

Southwest Summit Avenue Land Use and Development Plan

CITY OF OCONOMOWOC
SOUTHWEST SUMMIT AVENUE
VISIONS
NOVEMBER 22, 2005

IN TEN YEARS...

- WALKING / BIKING ON TRAILS
- TRAIN
- HIGH CITY TROLLEY
- CARS
- OCONOMOWOC PARKWAY
- SH 67 KEY TRAVEL ROUTE
- BYPASS
- SILVER LAKE IMPORTANT CORRIDOR
- THACKERAY TRAIL CONNECTED TO SILVER LAKE

LOOKING DOWN...

- COLORFUL WINDSCAPE
- RISK OF BAD REDEVELOPMENT
- WATER PARK
- LITTLE CHANGING
- NO BELLMEAD RD.
- GREEN GRASS / OPEN SPACE
- TREES / BEAUTY
- GOOD DESIGN / RESPONSIBLE DEV
- NOT OVERLY DEVELOPED
- RECREATIONAL ACTIVITIES
- SAFE
- FEWER HOUSING UNITS
- CORSELY / LOCAL TRAFFIC FLOW
- BIKE PATHS / WALKWAYS

OCONOMOWOC PARKWAY

- SIDE WALKS
- BIKE PATHS
- CONNECTION TO SILVER LAKE
- THROUGH LOTS
- PARK / BALL FIELDS

SUMMIT AVE...

- GROcery STORE
- DINING OPTIONS
- BUS / WALK - STAIR ACCESSIBLE
- PROTECT TREES DURING DEVELOPMENT
- SAFE WALK / BIKING CROSSING SUMMIT
- COMMUNITY CITY
- NON-NATIONAL CHAIN RESTAURANTS
- UPSCALE CLOTHING STORE
- RETAIL ENHANCEMENTS

LEXINGTON + REGENCY

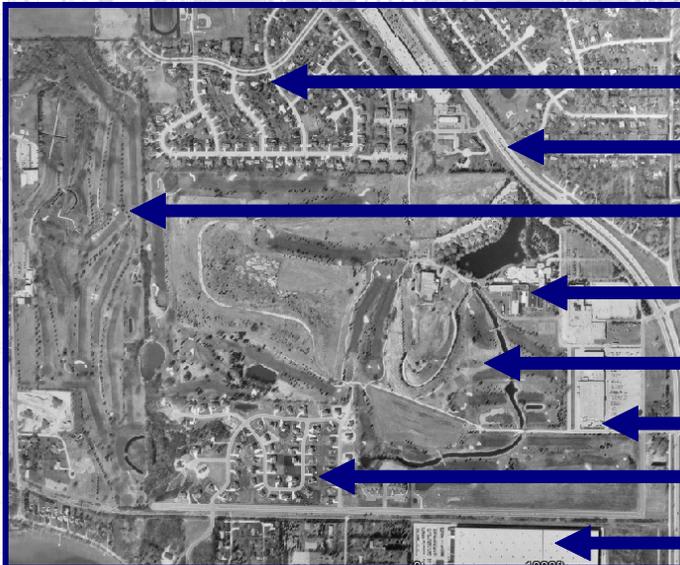
- IMPROVED CONTINUITY
- NO STRIP MALLS
- CINEMA / ENTERTAINMENT
- NATIONAL HOTEL

SILVER LAKE ST...

- SKATEBOARD PARK
- DOG PARK
- YOUTH CENTER
- LOW KEY
- SIDE WALKS, ATTRACTIVE LIGHTING
- BIKE PATHS

MOTORISTS EXIT I-94...

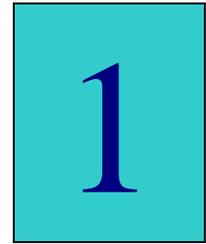
- RECREATION / CONCRETE WORK
- RECREATION / CONCRETE WORK
- ESCAPE FROM SHOPPING



- Thackeray Trail
- Summit Avenue
- Paganica Golf Course
- Olympia Resort
- Olde Highlander Golf Club
- 1989 Shopping Center
- Briarwood Subdivision
- Oconomowoc Parkway

April 15, 2007

Chapter 1: Introduction



WHERE IS THE SOUTHWEST SUMMIT AVENUE AREA?

This report is for the Southwest Summit Avenue area. The project area includes more than 653 acres bounded generally by:

- Oconomowoc Parkway on the South
- Thackeray Trail to the North
- Summit Avenue to the East
- Silver Lake Street to the West

The Southwest Summit Avenue planning area includes the original Scotsland Resort. The area accommodates a variety of land uses including, but not limited to, the Olympia Resort, a vacated exposition center building, two shopping centers, a gas station, Olde Highlander and Paganica golf courses, several apartment, duplex and other multiple family housing units, as well as, existing condominium and single family homes.

The project area is situated within the City of Oconomowoc in close proximity to both the city's central business district and the I-94 corridor. The Southwest Summit Avenue Area is located approximately halfway between Madison and Milwaukee. As a result, the site has the potential to serve both local and regional populations.

WHY WAS THIS PLAN DEVELOPED?

The purpose of this plan is to provide Oconomowoc with a clear policy direction for land use and development within the Southwest Summit Avenue area. This plan evaluates the long-term viability of existing land uses and proposes future land uses and infrastructure improvements (e.g. roads, water, sewer, etc.).

Prior to the initiation of this plan, the primary document to guide development of the Southwest Summit Avenue area was the 1996 *City of Oconomowoc Comprehensive Master Plan*. That plan provides general recommendations for land uses

throughout the city. Recommendations for the Southwest Summit Avenue planning area included:

- Urban residential development on vacant parcels of land located within and adjacent to the Olde Highlander Golf Club.
- Infill areas of suburban industrial development on the north side of Oconomowoc Parkway.
- Suburban commercial development along Summit Avenue.

The 1996 plan also included some general recommendations for roadway connections and internal street plans. More specific information from the 1996 plan is provided in Chapter 2.

As a comprehensive city-wide document, the 1996 plan does not offer the detail required to effectively guide the development and redevelopment of the Southwest Summit Avenue area. Information about the scale, theme, market and relationship of development in this area to existing uses is needed. Moreover, more specific recommended land uses, transportation changes and utility improvements (as well as associated costs) are necessary to effectively plan for the long-term use of this area.

This report seeks to address the opportunities and challenges associated with development of the Southwest Summit Avenue area. The underlying reasons for creating this plan are:

- To promote economic development opportunities in the context of recent development in the vicinity.
- To study the public facilities, i.e., sewer, water, electric and transportation and their adequacy for development of this area.
- To engage landowners in planning for the future of the area.
- To provide Oconomowoc with a clear implementation direction based on resident desires and expectations for approving new development in the project area.

Property For Sale in the Southwest Summit Avenue Planning Area



HOW WAS THE SOUTHWEST SUMMIT AVENUE AREA LAND USE AND DEVELOPMENT PLAN CREATED?

After distributing a request for proposal to consultants across the region, and interviewing interested firms, the City of Oconomowoc hired OMNNI Associates to coordinate with city staff, area landowners and the general public in the development of this planning document. OMNNI is an Appleton-based consulting firm of architects, engineers and planners. OMNNI was selected based on their commitment to public involvement activities throughout the planning program.

To initiate the planning process, an assessment of site history, existing development patterns, and adopted plans and ordinances was completed. This effort provided a clear documentation of existing development. Key landowners were also contacted during this phase of the planning effort to get their perspective on the area, as well as, their preliminary ideas related to future development in the Southwest Summit Avenue planning project area.

After the initial report was completed, a public Kick-Off Meeting was held to share the existing conditions assessment with area landowners. During this event, landowners and other interested stakeholders listened to a presentation of information from Chapters 2, 3, 4 and 5 of this report and then participated in a series of visioning activities. A summary of these activities is included in Chapter 6.

It was also at this point in the planning program that an interactive project web page was set-up to provide an interactive tool for residents and landowners to review draft plan information and offer feedback. The use of the internet was a valuable alternative for landowners and residents who could not attend public meetings, but still wanted to participate in the planning program.

Using information from the initial public Kick-Off Meeting, an overall vision for the Southwest Summit Avenue area was developed. This vision served a guide in the creation of three alternative development scenarios for the planning area. These three scenarios were presented to a focus group of area

landowners and later at a second public meeting to get feedback from interested stakeholders.

Based on the comments received from area landowners, residents and city staff, a fourth alternative was identified. For this alternative, additional detailed development information related to necessary city ordinance revisions, infrastructure improvements, phasing and timing is documented in this plan.

The entire planning process extended over a series of seven months. The process culminated in a formal public hearing preceded by a 30-day comment period to consider public ideas, concerns, and comments.

A central focus of this planning effort was to provide meaningful opportunities for residents and landowners to participate. Their active involvement was essential to understanding project area opportunities and constraints. More importantly, landowner and resident participation was necessary to help build consensus for the plan so that it can be effectively implemented. If these important stakeholders had not been engaged in the process, this document would be a far less effective planning tool for the Southwest Summit Avenue area.

PLANNING MEETINGS

November 2005 –	Kick-Off Meeting
January 2006 –	Landowner Focus Group Meeting & Public Meeting to Review Alternatives
March 2006 –	Fourth Alternative Review Meeting
April 2006 –	Public Open House and Plan Approval

HOW IS THIS PLAN ORGANIZED?

This plan is organized into a series of chapters that follow the planning process outlined in the previous section. The beginning chapters focus on an assessment of existing development patterns, site history, infrastructure, and a summary of past planning efforts. A comparative market analysis is then provided in Chapter 5 to identify potential development opportunities. From there, a vision for area development is presented in Chapter 6. Three development alternatives are provided based on the findings of the market study, existing conditions assessment, and stakeholder input in Chapter 7. Finally, a final alternative is identified and a specific implementation tasks are outlined.

HOW WILL THIS PLAN BE IMPLEMENTED?

Specific implementation recommendations are provided in Chapter 9. The **City of Oconomowoc Staff, Planning Commission and City Council** will work together to implement this plan. Staff will be responsible for drafting recommended ordinance revisions and coordinating with local landowners on development applications. The City Council and Planning Commission will be responsible for reviewing, refining and approving any updated ordinances necessary to implement the plan, as well as, associated development applications. Likewise, it will be incumbent upon the City Council and Planning Commission to use adopted ordinances as a tool to enforce the design and use recommendations outlined in this plan.

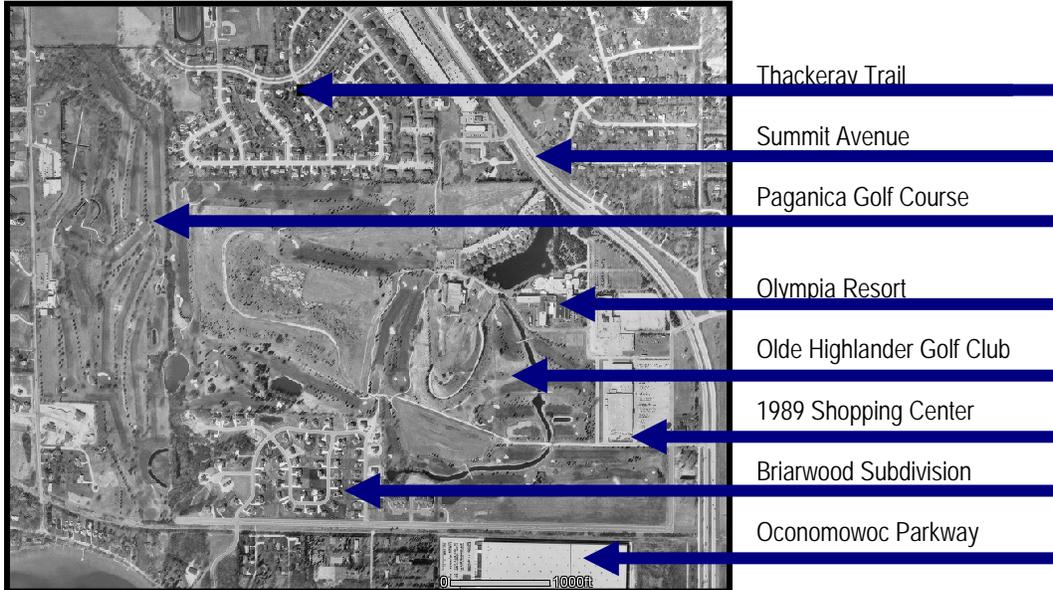
Developers and landowners should use this document as a guide for understanding recommended land uses, design elements and the overall concept for area development.

Area **residents** should also refer to this plan to understand anticipated improvements in the area. This information is also valuable to prospective residents who want to understand planned neighboring land uses.

Chapter 2: Site Assessment

2

EXISTING LAND USES



Source: SEWRPC 2000 Air Photo

The aerial photo above provides a general orientation to the project area. What follows is a more detailed description of the land uses within the Southwest Summit Avenue planning area.

Briarwood Subdivision. This subdivision includes 85 single-family lots on approximately 60 acres of land. The subdivision is located on the north side of Oconomowoc Parkway. Streets within this subdivision include: MacKenzie Lane, Turnberry Circle, Andrews Drive, Prestwick Court and Royal Troon Court.

Multiple Family Uses Along Oconomowoc Parkway. East of the Briarwood Subdivision is 8.83 acres of multiple family development (Valley Green Condominiums and Parkway Green). These units were built in the late 1990s. They serve as a transition between the Briarwood Subdivision and commercial uses further east along Oconomowoc Parkway.

Non-Residential Development Along Oconomowoc Parkway. On the north side of Oconomowoc Parkway (west of Unity Drive) two parcels are listed for sale and the corner property has recently been sold. A 4,825 square foot Kwik Trip gas station/convenience store and 1,580 car wash were built in 2003 on 1.5 acres located on the northeast corner of Oconomowoc Parkway and Unity Drive. Along most of the south side of Oconomowoc Parkway is the Target Distribution Center which was built in the early 1990s.



Briarwood Subdivision



Multiple Family Along Oconomowoc Parkway

Commercial Uses along Summit Avenue North of Commerce Drive.

In this portion of the planning area three shopping centers are located – the oldest of which was built in 1989 and includes a K-Mart store (89,480 sq. ft.), Fashion Bug (5,160 sq. ft.), Cheri Nails (1,920 sq. ft.), Subway (1,470 sq. ft.) and a vacated Pick ‘N Save (39,000 square feet). In 2003, a smaller strip mall (10,016 sq. ft.) was developed along the Summit Avenue frontage east of the shopping center built in 1989. An M&I Bank building also exists on a 1.25 acre parcel situated between the K-Mart and Summit Avenue (OCOC0614983). Approximately 2.25 acres of vacant land with frontage along Summit Avenue is available to accommodate additional development between the M&I Bank and the 2003 strip mall.

Olde Highlander & Paganica Golf Courses. The Olde Highlander Golf Club offers 18-holes on 146 acres. The course plays about 6,300 yards with four sets of tees to accommodate golfers of varying skill levels. The front nine is wooded and runs through rolling hills while the back nine features a stream that comes into play on seven holes. The Paganica Golf Course has 18 holes on 112 acres. The course plays about 6,500 yards from the longest tees. It also has a clubhouse and bar. A driving range and miniature golf course are located across Silver Lake Street from the Paganica Golf Course.

Expo Building, Theater & Sentry Store. In 1972, prior to construction of the Olympia Resort, a 73,825 square foot Exposition Building, 21,760 square foot 2-screen movie theater, and 27,000 square foot Sentry Store were built. The Exposition Building and Sentry Store were connected. The theater space is located across Royale Mile Road.

The initial concept for the Exposition Building was as an indoor mall featuring a variety of arts and craft stores. Later, a walkway was built between the Exposition Building and the Olympia Resort. The Exposition Building space was used as a convention and exhibit space by the Olympia Resort for several years.

The walkway has long since been removed. The Exposition Building has been vacant for about 10 years and the adjacent Sentry Store has been vacant for about four years.

The movie theater space now exists within the Olympia Resort. The theater remains under the same ownership as the Exposition Center.



Kwik Trip Corner of Oconomowoc Parkway and Unity Drive



K-Mart Store in Strip Mall on Summit Avenue



Olde Highlander Golf Club



Sentry Store

Olympia Resort. Originally constructed in the 1970s, the Olympia Resort is a 256-room luxury hotel with a full-service spa, two restaurants (Rick's Steak House and Frisco Bay Café), two lounges (Ugly Ducking Pub and Polo Lounge) that feature live weekend entertainment, an indoor and outdoor pool area and 40,000 square feet of meeting space. The property encompasses approximately 30 acres of land.

The Olympia Resort has recently expanded its spa to offer more than 17,000 square feet of spa services and additional amenities (e.g. roman pools, locker rooms, steam rooms, whirlpools, eucalyptus rooms, fitness classes, etc.) The expanded spa makes Olympia Resort one of the largest stay spas in Wisconsin.

The conference, convention, and event space at the Olympia Resort is substantial. Specifically, the resort has 20 meeting rooms - the largest of which is over 10,000 square feet with a capacity of 1,250 persons. The resort can also accommodate small groups in rooms that have capacities as low as 20 persons.

Olympia Sports Center. Year-round activities for Olympia resort guests and others are offered by the Olympia Sports Center which includes the Olde Highlander Golf Club (description on previous page), Highlands of Olympia Ski Hill, indoor tennis, racquetball and wallyball courts, a pub, golf and ski shops, and space for indoor golf lessons. The Highlands of Olympia Ski Hill is 205-feet - the highest point between Milwaukee and Madison. It features a 2,550-foot runout, two chair lifts, a rope tow and lighted runs. Snow-making and grooming equipment provide consistent conditions throughout the ski season.

Shorecrest Apartments. Built in the 1970s, Shorecrest Apartments include three buildings located along Regent Road on the north side of the Olympia Resort. In total, Shorecrest has 90 apartment units situated on 5.4 acres of land. One and two-bedroom units (plus one and two-bedroom units with lofts) are available. The monthly rent ranges from \$575 - \$815. Rent includes: water, sewer and heat (boiler).

Olympia Vacation Timeshare Building. This vacation building is located at the westernmost end of the Shorecrest Apartments. It is within walking distance to the Olympia Resort, as well as, the Olde Highlander Golf Club and Olympia Sports Center. Ownership is through a deeded timeshare. The building includes one and two bedroom units.



Olympia Resort Convention Space



Golf Carts Outside Pro Shop at Olde Highlander Golf Club



Shorecrest Apartments



Olympia Vacation Timeshare Building

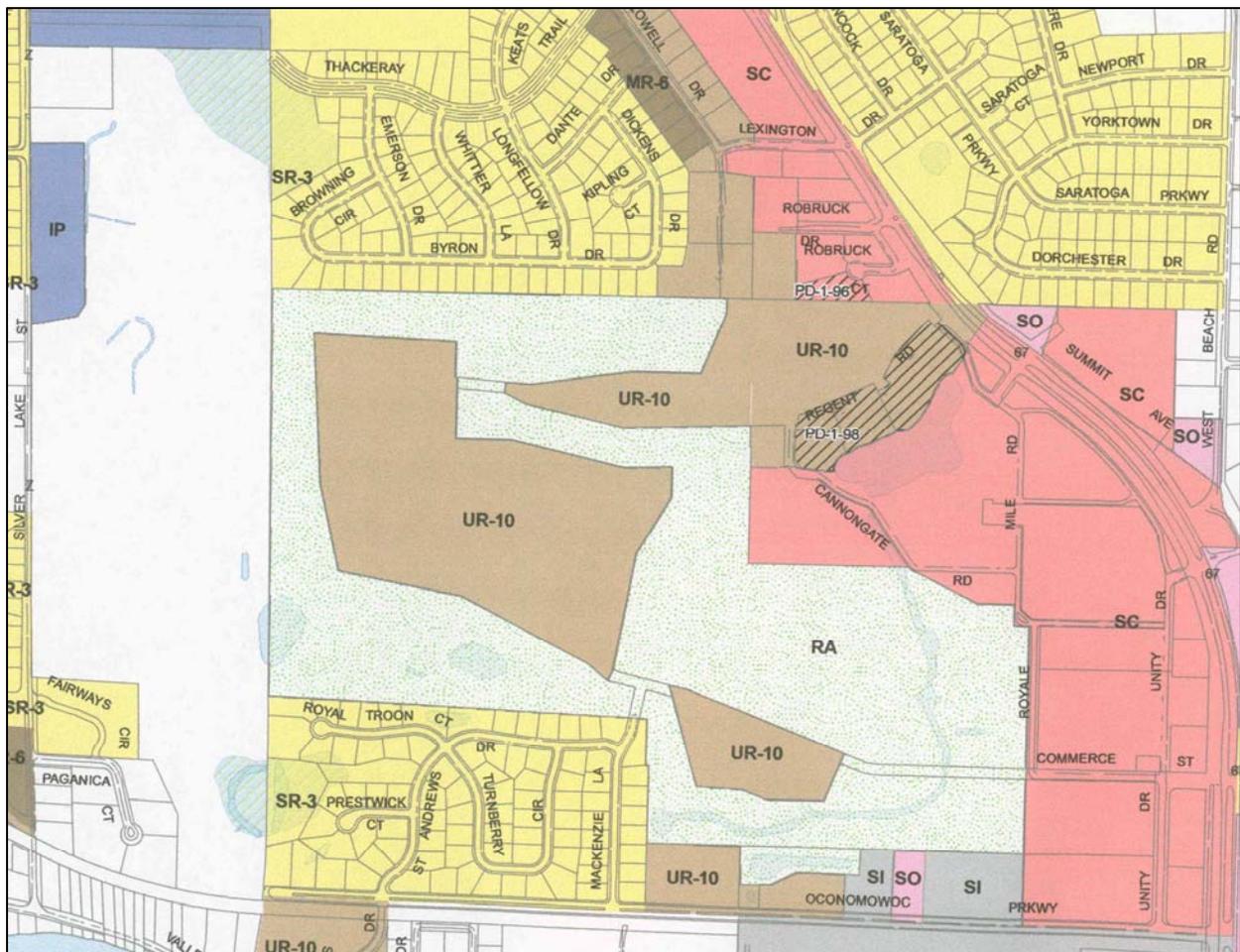
Land between Robruck and Lexington Drives. A mix of commercial uses exist in this portion of the study area. Robruck Drive and Robruck Court connect to one another, but there is no connection between Robruck and Lexington Drive. These uses are segregated from the rest of the planning area. Their only connection is via Summit Avenue.

project is provided below. The zoning districts listed in this section correspond to those parcels located within in the planning area. In general, areas located along Summit Avenue are zoned commercial. Businesses located in this area include K-mart, Brewers Two Café, and the Olympia Resort. Properties north of the Olde Highlander Golf Club (and some areas within the golf course itself) are residentially zoned for high density dwelling units such as apartments, condos and townhouses. The Briarwood Subdivision is zoned for single-family homes as is the neighborhood south of Thackeray Trail.

EXISTING ZONING

The Southwest Summit Avenue project area encompasses over 600 acres and more than 100 properties. A copy of the zoning map for the planning

City of Oconomowoc Official Zoning Map



Southwest Summit Area Zoning Districts		
District	Color on Zoning Map	Permitted by Right
RA Rural Agricultural	Spotted Green	Single-family homes on 35-acre lots, cultivation, selective cutting, and passive outdoor public recreation.
SR-3 Suburban Residential	Yellow	Single-family homes on 12,000 square foot lots, selective cutting, and passive outdoor public recreation.
UR-10 Urban Residential	Brown	Single-family homes, duplex, twin house, townhouse, multiplex, apartment units, as well as, selective cutting, and passive outdoor public recreation.
SC Suburban Commercial	Red	Selective cutting, passive outdoor public recreation, office, personal or professional services, indoor sales or services, and indoor maintenance service.
SI Suburban Industrial	Grey	Selective cutting, and passive outdoor recreation. Commercial and office uses are permitted as conditional uses.

Source: City of Oconomowoc Zoning Map

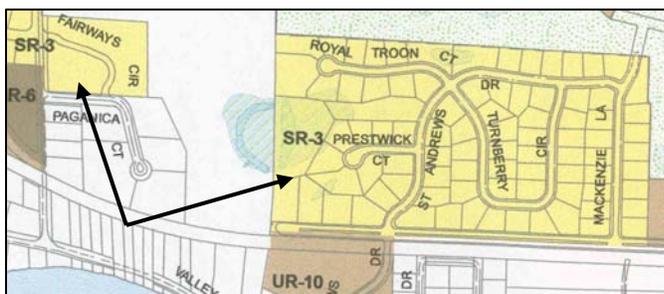
What follows is a more detailed description of the zoning districts found within the project area.

Rural Agricultural (RA): The purpose of this district is to permit development that is solely of a rural community character. The land use standards of this district permit very low-density single-family residential development at a density of 1 dwelling unit for every 35 acres. This district is intended to provide for the protection of agricultural activities and a rural residential environment. Conditional uses permitted in this district include outdoor commercial entertainment, commercial animal boarding, bed and breakfast establishments, campground, junkyard or salvage yard and communications tower.



The Ski Hill within the Olympia Resort is Zoned Rural Agricultural

Presently all land zoned RA is used for the golf club and ski hill as outdoor recreation space within the project area. The Sports Center building (home to a pub, golf/ski shops, grill, indoor racquetball and indoor tennis courts) is zoned SC.

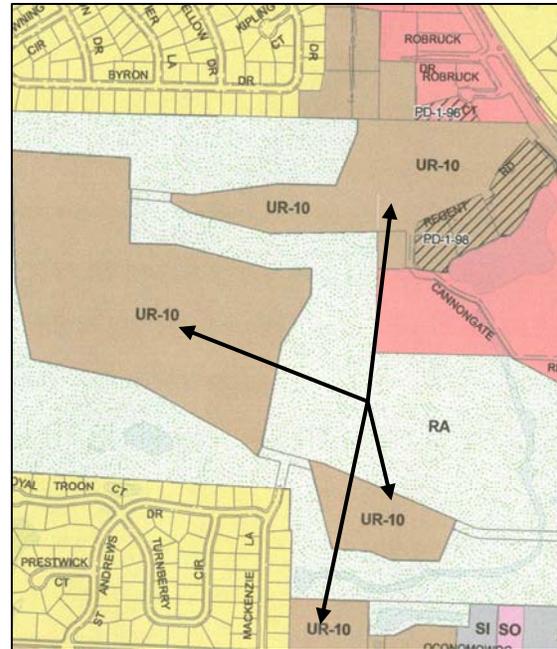


Suburban Residential (SR-3): This district is intended to permit development that has a moderate density to create suburban community character. Land uses permitted as conditional uses in this district include single-family homes (8,000 sq. ft. lot in a cluster development), clear cutting, indoor institutional, community living arrangements, and bed and breakfast establishments.

In the planning area, there are three areas zoned SR-3. These areas are developed with single-family homes in the Briarwood Subdivision, the Paganica CSM, and the subdivision south of Thackeray Trail.

Urban Residential (UR-10): This district is intended to permit development that has a high density, urban community character. It provides principal locations for multi-family development – including multiplexes and apartments. Land uses permitted as conditional uses within this zone include: single-family zero-lot line houses, two-flats, clear cutting, indoor institutional, outdoor institutional, community living arrangements, bed and breakfast establishments, group day care centers and boarding houses.

Within the planning area, some areas along Oconomowoc Parkway zoned UR-10 are developed as condominiums and apartment units. In addition, apartment and timeshare properties located on Regent Road have this zoning. The parcels located within the Olde Highlander Golf Club are zoned Urban Residential. These properties are currently undeveloped rolling woodland and grassy areas.



Suburban Commercial (SC): In this district large and small-scale commercial developments, compatible with the desired overall suburban community character of the area, are allowed. This is accomplished with relatively low maximum floor area ratios. Significant areas of landscaping are required in this district to ensure that the desired community character is achieved. A wide range of office, retail, and lodging land uses are permitted within this district. Land uses permitted as a conditional use in this district include outdoor institutional, outdoor display, in-vehicle sales or service, indoor commercial entertainment, commercial animal boarding, commercial lodging, group day care center, and bed and breakfast establishments.



Vacated Pick’N Save Store Zoned SC

Areas zoned SC are located primarily along Summit Avenue. Properties zoned SC include the Olympia Resort, the Sports Center building associated with the Olde Highlander Golf Club and Highlands of Olympia Ski Hill, a multi tenant retail strip mall built in 1989 (with a K-mart and unoccupied former Pick’N Save store as anchors), two newer multi-tenant retail strip centers along Summit Avenue (to the east of the shopping center built in 1989) and the Expo Center. It is important to note the Pick’N Save and Expo properties are vacated and for sale. The area along Robruck Court zoned SC is a planned unit development containing a community-based residential facility housing 34 residents.



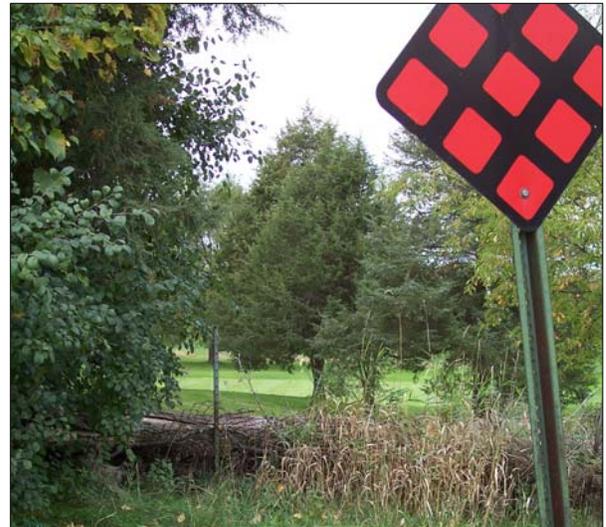
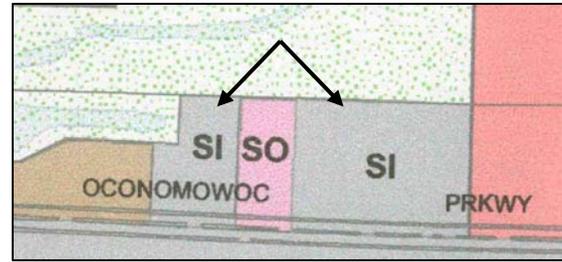
SI Zoned Properties For Sale Along Oconomowoc Parkway

During the development of this plan, a Stein Gardens & Gift store was in the development stage at the intersection of Unity Drive and Oconomowoc Parkway. This property is also located within the SC zoning district.

Suburban Industrial (SI): This district allows both large and small scale industrial and office development. The distinguishing feature of this district is that it is geared to indoor industrial activities that are not typically associated with high levels of noise, soot, odors or other potential nuisances for adjoining properties. Conditional land uses for this district include: medical clinics, financial institutions, health and fitness centers, restaurants, group day care centers, distribution centers, and light industrial land uses.

The three parcels zoned SI within the project area are currently vacant and for sale. On one of those parcels the office of accounting office of Winter, Kloman, Moter & Repp is planned for construction.

Town of Summit Zoned Land: Some Town of Summit zoned land is located within the project area. This land will be incorporated into Oconomowoc (after 2010) in accordance with the Town of Summit City of Oconomowoc border agreement. Presently, the Paganica Golf Course and the Paganica CSM exist on this property (one parcel within this CSM is already owned by the City of Oconomowoc).



View of Paganica Golf Course from End of Oconomowoc Parkway

DEVELOPMENT HISTORY

The photos at right illustrate the development history of the project area. Over the last 55 years the site has transformed dramatically. The first wave of developed occurred in the 1960s (see 1970 air photo) as residential neighborhoods established around the project area. The Paganica Golf Course was also developed during this decade.

During the 1970s the Olympia Resort, Olde Highlander Golf Club and Exposition Center were established (see 1980 air photo). In addition, the Shorecrest Apartments and Olympia Timeshare were also built.

During the 1980s, the only major change on the landscape was a multi-tenant strip commercial shopping center developed to the south of the Expo Center. This building was constructed in 1989 and includes a total of 137,030 square feet.

In the 1990s, development occurred along Oconomowoc Parkway. Projects included the Briarwood Subdivision and nearby condominium developments (see 2000 air photo at the beginning of this chapter).



1950 Air Photo



1970 Air Photo



1980 Air Photo



1990 Air Photo

SUMMARY OF PAST PLANNING EFFORTS

In the last decade Oconomowoc has engaged in three planning efforts that have addressed future land uses in the Southwest Summit Avenue project area:

- City of Oconomowoc Comprehensive Master Plan (1996)
- Downtown Revitalization Plan & Market Analysis (2004)
- Oconomowoc Bicycle & Pedestrian Trail Plan (2005)

A summary of the former is provided here. Information about the latter two is provided in Chapters 3 and 5, respectively.

The 1996 *City of Oconomowoc Comprehensive Master Plan* is a blueprint for growth and development in Oconomowoc. It was designed to be used by city officials as a policy guide to direct community development decisions, to assist with community facility budgeting and as a tool to focus and stimulate housing, business and industrial investment. As a long-range comprehensive planning tool concerned with a wide variety of environmental, economic, and social factors, the plan examines and provides recommendations for areas within Oconomowoc's corporate limits and beyond.

The *City of Oconomowoc Comprehensive Master Plan* includes a 2010 land use map. This map serves as the primary guide for future development within the city.

The *2010 Comprehensive Land Use Plan Map* indicates the following uses within the Southwest Summit Avenue project area:

- Resort
- Urban, Suburban and Mixed Residential
- Urban and Suburban Commercial
- Suburban Industrial
- Isolated Natural Areas
- Isolated Natural Areas Surface Waters
- Institutional

Many of the planned land uses in the 1996 plan correspond to districts in the zoning ordinance; however, some recommendations in the plan do not correspond to zoning districts. On the next page is a description of the categories of land use as defined in the plan.



**City of Oconomowoc Comprehensive Master Plan
Future Land Use Map for 2010**

City of Oconomowoc 2010 Comprehensive Land Use Plan		
Recommended Land Use	Color on Map	Description
Resort	Green	Private resort, recreation and lodging facilities
Urban Residential	Brown	Variety of residential units at densities up to 10 dwelling units per acre, schools, parks and churches
Suburban Residential	Yellow	Single-family residential development at densities up to 4 dwelling units per acre, schools, parks and churches
Mixed Residential	Dark Brown	Variety of residential units at densities up to 6 dwelling units per acre, schools, parks and churches
Urban Commercial	Red – white stripe going from bottom to top	Commercial, office, controlled outdoor display and institutional land uses, with moderate landscaping and signage
Suburban Commercial	Red – white stripe going from top to bottom	High-quality indoor commercial and office land uses with generous landscaping and limited signage
Suburban Industrial	Grey – white stripe going from bottom to top	High-quality indoor manufacturing, assembly and storage uses with generous landscaping and limited signage
Isolated Natural Areas	Light Green	Considered an environmental corridor defined as primary and secondary environmental corridors, and isolated natural features, per SEWRPC
Isolated Natural Areas Surface Water	Light Purple	Considered an environmental corridor defined as primary and secondary environmental corridors, and isolated natural features, per SEWRPC
Institutional	Light Blue	Large-scale public buildings, hospitals, and special-care facilities. Small uses may be permitted in other categories

The 1996 *City of Oconomowoc Comprehensive Master Plan* identifies areas around the Southwest Summit Avenue planning project area for future development. The area bounded by Forest Street, Oconomowoc High School, Paganica Golf Course and Silver Lake Street was planned to have mixed residential development, suburban residential, urban residential and urban commercial developments.

The comprehensive master plan also indicates that if either the Paganica or Olde Highlander Golf Clubs were to be redeveloped, two additional neighborhood parks would need to be established within the

Southwest Summit Avenue project area to fulfill neighborhood park requirements. A neighborhood park is usually around 3 acres in size and serves a population of up to 5,000 people within a ¼ to ½ mile radius. Neighborhood parks are used for recreational activities such as field games, court games, skating and picnicking. Playground equipment is also commonly found in neighborhood parks. Neighborhood parks should be easily accessible to local residents, geographically centered with safe walking and bike access, and may be developed as a school-park facility.

LONG-TERM VIABILITY OF EXISTING LAND USES

As is clearly documented so far in this chapter, there are a variety of land uses within the Southwest Summit Avenue planning area. The long-term viability of some, but not all, of these land uses is in question. For example, significant changes to the Briarwood Subdivision or the adjacent multiple family residential uses along Oconomowoc Parkway are not anticipated. Likewise, the apartment and timeshare units north of the Olympia Resort are unlikely to change dramatically in the future. These are all examples of viable land uses, well-established in the community.

This plan will focus on those parcels where the long-term viability of the land use is in question, or opportunities exist for change (e.g. development, expansion, remodeling, access improvements, etc.). Specifically, this planning effort will examine the:

- **Olympia Resort.** Over the years a variety of services and amenities have been offered at the Olympia Resort. The current owner is investing in the property to market its upscale leisure opportunities associated with the spa, ski-hill and area golf courses. Vision and investment in the Olympia Resort will be an important economic driver for redevelopment of the Southwest Summit Avenue planning area.
- **Olde Highlander Golf Club.** With this golf course it is important to consider the relationship of the course to surrounding parcels, both developed (e.g. Briarwood Subdivision, Olympia Resort) and undeveloped. This course has been redesigned several times over the last 15-20 years to accommodate residential and commercial re-zoning and development. It was initially developed in the 1970s to cater primarily to Olympia Resort guests. The vision was for this course to attract visitors to the Olympia Resort. However, since its construction, many upscale resorts have been developed in Wisconsin with premier golf facilities (e.g. Grand Geneva, Wilderness, House on the Rock, etc.). The Olde Highlander Golf Club has not retained its destination golf status. Olympia Resort guests who play the course today are staying at the property for another purpose (e.g. conference, wedding or spa amenities). The course is not a

primary attraction for Olympia Resort guests. This situation presents significant market challenges for the Olde Highlander Golf Club. This plan will examine market strategies that include its continued use as a golf course development and other development options.

- **Paganica Golf Course.** Unlike the Olde Highlander Golf Course, the Paganica Golf Course has retained its original design. The course enjoys a strong clientele of local golfers who consider the Paganica a public course for locals (as compared to the Olde Highlander course which is considered by many as more for tourists). Paganica and the Olde Highlander Golf Club both face market challenges though given their location adjacent to one another and the fact that there are 15 courses within an 15-mile radius of Oconomowoc and nearly 30 courses within a 30-mile radius.
- **Paganica Court CSM.** The southernmost parcel within this residential cul-de-sac development off



Olde Highlander Golf Club

Silver Lake Street is owned by the City of Oconomowoc. The southernmost parcel is in the path of the planned Oconomowoc Parkway extension discussed later in this plan.

- **Exposition Center and Sentry Store.** This property has an interesting history given its mix of uses, original vision, and connection to the Olympia Resort (more information on the history of this site was provided earlier in this chapter). Unfortunately, this property has been vacant and listed for sale for some time. The long-term viability of this site as an exposition center is in question. Accordingly, this plan considers a variety of options for this property aimed at providing a viable long-term development opportunity.

- **Retail Strip Centers.** In recent years, a significant amount of competing suburban commercial development has occurred along Summit Avenue and in the nearby Pabst Farm development (located on I-94 less than 1 mile from the study area). In fact, the Pick’N Save that was once an anchor in the 1989 shopping center within the planning project area relocated into the Pabst Farm development. These newer retail spaces are in direct competition with the 1989 shopping center in the project planning area. Strategies to remodel or reuse this center will be examined in this report in order to promote its long-term viability.



Multi Tenant Commercial Shopping Center in Planning Area

There is additional land available within the Southwest Summit Avenue planning project area with frontage along Summit Avenue to the south of the multi tenant retail shopping center built in 2003. This vacant land has the potential to accommodate additional retail uses. The market demand for additional shopping in the area is likely to increase, particularly if roadway connections are made to link Oconomowoc Parkway to residential areas to the west and the Pabst Farm development to the south.

- **Parcels for sale along Oconomowoc Parkway and Unity Drive.** Along the north side of Oconomowoc Parkway - across from the Target Distribution Center – two properties are posted for sale (totaling 7.895 acres) directly to the west of the to be developed Stein Garden & Gift Store. Along Unity Drive two parcels (totaling 8.921 acres) are for sale. Recommended land uses are provided in this plan to integrate these parcels with surrounding properties.

- **Three vacant parcels within the Olde Highlander Golf Club.** The three pieces of property within the Olde Highlander Golf Club (OCOC0614966, OCOC0609995, and OCOC 0614971001) are irregularly shaped and do not currently have direct access to a public street. The parcels are 23.75, 48, and 8.32 acres, respectively. Development density, mix of uses and connectivity are primary issues to be addressed with respect to planning for the long-term use of these three properties.
- **Properties along Robruck and Lexington Drives.** Opportunities for transportation connections between these streets will be considered as part of the long term development strategy for the area. These connections will impact the long-term viability and success of these properties.



Parcel For Sale on North Side of Oconomowoc Parkway



Undeveloped Parcel within Olde Highlander Golf Club

DEVELOPMENT PENDING

Recently two proposals have received approvals from the City of Oconomowoc. These projects are important to mention specifically as the plan for the Southwest Summit Avenue area will need to consider these uses.

The first is a new Stein Gardens & Gift Store on a 6.2 acre parcel located on the northwest corner of Oconomowoc Parkway and Unity Drive. Construction is anticipated in the spring of 2006. The proposed 37,726 square foot store will carry lawn and garden supplies, outdoor planting materials, nursery stock, houseplants, giftware and holiday decorations.

The other approved proposal is a 2.5 acre CSM at the entrance to the Olympia Resort off of Summit Avenue. The CSM is located directly north of the existing Olympia Resort building and west of an existing pond. The landowner intends to develop an additional chain hotel at this site. This new hotel would cater to business travelers, families and other visitors looking for a less expensive lodging choice than the Olympia Resort. The location will benefit from its close proximity to I-94. No formal site plan application has been submitted for the new hotel development, only the CSM has been approved by the city.

In addition to these proposals, owners at the Olympia Resort have been investing in the property to make many general improvements (e.g. furnishing replacements, spa expansion, painting, new carpeting, redecorating of the lobby area and suites, opening of a pizza parlor, etc.). They are also seeking to create a semi-permanent outdoor tent space with views of the Olde Highlander Golf Club for outdoor events including wedding receptions and luncheons. These improvements are part of a strategy aimed at bringing more guests to the resort to use the many on-site amenities (e.g. restaurants, bars, spa, pool, etc.) and to support the development of a chain hotel by providing amenities at the Olympia Resort that will be available to guests at both accommodations.



Stein Gardens & Gifts Store Location



Approved CSM Location Between Summit Avenue and Olympia Resort



Olympia Resort

NATURAL FEATURES

The natural features within the Southwest Summit Avenue project area are directly related to the existing land use found there. Two golf courses dominate the planning area. They provide an engineered natural environment. Over the years, lakes, drainage areas, and a ski hill have been added to the area. The moderately rolling terrain supports a wide variety of wildlife and small mammals. Within the Olde Highlander Golf Club, there are three vacant parcels that were not graded and landscaped with the rest of the golf course. These areas provide excellent habitat for wildlife.

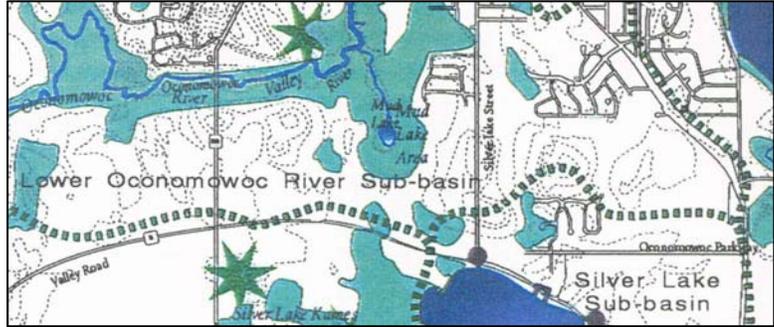
The Paganica Golf Course located along Silver Lake Street contains two natural areas that have been identified by Waukesha County. Development in these natural areas is restricted by State regulations. Any development/land alternations in these two areas will require permits from the Wisconsin Department of Natural Resources.

The project area is located within two water basins: the Silver Lake Sub-Basin and the Lower Oconomowoc River Sub-Basin. Portions of the property drain to either Silver Lake or to the Lower Oconomowoc River.

DEVELOPMENT CHALLENGES

Earlier in this chapter the issue of the long-term viability of land uses within the project area was discussed. In that section, those properties with questions surrounding their long-term viability were identified. Alternative land use patterns directed at addressing these long-term viability questions are provided later in this plan.

In this section, general development challenges facing the Southwest Summit Avenue Planning Area are identified. These issues are inherent to the planning area and will be challenges to the successful implementation of this plan.



Natural Resources Map from the 1996 Oconomowoc Comprehensive Plan. Dashed green lines indicate watershed sub-basin boundaries. Bright green areas are described as “natural areas.”



