



VILLAGE OF SHOREWOOD

CENTRAL DISTRICT MASTER PLAN

UPDATE 2014



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ACKNOWLEDGEMENTS

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INTRODUCTION & PLAN SUMMARY

INTRODUCTION & PLAN SUMMARY

Plan History

In 2006 the Village of Shorewood adopted a Central District Master Plan (CDMP) for the commercial core of the community along Oakland Avenue and Capitol Drive. These commercial corridors house a wide variety of land uses and a range of densities that work together to create a healthy and vibrant Village core. The main goals of the 2006 plan were to “build upon the District’s assets, identify a more consistent land-use and development strategy, and retain the eclectic, mixed-use, historic character of Shorewood.”

Many of the recommendations from the 2006 plan have been implemented. The northern node in the 4400 and 4500 blocks of Oakland Avenue evolved into an entertainment district, with the Cornerstone and Ravenna projects leading the way with new housing, retail and restaurants. The central commercial core at Oakland and Capitol added value with an 84-unit mixed use development and a shared parking structure. Capitol Drive was reconstructed with a variety of street amenities and a new bridge over Capitol Drive for the Oak Leaf Trail bike path. Numerous significant façade improvements and new businesses also continued to add value to the district.

The major development projects, including a few that are under development, are expected to add \$76.4 million to the taxable value of the planning area upon payback of Village incentives.

With the magnitude and variety of changes that have occurred since 2006 in the community, the Community Development Authority and Village Board decided that it would be useful to update the 2006 Master Plan to recognize these changes and new opportunities. In early 2014, the Village approved the use of consultant services.

Village Vision, Branding and Perception of Redevelopment Efforts

Shorewood Vision Statements call for a thriving community with a mix of attractive stores and services in a robust and profitable commercial center.

Initial branding research in 2006 identified Shorewood’s urban character and location next to the City of Milwaukee as an important brand element. The urban aspects combine advantageously with its neighborhoods and green elements.

In a 2013 Village-wide survey, 80% of respondents perceived that the business district redevelopment efforts as either “Very Positive” or “Positive”. The Village believes that this recent evidence supports the continuation of past economic development policies and practices in the Plan update. In a recent update of the Village’s Vision Plan, a summary of public input concluded that Shorewood appeals to people who want to live in a vibrant, safe urban environment adjacent to Milwaukee, who appreciate, and sometimes rely on, the

Development Projects	Year of Completion	Tax Base Added	Village Incentive		Est. Payback Period
			Grant	Loan	
Cornerstone Building	2011	5,827,000	1,323,000	0	12 Years
Ravenna Building	2013	6,250,000	520,000	0	10 Years
LightHorse Building	2014	15,158,000	5,130,000	3,535,000	17 Years
HarborChase Development	2015	18,978,000	1,700,000	0	9 Years
Metro Market Project	2016	30,200,000	5,500,000	6,500,000	15 Years
Totals		76,413,000	14,173,000	10,035,000	

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.

Plan Objectives

The major value and uses of the Central District Master Plans, both current and updated ones, are to:

1. Guide Shorewood public committees, staff, and officials involved in community improvement and economic development in their planning and implementation activities.
2. Attract potential developers by identifying projects that are likely to be supported by the Village.
3. Attract and retain thriving local service, retail, and hospitality businesses.
4. Improve pedestrian, bicycle, vehicular access and circulation and public safety.
5. Enhance the physical conditions and overall pedestrian environment.
6. Improve parking for employees, visitors, shoppers, and restaurant patrons.
7. Bring innovative, creative, and feasible ideas to the District.
8. Create a clear, documented vision for the Central District's future.

Desired outcomes from adoption and implementation of the Plan is:

1. Continue high vitality of the Central District, in terms of business activity, quality shopping opportunities, and walkability.
2. Improve quality of life, provide opportunities to work in the Village, enhance a safe and friendly community, provide additional opportunities for community activities and events, and embrace sustainable community development.

3. Increase housing opportunities offering desirable residential options that attract diverse people of all ages and stages of life and allow residents to grow and age in place.

4. Continue priority on strong property values and long term shifting of Village property tax levy from residents to Central District property owners and businesses.

Density, while not an end in itself, is sometimes a useful tool in realizing these outcomes. It sometimes serves to make an otherwise financially unsupportable project acceptable from an economic standpoint. In that case, the Village may consider the benefits of density greater than that supported by existing zoning or other regulations.

All sites identified in this document as development opportunities comply with current zoning provisions, including building height restrictions. However, if a future proposed project needs zoning modifications, such modifications may be proposed and considered by the Shorewood Plan Commission and recommended to the Village Board as part of the Village approval process.

Shorewood Planning Principles

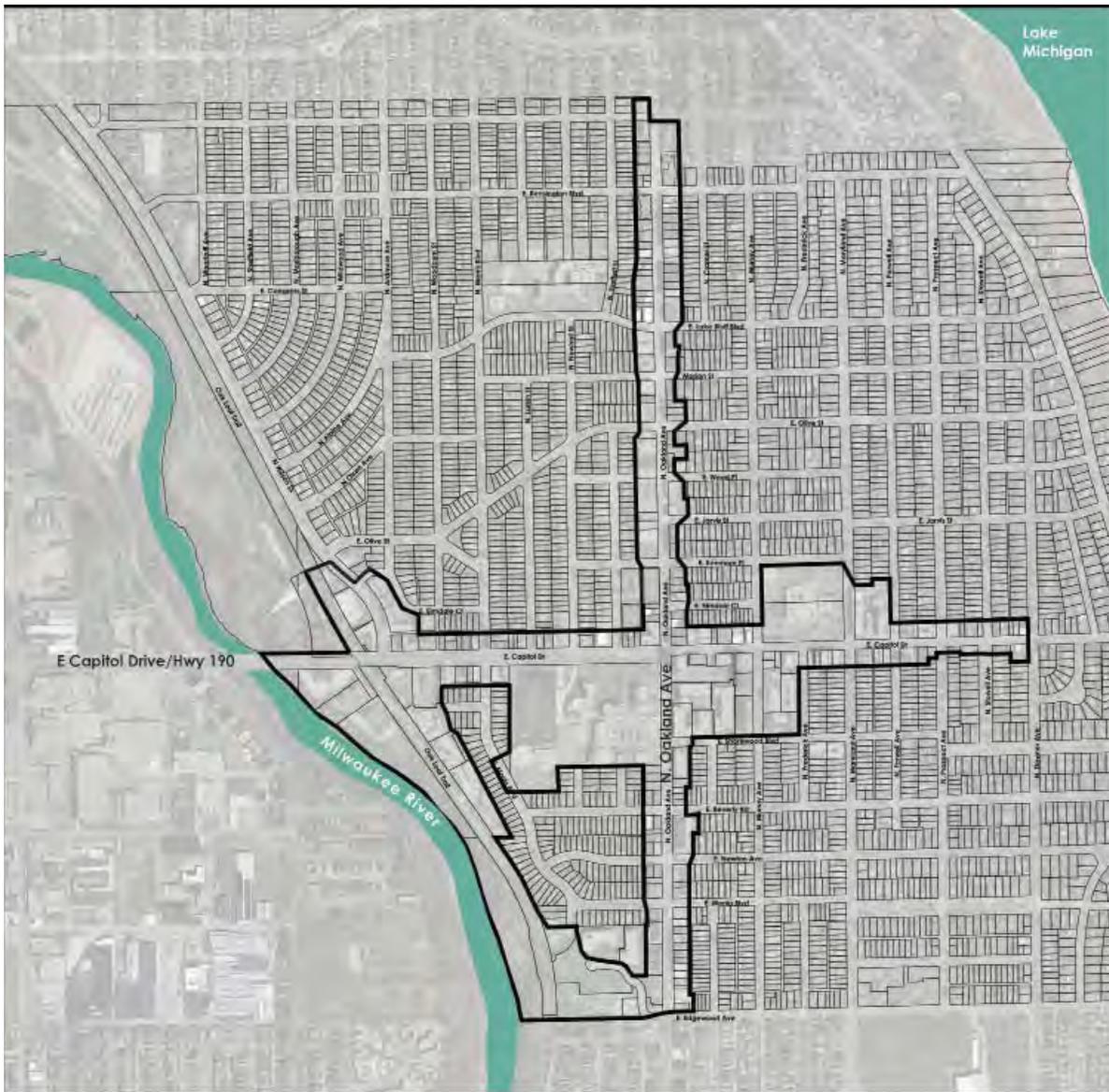
While current market or other conditions may not always necessitate or support immediate redevelopment of a particular site, the longer view dictates taking advantage of redevelopment opportunities as they occur in order to achieve the long term vision established by the Village in order to be successful.

Financial incentives may be considered for important development projects only where they are necessary in order for the project to occur. The Shorewood business district's built-out nature tends to result in proposals for "in-fill" projects that most often have relatively high land costs, have use constraints because of shallow lots, require expensive structured parking, and have greater construction cost and time because of site constraints.

Village criteria for providing financial incentives consider project risk, market suitability, developer investment, Village payback and various desired outcomes.

Identification of any site as an opportunity site in this Plan is hypothetical and in the future may be dropped or changed as to utilization and design as the situation changes. In addition, new sites may be added as appropriate. The Plan is not the "authorizing" vehicle for identified site opportunities, but rather the current view of a list that will change

Map 1.1: Planning Area



over time based on developer, building owner, Village staff, Community Development Authority, Village Board, and other influences. In other words, the Village Plan is expected to be dynamic in order to take advantage of changes in opportunities and situations as they occur.

Specific Plan Commission and Village Board approval is needed for development proposals involving Tax Incremental District creation, zoning changes, and Village financial incentives. Public input and hearings are also part of the process.

All redevelopment projects are required to provide on-site parking for businesses or residences. An example is the mixed-use LightHorse project in the 4000 block of Oakland Avenue, including a parking deck shared by existing businesses, residents and the public.

Plan Area

The 2006 Central District Master Plan consisted of Oakland Avenue (bisecting the Village from north to south), Capitol Drive (traversing the Village from east to west), and the Public Works yard. These planning area boundaries adopted for the 2006 Plan were nearly identical to those defining Tax Incremental District #1.

The original boundaries chosen for the 2014 CDMP update added Wilson Drive from Capitol Drive to the northern border of Shorewood to the 2006 planning area and removed the Public Works yard. A Wilson Drive redevelopment concept was described and associated with that added Wilson Drive plan area. Based on subsequent public input, the Wilson Drive concept and associated plan area were removed from the Plan draft.

COMPLETED PROJECTS SINCE 2006	IMPACT ON THE CORRIDOR/VILLAGE
OVERALL PROJECTS/PROGRAMS	
Oakland Avenue and Capitol Drive streetscape improvements	Improved image for the community, enhanced safety.
Façade Program	Neighborhood investment and improved street character, investment in local businesses. Over 50 properties and 75 businesses have participated since 2004.
Entry Markers on Capitol Drive	Improved identity and image enhancement at Milwaukee River and Downer Avenue.
Capitol Drive Street Reconstruction	Improved landscaping in the boulevard, pedestrian and bike safety, traffic flow, and overall image enhancement.
Oak Leaf Trail Bridge over Capitol Drive	Enhanced entrance into Shorewood and added access to trail. Creates regional appeal.
OAKLAND NORTH SECTION	
Metropolitan, 4-story mixed-use development at 4485 Oakland Avenue	New housing choices and retail uses serving the neighborhood. 21 condos.
The Cornerstone, 4-story mixed-use development at 4500 Oakland Avenue	New housing choices and retail uses serving the neighborhood. 24 apartments.
Ravenna, 4-story mixed-use development at 4525 Oakland Avenue	New housing choices and retail uses serving the neighborhood. 20 apartments.
2-story Metro Market grocer, 4 level parking deck and 6 story mixed-use in the 4000-4100 blocks of Oakland Avenue	Development of flagship grocery store, shared parking deck and new housing and retail uses serving the neighborhood. 100 units.
Starbucks café at 4170 Oakland Avenue	Retail serving the community.
Façade Improvements at 4424-36 Oakland Avenue ; 4473-79 Oakland Avenue; 4214 Oakland Avenue	Enhanced character along the corridor, investment in local businesses.

OAKLAND CENTRAL SECTION

LightHorse 6-story mixed-use building with housing, retail, and parking structure at 4041 Oakland Avenue	New housing choices, kept Walgreen's in the District, provided public parking spaces to serve area businesses. 84 apartments.
New public plaza at 3970 Oakland Avenue	Enhanced character of the key intersection of Oakland Avenue and Capitol Drive.
Façade Improvement at 3970 Oakland Avenue	As Shorewood's tallest building, improved character of the key intersection of Oakland Avenue and Capitol Drive, investment in local businesses. Included Public Arts involvement.

OAKLAND SOUTH SECTION

Harley's Store for Men at 3575 Oakland Avenue	Investment in retail and street activation, kept business in the District.
Harry's Bar & Grill restaurant outdoor deck at 3547 Oakland Avenue	Provides social opportunity and additional seating.
Façade improvement at 3510 Oakland Avenue	New retail and enhanced building character serving the community, investment in local businesses.

EAST CAPITOL

City Market café façade improvement at 2205 Capitol Drive	Regional destination, enhanced building character and outdoor seating area.
Façade Improvements at 2323 Capitol Drive and 2510 Capitol Drive	Enhanced character along the corridor, investment in local businesses.

WEST CAPITOL

Harbor Chase & Associates assisted living development at 1111 Capitol Drive	New Housing choices for aging population. 56 assisted living and 36 memory care units.
Sherman senior apartment development at 3900 Sherburn Place (Estabrook Parkway)	New Housing choices serving aging population 55 and older. 100 units.
High School athletic fields at 1701 Capitol Drive	Athletic amenity for the community.
Culver's restaurant at 1325 Capitol Drive	Fast casual family restaurant serving the community and region.
Façade Improvements at 1330 Capitol Drive and 4000 Wilson Drive	Enhanced character along the corridor, investment in local businesses.

COMPLETED INFRASTRUCTURE IMPROVEMENTS SINCE 2006

CAPITOL DRIVE STREET RECONSTRUCTION

Created a calmer atmosphere for vehicle traffic.
Added bike lanes west of Oakland and bike accommodations east of Oakland, increasing bicycle network.
Added boulevard medians west of Oakland for safer pedestrian crossing.
Added bump-outs at pedestrian crossing and striping pedestrian zones for safer pedestrian crossing.

OAK LEAF TRAIL BRIDGE

New bridge greatly enhanced the western gateway into Shorewood and added access from the trail to Capitol Drive on both sides.

Plan Summaries

The Plan is divided into five sections and describes the process of gathering input from the public, a thorough economic and market analysis, a parking study, current land uses and zoning, analysis of connections within and around the business district, potential redevelopment opportunities and infrastructure improvements, and recommendations.

The following is a list of developments, façade improvements, and public way enhancements that have been implemented since 2006.

Redevelopment Opportunities

While a substantial amount of investment has gone into property improvements since 2006, there are still underutilized properties that present new or continuing prospects for redevelopment. These properties provide an opportunity to further enhance the variety of land uses and improve the public realm along the commercial corridors and quality of life in the Village. Based on public input, staff and steering committee feedback, conceptual site plans were developed for nine sites. These sites do not represent specific development proposals, as an owner or developer would have to initiate such a proposal and the owner would have to be a willing participant in the venture for such a proposal to be initiated, but rather an idea to initiate discussions. Each concept meets the Village's zoning requirements.

General concept site plans were generated for the following properties:

1300 E. Capitol Drive currently has a 1-story building occupied by Baker's Square restaurant. The concept shows a 3-story mixed use building with underground parking, replacing the large surface parking lot with green space.

1409 - 1425 E. Capitol Drive currently has a 1-story Thompson Drug pharmacy and 2-story

office building. The concept shows a 4-story mixed use building with a pedestrian plaza on the east side between Capitol and the rear parking.

1518 – 1530 E. Capitol Drive currently has a drive-through Wells Fargo bank and two 1-story buildings with four businesses. The concept shows two alternatives - the first a 2-story mixed-use with rear parking and the second a 3-story mixed-use with senior housing above with first floor community space.

1604 E. Capitol Drive currently has two buildings consisting of the United States Post Office and 1-story gasoline station. The concept shows a 3-story mixed-use building on the gasoline station site and adaptive reuse of the Post Office.

1700 E. Capitol Drive currently has three 2-story buildings: two commercial and one mixed-use. The concept shows one 3-story building with a pedestrian passage on the eastern side connecting from Capitol to the public parking deck.

3600 block N. Oakland Avenue currently has the East Gardens restaurant, a 2-story office building and gasoline station. The concept shows a 2-story multifamily development.

4100 block N. Oakland Avenue currently has three 1-story commercial buildings with a mix of uses. The concept shows two 2-story commercial buildings with an outdoor plaza in the middle.

4230 N. Oakland Avenue currently is a 1-story UPS store. Because of the small size of the parcel, the concept shows a public plaza.

4300 N. Oakland Avenue currently is a 1-story drycleaner. The concept shows a 2-story commercial and a 3-story apartment behind.

Recommended Strategies

Various strategies were identified and are intended to either address specific Village needs that are unmet or to introduce some strategies that other communities have found useful. In a few cases, some recommended strategies may already be in discussion.

After approval of the Master Plan Update, listed strategies will be examined by Village staff, the Community Development Authority, the Village Board, and others to refine, prioritize, and to flesh out. Strategies will be added where necessary to address other recommendations in the Plan. A more specific action plan will be developed for strategies deemed most important. Achievement of the revised implementation timetable will become a more specific goal for responsible parties.



SECTION I: PROCESS & COMMUNITY

SECTION 1: PROCESS & COMMUNITY

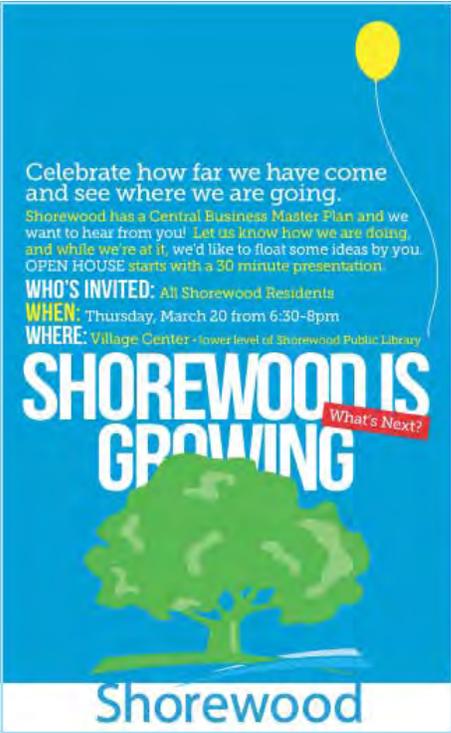
Overview of Process

The planning process for this update to the Master Plan was facilitated by a Steering Committee made up of Village staff, residents, appointed officials, and elected officials. The Steering Committee met on a monthly basis to discuss elements of the Plan and facilitate the public input process. The Committee was responsible for developing a Master Plan update that balances the desires of the public while describing redevelopment opportunities.

Public participation for this planning effort consisted of 25 one-on-one stakeholder interviews, website comments, and two public workshops. The workshops were advertised throughout the Village and postcards sent to every home to garner as much participation as possible. Both of the public workshops were attended by residents, business owners, property owners and others interested in the future of the Village. The workshops provided an opportunity for Village residents to discuss desired outcomes with Village staff and members of the planning team and to directly interact with other community members to brainstorm new ideas for the planning area. Input from stakeholder interviews and the public workshops has been incorporated throughout this document.

The first public workshop focused on existing conditions and future opportunities. Stakeholders participated in five stations to provide input about characteristics of physical elements they did or did not like about the district and point out areas that had been improved since the creation of the original Master Plan. Participants were able to identify potential redevelopment opportunities and potential enhancements to the vehicle, bicycle, and pedestrian circulation patterns within the Village.

The second public workshop provided an opportunity for stakeholders to give feedback on drafted recommendations that were developed from the planning process. The workshop also presented draft conceptual site plans for a variety of potential redevelopment sites throughout the Village. Stakeholders provided input to the project team about likes and dislikes for redevelopment scenarios and recommendations.



A poster advertising the first public workshop.



Participants at the first public workshop.

After the second workshop a draft document was completed. The Steering Committee reviewed and commented on the document, which was then edited and posted on the Village's website for public review and comment.

Demographics

The Village of Shorewood is one of 19 communities within Milwaukee County. For the 2010 Census Milwaukee County showed a population increase of 0.8%, however, 14 communities within Milwaukee County show a decline in population. The highest population increases occurred within outer-ring suburbs, in the southern portions of the county. Shorewood shows a population decrease of -4.4%. See Table 1-1 for a list of Milwaukee County communities by population.

Population Density

Shorewood is 1.59 square miles with a population density of 8,278 people per square mile and a housing unit density of 4,245 dwellings per square mile. Compared to surrounding communities, Shorewood has a higher population and dwelling unit density than surrounding communities (see Table 1-2).

Race/Ethnicity

The minority population in Shorewood constitutes 14.2% of the total population in 2010, up from 8.6% of the total population in 2000. From 2000 to 2010 the minority population increased by 58%.

The minority population is defined as people who reported their ethnicity and race as something other than Non-Hispanic White in the 2010 Census. The largest minority group in Shorewood is Asians at 5.6% and Hispanics at 3.4%. African Americans are the largest minority group in the state, at 6.3% of the total state population, with Hispanics the second most populous minority group at 5.9% of the state's population.

Table 1.2: Population Density of Comparable Communities

Community	Population Density (per sq. mile)	Housing Unit Density (DU per sq. mile)
Shorewood	8,278	4,245
Fox Point	2,311	1,010
Glendale	2,235	1,075
Milwaukee	6,195	2,662
Wauwatosa	3,502	1,624
Whitefish Bay	6,656	2,619
Milwaukee County	3,926	1,732

Source: Village of Shorewood, 2010 Census

Table 1.1: Milwaukee County Population Change, 2000-2010

Municipality	2000	2010	% Change	Municipality	2000	2010	% Change
Milwaukee	596,974	594,833	-0.4%	Shorewood	13,763	13,162	-4.4%
West Allis	61,254	60,411	-1.4%	Glendale	13,367	12,872	-3.7%
Wauwatosa	47,271	46,396	-1.9%	Brown Deer	12,170	11,999	-1.4%
Franklin	29,494	35,451	20.2%	St. Francis	8,662	9,365	8.1%
Greenfield	35,476	36,720	3.5%	Hales Corners	7,765	7,692	-0.9%
Oak Creek	28,456	34,451	21.1%	Fox Point	7,012	6,701	-4.4%
South Milw.	21,256	21,156	-0.5%	Bayside	4,518	4,300	-4.8%
Cudahy	18,429	18,267	-0.9%	West Milw.	4,201	4,206	0.1%
Greendale	14,405	14,046	-2.5%	River Hills	1,631	1,597	-2.1%
Whitefish Bay	14,163	14,110	-0.4%	Total	940,267	946,138	0.6%

Source: 2000 & 2010 Census

Age Structure

Shorewood's change in the distribution of age from 2000 to 2010 has varied only slightly, with the largest change in the 20 to 64 age group, which increased from 63.1% of the population in 2000 to about 66% in 2010 (see Table 1-3).

Income

The median household income for Shorewood residents is \$62,926 per the recently distributed

Table 1.3: Village of Shorewood Population by Age

Age Group	2000	2010
Children under 5 years	4.6%	5%
Children between 5 and 19 years	17.8%	16.1%
Adults between 20 and 64 years	63.1%	65.9%
Adults 65 and over	14.4%	13%
Total Population	13,763	13,162

Source: U.S. Census Bureau, 2000-2010

American Community Survey, which is lower than most area communities. This is a change from where Shorewood compared to other area communities per the 2000 Census data. In 2000 Shorewood had the lowest median household income compared to similar area communities.

Shorewood's per capita income is about \$41,000, which is in the middle of the range when compared to the per capita incomes of area communities. Comparing to only the North Shore communities, per capita incomes range from \$26,915 to \$113,366. The highest per capita is River Hills that has a population under 600. Removing River Hills, the top per capita income range is \$54,682. Figure 1-1 compares Shorewood's Median Household and Per Capita Income with other North Shore communities and Milwaukee County as a whole.

Figure 1.1: Median Household and Per Capita Income



Source: ACS 2007-2011

Educational Attainment

In 2010, the percent of the population over 18 that graduated high school was comparable to other area communities. The percentage of Shorewood residents that graduated high school is 96.5% - other North Shore communities ranged from 93.8% to 99.1%.

The percentage of Shorewood's residents that attained a Bachelor's Degree or higher is 67.3%, comparable to area North Shore communities that ranged from 39.9% to 79.5%. The level of educational attainment in a community can be an indicator of the quality of a school system in a community and the income earning potential for Village residents.

Stakeholder Input Summary

Input about the current business district, recent improvements, desired uses and businesses, and future improvements was gathered from more than 25 stakeholders. Stakeholder participants included property owners, real estate brokers, business owners, developers, residents, and Village committee members and leaders. A variety of techniques were used to gather input including phone calls, in-person meetings, and e-mail questions. Below is a summary of the input received and how it influences the development and redevelopment recommendations.

Village Business Environment

An overwhelming positive response from the majority of stakeholders was about the pro-business environment provided by Village staff, the Community Development Authority (CDA), and the Business Improvement District (BID). Business owners felt Village assistance contributed to their improvements or decision to locate in Shorewood. They look forward to continued support in attracting new businesses and development that will continue recent successes. The majority of stakeholders also support the variety of District events and want to see them continued and expanded, including a possible Farmer's Market.

Shorewood Location

Key factors in either locating a new business in Shorewood or maintaining a business in

Shorewood are the demographics, income level, small town feel of the Village, strong market, and recent developments along Oakland Avenue (north of Capitol Drive). Most business owners said they specifically wanted to locate their business in Shorewood for some or all of these reasons. Important demographics are the middle aged and older residents, family atmosphere, and medium to high income levels. Residents consistently support local businesses and attend District local events. The strong school system also attracts home buyers from these targeted demographics. Stakeholders cited the walkable atmosphere as being critical for attracting local customers and contributes to the "village" character of the Central District. The variety of businesses in the District attract not only local customers, but customers from throughout the region.

Desired Uses

High quality restaurants, a hardware store, and additional housing choices were the top new uses desired by stakeholders. A clustering of restaurants was mentioned by both current restaurant and café owners and citizens, as desired uses. High quality restaurants can serve as a destination, bringing new customers to the District which benefits other businesses. Restaurants could be located along Oakland Avenue, both north and south of Capitol Drive, to cluster with existing businesses.

A variety of housing types and densities will support local businesses and provide choices for residents wishing to remain in Shorewood as they downsize to a town home, condominium, or apartment. New apartments and condominiums have been successful in providing housing choices to attract young professionals and provide an option for empty-nesters. Row houses could fill a void for those wanting to downsize but who are not ready for a condominium.



"More dining options" was a common desired use by many participants. Image credit collectivocoffee.com/cafes/shorewood

Enhanced retail, luxury products, and women's clothing stores were identified as destination uses that could bring customers to the District. A higher quality grocery store was also mentioned by a few stakeholders. Some residents currently travel outside of Shorewood where there are more grocery and food options. Easy parking associated with any new grocery is important.

Unwanted Uses

Most uses were supported unless they would bring customers that would negatively impact the current customer base. Large parking demands were the main concern when discussing new uses and developments for the area. Parking is already a concern in the northern section of Oakland Avenue, so any new development will need to address off-street parking demands.

Policy or Code Comments

The Façade Program was mentioned by a majority of stakeholders as very positive and has significantly improved the District.

Signage and parking regulations were the two policies mentioned as needing improvement. Traditional signage regulations were based on the historical scale of the District and focused on the pedestrian aspect of the street. Business owners need to create an identity with their signage, with signs being legible



Many participants stated that they prefer parking on-street, which can be a challenge on busy streets like Oakland Avenue.

to both vehicles and pedestrians. The size, location, color, and style of the sign should allow for individual identity without negatively impacting District character.

Parking policies should provide sufficient off-street parking for both residential and commercial uses. Shorewood was originally developed when households only had one car and vehicle demands were different than today. Current development patterns need to balance vehicular, pedestrian, and bicycle modes of transportation along with market influences.

Parking and Transportation: Location, Supply, and Type

The majority of stakeholders expressed concern there is not enough parking in the north end of Oakland Avenue, causing issues in the surrounding neighborhoods and safety concerns for bicyclists. As new development is considered throughout the District, sufficient off-street parking should be included in order to not negatively impact adjacent neighborhoods. Opinions about parking structures and surface parking lots were split, with many commenting that the new Walgreens parking structure was poorly designed, but met regulations. Stakeholders appreciated underground parking in the new buildings, as it provided off-street spaces, as well as the new public parking structure. However, many preferred to park on-street over the public parking structures. Mid-block surface parking lots were acceptable as long as they do not dominate the pedestrian character of the block. Public parking should be clearly marked - currently it is not always evident what is public and what is private.

Parking at night is especially difficult at the north end of Oakland Avenue near the new developments. Evenings are peak times for some of the businesses. Most business owners indicated their staff park off-site, walk, or use public transportation. This should continue to be encouraged to allow on-street spaces for customers.

Funding of public parking should be balanced with the public benefit. Each new redevelopment project should be evaluated as to the public needs and private uses.

A few stakeholders felt more bus shelters would help to encourage alternative transportation use. Better shelter facilities would also improve the image of using the bus and enhance the streetscape along Oakland Avenue and Capitol Drive.

Wilson Drive Changes

Stakeholders provided a diverse set of opinions about the future of Wilson Drive. A majority of residents support improved and additional bike access to the Oak Leaf Trail, which is managed by Milwaukee County. Key access points at Kensington and Lake Bluff were recommended. Many supported slowing traffic along Wilson Drive, although a few stated concerns about peak hour traffic issues if the street is narrowed. There are strongly differing opinions about adding housing along the west side of Wilson Drive. Those who support residential want to see a reduced street section that slows traffic, provides housing choices, and increases the amount of people with a view to the trail. Those opposed to new residential development along the west side of Wilson Drive are concerned that buildings will prevent visibility from Wilson Drive to the trail, feel new development will lessen the quiet atmosphere of the street, were concerned with the potential loss of greenspace, and don't feel there is sufficient space for housing structures even with a reduced street section.

East/West Bicycle Connections

Residents would like to see improved east/west bicycle connections, providing a safer crossing of Oakland Avenue at Kensington and Lake Bluff. On-street parking in the blocks immediately east and west of Oakland Avenue obstruct views and safe cuing space for bicyclists. Reducing one parking space immediately adjacent to Oakland Avenue

could be considered in order to allow bicyclists a stopping zone, "bike box." A couple stakeholders commented on how tight the street section of Oakland Avenue is, just north of Capitol Drive, and how this makes it difficult to bike in this area. On-street bike designations should be implemented if space allows.

Business Improvement District (BID) Marketing

Strong support for the BID and their activities was mentioned by business owners and many of the residents. Business owners would like to see increased District-wide marketing, via the web, social media, and regional advertisement strategies.

Safety

Recent burglaries were mentioned by a couple stakeholders as a concern and could impact attracting additional investment to the area. Providing 24/7 activities throughout the District are important to provide eyes-on-the-street.



The large open space in front of the high school along Capitol Drive offers opportunity for district identity.

Key Development/Redevelopment Opportunities

The former Walgreens building and parking area was the number one site mentioned for redevelopment. Mixed-use with on-site parking was preferred by the majority of stakeholders. Smaller, underutilized retail spaces on the east side of Oakland Avenue were noted as redevelopment opportunities in the northern Oakland Avenue section. Block depth is a challenge for redevelopment projects, especially when integrating off-street parking. The 3600 N. Oakland Avenue block and open area south of Harry's Bar and Grill were identified as important redevelopment sites in the southern Oakland Avenue section. Off-street parking needs to be provided for both sites, with the ballfield and public parking being part of the southern gateway.

Several underutilized buildings and sites along East Capitol Drive, between Bartlett Avenue and Morris Boulevard, could be redeveloped to increase housing variety. The block immediately west of Oakland Avenue (1700 block) is an excellent site for mixed-use redevelopment. Any new development in this block should create a pedestrian connection between Capitol Drive and the public parking structure. The Atwater School parking lot, corner of Murray Avenue and Capitol Drive, should be identified as a public parking lot to serve businesses in the 1900 block of Capitol Drive, dependent on School District approval.

A few ideas were offered for how the large open space along the side of the High School could be utilized to create an identity for the District. A few events are currently located on the lawn. Parking is located to the south of the High School or on adjacent Village streets. If a Farmer's Market were located at the high school, further analysis is needed to better understand where high school students and faculty would park, where vendors would set up, where vendors would park, and where customers could park if they didn't walk or bike.

Square Footage for Commercial Uses

Throughout the District it has been difficult to find retail/commercial spaces in the 1,200 to 3,000 square foot size. Recent new developments have provided opportunities for this size of business. Demand for spaces sized in this range will likely continue - new projects should be made aware of the need for larger spaces in the district. Flexible and shared retail spaces could offer new opportunities for small business owners or entrepreneurs.

The various input and ideas gathered have been used to develop recommendations for key opportunities, policy changes, circulation improvements, and District-wide activities.



SECTION II: ECONOMIC & MARKET ANALYSIS

SECTION 2: ECONOMIC & MARKET ANALYSIS

Trade Area

Overall Trade Area Characteristics

Shorewood’s Central Business District is primarily a neighborhood-oriented district serving residents of the Village and those within about a 5 minute drive. The original 2006 Central District Master Plan delineated a trade area on the basis of municipal boundaries, rather than actual market behavior. The Retail Market Development Plan prepared in 2009 looked at data from four different areas: the Village, a custom trade area of the Village with some surrounding territory, a 5-minute drive time trade area, and a 20-minute drive time trade area.

After discussion of the 5- and 20-minute drive-time trade areas in the 2009 study, the Update Committee decided to focus on the 5-minute and 10-minute drive time trade areas. The 20 minute drive destination trade area from the 2009 plan has been reduced to 10 minutes simply because a 20 minute drive encompasses much of the Milwaukee Metro area. There are strong destination markets within a 20 minute drive of Shorewood. A 10 minute drive touches the north side of Milwaukee’s downtown and extends further west on Capitol Drive. Shoppers within this area looking for a destination shopping district would find Shorewood competitive given the short drive.

Shoppers outside this 10 minute drive time area are likely to consider larger shopping destinations that are more convenient from a drive time perspective than Shorewood. Residents of such areas are unlikely to travel to Shorewood frequently. It was further decided that the 5 minute convenience trade area defined in 2009 is the best delineation for the Shorewood market, and should be used as the primary trade area.

The items that stand out most from the table below are the average, median, and per capita income, all of which fall significantly as the trade area expands. Village average income is 41% higher than the 10-minute trade area average. Similarly, Village median income and per capita income are both about 53% higher than the 10-minute trade area. While it would be preferable to have a uniformly high income throughout the entire area, the fact that Village residents have high incomes in comparison to the surrounding area is a good sign for continuing success of the small businesses that line the Village portions of the Capitol and Oakland corridors. It is easier to be able to depend upon local expenditures for non-highway commercial corridors than to have to attract expenditures from outside the trade area. High (and growing) income levels in the Village lead to an increase in disposable income that can be captured in the Village with the right mix of businesses.

Table 2.1: Trade Area Overview, 2013

Category	Shorewood	5 Minutes	10 Minutes
Population	13,162	30,900	126,659
Households	6,530	13,055	55,068
Average Household Income	\$83,308	\$78,609	\$59,157
Median Household Income	\$53,817	\$46,501	\$35,076
Per Capita Income	\$40,465	\$34,417	\$26,479
Total Employees	3,327	11,001	38,444
Total Retail Demand	\$177,521,474	\$350,004,866	\$1,126,639,100

Source: ESRI Business Analyst. Note that Village numbers may differ from Chapter 1 due to the different source and different year the data was collected/analyzed.

