

Village of Mukwonago
Notice of Meeting and *Amended* Agenda

DOWNTOWN DEVELOPMENT COMMITTEE MEETING
Thursday, December 3, 2020

Time: **6:00 pm**
Place: **Virtual Meeting**

AMENDED to add #3

Join Zoom Meeting

<https://us02web.zoom.us/j/86895357390?pwd=Yks1enpuYU5sc0E4RTU5b090RjVjZz09>

Meeting ID: 868 9535 7390 Passcode: 093736

Dial by your location

+1 312 626 6799 US (Chicago)

1. Call To Order

2. Roll Call

3. Approval of Minutes

3.1 Approval of Minutes of October 22, 2020

[Minutes 10.22.2020 DDC.pdf](#)

4. New Business

4.1 Informational Update by John Weidl, Village Admin/Economic Development Director.

a. Redevelopment Resources Report Q&A

b. Downtown Tax Incremental Finance District (TID) Discussion

[FINAL_DRAFT_MARKET_STRATEGIES_10.26.20.pdf](#)

4.2 Discussion and possible recommendation for Village Admin to proceed drafting Request For Proposals (RFP) for next level Streetscaping and Wayfinding Implementation.

4.3 Discussion and possible recommendation on the Downtown Strategic Plan ranking results, including Appendix A Goal Spreadsheet, pages 33-47

[Downtown-Muk-Strategic-Plan-FINAL-05312018.pdf](#)

4.4 Discussion and possible recommendation on Downtown Yours Website and Facebook Page review and discussion on improving effectiveness of DDC messaging.

4.5 Update on Mukwonago Historical Society & Friends of Library December 5, 2020 Downtown Historic Walking Tour.

4.6 Informational Update on Connect Communities

[DDC 12-03-2020 Connect Communities Attachment.pdf](#)

4.7 Discussion and action on the January 28, 2020 meeting.

5. **Comments from the Public**

The Public Comment Session shall last no longer than fifteen (15) minutes and individual presentations are limited to three (3) minutes per speaker. These time limits may be extended at the discretion of the Chief Presiding Officer. The Village Board may have limited discussion on the information received, however, no action will be taken on issues raised during the Public Comment Session unless they are otherwise on the Agenda for that meeting. Public comments should be addressed to the Village Board as a body. Presentations shall not deal in personalities personal attacks on members of the Village Board, the applicant for any project or Village employees. Comments, questions and concerns should be presented in a respectful professional manner. Any questions to an individual member of the Commission or Staff will be deemed out of order by the Presiding Officer.

6. **Adjourn**

It is possible that a quorum of, members of other governmental bodies of the municipality may be in attendance at the above stated meeting to gather information. No action will be taken by any governmental body at the above stated meeting other than the governmental body specifically referred to above in this notice. Please note, upon reasonable notice, efforts will be made to accommodate the needs of individuals with disabilities through appropriate aids and services. For additional information or to request this service, contact the Municipal Clerk's Office, (262) 363-6420.

Village of Mukwonago

Downtown Development Committee, (DDC) Meeting

Minutes of October 22, 2020

1. Call to order- Chairman R. Walsh called the meeting to order at 7:00 p.m. located at Mukwonago Municipal Building, virtual meeting platform.
2. Roll Call: Members Present: K. Kettner, E. Pautz, S. Reeves, S. Kulik, D. Stockwell and Village Administrator J. Weidl. R. Goodden and R. Lily noted as absent and excused. Other (1)
3. Approval of Minutes:
 - 3.1 Approval of Minutes for the August 27, 2020 DDC meeting; Motion (Kettner, Pautz) to approve minutes with corrections as noted; unanimously approved.
4. New Business
 - 4.1 Informational Update by Roger Walsh, DDC Chair and John Weidl, Village Administrator/Economic Development Director.

Small Business Grant Results – J. Weidl updated Committee on 25 grants awarded at \$2,000 per grant.

Village 2021 Downtown Budget – J. Weidl updated the Committee and reported that the capital project budget includes a proposed \$100,000 for streetscape and wayfinding and that it appears that \$130,000 would be needed for the entire proposal and believes options for local businesses to make up the additional \$30,000 exists. J. Weidl inquired as to how involved the DDC wished to be regarding the planters and benches. R. Walsh commented that he would let the DPW personnel know who he will be talking to from the DDC regarding the decisions.

Downtown TIF Direction – Village Board as requested that staff review the TIF options. Current and Potential Downtown Development Projects; 301 Main Street (Clark), 200 Grand Ave Development, and 201 Rochester. – J. Weidl reported that the underground tanks have been removed from 301 Main Street, that the development at 200 Grand Avenue was approved for six condos or townhouses and there was no update to 201 Rochester.

Recent and Proposed VCOZD zoning code changes – J. Weidl reported that the contract was in process to review the code and may include some changes to ordinance 985.

Branding Project - R. Walsh & J. Weidl commented that the Village Board had chosen the logo and that the DDC can work within the logo but include colors within guidelines.

Redevelopment Resources Results – J. Weidl reported that a draft of the document would be available in the next few weeks.

Other Progress or Potential Village Downtown Initiatives - no update.
 - 4.2 Streetscaping & Wayfinding Informational update and possible action on selection of banner sub-committee – S. Reeves asked if we owned the plan and can we just call someone with our plan for implementation. E. Pautz discussion on previous submissions when pursuing a vendor. J. Weidl reported that the previous vendor had submitted an estimate of \$27,200 which is over the minimum threshold which requires

them to go through the Request for Proposal (RFP) process. R. Walsh and J. Weidl will provide a list of vendors.

4.3 Historic District Signage and Historic Walking Tour Informational Update – R. Walsh updated the Committee on the walking tour.

4.4 Downtown Yours Website and Facebook Review

a. Discussion and possible recommendations to improve effectiveness of DDC messaging - E. Pautz and S. Reeves will be liaisons for Village intern, Mackenzie Loft.

b. Discussion and direction for Village/DDC coordinated management of content entry, updating, in compliance with Village Social Media Policy (Authorized Village Staff Liaisons) – Consensus that J. Weidl will form a sub-committee along with E. Pautz, S. Reeves and M. Loft.

4.5 Downtown Strategic Plan 2020-2021 Tier 1 and Tier 2 Implementation Priorities a. Ranking, Discussion, and Possible Selection of Top 3-5 Priority Action Goal Recommendations (6 months, 12 months, 18 months) – Discussion on members ranking of tier objectives from Downtown Strategic Plan were ranked by the members (see chart below). R. Walsh reported he had only received two lists prior to the meeting. Members reported the following ranking:

Member	Rank	Tier 1	Rank	Tier 2
Kettner	1	1.5	1	2.2
	2	1.6	2	2.5
			3	2.8
			4	2.1
			5	2.6
			6	2.7
			7	2.3
			8	2.4
Pautz	1	1.5	1	2.2
	2	1.6	2	2.5
	3	1.3	3	2.3
			4	2.4
			5	2.7
Reeves	1	1.3	1	2.1
	2	1.5	2	2.2
	3	1.4	3	2.3
	4	1.6	4	2.6
			5	2.4
			6	2.8
			7	2.5
			8	2.7
Stockwell	1	1.6	1	2.8
	2	1.5	2	2.4
	3	1.1	3	2.6
Walsh	1	1.6	1	2.2
	2	1.2	2	2.5
	3	1.4	3	2.3
	4	1.1	4	2.1
	5	1.5		
	6	1.3		

J. Weidl commented that there was not a lot of support for a Business Improvement District (BID) – Plan items 1.5 & 1.6 which every Committee member ranked as part of the next steps in the plan. Ranking list to be placed on next agenda for further discussion and possible action.

- 4.6 Discussion and Possible Recommendations regarding Downtown Improvement & Development Funding Options including TIF, BID, Public-Private or Public Service Organization Partnerships, Grants, and WEDC-Connect Communities Resources. - Email from Connect Communities was reviewed for funding and resource potential.
- 4.7 Discussion regarding November & December Meeting Schedule – consensus to have next meeting on December 3, 2020.
- 5. Public Comments – none.
- 6. Motion (Kettner, Reeves) to adjourn at 8:11 p.m.; unanimously approved.

Respectfully submitted: Sandy Kulik



MUKWONAGO MARKET STRATEGIES

Redevelopment Resources
October 2020
www.redevelopment-resources.com



REDEVELOPMENT
RESOURCES

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MUKWONAGO MARKET STRATEGIES

Executive Summary

The purpose of this report is to provide the Village of Mukwonago and their stakeholders with updated, objective information to guide business development efforts in Mukwonago and its business districts. This study assembled current market information to support business retention, expansion and recruitment efforts, and specific market strategies that will better support Mukwonago's Economic Development goals to expand the tax base, diversify the local employment opportunities, and attract quality jobs. Our work entailed an "on the street" review of the current business districts, meetings with community stakeholders and Village staff, a demographic review of the market, and a review of the larger trade area.

One key finding reinforced through several data points is there is a significant population in the trade area (outside the Village limits) employed and seeking services within the Village, and this population has higher income on average, than residents of Mukwonago.