Undeveloped 24 Acre Parcel within the Olde Highlander Golf Club

- **Irregular Parcel Shapes.** This challenge relates primarily to the three parcels situated within the Olde Highlander Golf Club. The irregular shape of these properties makes their development challenging.
- **Ownership.** There are a number of different property owners within the planning area. Each owner has a unique interest and expectation for their land. Some of these expectations conflict. Through the planning process an effort was made to address differences by bringing the property owners together to consider a collective plan for the entire area.
- **Existing Easements and Deed Restrictions.** Several easements exist on the Olde Highlander Golf Club for the construction of roads to the three vacant parcels located within and adjacent to the golf course. These easements have been in place for many years and stipulate clearly

where roads may be built. Deviation from these easements would be a challenge for site development.

- **Vacancy.** There are buildings within the planning area that have been vacated and represent opportunities for redevelopment. These empty building spaces are a visual reminder of the challenges of development in this area. The spaces that are available (e.g. Pick ‘N Save and Sentry) are not large enough to accommodate the needs of a major retail chain or discount store, but at the same time, are bigger than desired by start-up and local businesses. This challenges occupancy of these sites. Likewise, there is a need to ensure that uses within the Expo Center are compatible with one another, perhaps even utilized by a single occupant.
- To be successful, proposed uses must be marketable. Accordingly, the planning process for the Southwest Summit Avenue area focused on potential uses based on a comparative market analysis, landowner desires, and resident interest.
- **Transportation Access.** Currently, the project area contains a mix of public and private streets. This creates challenges with respect to design consistency and accessibility. Traffic volumes and signalized access points along Summit Avenue are also a challenge to development.
- With respect to transportation access in the planning area, there are several areas where connecting (or thru) routes are needed to improve traffic flow and to provide better connections to outlying areas of Oconomowoc and beyond. Several of these routes are delineated in the *1996 Comprehensive Master Plan*. Their completion required a careful look at the existing and potential uses in the Southwest Summit Avenue planning area.
- To appreciate roadway opportunities and constraints, a traffic analysis is provided in this plan to assess existing traffic volumes, and routing concerns. The development alternatives considered in this plan seek to mitigate traffic issues with recommendations related to ownership, connectivity, and accessibility improvements. The options also consider opportunities for pedestrian and bicycle access in

accordance with local sidewalk and bike lane policies.

- **Mix of Uses / Designs / Styles.** The uses developed in the project area were built by many different landowners over several decades. The styles and designs of buildings differ significantly from one property to the next. As a result, there is little relationship between the developments located in the planning area from a visual standpoint and a need, in some instances, to maintain buffers between uses. Opportunities exist to use landscaping, creative zoning, signage and building materials to visually connect the properties within the Southwest Summit Avenue planning area.
- **Roadway Jurisdiction Issues.** Within the planning project area CTH Z is currently under Waukesha County jurisdiction – though significant portions of the development along this roadway is within Oconomowoc and by 2010, most land along this roadway will be within the city (see Land Jurisdiction Changes below). Similarly, Oconomowoc Parkway, which is currently a city street, has the potential (if connections are made to the west) to revert to a county route replacing CTH B (to the south). Accordingly, CTH B could become a Town Road. More information on these roadway issues is included in Chapter 3.
- **Land Jurisdiction Changes.** A s. 66.027 agreement between the City of Oconomowoc and the Town of Summit outlines the transfer of properties within the westernmost limits of the planning area to the City of Oconomowoc on January 1, 2010. This situation presents a challenge to the planning effort because the lands in question (Paganica Golf Course and CSM) are not currently under city jurisdiction (though the city does own one lot in the CSM) and the delay in the transfer through attachment will likely delay implementation efforts in this area.

Chapter 3: Transportation Features

Previous Transportation Plans

The 1996 *City of Oconomowoc Comprehensive Master Plan* identifies several potential transportation improvements in the Southwest Summit Avenue planning area. What follows is a summary of information from that plan as it relates to the project area.

Oconomowoc Parkway

Identified on the 2002 *City of Oconomowoc Transportation System Map*¹ are proposed right-of-way extensions within the project area. The plan proposes acquisition of an 80 foot right-of-way to connect Oconomowoc Parkway with Silver Lake Street. The blue dashed line represents this extension.

Internal Road Network

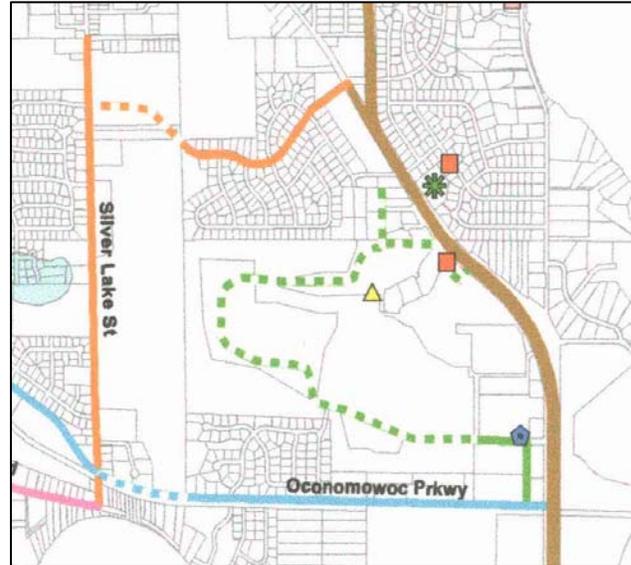
Also on the 2002 *City of Oconomowoc Transportation System Map* is a green dashed line within the Olde Highlander Golf Club indicating a proposed 60-foot right-of-way. This recommended right-of-way is located on several existing trails and would provide potential access to the UR-10 zoned parcels located in the planning project area.

Thackeray Trail

The orange dashed line located west of Thackeray Trail on the 2002 *City of Oconomowoc Transportation System Map* represents a proposed 100-foot right-of-way acquisition. This extension is not located within the project area, but it is important to note since any road extension here will impact future development within the project area.

Summit Avenue

The comprehensive plan identifies Summit Avenue as a community entryway from I-94. Entryways such as Summit Avenue are visual “front doors,” and the 1996 plan indicates these areas should be protected and enhanced whenever possible. Recommended enhancements in entryways like Summit Avenue include entry signs and/or public art announcing entry into the city. Nearby access to the I-94 corridor is an important asset to the planning project area. Interstate 94 carries large volumes of traffic and provides convenient access for travelers to development within the Southwest Summit Avenue planning project area.



2002 City of Oconomowoc
Transportation System Map

¹ This 2002 map was included as an updated map within the 1996 plan.

Oconomowoc Bicycle and Pedestrian Trail Plan

In 2005 the City of Oconomowoc completed a Bicycle and Pedestrian Trail Plan. The plan was developed in recognition of the fact that the population of Oconomowoc is growing. Automobile traffic generated by this growth makes pedestrian and bicycle travel challenging. Accordingly, proactive bicycle and pedestrian planning is critical to provide a high quality of life for residents. The plan indicates that Oconomowoc lacks east/west and north/south roads to accommodate bicycle and pedestrian traffic. Within the Southwest Summit Avenue planning area, the plan identifies Summit Avenue and Silver Lake Street as main north/south routes and Oconomowoc Parkway and Thackeray Trail as main east/west routes for bicyclists and pedestrians.

The plan lists the benefits of bicycling and walking as: enjoyable exercise, economical transportation, ability to choose an alternative transportation mode, independence or mobility for children or those who do not drive, and contact with neighbors and the physical environment.

The plan offers several recommendations that pertain specifically to the Southwest Summit Avenue planning area:

- With respect to Oconomowoc Parkway, the plan identifies an expected extension between Silver Lake Street and Summit Avenue, and later, an extension between Summit Avenue and Pabst Farms. The plan recommends on-road bicycle facilities along Oconomowoc Parkway. Suggested bicycle facilities, in order of preference, include 5-foot wide bike lanes with bike route signage, wide outside lanes with bike route signage, or just bike route signage. This route is considered especially important because it will be a main east/west link to connect Silver Lake Street and the downtown to Pabst Farms and the new YMCA.
- The plan also indicates an expected extension of Thackeray Trail through to Silver Lake Street with a signalized

intersection. The plan recommends that when this extension occurs, Thackeray Trail should be repaved and bike route signage should be provided. This route is also identified as very important because it connects neighborhoods east of Summit Avenue with the High School, Middle School, the downtown area, and the northern part of the city.

- The plan also recommends an on-road and/or off-road facility be provided through any new development west of Summit Avenue, between Oconomowoc Parkway and Thackeray Trail, on the Olympia property that is proposed to be redeveloped.

Some general guidelines/policies are also included in the *Oconomowoc Bicycle and Pedestrian Trail Plan* that may impact development of the Southwest Summit Avenue planning area. These include:

- Future development should accommodate grid street patterns, or provide multiple north/south and east/west routes for pedestrians and bicyclists.
- The city will require sidewalks on both sides of streets and a separate bicycle facility (e.g. lane, signage, trail, etc.).



Trail Recommendations Map
 Red = On-Road Green = Multi-Use Blue = Conceptual

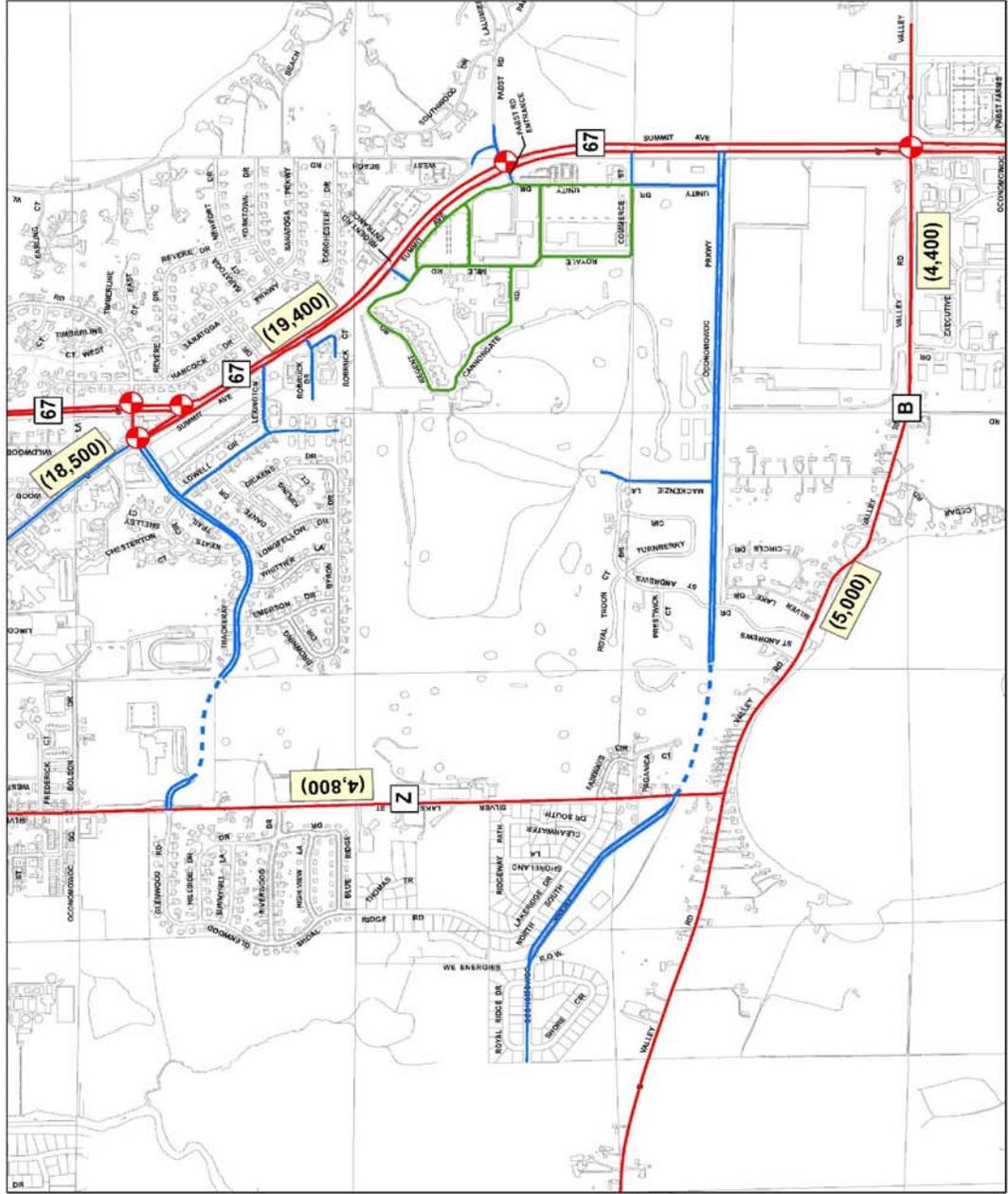
EXISTING ROAD NETWORK SOUTHWEST SUMMIT AVENUE PLANNING AREA

Legend

- TRAFFIC SIGNAL
- ROAD CLASSES
- COUNTY/STATE ROUTE
- CITY ROAD
- PRIVATE ROAD
- PROPOSED ROAD
- TRAFFIC COUNT (XXXX) (2003)



1 inch equals 1,000 feet



SOURCE: MAP BASE DATA PROVIDED BY THE CITY OF OCCONOMOWOC

FILE: F:\Municipal\Jobs\M12\G05 (Oconomowoc)\Research\Zip Data Existing_Road_Network_10-25-05.mxd

Existing Transportation Network Conditions

Summit Avenue

The eastern border of the study area is a major component of the regional transportation network in Waukesha County. This transitional 4-lane divided, arterial highway provides access to I-94 (to the south) and STH 16 (to the north). The current speed limit along Summit Avenue adjacent to the study area is 45 miles per hour.

Access to the planning area along Summit Avenue has been limited to a few intersections. The intersections of Summit Avenue and Valley Road (CTH B) and Summit Avenue and Pabst Road are traffic signal controlled. A traffic signal “triangle” exists at the northeast corner of the study area with the configuration of Summit Avenue, STH 67 bypass, and Thackeray Trail. The Summit Avenue intersections with Regent Road, Robruck Drive, and Lexington Drive are stop-controlled for the intersecting streets. Dedicated turn lanes exist along Summit Avenue at each of these intersections.

Based on 2003 Wisconsin DOT traffic counts, traffic volumes on Summit Avenue are approximately 19,400 AADT² south of the STH 67 bypass and 18,500 AADT north of the bypass. These volumes have remained relatively stable over the past several years. Summit Avenue may see a reduction in traffic volumes due to vehicles using the recently opened section of the Oconomowoc Bypass rather than going through downtown Oconomowoc.



Summit Avenue Corridor Map

² AADT = Annual Average Daily Traffic

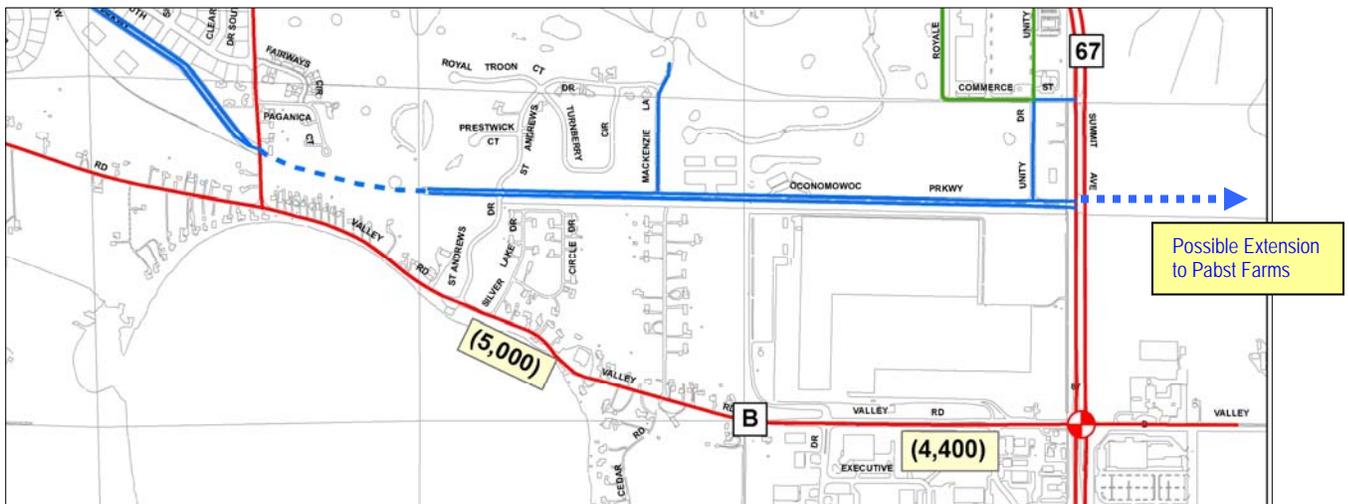
Oconomowoc Parkway

Oconomowoc Parkway is an east-west street that acts as the southern border to the study area. It currently exists as two segments. The western part is a 2-lane roadway that starts at Silver Lake Street (CTH Z). It mostly serves adjacent residential development. The eastern segment is a 4-lane divided boulevard that starts at Summit Avenue and heads west where it ends at the east property line of the Paganica Golf Course. The intersection with Summit Avenue is stop controlled, although the intersection has been built to accommodate a traffic signal and additional turning movements. No traffic volumes are available for Oconomowoc Parkway.



Oconomowoc Parkway View from Briarwood Subdivision Looking East

Consistent with adopted city plans, it is anticipated that the two segments of Oconomowoc Parkway will be connected sometime in the future. This would improve access between residential areas in the southwest part of the city and the Summit Avenue and I-94 corridors. It is also expected that Oconomowoc Parkway will be extended east of Summit Avenue to connect to the Pabst Farms development. It is probable that the intersection of Summit Avenue and Oconomowoc Parkway would become traffic signal controlled at that time.



Oconomowoc Parkway Map

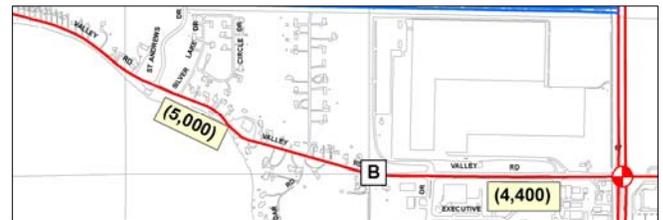
Silver Lake Street (CTH Z)

The first north-south highway located west of the study area is Silver Lake Street. From the south, Silver Lake Street starts at the intersection with Valley Road (CTH B) and heads north into downtown Oconomowoc. It is a rural 2-lane roadway adjacent to the study area, although it becomes an urban street north of the study limits. Silver Lake Street serves as a major collector for various institutions (e.g. churches and schools) to the east and residential development to the west.



Silver Lake Street

Traffic volumes along Silver Lake Street show a substantial increase over the past few years. There were 3,200 AADT in year 2000 and 4,800 AADT in 2003. This increase is likely due to residential growth in the area with access from Silver Lake Street and development along Oconomowoc Parkway west of Silver Lake Street.



Valley Road (CTH B)

Valley Road (CTH B)

Valley Road is a rural 2-lane east-west collector highway south of the study limits. It serves as access to many residences and public facilities along the north shore of Silver Lake. Valley Road intersects Summit Avenue just north of I-94. Traffic volumes along Valley Road show a significant increase over the past few years. West of Summit Avenue, Valley Road had 3,500 AADT in year 2000 and 4,400 AADT in 2003. East of Silver Lake Street, Valley Road had 3,900 AADT in 2000 and 5,000 AADT in 2003. This growth is likely due to residential developments along Silver Lake Street and the developments along Oconomowoc Parkway (west of Silver Lake Street) using Valley Road to access Summit Avenue.



Thackeray Trail

Thackeray Trail

Thackeray Trail is primarily an east-west street located at the northern border of the study area. It is a rural boulevard that starts at the intersection of Summit Avenue and heads west until it dead-ends at the east property line of the Paganica Golf Course. It is anticipated that Thackeray Trail may be extended west to Silver Lake Street (CTH Z). The easternmost part of Thackeray Trail between Summit Avenue and Lowell Drive serves commercial uses, while the segment west of Lowell is residential. No traffic volumes are available for Thackeray Trail.



Thackeray Trail between Summit (STH 67) and Silver Lake Street

Lexington Drive and Lowell Street

Lexington Drive is a local street within the study area that services commercial developments along Summit Avenue. Lowell Drive serves as a connection between Lexington Drive and Thackeray Trail.

Robruck Drive and Court

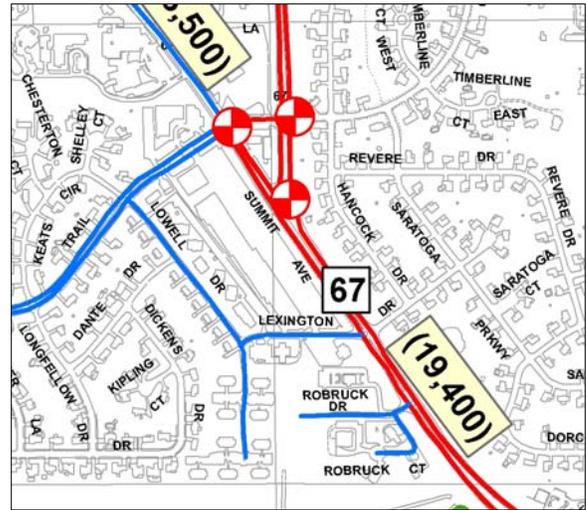
Robruck Drive is a local street within the planning study area that services commercial developments along Summit Avenue. Robruck Drive also provides access to Robruck Court. These streets do not have connectivity with other streets in the study area.

Regent Road Entrance

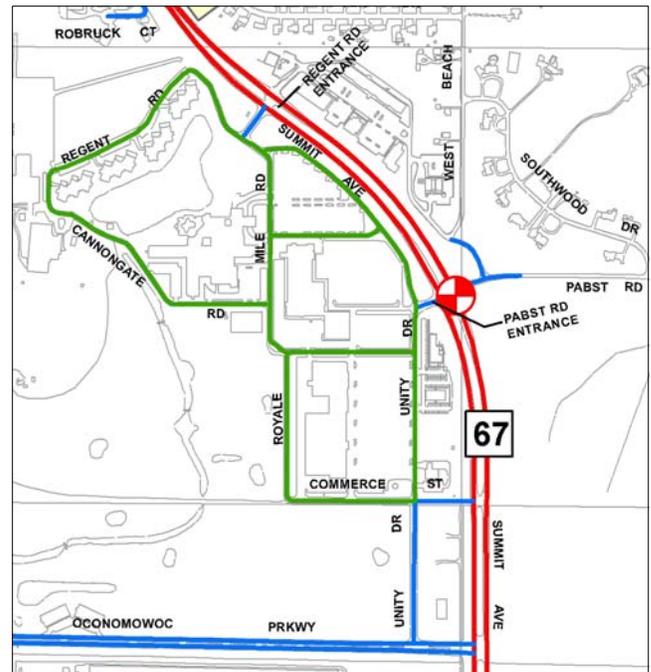
The Regent Road entrance is the primary access to the Olympia Resort. To the north and west of this entrance, Regent Road becomes a private drive that serves the Shorecrest Apartments, Olympia Timeshares, Olde Highlander Golf Club, and the Highlands of Olympia Ski Hill. To the south, Royale Mile Road becomes a private access road to the resort and spa facilities. Cannongate Road, another private drive, connects Regent Road and Royale Mile Road, and serves as a secondary access to the resort, apartments, and outdoor recreation uses.

Pabst Road Entrance

The Pabst Road entrance is the main access from Summit Avenue to the commercial developments in the southeast corner of the study area (e.g. multi-use retail strip malls). To the north, it connects to a private perimeter road along Summit Avenue and around the parking lot of the Exposition Center. To the south, it becomes the private portion of Unity Drive. The intersection with Summit Avenue is traffic signal controlled. To the east of Summit Avenue, Pabst Road serves existing residential uses and the Pabst Farms development.



Vicinity Map of Lexington Drive, Lowell Street, Robruck Drive and Robruck Court



Regent and Pabst Road Entrances from Summit Avenue to Planning Area

Unity Drive

Unity Drive is a north-south street that offers access to commercial development in the southeast corner of the study area. Unity Drive starts at Oconomowoc Parkway and continues north to Commerce Street. It then continues to the Pabst Road entrance as a private drive.

Commerce Street

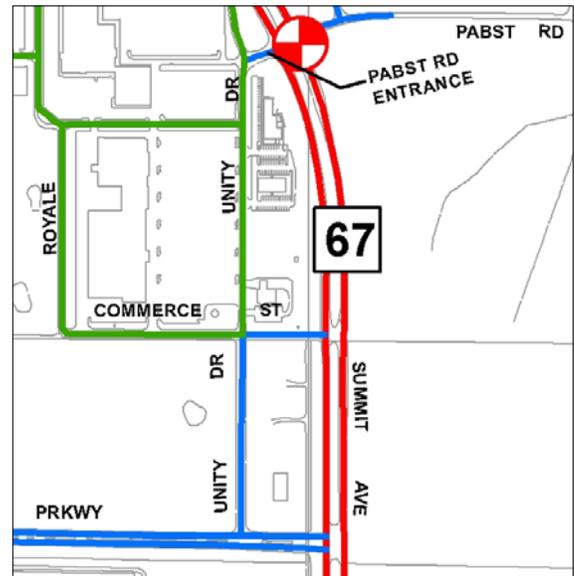
Commerce Street is a private east-west street in the southeast corner of the study area. At one time Commerce Street had direct connection with Summit Avenue, but this access was eliminated when Oconomowoc Parkway was extended to connect with Summit Avenue. To the west, Commerce Street becomes Royale Mile Road, a north-south private road, which serves as rear entrance to existing commercial developments.

Pedestrian Network

There are limited pedestrian facilities within and around the study area. There are very few roadways with sidewalks, and those that do have sidewalks, such as near the intersection of Oconomowoc Parkway & Summit Avenue, lack continuity with other parcels. Most pedestrian activity occurs in the residential areas, such as along Thackeray Trail, Silver Lake Street, and the Briarwood Subdivision. Due to the nature of the present commercial developments, limited pedestrian activity occurs between them today.



Unity Drive



Commerce Street



Sidewalk along Oconomowoc Parkway
On Kwik Trip Parcel

Challenges & Opportunities

What follows is a summary of challenges and opportunities based on an assessment of existing transportation network. The ideas documented here were used to prepare the development alternatives presented later in this plan.

Summit Avenue

Traffic control and access control will continue to be areas of concern as development continues along Summit Avenue. Steps should be taken to increase connectivity between the commercial developments within the study area to alleviate congestion on Summit Avenue. Currently, commercial developments are separated into three segments based on their access to Summit Avenue:

1) Lexington Drive north, 2) Robruck Drive, and 3) Regent Road south. Patrons at one location that want to visit another currently must access Summit Avenue. It is recommended that there be additional connectivity between these segments that will not require access to Summit Avenue.

Traffic collisions are a concern along Summit Avenue. In the past three years the intersection of Summit Avenue and Robruck Drive has experienced 12 collisions, and there have been 10 collisions at the intersection of Summit Avenue & Lexington Drive. These collisions are likely due to the high speeds of vehicles traveling along Summit Avenue and turning movements at these intersections (including northbound left turns and eastbound left turns). A connection between Lexington Drive and Robruck Drive is a critical strategy to mitigate these collisions. This approach would reduce the number of vehicles making ingress and egress turning movements on Summit Avenue.

Additional roadway and intersection improvements may be necessary as the study area develops. These include, but are not limited to: turn movement restrictions to right-in/right-out, installation of directional turn medians, traffic signals, and intersection closures. More detailed recommendations are provided with the development alternatives later in this plan. However, a full traffic study should be conducted before building any improvement.



Summit Avenue Corridor Map

Oconomowoc Parkway

The connection of Oconomowoc Parkway to Silver Lake Street would allow increased accessibility between developments south and west of downtown, Summit Avenue, and the I-94 corridor. The connection should be built as a 4-lane divided roadway to maintain uniformity with the existing section. The primary challenge to this connection is the fact that two holes on the Paganica Golf Course are situated between Oconomowoc Parkway and Silver Lake Street. A connection can be accomplished with a redesign of these two holes. Alternatively, based on the desire of the owner, more aggressive action could be taken to reduce the course from an 18- to a 9-hole layout, transition the course to an executive 18-hole course, junior course, reduced par course, or redevelop the site entirely if Oconomowoc Parkway is extended. These more dramatic options would be at the discretion of the owner. Again, a redesign of two holes is all that is required to accommodate an extension of Oconomowoc Parkway.

Oconomowoc Parkway is expected to experience a considerable increase in traffic with the connection between the west and east segments of the road, as well as, a future extension east into the Pabst Farms development. The intersection of Summit Avenue and Oconomowoc Parkway will most likely warrant a traffic signal. As stated, the intersection has been built to accommodate a traffic signal as well as an increase in left turning vehicles. The intersection with Silver Lake Street will need to be designed to accommodate additional turning movements due to a shift in vehicles now using Valley Road to Oconomowoc Parkway.

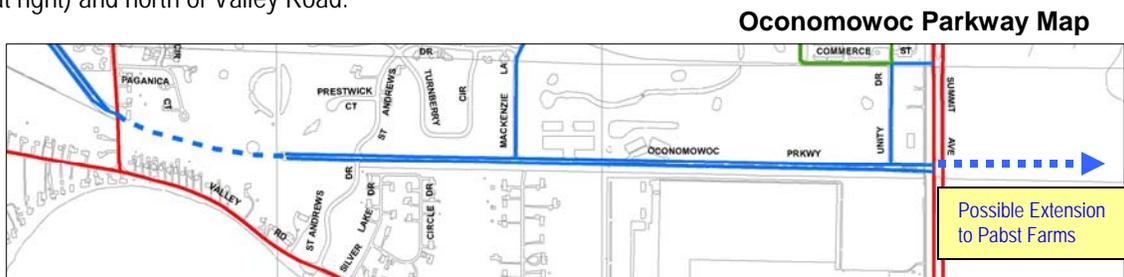
Any extension to the east should be built in a manner to minimize the impacts to surrounding properties. Traffic noise abatement and aesthetics should be considered for the residences south of the WE Energies right-of-way (see picture of overhead power lines at right) and north of Valley Road.



End East Segment of Oconomowoc Parkway View West toward Paganica Golf Course



East Looking View of Oconomowoc Parkway Intersection with Summit Avenue



Silver Lake Street (CTH Z)

Silver Lake Street is a primary connection between Downtown Oconomowoc and the developing area south and west of the Downtown. It is anticipated to remain as such as development of the Southwest Summit Avenue planning project area is completed. Vertical sight distance improvements may be required for some portions of Silver Lake Street. Intersection improvements may also be warranted with increased development - such as at the intersection with Valley Road and the intersection with Oconomowoc Parkway (assuming the roadway extension is completed).

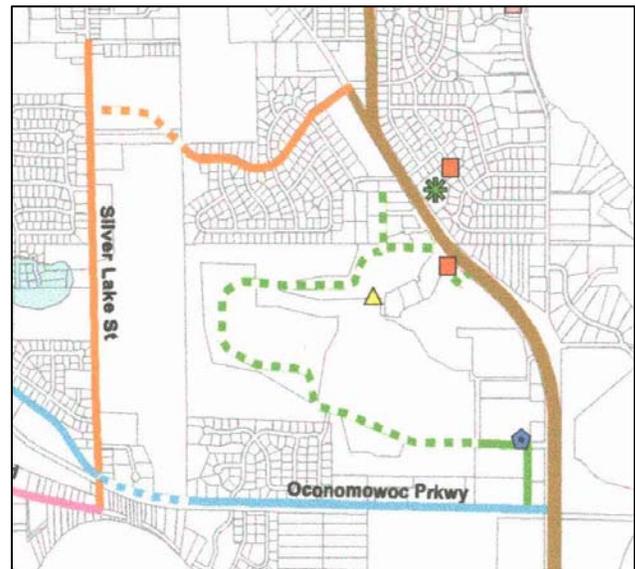
Valley Road (CTH B)

It has been discussed that if Oconomowoc Parkway were to be extended between Summit Avenue and Silver Lake Street, the jurisdiction of CTH B (west of Dousman Road) could be transferred to the Town of Summit. This would allow CTH B, which functions primarily as a local access route in this area, to exist as a town road. In turn, Oconomowoc Parkway would serve as a county route in this area. This change would reduce likely traffic volumes along Valley Road in an area primarily dominated by homes and recreational facilities and shift through traffic to Oconomowoc Parkway, which has been constructed to accommodate higher traffic volumes as a 4-lane divided highway.

If Oconomowoc Parkway is extended to Silver Lake Street and becomes CTH B, the intersection of Silver Lake Street & Valley Road and the intersection of Silver Lake Street & Oconomowoc Parkway will need to be designed to accommodate the additional turning movements created by vehicles traveling along the new CTH B. A roundabout at this location is recommended.

Thackeray Trail

An extension of Thackeray Trail to Silver Lake Street would allow increased accessibility between residential development along Silver Lake Street, Summit Avenue and the I-94 corridor. Moreover, it would also result in a secondary access to the high school. If needed, potential traffic calming techniques could be employed to reduce the amount of cut-through traffic (e.g. traffic circles, bumpouts, etc.).



Lexington Drive / Robruck Drive Area

A connection between Lexington Drive and Robruck Drive is an important improvement for the study area. This would reduce the number of vehicles making ingress and egress turning movements on Summit Avenue. A possible means to achieve this connection would be to extend Robruck Drive until it meets Lowell Drive, but this would require extension through Lot 3 of an existing CSM and existing development. Alternatively, a new roadway could be extended from Lexington, south to Robruck Drive. It will likely be necessary to purchase right-of-way for either connection.

Connectivity should also be considered from Robruck Drive or Robruck Court into the 23.75-acre vacant parcel adjacent to the Olde Highlander Golf Club (OCOC0614966), particularly, if this land were to support commercial development. This could be accomplished via an extension from Lexington Drive or Robruck Drive. If this area were to be used for residential purposes, connectivity is still desired. The location then should be in the form of an access road parallel to Summit Avenue, extending from the bend in the current Robruck Court right-of-way that would intersect with Regent Road. These recommendations are incorporated, as appropriate, in the development alternatives presented later in this plan.

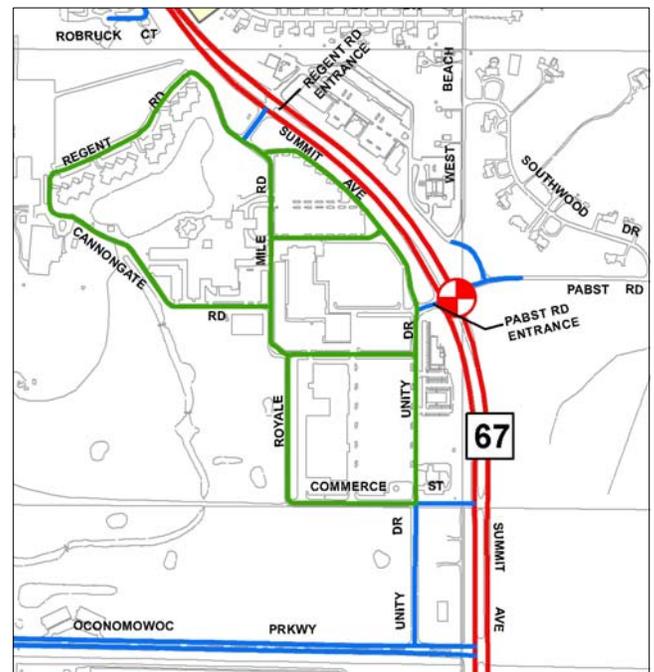
Regent Road

It is recommended to keep the Regent Road segment that runs through the Shorecrest Apartments, Olympia Timeshare, and the Olympia Resort separate from the development around it. Accessibility to commercial development from the north is desired, but thru traffic should not use the Regent Road resort drive as a thru route.

To accomplish connection between commercial uses to the north and other areas of the planning project area, a perimeter road along Summit Avenue is recommended. Such a road would link Robruck Court to the public portion of Regent Road. This will allow traffic to access the commercial development east and south of the Olympia Resort, as well as, the businesses located in the Lexington Drive/Robruck Drive area without having to make left turning movements onto Summit Avenue. The existing private perimeter road around the Exposition Center parking lot could be converted to a public access



Vicinity Map of Lexington Drive, Lowell Street, Robruck Drive and Robruck Court



Regent and Pabst Road Entrances from Summit Avenue to Planning Area

road to serve this purpose. This conversion would necessitate closure of some of the existing access points from the parking lot to minimize traffic maneuvers along the road. This will then create a continuous access road from Robruck Court to the signalized Pabst Road and Summit Avenue intersection. This recommendation was also included in the traffic study completed by Wayne Higgens for the Robruck Drive CSM approval on the east side of Summit Avenue.

The Regent Road entrance from Summit Avenue may also need to be rebuilt to accommodate additional traffic queuing. In the past, the Wisconsin DOT has indicated that there should be a signal at the entrance to the Olympia Resort from Regent Road. Improvements to the Regent Road and Summit Avenue intersection will depend on the future traffic conditions and development on the recently approved CSM in this area. Potential improvement needs are incorporated in the development alternatives presented later in this plan, with the understanding that additional detailed traffic studies and counts will be necessary before installation.



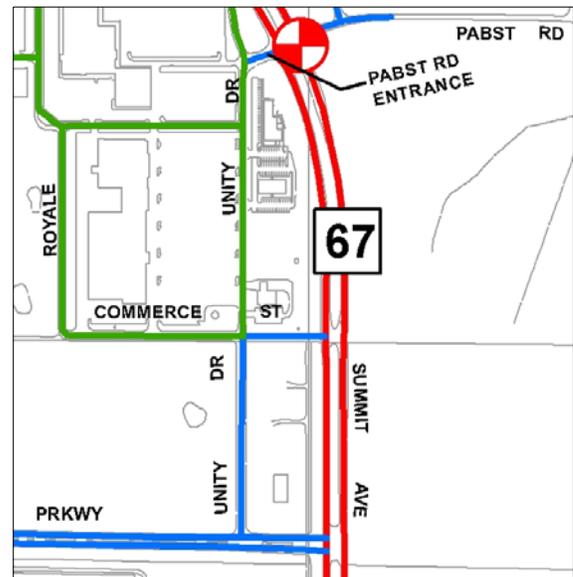
Pabst Road Entrance From Summit Avenue

Pabst Road Entrance

This entrance, given its central location, should remain as one of the primary access points to the study area. However, the intersection of the Pabst Road & Unity Drive, and Pabst Road & Summit Avenue will likely need to be redesigned to accommodate future traffic queuing. The Pabst Road & Unity Drive intersection should remain as a 3-legged intersection. Pabst Road should not be extended further west into the site where the parking area for the 1989 shopping center now exists.

Unity Drive

It is recommended that this drive become a public street between the Pabst Road entrance from Summit Avenue and Commerce Street. Combined with earlier recommendations in this section, a continuous public access road parallel to Summit Avenue from Robruck Court to Oconomowoc Parkway can be created. Parcel access along Unity drive should be minimized (through shared driveways and closure of some of the existing access points from the parking lot to minimize traffic maneuvers along the road) to reduce potential vehicles conflicts.



Unity Drive Between Oconomowoc Parkway and the Pabst Road Entrance

Commerce Street & Access to Parcels Within Olde Highlander Golf Club

Based on observations of the traffic patterns in the vicinity, traffic engineers at OMNI Associates do not recommend that Commerce Street be extended west to connect to the vacant 8.32-acre parcel within the Olde Highlander Golf Club (OCOC0614971001). This statement is based on a general belief that it is not recommended to have a through street (local collector) intermixed with a golf course. Accordingly, the best way to connect to the 8.32-acre parcel is via Mackenzie Lane and Oconomowoc Parkway. However, based on existing property easements for future roadway development, the right to extend a new road across the golf course to serve both the 8.32 and 48-acre parcels from Commerce Street is well established. Moreover, traffic concerns expressed by Briarwood Residents have resulted in denials of development proposals in the past that would have utilized Mackenzie Lane as the primary access between the 8.32 acre parcel and Oconomowoc Parkway. To minimize future traffic demands, it is recommended that the 8.32-acre parcel be developed as UR-10 or residential zoning of lesser intensity (vs. commercial or otherwise more intensive land use).

Access to the 48-acre vacant parcel within the Olde Highlander Golf Club (OCOC0609995) is dependent on the type of development that is built. If UR-10 or residential zoning of lesser intensity, connection could be made via Mackenzie Lane and/or Commerce Street. If commercial development occurs, it may be best to connect the 48-acre parcel through the 23.75-acre parcel, but only if the 23.75-acre parcel is also commercial. It is not recommended, from a traffic standpoint, to have the 48-acre parcel as commercial development if the 23.75-acre parcel is residential.

These traffic recommendations were carefully considered when developing the alternative plan options presented in this document. When a final site plan is presented by the landowner to the city for approval on these parcels, expected traffic patterns must be carefully analyzed.

Pedestrian and Bicycle Access and Connection

Like motorists traveling within the planning area, pedestrians also lack accessibility between parcels. To promote pedestrian and Bicycle activity within the Southwest Summit Avenue project planning area, the recommendations from the *Oconomowoc Bicycle and Pedestrian Trail Plan* must be addressed. This will require accommodations for sidewalk in new development areas, as well as, bicycle facilities. Moreover, completion of the main east/west and north/south bicycle and pedestrian travel routes (e.g. Thackeray Trail, Summit Avenue, Oconomowoc Parkway) is important.



End of Commerce Street

Chapter 4: Planning Area Infrastructure

Introduction

This chapter provides an overview of the primary utility features in the Southwest Summit Avenue planning area. Included in this chapter is an account of existing sanitary sewer and water main conditions. This information is important for understanding utility limitations and needs in the area. Generally speaking, the City of Oconomowoc has a modern sanitary sewerage collection system and water distribution system with a mixed rural and urban drainage system.

Previous Utilities Plans

The only planning document providing some information about utilities plans for the Southwest Summit Avenue area was the 1996 *City of Oconomowoc Comprehensive Master Plan*. However, it does not directly identify future utilities needed within the project area. The 1996 plan simply states that sewer extensions to the southeast area are "relatively simple."

The 1996 plan included a map of utility facilities (shown at right). On the map a yellow triangle indicates an existing electric substation located west of the apartments and townhouses on Regent Road. An existing wastewater pumping station is represented by the square box. This station is located in the vicinity of Regent Road and Summit Avenue. An existing water tower is located in the southeast corner of the project area. This water tower is shown on the map as blue pentagon. No additional information about utilities is provided in the 1996 plan.

Water, Sanitary Sewer and Storm Sewer Systems of the "Olympia Area"

Existing water, sanitary sewer, and storm sewer systems located in the "Olympia area" were, until recently, owned by private entities. The "Olympia area" includes the Olympia Resort, Olde Highlander Golf Club, the 1989 shopping center, Expo Building, Theater, Sentry Store, Shorecrest Apartments, and the Olympia vacation timeshare building. The City of Oconomowoc has little information for subsurface infrastructure serving this portion of the planning area because it was designed and installed by private entities. The infrastructure servicing this area is functioning adequately to meet existing needs.



