

CHAPTER 8

ECONOMIC DEVELOPMENT

INTRODUCTION

Economic development is vital for communities in Waukesha County. With optimum paying jobs and growing businesses, the communities in Waukesha County and the Region will be able to maintain and expand their quality of life. In order to maintain the highest quality of life for its residents, communities in Waukesha County must work together to sustain the County and Regional economy. The communities need to work together to foster job growth and new business development. The Town is working together with 28 other communities in Waukesha County to determine the future demand for land, which the County Plan must designate based upon the future population, household and employment levels. Future population, household, and employment levels must therefore, be forecasted with land use and supporting facility plans being designed to accommodate forecast conditions. This chapter will provide an overview of the methodology and assumptions that underlie the economic and employment projections of southeastern Wisconsin, Waukesha County and the Town. Included is descriptive information pertaining to measures of economic activity and employment projections. Although the Town of Mukwonago has no land designated for new development of commercial and industrial use, the Town must work with other communities in Waukesha County, particularly the areas in the southwest part of the County.

WAUKESHA COUNTY ECONOMIC DEVELOPMENT STRENGTHS, CONCERNS AND WEAKNESSES

As part of the update of the Waukesha County Development Plan, which the Town is a part of, the Economic Development Subcommittee analyzed the strengths, concerns and weaknesses of Waukesha County's economic development.

Economic strengths include:

- Local entrepreneurship fostering business growth.
- The Milwaukee-Waukesha Metropolitan Statistical Area (MSA) having a 1.5 million person population.
- Businesses wanting to establish equity by owning commercial or industrial land rather than renting.
- Employees having a superior work ethic.
- Waukesha County's growing tax base.
- A variety of recreational activities such as local, county, state parks, lakes, and natural areas to attract employers and employees.
- An increasing population.
- Innovative business leaders.
- Quality education, both public and private.

Economic weaknesses include:

- The median price of a home is increasing faster than the median income.
- How to generate enough income to maintain municipal and county services.
- Health costs.
- Regional and countywide cooperation.
- Individual development plans which compliment each other.
- Increased transportation costs.
- The rising population and its impact on local school districts.
- Cyclical over-development of office space.
- The need for additional technology development.
- The need to continue to increase the number of people with college and technical Degrees.
- The need to maintain and expand our transportation infrastructure.
- A declining water supply.
- An aging workforce.
- Lack of ethnic diversity of the population.

Besides the Economic Development Subcommittee of the Waukesha County Development Plan, other issues arose during the Waukesha County Economic Development Corporation (WCEDC) 24 listening sessions with businesses in early 2000. The businesses which attended the listening sessions accounted for 80 percent of the payroll in the County. Those businesses prioritized 12 major issues based on the impact each issue was thought to have on the County's economy.

Those findings are things that Waukesha County and the Town should take into account in the preparation of their Land Use Plan. Those findings included the following:

- Infrastructure limitations.
- Labor force issues.
- Resource allocation across educational units.
- Multiple layers of government.
- The government's and citizen's lack of understanding of business issues.
- Insufficient resources for new businesses.
- The high cost of health insurance.
- Image problems for attracting new business, entrepreneurs, young workers and visitors.
- The loss of corporate headquarters with high paying jobs.
- Excessive governmental regulations.
- The lack by area businesses for investing in new technology to make them competitive globally.
- Unresolved regional issues caused by fragmented and short-term governmental and business planning.

WORKFORCE ANALYSIS

In order to plan for future economic growth and development it is essential to understand the current workforce demographics. Workforce data that is often analyzed includes income, educational attainment, labor availability, and employer information.

Median Household Income

The Waukesha County median household income was \$62,839 in 2000. This is the second highest county median household income in the state and 51st highest in the nation. A total of 84,720 county residents making up over 21 percent of the population were considered low to moderate household income by the U.S. Department of Housing and Urban Development (HUD). In the Town of Mukwonago, the median household income is \$75,067, according to the 2000 census.

