

ECONOMIC DEVELOPMENT

Section 66.1001 (2)(f) of the Wisconsin Statutes requires the Economic Development Element to include a “compilation of objectives, policies, goals, maps and programs to promote the stabilization, retention or expansion, of the economic base and quality employment opportunities in the local governmental unit, including an analysis of the labor force and economic base of the local governmental unit.”

This chapter is also required to assess types of businesses desired by the Village, evaluate strengths and weaknesses of the Village related to attracting and retaining businesses, evaluate and promote the use of any contaminated or “brownfield” sites, and identify economic development programs and resources available to the Village.

The intent of this chapter is to address these issues and requirements set forth by the Wisconsin Statutes, recognizing that the Village of Fox Point is primarily residential in character and in land use, and that opportunities for future economic development are largely limited to existing business districts.

Local Characteristics

The Village of Fox Point is primarily residential, with some small pockets of commercial activity. The Village offers a highly skilled and well-educated workforce. Ninety-six percent of persons age 25 and older in the Village have received a high school degree or higher, and nearly 68% possess a college degree (Source: U.S. Census 2000). The Town also has convenient visibility and access to major transportation arterials such as I-43. Furthermore, the Village has a relatively high median household income of \$80,572 (Source: U.S. Census 2000). Having a high median household income is a major factor in terms of attracting retail and service providing businesses.

The Issues and Opportunities element of this Plan outlines four goals and objectives that shall guide the Economic Development section:

- *Ensure the continuation of fiscal responsibility by the Village;*
- *Support and facilitate economic development in the Village’s existing commercial areas;*
- *Maintain the Village’s commercial districts as attractive places to locate businesses and as assets to the community in terms of tax base, job opportunities, visual appearance and services provided;*
- *Encourage commercial developments and build-outs that utilize sustainable building practices related to renewable energy, renewable or recycled materials, energy efficiency, reduced water usage, and improved stormwater management.*



Table 5.1: Occupation

OCCUPATION

	Milwaukee County		Southeastern Wisconsin		Village of Fox Point		Village of Bayside		Village of Brown Deer		City of Glendale		Village of River Hills		Village of Shorewood		Village of Whitefish Bay	
	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total
Employed Civilian Population Age 16+	436,878	100%	954,443	100.0%	3,513	100%	2,098	100%	6,427	100%	6,413	100%	785	100%	7,709	100%	7,348	100%
Management, Professional, & Related Occupations	141,207	32.3%	322,811	33.8%	2,085	59.4%	1,312	62.5%	2,563	39.9%	3,260	50.8%	532	67.8%	4,587	59.5%	4,781	65.1%
Service Occupations	67,739	15.5%	129,294	13.6%	256	7.3%	136	6.5%	666	10.4%	631	9.8%	42	5.4%	584	7.6%	346	4.7%
Sales and Office Occupation	118,936	27.2%	257,051	26.9%	987	28.1%	544	25.9%	2,006	31.2%	1,693	26.4%	185	23.6%	1,900	24.6%	1,789	24.3%
Farming, Fishing, & Forestry Occupations	672	0.2%	2,273	0.2%	11	0.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	4	0.1%	0	0.0%
Construction, Extraction, & Maintenance Occupations	28,124	6.4%	72,766	7.7%	59	1.7%	38	1.8%	308	4.8%	235	3.7%	4	0.5%	173	2.2%	128	1.7%
Production, Transportation, & Material Moving Occupations	80,200	18.4%	170,248	17.8%	115	3.3%	68	3.2%	884	13.8%	594	9.3%	22	2.8%	461	6.0%	304	4.1%

Source: U.S. Census Bureau & SEWRPC, 2000

Table 5.2: Employment Distribution

EMPLOYMENT DISTRIBUTION BY INDUSTRY IN MILWAUKEE COUNTY (2006)

