

## Chapter I

# TRENDS, ISSUES, AND OPPORTUNITIES

Information on the size, characteristics, and distribution of the residential population, households, Village employment and the man-made environment, including anticipated changes in these factors over time, is essential to the preparation of a sound comprehensive plan. Some of the land use requirements that the plan seeks to meet are directly related to the existing and probable future population, households, and employment levels of the area. This chapter presents a summary of the Village of Wales' background information pertaining to population, household, and employment forecasts as well as demographic trends, age distribution, education and income levels, and employment characteristics. It also states the Village of Wales' overall objectives, policies, goals, and programs that will be used to guide the future development and redevelopment of the Village until 2030.

In a municipality such as the Village of Wales, which is set in a dynamic region, the preparation of population, household, and employment forecasts is a difficult task. It is subject to periodic revision as new information becomes available. The forecasts eventually selected as a basis for the Village plan were derived from regional and county projections reflecting U.S. Bureau of the Census and Wisconsin Department of Administration trend projections.

Much of the demographic data in this chapter is from the U.S. Bureau of the Census and the Wisconsin Department of Administration. The U.S. Bureau of the Census data is collected every ten years and is derived from both short and long form questionnaires. The short form provides a complete count of all persons living in the United States, and includes over 300 tables with counts and cross tabulations of race, ethnicity, gender, and age data. The long form is sent to one out of every six households in the United States. It provides sample data for topics related to education, housing, income, and other social and economic issues.

Historical population, household, and employment census data for the Village of Wales are based on the corporate boundaries of the Village. The Village of Wales set intergovernmental boundary agreements in 2000 with the Town of Genesee, and in 2002 with the Town of Delafield, that fixed its current municipal boundary in perpetuity.

The base year for the projections presented in this chapter is 1990; however, 2000 Census data is provided for comparison and information purposes. While the projections represent reasonable estimates of future conditions, they are provided as a starting point for the identification of the parameters which will ultimately determine the design of the plan.

Finally, the chapter presents key findings of the community survey, as well as the set of planning principles and supporting objectives which were used as a guide in the preparation of the plan. Planning is a rational process for formulating and meeting these principles. Therefore, the formulation of objectives is an essential task that must be undertaken before plans can be prepared. As part of the comprehensive planning process, a set of planning principles, along with supporting goals and objectives, was formulated by the Village of Wales and was based, in

part, on the results of the 2000 and 2008 community surveys. Design guidelines were also formulated for guiding and evaluating future development in the Village.

## POPULATION

### Population Trends and Projections

Historical and future populations for the Region, Waukesha County, and the Village of Wales are set forth in Table I-1. As shown, all three geographic areas experienced relatively significant and steady population growth during the period 1930 to 2000. The Village experienced a steady growth rate from 1930 to 1950. Thereafter, the community experienced a rapid growth rate from 1950 to 1980 and a steady increase from 1980 to 2000. The 2000 population is more than a ten-fold increase over the Village population in 1950.

As shown in Table I-1, the SEWRPC Region, Waukesha County and the Village of Wales will continue to steadily increase in overall population in the next 20 years. The SEWRPC Region will increase about 5% each year, while Waukesha County increase at about 6% per year. The Village of Wales will increase by a much slower percentage, staying just around 1% for most of the next 20 years as shown in Table I-2 and Figure I-1. This is mainly the result of the Village of Wales entering into the boundary agreements and the fact that the Village recently developed its last significant undeveloped land on the east side of its boundary. The only other avenue for increased growth would be for the Village of Wales to rezone existing areas for a higher intensity of use for the potential of redevelopment that would allow an increase of population density in these areas.

**Table I-1  
HISTORICAL AND PROJECTED POPULATIONS IN THE REGION,  
WAUKESHA COUNTY AND THE VILLAGE OF WALES: 1900-2030**

Year	SEWRPC Region			Waukesha County			Village of Wales		
	Population	Change from Previous Period		Population	Change from Previous Period		Population	Change from Previous Period	
		Number	Percent		Number	Percent		Number	Percent
1900	501,808	115,034	29.7	35,229	1,959	5.9	--	--	--
1910	631,161	129,353	25.8	37,100	1,871	5.3	--	--	--
1920	783,681	152,520	24.2	42,612	5,512	14.9	--	--	--
1930	1,006,118	222,437	28.4	52,358	9,746	22.9	132 <sup>a</sup>	--	--
1940	1,067,699	61,581	6.1	62,744	10,386	19.8	170	38	28.9
1950	1,240,618	172,919	16.2	85,901	23,157	36.9	237	67	39.4
1960	1,573,614	332,996	26.8	158,249	72,348	84.2	356	119	50.2
1970	1,756,083	182,469	11.6	231,365	73,116	46.2	691	335	94.1
1980	1,764,796	8,713	0.5	280,203	48,838	21.1	1,992	1,301	188.3
1990	1,810,364	45,568	2.6	304,715	24,512	8.7	2,471	479	24.0
2000	1,931,165	120,801	6.7	360,767	56,052	18.4	2,523	52	2.1
2010 Projections	2,040,120	108,955	5.6	386,460	25,693	7.1	2,537	14	0.6
2020 Projections	2,155,492	115,372	5.6	409,570	23,110	6.0	2,548	11	0.4
2030 Projections <sup>b</sup>	2,246,776	91,284	4.2	436,986	27,416	6.7	2,584	36	1.4

<sup>a</sup> The Village of Wales was incorporated in 1922.

<sup>b</sup> Projections for the year 2030 for the Village of Wales were made with simple trend extrapolation techniques by the University of Wisconsin Applied Population Laboratory. These projections are built upon the Wisconsin Department of Administration's Demographic Services Center's population projections for municipalities (through 2025).