Changes in Trade Area Characteristics 2008-2013

Significant changes have occurred since data was collected for the 2009 retail plan – not only to the trade area, but on a national scale. The Great Recession of 2008 - 2009 has changed incomes, housing preferences, real estate values, employment, and shopping patterns. An overview of the changes to Shorewood’s primary trade area is shown in Table 2.2.

There are 935 fewer households in the primary trade area – a 7% decline. That means 7% fewer households are available to shop in Shorewood’s Central Business District. Table 2.2 shows an interesting pattern with household income, while the median household income in the trade area has dropped by 11%, the average household income has risen by 6%. This reflects an increasing income gap, where higher-earning households continue to grow their income while household income on the lower end of the spectrum actually shrinks.

Despite the overall weakening of the market within Shorewood’s primary trade area, the total retail expenditures made by all households remaining within the trade area has grown by 5%. This is likely due to the growth in disposable income for those in the upper income brackets.

Map 2.1: Trade Areas



5-minute and 10-minute drive time trade areas, measured from the Oakland/Capitol intersection.

Table 2.2: 5-Minute Drive Trade Area Changes 2008 - 2013

Category	2008	2013	Change	%
Population	32,375	31,354	(1,021)	-3%
Households	13,990	13,055	(935)	-7%
Average Household Income	\$74,149	\$78,609	\$4,460	6%
Median Household Income	\$52,173	\$46,501	(\$5,672)	-11%
Total Retail Expenditures	\$333,758,269	\$350,004,866	\$16,246,597	5%

Sources: 2008 data Village of Shorewood Retail Market Development Plan (*ibid*), 2013 data ESRI Business Analyst.

Table 2.3 presents a summary of business sales comparing 2008 to 2013 and comparing Shorewood businesses to those businesses in the rest of the trade area. Because the 2009 report was prepared with nonstandard retail categories to allow for comparison with Urban Land Institute data, comparisons within individual categories should not be made - **the only category that can be reliably compared from 2008 to 2013 is the 'total retail sales.'** This shows that total retail sales for both the trade area and for businesses located in Shorewood has grown. The good news for Shorewood's businesses is that they have captured a greater share of the growth in retail sales - Shorewood businesses now capture 41% of the trade area's retail sales – a 1% increase in just 5 years.

Figure 2.1: Retail Property Asking Rent-Lease Trends



Even though the data does not allow us to reliably compare 2008 to 2013 by category, we can see how important some categories are to Shorewood's Central Business District. For example, Shorewood's grocers are capturing two-thirds of the trade area's food sales, but only 19% of apparel and accessory sales.

Trade Area Commercial Rents

While existing sources do not provide retail rent statistics on a drive-time basis, Figure 2.1 compares retail rental rates between the state, Milwaukee metro area, Milwaukee County, and the City of Milwaukee for the past eight years. Retail rents for the metro area, County, and City have roughly followed the same pattern over that period: a sharp rise in the beginning of 2006, followed by a plateau in mid-2008, and an overall slow decline thereafter. City and County rents have tailed off further at the end of 2013.

A Spring 2014 on-line review of current retail listings in the Village showed only three retail spaces being marketed. The spaces were listed at rates significantly higher than the averages shown above: \$20-\$25 per square foot, NNN (office space was listed at \$12-\$21 per square foot). Location and the age of the facility drive retail rents, with visible locations on arterials such as Capitol and Oakland generating higher rates.

Table 2.3: Shorewood Business Sales Compared to Trade Area Business Sales

Category	Shorewood Sales		Trade Area Sales		% of TA	
	2008	2013	2008	2013	2008	2013
Food (Groceries)	\$21,984,791	\$15,738,537	\$65,962,963	\$24,019,256	33%	66%
Restaurants	\$20,744,798	\$8,759,271	\$43,672,350	\$28,164,833	48%	31%
Apparel & Accessories	\$3,674,880	\$1,536,145	\$17,449,862	\$8,068,116	21%	19%
Home	\$7,644,520	\$1,664,902	\$36,837,129	\$8,068,116	21%	21%
Other Categories	\$37,953,333	\$72,371,137	\$67,675,866	\$174,442,689	56%	41%
Total Retail Sales	\$92,002,322	\$100,069,992	\$231,598,170	\$242,763,010	40%	41%

Note: 2008 data was from a different source than 2013 data. Additionally, that data was categorized in a different way, combining data source categories to achieve consistency with ULI retail sales categories. Total retail sales for both years should be reasonably comparable.

Sources: 2008 data Village of Shorewood Retail Market Development Plan (ibid), 2013 data ESRI Business Analyst

Retail Supply & Demand Analysis

Existing Supply & Demand

Table 2.4 compares consumer demand versus supply for the Village, 5-minute drive time, 10-minute drive time, and for the Milwaukee Metro area using broad categories for retail food, and drink sales. Because the purpose of this study is to consider businesses that would be a good fit for Shorewood's urban commercial streets, sectors such as automobile dealerships and mail-order sales have been excluded from the table.

The 2009 study looked at "spending power," which is a similar metric to demand. Demand looks at how much the population in the given area would be expected to purchase in a given retail/food category, given typical demand for similar demographics. These numbers reveal several themes:

- Demand exceeds supply for most categories in the Village and 5-minute drive time, indicating that people in these areas tend to leave the area or shop on line to purchase most categories of goods.
- The Village and 5-minute drive area exceed expected sales in the gasoline and health and personal care categories, indicating that people travel from outside the trade area to shop for those goods.
- Supply exceeds demand in the electronics and appliance stores, food and beverage stores, health and personal care stores, clothing and clothing accessories stores, and sporting goods, hobby, book and music stores categories for the 10-minute drive time. These categories attract people from outside the 10-minute drive time area, leading to supply exceeding expected demand for this market area. Supply exceeds demand for this drive time area due to the major regional retailers along the I-43 corridor, such as Bayshore Town Center.

- Seven of the 11 retail categories for the Milwaukee Metro market have a spending gap that is within 10% of the expected demand. The exceptions are: gas stations, clothing stores, sporting goods/hobby/book/music stores, and miscellaneous store retailers (florists, office supplies, etc.).

Impact for Shorewood

What does all this mean for Shorewood's commercial corridors? Given the selected primary market area – the 5-minute drive – the best outcomes for the Village would be to try to attract businesses that meet the following criteria, when considering supply and demand:

- Fill a supply gap within the 5-minute drive trade area. With only gas and health and personal care stores exceeding expected demand, the number of potential businesses to target are still high.
- Do not compete with "over-served" sectors in the 10-minute drive time market area. While Oakland Avenue and Capitol Drive provide a different shopping experience than some of the more suburban-oriented retail that is found along the I-43 corridor, potential Village retailers will have more success if they do not have to lure customers away from well-established retail sectors.

Given these criteria, the sectors in Table 2.5 will fill existing supply gaps without competing with major retailers in the 10-minute drive time area. To further narrow the retail categories, aggregated sectors in the previous table have been broken down into more detailed subcategories. Rows are sorted by the percent of the market captured in the 5-minute market area.

Table 2.4: Retail Supply and Demand

Industry Group	Village			5-Minute Drive		
	Demand	Supply	Gap	Demand	Supply	Gap
Furniture & Home Furnishings	\$3,779,702	\$1,664,902	\$2,114,800	\$7,431,682	\$2,468,850	\$4,962,832
Electronics & Appliance	\$5,866,900	\$1,137,710	\$4,729,190	\$11,654,223	\$3,558,043	\$8,096,180
Bldg Matrls, Garden Equip. & Supply	\$6,209,153	\$1,172,048	\$5,037,105	\$11,525,648	\$4,348,287	\$7,177,361
Food & Beverage	\$29,457,382	\$15,738,537	\$13,718,845	\$58,300,874	\$24,019,256	\$34,281,618
Health & Personal Care	\$15,542,010	\$20,174,703	(\$4,632,693)	\$29,831,657	\$61,460,930	(\$31,629,273)
Gasoline Stations	\$21,207,661	\$46,585,945	(\$25,378,284)	\$42,486,462	\$49,952,179	(\$7,465,717)
Clothing & Clothing Accessories	\$9,928,601	\$1,536,145	\$8,392,456	\$19,802,955	\$8,068,116	\$11,734,839
Sporting Goods, Hobby, Book & Music	\$4,202,898	\$1,399,043	\$2,803,855	\$8,635,936	\$8,248,368	\$387,568
General Merchandise	\$28,813,123	\$0	\$28,813,123	\$57,008,337	\$38,796,664	\$18,211,673
Miscellaneous Store Retailers	\$3,792,779	\$1,426,326	\$2,366,453	\$7,579,222	\$7,233,519	\$345,703
Food Services & Drinking Places	\$20,027,924	\$8,759,271	\$11,268,653	\$39,882,830	\$28,164,833	\$11,717,997
Total	\$148,828,133	\$99,594,630	\$49,233,503	\$294,139,826	\$236,319,045	\$57,820,781
Industry Group	10-Minute Drive			Milwaukee Metro Area		
	Demand	Supply	Gap	Demand	Supply	Gap
Furniture & Home Furnishings	\$23,601,272	\$14,513,358	\$9,087,914	\$317,576,559	\$294,869,415	\$22,707,144
Electronics & Appliance	\$37,031,280	\$57,932,256	(\$20,900,976)	\$492,483,259	\$480,666,355	\$11,816,904
Bldg Matrls, Garden Equip. & Supply	\$34,016,441	\$20,340,099	\$13,676,342	\$519,742,772	\$481,619,688	\$38,123,084
Food & Beverage	\$189,977,056	\$195,425,547	(\$5,448,491)	\$2,485,273,950	\$2,398,515,259	\$86,758,691
Health & Personal Care	\$95,626,791	\$143,525,245	(\$47,898,454)	\$1,329,374,422	\$1,402,719,246	(\$73,344,824)
Gasoline Stations	\$139,500,835	\$97,948,677	\$41,552,158	\$1,813,084,992	\$1,485,669,306	\$327,415,686
Clothing & Clothing Accessories	\$63,585,382	\$93,362,507	(\$29,777,125)	\$825,064,048	\$604,768,025	\$220,296,023
Sporting Goods, Hobby, Book & Music	\$27,271,415	\$36,361,267	(\$9,089,852)	\$350,986,191	\$420,958,479	(\$69,972,288)
General Merchandise	\$184,170,942	\$133,599,553	\$50,571,389	\$2,430,091,307	\$2,303,403,398	\$126,687,909
Miscellaneous Store Retailers	\$24,320,701	\$15,217,014	\$9,103,687	\$320,923,996	\$271,027,393	\$49,896,603
Food Services & Drinking Places	\$128,268,082	\$123,699,933	\$4,568,149	\$1,656,579,193	\$1,509,288,311	\$147,290,882
Total	\$947,370,197	\$931,925,456	\$15,444,741	\$12,541,180,689	\$11,653,504,875	\$887,675,814

Source: ESRI Retail MarketPlace Profile

In general, new stores will have a better chance at survival when filling an unmet demand in the market area. However, while all the above categories have unmet demand in both market areas, not all retail expenditures can or will be met by retailers in the 5-minute trade area. An increasing percentage of retail expenditures are occurring on-line – Table 2.6 shows recent past eCommerce sales and projections for sales in the coming years. While overall retail sales grew by just 1.8% in 2013, according to the US Census Bureau and Commerce Department, eCommerce sales grew by 14.8%. As is apparent, on-line sales growth is expected to continue to be robust, which means on-line retailers will continue to capture retail

expenditures at the expense of bricks-and-mortar retailers.

Some bricks-and-mortar retailers find success by operating on-line out of their storefronts, which can provide a community presence while capturing a piece of the sales growth that is occurring on-line.

Table 2.5: Retail Supply Gaps in the 5-Minute and 10-Minute Drive Market Areas

Industry Group	5-Minute Drive				10-Minute Drive			
	Demand	Supply	Gap	Capture	Demand	Supply	Gap	Capture
Lawn & Garden Equip & Supply	\$1,758,534	\$0	\$1,758,534	0.0%	\$5,438,986	\$0	\$5,438,986	0.0%
Other General Merchandise*	\$28,369,857	\$2,328,806	\$26,041,051	8.2%	\$91,876,256	\$5,273,014	\$86,603,242	5.7%
Home Furnishings	\$2,691,529	\$306,222	\$2,385,307	11.4%	\$8,308,071	\$7,594,250	\$713,821	91.4%
Shoes	\$3,387,561	\$661,168	\$2,726,393	19.5%	\$11,009,767	\$7,332,199	\$3,677,568	66.6%
Specialty Food	\$1,256,715	\$407,598	\$849,117	32.4%	\$4,097,200	\$3,937,688	\$159,512	96.1%
Grocery Stores	\$54,127,975	\$18,311,700	\$35,816,275	33.8%	\$176,535,167	\$174,330,450	\$2,204,717	98.8%
Other								
Miscellaneous Store Retailers**	\$3,243,622	\$1,097,378	\$2,146,244	33.8%	\$10,634,515	\$5,483,590	\$5,150,925	51.6%
Bldg Material & Supplies Dealers	\$9,767,114	\$4,348,287	\$5,418,827	44.5%	\$28,577,455	\$20,340,099	\$8,237,356	71.2%
Furniture	\$4,740,153	\$2,162,628	\$2,577,525	45.6%	\$15,293,200	\$6,919,108	\$8,374,092	45.2%
Sporting Goods/Hobby/Musical Instr.	\$6,376,916	\$3,240,338	\$3,136,578	50.8%	\$20,177,513	\$15,396,760	\$4,780,753	76.3%
Full-Service Restaurants	\$15,230,861	\$9,395,381	\$5,835,480	61.7%	\$48,838,673	\$46,343,867	\$2,494,806	94.9%
Limited-Service Eating Places	\$20,076,130	\$16,006,061	\$4,070,069	79.7%	\$64,776,318	\$49,786,217	\$14,990,101	76.9%
Used Merchandise	\$1,503,793	\$1,393,759	\$110,034	92.7%	\$4,742,154	\$3,192,641	\$1,549,513	67.3%

Source: ESRI Retail MarketPlace Profile

* Such as warehouse clubs, supercenters, dollar stores, general stores, variety stores.

** Such as pet supplies, art dealers, tobacco stores, art supplies.

Additionally, people will continue to spend money outside 5-minute and 10-minute trade areas for some shopping - various metro area destinations, high-profile specialty retailers, or vacation retail purchases will always impact local retail sales. For these reasons, it is important to look at which retail sectors will have the best opportunities for success when considering how much expenditures it takes to support the average establishment in a

given sector. While it is always possible that a well-run store with desirable goods in a given category may survive even when there is an oversupply in the market area for that category, the best chance of success for retailers comes with filling needs that are unmet in the trade area.

A good way to look at which sectors have the best chance of success is to determine how many stores it would take to fill the supply gap in the trade area. Table 2.7 lists retail sectors by how many of the “average” store it would take to fill currently unmet demand.

Table 2.6: Projected Growth of U.S. eCommerce Sales

Year	Sales (billions)	Growth
2012	\$225.5	--
2013	\$258.9	14.8%
2014	\$296.7	14.6%
2015	\$338.9	14.2%
2016	\$384.9	13.6%
2017	\$434.2	12.8%

Source: eMarketer, April 2013

Table 2.7: Number of Stores Needed to Fill 5-Minute Trade Area Sales Gap

Industry Group	5-Minute Drive Supply Gap	Average Sales Per Store, MKE Metro Area	Stores Supported in 5-Minute Drive Area
Other Miscellaneous Store Retailers**	\$2,146,244	\$156,391	13.7
Grocery Stores	\$35,816,275	\$3,689,171	9.7
Full-Service Restaurants	\$5,835,480	\$859,086	6.8
Home Furnishings Stores	\$2,385,307	\$437,677	5.4
Sporting Goods/Hobby/Musical Instr.	\$3,136,578	\$633,696	4.9
Bldg Material & Supplies Dealers	\$5,418,827	\$1,094,885	4.9
Specialty Food Stores	\$849,117	\$176,024	4.8
Shoe Stores	\$2,726,393	\$680,136	4.0
Limited-Service Eating Places	\$4,070,069	\$1,086,827	3.7
Other General Merchandise Stores *	\$26,041,051	\$9,794,891	2.7
Furniture Stores	\$2,577,525	\$1,107,698	2.3
Lawn & Garden Equip & Supply Stores	\$1,758,534	\$794,597	2.2
Used Merchandise Stores	\$110,034	\$231,342	0.5

Source: ESRI Retail MarketPlace Profile

* Such as warehouse clubs, supercenters, dollar stores, general stores, variety stores.

** Such as pet supplies, art dealers, tobacco stores, art supplies.

The average sales per store has been calculated for the targeted sectors using data for the Milwaukee Metro area. This method provides information that is most relevant to the market area, as opposed to using national per-store sales data. Even with these numbers, it is important to take existing conditions in the specific study area into account. For example, while the data shows the 5-minute trade area has a large supply gap for grocery stores, the Village already has two large grocers that largely meet the grocery demand for the immediate area. Sendik's and Pick-N-Save are also far larger than the "average" store – major grocers such as these typically generate \$10-\$20 million in sales per store.

Looking at how much demand the Village captures out of the 5-minute trade area can also be useful to determining potential new business sectors that could be targeted for the Capitol and Oakland corridors. The Village may have an opportunity to further enhance its position as a retail and restaurant destination for the surrounding area if it can fill in gaps in the current business mix. Table 2.8 compares Village sales in various categories versus the 5-minute trade area demand in the same category.

The only two categories where Village sales exceed 5-minute trade area demand are florists and gas stations. The more-than-expected supply for gas stations can be attributed to the major road corridors in the area, and the florist sales attributed to successful local businesses that serve customers beyond the trade area. In 18 out of the 26 categories, the Village is capturing less than 25% of the 5-minute trade area demand. The final column on the right indicates which of the industry groups where the Village is capturing less than 25% of the demand overlap with Table 2.5 (retail supply gaps in the 5-minute and 10-minute drive market areas). Given the low capture rate for the 5-minute trade area by most Village industry groups, there is potential for business growth in the Village that will attract shoppers

from within, and around Village boundaries. The best chances at growth will come from the industry groups that have a low capture rate in both the Village and the 5/10-minute trade areas.

Shorewood Business Mix

Shorewood has a diverse mix of businesses including construction, retail, eating and drinking, health care, insurance, finance, and administration. The list of known businesses and their industrial classification is included in the appendix. This section attempts to answer the question "what is Shorewood missing from the mix of businesses typically found in a downtown area?"

Overall, Shorewood has a stronger business mix than communities of comparable size. Particularly strong are limited-services eating places, beauty salons, pharmacies, gasoline stations, and women's clothing. Businesses missing from Shorewood that are typically found in the downtown of a community of comparable size include automotive parts and accessories, and furniture. It makes sense that these businesses might be missing given the proximity of large retail centers outside of Shorewood but still within close driving distance.

Table 2.8: Village Capture of 5-Minute Trade Area Demand

Industry Group	5-Minute Trade Area Demand	Shorewood Sales	5-Minute Demand Less Shorewood Sales	Shorewood Capture Rate as a Percent of 5-minute Trade Area Demand	<25% and Overlap with Table 1-5?
Lawn & Garden Equip & Supply Stores	\$1,758,534	\$0	\$1,758,534	0.0%	YES
Shoe Stores	\$3,387,561	\$0	\$3,387,561	0.0%	YES
Book, Periodical & Music Stores	\$2,259,020	\$0	\$2,259,020	0.0%	
Department Stores Excluding Leased Depts.	\$28,638,480	\$0	\$28,638,480	0.0%	
Other General Merchandise Stores*	\$28,369,857	\$0	\$28,369,857	0.0%	YES
Clothing Stores	\$13,216,821	\$795,804	\$12,421,017	6.0%	
Home Furnishings Stores	\$2,691,529	\$163,622	\$2,527,907	6.1%	YES
Office Supplies, Stationery & Gift Stores	\$2,448,665	\$180,272	\$2,268,393	7.4%	
Specialty Food Stores	\$1,256,715	\$107,354	\$1,149,361	8.5%	YES
Used Merchandise Stores	\$1,503,793	\$136,262	\$1,367,531	9.1%	YES
Electronics & Appliance Stores	\$11,654,223	\$1,137,710	\$10,516,513	9.8%	
Bldg Material & Supplies Dealers	\$9,767,114	\$1,172,048	\$8,595,066	12.0%	YES
Limited-Service Eating Places	\$20,076,130	\$2,624,908	\$17,451,222	13.1%	YES
Other Miscellaneous Store Retailers**	\$3,243,622	\$627,437	\$2,616,185	19.3%	YES
Special Food Services	\$1,731,830	\$370,440	\$1,361,390	21.4%	
Sporting Goods/Hobby/Musical Instr Stores	\$6,376,916	\$1,399,043	\$4,977,873	21.9%	YES
Jewelry, Luggage & Leather Goods Stores	\$3,198,573	\$740,341	\$2,458,232	23.1%	
Grocery Stores	\$54,127,975	\$14,296,341	\$39,831,634	26.4%	
Full-Service Restaurants	\$15,230,861	\$4,551,403	\$10,679,458	29.9%	
Furniture Stores	\$4,740,153	\$1,501,280	\$3,238,873	31.7%	
Drinking Places - Alcoholic Beverages	\$2,844,008	\$1,212,520	\$1,631,488	42.6%	
Beer, Wine & Liquor Stores	\$2,916,184	\$1,334,842	\$1,581,342	45.8%	
Health & Personal Care Stores	\$29,831,657	\$20,174,703	\$9,656,954	67.6%	
Gasoline Stations	\$42,486,462	\$46,585,945	-\$4,099,483	109.6%	
Florists	\$383,142	\$482,355	-\$99,213	125.9%	

Source: ESRI Retail MarketPlace Profile

* Such as warehouse clubs, supercenters, dollar stores, general stores, variety stores.

** Such as pet supplies, art dealers, tobacco stores, art supplies.

Tables 2.9 and 2.10 show the number of businesses by category in the Shorewood Business Improvement District as of early 2014. As is apparent from the table, the Village has many services businesses in the BID. 159 businesses are in the “service” category; if beauty and grooming and education are added to the services total, the number of businesses in those categories rises to 208, compared to just 42 businesses in the retail category (note that groceries are listed under the “Food & Beverage” category). The market for services is far more difficult to analyze and predict than the market for retail. These statistics illustrate that the Village and the BID should pay just as much, if not more, attention to the service environment in the Central District as the retail environment.

The Village supports a number of small businesses – not only by employment, but by the square footage of their location in the Village. Table 2.11 lists the number of businesses by square footage. The largest business is the Pick-and-Save grocery store, at approximately 28,000 square feet. This is far smaller than the national median grocery store size of 46,000 square feet, which is likely one of the reasons Roundy’s has proposed a new 2-level store of approximately 80,000 square feet.

A sampling of sales per square foot for 26 retail and service businesses (from groceries to hair salons) was estimated based upon space occupancy data provided by the Village for 2013 and sales estimates for those establishments provided by ESRI and sourced from Dunn & Bradstreet. The establishments ranged from 430 to 28,000 square feet in size, with an average square footage of 4,580 and median of 2,375. These businesses had average sales of about \$1.6 million per business, but a median of only \$200,000 per business (the three largest businesses - Pick-N-Save, Sendik’s, and Walgreens - greatly skewed the average). Sales per square foot ranged from \$9 to \$984, with an average of \$248 per square foot and

a median of \$117. The only three above \$550 in sales per square foot were Walgreen’s Starbucks, and Sendik’s. The wide range of sales, with concentrations in both overall sales and sales per square foot at the larger end of the store square footage range, emphasizes the importance of maintaining anchor stores that can attract customers to the area. A variety of local, regional, and national retailers also contributes to a healthy business district.

Table 2.9: Businesses in Shorewood BID

Business Category	Number of Businesses
Beauty & Grooming	40
Education	9
Food & Beverage	35
Retail	42
Service - Autos	5
Service - Cleaners	4
Service - Financial	13
Service - Health	73
Service - Insurance	7
Service - Legal	13
Service - Realty	11
Service - Staffing	4
Service - Taylor	4
Service - Technology	5
Service - Other*	20
Total	285

Source: Shorewood Business Improvement District

* Such as postal services, vet clinics, funeral services, etc. All services with <4 businesses are in this category.

Table 2.10: Number of Businesses in Shorewood by Category

Business Classification	# Businesses in Shorewood	Average of 39 Downtowns of Comparable Size¹
Full-Service Restaurants	10	9.85
Limited-Service Eating Places	13	1.38
Beauty Salons	24	7.13
Barber Shops	3	1.54
Nail Salons	2	0.9
Drinking Places	8	6.36
Automotive Parts, Accessories & Tire	0	1.08
Furniture	0	0.72
Home Furnishings	3	0.79
Computer & Software	3	0.54
Paint & Wallpaper	2	0.28
Hardware Stores	0	0.38
Pharmacies & Drug	6	0.97
Optical Goods	1	0.26
Gasoline Stations	5	1.54
Men's Clothing	2	0.23
Women's Clothing	4	0.95
Shoe	1	0.41
Pet & Pet Supplies	1	0.38
Dry Cleaning	3	0.74
Office Supplies & Stationary	1	0.44
Automotive, Mechanical & Electrical Repair	4	2.31
Gift, Novelty & Souvenir	5	2.49
Appliance, Television & Other Electronic	2	1.33
Used Merchandise	3	2.1
Sporting Goods	3	1.41
Florists	2	1.49
Grocery Stores	2	1.38
Specialty Food	1	1.03
Beer, Wine & Liquor	1	0.62
General Merchandise	0	0.92
Jewelry	2	1.46

Green shaded cells are categories where there are more stores than the average community of comparable size;

Yellow shaded cells are categories where there are the same number of stores as the average community of comparable size;

Red shaded cells are categories where there are fewer stores than the average community of comparable size;

¹ Retail and Service Business Mix Analysis of Wisconsin's Downtowns by Bill Ryan, Beverly Stencel, and Jangik Jin; University of Wisconsin Extension, Sept. 2010; Wisconsin cities & villages with population 10,000 – 25,000.

Future Supply & Demand

As can be expected for a fully urbanized area, population growth projections for the 5-minute and 10-minute market areas are nominal. ESRI data suggests that the 5-minute area will grow by 2.7% between 2013 and 2018, with an even lower rate of 1.6% for the 10-minute trade area. The Wisconsin Department of Administration projects that the Village will grow less than 1% from 2013-2040. With the continuing demand for redevelopment fueled by interest in “Millennials” (people born after 1980) and Baby Boomers (born 1946-1964) in living in more active, urban locations, these population growth projections may prove to be conservative.

The (potentially conservative) population growth projections can be combined with projected growth in median household income to anticipate future growth in demand. Median household income is projected to grow by 26% in the 5-minute trade area and 19.2% in the 10-minute trade area between 2013 and 2018, according to ESRI. Demand for all industry groups in Table 2.8 has been projected forward, accounting for population growth and growth in spending due to increase in disposable income. Projections assume:

- Income growth rates will be the same for 2018-2023 as 2013-2018;
- 50% of income growth will be spent on retail and restaurants within the 5-minute trade area (it is assumed that the remainder will be spent on on-line sales or other non-retail expenses, such as rent/mortgage, medical spending, etc.).
- Inflation at 1.5% per year is subtracted from the growth in demand, to account for actual increased demand (as opposed to higher prices).

These assumptions result in approximately 14% growth in demand from 2013-2023. The dollar amounts for each category are shown in Table 2.12.

Trends impacting ‘Main Street’

Bricks vs. Clicks

Since the 2008 recession, we have been experiencing a soft retail market in general and declining demand for physical retail space as on-line sales grow. This is impacting sales per square foot and lease rates. In order to maintain a balance between space and sales, many retailers are reducing their footprint. Most retail stores supplement their storefront sales with an on-line presence. The ubiquity of this on-line presence for downtown retailers can help BIDs promote the entire downtown area through coordinated links and social media.

Table 2.11: Shorewood Businesses by Square Footage

Square Feet	Number of Businesses
10,000+	6
5,000-9,999	11
3,000-4,999	25
1,000-2,999	87
<1,000	49
Total*	178
Average sq. ft.	2,400
Median sq. ft.	1,500

Source: Village of Shorewood

*Amongst businesses with a square footage listed. 24 had no sq. ft. listed; listing does not include all BID businesses.

Search for Compactness

People, businesses and local governments are seeking compact space – in housing, office and retail spaces. The need for physical space is declining as our on-line world develops. As noted above, retail sales increasingly occur on-line, the need for file storage space is disappearing as most files are now stored electronically and many workplaces are

reducing the footprint allocated to individual workers as work-from-home and flex-time options increase (see Figure 2.2).

The real estate industry recognizes this trend as reported by the Urban Land Institute in a 2013 Real Estate Trends report, “creating something high quality and compact produces a greater yield for any land asset.”

Table 2.12: Projected 5-Minute Trade Area Demand

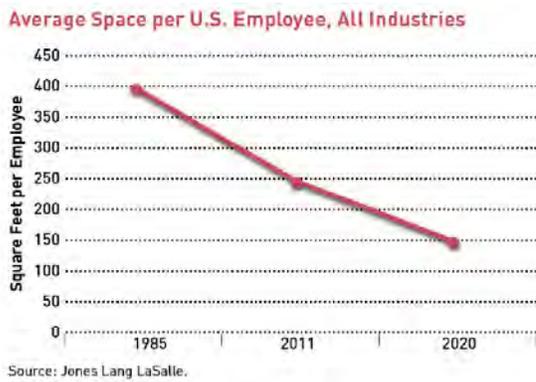
Industry Group	5-Minute Trade Area Demand, 2013	5-Minute Trade Area Demand, 2018	5-Minute Trade Area Demand, 2023	Increased Demand, 2013-2023
Lawn & Garden Equip & Supply Stores	\$1,758,534	\$1,881,132	\$2,012,277	\$253,743
Shoe Stores	\$3,387,561	\$3,623,728	\$3,876,360	\$488,799
Book, Periodical & Music Stores	\$2,259,020	\$2,416,510	\$2,584,979	\$325,959
Department Stores Excluding Leased Depts.	\$28,638,480	\$30,635,040	\$32,770,793	\$4,132,313
Other General Merchandise Stores*	\$28,369,857	\$30,347,690	\$32,463,409	\$4,093,552
Clothing Stores	\$13,216,821	\$14,138,245	\$15,123,907	\$1,907,086
Home Furnishings Stores	\$2,691,529	\$2,879,172	\$3,079,896	\$388,367
Office Supplies, Stationery & Gift Stores	\$2,448,665	\$2,619,376	\$2,801,989	\$353,324
Specialty Food Stores	\$1,256,715	\$1,344,328	\$1,438,049	\$181,334
Used Merchandise Stores	\$1,503,793	\$1,608,631	\$1,720,779	\$216,986
Electronics & Appliance Stores	\$11,654,223	\$12,466,709	\$13,335,838	\$1,681,615
Bldg Material & Supplies Dealers	\$9,767,114	\$10,448,038	\$11,176,433	\$1,409,319
Limited-Service Eating Places	\$20,076,130	\$21,475,757	\$22,972,961	\$2,896,831
Other Miscellaneous Store Retailers**	\$3,243,622	\$3,469,754	\$3,711,652	\$468,030
Special Food Services	\$1,731,830	\$1,852,566	\$1,981,720	\$249,890
Sporting Goods/Hobby/Musical Instr Stores	\$6,376,916	\$6,821,489	\$7,297,056	\$920,140
Jewelry, Luggage & Leather Goods Stores	\$3,198,573	\$3,421,565	\$3,660,102	\$461,529
Grocery Stores	\$54,127,975	\$57,901,561	\$61,938,226	\$7,810,251
Full-Service Restaurants	\$15,230,861	\$16,292,696	\$17,428,557	\$2,197,696
Furniture Stores	\$4,740,153	\$5,070,617	\$5,424,121	\$683,968
Drinking Places - Alcoholic Beverages	\$2,844,008	\$3,042,281	\$3,254,376	\$410,368
Beer, Wine & Liquor Stores	\$2,916,184	\$3,119,489	\$3,336,967	\$420,783
Health & Personal Care Stores	\$29,831,657	\$31,911,401	\$34,136,136	\$4,304,479
Gasoline Stations	\$42,486,462	\$45,448,448	\$48,616,932	\$6,130,470
Florists	\$383,142	\$409,853	\$438,426	\$55,284

Source: ESRI Retail MarketPlace Profile

* Such as warehouse clubs, supercenters, dollar stores, general stores, variety stores.

** Such as pet supplies, art dealers, tobacco stores, art supplies.

Figure 2.2: Space Per Employee



The Demographic Barbell – Boomers and Millennials

Downtown merchants, and BIDs marketing to draw customers to downtown, are increasingly targeting their efforts to two ends of the demographic spectrum that share many lifestyle preferences – boomers and millennials. Boomers are approaching retirement while millennials are just starting in their careers, but both seek out spaces that are vibrant, off-beat, authentic and creative – stores, public spaces and events. They also seek a work/life balance that tends to emphasize the “life” side of the equation – health, friends & family, and personal interests. This trend plays out in the physical design of downtown spaces – public and private, the activities that occur in those spaces and the way the spaces are connected to the rest of the community. In the past, design may have been the primary concern for downtown, now programming and connections must have equal weight with design in keeping downtowns attractive.

Increasing Cultural and Economic Diversity

American society is becoming increasingly diverse along a number of dimensions – ethnic, culture, and income. This means downtown merchants and BIDs must take the needs and sensitivities of a very broad range of people into consideration. The days are gone when marketing and promotion efforts assume that most consumers will be white middle-class

families. Diverse product and service offerings – and price points, targeting ever smaller market niches and providing a wide range of programming will help make everyone feel welcome and create a place that is likely to feel vibrant and experientially rich.

Focus on Healthy Lifestyles and Sustainability

This trend plays out in three key areas – food, mobility and product choices. Unhealthy lifestyles are being de-emphasized – for example smokers are no longer tolerated in many public spaces and buildings and healthy lifestyle choices are being accommodated – such as investments in walkability, bicycling infrastructure and public food markets. Growing concern about the sustainability of our economy as it relates to the environment and global society is leading consumers to seek out products that minimize environmental impact and promote economic fairness. Downtown shops are increasingly offering products that reuse existing goods and materials.

Residential Market

Overview of Conditions

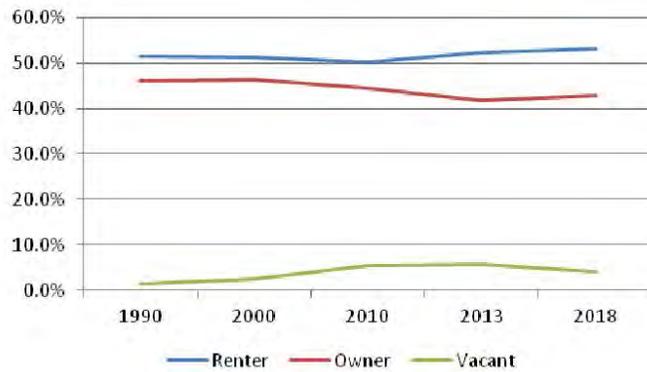
Given that the Village has been fully built out for decades, any growth in the number of dwelling units will come only with redevelopment. Because of this, review of the residential market looks only at multifamily development.

Figure 2.3 summarizes housing tenure for the Village. Rental housing units have outnumbered owner-occupied housing for some time in the Village. The owner/renter ratio has remained fairly steady over the past 23 years. A slight uptick in rental units is anticipated over the next five years.

Table 2.13 compares the Village with the 5-minute and 10-minute market areas.

In spite of the fact that the Village has a 52/42 renter/owner ratio, it actually exceeds the ownership percentage of both of the larger trade areas. This is expected to continue over the next five years. All market areas are expected to see less than 2% growth in housing units over the next five years. The Village has by far the lowest percentage of owner-occupied housing of the close-in northern Milwaukee suburbs – Whitefish Bay has the highest percentage at 84.2%, and Wauwatosa has the second-lowest at 64.7%. Milwaukee itself has only a slightly lower percentage of owner occupied housing than the Village, at 43.6%.