Industry	Milwaukee County		Southeastern Wisconsin		Wisconsin	
	Number Employed	% Employed	Number Employed	% Employed	Number Employed	% Employed
All Industries	496,522	100%	995,467	100%	2,777,629	100%
Natural Resources	100	0.0%	2,271	0.2%	22,676	0.8%
Construction	13,921	2.8%	42,420	4.3%	128,316	4.6%
Manufacturing	60,501	12.2%	168,636	16.9%	501,406	18.1%
Trade, Transportation, Utilities	88,448	17.8%	192,213	19.3%	561,549	20.2%
Information	12,176	2.5%	18,897	1.9%	51,802	1.9%
Financial Activities	37,323	7.5%	63,226	6.4%	160,058	5.8%
Professional & Business Services	77,074	15.5%	129,690	13.0%	280,283	10.1%
Education & Health	124,111	25.0%	208,880	21.0%	569,013	20.5%
Leisure & Hospitality	45,098	9.1%	95,771	9.6%	272,040	9.8%
Other Services	15,682	3.2%	32,247	3.2%	86,210	3.1%
Public Administration	22,073	4.4%	41,216	4.1%	140,173	5.0%

Source: WI DWD, Bureau of Workforce Information, Quarterly Census of Employment & Wages, June 2008

Table developed by DWD, Office of Economic Advisors, June 2008

Strengths and Weaknesses

The local characteristics listed above describe the economic strengths of the Village: a highly educated workforce, high median incomes, and adjacency to I-43.

Weaknesses related to economic development include an aging workforce, and a lack of land available for commercial or industrial development. As noted above, any future economic development in the Village will likely be relegated to the redevelopment of sites within existing business districts.

Labor Force: Occupation and Employment Distribution

According to the 2000 U.S. Census, the majority of workers living in the Village of Fox Point (59.4%) were engaged in management or professional occupations (Table 5.1). The second largest category was sales and office occupations, encompassing 28.1% of Fox Point workers. No other occupation category accounted for more than ten percent of Fox Point workers (7.3% in service; 0.3% in farming,

Table 5.3: Employment Status

EMPLOYMENT STATUS

	Milwaukee County		Southeastern Wisconsin		Village of Fox Point		Village of Bayside		Village of Brown Deer		City of Glendale		Village of River Hills		Village of Shorewood		Village of Whitefish Bay	
	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total
Population 16 Years and Over	718,569	100%	1,479,309	100%	5,494	100%	3,614	100%	10,039	100%	11,100	100%	1,293	100%	11,289	100%	10,375	100%
In Labor Force	469,688	65.4%	1,009,387	68.2%	3,551	64.6%	2,131	59.0%	6,643	66.2%	6,612	59.6%	792	61.3%	7,849	69.5%	7,463	71.9%
Civilian Labor Force (Employed)	436,878	93.0%	954,443	94.6%	3,513	98.9%	2,098	98.5%	6,427	96.7%	6,413	97.0%	785	99.1%	7,709	98.2%	7,348	98.5%
Civilian Labor Force (Unemployed)	32,379	6.9%	53,951	5.3%	38	1.1%	33	1.5%	196	3.0%	199	3.0%	7	0.9%	140	1.8%	115	1.5%
Armed Forces	431	0.1%	993	0.1%	0	0.0%	0	0.0%	20	0.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Not in Labor Force	248,881	34.6%	469,922	31.8%	1,943	35.4%	1,483	41.0%	3,396	33.8%	4,488	40.4%	501	38.7%	3,440	30.5%	2,912	28.1%

Source: U.S. Census Bureau & SEWRPC, 2000



fishing, or forestry; 1.7% in construction, extraction, or maintenance; and 3.3% in production, transportation, and material moving).

It is typical for the labor force in the north shore suburbs to be heavily involved in management and professional occupations. In Milwaukee County and Southeastern Wisconsin, approximately 33% of the labor force is engaged in management or professional occupations. The percentage in most of the north shore suburbs is much higher for this category, with the exception being Brown Deer (39.9%).

