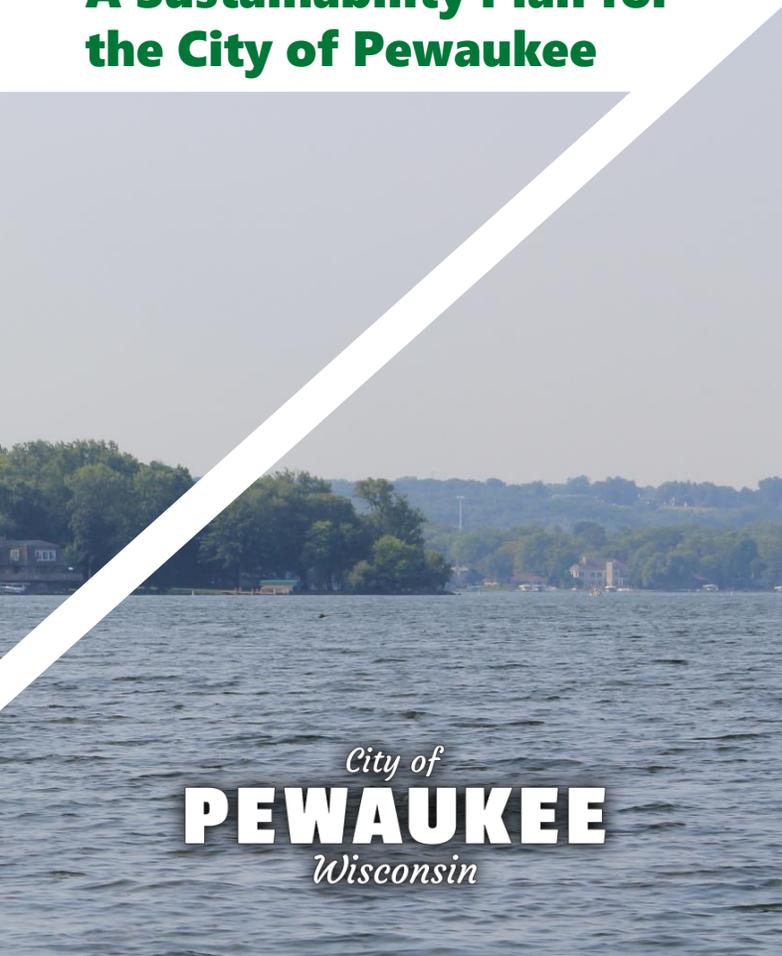




## Propelling Pewaukee

## A Sustainability Plan for the City of Pewaukee



*City of*  
**PEWAUKEE**  
*Wisconsin*



# **Propelling Pewaukee: A Sustainability Plan**



**Spring 2020**

# ACKNOWLEDGEMENTS

*Propelling Pewaukee: A Sustainability Plan for the City of Pewaukee* was researched, written, and assembled by **Forrest Elliott, John Hennessy, Jessica Pittner, and Kong Thao**, Masters of Urban Planning Students at the University of Wisconsin-Milwaukee (UWM). The plan was prepared during the Spring 2020 semester for the City of Pewaukee under the directorship of City Planner **Nick Fuchs**. Direction and supervision was provided by UWM School of Architecture and Urban Planning professors **Nancy Frank and Carolyn Esswein**.

We would like to thank **Alderman Ray Grosch** and **City Administrator Scott Klein** for their involvement in this process. Your leadership has put the City of Pewaukee in fantastic position to handle any future challenges. **Debra Schneider** of the Waukesha County Green Team was also an integral part of the plan's development. Thank you for your advocacy and commitment to the values of sustainability.

A special thank you goes out to the Pewaukeeans who participated in our online survey. **This plan is ultimately for you.**



WAUKESHA COUNTY  
GREEN TEAM  
*Community powered. Sustainability driven.*



**Propelling Pewaukee:  
A Sustainability Plan**



**Spring 2020**

# EXECUTIVE SUMMARY

The City of Pewaukee is a forward-thinking, vibrant, and thriving suburb of Milwaukee in the heart of southeastern Wisconsin's Lake Country. Over the next 30 years, Pewaukee is projected to grow by 27% and potentially reach full build-out. For that reason, the leadership of the City of Pewaukee recognized that it must now plan for how to manage this growth while retaining the high quality of life its residents currently enjoy. This sustainability plan hopes to do exactly that. The result of a collaboration between the City of Pewaukee and the University of Wisconsin-Milwaukee's School of Architecture and Urban Planning, this plan looks to propel Pewaukee sustainably into the coming decades.

The vision of sustainability in this plan was inspired by the U.N. Brundtland Commission's definition of sustainable development: "development that meets the needs of the present without compromising the ability of future generations to meet their own needs." Sustainability is comprised of three essential pillars: environmental sustainability, economic sustainability, and social sustainability. These three pillars are interrelated, and true sustained community wellbeing is not achievable without addressing all three.

Recommendations were developed after consideration of existing data, community input, current conditions in the City of Pewaukee, existing plans and code, and sustainability plan precedents from peer-municipalities. Our plan sets goals and makes recommendations for achieving sustainability in the following sectors: transportation, economic development, housing, parks and open space, municipal operations, community, and natural resources.

Some recommendations, such as minor modifications to existing ordinances, cost virtually nothing to implement and help make the Pewaukee "greener on the margins." Others are more ambitious and might require significant changes to City policy. In either case, the strategies and goals within will need to be considered by the City of Pewaukee to decide which recommendations best contribute to Pewaukee's environmental, economic, and social sustainability. Key stakeholders, community members, and City staff should be actively included in discussions and on planning around future sustainability efforts.

# **Propelling Pewaukee: A Sustainability Plan**



**Spring 2020**

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# INTRODUCTION

The seed that would become *Propelling Pewaukee* was first planted when the City of Pewaukee and Waukesha County Green Team approached the University of Wisconsin-Milwaukee's Urban Planning Department for assistance in developing a sustainability plan. Pewaukee is a growing community and this growth represents both an opportunity and challenge for the City. By 2050, the City of Pewaukee is projected to grow by 27% and is faced with the challenge of balancing environmental concerns and long-term economic vitality. City staff and leadership have recognized the need to develop a sustainability plan with the intention of furthering the City's core value of sustainability, as captured in Pewaukee's Strategic Plan:

*"We strive to promote economic, environmental, and social strategies and practices that will ensure a livable, self-supporting community for future generations. We encourage green building practices for both public and private development and operations to reduce waste and use fewer resources."*

This plan is a wide-ranging one that covers transportation issues, municipal operations, zoning, economic development, community programs, and natural resource protection. While it is highly unlikely many of the strategies or policies within will be adopted, the hope is that the messaging will spur conversations that may inspire Pewaukeeans to imagine a future and even healthier city and community.



*Pewaukee Lake, Photo from City of Pewaukee.*

## CONTEXT

The City of Pewaukee sits in the heart of southeastern Wisconsin's beautiful Lake Country. The city grew up around the historic village center near pristine Lake Pewaukee and incorporated in 1999. Today, the city is 21.22 sq. mi. of residential neighborhoods, businesses, and a dozen thriving industrial parks. Pewaukee is considered an outer-ring suburb of the City of Milwaukee. Pewaukeeans enjoy the best of both worlds: access to the amenities of a metropolis and the natural beauty of more rural living.

Pewaukee's unique boundary surrounds the neighboring village of Pewaukee and has led to some natural partnerships between the City and Village. The interlocking municipalities share a single public-school district, library, and park system. Due to this shared history, the City of Pewaukee

*City of Pewaukee's new north-side sports complex, Image from City of Pewaukee*



is unique in that it does not have a traditional “main street” or downtown. Though technically in different municipalities, residents of the city and village have a shared name, history, and set of values.

In 2018 the city’s population reached 14,299. Median income has increased to \$98,743 which is almost \$38,000 higher than the state average. The median age of residents is 44.4, slightly older than the rest of Waukesha county (ACS, 2018). The city is also gaining in diversity: in 2018, approximately 7% of the population was non-white compared to just 4% in 2010 (ACS, 2010).

## WHAT IS SUSTAINABILITY?

The most widely accepted definition of sustainable development emerged from the United Nation’s Brundtland Commission, which in 1987 defined it as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” Essentially, this framework establishes the imperative to manage our environment and resources in a way that will not cause future generations to go without.

How then, in a world and economic system that demands constant growth, can sustainable development be achieved? This plan relies on a relatively simple model of sustainability consisting of three “pillars”: **environmental sustainability, economic sustainability, and social sustainability**. Any thriving community must address all three interrelated pillars.



*The three interconnected elements of sustainability, Image from NicePNG*



## Environmental Sustainability

Environmental sustainability requires that we live within the means of our natural resources and work to preserve and improve the natural environment. We must use land, water, and energy in a responsible manner that ensures the health of our natural environment and considers the scarcity of the resources we are consuming. This is achieved by adopting policies and programs that preserve, protect, and enhance our natural environment to ensure future generations are not worse off than our own.



**Plan Goal:** *Foster a resilient community that maintains and protects existing resources and can adapt to changing environmental conditions over time.*

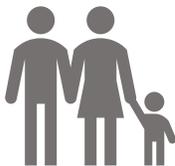


## Economic Sustainability

Economic sustainability means that we make decisions in an economically and fiscally responsible way. We must consider the health of our local economy and strive to establish an environment that allows businesses to grow and thrive in the City of Pewaukee. The success of the local economy and businesses allows the City of Pewaukee to maintain financial solvency and continue to provide residents with great services that ensure a high quality of life. Economic sustainability also means equitable opportunity where every resident has access to secure, high-paying employment.



**Plan Goal:** *Strengthen the City of Pewaukee's economic outlook and encourage the private sector in the City of Pewaukee to adopt sustainable business practices.*



## Social Sustainability

Social sustainability means that we make decisions that are in the best interest of the health and well-being of our residents. The City of Pewaukee must be committed to building a healthy community. The City of Pewaukee should provide its residents with information and resources on healthy living and invest in programs that promote healthy lifestyles or prevent negative health consequences. A massive element of social sustainability is also the strength of the community, which is measured by the sum of the social connections and shared values.



**Plan Goal:** *Improve the health and wellness of Pewaukeeans and bring them together around the shared values of sustainability and environmental protection.*

# CURRENT EFFORTS

*Nods to sustainability exist in many of the City of Pewaukee's plans and strategic documents. Though the City has not addressed sustainability exhaustively in any plan to-date, the values of environmental stewardship, economic responsibility, and social resilience are present in previous planning efforts the City has published or participated in.*

## **2009 - City Comprehensive Plan - 2035**

The City of Pewaukee's Comprehensive Plan covers topics such as environmental protection, the natural resource base, and the protection of Pewaukee Lake and groundwater supplies. Much of the plan is borrowed from previously existing Waukesha County plans or plans produced by the Southeastern Wisconsin Regional Planning Commission (SEWRPC), the region's federally recognized metropolitan planning organization. The plan establishes the framework for future growth and recognizes the need for conserving open natural spaces. For example, it contains policies that suggest using Planned Unit Developments (PUD) to help manage urban rural density through conservation subdivisions. The plan also touches on the management of waste and stormwater. In addition, a whole research section on LEED certification is included in the plan which describes the certification process and how the city could meet these requirements if such a project was undertaken.

## **2013 - Strategic Plan (2014-2018)**

The Strategic Plan establishes the strategies the City is setting forth to achieve certain institutional goals and visions. The word sustainability even appears in the plan's mission statement and the three pillars are everywhere in its objectives and aims.

## **Other City Plans**

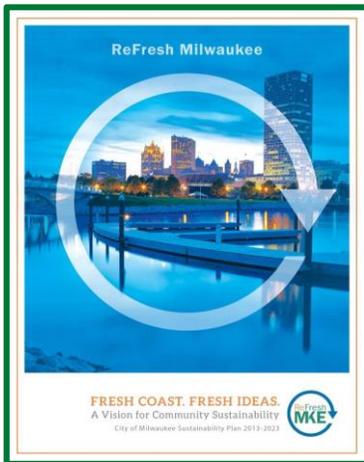
- 2013 - City Neighborhood Plans for 2035
- 2013 - Joint Comprehensive Park and Open Space Plan
- 2012 - Floodplain Map and participation in National Flood Insurance Program
- 2010 - Stormwater Utility Study (AECOM)
- 2009 - City Land Use Plan for 2035
- 2003 - Southeastern Wisconsin Pewaukee Lake Biological Evaluation (Wis. Luth. College)

## **Regional Plans**

- Regional Water Quality Management Plan for the City of Pewaukee (SEWRPC Report 113)
- Comprehensive Plan for the Fox River Watershed (SEWRPC Report No. 12)
- Regional Water Supply Plan for Southeastern Wisconsin (SEWRPC Report No. 52)
- A Lake Management Plan for Pewaukee Lake (SEWRPC Report No. 58)
- A Regional Natural Areas and Critical Species Habitat Protection and Management Plan for Southeastern Wisconsin (SEWRPC Report No. 42)
- Pebble Creek Watershed Protection Plan (SEWRPC Report No. 284)
- A Regional Bicycle and Pedestrian Facilities Plan for Southeastern Wisconsin (SEWRPC Report No. 43)

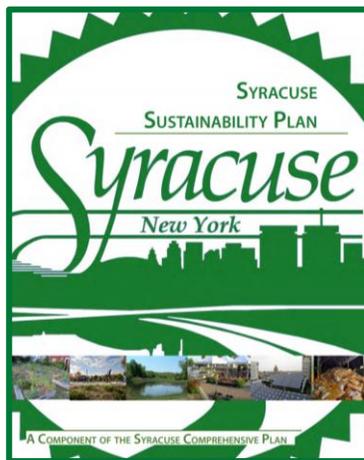
# CASE STUDIES

The student planning team referenced dozens of sustainability plans from around the country and world. Below is a description of seven plans from local-government units that either proved especially useful, exist in a similar context to Pewaukee, or set a high bar for contemporary sustainability plans.



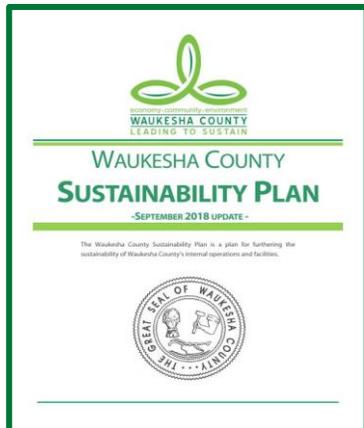
## **ReFresh MKE** **City of Milwaukee, Wisconsin** **Published in 2013**

While Milwaukee is a much larger city than of Pewaukee, they have similar needs and challenges within their community in terms of sustainability. Many of the recommendations from ReFresh MKE can be scaled down and applied to Pewaukee when appropriate. ReFresh MKE particularly mirrors the multi-modal planning recommended in this plan. ReFresh MKE explains how Milwaukee streets are being designed for multiple modes of transportation with a goal to increase access, ease, and safety.



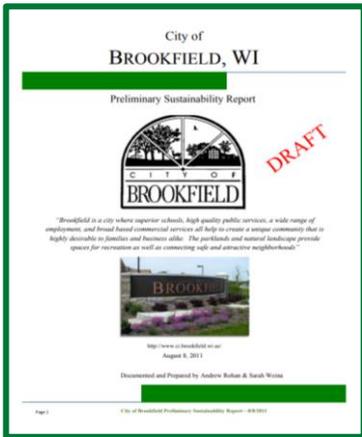
## **Syracuse Sustainability Plan** **Syracuse, New York** **Published in 2012**

This City of Syracuse's Sustainability Plan was the culmination of a decade long planning effort by City staff and leadership. While actually a component of their comprehensive plan, the plan established a robust framework for reshaping Syracuse's policies and priorities. Syracuse's Sustainability Plan does an especially fantastic job describing the foundations of a sustainable regional food-system.



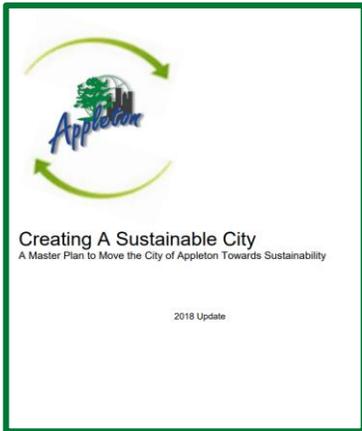
## **Waukesha County Sustainability Plan** **Waukesha County, Wisconsin** **Published in 2008, updated in 2018**

Waukesha County was one of the first counties in the state to publish a comprehensive sustainability plan when it did so in 2008. The plan is mostly an internal one that focuses on improving the sustainability of County operations and facilities. Transportation and improving their vehicle fleet is a large consideration of the plan. Many of Waukesha County's recommendations are applicable to the City of Pewaukee as the geographic and climate context is the same.



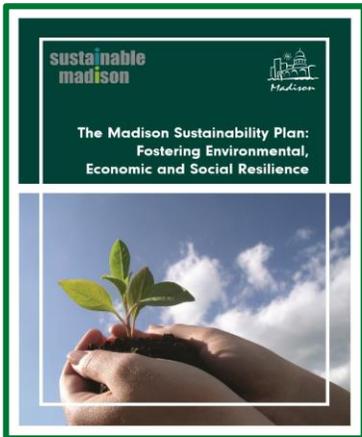
**City of Brookfield 2020 Comprehensive Plan – Sustainability Report**  
**City of Brookfield, Wisconsin**  
**Published in 2020**

The Cities of Brookfield and Pewaukee have much in common. The City of Brookfield neighbors the City of Pewaukee and is an affluent outer ring suburb of Milwaukee that has built a strong tax base by attracting businesses to its industrial and commercial business parks. The City of Brookfield has recently focused on diversifying housing options and their 2020 Comprehensive Plan has a strong emphasis on sustainable development. As a newer plan, it has many contemporary ideas and problems that are applicable to the City of Pewaukee.



**Creating a Sustainable City**  
**City of Appleton, Wisconsin**  
**Published in 2018**

Appleton is a much larger city than the city of Pewaukee both in terms of population and land area. Appleton’s sustainability plan shares the same model of sustainability as this planning document. Although the format of the plan is understated, the ideas and recommendations are ambitious and precise. Many of the goals, targets, and actions are applicable to the City of Pewaukee and worth considering.



**Fostering Environmental, Economic and Social Resilience**  
**City of Madison, Wisconsin**  
**Published 2011**

Madison’s sustainability plan is focused primarily on the concept of resilience and its ability to adapt to change. The same three pillars of sustainability identified in our document are integrated into their plan. Helping readers to understand its simple structure, the document is not overly saturated with text and easy to follow for a layperson. The listed goals are synchronous with its recommendations and each is followed by clearly articulated actions.



**City of New Berlin Sustainability Plan**  
**City of New Berlin, Wisconsin**  
**Published in 2011**

Though the City of West Allis is both larger and more urban than Pewaukee, their 2011 sustainability plan sets a high bar for ambitious sustainability plans in southeastern Wisconsin. Their plan was particularly good at assembling information about the existing conditions and operations in the city and establishing quantifiable targets. New Berlin’s section on renewable energy sources and consumption is especially commendable and establishes a good framework for how a municipal energy audit might look.

# PUBLIC INPUT

## Online Stakeholder Survey

Due to the unforeseen COVID-19 health emergency, public input for the development of the sustainability plan was forced into the digital realm. A focus-group style meeting scheduled for April 1st had to be canceled, and instead the planning team embarked on developing an online survey to gather feedback on the recommendations within the draft plan.

On April 4th a two-part online survey was emailed to a list of 23 people consisting of City leadership, employees, commissioners, and general community members. The student planning team created four short narrated videos explaining certain concepts and information related to the proposals and recommendations (Transportation, Housing, Natural Resources, and Community/Parks). Each video was followed by survey questions related to that topic. Questions consisted of multiple choice, ranked choice, and open answer formats. The full survey can be seen in Appendix A.

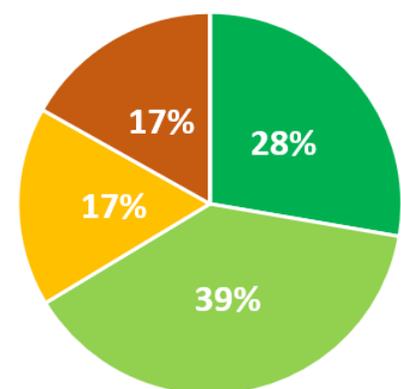
Two follow-up emails were sent before the survey was closed on April 25th. The survey design used a snowball sampling method as respondents were encouraged to pass along the survey links to anyone else who lived or worked in the city of Pewaukee. These correspondences can be seen in Appendix B.