Figure 2.3: Shorewood Housing Tenure



Source: US Census, ESRI

Table 2.14, which was produced with Village Assessor data, shows the renter percentage slightly lower than Census data, at 50%. The table also illustrates the mixture of rental units by type – a significant number of condominium units, duplex units, and single family homes are rented. The assessor data shows that apartments only make up 35% of the Village housing stock – the rest of the renters are renting condos, duplexes, or single-family homes.

Table 2.13: Housing Unit Tenure, 2013 & 2018

	Village	5-Min. Drive Area	10-Min. Drive Area
Owner Occupied Housing Units	41.9%	39.6%	31.4%
Renter Occupied Housing Units	52.2%	53.6%	57.1%
Vacant Housing Units	5.9%	6.7%	11.5%
Total 2013 Housing Units	6,937	13,993	62,198
Owner Occupied Housing Units	42.8%	40.2%	31.7%
Renter Occupied Housing Units	53.1%	54.0%	57.2%
Vacant Housing Units	4.1%	5.8%	11.1%
Total 2018 Housing Units (projected)	7,045	14,263	63,104

Source: ESRI

Table 2.14: Housing Owner-occupancy by Type, 2012

Dwelling Type	Total Structures	Total Dwelling Units	% of Total units	Tot. Units Nonowner-occupied	% Owner-Nonoccupied by Type
Condominium	65	425	6.3%	94	22.1%
Duplex	792	1584	23.6%	398	25.1%
Single Family	2344	2344	35.0%	464	19.8%
Apartments	123	2351	35.1%	2351	100.0%
Total	3324	6704	--	3307	--

Source: Village Assessor

Owner occupied housing value, shown in Table 2.15, shows that the Village has a higher percentage of units in the middle of the value range than either of the larger trade areas, though the 5-minute trade area is fairly similar in terms of home value distribution and average home value. The large number of homes in the middle ranges and fairly high average home values for the Village reflect the older housing stock that continues to be desirable for its overall location within the metro area.

The age of the population (Table 2.16) has an impact on the demand for various types of housing – young householders starting out in

the workforce and older “empty nesters” tend to be the most likely to live in rental units or multifamily housing. Table 2.16 shows the current age distribution of the three market areas.

Table 2.15: 2013 Home Values

Category	Village	5-Minute Drive Area	10-Min. Drive Area
Total # of Units	2,906	5,548	19,544
<\$50,000	0.0%	0.5%	6.9%
\$50,000 - \$99,999	1.3%	3.8%	22.8%
\$100,000 - \$149,999	3.7%	5.1%	11.5%
\$150,000 - \$199,999	8.6%	9.2%	10.1%
\$200,000 - \$249,999	21.7%	19.3%	12.7%
\$250,000 - \$299,999	24.4%	21.0%	11.4%
\$300,000 - \$399,999	20.1%	20.2%	11.7%
\$400,000 - \$499,999	7.5%	8.3%	5.1%
\$500,000 - \$749,999	8.7%	9.1%	5.3%
\$750,000 - \$999,999	2.3%	2.2%	1.3%
\$1,000,000 +	1.8%	1.3%	1.2%
Average Home Value	\$336,674	\$326,992	\$234,062

Source: ESRI

Table 2.16: 2013 Population by Age

Age	Village	5-Min. Drive Area	10-Min. Drive Area
0 - 4	4.9%	4.1%	5.8%
5 - 9	4.8%	4.0%	5.4%
10 - 14	5.3%	4.1%	5.4%
15 - 24	16.1%	33.6%	22.3%
25 - 34	16.0%	13.1%	17.6%
35 - 44	12.0%	9.4%	10.9%
45 - 54	12.8%	10.5%	11.2%
55 - 64	13.7%	11.0%	10.7%
65 - 74	7.9%	5.9%	5.8%
75 - 84	4.4%	2.9%	3.3%
85 +	2.1%	1.3%	1.7%
Total Pop.	13,432	31,353	127,007

Source: ESRI



Many communities are making investments in local food (such as farmers markets, above) and alternative transportation (such as bike boulevards, below) infrastructure to accommodate consumers' increasing demand for healthy lifestyle options.



Image credit bikewalklincolnpark.com

The influence of UW Milwaukee is apparent, as the 15-24 population spikes from 16.1% to 33.6% in the 5-minute drive area, before dropping to 22.3% in the 10-minute drive area. The various market areas are projected to follow the state and national trend of a growing 65+ population. While many in this age group will look to stay in their homes as long as possible, the increase in older age cohorts also leads to more demand for apartments, condominiums, and independent/senior living facilities. The Village, with its walkable commercial corridors and variety of retail and restaurant destinations, is well-positioned to serve a “graying” population that generally looks to remain active and stay involved in the community.

Two other indicators of the type of housing that tends to be demanded are the type of household and the size of household. Tables 2.17 and 2.18 show that data.

Since 1960, there has been a national trend of decreasing household size, which has dropped from 3.35 in 1960 to 2.58 in 2010, which impacts the housing market as smaller

households tend to gravitate towards smaller single-family homes, condominiums, and apartments. Wisconsin’s 2010 average household size was 2.43 people per household, and the Village is significantly lower than that, with an average household size of 2.06.

Table 2.18: Households by Size, 2010

Household Size	Village	5-Min. Drive Area	10-Min. Drive Area
1 Person Household	39.0%	34.3%	39.6%
2 Person Household	34.3%	34.1%	30.0%
3 Person Household	13.8%	17.5%	14.4%
4 Person Household	8.7%	9.5%	8.7%
5 Person Household	3.2%	3.3%	4.1%
6 Person Household	0.7%	0.8%	1.7%
7 + Person Household	0.3%	0.4%	1.5%
Average HH Size	2.06	2.19	2.20

Source: 2010 Census

Table 2.17: Households by Type, 2010

Household Type	Village	5-Min. Drive Area	10-Min. Drive Area
Households with 1 Person	39.0%	34.3%	39.6%
Households with 2+ People	61.0%	65.7%	60.4%
Family Households	48.7%	44.6%	44.8%
Husband-wife Families	38.0%	34.2%	24.0%
Households with Children	23.2%	21.2%	23.9%
Other Family (No Spouse Present)	10.7%	10.3%	20.9%
Other Family with Male Householder	3.0%	3.0%	4.1%
With Related Children	1.6%	1.3%	2.0%
Other Family with Female Householder	7.6%	7.3%	16.8%
Nonfamily Households	12.3%	21.1%	15.5%
Multigenerational Households	0.6%	0.7%	3.1%
Unmarried Partner Households	6.4%	6.5%	8.3%
Total Households	6,381	12,832	54,657

Source: 2010 Census

The age of the housing stock in the Village reflects its status as a first-tier suburb, with 57% of the housing having been constructed before 1940, and only 8.3% of the housing stock constructed since 1980 (see Table 2.19).

While the Village will continue to be attractive in the marketplace due to its location along the lake shore, proximity to UW Milwaukee, and proximity to downtown Milwaukee, it will need to increase its offerings of newer housing units to maximize its presence in the marketplace for all demographics - seniors and well-to-do young professionals tend to search for newer apartments and condominiums that have modern conveniences such as 9-foot ceilings, in-building workout centers, structured parking, in-unit washer/dryers, and modern appliances.

Apartment Construction, Vacancies, and Rent

On regional and national levels, concerns have been expressed about overbuilding in the multifamily market as a result of a dramatic increase in supply since 2012, especially in the apartment and senior housing property types. According to Marcus and Millichap, a national real estate brokerage and research firm, the Milwaukee metro area has added about 3,100 apartment units in 2012-2013 alone, with a further 1,400 projected for completion in 2014. Completion of new

apartment units in the metro area nearly tripled from 2011 to 2012. In the Milwaukee Metropolitan Area, as with many other large markets, the new influx of multifamily units is making up for smaller than average multifamily construction rates since 2000. Historically, the metro market has expanded/replaced 10-15 percent of multifamily units each decade. This rate declined significantly since 2000, with only seven percent growth after 2000. The 1980s and 1990s also experienced multifamily construction on the lower end of historic averages during a period of significant single family growth. In some ways, the recent upsurge in multifamily development is the market catching up for lack of past production.

The apartment vacancy rate has slowly climbed from a low of about 3% in 2011 to about 3.4% at the end of 2013. Towards the end of 2013, the Milwaukee apartment market was second behind only Pittsburgh as the tightest apartment market nationally out of 275 markets tracked by REIS, a commercial real estate research firm. While the Milwaukee Metro vacancy rate is expected to climb further this year to just shy of 4%, this projected end-of-year vacancy rate is still well below the 2010 rate of 5%. A 5% vacancy rate is generally considered to signal equilibrium in the apartment market (the point at which new construction is warranted).

Given the low apartment vacancy, rental rates have risen consistently since 2009 in the Milwaukee metro area. Average rents are expected to continue to rise 3.4% this year to \$970 in the metro area, following a 4.5% jump in 2013. Table 2.20 shows the percentage of apartments in Shorewood by rent level, compared to the Milwaukee metro area. The median rent in the metro area is comparable to the Village median; both are quite a bit lower than the metro area average rent. The median rent is likely driven down by the previously mentioned lower-than-average construction rate for rental units in the metro area in the 1980s-2000s.

Table 2.19: Age of Housing as a Percent of the Total 2010 Housing Stock

Time Period	Percent
Built 2005 or later	0.7%
Built 2000 to 2004	1.7%
Built 1990 to 1994	0.4%
Built 1980 to 1989	5.5%
Built 1970 to 1979	10.4%
Built 1960 to 1969	5.8%
Built 1950 to 1959	10.9%
Built 1940 to 1949	7.6%
Built 1939 or earlier	57.0%

Source: U.S. Census Bureau, 2010

A review of current apartments for rent in Shorewood shows a range of about \$560 for a studio in older buildings to \$3,000 for a 3-bedroom unit in the brand new Lighthouse 4041 apartment building. One bedrooms at the new Lighthouse range from \$1,200-\$1,500/month; two bedrooms range from \$1,700-\$2,150/month, and three bedroom units (which are generally rare in new market-rate buildings) range from \$2,700-\$3,000/month. These rents are generally on par with new apartments (without a water view) in the Third Ward and other newer projects within Shorewood. Table 2.21 shows general rent ranges for older properties in Shorewood (generally at least

30 years old). Older properties do provide an affordable option for living in the Village, though they offer fewer amenities than new projects, which also tend to have slightly larger one and two bedroom units.

While apartment vacancies are expected to rise in the coming year, the vacancy rate is expected to remain below 5% for at least the next few years. When the still-low vacancy rate is combined with rising rents, the metro market for apartments will continue to be strong in the near term. Shorewood's location in the metro area as a first-ring suburb lends it additional pull in the apartment market, filling the market desire for apartments in a walkable/bikeable community close to, but not in the midst of, the activities in downtown Milwaukee. A recent survey by the National Association of Realtors revealed that most Americans want to live in a walkable neighborhood close to shops, restaurants, and parks, with access to public transportation. Mixed-use, walkable areas were preferred to single-use housing tracts where residents have to drive to stores by a 60% to 35% ratio. Such mixed-use areas, which are expected to continue to grow in popularity in the coming years, are in short supply.

Table 2.20: Apartment Rental Rates

Rent	Village	Milwaukee County
Less than \$100	0.0%	0.3%
\$100 to \$149	0.0%	0.3%
\$150 to \$199	2.6%	0.6%
\$200 to \$249	5.6%	2.1%
\$250 to \$299	2.2%	1.3%
\$300 to \$349	3.0%	1.5%
\$350 to \$399	3.2%	1.5%
\$400 to \$449	1.2%	1.6%
\$450 to \$499	1.4%	2.4%
\$500 to \$549	2.6%	4.1%
\$550 to \$599	2.8%	5.2%
\$600 to \$649	3.3%	6.5%
\$650 to \$699	9.1%	8.4%
\$700 to \$749	8.1%	8.6%
\$750 to \$799	6.4%	7.9%
\$800 to \$899	13.0%	15.0%
\$900 to \$999	12.0%	9.6%
\$1,000 to \$1,249	16.0%	14.3%
\$1,250 to \$1,499	5.1%	5.3%
\$1,500 to \$1,999	1.6%	2.6%
\$2,000 or more	0.8%	1.1%
Total (w/ cash rent)	3,084	178,341
Median Gross Rent	\$789	\$786

Source: 2012 American Community Survey

Table 2.21: Shorewood Apartment Rent

Bedrooms	Rent
Studio	\$550-\$650
1 BR	\$650-\$800
2 BR	\$850-\$1,100
3 BR*	\$1,300-\$1,500

* Most available units in this category are rented duplexes or townhomes.

Condominiums & Senior Housing

Demand for alternate types of multifamily units such as condominium units and assisted living facilities are difficult to project. Although closely linked to the demand for rental units by demographics and income characteristics, the demand for these property types extends beyond those individuals who would traditionally require multifamily units. For instance, condominium units will attract rental households which take advantage of the opportunity to set a fixed monthly payment during times of low interest rates, while also catering to would-be homeowners interested in reducing maintenance time and costs by eliminating yard work.

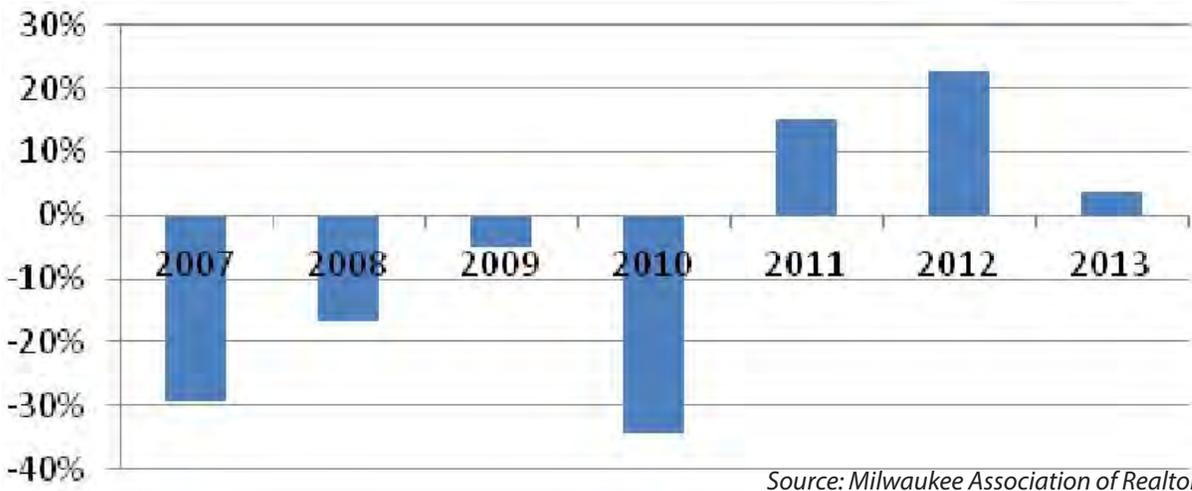
At present, condominium units are difficult to finance (for developers or buyers), but the market has started to rebound following the recession, as shown in the chart below.

While the Greater Milwaukee Association of Realtors has seen the downtown Milwaukee condominium market slowly rebound from its 2010 sales low, especially in the mid range of \$200,000 to \$300,000, a more broad-based recovery of the market in the metro area appears to be lagging. And even with sales in the downtown picking up, they are resales of existing units, with developers still showing

little appetite to construct new units. If apartment rents continue to rise in the metro area, the market for new condominiums may start to gain steam, as owning approaches the same cost as renting.

In contrast to the condominium market, senior and assisted living facilities are a popular development type throughout the Milwaukee MSA and statewide. Driven by an aging population with longer life expectancies, coupled with anticipated shifts in health care markets, many assisted living operators are expanding their footprint beyond traditional locations in larger economic hubs. Information published by the National Association of Assisted Living identifies the 'typical' assisted living customer as a woman in her mid 80s who requires some assistance in daily living or has one or more chronic health conditions. The average facility nationwide includes 53 beds, increasing to 100 beds for facilities which incorporate adjacent independent or nursing facilities. The following section reviews population growth trends and the impact such trends may have on the Village's commercial corridors.

Figure 2.4: Condominium Sales % Change Year Over Year



Source: Milwaukee Association of Realtors

Population Growth

Due to the long-term nationwide trend of a decreasing average household size, most first-tier suburbs like Shorewood have been losing population for decades, as they have been unable to annex territory for new residential construction to offset population loss from existing residential units. Residential redevelopment, when it occurs, has typically not been enough to mitigate the population loss. As shown in Table 2.22 this pattern has held true for Shorewood as well.

Table 2.22: Shorewood Population

Year	1970	1980	1990	2000	2010
Population	15,576	14,327	14,116	13,763	13,350

Source: US Census

As mentioned previously, the Wisconsin Department of Administration projects that overall population growth for the Village is projected to be less than 1% from 2013-2040. Milwaukee County is projected to grow by 6.9% over the same period. The biggest aspect of population growth is that it is not projected to occur evenly across all sectors.

Table 2.23 illustrates that the Milwaukee County population of people under age 60 is projected to remain stagnant through 2040 (projections by age group are only available on a county basis). All growth in population in the County will occur in the 60+ age group, with the percentage of people in the 60-79 group increasing by 18.9%, and the percentage of people in the 80+ age group increasing by 74%. This will have an immense impact on the housing market in the Milwaukee metro area – the only growth sector over the next 27 years is projected to be in the age groups that are most likely to want to live in multifamily housing (apartments, condominiums, or senior housing). Additionally, people are living longer and staying active longer, and are therefore less likely to want to live in an isolated senior housing complex and more likely to want to live in a walkable community where they can remain engaged with everyday activities.

Table 2.23: Projected Change in Population by Age Group in Milwaukee County, 2015-2040

Age Group	2015 Population	2040 Population	Percent Change
0-19	261,400	257,000	-1.7%
20-39	294,100	294,400	0.1%
40-59	236,000	240,900	2.1%
60-79	137,620	163,600	18.9%
80+	34,690	60,350	74.0%
Total	963,810	1,016,250	5.4%

Source: Wisconsin Department of Administration, County Age-Sex Population Projections, 2010 - 2040

With driving becoming more difficult and less desirable for seniors, mainly those in the 80+ age group, compact communities with a mix of shops, restaurants, and activities will see a boom in interest from developers catering to seniors. The Village is well-positioned to meet such booming demand in the coming years. The potential exists to not only stem the trend of population loss, but reverse it through targeted mixed-use and residential redevelopment projects.

Growth of Multifamily Construction in Shorewood

The broad-based Wisconsin DOA population projections also tend to overlook changes in land use trends, such as redevelopment, increasing density, and changes in preferences for housing types, such as the current increase in market demand for multifamily housing over purchasing a single-family home for some population sectors. A safe, competitively-priced, amenity-rich location such as Shorewood is well-positioned to meet the demand for this trend, and should see continued success in filling market-rate and higher end multifamily projects. Important demographic changes are occurring that suggest a shift in the type of units that will be in demand, so a look at the numbers to understand this shift and impact on housing demand is in order.

Table 2.24 breaks down the number of households in the Village by age group and whether the household owns or rents their housing unit. Overall, more households rent than own, but there is significant difference by age group. In general, younger households rent, until they reach middle ages when a preference is shown for home ownership until old age when rentals are again preferred.

The 2010 Census counted 6,381 households in the Village of Shorewood. ESRI, a provider of geographic information, uses census data and applies proprietary algorithms to project changes in population and households. ESRI projects that the number of households in 2018 will have increased by 592. This is in contrast to the official projections from the State of Wisconsin that anticipate a growth of only 22 households from 2010 to 2020.

Clearly, the greatest growth will occur for households age 55 and older. Of the 592 total projected new households in 2018, 557 are 55 or older. The middle age categories are projected to decline by 76 households. The echo of the boomer generation is seen in this table (2.24) with growth in households in the 25 – 34 age group.

Table 2.24: Projected Change in # Occupied Housing Units and Tenure by Age Group 2010-2018

Age of Householder (years)	2010 Household Ownership Status*				# HH 2010	Projected % Change 2010-2018**	Estimated # HH 2018	Change in # HH	Change # Owner Units	Change # Renter Units
	# Own	% Own	# Rent	% Rent						
15 to 24	16	2%	698	98%	714	-3.90%	686	-28	-1	-28
25 to 34	202	18%	944	82%	1,146	12.20%	1,285	139	25	114
35 to 44	564	56%	452	44%	1,016	-1.50%	1,000	-16	-9	-7
45 to 54	708	66%	367	34%	1,075	-5.60%	1,015	-60	-40	-21
55 to 64	791	68%	365	32%	1,156	8.70%	1,256	100	68	32
65 to 74	392	66%	201	34%	593	54.40%	915	322	213	110
75 to 84	215	48%	237	52%	452	20.80%	546	94	45	49
85 & over	106	43%	123	54%	229	17.50%	269	40	17	22
Total	2,994	47%	3,387	53%	6,381		6,973	592	319	272

*Source: 2010 Census, Village of Shorewood

**Source: ESRI



New residential development since 2010 includes (top to bottom) Cornerstone, Ravenna, and LightHorse.

If we assume about the same split between ownership and rental for each age category in 2018 as it was in 2010, then an additional 272 rental units and 319 owner-occupied units would be needed by 2018. 224 rental units have been constructed from 2010 to-date, with an additional 90 approved (but not yet under construction) as of the summer of 2014, exceeding expected 2018 demand for rental units by 42 apartments. However, given the current lending environment for condominiums (both in terms of project financing and mortgage financing for buyers), the increasing trend of millennials not wanting to be locked in to a homeownership situation, and the likely boom in rental senior housing, some (or even most) projected demand for 319 owner-occupied units demand may shift to additional apartment units.

Table 2.25: New Units Since 2010

Project	# of Units
Senior Housing Project*	96
Cornerstone	24
Ravenna	20
Light Horse	84
Total	224

* Under construction as of Summer 2014. Includes 60 assisted living units and 36 memory care units at 1111 E. Capitol Drive.



SECTION III: LAND USE, PARKING, & CONNECTIVITY ASSESSMENT

SECTION 3: LAND USE, PARKING, & CONNECTIVITY ASSESSMENT

The Central District Master Plan (CDMP) was developed in 2006 in an effort to create a vision for the Village's primary commercial corridors: Capitol Drive and Oakland Avenue. The main goals of the 2006 plan were to "build upon the District's assets, identify a more consistent land-use and development strategy, and retain the eclectic, mixed-use, historic character of Shorewood." The heavily-trafficked Capitol Drive and Oakland Avenue corridors provide a diversity of land uses that are frequented by local community residents and visitors from the larger region. They are accessible on foot, by bike, by bus, and by car, and connect different neighborhoods, destinations, and local resources.

As part of the 2006 Master Plan, the Village looked at existing land use patterns and supporting zoning regulations and how they fit into the vision that was developed for the corridors. Since the adoption of the CDMP there have been initiatives undertaken by the Village to promote the goals and objectives of the Plan, resulting in a number of changes to the land use pattern within the planning area. This assessment provides an update of the physical and regulatory changes that have occurred in the planning area since 2006 and identifies further opportunities to evolve the original vision for the corridors to continue to implement the overall vision of the CDMP.

Successes Since 2006

A number of private redevelopment projects, building improvements, and public investments have occurred within the planning area since the adoption of the CDMP in 2006. As part of the Village's initiatives to promote redevelopment activity within the corridors, the Village implemented changes to local zoning regulations to simplify the redevelopment process. The Village also created design

guidelines to promote a cohesive aesthetic along the corridors and worked with the Business Improvement District to establish a façade improvement program. These policy changes, as well as investment into street reconstruction and additional amenities, have led to private investment in redevelopment projects. Selected successes are outlined in more detail below and depicted on Map 3.1.

Zoning Code Updates

In 2007 the Village updated its zoning ordinance to promote a cohesive aesthetic for the commercial corridors and simplify the process for obtaining zoning approvals. The changes made to the zoning code included:

- Establish a build-to line along Oakland Avenue and Capitol Drive to require buildings to maintain an active "street wall."
- Revised height and density regulations on various blocks in the plan area to reflect the CDMP. This included creating a 2-story minimum and a 4 to 5 story maximum building height. The only approvals that have occurred outside of these regulations was the 6-story height accommodated for the LightHorse project at 4041 Oakland Avenue and a proposed mixed-use project at Oakland and Olive.
- Implemented zero side-yard requirements in some locations to avoid narrow or unnecessary alleys between buildings, especially in pedestrian-oriented shopping and dining blocks.
- Change in parking approval process.

Carshare

The Village has worked with Zipcar, a car share service, to add two Carshare locations within the Village. One is located at River Park, and the other is located at 4450 N. Oakland Avenue.

Façade Improvement Program

The Shorewood Community Development Authority (CDA) worked in cooperation with the Shorewood Business Improvement District to create a façade improvement program for local commercial property owners to upgrade their buildings. The program promotes neighborhood investment, improved street character, and investment in local businesses. The program has allocated \$800,000 to provide grants to local businesses to improve storefronts and commercial buildings within the Village, with an additional \$500,000 committed to special CDA projects since 2004. Over 50 properties and 75 businesses have participated in the program, which includes businesses that received grants for signage improvements. Major facade improvement locations are shown on the map on page III.7, with some described below.

Capitol Drive & Oakland Avenue Reconstruction Projects

In 2010, the Village, in conjunction with the state, undertook the reconstruction of Capitol Drive. The reconstruction project incorporated enhancements for pedestrian, bicycle and vehicle safety and enhanced landscaping within the boulevard and terrace areas. An Oak Leaf Trail overpass of Capitol Drive was reconstructed as part of the project, serving as a landmark entrance into the Village. The project has enhanced the experience of this corridor for all users and demonstrated a commitment by the Village to creating healthy commercial corridors.

Oakland Avenue has also been reconstructed. Realizing the need to enhance the experience along the commercial corridors, the Village focused on improving the streetscape

along Capitol Drive and Oakland Avenue by integrating the following elements into both projects:

- Special paving on corners and crosswalks
- Increased landscaping and construction of raised beds and planters in boulevards and terraces
- Installation of benches, trash/recycling cans and bicycle racks
- Decorative light fixtures
- Installation of enhanced wayfinding including gateways and directional signage
- Installation of decorative holiday lighting along Oakland Avenue and Capitol Drive
- Installing countdown timers for pedestrians at key intersections.



Monuments and banners have been added at Village borders to let people know they have entered the Village of Shorewood.



The Oak Leaf Trail bridge is a major landmark entering the Village along E. Capitol Drive.

The Capitol Drive project also included bicycle lanes from North Harcourt Place a block from the Lake Michigan shore on the east to the Milwaukee River bridge on the west. These improvements enhance the overall image of the community and increases safety for pedestrians, bicycles, and vehicles as they travel along these corridors.

Entry Markers on Capitol and Oakland

As a built-out community with established borders, the two commercial corridors within the planning area are key entry-points into the community for residents, commuters, and visitors. The Village placed entry markers at key points on Capitol Drive and Oakland Avenue to help improve the community's identity and enhance its image as a destination within the larger urban context. The markers clearly note when you have entered the Village.

Oakland Avenue North

Ravenna Development at 4533 N. Oakland Avenue: The Ravenna project, at the Village's northern border with Whitefish Bay, contains approximately 8,000 square feet of ground floor retail and 22 apartments. The project was developed by Wired Properties and opened in November of 2012.

Cornerstone Development at 4510 N. Oakland Avenue: This project contains 24 apartments and about 11,000 square feet of retail space. It was developed by the same owner as the Ravenna project and is located across the street from Ravenna. The Village acquired a \$100,000 grant from the Wisconsin Department of Commerce to remediate the environmentally contaminated property and allow for redevelopment. The Village also negotiated with Whitefish Bay to detach a parcel and attach it to Shorewood to allow for a more comprehensive redevelopment project. The project opened in April of 2011.

LightHorse Development at 4041 N. Oakland Avenue: Located within the core of the Oakland Avenue commercial district, the Mandel Group

Inc. and RE Enterprises LLC redeveloped two surface parking lots into a mixed-used building that includes 84 apartment units and ground floor retail, creating a much-needed opportunity for new housing units within the commercial core area.

A new parking structure developed in conjunction with the LightHorse Development provides shared public parking facilities to serve Walgreens, Sendik's, and others in the business district. The structure accommodates 166 vehicles.

Public Plaza at 3970 N. Oakland Avenue: A small public plaza was created at the southeast corner of the key intersection of Oakland Avenue and Capitol Drive. The addition of this plaza creates an aesthetically pleasing environment for passers-by and enhances the pedestrian environment of the intersection.

Façade Improvement at 3970 N. Oakland Avenue: Located at the intersection of Capitol and Oakland, the Village's tallest building was enhanced with façade improvements that helped improve aesthetics at this key intersection. Facade improvements include public art components that work in cooperation with the new public plaza.

Façade Improvement at 4312 N. Oakland Avenue: Multi-tenant building located at the intersection of Oakland and Lake Bluff.

Façade Improvement at 4473-4474 N. Oakland Avenue: facade improvement.

Oakland Avenue South

Harley's: The Village worked with Harley's, a local men's clothing retailer, to enable it to remain within the commercial district and to enhance the façade of the building located at 3575 Oakland Avenue. This new retail creates additional draw for shoppers within the district and the investment helps to activate the street and create an aesthetically pleasing pedestrian environment along Oakland South. Continuing investment in local businesses will expand

the community's retail offerings and create a dynamic mixed-use environment.

Harry's Outdoor Café: An outdoor café and seating area was added to Harry's restaurant (3549 N. Oakland Avenue), which provides an opportunity for social interaction amongst visitors and outdoor seating along Oakland Avenue. This amenity attracts residents and visitors to the area and encourages interaction along the street.

Sherwin Williams building: The facade enhancement to this building at 3510 N. Oakland Avenue improved the character of the neighborhood and the entrance into the Village from the south. A variety of businesses benefited from this building improvement.

Capitol Drive East

Facade Improvement at City Market Café: Aesthetic improvements to the façade of the City Market Café at 2205 E. Capitol Drive have helped to enhance this regional destination by improving the character of the building and the outdoor seating area. This highly-trafficked retailer is a favorite amongst Village residents and visitors.

Retail Renovation: 2107 E. Capitol Drive, restaurant renovation to create a new local cuisine destination.

Facade Improvements at 2323 and 2510 East Capitol Drive: Façade improvements at these two locations have contributed to the enhancement of the physical environment along the Capitol Drive East corridor.

Capitol Drive West

High School Athletic Fields: Enhancements made at the Shorewood High School athletic fields provided additional athletic amenities for local students and the greater community.

Culver's Restaurant: Located at 1325 E. Capitol Drive, the restaurant brings a significant number of customers to the Village. The property landscaping enhances the pedestrian

realm along the commercial corridor.

Façade Improvements at 1330 Capitol Drive and 4000 Wilson Drive: Improvements to these two local business facades have enhanced the character of the Capitol Drive corridor and demonstrated an interest towards investment in local businesses.

Changes in Land Use Since 2006

The majority of the major changes in land use since 2006 are in response to redevelopment projects. The Ravenna, Cornerstone, and LightHorse projects all resulted in land use changes, generally from residential to mixed use or, in the case of the LightHorse project, from commercial to mixed use.

Other notable changes include a large parcel along the Milwaukee River south of Capitol Drive, which changed from Industrial to Commercial in anticipation of redevelopment of that site. See Map 3.2, Changes in Land Use 2006-2014, and Map 3.3, Existing Land Use.

Changes in Zoning Since 2006

Changes in zoning, resulting from the 2006 Master Plan, have been more widespread than changes in land use, and have affected approximately 50% of the properties within the study area. The Village has modified zoning to support redevelopment projects through the process outlined in the zoning ordinance. While the original Master Plan and this Master Plan Update discuss future redevelopment opportunities, not all future redevelopment proposals can be anticipated. The Village should continue to respond to unanticipated proposals that may be beneficial to the community even though they may not have been fully anticipated in this planning process.

Capitol Drive

The riverfront properties just west of the Oak Leaf Trail south of Capitol Drive have changed from B4 Commercial Industrial to B4 River District and PDD Planned Development District. All properties east of the Oak Leaf Trail along Capitol, to the High School Property have changed to B3 Mixed Use Commercial from B2 Mixed Use, B1 Commercial Use, or B4 Commercial Industrial.

All of the properties fronting the south side of Capitol Drive between Oakland Ave and Prospect Avenue have been rezoned to B1 Commercial Use or B3 Mixed Use Commercial from PDD, B2 Mixed Use, or R9-R10 Apartment Home designations. Along the north side of Capitol between Farwell and Downer, all properties have been rezoned to B3 from R9-R10 or B2 designations.

North Oakland Avenue

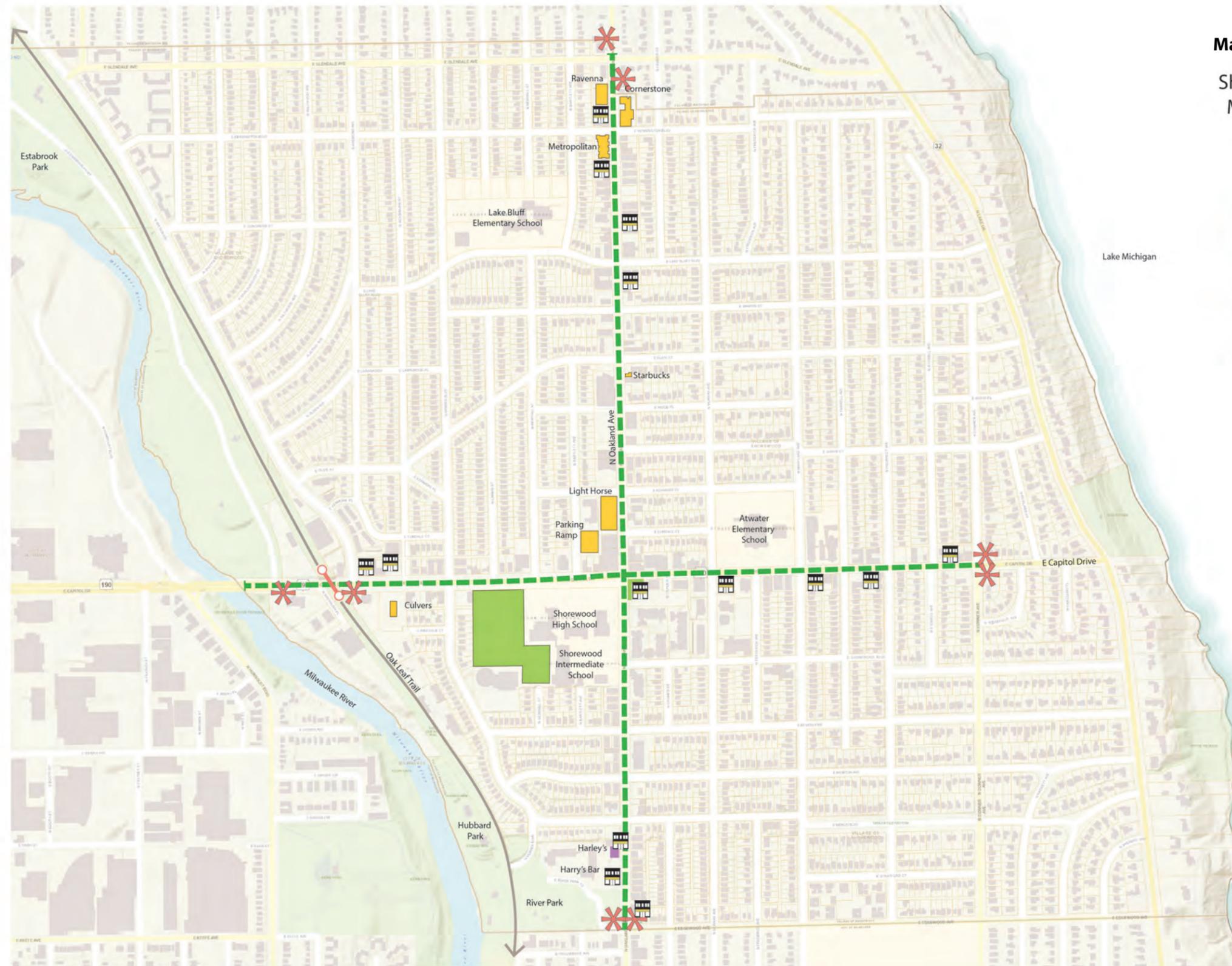
At the north end of the study area, all properties north of Lake Bluff Blvd to just beyond Kensington Blvd have been rezoned to PDD, B1 or B2 from R6 or B2. The properties along the west side of Oakland between Olive and Lake Bluff have changed from B1 to B2.