In a focused look at downtown, there are opportunities to attract specific retail and restaurant operators. And, there is work to be done to:

- 1) create a more pedestrian-friendly experience,
- 2) attract retail and restaurants, and enhance public spaces with events and amenities, which will increase appeal of downtown as a destination,
- 3) activate vacant or blighted properties to a higher and better use and
- 4) create an organizational structure, funding mechanism and guiding documents to lead and implement transformational change downtown.

Village-wide market strategies include:

- 1) marketing available properties,
- 2) locating all planning-related documents in an accessible location on the Village web site,
- 3) continue successful elements of previous strategies such as development summits and business retention visits,
- 4) host vertical sector roundtable discussions for local employers,
- 5) investigate how to best support local innovation and entrepreneurialism, and

- 6) conduct a housing needs assessment so new and existing residents can stay in Mukwonago and not have to leave the community due to a shortage of a specific type of housing.

Data

For the purposes of the study, a variety of demographic data sets about the resident market were examined. It is important to look not only at the immediate area – the Village of Mukwonago proper, but also an expanded area that includes a 15-Minute Drive Time, which can be considered a “Convenience Trade Area”. A Convenience Trade Area is based on the purchase of products and services needed on a regular basis, such as gasoline, groceries, dry-cleaners, banking, pharmacy, hair care, medical, dental, physical fitness, etc. - services people are more likely to frequent due to convenience to their home or workplace. Keep in mind, municipal boundaries mean nothing to those consumers who support retail or service businesses. To better understand the Mukwonago trade area, we utilized data from the immediate Village of Mukwonago, as well as the 15-Minute Drive Time area, or trade area.

Key Findings:

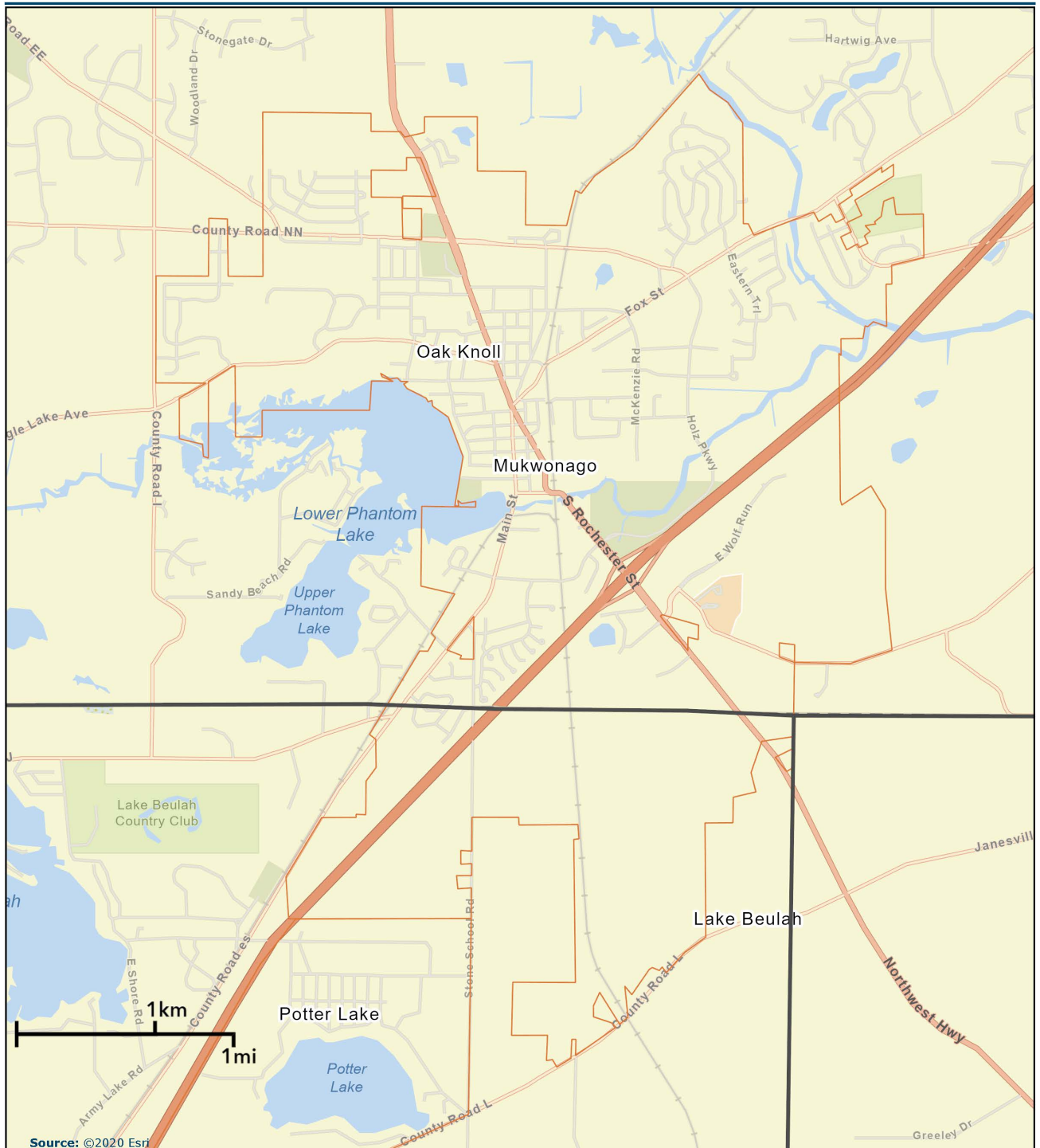
1. For the purposes of retail and service development within the Village of Mukwonago, it is critical to acknowledge that the population of the trade area is eight (8) times larger than the Village.
2. More employees living outside of the Village commute in for work than residents of the Village commute out for work.
3. Income measures are greater in the trade area than within the Village.
4. By 2025, the trade area is projected to have a higher percentage of households earning greater than \$75,000 annually.
5. The population in the trade area reflects significantly higher income levels which correlate into disposable income for goods and services.
6. The Village contains a higher percentage of working age adults (25-64) than the other geographies.

Maps



esri®

Village of Mukwonago Boundaries

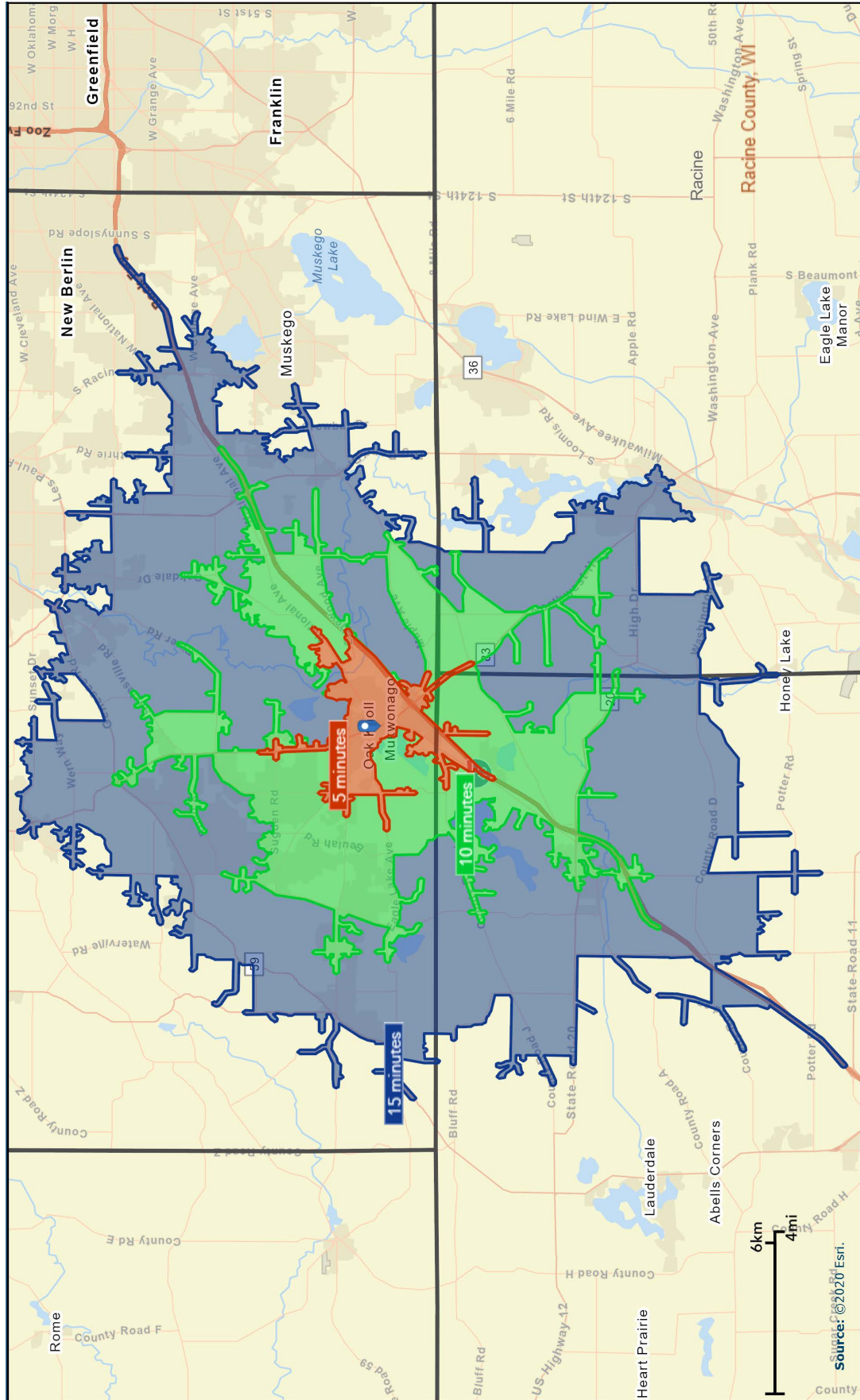


June 03, 2020



Village of Mukwonago

Drive Time Map



June 07, 2020

Interviews

Working with the Village, key stakeholders and community organizations were identified for interviews. Interviews were conducted both in-person and virtually depending on the participants' comfort level at the time and availability.

