COMPREHENSIVE PLAN

Village of Menomonee Falls

Adopted December 15, 2008

Prepared by R.A. Smith National, Inc.

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1. INTRODUCTION / EXECUTIVE SUMMARY

This *Comprehensive Plan* is intended to guide future development and redevelopment within the Village of Menomonee Falls and surrounding areas under its influence. It represents the third generation of planning prepared by the Village of Menomonee Falls, and is designed to address changes within a twenty-year period from 2008 to 2028. The planning process began in spring of 2006 and was completed in fall of 2008. The *Comprehensive Plan* is designed to meet the requirements of Wisconsin Statutes 66.1001, which are summarized here.

- Public Participation Plan

  The Village is required to adopt written procedures fostering public participation, including open discussion, communication programs, information services, and public meetings for which advance notice is provided. These measures are to be implemented in every stage of the planning process. The procedures must promote wide distribution of proposed, alternative, or amended elements of the *Comprehensive Plan*. Additionally, they must provide an opportunity for members of the public to submit written comments to the governing body, and for the governing body to respond to these comments.

  Written procedures must describe the methods used to distribute proposed, alternative, or amended elements of a comprehensive plan to owners or leaseholders of property from which the persons may extract nonmetallic mineral resources in or on property, if the allowable use or intensity of use of the property is changed by the *Comprehensive Plan*.

- Issues and Opportunities

  The Village is required to provide background information on the community, and a statement of overall objectives, policies, goals, and programs of the Village to guide future development and redevelopment over a twenty-year planning period. Background information must include population, household and employment forecasts used in developing the *Comprehensive Plan*, demographic trends, age distribution, educational levels, income levels, and employment characteristics.

- Housing

  The *Comprehensive Plan* must include a compilation of objectives, policies, goals, maps, and programs to provide an adequate housing supply that meets existing and forecasted demand. The housing element must assess the age, structural value, and occupancy characteristics of the Village's housing stock. This element must also identify specific policies and programs that promote development of housing for residents of the Village, providing a range of housing choices to meet the needs of persons of all income levels, all age groups, and persons with special needs.

  It must also include policies and programs that promote the availability of land for development or redevelopment of housing for low- and moderate-income households, and policies and programs to maintain or rehabilitate the Village's existing housing stock.

- Transportation

  The *Comprehensive Plan* must include a compilation of objectives, policies, goals, maps, and programs to guide future development of various modes of transportation, including highways, transit, transportation systems for persons with disabilities, bicycling, walking, railroads, air transportation, and water transportation. The element will also identify highways within the Village by function. It will incorporate state, regional and other applicable transportation plans, including transportation corridor plans, county highway functional and jurisdictional studies, urban area and rural area transportation plans, airport master plans and rail plans that address the planning area.

- Utilities and Community Facilities

  The Village must provide a compilation of objectives, policies, goals, maps, and programs to guide future development of utilities and community facilities such as sanitary sewer service, storm water management, water supply, solid waste disposal, on-site wastewater treatment technologies, recycling facilities, parks, telecommunications facilities, power-generating plants and transmission lines, cemeteries, health care facilities, child care facilities, and other public facilities such as police, fire and rescue facilities, libraries, schools and other governmental facilities.

  This element must describe the location, use, and capacity of existing public utilities and community facilities serving the local governmental unit, including an approximate timetable that forecasts the need to expand or rehabilitate existing utilities and facilities, or to create new utilities and facilities. It will assess future needs for government services in the Village that are related to such utilities and facilities.

- Agricultural, Natural and Cultural Resources

  The *Comprehensive Plan* must include a compilation of objectives, policies, goals, maps, and programs for the conservation and effective management of natural resources such as groundwater, forests, productive agricultural areas, environmentally sensitive areas, threatened and endangered species, stream corridors, surface water, floodplains, wetlands, wildlife habitat, metallic and nonmetallic mineral resources, parks, open spaces, historical and cultural resources, community design, recreational resources, and other natural, cultural, or historic resources.

- Economic Development

  The *Comprehensive Plan* must include a compilation of objectives, policies, goals, maps, and programs to promote stability or expansion of the local economy, and quality employment opportunities in the Village, including an analysis of the labor force and economic base of the Village. It must assess categories or particular types of new businesses and industries that are desired by the Village and assess the Village's strengths and weaknesses with respect to business attraction and retention. The economic development element may designate sites for businesses development, and must evaluate and promote reuse of environmentally contaminated sites. County, regional, and state economic development programs that apply to the Village must be identified.

- Intergovernmental Cooperation

  The Village must provide a compilation of objectives, policies, goals, maps, and programs for joint planning and decision-making with other jurisdictions, including school districts and adjacent local governmental units, for siting and building public facilities and sharing public services. The element must analyze the relationship of the Village to school districts and adjacent local governmental units, as well as to the region, the state, and other governmental units. Plans or agreements to which the local governmental unit is a party under s. 66.0301, 66.0307 or 66.0309 *(note: previously, s. 66.30, 66.023, or 66.94.)* must be addressed in this element. It will also identify existing or potential conflicts between the Village and other governmental units, and describe processes to resolve such conflicts.

- Land Use

The Village must provide a compilation of objectives, policies, goals, maps, and programs to guide future development and redevelopment of public and private property within its planning area. The element must contain a listing of the amount, type, intensity, and net density of existing uses of land in the Village, such as agricultural, residential, commercial, industrial and other public and private uses. It must analyze trends in the supply, demand, and price of land, opportunities for redevelopment, and existing or potential land-use conflicts. The element must contain projections for 20 years, in five-year increments, of future residential, agricultural, commercial, and industrial land uses, including the assumptions of net densities or other spatial assumptions upon which the projections are based.

The land use element must include a series of maps that show current land uses and future land uses that indicate productive agricultural soils, natural limitations for building site development, floodplains, wetlands and other environmentally sensitive lands, and the boundaries of areas to which services of public utilities and community facilities will be provided in the future, consistent with the timetable described and the general location of future land uses by net density or other classifications.

- Implementation Element

  The *Comprehensive Plan* must contain a compilation of programs and specific actions to be completed in a stated sequence in order to implement its stated objectives, policies, plans, and programs. This will include proposed changes to any applicable zoning ordinances, official maps, sign regulations, erosion and storm water control ordinances, historic preservation ordinances, site plan regulations, design review ordinances, building codes, mechanical codes, housing codes, sanitary codes, subdivision ordinances, or other land use regulations. This element must describe how each of the elements of the *Comprehensive Plan* will be integrated and made consistent with the other elements, and must include a mechanism to measure the Village's progress toward achieving the goals contained in the Plan. The implementation element must include a process for updating the *Comprehensive Plan* no less than once every 10 years.

THE PLANNING PROCESS

As a preface to beginning the *Comprehensive Plan*, R.A. Smith National, Inc. retained Gruen Gruen + Associates, Ltd., to provide detailed background information and analysis including:

- population, household, and employment data;
- identification and discussion of underlying trends impacting the Village;
- housing forecasts and needs analysis; and
- economic base analysis and market-based, long-term forecasts for office, industrial, and retail space.

These tasks included a survey of businesses in the community. The results of the research were used to recommend policies and actions that strengthen Menomonee Falls' comparative advantages as a business location, and to encourage beneficial economic and real estate development or enhancement. The information and insights provided perspective and a framework for identifying future public infrastructure and public service requirements. The research results are discussed throughout the *Comprehensive Plan*, and are summarized in Appendix C.

The Village Board opted to conduct a community survey to gain insight into residents' concerns and perceptions regarding the Village. The University of Wisconsin – Whitewater's Fiscal and Economic Research Center (FERC) complete this task. The results of the survey are discussed throughout the *Comprehensive Plan*, and are summarized in Appendix B.

Concurrent with this research, R.A. Smith & Associates reviewed prior planning and studies prepared by the Village, as described in Chapter 2 and Appendix D.

Comprehensive Plan Steering Committee

In August of 2006 the Village appointed a Comprehensive Plan Steering Committee to hear comments from the public and advise Village staff, along with the R.A. Smith National consulting team, in preparation of draft elements of the *Comprehensive Plan*. The Comprehensive Plan Steering Committee reported to the Village Board of Trustees and the Plan Commission throughout the planning process.

Study Areas

The Village divided the community into six neighborhood study areas. The existing North Hills and Northeast areas, for which plans had previously been prepared, each constitute a study area. Four additional study areas were designated as shown on Map 1.

The *Comprehensive Plan* also addresses lands located outside of the Village within its statutory 1.5 mile jurisdiction. The Towns of Lisbon and Brookfield include territories within the Village's 1.5 mile jurisdiction, however, portions of these Town territories are also within the jurisdiction of the Villages of Richmond, Sussex, Lannon, and Germantown; and the Cities of Brookfield and Pewaukee. Wisconsin Statutes 66.0105 addresses overlaps of jurisdiction as follows:

> *66.0105 Jurisdiction of Overlapping Extraterritorial Powers.*
>
> *The extraterritorial powers granted to cities and villages by statute, including ss. 30.745, 62.23 (2) and (7a), 66.0415, 236.10 and 254.57, may not be exercised within the corporate limits of another city or village. Wherever these statutory extraterritorial powers overlap, the jurisdiction over the overlapping area shall be divided on a line all points of which are equidistant from the boundaries of each municipality concerned so that not more than one municipality shall exercise power over any area.*

As a result, the Southwest Study Area includes territory within the Town of Lisbon and Town of Brookfield. The North study area includes territory within the Town of Lisbon. Based upon the statute, R.A. Smith National prepared Map 2, depicting the Village's extraterritorial jurisdiction pursuant to Wis. Stats. 66.0105. By separate correspondence, the Southeastern Wisconsin Regional Planning Commission (SEWRPC) has concurred with these boundaries.

COMPREHENSIVE PLAN HIGHLIGHTS

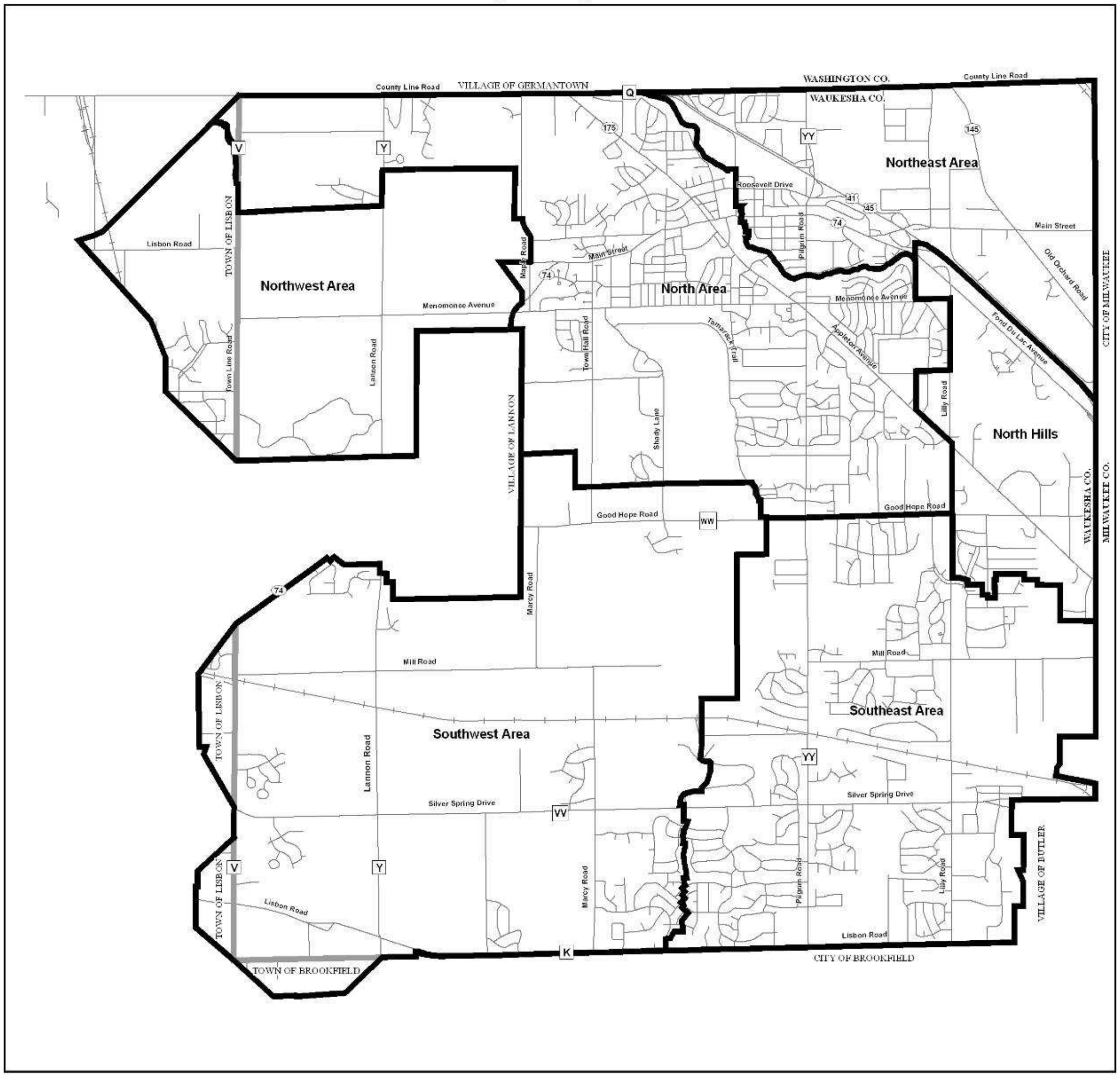
Population and housing trends are documented in the *Comprehensive Plan*. While growth is projected, the more significant change will be a general aging of the population, impacting the available work force, services desired from the community, housing preferences, and spending patterns. In relation to land use, there is expected to be an increase in the demand for condominium and senior-oriented housing, which is typically at a higher density than the single-family housing that dominates most of the Village.

The *Comprehensive Plan* has been designed to be consistent with the recommended transportation improvements contained in the Regional Transportation System Plan for Southeastern Wisconsin: 2035, prepared by the Southeastern Wisconsin Regional Planning Commission, and other regional transportation plans.

The *Comprehensive Plan* contains several objectives, principles, and standards to guide future Village policies and decisions. These are contained in Chapter 4 and address housing, transportation, land use, community facilities, and agricultural, natural, and cultural resources.

Each of the study areas are reviewed in a separate chapter of the *Comprehensive Plan*. Important issues are reviewed as they relate specifically to the study area. Future land use recommendations are mapped and discussed within the text.

Map 1-Study Areas



VILLAGE OF MENOMONEE FALLS

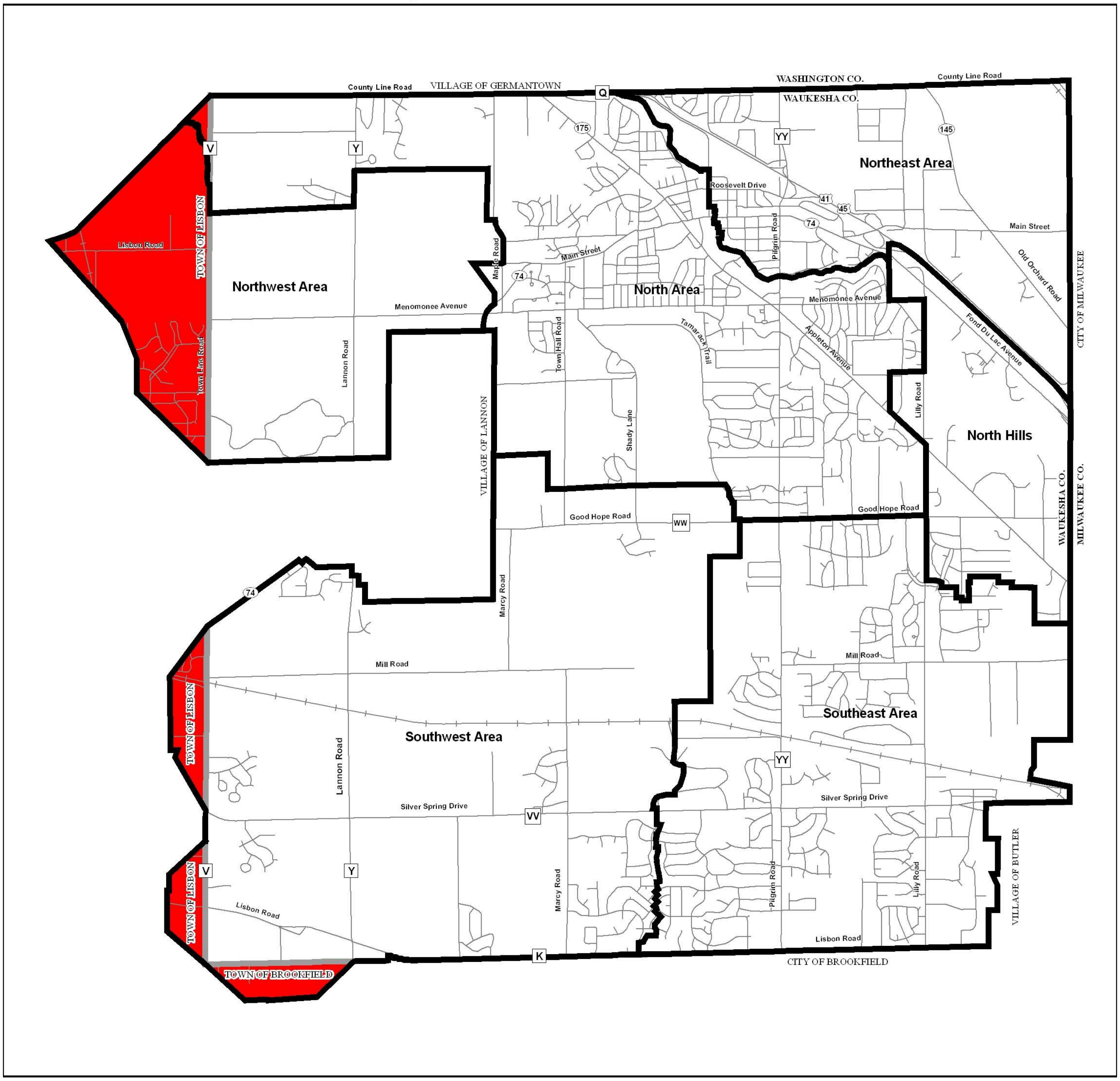
Legend

Village of Menomonee Falls Boundary

Study Area Boundaries

Source: Village of Menomonee Falls

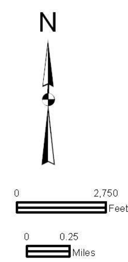
Map 2-Extraterritorial Jurisdiction



VILLAGE OF MENOMONEE FALLS

Legend

- Village of Menomonee Falls Boundary
- Study Area Boundaries
- Village of Menomonee Falls Extraterritorial Jurisdiction



Source: Village of Menomonee Falls , SEWRPC

2. PRIOR PLANS AND STUDIES

The *Comprehensive Plan* for the Village of Menomonee Falls incorporates information from past and present planning efforts in the Village, Waukesha and Milwaukee Counties, the Southeastern Wisconsin Regional Planning Commission (SEWRPC), the State of Wisconsin, and other contributing agencies. Relevant portions of the plans listed below are summarized in Appendix G.

Prior Plans and Studies

The following is a list of plans, studies, and other resources prepared for the Village of Menomonee Falls.

- *Overall Economic Development Program*, 1987
- *Village Centre Master Plan*, 1990
- *Village Centre Parking Study*, 1994
- *Village Centre Menomonee River Parkway Master Plan*, April 1, 1993
- *Village Centre Stormwater Management Study*, 1994
- *Market Reconnaissance, Real Estate Economic Analysis, and Strategies for the Enhancement of the Main Street Corridor*, 2003
- *Gap Analysis of the Village of Menomonee Falls*, 2003-2004
- *Fiscal Impact Analysis: Residential Development in the Village of Menomonee Falls*, 2001
- *A Land Use and Transportation System Plan for the Village of Menomonee Falls: 2010*, 1990
- *Historic Resources Survey Report*, 1985
- *Excerpts & Recommendations from the Village of Menomonee Falls Architectural and Historical Intensive Survey Report*, 1986
- *2006-2010 Comprehensive Outdoor Recreation Plan*, 2006
- *North Hills Neighborhood Development Plan*, 2001
- *Draft Northeast Area Plan*, April 2005
- *Master Fire Protection and Rescue Services Protection Plan*, 2004
- *Menomonee Falls Diamond Jubilee Brochure*, 1967
- Village of Menomonee Falls documented landfill and underground storage tank inventories
- *A Flood Mitigation Plan for the Village of Menomonee Falls*, 2003
- *A Stormwater Management and Flood Control Plan for the Lilly Creek Subwatershed*, 1993
- *A Stormwater and Floodland Management Plan for the Butler Ditch Subwatershed, City of Brookfield and Village of Menomonee Falls*, 2004
- *Stormwater Management System Plan*, 2001
- *Sanitary Sewerage System Plan*, 2000
- Village of Menomonee Falls Municipal Code, Chapter 122, Zoning

- Village of Menomonee Falls Municipal Code, Chapter 94, Subdivisions and Other Divisions of Land

The following resources were prepared by neighboring jurisdictions

- *Village of Sussex Regional Water Pollution Control Facility Development Plan*, 2004
- *Southwest Area Interceptor Study*, 1992
- *Village of Lannon Sanitary Sewer Interceptor Facility Plan*, 1992
- *Letter Report to WDNR – Village of Lannon Wastewater Disposal Facility Plan*, 1993
- *Report on Water Supply Facilities – Milwaukee Lake Water Option*, 1997
- *Southwest Area Water Study Report*, 2005
- *Village of Lannon Water Supply System Update*, 2005

The following plans were prepared by Waukesha County, regional authorities, or the State of Wisconsin.

- *A Development Plan for Waukesha County*, 1997
- *A Regional Transportation System Plan for Southeastern Wisconsin: 2035*, SEWRPC, 2006
- *DRAFT A Regional Land Use Plan for Southeastern Wisconsin: 2035*, SEWRPC, 2007
- *DRAFT Waukesha County Fox River Greenway Project*
- *Southeast Wisconsin Trail Network Plan*, Wisconsin DNR
- *Wisconsin Statewide Comprehensive Outdoor Recreation Plan 2005-2010* (SCORP), Wisconsin DNR
- *Wisconsin Connections 2030 Plans*
- *Wisconsin Pedestrian Policy Plan 2020*

3. COMMUNITY OVERVIEW

The following chapter inventories and summarizes existing conditions and trends within the Village. Many of the objectives, principles, and standards contained herein are direct excerpts from adopted regional plans prepared by the Southeastern Wisconsin Regional Planning Commission AND Waukesha County, as they apply to Menomonee Falls.

VILLAGE HISTORY

This review summarizes information drawn from *Excerpts & Recommendations from Village of Menomonee Falls Architectural and Historical Intensive Survey Report*, prepared by Architectural Researches, Inc. in July 1986.

Early Settlement

Prior to the arrival of European settlers, the lands making up the Village of Menomonee Falls were inhabited by the Chippewa Indians. The Chippewa maintained seasonal camps in the area of the present day Tamarack Forest Preserve until the 1840’s. The Town of Menomonee was created in 1839 by the Wisconsin Territorial Legislature, though European settlement had begun several years earlier.

Peter Raferty is considered to be the first permanent settler. His son, born in 1837, is thought to be the first white child born in the Town. Irish and Yankee settlers began moving to the Town of Menomonee, followed by successive waves of German immigrants in the mid-1840’s. The settlement pattern followed the unimproved section roads and the Fond du Lac Road, which is now known as Appleton Avenue. This former Indian trail linked trading posts and camps at Milwaukee, Fond du Lac, and Green Bay, and was transformed into a public highway in 1837.

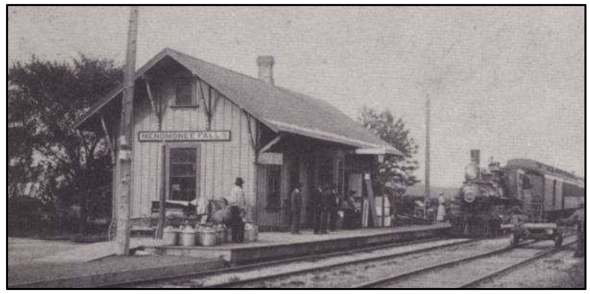
Settlement of Menomonee Falls began along the Menomonee River around a series of powerful rapids. Garrett Vliet, a government surveyor, identified the falls in March 1836. He returned in 1838 to build the settlement’s first sawmill near the present millpond on Main Street. When property in the Milwaukee land district was opened for public sale in 1839, Vliet purchased 640 acres containing the rapids and the site of present day downtown Menomonee Falls. In 1842 Vliet built a second sawmill and hired Hollingsworth S. Smith to operate it. Smith is considered the first permanent resident of the Menomonee Falls settlement.

In 1844 the Frederick Nehs and William Barnes families bought Vliet’s lands and established a permanent community. In 1851, Frederick Nehs’ son Jesse built a dam and large gristmill at the present day millpond on Main Street. This mill attracted farmers from throughout the area and Menomonee Falls soon evolved into the region's dominant community because of the mill, its location along the important Fond du Lac Road, and abundant natural resources including farmland, timber, stone, and natural springs.

Early Growth

In 1850 Jesse Nehs platted more than fifty lots along the crossroads of Waukesha Road (the present Main Street) and the Fond du Lac Road in the area known as the “Four Corners,” and along Water Street (running north from the present Main Street to the county line.) The Four Corners area formed the commercial center of the community, while the Water Street area became a residential enclave.

A schoolhouse was constructed in 1851 near the present day intersection of Appleton Avenue and Mill Street. As the first public building, it also served as the site of public meetings and religious services. A general store was constructed at the northeast corner of the Four Corners in 1853. During the 1860s Menomonee Falls continued to grow as a commercial and manufacturing center.



The 1873 Depression and the loss of population to the western states brought about a period of limited growth in the community that lasted into the 1880s. However, arrival of rail service in 1890 brought about a period of accelerated growth, development, and entrepreneurial activity. New businesses and factories, traffic generated by the train depot on Water Street, and new residential growth east of the Menomonee River led to development of a commercial cluster at the intersection of Main Street and Water Street.

The Menomonee Falls News was founded in 1890 and a fire department was created in 1894. Menomonee Falls officially incorporated as a Village in March 1892, and constructed a Village Hall and fire station in 1895. A public library was founded in 1906. The buildings that comprise the present day downtown are largely products of the construction boom in the Village between 1890 and 1910.

1900 to World War I

Most of the residential development between 1900 and World War I occurred in the area east of the Menomonee River. Main Street, between Water Street and Pilgrim Road, became a residential corridor. Construction of State Highway 15 in 1919 began changing patterns of development within the Village. The highway, completed in 1922, served as the major connector between Chicago, Milwaukee, the industrial Fox River Valley, and the vacation lands of northern Wisconsin. Businesses serving automobile travelers developed to meet the needs of the commercial and seasonal tourist traffic flowing along the highway.

Post World War II

The late 1940s brought expansive development and rapid population growth to the Village. Milwaukeeans' postwar flight to the suburbs and the demand for suburban living transformed Menomonee Falls. The Village evolved from a small commercial hub serving rural farmland into a bedroom community of the Milwaukee metropolitan area. Between 1950 and 1970 the population of the present Village area jumped from 4,683 to 31,697. The Village annexed the Town of Menomonee in 1958 to take advantage of this growth.

Between 1970 and 1990 the population of the Village dropped by more than 15% to 26,840. However, population is on the rise again. The 2000 census measured a population of 32,647, and Wisconsin Department of Administration projections estimate a steady increase to more than 37,600 residents in the year 2025.

ISSUES AND OPPORTUNITIES

As a part of the comprehensive planning process, R.A. Smith National retained Gruen Gruen + Associates (GG+A) to analyze and forecast the housing market, employment data, demographics, and the office, industrial and retail markets. The following section summarizes their findings.

Between 1980 and 2000, Waukesha County grew by over 80,500 people for an average annual growth rate of 1.4 percent. The number of households in Waukesha County has increased at an annual rate of 2.3 percent, rising from 47,000 households in 1980 to 135,000 households in 2000. To derive estimates of the population in households, populations in group quarters such as school dormitories or military quarters are subtracted from the total population. The population in group quarters in the County has remained stable at approximately 1.6 percent of the total population. Consistent with national trends, the average household size in the County has declined from 2.98 persons per household in 1980 to 2.63 persons per household in 2000. Table 1 presents historical population and household figures for Waukesha County and the Village of Menomonee Falls.

TABLE 1
Population and Household Trends for
Waukesha County and Menomonee Falls: 1980-2000

Waukesha County	1980 #	1990 #	2000 #	Total Change 1980-2000 #	Average Annual Change 1980-2000 %
Population	280,203	304,715	360,767	80,564	1.4
Households	92,583	105,990	135,229	46,677	2.3
Household Population[1]	275,616	300,144	355,014	79,398	1.4
Average Household Size	2.98	2.83	2.63	-.35	N/A
Menomonee Falls					
Population	27,845	26,840	32,647	4,802	0.9
Households	8,795	9,817	12,840	4,049	2.3
Household Population[1]	27,617	26,605	32,404	4,787	0.9
Average Household Size	3.14	2.71	2.52	-0.62	N/A

[1] Adjusts for population not living in households but living in group quarters, such as correctional facilities, college dormitories, and military quarters.

Sources: Wisconsin Department of Administration Demographic Services Center; Gruen Gruen + Associates.

While the number of households increased by 2.3 percent between 1980 and 2000, in both Waukesha County and Menomonee Falls, the average household size in Menomonee Falls decreased more rapidly. This has led to a slower rate of population growth in Menomonee Falls. This reduction in household size is consistent with national trends due to an aging population and fewer children living at home.

The population of Menomonee Falls has grown more slowly than Waukesha County. The Village's population increase of 4,800 between 1980 and 2000 equates to an average annual growth rate of 0.9 percent. The population declined during the first decade of this period, but then grew at a rate of two percent between 1990 and 2000. The household annual growth rate between 1990 and 2000 was much higher (2.7 percent) than for the 1980 to 1990 period (1.1 percent). As reviewed below, this population and household growth corresponds to a larger number of residential units built between 1993 and 1999 than in prior years in Menomonee Falls.

Average household size decreased from 3.14 persons in 1980 to 2.52 persons in 2000. The average household size in Menomonee Falls was higher than the average household size in the County in 1980, but in 2000 was lower than the County average. Although the proportion of households with children living at home has declined, it is still above the national average of 32.4 percent. An aging of the population with fewer children living at home will result in a continuing decrease in average household size.

Waukesha County Population and Household Forecasts

In order to prepare a forecast for future housing needs in Menomonee Falls, and to estimate demand for retail development, GG+A reviewed and evaluated the projected future population and number of households for Waukesha County and Menomonee Falls prepared by two government agencies, the Wisconsin Department of Administration (WDOA) and the Southeastern Wisconsin Regional Planning Commission (SEWRPC). The population and household projections are the key independent variables that stimulate future housing needs and retail development. The WDOA prepared the population and household projections in five-year increments beginning in 2005 through 2030. SEWRPC's projections are also prepared in five-year increments beginning in 2005 but extending through 2035. The WDOA prepares its county population estimates based on a combination of the ratio difference method and the composite method. These two methods consider a variety of factors such as the number of state income tax filers, number of motor vehicles, births, deaths, and school enrollments. The SEWRPC forecasts are based on a cohort-component method that considers factors such as future fertility, survival, and migration rates. Table 2 shows the population and household projections prepared by both agencies for Waukesha County.

The population and household projections from the WDOA and SEWRPC are close, varying by only about 1.5 percent. With respect to population projections, both the WDOA and SEWRPC forecast a similar average annual growth rate of approximately 0.6 percent. This is slower than the historical growth rate between 1980 and 2000. By 2030, the two agencies forecast Waukesha County's population to be between 437,000 to 440,000 persons.

The agencies have assumed that approximately 2.4 percent of the total population resides in group quarters, so that by 2030 Waukesha County may have nearly 172,000 households. According to SEWRPC, household size is expected to decrease due to a change in household types and an aging population, for which household types tend to be smaller than for the total population.

TABLE 2
Population and Households Projections for Waukesha County: 2005-2035

Wisconsin Department of Administration	2005 #	2010 #	2015 #	2020 #	2025 #	2030 #	2035 #	Avg. Annual Change from 2000 %
Total Population	374,891	386,460	397,922	409,570	424,472	436,986	NA	0.64%
Households	141,432	147,801	154,151	159,986	166,773	172,166	NA	0.80%
Household Population	368,331	379,196	390,078	401,205	415,324	426,668	NA	0.62%
Avg. Household Size	2.60	2.57	2.53	2.51	2.49	2.48	NA	NA
SEWRPC								
Total Population	377,400	391,500	404,100	417,400	429,600	440,300	446,800	0.61%
Households[2]	144,300	150,800	156,700	162,300	167,400	171,900	174,100	0.72%
Avg. Household Size	2.62	2.60	2.58	2.57	2.57	2.56	2.57	NA

[1] Presents intermediate projection figures.
[2] Based on SEWRPC's projection of same proportion of household population observed in 2000.

Sources: Final Population Projections for Wisconsin Counties by Age and Sex: 2000 – 2030, Wisconsin Department of Administration; Population of Southeastern Wisconsin, July 2004, Southeastern Wisconsin Regional Planning Commission; Gruen Gruen + Associates.

Menomonee Falls Population and Household Forecasts

Table 3 shows population and household projections prepared for the Village of Menomonee Falls by both the WDOA and SEWRPC. The average annual population and household growth rates are similar in both projections. WDOA and SEWRPC expect population to grow by approximately 0.6 to 0.7 percent annually while households are forecast to grow by 0.8 percent annually. Based on the population and household base in Menomonee Falls in 2000, the WDOA forecast indicates an average annual population increase of approximately 200 people and a household increase of 110 households. The SEWRPC forecast indicates an average annual increase of approximately 250 people and 116 households.

As reviewed below, GG+A has estimated that the WDOA and SEWRPC forecasts are low for 2005 and may be low over the longer run as well.

TABLE 3
Population and Households Projections for Village of Menomonee Falls: 2005-2035[1]

Wisconsin Department of Administration	2005 #	2010 #	2015 #	2020 #	2025 #	2030 #	2035 #	Avg. Annual Change from 2000 #	Avg. Annual Change from 2000 %
Total Population	33,769	34,668	35,565	36,483	37,696	N/A	N/A	202	0.58
Households	13,385	13,942	14,498	15,003	15,604	N/A	N/A	110	0.78
Avg. Household Size	2.52	2.49	2.45	2.43	2.42	N/A	N/A		N/A
SEWRPC [2]									
Total Population	N/A	N/A	N/A	N/A	N/A	N/A	41,350	249	0.68
Households[3]	N/A	N/A	N/A	N/A	N/A	N/A	16,900	116	0.79
Avg. Household Size							2.41		

[1] As of 2000, Village of Menomonee Falls population at 32,647 and number of households at 12,840.
[2] Presents intermediate projection figures.
[3] Based on SEWRPC's projection of same proportion of household population observed in 2000.

Sources: Population Projections for Wisconsin Municipalities: 2000-2025, Wisconsin Department of Administration; Southeastern Wisconsin Regional Planning Commission, Information provided by Senior Specialist, July 2006; Gruen Gruen + Associates.

Residential Units Added in Menomonee Falls Based on Building Permits: 2000-2005

Table 4 shows the number of single-family and multi-family units based on residential building permits issued annually since 2000.

Since 2000, a total of 967 single-family and 719 multi-family units have been built in Menomonee Falls. This equates to on average 210 units per year. The average number of units from 2000 through 2005 is about twice the Wisconsin Department of Administration and SEWRPC forecasted longer term average annual household growth of 110 to 116 households.

The estimated number of units constructed in Menomonee Falls between 2000 and the end of 2007. added to the 13,150 housing units reported in the 2000 Census, results in a estimated housing unit inventory of 14,836 units in Menomonee Falls at the start of 2008. If we assume that the housing unit vacancy rate of 2.3 percent remains similar to that reported in the 2000 Census, this implies a current base of 14,495 households. This current household estimate is about six percent higher than the 13,385 households projected by the WDOA in 2005.

TABLE 4
Number of Single-Family and Multi-Family Units
Based on Residential Permits Issued in Menomonee Falls: 2000-2005

Year	Number of Single-Family Units #	Number of Multi-Family Units #	Total Units #
2000	95	102	197
2001	108	197	305
2002	161	84	245
2003	151	56	207
2004	175	73	248
2005	133	42	175
2006	86	112	198
2007	58	53	111
Total	967	719	1,586
Average	120	90	210

Source: Village of Menomonee Falls

Jobs-Housing Balance in Menomonee Falls and GG+A Forecast of Households from 2005 to 2020

According to SEWRPC, Menomonee Falls had 37,590 jobs in 2000, or 2.93 jobs per household. By 2035, SEWRPC forecasts that this high ratio will decline only slightly to 2.80 jobs per household, with the number of jobs increasing to 47,370. An increasing proportion of households are likely to not be part of the job market due to retirement or other reasons, and therefore even fewer housing units will be available for those in the labor force. Job growth is expected to grow slightly less rapidly than population growth over the 35 year period. Under the SEWRPC forecast, each additional household expected to reside in Menomonee Falls is associated with the addition of 2.40 jobs in the Village. The SEWRPC employment forecast of 9,780 total new jobs, or an average of 279 jobs annually through 2035, implies that employment growth will generate approximately 4,100 new households by 2035, or on average 116 households annually.

From an economic development perspective, the availability of suitable labor in a community is a crucial consideration for both manufacturing and service industries. Businesses choose to move to communities with an adequate supply of labor with the needed skills and aptitudes. A sufficient number of housing units must be available to accommodate the needs of the local labor force. Not only is a sufficient number of housing units needed to support the supply of jobs in the community, but there also needs to be a correlation between the capabilities of local residents and skill requirements of local job opportunities, as well as the earnings of workers and costs of local housing. Over time, a tighter fit may occur between the characteristics of resident households and the types of jobs available in Menomonee Falls as Menomonee Falls evolves from a manufacturing centered economic base to a more diversified economic base, including higher-order service jobs.

Based on journey-to-work data and occupational characteristics data from the U.S. Census, we estimate that as of 2000, less than 20 percent of employed Menomonee Falls residents work within the Village. Approximately 17 percent of the available jobs in Menomonee Falls are estimated to be in the finance, insurance, and real estate, professional and technical service, and management of company sectors. This compares to the approximately 40 percent of the work force in management, professional, and technical occupations and another 30 percent in sales and office occupations. Approximately 59 percent of jobs located in Menomonee Falls are in the manufacturing, construction, retail trade, wholesale trade, and leisure and hospitality services sectors, while less than 22 percent of the residents of Menomonee Falls, are engaged in construction, maintenance, production, transportation and material moving occupations.

The extremely high jobs-housing ratio forecast by SEWRPC could inhibit evolution of the local economy to one that provides a better match between the characteristics of the resident labor force and the available local jobs. An insufficient number of housing units would cause housing prices to escalate and therefore generate worker earnings to housing costs mismatches. This mismatch, in turn, would deter jobs moving to, or staying and expanding in Menomonee Falls. The traffic congestion likely to ensue from the jobs-housing imbalance would also inhibit business location, expansion, and retention.

The actual household growth rate through 2007, recent residential development trends, the preference for people to work near where they live, and the potential for a more balanced jobs-housing ratio suggests that household growth is likely to be higher than forecast by both the WDOA and SEWRPC. As summarized in Table 5, GG+A estimates a one percent average annual household growth rate between 2005 and 2020. Using the SEWRPC jobs forecast, the estimated growth rate reflects the assumption of a still high jobs-housing ratio of 1.8 for the net additional jobs (and extremely high 2.6 jobs for every household in Menomonee Falls as a whole by 2020). Table 5 presents GG+A's resulting forecast of the growth of households in Menomonee Falls from 2005 to 2020. The number of households is forecast to increase by nearly 2,300 to nearly 16,500 households. The estimated growth equates to an average of 152 net added households per year between 2005 and 2020.

TABLE 5
GG+A Forecast of Households in Menomonee Falls: 2005-2020[1]

	2005[2] #	2010 #	2015 #	2020 #	Change 2005- 2020 #
Total Households	14,193	14,896	15,656	16,454	2,281 (Total)
Net Additional Households	-----	703	760	798	152 (Average Annual)

[1] Assumes one percent annual compounded average annual growth rate or a total change of 16.1 percent between 2005 and 2020.
[2] Estimate for 2005 assumes addition of 1,377 new units built since 2000 added to 13,150 existing units as of 2000 less 2.3 percent vacancy rate in total units (i.e., 1,377 + 13,150 – 334).

Sources: U.S. Census Bureau, Census 2000; Village of Menomonee Falls Community Development Department; Gruen Gruen + Associates.

Age Distribution and Educational Attainment

The age distribution in the Village, as depicted in Table 6, remained fairly steady between 1990 and 2000. There was a significant decrease in the percentage of the population between the ages of 19 and 34. At the same time, there was a significant increase in the percentage of the population between the ages of 35 and 49.

Educational attainment in the Village of Menomonee Falls has increased significantly between 1990 and 2000. As shown in Table 7, the percentage of the Village population over the age of 25 with a Bachelor's degree has increased by 7.3%. At the same time, the percentage of the population with graduate or professional degrees has increased by 3.3%. These increases are accompanied by a decrease in the percentage of the population who did not complete high school.

TABLE 6
Age Distribution in Menomonee Falls: 1990-2000

	1990		2000	
	Population	Percentage of Total Population	Population	Percentage of Total Population
Under 1 year	301	1.1%	411	1.3%
1 to 5 years	1,869	7.0%	2,337	7.2%
6 to 13 years	2,821	10.5%	3,680	11.3%
14 to 18 years	1,609	6.0%	2,035	6.2%
19 to 24 years	1,957	7.3%	1,349	4.1%
25 to 29 years	2,156	8.0%	1,634	5.0%
30 to 34 years	2,268	8.5%	2,308	7.1%
35 to 39 years	2,041	7.6%	3,189	9.8%
40 to 44 years	1,764	6.6%	2,887	8.8%
45 to 49 years	1,706	6.4%	2,489	7.6%
50 to 54 years	1,784	6.6%	1,980	6.1%
55 to 59 years	1,913	7.1%	1,729	5.3%
60 to 64 years	1,522	5.7%	1,500	4.6%
65 to 69 years	1,133	4.2%	1,606	4.9%
70 to 74 years	785	2.9%	1,351	4.1%
75 to 79 years	532	2.0%	958	2.9%
80 to 84 years	339	1.3%	563	1.7%
85 years and over	340	1.3%	640	2.0%

Source: U.S. Census Bureau

TABLE 7 Educational Attainment in Menomonee Falls for the Population Aged 25 and Over: 1990-2000				
	1990		2000	
	Population	Percentage of Total Population	Population	Percentage of Total Population
Less than 9th grade	1,227	6.7%	735	3.2%
9th to 12th grade no diploma	1,530	8.4%	1,468	6.4%
High school graduate (includes equivalency)	6,662	36.4%	7,204	31.5%
Some college no degree	3,709	20.3%	4,861	21.3%
Associate degree	1,509	8.3%	1,616	7.1%
Bachelor's degree	2,816	15.4%	5,175	22.7%
Graduate or professional degree	830	4.5%	1,775	7.8%
Source: U.S. Census Bureau				

HOUSING

The forecast growth in the number of households to 2020 is converted into projected housing need for Menomonee Falls assuming a one-to-one relationship. In other words, each additional household will result in a new housing unit. Additional housing units needed are then increased by five percent to maintain a healthy functioning housing market and to account for replacement of obsolete housing stock. Because the majority of housing has been built in Menomonee Falls since 1960, and based on the review of relevant Census data, uninhabitable housing represents an extremely small fraction of the housing stock. As of 2000, according to the U.S. Census, the vacancy rate for housing units in Menomonee Falls was 2.3 percent, assuming that all of the 13,150 existing housing units were in habitable condition. According to the 2000 Census, only 41 housing units in Menomonee Falls lacked complete plumbing facilities and 24 units lacked kitchen facilities. Therefore, a five percent vacancy allowance is used to provide for increased mobility and for the replacement of existing housing stock that has or will become functionally obsolete.

Table 8 shows Menomonee Falls' additional housing need by five year increments to 2020. This translates the forecast of approximately 2,300 added households in Menomonee Falls between 2005 and 2020 into housing need. The estimate of the need for approximately 2,400 housing units (on average, 160 units per year) reflects the use of a five percent vacancy rate to provide for mobility and replacement of obsolete units.

Estimated Need for Housing by Price Range Based on Income Distribution

The number of expected households is not a direct indication of the demand for housing because it does not consider the ability of households to pay for shelter. Production of new housing units will be stimulated if a sufficient number of households, in excess of those that can be accommodated by the existing housing stock, are able to pay a price that would enable builders to supply new units at a profit. To translate the projected number of households into an estimate of "effective housing demand," the ability of households to pay for housing must be approximated. This is accomplished by projecting the income distribution of the projected number of households for Menomonee Falls and then estimating the house price that households in each income group can afford.

TABLE 8
Forecast Number of Households and Housing Units in Menomonee Falls: 2005-2020

	2005 #	2010 #	2015 #	2020 #	Change 2005-2020 #
Number of Households	14,193	14,896	15,656	16,454	2,281
Number of New Households	___	703	760	798	2,281
Number of New Housing Units Needed[1]		761	800	840	2,401

[1] Assumes five percent vacancy rate to maintain mobility and account for replacement units.

Source: Gruen Gruen + Associates

Total housing demand or additional housing units are then disaggregated by household income to estimate demand for housing by price range. We assume that additional households (almost 14 percent of the total number of households forecast in 2020) have the same income distribution as existing Menomonee Falls households. Table 9 shows the proportion of households by household income categories in 1999 as well as the proportion of households forecast to be in the income categories for 2005 through 2020.

TABLE 9
Household Income Distribution of Households in Village of Menomonee Falls: 1999 – 2020

	Actual	Projected[1]			
Household Income	1999 %	2005 %	2010 %	2015 %	2020 %
Under $34,999	25.3	23.8	22.7	21.6	20.5
$35,000 - $49,999	16.3	14.6	13.3	12.0	10.8
$50,000 - $74,999	24.0	23.0	22.2	21.4	20.7
$75,000 - $99,999	17.5	17.6	17.7	17.8	17.9
$100,000 or more	17.0	21.1	24.3	27.3	30.2
Total	100.0	100.0	100.0	100.0	100.0

[1] Assumes one percent real annual growth from 1999-2020.

Sources: U.S. Census Bureau, 2000 Census; Gruen Gruen + Associates.

Real household income is assumed to grow at an annual rate of one percent. Between 1989 and 1999, in Menomonee Falls, adjusted to reflect the effects of inflation, household income grew by less than one-half of one percent. According to the State of Wisconsin's Economic Outlook report published by the Wisconsin Department of Revenue, on average real per capita income growth is forecast to increase in Wisconsin by 2.7 percent in 2005 and 2.9 percent in 2006. Personal income growth for the Waukesha-Milwaukee Metropolitan Area is forecast to exceed five percent per year between 2005 and 2010. The increasing desirability of Menomonee Falls as a residential location, development of higher priced housing stock, and attraction of higher-income households in conjunction with the State per capita income forecast suggest that Menomonee Falls household income growth will be higher in the future than in the decade of the 1990s.

The percentage of households with incomes under $35,000 is estimated to decline from over 25 percent in 1999 to 20.5 percent in 2020. The percentage of households with incomes between $35,000 and $50,000 are projected to decline from 16 percent in 1999 to less than 11 percent in 2020. The percentage of households with incomes between $50,000 and $75,000 are projected to decrease from 24 percent to 20.7 percent. The percentage of households with incomes between $75,000 and $100,000 are projected to slightly increase from 17.5 percent to almost 18 percent. The percentages of households with incomes of $100,000 are projected to significantly increase from 17 percent to 30 percent.

Table 10 presents the forecast number of housing units projected to be *added* to each income group and therefore, each associated housing price demand group, during the 2005 to 2020 period.

TABLE 10
Forecast Number of Net Additional Housing Units Distributed by
Household Income Category in Village of Menomonee Falls: 2005-2020

Household Income	2005-2010 #	2010-2015 #	2015-2020 #	Total #	Proportion of Total %
Under $34,999	173	173	172	518	22
$35,000 - $49,999	101	96	91	288	12
$50,000 - $74,999	167	171	174	512	21
$75,000 - $99,999	135	142	150	427	18
$100,000 or more	185	218	253	656	27
Total	761	800	840	2,401	100

Source: Gruen Gruen + Associates

Between 2005 and 2020, approximately 518 (22 percent) of the projected additional households are estimated to have incomes below $35,000. Approximately 288 households (12 percent) of the projected additional households are estimated to have incomes between $35,000 and $50,000. Approximately 512 households (21 percent) of the additional households are estimated to have incomes between $50,000 and $75,000. Approximately 427 (18 percent) of the projected additional households are estimated to have incomes between $75,000 and $100,000. The highest number of projected additional households, 656, (27 percent) are estimated to have incomes of $100,000 or above.

Translating Household Income to Demand for New Housing

The connection between household income and the value of housing those households are able to afford may be made by estimating the potential housing payment allowed by income. The standard approached used by the United States Department of Housing and Urban Development (“HUD”) is for households to spend up to 30 percent of their income on total housing costs, including mortgage payments, taxes, insurance, and utilities. Other sources suggest higher proportions (33 percent) of income can be expended on housing.

The financial assumptions used to translate household income into housing prices are estimated as follows: prices are based on monthly mortgage payments equal to 24 percent of household income (after deducting for property taxes, insurance and utilities, which we estimate can approximate six percent to nine percent of income), and the buyer puts down 20 percent of the sale price and obtains a 30-year fixed rate mortgage with a 6.8 percent interest rate. All for-sale price estimates are in 2006 dollars. Table 11 presents a forecast of the demand for housing units by price range for the Village of Menomonee Falls. As indicated above, a five percent vacancy factor has been added to provide mobility and for replacement within the housing market.

TABLE 11
Forecast Demand for Additional Housing Units by Price Range in the Village of Menomonee Falls: 2005-2020

Household Income $	For-Sale Price Range[1] $	2005-2010 #	2010-2015 #	2015-2020 #	Total 2005 -2020 #	Total 2005 -2020 %
35,000 - 49,999	135,000 – 195,000	101	96	91	288	15.3
50,000 -74,999	195,000 – 290,000	167	172	174	513	27.2
75,000 -99,999	290,000 – 385,000	135	142	150	427	22.7
100,000 or More	385,000+	185	218	253	656	34.8
Total		588	628	668	1,884	100.0

[1] 2006 dollars. Prices based on monthly mortgage payment equal to 24 percent of household income (after deduction for property taxes, insurance and utilities). Assumes 20 percent down payment on a 30-year fixed mortgage with 6.8 percent interest rate.

Source: Gruen Gruen + Associates

Nearly 20 percent of the demand for additional housing units will originate from households with incomes below $35,000. Households with incomes below $35,000 are unlikely to purchase new housing. We presume that most of these households will live in resale or rental units already in the housing market. Between 2005 and 2020, 15 percent of the estimated additional households are projected to need housing units priced between $135,000 and $195,000. Approximately 27 percent of the estimated additional households could potentially afford housing units priced between $195,000 and $290,000. Approximately 23 percent of the estimated additional households could afford housing units priced between $290,000 and $385,000. Approximately 35 percent of the total projected additional households could potentially afford housing units above $385,000.

Sales and Price Trends

To help put these estimates of effective demand into context, according to the Milwaukee Multiple Listing Service, Inc., for the first two quarters of 2006, the average sales price of existing single family housing in the Village of Menomonee Falls has been approximately $315,000. Recently constructed single-family homes within the Village are selling at significantly higher prices, ranging from $400,000 to $1.6 million. Using data obtained from Milwaukee Multiple Listing Service, Inc**.,** Table 12 shows the trends in residential re-sales for the Village of Menomonee Falls over the past six years.

According to the Multiple Listing Service, approximately 3,000 existing housing units were resold in the Village. From 2000 to 2006, resale prices for single family housing units experienced the largest increase in sales value, at nearly $115,000 or 56 percent, from $202,800 to almost $316,000. Low interest rates contributed to the robust housing activity and price increases. The sales value of attached multi-family housing and condominiums increased as well, but not as significantly. Multi-family housing average sales prices increased $36,000 over the six years, or about 19 percent. Condominium average sales prices increased by approximately $50,000, or 38 percent. Taking inflation into account, the resale values of existing single family housing within the Village has increased at a compounded annual growth rate of 4.7 percent. Adjusted for the effects of inflation, the resale prices of condominium units have experienced annual growth of approximately 2.7 percent, while the resale values of attached multi-family units has decreased slightly.

TABLE 12
Resale Price Trends for Existing Residential Housing in Village of Menomonee Falls: 2000 to June 30, 2006

	Single Family		Attached Multi-Family		Condominium Units	
Year	# Sales	Avg. Sales Price $	# Sales	Avg. Sales Price $	# Sales	Avg. Sales Price $
2000	358	202,800	9	185,855	36	131,166
2001	405	205,337	7	182,647	35	145,490
2002	401	220,389	5	258,420	73	151,660
2003	393	243,015	3	183,933	63	170,229
2004	372	274,298	5	183,780	48	182,024
2005	419	296,876	3	240,967	100	178,814
2006[1]	234	315,870	3	221,667	39	181,775

Sources: Milwaukee Multiple Listing Service, Inc.; Gruen Gruen + Associates.

Table 13 presents the average prices of all residential housing sales and the distribution by price range from 2000 to 2005 in the Village of Menomonee Falls. This data includes existing as well as new construction sales for all single-family, condominium, duplex, and other multi-family housing units in the Village. The Village assessor provided the data from which the table was constructed.

From 2000 through 2005, approximately 5,000 residential units were sold at an average price of $213,000, or $119 per square foot. Residential sale prices within the Village demonstrate several trends. Sale prices per square foot uniformly increase relative to the size of the property, almost half of the units sold were priced under $200,000, and the number of sales decreased proportionally from lower price housing to higher priced housing.

Table 14 shows the sale trends for condominium units in recent years. A total of 718 condominiums were sold between 2000 and 2005, at an average price of approximately $175,000, or $114 per square foot. Approximately 180 of these sales were re-sales of the same property, leaving about 540 different condominium properties sold from 2000 through 2005. Prices have increased from $159,100 in 2000 to between $173,355 (in 2003) and almost $183,000 (2005). With the exception of 2002 (in which sales prices per square foot were $102) and 2005 (when sales prices per square foot were $130) sales prices per square foot have ranged between $112 and $115. Graysland Condominiums, Ravenswood Condominiums, and Loan Oak Estates represent the major condominium projects developed from which units were sold in these years. On average, new condominium units consisted of approximately 1,750 square feet of space, and sold at a price of $215,000, or about $123 per square foot. Newer condominium units typically sold for about $45,000 more than existing units.

TABLE 13 **Number of Sales and Average Prices by Range in Menomonee Falls from 2000 through 2005**				
Sale Range	Sales \#	Average Sale Price $	Average Size # Square Feet	Average Sale Price $ Per Square Foot
Under $170,000	2,040	137,000	1,348	101
$170,000 - $200,000	890	184,100	1,561	118
$200,000 - $240,000	617	220,300	1,814	121
$240,000 - $300,000	638	268,700	2,211	122
$300,000 - $360,000	478	330,300	2,538	130
$360,000 - $420,000	214	388,400	2,803	139
$420,000 - $480,000	220	446,500	3,106	144
Above $480,000	97	599,400	3,946	152
Total	5,048	213,000	1,794	119
Sources: Village of Menomonee Falls Assessor; Gruen Gruen + Associates.				

TABLE 14 **Condominium Sales by Year in Menomonee Falls from 2000 through 2005**				
Sale Year	Sales	Avg. Sale Price	Avg. Size in Square Feet	Avg. Sale Price Per Square Foot
2000	124	159,100	1,553	$102
2001	106	181,900	1,625	$112
2002	139	174,200	1,547	$113
2003	143	173,400	1,513	$115
2004	117	176,400	1,559	$113
2005	108	183,000	1,407	$130
Total	718	173,900	1,538	$114
Sources: Village of Menomonee Falls Assessor; Gruen Gruen + Associates.				

Table 15 shows the sales price trends for single-family homes in Menomonee Falls from 2000 through 2005. From 2000 through 2005, approximately 4,270 single-family homes were sold with peak sales years of 2002 and 2003 and average sales per year of over 700 units. Of the 4,270 single family sales, roughly 1,000 were units that sold multiple times between 2000 and 2005. The average sales prices increased every year from about $181,000 or $104 per square foot to over $287,000, or $148 per square foot. The average unit size increased every year from under 1,750 square feet in 2000 to almost 1,950 square feet in 2005.

Another critical determinant of housing growth and needs is the supply of housing. The following sections review Menomonee Falls' existing housing supply and identify the potential supply of new housing in the Village.

TABLE 15 Single Family Sales by Year in Menomonee Falls from 2000 through 2005				
Sale Year	Sales $\underline{\#}$	Average Sale Price $\underline{\$}$	Average Size $\underline{\#}$ Square Feet	Average Sale Price $\underline{\$}$ Per Square Foot
2000	645	181,100	1,749	104
2001	760	188,600	1,771	106
2002	777	206,600	1,817	114
2003	804	216,900	1,843	118
2004	726	241,000	1,922	125
2005	561	287,600	1,948	148
Total	4,273	217,200	2,017	113
Sources: Village of Menomonee Falls Assessor; Gruen Gruen + Associates.				

Existing Housing Stock in Menomonee Falls

Table 16 presents the number of housing units by type as reported in the 2000 Census. In 2000, the Village contained 13,150 housing units. Single-family units accounted for the majority of units, or approximately 77 percent of the total housing inventory in Menomonee Falls. Approximately 22 percent of the inventory consisted of multi-family units, while 0.5 percent consisted of mobile homes or other types of housing. Based on the estimated number of newly sold condominium and single-family units since 2000, multi-family units account for approximately 30 percent of the units added to the inventory since 2000. As reviewed below, the allocation of multi-family versus single-family units since 2000 is more likely to be indicative of future demand than the overall historical division reported in the 2000 Census.

Age of Existing Housing Stock

Table 17 indicates that a majority of Menomonee Falls' housing stock was built after 1960. The relative newness of the housing stock accounts for less than one-half percent of the housing stock being substandard (e.g., lacking plumbing or kitchen facilities according to the 2000 Census data).

Of the 13,150 units in Menomonee Falls as of 2000, approximately 32 percent were built earlier than 1959. Another 26 percent were built between 1960 and 1969. The next largest proportion by decade is the 25 percent of the stock that has been added since 1990. As indicated above, based on residential permit activity, an estimated 1,377 units (or nearly 10 percent of the total inventory) have been built since 2000. More than one third of the housing stock, then, has been built since 1990.

Tenure and Vacancy of Housing Stock

According to the 2000 Census, of the 12,855 occupied housing units, approximately 77 percent (9,910 housing units) were owner-occupied units and 23 percent (2,945 units) were renter-occupied units. Two hundred ninety-five (295) units were reported as vacant. This accounts for 2.24 percent of the total supply.

TABLE 16 Number of Housing Units in Village of Menomonee Falls by Type: 2000		
	Housing Units \#	Housing Units %
1-unit, detached	9,602	73.0
1-unit, attached	535	4.1
Single-Family Total	**10,137**	**77.1**
2 units	294	2.2
3 or 4 units	355	2.7
5 to 9 units	558	4.2
10 to 19 units	407	3.1
20 or more units	1,323	10.1
Multi-Family Total	**2,937**	**22.3**
Mobile home	70	0.5
Boat, RV, van, etc.	6	0.0
Others Total	**76**	**0.5**
Total	**13,150**	**100.0**
Source: U.S. Census Bureau, Census 2000		

TABLE 17 Number of Housing Units by Year Built in Menomonee Falls: 2000							
	Total	1990-2000[1]	1980-1989	1970-1979	1960-1969	1940-1959	1939 or Earlier
Menomonee Falls	13,150	3,241	1,050	1,285	3,369	3,520	685
Share of Total	100%	25%	8%	10%	26%	27%	5%
[1]Through March 2000.							
Sources: U.S. Bureau of the Census, Census 2000; Gruen Gruen + Associates.							

Value of Owner-Occupied Housing

Table 18 shows the value of owner-occupied housing as reported in the 2000 Census. The median value of owner-occupied units in Menomonee Falls in 2000 was $151,600. Approximately 49 percent of the units were valued at less than $150,000. The largest numbers of units (8,319, or 90 percent) are valued between $100,000 and $299,999. The smallest number (41) and proportion (0.44 percent) of units were valued above $500,000. By contrast, 35 percent of the new households projected to be added by 2020 will be able to afford units valued above $475,000. Since 2000, as indicated above, sales prices have increased and the development of higher priced homes has increased.

TABLE 18
Number of Owner-Occupied Units by Value of Units: 1999

Median Value $	Less Than $150,000 #	$150,000 - $299,999 #	$300,000 - $499,999 #	$500,000 - $999,999 #	$1,000,000 or More #
151,600	4,510	4,252	430	33	8

Sources: U.S. Bureau of the Census, Census 2000; Gruen Gruen + Associates.

Additional Housing Supply Since 2000

Table 19 summarizes sales and unit size estimates for selected new single family housing additions since 2000. The examples of recent subdivisions indicate that Menomonee Falls has relatively distinct neighborhoods of varying levels of desirability that have served a wide range of demand sources. Taylor's Woods, a high-end custom home development, consists of 120 units. The units average 4,500 square feet and sold at prices of $500,000 to well over $1 million. At an average sales price of $720,000 or $160 per square foot, Taylor's Woods was one of the highest priced single family subdivisions. The Tamarack subdivision provided more affordable units, averaging 2,350 square feet with a sales price of $260,000, or $112 per square foot

TABLE 19
Sample of New Single Family Sales from 2000 through 2005[1]

Subdivision	Average Sale Price $	Average Size # Square Feet	Average Sale Price $ Per Square Foot
Taylors Woods	720,000	4,500	160
Ravenswood	410,000	2,750	150
Creekwood Crossing	370,000	2,650	140
Tamarack	260,000	2,350	112
Mill Ridge	350,000	2,500	140

[1]Figures are rounded.

Sources: Village of Menomonee Falls Assessor; Gruen Gruen + Associates.

Based on data from both the Village Assessor and Milwaukee Multiple Listing Service, Inc., Table 20 presents an estimated distribution of new single family housing by price range within the past five years**.**

The sizes, prices, and makeup of housing within Menomonee Falls have changed between 2000 and 2005. Overall, adjusted for inflation, the value of housing within the Village has increased between 2.5 percent and 4.5 percent annually during that time. The distribution of prices for new housing units has shifted upwards. Between 2000 and 2002, one quarter of new sales were priced between $150,000 and $250,000, while approximately 80 percent of all sales were below $350,000. Between 2003 and 2005, we estimate that the proportion of new housing sales under $250,000 shifted to less than ten percent, and only 54 percent sold at prices between $150,000 and $350,000. This shift is consistent with the forecasted demand (58 percent as shown on Table 12) attributable to a greater proportion of households being able to afford housing units priced at $290,000 and above.

TABLE 20
Estimated Distribution of First Time Sales of Single Family Homes by Price Range

Years	$150,000- $249,999	$250,000- $349,000	$350,000- $449,000	$450,000- $549,000	$550,000- $650,000	$650,000 +
2000 - 2002	25%	55%	15%	4%	1%	0%
2003 - 2005	10%	44%	30%	11%	3%	2%

Sources: Village of Menomonee Falls Assessor; Multiple Listing Service, Inc.; Gruen Gruen + Associates.

Active and Future Supply of Residential Housing Units

Based on GG+A's inspection of local development sites, interviews with developers and brokers, and information provided by the Village of Menomonee Falls, Table 21 shows an estimate of the amount of new housing available now or in the future as approved development projects are built-out.

Approximately 327 single family units are currently available or expected to be available as construction of approved projects moves forward. Unit sizes tend to range from 2,500 square feet to 4,000 square feet, with prices between $460,000 and $645,000. Phase two of the Carters Crossing development includes units from 2,800 to about 6,800 square feet with an average unit size of 5,000 square feet. Prices are estimated at $1,000,000 or higher. Absorption has ranged from 0.5 units per month at Hidden Crossing to 1.5 units per month at Crane's Crossing. Interviews with builders and developers in Menomonee Falls indicates that development of upper end single-family home developments priced above $600,000 increased significantly in the past five to six years.

Many of the single-family developments are selling lots ranging in size from ⅓ acre to over ½ acre. Land prices have escalated with new lots selling between $130,000 and $175,000, depending on sizes and lot premiums. Many of the homebuyers have been families moving up to new housing within Menomonee Falls.

The Village includes three active multi-family developments ranging from 22 units to 87 units, for a total of 147 units. The average unit sizes range from approximately 1,300 square feet to 2,100 square feet. Prices range from $170,000 ($131 per square foot) to $280,000 ($133 per square foot). Absorption at Pilgrim Glen Condominiums, the largest condominium development, is reported by the sales representative to average four units per month. Demand for Pilgrim Glen has primarily come from within the Village, with a majority of empty-nesters (older households without children living at home) looking to downsize from their existing single family homes but staying within the community.

TABLE 21 Active or Approved Supply of New Single-Family and Multi-Family Housing Units: September 2006						
	Map ID	Status	Units/ Lots Available #	Unit Size # Square Feet	Unit Price Range $	Lot Price Range $
SINGLE FAMILY						
Hidden Crossing	B	Active	12	3,000 – 4,000	460,000 – 645,000	130,000- 150,000
Harmony Hills		Approved and Under Site Construction	78	N/A (1/3-1/2 acre)	N/A	110,000- 175,000
Spencer's Pass	C	Approved and Under Site Construction	115	N/A	450,000 – 500,000	N/A
Westfield	D	Plat Approved	80	(1/3-1/2 acre)	N/A	N/A
Carters Crossing	E	Active	20	2,800 -6,777	1,000,000	N/A
Cranes Crossing	F	Active	22	2,500 – 4,000	316,000+	135,000
Total Single-Family			**327**			
MULTI FAMILY						
North Hills Terrace	1	Active	22	1,263 – 1,805	169,000 – 265,000	N/A
Pilgrim Glen Condo-miniums	3	Active	87	1,325-1,926	240,000-280,000	N/A
Prairie Walk	7	Active	38	1,600 – 2,100	325,000-350,000	N/A
Total Multi-Family			**147**			
Total Single Family + Multi Family Housing Units			**474**			
Sources: Village of Menomonee Falls; Westridge Builders; JBJ Development; Thomson Corporation; Gruen Gruen + Associates.						

Table 22 shows the primary proposed or planned housing developments in Menomonee Falls. Map 3 shows the locations of the proposed or planned projects.

Approximately 746 multi-family units and 11 single-family units have been identified as proposed for development. Westridge Builders' proposed Aero Park development accounts for the preponderance of the potential additional supply. Westridge acquired the Aero Park Airport, a 100-acre recreational grass airfield located in the southwest portion of the Village at the intersection of Lisbon and Lannon Roads. Westridge Builders proposes to develop multi-story condominium buildings with a total of approximately 700 units. The project is very early in the planning and entitlement process. A variety of engineering issues, including flood concerns, and the need to extend water and sewer facilities to the site, still need to be resolved.

TABLE 22
Proposed Future Supply of Housing Units

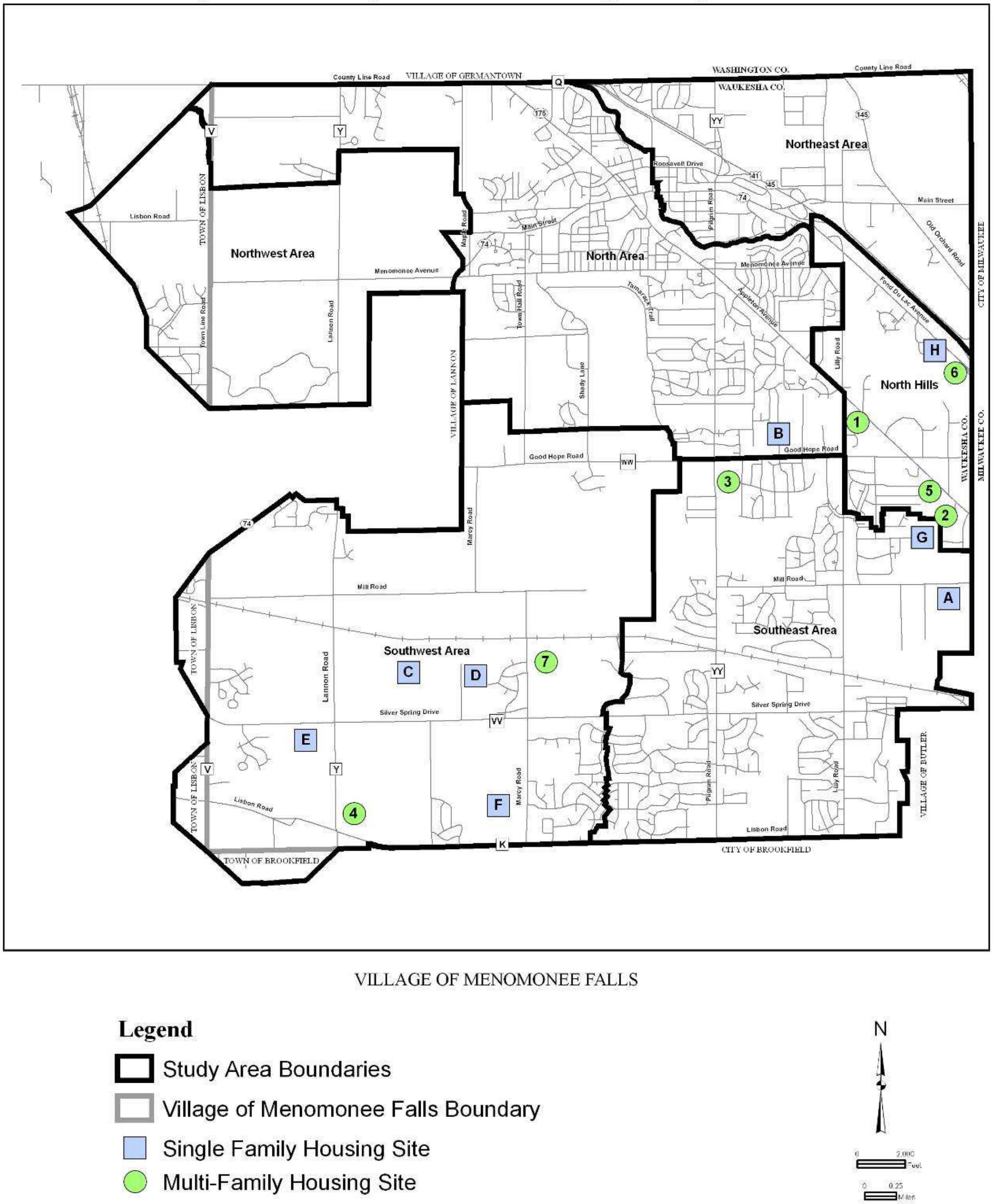
	Map ID	Status	Units/Lots #	Unit Size # Square Feet	Unit Price Range $	Lot Price Range $
SINGLE FAMILY						
Lily Creek Highlands IV	G	Proposed	7	2,500 – 3,000	450,000 – 600,000	N/A
Fairway Village	H	Proposed PUD	4	N/A	N/A	200,000+
Total			**11**			
MULTI FAMILY						
Lily Creek Highlands IV	2	Proposed	34	N/A	300,000 – 350,000	N/A
Aero Park	4	Proposed	700	N/A	N/A	N/A
Fairway Village	6	Proposed PUD	12	N/A	350,000 – 450,000	N/A
Total			**746**			
Total Single Family +Multi Family Housing Units			757			

Sources: Village of Menomonee Falls; Westridge Builders; JBJ Development; Gruen Gruen + Associates.

The housing component of the Main Street Master Plan, summarized in Table 23, is not included in the inventory of active and proposed or planned additions to the housing supply in Menomonee Falls.

The Master Plan for the Main Street Redevelopment District includes a total of 941 for sale and rental residential units of various types. Multi-story rental units ranging in size from 800 to 1,100 square feet of space, as envisioned by the market analysis completed in 2004, make up 80 percent of the total units in the Redevelopment Plan. The estimated monthly rent is $850 to $950 per month (in 2004 dollars) or $10.36 to $12.76 per square foot per year. According to the Village of Menomonee Falls Community Development Department, another 386 for sale and rental units are planned for the reminder of Tax Increment No. 6, which includes the redevelopment area (total dwelling units for TID #6 is 1,327).

Map 3-Active and Proposed Residential Housing Sites: September 2006



Source: Gruen Gruen + Associates

TABLE 23 Residential Development Postulated in Main Street Master Plan		
Type of Unit[1]	Units \#	Expected Sale or Rent Range $
Residential[2]	753	850-950 monthly rent
Townhome[3]	52	225,000 – 300,000
Loft Residential[4]	32	125,000 – 150,000
Single Family[5]	36	300,000 – 400,000
'Granny Flats'[6]	2	150,000 – 180,000
Live / Work[7]	61	150,000 – 175,000
Loft Flex	5	125,000 – 150,000
Total	**941**	**125,000 – 770,000**

[1]Housing types were taken from classifications described in Main Street Redevelopment Plan. Sale and rent ranges are in 2004 dollars. Prices are likely to be higher in 2006 as prices have increased.
[2]Multi-family stacked rental units range in size from 800 to 1,100 square feet. Rents are proposed at $850 to $950 per month.
[3]Two and three story units, ranging in size from 1,800 to 2,500 square feet.
[4]Lofts will average 1,100 square feet.
[5]Single family homes will range in size from 2,400 to 2,700 square feet.
[6]Smaller townhome units, ranging in size from 1,200 to 1,500 square feet.
[7]Range in size from 1,200 to 1,500 square feet and will be assessed as residential property.

Sources: Village of Menomonee Falls; RTKL Associates, Inc.

According to the Community Development Department, the Northeast Area Plan calls for additional housing units beyond those identified in the Redevelopment District and Tax Increment District. These units are planned on land previously classified for industrial development, and are currently undeveloped or obsolete industrial properties. The two major areas are near Pilgrim and County Line Road, and the area around Lilly, Warren and 145 to the north of Main Street. It is estimated that the currently undeveloped County Line and Pilgrim area would have approximately 110 units of low density development (two dwelling units per acre), 16 to 48 units of Medium Density Urban Development (two to six dwelling units per acre), and 18 or more dwelling units in a mixed use residential area. For the area near Lilly and Warren, it is estimated that 82 dwelling units at a low density classification and 38 to 114 dwelling units of medium density residential could be developed.

The Village is currently focusing on promotion of the Redevelopment District and Tax Increment District No. 6. The Village is negotiating with one developer interested in creating a mixed-use commercial development, and a condominium development in a mixed-use residential district with approximately 82 dwelling units. The condominium units are expected to be offered at prices averaging $209,000 with an average size of 1,090 to 1,190 square feet. The Community Development Department indicated that it is discussing both commercial and residential redevelopment opportunities with other developers and continuing to implement strategies related to rezoning within the district to coordinate with the C*omprehensive Plan*, as well as create other incentive plans and infrastructure improvements. Should the Redevelopment Plan be implemented, it would represent a substantial supply of market rate rental units and market rate for-sale products at prices less than $300,000. As indicated below, the potential supply, if built, is likely to accommodate the estimated demand between 2005 and 2020 for lower-priced units (see Table 10 above and Table 24 below).

Member of Generation Y, who in 2006 are between the ages of 11 and 30, are likely to become an increasingly important source of labor and demand for lower priced market rate housing. Baby boomers currently between the ages of 42- and 60-years-old are also likely to want to live in the kinds of housing suggested in the Master Plan. Both population groups will be attracted to these areas if the housing is part of an exciting and vital set of uses including retail (such as upscale grocery stores, bookstores, espresso shops, and kitchenware stores), eating and drinking places, and recreational and cultural activities. Development of additional housing at the Main Street location or elsewhere in the Village Centre would free up existing single-family housing for workers not yet living in Menomonee Falls or to which they could move up from apartments or multifamily housing within the Village. The Village will need to prepare for rising demand from the members of the Generations Y and Baby Boomer cohorts. This will require branding the Village Centre or the Main Street Redevelopment District as a desirable location with the kinds of amenities and services described above, located near housing.

Relationship between Housing Needs and Housing Supply

Table 24 estimates the relationship between estimated demand for housing units from 2005 to 2020 with the estimated current and identified likely future supply of housing units.

TABLE 24
Forecast Relationship Between Potential Demand and Identified Current and Future Supply of Housing Units in Menomonee Falls: 2005 – 2020

	2005 – 2020 \#
Potential Additional Demand for Housing Units Including Five Percent Vacancy Rate for Mobility and Replacement	2,401[1]
Current Available or Planned Future Supply of Lots/Units	1,231
Number of Units Needed to Accommodate Potential Future Demand	1,204

[1] Includes 518 housing units with income under $34,999 that are likely to move into existing units.

Source: Gruen Gruen + Associates

Between 2005 and 2020, GG+A forecasts additional housing demand of approximately 2,400 units, or on average 160 units per year. The current inventory of vacant or planned lots or housing units in active residential subdivisions totals 474 units. In addition, excluding the 1,142 multi-family units in the Main Street Master Plan, but including the Aero Park project in the very early planning phase, we have identified approximately 757 units proposed or planned to be developed within Menomonee Falls, for a total of approximately 1,200 units of additional housing supply. The relationship between forecast potential demand and identified supply indicates that approximately 1,200 units will be needed to accommodate future demand between now and 2020.

Table 25 compares the identified current and future supply of housing by estimated price range in Menomonee Falls with the estimated demand for additional housing units by price range from 2005 to 2010. Although specific price information on every model available in the current single-family subdivisions was not obtained, GG+A estimated that all the current or future single-family units would likely be priced above $360,000.

TABLE 25 Estimated Supply of Current and Future Housing by Price Range Compared to Estimated Demand for Housing by Price Range: 2005-2010					
	Current and Future Supply of Units			Demand for Units	Unit Short-fall
For-Sale Price Range[1] $	Single Family # Units	Multi Family # Units	Total # Units	2005-2010 # Units	2005-2010 # Units
135,000 – 195,000	0	0	0	101	(101)
195,000 – 290,000	0	121	121	167	(46)
290,000 +	338	72	410	320	90
Total	338	193[2]	531	588	(57)

[1] 2006 dollars.
[2]Not including proposed 700 unit Aero Park because no price information was available and given the early stage of the planning of the project.

Source: Gruen Gruen + Associates

The estimates of the supply and demand by price range suggest that there may be a shortfall in housing priced at the lower price brackets under $290,000, and sufficient housing priced above $290,000 to meet the estimated demand for higher-priced housing. Note, however, that the estimates do not factor in the Aero Park or Main Street Master Plan housing component. As indicated above, the Main Street Master Plan postulates housing units, both rentals and for-sale, that would meet the estimated demand for units in the under $300,000 price range.

Housing for Older Households

The demand for housing geared to the needs of older households is likely to grow because of the increase in the number of older residents in Menomonee Falls. According to the U.S. Census Bureau, the percentage of residents over age 65 increased five percent between 1990 and 2000, from 11.7 to 15.7 of the total population. In this same period, Waukesha County experienced an increase of 2.2 percent, from 9.8 percent in 1990 to 12 percent in 2000. According to the State of Wisconsin Department of Administration, the proportion of Waukesha County residents over the age of 65 is projected to increase by approximately nine percent over the next 25 years.

Gruen, Gruen + Associates estimates the growth of the over 65 population within Menomonee Falls using the 2.8 percent average annual increase forecast for this population group in the County as a whole between 2005 and 2020. Table 27 shows the resulting estimate of the over 65-years-old population in Menomonee Falls by 2020.

The population of residents above the age of 65-years is estimated to increase from 5,885 in 2005 to about 8,900 in 2020. This increase of approximately 3,000 persons would shift the share of the population over the age of 65 from over 17 percent in 2005 to over 24 percent in 2020. According to the U.S Census Bureau's American Community Survey, Waukesha County contained 145,718 households in 2005. Approximately 23 percent, or 33,218, of the households were occupied by people over the age of 65. In this same year, 47,482 households over the age of 65 resided in Waukesha County. In 2000, Waukesha County contained a population of 43,434 persons above the age of 65-years with 29,086 households occupied by residents over the age of 65. Waukesha County, from 2000 to 2005, averaged about 1.45 persons per household for households including a member 65-year-old or older (age 65+ population / number of households with a member 65-years of age or older). This ratio is used to translate the estimated resident population of Menomonee Falls above the age of 65 into an estimate of households presented in Table 28.

TABLE 26 Waukesha County Population Over Age 65: 2000 to 2030				
Year	Total Population _#_	Population 65+ _#_	Proportion of Total _%_	Shift in Proportion Percentage Points
2000	360,767	43,434	12.0	N/A
2005	374,891	47,482	12.7	0.7
2010	386,460	53,591	13.9	1.2
2015	397,922	62,339	15.7	1.8
2020	409,570	72,019	17.6	1.9
2025	424,472	83,267	19.6	2.0
2030	436,986	92,359	21.1	1.5
Sources: State of Wisconsin Department of Administration; Gruen Gruen + Associates.				

TABLE 27 Estimated Menomonee Falls Population Over Age 65: 2000 to 2030				
Year	Total Population[1] _#_	Population 65+[2] _#_	Proportion of Total _%_	Shift in Proportion Percentage Points
2000	32,647	5,126	15.7	N/A
2005	33,769	5,885	17.4	1.7
2010	34,668	6,756	19.5	2.1
2015	35,565	7,756	21.8	2.3
2020	36,483	8,905	24.4	2.6
[1] Used WDOA population forecast to estimate proportion of population 65+ years of age. [2] Forecast based on annual growth rate of 2.8 percent.				
Sources: State of Wisconsin Department of Administration; Gruen Gruen + Associates.				

TABLE 28 Estimated Households Including 65-Year Old Members in Menomonee Falls			
Year	Population 65+ _#_	Households with 65-Year Old Member[1] _#_	Additional Households With Member Above 65-Years-Old _#_
2005	5,885	4,059	
2010	6,756	4,659	600
2015	7,756	5,349	690
2020	8,905	6,141	802
Total			**2,092**

[1]For 2000 and 2005, Waukesha County averaged 1.45 persons per senior household. A rate of 1.45 persons per household was used to translate the total population over age 65 into an estimated number of households including a member 65-years-old or above.

Sources: U.S Census Bureau; State of Wisconsin Department of Administration; Gruen Gruen + Associates.

In 2000, 3,564 of the 12,844 existing households in the Village were occupied by households with a member above the age of 65-years-old. Between 2005 and 2020, the number of households including a member above the age of 65-years-old is estimated to increase by nearly 2,100 to over 6,100 households. Such households are estimated to comprise approximately 37 percent of the projected 16,454 households (See Table 5) in the Village by 2020. The Village has 476 existing units in Wildwood Lakes and Wildwood Highlands, its two largest developments reserved for older households. Another 248 units in the Jolly Aire and Riverwalk Senior Apartments, and two newer projects reviewed below are reserved for older households located in the Village. The 724 existing housing units in these complexes can accommodate about 18 percent of the estimated 4,059 households including members above the age of 65-years.

The Impact of Older Households on Housing Demand

Nationally, although householders aged 65 or older move infrequently, they account for purchases of nearly 10 percent of new homes. The highest rate of homeownership – over 82 percent – is among householders ages 55 to 74, the age cohort in which the highest rate of household growth is occurring. Although older age households change residences much less often than younger adults, about 39 percent of households change residences after they reach the age of 60. The purchase of second or even third homes partly accounts for the high share of purchases. Interviews suggest some residents have purchased condominiums in Menomonee Falls and second homes elsewhere.

According to a recent survey by the American Association of Retired Persons, 90 percent of older adults prefer to remain in their homes. The presence of a spouse and proximity to children increases the probability of older adults staying in conventional housing or active adult communities. Given that a move for healthy, often mortgage-free older adults is discretionary, age-restricted housing developments may take more marketing time than other housing types. Individual amenities – personal gardening spaces, individual hot tubs or pools and other “privacy” spaces – can be expected to appeal to individualistic baby boomers and households accustomed to single-family homes and the relative privacy they provide.

Because many older adults prefer to age in place, demand is likely to grow for home modifications, including creation of first floor master suites and healthcare support to help older adults live safely and comfortably in their homes. This includes life safety monitoring and security systems and services. Baby boomers had fewer children than their parents, so as boomers age and develop care needs after they become widowed, the proportion choosing assisted communities will increase. Baby boomers, however, will be the healthiest older adults and the differential between longevity of women and men is narrowing. So over time, elderly people will live together longer and this will increase the probability of staying in their own homes for longer periods of time. Higher-educated, wealthier baby boomers are likely to have a stronger desire to live independently. In addition, better health and educational attainment translates into longer working lives. One market opportunity may be to "condo-ize" conventional homes in terms of maintenance, yard care, snow removal, and related services. As single-family homeowners age, services frequently available in multi-family condominium projects will appeal to single-family homeowners.

The desire to avoid maintenance is one reason why many empty-nesters prefer condominiums. A recent Del Webb survey found that upon retirement, maintenance is a principal factor in choosing a home and that a high proportion of boomers want a smaller home. Aging baby-boomers turned empty-nesters are driving demand for condominiums. These lifestyle changes, coupled with older households working longer, indicate continued demand for condominiums, especially for those close to shopping, restaurants and cultural opportunities.

As indicated in the discussion of the Main Street Redevelopment District, an important shift in the priority of land uses has occurred. In today's downtowns, retail and recreational activities will need to precede market-rate housing. This is a reversal of the traditional order of suburban land uses, where retail typically follows, not precedes, rooftops. In order to capture a share of the older household, for-sale housing market, housing should be located in areas of highly concentrated retail and other amenities and activities such as the Village Centre.

Only about three percent of individuals over the age of 70 and seven percent of people 85-89 are in assisted living units. A reduced percentage of the increasing over-85 cohort will likely opt for assisted living because of their relatively better health than prior generations of over age 85 adults. According to American Seniors Housing Association, assisted living facilities have an annual turnover rate of about 55 percent. The average tenure in assisted living facilities is 23 months according to the survey. This means that people moving into these types of housing are very frail seniors and that people are waiting longer to move into assisted living. Today, assisted living operators provide more health care services to aid frail residents. Most assisted living units should be designed for single, not double occupancy because as long as one spouse is in good health, he or she tends to take care of the less-well partner rather than move together to an assisted living facility.

The overview of housing preferences suggest that the Village should anticipate requests for building permits associated with remodeling homes to facilitate aging in place, various types of condominium developments including those featuring single-family or townhome type products, as well as a continuum of facilities for serving the needs of differing segments of older households. The continuum of facilities will include nursing homes for the oldest and frailest households.

Examples of New or Future "Seniors" Housing Supply

Horizon Development Group has developed initial phases of a housing project serving older households on 18-acres of land on West Appleton Avenue, south of West Good Hope Road. The first phase of the development, a three-story, 128-unit apartment building, opened in August 2005. Alta Mira includes a community room with significant kitchen facilities, a chapel, beauty salon, health care office, exercise room, and business center with internet access. A bank branch is in process of obtaining the requisite license needed for operating out of the building. The units range in size from about 725 square feet to 1,280 square feet. Monthly rents range from about $1.30 to $1.60 per square foot or approximately $940 to $2,050. Fifty-eight units have been occupied. This equates to an absorption rate of 4.5 units per month. About 85 percent of the households attracted have moved from within Menomonee Falls. The average age of the residents is 75-years-old. Many of the residents have sold existing single-family homes before moving to Alta Mira.

Ninety condominium units are planned in four three-story buildings. The first building, Buena Vista, opened in June 2006. This 20-unit building includes two one-bedroom units of 800 square feet. The balance of the building consists of two-bedroom units ranging from 1,200 to 1,400 square feet. Five were been sold. All of the buyers have originated from Menomonee Falls and four were in their mid 70's or older. Prices range from $174,000 ($217 per square foot) for the one-bedroom units to $204,000 ($170 per square foot) to $224,000 ($160 per square foot) for the two-bedroom units. While the development is clearly meeting a need for older residents who desire to remain in Menomonee Falls, the housing market slow-down has impacted absorption of the units.

Horizon sold part of the land to Community Retirement Living, Inc, which built a 30,000-square-foot Alzheimer's and dementia care center across the street from Alta Mira apartments. This project includes 40 rooms ranging in size from 370 to 560 square feet for patients at least 70-years-old.

Policies and Programs for Fair Housing

Title VIII of the Civil Rights Act of 1968 (Fair Housing Act), as amended, prohibits discrimination in the sale, rental, and financing of dwellings, and in other housing-related transactions, based on race, color, national origin, religion, sex, familial status (including children under the age of 18 living with parents of legal custodians, pregnant women, and people securing custody of children under the age of 18), and handicap (disability). The Village of Menomonee Falls complies with all Fair Housing Act requirements.

Policies and Programs for Affordable Housing

The Waukesha County Housing Authority provides voucher assistance to eligible Village residents. In addition, Waukesha County housing services are available through faith-based organizations and Habitat for Humanity. Finally, the Village is eligible for annual entitlements through the Waukesha County Community Development Block Grant program, which may be used for affordable housing on a project-by-project basis.

Policies and Programs for Housing Rehabilitation and Maintenance

As noted above, the Village is eligible for annual entitlements through the Waukesha County Community Development Block Grant program. These funds may be targeted towards housing rehabilitation and maintenance programs on a project-by-project basis.

TRANSPORTATION

This section of the *Comprehensive Plan* documents existing and future transportation systems and planning within a regional context.

Relationship to State and Regional Transportation Plans

State, county, and regional transportation planning impacts on the Village are discussed here.

The Regional Transportation System Plan

The Southeast Wisconsin Regional Planning Commission (SEWRPC) has begun the review and update of the regional transportation system plan, intended to meet surface transportation needs for the seven-county Southeastern Wisconsin Region. The new plans, documented in SEWRPC Planning Report No. 49, A Regional Transportation System Plan for Southeastern Wisconsin: 2035, will serve as a guide to transportation system development through the year 2035.

The arterial street and highway recommendations of the regional transportation system plan pertaining to Menomonee Falls are summarized graphically on Map 5. Recommended improvements to the arterial street and highway system within or immediately affecting Menomonee Falls include:

- Widening and/or other improvement to provide significant additional capacity of US Highway 41/45
- Widening and/or other improvement to provide significant additional capacity of State Highway 145 from State Highway 100 (Main Street) north to County Highway Q (County Line Road)
- Widening and/or other improvement to provide significant additional capacity of County Highway YY (Pilgrim Road) from US Highway 41/45 north to County Highway Q (County Line Road)
- Widening and/or other improvement to provide significant additional capacity of County Highway Q (County Line Road) from County Highway YY (Pilgrim Road) west to US Highway 41/45
- Widening and/or other improvement to provide significant additional capacity of County Highway Q (County Line Road) from County Highway Y (Lannon Road) west to Colgate Road.
- Reserving the right-of-way to accommodate future improvement (additional capacity or new facility) on County Highway VV (Silver Spring Drive) from State Highway 74 east to County Highway Y (Lannon Road)
- Widening and/or other improvement to provide significant additional capacity of County Highway VV (Silver Spring Drive) from County Highway Y (Lannon Road) east to County Highway YY (Pilgrim Road)
- Widening and/or other improvement to provide significant additional capacity of County Highway K (Lisbon Road) from County Highway Y (Lannon Road) east into the Village of Butler

A Regional Freeway System Reconstruction Plan for Southeastern Wisconsin

SEWRPC completed this amendment to the 2020 Regional Transportation Plan in 2003. The study was commissioned due to the anticipated need to reconstruct the regional freeway system over the next 30 years. The US Highway 41/45 recommendations for improvements directly affect the Village of Menomonee Falls, as the highway bisects the far northeastern corner of the Village.

Wisconsin Connections 2030 Plans

The Wisconsin Department of Transportation (WisDOT) is currently engaged in a policy-based, statewide, long-range transportation plan for the year 2030. The plan, which is projected for a final release in the spring of 2006, focuses on designated multimodal corridors for each part of the state. According to WisDOT, when completed, the multimodal corridors will accomplish these key goals:

- Portray key Connections 2030 recommendations;
- Prioritize investments; and
- Assist WisDOT Transportation Districts in identifying future segments for more detailed corridor plans.

Menomonee Falls is affected by the Hiawatha Corridor and the Fox Valley Corridor planning efforts. The plans for the Hiawatha Corridor depict Interstate Highway 94, US Highway 45, and State Highway 36 as principal highway corridors, providing vital economic links to the region. The Fox Valley Corridor identifies US Highway 41 as a principal highway corridor and State Highways 175 and 74 as other important highway connections within this corridor, which is a part of the Green Bay-Appleton-Oshkosh-Milwaukee link.

Wisconsin Pedestrian Policy Plan 2020

WisDOT completed its pedestrian plan in 2001 with assistance from a citizen's advisory committee. The plan outlines state and local measures to promote non-motorized transportation, and to promote safety. It provides implementation recommendations to assist local governments achieve the goal of promoting pedestrian activity.

A key element of the Pedestrian Policy Plan is concept of "universal design". The basis for this concept is that good pedestrian design serves all users, and not just a "typical" user. A universal design not only accommodates the elderly, children, and people who are disabled. It also reduces user fatigue and minimizes the potential for pedestrian judgment error.

A number of WisDOT's Pedestrian Policy Plan objectives directly impact the Village, including:

- Working in partnership with local governments to increase pedestrian accommodations on State Trunk Highways.
- Working in partnership with local governments to design new, and retrofit old, facilities to accommodate and encourage pedestrian use.
- Working in partnership with local governments to improve the enforcement of laws to prevent dangerous and illegal behavior by motorists, pedestrians, and bicyclists.
- Working in partnership with local governments to encourage more pedestrian trips by promoting the acceptance and usefulness of walking, and by promoting pedestrian safety.

Transportation Inventory and Analysis: Trends

The US Census Bureau maintains data regarding household transportation utilization. The following table depicts the travel and commuting patterns of Village of Menomonee Falls residents. This data makes it clear that the automobile is the primary mode of transportation. These commuting patterns support the need to maintain a street network with sufficient capacity to meet existing and future needs.

TABLE 29
Means of Transportation and Carpooling

	1990	**2000**
Drove alone	87.0%	88.1%
Carpooled	7.8%	7.0%
Public Transportation	0.8%	0.7%
Walked or Bicycled	1.8%	0.7%
Other Means	0.3%	0.4%
Worked at Home	2.3%	3.1%
Source: US Census Bureau		

Table 30 depicts the average commuting length for Village residents. This data confirms that Menomonee Falls households have a high reliance on automobiles, are traveling further from home for employment, and are dependent on the local street network to maintain both lifestyle and household income. These trends are generally consistent with communities on the developing fringe of the Chicago and Milwaukee metropolitan areas.

TABLE 30 Travel Time to Work		
	1990	**2000**
Less than 10 minutes	16.4%	17.3%
10 to 14 minutes	17.7%	16.9%
15 to 24 minutes	36.8%	36.0%
25 to 44 minutes	22.8%	24.3%
45 to 89 minutes	3.1%	4.1%
90 + minutes	0.9%	1.3%
Source: US Census Bureau		

The Local Transportation System

Automobile dependence is an ongoing trend for Menomonee Falls and the region. As a result, the transportation element of this plan is focused on the need to maintain a sound network of streets. Within this network, streets serve differing purposes based upon location and the land uses they support. The following street classifications are used throughout this plan, and follow the Wisconsin Department of Transportation's classification hierarchy:

Limited Arterials

Limited arterials are designed to accommodate traffic moving through the community from one destination to another. They generally carry higher volumes of traffic at higher speeds. Access rights are typically controlled. US Highway 41 is an example of a limited arterial.

Primary Arterials

Primary arterials are designed to accommodate traffic both into and through the community. They serve high intensities of land use, and often have access controlled by egress location restrictions, signalization, or both. Design speeds tend to be over 35 mph in order to efficiently handle the high volumes of traffic. Pilgrim Road is an example of a primary arterial.

Minor Arterials

Minor arterials are also designed to accommodate traffic both into and through the community. They serve high intensities of land use, but may have lower design speeds and greater access to individual parcels. Lilly Road is an example of a minor arterial.

Collectors

Collector streets convey traffic from arterials to local streets. They typically have design speeds of 25 mph to 35 mph, and have fewer access limitations than arterial streets. Mill Road is an example of a collector street.

Local Streets and Roads

Local streets and roads are the primary access streets than diffuse traffic into neighborhoods. Local streets and roads tend to have the lowest speed limits and least restrictive access requirements. The term 'street' is typically applied to an urban form of road, having curb and gutter, while the term 'road' is typically applied to rural forms, with graveled shoulders and drainage swales.

Summary of Local Transportation Infrastructure

Wisconsin's Smart Growth statutes require every plan to provide a summary of transportation modes and infrastructure. The strengths and weaknesses of the local transportation system often dictate land uses, as well as the density and intensity of those uses. Transportation corridors also serve other purposes, such as providing right-of-way for utility corridors. Given this, any planning effort must start with an evaluation of the transportation network that exists today.

Streets and Highways

The automobile is, and is projected to remain, the dominant means of transportation. Therefore, the greatest numbers of transportation facilities within the community are its streets and highways. Menomonee Falls is well served by its network of arterial streets and highways. This network not only serves, but shapes development of the community.