The LightHorse property (and parking ramp) have changed from B1 to PDD.

South of Capitol along Oakland, most of the properties south of the High School to Newton Ave. have changed to B2 Mixed Use from R9-R10 Apartment Home. The west side of Oakland south of Menlo and a portion of River Park have changed from B2 or P3 Parks and Preservation to B1. See Map 3.4 Changes in Zoning 2006-2014 and Map 3.5 Zoning 2014 for more details.

Map 3.1: Master Plan Successes

Shorewood Central District Master Plan Update 2014

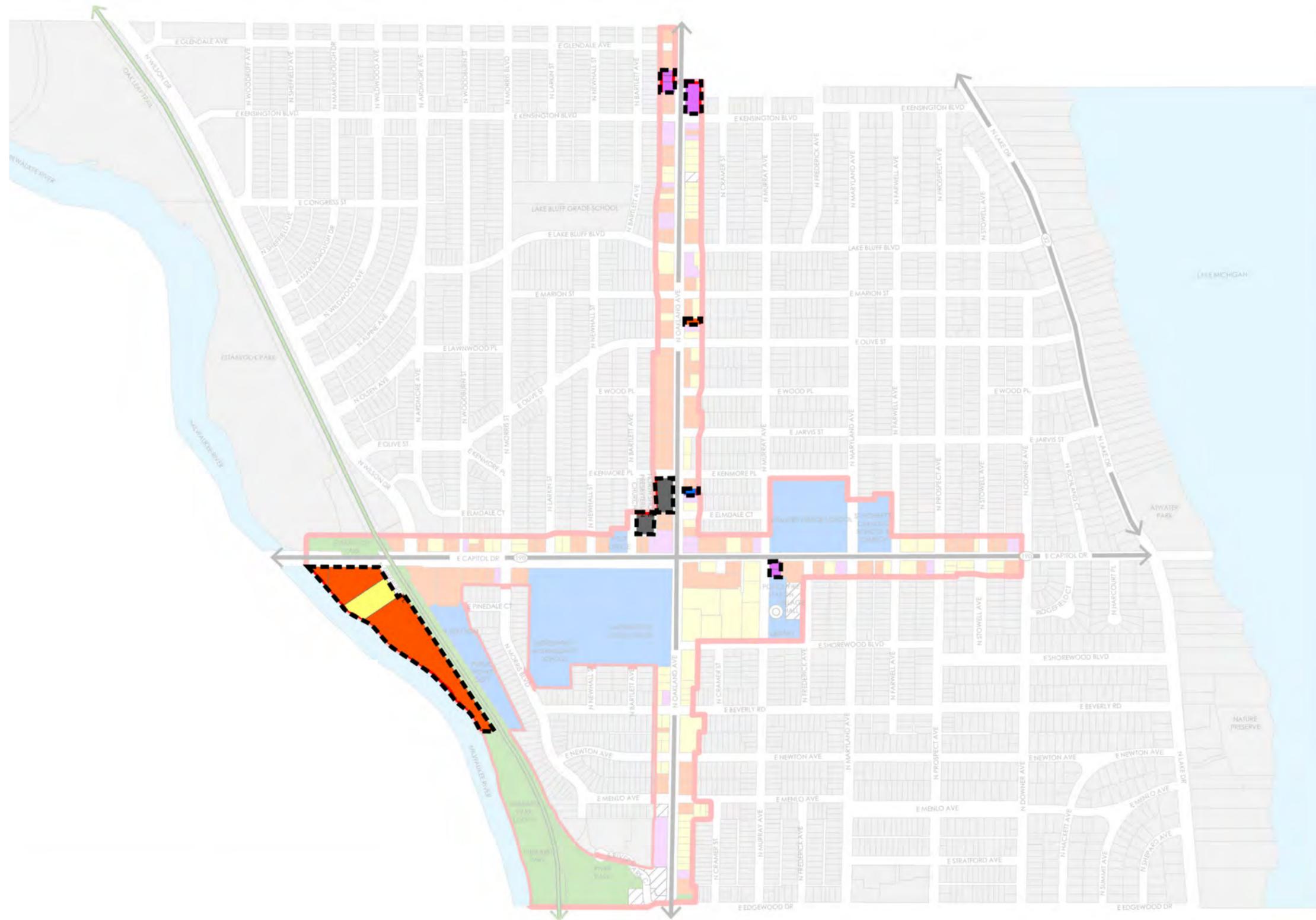


- Legend
- New Building/Development
 - Building Reuse
 - Major Facade Improvement
 - Improved Public Open Space
 - New Bridge (Bike Path)
 - * Entry Marker
 - Streetscape/Street Improvement



vierbicher
planners | engineers | advisors

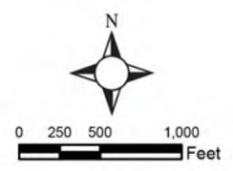




Map 3.2: Changes in Land Use 2006-2014

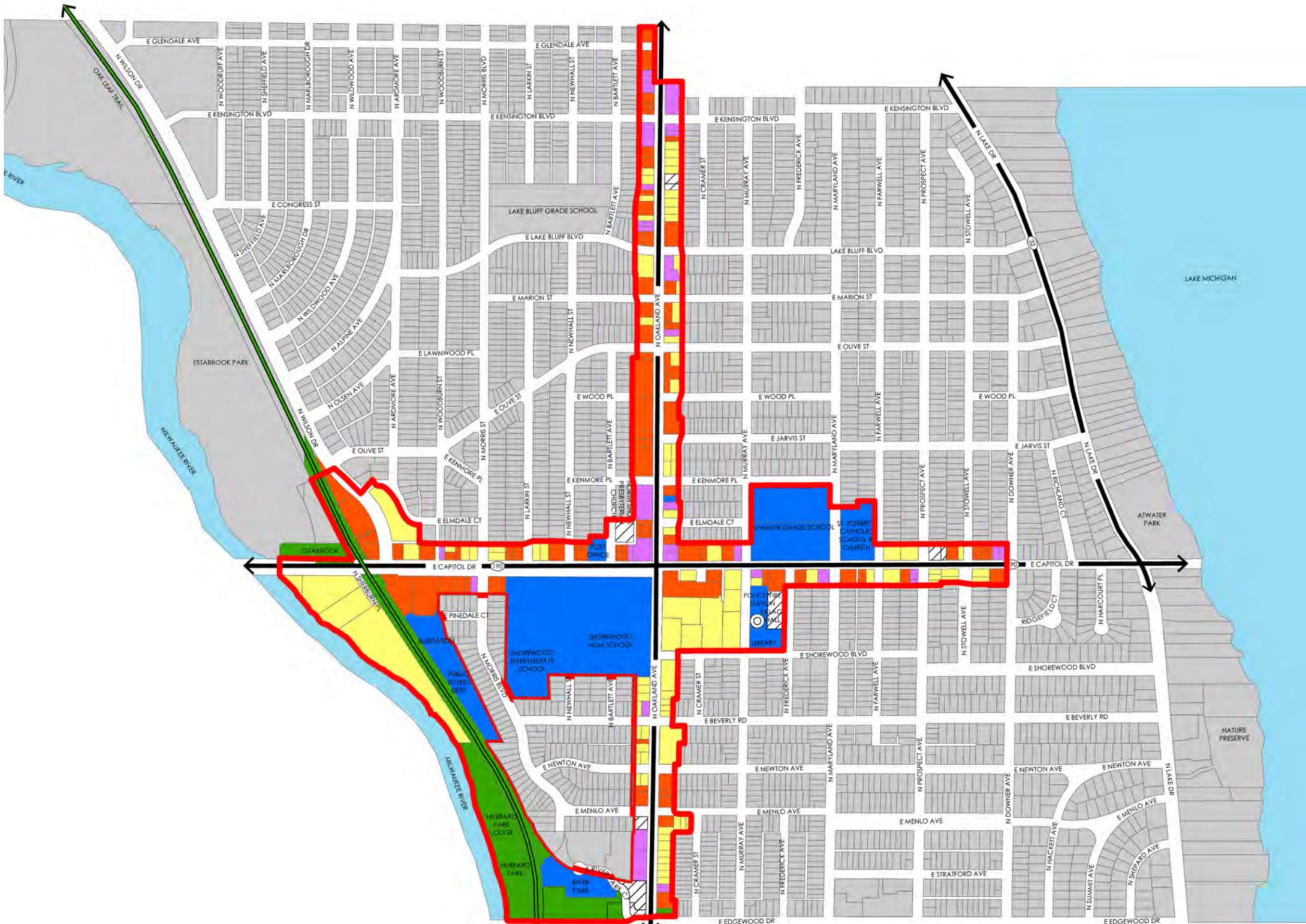
Shorewood Central District
Master Plan Update 2014

- Study Area Boundary
- State Highway
- Village Hall
- Major Roadway
- Oak Leaf Trail
- Residential
- Commercial
- Institutional
- Mixed Use
- Parks and Open Space
- Parking Lot
- Other
- Parcel With a Change in Land Use



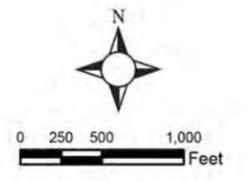
January 16, 2015

Source: Milwaukee County UO, 2014
MSA Professional Services, Inc., 2014



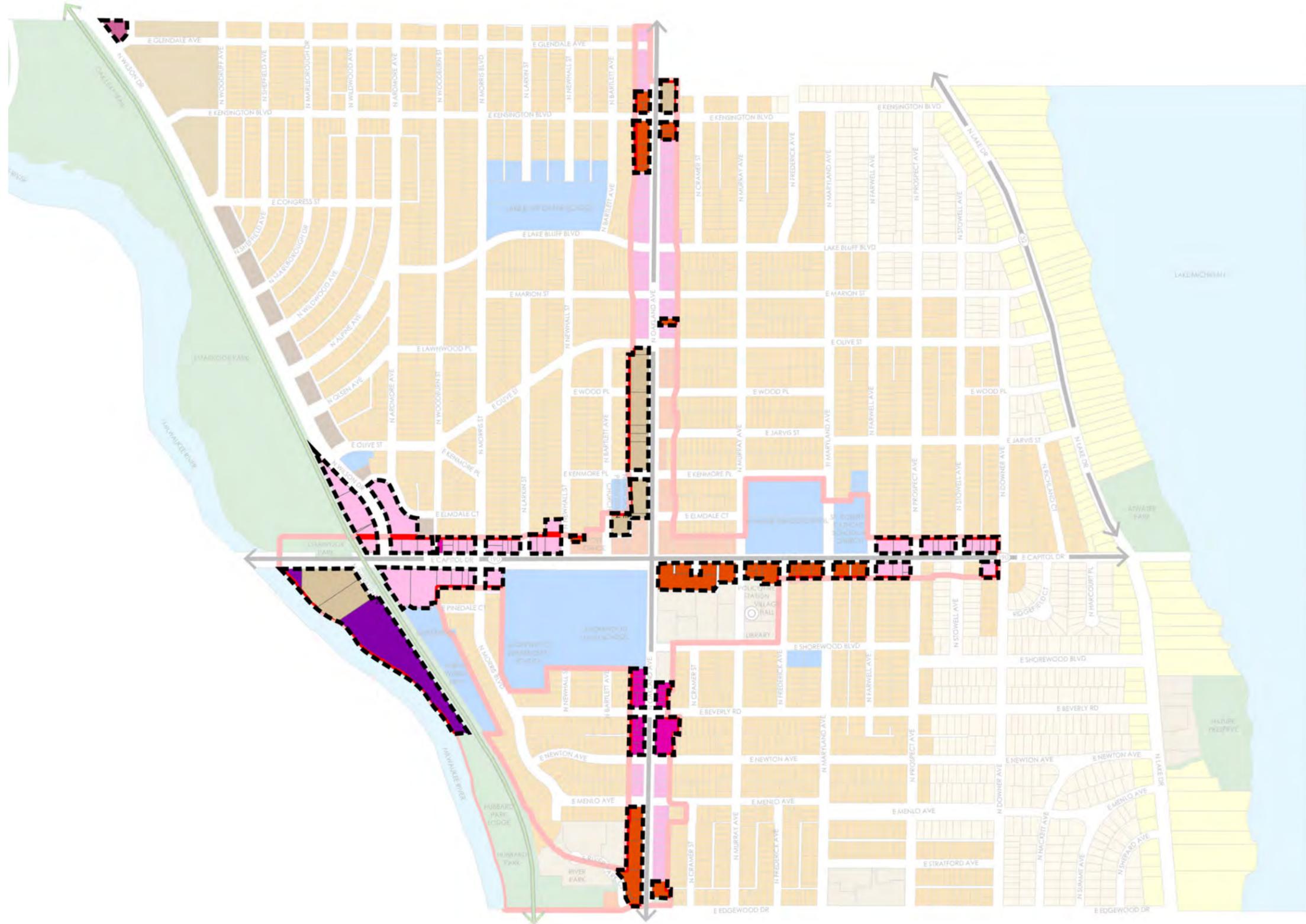
Map 3.3: Land Use 2014
 Shorewood Central District
 Master Plan Update 2014

- Study Area Boundary
- State Highway
- Village Hall
- Major Roadway
- Oak Leaf Trail
- Residential
- Commercial
- Institutional
- Mixed Use
- Parks and Open Space
- Parking Lot
- Other



May 15, 2014

Source: Milwaukee County IUD, 2014
 MSA Professional Services, Inc. 2014



Map 3.4: Changes in Zoning 2006-2014

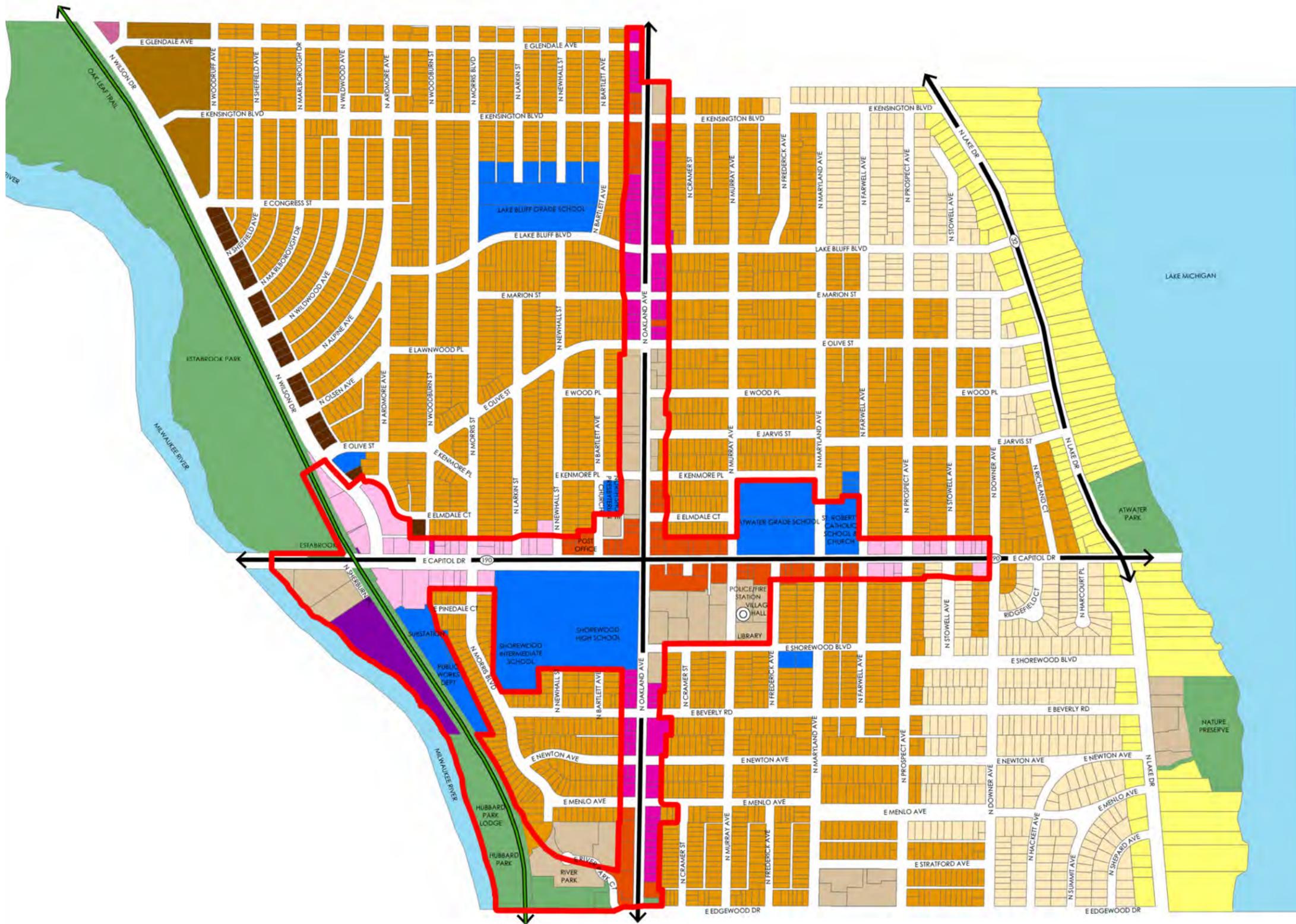
Shorewood Central District
Master Plan Update 2014

- Study Area Boundary
- State Highway
- Village Hall
- Major Roadway
- Oak Leaf Trail
- P1-P2: Institutional
- P3: Parks and Preservation District
- R1-R4: Lake Dr. Residence Districts
- R5: Single-Family Residence District
- R6: One- and Two-Family Residence District
- R8: Estabrook Homes Residential District
- R9: Apartment House District
- B1: Commercial Use District
- B2: Mixed-Use Residential District
- B3: Mixed-Use Commercial District
- B4: River District
- B5: Estabrook Homes Business District
- PDD: Planned Development District

Parcels With a Change in Zoning

August 4, 2014

Source: Milwaukee County UO, 2014
MSA Professional Services, Inc. 2014



Map 3.5: Zoning 2014

Shorewood Central District
Master Plan Update 2014

- Study Area Boundary
- State Highway
- Village Hall
- Major Roadway
- Oak Leaf Trail
- P1-P2: Institutional
- P3: Parks and Preservation District
- R1-R4: Lake Dr. Residence Districts
- R5: Single-Family Residence District
- R6: One- and Two-Family Residence District
- R8: Estabrook Homes Residential District
- R9: Apartment House District
- B1: Commercial Use District
- B2: Mixed-Use Residential District
- B3: Mixed-Use Commercial District
- B4: River District
- B5: Estabrook Homes Business District
- PDD: Planned Development District

May 15, 2014
Source: Milwaukee County ILO, 2014
MSA Professional Services, Inc., 2014

Parking

The Village conducted parking studies in connection with the 2006 Master Plan which provided detailed recommendations about opportunities to enhance parking throughout the district. Since adoption of the Plan, there have been substantial changes along the commercial corridors by way of redevelopment projects and improvements within the right-of-way that enhance local parking opportunities. Changes in density and land use have altered the parking scenario, improving parking in some areas while making it more challenging in others.

Stakeholder Input

Parking was a primary topic of conversation throughout the public workshop and stakeholder interviews. Stakeholders identified a number of concerns regarding parking within the district, ranging from general to very specific in nature. In particular, participants were concerned about parking as it relates to recent and future redevelopment. Stakeholders noted concern about the amount of overflow parking into surrounding residential neighborhoods during peak times, making biking in the area unsafe when crossing Oakland Avenue at Kensington.

Some public feedback recommended increasing the amount of parking within commercial corridors through construction of additional parking ramps. Several locations for new parking structures or new surface parking within the planning area were identified including:

- Develop northwest corner of E. Olive Street and N. Oakland Avenue with mixed-use, increased density, and parking.
- Convert current municipal surface parking lot at 4450 N. Oakland Avenue to a parking structure.

- Convert current municipal parking lot at 3900 block on N. Frederick Avenue to a parking structure.
- Develop a new municipal parking lot at 2420 E. Capitol Drive.
- Review all bus stops along Oakland Avenue to make sure parking does not restrict the bus movement in and out of the bus stop.

Other suggestions focused on the use of school lots for shared parking. St. Robert School uses its parking lot as a playground, which causes school employees to utilize neighborhood streets for parking rather than their designated parking areas. Participants suggested collaboration between the St. Robert School and Atwater Elementary School to share a playground so that more employee vehicles can be parked in the St. Robert School parking lot instead of using the street. While there is some public parking at Atwater School right now, a separate suggestion promoted the idea of utilizing that parking lot for public parking to serve parcels to the east and west and encourage redevelopment.

Parking Assessment

Village leaders, business owners, and residents have reported that parking is insufficient in some sections of the business district, particularly on Oakland Avenue north of Capitol Drive.

Parking studies for the entire business district along Capitol Drive and Oakland Avenue were completed by the Village between 2005 and 2007. In May 2014 the Village confirmed the inventory of off-street parking spaces, observed parking space occupancies, and completed a reassessment of the District's parking needs.

Methodology

The Village counted vehicles on the street and in parking lots on Monday May 12, Wednesday May 14 and Saturday May 17. Counts began at 9:00 a.m. every two hours, with the last count occurring at 7:00 p.m. Counts were also completed at 3:00 a.m.

The parking analysis factored in the entire on- street day and night parking supply and demand along Oakland and Capitol. Daytime off-street demand was observed only for off-street public parking lots and private commercial parking lots. Sheltered parking was not observed. The daytime analysis did not include residential-only off-street parking supply as it is accepted that daytime demand is low.

The analysis consolidated the number of observations by choosing the highest demand among two consecutive observations. For example, demand observed at ten o'clock a.m. and at noon was consolidated into a single time slot at eleven o'clock a.m. where the demand figure used was the higher of the two originally observed.

The Village prohibits overnight parking on streets Sunday through Thursday and allows it Friday and Saturday and holidays. Those needing to park on the street overnight Sunday through Thursday require approval by the Village. A nominal fee is charged for each additional incidence after twelve approvals per year.

On-street parking counts were gathered at 3:00 a.m. for all three dates. Off-street parking counts were not observed overnight; however, the supply includes 100% of the residential private lots as well as any overnight parking permits that are available for sale to residents for parking in commercial or municipal lots. Full occupancy for residential private lots is assumed because the parking supply for multifamily buildings does not meet the minimum number of stalls required by code.

Overnight parking is not allowed in private commercial lots unless issued permits. The Village administers overnight permits on the behalf of private lot owners.

The parking analysis does not factor in lost potential demand due to housing vacancies. It is unknown how many dwellings remain vacant because of the Village's parking restrictions or lack of on-site parking that may dissuade potential residents.

Map 3.6: Parking Zones - Oakland North of Capitol



Map courtesy of the Village of Shorewood.

Map 3.7: Parking Zones - Capitol and Oakland South of Capitol



Map courtesy of the Village of Shorewood.

Demand and Supply

For analysis purposes, the Central District was divided into 14 zones, which are shown on Maps 3.6 and 3.7. The zones are two- or three-block areas that share a similar character or provide opportunities for shoppers to park in one location and walk within the zone. These are the same zones that were utilized in previous parking studies.

The tables on the following pages show parking demand and supply in the 14 zones.

Parking Adequacy

The tables 3.1, 3.2, 3.3, and 3.4 show parking supply and occupancy during the day and overnight. Weekday demand is shown separately from weekend demand. On-street and off-street supply and demand is combined. Parking standards traditionally state that occupancy levels above 75% of the effective

supply are indicative of a parking problem. Parking occupancy levels 75% or above are highlighted in each table.

The actual parking supply counts were adjusted to reflect an “effective” parking supply. It is a generally accepted principle in the parking industry that a supply of parking operates at optimum efficiency when peak occupancy is at 85 to 95 percent of capacity. Once occupancy exceeds this level, the parking supply may be perceived as inadequate even though spaces are still available. The spaces set aside by applying an effective supply factor provide a “cushion” to allow for the dynamics of vehicles moving in and out of parking stalls, to compensate for some users’ lack of familiarity with the system, and to reduce the time required to search for the last few available spaces.

Table 3.1: Parking Adequacy Weekday, ON and OFF STREET

Area	Total Supply	Effective Supply	10:00 AM			01:00 PM			06:00 PM		
			Peak Shared Demand	Surplus/ (Deficit)	Percent Occupied	Peak Shared Demand	Surplus/ (Deficit)	Percent Occupied	Peak Shared Demand	Surplus/ (Deficit)	Percent Occupied
A	249	218	83	135	38%	84	134	39%	106	112	49%
B	275	240	135	105	56%	113	127	47%	152	88	63%
C	138	123	50	73	41%	40	83	33%	44	79	36%
D	255	224	180	44	80%	173	51	77%	160	64	71%
E	119	105	46	59	44%	78	27	74%	80	25	76%
G	298	158	121	37	77%	106	52	67%	80	78	51%
H	205	175	88	87	50%	75	100	43%	77	98	44%
I	114	100	32	68	32%	49	51	49%	23	77	23%
J	215	183	198	-15	108%	188	-5	103%	135	48	74%
K	198	172	131	41	76%	110	62	64%	66	106	38%
L	340	294	149	145	51%	134	160	46%	145	149	49%
M	125	111	66	45	59%	63	48	57%	65	46	59%
N	114	103	40	63	39%	35	68	34%	46	57	45%
O	257	224	134	90	60%	120	104	54%	162	62	72%
Total	2,902	2,430	1,453	977	--	1,368	1,062	--	1,341	1,089	--

* Includes 100% on-street and off-street commercial. Does not include off-street residential lots, garages, or underground parking.

This cushion also allows for a reduction in the number of usable spaces due to improperly parked vehicles, trash receptacles, and minor construction. For on-street parking, an adjustment of 15% is used because of the relative difficulty of finding an open space while negotiating city traffic. For off-street public and private lots, an adjustment of 5% is used. Implementing the above ratios maintains consistency of methodology between this parking analysis and an analysis completed in 2007 by Walker Parking Consultants.

During the morning hours four zones show occupancy levels above 75% (Table 3.1), in zones D (Kensington), G (Wilson and Capitol), J (High School) and K (Oakland and Capitol). Two of those same zones, D and J are above 75% at 1:00 p.m. Occupancy at 6:00 p.m. shows zone E (area north of Kensington) as the only area exceeding 75% occupancy. Parking adequacy on the weekend indicates different areas have problems (Table 3.2). In the morning hour, only zone O (southern section of Oakland) shows a

problem. At 1:00 p.m., zones E and O are above 75% and at 6:00 p.m., zones J and O indicate problems. Zone J is the only area that is over 100% of the “effective capacity” at any point of the weekday or weekend.

Overnight parking adequacy indicates a parking problem in the majority of the business district amongst counted stalls (see Table 3.3). The parking analysis assumes that all of the sheltered and residential private lots are fully occupied. The occupancy counts also include any permits purchased for private lots by residents. The supply includes all of the residential available parking plus the number of permits available for sale in commercial lots.

The overnight off-street demand is roughly the same for weekdays and weekends, assuming 100% of the residential lots are full. On-street parking occupancy is less during the week because of overnight parking restrictions.

Table 3.2: Parking Adequacy Weekend, ON and OFF STREET

Area	Total Supply	Effective Supply	10:00 AM			01:00 PM			06:00 PM		
			Peak Shared Demand	Surplus/ (Deficit)	Percent Occupied	Peak Shared Demand	Surplus/ (Deficit)	Percent Occupied	Peak Shared Demand	Surplus/ (Deficit)	Percent Occupied
A	249	218	87	131	40%	82	136	38%	108	110	50%
B	275	240	127	113	53%	127	113	53%	93	147	39%
C	138	123	58	65	47%	42	81	34%	70	53	57%
D	255	224	135	89	60%	112	112	50%	128	96	57%
E	119	105	57	48	54%	62	43	59%	68	37	65%
G	298	158	49	109	31%	46	112	29%	51	107	32%
H	205	175	66	109	38%	69	106	39%	63	112	36%
I	114	100	23	77	23%	13	87	13%	10	90	10%
J	215	183	80	103	44%	33	150	18%	190	-7	104%
K	198	172	54	118	31%	46	126	27%	48	124	28%
L	340	294	116	178	39%	99	195	34%	132	162	45%
M	125	111	63	48	57%	42	69	38%	35	76	32%
N	114	103	26	77	25%	30	73	29%	34	69	33%
O	257	224	182	42	81%	183	41	82%	177	47	79%
Totals	2,902	2,430	1,123		--	986	1,444	--	1,208	1,222	--

* Includes 100% on-street and off-street commercial. Does not include off-street residential lots, garages, or underground parking.

During the week, zones A, D, E, J, K, M and O indicate an overnight parking problem. On the weekend, zones A, D, E, I, J, K, M, N and O indicate an overnight parking problem.

Further analysis of the overnight parking situation is warranted, factoring in commercial uses and the number of apartment units. On-site parking for apartments do not supply the required amount per Shorewood's current parking requirements. Redevelopment projects have typically sought exemptions to residential parking standards to allow fewer stalls than would otherwise be required by ordinance, as the trend of smaller households and transit-oriented neighborhoods and communities continues to grow.

Table 3.3: Parking Adequacy Weekday, ON and OFF STREET

Area	Total Supply	Effective Supply	3:00 AM		
			Peak Shared Demand	Surplus/ (Deficit)	Percent Occupied
A	271	267	204	63	76%
B	86	83	17	66	20%
C	143	140	80	60	57%
D	225	222	182	40	82%
E	131	129	99	30	77%
G	112	110	59	51	54%
H	7	7	4	3	57%
I	72	71	48	23	68%
J	39	39	32	7	82%
K	510	508	488	20	96%
L	193	191	105	86	55%
M	127	125	94	31	75%
N	158	155	108	47	70%
O	272	269	221	48	82%
Totals	2,346	2,316	1,741	575	--

Table 3.4: Parking Adequacy Weekend, ON and OFF STREET

Area	Total Supply	Effective Supply	3:00 AM		
			Peak Shared Demand	Surplus/ (Deficit)	Percent Occupied
A	271	267	203	64	86%
B	86	83	16	67	21%
C	143	140	83	57	63%
D	225	222	195	27	92%
E	131	129	93	36	86%
G	112	110	67	43	59%
H	7	7	4	3	64%
I	72	71	48	23	75%
J	39	39	32	7	97%
K	510	508	482	26	112%
L	193	191	126	65	62%
M	127	125	92	33	84%
N	158	155	103	52	77%
O	272	269	229	40	93%
Totals	2,346	2,316	1,773	543	--

Assumes 3:00 AM Peak demand includes 100% of sheltered residential parking + Lots Permits Sold. Supply = 100% private parking + lot permits supply. Does not include other commercial lots.

Zones A, B & C

The study determined that Zones A, B, and C along Oakland Avenue between Capitol and Lake Bluff, have sufficient parking during the day and evening hours. Zone A has a four-level parking deck plus an additional lot built in 2013 serving commercial and residential users. These lots serve area businesses and allow shoppers to park and walk to other destinations. Zone B has a large surface parking lot serving a mid-sized grocery store and smaller on-site lots serving retailers. Zone C has several businesses with sufficient on-site parking and two apartment buildings with no parking on-site.

Weekend overnight parking occupancy was 86% in Zone A, 21% in Zone B and 63% in Zone

C. The study assumed that the residential underground parking in the new parking deck and one of the above-grade decks dedicated to residents were fully occupied, including smaller off-street residential lots. No overnight parking permits are offered for the parking deck at this time, but should be considered for Zone A. The Village currently allows overnight parking on Oakland for residents of nearby properties.

Zones D & E

The study identified zones D and E, north of Lake Bluff Blvd along Oakland, as having a shortage of parking. The two zones combined have one Village-owned public parking lot, limited on-street parking, and apartment and condominium buildings that do not provide sufficient parking for their residents. The Village currently allows overnight permitted parking on Oakland for residents of nearby properties. Zone D peak parking occupancy is 77% to 80% during the weekday daytime hours. Zone E parking occupancy is adequate during weekday daytime and reaches 76% early evening. On the weekend, all three zones appear to have adequate parking.

Weekend overnight parking occupancy was 92% in Zone D and 86% in Zone E. Zone E has three underground residential parking facilities that are assumed 100% occupied. Zone D includes a 55-space public parking lot that offers all spaces for permit parking and consistently sells 100% of the permits.

Zone G

Zone G, along the north side of Capitol between the Oak Leaf Trail and Morris, shows adequate parking at all observed times except during the weekday, when it has peak occupancy of 76% at 6:00 p.m. This area has minimal on-street parking available and adequate on-site parking for businesses. Many of the apartments in this zone do not have significant off-street parking.

Zone H

Zone H, along the south side of Capitol between the Oak Leaf Trail and Morris shows a parking surplus, mostly because of large restaurant parking lots. These large parking areas provide the potential for additional open space and an improved connection to the Oak Leaf Trail. The two properties to the west of

the Oak Leaf Trail are slated for redevelopment that would benefit from improvements in the underutilized restaurant lots. The lots also offer the potential for shared use of some spaces for activities at the two schools located a block to the east. Weekday peak occupancy in this area is 50% at 10:00 a.m. Only three on-street parking spaces are available in this zone on Capitol at Morris Blvd.

Table 3.5: Village of Shorewood Municipal Parking Lots

Quantity	Lot Name	Location	Allowed Parking Hours	April 2014 Permits Sold
25	4100 Oakland, OGDEN	4100 N OAKLAND	8 PM – 8 AM (Mon-Sun) – rear lot	7
15	AB DATA, Wilson Dr	4057 N WILSON	6 PM – 7 AM (Mon-Fri) / All day Sat-Sun	7
30	ATWATER SCHOOL	2100 E CAPITOL	7:30 PM – 7 AM (Mon-Sun)	6
14	EAST HIGH SCHOOL / FITNESS	3839 N OAKLAND	7:30 PM – 7 AM (Mon-Sun)	7
13	EAST SHOREWOOD	2000 E SHOREWOOD	8 PM – 8 AM (Mon-Fri); 2 hr daytime (Mon-Fri) / All day Sat-Sun	13
15	EINSTEINS BAGELS	4301 N OAKLAND	7 PM – 7 AM (Mon-Sun)	5
25	FEERICKS	2025 E CAPITOL	9 PM – 8 AM (Mon-Sun)	2
30	HUBBARD PARK	3565 N MORRIS	7 PM – 9 AM (Mon-Thu); 7 PM – 10 AM (Fri-Sat); 5 PM – 9 AM (Sun) / 4 hr daytime parking (Mon-Sun)	7
20	LAKE BLUFF SCHOOL	1600 E LAKE BLUFF	7:30 PM – 7 AM (Mon-Sun)	5
31	MENLO	3595 N OAKLAND	8 PM – 8 AM (Sun-Thu); 10 PM- 8 AM (Fri-Sat) / 2 hr daytime parking (Mon-Sun)	22
18	NORTH SHORE BANK	4414 N OAKLAND	7 PM – 7 AM (Mon-Thu); 8 PM – 7 AM (Fri); 8 PM (Sat) – 7 AM (Mon)	18
55	OAKLAND	4450 N OAKLAND	*UNRESTRICTED / **MUST GO ON WAITING LIST TO GET IN	55
50	RIVER PARK	3501 N OAKLAND	LOT C, *UNRESTRICTED (Mon-Sun); Lots A & B, 10 PM – 8 AM (Mon-Sun); 2 hr daytime PROOF OF SHOREWOOD RESIDENCY REQUIRED	50
15	TCF BANK	4201 N OAKLAND	6 PM – 7 AM (Mon-Thu); 7:30 PM – 9 AM (Fri); 4 PM 10 AM (Sat); 2 PM – 7 AM (Sun)	4
10	ULLRICH	4465 N OAKLAND	6 PM – 7:30 AM (Mon-Sun) – Lot available April-December ONLY	4
56	VILLAGE HALL	3930 N MURRAY	4 PM – 8 AM (Mon-Fri); 4 hr daytime parking / All day Sat-Sun	55

Notes: All permits are \$45 per month; *UNRESTRICTED means you MUST move your car at least once every 24 hours; ** WAITING LIST is for SOLD OUT lots only. Cost to get on the list is a \$10 non-refundable administrative fee.

