

Economic Development - Land Use Focus Project

DELAF 155097

City of Delafield, Wisconsin | September 24, 2021



Building a Better World
for All of Us®

Engineers | Architects | Planners | Scientists

Economic Development - Land Use Focus Project

City of Delafield, Wisconsin

Prepared for:
City of Delafield
500 Genesee Street, Delafield, WI 53018

Prepared by:
Short Elliott Hendrickson Inc.
501 Maple Avenue
Delafield, WI 53018-9351
262.646.6855



Acknowledgements

This citizen-led project is beneficial to your community, allowing City officials to refer to the survey information and recommendations of the Focus Group as the City considers its land development options for future growth and development for the short-, medium- and long-term.

SEH would like to thank the City of Delafield Mayor, City Administration, City Officials, Focus Group, and Survey Respondents for participation in this project. The Focus Group members spent many hours contributing to the recommendations of this report.

City of Delafield Common Council

Kent Attwell, Mayor
Tim Aicher, Common Council Member
Jim Behrend, Common Council Member
Wayne Dehn, Common Council Member
Matt Grimmer, Common Council Member
Phil Kasun, Common Council Member
Danielle Henry, Common Council Member
Jackie Valde, Common Council Member

City of Delafield Plan Commission

Kent Attwell, Mayor
Tim Aicher, Alderman
Dan Cahalane, Park & Recreation Rep.
Dave Greenway, Lake Welfare Rep.
Dan Jashinsky, Public Works Rep.
Edward Marek, Citizen Member
Laura Schult, Citizen Member
Robert Weiler, Citizen Member

Focus Group Members

Alderson Jackie Valde, District 3
Plan Commissioner Bob Weiler, District 3
Jonathan Kemman, Hendricks Commercial Properties, LLC, Developer, Districts 3 and 5
John Siepman, Siepman Realty Corporation, Developer, Districts 1 and 7
Gerry Holton, Resident, District 4
Ken Beckman, Resident, District 5
David Simon, Resident & Representative for Citizens for Responsible Growth, District 7
Scott Krienke, Resident, District 1
Craig Reinders, Resident, District 2

City of Delafield Staff

Tom Hafner, City Administrator / Public Works Director
Molly Schneider, City Clerk
Cassandra Rivers, Administration

Contents

Title Page
Contents

1	Project Overview/Purpose	1
1.1	Mission Statement.....	2
2	Cost of Community Services Report	2
2.1	COCS STUDY OBSERVATIONS:.....	2
2.2	Residential Revenue/Cost Equilibrium Level and Density Observation .	3
3	Existing Market Conditions	3
4	Survey Results.....	4
4.1	SWOT Analysis.....	5
4.2	Visual Preference Survey	10
5	Focus Group/Final Recommendations.....	11
5.1	Membership.....	11
5.2	Methodology	11
5.3	Land Use Recommendations.....	11
6	Next Steps.....	24

List of Tables

Table 1 – Approximate Land Use Amendment Schedule	25
---	----

List of Figures

Figure 1 – Number of Years Lived in City of Delafield	5
Figure 2 – Area 1 Map.....	12
Figure 3 – Area 2 Map.....	13
Figure 4 – Area 3 Map.....	14
Figure 5 – Area 4 Map.....	15
Figure 6 – Area 5 Map.....	16
Figure 7 – Illustration 1: CBD-2 to CBD-1 Conversion.....	17
Figure 8 – Illustration 2: Delafield Woods and Adjacent Lands to East.....	17
Figure 9 – Illustration 3: Residential/Professional Office Area.....	18

Contents (continued)

Figure 10 – Area 6 Map.....	19
Figure 11 – Area 6 Map (Recommended Land Use).....	20
Figure 12 – Area 7 Maps.....	21
Figure 13 – Area 7 Maps (Recommended Land Uses).....	22
Figure 14 – Area 8 Map.....	23
Figure 15 – Area 8 Map (Recommended Land Use).....	24

List of Appendices

Appendix A	Cost of Community Services Executive Summary
Appendix B	Community Survey Demographics
Appendix C	SWOT Word Clouds
Appendix D	Visual Preference Survey Results & Images
Appendix E	Focus Group Property Recommendations

X:\AEID\DELA\155097\8-planning\Economic Development\Final Report\ED final rpt 9.24.2021.docx

Economic Development - Land Use Focus Project

Prepared for City of Delafield

1 Project Overview/Purpose

The City of Delafield Mayor, with assistance from staff, initiated a grassroots, open and transparent project intended to help balance the city's budget by increasing the City's tax base through responsible and sustainable growth. On March 16, 2021, The City of Delafield Plan Commission and Common Council held a joint meeting to discuss and approve a budget for the project. In addition to analyzing existing land use conditions and considering amendments, the project that is detailed in this report included the following elements: 1) a Cost of Community Services (COCS) Study; 2) identification of existing land use conditions for targeted areas; 3) summary of existing market information relevant to the project; 4) the completion of a SWOT Analysis and Visual Preference Survey by City officials and the public; 5) facilitation of a focus group that was responsible for making the final land use recommendations; and 6) creation and management of a public website specific to the project. Each element of the project is further detailed in this report.

The purpose of the project was to identify opportunities for responsible and sustainable economic growth and use these opportunities as a key tool to balance the City's budget long-term and to ensure the City continues to be an attractive place to live, work, and play. Ultimately, a community-led Focus Group was created to make land use recommendations on specific properties throughout the City. The group gave consideration to the Cost of Community Services results and Community Engagement Survey in their decision making.

The recommendations and findings detailed in this report are intended to assist City officials as they make future land use decisions. However, it should be made clear that this report is not an official City plan or ordinance and none of the recommendations found herein should be considered endorsed by the City until such time specific action is taken to ordain the recommendations. A potential schedule to consider formally adopting the recommendations of this report is included. All information that was considered as part of the project can be found at www.delafieldgrowth.com or at City Hall.

1.1 Mission Statement

The Focus Group created as part of the project adopted the following Mission Statement:

Identify opportunities for responsible, sustainable, and vibrant economic growth without losing the community's charming and quaint character as a key tool to balancing the City of Delafield's budget long-term and to ensure the City can continue to be an attractive place to live, work and play.

2 Cost of Community Services Report

In order to make responsible recommendations for economic development, the City engaged in a Cost of Community Services (COCS) Study. An Executive Summary of the report is attached as **Appendix A**. The entire report is also on file with the City of Delafield. The study analyzed local municipal revenues and expenses and allocated individual budget line items to each land use classification in the City. The purpose of the study was to develop COCS ratios as a measure of revenues to expenditures for identified land use classifications such as residential, commercial, manufacturing, tax-exempt/utility and agriculture. The COCS provides an understanding of the financial impact (a dollar of revenue received to a dollar of municipal services provided) for each land use classification identified in the study.

The information provided in the COCS can be used to help develop land use policies, project development and review, as well as programming to recognize the City's financial impacts of land use decisions.

2.1 COCS STUDY OBSERVATIONS:

1. The City's approach to budgeting for taxes and user fees (more importantly, user fees directed at specific land use classifications) when taking into consideration the expenses is to be commended. This suggests that the City Administration and leadership - from the City Administrator to Department heads - are acting in a fiscally responsible manner, which benefits its constituents by ensuring that appropriate fiscal policy is in place to link expenditures for municipal public services to the appropriate land use classification consumer.
2. Due to the high level of residential assessments for predominantly single-family homes of more than \$500,000 (the average AV being \$384,000), homes are valued at an assessment level above a "Revenue/Cost Equilibrium Level" to pay its fair share (based upon taxation and user fees). In fact, the average anticipated investment and assessment of residential homes to be constructed in the future is well above the "Revenue/Cost Equilibrium Level."
3. In addition, because the average residential lot size is large (slightly greater than 1 acre), the residential land use classification pays its fair share for public services. When coupled with the high assessed valuations of homes in the City, the COCS Study ratio is close to a \$1:\$1 ratio, which is unusual for a COCS study and inconsistent with the AFT COCS study conclusions.
4. Exempt (tax exempt) property is a major deficit to the City. This is typically acceptable. Municipalities do need parks, community facilities, churches, non-profits, etc. Each improves

the quality of life, which taxpayers' value and all land uses benefit. However, this comes at a cost (a major deficit) to the City. The City may want to consider developing some type of user fees, or Payment-in-Lieu-of-Taxes agreements (a PILOT) with tax-exempt land use classifications to overcome this disparity.

5. Current planning standards for residential development at the cost investment (for single-family units) and the size of the lots is well within COCS ratios for residential land uses to pay its fair share of community services. If higher density residential development is proposed, the current and anticipated future levels of lower density residential development will be offset by the higher density, more efficient use of land, to keep a balanced residential revenue/cost equilibrium value overall.
6. From a planning standpoint, this COCS Study can very well conclude that the land use proportions the City has now is very much acceptable, assuming home values continue to be built with an assessed valuation of greater than \$400,000 on larger size lots (more than 0.75 acres on average). See below for a further discussion.

2.2 Residential Revenue/Cost Equilibrium Level and Density Observation

The current 2019 Census estimate of the median assessed value of a housing unit was \$387,200 and the average market value of a home was \$420,000. Therefore, a reasonable revenue/cost equilibrium level of assessed valuation is recommended to be \$403,600, or **\$400,000** for rounding purposes. Based upon this Study, this would mean that \$1 of revenue would equate to approximately \$1 of expenses for new residential home unit development, or that a development at this assessed valuation would be COCS neutral.

When taking residential density into consideration, including its overall economy of scale and proximity to public service sources, higher densities may be developed with lower-than-average revenue/cost equilibrium level assessed valuations at the discretion and approval of the City with authority to approve such developments. Therefore, a reasonable revenue/cost equilibrium level assessed valuation benchmark parameter for higher density residential unit development may be between **\$300,000 to \$375,000 per unit.**

The Plan Commission and Common Council should also take into consideration the fact that less-than-average revenue/cost equilibrium level development will be offset by other higher-than-average revenue/cost equilibrium level development. Generally, this is a planning practice of balancing density with the level of assessment (based upon anticipated investment) for residential developments to continue to be at an average revenue/cost equilibrium value to keep the residential COCS ratio as close as possible to \$1 of revenue to \$1 of expenses (a 1:1 COCS ratio, or COCS neutrality). Understanding this overall balance and the application of revenue/cost equilibrium levels will allow the City to consider a variety of new residential unit development types and densities to meet market demands for each level of home buyers.

3 Existing Market Conditions

The City of Delafield has a population of 7,185 people (2020 US Census), The US Census estimates the median age was 44 and the median household income was estimated at \$82,826 in 2019. Walmart is the largest employer with 220 employees. Sentry Foods, Target, Home Depot and Kohls follow with over 100 employees each (City of Delafield & Wisconsin Department of Workforce Development).

According to the Waukesha County Center for Growth, manufacturing is the foundation of the economy in Waukesha County. From 1975 to 2015, Waukesha County was ranked 13th in the nation for the largest amount of manufacturing jobs gained. There are many sectors with high concentration or growth, including electrical equipment manufacturing, electronic instrument manufacturing, machinery manufacturing, printing and paper, plastics manufacturing and metal manufacturing. Information technology is also growing quickly as a supporting service industry. These industries bring employers and employees from a variety of backgrounds and expertise.

A market report prepared for a local business owner indicates that although market conditions change over time, data such as population growth, economic specialization, and existing trends can serve as a signal for future development. The report indicates that manufacturing and management of companies and enterprises are prevalent and important to the local economy. Multi-family and industrial sectors stand out as strong asset classes. Office, retail, and hospitality are more vulnerable industries, especially with challenges associated with the currently ongoing pandemic.

4 Survey Results

To better understand the interests of the City's elected and appointed officials, community residents, employees, business operators and owners, and members of the diverse focus group, the following two surveys were conducted:

- SWOT Analysis (strengths, weaknesses, opportunities and threats)
- Visual Preference Survey

The surveys were collected separately by each of the following groups so that comparisons could be made between the perspectives of the City's officials, the selected focus group, and the community:

- City of Delafield Plan Commission and Common Council
- Focus Group for the Economic Development – Land Use Focus Project
- City of Delafield Residents, Employers, and Employees

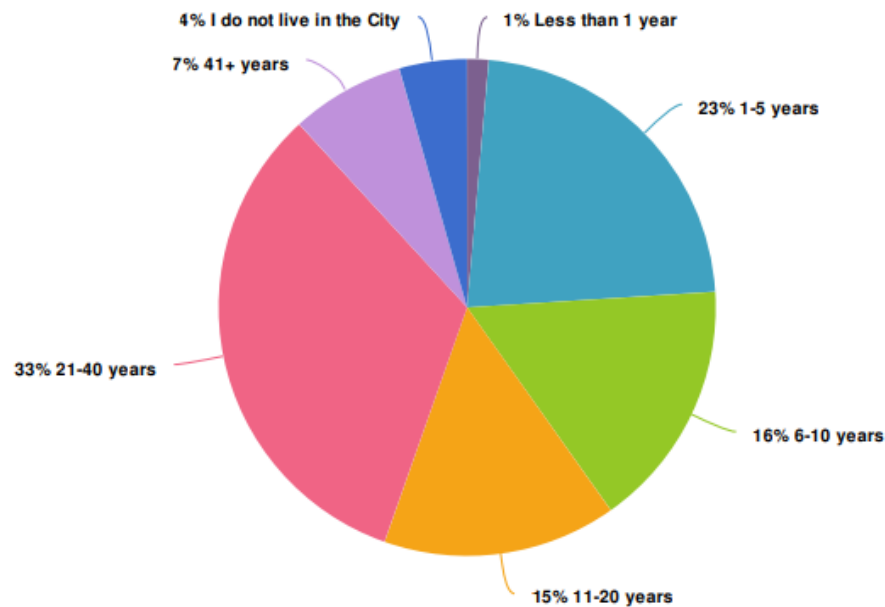
The community survey was sent via a postcard to 3,483 households and apartments within the City limits. 100 additional postcards were made available at the front desk at City Hall and at the Delafield Library. The survey was also available on the City's website and project website. Additional notification was provided to subscribers of NotifyMe, email recipients of Citizens for Responsible Growth (Delafield), and through word of mouth. The City of Delafield Chamber of Commerce emailed a survey link to all business contacts that are members of the chamber. The email was sent to approximately 1,000 members. Announcements encouraging citizens to complete the survey were made at public meetings. Hard copies of the survey were available at City Hall.

The following list summarizes the demographic composition of the respondents. In summary, most respondents are representative of retired or near-retired people that own a single-family residence and earn wages that are well above average. A complete breakdown of demographic data is included as **Appendix B**.

- Most respondents own residential property in Delafield (90.8%)
- 87.5 percent of respondents live in a single-family residence

- A majority of the respondents either live on a lake (28.1%) and/or in a subdivision (35.6%)
- 58 percent of respondents were female and 42 percent were male
- 49 percent of respondents work full-time and 26 percent are retired
- 67 percent of respondents are 55 years old or greater
- Only 14.6 percent of respondents have children attending a school in the local area
- 79 percent of respondents have a bachelor's degree or higher level of education
- A majority of respondents have a household income of \$150,000 or higher (53.2%)
- 37.6 percent of respondents have a household income that exceeds \$200,000
- 97.6 percent of respondents are white
- All but 4.4 percent of the respondents live in Delafield. The remaining respondents have lived in Delafield for various lengths of time.

Figure 1 – Number of Years Lived in City of Delafield



4.1 SWOT Analysis

This report includes a brief summary of survey responses. As a quality control measure, we eliminated partial survey responses that were duplicative and that did not include demographic data. 292 responses were used in the analysis. In total, there were over 5,840 answers to the four questions asked in the survey. Each respondent was provided the opportunity to provide five responses per question. In order to provide a simplified summary, our analysts created word clouds and completed word and phrase searches to capture the volume of themes. The word clouds are attached as **Appendix C**. This report includes the most commonly used words and/or phrases. Many of the strengths are also considered weaknesses. This is not entirely uncommon. When people like something, they typically want more of it or improvements made over time.

4.1.1 Strengths

What do you enjoy most about the City of Delafield?

Themes from Community Respondents:

- Quaint/rural/small town
- Downtown restaurants/retail/small business
- Parks/hiking/biking/trails/walkability
- Lake & accessibility to lake
- Large lots/single-family residential
- Safety/low crime
- Open/green space
- Schools
- Accessibility and location of big box stores

Themes from Plan Commission and Common Council:

- Similar to community responses with additional emphasis on sense of community, access to the freeway and downtown, convenient location in relation to Milwaukee, festivities, and diversity in housing. There was also a reference to St. Johns as a specific amenity.

Themes from Focus Group:

- Similar to community and City responses with additional emphasis on Lapham Peak and specific improvements such as the Fish Hatchery, Cushing Park, Veteran's Walk, Bark River improvement area, former Lang properties, and micro-developments that support each other.

4.1.2 Weaknesses

What activities, services or development are currently missing (or could be enhanced) from Delafield?

Themes from Community Respondents:

- Desire for more community events and activities, including downtown area. Several comments related to the desire for a bandshell/bands
- Desire for more diverse residential housing and neighborhoods, but also desire to avoid over-development
- Desire for more food options
- Desire for more park and trail access
- Desire for more access to water resources, need to maintain quality
- Desire to have more retail shopping options
- Desire to have more multi-modal transportation options, including biking and trails
- Lack of parking
- No weaknesses "nothing"

Themes from Plan Commission and Common Council:

- Need for a recycle center
- Approval process on development
- Need to complete park improvements
- Too many vacant buildings/businesses, including Perkins and BP
- Improve connections and walkability, lake access to downtown
- Early closing of downtown/nightlife
- Lack of manufacturing opportunities
- Need more downtown shops
- Need more bike path connections in community and with other communities
- Lack of public space for sports: ice skating, tennis, and pickle ball
- Need more restaurants on lake
- 83/Golf Road intersection
- Need more downtown tree replacements

Themes from Focus Group

- Vacant properties, certain areas need to be redeveloped (BP by STH 83, former wine place, Perkins site, both sides of City Hall, post office)
- Need bike trails improved and connected, water access and interconnectivity to downtown, town square
- Lack of restaurants and diversity of restaurants
- More purposeful tree plantings
- Lack of parking by Be Fitness
- People take downtown for granted, no central place to congregate, parking lot in front of condo building downtown is a big mistake
- St Johns property and farms around Rustic Inn provide opportunities
- Need more mixed-use properties in City that include a combination of retail, residential of varying densities
- Lack of housing for seniors, young families, and workforce
- Public private partnerships needed
- Enhance or use Oakwood Park in more productive way

4.1.3 Opportunities

What do you see in other communities that you wish was available in Delafield?