US Highway 41/45 is a limited arterial that bisects the northeastern quarter of the Village of Menomonee Falls and includes an interchange with State Highway 74 (Main Street) at the village's northeastern corner.

Primary arterials within the community that are under State jurisdiction include State Highway 175 (Appleton Avenue), State Highway 74 (Main Street), State Highway 145 (Fond du Lac Avenue), and State Highway 100. In addition, primary arterial streets under Waukesha County jurisdiction consist of County Highway YY (Pilgrim Road), County Highway W (Good Hope Road), County Highway Y (Lannon Road), County Highway VV (Silver Spring Drive), County Highway V (Town Line Road), and County Highway Q (County Line Road). Finally, minor arterials include Lilly Road and Menomonee Avenue. These highways are all integral parts of the regional arterial street and highway system and facilitate the movement of traffic. They are aided by a network of collector and minor streets, and provide for the predominant mode of transportation, the automobile.

Pedestrian

There is currently a network of regional bicycle and pedestrian facilities located within the Menomonee Falls. The location of existing and planned local pedestrian and bicycle facilities is depicted on Maps 6 & 7.

Aviation

Menomonee Falls has no active air transportation infrastructure. Commercial, corporate, and cargo flights depart from nearby General Mitchell International in Milwaukee. Based upon destination and flight schedules, O'Hare International Airport in Chicago is an option for local travelers. Menomonee Falls is also served by corporate and cargo aviation from Crites Field in Waukesha, Capitol Airport in Brookfield, and Milwaukee-Timmerman in Milwaukee.

Navigation

The Village has no port infrastructure, and is served by the nearby ports of Milwaukee, Kenosha, and Chicago.

Rail

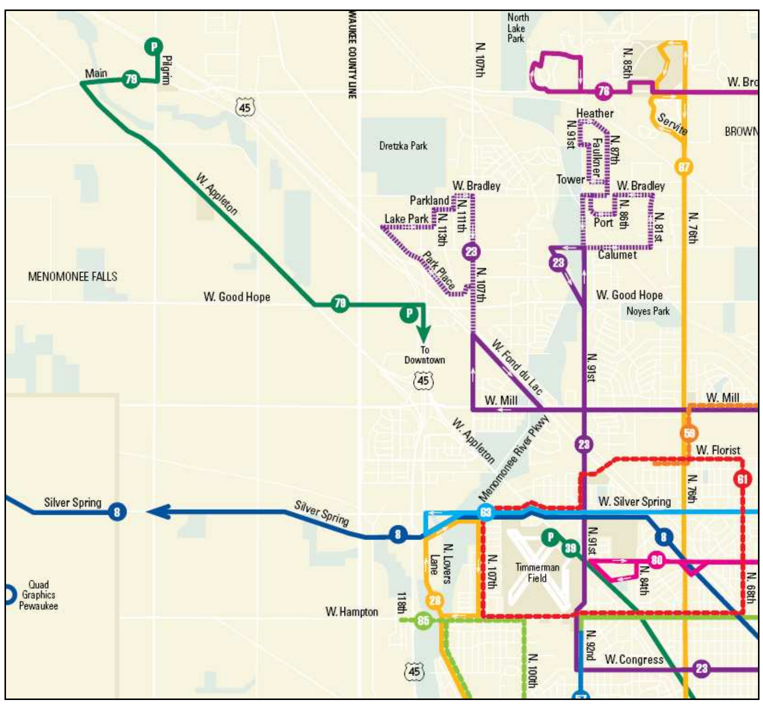
The Village has rail infrastructure, with an active freight rail line running through the southern portion of the Village. The main freight and passenger rail corridors between Milwaukee and Chicago are located outside of Menomonee Falls. The closest Amtrak station is located in downtown Milwaukee, with additional stations at General Mitchell International Airport in Milwaukee and in the Village of Sturtevant. Commuters to Chicago have the option of using the METRA train, which departs from a downtown terminal in the City of Kenosha.

Public Transit

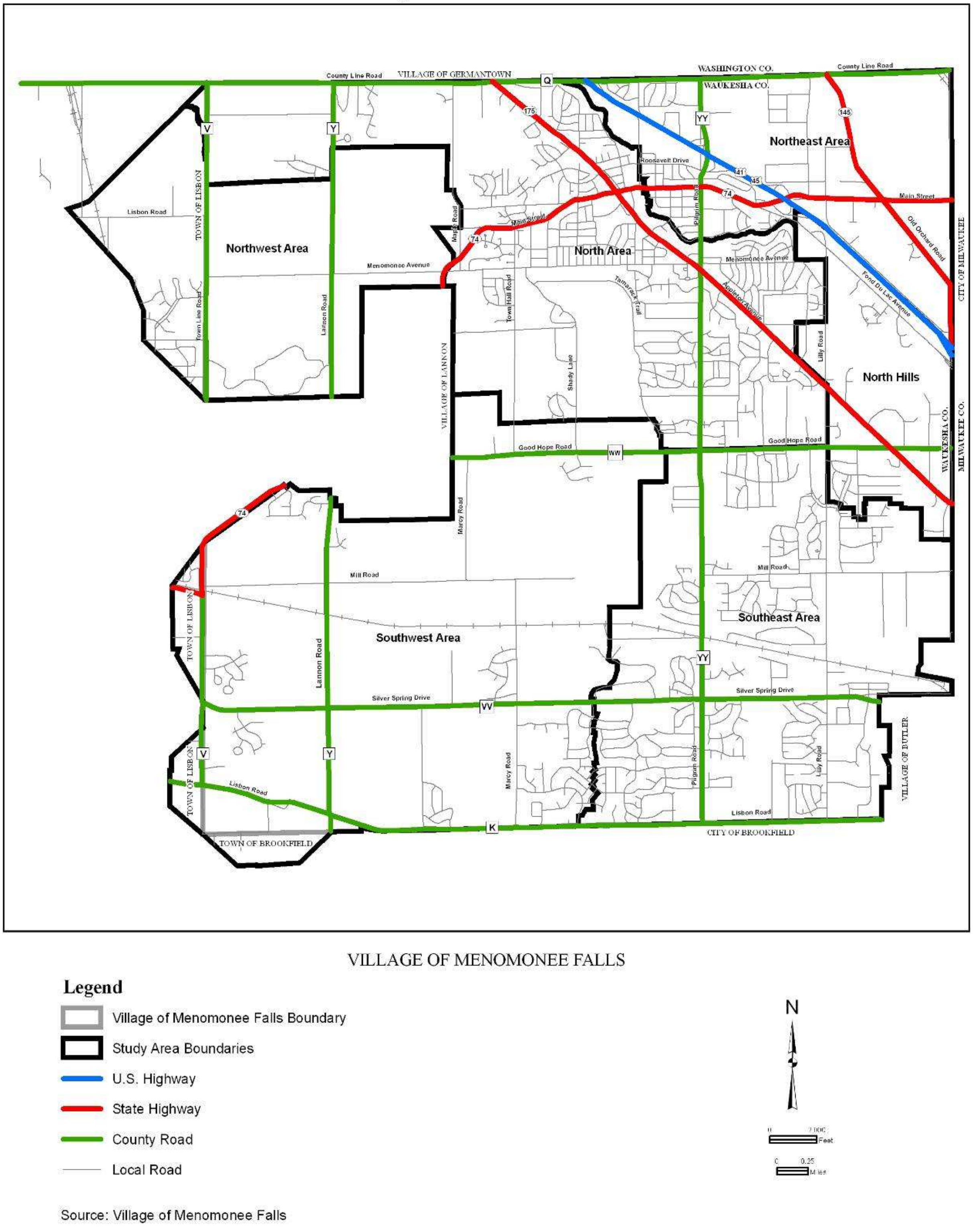
Menomonee Falls is served by public transit on a limited basis. The Milwaukee County Transit System (MCTS) provides fixed route bus service to major destinations such as West Appleton Avenue and Silver Spring Drive. In addition, on-call transportation services for the elderly and disabled are provided through partnerships with the Waukesha County Department of Senior Services. Transportation services are subsidized for adults 65 years of age and older, and for individuals with disabilities who are under the age of 65. Express coach bus service to Menomonee Falls is provided by a number of carriers, although none have scheduled stops within the Village. Scheduled service by carriers such as Badger, Greyhound, and Lamers is provided to area park and ride facilities.

Two park and ride lots serve the Village of Menomonee Falls. The US 41/45 and Pilgrim Road lot is located in the Village of Menomonee Falls, north of US 41/45, on the west side of Pilgrim Road. The Good Hope Road/US 45 lot is located on the south side of Good Hope Road west of US 41/45. MCTS provides local and express "Freeway Flyer" routes in addition to the Milwaukee-Waukesha County connection weekday routes provided by Coach USA, a Waukesha County service.

Figure 1: Bus Transit Serving Menomonee Falls

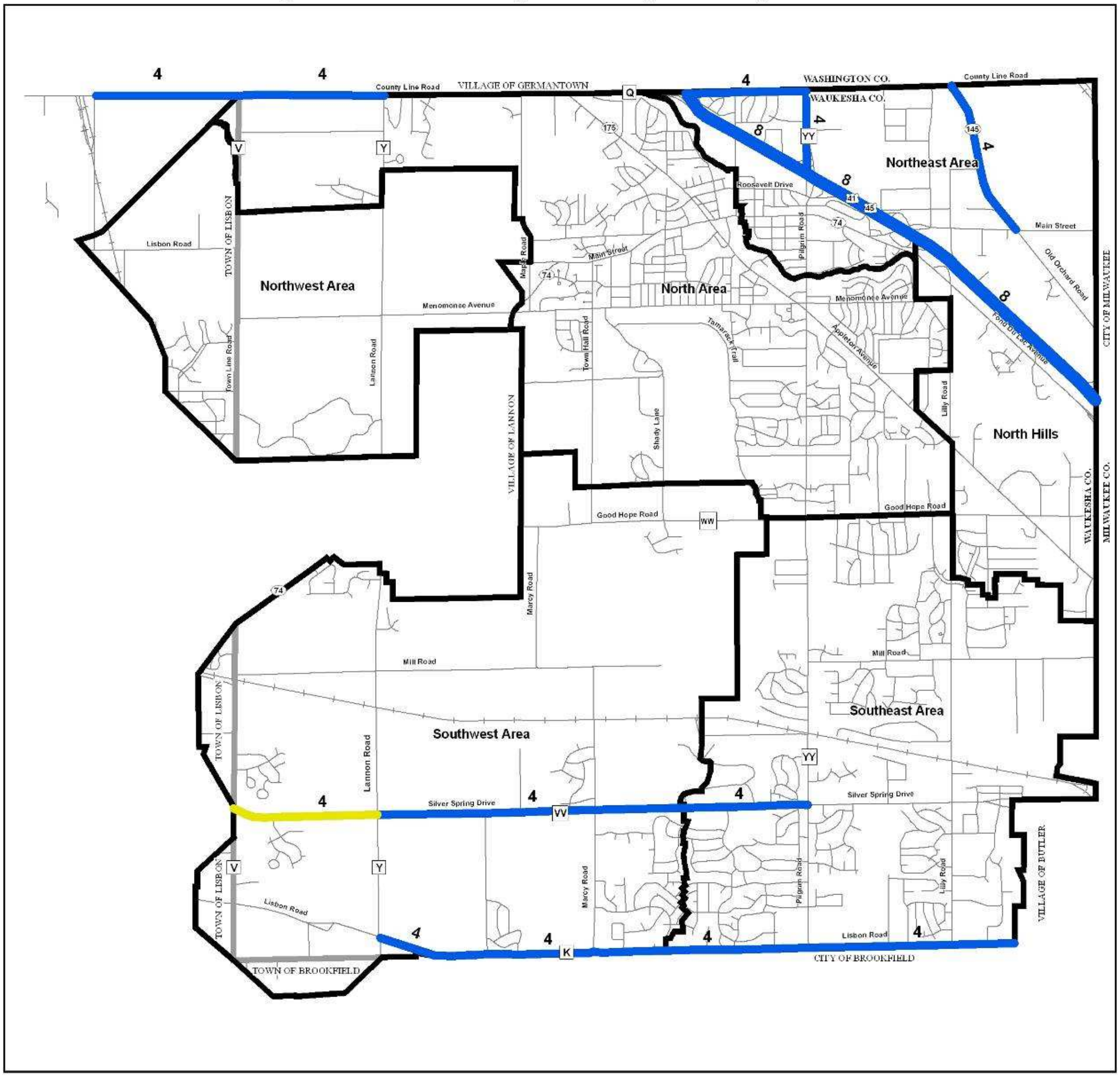


Map 4-Road Jurisdiction



Source: Village of Menomonee Falls

Map 5-SEWRPC 2035 Regional Transportation System Plan



VILLAGE OF MENOMONEE FALLS

Legend

- Village of Menomonee Falls Boundary
- Study Area Boundaries
- Resurfacing/Reconstruction to Provide Same Capacity
- Widening and/or Other Improvement to Provide Significant Additional Capacity
- Reserve Right-of-Way to Accomodate Future Improvement
- 4 Number of Traffic Lanes New or Widened (2 Lanes Where Unnumbered)

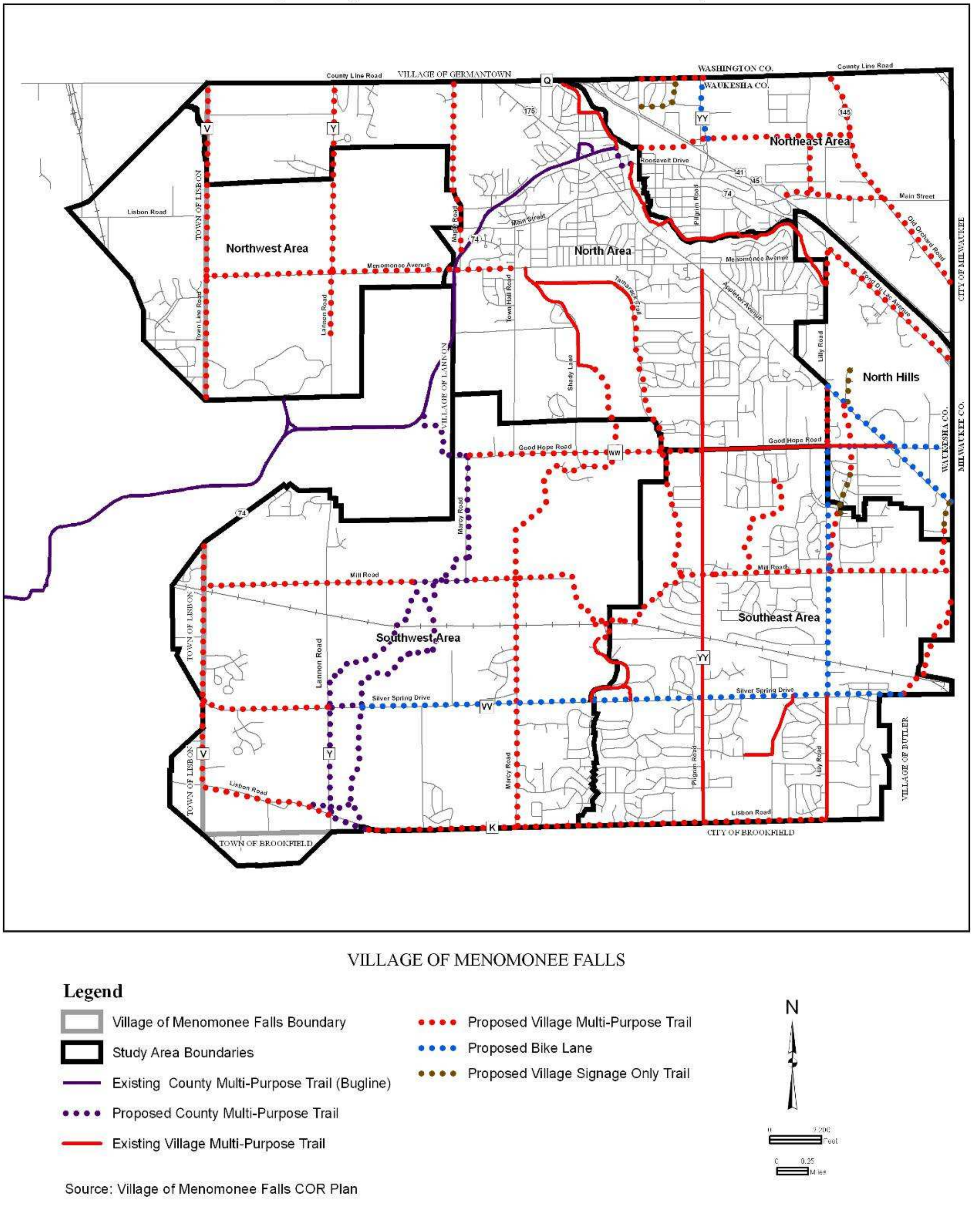
N

0 2,000 Feet

0 0.25 Miles

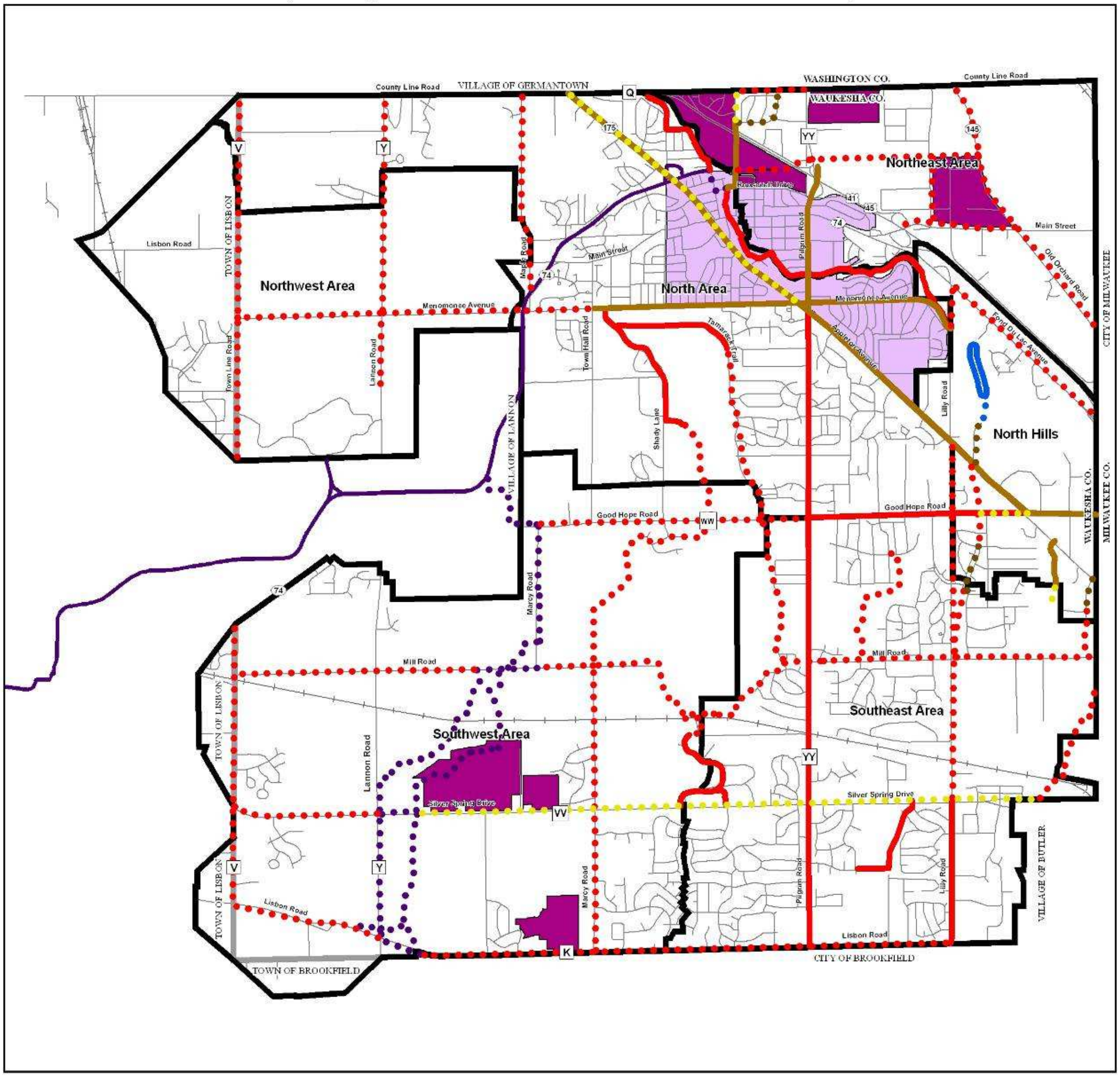
Source: SEWRPC

Map 6-Adopted COR Plan Recommended Bikeways



Source: Village of Menomonee Falls COR Plan

Map 7-Adopted COR Plan Recommended Pedestrian Ways



VILLAGE OF MENOMONEE FALLS

Legend

- Village of Menomonee Falls Boundary
- Study Area Boundaries
- Existing County Multi-Purpose Trail (Bugline)
- Proposed County Multi-Purpose Trail
- Existing Village Multi-Purpose Trail
- Existing Village Sidewalk
- Existing Village Gravel Trail
- Proposed Village Multi-Purpose Trail
- Proposed Village Sidewalk
- Proposed Village Gravel Trail
- Proposed Village Signage Only Trail
- Existing Area With Internal Sidewalks
- Proposed Area With Internal Sidewalks

N

Source: Village of Menomonee Falls COR Plan

LAND USE

The land use element of the *Comprehensive Plan* is a statement setting forth a community's major objectives concerning the desirable physical development of the area. The land use element serves to guide future development and redevelopment of public and private property in Menomonee Falls and its extra-territorial planning area. It consists of recommendations for the type, amount, and spatial location of various land uses required to serve the needs of Village residents through the year 2030. This element is intended to be used as a means to help guide the physical development of the community into an efficient and attractive pattern and to promote the public health, safety, and general welfare. It provides a means of relating day-to-day development decisions to long-range development needs and objectives, helping to ensure that today's decisions lead to long-term goals for the future.

The land use element for the Village of Menomonee Falls was designed to achieve the Village's land use objectives, which reflect broadly held attitudes and preferences of Village residents. These preferences were derived from the public opinion survey and workshops conducted during the planning process. In addition, other planning objectives, including those set forth in County and regional plans, were taken into consideration.

The *Comprehensive Plan* seeks to maintain what are perceived to be the best attributes of the Village, while accommodating moderate urban growth. The plan seeks to achieve an attractive, compact, and functional urban development pattern which can be efficiently provided with basic urban services and facilities, to maintain and preserve the most important environmental and agricultural resources of the Village, and to retain and enhance the Village's natural beauty and cultural heritage.

Existing Land Use

The Existing Land Use map was based on a SEWRPC land use inventory updated in 2005. These uses are broken out into an extensive list of land covers that may result in parts of any individual parcel falling into different categories. For example, a forty-acre parcel might contain 35 acres of crop land and five acres of wetland. This would be reflected in the land cover inventory.

The Village of Menomonee Falls covers an area of approximately 23,185 acres. Residential land uses, totaling 6,518 acres, make up 28.1% of the total area of the Village. This development is overwhelmingly comprised of single-family subdivisions with a suburban character, and is concentrated in the eastern half of the Village. Two-unit and multi-family residential uses cover 375 acres, or just nearly two percent of the Village's land area.

Commercial uses cover 705 acres, and industrial uses cover 1,115 acres within the Village. Commercial uses tend to be located along Appleton Avenue and along Main Street near the Highway 45 interchange. Industrial uses are mostly located north of Highway 45 and in the southeastern part of the Village, along Silver Spring Road and bordering the Village of Butler.

Agricultural lands make up 19.3% of land uses in the Village. These include crop land, pasture land, orchards and nurseries, and other agricultural uses. Together, these total 4,476 acres of the Village. With only a few exceptions, these uses are located in the western half of the Village.

Woodlands and wetlands cover 4,371 acres, or 18.9% of the Village's land area. Surface water covers 150 acres. These uses include the Tamarack Preserve, a significant natural feature located at the center of the community. Development is unlikely to occur in these areas. Public and private recreational lands make up another 4.2% of the land area, or 972 acres.

TABLE 31 Summary of Existing Land Uses Village of Menomonee Falls		
Land Use Category	Acres	Percent
Agricultural	4,476	19.3%
Environmental	4,371	18.9%
Residential Land Uses	6,518	28.1%
Transportation & Utilities	2,447	10.6%
Recreation	972	4.2%
Unused Rural/Urban	1,675	7.2%
Public/Institutional	414	1.8%
Commercial Land Uses	705	3.0%
Landfills/Dumps	340	1.5%
Industrial Land Uses	1,115	4.8%
Surface Water	150	0.6%
Extractive	2	0.0%
Total	23,185	100.0%

Land Supply and Opportunities for Redevelopment

The Village of Menomonee Falls contains a great deal of land which would be suitable for development. This includes some infill sites in the eastern half of the Village, but is primarily made up of agricultural land in the western half. Any future development plans for these areas should take into consideration the availability of infrastructure and other public services.

The Village has identified locations in which to promote redevelopment and is committed to maintaining the vitality of its urban core. These include portions of Main Street east of Appleton Avenue, which were addressed in the Northeast Area Plan, incorporated herein as Chapter 10.

UTILITIES AND COMMUNITY FACILITIES

This section of the *Comprehensive Plan* reviews current and future issues related to water treatment and supply, sanitary treatment, emergency services, schools, and other utilities or community facilities.

Sanitary Sewer

Eastern and northern portions of the Village of Menomonee Falls are served by the Milwaukee Metropolitan Sewerage District. Some of the southwestern portion of the Village is covered by the Village of Sussex sewer service area, and a small area along the southern border is covered by the City of Brookfield sewer service area. Services have not been extended to much of the western half of the Village, where most existing development is on private well and septic systems.

The Village's current sewer capacity is 20.77 million gallons per day (MGD). Current average demand is 3.63 MGD, with a peak demand of 17.3 MGD. The capacity of those areas served by the Milwaukee Metropolitan Sewerage District (MMSD) is 19.51 MGD. Current demand in those areas is 3.40 MGD, with a peak demand of 5.617 MGD.

Current projects in the sanitary sewer system include construction of a lift station in Section 31. Future projects will include rehabilitation of sanitary sewers to prevent clear water from entering the system. These projects will be conducted to comply with the MMSD Capacity, Management, Operation, and Maintenance (CMOM) Program and with stipulations from the Wisconsin Department of Justice based on a recent state lawsuit.

Water Supply

The Village of Menomonee Falls is split almost evenly by the sub-continental divide. Water falling west of the divide goes into the Fox River Watershed and eventually into the Gulf of Mexico via the Mississippi River. Water falling on the east side goes into the Menomonee River watershed and flows into the Great Lakes. The existence of the sub-continental divide has caused significant controversy regarding water supply in the Milwaukee region. Current regulations restrict use of Lake Michigan's water to areas east of the divide that are within the Lake's watershed. Areas west of the divide must rely on wells, and in many areas the groundwater supplies are becoming depleted. Under current regulations the communities straddling the divide can request a water diversion from Lake Michigan, but would have to prove they have "no reasonable water supply alternative" including conservation. The community would also need to return an equal amount of treated wastewater to the lake using expensive pumping systems. Lack of access to Lake Michigan water could be a significant limitation on development in areas west of the divide.

The Village's current water supply capacity is 10.89 MGD. Current average water demand for the Village is 3.659 MGD, with a peak demand of 6.322 MGD. The capacity for those areas supplied by surface water is 8.94 MGD, with an average demand of 3.353 MGD, and a peak demand of 5.617 MGD. The capacity for those areas supplied by groundwater sources is 1.95 MGD, with an average demand of 0.306 MGD, and a peak demand of 0.778 MGD.

Recent projects in the water system include construction of a booster station to increase pressure for a significant part of the Taylor's Woods subdivision. The Village is focusing on expanding its water distribution system in the groundwater area in order to build redundancy through looping of water mains, construction of additional wells, and construction of a new water tower within the next 5 years.

Stormwater

The major storm water issues in the Village are sewer back-ups caused in part by stormwater, and areas of stormwater and roadway flooding. The Village is currently focusing on the NE 1/4 of Sec. 9 and the NW 1/4 of Sec. 10. This area of the Village had a large amount of flooded basements during the severe rainfall in June of 1997.

The Village currently has two future storm sewer projects in the 2006-2010 Capital Improvement Plan. The first project consists of replacement of the existing storm sewer and construction of new storm sewer in the area of Village Park, Ann Avenue, Shady Lane and Menomonee Avenue. This project would alleviate flooding and help to reduce sanitary sewer backups in the area. The project, the highest priority in the Storm Water Management System Plan, has an estimated construction cost of $2,700,000. If approved, the project will be constructed in 2008 or 2009.

The second project consists of replacement of an existing storm sewer in Appleton Avenue, at the east end of Village Park near Mill Street, including the construction of a large box culvert. If approved, the project would be constructed in 2007 or 2008 at an estimated cost of $360,000. The two projects are related as the storm sewer from the first project drains into Village Park, through an open channel in the park, then into the storm sewer for the second project, and then to the Menomonee River.

Solid Waste Disposal and Recycling

Solid waste disposal and recycling services in the Village are performed by Waste Management, a private company. Waste Management operates three sites in the Village, along with others in the Milwaukee metro area.

Power Generating Plants and Transmission Lines

Menomonee Falls is served by the American Transmission Company (ATC) and We Energies. System inventories are not made available due to Homeland Security concerns. As of October, 2006 We Energies has no capital projects planned in the Village. Capacity is expanded in response to development needs.

Schools

The School District of Menomonee Falls serves most of the eastern and northern parts of the Village. It has four elementary schools Benjamin Franklin, Shady Lane, Valley View, and Riverside), a middle school, a junior high, and a high school. The Hamilton School District serves the southwestern portion of Menomonee Falls, along with all or part of the Villages of Lannon and Butler, and the Towns of Lisbon and Sussex. Students living in Menomonee Falls may attend Marcy or Lannon Elementary Schools, Templeton Middle School, or Hamilton High School. The District's optional half-day 4-year-old kindergarten program is located in the Willow Springs Learning Center.

During the 2005-2006 school year the Menomonee Falls School District had an enrollment of 1,913 elementary school students, 1,440 middle school/junior high students, and 1,186 high school students. In the same period, the Hamilton School District had an enrollment of 2,131 elementary school students, 897 middle school/junior high students, and 1,237 high school students. The Menomonee Falls School District passed a referendum in November 2006 raising approximately $25 million to extensively renovate the District's existing schools.

Fire and Rescue

The Menomonee Falls Fire Department is staffed by 15 full-time, 11 part-time, 7 part-time/Paid-on-call, 35 paid-on-call, 25 volunteer and 2 reserve Firefighters and/or Emergency Medical Technicians. The Department operates out of four stations and plans to build a new station on Silver Spring Drive in the near future. The Village of Lannon provides fire services for the western part of Menomonee Falls.

Police

The Menomonee Falls Police Department is composed of 59 full-time sworn police officers, 11 civilian support personnel, and between 9 and 14 part-time police aides. The Police Department is located in the Village Hall complex on Pilgrim Road.

Cemeteries

Cemeteries within the Village of Menomonee Falls include Union Cemetery, St. Paul Cemetery, Emmanuel Community Church Cemetery, St. Mary's Cemetery, and St. Anthony's Cemetery.

Libraries

The Menomonee Falls Public Library is located adjacent to the Village Hall complex on Pilgrim Road. The 50,000 square foot library's collection contains approximately 105,000 volumes.

Health Care Facilities

Menomonee Falls is served by Community Memorial Hospital, located on Town Hall Road. Community Memorial Hospital is a member of Froedert and Community Health, which also operates the Community Memorial Medical Commons on Northfield Drive. Advanced Healthcare operates a clinic on Menomonee Avenue. Medical Associates operates a clinic on Townhall Road, a medical and well-being center on Silver Spring, a Behavioral Health Center on Appleton Avenue, and a Rehabilitation Center on Water Tower Place.

Other Community Facilities

The Menomonee Falls Community Education and Recreation Department operates a community center on Margaret Road. The Village operates the Village Hall complex on Pilgrim Road (including Village offices, the police department, and library), several utility buildings, and two Public Works facilities for Village vehicles.

Telecommunications Facilities

Menomonee Falls is served by traditional (wire) telephone and data service, including high speed broadband by several providers. As of 2006 there are no plans for community-wide broadband wireless “wi-fi” provision. The Village currently contains 20 cell towers. All major service providers have complete coverage in the Village.

AGRICULTURAL, NATURAL, AND CULTURAL RESOURCES

This section includes a discussion of environmental features and constraints, agricultural uses, historic properties, cultural resources, and related features of the community.

Natural Resources Inventory and Analysis

The Village contains approximately 3,760 acres of primary environmental corridors. These corridors generally lie along stream valleys and surround major lakes, containing almost all of the best remaining wetlands, woodlands, and wildlife habitat areas, as well as most of the major lakes and streams and associated floodlands. Secondary environmental corridors are located along small perennial and intermittent streams. An estimated 270 acres of secondary environmental corridors are found in Menomonee Falls. These corridors contain a variety of resource elements, often being remnants of primary environmental corridors that have been partially converted to intensive urban or agricultural use. Secondary environmental corridors facilitate surface water drainage and maintain pockets of natural resource features.

Approximately 555 acres of isolated natural resource areas are found in Menomonee Falls. These areas may include wildlife habitat, provide locations for local parks and nature study areas, and lend unique aesthetic character and natural diversity to an area. These uses should be protected and preserved to the extent practicable.

Surface Water

According to SEWRPC, the Village of Menomonee Falls contains more than 99 acres of surface water. Approximately 80 acres of that surface water is located in Primary Environmental Corridors, Secondary Environmental Corridors or Isolated Natural Resource Areas. The major waterways in the Village are the Menomonee River in the northeast section of the Village, the Fox River in the west, and Lilly Creek in the southeast.

Floodlands

The Waukesha County Development Plan states that "the floodlands of a stream are the wide, gently sloping areas contiguous with and usually lying on both sides of a stream channel." Streams occupy their channels most of the time. However, during even minor floods, stream discharges increase beyond the capacity of the channel to contain the entire flow, especially where development increases runoff or alters the stream channel. As a result, stages increase and the stream spreads laterally over the floodlands. Periodic flow of a river onto its floodlands is a recurring phenomenon and, in the absence of costly flood control measures, will occur regardless of the extent of development in floodlands.

Floodlands are normally defined as the areas, excluding the channel, subject to inundation by the 100-year recurrence interval flood event. This can be defined as an event having a one percent probability of occurring. In Menomonee Falls, such a storm event would deposit a minimum of 7.1 inches of rain in a 24-hour period. Floodlands are not suited to urban development because of flood hazards, high water tables, and inadequate soils. These areas are, however, generally suitable locations for parks and open space. Floodlands also provide storage for floodwaters and thereby decrease downstream flood discharges and stages.

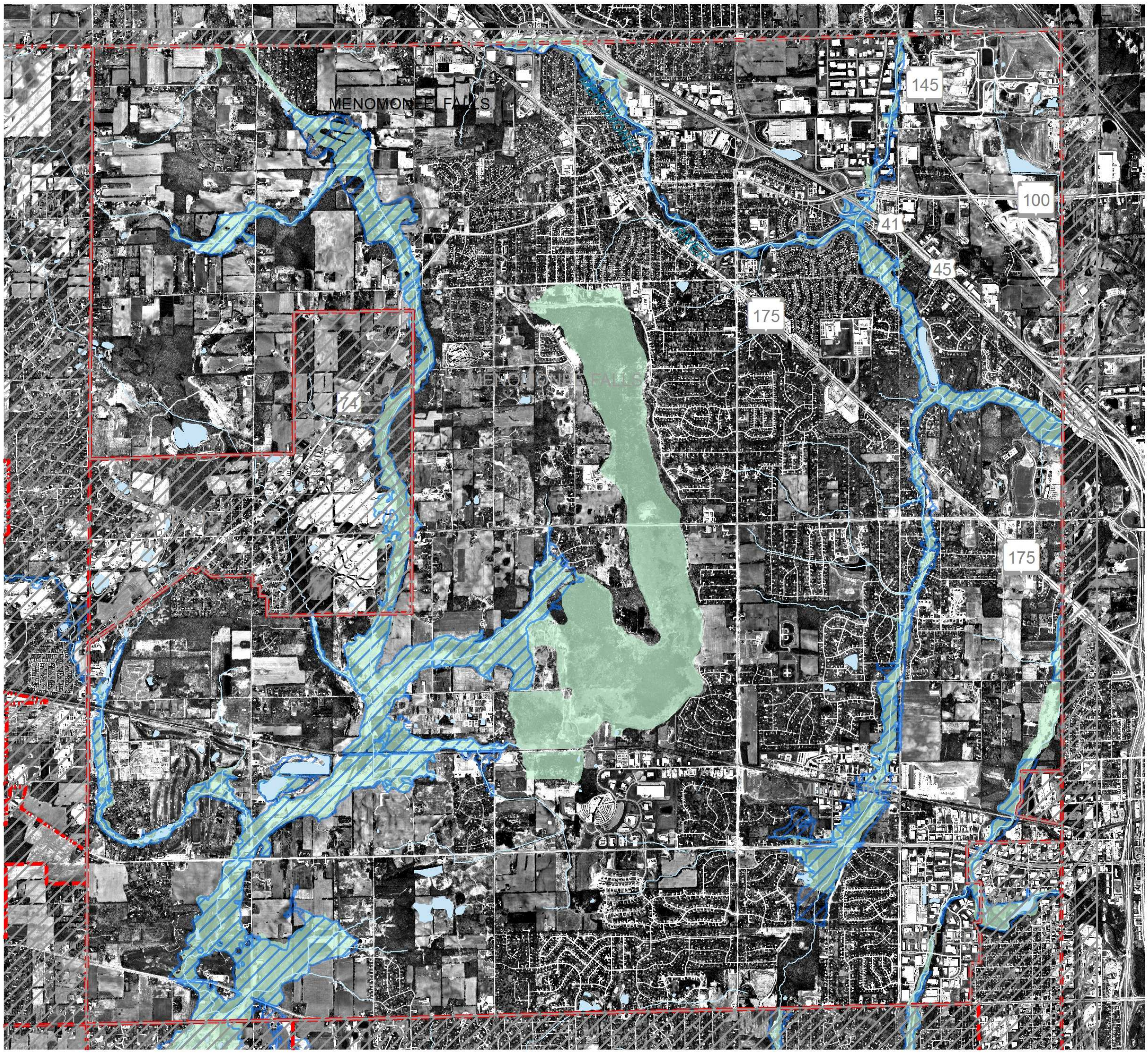
The floodplain and flood fringe maps available for this *Comprehensive Plan* are generalized indications of flood prone areas. Recommendations regarding development proximate to flood prone areas are found later in this plan.

Groundwater

With the conversion of the eastern portion of the Village of Menomonee Falls to Lake Michigan water, the Village has reduced its reliance on the groundwater aquifers. However, as stated in the Waukesha County Development Plan, adopted in 1997 and amended in 2006, some areas of Menomonee Falls are:

> *"dependent on groundwater for their potable water supply and for many industrial water supplies. This is especially true in those areas west of the sub-continental divide. Groundwater resources thus constitute an extremely valuable element of the natural resource base. The continued growth of population and industry within the County, and within all of Southeastern Wisconsin, necessitates the wise development and management of groundwater resources. Because groundwater is recharged from the surface, certain land uses can result in pollution of groundwater, requiring costly or environmentally difficult cleanups. Protection of public water supplies is therefore largely dependent upon the appropriate use of land.*
>
> *The source of groundwater recharge in the Village is precipitation and snowmelt. Each year, between one and two inches of precipitation and snowmelt infiltrate and recharge the groundwater reservoir. The amount that infiltrates at any locality depends mainly on the permeability of the surface soils and rock materials, including the extent of urban development and its attendant impervious surfaces. Most of the recharge water circulates only within the shallowest aquifer system before it is discharged as seepage to the surface waters or evaporates. Only a small part of the recharge reaches the deeper parts of the groundwater system.*
>
> *Groundwater quality conditions can be impacted by such sources of pollution on the surface as landfills, agricultural fertilizer, pesticides, manure storage and application sites, chemical spills, leaking surface or underground storage tanks, and onsite sewage disposal systems." Areas with the highest potential for groundwater contamination can be found in the western 1/3 of the Village.*
>
> *In 2003, the Wisconsin Legislature passed the Groundwater Protection Act (Act 310) which sets new standards and conditions for approval of high capacity wells by the Department of Natural Resources (DNR) and other requirements for the management of the use of groundwater. Under Act 310, groundwater management areas were established in Southeastern and Northeastern Wisconsin, most notably Waukesha and Brown Counties, respectively. Those areas were designated as such because declining groundwater levels have become a chronic concern."*

Map 8 - County Floodplain Map



VILLAGE OF MENOMONEE FALLS

Legend

- SEWRPC Floodplain
- FEMA Special Flood Hazard Areas
- Area outside municipality

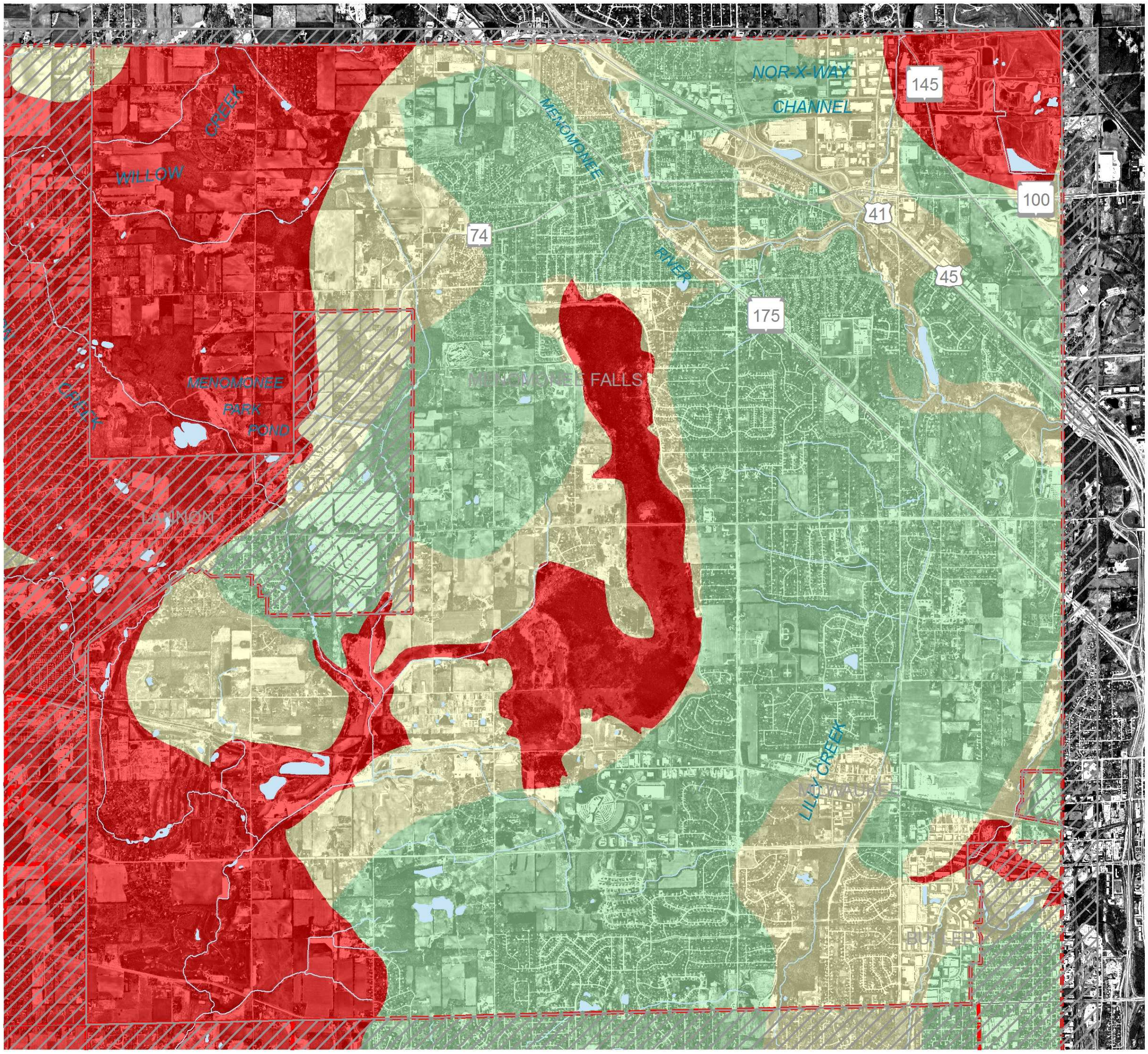
Source: FEMA, SEWRPC & Waukesha County

N

0 2,000 Feet

0 0.25 Miles

Map 9 - Groundwater Contamination Potential



VILLAGE OF MENOMONEE FALLS

Legend

- High Contamination Potential
- Medium Contamination Potential
- Low Contamination Potential
- Area outside municipality

Source: SEWRPC, WGNHS & Waukesha County

N

0 2,000 Feet

0 0.25 Miles

In June 2002, the Southeastern Wisconsin Regional Planning Commission issued Technical report 37, Groundwater Resources of Southeastern Wisconsin. This report focuses on shallow aquifers and their contamination potential. Deep aquifers were not studied in detail as a part of this report. SEWRPC subsequently issued a prospectus, and received support and funding for the study of the region's deep aquifers. A study is currently underway.

Wetlands

According to the Waukesha County Development Plan, adopted 1997 and amended in 2005, "Wetlands are defined by the Regional Planning Commission as "areas that are inundated or saturated by surface water or groundwater at a frequency, and with a duration sufficient to support, and that under normal circumstances do support, a prevalence of vegetation typically adapted for life in saturated soil conditions.

Wetlands perform an important set of natural functions that make them particularly valuable resources for overall environmental health and diversity. Some wetlands provide seasonal groundwater recharge or discharge. Those wetlands that provide groundwater discharge often provide base flow to surface waters. Wetlands contribute to the maintenance of good water quality, except during unusual periods of high runoff following prolonged drought, by serving as traps, which retain nutrients and sediments, thereby preventing them from reaching streams and lakes. They act to retain water during dry periods and hold it during flooding events, thus keeping the water table high and relatively stable. They provide essential breeding, nesting, resting, and feeding grounds and predator escape cover for many forms of fish and wildlife. These attributes have the net effect of improving general environmental health; providing recreational, research, and educational opportunities; maintaining opportunities for hunting and fishing; and adding to the aesthetics of an area.

Wetlands pose severe limitations for urban development. In general, these limitations are related to the high water table, and the high compressibility and instability, low bearing capacity, and high shrink-swell potential of wetland soils. These limitations may result in flooding, wet basements, unstable foundations, failing pavements, and failing sewer and water lines. Moreover, there are significant and costly onsite preparation and maintenance costs associated with the development of wetland soils, particularly in connection with roads, foundations, and public utilities.

Agriculture

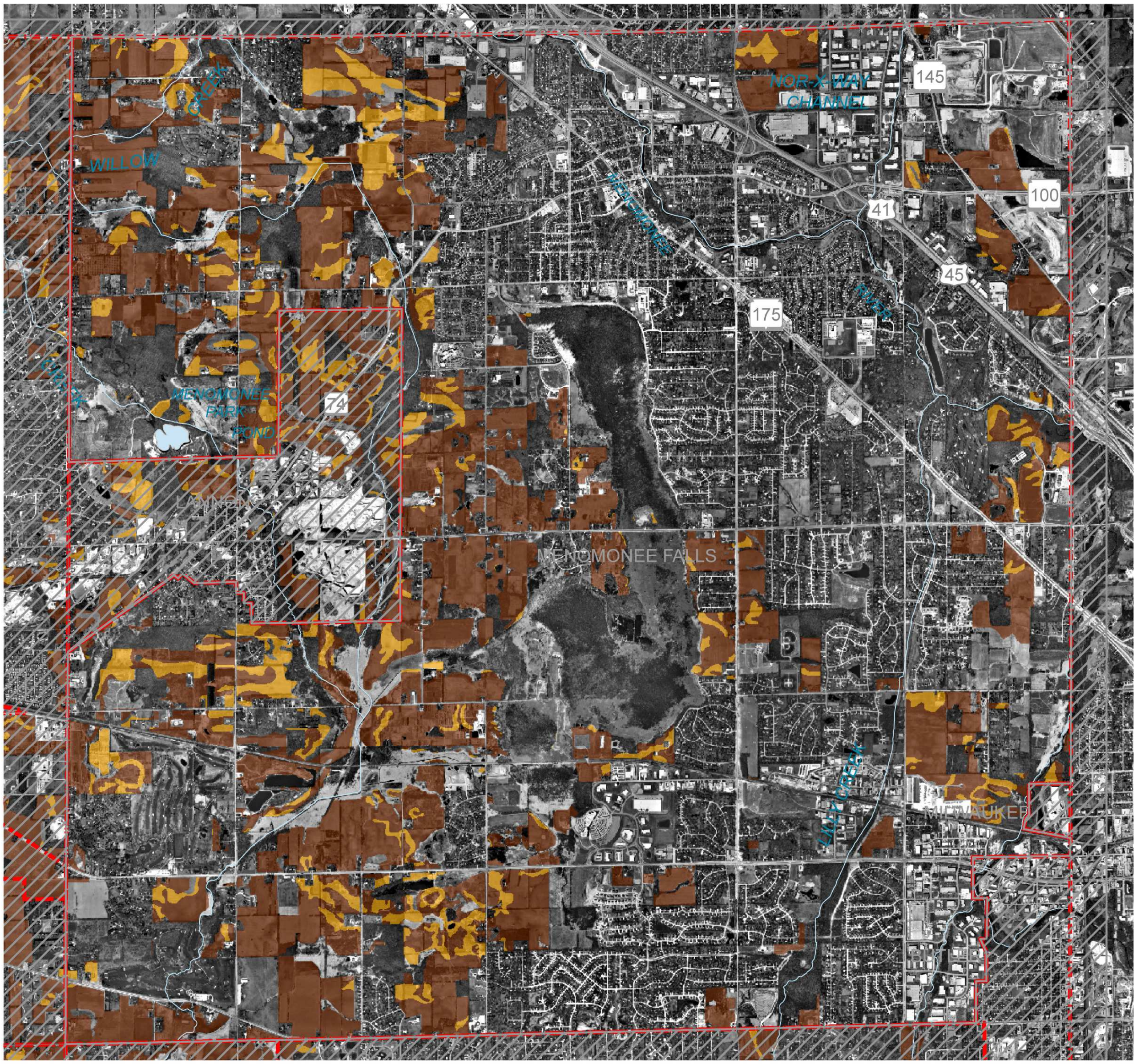
Agriculture remains an important, but diminishing, land use within the Village, particularly in the western study areas of this plan. This plan anticipates the build-out stage of the community and does not anticipate that agriculture will remain a viable long-term industry.

Map 10 depicts the Class-I and Class-II prime agricultural soils, while Map 11 depicts the agricultural lands already lost to development.

Geological Sites

According to the Draft Update to the Waukesha County Development Plan, a survey of scientifically and historically important bedrock geological sites in Southeastern Wisconsin was conducted by Dr. Joanne Klussendorf of the University of Illinois-Champaign-Urbana and Dr. Donald G. Mikulic of the Illinois State Geological Survey. Based on published literature, archives, letters and unpublished reports, field notes and maps of earlier geologists and new field examinations, a list of significant geological sites known to have existed, was compiled. The report identifies several significant geological sites in the Village, as shown in Table 32.

Map 10 – Prime Agricultural Lands



VILLAGE OF MENOMONEE FALLS

Legend

- Class I & II Soils
- Class III Soils
- Area outside municipality

N

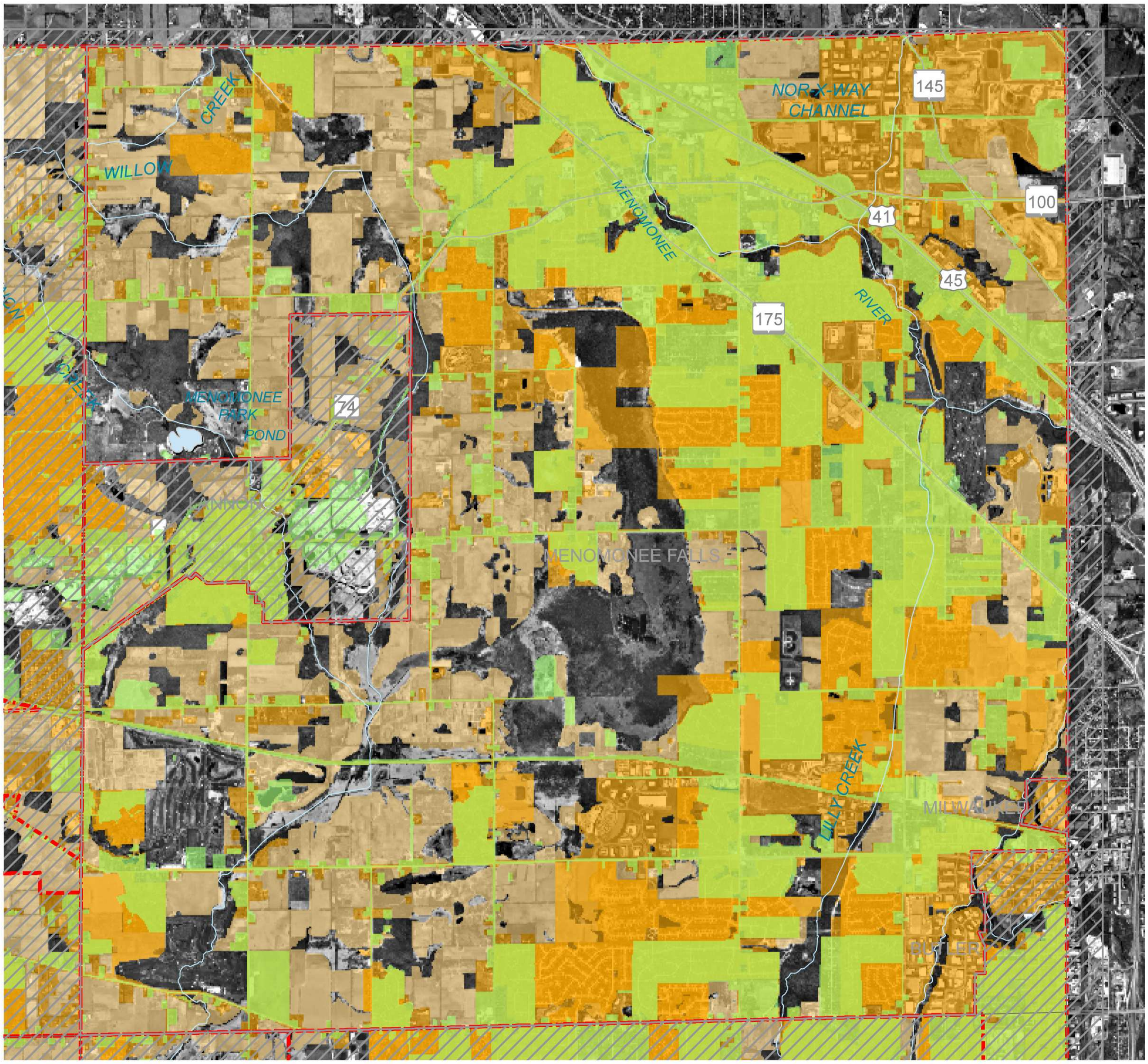
0 2,000 Feet

0 0.25 Miles

Note: Agricultural land use data from 2000 SEWRPC inventory. All subdivisions and condominium plats recorded up to March 2005 have been removed.

Source: NRCS, SEWRPC & Waukesha County

Map 11 – Agricultural Lands Lost to Development



VILLAGE OF MENOMONEE FALLS

Legend

- 1963 Urban Land Uses
- Land Converted from Agriculture to Urban Uses 1963-2005
- 2005 Agricultural Land Uses
- Area outside municipality

N

0 2,000 Feet

0 0.25 Miles

Note: Agricultural land use data from 2000 SEWRPC inventory. All Subdivisions and condominium plats recorded up to March 2005 have been removed.

Source: NRCS, SEWRPC & Waukesha County

TABLE 32 Important Geological Sites in Menomonee Falls			
Site Name	Classification	Location	Description
Menomonee Falls Reef	GA-1	T8N, R20E Section 10	Series of natural outcrops which form a river gorge, as well as old quarry exposures and lime kilns, situated along the Menomonee River. Falls form from exposure-resistant reef rock. One of the earliest bedrock sites described in Southeastern Wisconsin, having been noted by Increase Lapham in the 1840s.
Menomonee Park Quarry and Domes	GA-2	T8N, R20E Sections 7, 8	Natural and human-made exposures of Racine Dolomite. Contains some of the least-disturbed rock controlled geomorphology in Waukesha County
Menomonee River Outcrop	GA-2	T8N, R20E Section 36	Low outcrops of Racine Dolomite interreef strata along Menomonee River
Little Menomonee River Reef District	GA-2	T8N, R20E Section 2	Silurian Racine Dolomite reef rock exposures. Has considerable importance in scientific research. Contains a wide variety of reef features
Derrick Quarry	GA-3	T8N, R20E Section 8	Small abandoned Lannon stone quarry, noted for containing only surviving 19th-century-style wooden stone-hoisting derrick
Notes: GA-1 identifies Geological Area sites of statewide or greater significance. GA-2 identifies Geological Area sites of countywide or regional significance GA-3 identifies Geological Area sites of local significance.			
Source: Wisconsin Department of Natural Resources, Wisconsin Geological and Natural History Survey, and SEWRPC.			

Non-Metallic Mining Resources

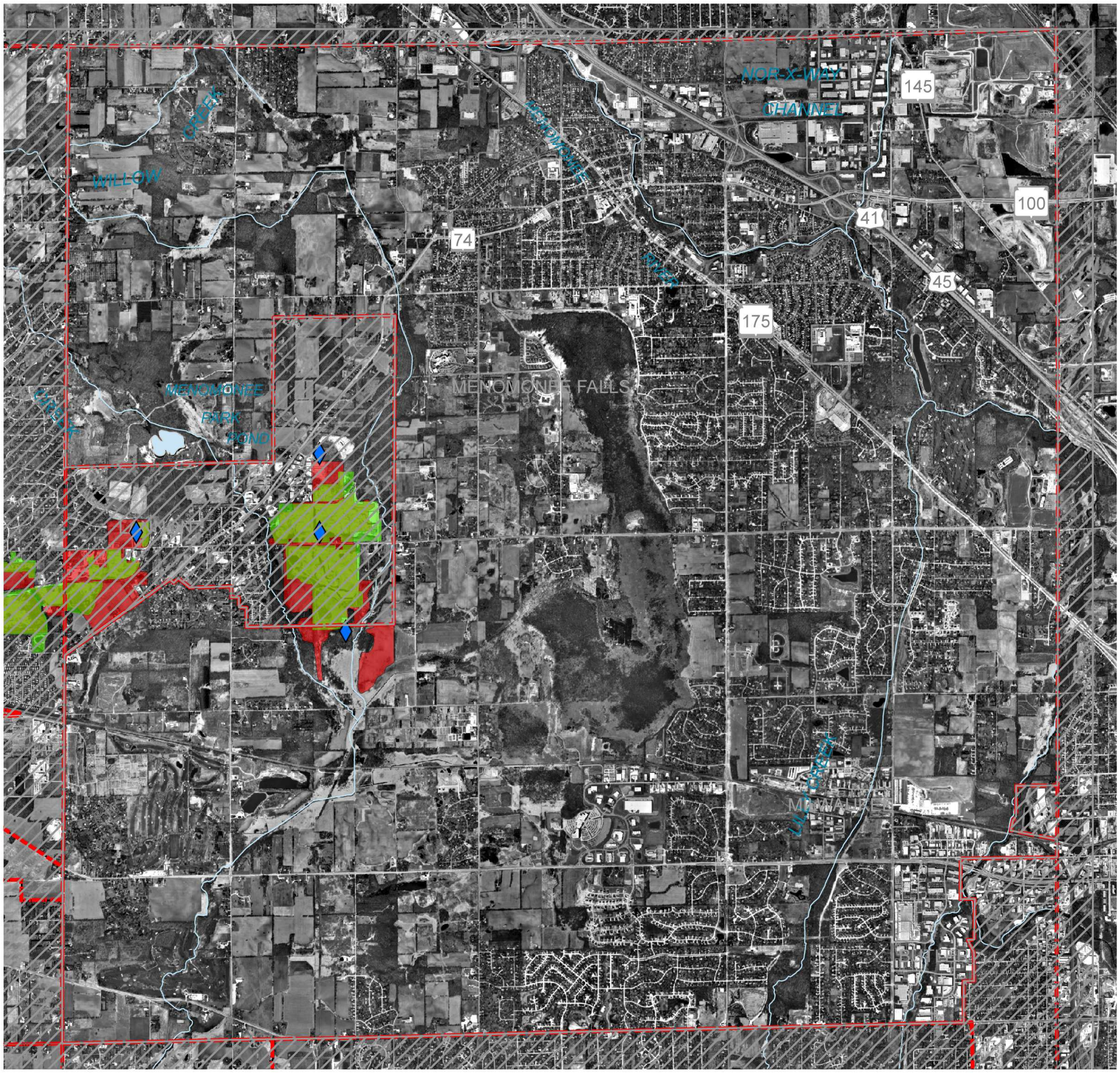
The current non-metallic mining operations in the area consist of limestone quarries in the Village of Lannon. However, as depicted in Map 12, the Waukesha County Development Plan future shows that expansions of these quarries may include lands in the Village of Menomonee Falls. These lands are located just south of the Village of Lannon, between Lannon Road and Marcy Road.

Parks, Open Space, and Recreational Resources

In 2008 the Village of Menomonee Falls had eleven developed parks and one parkway providing 1,470 acres for open space and recreational uses. The Village also contains about 72 acres of recreational land owned by school districts. Waukesha County operates Menomonee Park, a large natural resource oriented park. The County also operates Wanaki public golf course and the Bugline Recreation Trail. Two other golf courses are located in the Village-Silver Spring Country Club is a private course that is open to the public and North Hills Country Club is a members-only course. The Village also owns approximately 124 acres of outlots, floodplain, and rights-of-way that may be suitable for public parks or natural areas.

The Village of Menomonee Falls Comprehensive Outdoor Recreation (COR) Plan was adopted in April 2006. The COR plan makes several recommendations for acquiring open space and parks including:

Map 12 – Non-Metallic Mining



VILLAGE OF MENOMONEE FALLS

Legend

- Limestone Quarries
- Sand & Gravel
- Peat Mine
- Year 2000 Extractive Areas
- Future Extractive Areas
- Regulatory Authority - County
- Area outside municipality

N

0 2,000 Feet

0 0.25 Miles

Source: SEWRPC & Waukesha County

- Properties owned by the Village in the area along Lilly Creek between Willowood Park and North Hills Country Club, that were acquired in prior flood control projects, should be designated as the Lilly Creek Parkway. Similarly, the Village owns several parcels along the Menomonee River near Mill Road and Parkway Drive that have no formal park designations. These properties should be designated part of the Menomonee River Parkway and could be expanded as surrounding lots come up for sale.
- The lands included in SEWRPC environmental corridors around Tamarack Preserve, especially those areas that are "holes" in the Preserve, should be acquired by the Village when possible. Additionally, lands within the environmental corridors along the Fox River north of Menomonee Avenue should be acquired if they become available. Acquisition efforts in this area should focus on connecting the Bugline Trail, Menomonee Park, the proposed County Greenway, and any new Village parks created in the northwestern corner of the Village
- Based upon the level of service standards and population projections, land for two new parks should be acquired within the next 1 to 5 years. One park should be located west of the Hamilton School District property on Silver Spring Drive. Ideally, this park would be located between Lannon Road and Marcy Road. The other park should be generally located between Pilgrim Road and Marcy Road near Silver Spring Drive. These parks should be designed for active use facilities, in order to address the Village's deficiency in softball and soccer facilities.
- Land for two additional new parks should be acquired beyond 2010 to fill gaps in service area coverage. One park should be generally located near Mill Road west of Tower Hill Park. One possible location for this park is the municipal landfill on Mill Road. A second park should be located in the northwestern corner of the Village, west of Maple Road Park and north of Menomonee Avenue. Where applicable, properties should be acquired prior to amending the area into the Village's Sanitary Sewer Boundary.

Historic and Cultural Resources

The Village of Menomonee Falls operates Old Falls Village, a living history museum and park on the corner of Pilgrim Road and County Line Road. Old Falls Village contains a variety of historic homes and buildings, dating from the 1800's and early 1900's, including a log home, school house, barn, railroad depot, and dairy. Table 33 lists historic properties in the Village.

TABLE 33
Historic Sites in the Village of Menomonee Falls
Listed On the National Register of Historic Places: 2005

Adam Ploss Shop/House	N88 W16475 Main St
Adolph C. Nehf Building	N88 W16551 Main St
Andrew Barnes House	Cleveland Ave
Auto Sales Co. Buick Garage	N88 W16414 Main St
Baer, Albert R. House	W 166 N 8990 Grand Ave
C.M. Rintelman Building	N88 W16573 Main St
Cyrus Davis Farmhouse	W 204 N 7776 Lannon Rd
Davis, Cyrus/Davis Brothers Farmhouse	W204 N7818 Lannon Rd

TABLE 33 (continued) Historic Sites in the Village of Menomonee Falls Listed On the National Register of Historic Places: 2005	
Dr. Christian Rieger Barn	N88 W16749 Main St
Dr. Christian Rieger House	N88 W16749 Main St
Edward Stark Block	N 88 W 16731-16733 Appleton Ave
Elizabeth Hoos House	W164 N9010-2 Water St
Enterprise Roller Mill	N88 W16447 Main St
Ernest Himmel Building	N88 W16593-16597 Main St
Frank Koehler House	N 88 W 16621 Appleton Ave
Fraser Bldg	N88 W16723-16725 Appleton Ave
Fye Building	N89 W16389 Main St
Garwin A Mace House	W 166 N 8941 Grand Ave
Garwin Mace Lime Kilns	Lime Kiln Park
Hans Mueller Cafe	N 88 W 16718 Appleton Ave
Henry Hoos House	W 164 N 8953 Water St
Herbert Hoeltz House	N 87 W 15714 Kenwood Blvd
Hoenig And Lohn Clothing Store	N88 W16495 Main St
I.B. Rowell And Co. Agricultural Works Ware-house	N88 W16444 Main St
Johann Zimmer Farmhouse	W 156 N 9390 Pilgrim Rd
John A Pratt House	N 88 W 15634 Park Blvd
John Yanicke Butcher Shop	N89 W16353-16355 Main St
Klondike Saloon	N 88 W 16567 Main St
Leroy A. Henze House	N89 W15791 Main St
Leroy A. Henze Pergola	N89 W15791 Main St
Mace Block	N88 W16665 Main St
Main Street Bridge	Main St At The Menomonee River
Martin Henrizi Barn	N89 W16371 Main St
Menomonee Falls Municipal Bldg	N 88 W 16631 Appleton Ave
Menomonee Hotel	N88 W16697 Main St

TABLE 33 (continued) Historic Sites in the Village of Menomonee Falls Listed On the National Register of Historic Places: 2005	
Mill Dam And Pond	On Menomonee River On Block Between Main, Water, Mill & Grand Sts
Miller-Davidson House	N 96 W 15791 County Line Rd
North Hills Country Club	N 73 W 13430 Appleton Ave
No Title	N88 W16557-16559 Main St
Obermann Block	N89 W16370 Main St
Reinhold Hille Building	N 88 W 16712 Appleton Ave
Stark And Thomas Building	N88 W16733-16735 Main St
Third St Bridge	Roosevelt Dr Over The Menomonee River
Thomas Building	N88 W16739-16741 Main St
Thomas Camp Farmhouse	W 204 N 8151 Lannon Rd
Van Vechten Block	N 88 W 16672 Main St
Village Park Bandstand	Village Park On Garfield Dr
Wick, Michael Farmhouse And Barn	N72 W13449 Good Hope Rd
Source: Waukesha County and UW-Extension	

TABLE 34 Eligible Historic Sites in the Village of Menomonee Falls Not Listed on the National Register of Historic Places: 2005	
Captain Fredolin Schmidt House	N 89 W 15937 Main St
Harry Neu House	N 89 W 15703 Main St
J B Whittaker House	N 89 W 16278-80 Main St
Joe Brazy House	N 89 W 15883 Main St
Joseph Jackson Hadfield House	710-712 N East Ave
Julius Kaun Farmhouse	N 89 W 15782 Main St
M F Lepper House	N 88 W 16596 Main St
No Title	N 88 W 15750 Park Blvd
No Title	N 89 W 15949 Main St
Peter Neuburg House	N 89 W 16170 Main St
Robert H Wendt House	N 89 W 16030 Main St
St. Anthony’s Church	N 74 W 13604 Appleton Ave
St. James Catholic Church	W 220 N 6588 Main St
St. Mary’s Catholic Church	N 89 W 16297 Cleveland Ave
White Elm Nursery	621 W Capitol Drive
Source: Waukesha County and UW-Extension	

4. OBJECTIVES, PRINCIPLES AND STANDARDS

The *Comprehensive Plan* for the Village of Menomonee Falls incorporated objectives developed through public participation efforts by the Comprehensive Planning Task Force, past and present planning efforts in the Village, Waukesha and Milwaukee Counties, the Southeastern Wisconsin Regional Planning Commission (SEWRPC), the State of Wisconsin, and other contributing agencies. Objectives developed through this planning process have been formulated with supporting principles and standards. These standards will play an important part of this Plan's recommendation and implementation benchmarks.

HOUSING

The following are the Village's adopted objectives, policies and standards with regard to housing in the community.

Objective: Locate residential housing on the basis of the site's potential for providing a safe, attractive and convenient living environment that includes good access to transportation networks (i.e., roads, walkways, bike paths, trails) public recreation facilities, and private facilities and services.

Principle: Planned Residential Neighborhoods

Residential development in the form of planned residential neighborhoods can provide a desirable environment for families as well as other household types; can provide efficiency in the provision of neighborhood services and facilities; and can foster safety and convenience.

Standards:

Avoid multi-family attached housing projects which turn inward upon themselves and which do not relate to a Village residential atmosphere.

1. Encourage multi-family attached housing to be designed in a manner, which integrates the attached housing unit into a neighborhood setting that promotes a Village character.
2. Planned residential neighborhoods should be designed as cohesive units properly related to the larger community of which they are a part. Such neighborhoods shall be physically integrated into the larger community. Desirably, the neighborhoods should contain a variety of housing types such as single family, two family attached, natural open space, parks (active open space), schools, community facilities, and other uses to meet the day to day activities of residents.
3. Desirably, planned residential neighborhoods should accommodate a mix of housing sizes, structure types and lot sizes, resulting in an overall density that is within the planned density range for each neighborhood.

Principle: Mixed-Use Residential Developments

Residential development in mixed-use settings can provide a desirable environment for a variety of household types seeking the benefits of proximity to places of employment as well as civic, cultural, commercial, and other urban amenities.

Standards:

1. Opportunities should be provided for residential dwellings—particularly in the medium and high-density range—within a variety of mixed-use settings.
2. Residential uses should be integrated into, or located in close proximity to, major activity centers.

	TABLE 35		
	Percent of Area in Land Development Category		
Land Use Category	Urban High-Density (6.0 or more dwelling units per net residential acre)	Urban Medium-Density (2.0-6.0 dwelling units per net residential acre)	Urban Low-Density (0.7-2.0 dwelling units per net residential acre)
Residential	66.0	71.0	76.5
Streets and Utilities	25.0	23.0	20.0
Parks and Playgrounds	3.5	2.5	1.5
Public Elementary Schools	2.5	1.5	.5
Other Government & Institutional	1.5	1.0	1.0
Retail and Service	1.5	1.0	0.5
Non-urban	--	--	--
Total	100.0	100.0	100.0

Principle: Rural Residential Developments

Residential development in a low density rural setting can provide a desirable environment for households seeking proximity to open space.

Standards:

1. Agricultural holding areas are intended to preserve larger tracts of open space or farmland (35 acres or more) where municipal water and sanitary sewer services are presently not available.
2. Where higher density is proposed in a rural setting, conservation subdivision design concepts should be utilized to the extent practicable.

Principle: Conservation Developments

Residential development in a Conservation Development setting can provide a desirable environment for households seeking proximity to open space.

Standards:

1. Conservation subdivision design concepts should be utilized in areas of the community where the preservation of historic areas, environmental features, and view corridors are desired to be preserved.

Objective: Create and maintain adequate opportunities for a high-quality living environment.

Principle: Adequate choice in size, cost and location of housing units will assure equal housing opportunity.

Standards:

1. Promote a range of housing types and locations for people and households within the Village.
2. Provide high-quality open spaces and preserve and protect natural areas within close proximity to existing and future housing.

Principle: Encouraging the preservation, maintenance and reinvestment of the existing housing stock will result in net improvement of the neighborhood and increased housing opportunities in the Village.

Standards:

1. Explore techniques for the maintenance and preservation of existing housing stock, including grants and loan programs for home rehabilitation.
2. Maximize Community Development Block Grant funding to support maturing neighborhoods.
3. Continue to maintain and enforce up-to-date housing and building codes through the use of the Building Code and Property Maintenance Compliance Committee.

TRANSPORTATION

The following adopted objectives, policies and standards apply to transportation issues.

Objective: Create a flexible transportation system, which provides several alternative modes of travel to most destinations within the Village.

Principle: An integrated transportation system designed to serve various land use activities within the Village and adjacent communities.

Standards:

1. Minimize conflicts between different forms of transportation while providing integration.
2. Design transportation systems in partnership with land use planning.
3. Encourage the use of other modes of transportation such as walking and bicycling.
4. Provide a transportation system that is safe for all users.
5. The transportation system should be consistent with and serve to support, and promote the implementation of the *Comprehensive Plan* of the Village of Menomonee Falls, along with plans of Waukesha County and regional plans prepared by the Southeastern Wisconsin Regional Planning Commission or the Wisconsin Department of Transportation.
   a. Local streets should be improved as necessary to provide access to those areas recommended for development in the *Comprehensive Plan*.

Objective: Hierarchy of Transportation Facilities

A hierarchy of transportation facilities shall be used to distinguish between levels of service.

Principle: The transportation system should be designed to provide greater accessibility to areas of high traffic concentration.

Standards:

1. Design arterials, collector, sub-collector, and local access roads in a manner that provides visual

cues to the user as to the type of road they are traveling upon.

2. Ensure that additional traffic generated by non-residential development does not directly connect into the middle of residential areas.

3. Encourage the use of traffic calming design elements within neighborhoods and upon collector, sub-collector, and access roads in the construction of new residential streets to allow for all Village streets to maintain a slow and quiet atmosphere.

4. Ensure that any newly constructed streets or transportation systems would address or modify any required improvements to surrounding streets.

Objective: Design residential neighborhoods, especially in newly developing areas, for the convenient circulation of pedestrian and other modes of transportation.

Principle: Transportation systems that provide alternatives to motor vehicle travel may to reduce traffic congestion, air pollutant emissions, and fuel consumption, while encouraging a healthy lifestyle.

Standards:

1. Ensure that streets equitably serve the needs of the pedestrian, bicycle and automobile.
2. Provide adequate arterial and collector road corridors for future traffic requirements.
3. Design the transportation systems and infrastructure into a unified system.
4. Establish arterial road rights-of-way that will allow for the accommodation of other modes of traffic besides automobiles, such as pedestrians and bicycles.
5. Ensure that public transportation provides shelters and other amenities which benefit residents and employees of the community.

Objective: A multi-modal transportation system which is economical and efficient and best meets all other objectives while minimizing public and private costs.

Principle: The total financial resources of the Village are limited, and any undue investment in transportation facilities and services must occur at the expense of other public and private investment; therefore, total transportation costs for the desired level of service should be minimized.

Standards:

1. The sum of transportation system capital investment costs and annual operating costs should be minimized.
2. Full use of all existing major transportation facilities should be considered and encouraged prior to consideration and implementation of new or improved facilities and services.

Principle: Public transit within the Village is most efficient when serving and connecting medium and high density areas and major activity centers that currently generate or have the potential to generate ridership.

Standards:

1. A regional public transit system should serve and connect:
   a. Housing facilities serving transit-dependent persons who are living independently including elderly, disabled, and low-income individuals.
   b. Major hospitals and medical centers.
   c. Major retail centers.

    d. Major employers with more than 500 employees at one site.

    e. Major industrial and office centers.

2. The public transit service standards developed by the Southeastern Wisconsin Regional Planning Commission (SEWRPC) shall be followed where applicable.

LAND USE

Objectives, principles, and standards applying to land use are found in this section of the *Comprehensive Plan*.

Objective: A spatial distribution of the various land uses which will result in a convenient and compatible arrangement of land uses.

Principle: The proper allocation of uses to land can avoid or minimize hazards and dangers to health, safety, and welfare and maximize amenity and convenience in terms of accessibility to supporting land uses.

Standards:

1. High, medium, and low-density residential uses should be located within neighborhood and other planning units which are served with centralized public sanitary sewerage and water supply facilities and contain, within a reasonable walking distance, necessary supporting local service uses, such as park, commercial, and elementary-school facilities.
2. Mixed-used development designs should be used, as appropriate, to accommodate urban land uses that are compatible and complementary in the vicinity of each other.
3. To the extent practicable, residential and employment-generating land uses should be located so as to provide opportunities for living in proximity to work.
4. Rural residential development should be located in such a way as to minimize impacts on the natural resource base including wildlife habitat.
5. For the purposes of this plan land use categories are defined as:
    - *Agricultural Holding Area*. This land use is intended for active agricultural uses, and supports residential development with densities of no more than one unit per 35 acres. This area may eventually be converted to non-agricultural use beyond this *Comprehensive Plan's* 20-year horizon. Existing residences on smaller lots will remain.
    - *Rural Density Residential*. This is a residential land use with densities ranging from five acres to 35 acres per dwelling unit. It is found in the extraterritorial area within the Town of Lisbon, and reflects uses shown in the Town of Lisbon's Land Use Plan. The extraterritorial area within the Town of Lisbon follows the land use recommendations adopted by the Town in 2004. The majority of this area is planned as Rural Density Residential, requiring a minimum of between 5 and 35 acres per dwelling unit. The area also includes low density urban residential (0.46-1.4 acres/dwelling unit) and suburban density (1.5-2.9 acres/dwelling unit). Most of the land within the Village that is not Menomonee Park, an environmental corridor, or floodway district is designated as agricultural holding area. This category has a requirement of 35 or more acres per dwelling unit.
    - *Low Density Residential.* A residential land use with densities of up to two dwelling units per acre. These areas may be developed as conservation subdivisions, where homes are clustered on small lots and a portion of the area is preserved as common open space that preserves important natural features of the site.

- *Medium Density Residential*. This is a residential land use with densities ranging from two to six dwelling units per acre. In addition to detached homes, two-unit and small multi-family buildings are appropriate in this category.
- *High Density Residential*. Densities may exceed six dwelling units per acre in this category, which will generally contain multi-family buildings, row houses, and duplexes.
- *Mixed Use*. These are areas intended to be developed with integrated and complementary office, retail, and residential uses, often within the same building. This category may contain a mixture of low density residential, medium density residential, high density residential, office, retail, and park and open space land uses.
- *Office*. This use is intended for offices related to research and development, high technology products, corporate and divisional headquarters, and administrative, business, and professional offices.
- *Commercial*. This is a land use intended for small commercial developments serving neighborhood or community shopping and service needs, as well as larger retail developments focused on highways and local interchanges.
- *Industrial*. Operations involving manufacturing, assembly, and processing of products, and research and development activities, including corporate and divisional headquarters, administrative and business offices, professional offices, banks, data processing centers, and research laboratories, are included in this category.
- *Institutional*. This land use is intended for general governmental functions and organizations such as churches, schools, libraries, post offices, and similar uses.
- *Park and Open Space*. This use includes public and private outdoor recreational and open space, or preservation of the natural environment for the physical, psychological, and spiritual benefit of the community.
- *Floodway District*. This category consists of lands delineated by the Federal Emergency Management Agency (FEMA). The floodway district protects people and property from flood damage by prohibiting erection of structures that impede the flow of water during periodic flooding.
- *Environmental Corridor*. These are significant environmental areas designated by the Southeastern Wisconsin Regional Planning Commission. This category is a combination of primary environmental corridors, secondary environmental corridors, and isolated natural resource areas.

Objective: Controlled growth can lead to well planned, appropriate development that reflects the importance of open space, manages the natural resource base, balances school needs, and steadies tax rates and levies.

Principle: In the Village of Menomonee Falls, limitations in fiscal resources, school capacity, and water supply can necessitate the control of the quantity and quality of growth. In order to offset future pressures on municipal budgets, school facilities, and land and water resources, it is important for the Village to devise and implement plans and regulations that plan for orderly growth.

Standards: The Village should apply a broad range of policies and regulatory tools, including:

1. Existing and new zoning districts.
2. Incentives for in-fill development.
3. Site plan review procedures and design standards.

4. Impact fees.
5. Growth rate control ordinances.
6. Cluster and conservation ordinances and design standards.

Community Facilities

The following are the Village's objectives, principles, and standards related to utilities and community facilities.

Objective: Water Service

Safe and efficient public water service shall be provided to the Village.

Principle: Municipal water service and the land use pattern which it serves and supports is mutually interdependent in that the land use pattern determines the demand for, and loadings upon municipal water service; and this service, in turn, is essential to, and forms a basic framework for, land use development.

Standards:

1. Any new development or land division shall be located and designed so as to maximize the use of the existing water system by extending existing municipal services.
2. Land developed or planned to be developed for urban high, medium, and low-density residential use should be located in areas serviceable by an existing or planned public water supply system.

Objective: Sewer Service

Consistent wastewater service without stoppages or loss of service shall be provided to the Village.

Principle: Sewer service and the land use pattern which it serves and supports is mutually interdependent in that the land use pattern determines the demand for, and loadings upon municipal sewer service; and this service, in turn, is essential to, and forms a basic framework for, land use development.

Standards:

1. Any new development or land division shall be located and designed so as to maximize the use of the existing sewer system by extending existing municipal services.
2. Land developed or planned to be developed for urban high, medium, and low-density residential use should be located in areas serviceable by an existing or planned public sanitary sewerage system and preferably within the gravity drainage area tributary to such a system.
3. The planned Sewer Service Area should be extended north to Custer Lane by plan year 2027.

Objective: Storm Water Service

Minimize the threats to public health, safety, welfare, and the natural resources from construction site erosion and post-construction storm water runoff.

Principle: Uncontrolled storm water runoff and construction site erosion from land development and land disturbing activities can have significant adverse impacts upon local water resources and the health, safety and general welfare of the community and diminish the public enjoyment and use of natural resources.

Standards:

- **a.** Storm water management plans should be prepared for areas of significant existing and/or planned urban development. Priority should be given to those watersheds which experience serious drainage problems and those which are expected to develop first. The Milwaukee Metropolitan Sewerage District (MMSD) rules on storm water runoff management and plan submittal requirements shall be followed.
- **b.** Ordinances should be consistent with nonpoint source pollution control standards set forth in Chapter NR 151, "Runoff Management" of the Wisconsin Administrative Code and that they include provisions to encourage low impact source controls and storm water management practices designed to maintain pre-development hydrologic conditions by promoting infiltration where appropriate. Chapter NR 152 of the Wisconsin Administrative Code, "Model Ordinances for Construction Site Erosion Control and Storm Water Management" can serve as a guide for developments of the water quality control sections of the ordinance.
- **c.** Storm water management planning should seek to meet the potential biological use objectives of the streams in the Village.
- **d.** Storm water management planning should seek to encourage ground water recharge to maintain the natural ground water hydrology.

Objective: A spatial distribution of the various land uses which is properly related to the supporting transportation, utility and public facility systems in order to assure the economical provision of utilities and public facility services.

Principle: Public utility facilities and the land use pattern which these facilities serve and support are mutually interdependent in that the land use pattern determines the demand for, and loadings upon utility facilities; and these facilities in turn, are essential to, and form a basic framework for, land use development.

Standard:

1. Any new development or land division shall be located and designed so as to maximize the use of existing utility systems by extending existing municipal services.

Agricultural, Natural and Cultural Resources

Objectives, principles, and standards for agriculture, natural resources, and cultural resources are discussed below.

Objective: Holding Areas

Allow agricultural activities to continue where they currently exist for the purpose of serving as holding areas for future development. This use will also permit small hobby farms in the Village.

Principle: As agricultural uses are influenced by development trends, market forces and local land use regulations, current agricultural activities within the Village may remain until influencing factors contribute to a change in land use.

Standards:

1. Public water and sewer service is necessary for the development of the holding area.
2. Buffers shall be provided between new residential developments and adjoining existing agricultural uses.

Objective: Provide a spatial distribution of the various land uses which maintains biodiversity and which will result in the preservation and wise use of the natural resources, such as the Menomonee River, Fox River and tamarack preserve, within the Village.

Principle: Environmental Corridors and Isolated Natural Resource Area

The preservation of environmental corridors and isolated natural resource areas in essentially natural, open uses yields many benefits, including recharge and discharge of ground water; maintenance of surface water and ground water quality; attenuation of flood flows and flood stages; maintenance of base flows of streams and watercourses; reduction of soil erosion; abatement of air and noise pollution; provision of wildlife habitat; protection of plant and animal diversity; protection of rare and endangered species; maintenance of scenic beauty; and provision of opportunities for recreational, educational, and scientific pursuits. Conversely, since the environmental corridors and isolated natural resource areas are frequently poorly suited for urban development, their preservation can help avoid serious and costly development problems.

Standards:

1. Primary environmental corridors, specifically areas of the Menomonee River, Fox River and tamarack preserve, should be preserved in essentially natural, open uses.
2. Secondary environmental corridors and isolated natural resource areas should be preserved in essentially natural, open uses to the extent practicable, as determined in county and local plans.

Principle: Other Environmentally Sensitive Areas

Care in locating urban and rural development in relation to other environmentally sensitive areas can help to maintain the overall environmental quality of the Village and to avoid developmental problems.

Standards:

1. Small wetlands, woodlands, and prairies not identified as part of an environmental corridor or isolated natural resource area should be preserved.
2. All identified critical species habitat sites should be preserved.
3. One hundred year recurrence interval floodlands should not be allocated to any development which would cause or be subject to flood damage.
4. Urban and rural development should be directed away from areas which soils contain severe limitations for the use concerned.
5. Potentially contaminating land uses should not be located in areas where the potential for ground water contamination is the highest.
6. Land use development patterns and practices should be designed to preserve important ground water recharge areas and should support maintaining the natural surface and ground water hydrology.

Principle: Restoration/Enhancement of Natural Conditions

The restoration of open space land to more natural conditions, resulting in the re-establishment or enhancement of wetlands, woodlands, prairies, grasslands, and forest interiors, can increase biodiversity and contribute to the overall environmental quality of the Village.

Standards:

1. Carefully planned efforts to restore open space land to more natural conditions should be encouraged.

Objective: Enhance and protect surface and ground water resources of the Village.

Principle: Information regarding existing and potential surface and ground water quality conditions is essential to any planning program. The existing quality condition of the surface and ground water resource provides important baseline data. The potential condition becomes the goal upon which planners and resource managers target their land use efforts.

Standards:

1. Potentially contaminating land uses should not be located in areas where the potential for ground water contamination is the highest.
2. Storm water management planning should seek to meet the potential biological use objectives of the streams in the Village.
3. Areas with high ground water should maintain appropriate densities of development and proper disposal of sanitary sewer wastes to ensure the adequacy and quality of domestic water sources.

Principle: Knowing existing ground water quantity conditions is essential to any planning program.

Standards:

1. Land use development patterns and practices should be designed to preserve important ground water recharge areas and should support maintaining the natural surface and ground water hydrology.
2. Storm water management planning should seek to encourage ground water recharge to maintain the natural ground water hydrology.

Objective: Provide adequate and accessible park, recreation, and open space facilities for the enjoyment and use of all Village residents.

Principle: The opportunity to attain and maintain good physical and mental health is an inherent right for all residents of the Village. The provision of outdoor recreation sites and open space areas contributes to the attainment and maintenance of physical and mental health by providing opportunities to participate in a wide range of activities.

Standards:

1. Maximize the use of greenway systems to provide open space, link recreation areas, carry storm water, and allow for infiltration and ground water recharge.
2. Maximize the use of parkways and boulevards to provide linkages to active and passive open space areas.
3. Use natural open space areas as a framework for enhancing other land uses, linking all parks and open spaces to the maximum extent possible.

Objective: Provide multiple types of recreational and open space facilities.

Principle: Public outdoor recreation sites promote the maintenance of proper physical and mental health both by providing residents an opportunity to participate in activities that facilitate the maintenance of proper health because of the exercise involved (such as baseball, swimming, tennis, ice-skating), and by providing an opportunity to participate in less athletic activities (such as walking and picnicking). These activities tend to reduce everyday tensions and anxieties and thereby help maintain proper physical and mental well being. Well designed and properly located public outdoor recreation sites also provide a sense of community, bringing people together for social and economical purposes and contribute to desirability and stability of residential neighborhoods.

Standards:

1. Provide well-defined public or private squares and parks and other civic like places as places for informal social, civic, pedestrian and recreation activity.
2. Outdoor recreation sites should be spatially distributed in a manner that provides ready access by the resident population. This acreage standard is distributed among the following types of parks:
   a. Mini-park, 0.25 acre per 1,000 people.
   b. Neighborhood parks, 1 acre per 1,000 people.
   c. Community parks, 5 acres per 1,000 people.

Objective: Protect the environmentally significant areas of parks, parkways, tamarack preserve, and community forest.

Principle: An integrated park and open space system properly related to the natural resource base, such as the existing surface water network, can generate the dual benefits of satisfying recreational demands in an appropriate setting while protecting and preserving valuable natural resources.

Standards:

1. Take advantage of the drainage corridors within the Village to connect major park and open space units, thereby providing an interconnected system.
2. Preserve stream valleys, marshes, prairies, woodlands, and scenic and historic areas by including these areas in the park and open space system when possible.

Objective: The preservation and provision of open space to enhance the total quality of the environment, maximize essential natural resource availability, give form and structure to development in the Village, and provide opportunities for a full range of outdoor recreational activities.

Principle: Open space is the fundamental element required for the preservation and wise use of such natural resources as soil, water, woodlands, wetlands, native vegetation, and wildlife; it provides the opportunity to add to the physical, intellectual, and spiritual growth of the population; it enhances the economic and aesthetic value of certain types of development; and it is essential to outdoor recreational pursuits.

Standard:

1. Attainment of the standards pertaining to the preservation of environmentally significant lands would ensure the maintenance of an integrated system of open space lands within the Village.

5. SOUTHWEST STUDY AREA

The Southwest Study Area is one of six areas into which the Village of Menomonee Falls was divided for the purpose of preparing the *Comprehensive Plan*.

ASSESSMENT OF THE SOUTHWEST STUDY AREA

Feedback regarding the needs and concerns of this area was received through public participation efforts including an open house, three community surveys, and ongoing opportunities for public input during the planning process. The following assessment summarizes comments received and issues raised regarding the Southwest Study Area. A detailed summary of the open house comments and survey results can be found in Appendix A.

Agricultural, Natural, and Cultural Resources

The Southwest Study Area will likely face build-out over this *Comprehensive Plan's* duration, reducing or possibly eliminating the number of viable farms in the area. A few farms currently exist, but the majority of agricultural land is rented to farmers living elsewhere. Most of the agricultural activities in the area involve crop farming.

Natural resource comments from the open house were overwhelmingly in support of the following:

- preserving open space and wildlife habitat;
- improving flood control;
- providing trails and pedestrian connectivity; and
- controlling the extension of Village services, especially sanitary sewer, to manage growth.

Housing

The predominant form of housing in the study area is single-family detached homes at average densities of two units per acre or less. Based on open house feedback, single-family detached housing is the preferred housing type within the study area. Many comments expressed concern about houses seen as too large for their lots, with the Taylor Woods Subdivision cited as an example. Support for condominium development and senior housing at modest densities was limited. Conversely, a number of developers identified market demand for medium density (2-6 units/acre) and high density (6-13 units/acre) residential development at locations within the study area.

Transportation

Southwest Study Area residents want to ensure that development size and density is matched to transportation system capacity. Traffic congestion has become a prevalent concern. New development should not overburden existing infrastructure. Significant discussion during the open house centered on the need for pedestrian accommodation on arterial and collector streets as increased traffic has made them unsafe. The *Comprehensive Outdoor Recreation Plan* calls for an integrated network of trails along major arterials and in the Fox River Greenway.

Land Use

The Southwest Study Area has significant development constraints due to environmental conditions such as wetlands or hydric soils, flood areas, or threatened wildlife habitats. Open house participants repeatedly commented on their desire for preservation of open spaces, natural settings, and wildlife habitats.

Commercial development is limited to small nodes, primarily at intersections of collector and arterial streets. Open house participants repeatedly called for neighborhood service-oriented commercial development at these nodes, but avoiding “strip” commercial development. Overall response to industrial development was negative. Most participants also reacted negatively to the quarry operations in the adjacent communities.

TABLE 36
Summary of Existing Land Uses
Southwest Study Area: September 2006

Land Use Category	Acres	Percent
Agricultural	1,824	27.5%
Environmental	1,811	27.3%
Residential Land Uses	1,355	20.4%
Transportation & Utilities	423	6.4%
Recreation	418	6.3%
Unused Rural/Urban	468	7.1%
Institutional	119	1.8%
Commercial Land Uses	92	1.4%
Industrial Land Uses	70	1.1%
Surface Water	50	0.8%
Extractive	2	0.03%
Total	**6,632**	**100%**

Utilities and Community Facilities

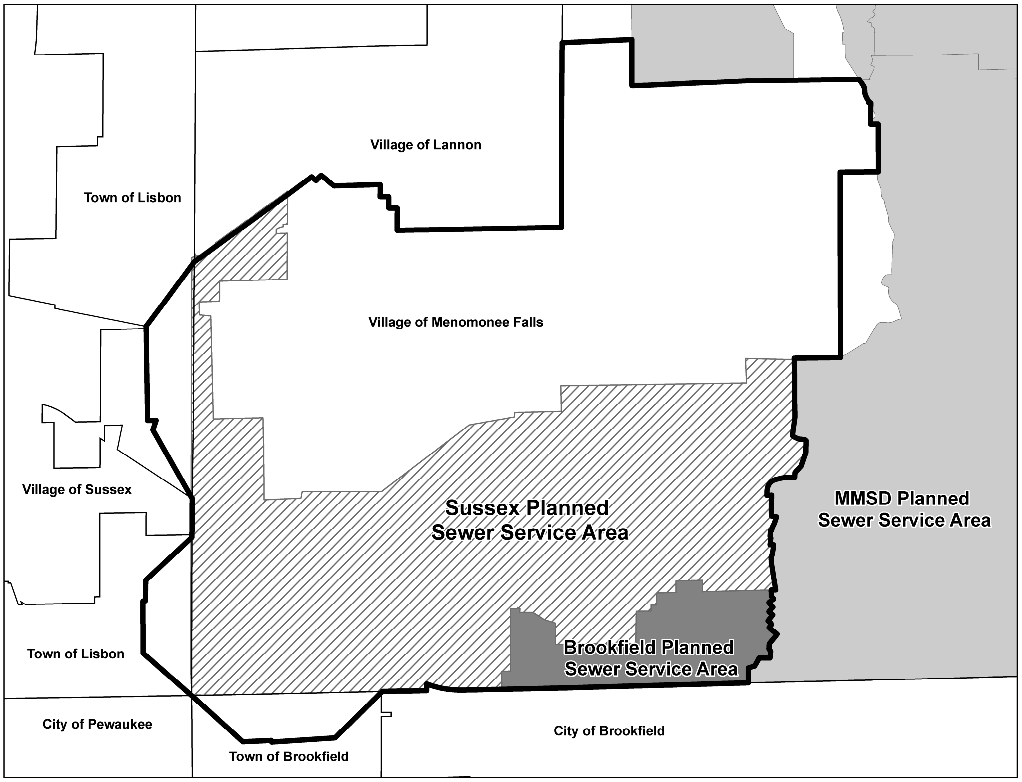
As shown in Map 13, the majority of the southern half of the Southwest Study Area is within the sewer service area of the Village of Sussex Water Pollution Control Facility. Approximately 373 acres in the southeast corner of the study area is tributary to the City of Brookfield Sewer Service Area / Fox River Water Pollution Control Center.

The northern half of the Southwest Study Area is currently not within any sewer service area. Land within this area is either undeveloped or serviced by privately-owned wastewater treatment facilities. Open house participants largely indicated that new development should occur on municipal sewer and water, however, reactions to retrofitting existing neighborhoods with sewer and water services were mixed.

The southwest area was identified as an area for future school and fire station facilities.

There were significant concerns related to existing flooding problems in the area, especially in the vicinity of Lisbon Road and Lannon Road, extending to the northeast and southwest and along Willow Springs Creek in the Silver Spring Meadows Subdivision.

MAP 13
Planned Sewer Service Areas in the Southwest Study Area: 2007



SOUTHWEST STUDY AREA PLAN

The Comprehensive Plan Steering Committee evaluated three build-out concepts for the Southwest Study Area. Upon review, the concepts were synthesized into a fourth and fifth concept, and a final sixth version. The following describes the plans for the Southwest Study Area.