Zone I

Zone I, which is on the north side of Capitol between Morris and Bartlett, shows adequate parking. The businesses in this zone have sufficient on-site parking and all four apartment buildings have on-site lots. The types of businesses in this area do not generate high demand other than directly in front of the Post Office.

Zone J

Zone J includes Shorewood High School and Shorewood Intermediate School. Observations at the high school indicate that parking for the school's multiple uses and activities is inadequate. The previous parking study reported that approximately two-thirds of the high school's 171-space parking lot are used for faculty and staff members, which leaves approximately 60 spaces for students at the school. When school is in session, the peak occupancy was 108% at 10 a.m. and 103% at 1:00 p.m. Occupancy exceeded supply because vehicles were parked in areas that were not designated for parking. Outside of school hours, parking was adequate except occupancy at 6:00 p.m. on the weekend exceeded 100% because of a community event held at the high school.

Although little additional land is available for surface parking lots on high school grounds, additional spaces should be considered in the immediate area where feasible. A parking deck on the high school's surface lot also would add spaces to this zone. Alternatively, the school district and Village could explore Transportation Demand Management (TDM) methods and options to reduce the demand for existing school district stalls. TDM measures can include charging for parking, incentivizing bicycling, providing discounted or free bus passes, and various other measures. Investments in TDM can oftentimes prove more cost-effective than simply spending money on more parking.

Zone K

Zone K encompasses one block that includes the 3900 block of Oakland Ave, 3900 block Murray Avenue, 1800 block Capitol Drive, and 1800 block Shorewood Blvd. During the week peak occupancy indicates a parking problem in the morning at 10:00 a.m. but is sufficient for the remaining of the day. The North Shore Bank tower, an apartment building, and a medical office building along Capitol have sufficient parking. The guest parking lots for the large condominium complex show low demand throughout the week.

Zone L

This zone, which is along Capitol from the ATT building to Farwell, shows adequate parking. Zone L includes civic, apartment, school and commercial uses that generate a significant amount of activity. The Village lot, Atwater Elementary School lot, and commercial lot offer 111 overnight parking permits. 56% of the permits are utilized. The public parking lot on Frederick Ave sometimes has weekday demand of 100% because of public meetings at Village Hall or special events at the Village Center. Parking demand at this location is a concern of the Village -the Village Hall lot also is a potential parking deck location.

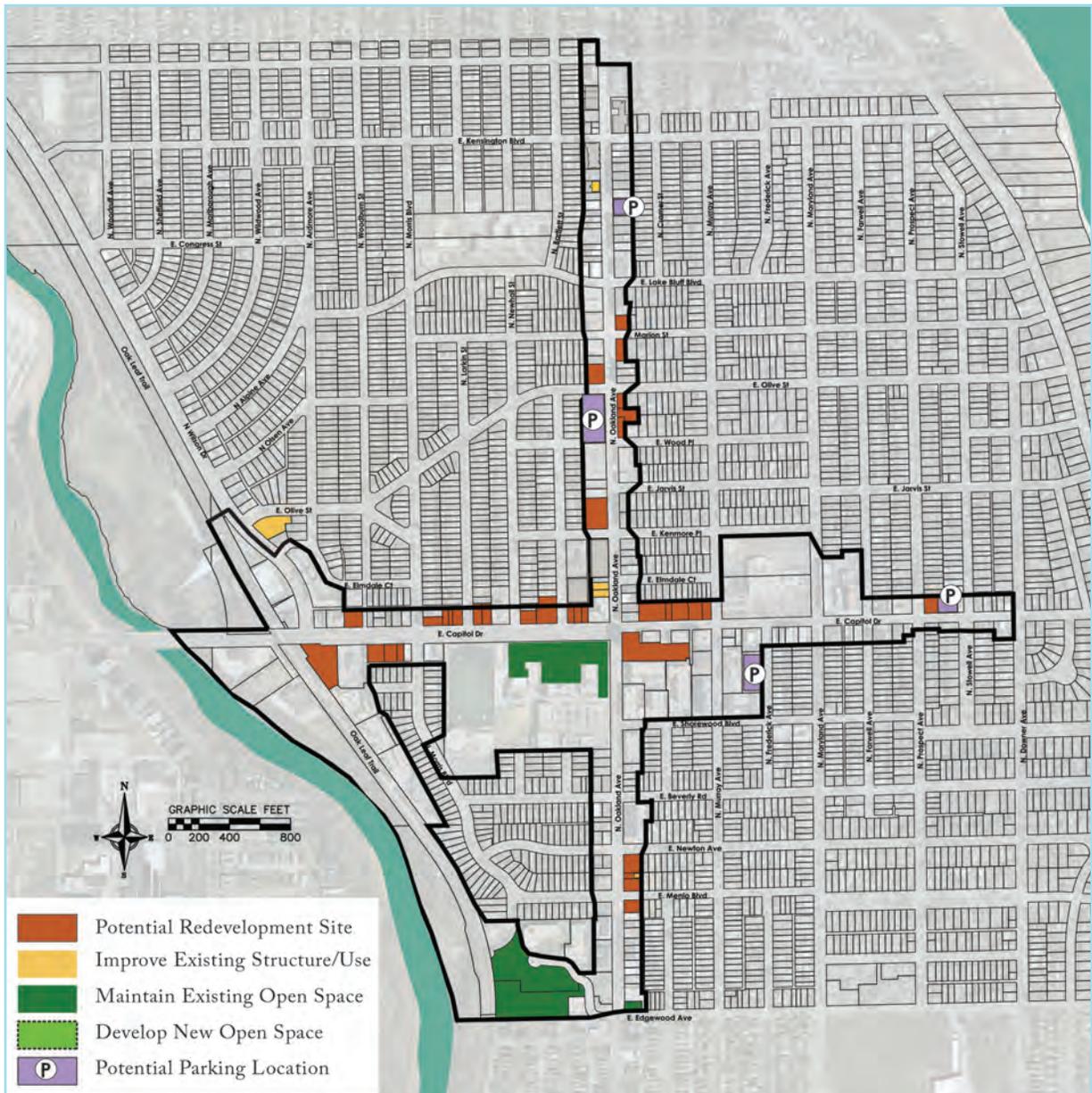
Zone M

Zone M, which includes both sides of Capitol between Farwell and Downer, shows that parking is adequate. The apartments and most businesses have sufficient on-site parking accommodations. This area also has service businesses that have less demand for parking than retail/residential uses.

Zone N

This zone is on both sides of Oakland between Shorewood and Newton has adequate parking for the weekday, however, there are several apartment buildings with no off-street parking. Additional parking opportunities should be considered for this area as redevelopment occurs.

Map 3.8: Parking and Land Use Assessment



Zone O

This zone, which includes both sides of Oakland between Newton and Edgewood, shows a parking deficit on weekend days. Parking occupancy during the weekday is adequate. Community leaders, businesses, and residents perceive, however, that the area usually has sufficient parking because Village parking lots located at the northwest corner of Oakland and Menlo appear to accommodate a wide variety

of users during the day and evening. Parking availability can be limited, however, when the park hosts recreational activities which occurred during the weekend observation.

Parking Conclusion

The parking study shows that daytime and early evening parking during the week and weekend is generally sufficient with the exception of Zone J. Zone J includes the high school campus parking lot and was observed parked beyond capacity during school and during weekend scheduled events. The study did not include full observation of all parking supply within the districts and made assumptions that sheltered or underground parking for residential units were fully occupied overnight. The daytime observations did not include residential-only off-street parking supply as it is accepted that daytime demand is low. These assumptions may impact true adequacy in certain zones that have sheltered parking. Further analysis of late evening occupancy parking and Zones D and E is warranted. The current overnight analysis did not factor in commercial uses and the number of apartment units that was used in previous comprehensive parking studies. Zones D and E in the 4400 and 4500 blocks of Oakland Avenue are districts with a high number of apartments that do not provide on-site parking. The area has also become a regional entertainment district, increasing parking demand later in the evening. Parking assessment was not conducted after 7:00pm.



Clearly marked public parking helps avoid conflicts with private lots and contributes to a unified sign theme. Image credit annarborchronicle.com

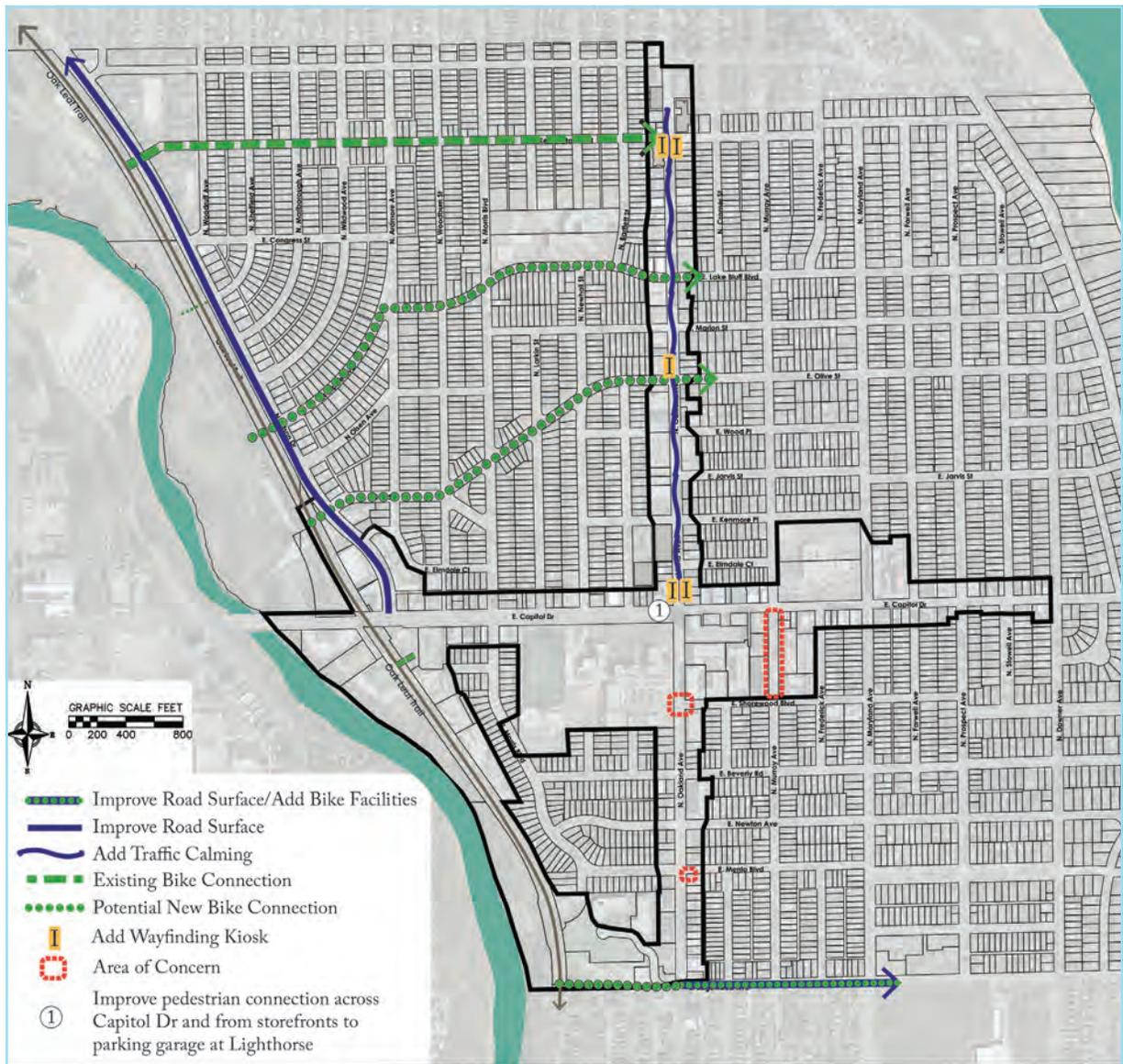
Circulation & Connectivity

Oakland Avenue and Capitol Drive are the two primary commercial corridors in the Village of Shorewood. Serving a variety of land uses within an urban context, they are used by cars, buses, bikes, and pedestrians. Since the 2006 Master Plan was completed, the Village has invested a substantial amount of money to upgrade these corridors through reconstruction projects that have created a safer and more comfortable environment for all types of users. While these improvements have greatly improved circulation and safety considerations, opportunities remain for the Village to continue to enhance transportation and connectivity concerns within and surrounding these commercial corridors.



Wayfinding kiosks such as this one can help both locals and visitors locate shops, restaurants, and other attractions in busy commercial areas. Image credit downtownbellevue.com

Map 3.9: Circulation and Connectivity Assessment



Vehicular, Pedestrian, & Bicycle Circulation

The reconstruction of Capitol Drive and the enhancements to Oakland Avenue have created a calmer atmosphere for vehicle traffic. However, concerns remain about pedestrian safety in the planning area, especially relating to the speed of traffic on Oakland Avenue and Wilson Drive. Due to the volume of traffic on Oakland Avenue, cars are often seen weaving around other vehicles that are turning or parking, which can be an issue

for pedestrians. On Wilson Drive, the speed of vehicular traffic is a concern for residents that feel the neighborhood should be more accommodating for families, pedestrians and bikers crossing to access the Oak Leaf Trail. Parked cars along Kensington Avenue and Lake Bluff make it difficult for bikers to easily cross Oakland Avenue. Although parking is a premium in the northern part of Oakland Avenue, the first parking space on Kensington could be removed to allow bicyclists a safer stopping point.

There are several locations within the Oakland Avenue corridor that cause concern for vehicle movement from an accessibility perspective. Vehicles exiting the new parking structure at the LightHorse development (4041 N. Oakland Avenue) sometimes have a difficult time exiting onto Oakland Avenue due to decreased visibility caused by parked vehicles. On-street parking is being adjusted to allow a 15 foot clear zone to create a safer environment for traffic merging onto Oakland Avenue.

Improving Pedestrian Safety

There is a common concern for pedestrian safety along the Oakland Avenue corridor, as parking and parked vehicles, hidden access points, and swerving traffic create hazardous conditions for pedestrians trying to cross the street. Stakeholders encouraged the Village to investigate options that would continue to slow traffic along this corridor and enhance pedestrian safety. Specific locations identified as concerns include:

- The block of Murray Avenue immediately south of Capitol Drive - parking on both sides of the street can create difficult driving conditions and endanger pedestrians.
- Shorewood Boulevard at Oakland Avenue, where students do not abide by traffic lights.
- The Oakland Avenue/Elmdale Court intersection, where there is heavy pedestrian traffic - education of vehicles to yield to pedestrians is warranted at this location.

There are a variety of ways to further promote traffic calming along Oakland while enhancing safety for pedestrians. Options include creating bump-outs at pedestrian crossings to provide better visibility and reduce the on-street distance required for crossing, striped no-parking areas, and striped pedestrian zones. Specific measures are included in the recommendations chapter later in this

document.

Bicycle Circulation

The Village is currently a “Bronze” community for bicyclists, according to the League of American Bicyclists, which ranks communities nationwide. It is one of 10 “Bronze” Wisconsin communities, the only Milwaukee suburban community to achieve this rating. The only Wisconsin communities to earn higher ratings are La Crosse (Silver) and Madison (Gold). The League provides tools for residents to perform bicycle assessments and criteria for improving a community’s bike rating (<http://bikeleague.org/>).

The incorporation of bicycle lanes into the reconstruction of Capitol Drive has improved the overall bicycle network within the Village. However, the high volume of traffic along Capitol Drive makes some cyclists uncomfortable. So, while the Village has recently spent substantial resources on street reconstruction that has enhanced accessibility and safety for bicycles, there are more opportunities to connect the residential areas of the Village to commercial districts and regional bike routes. This was reinforced by public workshop participants, who frequently cited the need for better bicycle circulation and access throughout the Village, particularly connecting the Oakland Avenue corridor with the Oak Leaf Trail. A safer east-west bicycle path through the Village should dedicate a visible area to safe bicycle movement via a clearly marked route that prioritizes bicyclist safety and comfort. Public input identified E. Olive Street, E. Lake Bluff Boulevard/Alpine Avenue, and Kensington Boulevard as candidates for improved east/west bicycle routes.

Signage and wayfinding need to be incorporated to direct bicyclists to the Oak Leaf Trail from Oakland Avenue and other destinations within the Village. Existing access points to and from the Oak Leaf Trail are not currently promoted or as visible as they should be.

Additional bicycle connections between N. Wilson Drive, the Oak Leaf Trail, and Estabrook Parkway would encourage further access of riverfront and bicycle amenities while improving bicycle travel for local residents. According to the US Census Bureau's 2012 American Community Survey, about 3.6% of Village commuters use bicycles as their primary mode of transportation to and from work. While this percentage places the Village high amongst Wisconsin communities, there is still substantial room for growth if bicycle accommodations continue to be improved. The Village is receiving a grant for nine Bikeshare stations, a system that allows people to rent bikes for short periods of time for a minimal cost. Planned to open in 2016, the Village is discussing locations for the stations.

Wayfinding

Comments from stakeholders at the public workshop indicated additional signage and wayfinding is needed. Participants felt kiosks could enhance the corridor and better direct people to the variety of businesses and public parking. Informational kiosks could not only contribute to the overall aesthetic of the corridor, but promote economic development by educating visitors about the offerings within the district. Stakeholders suggested placing a kiosk near the intersection of Oakland and Capitol, with additional kiosks throughout the Oakland Avenue corridor. With concerns about parking in the Oakland corridor, wayfinding kiosks may alleviate problems by directing visitors to public parking lots and structures.

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SECTION IV: INFRASTRUCTURE & REDEVELOPMENT OPPORTUNITIES

SECTION 4: INFRASTRUCTURE & REDEVELOPMENT OPPORTUNITIES

While a substantial amount of investment has gone into property improvements since 2006, there are still underutilized properties that present opportunities for continued investment, density, and uses to serve residents, businesses, and visitors to Shorewood. These properties provide an opportunity to further enhance the variety of land uses and public realm along the commercial corridors. Based on staff feedback, economic analysis, and public input, a conceptual site plan was developed for each opportunity site.

Public Meeting #1 Summary

A public meeting to gather input about redevelopment in the Central District was held at the Shorewood Library on March 20, 2014. Approximately 80 people attended. The meeting started with a presentation that summarized:

- Past revitalization and redevelopment successes in the Village's commercial areas;
- Stakeholder input to-date from in-depth interviews of 25 property owners, business owners, developers, citizens, and key community leaders;
- Highlights of the Shorewood market area,



Community members work in groups at the first public meeting.

including changes since the last Central Business District Master Plan and trends that will impact the CBD moving forward.

Following the presentation, meeting attendees split into five groups to discuss land use, density, bike/pedestrian connections, and parking issues and goals throughout the Village's commercial corridors. There were several common themes that emerged.

Bike and Pedestrian Connections

There was strong support for improving bicycle and pedestrian safety and accommodations throughout the Village. Several specific recommendations were mentioned in one or more groups:

- North Oakland Avenue and East Capitol Drive crosswalks should be improved. Traffic calming measures and pedestrian bumpouts at intersections should be considered for Oakland crosswalks north of Capitol.
- East-West access to the Oak Leaf Trail is needed. This includes access from the commercial area along Oakland Avenue north of Capitol (potentially via East Lake Bluff Boulevard, East Kensington Boulevard, or East Olive Street), west through single-family residential areas, and across Wilson Drive to the trail. A better connection from East Edgewood Avenue through River Park is needed – the existing connection is indirect and mixes pedestrians and bicyclists.
- More connections from the Oak Leaf Trail to Estabrook Parkway are needed.

- Visibility should be improved from North Wilson Drive to the Oak Leaf Trail and Estabrook County Park. Existing access points should be repaired and enhanced.
- Maintain bike sharing and car sharing programs.

Open Space

Existing green/open space should be maintained or potentially expanded. This broad theme also included several specific recommendations:

- No housing should be developed between Wilson Drive and Estabrook Park. A few people disagreed and felt housing should be explored.
- Green space in front of the High School along Capitol Drive should be maintained.
- River Park should add a playground.
- There is strong support for more “green” features in the Village, such as pervious paving and encouraging homeowners to install solar panels.

Redevelopment Opportunities

Redevelopment sites were discussed, and the following sites were identified as potential redevelopment targets:

- Northeast corner of E. Capitol and N. Bartlett Avenue (1700-1714 E. Capitol)
- Wells-Fargo drive-through and the adjacent parcel (1530 E. Capitol)
- N. Oakland frontage across from the current Pick-n-Save store (4144-4170 N. Oakland)
- North side of E. Capitol Drive between N. Murray and N. Oakland (1820-1928 E. Capitol)
- “BP Block” should be redeveloped with services and restaurants (3600-3624 N. Oakland)

- Old Walgreens site (4081-4093 N. Oakland)
- Sun Seekers site (2418-2420 E. Capitol)

Additionally, multiple groups mentioned that the Post Office is an excellent target for adaptive reuse of an existing architecturally significant building. The general feeling was that many operations have been moved out of the building and the Post Office could move to a smaller space.

Parking

Parking was a reoccurring issue across several stations. People said that while new development has generally provided enough parking for residential components, parking for commercial areas spills over into neighborhoods during peak times. Several areas were mentioned where additional parking could be considered:

- Municipal lot on North Frederick Avenue could be turned into a parking ramp.
- Parking ramp could be included in the Pick-n-Save redevelopment (this is part of the approved redevelopment proposal for that site).
- Parking could be increased mid-block in the 4400 N. Oakland block by installing a parking ramp at the current municipal surface lot.
- Municipal parking, instead of private parking, should be considered at 2420 E. Capitol Drive.

Overall Improvements

The following initiatives were mentioned as things that could contribute to positive change in the Village’s commercial and multifamily areas:

- Wayfinding kiosks on Oakland, north of Capitol, would be useful to direct people to businesses and destinations.

- West Wilson Drive should be reconstructed, though there was some dissent as to whether it should be reconstructed as-is or narrowed; potholes need to be repaired.
- Several buildings along Oakland and Capitol could benefit from façade improvements.
- The Village’s façade improvement efforts should be maintained.
- Small office spaces are needed to provide the opportunity for people to have personal offices near their homes. Spaces could also be flex-shared.
- Methods for encouraging rental of the building at the northwest corner of the Capitol/Oakland intersection should be explored. A more direct connection to the parking structure behind the building may help.
- Recruit companies that provide additional employment, and brings customers for area businesses.
- More restaurants clustered with current restaurants.
- Businesses should do a better job of cleaning up litter in front of storefronts.
- Increased police presence along the corridors.
- Mailboxes for car drop-off could ease congestion in the Post Office area.

Land Use Strategy

The Central District Master Plan Update builds on the goals of the 2006 Central District Master Plan and envisions a comprehensive, coordinated, and balanced redevelopment of the District that will create significant retail, office, residential, and open space opportunities for the Village of Shorewood.

The Master Plan Update reinforces the vision for how Shorewood’s Central District can grow and change in the future. It continues the direction for new residential choices, commercial, and mixed-use opportunities as well as enhanced wayfinding and signage, parking, and open space.

The goals of the Master Plan are to build upon the District’s assets, implement a consistent land-use and development strategy, and retain the eclectic, mixed-use, historic character of Shorewood. The Plan provides a land-use strategy that concentrates dining and shopping opportunities on pedestrian-oriented commercial blocks and increases residential density to add to the vitality of the District.

Capitol West

Enhance the western gateway with additional housing and mixed-use development.

Capitol East

Reinforce the civic/retail uses and encourage mixed-use development.

Oakland North

Reinforce the retail/restaurant node at the north end and continue mixed-use development throughout the northern section. Integrate parking and open space amenities.

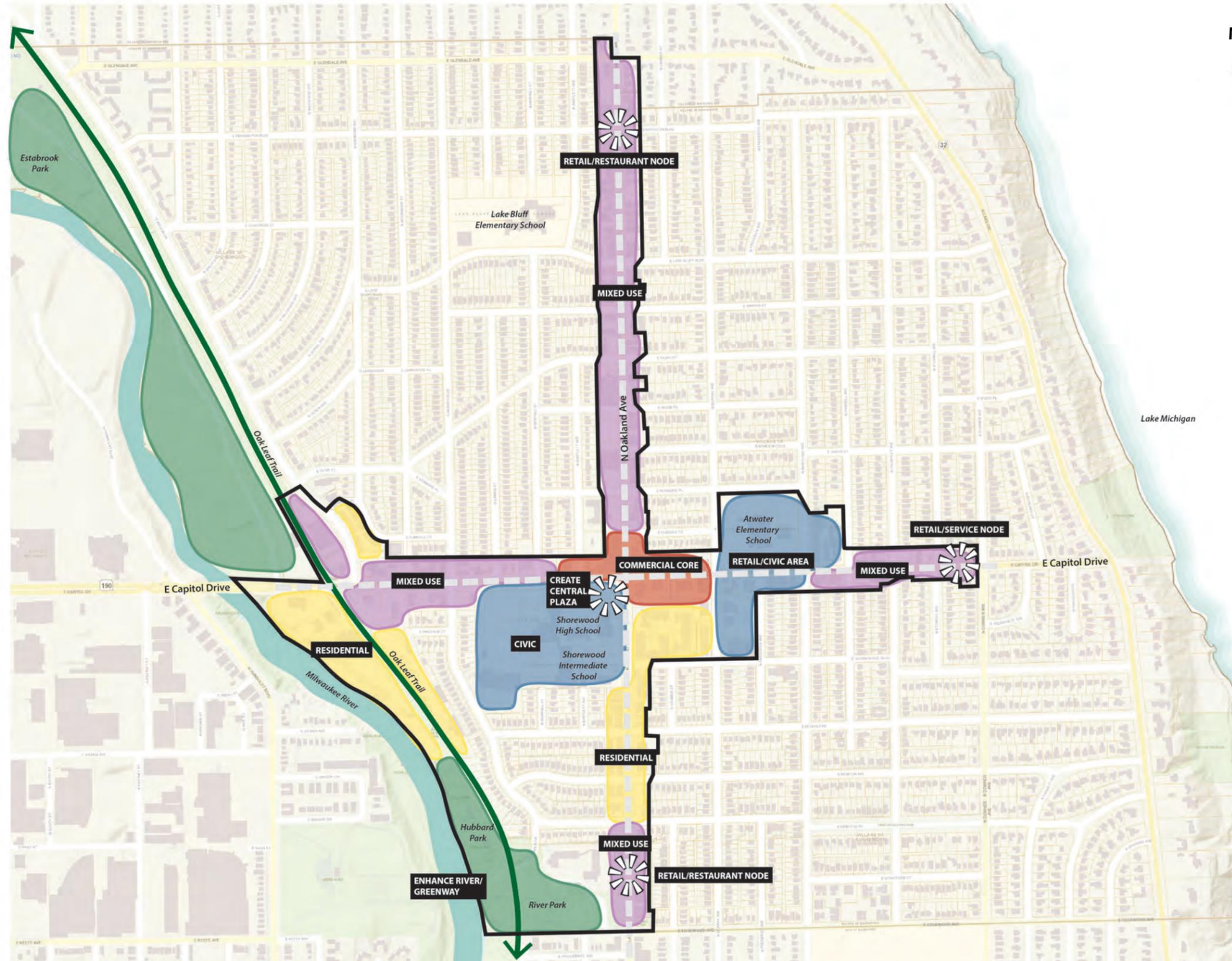
Oakland South

Provide new housing options, reinforce the retail/restaurant node at the south end, and integrate mixed-used development throughout. Integrate open space amenities and features to emphasize the gateway into the Village from the south.

See Map 4.1 for an illustration of the Land Use Strategy for this Plan.

Map 4.1: Land Use Strategy

Shorewood Central District
Master Plan Update 2014



Legend

- Residential
- Commercial
- Mixed Use
- Civic
- Park/Open Space
- ✪ Node



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Redevelopment Opportunities

The following sites were chosen by the project steering committee as priority redevelopment sites based on existing land use or site conditions, proximity to other redevelopment sites, location at a key intersection, corridor, or gateway, perceived economic feasibility, and input received at Public Meeting #1. Potential redevelopment configurations were developed for each site.

Site layouts are conceptual and are meant to illustrate what may fit on the site and guide future development evaluation. They do not represent final projects, but rather a starting point for discussions.

Actual development of each site will depend on existence of a qualified developer and/or business, the decision of the property owner to make the site available for (re)development, economic feasibility of the project, and willingness of the Village to provide any needed development incentive.

All conceptual plans for the identified opportunity sites meet current zoning.

When residential use is included as part of the development, a balance of one and two bedroom units are indicated. One bedroom units are approximately 800 square feet and two bedroom units are approximately 1,100 square feet.

The concepts were presented for public review and comment at a public open house on May 21, 2014, feedback is reflected as part of each site description. Map 4.2 shows the location of the ten targeted redevelopment sites. Detailed descriptions of each site are provided later in this section.

Each project will require further discussion and evaluation of density, building height, and parking, balanced with market demand and Village funding assistance. Identified opportunity sites are expected to be added and deleted as conditions change or developers

and/or property owners express interest. The Village will maintain a prioritized list of opportunity sites and make it available on a current basis to prospective developers and businesses. All projects will need to either comply with Village zoning and construction/safety regulations or obtain necessary variances from the Village.



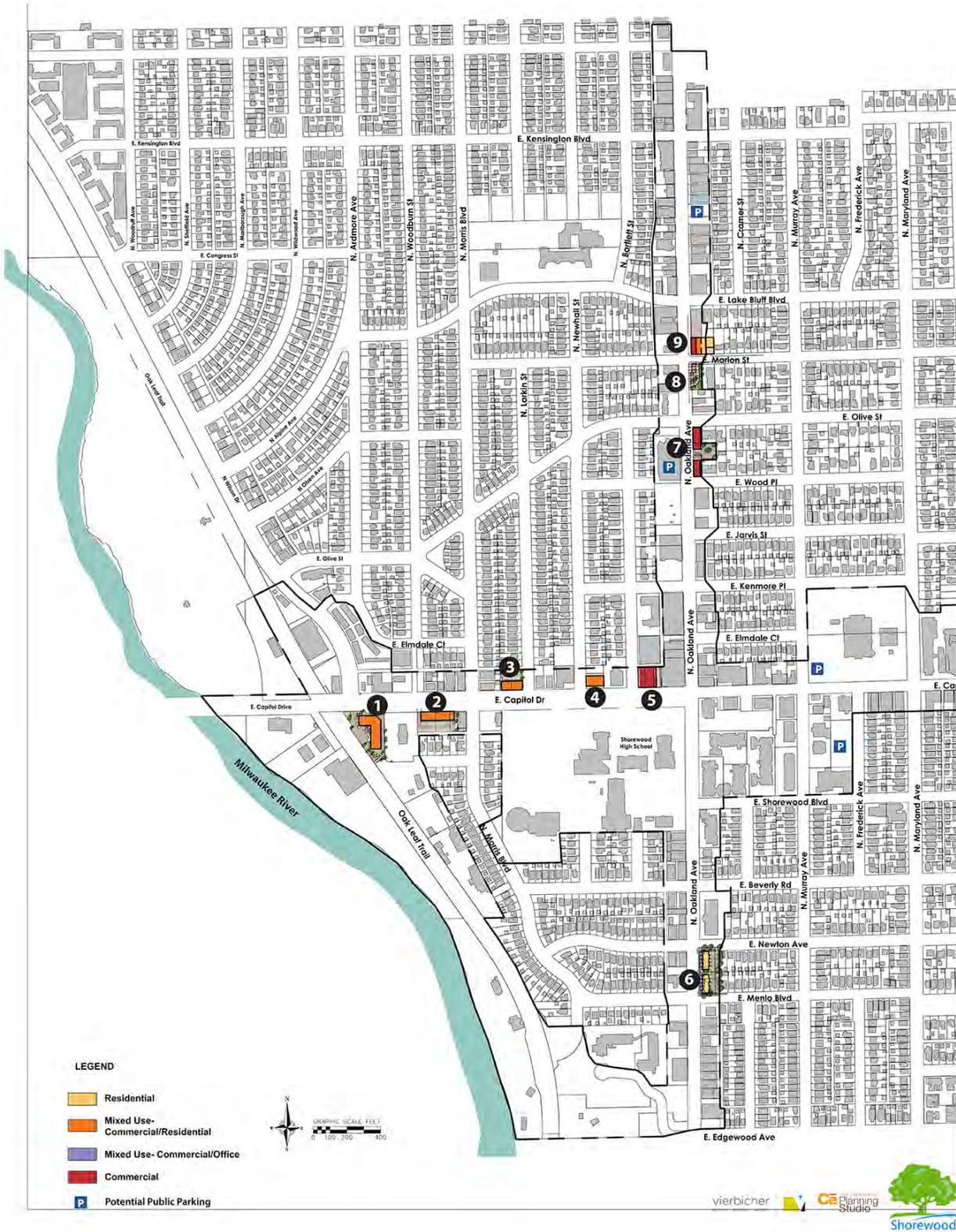
Open house attendees used post-it notes to comment on proposed plans.

Any project needing a financial incentive will go through extensive Village vetting as to alignment with Village goals, and sufficiency of Village economic return from the project before gaining Village approval.

Site 1: 1300 E. Capitol Drive (Baker's Square)

This area is located on the periphery of the commercial core. The north side of Capitol Drive includes a gas station, office building, and an auto repair garage. The auto repair garage site provides an opportunity for redevelopment into a use that is better suited for one of the Village's highly visible commercial corridors. The south side of Capitol Drive includes the Baker's Square and Culver's restaurants.

Map 4.2: Redevelopment Opportunities



Map 4.3: Redevelopment Site 1 - 1300 E Capitol Dr



The current Baker's Square building on Site 1.



Workshop attendees felt strongly about enhancing the connection to the site from the Oak Leaf Trail, visible in the lower center of the photo above.

The Baker's Square site provides an opportunity for redevelopment to create better use of the site, create a gateway into the commercial section of the area, and strengthen the connection to the Oak Leaf Trail. New uses on these sites should include uses that serve the local community while taking advantage of the high traffic volumes along Capitol Drive. Sufficient parking should be provided with redevelopment.

Site 1 Features

- Commercial/Residential mixed-use development
- 1,500 square feet of commercial space along Capitol Drive
- Public plaza associated with ground floor retail
- 3 stories of residential
- Approximately 40 residential units, mix of one and two bedroom units
- Underground parking and surface parking for visitors (45 underground stalls and 22 surface stalls)
- Enhance access to the Oak Leaf Trail with a connection to Capitol Drive

Open House Input

Comments were positive and supportive for

this proposal with an emphasis on enhancing the Oak Leaf Trail connection. Views of and access to the trail should be emphasized for the residential units.

Site 2: 1409 - 1425 E. Capitol Drive

The low density buildings and large surface parking lots that currently sit on these three parcels do not represent the highest and best use of the area. A single new mixed-use building along Capitol Drive, with parking south of the building, will bring new housing choices and an opportunity for a large commercial tenant or several smaller tenants. A pedestrian walk-way connects the Morris Apartments and the new development to the parking lot.

Site 2 Features

- Mixed-use development, 4 stories total
- 10,000 square feet of commercial space on the ground floor
- 27 residential units (14 one bedroom, 13 two bedroom) on 3 stories above ground floor commercial
- 43 surface parking spaces
- Pedestrian plaza linkage between Capitol and the rear parking

When evaluating density, building height, and market feasibility the development height and character should respect the context of the neighborhood to the south, which is made up of small single-family homes.