Themes from Community Respondents:

- Thriving downtown development
- Unique restaurants
- Outdoor resources & recreation/parks
- Unique shops and small businesses
- Community events – music, farmer’s markets, beer gardens
- Development

- Sense of community
- “Nothing”

Themes from Plan Commission and Common Council:

- Active downtown, concerts, festivals, beer gardens, events, stage/bandshell (consider Lake Geneva, Hartland beer garden, Sharon Wilson Center in Brookfield, Oktoberfest event), including nightlife
- Recreational opportunities such as tennis courts, dog parks, rock wall
- Recognize strengths as a region
- Variety in restaurants
- Groups could adopt planting boxes in downtown, volunteer enhancements
- Planned, steady growth
- Light industrial park to support residences
- Conservation and private paths in neighborhoods
- Completion of trail system circling Lake Nagawicka and Delafield by connecting E, NE, NW and W and S of 94.
- Turn Nichol’s landfill into recreational opportunities

Themes from Focus Group:

- Bring in businesses and employers that hire large #'s of employees
- More stakeholder voices and being more inclusive with decisions made by the City
- Need for more public piers and lake access
- Lack of housing
- Lack of entry level condos
- Community center/band shell/beer garden
- City should set expectations for development and let private market invest. Create environment for more private funds to enter market. Consider TIF funding. Cost of development is prohibitive at times.
- Tolerance to density is variable and there are barriers for developers, be specific in land use plans/ordinance with expectations
- Need to consider development of St Johns/Hendricks, critical properties

4.1.4 Threats/Challenges

What current trends and/or issues, if not addressed, could pose negative threats/challenges to Delafield?

Themes from Community Respondents:

- Worry about potential tax increases
- Protection of water resources, the environment and green space
- Allowance of too many apartments and multifamily housing
- Preservation of downtown
- Need for commercial development
- Desire for younger population, families, and professionals

- Overdevelopment
- Potential for excessive growth and population increases
- Traffic congestion
- Lack of affordable housing and senior housing

Themes from Plan Commission and Common Council:

- Failing economy
- Covid
- Cost of police and fire vs tax limits
- Bad water downtown and relied on private sector to solve
- Shortage of building materials that could hamper building/development
- Changing demographic
- Declining school enrollment
- Lack of housing for aging population and middle-income households
- Lack of smart growth to off-set operating costs
- Balancing affordable housing with elderly moving out and accommodating newer generations
- Balancing individual housing with multi-family housing
- Perception that Delafield is not business friendly
- Carrying capacity of local aquifer (water supply)
- Lack of racial diversity
- Endangering resources in/near Lake Nagawicka & pollution runoff
- Not reaching out more as a city to plan ahead for recreational paths on land before its developed (north side of the Bark River).

Themes from Focus Group:

- Sustainability of environment
- Too many condos and apartments that may dominate city
- City tensions regarding development
- Lack of commercial competition, Hendricks owns a majority of commercial properties
- Need to plan for future infrastructure (roads and parking), traffic/parking can be a problem locally and in surrounding areas
- Ability to maintain affordable/workforce housing at time when costs to develop/construct are high
- Need for additional municipal water
- Oconomowoc, Pewaukee, Hartland, etc. have vibrant downtowns
- Lack of housing for younger families and millennials, becoming an aging city. Difficult for young families to put roots down in community. Not prepared for next generation.
- Financial status

4.2 Visual Preference Survey

The three survey groups were asked to rank 61 images of buildings from least attractive (1) to most attractive (5). The images included a mix of commercial, mixed use, single-family residential, multi-family, industrial, and hotel uses. The number of respondents that answered each question in the Visual Preference Survey ranged from 388-408 people. **Appendix D** includes the average rating for each survey group and a combined rating and a copy of the numbered images for reference. A complete report of the findings can be found at www.delafieldgrowth.com or at City Hall. Below is a list of conclusions taken from the survey responses. When the findings refer to “disliked”, a majority of respondents voted either 1 or 2 on the scale of 1-5. When the findings refer to “favored”, a majority of respondents voted either 4 or 5 on the scale of 1-5.

- The Community was significantly more neutral in their opinions related to several of the images compared to the other groups. They only favored 4 of the 61 images.
- The Plan Commission/Common Council disliked 38 percent of the images, whereas the Focus Group disliked 57 percent and the Community disliked 52 percent.
- All three groups favored images # 13 (includes community amenity), 24 (pedestrian friendly downtown environment), and 44 (high density single family along street edge).
- Clustered development was favored over traditional lots, although the Community was more neutral regarding the most recognizable conservation subdivision image (# 40).
- The Plan Commission/Common Council favored image # 18, whereas the Community was more neutral. This image may represent the future of transitional areas downtown from residential to business.
- All groups disliked images # 4, # 6, # 8, # 16, # 21-23, # 26-27, # 30, # 32-33, # 38, # 49, # 52, # 54-55, # 59-60.
- All groups disliked many of the industrial building images and hotel images.
- All groups disliked several of the older one-story multi-tenant buildings.
- All groups disliked several of the larger scale multi-family & mixed-use developments.
- All groups disliked the tiny houses.
- The Focus Group favored image # 2, whereas the Community disliked the image.
- The Plan Commission/Common Council favored image # 7, whereas the Community disliked the image.
- The Plan Commission/Common Council favored images # 37 and 45, whereas the Focus Group disliked the images.
- The Focus Group favored image # 61, whereas the Plan Commission/Common Council and Community disliked the image.

The Visual Preference Survey results were not used as a significant factor in the recommendations of the Focus Group. However, there were some important outcomes that are valuable for consideration. Clustered development is favored over traditional development. The focus group recommends conservation design subdivisions on several of the properties considered in this report. All of the groups liked developments where a community amenity or a pedestrian path was provided. They also liked developments where the buildings were brought closer to the street edge. This is appropriate in and near downtown or in a planned community. The survey information can also be used by developers to help design buildings that may be received more favorably by the community and City officials. For example, new industrial

development will likely need to contain aesthetic character since most of the images were disliked. Taller, bulky, and overstated buildings were also disliked. It should also be noted that the average ratings are generally lower than the majority vote for several of the images. This would indicate that a small portion of respondents rated some images significantly lower than a larger portion of respondents, bringing the overall average down.

5 Focus Group/Final Recommendations

A nine-member focus group was appointed by the City of Delafield Mayor and approved by Common Council. The purpose and role of the focus group was to engage as a citizen-led group carrying out the mission of the project. The membership participated in five meetings that lasted approximately three hours each. Each member was asked to use their knowledge of the area and identify their interests and opinions regarding opportunities for responsible future land use development within the City of Delafield. The members were provided an explanation of several guiding documents and ordinances that are used by the City, including the 2030 Comprehensive Plan, Zoning Code, Land Division Code, Delafield Downtown Development Plan from 1993 and Settlement Agreement between the City of Delafield, Village of Hartland, and Town of Delafield from 2000. Consideration was also given to the results of the Cost of Community Services (COCS) Study and Community Survey. Each member voted on the recommendations provided in this section of the report. The majority vote is captured in the final recommendations.

5.1 Membership

Alderspersion Jackie Valde, District 3
Plan Commissioner Bob Weiler, District 3
Jonathan Kemman, Hendricks Commercial Properties, LLC, Developer, Districts 3 and 5
John Siepman, Siepman Realty Corporation, Developer, Districts 1 and 7
Gerry Holton, Resident, District 4
Ken Beckman, Resident, District 5
David Simon, Resident & Representative for Citizens for Responsible Growth, District 7
Scott Krienke, Resident, District 1
Craig Reinders, Resident, District 2

5.2 Methodology

The Focus Group was provided with several maps of the city. Each member was asked to place stickers on properties where they felt discussion should take place regarding potential land use modification. Each member provided their initial recommendation related to the sticker they placed on an individual property. This information was used as a starting point for group discussion. At subsequent meetings, the group reviewed each property that was initially designated for discussion and preliminary recommendations were made. At the final meeting, the group voted on each area, which provided the basis for the final recommendation.

5.3 Land Use Recommendations

This section of the report identifies each area that was discussed by the Focus Group. The group voted on the final recommendations represented in this report. There is also direction provided related to the action that would be required by the City to implement the recommendations. Property details and initial recommendations for discussion are included as **Appendix E** for reference.

5.3.1 Area 1: Rock River Property Holdings, LLC (SE Corner of CTH C and I-94) District 4

DELC0799984001 (1.2 acres), DELC0799984002 (1.1 acres), DELC0799984005 (1.2 acres), DELC0799984 (1.1 acres), DELC0799984003 (1 acre), DELC0799984004 (3.5 acres), DELC0799973 (13.6 acres), & DELC0799983 (4 acres)

Figure 2 – Area 1 Map



Recommendation

The existing Land Use Plan designation as Office and B-5 Zoning District allow for office and research commercial uses. The Focus Group agreed that these uses are appropriate for the site. However, the group would like the City to ensure that the Zoning Code allows for a variety of senior living housing types as a permitted use, including memory care, independent living, and assisted living, if the use is accessory or complementary to a medical use on the same property. *The recommendation received unanimous approval.*

Action

Amend the text of the Zoning Code to reflect the intended permitted uses. A Land Use Plan and Zoning District Amendment would not be required if the use is clearly identified as a permitted use in the B-5 Office and Research Commercial Zoning District.

5.3.2 Area 2: Cedar Square, LLC (SW Corner of Hillside Dr. and Maple Avenue) District 4

DELC0808985002 (8 acres)

Figure 3 – Area 2 Map



Recommendation

The existing Land Use Plan designates the property as Planned Mixed Use. The Zoning District, B-4 General Business, allows for commercial uses only. The Focus Group recommended the Zoning District be modified to B-6 Commercial Holding Zone, which is reflective of the Land Use Plan. The amendment would allow commercial uses by-right and allow multi-family residential through a Planned Unit Development-Conditional Use Permit. High-density residential would bring more consumers to the nearby commercial areas. The group did not feel that it was their role to recommend the form of ownership, such as owner-occupied or rental units. *The recommendation received unanimous approval.*

Action

Amend the Zoning District from B-4 General Business to B-6 Commercial Holding Zone. Multi-family residential uses would still require a Conditional Use Permit, which includes a public hearing process as part of the development approval process.

5.3.3 Area 3: Gehl Farmland Investments, LLC (Mission Avenue and East of Nashotah House) District 7

DELC0622999005 (259.2 acres)

Figure 4 – Area 3 Map



Recommendation

The existing Land Use Plan designates the property as Agriculture. The property is in the A-1 Agricultural & Residential Holding District, which allows for 3-acre lot sizes. The group recommended that no land use changes should be made at this time. The property owner's intentions are to maintain the use as agriculture for the foreseeable future. Any proposed modifications would be better vetted at time of proposed development. *Aldersperson Valde and Mr. Reinders opposed the recommendation in favor of development that matches the surrounding area with a conservation subdivision (PUD). This was Option B in the initial recommendations for consideration by the Focus Group (see Appendix E).*

Action

No action recommended.

5.3.4 Area 4: Bradley A. Binkowski (South of HWY 16, East of the Village of Oconomowoc Lake Municipal Boundary) District 7 DELC0742990 (40.7 acres) & DELC0577980 (36 acres)

Figure 5 – Area 4 Map



Recommendation

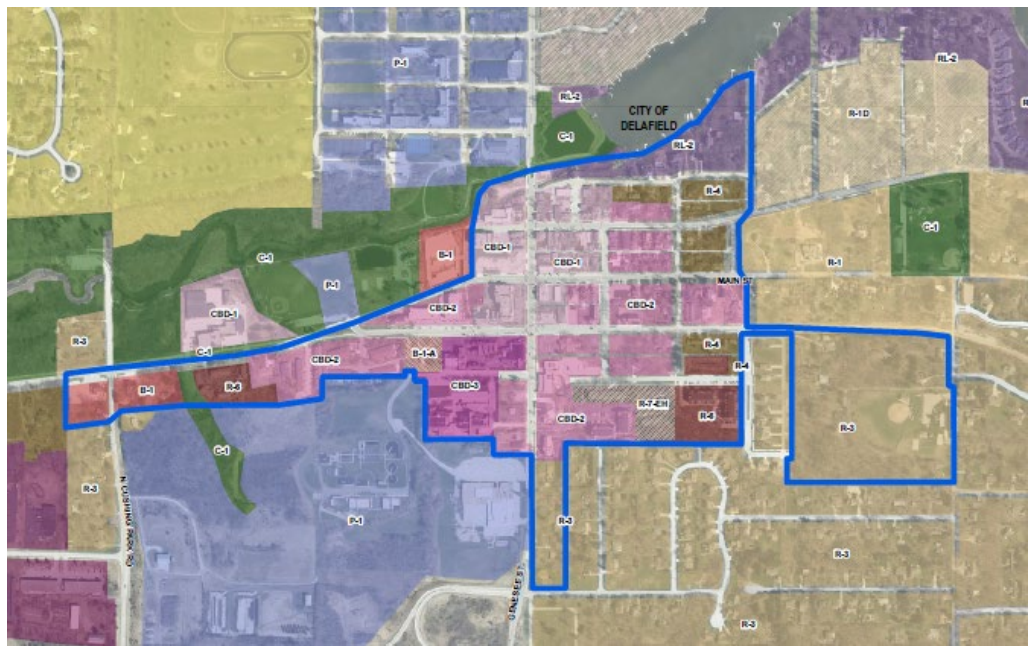
The existing Land Use Plan designates the property as Agriculture. The property is in the A-1 Agricultural and Residential Holding District, which allows for 3-acre lot sizes. There is also Conservancy land designated on the property. The group determined that the site has low visibility to surrounding uses. The site is also adjacent to HWY 16 and the railroad tracks. The group discussed high costs related to development because of extending sewer. The group recommended that medium density residential (up to 4 units/acre) be allowed on the property. The group felt that high density may be too intense when consideration is given to development along Nashotah Road. The group did not feel that it was their role to recommend the form of ownership, such as owner-occupied or rental units. *The recommendation received unanimous approval.*

Action

This recommendation would require an amendment to the Land Use Plan to the Medium-Density Residential Category. It would also require an amendment to the Zoning District depending on the density proposed at time of development. Parquelynn Village Apartments, which is a multi-family residential development north of HWY 16, is zoned R-6 Multiple Family Residential.

5.3.5 Area 5: Downtown & Cemetery Districts 2 and 3

Figure 6 – Area 5 Map

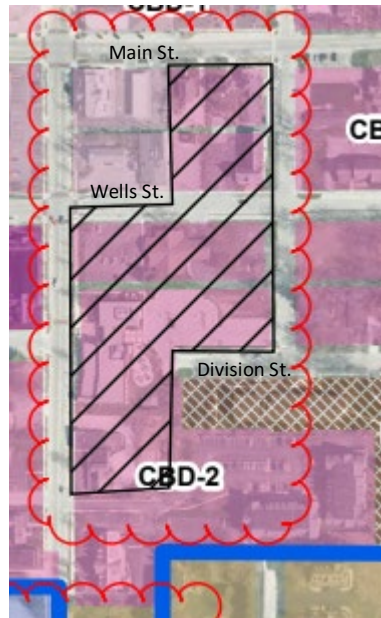


Recommendations and Actions

The Focus Group considered several minor changes to the downtown area. These changes could be considered together or individually. The changes are illustrated on the Downtown Recommendations Map included in Appendix E.

- Convert a portion of downtown from CBD-2 Central Business District to CBD-1 Central Business District, which would provide additional flexibility to the area, height, and setback requirements. The properties that are included in this recommendation already have structures on them that do not comply with the CBD-2 Central Business District standards. The zoning would be consistent for entire blocks between Main Street and Division Street and between Genesee Street and Oneida Street. The properties that would be included in the change are illustrated below in a black hatch pattern, which includes City Hall. *This would require a Zoning Map Amendment of several properties.*

Figure 7 – Illustration 1: CBD-2 to CBD-1 Conversion



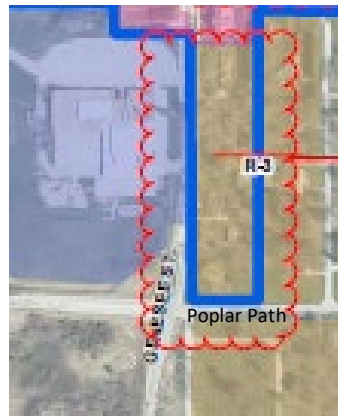
- Modify the text of the CBD-2 Central Business District to limit overall bulk rather than floor area ratio. Text amendments would include the utilization of a building footprint provision rather than floor area ratio. The overall bulk of structures would also be regulated by setbacks and height. Modifications to the height provisions may be proposed. *This would require a Zoning Text Amendment to the CBD-2 Central Business District standards.*
- Convert an area on the east side of downtown adjacent to the Legion property from R-3 Residential (20,000 sq. ft. lot size) to R-4 Residential (7,900 sq. ft. lot size). This would accommodate a subdivision with a density similar to the single-family home section of Delafield Woods and allow even greater density. Delafield Woods would be included in the changes because the subdivision does not currently comply with the R-3 requirements. *This would require a Zoning Map Amendment of several properties.*

Figure 8 – Illustration 2: Delafield Woods and Adjacent Lands to East



- Amend the Land Use category and Zoning District of properties on the east side of Genesee Street located east of Cushing Elementary School to allow the continuation of single-family and two-family residential, as well as allow professional office space similar to the provisions of a home occupation without the residential use requirement. *This would require a Land Use Plan Map amendment and the creation of a new Zoning District or modifications to an existing Zoning District.*

Figure 9 – Illustration 3: Residential/Professional Office Area



- Amend the Land Use category and Zoning District of the cemetery located on Genesee Street, north of I-94, from Medium Density Residential to Institutional and from R-3 Residential to P-1 Public and Institutional, respectively. This would require Land Use Map and Zoning Map Amendments.

