

1 Issues and Opportunities

1.1 Introduction

In 1999, the Wisconsin Legislature enacted a new comprehensive planning law, set forth in §66.1001 of the Wisconsin Statutes. This law, often referred to as the “Smart Growth” law, provides a framework for the development, adoption and implementation of comprehensive plans in the State, to be implemented by January 1, 2010. The State extended implementation for Wisconsin communities to January 1, 2011. The new law requires all local governments to make land-use decisions consistent with an adopted comprehensive plan. The legislation created a nine-element definition for a comprehensive plan and requires each community to address all nine elements. The nine elements or chapters in a Comprehensive Plan are:

Plan Elements

- Issues and Opportunities
- Housing
- Agricultural and Natural and Cultural Resources
- Land Use
- Economic Development
- Intergovernmental Cooperation
- Utility and Community Facility
- Transportation
- Implementation

State Statute §66.1001(2)
“(a) *Issues and opportunities element.* Background information on the local governmental unit and a statement of overall objectives, policies, goals and programs of the local governmental unit to guide the future development and redevelopment of the local governmental unit over a 20-year planning period. Background information shall include population, household and employment forecasts that the local governmental unit uses in developing its comprehensive plan, and demographic trends, age distribution, educational levels, income levels and employment characteristics that exist within the local governmental unit.”

1.1.1 Purpose of a Comprehensive Plan

A Comprehensive Plan is an important long-term tool and policy guide for physical improvements and development. It helps Shorewood react to population shifts as an aging, built-out inner-ring suburb and increase the quality of life for everyone in the Village. It also provides the basis for zoning decision, capital improvement programs and other municipal initiatives.

1.2 Creating a Comprehensive Plan

In 2009 Village Staff inventoried and gathered data for the bulk of the Plan. In December, Staff introduced the Comprehensive Planning process to Shorewood's Plan Commission and Village Board. The Plan Commission acted as the Comprehensive Plan Steering Committee. The Commission determined implementation strategies, reviewed draft plans, met with the public and provided guidance regarding plan recommendations.

Over an eleven month period throughout 2010 the Plan Commission met with the public during two open house events and held seven meetings and several subcommittee meetings. Village staff also introduced Plan elements to the Community Development Authority, Conservation Committee, Village Management Staff and through other smaller, informal venues. Table 1-1 provides a list of specific meeting dates is list of meeting dates.

The Issues and Opportunities Chapter contains:

- a brief history of Shorewood
- information on how public input was gathered
- impact of housing and population trends