In 2004, Waukesha County ranked third in Wisconsin in average adjusted gross income behind Milwaukee and Dane counties. In 2004, Waukesha County residents generated 12 billion dollars in individual adjusted gross income. The average adjusted gross income per return filed individually or jointly ranged from \$32,824 in the Village of Butler to \$592,030 in the Village of Oconomowoc Lake.

**2004 SOUTHWESTERN WAUKESHA COUNTY
PERSONAL INCOME RETURN BY COMMUNITY**

Name	Number of Income Tax Returns Filed	Total Adjusted Gross Income	Average Adjusted Gross Income
Town of Mukwonago	3,037	\$186,874,610	\$61,533
Town of Eagle	1,275	\$78,148,342	\$61,293
Town of Genesee	2,699	\$197,141,600	\$73,042
Village of Mukwonago	4,512	\$232,562,133	\$51,543
Village of North Prairie	1,002	\$56,621,364	\$56,508
Town of Vernon	2,775	\$168,623,902	\$60,765

Per Capita Personal Income

Per capita personal income is defined as a location's total personal income divided by its total residents population. This measure is one of the most widely used measures of a location's economic health. According to the U.S. Bureau of Economic Analysis, per capita personal income in Ozaukee County was \$50,543 and per capita personal income in Waukesha County was \$43,455 in 2004. Other adjacent counties such as Dodge, Jefferson, Milwaukee, Racine, Kenosha, Washington and Walworth counties in the southeastern part of the state have a much lower per capita personal incomes when compared to Waukesha County.

According to the 2000 Census, the per capita personal income for residents in the Town of Mukwonago was \$26,071 and the Waukesha County personal income returns in 2004 showed an average adjusted gross income of \$61,533 for resident of the Town. As part of the update of the Waukesha County Development Plan, the County and the participating 28 communities analyzed the per capita incomes in the counties around Waukesha County and other selected U.S. Metropolitan Statistical Areas (MSA). From a regional and national perspective, looking at MSA's of similar population size or larger, the Milwaukee-Waukesha MSA ranks lower in per capita income. Per capita income is higher not only in MSA's within the Midwest, but also in MSA's with similar populations in other regions of the United States. The lower per capita income in the Milwaukee-Waukesha MSA may be attributed to the high rates of unemployment especially among minorities within the City of Milwaukee.

Educational Attainment

Waukesha County has a highly educated population and has the third highest percentage of people with associate, bachelors, graduate, and professional degrees in Wisconsin. Educational institutions which offer associates or bachelor degrees at locations in Waukesha County include:

- Cardinal Stritch University.
- Carroll College University.
- The Keller Graduate School of Management.
- Ottawa University.
- The University of Phoenix.
- The University of Wisconsin-Waukesha.

- Upper Iowa University.
- Waukesha County Technical College.

In addition, the University of Wisconsin-Whitewater and the University of Wisconsin-Milwaukee provide Master of Business Administration (MBA) Degree programs at UW-Waukesha. The University of Phoenix and the Keller Graduate School of Management also offer graduate degrees at locations within the county. It is important for higher education institutions and businesses to continue to develop and maintain relationships that integrate constant changing concepts, innovation and technology into core business functions so Waukesha County and its municipalities can continue to grow in a rapidly changing global economy.

In analyzing the highest educational attainment of the residents of the Town of Mukwonago, 26.1 percent graduated from high school, 21.3 percent obtained bachelor's degrees and 9.6 percent have graduate or professional degrees.

WORKFORCE DEMOGRAPHICS AND LABOR AVAILABILITY

In 2005, Waukesha County had 205,012 people employed in its work force, with an average unemployment rate of 3.9 percent. As stated above, Waukesha County has a highly educated workforce with an outstanding work ethic that produces high quality goods and services. Countywide, one of the biggest concerns is the workforce is growing older and the Town of Mukwonago is no exception as 28.5 percent of the population is over 45 years of age. The median age in the Town of Mukwonago is 36.7 years, whereas the median age countywide is 38.1. This changing age composition will have major implications for the future labor market. Communities in Waukesha County will need to retain and recruit a younger workforce to fill positions left vacant by retiring baby boomers. This is why it is important that the communities in Waukesha County work together and at a regional level in southeastern Wisconsin to market the economic strengths and quality of life rather than the individual communities.