Source: U.S. Bureau of the Census and Wisconsin Department of Administration.

**TABLE I-2  
POPULATION ESTIMATES FOR THE VILLAGE OF WALES: 2000-2008**

	2000 Census	Final 1/01/01 Estimate	Final 1/01/02 Estimate	Final 1/01/03 Estimate	Final 1/01/04 Estimate	Final 1/01/05 Estimate	Final 1/01/06 Estimate	Final 1/01/07 Estimate	Final 1/01/08 Estimate
<b>Population</b>	2,523	2,534	2,542	2,541	2,547	2,567	2,599	2638	2655
<b>Number</b>	--	11	8	-1	6	20	32	39	17
<b>Percent</b>	--	0.44%	0.32%	-0.04%	0.24%	0.79%	1.25%	1.50%	0.64%

Source: Wisconsin Department of Administration.

**DEMOGRAPHICS**

**Racial Composition**

The largest race in the Village of Wales is white, followed by, from largest to smallest, two or more races, Asian, American Indian and Alaska Native, some other race, and finally African American as shown in Figure I-2. Almost 99 percent of residents in the Village of Wales in 2000 were white.

**Age Distribution**

The age distribution of the population has important implications for planning and the formation of public policies in the areas of education, recreation, health, housing, and transportation. The age composition of the Region, County, and Village are set forth by age group in Table I-3. In general, as the resident population of the Region and County increased during the last two decades, the number of adults increased significantly and the number of children increased steadily. In contrast, the overall number of children decreased in the Village of Wales, while the number of adults increased over the last two decades.

Figure I-1

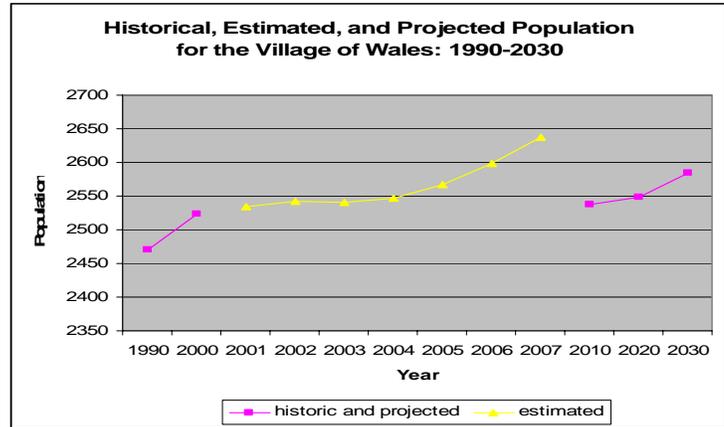


Figure I-2

Total Population by Race		% of Total
White	2,488	98.6%
Black or African American	4	0.2%
American Indian & Alaska Native	6	0.2%
Asian	6	0.2%
Native Hawaiian & Other Pacific Islander	0	0.0%
Some other race	5	0.2%
Two or more races	14	0.6%

Source: U.S. Bureau of the Census 2000 and Economic Profile System Community (EPSC)

Between 1980 and 2000, the number of children under the age of five increased about 3 percent in the Region and about 15 percent in the County, and decreased about 38 percent in the Village of Wales. While the number of school-age children, ages five through 17, between 1980 and 2000 increased about 1 percent in the Region and 2 percent in the County, the Village experienced an increase of about 6 percent.

Table I-3 shows that the number of working-age adults, ages 18 through 64, between 1980 and 2000 increased about 11 percent in the Region and about 31 percent in the County, while the Village experienced an increase of about 48 percent. This increase in the labor/work force may be expected to continue during the planning period. The number of persons aged 65 and older increased significantly in all three geographic areas between 1980 and 2000, with an increase of about 23 percent in the Region, about 108 percent in the County, and about 94 percent in the Village. The increase in the size of the elderly population, which may be expected to continue throughout the planning period, is expected to increase the demand for specialized housing units, transportation, and health care services for the elderly. Table I-4 separates the age group of 18-64 for the year 2000 to give more detail about the changing age demographic.

**Table I-3  
AGE COMPOSITION OF THE POPULATION IN THE REGION,  
WAUKESHA COUNTY AND THE VILLAGE OF WALES: 1980-2000**

REGION								
Age Group	1980 <sup>a</sup>		1990		2000		1980-2000 Change	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Under 5 .....	128,086	7.2	138,444	7.7	132,390	6.9	4,305	3.4
5 through 17.....	375,653	21.3	338,629	18.7	377,706	19.5	2,053	0.5
18 through 64.....	1,065,887	60.4	1,106,820	61.1	1,181,788	61.1	115,901	10.9
65 and Older.....	195,294	11.1	226,471	12.5	241,024	12.5	45,730	23.4
All Ages	1,764,919	100.0	1,810,364	100.0	1,932,908	100.0	167,989	9.5

WAUKESHA COUNTY								
Age Group	1980 <sup>a</sup>		1990		2000		1980-2000 Change	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Under 5 .....	20,054	7.2	21,801	7.2	23,096	6.4	3,042	15.2
5 through 17.....	70,098	25.0	61,309	20.1	71,807	19.9	1,709	2.4
18 through 64 .....	169,260	60.3	191,679	62.9	222,430	61.7	53,170	31.4
65 and Over .....	20,914	7.5	29,926	9.8	43,434	12.0	22,520	107.7
All Ages	280,326	100.0	340,715	100.0	360,767	100.0	80,441	28.7

VILLAGE OF WALES								
Age Group	1980		1990		2000		1980-2000 Change	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Under 5 .....	243	12.2	219	8.8	151	6.0	-92	-37.9
5 through 17.....	580	29.1	701	28.4	614	24.3	34	5.9
18 through 64 .....	1,115	56.0	1,470	59.5	1,653	65.5	538	48.3
65 and Older.....	54	2.7	81	3.3	105	4.2	51	94.4
All Ages	1,992	100.0	2,471	100.0	2,523	100.0	531	26.7

<sup>a</sup>The 1980 regional and county populations of 1,764,919 and 280,326, respectively, each include 123 persons who were subtracted from these numbers after the conduct of the 1980 census but whose removal was not allocated to the various age group categories.  
Source: U.S. Bureau of the Census and SEWRPC.