All of the recommendations received unanimous support.

5.3.6 Area 6: Joe’s Legacy Farm, JAG II, Nagawicka View Dairy, & Surrounding Land (East and West Sides of STH 83, North of Naga-Waukee Park) District 2

DELC0781989004 (19.2 acres) & DELC0781989005 (16.4 acres) Joes Legacy Farm, LLC **(BLUE)**

DELC0781989001 (16.7 acres), DELC0781989003 (6.4 acres), DELC0781989002 (5 acres), & DELC0784999 (17.9 acres), JAG II, LLC; **(YELLOW)**

DELC0781990001 (2.5 acres) John and Carolyn Geason **(YELLOW)**

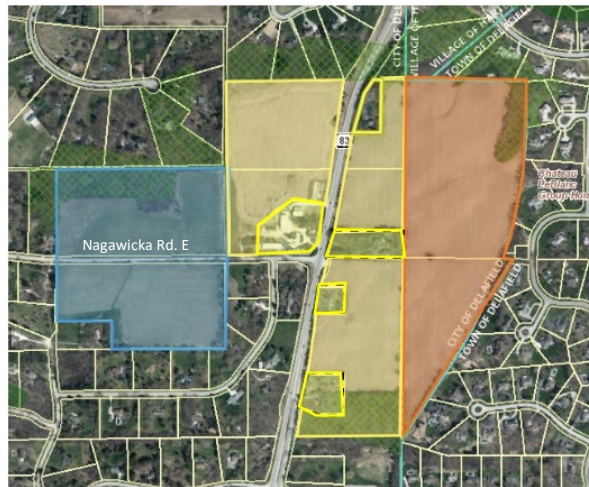
DELC0784997 (0.87 acre) Michael and Jill Woodford **(YELLOW)**

DELC0784999001 (2 acres) James Parry **(YELLOW)**

DELC0781990003 (3.6 acres) JAG 1605, LLC **(YELLOW)**

DELC0778999001 (26.3 acres) & DELC0779999 (13.1 acres) Nagawicka View Dairy Inc **(ORANGE)**

Figure 10 – Area 6 Map



Recommendation

The existing Land Use category for the properties on the west side of STH 83 is Agriculture. The lands on the east side of STH 83 are designated as Medium Density Residential (up to 4 units/acre). The properties on the west side of STH 83 are zoned A-1 Agriculture (min. 3-acre lot size). The properties on the east side of STH 83 are zoned R-3 Single and Two-Family Residential (min. 20,000 sq. ft. lot size). The group decided to include several smaller properties along STH 83 in order to promote consistent land uses for long-term planning purposes. The property located in the northwest corner of STH 83 and Nagawicka Road East was added during the meeting.

Note: The Nagawicka View Dairy, Inc property located on the east side of STH 83 is subject to specific use restrictions as part of the Settlement Agreement Between the City of Delafield, the Village of Hartland, and the Town of Delafield, Waukesha County, Wisconsin, to Provide for Orderly Land Development, Boundary Agreements and Shared Services. The eastern-most and majority of the total acreage involved shall be developed as single-family residential complementary to Foxwood Estates in the Town of Delafield through the use of the City's B-6 Commercial Holding District. Land use, site plan, and architectural issues are subject to review of the Village of Hartland and review and approval of the Town of Delafield. The property shall not be used for retail purposes, meaning the sale of commodities, goods, or services in small quantities to ultimate consumers.

The group recommended that the use remain residential and transition from medium-density residential (east) to low-density residential (west). The density and layout of lots on the far east side should match the adjacent development in the Town of Delafield as a condition of development approval. A conservation subdivision Planned Unit Development is recommended that provides open space buffers along adjacent lot lines and STH 83 and protects natural areas. The group recommended that the density of low-density residential on the far west side of the subject lands be zoned to a Zoning District that allows 1-acre lots/density. Since these properties will be served by sewer and water, lower density is not practical from a cost perspective and is not the highest and best use of lands that benefit from municipal services. However, adjacent lands are built at a lower density. Therefore, the group felt that 1-acre density was a reasonable

transition from medium to low density residential. The group recommended that all properties within the project area have the ability to continue existing agricultural uses. The property located in the northwest corner of STH 83 and Nagawicka Road East currently has a Conditional Use allowing a telecommunications facility on a silo, which would also remain in place. *Mr. Holton opposed the recommendation based on the variable discussion that took place leading up to the final recommendation and felt that the property may be better left unchanged.*

Figure 11 – Area 6 Map (Recommended Land Use)



Action

Amend the Land Use categories on the west side of STH 83 to Medium Density Residential (up to 4 units/acre) and Low Density Residential in accordance with the Area 6 Map (Recommended Land Use). The Zoning District will also need to be amended for the lands on both sides of STH 83 depending on the specific development proposed.

5.3.7 Area 7: Morris, CELA Holdings, LLC, Lake Country Land, LLC and Surrounding Lands (West of STH 83, South of HWY 16) District 1

North of Bark River

- DELC0733974 (30 acres) & DELC0736989 (52.2 acres), David & Madeline Morris (BLUE)
- DELC0736988001 (78.8 acres) & DELC0753995 (76 acres), CELA Holdings, LLC (ORANGE)
- DELC0733979 (1.8 acres) John & C M Topping (YELLOW)
- DELC0733978 (0.68 acre) Bradley Duerwachter (YELLOW)
- DELC0736988002 (17.1 acres) David Morris (YELLOW)

DELC0736999001 (3 acres) Jeremy & Julie Otte (YELLOW)
 DELC0736996 (0.84 acre) The Stoltz Family Trust (YELLOW)
 DELC0736995 (0.83 acre) Bryan & Cathryn Diel (YELLOW)
 DELC0736994 (0.83 acre) Randall & Gail Artrip (YELLOW)
 DELC0736993 (3 acres) Richard & Julie Dagostini (YELLOW)
 DELC0736993001 (3.7 acres) Allan Jahneke (YELLOW)
 DELC0736992 (6 acres) Ralph & Marcy Gerber (YELLOW)
 DELC0753997 (0.86 acre) Gerald Murphy (YELLOW)

South of Bark River

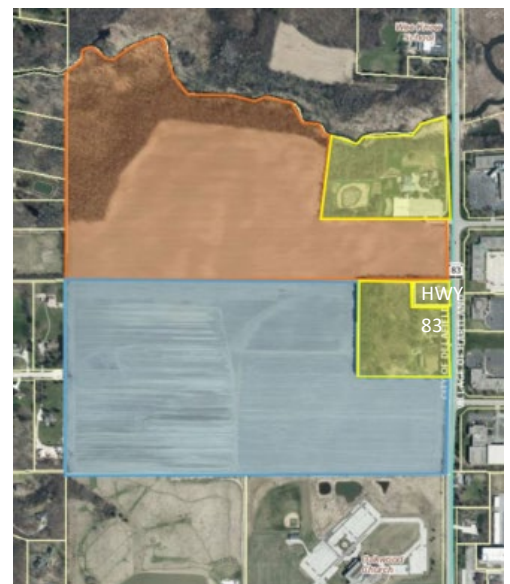
DELC0753996 (65.2 acres), CELA Holdings, LLC (ORANGE)
 DELC0756997 (72 acres), Lake Country Land, LLC (BLUE)
 DELC0753999002 (11.5 acres), The Farmhouse 1848, LLC (YELLOW)
 DELC0756999 (1 acre), Daniel Bubba (YELLOW)
 DELC0756998 (9 acres) Jeffrey & Tracy Mac Donald (YELLOW)

Figure 12 – Area 7 Maps

North of Bark River



South of Bark River



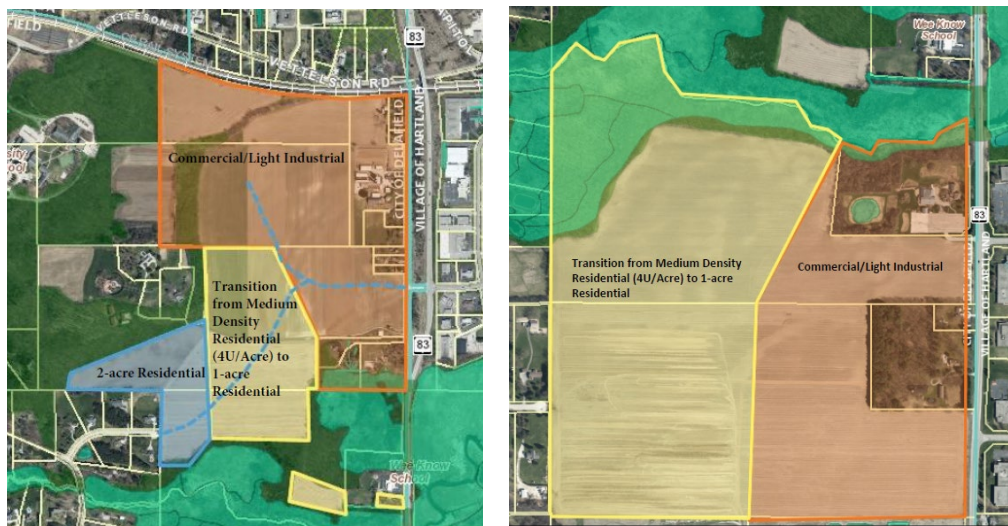
Recommendation

The existing Land Use Plan designates all properties as Agriculture even though several of the properties illustrated as yellow on the area maps are too small to be used for agricultural purposes. The properties are either zoned as A-1 Agricultural & Residential Holding (3-acre min. lot size) or A-1E Exclusive Agricultural (no residential use or commercial use allowed). The lands east of STH 83, located in the Village of Hartland, are part of commercial/industrial park developments.

The Focus Group discussed that the northern acreage is ideal for industrial uses because the acreage is relatively flat, except the steep topography in the northwest corner. If new residential is allowed along STH 83, it would take away opportunities for the city to increase its commercial/industrial capacity. The group emphasized the importance to ensure protections exist for the existing residential areas, including the continuation and currently allowed expansion of existing uses and potential expansion of structures that conform to the current zoning standards. Appropriate buffers from new development may also be required. It should be noted that the east side of STH 83 has a commercial park that successfully coexists with an adjacent residential development.

The Focus Group recommended that the future uses align with the Area 7 Maps illustrated below, which includes a transition from commercial/light industrial uses along STH 83, to medium density residential in the middle (up to 4 units/acre), to low-density residential (2-acre lots/density) on the west and north side of the river and 1-acre lots/density on the west and south side of the river. The boundaries and specific land uses may be subject to change based on a specific development proposal. Any development would be subject to an appropriate buffer adjacent to the surrounding residential uses (not necessarily the 50 ft. specifically suggested by staff in the original recommendations presented to the Focus Group). The group encourages a Conservation Subdivision – Planned Unit Development. Traffic used for commercial uses would be prohibited from using any road that connects to Faire Lakes Parkway and Hirschman Lane. The group did not feel that it was their role to recommend the form of ownership, such as owner-occupied or rental units. *The recommendation received unanimous approval. Mr. Siepmann abstained from voting on the south side of the river since he is the owner of a portion of the land discussed.*

Figure 13 – Area 7 Maps (Recommended Land Uses)



Action

Amend the Land Use designation to a Planned Mixed-Use Category with a Special Use Area Designation. The specific recommendations related to density, use, and general restrictions would be added to the text of the Land Use Plan as part of the Special Use Area. Zoning would need to be modified depending on the specific development proposal. In any case, it would be important to allow the continuation of existing uses.

5.3.8 Area 8: St Johns Military Academy District 5

Several properties with approximately 110 acres are included in the recommendation. See Area 8 Map.

Figure 14 – Area 8 Map

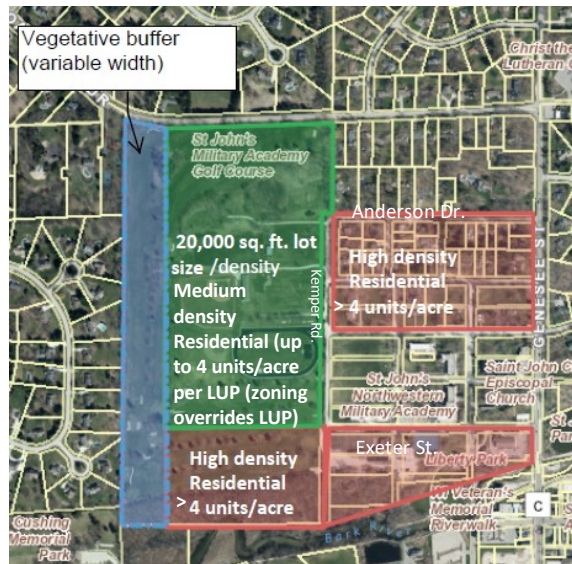


Recommendation

There was significant discussion regarding development of the site. The group recommended that the future uses align with the Area 8 Map illustrated below. The recommendation included a conservation subdivision west of Kemper Rd. and north of the area designated as High Density Residential. The conservation subdivision would include a vegetative buffer on the far west side with variable widths appropriate for the type of development proposed. The buffer strip shown on the map is not drawn to scale. It is intended to show the general area, which is the western most lot line. The density could be increased to 20,000 sq. ft. per unit (Medium Density Residential), but a zoning amendment should be considered to accommodate this density without allowing duplex construction. The density would also include the acreage designated as a buffer area on the map. The density would be displaced east of the buffer. The remaining acreage would consist of High Density Residential. The post office should be changed to CBD-1 Central Business District. *The recommendation received unanimous approval. Mr. Beckman abstained from voting.*

Note: The Downtown Development Plan from 1993 identifies the riverfront area on the St. John's property as potential faculty housing or townhouse/medium density multi-family development. The report identifies that the area is underutilized. With beautification of the Bark River Parkway, the area may become a high amenity site with significant development potential.

Figure 15 – Area 8 Map (Recommended Land Use)



Action

Amend the Land Use designation to High Density Residential (>4 units/acre) and Medium Density Residential (up to 4 units/acre) with a Special Use Area Designation so that specific provisions can be added to the text of the Land Use Plan. The property would also need to be rezoned to a district appropriate for the development proposed.

6 Next Steps

City Staff is recommending that the City of Delafield Plan Commission and Common Council consider the recommendations of the Focus Group in a proactive manner. Rather than waiting for an applicant to seek a change to the Land Use Plan, the City should consider amending the Land Use Plan to reflect the desired future land uses within the City. The City has fixed municipal boundaries. Without being proactive and attracting desired uses, the City may be forced into accepting a development, or lack thereof, that does not maximize the benefit to the community. It is important to acknowledge that the corridor along STH 83 is served by sewer and water. The City should be taking advantage of these services and directing development to these areas. Development can help offset the costs associated with long-term maintenance. Higher density development also helps offset the costs of installation to the developer. It is also better for the environment to maximize development in areas with sewer and water compared to those areas that rely on private septic systems and wells.

Therefore, a recommended schedule has been prepared for consideration. This incremental approach allows City officials and the public to more closely evaluate each individual request. The level of public engagement required could be determined by the Plan Commission at time of individual request when the Commission schedules the public hearing. The schedule includes a Land Use Plan amendment for several of the properties without going through the Zoning Amendment phase. This allows the Plan Commission and Common Council to review the rezone

request carefully when each individual development is considered. The site conditions may dictate boundary modifications that need to be addressed as part of the rezone process. However, if the City supports a Land Use Plan Amendment, it is presumed that the City will support a Rezone request, if it meets the intent of the Land Use Plan Amendment.

Table 1 – Approximate Land Use Amendment Schedule

Area (per report)	Property Name	Timeline	Land Use Process
Areas 1 and 2	Rock River Holdings & Cedar Square	Nov - Jan	Text Amendment & Rezone
Area 4	Binkowski	Dec - Feb	Land Use Plan & Future Zoning Map Amendment
Area 5	Downtown/Cemetery	Jan-March	Several amendments to Zoning Maps and Text of Zoning Ordinance
Area 6	Joe's Legacy Farm, JAG II, Nagawicka View Dairy & Surrounding Lands	Feb-April	Land Use Plan & Future Zoning Map Amendment
Area 7	Morris, CELA Holdings, Lake Country Land & Surrounding Lands	Mar-May	Land Use Plan & Future Zoning Map Amendment
Area 8	St. Johns Military Academy	April-June	Land Use Plan & Future Zoning Map/Text Amendment

Appendix A

Cost of Community Services Executive Summary

INTRODUCTION: Short Elliott Hendrickson, Inc. (SEH[®]) has prepared this Cost of Community Services (COCS) Study (Study) for the City of Delafield, Wisconsin (City). The Study is based on our research of similar COCS studies prepared by the American Farmland Trust (AFT: Washington, D.C.) as a baseline methodology and as further developed by SEH to apply tax and user fee revenues to determine a more accurate COCS of a land use classification to a tax unit. *Reference pages 1-2 of the Study for further detail as to the Introduction and the Study's Functions and Purposes.*

GOALS OF A COCS STUDY: This COCS study is the City's proactive approach to land use planning and to understanding the fiscal balance of land consumption (growth, development or redevelopment). This may also include the development of zoning or land use policies to overcome and manage the financial implications of land use decisions and the future development or redevelopment of available land on the City's financial position, taxation and allocation of public services. This COCS Study provides the City's policymakers and planners a unique perspective on, and an understanding of, benchmark fiscal expenditures required to support a type of land use classification when compared to the tax revenues and user charge revenues generated by that land use. *Reference p. 3 of the Study for further detail for its use as a planning resource and tool for supporting or ancillary goals related to: (i) land use development and redevelopment and (ii) land use consumption for planned growth.*

BACKGROUND AND DEMOGRAPHICS: Since a COCS study is a snapshot in time of costs versus revenues for each type of general land use classifications, it is important to understand the City's general background and demographics for historical and land use development context.