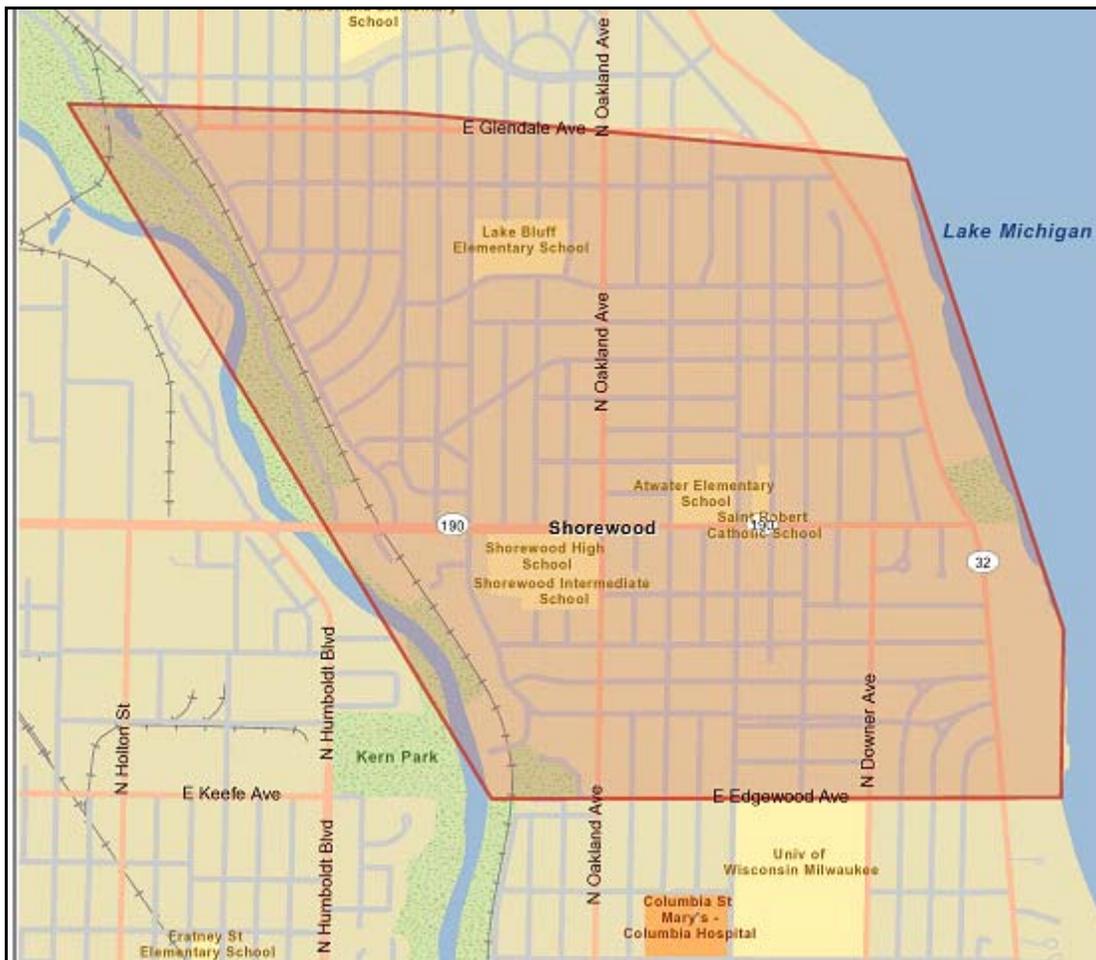
Table 1-1: Plan Creation Timeline

MEETING DATES	TYPE OF MEETING
January 2, 2010	Plan Commission Meeting- Introduction to Comprehensive Plan
January 19, 2010	Village Board approves Public Participation Plan by resolution (Plan and resolution found in Appendix)
January 18, 2010	Village Department Manager Stakeholder meeting
February 23, 2010	Plan Commission Meeting- Discuss draft elements
March 6 & March 10, 2010	Public Information Workshops
March 23, 2010	Plan Commission Meeting- Discuss draft elements
May 18, 2010	Plan Commission Meeting- Discuss draft elements
June 4, 2010	Community Development Authority Meeting- Discuss Housing, Economic Development & Land Use Elements
June 15, 2010	Plan Commission Meeting- Discuss draft elements
September 28, 2010	Plan Commission Meeting- Review draft Plan
October 26, 2010	Plan Commission- continued draft review
November 23, 2010	Plan Commission Public Hearing- recommending Plan adoption to Village Board
	Village Board Public Hearing- adoption of Comprehensive Plan

1.3 Planning Area and Community Background

The Village of Shorewood is a suburban community directly north of Milwaukee, Wisconsin. Shorewood is bordered by Milwaukee on the south and west, Whitefish Bay on the north, and Lake Michigan on the east. The Village is approximately 1.5 square miles and is the most densely populated community in Wisconsin. Shorewood is also neighbor to the University of Wisconsin-Milwaukee.

Map 1-1: Village of Shorewood



ESRI data

1.3.1 History of Shorewood

The foundation for Shorewood was laid in the 1830's with a mill built on the east side of the Milwaukee River. By 1836, Mechanicsville, as it was then known, had two sawmills and a dam. In 1917 the name was changed to Shorewood. In the 1800's those with

discretionary income were eager to escape the heat of summer city living to Lueddermann's-on-the-River (circa 1872), with its beer gardens and spring waters-popular resort destination, later to be called Wonderland on The River.

**Wonderland on The River, 1906
currently Hubbard Park**



In the 1920's, the physical development of Shorewood was primarily with single family structures. As physical development grew at a rapid pace, the number of families grew to 4,000 by 1930 compared to 800 in 1920. By 1930 the population had reached about 13,500 and peaked at 16,199 by 1950. Prior to the twenties, most of the development was in the Lake Drive area and on Oakland Avenue. The change in name and the subsequent subdividing into town lots created a "status" boom in land sales, and resultant development. Also during the twenties, the school system was built and became known as the finest, most modern, and progressive system both nationally and

in the Milwaukee area. Most of the residential land had been developed by 1967 and by 1978 the population had dropped back to 14,100.

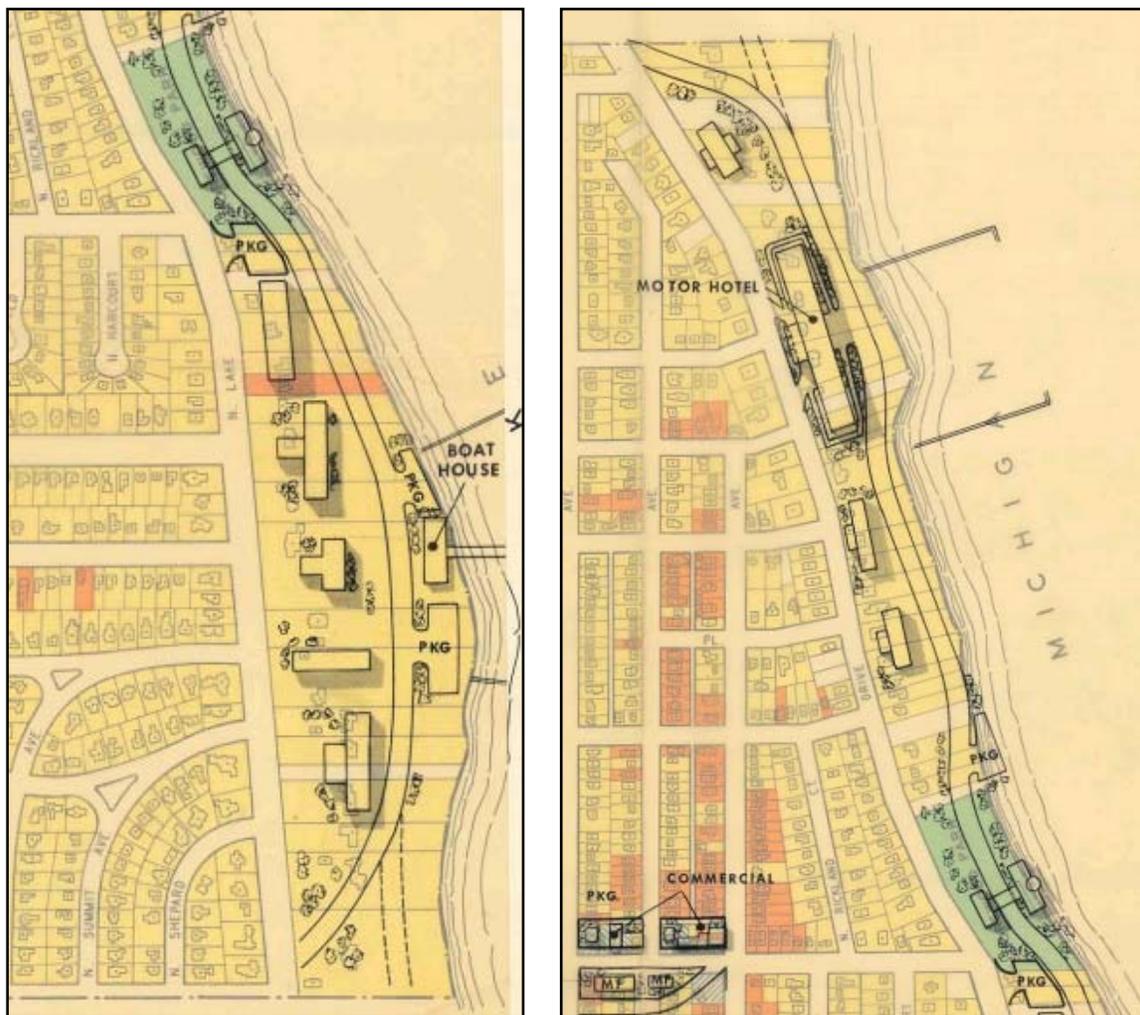
In 1961 a preliminary Comprehensive Plan was proposed, but never adopted. Shown in the following concept land use map, the plan envisioned the area south of Capitol Drive between Oakland Avenue and Murray Street differently, as well as Lake Drive.