Interviewees included representatives of the following categories:

- Downtown property owners
- Local business owners and employers
- Non-elected community leaders
- Realtors and developers working in the area
- Development staff
- Municipal leaders

In general, interviewees communicated an enthusiasm for the economic growth occurring throughout Mukwonago and agree that Downtown could use some focused attention to make it more walkable, safe, and vibrant. An overarching goal is to "get more people downtown", whether they are residents or visitors to the community.

Traffic on Hwy. 83 through downtown has been a concern for a long time. Many interviewees agreed that implementing recommendations from the Streetscaping project to calm traffic would cause some of the regular through traffic by trucks to use the by-pass and avoid downtown.

Many interviewees expressed an interest in seeing more events held downtown to draw more people to the retail core of the community.

Parking was a concern expressed by many. Whether a parking shortage is real or perceived, signage identifying public parking opportunities will help according to some.

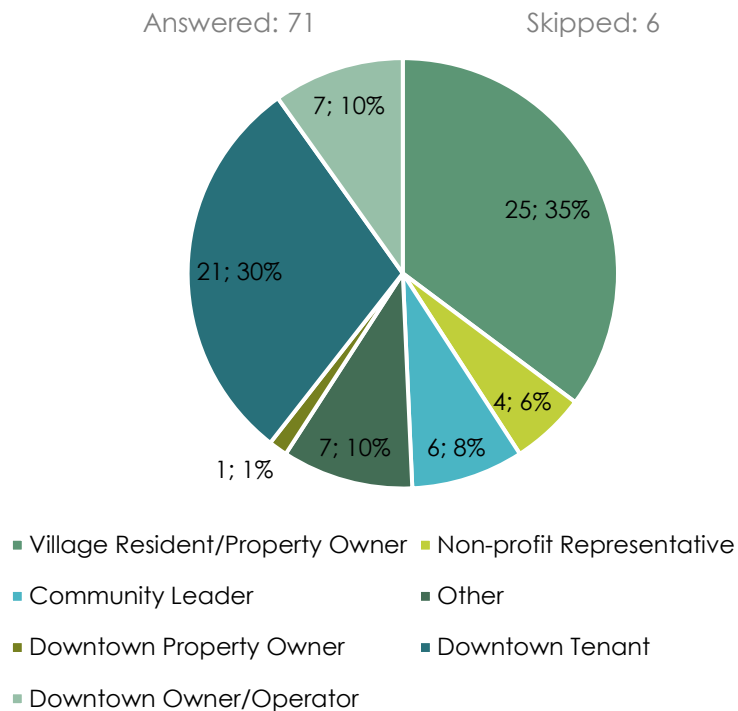
Survey

A survey of Village of Mukwonago downtown stakeholders was conducted via an online survey service in the late summer of 2020. There were 77 total responses. While the responses are not perfectly representative of downtown stakeholders, valuable information can be gleaned from the survey responses.

Downtown Stakeholders

Fifty-nine percent (59%) of respondents identified as area residents or property owners, non-profit representatives, community leaders or other public members with an interest in the downtown. Forty-one percent (41%) of total respondents identified as downtown property owners and business operators. A little less than half of these respondents (48%) represent retailers.

Figure 1. Question 1: Please select the description that best describes your relationship with the downtown district:



Survey Summary

Figures 2 through 6 are a sample of responses to the survey questions. Respondents identified aesthetic appeal and more frequent or improved events as priorities in the next five years. They also identified parking and building rehabilitation as the two biggest obstacles to real estate redevelopment downtown. To address these issues downtown property owners and business operators were most in favor of a façade improvement and sign grant program being developed. Other suggestions included setting aside a portion of the general fund for funding programs or allowing the downtown board to choose the funding mechanism.

Most respondents demonstrated a preference for the following:

- Marketing services being developed that would promote area amenities.
- If using art and cultural events to add a sense of vitality to the downtown, focus on live outdoor music and market venues.

- If additional events are to be added, food and beverage-oriented events are preferred. Other anecdotal responses include car shows, biker events and local musical talent showcase concerts.
- A Buy Local program would be most beneficial to attracting tenants and customers to the downtown.
- More than half (53%) of all respondents would prefer an Executive Director and Board of downtown business and property owners to lead efforts. Other suggestions included a partnership between the Village and the Chamber or a third party.

Figure 2. Question 3: What business development services would you like to have developed? (Check all that apply.)



Figure 3. Question 5: If you believe that increasing the quality or frequency of festivals and events may assist you in attracting a tenant or customers to your business, which types of events listed below do you believe would be most beneficial?
(Select

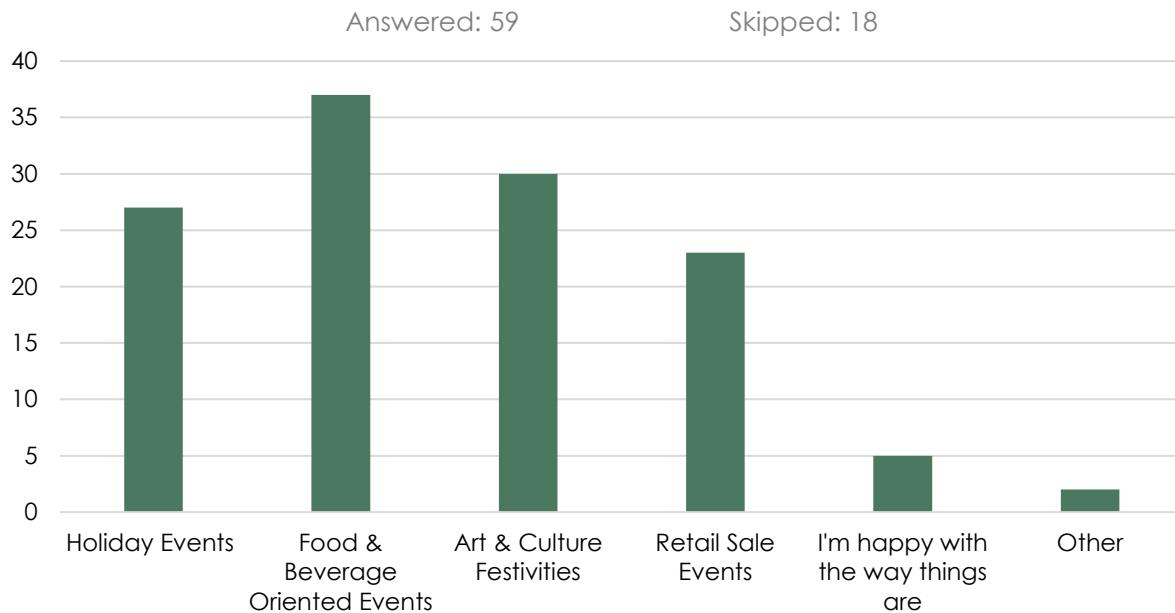


Figure 4. Question 6: If you believe more/improved marketing of downtown shops and events would help you attract tenants/customers, which of the strategies listed below do you believe would be most beneficial?



Figure 5. Question 8: If an organization were to be created to provide these services, who would you prefer to preside over the organization?

