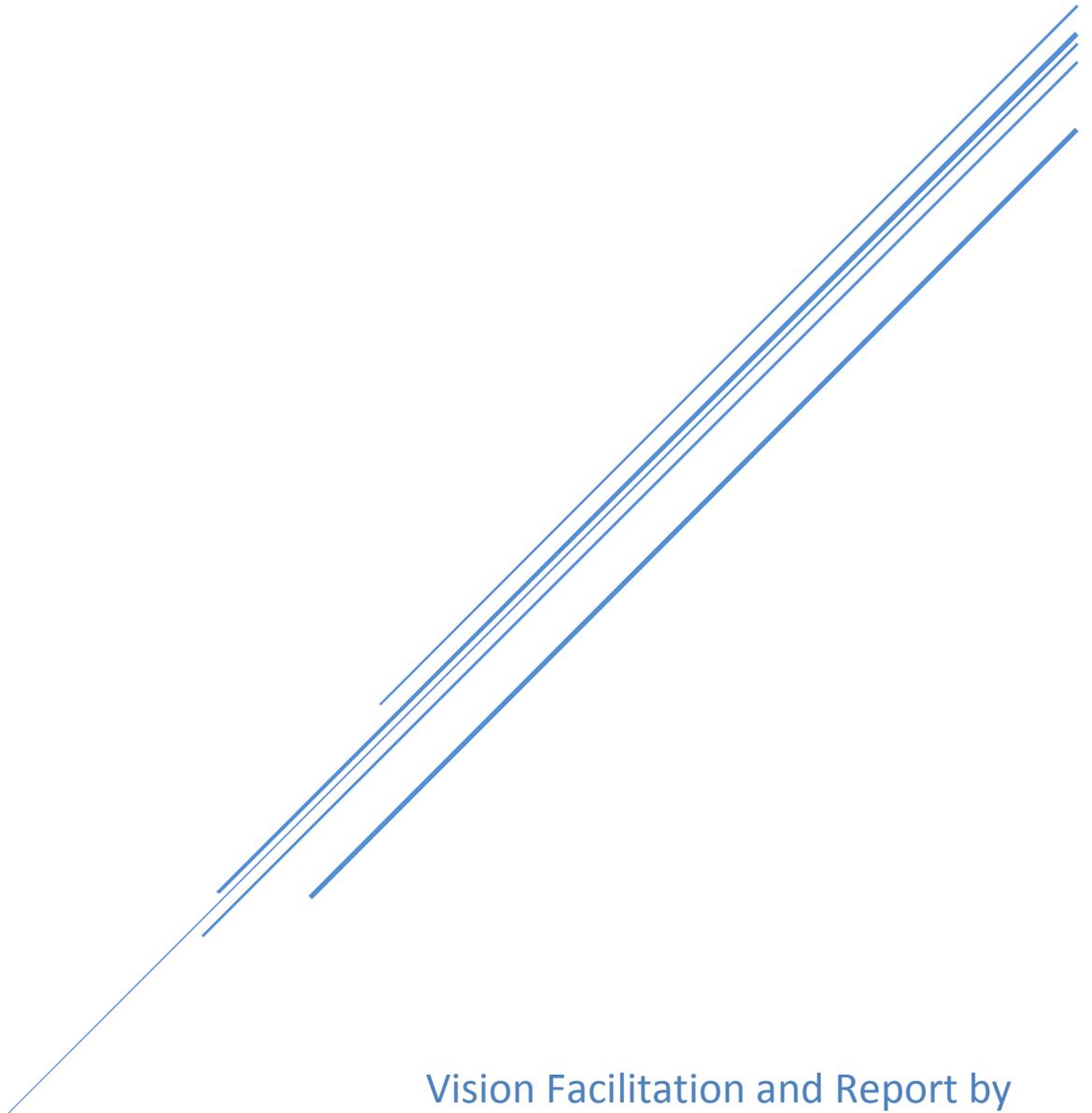


# SHOREWOOD VISION 2025

2013-14 Strategic Planning Process Final Report



Vision Facilitation and Report by  
Barbara Grant

## Table of Contents

<b>Executive Summary .....</b>	<b>2</b>
<b>Shorewood Vision 2025 Report.....</b>	<b>4</b>
Where are we now? .....	4
Age, Lifestyle, and Housing Choices .....	4
Municipal Services and Priorities .....	7
2015 Vision Plan Accomplishments.....	8
Where are we going? .....	9
Census Trends .....	9
Age, Lifestyle, and Housing Choices .....	13
ESRI Profiles: Lifestyle Segments & BLS Expenditures .....	15
Workshop Exercise: ESRI Profile Expenditures.....	17
Municipal Services and Priorities .....	17
Where do we want to go?.....	19
2025 Vision Statement .....	20
How can we get there? .....	21
2025 Vision Implementation Plan Goals and Strategies .....	22
2025 Vision Implementation Plan – Future Steps .....	24
Final Thoughts .....	24
Attachment 1: Vision 2025 Focus Group Report.....	26
Attachment 2: Vision 2025 Community Workshop Report.....	31
Village Supplemental Reports .....	38

## **Executive Summary: Shorewood Vision 2025 Project**

### *Process Overview*

“Visioning” is a term used to describe a strategic planning process that develops an image of what a community would like to be in the future and an implementation plan to get there. It uses information gathered in order to understand the answers to four important questions:

1. Where are we now?
2. Where are we going?
3. Where do we want to be?
4. How do we get there?

In 2005, the Village Board undertook its first village-wide visioning project under the direction of Barbara Grant of Public Management Partners LLP who used US Census data from 2000 and other Shorewood information to answer the essential four questions.

In 2009, the Board reviewed the Vision Statement and revisited the Implementation Plan through a condensed process with Grant that updated the Implementation Plan but retained the Vision Statement.

In 2013, Barbara Grant returned to facilitate a village-wide visioning project that used data from the 2010 US Census and the American Community Survey 2007-2011 5-Year Estimates conducted by the US Census Bureau. Grant reviewed and included information from the village’s current Comprehensive and Vision Implementation Plans, survey results from the 2013 community-wide survey and resident exit surveys, and a variety of other relevant information.

Grant collected community input from five focus groups and one open-invitation community workshop to search for trends or issues that might not yet be observable and to test the community’s understanding of retail market realities. [See attached Focus Group and Workshop Reports.]

The Village Board, Manager, and department heads met with Grant to revise the Vision Statement and Implementation Plan objectives and goals. She assisted the manager and his staff in developing Implementation Plan strategies and tactics to implement the Board’s 2025 Vision Plan, Goals, and Strategies.

### *Information Analysis Summary*

Analysis of the information collected shows that, like Wisconsin where residents most often move within Wisconsin, the Milwaukee metro area is a “sticky” area that primarily keeps residents rather than attracts new residents from out of the area. Access to jobs in Shorewood, Milwaukee, and the greater metro area as well as proximity to family keeps residents; however, the metro job market is not a major attraction for out of state job seekers. Shorewood attracts a greater percentage of residents from outside of Wisconsin and the United States than do comparable communities.

Shorewood appeals to people who want to live in a vibrant, safe urban environment adjacent to Milwaukee. They appreciate, and sometimes rely on, the ability to walk, bike, and bus to excellent local schools, UW-Milwaukee, the Shorewood library, Milwaukee’s cultural assets,

and metro area jobs and shopping. Although the total population continues to decline, Shorewood continues to attract a growing percentage of adults aged 20-24 and aged 55-64.

Residents find a home among a variety of detached, single-family homes, duplexes, and larger multi-family housing units that fits their needs. Housing and rental vacancy rates are low, so the search for a place can be difficult.

The beauty and architectural diversity of Shorewood's single-family detached homes appeal to a special set of homeowners in the metro housing market; the lack of interior updates is a liability. People looking for a single-family detached home with three or more bedrooms in which to raise a family will not find a large number from which to choose in Shorewood.

Over 50% of residents do not own a vehicle or only own one. Convenient public transportation is essential to some and a convenience to many others. Car-owners in many rental units find the lack of convenient parking an impediment.

Many residents value the ease of accessing and enjoying Shorewood's parks, trails, lakefront, and urban forest by foot and bicycle more than auto-centric suburban homes with larger yards. They are strongly supportive of the Village's environmental sustainability activities.

Lack of convenient parking in the downtown commercial district is an impediment to businesses that require high traffic volume. The extended linear arrangements on Oakland and Capital, the age and configuration of available retail space, and competition from nearby regional shopping centers blocks development of national chain retail shopping and impedes the development of destination retail options. Neighborhood businesses that provide goods and services to nearby residents are more common and include some popular and upscale restaurants/bars. Parking convenience is often a limitation.

## **Shorewood Vision 2025 Report**

### *Where are we now?*

Vision development and implementation planning is most successful when it is based on a broad understanding of “What Is” before planning for what is desired and what is attainable. This section discusses information gathered from the United States 2010 Census (US Census), the American Community Survey 2007-2011 (ACS) estimates based on sampling survey data and information, various village report information, and information gathered from the vision project focus groups and community vision workshop.

### *Age, Lifestyle, and Housing Choices*

Shorewood remains a fully developed, primarily residential landlocked village 1.6 square miles in size with 75% of its housing stock built on or before 1939. Consideration of all housing and population information since the 2005 Vision Project, Shorewood’s detached single family and multi-family housing has not changed dramatically and attracts a variety of residents. Renters are well-represented in all age groups.

Selected 2010 census data from Shorewood and six comparable communities [Brown Deer, Cedarburg, Glendale, Mequon, Wauwatosa, and Whitefish Bay] and Wisconsin was used to evaluate how Shorewood compares in key markers of lifestyle and location choice.

- With a median age of 37.2, Shorewood’s median age is identical to that in the US, younger than Wisconsin (38.5), and slightly younger than Whitefish Bay (39.6). Other comparable communities are clearly older with median ages ranging from 41.8 to 46.8.
- With a median household size of 2.06, Shorewood has the lowest median household size; Cedarburg is highest with 3.0.
- A slim majority of households are non-family households (51%).
- 39% of householders live alone, higher than in comparable communities and in Wisconsin.
- Except as compared to Whitefish Bay, Shorewood is more educated than its comparable communities (35% with graduate and professional degrees and 67% with a bachelor’s degree or higher).
- 5% of Shorewood children are under 5 years of age, above Mequon’s 4% and below Whitefish Bay’s 7%.
- 16% of Shorewood residents are of school age, similar to Glendale (16%) and Brown Deer (17%). This is lower than Wisconsin (20%) and other comparable communities that are above 20%.
- 23% of Shorewood households have children under the age of 18, similar to Glendale and lower than all other comparable communities. Whitefish Bay tops the group with 41% of households having children under 18.
- 26% of Shorewood residents are aged 55 and older; 13% are aged 65 and older. This is similar to Wisconsin as a whole, slightly above Whitefish Bay (24%), but below other comparable communities.