Agriculture, Natural, and Cultural Resources

Environmental corridors and floodplains identified by the Southeastern Wisconsin Regional Planning Commission should be preserved. Additionally, future development near these areas should provide a 25- to 75-foot buffer between structures or pavement and any environmental corridors. Development may occur in areas designated as flood fringes provided that all local, state, and federal regulations are satisfied. Environmental corridor, wetland, and flood data mapped in this Comprehensive Plan has a degree of inaccuracy due to the manner in which it has been collected. This data must be refined through environmental and topographic surveys as part of the site development review process.

Waukesha County has prepared a detailed plan for greenways along environmental corridors. The intent of that plan is to provide connectivity between these features, which may require preservation of land outside of environmental corridors to establish contiguity. Corridors may be preserved through public ownership or land use regulation. Within the Southwest Study Area, areas identified for preservation in the County plan include land in or adjacent to the Tamarack Preserve that is designated for future Village ownership, environmental corridors mostly intended for County ownership, and isolated resource areas that will be preserved through land use regulation. Existing Village policies and this *Comprehensive Plan* support the County's recommendations.

Housing

A majority of the neighborhood's present housing consists of detached single-family homes. While this use will continue in parts of the neighborhood that are expected to develop in the next twenty years, this use may develop in the form of cluster subdivisions. Additionally, the plan anticipates some higher-density uses that may include senior-oriented multi-family buildings in the vicinity of Silver Spring Drive.

Transportation

Transportation planning for the Southwest Study Area concurs with the Southeastern Wisconsin Regional Planning Commission's *2035 Regional Transportation System Plan*. Projects identified for the Southwest Study Area include:

- widening Lisbon Road to four lanes (with a median) between Lannon Road and Hampton Road;
- widening Silver Spring Drive to four lanes (with a median) between Lannon Road and Pilgrim Road, and
- acquiring additional right-of-way along Silver Spring Drive to accommodate a four lane width from CTH V to Lannon Road.

As Silver Spring Drive and Lannon Road are Waukesha County roads, the Village will need to negotiate with the County to plan improvements.

Several local street connections are identified to improve traffic flow and connectivity within neighborhoods in the Southwest Study Area. These connections are depicted on Map 14. As new local roads are constructed to serve development, turning lanes and other intersection improvements may be necessary at several locations on arterial and collector streets. These needs should be assessed as development occurs, and improvements may be required as part of the development review process. The Village may also consider imposing impact fees on new development to pay for the proportionate cost of improvements necessary as a result of increasing demands for public services.

This plan recommends realigning Marcy Road to remove the offset at Mill Road and extending the street to create a continuous north-south route. One Mile Road is a Village road and will require major improvements to handle additional traffic volume.

The Village’s *Comprehensive Outdoor Recreation Plan* recommends multi-purpose paths running parallel to Town Line Road, Lisbon Road, Mill Road, and Marcy Road. Additionally, the plan identifies a dedicated bike lane on Silver Spring Drive east of Lannon Road, transitioning to an off-street multi-purpose path west of Lannon Road. In place of the dedicated bike lanes, this *Comprehensive Plan* recommends that a ten foot wide sidewalk/multi-use path be provided along both sides of Silver Spring Drive and Lannon Road.

The Southwest Study Area Plan supports construction of multi-use paths through County-designated greenway corridors. Proposed Village paths will connect to these greenways.

Continued use of the railroad corridor may create problems with road connectivity. A limited number of railroad crossings may be permitted due to concerns about conflicts between trains and vehicles on roadways.

Land Use

The Southwest Study Area Plan assumes full build-out of the study area. In other words, all agricultural and unused lands which do not have environmental constraints will be developed in accordance with this plan. The majority of the planned uses study area will consist of low density residential areas with up to two units per acre, both in typical suburban patterns and conservation subdivisions. The plan also identifies an area of medium density residential uses south of Silver Spring Drive, between Lannon Road and One Mile Road. High density residential uses may be included in the two mixed use areas.

Two mixed use areas are shown in the Southwest Study Area, at the intersection of Silver Spring Drive and One Mile Road and at the intersection of Lisbon Road with Town Line Road. These locations may incorporate a combination of uses such as office, industrial, commercial, single-family residential, medium density residential, high density residential, and small amounts of park and open space. Industrial uses would not be appropriate in these areas.

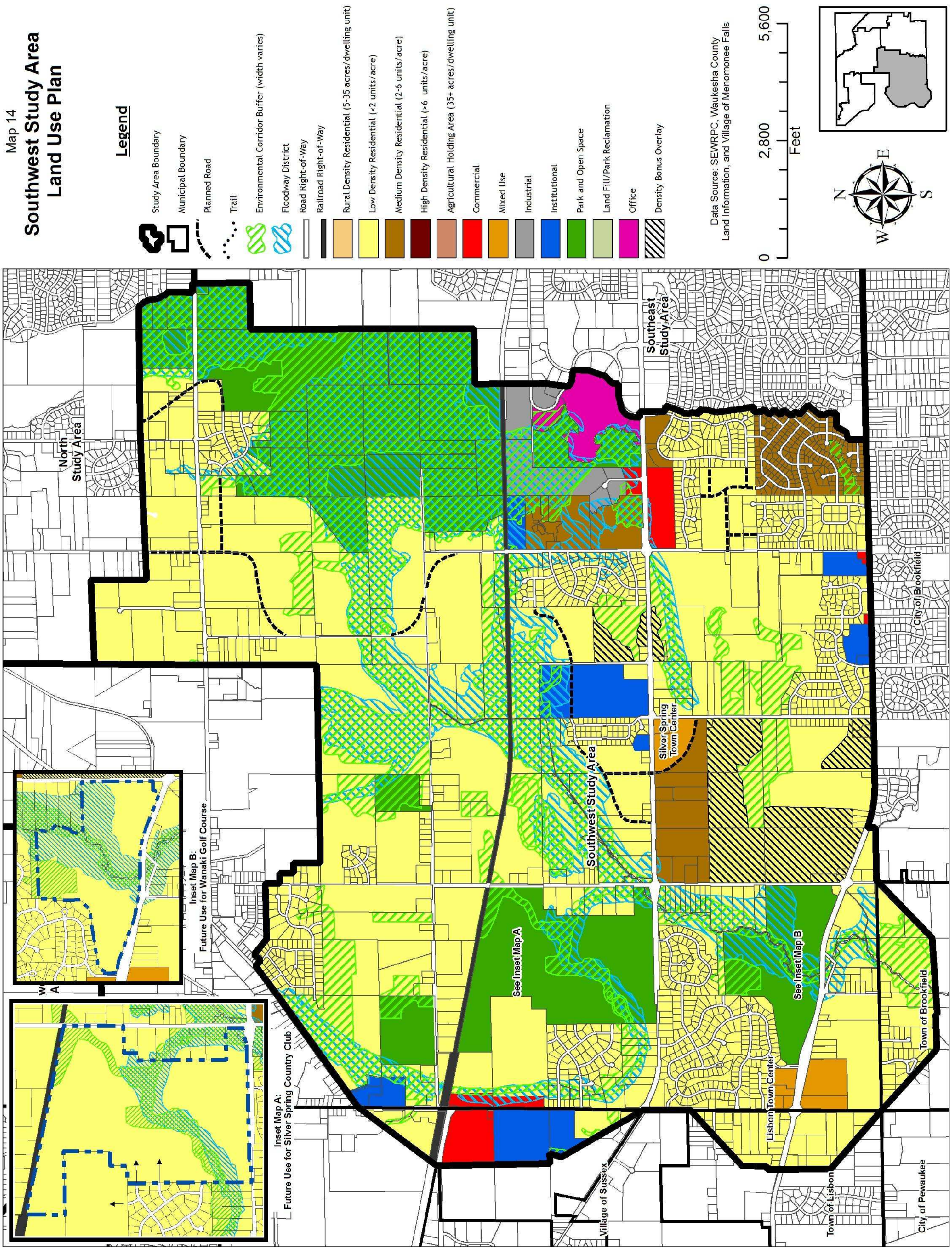
The proposed distribution of future land uses in the Southwest Study Area is summarized in Table 37 and depicted on Map 14.

TABLE 37
Recommended Land Use
Southwest Study Area

Land Use Category	Acres	Percent
Low Density Residential	2,809	42.4%
Medium Density Residential	199	3.0%
Mixed Use	63	1.0%
Office	47	0.7%
Commercial	73	1.1%
Industrial	39	0.6%
Institutional	157	2.3%
Park and Open Space	319	4.8%
Transportation	428	11.7%
Environmental Corridor or Floodway	2,152	32.5%
Total	**6,632**	**100%**

A significant portion of the Southwest Study Area is designated for future residential use at a planned density of up to two units per acre. In addition to this low density use, the plan designates certain areas as medium density residential, with between two and six units per acre. Both low and medium density areas can include attached as well as detached homes.

A conservation subdivision pattern of development is strongly encouraged within the Southwest Study Area. Conservation subdivisions have the same net density as low density residential, but may have smaller individual lots to reduce the extent of infrastructure needed and to preserve greater areas common open space, which may contain environmental features such as mature trees or wildlife habitat. As conservation subdivisions are a preferred development pattern instead of typical suburban subdivisions, the Village of Menomonee Falls should consider establishing a zoning district that allows conservation subdivision as a use by right, and allowing typical suburban patterns only through a waiver process.


Map 14
Southwest Study Area
Land Use Plan
Legend
Study Area Boundary
Municipal Boundary
Planned Road
Trail
Environmental Corridor Buffer (width varies)
Floodway District
Road Right-of-Way
Railroad Right-of-Way
Rural Density Residential (5-35 acres/dwelling unit)
Low Density Residential (<2 units/acre)
Medium Density Residential (2-6 units/acre)
High Density Residential (>6 units/acre)
Agricultural Holding Area (35+ acres/dwelling unit)
Commercial
Mixed Use
Industrial
Institutional
Park and Open Space
Land Fill/Park Reclamation
Office
Density Bonus Overlay
Data Source: SEWRPC, Waukesha County
Land Information, and Village of Menomonee Falls
0
2,800
5,600
Feet
N
E
S
W
North Study Area
Southeast Study Area
Southwest Study Area
Silver Spring Town Center
Lisbon Town Center
See Inset Map A
See Inset Map B
City of Brookfield
Town of Brookfield
Town of Lisbon
City of Pewaukee
Village of Sussex
Inset Map A:
Future Use for Silver Spring Country Club
Inset Map B:
Future Use for Wanaki Golf Course

The decision to plan for low density residential development on most of the land area between Silver Spring Drive, One Mile Road, Lisbon Road, and Lannon Road was based on available sanitary sewer capacity. The Village recognizes that higher density residential development may be suitable for some part of this area. To accommodate this potential, this Comprehensive Plan recommends establishing a bonus density overlay zone. In this zone, additional density (to a maximum of six units per acre) may be approved if the development can demonstrate that the development proposed will not generate more sewerage volume than a typical development at a density of two units per acre. It is anticipated that this requirement will typically be met through the adoption of alternative treatment technologies.

Conditions for approval of a density bonus should include requirements that the developer: 1) demonstrate that the on-site practices and techniques being proposed are technically feasible; 2) provide documentation of the amount of offset or reduction in sewerage flow volume; and 3) include language in a developer's agreement to determine responsibility for construction, maintenance, and operation of the proposed facilities. Increases in density must not increase sewerage flow beyond the capacity allotted for low density residential districts. Additionally, density can not exceed 6 housing units per acre.

A limited number of commercial sites are identified in the future land use plan. These primarily consist of sites that are already zoned, or are in use as commercial properties. There are two sites identified for mixed-use development, including both residential and commercial uses. These are the town centers located at the intersection of Silver Spring Drive and One Mile Road and at the intersection of Lisbon Road with Town Line Road.

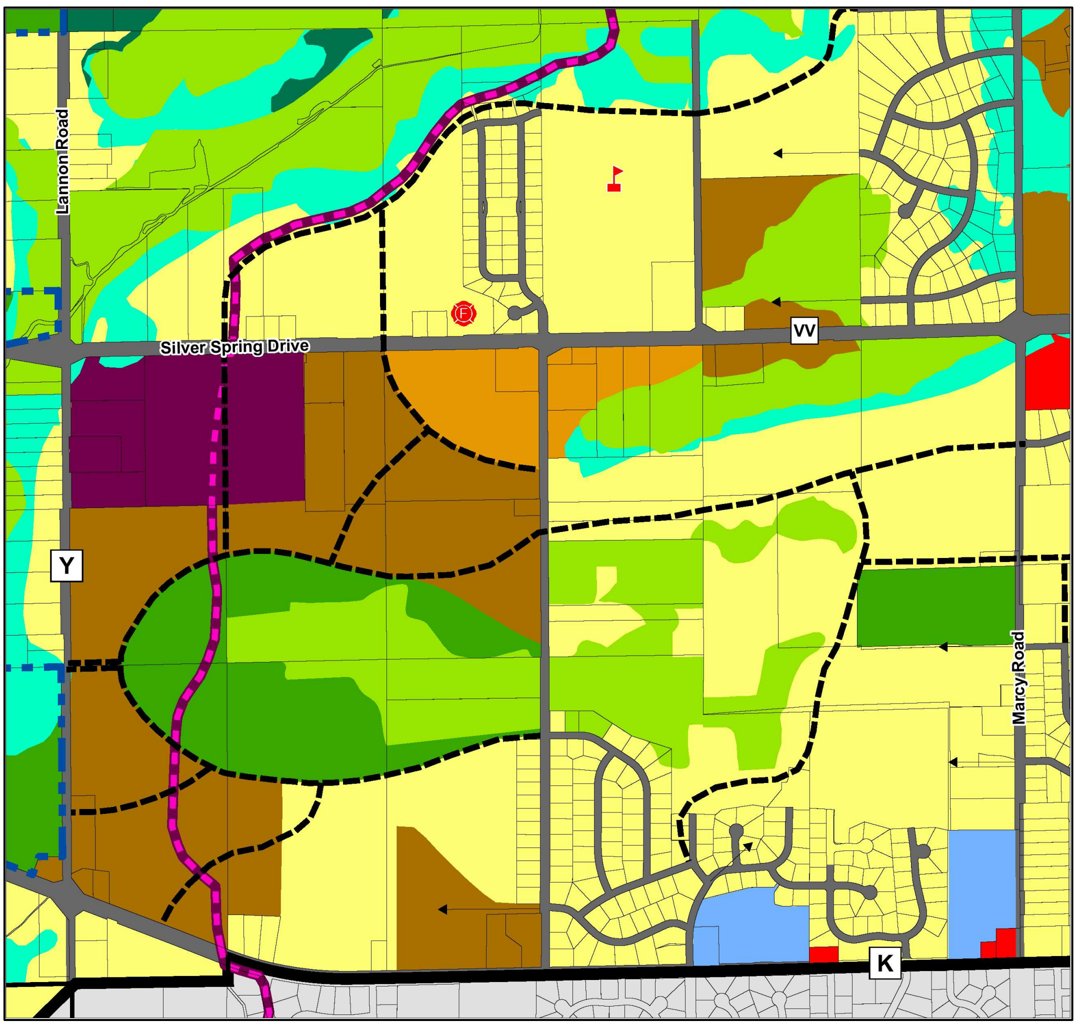
Land uses depicted in Map 14 are described below. Density is based on net developable acreage, which is calculated by subtracting wetlands, floodplains, steep slopes, and other non-buildable areas from the gross acreage of the parcel.

- *Low Density Residential.* A residential land use with densities of up to two dwelling units per acre. These areas may be developed as conservation subdivisions, where homes are clustered on small lots and a portion of the area is preserved as common open space that preserves important natural features of the site.
- *Medium Density Residential.* This is a residential land use with densities ranging from two to six dwelling units per acre. In addition to detached homes, two-unit and small multi-family buildings are appropriate in this category.
- *High Density Residential*. Densities may exceed six dwelling units per acre in this category, which will generally contain multi-family buildings, row houses, and duplexes. Although no part of the Southwest Study Area is designated specifically for this use, residential densities of six units per acre or greater may be sited in the mixed use town center areas identified in the plan.
- *Mixed Use*. These are areas intended to be developed with integrated and complementary office, retail, and residential uses, often within the same building. This category may contain a mixture of low density residential, medium density residential, high density residential, office, retail, and park and open space land uses.
- *Office.* This use is intended for offices related to research and development, high technology products, corporate and divisional headquarters, and administrative, business, and professional offices.
- *Commercial*. This is a land use intended for small commercial developments serving neighborhood or community shopping and service needs, as well as larger retail developments focused on highways and local interchanges.
- *Industrial*. Operations involving manufacturing, assembly, and processing of products, and research and development activities, including corporate and divisional headquarters, administrative and business offices, professional offices, banks, data processing centers, and research laboratories, are included in this category.
- *Institutional*. This land use is intended for general governmental functions and organizations such as churches, schools, libraries, post offices, and similar uses.

- *Transportation.* Right-of-way for public roads and railroad corridors are included in this land use category.
- *Park and Open Space*. This use includes public and private outdoor recreational and open space, or preservation of the natural environment for the physical, psychological, and spiritual benefit of the community.
- *Floodway District*. This category consists of lands delineated by the Federal Emergency Management Agency (FEMA). The floodway district protects people and property from flood damage by prohibiting erection of structures that impede the flow of water during periodic flooding.
- *Environmental Corridor*. These are significant environmental areas designated by the Southeastern Wisconsin Regional Planning Commission. This category is a combination of primary environmental corridors, secondary environmental corridors, and isolated natural resource areas.

Figure 2 illustrates a preliminary land use concept for a portion of the Southwest Study Area. While this concept was initially favored by the Plan Commission, the composition of uses and densities exceeded the available sanitary sewer capacity, and the proposed parks were eliminated from the final plan. Figure 2 is shown to provide future guidance for amendments to the plan.

Figure 2
Preliminary Land Use Concept



The approved land use plan shown in Map 14 reflects the desire in this earlier land use concept of allowing higher residential densities through creation of the bonus density overlay.

Potential land uses are identified in the event that the Southwest Study Area's two golf courses transition to non-recreational uses. Conversion of the courses would result in the loss of 248 acres of park and open space and the addition of 19 acres of medium density residential and 229 acres of low density residential. These conversions were not calculated in the sewer capacity analysis. Additional sewer capacity would need to be created to allow re-development of the golf courses.

The Southwest Study Area Plan does not support any extractive land uses within the study area, although the Waukesha County Development Plan identifies locations as potential sites for non-metallic mining and quarries.

Utilities and Community Facilities

Marcy Elementary School and Willow Springs Elementary School are located within the Southwest Study Area. Zion Lutheran School and Hamilton High School are located in the Village's extraterritorial jurisdiction. A new school site is identified in the Southwest Study Area on property owned by the Hamilton School District on Silver Spring Drive.

A new fire station is planned on Silver Spring Drive between Lannon Road and Marcy Road.

A regional stormwater facility is planned to mitigate flooding problems throughout the neighborhood. This facility will be located between Lannon Road and One Mile Road.

The Southwest Study Area currently contains one park. Tower Hill Park is located on Mill Road. The area also contains Wanaki Golf Course, a public course owned by Waukesha County, and Silver Spring Country Club, a privately owned course open to the public. The Village plans to develop an additional park in the Southwest Study Area within the next five years, on property owned by the Village on Mill Road west of Lannon Road.

The Southwest Study Area was analyzed to determine the build-out scenario's impact on capacity of the sanitary sewer that conveys the flow from this area to the Village of Sussex Water Pollution Control Facility. For the purposes of this study, it was assumed that the northern half of the Southwest Area will eventually be included in Sussex's sewer service area. Accordingly, flows were developed for the entire Southwest Study Area based on the land uses described in the Southwest Study Area Plan. Flows were not computed for areas of park and open space or floodway district since these areas will not be developed.

Development in the Southwest Study Area faces constraints in the form of limited sewer capacity. Without significant and expensive upgrades to sewer infrastructure, development in the study area is limited to the build-out scenario depicted in the land use plan. In fact, the build-out shown in the plan would exceed existing capacity by a small amount. However, given the conservative nature of the sewer analysis and the likelihood that development will occur at less than the maximum density, sewer capacity should be adequate. Sewer capacity should be analyzed during each five year review to determine how closely actual demand is matching projected demand.

The Village will need to construct a lift station near the intersection of Lannon Road and River Road to accommodate future sanitary sewer service. Land must be acquired for this facility.

The Village anticipates that a new water well will have to be constructed in the Southwest Study Area to meet the needs of the growing population. Under Wisconsin's Wellhead Protection Program, the Village is required to develop a wellhead protection plan for this new well.

In order to preserve the unique aesthetic qualities of this area all new or relocated utilities must be installed underground. In instances where remote access buildings, communications towers, or booster stations need to be above ground the architecture or enclosure of these structures shall be designed to blend with and compliment the surrounding structures, landscape, and any future development. These structures should be designed to be unobtrusive.

6. NORTHWEST STUDY AREA

The Northwest Study Area is one of six areas into which the Village of Menomonee Falls was divided for the purpose of preparing the *Comprehensive Plan*.

ASSESSMENT OF THE NORTHWEST STUDY AREA

Public participation efforts conducted during the planning process for this chapter of the *Comprehensive Plan* included a northwest area open house, three community surveys, and an ongoing opportunity for public input. The feedback received regarding the needs and concerns of this area of the Village was incorporated into this analysis. The following assessment summarizes comments received and issues raised regarding the Northwest Study Area. A more detailed summary of the open house comments and survey results can be found in Appendix A.

Agricultural, Natural, and Cultural Resources

While agriculture within the Village limits is declining as a viable economic activity, it maintains a stronger hold in the Northwest Study Area, mostly due to limited development pressure. Most of the current agricultural activities in the study area involve crop farming.

Natural resource comments from the open house generally supported acquisition or protection of wetland areas. Support was strong for preserving Menomonee Park and creating additional parks in the area, however, some comments indicated that Menomonee Park served the area adequately and expressed concern about the presumed increased taxes involved with new parks.

Housing

Single family detached homes are the predominant form of housing in the Northwest Study Area. Many of the homes are connected to farms and are located on lots of 35 acres or larger. Other homes have a rural residential character and are located on lots larger than two acres. Additionally, some of the extraterritorial area in the Town of Lisbon has been subdivided into lots between 0.5 and 1.5 acres. Comments at the open house indicated that residents of the Northwest Study Area are satisfied with current densities, though a handful of residents expressed interest in ten-acre hobby farms.

Transportation

Traffic speed and the volume of traffic, especially commercial trucks on local and county roads, were the primary transportation-related concerns of area residents. Most of the open house feedback indicated that widening roads would be unpopular. Other comments called for reduced speed limits and prohibiting or limiting trucks on local roads.

Land Use

A large part of the Northwest Study Area is covered by environmental corridors, wetlands, and floodplain. Several open house comments related concerns about development destroying wetlands. In general, open house participants expressed a desire that the Northwest Study Area remain in its current state, without additional development. Only a small number of residents stated that they had any plans to sell their property in the next 20 years.

Residential land uses in this area are largely single family. Most open house comments pointed to residents' satisfaction with current rural densities and discouraged additional development.

Commercial and industrial land uses in the Northwest Study Area are extremely limited. Most uses occupy isolated parcels, and there are no concentrations of industrial or retail use.

The break-down of land uses in the Northwest Study Area is indicated below.

TABLE 38
Summary of Existing Land Uses
Northwest Study Area: September 2006

Land Use Category	Acres	Percent
Agricultural	1,322	40.6%
Environmental	999	30.7%
Residential Land Uses	430	13.2%
Transportation & Utilities	125	3.8%
Recreation	179	5.5%
Unused Rural/Urban	157	4.8%
Institutional	9	0.3%
Commercial Land Uses	7	0.2%
Industrial Land Uses	5	0.2%
Surface Water	23	0.7%
Extractive	0	0.0%
Total	**3,256**	**100.0%**

Utilities and Community Facilities

Currently, all of the properties in the Northwest Study Area within the Village of Menomonee Falls are served by private water and wastewater systems. There are no Village-owned parks in the Northwest Study Area, however, the study area does contain 320 acres of the nearly 400 acre Menomonee Park owned by Waukesha County. Menomonee Park features a small lake, swimming beach, fishing, concessions, camping, archery, sledding, cross-country skiing, and horseback riding.

The study contains the former Sunnyside School property owned by the Menomonee Falls School District. Athletic fields for Calvary Baptist School are also located in the study area, although the school itself is outside of the area. The Ranch, a large, privately owned facility that provides recreation and therapeutic services to children and adults with disabilities, is located in the study area.

NORTHWEST STUDY AREA PLAN

Plans for the Northwest Study Area result from the attitudes and preferences of Village residents and the development objectives of the Village of Menomonee Falls. It is expected that this part of the Village will change little during the next twenty years, as municipal water and sanitary sewer services are not immediately available to a significant portion of the study area. The following describes plans for the Northwest Study Area. The majority of Village territory within this study area is planned for designation as an agricultural holding area, allowing residential development at a density of one dwelling unit for every 35 acres. This density should allow the Northwest Study Area to maintain much of its agricultural character through the duration of this *Comprehensive Plan*.

Extraterritorial Jurisdiction Area in the Town of Lisbon

This Comprehensive Plan adopts recommendations for future land uses contained in the 2004 Comprehensive Plan prepared by the Town of Lisbon.

Agricultural, Natural, and Cultural Resources

Environmental corridors and floodplains identified by the Southeastern Wisconsin Regional Planning Commission should be preserved. Additionally, future development near these areas should provide a 25- to 75-foot buffer between structures or pavement and any environmental corridors. Development may occur in areas designated as flood fringes provided that all local, state, and federal regulations are satisfied. Environmental corridor, wetland, and flood data mapped in this Comprehensive Plan has a degree of inaccuracy due to the manner in which it has been collected. This data must be refined through environmental and topographic surveys as part of the site development review process.

Waukesha County has prepared a detailed plan for greenways along environmental corridors. The intent of that plan is to provide connectivity between these features, which may require preservation of land outside of environmental corridors to establish contiguity. Corridors may be preserved through public ownership or land use regulation. There is only one significant corridor identified through a floodway and environmental corridor in the Northwest Study Area. This is intended to be preserved through land use regulation. Existing Village policies and this *Comprehensive Plan* support the County's recommendations.

Housing

Due to the fact that sanitary sewer service cannot be provided to this area in the near term, the few opportunities for new housing development will mainly be limited to existing parcels that may be developed with single-family homes.

Transportation

Neither the plan for the Northwest Study Area nor the Southeastern Wisconsin Regional Planning Commission's *2035 Regional Transportation System Plan* recommend any additional road construction or widening projects within the study area. Based on open house comments, the Village should review speed limits on Village roads and work with Waukesha County to review speed limits on County roads. The Northwest Study Area Plan concurs with the Village’s *2006-2010 Comprehensive Outdoor Recreation Plan* recommendation for multi-purpose trails adjacent to Town Line Road, Lannon Road, and Menomonee Avenue.

Land Use

The Northwest Study Area Plan assumes continued low development pressure in the study area. Lack of municipal water and sanitary sewer services and the existing residents’ disinterest in selling or subdividing their land should limit development pressures that are being felt in other parts of the Village. The general intent of the plan is to have the Northwest Study Area retain its rural character while permitting limited residential development on large lots or in a conservation development.

Table 39 indicates the distribution of recommended land uses in the Northwest Study Area. No commercial or industrial uses are proposed in the Northwest Study Area. Within the Village, most of the land within the Northwest Study Area that is not included in environmental corridors, floodway districts, or Menomonee Park is designated as agricultural holding area. The only exceptions are an existing private school and the former Sunnyside School property. Both are classified as Institutional and located in the southeastern corner of the study area. The Northwest Study Area Plan recognizes that some existing residential parcels do not meet the 35-acre lot size. Existing uses shall be permitted to remain. The Village may consider small subdivisions to create large lot residential or conservation development patterns. Criteria for considering these subdivisions may include preservation of rural character, impact to environmental features, suitability for privately-owned wells and wastewater systems, and future availability of municipal infrastructure.

The extraterritorial area within the Town of Lisbon reflects the Land Use Plan that the Town adopted in 2004. This area includes planned residential categories with densities more in line with traditional subdivisions. The area also includes some retail along the railroad corridor.

TABLE 39
Recommended Land Use
Northwest Study Area

Land Use Category	**Acres**	**Percent**
Agricultural Holding Area	1,642	35.1%
Rural Density Residential	775	16.6%
Low Density Residential	316	6.7%
Commercial	4	0.1%
Institutional	8	0.1%
Park and Open Space	321	6.8%
Environmental Corridor and Floodway District	1,482	31.7%
Road/Rail ROW	134	2.9%
Total	**4,682**	**100%**

The land uses shown in Map 15 are described below. Density is based on net developable acreage, which is calculated by subtracting wetlands, floodplains, steep slopes, and other non-buildable areas from the gross acreage of the parcel.

- *Agricultural Holding Area*. This land use is intended for active agricultural uses, and supports residential development with densities of typically no more than one unit per 35 acres. Existing residences on smaller lots will remain. Within the Northwest Study Area, the Village may consider some residential development at densities of more than one unit for every 35 acres. Any such higher density development should be supported by an analysis of the water table and soil conditions to support private wells and wastewater systems, and maintain the rural character of the area.
- *Rural Density Residential*. This is a residential land use with densities ranging from five acres to 35 acres per dwelling unit. It is found in the extraterritorial area within the Town of Lisbon, and reflects uses shown in the Town of Lisbon's Land Use Plan. The extraterritorial area within the Town of Lisbon follows the land

use recommendations adopted by the Town in 2004. The majority of this area is planned as Rural Density Residential, requiring a minimum of between 5 and 35 acres per dwelling unit. The area also includes low density urban residential (0.46-1.4 acres/dwelling unit) and suburban density (1.5-2.9 acres/dwelling unit). Most of the land within the Village that is not Menomonee Park, an environmental corridor, or floodway district is designated as agricultural holding area. This category has a requirement of 35 or more acres per dwelling unit.

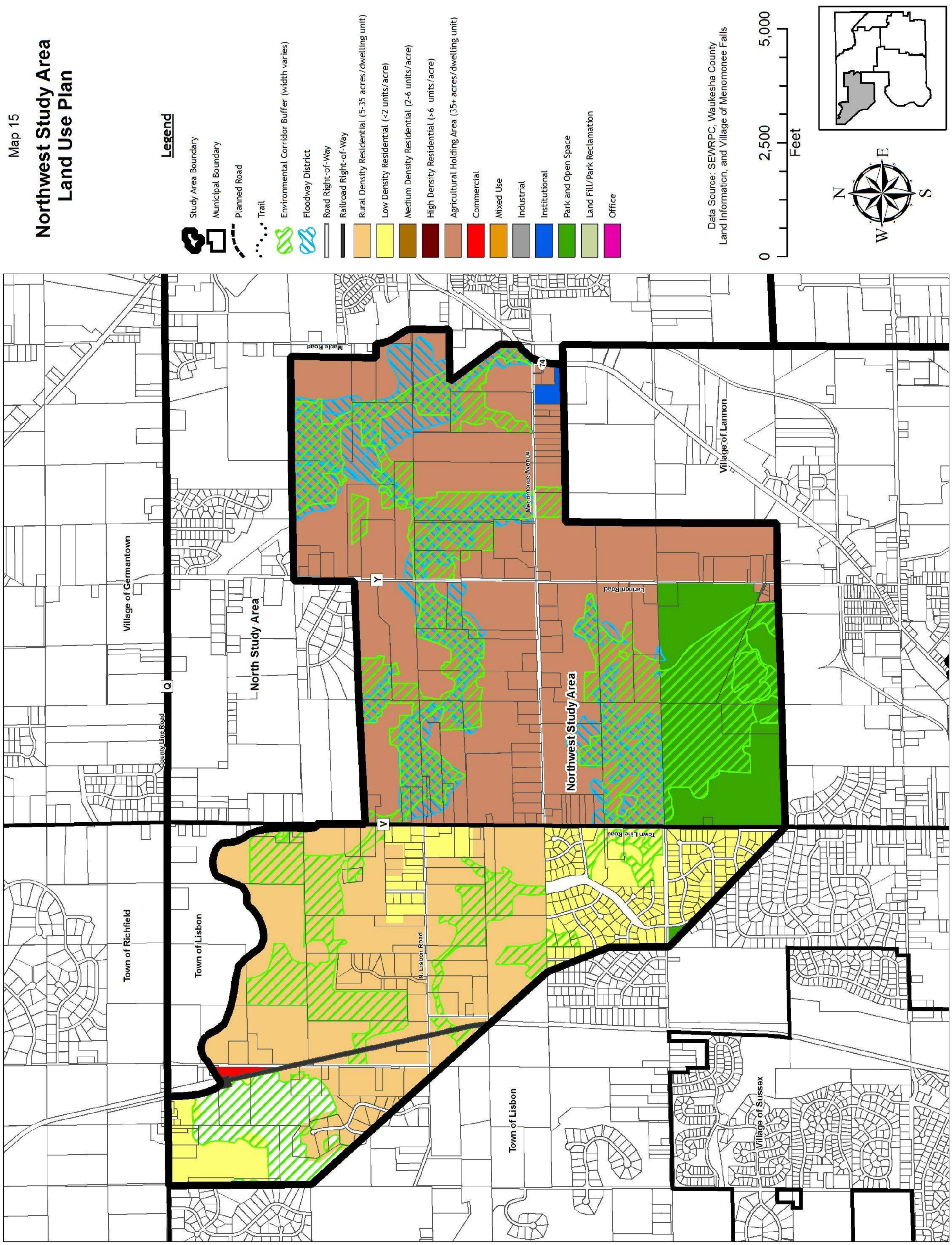
- *Low Density Residential.* A residential land use with densities of up to two dwelling units per acre. These areas may be developed as conservation subdivisions, where homes are clustered on small lots and a portion of the area is preserved as common open space that preserves important natural features of the site.
- *Commercial*. This is a land use intended for small commercial developments serving neighborhood or community shopping and service needs, as well as larger retail developments focused on highways and local interchanges.
- *Institutional*. This land use is intended for general governmental functions and organizations such as churches, schools, libraries, post offices, and similar uses.
- *Transportation.* Right-of-way for public roads and railroad corridors are included in this land use category.
- *Park and Open Space*. This use includes public and private outdoor recreational and open space, or preservation of the natural environment for the physical, psychological, and spiritual benefit of the community.
- *Floodway District*. This category consists of lands delineated by the Federal Emergency Management Agency (FEMA). The floodway district protects people and property from flood damage by prohibiting erection of structures that impede the flow of water during periodic flooding.
- *Environmental Corridor*. These are significant environmental areas designated by the Southeastern Wisconsin Regional Planning Commission. This category is a combination of primary environmental corridors, secondary environmental corridors, and isolated natural resource areas.

Utilities and Community Facilities

Extension of municipal water and sewer into the Northwest Study Area would require a large investment in infrastructure. The Village of Menomonee Falls has no plans to extend services into the Northwest Study Area during the next twenty years. However, analysis of the sewer capacity for the Southwest Study Area Plan determined that the Village's trunk line and interceptor sewers tributary to the Village of Sussex Water Pollution Control Facility (WPCF) should have adequate capacity to convey peak hourly flows with the full build-out shown for the Southwest Study Area and a more developed Northwest Study Area. The areas currently planned for agricultural holding area could be developed at a density of less than two units per acre and still be under the system's capacity limits. Development at densities higher than two units per acre could require construction of a parallel sewer system and the purchase of additional sewage treatment capacity to service the area

The Village's *Comprehensive Outdoor Recreation Plan* calls for land acquisition in the Northwest Study Area or the North Study Area to create a new active use park north of Menomonee Avenue before 2012. It also recommends acquisition of passive open space adjacent to environmentally sensitive areas, especially along the Fox River. When development in the Northwest Study Area occurs, that development should reflect the intent of the *Comprehensive Outdoor Recreation Plan.*

In order to preserve the unique aesthetic qualities of this area all new or relocated utilities must be installed underground. In instances where remote access buildings, communications towers, or booster stations need to be above ground the architecture or enclosure of these structures shall be designed to blend with and compliment the surrounding structures, landscape, and any future development. These structures should be designed to be unobtrusive.



Map 15
Northwest Study Area
Land Use Plan
Legend
Study Area Boundary
Municipal Boundary
Planned Road
Trail
Environmental Corridor Buffer (width varies)
Floodway District
Road Right-of-Way
Railroad Right-of-Way
Rural Density Residential (5-35 acres/dwelling unit)
Low Density Residential (<2 units/acre)
Medium Density Residential (2-6 units/acre)
High Density Residential (>6 units/acre)
Agricultural Holding Area (35+ acres/dwelling unit)
Commercial
Mixed Use
Industrial
Institutional
Park and Open Space
Land Fill/Park Reclamation
Office
Data Source: SEWRPC, Waukesha County
Land Information, and Village of Menomonee Falls
0
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E
S
W
Village of Germantown
North Study Area
Northwest Study Area
Village of Lannon
Town of Richfield
Town of Lisbon
Village of Sussex
County Line Road
Maple Road
Menomonee Avenue
Lannon Road
Town Line Road
N. Lisbon Road

7. NORTH STUDY AREA

The North Study Area is one of six areas into which the Village of Menomonee Falls was divided for the purpose of preparing the *Comprehensive Plan*.

ASSESSMENT OF THE NORTH STUDY AREA

In order to address the needs and concerns of this Village area, numerous public participation opportunities were offered to gain public insight of the North Study Area. An open house together with community surveys and an ongoing opportunity for public input have resulted in invaluable feedback from residents. The following assessment summarizes the comments received and issues raised regarding the North Study Area.

Agricultural, Natural, and Cultural Resources

A concern of balancing growth and development with preserving rural and historic character is common amongst residents. Residents voiced interest in promoting a stronger historical theme in the Village Centre, with an emphasis on restoration and preservation. Residents strongly support promoting family-oriented activities such as concerts at Mill Pond, the Farmer's Market, and parades to foster "small town" character and draw people to the downtown. Residents would like to see a quality restaurant and specialty services offered in the Village Centre.

North Study Area residents indicated the need for a stronger focus on the Menomonee River. As the Menomonee River flows through the Village Centre, improved use of river frontage could be a draw for people to visit the downtown area. In addition to the Menomonee River, residents support natural resource protection for the entire Tamarack Preserve, and protecting wetland areas from encroaching development.

Housing

The predominant form of housing in the North Study Area is single family homes, generally at densities of two to six units per acre. However, the area also contains a majority of the Village's multifamily residential buildings. Comments from the open house focused mainly on concerns about property maintenance and enforcement of building and maintenance codes by the Village.

Transportation

Transportation concerns in the North Study Area focused on the Village Centre. Issues included a lack of parking and excessive truck traffic. Many residents questioned the possibility of rerouting truck traffic from state highways to avoid the Village Centre. Roadways such as Appleton Avenue and Pilgrim Road were identified as overly congested with a lack of speed limit enforcement. Other comments called for improved bicycle and pedestrian paths with better connections to existing trails.

Land Use

As the Village Centre is at the heart of the North Study Area, many comments regarding land use were also focused on the Village Centre and its needs. Residents expressed a desire for more diverse restaurant and retail offerings within the Village Centre, with a preference for more local businesses and fewer chain establishments. Building and property maintenance and streetscaping or landscaping were cited as areas for improvement.

There was support for bicycle and pedestrian improvements to enhance walkability. County Line Road/CTH Q was identified as an area of potential commercial growth, however, there are concerns about increased traffic.

The following table summarizes existing land uses in the North Study Area.

TABLE 40 Summary of Existing Land Uses North Study Area: September 2006		
Land Use Category	**Acres**	**Percent**
Agricultural	621	12.5%
Environmental	750	15.1%
Residential Land Uses	2,060	41.6%
Transportation & Utilities	633	12.8%
Recreation	86	1.7%
Unused Rural/Urban	237	4.8%
Institutional	285	5.7%
Commercial	259	5.2%
Industrial Land Uses	11	0.2%
Surface Water	15	0.3%
Total	**4,957**	**100%**

Utilities and Community Facilities

As municipal sewer and water is not provided to the entire North Study Area, opinions about these services were mixed. Concerns were voiced about the costs of sewer and water services, with some residents hoping to remain on private systems, while others hope that municipal services would soon be available. Residents offered concerns about street and tree maintenance as well as the maintenance of Village properties. There was expressed interest for tree planting programs and establishing neighborhood watch groups.

NORTH STUDY AREA PLAN

The plan for the North Study Area evolved from the attitudes and preferences of Village residents, and the development objectives of the Village of Menomonee Falls. The Comprehensive Plan Steering Committee evaluated several proposed build-out concepts for the North Study Area. The final concept is included herein. The following describes the plans for the North Study Area.

Agriculture, Natural, and Cultural Resources

Environmental corridors and floodplains identified by the Southeastern Wisconsin Regional Planning Commission should be preserved. Additionally, future development near these areas should provide a 25- to 75-foot buffer between structures or pavement and any environmental corridors. Development may occur in areas designated as flood fringes provided that all local, state, and federal regulations are satisfied. Environmental corridor, wetland,

and flood data mapped in this Comprehensive Plan has a degree of inaccuracy due to the manner in which it has been collected. This data must be refined through environmental and topographic surveys as part of the site development review process.

Waukesha County has prepared a detailed plan for greenways along environmental corridors. The intent of that plan is to provide connectivity between these features, which may require preservation of land outside of environmental corridors to establish contiguity. Corridors may be preserved through public ownership or land use regulation. Two significant natural or environmental resources are found within the North Study Area. These are the Menomonee River and portions of the Tamarack Preserve. The Village should identify and act on opportunities to improve the shoreline and to create additional access to Menomonee River, particularly within the Village Centre area. While much of the Tamarack Preserve is already in public ownership, the Village should acquire additional property within the preserve as it becomes available.

While the entire North Study Area is included within the sanitary service area, sewers are not expected to be extended to a portion of the area in the lifetime of this plan. For that reason, this part of the study area will be designated as an agricultural holding area.

Housing

Demographic shifts and changing housing preferences are creating an opportunity to redevelop properties in the North Study Area, and particularly in or near the Village Centre. This aim is consistent with planning that has addressed revitalization of the Village Centre, seeking to locate housing in a mixed use environment with an exciting and vital set of retail shops (including such stores as upscale grocery stores, bookstores, espresso shops, and kitchenware stores), eating and drinking places, and recreational and cultural activities. Additional planning and actions will be required of the Village to capture this future demand. This may include promoting appropriate redevelopment sites, supporting activities that add to the cultural or entertainment offerings of the district, or taking an active role in promoting retail and restaurant attraction. The North Study Area, and the Village Centre in particular, could become a desirable housing location if retail and other amenities and services can be developed alongside a variety of housing choices.

Transportation

Recommendations for the North Study Area concur with the *2035 Regional Transportation System Plan*, including expansion of County Line Road (County Highway Q) to four lanes between Lannon Road and Colgate Road.

The North Study Area Plan also concurs with the Village's *Comprehensive Outdoor Recreation Plan* recommendation for a multi-purpose path running along Menomonee Avenue, Lannon Road, Maple Road, Good Hope Road, and along the perimeter of the Tamarack Preserve.

This plan recognizes the desire of downtown business owners to reduce the heavy truck traffic on state roads through the Village Centre. This will require coordination with the Wisconsin Department of Transportation to identify alternative routes.

Land Use

The majority of land in the North Study Area is already developed and the *Comprehensive Plan* generally reflects existing uses. However, the Plan also proposes that agricultural land in the northwest portion of the study area be classified as agricultural holding area to maintain those areas in their current state. Additionally, an area near the intersection of CTH Q and Maple Road has been designated as commercial to allow the existing residential areas to transition to commercial uses such as those found on the east side of Maple Road. In the southern portion of the study area, additional land along Marcy Road has been classified as institutional to provide Community Memorial Hospital the flexibility to expand and to allow the clustering of related medical uses.

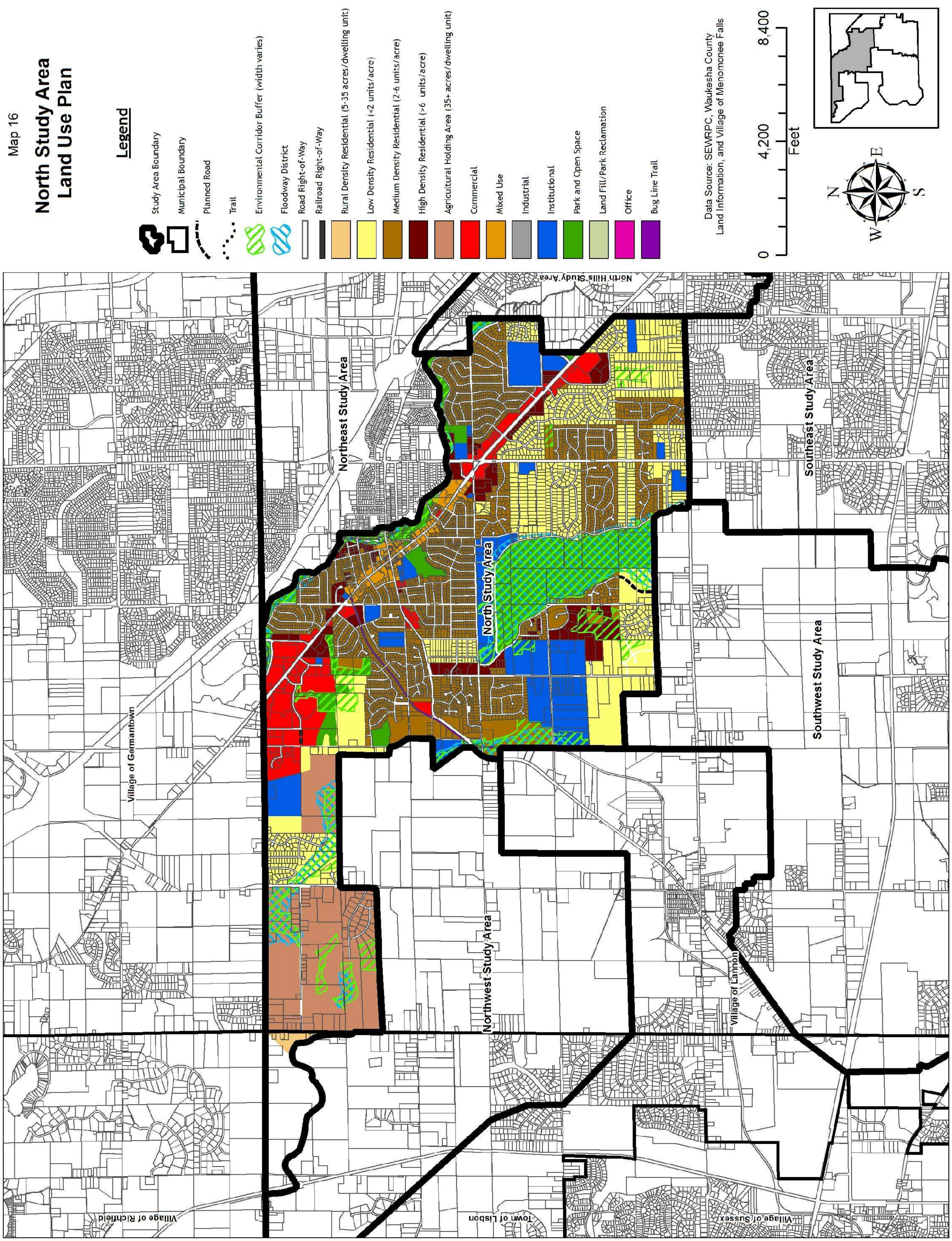

Map 16
North Study Area
Land Use Plan
Legend
Study Area Boundary
Municipal Boundary
Planned Road
Trail
Environmental Corridor Buffer (width varies)
Floodway District
Road Right-of-Way
Railroad Right-of-Way
Rural Density Residential (5-35 acres/dwelling unit)
Low Density Residential (<2 units/acre)
Medium Density Residential (2-6 units/acre)
High Density Residential (>6 units/acre)
Agricultural Holding Area (35+ acres/dwelling unit)
Commercial
Mixed Use
Industrial
Institutional
Park and Open Space
Land Fill/Park Reclamation
Office
Bug Line Trail
Data Source: SEWRPC, Waukesha County
Land Information, and Village of Menomonee Falls
0
4,200
8,400
Feet
N
E
S
W
North Hills Study Area
Northeast Study Area
North Study Area
Southeast Study Area
Southwest Study Area
Northwest Study Area
Village of Germantown
Village of Lannon
Village of Richfield
Town of Lisbon
Village of Sussex

TABLE 41
Recommended Land Use
North Study Area

Land Use Category	Acres	Percent
Agricultural Holding Area	588	9.4%
Rural Density Residential	20	0.1%
Low Density Residential	1058	16.8%
Medium Density Residential	1139	18.1%
High Density Residential	218	3.5%
Mixed Use	73	1.2%
Commercial	203	3.2%
Institutional	466	7.4%
Transportation	657	10.5%
Park and Open Space	483	7.7%
Environmental Corridor or Floodway	1,374	21.9%
Total	**6,279**	**100.0%**

In the central portion of the study area the mixed use land use category is envisioned to help promote a vibrant and successful Village Centre. This land use category will promote high density residential development (20 units or more per acre) to create a critical mass residents living in the Village Centre. A focus on the pedestrian environment and creation of retail, services, amenities, and housing opportunities is integral to creating and maintaining a thriving Village Centre.

Figure 3 identifies potential redevelopment sites in the Village Centre area. These are described below.

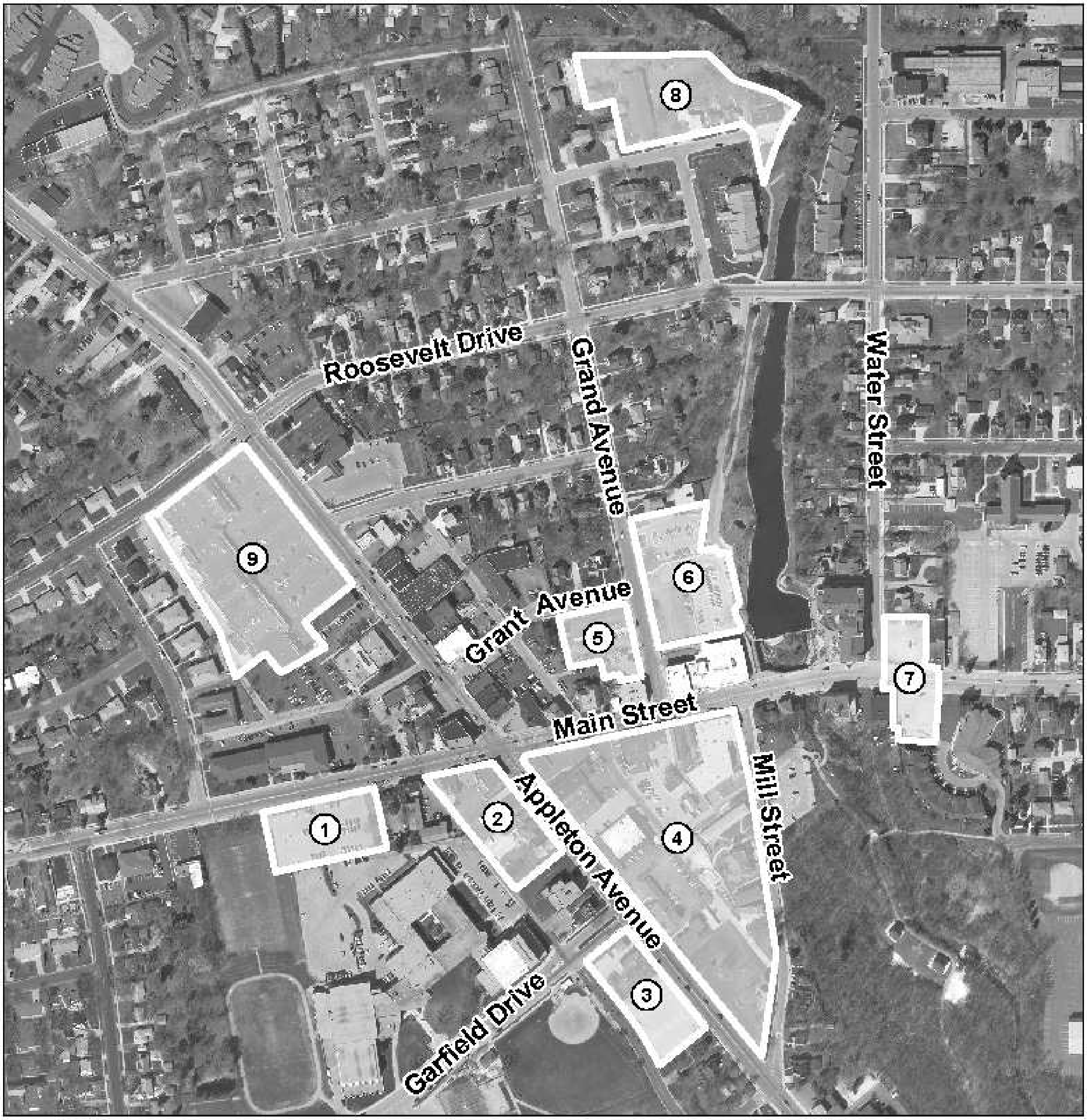
1) This parking lot is the current site of the farmer's market. The opportunity exists to formalize the market by creating permanent or semi-permanent facilities. These facilities may allow vendors to extend their operating times. Additionally, there is an opportunity to introduce sidewalk vendors at this site, at Centennial Plaza, and throughout the Village Centre area.
2) This block could be redeveloped into a mixed use center utilizing some of the existing buildings.
3) This parking lot presents an opportunity for redevelopment into residential or mixed use. Existing parking could be transferred to a right-of-way lot on Garfield Drive.
4) This entire block could be transformed into a mixed use center by incorporating the existing memorial into a public gathering court and redeveloping the internal parking lots.
5) This rear parking lot could be redeveloped into residential or mixed use.
6) This rear parking lot adjacent to Mill Pond Park could be redeveloped into residential or mixed use that focuses on the Menomonee River.
7) These parking lots on either side of Main Street could be redeveloped as mixed use with a focus on creating a gateway to the Village Centre.

8) This site could redevelop as residential with a focus on the Menomonee River. The existing Standard Oil building could become a destination point. The site also allows for strong connections between the Bugline Trail and the Menomonee River Parkway.

9) This large shopping center and parking lot could be redeveloped into a mixed use that integrates with the Village Centre.

FIGURE 3

Opportunity Sites in the Village Centre



Land uses depicted in Map 16 are described below. Density is based on net developable acreage, which is calculated by subtracting wetlands, floodplains, steep slopes, and other non-buildable areas from the gross acreage of the parcel.

- *Agricultural Holding Area*. This land use is intended for active agricultural uses, and supports residential development with densities of no more than one unit per 35 acres. This area may eventually be converted to non-agricultural use beyond this *Comprehensive Plan's* 20-year horizon. Existing residences on smaller lots will remain.
- *Rural Density Residential*. This is a residential land use with densities ranging from five acres to 35 acres per dwelling unit. It is found in the extraterritorial area within the Town of Lisbon, and reflects uses shown in the Town of Lisbon's Land Use Plan. The extraterritorial area within the Town of Lisbon follows the land use recommendations adopted by the Town in 2004. The majority of this area is planned as Rural Density Residential, requiring a minimum of between 5 and 35 acres per dwelling unit. The area also includes low density urban residential (0.46-1.4 acres/dwelling unit) and suburban density (1.5-2.9 acres/dwelling unit). Most of the land within the Village that is not Menomonee Park, an environmental corridor, or floodway district is designated as agricultural holding area. This category has a requirement of 35 or more acres per dwelling unit.
- *Low Density Residential.* A residential land use with densities of up to two dwelling units per acre. These areas may be developed as conservation subdivisions, where homes are clustered on small lots and a portion of the area is preserved as common open space that preserves important natural features of the site.
- *Medium Density Residential.* This is a residential land use with densities ranging from two to six dwelling units per acre. In addition to detached homes, two-unit and small multi-family buildings are appropriate in this category.
- *High Density Residential*. Densities may exceed six dwelling units per acre in this category, which will generally contain multi-family buildings, row houses, and duplexes.
- *Mixed Use*. These are areas intended to be developed with integrated and complementary office, retail, and residential uses, often within the same building. This category may contain a mixture of low density residential, medium density residential, high density residential, office, retail, and park and open space land uses.
- *Commercial*. This is a land use intended for small commercial developments serving neighborhood or community shopping and service needs, as well as larger retail developments focused on highways and local interchanges.
- *Institutional*. This land use is intended for general governmental functions and organizations such as churches, schools, libraries, post offices, and similar uses.
- *Transportation.* Right-of-way for public roads and railroad corridors are included in this land use category.
- *Park and Open Space*. This use includes public and private outdoor recreational and open space, or preservation of the natural environment for the physical, psychological, and spiritual benefit of the community.
- *Floodway District*. This category consists of lands delineated by the Federal Emergency Management Agency (FEMA). The floodway district protects people and property from flood damage by prohibiting erection of structures that impede the flow of water during periodic flooding.
- *Environmental Corridor*. These are significant environmental areas designated by the Southeastern Wisconsin Regional Planning Commission. This category is a combination of primary environmental corridors, secondary environmental corridors, and isolated natural resource areas.

Utilities and Community Facilities

Two elementary schools, two middle schools, and Menomonee Falls High School fall within the boundaries of this study area. Other governmental uses include the Village Hall, police department, two fire stations, and the library. Community Memorial Hospital and several clinics are also in the study area.

The North Study Area falls within the service territory of the Milwaukee Metropolitan Sewerage District. The Village has no current plans to extend sewer to those areas without utilities during the time frame of this *Comprehensive Plan*.

In order to preserve the unique aesthetic qualities of this area all new or relocated utilities must be installed underground. In instances where remote access buildings, communications towers, or booster stations need to be above ground the architecture or enclosure of these structures shall be designed to blend with and compliment the surrounding structures, landscape, and any future development. These structures should be designed to be unobtrusive.

The study are contains two community parks. Village Park is approximately 18 acres, and Rotary Park is approximately 19 acres. The Bugline trail trailhead is located in this area.

The Village's *Comprehensive Outdoor Recreation Plan* recommends acquisition of lands in the Northwest Study Area or the North Study Area to create a new active use park in the area north of Menomonee Avenue prior to 2012. The Comprehensive Outdoor Recreation Plan recommends acquisition of passive open space along environmentally sensitive areas, and acquisition of remaining privately-owned land in the Tamarack Preserve. Additionally, efforts should be made to provide improved connections to the Menomonee River Parkway and the Bugline Trail to promote greater access to these facilities.

8. SOUTHEAST STUDY AREA

The Southeast Study Area is one of six areas into which the Village of Menomonee Falls was divided for the purpose of preparing the *Comprehensive Plan*.

ASSESSMENT OF THE SOUTHEAST STUDY AREA

Through public participation efforts, including an open house, three community surveys and an ongoing opportunity for public input, valuable feedback was received regarding the needs and concerns of the Southeast Study Area. The following assessment summarizes the comments received and issues raised regarding the Southeast Study Area. A more detailed summary of the comments and survey results can be found in Appendix A.

Agricultural, Natural, and Cultural Resources

The Southeast Study Area contains significant environmental areas along the Lilly Creek and Menomonee River corridors. Additionally, the northwestern portion of the study area abuts the Tamarack Preserve.

Housing

Most housing in the study area takes the form of single family homes, and is evenly distributed between areas with a density of two to six units per acre and areas with a density of less than two units per acre. A significant strip of industrial uses along the railroad separates the study area into two roughly equal zones of residential uses.

Transportation

The Southeast Study Area features two important transportation corridors. These are Pilgrim Road, a north-south arterial, and Silver Spring Drive, which runs east-west. Pilgrim Road connects the center of the Village to communities to the south, and Silver Spring Drive connects the Village to the City of Milwaukee. The Union Pacific Railroad runs north-northwest through the study area. The study area also contains multi-purpose trails along Pilgrim Road and Good Hope Road. Additionally, a partial bike lane runs along Lilly Road between Good Hope Road and Silver Spring Drive, transitioning into a multi-purpose trail between Silver Spring and Hampton Road.

Land Use

Residential uses dominate the Southeast Study Area, however, a large portion of the Village's industrial uses are also located in this area. Limited commercial uses are found on the Silver Spring Drive and Lisbon Road.

Utilities and Community Facilities

The Southeast Study Area is served by Fire Station No. 2 on Silver Spring Drive.

The Southeast Study Area contains Oakwood Park, Willowood Park, and Community Forest Preserve, along with a portion of the Tamarack Preserve. The Menomonee Falls School District owns land that it leases to a Little League complex on Mill Road.

The Southeast Study Area is fully served by the Milwaukee Metropolitan Sewerage District and by Village water. The capacity of those areas served by the Milwaukee Metropolitan Sewerage District (MMSD) is 19.51 million gallons per day (MGD). Current demand in those areas is 3.40 MGD, with a peak demand of 5.617 MGD.

Table 42 provides a summary of existing land uses in the study area.

TABLE 42 Summary of Existing Land Uses Southeast Study Area: September 2006		
Land Use Category	**Acres**	**Percent**
Agricultural	342	7.7%
Environmental	560	12.6%
Residential Land Uses	1,814	40.8%
Transportation & Utilities	646	14.5%
Recreation	98	2.2%
Unused Rural/Urban	319	7.2%
Institutional	19	0.4%
Commercial Land Uses	130	2.9%
Industrial Land Uses	489	11.0%
Surface Water	31	0.7%
Total	**4,448**	**100%**

SOUTHEAST STUDY AREA PLAN

The plan for the Southeast Study Area evolved from the attitudes and preferences of Village residents, and the development objectives of the Village of Menomonee Falls. The Comprehensive Plan Steering Committee evaluated the proposed build-out concept for the Southeast Study Area. The final concept is included herein. The following describes the plans for the Southeast Study Area.

Agriculture, Natural, and Cultural Resources

Environmental corridors and floodplains identified by the Southeastern Wisconsin Regional Planning Commission should be preserved. Additionally, future development near these areas should provide a 25- to 75-foot buffer between structures or pavement and any environmental corridors. Development may occur in areas designated as flood fringes provided that all local, state, and federal regulations are satisfied. Environmental corridor, wetland, and flood data mapped in this Comprehensive Plan has a degree of inaccuracy due to the manner in which it has been collected. This data must be refined through environmental and topographic surveys as part of the site development review process.

Waukesha County has prepared a detailed plan for greenways along environmental corridors. The intent of that plan is to provide connectivity between these features, which may require preservation of land outside of environmental corridors to establish contiguity. Corridors may be preserved through public ownership or land use regulation. The Village owns several parcels in the area along Lilly Creek and the Menomonee River which were acquired in prior flood control projects. The Village's Comprehensive Outdoor Recreation Plan recommends that these parcels be designated as the Lilly Creek Parkway and part of the Menomonee River Parkway, respectively. The plan also recommends that these parkways be expanded as surrounding lots come up for sale. These recommendations are consistent with the County's plan, which also identifies lands for acquisition by the County.

Housing

This area has mostly been developed, with only 90 acres remaining to be developed. This includes 20 acres designated for mixed use and 70 acre designated for medium density residential. This acreage may result in the addition of up to 325 new dwelling units in the study area.

Transportation

The Southeast Study Area Plan concurs with the recommendations in the Southeastern Wisconsin Regional Planning Commission's *2035 Regional Transportation System Plan*. These include:

- widening Lisbon Road to four lanes (with a median) between Lannon Road and Hampton Road,
- widening Silver Spring Drive to four lanes (with a median) from Lannon Road to Pilgrim Road, and
- acquiring right-of-way along Silver Spring Drive to accommodate a four lane width from CTH V to Lannon Road.

Additionally, the Village's *Comprehensive Outdoor Recreation Plan* recommends multi-purpose paths along Mill Road and Lilly Road, and through the greenway corridors on Lilly Creek and the Menomonee River.

Land Use

Nearly all of the land area within the Southeast Study Area has been developed. As a result, the land use plan for this area is, to a great extent, simply a refinement of currently existing uses, with adjustments made to reflect future conditions. The most significant changes consist of clarification of land uses along Lisbon Road.

Table 43 provides a summary of the land uses depicted in Map 17. The land uses from Map 17 are described below. Density is based on Net Developable Acre which is the gross acreage of the parcel minus the wetland, floodplain, steep slopes (>12 percent), and other non-buildable areas.

- *Low Density Residential.* A residential land use with densities of up to two dwelling units per acre. These areas may be developed as conservation subdivisions, where homes are clustered on small lots and a portion of the area is preserved as common open space that preserves important natural features of the site.
- *Medium Density Residential.* This is a residential land use with densities ranging from two to six dwelling units per acre. In addition to detached homes, two-unit and small multi-family buildings are appropriate in this category.
- *High Density Residential*. Densities may exceed six dwelling units per acre in this category, which will generally contain multi-family buildings, row houses, and duplexes.
- *Mixed Use*. These are areas intended to be developed with integrated and complementary office, retail, and residential uses, often within the same building. This category may contain a mixture of low density residential, medium density residential, high density residential, office, retail, and park and open space land uses.
- *Commercial*. This is a land use intended for small commercial developments serving neighborhood or community shopping and service needs, as well as larger retail developments focused on highways and local interchanges.

TABLE 43 Recommended Land Use Southeast Study Area		
Land Use Category	**Acres**	**Percent**
Low Density Residential	1,316	29.6%
High Density Residential	16	0.4%
Commercial	85	1.9%
Government/Institutional	157	3.5%
Park and Open Space	108	2.4%
Road/Rail ROW	655	14.7%
Environmental Corridor and Floodway District	738	16.6%
Total	**4,448**	**100%**

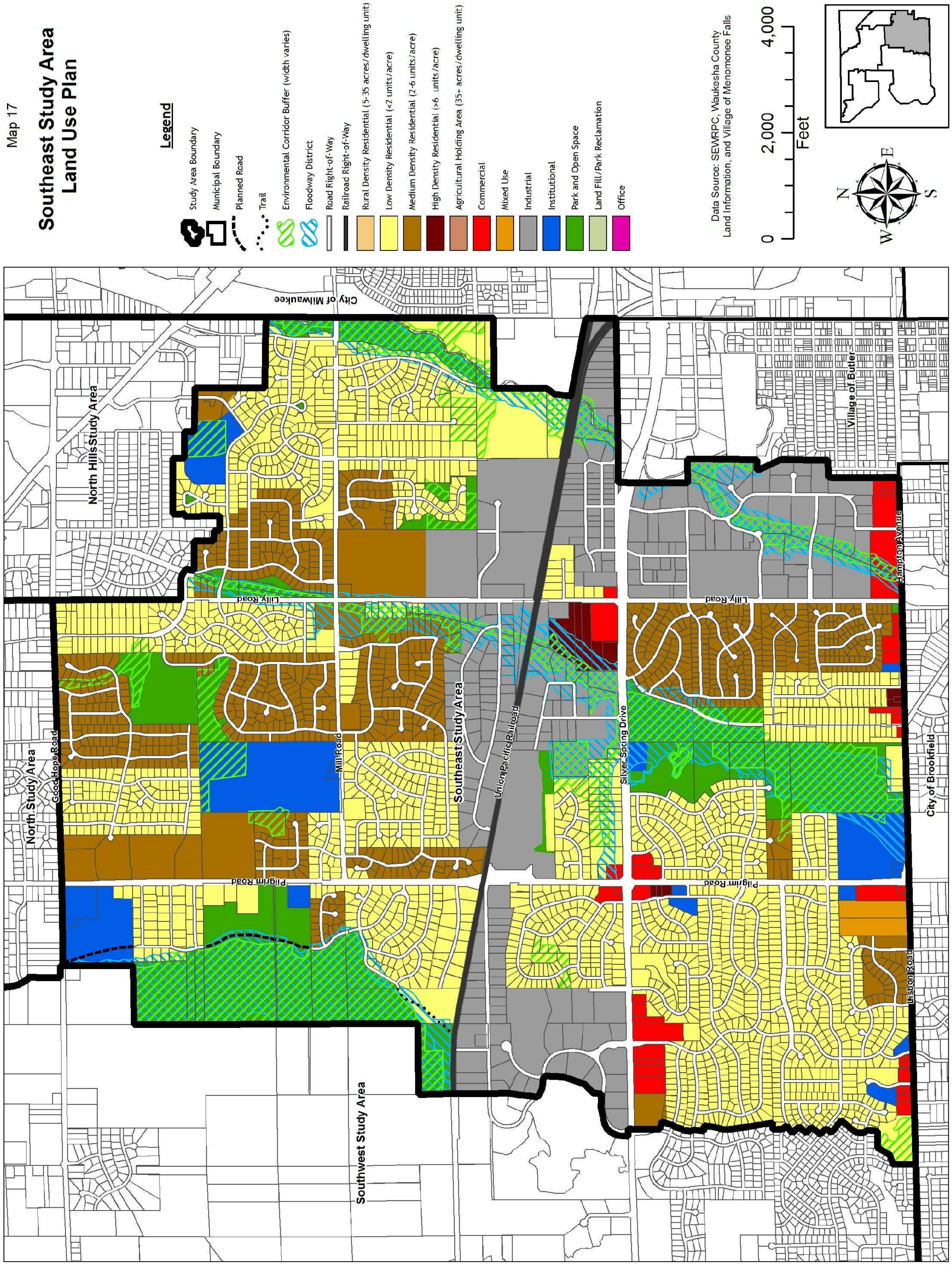
- *Industrial*. Operations involving manufacturing, assembly, and processing of products, and research and development activities, including corporate and divisional headquarters, administrative and business offices, professional offices, banks, data processing centers, and research laboratories, are included in this category.
- *Institutional*. This land use is intended for general governmental functions and organizations such as churches, schools, libraries, post offices, and similar uses.
- *Transportation.* Right-of-way for public roads and railroad corridors are included in this land use category.
- *Park and Open Space*. This use includes public and private outdoor recreational and open space, or preservation of the natural environment for the physical, psychological, and spiritual benefit of the community.
- *Floodway District*. This category consists of lands delineated by the Federal Emergency Management Agency (FEMA). The floodway district protects people and property from flood damage by prohibiting erection of structures that impede the flow of water during periodic flooding.
- *Environmental Corridor*. These are significant environmental areas designated by the Southeastern Wisconsin Regional Planning Commission. This category is a combination of primary environmental corridors, secondary environmental corridors, and isolated natural resource areas.

Utilities and Community Facilities

Pilgrim Evangelical Lutheran School is located in this study area.

The Village plans to develop the Village property off Pilgrim Road near Raven Way Drive as an active use park. This property is adjacent to the Tamarack Preserve and may tie in with the preserve as well as the nearby Little League Complex and Oakwood Park. Oakwood and Willowwood Parks are also located in the study area.

The Southeast Study Area is well served by the Metropolitan Milwaukee Sanitary District and municipal water. The proposed infill development will create interconnections within these systems.


Map 17
Southeast Study Area
Land Use Plan
Legend
Study Area Boundary
Municipal Boundary
Planned Road
Trail
Environmental Corridor Buffer (width varies)
Floodway District
Road Right-of-Way
Railroad Right-of-Way
Rural Density Residential (5-35 acres/dwelling unit)
Low Density Residential (<2 units/acre)
Medium Density Residential (2-6 units/acre)
High Density Residential (>6 units/acre)
Agricultural Holding Area (35+ acres/dwelling unit)
Commercial
Mixed Use
Industrial
Institutional
Park and Open Space
Land Fill/Park Reclamation
Office
Data Source: SEWRPC, Waukesha County Land Information, and Village of Menomonee Falls
0
2,000
4,000
Feet
N
E
S
W
City of Milwaukee
North Hills Study Area
North Study Area
Good Hope Road
Lilly Road
Mill Road
Pilgrim Road
Southeast Study Area
Union Pacific Railroad
Silver Spring Drive
Southwest Study Area
Village of Butler
Hampton Avenue
City of Brookfield
Lisbon Road

In order to preserve the unique aesthetic qualities of this area all new or relocated utilities must be installed underground. In instances where remote access buildings, communications towers, or booster stations need to be above ground the architecture or enclosure of these structures shall be designed to blend with and compliment the surrounding structures, landscape, and any future development. These structures should be designed to be unobtrusive.

9. NORTH HILLS STUDY AREA

The North Hills Study Area is one of six areas into which the Village of Menomonee Falls was divided for the purpose of preparing the *Comprehensive Plan*.

ASSESSMENT OF THE NORTH HILLS STUDY AREA

In 2001, the Village adopted the *North Hills Neighborhood Plan*. This plan was developed through the efforts of property owners and business members located within the neighborhood, as well as members of the Plan Commission and Village Board. A neighborhood committee was formed to discuss, evaluate, and create the final neighborhood plan. This committee consisted of eight residents of the study area or owners of property in the area. The public participation process included a neighborhood-wide survey and a public hearing.

Agricultural, Natural, and Cultural Resources

The North Hills Study Area contains several significant historic structures including St. Anthony's Catholic Church, North Hills Country Club, and the Michael Wick Farmhouse and Barn. The study area also contains many important environmental features such as the Menomonee River, Lilly Creek, significant environmental corridors, and two isolated natural resource areas.

Housing

The North Hills Study Area contains a variety of uses, including large areas of commercial, office, and residential uses. The residential areas are mainly made up of single family homes, but there are also multi-family developments in the northern section of the study area.

Transportation

Major arterials in the study area include Appleton Avenue (State Highway 175), Good Hope Road County Highway W), Lilly Road, and Fond du Lac Avenue. Three interchanges located within the City of Milwaukee service the study area. The interchanges are located at Fond du Lac Avenue and 124th Street, Good Hope Road near Park Place, and Appleton Avenue just west of 124th Street. The North Hills Study Area plan describes the increasing traffic volumes on Appleton Avenue south of Good Hope and the lack of linkages between public spaces as important issues.

Currently, one Milwaukee County Transit bus line provides service on Appleton Avenue.

Land Use

Although there is a mix of uses in the neighborhood, the largest part of the North Hills Study Area has been developed with single-family residential homes. There is a large office park located in the eastern part of the study area. Uses in the remainder of the study area consist of commercial and multifamily developments, parks, and other government or institutional lands.

The *North Hills Neighborhood Plan* recommends that residential uses, integrated with a well-planned retail center, restaurants, and a pedestrian-friendly street network, can be expected to attract the talented labor required by the Village's businesses. The *North Hills Neighborhood Plan* addresses aesthetics, infrastructure, and amenities that will also appeal to future residents who place a premium on convenient access to shopping, restaurants, parks and other recreational and entertainment venues.

The following table summarizes existing land use patterns in the study area.

TABLE 44 Summary of Existing Land Uses North Hills Study Area: September 2006		
Land Use Category	**Acres**	**Percent**
Agricultural	19	1.4%
Environmental	171	13.1%
Residential Land Uses	510	39.1%
Transportation & Utilities	152	11.7%
Recreation	149	11.4%
Unused Rural/Urban	177	13.6%
Institutional	19	1.5%
Commercial Land Uses	88	6.7%
Industrial Land Uses	4	0.3%
Surface Water	16	1.2%
Total	**1,305**	**100%**

Utilities and Community Facilities

The North Hills Study Area is served by Fire Station No. 3, on Lilly Road south of Appleton Avenue. This fire station provides adequate coverage to meet fire protection needs within the study area.

The North Hills Study Area is entirely within the Menomonee Falls School District. There are no neighborhood schools located within the boundaries of the neighborhood, however, many schools are located in adjacent areas. The Menomonee Falls High School and Benjamin Franklin Elementary School are situated west of Lilly Road. The neighborhood is served by two elementary schools. Students who live north of Good Hope Road attend Riverside Elementary School, located on Margaret Road, while students living south of Good Hope Road attend Benjamin Franklin Elementary School.

The North Hills Study Area contains the southern portion of Rotary Park along the Menomonee River. The park contains a trail system that connects to other Village parks along the river, and eventually links to the Bugline Trail. Rivers Edge Park, classified as an urban green space, is also located along the Menomonee River east of Lilly Road. The main feature of this park is a large pond with a walking path.

The majority of the North Hills Study Area is served by the Milwaukee Metropolitan Sewerage District and by Village water, except for isolated residential areas where service is currently impractical. The capacity of those areas served by the Milwaukee Metropolitan Sewerage District is 19.51 million gallons per day (MGD). Current demand in those areas is 3.40 MGD, with a peak demand of 5.617 MGD.

The majority of the North Hills Study Area is served by water drawn from Lake Michigan. The capacity for those areas in the Village supplied by lake water is 8.94 MGD, with an average demand of 3.353 MGD, and a peak demand of 5.617 MGD.

NORTH HILLS STUDY AREA PLAN

The information presented in this Comprehensive Plan for the North Hills Study Area was drawn from the *North Hills Neighborhood Plan*, with minor changes noted.

Agricultural, Natural, and Cultural Resources

Environmental corridors and floodplains identified by the Southeastern Wisconsin Regional Planning Commission should be preserved. Additionally, future development near these areas should provide a 25- to 75-foot buffer between structures or pavement and any environmental corridors. Development may occur in areas designated as flood fringes provided that all local, state, and federal regulations are satisfied. Environmental corridor, wetland, and flood data mapped in this *Comprehensive Plan* has a degree of inaccuracy due to the manner in which it has been collected. This data must be refined through environmental and topographic surveys as part of the site development review process.

Waukesha County has prepared a detailed plan for greenways along environmental corridors. The intent of that plan is to provide connectivity between these features, which may require preservation of land outside of environmental corridors to establish contiguity. Corridors may be preserved through public ownership or land use regulation. There is a single corridor shown in the North Hills Study Area, that is intended for preservation by the Village. The *North Hills Neighborhood Plan* recommends preserving these environmental corridors in a natural setting. It also recommends creating parkways and boulevards to connect recreational and open space areas. Future updates to the Village's *Comprehensive Outdoor Recreation Plan* should address the areas to be preserved and the methods of preservation.

The North Hills Study Area Plan discusses several tools for preserving and enhancing the character of the neighborhood. These tools include protection of views to important buildings such as St. Anthony's by establishing visual easements. Additionally, the *North Hills Neighborhood Plan* discusses programs to maintain architectural and landscaping standards in the study area.

Housing

The image of the North Hills Study Area has been gaining favor with developers and households that are relocating to the area. Demand is shifting from starter housing to trade-up homes. Lot prices have experienced significant appreciation over the past few years due to both the increasing appeal of the study area and the relative scarcity of turn-key lots in subdivisions. The *North Hills Study Area Plan* proposes that 33 percent of the study area be developed for residential uses, with a focus on two areas of the neighborhood. One of the targeted residential areas is located south of Appleton Avenue west of the Falls Baptist Church. It is identified as an institutional use for senior housing. The second targeted area is located south of Good Hope east of the Michael Wick farmstead.

Transportation

The *North Hills Neighborhood Plan* emphasizes connectivity of transportation routes, but the Menomonee River prevents additional connections to Fond du Lac Avenue, and topography and environmental constraints prevent other connections. The *North Hills Neighborhood Plan* makes several specific transportation recommendations that are amended by this Plan. These include:

- installing traffic calming measures on streets experiencing increasing traffic;
- realign Highland Drive and classifying it as a collector road;
- landscaping all state, county and local streets with medians in a manner similar to Appleton Avenue.

The North Hills Study Area Plan identifies the need for a transit stop for Milwaukee County Transit bus service on Appleton Avenue (with stops at Lilly Road and Good Hope Road). This location should be provided with pedestrian access to the transit route from an area designated as a transit parking area.

Although the *North Hills Neighborhood Plan* discusses bike and pedestrian trails, some changes have occurred since its adoption. Recommended amendments are based on the Village's *Comprehensive Outdoor Recreation Plan.* These recommendations include:

- construct dedicated bike lanes along Appleton Avenue, Good Hope Road, and Lilly Road south of Good Hope Road;
- construct multi-use paths along Lilly Road from Good Hope Road to Appleton Avenue, and on Fond du Lac Avenue; and
- construct a combination of multi-use paths and signed on-street bicycle routes through the interior of the neighborhood.

The Southeastern Wisconsin Regional Planning Commission's *2035 Regional Transportation System Plan* recommends widening Highway 41/45 to eight lanes. This *Comprehensive Plan* amends the *North Hills Neighborhood Plan* to concur with these recommendations.

Land Use

The *Comprehensive Plan* and the *North Hills Neighborhood Plan* recommend developing a combination of convenience and high-end retail destination uses. In addition, the plans acknowledge potential future market demand for an upscale hotel and other related support service uses.

A business center, centrally located among existing and future office and business parks, is indicated south of Good Hope Road and east of Appleton Avenue. This business district should contain a mix of retail establishments, support services for business (such as day care centers and restaurants), and retail amenities such as a village green or other public gathering spaces.

Office development currently occurring within the North Hills Study Area is anticipated to continue to develop along the Good Hope Road and Appleton Avenue corridors. As the existing office park develops and reaches capacity, additional office space and support services will be in demand. The *Comprehensive Plan* and the *North Hills Neighborhood Plan* designate a commercial district and either a mixed use or high density residential district to meet this need. Development of office space within the area will increase the demand for housing. Vacant lands located near existing residential areas should be developed to meet this need.

Table 45 presents a summary of future land uses.

TABLE 45 Recommended Land Use North Hills Study Area		
Land Use Category	**Acres**	**Percent**
Low Density Residential	411	23.0%
High Density Residential	166	9.3%
Mixed Use	19	1.1%
Office	231	12.9%
Commercial	63	3.5%
Institutional	67	3.8%
Park and Open Space	191	10.7%
Transportation	140	7.8%
Environmental Corridor or Floodway	496	27.8%
Total	**1,784**	**100%**

The land uses from Map 18 are described below. Density is based on net developable acreage, which is calculated by subtracting wetlands, floodplains, steep slopes, and other non-buildable areas from the gross acreage of the parcel.

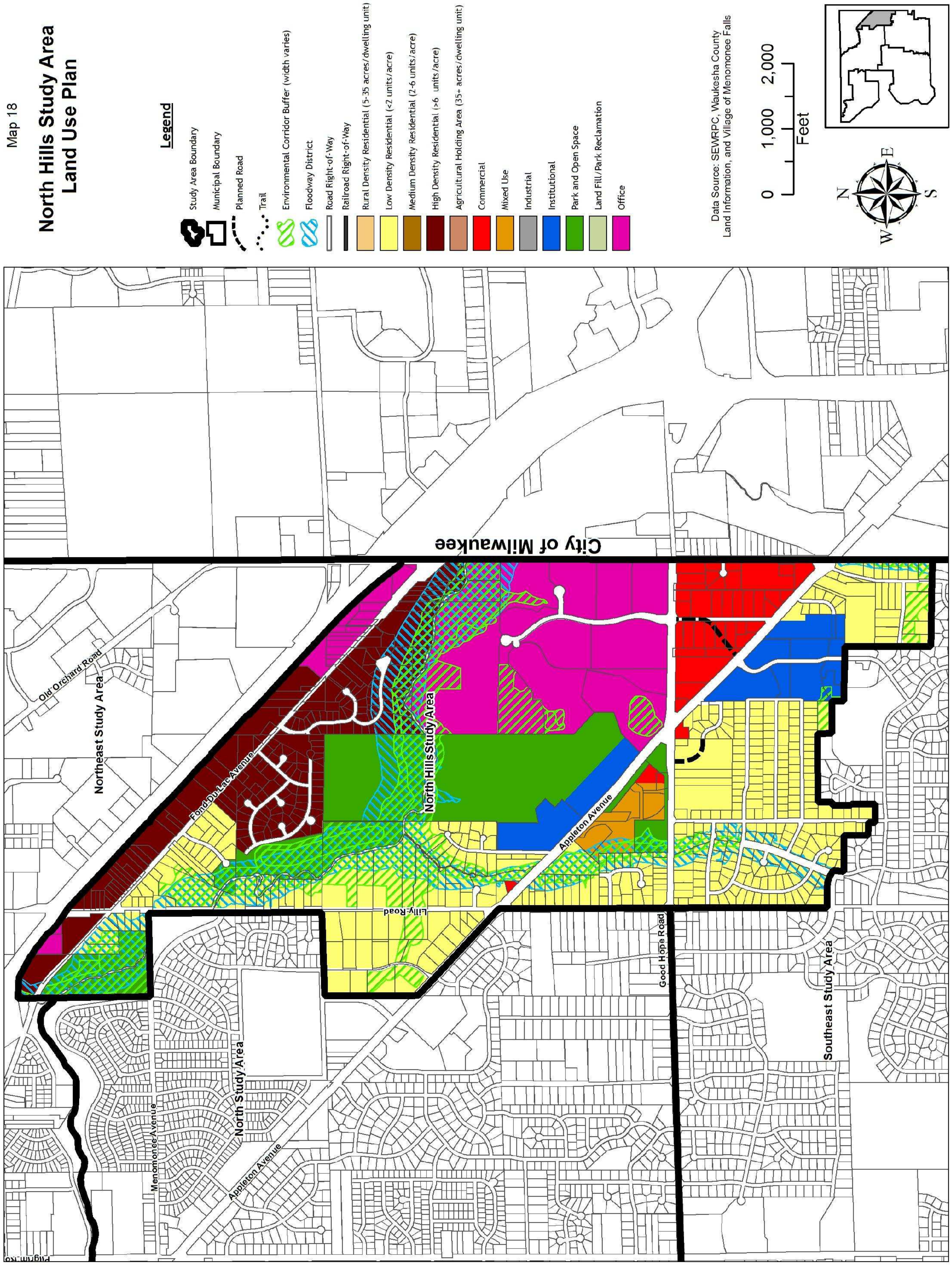
- *Low Density Residential.* A residential land use with densities of up to two dwelling units per acre. These areas may be developed as conservation subdivisions, where homes are clustered on small lots and a portion of the area is preserved as common open space that preserves important natural features of the site.
- *Medium Density Residential.* This is a residential land use with densities ranging from two to six dwelling units per acre. In addition to detached homes, two-unit and small multi-family buildings are appropriate in this category.
- *High Density Residential*. Densities may exceed six dwelling units per acre in this category, which will generally contain multi-family buildings, row houses, and duplexes.
- *Mixed Use*. These are areas intended to be developed with integrated and complementary office, retail, and residential uses, often within the same building. This category may contain a mixture of low density residential, medium density residential, high density residential, office, retail, and park and open space land uses.
- *Office*. This use is intended for offices related to research and development, high technology products, corporate and divisional headquarters, and administrative, business, and professional offices.
- *Commercial*. This is a land use intended for small commercial developments serving neighborhood or community shopping and service needs, as well as larger retail developments focused on highways and local interchanges.
- *Industrial*. Operations involving manufacturing, assembly, and processing of products, and research and development activities, including corporate and divisional headquarters, administrative and business offices, professional offices, banks, data processing centers, and research laboratories, are included in this category.

- *Institutional*. This land use is intended for general governmental functions and organizations such as churches, schools, libraries, post offices, and similar uses.
- *Transportation.* Right-of-way for public roads and railroad corridors are included in this land use category.
- *Park and Open Space*. This use includes public and private outdoor recreational and open space, or preservation of the natural environment for the physical, psychological, and spiritual benefit of the community.
- *Floodway District*. This category consists of lands delineated by the Federal Emergency Management Agency (FEMA). The floodway district protects people and property from flood damage by prohibiting erection of structures that impede the flow of water during periodic flooding.
- *Environmental Corridor*. These are significant environmental areas designated by the Southeastern Wisconsin Regional Planning Commission. This category is a combination of primary environmental corridors, secondary environmental corridors, and isolated natural resource areas.

Utilities and Community Facilities

The North Hills Study Area Plan maintains the Village's ongoing policy that development should occur in an orderly process, meaning undeveloped land that has access to sewer should develop prior to the extension of sewer and water lines to other areas. Consequently, no type of development should occur until a parcel is completely served by municipal water and sewer.

Additionally, in order to preserve the unique aesthetic qualities of this area all new or relocated utilities must be installed underground. In instances where remote access buildings, communications towers, or booster stations need to be above ground the architecture or enclosure of these structures shall be designed to blend with and compliment the surrounding structures, landscape, and any future development. These structures should be designed to be unobtrusive.



Map 18
North Hills Study Area
Land Use Plan
Legend
Study Area Boundary
Municipal Boundary
Planned Road
Trail
Environmental Corridor Buffer (width varies)
Floodway District
Road Right-of-Way
Railroad Right-of-Way
Rural Density Residential (5-35 acres/dwelling unit)
Low Density Residential (<2 units/acre)
Medium Density Residential (2-6 units/acre)
High Density Residential (>6 units/acre)
Agricultural Holding Area (35+ acres/dwelling unit)
Commercial
Mixed Use
Industrial
Institutional
Park and Open Space
Land Fill/Park Reclamation
Office
Data Source: SEWRPC, Waukesha County
Land Information, and Village of Menomonee Falls
0
1,000
2,000
Feet
N
E
S
W
City of Milwaukee
Old Orchard Road
Northeast Study Area
Fond Du Lac Avenue
North Hills Study Area
Appleton Avenue
Lilly Road
Good Hope Road
Southeast Study Area
North Study Area
Menomonee Avenue

10. NORTHEAST STUDY AREA

The Northeast Study Area is one of six areas into which the Village of Menomonee Falls was divided for the purpose of preparing the *Comprehensive Plan*.

ASSESSMENT OF THE NORTHEAST STUDY AREA

In 2005 the Village of Menomonee Falls hired a team led by RTKL Associates to develop a *Northeast Area Plan-Main Street Redevelopment Plan* for the Northeast Study Area. The objective of this planning effort was to evaluate development goals, create a sense of place, and facilitate reinvestment opportunities within the study area and the Village at large. Public participation events included visioning workshops and a visual preference survey. Recommendations for the Northeast Study Area in this *Comprehensive Plan* refine the *Northeast Area Plan-Main Street Redevelopment Plan*.

Agricultural, Natural, and Cultural Resources

Several historic properties are located in the Northeast Study Area, including many properties found in the adjacent Village Centre. The Menomonee Falls Historical Society maintains nine historic structures in a park setting at Old Falls Village.

Housing

Public input revealed that residents prefer variety in residential forms. Input stressed the importance of a diverse housing stock and densities, and a desire for residential areas to be integrated into the scale and character of a village setting. Townhouses and other small scale units were the preferred type of multifamily housing.

Transportation

The Northeast Study Area contains several major transportation corridors. The most important of these are U.S. Highway 41/45, County Trunk Highway Q (County Line Road), and Main Street. The Southeastern Wisconsin Regional Planning Commission's *2035 Regional Transportation System Plan* recommends:

- widening Highway 41/45 to eight lanes;
- widening Pilgrim Road to four lanes between CTH Q and Highway 41/45;
- widening CTH Q to four lanes between Pilgrim Road and Highway 41/45; and
- widening STH 145 to four lanes between CTH Q and Main Street.

The *Comprehensive Plan* amends the *Northeast Area Plan-Main Street Redevelopment Plan* to concur with these recommendations.

Land Use

Public input did not favor conventional auto-centric development and instead supported residential, retail, and mixed-use development patterns that reflected a sense of a neighborhood scale and identity. Participants prefer commercial uses that create a sense of place.

Existing land uses in the Northeast Study Area are summarized in Table 46.

TABLE 46 Summary of Existing Land Uses Northeast Study Area: September 2006		
Land Use Category	**Acres**	**Percent**
Agricultural	176	7.2%
Environmental	81	3.3%
Residential Land Uses	315	13.0%
Transportation & Utilities	433	17.8%
Recreation	45	1.9%
Unused Rural/Urban	316	13.0%
Institutional	39	1.6%
Commercial Land Uses	130	5.4%
Industrial Land Uses	536	22.1%
Surface Water	15	0.6%
Landfills and Dumps	340	14.0%
Total	**2,428**	**100%**

Detailed economic development assessments for specific regions of the study area include:

- *Main Street Corridor (Pilgrim to Highway 175).* This is an aging commercial strip with a mix of activities, with limited synergy between these uses. Although there are several vacant properties, a handful of businesses and reasonable rents factor in the area's current performance. Main Street is a key link to the Village's downtown, but it competes with other commercial areas in the Village. The Main Street corridor requires diligent planning and a focused development strategy to develop as an innovative commercial zone.
- *Highway 41/45 interchanges at Main Street and Pilgrim Road.* These areas exhibit excellent development potential in terms of available vacant land and consolidated property ownership. The locations provide direct access to both Village and regional markets. Future build-out of the comparable locations in communities to the south will enhance interest in these interchange areas.
- *Industrial Area Opportunities.* As build out occurs in adjacent communities in the Milwaukee region, a variety of industrial users will seek easily accessible highway locations with characteristics similar to industrial sites in the study area. While this is not expected to be a dynamic growth market, the *Comprehensive Plan* recommends that the Village seek business types that offer the greatest economic and fiscal value.

Several existing industrial parks are located in the study area. The uses are fairly typical for this type of location. These uses include a combination of mid-sized manufacturing suppliers and larger corporate facilities with links to manufacturers in Milwaukee. These are viable businesses in generally stable condition, with some expansion plans and concerns about outsourcing competition. The businesses view the Village as a good location in terms of labor, business climate, and transportation access, but feel that some Village ordinances (e.g. storage, landscaping, screening) seem unnecessary. The *Northeast Area Plan-Main Street Redevelopment Plan* notes that there is apparently little coordination between the business operators (i.e. no apparent representative organization or shared service contracts for snow removal, landscaping, security, etc.).

Utilities and Community Facilities

Comments on civic spaces and streetscape indicated a preference for natural spaces over more formal open spaces. Much of the northeast section of the study area is landfill site. With proper capping and remediation measures, this could become a park or open space in the future.

The entire Northeast Study Area is served by the Milwaukee Metropolitan Sewerage District and by Village water. The capacity of those areas served by the Milwaukee Metropolitan Sewerage District is 19.51 million gallons per day (MGD). Current demand in those areas is 3.40 MGD, with a peak demand of 5.617 MGD.

The Northeast Study Area is served entirely by Lake Michigan water. The capacity for those areas in the Village supplied by this source is 8.94 MGD, with an average demand of 3.353 MGD, and a peak demand of 5.617 MGD.

NORTHEAST STUDY AREA PLAN

The main goal within the Northeast Study Area is to redevelop blighted properties to return them to active use.

Agriculture, Natural, and Cultural Resources

Environmental corridors and floodplains identified by the Southeastern Wisconsin Regional Planning Commission should be preserved. Additionally, future development near these areas should provide a 25- to 75-foot buffer between structures or pavement and any environmental corridors. Development may occur in areas designated as flood fringes provided that all local, state, and federal regulations are satisfied. Environmental corridor, wetland, and flood data mapped in this *Comprehensive Plan* has a degree of inaccuracy due to the manner in which it has been collected. This data must be refined through environmental and topographic surveys as part of the site development review process.

Waukesha County has prepared a detailed plan for greenways along environmental corridors. The intent of that plan is to provide connectivity between these features, which may require preservation of land outside of environmental corridors to establish contiguity. Corridors may be preserved through public ownership or land use regulation. Environmental corridors in this area are to be preserved primarily through land use controls, except for some land along the Menomonee River that is or is anticipated to be in public ownership. The Village's Comprehensive Outdoor Recreation Plan also recommends establishing a promenade connecting the Menomonee River to Main Street with two green plazas on Main Street.

The *Comprehensive Plan* recommends implementing a historic zoning overlay district on Main Street from Pilgrim to Water Street. This overlay may include consideration for listing properties on the National Register of Historic Places. These actions can help to preserve desired Village character and may make financial and technical resources available to support redevelopment or renovation.

Additionally, the *Comprehensive Plan* recommends creating an entertainment district on Main Street near the intersection with Fond du Lac Avenue. To accomplish this, the Village may consider coordinating its activities with arts and cultural organizations in the community, and reviewing it ordinances and policies to encourage arts, cultural, dining, and entertainment uses to locate in this area.

There is a large landfill located in the northeastern corner of the Village. The Orchard Ridge Landfill was opened in 1994 and is anticipated to reach capacity sometime around 2016. The site will consist of an artificial hill over 100 feet high. Continual monitoring of the site will be required following closure. The reclaimed site may present an opportunity to establish open space with a combination of active and passive use.

Housing

Development of 60 acres of low density residential will add approximately 120 new dwelling units in the study area. Additional housing will be created through redevelopment in the Village Centre.

Transportation

Plans for the Northeast Study Area describe connections formed by new roads as shown on Map 19. These connections include a frontage road along USH 41/45 between Water Street and Pilgrim Road, a new road connecting Patrita Drive and Anthony Avenue, a new road connecting Anthony Avenue to STH 145, and a more developed street network in the area or Rozanne Drive and Fond Du Lac Avenue.