Map 1-2: Concept Land Use Plan, Shorewood 1961



The Lake Drive area is currently known for its large homes and small estates. The 1961 proposed Village plan envisioned the Lake Drive area “be made available to all citizens...constructing a lower level drive along Lake Michigan shoreline and a possible new municipal marina.” Today, the bluff remains mainly wooded with private access to the Lake. Today, Atwater Park and the Nature Preserve offer public access to the beach.

Map 1-3: Concept Land Use Plan Lake Drive, Shorewood 1961



1.3.2 Community Summary

Shorewood is a dense, socially and economically diverse community, known for its walkability and natural amenities.

The Village features a full spectrum of housing from tiny cottages to substantial homes on Lake Michigan’s Gold Coast. Its housing stock consists of 2,713 single family houses, 1,772 duplex units, and 2,003 apartment units.

Housing Stock
-2,713 single family units
-1,772 duplex units
-2,003 apartment units

The Shorewood School District consistently ranks among the best in the metropolitan area. Neighboring University of Wisconsin-Milwaukee and downtown cultural and entertainment attractions offer valuable leisure opportunities.

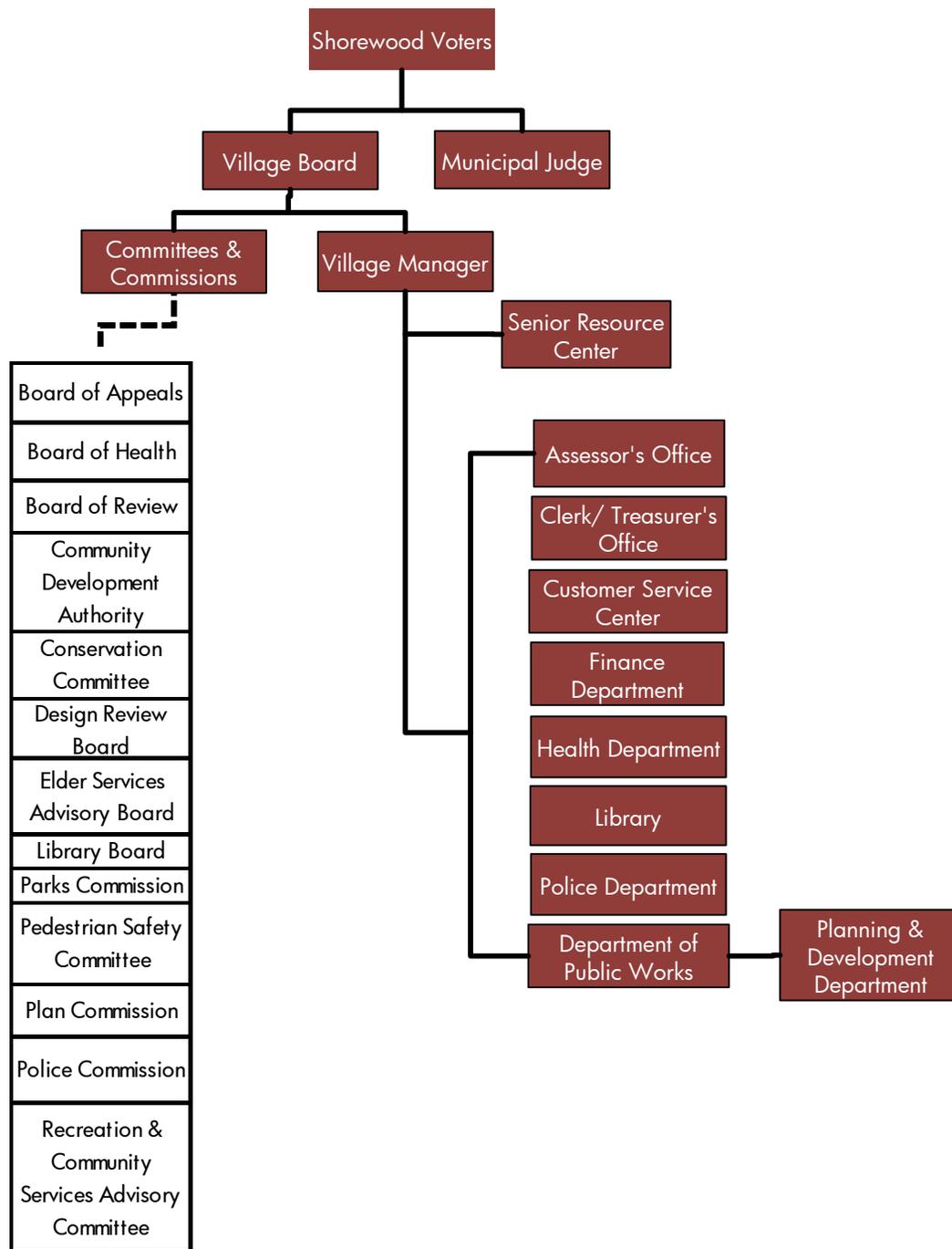
1.3.3 Government

The Village has a Trustee/Manager form of government with a six-member Board of Trustees elected at large for three year terms to determine matters of policy. The Village President, also elected at large to a three year term, presides at Village Board meetings. The Board appoints the Village Manager who is responsible for directing the day-to-day operations of the Village. High levels of municipal services are provided through the Village’s Assessor, Clerk, Treasurer, Planning & Development & Inspections, Health, Library, Police and Public Works Departments.