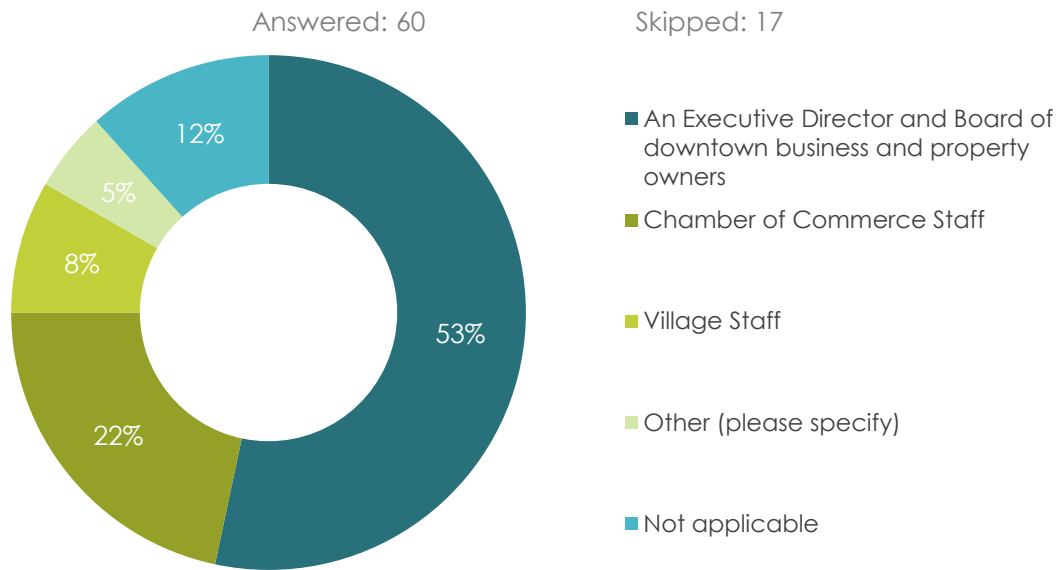
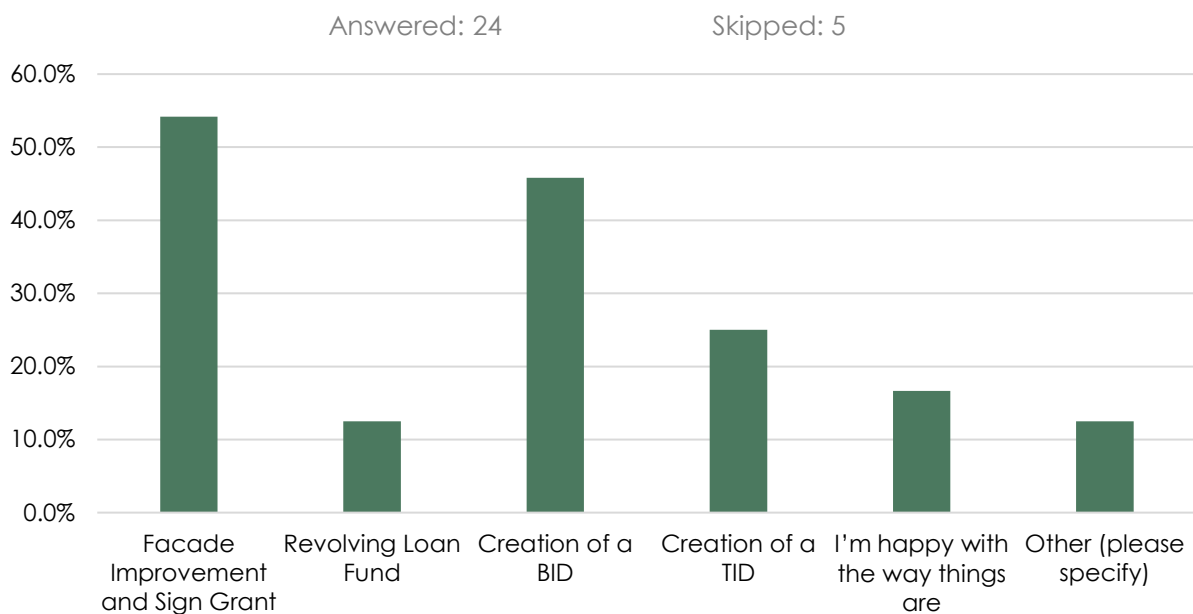


Figure 6. Downtown Property Owners & Business Operators

Question 10: In order to achieve the downtown strategic goals identified, they must be funded. Which funding sources would you be in favor of utilizing?



Demographic Review

Population

Population data helps quantify both current market size and future market growth, both of which are used to measure consumer demand. Population is defined as all persons living in a geographic area. The Village of Mukwonago's 2010 Census population was 7,355, but the Convenience Trade Area population grows exponentially to 59,078. Projected annual population growth rate for the Village of Mukwonago from 2020 to 2025 is 0.49%, while the trade area is projected to grow 0.45% annually during the same time period. Population for the State of Wisconsin is projected to grow 0.42% annually between 2020 and 2025.

Table 1. Geographical Population Comparison			
Data Set & Year	Village of Mukwonago	Trade Area	State of Wisconsin
2010 Population	7,355	59,078	5,686,986
2020 Population	7,743	61,709	5,902,099
2025 Population Projection	7,934	63,073	6,026,514
Projected Annual Growth Rate 2020-2025	0.49%	0.45%	0.42%

Data Source: ESRI Community Profile and 2010 Census Data

Household Income and Per Capita Income

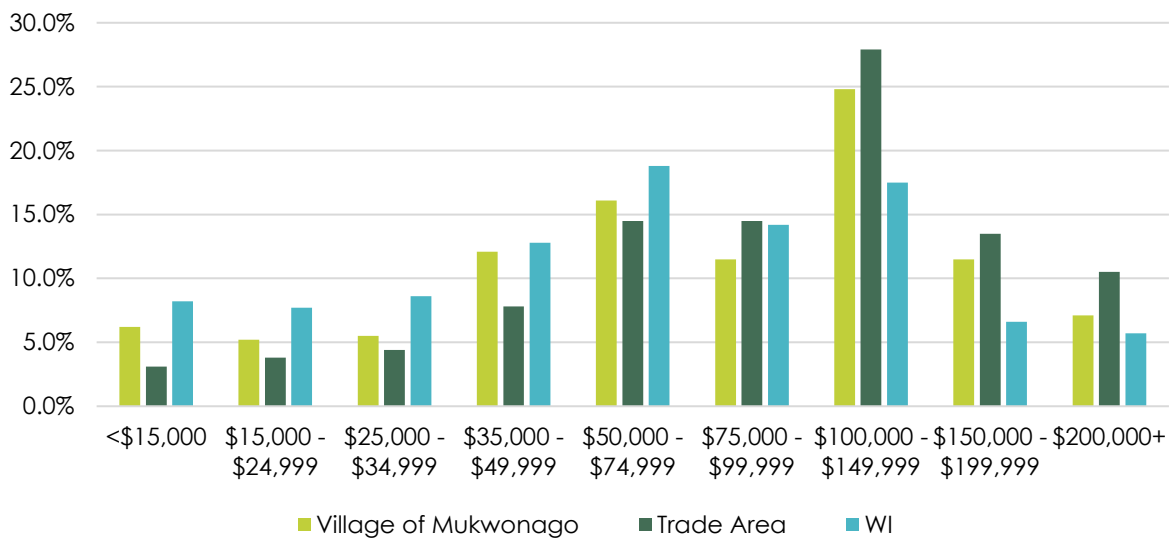
Household income can be an indicator of the spending power of residents. Household income positively correlates with disposable income for goods and services. Some retailers may also target specific income ranges based on their target market segments. While the Village of Mukwonago has median and average incomes that are larger than those of the State of Wisconsin, all income measurements are higher in the trade area population. (See Table 2 on the next page.)

Table 2. Geographical Income Comparison						
	Median Household Income		Average Household Income		Per Capita Income	
	2020	2025 Projection	2020	2025 Projection	2020	2025 Projection
Village of Mukwonago	\$76,111	\$84,005	\$95,668	\$104,972	\$28,218	\$32,493
Trade Area	\$92,675	\$101,963	\$109,908	\$122,728	\$41,072	\$46,038
State of Wisconsin	\$60,185	\$64,789	\$80,735	\$89,274	\$32,803	\$36,386

Data Source: ESRI Community Profile

Figure 7 depicts a geographical comparison of the projected 2025 income distribution by ESRI. Again, the population in the trade area reflects significantly higher income levels and is projected to have a higher percentage of households earning greater than \$75,000 annually.

Figure 7. 2025 Households by Income



Data Source: ESRI Community Profile

Age Profile

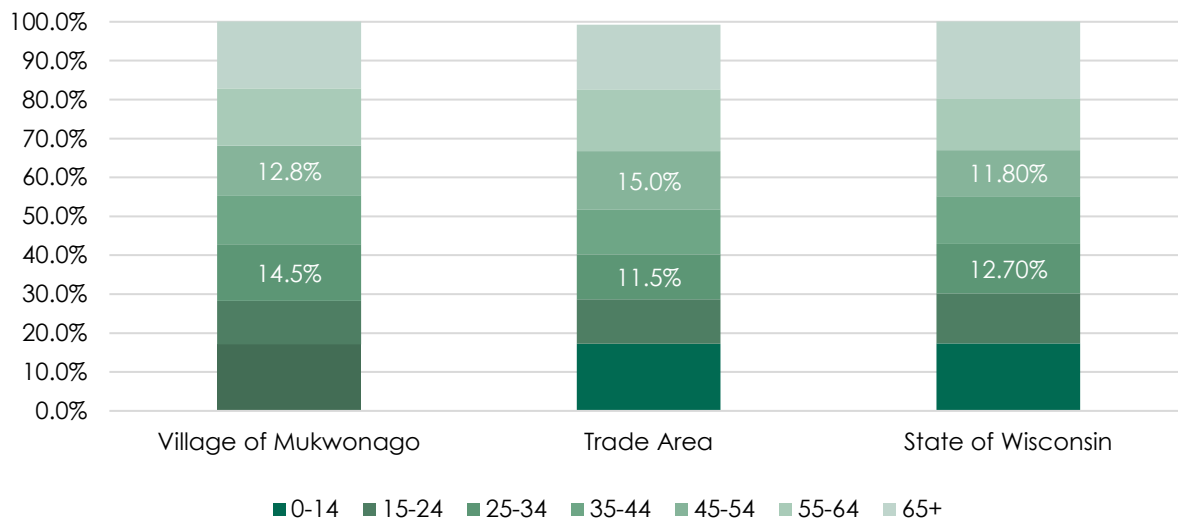
Age often affects a person's tastes and preferences. Understanding the population age distribution helps businesses effectively address the needs of the market. Accordingly, retail, service and restaurants often target certain age groups. Table 3 represents the 2025 projected age data based on the 2010 census.

