

Updated, Pages 5, 20 and 21 on 2/16/06

In 2015, Shorewood will be:

- ❑ **A vibrant urban community with safe, friendly neighborhoods offering a range of well-maintained housing options which reflect Shorewood's architectural heritage.**
- ❑ **A desirable community that continues to attract and retain residents who value Shorewood's community assets and rich diversity.**
- ❑ **A model community that welcomes broad citizen participation in civic decision-making and is governed with a long-range, disciplined view of the future of Shorewood.**
- ❑ **An attractive community with strong property values and a competitive tax rate; well-maintained public infrastructure; quality, cost-effective, and valued Village services; and outstanding staff members who use collaboration, innovation, and technology to optimize productivity and service excellence.**
- ❑ **An ecologically-responsible community with a commitment to protecting the environment.**
- ❑ **A thriving community with a mix of attractive stores and services in a robust and profitable commercial center.**
- ❑ **A well-educated community in which public and other educational assets are cultivated in a spirit of collaboration to achieve excellence.**

August 29, 2005

Executive Summary: Shorewood Visioning Project

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

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

In 2003, the Village Board completed a “Blue Sky” Planning project under the facilitation of James Purtell & Associates and considered data collected from a community-wide survey. In 2005, the Village Board expanded that work into a village-wide visioning project. They formed a Leadership Group of themselves and the Village Manager and agreed to meet at least monthly with a facilitator from Public Management Partners LLP (PMP) outside of regular village board meetings to consider Shorewood’s future.

The Leadership Group reached out to solicit community input through focus groups and an open-invitation community workshop. Facilitators asked what each participant values about living in Shorewood, what concerns them about changes now and foreseen in the future, what action areas are top priority, and what they envision as a successful future.

The Leadership Group also spent time reviewing and discussing all the information and data in order to understand realities and trends that might or might not be perceived clearly by the community. This report is a culmination of their effort to understand Shorewood’s present and to develop action strategies to influence Shorewood’s future.

In summary, the Leadership Committee found the following:

1. **Where are we now?** Shorewood is a fully-developed, primarily residential landlocked village 1.6 square miles in size with aging infrastructure and housing stock. 75% of Shorewood’s owner-occupied housing units were built on or before 1939; by 1967, nearly all residential land had been developed. Shorewood has no industrial land. With 6,696 housing units, Shorewood is primarily residential.

The Leadership Group considered 2000 census data for Wisconsin and six comparable communities: Brown Deer, Cedarburg, Glendale, Mequon, Wauwatosa, and Whitefish Bay. The following differences are noteworthy:

- Shorewood is younger than comparable communities and has a lower percentage of residents aged 65 and over. Shorewood’s median age is 37.8; Wisconsin’s is 36.
- Less than 10% of Shorewood residents consider themselves black, Hispanic, or Asian. This percent varies among comparable communities (2-17%) but is lower than in Wisconsin (11%).
- Fewer of Shorewood’s households are families (51%). This percent varies among comparable communities (60-74%) and is below the state’s 67%.

- 25% of Shorewood family households have children under the age of 18. This percent is similar to comparable communities except Cedarburg (35%) and Whitefish Bay (40%) and higher than across the state (24%).
- More Shorewood households are non-family (49%), have householders living alone (40%), and are smaller in size (2.08 average) than in comparable communities and Wisconsin.
- A higher percentage of Shorewood residents are foreign-born (12%), arrived between 1990 and 2000, and speak a language other than English at home (14.7%) than in comparable communities and Wisconsin.
- Except as compared to Whitefish Bay, Shorewood is more educated than its comparables (63% with college degrees or higher; 95% high school graduates).
- Shorewood household income is lower than in all comparable communities, but higher than Wisconsin in general. Shorewood's family income is competitive.
- The median residential, single-family property value in Shorewood is \$174,700, mid-range of comparable communities and above Wisconsin's median of \$112,200.
- More Shorewood residents are renters (52%) and rent payments are lower (\$626) than in comparable communities. Wisconsin has a greater percentage of homeowners (68%) but a lower median rent (\$525).
- 34% of Shorewood households have two vehicles, well behind the 43-53% of comparable cities' households.

2. Where are we going? The Leadership Group considered previous census data, information published on the website of the Wisconsin Taxpayer Association and the Wisconsin Department of Public Instruction, as well as statewide data analyzed by the UW-Extension and distributed through its Graphing Expenditures and Taxes program. The following trends are noteworthy.

- Shorewood's population has steadily decreased from its peak of 16,199 in 1950 to a population of 13,763 in the 2000 census; the rate of decreasing population has slowed since the 1980 census of 14,327. Wisconsin's and the United States' populations have grown.
- Between 1990 and 2000, Shorewood's population has declined in all categories except those aged 5-19 (9% growth) and those aged 45-64 (36% growth). This pattern is different than in other comparable communities.
- Although perceived as an aging community, the 14.5% of Shorewood residents 65 and older decreased by 20% in the last decade, a trend shared only by Whitefish Bay and opposite to comparable communities' increasing percentages.
- Although its public school enrollment has not decreased dramatically due to the acceptance of students from outside of Shorewood, Shorewood's public schools continue to have fewer students than in the previous seven years. Students continue to perform well on state tests; comparable communities are competitive.

- Shorewood’s municipal tax levy increased an average of 3.78% annually from 1992-2003, the second lowest levy growth in Milwaukee County. It increased 1.6% in 2004-05.
 - As in most Milwaukee area communities, Shorewood’s municipal tax rate decreased between 2003-04 and 2004-05.
- 3. Where do we want to go?** Shorewood’s vision statement identifies the community’s desire to maintain its strong commitment to education and a quality urban lifestyle that is less “big city” and more “small, neighborly village.” Residents appreciate being near enough to Milwaukee to easily enjoy its amenities while still being able to walk through safe neighborhoods filled with friendly faces, green trees, and well-kept yards. They like to shop at neighborhood stores where their names are known and eat at Village restaurants. Residents value Shorewood’s high quality, cost-effective village services and schools and want to see well-maintained public infrastructure.
- 4. How do we get there?** Shorewood’s implementation plan focuses on the following strategic action priorities developed by the Leadership Group:
- a. Promote vibrant urban housing that meets the needs of people of all ages and stages of life
 - b. Maintain a safe, walkable, “small town” urban living experience
 - c. Protect and enhance property values
 - d. Deliver quality services at a competitive tax rate
 - e. Remain committed to open, interactive communication with residents and property owners
 - f. Protect and enhance the environment and public green spaces
 - g. Collaborate to promote educational excellence for all

After defining basic terms and expectations and brainstorming possible implementation strategies, the Board of Trustees turned the task of developing implementation objectives, strategies, and measures of success to the Village Manager and his staff under the facilitated guidance of PMP. The following is a summary of the Implementation Plan priorities.



Vision Implementation Plan Summary

- **Promote vibrant urban housing**
 - Promoting the restoration/redevelopment of multi-family housing
 - Supporting architecturally appealing, pedestrian-scale multi-family development
 - Encouraging upgrades and enhancements of single-family homes
- **Protect and enhance property values**
 - Requiring that all private and public property be well-maintained
 - Removing perceived code, process, and assessment barriers to investment in property
 - Developing a comprehensive needs-based parking program
 - Maintaining quiet and safe neighborhoods
 - Promoting healthy commerce along Oakland and Capital Drive
 - Maintaining up-to-date public works infrastructure
 - Providing public buildings appropriate for service needs
- **Deliver quality services at a competitive tax rate**
 - Promoting efficiency in service delivery
 - Nourishing a culture of quality customer service
 - Prioritizing services to be delivered
 - Pursuing intergovernmental shared services where appropriate
 - Controlling the tax rate
- **Maintain a safe, walkable, “small town” urban living experience**
 - Sustaining strong public safety services
 - Maintaining pedestrian safety
 - Promoting a sense of social connection and responsibility
- **Remain committed to open, interactive communication**
 - Pro-actively providing information to residents and property owners
 - Reaching out to citizens affected by regulation, construction, etc.
 - Encouraging citizen involvement wherever appropriate
- **Protect and enhance our environment**
 - Upholding high environmental protection standards
 - Encouraging use of renewable energy
 - Promoting watershed protection awareness and action
 - Encouraging use of public transportation and non-motorized transportation alternatives
- **Protect and enhance public green spaces**
 - Investing in park improvements
 - Improving the use of space along the river and lake
 - Maintaining parks, trees, boulevards, flower beds, etc.
- **Collaborate to promote educational excellence**
 - Support school-based learning
 - Advance life-long learning opportunities
 - Promote cultural events and activities

The full implementation plan, reviewed and approved by the Board of Trustees, is attached as Appendix C to this report.

Community Participation: Focus Group Summary

PMP facilitators met with 67 citizens in the following focus groups:

- Business owners
- Commercial property owners/developers
- Landlords/duplex owners
- Community activists
- Realtors
- School board, staff, and parents
- Senior citizens
- Young adults/renters

Additional follow-up calls were made to participants in the community activist group due to time constraints on the group session.

Information shared in these groups was reported by the facilitators and incorporated into the Leadership Group's discussion of Shorewood's future. However, PMP facilitators report that the following points of view were unique or especially important to particular focus groups.