The Village has described its Vision for its future, which is updated periodically with extensive input from its residents and businesses. The Village Board maintains a Long Range Financial Plan, identifying the financial support needed over a 10 year period to support the achievement of its Vision. The Village Board, School District, Community Development Authority and Business Improvement District jointly finance a comprehensive marketing program intended to attract new residents, shoppers, businesses, and developers to the Village.

The Village is a leader in municipal shared services, including the North Shore Fire Department which provides fire and EMS services to Shorewood and six other communities.

Chart 1-1: Shorewood Organizational Chart 2010



1.3.4 Community Organizations

There are numerous community and civic groups and organizations that exist in Shorewood, enhancing the vibrancy and connectivity of the community, supporting growth and opportunities for all ages, and fostering an environment of leadership, citizenry and character.

Table 1-2: Community Organizations

COMMUNITY ORGANIZATIONS	
American Legion Post	Shorewood Girls Softball
Boy Scouts and Girls Scouts	Shorewood Historical Society
Friends of Atwater Beach	Shorewood Kickers (soccer)
Friends of Department of Public Works	Shorewood Little League
Friends of Estabrook Park	Shorewood Men's Club
Friends of Shorewood Library	Shorewood SEED Foundation
Shorewood Basketball Association	Shorewood Senior Center
Shorewood Community Players	Shorewood Swim Club
Shorewood Concert Band	Shorewood Table Tennis Club
Shorewood Connects Neighbors	Shorewood Tennis Club
Shorewood Foundation	Shorewood Woman's Club

1.4 Visioning Strategy Report 2015

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

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

In 2005, the Village Board completed a village-wide visioning project. In 2009, the Board reviewed the Vision Statement and revisited the Implementation Plan. Each Vision element, goals and objectives provided in table 1-3 guided each of the elements of the Comprehensive Plan. The Vision Plan also identifies initiatives per objective that have been updated and detailed within the recommendation sections of each chapter.

The Vision Statement is:

In 2015 Shorewood will be:

- A vibrant, urban community with safe, friendly neighborhoods offering a range of well-maintained housing options that 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 thriving community with a mix of attractive stores and services in robust and profitable commercial center.
- 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 well-educated community in which public and other educational assets are cultivated in a spirit of collaboration to achieve excellence.

Table 1-3: Visioning Strategy Goals and Objectives**ELEMENT: PROMOTE VIBRANT URBAN HOUSING**

GOAL: Maintain a wide variety of housing options that meet the housing needs of people of all ages and stages of life in single-family homes, duplexes, condominiums, and apartments that are both attractive and well-maintained.

Objectives-

- 1 Enable restoration, redevelopment, and development of multi-family housing to provide condominiums and apartments.
- 2 Create an environment that encourages upgrades and enhancements of single-family homes.
- 3 Create an environment that encourages upgrades, enhancements, and home ownership of duplexes, and home ownership of duplexes and discourages large-group rentals of duplexes.
- 4 Require pedestrian-scale design in large-scale multi-family housing structures.

ELEMENT: PROMOTE AND ENHANCE THE ENVIRONMENT

GOAL: Promote environmental protection activity by the Village and Village Residents.

Objectives-

- 1 Set Village environmental protection policies and standards.
- 2 Encourage renewable energy use.
- 3 Promote transportation alternatives to single-use vehicles.
- 4 Promote environmental education and watershed awareness.
- 5 Mobilize private sector activity.

GOAL: Protect and enhance our public green spaces in ways that increase the number of uses as well as the number of users.

Objectives-

- 1 Upgrade park plans
- 2 Improve the use of public spaces along the Milwaukee River and Lake Michigan.
- 3 Encourage private investment in private property along the banks of the Milwaukee River.

ELEMENT: REMAIN COMMITTED TO OPEN, INTERACTIVE COMMUNICATION AND INVOLVEMENT

GOAL: Remain committed to open, interactive communication and involvement of all residents and property owners in the civic duties and obligations of the Village.

Objectives-

- 1 General, on-going communication with residents.
- 2 Specific communication with citizens related to specific information needs.

ELEMENT: DELIVER QUALITY SERVICES AT COMPETITIVE TAX RATE

GOAL: Promote delivery of efficient and effective Village services.

Objectives-

- 1 Pursue intergovernmental shared services where appropriate.
- 2 Control tax rate.
- 3 Focus on increasing assessed values.
- 4 Prioritize services to be delivered.
- 5 Promote efficiency in service delivery.
- 6 Integrate IT into operations.

ELEMENT: PROTECT AND ENHANCE PROPERTY VALUES

GOAL: Maintain and improve private property and public infrastructure to maximize assessed value of all real estate.

Objectives-

- 1 Promote thriving commercial environment on Oakland and Capitol.
- 2 Promote commercial property redevelopment.
- 3 Promote development of comprehensive needs-based parking program.
- 4 Provide well-maintained public buildings appropriate for service needs.
- 5 Maintain up-to-date public works infrastructure.
- 6 Maintain public parks, trees, and natural areas.
- 7 Promote on-going commercial property maintenance.
- 8 Encourage owner-occupied housing.
- 9 Maintain attractive and quiet neighborhoods.
- 10 Minimize code and process impediments to maintenance of properties.
- 11 Promote on-going single-family and duplex maintenance.