Table 3. Projected 2025 Geographical Age Comparison

Age	Village of Mukwonago	Trade Area	State of Wisconsin
0-4	5.6%	5.1%	5.6%
5-9	5.5%	5.7%	5.7%
10-14	6.0%	6.5%	6.0%
15-24	10.9%	11.4%	12.8%
25-34	14.5%	11.5%	12.7%
35-44	12.7%	11.6%	12.3%
45-54	12.5%	15.0%	11.7%
55-64	14.9%	16.6%	13.0%
65-74	9.8%	11.3%	11.5%
75-84	5.7%	4.1%	6.2%
85+	2.1%	1.2%	2.3%

Data Source: ESRI Community Profile

The median age for the Village of Mukwonago in 2020 is 40.4 and is projected to increase to 40.9 by 2025. The median age for the trade area is 43.6 in 2020 and by 2025 it is projected to increase to 44.0. The median age in 2020 is 40.0 for the State of Wisconsin and is projected to increase to 40.8 by 2025. The biggest differences between the Village and the Trade Area occur in the 25-34 year old bracket and the retirement age (65+). As the population ages, it will be important for the Village to understand the needs of this demographic in terms of housing and healthcare. Note in Figure 8 that the Village contains a higher percentage of working age adults (25-64) than the other geographies.

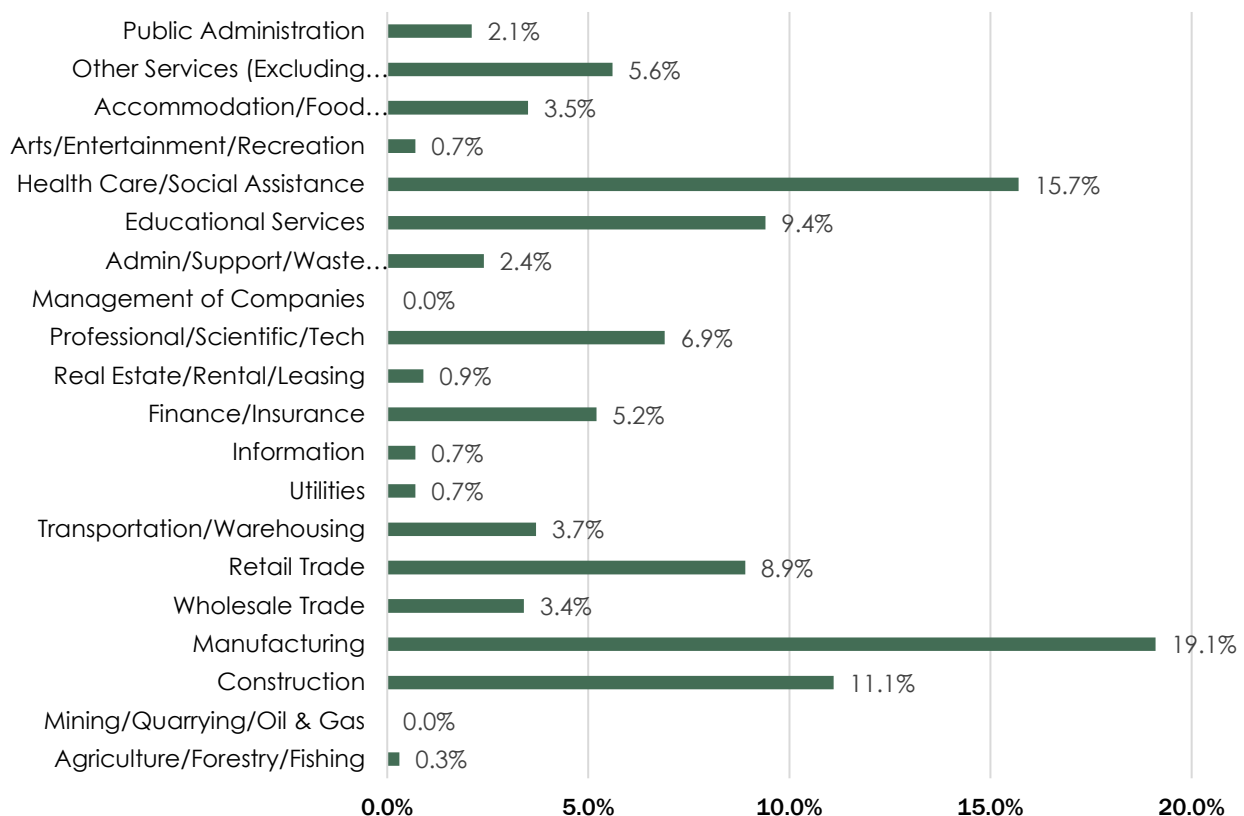
Figure 8. Age Comparison

Data Source: ESRI Community Profile

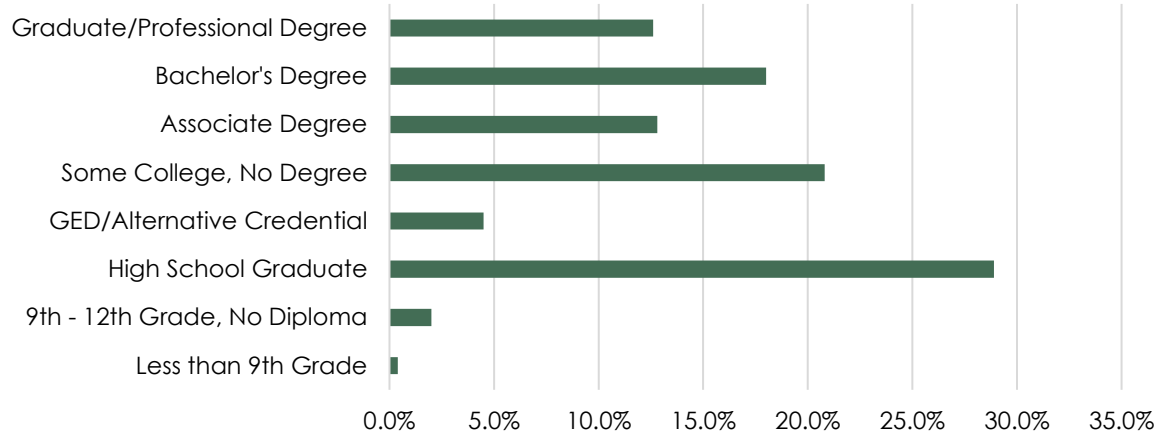
Labor Force

In 2020, ESRI estimates that there are 3,990 Village residents employed over the age of 16. The three largest industries residents are employed in are health care and social assistance, construction, and manufacturing (Figure 9). Most residents do not have a college degree (Figure 10). Educational attainment matches the needs in the community for now, with a significant percentage of retail, construction, and manufacturing jobs not necessarily requiring higher education. If the Village wishes to target employers in future attraction efforts which pay higher wages, generally they will require some form of higher education and incomes will rise, along with a change in the educational attainment data profile of the Village. Many communities use a strategy to proactive recruit (spending time and money on) only "primary jobs", or those which produce goods and services used outside of the community. This strategy ensures the community is importing new revenue from outside the community and stimulates economic growth more quickly than recycling the same dollars over and over again.

Figure 9. Mukwonago Resident Employment by Industry Sector



Data Source: ESRI Civilian Labor Force Profile for Village of Mukwonago

Figure 10. Village of Mukwonago Educational Attainment

Data Source: ESRI Community Profile for Village of Mukwonago

Lifestyles

Building on this demographic data, a clearer picture of the tastes and preferences of the area begins to develop. The image comes into focus, however, with Community Tapestry data. Developed by ESRI Business Information Solutions, neighborhoods throughout the nation are categorized into 67 distinctive market segments. Lifestyle segmentation systems analyze demographic and socioeconomic characteristics to examine the buying habits and preferences of consumers in a geographic area. Community Tapestry descriptions can help existing and prospective businesses gain valuable insights to the needs and interests of the local shopper base through understanding lifestyle tendencies, identify the best markets, find the most profitable consumer types, and tailor marketing messages.