More recent employment distribution data is available from the Wisconsin Bureau of Workforce Development. While not available at the municipal level, this data shows the percentage of workers engaged in various industries in Wisconsin, Southeastern Wisconsin, and in Milwaukee County. Table 5.2 shows that as of 2006, the 'Education and Health' industry was the largest employer in Milwaukee County (25.0%), Southeastern Wisconsin (21.0%), and in Wisconsin (20.5%). Other white collar industries such as 'Information', 'Financial Activities', and 'Professional and Business Services' employed a higher percentage of workers in Milwaukee County than in the region or the state.

Labor Force: Employment Status

At the time the 2000 U.S. Census was conducted, there were 5,494 persons aged 16 or older in the Village of Fox Point, 64.6% of whom were in the labor force (Table 5.3). Of those in the labor force, 98.9% were employed and 1.1% were unemployed. This unemployment rate was typical among the north shore suburbs, with the exceptions being Brown Deer and Glendale with rates near 3%. At this same point in time, Milwaukee County had an unemployment rate of 6.9%, compared to 5.3% in Southeastern Wisconsin.

The 2000 Census revealed that 35.4% of persons aged 16 or older were not part of the labor force. This number is comparable to Milwaukee County (34.6%) and is slightly higher than Southeastern Wisconsin (31.8%).

While the data from the 2000 Census is useful for making comparisons among municipalities, it should be noted that this data is nearly ten years old. Economic conditions have changed significantly, and in recent years unemployment rates have increased dramatically.

The Bureau for Labor Statistics compiles unemployment data on a regular basis at the state and county level (Table 5.4). They do not provide statistics at the municipal level, and it should be noted that economic conditions may vary widely throughout a county. However, the data for Milwaukee County and the State of Wisconsin for 2008 and 2009 are useful for documenting the trend toward rising unemployment, which reached 9.3% in Milwaukee County in September 2009.

Unemployment is a particular concern in relation to the growing disparity between income and housing cost in Fox Point. While foreclosures have been less prevalent in Fox Point than in other areas of Milwaukee County, rising unemployment will increase the risk for added foreclosures in the future.

Table 5.4: Recent Unemployment Trends

Month	Wisconsin Unemployment			Milwaukee County		
	2008	2009	12 Month Change	2008	2009	12 Month Change
January	5.0	7.7	2.7	5.3	7.7	2.4
March	5.0	9.4	4.4	5.3	9.4	4.1
May	4.2	8.7	4.5	5.0	9.7	4.7
July	4.6	8.8	4.2	5.7	10.2	4.5
September	4.2	7.7	3.5	5.4	9.3	3.9
November	5.2	n/a	-	6.0	n/a	-

*Not Seasonally Adjusted

Source: Bureau for Labor Statistics

Table 5.5: Long Term Employment Projections.

Industry	Estimated Employment in Milwaukee Region			Estimated Employment in Wisconsin		
	2006	2016	% Change	2006	2016	% Change
	Total (non-farm)	827,220	907,690	9.7%	3,079,470	3,325,840
Construction, Mining, & Nat'l Resources	34,660	38,030	9.7%	131,120	143,690	9.6%
Manufacturing	133,860	131,470	-1.8%	505,450	497,900	-1.5%
Trade	123,280	127,440	3.4%	434,860	445,360	2.4%
Transportation & Utilities	35,210	38,560	9.5%	124,160	135,710	9.3%
Financial Activities	56,950	64,930	14.0%	161,280	180,550	11.9%
Education and Health Services	168,560	198,760	17.9%	614,040	706,600	15.1%
Leisure & Hospitality	70,520	78,750	11.7%	258,610	288,250	11.5%
Info., Professional, & Other Services	164,630	189,250	15.0%	462,680	526,790	13.9%
Government	39,540	40,520	2.5%	177,900	182,130	2.4%

Source: Office of Economic Advisors, Wisconsin Department of Workforce Development, November 2008

Employment Projections

In addition to tracking current trends, the Department of Workforce Development also prepares employment projections by industry. Table 5.5 compares actual 2006 data to projections for the year 2016 in Wisconsin as well as the Milwaukee Region.