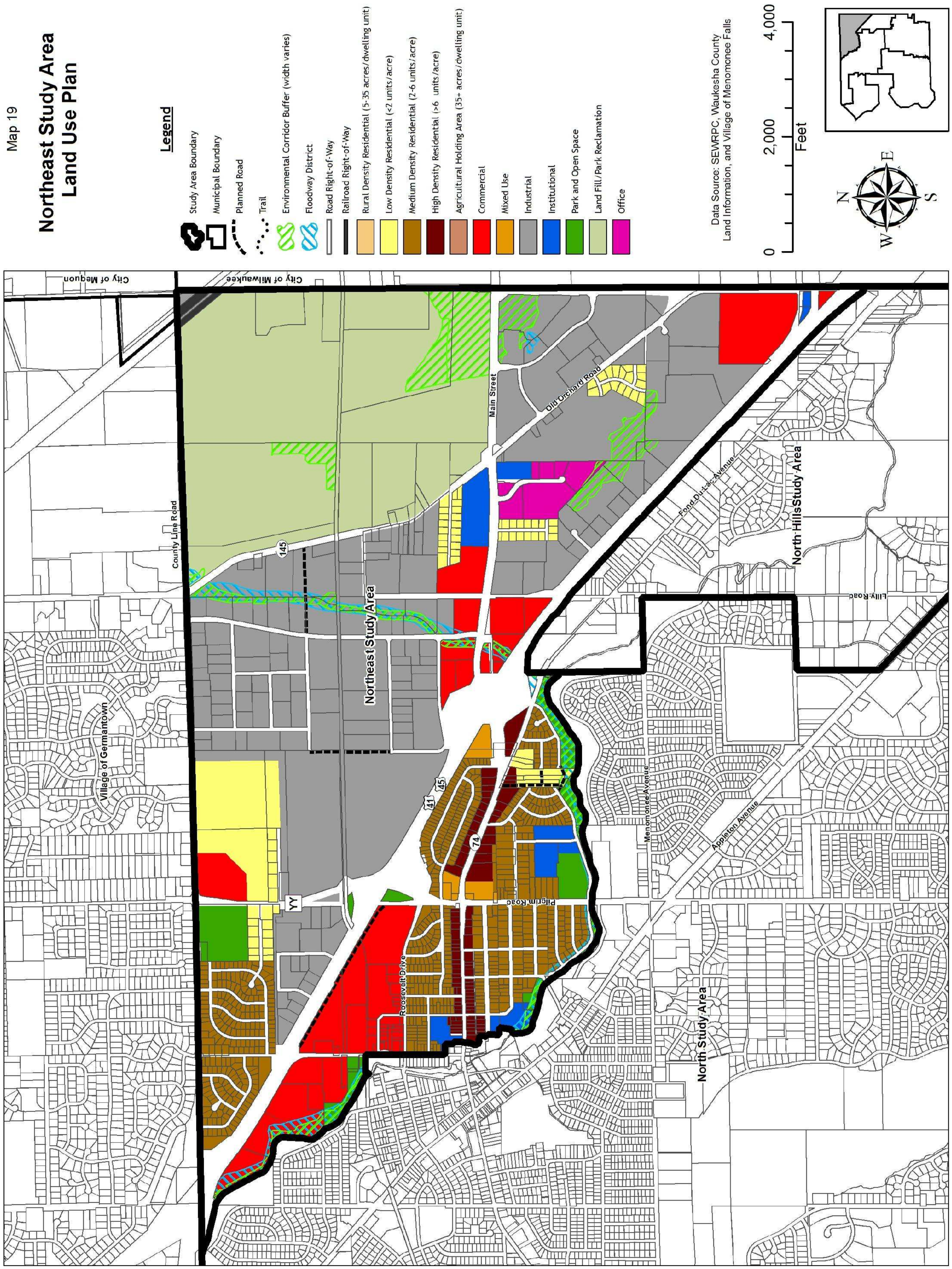
The Northeast Study Area Plan concurs with the Village's *Comprehensive Outdoor Recreation Plan* in recommending multi-purpose paths along Main Street, STH 145, and along former railroad right-of-way in the study area. These trails should connect to the Menomonee River Parkway and the Bugline Trail.

Land Use

Most of the Northeast Study Area is already developed, and land use contained in this *Comprehensive Plan* focus on redevelopment and transition of uses. Table 47 provides a summary of proposed land uses for the area.

TABLE 47
Recommended Land Use
Northeast Study Area

Land Use Category	Acres	Percent
Low Density Residential	112	4.3%
Medium Density Residential	213	8.2%
High Density Residential	41	1.6%
Mixed Use	11	0.4%
Office	25	0.9%
Commercial	213	8.2%
Industrial	787	30.3%
Institutional	40	1.5%
Park and Open Space	56	2.2%
Transportation	412	15.9%
Environmental Corridor or Floodway	186	7.2%
Landfill	498	19.2%
Total	**2,594**	**100%**


Map 19
Northeast Study Area
Land Use Plan
Legend
Study Area Boundary
Municipal Boundary
Planned Road
Trail
Environmental Corridor Buffer (width varies)
Floodway District
Road Right-of-Way
Railroad Right-of-Way
Rural Density Residential (5-35 acres/dwelling unit)
Low Density Residential (<2 units/acre)
Medium Density Residential (2-6 units/acre)
High Density Residential (>6 units/acre)
Agricultural Holding Area (35+ acres/dwelling unit)
Commercial
Mixed Use
Industrial
Institutional
Park and Open Space
Land Fill/Park Reclamation
Office
Data Source: SEWRPC, Waukesha County
Land Information, and Village of Menomonee Falls
0
2,000
4,000
Feet
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E
S
W
City of Mequon
City of Milwaukee
County Line Road
Main Street
Old Orchard Road
Fond Du Lac Avenue
North Hills Study Area
Lilly Road
Northeast Study Area
Village of Germantown
Menomonee Avenue
Appleton Avenue
Pilgrim Road
Roosevelt Drive
North Study Area
145
41
45
74
YY

This plan recommends maintaining a mixture of housing types and sizes, while preserving historic residences and neighborhood character. The plan also describes mixed use areas that integrate residential with commercial uses. A majority of the area's housing is now concentrated in the existing residential area south of Highway 41/45. New residential areas are planned along County Line Road and Highway 145. Additionally, both the existing and planned residential areas contain mixed use areas that combine residential and commercial uses. Live work zones are supported in the industrial areas north of Highway 41/45.

Most of the commercial uses in the study area are found along Highway 41/45, centered around the intersections on Main Street and Pilgrim Road. Mixed use areas are integrated within largely residential neighborhoods.

The land uses from Map 19 are described below. Density is based on net developable acreage, which is calculated by subtracting wetlands, floodplains, steep slopes, and other non-buildable areas from the gross acreage of the parcel.

- *Low Density Residential.* A residential land use with densities of up to two dwelling units per acre. These areas may be developed as conservation subdivisions, where homes are clustered on small lots and a portion of the area is preserved as common open space that preserves important natural features of the site.
- *Medium Density Residential.* This is a residential land use with densities ranging from two to six dwelling units per acre. In addition to detached homes, two-unit and small multi-family buildings are appropriate in this category.
- *High Density Residential*. Densities may exceed six dwelling units per acre in this category, which will generally contain multi-family buildings, row houses, and duplexes.
- *Mixed Use*. These are areas intended to be developed with integrated and complementary office, retail, and residential uses, often within the same building. This category may contain a mixture of low density residential, medium density residential, high density residential, office, retail, and park and open space land uses.
- *Office.* This use is intended for offices related to research and development, high technology products, corporate and divisional headquarters, and administrative, business, and professional offices.
- *Commercial*. This is a land use intended for small commercial developments serving neighborhood or community shopping and service needs, as well as larger retail developments focused on highways and local interchanges.
- *Industrial*. Operations involving manufacturing, assembly, and processing of products, and research and development activities, including corporate and divisional headquarters, administrative and business offices, professional offices, banks, data processing centers, and research laboratories, are included in this category.
- *Institutional*. This land use is intended for general governmental functions and organizations such as churches, schools, libraries, post offices, and similar uses.
- *Transportation.* Right-of-way for public roads and railroad corridors are included in this land use category.
- *Park and Open Space*. This use includes public and private outdoor recreational and open space, or preservation of the natural environment for the physical, psychological, and spiritual benefit of the community.
- *Floodway District*. This category consists of lands delineated by the Federal Emergency Management Agency (FEMA). The floodway district protects people and property from flood damage by prohibiting erection of structures that impede the flow of water during periodic flooding.

- *Environmental Corridor*. These are significant environmental areas designated by the Southeastern Wisconsin Regional Planning Commission. This category is a combination of primary environmental corridors, secondary environmental corridors, and isolated natural resource areas.
- *Landfill / Park Reclamation.* This land use is restricted to the existing landfill area in the northeast corner of the Village. The vision for the landfill area, once capped and remediated, is for it to become a regional amenity as a public greenspace.

Utilities and Community Facilities

The *Northeast Area Plan-Main Street Redevelopment Plan* recommends that the Village increase the diameter of existing sanitary sewer serving the redevelopment area to 18 inches. The Plan did not study the effects of such an increase beyond the redevelopment area. The Village plans to reinforce the water distribution system in and along Main Street to assure proper firefighting capacity, given the greater density of planned redevelopment.

In order to preserve the unique aesthetic qualities of this area all new or relocated utilities must be installed underground. In instances where remote access buildings, communications towers, or booster stations need to be above ground the architecture or enclosure of these structures shall be designed to blend with and compliment the surrounding structures, landscape, and any future development. These structures should be designed to be unobtrusive.

The study area includes two private schools along with one public elementary school. There is one fire station. Riverside Park, and part of Rotary Park, also fall within this area.

11. ECONOMIC DEVELOPMENT

Menomonee Falls is an important partner with other communities and regional economic development organizations in promoting local economic vitality. The Village is committed to creating a desirable environment for business retention and expansion. Its economic development efforts will focus on:

- promoting a high quality community for residents and businesses alike;
- creating a more diverse job base; and
- stabilizing and expanding a diverse tax base.

Menomonee Falls offers many advantages for businesses. With close proximity to the City of Milwaukee and excellent access to US Highway 41/45, Interstate 94, and Interstate 43, Menomonee Falls' business climate is positioned to prosper. In addition, the Village continues to provide appealing community amenities, including rural character, natural areas, and quality educational opportunities that attract skilled workforce needed by existing and new businesses.

Job creation, tax rate stabilization, and tax base expansion are important factors in meeting the increasing demand for local services. New businesses and resulting jobs can generate additional tax base for Menomonee Falls to help pay for services, but a healthy and diverse economic environment can have more far reaching implications than just fiscal benefits. Business expansion can lead to more diverse opportunities for the Village's residents. Employment options within the Village may result in shorter commutes and fewer vehicle trips, which have both social and environmental benefits for Village residents. When integrated with transportation, land use, and utility elements of a comprehensive plan, economic development policies can promote an efficient pattern of growth that supports the "sense of place" in Menomonee Falls.

LABOR FORCE ANALYSIS

Table 48 indicates that Menomonee Falls' secondary education levels (post- high school) are slightly lower than those of Waukesha County but higher than that of the State of Wisconsin. Higher educational levels within the Village can lead to more economic development opportunities in advanced technologies, services, and information. An educated workforce is often associated with a more diversified economy, as the manufacturing and production sector of the economy is complemented and supported by emerging professional disciplines.

A highly educated workforce helps to diversify the current employment industry that is weighted towards the services sector and manufacturing. Menomonee Falls can capitalize on that education and knowledge to foster economic development through research and development and the new technologies and innovations that result. An educated workforce can attract innovative new companies to the area.

Table 49 depicts the percentages of the City's population aged 16 and older that are in the labor force. When labor statistics are compared to population statistics for the Village, it is evident that nearly one third of Menomonee Falls' labor force population is the "Baby Boomer" generation, which is aging and entering its retirement years. This may cause some human capital and talent shortages, particularly within traditional skilled manufacturing positions. Menomonee Falls may seek to balance these losses by attracting new workers or companies, or promoting new technology to offset labor force losses.

Job Distribution

The local and regional economy is shifting away from a heavily-weighted manufacturing base in favor of a broad-based services economy. As Figure 4 shows, service sector jobs account for 36% of the total jobs within the Village. Services sector employment in Menomonee Falls has grown much faster than for Waukesha County overall.

Employment in the service sector includes a range of job levels and pay, from jobs in hotels and motels, repair shops, beauty salons, hospitals, and business services; to software, architecture, legal services, and consulting. Following service sector jobs, the second largest employment industry for Menomonee Falls is still the manufacturing sector, followed by the education, health, and social service sector.

According to the 2000 U.S. Census, Menomonee Falls' median household income was $57,952, exceeding the median household income for the State($43,791) but less than Waukesha County ($62,839). Similarly, per capita income for Menomonee Falls ($27,454) and Waukesha County ($29,164) were higher than the State average ($21,271).

Figure 4: Employment by Sector (2000)

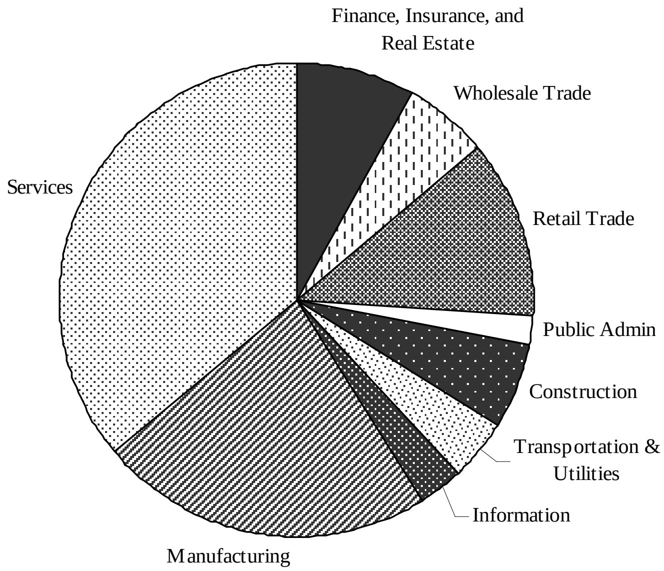

TABLE 48 Educational Attainment- Percent of Population 25 Years and Over			
Education Level	Wisconsin	Waukesha County	Menomonee Falls
Less than 9th grade	5.4%	2.3%	3.2%
9th to 12th grade, no diploma	9.6%	5.7%	6.4%
High school graduate (includes equivalency)	34.6%	27.6%	31.5%
Some college, no degree	20.6%	22.6%	21.3%
Associate degree	7.5%	7.7%	7.1%
Bachelor's degree	15.3%	23.6%	22.7%
Graduate or professional degree	7.2%	10.4%	7.8%
Source: U.S. Census Bureau, Census 2000			

TABLE 49 Employment Status by Percentage of Village Population 16 Years and Older		
	Menomonee Falls	
Population 16 years and Over	25,347	100.0%
In labor force	17,839	70.4%
Civilian labor force	17,839	70.4%
Employed	17,354	68.5%
Unemployed	485	1.9%
Percent of civilian labor force		2.7%
Armed Forces	0	x
Not in labor force	7,508	29.6%
Source: U.S. Census Bureau, Census 2000		

TABLE 50 Annual Household Income, 1999			
Income in 1999	Wisconsin	Waukesha County	Menomonee Falls
Households			
Less than $10,000	7.1%	2.7%	2.6%
$10,000 to $14,999	5.8%	3.3%	3.9%
$15,000 to $24,999	12.7%	7.2%	8.1%
$25,000 to $34,999	13.2%	8.9%	10.6%
$35,000 to $49,999	18.1%	14.5%	16.3%
$50,000 to $74,999	22.7%	24.7%	24.0%
$75,000 to $99,999	10.9%	17.2%	17.5%
$100,000 to $149,999	6.4%	13.8%	12.1%
$150,000 to $199,999	1.5%	3.8%	2.7%
$200,000 or more	1.5%	3.9%	2.1%
Median household income (dollars)	$43,791	$62,839	$57,952
Source: U.S. Census Bureau: Table DP-3. Profile of Selected Economic Characteristics: 2000			

STRENGTHS FOR ATTRACTING AND RETAINING BUSINESS

Menomonee Falls seeks to attract new businesses as well as to retain and expand its existing industrial base. The Village has many resources and advantages it can offer as a business location. The *Comprehensive Plan* will work to ensure that these positive conditions remain and are reinforced as the Village continues to grow.

Relationship to Regional Transportation Infrastructure

Menomonee Falls' accessibility to transportation and its central location within the Milwaukee region are important advantages for the local business community. The Village is located in the northwestern Milwaukee metro area, with easy access to Interstates 94 and 43, via US Highway 41/45 and State Highway 100. The freeways provide direct access to downtown Milwaukee and the remainder of the region, as well as to other population centers including Chicago, Madison, Minneapolis, and Green Bay. Local businesses surveyed by Gruen Gruen + Associates (GG+A), in conjunction with the Village of Menomonee Falls, also placed importance on interstate proximity as a location strength (See Appendix C). In addition, Menomonee Falls is approximately 25 miles from General Mitchell International Airport, making commercial and cargo travel relatively convenient. To a lesser extent, the Port of Milwaukee offers local industries worldwide shipping opportunities.

Local Labor Supply

Menomonee Falls benefits from its location in a region that is experiencing population and housing growth, representing a continuing source of labor. Convenient commuting patterns and proximity to a diverse set of housing options also supports this strength.

Low Property Taxes

Property taxes in Menomonee Falls are lower than equalized rates for many other communities within the surrounding counties. Property taxes do not typically play a significant role in business location decisions, except in cases where a significant differential exists.

Table 51
2006 Equalized Property Tax Rates

Municipality	*Equal Rate per $1,000*
City of Waukesha	$17.58
City of Brookfield	$14.62 - $16.47
City of Milwaukee	$23.68
Village of Germantown	$21.37
Village of Sussex	$14.75 - $15.39
Village of Menomonee Falls	**$15.33 - $15.95**

(Brookfield, Sussex, and Menomonee Falls each fall within two school districts, and therefore have different tax rates depending on location in one or the other district.)

Natural Resources

The number of natural resource amenities that contribute to the quality of life in Menomonee Falls are also a strength for economic development. Facilities such as the Tamarack Preserve, Menomonee Park, and the Bugline Trail bolster the community's active lifestyle. As Menomonee Falls recruits and retains businesses, natural amenities should be emphasized, as the scenic setting, agricultural character, and passive recreational opportunities of the landscape represent a drawing card for workforce relocation and retention.

Local Infrastructure

The Village has a well-developed water infrastructure with no capacity issues. Unlike some areas of Waukesha County, there are no issues with radium in the municipal water supply.

Currently, the entire eastern half, and the southern quarter of the western half of the Village of Menomonee Falls has sanitary sewer service. The remaining portions are either undeveloped or operating on private septic systems. The Village has negotiated agreements with other governmental entities to send its sewage to wastewater treatment facilities located in other communities. The eastern and northern portions of the Village fall within the Milwaukee Metropolitan Sewerage District. The western portion of the Village falls within the Village of Sussex Sewer Service Area.

Quality of Life

Menomonee Falls projects a desirable image, provides excellent municipal services, and offers reasonable real estate costs in a safe, secure environment. Residents routinely report the “quality of life” as their main reason for moving to Menomonee Falls.

Educational Resources

Menomonee Falls’ high educational attainment represents a skilled workforce capable of supporting highly technical fields. The Village is located within two school districts. The Hamilton School District is located in the southern portion of the Village and the Menomonee Falls School District is generally located in the north. Both districts have standardized test scores above state and national averages in all subjects and all grade levels. In addition to public school districts, Menomonee Falls contains the following private schools: St. Mary’s Catholic, Falls Baptist, Grace Evangelical Lutheran, St. Anthony’s Catholic, Aquinas Academy, Pilgrim Evangelical Lutheran, Bethlehem Evangelical Lutheran, Calvary Baptist, and Zion Lutheran.

The Village benefits from its proximity to Waukesha County Technical College, Milwaukee Area Technical College, the University of Wisconsin Milwaukee, Marquette University, and Milwaukee School of Engineering. Access to these institutions aids Menomonee Falls’ efforts to attract its skilled work force.

Purchasing Power

Income levels within Menomonee Falls are similar to those of Waukesha County, and are higher than state averages. Menomonee Falls benefits from a residential base that is growing in both size and wealth. Theoretically, strong purchasing power is a result of these high income levels and increased discretionary purchasing power. Strong purchasing power can be attractive to potential retail and service businesses as it indicates that there is an immediate pool of consumers. (See Tables 52 and 53.)

Public Support for Economic Development

The Village maintains an active Community Development Authority (CDA) to promote economic development Village-wide. The CDA and Village Board have taken steps to support local business expansion, along with redevelopment and enhancement projects in the community.

Menomonee Falls created a business improvement district (BID) to promote the Village Centre. The BID is involved in marketing and development projects within the BID boundary.

Use of Environmentally Contaminated Sites for Commercial or Industrial Uses

The Wisconsin DNR maintains a "brownfields" database of known sites. There are a number of state and federal grants available to clean up brownfield sites, which may then be redeveloped into viable commercial or industrial uses. By using a brownfield for an infill development or a redevelopment project, the site will benefit from existing infrastructure and services and eliminated blight.

WEAKNESSES FOR ATTRACTING AND RETAINING BUSINESS

The following is a discussion of some of the weaknesses of Menomonee Falls as a business location. The *Comprehensive Plan* will seek to overcome these issues to promote economic vitality in the community.

Infrastructure Limitations

While most of the Village is covered by existing water and sewer infrastructure, portions of the western half of the Village do not have immediate access to sewer service. Little commercial or industrial development can occur on these sites without access to sewers.

Transportation Challenges

Industrial sites requiring airport access are readily available in other communities located closer to Mitchell International Airport. Limited public transportation (passenger rail or bus service) is offered to the Village. Heavy truck traffic is considered detrimental to redevelopment of the Village Centre.

Aging Population

Nearly one third of Menomonee Falls' labor force population is nearing retirement. As Menomonee Falls' population ages, it is anticipated that there may be less disposable income from this portion of the population. Household spending typically declines at retirement, with reductions resulting mainly from lower work-related expenses and from the substitution of home production for consumption spending (for example, home-cooked meals instead of restaurant meals). Households may also experience an unexpected decline in consumption at retirement because they failed to anticipate their retirement needs. This may impact future spending potential for retail goods and services.

Availability of Prime Land Sites

There is a limited supply of large undeveloped sites in business parks near Highway 41/45.

Small Base of Office Uses

While the image of Menomonee Falls as an office location is improving, Menomonee Falls does not yet have a critical mass of space users and support services to be recognized as the preferred office location in the region.

Competitor Presence

There are three strong regional retail agglomerations (Brookfield Square Mall, Mayfair Mall, and Bayshore Town Center) all within twelve miles of the Village. These competitors will make it difficult to attract regional retail centers or tenants to Menomonee Falls.

Changing Shopping Patterns and Preferences

Some properties on the Main Street Corridor have not regularly modernized to remain attractive as retail or office business locations. Physical development constraints, and under-utilized or disconnected uses, limit the appeal of this location as a shopping destination. The downward shift in the relative appeal of the Main Street Corridor is indicated by high vacancies, low rents, and lower investment in maintenance and physical enhancements.

RETAIL MARKET ANALYSIS

Gruen Gruen + Associates (GG+A) conducted a retail market analysis of Menomonee Falls that included an assessment of strengths and weaknesses of the retailing base, an estimate of both existing and potential future retail demand, as well as consideration of retail supply and important trends affecting retailing. The information presented herein is based on 2006 data.

In addition to fiscal benefits such as increased taxes from enhancement of Menomonee Falls' retail base, presence of shopping and services is a component of quality of life for residents and workers in the community. A strong retail base in well planned commercial centers reduces travel time and fosters interaction as residents run into neighbors and friends in the Village Centre or at local shopping centers. A strong retail base also helps to attract and retain the non retail economic base.

Market Conditions and Estimate of Amount of Additional Retail Space Likely to be Supported

The quantitative demand-supply model presented in this analysis, supplemented by interviews with knowledgeable local real estate brokers and developers, indicates that retail space market conditions will be highly competitive for the foreseeable future. This will especially be the case for neighborhood convenience and necessity uses serving relatively small geographic areas. For the Village as a whole, demand is currently estimated to be essentially in balance with supply. Expenditure potential or retail demand is estimated to increase to be able to support approximately 400,000 square feet of additional retail space in Menomonee Falls by 2020. The identified potential future retail supply is likely to absorb much of the potential increased demand.

Retailing has and will continue to undergo shifts driven by continuous changes in demographics, attitudes and tastes of consumers, and technology. Retail operates under the law of creative destruction. Formats will change and new concepts will still arise and thrive. The smaller, older neighborhood and community centers in Menomonee Falls have been especially adversely impacted by supply competition, the decline of traditional shop space in favor of a variety of services and eating and drinking places, and consumer and space user shifts in preferred formats, tenants, and shopping locations. High vacancy rates and low rents are found in Menomonee Falls’ stock of neighborhood and community centers along portions of the Appleton Avenue and Main Street corridors. The high vacancy rate of 29 percent for the approximately 465,000 square feet of neighborhood retail center space is concentrated in six smaller centers built prior to 1985. These centers, unanchored by grocery stores, totaling approximately 360,000 square feet of space contain about 108,500 square feet of vacant space or 81 percent of the total vacant space in the neighborhood retail inventory.

The River Court Shopping Center located near Richfield Drive and Highway 41/45 is an example of an older, smaller neighborhood center that has repositioned itself into a home-oriented specialty center adjacent to furniture and electronic stores. This center includes Neu’s Hardware/Building Center and Malkin’s Carpet. Malkin’s Carpet relocated from a neighborhood center on Appleton with poorer highway access and without nearby businesses with the drawing power of Best Buy and Steinhafel’s.

Recommended Strategic Goals and Actions

- The Village Centre, the historic core of the Village at the intersection of Main and Appleton, is a compact area with a pedestrian character, pleasant ambiance, and amenities including the Menomonee River. The

Village will encourage intensification and integration of retail, restaurant, entertainment, service and residential uses in the Village Centre to capture a consumer shopping pattern shift to lifestyle centers and pedestrian-oriented "Main Streets." In doing so, the Village will need to provide parking that is accessible and readily available, located to avoid interrupting the flow of pedestrian traffic, and encourages walking from site to site. Enhancing the Village Centre represents an opportunity to differentiate it from other shopping formats and to reinforce the Village Centre as a central gathering place for residents and visitors.

- Encourage a smaller number of dense, mixed-use neighborhood and community-serving centers, while discouraging additional linear retail and freestanding locations. A mix of retail, service, and public uses will serve to reduce the amount of non-commute trips that increasingly are becoming as time consuming and travel intensive as commute trips for many family households. Encourage strongly anchored neighborhood and/or community sized retail centers at locations that can serve multiple neighborhoods. From a long-term perspective, it would be better for the Village to have fewer, larger, well-integrated shopping agglomerations rather than numerous smaller strip centers. A large number of small strip centers siphon off demand, making it more difficult to develop larger projects that encourage multi-purpose visits and are better positioned to withstand supply competition.
- Encourage big-box retailers located in well planned, strongly anchored centers and lifestyle centers, while discouraging freestanding locations. Locations such as the Appleton Avenue/County Line Road (Q) node and emerging Highway 41/45 and Pilgrim Road, near Richfield Way node that can serve both households and workers in close by business and industrial parks are desirable for centers anchored by big-box retailers and lifestyle centers. Given the increasing importance of "e-tailing" as well as intense competition from existing and future retail centers, some retail chains will close their less successful stores, concentrating on their best performing stores. To limit future closures or difficulty in releasing the stores, the Village should encourage the dominant retailers to locate within the Village. The Village policies should encourage well designed centers providing ready access and sufficient parking, pedestrian oriented mixed uses, community gathering places while integrating with other uses or developments to increase the potential for remaining competitive over the longer run. The interviews suggest that roadway improvements may be needed to extend or enhance Richfield Way, which serves as a frontage road south of Highway Q and Highway 41/45, in order to avoid traffic congestion in this emerging regional-serving retail node.
- The Appleton and Good Hope Road area represents an opportunity to add retail and restaurant space to support the nearby Heritage Reserve, Woodland Prime, and Park Place office parks as well as developing residential areas.
- As indicated by the intense competitive market conditions for the expenditures of consumers, smaller, older properties no longer offering the preferred format or tenants are likely to be adversely impacted by supply competition, retailer consolidation, and e-tailing. Indications of lower rents, higher vacancy rates and shifts in consumer shopping patterns for properties on Main Street and parts of the Appleton corridor indicate that some properties have already been impacted.

  When properties or locations can be characterized by functional or locational obsolescence (i.e., demand has shifted to other locations or demand can be satisfied by alternative locations), the Village should work with the private and public stakeholders to develop plans for the revitalization or adaptive reuse of such commercial shopping areas or properties. Adaptive reuse it refers to the conversion of uncompetitive retail properties (tending to be smaller, older, and located in inferior retail locations) to other uses such as incubator office, service center/flex tech, or residential space. For centers or shopping areas characterized by both locational and functional obsolescence, plans will need to focus on identifying feasible programs for conversion to other uses, and the required implementation procedures. Frequently, market and investment analysis will be required to formulate plans for the revitalization and enhancement of existing commercial properties or their profitable conversion to other market-responsive uses. In the case of the Main Street Corridor, the Village has already developed the Main Street Redevelopment Plan. The Village should begin looking at the Appleton Avenue area, and re-examine the outdated Village Center Plan.

Estimate of Current and Potential Future Retail Demand from Households

Potential retail demand primarily depends upon the amount of disposable income within a market area. Disposable income is influenced by population and income. Estimating potential retail demand requires the identification of income spent on retail goods. Not all internally generated demand is satisfied in a primary market area. Some potential demand within the market area is lost to retailers outside the market area. Retail sales expenditure potential from residents is likely to leak out to the regional malls and other regional-serving retail agglomerations outside the community. Conversely, the Appleton Avenue/County Line (Q) and Highway 41/45 retail agglomeration including big-box tenancies such as The Home Depot, Office Max, Steinhafel's, and general merchandise retailers such as Target and Kohl's serves the north side of Milwaukee and smaller communities to the north and west. Because of its accessible location, size and combination of hard and soft goods retailing along with restaurants such as Panera Bread and Noodles & Company, the Highway Q and Appleton Avenue agglomeration serves as a community- and regional-serving retail location.

To make an estimate of the future demand for retail space, the demand attributable to the population of the Village of Menomonee Falls is estimated. In addition, potential demand from households outside of Menomonee Falls residing within five miles of the intersection of Pilgrim and Highway 41/45 is considered. The demand attributable to the employment base of Menomonee Falls is also estimated. Drawn from the previous report on housing demands, Table 52 presents an estimate of the total household income of households in Menomonee Falls from 2005 through 2020.

TABLE 52
Estimated Total Household Income of Households Within the Village of Menomonee Falls

Year	2000	2005	2010	2015	2020	Change 2005-2020 #	Change 2005-2020 %
Households[1]	12,844	13,385	13,942	14,498	15,003	1,618	12
Estimated Avg. Hhold. Income[2]	$57,952	$61,517	$64,655	$67,953	$71,420	$9,903	16
Estimated Total Hhold. Income	$744,335,488	$823,405,045	$901,420,010	$985,182,594	$1,071,514,260	$248,109,215	30

[1] Drawn from Table 3 of the September 2006 report labeled "Population and Household Trends and Projections and Forecast Housing Need For Menomonee Falls".
[2] Drawn from data provided by the Wisconsin Department of Revenue, household income is assumed to grow at an average annual rate of one percent.

Sources: U.S. Census Bureau, Census 2000; Village of Menomonee Falls Community Development Department; Wisconsin Department of Administration; U.S. Bureau of Labor Statistics; Gruen Gruen + Associates.

The number of households is estimated to increase by over 1,600 households or 12 percent between 2005 and 2020. According to the Wisconsin Department of Revenue, personal income is expected to grow by over five percent between 2005 and 2010 in the Milwaukee Waukesha region. The analysis assumes that this annual increase of one percent remains the same from 2010 to 2020. Average household income is estimated to increase by 16 percent or nearly $10,000, from about $61,500 in 2005 to about $71,400 in 2020. Total household income is estimated to increase by 30 percent or $248.1 million to $1.07 billion in 2020.

Expenditure Rate

The 2004 Bureau of Labor Statistics *Consumer Expenditure Survey* for the Milwaukee Metropolitan Statistical Area ("MSA") were analyzed to estimate the potential purchasing power for shopping center-type goods. For simplicity, it was assumed that expenditure patterns of residents in the Village are similar to those of residents in the Milwaukee MSA. The 2004 *Consumer Expenditure Survey* for the Milwaukee MSA indicates that Milwaukee region households expend approximately 25 percent of their before tax income on retail goods and services.

To estimate the retail purchasing power or expenditure potential within the Village, it is assumed that 25 percent of household income is spent on goods and services typically found in retail centers or downtowns. The estimated expenditure rate of 25 percent multiplied by average 2005 household income within the Village of about $61,500 equates to expenditures per household of approximately $15,400.

Expenditure Potential and Estimate of the Amount of Supportable Square Feet of Retail Space

Table 53 presents estimates of potential retail demand within the Village based on the estimated expenditure rate of 25 percent and the number of households within five miles of Highway 41/45 and Pilgrim Road and average household income from 2005 through 2020.

TABLE 53
Estimated Retail Demand from Menomonee Falls Residents and Households Within Five-Miles of Highway 41/45 and Pilgrim Road

	2005	2020	Increase 2005–2020 #	Increase 2005–2020 %
Total Menomonee Falls Household Income	$823,405,045	$1,071,514,260	$248,109,215	30
Non Menomonee Falls Household Income Within Five Miles	$657,586,580	$886,329,372	$228,742,792	35
Total Household Income	$1,480,991,625	$1,957,843,632	$476,852,007	32
Estimated Expenditure Potential @ 25 Percent of Total Household Income	$370,247,906	$489,460,908	$119,213,002	32
Total Supportable Retail Space in Square Feet @ $325 Per Square Foot	1,139,224	1,506,034	366,810	32

Sources: Bureau of Labor Statistics, Consumer Expenditure Report; Urban Land Institute Dollars & Cents of Shopping Centers; International Council of Shopping Centers; Gruen Gruen + Associates.

Total household income in 2005 attributable to Menomonee Falls households and non-local households within five miles of the Highway 41/45 and Pilgrim intersection is estimated at nearly $1.5 billion. Total household income is estimated to increase by 32 percent ($477 million) to approximately $2.0 billion in 2020. Multiplying the estimated total household income in 2005 by the 25 percent expenditure rate produces an estimate of retail demand or expenditure potential of $370.2 million. Expenditure potential is estimated to increase by $119.2 million to nearly $490.0 million in 2020.

In order to convert estimates of purchasing power into estimates of potential on-the ground retail space, an assumption must be made as to the average sales per square foot required to be generated for tenants to viably operate and landlords to obtain high enough rents to amortize development costs and provide a satisfactory return on investment. Table 54 presents an estimate of the demand for retail space within the Village from 2005 through

2020. Retail demand from residents and households within five miles of the Highway 41/45 and Pilgrim intersection in 2005 translates into an estimated total supportable space of 1.14 million square feet. In turn, it is estimated that supportable space demand will increase by over 365,000 square feet to over 1.5 million square feet by 2020.

The estimates of retail demand reflect the assumption that a new retail development would need to generate $325 per square foot in sales in order to be a financially feasible venture. This estimate is used based on the assumption that rents range from five percent to eight percent of sales. Using as a proxy for new retail centers the estimated average annual rent of $20 per square foot for the new Woodland Markets 38,900-square-foot project at Appleton Avenue and Good Hope Road suggests a range of sales of $250 to $400 per square foot.

To also put the sales per square foot sales threshold assumption in perspective, Table 54 summarizes sales per square foot productivity estimates from interviews and review of data obtained from the International Council of Shopping Centers(ICSC), Urban Land Institute (ULI), and financial reports of individual retail chains.

TABLE 54
Average Sizes and Sales of Current Retail Centers and Individual Retailers

Type of Retail[1]	Average Size # Square Feet	Average Sales $ Per Square Foot[2]
Neighborhood Shopping Centers	67,624	212 - 319
Community Shopping Centers	204,833	206 - 220
Best Buy	45,000	941
Home Depot	105,000	377
Kohl's	77,400	252
Target	128,000	307
Sears	97,000	319
Office Max	37,000	255
Walgreen's	14,500	545

[1] Neighborhood centers have between 30,000 and 150,000 square feet of retail space with typically a grocery store as the anchor tenant. Community centers are larger in size having between 100,000 and 350,000 square feet of retail space with at least two anchor tenants, typically grocery stores, drug stores, and general merchandise stores.
[2] The ULI *Dollars and Cents of Shopping Centers 2004* data reports average sales of $212 per-square-foot for neighborhood centers and $220 per-square-foot for community centers. The CoStar Group *2005 Shopping Center Census* reports average sales in the State of Wisconsin for neighborhood centers of $319 per-square-foot and $206 per-square-foot for community centers. The sales per square foot for stand alone retailers are based on the most recent financial reports and sales summaries available for each retail chain listed.

Sources: International Council of Shopping Centers; Urban Land Institute *Dollars & Cents of Shopping Centers*; CoStar Group; Annual Reports and 10K forms for the individual retailers listed; Gruen Gruen + Associates.

As shown in Table 54, according to the ULI survey, neighborhood centers in the Midwest average 67,000 square feet of space and obtain annual sales of $212 per square foot. Community centers average approximately 205,000 square feet in size and obtain annual sales of $220 per square foot. In 2005 for the State of Wisconsin, the CoStar Group estimates that neighborhood retail centers average annual sales of $319 per square foot while community retail centers average $206 per square foot. The sales obtained by shopping centers tend to decline relative to the age of the center. For example, the ULI survey data suggests that neighborhood shopping centers less than three years old average sales approximately 28 percent higher than centers 20 years or older. The major big box retail stores generate sales from $252 to $941 per square foot, averaging approximately $420 per square foot. Grocery stores in the Milwaukee suburban markets average sales from $350 to $600 per square foot. Walgreen's drug stores average $545 per square foot in sales.

The interviews and lower rents prevailing in some centers or locations suggest that much of the existing older retail space along Appleton Corridor and Main Street generates lower sales than the $325-per-square-foot sales threshold for new space. Therefore, the use of sales per square foot threshold of $325 understates the amount of supportable space because some existing space generates much lower sales but because of lower rents and the lower development costs remains viable.

Demand from Workers

Demand will also originate from those which work in or near Menomonee Falls. Table 55 presents estimates of the sales contributions related to the potential purchasing power of those which currently work within the Village.

TABLE 55
Estimate of Retail Demand from Workers and Supportable Square Feet of Space

	2005	2020
Estimated Number of Workers[1]	38,990	43,182
Estimated Annual Sales[2]	$91,236,600	$101,045,880
Estimated Supportable Demand @ $325 Per Square Foot	280,728	310,910

[1] Employment estimates from 2000 to 2035 have been provided by the Southeastern Wisconsin Regional Planning Commission, which reported total employment for the Village in 2000 of 37,590. By 2035, employment is projected to increase by 9,780 to 47,370. To estimate employment in 2005 and 2020, a basic linear growth over the 35 year period is assumed.
[2] Assumes annual employee expenditures of $2,600. The estimate of sales assumes a 10 percent overlap between households and workers.

Sources: The Southeastern Wisconsin Regional Planning Commission; Gruen Gruen + Associates.

The Southeastern Wisconsin Regional Planning Commission (SEWRPC) projects that employment in Menomonee Falls will increase by approximately 26 percent between 2000 and 2035, from 37,590 to 47,370. Assuming a basic linear growth in employment from 2000 to 2035, it is estimated that total employment in the Village of approximately 38,990 in 2005 and 43,182 in 2020. Due to some potential overlap between the employment base and household population in the Village, a 10 percent deduction in the estimated retail expenditures of employees is assumed. It is further assumed that each employee will generate $10.00 in daily expenditures for an estimated 260 workdays per year or $2,600 annually. This $10.00 daily estimate includes all food, beverage, retail products, services and entertainment expenditures that occur during and/or after work that is spent in Menomonee Falls.[1]

Therefore, approximately 39,000 workers currently employed within Menomonee Falls are estimated to have a 2005 purchasing power of approximately $91.2 million. This translates into supportable space of approximately 281,000 square feet, assuming a sales threshold of $325 per square foot. In 2020, due to the projected increase of employment by 4,192 jobs, the potential increased sales contribution of approximately $9.8 million is estimated to support additional retail space of approximately 30,000 square feet for a total of about 311,000 square feet of space.

[1] A 2001 study of Kenosha County employees and commuters entitled "Kenosha County Commuter Study", performed by the University of Wisconsin, found that employees working in the county spent nearly $75 per week or $3,900 annually on general retail items while commuting to and from their place of work.

Estimate of Total Retail Space Demand from Menomonee Falls Area Households and Workers

Table 56 summarizes the total estimated retail demand attributable to Menomonee Falls and surrounding area households and workers, both currently and projected in 2020. Retail sales demand is an estimate of the aggregate expenditures made by households and workers. Retail space demand is an estimate of the total number of square feet of retail space that can be supported by that demand.

TABLE 56
Estimated Retail Demand From Menomonee Falls Area Households and Workers[1]

Retail Sales Demand $	2005	2020
Households	$370,000,000	$489,000,000
Workers	$91,000,000	$101,000,000
Total	$461,000,000	$590,000,000
Retail Space Demand # Square Feet		
Households	1,139,000	1,506,000
Workers	281,000	311,000
Total	1,420,000	1,817,000

[1] Figures have been rounded. Includes all households within the Village of Menomonee Falls and households outside of the Village within five miles of Highway 41/45 and Pilgrim Road.

Source: Gruen Gruen + Associates

Existing and Potential Future Retail Supply in Menomonee Falls

Table 57 summarizes the total primary supply of retail space located within the Village. The data presented herein does not reflect the new JCPenney store that has filled the Wal-Mart vacancy at the Cross Road Shopping Center nor does it reflect the recent commercial development along Silver Spring Drive.

The primary retail stock in the Village contains approximately 1,538,000 square feet of space. Of this total, approximately 258,000 square feet or 17 percent is vacant[2]. About 43 percent of total vacancy, however, is attributable to a closed Wal-Mart store located in the Cross Road Shopping Center. Wal-Mart closed this location because it has recently opened a Super Wal-Mart store approximately one mile north along Appleton Avenue in Germantown. Excluding the vacant space previously occupied by Wal-Mart, neighborhood centers constructed prior to 1986 account for approximately 74 percent or 108,500 square feet of the remaining 147,000 square feet of vacant space within the Village. Menomonee Falls contains approximately 465,000 square feet of neighborhood or convenience-oriented retail space. The eleven identified neighborhood centers range in size from 6,000 to 93,000 square feet of space. Six centers built prior to 1985 account for approximately 108,500 or 81 percent of vacant space found in neighborhood centers within the Village. The remaining five neighborhood centers built

[2] The Walmart vacancy has been filled by JC Penney since completion of the market analysis upon which these estimates were based. As a result, 145,836 square feet is estimated to be vacant, or about 9 percent of the total available space.

after 1986 only account for approximately 19 percent or 25,000 square feet of vacant space found in Menomonee Falls neighborhood centers.

TABLE 57 **Total Supply of Retail Space by Type in the Village of Menomonee Falls: 2006**					
Center Type	Total Space # Square Feet	Proportion of Total %	Vacant Space # Square Feet	Proportion of Total %	Occupancy Rate %
Neighborhood Center	464,940	30	133,841	52	71
Community Center	445,924	29	123,715	48	72
Freestanding	626,954	41	0	0	0
Total	1,537,818	100	257,556	100	83
Sources: CB Richard Ellis; Village of Menomonee Falls; Loopnet.com; Gruen Gruen + Associates					

Community centers, including Crossroads Shopping Center, North Pointe Center, and Falls Plaza, account for approximately 446,000 square feet of retail space in the Village. Built in 1987, the 208,000 square foot Crossroads Shopping Center is the largest retail center in Menomonee Falls.

In addition to the neighborhood and community retail center space, the Village contains freestanding big-box space adjoining or part of retail centers. Major stores include Kohl's, Target, Home Depot, Office Max, Best Buy, Steinhafel's, Sears Grand, and multiple Walgreen's Drug Stores.

Freestanding big-box retailers account for nearly 627,000 square feet or 41 percent of retail space in the Village. The most recent additions to the retail inventory have been freestanding big box stores Best Buy and Steinhafel's located by Highway 41/45 and Pilgrim Road, near Richfield Way. The Sears Grand has recently opened a store at a location previously occupied by K-mart. Of the 627,000 total square feet of big-box space, approximately 380,000 square feet or 61 percent has been opened since 2003. The remaining 247,000 square feet of big-box space was opened between 1992 and 1998.

Not included in the estimate of supply is the Village Centre. The Village of Menomonee Falls planning staff estimates the Village Centre includes about 168,000 square feet of space, including retail uses such as restaurants, hair salons, florists, a health food store, and apparel stores. Excluded from the supply inventory are small strip centers and freestanding commercial space.

The presence of approximately 428,000 square feet of retail space which comprise a portion of the supply located in the Appleton/Highway Q retail agglomeration has also been identified. The Wal-Mart Supercenter, Menard's, and the Germantown Plaza are each located on the north side of County Line Road along Appleton Avenue. The 200,000-square-foot Wal-Mart Supercenter opened in 2006 and the 165,000-square-foot Menard's opened in 2003, each located in Germantown, are likely to attract customers from far beyond the primary market areas from which potential retail demand for the Village has been estimated. These centers represent supply competition for the retail space located in the Village of Menomonee Falls. Such retail supply, however, has been excluded from the supply component of the supply-demand model because the model does not include all of the demand associated with the trade areas served by these retail stores.

Future Retail Supply

The primary source of potential future supply is the 17.5-acre site of Worthington Industries Inc., south of U.S. Highway 41/45 and west of Pilgrim Road. This is a highly visible location adjacent to Highways 41/45 and Pilgrim Road. It is estimated that the site will yield approximately 160,000 square feet of new retail space. The site is southeast of two new large retailers, a Best Buy store and a Steinhafel's furniture store. The highly accessible location and adjoining mix of retailers is likely to draw customers from beyond Menomonee Falls.

The Silver Spring Drive planned retail development is located south of the Silver Springs Technology Park at the northeast corner of Silver Spring and Technology Drive. A representative of the Boerke Company, the leasing agent for the project, indicated the site had previously been planned for the development of a retail strip center in 2005. Ownership of the site has changed multiple times, but the original development plan of an approximately 16,000 square foot retail strip center is still expected to be constructed within the next two years. The planned expansion of Silver Spring Drive into a four-lane highway will likely serve as a main thoroughfare between Milwaukee and Waukesha Counties thus aiding potential retail development along Silver Spring Drive.

The Woodlands Market, located at the intersection of Appleton Avenue and Good Hope Road, is currently under construction and has also begun marketing efforts to lease the future retail space. No tenants have been identified, but the current average asking rental rate is $20 per square foot for the 39,000 square feet of space.

Relationship between Estimated Demand and Supply

Table 58 presents the relationship between the estimated square feet of retail space the estimated potential demand could support and the estimated supply of existing retail space within the Village.

TABLE 58
Relationship Between Estimated Demand and
Supply of Retail Space Within the Village of Menomonee Falls[1]

	2005	2020
Estimated Supportable Space Demand	1,420,000	1,817,000
Estimated Supply of Space[2]	1,538,000	1,803,000
Potential Excess Demand (Space Surplus)	(118,000)	14,000

[1] Figures are rounded.
[2] The supply in 2020 includes the identified potential future supply of approximately 265,000 square feet of space in Table 56 above. The 2005 supply includes approximately 258,000 square feet of vacant space so that the occupied space approximates 1,280,000 square feet.

Source: Gruen Gruen + Associates

In 2005, under the sales threshold assumption of $325 per square foot, a deficit in demand or surplus space of approximately 118,000 square feet is estimated. The supply of space includes approximately 258,000 square feet of vacant space. The quantitative assessment of demand and supply indicates a high intensity of competition for the expenditures of local or area households and workers. This intense competition explains the high amount of vacancy and lower rents especially associated with smaller, older centers. In terms of occupied space, the estimated supportable demand exceeds the supply by about 140,000 square feet of space.

In 2020, assuming the addition of 265,000 square feet of potential future supply, it is estimated that supply and demand will be about in balance with approximately 14,000 square feet of space of excess or unmet demand.

OFFICE AND INDUSTRIAL ANALYSIS

GG+A has conducted market research and analysis to forecast potential demand for office space and industrial space and the land needed to accommodate such space in Menomonee Falls. This section summarizes analysis findings and provides recommendations for encouraging beneficial economic developments.

Structural Change and the Search for Comparative Advantages

Enterprising firms are characterized by their deliberate efforts to enhance their comparative advantages across all activities such as production, marketing, and finance and by their ability to shift their resources to respond to new and changing market niches to differentiate their products or services. To be successful in an era of structural change requires: (1) specialization among individual business units; (2) a careful tuning of production units to capture the available economies of scale and scope; (3) maximum innovation; (4) the ability to quickly vary or customize goods and services to the specifications of the customer base; (5) careful and efficient use of intellectual capital; and (6) locations within agglomerations that help businesses operate cost effectively and productively.

Agglomeration economies refer to a spatially concentrated capital base that, from increasing returns to scale, gives cost and revenue advantages to a region's expanding and new firms. These advantages are "external to the firm" because they benefit all the companies engaged in a given range of activities within a particular place, without firms having to shell out extra resources.

The scale and mix of businesses that can benefit from the advantages of a Menomonee Falls location can be inferred by examining the businesses that have moved, or are moving to sites within Menomonee Falls from areas within which future service and industrial users can be expected to be attracted. The primary advantages that a Menomonee Falls location provides have been identified from a survey of Village employers (Appendix C) and from interviews with property owners, real estate developers, and real estate brokers.

Three Trends Will Impact Future Office and Industrial Development Opportunities

Future new office and industrial space demand and development in Menomonee Falls will be affected by the following secular trends:

- the international output gap;
- the internationalization of markets; and
- the global information explosion.

The first pressure on future demand is an actual or potential “output gap.” At present prices, the capacity and resources available to supply the world with goods and services may exceed the aggregate demand that exists for these goods and services. The output gap tends to be a drag on demand for building space in domestic office and industrial markets because of a high standard of living and relatively high cost base. Reduction in transportation and shipping costs and the explosion of global information and trade networks has caused many market areas to become international in scope. About one-third of the manufacturer respondents to the Menomonee Falls employer survey (see Appendix C) indicated that they serve national or international markets, while 52 percent of respondents serve Midwest, national and international markets. Many of the firms serving Midwest markets are part of linkages with other firms that do compete globally. The internationalization of markets and global information explosion put pressure on demand for office and industrial space because of the resulting increases in productivity, expansions to overseas locations, and increase in home offices.

These three secular trends combined with the quickening pace of technological change make innovation a constant requisite of demand. Successful office developments in the future will depend on how well they enable space users to be productive and satisfy their customers with innovations that produce better products and services. Demand for industrial and warehouse space will increasingly originate from the need to relocate space for logistical efficiency and to transform buildings to process and transform goods rather than merely store them. For both office and industrial space, opportunities to serve demands for space in Menomonee Falls developments will increasingly come from firms that stay competitive from the comparative advantages derived from a Menomonee Falls location, hands-on management and technical skills, and value-added combinations of service, distribution, and goods-making. As an example, Reich Tool & Design, Inc has moved within Menomonee Falls to provide more space and improve manufacturing efficiency. In an August 18, 2006 Small Business Times article "growing manufacturers are moving to bigger sites", the president of the metal stamping dyes firm is quoted as follows: 'We compete against the whole world. China has been a tough competitor for the last few years. . . . Maximizing efficiency is critical to competing globally. That's a big reason the company is building the new facility.' Another local example is the expansion of building space to accommodate new equipment to improve quality and efficiency by a large printer, Arandell Company, which employs about 700 employees at its owned 500,000-square-foot Menomonee Falls manufacturing and distribution facility. An Arandell representative was cited in a September 2, 2005 Business Journal of Milwaukee article as follows: 'the new equipment allows for more efficient operations, allowing increased production without an expansion of the work force. You make money on efficiencies in this business.'

Relevant Market Areas

The primary market area within which office space in Menomonee Falls tends to compete for office space users is the northwest suburban office market. The northwest office submarket includes Menomonee Falls and the Park Place development in northwest Milwaukee, along Good Hope Road, just east of Highway 41/45. Potential office space users primarily originate from within the northwest Milwaukee submarket of which Menomonee Falls is a part. Office space using businesses have moved to Menomonee Falls from nearby north and western suburbs including Brookfield, Germantown, Mequon, Sussex and Wauwatosa. Firms have also been attracted from Downtown Milwaukee.

Market Conditions

The Milwaukee region's office space inventory has experienced relatively limited office space development and space absorption, while vacancy rates have remained high at above 15 percent since 2002. Rental rates have remained relatively stable and low at under $15 per square foot. Growth in office employment has shifted from Downtown Milwaukee to the west suburbs and north suburbs. The north and northwest suburban submarkets, including the northwest submarket of which Menomonee Falls is a part, have relatively recently emerged as principal locations for office space. Including both corporate headquarters and multi-tenant space, on average, over the 1996-2006 period approximately 89,200 square feet of office space has been developed per year in Menomonee Falls. The northwest submarket is estimated to include 1.3 million of multi-tenant Class A and Class B office space. The 21.5 percent vacancy rate for this submarket is at a 10-year high.

The high-quality Heritage Reserve and Woodland Prime office parks, at which much of the new office space in Menomonee Falls has been built, contain about 35-acres of developable land available for the construction of office space.

The approximately 187 million square-foot industrial inventory in the Milwaukee region (of which approximately 108 million square feet is warehouse and distribution stock) is characterized as relatively slow growing. Much of the growth occurring along the Interstate 94 corridor, especially between Lake County, Illinois and Mitchell International Airport, emphasizes distribution uses. The greater availability of larger land sites south of Downtown Milwaukee, with highway and Airport accessibility compared to more built-out parts of the region explain the development activity along the portion of the corridor near the Airport.

The vacancy rates for the Milwaukee region industrial inventory have not exceeded seven percent since 1998 and have frequently been under five percent. The Milwaukee region experienced net absorption of nearly 900,000 square feet of industrial space in 2005 with the vacancy rate declining to about 6.5 percent, compared to almost seven percent in the prior year.

Menomonee Falls contains a significant industrial base. Northeast Menomonee Falls contains nearly fully build-out older industrial parks such as the Nor-X-Way and Menomonee Falls Industrial Park. Much of the inventory was built in the 1960s, 1970s, 1980s, and early 1990s, and is no longer state-of-the art. The inventory, however, is typically well maintained and well occupied. Some obsolete industrial space has been converted to other uses.

The newest business park has averaged about 14-acres of land absorption per year and reportedly has a remaining supply of 40-acres of land available. Two other newer business and industrial parks are nearly built-out. Germantown has a supply of available land in industrial parks.

Employment

Waukesha County, with the exception of the post 2000 through 2003 recession, has enjoyed a dynamic and healthy economy. The economy is shifting away from a heavily-weighted manufacturing base in favor of a broad-based services economy.

Employment in Menomonee Falls has remained relatively stable from 2001 through 2005 at approximately 28,000 jobs. Services sector employment increased at a high rate due mainly to fast growth in the professional and business services sectors and the educational and health care sectors which together comprise about 80 percent of service sector employment. Services sector employment in Menomonee Falls has grown much faster than for Waukesha County overall.

Employment in the retail trade sector in Menomonee Falls has grown quickly since 2001. Wholesale trade employment has experienced variances but also an increase in employment. Construction employment decreased between 2001 and 2003 but increased to its peak employment in 2005. Manufacturing employment declined every year since 2001. The decline in manufacturing employment in this sector mirrors the County-wide decline in manufacturing employment.

Menomonee Falls' employment base has shifted towards services (32.7 percent of total employment in 2005). Retail trade employment increased its share of employment to 10.8 percent to comprise the third largest source of employment. Manufacturing employment shifted downward by over two percentage points, from over 32 percent to just under 30 percent but remains the second largest source of employment. Employment in the finance, insurance and real estate (FIRE) sector shifted from over-weighted relative to the share this sector comprises in Waukesha County to under-weighted. FIRE sector employment declined by 5.5 percentage points, from 10.5 percent to five percent.

Total employment in Menomonee Falls from 1998 to 2000 grew very fast at about five percent annually, or over 1,200 jobs per year. The fastest growing sector was finance, insurance, and real estate.

The GG+A employment forecast (see Table 136 Appendix F) results in an estimate of about 7,550 total added jobs between 2005 and 2020. This equates to an average annual growth rate of 1.64 percent, or on average 503 jobs per year. Economic sectors associated with office-space consumption, some services and finance, insurance and real estate are forecast to approximate 320 jobs per year between 2005 and 2020. This equates to a growth rate of 2.5 percent for the services sector and 1.25 percent for the finance, insurance and real estate sector, or 66 percent of total net job growth. Construction and resources employment is estimated at one percent. Employment in manufacturing, wholesale trade and transportation, utilities, and information is forecast to increase by on average 81 jobs per year or about 16 percent of total job growth.

Forecast Building Space Demand

Between 2005 and 2020, approximately 3,950 office-space-using workers are estimated to be added to the employment base of Menomonee Falls. This forecast employment growth is estimated to result in average annual demand of about 62,000 square feet of space for a total of approximately 934,000 square feet of office space over the next 15 years.

Between 2005 and 2020, approximately 1,333 industrial space-using workers are forecast to be added in Menomonee Falls. This employment is estimated to result in total space demand of 1,953,000 square feet for manufacturing and distribution facilities. Of this total, approximately 1,220,000 square feet of space demand is likely to be for distribution uses and 733,000 square feet of space is likely to be for manufacturing uses. This long-term forecast equates to average annual demand of 130,000 square feet of industrial space.

To make a conservative estimate of the amount of land needed to house office space, a relatively low density suburban floor-are ratio of 0.35 is assumed. Using the forecast office space demand of approximately 934,000 square feet subject to a floor-area ratio of 0.35 gives an estimate of the land required for office space of 61 acres over the 15-year forecast or on average four acres per year. Using the forecast industrial space demand of approximately 1,220,000 square feet subject to a 0.40 FAR gives an estimate of land required for industrial space of 112 acres or on average 7.5 acres of land per year.

In addition to the quantitative estimate of new building space demand and land needs arising from additional net employment growth, demand also arises from the need to replace obsolete space. To account for replacement demand, it is estimated that an additional 10 acres per year on average or 150 acres through 2020 will be absorbed as the result of replacement demand. An estimated 323 acres of land is likely to be sufficient to accommodate beneficial economic development, the growth of the existing economic base, the attraction of new economic activities, and the maintenance of a competitive land market so that land prices do not escalate so much as to produce disincentives for businesses to locate or remain in Menomonee Falls.

Meeting the Determinants of Demand

To meet the determinants of long-run demand for building space will require the following:

- master-planned sites that create user-friendly environments with appropriate design and use covenants with built in flexibility to permit responsiveness to shifting or unforeseen market demands;
- targeting users seeking to establish campuses that combine or consolidate a variety of functions at one location;
- targeting smaller firms (under 50-person) adding value and sales and services to goods assembly and processing that can compete because of their entrepreneurial and technical skills from the labor force within the commute shed and which benefit from technical, sales, and managerial talent more typically associated with an older, family-age workforce seeking the quality of life opportunities, school, library, and park amenities more prevalent in suburban environments like Menomonee Falls; and
- targeting business, healthcare, and professional service firms serving local rather than export markets and which would benefit from proximity to a large and growing residential base, traffic and identity generated by proximity to Highway 41/45, and amenity advantages of the location.

LOCAL AND REGIONAL ECONOMIC DEVELOPMENT PROGRAMS

In addition to the previously stated means of facilitating economic development, there are various agencies and programs that could potentially help Menomonee Falls achieve economic development goals and objectives.

- The Menomonee Falls Community Development Authority (CDA) provides economic and community development services to the Village. Community development programs and activities are offered through this body to assist with the expansion of existing businesses and new start-ups, including Tax Incremental Financing, Local Revenue Bonds, the Economic Development Master Fund (available in the Village Centre), and a Revolving Loan Fund (available Village-wide).

- The Menomonee Falls Community Chamber provides programs and services to assist members within the Village. Through the Chamber, many benefits to support the progress and development of the community are offered ranging from marketing assistance and business counseling to relocation and community profile information. Additional information regarding the Menomonee Falls Community Chamber can be found at www.menomoneefallschamber.com.

- The Milwaukee 7 was formed to create a regional, cooperative economic development platform for the seven southeast Wisconsin counties: Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Waukesha and Washington. Their goal is to attract, retain and grow diverse businesses and talent. Additional information regarding the Milwaukee 7 Economic Development Campaign can be found at www.mmac.org.

- The Waukesha County Economic Development Corporation's goals include maintaining and expanding the business community in Waukesha County. They provide technical and financial assistance to both companies and municipalities. Financial assistance to municipalities is in the form of "blue chip" grants for economic development related activities. Additional information regarding Waukesha County Economic Development Corporation can be found at www.understandingbusiness.org.

- The Regional Economic Partnership is an organization created to serve and promote the businesses of Southeast Wisconsin. It serves as an information clearinghouse for the region's seven counties (Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington and Waukesha) and offers assistance from new business site location to continuing business development and expansion. Additional information regarding the Regional Economic Partnership can be found at www.wisp.org.

- The Regional Campaign for Economic Development is an effort by the Metropolitan Milwaukee Association of Commerce to serve the region's seven counties (Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington and Waukesha) with strategies for creating a vibrant business climate and growing the regions economic base. The Regional Campaign for Economic Development assists the counties of the southeast region to attract and retain companies and a talented workforce. Additional information regarding the Regional Campaign for Economic Development can be found at www.mmac.org.

- Forward Wisconsin is a joint public/private organization focused on marketing the State of Wisconsin and recruiting new businesses to foster economic activity throughout the state. The organization markets Wisconsin's positive business climate in an effort to entice new industry and a talented workforce, and to increase the economic base of the state. Forward Wisconsin offers confidential business consulting services on a no-cost basis to ensure continued positive health and growth of the state's economy. Additional information regarding Forward Wisconsin can be found at www.forwardwi.com.

- The Wisconsin Department of Commerce is a state department that provides development assistance to serve the citizens and business of Wisconsin. The Department offers marketing, finance, and small business assistance to the communities of Wisconsin and their respective citizens and businesses as well as a number of state and federal agencies. Additional information regarding the Wisconsin Department of Commerce can be found at www.commerce.state.wi.us.

- The Wisconsin Economic Development Association (WEDA) is a statewide non-profit organization focused on Wisconsin's economic growth. WEDA works with both public and private sectors to promote economic development initiatives and has developed a strong membership base by serving as a legislative liaison and offering professional development services to its members. Additional information regarding WEDA can be found at www.weda.org.

- The Wisconsin Women's Business Initiative Corporation (WWBIC) is an economic development corporation that offers financial, technical and educational assistance to entrepreneurs. WWBIC's mostly focuses on minorities and individuals with limited economic means for their entrepreneurial support. The WWBIC serves as a mentor to these business owners and offers continuous consulting and educational development services to promote their success. Additional information regarding the WWBIC can be found at www.wwbic.com.

Facilitating Economic Development

An independent committee or board of private and institutional representatives should be organized that would meet four times per year. Representatives would include individuals employed by the largest private and institutional employers in the Village as well as representatives of smaller firms in all economic sectors. The size of the committee or board should not exceed 25 members. The purpose of the committee or board would be to provide feedback from the perspective of the larger employers and institutions as well as that from the various economic sectors on issues of recurring concern to these employers. Areas of concern to be monitored and reported on should relate to needs for land and building space, transportation or infrastructure issues, policies affecting doing business in the Village, as well as external conditions affecting the growth or vitality of the economic sectors in the Village. The relatively small number of firms employing large numbers of workers suggests that regular meetings should be held with the larger sized firms to monitor their employment, building or land requirements and issues of concern.

This committee or board should consider setting up a task force to initiate and coordinate a planning process to facilitate the evolution of the existing older industrial parks to contemporary business parks. This task force could, for example, review parking and infrastructure facility requirements, potential opportunities and interest for cost-reducing use of shared "common area" services typically provided in contemporary business parks, means of financing needed capital improvements, and evaluate the effects of potential zoning or other regulatory factors. In general, the purpose of the task force would be to help businesses and building owners adapt to market changes in a reasonable time, in order to avoid the typical downward cycle associated with competitive obsolescence.

The Village of Menomonee Falls can also play a useful role in coordinating with the private sector property owners, developers and brokers in order to provide information to existing and prospective businesses about land and building space availabilities, the advantages of a Menomonee Falls location, and the governmental and private services available to Menomonee Falls businesses. The Village can also work with the Committee or Board to proactively encourage the development of sufficient land and additional building space to accommodate the expansion of existing area businesses.

Based on the findings about the geographic origins and growth of existing firms, economic development efforts should be concentrated on serving existing firms in Menomonee Falls and accommodating the expansion or consolidation needs of those firms already located within the primary market area. Should a multi-site company from outside the region appear interested in establishing a local facility, a concentrated effort should be made to meet the company's land or building space requirements. Such actions, however, should be prompted by evidence of interest rather than a "shot gun" approach that attempts to reach numerous out-of-the region, multi-site firms.

12. INTERGOVERNMENTAL COOPERATION

The intergovernmental cooperation element of the Comprehensive Plan is intended to identify existing relationships between the Village of Menomonee Falls and other governmental entities, and to explore potential opportunities for collaboration or conflict resolution. Many of the functions of government are impacted by, or themselves impact other governmental functions. By identifying these concerns, Menomonee Falls may promote a regional approach to dealing with issues beyond its borders, improve service delivery or cost effectiveness, promote a cooperative environment between local governments, and provide a higher level of predictability in planning for land use or public services.

EXISTING CONDITIONS

Menomonee Falls is surrounded by several local municipalities. The Village also falls within a hierarchy of county, state, and federal governments. Finally, it falls wholly or partially within the territory of several public or quasi-governmental regional districts or commissions that may provide service to the Village or its residents. Table 59 lists some of the entities that may be considered as partners in intergovernmental cooperation.

TABLE 59
Bordering or Overlapping Governmental Entities

United States of America	City of Milwaukee	Menomonee Falls School District
State of Wisconsin	City of Brookfield	Hamilton School District
Waukesha County	City of Mequon	Southeastern Wisconsin Regional Planning Commission (SEWRPC)
Milwaukee County	City of Pewaukee	Milwaukee County Transit System
Washington County	Village of Germantown	Milwaukee Metropolitan Sewage District
Ozaukee County	Village of Butler	Milwaukee Seven
Town of Brookfield	Village of Lannon	Fox River Sewage District
Town of Lisbon	Village of Richfield	
	Village of Sussex	

Menomonee Falls participates in several joint initiatives with other governmental entities. A partial list of these includes:

- mutual aid agreements for fire protection with most communities in Waukesha, Washington, Ozaukee, and Milwaukee counties;
- automatic aid agreements for fire protection with the Village of Lannon and the Village of Butler;
- hazardous materials response agreements with service provided by the City of Waukesha;
- property tax collection services provided by Waukesha county;
- mutual aid agreements for police protection with most surrounding communities;
- police participation in regional activities such as the Metro Drug Task Force and regional dispatch systems;
- snow and ice removal services provided by Menomonee Falls by contract to the Village of Lannon;
- provision of water service to portions of the City of Mequon; and
- wastewater treatment provided by a shared plant in the Village of Sussex.

The Village of Menomonee Falls is currently discussing the potential for the Village to provide operations and maintenance services for the Village of Lannon's water distribution system.

Several of the Villages objectives contained in other elements of the Comprehensive Plan will require negotiation and cooperation with other governmental entities. These include transportation and development of enhanced transit, provision of sewer and water services, regional cooperation on economic development, and development as it may be impacted by state administrative rules, annexation or extraterritorial plat review, and other influences.

ANNEXATION AND FUTURE MUNICIPAL BOUNDARIES

Much of the Village boundary is already defined where it abuts neighboring incorporated municipalities. The Village does have the potential to allow annexation of unincorporated land located within the Towns of Brookfield and Lisbon, where it is contiguous to Village boundaries. Annexations, however, can frequently be a source of conflict between communities. This may be the case with towns that "lose" property, or when neighboring cities and villages get into annexation wars to "grab" property for their future growth.

State statutes seek to minimize conflict by establishing certain criteria that must be met for an annexation to occur. In most cases, annexation must be initiated by the owner of the property to be annexed. Furthermore, the territory to be annexed must be contiguous to the boundary of the municipality. These help to ensure that land is annexed to a city or village only when the prospect for development is near.

Many communities have entered into intermunicipal agreements that further seek to eliminate conflict over annexation. Agreements between two (or more) cities or villages commonly establish a future common municipal boundary, with each community agreeing not to annex territory on the opposite side of the boundary line. Agreements between a town and a city or village typically provide for phased annexation of town territory. The typical agreement identifies a portion of the town in which the town will not oppose annexation petitions. In return, the city or village usually agrees to not allow annexation of land outside of the designated area. These agreements usually have a date for termination. They may also address other concerns, such as the city or village agreeing to provide water and sewer service to portions of the town, or property tax revenue sharing on newly annexed and developed land.

Menomonee Falls should consider negotiating with the City of Brookfield and the Town of Brookfield concerning annexation and a future municipal boundary on land within the Town of Brookfield, adjacent to the Southwest Study Area. Due to topography, a portion of the Town of Brookfield, south of Lisbon Road and north of an extensive wetland area, will be most efficiently served by sanitary sewer services from the Village of Menomonee Falls. Topics for discussion might include sewer service provision, phasing of development, and potential annexation to the Village of Menomonee Falls.

Similar discussions should be held with the Villages of Lannon, Richfield, and Sussex, and the Town of Lisbon.

LOCAL AREA INTERGOVERNMENTAL COOPERATION

Beyond boundary and annexation issues, local municipal governments may find other opportunities for cooperation. This may often be driven by a desire to create operational efficiencies, resulting in lower costs and a minimized tax burden on residents. Some issues that may be explored cooperatively with other governments include:

- Parks and Recreation

  The Village's recent decision to dedicate its limited funding to maintenance and development of existing park and recreational facilities and other Village-owned land, and not to acquire new land for parks and open space, will impact both residents and other governments. School facilities often serve as additional park resources for nearby residents. The Village may consider discussions with the two school districts to formalize use of these facilities.

- Stormwater Management and Water Quality

  Drainage basins, groundwater, stream courses, and floodways seldom respect municipal boundaries. Menomonee Falls and its neighbors share common concerns related to stormwater management and water quality. These issues will be effectively addressed on a regional level, through coordinated planning and action.

- Public Transportation

  The Milwaukee County Transit System operates largely within Milwaukee County at present, although two of its routes extend into Menomonee Falls. The Village does not receive any transit service through Waukesha County. As rising fuel prices and an aging population cause more people to seek transit options, the Village will need to be prepared to discuss options for extending services provided by these regional entities. Preliminary discussions may focus on service priorities, data collection needs, and potential funding opportunities through state or federal resources.

- Transportation

  Menomonee Falls should work with the Wisconsin Department of Transportation, Waukesha county, and other regional agencies to ensure that transportation planning and improvements are consistent with the Comprehensive Plan.

- Schools

  Public and private schools are essential to community vitality, yet create a demand for public services that may not be immediately apparent. This can encompass features such as sidewalks and paths connecting schools to neighborhoods, traffic controls and crossing guards, or emergency services and outreach programs. Schools, and particularly high schools, may create adverse effects on surrounding neighborhoods due to traffic, noise, lighting, or other issues. Menomonee Falls and the two school districts providing service in the Village should continue to meet through the Intergovernmental Communications Committee (IGCC) to discuss issues of mutual concern. These discussions may also address budgeting and cost sharing possibilities.

- Wastewater Treatment

  As discussed in other chapters of the Comprehensive Plan, Menomonee Falls sends its sewage to either the Milwaukee Metropolitan Sewerage District or to the wastewater treatment plant in the Village of Sussex. During the planning process, some concern was expressed related to available treatment capacity and the ability of the wastewater collection system to handle larger flows. Current design of the system is a factor in limiting the allowable density of development in parts of the community. The Village will need to continue to work with Sussex (and to a lesser extent, MMSD) to ensure that adequate capacity is reserved to allow for growth planned within Menomonee Falls.

POTENTIAL CONFLICTS

The R.A. Smith National planning team reviewed adopted plans for surrounding municipalities, as well as counties, to identify potential conflicts with Menomonee Falls' Comprehensive Plan. Only two neighboring communities, Germantown and Sussex, have adopted Smart Growth compliant plans. Other communities are at varying stages in the planning process. The following is a summary of the findings:

- Germantown

  Germantown adopted its Comprehensive Plan in 2004. The 2010-2020 land use map addresses areas within the existing Village of Germantown, which abuts the North Study Area in Menomonee Falls. Germantown indicates future commercial and industrial land use in this area, whereas Menomonee Falls has planned for low density residential and agricultural holding areas on its side of the border. While this does not necessarily pose a conflict, Menomonee Falls should work with Germantown to ensure that the uses allowed and the quality of urban design on these commercial land use areas do not detract from the residential uses to the south.

- Sussex

  The Village of Sussex has planned for future land uses in its extraterritorial area within the Town of Lisbon. It does not extend into the Village of Richfield, and the North Study Area does not venture into the Village of Richfield, thus eliminating any possible direct conflicts. Land uses shown on either side of the town line are generally compatible.

- Waukesha County (Village of Lannon, Town of Lisbon, Town of Brookfield)

  Waukesha county is currently in the process of preparing a Comprehensive Plan to meet the requirements of the Smart Growth Legislation. Most of the local jurisdictions within the county will be updating their plans through this process. The county does currently have an adopted land use plan. This plan is generally consistent with the Menomonee Falls Comprehensive Plan, except within the Southwest Neighborhood. The current Waukesha county plan shows this area to be low density residential. Menomonee Falls will submit its Comprehensive Plan to Waukesha County so that it may be incorporated into the County's plan.

- City of Brookfield

  Brookfield is beginning their planning process to comply with Smart Growth requirements. The Village of Menomonee Falls should enter into discussions with Brookfield concerning the portions of the Town of Brookfield adjacent to the Southwest Study Area.

13. IMPLEMENTATION

The implementation element of the *Comprehensive Plan* is intended to provide a summary of actions necessary to carry out the goals and objectives determined through the planning process.

Beginning on January 1, 2010, any program or action of a local governmental unit that affects land use is required be consistent with that local governmental unit's comprehensive plan. For the Village of Menomonee Falls, actions that are included in this requirement are:

- municipal incorporation procedures under s. 66.0201, 66.0203 or 66.0215;
- annexation procedures under s. 66.0217, 66.0219, or 66.0223;
- cooperative boundary agreements entered into under s. 66.0307;
- consolidation of territory under s. 66.0229;
- detachment of territory under s. 66.0227;
- municipal boundary agreements fixed by judgment under s. 66.0225;
- official mapping established or amended under s. 62.23 (6);
- local subdivision regulation under s. 236.45 or 236.46;
- extraterritorial plat review within the village's extraterritorial plat approval jurisdiction, as is defined in s. 236.02 (5);
- village zoning ordinances enacted or amended under s. 62.23 (7);
- an improvement of a transportation facility that is undertaken under s. 84.185;
- agricultural preservation plans that are prepared or revised under subchapter IV of chapter 91;
- impact fee ordinances that are enacted or amended under s. 66.0617;
- land acquisition for recreational lands and parks under s. 23.09 (20);
- zoning of shorelands or wetlands in shorelands under s. 59.692, 61.351 or 62.231;
- construction site erosion control and storm water management zoning under s. 59.693, 61.354 or 62.234; and
- any other ordinance, plan or regulation of a local governmental unit that relates to land use.

GENERAL OR VILLAGE-WIDE ACTIONS

- Create an Official Map to indicate new roads and to identify rights-of-way necessary to carry out road widening and other improvement projects proposed in the *Comprehensive Plan*.
- Revise the Village's Zoning Code to ensure consistency with the future land use recommendations identified in the *Comprehensive Plan*. These include the following:
    - Planning for the Northeast Study Area includes a recommendation to establish a historic overlay district on Main Street between Pilgrim Road and Water Street. This district is intended to preserve Village character.
    - Planning for the Southwest Study Area establishes a bonus density overlay, intended to provide a mechanism for considering residential development at densities greater than two dwelling units per

acre, up to a maximum of six dwelling units per acre. The underlying land use will remain low density residential, which is based to a great extent on the available capacity of sanitary sewer infrastructure. Alternative technologies may be used to reduce the average amount of sewage generated per housing unit. Where such techniques are employed, the Village may permit additional housing density, provided that the total sewage flow generated from the property does not exceed the total flow that would be generated at a density of two units per acre, using conventional practices.

  - Conservation subdivisions are the favored form of low density residential development in the Southwest Study Area. The Village should adopt zoning that enables this form of development. Furthermore, the Village may consider permitting this form of development by right, and permitting more typical suburban patterns only through a waiver process.
  - Create a zoning district to allow parcels ranging in size between three and ten acres.

- Establish development standards to provide guidance and criteria for reviewing development proposals. These should include:
  - *Design Standards.* The design standards are meant to encourage the "village character" desired by community residents. They may address the Village Centre as well as outlying areas of new development. Specific issues to address are the relationship between home sizes and lot area, view corridors, and preservation of significant features.
  - *Resource Mapping.* The data used to map environmental corridors and similar features at the scale used in this Comprehensive Plan, while suitable for planning purposes, is not accurate enough to be used when planning development projects. The Village should require surveys of all properties on which development plans are submitted, to include delineation of wetlands and flood elevations, and to identify the locations of significant features such as mature trees, wildlife habitat, and other environmental and cultural resources on the property.
  - *Environmental Corridor Buffers.* The *Comprehensive Plan* recommends preservation of environmental corridors and isolated natural resource areas, and furthermore recommends providing a 25- to 75-foot buffer between new development and environmental corridors.
- Approve zoning petitions and Zoning Map amendments that are consistent with land use patterns indicated in the *Comprehensive Plan* in terms of permitted uses, densities, and character.
- Identify appropriate incentives for the Village to use to promote infill development.
- Seek outside funding sources, such as federal or state grants, to assist in the investigation, remediation, and redevelopment of brownfield sites.
- Evaluate the use of impact fees to offset costs borne by the Village for new development.
- Control growth through the phased provision of municipal and sanitary sewer services. Do not allow unsewered development to occur within the Village, except when it can be determined that the proposed development will not adversely affect water wells in the area.
- Limit future commercial development to the space needed to support estimated demand, in order to minimize vacancy and blight caused by overbuilding of commercial space.
- Economic development efforts should focus on:
  - master-planned sites that create user-friendly environments with appropriate design and use covenants with built in flexibility to permit responsiveness to shifting or unforeseen market demands;
  - targeting users seeking to establish campuses that combine or consolidate a variety of functions at one location;

- targeting smaller firms (under 50-person) adding value and sales and services to goods assembly and processing that can compete because of their entrepreneurial and technical skills from the labor force within the commute shed and which benefit from technical, sales, and managerial talent more typically associated with an older, family-age workforce seeking the quality of life opportunities, school, library, and park amenities more prevalent in suburban environments like Menomonee Falls; and
- targeting business, healthcare, and professional service firms serving local rather than export markets and which would benefit from proximity to a large and growing residential base, traffic and identity generated by proximity to Highway 41/45, and amenity advantages of the location.

- Establish an independent committee or board of private and institutional representatives to advise the Village on issues of recurring concern to employers. Areas of concern to be monitored and reported on should relate to needs for land and building space, transportation or infrastructure issues, policies affecting doing business in the Village, as well as external conditions affecting the growth or vitality of the economic sectors in the Village. This committee or board should consider setting up a task force to initiate and coordinate a planning process to facilitate the evolution of the existing older industrial parks to contemporary business parks.
- Coordinate with the private sector property owners, developers and brokers in order to provide information to existing and prospective businesses about land and building space availabilities, the advantages of a Menomonee Falls location, and services available to Menomonee Falls businesses.

SOUTHWEST STUDY AREA

- Conduct planning, budgeting, engineering, and land acquisition necessary to carry out road widening and other improvement projects identified in the Comprehensive Plan. These projects include
  - widening Lisbon Road to four lanes from Lannon Road to Hampton Road;
  - widening Silver Spring Drive to four lanes between Town Line Road and Pilgrim Road; and
  - realigning Marcy Road at Mill Road.
- Provide pedestrian accommodation along arterial streets and in the greenway corridor.
- Amend the *Comprehensive Outdoor Recreation Plan* to replace the proposed bicycle lanes on Silver Spring Drive and Lannon Road with a multi-use path separated from the roadway.
- Identify a site in the Southwest Study Area for a new Village well and develop a wellhead protection plan in accordance with State requirements.
- Monitor actual sewer demand versus projected demand in the Southwest Study Area to ensure adequate capacity for future development as planned. Excess capacity may permit development at higher densities. A shortage in capacity may require the Village to reduce densities in other areas or to purchase additional capacity and construct a new interceptor sewer to serve some parts of this, or the Northwest Study Area.
- Identify a location for a new fire station in the Southwest Study Area.
- Prepare engineering and develop a flood mitigation project near Lannon Road and One Mile Road.
- Carry out plans to develop a park on Village-owned property, on Mill Road west of Lannon Road.

NORTHWEST STUDY AREA

Given that little change is anticipated within the Northwest Study Area during the life of this Comprehensive Plan, there are few recommendations specific to this area. These include:

- Review speed limits on local and county roads to ensure that they are matched to the volume of traffic using these routes, and that the design of the streets supports the posted speeds.
- Acquire park land north of Menomonee Avenue by 2012, as recommended in the Village's *Comprehensive Outdoor Recreation Plan*.

NORTH STUDY AREA

Implementation steps identified in recommendations for the North Study Area include the following:

- Assess the need or opportunities for improved streetscaping, particularly within the Village Centre area. Other needs that may be addressed include street tree planting within neighborhood areas.
- Identify opportunities to attract quality restaurants and specialty retail to the Village Centre.
- Identify a strategy and timeline for extending municipal services to unsewered parts of the North Study Area.
- Improve access and utilization of the Menomonee River frontage.
- Acquire privately held land located in the Tamarack Preserve as the opportunities arise.
- Plan and conduct initial activities (budgeting, coordination with Waukesha County, land acquisition, engineering) for expansion of County Line Road (County Highway Q) to four lanes between Lannon Road and Town Line Road.
- Continue development of a multi-purpose path running along Menomonee Avenue, Lannon Road, Maple Road, Good Hope Road, and along the perimeter of the Tamarack Preserve.
- Identify opportunities for redevelopment on Appleton Avenue.
- Evaluate and consider updating the Village Centre Plan.

SOUTHEAST STUDY AREA

The Southeast Study Area is largely built-out. The few actions required for this area are centered around planned transportation system enhancements and greenway development.

- Designate Village-owned properties as the Lilly Creek Parkway and the Menomonee River Parkway in accordance with the Village’s *Comprehensive Outdoor Recreation Plan*. Expanded these parkways as surrounding lots come up for sale.
- conduct the necessary planning, budgeting, coordination, and engineering activities to carry out planned roadway improvements including:
  - widening Lisbon Road to four lanes (with a median) between Lannon Road and Hampton Road, and
  - widening Silver Spring Drive to four lanes (with a median) from Lannon Road to Pilgrim Road.
- Implement recommendations for multi-purpose paths along Mill Road and Lilly Road, and through the greenway corridors on Lilly Creek and the Menomonee River.
- Develop the Village property near Pilgrim Road and Raven Way Drive as an active use park tied to the adjacent Tamarack Preserve and nearby Little League Complex and Oakwood Park.

NORTH HILLS STUDY AREA

The *North Hills Neighborhood Plan* contains numerous recommendations related to land use, community design, and transportation. The actions necessary to enact these recommendations are outlined below.

- Install traffic calming measures on streets experiencing increasing traffic. This will require an initial evaluation of traffic volumes, accident data, abutting uses, and information on how the street is used by vehicles, bicycles, and pedestrians.
- Realign Highland Drive and classify it as a collector road.
- Coordinate with the Wisconsin Department of Transportation on the future widening of Highway 41/45 to eight lanes.
- Design and implement streetscaping measures to redevelop all county and local streets with medians in a manner similar to Appleton Avenue.
- Work with Milwaukee County Transit to add a bus stop on the Appleton Avenue route within the North Hills Study Area.
- Implement recommendation in the *Comprehensive Plan* and *Comprehensive Outdoor Recreation Plan* to provide bicycle and pedestrian facilities including:
    - construct dedicated bike lanes along Appleton Avenue, Good Hope Road, and Lilly Road south of Good Hope Road;
    - construct multi-use paths along Lilly Road from Good Hope Road to Appleton Avenue, and on Fond du Lac Avenue; and
    - construct a combination of multi-use paths and signed on-street bicycle routes through the interior of the neighborhood.
- Promote formation of the business center identified south of Good Hope Road and east of Appleton Avenue. This business district should contain a mix of retail establishments, support services for business (such as day care centers and restaurants), and retail amenities such as a village green or other public gathering spaces.
- Provide for the orderly development of the North Hills Study Area through planned extension of public water and wastewater collection systems.

NORTHEAST STUDY AREA

The Northeast Study Area is largely built-out. Recommendations for this area are centered on preserving existing character while encouraging appropriate redevelopment centered on commercial corridors and interchanges on Highway 41/45. Actions necessary to implement elements of the *Comprehensive Plan* related to the Northeast Study Area include the following.

- Conduct the necessary planning, budgeting, coordination, and design necessary to carry out planned transportation improvements including:
    - constructing connecting streets within the neighborhood as development occurs;
    - widening Highway 41/45 to eight lanes;
    - widening Pilgrim Road to four lanes between County Line Road and Highway 41/45;
    - widening County Line Road to four lanes between Pilgrim Road and Highway 41/45; and

- ▫ widening STH 145 to four lanes between County Line Road and Main Street.

- ■ Establish a promenade connecting the Menomonee River to Main Street, with two green plazas on Main Street, in accordance with recommendations in the Village's *Comprehensive Outdoor Recreation Plan*.
- ■ Support formation of an entertainment district on Main Street near the intersection with Fond du Lac Avenue. To accomplish this, the Village may consider coordinating its activities with arts and cultural organizations in the community, and reviewing it ordinances and policies to encourage arts, cultural, dining, and entertainment uses to locate in this area.
- ■ Work with Waste Management, the Wisconsin Department of Natural Resources, Waukesha County, and other interested entities on planning for the eventual closure and remediation of the Orchard Ridge Landfill. This site may be reclaimed as a regional park and open space facility.
- ■ Continue developing multi-purpose paths along Main Street, STH 145, and along former railroad right-of-way in the study area. These trails should connect to the Menomonee River Parkway and the Bugline Trail.
- ■ Assess needs and conduct planning to increase the diameter of existing sanitary sewer serving the redevelopment area to 18 inches.

PLAN REVIEW PROCESS

Wis. State Statute 66.1001(2)(i) requires a community to have a plan amendment process, and that process must be implemented at least every ten years. The amendment process must follow the same procedures that are necessary in adopting the original plan. Specifically, the amendment process must allow opportunities for public input, and follow the adoption process set forth in the statute.

The Village recognizes that some changes to the plan are so minor as to not require modification of the *Comprehensive Plan*. In fact, many of these changes may have been anticipated within the language of the plan. As an example, the mapping of wetlands and environmental corridors in the plan is an approximation based on remote sensing techniques. During the development review process, the property owner or developer will be required to perform a more accurate delineation of the boundaries of these areas. Subsequent changes to the mapped boundaries of these areas, based on more accurate data, should not require an amendment to the *Comprehensive Plan*.

The following procedure is established to provide for a periodic major update to the *Comprehensive Plan*, and for more frequent minor updates to accommodate changing conditions within the Village of Menomonee Falls as well as the greater metropolitan area.

Minor Updates to the *Comprehensive Plan*

Periodically, development proposals of changing circumstances within the Village may trigger consideration of an amendment to the *Comprehensive Plan*. Examples may include requests to change the zoning of a parcel to a use that is inconsistent with the future land use mapped in the *Comprehensive Plan*, omission or alternative routing for planned streets, or broader changes recommended through detailed neighborhood or special area planning conducted by the Village. It is the Village's intent to address these issues on an as-needed basis, rather than waiting for a scheduled review of the plan. At a minimum, the following steps will be followed when considering a minor amendment to the *Comprehensive Plan*:

- ■ The Village will prepare a written summary, maps, or other exhibits that thoroughly explain the proposed amendment. These will be made available for public review prior to consideration of the amendment by the Plan Commission.
- ■ One copy of the amendment to the plan will be sent to all of the following:

    - every governmental body that is located in whole or in part within the boundaries of the Village (ex., counties, school districts, Metropolitan Milwaukee Sewerage District, etc.);
    - the clerk of every local governmental unit that is adjacent to the Village;
    - the Wisconsin Land Council;
    - the Wisconsin Department of Administration;
    - the Southeastern Wisconsin Regional Planning Commission; and
    - the public library.
- The Village Plan Commission will conduct a public hearing on the proposed amendment. The public hearing will be noticed in accordance with Wisconsin State Statutes (currently as a Class I notice requiring 30 days notice). The Plan Commission will act on the proposed amendment and forward it by resolution to the Village Board with a recommendation (by majority vote) to accept or deny the amendment.
- The Village Board will consider an ordinance to adopt the amendment to the Comprehensive Plan, and act by a majority vote to approve or deny the amendment.

Five-Year Updates to the *Comprehensive Plan*

The Village will conduct a periodic review of the *Comprehensive Plan* every five years following its adoption. This review will be initiated by the Village and include the following actions:

- Assemble the adopted plan and all adopted amendments to the plan during the previous five-year period.
- Compile current demographic and economic data that updates the information contained in Chapter 3: Community Overview, and chapter 11: Economic Development.
- Compile applicable information regarding community services, utilities, and facilities to update these elements of the plan.
- Solicit recommendations from Village staff, the Village Board, the Plan Commission, and other Village boards and commissions for issues that may be addressed in the update process.
- Conduct a public participation process to gain input on community needs and desires, and to update the goals and objectives in the *Comprehensive Plan*.
- Prepare an amendment to the *Comprehensive Plan* that addresses issues raised through the internal and public review process.
- Review and act to adopt, modify, or reject the proposed amendment through the process identified for minor updates to the *Comprehensive Plan*.

Ten-Year Updates to the *Comprehensive Plan*

Every ten years the Plan Commission will consider the need to amend the *Comprehensive Plan*. This amendment may follow the format of the five-year update process, or, depending on the extent of revisions contemplated by the Plan Commission, may result in a re-writing of the plan. The Plan Commission will recommend an approach to the Village Board.

APPENDIX A

PUBLIC PARTICIPATION

PUBLIC PARTICIPATION PLAN

The following is the text of the Public Participation Plan adopted by the Village of Menomonee Falls at the beginning of the planning process.

Background

The Village of Menomonee Falls is preparing this public participation plan to foster public participation, including open discussion, communication programs, informational services and public meetings for the process of preparing and amending the Village's Comprehensive Plan and future plans.

State Legislative Requirements

As a required component of a Comprehensive Plan, Wisconsin State Statutes dictate that a governing body is required to adopt written procedures that are designed to foster public participation, including open discussion, communication programs, information services, and public meetings for which advance notice has been provided, in every stage of the preparation of a comprehensive plan. The written procedures will provide for wide distribution of proposed, alternative or amended elements of a comprehensive plan and will provide an opportunity for written comments on the plan to be submitted by members of the public to the governing body and for the governing body to respond to such written comments. The written procedures will describe the methods the governing body of a local governmental unit will use to distribute proposed, alternative, or amended elements of a comprehensive plan to owners of property, or to persons who have a leasehold interest in property, in which the allowable use or intensity of use of the property is changed by the comprehensive plan.

Goal

To create and adopt the Village's Comprehensive Plan with extensive citizen involvement representative of the community.

Objectives

- Public Outreach – The public will be informed on the general plan and process.
- Information Distribution and Gathering – The exchange of information will allow public knowledge and viewpoints to be integrated into the plan.
- Visioning – As a basis for public evaluation and implementation, visioning demonstrates openness to new ideas or comments offered by the public.

Planning Process

The amended Village Comprehensive Plan will be completed over a 24 month process, including the initial three (3) month data collection phase and 21 month public process. This process will use the following steps:

- Issue Identification – A comprehensive survey will be utilized to identify current community issues and needs and will introduce the public to the planning process.
- Trends & Projections – An analysis of statistical trends and projections will be utilized to identify future needs of the four study areas.
- Goals & Objectives – Based on community input, issues, and trends, goals and objectives for the Village will be developed and presented to the community.

- Review & Revision – Based on public input, revisions to the plan will be developed for review.
- Final Plan/Public Hearing – Per Wisconsin State Statutes, a public hearing will be held for the presentation of the Comprehensive Plan.

Open Meetings Law Compliance

- Plan Commission Meetings - Any Plan Commission meeting with an agenda item relating to the Comprehensive Plan, shall be posted at the following locations: Village Hall, Library, and Fire Station Three.
- Technical Advisory Team Meetings **-** Any Committee meeting relating to Comprehensive Planning shall be open to the public, with postings at the Village Hall, Library, and Fire station Three. Any Committee formed by the Village President, Village Board, Plan Commission, or Community Development Authority will attempt to have at least two people who have an interest within the area (local representative), which may include; a property owner; tenant; business; resident, or representative of a business. Selection and appointment of the local representative shall be made by the Village President.

Summary of Stakeholders and Issues and Responsibilities

- Village Board – The Village Board will review the progress on community issues/goals/objectives throughout the process to understand the plan as it develops and help build consensus for the plan. The Village Board may receive constituent comments throughout the process and it is recommended that those comments be shared with the Technical Advisory Team
- Plan Commission – The Plan Commission will review the progress on community issues/goals/objectives throughout the process to understand the plan as it develops and help build consensus for the plan. The Plan Commission may receive public comments throughout process and it is recommended that those comments be shared with the Technical Advisory Team
- Technical Advisory Team – Village staff, consulting planners, and stakeholders appointed by Village President will review the document and meet regularly.
- Public – Property owners, businesses tenants, civic organizations and the general public will be notified by means of community access channel, newspaper and Village website for opportunities to be involved in the planning process.
- Public Resources – Other Village board, commission, and committees, adjacent municipalities, Waukesha County, homeowners associations and civic groups will be utilized to provide input and review the plan.

Initial Project Timeline

May 2006 – January 2008:	Data Collection Phase
July 2006 – August 2007:	Public Information Phase
September 2006 – November 2006:	Southwest Area
December 2006 – March 2007	Northwest Area
April 2007 – July 2007	North Area
August 2007 – November 2007	Southeast Area
December 2007 – February 2008:	Draft Document Production, Review and Revision Phase
December 2007 – March 2008:	Plan Adoption Phase

Process for Amendment

When it is necessary and appropriate to amend the comprehensive plan, amendment procedures shall at a minimum follow Chapter 66 of the Wisconsin Statutes in addition to the application requirements of the Village of Menomonee Falls.

Chapter 66.1001(4) (b) of the Wisconsin Statutes requires, "the Plan Commission or other body of a local governmental unit that is authorized to prepare or amend a comprehensive plan may recommend the adoption or amendment of a comprehensive plan only by adopting a resolution by a majority vote of the entire commission. The vote shall be recorded in the official minutes of the plan commission or other body. The resolution shall refer to maps and other descriptive materials that relate to one or more elements of a comprehensive plan."

One copy of an adopted plan or amendment shall be sent to:

- Every governmental body that is located in whole or in part within the boundaries of Menomonee Falls.
- The clerk of every local governmental unit that is adjacent to Menomonee Falls that is the subject of the plan adopted or amended as described above.
- The Wisconsin Land Council.
- The Department of Administration.
- The Southeastern Wisconsin Regional Planning Commission.
- The Menomonee Falls Public Library.

Techniques

Methods to be used to distribute information of the comprehensive plan to owners of property and citizens.

- Open House - There will be a total of four open house meetings using an interactive format with maps and exhibits that allow citizens and community leaders to learn, exchange ideas and participate in the planning of the community. Open house findings and feedback will be summarized in a report for the community.
- Community Survey -A survey identifying key community issues, such as land use and community services, will be sent to a sample of Village households.
- Village Web Site - Written and graphic materials will be posted on the Village Web site describing the project.
- Cable Access Channel. - Meeting dates and times and other public events associated with the Comprehensive Plan will be posted on the community access channel.
- Newspaper Coverage - The Village will attempt to cultivate a working relationship with the media to obtain regular and affordable news and editorial coverage.
- Review of Draft Proposals - The Review of Draft proposals that have been discussed by the Plan Commission, designated committee, or any other Village governmental body shall be available for review by the public in the Department of Community Development.
- Inter-jurisdictional Review - When a study area of the Village is adjacent to another municipality or an area regulated under extraterritorial platting regulations, the Advisory Team shall invite the municipality to meetings regarding the study area.

Contacts and Mailing Lists

The following lists may be amended from time to time without a resolution from the Village Board.