## RESULTS

In total, there were 54 respondents to the first part of the survey and 36 to the second. The results were informative and helped shape the final recommendations of the plan. Some interesting takeaways are discussed below, though many of the final numbers are discussed in the relevant plan sections.

In general, there appears to be great enthusiasm for the mission of the plan: making Pewaukee a healthier and happier community through the pursuit of environmental and economic sustainability. Respondents were in favor of the City of Pewaukee taking a proactive role in incentivizing green practices from the private sector, even to the extent of financial incentives. 67% of Pewaukeeans who took the survey either agreed or strongly agreed with the idea that the City of Pewaukee should incentivize residents and business to install solar panels on their property (Survey 2, Question 3). Additionally, 68% thought the City should offer financial incentives to developers who implemented green infrastructure in their projects above and beyond code

*The City of Pewaukee should incentivize residents and business to install solar panels on their property.*



- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

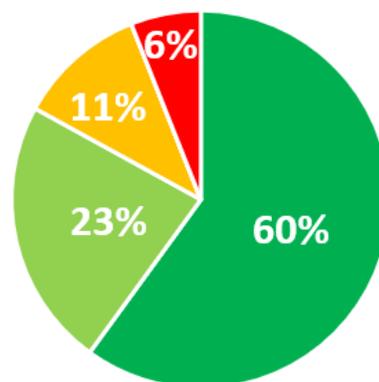
requirements (Survey 1, Question 4). That is not to say that there was unanimous support. Some respondents to the open ended question said they thought the government should play a limited role in incentivizing private industry, and that something like the installation of solar planes should be “driven by the market and market prices/benefits” (Survey 2, Question 4).

One area of particularly high support was transportation. An overwhelming 82% of people who took the survey either agreed or strongly agreed that the city needed more non-motorized transportation connections (i.e. sidewalks, bike-lanes, trails, etc. (Survey 1, Question 6)). 20 respondents offered up their own ideas for missing pedestrian and bicycle (ped/bike) connections in the city of Pewaukee that they believed were important (Survey 1, Question 8). Several answers to open answer questions struck a chord with the planning team:

*“We have lived here for 8 years and have DREAMED of being able to bike/walk more easily in the city of Pewaukee. Really hoping some changes can be made to allow our residents the opportunity to walk, run, and bike around the city safely.”*

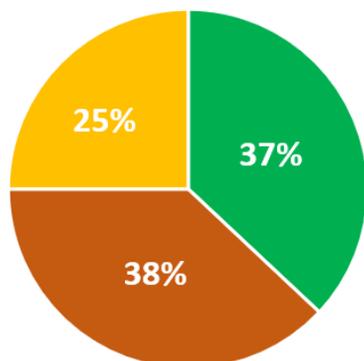
*“I wouldn’t allow my kids (or myself) to bike on roads unless a separate bike/pedestrian trail is done separate from roads to the side and Pewaukee has very tight roads and space to build these.”*

*Do you think that the City of Pewaukee should have more transportation connections? (i.e. sidewalks, bike-lanes, trails, etc.)*



- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

*Do you think that there is an adequate amount of affordable housing in the City of Pewaukee?*



- Yes
- No
- Not Sure

There were other areas where public opinion deviated slightly from the proposals and information communicated in the survey. 57% either said they weren’t sure or didn’t think there was a market for a mixed-use residential building (Survey 1, Question 2), and respondents were essentially split on whether there was already enough affordable housing in the City (Survey 1, Question 3). Answers to the open-ended housing question were mixed when it came to multi-family housing as well as parking requirement reductions. The belief that Pewaukee is a less dense community and should remain so permeated many of the responses.

Pewaukeeans also balked at the idea of more public community gardens, citing the abundance of private land and other concerns including proposed Wagner park location. In general, respondents expressed satisfaction with the current Parks Department and park system, but

many called for more programming related to sustainability. Water and permeable pavers also proved an issue that strong opinions emerged on. 37% of respondents said they didn't think the City was doing enough to protect its water resources (Survey 2, Question 1). Some said they thought permeable pavers should be allowed in residential districts while others cited maintenance concerns (Survey 2, Question 4).

When asked what items in the surveys they felt most excited about, transportation emerged as the overwhelming category of interest. One respondent wrote about the value of transportation to the community:

*"If Pewaukee wants to continue to be a sought after community these types of infrastructure projects need to happen as this is what the younger generation values." (Survey 2, Question 9).*

An interesting dynamic that emerged through the survey were differing views from those who embraced the more ambitious elements of the plan, and those who were hesitant to see Pewaukee changed in any drastic way. Ultimately, Pewaukee is a relatively small, suburban city that emerged out of the historic Lake Country farming community. The last question of the survey asked respondents if there were any ideas or recommendations in either survey that they were concerned about, and why? One person summed up this dichotomy well:

*"... one thing to keep in mind is that many of the recommendations are what I would consider solutions for much more dense communities. One other consideration is that many long-time residents still consider this a small farming community because that is what it was when they were children. New "big city" recommendations may meet resistance."*

Striking a balance between bold sustainable actions and the realities of budgetary constraints, public resistance, and the sparse built environment is one of the chief goals of this plan.

## Online Business Survey

The planning team also developed a ten-question sustainable business survey aimed at gathering data about businesses located in the city of Pewaukee and gauging their opinions on certain sustainability policies and concepts. Due to the COVID-19 health emergency and the Governor's business shut-down, efforts to disseminate the survey were put on hold. Hopefully the survey developed by the student planning team proves useful to the City of Pewaukee's future sustainability efforts. The Economic Development section of this plan describes ways the City can improve their relationship with the larger business community and incentivize their participation in sustainability. The full business survey can be found in Appendix C.

### **Survey Limitations**

As with any snowball survey, it is difficult to make hard inferences about the results. It is likely that those who spent the half-hour completing the survey were predisposed to be interested in the ideas within. The final numbers, while satisfactory for our purposes, are still a very small sampling of the larger Pewaukee population. Due to the limitations of the survey software, the survey had to be split between two different links. 54 took the first survey and only 36 took the second survey, indicating some level of survey fatigue.

# RECOMMENDATIONS

The following recommendations were selected after a process of rigorous analysis by the planning team. Specific strategies and actions were included after a research phase that sought out current best practices in sustainability and best-available sustainable technology. The inclusion of certain policies and strategies were often buoyed by their presence in other peer-municipalities' plans. The selection of these actions in the final plan was determined by group consensus after identification of external evidence-based research demonstrating their success. Preference was placed on strategies/actions vocalized by City staff, previously enshrined in City ordinances or plans, or called for by community stakeholders in the online survey.

The recommendations within this section should be viewed by the reader as a “menu” of sorts. They range from small changes on the margins to sweeping overhauls to City policy. Some cost virtually nothing to implement, while other require a significant financial expenditure by the City and taxpayers of Pewaukee. Understandably, many of the more ambitious recommendations may never see the light of day. Regardless, their inclusion serves the purpose of starting conversations, often tough ones, about the priorities of the City and the importance of the values of sustainability. Ultimately, all recommendations in this plan were selected for the ways in which they further the primary goals of the plan.

Recommendations were broken into **seven** distinct but interrelated sections:



## TRANSPORTATION



## ECONOMIC DEVELOPMENT



## HOUSING



## PARKS & PUBLIC SPACES



## MUNICIPAL OPERATIONS



## COMMUNITY



## NATURAL RESOURCES



# TRANSPORTATION



Pewaukee's Bike & Ped  
Planning Committee  
formed in 2016



The average commute  
time for Pewaukeeans  
is 24 minutes.



The City of Pewaukee  
has just one public  
sidewalk

## CONCEPT

Sustainable transportation is all about meeting the immediate needs of residents and visitors as they travel throughout the city, while also considering how these needs might change in the future. Issues posed by climate change demand that society lower their greenhouse gas emissions and find alternatives to the traditional automobile as the primary mode of transportation. An equitable transportation plan also means that transportation options must be affordable and available to a diverse population. Dedication to protecting the public health means supporting walking and biking as a way for residents to stay healthy. Sustainable transportation can be achieved in multiple ways including physical infrastructure, policy, education and design (Vanghan, 2020). Milwaukee's 2013 Sustainability Plan, *ReFresh MKE*, recommends extending their public transit and updating infrastructure to meet future growth in users. The plan also recommends designing streets for all type of users, not just cars, a new policy framework known as "complete streets" (City of Milwaukee, 2013).

*Lake Country Recreation Traile, Photo from Chuck Lawton - AllTrails*



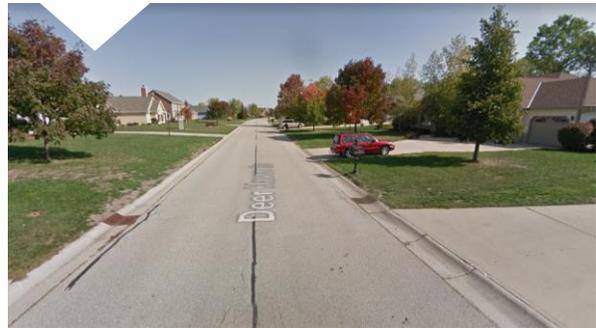
## BACKGROUND

The City of Pewaukee is a relatively sparse and auto-oriented community. According to recent census data 98% of residents commute to work by car (ACS, 2018). The city's proximity to Milwaukee offers residents suburban living with the entertainment and business amenities an urban city offers. Due to the heavy reliance on cars, infrastructure has naturally become auto focused. Local streets are narrow with little to no shoulder, county highways and main arterial roads have no streetlights, and signage is limited throughout the city which alerts drivers of potential pedestrians and bicyclists.

*One of the City's narrow County Roads,  
Photo from Google Maps.*



*Pewaukee's limited pedestrian infrastructure, Photo from Google Maps.*



According to City staff, there is only one public sidewalk in the right-of-way in the entirety of the city. While residents primarily use automobiles to get to work, a recent pedestrian and bike survey found that 95% of respondents walk or bike for recreation. The only existing ped/bike infrastructure in the City of Pewaukee is 3 miles of the Lake County Recreational Trail and 4.5 miles of widened shoulder on Redford Road. In order to encourage sustainable transportation in Pewaukee, this section will focus on ways to improve existing pedestrian and bicycle infrastructure as well as encourage new infrastructure, policy and education.

Over 80% of respondents from this plan's stakeholder survey agreed that the City of Pewaukee should have more transportation connections such as sidewalks, bike lanes or trails (Appendix: A). Residents of Pewaukee described themselves as "outdoor enthusiasts" and said that they thought the city would benefit from updated pedestrian and bike infrastructure. One person suggested that the aging residents have a need for alternative modes of transportation as some of them may be unable or unwilling to drive in the future. Creating safe connections throughout the city will allow elders in the community to sustain their lifestyle. Residents also express the need to increase the safety



for cyclists and pedestrians in Pewaukee. Recent pedestrian and bicycle crashes accompanied with increased traffic on Watertown Road is causing an urgent need for bold action.

Pewaukee has made previous efforts around sustainable transportation. In 2016, the joint Village and City Bicycle and Pedestrian Planning Committee (“the committee”) was formed with the goal of focusing on education, engineering, and enforcement for pedestrian and bicycle facilities (Bike & Pedestrian Planning Committee, 2016). The committee meets once a month and discusses budgets, policies, projects and other relevant items that arise. The committee successfully conducted a Bike and Pedestrian Path survey, which identified residents’ transportation habits and perceptions of current ped/bike infrastructure. The committee has also designed a bike safety flyer that teaches bikers and drivers how to safely share the road.

Pewaukee’s Neighborhood Plan is an example of how planning in Pewaukee has become auto-oriented. The transportation plans within include widening roadways to allow for higher traffic volumes and working to increase access for automobiles. The City has made efforts toward multi-modal planning, but many ped/bike projects have not come to fruition (City of Pewaukee, 2018).

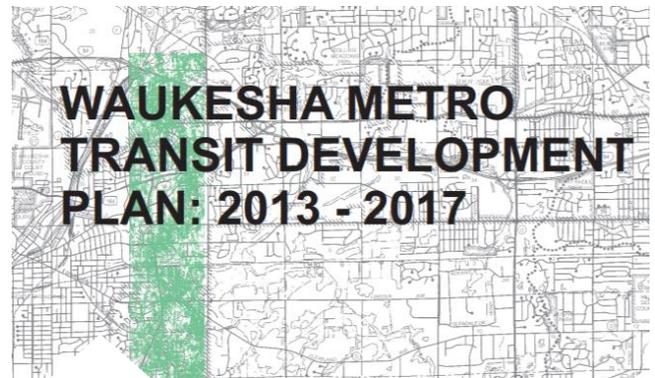


**Goal:** *Increase connectivity and safety for pedestrians and cyclists through engineering, education, and policy.*

## RECOMMENDATIONS

### Support the Waukesha Area Transit Development Plan Planning Efforts

SEWRPC is currently conducting a Waukesha Area Transit Development Plan: 2021-2025 (SEWRPC, 2020). There is a great need to expand the limited public transportation in Pewaukee and Waukesha County, specifically to job centers and industrial parks. This sustainability plan, however, has limited its scope to bicycle and pedestrian infrastructure so as not to produce any redundancies. The City of Pewaukee should participate in all regional and county-wide transportation planning efforts and use the final report as a tool to guide future public transportation planning.

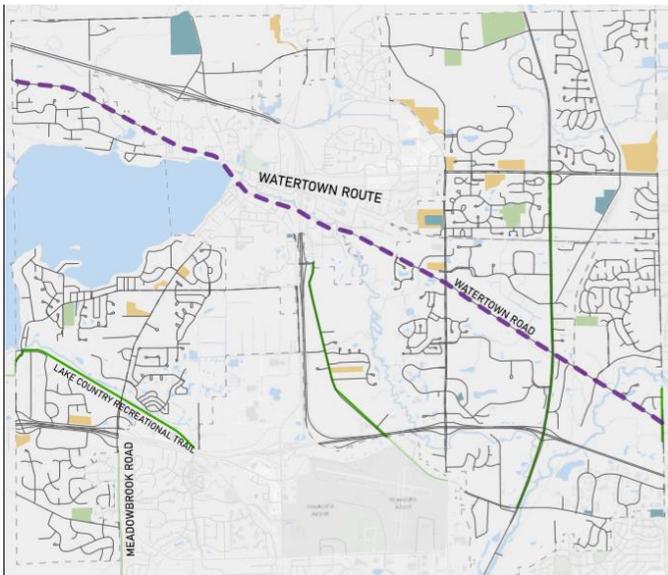


*Waukesha Metro’s 2013 Plan, Photo from SEWRPC*

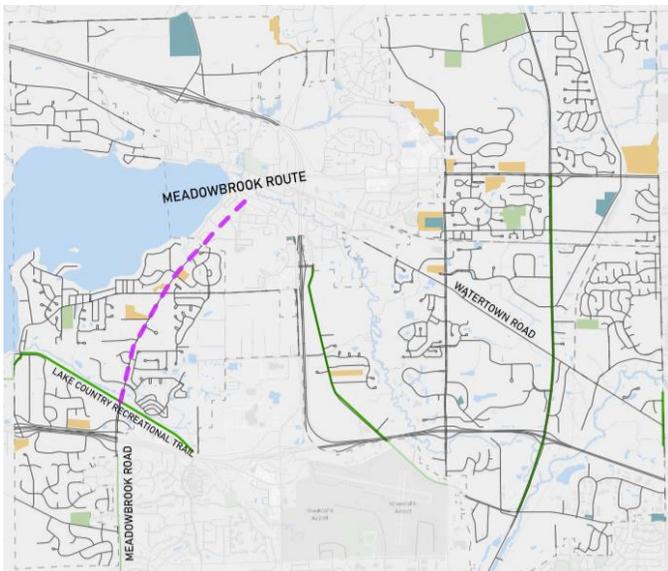
### Additional Pedestrian and Bicycle Infrastructure

In 2017, the Bicycle and Pedestrian Planning Committee began discussing three proposed recreational routes on the west side of the city (City of Pewaukee, 2017). These three routes are being re-recommended in addition to two routes along County Highway G (Meadowbrook Road and County Highway M (Watertown Road)). Each of these routes has the potential for sidewalks and/or bike lanes. [NEXT PAGE]

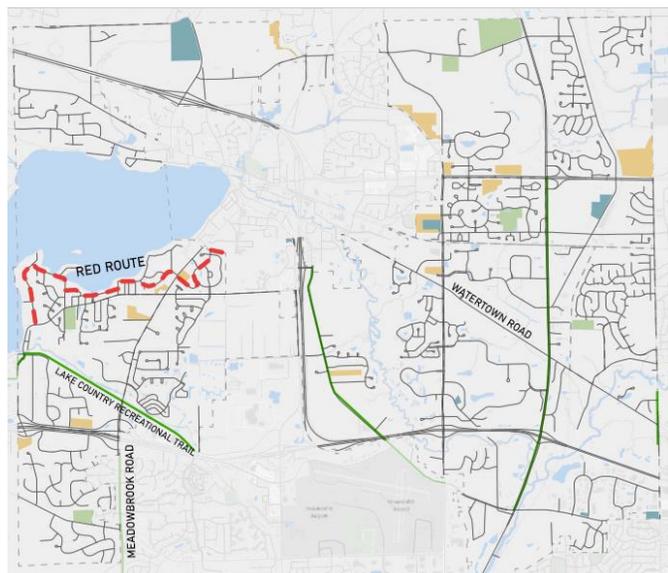




**Watertown route:** 6.7 miles along Watertown Road will provide a safe route for walkers and bikers traveling throughout southeast Pewaukee. The rural characteristic of the route makes road widening for sidewalks and bike lanes possible. When shown all the routes, 37% of survey participants ranked this route as the most important of the five. This support is partially a result of community concern after a recent cyclist fatality along Watertown Road. Because this is a county highway and a portion of the route enters the Village of Pewaukee, collaboration will be required.

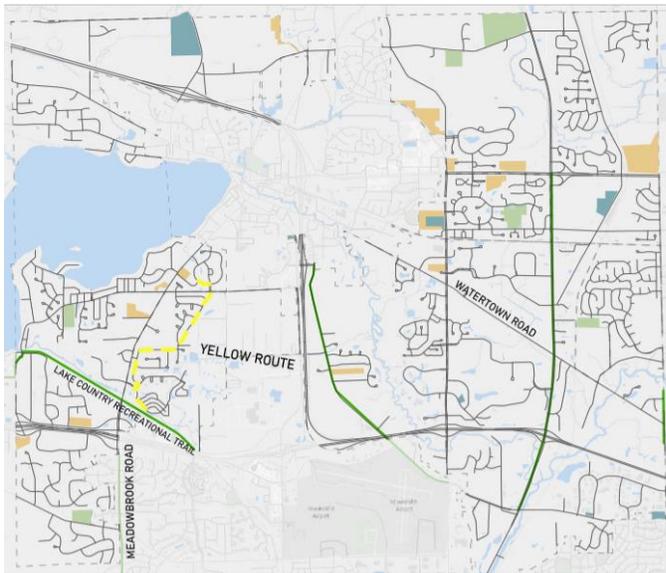


**Meadowbrook route:** This 2.2-mile route gives more people access north to Pewaukee and south to Waukesha. The rural characteristic of the right-of-way allows for sidewalks and road widening for bike lanes. Sidewalks are currently present on Meadowbrook Road south of Pewaukee, but end at the Lake Country Recreational Trail. Extending these sidewalks would fill a gap and represents an important potential connection to the city of Waukesha. When shown all the routes, 33% of survey respondents ranked this route as the most important of the five. Because this is a county highway and a portion of the route enters the Village of Pewaukee, collaboration will be required.