The projections estimate a 9.7% increase in total non-farm jobs in the Milwaukee region, compared to an 8.0% increase statewide. Four industry categories are predicted to achieve double digit growth in the Milwaukee region (Education and Health Services, 17.9%; Information, Professional, and Other Services, 15.0%; Financial Activities, 14.0%; and Leisure and Hospitality, 11.7%). Two of those growth areas (Information, Professional, and Other Services; and Information, Professional, and Other Services) correspond to the main sources of employment for Fox Point residents.

Annual Average Wage

The Wisconsin Department of Workforce Development tracks the annual average wage by industry at the state and county level. In all industry categories, the average wage in Milwaukee County is higher than in the State of Wisconsin (Table 5.6). For all industries, the Milwaukee County average is 15.9% higher than the State.

According to the U.S. Census, the majority of workers in Fox Point are engaged in management or professional services. The categories in the annual wage survey that correspond to that census category are 'Financial Activities' and 'Professional and Business Services.' The annual average wage in the financial activities industry is \$66,149 in Milwaukee County compared to \$50,749 statewide, a difference of 30.3%. The annual average wage for the professional and business services industry in Milwaukee County was \$49,222 compared to \$44,328 in Wisconsin as a whole, a difference of 11%.

Commuting Patterns

The 2000 U.S. Census gathered information regarding commuting patterns such as time spent commuting and mode of transportation used.

In the Village of Fox Point, 93.5% of workers worked outside the home (Table 5.7). Nearly 14% of all workers worked less than 10 minutes from home, 34.8% worked between 10 and 19 minutes from home, 29.2% worked between 20 and 29 minutes from home, and 16.1% worked between 30 and 44 minutes from home. An additional 6.3% worked 45 minutes or more from home.

Table 5.6: Annual Average Wage by Industry

Industry	Average Annual Wage		Milw. County as % of Wisconsin
	Milwaukee County	Wisconsin	
All Industries	\$44,113	\$38,070	115.9%
Natural Resources	\$47,865	\$29,235	163.72%
Construction	\$55,093	\$47,489	116.01%
Manufacturing	\$54,197	\$47,106	115.05%
Trade, Transportation, Utilities	\$36,353	\$32,762	110.96%
Information	\$59,470	\$48,483	122.66%
Financial Activities	\$66,149	\$50,749	130.34%
Professional & Business Services	\$49,222	\$44,328	111.04%
Education & Health	\$42,548	\$39,606	107.43%
Leisure & Hospitality	\$18,966	\$13,589	139.57%
Other Services	\$24,208	\$22,073	109.67%
Public Administration	\$51,387	\$39,879	128.86%

Source: WI DWD, Bureau of Workforce Information, Quarterly Census of Employment & Wages, June 2007
Table developed by DWD, Office of Economic Advisors, June 2007