Agenda Notifications: Surrounding Communities and Agencies

City of Brookfield
Attn: Dan Ertl, Director
Division of Community Development
2000 N. Calhoun Rd.
Brookfield, WI 53005
Phone: (262) 796-6695

City of Brookfield
Attn: Kris Schmidt, City Clerk
2000 N. Calhoun Rd.
Brookfield, WI 53005
Phone: (262) 782-9650

Village of Butler
Attn: Tim Rhode, Village Administrator
12621 W. Hampton Ave.
Butler, WI 53007
Phone: (262) 783-2525

Village of Sussex
Attn: Susan Freiheit, Village Clerk
N64 W23760 Main St.
Sussex, WI 53089
Phone: (262) 246-5211

Town of Lisbon
Attn: Jeff Musche, Town Administrator
W234 N8676 Woodside Rd.
Sussex, WI 53089
Phone: (262) 246-6100 ext. 104

Town of Richfield
Attn: Toby Cotter, Town Administrator
4128 Hubertus Rd.
Hubertus, WI 53033
Phone: (262) 628-2260

Town of Richfield
Attn: Pam Spranger, Town Clerk
4128 Hubertus Rd.
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Town of Brookfield
Attn: Richard Czopp, Town Administrator
645 N. Janacek Rd.
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Town of Brookfield
Attn: Jane Carlson, Town Clerk
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City of Pewaukee
Attn: Harlan Clinkenbeard, City Planner
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Pewaukee, WI 53072
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City of Pewaukee
Attn: Kelly DeMotto, City Clerk
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Village of Germantown
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Village of Germantown
Attn: Kris Micka, Village Deputy Clerk
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City of Mequon
Attn: Kim Tollefson, Director
Community Development Department
11333 N. Cedarburg Rd.
Mequon, WI 53092
Phone: (262) 236-2903

City of Milwaukee
Attn: Maria Pandazi, Planner
Department of City Development
809 N. Broadway, Ave.
Milwaukee, WI 53202
Phone: 414.286.5836

Hamilton School District
Attn: Kathleen M. Cooke, Superintendent
W220 N6151 Town Line Rd.
Sussex, WI 53089
Phone: (262) 246-1973 ext. 1108

Waukesha County
Attn: Dale Shaver, Director
Department of Parks and Land Use
1320 Pewaukee Road Room 230
Waukesha, WI 53188
Phone: (262) 548-7790

Wisconsin Department of Transportation, Southeast Region
Attn: Dwayne Johnson
141 NW Barstow ST.
Waukesha, WI 53187
Phone: (262) 548-5903

Southeastern Wisconsin Regional Planning Commission
Attn: Phil Evenson, Executive Director
W238 N1812 Rockwood Drive
P.O. Box 1607
Waukesha, WI 53187-1607
Phone: (262) 547-6721

Village of Sussex
Attn: Curt Bolton, Village Engineer
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City of Milwaukee
Attn: Meagan Limberg, Planner
Department of City Development
809 N. Broadway, Ave.
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Menomonee Falls School District
Attn: Keith Marty, Superintendent
N84 W16579 Menomonee Ave.
Menomonee Falls, WI 53051
Phone: (262) 255-8440

Milwaukee Metropolitan Sewerage District
Attn: Kevin Shafer, Executive Director
260 W. Seeboth Street
Milwaukee, WI 53204
Phone: (414) 272-5100

Menomonee Falls Chamber of Commerce
Attn: Jenny L. Polachowski,
Executive Director
N88 W16621 Appleton Avenue
Menomonee Falls, WI 53051
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Menomonee Falls Comprehensive Plan
Project Contacts, September 6, 2006

Village of Menomonee Falls

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Code of Ordinances: www.municode.com

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Kathy Karalewitz - Director of Village Clerk Services
(262) 532-4210 kkaralewitz@menomonee-falls.org

Steering Committee

Corporate Company/Organization
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W178 N9912 Rivercrest Drive, #101
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Study Area Members
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Waukesha, WI 53188
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SOUTHWEST STUDY AREA OPEN HOUSE SUMMARY

An open house for the Southwest Area was held at Fire Station #3 on October 4, 2006. One hundred and forty (140) people attended the Southwest Area open house, including village staff and elected officials. Several stations were located throughout the facility, Parks, Open Spaces and Natural Resources, Land Use, Development Character, Transportation and Utilities/Community Facilities, Visioning, and Economic Development. Participants were asked to circulate through the stations and provide input on the information presented. Comment cards were available at each station that included a variety of questions related to the station's subject matter. The following is a compilation of the comment card questions and their respective responses from the public (edited only to remove duplicates):

Parks, Open Spaces and Natural Resources

Are you satisfied with the protection of natural resources in the Village? If not, what changes would you recommend?

- Yes, I am satisfied with the parks proposed around the area. I live on the west side and can tell you that there is a lot of beautiful wildlife to see.
- I am not satisfied. New designated natural resource areas are small given the projected new population density and anticipated volume of traffic through the area.

Are there enough parks and open space in the Southwest Area? If not, where would you like to see more?

- No! Lannon Road, east side, between Lisbon and Silver Spring.
- There is a great amount of open space – that's one of the area's best features! If parks are in the future, please consider keeping them as "native" looking as possible. Trees, native grasses are more in keeping with the area than mowed grass and blacktop.
- Horse riding trails in park on existing Aero Park vacant land!
- No, need more recreation trails for children to bike ride.
- Lannon & Mill.
- There is currently enough open space that I would like to see protected and preserved.

Additional comments about the Village's natural resources and open spaces:

- Aero Park land – Condos – too many planned for this area. Would create a huge traffic problem. Environmental and flooding concerns.
- Lots of horses at Norberg Farms.
- No to residential development – yes to green space and parks.
- Add bike trail to Town Line Road from Lisbon to Good Hope on proposed outdoor recreation plan – High School.
- Space conserved now may later be developed later. Once developed a course is set that is difficult to reverse once plans are set in place.

Land Use, Development Character, Transportation and Utilities/Community Facilities

Are there areas within the Southwest Area of the Village where development should be discouraged?

- Keep wetlands – decrease development.
- Lisbon Road – traffic should not be increased nor should it be encouraged as a major thoroughfare.
- Wet areas.

In what parts of the Southwest Area should development be encouraged?

- Developed too concentrated as is, spread out, keep open spaces.
- City Water – Emerald Hills.

- Along Silver Spring, both north and south.

Additional comments about land use in the Southwest Area:
- Parks, fire stations, environmental.

Do you have any concerns about the existing transportation system serving the Southwest Area?
- Keep rural character, but need more arterial areas, more lanes, need bike lanes!
- Widen Lannon Road to 4 lanes at Mill Road; cut down hill north of Mill on Lannon; add 3rd or 4th lane on Mill at Lannon Road.

Do you have any concerns about the existing utilities serving the Southwest Area?
- Existing wells & septic need not be abolished; no sewer and water in established homes.
- Water service in future.
- Water service should be continued over Marcy Hill – north from Lisbon Road.
- Expand sewer north of Silver Spring where terrain allows – example – up to Mill on Lannon Road.
- Yes, yes, yes. Would love to have sewer and water in Walterwood subdivision. Many existing systems are failing. Could we have another survey in this area for the need?

Additional comments about land use, transportation or utilities/community facilities in the Southwest Area:
- New homes could use sewer and water – existing working utilities do not need changing – concentrate on new development needs only.
- I live on Fairview Drive – do not want to be hooked up with water/sewer. As it is, Milwaukee has a hard time handling the waste situation and there has been so much sewage dumped in Lake Michigan. We do not need to increase the strain on the system. Also, with the prices of houses these days and the high mortgages many of us have to pay, it would cause a major financial strain for many to have to pay for these new services. Thank you.
- Need more bike lanes!
- There is a need for sidewalk/bike path along Lisbon Road to access Marcy School from both east and west.

Development Character

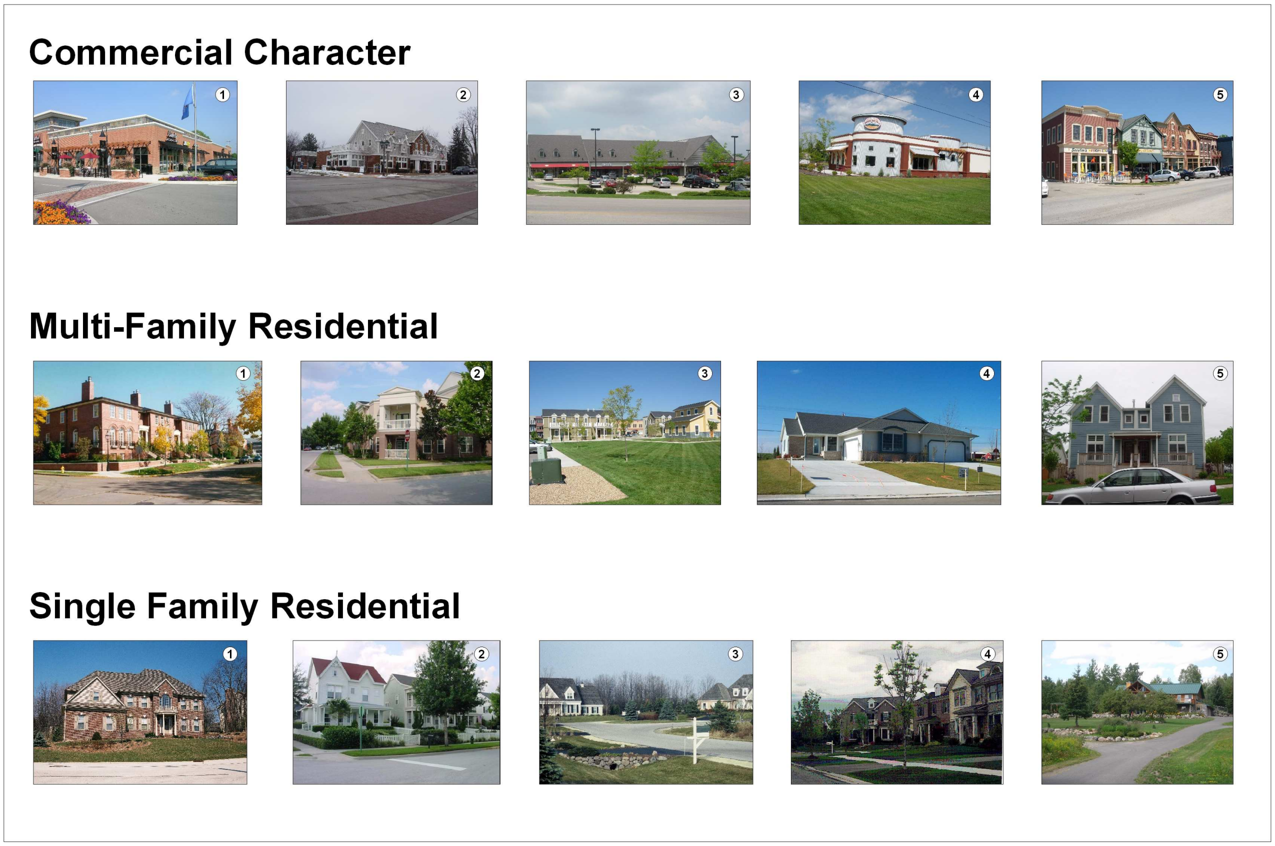
<u>*Commercial Character*</u>

Identify which images appeal to you and explain why:

42.8% of respondents answered Image #1
14.3% of respondents answered Image #2
14.3% of respondents answered Image #3
28.6% of respondents answered None

- We have Village Center, Sussex/Pewaukee and even Brookfield (Sendik's) to shop. We really don't need anymore.
- Selective retail and nicer restaurants.
- No restaurant row! No large box retail! No industrial parks!
- Living in the heart of the proposed area access to and availability of commercial enterprises are more than satisfactory. Travel to commercial resources is more than adequate with current empty space and other already planned or in the process of development.
- #2 - I like the fact that it (Image 2) is set back from the street. It's attractive.

- #1 - Encourage more outside seating of restaurants; multi tenant commercial on a concentrated area – especially along Silver Spring.



Would you like to see more commercial development in the Southwest Area?

62.5% of respondents answered NO
37.5% of respondents answered YES

<u>Multi Family Residential</u>

Identify which images appeal to you and explain why:

11.1% of respondents answered Image #2
11.1% of respondents answered Image #3
44.4% of respondents answered Image #4
33.3% of respondents answered None

- More housing/condos for seniors and people who can’t or don’t want to maintain a yard. The housing that’s going up on Pilgrim and Good Hope is a very smart idea!
- #4 - Green spaces in between, not like new Lannon condo/apt. development! Too close together!
- I oppose multi family dwellings in these to be developed areas.
- #4 - I like the duplex style which seems to give more privacy to each family.
- #4 – Creates a need but not a high density.

Would you like to see more multi family development in the Southwest Area?

75.0% of respondents answered NO
25.0% of respondents answered YES
<u>*Single Family Residential*</u>

Identify which images appeal to you and explain why:

16.6% of respondents answered Image #1
16.6% of respondents answered Image #3
8.3% of respondents answered Image #4
58.3% of respondents answered Image #5

- #5 – larger lots – more green space; possible horses on lots.
- #3 – Green space is important. Keep it more rural.
- #5 – Green space is important. Keep it more rural.
- #1 – This style of residence is consistent with other currently existing areas.
- #5 – This style of residence is consistent with other currently existing areas.
- #5 – I would prefer smaller single family homes, but that won't happen. I like #5 because the lot is larger and the house is set back. I abhor the very large homes close together!
- #5 – Abundance of trees and greenery.
- #5 – More natural setting.

Would you like to see more single family development in the Southwest Area?

100% of respondents answered YES

Visioning

What do you want your area to look like in the future? What changes would improve your quality of life?

- Adequate green space needed, love the mostly residential atmosphere but the huge homes on small lots leave a lot to be desired. Do not need strip malls or 4 lanes on Silver Spring.
- I would like to see responsible development with parks, environmental preserved areas with a balance of commercial businesses one wants to go to. Someplace that is a destination for newcomers.
- Save swamp/woodland areas; green space; park areas.
- I would like to see the Village work with the Town of Brookfield in development issues and storm water run off. Now with the addition of new homes and their water run off into private property within Town of Brookfield lands. Put in retention ponds or swales to catch storm water.
- More parks.
- Single family dwellings with minimal commercial development and as much open and park space as practicable.
- More bike paths and multi use trails paved and connecting to other bike paths in the area.

If you left the Southwest Area and returned 15 years later, what changes would you hope to see when you returned?

- Right now there are numerous new subdivisions being developed in the area. Would like larger lot sizes for homes so you see lawns and children playing – not just huge homes – keep development downtown.
- Preservation of environmentally sensitive areas with parks/hiking/biking/running. Community center with pool and park facility.
- Selective retail and nicer neighborhood restaurants.

- Wider roads running east to west (Silver Spring, Lisbon Road) and north to south.
- Less road congestion with slower speeds. More sidewalks and bike paths. Few multi-story buildings.
- Lots of green areas – less commercial.

Additional comments about the vision for the Southwest Area:
- Sewer and water for all areas would be good.
- Parks are an absolute for this area. Keep retail out of the Aero Park section. Vision of new high school in Aero Park instead of SS land.
- Conserve space now for the possibility of later development aligned with the development of surrounding communities. Preserve wildlife habitat.

Economic Development

What are the problems or issues that must be addressed to ensure that the Village reaches its full economic development potential?
- Convenient commercial enterprises (grocery stores, gas stations, mini malls).
- I inserted a red dot at Marcy & Silver Spring due to the housing that is directly above the land. The berm would need to develop with tree growth to hide development below. This would take at least 5 years.
- I think keeping the Village center a vital business center is important. Make it a destination in itself – kind of like Cedarburg.
- Roads, traffic, sewer, water, taxes and schools.
- Expand sewer lines.
- Preserve a vision of suburban living with quiet neighborhoods with good traffic flow and a minimum of commercial and multi-family development.
- Light industry – not interested in large/heavy industry.
- Diversity – There is enough industry in our area (the industrial park near Kohl's headquarters and surrounding area).
- Don't want farm fields on Lannon Road between Silver Spring and Lisbon to be commercialized. Also, farm fields on Lannon between Good Hope and Mill not houses or commercial.
- Being a resident on SW side, there is not enough commercial development along Silver Spring road west of Mercy Road.

What types of jobs and businesses would you like to see in the Village?
- Service industry.
- Jobs for blue collar workers.
- Trade & professional.
- Medical, technical and educational.
- Restaurants & local businesses. There is no easy way to get to downtown Menomonee Falls from the southwest side. Most residents go to Sussex or Brookfield for local retail or restaurants.

What types of goods and services would you like to see provided in the business districts?
- Grocery stores, convenience store, small business retail, restaurants.
- We have enough.
- In this district, there is satisfactory space for commerce now and into the foreseeable future.
- More restaurants.
- A park would be nice on southeast corner.

Additional comments about economic development in the Village:
- With the large growth of residential housing in the area, some retail is needed to support this.

- Airport property presently planned at 100/6 family condos; too many people/cars, too many buildings, need green space included in development for the community.
- More green space.
- Professional office building provides the best long term occupancy and well maintained properties over time.
- "Live within our means" of water resources – avoid development to the point of needing to extend water sources.
- Widen Silver Spring which already has a lot of traffic and develop into commercial. There is a lot of local dollars leaving the Village to Brookfield, Sussex and Pewaukee.

General Comments

In addition to the open house stations, participants were invited to share any general comments about the Village of Menomonee Falls on the "sticky wall". The comments posted on the sticky wall are as follows:

- Tell us plans for sewer/water in advance of changes.
- Keep 50 mph on Silver Spring, already too congested.
- Park seems synonymous with Aero Park.
- No more over crowded areas like Taylor's Woods & Carters Crossing.
- We want a park on southwest area.
- Do not build on floodplains or wetlands.
- No more sewer hookups.
- Traffic signal or 4 way stop sign at Brookfield Road and Lisbon Road intersection. Yes! Yes! We agree!
- No sewer or water in Hillside Spring Estates.
- Convenience store or mini mall on southeast corner of Silver Spring & Lannon.
- No convenience store or mini mall on southeast corner of Silver Spring & Lannon.
- Lisbon from Lannon to Pilgrim 35 mph, why not Silver Spring at least 40 mph?
- When will 4 lanes be on Silver Spring?
- No more industrial between Pilgrim and Marcy.
- 40 mph on Silver Spring.
- More green space.
- Gravel on Silver Spring is not a passing lane, very bad situation.
- Do not develop the cornfield located between Creekwood Crossings and Marcy Manor.
- Special attention on filling wetlands.
- Water and sewer on north end of One Mile Road.
- Grocery store on corner of Silver Spring and Marcy.
- Parks in southwest area.
- Fire location on Silver Spring; put park there also.
- Would like to have sewer and water in Walterwood subdivision (south of Good Hope and Hwy 74) Many existing systems are failing! Yes!
- Do not want municipal sewer/water. Sewage dumping in Lake Michigan a problem that does not need to be added to. Many of us have high mortgages. Do not want this financial burden.
- Large square footage homes should have larger lot size requirements. Yes!
- Lower speed limit on One Mile Road. There will be increased traffic when subdivision on Silver Spring is done and One Mile is already a "cut-thru" drag strip between Silver Spring and Lisbon.
- I would like to see more protection of wetlands and marshes.
- There should be more parks and open space along River Road by Fox River.
- I'd like to see more walking and bike trails.
- Village water in all of Marcy Manor.
- Village water at the end of cul-de-sac on Evelyn Terrace.

- Make Spencer's Pass Spencer's Park!
- No more stores in this area.
- Bike paths and multi use paved trails.
- Walking paths or at least a decent shoulder on Mill Road (the big hill) from Town Line to Marcy.
- How about street lights in Christopher Court?
- No more new big houses on Silver Spring and Lannon Road.
- More condominium choices.
- Conserve wetlands and open space. No more industry or commercial building on Lisbon.
- No sewer & water on Mill Road. No more stores on Marcy or Lannon Road and Silver Spring.
- Traffic hazard intersection of Good Hope and Town Line Road during rush hour. Yes!
- Responsible communities don't build in floodplains and do not allow engineering firms working with numbers from other engineering firms to sway their opinion that this is no longer a floodplain.
- Be prepared for traffic when Town Line connects to Springdale to the south
- Save Butler Garter Snake.
- Do not sacrifice conservancy areas; focus on single family housing; minimize commercial development.
- Bike lanes on Silver Spring, Lisbon and Town Line past High School, cross country team runs on shoulder.
- Approximately 3000' due south of Lisbon and Lannon is a bottom unlined superfund site with many toxins. Digging below elevation 825' could cause a plume to flow north. Maps available at DNR Waukesha.
- No development in open area on Silver Spring and Marcy Roads behind homes (this is land across from Mobil Gas).
- Opportunity to develop land on Marcy and Silver Spring and southwest corner. This is more logical.
- Bike lane space on every road. Should not have to take life at risk to conserve energy/resources and improve health!
- No more commercial on Silver Spring.
- More commercial on Silver Spring west of Marcy – local businesses.
- Take storm water and work with the Town of Brookfield in keeping it off private property within Town borders. Yes!
- Control your storm water run off into the Town of Brookfield on Weyer Road!! Yes!!
- Replace undersized culverts and get easement permission on Weyer Road. Remember floods of 97 & 98?? Yes!!

A sign in sheet at the door provided attendees the opportunity to be added to any future project mailing list.

NORTHWEST STUDY AREA OPEN HOUSE SUMMARY

An open house for the Northwest Area was held at Fire Station #3 on January 10, 2007. Eighty (80) people attended the Northwest Area open house, including village staff and elected officials. Several stations were located throughout the facility, Parks, Open Spaces and Natural Resources, Land Use, Neighborhood Development, Transportation and Utilities/Community Facilities, and Visioning. Participants were asked to circulate through the stations and provide input on the information presented. Comment cards were available at each station that included a variety of questions related to the station's subject matter. The following is a compilation of the comment card questions and their respective responses from the public (edited only to remove duplicates):

Parks, Open Spaces and Natural Resources

Are you satisfied with the protection of natural resources in the Village? If not, what changes would you recommend?

- Protect our trees because large stands of trees filter the air and replenish oxygen. Protect our groundwater supply. Reuse/recycle water runoff, even waste water. Fields of natural prairie grasses should be encouraged.
- More can always be done.
- I would recommend that the Village eventually buy all the land in the primary environmental area for conservation purposes. And that they buy it for fair market value at the time the land is up for sale.
- Yes & no; I'm very pleased the Village seems to capitalize on opportunities to acquire and protect some wetland areas, yet I am very concerned that development along Shady Lane, Marcy Road and Silver Spring are systematically chipping away at that wetland.
- Yes.
- Leave this area alone.
- No more development; substitute more parks and wetland areas for it.
- No high density housing.
- Do nothing to Menomonee Park – great as is!
- Yes! Don't develop this area it is already low lying and wet. The more development the less soak able ground, more residential usage will exacerbate the problem.
- Don't build on wetlands that are not meant for any kind of development. If the area needs cleaning, that's one thing, but don't build anything on it.

Are there enough parks and open space in the Northwest Area? If not, where would you like to see more?

- Lannon Road and Menomonee Avenue. Use old missile sites as passive parks. Pathways along rivers and through natural open spaces.
- Never enough.
- Whether there are enough parks depends on what the final plan is if there is going to be high density housing then no, there are not enough parks and if there are hobby farms, yes, there are enough.
- Yes.
- Yep! Good job!
- Leave this area alone.
- No – need more wetlands.
- Leave Town Line Road alone – lower speed limit from 40-45.
- Yes, Menomonee Park is huge.
- There is Menomonee Park which not only serves the area but brings in a lot of people who deposit their garbage on other people's property.

Additional comments about the Village's natural resources and open spaces:

- Help farmers continue farming when they have the desire to do so. New subdivisions should act more like conservancies to protect the environment. Homes should be "green".
- I love Menomonee Park, even if it is a County park.
- But the question remains: Does the Village want to create parks in the northwest area for people outside the northwest area?
- I'd love for us to be the gold standard of environmental responsibility in suburban Milwaukee. It's the right thing to do.
- No additional trails in the northwest area.
- Protect it! Development around it means eventual weeding out of habitat and other animals.
- Try not to spend lots of our tax dollars for parks and provide property tax relief instead
- More parks cost taxpayers more money. Since that is already a big concern among people, take care of what we already have and if some people need more, there are water parks and state parks for people to travel to.

Land Use, Transportation and Utilities/Community Facilities

Are there areas within the Northwest Area of the Village where development should be discouraged?

- Yes – Lannon/Menomonee – very wet area – more development = more flooding because less greenspace to absorb water.
- Yes – all of it!
- Yes – leave it the way it is. More development = more pollution and less wetlands for preservation.
- It should stay zoned the same as it is currently.
- No development should happen in the triangle created by Lannon Road, Menomonee Avenue and Main Street – especially industrial or multi-family development!!
- I feel behind Lannon and Main Street should not be made available – industrial planning or multi family apartment or duplexes.
- Entire area.

In what parts of the Northwest Area should development be encouraged?

- None.

Do you plan to sell or develop your land within:
5 years 10 years 15 years 20+ years

- 4 responses total - 3 out of 4 respondents answered 20+ years
- 1 respondent answered 5 years

Additional comments about land use in the Northwest Area:

- I like the land at 35+ acre parcels as much as possible. If you develop the areas we enjoy seeing and driving through- seeing deer and wildlife- we will move.
- It would be nice to see individual requests (to develop) possibly honored on a case by case basis.

Do you have any concerns about the existing transportation system serving the Northwest Area?

- Too many Quad Graphics trucks flying up Lannon.
- No.
- Too many trucks on Town Line already; we don't want Town Line widened.
- Never, never, never widen Lannon Road or Menomonee Avenue.
- Never to widen Lannon Road.
- What transportation system? Do you mean the constant flow of gravel trucks, etc?

Do you have any concerns about the existing utilities serving the Northwest Area?

- No.
- Pretty good utility service as of late.
- Fully satisfied with private well and septic.
- It would be nice to see sewer in this area (if affordable).
- Just keep what I need available for my use. However, the electric company used to trim and take out dead trees along Menomonee Avenue. They haven't done this in over 3 years.

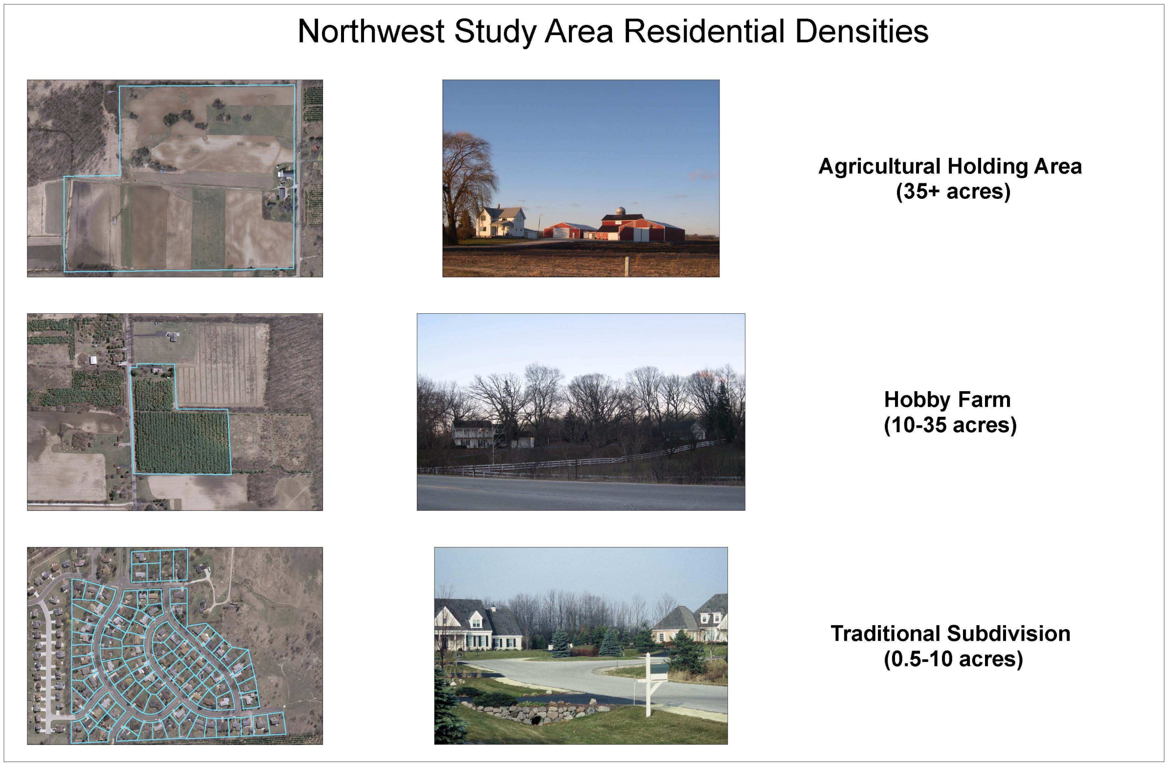
Additional comments about land use, transportation or utilities/community facilities in the Northwest Area:

- Leave farms and 35+ acre areas as is. No more development.
- Menomonee Park is a gem! Keep it sacred!
- It seems to me from what I heard among the conversations at the meeting, people are happy with the status quo of the NW area. However, the objections are with the growth around the area insofar as current and future traffic levels. Also, people in the NW area object to paying the taxes for the people in the

center of the village who reap advantages we do not get. For instance, leaf and yard waste pick up, mail – door to door, etc.

- The traffic on Menomonee Avenue, between Town Line Road and Lannon Road, is fearsome. Next spring when the gravel trucks start rolling, it will be a nightmare to listen to as well as see.

Neighborhood Development



<u>Residential Densities</u>

Identify which images appeal to you and explain why:

14.3% of respondents answered Agricultural Holding Area
42.9% of respondents answered Hobby Farm
0% of respondents answered Traditional Subdivision
42.9% of respondents answered a combination of Agricultural Holding Area and Hobby Farm

- Hobby farms appear to protect the environment the most; large stands of trees, less bare soil to run off/blow, rainwater absorbs more readily , clean water, clean air.
- The empty natural land is always more beautiful than developed land.
- If I could afford to, I'd by a 35+ acre parcel in a heartbeat.
- Larger lots, more feel of country living, enough area for horses, atvs and such.
- I really like a combination of all three. I do not feel anymore subdivisions should be built with less than 1 acre.
- The combination of Agricultural holding areas and hobby farms in the NW area is what gives this region its charm and appeal. Please don't do anything to jeopardize this rural feel! MF has enough traditional subdivisions!

- Keep it rural and open! No traditional subdivisions!
- I put a star on Hobby Farms (10-35 acre) but I would prefer 5-10 acres. That was not an option but should have.
- Wisconsin used to be the #1 dairy state. Now, California is. Wisconsin used to have wonderful farms like Pabst Farms. If farming is to be totally discouraged in this area, as in others, the future generations will have to get their nourishment out of a bottle. Think of all the industries that depend on crops.

Visioning

What do you want your area to look like in the future? What changes would improve your quality of life?
- I'm happy with how it looks.
- The same.
- We love our quality of life! The NW area should stay as it is.

If you left the Northwest Area and returned 15 years later, what changes would you hope to see when you returned?
- No change other than things grown.
- The same.
- The trees would be bigger
- Dramatically updated schools! (In all of Menomonee Falls, not just the NW area)

Additional comments about the vision for the Northwest Area:
- Sewer and water for all areas would be good.
- Leave it alone.
- Condemn and remove the Stalper Steel building on the corner of Pilgrim and Roosevelt Drive.

Economic Development

What are the problems or issues that must be addressed to ensure that the Village reaches its full economic development potential?
- Aren't we there yet?
- Expand mass transportation to alleviate traffic
- Don't try to get too big, schools are already crowded
- Water/sewer issues for those of us on well in the area. With the future and with development come issues of potentially widening roads, more pollution, etc.
- Over development!

What types of jobs and businesses would you like to see in the Village?
- I have all I need.
- None.
- None; we've got it all right now with all the development in Germantown and the Falls.

What types of goods and services would you like to see provided in the business districts?
- None.
- No change.
- None – the Falls can't keep the businesses they have right now in the Village Center and elsewhere.
- No more businesses.

Additional comments about economic development in the Village:
- Keep our land the way it is.

- Leave it the way it is.
- Take care of what we have. Don't expand, fix up what we have.
- No more strip malls! Let's strive for development that is less tacky and more classy!
- I like the rural atmosphere, horse farms, and large, large lots. Please keep as is. No changes please to areas on Town Line Road or County Line Road. No widening of Town Line Road or County Q!
- Limit spending our property tax dollars and provide some relief!
- No changes on Town Line and County Line Roads!
- How many Wal-mart, Home Depot, Menards, Kohl's, Fleet Farms, etc does one really need! Get real! We're going to have lots of empty buildings if there's a recession!

General Comments

In addition to the open house stations, participants were invited to share any general comments about the Village of Menomonee Falls on the "sticky wall". The comments posted on the sticky wall are as follows:

- No Village trails.
- Speed limit on Town Line Road should be 35 on entire road.
- Leave it the way it is.
- Enforce the current law; no compression braking on Lannon Road.
- I loathe the way the houses are stuffed like sardines in on smaller lots (huge houses) behind the golf course on Lisbon.
- I envision the NW area to be an environmentally friendly green space and hobby farms.
- No sewer and no development.
- Take down the homes and put back corn fields.
- We like the wildlife in the area & don't want to see that change.
- The parks need to stay as they are.
- We need more land preservation and less development.
- Less pollution and more conservation.
- It's a great area to live in just the way it is!! There are a number of houses for sale right now – buy one and join us for country living!!
- This was a poorly presented & disorganized – a waste of time! You discussed nothing! We pay taxes not you!
- Lower taxes if we have well & septic.
- We enjoy the farms and green space and wildlife – no subdivisions.
- No widening of Town Line Road. Eliminate trucking on Town Line Road.
- Consider wildlife, water drainage, traffic and hunting (which is a problem today).
- It is already a very wet area. The more it is developed the less green space to soak up that water!
- Make Town Line 35 mph!!! No trucks!!
- No more small (1/3 – 1 acre lot) subdivisions!
- The village is already over developed!
- Too many houses on top of each other! Keep some country in our Village! Not City living!
- No change to hunting zones.
- Why wasn't public invited to speak?
- Continue Town Line Road south to Bluemound.
- If you really wanted to know what we thought you would have asked questions. Who made you God!
- With additional development come water table issues for those on wells, (I don't want city sewer/water with Crypo-sporidium issues), more pollution, more crime with more people and more development. We need lower taxes and country living without more development.
- Lower speed limit on Town Line Road to 40 mph max.
- How do you put in sewer and water in rock at a reasonable cost? Who pays?
- No small subdivisions.

- Limit expenses to provide property tax relief.
- The hill on Town Line needs lowered so traffic from North Lisbon can see oncoming cars and vice versa.
- Change nothing. Do not widen or connect Town Line Road.
- No change – leave it alone – no sewer and water.
- Water available for area now and in future – 10 acres – low density.
- In 42 years I have seen 1 police car monitoring speed on Town Line Road north of Menomonee Avenue. Speed is excessive in this area.
- I do not think the roads should be widened. Huge 4 lane reads with center dividers destroy the character of the Falls.
- No gravel trucks/semis on Menomonee Avenue.

A sign in sheet at the door provided attendees the opportunity to be added to any future project mailing list.

NORTH STUDY AREA OPEN HOUSE SUMMARY

An open house for the North Area was held at Menomonee Falls Senior High School on May 31, 2007. Approximately two hundred thirty (230) people attended the North Area open house, including village staff and elected officials. Several stations were located throughout the facility, Natural Resources and Green Spaces, Land Use, Transportation and Utilities/Community Facilities, Neighborhood Preservation, and Visioning/Village Centre. Participants were asked to circulate through the stations and provide input on the information presented. Comment cards were available at each station that included a variety of questions related to the station's subject matter. The following is a compilation of the comment card questions and their respective responses from the public (edited only to remove duplicates):

Natural Resources and Green Spaces

Are you satisfied with the protection of natural resources in the Village? If not, what changes would you recommend?

- I would like to make sure all new developments leave some open space. We are losing our rural feel.
- No. The skate park at Village Park is destroying the beauty and its use as a family attraction/destination. Remove the skate park from Village Park.
- No. Continued expansion of dump has permanently removed this land from tax roles. Limit future expansion, it is not always about money coming in from dump deals.
- More green corridors in the developed areas. Have the builders and businesses required to add "green corridors", not just grass but corridors for wildlife to live and thrive. Also the use of green materials for parking lots versus concrete and asphalt. There are many green alternatives that allow snow plowing and water to flow through to help replenish the water table.
- Need to preserve wetlands that are left.
- Yes.
- No. More parks, natural area – less grooming and cutting down of trees.
- Lime Kiln Park is a treasure and needs to remain natural.
- We need to preserve natural green space. No housing projects on supposedly protected land.
- The corridor along the Bug Line should be protected from development from Main Street to Lannon.
- Would like farmland preserved as such or as wild life preserves, native (restored) prairies
- A park area could be put in instead of parking lot behind library
- We need to preserve as many public lands as we can. Urban sprawl will reduce our wildlife habitat.
- No. Village Park is being destroyed because of the skate park.
- Not satisfied – every effort must be used to prevent continuing encroachment of the Tamarack preserve – say "no" to the developers who have eyes on the land.

- Keep grass areas and trees – less blacktop and concrete, less use of salt on the roads in the winter – sand mixed with small amount of salt would save vegetation.
- No. You're losing the feel of rural with all the building. You aren't creating any park land.
- Lime Kiln Park – the old quarry area is filled with foot trails and beautiful stone work steps and benches that were put there by the CCC? The area is already developed but has fallen into disrepair downed trees and lack of maintenance is blocking the full use of the park as well as the down river areas and trails.
- Yes. Rotary Park area – love the path to Village Centre.
- What have you preserved?
- So far as I can tell, the village is protecting its natural resources pretty well – just leave them as they are!
- Lime Kiln Park and Mill Pond Park are great green assets to the Village.
- Definitely not. Stop filling in the wetlands and marshes around the Tamarack Preserve. Not much has been done to protect this vital watershed.
- No. Please save the remaining open land from the commercial development and condos – Good Hope and Lilly
- My corner has been turned into a disaster thanks to the planning & engineering departments and the DNR – talk about natural resources?
- Do not continue building in the Tamarack swamp area.
- Assume that DNR wetlands designation prevents development of Tamarack swamp and enhance with board walked hiking trails, if possible.
- No. Slow down development! Once it's paved we can't get it back.
- It's quite good now, but the more trees, the better, for beauty and removing CO_2 from all the traffic.
- No.
- Too much building going on too close to Tamarack swamp area. Preserve the swamp! Buy the land!
- I don't know enough about it.
- I think we should let the park department function without criticism.

Are there enough parks and open space in the North Area? If not, where would you like to see more?

- I would like to see a skate park revisited. Other than that the proposed trails look like a great plan.
- I would like to see the Bug Line extended through the Village all the way to Rotary without disruption (or sidewalk).
- Keep the parks that are in the Village and maintain them.
- It's sufficient.
- No, needs more – protect corridors and wetland – nature
- Oakwood Park is an asset – need a few benches around pond. Needs to be patrolled.
- Playground equipment in the greenspace off the recreation trail right by Shady Lane and Grand Avenue. Neighborhood filled with families with small children and there is nothing on that side of Appleton Avenue.
- I would like to see Maple Park kept as a nature preserve. Putting a baseball park would destroy the area for plants and animals now there.
- Stop using natural green space for housing and commercial development.
- Yes.
- Near Bug Line.
- More natural areas.
- We need to preserve wildlife off of Maple Road in the park at the end of Maryhill Drive. Please consider preserving rural landscape. Possibly planting trees in that park area.
- Yes, but I am concerned what is going to happen with the open area by the YMCA
- No. Pilgrim West.
- Were we need more park area if we can afford their costs.
- Yes, but develop Tamarack area for hiking, etc. and the river area.
- The Village Park was beautiful until the trustee snuck in the skate park – removed horseshoe pit, put in a small skate park that is now used as a gathering space for hoodlums that break curfew, vandalize, use ra-

cial slurs and obscenities, have sex, drink, smoke and intimidate and threaten adults and children who frequent the park. We have noticed a dramatic drop in park usage for law abiding people and families since the trustees voted (against neighbors objections and promised it would never go in) to put in the skate park (snuck it in Nov 06). Tennis courts that were consistently full are now infrequently used (skaters and foul mouthed hoodlums cut or skate across). The basketball hoops are not used as much because the hoodlums harass or intimidate the players, forget the volleyball and horseshoe pits. They are next to skate park – they are never used. We live right on the park and see and hear everything. REMOVE THE SKATE PARK. It is a financial, emotional, physical and neighborhood quality of life drainer. It benefits no one. It is too small for skaters and now is just a gathering place.
- Enough parks – keep the open areas farmland and wooded areas.
- No. We need to preserve existing wetlands and green areas.
- How about a sitting area with park benches on the grassy area just west of North. Junior HS? Maybe more people would buy at the farmer's market if they could sit down and eat some food!
- No. The area west of the YMCA would make a great park! Make EUS deal with any soil contamination on the NE corner of Pilgrim and Main and make that a small park.
- If area east of Main Street on Pilgrim cannot be developed economically, consider an alternate park/recreation area.
- Yes. That new fee schedule is outrageous – stop slapping fees and taxes – you should stay within income of residents.
- We can't have enough parks & open spaces. Maybe along County Line, west of Appleton.
- No. There is a need for a green space park (benches/tables, possibly tot lot) east of Tamarack Preserve, west of Pilgrim, north of Good Hope and south of Menomonee.
- MF owns land on Maple Road. The land on the corner of Maple and Christman (NE corner) would be perfect to extend the land you already own.
- Develop park area Christman & Maple Road. Nice park areas in the Falls.
- No. The equipment for 2-4 year olds has been overlooked. How about see saws and wading pools?

Additional comments about the Village's natural resources and open spaces:

- Remove the skate park from the Village. The Village Board should have the integrity and live up to its promise to never place a skate park there. They park is being overtaken by the bad elements the skate appliances attract. They overflow into the tennis courts, little kids play area, parking lot and adjacent park areas. It is the #1 concern of the area residents. I have seen families pull into the parking lot and leave because the area has been overtaken. My wife has been verbally abused by the kids using the skate park. Please listen to the residents. This is not an appropriate place for a skate wheel park.
- The parks we have are beautiful.
- Good job with park system that currently exists.
- Leave as is please.
- We should do more to preserve green spaces.
- Consider razing vacant buildings for small green spaces if vacant over plus years.
- Beautiful.
- Prevent as much development as possible from water recharge areas, wetlands, swamps.
- Important to funnel rainwater out of the sewers. Need rain gardens – both commercial and private. Use tax incentives to accomplish.
- Trees could be planted in the library park area.
- Bug Line Trail could use more gravel or wood chips.
- No thru traffic on Maryhill Drive to Maple Road – preserve park area.
- Keep natural resources "natural".
- What is needed is slower growth. Why do more people as part of the tax base (past justify for growth) now NOT equal lower taxes? Today's excuse is that more people means more services – but then we keep paying for more and taxes keep going up while service levels actually go down. If growth keeps up this way, there will be no green space left.

- Keep as much as possible – detention ponds don't cut it. They just draw geese.
- Even though it was voted down, a skate park would be a good decision for the teens of the area. They would have a place nearby that they know they can go without getting in trouble and not being in anyone's way.
- Need better walking and biking access to Bug Line Trail. It is very hazardous to enter Bug Line from Custer Ave and Menomonee Ave – narrow road – no shoulder or sidewalk.
- What open spaces?? Too many condos to see open spaces!!
- Small walking bridge to access the YMCA Tamarack Trail.
- Lime Kiln Park area is nicely developed – please preserve it. Bug Line Bike/Walking Trail also an extremely nice development.
- The owner of this land tried to re-zone for 38 single family dwellings. We don't need more homes. We need park land. The Village is allowing too much building out of residential.
- Tamarack Preserve is not a destination park. Also, many people walk/bicycle along Tamarack Trail – it would be a good idea to have a bench or two along this stretch for those who might want to rest. We live in Hunter's Ridge subdivision and have no park available in area.
- I appreciate and use our green space and would hate to see over development.
- Sufficient!!! Where's the skateboard facility that Greco strung people out on?
- Evaluate Tamarack swamp area for hiking.
- Make open spaces wherever possible. Germantown has some nice small parks tacked right into neighborhoods. It promotes neighbor involvement and better community.

Visioning/Village Centre

What do you want your area to look like in the future? What changes would improve your quality of life?

- More open and welcoming Four Corners. The little park on the northeast corner is good. More parking is essential.
- More parking.
- Less traffic on side streets near schools.
- Stay residential around hospital and commercial up on HWY Q.
- Better restaurants and more parks.
- Couldn't see any maps or plans – very poor presentation.
- Pride in ownership.
- Trim the trees on resident streets – a homeowner's association would be helpful with small or no fees.
- We need quality, affordable lodging choices. Improve and maintain landscaping on Village property.
- I would like to see more restaurants and more shopping. Perhaps a mall.
- More conformity. Better mix of retail.
- Paving the streets.
- It's already too late for the North Area. Less speeding commercial traffic on Pilgrim – we are now a major N/S route @ 50 + mph 24/7.
- Basically the same – we have enough.
- I would like our area to be preserved and keep the wooded areas, farmland and open areas - Lannon Road and Menomonee Avenue area. Keep the development out on HWY Q. No sewer and water!! Too expensive!
- I would like to see shops in the Village Centre that are more of a draw (similar to Cedarburg). I think if it were a better area to walk around in (can't enter shops), less traffic, more people would shop there from both the Village and elsewhere.
- Streetscaping from HWY 45 through Four Corners and again along Appleton.
- Put in a park.
- Safe places to take walks and shop.
- Restore more of the historical feel and look.

- Maintain older buildings and have green spaces.
- More diversity in architecture – bike lanes.
- I would like to see it stay as is.
- No changes!
- Well kept, clean and well maintained buildings!
- Modern, up to date development. Out with the old in with the new! Mature trees.
- Updated yet still nostalgic. Not cheap. Germantown has a German theme with nice new German buildings and interesting shops. What's our theme? Developed without looking developed. Water parks and wading pools – family oriented.
- Unfortunately, the parking is an issue. The most important would be to see fewer empty storefronts and fewer Chinese, Thai, and oriental restaurants. Main Street being a state highway is definitely a disadvantage.

If you left the North Area and returned 15 years later, what changes would you hope to see when you returned?

- Prettier all around – no big truck traffic in Four Corners – reroute them through wider streets.
- Homes kept up, neighborhoods looking vibrant.
- Private high school.
- No 220 plan.
- Land density way too high already.
- More parks and nature areas.
- Bike/walking path along Q from Lannon Road to 175.
- Trimmed trees, no more rental buildings, no buses.
- I would hope Main Street would be revitalized. It's currently unattractive and dumpy – vacant theater, grocery store, vacant lot. It all looks horrible and uninviting.
- No chain merchants – unique shops and restaurants, outdoor areas preserved.
- Appleton Avenue should be wider – it is too congested now.
- Get rid of all the different rooftops downtown. More river "life". A restaurant on the river. Mill Street more active.
- A greater diversity in age groups of citizens, i.e. more young families.
- At least 1 small patched green without a $3.5 million house or condo or office and retail complex on it.
- Basically the same – better use of land.
- Lannon Road just as it is – not widened. Bike path along Lannon Road to the County Park.
- A more people focused area.
- Please preserve the older homes.
- None, except a park. When I think of a Village, I think of rural. MF still has a taste of rural in this area. Leave it alone. That is what I love about this part of the Village. IF I wanted block after block of houses I would move back to West Allis. We chose MF for the little flavor of rural. It's what makes this village so appealing.
- Hope apartments at Menomonee Avenue and Pilgrim are kept up. Seems to be getting cluttered looking.
- The same small town downtown look – independently owned businesses, not so much corporate owned.
- Hopefully few – I would love to see it preserved.
- More accessible parking.
- The NE corner of Pilgrim and Main as a small park – more green space
- None.
- The natural areas preserved!
- Preserve residential nature.
- Eye sore buildings demolished and replaced with well established profitable businesses that benefit community.
- Families walking with one another to parks, nicely decorated main streets, outside dining with well hidden parking (yet easy to access) for out of towners. Right now it is ghetto and we are attracting the like!

- More stores that appeal to walking tours, a few more fine restaurants. More pride taken in outside aesthetics, that is, clean windows, weeding, painting, in other words, pride of ownership.

Additional comments about the vision for the North Area:
- Enforce the existing regulations so businesses clean up their properties.
- To not merge in anyway with Milwaukee. No buses to connect to other cities towns or villages.
- We need to keep the "green space". Over development is not the answer. Natural untouched space.
- Continue to be a quiet area.
- More housing on upper levels with retail on bottom.
- Downtown parking needs to be improved.
- Keep the concerts at Mill Pond an affordable family activity within the village. Parades are great, we visit the farmer's market all season. It's nice to walk to places.
- I would hope that Community Memorial and Medical Associates had not expanded beyond where they are now.
- The historic Roosevelt and Grand area is a treasure of great architecture and community.
- Stop bland development.
- I think all residents should pay for sidewalk improvements. Years ago we were told all the village would have sidewalks – we who have sidewalks have to pay – all the village uses the sidewalks.
- Parkland, trees – please, no commercial areas.
- A children's water park/wading pool would be very popular and profitable.
- Parks for 2-4 year olds, wading pool with benches, trees. Give us some ideas from other successful small communities.
- There are wonderful alleys downtown with big empty walls begging for murals – what a walking tour that would be! Properties along the alleys are disgraceful. There is a town in Illinois that boasts of the murals painted on their outside walls. The downtown area is loaded with them and it is a tourist destination.

Village Centre Comments

In addition to the open house stations, participants were invited to share comments regarding the Village Centre on the "sticky wall". Questions posted to encourage feedback:

Do you visit the Village Centre? Why do you visit? Shopping? Dining? Recreation? Work? How often do you visit?

What improvements are necessary in the Village Centre? Streetscaping? Signage?

What services/stores would you like to see offered?

Are the merchant business hours appropriate?

Would you like to see more civic events (parades, art fairs, festivals) held in the Village Centre?

The comments posted on the sticky wall are as follows:

- Trim resident street trees – I'm tired of tree branches hitting my windshield.
- Larger recycle containers.
- More opportunities for civic art – shared alleys are great places for murals, etc. and ask high school art students to participate.
- Businesses and Village need to improve snow removal along sidewalks during winter and improve curb markings.

- More public parking is essential for downtown – yes!
- Preserve the wetland and the wildlife – keep Tamarack swamp as is!
- Have everybody trim their trees when walking on sidewalk please!
- No reason to plow the snow so fast that it ends up on cleaned sidewalks! Please! Amen!
- Find a more accessible place for the farmer's market and expand hours from Wednesday afternoon.
- Why are snow plows allowed to go about 45 mph on a 25 mph shady lane street throwing snow on my cleaned sidewalk?
- The sandwich boards on sidewalks are tacky.
- Many homes of historical and architectural significance are located in areas designated for high density condo development. Before decisions are made, please refer to the historical resources survey report for the Village of Menomonee Falls dated July 1985 available at the library. (Roosevelt & Grand)
- Remove skate park from Village Park.
- Why not have a special meeting for the youth of our community so they can speak up about their concerns? Please?
- Why not have underground parking downtown? Every shop is going out of business.
- Improve downtown (Main & Appleton) Improve buildings to improve overall. Increase downtown parking and improve the park area south of Main (below the dam).
- How novel to suggest art fair etc. Jefferson was way ahead of these times!
- Preserve historical area along river – Water Street and Grand Avenue. No more condos – encourage fixing existing houses to enhance the historical look and feel of the Village Centre.
- Have and promote seasonal events downtown to support Village and businesses and develop parking.
- Fees have increased in a few years up to 800% - the new scale for park fees is outrageous. Every time fees are slapped on construction, the builder passes on cost, increasing, thereby, increasing taxes – clever clever!
- Please have public works monitor the damage caused by snow plows and fix mail box poles!
- The ice skating rinks are a total waste and dangerous. The ice on the asphalt parking lots quickly melts. The space in Oakwood Park is lonely and hardly used. No lights at night – never any supervision – 26 registered sex offenders in town.
- Restore downtown first! No more condos or big building – more landscaping and beautifying – too much traffic in town!! You are changing only for the $$!
- Make it a big traffic circle (roundabout).
- The businesses look dilapidated. New structures and update businesses – especially Dairy Queen.
- How about a popcorn stand, artist, music of some sort from the area in brick park across from Nino's.
- Re-route state highways (74 & 175) to not go through Village Centre.
- The largest part of taxes (besides the new park fee schedule, etc.) is for schools. Seniors should be given a break.
- The plows tore up older curbs then they replaced the lawn with cheap seed and now we have a sunken in lawn with all weeks. I've seen this on other people's property as well.
- Buildings need total facelift to bring up to date yet remain nostalgic (i.e. Cedarburg) Cedarburg has parking issues as well because of front setbacks but people love to shop there because of well maintained and well restored buildings as well as plenty of trees and flowers. We have no trees! Eliminate the brick park on NE corner with 1 picnic table and replace it with a real park or flower garden with café tables.
- Stop being cheap! Invest in the Falls future!
- Countryside subdivision is killing my trees. Why didn't the engineers plan better – allowing for better drainage?
- Custer & Menomonee – Pedestrian and bike access to Bugline needs to be improved.
- Visit 1-2x/month for dining/business. Parking is an issue that needs to be addressed.
- Get rid of noxious weeds in woods and parks – example mustard seed.
- Streetscaping to unite Main Street and Appleton – from Highway 45 through Four Corners and along Appleton.

- Take down buildings (old & tacky) south of Main/Appleton and replace with Village parking. They are eye sores!
- 45 mph on Silver Spring.
- Beautify the Village Centre with flower baskets, trees and shrubs
- We need more parking downtown. What's wrong with a parking garage?
- I want to avoid the Village Centre unless I have a destination in it. Why make everyone deal with the traffic there if we only want to go from one side of the Village to the other?
- Better snow removal for business. Sidewalks in winter along Appleton Avenue so don't have to walk busy street.
- Sidewalk access consistent – block to block.

Village Centre

	Satisfied	Neutral	Not Satisfied
1. Wayfinding signage for cars and pedestrians	☐	☐	☐
2. Pedestrian access and circulation throughout downtown	☐	☐	☐
3. Historic theme for the Four Corners area	☐	☐	☐
4. Special seasonal events, such as art fairs and farmers markets	☐	☐	☐
5. Streetscaping (decorative lighting, benches, etc.)	☐	☐	☐
6. Residential opportunities in the downtown	☐	☐	☐

RESULTS

"Wayfinding signage for cars and pedestrians"
35.3% Satisfied
23.1% Not Satisfied
35.4% Neutral
6.2% Unanswered

"Pedestrian access and circulation throughout downtown"
35.3% Satisfied
36.9% Not Satisfied
18.5% Neutral
9.3% Unanswered

"Historic theme for the Four Corners area"
32.3% Satisfied
33.8% Not Satisfied
29.2% Neutral
4.7% Unanswered

"Special seasonal events, such as art fairs and farmers markets"
44.6% Satisfied
20.0% Not Satisfied
27.7% Neutral
7.7% Unanswered

"Streetscaping"
52.3% Satisfied
23.1% Not Satisfied

24.6% Neutral

"Residential opportunities in the downtown"

27.7% Satisfied
24.6% Not Satisfied
46.2% Neutral
1.5% Unanswered

	Priority	Neutral	Low Priority
1. Home Furnishings/Decoration	☐	☐	☐
2. High Quality Dining Establishment	☐	☐	☐
3. Arts and Crafts Stores	☐	☐	☐
4. Specialty Apparel (clothing, shoes etc.)	☐	☐	☐
5. School Related Uses (sporting goods, bakery, ice cream and candy shops)	☐	☐	☐
6. Basic Retail Businesses (pharmacies, paint store, auto parts)	☐	☐	☐

RESULTS

"Home Furnishings/Decoration"

18.5% Priority
29.2% Low Priority
43.1% Neutral
9.2% Unanswered

"High Quality Dining Establishment"

66.2% Priority
13.8% Low Priority
16.9% Neutral
3.1% Unanswered

"Arts and Crafts Stores"

36.9% Priority
27.7% Low Priority
35.4% Neutral

"Specialty Apparel"

36.9% Priority
16.9% Low Priority
35.3% Neutral
10.9% Unanswered

"School Related Uses"

53.8% Priority
13.8% Low Priority
27.7% Neutral
4.7% Unanswered

“Basic Retail Businesses”

30.8% Priority
27.7% Low Priority
30.7% Neutral
0.8% Unanswered

Neighborhood Preservation

In order to preserve or restore the vitality of the existing neighborhoods and housing within the North Area, what policies/programs do you support? Check all that apply:

Housing rehabilitation programs for residents with financial need	☐
Higher quality development standards	☐
Active building code enforcement	☐
Tree planting programs	☐
Home maintenance policies	☐
Active historic preservation efforts	☐
Neighborhood watch programs	☐

35.7% of respondents checked “Housing rehabilitation programs for residents with financial need”
37.1% of respondents checked “Higher quality development standards”
45.7% of respondents checked “Active building code enforcement”
58.5% of respondents checked “Tree planting programs”
54.2 % of residents checked “Home maintenance policies”
62.8% of residents checked “Active historic preservation efforts”
65.7% of residents checked “Neighborhood watch programs”

Additional comments about necessary policies/programs for your neighborhood or those you already participate in:

- How do you start a neighborhood watch program?
- The Village does a very poor job of snow removal from sidewalks that are the Village’s responsibility and does not enforce snow removal ordinances, especially on Appleton Avenue. Also, does a poor job of maintaining and cutting lawns, etc. on Village owned property.
- Do not let vacant lots stand open in commercial areas for long periods of time (Main Street area).
- Sidewalk access consistent from one house to the next needs to be addressed. Sidewalks end in the middle of blocks.
- I live on Arthur Avenue and have 3 commercial properties as neighbors. I would like assurance that no more re-zoning from residential to commercial will occur.
- I am concerned about homeowners who leave RV’s and extra cars on their property. Also, property owners who fail to keep their homes and yards cleaned up i.e. mowing/brush piles.
- Would like to have free homeowner’s association
- The farm at Town Hall and Lane is a junk yard – clean it up.
- Neighborhood homeowner’s associations needed – village right of way tree trimming.
- Preservation/expansion of green spaces and natural areas – rain gardens, savannas, prairies.
- How are the above to be paid for? I am not in favor of any additional taxes or fees!!
- Less truck traffic though the four corners.

- Shady Lane at Hillcrest – What are the infrastructural concerns – what is it going to cost me?
- Congratulations on a good format to get people's input. Maybe could have benefited from a little more explanation as to what each station was about and how to submit comments.
- Need path on County Line Road from Lannon to Maple Road.
- Neighborhood watch. Change the sump drainage code so that the water does not get pumped out to the sidewalk where it creates dangerous conditions for walking. The sidewalks are too dangerous with the sump required to be out the front of the house. It would be safer for it to be at the back of the house where it would be absorbed by the ground.
- We don't have sidewalks and want to keep it that way. Numerous reasons: will increase taxes, increase homeowners insurance, safety and more snow removal. We bought our house partly due to no sidewalks. We did want grass not concrete for our kids.
- Skate board park along Menomonee Avenue using land from ECUM Church (they are willing) and the school administration building.
- Outside appearance of apartments adjacent to the library on Menomonee Avenue
- Consistent sidewalks. Some areas have on both sides of street, some on one side, and some have none. New areas should include them in housing developments.
- This was for the most part a total waste of time and money with vague questionnaires, no "plans" past or present and no one qualified to answer questions.
- Too many buildings going up. Too many condos being built and many are still empty. Why build more?
- Grand Avenue, Roosevelt, Cleveland, Water Street – Hold some of the finest architecturally important homes MF owns – variances are required for all kinds of improvements.
- We need to preserve the rich and vital historical aspects of this neighborhood. Please make decisions with this in mind.
- Need to better disperse multi-family housing.
- The open space areas just east of Pilgrim Road on Main Street are a disgrace – untrimmed weeds, dead trees, etc.
- Neighborhood watch program has been successful for many years on Christman Road.
- Allow some open space for play areas etc. Larger lots and less condos.
- Keep taxes low. Evaluate each program on cost benefit basis prior to implementation.
- We are in the Tamarack Preserve area – please, please don't fill in any more marsh and wetlands with developments. It seems all that's being built are big warehouses for us seniors – STOP
- We cannot afford to price people out. When we do that, our neighborhoods lose integrity. A lot of elms and other trees have come down in recent years they should be replaced. They beautify and save money on utilities.
- I really believe if everybody does a little bit we can accomplish a lot. Volunteer programs in your neighborhood. Website needs postings, even beyond beautification etc. "Mr. Nelson needs someone to help with ….mowing or whatever".
- Higher quality development standards in downtown MF, tree planting programs to provide natural beauty and neighborhood watch especially now that we have Best Buy in our neighborhood there is more crime and more sirens chasing people in vehicles and who have robbed this store.
- Listen to residents. The #1 issue in Village Park area is the new wheel/skate park. It was placed there after Village Board "promised" it would never go in. It as snuck in with no neighborhood input. There have been numerous incidents of vandalism and bad behavior. It is attracting a bad element. We are losing the park as a family friendly area. It needs to be removed now.
- Listen to residents about park usage and policies – especially residents bordering the Village Park that now have their neighborhood quality of life threatened because of the sneaky way the Village trustees put in a skate park after they promised residents it would never go in. The skate boarders and their groupies are vandalizing park equipment, buildings and signs, are foul mouthed, break curfew consistently, are disrespectful, try to run you over, take over playground equipment, smoke drink and have sex whenever and wherever they want.

- There should be guidelines that home owners use to keep property neat and clean in front and back and safe in winter for walking

Land Use, Transportation and Utilities/Community Facilities

Should commercial/office development continue along County Line Road west of Appleton Avenue?

- Absolutely not
- No!
- No – there is too much traffic in that small area already
- Yes! Why didn't MF get some of the retail stores built within Germantown?
- Yes!
- Yes – but empty big box retail space should be utilized if at all possible.
- Yes – but have good turning lanes to get to the businesses.
- Might as well keep it concentrated in that area – preserve the small town beauty of the other areas.
- Yes – would like to see SE corner of V & Q as commercial as I believe it would be the best use.
- It's a very busy area. As long as traffic and safety are evaluated on an ongoing basis, additional development (retail) would keep $$ in the area instead of Brookfield!!
- No – let Germantown build.
- No – we don't need another Bluemound Road
- Yes – The subdivision off Maple and Q have discussed development. All are willing to go commercial due to the change happening around us.
- Yes – it may get us sewer/water at an earlier date!
- Yes – it fits in with what is going on thus far.
- Not west of Appleton
- No – there's too much traffic on Appleton.
- No – congestion in area is terrible with present development.
- No – there is enough development there now.
- No – keep this area rural so that we don't need sewer and water.
- I feel we have enough businesses and restaurants in this area.
- No – it is already getting concentrated and travel is getting difficult.
- Provide a buffer until the current residential just east of Lannon Road. Continue 2-6 dwelling units within MMSD controlled areas only.
- No – it is too crowded!
- Move to central MF – north is for Germantown
- Yes – but need more in Sears/High School area.
- Yes – but with discretion of businesses.
- Yes, the extra taxes from them may help keep ours lower, it brings jobs, keeps $$ in the community.
- I like the commercial area in one place, but traffic flow is a concern.
- Stop building along County Line! Traffic is bad. Depending on which direction you're going, you can't get to all the businesses!
- Please stop it!
- No more TIF
- Not without a committed desire to preserve green space. Enough is enough.
- The development needs to be more spread out around the Falls to lessen congestion in the area. Also it will make people go to other places in the area to help other businesses.
- I have no objection to this.
- No – enough already!
- It depends. If it's like the Germantown side, yes. If it's like the Falls side, no. Let's get up to speed with Germantown.

- Seems like this has already happened. County Line Road is becoming another congested Bluemound Road.
- No – it already has the look and feel of Bluemound. Is this your vision for the Falls? There are many empty strip malls that could be used versus paving over more land.
- No- enough is there now.
- Yes – Germantown will allow it if we don't.

Do you have any concerns about the existing transportation system serving the North Area?

- What transportation?
- Not at this time.
- Only a few minor routes for people to drive to get in and out of MF, also, those busy roads don't have open sidewalks in the winter forcing people to walk into traffic. Not safe!
- No
- Roads need to be rebuilt, many are in a state of deterioration.
- The light on County Line Road at Fleet Farm is dangerous because it is hard to notice.
- Trolleys? Could reduce carbon footprint – park/shop/dine. Cute!
- Maple Road from Q to Main is getting very busy as a cut around the village.
- Have as is – ok.
- Didn't know there was any – don't want anymore.
- Taxi service is not enough.
- Yes – can't walk or bike everywhere. Need bike paths.
- Small buses.
- Taxi service needed – metro bus to South Milwaukee also.
- Didn't know there was a system – it's a mess.
- Yes. The area between Good Hope and Appleton Avenue is a 4-lane road with 16' for left turns. This road you cannot get on because of high volume and too high of speed. It is dangerous you cannot pull your car in the center.
- Too many houses to be handled by too few streets – stop building.
- Re-route trucks off of Main Street to Good Hope Road. Too much noise although I know it's a state highway.
- I would like more sidewalks along Good Hope area.
- Yes – HWY 74 and 175 should be re-routed so they don not go through the downtown area. HWY 74 could be re-routed onto Good Hope Road as an example. Too much trucking deters use of downtown businesses.
- Extreme need for stop light at corner of Main Street and Town Hall Road. Many accidents occur here. Please don't wait until someone is killed.
- Too many large trucks using side streets. Traffic that is not going anywhere near posted speed limits especially in neighborhoods with children.
- Town Hall Road – way too busy. Q west of Appleton is insane. Please no commercial drive next to Valley View School!
- Village Centre – remove buildings and put in a roundabout.
- Too busy – too noisy
- No public transportation – a small bus service would be nice.
- More police with radar would help – 20 years ago people were afraid to speed here.
- It would be nice to have a continuous shuttle van going up Appleton and Main Street to take people to the main shopping areas.
- High speeds and extreme noise on Good Hope between Lilly and Pilgrim – where is the police force? Good Hope Road is the only road without a truck exhaust brake prohibition sign. Why? Can anything be done to slow the traffic and quiet the noise?
- No! Except the cops should catch more speeders and reckless drivers – watch out 3 pm senior high.

- We need a stoplight near Arthur and Appleton. It's nearly impossible to turn left. Make Appleton Avenue, Pilgrim Road and Menomonee Avenue bike friendly.
- Yes – MF badly needs more than one North/South artery (Pilgrim Road) Pilgrim Road is carrying too much traffic (including large trucks) through residential areas. Pilgrim Road north of Good Hope and south of Menomonee Avenue is not divided and turning from subdivisions into other side of road is very difficult at times. Plans should be developed other N/S roads (e.g. Town Line Road) and limit truck traffic on Pilgrim and put in divided grass or ornamental brick where present painted islands are to enable waiting in middle if turning left.
- The downtown area becomes highly congested.
- The stop light at Appleton and Main needs a turn arrow!
- Yes – the enforcement of speed, heavy hauling, cruising on Main Street.
- Appleton Avenue gets very congested at the 5 o'clock hour getting to business (Pick N Save) off of Appleton by Q is challenging.
- Yes - the stop and go light could be set better so you don't have to stop in 1 block and the next one.

Do you have any concerns about the existing utilities serving the North Area?
- Sewer capacity to handle development on the south side of Town Hall Road.
- No.
- We don't have any in our area.
- Water is much too expensive.
- We are concerned about the sewers and deep tunnel project in Milwaukee when it is closed we have to worry about flooding
- Is a lift station or sewer planned for west of sub continental divide. I would like to see this area remain rural.
- Water mains breaking.
- Too many and too often water mains are breaking (Lee Place).
- Sewers need to come west of Maple Road to Lannon Road and connect to the Woodside Lane homes and surrounding subdivisions.
- Yes – can sewer and water serve all the area?
- Concerns that sewer will come in within the next 5 years.
- Alternative to Time Warner Cable.
- Again, too many houses! Stop building or we will all be out of water!
- Yes – do not want sewer and water. Just put in a new mound system.
- Bury as much power as possible to minimize outages from weather, accidents, etc.
- Too expensive.
- Water too expensive – MMSD.
- We do not want sewer and water service at this time on Wellington Drive.
- We have been charged a garbage fee but they dump all the recycling and garbage together?
- Way over extended already.
- The water usage, need new ways of conserving water, water/sewer costs are too high.
- No to bus line to Village Centre.
- We on Elm Lane have frequent power outages – what are you doing to address this? Before adding more development?
- MMSD is a huge concern. It is way too expensive and does not work. And to correct the problems would cost us much more $$. What is the answer?
- Yes – the very high cost of sewer cost on the water bill is outrageous.

Additional comments about land use, transportation or utilities/community facilities in the North Area:
- Keep the land use on the south side of Town Hall north of Custer ready for institutional/business use.
- It would be better to have more stations so there is smaller group so everyone can see the boards. Also, there should be a small explanation at each station by the person telling all about what is being shown. It

would be helpful to have a table that also talks about the ideas being considered for each area. This was not helpful as a session at all. I don't think it is an effective use of time and resources.

- Could a certain retailer's ex-facility be used for a community center on County Line Road and Appleton?
- Maple Road and Christman intersection has too big of a drop on shoulder – should be widened.
- There should be lights in the area behind the library by the gazebo. It should be lit for safety. The "parking lot" in the gazebo area should be fixed or removed. Landscaping around library should be fixed. Dead grass removed by library.
- No development (no 4 lane) on Maple Avenue. Alternate route to business area.
- Put a stop light at Countryside Drive and Pilgrim Road. It is impossible to make a left hand turn off east Countryside to south Pilgrim Road. The suicide lanes are ridiculous and cars go too fast – above 40 mph speed limit.
- Please clean up east Main Street. Preserve the marsh areas and increase the walking trails.
- Since the village landlocked property division until water and sewer per governors office that is not legal due to no plan for city water and sewer existed.
- More commercial uses along Good Hope Road like a hardware store or gas station. South of Appleton along Pilgrim to Silver Spring is made of good quality services but lots more people. Isolated natural resource areas being used as a dumping ground.
- Need more and better police enforcement and better land usage – no large or high rises.
- Need more traffic control, better police enforcement. Like gravel truck running red lights. Excessive loud mufflers and truckers laughing at you.
- Our septics are failing – what do we do? How do we know that if we replace our septic with mound or holding tanks we won't be faced with the expense of sewers?
- I sincerely doubt the ability of Lannon to provide utilities to their new development. Much of the north area faces the Lannon area.
- Lee Place – the water main break about 4 to 5 times a year on our street. This has gone on for many years. When are you going to fix the water main? (I am not talking about the sewer)
- I like to farm my land and I don't want anything around it!!
- This evening's format of presentation was disappointing. Hard to ask questions about things you have no idea what plans are being considered for. One on one questions were difficult with so many disconnected questions being asked. Thanks for trying.
- Need more parking spaces for center of town (Appleton and Main)
- Unused, urban land use behind Lilly Road fire station should remain vacant – wooded properties back up to it – promotes wild birds and wildlife
- How about spreading it out? I live east of Village Center and that's going to the other side of town.
- The hospital has too much paved over area. They need to have more green corridors and places for the wildlife. More alternative parking surfaces than concrete and asphalt. There are many green alternatives that would allow the water to be absorbed instead of running off into the storm sewer. The library is great – well designed and room for expansion. Community center – any possibilities of making a work-out/fitness center with workout equipment that membership is open to Falls residents.
- Our street, Colony road, has become an expressway. The amount of traffic and speed are dangerous because the new subdivisions have curved streets and our street is straight so it becomes a runway to the high school. Why is our road a main road to all - the new subdivision - and why do we not have more traffic control on our streets?
- More hours for bus service around town for seniors!
- A paved sidewalk or bike path from Lannon Road to Maple Road.
- Road use & widening need to take into consideration the well being of MF citizens. If the plan makes it harder to get around in the village, you will not patronize the village. Thru traffic should be routed around Village Centre, making it more shopper and person friendly.
- Village Centre area historical preservation and continued residential use – 100 years from now they will thank you.
- We do not want water and sewer to go through Wellington Drive!

- Multi family apartments on Menomonee Avenue and Appleton north of library need upgrading – appearance is awful.
- No skate board park
- $85 garbage fee is unfair for those of us who take the time and effort to recycle and reuse rather than just send to refuse! I put out garbage 2 times a month maybe. I shouldn't be charged the same as those who generate considerable amounts each and every week. A far more equitable plan must be developed.
- I think we are losing a great village to over development and we look the same as every other place. Please preserve this town!
- I would like to see a long range plan for development.
- Preserving natural areas is important for the well being of our planet.
- It is being over developed – when does a village become a city?
- Colony Road should not be the main feeder route for all of these subdivisions behind Sears and Good Hope like it currently is. It is a narrow 2 lane road and the cops are pulling people over for doing 50 mph on it and issuing a dozen tickets in a half hour and it still does no good. It would have been nice to have been consulted before putting in all the high density subdivisions.
- I live in the Menomonee Manor Subdivision and we had sewer installed in 1979. But no water. We need city water – fire hydrants and street lights. I've lived here for almost 49 years. We are like in a small island of nothing.
- Please stop filling in our wetlands with developments. Be more aware of the importance of open land and green spaces. Along Shady Lane, north of Good Hope is a case in point – that dense development of townhouses should never have been allowed. Wildwood is fine but the development south of them is terrible!
- Don't allow roads between Shepherd Hills subdivision and commercial to the north.
- Beautify downtown and plant trees in the downtown.
- The traffic light at Main Street and Shady Lane should have a left turn signal, at least for the Main Street traffic. Right now it's treacherous because drivers can't see if it's safe to turn left or if cars are coming thru in the opposite left lane. Numerous accidents and close calls now.
- Get those 2 ridiculous useless holes off my property. Unhealthy, jeopardizes my property insurance and mosquito incubator.
- Slow down development. Do not approve architecturally bland developments. Be creative. We don't need more identical condominiums.
- Re-route state highways around village center
- Keep out anymore big box stores
- Where is the focus of law enforcement because it's not near Main Street west of Town Hall Road? Why is there a reluctance to put up stop lights, stop signs, or yield signs in areas of numerous accidents? Stop or reroute the number of quarry trucks or semis from a certain printing company from destroying the newly paved Main Street alternate route.
- Why does everything that's not a park have to be paved over or developed? When doing development, what about requiring green buildings and landscape? After being in the falls 30 years, the quiet community is gone. What are you doing to regain that feeling? Are there green corridors being planned for animals that need habitat?
- Intersection of Queensway and Martin does not have sewer drainage – lots of water sits there during rains – mosquito breeding ground among other things! Christman Road manholes are dangerous to say the least. They are not level and are all over the road. In order to preserve car tires, you need to try and dodge them and in the process are swerving all over the road!!! Help!! Need for a stop sign on Christman Road and Queensway. Should be a 4 way stop – need to slow down the traffic on Christman – too many little children (including CCC daycare) on Christman. Please help!
- The road at Shady Lane is not in the best condition.
- I hate to see the boulevard widened.
- I really hate Wal-Mart.

- A side thought – we feel that some zoning should allow the construction of smaller sized residences. We are not an entire community of great wealth. Consider Park Boulevard, with its mixture of duplexes and single family residences. Such a policy would allow village employees to live in the village.

APPENDIX B

VILLAGE OF MENOMONEE FALLS COMPREHENSIVE PLAN SURVEY

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October 25, 2006

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EXECUTIVE SUMMARY

The Village of Menomonee Falls Comprehensive Plan Survey was designed to gather information from property owners in Menomonee Falls, Wisconsin to help the Village plan for future growth and development in Menomonee Falls. The survey questionnaire was designed by Village of Menomonee Falls' Planning Department, R.A. Smith & Associates, Inc. and the University of Wisconsin-Whitewater's Center for Fiscal and Economic Research. The survey was conducted by mail between July, 2006 and September, 2006. Surveys were mailed to a random sample of 1610 residents in Menomonee Falls. Four hundred eighty two (482) completed surveys were returned, yielding a response rate of 30%. The major findings of the survey include:

- A sense that single family housing was available and prices are reasonable
- Confidence in the availability of Mortgages
- A lack of support for affordable housing
- A lack of support for single housing development
- A sense that the rate of growth of the Village should slow
- Support for the operations of Village properties, both recreational and civic
- Support for the current priorities of the police department
- A demand for more restaurants and shopping
- A demand for more grocery stores in defined sections of the Village
- An overall demand for more bike/pedestrian paths
- Support for sidewalks
- An overall lack of support for mass transit
- Support for TIF as a employment generator; but a lack of support for housing TIF
- Concern over Gypsy Moths and Mosquitoes
- A belief that open space and recreational opportunities are sufficient

Included in the body of this report are details regarding all of the questions posed in the survey, as well as the technical description of the analysis process. It is crucial to keep in mind that these results reflect a static response given at one point in time. These views may vary with changing circumstances.

INTRODUCTION

The Village of Menomonee Falls Comprehensive Plan Survey was designed to gather information from property owners in Menomonee Falls, Wisconsin to help the Village plan for future growth and development. The survey questionnaire was designed by Village of Menomonee Falls' Planning Department, R.A. Smith & Associates, Inc. and the University of Wisconsin-Whitewater's Center for Fiscal and Economic Research. The survey was conducted by mail between August, 2006 and October, 2006. Surveys were mailed to a random sample of 1610 property owners in Menomonee Falls. Four hundred eight-two (482) completed surveys were returned, yielding a response rate of 30% (see Appendix A, Technical Report).

Through the use of random sampling, the Village is able to afford a more detailed survey. From the sample, the community looks to both univariate as well as multivariate analysis. Univariate analysis looks to the isolated characteristic of a set of objects. In this survey, univariate analysis concentrates on the level of support, or lack thereof, given to various issues and ideas within the community. Multivariate analysis, on the other hand, focuses on simultaneous investigation of two or more variable characteristics. This matches, for example, demographic identifiers with level of support of these various issues and ideas. In our analysis, the chi square test was used.

While the demographic questions posed at the end of the survey are designed to develop a picture of Menomonee Falls, they also serve to determine the relevant demographic question: How does the sample reflect the 2000 United States Census result. Due to an oversampling of homeowners (we randomly selected 1508 homeowners from an original list of 13,867 taxable properties), the sample is slightly older and wealthier. While the average age of an adult resident of Menomonee Falls (according to the 2000 Census) is 49.1 years, the average age of the survey respondent is 53.9 years of age. In addition, while the median income in the census is $57,952, this survey found the median respondent income is $88,225. Even if we take inflation into account between 2000 and 2006, the sample continues to earn more money.

The survey is also more likely to have been completed by men. While the census found that over 56% of Menomonee Falls residents were female, the survey was completed by men 51.6% of the time. Finally, the average household size of the respondents is higher than the average household size in the census. The differences between the census demographics and the survey are primarily a reflection of the decision to oversample homeowners. This decision results in a survey reflecting the vision of longer term residents who are older and wealthier than the average.

This report focuses on two issues. The first issue is the aggregate community opinion on the individual questions. All of the questions are summarized according to their level of strong support as opposed to their level of opposition (disagree or strongly disagree). The full data is available in Appendix D. The second issue is the support these questions have within certain demographic categories. In this analysis, we attempt to determine if there is any difference in support/opposition between groups defined by age, gender, income, and tenure.

The basic tool used to analyze relationships between demographic groups and the likert scale answers is Pearson's Chi-Square test. Karl Pearson introduced the chi-squared test and the name for it in 1900. This test uses a general difference equation.

Simple Equation for the Chi Square Test: $\square^{\square} = \text{Sum}^{k}_{i=1}\,(O_i - E_i)/E_i$

where k is the number of categories

O_i is the observed frequency in category i

E_I is the expected or hypothesized frequency in category i

Although this test evaluates the null hypothesis (there are no differences between groups), it does not claim to explain causality. It is important to resist claims of insight into the utility of the individual. As a result, the conclusions are mathematical, not conclusive. It is also critical to note that the results are the product of a static environment and a condition of ceteris paribus.

Significant demographic differences are noted in the report. Detailed tabular results can be found in Appendix D and results to open-ended questions are included in Appendix C.

HOUSING

Respondents to the Village of Menomonee Falls Comprehensive Plan Survey were first asked to rate the level of agreement with several statements on the subject of housing in Menomonee Falls on a scale of one to five, where one represents a response of "strongly disagree" and five represents a response of "strongly agree". In addition, respondents were provided the opportunity to answer "no opinion".

On the whole, Menomonee Falls is found to have an above-average housing availability; we see that nearly 50% of respondents strongly agree with two questions regarding availability in Table 60. While one may perhaps assume an excess of housing, one may furthermore expect prices to be higher than the fitting "equilibrium" price. This appears to be the case, not only in theory, but in the results of the survey as pricing of housing receives a below-average score of approval (Table 60).

Table 60 Survey Results for Housing				
	Percent Strongly Agree (1)	**Percent Disagree (4) or Strongly Disagree (5)**	**Mean Score**	**(N)**
Single family availability is adequate	46.7%	7.6%	4.1	473
Apartment availability is adequate	45.9	4.0	3.6	475
Condominium availability is adequate	37.4	7.9	3.6	460
Single family prices are reasonable	33.5	29.5	3.1	474
Apartment rents are reasonable	13.6	12.7	2.2	457
Elderly housing availability is adequate	18.1	18.1	2.7	470
Affordable single family housing should be a priority of the Village	23.6	26.4	3.3	453
I favor “Mother In Law Suites”- two unique dwellings in one building	11.7	28.5	2.8	470
Newly designed developments should include sidewalks	31.5	25.1	3.5	463
Sidewalks should be designed as walking paths that connect schools, parks, and public facilities	42.7	9.3	4.0	473

- Younger respondents (those between the ages of 19 and 44) are more likely to agree with the statement that sidewalks should be designed as walking paths that connect schools, parks, and public facilities.
- As incomes rise, the respondents are more likely to agree with the statement that single family housing prices are reasonable.
- The relationship between income and a view of affordable housing exist at opposite extremes. There is a statistically significant support for making affordable single family housing a priority of the Village by lower income respondents, while higher income respondents are statistically opposed.
- Respondents having lived in Menomonee Falls for 11 years or more are more likely to agree with the statement that elderly housing availability is adequate; respondents whose tenure is less than 11 years are more likely to disagree.

Lot and House Sizes

Menomonee Falls property owners were next proposed a series of statements concerning lot and house sizes. Respondents appear to be most opposed to small lot sizes (smaller than 20,000 square feet) as we distinguish by the 37.2% disagreeing or strongly disagreeing with the third statement in Table 61. A theme receiving significant support, relative to opposition, is the encouragement of conservation subdivisions (Table 61).

Older respondents (those over 55) are more likely to disagree with the statement that more lots should be smaller than 20,000 square feet.

Table 61 Survey Results for Lot and House Sizes				
	Percent Strongly Agree (1)	**Percent Disagree (4) or Strongly Disagree (5)**	**Mean Score**	**(N)**
I believe more lots should be larger than 20,000 sq. feet	24.9%	23.4%	3.3	461
I believe more lots should be smaller than 20,000 sq. feet	9.5	37.2	2.6	461
The Village should allow smaller house sizes (Smaller than 1,800 sq ft)	23.2	30.1	3.2	457
The Village should encourage conservation subdivisions	29.5	8.5	3.7	439
The Village should offer bonus lots to encourage conservation subdivisions	17.8	19.1	3.2	445

Population Growth

Menomonee Falls property owners were also asked two question regarding population growth (Table 62). Only a fourth (26.8%) of Menomonee Falls property owners agrees that “the Village should slow population growth below the current rate of increase”. Conversely, 30.1 percent disagree or strongly disagree with the statement. When asked a similar question on population increase, 19.1 percent of Menomonee Falls property owners either disagree or strongly disagree that “the Village should allow population growth to increase to 5% per year” (Table 62).

Table 62 Survey Results for Population Growth				
	Percent Strongly Agree (1)	**Percent Disagree (4) or Strongly Disagree (5)**	**Mean Score**	**(N)**
The Village should slow growth below the current rate of increase	26.8%	30.1%	3.2	447
The Village should develop policies to encourage growth beyond 1%	7.9	19.1	3.2	442

While most sectors of the community supported limited growth, there were some outliers. For example, long term Menomonee Fall’s residents (with tenure over 30 years) expressed their support for slowing population growth below the current rate of increase.

GOVERNMENT

Village property owners were next asked a chain of questions concerning Menomonee Falls’ Village government, including several questions relating to access to Village facilities. Menomonee Falls property owners are generally satisfied with the accessibility, hours, and facilities of Village Hall (Table 63). However, government land-use decisions, response to needs by government officials, and publication of Village meetings were found to be unsatisfactory of the respondents (Table 63).

Table 63
Survey Results for Government

	Percent Strongly Agree (1)	Percent Disagree (4) or Strongly Disagree (5)	Mean Score	(N)
Village hall hours meet my needs	27.0%	8.7%	3.4	471
Village hall should open earlier in the morning	4.3	18.2	2.6	469
Village hall should stay open later in the evening	10.2	13.4	2.9	462
Village hall should be open Saturday morning	17.8	16.7	3.2	472
Village meetings are well publicized	15.6	27.5	3.1	469
Village hall grounds are accessible to me	45.5	2.6	4.1	468
Village facilities are well maintained	46.3	3.5	4.2	467
Polling/voting places are accessible to me	63.2	2.6	4.4	476
Overall, the quality of Village government is good	17.4	13.0	3.6	471
Elected officials respond to my needs	7.2	17.0	2.7	471
Village Staff respond to my needs	16.2	12.3	3.2	463
Land use decisions are logical	4.3	29.4	2.7	464
Menomonee Falls Police are currently concentrating on the right things	17.1	15.4	3.3	468
Menomonee Falls Police should concentrate more on Traffic Control	7.6	34.0	2.8	471
Menomonee Falls Police should concentrate more on the Home Safety	19.7	8.6	3.6	456
I support the Village wiring the community for Wireless Internet (no tax dollars will be spent on internet wiring)	39.3	7.7	3.8	471

- Older respondents felt that village hall hours meet their needs; younger residents were more likely to disagree.

- While satisfaction with village facility maintenance was strong across the board, older respondents were statistically more pleased than the young.
- Retirees are less apt to support village-wide wireless internet than the remaining sample.

ECONOMIC DEVELOPMENT

A number of questions were asked on the Comprehensive Planning survey concerning economic development in Menomonee Falls, specifically concerning four major neighborhoods: Appleton Avenue/Highway Q Corridor, the Village Centre area, Pilgrim Rd./Appleton Ave. vicinity, along with the Silver Spring segment of the village. First, four questions were asked regarding each of the four neighborhoods and the regularity of visits for each (e.g. Annually, Monthly, Daily, etc.). Appleton Avenue/Highway Q is shown to receive the prevalent portion of daily and weekly visits. When focusing on a more practical setting of monthly visits, however, each of the four areas share approximately the same portion of visits (Table 64).

Table 64
Survey Results for Economic Development

	Annually	Monthly	Never	Weekly	Daily	No Opinion	(N)
I visit businesses in the **Appleton Avenue/Highway Q** Corridor	2.6%	18.8%	1.9%	62.4%	12.8%	1.5%	**468**
I visit businesses in the **Village Centre** area	21.8	34.7	20.3	18.5	0.6	4.1	464
I visit businesses in the **Pilgrim Road/Appleton Ave.** area	7.9	32.8	4.1	46.4	6.9	1.9	466
I visit businesses in the **Silver Spring** area	13.1	27.4	34.3	17.6	2.8	4.9	467

Next, statements were proposed, which focus on each region in which responses from “Strongly Agree” (5) to “Strongly Disagree” (1) could be selected. This section in particular deals with attracting various types of businesses. Such topics include: grocery, clothing, and hardware stores, auto service, restaurants, etc.

Appleton Avenue / Highway Q Corridor

Respondents of the Appleton Avenue/Highway Q area show the strongest desire in attracting additional full service restaurants, while industrial development is found at the “other end” of the spectrum (Table 65).

- Older respondents are more likely to agree that Menomonee Falls should attract more auto-servicing centers to the Appleton Ave/Highway Q area.
- As income rises percent agreeing the Menomonee Falls should attract more full-service restaurants to the Appleton Ave/Highway Q area.

Table 65 Survey Results for Appleton Avenue / Highway Q Corridor				
Menomonee Falls Needs to Attract More… …to the **Appleton Avenue/Highway Q** corridor:	**Percent Strongly Agree (1)**	**Percent Disagree (4) or Strongly Disagree (5)**	**Mean Score**	**(N)**
Grocery Stores	10.9%	36.5%	2.6	460
Clothing Stores/Department Stores	13.2	28.7	2.8	461
Hardware Stores	7.4	41.0	2.4	461
Office and professional facilities	9.2	19.4	2.7	459
Auto Servicing Repairs	3.9	42.1	2.3	459
Industrial Development	5.9	51.3	2.1	458
Businesses geared toward youths	7.1	32.5	2.5	453
Restaurants—Full Service	27.2	21.8	3.2	463
Restaurants—Fast Food	5.5	48.6	2.2	456
Craft and Hobby Stores	7.2	28.8	2.6	461

Table 66 Survey Results for Village Centre Area				
Menomonee Falls Needs to Attract More… …to the **Village Centre** area:	**Percent Strongly Agree (1)**	**Percent Disagree (4) or Strongly Disagree (5)**	**Mean Score**	**(N)**
Grocery Stores	13.6%	28.5%	2.7	449
Clothing Stores/Department Stores	11.5	23.0	2.8	452
Hardware Stores	7.9	32.6	2.5	453
Office and professional facilities	13.3	17.8	3.0	451
Auto Servicing Repairs	3.1	46.1	2.1	451
Industrial Development	4.2	56.4	1.9	454
Businesses geared toward youths	8.7	27.2	2.7	448
Restaurants—Full Service	29.6	11.4	3.4	456
Restaurants—Fast Food	7.8	40.3	2.4	446
Craft and Hobby Stores	9.6	18.2	2.8	450
Specialty Retail (antiques, beads, art galleries, etc.)	21.2	17.7	3.1	453

Village Centre

Only two "categories" showed more respondents agreeing than disagreeing; full service restaurants captured the title while specialty retail is shown as a moderately desired addition to the area. Furthermore, the least preferred areas of business include: auto servicing repairs, industrial development, as well as fast-food restaurants (Table 66).

- Older respondents show more support than younger respondents for attraction of more hardware stores to the Village Centre Area
- In general, many respondents agree strongly with the notion of attracting more specialty retail stores. However, and surprisingly, retirees don't convey anywhere close to an equivalent desire.

Pilgrim Road/Appleton Avenue

A favorite amongst the respondents, full-service restaurants received most support in terms of attracting to the area. In fact, they were the sole "category" to be given even marginal support among the list (Table 67).

- Respondents younger than 44 are more likely to oppose attracting grocery stores to the Pilgrim Rd/Appleton Avenue area, while respondents older than 44 are more likely to favor it.
- Middle-aged respondents (30-64) convey a desire two-fold of the other respondents for more clothing and development stores in the Pilgrim Rd/Appleton Avenue area.
- In general, those under the age of 65 agree that more fast food restaurants should be attracted to the area; respondents over 65, however, do not.

Table 67
Survey Results for Pilgrim Road / Appleton Avenue

Menomonee Falls Needs to Attract More… …to the **Pilgrim Road / Appleton Avenue** corridor:	**Percent Strongly Agree (1)**	**Percent Disagree (4) or Strongly Disagree (5)**	**Mean Score**	**(N)**
Grocery Stores	17.1%	34.3%	2.8	460
Clothing Stores/Department Stores	14.9	20.0	3.1	464
Hardware Stores	12.1	25.5	2.9	463
Office and professional facilities	11.3	24.3	2.9	462
Auto Servicing Repairs	3.7	39.8	2.3	458
Industrial Development	3.3	39.8	2.3	458
Businesses geared toward youths	8.1	28.3	2.6	459
Restaurants—Full Service	30.4	15.9	3.5	464
Restaurants—Fast Food	9.5	39.1	2.5	455
Craft and Hobby Stores	8.9	23.4	2.8	461

Silver Spring

Contrary to the other three areas of Menomonee Falls, the Silver Spring area is revealed as having the strongest desire for grocery stores. However, the Silver Spring area resembled that of Appleton Ave/Highway Q in that Industrial development is most opposed of all categories (Table 68).

Table 68 **Survey Results for Silver Spring Area**				
Menomonee Falls Needs to Attract More… …to the **Appleton Avenue/Highway Q** corridor:	**Percent Strongly Agree (1)**	**Percent Disagree (4) or Strongly Disagree (5)**	**Mean Score**	**(N)**
Grocery Stores	33.1%	13.2%	3.3	468
Clothing Stores/Department Stores	18.4	17.9	2.9	463
Hardware Stores	14.1	19.5	2.7	462
Office and professional facilities	15.6	15.6	2.8	462
Auto Servicing Repairs	9.1	21.7	2.6	461
Industrial Development	10.4	30.0	2.4	461
Businesses geared toward youths	8.1	21.8	2.5	458
Restaurants—Full Service	30.1	9.9	3.3	465
Restaurants—Fast Food	15.5	25.0	2.6	457
Craft and Hobby Stores	8.4	19.3	2.5	462

- Respondents whose ages are 30-65 are more likely to agree with the statement that more hardware stores should be attracted to the Silver Spring area.
- Respondents in the same range of ages as above are also more likely to agree with attracting more full-service restaurants to the area, when compared to the remaining sample.

Residential Development

In an effort to observe what residents wanted, residentially, we presented the four areas of Menomonee Falls in which we have focused on this entire “Economic Development” section. Generally, respondents felt nothing, residentially, was needed. However, the exception, that is the Silver Spring area, felt differently with nearly 60% of respondents expressing a desire for more “single-family houses” (Table 69).

Table 69 Survey Results for Residential Development by Type and Location				
What type of residential development should the Village encourage in…	**Percent Condominiums**	**Percent Apartments**	**Percent None**	**Percent Single Family**
Appleton Avenue/Highway Q	16.2%	6.2%	59.2%	18.8%
Village Centre	0.5	31.4	52.4	15.7
Pilgrim Road/Appleton Avenue	16.4	6.1	54.8	22.7
Silver Spring	0	12.2	29.1	58.7

Tax Increment Financing (TIF)

Tax Incremental Financing is a financing program that allows the Village of Menomonee Falls to designate areas of the community as tax incremental districts. By creating tax incremental districts, the Village is allowed to finance improvements within the community through the taxes collected, the tax increment, resulting from development and redevelopment projects. Residential development received no support while the other areas collected moderate support in the view of Tax Incremental Financing (Table 70).

Table 70 Survey Results for Tax Incremental Financing				
	Percent Strongly Agree (1)	**Percent Disagree (4) or Strongly Disagree (5)**	**Mean Score**	**(N)**
Tax Increment Financing (TIF) is an important development tool	18.2%	14.0%	2.9	444
I feel I understand the basic nature of Tax Increment Financing	19.0	22.7	3.0	453
Tax Increment Financing should be used for Industrial Development	15.1	15.6	2.6	437
Tax Increment Financing should be used for Commercial Development	11.0	15.7	2.6	444
Tax Increment Financing should be used for Residential Development	3.4	38.0	1.9	439
I believe TIF is an effective strategy for economic development	13.8	11.8	2.7	442

- The percent agreeing with the statement that "Tax Increment Financing is an important development tool" is proportional to household income: as respondents grow wealthier so does their agreeing with the statement.
- Respondents older than 45 are more likely to agree with the statement that "Tax Increment Financing is an important development tool"

- Respondents whose household income is $150,000 to $199,999 are more likely to "…understand the basic nature of Tax Increment Financing"
- While only modest support was seen across the board, those earning more than $75,000 are more likely to believe in TIF used for industrial development

TRANSPORTATION

A series of statements were proposed to the respondents regarding various transportation issues and proposals. The proposal with the highest support is the construction of bike and pedestrian paths as 63.9 percent strongly support the notion. Dealing with maintenance of roads, almost 70 percent were pleased. However, mixed opinions regarding snow-removal promptness leaves the issue open-ended (Table 71).

Older respondents are more likely to support a taxi service than the younger respondents.

Table 71
Survey Results for Transportation

	Percent Strongly Agree (1)	Percent Disagree (4) or Strongly Disagree (5)	Mean Score	(N)
The Village should work to attract a taxi service	13.8%	32.4%	2.8	485
I currently ride a bus to Waukesha	0.7	56.9	1.0	457
I currently use the "Freeway Flyer" bus service	1.3	52.8	1.2	461
Additional Bus service within Waukesha County is desirable	32.0	30.8	2.3	459
Additional bus service to Waukesha County is needed	31.3	33.3	2.3	460
More bike and pedestrian paths are needed	63.9	15.1	3.6	465
Roads are well maintained	68.7	13.0	3.6	469
Snow is removed within a reasonable amount of time	13.0	6.1	4.2	474

PARKS AND RECREATION

Next, ideas regarding park and recreational facilities around the village were proposed. The current situation in Menomonee Falls appears satisfactory, as most respondents respond strongly agree to the following: 1. Current park facilities have sufficient attractive open spaces. 2. Parks have sufficient recreational facilities for adults. 3. Parks have sufficient recreation facilities for children. In fact, respondents appear to express the idea, "More is less" as little support, at best, is shown for development of more parks. The validity of that statement can be verified in comparing two very similar statements regarding large community parks below (Table 72).

Table 72 Survey Results for Parks and Recreation				
	Percent Strongly Agree (1)	**Percent Disagree (4) or Strongly Disagree (5)**	**Mean Score**	**(N)**
Current park facilities have sufficient, attractive open spaces	82.9%	8.6%	4.0	468
Parks have sufficient recreational facilities for adults	68.4	12.6	3.7	468
Parks have sufficient recreational facilities for children	71.0	11.1	3.7	451
Menomonee Falls' current policy is to develop large community parks, I support this policy (as opposed to more numerous small neighborhood parks)	17.5	30.9	3.2	462
The Village needs more small neighborhood parks	17.1	16.2	3.1	463
The Village needs more large community parks	9.1	34.4	2.8	460

Those respondents whose children are attending public school are more likely to agree with the statement that parks in Menomonee Falls have sufficient facilities for children

Environmental Issues

With the recent outbreak of gypsy moths atop infinite other environmental issues, it was important to see what residents of Menomonee Falls felt. Despite recent outbreaks of CWD (Chronic Wasting Disease), which is apparently a result of deer over-population, respondents revealed their opinion: there isn't an over-population problem. Returning to the issue of gypsy moths, residents predictably agree that the village should contain their spreading (Table 73).

