconomowoc/Watertown Trail, and the Historic Depot Square

The Plan establishes a Priorities and Phasing schedule that should be periodically evaluated and updated based on the needs of the City and the feedback of its residents. A description of some of the local and regional trails follows:

Lake Country Trail

Lake Country Recreation Trail is a 15.6 mile lightly trafficked point-to-point trail located in Oconomowoc and extending into Waukesha. It is partially on an old railroad ROW, so it is relatively flat, though there are a few good hills in the middle section. The trail is completely paved and shares a few public roads. The trail offers a number of activity options and is best used from March until November. Dogs are also able to use this trail but must be kept on leash.

⁵ <https://wisconsindot.gov/Documents/dmv/shared/ltr-se.pdf>



Bug Line Trail

Merton Bug Line Trail is a 13.3 mile moderately trafficked point-to-point trail located near Merton, Wisconsin that features a lake and is good for all skill levels. The trail is located approximately eight miles east of Oconomowoc. The trail offers several activity options and is best used from April until October. Dogs and horses are also able to use this trail.

Glacial Drumlin State Recreational Trail

Developed in 1986, the Glacial Drumlin State Trail is one of Wisconsin's best bicycle trails. The 52-mile-long trail runs between Cottage Grove and the Fox River Sanctuary in Waukesha south of I-94 with easy connections to Madison and Milwaukee. The Glacial Drumlin State Recreational Trail is located 3.5 miles south of Oconomowoc. Dogs are also able to use this trail but must be kept on leash.

Ice Age National Scenic Trail

The Ice Age National Scenic Trail stretches 1,200 miles across the state of Wisconsin. The trail roughly follows the location of the terminal moraine from the last Ice Age. The trail passes through 30 of Wisconsin's 72 counties. The nearest access point onto the trail is at Centennial Park in the Village of Hartland, located approximately 6.5 miles east of Oconomowoc.

The City of Oconomowoc Area Bike Routes Map⁶ was updated in 2018 and defines several bike routes throughout the community. The routes identified are broken down by on road paths, bike lanes/sidewalk, and off-road paths. The University of Wisconsin-Madison State Cartographer's Office also maintains a shapefile of the proposed, existing, and county trails. These trails and paths can be found in the Figure 8.

Complete Streets

"Complete streets" are broadly defined as roadways designed and operated to enable safe, convenient, and comfortable access and travel for all users. Pedestrians, bicyclists, motorists, and public transport users of all ages and abilities can move along and across a complete street with safety and comfort. Federal policy for providing bicycle and pedestrian accommodation - per the 2010 "US DOT Policy Statement on Bicycle and Pedestrian Accommodation Regulations and Recommendations" (Memorandum) (1) - is as follows:

*"The DOT policy is to incorporate safe and convenient walking and bicycling facilities into transportation projects. Every transportation agency, including DOT, has the responsibility to improve conditions and opportunities for walking and bicycling and to integrate walking and bicycling into their transportation systems. Because of the numerous individual and community benefits that walking, and bicycling provide — including health, safety, environmental, transportation, and quality of life — transportation agencies are encouraged to go beyond minimum standards to provide safe and convenient facilities for these modes."*⁷

The Complete Streets policy has been revised as more guidance language today. Every effort should be made to plan for complete streets where possible.

Sidewalks

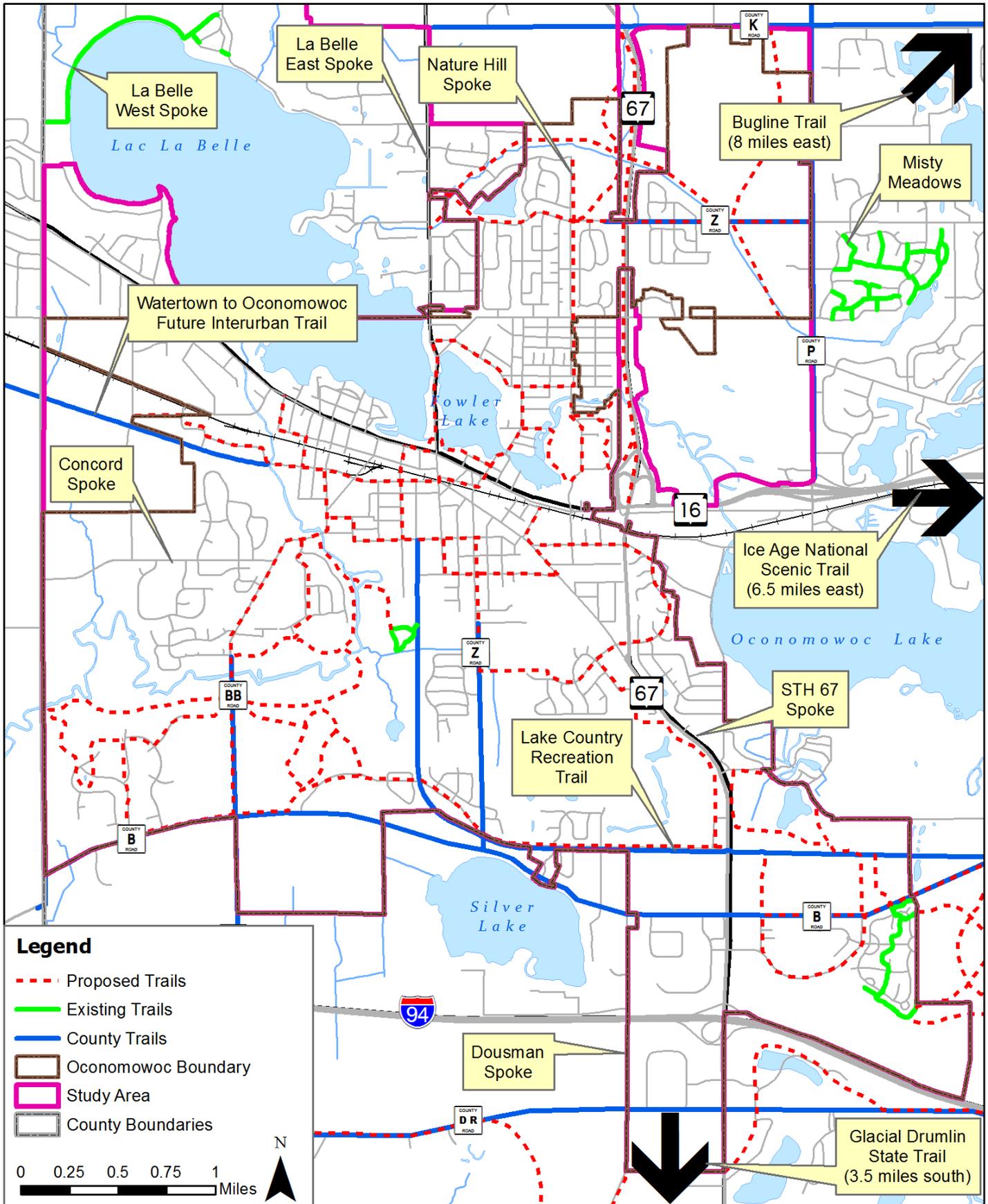
As the population ages and demographic shifts reduce the dependency of automobiles, investments in sidewalks will become increasingly important to safely move pedestrians. The City requires sidewalks on both sides of all streets for existing and planned construction. Oconomowoc will continue to use and update the Bicycle and Pedestrians Plan to guide future walking areas and planned trail connections within the City. All sidewalks in the City will be compliant with requirements set forth in the Americans with Disabilities Act (ADA).

⁶ <https://www.oconomowoc-wi.gov/DocumentCenter/View/3746/Oconomowoc-WI-BIKE-MAP-All-Spokes?bidId=>

⁷ <https://wisconsindot.gov/rdwy/fdm/fd-11-46.pdf>



Figure 8: Oconomowoc Trails Map



Source: UW-Madison State Cartographer Office





Railroads

Wisconsin has two intercity passenger rail service lines provided by Amtrak and currently has two daily routes. The Hiawatha Service is a corridor service operating 14 trains daily (twelve on Sunday) between Milwaukee and Chicago. The route provides dependable round-trip travel (1 hour 29 minutes) to the center of each City for \$25 each way for single adult tickets. Ten-ride passes are available for \$192, and monthly passes can be purchased for \$416.

The Empire Builder is a long-distance train operating one round trip a day between Chicago and Seattle. The route has six stations in Wisconsin including Milwaukee Intermodal Station, Columbus, Portage, Wisconsin Dells, Tomah, and La Crosse. Travel from Milwaukee to La Crosse (3 hours 19 minutes) costs \$39 each way for single adult tickets. The Empire Builder passes through Oconomowoc twice per day.

Wisconsin and Minnesota Department of Transportations are planning expansion of the existing Amtrak Empire Builder line. Plans to complete the studies, infrastructure and implementing a second Empire Builder train could occur by 2021 at the earliest.

Canadian Pacific Railway

Railway freight service travels through Oconomowoc via the Canadian Pacific Railway (CP). Canadian Pacific is the second largest railroad company in North America in terms of its market value of \$34.4 billion. Canadian National is a Canadian Class I freight railway headquartered in Montreal, Quebec that serves Canada and the Midwestern and Southern United States. CN is Canada's largest railway, in terms of both revenue and the physical size of its rail network, and is Canada's only transcontinental railway company, spanning Canada from the Atlantic coast in Nova Scotia to the Pacific coast in British Columbia across about 20,400 route miles of track.

Air Transportation

Air transportation services provide people and goods with direct access to regional, national, and international destinations. Air transportation is vital to business and the tourism industry. In 2017, air freight traffic recorded around 61.5 million tons of freight carried through commercial airlines worldwide and in that same year, cargo airlines generated revenue of around 95.9 billion U.S. dollars worldwide.⁸ In 2018, there were nearly 889 million total passenger enplanements in the United States.

General Mitchell International Airport

General Mitchell International Airport is located approximately 33 nautical miles southeast of Oconomowoc. The airport is the 51st largest airport in the United States, and busiest airport in Wisconsin, carrying more than 3.5 million passengers annually. General Mitchell covers 2,180 acres and has five asphalt and concrete runways. For the year ending June 30, 2018, the airport had 112,932 aircraft operations, an average of 309 per day. Over 56 percent of the flights are commercial airline, followed by air taxi (32 percent), general aviation (10 percent), and military (2 percent). In June 2019, there were 95 aircraft based at this airport: 33 single-engine, 27 multi-engine, 25 jet and 10 various military aircraft. The airport is home to nine commercial airlines with non-stop service to 35 destinations across North America.

Dane County Regional Airport

Dane County Regional Airport is located approximately 42 miles west of Oconomowoc. The airport has three runways. Dane County Regional is the second busiest airport in Wisconsin, carrying more than 1.8 million passengers annually. The airport is home to eight airlines with non-stop service to 15 destinations across the country.

⁸ <https://www.statista.com/topics/2815/air-cargo-market-in-the-united-states/>



Waukesha County Airport

Waukesha County Airport (Crites Field) is located approximately 14 nautical miles southeast of Oconomowoc. Crites Field is listed in the Federal Aviation Administration (FAA) National Plan of Integrated Airport Systems for 2019–2023, in which it is categorized as a national reliever airport facility.⁹ Waukesha County Airport covers an area of 543 acres and contains two runways. For the 12-month period ending December 31, 2017, the airport had 36,896 aircraft operations, an average of 101 per day: 91 percent general aviation, 8 percent air taxi, and less than 1 percent military. In June 2019, there were 144 aircraft based at this airport: 116 single-engine, 14 multi-engine, 13 jet, and one glider.

Capitol Airport

Capitol Airport is a public use airport located three nautical miles east of the central business district of Brookfield. The airport has two paved and one grass runway. Capitol Airport is listed in the Federal Aviation Administration (FAA) National Plan of Integrated Airport Systems for 2019–2023, in which it is categorized as a regional reliever airport facility. For the 12-month period ending August 30, 2016, the airport had 13,010 aircraft operations, an average of 36 per day: 99 percent general aviation and less than one percent military. In June 2019, there were 103 aircraft based at this airport: 92 single-engine, one multi-engine, five helicopter and five ultralights.

Watertown Municipal Airport

Watertown Municipal Airport is located approximately 12 nautical miles northwest of Oconomowoc. The airport has two paved runways. The airport is listed in the Federal Aviation Administration (FAA) National Plan of Integrated Airport Systems for 2019–2023, in which it is categorized as a regional reliever airport facility. For the 12-month period ending June 8, 2018, the airport had 58,000 aircraft operations, an average of 159 per day: 89 percent general aviation, nine percent air taxi and two percent military. In November 2018, there were 73 aircraft based at this airport: 57 single-engine, 14 multi-engine, one jet, and one helicopter.

Water Transportation

Lac La Belle and Fowler Lake are located in Oconomowoc but there are no ports or harbors located within the City. The Port of Milwaukee is located approximately 30 miles east of Oconomowoc. High speed ferry service is provided four times daily between Milwaukee and Muskegon via Lake Express. The ferry service carries passengers and vehicles across Lake Michigan in 2.5 hours between the months on April and October.

Transportation Issues

Citizens of Oconomowoc had several opportunities to participate in pop up events, community surveys, and formal open houses to share their thoughts about the transportation system. The following dates indicate where public input was collected:

- Summer 2018 - Online Community Survey
- Fall 2018 - Online Student Survey
- August 16, 2018 – Moonlit Movies
- October 19, 2018 – Touch a Truck
- April 11, 2019 – Open House
- June 8, 2019 – Farmer’s Market

Key transportation themes to consider along with point specific transportation issues were identified through community engagement. A summary of overall transportation issues follows.

⁹ https://www.faa.gov/airports/planning_capacity/npias/reports/media/NPIAS-Report-2019-2023-Appendix-A.pdf



Input Received from Community and Student Surveys

Two online Community Surveys were administered in the summer of 2018. The first was a general survey which contained 25 questions and the second was a shortened student survey which contained nine of the 25 questions asked in the general survey. The general survey received 474 responses, while the student survey received 408 total responses.

Several questions were asked regarding transportation topics and issues. The full surveys can be found in the Appendix. Questions 14-18 and question 20 asked for feedback regarding specific transportation topics. A brief summary follows.

- **Question 14: Select your current and desired mode of transportation in 2018 and 2040.**

Today, almost all residents are using personal vehicle (97 percent) as their mode of transportation, however, in 2040 many residents desire to use alternate modes of transportation. Personal vehicles were the preference for only 41 percent of residents, whereas all other modes of transportation increased, especially in walking, and train/high speed rail options.

For the student survey, 73 percent are currently using personal vehicle as their current mode of transportation followed by carpooling at just under ten percent. In 2040, approximately 58 percent of the younger generation prefer personal vehicle as their primary mode of transportation. Train and high-speed rail recorded just over ten percent, followed by autonomous vehicle (eight percent).

- **Question 15: How do you feel the City does with connectivity of the following?**

Generally, respondents felt the City is doing a good job with roadway connections, pathways, bike routes, pedestrian facilities, and senior transportation, with only minor improvements needed.

Answer Choices	Poor	Okay	Good	Outstanding	Total
Roadway connections	5.32% 20	23.67% 89	60.11% 226	10.90% 41	376
Pathways	6.01% 22	25.96% 95	58.47% 214	9.56% 35	366
Bike routes	11.29% 41	23.14% 84	54.55% 198	11.02% 40	363
Pedestrian facilities	9.07% 33	26.92% 98	54.67% 199	9.34% 34	364
Senior transportation	12.31% 41	30.93% 103	48.65% 162	8.11% 27	333

- **Question 16: How often do you walk or bike for trips to work, shopping, etc.?**

29 percent of respondents reported not walking or biking at all for commuting to work or leisure purposes. 26 percent walk or bike a few times per year, while 24 percent walk or bike a few times per month. 15 percent walk or bike at least a few times per week, with seven percent reporting doing this activity daily.

- **Question 17: If safer, more convenient, bicycle/pedestrian facilities and connections were installed, how would you alter your travel behavior?**

35 percent of respondents report they would moderately increase their walking or bicycling trips. 27 percent indicated there would be no change to their travel behavior followed by 24 percent indicating there would be a small increase in walking or bicycling trips. 14 percent responded that investing in more convenient connections would greatly increase their number of walking and bicycling trips throughout the community.



- Question 18: Please rate the need for public transit options within or to Oconomowoc.**
 This question used a slide bar to indicate from 1 (not needed) to 100 (highest need). Of the 360 respondents to this question, a score of 46.51 was received, indicating a neutral response and a desire to stay about the same.
- Question 20: If the City should invest more tax dollars to improve the quality of public services, which areas should it focus on?**
 Street maintenance and bicycle and pedestrian facilities were the top two responses.

Input Received from Open House

At the Open House on April 11, 2019, attendees participated in a Transportation Investment Priorities Activity. Participants were each given beans to distribute to jars on where they thought transportation dollars should be prioritized.

Overall, residents felt investments through additional sidewalks and trails, improved roadway maintenance, and developing a bicycle friendly transportation were top priorities. Roadway expansion was not identified as a priority by any respondent. Results of the activity are shown below.

Station 6: Identify your priorities for Oconomowoc’s transportation network by placing your beans in the corresponding jar.

Answer Choices	Responses	
Additional Sidewalks and Trails	31	20%
Improved roadway maintenance	29	19%
Developing a bike friendly transportation network	28	18%
Invest in Regional Transit	22	14%
Make it easier to get around Oconomowoc for people of all modes	10	7%
Increased ride share options and drop-off locations	10	7%
Invest in local transit	7	5%
Improve connections throughout the street network	8	5%
Planning for electric or self-driving transportation	4	3%
Intersection Improvements	2	1%
Other (Bikes Lanes/repair shoulder)	2	1%
Roadway Expansion (additional lanes)	0	0%
TOTAL	153	100%

Current and Past Planning Efforts

Capital Improvement Plans

In 2019, the following streets are tentatively being proposed for improvements and are shown in yellow in the figure below:

- S. Cross Street - Main Street to Summit Avenue
- Westover Street - Summit Avenue to Oak Street
- 2nd Street - Park Street to Elm Street
- Thackeray Trail - Emerson Drive to end
- Collins Street - Silver Lake Plaza to Cross Street



- Byron Drive - Dickens Drive to Browning Circle/Emerson Drive
- Dickens Drive - Kipling Court to Byron Drive
- Emerson Drive - Browning Circle/Byron Drive to Thackeray Trail
- Browning Circle - Byron Drive/Emerson Drive to Emerson Drive
- Longfellow Drive - Byron Drive to Dante Drive
- Whittier Lane - Thackeray Trail to Byron Drive

Total investments for all of the projects exceed \$3.2 million.

Official Map

Wisconsin State Statute 62.23(6) permits Cities to prepare an official map that is intended to serve as the formal public record to indicate where the City is likely to require right-of-way or easements for the future location of streets, highways, railroad rights-of-way, public transit facilities, historic districts, parkways, drainageways, utilities, or recreational facilities. The map identifies the City's intent to establish certain features for the good of the public.

The City of Oconomowoc has an approved official map. This map enables landowners to plan for future construction to avoid the costly removal of structures when a public facility is identified on the official map. As the City implements the comprehensive plan, updates to the official map will be necessary.

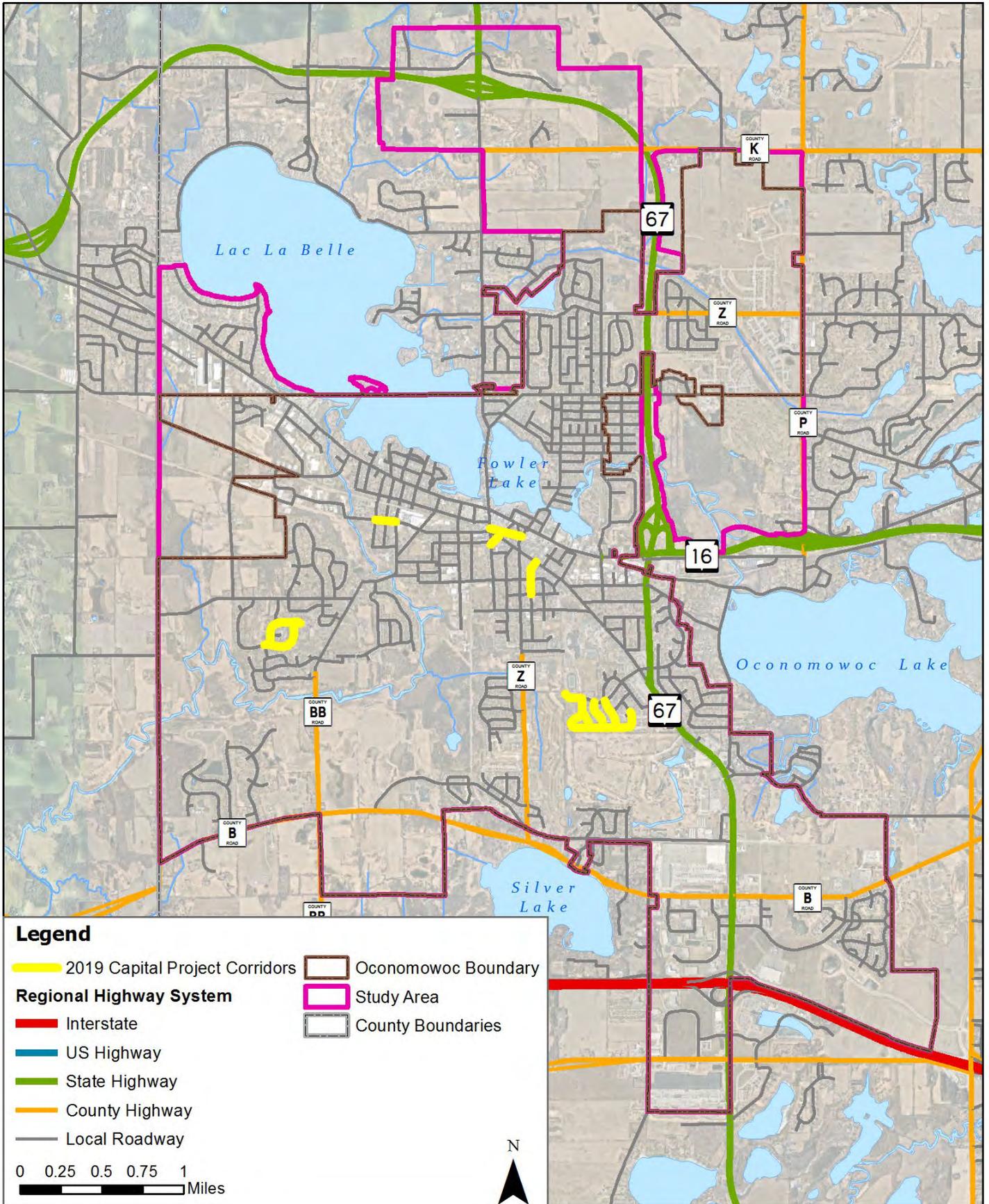
Employment and Workforce Commuting Data

Population in the U.S. is aging. Today, there are more than 45 million adults aged 65 and older. By 2050, that number is expected to grow to nearly 90 million. By 2030, one in every five Americans will be 65 years old and over. This demographic information has an impact of the travel mode, and travel time workers are willing to travel to their primary jobs.

U.S. Census Bureau and On the Map Application data was used to calculate the number of jobs and distance to work for all residents living in the City of Oconomowoc. On The Map software indicates there were 10,092 total jobs and 9,085 primary jobs located within the City of Oconomowoc in 2015. Health Care and Social Assistance (22.9 percent), Manufacturing (19.9 percent), and Retail Trade (13 percent), were the top ranked industry sectors. Females made up approximately 54 percent of the workforce. The workforce had 51.5 percent between ages 30 to 54, followed by worker ages less than 29 (25.9 percent), while the 55 and older population was 22.6 percent.



Figure 9: City of Oconomowoc 2019 Capital Projects



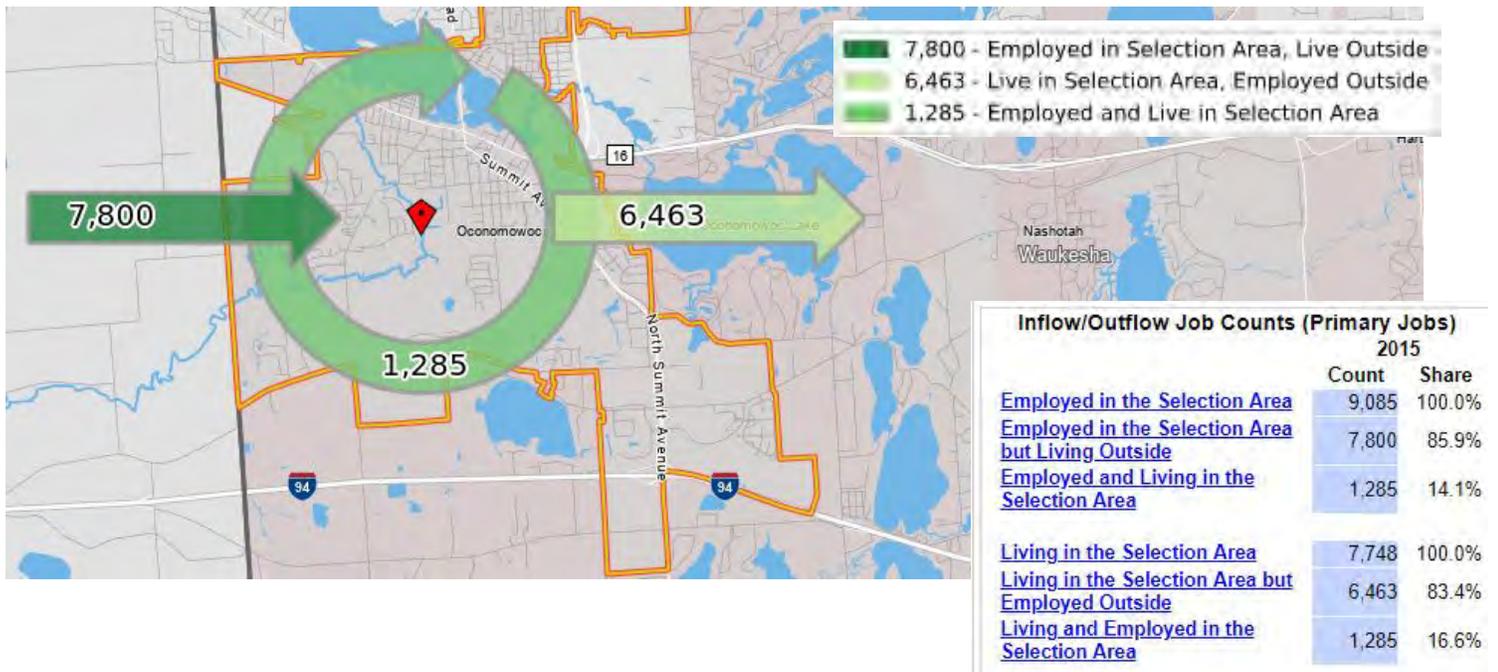
Source: City of Oconomowoc



Inflow and Outflow

In 2015, there were 9,085 jobs available within the selection area. 85.9 percent of the jobs were filled by those living outside City of Oconomowoc limits, while 14.1 percent of jobs are held by residents. On a daily basis, 7,800 people who aren't residents of Oconomowoc are coming to the City for work. Conversely, 6,463 residents leave the City each day to work at their primary job. 1,285 residents live and work in Oconomowoc. The figure below shows the inflow/outflow within the City of Oconomowoc.

Figure 10: Employment Inflow/Outflow



Population in the U.S. is aging. Today, there are more than 45 million adults aged 65 and older. By 2050, that number is expected to grow to nearly 90 million. By 2030, one in every five Americans will be 65 years old and over. This demographic information has an impact of the travel mode, and travel time workers are willing to travel to their primary jobs.

Vehicles Available

American Community Survey (ACS) 5-year estimates between 2013-2017 indicated that of the 6,592 housing units in Oconomowoc, approximately 4.9 percent do not have access to a vehicle. 47.2 percent indicated have two vehicles, 30.4 percent responded to having one vehicle available, and 17.5 percent indicated having access to three or more vehicles.

Mode of Travel to Work

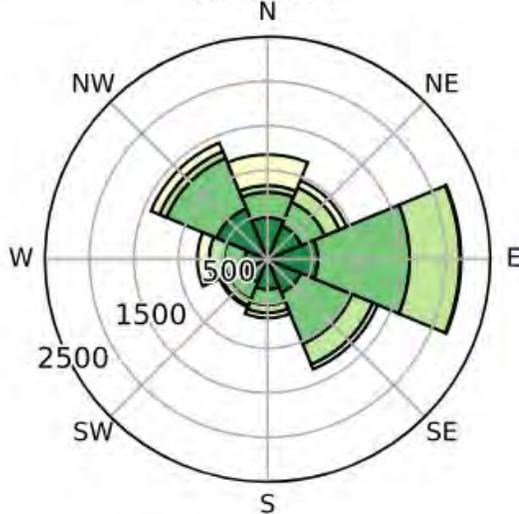
According to ACS, almost 98 percent of people use car, truck or van to travel to work.¹⁰ Of these people, 89.8 percent drive alone, while carpooling makes up about ten percent of all work-related automobile trips. Only 0.2 percent of Oconomowoc residents use the bus, and all indicated a total travel time to work exceeding 45 minutes.

¹⁰ https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_17_5YR_B08534&prodType=table



Distance and Direction

Job Counts by Distance/Direction in 2015
All Workers



View as Radar Chart

Jobs by Distance - Work Census Block to Home Census Block

	2015	
	Count	Share
Total Primary Jobs	9,085	100.0%
Less than 10 miles	3,348	36.9%
10 to 24 miles	3,448	38.0%
25 to 50 miles	1,479	16.3%
Greater than 50 miles	810	8.9%

Major Employers

According to Info USA, in 2015, there were four businesses that employ 250 or more employees and eleven businesses that employ 100-249 employees within the City of Oconomowoc. Two of these businesses, Olympia Resort and K-Mart have since closed. City Economic Development staff continues to work on attracting employers to Oconomowoc and infill business parks throughout the community.

Employers with over 100 staff include:

- Target Distribution Center
- Oconomowoc Memorial Hospital
- Roundy's Distribution Center
- Bruno Independent Living Aids
- Lutheran Homes of Oconomowoc
- Piggly Wiggly
- CL&D Graphics
- Oconomowoc High School
- Silgan Containers LLC
- Bimbo Bakeries
- YMCA at Pabst Farms
- Pantheon Industries Inc.
- Orbis
- Sentry Clinic

Aurora Medical Center, Aurora Occupational Health, Mc Kesson Technology Solutions, and Union Institute UAHC are also major employers located just outside the City of Oconomowoc municipal boundary.