Open House Input

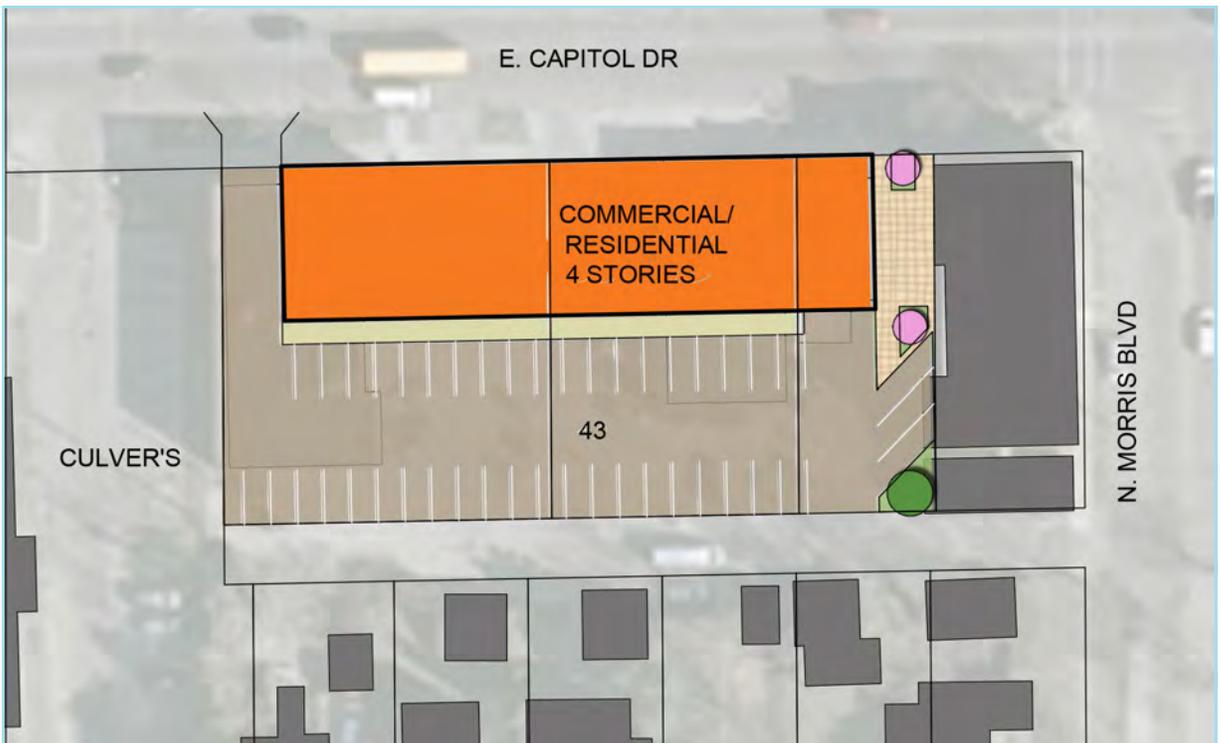
Comments were positive and supportive of increasing density on this site. Additional open space was desired, the pedestrian plaza is the main open space feature for this development.



Site 2 existing condition. The building at the far left is proposed to remain.



Map 4.4: Redevelopment Site 2 - 1409-1425 E Capitol Dr



Site 3: 1518-1530 E. Capitol Drive

The parcels on the north side of this block along E. Capitol Drive currently contain a three-story apartment building, a small strip office building and the Wells Fargo drive-through bank. Two of these sites have very small-scale structures and do not meet the highest and best use potential for prime commercial properties along a major traffic arterial. Senior housing was raised as a desirable use by the public and stakeholders. This site can accommodate a multi-story residential building within walking distance to commercial uses on Capitol Drive and Oakland Avenue. Two concepts were developed to illustrate varying density and building height. The first is two stories with surface parking, the second is three stories with underground parking.

Site 3a Features

- 2 stories total
- 6,700 square feet commercial space on the ground floor
- Potential community space at the ground floor
- Residential on the second floor - 6 units (3 one bedroom, 3 two bedroom)
- 21 surface parking spaces



Village staff heard feedback from local residents at the Public Open House.



Site 3 existing conditions: apartments, strip office center, and bank with drive-through.

Site 3b Features

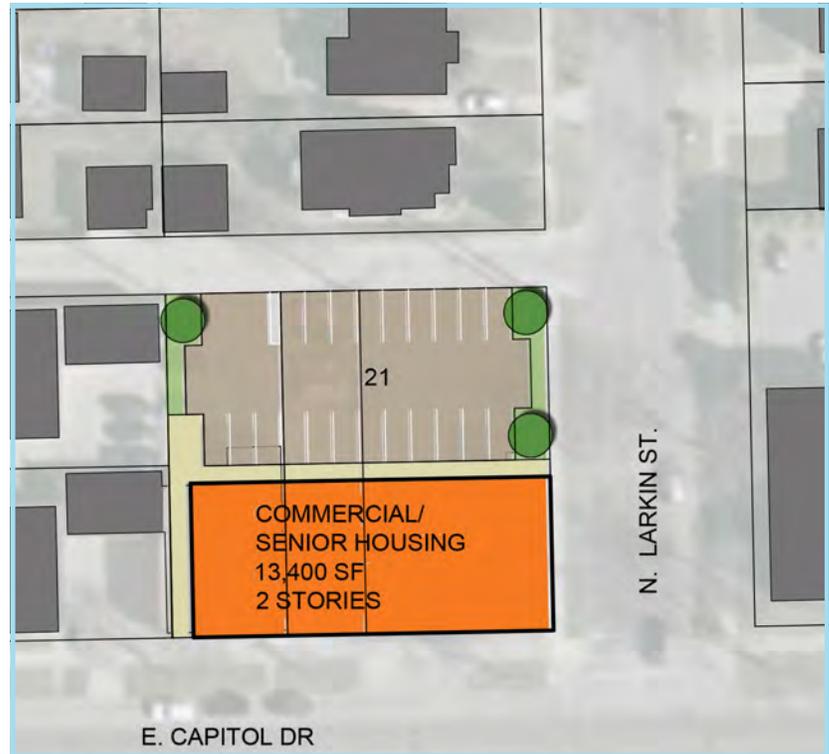
- 3 stories total
- 10,600 square feet commercial on ground floor
- Potential community space on the ground floor
- 2 stories of Senior Housing above ground floor commercial, 19 units (9 one bedroom, 10 two bedroom)
- 10 surface parking spaces, 25 underground parking spaces

When evaluating density, building height, and market feasibility the development height and character should respect the context of the neighborhood to the north, which is made up of small single-family homes.

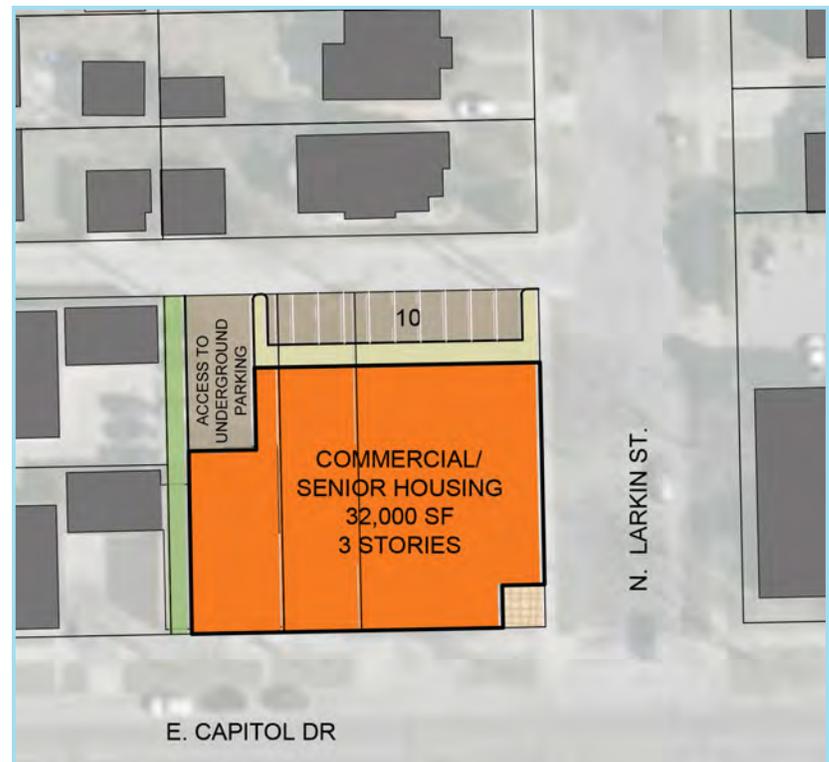
Open House Input

There is support for senior housing in the Village that is located within a few blocks of commercial uses. Concern was expressed about the traffic on Capitol Drive and proximity to a busy arterial.

Map 4.5: Redevelopment Site 3a - 1518-1530 E Capitol Dr



Map 4.6: Redevelopment Site 3b - 1518-1530 E Capitol Dr



Site 4: 1604 E. Capitol Drive

Located across from Shorewood High School, this block contains several low density properties. This block contains the local post office building, a small retail postal facility that does not contain any mail processing functions. However, this civic use does generate reasonable amounts of traffic for the surrounding business district. Adjacent to the post office is a Citgo gas station that could be redeveloped into a higher value use that is more appropriate for the Village core area.

The gas station should be replaced with a mixed-use building that can provide additional housing choices, utilizing the existing parking lot. The Post Office should be renovated as a commercial use that serves as a unique identity within the district. Public parking is accommodated in the public parking structure to the east.

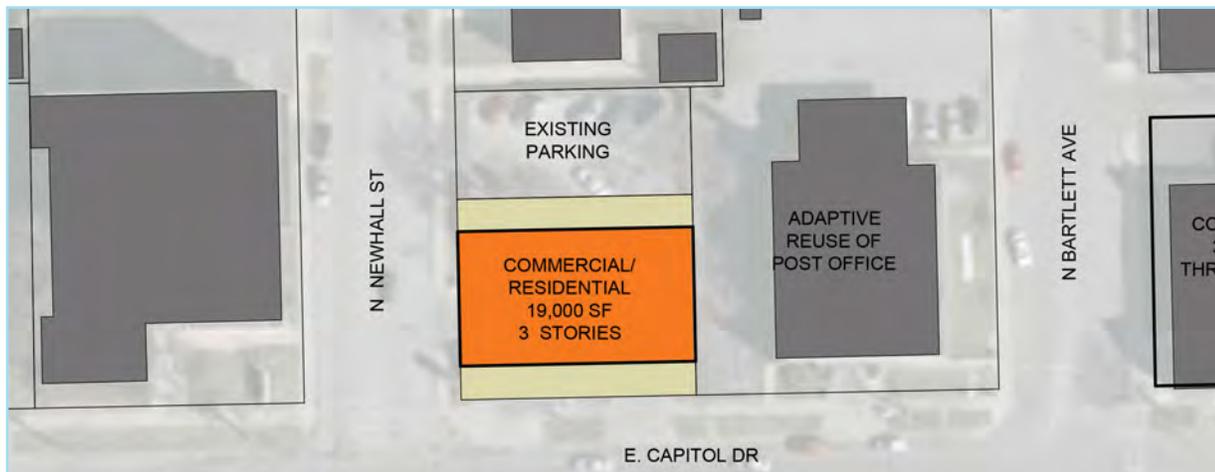
Site 4 Features

- Mixed-use development, 3 stories total
- 6,300 square feet commercial on the ground floor
- 12,600 square feet residential, 10 units (mix of one and two bedroom units)
- Utilize existing parking
- Adaptive reuse of the Post Office

Open House Input

The public expressed strong support for the reuse of the Post Office building and adjacent mixed-use building. There is a desire to keep the post office retail use within the district.

Map 4.7: Redevelopment Site 4 - 1604 E Capitol Dr



Site 4 existing conditions: Citgo gas station and Post Office.

Site 5: 1700 E. Capitol Drive

Located at the intersection of Capitol and Oakland, the north side of Capitol represents a mix of office and residential uses. The eastern end of this block includes a mixed-use building with retail on the ground floor and apartment units on the upper floors, while the west end contains three brick office buildings. The brick buildings are small in scale and do not contribute to the overall desired development patterns for this block, or this section of the district overall. Therefore, the site provides an opportunity to be redeveloped as a use that is more appropriately scaled and better utilizes the available space and location. Located within the commercial core, it is important that any future redevelopment maintain a strong street frontage while incorporating a

comfortable and pedestrian-friendly ground floor façade. A pedestrian connection to the public parking structure to the north can serve the new structures and provide parking for the existing building at the corner of Oakland and Capitol.

Site 5 Features

- 3 stories total
- 39,000 square feet commercial
- Pedestrian passage connects Capitol Drive to the public parking structure

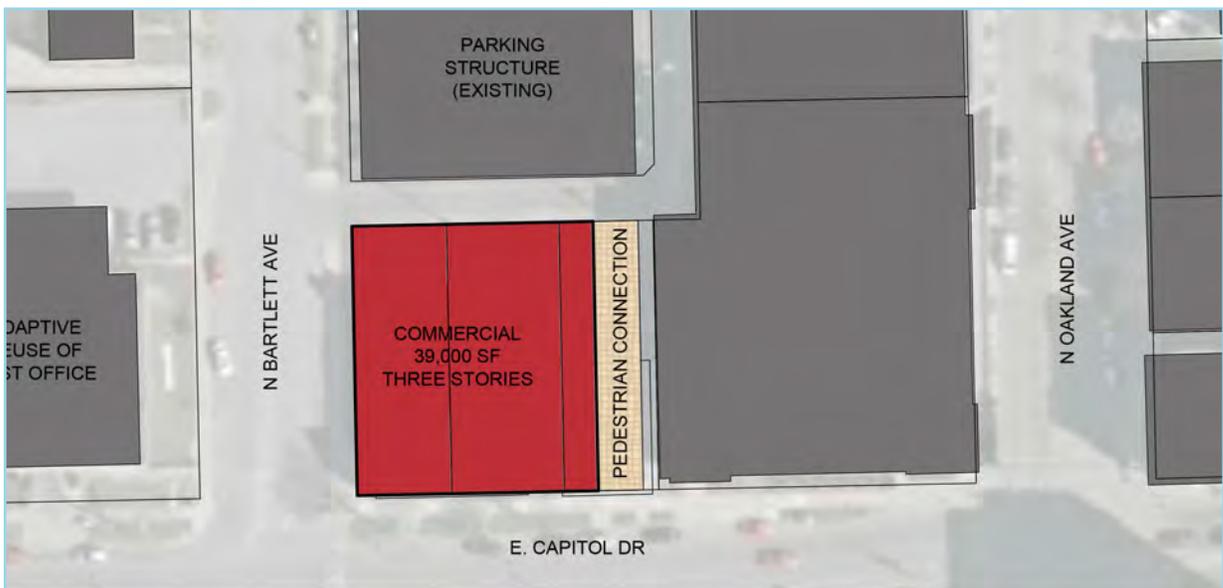
Open House Input

Strong support was expressed for the proposed new buildings and uses and the pedestrian connection to the parking.



Site 5 existing condition: office/retail buildings and a mixed use office/residential building.

Map 4.8: Redevelopment Site 5 - 1700 E Capitol Dr



Site 6: 3600 Block N. Oakland Avenue

Structures on this site are characterized by low-density development that is set back from the street. This block should be considered for redevelopment in order to increase the overall density within this area of the district, create a stronger street wall that better defines the corridor, and provide additional housing choices. Located near the southern limits of the Village, this area is appropriate for higher-density residential development that serves as a transition into the commercial core to the north.

Two concepts were developed, one for townhomes with individual entrances and attached garages, the second is an apartment building with underground parking. The lower density of option 8a may not be economically feasible at this time, therefore option 8b includes significantly more units.



Existing condition of site 6: generally low density uses set back from the street. Above: View from E. Newton Ave and Oakland Ave Intersection. Below: View from E. Menlo Blvd and Oakland Ave Intersection.



The proposed concepts assume no major site remediation is needed.

Site 6a Features

- 2 stories total
- 10 two bedroom townhome units, at 1,320 square feet each, with individual front entrances.
- 2 car garage attached to each unit
- central green space divides the buildings

Site 6b Features

- 2 stories
- 29 apartments (15 one bedroom, 14 two bedroom)
- 40 underground parking stalls, 8 surface spaces

Given the surrounding context, the apartment building option could be increased to three or four stories.

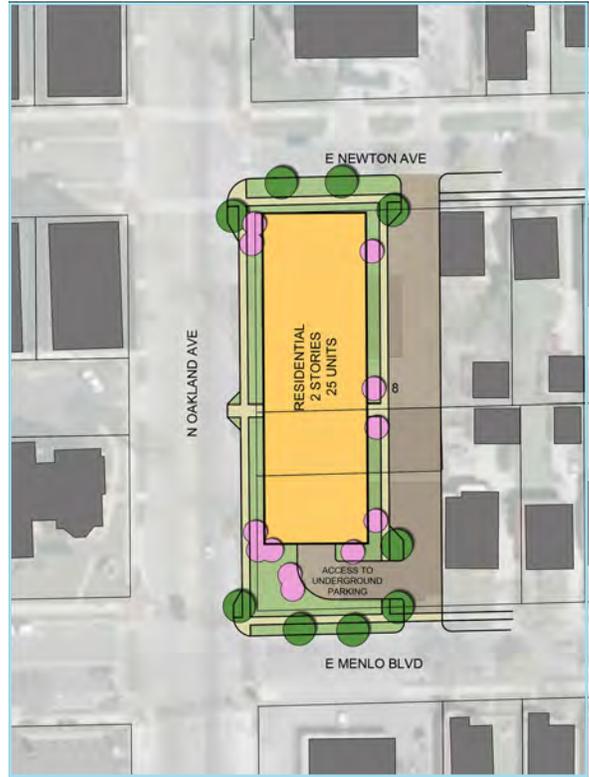
Open House Input

Housing for this site received strong support from the public. Townhomes were preferred by the majority, a few attendees suggested the building could be three stories given the context. Landscaping and sufficient parking were mentioned as critical for the development and character of the site.

Map 4.9: Redevelopment Site 6a - 3600 Block N. Oakland Ave



Map 4.10: Redevelopment Site 6b - 3600 Block N. Oakland Ave



Above: Public comments from the Public Open House in May 2014.

Map 4.11: Redevelopment Site 7- 4100 Block N. Oakland Avenue



Site 7: 4100 Block N. Oakland Avenue

While the land on the western side of Oakland is home to a new proposed grocery store, the land on the eastern side of the street includes a variety of small retail buildings. The redevelopment concept for this area incorporates existing properties into a larger, more efficient development that creates a more cohesive street façade in this location. Two story buildings are shown to balance the proposed density with parking demand.

Site 7 Features

- Two 2 story commercial buildings, combined 19,500 square feet
- Outdoor plaza space connected to each building
- Rear surface parking lot, 19 stalls

The narrow lot depth of this parcel provides a challenging for building depth and does not allow for underground parking. As redevelopment scenarios are discussed, alternative parking requirements will need to be discussed.



Above and below photos: The existing development of the 4100 block is characterized by small scale single use structures and surface parking fronting the street.





A birdseye view of Site 7 shows the strip-mall type development oriented perpendicular to the street, the parking lot fronting the street, and the adjacent apartment buildings. Image: maps.bing.com

The Village may wish to assist existing property owners in making site and facade improvements, such as better screening/separation of parking from the sidewalk, if the property is not redeveloped in the near future.

Open House Input

General support was expressed for the proposed configuration, especially with regard to having two buildings and not one large building.

Site 8: 4230 N. Oakland Avenue (UPS)

A plaza is recommended for this site, due to the site's shallow block depth and limited square footage. The plaza could provide a public gathering place and create space for small events amidst the variety of ongoing redevelopment projects along the Oakland Avenue corridor. A variety of plantings, benches, and streetscape elements will define this area of Oakland. The UPS store should be incorporated into another space within the district.

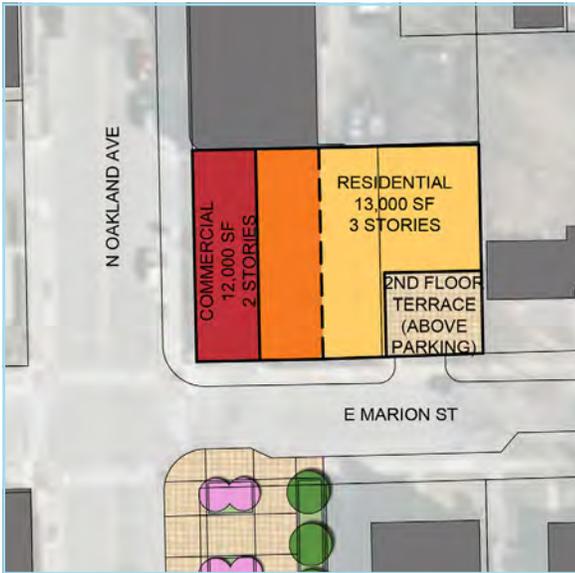
Open House Input

There was strong support for the public space and open feeling it will provide in the midst of the Oakland Avenue corridor. There was also strong support for keeping the UPS Store as a business in the Village.

Map 4.12: Redevelopment Site 8 - 4230 N Oakland Ave



Map 4.13: Redevelopment Site 9 - 4300 N Oakland Avenue



Site 9: 4300 N. Oakland Avenue (Dry Cleaners)

Located near the northern end of the commercial corridor, the west side of this block houses an Einstein Bagels and a large apartment building to the north. Parcels on the eastern side of Oakland include the Queensway Cleaner and a small-scale shopping center that fits in well with Shorewood’s character. However, the Queensway property is underutilized and the building is set back from the street, which detracts from the street wall and the experience of pedestrians and travelers through this area. The proposed mixed-use development better utilizes the site and promotes a strong street presence.

Site 9 Features

- 2 story commercial along Oakland and 3 stories of residential to the east
- 12,000 square feet commercial
- 11 residential units (mix of one and two bedroom units), 13,200 square feet total
- Private outdoor plaza over the parking entrance
- 18 covered or underground parking stalls

Open House Input

There was general support for increased density and that the proposed development would fit in with the character of the existing buildings to the north. Attendees emphasized that sufficient parking should be provided as part of the development.



Existing condition of site 8 (right) and 9 (left).

Additional Community & Land Use Enhancement Opportunities

While the Village has experienced a number of successes since the adoption of the Central District Master Plan in 2006, there remain opportunities for further redevelopment and land use enhancements. These underutilized areas are discussed in further detail below.

Capitol West

1100 Capitol Drive

The 3.2-acre site of the former River Brook Restaurant has been approved for redevelopment as a new assisted living and memory care community. The development will be built on the front two parcels of the River District near the western entrance to the Village. The facility proposes adding 56 assisted living units and 36 memory care units to the Village and also incorporates 56 underground parking spaces, 13 surface parking spaces and a public walking path along the top of the bluff.

As a Residential Care Apartment Complex (RCAC) and Community-Based Residential Facility (CBRF), the proposed development would provide personal and limited nursing services to its residents. Communities across the nation are experiencing an aging of their population - it will be important for the Village to continue to incorporate alternative forms of residential housing into the Village to adequately serve the local senior population.

1550-1560 E. Capitol Drive

Across from Shorewood High School, the north side of this block contains two low-density apartment buildings and the Catholic Family Building (Northwoods Software), with two floors occupied and two floors vacant. The building is dated and underutilized and provides an opportunity for either enhancement or redevelopment.

Capitol East

2400 Block E. Capitol Drive

East of Oakland Avenue, the street section narrows and the building character transitions to a varied scale of mixed-use buildings and more residential uses. Structures include both tall multi-family buildings and single family houses. The 2400 block of E. Capitol Drive provides an opportunity for a mixed used building on the north side of the street. Currently a small commercial structure with surface parking on either side, a mixed-use building with ground floor commercial and upper floor offices or residential could improve the character and enhance services for neighborhood residents.

Oakland North

4200-4231 N. Oakland Avenue

There are opportunities for investment on both sides of N. Oakland Avenue in this location. On the west side, the existing TCF Bank site is underutilized and could be redeveloped in a manner that better utilizes the space while creating an environment with character more consistent of that in the rest of the Village.

4067 – 4093 Block of N. Oakland Avenue

The land on the western side of Oakland in this location is the former site of the Pick’N Save grocery store and the Walgreen’s, both of which are being relocated to new structures within the commercial corridor. Therefore, this block will be a substantial development that includes a commercial use and new housing units to support the District businesses.

Oakland Central

3900 Block of N. Oakland Avenue

Located on the southeastern corner of the intersection of Capitol and Oakland, this block includes commercial buildings with large expanses of rear surface parking lots. While the North Shore Bank building has recently undergone façade renovations, including a public plaza at street level, the large amount of surface parking could be used more effectively. Redevelopment opportunities should be considered that create a master-planned, high-density development that better utilizes the space available and enhances the character of the neighborhood.

3800 Block of N. Oakland Avenue

The east side of this block contains three bungalows that, although quaint, are an incompatible use for a predominantly commercial corridor. The buildings could be reused as commercial retail or commercial office when the current owners are ready to move.

3500 Block of N. Oakland Avenue

This portion of the Village has experienced improvements as part of the implementation of the 2006 Master Plan. Harley's, a men's clothing store, located in the ground floor of the building on the west side of Oakland Avenue, has enhanced the façade by utilizing the Village's new façade improvement program. This use has created additional activity on the street. There may be additional opportunities to better utilize the first floors of the buildings in this block to promote additional street activity within this area.

Facade Improvements

Buildings recommended to utilize the façade improvement program included:

- 3610 N. Oakland Avenue
- 4465 N. Oakland Avenue

- Buildings between Culver's and N. Morris Blvd
- Kivley/Remax building 1200 Capitol Drive
- 4447 N. Oakland Avenue, office building
- 4488 N. Oakland Avenue, Village Pub

Incorporating Greenspace

There was a common consensus amongst stakeholders that green space should be incorporated, where appropriate, throughout the planning area. While participants recognized the need to balance the objectives of incorporating green space with further developing the local tax base, the overall feeling was that redevelopment should be encouraged to include natural features that promote the character of the Village. Examples of this might include landscaped parking lots with trees, small plazas, outdoor dining areas, stormwater management strategies, or planters or pots when there is not enough space for a plaza.

Wilson Drive

The Central Master Plan specifically excludes the Wilson Drive Corridor as a priority redevelopment site.

In 2008 discussions started on how to improve Wilson Drive, anticipating necessary street reconstruction of the wide corridor in the future. After extensive public meetings, discussion on improvement of this corridor were discontinued due to the immediate attention needed to address the 2010 floods. Planning for the corridor was originally identified as a potential redevelopment site.

In the 2014 Central Master Plan update, the initial opportunity for this corridor included narrowing the road, increasing park space, and creating connections to the park with the surrounding neighborhood.

Input from the public was mixed on this concept. While there was support for narrowing the street, many residents did not wish to see housing on the west side of N. Wilson. There was general support for improving visibility and connections to the Oak Leaf Trail.

It is recommended that the Village Board create a task force of neighbors, residents and representative of the Parks Commission, Community Development Authority, Plan Commission, Pedestrian and Bike Safety Committee, Conservation Committee, and County Parks be established to provide a comprehensive study of the corridor and make recommendations to the Board on its final design and use. As part of the charge of the task force, a traffic and road design study should be initiated, to determine the optimum design of the road. The Village of Shorewood Financial Plan has Wilson Drive scheduled for a 2018 reconstruction. The recommended task force should have its recommendations prior to the spring of 2017.

Oakland Avenue High School Frontage

The Central District Master Plan specifically excludes the Oakland Avenue High School Frontage and parking lot as a priority redevelopment site.

This site was discussed during the Central District Plan update because Shorewood High School was evaluating the potential to provide opportunities for students to remain on campus during school hours. Currently a large surface parking lot, east of the school complex, this site offers space for potential uses that would serve students during non-class time activity. Discussions originating from the school district conjectured a mixed-use building, underground parking with a green roof that serves as an open courtyard, and enhanced landscaping for the Community Center. The underground parking structure would serve both the high school and

Community Center.

Following public input and further discussions with the school district, the recommendation is that the School District review any potential alternative uses for this site as part of their long term facility plan, and not be a redevelopment site in the Central District Master Plan.

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SECTION V: STRATEGIC RECOMMENDATIONS

SECTION 5: STRATEGIC RECOMMENDATIONS

The strategic recommendations identified in Table 5.1 are recommended by the Village planning consultants to build upon local market strengths, address areas of real or perceived weakness within the planning area, and introduce strategies that other communities have found useful. Recommendations are provided within multiple categories of activities to provide a holistic approach to community enhancement within the Village's commercial areas. This chapter groups recommended strategies into five major categories based on the primary focus of individual strategies. These categories are:

- A. Organization, Funding & Partner Coordination
- B. Business Retention / Outreach / Attraction
- C. Developer Recruitment & Redevelopment Implementation
- D. Public Realm Improvements
- E. Marketing

Each strategy in the chart lists a party responsible for implementation, a cost estimate, potential funding source, and discussion of the strategy.

After approval of the Master Plan Update, listed strategies will be examined by Village staff, the CDA, and others to refine and prioritize. Strategies will be added as necessary to address other recommendations in the Plan. A specific Action Plan will be developed for strategies deemed most important.

Strategies which require further discussion and illustration of examples are called out in further detail on the following pages.



Strategy #1: Promote sustainable transportation via car or bike share services. Image: en.wikipedia.org



Strategy #3: Organize a local farmer's market. Image: commons.wikimedia.org



Strategy #8: Repurpose existing Post Office building. Image: maps.google.com

Table 5.1: Village of Shorewood Master Plan Update Implementation Matrix

Category	#	Strategy	Implementation Responsibility	Ballpark Potential Cost	Potential Funding Source(s)	Discussion
Organization, Funding, Partner Coordination	1	Work with Carshare and Milwaukee BikeShare to site cars/bikes at optimal locations	Village	\$500,000 for bikeshare	Transportation Alternatives Program (TAP)	Milwaukee BikeShare is starting up in Downtown Milwaukee in 2014. The downtown system is anticipated to ultimately have 35-40 bikeshare stations. Shorewood, in cooperation with other first-ring suburbs, has applied for a federal grant to implement stations in the Village as part of an extension of the initial system in and around Downtown Milwaukee. Should funding be received, the Village and BID should coordinate on siting bikeshare stations to maximize the benefits to both businesses and residents in and around the planning area.
	2	Increase coordination between BID and Village	Village & BID	Nominal	--	Additional opportunities exist to coordinate data gathering and events between the Village and BID. For example, the Village and BID currently maintain separate lists of businesses - a single database could be compiled for business district information in order to monitor business mix, map businesses, use for business retention, and market available space. Further cross-promotion, coordination, and collaboration of community/BID events could enhance the impact of events that are currently independently planned. The BID, school district, and Village could coordinate on creating programming for municipal spaces (see other organization ideas for potential programming).
	3	Organize Farmer's Market	Village, Health Dept., BID	\$5,000-\$10,000	Fundraising	While there are currently 60 farmers' markets in the greater Milwaukee Metro area, there are none in the Village (the closest markets are a Saturday market in Whitefish Bay at Berkeley Boulevard & Silver Spring Drive and the Sunday Riverwest Gardeners Market at 821 E. Locust St. in Milwaukee). A Farmers' Market represents an excellent way to draw people to Shorewood's business corridors who may not otherwise visit, and can serve to build interaction and community spirit. The BID and Village should explore the potential of working with the School District to use school grounds on weekends for a farmers' market. A smaller weekday market could be programmed for a new plaza on N. Oakland Ave. (see strategy #25 later in this chart).
	4	Undertake additional annual special events	Village & BID	Depends on events chosen	Depends on events chosen	The BID currently has several excellent events, but additional events hold the potential to draw even more publicity and customers to the BID. Expanding on the "Small Plate Week" idea to a Restaurant Week (potentially at a different time of year) featuring fixed-price entrees at participating restaurants can be a way for people to further explore establishments. Food events in general often prove to be popular - a small themed festival that pulls in chefs for themed dish pairings ("Burgers and Brew") could be undertaken. Or, a larger "Taste of Shorewood" event could be pursued; some communities even close a major street to set up tables for outdoor dining for an evening. A summer sidewalk sale could pull in customers to BID retailers.
	5	Weekly featured BID stores with special events	Village & BID	Nominal	--	Special events at featured businesses can be a way to encourage people to come to BID area and show support for local businesses. Events might include classes, guest speakers, book signings, restaurant specials, etc. A calendar of such events should be maintained on the BID website.

Category	#	Strategy	Implementation Responsibility	Ballpark Potential Cost	Potential Funding Source(s)	Discussion
Organization, Funding, Partner Coordination	6	Consider implementation of parkland dedication fees and/or parkland improvement fees	Village	\$7,500-\$20,000, depending on study detail.	General fund	The Village has seen a substantial amount of new multi-family residential units completed over the past five or so years, and interest in further multifamily redevelopment is expected to continue. Additional residential units place additional demands on existing parkland and parkland improvements. The Village should consider a park fee feasibility study and adoption of a parkland improvement fee or fee in lieu of parkland dedication to pay for parkland improvements or investments in new parks/plazas (note that some funding sources in this chart list park fees as a potential source).
	7	Organize grassroots business startup fund similar to "Fund Milwaukee"	Community	Nominal	Local Investors	"Fund Milwaukee" is a group of investors who have banded together to support local businesses through connecting small investors with entrepreneurs. Fund Milwaukee has invested in various food-related businesses, a bike shop, and other projects. Initiating a similar local investment club for Shorewood could create opportunities for entrepreneurs to locate in Shorewood. Discussions could be held with Fund Milwaukee participants to gather implementation expertise.
Business Retention / Outreach / Attraction	8	Work with Post Office to relocate elsewhere in the Village to open up existing facility to adaptive reuse	Village, CDA	Nominal, if Post Office wishes to relocate.	--	The historic post office building once included mail processing, but is now somewhat underutilized. The Village wants to keep a post office branch, but relocation of the post office to a smaller location may serve both the post office and the Village best in the long term. The current post office building could be converted into a retail or restaurant use to draw further customers to the area.
	9	Ramp up publicity on the CDA's/BID's successful Façade Improvement Program & Business Incentive Fund	BID	Depends upon number of applicants.	TID No. 1	The TID No. 1 expenditure period expires in January of 2017. The BID should ramp up publicity for this successful program to ensure that benefits have been maximized prior to closure of the TID. An email or direct mailing to property owners and/or in-person delivery of materials to businesses would be effective in generating further interest. Materials should include testimonials from businesses/property owners who have participated, along with before and after photos. The Business Incentive Fund, which is also capitalized by TID No. 1, could be promoted at the same time, though publicity of that program should occur beyond the BID boundaries to also attract new businesses. Materials, including success story profiles, should be kept up to date on the BID website (both programs had broken links to application materials).
	10	Establish food cart vending areas	Village, BID, School District	Nominal	--	Desire has been expressed to provide high school students with non-school lunch opportunities without leaving the general area. Instead of constructing a new building and attracting restaurants, the school district and Village could collaborate on establishing a food cart vending area on or adjacent to the high school campus (see point #27). Such an area would be an asset not only to students and teachers, but also to the surrounding area. A new plaza along N. Oakland Ave. (see point #24) could be designed to accommodate food carts as well. Allowing food carts essentially functions as creating restaurant incubators, as some carts can "graduate" to permanent space within the business district. This could start at twice a month, with a goal of once a week.