- **Business owners.** Most owners were concerned about a perceived lack of sympathy for business concerns such as parking needs, garbage collection, and taxes. They pointed out that neighborhood and professional services seem to thrive in Shorewood, and that they found the cost, quality of space available, ease of access, and customer base attractive. They were all in business locally because of their personal desire to remain "Eastsiders" and near family as well as their attraction to housing options available.
- **Commercial property.** Most participants were concerned about parking needs for multi-family and commerce; lack of space undercut their ability to charge higher rents or to even make a profit. They value multi-use buildings and higher housing densities. They valued Shorewood's supportive attitude about redevelopment and improvements in commercial areas, but struggled with code compliance issues including limitation on the availability of part-time inspectors. They perceive that any property improvements lead to aggressive reassessment and higher taxes.
- **Landlords/duplex owners.** Apartment buildings are assessed based upon the income they generate and their value shows up as commercial property. Duplex buildings are assessed the same as any other residential property. Thus, the affect of rising property values in Shorewood more quickly and adversely affect duplex owners. The rental market is also in direct competition with condominium and single-family homes in current low mortgage rate market. For renters looking for a good rent value who need no parking, Shorewood is attractively priced. Lack of parking is critical. This group feels that although over 50% of Shorewood's population is renters, that renters are undervalued and under-represented. This group sees no change on the horizon and laments the difficulties in re-investing in their properties.
- **Community activists.** This enthusiastic group of community boosters love living in Shorewood and love being able to contribute in active and generous ways. They love the high level of volunteerism, political activism, and sense of connectedness they see in Shorewood; they are proud of being able to make a difference. They are concerned with taxes, but they are equally concerned with maintaining quality services, especially in Shorewood public schools.

- **Realtors.** This group was concerned about aggressive reassessment for maintenance work. They felt that pre-sale inspections were increasingly difficult both procedurally as well as in regard to work items required. They confirmed that duplexes do not work well as investments and that rental properties have difficulty turning a profit. Real estate information is not readily available in Shorewood or on a computer for self-serve information. Within the larger market, they see competition and wonder why Shorewood is not encouraging more redevelopment.
- **Schools.** Not surprisingly, this group feels under the greatest stress from state funding cuts. Like much of the rest of the community, their greatest fear is that taxes will continue to go higher and yet schools will lose their highly competitive edge. Teachers, administrators, and school board members are actively working with community representatives to fight to maintain their excellent reputation in both traditional and non-traditional ways.
- **Seniors.** This enthusiastic group loves living in Shorewood, whether they have lived here since childhood, parenthood, or retirement. Besides their support of senior programming, they enthusiastically support the schools and are concerned about housing affordability for young families and others.
- **Young adults.** This group was pleased to be asked. Renters feel that they get good value for dollar spent and appreciate the quality of the architecture, size, and design of rental spaces available. Two young adults became property-owners recently and would stay in Shorewood if time and equity issues would allow; they feel they are transitioning on the way to something larger and still affordable. They don't mind the lack of public night life and love the growing specialty shops and close grocery stores. Some perceive that the community does not welcome diversity or black residents. Many see parking as a wedge issue used against renters and feel that they are generally disenfranchised and unwelcome in community life.
- **Others by survey.** Focus group invitees were encouraged to fill out follow-up surveys whether they participated in the focus group sessions or not. 37, generally non-participants, took the time to fill out surveys. Once again, the surveys confirmed the Village Board's vision summary. Surveys show they value Shorewood's walkability, quality schools, sense of community, friendly neighborhoods, safety, beauty, diversity, and proximity to Milwaukee amenities. They want lower taxes with strong services and investment in public infrastructure. They envision a vibrant future that builds on Shorewood's present strengths.
- **Village Staff.** PMP facilitators met separately with the Administrator, Community Redevelopment Authority president, department heads, and staff members selected from each department. This comment sums up the issue at hand: "How can we provide quality services when the village is divided between those who want and can afford a high level of service when others need an affordable community?" They are willing supporters seeking leadership and direction in solving this conundrum.
- **Other community input.** Two additional residents shared their thoughts regarding the future of Shorewood. Both political activists, one focused on shortcomings in the process

and leadership; the other focused on conveying a wide variety of very concrete ideas for improvements in process and bricks-and-mortar/green space.

Community Participation: Workshop Summary

30 residents participated in the open invitation community workshop held on the afternoon of April 17th. They were placed in fairly equal groups and participating officials were asked to spread out among the tables.

After hearing a summary of the findings of the “Blue Sky” planning process results, participants were asked to record answers to four questions:

- What did they value about Shorewood?
- What concerns were critical to consider for the future?
- What outside influences were important to understand and address?
- What was their vision of a bright future for Shorewood?

Volunteers at each table recorded participants’ thoughts and presented them to the group. PMP facilitators gave two statements to be assumed as important to Shorewood’s future:

- In 2025, Shorewood will have strong public schools.
- In 2025, Shorewood will have excellent services at an affordable price.

They asked that the group concentrate on other areas of importance to Shorewood’s future.

The following statements are the groups’ reports of their vision for Shorewood’s future.

Group Response: In 2025, Shorewood will be a place:

- Where we can spend more of our discretionary income
- That it is safe.
- Where there is community involvement
- That maintains its architectural integrity
- That is eco-friendly and diverse (in the true sense).

Group Response: In 2025 Shorewood will:

- Continue to be independent
- Continue to be diverse in age and housing type
- Continue to have seniors bring experience and talent
- Continue to evolve
- Continue to be vibrant day and night
- Maintain a strong sense of history and historical perspective
- Maintain continuing by staying and returning
- Maintain “greening” by preserving parks, boulevards, green spaces
- Expanded role of current seniors, young, and middle age residents (voice & role)

Group Response: In 2025, Shorewood will be:

- A business destination of unique quality
- A safe and walkable community
- A diverse and viable community for young families as well as seniors
- A community on the Historic Registry

A community of appearance, aesthetics, amenities, and acceptance (high integrity of properties)
 A community in and of itself
 A community of high academic standards and offerings
 A vibrant community with interesting, involved, and committed residents
 Shorewood will have more beautiful, vibrant, architecturally interesting development and character on Oakland and Capitol Drive
 Shorewood will have/be part of the best school districts in the area/state/country
 Independent

Group Response: In 2025, Shorewood

Will have a well-maintained, environmentally safe and ecologically friendly infrastructure that is self-sustaining, cost-effective, and pedestrian friendly
 Will have cost-effective government that shares services and cost responsibilities with other communities
 Will be the premier pedestrian-friendly urban community where residents’ wants and needs are met within the Village
 Will be lively, interactive, integrated among ages and international
 Will have a well-maintained infrastructure that is cost-effective and self-sustaining
 Will embrace new ideas regarding recreational opportunities, transportation, design, and intellectual creativity
 Will have state-of-the-art mass transportation
 Atwater Beach Plaza will be the “place to be”; more use of lake and river, summer stock, food carts, dense population, really neat hotel with bar/restaurant, pedestrian mall with parking

Individual Responses within Group: In 2025, Shorewood will be:

A friendly community with an attractive/clean lakefront and river
 A walkable community with a village center and diverse retail
 A community with trees and green spaces

A place that keeps attracting educated professional people who value living in an urban setting
 A community that sets a high priority for civic involvement and cultural activity
 A safe place where residents can live

A mixed age population
 A mixed income population
 A functioning community with a functioning community center

A healthy democracy
 Inclusive of all residents
 On a clean lake
 Interesting
 Safe
 Neighborly
 Ecologically and environmentally sound

After all thoughts were recorded and priority items to consider were identified for each of the four questions, participants were asked to take ten markers and vote for their action priorities. The following items received five or more votes:

Summary of Priorities

- Safety and services
- Urban character with access to Milwaukee
- Parks and green spaces, lake and river
- Walkability
- Convenient, non-franchise retail

Summary of Concerns

- Maintenance of architecture/character
- Property taxes and tax base
- Safety
- Plans for Business District: marketing, public relations, and comprehensive plan

Community Participation: Noteworthy Ideas

A complete listing of thoughts and ideas generated by all Vision Project participants are attached in the appendices to this report. However, PMP facilitators feel that several are worthy of note because they are forward-looking and unique. These ideas, or others like them that may follow, may be just the right idea needed to reach Shorewood's visionary future.

- Refurbish existing apartment building(s) to boutique hotel to serve university or hospital-related clients
- Develop business niche of alternative, holistic, and supplemental health services
- Develop businesses that cater to ethnic niche markets and then help their expand their customer bases
- Capitalize on proximity to UW-Milwaukee and build recreational or other facilities that could be jointly used by UW-Milwaukee, Shorewood area residents, and beyond
- Place high-end housing along the Milwaukee River along with neighborhood commerce and recreational facilities
- Provide wireless service to all apartments, commercial buildings, and homes
- Promote businesses that cater to UW-M students' needs beyond housing
- Develop a new village center that functions as a center of commerce and community gathering space
- Develop a high-rise tower with views and a top-floor restaurant
- Consolidate with other municipalities through annexation
- Create a neighborhood association movement to encourage citizen collaboration with the Village
- Build an attractive, multi-story parking structure
- Develop/expand Atwater Beach as an outdoor social center by adding amenities such as food, bathroom facilities, landscaping, community gardens, museum, etc.

Shorewood Today

Shorewood, incorporated in 1900 as East Milwaukee, has always been geographically limited by Lake Michigan, the Milwaukee River, the Village of Whitefish Bay, and Milwaukee. Soon after its name was changed to Shorewood in 1917, it began to attract business and professional people with families who preferred life in a residential environment outside the city but convenient to city resources.¹

Residents and businesses still select Shorewood for its quality urban lifestyle that is less “big city” and more “small, neighborly village.” Residents are still committed to education and clearly appreciate being near enough to Milwaukee to easily enjoy its amenities. One of these valued amenities is the University of Wisconsin-Milwaukee, an institution within walking distance that continues to bring professors, staff, and students to Shorewood to live and shop.

Shorewood comparables

The Leadership Group considered 2000 census data for Wisconsin and six comparable communities north of Milwaukee: Brown Deer, Cedarburg, Glendale, Mequon, Wauwatosa, and Whitefish Bay. All but Cedarburg and Mequon are first-ring suburbs of Milwaukee. Cedarburg was chosen as a comparable because although it is not part of Milwaukee’s immediate urban ring, it shares some of the same historic, walkable attributes valued by Shorewood residents and is seen as a competitor within the market.