In 2018, Wisconsin was ranked as the #13 state in the country for shortest commute times with an average commute of 21.9 minutes.¹¹ The mean travel time to work for Oconomowoc residents is 24.7 minutes which is close to the national average of 25.4 minutes. Almost nine percent are travelling more than 50 miles each way to their primary job with most of the flow in an easterly direction towards Milwaukee. Nearly 37 percent have travel distances less than ten miles each way to/from work.

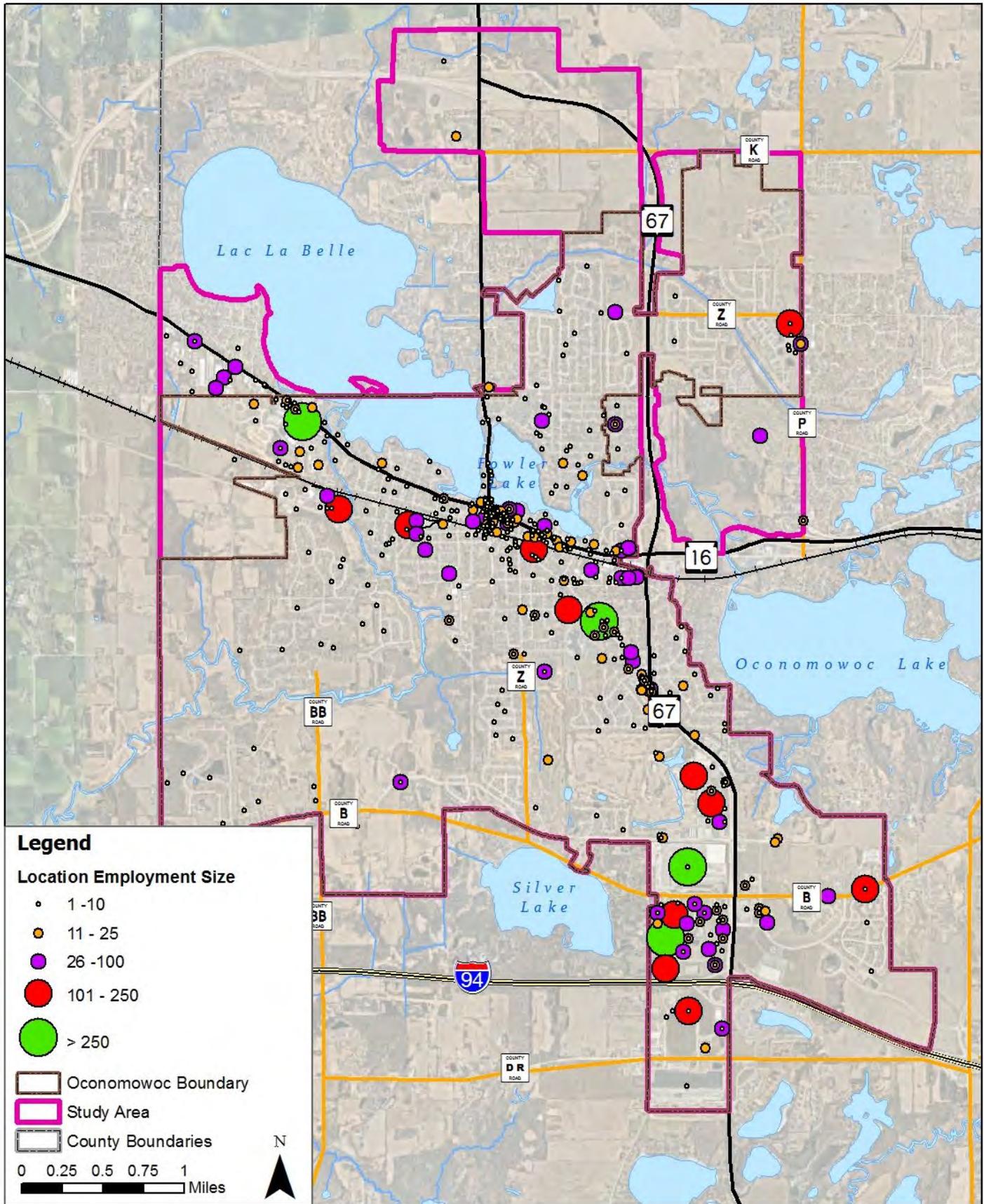
Job Counts by Places

The U.S. Census tracks where workers live. Oconomowoc jobs are attracting workers from nearby cities and villages. Watertown attracts the most workers from those living outside of Oconomowoc, followed by Waukesha, Milwaukee, Okauchee Lake, Summit, Hartland, Brookfield, Delafield, and New Berlin.

¹¹ https://storage.googleapis.com/titlemax-media/2018/03/average-commute-to-work-by-state-city-9_compressed.jpg



Figure 11: Major Employers



Source: Info USA (2015)



Park and Ride Lots

There are 115 park and ride lots in Wisconsin, and 13 park and ride lots located within Waukesha County. Two park and ride lots are located within five miles of the City limits.

Oconomowoc (I-94/CTH P) Park and Ride

The Oconomowoc I-94/CTH P Park and Ride is located in the south portion of the City limits off I-94 (exit 283). This park and ride lot offers 120 stalls in a free parking lighted asphalt lot. Overnight parking (48 hours max), is allowed along with bike parking. This lot offers handicap accessible parking stalls, a shelter, and access to multi-modal transportation via Wisconsin Coach Lines.

Oconomowoc Lake (STH 16/CTH P) Park and Ride

The Oconomowoc Lake STH 16/CTH P Park and Ride is located off STH 16 at exit 176. This park and ride lot offers 45 stalls in a free parking lighted asphalt lot. Overnight parking (48 hours max), is allowed. This lot offers handicap accessible parking stalls, a shelter, public telephone, gas station, convenience store, and access to multi-modal transportation via Wisconsin Coach Lines.



Public Transportation

Public transportation is the transport of passengers by group managed on a schedule, operated on established routes, and that charge a posted fee for each trip. Because public transit carries many passengers on a single vehicle, it can reduce the number of vehicles on the road, reduce traffic noise, and reduce emissions. Studies have shown that public transportation is an important contributing factor towards urban sustainability and have benefits including:

- Transit users are healthier
- Buses are safer than individual vehicles
- Public transportation improves access
- Buses create community cohesion

Bus Routes

There are no fixed route bus services currently operating in the City of Oconomowoc at this time. The closest public transportation system is located in the City of Waukesha, approximately 13 miles southeast of Oconomowoc.

Waukesha County Transit funds and outsources Wisconsin Coach Lines to operate route 904/905 named the Oconomowoc Milwaukee Express on weekdays. The route provides service to/from downtown Milwaukee through Pewaukee, Waukesha, Hartland, and Oconomowoc. There is one stop located at the Collins and Cross Street parking lot. Two eastbound trips begin at 6:05 am and 6:35 am, Monday through Friday. Westbound return trips arrive back into Oconomowoc at 5:56 pm and 6:15 pm.



Transportation for the Elderly and Disabled

Approximately 15.5 percent of Oconomowoc's population is aged 65 years and older and nearly five percent of residents have a disability. As the nation's aging population continues to rise, with 1 in every 5 Americans



expected to be 65 years of age or more by 2020, the provision of safe and accessible transportation options remains a top concern. To ensure that community transportation services are available to everyone, attention should be paid to the needs and preferences of older adults and persons with disabilities. Currently, mobility options are focused mainly on driving and dial-a-ride services, but periodically, Oconomowoc should evaluate the need for options other than automobile.

Oconomowoc Silver Streak

Oconomowoc Silver Streak, Inc., is a non-profit transportation service for seniors and the disabled in the Oconomowoc area. The Silver Streak provides auto transportation for ambulatory adults over the age of 55 and transportation for disabled individuals of any age. Oconomowoc Silver Streak provides 800 rides each month to medical, dental, and personal care appointments, grocery stores, and social activities, and is available Monday-Friday from 8:30 am – 4:30 pm. The service area is within the City of Oconomowoc east of the YMCA, south to Valley Road, north to Lang Road, and west to the Jefferson County line.



The Ride Line Program

The Ride Line Program is available to Waukesha County residents who are non/limited-drivers and 65 years of age or older, or under 65 years of age, with a disability designation, who use assistive devices such as; walker, wheelchair, scooter, or are legally blind. Individuals must be unable to enter or exit a car with little or no assistance. If a certified person is ambulatory and the trip is not in a taxi provider's service area, the person may use the Ride Line program. Service is available Monday-Friday from 6:00 am – 6:00 pm.

Future Considerations

Other Local and Regional Plans

There are several local, regional and state plans and documents that should be evaluated when future development or planning decisions are considered. These include, but are not limited to the following:

VISION 2050: A Regional Land Use and Transportation Plan

VISION 2050 recommends a long-range vision for land use and transportation in the seven-county Southeastern Wisconsin Region to improve economic competitiveness, increase travel options, maintain a high quality of life. It makes recommendations to local and State government to shape and guide land use development and transportation improvement, including public transit, arterial streets and highways, freight, and bicycle and pedestrian facilities, to the year 2050.

Connections 2030 Plan

Connections 2030 is the Wisconsin Department of Transportation's (WisDOT) long-range transportation plan for the state. This plan addresses all forms of transportation over a 20-year planning horizon: highways, local roads, air, water, rail, bicycle, pedestrian and transit. WisDOT officially adopted Connections 2030 in October 2009. The plan is at the end of its life and needs to be updated. WisDOT will likely begin work in Year 2020 to update the Plan to a Year 2040 horizon.

Wisconsin State Freight Plan

Wisconsin DOT completed the Wisconsin State Freight Plan in 2018. The State Freight Plan provides a vision for multimodal freight transportation and positions the state to remain competitive in the global marketplace.



The State Freight Plan includes policies and performance measures, and links transportation investments to economic development activities.

Wisconsin Statewide Transportation Improvement Program (STIP) 2019-2022

The Statewide Transportation Improvement Program (STIP) produces a four-year plan of highway and transit projects for the state of Wisconsin. Revised every year, the plan is a compilation of all highway (state or local) and transit (capital or operating) projects in urban and rural areas. The STIP plan adopts the Transportation Improvement Programs prepared by the state's 14 metropolitan planning organizations by reference. The STIP plan is approved by the Federal Highway Administration and the Federal Transit Administration. Several transportation investments are programmed in the Oconomowoc area over the next few years.

Wisconsin State Transportation Budget

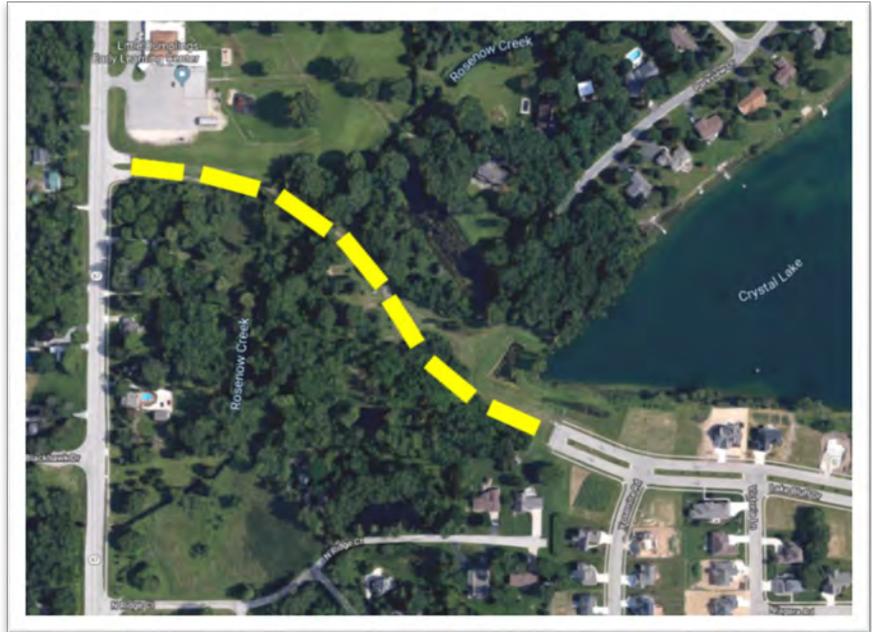
On July 2, 2019 the 2019-2021 Wisconsin State Transportation Budget was signed by Governor Evers. The budget includes more than \$465 million in new funding for roads, \$66.5 million for railroad programs and facility upgrades. The governor also increased title and registration fees which is anticipated to bring in \$337 million to the state's transportation system. Local roads will receive a \$90 million onetime funding allocation, with \$32 million earmarked for county projects and \$22 million going to municipalities.





Lake Bluff Drive over Rosenow Creek

Lake Bluff Drive is proposed to be extended over the Rosenow Creek and connect in with STH 67. Currently, there is no date planned for the extension as the City considers environmental impacts related with the extension along with Wisconsin Department of Resource (WDNR) feedback. If the connection is realized, Lake Bluff Drive/CTH Z would become an east-west arterial road. No 2018 traffic volumes were counted on Lake Bluff Drive, however, 4,800 vehicles per day were counted just east of the STH 67 and Lake Drive intersection.



Oconomowoc Parkway

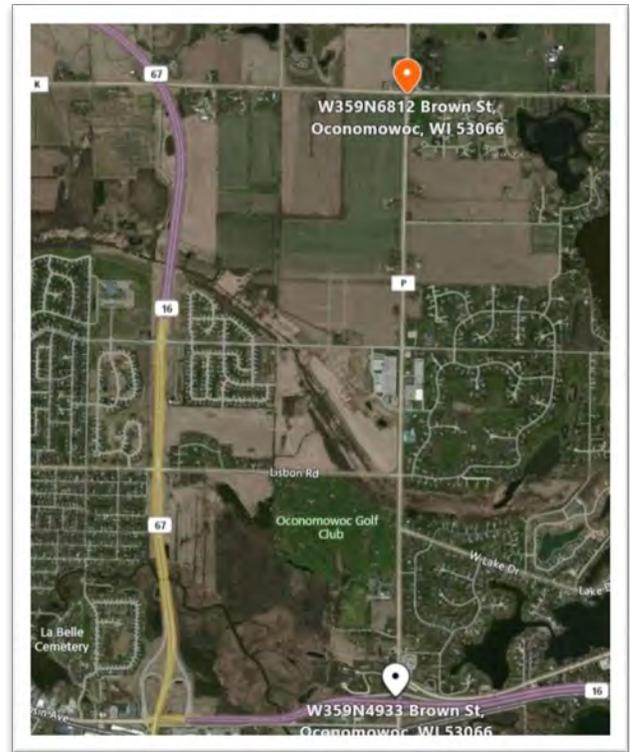
Oconomowoc Parkway currently has an east-west gap that begins at CTH Z/Silver Lake Street to avoid the Paganica Golf Course. Traffic on Oconomowoc Parkway in this area need to follow CTH Z to Valley Road, and St. Andrews Drive before returning back to the roadway. The City owns two of the four properties that would be impacted if the direct extension would be realized. Upon completion, the extension would create logical east/west connection. Close coordination with the Paganica Golf Course, Waukesha County and the Village of Summit would be required.



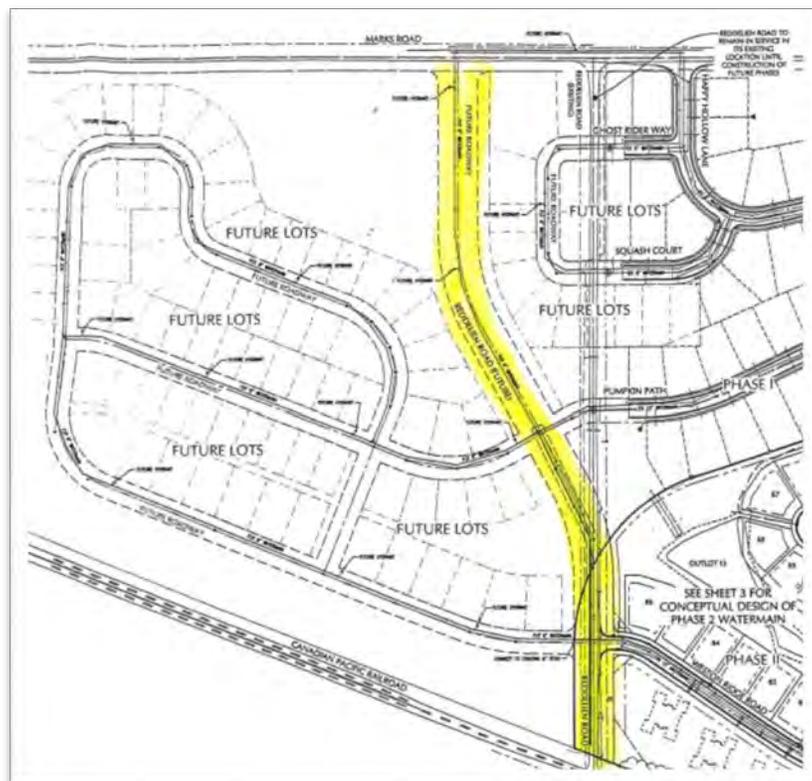


CTH P

CTH P from CTH K to STH 16 is experiencing an increase in traffic. Residential development in the northern part of Oconomowoc has increased 2018 volumes between 9,700 and 11,500 vehicles per day. According to the Highway Capacity Manual, 6th Edition, once volumes exceed 18,300 vehicles per day for a two-lane facility with left-turn lanes, capacity should be considered. Because of the amount of vacant land and current and planned residential construction, this threshold could be reached within the life of this plan and should be periodically monitored. Plans for CTH P as shown in SEWRPC’s VISION 2050 call for four lanes between CTH Z and STH 16, and reserving right-of-way to accommodate future improvement needs on CTH P north of CTH Z.



STH 16/Wisconsin Avenue and Reddelien Road/Frontier Road Connection



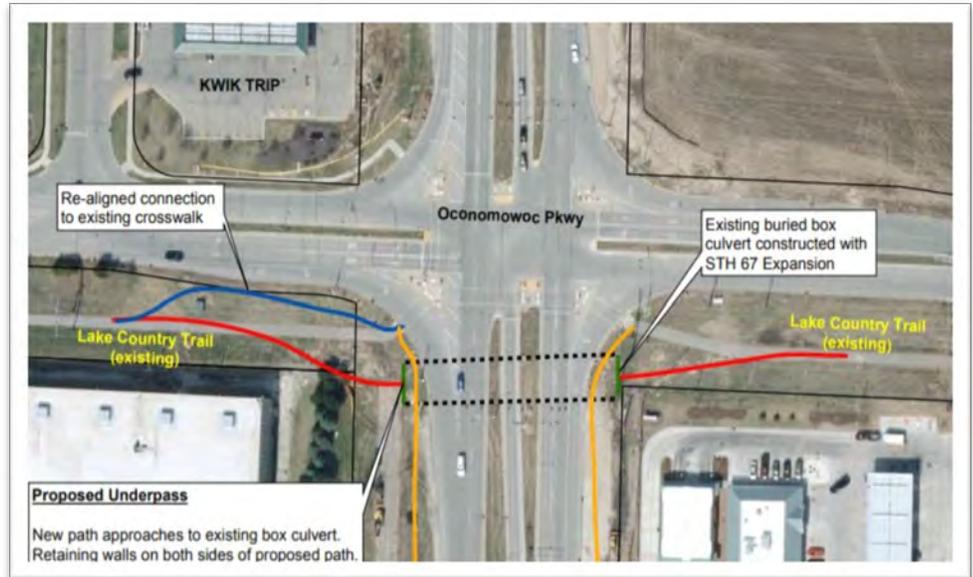
The Weston Meadows Phase II subdivision plans to create 34 single family lots, ten duplex lots, and an outlot for a future multi-family development. The development is located off of Marks Road and Reddelien Road.

The proposed roadway network and connections to the subdivision caused concerns from the public and City Council. It was determined that potential alignment issues at the intersection of STH 16/Wisconsin and existing Reddelien Road could cause traffic issues. As such, Reddelien Road is proposed to be reconstructed and realigned to eventually tie into Frontier Road in the Town to access Wisconsin Avenue. Reddelien Road could eventually extend from Wisconsin Avenue (Frontier Road at that point) all the way to Allen Road and provide a north/south connection to serve the west side of the City. Total length of the extension is approximately 1.5 miles.



Lake Country Trail Underpass of STH 67

Waukesha County, together with the City of Oconomowoc and the Wisconsin Department of Transportation are proposing to construct a shared use pathway connection under the newly expanded STH 67 south of the Oconomowoc Parkway intersection. During the STH 67 expansion project, a box culvert was installed in anticipation of this future connection. Trail approaches on the east and west side of STH 67 to the Lake Country Trail will be included with this project. Additional safety enhancements with lighting and video surveillance will be added to complete the underpass.



Design of the facility will be finished in 2019 and construction will be completed by Waukesha County in 2020.

Silver Lake Street/Summit Avenue Intersection Alignment

The geometry at the Silver Lake Street and Summit Avenue intersection is challenging. The intersection is planned to be realigned and could be reconstructed in the future. When roadways intersect at skewed angles, the intersections may experience a series of problems including:

- Vehicles may have a longer distance to traverse while crossing or turning onto the intersecting roadway, resulting in an increased time of exposure to the cross-street traffic.
- The driver's sight angle for convenient observation of opposing traffic and pedestrian crossings is decreased.
- Older drivers may find it more difficult to turn their heads, necks, or upper bodies for an adequate line of sight down an acute-angle approach.
- Drivers may have more difficulty aligning their vehicles as they enter the cross street to make a right or left turn.
- Drivers making right turns around an acute-angle radius may encroach on lanes intended for oncoming traffic from the right.
- The larger intersection area may confuse drivers or cause them to deviate from the intended path.
- Through-roadway drivers making left turns across an obtuse angle may attempt to maintain a higher than normal turning speed and cut across the oncoming traffic lane on the intersecting street.
- The vehicle may obstruct the line of sight of drivers with an acute-angle approach to their right.

Alternative Transportation Options and Emerging Technologies in Oconomowoc

The examples below include several options for alternative and emerging transportation technologies that the City of Oconomowoc may choose to invest in. The list below shows only examples of programs and how they may be currently used in nearby cities. City government is not currently investing in these programs and will need to determine if these technologies fit the transportation needs of Oconomowoc residents in the future.

Autonomous Vehicles

An autonomous car, also known as a robotic car, self-driving car, or driverless car, is a vehicle that is capable of sensing its environment and moving with little or no human input. Autonomous vehicle technology is



becoming increasingly sophisticated each year and current technologies are already in full operation with features like park assist, crash avoidance, and lane departure alerts. Some leading manufacturers have released driverless technology and autopilot features on the highway system.

There are several different types of self-driving vehicles; the Society of Automotive Engineers has classified them into stages ranging from Level 0 to 5. As of 2019, autonomous vehicles are in the Level 0-3 range with Level 4-5 technology perhaps year or decades away.

- **Level 0:** Many of the cars available today are Level 0, as they lack any autonomous driving functions. The driver is responsible for all steering, acceleration, and braking, even if the vehicle is equipped with forward collision warning, cruise control, or lane departure warning.
- **Level 1:** Level 1 autonomous vehicles have one or more systems that can intervene to brake, steer, or accelerate the car, but the systems do not work in tandem with one another. Examples of Level 1 features include adaptive cruise control, automatic emergency braking, and lane keeping assist.
- **Level 2:** Vehicles with Level 2 autonomous technology can simultaneously control steering and speed at the same time, without driver intervention for short periods. They cannot perform autonomously under all conditions. The driver is required to stay attentive and be able to regain control of the car at any time.
- **Level 3:** Level 3 vehicles have full autonomous functions in all driving conditions but need to shift control back to the driver if they are unable to perform. Several of the autonomous cars currently being tested on public roads by companies such as Waymo (Google's former driverless car project and now Alphabet Inc.'s project) feature Level 3 technology.
- **Level 4:** Fully autonomous vehicles can operate with no intervention from the driver other than the entry of the destination. They are designed to operate under any condition. If the autonomous car systems fail, the vehicle will safely stop. They typically have redundant controls for the driver to actively take command of the car if they wish.
- **Level 5:** Level 5 autonomous vehicles are designed from the ground up to operate entirely autonomously. While they may have redundant controls, they are not intended to be driven regularly by human drivers. Level 5 vehicles are likely still years or decades away from widespread deployment.

It is difficult to say when or if this technology will be fully integrated into the transportation system but advances in technology could make this way of travel possible within the life of this Comprehensive Plan.

Electric Vehicles

An electric vehicle, also called an EV, uses one or more electric motors or traction motors for propulsion. An electric vehicle may be powered through a collector system by electricity from off-vehicle sources, or may be self-contained with a battery, solar panels, or an electric generator to convert fuel to electricity.¹²

The benefits to the environment from EV's are immense. An EV releases no tail pipe pollutants and are extremely quiet to operate. A study showed the potential air pollution benefits of EV's and according to one of the scenarios, Europe is on



¹² Asif Faiz; Christopher S. Weaver; Michael P. Walsh (1996). *Air Pollution from Motor Vehicles: Standards and Technologies for Controlling Emissions*. World Bank Publications. p. 227. [ISBN 978-0-8213-3444-7](https://doi.org/10.1093/oxfordhb/9780821334447).



track to reduce CO₂ emissions from cars by 88 percent by 2050.¹³ The number of electric vehicles on the road is expected to reach 125 million by 2030.¹⁴

A privately-owned electric vehicle charging station is located at the Collins Street municipal parking lot.

Car Sharing

Car sharing is essentially car rental where people rent for short periods of time, often by the hour, or partial day. This technology is drive on-demand program attractive to drivers who need only occasional access to a vehicle and allows customers to reserve wheels when you want them. Currently Zip Car has a program in Madison and Milwaukee, where drivers pay \$7 month membership fee and have 24-hour a day access to cars. Trips up to 180 miles are part of the membership and gas and insurance are included. Vehicles are accessed by a key card and can be picked up and returned to dedicated parking spots around the cities.

Bike Sharing Stations

Madison and Milwaukee have bike sharing programs (BublR and Bcycle). Bike sharing allows you to go to a kiosk and choose a bike of your choice using credit card or a mobile app. The program charges riders by the half hour increment, and bikes can be returned to numerous locations throughout the City. Prices are generally affordable for one-time use (\$4 per half hour), and 30 day, and annual passes are also available at a discount.

Intercity Transit Services

SEWRPC's VISION 2050 recommends improving intercity rail connections between the seven-county region. WisDOT studies have indicated that a new intercity rail line is proposed, connecting Milwaukee to Minneapolis/St. Paul via Madison. These services would operate as extensions of the existing Amtrak Hiawatha service from Chicago and would operate at speeds of up to 79 miles per hour. If this extension is realized, Oconomowoc is a location for a commuter rail line station.

Transportation Assistance Programs

The following programs can provide financial assistance to local governments, along with other public and private entities, to make a variety of improvements to the transportation system in and around Oconomowoc. Highways and local roads, railroads, bicycle and pedestrian facilities, air quality are just some of the assistance programs offered to communities throughout Wisconsin.

State Infrastructure Bank (SIB) Program

The SIB program offers a range of loans and credit options to help finance eligible surface transportation projects. Projects that would be eligible for SIB would be those that include Economic Development or Transportation Efficiency, Safety and Mobility improvements

- Access improvements for vehicle traffic near commercial or industrial sites
- Improvements to roads serving brownfields or idle industrial sites
- Reconstruction of a bridge that connects downtown businesses to a state highway
- Addition of vehicle capacity to a road linking to an intermodal or transload facility
- Installation of signal lights, turn lanes, and pedestrian walkways at a highway intersection
- Road modifications to accommodate truck movements near a distribution center
- Improvements to an interchange near a new commercial development
- Construction of parking facilities, bicycle lanes, and pedestrian walkways to better facilitate customer traffic near retail centers and tourist attractions

¹³ <https://www.transportenvironment.org/press/electromobility-could-create-over-200000-net-additional-jobs-2030-europe-%E2%80%93-study>

¹⁴ <https://www.cnn.com/2018/05/30/electric-vehicles-will-grow-from-3-million-to-125-million-by-2030-ia.html>



Transportation Economic Assistance (TEA) Program

The TEA program provides funding of up to \$1 million to governing bodies for the completion of road or rail improvements that support the increase or creation of jobs.

Congestion Mitigation and Air Quality Improvement Program (CMAQ)

The Program encourages transportation projects that improve air quality in southeastern Wisconsin. It includes efforts to enhance public transit, bicycle/pedestrian facilities, ridesharing programs and facilities, and technologies that improve traffic flow and vehicle emissions.

Freight Rail Infrastructure Improvement Program (FRIIP)

The FRIIP provides loans that assist with improvements to rail infrastructure, highway/grade crossings, and the construction of new rail-served facilities in an effort to boost economic activity. Eligible applicants include private industries, railroads, and local governments. The FRIIP provides up to 100 percent loans for rail projects that:

- Connect an industry to the national railroad system
- Make improvements to enhance transportation efficiency, safety, and intermodal freight movement
- Accomplish line rehabilitation
- Develop the economy

Freight Railroad Preservation Program (FRPP)

The FRPP provides grants up to 80 percent of the project cost to:

- Purchase abandoned rail lines to continue freight service, or for the preservation of the opportunity for future rail service
- Rehabilitate facilities such as tracks or bridges, on publicly owned rail lines

Railroad Crossing Improvements

The Wisconsin Department of Transportation works with freight and passenger railroads and other businesses on initiatives that preserve rail service, improve the efficiency of railroad operations, and enhance economic development.

A separate state agency, the Office of the Commissioner of Railroads (OCR), enforces regulations related to railway safety and investigates the safety of highway/rail crossings. In partnership with private rail firms, local governments and citizens, OCR oversees a variety of highway/rail crossing issues including:

- Replacement or enhancement of passive and active warning devices at highway/rail crossings
- Repair of rough highway/rail crossing surfaces
- Installation of highway/rail crossings at new locations
- Alteration of existing highway/rail crossings
- Closing or consolidating existing highway/rail crossings

Transportation Alternatives Program (TAP)

The Transportation Alternatives Program (TAP) is a legislative program that was authorized in Fixing America's Surface Transportation Act (or "FAST Act"), the federal transportation act that was signed into law in 2015. With certain exceptions, projects that met eligibility criteria for the Safe Routes to School Program, Transportation Enhancements, or the Bicycle and Pedestrian Facilities Program are eligible TAP projects.