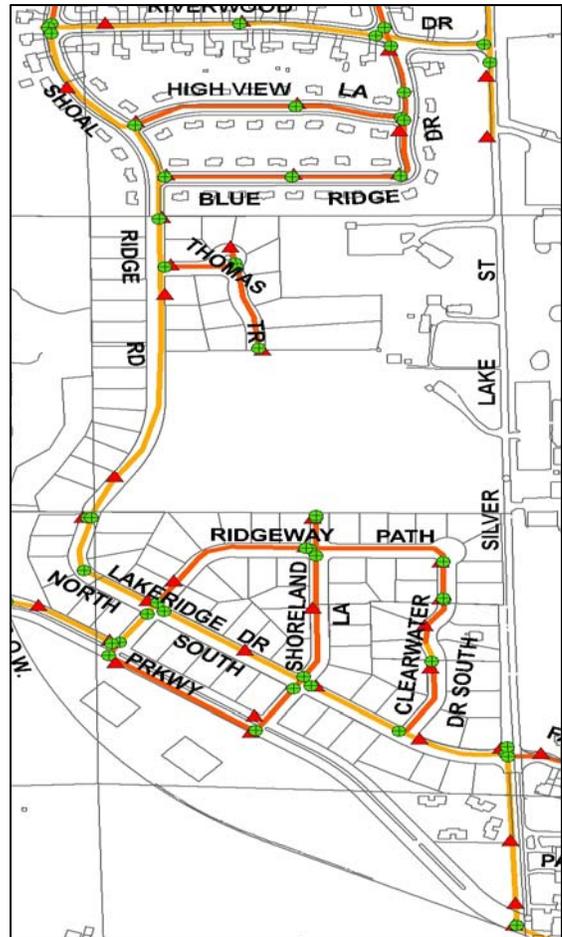
2002 City of Oconomowoc Transportation System Map



500,000 Gallon Water Tower Capable of Serving the Entire Southwest Summit Avenue Planning Area

Water

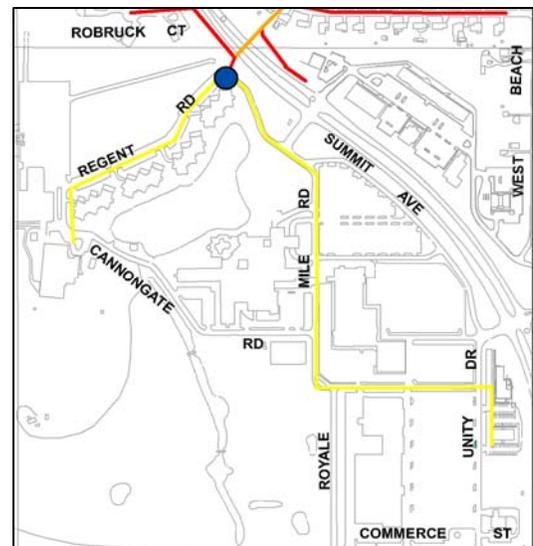
A potable water supply borders the Southwest Summit Avenue planning area along Thackeray Trail (12"), Cannon Gate Road (10") and Oconomowoc Parkway (12"). Along the west side of the planning area, 12" water main runs along a small portion of Silver Lake Street. This 12" water main is looped. The loop begins on the southern portion of Silver Lake Street and travels to the west along Lakeside Drive, north along Shoal Ridge Road and east on Riverwood Drive back to Silver Lake Street. There is approximately 2,600 feet on Silver Lake Street that does not have water main along it. An elevated water reservoir (i.e. water tower) is located north of the intersection of Commerce Street and Unity Drive in the southeastern corner of the planning area. The city has a municipal well within 1 mile of the planning area that is capable of providing adequate capacity for the planning area. The city has no plans to upgrade any of the mains in the area. The city will require that water main extensions be looped for future development. In summary, the water main system should be adequate for new development; however, this can only be confirmed after specific development requests have been submitted.



Inset from the Water Distribution Network Map

Sanitary Sewer

The sanitary sewer collection system surrounding the planning area is similar to the water main routes. A wastewater pumping station is located at the intersection of Regent Road and Royale Mile Road on the east side of the planning area. Per the City Wastewater Department, this pumping station is designed for the "Olympia area" and 24 additional acres of development based on recommendations of UR-10 (residential at 10 units per acre) zoning. If the plan for the area contributing to the lift station changes, the capability of the existing lift station will have to be addressed. The southeast corner of the planning area is currently served by 8" and 12" sanitary sewer. The south and southwest portion of the planning area is served by a 36" sanitary sewer interceptor along Oconomowoc Parkway. The interceptor begins just west of the Target Distribution



Inset from the Sanitary Sewer Network Map Presented Later in this Chapter

Center and flows to the west along Oconomowoc Parkway and ultimately to the north, along Silver Lake Street, following the water main route. This interceptor is sized to accommodate development of the remainder of the planning area based on existing zoning. The northwestern portion of the planning area should be routed to the existing 42" interceptor along the northern portion of Silver Lake Street. In summary, the sanitary sewer system should be adequate for proposed development; however, this can only be confirmed after specific development proposals are received.

Per the City Wastewater Department, the sewer mains around the planning area are in good condition. The "Olympia area" sanitary sewer collection system was turned over to the City of Oconomowoc recently. Prior to being turned over to the city, the system was inspected and all necessary repairs were made at that time.

Storm Sewer Systems

The storm sewer collection system that exists within the planning area has both urban and rural features. The residential subdivisions surrounding the planning area utilize urban storm water collection systems. These collection systems include curbs, gutters, and storm sewers. On the other hand, much of the Southwest Summit Avenue planning area uses a rural collection system (e.g. open, grass-lined drainage ditches). The northwest portion of the planning area, approximately 25% of the total area, discharges to an unnamed tributary to the Oconomowoc River. The remainder of the planning area is relatively flat and there are no noticeable natural drainage features from this area.

To the south of Oconomowoc Parkway is Silver Lake and to the east of Summit Avenue is Oconomowoc Lake. Storm water from the Southwest Summit Avenue planning area will ultimately discharge to these surface water bodies; therefore, the development will have to be sensitive to the quality and quantity of discharge.

Natural Gas and Communication Services

Private utility companies are responsible for providing natural gas, cable and other communication utility services. The decisions for capacity expansions and improvements are made based on profit margins and anticipated demand.

Electricity

The City of Oconomowoc provides the electric utility that serves the planning area. The existing system surrounding the perimeter of the planning area is in fairly good condition. It is important to understand, though, that the utility does not presently have a master plan for the planning area. Accordingly, a change in use of the golf course properties will require careful evaluation from an electricity service perspective. The proposed type and sequencing of development will be important in determining the adequacy of the existing system. The sequencing is important because the electric utility extensions will have to be looped with the existing system. The utility is considering a redesign of the substation in the region which will aesthetically improve the planning area. In summary, the existing system surrounding the planning area can support most developments; however, all proposed development will have to be coordinated with the electric utility.

Utility Issues and Opportunities

The sanitary sewerage and water main systems appear adequate in size and in the appropriate locations to service development in this Southwest Summit Avenue planning area in accordance with existing zoning. Due to the foresight in planning made by Oconomowoc, the Southwest Summit Avenue planning project area:

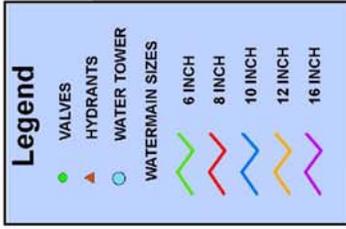
- Is surrounded by water lines that can be extended through the project area to serve new development (following current zoning). Extension of water service will require looping with existing lines to ensure that water moves throughout the system avoiding situations where water may sit in a line and become stale.
- Has access to an oversized sewer interceptor along Oconomowoc designed to handle upgrades to sewer infrastructure needed to serve the planning area (based on present zoning).

- Is served by an electric utility that has capacity to support development within this area (within current zoning).

The primary improvement needed to support development in the Southwest Summit Avenue project planning area is storm water infrastructure. Upgrades from a rural to urban system will likely be necessary to support additional development. Given the flat topography, existing natural resource areas and potential discharge into area lakes, storm water improvements will likely need to utilize on-site detention/retention facilities.

In preparing the development alternatives presented later in this report, connection to existing water, sewer, and storm water infrastructure was an important consideration. When density increases were proposed that differed from existing development patterns (and zoning), recommendations for system upgrades were provided as needed.

**WATER DISTRIBUTION NETWORK
SOUTHWEST SUMMIT AVENUE
PLANNING AREA**



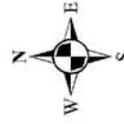
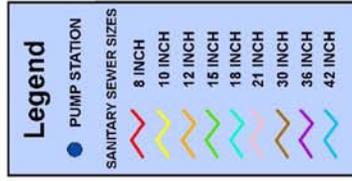
1 inch equals 700 feet



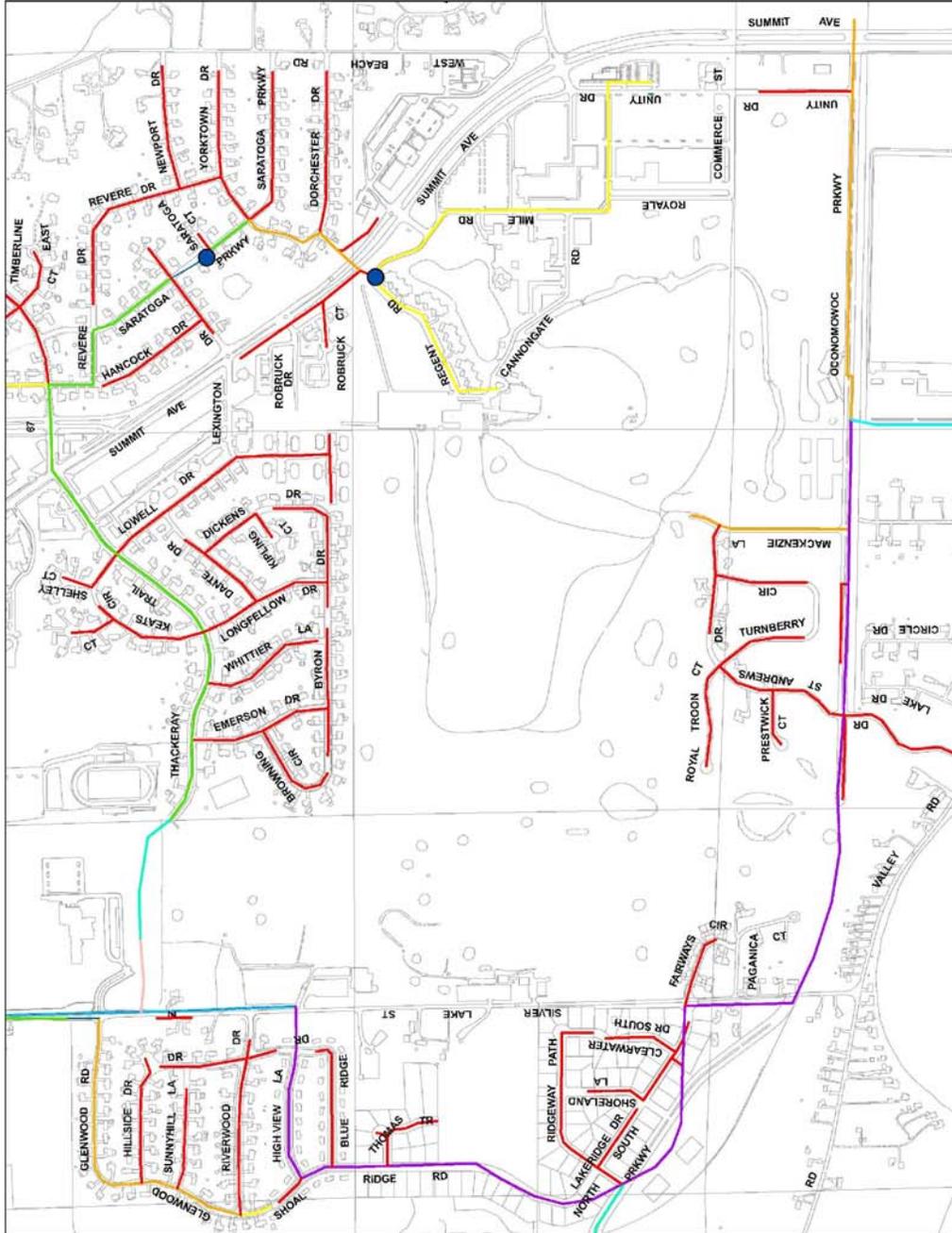
SOURCE: MAP DATA PROVIDED BY THE CITY OF OCONOMOWOC

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**SANITARY SEWER NETWORK
SOUTHWEST SUMMIT AVENUE
PLANNING AREA**



1 inch equals 700 feet



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SOURCE: MAP DATA PROVIDED BY THE CITY OF OCONOMOWOC

STORM SEWER NETWORK
SOUTHWEST SUMMIT AVENUE
PLANNING AREA

Legend

- ▲ **OUTFALL**
- **MANHOLE**
- STORM SEWER SIZES**
- 10 INCH
- 12 INCH
- 15 INCH
- 18 INCH
- 21 INCH
- 24 INCH
- 27 INCH
- 30 INCH
- 36 INCH
- UNKNOWN



1 inch equals 700 feet



SOURCE: MAP DATA PROVIDED BY THE CITY OF OCONOMOWOC

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Chapter 5: Market Considerations

5

INTRODUCTION

Market considerations are important factors to consider in any redevelopment process. The economic marketplace is divided into elements of supply and demand for products and services. Opportunities for businesses and housing development arise when there is a mismatch between what consumers are demanding and what supplies are producing, both now and in the future. Although simple in concept, identifying sustainable market opportunities can be difficult. The insights gained through this market analysis are used later in this report to recommend development options for the Southwest Summit Avenue planning project area.

AVAILABLE DATA SOURCES

Before delving into the market considerations it is important to discuss data sources. Unfortunately, current demographic and economic statistical information is limited. For instance, the census (a very important source of information because it is done in every community across the country, and, as such, offers a means of direct comparison between communities) is only conducted once per decade. This report was developed at a time between the 2000 and 2010 census. Data from the 2000 census does not reflect all changes that have occurred since that information was collected, most notably the Pabst Farms Development.

The timing of this report is also an issue with respect to the 2002 Economic Census information (most recent economic census). At the time this plan was prepared only statewide and county data was available from the 2002 Economic Census. City-specific information will not be released until mid-2006.

Adding to the challenge of finding adequate statistical information is the fact that the planning area covers a relatively a small geographic area. Available demographic and economic information is generally collected and tabulated for areas that are much larger

(e.g. city-wide, county, or regional information) or for areas that do not correspond directly the limits of the Southwest Summit Avenue planning project (e.g. zip code areas, census tracts, etc.). For example, the Wisconsin Department of Workforce Development, a valuable source for economic information, combines Waukesha County and Milwaukee County data into a single metro area. The information it provides is not available in a separate format. As a result, the data includes so many communities that it is impossible to ascertain meaning specific to the project planning area or Oconomowoc for that matter.

To address this data issue, statistical information is cited from ESRI Business Information Solutions. The data is current as of July 2005 and is specific to the City of Oconomowoc and further broken down to a 4, 6, and 8 mile radius from the project planning area. The information includes projections for 2010. The complete market data set is provided in the appendix to this plan.



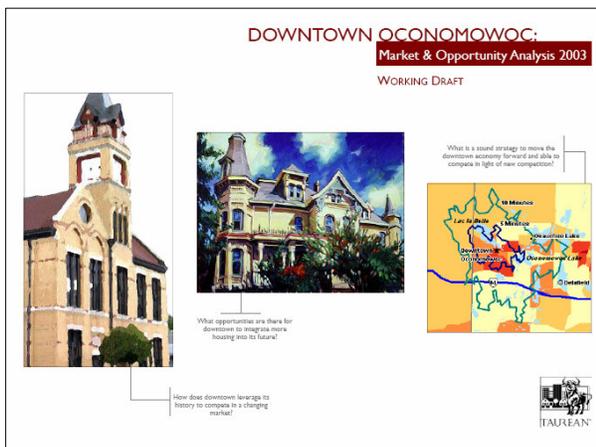
It is important to realize that no official statistical data can completely reflect the impact of the Pabst Farm development. An understanding of this situation is important. The city may want to review updated data sources in comparison to this report as they are released in the future. Moreover, the city may even consider investing in a custom market study when applications for development are proposed in the Southwest Summit Avenue project planning area.

In this report, statistical information is supplemented by input from local landowners, residents, city staff, and the observations of professional planners, engineers and architects at OMNI Associates.

DOWNTOWN OCONOMOWOC REVITALIZATION PLAN & MARKET ANALYSIS

In 2004 the *Downtown Oconomowoc Market & Opportunity Analysis* was completed by the Taurean Group, LLC. While this analysis does not focus on the Southwest Summit Avenue planning project area, it does discuss economic opportunities for Downtown Oconomowoc and the Pabst Farms Development. The project planning area is situated between these two areas. Development that occurs Downtown and in Pabst Farms will have a direct impact on future development in the Southwest Summit Avenue planning area. Therefore, the *Downtown Oconomowoc Revitalization Plan & Market Analysis* is summarized here.

The *Downtown Oconomowoc Market & Opportunity Analysis* discusses future economic and employment growth areas in and surrounding Downtown Oconomowoc. The plan specifically notes that any redevelopment (including new business or increased Downtown residential opportunities) will have a direct impact on the Southwest Summit Avenue project area. The plan indicates future growth for employment, retail service, manufacturing, and business services in the Southwest Summit Avenue project area are expected to exceed growth when compared to other areas of the city.



The *Downtown Oconomowoc Market & Opportunity Analysis* recommends extensive redevelopment within the Downtown area, including:

- Mixed-use redevelopment with retail storefronts fronting on Wisconsin Avenue. Residential on upper floors. Rear ally access to enclosed parking. Open space at the St. Paul and Silver Lake Street intersections.
- Shared parking.
- Infill development on the Village Green site to create a new mixed-use building with ground floor retail and upper story residential or office space and enclosed parking.
- Row house development in character with Pleasant Street historic residential district.
- Redevelopment to include a community theater recalling the historic theater.
- Potential infill development associated with the reconstruction of Cross Street.
- Long-term residential redevelopment contributing to a downtown entrance feature at the intersection of Silver Lake Street and Summit Avenue.
- Infill development between Silver Lake and Fowler Streets to create a pedestrian-oriented retail district.
- Retail/entertainment uses fronting on Lac La Belle with enclosed and shared parking.
- Dedication of the lakefront for a public walkway, open space and boat docking.

The recommendations from the *Downtown Oconomowoc Market & Opportunity Analysis* were considered as development alternatives were proposed for the Southwest Summit Avenue planning project area to consider compatible land use patterns and market opportunities. Information from the analysis also appears later in this chapter as market opportunities for the Southwest Summit Avenue project planning area are considered.

RECENT DEVELOPMENT IMPACTS ON PLANNING AREA MARKET OPPORTUNITIES

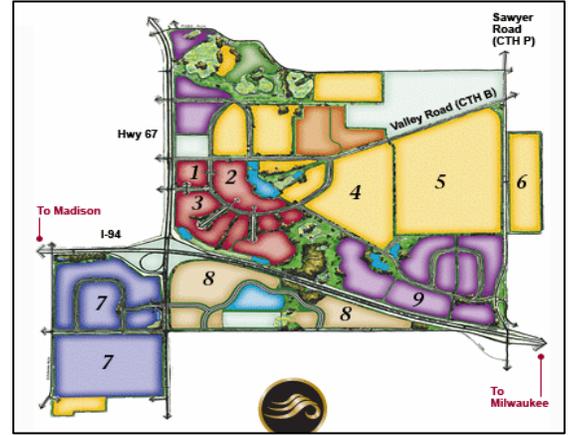
The 1,500 acre Pabst Farms development has set aside 500 acres for approximately 800 residential units, 120 acres for nearly 750,000 square feet of retail space within a commerce center and Southwest Summit Avenue planning area marketplace, and 580 acres for business park, office and research facilities in a business and technology cluster. Along with redevelopment downtown, the Pabst Farms development will directly impact future development opportunities in the project area.

On a positive note, the Pabst Farms development will attract people to the area. This will increase the customer market base for uses within the Southwest Summit Avenue planning project area.

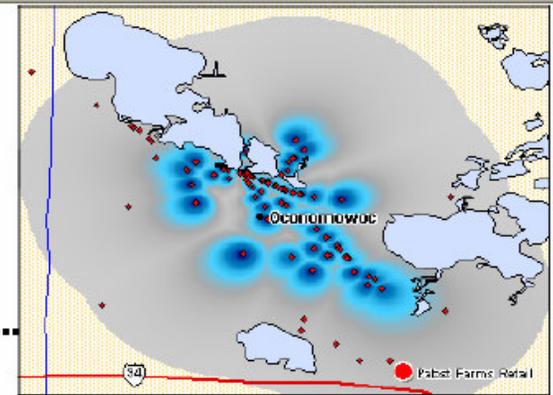
According to the *Downtown Oconomowoc Market & Opportunity Analysis*, the retail market growth area around Summit Avenue has improved due to the Pabst Farm development and the area around Summit Avenue is expected to have significant commercial/retail opportunities in the future. In response to this market growth, new retail development has occurred in the planning project area (e.g. multi-tenant strip commercial developments along Summit Avenue and Stein Garden and Gifts). Beyond the planning project area, on the east side of Summit Avenue, new multi-tenant commercial strip mall development has also occurred.

Transportation plans from the city recommend that Oconomowoc Parkway eventually connect to the Pabst Farms development. This will provide another important connection (along with Summit Avenue) between the planning project area and Pabst Farms.

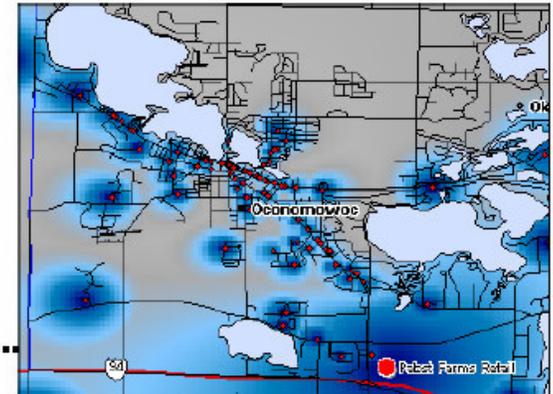
However, at the same time, the Pabst Farms development will be a strong competitor for development in Southwest Summit Avenue planning area. It has newer housing and commercial spaces. It has a more visible and accessible location along I-94. The latter point is especially significant as passing motorists on I-94, unfamiliar with Oconomowoc, may exit to use services in Pabst Farms without traveling the mile north to the Southwest Summit Avenue planning area to find competitive choices. For these reasons the Southwest Summit Avenue planning areas will need to specialize more in the services and business choices offered and cater to Oconomowoc residents.



Pabst Farms Development
Source: <http://www.pabstfarms.com/>



This retail simulation model delineates the trade area for Oconomowoc area retailers before Pabst Farms.



This retail simulation model delineates the trade area for Oconomowoc area retailers after Pabst Farms.



**New Shopping Center Across Summit Avenue
from the Olympia Resort**

COMPARATIVE MARKET ANALYSIS

Rather than simply look at the economic picture for the City of Oconomowoc (and the Southwest Summit Avenue Planning Project Area), a more valuable analysis is derived by examining nearby and comparable communities. For this report, information about Oconomowoc is compared to information from Waukesha County, Delafield, Sun Prairie and Watertown. These communities were selected after discussion with Oconomowoc's Economic Development Director for the following reasons:

- **Waukesha** is the county in which Oconomowoc is located. Understanding the larger county-context serves as a solid base for comparison.
- **Delafield** is a neighboring community to Oconomowoc that also enjoys access to I-94. While smaller than Oconomowoc, it has a growing economic base that serves residents of Oconomowoc.



- **Watertown** is a direct market competitor community to Oconomowoc. Though larger than Oconomowoc, it is a community with important state highway connections (STH 26 and STH 16) to Oconomowoc and areas north.
- **Sun Prairie** was selected due to its location on STH-151 (comparable traffic volumes to I-94). Whereas Oconomowoc is located approximately 20 miles from Waukesha (the major economic activity center in Southeast Wisconsin), Sun Prairie is located approximately 20 minutes from Downtown Madison.



SOURCE: Mapquest, 2005

SOCIOECONOMIC BASE ANALYSIS

The objective of the socioeconomic base analysis is to provide a general survey of local employment opportunities and the relative skills of the workforce. Included here is information about:

- **Area demographics** to determine the economic vitality of the community and to assess the target population for proposed economic activity.
- **Economic characteristics** to understand the economic base, its changes and its responses to new economic conditions.

This information - combined with the physical and location conditions (described in Chapter 2), as well as, the infrastructure assessment (in Chapters 3 and 4) - provides a foundation for understanding development possibilities in the Southwest Summit Avenue planning area. By assessing Oconomowoc's general economic foundation it is possible to identify industry opportunities that the Southwest Summit Avenue planning project area could target to recruit workers that otherwise commute to communities around Milwaukee.

Table 1 provides a numerical breakdown of the population change over the last decade. What is interesting to note from the table is that Oconomowoc has experienced significantly higher growth than Waukesha County and neighboring Delafield. In fact, Oconomowoc's growth is well ahead of its official state projections (see Table 9). This rapid growth is expected to continue as Pabst Farms and revitalization efforts in Downtown Oconomowoc continue.

Age is an important factor to consider because personal expenditures change as an individual ages. For instance, drug stores and assisted care services flourish in areas with larger elderly populations. Additionally, realizing and catering to the needs of an aging population can also be beneficial to other retailers. Similarly, toy stores, day care centers, and stores with baby care items are successful in areas with many children and infants. Clothing stores and fast food restaurants thrive in retail areas that contain a large concentration of adolescents. Theaters serve a broad section of the population; however, specialized entertainment and recreation options can target certain age segments as well.

Location	1990 Population	2000 Population	2005 Population Estimate	Difference 2000 – 2005
Oconomowoc	10,993	12,382	13,459	1,077 (8.69%)
Waukesha County	304,715	360,767	377,348	16,581 (4.60%)
Delafield	5,347	6,472	6,876	402 (6.24%)
Watertown	19,142	21,598	22,973	1,375 (6.37%)
Sun Prairie	15,352	20,369	24,219	3,850 (18.90%)

Source: 1990 and 2000 U.S. Census & 2005 DOA Population Estimates

Table 2 examines the age segments of the population. This information is valuable for understanding needed and desired services. From the table it is apparent that:

- **Oconomowoc has the smallest percentage of residents below age 18.** While the comparison figures between the communities are within a percentage point of one another, Oconomowoc has the lowest overall share.
- **Oconomowoc has far more residents over the age of 65 (16.9%)** than the comparison communities of Delafield (10.8%), Watertown (14.8%), Sun Prairie (9.2%), and Waukesha County (12.0%).
- Like each of the comparison communities, **the largest share of Oconomowoc residents are between the ages of 35 and 44 years of age.** This population is significant because it includes many families and homeowners. However, Oconomowoc's share of these residents (16.2%) is less than that of most of the comparison communities – Waukesha County (18.1%), Delafield (18.3%), and Sun Prairie (17.3%).

- Through 2025 (see Table 9), Watertown and Sun Prairie are expected to have the greatest increases in population. The fact that they also have large segments of their population between the ages of 25 to 34 is not a coincidence. Oconomowoc's population between the ages of 25 and 34 constitutes a larger percentage of its overall city population than what is found in Delafield and Waukesha County. This suggests that Oconomowoc can expect to grow faster than these two comparison areas. Compound this information with the anticipated population increases associated with Pabst Farms, and **Oconomowoc should expect significant population gains in the next decade.**

On the next couple of pages an age breakdown comparison between all communities is presented with updated figures from 2005 and projections for 2010. The data reveals the patterns identified in Table 2 continuing. Looking more closely at the planning area, a page of information is provided that looks out 4, 6, and 8 miles from the intersection of Pabst Road and Summit Avenue. This information reveals that the area has more seniors and people between the ages of 25-34 living within 4 miles of the planning area than is reflected by the overall city figures.

Age Group	Oconomowoc	Waukesha County	Delafield	Watertown	Sun Prairie
Under 5 years	781 (6.3%)	23,096 (6.4%)	430 (6.6%)	1,460 (6.8%)	1,666 (8.2%)
5 to 9 years	805 (6.5%)	26,175 (7.3%)	496 (7.7%)	1,481 (6.9%)	1,594 (7.8%)
10 to 14 years	911 (7.4%)	28,630 (7.9%)	495 (7.6%)	1,654 (7.7%)	1,590 (7.8%)
15 to 19 years	846 (6.8%)	25,361 (7.0%)	435 (6.7%)	1,733 (8.0%)	1,468 (7.2%)
20 to 24 years	609 (4.9%)	16,226 (4.5%)	234 (3.6%)	1,507 (7.0%)	1,251 (6.1%)
25 to 34 years	1,644 (13.3%)	42,266 (11.7%)	747 (11.5%)	3,048 (14.1%)	3,347 (16.4%)
35 to 44 years	2,008 (16.2%)	65,173 (18.1%)	1,184 (18.3%)	3,350 (15.5%)	3,521 (17.3%)
45 to 54 years	1,624 (13.1%)	56,475 (15.7%)	1,075 (16.6%)	2,565 (11.9%)	2,660 (13.1%)
55 to 64 years	1062 (8.5%)	33931 (9.4%)	677 (9.6%)	1620 (7.5%)	1374 (6.8%)
65 to 74 years	862 (7.0%)	23,454 (6.5%)	369 (5.7%)	1,352 (6.3%)	925 (4.5%)
75 to 84 years	818 (6.6%)	14,533 (4.0%)	254 (3.9%)	1,245 (5.8%)	701 (3.4%)
85 and over	412 (3.3%)	5,447 (1.5%)	76 (1.2%)	583 (2.7%)	272 (1.3%)
Median Age	38.0	38.1	38.7	34.7	32.9

Source: 2000 U.S. Census



Market Profile

	Place: 5559250 Oconomowoc City, WI	Place: 5519400 Delafield City, WI	Place: 5578600 Sun Prairie City, WI
2000 Population by Age			
 Total	12,382	6,472	20,369
0 - 4	6.3%	6.6%	8.2%
5 - 9	6.5%	7.7%	7.8%
10 - 14	7.4%	7.6%	7.8%
15 - 24	11.8%	10.3%	13.3%
25 - 34	13.3%	11.5%	16.4%
35 - 44	16.2%	18.3%	17.3%
45 - 54	13.1%	16.6%	13.1%
55 - 64	8.6%	10.5%	6.7%
65 - 74	7.0%	5.7%	4.5%
75 - 84	6.6%	3.9%	3.4%
85+	3.3%	1.2%	1.3%
18+	75.3%	73.4%	71.5%
2005 Population by Age			
Total	13,270	7,209	23,124
0 - 4	6.4%	6.2%	8.2%
5 - 9	6.4%	6.7%	7.4%
10 - 14	7.1%	8.5%	7.4%
15 - 24	12.8%	14.2%	14.6%
25 - 34	12.0%	7.3%	14.3%
35 - 44	15.2%	14.6%	16.1%
45 - 54	14.6%	18.7%	14.4%
55 - 64	10.5%	13.1%	8.6%
65 - 74	6.6%	5.7%	4.3%
75 - 84	5.8%	3.5%	3.2%
85+	2.8%	1.4%	1.5%
18+	75.8%	72.5%	72.3%
2010 Population by Age			
Total	14,155	7,824	25,641
0 - 4	6.6%	6.1%	8.3%
5 - 9	5.8%	6.0%	6.8%
10 - 14	7.0%	7.7%	7.3%
15 - 24	12.5%	14.5%	14.1%
25 - 34	11.6%	8.9%	14.9%
35 - 44	13.7%	11.9%	14.5%
45 - 54	16.2%	18.7%	14.9%
55 - 64	11.9%	14.6%	10.1%
65 - 74	6.7%	6.8%	4.5%
75 - 84	5.2%	3.3%	3.0%
85+	2.8%	1.5%	1.6%
18+	76.4%	74.3%	73.4%
2000 Population by Sex			
Males	47.3%	49.6%	48.1%
Females	52.7%	50.4%	51.9%
2005 Population by Sex			
Males	48.0%	50.6%	48.4%
Females	52.0%	49.4%	51.6%
2010 Population by Sex			
Males	48.0%	50.7%	48.5%
Females	52.0%	49.3%	51.5%



Market Profile

	Place: 5559250 Oconomowoc City, WI	Place: 5583975 Watertown City, WI	County: 55133 Waukesha County, WI
2000 Population by Age			
 Total	12,382	21,598	360,767
0 - 4	6.3%	6.8%	6.4%
5 - 9	6.5%	6.9%	7.3%
10 - 14	7.4%	7.7%	7.9%
15 - 24	11.8%	15.0%	11.5%
25 - 34	13.3%	14.1%	11.7%
35 - 44	16.2%	15.5%	18.1%
45 - 54	13.1%	11.9%	15.7%
55 - 64	8.6%	7.5%	9.4%
65 - 74	7.0%	6.3%	6.5%
75 - 84	6.6%	5.8%	4.0%
85+	3.3%	2.7%	1.5%
18+	75.3%	74.0%	73.7%
2005 Population by Age			
Total	13,270	22,376	384,811
0 - 4	6.4%	7.1%	6.3%
5 - 9	6.4%	6.4%	6.7%
10 - 14	7.1%	6.8%	7.5%
15 - 24	12.8%	15.5%	12.9%
25 - 34	12.0%	13.3%	10.0%
35 - 44	15.2%	14.9%	15.9%
45 - 54	14.6%	13.5%	16.6%
55 - 64	10.5%	8.6%	11.3%
65 - 74	6.6%	6.0%	6.5%
75 - 84	5.8%	5.3%	4.5%
85+	2.8%	2.8%	1.8%
18+	75.8%	75.4%	74.8%
2010 Population by Age			
Total	14,155	23,257	410,677
0 - 4	6.6%	7.1%	6.3%
5 - 9	5.8%	6.1%	6.0%
10 - 14	7.0%	6.7%	7.4%
15 - 24	12.5%	14.3%	12.8%
25 - 34	11.6%	14.0%	10.5%
35 - 44	13.7%	13.8%	13.7%
45 - 54	16.2%	14.0%	17.4%
55 - 64	11.9%	10.3%	12.8%
65 - 74	6.7%	5.9%	6.6%
75 - 84	5.2%	4.8%	4.5%
85+	2.8%	3.0%	1.9%
18+	76.4%	76.1%	75.7%
2000 Population by Sex			
Males	47.3%	48.4%	49.2%
Females	52.7%	51.6%	50.8%
2005 Population by Sex			
Males	48.0%	48.6%	49.1%
Females	52.0%	51.4%	50.9%
2010 Population by Sex			
Males	48.0%	48.7%	49.1%
Females	52.0%	51.3%	50.9%



Market Profile

Latitude: 43.08725	Pabst Rd AT N Summit Av Oconomowoc, WI 53066 Radius: 4.0 miles	Pabst Rd AT N Summit Av Oconomowoc, WI 53066 Radius: 6.0 miles	Pabst Rd AT N Summit Av Oconomowoc, WI 53066 Radius: 8.0 miles
Longitude: -88.4712			

2000 Population by Age				
	Total	27,058	41,508	65,763
	0 - 4	6.3%	6.1%	6.2%
	5 - 9	7.0%	7.1%	7.3%
	10 - 14	7.9%	8.3%	8.7%
	15 - 24	11.0%	11.7%	11.9%
	25 - 34	11.6%	10.8%	10.6%
	35 - 44	17.8%	17.9%	18.3%
	45 - 54	15.6%	16.0%	16.5%
	55 - 64	9.9%	9.9%	9.7%
	65 - 74	6.4%	6.0%	5.5%
	75 - 84	4.7%	4.3%	3.7%
	85+	1.8%	1.9%	1.5%
	18+	74.0%	73.1%	72.3%

2005 Population by Age				
	Total	29,164	44,850	71,008
	0 - 4	6.1%	5.9%	6.0%
	5 - 9	6.5%	6.4%	6.5%
	10 - 14	7.4%	7.6%	7.8%
	15 - 24	12.5%	13.3%	13.5%
	25 - 34	9.9%	9.1%	9.2%
	35 - 44	15.4%	15.2%	15.5%
	45 - 54	16.3%	16.9%	17.4%
	55 - 64	12.2%	12.4%	12.3%
	65 - 74	6.5%	6.2%	5.9%
	75 - 84	5.0%	4.6%	3.9%
	85+	2.3%	2.3%	1.8%
	18+	75.3%	74.6%	74.2%

2010 Population by Age				
	Total	31,207	48,004	75,967
	0 - 4	6.1%	6.0%	6.1%
	5 - 9	5.8%	5.7%	5.8%
	10 - 14	7.4%	7.5%	7.6%
	15 - 24	12.4%	13.1%	13.1%
	25 - 34	9.7%	9.4%	9.8%
	35 - 44	13.5%	13.2%	13.5%
	45 - 54	17.6%	17.9%	18.1%
	55 - 64	13.4%	13.7%	13.7%
	65 - 74	7.2%	6.9%	6.6%
	75 - 84	4.6%	4.3%	3.8%
	85+	2.4%	2.3%	1.9%
	18+	76.1%	75.6%	75.5%

2000 Population by Sex				
	Males	49.3%	49.9%	49.9%
	Females	50.7%	50.1%	50.1%

2005 Population by Sex				
	Males	49.2%	49.8%	49.7%
	Females	50.8%	50.2%	50.3%

2010 Population by Sex				
	Males	49.2%	49.7%	49.6%
	Females	50.8%	50.3%	50.4%

Table 3 takes a look at the gender of the population in the area. In some communities a more significant share of the total population in one gender or another can be important for determining the success of certain types of businesses. All areas examined have a relatively equal share of males and females. Oconomowoc has the greatest difference in the population breakdown by gender suggesting some additional success for businesses catering to women (e.g. health clubs, spas, beauty salons, women’s specialty clothing stores, etc.) over the comparison communities.

The 2005 and 2010 data provided on the previous pages also reveals a very even split between males and females.

Table 4 looks at the different races reported in the comparison communities. This information is quite comparable to previous census data collected in past decades. The racial mix in Oconomowoc mirrors that of Delafield and is still very similar to all other comparable communities. Sun Prairie has the greatest variety of racial groups, but its diversity is not terribly significant. By far, white is the primary racial group within each community.

TABLE 3: Gender Distribution		
Location	Males	Females
Oconomowoc	47.3%	52.7%
Waukesha County	49.2%	50.8%
Delafield	49.6%	50.4%
Watertown	48.4%	51.6%
Sun Prairie	48.1%	51.9%

Source: 2000 U.S. Census

TABLE 4: Racial Diversity					
Racial Group	Oconomowoc	Waukesha County	Delafield	Watertown	Sun Prairie
White	97.7%	95.8%	97.7%	95.9%	92.7%
Black or African American	0.3%	0.7%	0.1%	0.3%	3.1%
American Indian	0.3%	0.2%	0.3%	0.4%	0.3%
Asian	0.5%	1.5%	0.6%	0.6%	1.3%
Native Hawaiian & Other Pacific Islander	0.0%	0.0%	0.0%	0.0%	0.0%
Other Race	0.5%	0.9%	0.3%	1.7%	1.0%
Two or More Races	0.7%	0.9%	1.0%	1.1%	1.6%

Source: 2000 U.S. Census

Table 5 examines household types. By far, the majority of households in all communities are family households compared to non-family households. However, the number of family households in Oconomowoc is significantly lower than the number of family households in the comparison communities because Oconomowoc has more people living alone, including seniors over the age of 65.

households), but this breakdown may change as development occurs within Pabst Farms. In accordance with having fewer family households and more non-family individual households), the average household and family size is generally significantly lower in Oconomowoc than in the comparison communities.

Of the family households, fewer in Oconomowoc include children than in the comparison communities. Again this reflects the significant elderly population (e.g. mature married couple

Household Characteristics

Households consist of one or more persons who live together in the same housing unit, regardless of their relationship to each other. Typically, demand is generated by individual or household purchases. Households can be categorized by size, composition, or their stage in the family life cycle. Members of the family influence household purchases. Anticipated household growth or population growth indicates future opportunities for new retailers.

Household Type	Oconomowoc	Waukesha County	Delafield	Watertown	Sun Prairie
Total Households	4,968	135,229	2,553	8,022	7,881
Family Households	66.3%	74.3%	72.7%	69.4%	69.0%
With Children	30.7%	35.4%	35.8%	34.9%	38.3%
Married Couple Family	54.7%	64.8%	61.7%	56.2%	54.6%
Married Couple w/Children	23.9%	30.1%	28.8%	26.4%	27.9%
Female Householder w/Children	4.9%	4.0%	5.2%	6.2%	8.2%
Non-Family Households	33.7%	25.7%	27.3%	30.6%	31.0%
Householder Living Alone	28.6%	20.9%	22.2%	25.5%	23.8%
Householder Age 65 and Over	13.5%	8.1%	7.7%	12.1%	7.4%
Average Household Size	2.40	2.63	2.52	2.55	2.56
Average Family Size	2.98	3.08	2.97	3.07	3.07

Source: 2000 U.S. Census

Related to Table 5, Table 6 provides a breakdown of residents by marital status. In Oconomowoc, the majority of residents are married. The Oconomowoc figures are higher than Watertown and Sun Prairie, which both have far more residents who have never been married or are separated. Oconomowoc also has more residents that are widowed and divorced than the comparison communities. In fact, the widowed population in Oconomowoc is nearly double that of similar populations in Delafield and Sun Prairie. The significant number of seniors living in Oconomowoc (refer to Table 2) helps to explain this difference.

Education is another way to determine the socioeconomic status of an area. Income increases with advancing educational attainment, so many retailers look at education attainment when considering business opportunities. According to the information in Table 7, residents from Oconomowoc generally have a similar level of education attainment as the comparison communities. Differences may be explained by the larger senior population in Oconomowoc. A high rate of high school graduates and college graduates reflects an educated population that has a higher earnings and spending potential.

Marital Status	Oconomowoc	Waukesha County	Delafield	Watertown	Sun Prairie
Never Married	21.1%	21.8%	21.2%	23.8%	26.1%
Now Married	59.5%	64.6%	62.2%	58.4%	58.3%
Separated	0.3%	0.6%	1.4%	1.5%	1.6%
Widowed	9.4%	5.7%	4.8%	8.1%	4.8%
Divorced	9.8%	7.3%	9.1%	8.3%	9.2%

Source: 2000 U.S. Census
15 and over

Note: Figures above are for population age 15 and over

Educational Attainment	Oconomowoc	Waukesha County	Delafield	Watertown	Sun Prairie
Population Age 25 and Over	8,359	241,299	4,432	13,793	12,677
Less than 9 th Grade	3.3%	2.3%	1.3%	8.1%	3.2%
9 th to 12 th Grade	7.8%	5.7%	4.2%	10.0%	5.8%
High School Graduate	26.5%	27.6%	25.5%	37.7%	21.8%
Some College, no Degree	23.9%	22.6%	23.8%	19.5%	23.0%
Associates Degree	7.8%	7.7%	8.1%	8.6%	11.6%
Bachelors Degree	22.5%	23.6%	25.4%	11.5%	26.9%
Graduate or Professional Degree	8.2%	10.4%	11.7%	4.7%	7.5%
Percent High School Graduate or Higher	88.9%	92.0%	94.5%	81.9%	90.9%
Percent Bachelors Degree or Higher	30.7%	34.1%	37.1%	16.2%	34.4%

Source: 2000 U.S. Census

NOTE: Figures above are for population age 25 and over

TABLE 8: Home Tenure					
Occupancy Characteristics	Oconomowoc	Waukesha County	Delafield	Watertown	Sun Prairie
Total Housing Units	5,239	140,309	2,685	8,330	8,198
Occupied Housing Units	94.8%	96.4%	95.1%	96.3%	96.1%
Vacant Housing Units	5.2%	3.6%	4.9%	3.7%	3.9%
Owner-Occupied Households	62.4%	76.4%	66.4%	63.5%	60.8%
Rental Occupied Households	37.6%	23.6%	33.6%	36.5%	39.2%
Average Household Size Owner Occupied	2.69	2.81	2.76	2.69	2.79
Average Rental Household Size	1.92	2.02	2.07	2.30	2.21

Source: 2000 U.S. Census

The number of homeowners in an area is also an important factor for retailers. Home ownership directly correlates with expenditures for home furnishings and home equipment. Home improvement, furniture, appliances, hardware, paint/wallpaper, floor covering, garden centers and other home products all prosper in active housing markets.

Most residents in Oconomowoc are living in homes they are purchasing as opposed to rental properties. However, it is interesting to see that Oconomowoc, by comparison, has more rental households than its neighbor, Delafield, Waukesha County as a whole, and nearby Watertown. Only Sun Prairie has a lower percentage of owner-occupied housing units and more rental households than Oconomowoc.

Oconomowoc also has a higher vacancy rate than the comparison communities. According to U.S. Department of Housing and Urban Development (HUD), an overall available vacancy rate of 6.5% (1.5% for the owned portion of a housing stock and 5.0% for the rented portion) is recommended to allow for adequate housing choice among consumers. The overall available vacancy rate for Wisconsin is 4.75% for rentals and 1.14% for owner occupants (WI Dept. of Commerce, 2004). Oconomowoc's vacancy rates are well within the HUD recommendation for overall vacancy. In fact, the vacancy in Oconomowoc indicates a higher degree in choice in housing allowing for changes within the community (vs. having to build new) as a resident experiences changes in lifestyle that require housing changes (e.g. marriage, children, senior housing). The elevated vacancy rate in

Oconomowoc also reflects the fact that there are more rental properties in Oconomowoc. Rental properties typically have a higher vacancy rate than owner-occupied housing.

Rental household size is smaller in Oconomowoc than comparison communities. Again, this reflects the many senior and individual households in Oconomowoc.