Although focus group participants indicated that Milwaukee itself was a competitor in the residential markets, Milwaukee as a whole was seen more as an influence and an asset. No sub-category of Milwaukee was identified clearly enough to enable search of comparable data. Further research into north side and downtown Milwaukee as competition in the residential sector may be justified in the future.

Population realities and trends

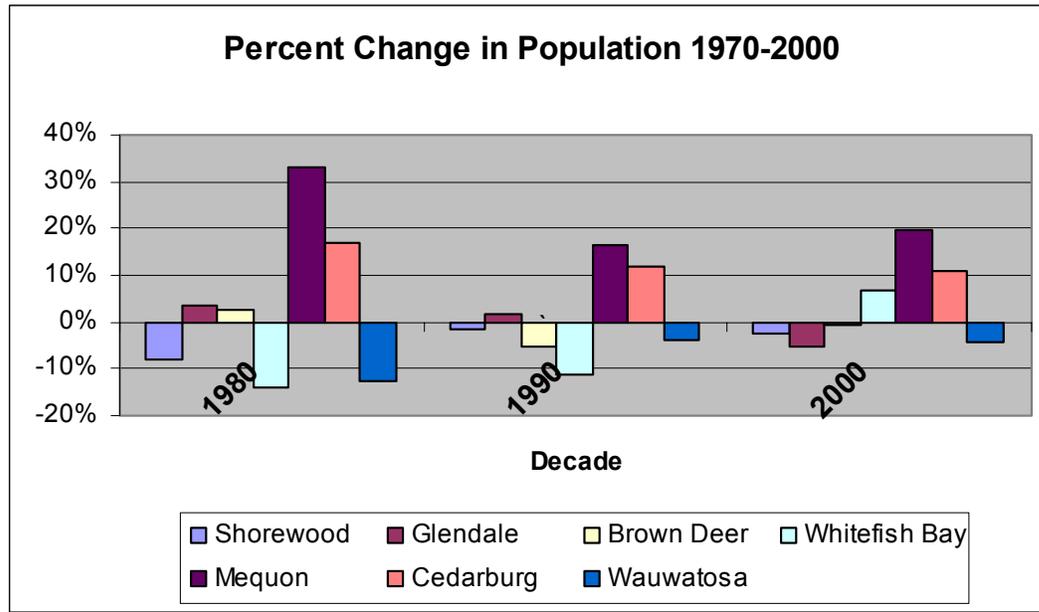
Shorewood is primarily a residential community whose population has steadily decreased from its peak of 16,198 in the 1950 census to 13,763 in the 2000 census. This decrease is perceived to be largely the result of a national decline in household size as well as the high percent of the population housed in apartments, townhouses, and duplexes.

Shorewood is not alone in decreasing population; landlocked Brown Deer, Glendale, Wauwatosa, and Whitefish Bay have also seen their population numbers decline since 1970.

Community	% Change 1970 census thru 2004 WI DOA estimate
Shorewood	-15.1%
Brown Deer	-6.2%
Cedarburg	32.1%
Glendale	-3.1%
Mequon	48.1%
Wauwatosa	-26.2%
Whitefish Bay	-24.5%

¹ History of Shorewood, page 4

Population changes have differed in each decade. Shorewood and Wauwatosa have lost population in each decade, but the percent of change differs with both slowing in the last decade. Cedarburg and Mequon have grown in each decade since 1970. Whitefish Bay lost dramatically more in 1970-80 and 1980-90, but then grew between 1990 and 2000. Glendale did the reverse, growing slightly in the first two decades and then losing in the last.



Population diversity

Shorewood's present population is diverse. According to the 2000 Census:

- Shorewood is both more and less racially diverse than Milwaukee and comparable communities. 91% of Shorewood residents consider themselves white, more than in Milwaukee (50%), Brown Deer (82%), Glendale (87%), and Wisconsin (89%) but less than in Wauwatosa (94%), Whitefish Bay (95%) and Cedarburg (98%).
- Shorewood is more diverse linguistically than all comparable communities and Wisconsin. 15% of Shorewood residents speak languages other than English in their homes. 12% of residents are foreign-born, with 66% from Europe and 23% from Asia. 2/3 of the 1,626 foreign-born residents came to Shorewood between 1990 and 2000. Comparable communities and Wisconsin have lower percentages of foreign-born and non-English speakers.
- Shorewood is more diverse economically.
 1. Shorewood's household income is significantly lower than in all comparable communities, but higher than Wisconsin in general.
 2. Shorewood's family income is competitive in 2000, although the rate of growth was slightly lower than in comparable communities.

Community	Income Category	1990	2000	% average annual change
Shorewood	Median household income	\$34,417	\$47,224	3.72%
	Median family income	\$49,429	\$67,589	3.67%
Cedarburg	Median household income	\$38,332	\$56,431	4.72%
	Median family income	\$44,153	\$66,932	5.16%
Glendale	Median household income	\$40,602	\$55,306	3.62%
	Median family income	\$47,506	\$68,429	4.40%
Mequon	Median household income	\$60,900	\$90,733	4.90%
	Median family income	\$65,435	\$101,793	5.56%
Wauwatosa	Median household income	\$40,041	\$54,519	3.62%
	Median family income	\$47,647	\$68,030	4.28%
Whitefish Bay	Median household income	\$53,539	\$80,755	5.08%
	Median family income	\$61,180	\$95,744	5.65%
Wisconsin	Median household income	\$29,442	\$43,791	4.87%
	Median family income	\$35,082	\$52,911	5.08%

Demographic comparisons and trends

Shorewood has and continues to attract a different mix of residents than do comparable communities. This may be due to its high percentage of rental housing units and/or its proximity to UW-M. In particular, data shows that:

- Shorewood residents are younger than those in comparable communities (median age of 37.8 years) and has a lower percentage of residents aged 65 and over (14.5%).

Median Age: 2000 Census

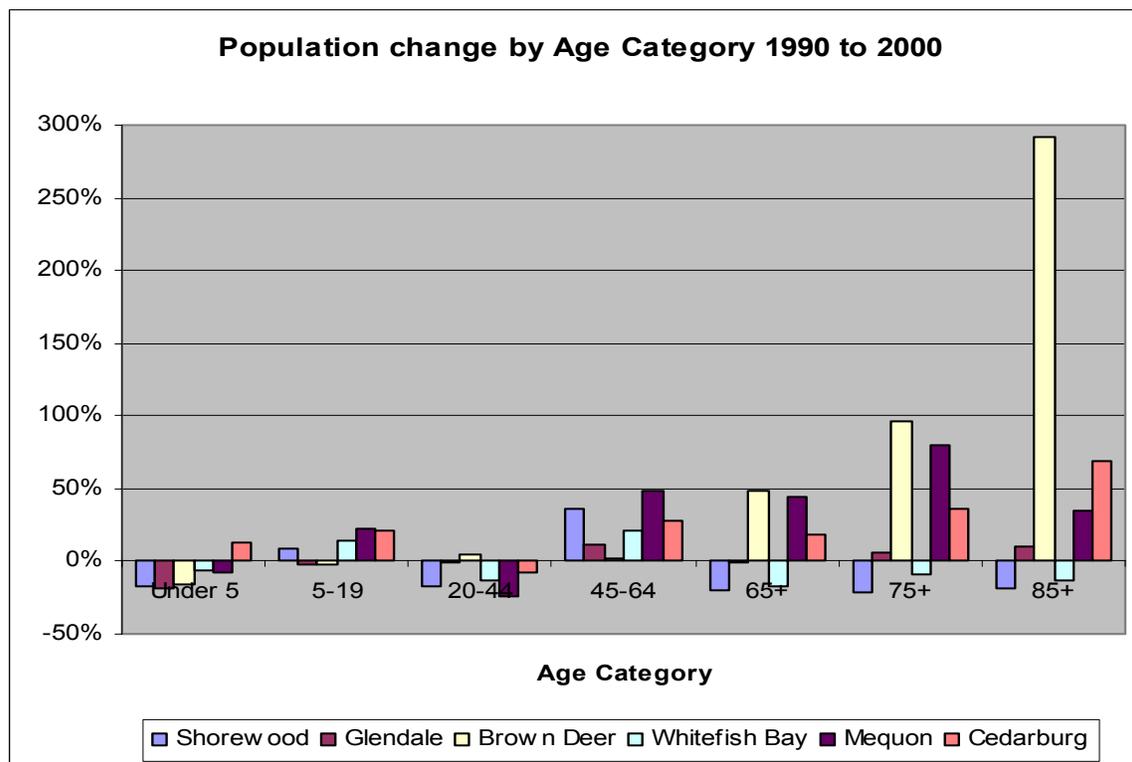
Shorewood	37.8
Brown Deer	42.2
Cedarburg	39.0
Glendale	45.6
Mequon	42.5
Wauwatosa	39.1
Whitefish Bay	38.2

- Fewer of Shorewood's households are families and the average household size is smaller than in all other comparable communities.
- Like other communities, most of Shorewood's family households do not have school-age children. However, Shorewood's percentage is below all comparables but Glendale.

Household (HH) Size and Number of Families: 2000 Census

Community	Population	# Families HH	% Family HH	# Family HH w/ children <18	Family HH w/ children <18	Average Size-All HH's
Shorewood	12,170	3,328	50.9%	1665	25.3%	2.08
Glendale	11,196	3,517	60.9%	1401	24.3%	2.20
Brown Deer	13,367	3,249	63.3%	1313	25.6%	2.27
Whitefish Bay	22,643	4,019	73.6%	2189	40.1%	2.59
Mequon	13,763	6,404	81.5%	2990	38.0%	2.75
Cedarburg	47,271	3,024	68.2%	1560	35.2%	2.75
Wauwatosa	14,163	12,314	60.4%	5772	28.3%	2.45

- In the last decade, Shorewood had a greater percentage of residents in the 45 to 64 age range and saw the 65 and older percentage decrease. Shorewood has seen modest growth in the school-age category of 5-19 years. These are not the same patterns seen in comparable communities.