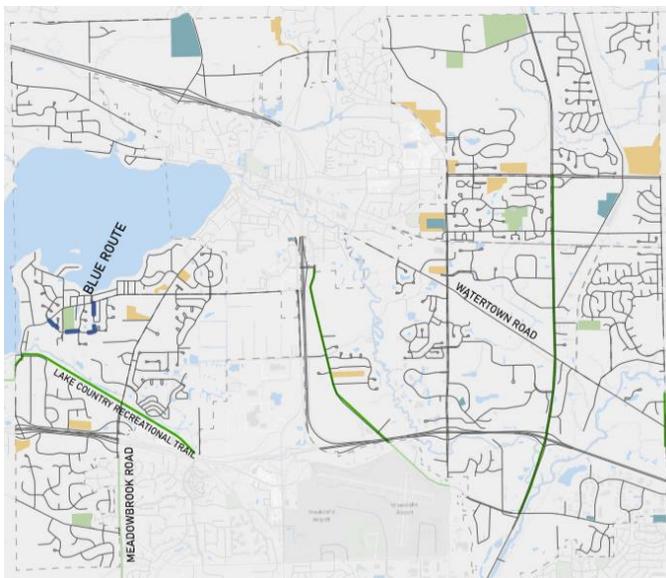


**Red route:** 3.1 miles connecting the neighborhoods of Bellevue and Steeplechase. This route would allow residents a safe area to access lake views, bars and restaurants such as the Beer Depot and Mugshotz. Roads along this route are approximately 20 feet wide. To avoid the high costs and political implications associated with road widening, sharrows, or painted bike markings in the shared car lanes, may be a more cost-effective solution. When shown all the routes, 21% of survey respondents ranked this route as the most important of the five.





**Yellow route:** This 1.9-mile route connects several neighborhoods east of Meadowbrook Road. A diverse mix of housing from multi-family to single-family is present along the route making this an equitable upgrade to the city's ped/bike facilities. Roads along this route are approximately 26 feet wide. If the City is financially able, they may consider widening the right-of-way to add sidewalks and bike lanes. When shown all the routes, only 6% of public input participants ranked this route as the most important of the five.



**Blue route:** This 0.8-mile route connects neighborhoods on the east side of Nettesheim Park to the west. Nettesheim Park offers tennis, basketball and volleyball courts, baseball fields, and a playground for residents to enjoy. The addition of sidewalks and bike lanes would increase access to these recreational facilities. Roads along this route are approximately 26 feet wide, potentially allowing for painted bike lanes, a potentially low-cost option. When shown all the routes, just 4% of public input participants ranked this route as the most important of the five.



*Widened Shoulder, Photo from Cornell University*



*Separated Lane, Photo Greater Greater Washington*



*On-street Lane, Photo Lancaster Online*



## Adopt a Complete streets policy

Complete streets policies have become a popular new paradigm for designing streets for all road-users (U.S. DOT, 2015). The goal of complete streets policies is to create a safe environment for pedestrians and bikers of all ages and abilities through traffic calming measures, bike lanes, sidewalks, streetscaping and a multitude of other multi-modal practices (Smart Growth America, 2010). The City of Pewaukee should consider implementing a complete streets policy. Adopting a complete streets policy would mean that the City is committed to strongly considering upgrading bike and pedestrian infrastructure during any street reconstruction or redesign process. Given the City's limited planning staff, Pewaukee should consider partnering with SEWRPC, the county, or and possibly a consulting firm.

Three elements of a complete streets include lighting, signage, and education:

**Pedestrian Lighting:** Only a few neighborhoods have lighting for walkers and bikers at night. Residents indicated that neighborhood subdivisions are one of the only places they feel safe walking or biking (Appendix A). Illuminating these streets, specifically around bends and at intersections, will increase the safety of residents. Lighting on county highways and main arterials should also be considered near locations that drive potential higher pedestrian volumes. Illuminating these streets, especially where bicycle infrastructure is installed, would make routes more accessible after dark. Remember to consider light pollution when bringing light into dense residential neighborhoods. See the lighting recommendation in the Municipal Operations chapter for more information about dark sky friendly lighting (U.S. EPA, 2015).

**Signage:** As ped/bike activity increases, the City should make sure drivers are aware of their presence. The City should begin to identify common routes where they can increase the amount of road signs indicating pedestrian and cycling infrastructure (Image: Lighting). At intersections, pedestrian crossings should be prominent, and signalized crossings installed where appropriate (U.S. EPA, 2015). The City should also consider wayfinding signs for recreational routes so that visitors can easily navigate connections throughout the city. See the Parks and Public Spaces chapter for more information of recreational wayfinding.



*Lighting and Signage, Photos from NACTO*



**Education:** Pewaukee's auto-oriented community will need to adjust to sharing the road with a variety of users. New ped/bike infrastructure will require educating residents on safety. The city should require education programs to teach residents how to walk and bike at night safely (I.e. reflectors, clothing, behaviors etc.).



### **Complete Streets Case Study: Sedro-Woolley, Washington (Pop. 8,568)**

This rural community has adopted a complete streets policy that is appropriate for their residents' needs. Updates to their municipal code in 2010 required ped/bike infrastructure be included in transportation projects unless the improvements were deemed unnecessary, or costs would be excessively disproportionate. Other projects such as adding school zone crossings, pavement markings, and ADA ramps are also included in Sedro-Woolley's complete streets policy (Smart Growth America, 2010).

### **Require Bike Parking Minimums in Business Districts & Industrial Districts**

Currently, there is no required bike parking minimum in City of Pewaukee zoning code. We recommend the City adopt a bicycle parking minimum ordinance in their business and industrial districts. Riders may be more inclined to stop at restaurants or shops if they see a safe place for them to lock their bikes. By requiring bicycle parking, business owners' might even increase their access to a new demographic of customers (U.S. EPA, 2015). Bicycle parking in industrial districts will provide employees the option to commute by bike to work.

Madison, Wisconsin adopted bike parking minimums into their code of ordinances in 2015. Since then, the City has formed a Bike Parking Program for business owners who have available space and a need for additional bicycle parking (City of Madison, 2020). Costs to install these racks are covered by the City. Under our proposed bike parking minimum, the costs would be incurred by the property owner and the requirement only triggered

*Attractive planters and bike racks in front of retail, Photo from Madrax*



upon application for building permits related to new construction or considerable redevelopment. for cyclists and pedestrians in Pewaukee. Recent pedestrian and bicycle crashes accompanied with increased traffic on Watertown Road is causing an urgent need for bold action.

### **Increase Education by Bike and Pedestrian Planning Committee**

The Bike and Pedestrian Planning Committee should increase their presence and visibility in the community. Additional educational opportunities should be offered to a diverse range of people. Walking and biking clubs will help residents become familiar with streets around Pewaukee. Programs like Jane's Walk start conversations between political decision makers and community members. A Safe Routes to School program will decrease traffic congestion around schools and increase the health of students who participate.

#### **Jane's Walk Description:**

Jane's Walk is a national program that organizes community walks to get conversations started about ways to improve the places where residents live, work, and play. Walks can have specific goals to focus the conversation. Pewaukee should consider hosting walks with the goal of identifying ways to improve ped/bike facilities (Janes Walk, 2020).



Recommendation	Costs	Funding Source
Support the Waukesha Area Transit Development Plan Planning Efforts	\$	Planning staff time
Additional Pedestrian and Bicycle Infrastructure	\$\$\$	Public Works budget, County transportation budget
Adopt a Complete Streets Policy	\$\$	Planning staff time, Public Works budget
Require Bike Parking Minimums in Business Districts & Industrial Districts	\$	Private property owners
Increase Education by Bike and Pedestrian Planning Committee	\$\$	Bike and Pedestrian Planning Committee time and budget

\$ - Costs little to implement    \$\$ - Initial costs may be sizable    \$\$\$ - Significant capital expenditure

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# ECONOMIC DEVELOPMENT



Median household income in the City of Pewaukee is \$92,800



The City has a dozen thriving industrial and business parks



Harken, the world's premier sailing hardware producer calls Pewaukee home

## CONCEPT

Economic development is considered one of the three pillars of sustainability. From the City's perspective, their objective is to influence the private sector, businesses, and individual actors to invest in the City of Pewaukee to spur economic growth. If successful, the city's tax base will grow which will help bolster funding for education, public health, and environmental efforts.

Economic development can mean a litany of things, including the allocation of land, labor, capital, and the development of policies that are intended to have a positive effect on the level of business activity, employment, income-distribution, and the fiscal state of the city. Economic development, done correctly, can foster and facilitate the development of a healthy, diversified economy in which businesses can grow, innovate, and prosper. One of the main challenges in this regard is striking a balance between a business-friendly regulatory environment and protection of the natural resources and beauty of the city.

*Riverwood Corporate Park, Photo from LoopNet*



*Riverwood Corporate Center, Photo from Zeller Realty.*



## **BACKGROUND**

Sustained long-term economic development is arguably the most critical element of the future success of the City of Pewaukee. Good-paying jobs and growing businesses allow the City of Pewaukee to maintain and improve the high quality of life Pewaukeeans currently enjoy. The City of Pewaukee and Waukesha County have a history of planning for local entrepreneurship and fostering business growth. The City of Pewaukee has created an attractive business environment. There are an abundance of industrial parks and large tracks of land at affordable prices to large manufacturers and firms, many of which are adjacent or accessible to Interstate-94. These geographic and infrastructural advantages are one of the reasons that many companies have located their offices and facilities in the City of Pewaukee.

Over the next 30 years, as the City of Pewaukee continues to grow and develop towards full build-out, it is imperative that a strong economic base remains a fixture of the city. In the City of Pewaukee’s most recent strategic plan, they recognize the importance of fiscal responsibility and fostering economic growth. The City of Pewaukee believes this can be accomplished in a way that balances environmental concerns and economic growth.

### **City of Pewaukee Strategic Plan - Goal 7:**

*“Promote high-quality development and redevelopment within the City.”*

#### **Goal 7, Strategy 2:**

*“Identify locations for the high-quality building and development of a broad range of housing types and sizes, and diverse commercial and industrial uses.”*

#### **Goal 7, Strategy 3:**

*“Ensure new construction will meet or exceed the City’s building and development standards and that a balanced physical and fiscal City structure will be maintained over time.”*

*The Pewaukee Chamber of Commerce was formed in 1948, Image from Pewaukee Chamber of Commerce*



**PEWAUKEE**  
Chamber of Commerce



**Goal:** *Create the conditions necessary for a thriving, environmentally conscious, diversified local economy.*

## **RECOMMENDATIONS**

### **Foster a Stronger Relationship Between Public and Private Sectors**

The City of Pewaukee should try to build a stronger relationship with businesses and the local real estate community. As a part of these efforts, the City of Pewaukee should maintain a database of businesses and their leadership's contact information. This information would allow the City of Pewaukee to periodically survey businesses, commercial real estate property owners, and residential and commercial property brokers regarding policies and business development issues. Information like this can help the City adjust to economic trends and understand the needs of businesses and real estate professionals.

### **Feature Economic Development on the Website**

The City of Pewaukee needs to make economic development more prominent on its website. Many municipalities maintain webpages that serve as advertisements on the benefits of doing business there. A dedicated webpage could help the City of Pewaukee sell businesses on the potential of locating in the city. Individuals and businesses should be able to quickly understand the City of Pewaukee's business friendly environment and economic development strategy. An important piece of this is maintaining another database, this one consisting of an up-to-date list of available commercial and industrial properties, particularly those in the city's dozen industrial parks. The City of Milwaukee's Department of City Development maintains a website that is a good example of this (DCD, 2020). The webpage should be promoted particularly among the regional business community and commercial real estate brokers.



*Harken World Headquarters in Pewaukee,  
Photo from MSI General*





*Small businesses constitute the backbone of a local economy, Photo from the University of Wisconsin-Milwaukee's Small Business Development Center*

## **Foster Entrepreneurship and Small Business Development**

The City of Pewaukee should create another webpage that provides information to small businesses and entrepreneurs about the resources and services available for business development from regional, state, and national sources. Additionally, the City of Pewaukee should survey small business owners in Pewaukee to understand the challenges faced by small businesses in the city. The Appendix of this plan contains a business survey developed by the student planning team for exactly this purpose (Appendix C). When possible, the City of Pewaukee should help small businesses navigate through development requirements, licensing, and the approval process. The City of Pewaukee should do everything it can to help small businesses grow and be successful.

## **Financial Incentives for Improving Existing Buildings**

The City of Pewaukee should create financial incentives for businesses to make

environmentally friendly improvements to their buildings or property. Changes should be to increase energy and water efficiency or reduce pollution and stormwater runoff. The City of Pewaukee should create a "Green Facade Grant" program. The program would help property owners fund stormwater control improvements like raingardens, alternative lawns, and permeable pavements. The grant process would be a competitive process and the scale of the program dependent on Pewaukee's ability to allocate resources to the program and secure grant funding. The City of Pewaukee should also

*Commercial Solar Array, Photo from Milwaukee Journal Sentinel*



offer tax reductions such as stormwater fee discounts for property owners that make environmentally friendly improvements to their properties that reduce stormwater runoff. If a property owner reduces runoff from their private property there is a decreased burden on the city's stormwater system. A reduction in service demand should be reflected on the property owners tax bill through a fee reduction. The City of Pewaukee should also offer tax abatements for a set period for businesses that make significant investments (greater than \$25,000) in environmentally friendly improvements to existing structures or property.

### **Financial Incentives for Sustainable New Developments**

The City of Pewaukee should create an array of financial incentives for business, residential, and neighborhood developers who design their properties to minimum voluntary environmental standards set by the City of Pewaukee based on the Leadership in Energy and Environmental Design (LEED) green building rating system. LEED provides a framework for healthy, highly efficient, and cost-saving green buildings. Potential financial incentives for developers could include expedited permitting, temporary property tax reductions or abatement, density bonuses,



*The LEED rating system was created by The U.S. Green Building Council, Photo from USGBC*

and free publicity. The objective of expedited permitting is to create an incentive for developers to incorporate green building practices and achieve specific local sustainability objectives by giving greater assistance and facilitation through the permitting process. This can shave significant time off the permitting process and lead to considerable cost savings for developers. The objective of a density bonus is to create an incentive for developers to incorporate green building practices and achieve specified local sustainability objectives by permitting additional floor space above the allowable zoning for qualified projects. Offering free publicity for environmentally friendly projects is a cheap way to promote sustainable development. The City of Pewaukee should have a space on its website that highlights environmentally friendly developments.

### **Sidewalk Requirements**

As discussed in the transportation section, the City of Pewaukee currently has limited sidewalks. As Pewaukee continues to grow and develop, the City should require the incorporation of sidewalks in the design of all new neighborhood, business, and retail developments. Sidewalks that are separated from roadways provide pedestrians with a safer and more comfortable environment. Put simply, sidewalks encourage healthier communities. The City of Pewaukee should make a concerted effort to increase the number of pedestrian friendly connections. Existing developments and neighborhoods should also be encouraged to make pedestrian-friendly improvements. The City of Pewaukee should make it a priority to add pedestrian infrastructure, where appropriate, on all future road reconstruction projects.



## Green Landscaping Ordinance

The City of Pewaukee should create a green landscaping ordinance. There would be three primary goals of the green landscaping ordinance. First, the green landscaping ordinance would require healthier and more abundant planted screening of parking lots and along streets. Second, the ordinance should encourage increased permeability in front yards and parking lots for stormwater. Third, the ordinance should encourage the planting of native flora to reduce storm water runoff. San Francisco provides an excellent example of how green landscaping ordinances could be written for the city of Pewaukee (SF, 2010).



*Example green parking lot configuration, Image from Naturally Resilient Communities*

Recommendation	Costs	Funding Source
Foster a Stronger Relationship Between Public and Private Sectors	\$\$	Administrative staff time
Feature Economic Development on the Website	\$\$	IT and administrative staff time
Foster Entrepreneurship and Small Business Development	\$\$	Staff time
Financial Incentives for Improving Existing Buildings	\$\$\$	Capital projects fund
Financial Incentives for Sustainable New Developments	\$\$\$	Capital projects fund
Sidewalk Requirements	\$\$	Private property owners, Planning staff time
Green Landscaping Ordinance	\$\$	Private property owners, Planning staff time

\$ - Costs little to implement   
 \$\$ - Initial costs may be sizable   
 \$\$\$ - Significant capital expenditure

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# HOUSING



Just 4% of housing units in Pewaukee are one-bedroom



The city's owner occupancy rate is 81.7%



Pewaukee's median housing value was \$295,900 in 2018

## CONCEPT

Providing a diversity of safe, affordable, and desirable housing options is an important component of any complete sustainability plan. The social pillar of sustainability depends on meeting the basic needs of residents, of which housing is one. Housing is widely regarded as one of the most critical social determinates of health, and a bevy of research has demonstrated its important to the health and social stability of a community (Taylor, 2018).

The City of Pewaukee's Comprehensive Plan describes strengths of the city's housing as determined by the Waukesha County Comprehensive Planning Land Use, Housing and Transportation Subcommittee. Among these strengths are the high housing quality, diverse housing age and style, and the safety of Pewaukee's neighborhoods. The subcommittee, however, also highlights some "housing concerns and weaknesses" including the high cost of land, a need for increased density, and the need for increased availability of affordable housing, among other things (Comprehensive Plan, Page 131, 5-2).

Housing also touches upon the environmental element of sustainability. Because residential districts comprise most of

*Woodleaf Reserve, Photo from Korndoerfer Homes.*



the land area of the city of Pewaukee, the City of Pewaukee must continue to encourage sustainable building practices, innovative water management infrastructure, and energy efficient practices.

Property taxes provide a great deal of local government funding in the state of Wisconsin, so building and maintaining desirable neighborhoods with stable property values is critical to the long-term strength of the City of Pewaukee.

## **BACKGROUND**

Though the vast majority (77%) of residential buildings in the city are 1-unit (i.e single-family), the city still boasts a strong number of multi-family buildings. Pewaukee also has a plethora of large houses. 66.3% of housing units in the city have 3 or more bedrooms (ACS, 2018). This larger-than-average size is also captured in housing costs. According to recent census data, between 2014 and 2018 the median value of owner-occupied housing units was \$295,900, over \$20,000 more than the rest of Waukesha County and \$120,000 more than the state of Wisconsin (ACS, 2018). Rent is also more expensive in the City of Pewaukee, with a median gross rent of \$1,317, almost \$300 more than Waukesha County's.

Due to the high cost of housing, Pewaukee has been identified by SEWRPC as having an affordability issue. Their 2013 Regional Housing plan found that the City of Pewaukee had both a shortage of lower-cost housing compared the amount of low-wage jobs, and a shortage of moderate-cost housing compared to moderate-wage jobs (SEWRPC, 2013). In addition to size, the relative newness of the housing stock also contributes to their value: only 21.3% of homes in the city were built pre-1970 and 27% have been built since the year 2000 (ACS, 2018).

The City of Pewaukee does not have a housing plan independent from the housing element of their Comprehensive Plan. SEWRPC's 2013 Regional Housing Plan is currently the most exhaustive compilation of facts and figures about the state of the city's housing and serves as a good benchmark for comparing the City's efforts with other peer communities.

### **City of Pewaukee Strategic Plan - Goal 7, Strategy 2:**

*"Identify locations for the high-quality building and development of a broad range of housing types and sizes, and diverse commercial and industrial uses."*

*Broken Hill, Photo from Bielinski Homes.*



**Goal:** *Increase the availability of affordable housing in the City of Pewaukee and maintain its legacy of safe, attractive, and sustainable neighborhoods.*

## **RECOMMENDATIONS**

### **Create a Mixed-Use Zoning District**

The City of Pewaukee’s zoning code does not currently have a zoning district that allows for the mixing of residential and non-residential uses by-right. Although the City already allows for a diversity of housing options and densities, this omission means the City has a zoning code that puts it at a relative disadvantage compared to neighboring communities. In order to rectify this and modernize their code, the City of Pewaukee should take one of two actions:

1. Add residential uses as a conditional use in Business districts.
2. Create a new zoning district that allows for multi-family residential uses and commercial uses

The rise of urban design philosophies such as New Urbanism and Traditional Neighborhood Design have illuminated the importance of mixed-use zoning in the creation of sustainable communities. Both movements harken back to the development patterns of pre-war America where residential uses were interwoven with non-residential uses, creating neighborhoods in which essential services and shops were within walking distance of homes. The concurrent rise of automobile ownership and zoning codes which sought to separate residential uses from others, led to cities across the country with limited pedestrian infrastructure and a reliance on cars.