As of the 2019 estimated available from the U.S. Census Bureau, the City had a population of 7,536 people. The median age was 48.7, about 1.3 times the median age for the Milwaukee-Waukesha Metropolitan Area and 25% greater than for the state of Wisconsin (39.5). The population density was 801 inhabitants per square mile (of land area). There were 3,431 households. The

Executive Summary (continued)

average size of a household was 2.2 persons. 65.9 percent of the housing units were owner-occupied, having a median assessed value of \$387,200, with approximately 31 percent of housing units having an assessed value more than \$500,000. The median gross rent for housing was \$1,237. The overall vacancy rate of housing units was 3 percent.

Additional residential land use classification as provided by the search engine *Neighborhood Scout* is presented below¹.

Types of Residential Housing Units		Age of Housing Units	
Single Family	78.8%	Prior to 1940	9.5%
Townhome	6.0%	1940 to 1969	19.2%
		1970 to 1999	49.9%
Small Apartment	5.0%	2000 to 2020	24.1%
Apartment Complex	9.8%		
Mobile Home	0.4%		
Types of Home Ownership		Average Home Values	
Owners	81.0%	\$0 to \$116,000	2.1%
Renters	19.0%	\$116,001 to \$349,000	29.4%
Vacant	7.6%	\$349,001 to \$582,000	37.7%
		\$582,001 to \$873,000	16.8%
		> \$873,001	14.0%
		Median Home Value:	\$ 419,584
		Average Market Rent:	\$ 1,577

1. Neighborhood Scout. City of Delafield, Wisconsin: Real Estate Date. March 24, 2021.
Source: [www://neighborhoodscout.com/wi/delafield/real-estate](http://www.neighborhoodscout.com/wi/delafield/real-estate).

METHODOLOGY APPLIED: This COCS Study is based on the AFT model for COCS studies. This model involves five basic steps:

- 1) Determine the case study year and identify land use categories to study.
- 2) Determine and define land use classifications to be used for the Study.
- 3) Collect data: Obtain relevant reports, contact officials, boards, and departments and discussions as a basis for accurate allocations.
- 4) Allocated revenues and expenditures by land use classification.
- 5) Analyze the data and calculate the COCS ratios.
- 6) Lastly, once the data was collected the most complex task of preparing a COCS study is interpreting existing data and records to calculate revenue-to-expenditure ratios for each land use classification.

CALCULATE FALLBACK DEFAULT PERCENTAGES: SEH calculated the COCS Fallback Percentages as well as unique Subset Fallback Percentages to unique land use classifications. In some instances, there was not an appropriate allocation of the COCS Fallback Percentages. This required additional detailed allocation of revenues and expenses by budget line items for each land use classification, or the Subset Fallback Percentages. For example, City administration serves the entire community in its general capacity. In these instances, the COCS Fallback Percentage Allocations were applied. These “Fallback” or “Default Ratios” were determined from, and calculated based upon, the City’s assessed value of real property (land and improvements) and tangible personal property for each land use category relative to the total FY 2021 assessed valuation as of the 2020 assessment date. Reference: **APPENDIX A** – Final Equated Statement of Assessment for 2020, pages A-1 through A-3.

Table 2
General Fallback Default Percentages (Reference APPENDIX C, page C-1)

Land Use Classification	Agricultural	Industrial	Commercial	Residential	Exempt Property	Utility
Default Percentages	0.15%	0.84%	26.66%	72.33%	0.02%	0.00%

A summary of all the COCS Fallback Percentage Allocations applied are shown in **APPENDIX B** of the Study for revenues and expenses with specific references to the Fallback Code applied and the appendix page referenced for further detail. Subset COCS Fallback Percentage Allocations as applied are summarized in **APPENDIX C**, pages C-2 through C-19.

These COCS Fallback Default Percentage Allocations (including their subset fallback allocation percentages) were applied for both revenues and expenditures to determine the final overall COCS Study ratios

COCS Study Final Ratios: COCS Study final ratio findings for the City are presented in the Tables 3 and 4 of the Study as presented below. These final COCS ratios are the result of our analysis to determine the COCS impacts for the City, an indicator of each land use classification’s costs for every dollar of revenues – specific and unique to FY 2021.

Table 3
City of Delafield COCS Final Ratios,
All General Fund, Special Revenue and Enterprise Funds Revenues/Expenditures - Fiscal Year 2021

	FY 2021 Budget	Agricultural	Manufacturing	Commercial	Residential	Undeveloped Exempt	ROW / Utility
Total Revenues	\$12,984,820	\$11,017	\$76,379	\$4,375,536	\$7,042,680	\$1,479,116	\$1,440,169
Total Expenditures	\$12,805,486	\$9,292	\$51,087	\$4,085,168	\$6,853,427	\$1,806,251	\$1,425,152
Net Contribution/Loss (a-b)	179,334	1,725	\$25,293	\$290,368	\$189,252	\$(327,135)	\$15,016
Final COCS Ratios (\$)		1: 0.84	1: 0.67	1: 0.93	1: 0.97	1: 1.22	1: 0.99

Land Use Development Implications and Observations:

Below are several observations developed based upon an understanding of the COCS Study ratios calculated and as presented.

1. The City’s approach to budgeting for taxes and user fees (more importantly, user fees directed at specific land uses) when taking into consideration expenses is to be commended. This suggests the City Administration from the City leadership, the City Administrator to Department heads are acting fiscally responsible to the City constituents (taxpayers and residents) to ensure appropriate fiscal policy is directed to the correct consumer.
2. Due to the high level of residential assessment for predominantly single-family homes more than \$500,000 (the average AV being \$384,000), homes are valued at an assessment level above a “Revenue/Cost Equilibrium Value” (RCE) to pay its fair share (based upon taxes and user fees). In fact, the average anticipated investment and assessment of residential homes to be constructed are well above the RCE Value. Reference **APPENDIX A**.
3. In addition, because the average residential lot size is large (slightly greater than 1.0 acre), the residential classification pays its fair share. When coupled with high assessed valuations of homes, the COCS Study ratio is close to a \$1: \$1 ratio, which is unusual for the AFT. Reference **APPENDIX A**.
4. Exempt property is a major deficit to the City. This is typically acceptable. Municipalities do need parks, community facilities, churches, non-profits, etc. These are each a benefit to quality of life for which all land uses, and taxpayers benefit broadly. But this is the cost (a major deficit) to the City. The City may consider developing some type of user fees or PILOT to overcome this disparity.
5. Current planning standards for residential development at the cost investment (for single-family units) and the size of the lots is well within COCS ratios for residential land uses to pay its fair share of community services. If higher density residential development is proposed, the current and anticipated future levels of lower density residential development will be offset by the higher density, more efficient use of land, maintaining a balanced residential RCE value overall.
6. From a planning standpoint, this COCS Study can very well conclude that the land use proportions the City has now is very much acceptable, assuming home values continue to be built with an assessed valuation of greater than \$400,000 on larger size lots (more than 0.75 acres on average).

Table 4
City of Delafield COCS Final Ratios,
TAX REVENUES ONLY, General Fund Revenue / Enterprise Funds Expenditures - Fiscal Year 2021

	FY 2021 Budget	Agricultural	Manufacturing	Commercial	Residential	Undeveloped Exempt	ROW / Utility
Total Revenues	\$6,624,615	\$9,937	\$55,647	\$1,766,122	\$4,791,584	\$1,325	\$0
Total Expenditures	\$12,805,486	\$9,292	\$51,087	\$4,085,168	\$6,853,427	\$1,806,251	\$1,425,152
Net Contribution/Loss (a-b)	6,180,871	645	\$4,560	\$(2,319,046)	\$(2,061,843)	\$(1,804,926)	\$1,425,152
Final COCS Ratios (\$)		1: 0.94	1: 0.92	1: 2.31	1: 1.43	1: 1,363	

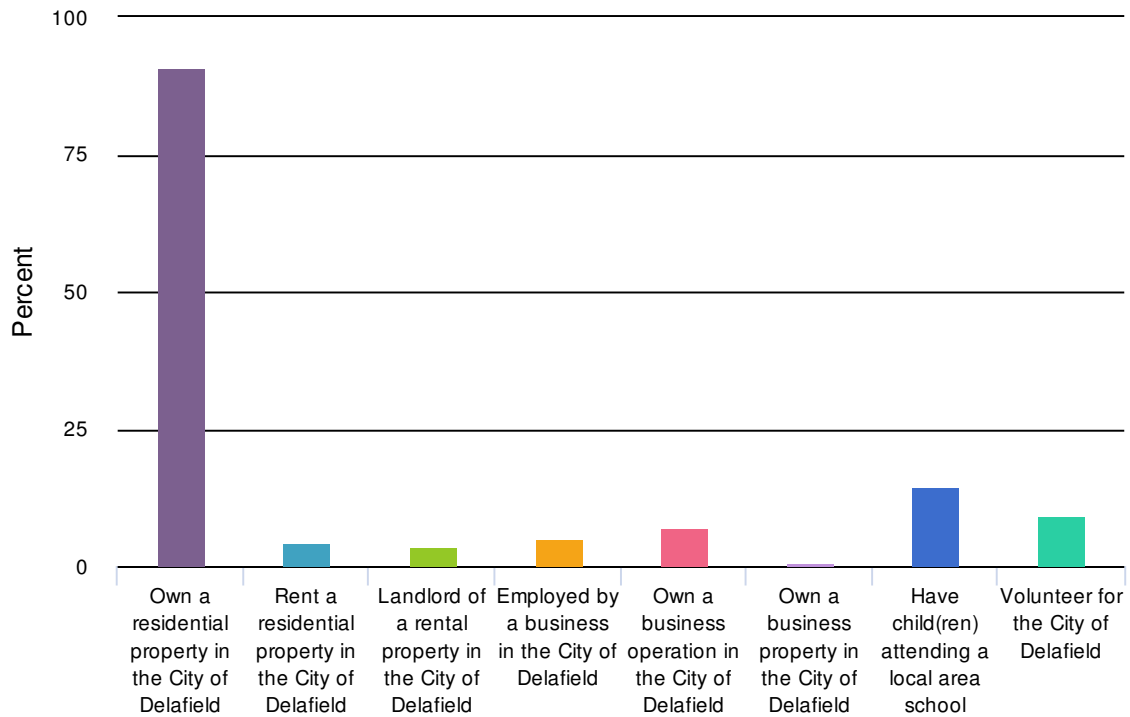
Appendix B

Community Survey Demographics

City of Delafield Economic Development - Land Use Focus Project

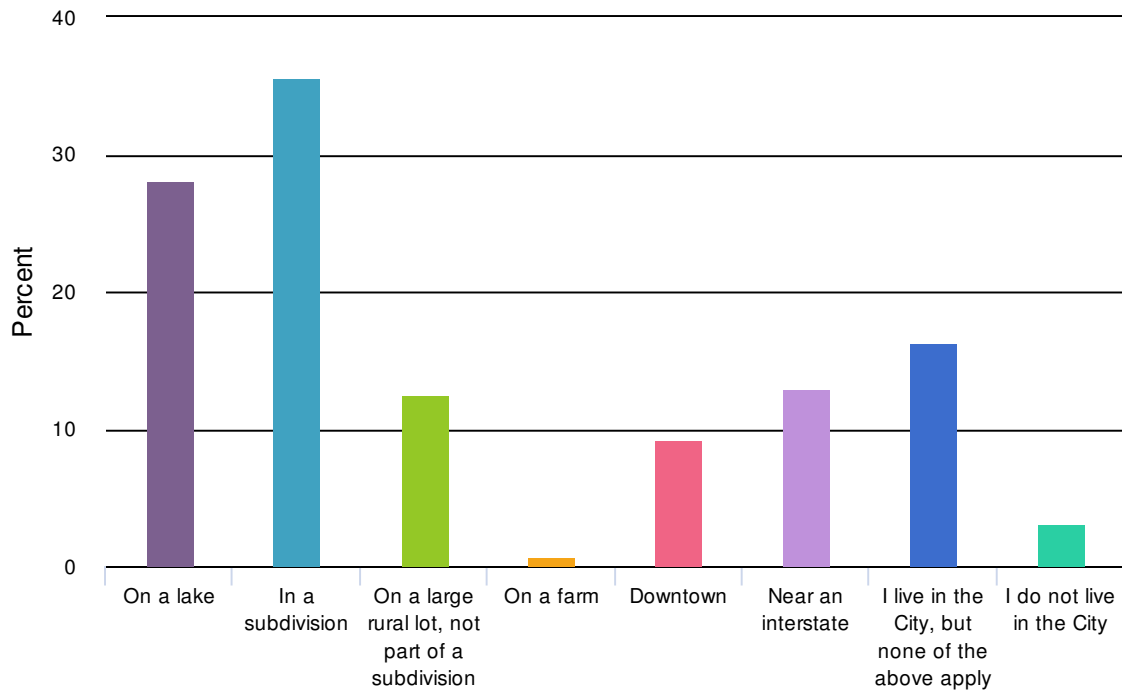
Community Survey Demographics

Please check all that apply:



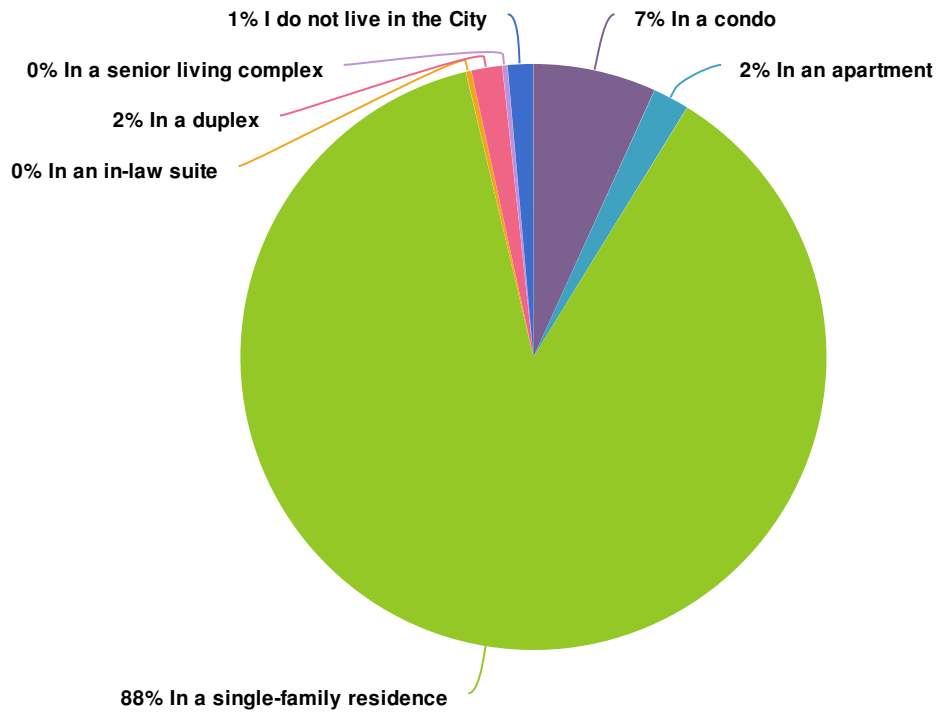
Value	Percent	Responses
Own a residential property in the City of Delafield	90.8%	267
Rent a residential property in the City of Delafield	4.1%	12
Landlord of a rental property in the City of Delafield	3.4%	10
Employed by a business in the City of Delafield	5.1%	15
Own a business operation in the City of Delafield	7.1%	21
Own a business property in the City of Delafield	0.7%	2
Have child(ren) attending a local area school	14.6%	43
Volunteer for the City of Delafield	9.2%	27

Where do you live (check all that apply)?



Value	Percent	Responses
On a lake	28.1%	83
In a subdivision	35.6%	105
On a large rural lot, not part of a subdivision	12.5%	37
On a farm	0.7%	2
Downtown	9.2%	27
Near an interstate	12.9%	38
I live in the City, but none of the above apply	16.3%	48
I do not live in the City	3.1%	9

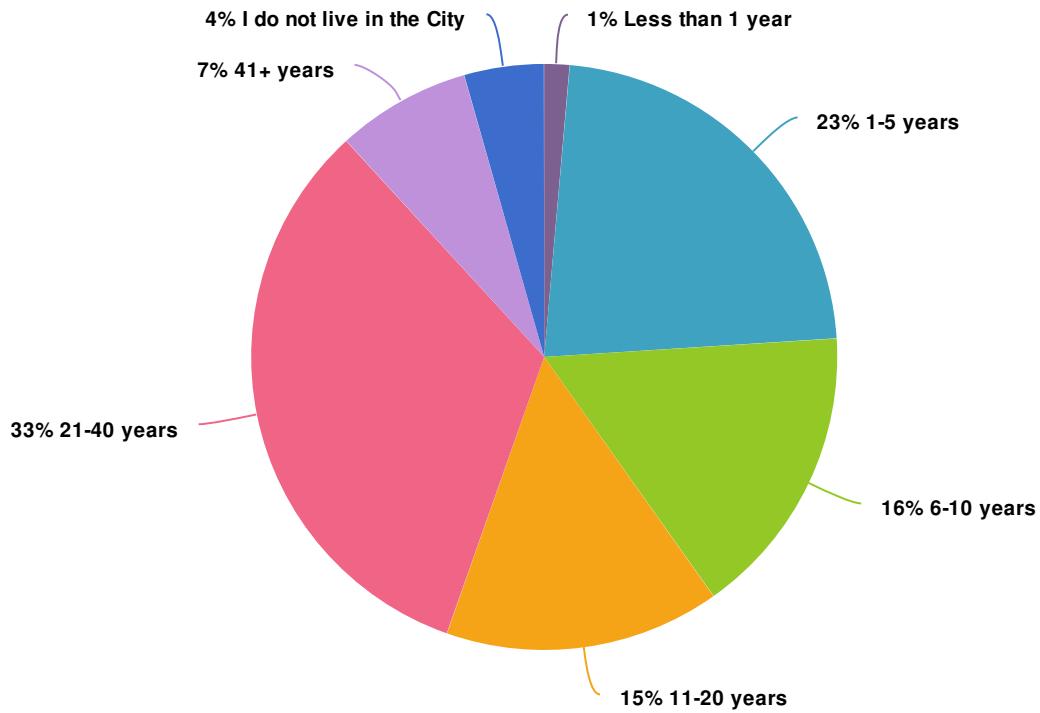
What type of housing do you live in?