Housing realities

Many participants expressed concerns about the affordability of housing in Shorewood. The Leadership group discussed various measures of affordability. Compared to comparable communities, a high percent of Shorewood’s housing is reasonably priced, and apartments are very affordable to rent according to 2000 census figures.

- The median value of an owner-occupied home in Shorewood is \$174,700, mid-range of comparable communities and yet above Wisconsin's median of \$112,200.
- There are a limited number of homes to buy in Shorewood (3,110). 50% of those are priced under \$200,000. Home-buyers will therefore have fewer options to consider when searching for an affordable home in Shorewood.
- Rent is affordable. The median rent of \$577 is below all comparable communities and just slightly above the Wisconsin median of \$540.

Residential Property Value: 2000 Census

Community	Occupied housing units	Owner occupied	% Owner-occupied	Median value	No. <\$200,000 value	% <\$200,000 value	Median contract rent
Shorewood	6,539	3,110	47.6%	\$174,700	1,542	50%	\$577
Brown Deer	5,134	3,656	71.2%	\$118,700	3,105	85%	\$713
Cedarburg	4,593	2,891	65.2%	\$179,900	1,761	61%	\$670
Glendale	5,772	4,220	73.1%	\$142,600	2,962	70%	\$689
Mequon	8,162	7,175	87.9%	\$250,400	2,106	29%	\$686
Wauwatosa	20,917	13,819	66.1%	\$138,600	10,937	79%	\$702
Whitefish Bay	5,457	4,617	84.6%	\$194,900	2,336	51%	\$703

NOTE: Assessment and equalized value figures reported by Shorewood's assessor show that Shorewood's assessed values have not kept up with the market. The village-wide reassessment should bring assessments more in line with reality. This creates the potential for discrepancies between true market value, assessed value, and owner perceptions of value reported on census surveys.

Transportation realities

- More residents use public transportation in Shorewood and average daily commute time of 19.7 minutes is below most comparables that are around 21 minutes; it is above Wauwatosa's average of 18.9 minutes.
- 12% of Shorewood households have no vehicle, well above comparable communities. 34% of Shorewood households have two vehicles, well behind the 43-55% of comparable communities' households.

Vehicles Available: 2000 Census

Community	None	One	Two	3 or more
Shorewood	12.1	47.0	33.9	7.5
Glendale	6.7	39.8	43.2	10.3
Brown Deer	4.6	37.1	45.6	12.7
Whitefish Bay	3.4	32.3	52.6	11.7
Mequon	1.4	18.3	54.9	25.4
Cedarburg	4.5	35.7	44.3	15.5
Wauwatosa	8.1	38.1	44.3	9.5

This anomaly may reflect residents' ownership preferences, demographic and economic differences that reflect residents' inability to own more vehicles, or parking limits and/or regulations themselves in Shorewood that cause limited vehicle ownership.

Shorewood's parking deficiencies were seen by various focus group participants to be detrimental to today's auto-dependent residents and business customers. As commercial property value is based on income earned from selling goods and services (including rental of property), participants in the multi-family, renter, and business sector focus groups expressed the market's desire to own and manage more vehicles. They felt that solving the issue of parking was not only politically wise but could yield real benefit in decreased vacancies and therefore increased property values.

On the other hand, homeowners (single family detached) were concerned that changes to the status quo street parking ban might detract from their property values. Some preferred that the Village abandon the regulation requiring that renovated garages expand to two-stalls, expressing that this regulation was causing them to hold back on maintenance of one-stall garages.

The need to meet market demand while maintaining and increasing property values will be a balancing act when parking regulations are considered. However, doing nothing was not advised by anyone.

Competitive Revenues: Taxes, fees, and assessments

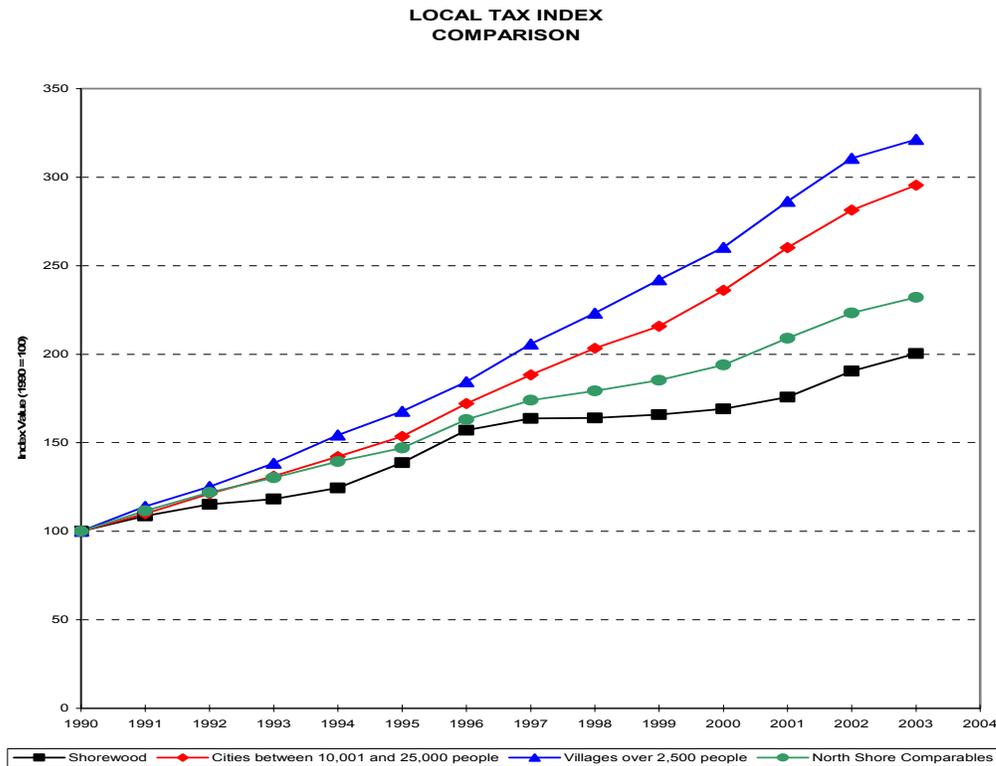
In order to manage the tax rate to be competitive within Shorewood's comparables, the Leadership Group considered tax levy spending trends, assessed value trends, comparative tax rates, and alternative revenue sources.

The University of Wisconsin Extension compiles information reported to the Wisconsin Department of Revenue and compiles it annually into a computer program (G.R.E.A.T.) that is able to show trends among comparison groups. By indexing all rates to 100, trends over time can be shown among comparison groups.

Shorewood's growth in tax levy collections, the amount of money collected annually by taxing property in the village, has been controlled more than in all comparison groups for years.

The following chart shows Shorewood's tax levy growth compared to all Wisconsin cities with populations between 10,000 and 25,000; all Wisconsin villages over 2,500 in population; and the north shore communities chosen as comparables for this project.

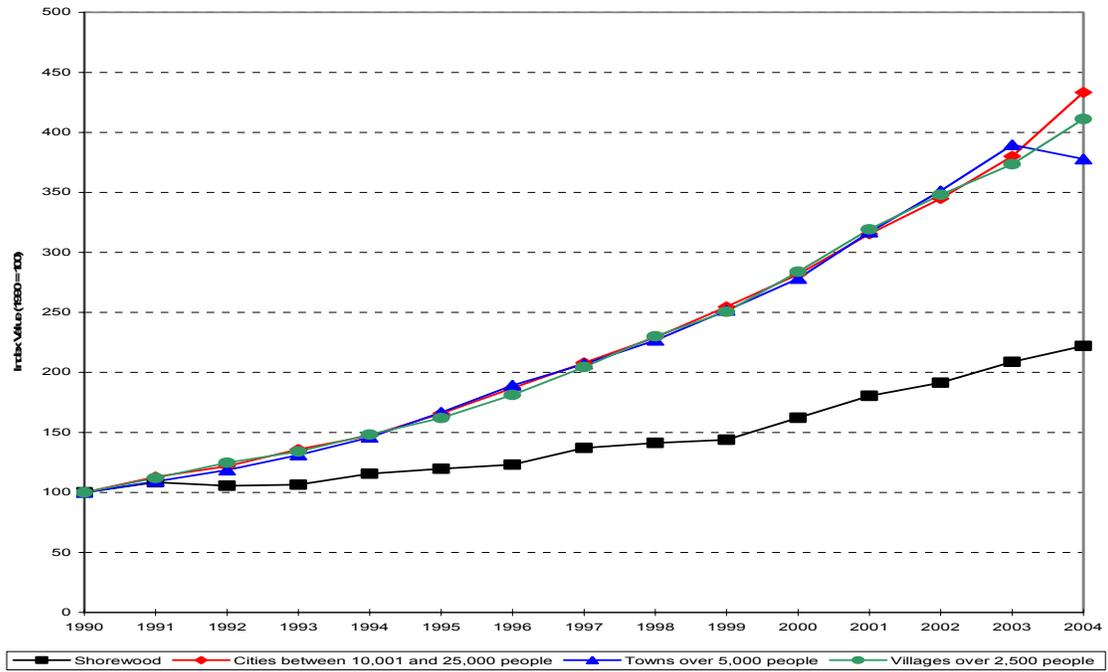
The Village of Shorewood's local tax levy growth is slower than seen in all three comparisons.