- A slim majority of Shorewood residents are renters (51.4%); approximately 1/3 of households are renters in all comparable communities except Whitefish Bay, where only 15% are renters.
- Contract rent payments are lower (\$780) than in all comparable communities except Cedarburg (\$777).
- Contrary to the community perception in 2005, most renter-occupied units are not duplexes and only 698 of the 3,387 renter occupied housing units are occupied by residents aged 15-24; renters are well-represented in all age categories.

Because strong schools are important to maintaining property values, other suburban Milwaukee communities have strong schools. Shorewood's housing stock limits the village's ability to attract families with school-age children into the limited number of 3+ bedroom single-family homes generally desired. In addition, the number of children is projected to be flat well past mid-century, making competition to attract school age children to Shorewood even harder.

The number of active older adults moving in as both owners and renters has continued to rise since the 2005 Vision Project. The newest condominium units planned should be attractive to this segment. As the 55-64 age group is a growing demographic past 2025, Shorewood may be able to capitalize on the vitality this group would bring.

“Location, location, location,” the mantra of property selection, focuses the visioning process on why residents and businesses choose Shorewood. Location refers not only to the municipality, but also to the neighborhood's physical character, current/potential residents, and the types and quality of housing available. Businesses then rely on available customers, drawing from varying distances within their respective markets.

The primary reasons for living in Shorewood are covered in the Vision Statements, and reasons to move to Shorewood were well-articulated by project participants: the high quality schools, proximity to downtown Milwaukee, sense of place, styles of housing and neighborhoods, safety, jobs, and nearness to family are why Shorewood is a desirable community.

Project participants had difficulty articulating why others might choose a different Milwaukee metro community. The village's exit surveys, though small in number, give a slightly different view of reasons why people choose to move in and out of Shorewood. As approximately 2/3 of village residents moved in since 2000, survey answers have relevance.

- Milwaukee is a “sticky,” city and region, keeping many and attracting a few. The majority of new homeowners and new renters moved from Milwaukee (frequently the East Side and Bay View but not usually downtown or River West neighborhoods), or from the larger Milwaukee metro area. They most often looked in Milwaukee, Whitefish Bay, and Wauwatosa before choosing Shorewood.
- 20% of new renters and homeowners surveyed moved to Shorewood from out of state/country.

- Over half of survey respondents rent before buying a home in Shorewood; 42% reported they are first-time homeowners.
- ~ 60% of renters moved into apartment-style housing units.
- 55% of the new homeowners had children; 35% of renters had children. Most children were 0-6 years old.
- ~50% of those who leave Shorewood move out of the area; about 45% move to Milwaukee or elsewhere in the greater metro area.
- Overnight street parking was the top item listed that new renters would like to see in Shorewood and was the most frequent “other” reason given for those who left.
- Although “other” was the most frequent marked reason to leave Shorewood, cost of living and taxes were commonly marked; the survey list of “other” reasons is worth looking at in its entirety. The full report can be found as Supplement #1.

Although anecdotal, focus group participants shed some additional light on the Shorewood housing market.

- Young adult homeowners reported searching for a fairly long time before finding their home; one couple looked for three years for an acceptable larger place to raise their family. Young adults considered Shorewood a “starter home” market because affordable 3+ bedroom homes were in short supply and updated interiors hard to find.
- Duplex renters had to be on their toes to find a place to rent; landlords reported a sign was all the marketing they needed to find new renters. (Note: There were no large apartment complex landlord/manager participants.) The ACS vacancy rate for rentals was only 1.2%.
- Retired and elderly renters loved their places, whether they were high end or subsidized renters; all seemed to have planned their move well in advance.
- Some retired and elderly homeowners reported getting help to stay in their homes now; others expressed that they may need to move or get help in the future.
- Two younger renter participants had trouble paying for what they reported as poorly-kept 1-2 bedroom apartments; two exit surveys also noted poor property management.

Focus group participants discussed the sense of belonging and neighborhood friendliness that they felt they had found in Shorewood. This was not expecting your neighbors to be your primary friends, but feeling that neighbors look out for you and would help out if you needed more than a cup of sugar. Some neighborhoods had regular social gatherings and exchanged names and contact information; others simply enjoyed the social interaction a small front yard with a sidewalk brings. One award-winning neighborhood group said that a particular crime had pulled them together but that that togetherness went well beyond neighborhood safety; one participant said that this had failed to work in her neighborhood.

Race and cultural diversity was valued by most visioning participants representing a variety of neighborhoods and housing styles; cookie-cutter suburban lifestyles and white-only neighborhoods were frequently belittled. However, visioning participants generally did not

want to be like Milwaukee, fearing that “big city” troubles would follow. Shorewood’s current social cohesion is based on shared values and behaviors such respect for education, belief in keeping up your property, and compliance with noise/nuisance regulations. “Big city” stereotypes assume that “big city residents” do not share “small town” values and behaviors.

Age diversity was generally valued, but not specifically the dense pockets of university students in duplexes; project participants were not asked to address this directly. Younger generations in the Fountainview were specifically valued by one older participant; two different property owners expressed concerns with age/lifestyle differences in a condominium association; one participant expressed concerns about owning property in a neighborhood of primarily rental duplexes.

### *Municipal Services and Priorities*

The 2013 community on-line survey explored residents’ perceptions of service quality and priorities; support for specific Village Vision Implementation Plan initiatives; the perceived importance of taking action to address specific quality of life issues; and funding for continued, contracted, or expanded services.

2013 survey respondents were not proportionally representative of the entire community as more homeowners with children living in single-family homes were heavily represented as were those earning \$75,000 or more; almost half of respondents had resided in Shorewood for 16+ years. Respondents to the 2008 paper survey were more representative and yet the results were similar to those collected in 2013 for identical questions posed. [See Supplement #2: “Village-Wide Survey Results 2013”.]

- Characteristics of Shorewood such as schools, ease of walking, traffic on major streets, and quality of businesses were rated as good to excellent.
- Neighborhood conditions (housing maintenance and noise/nuisance issues) were rated as good.
- Parking at one’s home and at night was rated as good, but parking in the business district was considered somewhat difficult.
- Respondents were overwhelmingly supportive of sewer improvements.
- Ratings of village initiatives to implement the Vision Plan were positive, with the highest rankings going to park improvements/upgrades and environmental initiatives; pedestrian and bicycle safety improvements were rated good.
- Use of environmentally-friendly products and services was clearly favored, even if they cost more.
- Just over 2/3 prefer to either maintain or expand services, even if that required increased user fees and/or property tax increases. The most popular option (60%) was to maintain services and to keep increases in taxes and fees to the rate of inflation.

- Only 1/3 of respondents preferred to use the tax levy to deal with alley resurfacing; alley-adjacent owners were less supportive of using special assessments as a funding source than those who did not live adjacent to alleys.

### *2015 Vision Plan Accomplishments*

The 2015 Visioning Implementation Plan has six elements under which goals and strategies were developed to accomplish productive change in both village services and the community. The plan has been continually updated and progress tracked. A summary of these Vision Plan elements, goals, strategies, initiative and status is included in this report as Supplement #3.

Though not all-inclusive, of particular note are the following accomplishments:

- Deliver Quality Services at a Competitive Tax Rate: The manager and his staff have focused on improving efficiency in service delivery since 2005; this has included customer service training, process improvements, acceptance of e-payments, and better use of IT and the village website. By focusing on increasing assessed property values, the village has promoted maintenance in targeted neighborhoods, and streamlined the permitting process. Since 2009 they have completed a pilot project to address parking on Capital/S. Oakland and worked with the Community Development Association (CDA) and Business Improvement District (BID) to develop a master plan to improve business vibrancy, to explore large-scale redevelopment projects, and to solicit businesses and developments to increase the tax base.
- Promote Vibrant Urban Housing: The manager and his staff have focused initiatives on encouraging improvements to both multi-family (MF) and single family (SF) housing through not only revisions to the Comprehensive Land Use Plan, but also development of low-interest public and private loan funding for improvements to SF homes; these loans encourage duplex conversions to SF homes. Since 2009, staff have implemented a commercial licensing program for MF rental units and begun to explore an expansion of the commercial loan program to encourage redevelopment or replacement of older apartment buildings.
- Maintain a High-quality Urban Living Experience with a “Small Town” Feel: The village has implemented an effective branding campaign to promote Shorewood’s high quality of life and increase the village’s competitiveness in the north shore housing market. Staff has cultivated civic participation and service to others thru the Connecting Caring Community initiative started in 2008 and the Connects Neighbors initiative started in 2009. Focus group participants reported volunteers were successful advocates for developing connections between people, providing services to especially the elderly, and using their marketing program to promote acceptance of diversity. Staff has implemented portions of the 2007-2010 Streetscape Plan to improve pedestrian/ADA safety and has initiated a sidewalk replacement program.

- Protect and Enhance Property Values: In addition to what the manager and staff have done as noted above, they have reviewed the building and zoning codes to identify impediments to maintenance of properties and established a staff code enforcement officer to promote property maintenance in targeted neighborhoods. Changes to land use regulations limit conversions of SF homes to duplexes. The village developed a comprehensive village building plan, an annual capital improvements plan, and a 30 year street replacement program in 2005.
- Remain Committed to Open, Interactive Communication and Involvement: The Weekly Manager's Memo, Shorewood Today magazine articles, updated website, social networking, neighborhood meetings, surveys, comment cards, and other initiatives have cultivated general and specific communication. Involvement in the Visioning Project was actively sought, and opportunities to connect through civic participation and volunteering are actively promoted.
- Promote Environmental Protection Activity in the Village and Village Residents: Shorewood's marketing program promotes Shorewood's eco-friendly physical assets and environmental sustainability practices, and these are well known and supported by residents. Shorewood has begun implementation of the river trail plan and invested in park improvements.

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## Where are we going?

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Vision planning next attempts to project where a community is headed if current trends continue and known changes happen. This section discusses US Census data from 1990 thru 2010, ESRI analysis of Census and Bureau of Labor Statistics data, village-collected information and plans, and project participants' input and observations.