Large Employers

The largest employers in Waukesha County are doing business in the health services, medical product innovation, retail, wholesale, government, education and communication sectors. Collectively these types of businesses employ approximately 30,030 workers making up 11 percent of the total workforce in Waukesha County. In 2002, the County had 12,579 businesses. 93 percent of those businesses had less than 50 employees. This is similar to the businesses that currently exist in the Town of Mukwonago, as many of them have less than twenty employees. Waukesha County's total share of the regional employment in the seven county Southeastern Wisconsin Regions has grown from three percent in 1950 to twenty-two percent in 2000. In 2000, Waukesha County had over 270,000 jobs, an increase of over 80,000 jobs since 1990.

Employment and Wages

In 2004, the average adjusted gross income paid to workers employed in Waukesha County was \$64,024 per year, which is above the \$61,533 adjusted gross income of residents of the Town. It

is vital to the future economic growth of the County and region to continue to focus on creating jobs in the higher paying sectors, since manufacturing jobs will likely continue to decline.

INDUSTRY ANALYSIS

Waukesha County has experienced significant employment growth between 1990 and 2000 in finance, insurance, and real estate, services, construction, wholesale trade and retail trade. For planning and economic development purposes, it is important to analyze and understand what industry sectors have the greatest potential for future job growth. Generally, in Waukesha County the services type industries which include business, repair, personal, entertainment, recreation, health, education, accommodation, food and social and professional services made up twenty-eight percent of the total employment opportunities in Waukesha County, which was a thirty-nine percent change increase from 1990 to 2000. The only type of industry which decreased between 1990 and 2000 was the agricultural industry, which is one percent of the total employment and had a fifteen percent decrease in the ten year period. Other industry trends included manufacturing which is twenty-one percent of the total employment in Waukesha County and increased twenty-one percent in the ten year period, retail trade which is sixteen percent of the total employment and increased twenty-eight percent and construction which is seven percent, but increased thirty-one percent between 1990 and 2000. This breakdown seems to be consistent with the industry type breakdown of the residents of the Town of Mukwonago. For information regarding the breakdown, review Chapter 2, Table 7.

Agriculture

Although agriculture is still a viable economic sector in Waukesha County, the type of agricultural opportunities has shifted from dairy farming to specialty crop production, orchards, greenhouses, and plant and tree nurseries. According to the 2000 Census, only ten persons in the Town of Mukwonago were involved in agricultural employment.

Commercial and Industrial Uses

In 2000, Waukesha County had 55,451,190 sq. ft. of space in manufacturing and another 871,189 sq. ft. projected for future manufacturing development. In addition, there was 86,334,846 sq. ft. being used for wholesale and storage and 100,970,824 sq. ft. was in commercial uses within the County. The Town of Mukwonago has no commercial or industrial use areas. The areas which previously existed along CTH ES have now been annexed to the Village of Mukwonago as part of the Border Agreement between the Village and the Town in order to obtain municipal services.

TOWN OF MUKWONAGO MASTER PLAN

In the original 1981 Town Master Plan, The Town officials did not feel that there was a need for commercial establishments, as most of the Town residents drove to the Village of Mukwonago or the City of Waukesha for retail needs. Further, they felt that for hard line items such as clothing's, furniture, lawn and gardening equipment, most of the residents traveled to the Village of Mukwonago, City of Waukesha, Milwaukee, Brookfield Square or Southridge Mall shopping

centers. The residents were willing to travel for commercial uses and there was no need for commercial development in the Town which may remain undeveloped for some time. The only commercial uses which exist in the Town at the time of the original plan in 1981 were a farm implement dealer, a greenhouse, garages, restaurants/taverns and a boat rental business.