ELEMENT: MAINTAIN A HIGH-QUALITY, SAFE, WALKABLE, "SMALL TOWN" URBAN LIVING EXPERIENCE

GOAL: Strive to retain and attract residents who value urban living in walkable, safe neighborhoods.

Objectives-

- 1 Maintain strong public safety services.
- 2 Increase neighbor-to-neighbor action focused on protection and safety.
- 3 Increase neighborly friendliness and cohesiveness.
- 4 Promote diversity in Village government.
- 5 Promote pedestrian safety on sidewalks and at intersections.

1.4.1 Previous Public Participation

Over the past five years Shorewood has adopted numerous plans, completed dozens of studies, and distributed various community surveys. These efforts and findings greatly contributed to completing a Comprehensive Plan in a timely manner once efforts began. In 2006 the Village Board adopted a Central District Master Plan, greatly contributing to various sections of the Plan.

Village of Shorewood Central District Master Plan, 2006

The public input process of the Central District Master Plan for the Village of Shorewood adopted in 2006 included: a project start meeting, district tours, focus groups, trustee interviews, real estate interviews/research, Village reviews, and community workshops. The results of the Master Plan public input will be used throughout the Comprehensive Plan.

Village of Shorewood Comprehensive Outdoor Recreation Plan, 2007

The public input process of the Comprehensive Outdoor Recreation Plan adopted in 2007 included five meetings with elementary, intermediate and high school students, stakeholder meetings with various Shorewood groups, and an public open house meeting. The Village appointed an Ad Hoc Parks Committee during the creation of the Plan.

Aging Adult Survey, 2007

The Shorewood Older Adult Community Survey was the result of a mailed survey targeting residents 55 years and older. The purpose of the survey was to gather information on behalf of the Shorewood's Elder Services Advisory Board, as a first step in developing a neighborhood partnership to support the ability of older adults to live in and contribute to the community.

Village of Shorewood Resident Survey, 2008

The Resident Survey 2008 report was the results of a mail survey authorized by the Shorewood Village Board to provide the Board with resident perceptions about services and current future Village initiatives. The survey was completed and the results reported by the Center of Urban Initiatives and Research (CUIR) at the University of Wisconsin-Milwaukee.

As a part of the survey, residents were asked for their perceptions about neighborhood conditions and village initiatives. Perceptions of neighborhood conditions included questions about housing maintenance, noise/nuisance issues, availability of parking, and traffic issues. According to the survey report, traffic issues were found as requiring the most attention.

Business District Survey, 2009

In 2009 Shorewood completed a Retail Market Development Plan to guide the Village as it seeks to support tenant recruitment. The purpose of this project was to identify strategies and tools needed to retain existing businesses and attract new businesses in a way that achieves these goals. Shorewood residents and shoppers were polled via an online survey in an effort to determine what businesses, events, promotional materials, and policies would attract new tenants and a larger share of resident's time and dollars to Shorewood's commercial areas.

The survey identified behaviors and attitudes toward Shorewood's shopping and dining options with the primary purpose to uncover data which aids recruitment of optimal new businesses, not available from other sources.

Marketing Survey, 2009

The Marketing Survey report was the result of a mail and online survey sent to residents and realtors. The survey's objective was to gauge attitudes and opinions, as well as measure the impact and effectiveness of Shorewood's marketing efforts over the past two to three years.

Senior Housing Survey, 2010

In an effort to present more housing options to Shorewood residents as they age, The Village of Shorewood's Community Development Authority (CDA) conducted a survey in June, 2010 of Shorewood residents age 55 and over, seeking their guidance in terms of new housing development and support needed for older people to remain in their current residences.

1.5 Public Participation Process

Public participation is critical to a successful Comprehensive Plan, having citizens, property owners and stakeholders as a partner in the process. The Village adopted a Public Participation Plan available in the appendix detailing various means of informing the public and inviting input.

All the meetings were placed on the Village website and posted accordingly. Post cards were sent to all residents inviting participation in one of two public open house events and by contacting staff by phone or electronic mail. A section on the Village website was dedicated to the comprehensive planning process, providing extensive plan information and updated frequently. Plan updates were frequently placed on the weekly *Village Manager's Memo* that is electronically distributed. Periodic plan updates were published within the on-line news source *The Shorewood Now* and in the periodic residential mailing *The Shorewood Today*.



Open House postcard

1.6 Demographic Trends and Forecasts

1.6.1 Population Trends

According to U.S. Census Bureau total population in the Village of Shorewood between the years of 1990 and 2000, has had a 2.6 percent decline as shown in table 1-4.

Shorewood also shows a larger percent population decline than most of the communities as seen in Table 1-4 when compared to similar communities identified by the Village of Shorewood Community Development Authority for a community demographics comparison.

Table 1-4: Population Trends 2000 - 2006

	Population 2006	2000-2006 Annual % Change
Shorewood	13,260	-0.6%
Whitefish Bay	13,914	-0.3%
Wauwatosa	46,590	-0.7%
Cedarburg	12,499	2.5%
Glendale	13,503	-0.6%
Mequon	23,052	1.1%
Brookfield	39,594	0.9%

ESRI 2006

Table 1-5: Population Trends 1970 - 2000

	1990	2000	% Change 1990-2000
Village of Shorewood	14,116	13,763	-2.6%
Village of Whitefish Bay	14,272	14,163	-0.8%
City of Wauwatosa	49,366	48,755	-1.3%
City of Cedarburg	9,895	10,878	9.0%
City of Glendale	14,088	14,041	-0.3%
City of Mequon	18,885	21,649	12.8%
City of Brookfield	35,184	37,497	6.2%
Milwaukee County	959,275	940,164	-2.0%
State of Wisconsin	4,891,769	5,363,675	8.8%

Source: U.S. Census Bureau, 1990-2000

Each year, the Wisconsin Department of Administration prepares population projections for each municipality in the State. Broken into five-year time spans, the Department of Administration projects continued population declines for the Village of Shorewood. In 2015, the Village is projected to have a population of 13,120. In 2030, the population is projected to be 12,275 as shown in table 1-6.