All TAP projects require sponsors to pay 20 percent of approved projects costs. TAP projects are capped. A TAP project may not be substituted for another project. TAP projects must commence within four years of the award date.



Highway Safety Improvement Program

The Highway Safety Improvement Program (HSIP) funds highway safety projects at sites that have experienced a high crash history. Emphasis is on low-cost options that can be implemented quickly.

The overall objective of HSIP is to develop and implement, on a continuing basis, stand-alone safety projects designed to reduce the number and severity of crashes on all streets and highways (state and local). The federal funding ratio for HSIP funds is usually 90 percent, requiring a 10 percent match of state and/or local funds.

Local Bridge Improvement Assistance

The Local Bridge Improvement Assistance Program helps rehabilitate and replace, on a cost-shared basis, the most seriously deficient existing local bridges on Wisconsin's local highway systems. Counties, cities, villages and towns are eligible for rehabilitation funding on bridges with sufficiency ratings of 80 or less, and replacement funding on bridges with sufficiency ratings less than 50.

Local Roads Improvement Program (LRIP)

Established in 1991, the Local Roads Improvement Program (LRIP) assists local governments in improving seriously deteriorating county highways, town roads, and City and Village streets. LRIP is a reimbursement program, which pays up to 50 percent of total eligible costs with local governments providing the balance.



5

COMMUNITY FACILITIES AND UTILITIES





Introduction

Utilities and community facilities are important in providing high quality services to enhance the safety and welfare of City residents. The major community facilities and utilities within the City include schools, libraries, cemeteries, healthcare facilities, childcare facilities, public safety, telecommunications infrastructure, public and private utilities. Providing these services efficiently and effectively enhances the quality of life for Oconomowoc residents and visitors.

Vision Statement: In the year 2050, the City will maintain an efficient and effect network of community facilities and utility infrastructure to support its residents. The City’s parks and recreation areas continue to serve as destinations for residents and visitors alike and providing for quality year-round recreational access. The City will ensure that all community services, infrastructure and utilities continue to efficiently serve Oconomowoc and contribute to the overall quality of life.

Governmental/Institutional Facilities

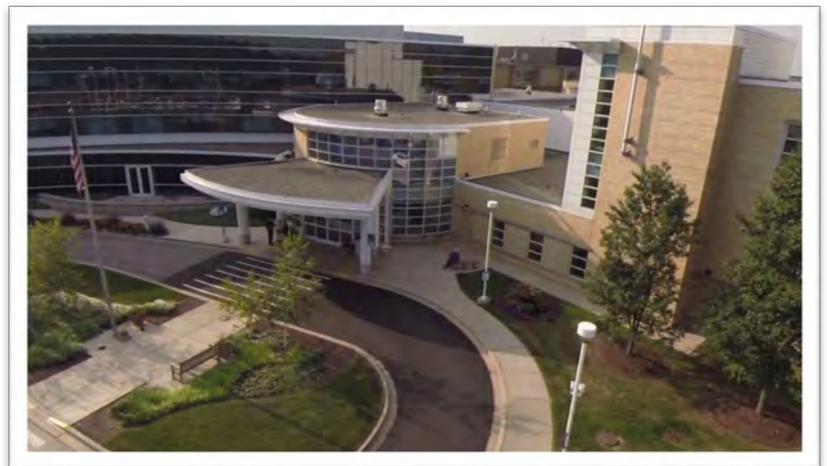
Governmental/Institutional facilities consist of schools, hospitals, libraries, museums, churches, and cemeteries. The City of Oconomowoc has a total of 61 of these facilities within their 2050 planning area boundaries and these are shown in Figure 13.

Cemeteries

The City of Oconomowoc has two cemeteries: La Belle and St. Jerome. La Belle Cemetery is located on the eastern shore of Fowler Lake, immediately adjacent to North Lapham Street. This cemetery was established in 1851 by the Oconomowoc Cemetery Association.¹ La Belle Cemetery replaced the City’s original cemetery which was located along Walnut Street between Wisconsin Avenue and the Norwegian Bridge. St. Jerome’s Catholic Cemetery is located on Concord Road and was established in 1863.

Health Care Facilities

The City of Oconomowoc has one operating hospital providing care to City and County residents. Oconomowoc Memorial Hospital, located on Summit Avenue, has 76 beds to provide services including birthing, blood/lymphatic, bones/joints/muscles, brain and nerves, cancer, diabetes, digestive, ear/nose/throat emergency services/urgent care, heart and vascular, integrative medicine, lungs/breathing, nutrition, rehabilitation services, sleep, diagnostic services, general surgery, infections, orthopedic, women’s health, senior’s health and stroke. Oconomowoc Memorial Hospital is classified as a level 3 facility, which



¹ <https://www.linkstothepast.com/waukesha/122.php>



indicates a trauma center with ability to provide prompt assessment, resuscitation, surgery, intensive care, and stabilization.

Other smaller clinics and healthcare facilities are located throughout the City. This includes the Lake Area Free Clinic, which offers basic health care for individuals and families who lack health insurance and meet the income requirements. In 2018 the Clinic handled 7,686 patient visits.

Aurora Medical Center is located in the Village of Summit, just south of the City of Oconomowoc border, in the southeast quadrant of I-94 and STH 67. Aurora Medical Center has 92 beds and is classified as a level 2 facility, which indicates a trauma center with ability to initiate definitive care for all injured patients.

Child Care Facilities

Adequate childcare facilities are necessary for a healthy family life and provide the opportunity for full participation in the City's labor force. To become a childcare provider in Wisconsin, one must obtain a certificate, unless they are a relative of the child. There are several qualifications a person must meet to become a certified childcare provider. The Bureau of Regulation and Licensing in the Division of Children and Family Services is responsible for licensing and regulating childcare centers, residential care facilities for children and private child welfare agencies. There are twelve certified childcare facilities that provide childcare services. Access to affordable childcare options continues to be a high priority of many areas, and should be reviewed on a regular basis. They include:

- Little Dumplings Early Learning Center
- Little Lambs Christian Child Care & Preschool
- Oconomowoc Nursery School
- Almost Home Child Development
- St. Paul's ECC
- Cherle's Home Day Care
- Oconomowoc Head Start
- Hearts and Hands Christian Preschool
- Angels Among US
- All About Learning – Oconomowoc
- Rachel's Learning Center
- YMCA at Pabst Farms

Police

The City of Oconomowoc Police Department (located at 174 E. Wisconsin Avenue), is responsible for protecting the health, safety, and welfare of the general public. The department employs police officers, detectives, dispatchers and community service officers. Programs the Department participates in includes Police School Liaison Program (PSLO), boat patrols, Cops in the Schools Program, Walk and Talk Program, National Night Out, and a variety of community of events.

Fire & Rescue



The City of Oconomowoc Fire Department merged into the Western Lakes Fire District in 2017, continuing a proud tradition of service dating back to 1880. The Western Lakes Fire District (WLFD) provides fire, rescue, and emergency medical services to ten municipalities in Waukesha, Dodge, and Jefferson counties. WLFD proudly is owned and operated by the City of Oconomowoc, Village of Summit, Village of Dousman, and Town of Ottawa through an intergovernmental agreement. The District also serves the Town of Ashippun, Town of Concord, Village of Lac La Belle, Town of Oconomowoc, Town of Sullivan, and Village of Sullivan. WLFD serves over 34,000



residents and covers over 178 square miles with an annual call volume of approximately 4,200 calls.

WLF D employs ten full-time personnel and approximately 150 part-time and paid-on-call personnel. Four stations are located to provide the best service to the communities and include: Pabst Station #1, 1400 Oconomowoc Parkway in the City of Oconomowoc; Dousman Station #2 at 107 S. Main Street in the Village of Dousman; Oconomowoc Station #3 at 212 S. Concord Road in the City of Oconomowoc; and Sullivan Station #4 at 912A Front Street in the Village of Sullivan.

Along with day-to-day duties, the Fire District provides inspection services for properties within the City and public education for local organizations. Firefighters from the Western Lakes Fire District are also part of the Western Waukesha Rapid Intervention Crew which specializes in techniques to remove incapacitated or unconscious firefighters from burning buildings. In addition, some firefighters are part of the Western Lakes Dive Team which responds to open water and ice-covered lakes for emergency responses.

Library

The Oconomowoc Public Library is one of the oldest libraries in the State, progressing from a private association in 1870 to a public library in 1893. In 1918, the City of Oconomowoc took over operation of the library from the Oconomowoc Public Library Association. From 1900 to 1987 the library was located at 212 N. Lake Road in a three-building complex that was constructed during the 1850's and 60's. After 1950, the library began offering children's story hours and material collection continued to expand. In 1987, the library moved to the current building at 200 South Street.

The library provides materials, services, facilities, technology and up-to-date resources and programs to meet the educational, informational, cultural, and recreational needs of the community. The library is a free and vital resource, providing the community with the opportunity to explore, discover, learn, grow, and enriching individual lives and the community as a whole. The library actively promotes an interest in- and appreciation for reading and encourages lifelong learning. The library features current, high-demand, high-interest materials in a variety of formats for persons of all ages. The Oconomowoc Public Library encourages young children to develop an interest in reading and learning through services for children, and for parents and children together. The library actively provides timely, accurate, and useful information for community residents. The Oconomowoc Public Library supports individuals of all ages pursuing independent learning.

Schools

The Oconomowoc Area School District (OASD) covers approximately 120 square miles surrounding the City of Oconomowoc and draws approximately 5,300 students from Waukesha, Jefferson, and Dodge Counties.² The district features a high school serving students in 9th through 12th grades that provides scholastic, athletic and arts opportunities.

Two intermediate schools, Nature Hill and Silver Lake, opened in September 2008. The almost identical schools, located at opposite ends of the City, are comprised of students in grades 5 through 8 and were designed for students at this age-range. OASD also includes five



² <https://www.oasd.k12.wi.us/page.cfm?p=8734>



elementary schools for students in grades K to 4, including the new Meadow View Elementary School which opens in September 2019.

Private schools are also available in and around the community. These schools, in most cases, are operated by churches or other groups. Charter schools and the school choice programs have provided additional education options for parents and their children. Schools, along with other Government and Institutional buildings with the City of Oconomowoc are mapped in Figure 13.

Churches

Churches are places of worship and generally refer to temples, mosques, and synagogues, as well as traditional churches. According to Churchangel.com, there are 33 churches in Oconomowoc in 2019.³ These are mapped in Figure 12.

Parks & Recreation

The City of Oconomowoc provides community wide parks and recreation through the Parks, Recreation and Forestry Department, with policies and budget development determined by the Parks and Recreation Board. The department has two divisions: Recreation and Parks/Forestry. The Recreation division is responsible for providing recreational programs and activities for all age groups. These include sports leagues and programs, leisure and fitness classes, and youth and adult instructional programs. In addition, the Department cooperates with and assists many Oconomowoc groups, organizations and clubs to provide recreation services throughout the community and surrounding area. The activities are planned year-round and are published in the Department's seasonal brochures; which are available to all residents two times a year.

The Parks, Recreation, and Forestry division is responsible for 47 park sites and designated open space areas totaling over 337 acres of which approximately 218 acres are active type land suitable for recreation areas and facilities. The Division is also responsible for maintaining the urban forest. Major responsibilities include routine maintenance of facilities and equipment, providing support services for recreation programs, and park improvements and development.

The City has been part of the Tree City USA program for 26 years. This program provides direction, assistance, attention, and national recognition for urban and community forestry programs in thousands of towns and cities in the country. The City provides information on tree maintenance, and insects and diseases. The City is also a designated Bird City to protect and manage areas within the City limits and surrounding areas, of both migrating and resident birds. Oconomowoc is surrounded by lakes and rivers that birds use as nesting grounds.

The City adopted Bike and Pedestrian Trail Plan in 2006, discussed in the Transportation Chapter. In addition, the City's 2010 Park and Open Space Plan provides goals and objectives for the Oconomowoc park and open space system.⁴ This plan is updated every five years and is integrated into the City's planning and budgeting framework. Precise details and implementation actions of the Park and Open Space within in the City is provided within that plan.

Northeast Regional Park

During 2017 the City of Oconomowoc, along with the Oconomowoc Area School District (OASD), the developer of Prairie Creek Ridge Subdivision, St. Matthew's Church and the property owner all worked together in a collaborative effort to develop a large area in the northeast part of the City. The City purchased 34 acres for a regional park, the OASD purchased 20 acres for elementary school, St. Matthew's Church was in

³ <https://www.churchangel.com/WEBW/oconomowoc.htm>

⁴ <https://www.oconomowoc-wi.gov/DocumentCenter/View/684/2010-Park-and-Open-Space-Plan?bidId=>



the process of developing their 19-acre site, and the subdivision developer was asking to create the next phase of their single-family subdivision. The City of Oconomowoc took the lead and sat down with representatives from the five entities and discussed costs and timing for each of their projects including the utilities, road extensions, stormwater management, and parking. The City developed a Cost Share Agreement between all parties to mutually share the costs of engineering, design and construction of the infrastructure. After completion there is an offsite four-acre regional stormwater basin that serves this area and shared parking agreements between the parties that is beneficial to all the parties. In the end, the individual cost for each party was estimated to be 20 percent lower than if each entity designed and installed the required improvements independently.

The Northeast Community Park was purchased, and the City is in the process of determining the best uses and layout of this park. It is estimated the park will be developed over a number of years. It is envisioned to be an active park with ball diamonds and various sports fields. With trails and walking recognized as a high priority in the community, an asphalt paved walking path will extend around the perimeter of the park.

The City's community center within the downtown area. The City's community center is available to rent by non-profit groups or individuals. Hall rental and meeting space is available to rent, and includes tables, and chairs.

YMCA at Pabst Farms

The YMCA at Pabst Farms provides adult and child recreational related programming opportunities to YMCA members and their guests. The current facility is located on Valley Road immediately east of the Summit Elementary School.

Golf Courses

There are three private and one public golf course within the close proximity of the City of Oconomowoc. The golf courses include:

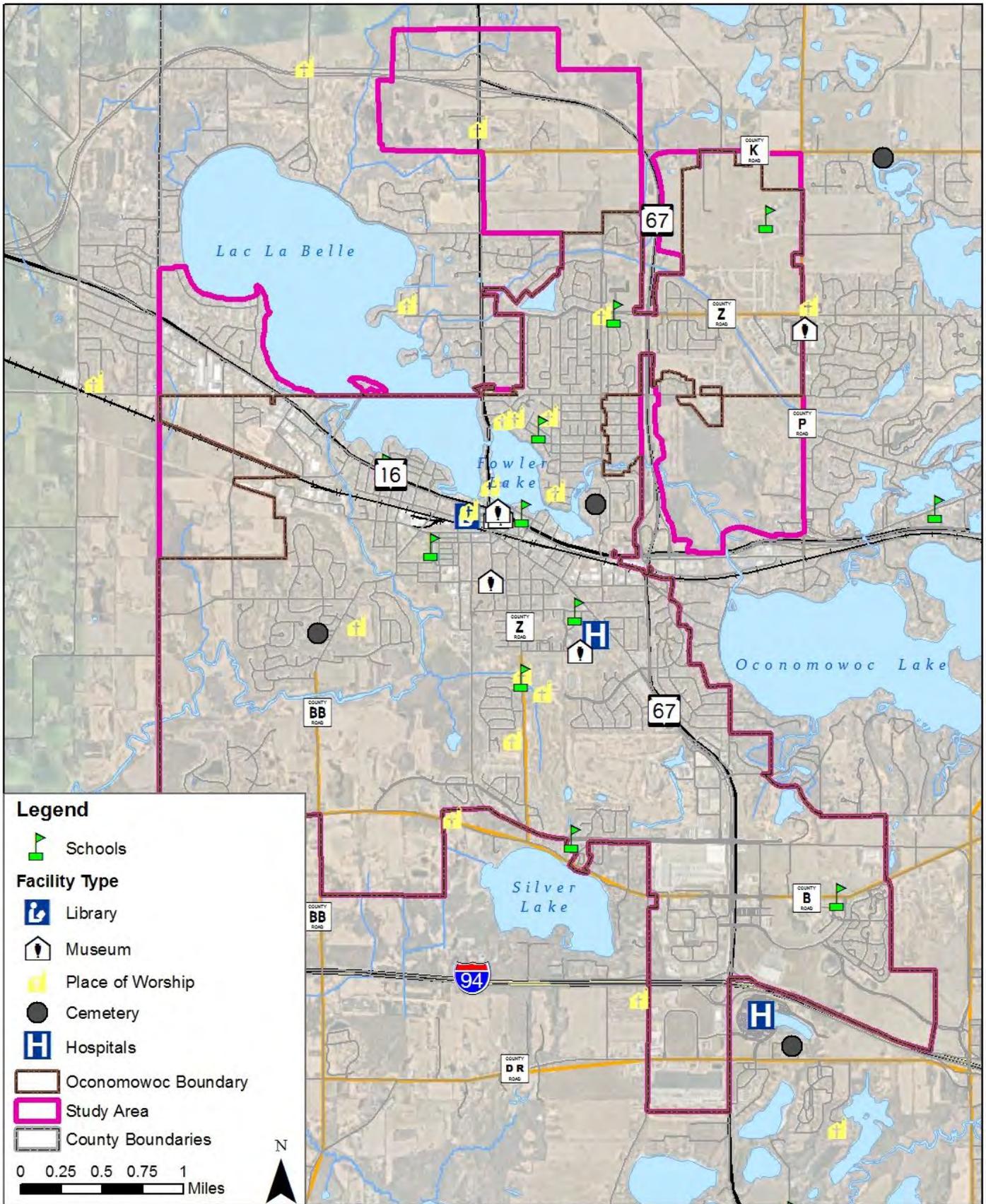
- Oconomowoc Golf Club is an 18-hole private golf course located at W360N5261 Brown Street
- Paganica Golf Course is an 18-hole private golf course located at 1335 S. Silver Lake Street
- La Belle Golf Club is an 18-hole private golf course located at W389N6996 Pennsylvania Street
- DeerTrak is an 18-hole public golf course located at W976 County Road O

Other Government Facilities

Constructed in 1886, with an addition in 1982, City Hall contains local government operations for the City. Departments located in building include Administration, Planning, Economic Development, Public Works, Finance, Police, and the City Clerk. City Hall continues to function as the focal point of downtown Oconomowoc.



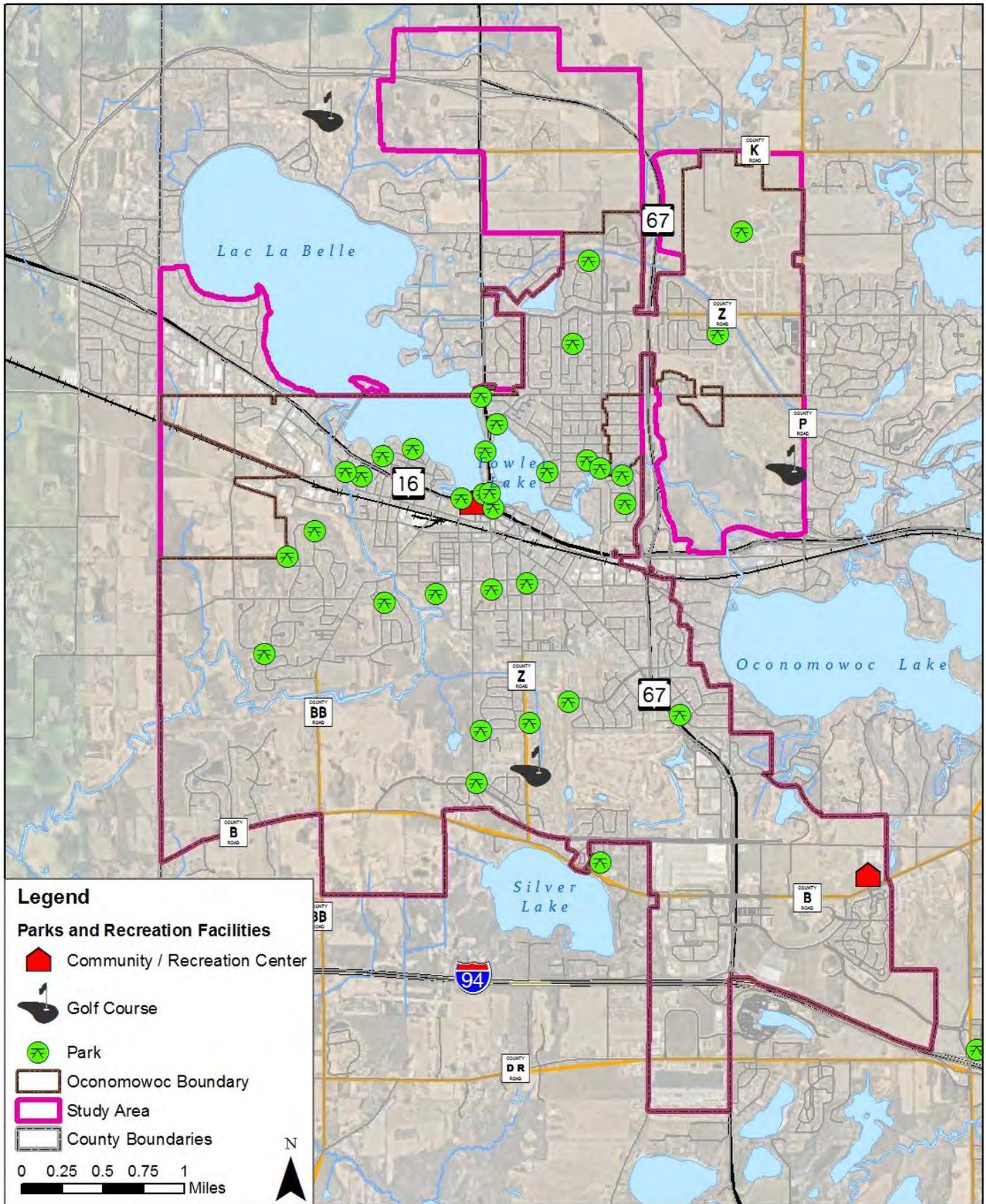
Figure 12: Governmental and Institutional Facilities



Source: Waukesha County, ESRI



Figure 13: Parks and Recreational Facilities



Source: Waukesha County, ESRI



Oconomowoc Utilities

Oconomowoc Utilities is the locally owned and operated electric, water and sewer services utility, serving over 8,700 customers in the Oconomowoc area. Oconomowoc Utilities was founded 120 years ago by the citizens of Oconomowoc and is a non-profit utility. The community's early founders voted to establish their own City-owned utility to provide light to its downtown area and to encourage economic development. Today, the Utility still offer residents some of the lowest electric rates in the State, significantly lower than those in territories served by investor-owned utilities. Oconomowoc Utilities provides customers with clean, high quality water that meets or exceeds all State and Federal standards. As part of the community, Oconomowoc Utilities affords it citizens a voice in decisions and programs. Oconomowoc Utilities continues to strive to provide quality and affordable service for all customers. The Utility uses an Automated Meter Reading system to read electric and water meters hourly, which greatly enhances efficiencies and conservation for both customers and the Utility.

Energy

Oconomowoc Utilities is an owner of WPPI Energy, a regional power company serving 51 customer-owned electric utilities. Together, WPPI Energy's member utilities purchase all of their electric requirements from WPPI Energy and supply power to more than 200,000 customers in Wisconsin, Iowa, and Michigan. WPPI Energy owns power generation facilities and purchases energy to meet the demands of customers. A 138 kilovolt transmission line is located along the Oconomowoc Parkway and extends north into the City to a substation. This line is owned by the American Transmission Company. WE Energies provides all natural gas to the City.

The Electric Utility currently provides electrical service to City of Oconomowoc. In addition, some service is provided to areas of the Village of Lac LaBelle, the Village of Oconomowoc Lake, the Town of Oconomowoc, and the Village of Summit. Areas for expansion of the Electric Utility are contemplated and are planned for by the Electric Utility. Maps are provided later in this chapter showing present and future service areas, see Figure 19 through Figure 21. The Electric Utility continues to budget for the replacement of existing aged infrastructure (e.g. old cables and inefficient transformers).

Water Supply

An adequate supply of fresh groundwater is essential for life and must be managed carefully for preservation of our future. The City of Oconomowoc has an adequate supply of water at both the shallow and deep level aquifers for our present and future needs, with proper management. The future goals and focus must implement strategic conservation measures, continued stringent wellhead protection/proper abandonment of private wells, careful placement of new high capacity wells, and the protection of delicate eco-systems and recharge areas in order to sustain this supply. With the onset of geothermal wells for heating alternatives, ordinances will need to be in place to further protect the cities wells.

The Oconomowoc Water Utility uses six ground water wells, through three entry points, to supply water to the City, Plank Road properties in the Village of Oconomowoc Lake, and some lands in the Village of Summit. Five of the wells are drilled deep into the Sandstone Aquifer and the sixth well obtains water from the shallow Sand and Gravel formation. The City's drinking water is safe and meets all Federal and State requirements. The Oconomowoc Water Utility routinely monitors drinking water according to Federal and State laws. Test results are made accessible for public viewing at any time.





Four water towers are located within the City. The newest tower was constructed in 2004 on the City's north side near the Wood Creek development. Other towers are located on the northwest corner of Commerce St. and Unity Drive, east of North Lapham Street, and northwest of the St. Jerome Cemetery.

The water system has traditionally relied on developers for the installation of all new local water main and appurtenances. However, the City does not support future development when radial feeds are proposed. The proper circulation and turnover of water is instrumental to quality. Service outages due to radial feeds can be large and costly, especially depending on the type of customer fed by them. Recent capital improvement projects including the mile long 12-inch diameter main installed on Valley Road closes a large radial feed on the southwest area of the City. The City will continue to address these low fire flow radials fed areas each year with the Street Program projects. The Water Utility must focus on the replacement of mains and infrastructure that has exceeded its life span. These replacements are very necessary for reliability and to meet fire flows in deficient areas (primary old 4" mains).

Sanitary Sewer

The City's wastewater treatment plant has been online since June 1977 when it replaced the original plant that dated back to 1935. The sanitary service area for the City's wastewater treatment plant includes the City of Oconomowoc, the Town of Oconomowoc Utility District No. 1, the Blackhawk Sanitary District, the Village of Oconomowoc Lake Plank Road properties, the Silver Lake Sanitary District, the Sanitary Districts of Lac La Belle, Mary Lane, Ixonia II, and areas within the Village of Summit. Figure 18 shows the existing sanitary service area. Following the recent plant expansion in 2012, hydraulic design parameters for the facility are 5.5 million gallons per day average flow and 12.0 million gallons per day peak flow. Organically, the facility is designed for 8,340 lbs/day of biological oxygen demand (BOD) and 6,672 lbs/day of suspended solids (SS). The present population served by the facility is equivalent to approximately 20,000.

Effluent from the Oconomowoc facility is consistently within permit with BOD and SS typically maintained below 5 mg/l and 2 mg/l respectively. Although not a requirement, the facility included fine bubble aeration in 1989, gravity sludge thickening and sludge storage in 1990, de-chlorination in 1994, filtrate storage and handling in 1995, fine screens in 2001 and 2008, influent pumps in 2005, and tertiary filtration in 2008. With the 2012 capacity expansion, the facility replaced its recent chlorine-based disinfection system with ultraviolet disinfection providing better control of the disinfection process. An additional 1.1 million biosolids storage tank was added, as well as a containment basin for chemical delivery and sewer maintenance residuals. A new transformer, switchgear, and new SCADA system for biosolids managements improved the reliability for the plan. The physical plant is in excellent condition, giving tribute to the exceptional maintenance it has received since construction. Upgrades and routine maintenance occur on a regular/yearly basis.



The Oconomowoc Wastewater Utility is part of the City's utility departments also consisting of water and electric service. The Utilities SCADA System provides monitoring and control for the Sewer and Water Utilities. The Utilities are managed in a proactive manner, incorporating 10-year Capital Improvement Plan, 10-year Replacement Fund Plan, commercial and industrial monitoring, and comprehensive safety programs. The efficient operation of the Oconomowoc Utilities is reflected in user rates that are regionally competitive.



Private On-Site Wastewater Treatment

In general, the City does not allow POWTS within the City as properties are better served by City water and sewer. As properties request annexation, it has been and will continue to be City policy to require those parcels to connect to City sewer when available.

Stormwater Management

In November 2006, the Wisconsin Department of Natural Resources (WDNR) issued the City of Oconomowoc a Wisconsin Pollutant Discharge Elimination System (WPDES) permit to regulate the discharge of municipal stormwater runoff. As part of the compliance program, the City developed and implemented numerous programs aimed at improving the quality of stormwater runoff throughout the City. The City updated its Erosion Control and Stormwater Management Ordinance to comply with State and Federal Standards in November of 2008. This new ordinance included a 40 percent reduction in total suspended solids from all redevelopment projects which add more than 0.5 acres of impervious surface, or which disturb more than 1-acre of land. The City compiles annual stormwater reports, promotes the installation of rain gardens and has a stormwater public education campaign.

Pabst Farms Stormwater District

Due to the Pabst Farms development located in both the City of Oconomowoc and the Village of Summit, the stormwater for the development is required to be regulated by a separate entity. The Pabst Farms Stormwater District was created and includes two members from the City, two members from the Town, and one member representing Pabst Farms. The District approves and monitors all stormwater activities within the Pabst Farms development.