Value	Percent	Responses
In a condo	6.8%	20
In an apartment	2.0%	6
In a single-family residence	87.5%	259
In an in-law suite	0.3%	1
In a duplex	1.7%	5
In a senior living complex	0.3%	1
I do not live in the City	1.4%	4

Totals: 296

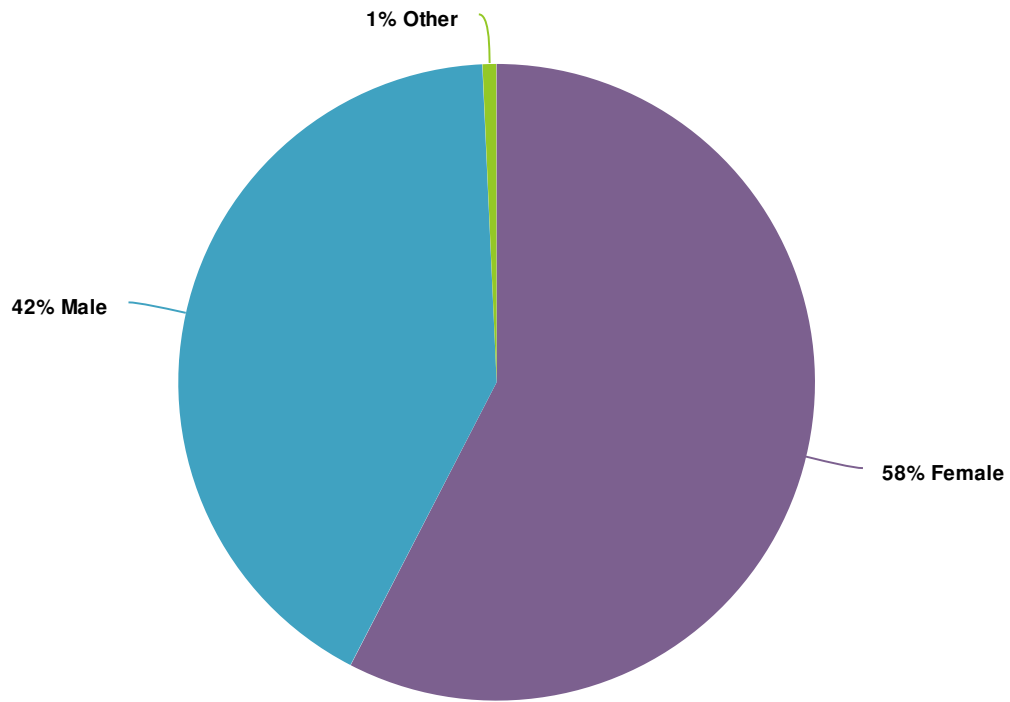
How long have you lived in the City of Delafield?






Value	Percent	Responses
Less than 1 year	1.4%	4
1-5 years	22.6%	67
6-10 years	16.2%	48
11-20 years	15.2%	45
21-40 years	32.8%	97
41+ years	7.4%	22
I do not live in the City	4.4%	13

Totals: 296

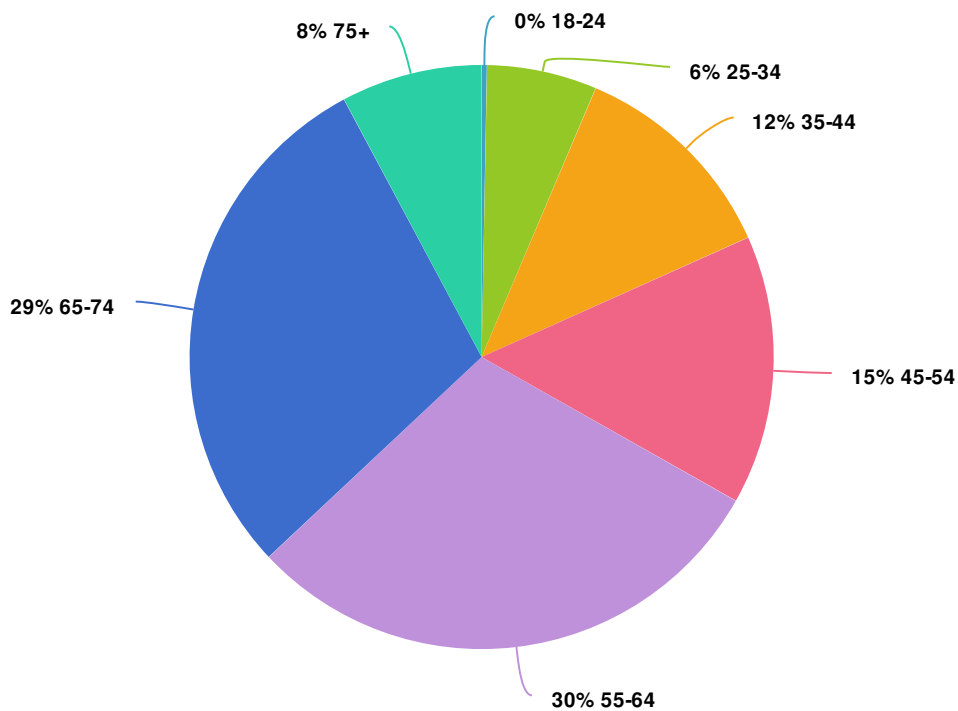
What is your gender?



Value		Percent	Responses
Female		57.6%	170
Male		41.7%	123
Other		0.7%	2

Totals: 295

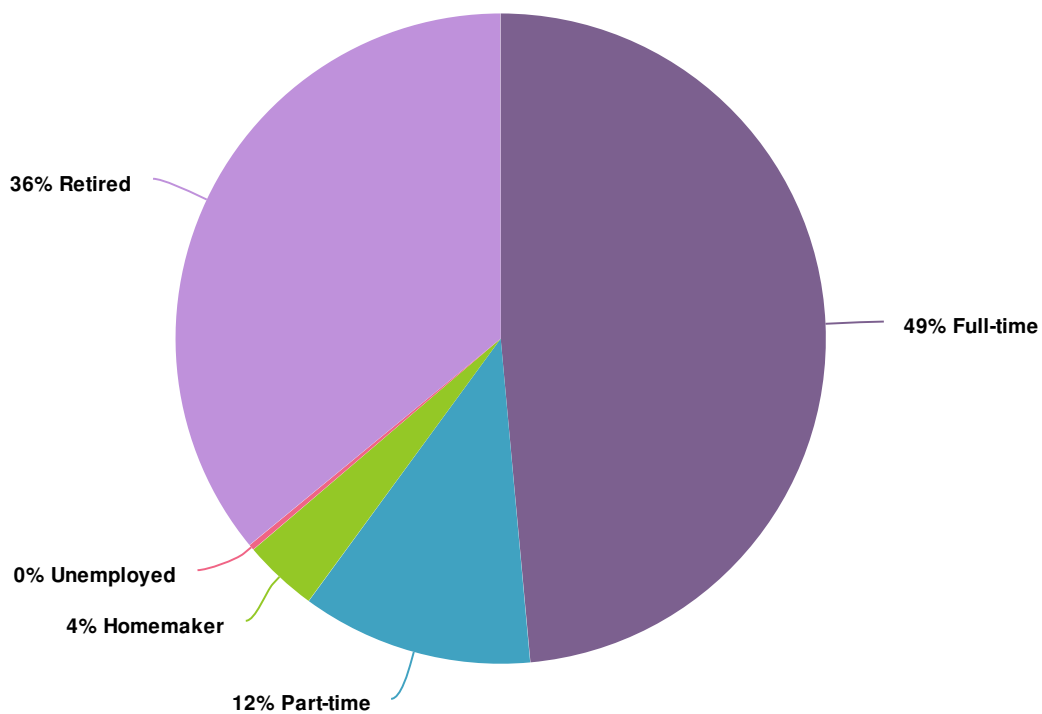
What age range are you in?



Value	Percent	Responses
18-24	0.3%	1
25-34	6.1%	18
35-44	11.9%	35
45-54	14.9%	44
55-64	29.8%	88
65-74	29.2%	86
75+	7.8%	23

Totals: 295

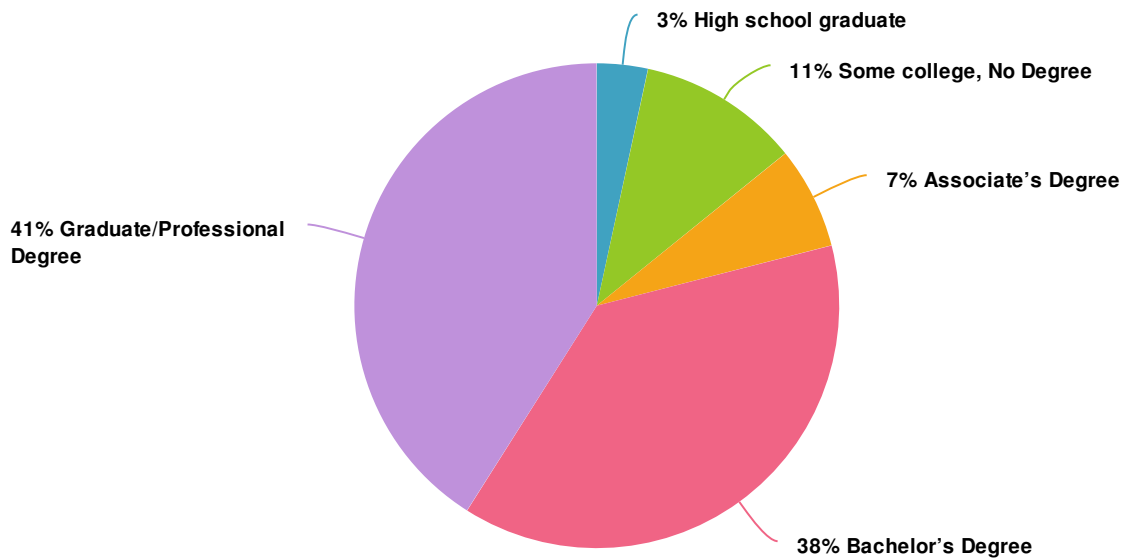
Employment situation: Which best applies to you?



Value	Percent	Responses
Full-time	48.5%	143
Part-time	11.5%	34
Homemaker	3.7%	11
Unemployed	0.3%	1
Retired	35.9%	106

Totals: 295

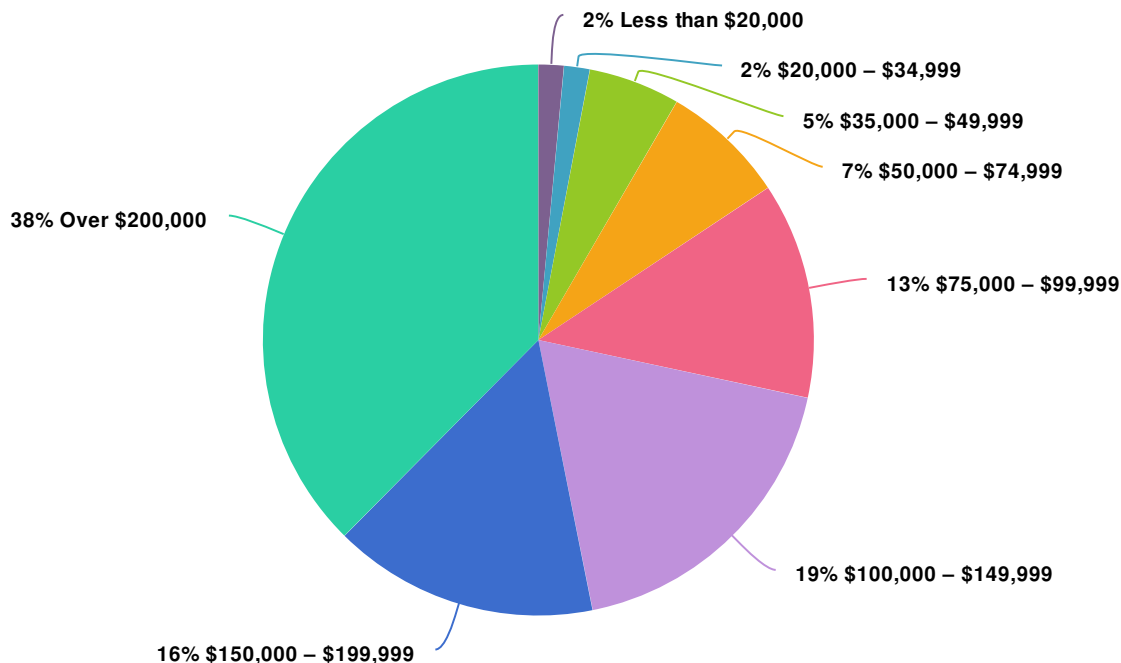
What is your level of education?



Value	Percent	Responses
High school graduate	3.4%	10
Some college, No Degree	10.8%	32
Associate's Degree	6.8%	20
Bachelor's Degree	38.0%	112
Graduate/Professional Degree	41.0%	121

Totals: 295

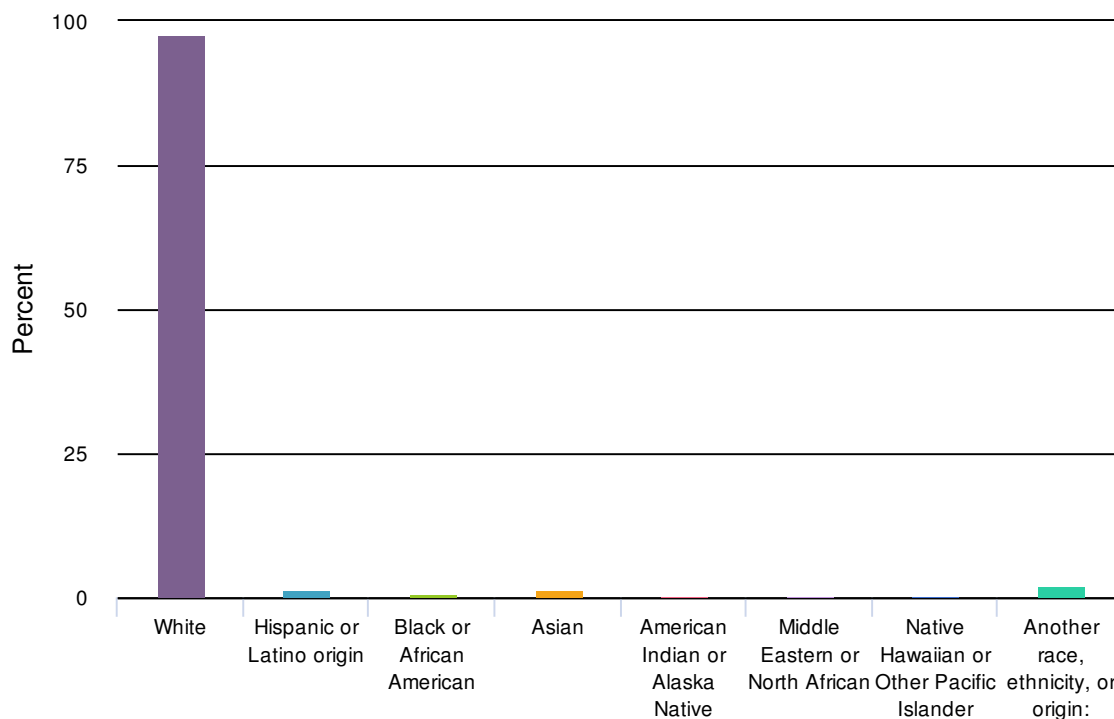
What is your household income range? (optional)



Value	Percent	Responses
Less than \$20,000	1.5%	3
\$20,000 - \$34,999	1.5%	3
\$35,000 - \$49,999	5.4%	11
\$50,000 - \$74,999	7.3%	15
\$75,000 - \$99,999	12.7%	26
\$100,000 - \$149,999	18.5%	38
\$150,000 - \$199,999	15.6%	32
Over \$200,000	37.6%	77

Totals: 205

What category best describes you (check all that apply)?



Value	Percent	Responses
White	97.6%	281
Hispanic or Latino origin	1.4%	4
Black or African American	0.7%	2
Asian	1.4%	4
American Indian or Alaska Native	0.3%	1
Middle Eastern or North African	0.3%	1
Native Hawaiian or Other Pacific Islander	0.3%	1
Another race, ethnicity, or origin:	2.1%	6

Another race, ethnicity, or origin:	Count
--	--------------

Caucasian	1
-----------	---

Croatian	1
----------	---

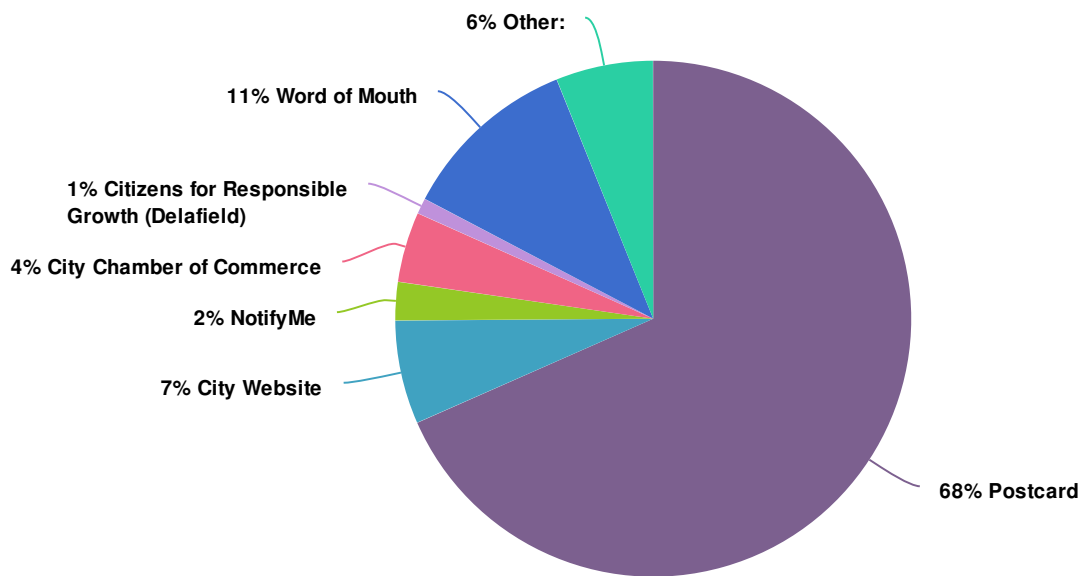
N?A	1
-----	---








Unknown	1
---------	---

mixed	1
-------	---

Totals	5
--------	---

How did you learn about this survey?