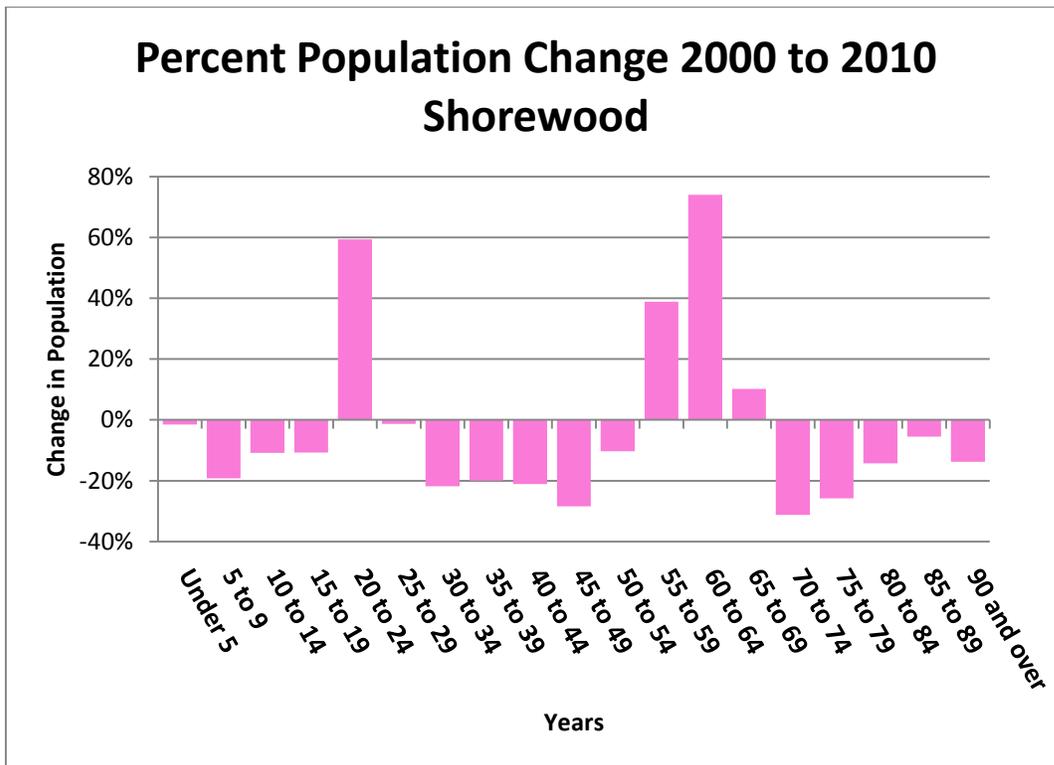
### *Census Trends*

Wisconsin's and the United States' populations have grown in the last decade; Shorewood has continued its gradual decline.

#### Total Population by Decade

	1970	1980	1990	2000	2010
Shorewood	15,576	14,327	14,116	13,763	13,162

However, the percentage change in specific age groups in Shorewood varies widely as shown in the next graph.



The ACS estimates that nearly 2/3 of Shorewood residents have moved in during the last decade. Although Shorewood’s population continues to decrease slowly, the village is attracting and losing specific demographic groups.

The 59.4% increase in residents aged 20-24 is significant, as is the 74% jump in residents aged 60 to 64. However, Mequon’s increase in residents aged 20-24 was 140% and Cedarburg’s over 60%. The growth in baby boomers is a national trend, but Shorewood is keeping/capturing more than all comparable communities except for Whitefish Bay (75.5%).

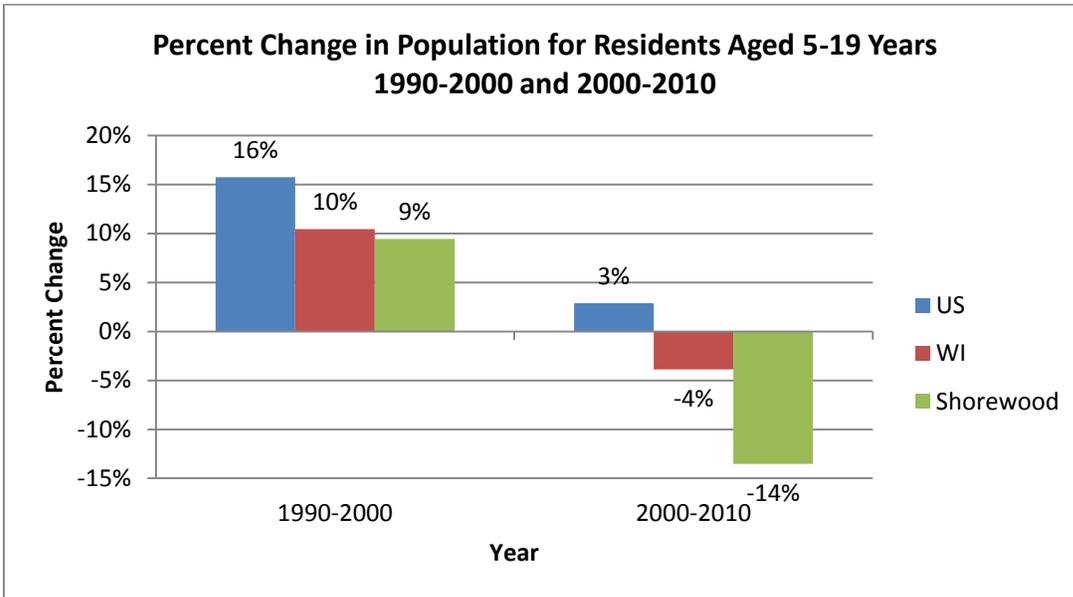
Wisconsin is considered a “sticky” state where Wisconsinites move in and out, and communities do not attract a great number of new residents from other states or countries. This is also true in Shorewood; although the village attracts a greater number of non-Wisconsinites than comparable communities, the percentage is still low.

### School-aged Children

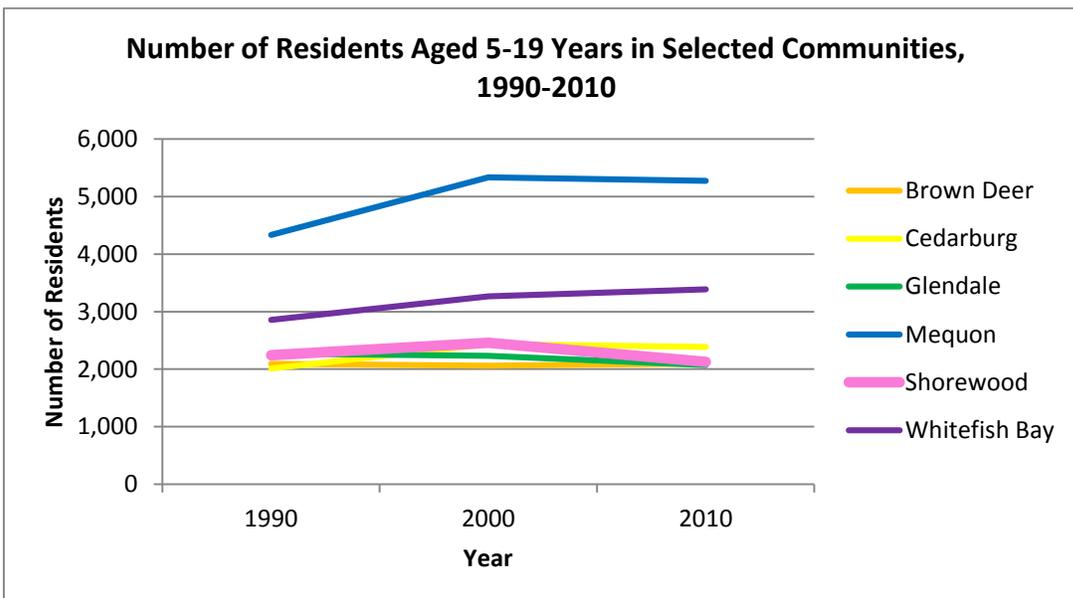
Shorewood is proud that public school students continue to perform well on state tests and the community as a whole wants to attract and retain families with school-age children. The number of children in public school hovers around 2,000. State aid is affected by these numbers, so any drop or rise in public school population affects school funding.

2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
2,161	2,104	2,006	2,012	1,916	1,948	1,935	2,010	2,026	2,059

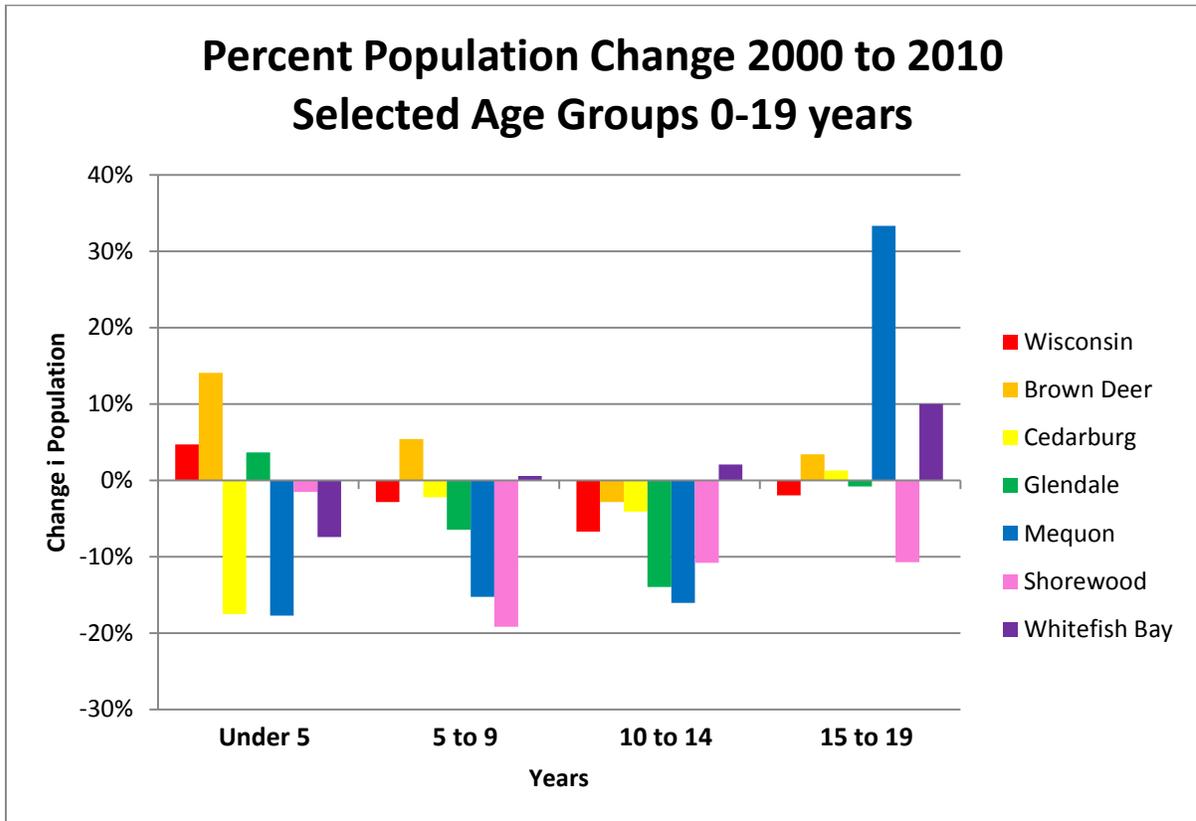
US and WI census trends since 1990 show that Shorewood school-aged children increased in the 90's but decreased dramatically from 2000 to 2010. Shorewood public schools' acceptance of students from outside of Shorewood has moderated this change.