Table 1-6: Department of Administration Population Projections

	2000	2005	2010	2015	2020	2025	2030
Village of Shorewood	13,763	13,495	13,247	13,120	12,950	12,672	12,275
Village of Whitefish Bay	14,163	13,979	13,687	13,587	13,441	13,183	12,801
City of Wauwatosa	48,755	46,312	45,160	44,450	43,588	42,363	40,745
City of Cedarburg	10,878	11,386	11,644	11,976	12,319	12,643	12,915
City of Glendale	14,041	13,001	12,651	12,428	12,161	11,793	11,317
City of Mequon	21,649	23,468	24,459	25,526	26,618	27,661	28,589
City of Brookfield	37,497	39,797	40,441	41,177	41,900	42,510	42,942
Milwaukee County	940,164	938,497	929,208	928,077	923,910	912,020	891,445
State of Wisconsin	5,363,675	5,589,920	5,772,370	5,988,870	6,202,810	6,390,900	6,541,180

Source: U.S. Census Bureau, 2000; Department of Administration 2008

1.6.2 Age and Gender Distribution

The U.S. Census Bureau decennial census includes data on age and gender distribution. The data show that the percent of the population over 65 in the Village of Shorewood was comparable to other, similar communities as well as to Milwaukee County and the State of Wisconsin. However, the percent of the population under the age of 18 in the Village was lower than the other communities. This may suggest a lack of families with young children residing in the Village. A 2006 Housing Feasibility Study prepared by Village staff identified the same issue.

Table 1-7: Age and Gender Distribution 2000

	Median Age	Percent under 18	Percent over 65	Percent Female
Village of Shorewood	37.8	21.0%	14.5%	54.0%
Village of Whitefish Bay	38.2	29.4%	11.9%	52.0%
City of Wauwatosa	39.1	23.3%	18.1%	53.7%
City of Cedarburg	39.0	27.2%	14.6%	52.2%
City of Glendale	45.6	19.4%	24.7%	53.6%
City of Mequon	42.5	28.1%	13.6%	50.7%
City of Brookfield	42.5	26.8%	17.6%	51.6%
Milwaukee County	33.7	26.4%	12.9%	52.1%
State of Wisconsin	36.0	25.5%	13.1%	50.6%

Source: U.S. Census Bureau, 2000

1.6.3 Age Trends

Table 1-8 shows that the percent of the population over the age of 65 in the Village decreased between 1990 and 2000. This data may not reflect the impact of the members of the Baby Boom generation that reside in the Village. Born between 1946 and 1964, Baby Boomers would have been approximately between the ages of 45 and 63.

Table 1-8: Age Trends, 1990-2000

	Percent over 65 1990	Percent over 65 2000
Village of Shorewood	17.5%	14.5%

Source: U.S. Census Bureau, 1990-2000

Table 1-9 approximates the presence of each generational cohort based on common definitions of the generations and Census data available. The World War II generation

was born between the years of 1928 and 1945 and is reflected by the percentage of the population in 2000 between the ages of 55 and 74 years. Likewise, Generation X and the Millennial/Generation Y generations are represented by the percent of the Village population born between 1965 to 1980 and 1981 to 2000, respectively. The U.S. Census Bureau defines these demographic birth cohorts based on birth rate. The five cohorts, therefore, are the Classics, Baby Bust (I), Baby Boomers, GenX/Baby Bust (II), and Echo Boomers.

Similar to the impact of the Baby Boom generation, the increase of Empty Nesters can also impact the demographic trends of a community. Empty nester householders are the result of children leaving the home. As extended families are becoming less prevalent, older adults living alone is more common.

Table 1-9 Generational Cohorts, 2000

	Percent Born 1928 to 1945	Percent Born 1946 to 1964	Percent Born 1965 to 1980	Percent Born 1981 to 2000
	55 to 74 years	35 to 54 years	20 to 34 years	0 to 19 years
Village of Shorewood	15%	31%	24%	22%

Source: U.S. Census Bureau, 2000

A Shorewood Older Adult Community Survey was conducted in 2007 to assess how the older adult community in the Village is doing and what areas of concern may exist. The survey findings show that the adults over the age of 55 were doing relatively well. Older adults were, "...healthy, financially independent, and connected to the community and to other people." The survey also identified that the Village has several assets that contribute to a high quality of life for this population. One area of concern is the predicted growth of the older adult community, especially those over 75, that will result in an increase in the need for services and a decrease in the ability to pay for services. The survey also found the aging of the Baby Boomer generation has already occurred and resulted in a demographic shift where 1 in 5 adults in the Village is an older adult.¹

¹ Connecting Caring Communities, Shorewood Older Adult Community Survey 2007.

1.6.4 Educational Attainment

In 2000, the percent of the population over 18 that graduated high school was comparable to other communities as shown in table 1-10. With the exception of the Village of Whitefish Bay, the Village of Shorewood, had a larger percentage of the population over the age of 25 with a Bachelor’s Degree or higher than the other, comparable communities. 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.