**Table I-4  
POPULATION BY AGE GROUP FOR THE VILLAGE OF WALES: 2000**

	Under 5		5 to 14		15 to 24		25 to 44		45 to 64		65 and Over		Median Age
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent			
Village of Wales	151	6.0%	443	17.5%	356	14.1%	732	29.0%	736	29.2%	105	4.2%	37.3

Source: U.S. Bureau of the Census

**Educational Attainment**

The level of educational attainment is one indicator of earning potential, which, in turn, influences such important choices as location, type, and size of housing. Table I-5 compares the educational attainment of Village residents with those of Waukesha County and the Region. In 2000, about 95 percent of the residents 25 years of age and older in the Village of Wales, or 1,470 persons, had a high-school or higher level of education. This is

**Table I-5  
EDUCATIONAL ATTAINMENT OF PERSONS 25 YEARS OF AGE AND OLDER  
IN THE REGION, WAUKESHA COUNTY, AND THE VILLAGE OF WALES: 2000**

Education Level Attained	Region		Waukesha County		Village of Wales	
	Number	Percent of Total	Number	Percent of Total	Number	Percent of Total
Less than Ninth Grade .....	59,587	4.8	5,537	2.3	29	1.9
Ninth to 12th Grade, No Diploma .....	136,211	10.9	13,873	5.8	46	3.0
High School Diploma (includes equivalency).....	372,955	30.0	66,651	27.6	330	21.4
Some College, No Degree .....	272,642	21.9	54,483	22.6	379	24.5
Associate Degree .....	85,761	6.9	18,492	7.7	143	9.2
Bachelor Degree .....	214,986	17.3	57,050	23.6	400	25.9
Graduate or Professional Degree.....	101,712	8.2	25,213	10.4	218	14.1
Total	1,243,854	100.0	241,299	100.0	1,545	100.0

Source: U.S. Bureau of the Census and SEWRPC.

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higher than the educational attainment of the population of both the County and Region, where 92 and 84 percent of the respective populations have attained this level of education. This table also indicates that about 49 percent of the population in the Village has earned an associate, bachelors, or graduate degree, compared to about 42 percent in the County and 32 percent in the Region.

**Household and Family Income<sup>1</sup>**

The 1999 annual income levels in the Region, County, and Village are set forth in Table I-6. For comparison purposes, both the average and median incomes are presented. The median income level is found by listing, in a sequential order, the annual income of every household or family and selecting the value in the middle of the list. This middle value is generally used in summarizing income data because the average value can be inordinately affected by a relatively small number of households or families at the extreme high or low end of the income range. A comparison of income levels among the three geographic areas indicates that the 1999 annual average and median incomes for both households and families in the Village were higher than those for both the County and Region.

**Table I-6  
HOUSEHOLD AND FAMILY INCOME IN THE REGION, WAUKESHA COUNTY, AND THE VILLAGE OF WALES: 1999<sup>a</sup>**

Range	Region				Waukesha County				Village of Wales			
	Households		Families		Households		Families		Households		Families	
	Number	Percent of Total	Number	Percent of Total	Number	Percent of Total	Number	Percent of Total	Number	Percent of Total	Number	Percent of Total
Less than \$10,000 .....	56,195	7.5	22,870	4.6	3,698	2.7	1,070	1.1	6	0.7	0	0.0
\$10,000 to \$14,999 .....	40,804	5.4	14,956	3.0	4,416	3.3	943	0.9	11	1.3	5	0.7
\$15,000 to \$19,999 .....	43,486	5.8	19,181	3.9	4,700	3.5	1,706	1.7	19	2.3	13	1.8
\$20,000 to \$24,999 .....	45,407	6.0	22,283	4.5	4,996	3.7	2,319	2.3	3	0.4	3	0.4
\$25,000 to \$29,999 .....	45,482	6.1	24,802	5.0	5,570	4.1	3,018	3.0	21	2.5	5	0.7
\$30,000 to \$34,999 .....	47,328	6.3	26,350	5.3	6,527	4.8	3,736	3.7	19	2.3	14	2.0
\$35,000 to \$39,999 .....	43,294	5.8	26,091	5.3	6,244	4.6	4,068	4.0	31	3.7	15	2.1
\$40,000 to \$44,999 .....	42,502	5.7	26,693	5.4	6,600	4.9	4,361	4.3	37	4.5	36	5.1
\$45,000 to \$49,999 .....	39,426	5.2	26,946	5.4	6,842	5.0	4,929	4.9	37	4.5	30	4.2
\$50,000 to \$59,999 .....	73,140	9.8	54,581	11.0	13,532	10.0	10,763	10.7	115	13.9	108	15.2
\$60,000 to \$74,999 .....	90,944	12.1	73,423	14.8	19,946	14.7	16,793	16.6	115	13.9	93	13.1
\$75,000 to \$99,999 .....	91,480	12.2	78,418	15.8	23,264	17.2	20,617	20.4	209	25.2	193	27.2
\$100,000 to \$124,999 .....	42,385	5.8	37,427	7.6	12,801	9.4	11,742	11.6	90	10.9	85	12.0
\$125,000 to \$149,999 .....	18,409	2.4	16,384	3.3	5,948	4.4	5,540	5.5	72	8.7	72	10.2
\$150,000 to \$199,999 .....	14,148	1.9	12,383	2.5	5,115	3.8	4,658	4.6	25	3.0	20	2.8
\$200,000 or More .....	15,204	2.0	13,122	2.6	5,251	3.9	4,745	4.7	18	2.2	18	2.5
Total	749,634	100.0	495,910	100.0	135,450	100.0	101,008	100.0	828	100.0	710	100.0
Average Income	\$58,003	--	\$68,009	--	\$77,665	--	\$87,225	--	\$82,859	--	\$87,616	--
Median Income	\$47,710	--	\$57,380	--	\$62,839	--	\$71,773	--	\$75,000	--	\$77,468	--