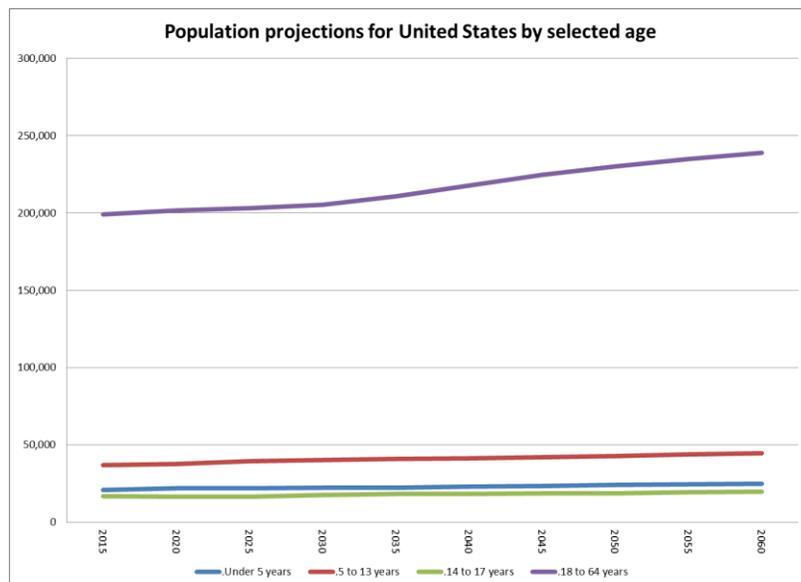
Students in Whitefish Bay and Mequon also perform well on standardized tests, and yet the growth in Mequon children in 1990-2000 did not continue and the more moderate growth in Whitefish Bay did. The growth in school-age children in all communities was fairly flat in the last decade, and this reality is projected to continue.



Interestingly, Shorewood’s 15-19 year olds decreased by over 10% in the last decade while Mequon had more than a 30% growth and Whitefish Bay over 10%. This data suggests that families move when household income has increased enough to support a relocation and the desire for a newer or larger residence is affordable.



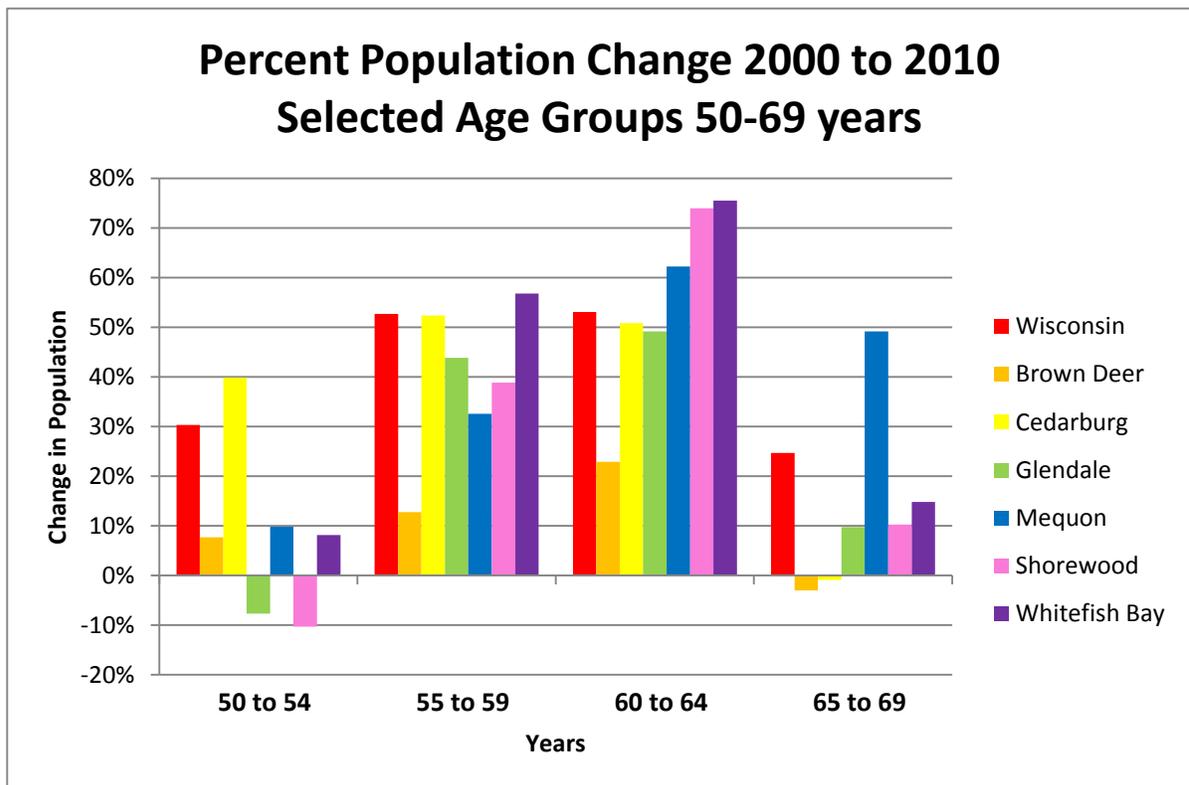
US Census projections for the entire United States into 2060 as shown in the following chart project almost no growth in school-aged children and a continuous increase in adults aged 18-64 years.



This will mean that if Wisconsin continues to use numbers of students in the state aid calculation, communities who want to maintain state funding will be competing for students. Fear of shrinking enrollment is common in and beyond Wisconsin, and large student population growth is often tied to high levels of job growth. In the Milwaukee metro area, competition for filling open enrollment seats or competition to attract/keep families with children in the community will dominate discussions unless something unexpected changes.

**“Baby Boomers”**

Adults aged 50-69 represent those who located and have stayed in a community, but they also represent those who move in or out when their children are older or gone from their homes. Shorewood and its selected comparable communities vary in their ability to attract and retain adults aged 50-69 years old as shown in the following chart.



When considering the growth specifically in adults aged 55-64, it is noteworthy that all communities but Brown Deer saw growth of ~ 40% or more. Whitefish Bay and Shorewood led growth in the aged 60-64 demographic with over 70% growth; Mequon had ~60% growth.

*Age, Lifestyle, and Housing Choices*

The US Census ACS estimates that 65% of Shorewood householders had moved to Shorewood between 2000 and 2005 or later. The following trends are relevant in discussing who has chosen to live in Shorewood and comparable communities.

- Shorewood's total population has steadily decreased from its peak of 16,199 in 1950 to a population of 13,162 in the 2010 census. The last decade's decrease was 4.4%, the same as in Fox Point; Shorewood's percentage decrease in population was greater than other comparable communities.
- Between 2000 and 2010, Shorewood's population declined in all categories except those aged 20-24 (59.4% growth); the largest growth was in those aged 60-64 (74% growth).
  - Wisconsin and comparable communities all showed growth in the 20-24 year old segment; Mequon's 140% increase in young adults dwarfed Shorewood's.
  - Wisconsin and comparable communities all showed growth in the age 60-64 segment, with Whitefish Bay's 75.5% leading the pack. All comparable communities but Brown Deer (23%) grew ~50% or more.
- Although often perceived as an aging community, Shorewood's number of residents 65 and older was 40% lower than in the last decade, continuing the decline noted in 2000. This is different than in Wisconsin where the 65+ population rose 39.4% during the decade.
  - Shorewood's decline was similar to Brown Deer and Glendale's declines.
  - Cedarburg's 65+ population rose 120% and Mequon's 176%.

Census data once again shows that a greater number of Shorewood households are carless (14.5%) than in other comparable communities (all <10% with Mequon and Whitefish Bay < 4%). An additional 42.5% of Shorewood households own just one vehicle, more than double the percentage in Mequon (20.5%) and significantly higher than all other comparable communities (30.6% to 39.8%).

The median home value in Shorewood was \$298,200 in 2010, a 71% increase over 2000. This growth was greater than in all other comparable communities; Whitefish Bay was close at 67% growth. Shorewood's median home value was third highest among the six comparable communities.

Out of 6,619 housing units in Shorewood, 3,642 (55%) were built before 1939.

- 3,695 (56%) of the living units were reported to have only 1-2 bedrooms.
- 2,739 (44%) of the living units were reported to have 3 or more bedrooms.
- 2,555 (38.6%) of the housing units were identified in the ACS as 1-unit, detached structures; another 313 were identified as 1-unit, attached in a single structure.
- 1,119 (16.9%) were identified as having 2-units in a single structure.
- 1,412 (21.5%) were identified as being with 20 or more units in the structure.

Residents of all ages rent in Shorewood for various reasons that include, but are not limited, to lifestyle and investment choices.

- The median household size of owner-occupied housing units (primarily but not exclusively SF homes) is 2.58 persons.

- The median household size of renter-occupied units (frequently but not exclusively apartments or duplexes) is 1.65 persons.
- The greatest growth in renters were in householders between the ages of 15 and 24 (up 62% to nearly 700); ages 55-64 (up 44% to nearly 400); and ages 85 and over (up 41% to ~100).
- The median rent in Shorewood was reported to be \$780 in 2010, a 35% increase over the rent in 2000. Shorewood is second lowest in median rent with Glendale lower at \$777; Mequon has the highest median rent at \$1,228 as well as the highest growth in median rent at 79% over 2000.

### *ESRI Profiles: Lifestyle Segments and BLS Expenditures*

US Census (Census) and Bureau of Labor Statistics (BLS) data is the basis for ESRI's Tapestry Segmentation Area Profile produced for the Shorewood Community Development Authority (CDA) and the Shorewood Business Improvement District (BID). ESRI uses Census and (BLS) data to analyze market realities and potentials based upon their knowledge of the spending potential and preferences of demographic groups. These are then grouped into Tapestry Segments, a means of describing income, lifestyle, and spending patterns.

The following table pulls from the ESRI Tapestry Segment analysis performed for Shorewood.