Town officials felt that commercial growth could be a burden on public service such as snowplowing, storm water management, and police and fire protection. At that time, the Town established that the basic goals for commercial uses was to encourage additional commercial development within the existing business areas of the Village of Mukwonago and within the Township if compatible with existing land uses, recreational in nature and accessible to the citizens of the community. The original directives were established by the 1981 plan promoted commercial development which was separate from the residential uses by a transition area. Promote commercial development which would employ area residents, provide business services not currently available in the area, encourage the majority of the commercial growth to be located within the Village in the Southeastern portion of the Town.

Since the adoption of the 1981 plan, there has only been one significant proposal for a new commercial/industrial area in the Town of Mukwonago, the Scott Industries facility south of I 43 and East of STH 83. This proposal never materialized, the majority of the area in the southeastern portion of the Town is now in the sewer service area of the Village of Mukwonago and within the border agreement so it has been annexed. This area has now been developed into large commercial complexes and big box development.

In a 1990 update, the Town Board had adopted amendments to the commercial land use category provisions of the Land Use Plan of the Master Plans which stated that, commercial developments specifically along STH 83 should provide the Town with business and services not currently available in the immediate area. New commercial establishments were meant to be compatible with the surroundings and not cause negative impacts to spill over into existing residential developments and open space areas. It was the Town's intent at that time to require buffer zones between commercial land uses and other areas. At the time of that amendment, the Town realized the commercial development could have an impact on public services, road improvements and storm water management. The basic goal of the update was to encourage additional commercial development within the existing business areas of the Village and within the Town if compatible with existing land uses. During that update, they reinforced many of the original directives and further went on to state that commercial uses should be permitted through the conditional use process.

In 1998, the Town again visited the issue of commercial development in the Town if for no other reason then to allow the expansion of existing businesses which currently operated as Conditional Uses in location zoned residential and agricultural. In the Town's consideration of where commercial uses were appropriate, they established standards to designate commercial use areas. Those standards included:

1. Commercial uses should be in an area where there are between 5,000 and 10,000 persons within a four mile radius.
2. The commercial use should serve residents beyond the Town boundaries.

3. The ultimate area for commercial uses should be between 20 and 40 acres in size.
4. The uses which the Town intended to encourage were a gas station/convenience store, banks, store front offices, a daycare facility and small service type contractors.
5. The area designated for commercial use should have good access to arterial and collector streets.
6. The designated area should have soils adequate for on-site sewerage disposal system or be served with public sewer.
7. The area should have minimal slope limitations being in an area with the ability to have adequate facilities for stormwater drainage.
8. The site should be able to be serviced adequately with fire and emergency services.
9. Development should occur on frontage roads, not on individual parcels having any direct access to an arterial street.
10. They should have adequate off street parking.
11. The parcel should have adequate water supply and utilities, such as; gas and electric.
12. The site should be highly visible from arterial or collector streets.
13. The site should have adequate depth for set backs from the arterial streets to provide an adequate area for off street parking, loading areas, and landscape screening from adjacent land uses.

At that time, the Town's update committee for the plan inventoried the existing active conditional uses in the Town which had been granted for commercial type activities. It was determined that there were currently 18 commercial type conditional uses which could exist in commercially zoned areas. Those uses consist of such things as landscaping businesses, mason/building contractors, garages/mechanical repair, nurseries, taverns, swimming pool supply dealer, a garden center and a farm equipment dealer.

The Town concluded at the time, that most of these businesses should have been located in business zoned areas. Many of the uses that currently existed as conditional uses were considered legal non-conforming uses as they existed prior to the adoption of the zoning ordinance. Subsequent to the adoption of the zoning ordinance, the businesses wanted to expand or alter their operations, so they obtained legal non-conforming conditional use status purely to preserve and document their use of the land.