Solid Waste Disposal and Recycling Facilities

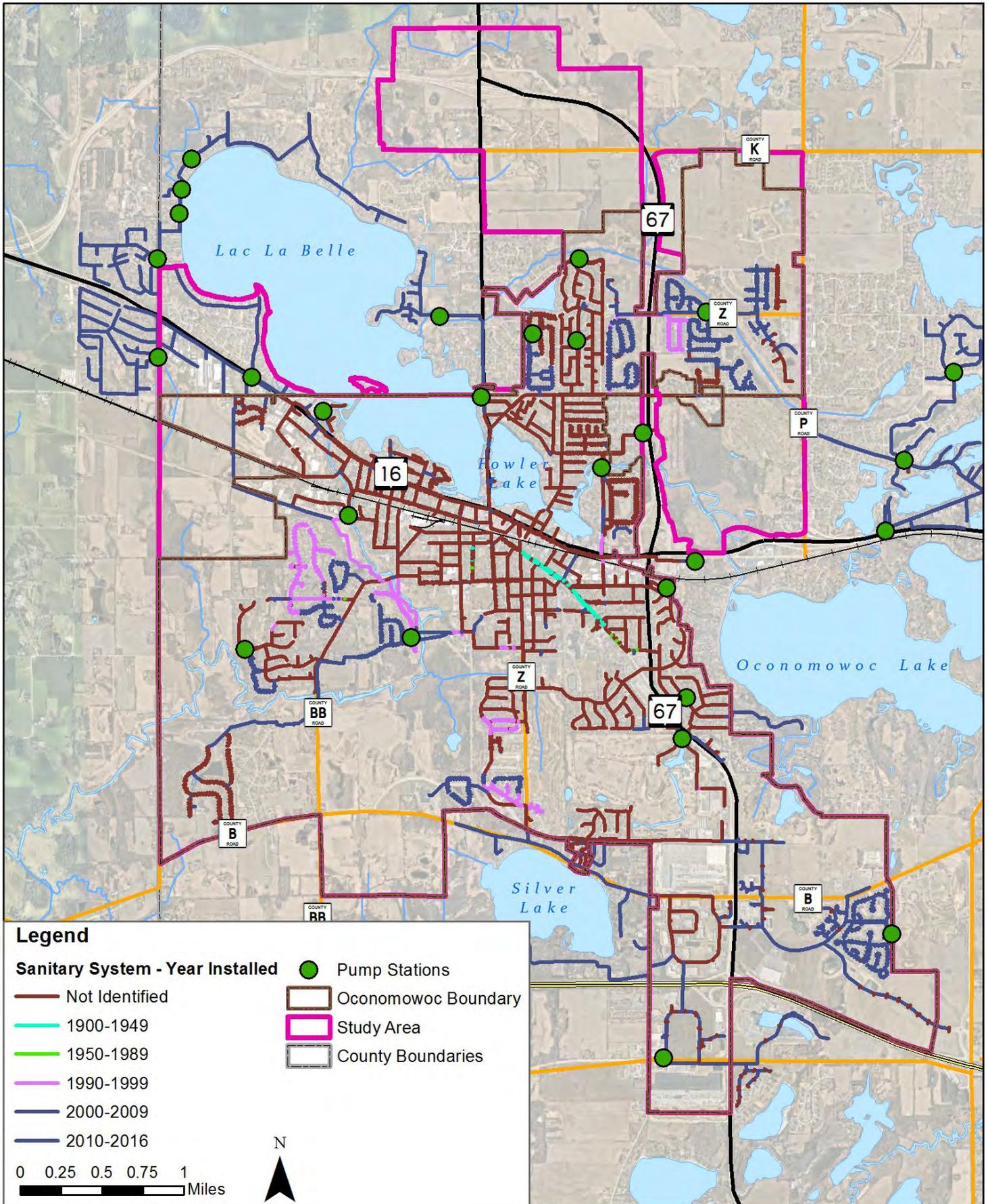
Johns Disposal is the refuse collection firm for the City of Oconomowoc. Collections are once a week for garbage and once every two weeks for recycling. Land filling is still the primary method of disposal of solid wastes generated in the City. City residents follow recycling guidelines provided by Waukesha County.

Telecommunications Facilities

There are many telecommunication service providers who provide basic communication services to City residents. These include voice transmission services, data transmission service, multimedia services, and broadcast services. There are two cellular tower antenna sites within the City limits of Oconomowoc. Multiple towers are located on some sites in the City. Other types of telecommunication technology available in the City include wireless (Wi-Fi), which can be accessed in many local businesses. Telecommunication technology is rapidly evolving and is ever changing. Changes in technology relating to communication may require the City to adapt with the new technology.



Figure 14: Sanitary Sewer Service





Future Utilities and Community Planning Facilities

The City has a long history of planning future utilities and infrastructure needs within the City and surrounding areas. As development within and surrounding the City continues, infrastructure will need to be maintained, upgraded, and in some cases expanded to accommodate development.

Oconomowoc Utilities Lead by Example Team

The Oconomowoc Utilities Lead by Example Team's mission is to instill a strong conservation ethic in the community while demonstrating the effectiveness of energy efficiency, conservation, and renewable resource development. The Lead by Example Team's purpose is to implement projects and programs which benefit the municipality, business community, and residential power user. Through education and outreach, the Lead by Example Team can share emerging technology related to renewable energy and energy conservation with the community. An example of the projects tackled by the Lead by Example Team include the Wisconsin Energy Independent pilot partnership program which created a 25x25 plan that will help the municipality reduce energy consumption by 25 percent by 2025.

Utilities and Community Facilities Programs

The State and Federal governments provide programs related to utility and community facilities. Some of those programs are listed below. Many programs are dependent on the scope of the project, size of the community, and many require matching funds.

Clean Water Fund Program (CWFP)

The Clean Water Fund Program (CWFP) is a subsidized loan included in the Environmental Improvement Fund (EIF). The CWFP provides loans to municipalities for wastewater treatment and urban stormwater projects. Most CWFP projects receive a subsidized interest rate of 55 percent, 65 percent, or 70 percent of the EIF market interest rate. Wastewater projects that meet certain criteria may be eligible to receive financial assistance in the form of a lower interest rate loan or a grant. Municipalities constructing wastewater projects with a total project cost of less than \$1,000,000 might be able to utilize the Small Loan portion of the CWFP.

Safe Drinking Water Loan Program (SDWLP)

The Safe Drinking Water Loan Program (SDWLP) provides loans to public water systems to build, upgrade, or replace water supply infrastructure to protect public health and address Federal and State drinking water requirements. The Wisconsin DNR is the primary administrator and the Wisconsin Department of Administration is the financial manager for this program.

Assistance to Firefighters Grant Program (AFG)

The AFG Program is administered by the Department of Homeland Security, and the Federal Emergency Management Agency in coordination with the U.S. Fire Administration. Nationally, the program awards approximately \$510 million to fire departments and nonaffiliated emergency medical service organizations. The program attempts to enhance response capabilities and to protect the health and safety of the public with respect to fire and other hazards. The grants enable local fire departments to purchase or receive training, first responder health and safety program, and buy equipment and response vehicles.

Capital Improvement Program (CIP)

The City currently utilizes a capital improvement program that guides spending and larger projects throughout the City. As discussed in the Transportation Chapter, the City will continue to make use of the CIP as a valuable tool in planning for future community improvements.

Other Programs

The City promotes incentive programs to lower energy costs for residents as well as increase recycling. Programs include the 2019 Central Air Tune-Up Program, The Focus on Energy Residential Programs and the



2019 Tree Power Incentive Program. Bill and budget assistance is provided through the Wisconsin Home Energy Assistance Program (WHEAP) and Home Energy Suite tools of WPPI Energy. Incentive programs provide discounts to qualifying applicants on a first-come, first-served basis until allocated funds are spent.

Utilities and Community Facilities Policies

- Consider shared service opportunities, when necessary, to improve the efficiency and quality of utilities and community facilities.
- Reserve areas that are planned as parkland for parks or other recreational areas.
- Locate park and open space throughout the community to ensure all neighborhoods have access to open space.
- Encourage the involvement of citizens in the planning and improvement of City parks.





6

AGRICULTURAL, NATURAL,
& CULTURAL RESOURCES





Introduction

The conservation and thoughtful use of the agricultural, natural and cultural resource base is vital to the physical, social, and economic development of any area and to the continued ability of the area to provide a pleasant living environment. In absence of sound planning, the anticipated growth of the Oconomowoc area and the related land use development may be expected to subject the natural resource base of the area to possible degradation and even destruction. Consequently, a sound comprehensive plan for the City of Oconomowoc should identify areas with concentrations of agricultural, natural and cultural resources deserving of protection from intensive urban development. In addition, areas having natural resource characteristics which may impose severe limitations on urban development should be identified, as well as those which have characteristics suitable for urban development.

Vision Statement: In the year 2050, the City's unique natural and built resources will continue to contribute to the character and quality of life of the community. The quality water resources, historic features, and recreational areas are valued resources that are incorporated into development planning.

Groundwater

Groundwater resources are plentiful within the City at both shallow and deep levels. Due to the lack of the Maquoketa Shale confining layer in the area, both the shallow and deep aquifers are hydraulically connected. Both aquifers are linked to certain surface water features and receive recharge from rainfall. Water quality in both aquifers is acceptable, with the shallower aquifer being more susceptible to contamination from the surface. Water directed recharge from surface runoff should not be located near shallow wells and potential shallow well sites unless properly treated, particularly for chlorides from salt.

The regional water supply study prepared by SEWRPC in 2011 recognizes that the area in and around the City is a prime recharge area for the deep sandstone aquifer in Southeastern Wisconsin.¹ The plan projects a 9.3 percent increase in impervious surface for the region by 2035. This increase will be accompanied by a reduction in infiltration and groundwater recharge to both the shallow and deep aquifers and an increase in runoff to surface waters. The effects of development can be mitigated through the use of proper subdivision design, density control and stormwater infiltration requirements of Chapter 151 of the Wisconsin Administrative Code.

In general, the City has some risk for groundwater contamination. This risk is caused by the geological formations underneath the City. There is no confining impermeable layer of rock between the glacial drift and the sandstone aquifer. An increase in the areas impervious surface impacts the recharge of the sandstone aquifer by diverting larger amounts of precipitation into surface drain rather than allowing it to percolate into the ground. As development continues in the future, the City should continue to ensure safe water is available in the City.

Rivers and Streams

The Oconomowoc River is an important natural and visual feature of the City. Linking Okauchee Lake, Upper Oconomowoc Lake, Oconomowoc Lake, Fowler Lake, and Lac La Belle, with the lakes of its upper basin, the river is among the most heavily recreated in Wisconsin. Extensive development (mostly unsewered outside of the City of Oconomowoc) has occurred around these lakes. Dams are located at the outlet of Okauchee Lake,

¹ Technical Report No. 47 <http://www.sewrpc.org/SEWRPC/Environment/RegionalWaterSupplyPlan.htm>



Fowler Lake and Lac La Belle. The lower portion of the Oconomowoc River, from Concord Road to its confluence with the Rock River, is relatively undisturbed by urban or suburban development.

Rosenow Creek, located in the northeast portion of the City, saw mostly farming activities along its banks, but urbanization in the form of both sewered and septic-based development has been occurring since the 1960's. Additional development in its basin is likely, as virtually the entire watershed is located within the Oconomowoc Sanitary Sewer Service Area, and is shown for continued development in plans adopted by SEWRPC.

The City is in the Oconomowoc River and Bark River Watersheds, part of the Rock River Basin. The Rock River Basin covers 3,777 square miles and is located in ten counties.² The area is growing rapidly and urbanization is overtaking the once largely rural river basin.

Watersheds

According to USGS, a watershed is an area of land that drains all the streams and rainfall to a common outlet such as the outflow of a reservoir, mouth of a bay, or any point along a stream channel. Watersheds can be as small as a footprint or large enough to encompass all the land that drains water into rivers draining into Chesapeake Bay, where it enters the Atlantic Ocean. The watershed consists of surface water (lakes, streams, reservoirs, and wetlands) and all the underlying groundwater. The word "watershed" is sometimes used interchangeably with drainage basin or catchment. Watersheds are shown in Figure 15.

Oconomowoc River Watershed

The Oconomowoc River watershed provides unique fish, wildlife, and recreational habitat in its 17 lakes and numerous wetlands. The watershed covers nearly 140 miles in Wisconsin's most densely populated region, making it one of the most-used recreational resources in the state. The Oconomowoc River Watershed starts in Washington County and terminates when it enters the Rock River in Jefferson County.

The three major lakes within City limits (Lac La Belle, Oconomowoc Lake, and Fowler Lake) are all part of the Oconomowoc River watershed. Many other lakes nearby, including Silver Lake, Okauchee Lake, Pine Lake, and North Lake are included as well. Almost all of the City of Oconomowoc is part of the Oconomowoc River watershed.

Bark River Watershed

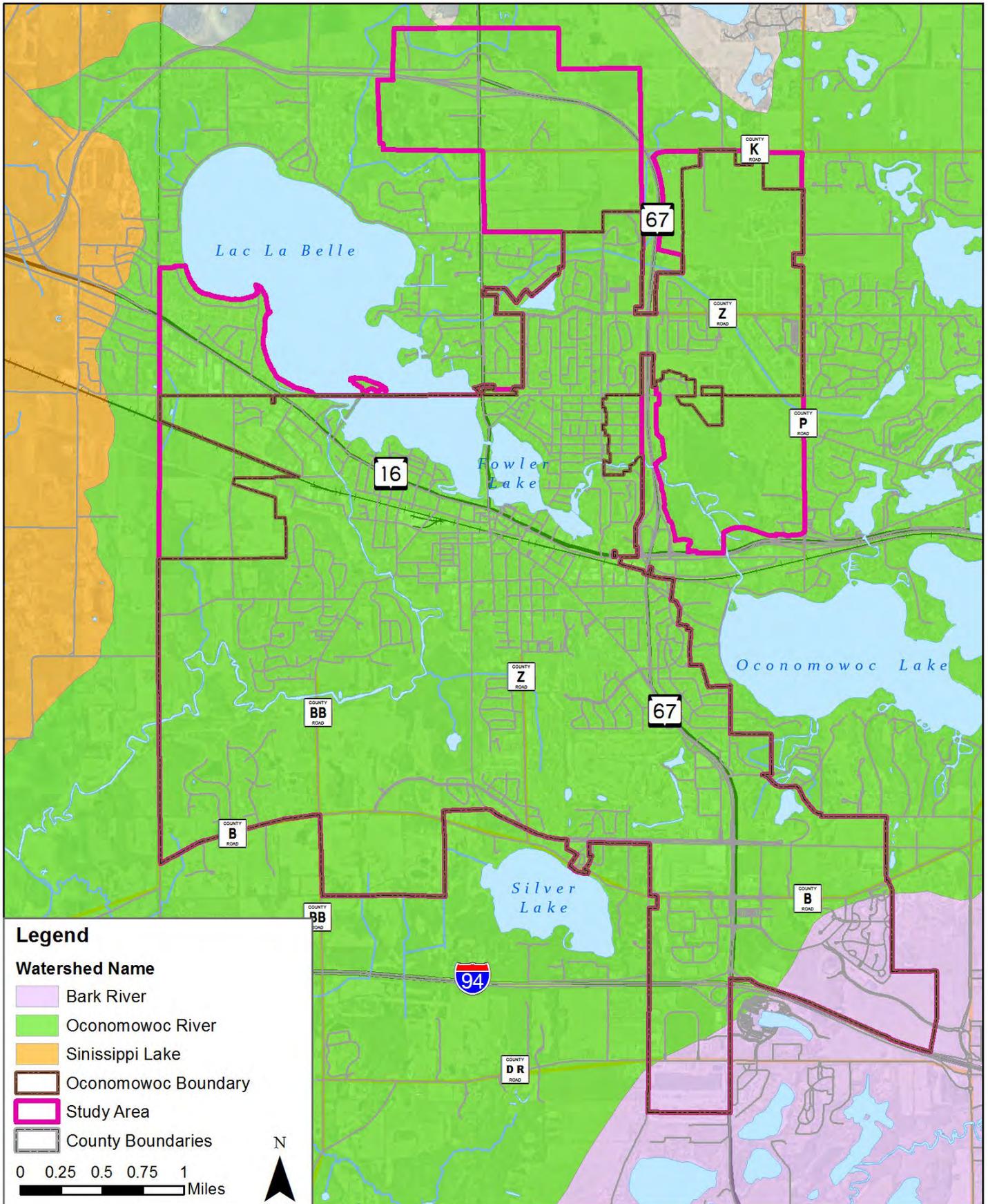
The Bark River is a tributary of the Rock River and runs southeast of the City of Oconomowoc. Formerly known as the "Peelbark River," the Bark River stretches almost 70 miles through Washington, Waukesha, and Jefferson Counties. Much of the area surrounding the Bark River is wetlands, making it a critical waterway to protect, especially as Waukesha County continues to develop.

The southwest corner of the City of Oconomowoc (near the I-94 interchange) lies within the Bark River Watershed. Smaller lakes nearby, such as Crooked Lake, Duck Lake, and Middle Genesee Lake are within the watershed and provide important wildlife habitat and recreation opportunities.

² <https://dnr.wi.gov/topic/watersheds/basins/lowerrock/>



Figure 15: Watersheds



Source: Wisconsin State Cartographer office





Oconomowoc Watershed Protection Program

The Oconomowoc Watershed Protection Program³ has several initiatives and focuses on:

- evaluating ways to improve efficiency and increase removal levels of phosphorus
- Agricultural pollutant load reductions
- Improvements in reduced tillage practices
- Increased conservation and vegetative cover
- Wetland restoration
- Establish Nutrient Management Plans



In the fall of 2018, the City planted cover crops on over 1,000 acres of farm land in the watershed. Utilizing a helicopter, the seeds were dropped into standing corn and beans to allow early germination and subsequent soil and nutrient protection during the upcoming winter and spring. The erosion control from this method of cover crop planting will enhance our water quality programs in the watershed, while at the same time help farmers improve the health of their soils on their farms.

Sinissippi Lake Watershed

Sinissippi Lake is a 3,078-acre lake located in Dodge County near Horicon Marsh State Wildlife Area and the Rock River headwaters. The eastern border of its watershed is located just west of the City of Oconomowoc.

Surface Water

Lac La Belle, Fowler Lake, and Silver Lake are lakes located within the City. Lac La Belle has a surface area of 1,117 acres and a maximum depth of 45 feet. Fowler Lake, located entirely within the City, has a surface area of 99 acres and a maximum depth of 50 feet. Silver Lake, located in the city and the Village of Summit, has a deepest point of 44 feet and covers 222 acres. These lakes are considered mesotrophic lakes and are associated with clear water, beds of submerged aquatic plants, and medium levels of nutrients.

Floodplains

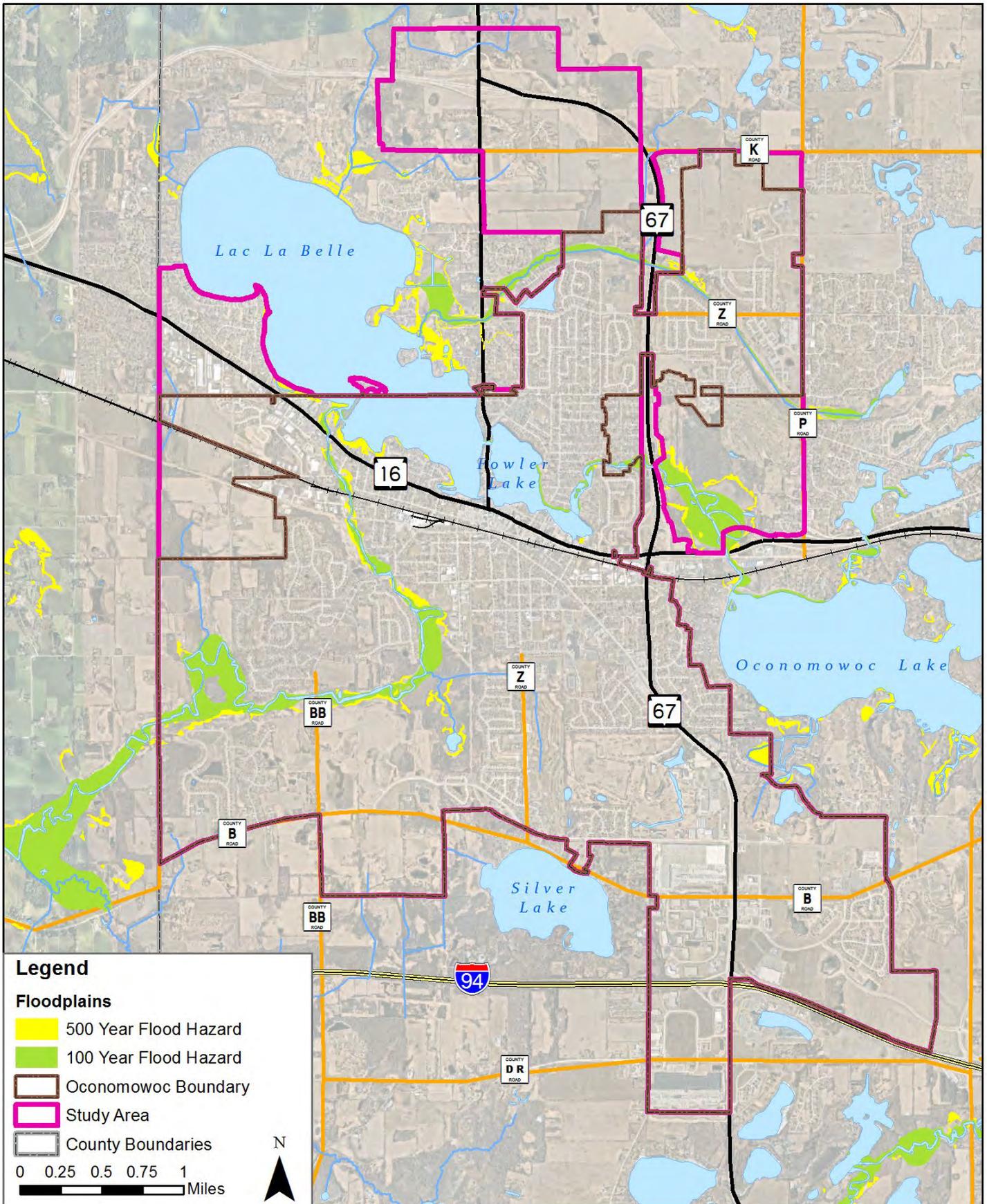
Extensive flood hazard areas are located along the Oconomowoc River. These have been identified and mapped by the Federal Insurance Administration for risk management purposes. The 100-year flood area, where the flooding probability is greater than one percent in any given year, is restricted to development. The 100-year (1 percent annual chance of flooding) and 500-year (0.2 percent annual chance of flooding) floodplains are shown in Figure 16.

³

https://static1.squarespace.com/static/570ff487f85082f4a00a168d/t/57192e5ab654f9dd5cbb6b18/1461268067707/Map2Water_small.pdf



Figure 16: Floodplains



Source: Wisconsin Department of Natural Resources (2018)





Wetlands

Wetland areas are located along streams, drainageways and in isolated low spots, as shown in Figure 24. The Army Corps of Engineers and the Wisconsin Department of Natural Resources identified and mapped these areas. These areas are important for aquifer recharge, groundwater and surface water quality improvement, and wildlife habitat. Very significant wetlands are located throughout the City. Generally, these areas are restricted to development.

Within the study area, there are 2,113 acres and 43 distinct types of wetlands (see Table 22). Wetlands are a critical part of the natural environment. They protect shores from wave action, reduce the impacts of floods, absorb pollutants, improve water quality, and sequester carbon. Wetlands also provide habitat for many plant and animal species, including some that are found nowhere else in the world. These abundant resources bring recreationalists and scientists alike to wetlands across the state.

Table 22: Wetland Descriptions

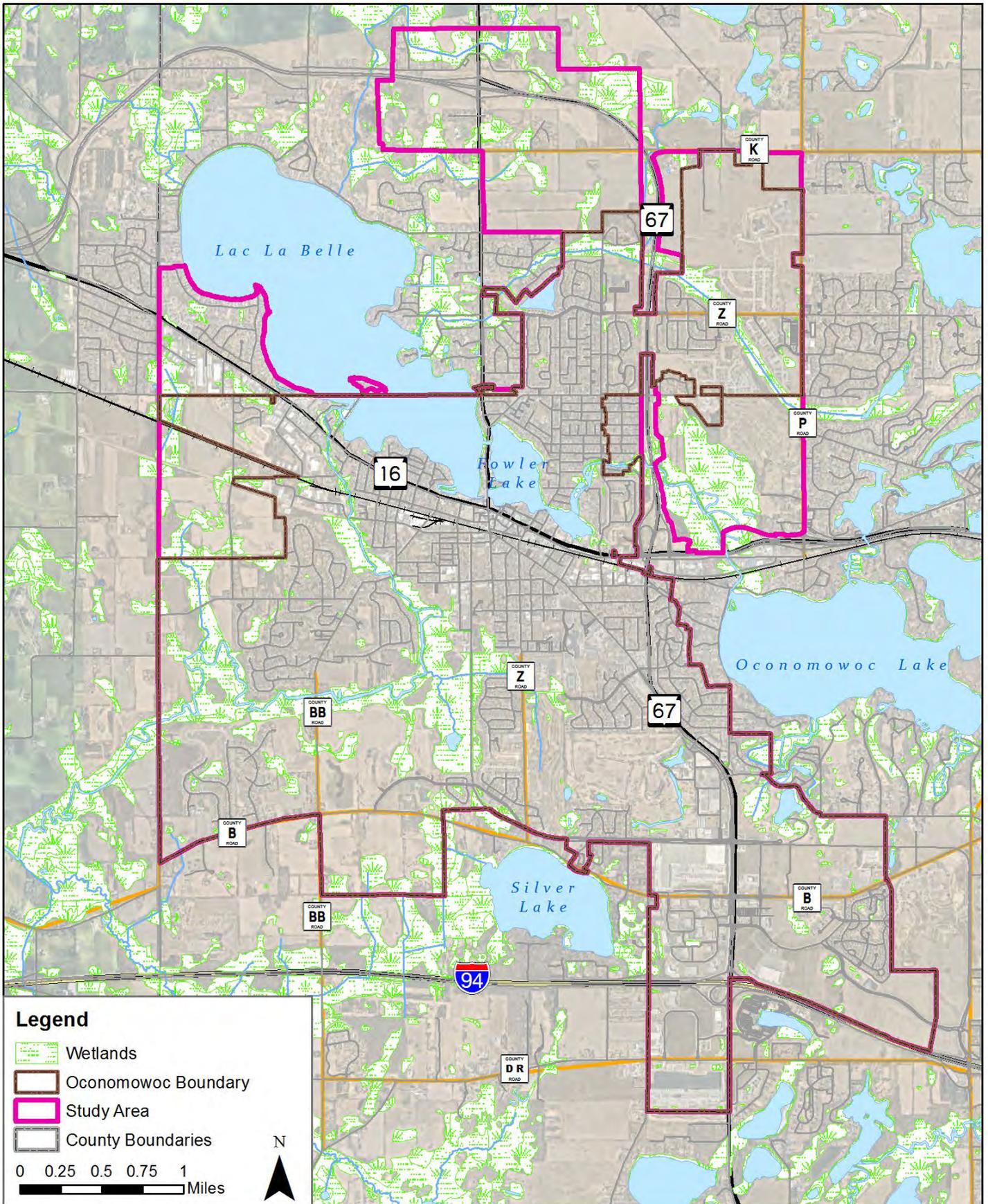
Current Wetland	Wetland Description	Acreage
E1K	Filled/drained wetland, Emergent/wet meadow	29.8
E1Kf	Filled/drained wetland, Emergent/wet meadow	4.5
E2k	Emergent/wet meadow	140.7
F0kf	Flats/unvegetated wet soil	47.9
S3K	Filled/drained wetland, Scrub/shrub	16.6
T3/E2H	Filled/drained wetland, Forested, Emergent/wet meadow	14.0
T3/E2K	Forested, Emergent/wet meadow	184.9
T3K	Filled/drained wetland, Forested	124.4
W0Hx	Open Water	70.0
A1L	Aquatic bed	334.4
A3L	Aquatic bed	4.4
DWL	Deep water lake	24.8
E1/A2H	Emergent/wet meadow, Aquatic bed	1.5
E1H	Emergent/wet meadow	33.3
E1Ka	Emergent/wet meadow	22.5
E1Kv	Emergent/wet meadow	0.6
E2/W0H	Emergent/wet meadow, Open Water	19.3
E2H	Emergent/wet meadow	120.0
E2Ha	Emergent/wet meadow	17.4
E2Hx	Emergent/wet meadow	2.9
E2Ka	Emergent/wet meadow	10.1
E2Kf	Emergent/wet meadow	0.5
E2Kv	Emergent/wet meadow	4.9
E2Kx	Emergent/wet meadow	0.4



Current Wetland	Wetland Description	Acreage
E4/W0H	Emergent/wet meadow, Open Water	5.0
E5/A3L	Emergent/wet meadow, Aquatic bed	19.9
S3/E1H	Scrub/shrub, Emergent/wet meadow	8.5
S3/E1K	Scrub/shrub, Emergent/wet meadow	24.6
S3/E1Ka	Scrub/shrub, Emergent/wet meadow	6.4
S3/E2H	Scrub/shrub, Emergent/wet meadow	73.5
S3/E2K	Scrub/shrub, Emergent/wet meadow	386.1
S3/E2Ka	Scrub/shrub, Emergent/wet meadow	28.6
S3H	Scrub/shrub	0.1
S3Hx	Scrub/shrub	0.1
T1K	Forested	76.3
T2K	Forested	13.9
T3/8K	Forested	5.2
T3/E1H	Forested, Emergent/wet meadow	4.3
T3/E1K	Forested, Emergent/wet meadow	148.5
T3/S3H	Forested, Scrub/shrub	19.7
T3/S3K	Forested, Scrub/shrub	59.2
T3/W0Hx	Forested, Open Water	2.1
W0H	Open Water	1.1



Figure 17: Wetlands



Source: Wisconsin Department of Natural Resources (2018)





Productive Agricultural Areas

Areas in and around the City have been identified as prime agricultural soils by the National Resources Conservation Service. There is some agricultural land within the City, but much of that land may be developed in the future. The City strongly supports townships surrounding the City in the preservation of agricultural lands; provided the land is not identified on the City's future land use map as urban development. The City supports the preservation of farmland, especially prime farmland, in areas located outside of the City.

Forests

The City contains very few wooded areas, except in areas dominated by floodplains or wetlands, as shown in Figure 26:. This sparsely wooded condition is due to a combination of productive soils, few steep slopes, and residential activity which tends to place a high value on wooded sites. As such, the remaining woodlands of the City are valuable contributors to the area's character and beauty.

Environmentally Sensitive Areas

Environmentally sensitive areas include lands with have physical or environmental constraints limiting development. Lands included in this designation include wetlands, shorelands, floodways, floodplains, steep slopes, highly erodible soils, groundwater recharge areas, soil types, environmental corridors, etc.