Table 9 provides projections for growth through 2025. These projections are provided by the Wisconsin Department of Administration based on population rates from 2000 factored with historic growth rates. The table reveals that while all communities are projected to see increases in their population through 2025, Oconomowoc is projected to have a lower growth rate. However, this table clearly does not reflect the growth attributed to Pabst Farms. The 2005 population estimate for Oconomowoc (see Table 1) is actually closer to the projection for 2015. If growth continues at the same rate as it did between 2000 and 2005, the city could expect to see its population grow to 14,628 by 2010, 15,899 by year 2015, 17,281 in 2020 and 18,783 by 2025. The ESRI information presented earlier in this chapter supports a faster city growth rate as it shows a 2010 Oconomowoc population of 14,155.

Rising fuel costs, lumber prices, and mortgage interest rates will likely impact growth over the long term. The point here is that the expected growth for Oconomowoc is likely far more comparable to the communities in Table 9 than the official projections reveal.

Year	Oconomowoc		Waukesha County		Delafield		Watertown		Sun Prairie	
	#	% chg	#	% chg	#	% chg	#	% chg	#	% chg
2005	12,835	3.66%	374,891	3.91%	6,925	7.00%	22,892	5.99%	23,179	13.80%
2010	13,190	2.77%	386,460	3.09%	7,322	5.73%	24,149	5.49%	25,723	10.98%
2015	13,542	2.67%	397,922	2.97%	7,707	5.26%	25,370	5.06%	28,116	9.30%
2020	13,902	2.66%	409,570	2.93%	8,089	4.96%	26,584	4.79%	30,595	8.82%
2025	14,375	3.40%	424,472	3.64%	8,530	5.45%	27,780	4.50%	32,222	5.32%

Source: Wisconsin Department of Administration, 2005

The information in Table 10 shows that Oconomowoc's unemployment rates mirror the rate for Waukesha County. However, Oconomowoc's unemployment rates are significantly less than Watertown and Sun Prairie, but significantly higher than Delafield.

Many retailers use the concentration of white-collar or blue-collar workers as a gauge of taste preferences. For example:

- Apparel stores thrive in middle to upper income areas with above average white-collar employment.
- Second hand clothing stores and used car dealerships are successful in areas with a higher concentration of blue-collar workers.
- Office supply stores and large music and video stores are especially sensitive to the occupational profile. These retailers target growth areas with a majority of white-collar workers.

Table 11 indicates in what type of occupations residents are employed. Table 12, provides a description of local employment industry sectors. This population employment ratio data for Oconomowoc is very similar to the data for Delafield, Sun Prairie and Waukesha County. However, it is significantly different from Watertown which has a much larger portion of its labor force employed in production, transportation and materials moving operations with fewer residents employed in sales, office, management and professional occupations. This data suggests that Watertown is more of a "blue collar" community than Oconomowoc. A look at the major employers in Watertown confirms this as Johnsonville Sausage Company is a major community employer.

Status	Oconomowoc	Waukesha County	Delafield	Watertown	Sun Prairie
Population Age 16 and Over	9,650	277,331	5,036	16,662	14,969
In Labor Force	68.2%	72.5%	73.8%	70.0%	78.2%
Employed	66.1%	70.4%	72.5%	66.6%	74.9%
Unemployed	2.1%	2.1%	1.4%	3.3%	3.0%
Not in Labor Force	31.8%	27.5%	26.2%	30.0%	21.8%

Source: 2000 U.S. Census

NOTE: Figures above are specific to the Population over the Age of 16

Occupation Type	Oconomowoc	Waukesha County	Delafield	Watertown	Sun Prairie
Management, Professional & Related	35.8%	40.4%	43.0%	24.5%	39.9%
Service Occupations	10.3%	10.0%	11.6%	15.4%	10.1%
Sales & Office	30.4%	28.4%	23.9%	24.9%	29.8%
Farming, Fishing & Forestry	0.1%	0.1%	0.3%	0.5%	0.2%
Construction, Extraction and Maintenance	8.1%	7.9%	8.4%	7.9%	7.2%
Production, Transportation & Materials Moving	15.4%	13.2%	12.9%	26.8%	12.9%

Source: 2000 U.S. Census

NOTE: Figures above are specific only to Workers Age 16 and Over Employed in the Civilian Labor Force (Oconomowoc =6,380, Waukesha County = 195,290, Delafield = 3,650, Watertown = 11,093 and Sun Prairie = 11,206)

Industry	Oconomowoc	Waukesha County	Delafield	Watertown	Sun Prairie
Agriculture, Forestry, Fishing, Hunting & Mining	0.6%	0.4%	0.6%	0.8%	0.8%
Construction	7.8%	6.3%	6.2%	5.2%	5.3%
Manufacturing	21.2%	21.2%	21.6%	31.7%	14.1%
Wholesale Trade	3.6%	4.9%	3.9%	3.1%	3.2%
Retail Trade	13.5%	11.7%	11.1%	12.9%	12.5%
Transportation, Communication & Utilities	3.2%	4.1%	3.3%	3.0%	4.7%
Information	2.6%	3.1%	4.9%	1.7%	2.5%
Finance, Insurance, Real Estate	8.0%	7.9%	6.9%	3.6%	12.9%
Professional, Scientific, Management, Administrative & Waste Management Services	7.0%	9.4%	9.6%	5.1%	7.7%
Educational, Health and Social Services	20.6%	19.8%	21.3%	21.9%	19.3%
Arts, Entertainment, Recreation, Accommodations & Food Services	5.3%	5.3%	4.3%	5.6%	5.6%
Other Services (Except Public Administration)	4.2%	3.9%	4.4%	3.1%	3.1%
Public Administration	2.4%	2.1%	1.9%	2.3%	2.3%

Source: 2000 U.S. Census

The data in Table 12 continues to demonstrate differences in the Watertown workforce from that of Oconomowoc. In addition, this table reveals significant differences between Oconomowoc and Sun Prairie. Specifically, in Sun Prairie more residents work in the finance, insurance, real estate, communication and utilities professions than in Oconomowoc. Inversely, Sun Prairie has far fewer people working in manufacturing industries than in Oconomowoc.

To appreciate employment industry differences between the comparison communities in 2005, information from ESRI is provided on the next several pages.¹ This information reveals that all communities have seen decreases in their manufacturing employment sector and growth. Each community also saw an increase in construction (due likely to low interest mortgage rates) and service sectors, but only limited change in retail labor force.

¹ The service industry information from ESRI combines the Professional, Scientific, Management, Administrative & Waste Management Services, Educational, Health and Social Services, Arts, Entertainment, Recreation, Accommodations & Food Services and other Services categories listed in Table 12.



Market Profile

	Place: 5559250 Oconomowoc City, WI	Place: 5519400 Delafield City, WI	Place: 5578600 Sun Prairie City, WI	
2005 Employed Population 16+ by Industry				
	Total	7,048	4,156	13,498
	Agriculture/Mining	0.6%	0.3%	0.5%
	Construction	8.7%	6.6%	6.0%
	Manufacturing	16.0%	17.4%	10.3%
	Wholesale Trade	4.7%	5.3%	3.7%
	Retail Trade	13.6%	11.8%	12.6%
	Transportation/Utilities	2.6%	3.0%	4.5%
	Information	2.3%	2.7%	2.2%
	Finance/Insurance/Real Estate	8.1%	7.7%	13.4%
	Services	41.2%	43.5%	41.0%
	Public Administration	2.2%	1.7%	5.5%
2005 Employed Population 16+ by Occupation				
	Total	7,050	4,159	13,498
	White Collar	67.7%	71.6%	70.2%
	Management/Business/Financial	13.8%	19.5%	15.2%
	Professional	24.0%	25.7%	25.9%
	Sales	16.7%	14.5%	12.8%
	Administrative Support	13.2%	11.8%	16.2%
	Services	11.0%	11.3%	10.8%
	Blue Collar	21.3%	17.1%	19.0%
	Farming/Forestry/Fishing	0.1%	0.1%	0.1%
	Construction/Extraction	6.6%	4.3%	4.1%
	Installation/Maintenance/Repair	2.1%	3.3%	3.4%
	Production	8.4%	6.4%	6.1%
	Transportation/Material Moving	4.1%	3.1%	5.3%
2000 Workers 16+ by Means of Transportation to Work				
	Total	6,344	3,623	11,068
	Drove Alone - Car, Truck, or Van	83.2%	82.7%	86.9%
	Carpooled - Car, Truck, or Van	10.5%	8.3%	8.3%
	Public Transportation	0.3%	0.4%	0.3%
	Walked	2.6%	2.1%	1.4%
	Other Means	0.5%	1.2%	0.4%
	Worked at Home	2.8%	5.3%	2.7%
2000 Workers 16+ by Travel Time to Work				
	Total	6,344	3,623	11,068
	Did Not Work at Home	97.2%	94.7%	97.3%
	Less than 5 minutes	7.1%	3.7%	4.5%
	5 to 9 minutes	18.4%	11.4%	17.4%
	10 to 19 minutes	27.1%	25.6%	28.2%
	20 to 24 minutes	10.2%	17.0%	14.0%
	25 to 34 minutes	14.3%	19.8%	21.6%
	35 to 44 minutes	7.5%	9.0%	4.6%
	45 to 59 minutes	8.2%	5.9%	3.7%
	60 to 89 minutes	3.7%	1.7%	1.6%
	90 or more minutes	0.8%	0.7%	1.6%
	Worked at Home	2.8%	5.3%	2.7%
	Average Travel Time to Work (in min)	21.2	22.3	20.9
2000 Households by Vehicles Available				
	Total	4,972	2,515	7,794
	None	6.7%	2.9%	4.2%
	1	29.7%	28.3%	32.9%
	2	44.8%	44.1%	47.9%
	3	14.7%	18.6%	11.6%
	4	3.1%	5.4%	2.5%
	5+	1.1%	0.8%	0.7%
	Average Number of Vehicles Available	1.8	2.0	1.8



Market Profile

Place: 5559250 Oconomowoc City, WI Place: 5583975 Watertown City, WI County: 55133 Waukesha County, WI



2005 Employed Population 16+ by Industry

	Place: 5559250 Oconomowoc City, WI	Place: 5583975 Watertown City, WI	County: 55133 Waukesha County, WI
Total	7,048	10,998	208,257
Agriculture/Mining	0.6%	0.6%	0.6%
Construction	8.7%	6.1%	7.1%
Manufacturing	16.0%	24.7%	16.0%
Wholesale Trade	4.7%	3.9%	5.7%
Retail Trade	13.6%	14.2%	12.2%
Transportation/Utilities	2.6%	2.7%	3.6%
Information	2.3%	1.3%	2.3%
Finance/Insurance/Real Estate	8.1%	3.7%	8.2%
Services	41.2%	40.5%	42.3%
Public Administration	2.2%	2.3%	1.9%

2005 Employed Population 16+ by Occupation

	Place: 5559250 Oconomowoc City, WI	Place: 5583975 Watertown City, WI	County: 55133 Waukesha County, WI
Total	7,050	10,999	208,257
White Collar	67.7%	51.4%	69.5%
Management/Business/Financial	13.8%	7.7%	16.0%
Professional	24.0%	18.4%	25.4%
Sales	16.7%	12.2%	13.8%
Administrative Support	13.2%	13.0%	14.3%
Services	11.0%	16.6%	10.6%
Blue Collar	21.3%	31.9%	19.9%
Farming/Forestry/Fishing	0.1%	0.4%	0.1%
Construction/Extraction	6.6%	4.8%	5.0%
Installation/Maintenance/Repair	2.1%	3.7%	3.2%
Production	8.4%	15.6%	7.1%
Transportation/Material Moving	4.1%	7.4%	4.4%



2000 Workers 16+ by Means of Transportation to Work

	Place: 5559250 Oconomowoc City, WI	Place: 5583975 Watertown City, WI	County: 55133 Waukesha County, WI
Total	6,344	10,943	192,602
Drove Alone - Car, Truck, or Van	83.2%	81.0%	87.0%
Carpooled - Car, Truck, or Van	10.5%	10.4%	7.1%
Public Transportation	0.3%	1.6%	0.7%
Walked	2.6%	4.7%	1.5%
Other Means	0.5%	0.8%	0.5%
Worked at Home	2.8%	1.5%	3.2%

2000 Workers 16+ by Travel Time to Work

	Place: 5559250 Oconomowoc City, WI	Place: 5583975 Watertown City, WI	County: 55133 Waukesha County, WI
Total	6,344	10,943	192,602
Did Not Work at Home	97.2%	98.5%	96.8%
Less than 5 minutes	7.1%	7.1%	3.1%
5 to 9 minutes	18.4%	24.7%	10.9%
10 to 19 minutes	27.1%	31.0%	30.6%
20 to 24 minutes	10.2%	9.2%	16.7%
25 to 34 minutes	14.3%	11.6%	21.0%
35 to 44 minutes	7.5%	3.9%	6.6%
45 to 59 minutes	8.2%	7.0%	4.9%
60 to 89 minutes	3.7%	3.0%	1.9%
90 or more minutes	0.8%	1.1%	1.2%
Worked at Home	2.8%	1.5%	3.2%
Average Travel Time to Work (in min)	21.2	18.6	22.2

2000 Households by Vehicles Available

	Place: 5559250 Oconomowoc City, WI	Place: 5583975 Watertown City, WI	County: 55133 Waukesha County, WI
Total	4,972	8,020	135,229
None	6.7%	6.0%	4.2%
1	29.7%	37.0%	25.0%
2	44.8%	42.7%	48.7%
3	14.7%	10.7%	16.7%
4	3.1%	2.5%	4.1%
5+	1.1%	1.0%	1.3%
Average Number of Vehicles Available	1.8	1.7	2.0



Market Profile

	Pabst Rd AT N Summit Av Oconomowoc, WI 53066 Radius: 4.0 miles	Pabst Rd AT N Summit Av Oconomowoc, WI 53066 Radius: 6.0 miles	Pabst Rd AT N Summit Av Oconomowoc, WI 53066 Radius: 8.0 miles
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2005 Employed Population 16+ by Industry				
	Total	15,968	24,376	39,226
	Agriculture/Mining	0.4%	0.7%	1.0%
	Construction	8.0%	8.2%	8.1%
	Manufacturing	16.2%	16.2%	16.3%
	Wholesale Trade	5.7%	5.3%	5.6%
	Retail Trade	13.0%	12.6%	12.2%
	Transportation/Utilities	2.7%	3.0%	3.2%
	Information	2.0%	2.1%	2.2%
	Finance/Insurance/Real Estate	7.8%	7.5%	7.3%
	Services	42.2%	42.5%	42.4%
	Public Administration	2.0%	1.9%	1.9%
2005 Employed Population 16+ by Occupation				
	Total	15,972	24,377	39,225
	White Collar	69.3%	68.8%	68.8%
	Management/Business/Financial	15.9%	16.7%	16.5%
	Professional	24.2%	24.4%	24.9%
	Sales	16.6%	15.3%	14.6%
	Administrative Support	12.6%	12.5%	12.9%
	Services	10.7%	10.8%	10.9%
	Blue Collar	19.9%	20.3%	20.3%
	Farming/Forestry/Fishing	0.1%	0.1%	0.2%
	Construction/Extraction	5.7%	5.9%	5.9%
	Installation/Maintenance/Repair	2.9%	3.1%	3.1%
	Production	7.4%	7.3%	7.1%
	Transportation/Material Moving	3.9%	3.9%	4.1%
2000 Workers 16+ by Means of Transportation to Work				
	Total	14,235	21,933	35,303
	Drove Alone - Car, Truck, or Van	83.0%	83.8%	85.2%
	Carpooled - Car, Truck, or Van	9.4%	8.7%	7.7%
	Public Transportation	0.3%	0.3%	0.4%
	Walked	2.4%	2.0%	1.8%
	Other Means	0.6%	0.6%	0.6%
	Worked at Home	4.3%	4.6%	4.4%
2000 Workers 16+ by Travel Time to Work				
	Total	14,235	21,935	35,300
	Did Not Work at Home	95.7%	95.4%	95.6%
	Less than 5 minutes	4.8%	4.3%	3.9%
	5 to 9 minutes	13.8%	11.9%	11.2%
	10 to 19 minutes	26.1%	25.9%	27.3%
	20 to 24 minutes	11.4%	12.2%	12.8%
	25 to 34 minutes	17.7%	18.7%	19.6%
	35 to 44 minutes	9.0%	9.6%	9.2%
	45 to 59 minutes	8.9%	8.7%	7.8%
	60 to 89 minutes	2.9%	3.1%	2.7%
	90 or more minutes	1.2%	1.1%	1.0%
	Worked at Home	4.3%	4.6%	4.4%
	Average Travel Time to Work (in min)	23.4	23.9	23.6
2000 Households by Vehicles Available				
	Total	10,413	15,544	24,236
	None	4.4%	3.9%	3.6%
	1	26.5%	24.3%	22.7%
	2	46.5%	45.9%	47.3%
	3	16.6%	19.1%	19.8%
	4	4.6%	5.1%	5.1%
	5+	1.4%	1.6%	1.6%
	Average Number of Vehicles Available	2.0	2.0	2.1

The most important piece of information from Table 13 is the fact that the mean travel time to work is more than 20 minutes. Within a 20 minutes drive from Oconomowoc, residents can reach Waukesha and communities between. For businesses in the Southwest Summit Avenue project planning area to be successful, they will need to consider the significant number of commuters traveling beyond the city limits each day and consider opportunities to cater to these residents by having extended evening and weekend hours.

The 2010 data on the previous page for the area within 4, 6 and 8 miles of the intersection of Pabst Road and Summit Avenue within the Southwest Summit Avenue study area reveals that the mode of transportation used is nearly

identical to that of the data shown in Table 13 for all Oconomowoc residents. However, more people living who within 4 miles of this intersection commute less than 20 minutes to work than residents who live more than 4 miles from this intersection. One reason for this reduced travel time is the fact that significantly more people living within 4, 6, and 8 miles of the noted intersection work at home.

The list of major employers in Oconomowoc provided in Table 14 is quite diversified and is considered a strength for the city. As changes occur in the national and international economies, often one sector is affected more than others. The diversification provides some protection against a large decline in employment.

Mode	Oconomowoc	Waukesha County	Delafield	Watertown	Sun Prairie
Total Number of Workers Over 16	6,344	192,602	3,623	10,943	11,068
Drive Alone	83.2%	87.0%	82.7%	81.0%	86.9%
Carpool	10.5%	7.1%	8.3%	10.4%	8.3%
Public Transit (Including Taxicab)	0.3%	0.7%	0.4%	1.6%	0.3%
Walking	2.6%	1.5%	2.1%	4.7%	1.4%
Other Means	0.5%	0.5%	1.2%	0.8%	0.4%
Worked At Home	2.8%	3.2%	5.3%	1.5%	2.7%
Mean Travel Time To Work (minutes)	21.2	22.2	22.3	18.6	20.9

Source: 2000 U.S. Census

Employers	Employers
Bruno Independent Living Aids	Custom Products Corp.
Paragon Development Systems	Oconomowoc Manufacturing Corp.
ORBIS-Menasha Corp.	Plast-O-Con, Inc.
Premold Corp.	Ace Precision Machining Corp.
Hystro Products, Inc.	Republic Building Products, Inc.
Silgan Containers Manufacturing Corp.	Wismarq. Corp.
Quest Technologies, Inc	Roundy's Corp.
Target Stores	C L & D Graphics, Inc.
Milwaukee Envelope, Inc.	Best Foods Baking Company
International Bioflavors, Inc.	Lake Country Foods
Oconomowoc Enterprise	Sentry Equipment Corp.
Foot-So-Port Shoe Corp.	Moraine Packaging Inc.
Wolf Construction Company	Lutheran Homes of Oconomowoc
Oconomowoc Memorial Hospital	Rogers Memorial Hospital
Winkinson Medical Clinics, S.C.	Oconomowoc Development Training Center
Information Systems Engineering, Inc.	Paragon Development Systems

Source: 2005 SEWRPC

There are many different breakdowns of income:

- **Per capita income** is total income divided by the total number of residents, including children and other groups of individuals who do not actually earn income.
- **Median household income** is the average U.S. Census report of household income in a community (households include families, married couple households and individual households).
- **Median family income** is the average income reported by families in the 2000 U.S. Census.

Income is the primary indicator of spending power of residents. Household and family income correlates with retail expenditures in many product categories. Retailers and entrepreneurs may consider the median or average household income in a trade area or seek a minimum number of households within a certain income range when considering a location for new development. For example, discount stores avoid high or low-income areas. Traditional department stores focus on markets with incomes over \$35,000, while some specialty fashion stores target incomes above \$75,000. A few store categories, including auto parts, are more commonly found in areas with lower household incomes. Using income as the sole measure of a market's taste preference, however, can be deceptive. Therefore, these figures are presented as part of a series of data about the Oconomowoc population in this chapter.

Table 15 provides a detailed breakdown of the per capita, median household and median family incomes for residents in 1990 and 2000. Generally, the data reveals that Oconomowoc residents have income levels lower than Waukesha County as a whole and its neighbor Delafield, but incomes well above residents of Watertown. The most similar community, from an income standpoint is Sun Prairie. This is interesting given that the breakdown in industry types is significantly different between Oconomowoc and Sun Prairie. Nevertheless, the income reported by households and families in Oconomowoc is a strong indicator of the spending power of residents. Moreover, the significant gains between 1990 and 2000 in each category area also noteworthy. This information provides a historic look at income.

The ESRI data on the next several pages looks at average (median) household income in 2005 and 2010. This data shows the same trends seen between 1990 and 2000 are expected to continue. However, what is particularly interesting to note is the fact that residents living within 4, 6 and 8 miles of the intersection of Summit and Pabst Road have 2005 and 2010 income levels that are significantly higher than the overall Oconomowoc figures. In fact, residents living near to the planning project area have incomes higher than the Waukesha County averages and more comparable to residents from Delafield. This is important because it indicates a higher spending power of residents in close proximity to the project area.

Location	Per Capita Income		Median Household Income		Median Family Income	
	1990	2000	1990	2000	1990	2000
Oconomowoc	\$14,331	\$25,716	\$34,061	\$51,250	\$39,394	\$62,950
Waukesha County	\$18,148	\$29,164	\$44,565	\$62,839	\$49,096	\$71,773
Delafield	\$19,112	\$31,602	\$42,886	\$61,938	\$45,996	\$71,955
Watertown	\$11,701	\$18,977	\$27,766	\$42,562	\$33,047	\$50,686
Sun Prairie	\$14,268	\$23,277	\$35,301	\$51,345	\$40,271	\$61,197

Source: 1990 and 2000 U.S. Census



Market Profile

	Place: 5559250 Oconomowoc City, WI	Place: 5519400 Delafield City, WI	Place: 5578600 Sun Prairie City, WI
2000 Households by Income			
\$ Household Income Base	4,986	2,569	7,792
< \$15,000	8.4%	5.9%	6.9%
\$15,000 - \$24,999	10.6%	8.4%	9.9%
\$25,000 - \$34,999	10.6%	9.3%	12.4%
\$35,000 - \$49,999	18.6%	14.6%	18.8%
\$50,000 - \$74,999	23.9%	22.8%	25.7%
\$75,000 - \$99,999	14.0%	13.2%	15.3%
\$100,000 - \$149,999	10.2%	15.0%	8.2%
\$150,000 - \$199,999	2.3%	5.1%	1.7%
\$200,000+	1.4%	5.6%	1.1%
Average Household Income	\$61,980	\$82,260	\$59,727
2005 Households by Income			
Household Income Base	5,485	2,905	9,154
< \$15,000	6.3%	4.9%	5.3%
\$15,000 - \$24,999	8.4%	4.7%	7.1%
\$25,000 - \$34,999	9.5%	5.7%	10.6%
\$35,000 - \$49,999	14.2%	10.6%	15.3%
\$50,000 - \$74,999	22.9%	19.5%	23.6%
\$75,000 - \$99,999	16.6%	16.1%	18.3%
\$100,000 - \$149,999	15.7%	19.6%	14.7%
\$150,000 - \$199,999	3.3%	8.2%	3.1%
\$200,000+	3.1%	10.7%	2.1%
Average Household Income	\$75,671	\$110,353	\$71,801
2010 Households by Income			
Household Income Base	5,948	3,190	10,258
< \$15,000	4.5%	3.9%	4.1%
\$15,000 - \$24,999	6.8%	3.4%	5.3%
\$25,000 - \$34,999	7.4%	4.5%	7.7%
\$35,000 - \$49,999	11.5%	8.0%	13.0%
\$50,000 - \$74,999	20.8%	16.8%	21.8%
\$75,000 - \$99,999	15.9%	14.3%	16.4%
\$100,000 - \$149,999	21.2%	24.3%	21.6%
\$150,000 - \$199,999	7.1%	9.7%	6.2%
\$200,000+	4.8%	15.1%	3.9%
Average Household Income	\$92,097	\$136,695	\$86,971
2000 Owner Occupied HUs by Value			
Total	3,102	1,631	4,743
<\$50,000	0.2%	0.6%	0.4%
\$50,000 - 99,999	9.4%	1.2%	9.1%
\$100,000 - 149,999	41.8%	23.5%	49.4%
\$150,000 - 199,999	26.8%	16.9%	25.7%
\$200,000 - \$299,999	16.4%	29.1%	13.5%
\$300,000 - 499,999	4.2%	22.3%	1.8%
\$500,000 - 999,999	1.2%	6.1%	0.0%
\$1,000,000+	0.0%	0.4%	0.1%
Average Home Value	\$172,709	\$265,064	\$155,502
2000 Specified Renter Occupied HUs by Contract Rent			
Total	1,870	878	3,051
With Cash Rent	97.2%	95.3%	98.1%
No Cash Rent	2.8%	4.7%	1.9%
Median Rent	\$624	\$675	\$606
Average Rent	\$620	\$704	\$603



Market Profile

	Place: 5559250 Oconomowoc City, WI	Place: 5583975 Watertown City, WI	County: 55133 Waukesha County, WI
2000 Households by Income			
\$ Household Income Base	4,986	8,046	135,450
< \$15,000	8.4%	11.4%	6.0%
\$15,000 - \$24,999	10.6%	13.9%	7.2%
\$25,000 - \$34,999	10.6%	13.8%	8.9%
\$35,000 - \$49,999	18.6%	20.7%	14.5%
\$50,000 - \$74,999	23.9%	25.4%	24.7%
\$75,000 - \$99,999	14.0%	8.8%	17.2%
\$100,000 - \$149,999	10.2%	4.2%	13.8%
\$150,000 - \$199,999	2.3%	1.0%	3.8%
\$200,000+	1.4%	0.8%	3.9%
Average Household Income	\$61,980	\$49,675	\$77,065
2005 Households by Income			
Household Income Base	5,485	8,478	148,544
< \$15,000	6.3%	8.9%	4.6%
\$15,000 - \$24,999	8.4%	11.5%	5.6%
\$25,000 - \$34,999	9.5%	12.6%	7.1%
\$35,000 - \$49,999	14.2%	18.1%	12.1%
\$50,000 - \$74,999	22.9%	25.7%	21.7%
\$75,000 - \$99,999	16.6%	13.2%	18.7%
\$100,000 - \$149,999	15.7%	7.6%	19.0%
\$150,000 - \$199,999	3.3%	1.3%	5.4%
\$200,000+	3.1%	1.1%	5.6%
Average Household Income	\$75,671	\$57,033	\$90,902
2010 Households by Income			
Household Income Base	5,948	8,917	161,053
< \$15,000	4.5%	7.3%	3.6%
\$15,000 - \$24,999	6.8%	9.9%	4.5%
\$25,000 - \$34,999	7.4%	10.6%	5.2%
\$35,000 - \$49,999	11.5%	16.7%	10.1%
\$50,000 - \$74,999	20.8%	24.7%	18.3%
\$75,000 - \$99,999	15.9%	13.0%	16.6%
\$100,000 - \$149,999	21.2%	13.4%	24.5%
\$150,000 - \$199,999	7.1%	2.6%	8.8%
\$200,000+	4.8%	1.9%	8.4%
Average Household Income	\$92,097	\$66,648	\$110,146
2000 Owner Occupied HUs by Value			
Total	3,102	5,109	103,458
<\$50,000	0.2%	1.9%	1.0%
\$50,000 - 99,999	9.4%	37.1%	6.0%
\$100,000 - 149,999	41.8%	44.6%	29.0%
\$150,000 - 199,999	26.8%	12.3%	31.6%
\$200,000 - \$299,999	16.4%	3.1%	21.7%
\$300,000 - 499,999	4.2%	1.0%	8.1%
\$500,000 - 999,999	1.2%	0.0%	2.2%
\$1,000,000+	0.0%	0.1%	0.5%
Average Home Value	\$172,709	\$118,947	\$201,064
2000 Specified Renter Occupied HUs by Contract Rent			
Total	1,870	2,901	31,448
With Cash Rent	97.2%	96.8%	97.0%
No Cash Rent	2.8%	3.2%	3.0%
Median Rent	\$624	\$494	\$663
Average Rent	\$620	\$485	\$679



Market Profile

Latitude: 43.08725
Longitude: -88.4712

Pabst Rd AT N Summit Av
Oconomowoc, WI 53066
Radius: 4.0 miles

Pabst Rd AT N Summit Av
Oconomowoc, WI 53066
Radius: 6.0 miles

Pabst Rd AT N Summit Av
Oconomowoc, WI 53066
Radius: 8.0 miles

	Pabst Rd AT N Summit Av Oconomowoc, WI 53066 Radius: 4.0 miles	Pabst Rd AT N Summit Av Oconomowoc, WI 53066 Radius: 6.0 miles	Pabst Rd AT N Summit Av Oconomowoc, WI 53066 Radius: 8.0 miles
2000 Households by Income			
\$ Household Income Base	10,421	15,604	24,336
< \$15,000	7.2%	6.5%	6.0%
\$15,000 - \$24,999	8.1%	7.6%	7.0%
\$25,000 - \$34,999	8.5%	8.2%	8.0%
\$35,000 - \$49,999	15.5%	14.5%	13.7%
\$50,000 - \$74,999	24.3%	24.0%	23.8%
\$75,000 - \$99,999	15.1%	15.3%	16.2%
\$100,000 - \$149,999	13.6%	14.5%	15.2%
\$150,000 - \$199,999	3.8%	4.3%	4.4%
\$200,000+	3.9%	5.3%	5.7%
Average Household Income	\$77,444	\$83,524	\$85,351
2005 Households by Income			
Household Income Base	11,512	17,277	26,959
< \$15,000	5.5%	5.0%	4.6%
\$15,000 - \$24,999	6.5%	6.0%	5.5%
\$25,000 - \$34,999	7.7%	7.2%	6.7%
\$35,000 - \$49,999	12.7%	11.9%	11.6%
\$50,000 - \$74,999	21.6%	21.4%	21.0%
\$75,000 - \$99,999	17.1%	17.1%	17.6%
\$100,000 - \$149,999	17.9%	18.4%	19.3%
\$150,000 - \$199,999	5.3%	5.9%	6.1%
\$200,000+	5.7%	7.2%	7.6%
Average Household Income	\$89,457	\$95,937	\$99,086
2010 Households by Income			
Household Income Base	12,497	18,780	29,296
< \$15,000	4.1%	3.8%	3.5%
\$15,000 - \$24,999	5.1%	4.7%	4.3%
\$25,000 - \$34,999	5.8%	5.4%	5.1%
\$35,000 - \$49,999	10.1%	9.4%	9.2%
\$50,000 - \$74,999	18.9%	18.5%	17.8%
\$75,000 - \$99,999	15.7%	15.7%	16.0%
\$100,000 - \$149,999	23.0%	23.2%	24.0%
\$150,000 - \$199,999	8.7%	8.9%	9.2%
\$200,000+	8.6%	10.3%	10.9%
Average Household Income	\$109,086	\$117,255	\$121,208
2000 Owner Occupied HUs by Value			
Total	7,548	11,705	18,472
<\$50,000	0.8%	0.9%	1.3%
\$50,000 - 99,999	5.4%	4.6%	4.7%
\$100,000 - 149,999	28.7%	26.1%	22.9%
\$150,000 - 199,999	23.3%	22.6%	24.0%
\$200,000 - \$299,999	21.6%	22.7%	24.4%
\$300,000 - 499,999	13.3%	14.5%	14.5%
\$500,000 - 999,999	5.4%	6.5%	6.5%
\$1,000,000+	1.5%	2.1%	1.7%
Average Home Value	\$240,738	\$258,999	\$256,869
2000 Specified Renter Occupied HUs by Contract Rent			
Total	2,844	3,780	5,674
With Cash Rent	95.8%	95.2%	95.9%
No Cash Rent	4.2%	4.8%	4.1%
Median Rent	\$642	\$656	\$651
Average Rent	\$652	\$666	\$655

Poverty status information is also a characteristic a retailer will consider when deciding to locate in an area. A high incidence of poverty will discourage retail development. Oconomowoc has an extremely low poverty rate in comparison to the communities listed in Table 16. Even more impressive is the fact that the poverty rate has decreased significantly over the comparison period.

A final indicator of community wealth is the value of the housing. Likewise, this information is important to potential realtors to understand potential housing-based retail opportunities. The 1990 median housing value in Oconomowoc fell

roughly in the middle of the comparison community values. However, while growth occurred between 1990 and 2000, Oconomowoc housing values did not rise as sharply as those in the comparison communities. It is believed that over the next 10 years the median value of housing in Oconomowoc will make significant gains as development is completed within Pabst Farms. This information will be of interest when the 2010 census information is available. Data from ESRI, also presented in Table 17, concurs with this expectation given that it shows Oconomowoc experiencing the largest percent increase in median housing value between 2000 and 2010.

Status	Oconomowoc		Waukesha County		Delafield		Watertown		Sun Prairie	
	1990	2000*	1990	2000*	1990	2000*	1990	2000*	1990	2000*
Total Individuals	383	190 (1.6%)	9,357	9,635 (2.7%)	288	226 (3.4%)	1,647	1,369 (6.7%)	475	889 (4.4%)
Under Age 18	82	43 (1.5%)	2,973	2,755 (3.0%)	105	100 (5.3%)	416	425 (7.8%)	170	352 (6.1%)
18 Years of Age and Over	293	147 (1.6%)	6,251	6,776 (2.6%)	181	126 (2.6%)	1,196	923 (6.1%)	295	519 (3.6%)
65 Years of Age and Over	100	57 (3.3%)	1,331	1,617 (4.0%)	40	10 (1.4%)	368	196 (6.9%)	75	90 (5.3%)
Total Change 1990 - 2000	-50.4%		3.0%		-21.5%		-16.9%		87.2%	

* (%) Is Equal To Percent of the Total Age Segment Represented and Total Population
Source: 1990 and 2000 U.S. Census

Year	Oconomowoc	Waukesha County	Delafield	Watertown	Sun Prairie
1990	\$82,200	\$96,300	\$114,400	\$56,300	\$74,400
2000	\$147,900	\$170,400	\$233,000	\$110,200	\$143,400
% Change 1990 - 2000	80.0%	76.9%	103.7%	95.7%	92.7%
2005	\$216,407	\$241,271	\$315,589	\$149,257	\$190,149
2010	\$280,901	\$311,674	\$400,972	\$192,542	\$243,744
% Change 2000 - 2010	88.6%	82.9%	72.1%	74.7%	70.0%

Source: 1990 and 2000 U.S. Census and 2005 ESRI Business Information Solutions

MEASURES OF ECONOMIC GROWTH OPPORTUNITIES

Shift Share ²

Shift share is a powerful and useful technique for analyzing changes in the structure of one economy in reference to the state and nation. The purpose of the shift share analysis is to determine the job performance or productivity of the economy in comparison to a larger base.

Shift share information is available for analysis at the county level due to the fact that annual employment figures are only released on a county-wide basis. A summary of the information is provided in the figure above for the period 1994-2004 for Waukesha County.

TABLE 20: Shift Share

Sector	National Growth Component, Percent	National Growth Component, Jobs	Industrial Mix Component, Percent	Industrial Mix Component, Jobs	Competitive Share Component, Percent	Competitive Share Component, Jobs
Manufacturing	14.9	7,081	-31.0	-14,684	17.4	8,256
Trade, Transportation, and Utilities	14.9	6,169	-4.1	-1,695	11.9	4,915
Financial Activities	14.9	1,494	1.4	142	31.7	3,171
Education and Health Services	14.9	3,519	10.3	2,417	11.6	2,732
Professional and Business Services	14.9	2,768	18.6	3,448	11.4	2,104
Information	14.9	500	-2.8	-94	50.4	1,687
Leisure and Hospitality	14.9	2,023	9.5	1,286	9.9	1,340
Other Services	14.9	849	2.6	147	8.2	465
Construction	14.9	1,709	22.9	2,617	3.2	366
Public Administration	14.9	850	-6.3	-361	3.4	193
Natural Resources and Mining	14.9	87	-16.9	-99	1.9	11
		27,049		-6,876		25,240

² *Planning for Local Economic Development*, Blakely, Edward J, Sage Publications, Inc., 2004

National Growth Component

During the time period 1994 to 2004, the nation's employment grew by 14.9 percent (i.e., America's employment in 1994 and 2004 was 112.5 million and 129.3 million, respectively. The growth rate is therefore $(129.3 - 112.5) / 112.5 * 100 = 14.9$ percent.)

This growth rate is listed in the table on the previous page as the national growth component.

The effect of the national growth component is felt most acutely during the peaks and valleys of the business cycle (i.e. during recessions and boom times). Local businesses are very aware of how the general business climate affects them. In the table, the effect of the national growth component is revealed in the second column. For example, the 14.9 percent national growth component led to the Trade, Transportation, and Utilities sector's employment growing by 6,169 jobs (i.e., 14.9 percent times the sector's base employment, 41,307, equals 6,169 jobs). Overall, the national growth component was responsible for a total of 27,049 jobs in Waukesha County.

An understandable goal of some local leaders is to make their economy more 'recession proof'. Economies with more employment in government, military and education will experience less fluctuation because those sectors are not directly related to the business cycle. Also, economic sectors that are experiencing more growth will provide larger employment gains to a local economy.

Industrial Mix Component

Insight into growing sectors is provided by the second aspect that shift share analysis considers - the industrial mix component. This component is found by calculating the percent growth rate for an economic sector at the national level and subtracting from it the national growth component. Thus, the industrial mix component measures how well an industry has grown, net of effects from the business cycle.

The table on the preceding page lists these components for each industry sector. The highest industrial mix component was 22.9 percent in the construction sector, and it was responsible for 2,617 jobs (i.e., 22.9 percent times this sector's base employment, 11,442, equals 2,617 jobs). If Waukesha County's employment were concentrated in these sectors with higher industrial mix components, then the area could expect more employment growth. After adding all eleven sectors, it appears that the industrial mix component was responsible for decreasing Waukesha County's employment by - 6,876 jobs. Thus, the area has a concentration of employment in industries that are decreasing nation-wide, in terms of employment. The majority of these jobs can be attributed to decreases in the manufacturing sector.

The Competitive Share

The third and final component of shift share analysis is called the competitive share. It is the remaining employment change that is left over after accounting for the national and industrial mix components. If a sector's competitive share is positive, then the sector has a local advantage in promoting employment growth.

The top three sectors in competitive share were Manufacturing, Trade, Transportation, Utilities, and the Financial Activities sector. Across all sectors, the competitive share component totals to 25,240 jobs. This indicates that Waukesha County is competitive in securing additional employment opportunities. A positive competitive share component indicates that Waukesha County has a productive advantage. This advantage could be due to local firms having superior technology, management, or market access, or the local labor force having higher productivity and/or lower wages.

In this analysis, as it relates to the Southwest Summit Avenue planning area, what is particularly interesting to note is the impact changes to the mix of recreational uses may have on the county's share of leisure and recreation.

Location Quotients

The location quotient analysis is a technique used to augment shift share. It helps to ascertain the export capacity of the local economy and the degree of self-sufficiency of a particular sector.

A **location quotient** for an industry is the simple ratio of the percentage of local employment in the industry divided by the percentage of national employment in the industry.

Earlier in this chapter Table 12 revealed that Oconomowoc has a higher percentage of the workforce employed in sales and office occupations than the comparison communities. Comparing these percentages is useful, but somewhat cumbersome. Location quotients (LQ) are an easier way to compare communities and analyze the Oconomowoc economy.

LQ identify export industries in a community (those industries producing more than needed to meet local demand) and import industries (those producing less than enough to meet local demand). LQ greater than 1.0 indicates that a community has proportionately more people than the national average employed in a specific industry. This implies that a community is producing more of a product than is consumed locally. The excess is available for export. LQ less than 1.0 suggests that a community is not producing enough of a product or service to meet local demand, and is importing to meet local demand. LQ approximately equal to 1.0 indicates that a community is producing enough to meet local demand.

Regional experts³ suggest that LQ of at least 1.25 is required to consider classifying a local industry as an exporter. Similarly, they recommend that a location quotient of .75 or less

is needed to categorize an industry as an importing sector.

<u>Location Quotient</u>	<u>Import/Export Status</u>
Less than or = to .75	Import Industry
.75 to 1.24	Self-Sufficient Industry
Greater Than or = to 1.25	Export Industry

Identifying local export industries (LQ > 1.25) provides a measure of industry specialization within a community. A community with a high location quotient in a specific industry may mean that the local economy has a competitive advantage in that industry. There may be economic development opportunities because of existing economies or synergies that make a community more attractive to businesses in related industries. LQ significantly lower than 1.0 may indicate an import substitution opportunity, the potential to develop local businesses to fill the gap and meet local demand.

Traditionally, LQ are calculated by comparing local employment to national or regional employment. Calculating LQ by comparing nearby communities provides a new perspective and insight into a local economy. Table 21 compares Oconomowoc to Delafield, Watertown and Sun Prairie, as well as Wisconsin, the Midwest, and the U.S.

³ *Community Economic Analysis: A How to Manual*, Hustedde, Shaffer, and Pulver, North Central Regional Center for Rural Development, 1995

TABLE 21: Location Quotients				
Industry	Comparison Communities	Wisconsin	Midwest	U.S.
Agriculture, forestry, fishing, hunting & mining	0.77	0.22	0.31	0.39
Construction	1.46	1.33	1.28	1.16
Manufacturing	0.94	0.96	1.15	1.51
Wholesale trade	1.11	1.13	1.03	1.01
Retail trade	1.08	1.16	1.15	1.15
Transportation and warehousing	1.02	0.79	0.68	0.68
Utilities	0.26	0.29	0.27	0.26
Information	1.06	1.20	1.04	0.86
Finance and insurance	0.75	1.06	1.04	1.05
Real estate and rental and leasing	2.48	2.29	1.83	1.47
Scientific and technical services	0.86	1.07	0.87	0.74
Administration and support	1.48	1.07	0.90	0.78
Educational services	1.17	1.13	1.11	1.09
Health care and social assistance	0.88	0.96	0.96	0.99
Arts, entertainment and recreation	1.08	0.83	0.81	0.69
Accommodation and food services	0.92	0.70	0.70	0.67
Other services (except public administration)	1.03	1.04	0.92	0.87
Public administration	0.61	1.04	0.61	0.49

SOURCE: UW-Extension Community Indicators Software based on 2000 U.S. Census Data

Based in the data in Table 21, with respect to the comparison communities, Oconomowoc is only an exporter of construction, real estate and rental and leasing, and administration and support industry sectors. In comparison to Wisconsin and the mid-west, the LQ figures for these same industry sectors are lower, indicating the city is not as competitive on a state and regional basis.

What is also interesting to note from Table 21 is that Oconomowoc is an importer from an LQ standpoint with respect to manufacturing, utilities, finance and insurance, scientific and technical services, health care and social assistance, and public administration in the context of the comparison communities. However, when looking at these same categories on a state and regional level, Oconomowoc is generally more competitive suggesting opportunities for growth in these areas may not be as strong as indicated by only looking at the comparison communities.

This information is presented as a tool for the city and local business owners to use to identify targeted business and industry for the Southwest Summit Avenue project planning area.

DEMAND ANALYSIS

So far, this chapter has focused on existing conditions and historic trends, in comparison to surrounding communities to understand the potential market opportunities for the Southwest Summit Avenue Planning Area. Chapter 6 will provide additional insights into potential markets based on the observations and desires of area landowners.

The *Downtown Oconomowoc Revitalization Plan & Market Analysis* examined immediate market potential in several sectors, including retail and office uses.