Value		Percent	Responses
Postcard		68.4%	201
City Website		6.5%	19
NotifyMe		2.4%	7
City Chamber of Commerce		4.4%	13
Citizens for Responsible Growth (Delafield)		1.0%	3
Word of Mouth		11.2%	33
Other:		6.1%	18

Totals: 294

Other:	Count
Jackie Valde	2
email	2
Alderman	1
Common Council	1
Common Council Agenda	1
Facebook	1
Group involved in development issues of Seven Seas property	1
I applaud you for the postcard and the surveys...well done!!	1
Neighborhood Newsletter	1
alderman	1
attending city meetings	1
broadcast meeting	1
council rep	1
e-mail	1
facebook	1
Totals	17

Appendix C

SWOT Word Clouds

STRENGTHS



Appendix D

Visual Preference Survey Results & Images

Visual Preference Survey Results

Picture Number	Average Rating			
	CC/PC	Focus Group	Public	All Responses Combined
1	2.93	2.33	2.48	2.58
2	3.00	3.00	2.45	2.82
3	3.86	4.17	3.36	3.80
4	1.86	1.33	1.70	1.63
5	2.79	1.83	1.80	2.14
6	1.57	1.67	2.03	1.75
7	3.57	2.67	2.33	2.85
8	1.79	1.50	1.38	1.56
9	2.71	2.17	1.90	2.26
10	3.64	3.00	2.72	3.12
11	2.50	1.83	1.78	2.04
12	3.21	3.33	2.81	3.12
13	4.00	4.33	3.63	3.99
14	2.29	2.67	2.36	2.44
15	2.71	2.00	2.08	2.26
16	1.93	1.83	1.34	1.70
17	3.14	3.33	2.87	3.11
18	3.21	3.00	3.18	3.13
19	2.50	3.33	2.87	2.90
20	3.71	3.67	2.95	3.44
21	1.93	2.50	2.12	2.18
22	2.21	2.00	2.03	2.08
23	2.07	2.17	1.77	2.00
24	4.64	4.33	3.78	4.25
25	2.57	1.50	1.55	1.87
26	2.57	1.33	2.00	1.97
27	1.36	1.00	1.14	1.17
28	3.36	2.83	2.65	2.95
29	2.57	2.17	2.04	2.26
30	2.00	1.67	1.99	1.88
31	3.29	2.67	2.68	2.88
32	1.79	1.33	1.81	1.64
33	1.71	1.17	1.37	1.42
34	3.43	3.00	2.93	3.12
35	3.50	3.00	3.28	3.26
36	3.50	3.33	3.01	3.28
37	3.93	2.67	3.29	3.29
38	2.36	2.50	1.96	2.27
39	3.21	1.67	2.86	2.58
40	4.07	4.17	2.95	3.73
41	2.21	1.83	2.61	2.22
42	3.07	2.00	2.09	2.39

43	3.57	3.00	3.54	3.37
44	4.50	3.50	3.67	3.89
45	3.50	2.67	3.20	3.12
46	2.71	2.50	2.85	2.69
47	3.79	3.00	2.82	3.20
48	3.21	3.17	3.15	3.18
49	1.86	1.33	1.98	1.72
50	4.07	3.33	3.03	3.48
51	2.43	2.83	2.36	2.54
52	2.29	2.67	1.98	2.31
53	2.57	2.33	2.01	2.31
54	2.57	2.67	2.45	2.56
55	1.57	1.67	1.47	1.57
56	3.86	3.00	2.71	3.19
57	3.14	2.33	2.90	2.79
58	3.14	2.17	3.05	2.79
59	1.21	1.00	1.13	1.11
60	2.50	2.33	2.19	2.34
61	2.21	3.33	2.12	2.56

Appendix D: Visual Preference Survey Images

1 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least)

2

3

4

5 (most)

2 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least)

2

3

4

5 (most)

3 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)
○ ○ ○ ○ ○

4 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)
○ ○ ○ ○ ○

5 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)

6 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)

7 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)

8 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)

9 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least)

2

3

4

5 (most)

10 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least)

2

3

4

5 (most)

11 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)
○ ○ ○ ○ ○

12 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)
○ ○ ○ ○ ○

13 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least)

2

3

4

5 (most)

14 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least)

2

3

4

5 (most)

15 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)
○ ○ ○ ○ ○

16 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)
○ ○ ○ ○ ○

17 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least)

2

3

4

5 (most)

18 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least)

2

3

4

5 (most)

19 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)
○ ○ ○ ○ ○

20 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)
○ ○ ○ ○ ○

21 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)

22 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)

23 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)

24 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)

25 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)
○ ○ ○ ○ ○

26 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)
○ ○ ○ ○ ○

27 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)
○ ○ ○ ○ ○

28 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)
○ ○ ○ ○ ○

29 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)
○ ○ ○ ○ ○

30 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)
○ ○ ○ ○ ○

31 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)
○ ○ ○ ○ ○

32 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)
○ ○ ○ ○ ○

33 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least)

2

3

4

5 (most)

34 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least)

2

3

4

5 (most)

35 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)

363 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)

37 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)

38 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)

39 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least)

2

3

4

5 (most)

40 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least)

2

3

4

5 (most)

41 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)

42 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)

43 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)

44 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)

45 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)

46 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)

47 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)

48 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)

49 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)
○ ○ ○ ○ ○

50 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)
○ ○ ○ ○ ○

51 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)
○ ○ ○ ○ ○

52 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)
○ ○ ○ ○ ○

53 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)

54 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)

55 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least)

2

3

4

5 (most)

56 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least)

2

3

4

5 (most)

57 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least)

2

3

4

5 (most)

58 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least)

2

3

4

5 (most)

59 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)
○ ○ ○ ○ ○

60 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least) 2 3 4 5 (most)
○ ○ ○ ○ ○

61 Please rate this image on a scale of 1 (least attractive) to 5 (most attractive).



1 (least)

2

3

4

5 (most)

Appendix E

Focus Group Property Recommendations

AREA 1

ROCK RIVER PROPERTY HOLDINGS, LLC (SE CORNER OF CTH C & I-94) RECOMMENDATIONS

DOT EXERCISE #'s 011, 104, 276, 300



Properties included: DELC0799984001 (1.2 acres), DELC0799984002 (1.1 acres), DELC0799984005 (1.2 acres), DELC0799984 (1.1 acres), DELC0799984003 (1 acre), DELC0799984004 (3.5 acres), DELC0799973 (13.6 acres), & DELC0799983 (4 acres), Rock River Property Holdings, LLC

Total acreage = ~ 26.7 acres

Existing Land Use Plan: Office

Existing Zoning: B-5, Office and Research Commercial

Available Services: Sewer services are available, private well

Access: Access would be provided by Indian Spring Drive (potentially modified entrance location)

ROCK RIVER PROPERTY HOLDINGS, LLC (SE CORNER OF CTH C & I-94) RECOMMENDATIONS

Initial Recommendations from DOT Exercise: Medical office, commercial/office, mixed use, and office with connection to downtown

Initial Recommendations from Focus Group Discussion: Leave the land use plan and zoning as-is but ensure that senior living can be accommodated as an accessory use to a medical center and potentially allow residential housing for visitors of medical patients.

Possible Final Recommendations for Focus Group Consideration:

Option A: Provide for commercial and limited residential associated with a medical complex

- Ensure existing business zoning district is written or modified to allow for a variety of senior living housing types, including independent and assisted living accessory to a permitted use that is complementary to senior living (example: medical complex)

Option B: Hybrid of Option A: Allow additional residential

- In addition to Option A, allow for residential housing for visitors of medical patients
- Consider small-scale hotel use as a complimentary use to permitted business uses

Option C: Do nothing - maximize business park opportunity

- Leave as-is, existing land use plan and zoning are accommodating to most business uses

AREA 2

CEDAR SQUARE, LLC PROPERTY RECOMMENDATIONS

DOT EXERCISE #'s NONE



Property included: DELC0808985002 (8 acres), SEH property, owned by Cedar Square, LLC

Existing Land Use Plan: Planned Mixed Use

Existing Zoning: B-4, General Business

Available Services: Sewer and water services are available

Access: Access is provided by Maple Avenue, steep slopes on Hillside Drive. Ensuring appropriate emergency services is important.

RECOMMENDATION: Recommend B-6 Zoning District to allow for mixed use environment including commercial and, or condominiums/apartments (ownership or rental) by Conditional Use Planned Development Overlay District or make no changes and leave as business district. Adjacent property to the south was recently zoned B-6.

AREA 3

GEHL FARMLAND INVESTMENTS, LLC RECOMMENDATIONS

DOT EXERCISE #'S 091, 093, 118



Property included: DELC0622999005 (259.2 acres), Gehl Farmland Investments, LLC

Existing Land Use Plan: Agriculture (Amendment to plan limited to Rural Estate, which allows a maximum density of 1 unit per 2 acres)

Existing Zoning: A-1 Agricultural & Residential Holding (3-acre lot size)

Available Services: Sewer services are available, private wells

Access: Access to the site is available from Mission Road to the west, Mission Avenue through the middle of the parcel, and Spruce Court to the south.

Initial Recommendations from DOT Exercise: Condominiums, business, park

Initial Recommendations from Focus Group Discussion: Propose no change, leave as agriculture

Possible Final Recommendations for Focus Group Consideration:

Option A: No Change

Option B: Match surrounding land uses, encourage PUD

- *Rural Estate Land Use Category* (1 unit per 2-acre residential category)
- *Appropriate Zoning District:* RE-2 Planned Development

AREA 4

BRADLEY A. BINKOWSKI PROPERTY DOT EXERCISE #'S 111, 092



Properties included: DELC0742990 (40.7 acres) & DELC0577980 (36 acres), Bradley A. Binkowski

Existing Land Use Plan: Agriculture (Amendment to plan limited to Rural Estate, which allows a maximum density of 1 unit per 2 acres), Conservancy

Existing Zoning: A-1 Agricultural & Residential Holding (3-acre lot size), Conservancy

Available Services: Sewer services are available, private wells

Access: No access currently. Future access will be provided by adjacent property to south

BRADLEY A. BINKOWSKI PROPERTY RECOMMENDATIONS

Initial Recommendations from DOT Exercise: Business

Initial Recommendations from Focus Group Discussion: High density residential, consideration was given to owner-occupied units and apartments, bulk of structures not a concern because of location and lack of visibility

Possible Final Recommendations for Focus Group Consideration:

Option A: High Density Residential

- *High Density Residential Land Use category* (> 4 units/acre)
- *Recommended Zoning:* R-6 Zoning - Maximum # of units per building is 36. 3-bedroom units allowed 10.9 units/acre, 2-bedroom units allowed 12.4 units/acre, 1-bedroom units allowed 14.5 units/acre
- Consideration should be given to whether owner-occupied units and/or apartments should be allowed and whether controlling number of units per building is important.

Option B: Medium Density Residential

- *Medium Density Residential Land Use category* (up to 4 units/acre)
- *Recommended Zoning:* R-4 Zoning (Min. 7,900 sq. ft. lot size)

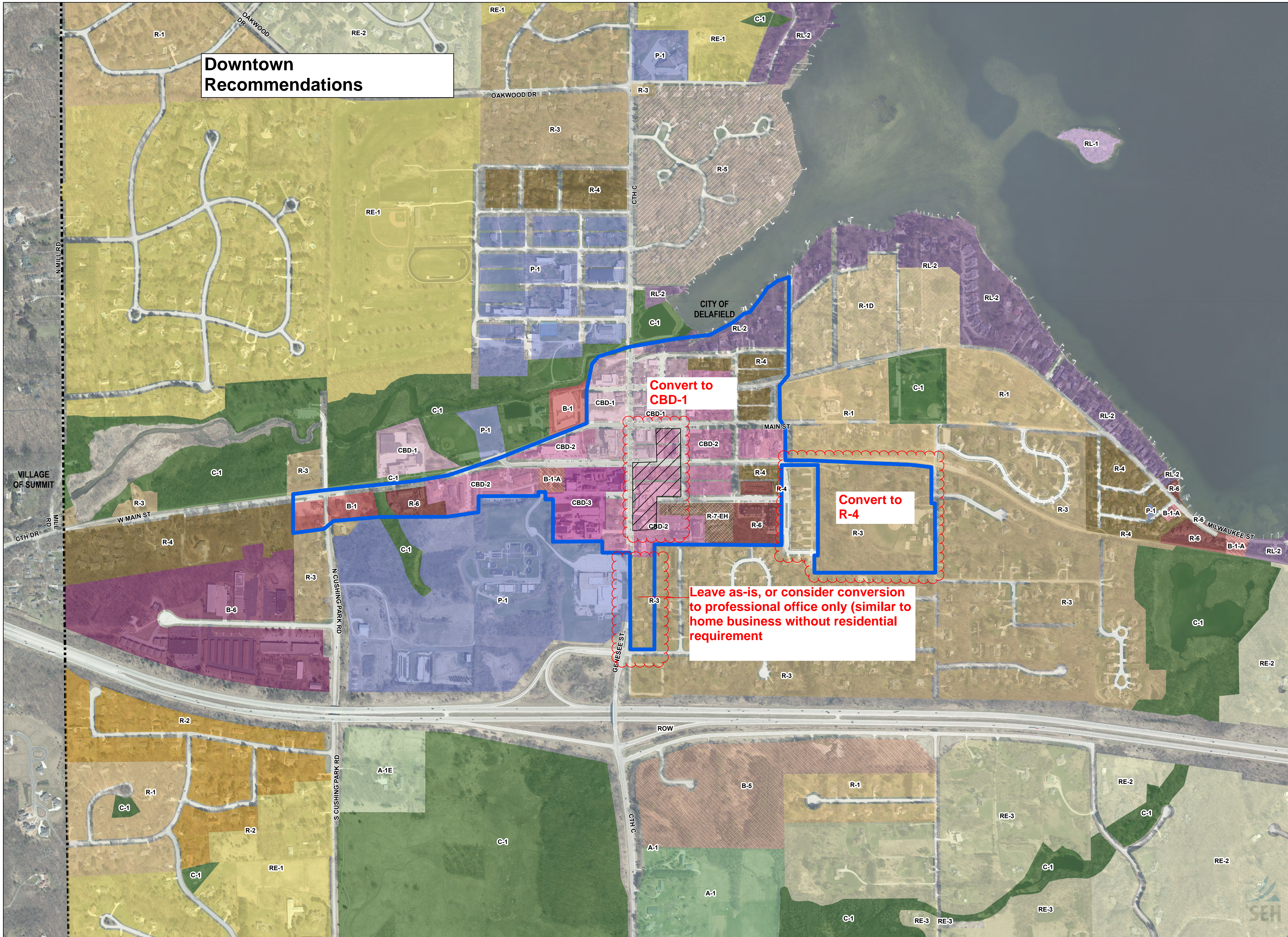
Option C: Match surrounding land use to south and east, encourage PUD

- *Rural Estate Land Use Category* (1 unit per 2-acre residential category)
- *Appropriate Zoning District:* RE-2 Planned Development

Option D: Do nothing – property remains agricultural with opportunity to develop 3-acre lots

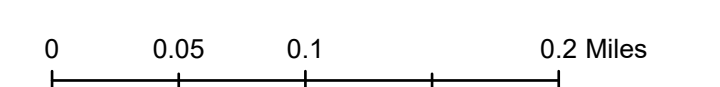
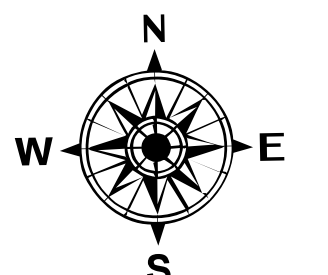
AREA 5

Downtown Recommendations



Zoning Legend

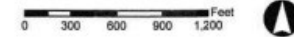
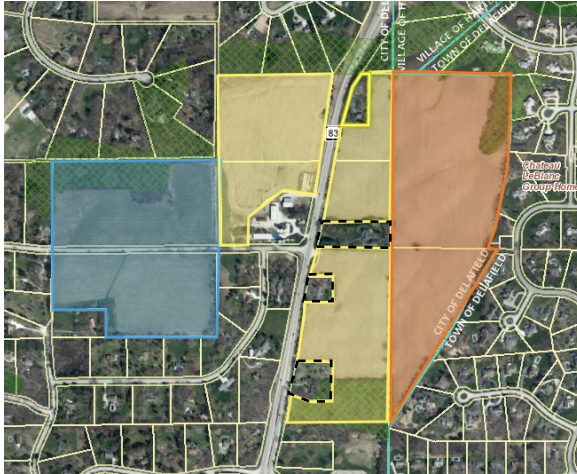
- C-1 CONSERVANCY
- A-1 AGRICULTURAL & RESIDENTIAL HOLDING
- A-1E EXCLUSIVE AGRICULTURAL
- RE-3 THREE-ACRE RURAL ESTATE
- RE-2 TWO-ACRE RURAL ESTATE
- RE-1 ONE-ACRE RURAL ESTATE
- RL-1 RESIDENTIAL LAKE
- RL-1A RESIDENTIAL LAKE
- RL-2 RESIDENTIAL LAKE
- R-1 SINGLE-FAMILY RESIDENCE
- R-1D SINGLE-FAMILY RESIDENTIAL - DOWNTOWN
- R-2 SINGLE- AND TWO-FAMILY RESIDENTIAL
- R-3 SINGLE- AND TWO-FAMILY RESIDENTIAL
- R-4 SINGLE- AND TWO-FAMILY RESIDENTIAL
- R-5 PLANNED RESIDENTIAL DEVELOPMENT
- R-6 MULTIPLE FAMILY RESIDENTIAL
- R-7-EH MULTIPLE FAMILY ELDERLY HOUSING
- CBD-1 CENTRAL BUSINESS
- CBD-2 CENTRAL BUSINESS
- CBD-3 SPECIAL CAMPUS
- B-1 LOCAL BUSINESS AND RESIDENCE
- B-1-A BUSINESS AND LIMITED RESIDENCE
- B-2 LOCAL BUSINESS
- B-3 LOCAL AND HIGHWAY BUSINESS
- B-4 GENERAL BUSINESS
- B-5 OFFICE AND RESEARCH COMMERCIAL
- B-6 COMMERCIAL HOLDING
- M-1 LIMITED INDUSTRIAL
- P-1 PUBLIC AND SEMIPUBLIC USE



AREA 6

JOES LEGACY FARM, JAG II & NAGAWICKA VIEW DAIRY INC, INCLUDING ADJACENT PROPERTIES ALONG STH 83

DOT EXERCISE #'s 138, 161, 160



Principal Properties included:

DELC0781989004 (19.2 acres) & DELC0781989005 (16.4 acres) Joes Legacy Farm, LLC (**BLUE**)

DELC0781989001 (16.7 acres), DELC0781989003 (6.4 acres), DELC0781989002 (5 acres), & DELC0784999 (17.9 acres), JAG II, LLC (**YELLOW**)

DELC0778999001 (26.3 acres) & DELC0779999 (13.1 acres) Nagawicka View Dairy Inc (**ORANGE**)

Existing Land Use Plan: Agriculture (Amendment to plan limited to Rural Estate, which allows a maximum density of 1 unit per 2 acres) on west side of STH 83 & Medium Density Residential (4 units per acre) on east side of STH 83

Existing Zoning: A-1 Agriculture (Min. 3-acre lot size) on west side of STH 83 & R-3 Single and Two-Family Residential on east side of STH 83 (Min. 20,000 sq. ft. lot)

Available Services: Sewer and water services are available and can be extended to west.