Table 1-10: Educational Attainment, 2000

	High School Graduates	Bachelor's Degree or Higher
Village of Shorewood	93.7%	58.4%
Village of Whitefish Bay	96.6%	68.3%
City of Wauwatosa	92.5%	45.7%
City of Cedarburg	91.7%	40.3%
City of Glendale	88.8%	41.6%
City of Mequon	94.4%	57.1%
City of Brookfield	92.8%	47.1%
Milwaukee County	80.2%	23.6%
State of Wisconsin	85.1%	22.4%

Source: U.S. Census Bureau, 2000

1.6.5 Income and Labor Data

Though higher than the State of Wisconsin and Milwaukee County, the median household income for Village residents was lower than other communities. The per capita income, however, was in the middle of the range of per capita incomes reported for the same communities. The percent of the population in the labor force was also similar. The percent of the labor force population unemployed was lower than the other communities.

Table 1-11: Income and Labor Characteristics, 2000

	Median Household Income	Per Capita Income	Percent in Labor Force	Percent Unemployed	Percent Below Poverty Level
Village of Shorewood	\$47,822	\$32,950	69.5%	1.2%	3.8%
Village of Whitefish Bay	\$79,346	\$39,609	71.9%	1.1%	2.4%
City of Wauwatosa	\$54,493	\$28,834	66.9%	1.5%	2.3%
City of Cedarburg	\$55,651	\$27,455	70.1%	0.9%	1.8%
City of Glendale	\$53,999	\$30,328	59.6%	1.8%	2.6%
City of Mequon	\$89,535	\$48,333	67.0%	1.6%	1.3%
City of Brookfield	\$76,008	\$37,292	64.9%	1.8%	1.4%
Milwaukee County	\$38,100	\$19,939	65.4%	4.5%	11.7%
State of Wisconsin	\$43,791	\$21,271	69.1%	3.2%	5.6%

Source: U.S. Census Bureau, 2000

1.6.6 Occupational Groups

When the labor force is separated into occupational groups, the Village of Shorewood had slightly less than one-third of its residents in the labor force working in educational, health and social services. About 17 percent of the labor force worked in professional, scientific, management, administrative and waste management services. The percentage of the labor force residing in the Village in different occupational groups reflects the State of Wisconsin as a whole with the exception of more residents working in professional trades and less in manufacturing.

Table 1-12: Occupational Groups 2000

Occupational Group Percentage of Labor Force	Village of Shorewood	State of Wisconsin
Educational, health and social services	31.07%	20.04%
Professional, scientific, management, administrative, & waste management services	17.24%	6.56%
Retail trade	10.11%	11.62%
Manufacturing	10.01%	22.19%
Finance, insurance, real estate and rental and leasing	9.70%	6.14%
Arts, entertainment, recreation, accommodation and food services	6.08%	7.26%
Other services (except public administration)	4.07%	4.06%
Information	3.98%	2.20%
Wholesale trade	2.37%	3.22%
Transportation and warehousing, and utilities	2.24%	4.52%
Construction	2.06%	5.91%
Public administration	1.25%	3.52%
Agriculture, forestry, fishing and hunting, and mining	0.19%	2.76%

Source: U.S. Census Bureau, 2000

1.6.7 Household Characteristics and Neighboring University

At 2.1 persons per household, the Village had a smaller average household size than similar communities and the County and State. This can be attributed to the Village’s proximity to the University of Wisconsin-Milwaukee (UWM) and the population of undergraduate and graduate students choosing to reside in Shorewood.

The total enrollment for fall 2008 at UWM was 29,265 including 24,333 undergraduate and 4,932 graduate students. The student population of UWM looking for rental housing was identified as a factor in the rental housing market potential in the Village of Shorewood Central District Master Plan in 2006. The City of Glendale and City of Mequon are also potentially impacted by universities that are located within their municipal boundaries. Cardinal Stritch University is Wisconsin’s second largest independent university and is located in the City of Glendale. The total enrollment for

the 2008-2009 academic year was 6,242 with 3,060 undergraduate students and 3,179 graduate students. Concordia University is located in the City of Mequon. The total enrollment for 2007-2008 academic year was 5,933. The undergraduate population is only 1,600 students with the remainder of the student population being graduate, non-traditional, and Adult Education. Though there is a university student population present in both cities, the student enrollment is considerably lower than the University of Wisconsin-Milwaukee and the size of the impact of the student population on housing is likely to be related.

With the exception of Milwaukee County and the entire State of Wisconsin, the U.S. Census Bureau data for 2000 shows that the Village of Shorewood had the lowest median rent when compared to other communities. The lower rent prices could increase the desirability of the Village to renters. However, the prices could also be reflective of the age of rental buildings and units and the lack of amenities as identified in the Shorewood Central District Master Plan.

Table 1-13: Housing Characteristics Comparisons

	Total Housing Units	Total Households	Average Household Size	Median Rent
Village of Shorewood	6,696	6,539	2.1	\$577
Village of Whitefish Bay	5,553	5,457	2.6	\$703
City of Wauwatosa	20,917	20,391	2.3	\$630
City of Cedarburg	4,593	4,408	2.4	\$598
City of Glendale	5,974	5,770	2.2	\$689
City of Mequon	8,162	7,862	2.7	\$836
City of Brookfield	14,208	13,947	2.7	\$924
Milwaukee County	400,093	377,729	2.4	\$555
State of Wisconsin	2,321,144	2,086,304	2.5	\$473

Source: U.S. Census Bureau, 2000

At 39.5 percent as seen in table 1-14, the number of single person households was higher in relation to the size of the population in the Village of Shorewood than other communities. The percentage of owner-occupied units is also significantly lower in the Village. Similarly, single family units also make up a smaller percentage of housing in Shorewood.

The number of two family housing units is also a factor in low percentages of owner-occupied housing, which can affect a community’s ability to enforce housing maintenance and attract families that prefer single family housing.