The 2010 Environmental Corridors map provides an overview of areas within and around the City considered to be environmental significant.⁴ Environmental sensitive areas and corridors include:

- Lakes, rivers, streams, shorelands, floodplains
- Wetlands
- Woodlands
- Wildlife habitat areas
- Areas of steep slopes
- Significant geological formations and physiographic features
- Wet, poorly drained, and organic soil

Lands identified as primary environmental corridors are linear landscape features containing at least three of the above criteria. These features occupy an area of at least 400 acres, have a minimum length of 2 miles, and a minimum width of 200 feet. Secondary environmental corridors occupy at least 100 acres, have a minimum length of 1 mile and have one or two of the elements identified above. Isolated natural resources are at least five acres in size, more than 200 feet wide, and have at least two of the elements above.

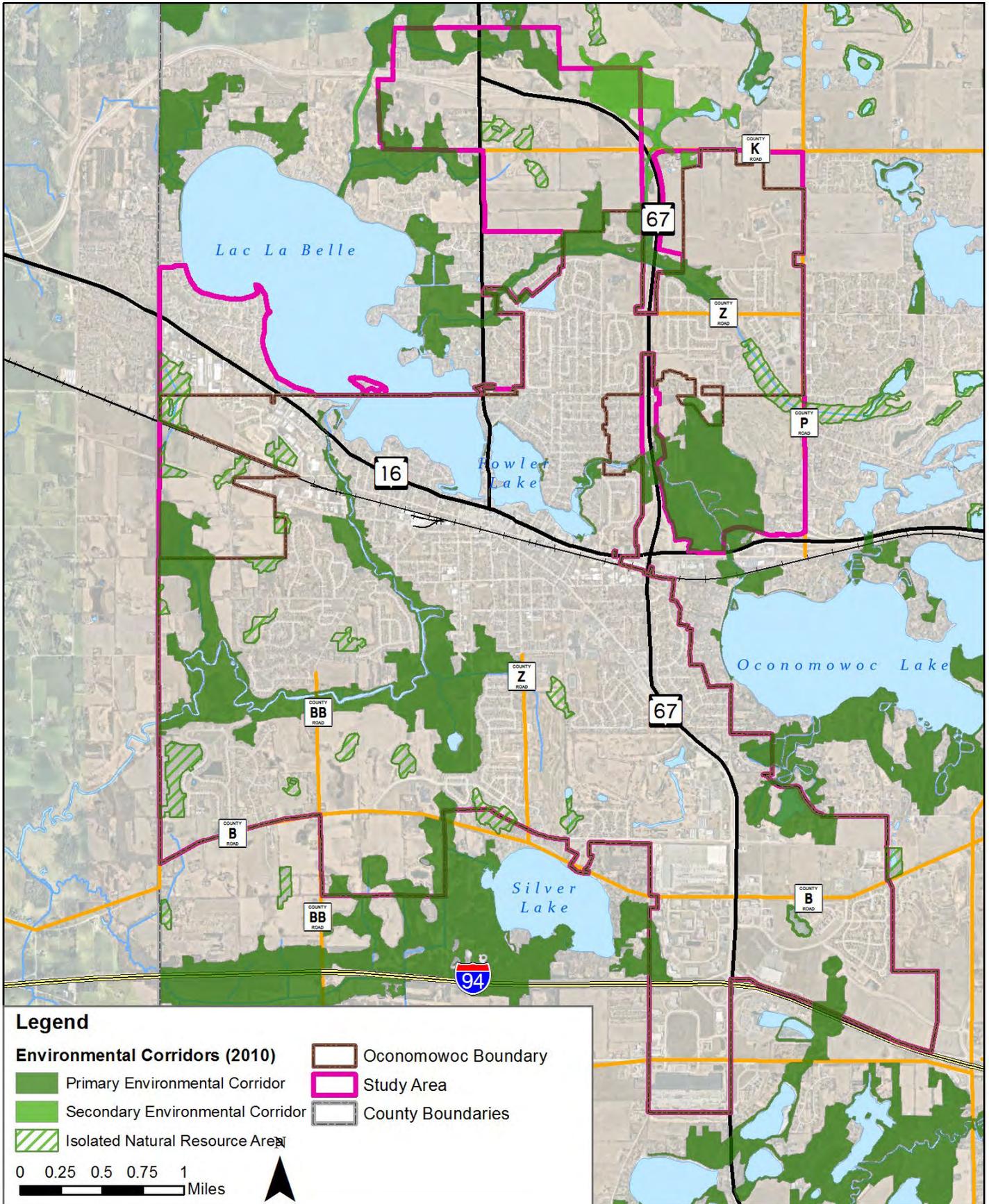
The City has limited primary environmental corridor remaining (see Figure 25:). As a result, this plan recommends a policy limiting development within these environmental sensitive areas.



⁴ SE WI Regional Planning Commission, <https://www.arcgis.com/home/item.html?id=3fa77442e80e4c1e80d6bcb796d065cb>



Figure 18: Environmental Corridors



Source: SE Wisconsin Regional Planning Commission





Wildlife Habitat

The Wisconsin Department of Natural Resources and the Southeastern Wisconsin Regional Planning Commission conducted inventories of wildlife habitat in the Southeastern Wisconsin region. A variety of wildlife lives within the City in natural areas, parks, and open space.

Threatened or Endangered Species

Wisconsin law prohibits the “taking” of any plant or animal listed as endangered or threatened, regardless of where it occurs. Taking is defined as the act of killing, harming, collecting, capturing, or harassing a member of a protected species. For plants, taking is prohibited only on public property. However, even on public lands, taking of listed plants is not prohibited if it occurs in the course of forestry, agriculture, or utility practices.

The Wisconsin Department of Natural Resources (WDNR) provides information on endangered or threatened species. In addition, the WDNR maintains Wisconsin’s Natural Heritage Inventory (NHI). Established in 1985 by the Wisconsin Legislature, the NHI program is responsible for maintaining data on the locations and status of rare species, natural communities, and natural features in Wisconsin.

Metallic & Non-Metallic Mineral Resources

The City’s geology is glaciated dolomite bedrock, covered with glacial till and loess deposits. Surface soils are extremely fertile throughout the area, except on steep slope areas and in low lying wetlands and floodplains. There are several areas within and around the City where glacial deposits of sand, gravel, and bedrock (dolomite, limestone, and sandstone) are present in sufficient amounts to be economically mined. This includes the area immediately south of Silver Lake. There are no active metallic or nonmetallic mining sites in the City.

Parks, Open Space and Recreational Resources

Parks and open space fulfill key functions, including meeting human needs for recreation and aesthetics, protecting and enhancing the natural environment, and shaping the extent and patterns of development in a community. The park and open space system of every community should be planned and designed to meet the diverse needs of persons living in the community. Proper recreation based planning requires a focus on



both the types of facilities needed to meet the needs of the community, as well as the geographic distribution of those facilities in relation to the persons who will use them. Currently, the City of Oconomowoc is experiencing a substantial amount of new development activity, which will have a direct impact on the community for years to come. Therefore, it is important for the City to continue to proactively plan for the future recreational needs of the community.

The Park and Open Space Plan is an important element of Oconomowoc’s overall community master planning program. This plan is updated every five (5) years and is integrated into the City’s planning and budgeting framework. Precise details and implementation actions of the Park and Open Space within in the City is provided within that plan. Additional details relating to recreation activities in the City are included in the Community Facilities and Utilities Chapter.



Historic and Cultural Resources

The City of Oconomowoc's history resulted in numerous older structures within the City with historic value. Buildings in the City listed with the State Historical Society, the National Register of Historic Places and the State Register of Historic Places in Wisconsin include the following:⁵

- National Guard Armory (present day Historical Society and Museum) – 102 W. Jefferson St. (1921)
- City Hall – 174 E. Wisconsin Ave. (1886)
- Oconomowoc Depot – 115 Collins St. (1896)
- Clarence Peck Residence – 430 & 434 N. Lake Rd. (1845)
- Walter L. Peck House – 38926 Islandale Dr. (1882)
- Henry & Mary Schuttler House – (present day Inn at Pine Terrace), 351 E. Lisbon Rd. (1879)
- Oconomowoc High School – (present day Ocon. School Apartments), 623 Summit Avenue (1923)

Due to the numerous historic structures and places within the City, special consideration should be given to development within areas of cultural or historical significance. Future development will attempt to balance the historic past of the City and the future needs.

Along with being a historic community in Waukesha County, the City offers numerous cultural attractions and resources. Some of those cultural resources include:

- The Oconomowoc Historical Society and Museum educates and serves the public in preserving the history of the City and Lake Country.
- The Oconomowoc Arts Center (OAC), completed in 2008, provides seating capacity for 750 people and is used by both the school and the community for performances. The facility includes a full rehearsal room, full fly feature, orchestra pit, scene shop, dressing rooms, and a lobby reception area



In addition to the numerous historic and cultural resources already stated, the City has many churches and places of worship. These places of worship help provide residents and visitors additional cultural experiences in the City.

Historic Preservation Incentive Programs



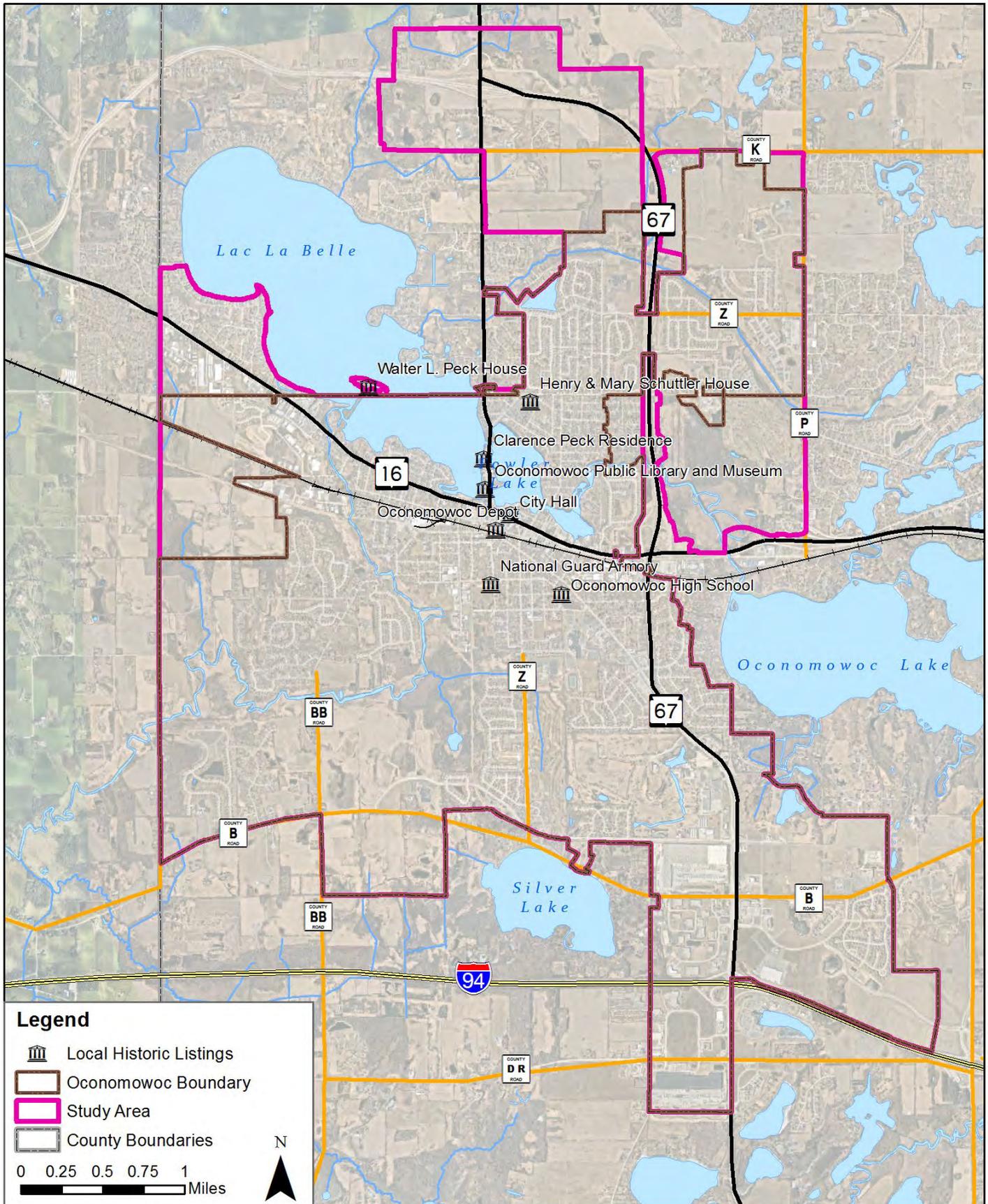
The state of Wisconsin provides historic preservation resources through the State Historic Preservation Officer (SHPO) of the Wisconsin Historical Society. There are separate programs for owners of historic homes and for owners of historic commercial buildings. The historic homeowner tax credit program allows homeowners who invest in the preservation of their houses to be eligible for Wisconsin income tax credits up to 25 percent of approved costs. Commercial property owners who invest in the preservation of their buildings may be eligible for state and federal tax credits. Approved costs of 20 percent for state tax credits and another 20 percent for federal tax credits may be available for up to a total of 40 percent eligible tax credits.⁶

⁵ <https://www.wisconsinhistory.org/Records?&facets=CATEGORIES%3a%22National+or+State+Register+of+Historic+Places%22%2cCommunity%3a%22Oconomowoc%22&more=Community>

⁶ <https://www.wisconsinhistory.org/Records/Article/CS15322>



Figure 19: National Register of Historic Places – Oconomowoc Listings



Source: Wisconsin Historical Society





Community Design

A wide variety of elements contribute to the creation and preservation of community character or design, outlined in the subsections below.

Geographic Context

A key element of the character of Oconomowoc is its setting as the main urban center of the “Lakes Region.” Planning and development within the community must ensure that the relation of development to surface water areas, including rivers, creeks, and wetlands, emphasizes the visibility and accessibility of the water.

Lacking dominant hills, extensive forests, or other prominent natural features, the character of the Oconomowoc area is also strongly influenced by subtle environmental corridor components such as drainageways, steep slopes and woodlands. These too should be protected, and yet made as visible and accessible as possible.

Urban Form

The Downtown Oconomowoc area highlights and builds upon its historic nature. This character is most emphasized by a combination of architectural styles ranging between 1880 and 1930, a clear pedestrian (versus auto) orientation, and a well-defined urban hierarchy. Specifically, virtually all important local roads in the community lead directly to the Downtown area. Outlying commercial centers should create characters which are well-integrated and defined to complement the Downtown area.

Density and Intensity

The most visually successful transitions of land use occur where residential densities (as defined by the number of dwelling units per acre) and nonresidential intensities (as defined by floor area ratios and the percentage of land left in green areas) remain relatively consistent, even though dwelling unit types or land use may vary significantly. The use of zoning districts which encourage a variety of uses with a similar density or intensity make for more gradual and visually comforting transitions.

Building Scale

The consistency of building scale is comparable to density and intensity issues. With the exception of carefully designed and carefully sited institutional uses, differences in building scale at magnitude levels is disruptive to an urban fabric. Proposed attached single-family (townhouse), multi-family, commercial and industrial structures which are inconsistent with the dominant scale of surrounding buildings (of all uses) should find other locations, or in certain instances, should incorporate design elements which create an appearance of several smaller structures. In general, the largest structures in a community should be located along its most important roadways.

Building Location

Consistent building setbacks (with exceptions possible for unique institutional structures complemented by pedestrian-orientated facilities) are also important in both residential and non-residential areas.

Architecture

When possible to identify a dominant architectural style, infill development should be complementary. Where a wider variety of styles exist, common architectural themes or elements (such as materials, colors, roof pitches, or stylistic appurtenances) should be reflected. In peripheral locations, styles should be of long-term merit rather than reflective of short-term trends, quality of materials should be stressed, and the relative availability and affordability of the dominant architectural elements should be ensured.

Signage

The size of wall signs should be related to the area of the wall on which they are located. No wall sign should contain more than one sign, except in a multi-tenant development. In these developments, sign materials and



the location of signs on the façade must be consistent, and the use of consistent colors and lettering styles should be approved under a Master Sign Plan. Sign area is related to façade area. Occupants with no façade frontage are allowed a nameplate sign designed as part of a well-executed tenant listing sign.

Freestanding signs should not exceed a height of 8 feet. Monument signs can be effectively landscaped. Tall pylon signs are not allowed.

Certain types of signage, such as changeable letter reader boards and electronic message signs are considered on a case-by-case basis.

Public Furnishings

The use of public furnishings, particularly in public spaces relating to waterfronts, plazas, busy pedestrian streets, and institutional uses, should be encouraged. In all instances, these furnishings should be of high aesthetic quality and proven durability.

Landscaping

Significant amounts of landscaping should be required in all forms of development, except single-family residential uses (which virtually always provide adequate amounts of landscaping without need for public regulation), and family farm structures. For all other uses, landscaping should be required around building foundations, in and around paved areas, and along streets with required supplement plantings in “yard” areas. Landscaping materials should be of adequate size to ensure both a high degree of survivability and immediate visual effectiveness.

Transitions

Very careful attention must be paid to providing an urban form which creates a clear-cut pattern of land uses that transition in a gentle, rather than abrupt fashion, and invite, rather than repel the pedestrian or view gaze across land use boundaries.

Community Events

Community events provide an opportunity for residents and visitors to gather together and share a sense of community. These events include those programed by the City or other governmental entity to local neighborhood events.

Local Foods

Community Gardens

Community gardens are single or multiple parcels of land that are used by people to produce fresh produce and plants. In many cases, a nonprofit or private organization owns the garden. Community gardens allow people to interact with other citizens, produce locally grown food products, and sell or donate what they grow. Most gardens have plots or areas that are divided to allow each person or group their individual gardening space. A community garden exists on Worthington Street. This garden provides residents with the opportunity to grow their own food in an urban setting.





Farmers Markets

The City of Oconomowoc offers two year-round Farmers Markets for residents.

Oconomowoc Winter Farmers' Market

The Oconomowoc Winter Farmers' Market (OWFM) will be heading into its tenth year in the fall of 2019. The market is held at Oconomowoc High School and runs every Sunday from early November thru the month of March 2020. The twenty-two-week winter market allows the community access to fresh, locally grown produce and other products throughout the late fall, winter, and early spring seasons. The OWFM is sponsored by the Oconomowoc Chamber of Commerce and Greener Oconomowoc (GO).

Oconomowoc Summer Farmers' Market

Every Saturday from May to October, a large number of vendors offer a variety of fresh produce, delicious bakery, beautiful artisan works and more. Farmers markets offer an opportunity for locally grown foods and products to be sold directly to the consumer, supporting local food production. Locally produced foods are an opportunity for local farmers and producers to provide a value-added product directly to the consumer, while customers have a chance to directly interact with the producer. Farmer markets can be the starting point for a local foods network, setting up local distribution networks and centers, establishing a commercial kitchen for community use, and mapping the local foodshed. The Summer Farmers' Market is held at the First Bank Financial Centre campus lot.

Agricultural, Natural and Cultural Resources Programs

A variety of programs are available from the Wisconsin Department of Natural Resources, the Federal Emergency Management Agency, and other State and Federal groups. The programs with these agencies may be able to assist the City with the implementation of the Agricultural, Natural and Cultural Resources Chapter of the comprehensive plan.

Agricultural, Natural and Cultural Resources Policies

As the City continues to manage, preserve, and promote its agricultural, natural and cultural resources, the following policies can be applied to the decision-making process.

- Encourage development within the City corporate limits to promote efficient, compact urban development patterns that maximize available services and include adequate open space.
- Plan for and support the extension of public services in an orderly manner to discourage scattered rural development.
- Encourage the proper handling of wastes and chemicals so that they produce a minimum effect upon ground and surface water.
- Regulate the type of development near the City's municipal wells to minimize the chances of groundwater contamination.



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7

ECONOMIC DEVELOPMENT





Introduction

Continued success in economic development efforts is vital for the City of Oconomowoc. With optimum paying jobs and growing businesses, the City and the region will be able to maintain and expand its quality of life. To maintain the highest quality of life for its residents, the City must be a partner in the regional economy. The City of Oconomowoc, Waukesha County and the region should maintain existing efforts and foster opportunities for job growth and new business development.

When examining economic development, businesses and trends outside of the City need to be examined, as the economic development in the City is not solely influenced by City decisions. Residents of the City work in places outside of Oconomowoc, and people living outside of Oconomowoc commute to the City for employment. Due to these factors, the Economic Development Chapter will discuss City, County and regional related economic development trends, issues and strategies.

Vision Statement: In the year 2050, the City will have a resilient and diverse economic base that provides a range of employment and business opportunities that make the City a great place to live and visit. The City will stay ahead of trends and technology that support economic growth and attract quality talent and industry to the area.

Oconomowoc Economic Development Strengths and Weaknesses

The City currently has a strong economic base that, like most things, has its strengths and weaknesses. The Plan shall define policies and tools to capitalize on the identified strength and overcome the weaknesses.

Strengths in the area include:

- History of local entrepreneurship fostering business growth
- Sustained population growth
- Access to quality municipal infrastructure
- Growing tax base
- Attractive local, County, and State park system
- Innovative business leaders
- Quality schools that attract families and businesses
- Existing sustainable economic base
- Ideal location between two thriving urban areas: Milwaukee and Madison
- Desirable lots and locations with high visibility and traffic
- Thriving downtown and areas for highway dependent corridors STH 67 and I-94

Weaknesses or concerns identified with economic development in the area include:

- The median price of a home is increasing at a faster rate than median income
- The need to generate enough revenue to continue all municipal services while balancing fees and taxes and remaining competitive at the same time
- Health care costs continue to rise
- Need to focus on regional cooperation
- Transportation costs continue to rise
- Provision of workforce housing
- Continued population growth will impact local school districts
- Need to maintain and expand our transportation infrastructure
- Aging workforce and population



- Lack of population diversity
- Need to plan for new and shifting desires for residents for millennials

Employee and Employer Trends

In 2018, Waukesha County had 13,142 businesses employing over 244,000 positions. The three largest business establishment groups consisted of trade, transportation, and utilities, manufacturing, and professional and business services (see Table 23). The locations of businesses can be found in Figure 11 Major Employers in the Transportation chapter.

Table 23: Waukesha County Resident Employment by Industry Sector 2018

Industry Sector	Number	Percent	Average Annual Pay
Natural resources and mining	548	0.2%	\$49,063
Construction	17,039	7%	\$69,441
Manufacturing	42,667	17%	\$68,338
Trade, transportation, and utilities	48,261	20%	\$47,391
Information	4,588	2%	\$99,424
Financial activities	16,295	7%	\$79,522
Professional and business services	36,290	15%	\$68,751
Education and health services	32,167	13%	\$49,534
Leisure and hospitality	21,200	9%	\$16,676
Other services	8,360	3%	\$37,074
Government	16,649	7%	\$48,765
Total	244,063		\$56,250

Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 2018 <https://www.bls.gov/cew/datatoc.htm>

Current Business Inventory and Business Environments

In general, businesses within the City are clustered around five locations throughout the community. As of 2015, there were 9,085 employees within the City of Oconomowoc (see Figure 10 Inflow/Outflow within the City of Oconomowoc). The following summaries provide a brief profile of the present business clusters within the City.

Downtown

The heart of the City of Oconomowoc is the historic downtown with the center defined as the “Four Corners”. The Four Corners is the intersection of Wisconsin Avenue and Main Street. Situated on Fowler Lake and Lac La Belle, the downtown has and continues to serve as the focal point of the City. To enhance the appeal of this business district further, the City continues to explore public investment opportunities including parking, transportation and recreational improvements. An example includes the





roundabout was constructed at STH 16 and N. Walnut Street which used to be a constrained downtown area. Improving traffic flow and pedestrian environment, this roundabout has provided the City with excellent redevelopment opportunities. These facelifts along with the utilization of a tax increment financing district within downtown is helping to attract businesses and redevelopment to this area of the City. Presently, the downtown provides a mix of uses including residential, commercial, office, retail, restaurants and taverns. The area is a walkable environment where patrons can easily travel by foot to numerous establishments.

The City also maintains a Downtown Design Overlay District that establishes architectural design standards to provide clarity to how new development should be consistent with current infrastructure. This guidance assists the Architectural Commission in their consideration of discussing and recommending conditions to ensure attractive, vibrant, and sustainable downtown area on a project-by-project basis.

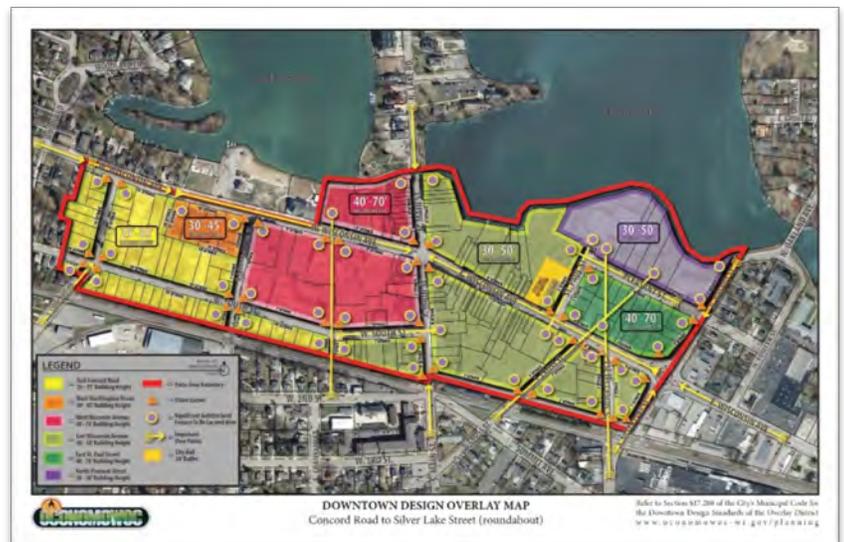
East Wisconsin Avenue



Located east of the downtown roundabout until reaching the bypass, this district provides a mix of office, retail and industrial uses. Retail establishments located on E. Wisconsin Avenue are best defined as small strip malls, fast food restaurants, gas stations, and other automobile-oriented uses. An industrial/warehousing area is located south of Wisconsin Avenue and adjacent to STH 67. Businesses within this area include offices, light manufacturing and warehousing. Areas south of Fowler Lake and east of the Silver Lake Street roundabout have 20-50-foot maximum building heights.

West Wisconsin Avenue

The West Wisconsin Avenue business district includes commercial land uses along West Wisconsin Avenue, the Oconomowoc West Industrial Park and the Riverbend Industrial Park. Commercial uses along Wisconsin Avenue include a hotel, offices, and automobile service repair businesses. The two industrial parks with this business district provide manufacturing and warehousing for industrial related corporations. Areas bordered by Concord Road to the west and the Silver Lake Street roundabout to the east have 25-75-foot maximum building heights.



Summit Avenue

In general, this district includes parcels located along Summit Avenue not located within Pabst Farms. Businesses within this cluster are the Oconomowoc Memorial Hospital, various strip mall shopping centers, the

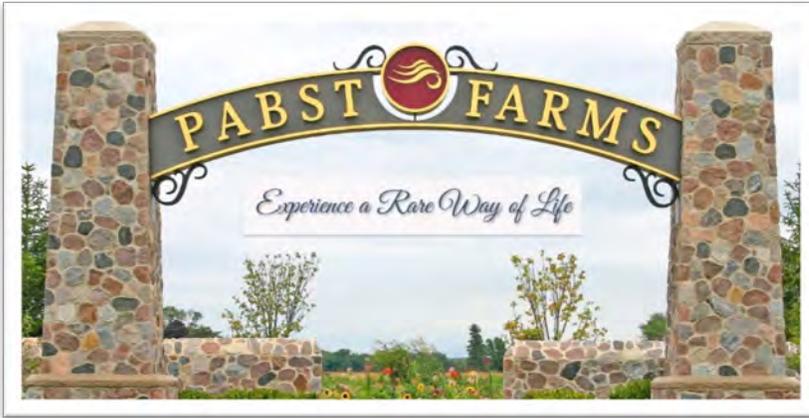


Target distribution center, and the Oconomowoc Corporate Center. This district, along with Pabst Farms, provides the bulk of office, industrial and retail employment within the City. Due to the close proximity to I-94 and STH 67, developments within this area are accessible by vehicles, including truck traffic. The former Olympia resort and golf course is a major opportunity for redevelopment along this corridor.

Pabst Farms

Pabst Farms, is one of the largest mixed-use development (1,500 acres) in Wisconsin, has three distinct areas for economic development within the City. The Pabst Farms Market Place and Town Centre, located south of Valley Road, east of STH 67, and north of I-94, contains commercial and professional services. The Business Tech Core, located east of the Town Centre, is planned for industrial and office related uses. The Pabst Farms Commerce Center, located west of STH 67 and south of I-94, contains the Roundy's distribution center, a

hotel, and industrial businesses. Pabst Farms will continue to provide a mix of uses to serve the City and the region. Housing, retail and commercial areas, industrial uses, a hotel and a major regional medical complex are all a part of the continuing development. Having the advantage of being a suburban site with ample green space and nearby public parks, Pabst Farms apartments also offers access to several walkable community amenities including the YMCA, restaurants, coffee shops, multiple super markets such as Pick n Save, restaurants and hotels.



Economic Base Analysis for Waukesha County

For planning and economic development purposes, it is important to analyze and understand what industry sectors have the greatest potential for future job growth. The data provided within in this analysis was obtained from the Woods & Poole Economics Inc. report on Waukesha County.

Agriculture, Forestry, Fishing, & Hunting

Agriculture, Forestry, Fishing, and Hunting establishments are primarily engaged in growing crops, raising animals, harvesting timber, and harvesting fish and other animals from a farm, ranch, or their natural habitats. In 2010, this sector made up less than 1 percent of total employment in the County. From 2010 to 2020, the sector is expected to have grown by 30 jobs. Looking to 2050, Agriculture, Forestry, Fishing, and Hunting are forecasted to grow by 151 jobs in all, still occupying less than 1 percent of total County employment.

Mining

The Mining sector comprises establishments that extract naturally occurring mineral solids, such as coal and ores; liquid minerals, such as crude petroleum; and gases, such as natural gas. The term mining is used in the broad sense to include quarrying, well operations, beneficiating, and other preparation customarily performed at the mine site, or as a part of mining activity. In 2010, Mining was sized at 527 jobs, less than 1 percent of total County employment. From 2010 to 2020, it is projected that the sector will have grown by 103 jobs. From 2010 to 2050, it is anticipated that Mining will grow by 492 jobs, but still occupy less than 1 percent of total County employment.