Access: Access is provided by STH 83 and Nagawicka Road

JOES LEGACY FARM, JAG II, NAGAWICKA VIEW DAIRY INC, & SURROUNDING LAND RECOMMENDATIONS

Initial Recommendations from DOT Exercise: Office, Medium-Density Residential

Initial Recommendations from Focus Group Discussion: Residential only with variable density depending on adjacent uses, match Delafield density adjacent to existing development on east side

Possible Final Recommendations for Focus Group Consideration:

Option A: Transition from medium-density residential (4 units/acre) to low-density residential (1-acre density)

- *Medium-Density Residential to Low-Density Residential Land Use Category:* Approximate boundaries shown on enclosed map. Refinements to the boundaries can be made at time of development with Plan Commission and Common Council approval. The east side of STH 83 will continue to match the existing land use plan. Development density shall match adjacent lands adjacent to Town of Delafield as a condition of development approval.
- *Appropriate Zoning Districts:* R-4 Single/Two-Family Residential (may require hybrid zoning for condominium style development) – RE-1 (1-acre). Encourage PUD with open space buffers along adjacent developments and require that density match adjacent lands adjacent to Town of Delafield.
- Allow continuation of existing uses (residential along STH 83 to remain unless modified by choice of property owner)

Option B: Match surrounding land uses/zoning (for both or one side of STH 83)

West side of STH 83

- *Rural Estate Land Use Category* (Min. 2-acre density), encourage PUD.
- *Appropriate Zoning District:* RE-2 Two-Acre Rural Estate

East side of STH 83

- *Low Density Land Use Category:* matches surrounding subdivision in Town of Delafield
- *Appropriate Zoning District:* RE-1 (1-acre)

Matches land use category of surrounding properties, with the exception of the adjacent property to the north zoned B-6. Does not take full advantage of available sewer and water services or frontage along a state highway for commercial uses.

Option C: Do nothing – property remains agricultural with opportunity to develop 3-acre lots on west side and east side remains as medium density (4 units/acre)/zoned R-3 (20,000 sq. ft. lot size)



Legend

- Environmental Corridors_2K**
 - Water
 - Isolated Natural Resource Area
 - Isolated Natural Resource Area
 - Primary Env. Corridor
 - Primary Env. Corridor Water
 - Secondary Env. Corridor
 - Secondary Env. Corridor Water
- Municipal Boundary_2K**
- FacilitySites_2K_Labels**
- Lots_2K**
 - Lot
 - Unit
 - General Common Element
 - Outlot
- SimultaneousConveyance**
 - Assessor Plat
 - CSM
 - Condominium
 - Subdivision
- Cartoline_2K**
 - <all other values>
 - EA-Easement_Line
 - PL-DA
 - PL-Extended_Tie_line
 - PL-Meander_Line
 - PL-Note
 - PL-Tie
 - PL-Tie_Line
- Road Centerlines_2K**
- Railroad_2K**
- TaxParcel_2K**
- Waterbodies_2K_Labels**
- Waterlines_2K_Labels**

0 649.96 Feet

The information and depictions herein are for informational purposes and Waukesha County specifically disclaims accuracy in this reproduction and specifically admonishes and advises that if specific and precise accuracy is required, the same should be determined by procurement of certified maps, surveys, plats, Flood Insurance Studies, or other official means. Waukesha County will not be responsible for any damages which result from third party use of the information and depictions herein, or for use which ignores this warning.

Notes:

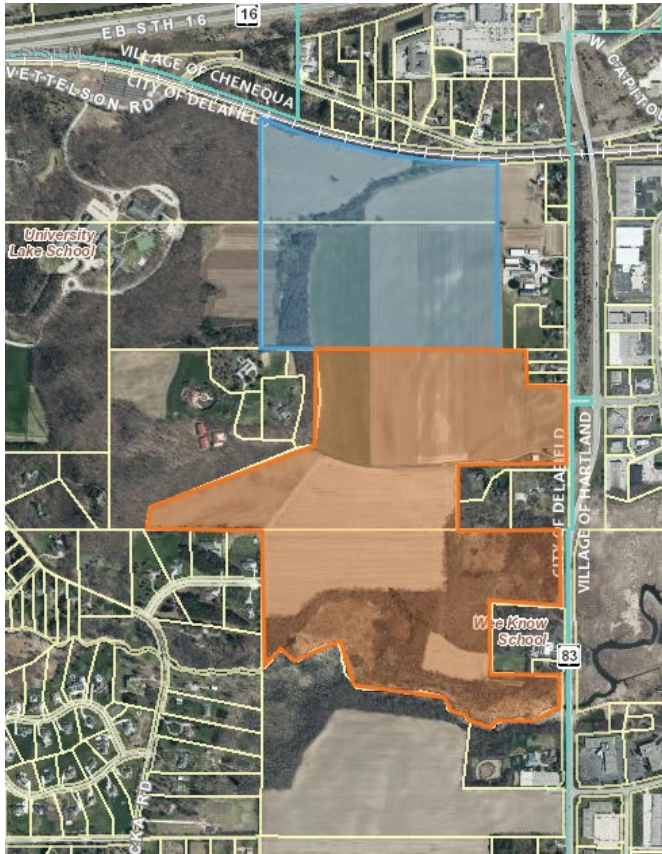
Printed: 7/13/2021



AREA 7

MORRIS AND CELA HOLDINGS, LLC PROPERTIES, INCLUDING ADJACENT PROPERTIES ALONG HWY 83

DOT EXERCISE #'S 108, 136, 162, 142



Principal properties included: DELC0733974 (30 acres) & DELC0736989 (52.2 acres), David & Madeline Morris (**BLUE**)

DELC0736988001 (78.8 acres) & DELC0753995 (76 acres), CELA Holdings, LLC (**ORANGE**)

Existing Land Use Plan: Agriculture (Amendment to plan limited to Rural Estate, which allows a maximum density of 1 unit per 2 acres)/Conservancy

Existing Zoning: A-1E Exclusive Agriculture (Min. 35-acre lot size) Morris & part of CELA / A-1 Agricultural & Residential Holding (3-acre lot size) Remaining CELA

Available Services: Sewer and water services are available.

Access: Access to the site would either have to be provided through the Morris property that directly abuts Campbell Terrace, which includes all of the agricultural buildings, OR through the southern property, which is owned by CELA Holdings. It may be best if the Morris and CELA Holdings properties were considered as part of a planned development.

MORRIS & CELA PROPERTIES NORTH OF BARK RIVER AND SURROUNDING PROPERTIES

RECOMMENDATIONS

Initial Recommendations from DOT Exercise: Commercial, industrial, light industrial, business/office park

Initial Recommendations from Focus Group Discussion: Potential commercial and/or higher density residential, which may include condominium style development near HWY 83, commercial/light industrial north toward railroad tracks, and lower density residential toward west and south.

Possible Final Recommendations for Focus Group Consideration:

Option A: Maximize business opportunity/transition to residential

- *Planned Mixed-Use Land Use Category:* commercial, limited industrial, medium density residential (4 units/acre or less), low density residential (1 and 2-acre/unit density) as generally shown on enclosed map, with the creation of a special use designation on the Land Use Plan that restricts uses on the property so that there is a minimum 50 ft. vegetative buffer between existing residential properties and commercial uses, that all commercial use traffic access STH 83 for ingress and egress only, that all development on any side road connection to Faire Lakes Parkway be residential only, and that the location of uses align with the enclosed map to the greatest extent possible. Residential development would be limited to single-family lots or owner-occupied condominiums. Encourage PUD. Refinements to the boundaries can be made at time of development with Plan Commission and Common Council approval.
- *Appropriate Zoning Districts:* M-1 Limited Industrial – R-4 Single/Two-Family Residential (may require hybrid zoning for condominium style development) – R-1/RE-1/RE-2 may all be appropriate for lower residential areas.
- Allow continuation of existing uses (residential along STH 83 to remain unless modified by choice of property owner)

Option B: Hybrid or variable option to Option A (Example: Blend high-density residential (> 4 units/acre) as another option in the designated commercial/light industrial area). *B-6 would likely be the most appropriate Zoning District for this area.*

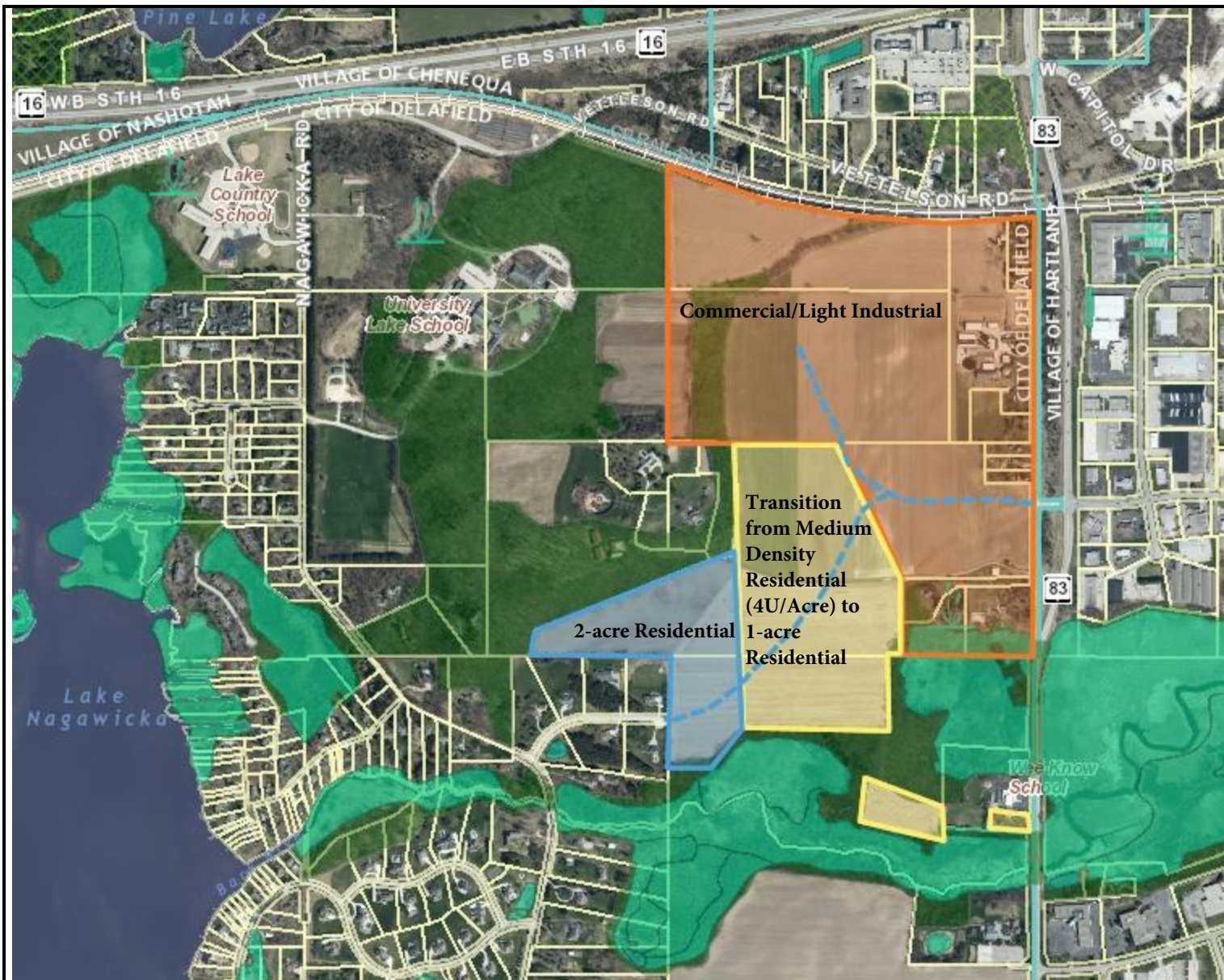
Option C: Maintain Rural Residential Environment

- *Rural Estate Land Use Category* (Min. 2-acre density), encourage PUD
- *Appropriate Zoning District:* RE-2 Two-Acre Rural Estate

Matches land use category of properties to west and south. Does not match land uses of properties directly across STH 83 in the Village of Hartland. Does not take full advantage of available sewer and water services or frontage along a state highway for commercial uses.

Option D: Do nothing – a majority of the property remains agricultural @ 35 acre per unit density (dwelling accessory to farm use)

Morris/CELA Holdings/Surrounding Lands



Legend

- DNR Wetlands < .25 Acre
- DNR Wetlands > .25 Acre
- Environmental Corridors 2K**
- Water
- Isolated Natural Resource A
- Isolated Natural Resource A
- Primary Env. Corridor
- Primary Env. Corridor Water
- Secondary Env. Corridor
- Secondary Env. Corridor Wa
- Municipal Boundary_2K
- FacilitySites_2K_Labels**
- Lots_2K**
- Lot
- Unit
- General Common Element
- Outlot
- SimultaneousConveyance**
- Assessor Plat
- CSM
- Condominium
- Subdivision
- Cartoline_2K**
- <all other values>
- EA-Easement_Line
- PL-DA
- PL-Extended_Tie_line
- PL-Meander_Line
- PL-Note
- PL-Tie
- PL-Tie_Line
- Road Centerlines_2K**
- Railroad_2K**
- TaxParcel_2K
- Waterbodies_2K_Labels**
- Waterlines_2K_Labels**

0 1,131.71Feet

The information and depictions herein are for informational purposes and Waukesha County specifically disclaims accuracy in this reproduction and specifically admonishes and advises that if specific and precise accuracy is required, the same should be determined by procurement of certified maps, surveys, plats, Flood Insurance Studies, or other official means. Waukesha County will not be responsible for any damages which result from third party use of the information and depictions herein, or for use which ignores this warning.