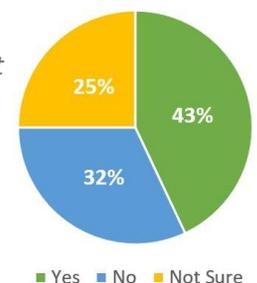
In the last thirty years, mixed-use developments have become the predominant form of new construction. According to data from 2017, 80% of the \$1.328 trillion spent on construction that year was on some version of mixed-uses (Sawin, 2019). Often, this new development takes the form of mid-rise apartment buildings with first floor retail and residential units above, a trend that reflects the shrinking average household size and generational differences in housing preferences.

*Modern mixed-use Apartments in Brookfield, WI, Photo from Mandel Group*



There are currently no such mixed-use residential buildings in the City of Pewaukee. This plan also does not venture to say whether there is developer interest or market demand at present. It is worth noting that a plurality of respondents (43%) to the online survey (Appendix A) thought that there was a market for a mixed-use building in the city (see below). Regardless, without allowing for such a development, the City of Pewaukee could be missing an opportunity for sustainable growth.

*Do you think that there is a market or demand for a mixed-use building (traditionally first-floor retail with apartments/condos above) in the City of Pewaukee?*



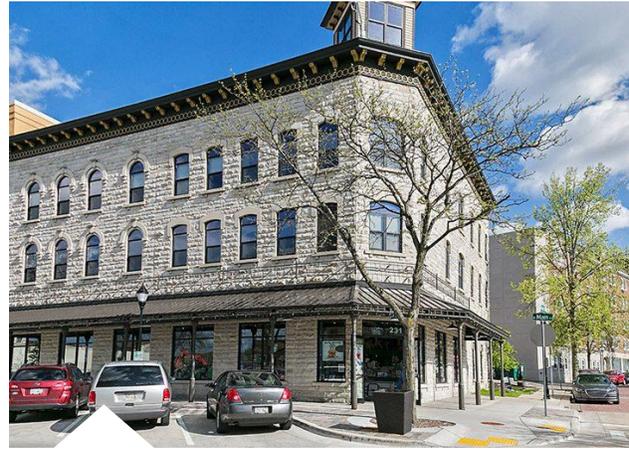
The two strategies are described in detail below.

**Strategy 1:** Add residential uses as a conditional use in Business districts

The first, and arguably quicker, of the two strategies would be for the City of Pewaukee to add multi-family residential as a conditional use in one or multiple of the commercial (B) districts. Currently, Community-Business Districts (B2) and General Business Districts (B3) allow residential quarters for the owner or proprietor as a conditional use. Office districts (B4) also allow residences as a conditional use but only “when in conjunction with a principal use and not more than 50 percent of the floor area of the principal building” (Zoning Code, s.17.0420.c.2).

Making the residential component a conditional use allows for the City staff and City Plan Commission to exert a higher level of design control than if it were an approved use, as described by Section 17.0500 of the zoning code. Making this change would obviously necessitate other changes in the code including an assessment of building codes, an establishment of lot-area-per-unit minimums and maximums, and parking, among other things. Chapter 4.1 of the American Planning Association’s Model Mixed Use Zoning District Ordinance make recommendations in these regards, which should be taken into consideration with existing requirements in Pewaukee’s residential and commercial districts (Morris, 209).

The neighboring City of Waukesha allows residential dwelling units as a conditional use in their Central Business Districts (B2) so long as they are not located in the front fifty-percent of the ground level and if they meet certain minimum floor are sizes (City of Waukesha Code, s.22.34.4.a).



*Downtown Waukesha, Photo from Downtown Waukesha BID*

**Strategy 2:** Create a new zoning district that allows for multi-family residential uses and commercial uses

The City of Pewaukee could also attempt to establish a novel zoning district that allows both residential and non-residential uses by-right. In this strategy, the residential uses should be permitted uses when in conjunction with neighborhood-serving commercial uses, as enumerated in the Neighborhood Business Districts (B1). As described above, the City would need to establish other standards for things such as density, building height, parking, screening, and setbacks.

By selecting this strategy, the City of Pewaukee can more deliberately locate future mixed-use developments. One respondent to the online survey strongly supported creating a new mixed-use district and placing them near arterials and at underdeveloped intersections.

Mid-sized communities often elect to allow denser mixed-use buildings in their traditional “main streets” and downtown core. The City of Wauwatosa for example, allows dwelling units as a permitted use in their Neighborhood & Village Commercial Districts (C1) which is “intended to accommodate mixed-use development and small-scale, neighborhood-serving retail and service uses in pedestrian-oriented storefront buildings” (City of Wauwatosa Code, s.24.03.010.B).



Understandably, the City of Pewaukee does not have an older urban core, but selective rezoning like described above would ensure that any future development of this form would be placed appropriately and be compatible with any adjacent uses.

There are two logical locations for future mixed-use apartment buildings.

1. On the south side of West Capital Drive between Pewaukee Road StateTrunk (Highway 164) and Duplainville Road.

- The City's 2050 Land Use map, adopted in 2018, recommends the balance of these properties as high-density or medium-density residential
- There is already medium-density multi-family residential adjacent to the south, meaning future dense residential would not be incompatible.
- Staff indicated the potential of the agricultural site east of Redford Road for mixed-use development
- West Capitol Drive is a large arterial that can handle additional traffic and might be a potential future bus-rapid transit route east to the City of Milwaukee
- Close to shopping centers to the west in the Village of Pewaukee.

2. On the east side of Pewaukee Road (State Trunk Highway 164) between Watertown Road (County Trunk Highway M) and Riverwood Drive.

- The City's 2050 Land Use map recommends these properties as high-density residential and retail/service commercial.
- The intersection of Pewaukee Road and Watertown Road is a major one with great access and potential as a future public transit route.



*Proposed Location 2, Basemap from Google Maps*



*Proposed Location 1, Basemap from Google Maps*



## Reduce Parking Minimums in Multi-Family Districts

The zoning code of the City of Pewaukee requires a “minimum of two and one-half (2-½) 200-square-foot off-street parking spaces provided for each residential unit, of which at least two (2) must be located in a garage” (Zoning Code, s.17.0414.g). This relatively high uniform parking minimum can lead to an unnecessary amount of parking which can have negative impacts on the built and natural environment and serve as a disincentive to potential future residential developers. The City of Pewaukee should change their method of assessing parking minimums in Multi-Family Residential Districts to allow for flexibility and ensure there isn’t an excessive amount of parking.

Parking minimums have long been a contentious issue in sustainable urban design. Finding the right amount of parking can be a difficult proposition and there are serious problems created by both too much and too little off-street parking.

There are downsides to requiring 2 ½ parking spots per dwelling unit in multi-family districts, irrespective of the number of bedrooms. For one, parking is expensive for developers. Surface parking is land-intensive

and removes valuable land from potential development. Providing garage/covered parking also uses developable land and adds to construction costs.

Secondly, the requirement that two parking spaces be in a garage is onerous. In the cold and snowy Wisconsin winters, covered parking is indeed an attractive amenity that developers, tenants, and home buyers all desire. However, the downsides of this requirement in medium density neighborhoods zoned multi-family residential is clear. Take Saddle Brook Drive, a lovely residential street in central Pewaukee zoned multi-family. Instead of attractive front facades, porches, and yards, the street is lined with wide paved driveways and blank garage faces.

Finally, the parking minimum standard as currently written serves as a disincentive towards the construction of studio, 1-bedroom, and even 2-bedroom units. Without considering unit mix, there is a high probability that new residential developments will be overparked. Across the Milwaukee-Waukesha Metropolitan Statistical Area, 12% of all housing units are 1-bedrooms. In the City of Pewaukee, they are only 4.8% of all housing units (ACS, 2018). High covered parking minimums may contribute to this discrepancy.

*Parking garages dominate apartment facade, Photo from Google Maps*



*Driveways from above, Photo from Google Maps*



The City of Brookfield provides a flexible model for parking requirements in their multi-family districts, requiring “1.0 parking spot per bedroom of which 1 must be enclosed plus .5 per unit for visitors” (City of Brookfield, 17.44.050.D). Results from our online survey suggest support for a pivot in this direction. Though 25% didn’t think the code needed changing in this regard, 64% expressed interest in reducing the parking minimum in some manner, and 48% thought the City should come up with a new method of assessing parking requirements in multi-family districts (such as tying it to the number of bedrooms) (Appendix A).

This plan recommends the City adopt a policy that is similar to Brookfield’s standard: *a minimum of 1, 200-square-foot off-street parking space, per each of the first 2 bedrooms, 1 of which must be located in a garage.*

Tying the number of required parking spaces to bedrooms means that developers are not dissuaded from constructing studio and one-bedroom apartments. Capping the minimum required parking spaces at two ensures that there is not an excessive number of parking spaces for three-bedroom apartments, which are often lived in by families. Once again, these are just parking minimums. If developers want to provide parking above-and-beyond these standards they are welcome to, so long as their development meets open space and other code requirements.

## Increase Housing Affordability in the City of Pewaukee

As established in the preceding sections of this chapter, housing in the City of Pewaukee is relatively expensive compared to southeastern Wisconsin. Housing affordability is a nebulous concept that is determined both by macro-economic forces and local supply and demand. Constructing public housing and subsidizing housing costs

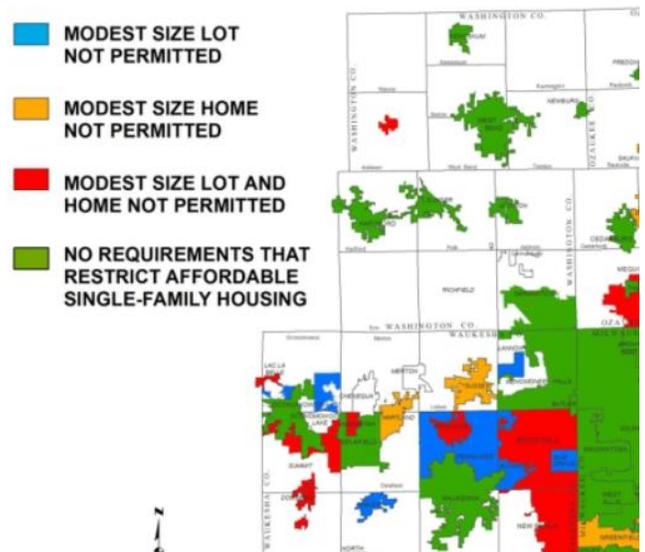
are two traditional approaches to improving affordability for residents that require more government funding and intervention. Local government can also work to corral the forces of the market by adopting ordinances and policies which lead to “naturally occurring” affordable housing which are residential rental properties that maintain low costs without federal subsidy.

There are a few actions the City of Pewaukee can take to improve the state of affordable housing in the city:

**Strategy 1:** Create new Single-Family and Two-Family zoning districts with reduced minimum lot-sizes.

Large minimum lot sizes can restrict housing supply and raise the cost of development, thereby raising the cost of housing. As a part of their 2013 Regional Housing Plan, SEWRPC reviewed zoning codes from around southeastern Wisconsin and determined whether communities had at least one zoning district that allowed a minimum lot size of 7,200 square feet or less for single-family detached housing units (SEWRPC, 2013, p. 226).

*Modest Lot Size Regional Map, Map form SEWRPC Regional Housing Plan 2013*



The City of Pewaukee failed in this regard. Pewaukee’s RS6 zoning district is the city’s densest single-family residential zoning district for new developments (RS7 applies only to existing subdivisions). The minimum lot-area in RS6 districts is 12,500 square-feet. Additionally, The City of Pewaukee does not have a two-family district with a minimum lot size of 8,000 square-feet or less. In Rd-2 Two-Family Zoning Districts, “lots shall have a minimum area of 18,000 square feet, with not less than 9,000 square feet per dwelling unit.”

The City of Pewaukee should consider creating new denser single-family and two-family zoning districts that meet or exceed the SEWRPC thresholds. Without newly created districts, developers may find it difficult to design walkable conservation subdivisions which preserve open space and create attractive, moderately dense neighborhoods.

**Strategy 2:** Actively work with developers pursuing Low-Income Housing Tax Credits (LIHTC)

The Low-Income Housing Tax Credit program was established to subsidize the development of affordable housing (roughly defined as less than 30% of income spent on housing by a household). Each year, developers from across the state compete for these credits at a 4% and 9% level through applications to the Wisconsin Housing and Economic Development Agency (WHEDA). The application is a points-based competitive process whereby applicants must demonstrate the value of their project and the necessity of the tax credits. As a part of the application, applicants can submit letters from the municipality which verify that the proposed project both complies with the existing zoning and any comprehensive plan. Should the City of Pewaukee be approached by developers who wish to apply for LIHTC, the City shouldn’t hesitate to work alongside



*WHEDA and WIE logos, Photo from WHEDA and WEIGoGreener*

the developers by supplying these letters and any additional documentation necessary for their application.

Additionally, in April of 2020, WHEDA released proposed changes to their Qualified Allocation Plan (QAP), which is the numeric scoring system they use to assess “the impact of a housing project on Wisconsin residents” and allocate LIHTC to affordable housing projects (WHEDA, 2020). Among the proposed changes is an increase in the amount of points a project can receive for green and sustainable construction. Projects would now be required to meet the Wisconsin Green Built Home Standard (score of 150 or more) or the Enterprise Green Communities Criteria (WEI, 2020 & Enterprise, 2020). Above and beyond that minimum threshold, projects built to the Wisconsin Green Built Home Standard (score of 200 or more) or those meeting the Enterprise Green Communities Certification Plus, would receive an additional 20 points on the WHEDA QAP. The City of Pewaukee should encourage local developers to achieve these benchmarks.

### **Permit Apiculture (Beekeeping) as a Conditional Use in Residential Districts**

Bees are important pollinators and are a critical component of a healthy local ecosystem. Private beekeeping can help stabilize increasingly endangered bee populations, increase crop yields, and contribute to the health of local flora



including flower, fruits, and vegetables. Bees are non-aggressive by nature and there are few, if any, adverse impacts to the quality of life of neighboring properties.

Currently apiculture (beekeeping) is an approved use in Agricultural Districts in the City of Pewaukee. They are not considered in residential zoning districts. The City of Pewaukee should add beekeeping as a conditional use in all residential districts.

*Residential beekeeping, Photo from Iowa Valley Community College*



The City of Milwaukee adopted an ordinance in 2010 that allows residents to keep up to two colonies of bees on private property so long as they meet certain conditions (City of Milwaukee, 2010). The City of Pewaukee should require that a permit from the City is acquired by the applicant and that proof of beekeeping competency is established. As per the City of Milwaukee, applicants will need to receive written permission from neighbors should they locate a hive within 50 feet of a neighboring structure.

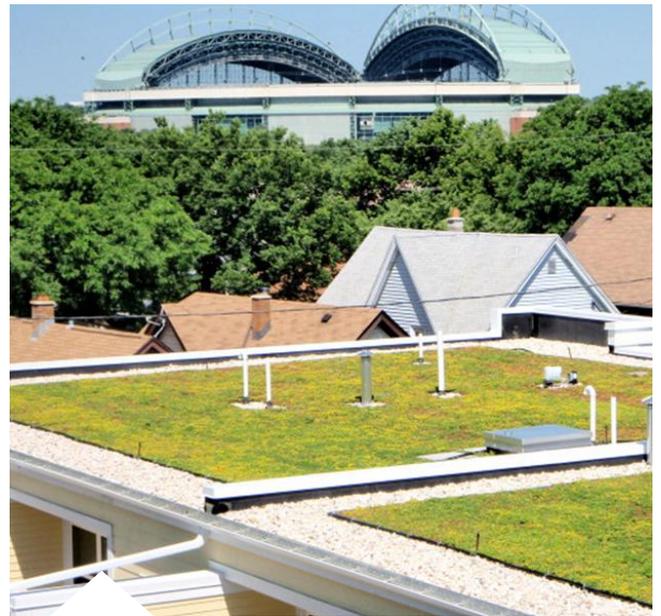
### **Add “green design” language in zoning code**

Section 17.0210 of the City of Pewaukee’s zoning code establishes principles and standards for the aesthetic evaluation of site and building projects for use by the City Plan

Commission in approval of any project except single and two-family developments.

Principles of sustainability are woven throughout the section, including maximal preservation of topsoil, rules against disturbing creeks and natural areas, open space preservation and more. Regardless, the City could benefit from strengthening language around principles of “green design” in residential development considerations. Adding a subsection on sustainable design sets a strong precedent and demonstrates the importance of certain values to the City Plan Commission.

“Green design” in residential developments means encouraging site design which doesn’t shy away from greater walkability, livability, density, and conservation of surrounding open space, even above and beyond what the code requires. The City should add explicit language which names green infrastructure such as permeable pavers, stormwater management features (bioswales, rain gardens, green roofs etc.), and low-carbon construction materials as desirable in all new developments.



*Green roof in Milwaukee, Photo from Metropolitan Milwaukee Sewerage District*



Recommendation	Costs	Funding Source
Create a Mixed-Use Zoning District	\$\$	Planning staff time
Reduce Parking Minimums in Multi-Family Districts	\$	Planning staff time
Increase Housing Affordability in the City of Pewaukee	\$\$	Planning staff time
Permit apiculture (beekeeping) as a Conditional Use in Residential Districts	\$	Licensing, Staff time
Add “green design” language in zoning code	\$	Staff time

\$ - Costs little to implement    \$\$ - Initial costs may be sizable    \$\$\$ - Significant capital expenditure

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The City and Village of Pewaukee share a park system



There are 15 parks in the Pewaukee park system



Pewaukee recently constructed a new sports complex

# PARKS & PUBLIC SPACES

## CONCEPT

Public spaces and parks are a necessary part of keeping communities healthy and connected. They provide a community with social opportunities such as having a picnic or hosting a barbecue with family and friends. Available open spaces in communities give residents more opportunities to engage in physical activity, which has been shown to reduce stress and improve productivity. Friends can gather for a game of pick-up or go for a hike.

Going out to parks can also be about learning and connecting with nature. The International Union for Conservation of Nature (IUCN), widely known as a preeminent authority on the natural world and its protection, has long established the importance of parks. For example, the IUCN categorizes the purpose of national parks as the “[protection of] natural biodiversity along with its underlying ecological structure and supporting environmental processes and to promote education and recreation,” (IUCN, 2020). Minimally disturbed habitats should remain as a monument for all visitors to experience.

Municipalities and agencies should prioritize the establishment of parks as they uphold the protection of natural ecosystems

*Balmer Park, Photo from City of Pewaukee*





## Lessons Learned: NRPA Case Study

The National Recreation and Park Association (NRPA) is a non-profit organization dedicated to the advancement of parks, recreation and environmental conservation efforts. They recently published a survey in 2017 with nearly 400 recorded responses from park and recreation agencies identifying current sustainability practices within their organization. There is a great deal the City of Pewaukee's Parks Department could learn from the study, and some of the main takeaways are enumerated below.

The NRPA's survey results show a wide range of actions taken by surveyed agencies. Among the findings, their survey found 44% of agencies are without a documented sustainability plan, while just 23% reported having their own documented plan (National Recreation and Park Association, 2017). However, not having a plan does not mean agencies were inactive in sustainability practices. Some communities simply adopted a regional plan or were guided by their City's larger sustainability plan. The survey also found that 84% of agencies invested in sustainably driven activities and practices, whether they had an explicit plan or not.

Almost 81% of park agencies provided opportunities for healthy activities in nature, the highest among all categories, according to the NRPA. Additional activities identified included protecting wildlife and wildlife habitat, implementing responsible natural land management, reducing landfill waste, adopting environmentally friendly building practices, fostering sustainability through public engagement and education, and implementing strategies/mitigation activities for climate change (National Recreation and Park Association, 2017).

The activities in the NRPA survey each have a list of goals and actions that support the overall objective and establishes milestones for reaching it. For example, the breakdown of actions for "responsible natural land management" activities include planting native and regionally appropriate species, preserving/increasing tree canopy, controlling invasive plants through less toxic means, following sustainable turn management practices, and following integrated pest management practices (National Recreation and Park Association, 2017).

Aside from the implementation practices and activities, the survey also found that 48% of agencies did not track costs savings associated with the sustainable measures (National Recreation and Park Association, 2017). As such, it is hard for the park agencies to quantify the impact sustainability efforts have on their budget and sell them to the larger community. Along these lines, some barriers exist that prevent park and recreation agencies from implementing sustainability efforts. A lack of funding (61%) was identified as the most common barrier to sustainable measures, followed by lack of dedicated staff (40%), and limited expertise in development of sustainability measures (National Recreation and Park Association, 2017).