Category	#	Strategy	Implementation Responsibility	Ballpark Potential Cost	Potential Funding Source(s)	Discussion
Business Retention / Outreach / Attraction	11	Create a guidebook identifying steps, cost and timing associated with Village approvals for business startups, building renovation or redevelopment	Village & BID	Nominal	--	Starting a new business is a daunting process that can be simplified with guidance from the Village on municipal processes/requirements for startups. One-stop guidance could be formulated for redevelopment, renovations, signage, etc., that guides businesses through the municipal approvals needed for business startups.
	12	Consider establishment of a retail incubator	BID	Depends upon size of space and remodeling / retrofitting / construction needed.	TIF	A retail incubator program can provide a way to foster new retail concepts and create a healthy business mix throughout the Shorewood commercial corridors. A retail incubator program can be established in a specific space, or created in coordination with landlords who agree to participate in a program. While using older existing space is more typical, if new space is desired small storefronts could be integrated into the ground floor of a parking garage. A time limit on participation is typically established to make sure the program stays available to new startups. Successful incubators offer not only discounted space or subsidies, but also mentoring and assistance in management of merchandise, marketing, human resources, financial management, and customer service.
	13	Organize periodic "open house" events for vacant business spaces	BID, Property Owners, Real Estate Firms	Nominal	--	"Open houses" can attract attention to for-sale residential properties. Open houses for vacant commercial space can also be a way to generate interest for leasable properties. They can generate the greatest interest and benefit if they are coordinated throughout the business district so prospective tenants can visit multiple properties on the same trip.
	14	Add commercial flex space/"coworking" space	BID, Property Owners, Real Estate Firms	Dependent upon size of space (could be self-supporting)		Many business startups do not necessarily need commercial space throughout typical business hours. Flex space, or "coworking" space, can be a way for businesses to get started without having the immediate overhead of maintaining their own offices. Such spaces can offer the amenities of a regular office (copiers, internet access, desk, conference room, etc.) for businesses that would not otherwise be able to afford everything on their own. Such services can be offered on a month-to-month basis so new businesses can maintain the flexibility they need as they grow.
	15	Develop pilot program for adaptation of select apartments to live/work buildings	Village, BID	Depends upon building.	TIF (to assist in conversion of buildings)	There are a number of old apartment buildings within close proximity to the current commercial corridors along N. Oakland Ave. and E. Capitol Dr. The Village, in coordination with the BID, should explore the possibility of a pilot program to assist apartment building owners in designated areas with converting some apartment units to live-work units. Such a measure would allow for creative experimentation by new businesses that may not be able to afford stand-alone commercial space. This strategy may require zoning ordinance edits to accommodate live-work in certain zoning districts - the Village should pursue this strategy with an eye towards making conversion of units as easy as possible for initial participants.
	16	Work with landlords of vacant property to create pop-up business program or host special events	BID	Nominal	--	Working with landlords who have vacant space to allow for short-term leasing or "pop-up" businesses can generate a dynamic sensibility for a business district, while allowing retailers to "test drive" a space for a short period of time before committing to a lease. Even if long-term businesses aren't generated from the program, it will offer an opportunity to fill vacant spaces and generate activity for the commercial district.

Category	#	Strategy	Implementation Responsibility	Ballpark Potential Cost	Potential Funding Source(s)	Discussion
Developer Recruitment & Redevelopment Implementation	17	Work with property owners to market targeted redevelopment sites to developers	Village, BID, Property Owners, Realtors	Nominal	--	The concept plans are shown in Section IV of this document. The Village and BID should meet with each of the property owners to discuss redevelopment opportunities and near/mid-term plans for their properties. The Village and BID should work with property owners who are most amenable to redevelopment to market the properties to developers and/or determine what assistance (technical, financial, etc.) is needed to implement redevelopment in targeted areas. Special attention should be given to attracting businesses/ space that provides a complementary balance to existing retail/office space - planning process surveys identified a desire for class A office space, co-op office space, a hardware store, a boutique hotel, a bookstore, and a garden store, all of which are either currently in short supply or non-existent in the planning area.
	18	Require sufficient parking in conjunction with redevelopment projects	Village	\$15,000-\$40,000 per stall of structured parking	Developer; TIF	A theme throughout public feedback is that recent redevelopment projects have not included sufficient parking for commercial components, leading to a significant amount of overflow parking into neighborhoods. While redevelopment projects should not be subject to traditional suburban parking ratios, they should be required to provide sufficient parking so that the street parking situation in adjacent neighborhoods does not worsen beyond the current situation. While there were several comments from the public to expand public parking options by installing ramps, such options should only be explored if there is sufficient demand and political desire to begin charging for public parking (both on-street and off-street). Otherwise funding upkeep and long-term maintenance of parking structures will not be feasible.
	19	Use funds from future closure of TID No. 1 to support housing improvements in Village	Village	Final year of TID increment	TID No. 1	Under §66.1105(6)(g), the Village may, simply by passing a resolution, use the final year of increment from TID No. 1 to improve the housing stock throughout the Village. 75% of the funds must be used to "benefit affordable housing" (defined as housing that costs a household no more than 30% of its gross monthly income). The remainder may be used to improve the housing stock in general. The Village or CDA could use the funds to create a housing improvement program for the Village to assist in home upgrades. Criteria to target such a program would need to be discussed and established. For example, it was mentioned during the planning process that some existing duplex rentals are having a difficult time competing with the modern apartments that the Village has provided with TIF assistance. A program could target improvement of older rental stock to maintain an element of affordable rentals within the Village. The program could also be set up as a 0% interest loan, so that TIF funds could capitalize a permanent program.

Category	#	Strategy	Implementation Responsibility	Ballpark Potential Cost	Potential Funding Source(s)	Discussion
Public Realm Improvements	20	Improve bicycle connection from Edgewood Ave. through River Park to Oak Leaf Trail	Village - Parks	\$60,000-\$100,000	Parkland improvement fees	Pedestrian and bicycle traffic currently share a path through River Park. Given the popularity of the park and the importance of the park's connection to the Oak Leaf Trail, a separate bike path connection should be provided along the south side of the park, from the N. Oakland Ave./E. Edgewood Ave. intersection west to the Trail.
	21	Explore feasibility of bike boulevard connections from N. Oakland Ave. to N. Wilson Drive & a north-south connection along Murray Ave.	Village - Planning & Public Works	<\$10,000 for study; design & implementation cost depends on final study recommendations (barring infrastructure changes, most Bike Boulevards can be implemented with signage & street painting)	General fund	Strong public desire was expressed to increase bicycle connections from N. Oakland Ave. to N. Wilson Drive and Estabrook Parkway. The best method for achieving such a connection is through designation of a Bicycle Boulevard. The following streets were mentioned as potential candidates for conversion to Bike Boulevards: E. Olive St., E Lake Bluff Blvd./N. Alpine Ave, and E. Kensington Blvd. The pros and cons in terms of traffic impacts and safety concerns for each should be evaluated, and the best option(s) should be converted to Bike Boulevards. The Boulevard(s) should include strategies such as bike boxes to make it easier and safer to cross N. Oakland Ave. to encourage bicyclists east of Oakland to use the boulevards. The Village could undertake a feasibility study, or simply experiment with temporary conversion for a summer and make the conversion permanent if it is successful. A north-south boulevard along N. Murray Ave. should be considered as well, to give bicyclists an alternative to busy N. Oakland Ave., which does not have dedicated bike lanes.
	22	Add connections from N. Wilson Dr. to Oak Leaf Trail & install "parklets" by connections	Village - Parks	\$5,000-\$15,000/connection (depends upon grading/land clearance & parklet design)	Parkland improvement fees; residential development along N. Wilson Dr.	Connections from N. Wilson Dr. to the Oak Leaf Trail are limited - there is only one formal connection along a mile-long section of N. Wilson (though there are several additional informal beaten paths). To improve accessibility from N. Oakland Ave. through residential neighborhoods and to the Trail, additional connections should be provided. Connections should be coordinated with the installation of a bicycle boulevard, as discussed in strategy #21.
	23	Improve pedestrian safety and visibility along N. Oakland Dr.	Village - Planning & Public Works	\$25,000 - \$50,000/intersection	TID No. 1	While the pedestrian accommodations along N. Oakland Dr. are generally good, with textured or "continental" style crosswalks and "yield to pedestrian" signs, additional improvements could be made. For example, the only pedestrian bump out at a corner crossing is near the Pick-and-Save store (there is an additional mid-block crossing and additional bump-outs are proposed as part of the Pick-and-Save redevelopment). Further opportunities exist at additional corners for bump-outs without losing on-street parking. Due to fairly recent investments in streetscaping, this item is called out as a long-term item, but improvements could be pursued sooner, especially in conjunction with nearby redevelopment projects. If the Village wishes to use TID No. 1 funds, the improvements should take place prior to the end of the TID's expenditure period in January 2017. Such projects could include additional bicycle parking or space for sidewalk cafes on the bump out areas.

Category	#	Strategy	Implementation Responsibility	Ballpark Potential Cost	Potential Funding Source(s)	Discussion
Public Realm Improvements	24	Investigate acquisition of 4230 N. Oakland Ave. for a public plaza	Village	\$300,000-\$400,000 for property acquisition; \$150,000 for plaza construction	Parkland dedication fees, fundraising	Most redevelopment within the planning area is expected to be privately-driven. However, a recommendation for a small public plaza along N. Oakland emerged as part of the planning process. 4320 N. Oakland Ave. represents an excellent location in that it is close to planned redevelopment, yet does not represent a likely redevelopment target due to its small size and lot depth. The existing UPS store could be relocated elsewhere in the District, as it represents a popular business along the corridor. The proposed plaza could be designed to host food trucks, a small Farmers' Market, and small community events.
	25	Add playground at River Park	Village - Parks	\$60,000-\$75,000	Parkland improvement fees	Public comments during the planning process expressed a desire for more playgrounds as part of existing Village greenspaces.
	26	Improve bicycle parking along N. Oakland Ave.	Village - Public Works	\$250/rack installed (single post-and-ring)	TID No. 1	There are currently a few bike racks along N. Oakland Ave. Given the increasing density along the corridor with recently completed and newly proposed redevelopment projects, there will be an increasing desire for bicycle parking. Additional racks should be installed to fill in gaps in the existing provision of bike racks.
	27	Work with School District to install public plaza at SW corner of Capitol and Oakland	Village & School District	\$100,000 - \$300,000	Fundraising, School District	A desire to maintain school district grounds along E. Capitol Dr. and N. Oakland Ave. was expressed by the public throughout the planning process. However, an opportunity exists to make better use of the grounds by adding a plaza for student and public use. The plaza should be designed and constructed with an eye towards flexibility to accommodate future programming, such as (potentially) a farmers' market or food carts.
	28	Improve public transit accessibility	Village - Public Works	TBD	TID No. 1	Access to public transit can be improved by adding more bus shelters and exploring innovative transit technology, such as arrival clocks and links to transit apps.
Marketing	29	Develop and install a common signage system at public parking lots/ramps	Village - Public Works	\$125,000 - \$175,000 (assumes 4 kiosks)	TID No. 1, BID, General Fund	Public comments during the planning process stated that the current off-street public parking system is confusing due to a lack of common signage for all public parking lots. Patrons who want to park and walk become confused as to what lots are for public parking and what lots are for private businesses. The Village should develop and install signage for all public parking lots.
	30	Install & maintain wayfinding kiosks with business & parking information	BID & Village			A system of kiosks throughout the N. Oakland corridor should be installed to provide wayfinding to businesses and parking. Kiosks could integrate QR codes (barcode-like squares that are scannable by smartphones to link to webpages, coupons, etc) for businesses and/or screens for advertising community/ BID events or pictures of activities that have occurred. The BID should keep wayfinding maps up-to-date with yearly updates that maintain a current business list.

Category	#	Strategy	Implementation Responsibility	Ballpark Potential Cost	Potential Funding Source(s)	Discussion
Marketing	31	Coordinate BID-area ad buys in regional publications and advertise special events on billboards and varied media	BID	Depends on campaign	BID	Businesses can band together through the BID to make coordinated ad buys in regional media. Ad buys can promote the BID overall, as well as specific businesses within the BID. Additional buys can be made in association with special BID/community events.
	32	Coordinate urban living tours	BID, Property Owners, Realtors	Nominal	--	Tours of new and/or remodeled spaces in and around the commercial corridors could be coordinated to attract visitors and potential future residents. Pre-opening tours could also be given for new redevelopment projects to familiarize community members with the features of the development and build anticipation for new commercial and residential spaces.
	33	Develop a common system for vacant commercial space signage in the Village	BID, Property Owners, Realtors	\$5,000	BID	As with nearly every community, individual commercial spaces are advertised by a wide variety of landlords and Realtors. The BID should work with property owners and Realtors to develop a system to include signage for vacant spaces that directs people to a website that shows a complete listing of available commercial spaces in the Village so prospective tenants have a convenient "one-stop shop" when looking to locate in the Village. Such a system will also help the Village and BID market the commercial corridors to businesses that may not have had Shorewood on their radar in the first place.
	34	Continue to expand social media presence for Village commercial areas	BID	Nominal	--	Social media elements could be integrated into kiosks mentioned in strategy #30, such as a business district twitter feed, the ability of people to post photos from around the business district, or QR codes that link to business websites or special offers. Similarly, the BID could create a twitter feed on its webpage that shows tweets from the BID's feed and from businesses within the BID.

Strategy Descriptions

Strategy #4: Undertake Additional Annual Special Events

Physical improvements to business corridors mean little if they do not attract more customers, generate more business, or bring about more activity. The biggest part of a successful corridor is programming - making the place unique through social and cultural events that bring people together. Programming can be as simple as sidewalk cafes, or as complex as large-scale annual events.

The example to the right is from Delray Beach, Florida, where the downtown development authority partners with Delray Beach Magazine and 16 restaurants to serve a special four-course dinner on tables laid out down the middle of the community's main commercial street.

Strategy #9: Ramp up Publicity for the Facade Improvement Program

The Village and BID have had a successful program, assisting building owners with improvements. Because the TID expenditure period is drawing to a close, program publicity should be ramped up to make sure that all property owners and businesses that want to take advantage of the program have done so. Before and after photos of successful projects, testimonials from businesses/property owners who have participated, and in-person discussions regarding the program can all be important to maximizing the success of the program.



Strategy #4: Delray Beach, FL holds an annual "Savor the Avenue" event (photo from www.i-love-delray-beach.com/)



Strategy #9: Before (above) and after (below) photos for a building on the 2300 block of Capitol Avenue that participated in the facade improvement program.



Strategy #10: Establish Food Cart Vending Areas

Food carts create additional pedestrian activity and can serve as restaurant incubators - sometimes cart owners move on to a permanent location close to where their food cart operated. Carts can capture lunch trips from large daytime populations (such as the high school) or passers-by that would not otherwise have eaten out. While they can be controversial because existing restaurants sometimes feel carts present unfair competition, a well-run cart program can be a boon to a municipality without placing undue strain on bricks-and-mortar establishments. Many larger Wisconsin municipalities like Appleton, Wausau, Green Bay, Madison, and Milwaukee, have food cart ordinances.

Strategy #21: Bicycle Boulevards

There are no overall requirements for design elements that must be included for a street to be designated as a "bicycle boulevard." Measures that are undertaken when designating a bike boulevard generally fulfill the following goals:

- Maintain or reduce low motor vehicle volumes;
- Maintain or reduce low motor vehicle speeds;



Strategy #10: Food cart vending areas could be established to create activity on Village and/or school district property.

- Create a logical, direct, and continuous route;
- Create access to desired destinations;
- Create comfortable and safe intersection crossings;
- Reduce cyclist delay.

Ideally, all of the above criteria should be accomplished when creating a bicycle boulevard. However, because bike boulevards are almost always a retrofit, it is sometimes not possible to address all six points.



Strategy #21: A bicycle box, looking back from a crosswalk. Cars stop at the stop bar prior to the green pavement (from Bing).

Signage is frequently paired with pavement markings on bike boulevards. Pavement markings can include “sharrows,” green bike boxes at intersections, and/or an icon of a bicycle with “BLVD” text. Further information is available in a bike boulevard design book produced by Portland State University and posted at: <http://www.pdx.edu/ibpi/bicycle-boulevard-planning-design-guidebook>

Strategy #23: Improve Pedestrian Safety Along N. Oakland Ave.

Comments received during public input sessions indicated that some pedestrians feel uncomfortable on N. Oakland Avenue. While the pedestrian environment along the avenue is generally good, some improvements can still be made. For example, the only corner bumpout for a pedestrian crossing along N. Oakland Avenue is near Pick-and-Save (see photo).



Strategy#21: The above bicycle boulevard in Madison was the first in the state - note the special street name signage. This particular boulevard forces bikes to stop - the best bike boulevards prioritize the bike route and allow for continuous bicycle travel without stop signs (from Bing).



Strategy #21: Bicycle boulevards should have signage at all entrances to the boulevard. Pavement is often marked with “sharrows” or bike icons paired with “BLVD” lettering to draw motorist attention to the route (photo from overthebarsinmilwaukee.wordpress.com).



Strategy #23: There is only one corner curb bumpout along N. Oakland Ave. - more could be added to increase pedestrian comfort and slow traffic (from Bng).

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SECTION VI: APPENDIX

SECTION 6: APPENDIX

Business Mix

Section 2 included a discussion of the Village's business mix starting on page II.9. This appendix includes a full list of businesses in Shorewood by category, including many home-based businesses.

The list may not reflect recent changes in the community's business mix.

Table 6.1: Village Business Mix

Businesses in Shorewood by Category

Shorewood Village, WI (5573725)

Geography: Place

2010 Residential Population	13,162	2013 Total Sales (\$000)	287,311
2013 Residential Population	13,432	2013 Daytime Business Population	3,327
2018 Residential Population	13,919	Daytime Business/Residential Ratio	0.2:1
Annual Population Growth 2013 - 2018	0.7%		

Data above represents all Businesses in area

Data below represents selected Businesses only

Sector	NAICS Code	Business name	Employees		Sales (\$000)		Business Address
			Number	Percent	Number	Percent	
Construction							
New Single Family Housing Construction	236115	AVENI BUILDERS LLC	2	0.1%	100	0.0%	4209 N Newhall St
New Single Family Housing Construction	236115	ODD JOBS CONSTRUCTION	1	0.0%	73	0.0%	4107 N Woodburn St
New Single Family Housing Construction	236115	NORTH SHORE BUILDERS, INC	7	0.2%	540	0.2%	3851 N Morris Blvd
Residential Remodelers	236118	HOME IMPROVEMENT REPAIR	1	0.0%	91	0.0%	4046 N Larkin St
Residential Remodelers	236118	EXCLUSIVE REMODELING LLC	2	0.1%	130	0.0%	1800 E Capitol Dr
Residential Remodelers	236118	LETTS REMODEL LLC	1	0.0%	88	0.0%	4182 N Bartlett Ave
Residential Remodelers	236118	NAHMMARHER, ORRICH	1	0.0%	84	0.0%	4124 N Morris Blvd
Residential Remodelers	236118	EASTSIDE HOME REPAIRS	1	0.0%	66	0.0%	1503 E Olive St
Residential Remodelers	236118	RJ BUILDERS INC	5	0.2%	420	0.1%	4316 N Oakland Ave
Residential Remodelers	236118	DESIGN TECH REMODELING, LLC	2	0.1%	200	0.1%	4111 N Woodburn St
Residential Remodelers	236118	Baugnet Design Studio					1200 E. Capitol Dr
Residential Remodelers	236118	M2 Design					4144 N. Oakland Ave
Roofing Contractors	238160	BRIGHTER CONCEPTS LIMITED INC	10	0.3%	1200	0.4%	1706 E Capitol Dr
Plumbing, Heating, Air Cond.	238220	PILLER PLUMBING LLC	3	0.1%	140	0.0%	1827 E Kenmore Pl
Drywall & Insulation Contractors	238310	AIR TIGHT INSULATION	1	0.0%	69	0.0%	4043 N Newhall St
Painting & Wall Covering Contractors	238320	KAL GROUP INC	6	0.2%	250	0.1%	4230 N Oakland Ave

Sector	NAICS Code	Business name	Employees		Sales (\$000)		Business Address
			Number	Percent	Number	Percent	
Manufacturing							
Retail Bakery	311351	Indulgence Chocolatiers					4525 N. Oakland Ave
Retail Bakery	311811	TREAT BAKE SHOP LLC	4	0.1%	110	0.0%	4257 N Woodburn St
Retail Bakery	311811	Miss Cupcake					3801 N. Oakland Ave
Commercial Printing	323111	SHOREWOOD PRESS INC	8	0.2%	820	0.3%	4060 N Oakland Ave
Commercial Printing	323111	CLASSIC STRIPES INC.	4	0.1%	500	0.2%	4230 N Oakland Ave 276
Plastics Material & Resin Manu.	325211	BAMBERGER POLYMERS INC.	2	0.1%	130	0.0%	4026 N Morris Blvd
Other Pressed and Blown Glass and Glassware Manufacturing	327212	Oxford Art Glass Studio					4322 N. Oakland Ave
Instrument Manufacturing for Measuring and Testing Electricity and Electrical Signals	334515	EAGLE EYE POWER SOLUTIONS, LLC	5	0.2%	570	0.2%	4230 N Oakland Ave 176
Ophthalmic Goods Manufacturing	339115	EYEZ LTD	2	0.1%	200	0.1%	4314 N Oakland Ave
Wholesale Trade							
Home Furnishing Merchant Wholesalers	423220	CAROL SNYDER & ASSOCIATES LLC	1	0.0%	2000	0.7%	4032 N Wilson Dr
General Line Grocery Merchant Wholesalers	424410	GOURMET SOURCE LLC	6	0.2%	630	0.2%	1926 E Capitol Dr
Other Miscellaneous Nondurable Goods Merchant Wholesalers	424990	THE GARDEN ROOM INC	7	0.2%	880	0.3%	2107 E Capitol Dr
Retail Trade							
New Car Dealers	441110	AUTO FOR SALE MAGNETS	0	0.0%	0	0.0%	4229 N Ardmere Ave
Used Car Dealers	441120	North Shore Wheels					2211 E. Capitol Dr
All Other Home Furnishings Stores	442299	The Workroom LLC					2221 E. Capitol Dr
All Other Home Furnishings Stores	442299	Elements East					4529 N. Oakland Ave
All Other Home Furnishings Stores	442299	EXCLUSIVE LIGHTING GALLERY	4	0.1%	200	0.1%	1926 E Capitol Dr
Electronics Stores	443142	UNIGRAPHICS LLC	3	0.1%	200	0.1%	4119 N Bartlett Ave
Electronics Stores	443142	O'S CAMERAS, INC.	4	0.1%	650	0.2%	1700 E Capitol Dr
Paint and Wallpaper Stores	444120	THE SHERWIN-WILLIAMS COMPANY	3	0.1%	893	0.3%	3510 N Oakland Ave
Paint and Wallpaper Stores	444120	Mautz Paint Centers					4334 N. Oakland Ave
Supermarkets and Other Grocery (except Convenience) Stores	445110	NEHRING'S SENDIK'S ON OAKLAND, LLC	120	3.6%	10800	3.8%	4027 N Oakland Ave
Supermarkets and Other Grocery (except Convenience) Stores	445110	ROUNDY'S SUPERMARKETS, INC.	112	3.4%	9404	3.3%	4145 N Oakland Ave
Supermarkets and Other Grocery (except Convenience) Stores	445110	IRA VALLER	2	0.1%	190	0.1%	1920 E Capitol Dr
Convenience Stores	445120	7-ELEVEN, INC.	8	0.2%	1082	0.4%	1602 E Capitol Dr
Convenience Stores	445120	ROETTIGERS COMPANY, INC.	9	0.3%	0	0.0%	1513 E Capitol Dr
Beer, Wine, and Liquor Stores	445310	Kensington Liquor					4496 N. Oakland Ave
Pharmacies and Drug Stores	446110	WALGREEN CO.	39	1.2%	14264	5.0%	4081 N Oakland Ave
Pharmacies and Drug Stores	446110	WALGREEN CO.					3970 N. Oakland Ave
Pharmacies and Drug Stores	446110	WALGREEN CO.					4035 N. Oakland Ave
Pharmacies and Drug Stores	446110	Family Pharmacy					3512 N. Oakland Ave
Pharmacies and Drug Stores	446110	Hayek Pharmacy					4001 N. Downer Ave
Pharmacies and Drug Stores	446110	NORTH SHORE PHARMACY INC	10	0.3%	1600	0.6%	1421 E Capitol Dr

Sector	NAICS Code	Business name	Employees		Sales (\$000)		Business Address
			Number	Percent	Number	Percent	
Retail Trade cont'd							
Optical Goods Stores	446130	VISIONWORKS OF AMERICA, INC.	6	0.2%	868	0.3%	4000 N Oakland Ave
Other Gasoline Stations	447190	SHOREWOOD AMOCO SERVICE & Auto Repair	9	0.3%	1300	0.5%	1330 E Capitol Dr
Other Gasoline Stations	447190	Citgo Gas Station					1604 E. Capitol Dr.
Other Gasoline Stations	447190	Oakland BP					3624 N. Oakland Ave
Other Gasoline Stations	447190	Lakeside Mobil					2521 E. Capitol Dr
Other Gasoline Stations	447190	LUTTER'S VILLAGE SERVICE INC	4	0.1%	670	0.2%	4000 N Wilson Dr
Men's Clothing Stores	448110	Harleys Store for Men					3565 N. Oakland Ave
Men's Clothing Stores	448110	Belabela Clothing					2510 E. Capitol Dr
Women's Clothing Stores	448120	Boutique B-Loue Clothiers					4508 N. Oakland Ave
Women's Clothing Stores	448120	MARY & LIZ LEBLANC, LLC	2	0.1%	160	0.1%	1918 E Capitol Dr
Women's Clothing Stores	448120	Min's					4451 N. Oakland Ave
Women's Clothing Stores	448120	Vanity Fur					4429 N. Oakland Ave
Shoe Stores	448210	Goldi Shoes					4114 N. Oakland Ave
Jewelry Stores	448310	C C CONRAD JEWELERS INC	4	0.1%	460	0.2%	4014 N Oakland Ave
Jewelry Stores	448310	MIXA JEWELERS	2	0.1%	150	0.1%	4320 N Oakland Ave
Sporting Goods Stores	451110	NORTH SHORE CYCLERY, INC	3	0.1%	88	0.0%	4316 N Oakland Ave
Sporting Goods Stores	451110	Rainbow Jersey					4600 N. Wilson Dr
Sporting Goods Stores	451110	PERFORMANCE RUNNING OUTFITTERS	1	0.0%	55	0.0%	4533 N Oakland Ave
Florists	453110	GRANDE FLOWERS	6	0.2%	270	0.1%	1433 E Capitol Dr
Florists	453110	Dahlia Blooms Florist					4012 N. Wilson Dr
Office Supplies and Stationery Stores	453210	DPI Supply					4465 N. Oakland
Gift, Novelty, and Souvenir Stores	453220	Goody Gourmet Popcorn					4425 N. Oakland Ave
Gift, Novelty, and Souvenir Stores	453220	Russian Food & Gift					3557 N. Oakland Ave
Gift, Novelty, and Souvenir Stores	453220	The Waxwing					4415 N. Oakland Ave
Gift, Novelty, and Souvenir Stores	453220	HEARTLAND HERBALS	1	0.0%	39	0.0%	4300 N Morris Blvd
Gift, Novelty, and Souvenir Stores	453220	MERCHANTS INTERNATIONAL, INC	3	0.1%	50	0.0%	1833 E Marion St
Used Merchandise Stores	453310	ANOTHER LOOK LLC	2	0.1%	72	0.0%	1916 E Capitol Dr
Used Merchandise Stores	453310	Swanky Seconds					2223 E. Capitol Dr
Used Merchandise Stores	453310	Chattel Changers					2518 E. Capitol Dr
Pet and Pet Supplies Stores	453910	The Pet Outpost					4604 N. Wilson Dr
All Other Miscellaneous Store Retailers (except Tobacco Stores)	453998	SHOREWOOD COIN SHOP	1	0.0%	58	0.0%	4409 N Oakland Ave
Mail-Order Houses	454113	REEVES TECHNOLOGIES, LLC	1	0.0%	61	0.0%	3909 N Murray Ave # 1005
Other Direct Selling Establishments	454390	WATER STREET CONSULTING	1	0.0%	39	0.0%	4053 N Newhall St
Other Direct Selling Establishments	454390	WATER & SEWER BILLING OFFICE	1	0.0%	63	0.0%	3930 N Murray Ave
Other Direct Selling Establishments	454390	PASSION PARTIES	1	0.0%	35	0.0%	4018 N Wilson Dr APT 10

Sector	NAICS Code	Business name	Employees		Sales (\$000)		Business Address
			Number	Percent	Number	Percent	
Transportation & Warehousing							
Postal Service	491110	UNITED STATES POSTAL SERVICE	50	1.5%	0	0.0%	1620 E Capitol Dr
Package Delivery Service	491110	UPS Store					4230 N. Oakland Ave
Information							
Newspaper Publishers	511110	WISCONSIN GAZETTE	0	0.0%	0	0.0%	3956 N Murray Ave
All Other Publishers	511199	FINE PHOTOGRAPHY ART PUBLISHING PRESS	1	0.0%	51	0.0%	4230 N Oakland Ave
All Other Publishers	511199	WIG PUBLISHING LLC	2	0.1%	95	0.0%	3956 N Murray Ave
Software Publishers	511210	Northwoods Software Development					1572 E. Capitol Dr
Software Publishers	511210	AWESOMESUPERCOOL, LLC	1	0.0%	61	0.0%	4156 N Larkin St
Motion Picture and Video Production	512110	APERTURE VISUAL ARTS GROUP	2	0.1%	92	0.0%	4029 N Newhall St
Motion Picture and Video Production	512110	MAGPIE MEDIA INC	1	0.0%	52	0.0%	4117 N Morris Blvd
Motion Picture and Video Production	512110	ROB WELLENS PRODUCTIONS	2	0.1%	100	0.0%	4019 N Morris Blvd
Motion Picture and Video Production	512110	MICHEAL HEIDER	1	0.0%	51	0.0%	4217 N Ardmore Ave
Sound Recording Studios	512240	Broakland Studios					3610 N. Oakland Dr.
Other Sound Recording Industries	512290	SUBURBAN ENTERTAINMENT, LLC	2	0.1%	140	0.0%	1511 E Lake Bluff Blvd
Radio Stations	515112	LAKESIDE BROADCASTING COR	1	0.0%	49	0.0%	2102 E Jarvis St
Television Broadcasting	515120	WIWN TV - Pappas Telecasting of WI					3970 N. Oakland Ave
Wired Telecommunications Carriers	517110	DISHONE NETWORK SALES	2	0.1%	94	0.0%	1602 E Capitol Dr
Wired Telecommunications Carriers	517110	DISHONE NETWORK SALES	2	0.1%	94	0.0%	1513 E Capitol Dr
Wireless Telecommunications Carriers (except Satellite)	517210	Verizon					4144 N. Oakland Ave
Telecommunications Resellers	517911	WIS TELEPHONE CO (ATT)	6	0.2%	310	0.1%	1830 E Capitol Dr
All Other Telecommunications	517919	BUILD COMMUNICATIONS	1	0.0%	59	0.0%	4128 N Morris Blvd
Finance & Insurance							
Commercial Banking	522110	PNC BANK, NATIONAL ASSOCIATION	16	0.5%	1372	0.5%	4231 N Oakland Ave
Commercial Banking	522110	TCF National Bank					4201 N. Oakland Ave
Savings Institutions	522120	Well's Fargo Bank					4015 N. Oakland Ave
Savings Institutions	522120	NORTH SHORE BANK, F S B	25	0.8%	5775	2.0%	3970 N Oakland Ave Lbby
Savings Institutions	522120	Well's Fargo Bank					1530 E. Capitol Dr
Financial Transactions Processing, Reserve, and Clearinghouse Activities	522320	NORWEST BANK WISCONSIN	2	0.1%	86	0.0%	4015 N Oakland Ave
Miscellaneous Intermediation	523910	EAGLE INVESTMENTS LLC	2	0.1%	120	0.0%	2000 E Kenmore Pl
Miscellaneous Intermediation	523910	Metro Investments					3610 N. Oakland Dr.
Miscellaneous Intermediation	523910	Edward Jones					2323 E. Capitol Dr.
Direct Life Insurance Carriers	524113	CATHOLIC FAMILY LIFE INSURANCE	70	2.1%	45791	15.9%	1572 E Capitol Dr Ste 2
Insurance Agencies and Brokerages	524210	DIANA KOSTAL	3	0.1%	240	0.1%	1410 E Capitol Dr
Insurance Agencies and Brokerages	524210	American Family Insurance					4484 N. Oakland Ave

Sector	NAICS Code	Business name	Employees		Sales (\$000)		Business Address
			Number	Percent	Number	Percent	
Finance & Insurance Cont'd							
Insurance Agencies and Brokerages	524210	McCabe Insurance Agency-Allstate					4010 N. Oakland Ave
Insurance Agencies and Brokerages	524210	Richard Miller NY Life Insurance					4465 N. Oakland
Insurance Agencies and Brokerages	524210	MICHAEL HARLAN	1	0.0%	94	0.0%	1425 E Capitol Dr
Insurance Agencies and Brokerages	524210	MULTI LINE INSURANCE AGCY	1	0.0%	99	0.0%	4022 N Wilson Dr
Real Estate							
Lessors of Residential Buildings and Dwellings	531110	METROPOLITAN ASSOCIATES	2	0.1%	257	0.1%	3909 N Murray Ave APT 506
Lessors of Nonresidential Buildings (except Miniwarehouses)	531120	SUNHEE'S PROPERTIES	3	0.1%	180	0.1%	4168 N Bartlett Ave
Lessors of Nonresidential Buildings (except Miniwarehouses)	531120	A&Y PROPERTY	3	0.1%	210	0.1%	1818 E Shorewood Blvd # 206
Lessors of Nonresidential Buildings (except Miniwarehouses)	531120	Schramm Property Management					2321 E. Capitol Dr
Lessors of Nonresidential Buildings (except Miniwarehouses)	531120	Dominion Property Management					1431 E. Capitol Dr
Lessors of Other Real Estate Property	531190	KK HERITAGE INVESTMENTS LLC	1	0.0%	86	0.0%	1620 E Capitol Dr
Lessors of Other Real Estate Property	531190	Remax Realtor					1200 E. Capittol Dr.
Offices of Real Estate Agents and Brokers	531210	MARTIN F STEIN	3	0.1%	260	0.1%	1800 E Capitol Dr Ste 2e
Offices of Real Estate Agents and Brokers	531210	RESOURCE PLUS LLC	1	0.0%	20	0.0%	4230 N Okland Ave Ste 193
Offices of Real Estate Agents and Brokers	531210	Suzanne Powers Realty Group					4214 N. Oakland Ave
Offices of Real Estate Agents and Brokers	531210	HOMESTEAD REALTY INC	2	0.1%	120	0.0%	2106 E Wood Pl
Offices of Real Estate Agents and Brokers	531210	Shorewest Realtors					4559 N. Oakland Ave
Offices of Real Estate Agents and Brokers	531210	POST MANAGEMENT CORP	4	0.1%	430	0.1%	4014 N Wilson Dr
Offices of Real Estate Agents and Brokers	531210	KATZ PROPERTIES	2	0.1%	120	0.0%	2121 E Capitol Dr
Video Tape and Disc Rental	532230	Blockbuster					4108 N. Oakland Ave
Video Tape and Disc Rental	532230	HOLLYWOOD ENTERTAINMENT CORPORATION	15	0.5%	2578	0.9%	4231 N Oakland Ave
Other Commercial and Industrial Machinery and Equipment Rental and Leasing	532490	LAKE MICHIGAN RENTAL	2	0.1%	100	0.0%	1702 E Marion St
Professional, Scientific & Tech							
Offices of Lawyers	541110	MSP LAW LLC	2	0.1%	120	0.0%	1572 E Capitol Dr
Offices of Lawyers	541110	MCDERMOTT FOLEY JOHNSON & WILSON	5	0.2%	360	0.1%	1200 E. Capitol Dr
Offices of Lawyers	541110	FAIR EMPLOYMENT LEGAL SERVICES SC	3	0.1%	500	0.2%	1800 E Capitol Dr Ste 2g
Offices of Lawyers	541110	Foley Law Firm					4421 N. Oakland Ave
Offices of Lawyers	541110	Virginia E. George Law Firm					4210 N. Oakland Ave
Offices of Lawyers	541110	FORAN, CHARLES LAW OFFICES OF	4	0.1%	280	0.1%	3970 N Okland Ave Ste 401
Offices of Lawyers	541110	Deborah Opolien Law Offices					2510 E. Capitol Dr
Offices of Lawyers	541110	DOMER LAW	5	0.2%	520	0.2%	3970 N Okland Ave Ste 701
Offices of Lawyers	541110	NEAL R BERGER ATTY	2	0.1%	150	0.1%	4141 N Murray Ave
Offices of Lawyers	541110	MIOTA LAW LLC	2	0.1%	110	0.0%	1400 E Olive St
Offices of Lawyers	541110	ATTY PAUL FLYNN	2	0.1%	120	0.0%	2029 E Jarvis St