In 2013, the top three lifestyle segments in the entire trade area were Sophisticated Squires, Green Acres, and Exurbanites. Each year, however, population and household counts by Tapestry segment are updated. "While most geographic areas retain their original Tapestry Segment assignment, select areas may be assigned a new market segment when research uncovers new or significant local growth. The entire Tapestry Segmentation system is refreshed every three to five years, resulting in a more comprehensive reassignment in rapidly changing neighborhoods."¹ Due to these updates, the Sophisticated Squires segment no longer exists in the updated tapestry segmentation scheme.

¹ ESRI Demographic Tapestry Segmentation update frequency obtained from: <https://doc.arcgis.com/en/esri-demographics/data/tapestry-segmentation.htm>

The top three lifestyle segments were broken down by drive time distance from the core of Mukwonago as follows in Table 4:

Table 4. Tapestry Segmentation Area Profile

Rank	0-5 Min. Drive Time	5-10 Min. Drive Time	10-15 Min. Drive Time
1.	Bright Young Professionals (28.7%)	Green Acres (47.2%)	Green Acres (35.3%)
2.	Parks & Rec (26.0%)	Soccer Moms (15.3%)	Soccer Moms (30.4%)
3.	Green Acres (16.7%)	Savvy Suburbanites (13.3%)	Savvy Suburbanites (10.3%)

Data Source: ESRI Tapestry Segmentation Area Profile for market area.

For the trade area, in 2020, the further from the core of Mukwonago residential age, income, and home values increase with the exception of the age of Soccer Moms. The percent of the residents that are white also decreases further from the core.

BRIGHT YOUNG PROFESSIONALS



Bright Young Professionals primarily reside in the urban outskirts of large metropolitan areas. Residents of this segment are physically active, up on the latest technology, more likely to rent than to own a home, have a white-collar occupation, and have some level of post-secondary education. They get most of their information from the Internet and their concern about the environment impacts their purchasing decisions. Leisure activities include going to bars/clubs, attending concerts, going to the beach, and renting DVDs from Redbox or Netflix. They enjoy a variety of outdoor adventure sports (e.g. backpacking, rock climbing), team sports (e.g. football) and endurance activities (e.g. Pilates, running, and yoga).

- Median Household Income: \$54,000
- Median age: 33.0 years.
- Percent of White Residents: 65.1%
- Homeownership Rate: 42.8%
- Average Rent: \$1,042

PARKS & REC



These practical suburbanites are often two-income married couples who have purchased older homes, town homes or duplexes that are within their means. These budget-conscious consumers stock up on staples at warehouse clubs. They utilize local parks and recreational activities, work in a session at their local community gym, or a quick jog, swim, or run.

- Median Household Income: \$60,000
- Median age: 40.9 years.
- Percent of White Residents: 78.7%
- Homeownership Rate: 69.7%
- Median home value: \$198,500

GREEN ACRES



Primarily older married couples without children, these do-it-yourselfers focus on maintaining/remodeling their homes and gardens. Outdoor activities include: hunting, fishing, motorcycling, hiking, camping, and golf. They are cautious consumers with a focus on quality and durability. More than 60% are college educated and use technology as a tool rather than a trend.

- Median Household Income: \$76,800
- Median age: 43.9 years.
- Percent of White Residents: 90.8%
- Homeownership Rate: 86.1%
- Median home value: \$235,500

SOCCER MOMS



This affluent, family-oriented market segment is partial to new housing away from urban cores but close enough to commute to professional job centers. With both parents working and raising growing children, life in suburbia offsets the hectic pace of their professional lives. Most households have 2 or 3 vehicles (minivans and SUVs) and long commute times for work. A disproportionate number commute from a different county. Family-oriented, they tend to spend their disposable income on movie purchases or rentals, children's apparel and toys, and visits to theme parks or zoos. Outdoor activities and sports are characteristic of life in the suburban periphery. They attend sporting events, as well as participate in them like bicycling, jogging, golfing, and boating.

- Median Household Income: \$90,500
- Median age: 37.0 years.
- Percent of White Residents: 78.0%
- Homeownership Rate: 84.9%
- Median home value: \$257,400

SAVVY SUBURBANITES



Savvy Suburbanite residents can be found in established suburban neighborhoods of large metropolitan areas. This market segment is well educated, well read, and well capitalized. They are not afraid of debt; many

households carry first and second mortgages, plus home equity credit lines. Families include empty nesters and empty nester wannabes, who still have adult children at home. Their suburban lifestyle includes home remodeling and gardening plus the active pursuit of sports and exercise. They prefer natural or organic food, wine, plus the amenities of the city's cultural events. Residents prefer late model, family-oriented vehicles and DIY projects. Physically fit, residents actively pursue a number of sports, from skiing to golf, and invest heavily in sports gear and exercise equipment.

- Median Household Income: \$108,700
- Median age: 45.1 years.
- Percent of White Residents: 85.5%
- Homeownership Rate: 90.6%
- Median home value: \$362,900

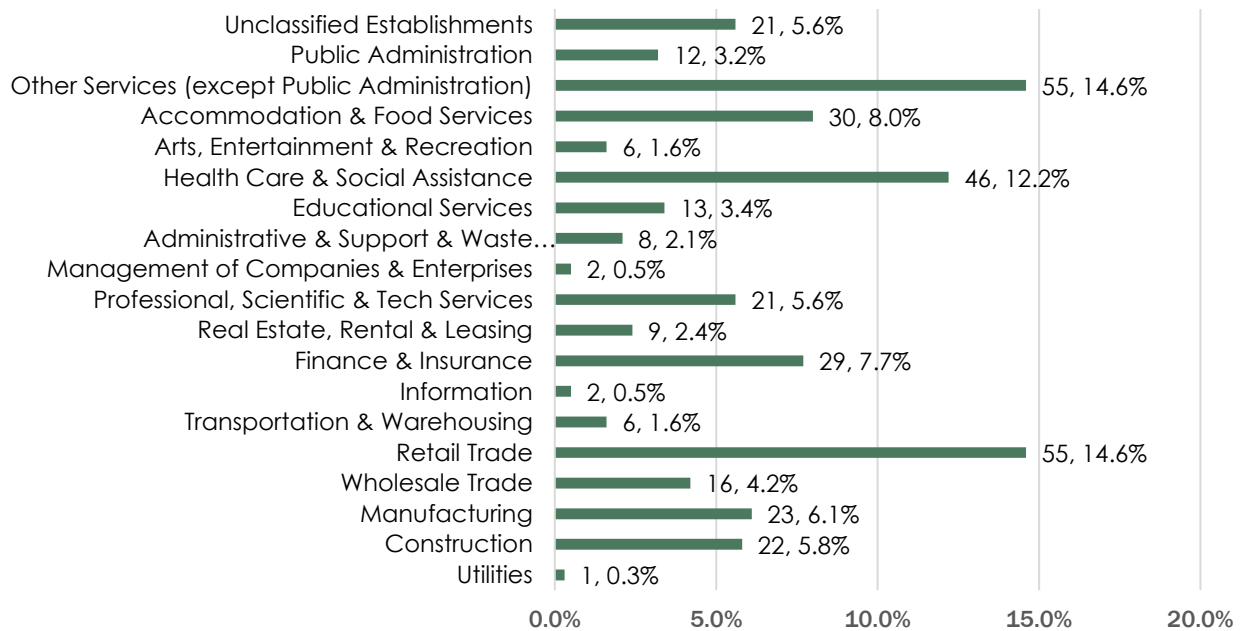
Mukwonago Business Profile

OnTheMap is a longitudinal employer-household dynamics tool provided by the Census Bureau "showing where workers are employed and where they live with companion reports on worker characteristics and optional filtering by age, earnings, or industry groups.²" According to OnTheMap, there are 5,145 people working within the Village of Mukwonago as of 2017. Of those that are employed within the Village, 4,618 live outside of the Village. Conversely, 3,302 residents leave the Village for work outside of it. (See Appendix B.)

In 2020, ESRI estimates that there are 377 business and 6,137 jobs in the Village of Mukwonago. While retail trade, health care and social assistance, and other services (except public administration) represent the largest quantities of businesses (Figure 11), retail trade, health care and social assistance, and manufacturing employ the most people (Figure 12).