*Balmer Park, Photo from City of Pewaukee*



**Goal:** *Build on Pewaukee's well-established park system by integrating more sustainable elements, creating additional programming, and strengthening policies which protect natural areas and wildlife habitats.*

## RECOMMENDATIONS

### **Improve Accessibility and Non-Motorized Connections to Parks**

As discussed previously in this plan, the city of Pewaukee has limited infrastructure designed for pedestrians and cyclists. Parks can be major drivers of local non-motorized transportation, so improving the network of sidewalks and bike paths to and from them can be a great starting point. To improve accessibility, the City and Village Park Department should initiate an evaluation of current non-motorized connections to parks to accommodate individuals of all ages and mobilities. A review of accessibility options will help determine the types of accommodations needed for each park.

Another way for the Parks Department to increase the share of residents who might take bike trips to parks would be to incorporate public bike repair stations where bike trails connect or come close to parks. These simple and affordable stations provide a useful service to cyclists. For additional information regarding bike trails, please see transportation chapter above for the listed recommendations on proposed bike routes.

Of the city's public parks, the City of Pewaukee Parks & Recreation Department listed Balmer Park as the only park that is not accessible by standards established by the Americans with Disabilities Act (ADA) (City of



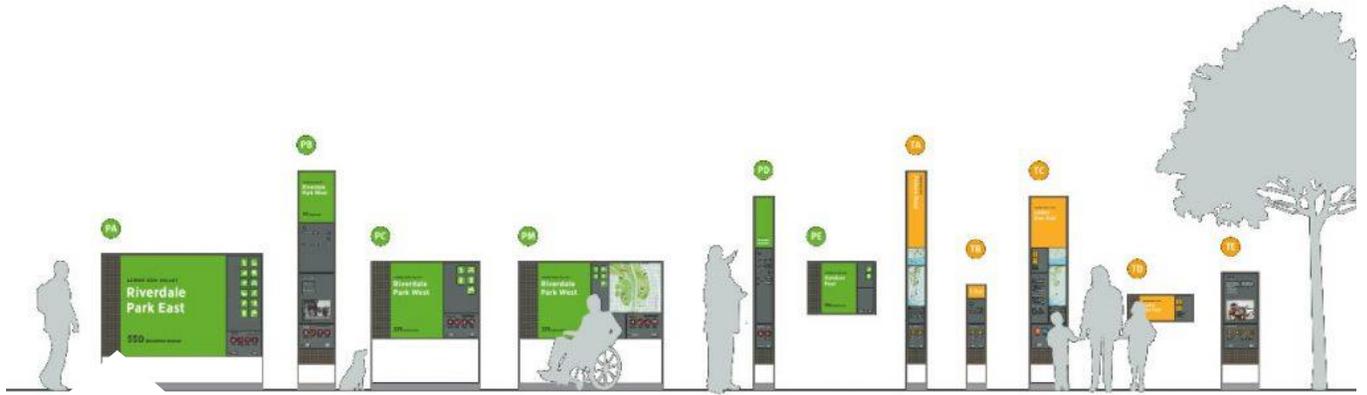
*An example public bike repair station,  
Picture from Huntco Site Furnishing*

Pewaukee Parks & Recreation, 2020). Balmer Park is a relatively small park consisting of only two sports fields and a playground. Nonetheless, bringing Balmer Park into ADA compliance should be considered a priority. A process for park improvements involves creating a budget and alternatives for any redevelopment or construction, determining a proper timeline, and generating potential redesign ideas to be presented to the neighborhood and community around the parks to gather public input on project preference.

### **New Park Wayfinding Signs**

The City of Pewaukee should consider investing in new park wayfinding signs to better highlight park amenities and resources. Generally, wayfinding signs should be easily read from a distance, clear and concise, void of obstructions, and helpful to the person reading them. They should have park branding and point out nature trailheads, sports fields or courts, as well as the distances between them. The City should conduct an





*Example cohesive park signage,  
Photo from City of Toronto, Canada*

analysis to confirm the best location for signs and existing signage requiring immediate replacement.

A study on the perspective of pedestrians and bicyclists on wayfinding signs found that most residents (82.6%) and non-residents (86.5%) reported wayfinding signs to be beneficial to the community (Keliikoa, et. Al., 2018). Among those surveyed, one-third felt encouraged by wayfinding signs to engage in more physical activities such as walking and biking in their community. Wayfinding signs were also reported to be more helpful to non-residents who were unfamiliar with the area.

The assessment and priority of the analysis should help the Parks and Recreation Department develop potential locations for wayfinding signs to better accommodate bikers, walkers, and drivers. Size and content should reflect the areas they are located. For example, larger signs with larger text will fit better near car-occupied roads. While smaller signs and text placed around trails are more suitable.

Additionally, ongoing conversations by the City and Village of Pewaukee will need to take place to help determine maximum efficiency following the results from the analysis. Decisions will need to be made about content, size, material used (wood, metal, or heavy plastic), color, branding, and more.

## Activating Parks

This recommendation centers around the planning of events to bring activity and excitement to Pewaukee’s park system. This approach is to implement local programming events that are inclusive, friendly, and fun for people of all ages. Engaging the public through outdoor events helps strengthen community ties and raise awareness of pre-existing offerings and events.

A potential new program of this nature would be an interactive “Art in the Park” program. This event encourages local artists, families, schools, and others to come and showcase personal artwork in an outdoor setting. Areas around the designated park can include a chalking contest on sidewalks, finger painting, face painting, etc. Additional vendors or sales of artwork can be present in addition to food and beverage vendors. To account for the high turnout, the location of this event should be at the Pewaukee Sports Complex because of its ample parking. Artwork can follow a set theme that is reflective of upcoming holidays or seasons. This event will most likely derive success from warmer weather where people can enjoy the sun and be outside comfortably. The Village of Menomonee Falls and City of Appleton both have developed similar successful events that bring the community together around art.

Another potential program involves a seasonal rotation of outdoor community activities.



Outdoor film screenings, for example, are best during the warmer months such as late spring or summer to avoid weather related cancellations. Potential winter programming could include a snowman building competition which enlivens the parks in the winter. Events should be free and open to all whenever possible.

## Sustainable Park Redesign Analysis

The City should consider incorporating more rain gardens into parks as buffers and tools of stormwater management. Placed along the edge of parks alongside roads, rain gardens make efficient use of the space between oncoming traffic and park users. Locating rain gardens in landscaped islands in parking lots is an effective method of keeping lots dry and void of standing water. With an emphasis on greener spaces, rain gardens are not only good for the environment, but also support biodiversity. Easy to maintain plants which complement the landscaping or wetlands and assist in storm water capture should be selected.

For new park landscape developments, the City should adopt a policy for sustainable plant sourcing. Policies should prioritize

legally harvested and nursery-grown plants. Native or adapted species should be used in all cases to achieve plant species diversity and combat invasive plant species. Along with the use of organic mulch, fertilizers and compost, this further increases the effectiveness of rain gardens.

In addition to rain gardens, and sustainable plant sourcing the City should look to install bioswales. Bioswales are a landscaping feature designed to channel the flow of stormwater runoff, effectively removing pollution and waste (The Watershed Project, 2018).

## Adopt a Green Streets Policy on Streets Nearby Parks

This recommendation seeks to implement “green street” design practices on streets and roadways in and around the parks within the City of Pewaukee. As defined by the United States Environmental Protection Agency, green streets are a landscape and design system used to manage stormwater runoff (EPA, 2019).

*Rain Garden, Photo from Montgomery County, Maryland*



*Bioswale, Photo from Mitt Watershed Council*



The approach relies heavily on the combination of natural vegetation (perennials, shrubs, trees), soil, and bioswales or permeable pavements to capture rainwater (EPA, 2019). This is different from traditional streetscaping which funnels stormwater into the sewer system. Green streets try to use green infrastructure and natural filtration processes.

A pilot green street would best be implemented where new development for residential areas is going to occur or where streets are due for reconstruction. The neighborhood surrounding Wagner Park would be an ideal location to pilot a concept like a green street. Placed on the north side of the Wagner park on Fieldside Road, this area is mostly residential and any excess stormwater that the new design does not collect can be redirected to the pond in Wagner Park. Additionally, as a residential area, there will be minimal traffic from cars,

providing an excellent opportunity to add permeable sidewalks and a bike lane/trail. Potential street parking along Fieldside Road would be reduced, however walking and biking activities would be increased.

*Wagner Park, Photo from Google Maps*



*Street with green infrastructure, Photo from Site Phocus*



Recommendation	Costs	Funding Source
Improve Accessibility and Non-Motorized Connections to Parks	\$\$\$	Public Works budget, Parks Department budget
New Park Wayfinding Signs	\$\$	Parks Department Budget, Tourism budget
Activating Parks	\$\$	Parks Department budget
Sustainable Park Redesign Analysis	\$\$	Parks Department budget
Adopt a Green Streets Policy on Streets Nearby Parks	\$\$\$	Planning staff time, Parks Department budget, Public Works budget.

\$ - Costs little to implement    \$\$ - Initial costs may be sizable    \$\$\$ - Significant capital expenditure

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Pewaukee has a fleet of 10 active snow plows



The City Hall/DPW facility was first constructed in 1964



City facilities have transitioned to high-efficiency LED lights

# MUNICIPAL OPERATIONS

## CONCEPT

Becoming a more sustainable community begins with a government that prioritizes being environmentally conscious in all their actions and policies. City staff and elected leadership should strive to set an example for residents and other communities by improving the operations of City agencies and making City facilities more sustainable.

Responsible city government is no longer just about being fiscally prudent. Instead, local government units have come to understand that ensuring the future health and viability of a community is also about reducing the environmental impact of their practices. Fortunately, there is a nexus between many environmentally friendly practices and cost-savings. No longer does there need to be a tradeoff between the municipal budget and environmental alternatives.

A popular framework for understanding the environmental impact of a set of decisions is the carbon footprint. Essentially, the carbon footprint reflects the total amount of carbon dioxide or other carbon compounds released into the environment and emitted through the burning of fossil fuels. Reducing energy consumption is among the top priorities in this municipal operations section. When possible, the City

*City Hall Campus, Photo from City of Pewaukee*



should adopt the feasible best-available-techniques and purchase the best-available-technology. Replacing old utility and transportation equipment with newer and more efficient models can be an easy method of reducing the City's collective emissions.

Additionally, beyond just energy considerations, operating sustainably means constantly reassessing the ways that City actions and policies contribute to the degradation of local ecosystems and natural resources. The recommendations below represent just a fraction of the possible actions the City of Pewaukee could take to improve the sustainability of their municipal operations. The future success of the City of Pewaukee in this regard will be determined by its institutional willingness to reassess policies, research the strategies of peer-cities, and remain flexible to allow for innovation and new ideas, no matter how large or small.

## **BACKGROUND**

Since its inception, the City of Pewaukee has taken a proactive role in operating sustainably and environmentally responsibly. Sustainability is a core tenant of the City's operating principles. Not only is it defined in the City's strategic plan, but it is woven throughout the strategies within the plan's eight goals:

### **City of Pewaukee Strategic Plan:**

***Sustainable:** "Use of a resource so that the resource is not depleted or permanently damaged; having the resources to provide the necessary facilities and services to maintain the City of Pewaukee and to accomplish its goals."*

City staff has made a concerted recent effort to "green-up" the City's facilities and operations. Below is a list of the actions that the City has taken to be more environmentally conscious and responsible. Additional actions that further these efforts are also found below. The following information was gathered from interviews with City staff and the City's draft Municipal Complex Comprehensive Analysis. The City of Pewaukee does not have a housing plan independent from the housing element of their Comprehensive Plan. SEWRPC's 2013 Regional Housing Plan is currently the most exhaustive compilation of facts and figures about the state of the city's housing and serves as a good benchmark for comparing the City's efforts with other peer communities.

### **Use of Salt Brine Before a Winter Storm Event**

In recent years the City of Pewaukee's Department of Public Works' Highway Division began to use salt brine as a pretreatment on road surfaces in advance of winter precipitation events. Salt brine is a mixture made up of 23% salt and 77% water that is applied to roads to prevent the formation of ice which can make driving dangerous. "Pre-wetting" the roads with this solution is an effective way to reduce the amount of rock salt that needs to be applied, or in some instances, avoid the need for rock-salt altogether.

*Excessive rock salt can be harmful to the environment, Photo from Reader's Digest*



This transition was hugely beneficial in a few different ways. For one, it is much more efficient than traditional rock salt usage. One report found that using a salt brine cut total salt usage by 30% (Landgraf, 2016). Not only does this result in cost savings for the City of Pewaukee, but it also is a benefit to the environment. The overuse of salt has serious unintended consequences on our ecosystem and fresh water. Chloride from salt used to de-ice roads can be toxic to aquatic wildlife and detrimental to overall water quality. The problem has even become a public health issue, as chloride can leech into surface waters and shallow aquifers, worsening well-water supplies. In 2017, SEWRPC started a Chloride Impact Study for the Southeastern Wisconsin Region which seeks to monitor chloride levels in streams across the region through the winter of 2020 (SEWRPC, 2020).

### Transitioning to LED high-efficiency lighting

The City of Pewaukee has almost completed their transition to LED light fixtures on City facilities including the municipal complex/city hall facility and the City's two fire stations. Light-emitting-diodes, or LEDs, are a modern lighting technology that is more efficient than other technologies (such as fluorescent lights) and much longer lasting than traditional incandescent bulbs. These efficiencies lead to significant cost savings for the City of Pewaukee. According to the United States Department of Energy, LED lamps use at least 75% less energy, and last 25 times longer than incandescent bulbs (USDOE, 2020). This energy efficiency can also help the City reduce its energy consumption and carbon footprint.

Another advantage of LEDs is their directional lighting capabilities. LED lamps emit light in one direction as opposed to all around, making outdoor lighting more focused and reducing ambient light pollution (Levison, 2019). City staff should continue to maximize this utility. The International Dark Sky Association (IDA) is a non-profit focused on

educating policy makers on best-practices in lighting to reduce light-pollution. The City of Pewaukee should, when feasible, purchase "dark sky friendly" light features which reduce light pollution through purposeful directional design. The International Dark Sky Association has also produced a Model Lighting Ordinance which could provide guidance on municipal lighting (IDA, 2020). Though the City of Pewaukee oversees very few streetlights, the model ordinance provides a framework for general outdoor lighting practices which could be implemented at the city hall campus.



*Dark sky friendly street lighting and logo, Images from International Dark Sky Association.*



## Variable Speed Pumps for Utilities

Though a portion of the southern part of the City of Pewaukee is served by the neighboring City of Waukesha's municipal water system, the majority of Pewaukee is served by the City of Pewaukee municipal water supply. The system is fundamentally two separate systems served by ground water wells. The east side system serves the largest swath of the city and consists of seven wells. The west side only has three wells. The City of Pewaukee recently transitioned from single-speed pumps to variable speed-pumps in these wells. This decision has both economic and environmental benefits, as the energy use associated with the pumps is determined by system-wide demand, meaning they can conserve energy when demand falls.

*City of Pewaukee City Hall, Photo from Milwaukee Journal Sentinel*

## Highway Department Mulch Program

In recent years, the City of Pewaukee's Highway Department has sold mulch to residents produced through the chipping of brush collected along the City's roadways. This program is a great example of creative re-use of waste materials and should be continued.

## City Hall Operations

In 2003, the City of Pewaukee built the most recent expansion to their city hall facility. In the intervening years, City staff have strived to practice sustainability and use green practices. Below are a few examples:

- Lights in some portions of City hall are on motion-sensors.
- City staff recycles waste-paper and other office waste by-products
- City staff once composted office kitchen waste and spread it on a garden on the campus.



**Goal:** *Improve the sustainability of City facilities and adopt departmental policies which reduce the adverse environmental impacts of City operations.*



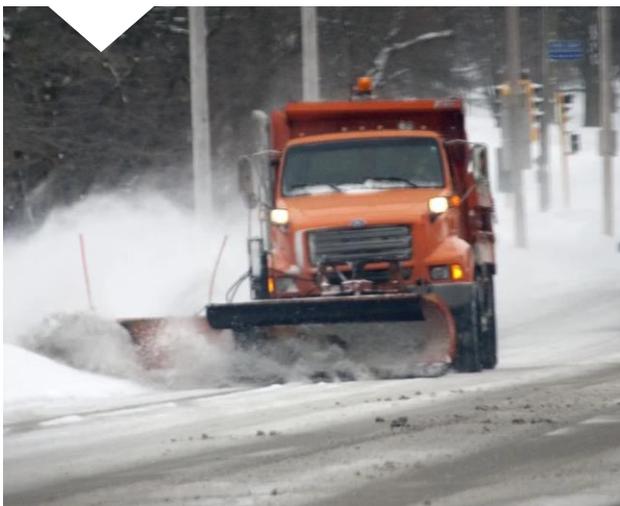
## **RECOMMENDATIONS**

### **City Owned Vehicles Policies**

According to numbers from the ongoing Municipal Complex Comprehensive Analysis, the City of Pewaukee has upwards of 50 vehicles between the Highway Department and Parks Department alone. As the City begins to replace vehicles in the coming years, emphasis should be placed on purchasing fuel efficient vehicles.

When possible, the City should explore purchasing hybrid and electric vehicles for City operations and staff vehicles. Not only can fuel-efficient vehicles bring cost-savings in reduced fuel consumption, but they also reduce the City's carbon emissions. Obviously, there are purposes for which torque and horsepower are the highest priorities when selecting a vehicle. The City's Highway Department, for example, currently has a fleet of 10 Peterbilt 348 plow trucks.

*Snow plowing is a major winter endeavor,  
Photo from Milwaukee Journal Sentinel.*



According to the City's 2019 Municipal Operating budget, plow trucks are scheduled to be replaced every ten years (City of Pewaukee Budget, 2019). City staff should make sure to explore the market for fuel efficient makes and models.

Another practice that the City can undertake to improve emissions is reducing the idling time of City owned vehicles. According to the United State Department of Energy, letting a car sit while it's on ("idling" a car") for longer than 10 seconds produces more pollution than turning the car off and on (USDOE, 2015). Adopting this policy and educating Department of Public Works staff can help reduce emissions, save on fuel, and set a precedent of improving environmental practices on the margins.

Additionally, the City of Pewaukee Department of Public Works and Parks Department should begin to monitor the fuel efficiency and consumption of their existing fleet. Recording this data and setting targets can help to understand the emissions impact of the fleet and identify benchmarks for improvement.

### **Purchase Energy Star Equipment When Available**

The City of Pewaukee should commit to purchasing Energy Star certified equipment when available. The Energy Star certification was developed jointly by the United States Department of Energy and Environmental Protection Agency in 1992 to identify energy-efficient products, devices, and equipment. The Energy Star label and certification is given to private energy-consuming goods that meet certain established targets for energy savings relative to competitors within the same field. The certification system applies to products ranging from household appliances such as refrigerators and televisions to commercial grade equipment such as boilers and data storage centers (Energy Star, 2020). By committing to purchasing only Energy Star alternatives, when available, the City of Pewaukee would reduce their energy consumption and carbon footprint.



## Compost Bins for City Facilities

The City of Pewaukee should resume compost collection for food-waste from staff and visitors at the municipal complex and two fire stations. This involves the co-location of compost buckets with any garbage and recycling bins in City owned properties, specifically in staff lunchrooms and kitchens. Special signage helps users understand what acceptable compost is or what needs another form of disposal (see below). This should be in conjunction with the general composting suggestion in the community section below.

*Example waste signage, Photo from SFEnvironment*



## Reuse of greywater in future expansions of City facilities

As demonstrated by the ongoing Municipal Complex Comprehensive Analysis, the leadership of City of Pewaukee has shown the



*Onsite greywater storage tanks, Portland, Photo from EPA*

ability to self-reflect when it comes to City operations and facilities. In future projects, the City of Pewaukee should strive to implement the most forward-thinking environmental practices. An exciting new frontier of green building design is the reuse of “greywater” in onsite water reclamation systems. “Greywater” refers to the nontoxic wastewater from sinks, baths, washing machines and other appliances. The idea is simple: this water is relatively clean, which makes treating and disposing of it like wastewater from toilets wasteful. A greywater system captures and reuses this water (often with mild treatment) for other non-drinking purposes, including toilet water, clothes washing or watering grass/landscaping (EPA, 2020).