<sup>a</sup>Data reported in 2000 Census of Population and Housing actually represents calendar year 1999.  
Source: U.S. Bureau of the Census and SEWRPC.

<sup>1</sup>Households include persons who live alone; unrelated persons who live together, such as college roommates; and families. Persons not living in households are classified as living in group quarters, such as hospitals for the chronically ill, homes for the aged, correctional institutions, and college dormitories. Families are essentially related persons who live together.

## HOUSING

### Household Trends and Projections

Historical and future household levels for the Region, Waukesha County, and the Village of Wales are set forth in Table I-7. As indicated, there was an increase in the number of occupied housing units in all three geographic areas between 1960 and 2000, with significantly high increases for both Waukesha County and the Village of Wales. This table also demonstrates that the rate of increase in the number of occupied housing units exceeded the rate of population change in each of these three areas. With the number of households increasing at a faster rate than the population, household size throughout the Region has steadily decreased.

The trend towards an increase in the number of households and occupied housing units for the Village may be expected to continue under Wisconsin Department of Administration projections. As indicated in Table I-7, by the year 2020 and 2030 household levels in the Village urban service area are envisioned to be about 895 and 923, for a respective increase of about 6 and 9 percent over the 2000 level of 846 units. As of 2007, the Village of Wales had an estimated 907 households based on residential waste pick-ups. In the last 7 years, the Village of Wales has had most of its remaining vacant land developed into commercial and residential, which has sped up the Wisconsin Department of Administration’s projections. The Village expects to continue to grow very slowly, if at all, due to its predetermined borders with the neighboring municipalities and the fact that the majority of the Village is now developed.

### Household Size

The number and size of households is important in land use and public facility planning, because the average household size is used to convert a selected population forecast to the number of housing units needed over the planning period. Throughout the Region, the number of households has been increasing at a faster rate than the total household population. Table I-8 compares historical and future year 2030 household sizes in the Region, County, and Village. While the number of households in the Village of Wales has increased, the average household size decreased between 1960 and 2000, a trend seen throughout the Region and the Nation. The Village, however, had larger household sizes during this time period than either Waukesha County or the Region. The decline in household size can be attributed to a decrease in the number of children per family and an increase in the number of single-parent and single-person households.

**Table I-7  
HISTORICAL AND PROJECTED NUMBER OF HOUSEHOLDS<sup>a</sup>  
IN THE REGION, WAUKESHA COUNTY, AND THE VILLAGE OF WALES: 1960-2030**

Year	Region			Waukesha County			Village of Wales		
	Households	Change from Previous Period		Households	Change from Previous Period		Households	Change from Previous Period	
		Number	Percent		Number	Percent		Number	Percent
1960	465,913	--	--	42,394	--	--	90	--	--
1970	536,486	70,573	15.1	61,935	19,541	46.1	185	95	105.6
1980	627,955	91,469	17.0	88,552	26,617	43.0	568	383	207.0
1990	676,107	48,152	7.7	105,990	17,438	19.7	721	153	26.9
2000	749,039	72,932	10.8	135,229	29,239	27.6	846	125	17.3
2010 Projections	812,187	63,148	8.4	147,801	12,572	9.3	870	24	2.8
2020 Projections	875,083	62,896	7.7	159,986	12,185	8.2	895	25	2.9
2030 Projections	926,890	51,807	5.9	172,166	12,180	7.6	923	28	3.1

<sup>a</sup>Occupied housing units.

<sup>b</sup>Projections for the Village of Wales based on the 2000 Census data.

Source: U.S. Bureau of the Census and Wisconsin Department of Administration.

Table I-8 indicates that households will continue to slowly decrease in size over the next 20 years. This trend is occurring on a regional, state, and national scale as families continue to become smaller. A growing population with a decreasing household size has implications for development of housing stock, demands on future water and sanitary sewer capacity, land use, and other utilities and community facilities.

**Table I-8  
HISTORICAL AND PROJECTED HOUSEHOLD SIZE IN THE REGION,  
WAUKESHA COUNTY AND THE VILLAGE OF WALES: 1960-2030**

Year	Region			Waukesha County			Village of Wales		
	Persons per Household	Change from Previous Period		Persons per Household	Change from Previous Period		Persons per Household	Change from Previous Period	
		Number	Percent		Number	Percent		Number	Percent
1960	3.30	--	--	3.66	--	--	3.96	--	--
1970	3.20	-0.10	-3.03	3.66	0.00	0.00	3.74	-0.22	-5.56
1980	2.75	-0.45	-14.06	3.11	-0.55	-15.03	3.51	-0.23	-6.15
1990	2.62	-0.13	-4.73	2.83	-0.28	-9.00	3.43	-0.08	-2.28
2000	2.58	-0.04	-1.53	2.63	-0.20	-7.07	2.98	-0.45	-13.12
2010 Projections	2.50	-0.08	-3.10	2.57	-0.06	-2.28	2.91 <sup>a</sup>	-0.07	-2.35
2020 Projections	2.45	-0.05	-2.00	2.51	-0.06	-2.34	2.84 <sup>a</sup>	-0.07	-2.40
2030 Projections	2.41	-0.04	-1.63	2.48	-0.03	-1.20	2.80 <sup>a</sup>	-0.04	-1.41

<sup>a</sup> Projections for the Village of Wales based on the 2000 Census.  
Source: U.S. Bureau of the Census and Wisconsin Department of Administration.