Utilities

The Utilities sector comprises establishments engaged in the provision of the following utility services: electric power, natural gas, steam supply, water supply, and sewage removal. 795 jobs were held by Utilities in 2010 (less than 1 percent of total County employment). From 2010 to 2020, it is estimated that this sector will have



declined by 158 jobs. Despite these predicted declines in the near future, the sector is expected to grow slightly from 2020 to 2040. However, from 2010 to 2050, the overall trend will likely be decline. The sector is predicted to shrink by 156 jobs in this time.

Construction

The Construction sector comprises establishments primarily engaged in the construction of buildings or engineering projects. Establishments primarily engaged in the preparation of sites for new construction and establishments primarily engaged in subdividing land for sale as building sites also are included in this sector. In 2010, Construction made up 6 percent of total County employment, with 16,101 jobs. From 2010 to 2020, the sector is expected to have grown by 6,572 jobs, an increase of over 40 percent. Looking to 2050, it is estimated that the Construction sector will still occupy 6 percent of total County employment and will have grown to 33,000 jobs (an increase of 16,899 jobs).

Manufacturing

The Manufacturing sector comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products. In 2010, Manufacturing made up 15 percent of total County employment, with 42,021 jobs. In 2020, the sector is predicted to have 46,377 jobs. From 2010 to 2050, Manufacturing is predicted to grow by 2,912 jobs and make up 8 percent of the total County employment. Despite growing in total number of jobs, Manufacturing is predicted to hold a smaller percentage of the total employment in 2050, because other sectors are growing more rapidly.

Wholesale Trade

The Wholesale Trade sector comprises establishments engaged in wholesaling merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The merchandise described in this sector includes the outputs of agriculture, mining, manufacturing, and certain information industries, such as publishing. 17,526 jobs were held by Wholesale Trade in 2010 (6 percent of total County employment). From 2010 to 2020, the sector is predicted to grow to 21,010 jobs. From 2010 to 2050, Wholesale Trade is predicted to grow by 11,921 jobs. The percent of total County employment for the sector is predicted to be 5 percent in 2050.

Retail Trade

The Retail Trade sector comprises establishments engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. In 2010, Retail Trade made up 10 percent of total County employment, with 29,153 jobs. In 2020, the sector is expected to hold 35,317 jobs. From 2010 to 2050, the sector is likely to continue growing. 35,771 jobs are expected to be added in this time. 12 percent of total County employment is predicted to be held by Retail Trade in 2050.

Transportation & Warehousing

The Transportation and Warehousing sector includes industries providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and support activities related to modes of transportation. In 2010, the sector held 7,466 jobs in Waukesha County (3 percent of total employment). From 2010 to 2020, 462 jobs are expected to be added. In 2050, the sector is predicted to make up 2 percent of total County employment, with an estimated 8,881 jobs.

Information

The Information sector comprises establishments engaged in the following processes: (a) producing and distributing information and cultural products, (b) providing the means to transmit or distribute these products as well as data or communications, and (c) processing data. In 2010, the Information sector made up 2 percent of total County employment, with 5,916 jobs. From 2010 to 2020, it is expected that 138 Information jobs will be added. In 2050, it is estimated that 2 percent of total County employment will be held by Information, with an estimated 9,957 jobs.



Finance & Insurance

The Finance and Insurance sector comprises establishments primarily engaged in financial transactions (transactions involving the creation, liquidation, or change in ownership of financial assets) and/or in facilitating financial transactions. 18,545 jobs were attributed to the Finance and Insurance sector in 2010 (7 percent of total County employment). By the end of the decade, it is estimated that the sector will hold 22,812 jobs. From 2010 to 2050, it is estimated that 24,164 Finance and Insurance jobs will be added. The sector is expected to hold 8 percent of total County employment in 2050.

Real Estate & Rental & Leasing

The Real Estate and Rental and Leasing sector comprises establishments primarily engaged in renting, leasing, or otherwise allowing the use of tangible or intangible assets, and establishments providing related services. The sector held 13,751 jobs in 2010 and grew to 18,386 jobs in 2020. In 2050, the sector is estimated to hold 7 percent of total County employment and will have increased by an estimated 25,003 jobs over the 40-year period.

Professional, Scientific, & Technical Services

The Professional, Scientific, and Technical Services sector comprises establishments that specialize in performing professional, scientific, and technical activities for others. These activities require a high degree of expertise and training. 18,538 jobs belonged to the sector in 2010 (7 percent of total County employment). In 2020, that number is predicted to grow to 23,200 jobs. From 2010 to 2050, it is estimated that 14,016 jobs will be added, and 6 percent of total County employment will belong to the Professional, Scientific, and Technical Services sector.

Management of Companies & Enterprises

The Management of Companies and Enterprises sector comprises (1) establishments that hold the securities of (or other equity interests in) companies and enterprises for the purpose of owning a controlling interest or influencing management decisions or (2) establishments (except government establishments) that administer, oversee, and manage establishments of the company or enterprise and that normally undertake the strategic or organizational planning and decision making role of the company or enterprise. In 2010, the sector held 2 percent of total County employment, with 6,327 jobs. 3,402 jobs are expected to be added from 2010 to 2020. In 2050, it is expected that 4 percent of total County employment will be held by the Management of Companies and Enterprises sector, with 23,300 jobs (an estimated increase of 16,973 jobs).

Administrative & Support & Waste Management & Remediation Services

The Administrative and Support and Waste Management and Remediation Services sector comprises establishments performing routine support activities for the day-to-day operations of other organizations. These essential activities are often undertaken in-house by establishments in many sectors of the economy. The sector held 16,111 jobs in 2010 (6 percent of total County employment) and 20,310 jobs in 2020. From 2010 to 2050, the sector is expected to grow by 20,189 jobs and will eventually hold an estimated 7 percent of total County employment in 2050.

Educational Services

The Educational Services sector comprises establishments that provide instruction and training in a wide variety of subjects. The sector made up 2 percent of total County employment in 2010, with 4,732 jobs. From 2010 to 2020, the sector is expected to grow by 1,547 jobs. In 2050, Educational Services is still expected to hold 2 percent of total employment in Waukesha County and will have grown to an estimated 11,611 jobs.

Health Care & Social Assistance

The Health Care and Social Assistance sector comprises establishments providing health care and social assistance for individuals. The sector includes both health care and social assistance because it is sometimes



difficult to distinguish between the boundaries of these two activities. In 2010, 27,461 jobs were held by Health Care and Social Assistance (10 percent of total County employment). From 2010 to 2020, it is predicted that the sector will grow by 7,566 jobs. By 2050, the sector will hold an estimated 11 percent of total County employment, with 62,634 jobs (an estimated increase of 35,173 jobs since 2010).

Arts, Entertainment, & Recreation

The Arts, Entertainment, and Recreation sector includes a wide range of establishments that operate facilities or provide services to meet varied cultural, entertainment, and recreational interests of their patrons. The sector held 5,944 jobs in 2010 (2 percent of total County employment) and is expected to hold 6,811 jobs in 2020. From 2010 to 2050, the sector is expected to grow by 4,211 jobs. An estimated 2 percent of total County employment will be held by Arts, Entertainment, and Recreation in 2050.

Accommodation & Food Services

The Accommodation and Food Services sector comprises establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption. The sector includes both accommodation and food services establishments because the two activities are often combined at the same establishment. 16,007 jobs were held by the sector in 2010 (6 percent of total County employment). In 2020, it is expected that the sector will have grown to 21,070 jobs. From 2010 to 2050, Accommodation and Food Services is expected to grow by 17,821 jobs. The sector is predicted to make up 6 percent of total County employment in 2050.

Other Services (except Public Administration)

The Other Services (except Public Administration) sector comprises establishments engaged in providing services not specifically provided for elsewhere in the classification system. In 2010, the sector held 14,630 jobs and 5 percent of total County employment. In 2020, Other Services is expected to have grown to 18,037 jobs. It is predicted that, from 2010 to 2050, 6 percent of total County employment will be held by the sector (an estimated 33,675 jobs).

Public Administration

The Public Administration sector consists of establishments of federal, state, and local government agencies that administer, oversee, and manage public programs and have executive, legislative, or judicial authority over other institutions within a given area. These agencies also set policy, create laws, adjudicate civil and criminal legal cases, provide for public safety and for national defense. The sector held 19,469 jobs and 7 percent of total County employment in 2010. By 2020, the sector is predicted to hold 20,148 jobs. From 2010 to 2050, it is expected that 8,204 Public Administration jobs will be added. The sector is predicted to hold 5 percent of total County employment in 2050.

Community and Development

The City staff and the consultant team conducted three Pop Up Events in 2018 and 2019. The purpose of these events was to provide residents and attendees the opportunity to provide feedback regarding the 2050 Comprehensive Plan Update. The results are summarized in the following sections.

Required Businesses/Services

Participants were asked to identify their desired businesses and services within the community. A total of 82 responses were collected for this question. The responses were sorted into categories as follows:

- Big box commercial development near I-94/WIS 67 including Target, Walmart, Kohl's, Barnes and Noble
- Restaurants/dining options including lakefront dining, restaurants that offer more types of choices, and some specific chain restaurants
- Recreational facilities including movie theater, jumping gym, skate park



- Grocery stores including downtown grocery stores, specialty stores such as Sendik's or Whole Foods
- Other attractions including lakefront marina, local book clubs, nighttime entertainment (bars and clubs)
- Municipal services including additional maintenance workers, fire, EMS, and downtown parking

Biggest Challenges of Oconomowoc Over the Next 25 Years

Participants were asked to identify their thoughts on the biggest challenges for Oconomowoc. A total of 59 responses were collected for this question. The responses related to future economic development efforts and were sorted into categories as follows:

- Controlling condominium development and viewsheds of Oconomowoc lakes
- Providing enough recreational opportunities for all ages
- Diversity in restaurant options
- Shopping opportunities
- Increased traffic, parking
- Pedestrian trails and non-motorized vehicle options, bike lanes, bike facilities
- Keeping up with top notch schools and school referendum item
- Affordability in housing, managed growth

Vision for Growth and Development of Pabst Farms

Participants responded to a visual preference survey to identify the top development typologies they'd like to see. A total of 114 responses were collected for this question. The highest-ranking response was a community gathering space, and the options below are ordered by response:

- Community gathering
- Multi-tenant retail
- Mixed use
- Single family, small lots
- Big box retail

Vision for Re-Development in the Olympia Area

Participants responded to a visual preference survey to identify the top development typologies they'd like to see. A total of 188 responses were collected for this question. The highest-ranking response was an outdoor recreation space and the options below are ordered by response:

- Outdoor recreation
- Outdoor gatherings
- Mixed use
- Retail center
- Single family residential
- Big box retail

Vision for Re-Development along E. Wisconsin Avenue

Participants responded to a visual preference survey to identify the top development typologies they'd like to see. A total of 154 responses were collected for this question. The highest-ranking response was an active streetscape and the options below are ordered by response:

- Street life, outdoor dining
- Historic downtown, mixed use
- Mixed use, traditional downtown
- Single family, small lots
- Modern mixed use



Past and Future Planning Efforts

The City of Oconomowoc has a long history of planning for growth. Past planning efforts relating to economic development are provided within this document. However, this plan also recognizes future planning studies will be completed by the City related to economic development and recommendations provided within this plan may need to be completed based upon the outcomes of those studies.

City of Oconomowoc Downtown Plan

Downtown Oconomowoc is the historic center of the community retail, services, government, and recreation. The City of Oconomowoc worked to develop a downtown revitalization plan in 2004. The plan has ten goals:

- Establish Downtown Oconomowoc as an important multi-use activity center for the community and the region including recreational, cultural, residential, retail, entertainment, office, high-tech business and government land uses.
- Improve public access to the downtown through improvements in the street network, parking, multi-modal transportation (i.e. automobile, pedestrian/bicycle improvements, and bus/commuter rail connections) and wayfinding.
- Balance the need for efficient automobile circulation with improvements aimed at strengthening the historic downtown core as a pedestrian-oriented business district.
- Preserve the historic character of Downtown Oconomowoc while accommodating new urban infill development.
- Reinforce Downtown Oconomowoc's role as the Heart of Lake Country through better utilization of the lakes and lake frontages.
- Establish a complimentary and synergistic relationship between Downtown Oconomowoc and Pabst Farms through coordinated business mix, joint marketing and transportation linkages.
- Improve connections between downtown and community destinations such as the YMCA, the public library, the community center, schools, city parks, recreational trails and neighborhoods.
- Identify new development within the Downtown T.I.D. to fund public improvements for streets, parking, transit, pedestrian and bicycle access, and public space development.
- Promote environmentally friendly improvement strategies.
- Build partnerships between the State, local government and the private sector to accomplish revitalization goals.

Economic Development Programs and Tools

A variety of economic development programs are available for utilization by the City and private organizations to assist or promote economic development within the City.

Tax Increment Financing

Wisconsin's Tax Increment Finance (TIF) program was approved by the legislature in 1975. Its purpose is to provide a way for a City, Village or Town to promote tax base expansion through its own initiative and effort. TIF is aimed at eliminating blight, rehabilitating declining property values, and promoting industry and mixed-use development. The City of Oconomowoc currently has three active TID's

Downtown TID #4

The Downtown District was created in 2003 with a base value of \$39,668,300. The district was created in response to the adoption of a Downtown Revitalization Plan and the jurisdictional transfer and reconstruction of Wisconsin Avenue. The TIF is being used to implement street reconstruction, streetscape improvements and parking lot reconstruction. The City also created a Community Development Authority to undertake revitalization activities in the district such as property assembly, building demolition, relocation expense, site improvement funds, and future revitalization loans. The district includes approximately 190 parcels within the downtown revitalization planning area. The district anticipates mixed-use redevelopment activities that will lead



to a vital downtown. The total construction costs in the original project plan were estimated at \$19 million, with 6.3 million of project costs for TIF sources.

The Downtown TID #4 Project Plan was amended to increase the total project costs to \$22.5 million, with 13.2 million of project costs covered by TIF sources. Given the changes in the TIF law, and due to the complexities related to redevelopment, the district termination has been identified as 2030, which is in accordance with the 27-year statutory limit.

Downtown TID #5

The Downtown TID #5 is focused on the redevelopment of West Wisconsin Avenue.



Downtown TID #6 – East Wisconsin Avenue and St. Paul Redevelopment Area

The Downtown TID #6 consists of 3.28 acres and is focused on the redevelopment of East Wisconsin Avenue. The TID was created in order to provide a mechanism to overcome challenges associated with blighted parcels that deter private investment and the additional costs associated with the rehabilitation of existing structures and the redevelopment of the under-utilized parcels, environmental remediation, and a lack of owner-occupied residential opportunities in Downtown Oconomowoc.

Since its creation the Fowler Lake Village mixed use development has been constructed.





Waukesha County Action Network (WCAN)

The WCAN is a business coalition that recommends strategies for community issues important to maintaining Waukesha County's success in the region. The coalition addresses unique issues of public interest related to the conditions and improvements of the infrastructure, educational systems, cultural, social and economic welfare of the broader community of Waukesha County by providing a forum to exchange information, research and alignment of resources of business and community leaders who will spur action through recommendations toward solving matters of concern.

Waukesha County Community Development Block Grant Program

Waukesha County receives funds from the U.S. Department of Housing and Urban Development for community and economic development projects. These projects must benefit areas of the County with at least 51 percent low to moderate income levels.

Waukesha County Center for Growth

The Waukesha County Center for Growth, Inc. is Waukesha County's economic development organization. Created in 2016 by Waukesha County in partnership with the City of Waukesha, Waukesha County Business Alliance, the Wisconsin Small Business Development Center and local municipalities, the mission for the Center for Growth is to serve as the central point of contact for businesses looking to grow in Waukesha County.

Wisconsin Economic Development Corporation (WEDC)

The Wisconsin Economic Development Corporation (WEDC) is committed to creating and maintaining a business climate that allows residents to maximize their potential. To help Wisconsin realize its full economic potential, WEDC cooperates with different statewide organizations including academic institutions, industry groups, regional economic development organizations, supporting business development and advancing industry innovation.

Attracting New Business

Downtown Oconomowoc Business Loan Pool

To help attract more businesses to the downtown area, the City of Oconomowoc and First Bank Financial Centre teamed up to establish a Downtown Oconomowoc Business Loan Pool. As the number one SBA lender in Wisconsin, First Bank Financial Centre committed capital to fund the loan pool. Eligible expenses for these loans include acquisition of property, building improvements, equipment purchases, and environmental or safety compliance. The loans are generally \$10,000 to \$25,000 at a fixed 1 percent rate, and loan decisions are made by the Oconomowoc Community Development Authority.

Major Façade Loan Program

The City of Oconomowoc has established a Major Façade Loan program. The program has been established as a revolving loan fund through a public partnership/bank collaboration. The revolving loan fund is designed to provide low cost loans for Major Façade Improvement projects or costs for existing businesses to make handicapped accessibility improvements located in Oconomowoc.

Downtown Oconomowoc Façade Improvement Grant Program

The grant program provides incentives to stimulate visible reinvestment in downtown Oconomowoc businesses. Property owners are encouraged to consider improvements that incorporate the surrounding community including but not limited to aesthetics, environment, cultural & historic elements and architecture. These improvements should create a cohesive, inviting environment. The program provides dollars for actual exterior building improvement costs, up to \$5,000 per property address, to commercial property owners and/or merchants for exterior building and site improvements. Approved projects will be funded on a first-come/first-served basis until all funds are expended.



Southeastern Wisconsin Regional Planning Commission (SEWRPC)

SEWRPC is considered the official area-wide planning agency for the urbanized southeastern region of the State. It is the designated Metropolitan Planning Organization (MPO) for the Milwaukee-Waukesha metro area. The commission serves seven (7) counties, and includes the City of Oconomowoc. The Commission was created to provide the basic information and planning services necessary to solve community and transportation problems, which transcend the boundaries and fiscal capabilities of the local units of government in the region.

Milwaukee 7

This economic development partnership is comprised of about 35 civic and business leaders on a council of representatives from the seven (7) county. The Milwaukee 7 formed with the idea that a regional approach is the key to fostering economic growth and is engaged in efforts focusing on a regional strategic planning for economic development. Among the Council's goals are to pull together comprehensive information about the region, creating a way for businesses to access data to help them plan expansion or location decisions.

The Wisconsin Department of Workforce Development

The Wisconsin Department of Workforce Development (DWD) is the State agency charged with building and strengthening Wisconsin's workforce. DWD offers a wide variety of employment programs and services, accessible at the State's Job Centers, including securing jobs for the disabled, assisting former welfare recipients to transition to work, linking youth with jobs of tomorrow, protecting and enforcing worker's rights, processing unemployment claims, and ensuring worker's compensation claims are paid in accordance with the law.

Wisconsin Housing and Economic Development Authority

Wisconsin Housing and Economic Development Authority (WHEDA) offers innovative products and services in partnership with others to link Wisconsin residents and communities with affordable housing and economic development opportunities. WHEDA helps borrowers obtain financing on favorable terms to start up, acquire, or expand small businesses. WHEDA also offers assistance to experienced developers or existing business owners in obtaining financing to stimulate economic development in urban neighborhoods.

Wisconsin Main Street Program

The Wisconsin Main Street Program is a comprehensive revitalization program designed to promote the historic and economic development of traditional business districts in Wisconsin. The Main Street Program was established in 1987 to encourage and support the revitalization of downtowns in Wisconsin communities. Each year, the Department of Commerce selects communities to join the program. These communities receive technical support and training needed to restore their Main Streets to centers of community activity and commerce

Wisconsin Economic Development Association

The Wisconsin Economic Development Association (WEDA) is a statewide non-profit organization dedicated to growing the economy of the State of Wisconsin. Since 1975, WEDA has successfully represented the collective economic development interests of both the private and public sectors by providing leadership in defining and promoting statewide economic development initiatives. WEDA provides members a variety of benefits including professional development, continuing education opportunities, legislative affairs, and resources and networking.

US Small Business Administration

The missions of the SBA is to maintain and strengthen the nation's economy by aiding, counseling, assisting, and protecting the interests of small business and by helping families and businesses recover from national disasters



US Department of Housing and Urban Development (HUD)

The mission of HUD is to increase home ownership, support community development, and expand access to affordable housing free from discrimination. For many families, the American dream means owning their own home. One of HUD's highest priorities is to help more families realize this dream for themselves. Through its programs and initiatives, HUD is breaking down the barriers that lock families out of homeownership.

Service Corps of Retired Executives

The Service Corps of Retired Executives (SCORE) is a group of retired business professionals who donate their time to provide guidance and advice to business owners. The expertise that this group provides can be helpful whether the business owner is just starting out or have been in business for years. SCORE provides resources and expertise to maximize the success of existing and emerging small business.

Oconomowoc Area Chamber of Commerce

The Oconomowoc Area Chamber of Commerce is a private, member-based organization. It was established in 1969 and incorporated in 1976 and is invested in the community and advocates for and supports over 330 local business members. The Chamber is not a department of any governmental or social service agency, charitable institution, private advertising, private advertising, publicity relations agency. The Chamber is financed through membership investments (dues) that are tax-deductible as a legitimate business expense. Membership is strictly voluntary and is an investment in the present and future of Oconomowoc. The mission of the Chamber is to partner in the growth, development and success of the Oconomowoc area business community.

Downtown Oconomowoc Business Association (DOBA)

The mission of DOBA is to help promote the entrepreneurial spirit engrained in the rich history of Oconomowoc and reclaim the area as the Heart of Lake Country through communication, entertainment and events. Some items DOBA focuses on are being a voice for the downtown business owners, promoting fiscal responsibility, the retention of existing business, coordinating downtown events, and pursuing future opportunities for downtown



Waukesha County Business Alliance

The Waukesha County Business Alliance has been the voice of business since 1918. As a private, member-driven organization, we are the countywide chamber of commerce for Waukesha County. We have a broad and diverse membership representing everything from sole proprietorships to some of the largest employers in the region from a variety of industries. Our 1,200 member organizations represent more than 75,000 employees. We work to strengthen the economy in the county by advocating on behalf of the business community, developing organizations and their employees, facilitating networking opportunities to build strong business relationships and promoting our member businesses.

Economic Development Policies

As the City continues to press forward towards a vibrant and resilient economic base, the following policies can be used to inform decision making:

- Recruit new business and industry to Oconomowoc with the potential for market longevity and creating quality jobs that allow people to live and work in the community.
- Continue to utilize the City's Capital Improvement Program to anticipate future budget expenses and support infrastructure investments that are necessary for economic development.
- Promote the retention and expansion of existing industry.



8

INTERGOVERNMENTAL COOPERATION





Introduction

Intergovernmental cooperation is any arrangement by which officials of two or more jurisdictions communicate visions and coordinate plans, policies, and programs to address and resolve issues of mutual interest. It can be as simple as communicating and sharing information, or it can involve entering into formal intergovernmental agreements and sharing resources such as equipment, buildings, staff, and revenue. It can involve consolidating services, jurisdictions, or transferring territory. To help improve or further enhance communication among municipalities, a copy of this comprehensive plan will be provided to all surrounding governments.

Many issues cross jurisdictional boundaries, affecting more than one community. For example, air and water pass over the landscape regardless of boundaries so that one jurisdiction's activities with regard to air and water impact other jurisdictions downwind or downstream. However, benefits can be obtained from intergovernmental cooperation. These benefits include:

- **Cost Savings** – Cooperation can save money by increasing efficiency and avoiding unnecessary duplication. Cooperation can enable some communities to provide their residents with services that would otherwise be too costly.
- **Reduced Litigation** – Communities that cooperate are able to resolve issues before they become mired in litigation. Reducing the possibility of costly litigation can save a community money, as well as the disappointment and frustration of unwanted outcomes.
- **Service to Citizens** – The biggest beneficiaries of intergovernmental cooperation are citizens. They may not understand, or even care about, the intricacies of a particular intergovernmental issue, but all Wisconsin residents can appreciate the benefits, such as cost savings, provisions of needed services, a healthy environment and a strong economy.
- **Environmental** – Cooperation can decrease environmental impacts caused by flooding, groundwater contamination, air quality degradation, etc.

Potential Conflicts of Intergovernmental Relations

The City of Oconomowoc shares a border with Jefferson County, Village of Oconomowoc Lake, Village of Lac la Belle, Town of Oconomowoc, Village of Summit, Town of Concord, and the Town of Ixonia. The City is cognizant of the fact that conflict related to specific issues may arise in the future. It is the City's intent to work with other entities to ensure that conflict is either mitigated or altogether eliminated.

Village of Oconomowoc Lake

Part of the City's eastern border is shared with the Village of Oconomowoc Lake. The Village and the City have not entered into a Municipal Boundary Agreement. However, the City and Village have an understanding that the Village has no intentions of expanding past its existing boundary. The City provides electric, sanitary and water service for some properties in the Village along Plank Road. The City and Village maintain a good relationship and will continue to work together.

Village of Lac La Belle

Located north and west of the City on the shores of Lake La Belle, both the City and the Village are located on this body of water. The City and the Village have not entered into a Municipal Boundary Agreement. However, the two municipalities do have a good working relationship. The City provides sanitary sewer service to the Village and it is anticipated this area may need to be expanded further in the future. The City and Village also share lake responsibilities and will continue to work together on various issues as they arise.



Town of Oconomowoc

The City provides sewer to properties within the Town and sewer connections will be part of future discussions. The Town and City will continue to work together on planning their common boundaries to eliminate future land use conflicts.

Village of Summit

The City of Oconomowoc and the Village of Summit established a permanent border with the establishment of the Municipal Boundary Agreement in 2000, amended in 2007. This agreement defines the City and Village boundaries, allocates sewer/water to certain areas of the Village, and requires certain lands to attach to the City. All in all, this agreement has helped both municipalities in guiding future growth and limiting disagreements on annexation issues. The City and Village work together on other issues including stormwater and fire protection. The City and Village will continue to work together and share services when costs are beneficial.

Certain lands located in the Village of Summit were identified in the Peripheral Area Plan for the City of Oconomowoc dated December 4, 1996 as being required to have a minimum 15-acre lot size. Due to the approved boundary agreement between the City and the Town, the City finds this 15-acre lot size constraint is no longer applicable.

Town of Concord and Town of Ixonia

The Towns of Concord and Ixonia are both located in Jefferson County and help form the western boundary of the City. The City does not have Municipal Boundary Agreements with these communities. With current law, it is very difficult for the City to annex across a county line. State Statutes does not permit the City to annex across the Jefferson/Waukesha County line unless the Town board of the annexing Town parcel adopts a resolution approving the proposed annexation, and the County board of the County in which the territory is located adopts a resolution approving the proposed annexation. Due to this requirement for annexations, a Municipal Boundary Agreement with the Towns of Concord and Ixonia is not necessary at this time. However, the City will continue to keep a positive working relationship with both communities and will work together on issues when needed.

Waukesha County

The City and County work together on issues ranging from transportation to land use decisions. Many roadways in close proximity to the City are County highways and require coordination between both governments. In addition, the City has been in discussions with the County regarding the jurisdictional transfer of roadways. The City's Planning Department works with the County on annexed properties that require the City to enforce the County Shoreland/Wetland Zoning Ordinance. The City and County will continue to work with each other on future City related issues.

State of Wisconsin

The City and various State agencies work together on a variety of issues. The City works most closely with the Wisconsin Department of Transportation and the Wisconsin Department of Natural Resources. The City and the State have long history of coordinating projects; specifically, Wisconsin Avenue reconstruction and work along STH 67 in the Pabst Farms area. In addition, the DNR has jurisdiction of waters and wetlands within the City including floodplains. A Chapter 30 Permit from the DNR is required for certain land disturbing activities in the City. The City and the State will continue to work together on future planning issues.

Oconomowoc Area School District

The City of Oconomowoc has coordinated closely with the Oconomowoc Area School District (OASD), on issues relating to growth and future school property needs. In recent years, the City worked proactively with the School District on the construction of two intermediate schools. Meadow View Elementary School opened in September 2019 after several years of planning and construction. The City of Oconomowoc and the Oconomowoc Area School District entered into a shared use agreement for the newly constructed school and

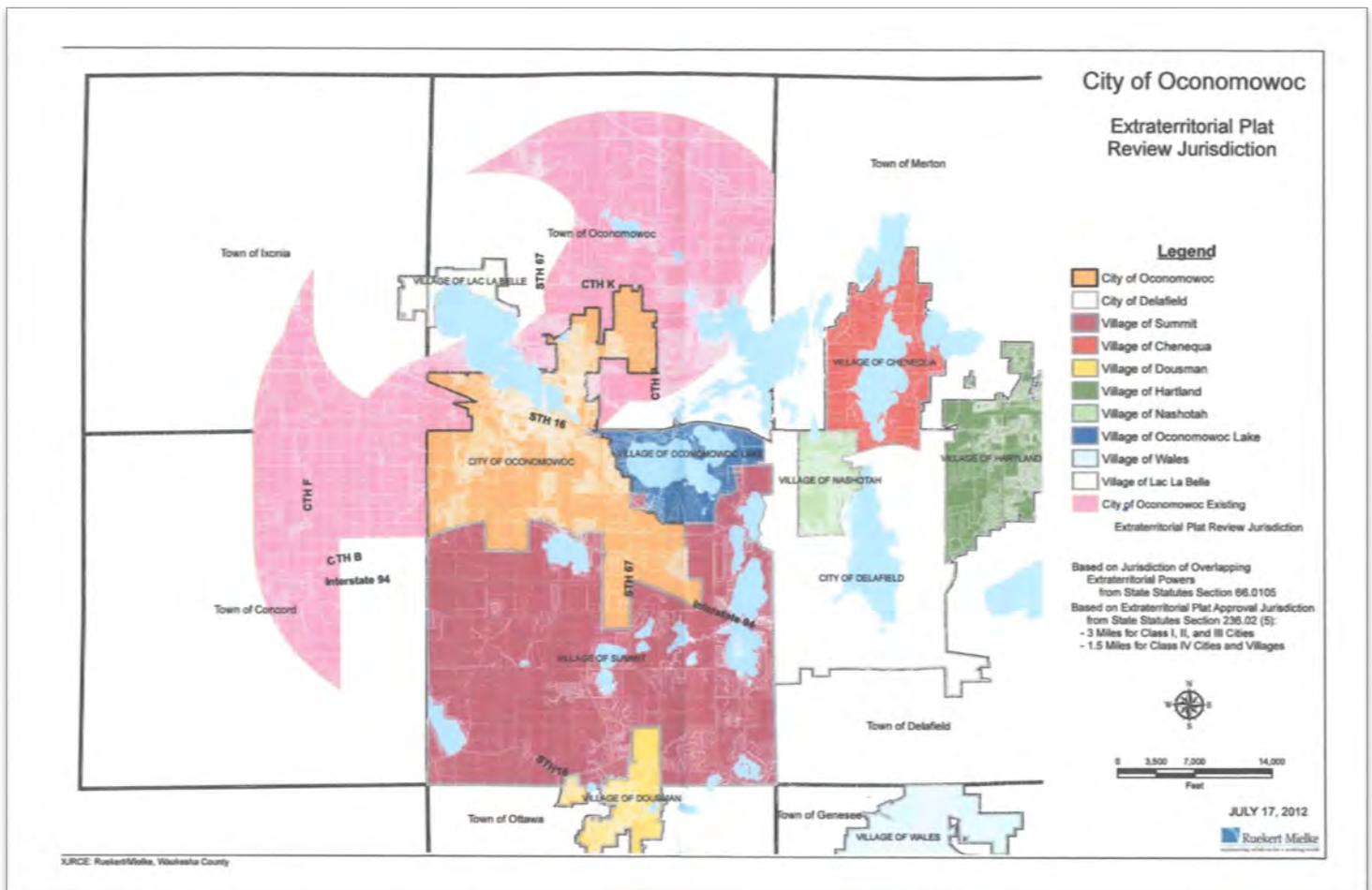


the adjacent 34-acre regional park in the northeast part of the City. For example, the City and OASD share parking and stormwater management for the School and Park sites. This benefits both entities with less asphalt to install and maintain, and less overall area needed for stormwater basins to serve both areas. The City and School District will continue to work together on existing and future needs.