- There exists a strong correlation between age and the percentage agreeing with the statement that there is a deer over-population problem in Menomonee Falls: as respondents' ages are higher so is the likelihood that they will agree.
- There is a correlation between age and the percentage agreeing with the statement that Menomonee Falls should actively contain the spread of gypsy moths: older respondents are more likely to agree than young respondents.

Table 73 Survey Results for Environmental Issues				
	Percent Strongly Agree (1)	**Percent Disagree (4) or Strongly Disagree (5)**	**Mean Score**	**(N)**
There is a deer over-population problem in Menomonee Falls	17.3%	26.5%	3.0	469
The Village should actively contain the spread of gypsy moths	47.9	3.6	4.1	472
The Village should actively abate Mosquitoes	30.5	14.5	3.7	465
Roads are well maintained	36.2	9.1	4.0	469
The Village should continue its current policy regarding leaf burning	31.1	15.4	3.5	473
The Village should continue its current policy regarding leaf pick-up	35.9	14.5	3.6	468

RESPONDENT PROFILE

Household Size

One	10.3%
Two	43.6
Three	16.1
Four	20.4
Five	7.1
Six	1.4
Seven or more	1.1
Average Household Size	*2.82*

Gender

Female	43.9%
Male	56.1

Years lived in Menomonee Falls

2 years or less	7.2%
3 to 5 years	9.4
6 to 10 years	12.6
11 to 20 years	25.2
21 to 30 years	14.3
More than 30 years	31.3
Average Years in MF	*22.9*

Household income

1 - Less than $15,000	1.2%
2 - $15,000 to $34,999	11.1
3 - $35,000 to $74,999	33.4
4 - $75,000 to $99,999	22.4
5 - $100,000 to $149,999	20.0
6 - $150,000 to $199,999	6.8
7 - $200,000 or more	5.2
Average Income Category	*3.9*

Have you watched Village Meetings On Television

Yes	53.3%
No	46.7

Do you read the Menomonee Falls Sun

Always	37.9%
Sometimes	41.9
Never	20.2

Age

18 to 29	3.4%
30 to 44	27.5
45 to 54	22.1
55 to 64	20.2
65 to 74	17.6
75 or older	9.2
Average Age	*53.9*

Where do you Work?

In my home	9.3%
Menomonee Falls	17.1
Other	73.6

Which forms of media do you rely on for Menomonee Falls News?

Menomonee Falls News	40.6%
Menomonee Falls Express News	44.2
Milwaukee Journal Sentinel	47.0
Other	14.8

2000 US CENSUS VALIDITY

	2000 US Census Data Results	2006 Menomonee Falls Comprehensive Survey Results
Sex and Age		
Male	43.9%	51.6%
Female	56.1	48.4
Age		
18-24	7.9%	0.4%
25-34	15.8	7.5
35-40	24.8	23.0
45-54	18.1	22.1
55-64	13.1	20.2
65-74	11.9	17.8
74+	8.8	9.0
Median Age	49.1	52.0
Income		
Less than $15,000	6.5%	1.2%
$15,000 to $34,999	18.7	11.1
$35,000 to $74,999	40.3	33.4
$75,000 to $99,999	17.5	22.4
$100,000 to $149,999	12.1	20.0
$150,000 to $199,999	2.7	6.8
$200,000 or more	2.1	5.2
Median Income	$57,952	$88,225
Household Size		
Average Household Size	2.52	2.82
Average Household Size of Owner-Occupied Unit	2.75	2.83
Average Household Size of Renter-Occupied Unit	1.75	2.70

CONCLUSIONS

In considering the results of the Menomonee falls property survey, there are several areas that stand out. The initial consideration should be given to the communities' demographic evolution. One striking issue is the relative wealth that both the census and the survey find in the community. In the 2000 census, the median income was reported as $57,952 while the median income for the State of Wisconsin was $43,791. It is notable that the reported income of the new residents (those who have lived in Menomonee Falls for 5 or fewer years) is higher than the rest of the respondents. In conjunction with overall wage inflation since the census of 2000 and an oversampling of homeowners, this may explain some of the variance away from the census median income. The overall income differential between the new residents and the longer termed residents is about 4%. This group is also younger, with an average age of 42.6 compared to 53.7 for the rest of the sample. Finally, this group has a slightly higher household size.

When evaluating the survey responses, it is important to keep in mind this demographic change. For example, while the community as a whole supports the idea of sidewalks as walking paths, this idea is supported even more by younger residents. In addition, wealthier respondents are more likely to view single family housing prices as affordable.

Overall satisfaction with government is strong. In areas such as facilities and grounds maintenance, there is strong agreement that these items are well maintained. In addition, there is strong endorsement of the current accessibility of voting places. Finally, the respondents supported the idea that the police are concentrating on the right things and that village government is responsive to their needs. However, there is more support for police concentrating on home safety rather than traffic control.

In terms of economic development, there are several issues that stand out. First, most respondents are more likely to frequent the Highway Q/Appleton Avenue business corridor and the Pilgrim Road/Appleton Avenue business corridor rather than the Village Centre area or the Silver Spring Area. In addition, there is across the board support for full service restaurants. However, in many cases this support is even higher from higher income groups and younger respondents. Finally, in economic development, support for TIF increases with income as well as age.

Survey respondents are especially notable in their lack of use of public transportation and their strong support for more bike and pedestrian paths. In terms of village services, they believe that roads are well maintained and snow removal is reasonable. In terms of parks and recreation, the respondents are currently satisfied with the level of service and are not demanding more.

Finally, in terms of environmental issues, the respondents' support the current policies regarding leaf burning and leaf pick up. In addition, there is strong support for the containment of gypsy moths and mosquito abatement. However, there is less concern over the deer population in Menomonee Falls.

TECHNICAL REPORT

The Village of Menomonee Falls Comprehensive Plan Survey was conducted by the University of Wisconsin-Whitewater Fiscal and Economic Research Center between July, 2006 and September, 2006. Surveys were mailed to 1610 randomly selected property owners in Menomonee Falls. Four hundred eight two (482) surveys were completed and returned by mail. The response rate for the survey was 30% (Table 74).

Table 74

Response Rates

Completed Surveys	482	30%
Non-returned surveys	1128	70%
Total	(1610)	100.0%

Sampling Error

The Village of Menomonee Falls Comprehensive Plan Survey, like all surveys, is subject to the existence of Confidence Intervals and Statistical Sampling Error. While error caused by statistical sampling is only one type (others include sample selection bias, social desirability bias, etc), the calculation of this error is important. This Survey, like all survey instruments, is subject to sampling error due to the fact that all households in the area were not interviewed. The sampling error is calculated as follows:

$$\text{Sampling error} = \pm (1.96)((P(1-P))/N)^{1/2}$$

Where P is the percentage of responses in the answer category being evaluated and N is the total number of persons answering the particular question. Turning to the t-distribution and a two-tailed test, the sampling error provides that the probability is 95% that the results fit within this range.

This report presents values that are bounded by this 95% confidence interval estimate. Thus some answers provide a plus/minus range. However, due to the nature of Likert scaling, this type of probability estimation is not applied to all univariate answers. While results can be estimated, their meaning (in regards to Likert scaling) lacks decisiveness.

For example, suppose you had the following distribution of answers to the question, "Should the state spend more money on road repair even if that means higher taxes?" Assume 1,000 respondents answered the question as follows:

YES	- 47%
NO	- 48%
DON'T KNOW	- 5%

The sampling error for the "YES" percentage of 47% would be

$$\text{Sampling error} = \pm (1.96) \sqrt{\frac{(47)(53)}{1,000}} = \pm 3.1\%;$$

for the "NO" percentage of 48% it would be

$$\pm (1.96) \sqrt{\frac{(48)(52)}{1,000}} = \pm 3.1\%;$$

and for the "DON'T KNOW" percentage of 5% it would be

$$\pm (1.96) \sqrt{\frac{(5)(95)}{1,000}} = \pm 1.4\%;$$

In this case we would expect the true population figures to be within the following ranges:

YES	43.9% - 50.1% (i.e., 47% ±3.1%)
NO	44.9% - 51.1% (i.e., 48% ±3.1%)
DON'T KNOW	3.6% - 6.4% (i.e., 5% ±1.4%)

Chi Square Test

In its simplest fashion, the chi square test is used to test the difference between two independent proportions. In one instance, this report considers the difference between groups in their view on affordable single family housing (are singly family home prices reasonable?). This question was exposed to a chi square test, which tested the answers against the different groups answering the question. It was found that given the degrees of freedom given, and chi-square value exceeding 37.652 prompted a rejection of the null hypotheses (all groups feel the same).

The chi-square test is commonly used in political polling. Suppose, for example, a pollster is interested in knowing whether males and females differ in their endorsement of a candidate. The null hypothesis is that females and males are just as likely to support a candidate. If 33% of the 100 males interviewed support the candidate while 17% of the females support the candidate, it is important to test whether the difference was due to chance alone.

The chi-square test provides a simple mechanism to test whether certain group's responses fall outside the expected range, given the group's response. This study uses a standard significance level of 5% This significance level makes the statement that sampling variation is an unlikely explanation of the discrepancy between the null hypothesis and the sample values.

QUESTIONNAIRE

Each randomly sampled property owner was mailed a Comprehensive Plan Survey questionnaire and a letter of introduction from Menomonee Falls Village President, Richard Rechlicz. The letter of introduction and questionnaire are contained in Appendix B.

Analysis

The data collected in the 2006 Village of Menomonee Falls Comprehensive Plan Survey produced detailed tabular results found in Appendix D.

OPEN-END QUESTION RESPONSE

The comments provided by respondents are recorded below as written, without editing.

COMMENT--Housing

3bdrm condo with basements

affordability

affordable

affordable $175k or less

affordable and nice housing for elderly. Condos

affordable houses & rental units

affordable housing for families

affordable housing for young families

affordable lots

affordable, attractive neighborhoods, pools

allow a variety of home styles and sizes

allow and encourage smaller homes for working class families

allow for development of more middle income houses
allow modular homes to be built in thee village this would help the young people wanting to live in Men. Falls

allow smaller homes

allow smaller homes and lots, control # of condos and apt. buildings

allow smaller sizes

allow sub-dividing of parcels in northwest part of village

allow the market to dictate what needs to be done

allow vinyl siding

approve smaller lots, more apartments

as is

attract more business

avoid high density residential

avoid transfer impact fees to home buyer strive for sound growth in home ownership
balance # of kids/students between our primary schools, watch where you allow growth, IE Ben Franklin is over crowded

be careful how it impacts existing schools and water/sewer

better roads

bigger lots, more greenspace

build affordable housing and stop permitting the big outlandish ones

build more senior condos like pilgrim glen

build single family homes and condos

build smaller homes

build smaller houses

build upscale housing
buy out and remove low income housing on Meno. Ave. east of pizza hut turn area by library into a park

change the ratio of house footprints to lot size. Should be more greenspace on lots

clean up lots- too much trash and junk. larger lots- 5+acres with 2000 sq. ft. dwelling

clean up the area along main

conserve/pools/parks

contain construction of condos and high priced housing

continue to provide services making M.falls a desirable village

control costs to hold down property taxes

controlled growth using a master plan

create affordable single family housing

create affordable subdivisions

create more condos for singles and first home buyers instead of so much for seniors

create more elder care housing

curb building, we're becoming a city

curb growth

curb the number of large new homes

cut taxes

decrease density, control escalating salaries

decrease the building of subdivisions with huge houses

develop more affordable single family housing

develop ratio of home size to lot size, too many large houses on small lots. Too much clear cutting in new subdivisions

do not allow additional low income housing

do not allow low income housing in the village

do not build low income housing

do not encourage a population increase

do not overcrowd, keep affordable

do nothing

don't know

don't let low income housing in to the falls

don't let the housing become worn down or cluttered

don't need

elderly housing

encourage a respectable place to live-decrease slum and low income housing. Well taken care of homes

encourage condos-upscale units

encourage development within reason allowing for increase in parks, schools as appropriate

encourage gardens and natural areas

encourage larger lots and newer ranch homes

encourage low and single family housing development

encourage low density 5+ acre lot sizes

encourage more high end housing

encourage more single family and condo residences for people who "buy into" the community as opposed to more transient apartment dwellers

encourage planned development, cover infrastructure costs

encourage single family homes

encouraging new housing

enforce existing codes

enforce ordinances regarding maintenance of properties

ensure quality not size

expand housing

focus efforts on conserving land

focus on sustainable developments. Retention of greenspace

focus on single family housing

get rid of low income housing. Clean up some housing/apt. areas

get rid of slum housing

go slowly
have a plan , think about future generations
have and control a master plan for where new growth will be allowed
have control of taxes in mind
have strict laws for proper upkeep of lots
high end sub and devlp
high quality
high standards of design
hold north where it is, decrease housing development
homes, not condos
housing for elderly
housing is adequate
housing is more expensive than in other areas
insure quality homes that will appreciate
keep decent sized lots
keep housing affordable and offer a wide variety
keep it affordable
keep it low, road ways are not big enough for traffic
keep it out of the wet lands
keep it small
keep lot sizes larger
keep lots large
keep low income housing out
keep off wetlands. Don't compensate private developers
keep present codes, don’t lower
keep prices high. keep quality high
keep standards high
keep taxes down
keep taxes low
keep the 1800sf
keep the city the same
keep the tax base low
keeping housing moderate, not so large
keeping property taxes low
keeping property taxes low
keeping taxes within reason
keeping the village safe
leave it alone
leave more farm land and especially trees

leave more room for the animals too much woodland has been destroyed
less condos
less rental properties
let the market dictate pricing/growth
limit apartments, home ownership keeps pride in property a priority
limit construction by developers
limit growth
limit in certain areas
limit the houses per sq.mile ratio
low income housing for the elderly
lower property tax and utilities
lower property taxes
lower taxes
lower taxes
lower taxes
lower taxes
lower taxes
lower taxes
lower taxes "property"
lower taxes to encourage growth of business and residential development
lower taxes, spend less
maintain a moderate growth rate
maintain affordability
maintain and encourage high property values
maintain high standards
maintain quality and aesthetics with out harming the environment
maintain sensible zoning
maintain slow growth
maintain zoning
make available to all
make housing more affordable for seniors
make it affordable
make it affordable
make it affordable
make it affordable
make it affordable
make it affordable for all
make it affordable for single families/individuals
make it affordable for the elderly to buy

make it more affordable
make it more affordable for first time home buyers
make sure it blends in and is maintained well
make sure it's affordable to all age groups and incomes
make sure we have enough school space
make them affordable
medium priced homes
meno. Falls is becoming too crowded
more affordable housing for young families. Our children can't afford to live in the falls
more affordable single family housing
more apartments and condos
more mixed housing, apts/condos/single houses. Planned greenspace, parks in new subdivisions
more ranch condos
more ranch style homes-one story homes
more sidewalks, bike paths, walking paths, crosswalks
need homes under 200,000 and 1600sq ft.
no additional apts. focus on single family homes
no cheap housing
no eminent domain to steal property
no low cost housing
no low cost housing
no low income housing
no low income housing
no more apartments
no more apartments
no more apartments, let the market determine
no more apt. buildings or condos
no more apts. Only single family homes
no more huge homes. affordable smaller homes
no over crowding
no street lights
not add more low income housing
not attract low income riff raff
not having too many homes in one area
not let it grow above our means
not too many small houses
nothing
nothing, let market determine size and cost. no low income housing
nothing, let market dictate

offer affordable, smaller homes
offer TIF districts only via referendum
plan for greenspace to be shared by nearby home owners
prices, keep taxes down
prohibit high densities like pilgrim/good hope new development
promote a balance of mixed housing options
promote maintenance on homes already built and stop building more!
protect safety and value by not allowing so called affordable housing
provide and maintain greenspace/ limit # of units of housing
provide reasonable family housing
provide safe pedestrian routes
put a cap on taxes
put hold on new housing, too many for sale
quality of developments
reduce density. Pilgrim Glen has far too many units for area
reduce duplex construction
reduce large condominium projects
reduce property taxes
refrain from developing more rental property
restrict tract housing
retain more greenspace and save farmlands
retain village atmosphere
retain-build upscale housing to maintain current economic level of residents, upper medium to higher price range
safe for children and elderly
save more greenspace
save some land
schools and economic devel. Needs to keep up
shrink sq. footage to 1650, no less
single family housing
single family housing rather than multi unit
single family housing-affordable
single family housing-affordable
slow developing. Save the remaining farms
slow down
slow down before it becomes a city
slow down development
slow down new subdivisions
slow growth
slow growth and development

slow growth, the roads are too congested

slow increase unless schools are able to keep up

slow it down

slow the growth

smaller lots and house sizes

smaller more affordable housing

smaller sites allow duplexes in single fam. Areas

stay within controllable infrastructure parameters

stick to governing

stop all the land being used up by million dollar housing

stop building and leave the land in tact. Stop cutting trees down for cement, stop calling this a village it's an extension of Milwaukee

stop building any more housing. Need more parks, more open space, more farmland

stop building bigger houses on smaller lots

stop building for 7 years

stop building subdivisions

stop building those big houses and start accommodating our present population

stop building, taxes only go up

stop developing every piece of green space or farmland we have left. Stop re zoning farmers out of existence.

stop development-invest in schools first

stop further development

stop McMansions

stop raising home values so those on fixed incomes can afford to live here

strict enforcement of deed restrictions, boats, campers etc. in driveways

strive to keep taxes in line with surrounding communities

stronger enforcement of housing up keep/ maintenance

the village should develop a comp plan with professional planners and abide by it

tight control

too much building, slow down save open space

too much valuable farm land lost to urban sprawl

treat homeowners as a person, not an address

use common sense

warn new developments about potential bad water supply in future

we have enough subdivisions and housing in the Falls why do we need to expand?

we have too many senior living condos. Housing is too costly

why does every corn field have to be built on?

work to reduce taxes

zone for smaller homes-starters

COMMENT--Government

"big box" development and it's effect on the community and local small business
adopting tabor: tax freeze
all members working together for the betterment of meno. Falls
allowing too much residential development
apathy of residents toward government subject
attracting and keeping small and mid size businesses
attracting businesses for empty buildings
avoid being a "good old boy" society. be more receptive to people's opinions.
balanced land use planning & development
balancing business growth while still maintaining "village" atmosphere
being an advocate for our schools
being responsive to residents
better leadership-too many old boys clubs
better police in drug and alcohol control with underage teens
budget
budget and services
budget. Providing needed services within budget constraints
career political endeavors, incumbency
clean it up! Stop the good-old boy form of gov.
common sense, consistency (no favoritism)
communicating with and servicing the "forgotten" part in the hamilton school district
community safety
continued citizen safety
control growth of expensive housing
control of property taxes; quality housing at affordable prices
control tax rates
controlling residential property tax
controlling spending, quality of schools
corridors/entrances to the village from the east
cost efficient with good service
cost of benefits
cost of taxes and water for retired people
crime
crime
crime and gangs
crime control, teen curfew hours, land beautification along roadsides.
crime/theft
decrease taxes

decreasing taxes

developing and promoting the village center, not allowing it to become a run down area

developing appleton and main. Establishing an identity to those driving into the falls primarily from Milw.

dishonesty

domestic partnership issue is lacking

don't know

don't run the elderly out of town with higher taxes

downtown

downtown rejuvenation

drug use in public schools

education facilities and enrollment. reduce cable bills

employee benefits (pensions etc.) far in excess of private business

encourage new business and retaining present business

escalating property taxes

excessive spending in subdivisions(by young people)

failure to act or follow through on projects

figuring out main st. corridor situation and taking action to resolve it

finding new ways to provide services/quality of life w/o raising taxes beyond inflation rate

finding quality, qualified people to serve

fire and police protection

fix brown deer rd or main st, eye sores

focusing on sustaining/ attracting business to the area. face lift current main business areas. roads are the worst in Waukesha county

gateway revitalization, trust

getting citizens involved in civic activities

getting citizens to understand you get what you pay for. Nothing is free, if you want more services, taxes will go up

getting more businesses into the area

getting residents to support local businesses

getting them to see the light

good controlled growth

good old boy mentality; back room deals; private club

good schools and safe for our children

growing larger does not mean better

growing population/aging schools

growing too fast

have police patrol move rather than sitting and ticketing people

have some thing of interest for the young adults-be honest and listen to the people paying your wages

high property rates

high taxes
high taxes and high water bills
high taxes, poor services
hold taxes down and fire protection is adequate need full time fire dept
holding taxes down
honesty
honesty and integrity in government with out big business control
housing and all related issues
housing stop building. Need more upscale places, no more chains
how to control expansion, development esp. downtown area
improve schools while keeping the tax rate affordable. No low income housing
improving our education system
improving schools and allowing for growth that can support it
improving the main st. corridors.
increase development in SE section of village, downtown, main st corridor
influx of renters in new apartment buildings
it's nice that our gov't isn't in the papers anymore regarding in fighting, problems etc
it's past reputation of corruption
Jefferson Davis Fiasco
keep property taxes controlled
keep property taxes level and within reason(affordable) to live here
keep taxes down
keep taxes low. Subcontract services to save money
keep village atmosphere. Cut down on crime, create activities for youth and elderly
keeping a good president
keeping businesses out which encourage rowdy activity and bring wrong type of people around, ex. Sports bars, dance clubs
keeping costs down
keeping crime rate low, keep city crime from spreading to suburbs
keeping elected trustees focused on real issues
keeping government cost down
keeping it transparent
keeping Jefferson Davis out of government
keeping our water and tax rates down
keeping property tax down
keeping property taxes affordable
keeping quality infrastructure with reasonable taxes
keeping small businesses here fix up middle of town
keeping taxes as low as possible
keeping taxes down

keeping taxes down
keeping taxes low. Keeping expenses low, not allowing spending to spiral out of control
keeping taxes lower than they are
keeping the streets safe
lack of greenspace
lack of integrity!
lack of understanding the people they serve
land use
land use and development, traffic
land use and need to acquire land for parks and other facilities
land use and spending
land use and spending
leadership to help assure MF continues to be an attractive place to live. Good schools, attractive buildings, reasonable rds. And gov service
leadership! We need a full time mayor or vil pres.
less republicans and more democrats, not enough union employment
limiting taxes, controlling benefit costs for gov. employees and teachers
listening to the people
lot of unoccupied buildings
lower benefits for employees
lower property taxes
lower taxes
lower taxes
lowering taxes
main st. near 45, schools
main st. redevelopment
main st. renovations, please don't get carried away with ideas
main street development
main street redevelopment
main street redevelopment. do not drive out good business currently there
maintain current quality of life
maintaining a high quality family community where homes and businesses are kept up
maintaining a reasonable tax structure while keeping the infrastructure in good condition
maintaining services w/out raising taxes substantially
maintaining tax base to keep home ownership affordable
maintaining village services while operating under tax levy limits
make effort to listen to citizens
make sure control spending excess money
meetings and events put up a bill board that can be seen from street at village hall
MMSD

MMSD charges

money

more arts and live music

more police and fire protection

need a mayor/alderman system, this community is too large to be governed by a few people, some of whom aren't qualified to be making the decisions

need more transparency-more honest, open governance- eliminate the "cozy club" elite atmosphere-more timely responses to tax payers, more open town hall times

need more young honest elected officials

no increase in property taxes

at this time

not interfering with personal property rights. Keep gov't small

not sure

openness

over development. Get the police to start patrolling and writing traffic tickets on streets we live on not industrial roads etc. Focus more on ways of reducing our water and sewer bills

over population/ taxes and property taxes

overdevelopment ruining village feel

overpopulation for schools

passing main st. redevelopment program

police dept should monitor drivers more closely i.e. speeding etc. And drug traffic in this village

police need to stop racial profiling during traffic stops

poor use and spending of tax dollars especially the school system, causing tax levy to keep going up

population growth

preservation of greenspace, wooded areas, prairie, wetlands, farmlands. too much development is happening

proper use of tax money

property tax reduction and school improvement

property taxes

property tax-growth-direction

protecting property value and safety of residents. I moved to the falls to get away from crime ridden so called "affordable housing"

providing more employment

public school overcrowding and out dated high school

quality education

quality leadership

quality not quantity growth

quit taking more 220 students spend less on schools and teachers

real estate taxes too high for all (especially seniors)

rebuilding the pilgrim-mainstreet intersection redeveloping pilgrim rd and main st

redevelopment of main st. this is an embarrassment

reduce real estate taxes

reduce spending in schools

reducing property taxes and cost of water/sewage

repair of rds

respecting the opinion of all the citizens, not just the "in" group

responsibility to residents

responsible growth, traffic

restricting commercial growth on county line rd

revitalizing downtown. And not impeding access to Meno Falls with a roundabout on main st.

revitalizing old shopping centers

rising school cost and increased taxes

safety

safety for children and elderly/ safe family events

safety in our neighborhood

school system

school tax

schools

schools

schools

schools need to be updated

schools-high school needs attention. Fix the schools

sewer and water to all

sewers extended to more rural areas

sex offenders   schools

should be run more efficiently there by decreasing the need for higher taxes, property and other

slimy main st. planning, lack of honesty, vill. pres. rescues self but pulling strings behind the curtain. Lead or leave

slow growth down

smaller classes for school

smart growth, increase the attractiveness of entrance points to the village with landscaping

starting to see more of the issues bigger cities experience

state caps, infrastructure falling apart(roads/general maint.)

stay on budget

stop rising taxes

stop T.I.F districting now, it is an unfair tax burden to us all.

stronger development of businesses

supporting school district and aging infrastructure

tax reduction

taxes
taxes
taxes
taxes
taxes
taxes
taxes
taxes
taxes
taxes and land use
taxes and lowering them
taxes and too many shopping centers in one area creating traffic problems
taxes are too high-too many apts-purchase parking in downtown area
taxes for service
taxes need to keep them down, they are too high for what we offer in the community
taxes spending
taxes, no increase please
taxes, safety from Milwaukee
taxes, schools
taxes, schools
taxes, spending wisely
taxes, water utilities
taxes/crime
taxes-services
tell us what's going on. What is the concentrated efforts of the police? No closed meetings.
the budget
the fact that the village gov. is in the pocket of the developers I would love to see their Christmas cards
the internet service should be free
the police are doing fine with traffic issues, they are well known to stop you if you go five over the speed limit, not kidding :)
the quality of housing stock
the services of 911 are wonderful. Fire dept, emergency health vehicles
the water and sewer bill needs to be more compatible with Milwaukee. lower taxes. snow plow all sidewalks and bike paths
there is not enough focus on main st. too much talk not much action
they should have term limits on elected positions
tie between water/
too fast of expansion of western areas
too high water bills and taxes
too many empty stores

too many students bused in and fill our schools

too much bickering and arguing and not enough listening to one another and working together to solve major problems

too top heavy, too many on gov. payroll and pension benefits

traffic

traffic enforcement, lack of

traffic. Brookfield and Lisbon rds are extremely dangerous

truth in government. Trustees should do what benefits entire village, not just themselves or a constituency

unfriendly village hall

vacation time too much

village debt. It appears to be the elephant in the room no one talks about

village gov't should be investigated

village is a community and should not be treated as a business, remove business (village) manager, we have the village president

vision and planning for the future

water

we definitely have enough big box houses and banks in Menomonee falls

we need actual competent people with "common sense" to work in the village hall they need to actually care about their village and the people in it

what are they concentrating on? Do not want police to target minorities in the falls. Our minority friends are afraid to visit us because of the police

what do we want to be; a bedroom suburb or separate city/entity? No one's ever debated that publicly

what is it they are concentrating on?

where is down town M.F.?

with all the taxes we pay we should have regular staffed fire depts, not on call

Comments--Economic Development

accessibility and diversity

action at this time

adding to tax burden

adequate land in the right area

affordability

affordable land and bldg. supplies

appearing attractive

assessability and parking

attracting higher paying jobs

attracting new businesses

attracting quality

attracting quality companies

attracting stable companies for jobs

attracting well paying jobs
attracting/ keeping quality businesses
available land
balance all types of business
balance large and small business
balancing game
blend resid./commercial, create jobs
bring the right mix in
companies that need to hire people
continued quality developments
controlling locations
costs of providing facilities that MF is responsible for
do something with vacant buildings
don't know
Don't know what TIF is
employment, access, transportation
empty store fronts
environmental impact
few want to come
fill up the TIF's and grow more
finding skilled workers
focus on keeping what we have, not attracting more
getting people to agree
high taxes
high taxes
high taxes, too much red tape
higher paying jobs
hi-tech ventures
I'm not familiar with TIF
improve main st. open spaces
increase tax base
industrial development down
industrial is over built, landfill issue
it should be stopped we have enough
keep it under control don't move too fast
keeping business in the falls
keeping taxes low
keeping up with residential/balance
keeping what we have

lacking
lack of suitable land with freeway access
live within your means
location
location/support community
lower taxes
main st by freeway development is bad
main st. corridor development
need more industrial area
need more industry for jobs
need right amount of development to help our tax base
need to continue to have/get tax base
needs to be consumer focused
new schools first
not enough union jobs
older buildings/houses
only Q area is growing
organized layout
over building of industrial
over development
over doing it
parking
people don't shop in the falls
pollution
proper placement
public parking for village center
quality
R.E. Taxes
realizing village center is not a shopping destination
regulations
revitalize vacant buildings
smart development
speak my language
sprawl
surplus of commercial/industrial real estate
taxes
the blight on main st.
the village board bias
TIF should be used to remove blight-not for profit of wealthy developers and property owners

to fill already developed areas
too many banks
too many big bldgs
too many grocery stores
too much gov't interference
too much in same area
too much traffic on hwy. Q and appleton
update roads/county hwys
variety-quality shops
village has too much
we have enough homes. We need to keep $ in the falls with shopping opportunities and restaurants
you need good business to bring in tax$. Industry attracts low income

COMMENT--Transportation

2 lane main rds.
a taxi service or inter-village shuttle
access to city of Waukesha
additional/better freeway flyer routes
adequate roads to handle increased traffic
aging infrastructure
agree taxi option would be useful at times, whereas bus service is never and option here
appleton ave from hwy 45 is almost impassible. pilgrim and main is horrible. entering into the falls is embarrassing
appleton ave is narrow for all the traffic
appleton ave north
appleton ave. btwn. Shady lane and pilgrim rd.
as population increases-good traffic flow
bad drivers
bad drivers
be sure there is a low cost transportation to and from home for the elderly
being totally car dependent
better coordination of traffic lights would improve efficiency
bike paths
bottle necking of traffic
building/development before roads/infrastructures are expanded
bus and taxi for commuting and sr. citizens. bus available
bus service
bus service to WCTC
bus service within village

busline to Madison
busy, small streets
clear paths on pilgrim rd in winter. Install "yield to pedestrian signs in village centre.
commercial areas need transportation for those w/o autos/elderly
congestion
congestion at appleton and Q and Appleton and pilgrim
congestion at hwy Q/appleton
congestion at main and pilgrim
congestion during work days in the village
congestion on appleton, mainstreet
congestion on pilgrim. And good hope and hwy Q and appleton
congestion/traffic appleton and Q
construction takes too long
controlled intersections, timed and coordinated
cost of gas
county line rd.
current snow removal process causes compact snow in front of driveways and too heavy to move by the elderly
currently unsafe for pedestrians and bikers in southern M.Falls
dangerous intersections for pedestrians
design of lanes & intersections
development is greater than roads can handle
do not get bus service to Milwaukee
do not have any
do not know
don't know
during winter our road is missed or just not done at all
easy access to public transportation
Elderly people who can't (shouldn't) drive
elderly transportation
elderly transportation
encourage other communities to commute thru the falls
entering/exiting freeways more directional signage needed.
few options to walk to shops and restaurants, forces people to drive
finish hwy Q between pilgrim and division rd.
finish main st construction. They're always ripping up main st
getting into Milwaukee
getting through appleton and main
getting to eastside on bus
getting to milwaukee/wauk no bus options. No bike or pedestrian route on silver spring

high cost of road maintenance
hours and availability
I don't see a problem
I don't see any
I think too much salt is used in the winter time.
I think what we're currently doing ok in this area
if you don't have a car you're stuck
if you widen Marcy Rd.
in the afternoon run Milwaukee county transit only drops off, they will not pick up. Why?
inappropriate speed limits
increase services to bring people to and from the falls
increase speed limit on appleton ave. by 5MPH
increased congestion due to higher population
increased traffic on two lane rds due to subdivision development
insane and inconsistent speed limits
insufficient no left turn signs at shady lane and main st.
keep focus on timely repair of roads
keep on maintaining rds. And sidewalks. Clearly mark rds and detours
keeping rds. Maintained
keeping traffic moving
lack of
lack of-
lack of bike lanes, carpooling, limited public transport
lack of left turn arrows at appleton and good hope
lack of north south thorough fares
lack of parking in downtown area, village centre area
lack of public transportation
lack of public transportation
lack of public transportation
lack of sidewalk/trail for biking, no taxi service
lack of sidewalks in older neighborhoods leading to schools i.e. shady lane
lack of taxi service. Better stop and go light control
lack of transportation for elderly, shut ins and people w/o cars
larger main rds west
length of time @ turn signals pilgrim/good hope
main rds not built to handle traffic
main st. and shady ln. smooth it out
maintain rds.
maintaining current rds/facilities

mass transit

mass transit

more bike lanes and hiking trails

more bike paths

more bike, walking paths, crosswalks

more lanes on 41/45

more light controlled intersections

more park and ride

need a stop and go light at the corner of Appleton ave. and Arthur ave. before a pedestrian gets hit or killed. Very difficult to cross

need for added stop lights on main streets

need mass transit to Milwaukee

need more bike lanes/paths

need more bike/ recreational trails. Need a safe crossing at Appleton ave

need more sidewalks

need more traffic control on busier and faster streets, such as pilgrim rd. between Appleton and good hope

need senior taxi service

need to improve snow and ice removal around high school before school begins

needs better rds to encourage bikers runners and walkers

needs public transportation

no bus service

no busses =crime

no busses or taxis, bus to down to UWM or other Milwaukee area schools

no more public transportation if it has to be subsidized by state, federal or local taxpayers money. People don't ride busses

no problem with transportation

no public transportation

no taxis

no taxis, no busses

none, against busses, brings in the undesirables from Milwaukee

none-most have autos

north-south roads between meno. Falls and villages north and south of M.F.

not a major issue

not aware of any

not enough bus service

not enough bussing for schools

not enough lanes for traffic flow

off street parking

over congestion of vehicles on pilgrim and main, main and Appleton and pilgrim and Appleton during rush hours

over crowding on hwy Q-new rd. makes it worse. Speeding
over salting
park and ride lots
park and ride-local bus service
parking
parking
parking downtown
parking may be an issue for patrons of village centre merchants
parking (community wide)
paying too much attention to Milwaukee transportation. bringing out salters and plows too late
pilgrim Appleton ave intersection is very dangerous because of lights being misinterpreted
pilgrim rd north bound (at good hope) @ rush hour
poor roads
pre-planning projects so they don't have to be torn up in a year or two
provide services to help people outside city limits
providing well maintained rds.
public trans to available jobs
putting a median on pilgrim rd between Appleton ave and good hope can't get out
road and traffic changes so slow
road construction is never done
road expansion and up keep
road in centre must be widened
road maintenance
road maintenance
road needs to be wider on greenview near Marcy
road repair and replacement
roads
roads are not maintained in a timely fashion
roads in the old subdivisions are poorly maintained. Stop lights needed in high traffic areas
service for elderly-to CMD, MD apt, stores
service within the Falls
sidewalks and bike lanes
sidewalks/bike paths inadequate; need more Waukesha cty mass transit among city and villages
silver spring dr.
snow is not being removed before school busses are already at school
snow should not be pushed back into driveways, it's very bad for the elderly
speed limit on Appleton ave.
speeders and oversized trucks in residential areas
speeding

speeding
speeding traffic on Appleton rd form high school to pilgrim rd
stay as is
still need to drive to get to a bus. There are no buses in residential areas
stop lights do not recognize motorcycles
stupid construction
stupid drivers
stupid drivers doing stupid things
summer road construction
terrible job removing snow
the condition of Appleton ave from Lilly rd south is atrocious, needs immediate repair
the growth of the village
the road needs to accommodate traffic growth
the roads
the snow removal was terrible last year
they do a good job
timing of traffic lights
too busy-too much building
too low of speed limits
too many cars and trucks in sub. Div.
too many cars. need more bike and pedestrian facilities
too many cars-lack of mass transit
too many cars-not enough pedestrian walk ways
too many roads, resulting in high maintenance costs
too many vehicles
too much and disorganized rd. construction at one time
too much residential development can't keep the roads maintained or plowed
too much road widening
too much sand/salt applied in winter
too much speeding and traffic noise along pilgrim rd
too much traffic
too much traffic
too much traffic
too much traffic on Appleton ave btwn. Main st and hy Q
too much traffic on hwy 176 and Q
too much traffic, timing of traffic lights near pilgrim, Menomonee and Appleton
traffic back ups
traffic congestion on Appleton
traffic control

traffic control on Lisbon

traffic flow-coordinate the stop lights

traffic increased under the 2miles to school rule is dangerous all children should have bus to school unless under a mile

traffic light needed at main st.-town hall rd intersection

traffic light timing

traffic lights to work on censors to keep traffic moving

traffic on Appleton ave

traffic on main and Appleton. Too many trucks on main street

transportation for elderly and others to outside Menomonee falls

transportation for local people unable to drive, or don't want to drive

transportation for seniors, traffic control

transportation is good

transportation to Milwaukee

uniform speed limits

use asphalt, not oil and chips; stripe around schools in late august-not after school is out

village is plowing more miles with less workers, leading to poor plowing

village planning

walkable areas that connect neighborhoods, parks, schools, shopping

water st. repair from main to Richfield way

we badly need stop and go lights where Jacobson dr. meets Appleton ave.

we don't live in the falls proper so transportation problems are not our priority

we need a bus service from homes way out to Q area, wal-mart etc

we're in good shape

widen fondulac for bike safety

widen lannon rd. from cty line Q to silver spring-esp.. at mill rd intersection and add a light

with two busy traffic routes thru the village center the falls should do something like west bend

Comment--Parks and Recreation

?-especially like the limestone in Kiln park.

add facilities along Meno. River

all

all areas

all areas

all areas

all over small neighborhood parks

along good hope

along river

Appleton and Q

Appleton and Q

Appleton and Q
Appleton and Q
Appleton/hwy Q
appleton/pilgrim
Appleton/Q
based on residential needs
between Appleton and silverspring
between Lilly and pilgrim
central
central and south
developers should include greenspace in residential communities
don't know
don't know
don't know
E of pilgrim near newer homes
eastern
good hope and Appleton
good hope/pilgrim
good hope/pilgrim
HWY Q
hwy Q and Appleton
in new areas of development
in the areas that are still undeveloped
insure greenspace in each new development
Lilly and Mill
lily rd, mill rd area
lily rd. good hope area
main st
main st/ pilgrim
maybe southwest
mill and Lilly rd
Mill rd. and Lily area
my back yard
neighborhoods and subdivisions
new developed areas
new development areas
new neighborhoods
no more needed at this time
no new parks, lower taxes

none, stop taking all the land
north
north
north
north east
north east
north end
north of pilgrim and good hope
north side of village
north south and west sides
north west
north west
north west
northern and southern
northern side
northwest
northwest
northwest
northwest and east central
northwest area
northwest area
northwest area
northwest corner
NW
nw and sw areas
NW-East-South
off of pilgrim
old falls village
older residential areas
oldest to newest development areas
parks are only in the village so I have to drive to visit one
parks in geographic center of village and southern developing areas
pilgrim and good hope, along tamarack trail rd.
pilgrim and main
pilgrim rd btwn Appleton and good hope
pilgrim rd/Appleton ave
pool
probably by the silverspring area
put the skate board park on the "dead" main st. corridor-make it a large park space

Q and Appleton
residential areas
satisfied
SE (Lilly creek)
SE section
silver spring
silver spring
silver spring
silver spring/pilgrim
silverspring
silverspring
silverspring
silverspring
silverspring
silverspring
silverspring
silverspring
silverspring
silverspring
silverspring and Appleton
silverspring and Marcy
silverspring or village centre
sliver spring
small parks in subdivisions
some of the older areas
south
south
south
south
south
south
south and northwest
south and southwest
south and west
south east
south east
south end
south half of village
south men. fls

south of silverspring
south side
south side
south side near silverspring
south silverspring/pilgrim area
south west
south west
south west
south west corner, where most development is occurring
south west end
south west portion/ west of lannon rd south of good hope
south west side
south; good hope and pilgrim
southeast and north west
southeast and southcentral
southeast corner, mill rd.
southern
southern
southern
southern
southern
southern
southern and western
southern area
southern end
southern end
southern end, near Lisbon
southern half
south-silverspring
southwest
southwest
southwest
southwest
southwest
southwest
southwest
southwest
southwest
southwest

south-west
southwest and northeast
southwest corner
southwest of pilgrim and silverspring
southwest, south east, pilgrim and mill
southwestern
there should be more small public children play areas
throughout the village
to be determined
use the land we own to provide parks
village center
water parks
we don't need anymore
we have adequate parks
west
west
west
west
west of silverspring
west side
west side
west/southwest
western
western section
where ever there is room
where residential growth develops

Comments--Environmental Issues
add a spring debris pick up
adequate clean water
air quality
all the trees and land being used up we're losing all our wildlife
all these programs are sound but if implemented our taxes go up, taxes are high enough
allow increased materials to be put out with garbage for pick up
ash tree
availability of good water supply
banning leaf burning and expand leaf pick up
be fair with entire village, local gov't favored village centre and dictates to outlining area
branch and leaf pickup

branch/leaf pick up in pilgrim/appleton corridor

burning leaves

burning of leaves and trash air pollution from the large number of cars passing through the village

burning of yard waste

burning should not be legal

burning, it affects people with breathing problems, and causes pollution

clean air, clean parks, no home fireworks

clean our river

clean up the river of all the algae

clean up the river-above the dam is awful

clean water/air

Comments

computer throw outs

conservation of wetland areas

controlling deer and geese populations

controlling spread of moths and other pests that devastate trees and foliage.

controversy between curbed and noncurbed area regarding leaf pick up

cooperating with Milwaukee's poor handling of sewer/water issues

could use more leaf burning days

coyote population

coyote population

coyotes

coyotes in woods

current refuse system stinks.

curtailing building in tamarack swam area, we need natural areas for water run off

cutting down of large shade trees

decreasing family farms and losing open space

Deer

deer overpopulation

deer overpopulation

deer population

develop residential areas while retaining greenspace

development in what was once designated as "wet" land

didn't know we had leaf pick up

do not build in flood plains

do not develop wet lands

don't know

don't know leaf burning or pick up policy. I don't like leaf burning-would like to see pick up of all lawn waste

don't know the policy. Need to turn leaves into compost
don't know what the policy is, did not know that we are facing one
draining swamp land for development
dump hours
eliminate leaf burning
enforce recycling
expand recycling to include more plastics
expansion into protected lands
existing septic systems
flooding
flooding due to no "run off" spaces in the future if building doesn't stop
garbage along roadsides
get rid of coyotes, major problem out line areas to the south past silverspring
getting the city board to listen
good water
grass clippings and leave disposal
ground water quality/availability
growth has caused problems and increased complaints due to environment
gypsy moths
gypsy moths
gypsy moths and the ash beetle
help with coyotes and geese
home well failure
hospital burning its trash
it's fine
just keep it clean
keep it clean
keeping big industry out
keeping sensitive areas out of development
keeping the bugs under control
keeping the grass cut on median strips
landfill
leaf burning
leaf burning
leaf burning affects those with asthma, please stop
leaf burning should be prohibited
leaf burning should be prohibited
leaf pick up
leaf pick up all over, or no limit on when we can burn

leaf pick up for the whole village
leaf pick up in all areas
leaf pick up is unfair, lower taxes for the parts of village that do not get that service
leaf pick up should be available to all residents
leaf pick up should be increased or dump hours expanded during the weekends
leaf pick up should be village wide
limit green house gas emissions
litter pick up in parks
loss of wetlands
loss of wildlife habitat-need more green space
loud noisy smoky trucks, jack breaking, police are not enforcing the law
maintain green
maintain water and sewer utilities.
maintaining air and water quality
maintaining greenspace
maintaining Menomonee river
maintaining rivers and surrounding land
metro sewer costs
more brush pick up
more brush pick up
more leaf pick up. Cutting down of forest driving out wildlife
mosquito control
mosquitoes and west Nile virus
must continue leaf and brush pick up
need more leaf pick up. Rabbit over population
need strict dates for leaf pick up
neighbors with junk in their yard and nothing being done about it even after it being reported
new subdivisions on farm land
no burning of leaves, more debris pick up
no leaf burning at all
no leaf burning, people have asthma. Pick up leaves
no leaf pick up in or area, too much development of tamarack swamp causing flooding issues
no pick up in our area...why?
Noise
not aware of any
not enforcing ordinance regarding dog waste in public areas
not enough storm grate in older subdivisions
ok/this date
Omega hills/ gas prices and air pollution

open burning
out of state dumping in our land fill
outdoor yard waste removal, curb side pick up bi-weekly
over building, lets keep growth to a minimum
over development
parking lot run off
pick up limbs more often
pick up of brush once a month, not just spring
pick up of lawn debris is strongly recommended
planting and maintenance of pilgrim rd boulevard
please ban leaf burning
pollution
pollution to ground water by waste management's dump
poor air quality from open burning, it should be banned
population increase
preserving wetlands
protecting & developing designated nature preserves before they are lost
protecting remaining wet lands and ground water
quit spending money foolishly
rabbit overpopulation
rampant farmland desecration ergo subdivision development
recycling
recycling
recycling
recycling should include more items
reduce energy costs at municipal bldg, library need to have heat at 74 degrees and lights on round the clock and public schools
reduction of open land, encroachment of watershed areas. Lack of green space due to development of homes, widening of rds.
ripping up farmland/open space for housing. Environment becoming too urban
salt usage
sewer runoff
should be leaf pick up for pilgrim and good hope/ good hope and Westwood
should have branch/leaf pick up on reg. basis
should have frequent leaf and branch pick up
should provide leaf and rubbish pick up once a month
slowing the growth of energy use
smell from landfill NW side of village
social noise
something should be done about the rabbit/ raccoon populations

stop burning. Stop building in flood plane areas

stop leaf and yard waste burning, those with breathing problems are at risk

stop leaf burning, increase recycling, stop filling landfill with recyclables

stop open burning

stop the expansion of landfill, demand closure and conversion into rec. area

stop wedging buildings into every open space

stupidity of sewer system (Milwaukee)

the dump

the growth of the village

the land fill we are too dependent on it. Waste management

the low paying jobs

the sad unsafe shape our schools are in

the scum on mill pond by main and water st.

the smell from the landfill

too many deer

too many deer

too many houses

too many subdivisions taking away from the beauty of the falls

too many subdivisions, farm land and open space need to be preserved

too much development in "protected" tamarack swamp driving wildlife into residential neighborhoods

too much traffic

too much wasted money for recycling

traffic

traffic congestion

uncertain

unknown

use of pesticides that are not natural organic

using up all the good land to build $400,000 houses within 50ft of each other

varmints

water

water and sewer fees too high

water and sewer growth

water bills are too high

water quality and amount to service future growth. gypsy moth control

water resource cleanliness and conservation in area not covered by sewer and water avoid over-development in areas that use wells

water run off and water usage

water run off/flooding management; water quality

water shortage, fees for usage

we must eradicate buckthorn in the parks before all other species are overcome
weed control in all areas
weeds on unimproved lots and catch basins for water
what to do with yard waste and brush?
when people burn leaves it spoils the air quality for neighbors
who cares, dumb
why aren't leaves pick up in outer areas with out curbs?
why do I pay $5000 in taxes and my leaves don't get picked up?
wildlife is being displaced due to building
would be willing to give up burning if pick up was implemented
yard waste pick up at least once a month for free
yard waste removal

Comments--What is the Most Important Service The Village Provides

a growing tax base
all
all
all
basically none
clean safe place to live
cleaning road, speeding control
community center and rec dept
containing gypsy moths
control of growth and development
curb side leaf pick up
don't know
education(quality of the schools is the reason I am most likely to leave falls before my child is school age)
effective city planning
Emergency- police and fire
emergency services
emergency services
emergency, snow removal
excellent fire and police
fire
fire
fire and police
fire and police
fire and police
fire and police

fire and police
fire and police protection
fire and police protection
fire and police protection
fire and police protection
fire and police protection
fire and police protection
fire and police protection
fire protection
fire protection
fire, police
fire, water and sewer
fire/emt
fire/police
fire/police and garbage pickup
fire/police/rescue
garbage
garbage and leaf removal. Snow plowing
garbage and recycling pick up
garbage and recycling pick up
garbage and recycling pick up
garbage collection
garbage collection
garbage pick up
garbage pick up
garbage pick up
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garbage pick up
garbage pick up
garbage pick up
garbage pick up and police
garbage pick up and snow removal
garbage pick up and snow removal
garbage pick up and snow removal
garbage pick up, bussing kids to school
garbage pick up, road maintenance, fire and police
garbage pick up, snow plowing
garbage pick up, snow plowing, road work
garbage pick up/snow plowing
garbage pick up/snow plowing/street cleaning
garbage pick up/snow removal
garbage pick up/snow removal
garbage pick up-recycling-snow removal
garbage pickup
garbage pickup
garbage pickup
garbage pickup
garbage pickup
garbage pickup
garbage removal
garbage removal
garbage removal
garbage, snow
garbage, snow plowing, leaf pick up
garbage, snow removal
garbage, yardwaste pick up
garbage/landfill, library, senior activities
garbage/recycling pickup
garbage/recycling pickup
garbage/recycling pickup
garbage/recycling pickup
garbage/recycling pickup
garbage-snowplowing
generally pleased
good growth
great police protection

it's very neat(clean)
Keep Falls Clean
law enforcement
law enforcement
leaf pick up, garbage, snow removal
leaf pick up, garbage, snow removal
library
library
library
library, garbage pick up and road maintenance
library, garbage, school, police/fire protection
maintain rds, land use development policies
maintaining rds.
maintaining rds.
management
many are important
none
none
not much
parks
parks and EMTs
parks, roads and econ dev.
planning growth and development
plowing the rds in winter
plowing, garbage pickup
police
police
police
police
police
police
police
police
police
police
police
police
police
police

police
police
police
police & fire protection, communities live or die on the perceived safety of the residents
police and fire
police and fire
police and fire
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police and fire dept
police and fire dept
police and fire dept
police and fire dept
police and fire dept
police and fire men
police and fire protection
police and fire protection
police and fire protection
police and fire protection
police and fire protection
police and fire protection

police and fire protection
police and fire protection
police and fire protection
police and fire protection
police and fire protection
police and fire protection
police and fire service
police and fire, public works
police dept
police protection
police protection
police protection
police protection
police protection
police protection
police protection
police protection
police protection
police protection
police protection
police protection
police protection(not traffic patrol)
police protection, garbage & recycling pick up
police protection, garbage disposal
police safety
police services
police services
police services, quality schools
police, business attractions
police, fire
police, fire and snow plowing
police, fire, and parks
police, fire, garbage
police, fire, mail service
police, fire, road maintenance
police, fire, roads, parks and library
police, fire, snow plowing
police, fire, streets
police, sanitation

police, school, fire
police/fire
police/fire
police/fire
police/fire
police/fire
police/fire
police/fire
police/fire
police/fire dept
police/fire dept, snow removal, garbage collection ect.
police/fire depts, garbage removal
police/fire protection
police/fire protection
police/fire protection
police/fire protection
police/fire protection, garbage pickup
police/fire services
police/fire, building inspector/library
police/fire/garbage
police/fire/garbage
police/library
police-fire-library
protection, waste pick up
protection-fire/police/emergency
providing tools/labor to guide growth as citizens desire
public library
public safety
recycling, snow removal
recycling
recycling
road maintenance
road maintenance
road maintenance
road maintenance/snow removal
road plowing/up keep of roads
roads and garbage
roads, snow removal
rubbish pickup & fire protection

safe area to live
safe neighborhoods
safety
safety
Safety
safety
safety
safety
safety and security
safety police and fire
safety, fire, police
safety, good schools
safety, traffic, planning, parks/trails
safety-police/fire
school system
schools
schools
schools, snow plowing
schools/education
security and serenity
sewer
sewer and water
sewer and water
sewer, water, police
snow plowing
snow plowing
snow plowing
snow plowing
snow plowing
snow plowing
snow plowing, garbage pick up
snow removal
snow removal
snow removal
snow removal
snow removal
snow removal
snow removal
snow removal and police

snow removal, garbage pick up
snow removal, garbage pick up
snow removal, garbage pick up
snow removal, garbage pick up, we have a good dump
snow removal, trash/recycling pick up
snow removal, tree trimming and up keep
snow/leaf removal
snowplowing
stable government
street maintenance
street maintenance, snow removal
taking yard waste to the dump for free, garbage/recycling pick up
trash collection and use of dump
trash pick up
trash pick up
trash pick up
trash pick up and plowing
trash pickup
trash pickup
trash pickup
trash pickup/snow removal
trash removal
trash, snow removal, leaf and brush pick up
trash/recycle pick up
trash/recycling collection; library
trash/recycling facilities
village maintenance
village safety and maintenance
volunteer fire&rescue
waste and recycling pick up
waste management/snow removal
water, fire, st/sidewalks, police
water/sewer, library
water/tax property info
website and library
zoning

Comments--What Additional Services Should the Village Offer

a better deal for "cable", senior discounts

activities for teens
adequate
adequate
annual appliance pick up
another library-western half
appliance pickup-free
better garbage collection
better grass cutting of traffic islands
better open meetings for its people
better school bus coverage
better senior center
better up keeping of existing parks
branch pick up
branch, leaf pickup-non curbed streets
branches picked up more often
brush pick up
brush pick up
brush pick up fall and spring
brush pick up more often
brush pick up more often
brush pick up once a month
bury power lines to avoid power outages
bus service for elderly/handicap for shopping
bus to high school in all areas
check on homes or drive by homes when on vac.
collect all recyclables/pick up yard waste
continue to improve current service
curbs and road maintenance
disposal of large items
domestic partnership
don't know
don't know
enforcement of presentable properties
expanded leaf pick up
fall leaf pick up, annual junk pick up
fieldhouse/ fitness facility at high school
fire and rescue to SW corner of village
foot and bike police patrols
full term fire and paramedic

garbage pick up for condos
garbage pick up more than once a week
good as is
grass/leaf pickup
I feel all homes should have city water/sewer
ice rink
improved lawn and yard waste removal
increase fire protection
enforce the traffic, speeding, loud mufflers and music
intercity bus service
landscape the grass islands or add perennial flowers
lawn debris pick up
leaf and branch pick up
leaf pick up
leaf pick up
leaf pick up and encourage private/parochial education
leaf pick up for all
leaf pick up for homes without curbs
leaf pick up for noncurbed subdivisions
leaf pick up for outer areas
leaf pick up to all of village
leaf pick up village wide
less gov't is more
less students at BF
lower water bills
maintaining medians
make handicap sidewalks more user friendly
make it easier to get a dump permit. Perhaps online or through police dept after hours
more and convenient recycling
more beautification of common areas
more brush pick up
more brush pickup
more brush pickup; allow late campfires
more competition for cable TV
more contact with villagers, bulletin or news letter to all once a month
more frequent branch collection
more leaf pick up
more neighborhood squad patrol
more oil and waste liquid disposal

more open to self auditing
more parks
more transportation for elderly and disabled
news letter esp. to southern M.Falls
newsletter , better website
no essential service
no idea
none at this time
none needed
none, we can't afford anymore fluff
none-cut services
none-lower property taxes
not sure
on call pick up of large accumulations of tree brush or brush debris
outdoor swimming pool
park maintenance
pedestrian cross areas
pedestrian friendly items, add signs in road and enforce
pick up brush
pick up of large disposed items(sofas etc)
pick up of yard waste
pick up yard waste
pick up yard waste
picking up of paints etc, once a year
plant sales
plow all bike paths
plow walking trails/sidewalks
possibly some type of shuttle up and down Appleton Ave
possibly taxi service
recreation/entertainment
recruit business to come to the falls
recycling center
recycling program
regular pick up of yard waste
rubbish pick up
satisfied with present
schools updated
senior discount on cable
services are fine

sewer and water
shuttle service within the village
snow clearance of public walkways i.e. pilgrim rd
snow plowing/garbage collection/leaf collection
some bike paths are available but never swept off would like them swept more often
swimming pool
swimming pool, own sewer and water
taxi service for elderly
teen center/ park swimming pool
the dump, more recycling
transportation for elderly and disabled, snow shoveling
trash collection to incl yard waste
trash/rubbish annual pick up
tree trimming/ lines interference
tree trimming
uncertain
unsure
village should pay for any new sidewalks
water bill payment online
wireless internet
wireless internet
wireless internet
wireless internet
yard waste pick up
yard waste pick up
yard waste pick up
yard waste pick up
yard waste pick up
yard waste pick up
yard waste pick up
yard waste pick up and brush pick up
yard waste pickup
yard waste pickup
yard waste, free mulch

Comments--What Services Could be Stopped
100% cutting of park lawns
911 should be done by county
administrators

all services needed
allowing leaf burning
any service individuals can contract for on their own
any that are duplicated by another branch of gov.
architectural control board; appointed not elected
beautification program
better website, outsource it
boulevard beautification(only if we're short of funds)
brush pick up
burning brush
buses
busing in milw. Kids
chapter 220
current leaf pick up policy only affects part of village
cut to one brush pick up per year
cutting grass as much as they do
does not offer enough services for the amount of taxes we pay
don't know
don't know
don't know
don't know all the services you provide
don't know any of their services
don't know as I'm sure there are services I'm not aware of
don't know, a list would help
fire works on the 4th of July
fire-combine with neighbors
growth in parks
I don't have enough info to answer
just don't add be more responsible
leaf pick up
leaf pick up
leaf pick up
leaf pick up
leaf pick up
leaf pick up
leaf pick up
leaf pick up
leaf pick up is unfair and costly
leaf pick up?

leaf pickup
leaf pickup in the falls area and hauling them to the dump
less salt and more sand spread in the winter
library
Menomonee police on highway, leave to state patrol unless there's an accident
need a list of all to decide
needless landscaping
newspaper unless requested by residents
no more building this is a village not a city
no more street expansions, no grass in boulevards

APPENDIX C

A SURVEY OF BUSINESSES IN MENOMONEE FALLS

A Memorandum Report to

The Village of Menomonee Falls

from

GRUEN GRUEN + ASSOCIATES
Urban Economists, Market Strategists and Land Use/Public Policy Analysts

September 2006

C1194

APPLYING KNOWLEDGE
CREATING RESULTS
ADDING VALUE

(Edited for format by R.A. Smith National, Inc.)

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GRUEN GRUEN + ASSOCIATES
M E M O R A N D U M

Date: September 19, 2006
To: John Fellows and Brian Turk
From: Gruen Gruen + Associates
Subject: **C1194: SURVEY OF BUSINESSES IN MENOMONEE FALLS**

INTRODUCTION AND PURPOSE

Gruen Gruen + Associates (GG+A) in conjunction with the Village of Menomonee Falls undertook a survey to obtain information and insights concerning Menomonee Fall's advantages and disadvantages as a location for businesses, from the perspective of firms that are currently located in Menomonee Falls. The survey was directed at ascertaining what factors have been important in attracting firms to Menomonee Falls in the past and whether key variables exist that act either as significant barriers or attractions to differing types of employers and space users in Menomonee Falls. The survey was used to understand the dynamics of the local economic base and future opportunities and constraints for attracting and retaining desirable employers and economic activities. The information gained will enable the Village to plan for its public infrastructure and land use allocations and enhance economic development.

In the sections that follow the review of the make-up of survey respondents compared to the survey sample, we summarize the findings and analysis of the following information obtained as the result of the survey:

- The length of time firms have been located in Menomonee Falls;
- The prior locations of firms;
- The commute time for employees;
- Employment and expectations about future employment;
- The amount and type of space firms use;
- The geographic market areas served from the facilities;
- The factors important in the locational decisions of the firms;
- The reasons firms moved to Menomonee Falls;
- Whether firms plan to remain located in Menomonee Falls; and
- Whether the firms would repeat their original location decisions to locate in Menomonee Falls if they were making the decision today

COMPOSITION OF SURVEY RESPONDENTS COMPARED TO SAMPLE

The Village of Menomonee Falls assumed responsibility for the distribution of the survey and accompanying cover letter to employers. The Village used a list of employers in the Village provided by the Southeastern Wisconsin Regional Planning Commission (SEWRPC) which in turn obtained the information from the State of Wisconsin. The most recent available business list available from SEWRPC and the State was for 2004. Some questionnaires were returned as undeliverable or were otherwise returned because the recipients are no longer located in Menomonee Falls. This is not surprising given the list of employers was two years old and it is not unusual that firms may have closed or moved in the intervening two years.

Subtracting the questionnaires that were returned as undeliverable, Table 74 compares the estimated number of questionnaires sent to the number of responses received by economic sector.

TABLE 74

Comparison of Estimated Number of Establishments by Economic Sector Surveyed to Responses Received

Industry Sector	Questionnaires Sent to Establishments in Menomonee Falls		Usable Responses Received	
	#	%	#	%
Agriculture & Mining	3	0.3	0	0.0
Construction	112	12.1	22	8.5
Manufacturing	140	15.2	55	21.3
Transportation, Communication, & Utilities	39	4.2	8	3.1
Finance, Insurance & Real Estate	68	7.4	22	8.5
Wholesale Trade	129	14.0	19	7.4
Retail Trade	92	10.0	50	19.4
Service Industries	314	34.0	82	31.8
Unclassified	27	2.9	0.0	0.0
Total	924	100.0	258	100.0

Source: Gruen Gruen + Associates

Of the 924 questionnaires delivered to employers in the Village, 258 questionnaires were returned in time to be included in the coding and analysis of the responses for a 28 percent response rate. This response rate is not atypical for a relatively lengthy mailed questionnaire. Those questionnaires sent to employers in the unclassified category did not get returned. This again may reflect the dated nature of the mailing list and that some of the employers only had post office boxes and may not have any employees or operations in Menomonee Falls.

Services (34 percent), manufacturing (15 percent), wholesale trade (14 percent), construction (12 percent), retail trade (10 percent), and finance, insurance and real estate (seven percent) comprise 85 percent of the establishments in Menomonee Falls. Firms in these sectors from which useable responses were received make up 95 percent of the responses. A higher share of responses in the manufacturing and retail sectors and a lower share of responses in the construction and wholesale trade sectors were received than the sectors make up of the total number of establishments in Menomonee Falls. The response rates for the services, finance, insurance and real estate and transportation, communications and utilities sectors is similar to the proportions these sectors comprise of the total number of employers in Menomonee Falls.

Using mid points for ranges of employment of establishments in differing size categories by economic sector, we estimate that the following are underweighted in the responses relative to the number of establishments in Menomonee Falls:

- Construction sector firms with less than 20 employees;
- Manufacturing sector firms with less than 20 employees;

- Transportation, communication, and utilities firms of varying employment sizes, but especially larger sized firms;
- Larger-sized finance insurance, and real estate sector firms;
- Wholesale trade firms with less than 100 employees**;** and
- Larger-sized services firms.

Table 75 shows the number of respondents by employment size compared to the estimated number of business establishments by estimated employment size in Menomonee Falls.

TABLE 75

Number of Respondents by Employment Size Compared to Number of Business Establishments by Employment Size in Menomonee Falls

Employment Size	Questionnaires Sent to Establishments in Menomonee Falls		Usable Responses Received[1]	
	#	%	#	%
1-9 employees	594	64.3	149	59.0
10-19 employees	135	14.6	33	13.0
20-49 employees	111	12.0	38	15.0
50-99 employees	51	5.5	24	9.5
100+ employees	33	3.6	9	3.6
Total	924	100.0	253	100.0

[1] Five respondents did not answer employment size question; total number of respondents was 258.

Source: Gruen Gruen + Associates

Over one-half of the respondents or 149 businesses had nine or fewer employees. This proportion is reasonably comparable to the make up of the businesses in the Village. Nearly 65 percent of Menomonee Falls' employers employ fewer than 10 employees. The proportion of respondents employing between 10 and 19 employees was slightly smaller than the estimated proportion of employers in this employment size category in the Village as a whole. The respondents in the 20-49 and 50-99 employment size categories were slightly over-weighted in the survey relative to the proportion employers within these employment size categories are estimated to comprise of the total number of employers in Menomonee Falls. Nine of the 35 largest businesses responded to the survey. The 3.6 percent larger-sized employers comprise of the sample is comparable to the proportion large employers comprise of the surveys responses received.

LENGTH OF TIME LOCATED IN MENOMONEE FALLS

Table 76 shows the number of years respondents have been located in Menomonee Falls.

The average length of time respondents have been located in Menomonee Falls is 21.4 years. Approximately 18 percent of the respondents have been located in the Village less than 10 years with only five percent of respondents in the Village less than five years. Over one-half of the respondents have been located in the Village for 20 years or more. A higher proportion of respondents in the construction and retail trade sectors have been located in the Village longer than 20 years than all respondents as a whole. A higher proportion of respondents in the finance, insurance and real estate, construction, and manufacturing sectors have been in the Village less than 10 years versus respondents in other industry sectors.

TABLE 76

Number of Respondents by Industry Sector and Length of Time Located in Menomonee Falls[1]

	Length of Time (Number of Years)					
Industry Sector	0-4.9 # (%)	5-9.9 # (%)	10-14.9 # (%)	15-19.9 # (%)	20+ # (%)	Total by Industry # (%)
Construction	0 (0.0)	5 (23.8)	0 (0.0)	3 (14.3)	13 (61.9)	21 (100.0)
Manufacturing	3 (5.5)	11 (20.0)	6 (10.9)	6 (10.9)	29 (52.7)	55 (100.0)
Transportation, Communications & Utilities	0 (0.0)	2 (25.0)	0 (0.0)	2 (25.0)	4 (50.0)	8 (100.0)
Finance, Insurance & Real Estate	3 (14.3)	2 (9.5)	5 (23.8)	1 (4.8)	10 (47.6)	21 (100.0)
Wholesale Trade	0 (0.0)	2 (11.8)	3 (17.6)	4 (23.5)	8 (47.1)	17 (100.0)
Retail Trade	3(6.0)	3(6.0)	10(20.0)	4(8.0)	30 (60.0)	50 (100.0)
Service Industries	4(4.9)	9(11.1)	14(17.3)	11(13.6)	43 (53.1)	81 (100.0)
Total by Length of Time	13 (5.1)	34 (13.4)	38 (15.0)	31 (12.2)	137 (54.2)	253 (100.0)

[1] Five respondents did not answer the length of time question.
X^2 = 27.585 with 24 degrees of freedom; significance=0.278.

Source: Gruen Gruen + Associates

PRIOR LOCATION

Out of the 253 respondents, 155 businesses (60 percent) responded that they were not previously located in any other community. One hundred one (101) businesses (40 percent) have relocated from other communities. Of these businesses, approximately 42 percent (42) respondents relocated from Milwaukee. Approximately 40 percent (40) respondents relocated from north and western suburbs near Menomonee Falls, including Butler, Brookfield, Germantown, Glendale, Mequon, Pewaukee, Sussex and Wauwatosa. Only one firm relocated from outside the Milwaukee metropolitan area.

The results of the survey and our interviews with local real estate brokers and developers indicate clearly that most firm relocations involve relatively short distances and that the most important source of employment growth is the retention and expansion of firms already located in Menomonee Falls or the primary market area of which Menomonee Falls is a part.

COMMUTE TIME

Table 77 shows the proportion of respondents and their workers' commute times to the Village of Menomonee Falls.

The results indicate that a larger number of respondents reported for 26 to 75 percent of their workforce commute times of between 15 and 30 minutes. For respondents which reported short commutes of 15 minutes or less, 44 percent of respondents indicated that that 25 percent or less of their labor force had short commutes. Similarly, about 72 percent of the respondents which indicated longer commute times of 30 minutes or more reported a small proportion of their workforce had these long commute times. For respondents which had workers who commuted between 15 and 30 minutes, 66 percent of respondents indicated that 26 to 75 percent of their labor force fell into this category.

TABLE 77 Percentage of Respondents by Commute Time for Workforce						
	0-15 Minute Commute		15-30 Minute Commute		30+ Minute Commute	
Proportion of Workforce	#	%	#	%	#	%
0-25% of Workforce	100	44	51	25	105	72
26%-50% of Workforce	44	20	89	45	22	15
51%-75% of Workforce	38	17	42	21	12	8
76%-100% of Workforce	44	19	16	9	7	5
Total	226	100	198	100	146	100

EMPLOYMENT SIZE

Of the respondents, the full-time employment reported totals to 8,384 and the total part time employment to 2,494 making it a full-time equivalent (assuming two part-time workers is the equivalent of one full-time worker) of 9,631 employees. The State of Wisconsin Department of Workforce Development reports total employment of 28,143 in 2005 in the Village of Menomonee Falls. The estimated total employment from respondents comprises approximately 34 percent of the Village's employment base in 2005. Table 78 shows the number of respondents by industry sector and employment size.

The chi square (x^2) test of significance was run to test the "null hypothesis" that there is no statistical difference between the number of respondents by industry sector and employment size and the industry and size make up of all businesses in the Village. Traditionally, the null hypothesis is rejected at or beyond the 0.05 probability level. The 0.05 level indicates that five times out of 100 the response pattern does not reflect the underlying phenomenon but was a chance occurrence. In other words, there is a 95 percent chance that the answers given by different groups in a population really are different. In Table 78 above, there is likely a true difference in employment size located in the Village by businesses in differing industry sectors because the probability is 0.04 (i.e., there is a 96 percent chance that the difference is true).

The chi square test of significance was statistically significant indicating that it is highly likely industry sector is related to employment size. Approximately 59 percent or 148 respondents have 0 to nine employees. Only ten firms or four percent of the sample have over 100 employees. Based on the survey results, businesses in the transportation, communication, utilities, wholesale trade, finance, insurance, and real estate, and retail trade sectors are more likely to have small employment size (i.e., nine or fewer employees) than firms in the construction or manufacturing sectors. Of the businesses with 20 or more employees, construction and manufacturing firms are more likely to make up a higher share than businesses in other sectors. Five of the 10 firms with 100 or more employees are in the manufacturing sector. Service sector businesses are likely to make up a higher share of businesses with 10 to 19 employees.

This pattern of a few employers employing a large number of workers and a large number of firms employing small numbers of workers is reflected in the differential between the mean and median for the number of full-time equivalent workers for the respondents. The mean number of full-time workers is 38.09 but the median is 7.25 full-time workers. The mean is significantly larger than the median because 13 percent of respondents have more than 50 or more employees. The relatively small number of firms employing large numbers of workers suggests that regular meetings should be held with the larger sized firms to monitor their employment, building or land requirements and issues of concern.

TABLE 78

Number of Respondents by Industry Sector and Employment Size

Industry Sector	Employment Size (# Full-time and Part-time Employees)					
	0-9 # (%)	0-19 # (%)	20-49 # (%)	50-99 # (%)	100+ # (%)	Total by Sector # (%)
Construction	8 (38.1)	2 (9.5)	5 (23.8)	6 (28.6)	0 (0.0)	21 (100.0)
Manufacturing	20 (37.0)	7 (13.0)	13 (24.1)	9 (16.7)	5 (9.3)	54 (100.0)
Transportation, Communication & Utilities	7 (87.5)	0 (0.0)	0 (0.0)	1 (12.5)	0 (0.0)	8 (100.0)
Finance, Insurance & Real Estate	19 (86.4)	2 (9.1)	0 (0.0)	1 (4.5)	0 (0.0)	22 (100.0)
Wholesale Trade	16 (84.2)	1 (5.3)	1 (5.3)	0 (0.0)	1 (5.3)	19 (100.0)
Retail Trade	31 (62.0)	7 (14.0)	9 (18.0)	2 (4.0)	1 (2.0)	50 (100.0)
Services	48 (60.8)	14 (17.7)	10 (12.7)	5 (6.3)	2 (2.5)	79 (100.0)
Total by Employment Size	**149 (58.9)**	**33 (13.0)**	**37 (14.6)**	**24 (9.5)**	**10 (4.0)**	**253 100.0**
X^2=52.151, with 36 degrees of freedom; significance=0.04						
Source: Gruen Gruen + Associates						

EMPLOYMENT EXPANSION PLANS

We reviewed the respondents employment expansion plans by industry sector and market area served, neither which prove statistically significant. While we have not presented the results of these cross tabulations, note that approximately 60 percent of manufacturing sector respondents indicated plans to increase employment in the future. A high proportion or 60 percent of respondents who serve either Midwest or national markets also anticipated increases in future employment.

The cross tabulation of employment expansion plans by size of firm was significant. Table 79 presents the results of this cross tabulation.

About 50 percent of the respondents plan to maintain employment while over 46 percent of the firms plan to increase employment. Only four percent of the firms plan to decrease employment. The results in Table 79 above indicate that employment expansion is related to firm size. Small size firms with less than 10 employees are more likely to maintain or decrease their employment in the future. Nearly two-thirds of respondents with small size firms plan to maintain employment. Nearly seven percent of small firms plan to decrease employment. All of those respondents who plan to decrease employment have fewer than 10 employees. Conversely, larger size firms are more likely to expand employment, especially businesses with between 20 and 99 employees. The survey results are consistent with the tendency for small firms to either thrive and expand or to shrink and close.

TABLE 79 Number of Respondents by Employment Size and Expansion Plans for Full-time Employees				
Employment Size	Maintain Employment # (%)	Increase Employment # (%)	Decrease Employment # (%)	Total # (%)
1-9 employees	84 (67.2)	53 (36.1)	10 (6.8)	147 (100.0)
10-19 employees	14 (42.4)	19 (57.6)	0 (0.0)	33 (100.0)
20-49 employees	14 (36.8)	24 (63.2)	0 (0.0)	38 (100.0)
50-99 employees	9 (37.5)	15 (62.5)	0 (0.0)	24 (100.0)
100+ employees	4 (44.4)	5 (55.6)	0 (0.0)	9 (100.0)
Total	125 (49.8)	116 (46.2)	10 (4.0)	251 (100.0)
X^2=20.685 with 12 degrees of freedom; significance=0.039				
Source: Gruen Gruen + Associates				

Note that 69 respondents also plan to increase employment of part-time workers. For part-time employment growth, most of the respondents are in the retail, services, and manufacturing sectors.

While the results were not statistically significant, by length of time located in Menomonee Falls, a larger proportion of respondents that have been located in the Village less than five years plan to expand employment as compared to the proportion of respondents who have been located in the Village more than five years.

BUILDING TYPES AND SIZE AND SPACE EXPANSION

In order to plan for the amount and type of space that will be needed to accommodate future economic development, it is helpful to identify the types of space firms currently occupy. Table 80 shows the number of respondents which occupy the types of buildings listed.

Approximately 26 percent of the respondents are located in single-story or mid-rise office space. Fifty-seven respondents or 23 percent of the sample have manufacturing facilities. Another 18 percent each are located in either retail or “other” facilities. Note other facilities consists of homes, which makes up the majority of “other” category and auto service/repair station, child care facility, nursery, school, hospital, and a funeral home.

Eighteen respondents indicated they had a secondary facility. The majority of these respondents indicated warehouse/distribution as the secondary facility. By industry sector, Table 81 shows the break down of how businesses in different industry sectors utilize different types of space.

The cross tabulation of respondents by industry sector by type of building is highly significant indicating as would be expected that type of building is related to type of business. The most likely occupants of single-story office buildings are firms in the construction, and finance, insurance, and real estate sectors. Approximately 55 percent of the construction sector respondents and 41 percent of the finance, insurance, and real estate sector respondents are located in single-story office buildings as compared to 18 percent of all respondents. Finance, insurance and real estate sector businesses are most likely to occupy mid-rise office buildings given that 27 percent of respondents in this sector occupied this type of space versus eight percent of all respondents. As would be expected, the majority of manufacturing respondents and the majority of retail trade respondents occupy manufacturing and retail facilities, respectively. Wholesale trade respondents primarily occupy warehouse/distribution space, although a much smaller proportion of construction sector respondents and retail trade sector respondents also occupied this type of space.

TABLE 80

Number of Respondents by Building Type (Primary Facility)

Building Type	Number of Respondents \#	Percentage %
Single-story Office	45	17.7
Mid-Rise Office	21	7.9
Manufacturing	57	22.4
Warehouse/Distribution	29	11.4
Retail	46	18.5
Medical	11	3.9
Research or Laboratory	0	0.0
Other	45	18.1
Total[1]	254	100

[1] Four respondents did not answer the question.

Source: Gruen Gruen + Associates

Respondents with a longer tenure in Menomonee Falls use more building space than newer ones. This reflects the growth of the businesses over time and therefore the expansion of their facilities. Typically, if businesses survive they tend to add employment and space over time as indicated above by the higher number of respondents which plan to increase employment. In terms of past space expansion, 89 respondents indicated they had added space. Sixty-one (61) percent of the respondents were in either the manufacturing or services sectors. Twenty-six (26) manufacturing sector respondents indicated they added space in the past. The average amount of space added is 33,834 square feet. Sixteen of the 26 respondents indicated the space was added either in the 1990’s or in the 2000’s.

Table 82 shows the number of respondents by industry sector and the average amount of space they occupy in Menomonee Falls.

Respondents in the manufacturing sector occupy the largest average amount of space. Fourteen manufacturing respondents occupy space above the average size of 41,064 square feet with one large manufacturer occupying approximately 500,000 square feet.

The next largest average amount of space occupied is for retail trade respondents. The average square footage is skewed upward in this category due to the presence of three respondents which occupy large amounts of space in the Village. Respondents in construction, wholesale trade, and services sectors occupy on average over 15,000 square feet. The services sector average square footage of occupied space is also skewed higher by one respondent which occupies a large institutional facility in the Village. Respondents in the finance, insurance and real estate sector occupy the smallest amount of space of approximately 1,800 square feet on average.

TABLE 81

Number of Respondents by Industry Sector and Building Type (Primary Facility)

Industry	Number Percent	Single Story Office Building	Manufacturing Facility	Retail Space	Mid-rise office Building	Warehouse/ Distribution	Medical Facility	Other	Total
Construction	Number	12	0	0	1	3	0	6	22
	Percent	54.5	0.0	0.0	4.5	13.6	0.0	27.3	100.0
Manufacturing	Number	2	48	0	2	0	0	2	54
	Percent	3.7	88.9	0.0	3.7	0.0	0.0	3.7	100.0
Transportation, Communications & Utilities	Number	2	1	0	0	1	0	4	8
	Percent	25.0	12.5	0.0	0.0	12.5	0.0	50.0	100.0
Finance, Insurance & Real Estate	Number	9	0	3	6	1	0	3	22
	Percent	40.9	0.0	13.6	27.3	4.5	0.0	13.6	100.0
Wholesale Trade	Number	2	1	0	1	14	0	1	19
	Percent	10.5	10.5	0.0	5.3	68.4	0.0	5.3	100.0
Retail Trade	Number	3	2	28	2	7	2	5	50
	Percent	6.1	4.1	59.2	2.0	14.3	4.1	10.2	100.0
Service Industries	Number	15	5	15	9	3	9	24	80
	Percent	18.8	6.3	18.8	11.3	3.8	10.0	31.3	100.0
Total	Number	45	57	46	21	29	11	45	254
	Percent	17.9	22.5	18.6	7.9	11.1	3.9	18.2	100.0

X^2=356.49502 with 36 degrees of freedom; significance=0.00000

Source: Gruen Gruen + Associates

TABLE 82

Number of Respondents by Industry Sector and Average Amount of Space Occupied in Menomonee Falls[1]

Industry Sector	Average Square Feet of Occupied Space #
Construction	15,478
Manufacturing	41,064
Transportation, Communications & Utilities	6,542
Finance, Insurance & Real Estate	1,788
Wholesale Trade	15,777
Retail Trade	36,896
Service Industries	16,579

[1] For all respondents, the average square feet of occupied space is 21,943; the median square feet is 5,450.

Source: Gruen Gruen + Associates

Table 83 shows the amount of building space occupied by respondents.

TABLE 83 Gross Square Footage of Building Space		
Square Feet of Building Space	Respondents \#	Respondents %
2,000 or Less	69	31
2,001 – 5,000	41	18
5,001 – 10,000	39	17
10,001 – 20,000	29	13
20,001 – 50,000	23	10
50,000 – 99,999	15	7
100,000 or More	10	4
Total	226	100
Source: Gruen Gruen + Associates		

Sixty-nine respondents, or 31 percent of the sample, occupy 2,000 square feet or less of building space. Forty-one or 18 percent of respondents occupy between 2,000 and 5,000 square feet of space, while 39 or 17 percent of those which responded occupy between 5,000 and 10,000 square feet of space. Twenty-nine or 13 percent of respondents occupy between 10,000 and 20,000 square feet, while 23 or 10 percent occupy between 20,000 and 50,000 square feet. Fifteen or seven percent occupy between 50,000 and 100,000 square feet. Only ten respondents or four percent occupy more than 100,000 square feet of building space. The small number of large space users increases the average as reported in Table 82. The median square feet of 5,450 is 25 percent of the average square feet of 21,943 of occupied space.

Employment density or amount of space per employee provides an indication of the efficiency of space usage and can be used to forecast the amount of space that will be added because of the need to accommodate additional workers. Table 84 shows the average density of space per employee for the respondents' primary facilities.

TABLE 84 Average Employment Density By Primary Facility of Respondents	
Building Type	Average Square Feet of Occupied Space Per Employee \#
Single-story Office	665
Mid-Rise Office	452
Manufacturing	1,156
Warehouse/Distribution	1,607
Retail	749
Medical	349
Other	848
Average for All Types of Facilities	904
Source: Gruen Gruen +Associates	

Across the building and industry sector spectrum, the employer respondents in the sample average approximately 900 square feet of gross building space per employee. Warehouse and distribution space users average 1,600 square feet per worker, while manufacturers average 1,150 square feet pert worker. For retail respondents, one worker is associated with every 750 square feet of space. Office space user density ratios range from 450 to 665 square feet of space per worker. This is higher than typical office space densities because more than half of the construction sector respondents are utilizing single-story or mid-rise office space and may be storing materials in their facilities.

TENURE

Table 85 summarizes the numbers and proportion of respondents which own their primary facility in Menomonee Falls versus those that lease facilities.

TABLE 85

Number of Respondents Who Own or Rent Primary Facility

	Number of Respondents #	Percentage of Respondents %
Own	134	52
Rent/lease	122	48
Total	256	100
Source: Gruen Gruen + Associates		

The proportion of respondents who own versus those that rent their facilities is fairly evenly split among the sample. By industry sector, a higher proportion of respondents in the manufacturing and transportation, communication and utilities and construction sectors own their facilities than the proportion of all respondents that own facilities. A larger proportion of respondents in the finance, insurance and real estate and retail trade sectors lease facilities than the proportion that applies to all respondents. Two-thirds of the respondents who have secondary facilities own these facilities.

MARKET AREA SERVED

Table 86 shows the cross tabulation of market area served by industry sector for respondents.

The cross tabulation of industry sector by market area served is highly significant. The market area that businesses in Menomonee Falls serve relates to the industry in which they operate. About 26 percent of respondents serve large market areas of the Midwest, national or international markets. About one-half of the respondents serve local markets, including Menomonee Falls, the Milwaukee metropolitan area or Waukesha and Milwaukee Counties. About 23 percent of the respondents serve the State of Wisconsin as a whole.

The respondents in the manufacturing and wholesale trade sectors tend to export their goods and services beyond local markets. This finding suggests the likelihood that the success and expansion of these firms does not tend to closely depend upon the local economy for their continued viability. Therefore, because these firms do not serve local "retail" customers, their retention and expansion will be influenced by the degree to which they derive advantages and productivity from a Menomonee Falls location.

A higher proportion of respondents in the construction, retail, and finance, insurance and real estate sectors serve local markets and therefore their expansion is likely to relate to increases in the population base and strength of the local or regional economy. Services sector respondents are relatively evenly divided between serving local, regional, state, and national and international markets.

TABLE 86 Number of Respondents by Industry Sector and Market Area Served							
Sector	Menomonee Falls \#	Milwaukee Metro Area \#	Waukesha/ Milwaukee County \#	Wisconsin \#	Midwest \#	National/ International \#	Total \#
Construction	0	3	11	4	1	2	20
Manufacturing	0	3	5	18	10	18	54
Wholesale Trade	0	1	2	10	2	4	19
Transportation, Communications & Utilities	1	1	2	0	2	2	8
Finance, Insurance & Real Estate	3	3	8	6	0	2	22
Retail Trade	12	4	17	11	2	4	50
Services	11	12	28	10	8	8	77
Total	27	27	73	58	25	40	250
X^2=109.05163 with 48 degrees of freedom; significance=0.00000							
Source: Gruen Gruen + Associates							

FUTURE SPACE OR SITE EXPANSION PLANS AND AWARENESS OF VILLAGE'S LOAN FUND FOR BUSINESS EXPANSION

Forty nine respondents plan to expand in Menomonee Falls with a major building space or site expansion in the next ten years. Table 87 shows the industry sector of those respondents planning a facility expansion.

TABLE 87 Number of Respondents by Industry Sector Planning A Facility Expansion in Menomonee Falls Within Next 10 Years		
Industry Sector	Number of Respondents \#	Percentage of Respondents %
Construction	2	4.1
Manufacturing	14	28.6
Transportation, Communication & Utilities	3	6.1
Finance, Insurance & Real Estate	3	6.1
Wholesale Trade	4	8.2
Retail Trade	5	10.2
Services	18	36.7
Total	49	100.0
Source: Gruen Gruen + Associates		

More than one-third of the respondents are in the services sectors and another 29 percent of respondents are in the manufacturing sector. The proportion that these sectors make up of the respondents expanding their facilities is greater than the proportion these industry sectors make up of the overall sample. By employment size, five of the nine largest respondents (100+ employees) are planning a facility expansion. GG+A was able to obtain additional information from four of the five large respondents anticipating facility expansion. All of the four respondents indicated their organization have sufficient land or building expansion capability to expand on site or at proximate sites to existing facilities in Menomonee Falls.

Seventeen respondents have capital equipment or unusual facilities in Menomonee Falls that would be difficult or expensive to duplicate. These range from printing presses, to computer and medical facilities and machinery for various manufacturing processes.

The Village of Menomonee Falls staff added a question to the survey which is “Are you aware of the Village’s loan fund for business expansion?” Only a small number, 11 respondents, indicated they are aware of the Village’s loan fund for business expansion. A far larger number, 78 respondents, indicated they are not aware of this loan program.

LOCATIONAL FACTORS

One purpose for conducting surveys with a sample of businesses was to identify those factors that were or are important to their locational decisions. One question on the survey questionnaire contained a list of 21 locational factors. Each respondent was asked to rate each of the 21 factors on a scale of one to five as to their overall importance to the firm’s original selection or decision to remain at their present site. A rating of five is most important and one least important

Table 88 shows the respondents’ average ratings by industry sector. Across all sectors, the factor that received the highest mean rating from respondents was proximity to interstate highways. This is not surprising given the proximity of Menomonee Falls to Highway 41/45 and Interstate 94**.** The second highest rated factor was property taxes. This relates to the lower taxes in Waukesha County compared to alternative locations in Milwaukee County. The importance of low property taxes was followed closely by real estate costs as the next most important factor.

Manufacturing respondents, many of which plan to expand employment, place importance on local labor supply, in addition to property taxes and land/building availability. Consistent with the overall rating of 3.73 for interstate proximity, respondents in all industry sectors other than retail trade placed importance on interstate proximity. Property taxes are especially important to respondents in construction, manufacturing, and wholesale trade sectors. This is not surprising given respondents occupy on average large amounts of space. Retail trade sector respondents also placed importance on real estate costs and occupy on average large amounts of space. Image of location is important to finance, insurance and real estate retail trade, and services sector respondents. Many of these firms serve local markets and depend more on locational image and display and customer visitation than other respondents.

TABLE 88 **Mean Rating of Locational Factors by Industry Sector[1]**								
Factor	All Sectors	Construction	Manufacturing	TCU[2]	FIRE[3]	Wholesale Trade	Retail Trade	Services
Interstate Proximity	3.73	3.65	3.62	3.88	3.68	4.33	3.37	3.59
Airport Accessibility	1.63	1.55	2.29	1.25	1.41	1.72	1.38	1.82
Public Transport	1.69	1.45	2.00	1.63	1.91	1.56	1.49	1.79
Short Commute	3.02	2.84	3.06	3.00	3.38	2.67	2.98	3.20
Local Labor Supply	3.09	2.85	3.57	3.13	2.38	2.50	4.22	2.99
Labor Cost	3.04	3.05	3.42	3.50	2.38	2.72	3.26	2.97
Availability of Professionals	2.10	2.40	2.92	1.25	2.33	1.94	1.84	2.00
Educational Institutions	1.89	2.05	2.25	1.13	2.00	1.76	1.85	2.21
Real Estate Costs	3.33	2.95	3.42	2.88	3.48	3.67	3.63	3.28
Property Taxes	3.39	3.45	3.46	3.00	3.43	3.56	3.48	3.36
Land/Bldg. Availability	2.91	3.20	2.88	3.25	2.90	2.94	2.61	2.62
Ability to Expand	2.70	2.90	2.90	2.88	2.57	2.67	2.40	2.55
Technological Availability	2.93	2.90	3.16	3.29	2.71	2.76	2.77	2.91
Tax Abatements	2.82	2.80	3.02	2.57	2.85	2.59	3.04	2.86
Image of Location	3.17	2.85	2.63	2.75	3.67	3.00	3.89	3.41
Community Receptivity	3.24	3.15	2.67	3.43	3.48	2.44	3.53	3.97
Proximity to Similar Businesses	2.43	2.45	2.42	2.50	2.71	1.78	2.64	2.48
Available Workforce Housing	2.14	2.35	2.06	2.25	2.14	1.83	2.21	2.16
Proximity of Executive Housing	2.32	2.10	2.29	2.38	2.71	1.61	2.49	2.66
Quality Schools	2.78	2.50	2.56	2.63	3.33	2.22	2.98	3.22
Proximity to Restaurants, Retail and Services	3.16	3.21	3.13	3.25	3.33	2.61	3.41	3.15
[1] A rating of 1 is least important; a rating of 5 is most important. [2] Transportation, Communications and Utilities sector. [3] Finance, Insurance and Real Estate sector.								
Source: Gruen Gruen + Associates								

To simplify the location factor results, Table 89 shows the three highest rated factors by industry sector.

TABLE 89 **Respondents' Top Three Rated Location Factors for Each Industry Sector**	
Industry Sector	Top Three Rated Location Factors
Construction	Interstate Proximity Property Taxes Land/Building Availability
Manufacturing	Interstate Proximity Local Labor Supply Property Taxes
Wholesale Trade	Interstate Proximity Real Estate Costs Property Taxes
T.C.U.	Interstate Proximity Labor Cost Community Receptivity
FIRE	Interstate Proximity Image of Location Real Estate Costs/Community Receptivity
Retail Trade	Local Labor Supply Image of Location Real Estate Costs
Services	Community Receptivity Interstate Proximity Image of Location
Source: Gruen Gruen + Associates	

WHY FIRMS MOVED TO MENOMONEE FALLS

Table 90 shows primary reasons respondents located in Menomonee Falls. Some respondents indicated multiple reasons for the location decision which were included in the number of responses cited.

TABLE 90 **Primary Reasons Respondents Located in Menomonee Falls**		
Reason[1]	Number of Respondents \#	Percentage of Respondents %
Land/building availability	43	19.8
Proximity to residence	42	19.4
Central location within region/proximity to Milwaukee/Accessibility to Interstate System	42	19.4
Purchased existing business	23	10.6
Reasonable costs/affordability	19	8.8
Growing community	17	7.8
Proximity to clients	13	6.0
Proximity to other businesses	8	3.7
[1] Thirty other responses were given that did not fit into any of the major categories above.		
Source: Gruen Gruen + Associates		

The availability of land and building space, proximity to residence and a central location within the region with proximity to Milwaukee and accessibility to the interstate highway system were the three most frequently cited primary reasons for selecting locations within Menomonee Falls. The availability of land and building space at attractive prices is another inducement to locating in Menomonee Falls. A location within a growing community is important, especially for respondents which provide personal and business services or retail goods. A related reason proximity to clients and proximity to other businesses were other frequently cited factors.

OTHER COMMUNITIES CONSIDERED

Eighty-one respondents indicated they had considered another community before deciding to locate in Menomonee Falls. The most frequently considered communities were Germantown (17) responses, Milwaukee (15 responses), Brookfield (14 responses), Sussex, and Butler (nine responses each), and Mequon and New Berlin (six responses each). Other communities considered included Waukesha (4 responses), Pewaukee (three responses), and Lannon (two responses). Consistent with the information drawn from the question about prior locations, the responses indicate that the geographic market within which Menomonee Falls tends to compete for businesses is the northern portion of Milwaukee and the north and northwest suburbs.

DESIRED CHANGES BY RESPONDENTS TO IMPROVE APPEAL OF MENOMONEE FALLS

The questionnaire included a question about what changes or improvements the respondents would desire.

Nearly 30 percent or 74 respondents indicated they desired changes to improve the business climate or enhance municipal services or infrastructure. Frequently cited examples of desired changes related to an improved business climate include more flexibility on signage, streamlining permit processing, reducing taxes or other costs of doing business, and proactively encouraging business retention. Examples of enhanced municipal services or infrastructure include improved public transportation service, improved parking in the Downtown, creating a full-time fire department, improving the local high school trades programs, and “updating” the appearance of the Village and level of services and amenities such as restaurants.

WHETHER FIRMS PLAN TO REMAIN IN MENOMONEE FALLS AND WHETHER FIRMS WOULD REPEAT LOCATION DECISION

An important result is as Table 91 shows that over 94 percent of respondents plan to remain in Menomonee Falls.

TABLE 91

Number of Respondents Which Plan to Remain in Menomonee Falls and Which Would Repeat Location Decision

	Plan to Remain in Menomonee Falls #	%	Repeat Location Decision #	%
Yes	238	94.4	204	88.7
No	14	5.6	26	11.3
Total	252	100.0	230	100.0

Source: Gruen Gruen + Associates

For the 14 respondents which do not plan to remain in Menomonee Falls, six respondents indicated they do not plan to remain because they have been unable to expand in the Village. Four of these are manufacturing businesses and two are service businesses. The two service sector respondents are a dentist and chiropractor which plan to relocate to Germantown. A strategic implication of these results is that the Village needs to proactively encourage the development of sufficient land and additional building space to accommodate the expansion of existing area businesses.

A smaller but still high proportion of almost 89 percent of respondents would repeat their location decision again. The high proportion of respondents planning to stay in Menomonee Falls which would repeat their location decisions, couple with the high share of firms with plans to maintain or expand employment points to the importance of existing businesses as a source of job growth. The primary reason respondents cited for repeating their location decision is Menomonee Falls represents a highly convenient, central, and accessible location for attracting workers and suppliers and serving customers. Menomonee Falls is close to the residences of many decision makers. Many respondents would repeat their decision because of family or other ties to and a positive attitude toward the community.

Four respondents which would not repeat their location decision cite the inability to expand at their present location as the primary reason. Another five respondents indicated problems with doing business in the Village or dissatisfaction with the Village government as the primary reason they would not repeat their location decisions.

RECOMMENDATION TO ORGANIZE A VILLAGE BUSINESS COMMITTEE

Based on the results of the survey, GG+A believes it would be worthwhile for the Village to organize an independent committee or board of private and institutional representatives that would meet four times per year. Representatives would include individuals employed by the largest private and institutional employers in the Village as well as representatives of smaller firms in all economic sectors. The size of the committee or board should not exceed 25 members. The purpose of the committee or board would be provide feedback from the perspective of the larger employers and institutions as well as that from the various economic sectors on issues of recurring concern to these employers. Areas of concern to be monitored and reported on should relate to needs for land and building space, transportation or infrastructure issues, policies affecting doing business in the Village, as well as external conditions affecting the growth or vitality of the economic sectors in the Village.

APPENDIX D

POPULATION AND HOUSEHOLD TRENDS AND PROJECTIONS AND FORECAST HOUSING NEED FOR MENOMONEE FALLS

A Memorandum Report to

The Village of Menomonee Falls

from

GRUEN GRUEN + ASSOCIATES
Urban Economists, Market Strategists and Land Use/Public Policy Analysts

September 2006

C1194

APPLYING KNOWLEDGE
CREATING RESULTS
ADDING VALUE

(Edited for format by R.A. Smith National, Inc.)