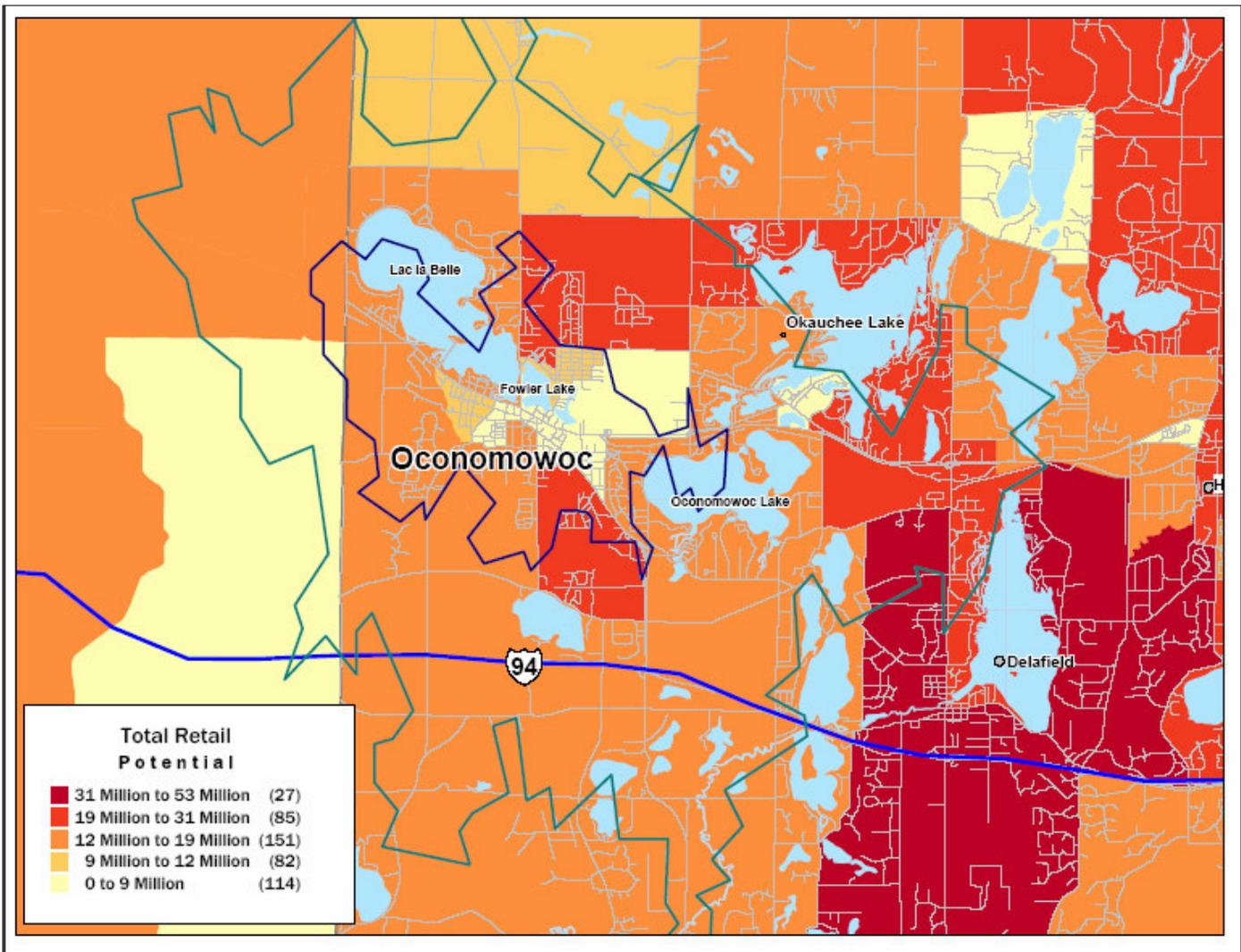
With respect to retail, the report indicates that the market for retail space is dependent upon the spending patterns of the consumer base and the relative number of competitors vying for these dollars. Over time, changes in the number of households and their spending patterns will affect the overall level of demand and the resources available for retailers.

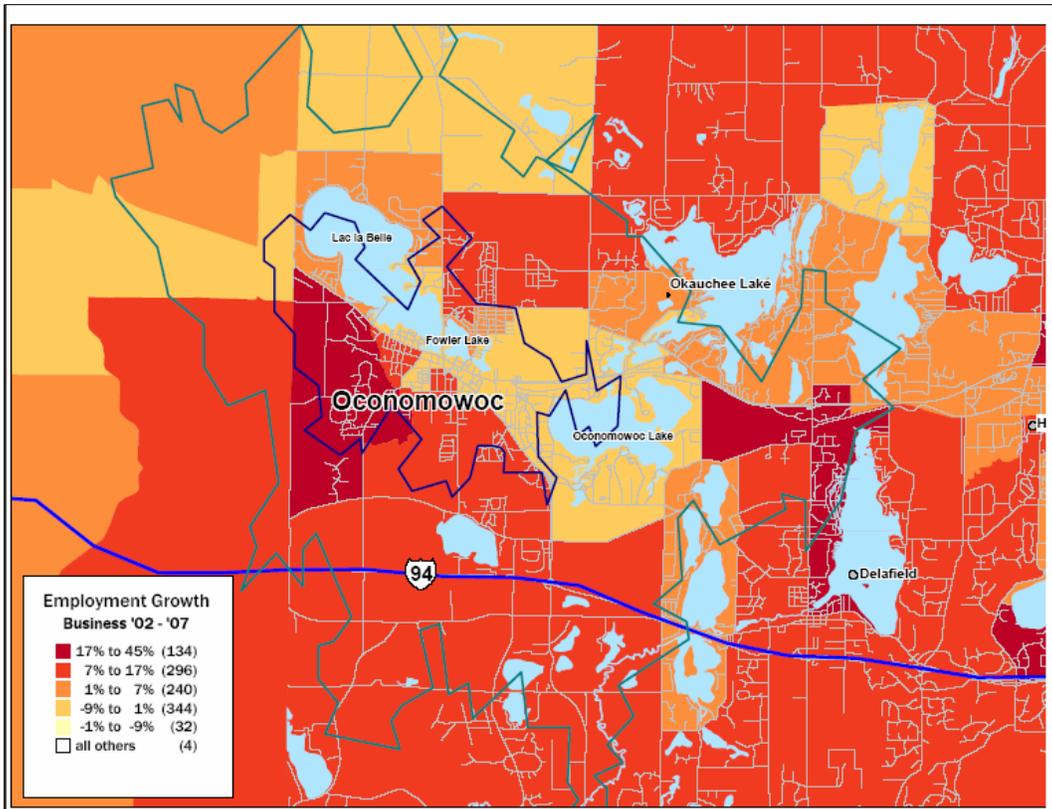
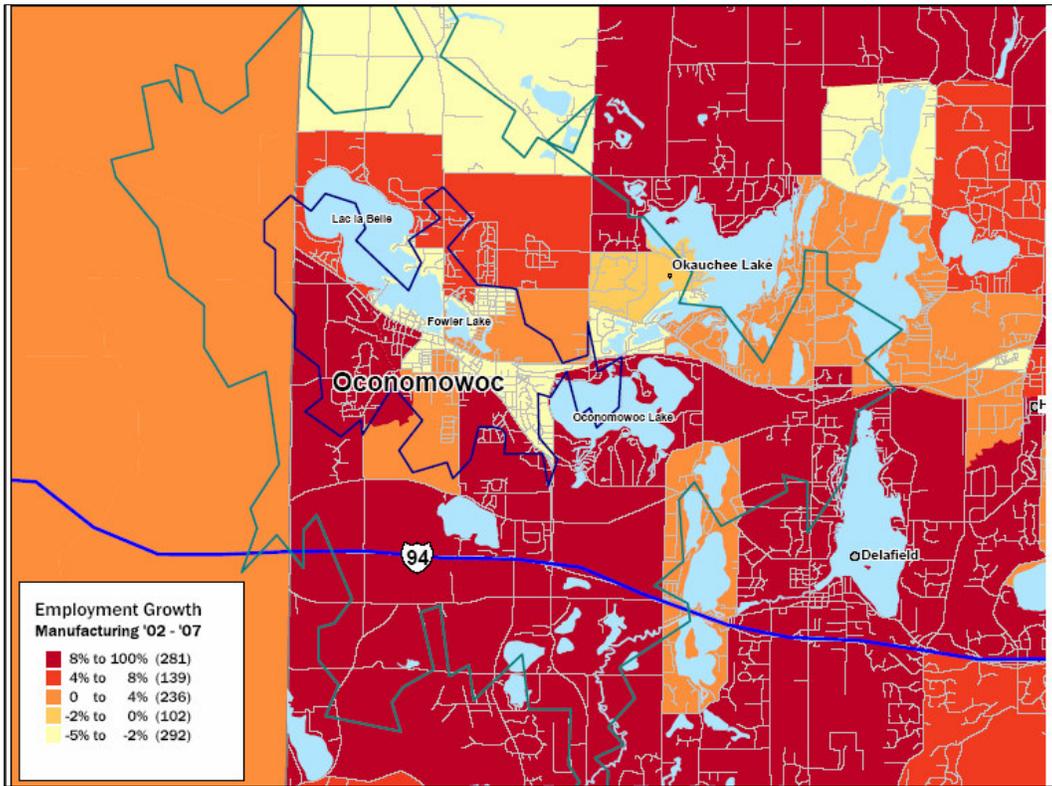
The market for office space is dependent upon a range of factors from macroeconomic growth to local workforce characteristics. The Waukesha and Wauwatosa areas together

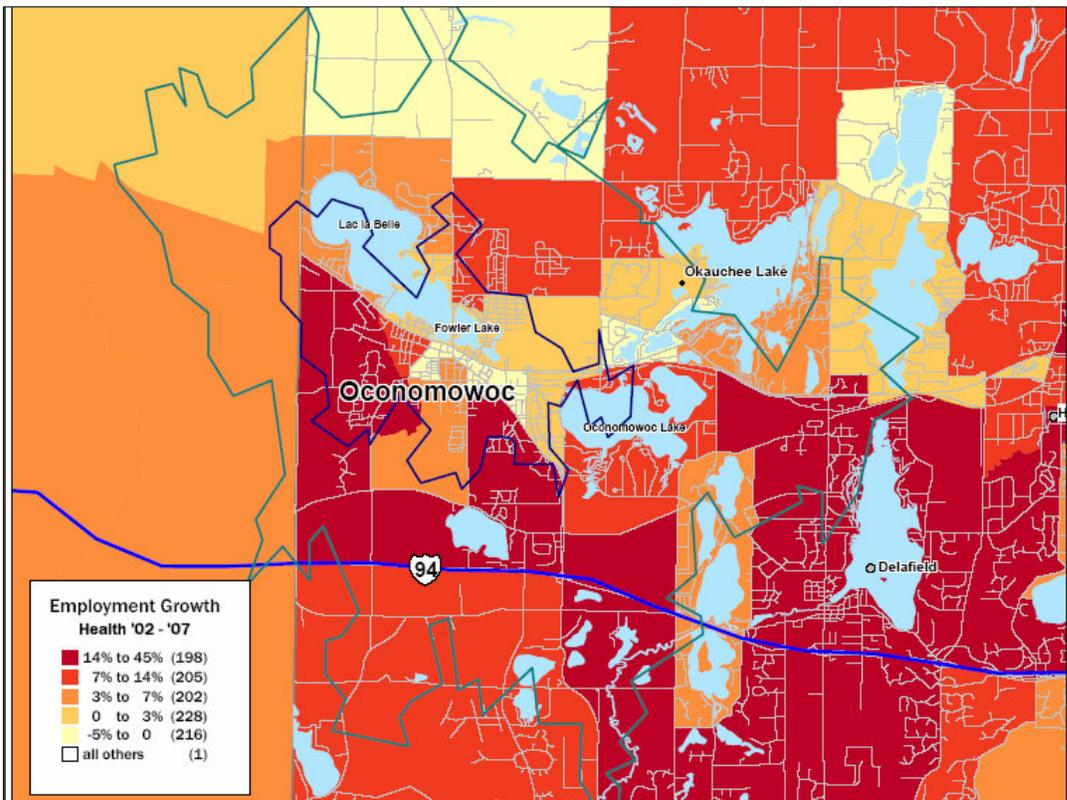
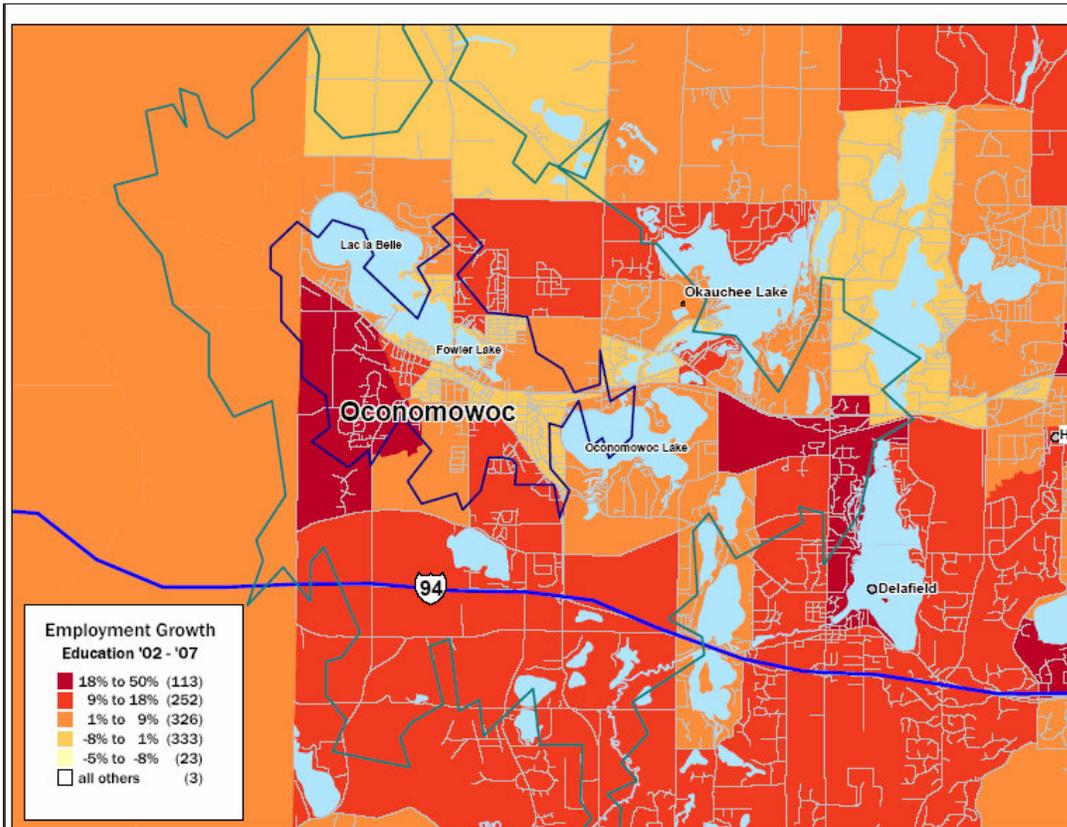
account for over 100,000 jobs and are a significant pressure on local communities throughout metropolitan Milwaukee whose residents commute to these cities on a daily basis. In addition, Pabst Farms will introduce over 500 acres of office and business park space over the life of the project that will compete directly with potential uses in the Southwest Summit Avenue planning area.

into the market opportunities within the City of Oconomowoc and the Southwest Summit Avenue planning project area. The data reveals strong opportunities for growth in all sectors. However, the illustration below, for retail, is particularly interesting as it indicates that the market demand is stronger within the planning area than adjacent areas of the city. By comparison, the other illustrations show that the Southwest Summit Avenue planning area market opportunities in the sectors illustrated are identical to those in surrounding areas.

The maps on the next few pages are taken from the *Downtown Oconomowoc Revitalization Plan & Market Analysis*. They provide some insight







SUMMARY OF MARKET OPPORTUNITIES

In earlier chapters of this report the location advantages of the Southwest Summit Avenue planning area were discussed. The analysis demonstrated that the planning area enjoys a central location between Downtown Oconomowoc and I-94. Moreover, as street connections recommended in previous plans and this report are completed, the Southwest Summit Avenue will be very well connected to surrounding areas of the city, including Pabst Farms from which it can draw additional customers. This chapter has looked at the potential market for development to begin to appreciate specific development opportunities.

In most communities, market niches already exist, but simply need to be organized. These niches can grow and become more visible through business expansion, recruitment of new businesses and cooperative advertising and promotion. The primary niche in the Southwest Summit Avenue planning area is recreation and leisure created by the Olympia Resort, Olde Highlander Golf Club, Paganica Golf Course and the Highlands of Olympia Ski Hill.

What follows is a description of the primary development opportunities for the Southwest Summit Avenue planning area.

Tourism and Recreation Businesses

The Southwest Summit Avenue planning area has two golf courses, a ski hill, and a four season resort. Together, these uses, provide a destination for visitors. Additional recreational and leisure oriented business development in the area can cater to tourists and travelers visiting the Southwest Summit Avenue planning area. Opportunities may include:

- An additional restaurant
- Specialty food item store (i.e. ice cream, delis, bakeries, etc)
- A museum
- An additional lodging facility
- Travel agency
- Sporting goods store
- Additional residential development with access to recreational amenities in area

Niche
A specialization or focus that allows an area to gain dominance in certain categories of the retail market. Niche strategies can help locations compete in competitive retail environments.

Office Workers

Whereas the areas around the Olympia resort have the potential to cater more to visitors, development along Oconomowoc Parkway (including the Target Distribution Center) provide important local employment opportunities and represent a location for additional businesses to serve city residents and visitors. With more business development in the area along Oconomowoc Parkway, a growing base of local office workers will be established. These workers tend to make purchases during the "lunch-time" hour. Some businesses exist in the area that cater to these workers (e.g. Kwik Trip car wash, M&I Bank, Brewers Two Cafe), but additional businesses could be established, such as:

- Pharmacies
- Finance, insurance and real estate offices
- Copy/office supply stores
- Delicatessens, soup shops, etc.
- Dry-cleaners
- Health club
- Beauty salon and barbers

Senior /Mature Market

The socioeconomic data in this chapter found that a large segment of the Oconomowoc Population is over the age of 55. An opportunity exists to target this particular customer base more in the development of the Southwest Summit Avenue planning area. The Olympia Resort has already recognized this customer base and is developing amenities to attract visitors of this age group. Additional housing development, particularly within the Olde Highlander Golf Club, may also be particularly attractive to this age group as a retirement home location.

Local Family Market – Growing with Pabst Farms

Clearly, the demographic profile presented in this chapter indicates that many families live in the area. Many of these families include children. Furthermore, most of these families are living in single-family homes. The family market potential is enhanced by the Pabst Farms development (particularly when Oconomowoc Parkway is extended to connect to the planning area). There are many opportunities to provide additional businesses in the area catering to the local family market, including:

- Food-for-the-home establishments, including stores specializing in bagels, breads, cakes, wines and other cooking items.
- Home furnishings, including hardware, floor covering, furniture, garden centers, lighting and paint stores.
- Personal care businesses like beauty salons, barbers, day care centers, and fitness facilities.
- Entertainment businesses.
- Errand-based businesses like car washes, dry-cleaners and drug stores are also needed by families in the area.

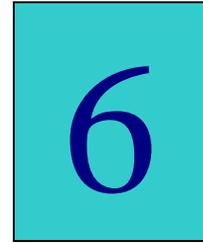
FUTURE MARKET ANALYSIS

Oconomowoc is utilizing this plan as a tool to define and direct growth within the Southwest Summit Avenue planning project area. Over the long-term it is recommended that the city pursue **market measures of success** that can be used to shape and evaluate programs. It is suggested these measures include:

- An **increase in the number of shoppers and other visitors** to Oconomowoc.
- An **increase in spending** by visitors.
- An **increase in the number and profitability of businesses** in the Southwest Summit Avenue planning project area.
- **Additional shopping and service businesses** for the benefit of residents as well as visitors.

Accurately measuring these objectives over time will require coordination with the local business community. This section of the report provided market considerations for development within the Southwest Summit Avenue area. It is not a formal market study. Rather, it provides a general overview of the market area the Southwest Summit Avenue planning project area will serve. The city may pursue a detailed market study at a future time. A formal market study would provide detailed, specific information about business-sector needs.

Chapter 6: Defining the Future



INTRODUCTION

In the previous chapters of this plan, existing site conditions have been described, existing infrastructure has been profiled, and a discussion of market considerations has been presented. The information in previous chapters was obtained from available city assessment records, air photography, the U.S. census and other reliable data sources. In this chapter, the information presented is based on the ideas and input of local landowners.

This chapter describes the planning process used to devise the land use alternatives presented in later chapters and also provides an overall vision for the Southwest Summit Avenue Planning Area.

UNDERSTANDING RESIDENT AND LANDOWNER DESIRES

To identify community issues and opportunities, a four-part process was used. Specifically, landowners and residents were provided opportunities to participate through a:

- Strength, Weakness, Opportunity and Threat Assessment.
- Vision Exercise.
- Visual Preference Survey.
- Cognitive Mapping Exercise.

The combined result of this four-part process was a beginning vision for the Southwest Summit Avenue planning area. By starting with a vision, decisions about design elements and other amenities were simplified. This approach was critical to the development of this plan. What follows is a summary of each activity and its results. All activities were facilitated by OMNNI Associates as part of a Kick-Off Meeting held November 22, 2005 in the Oconomowoc Public Library at 6:00pm. In addition to these activities, one-on-one telephone interviews with key property owners were conducted in early November 2005 to obtain additional input and ideas about area development possibilities.

Strengths, Weaknesses, Opportunities, & Threats (SWOT) Assessment

A SWOT is a planning exercise used to get communities thinking about:

- Where they have been.
- Where they are.
- Where they want to be in the future.
- How they want to get there.

A brief definition of 'strength', 'weakness', 'opportunity', and 'threat', as used in a SWOT exercise, is provided below.

Strength *Something that makes the Southwest Summit Avenue area stand out. Something that makes residents proud of the area. A strength can be a physical asset, a program, an environmental condition or an impression or feeling (i.e. friendly community atmosphere).*

Weakness *Opposite of a strength. Problem that needs to be addressed.*

Opportunity *Something that could be done to improve an area. A potential.*

Threat *A threat may be internal or external. A threat can be anything that could jeopardize the future success of the Southwest Summit Avenue Planning Area.*

As part of the Kick-Off meeting, participants engaged in a SWOT exercise by first individually writing down their ideas and then sharing their ideas with the larger group. The objective of the exercise was to find out how area residents and landowners feel about the Southwest Summit Avenue planning area. This included their feelings on physical things such as roads and utilities, as well as, "quality of life" issues. The table on the next couple pages lists the most important ideas generated (as identified by participants). Collectively, these ideas serve as a guide for understanding resident desires and concerns. While some individual items may conflict, the responses generally reveal a consistency in the ideas expressed.

<h1 style="writing-mode: vertical-rl; transform: rotate(180deg);">Strengths</h1>	<ul style="list-style-type: none"> • Low Density of Development in Area; Open Spaces • Great Location – Access to Interstate 94 and proximity to Milwaukee and Madison, Downtown Oconomowoc and Pabst Farms • Access to shopping/gas/services • Mix of Uses in the Area blended with Natural Setting • Gateway to Oconomowoc from Interstate 94 – first impression • STH 67 (Summit Avenue) frontage • Golf courses/resort/ski hill • Redevelopment opportunities • Part of a community that truly has a Downtown • Current development has good balance between retail, multi-family and single-family • Community pride • Area is walkable • Quiet area • Not many condos or apartments • Large parcels • High demand area
<h1 style="writing-mode: vertical-rl; transform: rotate(180deg);">Weaknesses</h1>	<ul style="list-style-type: none"> • Empty buildings; undeveloped commercial areas; Expo/Sentry areas • Dangerous traffic ; Limited access to roads • Area is “piecemealed” together • Poor City planning - Current and prior development was done without adequate planning • Past relations between City developers and landowners • Many different property owners in the planning area • Area doesn’t blend well architecturally • Fees and approval structure that discourages new business • Vacant land owned by absent “land lord” • Olympia Resort – needs improvements • Public perception of growth • Becoming filled up with businesses and strip malls • Big box development • New business are all the same, need something new; Lack of variety • No “well-defined” walking paths; Lack of sidewalks • No parks • Golf courses – with possible development implementations • Landlocked – limiting development potential • Reluctance to admit this is no longer a “gateway” spot • Use of storm water holding ponds

<h1>Opportunities</h1>	<ul style="list-style-type: none"> • Development potential as a “model living area” if utilized properly • New residential development including an open space network • Park for the kids; Walking/bicycle paths - Walkable areas – being able to walk place to place • Development of existing vacant buildings and undeveloped properties • Modern commercial development • The area could become a destination • Attract higher end retail • Traffic calming • Road extensions to provide better traffic flow • Improvement of STH 67 (Summit Avenue) entrances and exits • Future jobs • Combining golf courses; Golf courses – possible development • Ability to reestablish the Oconomowoc image • Area is special, needs to remain special • Need to be picky about any new development – don’t just put anything up
<h1>Threats</h1>	<ul style="list-style-type: none"> • Overdevelopment; Poor planning and zoning; Loss of open space/golf course • Encroachment of subdivisions • The perception that progress ultimately leads to destruction of community identity • Unrealistic expectations of the community can result in a product that is not viable in the market • Lack of cooperation between landowners; Many owners not in the area • Wetlands • Increase in traffic from development • Increase in crime; Loss of safety • High-density development • Low income housing development • Restriction of economic growth • That this plan will limit areas citizens can enjoy (e.g. golf courses) • Quiet area may be ruined by new development • Becoming more visually unappealing • Population increase threatening public services • Vacant multi-family units • “Cookie-cutter” developments • Missing the opportunity to compete/compliment the Pabst Farms

Visioning Activity

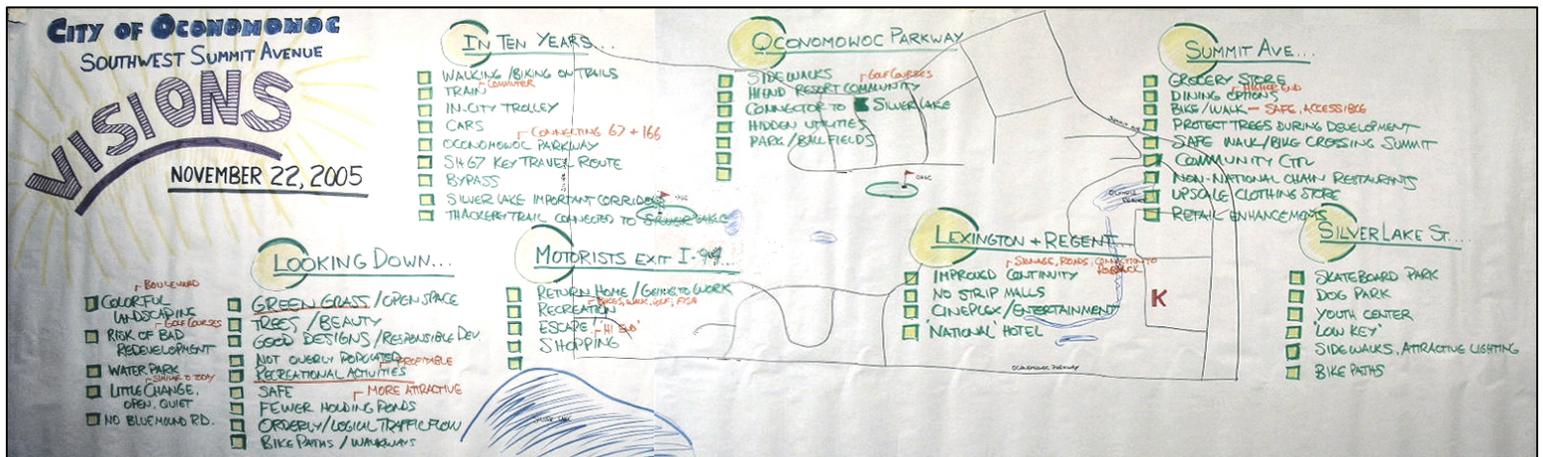
A visioning activity is a facilitated discussion where participants provide ideas to complete a series of partial statements. Each partial statement is related to the desired future of the Southwest Summit Avenue planning area. Ideas are captured on a wall graphic so that related points and conflicting comments can be easily seen by all. Below is a list of the partial statements discussed during the exercise.

- Looking down on the Southwest Summit Avenue planning area in 10 years one would take note of...
- In 10 Years, Oconomowoc residents and visitors travel to and through the Southwest Summit Avenue planning area via...
- Motorists exiting I-94 travel to the Southwest Summit Avenue planning area to...
- Development along Oconomowoc Parkway includes...
- Development along Lexington and Regent Road Includes...
- Development along Summit Avenue includes...
- Development along Silver Lake Street includes...



**SWOT Exercise
November 22, 2005**

The responses are illustrated on the wall graphic image shown below. Generally, the responses reveal desire for open space, parks, better traffic patterns and upscale development options including shopping and restaurants. This information was used to formulate the overall vision for the planning area.



Visual Preference Survey

During the same evening, residents also had the opportunity to complete a visual preference survey. In this activity, participants were shown a series of different images. The photos included examples from Oconomowoc and areas beyond. The images were of residential, commercial, office, recreational and industrial uses. Participants were asked to rank (on a scale of -5 to +5) what they felt were the images most consistent with what they would like to see developed in the Southwest Summit Avenue planning area. In this exercise, participants were focused on what types of development they would like to see in the future, but not where within the planning project area development may occur.

The complete results are provided in the appendix. The photos provided in this chapter reveal some of the most popular images by type of land use. The highest rated photos were of park and recreation facilities (e.g. golf course, trails, ski hill and parks) and images conveying mixed uses (residential and commercial uses on the same property). The information reveals a desire for green spaces, walkways, and architecturally enhanced developments. Moreover, with respect to commercial choices, the highest rated images were generally those depicting smaller businesses with abundant landscaping. These results were very important in the process for crafting alternative site designs for the planning area as it provides a visual reference for understanding participant desires and expectations.



Recreation Images Rated Very High Among Participants as Desirable Development Options.



Mixed Developments with a Variety of Land Uses (e.g. residential, parks, retail) also ranked high among participants.



The image above was the most popular of all pictures shown. It depicts residential and golf course uses adjacent to one another. The popularity of this picture is likely due to the number of participants from the Briarwood Subdivision who enjoy living near the front nine holes of the Olde Highlander Golf Club. The course pictured here is not the Olde Highlander Golf Club.



These three images were the most desired of the commercial uses shown during the VPS Exercise. These buildings are 1-2 stores in height with detailed architectural embellishments, brick facades, landscaping, signage, and lighting to enhance each site.

The two photos above were the highest ranked multiple family development images. These styles reflect the desire for walkability, inclusion of natural amenities and architectural uniqueness.

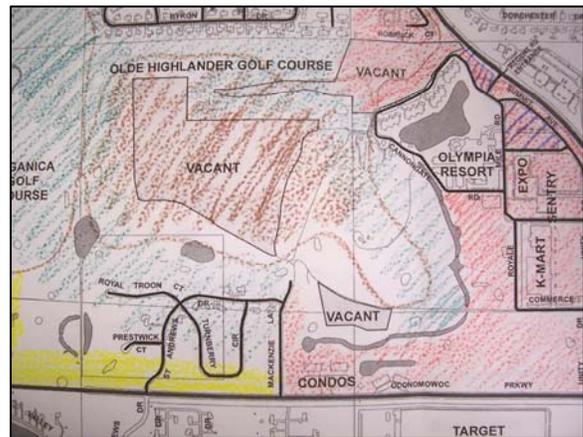
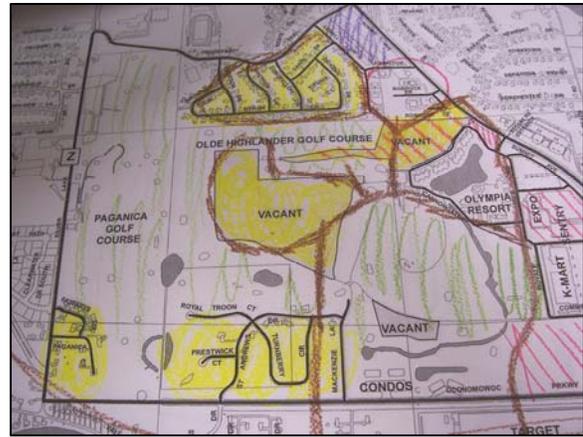
Cognitive Mapping Exercise

Cognitive mapping is another planning tool used to determine desired future development. In this exercise, participants had the opportunity to develop individual *Future Land Use Maps* based on their ideas, perceptions, experiences and beliefs about the planning area. To facilitate understanding of development opportunities and constraints, participants were also provided an overview of the information contained within the first five chapters of this plan prior to completing this exercise.

To create their own *Future Land Use Map* of the project area, participants were asked to color different desired land uses (i.e. residential, commercial, trails, roadways, natural areas, etc.) on their map using different colored pencils. The resulting maps were compared to one another to identify common patterns and themes.

To appreciate any differences between landowners who own more than 5 acres and less than 5 acres of land within the planning area, as well as those who do not own property within the planning limits (but near to it), these groups were identified during the exercise so their cognitive maps could be examined separately. Collective *Composite Future Land Use Maps* - based on the individual maps for all the landowners and other stakeholders- are provided on the next several pages.

The results reveal that most residents are very interested in seeing the golf courses remain, commercial and offices uses concentrated along Summit Avenue, and the long-term success of the Olympia Resort property as a resort facility. The only major notable difference is with the three vacant parcels within and adjacent to the Olde Highlander Golf Club. Those stakeholders from beyond the property want these areas to remain as green space. Landowners who own less than five acres of land (e.g. the residents of the Condos, Briarwood Subdivision, and subdivision along Thackeray Trail) support single-family residential development and the majority of landowners with more than 5 acres of ownership in the planning area support either single family or multiple family residential development of these lands.



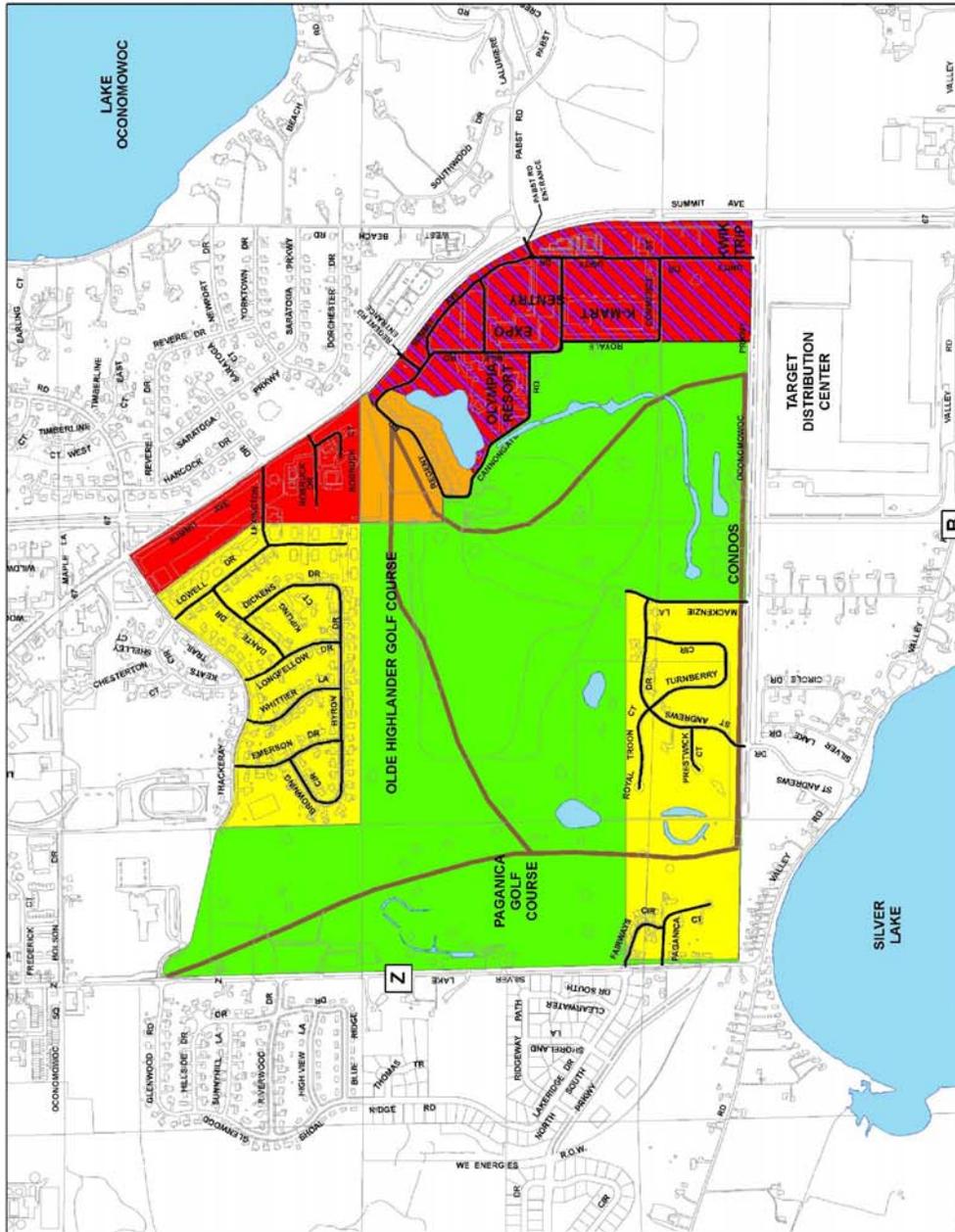
Sample Maps from the Cognitive Mapping Exercise

COMPOSITE FUTURE LAND USE MAP
OTHER STAKEHOLDERS*
SOUTHWEST SUMMIT AVENUE
PLANNING AREA

- BEYOND PLANNING AREA
- SINGLE FAMILY RESIDENTIAL
- MULTIPLE FAMILY / HIGH DENSITY RESIDENTIAL
- OFFICE USE
- COMMERCIAL
- UNDEVELOPED / OPEN SPACE
- MIX OF COMMERCIAL & OFFICE
- TRAILS

* Other stakeholders may include renters and residents who own land adjacent to the project planning area

** Results based on 12 maps from individuals who participated at Nov. 22, 2005 public meeting.



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SOURCE: MAP-BASE DATA PROVIDED BY THE CITY OF OCONOMOWOC

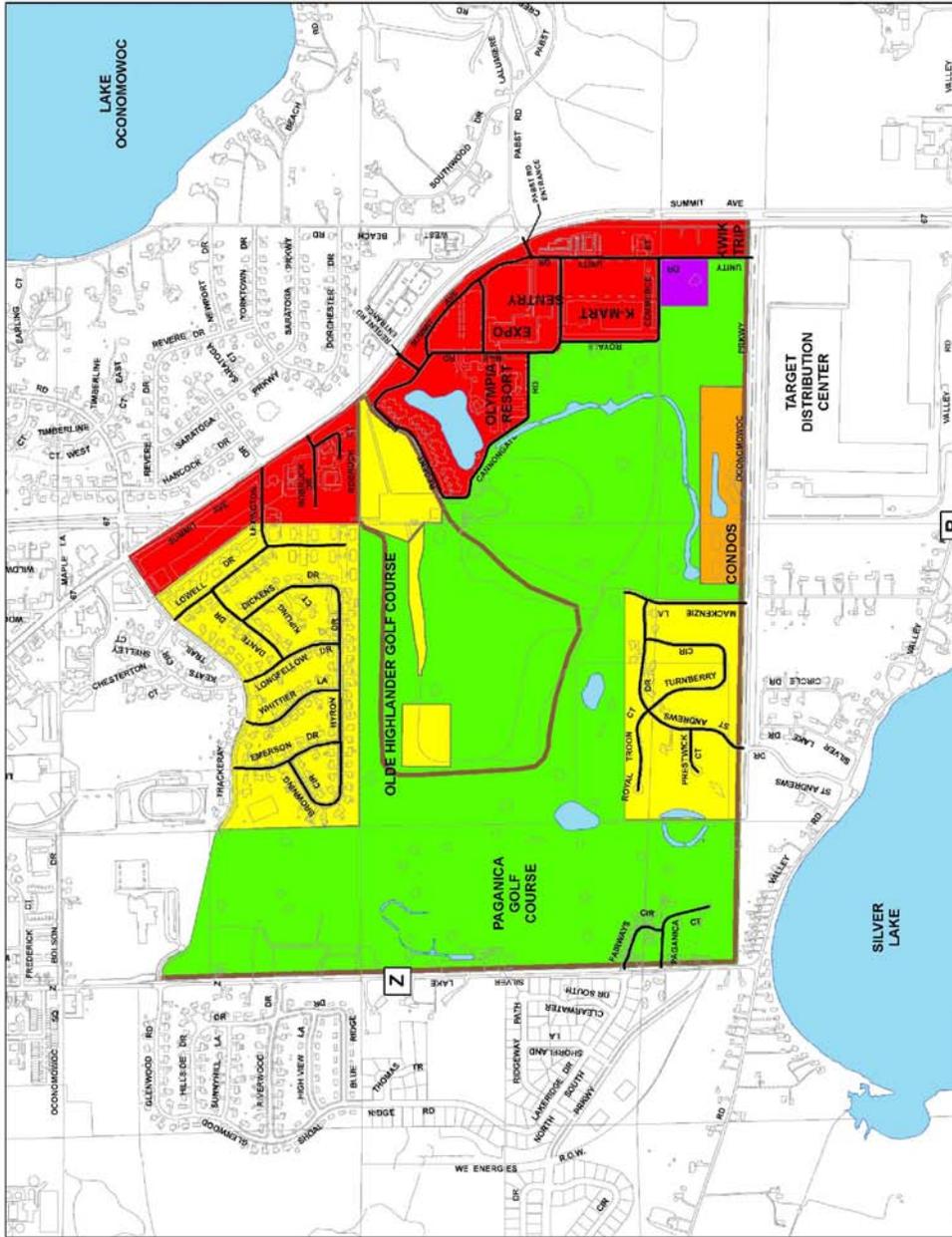
COMPOSITE FUTURE LAND USE MAP
OWNERS WITH <5 ACRES

SOUTHWEST SUMMIT AVENUE
PLANNING AREA

- BEYOND PROJECT LIMITS
- SINGLE FAMILY RESIDENTIAL
- MULTIPLE FAMILY / HIGH DENSITY RESIDENTIAL
- OFFICE USE
- COMMERCIAL *
- UNDEVELOPED / OPEN SPACE
- TRAILS

* For the Olympia Resort most respondents did not provide a color. Of those who did, commercial was the most popular color indicated.

** Results based on 8 maps from individuals who participated at Nov. 22, 2005 public meeting.



SOURCE: MAP-BASE DATA PROVIDED BY THE CITY OF OCONOMOWOC

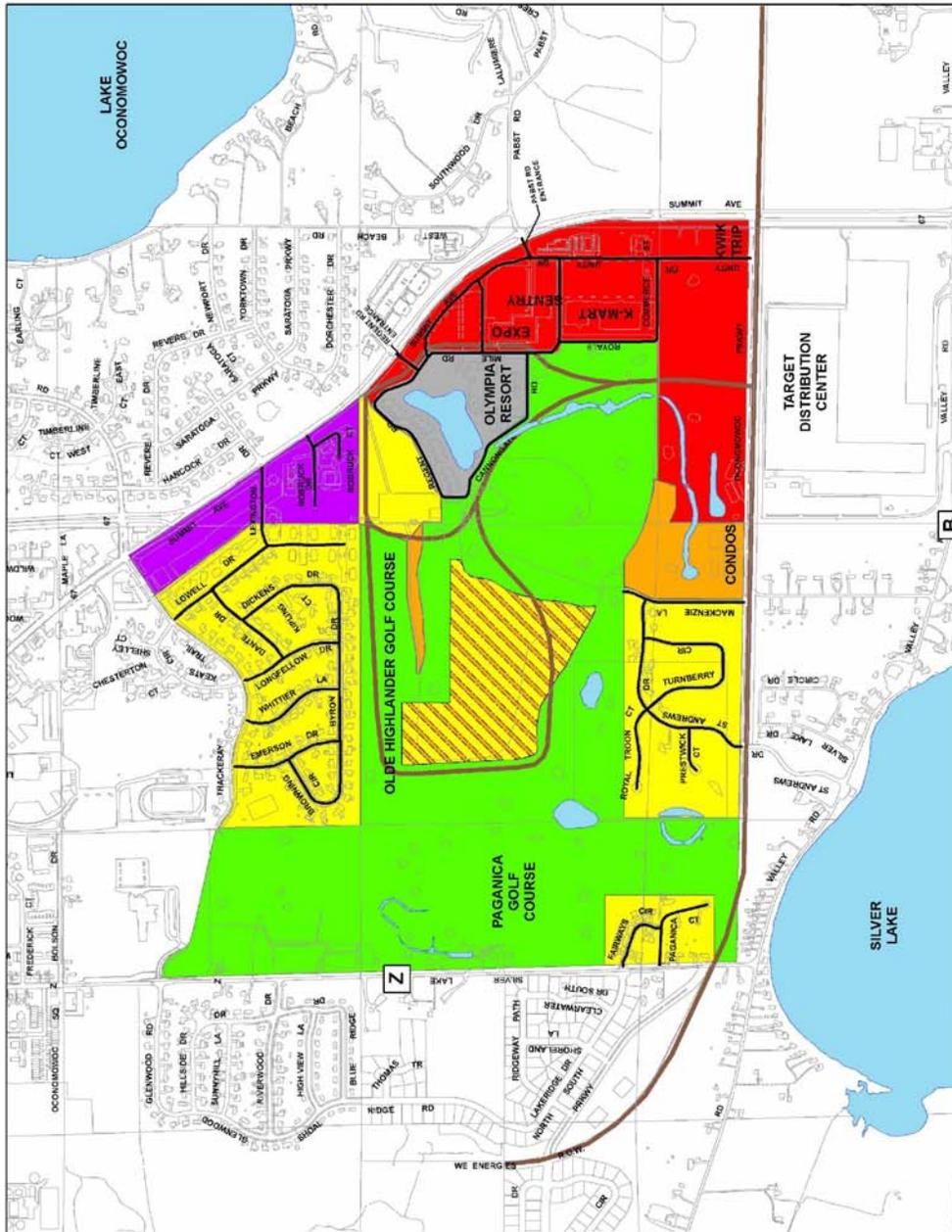
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COMPOSITE FUTURE LAND USE MAP
OWNERS WITH 5+ ACRES

SOUTHWEST SUMMIT AVENUE
PLANNING AREA

- BEYOND PROJECT LIMITS
- SINGLE FAMILY RESIDENTIAL
- MIX OF SINGLE FAMILY & HIGH DENSITY RESIDENTIAL
- MIX OF SINGLE FAMILY & MULTIPLE FAMILY
- OFFICE USE
- COMMERCIAL
- UNDEVELOPED / OPEN SPACE
- RESORT DEVELOPMENT
- TRAILS

** Results based on 7 maps from individuals who participated at Nov. 22, 2005 public meeting.



SOURCE: MAP BASE DATA PROVIDED BY THE CITY OF OCONOMOWOC

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VISIONS FROM KEY LANDOWNERS

As part of the planning process, landowners with more than five acres of land ownership within the Southwest Summit Avenue Planning area were interviewed (via telephone and in person) in an effort to understand their desires and expectations for the long-term use of their land and the lands in the vicinity.