Notes:

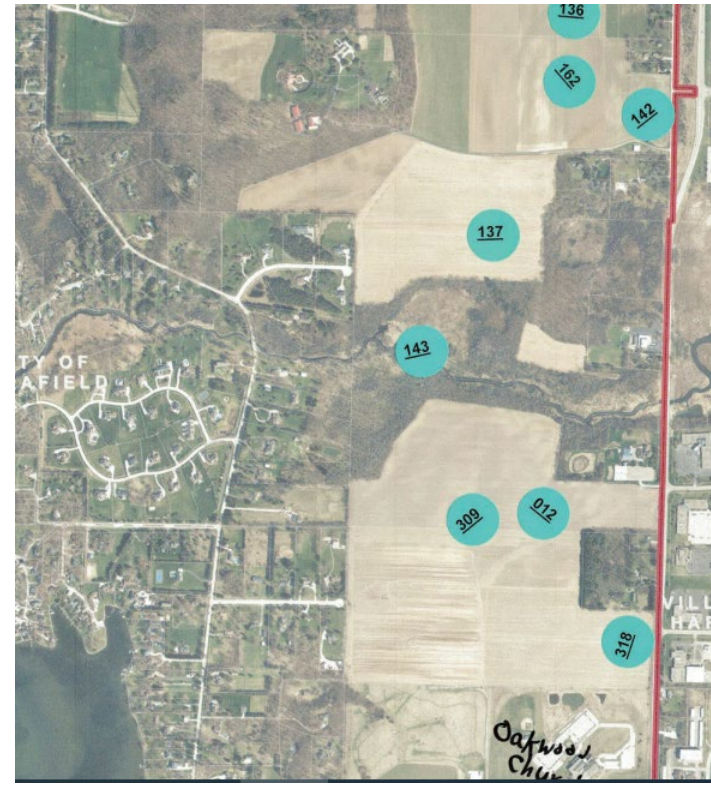
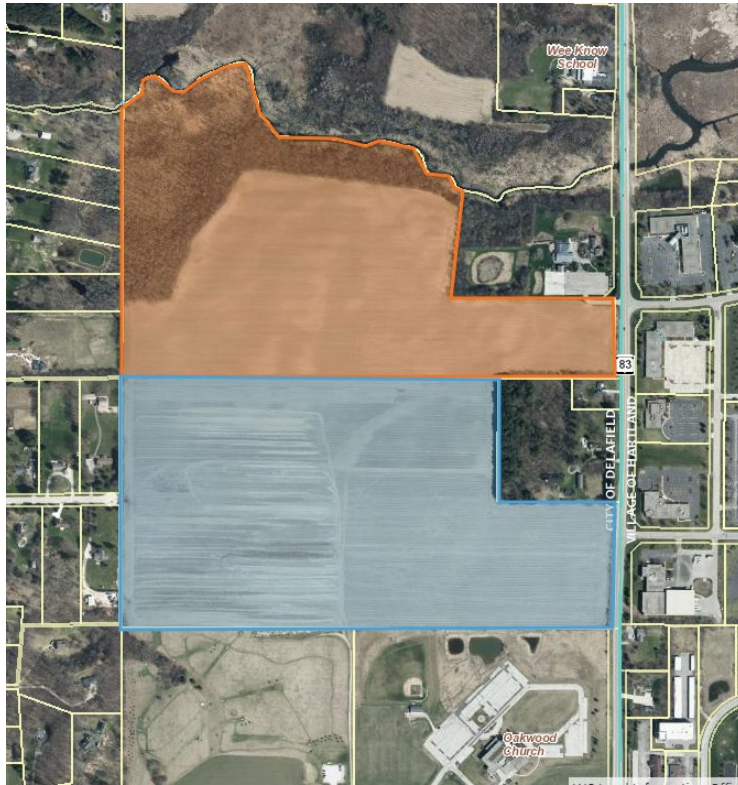
Printed: 7/13/2021



AREA 7 Continued

CELA HOLDINGS, LLC AND LAKE COUNTRY LAND, LLC, INCLUDING ADJACENT PROPERTIES ALONG HWY 83

DOT EXERCISE #'s 309, 012, 318



Principal properties included: DELC0753996 (65.2 acres), CELA Holdings, LLC (ORANGE); DELC0756997 (72 acres), Lake Country Land, LLC (BLUE)

Existing Land Use Plan: Agriculture (Amendment to plan limited to Rural Estate, which allows a maximum density of 1 unit per 2 acres)/Conservancy

Existing Zoning: A-1 Agricultural & Residential Holding (3-acre lot size) Remaining CELA / A-1E Exclusive Agriculture (Min. 35-acre lot size) Lake Country

Available Services: Sewer and water services are available.

Access: Access is provided by STH 83. There are existing improved roads directly to the east and west that should be considered for connectivity. However, this may connect a business park on the east side of STH 83 to a residential area along Nagawicka Road. Considerations could be made at the time of development. The properties may want to be part of a Planned Development. A City of Delafield park and Oakwood Church exist to the south.

CELA PROPERTIES SOUTH OF BARK RIVER & LAKE COUNTRY LAND, LLC AND SURROUNDING PROPERTIES RECOMMENDATIONS

Initial Recommendations from DOT Exercise: Medium density conservation subdivision/commercial & industrial/high density residential & institutional

Initial Recommendations from Focus Group Discussion: High density residential, senior living, and/or commercial on east side that transitions into residential conservation subdivision west of church.

Possible Final Recommendations for Focus Group Consideration:

Option A: Maximize business opportunity/transition to residential

- *Planned Mixed-Use Land Use Category:* commercial, limited industrial, medium density residential (4 units/acre or less), low density residential (1 and 2-acre/unit density) as generally shown on enclosed map, with the creation of a special use designation on the Land Use Plan that restricts uses on the property so that there is a minimum 50 ft. vegetative buffer between existing residential properties and commercial uses, that all commercial use traffic access STH 83 for ingress and egress only, that all development on any road connection to Hirschman Lane be residential only, and that the location of uses align with the enclosed map to the greatest extent possible. Residential development would be limited to single-family lots or owner-occupied condominiums. Encourage PUD. Refinements to the boundaries can be made at time of development with Plan Commission and Common Council approval.
- *Appropriate Zoning Districts:* M-1 Limited Industrial – R-4 Single/Two-Family Residential (may require hybrid zoning for condominium style development) – R-1/RE-1/RE-2 may all be appropriate for lower residential areas.
- Allow continuation of existing uses (residential along STH 83 to remain unless modified by choice of property owner)

Option B: Hybrid or variable option to Option A

- Blend high-density residential (> 4 units/acre) as another option in the designated commercial/light industrial area). *B-6 would likely be the most appropriate Zoning District for this area.*
- Replace medium-density residential area (4 units/acre) with lower density, such as 20,000 sq. ft. min. lot size (R-3 zoning), 30,000 sq. ft. min. lot size (R-1), or 1-acre min. lot size (RE-1)

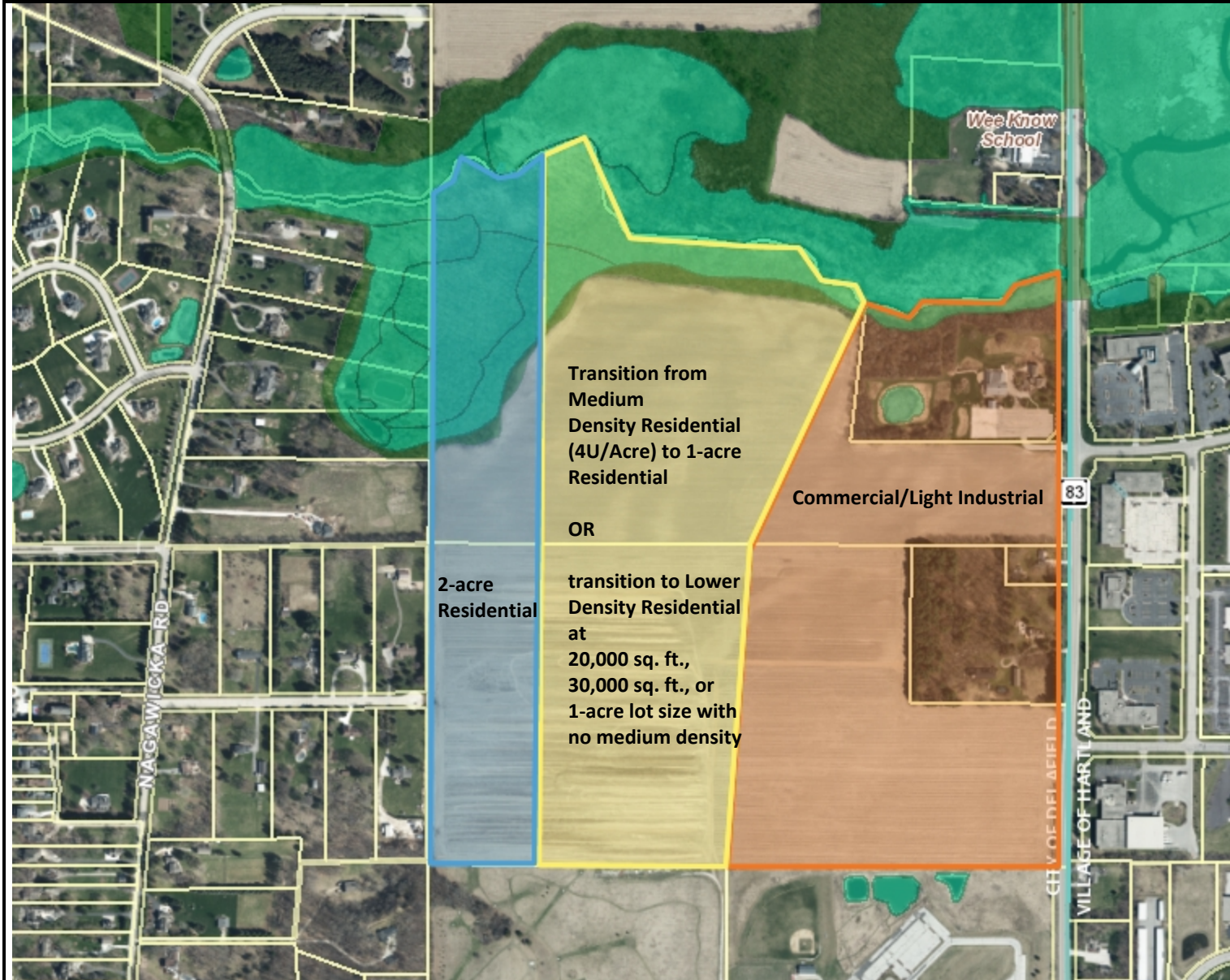
Option C: Maintain Rural Residential Environment

- *Rural Estate Land Use Category* (Min. 2-acre density), encourage PUD
- *Appropriate Zoning District:* RE-2 Two-Acre Rural Estate

Matches land use category of properties to west and south. Does not match land uses of properties directly across STH 83 in the Village of Hartland. Does not take full advantage of available sewer and water services or frontage along a state highway for commercial uses.

Option D: Do nothing – A portion of the property remains agricultural @ 35 acre per unit density (dwelling accessory to farm use)

CELA Holdings, LLC & Lake Country Land, LLC & Surrounding Properties



Legend

- DNR Wetlands < .25 Acre
- DNR Wetlands > .25 Acre
- Environmental Corridors 2K**
- Water
- Isolated Natural Resource A
- Isolated Natural Resource A
- Primary Env. Corridor
- Primary Env. Corridor Water
- Secondary Env. Corridor
- Secondary Env. Corridor Wa
- Municipal Boundary_2K
- FacilitySites_2K_Labels**
- Lots_2K**
- Lot
- Unit
- General Common Element
- Outlot
- SimultaneousConveyance**
- Assessor Plat
- CSM
- Condominium
- Subdivision
- Cartoline_2K**
- <all other values>
- EA-Easement_Line
- PL-DA
- PL-Extended_Tie_line
- PL-Meander_Line
- PL-Note
- PL-Tie
- PL-Tie_Line
- Road Centerlines_2K**
- Railroad_2K**
- TaxParcel_2K
- Waterbodies_2K_Labels**
- Waterlines_2K_Labels**

0 649.96 Feet

The information and depictions herein are for informational purposes and Waukesha County specifically disclaims accuracy in this reproduction and specifically admonishes and advises that if specific and precise accuracy is required, the same should be determined by procurement of certified maps, surveys, plats, Flood Insurance Studies, or other official means. Waukesha County will not be responsible for any damages which result from third party use of the information and depictions herein, or for use which ignores this warning.

Notes:

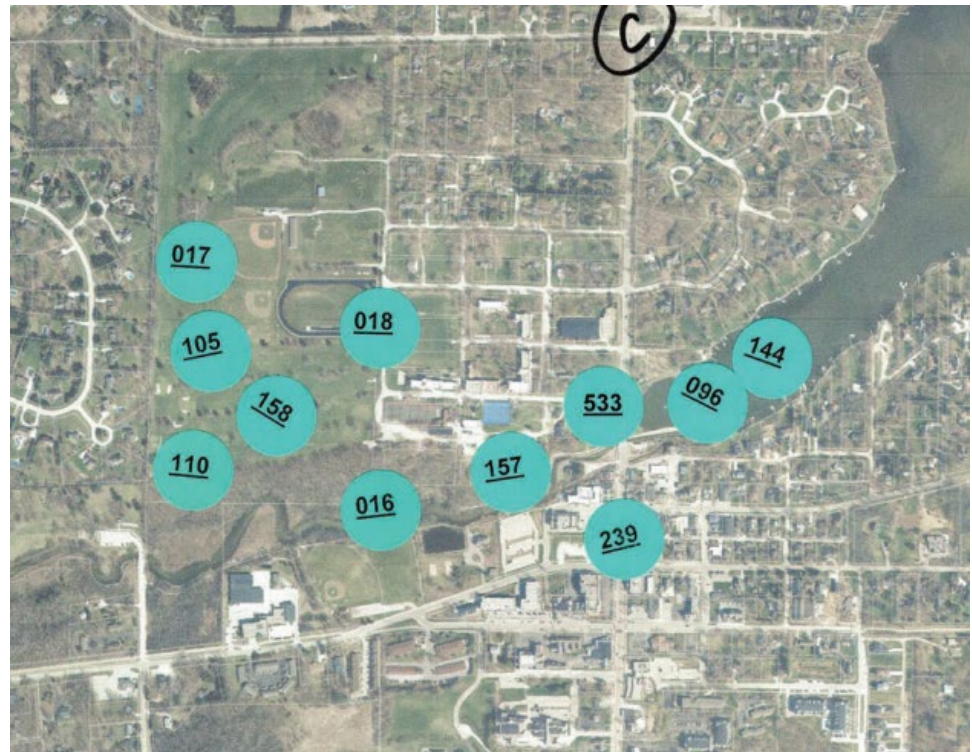
Printed: 7/13/2021



AREA 8

PORTION OF ST JOHNS MILITARY ACADEMY (HENDRICKS PROPERTY)

DOT EXERCISE #'s 017, 018, 105, 110, 158



Principal Property included: DELC0792990 (~112 acres), Hendricks Commercial Properties, LLC, additional properties included on map

Existing Land Use Plan: Institutional & Medium Density Residential (4 units/acre)

Existing Zoning: RE-1, One-Acre Rural Estate, R-4 Single & Two-Family, & P-1 Public and Semi Public

Available Services: Sewer services are available, private well

Access: Access would be potentially provided through St. John's to the east and Oakwood Drive. There is no viable access to the west. A possible connection could be made to the south, but a Bark River crossing would be required, as well as traversing steep slopes.

ST. JOHNS MILITARY ACADEMY/HENDRICKS PROPERTY RECOMMENDATIONS

Initial Recommendations from DOT Exercise: Keep north and west part of land adjacent to subdivisions as RE-1, add multi-family to east and utilize south side as part of downtown development; expand downtown; condominiums; residential; & higher density housing.

Initial Recommendations from Focus Group Discussion: Pending. Group agreed that higher density residential and condominium style development would be appropriate to east and south and that development should transition to lower density adjacent to subdivisions to west and north.

Possible Final Recommendations for Focus Group Consideration:

Option A: Transition from high-density residential to low-density residential

- *High-Density Residential to Low-Density Land Use Category:* Transition from allowing more than 4 units/acre to 1 unit/acre as generally shown on the enclosed map (MAP 1 – ST JOHNS). Low-density residential area should be developed as a conservation subdivision. Refinements to the boundaries can be made at time of development with Plan Commission and Common Council approval. ***Committee should consider whether the high density residential should be owner-occupied condominium style, apartments, or both. The Committee should also consider whether controlling number of units per building is important.***
- *Appropriate Zoning Districts:* R-6 – Maximum # of units per building is 36. 3-bedroom units allowed 10.9 units/acre, 2-bedroom units allowed 12.4 units/acre, 1-bedroom units allowed 14.5 units/acre and RE-1 One-Acre Rural Estate with a PUD.

Option B: Hybrid or variable option to Option A as generally shown on the enclosed map (MAP 2 – ST JOHNS). May want to consider higher density to west, such as R-3 (20,000 sq. ft. lot size) and require a conservation subdivision with a 100-200 ft. vegetative buffer from west and north instead of requiring 1-acre density & consider extending the high density residential (R-6) to the west along the southern corridor to maximize the use along the Bark River.

Option C: Do nothing – property remains R-4, P-1, and RE-1 until development occurs. A land use plan and rezone will be required for the lands zoned P-1 if the use is no longer public and institutional.

MAP 1 - ST JOHNS



- Legend**
- Municipal Boundary_2K
 - FacilitySites_2K_Labels
 - Lots_2K
 - Lot
 - Unit
 - General Common Element
 - Outlot
 - SimultaneousConveyance
 - Assessor Plat
 - CSM
 - Condominium
 - Subdivision
 - Cartoline_2K
 - <all other values>
 - EA-Easement_Line
 - PL-DA
 - PL-Extended_Tie_line
 - PL-Meander_Line
 - PL-Note
 - PL-Tie
 - PL-Tie_Line
 - Road Centerlines_2K
 - Railroad_2K
 - TaxParcel_2K
 - Waterbodies_2K_Labels
 - Waterlines_2K_Labels

0 800.00 Feet

The information and depictions herein are for informational purposes and Waukesha County specifically disclaims accuracy in this reproduction and specifically admonishes and advises that if specific and precise accuracy is required, the same should be determined by procurement of certified maps, surveys, plats, Flood Insurance Studies, or other official means. Waukesha County will not be responsible for any damages which result from third party use of the information and depictions herein, or for use which ignores this warning.

Notes:

Printed: 7/14/2021





Legend

- Municipal Boundary_2K
- FacilitySites_2K_Labels
- Lots_2K**
 - Lot
 - Unit
 - General Common Element
 - Outlot
- SimultaneousConveyance**
 - Assessor Plat
 - CSM
 - Condominium
 - Subdivision
- Cartoline_2K**
 - <all other values>
 - EA-Easement_Line
 - PL-DA
 - PL-Extended_Tie_line
 - PL-Meander_Line
 - PL-Note
 - PL-Tie
 - PL-Tie_Line
- Road Centerlines_2K**
- Railroad_2K**
- TaxParcel_2K
- Waterbodies_2K_Labels**
- Waterlines_2K_Labels**

0 800.00 Feet

The information and depictions herein are for informational purposes and Waukesha County specifically disclaims accuracy in this reproduction and specifically admonishes and advises that if specific and precise accuracy is required, the same should be determined by procurement of certified maps, surveys, plats, Flood Insurance Studies, or other official means. Waukesha County will not be responsible for any damages which result from third party use of the information and depictions herein, or for use which ignores this warning.

Notes:

Printed: 7/14/2021



Building a Better World for All of Us[®]

Sustainable buildings, sound infrastructure, safe transportation systems, clean water, renewable energy and a balanced environment. Building a Better World for All of Us communicates a company-wide commitment to act in the best interests of our clients and the world around us.

We're confident in our ability to balance these requirements.

[Join Our Social Communities](#)