In the 1998 update, the Town discussed possible sites in an inventory analysis which was conducted on 9 potential sites within the Town, which the committee felt were feasible locations for some type of business uses. In that inventory analysis process, the items and physical features analyzed were the acreage of the parcels, the amount of frontage on an arterial road, the soil limitations, the topography, the surface water drainage, compatibility with adjacent uses, the number of highway accesses, and whether there were any environmentally sensitive areas on the subject site. The majority of the nine sites were located on STH 83 at the intersection of Road X, CTH I, and Frog Alley Road. The other site which was analyzed was at the intersection of CTH EE and Beulah. CTH EE and the Beulah site was reviewed, as they felt that this site could be part of the Town's center concept as it was located adjacent to the Town Hall and Town park areas. This site was subsequently eliminated because of the soil limitation, access issues and the fact that it was not at an intersection of two arterial streets.

After the review of the analysis of all nine sites, it was determined the most appropriate sites were in the vicinity of CTH I, Road X and STH 83. After further analysis, it was determined that the most appropriate location was on the eastside of STH 83 at its intersection with CTH I. One of the Town's considerations at the time of revisiting the commercial designation area on the Master Plan was the fact that adjacent Towns of Genesee and Vernon both had large tracks of commercial and industrial acreage which had been available for many years and at that time had not been developed. It was felt that these areas were not developing because of the lack of public services and the fact that townships ability to participate in tax incremental financing (TIF) districts is more limited and restrictive to pay for infrastructure which makes it more feasible for businesses to locate in those areas. It was also determined that a sewer service area did not seem to be forthcoming from the Village of Mukwonago to extend the sewer without annexation to undeveloped lands in the Town. After the analysis of the nine potential sites, review of the above factors and receiving a petition from approximately five other residents of the Town of Mukwonago decided against designating a commercial use area on the plan. The community had decided they would reaffirm the 1981 commercial land use element which stated the residents of the Town were to travel for commercial uses and services. The Town will work with the Village to encourage additional needed business type uses and that commercial uses could possibly be a burden on the public services of the Town. Many of the previously designated commercial and industrial uses in the Town have now been annexed to the Village of Mukwonago as part of the boarder agreement with the Village. This plan does not designate an area for commercial use, however in the future the Town officials may have to reevaluate this issue.

OVERALL EMPLOYMENT PROJECTIONS

Employment projections are important to analyze when planning for future economic development. Planners, businesses, and local governments should understand the amount of projected employment growth as well as in what occupations this growth will occur.

The State of Wisconsin Comprehensive Planning Law requires that plans project employment growth for twenty-year planning periods in 5 year increments. As part of the update to the Waukesha County Development Plan, the County analyzed SEWRPC's Technical Report No. 10 (fourth Edition), *The Economy of Southeastern Wisconsin, July 2004*. That data shows employment sector projections based on a regional scale, not a countywide scale, and it is based on past industry trends and future regional, state and national trends. The aging of the population may result in moderate employment growth of the Region. Another significant statistic for this area is the fact that projections show a continuing decline in manufacturing jobs over the next 30 years, which is a concern in Waukesha County as manufacturing jobs provided the third highest average wage for workers. That planning report projected a low, intermediate and high projections through 2035 and the County, as part of their plan is using the intermediate projection as the best estimate of job growth, which shows that Waukesha County will gain 76,400 new jobs by 2035, which is 50 percent of total regional gain. Due to its growth, Waukesha County will increase to 28.2 percent of the regional employment share in 2035. The growth of the 76,400 additional jobs is actually less than the job growth that occurred between 1990 and 2000. A sector analysis was conducted for the region, which shows that the greatest growth in employment will occur in services, especially business, health and social services.

Printing and publishing is a strong employment sector within Waukesha County and will remain stable with the intermediate projection for the region showing a job creation by 2035 to 24,700 jobs.