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GRUEN GRUEN + ASSOCIATES

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Date: September 26, 2006
To: John Fellows and Brian Turk
From: Aaron N. Gruen and Debra L. Jeans
Subject: C1194: POPULATION AND HOUSEHOLD TRENDS AND PROJECTIONS AND FORECAST HOUSING NEED FOR MENOMONEE FALLS

INTRODUCTION

Gruen Gruen + Associates (GG+A) will prepare a series of development forecasts for Menomonee Falls. Separate forecasts will be derived for office, industrial and retail space, the three primary categories of private sector non-residential development. Below, we present a forecast for the demand for housing. These forecasts will provide perspective and information for the comprehensive planning process. They can be used as part of the information base and insight used to assess future land use needs, infrastructure requirements and public revenue sources and public service demands. We focus on market-based land uses, but the population and employment and market-based development forecasts provide a framework for considering the needs for public facilities. To prepare the market-based forecasts we use projections of population and employment growth which create the need for building space and land.

This working memorandum presents an analysis of population and household trends for the Village of Menomonee Falls and Waukesha County and presents population and household forecasts for Menomonee Falls through 2020. This memorandum also presents an estimate of housing demand. While population and employment growth represent sources of new demand for housing and nonresidential space, functional obsolescence, changes in the space needs of households, firms, and organizations will stimulate additional demand. This additional demand is often referred to as replacement demand.

We employ a "top-down" modeling approach to make some of the forecasts for Menomonee Falls. In other words, projections are first evaluated for Waukesha County and then assigned and allocated to the smaller geographical area of Menomonee Falls. We use this approach primarily because of the availability of reliable historical data and employment and population forecasts at the county level. We also reviewed government population and employment forecasts prepared for Village of Menomonee Falls to identify how the share of population and share and mix of employment in Menomonee Falls relative to the County has changed over time. We also conducted interviews with property owners, real estate brokers, and developers and conducted a survey of employers, the analysis of the results of which is presented in a separate working memorandum.

Population growth and related development is unlikely to grow in a linear fashion and will tend to have year-to-year variances due to cyclical economic conditions or other factors external to Menomonee Falls. Therefore, as indicated above, the projections presented are for the longer-term period ending 2020.

REVIEW OF POPULATION AND HOUSEHOLDS TRENDS AND PROJECTIONS BY WISCONSIN DEPARTMENT OF ADMINISTRATION AND SOUTHEASTERN WISCONSIN REGIONAL PLANNING COMMISSION

Table 92 presents historical population and household figures for Waukesha County and the Village of Menomonee Falls from 1980 to 2000.

TABLE 92

Population and Household Trends for Waukesha County and Menomonee Falls: 1980-2000

Waukesha County	1980 #	1990 #	2000 #	Total Change 1980 – 2000 #	Average Annual Change 1980 - 2000 %
Population	280,203	304,715	360,767	80,564	1.4
Households	92,583	105,990	135,229	46,677	2.3
Household Population[1]	275,616	300,144	355,014	79,398	1.4
Average Household Size	2.98	2.83	2.63	-.35	N/A
Village of Menomonee Falls					
Population	27,845	26,840	32,647	4,802	0.9
Households	8,795	9,817	12,840	4,049	2.3
Household Population[1]	27,617	26,605	32,404	4,787	0.9
Average Household Size	3.14	2.71	2.52	-0.62	N/A

[1] Adjusts for population not living in households but living in group quarters, such as correctional facilities, college dormitories, and military quarters.

Sources: Wisconsin Department of Administration Demographic Services Center; Gruen Gruen + Associates.

Over the 20 year time period, Waukesha County grew by over 80,500 people for an average annual growth rate of 1.4 percent. The number of households in Waukesha County has increased at a rate of 2.3 percent for a growth of nearly 47,000 households to 135,000 households since 1980. To derive estimates of the population in households, populations in group quarters such as school dormitories or military quarters are subtracted from the total population. The population in group quarters in the County has remained stable at approximately 1.6 percent of the total population. Consistent with national trends, the average household size in the County has declined from 2.98 persons per household in 1980 to 2.63 persons per household in 2000.

The population of Menomonee Falls has grown slower than the rate of population growth in Waukesha County between 1980 and 2000. The population increase of 4,800 equates to an average annual growth rate of 0.9 percent. The population declined between 1980 and 1990 but grew at a rate of two percent between 1990 and 2000. The average household size decreased from 3.14 persons in 1980 to 2.52 persons in 2000. The average household size in Menomonee Falls was higher than the average household size in the County in 1980 and in 2000 was lower than the average household size of the County. The proportion of households with children living at home has declined to a still above the national average of 32.4 percent. The aging of the population with fewer children living at home will result in a continuing decrease in average household size. The household annual growth rate between 1990 and 2000 was much higher at 2.7 percent than for the 1980 to 1990 period at 1.1 percent. As reviewed below, this population and household growth corresponds to a higher rate and amount of residential units built between 1993 and 1999 than in prior years in Menomonee Falls.

Waukesha County Population and Household Forecasts

In order to prepare a forecast for future housing needs in Menomonee Falls and demand for retail development, GG+A reviewed and evaluated the projected future population and number of households for Waukesha County and Menomonee Falls prepared by two government agencies, the Wisconsin Department of Administration ("WDOA") and the Southeastern Wisconsin Regional Planning Commission ("SEWRPC"). The population and household projections are the key independent variables that stimulate future housing needs and retail development. The WDOA prepared the population and household projections in five-year increments beginning in 2005 through 2030. SEWRPC's projections are also prepared in five-year increments beginning in 2005 but going through 2035. The WDOA prepares its county population estimates based on a combination of two methods: the ratio difference method and the composite method. The two methods consider a variety of factors such as number of state income tax filers, number of motor vehicles, births, deaths, and school enrollments. The SEWRPC method is based on a cohort-component method which considers factors such as future fertility, survival, and migration rates. Table 93 shows the population and household projections prepared by both agencies for Waukesha County.

TABLE 93

Population and Households Projections for Waukesha County: 2005-2035

Wisconsin Department of Administration	2005 #	2010 #	2015 #	2020 #	2025 #	2030 #	2035 #	Average Annual Change From 2000 %
Total Population	374,891	386,460	397,922	409,570	424,472	436,986	NA	0.64
Households	141,432	147,801	154,151	159,986	166,773	172,166	NA	0.80
Household Population	368,331	379,196	390,078	401,205	415,324	426,668	NA	0.62
Average Household Size	2.60	2.57	2.53	2.51	2.49	2.48	NA	NA
Southeastern Wisconsin Regional Planning Commission								
Total Population	377,400	391,500	404,100	417,400	429,600	440,300	446,800	0.61
Households[2]	144,300	150,800	156,700	162,300	167,400	171,900	174,100	0.72
Average Household Size	2.62	2.60	2.58	2.57	2.57	2.56	2.57	NA

[1] Presents intermediate projection figures.
[2] Based on SEWRPC's projection of same proportion of household population observed in 2000.

Sources: Final Population Projections for Wisconsin Counties by Age and Sex: 2000 – 2030, Wisconsin Department of Administration; The Population of Southeastern Wisconsin, July 2004, Southeastern Wisconsin Regional Planning Commission; Gruen Gruen + Associates.

The two population and household projections by the WDOA and SEWRPC are very close, varying by only approximately 1.5 percent. With respect to population projections, both the WDOA and SEWRPC forecast a similar average annual growth rate of approximately 0.6 percent. This forecast rate of growth is slower than the historical rate between 1980 and 2000. By 2030, the two agencies forecast population in Waukesha County will be between nearly 437,000 to 440,000.

The agencies have assumed that approximately 2.4 percent of the total population resides in group quarters so that by 2030 Waukesha County is forecast to have nearly 172,000 households. According to SEWRPC, household size is forecast to continue to decrease due to a continuing change in household types, as well as the projected increase in older population age groups for which household types tend to be smaller than for the total population.

Menomonee Falls Population and Household Forecasts

Table 94 shows the population and household projections for the Village of Menomonee Falls by both the WDOA and SEWRPC. The WDOA prepares projections for municipalities through 2025. SEWRPC only prepares a long range projection in 2035 for the municipality. As indicated above, the WDOA estimates municipal population based only on the number of income tax filers, dependents and vehicles; not based on fertility, death or migration rates given the small area being forecast.

TABLE 94

Population and Households Projections for Village of Menomonee Falls: 2005-2035[1]

Wisconsin Department of Administration	2005 #	2010 #	2015 #	2020 #	2025 #	2030 #	2035 #	Average Annual Change From 2000 #	Average. Annual Change From 2000 %
Total Population	33,769	34,668	35,565	36,483	37,696	N/A	N/A	202	0.58
Households	13,385	13,942	14,498	15,003	15,604	N/A	N/A	110	0.78
Avg. Household Size	2.52	2.49	2.45	2.43	2.42	N/A	N/A		N/A
Southeastern Wisconsin Regional Planning Commission[2]									
Total Population	N/A	N/A	N/A	N/A	N/A	N/A	41,350	249	0.68
Households[3]	N/A	N/A	N/A	N/A	N/A	N/A	16,900	116	0.79
Avg. Household Size							2.41		

[1] As of 2000, Village of Menomonee Falls population at 32,647 and number of households at 12,840.
[2] Presents intermediate projection figures.
[3] Based on SEWRPC's projection of same proportion of household population observed in 2000.

Sources: Population Projections for Wisconsin Municipalities: 2000-2025, Wisconsin Department of Administration; Southeastern Wisconsin Regional Planning Commission, Information provided by Senior Specialist, July 2006;
Gruen Gruen + Associates.

The average annual growth rate forecast for future population and households is very similar in both projections. WDOA and SEWRPC forecast population to grow by approximately 0.6 to 0.7 percent annually while households are forecast to grow by 0.8 percent annually. Based on the population and household base in Menomonee Falls in 2000, the WDOA forecast indicates an average annual population growth of approximately 200 people and a household growth of 110 households. The SEWRPC forecast indicates an average annual population growth of approximately 250 people and a household growth of 116 households.

As reviewed below, we estimate that the WDOA and SEWRPC forecasts are low for 2005 and may be low over the longer run as well.

RESIDENTIAL UNITS ADDED IN MENOMONEE FALLS BASED ON BUILDING PERMITS: 2000-2005

Table 95 shows the number of single-family and multi-family units based on residential building permits that have been issued annually since 2000.

TABLE 95

Number of Single-Family and Multi-Family Units Based on Residential Permits Issued in Menomonee Falls: 2000-2005

Year	Number of Single-Family Units #	Number of Multi-Family Units #	Total Units #
2000	95	102	197
2001	108	197	305
2002	161	84	245
2003	151	56	207
2004	175	73	248
2005	133	42	175
Total	823	554	1,377
Average	137	92	229

Source: Village of Menomonee Falls

Since 2000, a total of 823 single-family and 554 multi-family units based on residential building permits have been built in Menomonee Falls. This equates to on average 229 units per year. The average number of units from 2000 through 2005 is about twice the WDOA and SEWRPC forecasted longer term average annual household growth of 110 to 116 households.

The permit-based estimated 823 single-family units and 554 multi-family units constructed in Menomonee Falls since 2000 added to the 13,150 housing units reported in the 2000 Census results in a estimated housing unit inventory in Menomonee Falls of 14,527. If we assume that the housing unit vacancy rate of 2.3 percent remains similar to that as reported in the 2000 Census, this implies a current household base of 14,192. This current household estimate is about six percent higher than the 13,385 households projected by the WDOA in 2005.

JOBS-HOUSING BALANCE IN MENOMONEE FALLS AND GG+A FORECAST OF HOUSEHOLDS FROM 2005 TO 2020

Menomonee Falls has significantly more jobs than housing and can be characterized as an employment center. According to SEWRPC, Menomonee Falls had 37,590 jobs in 2000 or 2.93 jobs per household. By 2035, SEWRPC forecasts that this high ratio will decline only slightly to 2.80 jobs per household with the number of jobs increasing to 47,370. An increasing proportion of households are likely to not be part of the job market due to retirement or other reasons, and therefore even fewer housing units will be available for those in the labor force. Job growth is expected to grow slightly less rapidly than population growth over the 35 year period. Under the SEWRPC forecast, each additional household expected to reside in Menomonee Falls is associated with the addition of 2.40 jobs in Menomonee Falls. The SEWRPC employment forecast implies the forecast net additional jobs of 9,780 through 2035 or on average 279 jobs annually will generate approximately 4,100 new households by 2035 or on average 116 households annually.

From an economic development perspective, labor force availability is often the most important criterion in business location and facility investment decisions. The availability of suitable labor in a community is a crucial consideration for both manufacturing and service industries. Businesses choose to move to communities which include an adequate supply of labor with the needed skills and aptitudes. A sufficient number of housing units must be available to accommodate the needs of the local labor force. Not only is a sufficient number of housing units needed to support the supply of jobs in the community but also a correlation between (i) the skill levels and aptitudes of local residents and local jobs opportunities as well as (ii) the earnings of workers and costs of local housing. Over time, a tighter fit may occur between the characteristics of resident households and the types of jobs available in Menomonee Falls as Menomonee Falls evolves from a manufacturing centered economic base to a more diversified economic base, including higher-order service jobs.

Based on journey-to-work data and occupational characteristics data from the U.S. Census, we estimate that as of 2000 less than 20 percent of employed Menomonee Falls residents work within the Village. Approximately 17 percent of the jobs in Menomonee Falls are estimated to be in the finance, insurance, and real estate, professional and technical service, and management of company sectors. This compares to the approximately 40 percent of residents in management, professional and technical occupations and another 30 percent in sales and office occupations. Approximately 59 percent of jobs located in Menomonee Falls are in the manufacturing, construction, retail trade, wholesale trade, and leisure and hospitality services sectors. Less than 22 percent of the residents of Menomonee Falls, however, are engaged in construction, maintenance, production, transportation and material moving occupations.

The extremely high jobs-housing ratio forecast by SEWRPC could inhibit the evolution of the local economy to a better fit between the characteristics of the resident labor force and the available local jobs. An insufficient number of housing units would cause housing prices to escalate and therefore generate worker earnings to housing costs mismatches. This mismatch, in turn, would deter jobs moving to, or staying and expanding in Menomonee Falls. The traffic congestion likely to ensue from the jobs-housing imbalance would also inhibit business location, expansion, and retention.

The higher actual household growth rate than forecast by WDOA and SEWRPC for 2005, recent residential development trends, the preference for people, especially female workers to work nearer where they live, and the potential for a more balanced jobs-housing ratio suggests that household growth is likely to be higher than forecast by either the WDOA and SEWRPC. As summarized in Table 96, we estimate a one percent average annual household growth rate between 2005 and 2020. Using the jobs forecast of SEWRPC, the estimated growth rate reflects the assumption of a still high jobs-housing ratio of 1.8 for the net additional jobs (and extremely high 2.6 jobs for every household in Menomonee Falls as a whole by 2020). Table 96 presents GG+A's resulting forecast of the growth of households in Menomonee Falls from 2005 to 2020.

The number of households is forecast to increase by nearly 2,300 to nearly 16,500 households. The estimated growth equates to an average of 152 net added households per year between 2005 and 2020.

TABLE 96 **GG+A Forecast of Households in Menomonee Falls: 2005-2020**[1]					
	2005[2] #	2010 #	2015 #	2020 #	Change 2005- 2020 #
Total Households	14,193	14,896	15,656	16,454	2,281 (Total)
Net Additional Households	-----	703	760	798	152 (Average Annual)
[1] Assumes one percent annual compounded average annual growth rate or a total change of 16.1 percent between 2005 and 2020. [2] Estimate for 2005 assumes addition of 1,377 new units built since 2000 added to 13,150 existing units as of 2000 less 2.3 percent vacancy rate in total units (i.e., 1,377 + 13,150 – 334).					
Sources: U.S. Census Bureau, Census 2000; Village of Menomonee Falls Community Development Department; Gruen Gruen + Associates.					

TOTAL RESIDENTIAL DEVELOPMENT DEMAND IN MENOMONEE FALLS BASED ON GG+A PROJECTION THROUGH 2020

The forecast growth in the number of households to 2020 is converted into projected housing need for Menomonee Falls assuming a one-to-one relationship, or that each additional household will result in a new housing unit. Additional housing units needed are then increased by five percent to maintain a healthy functioning housing market and to account for replacement of obsolete housing stock. Because the majority of housing has been built in Menomonee Falls since 1960, and based on the review of relevant Census data, uninhabitable housing represents an extremely small fraction of the housing stock. As of 2000, according to the U.S. Census, the vacancy rate of housing units in Menomonee Falls was 2.3 percent assuming that all of the 13,150 existing housing units were in habitable condition. According to the Census 2000, only 41 housing units in Menomonee Falls lacked complete plumbing facilities and 24 units lacked kitchen facilities. Therefore, a five percent vacancy allowance is used to provide for increased mobility and for the replacement of existing housing stock that has or will become functionally obsolete. Table 97 shows the additional housing need by five year increments to 2020 in Menomonee Falls.

TABLE 97 **Forecast Number of Households and Housing Units in Menomonee Falls: 2005-2020**					
	2005 #	2010 #	2015 #	2020 #	Change 2005-2020 #
Number of Households	14,193	14,896	15,656	16,454	2,281
Number of New Households	___	703	760	798	2,281
Number of New Housing Units Needed[1]		761	800	840	2,401
[1] Assumes five percent vacancy rate to maintain mobility and account for replacement units.					
Source: Gruen Gruen + Associates					

Table 97 translates the forecast of added households in Menomonee Falls between 2005 and 2020 of approximately 2,300 new households into housing need. The estimate of the need for approximately 2,400 housing units (on average, 160 units per year) reflects the use of a five percent vacancy rate to provide for mobility and replacement of obsolete units.

ESTIMATED NEED FOR HOUSING BY PRICE RANGE BASED ON INCOME DISTRIBUTION

The number of expected households is not a direct indication of the demand for housing because it does not consider the ability of households to pay for shelter. The production of new housing units will be stimulated if a sufficient number of households, in excess of those that can be accommodated by the existing housing stock, are able to pay a price that would enable builders to supply new units at a profit. To translate the projected number of households into an estimate of "effective housing demand," the ability of households to pay for housing must be approximated. This estimate is accomplished by projecting the income distribution of the projected number of households for Menomonee Falls and then estimating the house price that households in each income group can afford.

Total housing demand or additional housing units are then disaggregated by household income to estimate demand for housing by price range. We assume that additional households (almost 14 percent of the total number of households forecast in 2020) have the same income distribution as existing Menomonee Falls households. Table 98 shows the proportion of households by household income categories in 1999 as well as the proportion of households forecast to be in the income categories for 2005 through 2020.

TABLE 98

Household Income Distribution of Households in Village of Menomonee Falls: 1999 – 2020

	Actual	Projected[1]			
Household Income	1999 %	2005 %	2010 %	2015 %	2020 %
Under $34,999	25.3	23.8	22.7	21.6	20.5
$35,000 - $49,999	16.3	14.6	13.3	12.0	10.8
$50,000 - $74,999	24.0	23.0	22.2	21.4	20.7
$75,000 - $99,999	17.5	17.6	17.7	17.8	17.9
$100,000 or more	17.0	21.1	24.3	27.3	30.2
Total	100.0	100.0	100.0	100.0	100.0

[1] Assumes one percent real annual growth from 1999-2020.

Sources: U.S. Census Bureau, 2000 Census; Gruen Gruen + Associates.

Real household income is assumed to grow at an annual rate of one percent. Between 1989 and 1999, in Menomonee Falls, adjusted to reflect the effects of inflation, household income grew by less than one-half of one percent. According to the State of Wisconsin's Economic Outlook report published by the Wisconsin Department of Revenue, on average real per capita income growth is forecast to increase in Wisconsin by 2.7 percent in 2005 and 2.9 percent in 2006. Personal income growth for the Waukesha-Milwaukee Metropolitan Area is forecast to exceed five percent per year between 2005 and 2010. The increasing desirability of Menomonee Falls as a residential location, the development of higher priced housing stock and attraction of higher-income households in conjunction with the State per capita income forecast suggest that Menomonee Falls household income growth will be higher in the future than in the decade of the 1990s.

The percentage of households with incomes under $35,000 is estimated to decline from over 25 percent in 1999 to 20.5 percent in 2020. The percentage of households with incomes between $35,000 and $50,000 are projected to decline from 16 percent in 1999 to less than 11 percent in 2020. The percentage of households with incomes between $50,000 and $75,000 are projected to decrease from 24 percent to 20.7 percent. The percentage of households with incomes between $75,000 and $100,000 are projected to slightly increase from 17.5 percent to almost 18 percent. The percentages of households with incomes of $100,000 are projected to significantly increase from 17 percent to 30 percent.

Table 99 presents the forecast number of housing units projected to be *added* to each income group and therefore, each associated housing price demand group, during the 2005 to 2020 period.

TABLE 99

Forecast Number of Net Additional Housing Units Distributed by Household Income Category in Village of Menomonee Falls: 2005-2020

Household Income	2005-2010 #	2010-2015 #	2015-2020 #	Total #	Proportion of Total %
Under $34,999	173	173	172	518	22
$35,000 - $49,999	101	96	91	288	12
$50,000 - $74,999	167	171	174	512	21
$75,000 - $99,999	135	142	150	427	18
$100,000 or more	185	218	253	656	27
Total	761	800	840	2,401	100

Source: Gruen Gruen + Associates

Between 2005 and 2020, approximately 518 or 22 of the projected additional households are estimated to have incomes below $35,000. Approximately 288 households or 12 percent of the projected additional households are estimated to have incomes between $35,000 and $50,000. Approximately 512 households or 21 percent of the additional households are estimated to have incomes between $50,000 and $75,000. Approximately 427 or 18 percent of the projected additional households are estimated to have incomes between $75,000 and $100,000. The highest number of projected additional households, 656, or, 27 percent of the total, are estimated to have incomes of $100,000 or above.

TRANSLATING HOUSEHOLD INCOME TO DEMAND FOR NEW HOUSING

The connection between household income and the value of housing those households are able to afford may be made by estimating the potential housing payment allowed by income. The standard approached used by the United States Department of Housing and Urban Development ("HUD") is for households to spend up to 30 percent of their income on total housing costs, including mortgage payments, taxes, insurance, and utilities. Other sources suggest higher proportions (33 percent) of income can be expended on housing.

The financial assumptions used to translate household income into housing prices are estimated as follows: prices are based on monthly mortgage payments equal to 24 percent of household income (after deducting for property taxes, insurance and utilities, which we estimate can approximate six percent to nine percent of income), and the buyer puts down 20 percent of the sale price and obtains a 30-year fixed rate mortgage with a 6.8 percent interest rate. All for-sale price estimates are in 2006 dollars. Table 100 presents a forecast of the demand for housing units by price range for the Village of Menomonee Falls. As indicated above, a five percent vacancy factor has been added to provide mobility and for replacement within the housing market.

TABLE 100

Forecast Demand for Additional Housing Units by Price Range in the Village of Menomonee Falls: 2005-2020

Household Income $	For-Sale Price Range[1] $	2005-2010 #	2010-2015 #	2015-2020 #	Total 2005 -2020 #	Total 2005 -2020 %
35,000 - 49,999	135,000 – 195,000	101	96	91	288	15.3
50,000 -74,999	195,000 – 290,000	167	172	174	513	27.2
75,000 -99,999	290,000 – 385,000	135	142	150	427	22.7
100,000 or More	385,000+	185	218	253	656	34.8
Total		588	628	668	1,884	100.0

[1] 2006 dollars. Prices based on monthly mortgage payment equal to 24 percent of household income (after deduction for property taxes, insurance and utilities). Assumes 20 percent down payment on a 30-year fixed mortgage with 6.8 percent interest rate.

Source: Gruen Gruen + Associates

Nearly 20 percent of the demand for additional housing units will originate from households with incomes below $35,000. Households with incomes below $35,000 are unlikely to purchase new housing. We presume that most of these households will live in resale or rental units already in the housing market. Between 2005 and 2020, 288 or 15 percent of the estimated additional households are projected to need housing units priced between $135,000 and $195,000. Approximately 513 or 27 percent of the estimated additional households could potentially afford housing units priced between $195,000 and $290,000. Approximately 427 or 23 percent of the estimated additional households could afford housing units priced between $290,000 and $385,000. Approximately 656 households or 35 percent of the total projected additional households could potentially afford housing units above $385,000.

SALES AND PRICE TRENDS

To help put these estimates of effective demand into context, according to the Milwaukee Multiple Listing Service, Inc. for the first two quarters of 2006, the average sales price of existing single family housing in the Village of Menomonee Falls has been approximately $315,000. Recently constructed single-family homes within the Village are selling at significantly higher prices, ranging from $400,000 to $1.6 million. Using data obtained from Milwaukee Multiple Listing Service, Inc**.,** Table 101 shows the trends in residential re-sales for the Village of Menomonee Falls over the past six years.

According to the Multiple Listing Service, approximately 3,000 existing housing units were resold in the Village. From 2000 to 2006, resale prices for single family housing units experienced the largest increase in sales value, at nearly $115,000 or 56 percent, from $202,800 to almost $316,000. The low interest rates and therefore the ability to afford more housing than in a higher interest rate environment, contributed to the robust housing activity and price increases. The sales value of attached multi family housing and condominiums increased as well, but not as significantly. Multi-family housing average sales prices increased $36,000 over the six years, or about 19 percent. Condominium average sales prices increased by approximately $50,000, or 38 percent. Taking into account inflation, the resale values of single family existing housing within the Village has increased at a compounded annual growth rate of 4.7 percent. Adjusted for the effects of inflation, the resale prices of condominium units have experienced annual growth of approximately 2.7 percent, while the resale values of attached multi-family units has decreased slightly.

TABLE 101

Resale Price Trends for Existing Residential Housing in Village of Menomonee Falls: 2000 to June 30, 2006

	Single Family Units		Attached Multi-Family Units		Condominium Units	
Year	# Sales	Average Sales Price $	# Sales	Average Sales Price $	# Sales	Average Sales Price $
2000	358	202,800	9	185,855	36	131,166
2001	405	205,337	7	182,647	35	145,490
2002	401	220,389	5	258,420	73	151,660
2003	393	243,015	3	183,933	63	170,229
2004	372	274,298	5	183,780	48	182,024
2005	419	296,876	3	240,967	100	178,814
2006[1]	234	315,870	3	221,667	39	181,775

Sources: Milwaukee Multiple Listing Service, Inc.; Gruen Gruen + Associates.

Table 102 presents the average prices of all residential housing sales and the distribution by price range from 2000 to 2005 in the Village of Menomonee Falls. This data includes existing as well as new construction sales for all single-family, condominium, duplex, and other multi-family housing units in the Village. The Assessor of Menomonee Falls provided the data from which the table was constructed.

TABLE 102

Number of Sales and Average Prices by Range in Menomonee Falls from 2000 through 2005

Sale Range	Sales #	Average Sale Price $	Average Size # Square Feet	Average Sale Price $ Per Square Foot
Under $170,000	2,040	137,000	1,348	101
$170,000 - $200,000	890	184,100	1,561	118
$200,000 - $240,000	617	220,300	1,814	121
$240,000 - $300,000	638	268,700	2,211	122
$300,000 - $360,000	478	330,300	2,538	130
$360,000 - $420,000	214	388,400	2,803	139
$420,000 - $480,000	220	446,500	3,106	144
Above $480,000	97	599,400	3,946	152
Total	5,048	213,000	1,794	119

Sources: Village of Menomonee Falls Assessor; Gruen Gruen + Associates.

From 2000 through 2005, approximately 5,000 residential units were sold at an average price of $213,000, or $119 per square foot. Residential sale prices within the Village demonstrate several trends: sale prices per square foot uniformly increase relative to the size of the property; almost half of the units sold were priced under $200,000; and the number of sales decreased proportionally from lower price housing to higher priced housing.

Table 103 shows the sale trends for condominium units in recent years for Menomonee Falls.

TABLE 103 **Condominium Sales by Year in Menomonee Falls from 2000 through 2005**				
Sale Year	Sales _#_	Average Sale Price _$_	Average Size _#_ Square Feet	Average Sale Price _$_ Per Square Foot
2000	124	159,100	1,553	102
2001	106	181,900	1,625	112
2002	139	174,200	1,547	113
2003	143	173,400	1,513	115
2004	117	176,400	1,559	113
2005	108	183,000	1,407	130
Total	718	173,900	1,538	114
Sources: Village of Menomonee Falls Assessor; Gruen Gruen + Associates.				

A total of 718 condominiums were sold between 2000 and 2005, at an average price of approximately $175,000, or $114 per square foot. Approximately 180 of these sales were re-sales of the same property, leaving about 540 different condominium properties sold from 2000 through 2005. Prices have increased from $159,100 in 2000 to between $173,355 (in 2003) and almost $183,000 (2005). With the exception of 2002 in which sales prices per square foot were $102 and 2005, when sales prices per square foot were $130, sales prices per square foot have ranged between $112 and $115 in the intervening years. Graysland Condominiums, Ravenswood Condominiums, and Loan Oak Estates represent the major condominium projects developed from which units were sold in these years. On average, new condominium units consisted of approximately 1,750 square feet of space, and sold at a price of $215,000, or about $123 per square foot. Newer condominium units typically sold for about $45,000 more than existing units.

Table 104 shows the sales price trends for single-family homes in Menomonee Falls from 2000 through 2005.

TABLE 104 **Single Family Sales by Year in Menomonee Falls from 2000 through 2005**				
Sale Year	Sales _#_	Average Sale Price _$_	Average Size _#_ Square Feet	Average Sale Price _$_ Per Square Foot
2000	645	181,100	1,749	104
2001	760	188,600	1,771	106
2002	777	206,600	1,817	114
2003	804	216,900	1,843	118
2004	726	241,000	1,922	125
2005	561	287,600	1,948	148
Total	4,273	217,200	2,017	113
Sources: Village of Menomonee Falls Assessor; Gruen Gruen + Associates.				

From 2000 through 2005, approximately 4,270 single-family homes were sold with peak sales years of 2002 and 2003 and average sales per year of over 700 units. Of the 4,270 single family sales, roughly 1,000 were units that sold multiple times between 2000 and 2005. The average sales prices increased every year from about $181,000 or $104 per square foot to over $287,000 or $148 per square foot. The average unit size increased every year from under 1,750 square feet in 2000 to almost 1,950 square feet in 2005.

SUPPLY OF HOUSING IN MENOMONEE FALLS

Another critical determinant of housing growth and needs is the supply of housing. The following sections review Menomonee Falls existing housing supply and identify the potential supply of new housing in the Village.

Existing Housing Stock in Menomonee Falls

Table 105 presents the number of housing units by type as reported in the 2000 Census.

TABLE 105

Number of Housing Units in Village of Menomonee Falls by Type: 2000

	Housing Units #	Housing Units %
1-unit, detached	9,602	73.0
1-unit, attached	535	4.1
Single-Family Total	**10,137**	**77.1**
2 units	294	2.2
3 or 4 units	355	2.7
5 to 9 units	558	4.2
10 to 19 units	407	3.1
20 or more units	1,323	10.1
Multi-Family Total	**2,937**	**22.3**
Mobile home	70	0.5
Boat, RV, van, etc.	6	0.0
Others Total	**76**	**0.5**
Total	**13,150**	**100.0**

Source: U.S. Census Bureau, Census 2000

In 2000, the Village contained 13,150 housing units. Single-family units accounted for the majority of units, approximately 77 percent of the total housing inventory in Menomonee Falls. Approximately 22 percent of the inventory consisted of multi-family units, while 0.5 percent consisted of mobile homes, or other types of housing. Based on the estimated numbers of newly sold condominium units and single-family units since 2000, multi-family units account for approximately 30 percent of the units added to the inventory since 2000. As reviewed below, the allocation of multi-family versus single-family uses since 2000 is more likely to be indicative of future demands than the overall historical division reported in the 2000 Census.

Age of Existing Housing Stock

Table 106 indicates that the majority of the Menomonee Falls housing stock was built after 1960. The relative newness of the housing stock accounts for less than one-half percent of the housing stock being substandard (e.g., lacking plumbing or kitchen facilities according to the 2000 Census data).

TABLE 106 Number of Housing Units by Year Built in Menomonee Falls: 2000							
	Total	1990-2000[1]	1980-1989	1970-1979	1960-1969	1940-1959	1939 or Earlier
Village of Menomonee Falls	13,150	3,241	1,050	1,285	3,369	3,520	685
Share of Total	100%	25%	8%	10%	26%	27%	5%
[1]Through March 2000.							
Sources: U.S. Bureau of the Census, Census 2000; Gruen Gruen + Associates.							

Of the 13,150 units in Menomonee Falls as of 2000, approximately 32 percent were built earlier than 1959. Another 26 percent were built between 1960 and 1969. The next largest proportion by decade is the 25 percent of the stock that has been added since 1990. As indicated above, based on residential permit activity, an estimated 1,377 units or nearly 10 percent of the total inventory have been built since 2000. More than one third of the housing stock, then, has been built since 1990.

Tenure and Vacancy of Housing Stock

According to the 2000 Census of the 12,855 occupied housing units, approximately 77 percent or 9,910 housing units were owner-occupied units and 23 percent or 2,945 units were renter-occupied units. Two hundred ninety-five (295) units were reported as vacant. This accounts for 2.24 percent of the total supply.

Value of Owner-Occupied Housing

Table 107 shows the value of owner-occupied housing as reported in the 2000 Census.

TABLE 107 Number of Owner-Occupied Units by Value of Units: 1999					
Median Value $	Less Than $150,000 #	$150,000 - $299,999 #	$300,000 - $499,999 #	$500,000 - $999,999 #	$1,000,000 or More #
151,600	4,510	4,252	430	33	8
Sources: U.S. Bureau of the Census, Census 2000; Gruen Gruen + Associates.					

The median value of owner-occupied units in Menomonee Falls in 2000 was $151,600. Approximately 49 percent of the units were valued at less than $150,000. The largest numbers of units, 8,319 or 90 percent are valued between $100,000 and $299,999. The smallest number (41) and proportion (0.44 percent) of units were valued above $500,000. This compares to 35 percent of the new housing units projected to be added by 2020 that will be able to afford units valued above $475,000. Since 2000, as indicated above, sales prices have increased and the development of higher priced homes has increased.

ADDITIONAL HOUSING SUPPLY SINCE 2000

Table 108 summarizes sales and unit size estimates for examples of new single family housing additions since 2000.

TABLE 108 Sample of New Single Family Sales from 2000 through 2005[1]			
Subdivision	Average Sale Price $	Average Size # Square Feet	Average Sale Price $ Per Square Foot
Taylors Woods	720,000	4,500	160
Ravenswood	410,000	2,750	150
Creekwood Crossing	370,000	2,650	140
Tamarack	260,000	2,350	112
Mill Ridge	350,000	2,500	140
[1]Figures are rounded.			
Sources: Village of Menomonee Falls Assessor; Gruen Gruen + Associates.			

The examples of recent subdivisions indicate that Menomonee Falls has relatively distinct neighborhoods of varying levels of desirability that have served a wide range of demand sources. Taylor's Woods, a high-end custom home development consists of 120 units. The units average 4,500 square feet of space and sold at prices of $500,000 to well over $1 million. At an average sales price of $720,000 or $160 per square foot, Taylor's Woods was one of the highest priced single family subdivisions. The Tamarack subdivision provided more affordable units. The average unit size is 2,350 square feet with an average sales price of $260,000 o $112 per square foot of building space.

Based on data from both the Village Assessor and Milwaukee Multiple Listing Service, Inc., Table 109 presents an estimated distribution of new single family housing by price range within the past five years**.**

TABLE 109 Estimated Distribution of First Time Sales of Single Family Homes by Price Range						
Years	$150,000- $249,999	$250,000- $349,000	$350,000- $449,000	$450,000- $549,000	$550,000- $650,000	$650,000 +
2000 - 2002	25%	55%	15%	4%	1%	0%
2003 - 2005	10%	44%	30%	11%	3%	2%
Sources: Village of Menomonee Falls Assessor; Multiple Listing Service, Inc.; Gruen Gruen + Associates.						

The sizes, prices, and makeup of housing within Menomonee Falls have changed over the past five years. Overall, adjusted for inflation, the value of all housing within the Village has increased between 2.5 percent and 4.5 percent annually. The distribution of prices for new housing units has shifted upwards. Between 2000 and 2002, one quarter of new sales were priced between $150,000 and $250,000, while approximately 80 percent of all sales were below $350,000. Between 2003 and 2005, we estimate that the proportion of new housing sales under

$250,000 shifted to less than ten percent, and only 54 percent sold at prices between $150,000 and $350,000. This shift is consistent with the forecasted demand (58 percent as shown on Table 110) attributable to a greater proportion of households being able to afford housing units priced at $290,000 and above.

ACTIVE AND FUTURE SUPPLY OF RESIDENTIAL HOUSING UNITS

Based on our inspection of local development sites, interviews with developers and brokers, and information provided by the Village of Menomonee Falls, Table 110 shows an estimate of the amount of new housing available now or in the future as approved development projects are built-out. Map 1 shows the locations of the housing developments.

TABLE 110

Active or Approved Supply of New Single-Family and Multi-Family Housing Units

	Map ID	Status	Units/ Lots Available #	Unit Size # Square Feet	Unit Price Range $	Lot Price Range $
SINGLE FAMILY						
Hidden Crossing	B	Active	12	3,000 – 4,000	460,000 – 645,000	130,000-150,000
Harmony Hills		Approved and Under Site Construction	78	N/A (1/3-1/2 acre)	N/A	110,000-175,000
Spencer's Pass	C	Approved and Under Site Construction	115	N/A	450,000 – 500,000	N/A
Westfield	D	Platt Approved	80	(1/3-1/2 acre)	N/A	N/A
Carters Crossing	E	Active	20	2,800 -6,777	1,000,000	N/A
Cranes Crossing	F	Active	22	2,500 – 4,000	316,000+	135,000
Total Single-Family			**327**			
MULTI FAMILY						
North Hills Terrace	1	Active	22	1,263 – 1,805	169,000 – 265,000	N/A
Pilgrim Glen Condominiums	3	Active	87	1,325-1,926	240,000-280,000	N/A
Prairie Walk	7	Active	38	1,600 – 2,100	325,000-350,000	N/A
Total Multi-Family			**147**			
Total Single Family +Multi Family Housing Units			**474**			

Sources: Village of Menomonee Falls; Westridge Builders; JBJ Development; Thomson Corporation; Gruen Gruen + Associates.

Approximately 327 single family units are currently available or expected to be available as construction of approved projects move forward. Unit sizes tend to range from 2,500 square feet to 4,000 square feet of space with prices between $460,000 and $645,000. The phase two of the Carters Crossing development includes units from 2,800 to about 6,800 square feet with an average unit size of 5,000 square feet. Prices of units are estimated at $1,000,000 or higher. Absorption has ranged from 0.5 units per month at Hidden Crossing to 1.5 units per month at Crane's Crossing. Interviews with builders and developers in Menomonee Falls indicates that development of upper end single-family home developments priced above $600,000 increased significantly in the past five to six years.

Many of the single-family developments are selling lots ranging in size from 1/3 acre to over ½ acre. Land prices have escalated with new lots selling for between $130,000 to $175,000 depending on sizes and lot premiums. Many of the buyers of these single-family homes have been families moving up to new housing within Menomonee Falls.

Menomonee Falls includes three active multi-family developments ranging from 22 units to 87 units for a total of 147 units. The average unit sizes of the projects range from approximately 1,300 square feet to 2,100 square feet. Prices range from $170,000 ($131 per square foot) to $280,000 ($133 per square foot). Absorption at Pilgrim Glen Condominiums, the largest condominium development, is reported by the sales representative to average four units per month. Demand for Pilgrim Glen has primarily come from within the Village, with a majority of empty-nesters (older households without children living at home) looking to downsize from their existing single family homes but staying within the community.

Table 111 shows the primary proposed or planned housing developments in Menomonee Falls. Map 1 shows the locations of the proposed or planned projects.

TABLE 111

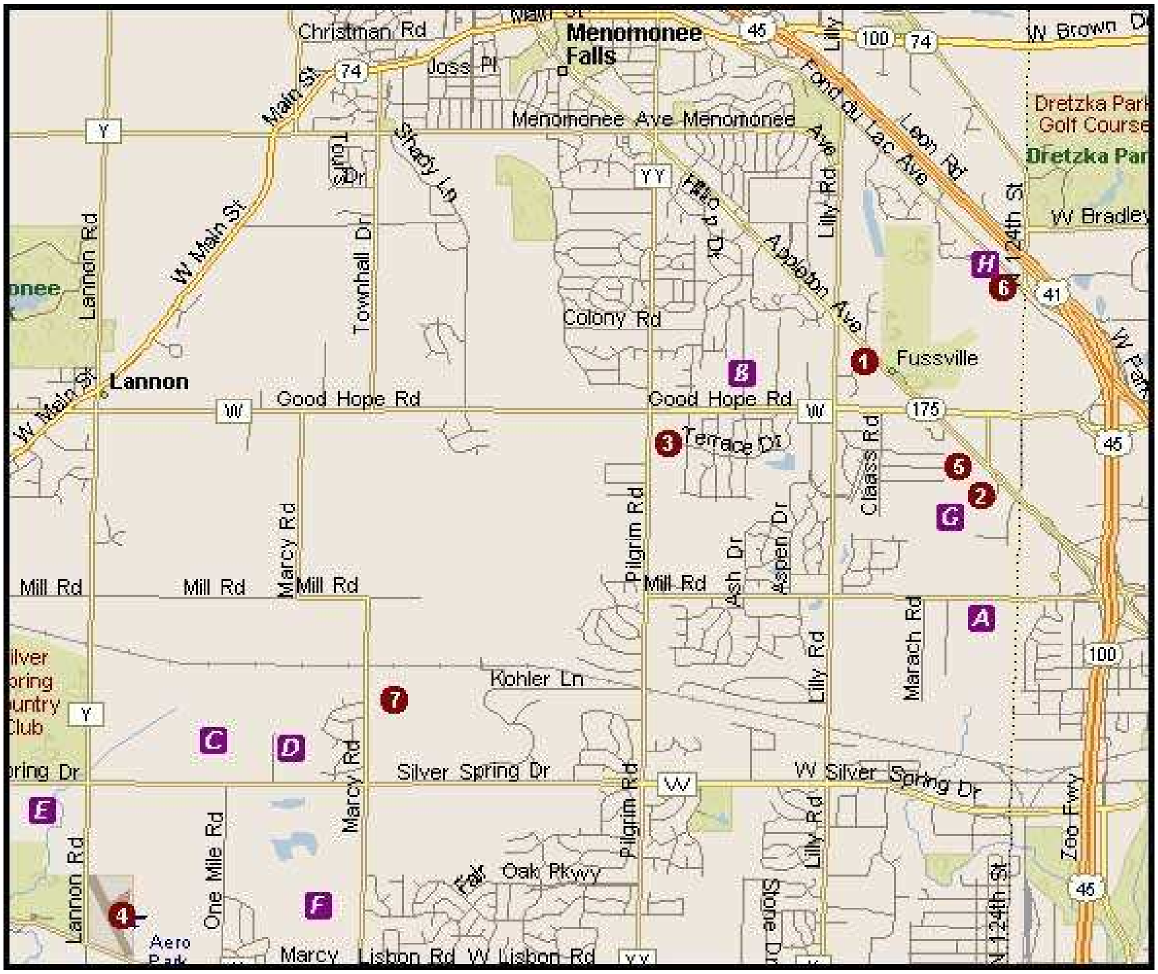
Proposed Future Supply of Housing Units

	Map ID	Status	Units/ Lots #	Unit Size # Square Feet	Unit Price Range $	Lot Price Range $
SINGLE FAMILY						
Lily Creek Highlands IV	G	Proposed	7	2,500 – 3,000	450,000 – 600,000	N/A
Fairway Village	H	Proposed PUD	4	N/A	N/A	200,000+
Total			**11**			
MULTI FAMILY						
Lily Creek Highlands IV	2	Proposed	34	N/A	300,000 – 350,000	N/A
Aero Park	4	Proposed	700	N/A	N/A	N/A
Fairway Village	6	Proposed PUD	12	N/A	200,000 – 215,000	N/A
Total			**746**			
Total Single Family +Multi Family Housing Units			757			
Sources: Village of Menomonee Falls; Westridge Builders; JBJ Development; Gruen Gruen + Associates.						

Approximately 746 multi-family units and 11 single-family units have been identified as proposed for development. The Westridge Builders proposed Aero Park development accounts for the preponderance of the potential additional supply. Westridge acquired the Aero Park Airport, a 100-acre recreational grass airfield located on the southwest portion of town at the intersection of Lisbon and Lannon Roads. Westridge Builders proposes to develop multi-story condominium buildings of approximately 700 units. The project is very early in the planning and entitlement process. A variety of engineering issues, including flood concerns, and the need to extent water and sewer facilities to the site still need to be resolved.

MAP 20

Active and Proposed Residential Housing Sites



Not included in the inventory of active and proposed or planned additions to the housing supply in Menomonee Falls identified above is the housing component of the Main Street Master Plan summarized in Table 112.

The Master Plan for the Main Street Redevelopment District includes a total of 941 for sale and rental residential units of various types. Multi-story rental units ranging in size from 800 to 1,100 square feet of space as envisioned by the market analysis completed in 2004, make up 80 percent or 753 of the total units in the Redevelopment Plan. The estimated monthly rent is \$850 to \$950 per month (in 2004 dollars) or \$10.36 to \$12.76 per square foot per year. According to the Village of Menomonee Falls Community Development Department, another 386 for sale and rental units are planned for the reminder of Tax Increment No. 6 which includes the redevelopment area (total dwelling units for TID #6 is 1,327).

TABLE 112

Residential Development Postulated in Main Street Master Plan

Type of Unit[1]	Units #	Expected Sale or Rent Range $
Residential[2]	753	850-950 monthly rent
Townhome[3]	52	225,000 – 300,000
Loft Residential[4]	32	125,000 – 150,000
Single Family[5]	36	300,000 – 400,000
'Granny Flats'[6]	2	150,000 – 180,000
Live / Work[7]	61	150,000 – 175,000
Loft Flex	5	125,000 – 150,000
TOTAL	941	125,000 – 770,000

[1]Housing types were taken from classifications described in Main Street Redevelopment Plan. Sale and rent ranges are in 2004 dollars. Prices are likely to be higher in 2006 as prices have increased.
[2]Multi-family stacked rental units range in size from 800 to 1,100 square feet. Rents are proposed at $850 to $950 per month.
[3]Two and three story units, ranging in size from 1,800 to 2,500 square feet.
[4]Lofts will average 1,100 square feet.
[5]Single family homes will range in size from 2,400 to 2,700 square feet.
[6]Smaller townhome units, ranging in size from 1,200 to 1,500 square feet.
[7]Range in size from 1,200 to 1,500 square feet and will be assessed as residential property.

Sources: Village of Menomonee Falls; RTKL Associates, Inc.

According to the Community Development Department, the Northeast Area Plan calls for additional housing units beyond those identified in the Redevelopment District and Tax Increment District. These units are planned for on land previously classified for industrial development and are currently undeveloped or obsolete industrial properties. The two major areas are near Pilgrim and County Line Road, and the area around Lilly, Warren and 145 to the north of Main Street. It is estimated that the currently undeveloped County Line and Pilgrim area would have approximately 110 units of low density development (two dwelling units per acre), 16 to 48 units of Medium Density Urban Development (two to six dwelling units per acre), and 18 or more dwelling units in a mixed use residential area. For the area near Lilly and Warren, it is estimated that 82 dwelling units at a low density classification and 38 to 114 dwelling units of Medium Density Residential Development could be developed.

The Village is currently focusing on development of the Redevelopment District and the Tax Increment District No. 6. The Village is negotiating formally with one developer interested in creating a mixed-use commercial development, and a condominium development in a mixed-use residential district with approximately 82 dwelling units. The condominium units are expected to be offered prices averaging $209,000 with an average size of 1,090 to 1,190 square feet of space. The Community Development Department indicated that it is discussing both commercial and residential redevelopment opportunities with other developers and continuing to further implementation strategies related to rezoning within the district to coordinate with the comprehensive plan, as well as creating other incentives plans and planning infrastructure improvements. Should the Master Plan be implemented, it would represent a substantial supply of affordably-priced units. As indicated below, the potential supply if built is likely to accommodate the estimated demand between 2005 and 2020 for lower-priced units.

The Generation Y members, who in 2006 are between the ages of 11 and 30, are likely to become an increasingly important source of labor and demand for lower priced market rate housing. Baby boomers currently between the ages of 42- and 60-years-old are also likely to want to live in the kinds of housing suggested for the Master Plan. Both population groups will want to do so, however, if the housing is part of an exciting and vital set of retail (including upscale grocery stores, bookstores, espresso shops and kitchenware stores), eating and drinking places, and recreational and cultural activities. The development of additional housing at the Main Street location or elsewhere such as the Village Centre would also free up existing single-family housing for workers not yet living in Menomonee Falls or to which they could move up from apartments or multifamily housing within the Village. The Village will need to prepare for the rising demand from the members of the Generations Y and Baby Boomer cohorts. This will require branding the Village Centre or the Main Street Redevelopment District as a desirable location with the kinds of retail and other amenities and services described above located near housing products.

RELATIONSHIP BETWEEN HOUSING NEEDS AND HOUSING SUPPLY

Table 113 estimates the relationship between estimated demand for housing units from 2005 to 2020 with the estimated current and identified likely future supply of housing units.

TABLE 113

Forecast Relationship Between Potential Demand and Identified Current and Future Supply of Housing Units in Menomonee Falls: 2005 – 2020

	2005 – 2020 #
Potential Additional Demand for Housing Units Including Five Percent Vacancy Rate for Mobility and Replacement	2,401[1]
Current Available or Planned Future Supply of Lots/Units	1,231
Number of Units Needed to Accommodate Potential Future Demand	1,204

[1] Includes 518 housing units with income under $34,999 that are likely to move into existing units.

Source: Gruen Gruen + Associates

Between 2005 and 2020, we forecast additional housing demand of approximately 2,400 units, or on average 160 units per year. The current inventory of vacant or planned lots or housing units in active residential subdivisions totals 474 units. In addition, excluding the 1,142 multi-family units included in the Main Street Master Plan, but including the Aero Park project in the very early planning phase, we have identified approximately 757 units proposed or planned to be developed within Menomonee Falls for a total of approximately 1,200 units of additional supply of housing. The relationship between forecast potential demand and identified supply indicates that approximately 1,200 units will be needed to accommodate future demand between now and 2020.

Table 114 compares the identified current and future supply of housing by estimated price range in Menomonee Falls with the estimated demand for additional housing units by price range from 2005 to 2010. Although we did not obtain specific price information on every model available in the current single-family subdivisions, based on the information obtained, we estimate that all the current or future single-family units would likely be priced above $360,000.

TABLE 114 **Estimated Supply of Current and Future Housing by Price Range Compared to Estimated Demand for Housing by Price Range: 2005-2010**					
	Current and Future Supply of Units			Demand for Units	Unit Shortfall
For-Sale Price Range[1] $	Single Family # Units	Multi Family # Units	Total # Units	2005-2010 # Units	2005-2010 # Units
135,000 – 195,000	0	0	0	101	(101)
195,000 – 290,000	0	121	121	167	(46)
290,000 +	338	72	410	320	90
Total	338	193[2]	531	588	(57)
[1] 2006 dollars. [2]Not including proposed 700 unit Aero Park because no price information was available and given the early stage of the planning of the project.					
Source: Gruen Gruen + Associates					

The estimates of the supply and demand by price range suggest that a potential shortfall in housing priced at the lower price brackets under $290,000 and sufficient housing priced above $290,000 to meet the estimated demand for higher-priced housing. Note, however, the estimates do not factor in the Aero Park or Main Street Master Plan housing component. As indicated above, the Main Street Master Plan postulates housing units, both rentals and for-sale that would meet the estimated demand for units in the under $300,000 price range.

HOUSING FOR OLDER HOUSEHOLDS

The demand for housing geared to the needs of older households is likely to grow because of the increase in the proportion and number of older residents in Menomonee Falls. According to the U.S. Census Bureau, the percentage of Menomonee Falls residents over age 65 increased five percent between 1990 and 2000, from 11.7 to 15.7 of the total population. In this same period Waukesha County experienced an increase of 2.2 percent, from 9.8 percent in 1990 to 12 percent in 2000. According to the State of Wisconsin Department of Administration, as shown on Table 115, the proportion of Waukesha County residents over the age of 65 is projected to increase by approximately nine percent over the next 25 years.

TABLE 115 **Waukesha County Population Over Age 65: 2000 to 2030**				
Year	Total Population #	Population 65+ #	Proportion of Total %	Shift in Proportion Percentage Points
2000	360,767	43,434	12.0	N/A
2005	374,891	47,482	12.7	0.7
2010	386,460	53,591	13.9	1.2
2015	397,922	62,339	15.7	1.8
2020	409,570	72,019	17.6	1.9
2025	424,472	83,267	19.6	2.0
2030	436,986	92,359	21.1	1.5
Sources: State of Wisconsin Department of Administration; Gruen Gruen + Associates.				

We estimate the growth of the over 65 population within Menomonee Falls using the 2.8 percent average annual increase forecast for this population group in the County as a whole between 2005 and 2020. Table 116 shows the resulting estimate of the over 65-years-old population in Menomonee Falls by 2020.

TABLE 116

Estimated Menomonee Falls Population Over Age 65: 2000 to 2030

Year	Total Population[1] #	Population 65+[2] #	Proportion of Total %	Shift in Proportion Percentage Points
2000	32,647	5,126	15.7	N/A
2005	33,769	5,885	17.4	1.7
2010	34,668	6,756	19.5	2.1
2015	35,565	7,756	21.8	2.3
2020	36,483	8,905	24.4	2.6

[1] Used WDOA population forecast to estimate proportion of population 65+ years of age.
[2] Forecast based on annual growth rate of 2.8 percent.

Sources: State of Wisconsin Department of Administration; Gruen Gruen + Associates.

The population of residents above the age of 65-years is estimated to increase from 5,885 in 2005 to about 8,900 in 2020. This approximately 3,000 increase would shift the share of the population over the age of 65 from over 17 percent in 2005 to over 24 percent in 2020.

According to the U.S Census Bureau's American Community Survey, Waukesha County contained 145,718 households in 2005. Approximately 23 percent, or 33,218, of the households were occupied by people over the age of 65. In this same year, 47,482 households over the age of 65 resided in Waukesha County. In 2000, Waukesha County contained a population of 43,434 above the age of 65-years with 29,086 households occupied by residents over the age of 65. Waukesha County, from 2000 to 2005, averaged about 1.45 persons per household for households including a member 65-year-old or older (Age 65+ population / number of households with a member 65-years of age or older). This ratio is used to translate the estimated resident population of Menomonee Falls above the age of 65 into an estimate of households presented in Table 117.

TABLE 117

Estimated Households Including 65-Year Old Members in Menomonee Falls

Year	Population 65+ #	Households with 65-Year Old Member[1] #	Additional Households With Member Above 65-Years-Old #
2005	5,885	4,059	
2010	6,756	4,659	600
2015	7,756	5,349	690
2020	8,905	6,141	802
Total			2,092

[1]For 2000 and 2005, Waukesha County averaged 1.45 persons per senior household. A rate of 1.45 persons per household was used to translate the total population over age 65 into an estimated number of households including a member 65-years-old or above.

Sources: U.S Census Bureau; State of Wisconsin Department of Administration; GG+A.

In 2000, 3,564 of the 12,844 existing households were occupied by households with a member above the age of 65-years-old or about 28 percent. Between 2005 and 2020, the number of households including a member above the age of 65-years-old is estimated to increase by nearly 2,100 to over 6,100 households. Such households are estimated to comprise approximately 37 percent of the projected 16,454 households (See Table 96 above) in the Village by 2020. The Village has 476 existing units in Wildwood Lakes and Wildwood Highlands, its two largest developments reserved for older households. Another 248 units in the Jolly Aire and Riverwalk Senior Apartments and two newer projects reviewed below are reserved for older households are located in the Village. The 724 existing housing units in these complexes can accommodate about 18 percent of the estimated 4,059 households including members above the age of 65-years.

THE IMPACT OF OLDER HOUSEHOLDS ON HOUSING DEMAND

Nationally, although households' ages 65 or older move infrequently, they account for purchases of nearly 10 percent of new homes. The highest rate of homeownership – over 82 percent- is among householders ages 55 to 74, the age cohort in which the highest rate of household growth is occurring. Although older age households change residences much less often than younger adults, about 39 percent of households change residences after they reach the age of 60. The purchase of second or even third homes partly accounts for the high share of purchases. The interviews suggest some residents have purchased condominiums in Menomonee Falls and second homes elsewhere.

According to a recent survey by the American Association of Retired Persons, 90 percent of older adults prefer to remain in their homes. The presence of a spouse and proximity to children increases the probability of older adults staying in conventional housing or active adult communities. Given that a move for healthy, often mortgage-free older adults is discretionary, age-restricted housing developments may take more marketing time than other housing types. Individual amenities – personal gardening spaces, individual hot tubs or pools and other "privacy" spaces can be expected to appeal to individualistic baby boomers and households accustomed to single-family homes and the relative privacy they provide.

Because many older adults prefer to age in place, demand is likely to grow for home modifications, including creation of first floor master suites and healthcare support to help older adults live safely and comfortably in their homes. This includes life safety monitoring and security systems and services. Baby boomers had fewer children (the baby bust) than their parents so as boomers age and develop care needs after they become widowed, the proportion choosing assisted communities will increase. Baby boomers, however, will be the healthiest older adults and the differential between longevity of women and men is narrowing. So over time, elderly will live together longer and this will increase the probability of staying in their own homes for longer periods of time. Higher-educated, wealthier baby boomers are likely to have a stronger desire to live independently. In addition, for a variety of reasons, better health and educational attainment translates into longer working lives. One market opportunity may be to "condo-ize" conventional homes in terms of maintenance and repairs, yard care, snow removal and related services. As single-family homeowners age, services more frequently available in multi-family condominium projects will appeal to single-family homeowners.

The desire to avoid maintenance is one reason why many empty-nesters prefer condominiums. A recent Del Webb survey found that upon retirement, for baby boomers, maintenance will be a principal factor in choosing a home and that a high proportion of boomers want a smaller home. Aging baby-boomers turned empty-nesters are driving demand for condominiums. These lifestyle changes, coupled with older households working longer, even if at less taxing jobs, indicate continued demand for condominiums, especially for those close to shopping, restaurants and cultural opportunities.

As indicated above in the discussion of the Main Street Redevelopment District, an important shift in the order of priority of land uses has occurred. In today's downtowns, for example, retail and recreational activities will need to precede market-rate housing. This is a reversal of the traditional order of suburban land uses, where retail typically follows, not precedes, rooftops. In order to capture a share of the empty-nester, or older household for-sale housing market, the housing should be located in areas of highly concentrated retail and other amenities and activities such as the Village Centre.

Only about three percent of individuals over the age of 70 and seven percent of people 85-89 are in assisted–living units. A reduced percentage of the increasing over-85 will likely opt for assisted living because of their relatively greater health than prior generations of over aged 85 adults. According to Americans Seniors Housing Association, assisted living facilities have an annual turnover rate of about 55 percent. The average tenure in assisted living facilities is 23 months according to the survey. This means that people moving into these types of housing are very frail seniors and that people are waiting longer to move into assisted living. Today, assisted living operators provide more health care services to aid frail residents. Most assisted living units should be designed for single, not double occupancy because as long as one spouse is in good health, he or she tends to take care of the less-well partner rather than move together to an assisted living facility.

The overview of housing preferences suggest that the Village should anticipate requests for building permits associated with remodeling homes to facilitate aging in place, various types of condominium developments including those featuring single-family or townhome type products as well as a continuum of facilities for serving the needs of differing segments of older households. The continuum of facilities will include nursing homes for the oldest and frailest households.

EXAMPLES OF NEW OR FUTURE “SENIORS HOUSING" SUPPLY

Horizon Development Group has developed initial phases of a housing project serving older households on 18-acres of land on West Appleton Avenue, south of West Good Hope Road. The first phase of the development, a three-story, 128-unit apartment building opened in August 2005. Alta Mira includes a community room with significant kitchen facilities, a chapel, beauty salon, health care office, exercise room, and business center with internet access. A bank branch is in process of obtaining the requisite license needed for operating out of the building. The units range in size from about 725 square feet to 1,280 square feet. Monthly rents range from about $1.30 to $1.60 per square foot or approximately $940 to $2,050. Fifty-eight units have been occupied. This equates to an absorption rate of 4.5 units per month. About 85 percent of the households attracted have moved from within Menomonee Falls. The average age of the residents is 75-years-old. Many of the residents have sold existing single-family homes before moving to Alta Mira.

Ninety condominium units are planned in four, three-story buildings. The first building, Buena Vista opened in June 2006. This 20-unit building includes two one bedroom units of 800 square feet. The balance of the building consists of two bedroom units ranging from 1,200 to 1,400 square feet of space. Five of the units have been sold to date. All of the buyers have originated from Menomonee Falls. Four of the buyers are in their mid 70s or older. Prices range from $174,000 ($217 per square foot) for the one bedroom units to $204,000 ($170 per square foot) to $224,000 ($160 per square foot) for the two bedroom units. While the development is clearly meeting a need for older residents who no longer wish to maintain larger single-family housing units but do desire to remain in Menomonee Falls, the slow down in the for-sale housing market has impacted the rate of absorption of the units.

Horizon has sold part of the land holding to Community Retirement Living, Inc, which plans to build a 30,000-square-foot Alzheimer’s and dementia care center across the street from the Alta Mira apartments. According to the August 21, 2006 issue of the Business Journal of Milwaukee, the Northfield Manor project is anticipated to include 40 rooms ranging in size from 370 to 560 square feet for patients at least 70-years-old. The project is slated to open in May 2007.

APPENDIX E

THE DEMAND FOR RETAIL SPACE IN MENOMONEE FALLS AND RECOMMENDED STRATEGIC GOALS AND ACTIONS

A Memorandum Report

to

The Village of Menomonee Falls

from

GRUEN GRUEN + ASSOCIATES
Urban Economists, Market Strategists and Land Use/Public Policy Analysts

November 2006

(Edited for format by R.A. Smith National, Inc.)

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Date: November 1, 2006
To: John Fellows and Brian Turk
From: Aaron N. Gruen and Debra L. Jeans
Subject: C1194: The Demand for Retail Space in Menomonee Falls and Recommended Strategic Goals and Actions

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INTRODUCTION, PRINCIPAL CONCLUSIONS AND RECOMMENDATIONS

Gruen Gruen + Associates ("GG+A") conducted a retail market analysis of Menomonee Falls in order to provide an information base for the preparation of a Comprehensive Plan for the Village. The research and analysis included an assessment of the strengths and weaknesses of the retailing base, an estimate of both existing and potential future demand as well as consideration of retail supply and important trends affecting retailing.

A key advantage in addition to fiscal benefits such as increased taxes from the enhancement of the Menomonee Falls retail base relates to improving the quality of life for those who reside and work in the community. A strong retail base in well planned commercial centers not only enhances the treasury of the Village but also reduces travel time and facilitates community solidarity as residents run into neighbors and friends in the Village Centre or at local shopping centers. A strong retail base also helps attract, retain, and make more productive the non retail economic base.

WORK COMPLETED

In order to accomplish the study objectives, GG+A performed the following tasks:

1. Inspected the retail locations in the Village, and conducted interviews with local and regional real estate brokers, property managers and developers to gain information and insights into the relevant market areas, potential supply competition, and whether additional retail space could be supported;
2. Reviewed retail supply data and researched relevant literature;
3. Analyzed demographic, income, and purchasing power estimates for retail goods;
4. Converted estimates of purchasing power or retail demand into estimates of the supportable amount of on-the-ground retail space;
5. Identified and mapped the relevant supply of retail space;
6. Evaluated the relationship between demand for and supply of retail space; and
7. Synthesized the results of the supply and demand analysis, interviews, field inspections and literature review in order to reach conclusions about the potential opportunities and scale of demand for retail space in the Village.

PRINCIPAL CONCLUSIONS

Market Conditions and Estimate of Amount of Additional Retail Space Likely to be Supported by Potential Demand

The quantitative demand-supply model presented in the body of the report, supplemented by interviews with knowledgeable local real estate brokers and developers, indicates that retail space market conditions will be highly competitive for the foreseeable future. This will especially be the case for neighborhood convenience and necessity uses serving relatively small geographic areas. For the Village as a whole, demand is currently estimated to be essentially in balance with supply. Expenditure potential or retail demand is estimated to increase to be able to support approximately 400,000 square feet of additional retail space in Menomonee Falls by 2020. The identified potential future retail supply is likely to absorb much of the potential increased demand.

Retailing has and will continue to undergo shifts driven by continuous changes in demographics, attitudes and tastes of consumers, and technology. Retail operates under the law of creative destruction. Formats will change and new concepts will still arise and thrive. The smaller, older neighborhood and community centers in Menomonee Falls have been especially adversely impacted by supply competition, the decline of traditional shop space in favor of a variety of services and eating and drinking places, and consumer and space user shifts in preferred formats and tenants and shopping locations. High vacancy rates and low rents pertain to Menomonee Falls' stock of neighborhood and community centers along portions of the Appleton Avenue and Main Street corridors. The high vacancy rate of 29 percent for the approximately 465,000 square feet of neighborhood retail center space is concentrated in six smaller centers built prior to 1985. These centers, unanchored by grocery stores, totaling approximately 360,000 square feet of space contain about 108,500 square feet of vacant space or 81 percent of the total vacant space in the neighborhood retail inventory.

An example of an older, smaller neighborhood center that has repositioned itself into a home-oriented specialty center adjacent to furniture and electronic stores is the River Court Shopping Center located near Richfield Drive and Highway 41/45. This center includes Neu's Hardware/Building Center and Malkin's Carpet. Malkin's Carpet relocated from a neighborhood center on Appleton without as good as highway access and without nearby businesses with the drawing power of Best Buy and Steinhafel's.

While the approximately 446,000 square feet of community shopping center space in Menomonee Falls currently has a high vacancy rate of 28 percent, much of the vacancy is due to the closure of a Wal-Mart store. Wal-Mart elected to build a Super Wal-Mart store in the neighboring community of Germantown.

Recommended Strategic Goals and Actions

- The Village Centre, the historic core of the Village at the intersection of Main and Appleton, is a compact area with a pedestrian character and pleasant ambiance and amenities including the Menomonee River, a mill pond falls, and park land. Given a consumer shopping pattern shift to "lifestyle centers and pedestrian-oriented, in-town "Main Streets, encourage the intensification and integration of retail, restaurant, entertainment, service and residential uses in the Village Centre. Encourage parking that meets two criteria: (1) accessible and readily available; and (2) located to avoid interrupting the flow of pedestrian traffic and shopping visits so as to encourage walking from site to site. The enhancement of the Village Centre represents an opportunity to differentiate the Village Centre from other shopping formats and to reinforce the Village Centre as a central gathering place for residents and visitors. The enhancement should capitalize upon an accessible and secure location by providing adequate parking in a physical setting that serves as an attraction with an exciting mix of residential, eating and drinking, entertainment, service, and specialty retail uses.
- Encourage a smaller number of denser, mixed-use neighborhood and community-serving centers, while discouraging additional linear retail and freestanding locations. A mix of retail, service, and public uses will serve to reduce the amount of non-commute trips that increasingly are becoming as time consuming and travel intensive as commute trips for many family households. Encourage strongly anchored neighborhood and/or community sized retail centers at locations that can serve multiple neighborhoods.

From a long-term perspective, it would be better for the Village to have fewer, larger, well-integrated shopping agglomerations rather than numerous smaller strip centers. A large number of small strip centers siphon off demands so as to take more difficult the development of larger projects that encourage multi-purpose visits and are better positioned to withstand supply competition.

- Encourage big-box, category-killer retailers located in well planned, strongly anchored centers, while discouraging freestanding locations. Locations such as the Appleton Avenue/County Line Road (Q) node and emerging Highway 41/45 and Pilgrim Road, near Richfield Way node that can serve both households and workers in close by business and industrial parks are desirable for centers anchored by big-box retailers. Given the increasing importance of "etailing" as well as intense competition from existing and future retail centers, some retail chains will close their less successful stores, concentrating on their best performing stores. To limit future closures or difficulty in releasing the stores, the Village should encourage the dominant retailers to locate within the Village. The Village policies should encourage well designed centers providing ready access and sufficient parking and integrated with other uses or developments to increase the potential for remaining competitive over the longer run. The interviews suggest that roadway improvements may be needed to extend or enhance Richfield Way, which serves as a frontage road south of Highway Q and Highway 41/45, in order to avoid traffic congestion in this emerging regional-serving retail node. Best Buy (60,000 square feet) and Steinhafels furniture (100,000 square feet) stores have opened in this area. Additional retail development has been proposed.

- The Appleton and Good Hope Road area represents an opportunity to add retail and restaurant space to support the Heritage Reserve and Woodland Prime Office Parks in Menomonee Falls and Park Place development in Milwaukee, directly east, and the emerging residential base, including housing and medical services designed for older households. Part of a mixed-use project, the Woodland Market, a nearly 39,000-square-foot development at Appleton and Good Hope is currently under construction and has begun marketing.

- As indicated by the intense competitive market conditions for the expenditures of consumers, smaller, older properties no longer offering the preferred format or tenants are likely to be adversely impacted by supply competition, retailer consolidation, and e-tailing. Indications of lower rents, higher vacancy rates and shifts in consumer shopping patterns for properties on Main Street and parts of the Appleton corridor indicate that some properties have already been impacted.

  When properties or locations can be characterized by functional obsolescence and/or locational obsolescence (i.e., demand has shifted to other locations and demand sources have and can be expected to be more than satisfied by alternative supply choices), the Village should consider working with the private and public stakeholders to develop plans for the revitalization or adaptive reuse of such commercial shopping areas or properties. By adaptive reuse we refer to the conversion of uncompetitive retail properties (tending to be smaller, older, and located in inferior retail locations) into other land uses such as incubator office, service center/flex tech, or residential space. For centers or shopping areas characterized by both locational and functional obsolescence, plans will need to focus on identifying feasible programs for conversions to other uses and the required implementation procedures. Frequently market and investment analysis will be required to formulate plans for the revitalization and enhancement of existing commercial properties or their profitable conversion to other market-responsive uses. In the case of the diminished competitive appeal of the Main Street Corridor, the Village has already developed the Main Street Redevelopment Plan to improve the Main Street Corridor.

STRENGTHS AND WEAKNESSES OF THE RETAILING BASE

Comparative Advantages

Based on the results of the survey of businesses described in a previous report and interviews with real estate brokers and developers, comparative advantages retailers derive from operating within the Village include:

- a highly accessible location with proximity to U.S. Highway 41/45, which connects with

Interstate 94 and Interstate 894;
- a residential base growing both in size and affluence;
- a large employment base;
- a desirable image and safe and secure location;
- an ability to attract and hold retail labor; and
- reasonable real estate costs.

Potential Constraints

The approximately 1.2 million-square-foot Brookfield Square Mall[1] and Bluemound Road commercial agglomeration in Brookfield within approximately 10 miles to the west, the approximately 1.1 million-square-foot, Mayfair Mall[2] approximately nine miles to the south and the redeveloped and expanded 1.2 million-square-foot Bayshore Town Center[3] about 12 miles to the east represent strong regional-serving retail agglomerations. The presence of these agglomerations will require regional-serving uses in Menomonee Falls to be differentiated in format and tenant make-up to these projects.

Within Menomonee Falls, a shift in preferred shopping patterns has occurred. For example, some properties in the Main Street Corridor have not regularly modernized to remain attuned to contemporary preferences. Physical development constraints and a set of under-utilized, disconnected uses limit the appeal of this location for shopping. The approximately 73,000-square-foot, 40-year-old Pilgrim Village Shopping Center at the southeast corner of Pilgrim and Main, near the Village Centre, has been adversely affected by a shift in consumer shopping patterns. The anchor tenant, a Piggly Wiggley grocery store containing 31,000 square feet of space, closed in 2005. A nearby store, Jay's Sports closed in late 2004. The downward shift in the relative appeal of the Main Street Corridor is indicated by high vacancies, low rents and lower investment in maintenance and physical enhancements. Other properties have also been affected by supply competition and changes in customer shopping patterns and preferences. For example, Colonial Plaza, a 54,000-square-foot center built in 1975 located between the two dominant retail clusters on Appleton Avenue, contains about 14,500 square feet of vacant space with asking rents as low as $8 per square foot.

ESTIMATE OF CURRENT AND POTENTIAL FUTURE RETAIL DEMAND FROM HOUSEHOLDS

Potential retail demand primarily depends upon the amount of disposable income within a market area. Disposable income is influenced by population and income. Estimating potential retail demand requires the identification of income spent on retail goods. Not all internally generated demand is satisfied in a primary market area. Some potential demand within the market area is lost to retailers outside the market area. Retail sales expenditure potential from residents is likely to leak out to the regional malls and other regional-serving retail agglomerations outside the community. Conversely, the Appleton Avenue/County Line (Q) and Highway 41/45 retail agglomeration including big-box, category killer tenancies such as The Home Depot, Office Max, Steinhafel's, and general merchandise retailers such as Target and Kohl's serves the north side of Milwaukee and smaller communities to the north of Germantown. Because of its accessible location, size and combination of hard and soft goods retailing along with restaurants such as Panera Bread and Noodles & Company, the Highway Q and Appleton Avenue agglomeration serves as a community- and regional-serving retail location.

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[1] Brookfield Square Mall, located just off Interstate 94 between Moorland and Bluemound Roads with over 110 stores and eateries includes as anchor tenants Boston Store, JC Penney, and Sears. The area around the Mall contains a relatively complete supply of retail formats and leading retailers.

[2] Mayfair Mall is an enclosed, two-level, super-regional center anchored by Boston Store, Macy's, and AMC Theatre with 180 shops, and restaurants such as P.F. Chang's, Maggiano's, and Cheesecake Factory and 6,500 parking spaces. Four office buildings with over 1,600 employees are part of the development.

[3] Bayshore Town Center represents a $360 million redevelopment of the former Bayshore Mall in Glendale into a mixed-use lifestyle center planned to include 180 shops and restaurants, entertainment uses such as a movie theater, apartments, and 200,000 square feet of office space.

To make an estimate of the future demand for retail space, we estimate the demand attributable to the population of the Village of Menomonee Falls. In addition, we consider potential demand from households outside of Menomonee Falls residing within five miles of the intersection of Pilgrim and Highway 41/45. We also estimate the demand attributable to the employment base of Menomonee Falls. Drawn from the previous report on housing demands, Table 118 presents an estimate of the total household income of households in Menomonee Falls from 2005 through 2020.

TABLE 118

Estimated Total Household Income of Households Within the Village of Menomonee Falls

Year	2000	2005	2010	2015	2020	Change 2005-2020	Change 2005-2020
Households[1]	12,844	13,385	13,942	14,498	15,003	1,618	12
Estimated Average Household Income[2]	$57,952	$61,517	$64,655	$67,953	$71,420	$9,903	16
Estimated Total Household Income	$744,335,488	$823,405,045	$901,420,010	$985,182,594	$1,071,514,260	$248,109,215	30

[1] Drawn from Table 3 of the September 2006 report labeled "Population and Household Trends and Projections and Forecast Housing Need For Menomonee Falls".
[2]Drawn from data provided by the Wisconsin Department of Revenue, household income is assumed to grow at an average annual rate of one percent.

Sources: U.S. Census Bureau, Census 2000; Village of Menomonee Falls Community Development Department; Wisconsin Department of Administration; U.S. Bureau of Labor Statistics; Gruen Gruen + Associates.

The number of households is estimated to increase by over 1,600 households or 12 percent between 2005 and 2020. According to the Wisconsin Department of Revenue, personal income is expected to grow by over five percent between 2005 and 2010 in the Milwaukee Waukesha region. We assume this annual increase of one percent remains the same from 2010 to 2020. Average household income is estimated to increase by 16 percent or nearly $10,000, from about $61,500 in 2005 to about $71,400 in 2020. Total household income is estimated to increase by 30 percent or $248.1 million to $1.07 billion in 2020.

Table 119 presents an estimate of the total household income attributable to non Menomonee Falls households located within five miles of the Highway 41/45 and Pilgrim intersection in 2005 and 2010.

TABLE 119

Estimated Total Household Income of Non Menomonee Falls Households Within Five Miles of Highway 41/45 and Pilgrim Road

Year	2000	2005	2010	2015	2020	Change 2005-2020	Change 2005-2020
Households[1]	10,095	10,610	11,151	11,720	12,318	1,708	16
Estimated Median Household Income[2]	$58,970	$61,978	$65,139	$68,462	$71,954	$9,976	16
Estimated Total Household Income	$595,302,150	$657,586,580	$726,364,989	$802,374,640	$886,329,372	$228,742,792	35

[1] Household estimates and forecasts for 2005 through 2020 assumes a one percent rate of annual growth. The estimate reflects the total number of households within five miles of Highway 41/45 and Pilgrim Road which are not located in the Village.
[2] Instead of using the average household income we use the lower median household income in 2000 of $58,970. The income figure reflects all households within five miles of Highway 41/45 and Pilgrim located outside the Village of Menomonee Falls. Assumes income grows at an annual rate of one percent.

Sources: U.S. Census Bureau, Census 2000; AGS, Inc. Continental Properties; Gruen Gruen + Associates.

In 2005, the approximately 10,500 households not located within Menomonee Falls but residing within five miles of Highway 41/45 and Pilgrim Road are estimated to have a median household income of approximately $62,000[4]. Due to an estimated household growth rate of one percent and assuming a growth rate of one percent of median household income, total household income attributable to non Menomonee Falls residents located within five miles of the Highway 41/45 and Pilgrim intersection is forecast to increase by $229 million or 35 percent to $886 million in 2020.

ESTIMATE OF EXPENDITURE POTENTIAL FOR RETAIL GOODS

Expenditure Rate

In order to estimate the potential purchasing power for shopping center-type goods, we reviewed the 2004 Bureau of Labor Statistics ("BLS") *Consumer Expenditure Survey* for the Milwaukee Metropolitan Statistical Area ("MSA"). For simplicity, we assume that the expenditure patterns of residents in the Village are similar to that of the residents in the Milwaukee MSA. As shown on Table 120, the 2004 BLS *Consumer Expenditure Survey* for the Milwaukee MSA indicates that Milwaukee region households expend approximately 25 percent of their before tax income on retail goods and services.

The estimated expenditure rate of residents does not encompass all retail expenditures made at retail stores. The estimated 25 percent retail expenditure rate of household income does not include non-prescription drugs and medical supplies likely to be purchased at major grocery stores or drug stores such as Walgreen's. The expenditure rate survey data also does not include basic automotive supplies typically available at big-box retailers such as Target.

TABLE 120

Milwaukee MSA Average Household Annual Expenditure on Retail Goods and Services in 2004

Good/Service	Average Household Annual Expenditures $	Share of Average Household Income[1] %
Food	5,189	10.0
Alcoholic Beverages	531	1.0
Housekeeping Supplies	664	1.3
Household Furnishings & Equipment	1,632	3.1
Apparel & Services	1,720	3.3
Personal Care Products & Services	582	1.1
Reading	146	0.3
Tobacco Products & Smoking Supplies	314	0.6
Entertainment	2,002	3.9
Total	12,780	24.6

[1] Milwaukee MSA average household income in 2004 was $51,958. Average household income in Menomonee Falls in 2005 is estimated at $61,175.

Sources: Bureau of Labor Statistics Consumer Expenditure Survey 2004; Gruen Gruen + Associates.

[4] Based on 2000 Census data, we have performed a trade area demographic analysis centered at Pilgrim Road and Highway 41/45. The 2000 estimate includes all households and median household incomes for residents in Milwaukee, Ozaukee, and Washington Counties located within five miles of the intersection. Using estimated growth rates for similar sized trade areas and nearby locations obtained from Wal-Mart Realty and Continental Properties, we have forecasted household growth to 2020 from demographic information for the five mile radius.

To estimate the retail purchasing power or expenditure potential within the Village, we assume that 25 percent of household income is spent on goods and services typically found in retail centers or downtowns. The estimated expenditure rate of 25 percent multiplied by average 2005 household income within the Village of about $61,500 equates to expenditures per household of approximately $15,400.

Expenditure Potential and Estimate of the Amount of Supportable Square Feet of Retail Space

Table 121 presents estimates of potential retail demand within the Village based on the estimated expenditure rate of 25 percent and the number of households within five miles of Highway 41/45 and Pilgrim Road and average household income from 2005 through 2020.

TABLE 121

Estimated Retail Demand from Menomonee Falls Residents and Households Within Five-Miles of Highway 41/45 and Pilgrim Road

	2005	2020	Increase 2005 – 2020 #	Increase 2005 – 2020 %
Total Menomonee Falls Household Income	$823,405,045	$1,071,514,260	$248,109,215	30
Non Menomonee Falls Household Income Within Five Miles	$657,586,580	$886,329,372	$228,742,792	35
Total Household Income	$1,480,991,625	$1,957,843,632	$476,852,007	32
Estimated Expenditure Potential @ 25 Percent of Total Household Income	$370,247,906	$489,460,908	$119,213,002	32
Total Supportable Retail Space in Square Feet @ $325 Per Square Foot	1,139,224	1,506,034	366,810	32

Sources: Bureau of Labor Statistics, Consumer Expenditure Report; Urban Land Institute Dollars & Cents of Shopping Centers; International Council of Shopping Centers; Gruen Gruen + Associates.

Total household income in 2005 attributable to Menomonee Falls households and non local households within five miles of the Highway 41/45 and Pilgrim intersection is estimated at nearly $1.5 billion. Total household income is estimated to increase by 32 percent or $477 million to approximately $2.0 billion in 2020. Multiplying the estimated total household income in 2005 by the 25 percent expenditure rate produces an estimate of retail demand or expenditure potential of $370.2 million. Expenditure potential is estimated to increase by $119.2 million to nearly $490.0 million in 2020.

In order to convert estimates of expenditure potential or purchasing power into estimates of potential on-the ground retail space, an assumption must be made as to the average sales per square foot required to be generated for tenants to viably operate and landlords to obtain high enough rents to amortize development costs and provide a satisfactory return on investment. Table 121 also presents an estimate of the demand for retail space within the Village from 2005 through 2020. We estimate that retail demand from residents and households within five miles of the Highway 41/45 and Pilgrim intersection in 2005 translates into total supportable space of 1.14 million square feet. We estimate that supportable space demand will increase by over 365,000 square feet to over 1.5 million square feet by 2020.

The estimates of retail demand reflect the assumption that a new retail development would need to generate $325 per square foot in sales in order to be a financially feasible venture. We use this estimate based on the assumption that rents range from five percent to eight percent of sales. Using as a proxy for new retail centers the estimated average annual rent of $20 per square foot for the new Woodland Markets 38,900-square-foot project at Appleton Avenue and Good Hope Road suggests a range of sales of $250 to $400 per square foot.

To also put the sales per square foot sales threshold assumption in perspective, Table 122 summarizes sales per square foot productivity estimates from our interviews and review of data obtained from the International Council of Shopping Centers(ICSC), Urban Land Institute (ULI), and financial reports of individual retail chains.

TABLE 122

Average Sizes and Sales of Current Retail Centers and Individual Retailers

Type of Retail[1]	Average Size # Square Feet	Average Sales $ Per Square Foot[2]
Neighborhood Shopping Centers	67,624	212 - 319
Community Shopping Centers	204,833	206 - 220
Best Buy	45,000	941
Home Depot	105,000	377
Kohl's	77,400	252
Target	128,000	307
Sears	97,000	319
Office Max	37,000	255
Walgreen's	14,500	545

[1] The International Council of Shopping Centers classifies "neighborhood centers" as having between 30,000 and 150,000 square feet of retail space with typically a grocery store as the anchor tenant. "Community centers" are larger in size having between 100,000 and 350,000 square feet of retail space with at least two anchor tenants, typically grocery stores, drug stores, and general merchandise stores.
[2] The ULI *Dollars and Cents of Shopping Centers 2004* data reports average sales of $212 per-square-foot for neighborhood centers and $220 per-square-foot for community centers. The CoStar Group *2005 Shopping Center Census* reports average sales in the State of Wisconsin for neighborhood centers of $319 per-square-foot and $206 per-square-foot for community centers. The sales per square foot for stand alone retailers are based on the most recent financial reports and sales summaries available for each retail chain listed.

Sources: International Council of Shopping Centers; Urban Land Institute *Dollars & Cents of Shopping Centers*; CoStar Group; Annual Reports and 10K forms for the individual retailers listed; Gruen Gruen + Associates.

As shown in Table 122, according to the ULI survey, neighborhood centers in the Midwest average 67,000 square feet of space and obtain annual sales of $212 per square foot. Community centers average approximately 205,000 square feet in size and obtain annual sales of $220 per square foot. In 2005 for the State of Wisconsin, the CoStar Group estimates that neighborhood retail centers average annual sales of $319 per square foot while community retail centers average $206 per square foot. The sales obtained by shopping centers tend to decline relative to the age of the center. For example, the ULI survey data suggests that neighborhood shopping centers less than three years old average sales approximately 28 percent higher than centers 20 years or older. The major big box, category-killer retail stores generate sales from $252 to $941 per square foot, averaging approximately $420 per square foot. Grocery stores in the Milwaukee suburban markets average sales from $350 to $600 per square foot. Walgreen's drug stores average $545 per square foot in sales.

The interviews and lower rents prevailing in some centers or locations suggest that much of the existing older retail space along Appleton Corridor and Main Street generates lower sales than the $325-per-square-foot sales threshold for new space. Therefore, the use of sales per square foot threshold of $325 understates the amount of supportable space because some existing space generates much lower sales but because of lower rents and the lower development costs remains viable.

DEMAND FROM WORKERS

Demand will also originate from those which work in or near Menomonee Falls. Table 123 presents estimates of the sales contributions related to the potential purchasing power of those which currently work within the Village.

TABLE 123

Estimate of Retail Demand from Workers and Supportable Square Feet of Space

	2005	2020
Estimated Number of Workers[1]	38,990	43,182
Estimated Annual Sales[2]	$91,236,600	$101,045,880
Estimated Supportable Demand @ $325 Per Square Foot	280,728	310,910

[1] Employment estimates from 2000 to 2035 have been provided by the Southeastern Wisconsin Regional Planning Commission, which reported total employment for the Village in 2000 of 37,590. By 2035, employment is projected to increase by 9,780 to 47,370. To estimate employment in 2005 and 2020, we assume a basic linear growth over the 35 year period.
[2] Assumes annual employee expenditures of $2,600. The estimate of sales assumes a 10 percent overlap between households and workers.

Sources: The Southeastern Wisconsin Regional Planning Commission; Gruen Gruen + Associates.

The Southeastern Wisconsin Regional Planning Commission projects that employment in Menomonee Falls will increase by approximately 26 percent between 2000 and 2035, from 37,590 to 47,370. Assuming a basic linear growth in employment from 2000 to 2035, we estimate total employment in the Village of approximately 38,990 in 2005 and 43,182 in 2020. Due to some potential overlap between the employment base and household population in the Village, we assume a 10 percent deduction in the estimated retail expenditures of employees. We further assume that each employee will generate $10.00 in daily expenditures for an estimated 260 workdays per year or $2,600 annually. This $10.00 daily estimate includes all food, beverage, retail products, services and entertainment expenditures that occur during and/or after work that is spent in Menomonee Falls.[5]

Therefore, approximately 39,000 workers currently employed within Menomonee Falls are estimate to have a 2005 purchasing power of approximately $91.2 million. This translates into supportable space of approximately 281,000 square feet, assuming a sales threshold of $325 per square foot. In 2020, due to the projected increase of employment by 4,192 jobs, the potential increased sales contribution of approximately $9.8 million is estimated to support additional retail space of approximately 30,000 square feet for a total of about 311,000 square feet of space.

ESTIMATE OF TOTAL RETAIL SPACE DEMAND FROM MENOMONEE FALLS AREA HOUSEHOLDS AND WORKERS

Table 124 summarizes the total estimated retail demand attributable to Menomonee Falls and surrounding area households and workers.

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[5] A 2001 study of Kenosha County employees and commuters entitled "Kenosha County Commuter Study", performed by the University of Wisconsin, found that employees working in the county spent nearly $75 per week or $3,900 annually on general retail items while commuting to and from their place of work.

TABLE 124 **Estimated Retail Demand From Menomonee Falls Area Households and Workers**[1]		
Retail Sales Demand $	2005	2020
Households	$370,000,000	$489,000,000
Workers	$91,000,000	$101,000,000
Total	$461,000,000	$590,000,000
Retail Space Demand # Square Feet		
Households	1,139,000	1,506,000
Workers	281,000	311,000
Total	1,420,000	1,817,000
[1] Figures have been rounded. Includes all households within the Village of Menomonee Falls and households outside of the Village within five miles of Highway 41/45 and Pilgrim Road.		
Source: Gruen Gruen + Associates		

Total retail space demand from households and workers after adjustment for overlap is estimated to approximate 1.4 million square feet of space in 2005. Demand is forecast to increase from households and workers by approximately 400,000 square feet or 27 percent to a total of nearly 1.8 million square feet of space in 2020.

EXISTING AND POTENTIAL FUTURE RETAIL SUPPLY IN MENOMONEE FALLS

Table 125 summarizes the total primary supply of retail space located within the Village.

TABLE 125 **Total Supply of Retail Space by Type in the Village of Menomonee Falls: 2006**					
Center Type	Total Space # Square Feet	Proportion of Total %	Vacant Space # Square Feet	Proportion of Total %	Occupancy Rate %
Neighborhood Center	464,940	30	133,841	52	71
Community Center	445,924	29	123,715	48	72
Freestanding	626,954	41	0	0	0
Total	1,537,818	100	257,556	100	83
Sources: CB Richard Ellis; Village of Menomonee Falls; Loopnet.com; Gruen Gruen + Associates					

The primary retail stock in the Village contains approximately 1,538,000 square feet of space. Of this total, approximately 258,000 square feet or 17 percent is vacant. About 43 percent of total vacancy, however, is attributable to a closed Wal-Mart store located in the Cross Road Shopping Center. Wal-Mart closed this location because it has recently opened a Super Wal-Mart store approximately one mile north along Appleton Avenue in Germantown. Excluding the vacant space previously occupied by Wal-Mart, neighborhood centers constructed prior to 1986 account for approximately 74 percent or 108,500 square feet of the remaining 147,000 square feet of vacant space within the Village. Approximately 627,000 square feet or 41 percent of the inventory consists of big-box/category-killer space that is 100 percent occupied. As described below, much of this space has been recently constructed.

Tables 126 and 10 identify the primary supply of existing retail space by individual center within the Village of Menomonee Falls. Map 1, on page 19, identifies the existing primary supply of retail space within the Village.

TABLE 126

Existing Retail Supply of Community and Neighborhood Centers in Menomonee Falls: 2006

Name of Center	Location	Year Open	Amount of Space # Square Feet	Amount of Vacant Space # Square Feet	Occupancy Rate %	Rental Rate $ Per Sq. Foot	Major Tenants
Cross Road Shopping Center[1]	N96W18501 County Line Rd	1987	207,592	113,280	45	15.00	Pick 'N Save
Falls Plaza 1, 2, 3	N81W15066 Appleton Ave	1972	123,732	3,940	97	16.00	Majdecki/Sentry Foods, Radio Shack, Enterprise Rental
North Point Centre	N78W14549 Appleton Ave	1991	114,600	6,495	94	12.00	Pick 'N Save, Hallmark
Total Community Centers			**445,924**	**123,715**	**72**		
Apple Run	N71W12976 Appleton Ave	1973	24,396	2,734	89	12.00	Trysting Place Pub, day care center
Shoppes at Bancroft	N96W18743 County Line Rd	1994	15,616	2,500	84	14.00	Taco City, Manceno's Day Care
Maple Ridge	N96W18743 County Line Rd	1996	35,270	21,000	40	10.00-16.00	Bart'z
Pilgrim Village Shopping Center	N88W15413539 Main St	1960	73,430	40,049	44	8.00-12.00	Otto's Beverage, Friends of Nature
North Hill Plaza	N85W15900 Appleton Ave	1978	60,000	10,000	83	7.50	Bowling Alley, Paint Store, Travel Store
Falls Crossing	N84W15700 Appleton Ave	1965	53,885	41,214	24	12.00	NH Northern, Jo Ann Fabrics, Blockbuster
SE Corner Silver Springs & Pilgrim	W156 N5530 Pilgrim Road	2004	6,009	0	100		Fantastic Sams, Cousins Subs
River Court Shopping Center	N95W16976-997 Hwy 41	1960	92,693	0	100		Malkin's Carpet, Neu's Hardware/Building Center
Rivercrest	W176N9328-9360 Rivercrest Dr	2002	19,500	1,816	91	22.00-24.00	Starbucks, AAA, Panera Bread, Noodles & Co.
Applewood	W173N9170 Francis St	1987	30,141	NA	NA		Post office, day care, medical office
Colonial Plaza	N89W16815-899 Appleton Ave.	1975	54,000	14,528	73	8.00-10.00	Mattress World
Total Neighborhood Centers			**464,940**	**133,841**	**71**		

[1] Vacant space includes the 110,580 square foot store previously occupied by Wal-Mart.

Sources: Village of Menomonee Falls; CB Richard Ellis; Loopnet.com; Gruen Gruen + Associates.

Menomonee Falls contains approximately 465,000 square feet of neighborhood or convenience-oriented retail space. The eleven identified neighborhood centers range in size from 6,000 to 93,000 square feet of space. Six centers built prior to 1985 account for approximately 108,500 or 81 percent of vacant space found in neighborhood centers within the Village. The remaining five neighborhood centers built after 1986 only account for approximately 19 percent or 25,000 square feet of vacant space found in Menomonee Falls neighborhood centers.

Community centers, including the Cross Road Shopping Center, the North Pointe Center, and the Falls Plaza, account for approximately 446,000 square feet of retail space in the Village. Built in 1987, the 208,000-square-foot Cross Road Shopping Center is the largest retail center in Menomonee Falls. The Cross Road Shopping Center currently contains over 113,000 square feet of vacant space. However, almost 98 percent of the vacant space located at the Cross Road Shopping Center is due to the relocation of Wal-Mart to a Wal-Mart Super Store in Germantown, which previously occupied 110,580 square feet. The vacancy rate for the other community centers is only three to six percent.

In addition to the neighborhood and community retail center space, the Village contains freestanding big-box space adjoining or part of retail centers. Major stores include Kohl's, Target, Home Depot, Office Max, Best Buy, Steinhafel's, Sears Grand, and multiple Walgreen's Drug Stores.

TABLE 127

Existing Supply of Free Standing Retail in Menomonee Falls: 2006

Name	Location	Year Opened	Size # Square Feet
Steinhafel's	N93 W16677 Richfield Way	2006	100,000
Sears Grand[1]	N77W14435 Appleton Ave	2006	97,062
Home Depot	N94W18375 Thunder Ridge Dr	2003	108,000
Kohl's	N95W18000 Appleton Ave	1992	92,468
Best Buy	N95W15915 Richfield Way	2005	60,000
Target Center	N95W17707 Shady Lane	1994	115,848
Office Max	N93W17700 Appleton Ave	1998	23,564
Walgreen's	N83W15701 Appleton Ave	1998	15,456
Walgreen's	N56W15501 Silver Spring Dr	2004	14,556
Total Freestanding Retail Space			**626,954**

[1] The Sears Grand store opened in summer 2006 taking over the freestanding building in the south end of the Northpoint Shopping Center previously occupied by K-Mart.

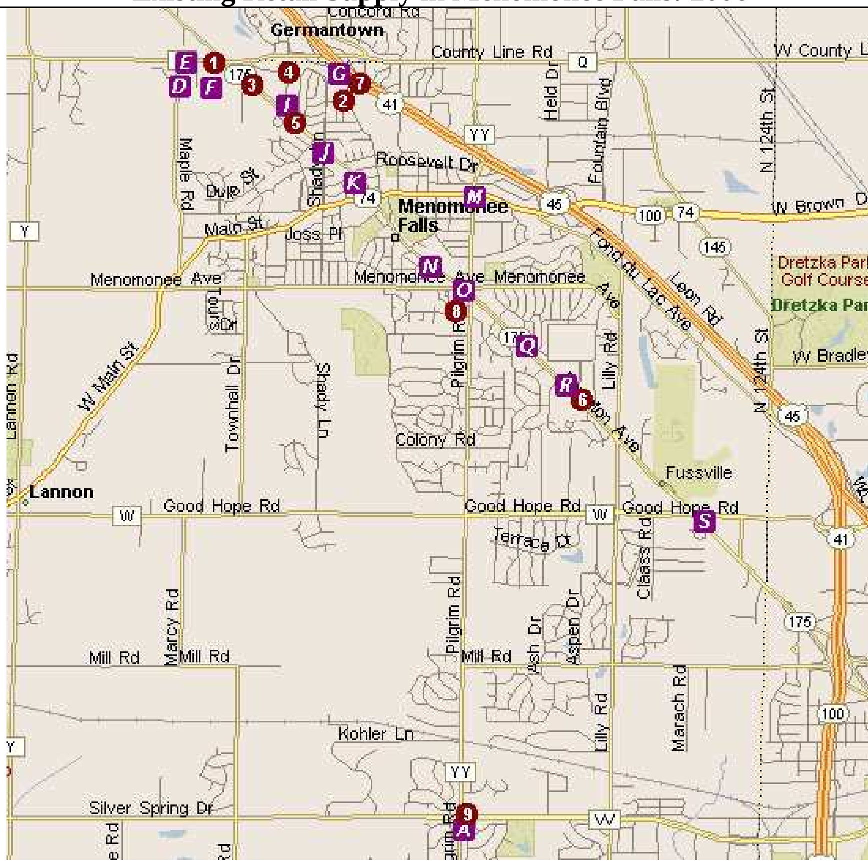
Sources: CB Richard Ellis; Village of Menomonee Falls; Gruen Gruen + Associates.