Onsite non-potable water reuse is an ambitious new paradigm of water conservation. For a city such as Pewaukee, which relies on an already fragile and overtaxed groundwater supply, the engineering team behind any future City facility construction or reconstruction should consider implementing a reclaimed water system in conjunction with other water-conserving technologies. For example, the Municipal Complex Comprehensive Analysis has already identified the Police and Highway



toilet rooms as not up to code. Should these toilets need replacing, the City should purchase and install ultra-low flush toilets to conserve water usage (Draft Page 24). The Wisconsin Department of Commerce does require state-level approval of plans that propose greywater as a source of water within the building.

### Assessment of City Facilities for the Installation of Solar Panels.

Wisconsin Focus on Energy is a twenty-year-old statewide program focused on helping

residents, communities, and businesses find energy cost-savings and environmental energy alternatives. Their staff provides information and programming related to helping interested parties navigate the often-complicated process of finding incentives, rebates, and savings related to the installation of alternative energy sources such as solar panels. Though the ongoing facilities report does not explore the idea, there is potential for the installation of solar panels on the existing facilities and expanded Department of Public Works garage. The City should partner with Focus on Energy for exactly such an analysis.



*American Family Insurance Campus, Madison, WI Photo from Renew Wisconsin*

Recommendation	Costs	Funding Source
City Owned Vehicles Policies	\$\$	Staff time, Public Works budget
Purchase energy star equipment when available.	\$\$\$	Capital equipment fund
Compost bins for City Facilities	\$	General government fund
Reuse of greywater in future expansions of City facilities.	\$\$\$	Capital projects fund
City Facilities Solar Assessment	\$\$	Staff time, General government fund

\$ - Costs little to implement    \$\$ - Initial costs may be sizable    \$\$\$ - Significant capital expenditure



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# COMMUNITY



The Village and City share a public school district



The joint new library was constructed in 2005



Pewaukee incorporated as a city in 1999

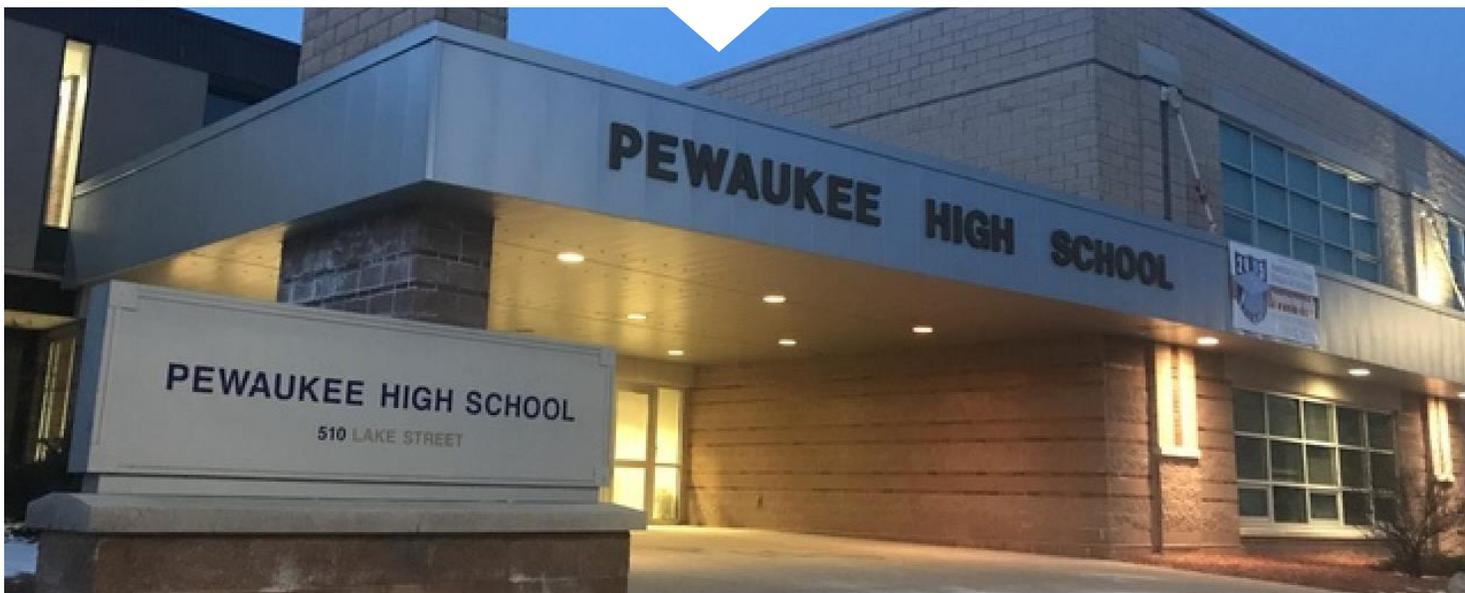
## CONCEPT

A strong community draws success from the social well-being and interpersonal ties present among its residents. Social networks that emerge around schools, parks, and community spaces form the backbone of an equitable and close city that is bonded by shared values and customs. A strong community is an essential social determinate of health. A sustainable community is one that provides equal opportunity for all individuals, equal access to public resources, and welcomes differing views and people from all backgrounds and identities to have a voice. It is a shared responsibility to ensure that everyone feels welcome and included. The Institute for Sustainable Communities (ISC) created an useful framework the four pillars of a strong community: leadership, ecological integrity, economic security, and social well-being (ISC, 2020).

**For the purposes of this plan, recommendations will center around either the concept of **food-systems** or **education**.**

**Goal:** *Strengthen social cohesion and community resilience in the City of Pewaukee through advances in education and advocacy for healthy food consumption.*

*Pewaukee High School, Photo from TMJ4*



## BACKGROUND: FOOD

Food and its connection to community is largely absent from past planning efforts by the City of Pewaukee. Their comprehensive plan deals with farming, but does not draw much of a connection from food quality and food systems to the health of Pewaukeeans. The City's Strategic Plan does remark on a shift from dairy farming to crop production, orchards, greenhouses, and plant and tree nurseries.

### City of Pewaukee Strategic Plan

#### Goal 3:

*“Promote the safety, security, health and well-being of all residents in a manner which is responsive to demographic, social and community needs.”*

#### Goal 6:

*“Encourage and support the creation of a wide range of quality educational, recreational, and cultural opportunities within and in the vicinity of the city.”*

## RECOMMENDATIONS: FOOD

### Farmers Markets

The Pewaukee Farmers Market is organized by the Pewaukee Chamber of Commerce and traditionally takes place in H.C. Koepp Park in the heart of the village (Pewaukee Chamber of Commerce, 2020). The City of Pewaukee

should continue to support the farmers market as a great source of fresh food for people from around the region. Farmers markets are a great way to support local farmers and artists. They are also a great way to build a sense of community and activate underutilized spaces. The City should also encourage the Chamber of Commerce to explore hosting the market at a city park once or twice a season. Support from the City would help city residents feel a sense of ownership of the market and increase its visibility.



*Pewaukee's Farmers Market, Photo from Pewaukee Chamber of Commerce*

### Single-Use Plastic Bags Policy

The City of Pewaukee should lobby the State of Wisconsin to change state laws regarding the ability of municipalities to adopt ordinances restricting single-use plastic bags. Wisconsin AB 730, signed by Governor Walker in 2016, prohibits local governments from regulating the commercial use of plastic bags. Pewaukee may want to retain autonomy, so they have the ability at some point to explore the banning of single-use plastic bags within the city. The goal of such an initiative would be to reduce the use of unnecessary plastic that often becomes litter and waste in landfills, while promoting reusable bags that are more environmentally friendly. We see the



impact of plastic waste from a local standpoint with plastic waste found stuck in trees, bushes, and covering up drains and gutters. Globally plastic waste contributes to approximately 8 million metric tons of plastic that would go into our oceans (Schultz, 2020).

This idea is likely to turn some heads and encounter resistance. There is precedence from around the country, however. The promotion of paper and reusable bags has gained support in the states that have implemented this policy. In an online story covering the ban of plastic bags, cities like New York City and Los Angeles have implemented a ban on single use plastic bags and emphasized paper bags or alternative methods of grocery transportation (Philippe, 2020). Ongoing educational efforts can help inform residents and shoppers of their impact on the city and the overall global environment.



*Compost Crusader was formed in 2014,  
Image from Compost Crusader*

### **Public-Private Partnership: Compost Crusader**

This recommendation focuses on a partnership with Compost Crusader to assist in developing a composting program for residents in the City of Pewaukee. Compost Crusader is an organization that picks up residential and commercial compost for recycling into nutrient rich soil (Compost Crusader, 2020). They provide bins and transport services for people who want to compost their food waste. In addition to composting food waste from City facilities (as described in the Municipal Operations chapter), the City should partner with Compost Crusader to advertise their services by providing small bins and a pamphlet with information for interested persons. Current partners Compost Crusader



*Plastic bags are a common form of litter,  
Photo from Sierra Club*

work with include the City of Milwaukee, Shorewood, Wauwatosa, the Village of Sturtevant, and even the Pewaukee school district (Compost Crusader, 2020).

### **Community Gardens**

Sustainability in food means improving access to fresh, healthy produce, and finding ways to get residents outdoors and interacting with fellow residents. Community gardens represent a great way to achieve these goals.

Dane county has a well-established community garden program known as “The Gardens Network” which is a partnership between Rooted Wisconsin, the UW-Madison Extension-Dane County, and the City of Madison (The Gardens Network, 2020). Their mission statement emphasizes the connection of people with the resources needed to create and sustain community gardens that foster food, engagement and equity. With over 50 gardens throughout the county, community members are invested in growing fresh and organic produce to feed their families at a fraction of the cost of traditional grocers. Some potential community gardeners use this as an opportunity to invest in farmers market produce or donate a portion to food banks.

Enthusiasm for new community gardens was



not particularly high according to results from the stakeholder survey. Only 28% of respondents expressed affirmative interest in participating in a local community garden, many citing an abundance of private garden space. Regardless, the City should not allow its ordinances or code to be a barrier to organizations or individuals who want to pursue urban agriculture and community gardens.



*Dane County's Gardens Network, Image from Community GroundWorks*

## **BACKGROUND: EDUCATION**

Education is an essential part of any sustainability plan, whether it is connecting residents to relevant information or teaching them about sustainability topics including urban agriculture, pollution, resource management, and energy management. Education helps individuals make better informed decisions around their behaviors and consumption patterns. Topics to include for education on sustainability could include, but are not limited to, urban agriculture, pollution, resource management, and energy management.

Pewaukee and Waukesha County are both recognized for their great educational systems. Best Places found Pewaukee schools to have a higher high-school graduation rate than the Wisconsin average: 97% graduate high-school in Pewaukee compared to only 91.7% statewide

(Best Places, 2020). Graduates of Pewaukee are also more likely to pursue a four-year degree than the state (52% and 29% respectively) (Best Places, 2020).

The City and Village's shared Pewaukee's Public-School District is made up of two elementary schools, one middle school, and one high school. In 2016, the school district reported an enrollment of 3,000 students, 148 of which were "open enrolled." Of the enrolled students, 897 of students were in high school (grades 9-12), 434 students in middle school (grades 7-8), and 1,669 between the two elementary schools (grades K-6) (Pewaukee School District, 2020). Census data for 2018 shows 96% of people aged 25 and over living in Waukesha County have a high school degree or higher and 45.6% have a bachelor's degree or higher, compared to 92.1% and 30% statewide (ACS, 2018).

Pewaukee is also blessed with a fantastic library, run jointly by the City and Village. The City of Pewaukee's Comprehensive Plan cites a study by the Waukesha Federated Library System and their group of sixteen public libraries in Waukesha County which found that libraries in the county are much more utilized than the national average. Specifically, they found 45% of respondents used the county libraries more than eleven times annually, much higher than the 25% nationally (Comprehensive Plan, Page 125, Section 4-23)

*Sustainable Education, Image from Centre for Sustainable Healthcare*



## RECOMMENDATIONS: EDUCATION

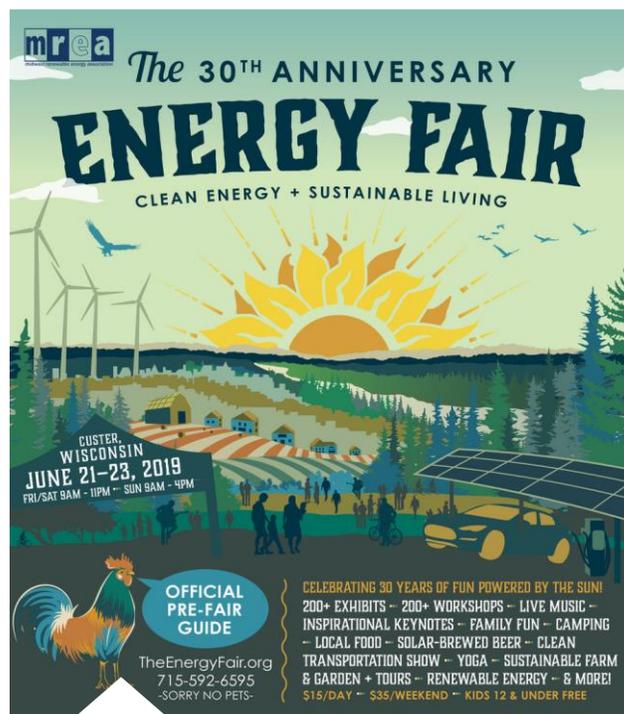
### Sponsoring an Annual Energy Fair

The City of Pewaukee's Department of Public Works could host an annual energy fair to educate residents on energy efficiency strategies and renewable power options. For thirty years, the Midwest Renewable Energy Association has hosted an energy fair in Custer, Wisconsin. The City of Pewaukee should invite experienced groups and businesses to demonstrate the best methods and practices for sustainability and energy use. The Custer energy fair attracts approximately 11,500 attendees and describes itself as a fair that "brings people together to learn about sustainability and clean energy, connect with others, and take action toward a sustainable future" (The Annual Energy Fair, 2020).

This event will not only educate attendees on their own daily use of energy but will also inspire attendees to change their behaviors to become more eco-friendly. The fair will communicate the positive impact one can have, and how energy consumers can all start making changes in our daily habits. Finally, the City should give participants a brief exit survey on what sustainable efforts the City of Pewaukee should undertake in the future. Gathering feedback is useful for shaping ongoing planning and future programming.

### A City that Volunteers

For the whole month of April, which is National Volunteer Month, this recommendation invites students and residents of all ages to actively engage in volunteering. The City's role would be to develop a checklist of potential volunteering opportunities people could do during the month while showing the impact volunteering has on its community. Activities could include picking up trash, planting trees in a park, volunteering at organic non-profit farms, constructing houses with Habitat for



*Custer, WI Energy Fair, Photo from MREA Fair Guide*

Humanity, or supporting local shelters and food banks. Additional partners could include the Boy and Girls Scouts of America and the American Red Cross.

Finally, the City and school district could develop this recommendation into a citywide friendly contest among schools or neighborhoods. By tracking cumulative hours volunteered, an incentive could be offered or given. This incentive could be in the form of sponsored event held at a school auditorium or gym, an end of the month picnic hosted by the City and Village of Pewaukee, a student education scholarship/grant, or a ceremony congratulating the winner(s) by the Mayor or Superintendent. There could even be various categories for winning which can include the community or district with the most hours, school class, individual hours, and more.

### Salt Usage Awareness Campaign

The City of Pewaukee's should make information available on their website about



responsible road salt usage and the impact of overuse on the environment and the City of Pewaukee’s water resources. Wisconsin Salt Wise is an excellent resource to find information.

Recommendation	Costs	Funding Source
Farmers Markets	\$\$	Staff time, tourism budget
Single-Use Plastic Bags Policy	\$\$	Staff time, lobbying fund
Public-Private Partnership: Compost Crusader	\$\$	General government fund, private partnership
Community Gardens	\$	Parks Department staff time
Sponsoring an Annual Energy Fair	\$\$\$	Tourism budget, private partnership, grants
A City that Volunteers	\$\$	Staff time, external grants
Salt Usage Awareness Campaign	\$	Public Works budget, IT staff time

\$ - Costs little to implement    \$\$ - Initial costs may be sizable    \$\$\$ - Significant capital expenditure

## CHAPTER SOURCES AND REFERENCES

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The City of Pewaukee has 1.65 square miles of open water.



Pewaukee was once famous for its ice harvesting industry.



Education proves effective at reducing household waste

# NATURAL RESOURCES

## CONCEPT

As the City of Pewaukee continues to develop and grow, it is important for the City to make choices that protect environmentally sensitive areas to maintain environmental quality and avoid developmental problems that might degrade wetlands and naturally wooded areas that support wildlife. The City of Pewaukee should also preserve ecologically and socially important open spaces to provide its residents with beautiful spaces and opportunities for outdoor recreation. All designs for future developments should include plans to protect or enhance the health of surface and groundwater. Additionally, the City should look for ways to work with residents and property owners to protect and enhance natural resources on previously developed sites. Lastly, the City must continue to look for new and innovative ways to improve the health of its natural resources and become more environmentally friendly. **This plan has chosen to sort recommendations into three major categories: water, energy, and waste.**

**Goal:** *Protect and improve the natural resource base of the City of Pewaukee through innovations in energy, waste, and water policies.*

*Inlet on Lake Pewaukee, Photo from City of Pewaukee*



## BACKGROUND

The City of Pewaukee covers 21.22 square miles and sits in the heart of “Lake Country.” Pewaukee’s water resources are one of the city’s most defining features and help shape its identity. Protecting and improving Pewaukee’s water resources are also important for maintaining property values and ensuring a high quality of life for residents. Pewaukee’s water resources complement the natural beauty of the city’s picturesque landscapes. The City of Pewaukee has a responsibility to its residents to preserve and enhance the city’s natural resources.

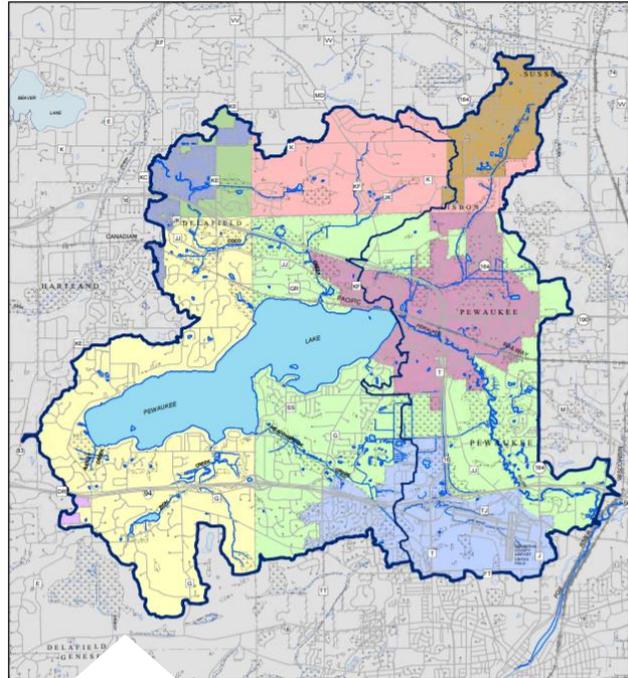
This is a responsibility the City of Pewaukee understands. Local leadership has already taken many steps to preserve and enhance the city’s natural resource base. One of the goals of the City’s Strategic Plan is to “identify, protect, enhance, and preserve the natural resource base and environmental amenities of the City.”

Groundwater constitutes one of the most important elements of the natural resource base of the City of Pewaukee. In addition to the natural beauty, groundwater is the main source of water for residential, commercial, and industrial uses in the city. Like surface water, groundwater is susceptible to depletion in quantity and to deterioration in quality. This has already occurred in the city of Pewaukee and is a well-known health and environmental concern. Elevated radium and arsenic levels in drinking water are a health concern the city of Pewaukee is currently working to address.

### **City of Pewaukee Strategic Plan - Goal 4:**

*Identify, protect, enhance, and preserve the natural resource base and environmental amenities of the City.*

CIVIL DIVISIONS WITHIN THE PEWAUKEE RIVER WATERSHED: 2012



*Pewaukee Lake Watershed, Image from SEWRPC*

## RECOMMENDATIONS: WATER

### **Water Usage Study and Water Pricing Structure**

The City of Pewaukee should undertake a study with the dual purpose of understanding who the major users of water are in the city and what the impacts of their usage are on the city’s water supply. The results of this study will inform the City of Pewaukee if further steps are necessary to protect its water resources or adopt additional water conservation policies. For instance, the City of Pewaukee may determine it’s a good idea to re-exam its water pricing structure to encourage private water conservation. One example is a tiered pricing structure that increases the costs of water usage as usage increases. However, a balance should be struck in the development of any new pricing structure between economic development, affordability, and conservation.