It is projected that the fabricated metal products sector will decline as these types of industries will move overseas where it is possible to reduce labor costs and remain competitive. It is anticipated that the region will have a reduction from 25,600 jobs in 2000 to 11,600 jobs by 2035, which is a decrease of 55 percent.

Similarly, industrial machinery and equipment manufacturing will be reduced from 48,000 jobs in 2000 to 24,900 jobs in 2035, which is a decrease of 48 percent.

It is anticipated that the electronic and electrical equipment sector will decrease from 27,000 jobs in 2000, to 15,300 jobs in 2035, which is a 43 percent decrease and overall manufacturing will decline in the region by 10 percent from 99,200 jobs in 2000 to 89,400 jobs in 2035.

The SEWRPC report estimates the construction type industry in the intermediate projection, will have an increase from 53,800 jobs in 2000 to 57,100 in 2035, which is a 6 percent increase.

Retail trade is anticipated to grow 6 percent from 2000 to 2035 and wholesale trade is projected in the intermediate projections to remain about the same between 2000 and 2035.

Industries which will grow will be business type services, such as computer programming, data processing, security systems, building maintenance/cleaning and engineering and accounting firms. Under the intermediate projection, business services employment will increase to 164,600 jobs in 2035, which is a 60 percent increase over the 2000 level, which is above the 35 percent increase projected for health services from 2000 to 2035.

Social service type jobs such as child day-care facilities and residential care facilities for the elderly, and others will continue to have significant growth, where it is anticipated that in the region the jobs will increase a total of 81 percent. With other services such as laundry, dry cleaning, automotive repair, lodging, recreational services, engineering and accounting are increasing by 35 percent, finance, insurance and real estate increasing 11 percent, governmental enterprises increasing 1 percent and agricultural industries decreasing 20 percent.

BROWNFIELDS AND CONTAMINATED SITES

Over the years, three sites in the Town have been contaminated, all of which have been cleaned up. These include property off of Frog Alley Road (Vollmer Brothers), which was completed on December 30, 1998; Mukwonago Park, completed on March 12, 1992; and the North Prairie Microwave Tower located east of CTH E, on October 28, 1996. Based on information in BRRTS (Bureau of Remediation and Redevelopment Tracking System) there are no currently contaminated sites in the Town. Because BRRTS has a disclaimer that the information may not be complete, the Waukesha County Environmental Health Hazardous Materials Coordinator was contacted and he verified that there are no contaminated sites in the Town.

Local, County, Regional, and State Programs, and Initiatives and Organizations

The Comprehensive Planning Law encourages cooperation among state government, local government units, and economic development organizations and initiatives. As part of the update to the Waukesha County Development Plan, they analyzed a number of economic development initiatives, which typically are used in the larger communities in Waukesha County, such as the City of Brookfield, the City of Muskego, the City of New Berlin, the City of Oconomowoc and the City of Waukesha.

One of the programs that are used for communities to promote tax base expansion is the Tax Incremental Financing (TIF) Program, which was authorized by the Wisconsin Legislature in 1975. TIF is aimed at eliminating blight, rehabilitating declining property values, and promoting industry and mixed-use development. When a TIF is created the aggregate equalized value of the taxable and certain community-owned property is established by the Department of Revenue. This is called the Tax Incremental Base. The municipality then installs the necessary public improvements, and when the properties develop the property taxes grow. Many of the larger communities in Waukesha County have used this program in order to upgrade certain areas within their communities. Also, a number of smaller villages in Waukesha County have used this process to upgrade community development, such as the Villages of Butler, Elm Grove, Hartland, North Prairie, Pewaukee and Sussex.

Waukesha County Programs and Initiatives

The Waukesha County Development Plan indicates that there are a number of programs and initiatives such as the Waukesha County Economic Development Corporation, (WCEDC), Waukesha County Action Network, Waukesha County Community Block Grant Program, Southeastern Wisconsin Regional Planning Commission and the Milwaukee 7. The Milwaukee 7 is made up of seven counties in southeastern Wisconsin, which are focusing on a regional strategy plan for economic development.