## EMPLOYMENT

### Employment Trends and Projections

Historical and projected future employment levels in the Village are set forth in Table I-9. Employment means the number of jobs, regardless of the residency of the worker and whether the jobs are part or full-time employment. Table I-9 indicates that the historical trend of employment growth for the Village of Wales may be expected to continue as indicated with a slow decrease in employment opportunities as the Village nears maximum build-out, in spite of the recent commercial development in the Highway 18 corridor reflected in the 2010 projection.

### Occupational Characteristics

Table I-10 provides information on the employed population, 16 years of age and older, by class of worker for the Region, Waukesha County, and the Village of Wales in 2000. In this data set, the number of employed persons is based upon the residency of the workers rather than the location of the job. In 2000, there were 948,484 workers or about 49 percent of the total residents in the Region; 194,423 workers or about 54 percent of the total residents in the County; and 1,456 workers or about 58 percent of the total residents in the Village.

**Table I-9  
HISTORICAL AND PROJECTED EMPLOYMENT<sup>a</sup>  
IN THE VILLAGE OF WALES: 1970-2020**

Year	Village of Wales		
	Employment <sup>a</sup>	Change from Previous Period	
		Number	Percent
1970	190	--	--
1980	390	200	105.3
1990	490	100	25.6
2000	560	70	14.3
2010 Projections	700	140	25.0%
2020 Projections	740	40	5.7%
2030 Projections	770	30	4.0%

<sup>a</sup> Employment means the number of jobs, regardless of the residency of the worker and whether the jobs are part or full-time employment.  
Source: U. S. Bureau of Economic Analysis and Yaggy Colby Associates.

**Table I-10  
EMPLOYED PERSONS 16 YEARS OF AGE AND OLDER BY CLASS OF WORKER  
IN THE REGION, WAUKESHA COUNTY, AND THE VILLAGE OF WALES: 2000**

Class of Worker <sup>a</sup>	Region		Waukesha County		Village of Wales	
	Number	Percent of Total	Number	Percent of Total	Number	Percent of Total
Private Wage and Salary Worker .....	776,609	81.9	161,074	82.8	1,070	73.5
Federal Government Worker .....	14,790	1.6	2,426	1.2	22	1.5
State Government Worker .....	21,740	2.3	2,822	1.5	40	2.7
Local Government Worker .....	70,245	7.4	11,429	5.9	193	13.3
Self-Employed Worker .....	63,652	6.7	16,326	8.4	131	9.0
Unpaid Family Worker .....	1,448	0.1	346	0.2	0	0.0
<b>Total</b>	<b>948,484</b>	<b>100.0</b>	<b>194,423</b>	<b>100.0</b>	<b>1,456</b>	<b>100.0</b>

<sup>a</sup>Does not include workers in the agriculture, forestry, fishing, and hunting industries.  
Source: U.S. Bureau of the Census and SEWRPC.

As may be expected, Table I-10 indicates that the majority of workers in all three geographic areas are identified as private wage and salary workers.

Table I-11 provides further information on the employed population by occupation. As indicated in this table, white collar workers, that is, mostly managerial and professional specialty, and sales and office workers, represented about 61 percent of the employed persons in the Region, about 69 percent for the County, and about 68 percent for the Village. The remaining occupations, consisting mostly of blue collar workers, represented about 39 percent of the employed persons in the Region, about 31 percent in the County, and about 32 percent in the Village.

**Table I-11  
EMPLOYED PERSONS 16 YEARS AND OLDER BY OCCUPATION  
IN THE REGION, WAUKESHA COUNTY, AND THE VILLAGE OF WALES: 2000**

Occupation	Region		Waukesha County		Village of Wales	
	Number	Percent of Total	Number	Percent of Total	Number	Percent of Total
<b>Managerial and Professional Specialty</b>						
Management, business, and financial operations .....	128,568	13.5	34,305	17.6	198	13.6
Professional specialty.....	194,243	20.4	44,543	22.8	424	29.0
<b>Service</b>						
Health care support .....	20,942	2.2	3,088	1.6	38	2.6
Protective service .....	16,392	1.7	1,984	1.0	12	0.8
Food preparation and serving.....	44,080	4.6	6,660	3.4	56	3.8
Building and grounds, cleaning and maintenance .....	25,577	2.7	3,503	1.8	24	1.6
Personal care and service.....	22,303	2.3	4,250	2.2	16	1.1
<b>Sales and Office</b>						
Sales .....	102,766	10.8	24,550	12.6	150	10.3
Office and administrative support.....	154,285	16.2	30,921	15.8	223	15.3
Farming, Fishing, and Forestry .....	2,273	0.2	268	0.1	4	0.3
<b>Construction, Extraction, and Maintenance</b>						
Construction and extraction .....	39,398	4.1	8,398	4.3	80	5.5
Installation, maintenance, and repair .....	33,368	3.5	6,967	3.5	39	2.7
<b>Production, Transportation, and Material Moving</b>						
Production .....	114,633	12.0	17,733	9.1	141	9.6
Transportation and material moving .....	55,615	5.8	8,120	4.2	55	3.8
<b>Total</b>	<b>954,443</b>	<b>100.0</b>	<b>195,290</b>	<b>100.0</b>	<b>1,460</b>	<b>100.0</b>

Source: U.S. Bureau of the Census and SEWRPC.