<b>ESRI Tapestry Segment</b>	<b>% of Total</b>	<b>Median Age</b>	<b>Median Household Income</b>	<b>BLS Expenditure Quintile (BLS-EQ)</b>	<b>BLS-EQ Ave. Annual Expenditures</b>	<b>BLS-EQ Ave. Annual Housing Expenditures w/o Furnishings</b>
Metropolitans	29.2%	37	\$ 53,486	3 <sup>rd</sup>	\$ 41,719	\$ 13,669
Old and Newcomers	20.7%	36	\$ 39,234	2 <sup>nd</sup>	\$ 30,603	\$ 11,200
Social Security Set	13.5%	44	\$ 16,849	5 <sup>th</sup>	\$ 23,757	\$ 8,218
In Style	10.3%	40.5	\$ 65,387	4 <sup>th</sup>	\$ 51,002	\$ 15,289
Enterprising Professionals	7.6%	33	\$ 63,387	3 <sup>rd</sup>	\$ 49,793	\$ 15,289
Urban Chic	5.6%	43	\$ 82,524	4 <sup>th</sup>	\$ 64,369	\$ 17,012
Connoisseurs	5.1%	47	\$ 115,893	1 <sup>st</sup>	\$ 57,947	\$ 26,345
Suburban Splendor	4.4%	43	\$ 115,396	1 <sup>st</sup>	\$ 57,698	\$ 26,345

ESRI Tapestry Segment	% of Total	Median Age	Median Household Income	BLS Expenditure Quintile (BLS-EQ)	BLS-EQ Ave. Annual Expenditures	BLS-EQ Ave. Annual Housing Expenditures w/o Furnishings
Sophisticated Squires	3.6%	40	\$ 83,069	4 <sup>th</sup>	\$ 64,802	\$ 17,012

ESRI's use of data to develop a retail market profile helps us understand how age, income, and lifestyle choices affect the vibrancy of Shorewood.

- 29.2% of residents are in the Metropolitans segment with a median age of 37 and median household (HH) income of \$53,486. They live in a variety of single-family detached and attached housing units as owners and renters; they are visible, active, and often influential in civic life.
- 20.7% are categorized as Old and Newcomers. Their median age of 36 splits the difference between the young adults just beginning their careers and those retiring. They frequently rent and enjoy an unencumbered lifestyle with a median HH income of \$39,234.
- 13.5% of residents are identified as the Social Security Set with a median age of 44 and median HH income of \$39,234 who have less to spend on housing and goods/services. As a group, they are not known for joining groups and participating in civic life.

The remaining six ESRI segments make up the remaining ~37% of Shorewood's residents. Well-educated and successful, these residents have the capacity to spend money locally and the ability to choose to spend it elsewhere.

- The 23.5% in the In Style, Enterprising Professionals, and Urban Chic segments all have upscale lifestyles and median HH income of \$63,837 to \$82,524. They live in a variety of housing styles and are both homeowners and renters. They enjoy a near-city lifestyle and are active, fit, tech savvy, and travelers.
- The 13.5% of residents identified as high society lifestyles are categorized as living in Connoisseurs, Suburban Splendor, or Sophisticated Squires neighborhoods. Connoisseurs commonly own detached single family homes in densely populated city centers. Median HH incomes range from \$83,079 to \$115,893 and includes investment and rental income beyond wages from high-paying jobs or self-employment income. These lifestyles benefit from local and metro-Milwaukee jobs, entertainment and recreational assets, and access to the airport for business and pleasure travel.

### Workshop Consideration of ESRI Profiles

Workshop participants were given basic information from the ESRI study and “Shorewoodville” money to spend proportionate to their segment representation in Shorewood. They were asked whether Shorewood would be where residents choose to spend all, or even most, of their dollars on food away from home, apparel, entertainment/recreation, home and reading and “spent” proportionate shares of their money accordingly.

Participants hypothesized that the greater number of lower quartile spenders in Shorewood were influential in the market due to their combined numbers rather than their individual level of expenditures, and that upscale lifestyle segments had a greater capacity to spend outside of Shorewood than a less mobile Social Security Set might, for example.

The workshop spending game reflected some of the realities of business in Shorewood. Shorewood was thought to capture 60% of the available money that *would* be spent by residents on food away from home and over 60% of that spent on personal care services. Although participants expressed that they would like to have high quality apparel stores in Shorewood, they “spent” just 35% of their dollars at home and articulated that they could find good shopping nearby. Despite their desire for a Shorewood book store, books and other reading materials expenditures kept less than 25% of the available money in the village, and the Internet and stores nearby captured a greater market share.

The following table shows the available dollars (BLS expenditure dollars adjusted for tapestry segment percentage of total population) and how workshop participants decided to distribute those dollars. (See attached workshop report for further details.)

ESRI Segment	%	Food Away from Home			Entertain/Recreation			Apparel & Services			Personal Care			Reading			Home Furnish/Equip		
		Available	Wkshp Ave	%	Available	Wkshp	%	Available	Wkshp	%	Available	Wkshp	%	Available	Wkshp	%	Available	Wkshp	%
Metropolitans	29.2	413	200	48%	413	130	31%	282	85	30%	107	75.5	71%	20	3.75	19%	248	37.5	15%
Old & Newcomers	20.7	222	205.5	93%	224	23.5	10%	157	58	37%	56	32	57%	10	4.25	43%	129	32.25	25%
Social Security Set	13.5	99	63.5	64%	88	47	53%	76	19	25%	34	21	88%	5	2.25	45%	50	20	40%
In Style	10.3	180	97.5	54%	176	37.5	21%	119	32.5	27%	44	22.25	51%	8	1.25	16%	104	21	20%
Enterprising Professionals	7.6	133	71.25	54%	130	47.5	37%	88	20	23%	32	18	56%	6	0.25	4%	77	24.25	31%
Urban chic	5.6	116	73.75	64%	116	40	34%	74	32.25	44%	28	21.5	77%	5	2.5	50%	68	11.25	17%
Connoisseurs	5.1	175	76.25	44%	171	46.25	27%	111	53.75	48%	41	12.75	31%	7	0	0%	101	26.25	26%
Suburban Splendor	4.4	151	92.5	61%	147	40	27%	96	60.25	63%	35	26.25	75%	6	0.5	8%	87	16.75	19%
Sophisticated Squires	3.6	74	54.75	74%	75	20	27%	48	11.25	23%	18	14.75	82%	3	0.75	25%	44	2.5	6%
<b>TOTAL</b>		<b>1563</b>	<b>935</b>	<b>60%</b>	<b>1540</b>	<b>431.75</b>	<b>28%</b>	<b>1051</b>	<b>372</b>	<b>35%</b>	<b>385</b>	<b>244</b>	<b>63%</b>	<b>70</b>	<b>15.5</b>	<b>22%</b>	<b>908</b>	<b>191.75</b>	<b>21%</b>

### Municipal Services and Priorities

Essential municipal services are expected to continue into 2025, and the current manager and staff pursue efficiency initiatives and collaboration with other local governmental units.

The 2015 Vision Implementation Plan has focused village initiatives on strategic priorities; staff and volunteers have moved Shorewood closer to its vision of a successful future. Special interest village committees and community volunteers working to accomplish specific municipal priorities has grown and should continue to grow with encouragement from the village, the current boosters, and both current and future Metropolitans that Shorewood should continue to attract.

Feedback from the 2013 Community Survey indicates broad approval of village accomplishments.

Several initiatives in the plan, such as maintaining buried infrastructure, though a priority, are expensive. Shorewood buildings will continue to age. As there are no active plans to replace

or redevelop specific village buildings, maintenance will be important. Shorewood's 30 year streets plan should allow continuous renewal of street surfaces. Alleys will continue to age until a plan is finalized and funding secured.

Replacing the combined storm/sanitary system is a clearly understood and accepted priority that will also be expensive for private property owners required to replace laterals. Assessments to private property owners for upgrades to the shared system's cost may be politically difficult to accomplish. Others, like financial support for public transportation improvements and redevelopment projects are not under direct local control and will require staff and volunteer time and commitment to influence.

Strict levy limits instituted by the state legislature in the 2011-2012 Biennial Budget and subsequent actions to limit the use of user fees will continue to create funding challenges for Shorewood.

The increasing numbers of adults and fairly flat number of children in the US and Wisconsin will be the pool from which Shorewood will attract residents. Shorewood public schools should continue to feel the pinch of tight per-student state funding, and a steady or declining number of school age and especially high school age children in the village should continue to be softened by students attracted to Shorewood from outside the district.

Although the percentage of Wisconsin and US adults aged 80+ should continue to grow, Shorewood's share should continue to decrease unless a senior housing project brings in more frail elderly.

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## Where do we want to go?

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Vision project participants were consistent in their belief that Shorewood in the future should be similar to Shorewood in the present, only better.

Shorewood wants to maintain its quality urban lifestyle that is less “big city” and more “small village” where knowing your neighbors and serving your community and others is appreciated, cultivated, and easy to do.

Shorewood residents want to be near enough to Milwaukee to easily enjoy its amenities while living in safe neighborhoods filled with friendly faces, green trees, and great homes.

Shorewood wants to be a walkable community with alternative transportation options that include bike trails/lanes and a strong transit system.

Shorewood wants to have successful neighborhood stores, service providers, and restaurants, but residents also want to patronize good area restaurants and shop at strong regional malls.

Shorewood wants excellent and efficient public services, good public facilities, and well-maintained public infrastructure including an excellent public education system.

The Village Board and Manager considered these commonly-held beliefs, previous project planning and implementation work, new information gathered, and ideas generated. They developed and refined the following statements to express an inspiring vision of Shorewood’s future.

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## 2025 Vision Statement

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In 2025, Shorewood will be:

A vibrant urban community with:

- Safe, friendly neighborhoods offering desirable housing options that attract diverse people of all ages and stages of life;
- Opportunities to work in and to grow successful profit and non-profit businesses in and near Shorewood;
- Attractive and thriving local service, retail, and hospitality businesses;
- Excellent local schools and easy access to world-class centers of culture and higher education;
- Strong multi-modal transportation infrastructure that meets transportation needs.

A welcoming community embracing new people and innovative ideas, engaging with others to continuously improve Shorewood and the Milwaukee metro area.

A healthy community with clean air and water; access to excellent medical services; and businesses, facilities, spaces, and programs that promote personal health and wellness.

An ecologically-responsible community with an appreciation for the lake, river, and other natural areas and a commitment to sustainability.

A financially responsible community with suitable and well-maintained public buildings and infrastructure, strong property values, a competitive tax rate, and a commitment to public service excellence.

A well-governed community with leaders and citizens who value broad civic participation and maintain a long-range, disciplined view of the future.

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## How do we get there?