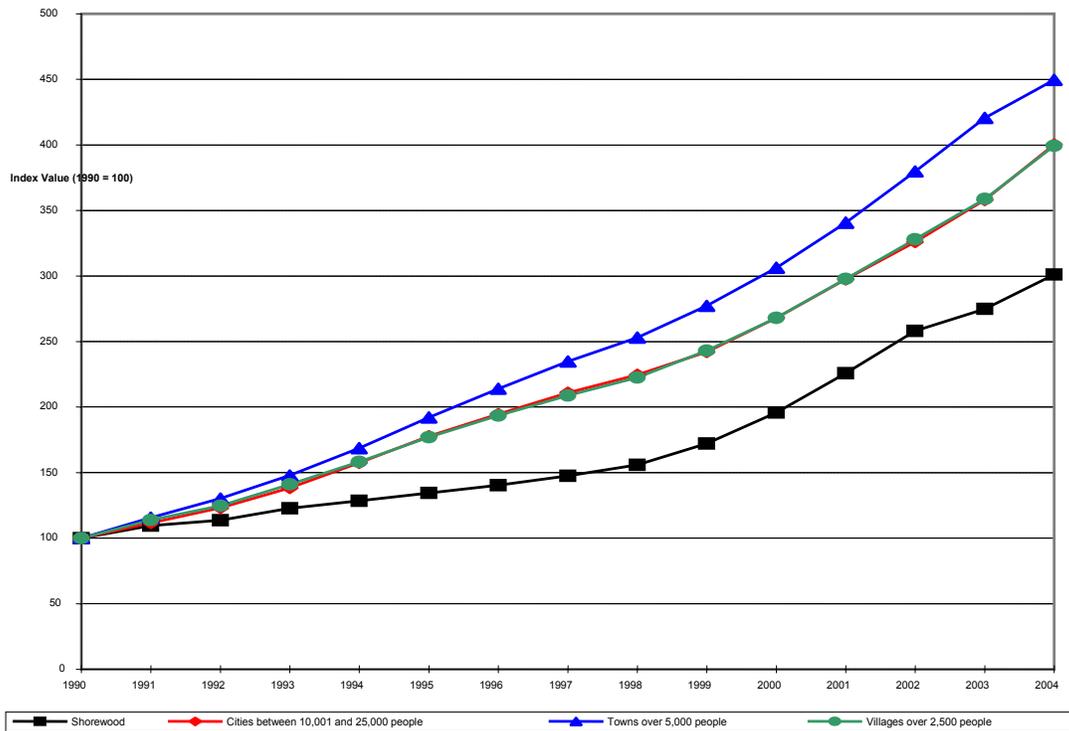
A popular means of comparing spending control is by comparing tax rates. Tax rates are computed by dividing the total tax levy by the total assessed value of the community. Tax rates are then expressed in dollars per \$1,000 of assessed value. Both spending and value affect tax rates in each community. Lower spending and higher value can both cause lower property tax rates.

Shorewood is controlling tax levy spending, but when we compare property values, Shorewood commercial and residential values lag behind the indexed values of the same comparison groups in the G.R.E.A.T. program. Lower value growth will drive up tax rates even when spending is controlled. This may be one variable driving tax rates up in Shorewood.

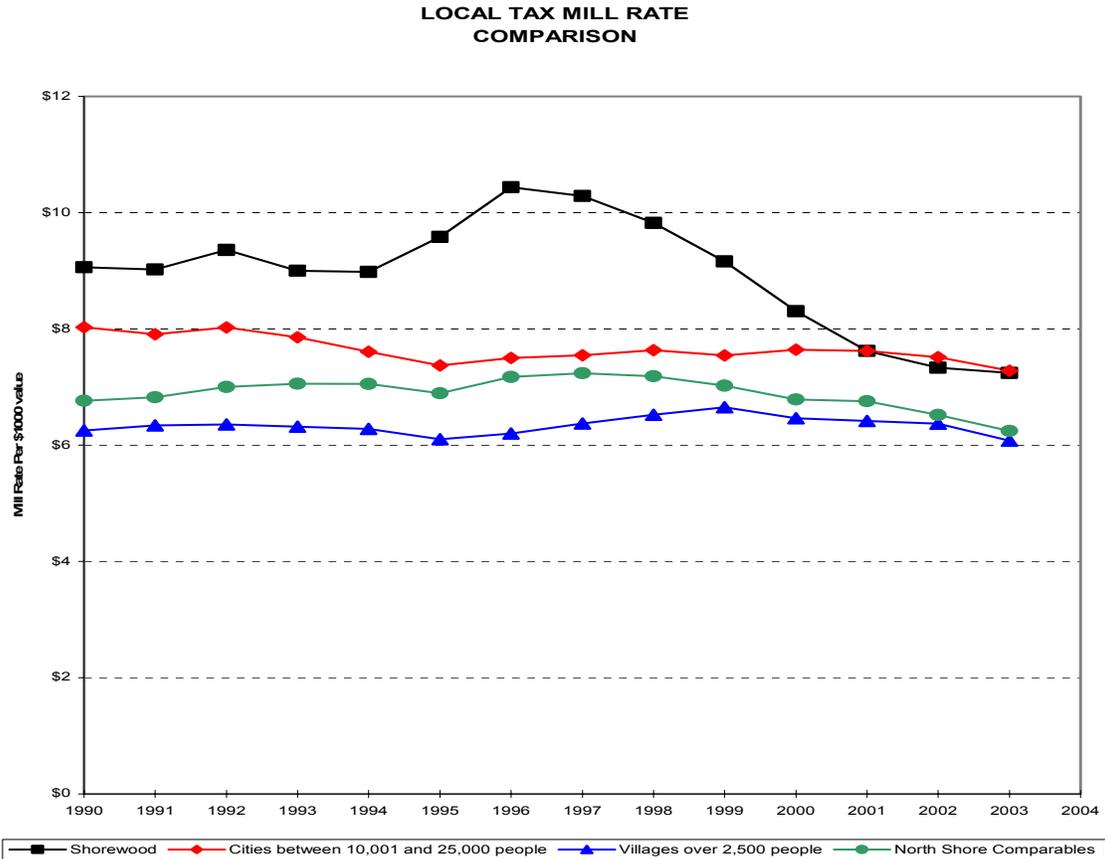
TOTAL COMMERCIAL INDEX COMPARISON



TOTAL RESIDENTIAL INDEX COMPARISON



Because tax rates vary with both amount levied as well as values assessed, tax levy restraint does not directly translate into tax rate restraint. This is shown in the following G.R.E.A.T. chart of municipal tax rates for the same comparison groups. Because Shorewood's values have not increased as much as in other comparable communities, Shorewood's village tax rate remains higher for most years despite clear tax levy expenditure restraint.



Tax Levy Control Implementation Issues

In order to further control spending, the Leadership Group considered implementation of special revenue systems for services that can be attributed to demand. In addition to common water and sewer utilities, many communities have developed utilities for other services based on cost and quantity of service provided. These systems can recover revenues more fairly than tax levies that are based solely on property value. Use-based revenue has the added benefit of collecting from tax exempt properties based on fair share costs. By far the most popular of these special revenue systems are the stormwater utility and hydrant stand-by charges. Others include parking, solid waste, and street utilities.

Similarly, permit fees policies should be reviewed to assure adequate cost recovery from benefiting individuals, businesses, organizations, and properties. Few communities recover the full cost associated with permitting and licensing. Reviewing fees on an annual basis to achieve full cost recovery (including overhead) can generate significant funding. The same consideration should be given to fees for other village-sponsored programs. While public policy may dictate a subsidy for certain programs, it is important to recognize and account for the actual costs of programming.

Many communities use the special assessment process to recover a significant portion of the costs for construction or reconstruction of public streets, pipes, and other infrastructure that serves private property. By passing these costs to abutting and therefore benefiting property owners, property tax levies can be reduced in an equitable manner. Adaptations can be made to recognize and pass on costs that are community-wide in nature rather than attributable to private benefit.

While the Village may consider subsidizing specific fees or absorbing a portion of special assessments, it is important that the assignment of cost be made deliberately and fairly. To stay affordable, competitive, and fair, the property tax levy may not be the best revenue source to cover all expenses.

The Leadership Group was interested in expanding shared services beyond health and fire services. They are interested in looking at further sharing the cost of specialized equipment and specific job skills with other local communities and the public schools. Creatively expanding shared service opportunities has the potential to reduce costs for everyone involved while concurrently improving service quality.

The Leadership Group was also sensitive to the impact of the school tax levy on the cost of total taxes in Shorewood. Members support a strong public school system because strong schools both make and reflect the strength of Shorewood. The Leadership Group supports all school-based learning, both private and public, as essential to quality of life in Shorewood. They committed the Village to find ways to collaborate to promote educational excellence.

Implementation Planning

After considerable effort to define terms and general expectations, the Leadership Group sent the following list of goals to the Village Manager and staff for implementation planning. Many implementation ideas generated through brainstorming discussions were also included.