State and Federal Programs and Initiatives

The Wisconsin Department of Commerce has a broad range of financial assistance programs to help businesses undertake economic development. The Waukesha County Department of Workforce Development is a state agency in charge of building and strengthening Wisconsin's work force, which offers a wide variety of employment programs and services, accessible to the state's 78 Job Centers. The closest workforce development center in Waukesha County, which citizens of the Town of Mukwonago would use, is located in the City of Pewaukee on the Waukesha County Technical College campus.

The Wisconsin Housing and Economic Development Authority offer innovative products and services in partnership to link Wisconsin residents and communities with affordable housing and economic development opportunities. These funds typically will have favorable finance terms to start-up, acquire or expand small businesses.

Other state programs include Forward Wisconsin, Wisconsin Main Street Program, Wisconsin Economic Development Association, U.S. Small Business Administration and the U.S. Department of Housing and Urban Development.

IMPLEMENTATION RECOMMENDATIONS

Since the Town of Mukwonago is working with the 28 other communities in Waukesha County to update the Waukesha County Development Plan, which sets forth standards for future economic development in the County, the Town Focus Group reviewed the standards in the updated County Plan. Those County standards address such things as how to enhance the viability of existing industrial, office and retail centers and how to guide the placement of new industrial, retail and office uses. Those standards include the accessibility to available public services such as water, sewer, storm water and power, access to the Arterial Street and highway system, adequate on-street and off-street parking, properly controlled ingress and egress points, site design and service by a transit system, and being located in close proximity to, medium- and high-density development areas.

Many of these standards do not apply to the Town of Mukwonago because of lack of sewer and water and not being adjacent to medium-high residential development areas.

The Updated County Plan has designated standards, which the Focus Group and Town officials have reviewed for Tax Incremental Financing, housing development, education, jobs, business growth, government services and taxes. Although the Town supports the County's efforts in these types of programs, they do not feel that they apply to the Town, and these types of uses are more appropriate in the Village of Mukwonago and the City of Waukesha where services are available.

In the update of the Town of Mukwonago Land Use Plan to be Smart Growth compliant, the Town Focus Group reviewed the directives of the commercial land use standards outlined in the original Town of Mukwonago Master Plan and the standards and objectives of the update of the Waukesha County Development Plan. Although, there is no consensus on the part of the Focus Group at this time to designate a commercial land use category on the proposed Town of Mukwonago Master Plan, it is felt that if commercial uses would ever be allowed, that the area around the intersection of CTH 83 and CTH I would be the appropriate location. The Focus Group believes that the public should be put on notice, that if commercial uses are allowed in the Town, they would be developed with the following standards and objectives at that location.

- The commercial use would serve residents beyond the Town's boundary.
- The ultimate area for any proposed commercial type use would have a minimum of 20 acres in size.
- The area designated for commercial use would have good access to our arterial and collector streets.
- The designated area should have soils adequate for on-site sewerage disposal system for the intended use or be served with public sewer.
- Any designated area would have to have a minimum slope limitation and have the ability to accommodate facilities for stormwater drainage systems.

- The site would have to be serviced adequately with fire and emergency services.
- The development must occur on frontage roads, not on individual parcels having direct access to the arterial street.
- The areas would have adequate off-street parking.
- The parcel should have adequate water supply and utilities, such as gas and electric.
- The site should be highly visible from arterial and collector streets.
- The site should have an adequate depth for arterial streets provided an area for off-street parking, loading areas, and landscaping screen from adjacent land uses.

Further, the committee supported the objective on Waukesha County Development Plan which states that production and sale of goods and services are among the principal determinants of the level of economic viability and important activities related to these functions require areas and location suitable to this purpose. The Town supports the standards set forth in the update at the Waukesha County Development Plan concerning site design, emphasizing integrated nodes or centers rather than linear strips and site design appropriately integrating the site with adjacent land uses.