Table 1-14: Housing Occupancy Characteristics Comparisons, 2000

	Single Person Household	Vacant	Owner Occupied	Single Family Units	Two Family Units
Village of Shorewood	39.5%	2.3%	46.4%	37.8%	21.2%
Village of Whitefish Bay	22.9%	1.7%	83.1%	81.8%	1.9%
City of Wauwatosa	33.9%	2.5%	66.1%	62.7%	13.9%
City of Cedarburg	28.3%	3.5%	62.9%	58.9%	7.3%
City of Glendale	33.7%	3.4%	70.6%	62.7%	4.3%
City of Mequon	15.5%	3.7%	87.9%	79.3%	1.9%
City of Brookfield	16.5%	2.2%	87.9%	85.0%	0.9%
Milwaukee County	33.0%	5.6%	52.6%	50.9%	18.2%
State of Wisconsin	27.7%	10.2%	73.3%	66.0%	8.2%

Source: U.S. Census Bureau, 2000

According to the Department of Administration, the number of households are predicted to decrease after 2020. Shorewood’s Community Development Authority and Village of Shorewood continue to review housing needs of all ages and appropriate redevelopment opportunities.

Table 1-15: Department of Administration Household Projections

	2000	2005	2010	2015	2020	2025	2030
Village of Shorewood	6,539	6,615	6,609	6,620	6,631	6,560	6,452

Source: U.S. Census Bureau, 2000; Department of Administration 2008

1.7 Summary of each chapters goals and objectives

The goals and objectives from the Visioning Plan were applied to appropriate elements of the Comprehensive Plan, sometimes overlapping more than one chapter. Below is list of where each visioning goal is addressed within the Plan.

Chapter 2 Housing	
GOALS	OBJECTIVES
1 Maintain a wide variety of housing options that meet the housing needs of people of all ages and stages of life in single-family homes, duplexes, condominiums, and apartments that are both attractive and well-maintained.	<p>Enable restoration, redevelopment, and development of multi-family housing to provide condominiums and apartments.</p> <p>Create an environment that encourages upgrades and enhancements of single-family homes.</p> <p>Create an environment that encourages upgrades, enhancements, and home ownership of duplexes and discourages large-group rentals of duplexes.</p> <p>Require pedestrian-scale design in large-scale multi-family housing structures.</p>
2 Strive to retain and attract residents who value education, culture, and a high quality of life.	Promote Shorewood’s competitiveness in the north shore housing market.
3 Maintain and improve private property and public infrastructure to maximize assessed value of all real estate.	<p>Minimize code and process impediments to maintenance of properties.</p> <p>Promote on-going single-family and duplex maintenance.</p> <p>Encourage owner-occupied housing.</p> <p>Maintain attractive neighborhoods.</p>
Chapter 3 Transportation	
GOALS	OBJECTIVES
1 Maintain and improve private property and public infrastructure to maximize assessed value of all real estate.	Maintain up-to-date public works infrastructure.
2 Strive to retain and attract residents who value urban living in walkable, safe neighborhoods.	<p>Promote pedestrian safety on sidewalks and at intersections.</p> <p>Support multi-modal transportation alternatives.</p>

Chapter 4 Utilities and Community Facilities

GOAL

OBJECTIVES

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|---|---|
| <p>1 Maintain and improve private property and public infrastructure to maximize assessed value of all real estate.</p> | <p>Provide well-maintained public buildings appropriate for service needs.</p> <p>Maintain up-to-date public works infrastructure.</p> <p>Maintain public parks, trees, and natural areas.</p> <p>Promote development of comprehensive needs-based parking program.</p> |
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Chapter 5 Sustainability, Natural & Cultural Resources

GOALS

OBJECTIVE

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|---|--|
| <p>1 Promote environmental protection activity by the Village and Village Residents.</p> | <p>Set Village environmental protection policies and standards.</p> <p>Encourage renewable energy use.</p> <p>Promote transportation alternatives to single-use vehicles.</p> <p>Promote environmental education and watershed awareness.</p> <p>Mobilize private sector activity.</p> |
| <p>2 Protect and enhance our public green spaces in ways that increase the number of uses as well as the number of users.</p> | <p>Upgrade park plans.</p> <p>Improve the use of public spaces along the Milwaukee River and Lake Michigan.</p> <p>Encourage private investment in private property along the banks of the Milwaukee River.</p> |
| <p>3 Strive to retain and attract residents who value education, culture, and a high quality of life.</p> | <p>Promote excellence in community education and culture.</p> |
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Chapter 6 Economic Development

GOAL

OBJECTIVES

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|---|--|--|
| 1 | Maintain and improve private property and public infrastructure to maximize assessed value of all real estate. | Minimize code and process impediments to maintenance of properties.
Promote on-going commercial property maintenance.
Promote development of a comprehensive needs-based parking program.
Promote thriving commercial environment on Oakland and Capitol.
Promote commercial property redevelopment. |
|---|--|--|
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Chapter 7 Intergovernmental Cooperation

GOAL

OBJECTIVE

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|---|---|---|
| 1 | Promote delivery of efficient and effective Village Services. | Pursue intergovernmental shared services where appropriate. |
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Chapter 8 Land Use

GOALS

OBJECTIVES

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|---|--|---|
| 1 | Maintain a wide variety of housing options that meet the housing needs of people of all ages and stages of life in single-family homes, duplexes, condominiums, and apartments that are both attractive and well-maintained. | Enable restoration, redevelopment, and development of multi-family housing to provide condominiums and apartments.
Require pedestrian-scale design in large-scale multi-family housing structures. |
| 2 | Maintain and improve private property and public infrastructure to maximize assessed value of all real estate. | Promote development of comprehensive needs-based parking program.
Promote commercial property redevelopment. |
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