Table 5.7: Travel Time to Work

TRAVEL TIME TO WORK	Milwaukee County		Southeastern Wisconsin		Village of Fox Point		Village of Bayside		Village of Brown Deer		City of Glendale		Village of River Hills		Village of Shorewood		Village of Whitefish Bay	
	Total	% Total	Total	% Total	Total	% Total	Total	% Total	Total	% Total	Total	% Total	Total	% Total	Total	% Total	Total	% Total
	Total	427,620	-	937,105	-	3,446	-	1,979	-	6,355	-	6,368	-	776	-	7,624	-	7,220
Did Not Work at Home	418,664	97.9%	912,644	97.4%	3,222	93.5%	1,911	96.6%	6,243	98.2%	6,171	96.9%	711	91.6%	7,272	95.4%	6,968	96.5%
Less Than 10 Minutes	51,883	12.4%	136,212	14.9%	437	13.6%	230	12.0%	1,152	18.5%	988	16.0%	79	11.1%	942	13.0%	1,002	14.4%
10 to 19 Minutes	150,976	36.1%	308,677	33.8%	1,122	34.8%	517	27.1%	1,980	31.7%	2,186	35.4%	296	41.6%	2,873	39.5%	2,586	37.1%
20 to 29 Minutes	112,954	27.0%	218,553	23.9%	942	29.2%	731	38.3%	1,671	26.8%	1,777	28.8%	192	27.0%	1,965	27.0%	2,178	31.3%
30 to 44 Minutes	69,955	16.7%	161,227	17.7%	518	16.1%	355	18.6%	1,056	16.9%	836	13.5%	99	13.9%	1,129	15.5%	783	11.2%
45 to 59 Minutes	16,444	3.9%	47,834	5.2%	84	2.6%	40	2.1%	177	2.8%	161	2.6%	34	4.8%	189	2.6%	259	3.7%
60 to 89 Minutes	9,960	2.4%	24,936	2.7%	87	2.7%	26	1.4%	107	1.7%	151	2.4%	3	0.4%	139	1.9%	70	1.0%
90 Minutes Or More	6,492	1.6%	15,205	1.7%	32	1.0%	12	0.6%	100	1.6%	72	1.2%	8	1.1%	35	0.5%	90	1.3%
Worked at Home	8,956	2.1%	24,461	2.7%	224	7.0%	68	3.6%	112	1.8%	197	3.2%	65	9.1%	352	4.8%	252	3.6%

Sources: U.S. Census Bureau

Fox Point, along with River Hills (9.1%), had a very high percentage of workers who worked from home (7.0%). In Southeastern Wisconsin and Milwaukee County, less than 3% did so.

According to the 2000 U.S. Census, nearly 90% of Fox Point workers used a private automobile to commute to work, and nearly 85% of workers drove alone (Table 5.8). Less than 5% car pooled, and less than 1% used any form of public transportation. Three and half percent walked to work.

While these numbers suggest that Fox Point workers were heavily reliant on the personal automobile, Fox Point workers actually had a somewhat lower percentage of commuters driving than many of its neighbors. This was due to the high percentage of workers who worked from home.

Commuting patterns have several implications for economic development. First, long commutes equate to a loss of productivity and leisure time. Second, as fuel prices rise a long commute and a reliance on the private automobile adds an added expense to family budgets. Finally, long commutes and a reliance on private automobiles raises sustainability concerns related to fossil fuel depletion, ozone depletion, and air pollution to name a few.

The Village of Fox Point should consider policies that encourage the use of alternate transportation choices such as bicycle lanes. The Village should also consider policies, possibly including zoning changes or communications infrastructure improvements, that would allow more workers to work from home.

The Village is home to several bus shelters, located at various intersections on Lake Drive (see Natural and Cultural Resources Chapter), that have been designated as historic landmarks. However, the one-way bus route on Lake Drive does not currently make use of