Through this process it was revealed:

- Owners of the Olympia Resort are interested in developing an 80 unit all-suite chain hotel facility (proposed Waterside Suites) or condotel (condominium ownership of individual units) adjacent to the Olympia Resort. This new facility would make it possible to better maximize use of the amenities available at the Olympia by bringing an estimated 17,000-24,000 additional overnight patrons to the property¹. It is believed this development will be a landmark/showcase site for any hotel chain and will help the Olympia Resort to attract corporate guests and additional conference users. Recent condotel projects in Wisconsin have sold out quickly and proved to be profitable ventures for the properties involved. The development of a condotel provide the owners of the Olympia Resort a development option that will require less of a mortgage risk given the income generated from them condotel unit sales.
- Representatives of the owner of the three vacant parcels within the Olde Highlander Golf Club are very interested in developing their parcels to accommodate residential development at a density consistent with existing zoning and in accordance with existing easement agreements with surrounding property owners.
- The owner of the Olde Highlander Golf Club expressed concern about competition from area golf courses. While it is possible that

¹ 57% occupancy on 80 rooms = 46 rooms x 1.4 (average number of guests per room) = 64.4 x 360 days = 23,184 patron nights.

membership opportunities associated with any residential development on the three vacant parcels and enhancements at the Olympia Resort may provide a stronger customer base to support the golf course, in the past, residents of nearby subdivisions (e.g. Briarwood) and visitors at the Olympia Resort have accounted for minimal play on the course.

- The owner of the Olde Highlander Golf Club expressed a vision for the course that may include redevelopment of the back nine holes of the golf course as a multiple-family residential development with a golf learning center (i.e. practice facility), if Commerce Drive is extended to accommodate residential development on the three vacant parcels within and adjacent to the Olde Highlander Golf Club.

This suggestion was made given the impact that road extensions through the golf course will have on the course itself. The back 9 holes of the Olde Highlander Golf Club have changed significantly since the course was designed in the early 1970's.

In the 1980's, portions of the 15th, 16th, 17th & 18th holes were re-zoned by an earlier course owner to accommodate the development of the shopping center now anchored by Kmart. This change modified the original design significantly.

In 2000, parts of the 13th and 14th holes were re-zoned to accommodate a yet-to-be developed retail center. This change in land use again had a significant impact on the original design of the golf course. In the opinion of the owner, extending Commerce Drive to the west, would severely hamper play on the Old Highlander Golf Club, further challenging the course in a competitive golf environment. Such a road will take space from a portion of the golf course that currently meets only the minimum industry standards for fairway widths (40 yards).

- The owner of the ski hill believes this property is a great asset to the community.

In his opinion, an opportunity exists to focus more effort on marketing and management of the ski hill to make it an even more competitive business venture in the long-term. Improvements to the ski hill will require significant capital investment. The owner of the ski hill suggested that development of the back nine holes of the golf course (which he also owns) may provide funds necessary for improvements.

Representatives for the owner of the Ski hill also expressed an interest in possibly seeing the ski hill leased to the City of Oconomowoc for a stated period of time (e.g. 10 – 15 years) as a park. After that period, the property would revert to its original owner and be allowed to redevelop. This strategy is not recommended in this plan as it will not result in a permanent increase in park space in the community, and it has the potential to increase liability risk for the City. The City supports continued use of this facility as a private ski hill facility. The site is zoned accordingly. The City recognizes the regional importance of this recreation facility, its value as open space, and as such, encourages its long-term viability.

- Representatives for the owner of the Expo Center are anxious to see this property occupied by either a single large retail tenant or more than one tenant.
- The owner of the 1989 shopping center and the new shopping center anchored by the Brewer Two Café believes that the area can support more discount oriented retailers like K-Mart. However, the owner sees an even greater opportunity to create retail uses that harmonize well with resort redevelopment (e.g. small retailers) or uses that cater to the upwardly mobile homeowners moving to city.

OVERALL VISION FOR 2015

The results from the vision exercise, visual preference survey and cognitive mapping exercise serve as the foundation for developing the design and theme for the Southwest Summit Avenue planning project area. The vision statement below is a summary representation of the desired development pattern for 2015 in the project area.

In 2015, the Southwest Summit Avenue planning area has experienced a renaissance that has revitalized its retail areas and expanded residential development, while maintaining its natural, open character. Thoughtful planning has resulted in a model residential and commercial development pattern that reflects why Oconomowoc is a community where quality of life is a way of life.

In 2015, development in the planning area is anchored by residential uses and the Olympia Resort - a premier resort property - that draws visitors from across the state. Beyond the accommodations available on the resort and surrounding residential neighborhoods, the planning area boasts a ski hill, golf courses, spa and other related amenities that cater to visitors and residents alike. Upscale shopping and restaurant choices have flourished by catering primarily to local resident tastes and desires.

Connections through the Southwest Summit planning area make it easy to drive, walk and bike to the uses within the area. Parks, trails and walkways enhance the quality residential setting and provide important ways for customers to safely access area businesses.

In 2015, the Southwest Summit Avenue planning area is regarded as a destination for recreation and shopping by Oconomowoc residents. Residents and visitors take great pride in the scenic, accessible open spaces that are integrated in and around the residential areas.

In 2015, the Southwest Summit Avenue planning area is well-known to visitors as a place for relaxation, recreation, and learning.

Chapter 7: Development Alternatives



INTRODUCTION

This chapter describes three development alternatives for the Southwest Summit Avenue planning area (653.14 acres). The scenarios provided in this chapter are based on an understanding of existing development patterns and infrastructure, an appreciation of market conditions, and input of area residents and landowners.

For each alternative, efforts were made to respect existing easements to the greatest extent possible in order to ensure the feasibility of each alternative. In addition, efforts were made to provide realistic development scenarios in the context of the transportation network and infrastructure capacities, market considerations and landowner desires.

For *each alternative*, a technical analysis and description of recommended development is provided, including:

- Housing – locations, density, height, character.
- Business uses – locations, height, density/intensity, character.
- Urban character and design recommendations – including pedestrian and bicycle elements, way finding, and signage.
- Utility / infrastructure analysis pertaining to water, sewer and stormwater.

HOW SHOULD THE DEVELOPMENT ALTERNATIVES BE USED?

The development alternatives presented in this chapter are intended to provide Oconomowoc with an overall context for making land use decisions in the Southwest Summit Avenue planning area. The level of detail is not sufficient to construct roads or buildings. Rather, this plan identifies needed improvements, development densities, and expected infrastructure needs.

In approving development, it is not suggested that landowners be strictly limited to the exact building designs, listed business types, building materials, landscape materials, etc. identified in this plan. In fact, it is quite realistic to expect area property owners to propose alternative land uses that are listed in this report. What is important, though, is that the proposals be complimentary to the land uses recommended by this plan (e.g. similar businesses, complimentary building materials, compatible landscape materials). The development alternatives presented in this plan are only intended to establish an overall theme, context and density of development. Oconomowoc should remain open to considering refinements with respect to specific site plans for individual parcels. Accordingly, the building footprints and landscape areas illustrated on the alternative development plans are shown only to provide an indication of scale. Landowners are not expected to construct facilities within these *exact* footprints, nor build roads on these *exact* alignments. Rather, landowners and the City of Oconomowoc should use this plan as a guide for development of the Southwest Summit Avenue planning project area.

WHAT IS A LAND USE & DEVELOPMENT PLAN?

A guide for growth and development. It is not the engineered tool necessary to construct on-site improvements.

Rather, it provides general recommendations, concepts, themes and densities useful in preparing specific on-site development applications.

TRANSPORTATION RECOMMENDATIONS

Roadway Improvements

With respect to transportation features, it became apparent during the inventory of existing conditions that there are several issues with the transportation network that need to be addressed in any scenario for future development. Therefore, this chapter begins with a *Recommended Transportation Plan Map* that is applicable to each alternative. Additional, more specific recommendations are provided for each scenario option as appropriate to supplement this *Recommended Transportation Plan Map*. The map illustrates the following changes in the transportation network:

- Oconomowoc Parkway is extended to Silver Lake Street. This connection provides a needed east-west travel route through the planning area for motor vehicles, cyclists and pedestrians. The conversion of this roadway to a county road (replacing Valley Road through this area) is also recommended because Oconomowoc Parkway has been constructed to accommodate higher volumes of traffic and will be better able to serve as a through route than Valley Road, which has developed as more of a local street.
- Access to the three vacant parcels within and adjacent to the Olde Highlander Resort should be provided via existing easements and an extension of Commerce Street. A secondary access to Oconomowoc Parkway is also recommended from these three parcels.
- A new public road is extended north from Cannongate Road to provide a public road connection between the 23.75 acre parcel and the Olde Highlander Golf Club facilities.

- Thackeray Trail is extended to Silver Lake Street. This connection provides a secondary east-west travel route through the planning project area and provides a secondary access to the school sites on Silver Lake Street. To calm traffic patterns through this residential area, traffic volume and speed monitoring is recommended once the connection is made. In the long-term, roundabouts at the intersections of Keats/Longfellow/Thackeray Trail and Keats/Lowell/ Thackeray Trail should be considered to slow traffic and to deter cut-through traffic in this residential neighborhood.



Example of a Roundabout

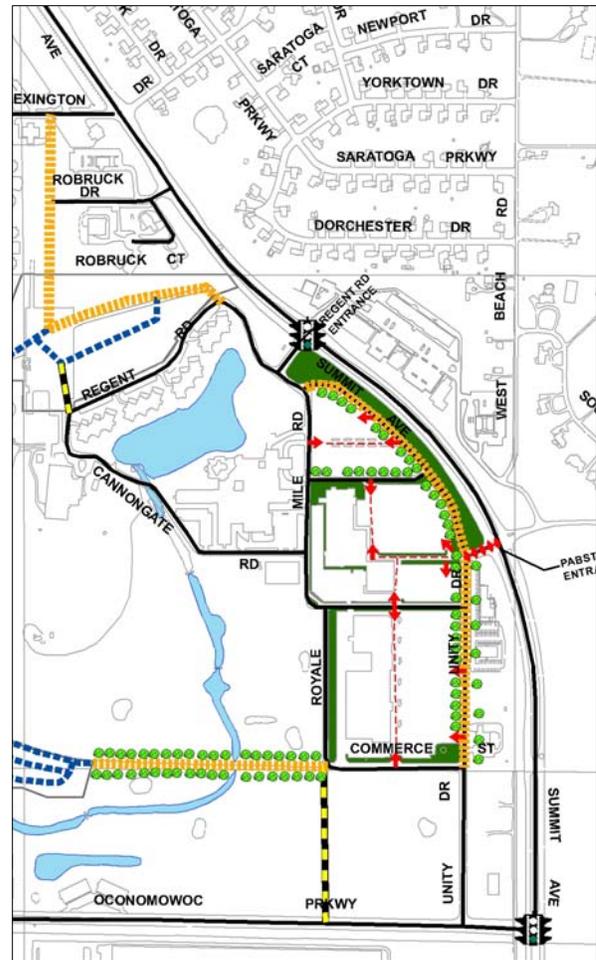
- A second access road between the extended Commerce Street and Oconomowoc Parkway has been added. Without this outlet there is concern that the intersection of Commerce Street and Unity Drive would be unduly overloaded with traffic from the 48 and 8.32 acre parcels to the east. This street should be added to the *City of Oconomowoc Official Street Map*.



**Extended Oconomowoc Parkway and
New Public Road connection between Commerce Street & Oconomowoc Parkway**

➤ A connecting street is extended from Lexington Drive, past Robruck Drive and further south through the 23.75 acre parcel adjacent to the Olde Highlander Golf Club, to Regent Road. This connection would complete a frontage road (Unity Drive) between Lexington Drive and Oconomowoc Parkway. The frontage road, along with controlled access to Summit Avenue at the Pabst Road and Oconomowoc Parkway intersections, will provide a safer route for vehicles, pedestrians and cyclists in the area seeking to access businesses along the corridor. The development of this new street will require:

- The route to be officially mapped by the City of Oconomowoc.
- Re-addressing of several existing businesses that currently have Summit Avenue addresses.
- More control of access points to several of the adjacent parking lots and a careful directing of traffic through the Pabst Road intersection with Summit Avenue.
- Coordination with property owners along the route to determine if this street is to become a dedicated public street, or a private roadway, built to public standards, and deeded for permanent public access.



(Extended Unity Drive)

RECOMMENDED TRANSPORTATION PLAN MAP

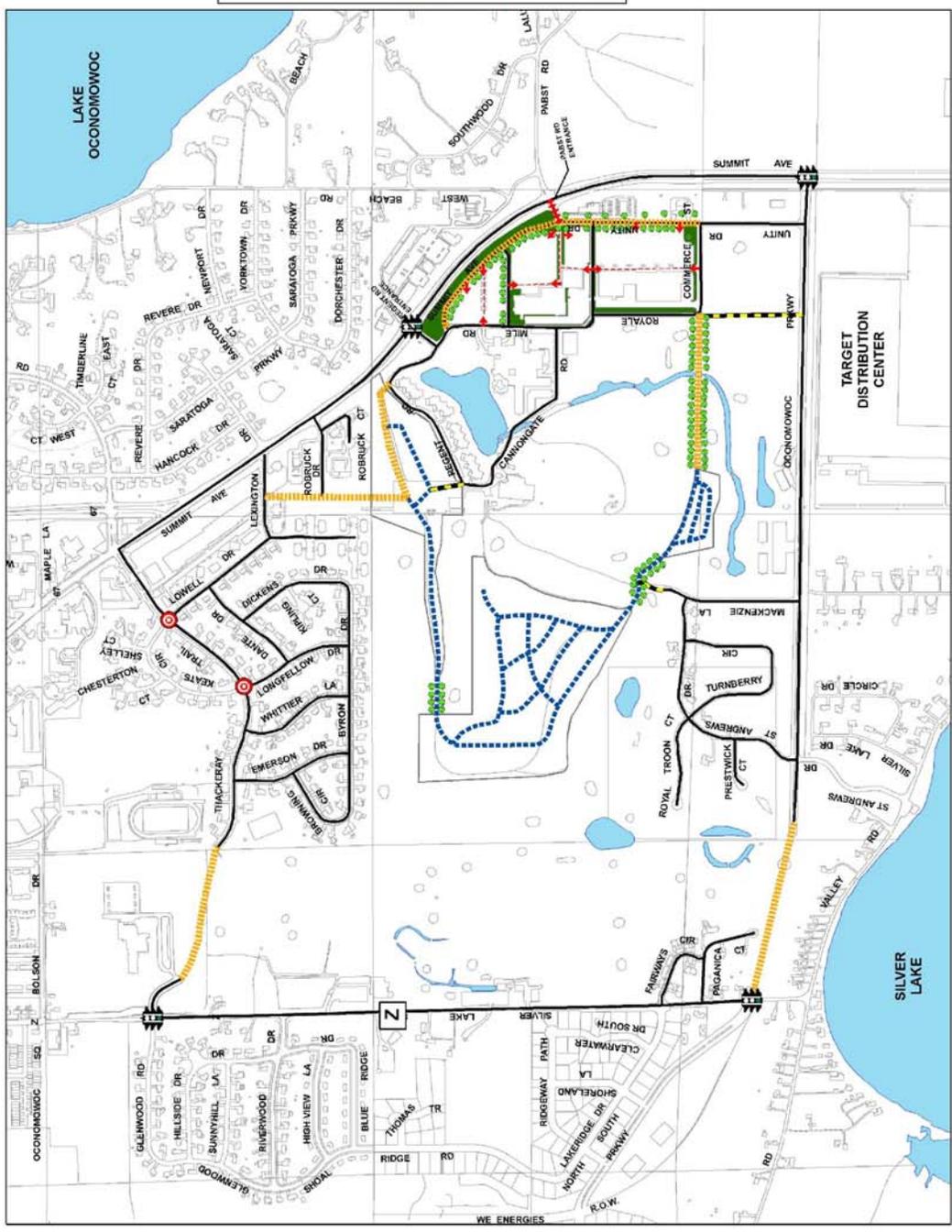
SOUTHWEST SUMMIT AVENUE PLANNING AREA

Legend

-  Landscape Features
-  Parking Lot Access Points
-  Potential Roundabout Locations
-  Traffic Signal
-  Conceptual Residential Street Layout
-  Intersection Improvement to Add Stacking Space
-  New Public Road
-  Existing Roads
-  New Public Road
-  Existing Landscape Areas



SOURCE: MAP BASE DATA PROVIDED BY THE CITY OF OCCONOMOWOC



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Intersection Improvements

The following intersection improvements are recommended for the planning area:

- A traffic signal at the Regent Road entrance from Summit Avenue to the Olympia Resort. The installation of this signal should coincide with any development on the recently approved CSM adjacent to the Olympia Resort. Additionally, traffic generated by development of the three vacant parcels within and adjacent to the Olde Highlander Golf Club may necessitate a traffic signal at this intersection. This traffic signal is expected to be the first new signal installed in the planning project area.
- An extended vehicle stacking area at the Pabst Road entrance from Summit Avenue. Currently, the west approach consists of two lanes – one for left turning movements and a second lane for right turns and through vehicles continuing on Pabst Road. By reconfiguring this intersection and adding an additional lane to separate vehicles continuing east on Pabst Road from those turning right on Summit, additional stacking space will be provided. This improvement, along with access to Lexington and Regent Road (via the new frontage road) will help to alleviate back-up issues at this intersection.
- A traffic signal at Summit Avenue and Oconomowoc Parkway (once the extension of Oconomowoc Parkway to Silver Lake Street is completed). This intersection is expected to see increase traffic volumes as development continues in the planning area. Moreover, the conversion of Oconomowoc Parkway to a county route will also increase traffic volumes.
- A traffic signal at the new intersection of Silver Lake Street and Oconomowoc Parkway once the extension is completed. This will be necessary as the roadway is expected to accommodate traffic diverted from Valley Road and future traffic from the Pabst Farms development to the east.
- Intersection capacity improvements at Thackeray Trail and Silver Lake Street will be needed once the connection to Thackeray Trail is complete to accommodate traffic at peak hours (e.g. school and church traffic). Turn lanes at the intersection

should be sufficient for the near future. A traffic signal may also be necessary.



Pedestrian and Bicycling Improvements

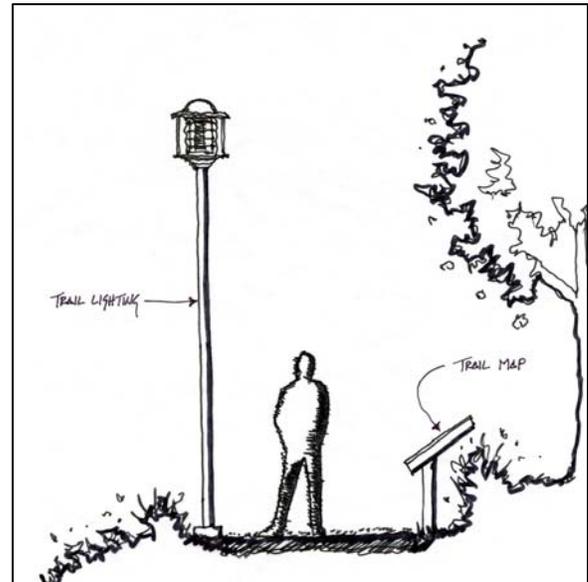
With respect to non-vehicular transportation options, a second map is provided in this section called *Recommended Bicycle and Pedestrian Plan Map*.

This map illustrates the following features:

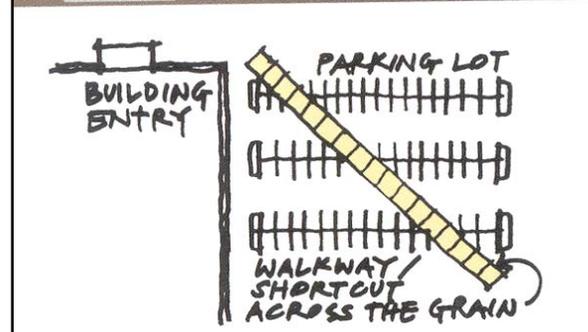
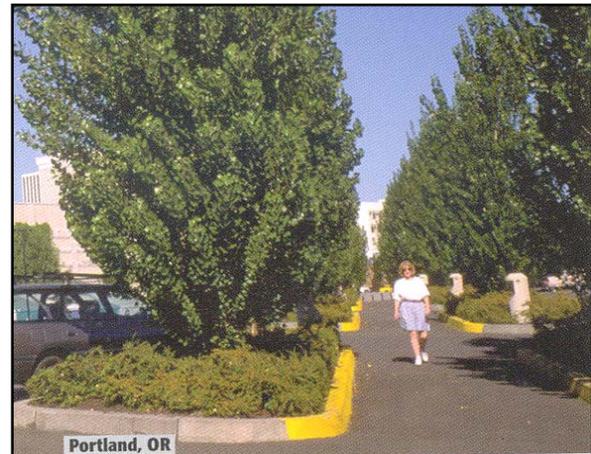
- A multi-use trail for use by cyclists and pedestrians parallel to Summit Avenue adjacent to the proposed frontage road (Unity Drive extension). A trail in this area is consistent with the recommendations included within Oconomowoc's recently completed *Bicycle and Trail Plan*. This trail is recommended to cater to business patrons who prefer to walk or cycle to local businesses. As such, the trail will provide an additional market opportunity for local businesses and an additional amenity for the Olympia Resort to advertise to its patrons (e.g. trail access).
- Consistent with Oconomowoc requirements outlined in the *Bicycle and Trail Plan*, on-road bicycle lanes and sidewalks shall be provided along Thackeray Trail and Oconomowoc Parkway.

In addition to the new trails, all new residential development shall include sidewalks on both sides of all streets and trail amenities per existing Oconomowoc policy. This is especially important for the three vacant parcels within and adjacent to the Olde Highlander Golf Club. A trail connection (possibly in association with an emergency vehicle access) is also recommended from these vacant parcels, via Mackenzie Lane, to Oconomowoc Parkway. This trail extension is shown on the plan map.

All trail routes through the Southwest Summit Avenue planning area shall extend beyond the project area to nearby destinations (e.g. Pabst Farms, YMCA, Downtown, etc.). Extensions should be in accordance with the recommendations incorporated within the Oconomowoc's recently adopted *Bicycle and Trail Plan*.



Sample of off-road trail cross section similar to what could be used to connect Southwest Summit Planning Area to nearby destinations.



Sample Parking Lot Walkway/Trail

SOURCE: Sucher, David, *City Comforts*, 2003
This type of improvement will likely require public and private investments and partnerships.

Transportation Improvement Costs Estimates

The estimated costs of the vehicular and pedestrian transportation improvements recommended so far in this chapter are as follows:

- Road extension per mile (assuming 36-foot wide concrete roadway with curb & gutter, sidewalk, and storm sewer):

\$250 - \$350 per foot

- Typical traffic signal installations:

Between \$75,000 and \$125,000

- Trail segment (8 foot wide):

\$60 - \$100 per foot

- Single lane roundabout in residential setting:

\$250,000

- Additional stacking space for Pabst Intersection with Summit Avenue:

\$50 - \$75 per foot per lane

RECOMMENDED BICYCLE & PEDESTRIAN PLAN MAP

SOUTHWEST SUMMIT AVENUE PLANNING AREA

Legend

-  Multi-Use Trail Crossing
-  Multi-Use Trail Through Parking Area
-  Alternative Multi-Use Trail Route
-  On-Road Bike Lane & Sidewalks
-  Multi-Use Trail
-  Roads



SOURCE: MAP BASE DATA PROVIDED BY THE CITY OF OCONOMOWOC



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RECOMMENDED ARCHITECTURAL AND LANDSCAPE DESIGN FEATURES

Design Criteria

Renovation of existing buildings and new construction within the Southwest Summit Avenue area should follow established design guidelines highlighted in this report to provide continuity in the design and continue the established theme.

Expanding on the comments received from landowners and residents at the Kick-Off Meeting held in November of 2005, a desire for open spaces, green areas and architecture that reflects the natural and recreational character of the area was desired. Therefore, designs in the planning area should include thematic references to "Craftsmen" style architecture.

➤ *Building Design and Materials*: Prototypical designs should include such architectural features as:

- Horizontal wood board siding;
- Cedar roofs;
- Double Hung windows with 4/6 panes over one;
- Front porches
- Tapered columns
- Brick, limestone and field stone base facade materials; and
- Shutters to enhance storefronts.

Roof pitches should be consistent with existing structures. Traditional wood framed single tenant commercial structures incorporate roof pitches ranging from 4:12 to 6:12. Rooflines should incorporate gable-end with exposed brackets.



- Landscape Features – There is a general appreciation by area residents of the abundant green areas within the planning area. Residents recognize that this portion of Summit Avenue has a different character than other areas of the corridor, due in large part of the coniferous trees that exist in the area that give it a “northwoods” feel. This is a direct reflection of the impact of the Olympia Resort property on the planning area. To build upon the outdoor, rustic character of the Olympia Resort, use of repeated evergreen species to tie areas together is recommended.

Specific plant material selection along the trail system and among the rest of the developed areas (residential and commercial) should help to define the area as a single destination. That is, the area should be recognizable due to its repeated use of similar landscape materials. Abundant use of landscape materials will also help to soften the transition between uses within the planning area. Plants selected should be considered for their heartiness, maintenance characteristics and should not hinder visibility or create a safety concern.



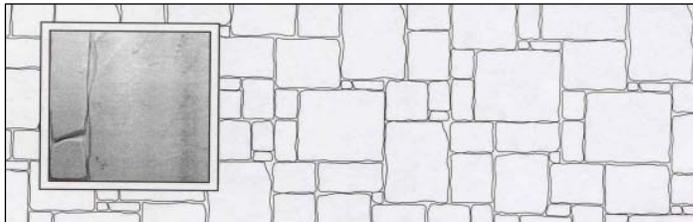
Trees around Olympia Resort have a Texture that Defines the “up north” feel of the Area.



Repeated Use of Coniferous Trees Along Summit Avenue

Streetscape Elements

It is important that the architectural context be carried through to the street furnishings. The design of street furniture and amenities reflects the unique theme, image and identity for the area. Craftsmen style light poles and fixtures, traffic signs, and street furniture should be incorporated into the public streets and pedestrian areas. The use of colored and stamped concrete applied in areas to emulate cobble stone sidewalks and storefront entrances. Picket fences used to define property boundaries and accentuate walk-up features of buildings setback from the street edge should be encouraged. Entrance or "gateway" signage should be incorporated into the streetscape geometry to announce to motorists and pedestrians that they have arrived at the Southwest Summit Avenue area. Traditional signage materials of brick, wood and limestone should be considered for the gateway or entrance signage. The style and design of this sign should be used as feature or entrance signage. The illustrations on this page are examples of recommended streetscape elements and pavement patterning.



Sample Textured Concrete in English Yorkstone Pattern to Compliment Building Design and provide Visual Connection Between Properties in Planning Area.

What is the Streetscape?
The streetscape is an area that either abuts or is contained within a public right-of-way. It may contain sidewalk, street furniture (i.e. benches, information kiosks, trash receptacles), lighting, landscaping, and trees.

In simple terms, the streetscape is the visual image of the street, including the combination of buildings, parking, signs and other amenities.



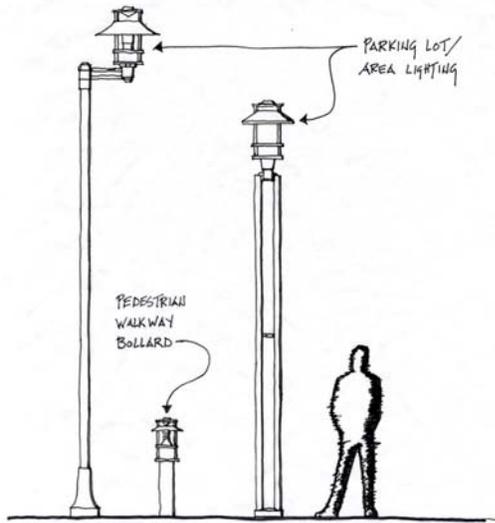
**TOP: Example of Street Bench of Complimentary Style
BELOW: Example Monument Style Sign**



MONUMENTAL GATEWAY SIGN

Community Amenities to Tie the Theme Together

Lighting fixtures should be selected for their application and thematic location within the development. Fixtures will need to be different sizes, heights and wattages for their respective applications. Fortunately, several manufacturers produce fixtures that complement one another in certain applications.



Trails A trail system should be developed to help link pedestrians to the separate and distinct theme areas within the development, as well as, to provide an amenity for recreation. The trail system should use similar enhancement features that are present in each of the commercial areas to help create a unified design theme. Trailhead structures, pavement, lighting, banners, signage and furniture should be selected to reinforce continuity.



TRAIL LIGHTING

ALTERNATIVE I: *Existing Zoning*

In this development scenario, existing zoning patterns remain unchanged from their current designations described in Chapter 2 of this report. To support development within the existing zoning framework the following uses, architectural and landscape enhancements, and infrastructure improvements are recommended. These recommendations are in addition to the transportation improvements outlined earlier in this chapter.

Recommended Land Uses

Southwest Summit Avenue Frontage Between Oconomowoc Parkway & Pabst Road

This area has a retail focus offering primarily discount stores within the spaces available in the 135,000 square foot retail strip center. This is based on historic market trends and demands for this area. Without any change in zoning, it is anticipated that similar trends in retail supply would continue.

Potential additional tenants include:

- OfficeMax
- Dollar Tree / Dollar Store / Dollar Village
- Beauty Supply Outlet
- Best Buy
- Play it Again Sports
- EBay Store

An additional commercial strip center (of approximately 10,000 square feet) or a restaurant (of approximately 5-8,000 square feet) may be developed south of the shopping center anchored by Brewers 2 Café.

This area may also accommodate a limited number of home improvement stores, within the shopping centers and as free-standing businesses located along Unity Drive, like:

- Steinmart (proposed store of 37,692 square feet with 180 parking stalls)
- Ace Hardware
- Home Interior Design Center
- Ethan Allen

The Exposition Center building is retrofitted as a home improvement center store (e.g. Lowe's, Home Depot, Lowe's), electronics store or wholesaler (e.g. Costco, Big Lots).

Thackeray Trail, Regent Road and Lowell Drive Area

is developed to cater to a blend of small office (less than 10,000 square feet in area) and multiple family residential uses (at a density of 10 units per acre). This area serves as a transition space, from a land use standpoint, between residential areas to the west and Summit Avenue to the east. Development in this vicinity should be particularly well landscaped to enhance the natural setting of the area. This is especially true for parking areas and trash receptacle locations. Other land uses in this area may include a child care establishment, dry cleaner and beauty salon. The uses listed in this section are based on the results of the market analysis (See Chapter 5) that demonstrated markets for office employees, area families and seniors.

Paganica Golf Course/Silver Lake Street Corridor

This golf course would remain open for public play with two of the holes on this course modified to accommodate the extension of Oconomowoc Parkway. Given that this modification will result in a reduction of some distance, the course may embrace additional changes to distinguish it from nearby and regional competition. Specifically, the course may take advantage of its reduced yardage by offering a "First Tee"¹ style course (e.g. No Par 5's) to cater to the growing family market and the Paganica Golf Course's proximity to area schools. This approach can also cater effectively to seniors who desire a shorter course layout.

In addition to the Paganica Golf Course, the institutional uses (e.g. school, church) north of the course within the Southwest Summit Avenue Planning project area would remain. To address resident suggestions obtained for a community center space, use of the high school facilities after school hours by community groups and clubs is recommended to help integrate this facility into the community.

¹ The First Tee is a World Golf Foundation initiative dedicated to providing young people of all backgrounds an opportunity to develop, through golf and character education, life-enhancing values such as honesty, integrity and sportsmanship. More information is available on-line at www.thefirsttee.org.

[Vacant Parcels \(3\) within and adjacent to the Olde Highlander Golf Club](#) are developed to accommodate residential duplexes (1-2 story units), townhomes (2-3 story with attached garages) and garden apartments (3 story buildings) at a an overall gross density not to exceed 10 units per acre. When fully developed, these three parcels could include up to 800 units serving an estimated build out population of 2,000 residents. The housing units on these three parcels would offer residents golf course and ski hill views, as well as, access to walking trails.



To access these three parcels, Commerce Street is extended (on existing easements) from Unity Drive. In addition, at least one secondary outlet is recommended from Commerce Street to Oconomowoc Parkway. The most likely connection is MacKenzie Lane. An opportunity also exists to provide an additional (or alternative) road connection between Commerce Street and Oconomowoc Parkway. If such an alternative connecting street is provided, it is feasible that a connection with Mackenzie Lane could function as an emergency only access and/or trail access. However, a public street connection is preferred.

[Olde Highlander Golf Club](#) remains as an 18-hole course with existing easements used to provide road access (and utilities) to the three parcels within the current layout. The course markets itself to Olympia Resort Guests and offers memberships for residents living in the new residential developments within and around the course. Given needed roadway extensions through the back 9-holes to accommodate development to the west, redesign of these holes will be necessary.

[The Highlands of Olympia Ski Hill](#) is successful as a recreational business venture serving Oconomowoc and the larger region. During ski season, it draws visitors to the Olympia Resort and nearby shopping areas. The ski hill is seen as an important community recreation resource, as such, it enjoys a unique market niche.

Investment in the [Olympia Resort](#) continues in the future. As a result, the property benefits from expanded patronage. An all-suite chain hotel (or condominium hotel, a.k.a. condotel) is developed adjacent to the Olympia Resort and is connected to the main building via a walkway. The new facility would include up to 80 rooms in a three-story building. This strategy for building is aimed at addressing a situation that presently exists for the Olympia Resort. The resort has a very high amenity to room ratio for a resort of its size². In fact, it can be argued that the facility has far more amenities than can be fully utilized by guests. The addition of a new hotel or condotel (with a connection to the resort) will support expanded use of property amenities, and increase the resort's capacity to accommodate larger conferences. Moreover, development of this structure will generate the capital needed to continue to invest in other parts of the property.

[Briarwood and Thackeray Trail Subdivisions](#) remain as single family residential neighborhoods offering ranch and 2-story homes with attached garages.

[Oconomowoc Parkway Between Briarwood Subdivision and Summit Avenue](#) accommodates condominium and duplex development at a maximum gross density of 10 units per acre. Two one- or two-story office buildings (approximately 8,000 square foot building footprint) are also developed nearer to the intersection of Unity Drive and Oconomowoc Parkway - due west of the Stein Gardens & Gift store.

² By means of comparison, the Grande Geneva Resort has 335 guests rooms (256 at Olympia) with 50,000 square feet of convention space (compared to Olympia's 40,000 square feet), and 10,000 square feet of spa space (compared to Olympia's 17,000). While the Grand Geneva Resort boasts 2 championship golf courses, the Olympia Resort guests can play at the Olde Highlander Golf Club and nearby Paganica Golf Course, and also enjoy downhill skiing in the winter months.

DEVELOPMENT ALTERNATIVE 1

SOUTHWEST SUMMIT AVENUE PLANNING AREA

Legend

- Rural Agricultural
- Urban Residential (10 units / acre)
- Mixed Residential (6 units / acre)
- Suburban Residential (12,000 sq ft lots)
- Suburban Commercial
- Suburban Industrial
- Institutional and Public
- Golf Course Greens
- Surface Water
- 10-Unit Townhouse or Garden Apartment Bldg (2-3 Story)
- Duplex Unit
- Building Footprint
- Conceptual Street Layouts
- Existing Roads



SOURCE: MAP BASE DATA PROVIDED BY THE CITY OF OCCONOMOWOC



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Architectural Recommendations

On this page are several sample residential building types that reflect the design character recommended for the Southwest Summit Avenue planning area. These examples are particularly suited for the three parcels within and adjacent to the Olde Highlander Golf Club.



Example of Two-Story Attached Row Homes



Examples of Two-Story Duplex Units

Infrastructure Needs & Considerations

Transportation Network

Transportation improvements will be necessary to accommodate the additional traffic generated by the proposed developments in this alternative. Existing street layouts are not sufficient to accommodate the following anticipated traffic increases:

- The residential units permitted on the three vacant parcels will generate approximately 5,000 total daily trips.
- Redevelopment of the exposition center will generate between 3,000 and 5,000 daily trips.
- The addition of a hotel or condotel with up to 80 suites will produce approximately 800 daily vehicle trips.
- Additional traffic from new offices and services between Thackeray Trail and Regent Road will be between 800 and 1,500 daily trips.
- Condominium development and offices along Oconomowoc Parkway will produce 750 to 1,000 daily trips.

With this increased traffic, improvements will be necessary at the Summit Avenue intersections with Lexington Drive, Regent Road, Pabst Road, and Oconomowoc Parkway. All of these intersections should be upgraded with traffic signal controls, and additional vehicle storage will be necessary between the proposed frontage road (Unity Drive) and Summit Avenue.



There are also some access concerns to the residential units on the three vacant parcels. First, there are multiple places where golfers would need to cross the main access road serving these residential neighborhoods. In these areas, careful attention must be paid to speed limits and warning signage for golfers and motorists. In addition, the use of stamped or colored concrete on the main access road to slow motor vehicle traffic should also be considered.

A second access concern with respect to these three vacant parcels relates to emergency vehicle access. As proposed, only two access points would be provided [via Commerce Street and the proposed frontage road (Unity Drive)]. The layout of the Paganica Golf Course and Olde Highlander Golf Club prevent additional access points to the west and north. However, to provide more outlets, a secondary access road is recommended between Oconomowoc Parkway and Commerce Street. In addition, it is further recommended to provide an access (at least emergency-only, but preferably a public road extension) from Mackenzie Drive. This access would also function as a trail connection point. These improvements will provide multiple points of access for emergency vehicles. In addition, a new access road between Commerce and Oconomowoc Parkway will provide an easier outlet for residents seeking to access Oconomowoc Parkway, Summit Avenue and I-94.

Water

The potable water supply that surrounds the planning area appears to be adequate to sustain the recommended development patterns presented in this Alternative 1. The developments will require the “looping” of the existing water mains to serve the planning area. Specifically:

- The existing water main along Commerce Street should be connected to the existing water main along Mackenzie Lane to service the proposed development east of Mackenzie Lane. This connection will likely require the placement of a water main through Hole #8 of the Olde Highlander Golf Club.
- The water lines along Mackenzie Lane should also be looped through the 48-acre and 23.75-acre parcels within and adjacent to the Olde Highlander Golf Club (to the north) and connected to the existing water main along Regent Road to form another complete loop.

In addition to looping the water mains, additional fire hydrants and valves will be required for the water main extensions in the planning area.

Electricity

Alternative 1 is based on the current zoning of the Southwest Summit Avenue planning project area. Based on the assessment information presented in Chapter 4, the existing electric system should be able to support the proposed development pattern. All development, particularly non-residential, will have to be coordinated directly with the electric utility.

Sanitary

The ability to provide gravity-based sanitary sewer service lines needed to accommodate the anticipated development outlined in Alternative 1 is restricted by the topography of the area and existing line capacities. What follows is a series of specific recommendations for providing service to the development areas within the Southwest Summit Avenue Planning area as described in this alternative. If information is not provided with respect to improvement needs, existing lines are capable of serving the development proposed.

The existing wastewater pumping station located at the intersection of Regent Road and Royale Mile Road was designed to accept wastewater from the 23.75-acre parcel adjacent to the Olde Highlander Golf Club at a maximum residential development not to exceed 10 units per gross acre. According to design calculations for the pumping station, approximately 250 gallons per minute (gpm), or 0.55 cubic feet per second (cfs), peak flow capacity remains for proposed development to the pumping station.

The wastewater pumping station capacity of 250 gpm was determined assuming 300 gallons per unit per day with a peaking factor of 5. The proposed 80 unit condotel will likely generate a peak flow of 45 gpm assuming 80 units and 2 people per unit discharging 400 gallons per capita per day peak flow. The remaining capacity, approximately 200 gpm, will service approximately 19 acres of the aforementioned 23.75-acre residential development based on the aforementioned zoning requirement of 10 units per acre and assuming 300 gallons per unit per day and a peaking factor of 5. The remaining 5 acres will have to be routed to the west to the Mackenzie Lane main

and will contribute approximately 50 gpm peak flow based on the above assumptions.

The aforementioned scenario for the pumping station will max out its capacity and the capacity of the Mackenzie Lane main. There is a likely potential that any amenities added to the area to accent the existing resort (i.e. the proposed condotel) will create a significantly higher peak flow during full capacity of the resort that has not been accounted for in the existing sanitary sewer system that discharges to the pumping station. The City's existing plan for the pumping station is to service the proposed 24 acres of residential development to reach full capacity. Therefore, another alternative to service any additional proposed development (i.e. the proposed condotel) would be to upgrade the capacity of the existing pumping station. If done in conjunction with the development, the City could require the developer to upgrade the pumping station to accommodate the developments needs.

The existing 12" sanitary main along Mackenzie Lane has a full pipe peak discharge capacity (with no development contributing) of approximately 1.61 cfs (723 gpm) at minimum slope and 1.40 cfs (630 gpm) peak discharge capacity at 70% full. [All calculations assume a peak flow of 400 gallons per capita per day and 3 people per unit.] Based on current zoning, the Briarwood Subdivision is zoned for 12,000 square foot lots. If entirely developed, the Briarwood Subdivision has potential for 193 units and an estimated peak discharge of 0.36 cfs (162 gpm) to the existing 12" main along Mackenzie.

Based on the aforementioned assumptions and discharges in Alternative 1 from Briarwood Subdivision and the Regent Road residential development, the maximum proposed development area (at a density of 10 gross units per gross acre) that could contribute to the Mackenzie Lane main is approximately 61 acres with the pipe flowing full at minimum slope and 50 acres with the pipe flowing at 70% capacity. The additional development described in Alternative 1 includes 48 acres located north and west of Mackenzie Lane and 8.32 acres east of Mackenzie Lane (for a total of 56.32 acres). The remaining area to be served falls between the design capacity and full flow capacity of the 12" main along Mackenzie Lane. At the time of development, the actual design flow, number of lots, and estimated

number of people per lot will have to be considered to ensure adequate capacity in the existing main. Assuming 3 people per unit instead of 2.5 people per unit is a conservative approach that is effective in identifying potential needs during the planning process. Connection to the existing sanitary sewer main would require placement through Hole #8 of the Olde Highlander Golf Club.

If the 23.75 acre residential area plans to discharge to Mackenzie Lane, another alternative to service this additional area would be to construct a new sewer main east of the Mackenzie main that connects to the 36" sewer trunk along Oconomowoc Parkway. If future peak discharges into the Mackenzie main are of concern, any additional area that was previously planned to discharge into the Mackenzie main could also be serviced by this proposed sewer to the east of Mackenzie.