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Barbara Grant shared strategic principles introduced in futurist and economist Rebecca Ryan’s book, Regenerist, and two articles: “Gigs, Gazelles, and Makers” for the *Economist*, and “Relocating? Four Keys in Choosing a Great City” for *Cities*. (See [nextgenerationconsulting.com](http://nextgenerationconsulting.com).)

Ryan, resident futurist for the Alliance for Innovation, considers the current long recession one of a handful of historic events in American history. She encourages investing now in order to be ready for the “spring thaw” when the extended recession and subsequent restructuring of society’s beliefs, values, and behaviors is over in 2020.

Shorewood should be able to capitalize on what Ryan believes will be the growth of “metro renters,” young adults and childless older adults, as that is who Shorewood is currently attracting and serving. Shorewood is also well-positioned to anticipate and accept greater numbers of “grayer, browner, younger, anxious, and digitally active” people that is the UW demographic trend. She points out we will all be using smaller, more mobile, and smarter technology.

The Village Board developed goals and specific strategies to the 2025 Vision Statements to direct the development of a Vision Implementation Plan. These goals and objectives have been added to the Vision Statements to create the 2025 Vision Implementation Plan as seen below.

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*2025 VISION IMPLEMENTATION PLAN GOALS AND STRATEGIE*

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*In 2025, Shorewood will be:*

*A vibrant urban community with:*

- **Safe, friendly neighborhoods offering desirable housing options that attract diverse people of all ages and stages of life;**
  - Goal: Be the safest urban Milwaukee suburb.
    - Provide pro-active and responsive police services
    - Provide pro-active and responsive fire and emergency medical services
    - Engage community in creating safe homes, neighborhoods, and business environments
  - Goal: Be the urban Milwaukee suburb with a reputation for friendly and welcoming neighborhoods.
    - Increase Shorewood's social capital within neighborhoods, village, and region
  - Goal: Lead the region in providing a variety of desirable housing options
    - Protect and add to the number of architecturally pleasing residential exteriors.
    - Protect the structural integrity of all housing units.
    - Diversify types of residential housing units.
    - Encourage market-appropriate interior improvements in older housing units.
    - Encourage renovation/replacement of substandard housing units
    - Minimize code and process impediments to property maintenance.
- **Opportunities to work in and to grow successful profit and non-profit businesses in and near Shorewood.**
  - Goal: Develop/support businesses in/near Shorewood that improve the economic health of Shorewood and the Milwaukee metro area.
    - Retain, attract, and develop successful businesses.
  - Goal: Develop/support non-profit business and institutions in/near Shorewood.
    - Develop partnerships that will support successful cultural institutions.
    - Develop partnerships that will support successful educational institutions.
  - Goal: Support start-up and permitted home-based businesses
    - Encourage development of appropriately supportive spaces.
    - Support artists with storefront retail potential
- **Attractive and thriving local service, retail, and hospitality businesses;**
  - Goal: Increase number of jobs and total sales

- Increase inventory of market-appropriate business spaces.
  - Goal: Help drive customer traffic to businesses.
    - Market Shorewood to potential customers
    - Increase convenient access to businesses
- **Excellent local schools and easy access to world-class centers of culture and higher education;**
  - Goal: Be an educated and culturally aware community where people want to live.
    - Develop lifelong learning opportunities and programs in/near Shorewood.
    - Support local public and private school success.
  - Goal: Invest in multi-modal transportation infrastructure that meets transportation needs.
    - Invest in local transportation infrastructure tied to regional systems
    - Provide safe, well-maintained streets.
    - Provide a variety of strong alternative transportation options
  - Goal: Be a leader in the use of non-auto transportation methods.
    - Brand the village as a community whose residents, businesses, and visitors extensively use non-auto transportation
    - Promote use of bicycles

***A welcoming community embracing new people and innovative ideas, engaging with others to continuously improve Shorewood and the Milwaukee metro area.***

- Goal: Be a welcoming community.
  - Welcome all newcomers to Shorewood.
  - Market Shorewood to targeted demographics
- Goal: Offer and celebrate opportunities to connect with and serve others
  - Facilitate neighbors getting to know each other.
  - Encourage participation in community activities and organizations
- Goal: Be a regional leader in innovation and creative initiatives
  - Test new and innovative ideas designed to improve Shorewood and the Milwaukee metro area.

***A healthy community with clean air and water; access to excellent medical services; and businesses, facilities, and programs that promote personal health and wellness.***

- Goal: Rank at the top of comparably-sized Wisconsin communities as measured by public health and personal wellness indicators.
  - Develop clean air and water policy and programs to improve local air and water indices
  - Reduce number of air quality watches and advisories

- Support and expand access to high-quality medical facilities & services
- Promote personal health and wellness
  - Recruit businesses and non-profits catering to personal health and wellness
  - Expand public recreation amenities (parks & recreation programs)
  - Promote proper use/disposal of prescription drugs

***An ecologically-responsible community with an appreciation for the lake, river, and other natural areas and a commitment to sustainability.***

- Goal: Rank at the top of comparably-sized Wisconsin communities when measured by formally developed standards of ecological practices
  - Develop policies and practices to support Shorewood's sustainability plan
- Goal: Residents are actively engaged in utilization and stewardship of the lake, river, and other natural areas
  - Promote ecological awareness
  - Promote use of lake, river and natural areas

***A financially responsible community with suitable and well-maintained public buildings and infrastructure, strong property values, a competitive tax rate, and a commitment to public service excellence.***

- Goal: Be a financially responsible community.
  - Integrate financial management with community needs to increase market value of real estate.
  - Deliver efficient and effective municipal services
- Goal: Serve the community with well-maintained public buildings and infrastructure
  - Maintain capital improvement and maintenance plan that provides a sustainable, "steady state" annual commitment

***A well-governed community with leaders and citizens who value broad civic participation and maintain a long-range, disciplined view of the future.***

- Goal: Commit to open and interactive involvement of all residents and property owners in civic responsibilities
  - Establish effective communication tools and methods
  - Assure effective committee & commission participation
  - Assure effective participation thru leadership development
- Goal: Regularly develop and update long range plans that have had leaders and citizens participating in the process
  - Maintain commitment to annual plan development process

### ***2025 VISION IMPLEMENTATION PLAN – FUTURE STEPS***

Barbara Grant initially assisted the village manager and staff in developing implementation plan objectives and tactics for each of the strategies identified in this Vision Plan. This work will be reviewed and approved by the Board and will not be part of this report.

The 2025 Vision Implementation Plan will be regularly revised as work progresses on the Vision Implementation Plan and both successes and challenges unfold. The village will always have the most current version.

#### *Final Thoughts*

Community visioning for Shorewood has always been a participatory process grounded in reality. Since 2005, the Board and community participants have asked: “Where are we now? Where are we going? Where do we want to be? How do we get there?”

By answering these questions and developing specific implementation steps to assure success, visioning in the Village of Shorewood has concentrated municipal and community resources in a strategic manner, and work has been focused with a long-range and disciplined view of the future.

By Barbara Grant

## ***Attachment I: Vision 2025 Focus Group Report***

On October 15 and 16, 2013, facilitator Barbara Grant met with 51 citizens who represented specific demographic groups whose points of view might not be captured in a community workshop discussion.

### ***Young Adults/Professionals***

Fourteen young adults aged 25 to 40 participated in an evening focus group held at Big Bay Brewing Company. Represented were renters and homeowners who were single, engaged, and married; with or without children; and in Shorewood for two months to many years. Though generally from Wisconsin, several moved here from out of state. Though generally economically well-off, some were not as comfortable.

### **Housing**

Homeowners in this group reported spending a fair amount of time finding a house that met their needs, and all lamented the small number on the market; one looked for two years. Interior upgrades, especially kitchens, were a welcome choice when available. They considered property ownership an investment in what they consider an appreciating market. Finding a starter home was reported to be easier than finding a four bedroom/two bath home in which to raise a family.

Renters in this group came because of the relative affordability of this housing choice.

- Some planned to move up to home ownership thru buying a duplex and renting one unit to offset the cost or to rent both and use the income to help finance a single-family home mortgage.
- Some found the two-bedroom apartment option affordable, though some reported even this was a struggle.

Both homeowners and renters commented that young professionals might start by renting or buying a starter home in Shorewood, but at ages 35-40, they look to move up. This might mean moving out of Shorewood by choice or thru lack of housing availability.

Most participants reported their families lived within easy drive distance (~ one hour) and all had friends who lived closer (~ fifteen minutes).

### **Life Style Preferences**

This group likes the Shorewood schools and safe, urban life style with unique houses and attractive neighborhoods. Specifically mentioned were walking on sidewalks and using the area bike trails, small lot sizes (not suburban lawn tractor sizes), children in neighborhoods, and enough things to do.

The “friendliness” factor was considered an important quality of life preference. They like having friendly but not too nosy neighbors. They are open to developing social groups in the neighborhood if the option presented itself, but they do not expect neighbors to be their primary social group.

Participants generally prefer independent restaurants over chains and would like more good quality, mid-range options (including ethnic food) that would also offer take-out in Shorewood. They reported driving to Bayview for food.

They think that the village website provides good promotions on things to do, and like the text alert options available.

One female participant expressed concern about an uptick in crime that was not being appropriately reported.

### **Recommendations**

Participants recommended that the village recruit other young professionals to rent and then own in Shorewood by marketing to “feeder schools” (Milwaukee professional schools) by offering weekly events with drinks at Shorewood bars, for example, to encourage other YP’s to move to Shorewood.

Most supported the development of a Farmer’s Market proposed by one member. Another suggested a zip car sharing option.

### ***Neighborhoods***

Eight residents, neighborhood homeowners, renters, and landlords as well as of award-winning Shorewood Connects Neighborhoods, participated in a morning focus group held at Village Hall. Some were new residents while others were longer term residents.

Participants reported that a robbery created a sense of vulnerability that brought them together, making their neighborhood safer and their ties stronger. Beyond feeling they could ask for a cup of sugar from a neighbor, they annually exchanged names, addresses, and phone numbers as well as recommendations regarding babysitters and contractors.

### **Housing**

Shorewood’s housing had varied and appropriate price points for each participant; homes were urban in character and located close to Milwaukee.

They believe that “rentals are here to stay,” especially for women. The rental market is very strong with renters responding to simple property signs and word-of-mouth advertising.

### **Preferences**

Participants expressed a preference for neighborhoods that were not homogeneous and for strong schools their kids can walk to.

They consider the “friendliness” factor important to quality of life. They all value the concrete sense of community that they have developed through their neighborhood groups; they sympathized with one participant who tried to develop a program but failed.

Shorewood’s walkability was valued not only for the convenience of children walking, but also for the independence and personal safety skills (street-smarts) it develops.

They like hanging out in front yards, an urban rather than a suburban back yard model.