## Rebates for Ultra-low Flush Toilets

To help city residents reduce their water usage, the City of Pewaukee should offer residents who replace their older toilets with new ultra-low flush toilets a rebate. The replacement toilets must meet the EPA's WaterSense Program Standards. Many municipalities have run similar programs offering a rebate of \$50 per toilet replaced. Pewaukee could cap the number of toilets eligible for rebate per household. The rebates should not be available for new construction. The City of Waukesha has run a successful showerhead and toilet rebate program for years, which has brought it accolades for its water conservation policies.

*WaterSense Program, Photo from EPA*



## Permeable Pavement Friendly Code

To better protect and improve the quality of the city's water resources, the City of Pewaukee should revise its code to encourage the use of permeable pavements where appropriate. The permeable pavements permitted must comply with Wisconsin Department of Natural Resources technical standards. Permeable pavements aid in

stormwater management, reduce runoff, and decrease the risk of flooding. Traditional impervious pavements aid in the creation of stormwater runoff which collects contaminants and damages water quality in local watersheds and unconfined shallow aquifers, upon which many Pewaukeeans rely. Stormwater runoff can also overwhelm existing stormwater and sewer infrastructure which can lead to a variety of problems.



*Example of Permeable Paves, Photo from EPA*

## Encourage Alternative Lawns

The City of Pewaukee should ease barriers in its code and encourage residents and businesses to incorporate alternative lawns into their landscaping. Well maintained turf grass lawns have been a part of American culture for a long time and still have a place in our landscape designs. However, with the loss of natural habit and the more recent rapid decline in biodiversity and pollinators, alternative lawns with local natural grasses and flora have been gaining in popularity. Alternative lawns and native lawns help increase biodiversity, reduce stormwater runoff, and can be beautiful by their own right.





*Lawn with natural grasses, Image from National Wildlife Federation*

In negotiations where the City retains some design control (e.g. Planned Unit Developments), the City should encourage developers to consider reducing the amount of turf grass in favor of alternatives.

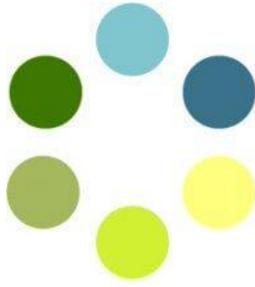
### **Develop a Rain Barrel Program**

The City of Pewaukee should develop a rain barrel program for home gardens and landscaping similar to the Milwaukee Metropolitan Sewerage Districts' program. A rain barrel is a container that captures rainfall off a roof and stores it for later use. Rain barrels offer many benefits to users and the community, including cost savings for property owners. A large percentage of residential water usage in the United States is for garden and lawn irrigation. Rain barrels also reduce the amount of water homeowners must pay for. Rainwater is also free from additives in our tap water that are beneficial for human consumption, but potentially detrimental to plant and soil health. Lastly, rain barrels help reduce polluted

stormwater runoff that might enter the storm sewer system.

*Rain Barrels, Photo from City of Cambridge, Massachusetts*





*Wisconsin's Focus on Energy Logo, Photo from Focusonenergy*

# focus on energy<sup>sm</sup>

## Partnering with Wisconsin utilities

### RECOMMENDATIONS: ENERGY

#### **Partnership with Focus on Energy**

The City of Pewaukee should form a partnership with Focus on Energy. Focus on Energy empowers people and businesses to make smart energy decisions with enduring economic benefits. They are a trusted source in Wisconsin for reliable energy information, resources, and offer financial incentives to businesses and private citizens to undertake energy efficiency and renewable energy projects. The City of Pewaukee should partner and consult with Focus on Energy to encourage their residents and businesses to undertake projects that reduce their energy consumption overall.

#### **Energy Disclosure Mandate for Commercial Buildings**

The City of Pewaukee should create and pass an energy disclosure mandate for commercial buildings. Energy disclosure mandates are becoming increasingly popular as policymakers seek to improve the energy efficiency of buildings and increase transparency for the private sector. Increasingly, businesses factor energy efficiency into their real estate decision-making process. In the United States, buildings that are more energy efficient tend to have higher occupancy levels and higher lease rates and sales prices than less energy efficient properties (US Department of Energy, 2016). It is in the City of Pewaukee's interest to encourage as many commercial properties as possible to be energy efficient. Part of creating a healthy business environment means

increasing energy transparency to encourage businesses to locate in the City of Pewaukee. The City of Milwaukee recently established a similar goal in their *RefreshMKE* Sustainability Plan (City of Milwaukee, 2013)

#### **Exclude Solar Panels from Building Height Calculations**

The City of Pewaukee should exclude solar panels when calculating building heights. Currently, the policy is unclear, so the City should clarify their standards in this regard. It's often the case in building codes that plan examiners consider solar panels when calculating building heights. Developers building structures near the maximum allowable height may not be permitted to install rooftop energy systems. In some cases,

*Residential Solar Array, Photo from Mitchell Solar Solutions*



a project may not be economically viable if a developer is forced to reduce the overall height of a building to make room for solar panels. The same may be true of an existing structure that would like to add a solar panel system to the roof. Rather than force developers and property owners to abandon solar panel systems or seek a variance, the City of Pewaukee should relax height requirements when it is for the installations of a solar energy system.

## **RECOMMENDATIONS: WASTE**

### **Develop an E-Waste Recycling Plan**

Many electronic devices are collected during regular trash pick-up and end up improperly disposed of in landfills. Electronic waste (e-waste) often contains toxic substances such as mercury, cadmium, and lead. The proper collection and disposal of e-waste is a challenge for many communities. State Law requires that local governments educate their residents about electronic recycling. The law does not require local governments to use specific methods to educate residents about electronics recycling. The Wisconsin Department of Natural Resources (DNR) suggests that at a minimum, local governments should include e-cycling information in their existing outreach efforts (tax bill fliers, community letters and/or signs posted at recycling drop-off sites). The City of Pewaukee is already doing some of the suggested outreach. Additionally, the City of

Pewaukee can order printed copies of fliers, posters, and brochures from the DNR about e-cycling for free. The DNR can also provide limited quantities of promotional materials, such as pencils, stickers and temporary tattoos, for community outreach events.

The City of Pewaukee doesn't currently accept electronics for recycling on a regular basis, but rather participates in an inconsistent Waukesha County program. Ultimately, the City of Pewaukee should develop a plan for properly collecting and disposing e-waste throughout the year. However, until a more regular centralized e-waste recycling program is developed, residents should be directed to the Waukesha County Recycles webpage for e-waste recycling information and locations of vendors who will receive their e-waste.



*Recycling Instructions, Photo from Waukesha County Recycles*



*Electronic Waste, Photo from Tuck School of Business, Dartmouth College*



## Encourage Residents to Compost

The City of Pewaukee should encourage its residents to compost. Compost can be created from food scraps, inedible portions of food, and yard waste. Composting is a way for residents reduce food waste and create a soil additive that can be used to increase the health and productivity of Pewaukee’s gardens. The City of Pewaukee should take advantage of its existing relationship with the Waukesha County Green Team to develop a webpage that provides residents with information on how to adopt green gardening practices such as composting. The Waukesha County Green Team would be an excellent partner for community outreach at events in the City of Pewaukee. See the Community Chapter for more on a composting alternative.



*Compost, Photo from Gardeningknowhow*

Recommendation	Costs	Funding Source
Water Usage Study and Water Pricing Structure	\$\$	Staff time, Stormwater management budget
Rebates for Ultra-low Flush Toilets	\$\$	General government fund, external grants
Permeable Pavement Friendly Code	\$	Planning staff time
Encourage Alternative Lawns	\$	Planning staff time
Develop a Rain Barrel Program	\$\$	Stormwater management budget
Partnership with Focus on Energy	\$\$	Staff time, General government fund
Energy Disclosure Mandate for Commercial Buildings:	\$\$	Private property owners, Staff time, external grants
Exclude Solar Panels from Building Height Calculations	\$	Staff time
Develop an E-Waste Recycling Plan	\$\$	Public Works budget, staff time, External partnerships
Encourage Residents to Compost	\$	IT staff time, external partnership

\$ - Costs little to implement    \$\$ - Initial costs may be sizable    \$\$\$ - Significant capital expenditure



## **CHAPTER SOURCES AND REFERENCES**

City of Milwaukee. (2013). *ReFresh MKE*. Retrieved from [https://city.milwaukee.gov/ReFreshMKE\\_PlanFinal\\_Web.pdf](https://city.milwaukee.gov/ReFreshMKE_PlanFinal_Web.pdf)

SEWRPC. (2003). *A Lake Management Plan for Pewaukee Lake*. Retrieved from [https://www.sewrpc.org/SEWRPCFiles/Publications/CAPR/capr-058\\_2nd\\_ed\\_pewaukee\\_lake\\_management.pdf](https://www.sewrpc.org/SEWRPCFiles/Publications/CAPR/capr-058_2nd_ed_pewaukee_lake_management.pdf)

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# **Propelling Pewaukee: A Sustainability Plan**



**Spring 2020**

# GRANTS & FUNDING

*Municipal bodies often have limited budgets that require them to prioritize certain projects over others. Federal, state, local and private monies are available for projects that meet agencies objectives. Below are a few possible funding sources the City should consider applying for to aid in completing the recommendations discussed in this plan.*

## ***BUILD (Better Utilizing Investments to Leverage Development) Grant***

- Agency:** U.S. Department of Transportation
- Deadline:** May 18 (2020 deadline)
- Purpose:** BUILD grants are awarded to projects that address the primary objectives of the DOT (U.S. DOT, 2020). Projects that focus on improving the safety of users will be recognized by the agency. Projects that create greater access for users through connections and additional routes are also aligned with DOT objectives.
- Awarded Project:** Brown County - State Trunk Highway 29 – County Highway VV Multimodal Interchange
- Project Details:** Brown County was awarded \$19,757,899, which covered 70% of total project costs. The existing at-grade State Trunk Highway (STH) 29 and County Highway VV intersection will be replaced with a full-access intersection. The project was awarded the BUILD grant due to the safety improvements associated with full-access intersections (U.S. DOT, 2018).

## ***Urban Green Space (UGS) Subprogram***

- Agency:** Wisconsin DNR
- Deadline:** May 1 (Annual Deadline)
- Purpose:** Funding from the Stewardship Local Assistance grant program is dedicated to urban green spaces and community gardens near urban areas (Wis. DNR, 2020). This grant specifically supports nature-based outdoor recreation. Wisconsin State Legislature defines nature-based outdoor recreation as *“activities where the primary focus or purpose is the appreciation or enjoyment of nature. These activities may include but are not limited to hiking, bicycling, wildlife or nature observation...”* (NR 51.002(19), 2017).

## ***Recreational Trails Program (RTP)***

- Agency:** Wisconsin DNR
- Deadline:** May 1 (Annual Deadline)
- Purpose:** This program reimburses recipients up to 50% of costs associated with maintenance, development, construction, and/or acquisition of motorized and/or non-motorized trails (U.S. DNR, 2020). Municipalities must submit detailed proof of expenses and can be reimbursed for costs as early as the pre-engineering stage.

### ***CDBG (Community Development Block Grants) - Public Facilities***

- Agency:** Wisconsin Department of Administration
- Deadline:** June 25 (2020 Deadline)
- Purpose:** CDBG funds are awarded to projects that include improvements and upgrades to infrastructure such as sidewalks or community centers (Wis. DOA, 2020). Projects are awarded based on their ability to address CDBG's three objectives: benefiting low- and medium-income persons, eliminating or preventing slums and blight, and meeting an urgent need.
- Awarded Project:** Burlington, Vermont – Waterfront Housing
- Project Details:** CDBG awarded Burlington \$155,711 plus \$495,000 Section 108 Loan (U.S. HUD, 2005). Funds were used by the Burlington Community Land Trust and Housing Vermont to develop mixed-income rental housing that included 40 units (38 affordable). Low- and medium-income persons that had been previously priced out of this area were now able to afford housing with lake views.

### ***Recycling Consolidation Grant***

- Agency:** Wisconsin DNR
- Deadline:** October 1 (Deadline for full funding)
- Purpose:** Funding is awarded to Responsible Units (i.e. cities, towns, counties, etc.) that have a DNR approved Effective Recycling Program and meet one or more criteria in s. 287.24 (2), Wis Stats (Wis. DNR, 2020). If the applicant meets these requirements, costs associated with a recycling and/or yard waste program for residential and 2-4-unit households will be funded. Materials that are available to be covered include educational and collection materials, salaries and wages, and rents and services.

## **CHAPTER SOURCES AND REFERENCES**

HUD, Office of Block Grant Assistance. (2007). *Chapter 3: National Objectives*. Retrieved from [https://www.hud.gov/sites/documents/DOC\\_16472.PDF](https://www.hud.gov/sites/documents/DOC_16472.PDF)

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Wisconsin Department of Natural Resources. (2020). *Recycling Consolidation Grant to responsible units*. Retrieved from <https://dnr.wi.gov/Aid/Consolidation.html>

Wisconsin Department of Natural Resources. (2020). *Urban Green Space Program*. Retrieved from <https://dnr.wi.gov/topic/stewardship/grants/UrbanGreen.html>

# CONCLUSION

As the year 2020 has demonstrated, the world is an unpredictable and ever-changing place. While we know the future will be full of unavoidable hurdles, the extent of these challenges and when they will present themselves is not predictable. The success of the City of Pewaukee in the 21st century and beyond will hinge upon its ability to be adaptive. Giving the City a toolkit so they may respond to future environmental, economic, and ecological problems with foresight and prevention, rather than reactionary mitigation, is one of the primary objectives of this document.

There are a lot of big ideas in this plan, but each one is tied to an important pillar of sustainability. Being a sustainable community starts with protecting the existing natural resource base while adapting to changing environmental conditions over time. Planning Pewaukee's parks and providing additional pedestrian and bicycle routes will improve the health and wellness of Pewaukeeans. Providing and maintaining public spaces for social gatherings and recreation will attract new residents to Pewaukee and improve the quality of life of current residents.

As the local economy experiences change, the City should work closely with businesses and the real estate community to maintain a healthy, diversified local economy and keep Pewaukee attractive to entrepreneurs and businesses. A key component of future economic success in Pewaukee will be the adoption of sustainable business practices. As the City of Pewaukee continues to grow towards full build-out, providing a variety of safe, affordable, and desirable housing options is crucial to its success. Property taxes provide much of the revenue for the City of Pewaukee, so building and maintaining desirable neighborhoods is of critical importance. Further, higher housing density at appropriate locations is something the City of Pewaukee should consider given changing preferences and development patterns. In all new construction, the City of Pewaukee must continue to encourage sustainable building practices, innovative water management infrastructure, and energy efficient practices.

This plan's recommendations and goals warrant further discussion and will need to be carefully considered. How the City chooses to allocate its time and resources should be a collaborative effort that involves the greater community and taxpayers. Implementing these recommendations will require funding and community support. Grants and other funding sources will be important to implement recommendations given budgetary limitations. Tough decisions will need to be made, but the future of Pewaukee is bright.

# APPENDIX

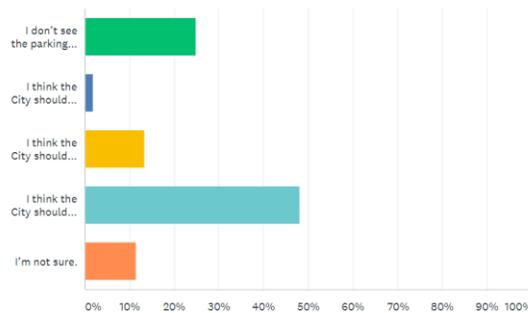
## APPENDIX A: Online Stakeholder Survey Results

Link to results: Part 1: <https://www.surveymonkey.com/results/SM-X6J2XW9X7/>  
 Part 2: <https://www.surveymonkey.com/results/SM-NGKRMW9X7/>

### Survey 1, Question 1

We have created videos containing information related to the plan and our recommendations. Please watch them before proceeding to the next set of questions. How do you view the current parking minimum requirements in multi-family districts in the City of Pewaukee?

Answered: 52 Skipped: 2

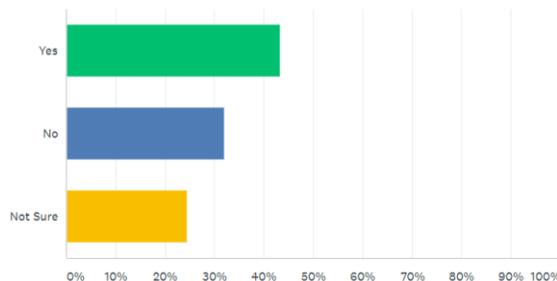


ANSWER CHOICES	RESPONSES
▼ I don't see the parking requirements as an issue/I don't think the code needs changing in this regard.	25.00% 13
▼ I think the City should consider reducing the parking minimums generally in multi-family districts.	1.92% 1
▼ I think the City should consider reducing the covered/garage parking minimum.	13.46% 7
▼ I think the City should come up with a new method of assessing parking requirements in multi-family districts (such as tying it to the number of bedrooms).	48.08% 25
▼ I'm not sure.	11.54% 6
<b>TOTAL</b>	<b>52</b>

### Survey 1, Question 2

Do you think that there is a market/demand for a mixed-use building (traditionally first-floor retail with apartments/condos above) in the City of Pewaukee?

Answered: 53 Skipped: 1



ANSWER CHOICES	RESPONSES
▼ Yes	43.40% 23
▼ No	32.08% 17
▼ Not Sure	24.53% 13
<b>TOTAL</b>	<b>53</b>

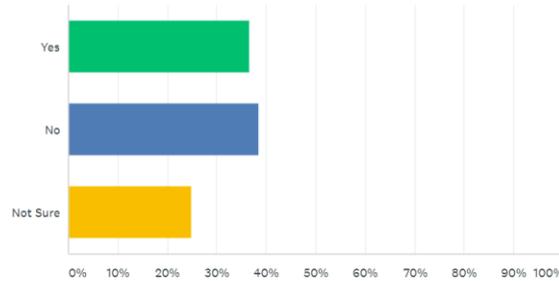
# APPENDIX

## APPENDIX A: Online Stakeholder Survey Results

### Survey 1, Question 3

Do you think that there is an adequate amount of affordable housing in the City of Pewaukee?

Answered: 52 Skipped: 2

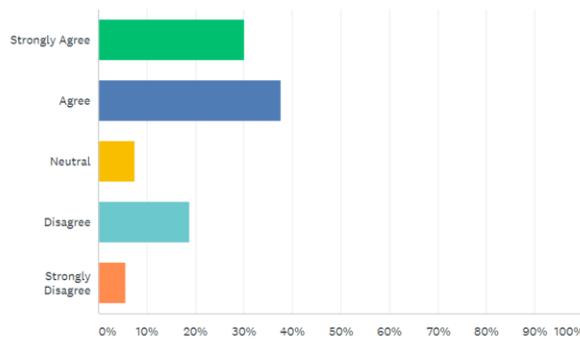


ANSWER CHOICES	RESPONSES
Yes	36.54% 19
No	38.46% 20
Not Sure	25.00% 13
<b>TOTAL</b>	<b>52</b>

### Survey 1, Question 4

How much do you agree with the following statement: The City of Pewaukee should offer financial incentives to developers who implement green infrastructure in their projects above and beyond code requirements.

Answered: 53 Skipped: 1



ANSWER CHOICES	RESPONSES
Strongly Agree	30.19% 16
Agree	37.74% 20
Neutral	7.55% 4
Disagree	18.87% 10
Strongly Disagree	5.66% 3
<b>TOTAL</b>	<b>53</b>

# APPENDIX

## APPENDIX A: Online Stakeholder Survey Results

### Survey 1, Question 5

Do you have any final comments or questions about the ideas discussed above?