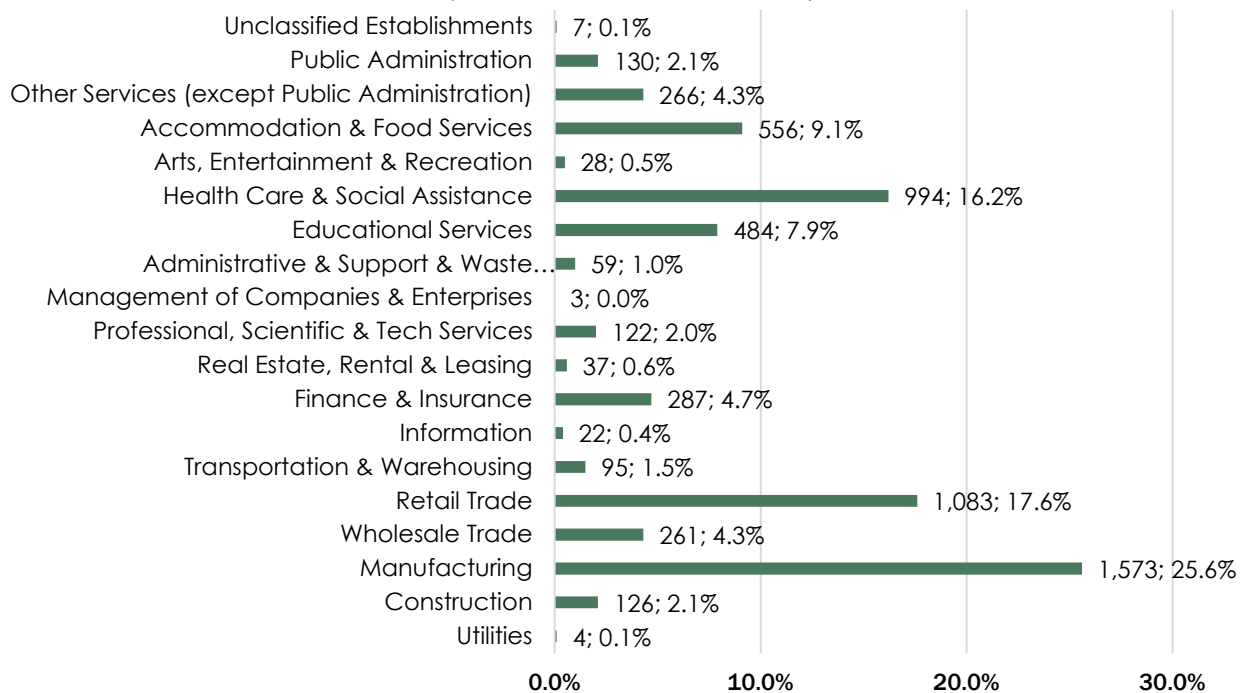
² <https://lehd.ces.census.gov/applications/>

Figure 11. Village of Mukwonago Business Profile
(Count and Percent of Total)



Source: Copyright 2020 Infogroup, Inc. All rights reserved. Esri Total Residential Population forecasts for 2020.
Date Note: Data on the Business Summary report is calculated using Esri's Data allocation method which uses

Figure 12. Village of Mukwonago Jobs by NAICS Sector
(Count and Percent of Total)



Source: Copyright 2020 Infogroup, Inc. All rights reserved. Esri Total Residential Population forecasts for 2020.
Date Note: Data on the Business Summary report is calculated using Esri's Data allocation method which uses census block groups to allocate business summary data to custom areas. September 04, 2020

Trade Area Analysis

Supply & Demand Analysis

Spending is influenced by demographic, economic and geographic factors. Demographic and lifestyle characteristics of the trade area help describe the type of consumers residing in the area and their likely purchasing preferences and behaviors. Supply and demand estimates are in current dollars.

The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges for +100 (total leakage) to -100 (total surplus). A positive value (green) represents “leakage” of retail opportunity outside the trade area – or that projected spending is in excess of what can be accommodated by the retail space in each area. It is then presumed that the excess spending is done outside the study area. A negative value (red) represents a surplus of retail sales, a market where customers are drawn in from outside the trade area – or that the amount of retail space in a category is expected to accommodate the projected demand for the population in that area. A large surplus might indicate that the area is saturated with that kind of retail, or that consumers are being attracted from outside of the study area. The comparison of supply and demand provides a sound and reasonable assessment of the marketplace.

The Retail Gap represents the difference between Retail Potential and Retail Sales. Keep in mind that these figures reflect the difference in estimated demand and sales for the **resident** trade area and do not include demand generated by area employees, passers-by and visitors. Also, retail competition throughout the region will always take a portion of shopping dollars out of a community or trade area. This is less true for convenience goods, such as grocery, gasoline and drugstore items that are most often purchased close to home. However, some retail sectors which are supported by a broad cross-section of consumers, such as restaurants – which are especially utilized by visitors – may have a significantly higher demand than presented.

Utilizing the Tapestry data in the Lifestyle Report, as well as the Supply and Demand analysis can help potential new businesses understand the underlying market, as well as existing businesses to potentially retool current product lines.

Keep in mind that some of this demand has the potential to be captured, but specific location, financial stability, business model, and solid management are all part of a successful business.

Retail Spending Activity

The Spending Potential Index (SPI) is a measure of market activity developed by ESRI Business Information Solutions, which correlates to actual dollars spent on certain goods and services by residents with a given trade area and adds another dimension to the retail potential and lifestyle analysis. It is helpful in identifying an appropriate business and merchandise mix for Mukwonago.

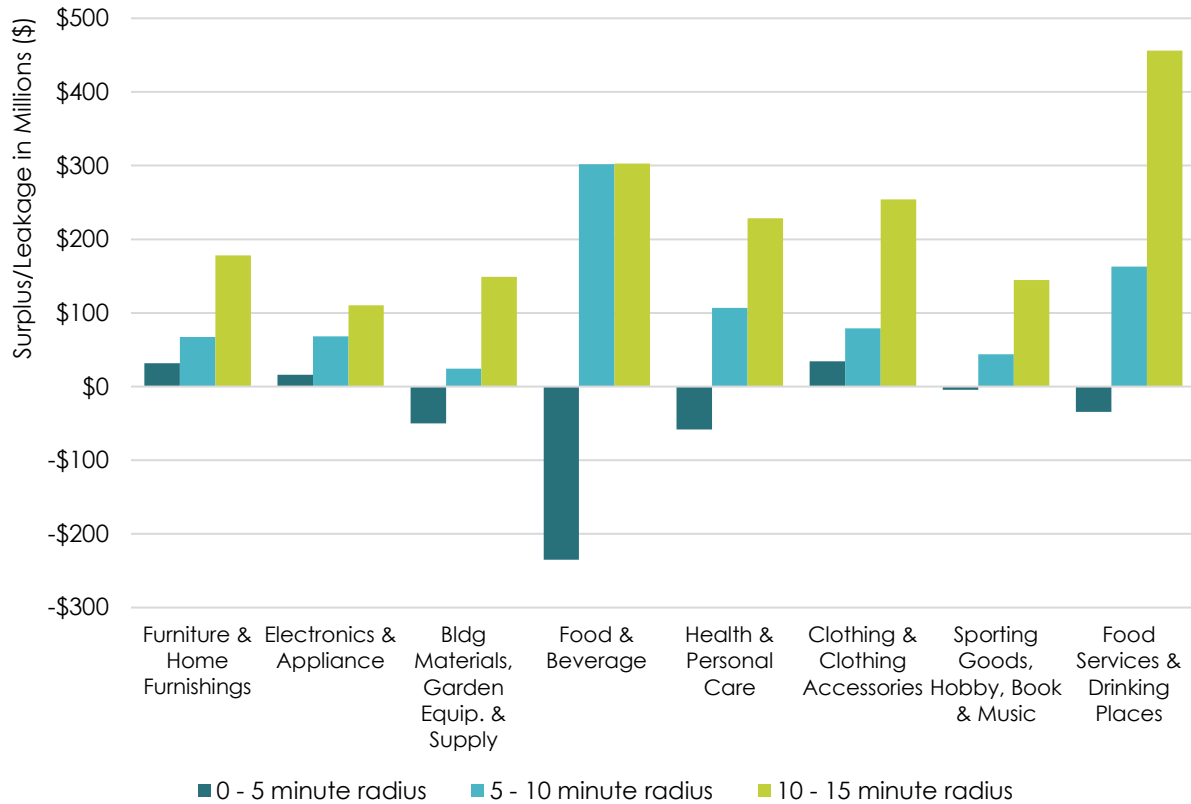
When the SPI is equal to 100 for a specific type of merchandise, consumers are spending at a rate equal to the national average. An SPI greater than 100 indicates that consumers are buying or spending above the national average. In other words, the SPI is an indicator of what prices consumers will pay and/or the level of discretionary income they are willing to devote to a particular good or service.

Retail Market Potential

Market Potential Indicators (MPI) compare trade area demand for a specific product or service to the average national demand for that product or service. ESRI Business Information Solutions calculates market potential based on consumer references and behavior by Community Tapestry market segments. An MPI of 100 indicates that individual and/or households in the trade area consume a particular product or service at the same level as the national average. An MPI over 100 represents demand above the national average, and an MPI below 100 indicates lower than average demand. The trade area households reveal a strong propensity to purchase at or above the national average for the overwhelming majority of categories.

Putting It All Together

Due to the proximity of larger trade areas likely pulling away from Mukwonago, our analysis excluded the following categories: automotive, convenience stores, finance, general merchandise stores, insurance, transportation and travel. The Mukwonago trade area has the opportunity to capture more of these shopping dollars for certain goods and services. Of the categories analyzed, four have retail gaps in all three drive time bands: furniture and home furnishings, electronics and appliance, clothing and clothing accessories. Since the largest retail gaps in both the outer two drive time bands are food and beverage related, we also included those categories in our analysis.