**Place of Work**

Table I-12 indicates the general place of work of the employed population, 16 years and older, living in Waukesha County and in the Village of Wales in 2000. This table indicates that 119,461 workers living in Waukesha County, or about 62 percent of the employed labor force, also worked in the County; while 73,141 workers, about 38 percent, worked outside Waukesha County. The table indicates that about 148 workers living in the Village of Wales, or about 10 percent of the employed labor force, also worked in the Village; while 1,285 workers, or about 90 percent, worked outside the Village. Table I-12 thus indicates that a substantial number of workers living in the Village of Wales were employed outside their community of residence.

**Table I-12  
PLACE OF WORK OF WORKERS 16 YEARS OF AGE AND OLDER  
LIVING IN WAUKESHA COUNTY AND THE VILLAGE OF WALES: 2000**

Place of Work	Waukesha County		Village of Wales	
	Number of Workers	Percent of Total	Number of Workers	Percent of Total
Worked in Place of Residence .....	119,461	62.0	148	10.3
Worked Outside Place of Residence.....	73,141	38.0	1,285	89.7
Total	192,602	100.0	1,433	100.0

*Source: U.S. Bureau of the Census and SEWRPC.*

**COMMUNITY SURVEY**

The public participation process undertaken as part of the Village planning effort included two community surveys. The first, conducted in early 2000, provided Village residents and business operators an opportunity to share their views regarding various land use and development issues affecting the Village. The 2000 survey results were intended to provide the Village Planning Commission with additional insight into the preferences of local residents and property owners. This insight would enhance the ability of the Commission to make planning decisions that are likely to be supported by Village residents and businesses. Prepared and administered by the University of Wisconsin-Extension, the 2000 survey consisted of a return mail questionnaire sent to all households and nonresident property owners in the Village. In total, 928 questionnaires were distributed and 434 were returned, representing a relatively high return rate of about 47 percent.

The Village of Wales conducted an additional public survey in 2008 to supplement the 2000 survey in the areas of transportation and economic development for the Village. The survey was prepared and administered by Jeff Zuhlke for a Carroll University Sociology Internship. It was sent out as a return mail questionnaire. In total, 1,127 questionnaires were distributed and 196 were returned, representing a relatively moderate return rate of about 17 percent.

The survey findings indicate a preference to preserve the small village character and its remaining natural resources while growing somewhat larger in size allowing a few additional quality of life services. The preference would be to grow at the present rate or a slightly slower rate than in the past 10 years. The majority of participants support single-family residential development and housing for the elderly, but do not support new two and multi-family residential development. In general, most participants do not support new commercial or industrial development, but indicated if commercial development occurs, it should be concentrated, such as at the intersection of USH 18 and STH 83, rather than being spread out along the entire length of Village highways. For the Village Historic Center, respondents supported small professional offices or specialty shops that would not need exposure to or generate high volumes of automobile traffic. Traffic volume is a significant concern to most respondents, not only in the historic center, but throughout the Village in general. The majority of respondents also support additional parks and recreational facilities, and a few walkways and bikeways connecting residents to key activity centers, such as schools and playfields, but also the Glacial Drumlin Trail and Lapham Peak Park. Additional improvements to the Historic Village Center and along Main Street were favored by most residents and business operators, as were the establishment of landscape and architectural design standards for all new

intense urban developments, such as multi-family residential, business, and institutional developments. The survey results are summarized in Appendix A and Appendix B and documented in separate reports titled, *Village of Wales Community Survey Report, December 2000* and *2008 Citizens Survey Results*.

## FORMULATION OF PRINCIPLES, GOALS, AND OBJECTIVES

The planning process included the formulation of a set of principles intended to express the long-term planning goals of the Village of Wales. While considering the community survey results the following major planning goals and objectives which support and help explain the principles, were formulated by the Village Planning Commission to guide the preparation of the comprehensive plan.

***Principles** are the overall guiding sense of the requirements and obligations for the Village.*

***Goals** are the result or achievement to which the effort is directed to meet the principle.*

***Objectives** are the intended accomplishment that one's efforts or actions is pursuing.*

These objectives were revisited and updated to comply with the Wisconsin comprehensive requirements. The standards perform a particularly important function in the plan design process since they may be used as a basis to help determine future community land use needs. In addition, design guidelines, as presented in Appendix C, were established for guiding and evaluating future urban development and redevelopment in the Village of Wales, including the Historic Village Center shown on Map III-14 in Chapter III. The principles and supporting goals and objectives, and design guidelines should not be used as absolute decision rules for identifying land use patterns and facility needs, since the objectives and design guidelines, particularly, should be applied with judgment in more detailed development planning and engineering studies which will be needed during plan implementation. Each Village principle, together with its supporting goals and objectives follow.

### I. TRENDS, ISSUES, AND OPPORTUNITIES ELEMENT

**Principle:** The Village of Wales seeks to retain its small village character while preserving the surrounding rural beauty for the Welsh Hills area.

**Goal 1:** To maintain a healthy balance between human activities and natural environment.

**Objectives:**

- a. Adhere to the Village of Wales Comprehensive Development Plan 2030.
- b. Adhere to the design standards.

### II. HOUSING ELEMENT

**Principle:** To provide for an adequate stock of safe and sanitary housing types for varied age and income groups, different household sizes, and for persons with special needs.