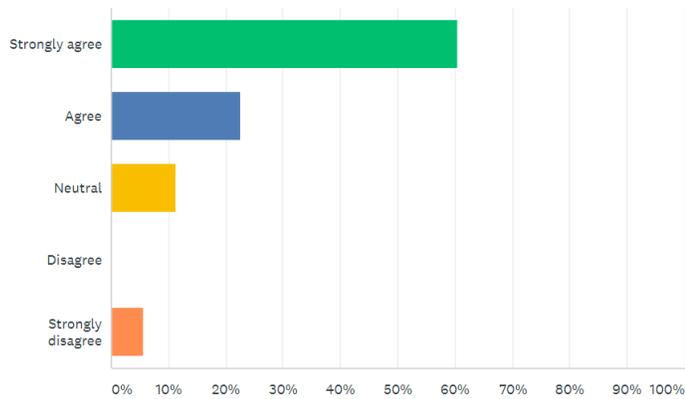
Answered: 15 Skipped: 39

[See link for full comments](#)

### Survey 1, Question 6

Do you think that the City of Pewaukee should have more transportation connections? (i.e. sidewalks, bike-lanes, trails, etc.)

Answered: 53 Skipped: 1



ANSWER CHOICES	RESPONSES
Strongly agree	60.38% 32
Agree	22.64% 12
Neutral	11.32% 6
Disagree	0.00% 0
Strongly disagree	5.66% 3
<b>TOTAL</b>	<b>53</b>

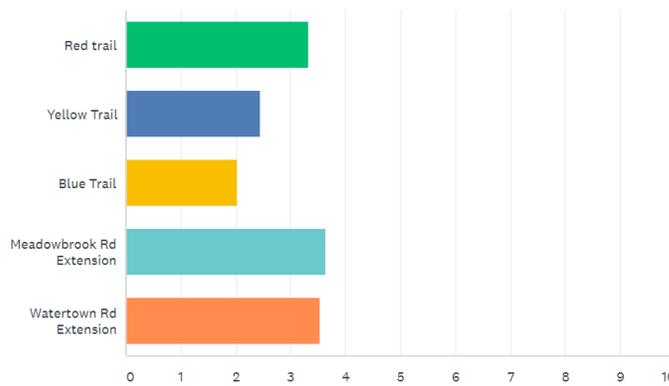
# APPENDIX

## APPENDIX A: Online Stakeholder Survey Results

### Survey 1, Question 7

There are five (5) proposed pedestrian and bicycle connections in this section (seen at the 2:00 mark of the video above). Please rank these connections in order of priority based on your opinion and knowledge of the City of Pewaukee.

Answered: 50 Skipped: 4



	1	2	3	4	5	TOTAL	SCORE
Red trail	20.83% 10	18.75% 9	39.58% 19	14.58% 7	6.25% 3	48	3.33
Yellow Trail	6.25% 3	10.42% 5	25.00% 12	37.50% 18	20.83% 10	48	2.44
Blue Trail	4.17% 2	12.50% 6	14.58% 7	18.75% 9	50.00% 24	48	2.02
Meadowbrook Rd Extension	32.65% 16	30.61% 15	12.24% 6	18.37% 9	6.12% 3	49	3.65
Watertown Rd Extension	36.73% 18	26.53% 13	8.16% 4	10.20% 5	18.37% 9	49	3.53

### Survey 1, Question 8

Are there any other missing pedestrian and bicycle connections in the City of Pewaukee that you believe are important?

Answered: 23 Skipped: 31

[See link for full comments](#)

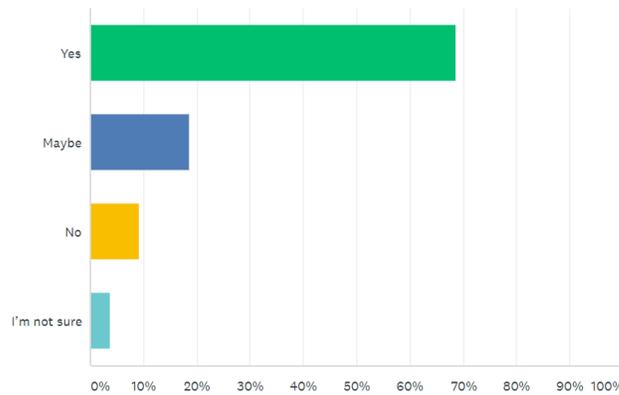
# APPENDIX

## APPENDIX A: Online Stakeholder Survey Results

### Survey 1, Question 9

If pedestrian and bicycle infrastructure were installed on county highways, do you think residents would utilize it?

Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES
▼ Yes	68.52% 37
▼ Maybe	18.52% 10
▼ No	9.26% 5
▼ I'm not sure	3.70% 2
<b>TOTAL</b>	<b>54</b>

### Survey 1, Question 10

Do you have any final comments or questions about bike or pedestrian transportation in the City of Pewaukee?

Answered: 21 Skipped: 33

[See link for full comments](#)

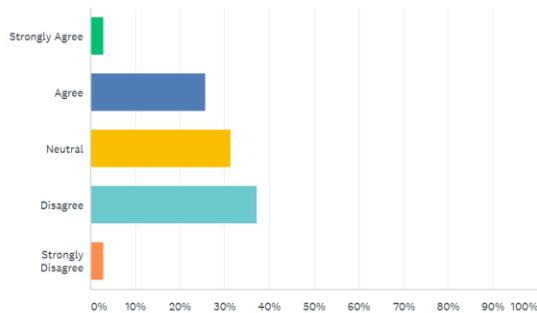
# APPENDIX

## APPENDIX A: Online Stakeholder Survey Results

### Survey 2, Question 1

We have created videos containing information related to the plan and our recommendations. Please watch them before proceeding to the next set of questions. The City of Pewaukee is doing enough to protect its water resources

Answered: 35 Skipped: 1

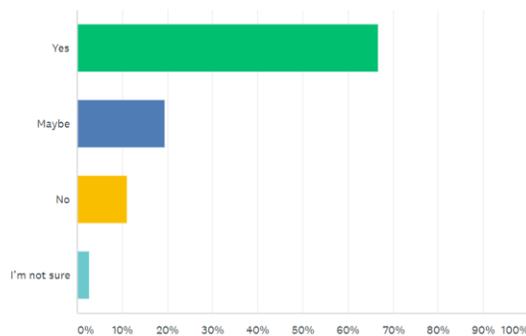


ANSWER CHOICES	RESPONSES
Strongly Agree	2.86% 1
Agree	25.71% 9
Neutral	31.43% 11
Disagree	37.14% 13
Strongly Disagree	2.86% 1
<b>TOTAL</b>	<b>35</b>

### Survey 2, Question 2

Are alternatives lawns (natural plantings/perennial gardens, etc.) something you would like to see more of in Pewaukee?

Answered: 36 Skipped: 0



ANSWER CHOICES	RESPONSES
Yes	66.67% 24
Maybe	19.44% 7
No	11.11% 4
I'm not sure	2.78% 1
<b>TOTAL</b>	<b>36</b>

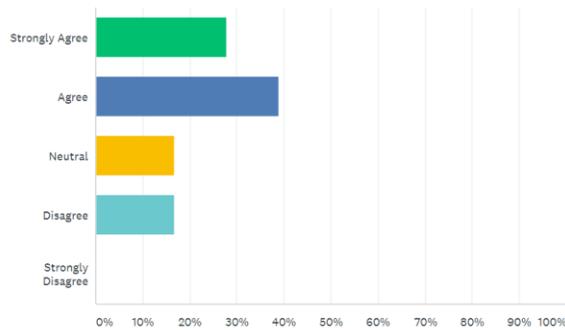
# APPENDIX

## APPENDIX A: Online Stakeholder Survey Results

### Survey 2, Question 3

The City of Pewaukee should incentivize residents and business to install solar panels on their property

Answered: 36 Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly Agree	27.78% 10
Agree	38.89% 14
Neutral	16.67% 6
Disagree	16.67% 6
Strongly Disagree	0.00% 0
<b>TOTAL</b>	<b>36</b>

### Survey 2, Question 4

Do you have any final comments or questions about natural resource conservation or any of the items discussed above?

Answered: 12 Skipped: 24

[See link for full comments](#)

# APPENDIX

## APPENDIX A: Online Stakeholder Survey Results

### Survey 2, Question 5

How do you feel about the current park system and recreational offerings in the City of Pewaukee?

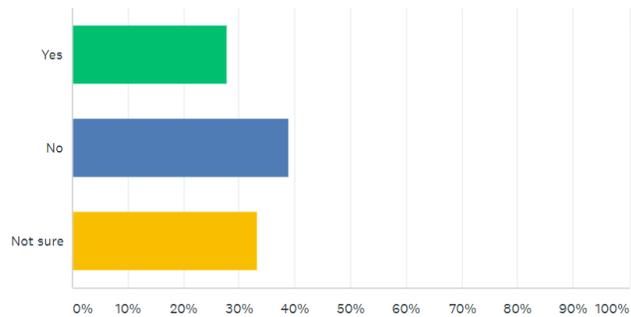
Answered: 22 Skipped: 14

[See link for full comments](#)

### Survey 2, Question 6

Would you participate in the establishment of a community garden in your community?

Answered: 36 Skipped: 0



ANSWER CHOICES	RESPONSES
Yes	27.78% 10
No	38.89% 14
Not sure	33.33% 12
<b>TOTAL</b>	<b>36</b>

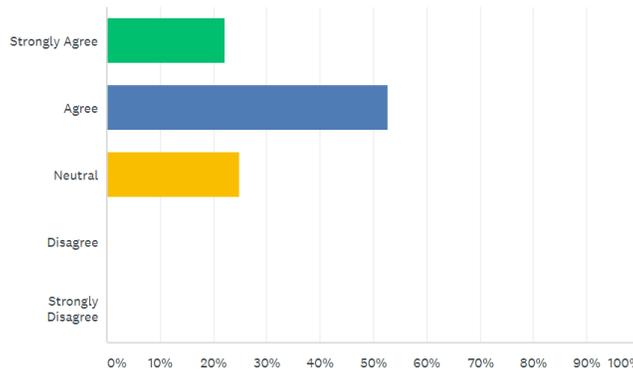
# APPENDIX

## APPENDIX A: Online Stakeholder Survey Results

### Survey 2, Question 7

Do you think volunteering should be more actively engaged in the City of Pewaukee?

Answered: 36 Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly Agree	22.22% 8
Agree	52.78% 19
Neutral	25.00% 9
Disagree	0.00% 0
Strongly Disagree	0.00% 0
<b>TOTAL</b>	<b>36</b>

### Survey 2, Question 8

Do you have any final comments or questions on the topics discussed in the Community and Public Space/Parks arena?

Answered: 10 Skipped: 26

### Survey 2, Question 9

Are there any ideas or recommendations that you heard in either survey that particularly excited you, and why?

Answered: 12 Skipped: 24

### Survey 2, Question 10

Are there any ideas or recommendations in either survey that you disagree with or are concerned about, and why?

Answered: 11 Skipped: 25

[See link for full comments](#)

# APPENDIX

## APPENDIX B: Online Stakeholder Survey Correspondence

Initial Stakeholder Email (April 4<sup>th</sup>, 2020):

Hello,

This spring, students from the Master of Urban Planning program at the University of Wisconsin-Milwaukee have been working with the City of Pewaukee in the creation of a Sustainability Plan. City staff and leadership, including yourself, City Administrator Scott Klein, and City Planner Nick Fuchs have asked us to develop a plan with the intention of furthering the City's core value of Sustainability, as captured in Pewaukee's strategic plan:

*"We strive to promote economic, environmental and social strategies and practices that will ensure a livable, self-supporting community for future generations. We encourage green building practices for both public and private development and operations to reduce waste and use fewer resources."*

**We are emailing today to see if you'd be willing to complete a quick online survey we developed for the Sustainability Plan.** You have been identified as an individual who might be interested in participating and providing us with valuable insight to assist in creating a vision of a more green and healthy Pewaukee. Our original intention was to invite you to a focus-group style meeting, but due to the COVID-19 health emergency we have instead created this survey to gather feedback.

**The survey should take about 30 minutes in total to complete.** We created videos in the survey with information related to our proposals. Please watch them before proceeding to the questions. The survey is split into two parts. **Please complete both parts:**

Survey Part 1 (Housing & Transportation):

<https://www.surveymonkey.com/r/NWM9QCF>

Survey Part 2 (Natural Resources, Community, Parks/Open Spaces):

<https://www.surveymonkey.com/r/NT8N6NM>

**Please complete by Friday, April 10<sup>th</sup>** so that we may have enough time to adjust and incorporate the comments and suggestions. Please feel free to pass along this email and the survey links to other individuals who work or live in the City of Pewaukee. Do not hesitate to reach out if you have any questions related to the survey. We thank you for taking time to complete the survey.

Regards,

Forrest, Jessica, John & Kong (The UWM Student Planning Team)

# APPENDIX

## APPENDIX B: Online Stakeholder Survey Correspondence

1<sup>st</sup> Follow-up Email (April 10<sup>th</sup>, 2020):

Hello,

This email serves as a reminder to please take our survey for the student-led City of Pewaukee Sustainability Plan. If you have already taken it, feel free to disregard this email.

**We have extended the date that we will close the survey to Wednesday – April 15<sup>th</sup>. We also want to remind you to take BOTH parts of the survey.**

Once again:

The survey should take about 30 minutes in total to complete. We created videos in the survey with information related to our proposals. Please watch them before proceeding to the questions. Please take both surveys.

Survey Part 1 (Housing & Transportation): <https://www.surveymonkey.com/r/NWM9QCF>

Survey Part 2 (Natural Resources, Community, Parks/Open Spaces):

<https://www.surveymonkey.com/r/NT8N6NM>

Please feel free to pass along this email and the survey links to other individuals who work or live in the City of Pewaukee. Do not hesitate to reach out if you have any questions related to the survey. We thank you for taking time to complete the survey.

Regards,

Forrest, Jessica, John & Kong (The UWM Student Planning Team)

# APPENDIX

## APPENDIX B: Online Stakeholder Survey Correspondence

2<sup>nd</sup> Follow-up Email (April 15<sup>th</sup>, 2020):

Hello,

At the suggestion of Alderman Ray Grosch we have decided to extend our deadline one more time. We are asking you one final time to please take our City of Pewaukee Sustainability Plan Survey by **Friday – April 17<sup>th</sup>**.

If you have already done so, feel free to disregard this email.

Once again, there are **2 PARTS OF THE SURVEY**.

Survey Part 1 (Housing & Transportation): <https://www.surveymonkey.com/r/NWM9QCF>

Survey Part 2 (Natural Resources, Community, Parks/Open Spaces):

<https://www.surveymonkey.com/r/NT8N6NM>

We urge you also to forward this email to others who you think would be interested. All who work or live in the City of Pewaukee and are interested in making a more healthy and happy city are welcome.

Do not hesitate to reach out if you have any questions related to the survey. We thank you for taking time to complete to contribute to our efforts.

Regards,

Forrest, Jessica, John & Kong (The UWM Student Planning Team)

# APPENDIX

## APPENDIX C: Business/Economic Development Survey Questions

Link to Survey: <https://www.surveymonkey.com/r/SYBPGMW>

### City of Pewaukee sustainable business survey

Our team and the City of Pewaukee view sustainability as ways in which the longevity of a community is maintained and improved.

This does not only apply to the *environment* (i.e. carbon emissions, green infrastructure), but to *social* factors (i.e. transportation, place-making) and *economic* factors (i.e. job retention, population growth) as well.

As you answer the following questions, we want you to think about how your business is sustainable.

#### 1. What is the name of your company?

\_\_\_\_\_

#### 2. About how many employees does your business have at a Pewaukee location?

\_\_\_\_\_

#### 3. What, if any, sustainable/green infrastructure do you have on your property? (check all that apply)

- rain gardens
- bioswales
- green roofs
- permeable pavements
- Solar energy
- LED lighting
- Recycling program
- none
- other

#### 4. In your opinion, how important do you consider sustainability to your business?

- Very important
- Important
- Somewhat important
- Not very important
- Not important at all

# APPENDIX

## APPENDIX C: Business/Economic Development Survey Questions

**5. Does your business currently have explicit sustainable goals or targets?**

Yes \_\_\_\_\_

No \_\_\_\_\_

**6. What percentage of your employees commute to work from outside of the City of Pewaukee? (please make your most educated guess)**

\_\_\_\_\_ 0-20%

\_\_\_\_\_ 21-40%

\_\_\_\_\_ 41-60%

\_\_\_\_\_ 61-80%

\_\_\_\_\_ 81-100%

**7. What do you believe are the reasons for some of your employees not living in the City of Pewaukee? (check all that apply)**

\_\_\_\_\_ Housing/rent cost

\_\_\_\_\_ Lack of community atmosphere

\_\_\_\_\_ Lack of transportation

\_\_\_\_\_ Lack of housing options

\_\_\_\_\_ Crime

\_\_\_\_\_ Taxes

\_\_\_\_\_ Other

**8. What about the City of Pewaukee attracted you to locate your business here?**

\_\_\_\_\_

**9. If the City of Pewaukee offered incentives for sustainable practice, how likely would your company be to comply?**

\_\_\_\_\_ Very likely

\_\_\_\_\_ Somewhat likely

\_\_\_\_\_ Not very likely

\_\_\_\_\_ Not likely at all

# APPENDIX

## APPENDIX C: Business/Economic Development Survey Questions

**10. What percentage of your employees commute by the following modes of transportation? (Must total 100)**

- Drive
- Carpool
- Ride-share (Uber/Lyft)
- Public Transportation
- Walk
- Bike

### Thank you!

Your responses are greatly appreciated and will help our team to make sustainability recommendations to the City of Pewaukee. If you are interested in the final report please contact the City of Pewaukee's Planning Department.

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If you would be interested in attending a virtual focus group discussing sustainability in the City of Pewaukee, please enter your email bellow so that we can send you details.

*\*Due to COVID-19 the specific date and time is still being considered.*

# **Propelling Pewaukee: A Sustainability Plan**

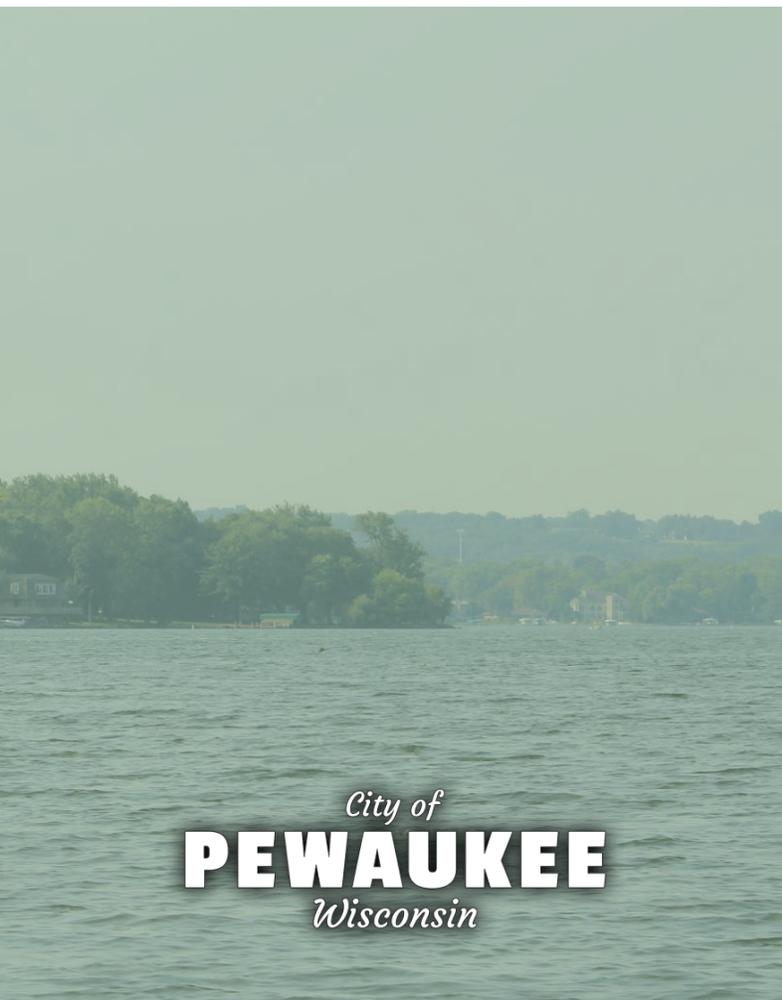


**Spring 2020**

**Propelling Pewaukee:  
A Sustainability Plan**



**Spring 2020**



*City of*  
**PEWAUKEE**  
*Wisconsin*