### **Recommendations**

They recommended developing ties neighborhood by neighborhood and supporting the Welcome Neighbors program.

Participants recommended giving financial encouragement to property owners to upgrade their property and incentives to comply with garage and green space zoning code requirements, not limiting incentives to businesses. They expressed mild concern about the reputation of village inspectors.

They proposed public bids for work on private property so that lower costs could be shared by those replacing windows, for example, similar to what is done for sidewalks.

They supported and recommended planning for seniors to “age in place.”

### ***Seniors***

A meeting of fifteen seniors was held at Village Hall on the morning of October 16. This lively and engaged group of residents shared their stories of choosing to live in Shorewood. Most had lived in Shorewood for more than twenty years; one lived here all her life. Some had lived here, moved out, and moved back recently. Two had moved from a single-family home in Milwaukee to apartments in the Fountainview.

There were more duplex and apartment dwellers at the meeting; several who owned single family homes were considering staying in Shorewood but down-sizing.

Participants spoke about how their lives and choice of homes have changed over time and how they are planning for their future needs.

### **Housing**

Owners of single family homes in the group were planning to move only when they have to and getting help from family or contractors to do physically difficult work. One owner was worrying about the cost of upkeep and taxes during a time of temporary disability. Another moved into a Shorewood duplex twelve years ago and then bought a small house in which she plans to stay as long as she can. One widow had a friend move in with her.

One condo owner reported that 1/3 of the condos were now housing students; this was not her expectation when joining a homeowners association building.

Those who had already made the decision to move out of a single family home and downsize were happy with their choices. One bought a duplex with her sister. Two sold their Milwaukee single family homes to move into the Fountainview and both loved the double balcony arrangement; one noted that she appreciated the age diversity in the complex. A couple who had lived in what they called a suburban “prison” with their son and daughter-in-law were sure they would never move from River Park.

### **Preferences**

Participants were enthusiastic supporters of the Senior Center and its director and enjoyed and used the library. Several said they enjoyed and used the fitness center and valued the Osher Lifelong Learning Institute run by the UWM School of Continuing Education.

### **Recommendations**

Improve the safety at the Edgewood/Oakland corner's right turn lane by extending the light or posting it as "no right turn."

Alleviate barriers to walking during the winter by cleaning the crosswalks of snow.

Regulate bikes on the sidewalks, especially on the narrow Oakland sidewalks.

Improve skateboarder safety by prohibiting riding them on streets, especially on streets at night without reflectors.

### ***Boosters***

Nine Shorewood residents representing various community groups met at Village Hall on October 16. Groups included but were not limited to the Shorewood High School Alumni, Welcome New Neighbors, Shorewood School District, Shorewood Connects, Shorewood Foundation, Shorewood Historical Society, Shorewood Business Improvement District, King's Lutheran Church, Lutheran, Village Conservation Committee, and the Women's Club; other groups represented were too numerous for participants to detail.

### **Housing**

Housing options were not discussed, although marketing Shorewood's strengths to real estate agents was discussed.

They are aware and sensitive to the needs of young adults who can't afford even duplex housing with a patch of grass, the low quality of some rental properties, the concentration of landlords, and the lack of convenient parking for those living in apartments.

### **Preferences**

Boosters love being active in the community and seeing their efforts improve the quality of life in Shorewood.

They like having places to meet and interact; these include not only coffee shops for person-to-person interactions, but also the schools, churches, parks, and other larger-venue places to share community activities and create connections. Churches allow other non-profit groups to use their buildings and parking lots so that they can serve the greater Shorewood community.

Boosters see Hubbard Park and the Nature Preserve as community assets for individuals as well as for families and community groups wanting to gather together.

### **Recommendations**

Because boosters value volunteering, they suggest creating opportunities to volunteer with a low barrier to entry, a limited time to commit, an defined purpose, and a variety of activities. Shorewood Connects' Fall Clean Up is just such a volunteer opportunity.

Participants expressed disappointment that significant initiatives begin with enthusiasm and booster buy-in, as did the Atwater plan, and then fail at the implementation stage due to lack of adequate funding and volunteer burn-out. More pre-planning to secure significant financing and showing appreciation to volunteers who help implement the plan could help.

Participants feel that Shorewood's snow removal program is not working at corners, in the business district, and near student rentals and that this should be corrected.

Boosters support continuing the Welcome New Neighbors program.

They suggest improving the Fitness Center signage to encourage greater awareness and use.

### ***Business Owners***

Seven small business owners met at Village Hall on October 16. Two were artists who worked from home or in, three had consulting businesses, and two had retail shops not within the Business Improvement District.

### **Housing**

Space needs for home-based businesses varied but usually included an Internet connection and an office. This group suggested there might be as many as 200 home-based businesses in Shorewood, many of whom fear being taxed on their inventory and business equipment including computers or being prohibited from working at home if the village knew of their existence.

Their homes do not provide a place to meet with clients in a professional setting.

### **Preferences**

All loved living and working in Shorewood but were isolated. The Internet provided marketing and collaboration on-line, but meeting in person to collaborate and network was sometimes preferable.

All were interested in one business's use of Regus virtual office services to receive and hold deliveries and provide a professional space to work and/or meet with clients. This international firm provides flexible work spaces, telephone answering/forwarding services, video conferencing, meeting rooms, etc.

### **Recommendations**

Discussion centered on how a coffee shop front in Shorewood with office and meeting space behind might improve their business and quality of life.

## ***Attachment II: Vision 2025 Community Workshop Report***

Approximately 25 participants in the November 9th workshop at Shorewood Intermediate School listened to a PowerPoint presentation presented by Barbara Grant that reviewed the 2005/2009 vision statements, implementation plan objectives, and selected data selected to develop understanding of “What Is” in Shorewood. (See Attachment)

She led activities designed to spark discussion over whether the 2015 Vision had been achieved, and whether plan statements or objectives should be revised in light of the data. Presentation highlights included:

1. ~ 65% of residents moved to Shorewood since 2000.
2. There was a slight decrease in household families, in households with children under 18, and in householders who live alone. There was a slight increase in renters.
3. The drop in school aged children aged 5-9 (19%) and 10-19 (11%) was significant; the number had increased during the previous decade.
4. The percentage increase in adults aged 55 to 64 was significant, but not as great as among some comparable communities.
5. The US population distribution by age has changed over time since 1900 and is expected to flatten into 2060 with some growth in the number of adults but not in children.
6. Wisconsin is a “sticky state” with most residents staying put/moving around the state, but is not a great attractor; Shorewood fairs slightly better than comparable communities in attracting new state residents.
7. Renters of many ages are finding homes in Shorewood.
8. Most Shorewood single family homes do not meet the space and configuration standards of new homes or the needs of many household families.
9. Home values strengthened better in Shorewood from 2000-2010 than among Shorewood’s comparable communities.
10. Median rent was no longer lowest among comparable communities and median rent grew faster than in Brown Deer and Cedarburg.
11. Shorewood’s resident entrance and exit surveys suggest that over half of residents rent and then buy property in Shorewood. They report they are attracted by jobs and schools and are disheartened by taxes, cost of living, and lack of parking.

In order to better understand who is moving to Shorewood and how they might contribute to the vibrancy of Shorewood, participants were asked to consider ESRI Tapestry Segmentation Area Profiles that use basic census and consumer spending data to describe what socioeconomic groups presently live in Shorewood and how they are likely to spend their money.

A synopsis of the ESRI categories given to participants are as follows:

ESRI Segment	% HH	Partial Description
Metropolitans	29.2%	<ul style="list-style-type: none"> <li>Residents prefer to live in older city neighborhoods. Approximately half of these households are singles who live alone or with others; 40 percent are married-couple families; the median age is 37 years.</li> <li>Half of the residents who are employed work in professional or managerial positions. The median household income is \$53,486.</li> </ul>
Old and Newcomers	20.7%	<ul style="list-style-type: none"> <li>Residents of these transitional neighborhoods are either beginning their careers or retiring... Their median age of 36.3 years splits this disparity. There are more singles and shared households than families in these neighborhoods.</li> <li>The median household income of \$39,234 is below the US median. Educational attainment, college, and graduate school enrollment are above average.</li> </ul>
Social Security Set	13.5%	<ul style="list-style-type: none"> <li>Four in ten householders are aged 65 years or older; the median age is 44 years. Most of them live alone.</li> <li>The median household income is \$16,849. Eight percent of households rely on public assistance; 16 percent receive Supplemental Security Income. Thirty-seven percent attended college; 16 percent hold a bachelor's or graduate degree.</li> </ul>
In Style	10.3%	<ul style="list-style-type: none"> <li><i>In Style</i> residents live in the suburbs but prefer the city lifestyle. Households without children (married couples without children, single-person, shared, and other family types), comprise more than two-thirds of all households. The population median age of 40.5 years.</li> <li><i>In Style</i> residents are prosperous, with a median household income of \$65,387 and are more educated compared to the rest of the US.</li> </ul>
Enterprising Professionals	7.6%	<ul style="list-style-type: none"> <li>Young, educated, single, married, working professionals, residents of <i>Enterprising Professionals</i> neighborhoods have a median age of 32.8 years. Forty-three percent of the households are singles who live alone or share housing with roommates, and 43 percent are married couple families.</li> <li>Median household income is \$63,837. This is an educated group: approximately half of the population aged 25 years and older hold a bachelor's or graduate degree; more than three in four have attended college.</li> </ul>
Urban Chic	5.6%	<ul style="list-style-type: none"> <li><i>Urban Chic</i> residents are professionals who live a sophisticated, exclusive lifestyle. More than half of these households are married-couple families, similar to the US proportion. Fewer than half of them have children</li> <li>Their median household income is \$82,524 and median age is 42.7. They are well-educated; more than half of residents aged 25 years and older hold a bachelor's or graduate degree; 80 percent have attended college. Twenty percent of these households earn income from self-employment ventures.</li> </ul>
Connoisseurs	5.1%	<ul style="list-style-type: none"> <li>Residents of <i>Connoisseurs</i> neighborhoods are somewhat older, with a median age of 47.2 years. Approximately 70 percent of the population is married. Although residents appear closer to</li> </ul>

retirement than child-rearing age, 30 percent of the households are married couples with children living at home.

- This market is well educated; 64 percent of the population aged 25 years and older hold a bachelor’s or graduate degree. Employed residents earn wages from high-paying management, professional, and sales jobs. Many are self-employed; the rate is twice that of the national average. They have a median household income of \$115,893 and supplement their salaries with income from interest, dividends, and rental properties.

Suburban Splendor 4.4%

- *Suburban Splendor* residents are generally married couple families with and without children. The median age is 43.1 years, and half of the population is aged 35–64 years.