**Goal 1:** To provide for adequate location and choice of housing.

**Objectives:**

- a. Encourage a variety of housing types and living arrangements throughout the Village.
- b. Associate residential densities with existing or planned infrastructure improvements.

**Goal 2:** Inventory and analyze existing housing and affordable housing needs.

**Objectives:**

- a. Encourage location-sensitive housing for the elderly and special need individuals.
- b. Encourage the preservation and restoration of historic residences.
- c. Identify sites and general areas suitable for multi-family developments.
- d. Encourage development of housing choices for all income levels responsive to demographic need.

**Goal 3:** Accommodate a broad range of choices among housing types, sizes, and costs, while recognizing changing trends in age group composition, income, and family living habits.

**Objectives:**

- a. Encourage single-family home development as the predominant form of residential development.
- b. Encourage the development of identifiable and distinct residential neighborhoods.
- c. Encourage conservation-sensitive and sustainable housing design, construction, and materials.

### **III. AGRICULTURAL, NATURAL, AND CULTURAL RESOURCES ELEMENT**

**Principle:** Encourage the protection and wise use of the agricultural, natural, and cultural resources of the Village.

**Goal 1:** Regulate earth-altering activities in order to maintain biodiversity and clean air, and to protect wetlands, woodlands, prairies, and wildlife.

**Objectives:**

- a. Control erosion and sedimentation during and after construction.
- b. Promote recycling of domestic and commercial waste.
- c. Prevent the loss of wetlands, woodlands and wildlife areas.
- d. Promote and encourage the preservation of tree cover and natural topography.

**Goal 2:** Preserve the historic heritage and Welsh culture of the Village of Wales.

**Objectives:**

- a. Identify and maintain historic features.
- b. Promote and encourage historic architectural styles.
- c. Preserve the small community culture.
- d. Maintain cultural icons including community facilities, institutions, and historic structures.

**Goal 3:** Enhance and protect the surface and groundwater resources of the Village of Wales.

**Objectives:**

- a. Preserve the water quality of rivers and their tributaries.
- b. Encourage development that does not restrict the natural capacity of drainage basins or infringe on wetlands and floodplains.
- c. Enforce adequate storm water drainage facilities for all development.

### **IV. COMMUNITY FACILITIES AND UTILITIES ELEMENT**

**Principle:** Planned utilities and community facilities responding to the public demand must be developed to maximize appreciation of the urban environment and to minimize adverse impacts to existing community assets.

**Goal 1:** To provide facilities necessary to maintain high-quality sheriff, fire and other emergency services protection throughout the Village of Wales.

**Objectives:**

- a. Consider new development proposals on the basis of their fiscal impact and their impact on service levels in the Village.
- b. Consider potential of shared services with other communities.
- c. Consider emergency response times and the possible need for additional emergency service facilities.

**Goal 2:** Ensure that the cost of transportation, utility, and public facility services are equally distributed among the various land uses.

**Objectives:**

- a. Coordinate the location of public facilities and utilities with projected growth and development patterns.
- b. Ensure that private streets can be efficiently served by emergency equipment.
- c. Consider the impact of new development on the provision of municipal services.
- d. Identify and consider existing utilities, their service areas and capacities.
- e. Coordinate land use planning with school district planning.
- f. Consider a long-term plan for providing sewer and water service to areas of the Village currently not serviced by these utilities.
- g. Consider new utility technologies, such as wireless Internet, fiber optics, and cell tower sites.
- h. Bury power utility and telephone lines.

**Goal 3:** To offer an integrated system of public outdoor recreation sites and related open space areas that will provide the residents of the Wales area with adequate opportunities to participate in a wide range of outdoor recreation activities.

**Objectives:**

- a. Consider acceptable standards for neighborhood parks for each residential neighborhood.
- b. Consider acceptable standards for walking paths and bicycle trails in residential neighborhoods, particularly in the vicinity of schools.
- c. Provide nonmotorized multiuse trail linkage systems.
- d. Encourage community involvement in the parks system.
- e. Maintain and improve existing facilities to enhance the environment, provide safe parking and access, and continue to provide opportunities for recreation.

## V. TRANSPORTATION ELEMENT

**Principle:** A viable community requires a system for moving citizens and goods from each neighborhood to a regional network. Such system should accommodate all practical modes of transit.

**Goal 1:** Consider an appropriate network of arterial, collector and local streets to safely and efficiently serve the anticipated travel demand generated by the existing and proposed land uses.

**Objectives:**

- a. Continue to encourage a system of collector and arterial streets which provides safe and efficient access to all neighborhoods and land uses.
- b. Encourage and support the improvement of Highway 83 as a four-lane arterial.
- c. Monitor and improve the design of traffic flow throughout the Village that responds to a demonstrated demand and projected volumes.

**Goal 2:** Promote a transportation system which provides appropriate types of transportation at an adequate level of service; provides choices among transportation modes; and provides inter-modal connectivity.

**Objectives:**

- a. Establish a safe pedestrian and bicycle circulation system which consists of a combination of sidewalks, off-street trails, and paved shoulders on collectors and arterials.
- b. Provide ample Historic Village Center parking.

**Goal 3:** Provide alternative transportation that will benefit the public health and environment.

**Objectives:**

- a. Consider the use of mass transit options locally and regionally, such as bus, light rail, commuter rail, and park-and-ride lots.

## VI. ECONOMIC DEVELOPMENT ELEMENT

**Principle:** Foster a strong, diversified, and balanced economy by promoting economic development and business that respond to the Village’s demonstrated need.

**Goal 1:** Respond to the needs of the business community.

**Objectives:**

- a. Work with the business community to identify economic development initiatives.
- b. Encourage and maintain utilities and community facilities to support the business community.
- c. Communicate with the business community to ensure their needs are being met.
- d. Promote the Historic Village Center as an ideal place to establish businesses.