1. Promote vibrant urban housing that reflects Shorewood’s architectural heritage while meeting the needs of people at all stages of life in properties that are both attractive and well-maintained
2. Maintain and improve private property and public infrastructure to maximize the assessed value of all private properties
3. Promote delivery of valued, cost-effective, and quality services at an affordable tax rate
4. Retain and attract residents who value urban living in safe neighborhoods close to Milwaukee’s amenities such as major sporting facilities, Summerfest grounds, shopping alternatives, museums, theatres, and other performance venues
5. Promote a sense of social connection and responsibility to protect and strengthen our tradition of friendliness and acceptance of diversity
6. Remain committed to good government practices that include open, interactive communication and involvement of all residents and property owners in the civic duties and obligations of the Village.
7. Protect and enhance the environment and public green spaces
8. Collaborate to promote educational excellence

Multiple versions of the staff’s implementation plan were presented to the Leadership Group for comment, revision, and prioritizing. The implementation plan drafts included strategies, initiatives, output measures, and outcome measures defined as follows:

Strategies:	The objective or focus of the work initiative
Initiative:	Programs and/or services to be undertaken
Output:	The economic and human resource units of service/work required
Outcome:	Desired results and accountability measures that identify goal attainment

The Leadership Group clarified and selected as high priority the following simplified goals and strategies. Specific initiatives as well as output and outcome details are included in the detailed Implementation Plan included as “Attachment C.”

While the planning/implementation loop is an on-going process that also includes subsequent allocation of resources, evaluation of results, and revisions to the plan as needed, this Final Visioning Report seeks to capture the Leadership Group’s Implementation Plan as it emerged from the visioning process.

Addendum A: Focus Group Details

Businesses: Retail, Professional, and Large Business (5 participants)

- 1) General concerns regarding process validity if there are 200 businesses in Shorewood and only five participate in this focus group
- 2) Some participants expressed doubts that this process was meant to allow participants to influence the process/outcome or whether the decisions have already been made. All want the process to be transparent, obvious, and overt.
- 3) Concerns that Board is not working with businesses to protect their investment. Examples given were:
 - a) parking, parking, parking and differing parking needs in the community
 - b) garbage collection space/frequency/enforcement
 - c) taxes and fees, taxes, taxes and combined fire service tax add-on
 - d) Village allowing competition to move in against existing businesses
 - e) Village's lack of general business sense and sympathy for business concerns
- 4) Reasons why they and others like them opened businesses in Shorewood
 - a) Initially personally attracted to living alternatives in Shorewood
 - b) Their personal desire to remain "Eastsiders" and/or live near family
 - c) Personal desire to live in a small, "finite," walk able community with positive urban amenities yet near Milwaukee
 - d) Convenient auto access for customers and employees along Oakland and Capitol, by bus, and walking
 - e) Plenty of customers/clients in the area; one provided service to the elderly, a growing customer base in southeast Wisconsin
 - f) Cost and quality of space available
- 5) All remarked that businesses that seemed to thrive and proliferate were neighborhood service and professionals including specifically:
 - a) Beauty salons
 - b) Dry cleaners
 - c) Professional offices including medical services
- 6) The need for strong communication was discussed at length and with great concern for both process and outcome. General agreement was reached that communication might include accepting controversy and that listening might not lead to agreement and "getting one's own way."
- 7) Discussed niche positioning and marketing, capturing more of the local market, and needing more than the Shorewood market "to make it."
- 8) Future vision elements listed in order of presentation.
 - a) Good schools
 - b) Businesses growing and being taken seriously
 - c) Increased services with decreased taxes

- d) “Ultimate 21st Century Pedestrian Community” like Atkinson/Capital Garden Town Homes
- e) Economically vibrant
- f) Unique, destination-oriented businesses
- g) Continue as it has managed in the past
- h) Know and have easy access to Board and commission members
- i) Communication does not equal Agreement
- j) Growing, vibrant, changing
- k) Not “cutesy” and contrived but real and organic

Senior Citizens (16 participants)

- 1) What they all value about living in Shorewood
 - a) Knowing their neighbors
 - b) Knowing the businesses
 - c) Cross-neighborhood outreach
 - d) Rehabilitation of existing residences ongoing
 - e) Responsiveness of police makes them feel secure
- 2) Many concerns about housing discussed by all
 - a) Housing affordability, size, and style issues for young families and others
 - b) Proportional housing costs among competition, i.e. more house for less money with good schools also
 - c) Affordability and Gentrification conundrum
 - d) If you’re not improving, you’re sinking
 - e) Home as investment “nest egg” and all need for continual upgrades rather than waiting for pre-sales
 - f) Need for pre-sale planning program
 - g) Affordability, affordability
 - h) Attitude of “don’t let the less fortunate live here;” they can bus in to attend
 - i) River Park originally designed for seniors with specialized services; never built; subsidized but only elderly now
- 3) Concerns identified
 - a) Retail businesses start and move
 - b) Some upscale retail successful and others not
 - c) Development of “franchise row” along Capitol
 - d) Need for parking for apartment dwellers in order to increase rent levels and decrease turn-over
- 4) Schools, schools, school quality
 - a) Worth the investment to many seniors in this group
 - b) Proud of 40 years of ACT/SAT score improvements
 - c) Increased diversity of culture and language, but continuous economic diversity among students
 - d) Need for teachers of quality, not working just for paycheck
 - e) Joint sport programs reasonable response to shrinking enrollments
- 5) Many expressed opposition to loss of campus green at high school

- 6) All expressed support of Senior programming staff funding by taxes, not just schools

School Board, staff, and parents (14 participants)

- 1) What they like about Shorewood
 - a) Schools and school programming
 - b) Walking everywhere
 - c) Lake
 - d) 4-year old kindergarten as standard since 1935 shows progressive support for education at all levels
 - e) Nationalities (28 countries) through refugees as well as university ties
 - f) High test scores maintained in schools
- 2) Concerns expressed about changes in schools
 - a) No end in sight for lower state funding
 - b) Fewer supplementary high-level programming options at high school
 - c) Greater use of part-time teachers than ever before
 - d) Perception of higher class sizes disputed by principal/board member
 - e) Can no longer count on excellence but must fight for excellence
 - f) Still have excellence but perceived as just having good
 - g) Private and home school competition
- 3) Worst fear: High property values on lake continue to increase but rest of the properties do not; taxes go higher and schools get average
- 4) Solutions offered
 - a) SEER
 - b) Realtor open house
 - c) Village and School Board cooperation to find creative solutions
 - d) Funding alternatives to decrease panic and increase stability
 - e) Incentives to remodel/upgrade residences
 - f) Encourage duplexes to return to single-family homes
 - g) Intervene and reverse the fears so they don't become the reality
- 5) Questions to confirm/deny
 - a) Number of households without children in school
 - b) DPI website achievement score trends
 - c) Maintenance activity leads to higher assessed levels
- 6) Gotcha mentality in permit department has to go before they run everyone out

Community Activists (9 participants)

Participant introductions showed that not only are the activists busy both in a wide range of community support activities, but they also equate community activism with political activism. The activists are proud of their varied roles in the community and are very motivated to improve things in very personal ways.

- 1) Observations
 - a) Activists are a small percentage that move where there is a need
 - b) Venues of activity are increasing as are the number of activists
 - c) Activists move in and out of the action scene

- d) Issues-based activists can turn out numbers based on special interests
- 2) What they value about Shorewood
 - a) People, neighborhood, sense of community and responsibility; not pretentious
 - b) Lakefront
 - c) Urban nature of village that's close to Milwaukee amenities for jobs and entertainment options; easy access with or without cars
 - d) Convenience and "walkability"
 - e) Safety and security
 - f) Schools
 - g) Village services
 - h) Quality of life amenities: library, recreation, neighborhood shopping options
- 3) Concerns
 - a) No more land
 - b) Funding and Service Issues
 - i) State funding impact on school and village services
 - ii) Balancing services and cost
 - iii) Residential property taxes
 - iv) Health care cost impact on taxes
 - v) Decreased recreational programming and facilities
 - vi) Less experienced staff with less money to work with for training
 - c) Maintenance of infrastructure, both public and private property
 - i) Aging infrastructure
 - ii) Storm/sanitary sewers and streets of particular concern
 - iii) Underutilized park and recreational spaces
 - iv) First impressions are important
 - d) Parking
 - e) Affordable housing
 - f) Health of downtown commercial district
 - g) Need for new ideas
 - h) Lack of collegiality on Board
 - i) Community disputes over library, service/tax continuum of political debate
 - j) Undergoing leadership changes; uncertain future
- 4) Vision of Shorewood in the future
 - a) More richly developed
 - i) Like St. Louis suburb (Clayton, MO): downtown high rise w/ trendy shops
 - ii) Not like Chicago suburb (Hinsdale) with bulldozed lakefront houses to build larger lakefront homes
 - iii) Riverfront redevelopment extended out from Milwaukee
 - iv) More condominiums, office space, neighborhood retail and services
 - v) 3-story + buildings at Capitol/Oakland
 - b) Unified services and schools if financially advantageous
 - c) UW-M/Shorewood integration with classrooms, recreational facilities, building spaces shared with high school
 - d) Community of professionals and retirees
 - e) More families

- f) Vibrant shopping
 - g) Well-maintained housing stock
 - h) Top-notch schools supported by the state
 - i) Positive leadership with vision able to deal with the big issues and broadly representative of the constituents
 - j) Diverse ethnically; color is old way of defining diversity
 - k) More green space, bike paths, and better parks
- 5) Obstacles: Funding, politics, leadership

Young adults (6 participants)

- 1) Value about Shorewood:
- 2) Residences and cost
 - a) Rents are market competitive with rest of area and universally described as being “reasonable” and that they got good value for dollar spent
 - b) Deep appreciation for the quality of the architecture, size, and design of the rental spaces available
 - c) Combination reasonable rent and high educational standard important
 - d) Two are now property owners who had been renters
 - e) Feel that there are many renters who rent to build up equity in order to buy first house; would like to stay in Shorewood if they could afford it more quickly: Equity and Time issue; limited transitional investment housing
- 3) Community and its amenities
 - a) They really love walkability and the pedestrian crossing signs in the middle of the street.
 - b) Like deep sense of community, being part of the neighborhood
 - c) Appreciate the style of retail going into the rental areas: small shops and specialty retail; love spending their hard-earned money locally on groceries, \$4 latte, places of interest
 - d) Not an active public night life in city but more than you might suppose, and Milwaukee night life is easy to access
 - e) Universally, the group was there because the education was superior in the school system, described as being better than private school alternatives
 - f) Living in Shorewood with diverse population...example: woman in sari
 - g) They like the bike trail
 - h) Like living in Greenwich Village
 - i) Library is fantastic.
 - j) The Outpost is great grocery place and nearby.
 - k) Stone Creek and Annaba Tea Room have wireless internet access
- 4) Concerns
 - a) Concern with knowledge of racial profiling when they support racial diversity (example: minority university professor who was steered away from Shorewood as not best place to live)
 - b) Universally thought that significant part of community does not welcome diversity, particularly blacks