Extraterritorial Platting Jurisdiction

The City of Oconomowoc exercises its extraterritorial land division review authority for areas located outside of the City's boundaries. The City has adopted an Extraterritorial Platting Jurisdiction map to guide the City in determining reviews for land divisions located outside of the City. This review authority will ensure land divisions that may be in the City at a future date are being divided with sound planning methods. The pink areas on the map below show the existing extraterritorial plat review jurisdiction area for the City review of land divisions.

The map was amended in 2012, at which time the Village of Summit was removed from the map. The map was also amended again in 2015 when the Town of Ixonia was removed from the ET area. The only two Towns left in the EPJ area are parts of the Town of Oconomowoc and part of the Town of Concord.



Intergovernmental Programs

The State of Wisconsin encourages municipalities to partner with one another to reduce costs and to increase the efficiency of services being provided. A variety of ideas and programs for City use can be provided from the State. One program in particular that could assist the City is municipal revenue sharing as allowed by State Statute 66.0305. Under this Statute, two or more cities, villages, and towns may enter into revenue sharing



agreements, providing for the sharing of revenues derived from taxes and special charges. The agreements may address matters other than revenue sharing, including municipal services and municipal boundaries. Municipal revenue sharing can provide for a more equitable distribution of the property tax revenue generated from new commercial and industrial development within urban areas and help reduce tax base competition among communities, competition that can work against the best interests of the urban area as a whole.

Intergovernmental Agreements

The City of Oconomowoc has numerous governmental agreements with surrounding municipalities and outside agencies. Some of these agreements have been discussed in other chapters or in this chapter. Other relevant intergovernmental agreements of importance to the City include:

- **EMS/Ambulance Service** – The City merged into the Western Lake Fire District in 2017. This district provides fire, rescue, and emergency medical services to ten municipalities in Waukesha, Dodge and Jefferson Counties. The Fire District is owned and operated by the City of Oconomowoc, Village of Summit, Village of Dousman, and Town of Ottawa.
- **Fire Protection** – Fire services are provided by WLFD to the Village of Lac La Belle and the Town of Oconomowoc.
- **Police Protection** – The City has signed a variety of agreements to assist other municipalities with safety to ensure the City is properly protected during a major catastrophe. These agreements include the countywide mutual aid agreement, joint powers agreement and participating in the National Incident Management Systems.
- **Lake Country Municipal Court** – Formed in 1988, the Lake Country Municipal Court is a shared multi-jurisdictional court which the City of Oconomowoc is a member.
- **Waukesha County Federated Library System** – The City's library is part of the County system that assists in funding for the City's library and helps facilitate the sharing of materials among all libraries within the system.

Intergovernmental Cooperation Policy

The City will work to resolve possible future differences between this City of Oconomowoc Comprehensive Plan and plans from adjacent communities.



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9

LAND USE





Introduction

As one of the nine required elements of a Comprehensive Plan per Wisconsin Planning Law, land use is discussed within the plan. However, it may be one of, if not the, most crucial elements of long-range planning for the City. This chapter outlines existing regulations and conditions within the City, highlights opportunities for growth and redevelopment, and defines policies and framework to guide development decision making for the next 30 years. This chapter should serve as a useful tool for decision makers, property owners, and stakeholders to guide growth and development in the City. All future land use decisions must be consistent with the adopted future land use map found in this chapter.



Existing Regulations

The City of Oconomowoc currently utilizes a range of tools and regulations to manage and guide growth within the community. Authority is given to the City through Wisconsin State Law to establish and enact these regulations in accordance with the guidance of the Comprehensive Plan. These regulations include: zoning ordinance, floodplain ordinance, shoreland zoning, subdivision regulations, and an official map.

Zoning Regulations

A zoning ordinance is a public law which regulate and restricts the use of property in order to protect the public health, safety, and welfare. The City's zoning ordinance divides the community into districts for the purpose of regulating the use of land and structures, heights, size, shape, and placement of structures, and the density of population. Zoning seeks to confine certain land uses to areas of the community, which are particularly well suited to those uses, thereby encouraging the most appropriate use of land throughout the community. Zoning seeks to assure adequate light, air, and open space for each building, to reduce fire hazard, and to prevent the overcrowding of land, traffic congestion, and the overloading of the utility systems. Zoning also provides an important means for protecting and preserving the natural resource base.

These regulations and guidelines are established within the Zoning Ordinance. Each property within the community is zoned to one of thirteen districts, which define the use and development standards that must be met. The existing zoning map should be referenced to determine the zoning of a property or the locations of various districts throughout the community. The 13 existing zoning districts can be grouped into either residential and non-residential, and are highlighted below:



Residential Zoning Districts

A majority of the property within the City is zoned for residential development. The seven residential zoning districts allow for housing development of various types, densities, and locations (see Table 24). The intent of these districts is to:

- Provide appropriately located areas for residential development that are consistent with the Comprehensive Plan and with standards for public health, safety, and general welfare;
- Ensure adequate light, air, and privacy for all dwelling units with respect to density;
- Minimize traffic congestion and overloading of public services and utilities;
- Protect residential neighborhoods from incompatible uses that create excessive noise, illumination, unsightliness, odor, and smoke; and
- Create a mixture of residential uses and preserve edges and transitions between districts.

Table 24: Residential Zoning Districts

District	Map Code	Target Density	Uses/Types
Rural Residential	RR	1.0 units/acre	Detached single-family housing
Suburban Residential	SR	3.0 units/acre	Detached single-family housing
Traditional Residential	TR	6.0 units/acre	Detached single-family housing
Multi-Unit (Low) Residential	RML	8.0 units/acre	Small lot single-family housing, duplexes, attached dwellings and multi-dwelling residences
Multi-Unit (High) Residential	RMH	12.0 units/acre	Multi-Unit residential buildings, generally located near heavily traveled roadways and adjacent to commercial districts
Isthmus Residential Multi	IRM	10.0 units/acre	Applied to the isthmus between Fowler Lake and Lac le Belle
Isthmus Residential Single	IRS	5.0 units/acre	Applied to the isthmus between Fowler and Lac le Belle, and north of the North Lake Road bridge

Non-Residential Zoning Districts

The remaining six zoning districts allow for a range of uses within the City (see Table 25). These include commercial, industrial, office, recreational, institutional and government uses. The non-residential districts are intended to:

- Provide appropriately located areas consistent with the Comprehensive Plan for retail, service, office, and industrial uses;
- Strengthen the City's economic base and provide employment opportunities close to home for residents of the City and surrounding communities;
- Provide parks, open space, and other public facilities that serve the needs of the community; and
- Minimize any negative impact of nonresidential development on adjacent residential districts.

Table 25: Non-Residential Zoning Districts

District	Map Code	Uses/Types
General Commercial	GC	Provide for shopping, service and office facilities adjacent to heavily traveled roadways. Intended to meet the convenience shopping and service needs.
Mixed-Use Commercial	MC	Promote a concentration of mixed uses including retail, service, office and residential uses. The location, mix and configuration of land uses should encourage convenient alternatives to the automobile, safe and attractive streetscapes and a more livable community.



District	Map Code	Uses/Types
Business Park	BP	Intended for a broad range of office, light industrial uses and other complimentary uses that promote high quality development. The purpose is to permit a variety of uses that provide professional employment, while also providing personal and professional services to the employees working within the zoning district
Industrial	I	Intended for industrial uses that are generally not compatible with residential development because of operational characteristics. Intended for uses that may require outdoor areas to conduct business activities for product display or storage.
Urban Reserve	UR	Intended to provide a transition between surrounding town agricultural/rural residential areas on large parcels of land at a low rate of population density. It also serves as a holding zone for recently annexed properties into the City. The City will not issue building permits for new single-family residential dwelling units on parcels over 10 acres in size within the UR, unless a future layout is approved.
Institutional/ Public	IP	Intended to serve larger institutional facilities such as churches, campus, school sites and associated playgrounds, hospitals, sewer and water treatment facilities and cemeteries. Also allows uses such as government services, educational facilities, public parks, open space, and similar activities.

Floodplain Ordinance

Wisconsin Statute requires all cities to adopt floodplain zoning to preserve the floodway conveyance and storage capacity of floodplain areas and to prevent the location of new flood damage prone development in flood hazard areas. In 2008, the City adopted the DNR's model Floodplain Ordinance.

Shoreland Zoning

The City of Oconomowoc has adopted shoreland and water quality standards to help protect the City's lakes and waterways. In addition to City regulations, the City also enforces Waukesha County Shoreland requirements in areas of the City that were annexed after May 7, 1982. These regulations manage the tree cutting and shrubbery clearing, earth movement, and setbacks within the shoreland areas. Specific regulations are also defined for shoreland areas annexed into the City.

Land Division Regulations

All land divisions are regulated through the City's Subdivision Control Ordinance and the City's zoning regulations. Wisconsin State Statute provides requirements and rules the City is responsible for enforcing with subdivision and other land divisions.

Official Map

The official mapping powers granted to local governments are an important, but underutilized tool. An official map can be used to identify the location and width of existing and proposed streets, highways, historic districts, parkways, railroad right-of-way, waterways, public transit facilities, airports, and the location and extent of parks and playgrounds. The official map prohibits the construction of buildings and associated improvements on lands that are identified for future public use identified on the map.

Extraterritorial Zoning Regulation

State Statutes authorize cities to adopt extraterritorial zoning regulations for adjacent unincorporated areas within three miles of the City. A City can initiate preparation of an extraterritorial zoning ordinance and map at any time. Initiation of the extraterritorial zoning ordinance freezes existing zoning in the Town for two years,



while the City and Town jointly develop an extraterritorial zoning ordinance and map. A joint committee made up of three representatives from the City and three representatives from the Town is formed to develop the ordinance. The time period can be extended for one additional year at the end of the two year period. The Intergovernmental Cooperation chapter provides further discussion of extraterritorial zoning.

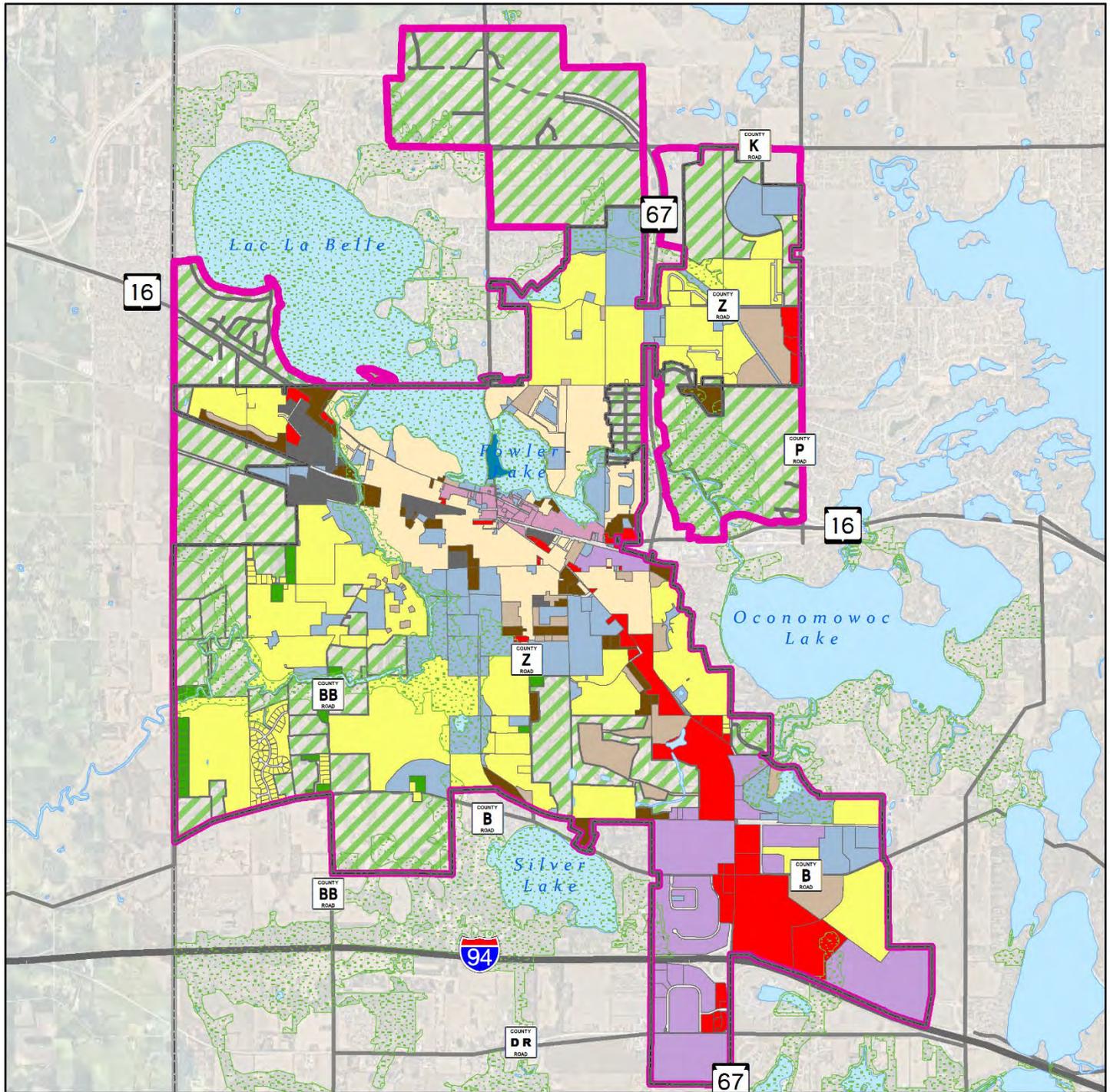
Existing Land Use

The existing use of properties within the City and the Comprehensive Plan study area was completed to identify growth potential within the community (see Figure 20). Existing development was categorized into one of 11 land uses to represent the current use of the property. Many of these existing land use districts align with those used in the future land use plan. A majority of the study area is currently used for residential uses, comprising 44.2 percent of the total area (see Table 26). The existing land use plan should be reviewed and updated on a regular basis to ensure that the proper land use is identified. This figure can also be compared to the future land use plan included within this chapter to identify areas of desired change.

Table 26: Existing Land Uses

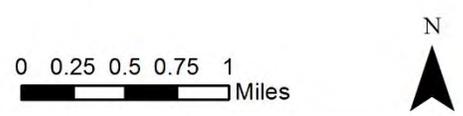
Land Use	2019 Acres	Percent
General Commercial	508.3	6.3%
Mixed-Use Commercial	78.2	1.0%
Business Park	691.7	8.6%
Industrial	143.6	1.8%
Institutional/Public	1,093.7	13.6%
Rural Residential	84.9	1.1%
Suburban Residential	2,194.0	27.4%
Traditional Residential	697.3	8.7%
Multi-Family Residential	333.7	4.2%
High Density Residential	219.0	2.7%
Isthmus Residential - Mutli Family	14.4	0.2%
Isthmus Residential - Single Family	2.5	0.0%
Urban Reserve	1,958.2	24.4%
TOTAL	8,019.6	--

Figure 20: Existing Land Use



Legend

- | | | |
|--|---|---|
|  General Commercial |  Traditional Residential |  Primary Environmental Corridor |
|  Mixed-Use Commercial |  Multi-Family Residential |  2019 Oconomowoc Limits |
|  Business Park |  High Density Residential |  Study Area |
|  Industrial |  Isthmus Residential - Multi Family | |
|  Institutional/Public |  Isthmus Residential - Single Family | |
|  Rural Residential |  Urban Reserve | |
|  Suburban Residential | | |





Existing Trends

The City should continue to monitor and respond to change development trends within the county and greater region. These trends may influence development to varying degrees and for short and long periods of time.

Land Demand

Development interests in Oconomowoc continue to remain high as residential, commercial, and industrial development is pursued within the community. The continued successes in Downtown Oconomowoc and the Pabst Farms development are evidence of this demand. This success is contributed to the economic development work within the community, and discussed within economic development plan element. While development pressures continue to exist, the City should monitor the availability of future land for development and ensure that the best practical use is being pursued.

Land Prices

The price of land will always play a role in development within the City. Access to amenities, infrastructure and the roadway network and just a few of the features that can influence land prices for both residential and non-residential development. While the market will drive the land values, the City should monitor changes in prices as it works with developers and property owners regarding development decisions.

Opportunities for Redevelopment

The pursuit of redevelopment of existing properties provides a variety of benefits including access to existing infrastructure and a reduction of the land demand outside of the City's core. There are a range of redevelopment opportunities present throughout the community that create options for both residential and non-residential development. Three key redevelopment areas were outlined during the public engagement process and include East Wisconsin Avenue and the Olympia Resort. These areas are discussed in more detail later in this chapter. The Downtown continues to be a focus area for redevelopment as well. Tools such as façade improvement assistance and the establishment of tax increment financing districts have been used to promote investment in the area.

Existing/Potential Land Use Conflicts

The establishment of a zoning district and future land use plan is intended to reduce the potential for land use conflicts. However, conflicts are inevitable, regardless of the City's efforts to reduce the potential. For example, agricultural and residential uses are a potential conflict that many cities deal with. Smells and noises with farming can create issues to adjacent residential areas. The City continues to deal with conflicts between residential and non-residential uses due to noise and traffic. Use of the future land use plan and zoning ordinance will help to reduce and manage these conflict areas.

Future Land Use and Projections

The 2050 Future Land Use Plan should be referred to on a regular basis to guide the location and type of development throughout the City that aligns with its established vision. Opportunities for redevelopment of existing properties and new development areas are highlighted within the future land use plan.

2040 Projections

The population is projected to grow to 20,704 people by 2040. This growth requires residential development to supply additional housing and commercial and industrial growth to provide goods, services and employment. According to the Wisconsin Department of Administration, the City is projected to experience a population increase of 33.3 percent from 2010 to 2040 (see Table 27). These projections are updated every five years, and the next update to DOA numbers out to future year 2045 are expected in 2020. The future land use plan guides growth to support population growth as projected.

**Table 27: 2040 Projections**

	2010 Census		2020 Projection		2030 Projection		2040 Projection	
	Number	% Change	Number	% Change	Number	% Change	Number	% Change
Household Population	15,526	--	7,343	11.7%	19,765	14.0%	20,704	4.8%
Households	6,256	--	7,298	16.7%	8,503	16.5%	9,037	6.3%

Source: U.S. Census, 2010 and Wisconsin Department of Administration, 2020, 2030 and 2040 Projections

Future Land Use

The 2050 Future Land Use Plan defines a desired future land use for all lands within the City's zoning authority, as well as potential future growth areas that may be pursued by 2050 (see Figure 31). Identified future land uses may not align with the existing land uses of a parcel, identifying a desired change in land use. In these instances, an immediate change in the use or zoning of the property is not required. Rather, should the property owner pursue a change in use or redevelopment of the property, the future land use category shall regulate future uses. A description of each land use category is provided in the following pages.

Suburban Residential

The Suburban Residential land use category supports a majority of the residential land uses within the future land use plan. This land use is intended to provide residential densities at a maximum of 3 units per acre. In general, the suburban residential district provides for the development of single-family homes at a range of lot sizes.

While future suburban residential land uses are scattered throughout the future land use plan, there are three primary growth areas identified. The first is in the northeast corner of the City, near the new school development. The recent construction of the school and other residential development will support future growth in this area. The second area is the southwest quadrant of this City. This area includes a range of single-family developments that can be supported by similar development in the future. The final area is two large parcels to the north of Pabst Farms. These areas should be pursued for single-family development that could benefit from access to amenities and services.

Medium Density Residential

The Medium Density Residential land use category is intended for a range of residential units with a maximum density of 6 units per acre. This category provides for both single-family and multi-family developments, depending on the lot size and characteristics. Future medium density development opportunities are identified at key locations throughout the community. These are areas that have connections to both existing utility and transportation infrastructure that can support the increased density.

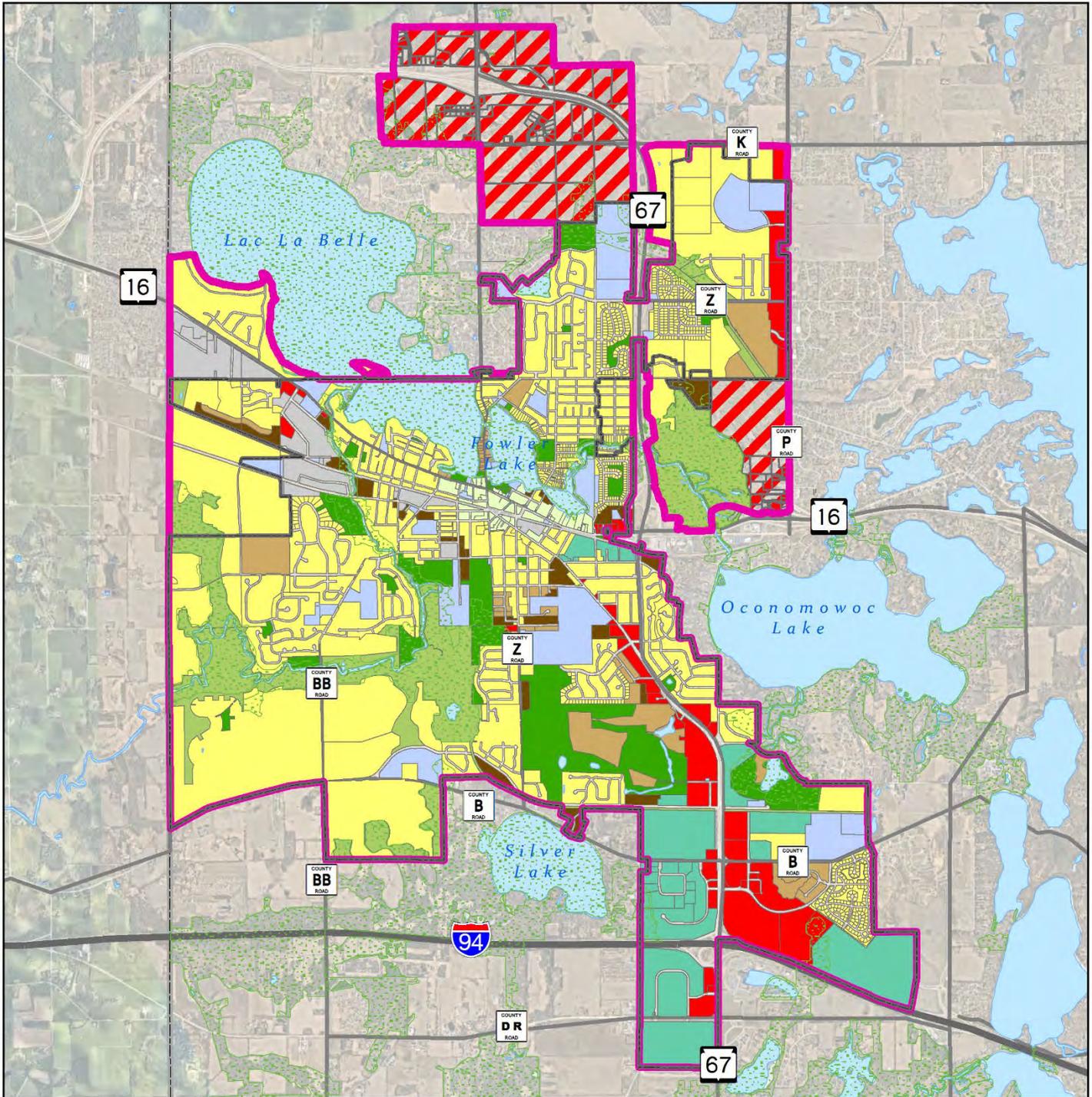
High Density Residential

The High Density Residential land use category allows the high density of standalone residential development within the City. This category supports residential development of varying types up to a density of ten units per acre. Developments within this category support primarily multi-family developments of varying types and sizes. Similarly, to the medium density category, future high density uses have been identified throughout the community to provide for a range of housing options. Ideal locations include a range of transportation options and access to goods and services.

Government, Institutional, Public

The land use plan clusters governmental, institutional, and public land uses into one category. These uses can include churches, schools, and other public buildings. The land use projections for these uses are included in the "other public uses" category.

Figure 21: Future Land Use Plan



Legend

Future Land Use

- | | | |
|---|--|---|
|  Business Park |  Medium Density Residential |  Primary Environmental Corridor |
|  Commercial/Office |  Mixed-Use |  2019 Oconomowoc Limits |
|  Government, Institutional, Public |  Open Space, Natural Areas |  Study Area |
|  High Density Residential |  Recreational/Parks | |
|  Industrial |  Suburban Residential | |
| |  Urban Reserve | |

0 0.25 0.5 0.75 1 Miles






Industrial

The Industrial land use category is intended to guide the development of manufacturing facilities, warehousing, storage, assembly, and other traditional industrial related land uses. This land use, coupled with business park, provides for a majority of the employment growth over the next 30 years.

Business Park

The Business Park land use identifies future high-tech uses, office, and other professional services with some light manufacturing. The land use helps to diversify employment uses and groups together complementary land uses to reduce the potential for conflict.

Commercial/Office

This Comprehensive Plan provides lands for commercial and office related uses. Most existing commercial areas are remaining commercial. Very little new commercial areas are being planned for in the City.

Mixed-Use – Commercial/Office/Residential

Areas within Downtown or near Downtown have been designated as “mixed use”. These areas are uniquely situated for possible redevelopment because of their locations. Some lands are located on major roadways while others are in close proximity of a future rail stop in the City. Uses within these areas will vary from strictly residential, to office or commercial. The design of buildings in these areas shall blend with existing architecture in the area and should strive to create a pedestrian/walkable environment. Mixed use was included in the commercial and office calculations.

Recreational/Parks

Areas of land that are designed as recreation and parks are intended to provide park space and recreational areas, including golf courses. The land use projections for these uses are included in the “other public uses” category.

Open Space, Natural Areas

Areas of land that are identified as open space are intended to remain in a natural space and left undeveloped. In many situations, these lands contain wetlands, floodplains or other environmental features that limit development. In the future these lands may be publicly or privately owned. The land use projections for these uses are included in the “other public uses” category.

Urban Reserve

Areas designated as urban reserve are lands outside of the City’s current boundaries and in general do not have services readily available. These lands are considered to have the highest priority for the City to possibly include in the City’s boundary. However, with City, and the Town need to have further discussions about establishing a border agreement for both municipalities. Until an agreement between the City and Town is finalized, the City will be reluctant to approve any major/significant land divisions within the urban reserve as these lands could be annexed/attached to the City within the next 20 years. The City needs to ensure any new lots will not hinder the future City services in the area.

This plan recognizes and has been created to accommodate the projected number of households without utilizing the urban reserve lands. However, the City has already exceeded the land use projections and growth is occurring at a quicker rate than what was anticipated. The City is growing faster than the Department of Administration population projections as provided in past chapters. Proper planning and coordination of the urban reserve needs to occur. A future neighborhood plan for these lands may be necessary prior to the City approving any developments within the urban reserve.



Agricultural

This land use plan does not designate land within the City for future agriculture use. However, lands located within the urban reserve area of the City could be utilized as agricultural lands until water/sewer are available in those areas and boundary agreements are reached with surrounding Towns

ROW-Proposed

Future right-of-way areas are identified within the future land use plan. These areas identify future components of the roadway network and align with the future connections identified on the official map.

2050 Land Use Consumption

Residential land uses continue to comprise a majority of land within the future land use plan (see Table 28). The Suburban Residential category is poised to represent over 45 percent of the area within the City. The land use with the next highest consumption is the Urban Reserve category with 13.0 percent of the total area.