The ability of the area east of Mackenzie Lane to contribute to the existing main via gravity flow is also potentially limited by topography. If topography proves to be an issue, development in this area would require the placement of sanitary sewer main connection east of the condominiums located along Oconomowoc Parkway. The proposed access road shown between Commerce Street and Oconomowoc Parkway on Alternative 2 and Alternative 3 is one such area that a line could be extended. This new sanitary sewer main would be connected to the existing 12" sanitary sewer main that runs along Oconomowoc Parkway. It is important to note that there is a surface water feature along this route and additional topography details and on-site analysis will be necessary to determine if this route will ultimately function. If not, the line could be shifted to the east or west between existing and proposed developments along Oconomowoc Parkway and Commerce Street.

Stormwater

Any development within the planning area meeting the applicable *Construction Site Erosion Control and Stormwater Management* requirements contained in Chapter 19 of the Oconomowoc Municipal Code will be subject to stormwater quantity and quality regulation. Both residential subdivisions and commercial developments are subject to these regulations.

Under the City's ordinance, the peak stormwater quantity generated from new development and redevelopment sites is required to be equal to or less than existing conditions for the 2-, 10-, and 100-year storm events. New development and redevelopment will be required to achieve an 80% reduction in total suspended solids, for stormwater quality purposes. Stormwater must also be infiltrated per City ordinance requirements.

Examples of stormwater facilities used to meet water quantity and quality requirements include: wet detention ponds, biofiltration basins, swales, etc.

- Wet detention ponds consume the most space and are expensive, however, they can be used regionally to treat a large drainage area.
- Biofiltration basins can be placed in tight locations (i.e. parking lot islands), however, they tend to be an expensive means of regulating stormwater.
- Swales, both roadside and between parking lots, are economical and also effective at reducing the rate and sediment transportation of stormwater. However, they typically need to be used in conjunction with other stormwater features to achieve the ordinance requirements.

Existing water bodies throughout the planning area may be able to be retrofitted to help in achieving stormwater requirements for developments within the area. In Alternative 1, existing surface water bodies are identified and an additional surface water feature is shown on the 48-acre parcel within the Olde Highlander Golf Club. More specific stormwater needs and designs can only be determined as specific development requests (with specific impervious surface breakdowns) are provided.

Alternative 1 Challenges & Concerns

- Retail areas have higher potential uses (as described in Alternatives 2 and 3). This is not to say that the discount emphasis will not be successful based on the population mix and historic demand, but other uses could prove more profitable.
- As is discussed in Chapter 5, the challenge associated with two adjacent, competing golf courses needing to maintain a competing customer base sufficient for profit at both courses will remain. To address this issue, changes will

likely be necessary at the Olde Highlander to differentiate it from Paganica. An opportunity exists with anticipated redesign of the back nine holes to accommodate planned roadway extensions to upgrade the course. This effort may result in holes being located closer to the ski hill, or perhaps, a conversion of the back nine holes into a par 3 executive nine to cater more to resort guests and those learning the game looking for a shorter course, possibly with a practice facility. Similarly, the back-9 holes could be redeveloped as a par 3 championship course (An example of this type of course is the Three Tops Resort in Michigan.). However, in this later option, extensive landscaping and creative design will be necessary to address views of adjacent commercial uses and roadway access.

- The Exposition Center/Sentry Foods Building space has been for sale for many years. The fact that the buildings remain vacant suggests challenges to redevelopment of these spaces. Challenges are related to the size of the buildings, design features, and differences between the sale price and comparable market value.
- The three vacant parcels within the Olde Highlander Golf Club have also been listed for sale for many years. Differences between the sale price, comparable market value, and access issues are some factors which have delayed development of these parcels.
- Significant investment is needed in the Olympia Resort to revitalize its status as a destination attraction. The current owner is investing in the property. A commitment to site improvement will need to continue. Development of an additional hotel and possibly the marketing of spa/fitness memberships for residents living on the three parcels within the Olde Highlander Golf Club will provide additional market growth opportunities for the Olympia Resort.

ALTERNATIVE 2

With this option, a recreational emphasis is placed on new residential and commercial development to capitalize on the natural setting of the area, as well as, the existing amenities of the area (e.g. golf courses, spa, indoor court spaces, etc.).

In this alternative, uses along Oconomowoc Parkway, Lexington Parkway, Regent Road, and the Briarwood and Thackeray Trail subdivisions remain unchanged. Vacant parcels in these areas develop in a manner consistent with existing zoning. Moreover, the Paganica Golf Course remains an important recreational choice for residents of Oconomowoc. For other properties within the Southwest Summit Avenue planning area, if a change in use is not specifically described in the text below, the existing zoning pattern is recommended as described in Alternative 1.

Recommended Land Uses & Zoning

Southwest Summit Avenue Frontage Between Oconomowoc Parkway & Pabst Road

As is recommended in Alternative 1, this area maintains a retail focus with SC zoning. However, in this development scenario, rather than focus on discount retailers, businesses that cater more to the growing family market and recreation are encouraged. This opportunity exists due to the projected increase in residential development proposed in this option through redevelopment of the back 9-holes of the Olde Highlander Golf Club. Specifically, the following types of businesses are recommended within existing shopping centers and vacant parcels along Unity Drive and Summit Avenue:

- K-Mart or Major Retail Anchor (e.g. Kohl's, Shopko)
- Food For Home Businesses
 - Breadsmith/bakery
 - Health food store/organic food store
 - World Market
- Interior Design /Decorating Stores
 - Bed, Bath and Beyond
 - Linen & Things
 - Hobby Lobby
- Sports equipment store/supplier
- Dine-in restaurant catering to families (6,000 -8,000 square feet)

Oconomowoc Parkway Between Briarwood Subdivision and Summit Avenue

The properties presently zoned SI could accommodate additional retail and office uses. Retail development should follow the same recommendations as outlined for the Southwest Summit Avenue frontage. This approach would be compatible with the recently approved Stein Garden & Gift store.

The area between Thackeray Trail, Regent Road and Lowell Drive

in this alternative would accommodate office uses (including dentist offices, real estate offices, etc.) and personal services (e.g. travel agency, day care facility, beauty salon, dry-cleaner, pharmacy) permissible in the Suburban Commercial (SC) and Suburban Office (SO) zones. Existing housing units at a maximum gross density of 10 units per acre would remain along Robruck Court.



Example Retail / Office Building

Exposition Center

With this alternative, the Exposition Center building would be revitalized to serve as a community gathering place and destination for visitors. The facility would be converted³ into a wellness center to reflect the recreation atmosphere of the Southwest Summit Avenue planning project area. The space could accommodate a variety of compatible uses, including:

- Arcade space focused on virtual games and tournament play
- A rock climbing wall
- Fitness / dance class/studio spaces
- Indoor golf simulators

³ Conversion may include reuse of existing structure or potential demolition and reconstruction.

- Indoor team sports fields (e.g. softball, basketball, etc.)
- Indoor children's playground equipment
- A health food/organic food store
- Nutrition supplement store / juice bar
- On-site child care facility and sports health clinic

The zoning for the Exposition Center could remain SC, Suburban Commercial, which allows for "indoor commercial entertainment uses." A sporting goods or other retail store would be a nice compliment to the uses described here for the Sentry Food Store space.



The proposed land uses listed above would complement recreational choices available at the Olympia Resort, Olympia Sports Center, and nearby YMCA. This approach would add to the four-season resort feeling of the area, enhance the area as a destination for visitors, and cater well to the growing family market.

Vacant Parcels (3) within and adjacent to the Olde Highlander Golf Club

To provide additional green spaces and reduced demand on infrastructure (including the road network), a lower density of residential development is suggested in the scenario. Specifically, all three parcels would be developed with single-family detached homes consistent with the Suburban Residential (SR) zoning district (12,000 square foot lots or approximately 3.6 units per acre). As a result, these three properties could accommodate up to 290 homes or an estimated 729 residents (based on current median household size).

In addition to the housing units, a neighborhood park facility is recommended on the 48-acre parcel to serve the residents in this area. This park should be connected to surrounding neighborhoods via trails and sidewalks. Chapter 18 of the Oconomowoc City Code requires 1,500 square feet of parkland for each residential unit. Given that these three parcels have the potential to accommodate 290 homes, at least 10 acres of parkland will be required. These three properties should also incorporate connections via

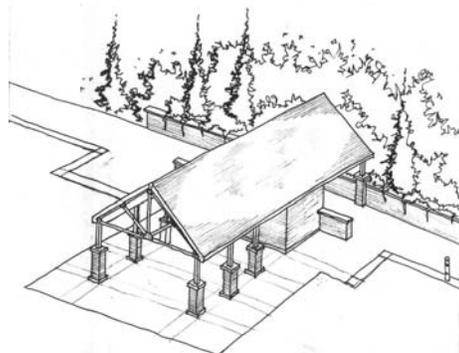
trails to nearby recreation lands, including the Highlands of Olympia Ski Hill and Olde Highlander Golf Club.

Olde Highlander Golf Club

In this option, holes 10-18 of the Olde Highlander Golf Club (approximately 40 acres) are converted to multiple family residential use at a density of up to 6 units per acre (Mixed Residential Zoning - MR-6) with some areas of office or retail development (Suburban Office Zoning – SO or Suburban Commercial - SC) also planned. These land uses were selected to serve as a buffer between the more intensive commercial uses to the east (along Summit Avenue) and the lower density residential uses and golf course to the west. More specifically, two-three story rowhouses or townhomes are recommended with attached garage units. These new residential uses are proposed to provide additional "rooftops" (e.g. resident population) to support new retail development.



**Sample Townhome Units
Front & Rear Views**



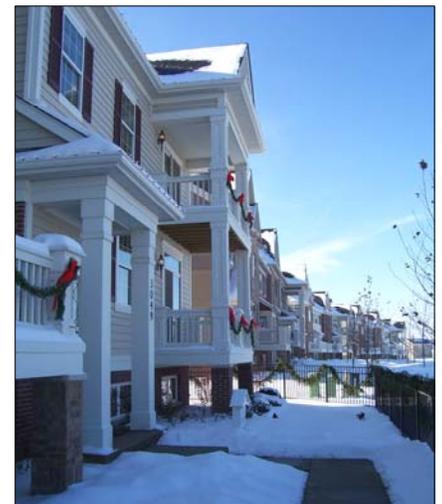
In addition, a golf learning center (e.g. practice facility) is located on the west side of the creek to support play for the remaining 9-holes of the Olde Highlander Golf Club. This is the only such facility located within the Oconomowoc City Limits. A practice facility does exist on Lake Street within the Town of Summit, but the long-term continuation of that property as a driving range is in doubt as the owner is considering alternative land uses. Also, a park facility is also provided adjacent to the Briarwood Subdivision.

Redevelopment of the Olde Highlander Golf Club is recommended in this option:

- In recognition of the fact that significant portions of course will be segregated by the recommended infill residential development (and supporting roadways) to the west and the challenge associated with the back nine-holes being situated in a commercial environment (e.g. rear side of shopping centers within close proximity to service areas and associated truck traffic) as compared to the front nine holes which have residential frontage.
- To provide a clear distinction between the Paganica and Olde Highlander (9- and 18-hole) courses, so that each course can focus on different target markets. For example, the 9-hole Olde Highlander Golf Club can focus on teaching opportunities, senior play and league play. Whereas, the Paganica can focus on its role as a community course and its proximity to area schools. Currently, more than half of the rounds played at Olde Highlander are 9-hole rounds. By specializing more as a 9-hole course, Olde Highlander can provide additional amenities to support 9-hole play (e.g. practice facility, lessons, etc.).
- To provide a safer alternative for extension of Commerce Street (minimizing golf course play across the access road to the 8.32 and 48-acre parcels).
- To address the issue of competition and market saturation related to the number of courses in the region as compared to the number of golfers. National trends have shown that while the number of golfers has remained steady, the

number of courses has increased by nearly 20 percent in the last decade. Today, in addition to Olde Highlander, there are two public and two private 18-hole golf courses in the immediate Oconomowoc area. Within a 15-mile radius of Oconomowoc, there are 15 additional courses. Within 30 miles, there are approximately 30 more courses. Competition has caused other courses in the region to convert to different land uses. The most recent examples in the area are Lakeside Golf Course in Germantown, Rainbow Springs in Mukwanago, and Lakeside Golf Course in Delafield.

In addition, this approach retains the valuable golf course frontage and views for the 48 and 23.75 acre parcels within and adjacent to the Olde Highlander Golf Club, as well as, the Briarwood Subdivision and Thackeray Trail neighborhood. The 8.32 acre parcel and the condominiums along Oconomowoc Parkway would have open space, park, and ski hill views. This approach creates a mixed residential buffer between the commercial uses along Summit Avenue and the new residential areas planned to the west on the 8.32, 48 and 23.75-acre parcels.



View of Street Lined with Townhomes – Similar to Proposed Use for Portions of Olde Highlander Golf Club in this Alternative 2

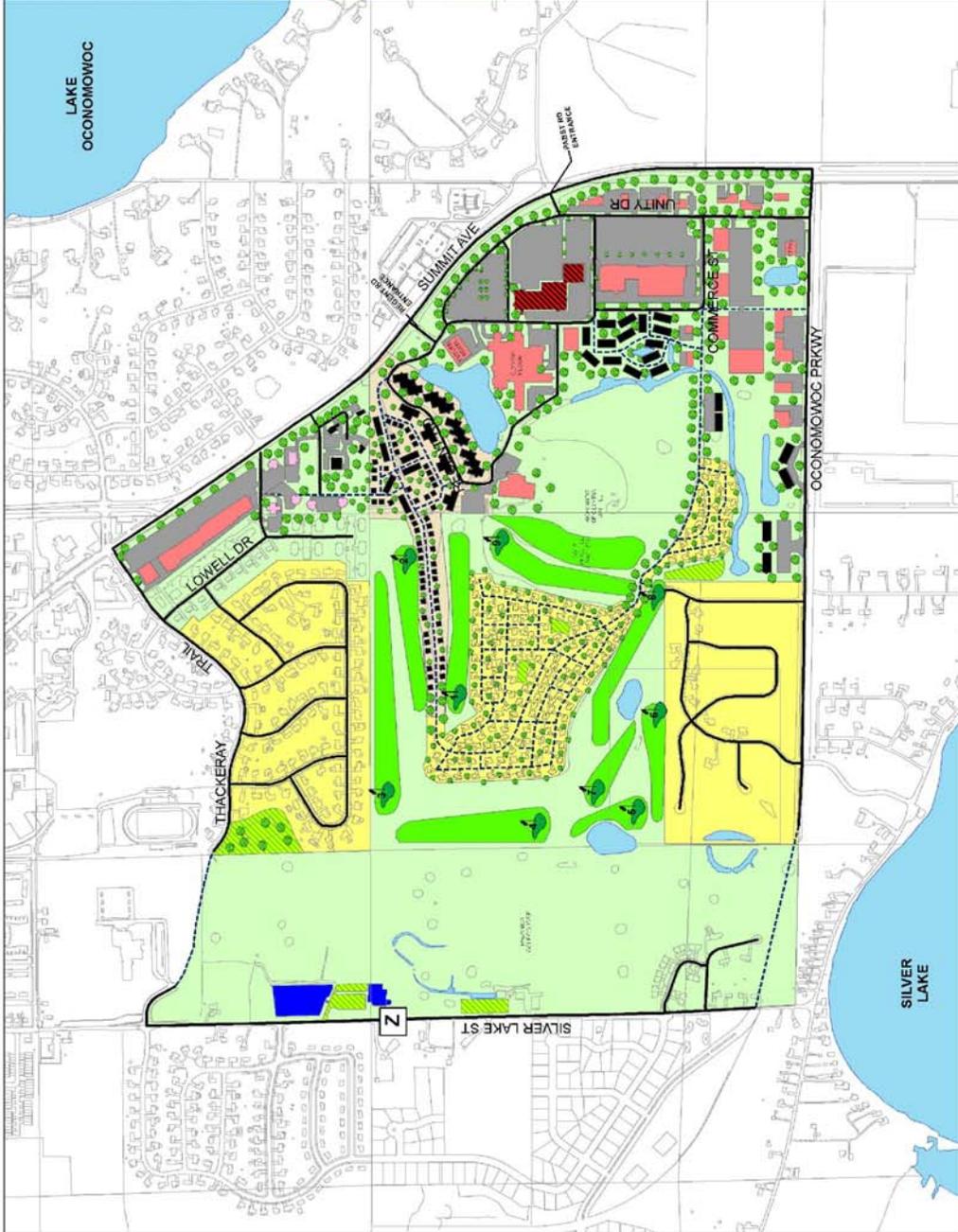
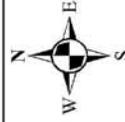
Long-term opportunities for further changes to the 9 remaining holes of Olde Highlander to bring additional golfers to the area may include:

- Redevelopment of the 9-hole course as an executive course for faster conference visitor play (par 3 & 4 only);
- Offering golf clinics and specialty classes given the planned development of an outdoor practice facility, combined with the instruction available at the Olympia Sports Center; and
- Offering 27-hole packages for discounted play at the Olde Highlander Golf Club and Paganica Course on the same day.

**DEVELOPMENT
ALTERNATIVE 2
SOUTHWEST SUMMIT AVENUE
PLANNING AREA**

Legend

-  Paganica Golf Course / Greenspace
-  Mixed Residential / Multiple Family
-  Urban Residential (Built at 8 units/acre)
-  Suburban Residential (12,000 sq ft lots)
-  Suburban Office
-  Suburban Commercial
-  Suburban Commercial - Potential for Demolition
-  Parking Lots
-  Park / Common Open Space / Stormwater
-  Golf Course Greens / Driving Range
-  Institutional
-  Surface Water / Stormwater
-  Single Family Homes
-  Building Footprint
-  Duplex Unit
-  Quadplex Unit
-  8-Unit Townhouse or Garden
-  Apartment Bldg (2-3 Story)
-  Conceptual Roads
-  Roads



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SOURCE: MAP BASE DATA PROVIDED BY THE CITY OF OCONOMOWOC

Winter use of the 9-hole course for cross-country skiing should also be looked at as a market opportunity to bring additional visitors to the area and also cater to residents living in surrounding neighborhoods. Cross-country ski-rental may be a service that the Olympia Sports Center may want to consider adding to accommodate this seasonal use.

Infrastructure Needs & Considerations

Transportation

Based on the densities and locations of development, total vehicle trips generated by the redevelopment will be similar to that of Alternative 1. More specifically:

- The single-family units located in the three vacant parcels will generate approximately 3,000 total daily trips.
- The additional housing units on the back nine holes of the Olde Highlander Golf Club will generate another 2,500 daily trips.
- Redevelopment of the exposition center to a recreation use will generate between 2,500 and 3,000 daily trips.
- The addition of a hotel adjacent to the Olympia Resort (with up to 80 rooms) will produce approximately 800 daily vehicle trips.
- Retail and services proposed along Unity Drive will generate between 3,000 and 4,000 daily trips.

Trail access is an important feature of Alternative 2. Trails should accommodate use by both commercial and residential properties, connecting the residential neighborhoods to the nearby destinations (e.g. shopping, schools, recreation).

The frontage road should be designed to accommodate turning traffic at all driveways and intersections within the site. This is especially true for the Unity Drive segments and along Commerce Street.

Eliminating the back nine holes of the Olde Highlander Golf Club allows safer travel to and from the three proposed residential areas within and adjacent to this course. The additional access to Oconomowoc Parkway, just east of the Briarwood Subdivision, would provide better traffic flow for the residential areas. It will also provide an additional outlet for residents to use instead of driving past the golf course to the north or commercial areas along Commerce Street to the east. Oconomowoc Parkway

is sufficiently designed to accommodate the additional traffic anticipated.

Water

The water system requirements outlined in Alternative 1 also apply to Alternative 2. In addition, Alternative 2 will require the addition of and looping of a water main between Commerce Street and Oconomowoc Parkway (along proposed access road) and between Regent Road and Lexington Drive (along proposed roadway). This will require easement acquisition.

Electricity

Alternative 2 proposes fewer residential units per acre than Alternative 1 on the three parcels within and adjacent to the Olde Highlander Golf Club. As a result, there would be less anticipated demand for electricity from these parcels.

However, Alternative 2 includes the elimination of the back nine holes of the Olde Highlander Golf Club. Development of this area (approximately 40-acres) represents an increase on electricity demand. The utility will need to coordinate with area landowners to determine the appropriate sequencing for development in this area. As is discussed in Chapter 4, the utility is considering a redesign of the substation in the region which may impact service this property. Therefore, all development, particularly non-residential, will have to be coordinated with the electric utility.

Sanitary

The sanitary sewer system required to service the planning area in Alternative 2 via gravity is restricted by the topography of the area. What follows is a discussion of potential service options.

The 23.75-acre parcel can be serviced by the existing wastewater pumping station located at the intersection of Regent Road and Royale Mile Road. The proposed residential development density of 3.6 units per acre is much less than the 10 gross units per gross acre permitted under existing zoning (and shown in Alternative 1). The reduction in units per acre may expand the area served by the existing pumping station. However, topography will still be a primary limiting factor.

As was discussed in Alternative 1, the existing 12" sanitary main along Mackenzie Lane has a peak

discharge capacity of approximately 1.61 cfs. [All calculations assume a peak flow of 400 gallons per capita per day and 3 people per unit.] Based on current zoning, the Briarwood Subdivision is developed with 12,000 square foot lots. The Briarwood Subdivision has an estimated peak discharge of 0.36 cfs to the existing 12" main along Mackenzie. The development proposed in Alternative 2 on the 48-acre and 8.32-acre parcels within the Olde Highlander Golf Club (at a density of 3.6 units per acre) are not expected to exceed the capacity of the existing main along Mackenzie Lane based on the calculations proposed for 10 units/gross acre development assumed in Alternative 1.

Proposed development east of Mackenzie Lane, along Commerce Street, likely cannot be serviced via gravity from the Mackenzie Lane sanitary main. Connection to the existing sanitary sewer main along Mackenzie Lane would require the placement of a main through Hole #8 of the Olde Highlander Golf Club.

Again, the ability of the entire proposed development area east of Mackenzie Lane to contribute to the existing main via gravity flow will likely be limited by topography. However, because an access road is planned between Commerce Street and Oconomowoc Parkway in this area, an opportunity exists to extend a new sewer main from Oconomowoc Parkway to Commerce Street to serve development in this area. The extension of the sewer main along this new road would be a more economical approach than pumping wastewater with a lift station from the Mackenzie Lane sanitary main. This new sanitary main would be connected to the existing 12" sanitary sewer main along Oconomowoc Parkway. With this suggestion, it is important to note that there is a pond along this route and additional topography review and on-site analysis will be necessary to determine if the feasibility of this sewer main route.

Stormwater

The stormwater requirements outlined in Alternative 1 apply to the proposed development in Alternative 2.

Architectural Recommendations

In addition to the residential (See Alternative 1) and commercial building styles (See Alternative 3) that reflect a "Craftsman" architecture, below is a rendering of a park amenity that may be appropriate within the central park space within the office cluster located east of the creek, north of Commerce Drive on the back nine holes of the Olde Highlander Golf Club.



Alternative 2 Challenges & Concerns

- As with Alternative 1, this option will require significant investment in the Olympia Resort for the property to function as a destination-resort that draws visitors to the area.
- The vision for the Exposition Center and Sentry Foods building will also require significant investment in the properties. This investment is in addition to the sale price of the properties. Finding the right investor may take time.
- Representatives for the owner of the vacant parcels within and adjacent to the Olde Highlander Golf Club have indicated through correspondence with the City of Oconomowoc that any change in zoning to these three parcels may result in a lawsuit against the City of Oconomowoc. It is important to note here that reduction in density will not arbitrarily be considered grounds for a "taking" lawsuit as the three parcels would retain value as residential at the Suburban Residential (SR) Zoning recommended by this alternative.

- The number of higher density residential family uses in the southeast corner of the planning project area is of concern because of the sanitary service needs these uses will require. Existing infrastructure would require connection to the lines along Oconomowoc Parkway to serve these sites. This need provides an additional reason for providing a connecting street between Commerce Street and Oconomowoc Parkway in this area (to accommodate sanitary sewer connections).
- With the conversion of 9-holes of the Olde Highlander Golf Club, there is the potential for the nearly 40 acres of green space that is occupied by these holes to be lost (e.g. converted to developable area). In this alternative, more than half of the greenspace that is currently golf course is retained around the ski hill and 8.32 acre parcel. In addition, all of the front nine holes (which surround the 23.75-acre and 48-acre parcels within the golf course) remain. The proposed golf learning center also provides a use very similar in nature to the golf course that retains green space and new park facilities are proposed in areas that are currently occupied by Hole # 11 and #14 of the Olde Highlander Golf Club. Only 12 acres (approximately) of the back 9-holes of the Olde Highlander Golf Club (in this option) is converted to developed area (vs. open golf course).
- Given the number of competing golf courses in the area, there is some question about the viability of a 9-hole course remaining at the Olde Highlander Golf Club. Fortunately, conversion of a course from 18- to 9-holes is not a new phenomenon. Many courses in the region have converted in this way and have remained viable. For the Olde Highlander, a larger percentage of the current rounds played at the facility are only 9-hole rounds. With a 9-hole facility, the course will be better able to target different markets than traditional 18-hole facilities, particularly markets for those learning the game. This is especially advantageous given its proximity to the Paganica Golf Course.
- Given vacancy in existing commercial storefronts, there is some concern about the potential to build and occupy additional commercial and office spaces. As was discussed in Chapter 2, some of the challenges associated with the occupancy of existing spaces has to do with the condition, layout, and sale price of these structures, but adding units may make it more difficult to sell these spaces.
- There is some concern that the additional multiple family development on the back nine-holes of the Olde Highlander is replacing the density that has existed per zoning (UR-10) on the parcels within the Olde Highlander Golf Club for many years. The perception by some is that one landowner is losing development density so another landowner can obtain the right to develop.

There are many viable 9-hole courses in Wisconsin, including (but not limited to):

- **Bay Ridge in Sister Bay;**
- **Bridgewood in Neenah (changed from 18 to 9);**
- **Coldwater Canyon in the Wisconsin Dells;**
- **Coulee Golf Bowl in Onalaska;**
- **Dineen Park Golf Course in Milwaukee**
- **Glenway in Madison;**
- **Lincoln Park Golf Course in Milwaukee;**
- **Madison Park Golf Course in Milwaukee;**
- **Monona Golf Course (changed from 18 to 9) in Madison;**
- **St. John's Northwestern in Delafield;**
- **Stone Henge in Egg Harbor; and**
- **Village Green in Green Bay.**

ALTERNATIVE 3

In this alternative, uses along Oconomowoc Parkway, Lexington Parkway, Regent Road, and the Briarwood and Thackeray Trail subdivisions remain unchanged. Vacant parcels in these areas develop in a manner consistent with existing zoning. Moreover, the Paganica Golf Course remains an important recreational amenity to the residents of Oconomowoc. For other properties within the Southwest Summit Avenue planning area, if a change in use is not specifically described in the text below, the existing zoning pattern is recommended as described in Alternative 1.

Recommended Land Uses & Zoning

Southwest Summit Avenue Frontage Between Oconomowoc Parkway & Pabst Road

In this alternative, as with the others, this corridor retains its retail focus with SC-Suburban Commercial Zoning. However, in this option, the retail choices are oriented more toward upscale department and specialty stores with added restaurant uses. As with Alternative 2, this retail opportunity is possible due to the projected increase in residential development. Choices may include:

- Kohl's
- Dillingers
- Dress Barn
- Pier One
- Pottery Barn
- Crate & Barrel
- Pet Smart
- Eateries and gathering places like:
 - Barnes and Nobel
 - Outback, Lonestar, Texas Roadhouse
 - Applebee's, Chile's, TGI Friday's or Similar
 - Olive Garden

Exposition Center

With this alternative, the existing Exposition Center building and Sentry Food Store are demolished to provide a clear retail space for redevelopment under the SC-Suburban Commercial Zoning. Such a site would attract a larger retailer (e.g. Kohl's). The site should be oriented in a way that provides clear visual connection with the shopping plazas to the south.

Olde Highlander Golf Club

As part of this development alternative, the Olde Highlander Golf Club is converted to a 9-hole course with the holes 10-18 eliminated. However, due to potential concerns about infrastructure service capacities (e.g. sewer), redevelopment of this area provides no more multiple family units than was provided in Alternative 2, but additional retail, office, and recreational uses are shown. The former golf course holes would accommodate:

- A golf course learning center
- An office park that may specialize in medical office spaces for specialists looking for spaces within close proximity to area hospitals, as well as dentists, optometrists', chiropractors, etc.
- Retail uses along Commerce Street. These could include indoor recreation-based uses similar to what was described for the Exposition Center in Alternative 2, but rather than concentrate these uses under the umbrella of a single building, they may take the form of several separate, but related, businesses within a shopping center.
- Central areas of green space with some passive recreation (e.g. benches, trail) amenities to address stormwater needs, provide natural areas within the development, and meet recreational demands of office employees and area residents.
- Limited areas of townhome residential development to provide housing within close proximity (e.g. walkable distance) to shopping, restaurants, and office-employment environments. These units may be particularly attractive to young professionals and elderly residents.

With respect to zoning for this area, it is feasible that either a Traditional Neighborhood Design Overlay or Planned Unit Development Overlay, consistent with the requirements established in the *Oconomowoc Zoning Ordinance*, could be used to accommodate the mix of land uses planned in this area. Density for this area would range between 6 and 8 units per acre.



Mixed development with central park area, retail space integrated with apartment/condominium units.

Vacant Parcels (3) within and adjacent to the Olde Highlander Golf Club

As in Alternative 2, these three properties will retain their views of the Olde Highlander Golf Club and Highlands of Olympia Ski Hill. In this scenario the properties will develop at a density of approximately 8 units per acre, primarily with two-story duplex homes, some row houses (2-3 story in height), and a few quadplexes units (3 stories in height). A minimum of 22-acres of park and open spaces would also be required per Chapter 18 of the Oconomowoc Municipal Code on these three parcels (acreage could include pedestrian and bicycle trails accessing parks and open spaces). In total, when fully developed, these three parcels could accommodate approximately 640 units or a population of roughly 1,600 persons.

This density is suggested as a less-intensive option than existing zoning. Given that these three parcels are separated from outlying existing residential neighborhoods by a golf course, they will be buffered from existing subdivisions. Likewise, roadway connections to outlying areas will be via Commerce Street (to the south), an extension of Robruck Drive (to the north), Mackenzie Lane, and a new road segment between Commerce Street and Oconomowoc Parkway.

The Olympia Resort would serve as an anchor for the Southwest Summit Avenue planning area in this development alternative. It will continue to function as a community landmark, but also gain in popularity and successfully draw visitors from surrounding areas to its convention facilities and spa. Just as importantly, the resort will have an open, welcoming relationship with residents living in the surrounding neighborhoods. Accordingly, residents will frequent the restaurants in the Olympia Resort and also use the spa facilities. As described in the first alternative, the development of a connecting chain-hotel or condominium facility with up to 80 suites is also anticipated in this scenario.

Oconomowoc Parkway Between Briarwood Subdivision and Summit Avenue

As is recommended in Alternative 2, the properties presently zoned SI could accommodate additional retail and office uses.

Consistent with existing zoning patterns, the area between *Thackeray Trail, Regent Road and Lowell Drive* would accommodate office uses (including dentist offices, real estate offices, etc.) and personal services (e.g. travel agency, beauty salon, dry-cleaners, pharmacy). A day care facility is also possible. The land uses in this area would cater to the growing family market and the established senior market.

Architectural Recommendations

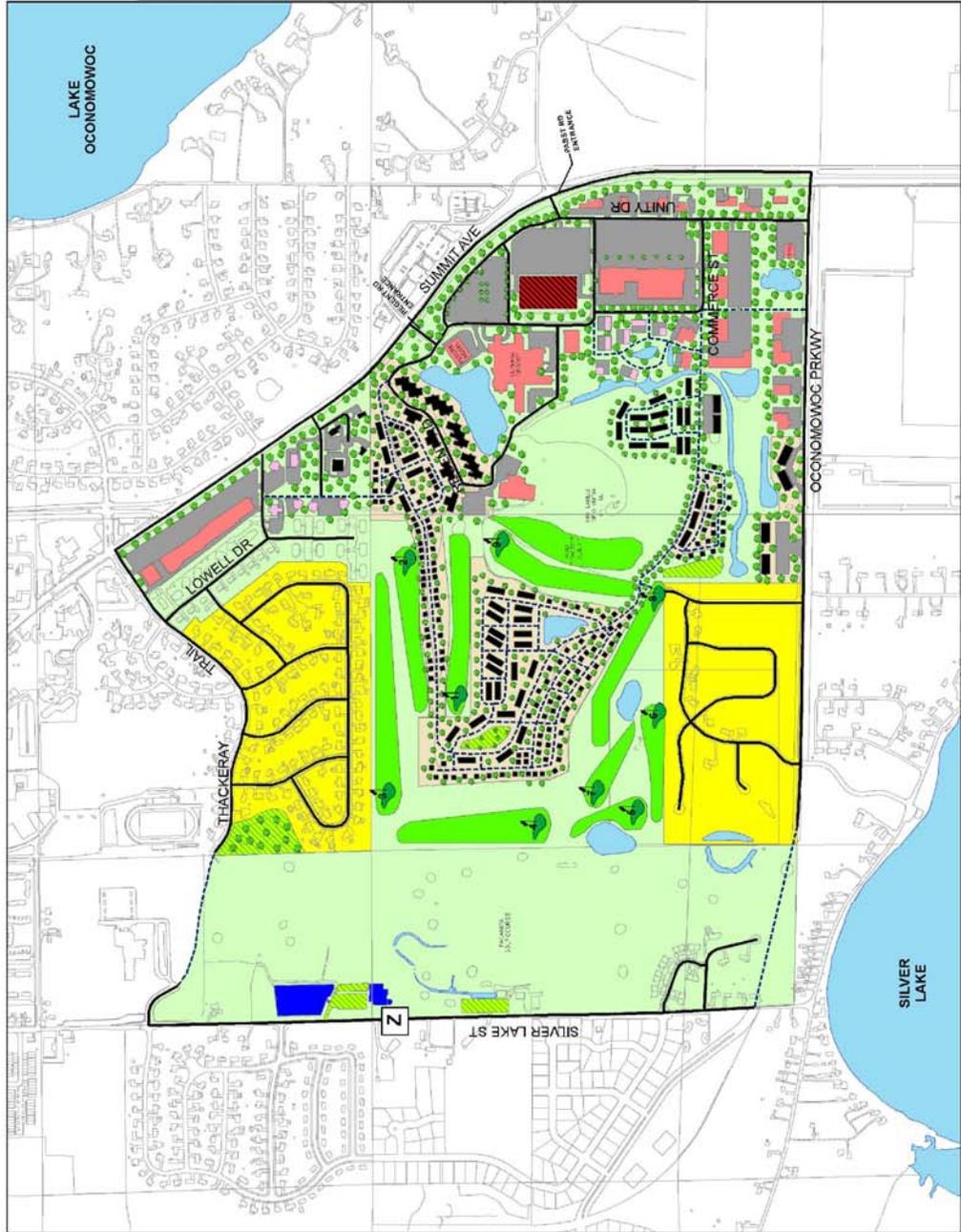
Below are some examples of commercial areas that have embraced a craftsman style. These structure attempt to incorporate materials and colors from their natural setting in the design of the structure.



**DEVELOPMENT
ALTERNATIVE 3**
SOUTHWEST SUMMIT AVENUE
PLANNING AREA

Legend

- Paganica Golf Course / Greenspace
- Mixed Residential / Multiple Family
- Urban Residential (Built at 8 units/acre)
- Suburban Residential (12,000 sq ft lots)
- Suburban Office
- Suburban Commercial
- Suburban Commercial - Potential
- for Demolition
- Parking Lot
- Park / Common Open Space / Stormwater
- Golf Course Greens / Driving Range
- Institutional
- Surface Water
- 8-Unit Townhouse or Garden Apartment Bldg (2-3 Story)
- Duplex Unit
- Quadplex Unit
- Building Footprint
- Conceptual Street Layout
- Existing Roads



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SOURCE: MAP-BASE DATA PROVIDED BY THE CITY OF OCONOMOWOC

Infrastructure Needs & Considerations

Transportation

Improvements will be necessary along Summit Avenue with Alternative 3 consistent with the recommendations presented at the beginning of this chapter, including the conversion of Unity Drive into a frontage road to serve development along Summit Avenue.

The proposed residential units and densities will likely generate similar traffic volumes as in the second alternative. Redevelopment of the exposition center to upscale department store, specialty store, and restaurant uses will generate between 4,000 and 5,000 daily trips.

Trail access in this alternative, as with the previous two scenarios, is an important transportation feature. The trail should connect residential neighborhoods to commercial and office uses, thereby, connecting the residential market-base to the nearby amenities.

Water

The water main system upgrades described in Alternative 1 and 2 also apply to this Alternative 3.

Electricity

As mentioned in the previous alternatives, the existing electrical utility should have adequate capacity to serve the area, but coordination with area landowners with respect to sequencing will be important. All development, particularly non-residential, will have to be coordinated with the electric utility.

Sanitary

Sanitary service for the condotel and 23.75-acre parcel within and adjacent to the Olde Highlander Golf Club would follow the recommendations detailed in Alternative 1.

Similarly, as mentioned in Alternative 1, the existing sanitary sewer system along Mackenzie Lane has adequate capacity to accommodate new residential development at a density not to exceed 10 residential units per acre on the 48-acre parcel within the Olde Highlander Golf Club.

As described in Alternative 2, the proposed road between Oconomowoc Parkway and Commerce Street would be a viable location for a sanitary sewer

main extension to service the proposed development along Commerce Street east of Mackenzie Lane.

Stormwater

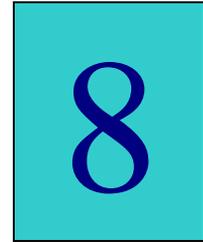
The stormwater requirements outlined in Alternative 1 apply to the proposed development in this alternative as well.

Alternative 3 Challenges & Concerns

Many of the same challenges described with respect to Alternative 2 are applicable in this development scenario. Alternative 3 has the added challenge of demolition of the Exposition Center and Sentry Foods Building. This activity will add to site development costs, which may deter some potential buyers from investing in the property. However, once the site is clear, more development options become possible for users who may have found the existing structures unsuitable for their desired development.

As is also indicated within the description of the challenges for Alternative 2, representatives for the owner of the vacant parcels within and adjacent to the Olde Highlander Golf Club have indicated through correspondence with the City of Oconomowoc that any change in zoning of these three parcels may result in a lawsuit against the City of Oconomowoc. However, it is important to note here that the property owner has been working to develop a site plan for these properties that has an overall density similar to that recommended in this option (8 units per acre). Accordingly, it is important to recognize that the existing zoning does not require 10 units per acre, but rather, *allows a maximum* gross density of 10 units per gross acre. To address this situation, while leaving the zoning district unchanged, the city may want to consider revising the zoning ordinance to require a conditional use permit for densities greater than 8 (up to a maximum of 10) units per gross acre.

Chapter 8: Development Alternative #4



INTRODUCTION

Following the presentation and discussion of the three alternatives highlighted in Chapter 7, it became clear to the project team that a fourth alternative warranted consideration. This Chapter presents that fourth alternative. It is based upon information gathered during previous chapter meetings and on input provided by adjacent landowners, City staff, and other stakeholders. *Alternative 4* was developed following a detailed review of public comments and discussions with City staff.

It must be noted that *Alternative 4* is not to be considered a *preferred alternative*. It will be evaluated, along with *Alternatives 1, 2, and 3*, as a potential development strategy for the Southwest Summit Avenue Area.

PROCESS FOR DEVELOPING ALTERNATIVE 4

In an effort to better understand the opinions of residents, landowners, and other stakeholders, the planning process included *focus group* and *alternatives review* meetings. The purpose of these meetings was to receive input and engage in facilitated discussions to evaluate Alternatives 1, 2 & 3. This input led to a decision to create Alternative 4.

Focus Group Meeting

On January 19, 2006, property owners from the Southwest Summit Avenue Planning Project Area with ownership in at least five acres of property participated in a special Focus Group Workshop. The workshop:

- Provided landowners with an additional opportunity to comment on the planning process.
- Presented draft versions of the three development alternatives for feedback.

During the meeting, the future of the Olde Highlander Golf Club generated the most comment. *Alternatives 2 and 3* recommended the conversion of the back

nine holes of the course to other uses. While some participants were in favor of this change, others felt that the integrity of the eighteen-hole course should be maintained. The table below summarizes the comments received during the Focus Group Meeting.

	Likes	Concerns
Alt. 1	<ul style="list-style-type: none"> - Retains existing zoning patterns - 18 holes of Olde Highlander Golf Club (OHGC) remain intact - Ski hill remains 	<ul style="list-style-type: none"> - Extension of Commerce Drive may affect OHGC (safety issues with crossings for play) - Discount retail emphasis
Alt. 2	<ul style="list-style-type: none"> - Ski hill remains - Golf course practice facility provided - Expanded commercial development opportunities on Oconomowoc Parkway - Green space provided behind Parkside Condominiums and around 8.32-acre parcel within Olde Highlander - Family Entertainment Center reuse of the Exposition Center / Expo Building 	<ul style="list-style-type: none"> - Reduced density on three parcels within OHGC - Nine holes of OHGC removed
Alt. 3	<ul style="list-style-type: none"> - Ski hill remains - Golf course practice facility provided - Expanded commercial development opportunities on Oconomowoc Parkway - Green space provided behind Parkside Condominiums and around 8.32-acre parcel within Olde Highlander - High-end retail emphasis adjacent to Summit Avenue 	<ul style="list-style-type: none"> - Density changes on three parcels within OHGC (8 units/acre) is less than current zoning (10 units/acre) - Nine holes of OHGC removed - Commercial uses on north side of Commercial Drive (farthest to the west with limited visibility) have questionable viability

Alternatives Review Meeting

On February 28, 2006, property owners with land within the project area (and residents who live within 300 feet of the project area limits) were invited to the Alternatives Review Meeting to learn more about the plan process and provide comment on the three development alternatives.

	Likes	Concerns
Alt. 1	<ul style="list-style-type: none"> - Keeping 18 holes - Keeping commercial areas towards/near STH 67 	<ul style="list-style-type: none"> - Zoning pattern is outdated - Is there a need for more development? Does the market potential exist? - Potential First Tee course (prefer traditional 18-hole course) - Discount retail emphasis - Architectural standards don't match retail emphasis, too expensive potentially - Too much commercial around Olympia may affect resort as tourist destination - Population density is too great - Thackeray Trail Connection, traffic impacts on neighborhood
Alt. 2	<ul style="list-style-type: none"> - Wellness center use of Expo - Prefer SR-3 unit density 	<ul style="list-style-type: none"> - Not enough capacity/market for commercial and multi-family based on available land today - Market demand for commercial and residential may not be there. Competition from Pabst Farms - 18-hole conversion to 9-hole course. Concern that this is one step closer to no course at all - Connection of Thackeray Trail is a concern, traffic impacts on neighborhood - Elimination of the back nine holes - Long term potential loss of Paganica as an 18-

		<ul style="list-style-type: none"> hole course - Reduction in views of the golf course
Alt. 3	<ul style="list-style-type: none"> - Upscale retail emphasis 	<ul style="list-style-type: none"> - Not enough capacity/market for commercial and multi-family based on available land today - 18-hole conversion to 9-hole course. Concern that this is one step closer to no course at all - Market demand for commercial and residential may not be there - Long term potential loss of Paganica as an 18-hole course - Reduction in views of the golf course - Population density proposed

As occurred during the Focus Group meeting held a month earlier, the Olde Highlander Golf Club was at the forefront of discussion during the Alternatives Review meeting. The vast majority of residents attending this meeting opposed the redevelopment of the back nine holes of the course.

SUMMARY OF ISSUES OF CONCERN

Development Density

Residents expressed concerns regarding the density proposed for the three parcels within the Olde Highlander Golf Club. Resident desires for density were generally well below the options presented in Alternatives 1 and 3, and even less than existing zoning.

In addition, the owners of the parcels within the OHGC are apprehensive of the affect any zoning changes may have in terms of the value of their land and potential negative impacts of, and competition from, additional multi-family housing in the immediate vicinity.

Olde Highlander Golf Club

As discussed earlier in this chapter, participants during the Focus Group and Alternatives Review meetings expressed a variety of concerns regarding the three proposed alternatives. The majority of comments were related to the redevelopment of the back nine holes at OHGC offered in *Alternatives 2* and *3*.