Freestanding big-box retailers account for nearly 627,000 square feet or 41 percent of retail space in the Village. The most recent additions to the retail inventory have been freestanding big box stores Best Buy and Steinhafel's located by Highway 41/45 and Pilgrim Road, near Richfield Way. The Sears Grand has recently opened a store at a location previously occupied by K-mart. Of the 627,000 total square feet of big-box space, approximately 380,000 square feet or 61 percent has been opened since 2003. The remaining 247,000 square feet of big-box space was opened between 1992 and 1998.

Not included in the estimate of supply is the Village Centre. The Village of Menomonee Falls planning staff estimates the Village Centre includes about 168,000 square feet of space, including retail uses such as restaurants, hair salons, florists, a health food store, and apparel stores. Excluded from the supply inventory are small strip centers and freestanding commercial space.

We also have identified the presence of approximately 428,000 square feet of retail space which comprise a portion of the supply located in the Appleton/Highway Q retail agglomeration. The Wal-Mart Supercenter, Menard's, and the Germantown Plaza are each located on the north side of County Line Road along Appleton Avenue. The 200,000-square-foot Wal-Mart Supercenter opened in 2006 and the 165,000-square-foot Menard's opened in 2003, located in Germantown, are likely to attract customers from far beyond the primary market areas from which we have estimated potential retail demand for the Village. These centers represent supply competition for the retail space located in the Village of Menomonee Falls. Such retail supply, however, has been excluded from the supply component of the supply-demand model because the model does not include the all of the demand associated with the trade areas served by these retail stores.

MAP 21
Existing Retail Supply in Menomonee Falls: 2006



Freestanding Centers	Community Centers	Neighborhood Centers
1 Home Depot	F Cross Road Shopping Center	A SE Silver Springs & Pilgrim
2 Best Buy	Q Falls Plaza	D Shoppes at Bancroft
3 Kohl's	R North Point Center	E Maple Ridge
4 Target		G River Court Shopping Center
5 Office Max		I Rivercrest
6 Sears Grand		J Applewood
7 Steinhafel's Furniture		K Colonial Plaza
8 Walgreen's		M Pilgrim Village
9 Walgreen's		N North Hill Plaza
		O Falls Crossing
		S Apple Run

Sources: Village of Menomonee Falls; Gruen Gruen + Associates.

FUTURE RETAIL SUPPLY

Table 128 identifies the supply of potential primary future retail space.

TABLE 128 Potential Primary Future Retail Supply in Menomonee Falls			
Name	Location	Amount of Space # Square Feet	Rent $ Per Square Foot
Woodlands Market	Appleton Ave. & Good Hope Dr.	38,901	20.00
Silver Spring Drive	Technology Dr. & Silver Spring Dr.	16,000	13.50
Continental Properties, Co.	S. of Highway 41/45 & W. of Pilgrim Rd.	160,000	NA
Strip Center	Appleton Ave. & Premier Dr.	50,524	14.00
Total		265,425	
Sources: CB Richard Ellis; Boerke Company; Loopnet.com; Gruen Gruen + Associates.			

The primary source of potential future supply is a 160,000-square-foot development proposed by Continental Properties. Continental Properties plans to buy the 17.5-acre site of Worthington Industries Inc., formerly known as Western Industries Inc., south of U.S. Highway 41/45 and west of Pilgrim Road. Continental proposes to demolish the obsolete industrial space, and replace it with 13 buildings, totaling about 160,000 square feet. The buildings would range in size from 1,500 square feet to 42,000 square feet of retail space offering a highly visible and accessible location near Highway 41/45 and Pilgrim Road, the site is southeast of two new large retailers - a Best Buy store and a Steinhafels furniture store. Because of the highly accessible location and adjoining mix of retailers, this development is likely to draw customers from beyond Menomonee Falls.

The Silver Spring Drive planned retail development is located south of the Silver Springs Technology Park at the northeast corner of Silver Springs and Technology Drive. A representative of the Boerke Company, the leasing agent for the project, indicated the site had previously been planned for the development of a retail strip center in 2005. Ownership of the site has changed multiple times, but the original development plan of an approximately 16,000 square foot retail strip center is still expected to be constructed within the next two years. The planned expansion of Silver Springs Drive into a four-lane highway will likely serve as a main thoroughfare between Milwaukee and Waukesha Counties thus aiding potential retail development along Silver Springs Drive.

The Woodlands Market, located at the intersection of Appleton Avenue and Good Hope Road, is currently under construction and has also begun marketing efforts to lease the future retail space. No tenants have been identified, but the current average asking rental rate is $20 per square foot for the 39,000 square feet of space.

RELATIONSHIP BETWEEN ESTIMATED DEMAND AND SUPPLY

Table 129 presents the relationship between the estimated square feet of retail space the estimated potential demand could support and the estimated supply of existing retail space within the Village.

In 2005, under the sales threshold assumption of $325 per square foot, we estimate a deficit in demand or surplus space of approximately 118,000 square feet. The supply of space includes approximately 258,000 square feet of vacant space. The quantitative assessment of demand and supply indicates a high intensity of competition for the expenditures of local or area households and workers. This intense competition explains the high amount of vacancy and lower rents especially associated with smaller, older centers. In terms of occupied space, the estimated supportable demand exceeds the supply by about 140,000 square feet of space.

TABLE 129 **Relationship Between Estimated Demand and Supply of Retail Space Within the Village of Menomonee Falls**[1]		
	2005	2020
Estimated Supportable Space Demand	1,420,000	1,817,000
Estimated Supply of Space[2]	1,538,000	1,803,000
Potential Excess Demand (Space Surplus)	(118,000)	14,000
[1] Figures are rounded. [2] The supply in 2020 includes the identified potential future supply of approximately 265,000 square feet of space in Table 128 above. The 2005 supply includes approximately 258,000 square feet of vacant space so that the occupied space approximates 1,280,000 square feet.		
Source: Gruen Gruen + Associates		

In 2020, assuming the addition of 265,000 square feet of potential future supply, we estimate supply and demand will be about in balance with approximately 14,000 square feet of space of excess or unmet demand.

APPENDIX F
THE MARKET POTENTIAL FOR OFFICE AND INDUSTRIAL SPACE IN MENOMONEE FALLS

A Report to

Village of Menomonee Falls

From

GRUEN GRUEN + ASSOCIATES
Urban Economists, Market Strategists, Land Use/Public Policy Analysts

November 2006

C1194

(Edited for format by R.A. Smith National, Inc.)

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INTRODUCTION AND PRINCIPAL CONCLUSIONS

As input to the development of a Comprehensive Plan for the Village of Menomonee Falls, this report summarizes the results of the market research and analysis Gruen Gruen + Associates (GG+A) conducted to forecast potential demand for office space and industrial space and the land needed to accommodate such space in Menomonee Falls. This report also provides recommendations for encouraging beneficial economic developments.

Structural Change and the Search for Comparative Advantages

Enterprising firms are characterized by their deliberate efforts to enhance their comparative advantages across all activities such as production, marketing, and finance and by their ability to shift their resources to respond to new and changing market niches to differentiate their products or services. To be successful in an era of structural change requires: (1) specialization among individual business units; (2) careful tuning of production units to capture the available economies of scale and scope; (3) maximum innovation; (4) the ability to quickly vary or customize goods and services to the specifications of the customer base; (5) careful and efficient use of intellectual capital; and (6) <u>locations within agglomerations that help businesses operate cost effectively and productively.</u>

Agglomeration economies refer to a spatially concentrated capital base that, from increasing returns to scale, gives cost and revenue advantages to a region's expanding and new firms. These advantages are "external to the firm" because they benefit all the companies engaged in a given range of activities within a particular place, without firms having to shell out extra resources.

The scale and mix of businesses that can benefit from the comparative advantages provided by a Menomonee Falls location can be inferred from the identification of the businesses that have moved or are moving to sites within Menomonee Falls from areas within which future service and industrial users can be expected to be attracted. We identified the primary comparative advantages a Menomonee Falls location provides various types of businesses from a survey of Menomonee Falls employers described in a previous report and from interviews with property owners, real estate developers, and real estate brokers.

Three Secular Trends Will Impact Future Office and Industrial Development Opportunities

Future new office and industrial space demand and development in Menomonee Falls will be affected by the following secular trends:

- The international output gap;
- The internationalization of markets; and
- The global information explosion.

The first pressure on future demand is an actual or potential "output gap." At present prices, the capacity and resources available to supply the world with goods and services may exceed the aggregate demand that exists for these goods and services. The output gap tends to be a drag on demand for building space in domestic office and industrial markets because of a high standard of living and relatively high cost base. Reduction in transportation and shipping costs and the explosion of global information and trade networks has caused many market areas to become international in scope. About one-third of the manufacturer respondents to the Menomonee Falls employer survey indicated that they serve national or international markets, while 52 percent of respondents serve Midwest, national and international markets. Many of the firms serving Midwest markets are part of linkages with other firms that do compete globally. The internationalization of markets and global information explosion put pressure on demand for office and industrial space because of the resulting increases in productivity, expansions to overseas locations, and increase in home offices.

These three secular trends combined with the quickening pace of technological change make innovation a constant requisite of demand. Successful office developments in the future will depend on how well they enable space users to be productive and satisfy their customers with innovations that produce better products and services. Demand for industrial and warehouse space will increasingly originate from the need to relocate space for logistical efficiency and to transform buildings to process and transform goods rather than merely store them. For both office and industrial space, opportunities to serve demands for space in Menomonee Falls developments will increasingly come from firms that stay competitive from the comparative advantages derived from a Menomonee Falls location, hands-on management and technical skills, and value-added combinations of service, distribution, and goods-making. As an example, Reich Tool & Design, Inc is moving within Menomonee Falls to provide more space and improve manufacturing efficiency. In an August 18, 2006 Small Business Times article "growing manufacturers are moving to bigger sites", the president of the metal stamping dyes firm is quoted as follows: 'We compete against the whole world. China has been a tough competitor for the last few years. . . . Maximizing efficiency is critical to competing globally. That's a big reason the company is building the new facility.' Another local example is the expansion of building space to accommodate new equipment to improve quality and efficiency by a large printer, Arandell, which employs about 700 employees at its owned 500,000-square-foot Menomonee Falls manufacturing and distribution facility. An Arandell representative was cited in a September 2, 2005 Business Journal of Milwaukee article as follows: 'the new equipment allows for more efficient operations, allowing increased production without an expansion of the work force. You make money on efficiencies in this business.'

Work Completed

Accordingly, to provide a framework for the demand-supply forecast, GG+A completed the following tasks:

- Conducted field research and interviews with real estate brokers, office and industrial space developers, and office and industrial building owners. We directed these interviews toward gaining information and insights needed to define the relevant primary market areas and to identify: (a) the likely origins and types of prospective users; (b) the alternative locations prospective users will consider; and (c) the relative advantages and disadvantages of Menomonee Falls as an office and industrial location;
- Studied supply conditions in the relevant primary market areas;
- Forecast the demand for office space and industrial space in the Village of Menomonee Falls by (a) analyzing historic trends by economic sector and forecast employment for Waukesha County; (b) reviewing the results of the survey of Menomonee Falls employers; (c) forecasting employment growth by economic sector for the Village of Menomonee Falls; and (d) using GG+A's Spacewalk™ model to convert the forecast employment growth into estimates of future building space demand; and
- Synthesized the tasks summarized above to reach conclusions about future building space and land needs to accommodate potential future office and industrial space growth.

Report Organization

Chapter 2 reviews the primary geographic areas within which Menomonee Falls office and industrial sites compete for office and industrial space users and the primary geographic areas from which office and industrial space users are attracted. Chapter II also reviews the competitive position or relative advantages and disadvantages of a Menomonee Falls location.

Chapter 3 reviews the office space inventory and market demand and supply trends for the Village of Menomonee Falls the northwest Milwaukee submarket, and the broader Milwaukee area office market. Chapter III presents an overview of industrial space market conditions and the industrial inventory of the Village of Menomonee Falls.

Chapter 4 reviews the structure and growth of the employment bases in Waukesha County and Village of Menomonee Falls. The last section of Chapter 4 presents GG+A's forecast of Menomonee Falls' employment by economic sector. Chapter 5 presents GG+A's forecast of office and industrial building space in Menomonee Falls and GG+A's estimate of the amount of land needed to accommodate the forecast building space.

Principal Findings And Conclusions

Relevant Market Areas

- The primary market area within which office space in Menomonee Falls tends to compete for office space users is the northwest suburban office market. The northwest office submarket includes Menomonee Falls and the Park Place development in northwest Milwaukee, along Good Hope Road, just east of Highway 41/45.
- Potential office space users primarily originate from within the northwest Milwaukee submarket of which Menomonee Falls is a part. Office space using businesses have moved to Menomonee Falls from nearby north and western suburbs including Brookfield, Germantown, Mequon, Sussex and Wauwatosa. Firms have also been attracted from Downtown Milwaukee.
- The primary market area within which Menomonee Falls industrial space or industrial sites tend to compete for industrial uses includes the northwest suburbs, primarily including Menomonee Falls and Germantown to the north. Industrial space users will also consider northwest Milwaukee, and Brookfield and Sussex to the west.
- Potential industrial users will originate from within the primary market area, including northwest Milwaukee. Due to a limited availability of desirable locations within the City of Milwaukee, some Milwaukee industrial companies not dependent upon lower-killed labor will continue to move to the suburbs, including Menomonee Falls.

Primary Advantages and Disadvantages of Menomonee Falls as a Business Location

- Primary comparative advantages include the following: accessibility to key transportation links and a central location within the Milwaukee region; lower property taxes than prevailing in locations within Milwaukee County; labor accessibility through a wide commute shed and proximity to a diverse set of housing options; a safe and secure location with excellent municipal services; a location in part of the region that is experiencing population and housing growth that represents both a source of labor as well as demand for goods and services; high quality office parks; and agglomeration advantages for industrial space users with linkages to suppliers and customers and a large pool of trained labor.
- Primary disadvantages or constraints include for industrial space using businesses limited supply of larger land sites in business parks near Highway 41/45 and Interstate 94. While the image of Menomonee Falls as an office location is improving, Menomonee Falls does not yet have a critical mass of office space users and support services to be recognized as the preferred office location in the region. Menomonee Falls is not as close to Mitchell International Airport as locations to the south.

Market Conditions

- The Milwaukee region's office space inventory has experienced relatively limited office space development and space absorption, while vacancy rates have remained high at above 15 percent since 2002. Rental rates have remained relatively stable and low at under $15 per square foot. Growth in office employment has shifted from Downtown Milwaukee to the west suburbs and north suburbs. The north and northwest suburban submarkets, including the northwest submarket of which Menomonee Falls is a part, have relatively recently emerged as principal locations for office space. Including both corporate headquarters and multi-tenant space, on average, over the 1996-2006 period approximately 89,200 square feet of office space has been developed per year in Menomonee Falls. The northwest submarket is estimated to include 1.3 million of multi-tenant Class A and Class B office space. The 21.5 percent vacancy rate for this submarket is at a 10-year high.

- The high-quality Heritage Reserve and Woodland Prime office parks at which much of the new office space in Menomonee Falls has been built contain about 35-acres of developable land available for the construction of office space.
- The approximately 187 million square-foot industrial inventory in the Milwaukee region (of which approximately 108 million square feet is warehouse and distribution stock) is characterized as relatively slow growing. Much of the growth occurring along the Interstate 94 corridor, especially between Lake County, Illinois and Mitchell International Airport, emphasizes distribution uses. The greater availability of larger land sites south of Downtown Milwaukee, with highway and Airport accessibility compared to more built-out parts of the region explain the development activity along the portion of the corridor near the Airport.
- The vacancy rates for the Milwaukee region industrial inventory have not exceeded seven percent since 1998 and have frequently been under five percent. The Milwaukee region experienced net absorption of nearly 900,000 square feet of industrial space in 2005 with the vacancy rate declining to about 6.5 percent, compared to almost seven percent in the prior year.
- Menomonee Falls contains a significant industrial base. Northeast Menomonee Falls contains nearly fully build-out older industrial parks such as the Nor-X-Way and Menomonee Falls Industrial Park. Much of the inventory was built in the 1960s, 1970s, 1980s, and early 1990s, and is no longer state-of-the art. The inventory, however, is typically well maintained and well occupied. Some obsolete industrial space has been converted to other uses.
- The newest business park has averaged about 14-acres of land absorption per year and reportedly has a remaining supply of 40-acres of land available. Two other newer business and industrial parks described below are nearly build-out. Germantown includes a proximate supply of available land in industrial parks.

Employment

- Waukesha County with the exception of the post 2000 through 2003 recession has enjoyed a dynamic and healthy economy. The economy is shifting away from a heavily-weighted manufacturing base in favor of a broad-based services economy.
- Employment in Menomonee Falls has remained relatively stable from 2001 through 2005 at approximately 28,000 jobs. Services sector employment increased at a high rate due mainly to fast growth in the professional and business services sectors and the educational and health care sectors which together comprise about 80 percent of service sector employment. Services sector employment in Menomonee Falls has grown much faster than for Waukesha County overall.
- Employment in the retail trade sector in Menomonee Falls has grown quickly since 2001. Wholesale trade employment has experienced variances but also an increase in employment. Construction employment decreased between 2001 and 2003 but increased to its peak employment in 2005. Manufacturing employment declined every year since 2001. The decline in manufacturing employment in this sector mirrors the County-wide decline in manufacturing employment.
- The finance, insurance and real estate sector experienced a significant decline in Menomonee Falls with much of the decline occurring between 2005 and 2005 We suspect a significant component of this downsizing directly and indirectly related to the acquisition of Strong Capital Management by Wells Fargo and consolidation related to the acquisition of Bank One by Chase.
- The Menomonee Falls employment base has shifted towards services (32.7 percent of total employment in 2005). Retail trade employment increased its share of employment to 10.8 percent to comprise the third largest source of employment. Manufacturing employment shifted downward by over two percentage points, from over 32 percent to just under 30 percent but remains the second largest source of employment. Employment in the finance, insurance and real estate (FIRE) sector shifted from over-weighted

relative to the share this sector comprises in Waukesha County to under-weighted. FIRE sector employment declined by 5.5 percentage points, from 10.5 percent to five percent.

- Total employment in Menomonee Falls from 1998 to 2000 grew very fast at about five percent annually, or over 1,200 jobs per year. The fastest growing sector was finance, insurance, and real estate.
- The GG+A employment forecast (see Table 138 below) results in an estimate of about 7,550 total added jobs between 2005 and 2020. This equates to an average annual growth rate of 1.64 percent, or on average 503 jobs per year. Economic sectors associated with office-space consumption, some services and finance, insurance and real estate are forecast to approximate 320 jobs per year between 2005 and 2020. This equates to a growth rate of 2.5 percent for the services sector and 1.25 percent for the finance, insurance and real estate sector, or 66 percent of total net job growth. We estimate construction and resources employment at one percent. Employment in manufacturing, wholesale trade and transportation, utilities, and information is forecast to increase by on average 81 jobs per year or about 16 percent of total job growth.

<u>Forecast Building Space Demand</u>

- Between 2005 and 2020, approximately 3,950 office-space-using workers are estimated to be added to the employment base of Menomonee Falls. This forecast employment growth is estimated to result in average annual demand of about 62,000 square feet of space for a total of approximately 934,000 square feet of office space over the next 15 years.
- Between 2005 and 2020, approximately 1,333 industrial space-using workers are forecast to be added in Menomonee Falls. This employment is estimated to result in total space demand of 1,953,000 square feet for manufacturing and distribution facilities. Of this total, approximately 1,220,000 million square feet of space demand is likely to be for distribution uses and 733,000 square feet of space is likely to be for manufacturing uses. This long-term forecast equates to average annual demand of 130,000 square feet of industrial space.
- To make a conservative estimate of the amount of land needed to house office space, we assume a relatively low density suburban floor-are ratio of 0.35. Using the forecast office space demand of approximately 934,000 square feet subject to a floor-area ratio 0.35 gives an estimate of the land required for office space of 61 acres over the 15-year forecast or on average four acres per year.
- Using the forecast industrial space demand of approximately 1,220,000 square feet subject to a 0.40 FAR gives an estimate of land required for industrial space of 112 acres or on average 7.5 acres of land per year.
- In addition to the quantitative estimate of new building space demand and land needs arising from additional net employment growth, demand also arises from the need to replace obsolete space. To account for replacement demand, we estimate an additional 10 acres per year on average or 150 acres through 2020 will be absorbed as the result of replacement demand.
- An estimated 323 acres of land is likely to be sufficient to accommodate beneficial economic development, the growth of the existing economic base, the attraction of new economic activities, and the maintenance of a competitive land market so that land prices do not escalate so much as to produce disincentives for businesses to locate or remain in Menomonee Falls.

Meeting the Determinants of Demand

To meet the determinants of long-run demand for building space will require the following:

- Master-planned sites that create user-friendly environments with appropriate design and use covenants with built in flexibility to permit responsiveness to shifting or unforeseen market demands;

- Targeting users seeking to establish campuses at which to combine or consolidate a variety of functions at one location;
- Targeting smaller (under 50-person) gazelle firms adding value and sales and services to goods assembly and processing that can compete because of their entrepreneurial and technical skills from the labor force within the commute shed and which benefit from technical, sales, and managerial talent more typically associated with an older, family-age workforce seeking the quality of life opportunities, school, library, and park amenities more prevalent in suburban environments like Menomonee Falls; and
- Targeting business, healthcare, and professional service firms serving local rather than export markets and which would benefit from proximity to a large and growing residential base, traffic and identity generated by proximity to Highway 41/45, and amenity advantages of the location.

Facilitating Economic Development

Organize an independent committee or board of private and institutional representatives that would meet four times per year. Representatives would include individuals employed by the largest private and institutional employers in the Village as well as representatives of smaller firms in all economic sectors. The size of the committee or board should not exceed 25 members. The purpose of the committee or board would be provide feedback from the perspective of the larger employers and institutions as well as that from the various economic sectors on issues of recurring concern to these employers. Areas of concern to be monitored and reported on should relate to needs for land and building space, transportation or infrastructure issues, policies affecting doing business in the Village, as well as external conditions affecting the growth or vitality of the economic sectors in the Village. The relatively small number of firms employing large numbers of workers suggests that regular meetings should be held with the larger sized firms to monitor their employment, building or land requirements and issues of concern.

This committee or board should consider setting up a task force to initiate and coordinate a planning process to facilitate the evolution of the existing older industrial parks to contemporary business parks. This task force could, for example, review parking and infrastructure facility requirements, potential opportunities and interest for cost-reducing use of shared “common area” services typically provided in contemporary business parks, means of financing needed capital improvements, and evaluate the effects of potential zoning or other regulatory factors. In general, the purpose of the task force would be to help businesses and building owners adapt to market changes in a reasonable time, in order to avoid the typical downward cycle associated with competitive obsolescence.

The Village of Menomonee Falls can also play a useful role in coordinating with the private sector property owners, developers and brokers in order to provide information to existing and prospective businesses about land and building space availabilities, the advantages of a Menomonee Falls location, and the governmental and private services available to Menomonee Falls businesses. The Village can also work with the Committee or Board to proactively encourage the development of sufficient land and additional building space to accommodate the expansion of existing area businesses.

Based on the findings about the geographic origins and growth of existing firms, concentrate economic development efforts on serving existing firms in Menomonee Falls and accommodating the expansion or consolidation needs of those firms already located within the primary market area. Should a multi-site company from outside the region appear interested in establishing a local facility, a concentrated effort should be made to meet the company’s land or building space requirements. Such actions, however, should be prompted by evidence of interest rather than a “shot gun” approach that attempts to reach numerous out-of-the region, multi-site firms.

THE MARKET FOR OFFICE AND INDUSTRIAL SPACE AND THE COMPETITIVE POSITION OF MENOMONEE FALLS

The Primary Geographic Area Within Which the Sites Will Compete for Office Space Users

The interviews with knowledgeable real estate brokers and office space developers and review of the survey of Menomonee Falls employers and supply tenanting trends suggest that the primary market area within which office space in Menomonee Falls tends to compete for office space users is the northwest suburban office market. The northwest office submarket includes Menomonee Falls and the Park Place development in northwest Milwaukee, along Good Hope Road, just east of Highway 41/45.

Some office space users will also consider locations to the west including the Mayfair Road, Wauwatosa submarket located along Highway 100 and adjoining Interstate 94 on the south to just north of Burleigh Street. This submarket is about nine miles south of the Good Hope Road and Appleton Avenue intersection in Menomonee Falls. The dominant western submarket is Brookfield, about five miles west of the Good Hope Road and Appleton Avenue intersection. Office space in Brookfield is located along Bluemound Road as well as in business parks (including Bishops Woods and Brookfield Lakes) that tend to be near Interstate 94.[1] Some office spaces users, especially smaller users whose decision-makers live in the Northshore, will also consider locations in northern suburbs including Brown Deer, along Brown Deer Road, bordered by Interstate 94 on the east and 76th Street on the west and in Mequon, along Mequon Road and Port Washington Road, or in Glendale.

Geographic Origins of Potential Office Space Users

Potential office space users primarily originate from within the northwest Milwaukee submarket of which Menomonee Falls is a part. The findings of the market area drawn from the interviews and review of tenanting trends are consistent with the survey findings of Menomonee Falls employers. A high percentage of survey respondents moved to Menomonee Falls from nearby north and western suburbs including Brookfield, Germantown, Mequon, Sussex and Wauwatosa. For example, Kohl's, which has a corporate headquarters of approximately 365,000 square feet of office space and a 530,000-square-foot distribution center moved from Brookfield to the Silver Spring Corporate Center in Menomonee Falls. Office space users are also attracted from Downtown Milwaukee. Fox Valley companies from Green Bay and Oshkosh have been establishing satellite offices between Green Bay and Milwaukee along Highway 41/45. Larger firms currently located in Brookfield, Downtown and Mayfair have reportedly recently considered moving to locations within the Northwest submarket. MW Bank recently moved its headquarters from Milwaukee's northwest side to a two-story 10,000-square-foot branch and office in Menomonee Falls at Appleton Avenue and Highway Q.

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[1] The primary sources of office space in Waukesha County are located in the greater Brookfield market. The approximately 189-acre, 21-building Bishop's Woods development started in 1974. The approximately 115-acre, 15-building Executive Drive development opened in 1975. The approximately 159-acre, 19-building Brookfield Lakes Corporate Center development started in 1983. Each of these developments is located in the southern part of Brookfield, along Bluemound Road near Interstate 94. The broader Brookfield market has expanded west along Interstate 94 to between Highway J and Highway 164 in Pewaukee. The approximately 65-acre, 13-building Crossroads Corporate Center is located in the Town of Brookfield at Interstate 94 and State Highway 18 (recently purchased for a reported $110 million by Liberty Property Trust). The 150-acre Riverwood Corporate Center is located in the City of Pewaukee on the West Side of Highway J, just north of a full interchange at Interstate 94. This project includes approximately 480,000 square feet of office space in five buildings. The approximately 140-acre Ridgeview Corporate Park also located near Interstate 94 and Highway 164 includes over 262,000 square feet of multi-tenant office space.

The Primary Geographic Area Within Which the Sites Will Compete for Industrial Space Users

The primary market area within which Menomonee Falls industrial space or industrial sites tend to compete for industrial uses includes the northwest suburbs, primarily including Menomonee Falls and Germantown to the north. Industrial space users will also consider northwest Milwaukee, and Brookfield and Sussex to the west.

Geographic Origins of Potential Industrial Space Users

Potential industrial users will originate from within the primary market area, including northwest Milwaukee. Due to a limited availability of desirable locations within the City of Milwaukee, some Milwaukee companies not dependent upon lower-killed labor will continue to move to the suburbs, including Menomonee Falls. As a recent example of the growth of firms within the primary market area accounting for much of the space demand, Reich Tool and Design Inc. plans to move within Menomonee Falls by about one mile from its existing facility at which it has been located since 1970 to a 44-acre (with considerable wetlands) site in the Silver Spring Technology Park. The metal stamping tools and dies firm has recently broken ground on a 50,000-square-foot-plant in order to not only double the size of its space but to employ lean manufacturing techniques. The building can be expanded by 30,000 square feet.

Competitive Position of Menomonee Falls

To provide a framework for forecasting demand, we conducted research to identify the comparative disadvantages and advantages of Menomonee Falls as a location for office and industrial space using businesses.

<u>Primary Comparative Advantages</u>

The following comparative advantages apply to Menomonee Falls as a location for office and industrial space using businesses:

- Accessibility to key transportation links, including proximity to Highway 41/45 and Interstate 94 and a central location within the Milwaukee region providing ready access to downtown Milwaukee, and to the northern and western suburbs;
- Lower property taxes than prevailing in locations within Milwaukee County;
- Labor accessibility through a wide commute shed and proximity to a diverse set of housing options[2];
- A safe and secure location with excellent municipal services;
- Located in part of the region that is experiencing population and housing growth that represents both a source of labor as well as demand for goods and services;
- The office space and land sites in Heritage Reserve and Woodland Prime office parks are of very high design and construction quality, with advanced security and life safety, telecommunication and electrical capacity, and landscape features; and
- Agglomeration advantages for industrial space users with linkages to suppliers and customers and a large pool of trained labor.

The survey of Menomonee Falls employers indicated that the availability of land and building space at attractive prices, proximity to residences of decision makers, and geographic centrality and accessibility to the interstate highway system (and therefore wide commute shed) are the primary reasons firms decide to locate within Menomonee Falls.

[2] The proximity to a variety of housing locations relates well to the national trend for people to prefer to work close to home. This is especially true for female wage earners, which are often primarily responsible for rearing children and caring for elderly parents, as well as for part-time workers.

Primary Disadvantages

Primary disadvantages include for industrial space using businesses limited supply of larger land sites in business parks near Highway 41/45 and Interstate 94. While the image of Menomonee Falls as an office location is improving, Menomonee Falls does not yet have a critical mass of office space users and support services to be recognized as the preferred office location in the region. Menomonee Falls is not as close to Mitchell International Airport as locations to the south.

OFFICE MARKET CONDITIONS

In the following sections, we review the office space inventory and office market trends for the Milwaukee region, northwest suburban office market, and the Village of Menomonee Falls. The review shows that the regional office space inventory has experienced relatively limited office space development and space absorption, while vacancy rates have remained high at above 15 percent since 2002. Growth in office employment has shifted from Downtown Milwaukee to the west suburbs and north suburbs. The north and northwest suburban submarkets, including the northwest submarket of which Menomonee Falls is a part, have relatively recently emerged as principal locations for office space. Including both corporate headquarters and multi-tenant space, on average, over the 1996-2006 period approximately 89,200 square feet of office space has been developed per year in Menomonee Falls. Rental rates have remained relatively stable and low at under $15 per square foot. According to Property & Portfolio Research, Inc., of the largest 54 office markets in the nation, average net rental rates in Milwaukee are the second lowest.

SUPPLY TRENDS

Table 130 shows estimates of the amount of office space, vacant space, and vacancy rate for multi-tenant office space for the primary submarkets in the Milwaukee region through the first one-half of 2006.

Drawn from data provided by the local real estate brokerage firm RFP Commercial, Inc, as of the beginning of the third quarter 2006, the primary submarkets with Class A and Class B office buildings contained approximately 16.4 million of office space. Approximately 2.6 million square feet of office space is vacant. This equates to a vacancy rate of almost 16 percent. Downtown Milwaukee maintains the highest vacancy rate of over 17 percent or nearly 1.1 million square feet of vacant space. The Downtown office vacancy rates have increased annually since 2002. Brookfield, the largest suburban office market with 4.7 million square feet of office space has the lowest vacancy rate of 11.7 percent or 544,000 square feet of vacant space. This reflects a decline from a peak vacancy rate of 15 percent in 2004. The approximately 2.0 million square feet of office space in the Northshore/North Suburban submarket has about 372,000 square feet of vacant space. This equates to a high vacancy rate of 17.5 percent. Manpower is vacating one of the largest buildings in the submarket. The centrally-located Mayfair/Wauwatosa submarket's vacancy rate of 15 percent is near a 10 year high or 314,000 square feet of space. The vacancy rate was the lowest among submarkets in 2001 to 2003, ranging from about 9.5 percent to 11.3 percent. The vacancy rate increased to 17.5 percent in 2004, and declined to a still high 16.2 percent in 2005.

The Northwest Submarket includes the Woodland Prime office park in Menomonee Falls and the Park Place development in northwest Milwaukee. The submarket is estimated to include 1.3 million of multi-tenant Class A and Class B office space. The 21.5 percent vacancy rate is at a 10-year high. GE Healthcare moved from 120,000 square feet of office space at the Woodland Prime office park and additional space at other locations to approximately 500,000 square feet of a new for-story office building at the County Research Park in Wauwatosa. Because the GE building is a single-occupancy building, it is not included in the inventory data summarized in Table 130. Similarly, approximately 500,000 square feet of space at Park Place is owner-occupied and also not included in the inventory data. Space is available at $11 per square foot in Park Place.

TABLE 130 Multi-tenant Class A and Class B Office Space for Milwaukee Region Markets Through Second Quarter 2006			
Market	Total Available Space # Square Feet	Total Vacant Space # Square Feet	Vacancy Rate %
Downtown Milwaukee[1]	6,309,113	1,097,786	17.4
Brookfield[2]	4,657,592	544,007	11.7
Northshore (Brown Deer, Glendale & Mequon)[3]	2,0143,14	371,706	17.5
Mayfair/Wauwatosa[4]	2,086,393	314,002	15.1
Northwest[5]	1,305,443	280,279	21.5
Total	16,372,855	2,607,780	15.9

[1] Since 2002, the vacancy rate has increased annually.
[2] The vacancy rate has varied from over 12 percent in 2002 to a peak of 15 percent in 2004 to the current low since 2000 of 11.7 percent. Brookfield includes significant owner-occupied buildings, including a new 100,000-square-foot building under construction by American Family Insurance at Interstate 94 and Highway J.
[3] This market comprises smaller buildings; One of the larger buildings a 100,000-square-foot facility on Lydell Avenue will be vacated by Manpower. Vacancy rates have ranged between 13 and 16 percent since 2001.
[4] The vacancy rate was the lowest among submarkets in 2001 to 2003, ranging from about 9.5 percent to 11.3 percent. The vacancy rate increased to 17.5 percent in 2004, and declined to a still high 16.2 percent in 2005. The current vacancy rate is near the highest over the past 10 years.
[5] Vacancy rates have fluctuated between 17 percent in 2001 to 10 percent in 2002, increasing to over 15 percent in 2004 and 2005. The relocation of GE Healthcare to the County Research Park created 120,000 square feet of vacant space in the Woodland Prime office park in Menomonee Falls. Significant space at Park Place is owner-occupied.

Sources: RFP Commercial, Inc; Gruen Gruen + Associates.

To help put the current supply conditions in context, Table 131 shows for 1998 and 2003 estimates of the total available multi-tenant space, the amount of vacant space and the vacancy rate for the primary submarkets that comprise the Milwaukee region office market.

The data is drawn from surveys completed and reported on by The Polacheck Company, Inc. ("Polacheck"). The figures are not strictly comparable because of refinements and improvements in the survey process, changes in the classification of the office space inventory, and because of changes in the inventory itself.

Table 131 indicates that the growth in office employment has shifted from Downtown Milwaukee to the west suburbs (in Waukesha County) and north suburbs. The Milwaukee office space inventory declined between 1998 and 2003. In 2003, it made up approximately 46 percent of the total office space in the submarkets shown in Table 131, compared to over 59 percent in 1998. Table 131 also indicates the relatively recent emergence of the north and northwest suburban submarkets as principal locations for office space. This includes the Menomonee Falls portion of the northwest suburban office submarket. Between 1998 and 2003, the amount of space in the north and northwest suburban submarkets increased by 22 percent to comprise the second largest suburban market. The Mayfair/Wauwatosa submarket also experienced a high rate of office space additions (44 percent) and an upward shift in the proportion that it comprises of the total Milwaukee region space inventory.

TABLE 131 Multi-tenant Office Space for Milwaukee Region Markets for 1998 and 2003						
Market	1998 Total Available Space # Square Feet	1998 Total Vacant Space # Square Feet	1998 Vacancy Rate %	2003 Total Available Space # square feet	2003 Total Vacant Space # square feet	2003 Vacancy Rate %
Downtown Milwaukee	14,132,731	2,320,691	16.4	13,836,525	2,562,238	18.5
Mayfair/Wauwatosa[1]	2,133,689	225,796	10.6	3,076,991	523,696	17.0
Brookfield[2]	4,510,728	496,015	11.0	5,854,874	1,104,763	18.9
Northshore and Northwest Side[3]	3,311,465	583,260	17.6	4,029,655	1,120,072	27.8
Suburban Total	9,955,882	1,305,071	13.1	12,961,520	2,748,531	21.2
Total for Downtown Milwaukee and Suburban	24,288,613	3,625,762	15.1	26,798,045	5,310,769	19.8

[1] The 1998 Polacheck survey included the Mayfair submarket only while the 2003 survey also included Wauwatosa in the sub-market to reflect the additions of the Honey Creek and Research Park developments.
[2] The 1998 Polacheck survey in 2003 reflect the expansion of the Brookfield market to include locations in the Town of Brook-field and Pewaukee along Interstate 94.
[3] The 2003 Polacheck survey reflects growth of the northwest side market to include the expanded Park Place and Woodland Prime developments and Northshore/Ozaukee County submarkets of Brown Deer, I-43/Mequon and I-43/Northshore.

Sources: The Polacheck Company; Gruen Gruen + Associates.

Table 131 indicates, however, that the greater Brookfield market remains the largest suburban market. The greater Brookfield market space inventory grew by 30 percent, or by nearly 1,350,000 square feet of space between 1998 and 2003.

TABLE 132 Effective Rent, Office Space Construction and Absorption Milwaukee MSA: 2002 – 2006						
	2002	2003	2004	2005	2006	Average
Annual Effective Rent $ Per Square Foot	14.60	14.32	14.30	14.66	15.03	14.58
Annual Office Space Completion (in # Square Feet)	244,000	1,172,000	476,000	287,000	449,000	525,600
Annual Space Absorption (in #Square Feet)	102,000	967,000	169,000	757,000	466,000	492,200

Source: Marcus & Millichap

The increase in the supply inventory and in the amount of vacant space has served to keep a lid on rental rate growth. Table 132 shows estimates of annual effective rent, office completion and total annual absorption in the Milwaukee region for 2002 through 2006.

According to the national real estate investment brokerage firm Marcus & Millichap, annual effective rents for office space in the Milwaukee region have ranged from $14.30 per square foot in 2004 to $15.03 in 2006. From 2002 through 2006, rents have averaged $14.58 per square foot. The annual completion of office space was under 500,000 square feet for every year except for 2003 when the amount of office buildings constructed totaled almost 1.2 million square feet of space. Over the five years, office space constructed averaged 525,600 square feet of space. The amount of space absorption averaged 492,200 or 94 percent of construction completions.

Village of Menomonee Falls Office Space Inventory

Table 133 shows the amount of office space added to Menomonee Falls.

TABLE 133
Primary New Office Space Delivered in Village of Menomonee Falls: 1996 –2005

Year	New Office Product Delivered (# Square Feet)
2005	156,000 (Kohl's Corporate Headquarter Expansion)
2004	
2003	800 Woodland Prime: 52,000
2002	
2001	
2000	401 Woodland Prime: 122,000
1999	
1998	200 Woodland Prime: 98,000 400 Woodland Prime: 102,000 Total: 200,000 Kohl's Headquarters : 209,000
1996	Heritage Reserve: 111,000 (Wells Fargo Funds, Formerly Strong Funds Headquarters)
Total	892,000
Sources: Village of Menomonee Falls; Kohl's RFP Commercial, Inc.	

Approximately 374,000 square feet of first class multi-tenant office space has been developed in the Woodland Prime office park in Menomonee Falls from 1998 through 2003. This equates to 62,333 square feet of space added per year from 1998 through 2003. According to RFP Commercial, the now vacant (due to the relocation of GE Healthcare) 401 Woodland Prime building of 122,000 square feet constructed in 2000 is the only vacant Class A office building in the region. The asking net annual rental rate for space in Woodland Prime is $14.00 per square foot. According to RFP Commercial, approximately 180,000 or 50 percent of the space is available for lease. In addition, Kohl's owns approximately 365,000 square feet of office space (plus a major distribution center) built between 1998 and 2005. An approximately 111,000-square-foot complex built originally for the Strong Funds is now owned and occupied by the buyer of Strong Funds, Wells Fargo Funds. Including both corporate headquarters and multi-tenant space, on average over the 10 year period, approximately 89,200 square feet of office space has been developed per year. The 52,000-square-foot 800 Woodland Prime building constructed in 2003 is the most recent multi-tenant building developed in Menomonee Falls. The most recent building developed in Park Place is the 140,000-square-foot eFunds facility developed by Liberty Property Trust in 2003.

Approximately 184,000 square feet of office space ranging from medical office, "flex" service and smaller, older general office space is included in the multi-tenant inventory tracked by brokers. According to RFP Commercial, the marketing agent for Heritage Reserve and Woodland Prime, these office parks contain about 35-acres of developable land for the construction office space.

INDUSTRIAL MARKET CONDITIONS

According to "market reports" published by local real estate brokerage firms, including Colliers-Barry, The Polacheck Company (now CB Richard Ellis), and Grubb & Ellis/The Boerke Company, the approximately 187 million square-foot industrial inventory in the Milwaukee region (of which approximately 108 million square feet is warehouse and distribution stock) is characterized as relatively slow growing. Much of the growth occurring along the Interstate 94 corridor, especially between Lake County, Illinois and Mitchell International Airport, emphasizes distribution uses. The greater availability of larger land sites south of Downtown Milwaukee, with highway and Airport accessibility compared to more built-out parts of the region explain the development activity along the portion of the corridor near the Airport.

A review of Polacheck Company reports indicates that the vacancy rates for the Milwaukee region industrial inventory have not exceeded seven percent since 1998 and have frequently been under five percent. According to the Polacheck Company's 2006 Real Estate market review and forecast report, the Milwaukee region experienced net absorption of nearly 900,000 square feet of industrial space in 2005 with the vacancy rate declining to about 6.5 percent, compared to almost seven percent in the prior year.

Rents have remained relatively stable between $4.50 to $4.75 per square foot for newer distribution space and $2.50 to $3.75 per square foot for older industrial space. The interviews indicate that smaller, local businesses tend to prefer to own their buildings. Of the 256 respondents to the Menomonee Falls employer survey, approximately 134 or 52 percent of respondents own their facilities. Based on the survey results, manufacturing, wholesale trade and distribution, and construction sector firms are more likely to own than rent their facilities than finance, insurance, and real estate and professional or technical services firms.

Menomonee Falls Industrial Space Base

Menomonee Falls contains a significant industrial base. Nearly 30 percent of the business establishments in Menomonee Falls are in the manufacturing or wholesale trade sectors. Northeast Menomonee Falls contains nearly fully build-out older industrial parks such as the Nor-X-Way and Menomonee Falls Industrial Park. Much of the inventory was built in the 1960s, 1970s, 1980s, and early 1990s, and is no longer state-of-the art. The inventory, however, is typically well maintained and well occupied. Some of the older industrial space (e.g., north or west of Pilgrim), however, is obsolete. Some of the older space less responsive to contemporary requirements with accessibility and visibility to Highway 41/45 would have higher and better uses than industrial uses. For example, Continental Properties plans to buy the 17.5-acre site of Worthington Industries Inc., formerly known as Western Industries Inc., south of U.S. Highway 41/45 and west of Pilgrim Road. Continental proposes to demolish the obsolete industrial space, and replace it with retail space. Some formerly multi-tenant industrial-"flex" space with 18-foot ceilings no longer high enough for many firms needing distribution space have been converted to service-office uses.

The newest master-planned business park development in the northeast portion of Menomonee Fall is the Westbrook Corporate Center. The 125-acre master planned business park is bounded by Main Street, Boundary Road and Highway 41/45. Occupants of the 71-acre first phase include the Kelch Division of Bemis Manufacturing Company with 140,000 square feet of manufacturing space on 17-acres of land. Kelch moved to the park six years ago from Mequon. Prior to selecting Westbrook Corporate Center, the company considered locations in Mequon, Cedarburg, and Grafton. Mero Structures, moved in 2001 from a smaller facility in Germantown into a 50,000-sqare-foot facility at Westbrook on 5.5-acres of land. Mero wanted to a location near the former location in order to retain its labor force. The better highway accessibility was an important factor in selecting its current location.[3] Briggs and Stratton selected the park for a 300,000-square-foot distribution center. The facility can be expanded to 500,000 square feet. The service and parts distribution center will occupy 27-acres in the second phase of the project. The project is reported to have 40-acres remaining available for development with an average asking price of $92,500 per acre. Land absorption is estimated to have averaged 14 acres per year.

The Silver Spring Corporate Center, a 200-acre development anchored by Kohl's corporate headquarters is nearly fully built-out. Kohl's corporate headquarters comprises a 365,000-square-foot office building and a 350,000-square-foot distribution center on approximately 60-acres of land. Other businesses at the Silver Spring Corporate Center include Storage Battery Systems and Duni Corporation. The development attracted users from Brookfield, Sussex and Menomonee Falls.

Silver Spring Technology Park, adjoining the Silver Spring Corporate Center is an approximately 20-usable acre industrial park that sold out after about three years of marketing. Marketing of the project commenced in 2003. A fire sprinkler union occupies a 12,000-square-foot office building. Other occupants of space include a national pest control company and a raft manufacturer. The Federal Aviation Administration occupies a 40,000-square-foot office and laboratory facility**.** Reich Tool and Design Inc purchased the last site of about six useable acres (40 total acres). As indicated above the facility will include approximately 50,000 square feet of space of which about 10 percent of the space will be allocated for office use. About one-half the other space built has been used for office uses. The sites were originally priced at about $89,500 per acre. The most recent transactions have averaged almost $100,000 per acre.

Sources of Proximate Supply

Located near Mequon Road and Pilgrim Road, Germantown Business Park in the adjoining community of Germantown consists of two phases. The first phase of approximately 130 acres of land started in the late '80s was absorbed only several years ago. Smith & Nephew Inc. a global medical device company with approximately 250,000 square feet of building space was initially attracted. Simone Engineering was attracted in 1999 and Warehouse Equipment was attracted in 2001. Both built 40,000-square-foot buildings. Bradley Corp. of Menomonee Falls bought 25 acres in 1997, but decided not to relocate to Germantown although the firm still owns the land. Ellsworth Adhesive Systems of Germantown acquired an 18-acre site in the park and constructed a 96,000-square-foot building. Land in the first phase sold for about $45,000 to $50,000 per acre.

The second phase started in 1998. This phase includes an additional 230 gross acres. About 112 acres of the second phase have been sold. In total, approximately 1.2 million square feet of space has been built. Most of the occupants have purchased the land and developed their own buildings. Many of the businesses are relatively small, local manufacturing companies that have moved from northwest Milwaukee. Some businesses have relocated from within Germantown or from Menomonee Falls. Smaller lots located off of Mequon Road and therefore more accessible to Highway 41/45 have been absorbed faster than larger lots without direct ingress and egress to Mequon Road. Smaller lots have sold at a premium of about $85,000 per acre. The remaining sites have asking prices of $70,000 to $80,000 per acre.

[3] Like other firms whose markets have become national or, in Mero's case, international in scope, a location closer to the Airport would be an advantage that was not formerly so important. In addition, increased public transportation service in order to facilitate attraction and retention of labor for manufacturing operations would be helpful.

A new industrial site of nearly 400 acres near Highway 41/45 and Holy Hill Road in Germantown and Richfield has started marketing fully improved lots at about $80,000 per acre. This site is expected to appeal to distribution users and flex-type office and warehouse and light assembly type businesses because of its accessibility to Highway 41/45.

FORECAST OF EMPLOYMENT GROWTH DETERMINANTS OF DEMAND FOR OFFICE AND INDUSTRIAL SPACE IN THE VILLAGE OF MENOMONEE FALLS

The next chapter presents GG+A's forecast of office and industrial space demand in the Village of Menomonee Falls from 2005 through 2020. The employment forecast presented in Chapter 5 and the space forecast presented in Chapter 4 draws on GG+A research on Menomonee Falls' employment development potential, including:

- the survey of Menomonee Falls businesses and interviews with real estate brokers, developers, and Village of Menomonee Falls Community Development Department staff;
- the identified comparative advantages of Menomonee Falls;
- estimates of space utilization characteristics of industries and employees; and
- review of employment trends and forecasts.

The first section of this chapter discusses the evolution of economic activity in Waukesha County in terms of the historical employment base, the current trends of growth, and the trends likely to occur in the future. We analyzed employment by business or industrial sector in Waukesha County and Menomonee Falls and a regional forecast by the Department of Workforce Development. We also reviewed SEWRPC forecasts of employment for Waukesha County and Menomonee Falls. In the absence of employment forecasts for Menomonee Falls broken out by relevant economic sector needed to convert estimates of employment into space demand, we prepared our own employment forecast by economic sector for Menomonee Falls.

As reviewed in Chapter 4, we used GG+A's Spacewalk™ to convert the results of the employment forecast into an estimate of office and industrial space demand in Menomonee Falls. The next sections of Chapter V provide the background on which GG+A's employment forecast is built and from which follows GG+A's employment forecast for Menomonee Falls by industry between 2005 and 2020.

Structure of Economy of Waukesha County and Menomonee Falls

Waukesha County Employment Trends

Table 134 shows employment growth by economic sector in Waukesha County from 1998 through 2004.

Between 1998 and 2004, total County employment has grown by only 0.8 percent annually. Employment peaked at over 225,000 jobs in 2000 and hit a low of 212,300 jobs in 2003 following a national recession. Employment grew by 3.4 percent per year from 1998 through 2000, but declined by six percent overall from 2000 to 2003. Employment growth resumed in 2003 and grew by nearly four percent erasing most of the decline in the prior three-year period. The fastest growing sectors have been the finance, insurance, and real estate and management of companies sectors. These sectors are typically sectors that utilize office space. Manufacturing and wholesale trade jobs which utilize industrial space have declined over the six year period. Both sectors have lost nearly 6,800 jobs or over four percent of the employment base which is similar to the decrease in manufacturing employment for the entire Southeastern Wisconsin region during this time. Services employment has continued to increase in the County, especially in the educational, healthcare, and leisure and hospitality sectors. This is related to the robust population and household growth rates experienced in Waukesha County.

TABLE 134 **Private Employment by Industry for Waukesha County, 1998-2004**[1]								
Industry Sector	1998 #	1999 #	2000 #	2001 #	2002 #	2003 #	2004 #	Average Annual Growth Rate %
Forestry, Fishing, Agriculture Support & Mining[2]	407	345	286	277	418	355	385	-0.90
Construction	13,487	14,317	15,501	14,847	14,170	14,248	15,039	1.92
Manufacturing	50,822	50,562	49,756	47,985	43,809	43,145	45,235	-1.83
Total Transportation Utilities & Information	15,695	16,872	18,708	17,218	16,463	16,541	17,264	1.67
Transportation	8,821	9,562	10,575	9,493	9,113	6,899	7,599	-2.31
Utilities[2]	750	750	750	750	750	1,750	1,750	22.22
Information	6,124	6,560	7,383	6,975	6,600	7,892	7,915	4.87
Wholesale Trade	17,618	17,832	18,397	18,093	17,360	16,010	16,442	-1.11
Retail Trade	24,285	25,101	25,784	25,345	24,905	25,528	25,795	1.04
Finance, Insurance, & Real Estate	12,539	14,061	14,472	15,405	16,372	16,966	16,498	5.26
Total Services	75,870	80,526	82,270	81,561	83,200	79,501	83,511	1.61
Professional & Business Svcs.	10,547	11,305	12,003	11,618	11,162	10,345	10,760	0.34
Educational & Healthcare	21,134	22,163	22,485	23,458	24,270	24,113	25,361	3.33
Leisure & Hospitality	14,364	15,016	15,911	15,883	16,020	16,450	16,957	3.01
Other Services[3]	23,318	25,470	25,827	24,147	24,603	21,166	22,287	-0.74
Management of Companies	6,507	6,572	6,044	6,455	7,145	7,427	8,146	4.20
TOTAL EMPLOYMENT	210,723	219,616	225,174	220,731	216,697	212,294	220,169	0.75

[1] Excludes self-employed, household employees, railroad employees, agricultural production employees, and most government employees.
[2] For mining and utilities sectors with data range given the mid values of the range have been taken as the number of employees under the sector.
[3] Other services include administrative, support, waste management and remediation services and other services.

Sources: *County Business Patterns*, U.S. Bureau Census; Gruen Gruen + Associates.

The services and manufacturing sectors make up nearly 60 percent of the employment base in the County with services sector employment nearly twice the amount of manufacturing employment. During the robust period between 1998 and 2000 when the County increased employment by over 14,000 jobs, manufacturing employment declined about 1,000 jobs while nearly all other sectors experienced employment gains. Manufacturing employment has declined from about 24 percent to 20 percent of the total County job base. Services employment has increased slightly as a proportion of total employment from 36 percent to 38 percent. Employment in the finance, insurance and real estate sector, the sector most associated with the consumption of office space, has grown rapidly during the seven year period to about 7.5 percent of total employment.

Menomonee Falls Employment Trends

Based on data furnished by the Wisconsin Department of Workforce Development, Table 135 shows employment growth by economic sector in Menomonee Falls from 2001 through 2005.

TABLE 135
Private Employment by Industry for Village of Menomonee Falls: 2001-2005

Industrial Sector (NAICS Code)	2001 #	2002 #	2003 #	2004 #	2005 #	Annual Growth Rate 2001-2005 %
Agriculture, Mining & Construction	1,960	1,874	1,723	1,735	2,038	1.0
Manufacturing	9,144	8,784	8,981	8,773	8,425	-2.0
Total Transportation Utilities & Information	1,194	1,078	922	878	851	-8.1
Wholesale Trade	1,846	1,767	1,762	1,905	1,968	1.6
Retail Trade	2,508	2,581	2,786	2,987	3,038	4.9
Total Finance, Insurance, & Real Estate	2,984	2,542	2,539	2,457	1,405	-17.2
Total Leisure & Hospitality	1,099	1,045	1,175	1,115	1,250	3.3
Total Services	7,741	8,118	8,951	8,956	9,168	4.3
Professional & Business Services, Management of Companies	2,685	2,848	3,201	3,352	3,367	5.8
Admin. Support, waste management, remediation services	792	762	1,108	1,066	1,019	6.5
Educational & Healthcare	3,423	3,629	3,801	3,716	3,971	3.8
Other Services	841	879	841	822	811	-0.9
TOTAL [1]	28,476	27,789	28,839	28,806	28,143	-0.3

[1] Government employment is excluded because data is suppressed.

Source: Wisconsin Department of Workforce Development

Total employment (excluding government employment) has remained relatively stable from 2001 through 2005 at approximately 28,000 jobs. Services sector employment increased at a high rate of approximately four percent annually. This high growth is primarily due to fast growth in the professional and business services sectors and the educational and health care sectors which together comprise about 80 percent of service sector employment. Services sector employment in Menomonee Falls has grown much faster than for Waukesha County overall. Professional and business services employment in Menomonee Falls has grown from 23 percent of County-wide employment in this sector in 2001 to 31 percent of county-wide employment in 2004.

Employment in the retail trade sector has grown quickly since 2001 by five percent annually. Retail trade employment has gained about 500 jobs since 2001. Wholesale trade employment has experienced variances but from 2001 through 2005 increased at an average annual growth rate of 1.6 percent or 122 jobs. Construction employment decreased between 2001 and 2003 but has increased to peak employment of over 2,000 for an average overall annual growth rate of one percent.

Manufacturing employment has declined every year since 2001 at an average annual rate of two percent. The decline in manufacturing employment in this sector mirrors the County-wide decline in manufacturing employment. Menomonee Falls has lost nearly 400 jobs in this sector since 2001. The finance, insurance and real estate sector experienced a significant decline (an average annual rate of decline of 17 percent) with much of the decline occurring between 2004 and 2005. Based on discussions with an data analyst with the State of Wisconsin Department of Workforce Development, the large decline is attributable to significant downsizing at several large firms. We suspect a significant component of this downsizing directly and indirectly related to the acquisition of Strong Capital Management by Wells Fargo and consolidation related to the acquisition of Bank One by Chase.

Table 136 shows the proportion of employment each economic sector comprises of total employment in Menomonee Falls from 2001 through 2005.

TABLE 136
Private Employment by Proportion of
Total Employment by Industry for Village of Menomonee Falls: 2001 and 2005

Industrial Sector (NAICS Code)	2001 %	2005 %	Percentage Point Change 2001-2005 #
Agriculture, Mining & Construction	6.9	7.2	0.3
Manufacturing	32.1	29.9	-2.2
Total Transportation Utilities & Information	4.3	3.0	-1.3
Wholesale Trade	6.5	7.0	0.5
Retail Trade	8.8	10.8	2.0
Total Finance, Insurance, & Real Estate	10.5	5.0	-5.5
Total Leisure & Hospitality	3.9	4.4	0.5
Total Services	27.0	32.7	5.7
Professional & Business Services, Management of Companies	9.3	12.1	2.8
Admin. Support, waste management, remediation services	2.8	3.6	0.8
Educational & Healthcare	12.0	14.1	2.1
Other Services	2.9	2.9	0
TOTAL [1]	100	100	0

[1] Government employment is excluded because data is suppressed.

Source: Wisconsin Department of Workforce Development

Services employment increased by 5.7 percentage points, from 27 percent of total employment in Menomonee Falls in 2001 to 32.7 percent of total employment in 2005. Professional and business services and educational and healthcare sectors employment led the increase. Services employment is now the largest source of employment in the Village. Retail trade employment increased by two percentage points from 8.8 percent in 2001 to 10.8 percent in 2005. Retail employment represents the third largest source of employment. Manufacturing employment shifted downward by over two percentage points, from over 32 percent to just under 30 percent. Manufacturing employment declined from the largest to second largest source of employment. Employment in the finance, insurance and real estate (FIRE) sector shifted from over-weighted relative to the share this sector comprises in Waukesha County to under-weighted. FIRE sector employment declined by 5.5 percentage points, from 10.5 percent to five percent.

Employment data for the 1998 to 2000 period was developed by the State of Wisconsin using Wisconsin specific North American Industrial Classification System (NAICS) pushback files. Wisconsin developed a methodology to assign NAICS codes to establishments that were coded to Standard Industrial Classification (SIC). The introduction of NAICS in 2001 resulted in many industry series breaks. Therefore, it is difficult to compare the 2001-2005 period with the 1998-2000 but to show a longer term perspective of Menomonee Falls employment trends when employment was growing, we show the 1998 to 2000 period separately on Table 137.

TABLE 137
Private Employment by Industry for Village of Menomonee Falls: 1998-2000

Industrial Sector (NAICS Code)	1998 #	1999 #	2000 #	Annual Growth Rate 1998-2000 %
Agriculture, Mining & Construction	1,738	2,019	2,042	8.4
Manufacturing	9,010	9,137	9,285	1.5
Total Transportation, Utilities & Information	481	440	581	9.9
Wholesale Trade	1,779	1,837	1,759	-0.6
Retail Trade	2,406	2,404	2,366	-0.8
Total Finance, Insurance, & Real Estate	1,199	905	1,781	21.9
Total Leisure & Hospitality	1,064	1,059	1,111	2.2
Total Services	6,432	6,039	7,741	9.7
Professional & Business Services, Management of Companies	880	912	973	5.2
Admin. Support, waste management, remediation services	878	913	898	1.1
Educational & Healthcare	3,733	3,373	3,335	-5.5
Other Services	941	924	833	-5.9
TOTAL [1]	24,109	23,840	26,666	5.2

[1] Government employment is excluded because data is suppressed.

Source: Wisconsin Department of Workforce Development

Total employment in Menomonee Falls from 1998 to 2000 grew very fast at over five percent annually, or over 1,200 jobs per year. The fastest growing sector was finance, insurance, and real estate which grew by 582 jobs or 22 percent annually. This relates to the over 300,000 square feet of office space built in Woodland Prime during this period. Services sector employment was the second fastest growing sector primarily due to growth in employment in the professional and business services sector. Services sector employment with a nearly 10 percent growth rate accounted for accounted for about half of the net new jobs. Manufacturing jobs grew slightly during the two years while wholesale trade sector jobs remained stable. Together these two sectors account for about 11 percent of the net new jobs. Construction employment and transportation, utilities and communication employment increased at high rates.

GG+A Employment Forecast for Menomonee Falls

The perspective provided by the analysis of historic employment growth and employment forecasts in conjunction with insights gained from our interviews and the employer survey formed the basis of GG+A's employment forecast for the Village of Menomonee Falls for 2005 to 2020. In the absence of existing reliable forecasts for the Village of Menomonee Falls by economic sector, GG+A prepared a projection of employment growth by economic sector. GG+A's employment forecast for Menomonee Falls reflects the use of a combination of trends' extrapolation of the growth rates and shifts in the share of employment base over the business cycle to project employment of each economic sector into the future. We then used judgment to adjust the forecast growth rates and shares of employment by economic sector. We made these adjustments based on the market dynamics suggested by the interviews, supply patterns, and analysis of the regional employment data as well as identification of national trends likely to affect the structure of the local and regional economies.

Table 138 shows the results of GG+A's employment forecast for the Village of Menomonee Falls.

TABLE 138
GG+A's Forecast of Employment Growth for the Village of Menomonee Falls: 2005-2020

INDUSTRY SECTOR	2005 #	2020 #	Avg. Annual Growth Rate 2005-2020 %	Total Jobs Added 2005-2020 #	Share of Total Jobs 2020 #
Agriculture, Mining & Construction	2,038	2,366	1.0	328	6.6
Manufacturing	8,425	9,079	0.5	654	25.4
Transportation, Utilities & Information	851	917	0.5	66	2.6
Wholesale Trade	1,968	2,460	1.5	492	6.9
Retail Trade	3,038	4,089	2.0	1,051	11.5
Finance, Insurance & Real Estate	1,405	1,693	1.25	288	4.7
Services (including Leisure & Hospitality)	10,418	15,088	2.5	4,670	42.3
TOTAL EMPLOYMENT	28,143	35,692	1.6	7,549	100.0

Source: Gruen Gruen + Associates

The GG+A employment forecast results in an estimate of about 7,550 total added jobs between 2005 and 2020. This equates to an average annual growth rate of 1.64 percent, or on average 503 jobs per year. Economic sectors associated with office-space consumption, some services and finance, insurance and real estate are forecast to approximate 320 jobs per year between 2005 and 2020. This equates to a growth rate of 2.5 percent for the services sector and 1.25 percent for the finance, insurance and real estate sector, or 66 percent of total net job growth. We assume a higher rate of job growth in the FIRE sector than in the recent past because of the comparative advantages drawn from the survey and interviews, the availability of land and building space for high quality office space at Woodland Prime and Heritage Reserve office parks, the expectation that the community will continue to improve its base of support services and amenities and attract high-skilled residents. The growth rate forecast for the FIRE sector is close to the 1.22 percent growth rate for financial activities the Department of Workforce Development forecasts for the Milwaukee region from 2004 through 2014. We estimate construction and resources employment at one percent, which compares to 1.26 percent growth rate for 2004 through 2014 for the Milwaukee region forecast by the Department of Workforce Development.

Consistent with regional and national trends, the employment base is forecast to continue to evolve in favor of services, and away from manufacturing. Employment in manufacturing, wholesale trade and transportation, utilities, and information is forecast to increase by on average 81 jobs per year or about 16 percent of total job growth. The GG+A forecast, however, for these sectors typically associated with the use of industrial space is higher for Menomonee Falls than the SEWRPC forecasts for Waukesha County. SEWRPC forecasts industrial jobs in Waukesha County and Menomonee Falls will not grow through 2035. WEWRPC also forecasts a decline in transportation, utilities and communications employment. The Department of Workforce Development, however, forecasts an average growth rate of 1.14 percent for the region from 2004 to 2014 for the transportation and utilities sector and a 1.73 percent growth rate for information, professional and other services. While the research suggests companies are becoming increasingly productive, and some types of jobs will be lost through the substitution of capital and technology investment for labor, other types of technical and sales jobs in the goods- and services-producing industries will be created as some local companies expand the markets they serve.

The potential for bucking the SEWRPC forecast is also indicated by the survey finding that approximately 60 percent of manufacturing sector respondents indicated plans to increase employment in the future. A high proportion or 60 percent of respondents who serve either Midwest or national markets also anticipated increases in future employment. Forty nine firms (including 21 firms in the manufacturing, wholesale trade, and transportation, utilities, and communications sectors) responding to the survey plan to expand in Menomonee Falls with a major building space or site expansion in the next ten years.

Based on this employment forecast, we present in the next chapter a forecast of office and industrial space demand, using estimates of the share of employment to be housed by type of space and the average amount of space allocated per office or industrial worker.

ESTIMATES OF THE AMOUNT OF BUILDING SPACE AND LAND REQUIRED TO ACCOMMODATE FORECAST EMPLOYMENT GROWTH

The forecast of office and industrial space demand represents our estimates of Menomonee Falls' future potential. It is a forecast that assumes that no significant growth constraints such as an inadequate land supply or a failure to expand infrastructure at least in step with development, will curtail attainment of the potential.

The need for efficient workspace generates demand for building space. GG+A's Spacewalk™ model was used to convert our forecast of employment (reviewed above) into an estimate of the future demand for office space and industrial space in the Village of Menomonee Falls. GG+A's Spacewalk™ model converts employment growth by economic sector into an estimate of relevant demand for different kinds of space. Firms within a specific economic sector do not use the same type of space for all their workers. Therefore, the GG+A Spacewalk™ model assigns employment within various economic sectors to occupational categories that correspond to the types of space most likely to be used. For example, while most manufacturing firms primarily demand industrial space, managers of manufacturing companies also use office space while products are typically stored in warehouse/distribution space. The amount of space primarily depends upon the number of added workers and the associated employment densities (square feet of space per employee).

A basic input into the model is an estimate of the percentage and amount of space the employees of firms within differing economic sectors utilize. These basic inputs are based on the percentage of the employees that are in various kinds of occupations (e.g., managers, clerks, "operatives" salespeople, etc.). That is, it is necessary to estimate the occupational makeup of an industry in order to tie employment to space. We made this estimate from a synthesis of our interviews, prior GG+A research and data drawn from the United States Department of Labor, Bureau of Labor Statistics and Wisconsin Department of Workforce Development.

We made judgments concerning the type of space used by employees of differing occupational categories within the economic sectors and employment densities for office space and industrial space. We used GG+A's Spacewalk™ model to carry out a series of calculations needed to relate employment densities by occupation within economic sectors to employment forecasts to produce estimates of office space and industrial space demand for Menomonee Falls.

OFFICE EMPLOYMENT AND SPACE DEMAND

Our interviews with real estate brokers and leading local and regional architects specializing in the design of office buildings and facility space planning suggest for professional services firms utilizing alternative officing, a typical density ratio is 150-175 per rentable square foot per employee. A call center tends to approximate 100 to 150 square feet per employee. A typical tenant with conventional officing tends to average 150 square feet to 225 square feet per employee. A corporate headquarters' office with conventional office design ranges from 250 square feet to 300 square feet. Based on a synthesis of the interviews and a review of the literature, typical density ratios have been declining and the trend is toward increasing number of worker to space densities. Typically, new office buildings have a five percent to ten percent loss factor associated with common areas, elevators and other non-rentable areas.

The survey results of 665 square feet per single-story office worker and 452 square feet per worker in mid-rise office space is higher than typical because of relatively low office rents, the impact of large, owner-occupied headquarter-type companies with special facilities, the inherent higher space to worker ratios associated with smaller, single-story space users, and older, less efficient facilities. Table 139 presents for Menomonee Falls the resulting estimates of workers forecast to be added that will use office space and given the employment density estimate of 225 square feet per employee.

TABLE 1390
Projected Net Additional Workforce and
Office Space Demand for Menomonee Falls: 2005 to 2020[1]

	2005–2020
Total Added Office Workers	3,950
Space Demand Total (# Square Feet)[2]	934,000
Space Demand Average Per Year (# Square Feet)	62,000

[1] Space demanded has been increased by five percent to reflect frictional vacancy in the market. Figures are rounded.
[2] Office Employment Density = 225 square feet per employee.

Source: Gruen Gruen + Associates

Between 2005 and 2020, approximately 3,950 office-space-using workers are estimated to be added to the employment base of Menomonee Falls. This forecast employment growth is estimated to result in average annual demand of about 62,000 square feet of space for a total of approximately 934,000 square feet of office space over the next 15 years

For analytical simplicity, this employment-driven forecast does not factor in the ample availability of office space in the primary market area, including the existing space for lease in Woodland Prime. The timing of the start of the estimated future office demand in Menomonee Falls may be deferred and extended until the correction of the demand-supply imbalance occurs in the primary market area. Until market area vacancy moves closer to equilibrium, a significant gap will exist between market rent and the rent needed to support feasible new construction. Therefore, the space demand forecast should be considered a long term forecast predicated upon sustained jobs growth and rents rising to support feasible development as the result of recovery of equilibrium between demand and supply in the primary market area.

Industrial Employment and Space Demand

Table 140 presents for Menomonee Falls the forecast additional number of industrial space using workers and associated industrial space demand between 2005 and 2020. Demand for industrial space is based on the following employee density figures drawn from the survey of Menomonee Falls employers: 1,150 per square feet per manufacturing employee and 1,600 square feet per distribution employee.

TABLE 140
Projected Net Additional Workforce and
Industrial Space Demand for Menomonee Falls: 2005 to 2020[1]

	2005–2020
Manufacturing Space	
Total Added Workers	607
Space Demand Total (# Square Feet)[2]	733,000
Space Demand Average Per Year (# Square Feet)	49,000
Distribution Space	
Total Added Workers	726
Space Demand Total (# Square Feet)[3]	1,220,000
Space Demand Average Per Year (# Square Feet)	81,000
Total Industrial Space	
Total Added Workers	1,333
Space Demand (# Square Feet)	1,953,000
Space Demand Per Year (# Square Feet)	130,000

[1] Space demanded has been increased by five percent to reflect frictional vacancy in the market. Figures are rounded.
[2] Manufacturing Employment Density = 1,150 square feet per employee.
[3] Distribution Employment Density = 1,600 square feet per employee.

Source: Gruen Gruen + Associates

Between 2005 and 2020, approximately 1,333 industrial space-using workers are forecast to be added in Menomonee Falls. This employment is estimated to result in total space demand of 1,953,000 square feet for manufacturing and distribution facilities. Of this total, approximately 1,220,000 square feet of space demand is likely to be for distribution uses and 733,000 square feet of space is likely to be for manufacturing uses. This long-term forecast equates to average annual demand of 130,000 square feet of industrial space.

As indicated above, demand for distribution space increasingly relates to the volume of inventory and shipments processed. Manufacturing uses are becoming increasingly capital intensive with communication, control and processing equipment offsetting the need for labor. Therefore, the forecast industrial demand opportunities may still originate even if the employment growth forecast is optimistic. As indicated by the examples cited above of firms replacing obsolete or too small of facilities, the forecast industrial building space demand potential can be achieved with less employment growth provided that Menomonee Falls maintains and builds upon the comparative advantages firms need to succeed in an era of global competition. As indicated above, these advantages include a broad labor force within a convenient commute that can help firms innovate because of their entrepreneurial and technical skills and add value to the goods processed. Industrial activities that are non-basic, serving the growing local and regional market with value-adding combinations of service, processing and goods-making will also represent sources of demand that will continue to relate to employment growth.

Estimates of the Amount of Land Necessary to Accommodate Forecast Building Space Demand

Table 141 summarizes the estimated amount of land needed to accommodate the forecast demand for office space and industrial space.

To convert estimates of building space demand into estimated required land, we made assumptions about floor-area ratios ("FARs") for office and industrial space. We use a FAR of 0.35 for office uses. A FAR of 0.35, for example, means that 100,000 square feet of land would accommodate a 35,000-square-foot office building. Based on our interviews and review of supply of new projects in the Chicago and Milwaukee area, corporate headquarter or major office users would typically locate in multi-story office buildings having FARs higher than 0.35. Higher FARs of 0.5, 0.75 or even 1.0 would be achieved in typical three-to six-story suburban office building configurations. If a higher FAR more typical of a more urban higher-density environment is used, the amount of land needed to house office space would decrease. To make a conservative estimate of the amount of land needed to house office space, we assume a relatively low density suburban FAR of 0.35. Using the forecast office space demand of approximately 934,000 square feet subject to a FAR of 0.35 gives an estimate of the land required for office space of 61 acres over the 15-year forecast or on average four acres per year.

TABLE 141
Estimated Amount of Land Necessary to
Accommodate Forecast Building Space Demand: 2005-2020[1]

Period	Total Land Demand \# Acres	Total Office Land Demand \# Acres	Total Industrial Land Demand \# Acres
2005-2020	173	61	112
Average Annual	11.5	4	7.5

[1] Assumes an office floor-area ratio of 0.35 and an industrial floor-area ratio of 0.40. Figures are rounded.

Source: Gruen Gruen + Associates

Based on our interviews and review of supply, we assume a 0.40 FAR for industrial space. Using the forecast industrial space demand of approximately 1,220,000 square feet subject to a 0.40 FAR gives an estimate of land required for industrial space of 112 acres or on average 7.5 acres of land per year.

Replacement Demand

The above represents a quantitative estimate of new demand arising from additional net employment growth. As indicated by the examples of specific tenant moves and building developments cited above, demand also arises from the need to replace obsolete space. Development of corporate campuses and office building space today and especially industrial space frequently includes a significant amount of space used for employees that have moved from existing obsolete facilities companies wish to replace. To account for replacement demand in the planning process, we estimate an additional 10 acres per year on average or 150 acres through 2020 will be absorbed as the result of replacement demand.

Keep in mind that these figures relate to net additional employment growth and building space. More jobs will probably be created than shown here, but some of these new jobs will be offset by declines in existing employment as the sector mix of the employment base changes over time. Similarly, new space will be built to replace obsolete existing space and better accommodate new types of employment. Other existing space may be lost to conversions and demolition. For purposes of this analysis, we estimate a total of approximately 323 acres of land will be sufficient to accommodate beneficial economic development, the growth of the existing economic base, the attraction of new economic activities, and maintain a competitive land market so that land prices do not escalate so much as to produce disincentives for businesses to locate or remain in Menomonee Falls.

Gruen Gruen + Associates (GG+A) is a firm of economists, sociologists, statisticians and market, financial and fiscal analysts. Developers, public agencies, attorneys and others involved in real estate asset management utilize GG+A research and consulting to make and implement investment, marketing, product, pricing and legal support decisions. The firm's staff has extensive experience and special training in the use of demographic analysis, survey research, econometrics, psychometrics and financial analysis to describe and forecast markets for a wide variety of real estate projects and economic activities.

Since its founding in 1970, GG+A has pioneered the integration of behavioral research and econometric analysis to provide a sound foundation for successful land use policy and economic development actions. GG+A has also pioneered the use of economic, social and fiscal impact analysis. GG+A impact studies accurately and comprehensively portray the effects of public and private real estate developments, land use plans, regulations, annexations and assessments on the affected treasuries, taxpayers, consumers, other residents and property owners.

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APPLYING KNOWLEDGE, CREATING RESULTS, ADDING VALUE

APPENDIX G

REVIEW OF PRIOR PLANS AND STUDIES

INTRODUCTION

Prior to engaging the public and developing the *Comprehensive Plan*, R.A. Smith National, Inc. conducted an extensive review of the plans and studies previously adopted by the Village of Menomonee Falls, and other agencies. The findings and recommendations provide a context for past decision making, a platform for planning the future, and a benchmark for gauging successful implementation of prior plans. The recommendations of these plans and studies were considered when drafting this *Comprehensive Plan*.

LOCALLY ADOPTED PLANS AND STUDIES

The following are brief summaries of plans and other documents prepared by the Village of Menomonee Falls and surrounding jurisdictions.

<u>Overall Economic Development Program, 1987</u>

This document was prepared by SEWRPC at the request of the Village. Its goal was to develop a plan that would:

- Collect and analyze appropriate economic development data and information needed to support economic development activities.
- Develop consensus on the potentials and constraints of economic development activities.
- Identify specific programs and activities to improve economic development activities.

<u>Village Centre Master Plan, 1990</u>

The principal goal of the Village Centre Master Plan was to strengthen retail and commercial activities in the downtown area through public and private reinvestment, while creating an attractive, well-organized and vibrant activity center for residents and visitors. The plan recommended:

- Restructuring the downtown business mix, starting around the river and falls area.
- Utilizing the historic resources to develop a common theme.
- Implementing design standards.
- Developing name recognition for Downtown Menomonee Falls.
- Residential development could be supported and would increase activity.
- Riverfront improvements.
- Improvements to streetscape, parking and traffic signalization.
- Storefront improvements, and design guidelines for new construction.

<u>Village Centre Parking Study, 1994</u>

The study was commissioned in order to determine current and future parking needs in the Central Business District (CBD). The study analyzed development impacts based upon alternative development scenarios. Major findings include:

- Overall, on-street parking is adequate when compared to usage, but inadequate compared to zoning requirements.
- Supply and demand for on-street parking varies by location, with greatest demand east of Appleton Avenue on Main Street, and north of Main Street on Appleton Avenue.

- If on-street parking is removed, additional parking would be needed in all but the southeast quadrant.
- An additional off-street parking lot is recommended in the northeast quadrant.
- Future development should be required to provide off-street parking.

Village Centre Menomonee River Parkway Master Plan, April 1, 1993

This plan developed a phased development program for the Village Centre and Menomonee River basin area and was a follow-up to the Village Center Master Plan, 1990. The Village Centre Menomonee River Parkway Master Plan gives specific recommendations for riverfront improvement in commercial areas, parks, and along trails to accomplish the following goals:

- Promote coordinated and unified development of the Menomonee River corridor between Roosevelt Drive and Pilgrim Road as the Village Centre Menomonee River Parkway and to construct riverfront improvements within this corridor to achieve Village revitalization goals.
- Preserve and enhance the unique scenic, historic, cultural and natural resources of the Menomonee River to provide a multiple use and multi-seasonal outdoor experience and to emphasize passive recreation, scenic beauty and outdoor education.
- Promote an interconnected community recreational trail system and to increase public access to the river and establish a linkage between the river and points of interest within the Village Centre and throughout the community and region.

Recommend Village participation in the WDNR Milwaukee River Priority Watershed Program to improve the water quality of the Menomonee River.

Village Centre Stormwater Management Study, 1994

This study analyzed the flow capacities of existing storm sewer systems for a specific design storm. The study recommended improvements where actual capacities exceeded designed capacities.

Market Reconnaissance, Real Estate Economic Analysis, and Strategies for the Enhancement of the Main Street Corridor, 2003

This report provides an overview of the market for retail and office development within the Main Street Corridor. It also evaluated the potential for hotel development, and provided key economic data used in the formulation of a plan for Main Street. It includes substantial, detailed, discussions of economic policy actions, incentives, and programs to encourage the transformation of Main Street.

Gap Analysis of the Village of Menomonee Falls, 2003-2004

The stated purpose of this document is to assist the Village in ensuring that it has the tools, information, and human resources in place in order to continue to flourish, strengthen, and grow. The document is a summary of the demographics, survey instrument, SWOT (strengths, weaknesses, opportunities, and threats) analysis used to develop concise action steps.

Fiscal Impact Analysis: Residential Development in the Village of Menomonee Falls, 2001

This detailed staff report compares municipal costs versus revenues of various residential developments in the Village. This exercise was conducted to determine what the value of new developments must be in order to breach the “break even point” where property taxes collected from new development exceed the cost of service provision.

A Land Use and Transportation System Plan for the Village of Menomonee Falls: 2010, 1990

The purpose of the transportation plans was to reevaluate the land use and transportation system plans adopted by the Village in 1973. The land use plan maps environmentally significant lands and provides land use objectives, principles, and standards for the protection of natural resources such as lakes and streams, wetlands, woodlands, wildlife, and primary and secondary environmental corridors.

Major recommendations of the plan include:

- The Appleton Avenue corridor and Main street between Pilgrim Road and Lilly Road remain major commercial areas, infilling vacant lands in those areas with commercial uses.
- Development of four neighborhood shopping centers at the intersections of: 1) Main Street and Maple Road; 2) Pilgrim Road and Good Hope Road; 3) Appleton Avenue and Good Hope Road; and 4) Mill Road and Lilly Road.
- Development of a 161-acre industrial park at the intersection of Lisbon Road and Lilly Road.
- Reservation of sites for two new elementary schools and reexamination of the use of two former elementary schools.
- Development of one additional community park and five additional neighborhood parks.
- Addition of two lane county trunk highway located between CTH W and Fond du Lac Avenue along northerly extension of 124th Street.
- Increase from two to four lanes: 1) CTH VV from ¾ mile west of Pilgrim Road to Town Line Road; 2) Lilly Road from Hampton Avenue to Mill Road; and 3) STH 74 from McLaughlin Road to Mill Road.
- Conversion of Pilgrim Road to a state trunk highway between Lisbon Road and USH 41-45.

Historic Resources Survey Report, 1985

The report documents the reconnaissance survey conducted to identify and evaluate the historical and architectural resources of the Village. It identifies potential National Register sites, including the potential Grand Avenue / Cleveland Avenue Historic District, makes recommendations for historic preservation, and outlines the objectives of a historic preservation program.

Excerpts & Recommendations from the Village of Menomonee Falls Architectural and Historical Intensive Survey Report, 1986

As a follow-up to the *Historic Resources Survey Report*, the stated purpose of this report was to identify districts and individual properties within the Village which are potentially eligible for the National Register of Historic Places. The Main Street Commercial District, the Camp Farmstead Historic District, the Friederich Farmstead Historic District, and 22 other individual properties were identified and discussed. The report further provides recommendations for historic preservation, and outlines the objectives of a historic preservation program.

2006-2010 Comprehensive Outdoor Recreation Plan

The 2006-2010 COR Plan developed recommendations for future park and trail locations, improvements to existing Village parks, and an action plan for capital improvements, corridor preservation, universal access/barrier free design, playground safety surfaces, park security, park maintenance, and funding strategies.

The major recommendations of the COR Plan include:

- Acquisition, before 2010, of an active use park west of the Hamilton School District property on Silver Spring Drive, ideally between Lannon Road and Marcy Road.
- Acquisition, before 2010, of an active use park between Pilgrim Road and Marcy Road near Silver Spring Drive.
- Acquisition, beyond 2010, of a park generally located near Mill Road west of Tower Hill Park. One possible location for this park is the municipal landfill on Mill Road.
- Acquisition, beyond 2010, of a park located in the northwestern corner of the Village, west of Maple Road Park and north of Menomonee Avenue.
- Acquisition of lands within SEWRPC environmental corridors when they become available, with a focus on connecting the Bugline Trail, Menomonee Park, the proposed County Greenway, and any new Village parks created in the northwestern corner of the Village. Additionally, acquisition should focus on filling the "holes" around the Tamarack Preserve.
- Expansion of the Village bike and pedestrian trail network to connect parks.

North Hills Neighborhood Development Plan, 2001

The North Hills Neighborhood Development Plan was prepared to guide the future growth and urban development of the remaining undeveloped areas in the neighborhood and will be combined with other neighborhood plans to complete the Comprehensive Land Use Plan.

The North Hills Neighborhood Planning Area (NHPA) is bordered by Highways 41/45 on the north, the Village limits on the east, generally the southern portions of North Hills Manor and Middleton subdivisions on the south, and Lilly Road on the west.

The major recommendations of the plan include:

- Development of convenience and high-end retail destination uses.
- Recognition of future need and market demand for an upscale hotel and related support services.
- Optional development of a "town center" area west of Appleton Avenue and north of Good Hope Road.
- Development of a business center area south of Good Hope Road and east of Appleton Avenue containing retail establishments, support services for businesses (such as day care centers and restaurants), and retail amenities such as a village green or other green space.

Draft Northeast Area Plan, April 2005

The Northeast Area Plan – Main Street Redevelopment Area is intended to serve as a general framework or guide for development and redevelopment. The Plan's land use plan component designates the proposed location of housing, business, industry, recreation, education, public buildings, and other types of land use.

The major recommendations of the plan include:

- Development of Regional Gateway at the Main Street highway interchange, including new uses and renovation of the existing hotel.
- Redevelopment of the Main Street corridor between Pilgrim Road and USH 41/45, including integration with the adjacent neighborhoods.
- Creation of a neighborhood activity center through redevelopment of the Main Street/Pilgrim Road intersection.

- Redevelopment of the Village Centre with a focus on connections to adjacent areas and improved programming.

Master Fire Protection and Rescue Services Protection Plan, 2004

The stated objective of this plan is to provide equal protection for all citizens of the community at an adequate level, at a reasonable cost. The plan has four major components:

- Fire prevention
- Fire suppression
- Emergency response
- Administration

Menomonee Falls Diamond Jubilee Brochure, 1967

This document was used as a source for local history.

Village of Menomonee Falls documented landfill and underground storage tank inventories

R.A. Smith & Associates, Inc. reviewed available data from the Village of Menomonee Falls to determine the locations of sites with potential development constraints associated with landfills, dumps, and unmitigated underground storage facilities.

A Flood Mitigation Plan for the Village of Menomonee Falls, 2003

This plan was developed in response to recurring flooding events, surcharging of sanitary sewers, and the resulting loss to properties. The plan sets forth appropriate and feasible flood mitigation strategies in both the Menomonee River and Fox River watersheds.

A Stormwater Management and Flood Control Plan for the Lilly Creek Subwatershed, 1993

This plan, prepared by SEWRPC in conjunction with Village staff and consulting engineers, provides an inventory and analysis of existing conditions, evaluates alternative futures, and recommends strategies for managing stormwater within the basin.

A Stormwater and Floodland Management Plan for the Butler Ditch Subwatershed, City of Brookfield and Village of Menomonee Falls, 2004

This plan, prepared by SEWRPC in conjunction with Village and City staff and consulting engineers, provides an inventory and analysis of existing conditions, evaluates alternative futures, and recommends strategies for controlling flooding and managing stormwater within the basin.

Stormwater Management System Plan, 2001

This plan presents a comprehensive overview of all stormwater facilities within the Village, assesses the system's capacities and deficiencies, and sets forth an extensive capital improvement program in order to implement the plan. Recommendations are extensive and too numerous to summarize herein.

Sanitary Sewerage System Plan, 2000

This plan inventories the Village's sanitary collection system, evaluates the system's performance, and recommends:

- Measures to prevent inflow and infiltration.
- Reconstruction of certain elements of the system.
- Alternatives for the expansion of the system.

Village of Sussex Regional Water Pollution Control Facility Development Plan, 2004

This facility plan updates prior planning studies for the Sussex Regional Water Pollution Control Facility. It analyzes the existing system, projects demand on the system from Sussex and other tributary communities, and recommends actions needed to complete construction of the facility expansion.

Southwest Area Interceptor Study, 1992

This report analyzes the future development of the southwest portion of the Village, and projects wastewater flows tributary to the Village of Sussex wastewater treatment facility. Using projections and data from SEWRPC, the study projects 20-year peak flows, evaluates the conveyance systems, and recommends improvements necessary to serve future development.

Village of Lannon Sanitary Sewer Interceptor Facility Plan, 1992

This report evaluates six conveyance options for the Village of Lannon. All options are tributary to the Village of Sussex's Regional Water Pollution Control Facility. The report provides a feasibility assessment for the recommended alternative.

Letter Report to WDNR – Village of Lannon Wastewater Disposal Facility Plan, 1993

The letter report is an amendment to the 1992 Facility Plan, and serves as a response to WDNR comments on the original plan. It summarizes the additional analysis conducted by the Village's consulting engineer.

Report on Water Supply Facilities – Milwaukee Lake Water Option, 1997

This report details the Village's due diligence efforts to explore the receipt of water from Lake Michigan via the City of Milwaukee. The report has three main focus areas:

- Evaluation of the Village's existing water supply facilities, including demand projections, physical plant requirements, and operational considerations.
- Recommendations for capital improvements necessary to implement the lake water option.
- Cost estimates for the lake water option, including rate adjustments, capital charges, and other operating cost estimates.

Southwest Area Water Study Report, 2005

This report studies the future expansion of the southwest pressure zones, served by the Fair Oaks Parkway water tower. It evaluates the current distribution system, explores expansion and growth trends, and makes the following major conclusions:

- The southwest area is developing at a rate that will require additional supply and storage facilities prior to build-out. Up to 4 additional wells and a storage facility to assist with fire protection, are recommended.
- Projected average and peak pumpage at build-out is estimated to be 1,562,000 GPD and 2,812,000 GPD respectively.
- Portions of the Taylor's Woods subdivision well will require a booster station.
- A back-up supply source is needed in the event well 8 is out of service.
- An interconnection with the Village of Sussex is desirable.

The report recommends steps necessary to implement water system upgrades.

Village of Lannon Water Supply System Update, 2005

This report updates earlier studies intended to lay the groundwork for the implementation of a public water supply system for the Village of Lannon. It assesses local needs, provides a means for determining costs associated with implementing such a system, and reviews potential cost sharing options.

Municipal Code Chapter 122, Zoning

The Zoning Code's stated purpose is to promote the health, safety, morals, prosperity, aesthetics, and general welfare of the community. It regulates and restricts the use of all structures, land, and waters within the Village.

Municipal Code Chapter 94, Subdivisions and Other Divisions of Land

The subdivision code's stated purposes are to promote the public health, safety, and general welfare of the Village; to lessen congestion; further the orderly layout and use of land; secure safety from fire, panic and other dangers; provide adequate light and air; avoid undue concentration of population; facilitate adequate provision for transportation, water, sewerage, schools, parks, playgrounds and other public requirements; and facilitate the further resubdivision of larger tracts into smaller parcels of land.

REGIONAL AND WAUKESHA COUNTY PLANS

The Southeast Wisconsin Regional Planning Commission develops a variety of plans for seven southeastern Wisconsin Counties, including Waukesha County. The following plans make recreation, transportation, natural area, and open space recommendations for the Village of Menomonee Falls and Waukesha County.

A Development Plan for Waukesha County, 1997

The development plan was prepared in accordance with Section 59.97(3) of Wisconsin State Statutes. Work on the plan began in 1993, and was conducted by staff from the Southeast Wisconsin Regional Planning Commission under the direction of the Waukesha County Development Plan Advisory Committee. The plan is designed for the year 2010.

The salient features of the plan include a countywide increase in urban land uses of 72 percent between 1990 and 2010, and an increase in commercial and industrial uses of 84 percent. Additionally, the plan describes a decrease in non-urban land uses, consisting of environmentally sensitive lands, other open lands to be preserved, prime agricultural lands, rural-density residential and other agricultural lands, and extractive and landfill sites, and would decrease by about 106 square miles, or about 25 percent. The plan also states that environmentally sensitive lands, consisting of primary and secondary environmental corridors and isolated natural resource areas, would, under build-out conditions, increase by about two square miles, or by about 1 percent.

A Regional Transportation System Plan for Southeastern Wisconsin: 2035, 2006

In 2006, the Regional Planning Commission adopted a regional transportation system plan as a result of a major review and re-evaluation of the design year 2020 plan adopted by the Southeastern Wisconsin Regional Planning Commission (SEWRPC) in 1997, and its amendments and extensions to the design year 2025 adopted in 2003.

The plan makes recommendations for bicycle and pedestrian transportation. A system of off-street bicycle paths is proposed in cities and villages with a population of 5,000 or more. These paths would be located in natural resource and utility corridors and provide reasonably direct connections between urbanized areas on aesthetically attractive routes. Proposed off-street routes in Menomonee Falls are indicated along the Menomonee River, extension of the Bugline, a trail around the Tamarack Swamp, and a new trail along the Fox River.

Other major recommendations of the plan as it pertains to the Village of Menomonee Falls include:

- Potential commuter rail along Chicago and Northwestern line in far northeast corner of the Village.
- Widening of CTH Q to four lanes between USH 41/45 and Pilgrim Road and between CTH V and CTH Y.
- Widening of Pilgrim Road to four lanes between USH 41/45 and CTH Q.
- Widening of STH 145 to four lanes between CTH Q and Main Street.
- Widening of Silver Spring Road to four lanes between CTH Y and Pilgrim Road and reservation of right-of-way between CTH Y and CTH V.
- Widening of Lisbon Road to four lanes between CTH Y and the Village of Butler.
- Widening of USH 41/45 to eight lanes between CTH Q and the City of Milwaukee.

DRAFT A Regional Land Use Plan for Southeastern Wisconsin: 2035

This report documents the fifth-generation regional land use plan for the Southeastern Wisconsin Region. The plan has a design year of 2035 and reflects changes in the Region which have occurred since preparation of the design year 2020 plan.

The salient features of the plan include a regional increase in urban land uses of 13 percent between 2000 and 2035, and an increase in commercial and industrial uses of 28 percent. The plan proposes a new major economic activity center consisting of retail uses at CTH Q and STH 175. The plan also proposes the provision of public sewer and water to all but a portion of the northwest quarter of the Village by 2035.

The land use plan envisions increasing intensively used outdoor recreational land in the region from 50 square miles in 2000 to 57 square miles in 2035, an increase of 13 percent. The plan supports carefully planned efforts to restore farmland and open space to more natural conditions re-establishing wetlands, woodlands, prairies, grasslands, and forest interiors that could expand the environmental corridor network of the region by about 3 percent.

DRAFT Waukesha County Fox River Greenway Project

Prepared by the Waukesha County Department of Parks and Land Use, this plan recommends the creation of a Greenway Corridor to serve as buffer between the Fox River and its tributaries and development areas. According to the plan, the corridor would:

- Protect water quality by filtering and removing sediment, organic matter, pesticides and other pollutants from surface runoff and subsurface flow through deposition, absorption, plant uptake, denitrification or other processes.

- Create, enhance, and protect wildlife habitat and provide a corridor for the movement of a wide range of species.
- Protect and stabilize the riparian lands and reduce flood water velocity.
- Protect high quality plant communities, including upland woods.
- Provide non-motorized trail opportunities.

STATE OF WISCONSIN PLANS

Southeast Wisconsin Trail Network Plan, WDNR

The State Trail Network Plan provides a long-term, big picture vision for establishing a comprehensive trail network in the state. It identifies existing and proposed trails and connections that serve as the main corridors for a statewide trail system. The Plan focuses mainly on abandoned rail corridors, utility corridors, critical road connections, and natural feature corridors such as the Ice Age National and State Scenic Trail, that link places where people live and play, natural resource features, public lands, and interstate connections. The plan recognizes that trails developed by local units of governments serve as critical links. Under the plan, DNR staff will continue to work with local governments and encourage them to connect trails onto this network as they update local plans.

The plan shows potential connections from the Bugline Trail south to the Oak Leaf Trail in Milwaukee County, to the Hank Aaron Trail, and to the Glacial Drumlin Trails, including connections north to the Sheboygan County Line. The Bugline is also expected to intersect with the Ice Age Trail near Merton, by which travelers could follow the line of the glacial advance throughout the state.

Wisconsin Statewide Comprehensive Outdoor Recreation Plan 2005-2010 (SCORP)

SCORP provides guidance and a research base for park departments and outdoor recreation providers in Wisconsin and helps allocate funds to localities for outdoor recreation projects. The Village is located within the SCORP's Lower Lake Michigan Coastal planning area.

Wisconsin Connections 2030 Plans

The Wisconsin Department of Transportation (WisDOT) is currently engaged in a policy-based, statewide long-range transportation plan for the year 2030. The plan focuses on designated multimodal corridors for each part of the state. According to WisDOT, when completed, the multimodal corridors will accomplish these key goals:

- Portray key Connections 2030 recommendations;
- Prioritize investments; and
- Assist WisDOT Transportation Districts in identifying future segments for more detailed corridor plans.

The Village is located within the Southeast Transportation Planning region. It is affected by the Fox Valley Corridor planning effort, which links Milwaukee to Green Bay. The plan depicts transportation elements pertinent to Highway 41/45, which provides vital economic links to the region. The Village is also proximate to the Waukesha Connection Corridor, which links Mukwonago to Hartford.

Wisconsin Pedestrian Policy Plan 2020

WisDOT completed this plan in 2001 with assistance from a citizen's advisory committee. It outlines state and local measures to promote non-motorized transportation options, and to promote safety. It also provides a series of implementation recommendations to assist local governments in achieving the goal of promoting pedestrian activity.

A key element of the Pedestrian Policy Plan is concept of “universal design.” The basis for this concept is that good pedestrian design serves all users, and not just a “typical” user. A universal design not only accommodates the elderly, children, and people who are disabled. It also reduces user fatigue and minimizes the potential for pedestrian judgment error.

A number of WisDOT’s Pedestrian Policy Plan objectives directly impact Menomonee Falls, including:

- Working in partnership with local governments to increase pedestrian accommodations on State Trunk Highways.
- Working in partnership with local governments to design new and retrofit old facilities to accommodate and encourage pedestrian use.
- Working in partnership with local governments to improve the enforcement of laws to prevent dangerous and illegal behavior by motorists, pedestrians, and bicyclists.
- Working in partnership with local governments to encourage more pedestrian trips by promoting the acceptance and usefulness of walking, and by promoting pedestrian safety.