- c) Parking seen as a wedge issue that is used as a weapon against renters rather than as a source of revenue
 - d) Allowing or making parking available would support rental markets; they are willing to pay but places do not exist to purchase
 - e) General sense that the community has not taken any effort at all to get them involved and they are willing and interested (plant flowers, etc.)
 - f) They are expected NOT to participate; as 51% of the population, they feel strongly disenfranchised and unwelcome
- 5) Trends or observations
- a) Renter and owner gap, or wealth gap (have and have a lot) leads to some significantly different goals and objectives
 - b) At St. Robert's parish, 40-60% renew every 3 years (i.e., high turn-over of nearly 15-20% per year)
- 6) How can the Village help make it better?
- a) Streets need attention and some thought that streets should be more bike-friendly.
 - b) Improve lakefront park and develop it further. Furthermore, don't like being hassled and moved along at the park: sunrise and sunset watching valued but not allowed by police
 - c) Expand ties with university to use people with expertise (cheap and free research and programming like IT, students for projects, etc.)
 - d) "Get with it" in respect to technology (administration of parking permits manually costly and time-intensive on both sides: wasted effort and wasted cost!)
 - e) Look to technology for budget control and efficiency improvements
 - f) Village website should have or link to property rental sites.

Landlords/Duplex owners

- 1) Value in Shorewood
- a) Biggest draw is the high school: 11.4 to 1 ratio faculty to student
 - b) Any decent development will increase the tax base.
 - c) Recognition that Village portion of taxes low, and Village has made cuts; schools and school aid problem
 - d) Concerns particular to ownership
 - e) I take good care of my property, and all cash is flowing back in.
 - f) Northwest Milwaukee no longer the place to be.
 - g) Schools:
 - i) High school open enrollment a problem; don't have to live in the Village to go to the school; why move into Shorewood?
 - ii) Concern that open enrollment decreases pool of renters; if no access outside of school district, more renters would come
- 2) Duplex ownership specifically:
- a) Not able to make profit any more; no return on investment
 - b) Duplex tenant rent lucky to cover property taxes; feel like they are funding private school

- c) Concern regarding change in rental realities in that duplexes are increasingly not owner-occupied; absentee landlords aren't maintaining properties as own-occupied ones would be
- d) Duplex owners can't compete with condos; bit of an argument in the group here
- e) As taxes to increase, duplex attractiveness decreases
- f) UW-M groups on one street: no control, tacky and loud, turning neighborhood
- g) Apartment buildings assessed on income; duplexes assessed on property value and consequently can't rent at a price that will make profit.
- h) Most duplexes owner-occupied and over half the community are renters
- 3) Larger multi-family rentals specifically
 - a) Concern that TIF district and CDA are subsidizing their competitors; not fair and hurtful; debate within this group also
 - b) Want help finding money to upgrade their units (CDBG, TIF incentives, etc.)
 - c) Sense that rental is in a crisis stage (make money in Shorewood in store that sells for-rent signs). More vacancies for longer periods. 12-14 % vacancy rate but taxes continue to rise.
 - d) Multi-housing costs increasing but rental prices are flat; 3 years ago changed
- 4) Trends affecting both apartments and community at large
 - a) Banks at 0 or 2% down payment is affecting rental market
 - b) 4-5 years ago vacancy wasn't an issue for us.
 - c) Speculative increases in property value driving market up artificially.
 - d) Parking issues critical; \$80/unit bearable if space available
 - i) Lack of parking is reducing cost of rent
 - ii) "I just went through 4 years of parking hassles in Madison; I'm not doing it again." Lost the sale.
 - iii) Milwaukee permit \$20/month to park on street.
 - iv) #1 parking; #2 taxes and Shorewood doesn't hear us! It feels like a gated community and we're not welcome.
 - e) Freeway construction may impact attractiveness for renters (good/bad for next several years and may cause people to move to avoid the area)
 - f) Library broke the bank, ugly, and no books
 - g) Shorewood will never have a business district.
 - h) Code compliance issues
 - i) Code compliance needs consistency, common sense, but also more thorough.
 - (1) When repairs made, do NOT reassess!
 - (2) Rigid code compliance on visible code on exteriors
 - i) Community survey done recently did not address business owners' concerns; they were forgotten and the results of the survey were not shared
 - j) Discussion on fees; not opposed if taxes go down
 - k) Sense that Shorewood ought to be concerned that owners get frustrated and "bail." This raises possibility that owners will become conglomerates milking a cash cow rather than investing in community as they are. Make it easier for us to make money, not harder.
- 5) Future: Not die before it comes

Realtors (8 participants)

Value in Shorewood:

1. Sidewalks
2. Police and fire departments are good and “don’t mess” with the department
3. People from out of town are choosing Shorewood for the schools’ reputation; if schools lost their quality reputation, housing values would turn; uneasy about direction
4. You don’t pay that much to live here; county and state are killing you
5. On-site nurse for child with medical needs encouraged such families to locate for these services
6. Residential remains strong for sales
7. Support for school. SEED important activity to help out.

Concerns particular to property sales

1. Valuations are higher than necessary; lots of concern about reassessment for maintenance work; one reassessed three times in two years inappropriate and too aggressive
2. Lots of persons gravitating toward Milwaukee: more house for the money and still opportunity to get kids into Shorewood schools with 220 program OR choose private school equivalent in price
3. Duplexes do NOT work as investment perspective
4. Rental properties getting more difficult to turn profit
5. Community has not embraced the concept of a business district
6. Housing not affordable related to taxes; this is not unique to Shorewood but similar in Whitefish Bay, Fox Point, Bayside; taxes continue to rise with no end in sight.
7. Bay Shore development may impact Shorewood poorly
8. No starter homes
9. Why are we protecting old \$1 million apartment complex that could be torn down to get \$12 million property on same footprint?

Concerns regarding village services:

1. Pre-sale inspections have become increasingly arbitrary and not related to code violations; reports not complete enough to serve as blueprint for action but requires phone call for clarification, wasting everyone’s time; program has really become a challenge to their work
2. Other municipalities can get an answer on the phone regarding real estate information; not on computer in such a way that there is easily available; not nice on the phone when you do call; need to go to Village Hall. In comparison to city of Milwaukee, Shorewood poor.
3. Assessor/re-assessments waiting like hawk when permit pulled; \$2,500 increase in single year; feel they are crucified for updating their homes
4. Annoyed that Village stopped its sidewalk shoveling program; low expense and yet high value that became an annoyance cut
5. Don’t feel services match taxes paid
6. Concerned that infrastructure not being maintained (roads deteriorating)

Issues related to community at large

1. Keep taxes under control
2. Maintain schools
3. Safety of police department
4. Business district remain strong and grow
5. No overnight parking strongly supported for safety and property values
6. Beach needs investment
7. Could do block zoning to be more efficient in development rather than piece by piece zoning because no heavy industrial or commercial with high impact on adjacent zones

Commercial Property Owners/Developers (3 participants)

1. Variety of properties managed
 - Four 20-unit buildings without parking
 - Metropolitan mixed use building
 - Commercial office building
2. Value in Shorewood:
 - New build project (Metropolitan) has gone well, commercial all sold-out and rest moving along well; looking for other opportunities
 - Shorewood great in attitude and as investment partner in development
 - Commercial office space is still marketable in Shorewood
 - Value multi-use buildings
 - Oakland/Capitol strongly supportive of improvements in commercial area
 - Conducive to raising family including sidewalks, street lights
 - Housing densities valued
 - Sense that proximity to airport and downtown are important
 - School valued and related to quality of life; big attraction that they are community schools that students can walk to rather than merge and go farther away to school
 - Safety issue perceived (burglary) but no real sense of generalized concern nor loss of belief in safety of Shorewood in general
3. Concerns:
 - Multi-family parking needs in conflict with space for commercial
 - Lack of parking ends up excluding elderly due to distance and other parking unavailability
 - Rental for housing increasing vacancy time 3-4 months and is comparatively long
 - Parking, parking, parking
 - Library cost an issue
 - General sense that rents just don't keep up with taxes for rental properties and heavily cut into potential profit
 - Shorewood doesn't welcome outsiders: Minneapolis professional moved into rental predominantly for school reasons and felt unwelcome
4. Observations within their areas of expertise and interest
 - Fair number of empty nesters
 - >60% of housing rentals occupied

- Few housing rental alternatives for single family homes (all owned)
 - Development opportunities limited
 - Taxes are highest in southeast Wisconsin; concerned with dollar, not the rate; therefore the issue may be the total tax perception versus the rate actuality
5. City staff issues:
- Code compliance issue has gone off the charts: example 25 work orders to complete for sale including cleaning gutters, replacing garage floor
 - Accessibility issues with part-time inspectors
 - 3-hour inspection seems excessive
 - Change-over throughout village hall staff leads to relative inexperience and unrealistic expectations; need performance coaching
6. Things to help
- Deal with parking issues
 - Deal with tax rate; quality of life very good but at high cost recognized
 - Better use the lake outside of private property, i.e. festivals and events
 - Develop Oakland with more shops like Cedarburg-like niche
 - Inventory of condominiums appropriate to develop
 - GED Med brings great people into community for work