Table 28: 2050 Land Use Consumption

Land Use	2050 Acres	Percent
Commercial/Office	442.0	5.5%
Mixed-Use	0.0	0.0%
Business Park	658.2	8.2%
Industrial	0.0	0.0%
Government, Institutional, Public	583.9	7.3%
High Density Residential	166.8	2.1%
Medium Density Residential	346.3	4.3%
Suburban Residential	3,680.3	45.9%
Open Sapce, Natural Areas	933.9	11.6%
Recreational/Parks	609.5	7.6%
Urban Reserve	1,040.7	13.0%
TOTAL	8,019.6	--

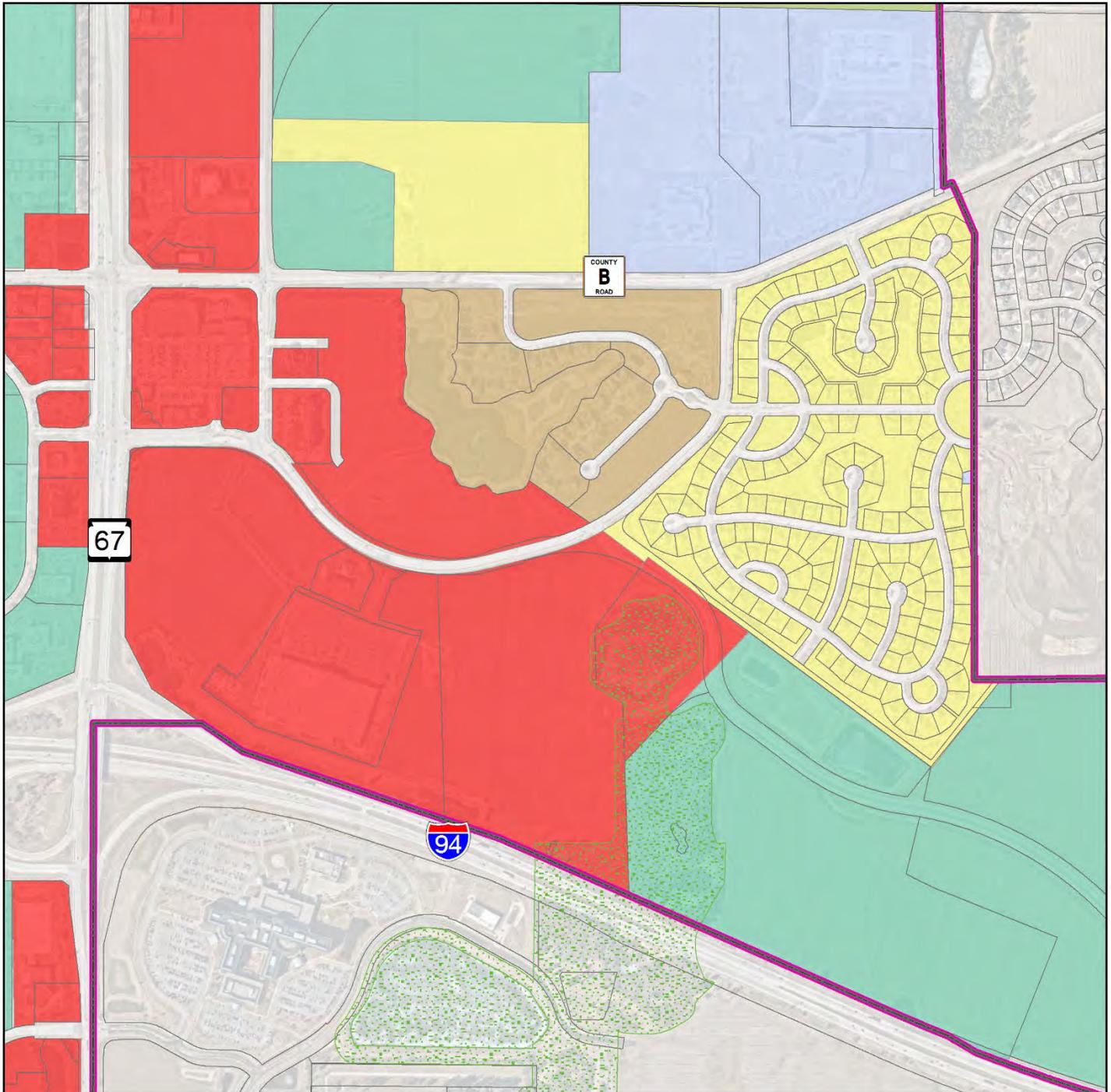
Focus Areas

Throughout the public engagement process of the Comprehensive Plan, three areas were identified within the City as focus area for redevelopment. A description of each area, the future land use plan and considerations specific to each focus area are defined.

Pabst Farms

To be added upon confirmation of the future land uses with City.

Figure 22: 2050 Future Land Use – Pabst Farms



Legend

Future Land Use

-  Business Park
-  Commercial/Office
-  Government, Institutional, Public
-  High Density Residential
-  Industrial
-  Medium Density Residential
-  Mixed-Use
-  Open Space, Natural Areas
-  Recreational/Parks
-  Suburban Residential
-  Urban Reserve

-  Primary Environmental Corridor
-  2019 Oconomowoc Limits
-  Study Area

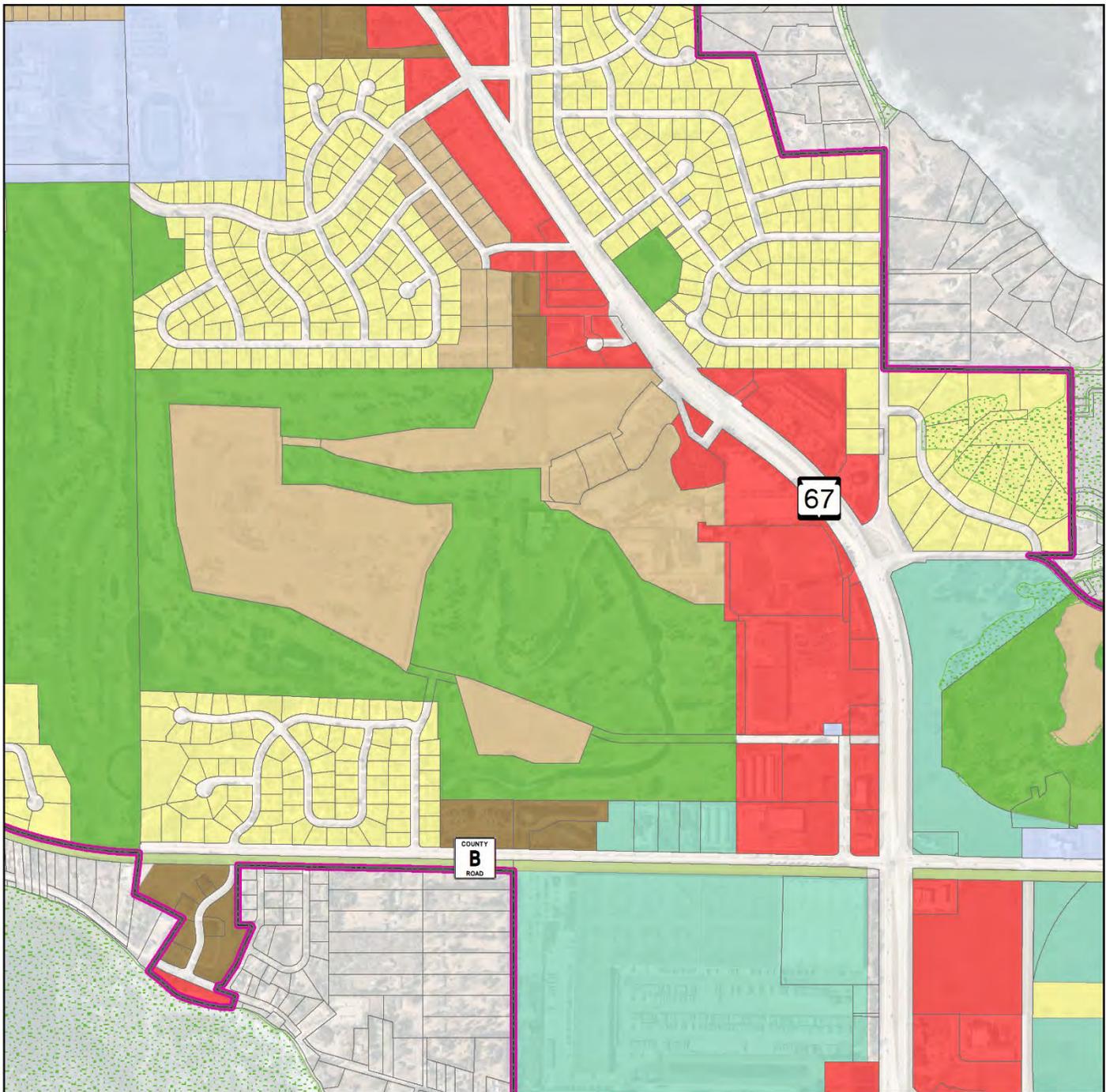
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Olympia Redevelopment

To be added upon confirmation of the future land uses with City.

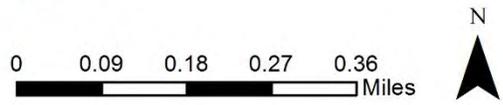
Figure 23: 2050 Future Land Use – Olympia Resort



Legend

Future Land Use

- | | | |
|---|--|--|
|  Business Park |  Medium Density Residential |  Primary Environmental Corridor |
|  Commercial/Office |  Mixed-Use |  2019 Oconomowoc Limits |
|  Government, Institutional, Public |  Open Space, Natural Areas |  Study Area |
|  High Density Residential |  Recreational/Parks | |
|  Industrial |  Suburban Residential | |
| |  Urban Reserve | |

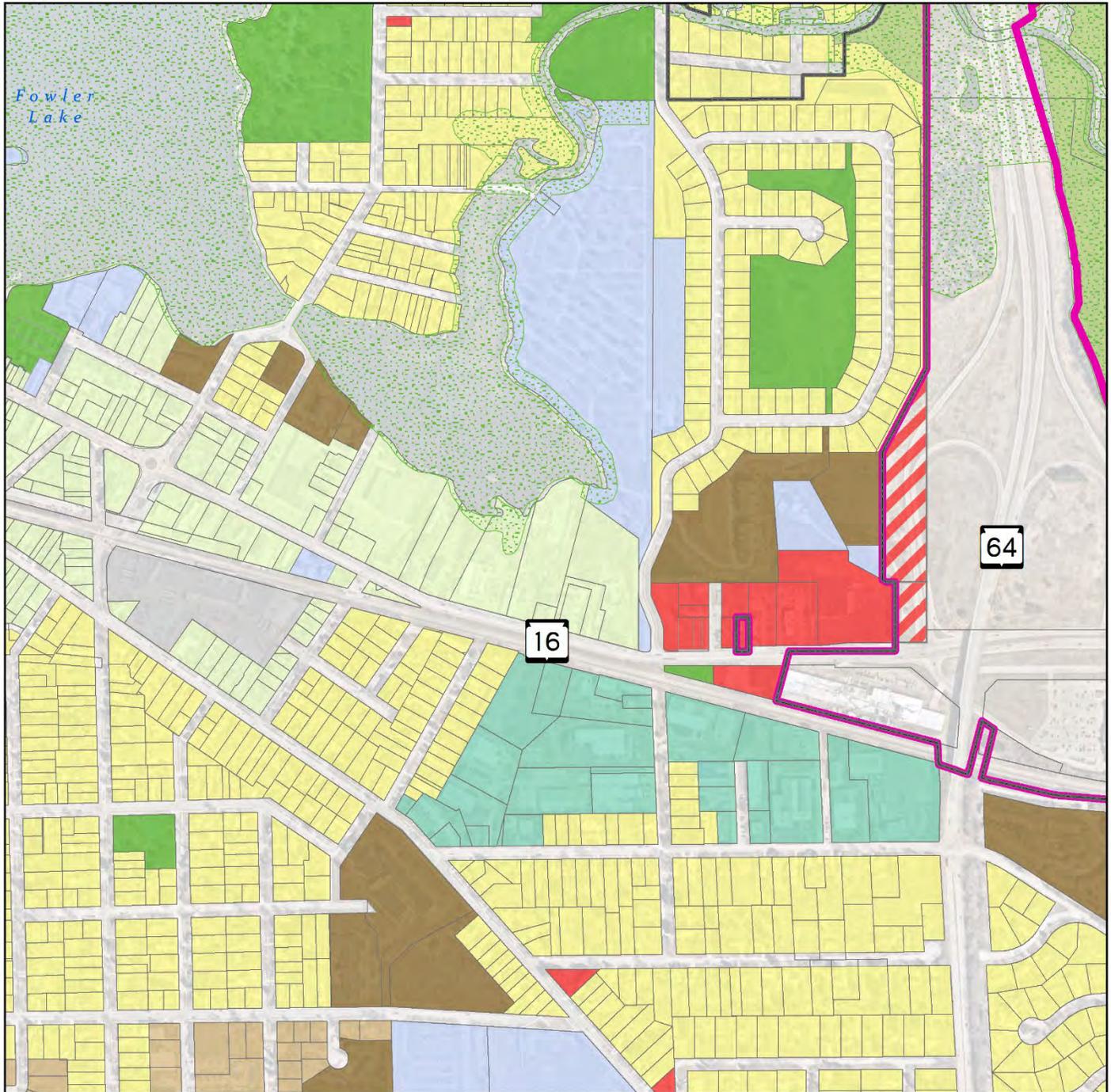




East Wisconsin Avenue

To be added upon confirmation of the future land uses with City.

Figure 24: 2050 Future Land Use – East Wisconsin Avenue

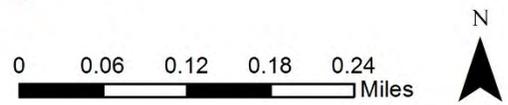


Legend

Future Land Use

-  Business Park
-  Commercial/Office
-  Government, Institutional, Public
-  High Density Residential
-  Industrial
-  Medium Density Residential
-  Mixed-Use
-  Open Space, Natural Areas
-  Recreational/Parks
-  Suburban Residential
-  Urban Reserve

-  Primary Environmental Corridor
-  2019 Oconomowoc Limits
-  Study Area





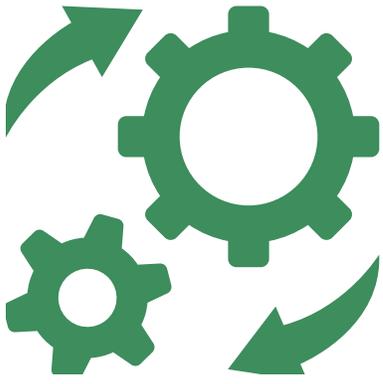
Land Use Policies

Land use decisions should be made in an effort to protect the health, safety and welfare of all occupants of Oconomowoc. These decisions should also be mindful of the impact and relationship to all other elements of the Comprehensive Plan. As the City makes decisions regarding future development, the following policies should be used:

- Promote energy efficient building and design practices
- Ensure that all development within the City is consistent with the Comprehensive Plan
- Proactively plan for development by monitoring trends and updating the future land use plan and polices as needed to best serve the City
- Promote infill development
- Align future land use planning with all long-range planning efforts within the Comprehensive Plan
- Pursue timely development that can be effectively serviced by municipal infrastructure
- Reduce and mitigate land use conflicts throughout the development review process



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10

IMPLEMENTATION





Introduction

The Comprehensive Plan outlines the policies and guidance for future decision making related to each of the plan elements. The Implementation Plan serves as a tool for putting that guidance to work. The goals, objectives and actions identified within this chapter set the stage for tasks that can be completed to help the city achieve its vision by 2050. Actions identified within this chapter can range from the review of existing ordinance language to procedures for amending the plan. The Implementation Plan should be referred to on a regular basis as development decisions are made.

The goals listed in the chapter recognize that the tools and procedures as outlined are necessary to achieve the goals and objectives identified in the other plan elements. The Wisconsin “Smart Growth” Comprehensive Planning Law requires that the implementation element “describe how each of the elements of the comprehensive plan shall be integrated and made consistent with the other elements of the comprehensive plan”. The City of Oconomowoc has achieved consistency and integration by preparing all elements simultaneously and under the guidance of experienced city staff.

The actions identified in the chapter provide a general list of potential tasks that the city can complete as it works to achieve its goals and overall vision for 2050. This is not intended to be a complete list, and should be added to and modified on a regular basis. Additionally, some of identified actions may not be necessary or applicable as trends and conditions change.



Housing Goals:

Goal 1:	Enhance the environmental and residential assets so the city continues to be an attractive place to live.
Objective 1:	Encourage neighborhood development within the city that allows for a variety of dwelling types and uses.
Objective 2:	Provide pedestrian access and amenities as part of all housing developments. This includes consideration of the location of developments that cater to various user groups and access to their desired amenities (e.g., young families with access to schools and parks).
Objective 3:	Encourage housing designs that provide life-cycle housing options and cater to individuals with a range of needs. This includes designs and accessibility for seniors and people with disabilities.
Objective 4:	Promote and encourage housing developments that include adaptive reuse of existing buildings.
Objective 5:	Encourage new developments and redevelopments to incorporate sustainable and innovative site design to conserve energy resources and protect environmental resources.
Objective 6:	Encourage new residential building construction to be considered environmentally sustainable or green.
Objective 7:	Foster and promote energy conservation programs.
Objective 8:	Encourage residential development and redevelopment within the Downtown.
Objective 9:	Encourage conservation and clustered housing developments to protect open spaces, provide alternative housing options, promote the sharing of services, and to potentially provide shared community garden spaces for residents.



Goal 2:	Maintain housing values and quality of life over time.
Objective 1:	Continue to review and update city codes, ordinance and plans every five (5) years to consider amendments to address housing concerns.
Objective 2:	Promote inspection, maintenance, and rehab programs that help owners maintain current dwellings.
Objective 3:	Continue to protect the character and scale of existing residential areas and carefully plan new ones so that large, non-residential uses such as parking lots, roadways, or institutional growth minimize negative impacts on residential properties and residential neighborhoods.
Objective 4:	Work with property owners and developers to improve the quality of repair and adaption of existing residential buildings, and promote the quality of new design and construction to enhance new developments.
Objective 5:	Direct growth of new housing toward areas that are already planned for urban services and toward infill and redevelopment of existing areas in a way that harmonizes with existing housing and neighborhoods.
Objective 6:	Encourage the connection of existing and future housing developments to amenities and infrastructure throughout the community.
Goal 3:	Provide a variety of housing types, designs, and densities, and price ranges to meet the needs of residents of varying incomes, ages, and lifestyle patterns.
Objective 1:	Consider providing zoning incentives to developers who provide affordable housing. These incentives could include density bonuses.
Objective 2:	Update existing development controls to ensure housing is constructed that is easily adaptable for seniors and residents with disabilities and that policies do not restrict affordable housing development.
Objective 3:	Promote the development and operation of multi-modal transportation so housing can be built or expanded along predictable transit zones and corridors that encourage reasoned land use, reinvestment, viable neighborhoods with a full range of neighborhood-serving businesses, and compact development.
Objective 4:	Maintain approval processes for developments that focus on central issues like affordability, functionality, design, sustainability, and neighborhood fit to achieve balance with the established City objectives.
Objective 5:	Support non-profit and private-public partnerships to ensure Oconomowoc citizens have quality, affordable housing.
Objective 6:	Provide clear explanations of the City's decision processes and expectations to developers, builders, owners, and property managers as they become involved in those processes.
Objective 7:	Consider allowing accessory dwelling units and "live-work-units" to help provide housing as well as affordable office or work spaces for entrepreneurs.
Objective 8:	Encourage high density development in and near downtown.
Objective 9:	Provide flexible and streamlined zoning standards that encourage creativity in development designs.
Objective 10:	Inventory existing City housing stock to track types of housing units located within the City.
Objective 11:	Continue to work towards the City having a housing stock ratio of 60 percent single-family dwellings and 40 percent multi-family (including duplexes).
Objective 12:	Continue citywide design requirements for multi-family housing units.



Transportation Goals:

Goal 1:	Develop and maintain a coordinated and balanced transportation system that provides a variety of choices among transportation modes.
Objective 1:	Plan for and provide a balanced and efficient transportation network that offers realistic and viable alternatives to automobile travel and maximizes use of existing transportation investments.
Objective 2:	Work closely with the Wisconsin Department of Transportation and Waukesha County to develop long-range regional land use and transportation plans.
Objective 3:	Create transportation infrastructure that promotes land use patterns that encourage the sustainable use of resources and reduces demands on natural resources.
Goal 2:	Develop and maintain a transportation system that supports new and existing residential, employment, commercial, and recreation areas, preserves and enhances neighborhood livability and the quality of life for the City of Oconomowoc residents, while providing for safe, efficient and effective movement of people and goods.
Objective 1:	Provide and improve transportation infrastructure, such as roadways, sidewalk, etc., in coordination with developments in a manner that fosters urban development patterns in accordance with the Land Use Chapter.
Objective 2:	Encourage a mixture of land uses in areas that help foster a transportation environment that allows numerous transportation modes to interact effectively.
Objective 3:	In new neighborhoods, plan and construct a pattern of streets, sidewalks, bicycle facilities that maximize the connectivity of land uses within the neighborhood and connectivity to areas outside the neighborhood.
Objective 4:	Encourage redevelopment to occur in a manner that is integrated with various components of the transportation system.
Objective 5:	The City will consider traffic calming techniques, including roundabouts, when designing street and intersection improvements.
Goal 3:	Explore multimodal opportunities within and around the city, including mass transit. Actively participate in regional transportation planning efforts.
Objective 1:	Support the Midwest Regional Rail Initiative and encourage the location of a station stop within the City.
Objective 2:	Promote and plan for a future passenger rail station within the Downtown.
Objective 3:	Explore the connection between Downtown and the Pabst Farms development. Any Downtown connection stop should be located in close proximity to the passenger rail station.
Goal 4:	Continue to be an active partner in transportation improvements made in the city, and surrounding areas. Continue to seek and nourish partnerships with other organizations
Objective 1:	Work with the Southeastern Wisconsin Regional Planning Commission to conduct a major review and reevaluation of the jurisdictional transfer recommendations in the VISION 2050 Regional Transportation System Plan.



Objective 2:	Support and encourage the expansion of the Lake County Recreation Trail from Oconomowoc to Watertown in Jefferson County.
Objective 3:	Work with the County in evaluating dedicated funding sources for county-wide shared taxi service to meet the needs of a growing elderly population.
Objective 4:	Evaluate recommendations contained in the Regional Transportation System Plan for Southeastern Wisconsin.



Community Facilities and Utilities Goals:

Goal 1:	Provide adequate active and passive recreational opportunities for all people of the city.
Objective 1:	Coordinate with the school district and local organizations to improve recreation choices, including the shared use of facilities for community benefit.
Objective 2:	Consider natural and manmade features that may act as barriers for people when locating parks. Provide pedestrian access that is separate from vehicular traffic as needed.
Objective 3:	Implement the Bike and Pedestrian Plan, and Park and Open Space Plan. Provide for more diverse recreational opportunities such as the development of bike trails and walking trails.
Goal 2:	Ensure that all city development is served by adequate, efficient, cost-effective utilities and community facilities.
Objective 1:	Continue to utilize the City's CIP to develop needed utilities and community facilities.
Objective 2:	Communicate with the school district about new development to allow the district to plan for staff, building additions, and other needs.
Objective 3:	Upgrade utilities located in street right-of-ways when streets are reconstructed.
Objective 4:	Reserve street right-of-way, parkland and easements in undeveloped areas by amending the Official Map.
Objective 5:	Pursue opportunities for intergovernmental cooperation to improve efficiencies and reduce costs with respect to garbage collection, road maintenance, equipment purchase and sharing, and snowplowing.
Goal 3:	Continue to plan our City Staffing levels to meet the needs of the community.
Objective 1:	Determine opportunities to effectively reorganize job responsibilities to improve communication and efficiencies. This may include consolidating services, identifying needs for additional staff, and reorganizing space or acquiring additional space to accommodate increased staff.
Goal 4:	Maintain an electric, water, and sanitary system that is capable of serving the needs of the growing resident and visitor population.
Objective 1:	Update and maintain utility facility plans to determine long-term strategies to providing efficient and additional utility capacity.
Objective 2:	Continue to replace undersized, aged, and damaged utilities as necessary.
Objective 3:	Continue to enhance well-head protection and well abandonment as necessary to protect future water supply.
Objective 4:	Encourage water conservation techniques that reduce water usage within the City.



Objective 5:	The city will continue efforts to increase the generation of electricity and transportation fuels from renewable resources.
Objective 6:	Encourage the construction and generation of alternative forms of energy (e.g. solar, wind, geo-thermal).



Agricultural, Natural and Cultural Resources Goals:

Goal 1:	Protect wetlands in the City of Oconomowoc from water quality issues and elimination from development.
Objective 1:	All wetlands in the city shall not be developed, except limited passive recreation
Objective 2:	Consider creating building and development setbacks from wetlands to minimize potential negative impacts on wetlands and water quality.
Goal 2:	Preserve, protect, and expand the natural resources of the city for use and enjoyment by residents and visitors.
Objective 1:	Preserve remaining undeveloped lands within designated primary environmental corridors as natural or open space. Low impact development or conservation subdivisions are potential ways to preserve these areas.
Objective 2:	Use public acquisition, dedication, or conservation easement in areas of environmental importance.
Objective 3:	Promote cluster/conservation development as a way to preserve open space and environmentally important lands.
Objective 4:	Maintain Oconomowoc Watershed Protection Program (OWPP)
Goal 3:	Protect agricultural land from premature development.
Objective 1:	In areas designated for the future development served by public sanitary sewer and public water systems, use a holding zone strategy (e.g. Rural Agricultural zoning) which allows only agricultural and limited site improvements until the property is developed.
Objective 2:	Support community gardens on appropriate private and public property.
Goal 4:	Preserve and protect the historic resources of the city.
Objective 1:	Amend the City's Zoning Ordinance to provide more protection of historic structures.
Objective 2:	Continue to provide assistance with the façade improvement program for the Downtown.
Objective 3:	Seek available grant money to improve historic structures.
Objective 4:	Conduct an inventory of the historical structures and local landmarks within the City limits.
Goal 5:	Preserve and protect the historic resources of the city.
Objective 1:	Use recharge area overlay zoning district requirements to protect recharge areas.
Objective 2:	Avoid the use of directed surface water recharge near shallow well sites.



Economic Development Goals:

Goal 1:	Expand economic development opportunities to grow and expand the local economy.
Objective 1:	Use the City of Oconomowoc webpage as an economic marketing tool. Maintain the webpage to provide additional demographic, market, site locations, cost and other information about the community for prospective entrepreneurs.
Objective 2:	Develop and make available a guide for local property owners who wish to establish home occupations. Include criteria for site development and information about any necessary approvals. This guide could be similar to the guide to opening a business in the City.
Objective 3:	Designate an adequate number of sites for business and industry.
Objective 4:	Seek grants to identify and clean-up Brownfield sites to create opportunities for redevelopment.
Goal 2:	Develop and maintain a physical, cultural, educational, and recreation environment in the city that is conducive to and attracts business and residential development.
Objective 1:	Update performance standards as needed (e.g. signage, noise, lighting, height, etc.)
Objective 2:	Coordinate with the Oconomowoc Area School District, church and civic organizations to market the City's network of cultural and educational amenities.
Objective 3:	Provide financing to assist façade improvement projects and to encourage business to locate in the Downtown.
Objective 4:	Continue to coordinate with area banks to establish a revolving loan fund for façade improvements.
Objective 5:	Support development proposals that provide a mix of uses in the Downtown, including residential, retail, and service establishments.
Objective 6:	Work with merchants to promote economic development programs and ordinances that affect the business economy.



Intergovernmental Cooperation Goals:

Goal 1:	Cooperate with neighboring municipalities, Waukesha County, special districts, State agencies, and the Oconomowoc Area School Districts.
Objective 1:	Maintain and pursue cooperative agreements for mutual aid and services with adjoining units of government and explore opportunities to reduce financial costs and eliminate inefficiencies and duplication.
Objective 2:	Work closely with the Southeastern Wisconsin Regional Planning Commission, the Wisconsin Department of Transportation, the Wisconsin Department of Natural Resources and neighboring municipalities.
Goal 2:	Resolve annexation and boundary disputes in a mutually beneficial manner.
Objective 1:	Pursue the discussion of boundary agreements with neighboring municipalities.
Objective 2:	Seek to work collaboratively with surrounding municipalities during the City's review of extraterritorial subdivision within surrounding Towns.
Objective 3:	Evaluate the need to continue the review of land divisions within the ET platting jurisdiction area.



Land Use Goals:

Goal 1:	Allow for flexibility in residential development to provide a range of housing options suitable for all residents.
Objective 1:	Encourage the use of planned development districts and other planning mechanisms to accommodate a range and mixture of housing options in each neighborhood.
Objective 2:	Promote infrastructure and amenities that are user friendly and residential development that includes a sense of connectivity in sidewalks, streetscape, and trails. The design should be conducive for public use.
Goal 2:	Provide for appropriate commercial development on a scale that accommodates the needs of the City.
Objective 1:	For presently developed commercial areas, encourage infilling and redevelopment where appropriate.
Objective 2:	Ensure that new development allow for adequate parking, storage, vehicular movement, landscaping, buffering, open space and public infrastructure and facilities.
Objective 3:	Designate areas for industrial development, with design guidelines and development standards that contribute to the economic stability of the City.
Objective 4:	Continue to direct industrial development to appropriate areas, with attention to design and development standards.
Objective 5:	Support efforts of existing industrial businesses to expand and grow within the community.



Implementation Goals:

Goal 1:	Implement a systematic review of all appropriate ordinances including: Zoning, Subdivision, Sign, Parking, Landscaping, Floodplain, Wetland Ordinances, etc. to ensure consistency with the adopted Comprehensive Plan.
Objective 1:	Regularly review and revise the City's zoning ordinance to promote concepts from the Comprehensive Plan including mixed-use development, traditional neighborhood development, and transit-orientated development.
Goal 2:	Ensure the City of Oconomowoc Comprehensive Plan is an effective tool for making local land use decisions.
Objective 1:	Periodically review the goals and objectives to assess implementation success and consider additional objectives.
Objective 2:	When available, provide updated information and data to supplement the plan (e.g. Census data, zoning map, etc.).



Implementation Actions

The following table identifies a range of implementation actions that includes tools, programs and other resources that the city can use to achieve its goals. A general timeframe is included as a recommendation for when the action may be required:

- Ongoing – this action is currently in place today and should be carried forward.
- Short-Term – efforts toward this action should occur over the next 1 to 5 years.
- Mid-Term - efforts toward this action should occur over the next 5 to 10 years.
- Long-Term – efforts toward this action should be considered in the next 10+ years.

Topic	Action	Timeframe
	To be determined with Steering Committee – August 27th Meeting Review housing ratio definition Accessory dwelling units Track/review Affordability Policy Review housing stock for aging and Millennial housing	Short-term
	Establish a Truck Route map and determine wayfinding signage Establish an Official Map	
	Periodically inventory community facilities and utilities when DOA growth projections are released to assure residents needs are being met.	Short-term
	Monitor initiatives and successes of the Oconomowoc Watershed Protection Program and adjust sustainability goals as applicable	Mid-term
		
	Review 2015 ETJ boundaries and Extraterritorial Platting policy	Short-term
		
		