Of those **opposed** to redeveloping the back nine holes, concerns focused upon:

- Loss of green space and scenic views;
- Affect of additional development on roads and infrastructure.
- Marketability of existing commercial spaces vacant along Summit Avenue.
- Vacant lands zoned for future residential development within OHGC.
- Potential future loss of all 18-holes.
- The viability of the remaining 9 holes.

Participants who **avored** the conversion of the back nine holes cited:

- Impact road and utility extensions through and adjacent to the existing back nine holes will have on the viability of the course from a design and function standpoint (e.g. acreage lost not just for road, but for sidewalk/trail and issues surrounding vehicle/golfer safety).
- Concerns regarding OHGC as a struggling course given its proximity to Paganica.
- Negative affects of a series of redesigns over the years to accommodate development.
- Unattractive views of adjacent commercial uses;
- Saturated golf market.
- Opportunities for additional “rooftops” to support higher end retail.
- Opportunity to provide a Golf Learning Center and additional park space.

DESCRIPTION OF ALTERNATIVE 4

Chapter 7 provided a description of the issues and concerns regarding the three alternatives. *Alternative 4* results from discussions related to the previous alternatives. Future development within the Southwest Summit Avenue planning area would adhere to the *Craftsman* design theme described in earlier chapters of this report.

Recommended Land Uses

Southwest Summit Avenue Frontage Between Oconomowoc Parkway and Pabst Road

As recommended in *Alternative 2*, this area would focus on businesses catering to the growing family market. Establishments may include markets, entertainment venues, restaurants, and recreational opportunities, all oriented around families.

Oconomowoc Parkway Between Briarwood and Summit Avenue

Consistent with the recommendations in *Alternative 1*, offices uses will be emphasized between existing commercial uses along Summit Avenue, while residential uses will serve as a transitional land use, or buffer, to the west. Office spaces in this location will be afforded scenic views of the golf course.

Area Between Thackeray, Regent, and Lowell

Under *Alternative 4*, this area retains the same land uses as proposed in *Alternative 3*. Offices and personal services (i.e. travel agencies, beauty salons, dry cleaners, and the like) will be featured. Additional compatible uses would be considered, with an emphasis on the growing family market and established seniors market.

Exposition Center

Consistent with *Alternative 2*, the Exposition Center would be revitalized to serve as a community gathering place for residents and destination for visitors. The facility would be converted into a wellness center to reflect the recreational atmosphere of the Southwest Summit Avenue planning area.

Paganica Golf Course / Silver Lake Street

In the near-term, the area would remain unchanged. During the interim period (15-20 years), it is possible that nine holes of the course would be converted to residential uses, particularly after the Oconomowoc Parkway Extension is completed. A conversion from 18 to 9 holes also provides an opportunity to address any potential school shortage resulting from projected increases in population through the construction of an elementary or middle school at the site. In the long term, it is possible that the course may be completely redeveloped into residential uses. This, of course, would happen only if market variables such as increased demand for housing and decreased usage of the golf course led to an economic rationale

for complete conversion. The long-term viability of Paganica will be determined by investments in the course to maintain and enhance its marketability, along with the economic considerations mentioned above.

Vacant Parcels Within Olde Highlander Golf Club

The land use densities proposed in *Alternative 4* are consistent with those of *Alternative 3*. A decrease in density from the 10 units currently allowed to 8 units would allow for enhanced design opportunities resulting in higher per unit sale prices.

Olde Highlander Golf Club

Under *Alternative 4* the front nine holes of the course will remain as they are, reflecting the original design, and providing a buffer between existing subdivision development.

On the back nine, the areas between Royale Mile Road and the creek are redeveloped to accommodate office and retail uses, designed in a park-like setting, to afford views of the golf course. These proposed land uses will provide an aesthetically pleasing transitional area between the more intensive commercial uses to the east and the golf hole to the west.

Given planned road and utility extensions, as well as, redevelopment of areas on the east side of the creek, it will be necessary to redesign significant portions of the back nine holes. The skills of a trained golf course architect should be retained for this purpose. It is anticipated that the new 9-holes created in the remaining land will be very different from the current layout, and may in fact, change this nine to an executive or par 3 course. It is imperative that a golf course architect be retained as road and utility extension activities occur to accommodate development to the west.

Highlands of Olympia Ski Hill

The *Highlands of Olympia Ski Hill* is a valued community recreational asset and will be preserved in the near-term. An opportunity exists to utilize fill from the ski hill to enhance the back nine holes of the *Olde Highlander Golf Club* and to create increased space to accommodate additional holes. Should the City pursue this option, the design should be overseen by a golf course architect.

Olympia Resort

Consistent with *Alternative 1*, investment in the *Olympia Resort* continues in the future. As a result, the property benefits from expanded patronage. An all-suite chain hotel (or condominium hotel, a.k.a. condotel) is developed adjacent to the Olympia Resort and is connected to the main building via a walkway. The new facility would include up to 80 rooms in a three-story building. This strategy for building is aimed at addressing a situation that presently exists for the Olympia Resort. The resort has a very high amenity to room ratio for a resort of its size. In fact, it can be argued that the facility has far more amenities than can be fully utilized by guests. The addition of a new hotel or condotel (with a connection to the resort) will support expanded use of property amenities, and increase the resort's capacity to accommodate larger conferences. Moreover, development of this structure will generate the capital needed to continue to invest in other parts of the property.

Briarwood and Thackeray Trail Subdivisions

Under *Alternative 4*, the *Briarwood and Thackeray Trail Subdivisions* will remain as SR-3 subdivisions, enjoying added park facilities, trail access, scenic views of the golf course, and proximity to local businesses.

Chapter 9: Plan Commission Preferred Development Alternative



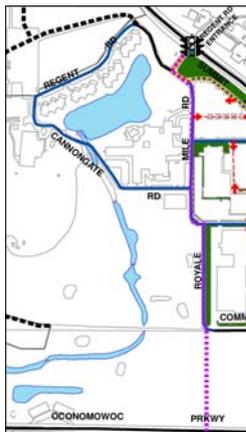
INTRODUCTION

On August 9, 2006 the City of Oconomowoc Plan Commission met to review the four draft development alternatives proposed as options for the Southwest Summit Avenue Planning Area. The intent of the meeting was to identify and select the *preferred development alternative* for the project. This meeting followed a series of public participation events intended to provide residents and business owners with an opportunity to evaluate the various development options and provide direct feedback to the City.

Following the August 9th meeting, and at the request of the Plan Commission, OMNNI revised the plan maps so as to provide a visual reference for the Commission to review consistent with the preferred alternative. The Plan Commission met again on August 22, 2006 to review the revised maps, decide upon the preferred development alternative, and authorize OMNNI to begin developing this chapter.

PROCESS TO CREATE PREFERRED DEVELOPMENT ALTERNATIVE – PLAN COMMISSION DIRECTIVES

On August 10th the City of Oconomowoc Plan Commission provided OMNNI with the following directives to serve as the foundation for the development of the preferred development alternative:

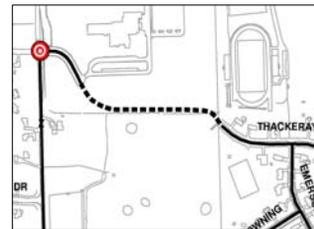


Prepare Separate Transportation Map and Clearly Identify Royale Mile Road and Cannon Gate Road

The *Recommended Transportation Plan* map appears on Page 7 of this chapter. Royale Mile Road appears on the map as a pink dashed line extending

from Summit Avenue southward to a connection at the Oconomowoc Parkway. Cannon Gate Road appears as a solid blue line connecting Regent Road to Royale Mile Road.

Accurately Delineate the Thackeray Trail Extension



The Thackeray Trail extension is identified on the *Recommend Transportation Plan map* with a black dashed line extending from the western-most portion of Thackeray Trail to Silver Lake Street.

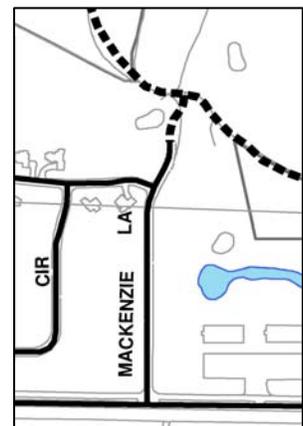
Accurately Delineate Oconomowoc Parkway Extension

The Oconomowoc Parkway extension appears on the *Recommended Transportation Plan* map as a black dashed line connecting the western section of the Parkway to Silver Lake Street (County Road Z).

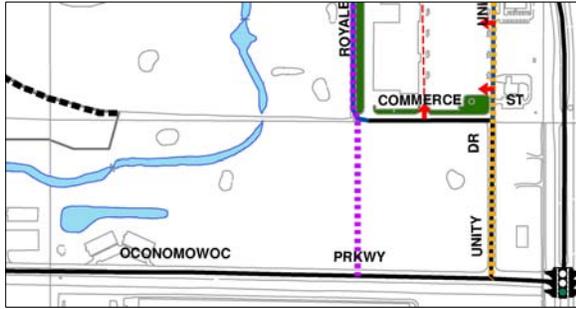


Map Mackenzie Lane Extension as Originally Proposed

The Mackenzie Lane extension appears on the map as a black dashed line connecting the current stretch of Mackenzie Lane to the proposed road serving the 48-acre parcel in the center of the project area.

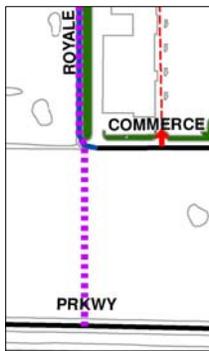


Eliminate Commerce Street Extension



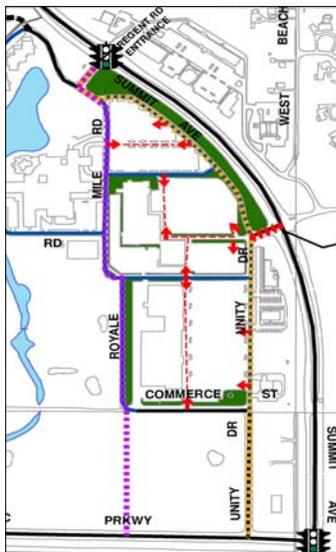
The Commerce Street extension, which appeared in the previous development alternative as a connection between the existing stretch of Commerce Street and the proposed road serving the 48-acre parcel, has been removed.

Eliminate North-South Extension Connecting Commerce Street to Oconomowoc Parkway



The proposed connection between Commerce Street and the Oconomowoc Parkway that appeared in previous development alternatives has been replaced with *Frontage Road Alternative 2* represented by a pink dashed line extending Royale Mile Road southward to the Oconomowoc Parkway.

Identify Two Frontage Road Options for Consideration from Oconomowoc Parkway to Lexington Drive



The *Recommended Transportation Plan* map includes two alternatives for frontage roads along Summit Avenue.

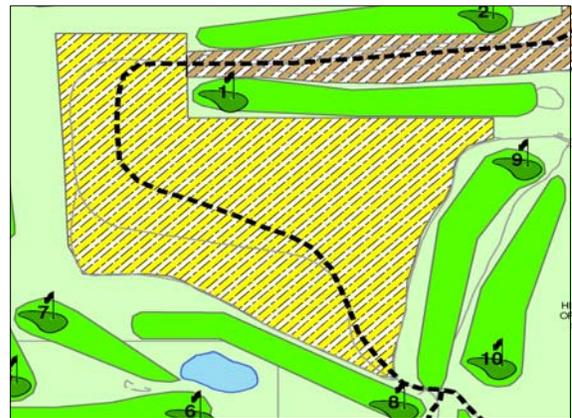
Frontage Road Alternative 1 is represented with an orange dashed line extending from the intersection of Summit Avenue

and Regent Road southward along Unity Drive until connecting it connects with the Oconomowoc Parkway. If approved, this alternative would result in the conversion of the entirety of Unity Drive from private to public road.

Frontage Road Alternative 2 is represented by a pink dashed line also extending from the intersection of Summit Avenue and Regent Road, but following Royale Mile Road south to its current connection with Commerce Street. A proposed extension from the Royale Road/Commerce Street intersection to the Oconomowoc Parkway would complete the proposed frontage road.

Identify the Zoning Classification for the 48-acre Site as SR-3

The 48-acre parcel at the center of both the project area and the Olde Highland Golf Course is proposed for rezoning to SR-3 (Suburban Residential). The SR-3 classification allows for single-family homes on 12,000 square foot lots, selective cutting, and passive outdoor recreation. The parcel is identified by diagonal yellow lines on the *Preferred Development Alternative Map* appearing on Page 6 of this chapter.



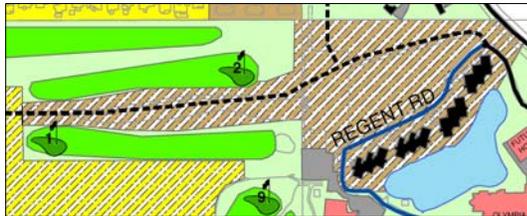
Identify the Land Use Density for the 24-acre Site as 6 to 8 Units-Per-Acre

The 24-acre parcel is located along Regent Road in the eastern portion of the project area and is identified by diagonal brown lines on the *Preferred Development Alternative Map*. The parcel will maintain its current zoning classification of Urban Residential, but with a maximum of 6 to 8 units-per-acre. Existing zoning allows for a maximum of 10 units per acre. The newly revised Zoning Ordinance,

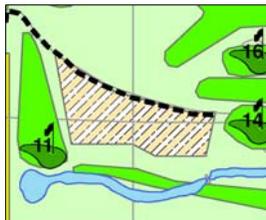
still in draft form, recommends the creation of three distinct Urban Residential classifications. They are:

- UR-1: 8 units per acre
- UR-2: 10 units per acre
- UR-3: 12 unites per acre

This option for the 24-acre site is consistent with *Development Alternative 1*.



Identify the Zoning Classification for the 8-acre Site as SR-4



The 8-acre parcel is located in the southern portion of the project area just east of Mackenzie Lane. The parcel, identified by tan dashed lines on the *Preferred*

Development Alternative Map is currently zoned UR-10, allowing for: single-family homes, duplex, twin house, townhouse, multiplex, and apartment units, as well as selective cutting and passive outdoor recreation. The SR-4 Suburban Residential District zoning classification includes single-family dwellings as a permitted use. Single-family residential cluster development and Two Flat (single-family home converted to two-family home) are allowed as conditional uses.

Retain existing zoning for Olde Highlander Golf Course (currently zoned RA)

Under the *Preferred Development Alternative*, the Olde Highland Golf Course will be retained as is under its current zoning classification of Rural Agricultural (RA). The RA classification allows for: single-family homes on 35-acre lots, cultivation, selective cutting, and passive outdoor public recreation. This option is consistent with *Development Alternative 1*.

Refer Expo Property to CDA for Blight Review and Redevelopment

Consistent with the previous development alternatives, the Exposition Center will be referred to the Community Development Authority for blight review and redevelopment. No specific redevelopment use has been proposed under this option.

Promote Recreational and Family-oriented Theme along with Large-scale Retail Uses along Summit Avenue

This option proposes the variety of family-oriented uses along Summit Avenue consistent with *Development Alternative 2*.

DESCRIPTION OF PREFERRED DEVELOPMENT ALTERNATIVE

The *Preferred Development Alternative* combines components of the previous alternatives discussed in Chapters 7 and 8. As with those previous options, future development within the Southwest Summit Avenue planning area would adhere to the *Craftsman* design theme.

Recommended Land Uses

Southwest Summit Avenue Frontage Between Oconomowoc Parkway and Pabst Road

As recommended in *Alternative 2*, this area will focus on businesses catering to the growing family market. Establishments may include markets, entertainment venues, restaurants, and recreational opportunities, all oriented around families.

Oconomowoc Parkway Between Briarwood and Summit Avenue

Consistent with the recommendations in *Alternative 1*, offices uses will be emphasized between existing commercial uses along Summit Avenue, while residential uses will serve as a transitional land use, or buffer, to the west. Office spaces in this location will be afforded scenic views of the golf course.

Area Between Thackeray, Regent, and Lowell

Under the *Preferred Development Alternative*, land uses remain relatively unchanged. Future construction will occur through in-fill development or redevelopment in a manner consistent with existing uses.

Exposition Center

As mentioned earlier in this chapter, the Exposition Center will be referred to the CDA for blight review and redevelopment. At this time, no detailed redevelopment strategy has been approved by the Plan Commission.

Paganica Golf Course / Silver Lake Street

In the near-term, the area would remain unchanged. The long-term future of the course remains unknown and will likely be determined by whether investments in the course can maintain and enhance its marketability or whether other economic factors warrant redevelopment.

Vacant Parcels Within Olde Highlander Golf Club

The land use densities proposed are consistent with those of *Alternative 3*. A decrease in density from the current 10 units to 6-8 units would allow for enhanced design opportunities resulting in higher per unit sale prices.

Olde Highlander Golf Club

Under the *Preferred Development Alternative*, Olde Highlander Golf Club remains as an 18-hole course with existing easements used to provide road access (and utilities) to the proposed SR-3 development. It is possible that some modifications of the existing course layout may be required to allow for future residential development.

Highlands of Olympia Ski Hill

The Highlands of Olympia Ski Hill will be maintained as a valued community recreational asset into the foreseeable future.

Olympia Resort

Consistent with *Alternative 1*, investment in the Olympia Resort continues in the future.

Briarwood and Thackeray Trail Subdivisions

Under *Alternative 4*, the Briarwood and Thackeray Trail Subdivisions will remain as SR-3 subdivisions, enjoying added park facilities, trail access, scenic views of the golf course, and proximity to local businesses.

TRANSPORTATION PLAN

The *Preferred Development Alternative* includes a variety of additions and modifications to the existing transportation network within and adjacent to the Southwest Summit Avenue planning area. The *Recommended Transportation Plan* map is located on Page 7.

Proposed Public Roads

Two new roads are proposed to serve the anticipated future development within the project area.

The first, and longer of the two, will extend westward from Regent Road before turning south and southeast and extending approximately 900 feet past the proposed intersection with an extended Mackenzie Lane. This as of yet un-named road will serve the 48-acre residential development in the center of the project area in addition to the small 8-acre development in the south.

The second proposed road will extend south from Lexington Drive intersecting with Robruck Drive before terminating at the new road proposed to serve the interior of the project area.

Proposed Extensions of Existing Roads

Three road extensions are planned for the project area. The first will connect the Oconomowoc Parkway with Silver Lake Street. The second will extend Thackeray Trail westward to a northern connection with Silver Lake Street. The final extension will connect Mackenzie Lane with the road proposed to serve the 48-acre residential parcel.

A fourth extension may occur should the City select Frontage Road *Alternative 2*. This would connect Royale Mile Road with the Oconomowoc Parkway west of Summit Avenue.

Proposed Transition of Private Roads to Public Roads

Should the City choose *Frontage Road Alternative 1* as preferred, the entirety of Unity Drive will transition from private to public road.

Proposed Traffic Signals

Three new traffic signals are proposed for the intersections of Regent Road and Summit Avenue, Summit Avenue and the Oconomowoc Parkway, and the Oconomowoc Parkway and Silver Lake Street.

Proposed Roundabouts

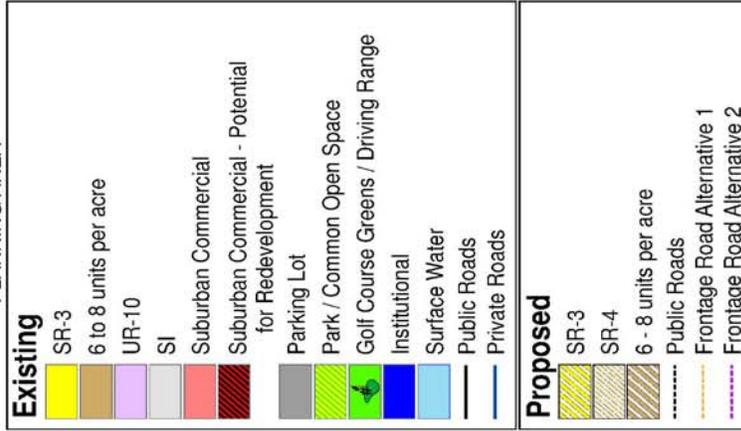
The three potential roundabout locations for the project area are located on Thackeray trail at its intersections with Silver Lake Street, Longfellow Drive, and Lowell Drive.

Intersection Improvement

In addition to the signals and roundabouts, the plan calls for improvements to the intersection of Summit Avenue and Pabst Road. This will be required to improve vehicle stacking capacity regardless of whether the City chooses *Frontage Road Alternative 1* or *2*.

PLAN COMMISSION PREFERRED DEVELOPMENT ALTERNATIVE

SOUTHWEST SUMMIT AVENUE
PLANNING AREA



SOURCE: MAP BASE DATA PROVIDED BY THE CITY OF OCONOMOWOC

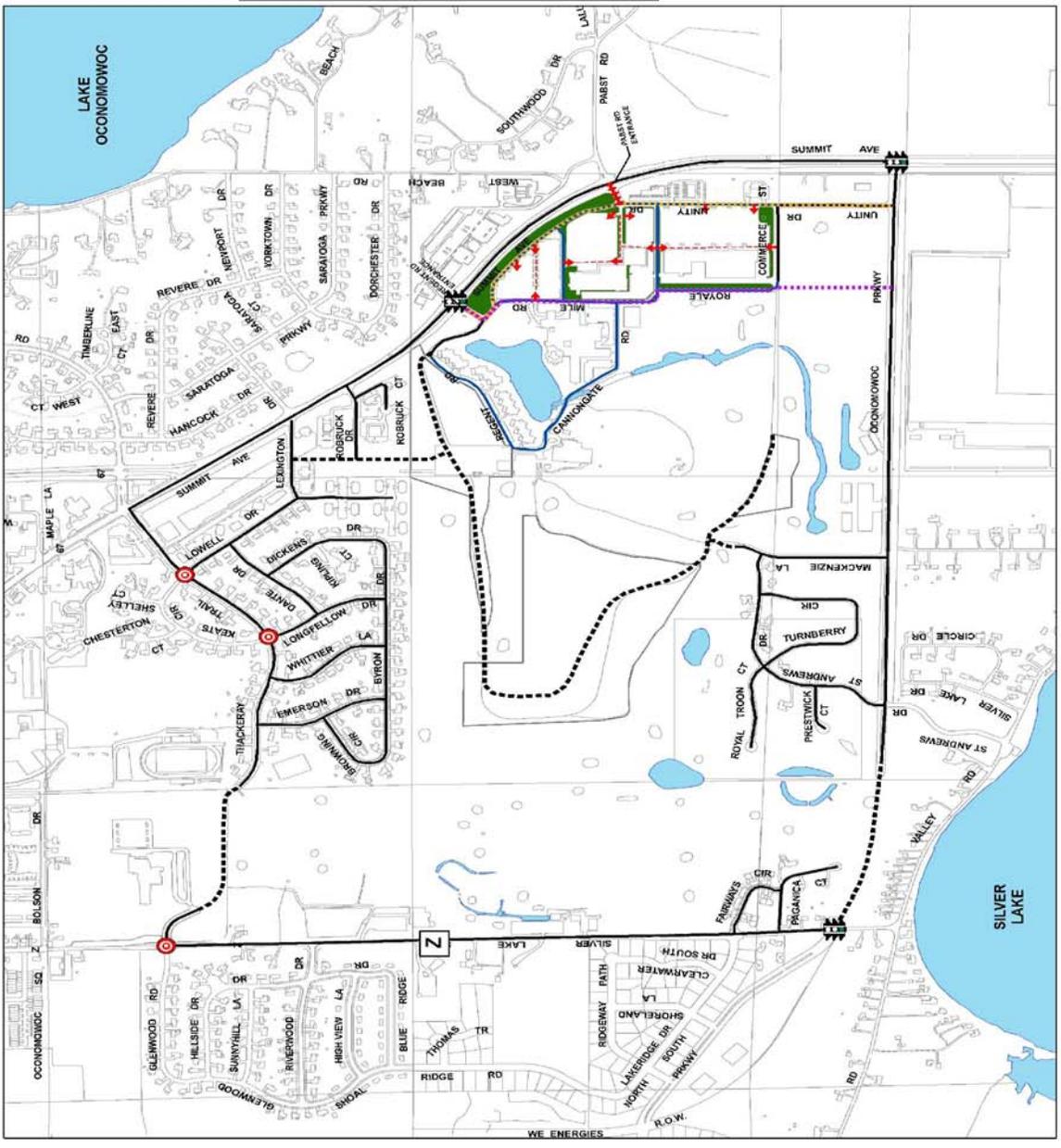
FILE: F:\Municipal\Jobs\M1216A05 (Oconomowoc)\Research\Zp Data\Plan Commission Preferred Development.mxd

RECOMMENDED TRANSPORTATION PLAN MAP

SOUTHWEST SUMMIT AVENUE
PLANNING AREA

Legend

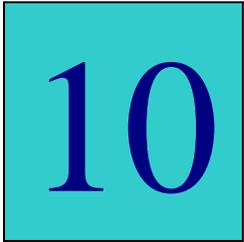
- Parking Lot Access Points
- Potential Roundabout Locations
- Traffic Signal
- Existing Public Roads
- Existing Private Roads
- Proposed Public Roads
- Frontage Road Alternative 1
- Frontage Road Alternative 2
- Intersection Improvement to Add Stacking Space
- Existing Landscape Areas



SOURCE: MAP-BASE DATA PROVIDED BY THE CITY OF OCONOMOWOC

FILE F:\Municipal\Jobs\M1216A05 (Oconomowoc)\Research\Zip Data\Transportation_Plan.mxd

Chapter 10: Summary and Implementation



INTRODUCTION

Chapter 10 is intended to summarize the Southwest Summit Avenue Area plan process and identify the actions necessary to implement the various development and redevelopment tasks proposed in Chapter 9.

SUMMARY OF SOUTHWEST SUMMIT AVENUE AREA LAND USE DEVELOPMENT PLAN

- Chapter 1: Introduction
- Chapter 2: Site Assessment
- Chapter 3: Transportation Features
- Chapter 4: Planning Area Infrastructure
- Chapter 5: Market Considerations
- Chapter 6: Defining the Future
- Chapter 7: Development Alternatives
- Chapter 8: Development Alternative #4
- Chapter 9: Plan Commission Preferred Development Alternative

Chapter 1: Introduction

Chapter 1 provides a description of the project area, its location, and the rationale for the development of the *Southwest Summit Avenue Area Land Use Development Plan*. It describes how the plan document is organized and includes a brief section describing the manner in which the plan will be implemented

Chapter 2: Site Assessment

Chapter 2 offers a detailed description of the project area including existing land uses, zoning classifications, and development history. The chapter also includes the *City of Oconomowoc 2010 Comprehensive Plan* recommendations for the project area and a summary of past planning efforts. It concludes with an assessment of the long-term viability of existing uses, identification of pending development projects, description of the natural environment, and list of potential challenges to future development opportunities.

Chapter 3: Transportation Features

Chapter 3 begins with a summary description of previous transportation plans in the City. It includes an assessment of existing conditions together with average daily traffic counts for the major surface streets within and adjacent to the project area. The chapter closes with a description of the challenges and opportunities faced by the Southwest Summit Avenue Planning Area transportation network.

Chapter 4: Planning Area Infrastructure

Chapter 4 describes the utilities and services available within the project area and identifies future issues and opportunities related to infrastructure needs.

Chapter 5: Market Considerations

Chapter 5 highlights the various market factors affecting the project area. It includes a summary of the *Downtown Oconomowoc Market & Opportunity Analysis* completed in 2004 and a variety of economic and demographic data related to the residents and business owners within the project area.

Chapter 6: Defining the Future

Chapter 6 focuses on community input and includes the results of the SWOT Exercise and Vision Session and describes the Visual Preference Survey and Cognitive Mapping Exercise.

Chapter 7: Development Alternatives

Chapter 7 presents the initial proposed development alternatives for the project area. The chapter begins with transportation recommendations; including, roadway, intersection, and pedestrian/bicycle improvements and cost estimates. The next section of the chapter describes the architectural and landscape design features to be incorporated within the Southwest Summit Avenue Planning Area. Finally, the chapter concludes with a detailed description of Development Alternatives 1, 2, and 3.

Chapter 8: Development Alternatives #4

Chapter 8 describes Development Alternative #4, a blending of various aspects of the previous three alternatives.

Chapter 9: Plan Commission Preferred Development Alternative

Chapter 9 provides a detailed description of the Southwest Summit Avenue Planning Area Development Alternative selected by the City of Oconomowoc Plan Commission. The chapter presents the specific recommended changes to occur within the project area and concludes with the Preferred Development Alternative and Recommended Transportation Plan maps.

IMPLEMENTATION ACTIONS

Zoning

The first step necessary for the successful implementation of the Southwest Summit Avenue Area Plan will be to rezone the 48-, 24-, and 8-acre parcels from their current to proposed zoning classifications. This will include:

- Rezoning the 48-acre parcel from UR-10 to SR-3.
- Rezoning the 24-acre parcel from UR-10 to UR-6 or UR-8.
- Rezoning the 8-acre parcel from UR-10 to SR-4.

Additional zoning needs may include the development of a traditional neighborhood district design overlay district and a neighborhood conservation overlay district. These would be required should the City of Oconomowoc choose to establish conservation design (preserved open space) requirements for the 48-acre parcel in the interior of the planning area.

The City of Oconomowoc Zoning Ordinance is currently under revision. It should be completed and approved prior to approval of the Southwest Summit Avenue Area Plan.

Road, Utility, and Infrastructure Improvements

Improvements to intersections along Summit Ave (STH 67), including new traffic signals and improvements at Pabst Road, will be accomplished through cost share agreements between the City of Oconomowoc and the Wisconsin Department of Transportation (WisDOT). WisDOT will identify the priority for improvements along STH 67 based on traffic growth and development in the area and vehicle crash rates. Hazard Elimination & Safety

(HES) funding may be applicable at these intersections (10% local share). Design plans and construction is normally overseen by WisDOT.

Improvements along Silver Lake Street (CTH Z), including intersection improvements at Thackeray Trail and at the extension of Oconomowoc Parkway should be done through cost share agreements with Waukesha County. The extension of Oconomowoc Parkway could be in done in combination with the transfer of Oconomowoc Parkway to a County highway.

Provisions for pedestrian and bicycle facilities may be reimbursable up to 80% through the Local Transportation Enhancement (TE) Program. Additional information on the TE program can be found by visiting:
<http://www.dot.state.wi.us/localgov/aid/te.htm>.

The extension of utility and service connections within the proposed development sites will occur as development proceeds. In most cases, the costs associated with the provision of utilities and services within new residential development projects are the responsibility of individual developers.

Design Standards

As mentioned in Chapter 7, the Southwest Summit Avenue Area plan calls for the development of a variety of guidelines to enhance the aesthetic appearance of the project area. These include:

- The establishment of architectural design guidelines
- Development of a landscape theme
- Selection and installation of desired streetscape elements
- Development of gateway features

Implementation of the gateway features will likely require an entry corridor design overlay and/or gateway design overlay revision to the Zoning Ordinance.

The table below lists the various actions necessary to implement the *Preferred Development Alternative* objectives and includes potential funding sources (if relevant), the responsible party (or parties), and proposed milestone dates for completion.

IMPLEMENTATION ACTIONS				
	Objective	Potential Funding Source	Champion/Partner	Milestone Date
Zoning	Rezoning of 48-, 24-, and 8-acre parcels	n/a	Planning & Zoning Department	2006-07
	Development of traditional neighborhood design overlay district	n/a	Planning & Zoning Department	2007-08
	Development of neighborhood conservation overlay district	n/a	Planning & Zoning Department	2007-08
	Development of entry corridor design overlay and/or gateway design overlay for gateway features	n/a	Planning & Zoning Department	2007-08
Transportation, Utility, and Infrastructure	Improvements to intersections along Summit Avenue	HES Funding 10% Local Match	WisDOT Planning Department Public Works Private Consultant	2006-07
	Improvements along Silver Lake Street, including intersection improvements at Thackeray and Oconomowoc	Cost-share Agreements	Waukesha County Planning Department Public Works	2006-07
	Provision of pedestrian and bicycle facilities within project area	TE Program	WisDOT Waukesha County Planning Department Public Works	2007-08
	Extension of utility and service connections within parcels proposed for new development	Developers	Planning Department Public Works Private Developers	As development occurs
Design Standards	Establishment of architectural design guidelines	n/a	Planning Department Economic Development Private Consultant	2007-08
	Development of landscape theme	n/a	Planning Department Public Works Private Consultant	2007-08
	Selection, provision, and installation of Streetscape Elements	n/a	Planning Department Public Works Private Consultant	2007-08
	Development, provision, and installation of gateway features	n/a	Planning Department Public Works Private Consultant	2007-08

Appendix



INTRODUCTION

The Appendix for the Southwest Summit Avenue Area Plan includes some of the key resources used to develop the plan document.

Plan Commission Resolution

The Plan Commission Resolution adopting the Southwest Summit Avenue Area Plan was approved on October 12, 2006. The City of Oconomowoc Common Council voted in favor of adopting the Plan as an amendment to the City of Oconomowoc Comprehensive Master Plan 1994-2010 on February 20, 2007. The Resolution appears in its entirety on pages 2-4 of the Appendix.

Visual Preference Survey

The Visual Preference Survey (VPS) was undertaken as part of the Kick-off Meeting held on November 22, 2005 at the Oconomowoc Public Library. During the Survey, participants were shown a number of images representing various planning and design themes and asked to rank them in terms of personal preference on a scale of -5 to +5. The images included residential, commercial, office, recreation, and industrial land uses. The tabulated results and digital images from the VPS are shown on pages 5-11. The images are placed in ranked order, from most- to least-desirable. The images with the highest and lowest appeal to participants have their respective rankings appearing on the slides.

Landowner Focus Group Invitation

The invitation on page 12 was sent to key property owners within the Southwest Summit Avenue planning area. The purpose of the meeting, held on January 19, 2006, was to present three draft planning alternatives for review and comment. Feedback received during this meeting, along with additional comments by City staff and residents, led to the creation of the fourth development alternative.

Postcard Invitation for Kick-off Meeting

The postcard appearing on page 13 was sent to residents and landowners encouraging their participation in the first meeting of the Southwest Summit Avenue Area planning process.

Plan Maps

The maps of the Southwest Summit Avenue Planning Area appear on pages 14-24.

PLAN COMMISSION RESOLUTION NO. 06-R1878

**CITY OF OCONOMOWOC PLAN COMMISSION RESOLUTION
TO AMEND THE CITY OF OCONOMOWOC COMPREHENSIVE
MASTER PLAN TO INCORPORATE THE SW SUMMIT AVENUE AREA PLAN**

WHEREAS, the City of Oconomowoc has created a Plan Commission pursuant to Section 62.23(1) of the Wisconsin Statutes; and

WHEREAS, it is the function and duty of the City Plan Commission, pursuant to Section 62.23(2) of the Wisconsin Statutes, to prepare and adopt a master plan for the physical development of the City; and

WHEREAS, the City Plan Commission may adopt the master plan as a whole or as parts thereof, and such plans are to aid the Plan Commission and Common Council in making day-to-day development decisions; and

WHEREAS, the City Plan Commission did on November 9, 1994, adopt Comprehensive Master Plan: City of Oconomowoc, Wisconsin 1994-2010; and

WHEREAS, said comprehensive plan was also previously updated and amended by adoption of the Community Facilities plan on May 8, 1996; amendment of the Comprehensive Master Plan on November 13, 1996; adoption of the Peripheral Area Plan on December 4, 1996; amendment of the Park and Open Space Plan on June 11, 1997; amendment of the Comprehensive Master Plan to create Urban Reserve Areas on May 13, 1998; amendment of the Comprehensive Master Plan with regard to the Pabst farm on October 21, 1998; amendment of the Comprehensive Master Plan with regard to the Adcock farm and lands in the South one-half of U.S. Public Land Survey Section 16, Township 7 North, Range 17 East on May 12, 1999; amendment of the Comprehensive Master Plan with regard to use of the Marsh property and detailing land uses on the Adcock farm and land uses in the South one-half of Section 16 in the Town of Summit; amendment of the Park and Open Space Element of the Comprehensive Master Plan by adopting the Roosevelt Park Master Plan on June 13, 2001; amendment of the Park and Open Space Element of the Comprehensive Master Plan by adopting the 2002 Parks and Open Space Plan for the City of Oconomowoc, prepared for the City by Ruckert and Mielke, Inc., on April 10, 2002; amendment of the Comprehensive Master Plan with regard to the Maticek commercial site in the U.S. Public Land Survey Section 27, Township 8 North Range 18 East, and regarding the new Summit School site and the new YMCA site in U.S. Public Land Survey Sections 10 and 11, Township 7 North, Range 17 East, and with regard to extending the Oconomowoc Parkway on July 10, 2002; amendment of the Comprehensive Master Plan with regard to the Popp farm in U.S. Public Land Survey Sections 6 and 7, Township 7 North, Range 17 East and with regard to the Marks Farm and Herro-Radtke lands in U.S. Public Land Survey Section 31, Township 8 North, Range 17 East and with regard to lands on the 300 block of S. Park Street in U.S. Public Land Survey Section 32, Township 8 North, Range 17 East and with regard to the St. Jerome's church/school site in U.S. Public Land Survey Section 4, Township 7 North, Range 17 East and with regard to the triangle of land bounded by STH 67 (Summit Avenue), the Heritage Heights subdivision, and Beach Road in U.S. Public Land Survey Section 10, Township 7 North, Range 17 East on April 16, 2003; amendment of the Comprehensive Master Plan with regard to changing proposed land use of the property at the intersection of Summit Avenue and Beach Road on U.S. Public Land Survey

Section 10, Township 7 North, Range 17 East on July 9, 2003; amendment of the Comprehensive Master Plan with regard to the former Wayne Leisten property in U.S. Public Land Survey Section 15, Township 7 North, Range 17 North on May 12, 2004; amendment of the Comprehensive Master Plan to add the Oerding neighborhood park and the Berkshire pocket park to the Park and Open Space Element of the Master Plan on May 12, 1004; amendment of the Comprehensive Plan to by adopting the Downtown Revitalization Plan and Market Analysis on June 9, 2004; amendment of the comprehensive plan with regard to changing proposed land uses on the north side of Chaffee Road from Reddelein Road east to Second Street in U. S. Public Land Survey Section 31, Township 8 North, Range 17 East on August 11, 2004; and

WHEREAS, the SW Summit Avenue Area Plan for the City of Oconomowoc has been prepared for the City by Omni Associates; and said has analyzed and recommended area land use, zoning, and infrastructure needs; sets forth goals, objectives, policies and standards for future development; and provides a plan for future development within the SW Summit Avenue Planning Area; and

WHEREAS, the Plan Commission did on October 11, 2006, present the SW Summit Avenue Area Plan as an amendment of the adopted comprehensive plan at a public hearing intended to gather citizen comments on the proposed changes; and

WHEREAS, sound planning practice dictates that plans should be periodically reviewed, updated, and revised.

NOW, THEREFORE, BE IT RESOLVED that the City of Oconomowoc Plan Commission hereby amends the Comprehensive Master Plan, City of Oconomowoc 1994-2010 to incorporate the SW Summit Avenue Area Plan as an element of the comprehensive master plan.

DATED: October 12, 2006

CITY OF OCONOMOWOC
PLAN COMMISSION



Maury Sullivan, Chairman

This resolution approved on a motion by Commissioner Sugden , seconded by Commissioner Peters , and a roll call vote set forth below, the affirmative votes of not less than a majority of all members of the City Plan Commission being required for adoption:

Maury Sullivan	<u>Yes</u>
John D. Gross	<u>Yes</u>
John Snyder III	<u>Yes</u>
Stanley R. Sugden	<u>Yes</u>
Alan Peters	<u>Yes</u>
Mark Schuster	<u>Yes</u>
Paul Schmitter	<u>Yes</u>

CERTIFICATION

I, Christina Wallace, recording secretary of the City of Oconomowoc Plan Commission, hereby certify to the Common Council a copy of the comprehensive plan amendment regarding adoption of the SW Summit Avenue Area Plan, which was adopted by the Plan Commission of the City of Oconomowoc by resolution on October 11, 2006 .

Christina Wallace
Christina Wallace
Recording Secretary
City of Oconomowoc Plan Commission

COMMON COUNCIL ENDORSEMENT

At a regular City of Oconomowoc Common Council meeting held on February 20, 2007 , the fore-going amendment to the City of Oconomowoc Comprehensive Master Plan 1994 - 2010, after adoption by the City Plan Commission, was certified to the Common Council and was endorsed by the Common Council on a motion by Alderman Gross , seconded by Alderman Cochrane , with the resulting roll call vote:

Scott Antonneau	<u>Yes</u>
James Larsen	<u>Yes</u>
Lora Mae Cochrane	<u>Yes</u>
Edwin C. Hollatz	<u>Yes</u>
T. Lindsay Jones	<u>No</u>
Joseph C. Snyder	<u>Yes</u>
John D. Gross	<u>Yes</u>
Robert Morgan	<u>No</u>

DATED: February 20, 2007

CITY OF OCONOMOWOC

Maurry Sullivan
Maurry Sullivan, Mayor

ATTEST:

Diane Coenen
Diane Coenen, City Clerk

VISUAL PREFERENCE SURVEY RESULTS

Southwest Summit Avenue Planning Area
Oconomowoc, WI
November 22, 2005

#1 Rated
97.5 % Positive Rating
20.5% = +5



#2 Rated
97.4 % Positive Rating
43.6% = +5



#3 Rated
87.2 % Positive Rating
12.8% = +5



#4 Rated
82.1 % Positive Rating
30.8% = +5



#5 Rated
79.5% Positive Rating
7.7% = +5



#6 Rated
76.3% Positive Rating
2.6% = +5



#7 Rated
74.4% Positive Rating
5.1% = +5



#8 Rated



#9 Rated



#10 Rated



#11 Rated



#12 Rated



#13 Rated



#14 Rated



#15 Rated



#16 Rated



#17 Rated





#24 Rated



#25 Rated



#26 Rated



#27 Rated



#28 Rated



#29 Rated



#30 Rated



#31 Rated



#32 Rated



#33 Rated



#34 Rated



#35 Rated

71.8% Negative Rating
25.6% = -5



#36 Rated
71.8% Negative Rating
23.1% = -5



#37 Rated
74.3% Negative Rating
33.3% = -5



#38 Rated
87.2% Negative Rating
59% = -5



#39 Rated
92.3% Negative Rating
61.5% = -5



#40 Rated
100% Negative Rating
76.9% = -5



You're Invited

WHO: Key property owners* with land between Summit Avenue, Oconomowoc Parkway, Silver Lake Street and Thackeray Trail

WHAT: Landowner Focus Group Meeting for the Southwest Summit Avenue Land Use and Development Plan

WHEN: January 19, 2006
3:30 pm – 5:30 pm

WHERE: Oconomowoc City Hall
174 E. Wisconsin Avenue
Conference Room 3

WHY: To get landowner feedback and three DRAFT alternatives for future land use of the planning area.

During this meeting, Amy Emery, AICP of OMNNI Associates (the planning consultant hired by the City of Oconomowoc) will review the results of the exercises conducted at the November 22, 2005 Public Kick-Off Meeting and present three DRAFT development plans for your review and feedback.

Come to learn more about the process. Find out what's been done so far. Understand the next steps in the planning effort and most importantly, provide your feedback on the DRAFT alternatives.

FOR MORE INFORMATION: Visit www.omnni.com click on PROJECTS in the upper right-hand corner and select OCONOMOWOC to visit the project web page. There you will find copies of meeting summaries, the project schedule, and previously drafted chapters of the plan document.

* *Key Property Owners* have generally been defined as those who own five or more acres of land within the planning project area. ALL property owners will have the opportunity to participate at follow-up meetings. This is a special focus group meeting for those key landowners with primary ownership interests in the project area.



**SOUTHWEST SUMMIT AVENUE
PLANNING AREA**

The Southwest Summit Avenue Planning Area is generally defined by the following edges: Summit Avenue, Oconomowoc Parkway, Silver Lake and Thackeray Trail.

Share Your Ideas...

- What types of new business are needed?
- Should transportation improvements be made?
- Should new residential areas be created?

To stay informed about the planning effort visit:

www.omni.com

(Click on PROJECTS and select OCONOMOWOC)

You're Invited

KICK-OFF MEETING

The City of Oconomowoc is coordinating with local landowners to develop a land use and development plan for the Southwest Summit Avenue area. You're invited to attend the Kick-Off Meeting, which will officially begin the public planning process. OMNNI Associates, the city's consultant, will provide info about area land use, past planning efforts and market factors. You will have the chance to provide your thoughts on the critical issues facing the area by participating in a series of engaging activities.

Plan to Attend. Your ideas are needed!