Department Heads and Staff Members

1. Value in Shorewood
 - Highly educated community; literate, well-read, reasonably tech savvy
 - Dense population within walkable community
 - School SAT/ACT among top three of Wisconsin schools with 92% attending four-year colleges
 - Low crime rate
 - Neighborhood block parties
 - Closeness to lake
 - Housing stock solid, well-maintained
 - Good teamwork to get job done during peak flow times
 - Beauty of library and increased use by all age groups
2. Concerns: Village service to community
 - No long range planning, mission statement, goals/objectives that are integrated into daily workings of departments.
 - Leadership split on direction to go.
 - No department heads included in Blue Sky Visioning Process
 - 1,400 Russian immigrants, most elderly remaining in apartments along Oakland; no Russian-speakers on staff in Village anywhere
 - Communication with everyone – universal
 - Trustees prone to micromanage, have hidden agendas now, and are not always efficient at getting information from staff.
 - Department change over in Inspections; contract plumbing and electrical. High workload. Need help with code compliance and enforcement activities.
3. Budget woes in particular
 - Reductions in expenditures on infrastructure maintenance and improvements

- Village buildings (i.e. police and public works)
- Hubbard Park buildings
- Streets, utility, mobile equipment, etc.
- IT investment
- Reductions in community-valued services
 - Drop plowing sidewalks, limited yard waste pickups, one shift snow removal with fewer snow emergencies called
 - Reduced services frequently mentioned
- Consolidation on the horizon as response to financial woes. Opposed due to lack of control. Willing to work on dept to dept communication/cooperation.
- Budget cuts lead to inefficiency (example, lack of IT, office design without funding to implement)
- Chipping away at budgets year after year with no end in sight
- Health department services increasingly important and difficult as residents become more mobile internationally, more use public health services (no insurance) yet department has few resources

4. How can we provide quality services when village is divided between those who want a high level of service and can afford it when others need an affordable community?

5. Concerns: Village as community

- Political dissension over library deep and only improving slightly
- Parking is political and public relations nightmare; study long overdue; parking, parking, parking
- School taxes 47% of tax bill with no end in site and enrollment is dropping
- Assessed values staying high, some felt rising astronomically
- Oakland is dividing line between high/low value residential property
- Empty apartments
- Residential property needing to carry too much weight; need more commerce and stronger downtown retail
- Question about size/sustainability of small businesses, especially retail
- Little knowledge is a bad thing among citizens; it leads to pre-conceived ideas and solutions that are not appropriate.

6. What trends do you see that have/will affect Shorewood's future?

- Shorewood has not changed significantly in 20 years; stable, low/no growth
- Shorewood is seeing reinvestment in structures with 400 permits per year as steady number.
- Many housing purchases are residents moving to another house in Shorewood
- Redevelopment priorities seem to be cyclical; it was a priority of previous Board, but seems not this board
- Shorewood is increasingly diverse among nationalities, Russians being only one of them; 20-27 languages in public school
- Mixed signals seen regarding age of residents:

- Shorewood doesn't have old people; we have their parents. High number of elderly.
- Those paying tax bills this year in person look younger than expected.
- Birth rate consistent (low of 100, high of 150)
- School enrollment perceived to be dropping
- Only 14 liquor licenses with only one tavern; seem no desire for more.
- Mainstream is difficult to change. Tax cut focus is relatively recent and may be driven by new move-ins willing to do without some services valued by long-timers.
- Tone change on Board has lead to staff doubting their work priorities and their value as employees. It has led to low morale and fears regarding pay/benefits, turnover, lowered work efficiency, self-protection, etc.

Attachment B: Select Census Data

Total Population by Decade: US Census data

Community	1970	1980	1990	2000	2004 DOA est	% Change 1970 to 2004
Shorewood	15,576	14,327	14,116	13,763	13,535	-15.1%
Brown Deer	12,582	12,921	12,236	12,170	11,845	-6.2%
Cedarburg	7,696	9,005	10,086	11,196	11,331	32.1%
Glendale	13,426	13,882	14,088	13,367	13,024	-3.1%
Mequon	12,150	16,193	18,885	22,643	23,416	48.1%
Wauwatosa	58,676	51,308	49,366	47,271	46,511	-26.2%
Whitefish Bay	17,402	14,930	13,272	14,163	13,979	-24.5%

Percent Change in Population: US Census data

Community	1980	1990	2000	2004 DOA est
Shorewood	-8.0%	-1.5%	-2.5%	-1.7%
Brown Deer	2.7%	-5.3%	-0.5%	-2.7%
Cedarburg	17.0%	12.0%	11.0%	1.2%
Glendale	3.4%	1.5%	-5.1%	-2.6%
Mequon	33.3%	16.6%	19.9%	3.4%
Wauwatosa	-12.6%	-3.8%	-4.2%	-1.6%
Whitefish Bay	-14.2%	-11.1%	6.7%	-1.3%

Residential Property Value: 2000 Census

Community	Occupied housing units	Owner occupied	% Owner- occupied	Median value	Number <\$200,000 value	Percent <\$200,000 value	Median contract rent
Shorewood	6,539	3,110	47.6%	\$174,700	1,542	50%	\$577
Brown Deer	5,134	3,656	71.2%	\$118,700	3,105	85%	\$713
Cedarburg	4,593	2,891	65.2%	\$179,900	1,761	61%	\$670
Glendale	5,772	4,220	73.1%	\$142,600	2,962	70%	\$689
Mequon	8,162	7,175	87.9%	\$250,400	2,106	29%	\$686
Wauwatosa	20,917	13,819	66.1%	\$138,600	10,937	79%	\$702
Whitefish Bay	5,457	4,617	84.6%	\$194,900	2,336	51%	\$752

Household Size and Number of Families: 2000 Census

Community	Population	Median Age	# Families HH	% Family HH	# Family HH w/ children <18	Family HH w/ children <18	Average HH Size
Shorewood	12,170	37.8	3,328	50.9%	1665	25.3%	2.08
Brown Deer	13,367	42.2	3,249	63.3%	1313	25.6%	2.27
Cedarburg	47,271	39.0	3,024	68.2%	1560	35.2%	2.75
Glendale	11,196	45.6	3,517	60.9%	1401	24.3%	2.20
Mequon	13,763	42.5	6,404	81.5%	2990	38.0%	2.75
Wauwatosa	14,163	39.1	12,314	60.4%	5772	28.3%	
Whitefish Bay	22,643	38.2	4,019	73.6%	2189	40.1%	2.59

Vehicles Available: 2000 Census

Community	None	One	Two	3 or more
Shorewood	12.1	46.5	33.9	7.5
Brown Deer	4.6	37.1	45.6	12.7
Cedarburg	4.5	35.7	44.3	15.5
Glendale	6.7	39.8	43.2	10.3
Mequon	1.4	18.3	54.9	25.4
Wauwatosa	8.1	38.1	44.3	9.5
Whitefish Bay	3.4	32.3	52.6	11.7

Median Household and Family Income: 2000 Census

	1990	2000	% ave. annual change
Shorewood			
Median HH	\$34,417	\$47,224	3.72%
Median family	\$49,429	\$67,589	3.67%
Cedarburg			
Median HH	\$38,332	\$56,431	4.72%
Median family	\$44,153	\$66,932	5.16%
Glendale			
Median HH	\$40,602	\$55,306	3.62%
Median family	\$47,506	\$68,429	4.40%
Mequon			
Median HH	\$60,900	\$90,733	4.90%
Median family	\$65,435	\$101,793	5.56%
Wauwatosa			
Median HH	\$40,041	\$54,519	3.62%
Median family	\$47,647	\$68,030	4.28%
Whitefish Bay			
Median HH	\$53,539	\$80,755	5.08%
Median family	\$61,180	\$95,744	5.65%
Wisconsin			
Median HH	\$29,442	\$43,791	4.87%
Median family	\$35,082	\$52,911	5.08%

Population Change by Age Categories - 1990 to 2000

	Under 5	5-19	20-44	45-64	65+	75+	85+	Total
Shorewood 1990	810	2244	6383	2453	2467	1313	349	16,019
Shorewood 2000	668	2456	5294	3347	1988	1030	286	15,069
% change	-17.5%	9.4%	-17.1%	36.4%	-19.4%	-21.6%	-18.1%	-5.9%
Glendale 1990	705	2268	3737	3161	3338	1798	574	15,581
Glendale 2000	578	2231	3732	3517	3309	1904	633	15,904
% change	-18.0%	-1.6%	-0.1%	11.3%	-0.9%	5.9%	10.3%	2.1%
Brown Deer 1990	687	2093	3834	3192	1544	545	85	11,980
Brown Deer 2000	575	2060	4032	3236	2287	1069	333	13,592
% change	-16.3%	-1.6%	5.2%	1.4%	48.1%	96.1%	291.8%	13.5%
Whitefish Bay 1990	1194	2858	5264	2942	2019	913	208	15,398
Whitefish Bay 2000	1119	3265	4546	3556	1677	833	182	15,178
% change	-6.3%	14.2%	-13.6%	20.9%	-16.9%	-8.8%	-12.5%	-1.4%
Mequon 1990	1298	4334	7218	4592	2055	706	196	20,399
Mequon 2000	1202	5333	5499	6816	2973	1274	265	23,362
% change	-7.4%	23.1%	-23.8%	48.4%	44.7%	80.5%	35.2%	14.5%
Cedarburg 1990	665	2011	3834	2031	1354	568	125	10,588
Cedarburg 2000	754	2434	3538	2586	1596	774	211	11,893
% change	13.4%	21.0%	-7.7%	27.3%	17.9%	36.3%	68.8%	12.3%