Table 5.8: Means of Transportation to Work

MEANS OF TRANSPORTATION TO WORK	Milwaukee County		Southeastern Wisconsin		Village of Fox Point		Village of Bayside		Village of Brown Deer		City of Glendale		Village of River Hills		Village of Shorewood		Village of Whitefish Bay	
	Total	% Total	Total	% Total	Total	% Total	Total	% Total	Total	% Total	Total	% Total	Total	% Total	Total	% Total	Total	% Total
	Total	427,620	-	937,105	-	3,446	-	1,979	-	6,355	-	6,368	-	776	-	7,624	-	7,220
Car, Truck, or Van	369,958	86.5%	845,532	90.2%	3,080	89.4%	1,862	94.1%	6,038	95.0%	5,913	92.9%	699	90.1%	6,307	82.7%	6,667	92.3%
Drove Alone	320,665	75.0%	752,657	80.3%	2,921	84.8%	1,725	87.2%	5,435	85.5%	5,394	84.7%	637	82.1%	5,695	74.7%	6,166	85.4%
Car Pooled	49,293	11.5%	92,875	9.9%	159	4.6%	137	6.9%	603	9.5%	519	8.2%	62	8.0%	612	8.0%	501	6.9%
Public Transportation	29,454	6.9%	34,098	3.6%	14	0.4%	9	0.5%	53	0.8%	77	1.2%	4	0.5%	406	5.3%	126	1.7%
Bicycle	1,234	0.3%	2,052	0.2%	0	0.0%	0	0.0%	18	0.3%	25	0.4%	0	0.0%	84	1.1%	19	0.3%
Walking	15,857	3.7%	26,399	2.8%	119	3.5%	33	1.7%	100	1.6%	109	1.7%	6	0.8%	442	5.8%	123	1.7%
Other	1,853	0.4%	3,914	0.4%	9	0.3%	7	0.4%	34	0.5%	47	0.7%	2	0.3%	0	0.0%	19	0.3%
Worked at Home	8,956	2.1%	24,461	2.6%	224	6.5%	68	3.4%	112	1.8%	197	3.1%	65	8.4%	352	4.6%	252	3.5%

Sources: U.S. Census Bureau



Figure 5.1: Commercial activity at Brown Deer Road and Port Washington Road.



Figure 5.2: Commercial Activity at Bradley Road and Port Washington Road.



Figure 5.3: Commercial Activity at Santa Monica Boulevard and Green Tree Road.

these shelters. The Village should consider working with WisDOT to highlight pedestrian crossings from the shelters opposite existing bus stops to reestablish these landmarks as important features, as well as to indirectly support the use of public transportation.

The Village should also explore allowing more opportunities for mixed use development which would place more employment opportunities and housing options in closer proximity to each other, making it easier for more workers to walk or bike to work.

Desired Businesses

Generally speaking, businesses that are desired in Fox Point are neighborhood retailers, offices, services, and restaurants of a smaller scale that aim to serve residents within close proximity of the establishment.

Furthermore, the Village Zoning Ordinance allows the following as permitted uses in the D (Business) and/or E (Semi-business) districts: business offices, computer services, financial services, trade or professional services, administrative or public service offices, and art studios. The Village does not have any properties zoned for industrial uses. Over 87% of the workforce in Fox Point was engaged in either management and professional, or sales and office occupations according to the 2000 U.S. Census. Thus, while land for the expansion of the permitted businesses listed above is limited, such businesses would provide potential employment opportunities for a wide range of Village residents, while offering them opportunities to reduce commute times by working and living in proximity.

Village Business Districts

The Village of Fox Point is almost entirely comprised of residential and institutional properties. There are three commercial nodes within the Village of Fox Point (see the Land Use Chapter for more detail and recommendations regarding these districts):

Brown Deer Road & Port Washington Road

The commercial properties at Brown Deer and Port Washington Roads comprise the primary retail area in the Village. It encompasses the RiverPoint Village, and adjacent commercial properties which include retail and dining. The shopping center is anchored by a Best Buy store, and includes Audubon Court. Figure 5.1 illustrates some of the outlots located near Best Buy.

Bradley Road & Port Washington Road

The intersection of Bradley and Port Washington Roads is primarily comprised of office space and dining establishments. Many properties in this district are underutilized and may offer redevelopment opportunities. See Figure 5.2.

Santa Monica Boulevard & Green Tree Road

This area, known as the Fox Point Shops, extends south from the Village Hall along Santa Monica Boulevard. It is comprised of small retail and service outlets. See Figure 5.3.