- These successful suburbanites are the epitome of upward mobility. They have a median household income of \$115,396. Labor force participation rates are high for both men and women; many households are two income. Well educated, more than half the population aged 25 years and older hold a bachelor’s or graduate degree.

Sophisticated Squires 3.6%

- Residents of *Sophisticated Squires* neighborhoods enjoy cultured country life on the urban fringe. More than 40% of the households are married couples with children that range from toddlers to young adults. The median age is 39.7 years.

- These residents are educated; more than one-third of the population aged 25 years or older holds a bachelor’s or graduate degree; another third has attended college. The median household income is \$83,079.

Participants were grouped around tables and individuals were asked to represent a specific ESRI segment in an exercise designed to reveal the potential commercial impact of residents’ spending on food away from home, entertainment & recreation, apparel & services, personal care, and reading. Spending estimates were based on Bureau of Labor Statistics data.

Participants were asked to place Shorewoodville bills (\$1 Shorewoodville = \$100,000 US adjusted by % of segment) on a spending chart using their tapestry segment description as guidance. There were asked to consider whether attracting a different mix of ESRI demographic segments would make a difference and how help to attract/keep customers for desired Shorewood businesses.

The BLS spending categories selected were Food Away from Home, Entertainment & Recreation, Apparel & Services, Personal Care, Reading, and Home Furnishings/Equipment. These categories were chosen to represent commercial opportunities that were either strong in Shorewood like restaurants and personal care or generally missing and valued like books and home furnishings.

The results from the workshop exercise are as follows:

ESRI Segment	%	Food Away from Home			Entertain/Recreation			Apparel & Services			Personal Care			Reading			Home Furnish/Equip		
		Available	Wkshp Ave	%	Available	Wkshp	%	Available	Wkshp	%	Available	Wkshp	%	Available	Wkshp	%	Available	Wkshp	%
Metropolitans	29.2	413	200	48%	413	130	31%	282	85	30%	107	75.5	71%	20	3.75	19%	248	37.5	15%
Old & Newcomers	20.7	222	205.5	93%	224	23.5	10%	157	58	37%	56	32	57%	10	4.25	43%	129	32.25	25%
Social Security Set	13.5	99	63.5	64%	88	47	53%	76	19	25%	24	21	88%	5	2.25	45%	50	20	40%
In Style	10.3	180	97.5	54%	176	37.5	21%	119	32.5	27%	44	22.25	51%	8	1.25	16%	104	21	20%
Enterprising Professionals	7.6	133	71.25	54%	130	47.5	37%	88	20	23%	32	18	56%	6	0.25	4%	77	24.25	31%
Urban chic	5.6	116	73.75	64%	116	40	34%	74	32.25	44%	28	21.5	77%	5	2.5	50%	68	11.25	17%
Connoisseurs	5.1	175	76.25	44%	171	46.25	27%	111	53.75	48%	41	12.75	31%	7	0	0%	101	26.25	26%
Suburban Splendor	4.4	151	92.5	61%	147	40	27%	96	60.25	63%	35	26.25	75%	6	0.5	8%	87	16.75	19%
Sophisticated Squires	3.6	74	54.75	74%	75	20	27%	48	11.25	23%	18	14.75	82%	3	0.75	25%	44	2.5	6%
<b>TOTAL</b>		<b>1563</b>	<b>935</b>	<b>60%</b>	<b>1540</b>	<b>431.75</b>	<b>28%</b>	<b>1051</b>	<b>372</b>	<b>35%</b>	<b>385</b>	<b>244</b>	<b>63%</b>	<b>70</b>	<b>15.5</b>	<b>22%</b>	<b>908</b>	<b>191.75</b>	<b>21%</b>

The results of spending choices on Food Away from Home shows how the Metropolitan and Old & Newcomer segments, that are not members of the upscale or high society segments, may contribute heavily to the success of restaurants in Shorewood. Even the Social Security Set with the lowest amount of money to spend was estimated to contribute more than the Sophisticated Squires as shown in this table:

ESRI Tapestry Segment	% Pop.	Available \$ to spend	Workshop \$ designated	% of Available \$ designated
Metropolitans	29.2	413	200	<b>48%</b>
Old & Newcomers	20.7	222	205.5	<b>93%</b>
Social Security Set	13.5	99	63.5	<b>64%</b>
In Style	10.3	180	97.5	<b>54%</b>
Enterprising Professionals	7.6	133	71.25	<b>54%</b>
Urban chic	5.6	116	73.75	<b>64%</b>
Connoisseurs	5.1	175	76.25	<b>44%</b>
Suburban Splendor	4.4	151	92.5	<b>61%</b>
Sophisticated Squires	3.6	74	54.75	<b>74%</b>
<b>TOTAL</b>		<b>1,563</b>	<b>935</b>	<b>60%</b>

As participants considered options for purchasing apparel and related services, books and magazines, and home furnishings/equipment, they discussed what retail options existed locally and whether consumer dollars would stay at home.

- Only 35% of available dollars for apparel was spent in Shorewood, lower than the ESRI Community Profile of 2013 Consumer Spending Potential Index.
- 21-22% of available dollars would be spent on reading and home furnishings/equipment.
- Almost 63% of available dollars were spent on personal care services, a reflection of the strength of this sector in Shorewood.
- Due to their greater number, Metropolitans were the greatest contributor to the category of entertainment/recreation while spending just 31% of their dollars in Shorewood; overall 28% of the total dollars stayed.

Details of table discussions were not recorded, but many participants were overheard expressing regret over the lack of bookstores in Shorewood (Harry W. Schwartz closed in 2009 and the Open Book Co-op in 2012). Discussions also included the reality of nearby regional retail mall shopping opportunities; it should be noted that ESRI information about spending preferences often included information about particular segments' preferences to shop specific chain stores available nearby.

Participants also understood that entertainment and recreation options also flourish near but not in Shorewood.

The second workshop activity focused on developing ideas for improving quality of life ratings in Shorewood. Grant introduced various quality of life indicators such as Rebecca Ryan's Handprint performance measurement categories: Vitality, Earning, Learning, Social Capital, After Hours, Cost of Lifestyle, and (Getting) Around Town. Grant combined common criteria used to rate cities from various national ratings of best places to live, such as in *Money Magazine*, *Businessweek* and *Kiplinger*, include job and/or income growth, cost of living, days of sunshine, education, air/water quality, health care costs, crime rates, daily commute time, auto cost, leisure amenities, work/life balance as essential markers of quality of life.

Participants were asked to consider quality of life criteria and to develop strategies to create a vibrant urban living experience that would make Shorewood the best place to live in the greater Milwaukee metro area. After brainstorming together and capturing the essentials on large sheets of paper, each group reported on the best unique ideas developed at their table. The ideas were then displayed for all workshop participants to select the best ideas by placing all/some of eight voting dots on the displayed papers.

The best group ideas then rated by participants are as follows:

<b>Initiative</b>	<b>Description</b>	<b>Number of participant votes</b>
Use empty/vacant spaces	Utilize storefronts for advertising Utilize vacant space for pocket parks Find space for farmer markets, etc.	26
Open up Wilson Corridor	Narrow road and (create) green mixed use development & bike trails. Connect with Estabrook (park) and its leisure/natural amenities	22
Develop Communication Plan	Develop comprehensive and professional communication plan that incorporates & crosses all village entities and activities. Get in front of issue, be pro-active and positive yet informative: <ul style="list-style-type: none"> <li>• Police/crime</li> <li>• Benefits of home improvements</li> </ul>	19
Develop Trolley Run	Create circular route to connect Wilson Corridor and Hubbard Park; to Oakland/Capital; to Atwater Beach; to Kensington/Oakland Development; and back	17
Cultivate Openness	Recognize and incorporate diversity of population	13

Improve Transportation Options	Promote alternate forms of transportation Improve parking	12
Improve housing/buildings	Encourage energy improvements	12
	Encourage historic preservation and maintenance	11
Improve relationships to neighboring communities	Create synergy with Shorewood as the hub reaching out to neighboring communities	10
Parks/open spaces	Make improvements	4

## TRANSCRIPTION OF WORKSHOP TABLE NOTES

Table 1

## JOBS:

Live & work places

Small businesses

Artistically

Wilson- narrow it - widen the park space to a viable development. Green space plus business/living

## BENEFITS:

Social capital

Air/water quality

Crime rate

Leisure amenities

Starred: Trolley Run on the hour hits Wilson, Capital, Oakland, lake front - Kens & Oakland. Open up the Wilson corridor to have paths to soccer fields, dog park, beer garden, disc golf, Hubbard Park, and the lodges

Bike stations

Benefits parking

Table 2

Cost of living

Housing stock: living space (sacrifice 1000 sq. ft.)

Transport - bike <arrow up>: facility, education, change culture

Connectivity: street fronts are connected to ensure active built environment

Expanding restaurant options: food away from home : BRUNCH

Young families - youth - connectivity, open spaces, parks & recreation

Every demographic represented: seniors? Renter/duplex

Parking - all vehicles

Old/new tensions

Residential/commercial

(From torn corner: implement....Educate the .....consumer)

PR/COMMS

Managing change

Table 3

## OPENNESS

Perception/reality

Block parties/village potluck

Block clean-up days (seniors)

High school reunions

Recognizing & encouraging diversity of population

Plein Air

## Aesthetics:

Support the preservation of architectural diversity

Neighborhood grants

Maintaining properties

Mixed use new construction

Older apartments need upgrades

**Table 4**

[page 1]

VITALITY

Bike

Blemish

.....?

COST of LIFESTYLE

EDUCATION

Website

Collaboration

Perception of education

Message

Realtors

.....?

SAFETY

Woman

Police

Share - message.....?

[Page 2]

Police/ safety:

- Perception

- Education

- No niyac?

- Messaging

- women's safety

Vitality:

- Rid of blight

- No vacancies

- Energy at entrances

- Use of vacant space for vibrancy

- New businesses

Education:

- Perception

- Realtors as an advocate not naysayers

- Messaging, website, collaboration (parents with kids; get their support), Shorewood Today (better coverage)

- Urban myth vs reality

**Table 5**

VIBRANT URBAN LIVING PRIORITIES

1. Housing stock: condition, energy efficiency, improvements
2. Relationship to neighboring communities - synergy: Play off offerings of others: downtown, lakefront, etc., 3rd ward, Walker's Point
3. Openness/welcoming: Keep diversity, progressive balance
4. Learning community: Come together to support culture, education

Village Supplement #1: Resident Move Survey, November 2013

Village Supplement #2: Village-wide Survey Results 2013

Village Supplement #3: 2015 Vision Plan Summary

Village Supplement #4: ESRI Tapestry Segmentation Area Profile and Shorewood Segment Descriptions