Sector	NAICS Code	Business name	Employees		Sales (\$000)		Business Address
			Number	Percent	Number	Percent	
Professional, Scientific & Tech Cont'd							
Offices of Lawyers	541110	LAWRENCE T LYNCH ATTORNEY	2	0.1%	140	0.0%	2115 E Olive St
Offices of Lawyers	541110	JAMES R EBY	2	0.1%	110	0.0%	4020 N Wilson Dr
Offices of Lawyers	541110	SA Schapiro, ATTY					4465 N. Oakland
Offices of Certified Public Accountants	541211	DAVID J TENNESSEN ACCTNT RES	1	0.0%	51	0.0%	3916 N Oakland Ave
Offices of Certified Public Accountants	541211	Edward David, CPA					4003 N. Downer Ave.
Other Accounting Services	541219	SALZSTEINS ACCOUNTING TAX	2	0.1%	110	0.0%	1712 E Capitol Dr
Other Accounting Services	541219	BB&C	3	0.1%	40	0.0%	3909 N Murray Ave
Architectural Services	541310	HOFMAN ARCHITECTS LLC	1	0.0%	62	0.0%	4225 N Morris Blvd
Architectural Services	541310	STEPHEN KUCHARCZYK AIA	1	0.0%	73	0.0%	4301 N Morris Blvd
Architectural Services	541310	MISHEFSKI DESIGN LLC	1	0.0%	110	0.0%	3821 N Newhall St
Architectural Services	541310	POST DESIGN GROUP	2	0.1%	140	0.0%	4028 N Wilson Dr
Computer Systems Design Services	541512	JACOBI TECHNOLOGY SERVICES	1	0.0%	68	0.0%	4204 N Newhall St
Computer Systems Design Services	541512	CHIP CONNECTION INC	3	0.1%	103	0.0%	4230 N Oakland Ave 160
Computer Systems Design Services	541512	GREAT GATES TECHNOLOGY	1	0.0%	150	0.1%	4230 N Okland Ave Ste 231
Computer Systems Design Services	541512	Quality Computer					4447 N. Oakland Ave
Computer Systems Design Services	541512	Milwaukee PC					1518 E Capitol Dr
Computer Systems Design Services	541512	Computer Gallery					4606 N. Wilson Dr.
Computer Systems Design Services	541512	ORIGINAL INSPIRATION STRATEGIES INC	1	0.0%	69	0.0%	3909 N Murray Ave
Administrative Management and General Management Consulting Services	541611	JAMES OTZKO	1	0.0%	83	0.0%	1409 E Capitol Dr
Administrative Management and General Management Consulting Services	541611	BOYD, LLC	1	0.0%	75	0.0%	2121 E Capitol Dr APT 403
Marketing Consulting Services	541613	CHRYSALIS MARKETING	1	0.0%	71	0.0%	4006 N Woodburn St APT 3
Marketing Consulting Services	541613	LEFT BRAIN MARKETING	1	0.0%	83	0.0%	1712 E Marion St
Other Management Consulting Services	541618	MARY KAY CONSULTING	2	0.1%	94	0.0%	3942 N Oakland Ave
Other Management Consulting Services	541618	HAROLD M SCHMUKI LLC	1	0.0%	83	0.0%	1412 E Olive St
Other Management Consulting Services	541618	Jack C Loyda & Associates					4414 N. Oakland Ave
Other Management Consulting Services	541618	TAMMY BOCKHORST CONSULTING	2	0.1%	88	0.0%	1617 E Lake Bluff Blvd
Public Relations Agencies	541820	THE SCHMITZ COMPANY	1	0.0%	120	0.0%	2020 E Kenmore Pl
Media Representatives	541840	KIS AND S INNOVATION	3	0.1%	180	0.1%	2107 E Wood Pl
Marketing Research and Public Opinion Polling	541910	THE DIAMOND GROUP	1	0.0%	63	0.0%	1713 E Marion St
Photography Studios, Portrait	541921	PHOTOGRAPHY BY CILENTO INC	15	0.5%	1800	0.6%	1409 E Capitol Dr
Photography Studios, Portrait	541921	Fresh Frame Photography					2321 E. Capitol Dr
Translation and Interpretation Services	541930	SPANISH LANGUAGE SEVICES	1	0.0%	50	0.0%	4146 N Murray Ave
Veterinary Services	541940	Shorewood Animal Hospital					2500 E. Capitol Dr.
Veterinary Services	541940	Bayshore Veterinary Clinic					3723 N. Oakland Ave
All Other Professional, Scientific, and Technical Services	541990	WISCONSIN REMOVAL SERVICES	3	0.1%	100	0.0%	4230 N Oakland Ave
All Other Professional, Scientific, and Technical Services	541990	WISCONSIN STEM CELL NOW INC	1	0.0%	48	0.0%	4230 N Oakland Ave 249

Sector	NAICS Code	Business name	Employees		Sales (\$000)		Business Address
			Number	Percent	Number	Percent	
Professional, Scientific & Tech Cont'd							
All Other Professional, Scientific, and Technical Services	541990	KEN BUCHOLZ SERVICES	1	0.0%	43	0.0%	4305 N Morris Blvd
All Other Professional, Scientific, and Technical Services	541990	RESOURCE ADVANCEMENT SERVICES	1	0.0%	43	0.0%	1700 E Beverly Rd
Admin, Support, Waste Man. & Remediation							
Office Administrative Services	561110	MRED MANAGEMENT	2	0.1%	100	0.0%	1572 E Capitol Dr
Office Administrative Services	561110	Serenity Financial Consulting LLC					4447 N. Oakland Ave
Office Administrative Services	561110	LEAN MANAGEMENT LLC	2	0.1%	89	0.0%	4213 N Larkin St
Office Administrative Services	561110	Stowell Staffing					4485 N. Oakland Ave
Employment Placement Agencies	561311	A WRITE IMPRESSION	1	0.0%	1	0.0%	4230 N Oakland Ave 271
Employment Placement Agencies	561311	THE GOOD JOBS	3	0.1%	150	0.1%	2120 E Jarvis St
Employment Placement Agencies	561311	Nurses Now					4447 N. Oakland Ave
Employment Placement Agencies	561311	Temps Plus Staffing Services					1410 E. Capitol Dr.
Other Business Service Centers (including Copy Shops)	561439	THE ROGGA CORPORATION	5	0.2%	310	0.1%	4230 N Oakland Ave
All Other Business Support Services	561499	Milwaukee Brokerage Employee Benefits Inc					4507 N. Oakland Ave
All Other Business Support Services	561499	M & G ENTERPRISES	5	0.2%	360	0.1%	4114 N Oakland Ave
All Other Business Support Services	561499	KRUSE ENTERPRISE INC	2	0.1%	87	0.0%	4010 N Oakland Ave
All Other Business Support Services	561499	SUMMIT DESIGN GROUP LLC	2	0.1%	140	0.0%	1820 E Wood Pl
All Other Business Support Services	561499	GATEWAY VENTURES INC	2	0.1%	110	0.0%	4201 N Oakland Ave
All Other Business Support Services	561499	MODERN HEAT TECHNOLOGIES	2	0.1%	96	0.0%	1412 E Olive St
All Other Business Support Services	561499	PIGASUS ENTERPRISES	2	0.1%	110	0.0%	2107 E Jarvis St
Travel Agencies	561510	AKS Travel					1409 E Capitol Dr
Janitorial Services	561720	Janitorial LLC					4433 N. Oakland Ave
Janitorial Services	561720	DISTRICT MAINTENANCE & OPER. ROGERS & HOLLAND BAYSHORE TOWN CENTER	1	0.0%	48	0.0%	1701 E Capitol Dr
All Other Support Services	561990	GAUTHIER GLOBAL RECRUITMEN	2	0.1%	110	0.0%	1908 E Elmdale CT
All Other Support Services	561990	BELLA MEMORIES LLC	2	0.1%	82	0.0%	4152 N Morris Blvd
All Other Support Services	561990	JEANNE MARIE VIELLEUX	2	0.1%	82	0.0%	2012 E Kenmore Pl
All Other Support Services	561990	CRONAN CREATIVE SOLUTIONS LLC	1	0.0%	53	0.0%	4239 N Larkin St
All Other Support Services	561990	JM TOWNSEND LLC	1	0.0%	65	0.0%	4333 N Okland Ave APT 103
All Other Support Services	561990	JAMES & ROSEANNE WEBER	2	0.1%	100	0.0%	1406 E Pinedale CT
All Other Support Services	561990	HOUSE OF ENGRAVING	2	0.1%	100	0.0%	4411 N Oakland Ave
All Other Support Services	561990	BLUE DOLOMITE LLC	1	0.0%	25	0.0%	1519 E Lake Bluff Blvd
All Other Support Services	561990	JOHN B JACKSON	1	0.0%	54	0.0%	1720 E Lake Bluff Blvd

Sector	NAICS Code	Business name	Employees		Sales (\$000)		Business Address
			Number	Percent	Number	Percent	
Education							
Elementary and Secondary Schools	611110	CATHOLIC FAMILY LIFE EDUCATION FOUNDATION	0	0.0%	18	0.0%	1572 E Capitol Dr
Elementary and Secondary Schools	611110	SCHOOL DISTRICT OF SHOREWOOD	12	0.4%	20200	7.0%	1701 E Capitol Dr
Elementary and Secondary Schools	611110	SCHOOL DISTRICT OF SHOREWOOD	60	1.8%	3884	1.4%	1701 E Capitol Dr
Elementary and Secondary Schools	611110	SCHOOL DISTRICT OF SHOREWOOD	90	2.7%	5826	2.0%	2100 E Capitol Dr
Elementary and Secondary Schools	611110	SCHOOL DISTRICT OF SHOREWOOD	30	0.9%	1942	0.7%	3830 N Morris Blvd
Fine Arts Schools	611610	MCMENAMIN IRISH DANCE ACADEMY	2	0.1%	73	0.0%	3948 N. Maryland
Fine Arts Schools	611610	LINDA NIELSEN FLUTIST	1	0.0%	33	0.0%	4350 N Woodburn St
Fine Arts Schools	611610	School of Rock					4050 N Oakland Ave
Fine Arts Schools	611610	Piano Teachers					3510 N. Oakland Ave.
Sports and Recreation Instruction	611620	USE	2	0.1%	80	0.0%	1518 E Capitol Dr
Automobile Driving Schools	611692	LADA Driving School					3817 N. Oakland Ave
All Other Miscellaneous Schools and Instruction	611699	ALLIANCE FRANCAISE DE MILWAUKEE INC	20	0.6%	820	0.3%	1800 E Capitol Dr
All Other Miscellaneous Schools and Instruction	611699	SHOREWOOD INTERMEDIATE SCHOOL	5	0.2%	150	0.1%	3830 N Morris Blvd
Health Care & Social Assist.							
Offices of Physicians (except Mental Health Specialists)	621111	MARK R ASCHLIMAN	3	0.1%	170	0.1%	3970 N Oakland Ave Lbby
Offices of Physicians (except Mental Health Specialists)	621111	TOTODOVA ZINOVIYA	3	0.1%	140	0.0%	3970 N Oakland Ave
Offices of Physicians (except Mental Health Specialists)	621111	Metropolitan Medical Center					4691 N. Oakland Ave
Offices of Physicians (except Mental Health Specialists)	621111	SHOREWOOD FAMILY PHYSICIANS SC	10	0.3%	580	0.2%	1901 E Capitol Dr
Offices of Physicians (except Mental Health Specialists)	621111	JEROME LERNER MD SC	3	0.1%	140	0.0%	3840 N Oakland Ave
Offices of Physicians (except Mental Health Specialists)	621111	LOUISE RACHEL	3	0.1%	140	0.0%	2201 E Jarvis St
Offices of Dentists	621210	KLARA FLEYSCH, DR DDS SC	4	0.1%	240	0.1%	1714 E Capitol Dr
Offices of Dentists	621210	Shorewood Dental LLC					2321 E. Capitol Dr
Offices of Dentists	621210	PETER P COLOSIMO DDS SC	4	0.1%	370	0.1%	3970 N Okland Ave Ste 702
Offices of Dentists	621210	THOMAS C KELLEY	4	0.1%	170	0.1%	3970 N Oakland Ave
Offices of Dentists	621210	G T MAIHOFER DDS	5	0.2%	220	0.1%	3970 N Okland Ave Ste 603
Offices of Dentists	621210	ZIOLKOWSKI DENTAL	11	0.3%	880	0.3%	3970 N Okland Ave Ste 403
Offices of Dentists	621210	EASTOWNE DENTAL CLINIC	4	0.1%	180	0.1%	3970 N Okland Ave Ste 602
Offices of Dentists	621210	GERALD OMARRO D DDS	3	0.1%	200	0.1%	3970 N Okland Ave Ste 602
Offices of Dentists	621210	KARYN L BRZEZINSKI DDS	2	0.1%	130	0.0%	3970 N Okland Ave Ste 601
Offices of Dentists	621210	SAEIAN KANYAR DDS	2	0.1%	87	0.0%	3970 N Okland Ave Ste 501
Offices of Dentists	621210	Dr. Kusik, DDS					2321 E. Capitol Dr
Offices of Dentists	621210	JAMES R & Katherine J KIRCHER DDS	4	0.1%	170	0.1%	1400 E Capitol Dr
Offices of Dentists	621210	TIM HART	7	0.2%	490	0.2%	1720 E Lake Bluff Blvd
Offices of Dentists	621210	Dr. Daniel K. Moos, D.D.S.-General Dentistry					4447 N. Oakland Ave
Offices of Chiropractors	621310	ZAHORIK CHIROPRACTIC	3	0.1%	100	0.0%	4166 N Oakland Ave

Sector	NAICS Code	Business name	Employees		Sales (\$000)		Business Address
			Number	Percent	Number	Percent	
Health Care & Social Assist. Cont'd							
Offices of Podiatrists	621391	JOHN P KREBSBACH DPM	3	0.1%	130	0.0%	3970 N Okland Ave Ste 402
Offices of Podiatrists	621391	Foot & Ankle Health Care					3970 N. Oakland Ave
Offices of All Other Miscellaneous Health Practitioners	621399	HLS Medical Services					3970 N. Oakland Ave
Offices of All Other Miscellaneous Health Practitioners	621399	La Dea Medical Aesthetics & Laser Clinic					4601 N. Oakland Ave
Offices of All Other Miscellaneous Health Practitioners	621399	HAVEN BEHAVIORAL HEALTH	2	0.1%	88	0.0%	1409 E Capitol Dr
Offices of All Other Miscellaneous Health Practitioners	621399	SACRED SPACE	1	0.0%	63	0.0%	4000 N Oakland Ave
Offices of All Other Miscellaneous Health Practitioners	621399	ROSSMAN, PAUL D P T S C	4	0.1%	160	0.1%	3970 N Okland Ave Ste 703
Outpatient Mental Health and Substance Abuse Centers	621420	BEHAVIORAL SOLUTIONS INC	0	0.0%	0	0.0%	1800 E Capitol Dr
Outpatient Mental Health and Substance Abuse Centers	621420	Lakeshore Clinic					3970 N. Oakland Ave
Outpatient Mental Health and Substance Abuse Centers	621420	Healthcare Psychology Consultants					4447 N. Oakland Ave
Outpatient Mental Health and Substance Abuse Centers	621420	NANCY HORNBY MSW COUNSELOR	1	0.0%	52	0.0%	3970 N Oakland Ave Lbby
Kidney Dialysis Centers	621492	WISCONSIN RENAL CARE GROUP, LLC	12	0.4%	0	0.0%	1409 E Capitol Dr
Home Health Care Services	621610	NURSING CONSULTATION & CARE MANAGEMENT LTD	40	1.2%	1300	0.5%	1425 E Capitol Dr
All Other Miscellaneous Ambulatory Health Care Services	621999	WHEATON FRANCISCAN MEDICAL GROUP	3	0.1%	120	0.0%	3970 N Oakland Ave
All Other Miscellaneous Ambulatory Health Care Services	621999	ALL POINTS TO WELLNESS, LLC	1	0.0%	25	0.0%	3970 N Oakland Ave # 502
All Other Miscellaneous Ambulatory Health Care Services	621999	Sweet Nutrition Counseling and Wellness					2510 E. Capitol Dr
Specialty (except Psychiatric and Substance Abuse) Hospitals	622310	Integrative Health Services/Natural Light					4465 N. Oakland Ave
Specialty (except Psychiatric and Substance Abuse) Hospitals	622310	Eastern Wisdom Healing Center					3600 N. Oakland Ave
Specialty (except Psychiatric and Substance Abuse) Hospitals	622310	New Leaf Therapies, LLC					4465 N. Oakland Ave
Specialty (except Psychiatric and Substance Abuse) Hospitals	622310	Milwaukee Wellness Clinic					4465 N. Oakland Ave
Specialty (except Psychiatric and Substance Abuse) Hospitals	622310	Mind Body Program for Women's Health Conditions					3840 N Oakland Ave
Specialty (except Psychiatric and Substance Abuse) Hospitals	622310	Physical Therapy Plus					3840 N Oakland Ave
Specialty (except Psychiatric and Substance Abuse) Hospitals	622310	North Cape Acupuncture					2321 E. Capitol Dr
Specialty (except Psychiatric and Substance Abuse) Hospitals	622310	Dr. Zhou's Acupuncture & Wellness Clinic					4601 N. Oakland Ave
Specialty (except Psychiatric and Substance Abuse) Hospitals	622310	ORTHOPEDIC CONSULTANT	35	1.1%	1600	0.6%	3970 N Okland Ave Ste 300
Specialty (except Psychiatric and Substance Abuse) Hospitals	622310	Orthopaedic Consultants LLP (Ferguson)					
Specialty (except Psychiatric and Substance Abuse) Hospitals	622310	Orthopaedic Consultants LLP (Huzenga)					
Specialty (except Psychiatric and Substance Abuse) Hospitals	622310	Orthopaedic Consultants LLP (Middleton)					
Services for the Elderly and Persons with Disabilities	624120	SENIOR RESOURCE CENTER	2	0.1%	80	0.0%	3930 N Murray Ave
Other Individual and Family Services	624190	THE FAMILY CLUB	2	0.1%	92	0.0%	4048 N Bartlett Ave
Other Individual and Family Services	624190	Gilda's Club					4050 N. Oakland Dr
Other Individual and Family Services	624190	Strong Foundation Social Service					4447 N. Oakland Dr.
Other Individual and Family Services	624190	ANU FAMILY SERVICES	2	0.1%	82	0.0%	4034 N Larkin St
Other Individual and Family Services	624190	CYNTHIA L CARLSON ACSW	1	0.0%	49	0.0%	3970 N Oakland Ave Lbby
Other Individual and Family Services	624190	Roselie Rentz & Kim Maedke, Counselors					2321 E. Capitol Dr
Other Individual and Family Services	624190	Milestones Programs for Children					2214 E. Capitol Dr

Sector	NAICS Code	Business name	Employees		Sales (\$000)		Business Address
			Number	Percent	Number	Percent	
Health Care & Social Assist. Cont'd							
Other Individual and Family Services	624190	Shorewood Counseling Services					4465 N. Oakland Ave
Other Individual and Family Services	624190	Pastoral Counseling Services					4465 N. Oakland Ave
Other Individual and Family Services	624190	Center for Self-Sufficiency, Inc.					4465 N. Oakland Ave
Other Individual and Family Services	624190	BROVET JANICE MSWCADCI	2	0.1%	100	0.0%	3970 N Oakland Ave Lbby
Child Day Care Services	624410	SUNSHINE CONNIE'S LEARNING CENTER	2	0.1%	80	0.0%	4048 N Bartlett Ave
Child Day Care Services	624410	VINCENT FAMILY CHILD CARE	5	0.2%	140	0.0%	4127 N Bartlett Ave
Child Day Care Services	624410	MOVEMENT LEARNING RESOURCES	2	0.1%	86	0.0%	3944 N Frederick Ave
Arts, Entertainment & Rec.							
Musical Groups and Artists	711130	RONALD FOSTER MUSIC	1	0.0%	7	0.0%	4124 N Larkin St
Independent Artists, Writers, and Performers	711510	CAROL PORTH	1	0.0%	41	0.0%	1901 E Elmdale CT
Independent Artists, Writers, and Performers	711510	So Cool Craft					4160 N. Oakland Ave
Independent Artists, Writers, and Performers	711510	Sound by Design					4042 N. Oakland Ave
Independent Artists, Writers, and Performers	711510	D V PRODUCTIONS	1	0.0%	45	0.0%	3901 N Morris Blvd
Independent Artists, Writers, and Performers	711510	HANS W VOLKMLER	1	0.0%	39	0.0%	3838 N Oakland Ave
Independent Artists, Writers, and Performers	711510	DAVID M LENZ ARTIST	1	0.0%	41	0.0%	4325 N Woodburn St
Fitness and Recreational Sports Centers	713940	ANYTIME Fitness SHOREWOOD, LLC	2	0.1%	100	0.0%	4009 N Oakland Ave
Fitness and Recreational Sports Centers	713940	Curves					4473 N. Oakland Ave
Fitness and Recreational Sports Centers	713940	Cyga					3575 N. Oakland Ave
Fitness and Recreational Sports Centers	713940	Shorewood Fitness Center					3839 N. Oakland Ave
Fitness and Recreational Sports Centers	713940	Ashtanga Circle Yoga					3805 N. Oakland Ave
Fitness and Recreational Sports Centers	713940	Milwaukee Yoga Center					3514 N. Oakland Ave
Fitness and Recreational Sports Centers	713940	THREE SEVENTEEN 01 LTD	4	0.1%	210	0.1%	4010 N Oakland Ave
Fitness and Recreational Sports Centers	713940	PRIME PROSE LLC	2	0.1%	67	0.0%	4014 N Morris Blvd
Fitness and Recreational Sports Centers	713940	Taekwondo					4477 N. Oakland Ave
Fitness and Recreational Sports Centers	713940	WNS BLUE LINE CLUB INC	0	0.0%	48	0.0%	4217 N Larkin St
Fitness and Recreational Sports Centers	713940	SHOREWOOD RECREATION DEPT	2	0.1%	94	0.0%	1701 E Capitol Dr
Fitness and Recreational Sports Centers	713940	SHOREWOOD BOOSTER CLUB INC	0	0.0%	0	0.0%	1701 E Capitol Dr
Fitness and Recreational Sports Centers	713940	SHOREWOOD LITTLE LEAGUE	0	0.0%	40	0.0%	4230 N Oakland Ave
Accommodation & Food Service							
Rooming and Boarding Houses	721310	FOUNDATION DWELLINGS, INC.	0	0.0%	98	0.0%	4230 N Oakland Ave
Caterers	722320	MAGNOLIA SUGGAR	0	0.0%	0	0.0%	1808 E Capitol Dr
Drinking Places (Alcoholic Beverages)	722410	OAKLAND WINE BAR	3	0.1%	110	0.0%	4011 N Oakland Ave
Drinking Places (Alcoholic Beverages)	722410	OAKCREST TAVERN	7	0.2%	180	0.1%	4022 N Oakland Ave
Drinking Places (Alcoholic Beverages)	722410	Camp Bar					4044 N. Oakland Ave

Sector	NAICS Code	Business name	Employees		Sales (\$000)		Business Address
			Number	Percent	Number	Percent	
Accommodation & Food Service Cont'd							
Drinking Places (Alcoholic Beverages)	722410	Village Pub & Grill					4488 N. Oakland Ave
Drinking Places (Alcoholic Beverages)	722410	Three Lions Pub					4515 N. Oakland Ave
Drinking Places (Alcoholic Beverages)	722410	Thief Wine & Bar					4512 N. Oakland Ave
Drinking Places (Alcoholic Beverages)	722410	Harry's Bar & Grill					3525 N. Oakland Ave
Drinking Places (Alcoholic Beverages)	722410	BIG BAY BREWING	7	0.2%	170	0.1%	4517 N. Oakland Ave
Full-Service Restaurants	722511	EINSTEIN AND NOAH CORP. (bagels)	22	0.7%	0	0.0%	4301 N Oakland Ave
Full-Service Restaurants	722511	CULVER'S OF SHOREWOOD	4	0.1%	130	0.0%	1325 E Capitol Dr
Full-Service Restaurants	722511	Baker's Square					1305 Capitol Dr.
Full-Service Restaurants	722511	Al Calderone Club Pizza					4475 N. Oakland Ave
Full-Service Restaurants	722511	No. 1 Chinese Restaurant					4501 N. Oakland Ave
Full-Service Restaurants	722511	City Market					2201 E. Capitol Dr
Full-Service Restaurants	722511	NaNa Asian Fusion & Sushi Bar					4511 N. Oakland Ave
Full-Service Restaurants	722511	North Star American Bistro					4518 N. Oakland Ave
Full-Service Restaurants	722511	East Gardens Restaurant					3600 N. Oakland Ave
Full-Service Restaurants	722511	Anaba Tea Room					2107 E. Capitol Dr.
Limited-Service Restaurants	722513	SUBWAY	0	0.0%	0	0.0%	4007 N Oakland Ave
Limited-Service Restaurants	722513	VEDO'S PIZZA	0	0.0%	0	0.0%	1808 E Capitol Dr
Limited-Service Restaurants	722513	Subway					4005 N. Oakland Ave
Limited-Service Restaurants	722513	BENJIS DELI	0	0.0%	0	0.0%	4156 N Oakland Ave
Limited-Service Restaurants	722513	William Ho Asian Carryout & Delivery					3524 N. Oakland Ave
Limited-Service Restaurants	722513	STARBUCKS CORPORATION	10	0.3%	1359	0.5%	4170 N Oakland Ave
Limited-Service Restaurants	722513	Stone Creek Coffee					4106 N. Oakland Ave
Limited-Service Restaurants	722513	Alterra Coffee Roasters					4500 N. Oakland Ave
Limited-Service Restaurants	722513	Coffee Nation Smoothie Nation					1926 E. Capitol Dr
Limited-Service Restaurants	722513	Yo Mama Frozen Yogurt					4521 N. Oakland Ave
Limited-Service Restaurants	722513	Falbo's Pizza					2213 E. Capitol Dr
Limited-Service Restaurants	722513	Runaway Meatball Pizza					3592 N Oakland Ave
Limited-Service Restaurants	722513	FORTUNATO'S GREAT PIZZA	0	0.0%	0	0.0%	3824 N Bartlett Ave
Other Services ex. Public Admin.							
Communication Equipment Repair and Maintenance	811213	Fix Phone Land					3555 N. Oakland Ave
Footwear and Leather Goods Repair	811430	Aba Semar leather repair					3815 N. Oakland Ave
Other Personal and Household Goods Repair and Maintenance	811490	JOE VELLA CUSTOM TAILOR	1	0.0%	38	0.0%	1810 E Capitol Dr
Other Personal and Household Goods Repair and Maintenance	811490	Sophisticated Rose Alteration Custom Design					4026 N. Wilson Dr
Other Personal and Household Goods Repair and Maintenance	811490	Natasha's Tailoring					3807 N. Oakland Ave
Other Personal and Household Goods Repair and Maintenance	811490	Edgewood Tailor					3610 N. Oakland Ave

Sector	NAICS Code	Business name	Employees		Sales (\$000)		Business Address
			Number	Percent	Number	Percent	
Other Services ex. Public Admin. Cont'd							
Other Personal and Household Goods Repair and Maintenance	811490	QUICK FIX IT JEWELRY WATCH REPAIR	1	0.0%	43	0.0%	1922 E Capitol Dr
Other Personal and Household Goods Repair and Maintenance	811490	Sunseekers					2420 E. Capitol Dr.
Barber Shops	812111	Joe's North Shore Barbershop					4417 N. Oakland Ave
Barber Shops	812111	The Men's Room Barbershop					4419 N. Oakland Ave
Barber Shops	812111	NICK'S BARBER SHOP	2	0.1%	59	0.0%	1520 E Capitol Dr
Beauty Salons	812112	KEVIN MCELROY	15	0.5%	420	0.1%	4060 N Oakland Ave
Beauty Salons	812112	ALEX'S SALON HAIR & NAIL DESIGN	1	0.0%	44	0.0%	4042 N Oakland Ave
Beauty Salons	812112	North Shore Nails					4011 N Oakland Ave
Beauty Salons	812112	Ultra Violette/Hair Salon					4003 N. Downer Ave
Beauty Salons	812112	Supercuts					3551 N. Oakland Ave
Beauty Salons	812112	Brian Houston Salon					4479 N. Oakland Ave.
Beauty Salons	812112	GREAT CLIPS	2	0.1%	58	0.0%	4164 N Oakland Ave
Beauty Salons	812112	The Establishment-Aveda Salon					4503 N. Oakland Ave
Beauty Salons	812112	Scenario Hair Design					2317 E. Capitol Dr.
Beauty Salons	812112	BELLA	2	0.1%	51	0.0%	1522 E Capitol Dr
Beauty Salons	812112	Smooth Style Studio (Edith's Heads)	2		73		3610 N. Oakland Dr.
Beauty Salons	812112	THE ELVERIA	1	0.0%	32	0.0%	1932 E Capitol Dr
Beauty Salons	812112	Tete-a-Tete Salon					3809 N. Oakland Ave
Beauty Salons	812112	Luxe Hair Salon					2221 E. Capitol Dr
Beauty Salons	812112	Get Dolled Up Salon					4312 N. Oakland Ave
Beauty Salons	812112	DESIGN BY DEB	1	0.0%	34	0.0%	1932 E Capitol Dr 101
Beauty Salons	812112	Creative Concepts Hair Design					4610 N. Wilson Dr
Beauty Salons	812112	OAKLAND GLOW SALON	2	0.1%	64	0.0%	4208 N Oakland Ave
Beauty Salons	812112	MAIN SALON STUDIOS	3	0.1%	73	0.0%	1928 E Capitol Dr
Beauty Salons	812112	PATS COLOR & DESIGN	3	0.1%	120	0.0%	1928 E Capitol Dr
Beauty Salons	812112	Run With Scissors					3610 N. Oakland Ave
Beauty Salons	812112	HAIRCRAFT BY JERI	1	0.0%	50	0.0%	4005 N Murray Ave
Beauty Salons	812112	NANCY HAHN HAIR DESIGN	1	0.0%	33	0.0%	4005 N Murray Ave Ste 108
Beauty Salons	812112	St. Moritz Salon					3955 N. Prospect
Beauty Salons	812112	QTICLES SALON LLC	3	0.1%	75	0.0%	2127 E Capitol Dr
Beauty Salons	812112	ZEN THE SALON	3	0.1%	78	0.0%	4407 N Oakland Ave
Other Personal Care Services	812199	MILWAUKEE MASSAGE COMPANY	2	0.1%	69	0.0%	4324 N Okland Ave APT 202
Other Personal Care Services	812199	Spa Solace					4405 N. Oakland Ave
Other Personal Care Services	812199	Le Cocon Day Spa					3811 N. Oakland Ave
Other Personal Care Services	812199	Soothing Hands massage					3510 N. Oakland Ave.
Other Personal Care Services	812199	Forever Young Anti-Aging and Weight Loss Center					4433 N. Oakland Ave

Sector	NAICS Code	Business name	Employees		Sales (\$000)		Business Address
			Number	Percent	Number	Percent	
Other Services ex. Public Admin. Cont'd							
Other Personal Care Services	812199	Caribbean Touch Therapeutic Massage					3510 N. Oakland Ave.
Other Personal Care Services	812199	Optimal Performance-Therapeutic massage Fass Ballestreri Funeral Home (Northshore Funeral)	3		140		3510 N. Oakland Ave.
Funeral Homes and Funeral Services	812210	FEERICK FUNERAL HOME INC	10	0.3%	870	0.3%	2025 E Capitol Dr
Coin-Operated Laundries and Drycleaners	812310	My Laundromat					3559 N. Oakland Ave
Drycleaning and Laundry Services (except Coin-Operated)	812320	SHIRDON INC	10	0.3%	300	0.1%	4300 N Oakland Ave
Drycleaning and Laundry Services (except Coin-Operated)	812320	One Hour Martinizing					3596 N. Oakland Ave
Drycleaning and Laundry Services (except Coin-Operated)	812320	CAPITOL CLEANER	2	0.1%	110	0.0%	2101 E Capitol Dr
Pet Care (except Veterinary) Services	812910	4 PAW	2	0.1%	59	0.0%	1518 E Capitol Dr
Religious Organizations	813110	NORTH SHORE PRESBYTERIAN CHURCH	6	0.2%	400	0.1%	4048 N Bartlett Ave
Religious Organizations	813110	DOMINICAN SISTERS	2	0.1%	94	0.0%	1814 E Wood Pl
Religious Organizations	813110	Jewish Reach					3510 N. Oakland Ave.
Religious Organizations	813110	University Bible Fellowship					3510 N. Oakland Ave.
Religious Organizations	813110	FOURTH CHURCH OF CHRIST SCIENTIST	2	0.1%	120	0.0%	2011 E Capitol Dr
Other Social Advocacy Organizations	813319	NEVILLE KATHLEEN MILWAUKEE LODGE FOUNDATION NO 261 INC	1	0.0%	57	0.0%	3970 N Okland Ave Ste 502
Civic and Social Organizations	813410	WI Breast Cancer Coalition	3	0.1%	120	0.0%	4145 N Morris Blvd
Civic and Social Organizations	813410	STEPHENS FAMILY FOUNDATION INC	2	0.1%	162	0.1%	4093 N. Oakland Ave
Civic and Social Organizations	813410	Legion Post					4230 N Oakland Ave
Civic and Social Organizations	813410	Youth Independence Project of Wisconsin					4121 N. Wilson Dr
Civic and Social Organizations	813410	SHOREWOOD FOUNDATION INC	3	0.1%	164	0.1%	3510 N. Oakland Ave.
Other Similar Organizations (except Business, Professional, Labor, and Political Organizations)	813990	FRIENDS OF SHOREWOOD DRAMA	2	0.1%	92	0.0%	3930 N Murray Ave
Other Similar Organizations (except Business, Professional, Labor, and Political Organizations)	813990	EASTWOOD OWNERS ASSOCIATION INC	6	0.2%	200	0.1%	4220 N Newhall St
Other Similar Organizations (except Business, Professional, Labor, and Political Organizations)	813990	Milwaukee Graduate Assistants Association					3942 N Okland Ave APT 241
Other Similar Organizations (except Business, Professional, Labor, and Political Organizations)	813990	GREATER MILWAUKEE BRIDGE ASSOCIATION INC	2	0.1%	47	0.0%	3510 N. Oakland Ave.
Public Admin.							
Executive Offices	921110	VILLAGE OF SHOREWOOD	25	0.8%	0	0.0%	2011 E Marion St
Fire Protection	922160	VILLAGE OF SHOREWOOD	103	3.1%	0	0.0%	3930 N Murray Ave
Administration of Public Health Programs	923120	CITY OF MILWAUKEE	30	0.9%	0	0.0%	3936 N Murray Ave

Sources: ESRI, Dunn & Bradstreet, Village of Shorewood