Regional Business Context

The Southeastern Wisconsin Regional Planning Commission (SEWRPC) 'Regional Land Use Plan for Southeastern Wisconsin: 2035' identifies the sixty major economic activity centers envisioned for the seven member counties (Figure 5.4). While none of these centers are located in the Village of Fox Point, several are located in nearby municipalities and represent convenient employment opportunities for Fox Point residents. Examples include but are not limited to Mequon East, Brown Deer, Teutonia/Mill Road, and Bayshore. Furthermore, Fox Point's location adjacent to Interstate 43 provides convenient access to many of the other major economic centers on the SEWRPC 2035 plan, specifically those located along I-43, I-94, U.S. 41, and U.S. 45. These areas include Downtown Milwaukee and the General Mitchell Airport.

Economic Development Organizations

A number of economic development organizations and programs have been created to assist in the establishment, retention, and expansion of area businesses, including the following:

- Milwaukee County Department of Economic & Community Development
- Regional Economic Partnership
- Metropolitan Milwaukee Association of Commerce
- Milwaukee 7
- Wisconsin Department of Commerce
- Wisconsin Economic Development Association
- Forward Wisconsin
- Wisconsin Women's Business Initiative

Brownfield Sites

Brownfield sites are properties with some degree of contamination in soil or groundwater which tends to make the sites less desirable for redevelopment. These sites generally require some form of remediation to prepare them for redevelopment. The Wisconsin DNR keeps an up-to-date map on its website showing current and former remediation sites.

For Fox Point, the WDNR map shows one remediation site in the Village, located on the west side of Port Washington Road immediately south of the Maple Dale School. On the Village Zoning Map, the site is designated as 'Village Owned and Maintained.' The WDNR lists the site as an abandoned landfill that underwent an Environmental Response Program.

The Milwaukee Metropolitan Sewerage District (MMSD) purchased this site for stormwater detention purposes, and holds an intergovernmental agreement with the Village to transfer ownership of the site. Upon completion of the conditions in the agreement, the site will be passed to the Village for ownership and maintenance of the stormwater features. As such, the site has limited economic development potential, but will serve as a valuable natural asset to the Village.

GOALS AND POLICIES: ECONOMIC DEVELOPMENT

Goal One: Ensure the continuation of fiscal responsibility by the Village.

- Periodically review funding opportunities to determine if new options are available to maintain or reduce spending.
- Allow commercial and institutional uses in well-defined areas of the Village that are consistent with the surrounding residential character.

Goal Two: Support and facilitate economic development in the Village's existing commercial areas.

- Enhance pedestrian and bicycle paths to facilitate non-vehicular linkages between residential neighborhoods and commercial areas.
- Consider exploring mixed use concepts in the Village Zoning Ordinance to allow a combination of office, retail, and housing in certain business districts.

Goal Three: Maintain the Village's commercial districts as attractive places to locate businesses and as assets to the community in terms of tax base, job opportunities, visual appearance and services provided.

- Encourage the redevelopment of underutilized parcels in the commercial district around the intersection of Bradley Road and Port Washington Road. Consider the implementation of design guidelines or a form based zoning (using physical form, rather than separation of uses, as the organizing principle for the code) overlay in this area to ensure that redevelopment takes into account issues of architectural compatibility, building scale, signage compatibility, landscaping, parking, and neighborhood connectivity.
- Support existing development agreements in commercial districts. Foster the exploration by tenants of district-wide marketing schemes and/or the development of enhanced streetscape designs (including street furniture, lighting, signage, paving, etc.) along and within existing commercial districts to increase pedestrian friendliness and improving aesthetics.

Goal Four: Encourage commercial developments and build-outs that utilize sustainable building practices related to renewable energy, renewable or recycled materials, energy efficiency, reduced water usage, and improved stormwater management.

- Encourage enhanced landscaping within existing parking areas to facilitate groundwater recharge, filter stormwater runoff, and reduce heat island effect.
- Where practical, encourage the conversion of mowed turf grass into meadows, prairies, or other low mow alternatives utilizing native vegetation (as defined by SEWRPC or the WDNR).