**Goal 2:** Promote business retention, expansion, and new start-ups.

**Objectives:**

- a. Attract higher technology, “white-collar”, and higher value-added industries.
- b. Support existing institutions with business development.

**Goal 3:** Providing an adequate economic base to support a range of employment opportunities.

**Objectives:**

- a. Promote tourism and related business that supports the Village’s agricultural, natural, and cultural resources.
- b. Recruit and market to businesses that would fulfill the Village’s demonstrated need.

**Goal 4:** The conservation, renewal, and full use of existing urban areas of the Village of Wales.

**Objectives:**

- a. Maintain the vitality of the Historic Village Center with community events.
- b. Encourage reinvestment and infill development in the business sector.
- c. Promote and enhance a unique identity for the downtown area.
- d. Encourage conservation sensitive and sustainable design, construction, and materials.

**Goal 5:** The preservation, development, and redevelopment of a variety of suitable industrial and commercial sites both in terms of physical characteristics and location.

**Objectives:**

- a. Encourage nonretail businesses to locate in business parks that are planned and designed within the context of planned developments.
- b. Identify areas suitable for corporate office and related types of development.

## VII. INTERGOVERNMENTAL COOPERATION ELEMENT

**Principle:** Continue to foster strong and open communication with neighboring municipalities.

**Goal 1:** Maintain existing and analyze potential shared services.

**Objectives:**

- a. Coordinate Village planning and zoning with adjoining municipalities.
- b. Investigate shared services and utilities with other municipalities where significant cost savings and efficiencies could result from a regional approach.
- c. Stay informed on activities of the School District to ensure the Village has the opportunity to be involved in decisions that affect Village residents, such as building improvements, tax issues, and transportation.

**Goal 2:** Endorse regional planning objectives determined to be beneficial to the Village of Wales.

**Objectives:**

- a. Participate in regional efforts to establish recreational hiking and bicycle corridors.

- b. Encourage SEWRPC primary environmental corridor.
- c. Encourage Waukesha County Bikeway Greening project.
- d. Continue to implement extraterritorial powers.
- e. Maintain open communication with municipal neighbors via the border agreements.

**Goal 3:** Analyze public sewage-disposal and water systems and engineered community-wide storm water system for Village of Wales.

**Objectives:**

- a. Continue or start discussions with the neighboring communities.
- b. Investigate the benefits of water, storm water and sanitary sewer services.
- c. Consider the benefits of a regional storm water management system.

**Goal 4:** The preservation of productive agricultural land.

**Objectives:**

- a. Preserve and protect the farming cultural heritage by maintaining Welsh farm outbuildings, icons and the ability to raise farm animals. See Map III-15 in Chapter III

## VIII. LAND USE ELEMENT

**Principle:** A balanced allocation of space to the various land use categories which will meet the social, physical, recreational, and economic needs of the Village of Wales population.

**Goal 1:** A spatial distribution of various land uses which will result in a compatible and efficient arrangement of land uses.

**Objectives:**

- a. Encourage growth and development in a planned and coordinated manner.
- b. Discourage commercial uses in predominantly residential neighborhoods.
- c. Avoid unplanned commercial development so that the area functions as a retail commercial district, as opposed to an unplanned mixed-use commercial area.
- d. Encourage commercial planned developments rather than conventional business development.
- e. Encourage development that is compatible with neighboring land uses and preserves the character of existing neighborhoods.

**Goal 2:** The development and preservation of residential areas within a physical environment that is healthy, safe, convenient, and attractive.

**Objectives:**

- a. Promote residential subdivisions as planned developments.
- b. Preserve the character of existing residential neighborhoods.

**Goal 3:** Manage land use development patterns with regard to transportation impacts.

**Objectives:**

- a. Encourage development to locate in areas which can be efficiently and economically served by existing and planned streets and public utilities.
- b. Encourage large ownership parcels to be developed in phases that respond to defined collector street patterns.

**Goal 4:** Create a downtown development plan to guide redevelopment and maintenance within the Village core.

**Objectives:**

- a. Continue to promote specialty commercial development in the Historic Village Center.
- b. Retain and attract stores which meet basic neighborhood needs, such as grocery, pharmacy, and hardware stores, in the Village Center.
- c. Maintain the Historic Village Center as the center for civic, cultural, and government activities.

## **IX. IMPLEMENTATION ELEMENT**

### **Miscellaneous recommendations from the existing *Master Plan for the Village of Wales 2030***

1. Define the Village of Wales identity and develop design options to preserve the downtown historic area.
  - a. Relocate significant historic buildings and structures to this area instead of demolishing them.
  - b. Develop a Village Center streetscape character and design guideline plan.
  - c. Encourage the development of a design theme such as a “country village” or Welsh design.
  - d. Enhance the Village’s street right-of-ways with trees, signage, and lighting with a design theme.
  - e. Encourage the development of USH 18 and STH 83 improvements to be compatible with the character and scale of the Village of Wales with boulevard-type arterials and articulated crosswalks.
  - f. Encourage the establishment of welcome signs to distinguish the Village of Wales borders.

### **Anticipated Implementation Measures for the 2030 Comprehensive Plan:**

1. Remedy inconsistencies between the Master Land Use Plan and the Zoning Map.
2. Discuss the need to consider expanding the sewer-service boundary to incorporate all areas within the Village of Wales.
3. Consider the need of a tree mitigation ordinance for all developments.
4. Discuss the benefits of hiring a planning consultant to help with implementation of the Comprehensive Development Plan goals.
5. Maintain a historic building ordinance to maintain the historic Welsh heritage.

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