Figure 13. Retail Gap Analysis by Category and Drive Time Band

Tables A.4 and A.5 in Appendix A consolidates the data provided by ESRI for the restaurant and alcoholic beverage industries. For family restaurants, the highest MPI values indicate that consumers are likely to spend \$101-200 per month on breakfast and dinner options. Bob Evans, LongHorn Steakhouse, and Texas Roadhouse had the highest value MPIs. For fast food restaurants, the highest MPI values indicate that consumers are likely to frequent establishments for lunch and dinner. Arby's, Dairy Queen, Five Guys, Jimmy John's Panera Bread and Papa Murphy's had the highest MPI values.

An apparel store, electronics store, as well as furniture and home furnishings store would appear to do very well anywhere in the trade area. A new grocery store would appear to be more suitably located within 5 to 15-minute drive-time bands. Tables A.6-9 (Appendix A) details the retail gap, estimated expenditures and market potential by type for each of these categories. The data presented indicates that overall, the trade area residents spend at a rate considerably above the national average, which is consistent with their higher household incomes.

RECOMMENDATIONS

Downtown

Improvements to Downtown Mukwonago have been the focus of the Village over time, and most recently with the activation of the Downtown Committee, there is an opportunity to make significant and transformative improvements. Aesthetic and structural improvements will make the downtown more inviting for residents and visitors, more pedestrian friendly and provide more opportunity for business to locate and thrive. It will be important for the Village to implement recommendations from the Streetscape Plan as well as the Downtown Strategic Plan to ensure the environment is looking and performing its best.

To maximize opportunities for commercial activity and public gathering space, downtown as residents know it today may take on new boundaries. Recommended downtown boundaries could be as outlined in the map on the following page.

Based on data provided by Village staff, the current vacancy rate downtown is 7%. Stated another way, the amount of occupied, usable space for new or expanding businesses is 93% of all space. This includes vacant and underutilized properties which would generate significant impact on downtown.

To truly see transformative change in any downtown, significant investment from both the private and public sector is typically required.

The market analysis conducted above indicates opportunities for certain retail categories. However, retail in most markets is not expanding in today's economy. Retail expansion was slow prior to the COVID-19 pandemic and it is even slower as a result of the economic challenges brought on by the restrictions put in place to slow the spread of the virus.



Downtown Mukwonago Map

 Tax Exempt Properties

 Potential Redevelopment District Boundary



Village of
Mukwonago
Where Life, Leisure and Business Thrive

Marketing

Task #1 Recruit Retail Development

To make an effective attempt at recruiting new retail to Mukwonago's downtown, a full inventory of available space needs to be accessible to potential shop operators. To complete the inventory of available space, conduct outreach to property owners to understand their goals for their space. This critical step will save time and potential challenges later, knowing there is a willing landlord who is open to new business occupying their space. Once the inventory is ready, share it with commercial brokers and encourage them to market the spaces. Prospect lists of retailers in the region who may be interested in additional locations can be found in the appendix. This list could be targeted by Village Staff or interns. Retailers should be called on the phone or emailed/mailed a marketing piece designed to promote the benefits of locating in downtown Mukwonago, citing data from this report as evidence the market is strong for their sector.

Categories to pursue include Apparel and Accessories, Furniture, Electronics, and Eating and Drinking establishments.

Timing: Immediate and ongoing

Estimated cost: \$5,000

Task #2: Establish a Downtown Identity

As an offshoot of the brand narrative and logo proposal, Downtown Mukwonago should have its own identity with signage (see Streetscape Plan for wayfinding signage) to let residents and visitors know they are in the downtown once they enter from the three main entry-points. A mark or logo could be imprinted on way-finding signage, bike racks, banners/planter/trash receptacles, and used in social media and traditional marketing.

Timing: Within 12 months

Estimated cost: \$10,000-\$12,000

Task #3: Enhance Downtown's Web Presence

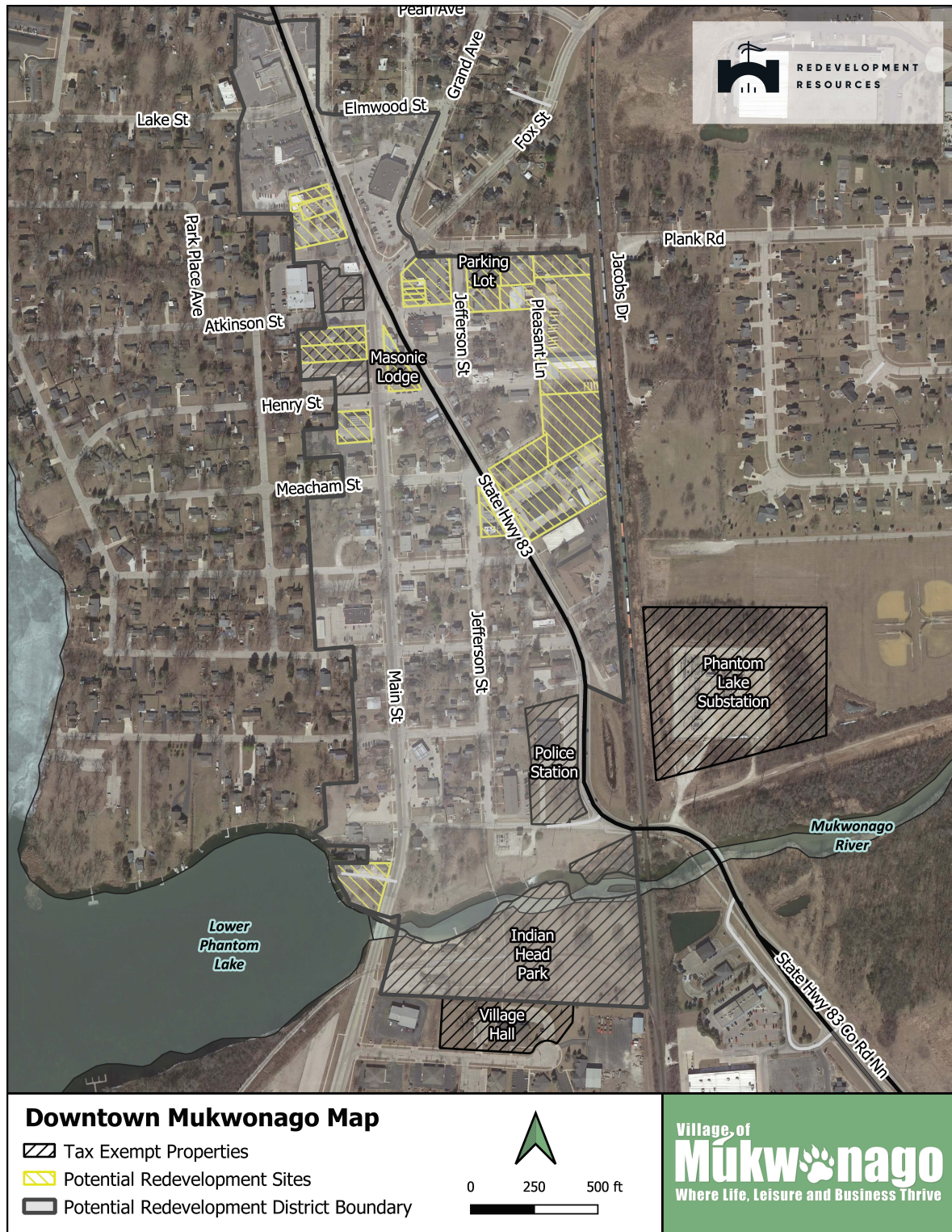
Ensure the Downtown's web presence is easily found. The stand-alone pages for the Downtown Committee are great, but link them prominently from the Village's web site, the Chamber's web site and any tourism-related web presences in the Village.

Timing: Immediate

Estimated cost: nominal

Physical Improvements

By focusing commercial activity along both Hwy 83 and Main Street, there are plenty of opportunities for business attraction in downtown Mukwonago. Identification of underutilized properties is provided on the map below.



Task #4: Establish a Redevelopment District

Redevelopment Resources recommends the Village consider creating a Redevelopment District under Section 66.1333 of the Wisconsin Statutes to provide the statutory vehicle for the Village to participate in redevelopment activities that may include purchase of land and relocation of businesses and/or tenants/owners. This document serves to fulfill the statutory requirement so that the Village of Mukwonago may begin undertaking the recommendations made in this document as well as other strategy documents to begin to create transformative change in the core of the community.

One purpose of a redevelopment plan is to carefully identify blighted properties and suggest the potential public and public/private sector projects that could be undertaken to relocate the uses that were appropriate at one time in history but are not the highest and best uses in downtown now. What often occurs is due to the current location of functionally obsolete uses, properties start to appear blighted, or exhibit run-down conditions which impede the revitalization of the downtown.

A Redevelopment District and subsequent Project Plan will create the statutory tool empowering the Village or designated redevelopment authority to implement recommendations and other adopted plans affecting the downtown area.

A Redevelopment District could be established under by the Village Board or by a newly created Redevelopment Authority (see Task #6 under Org Structure and Funding below)

Timing: Upon TID creation.

Estimated cost: \$5,000 - \$8,000

Task #5: Implement Recommendations from the Streetscape Plan

The Downtown Master Plan for streetscape and wayfinding is an excellent guide to transform infrastructure in downtown Mukwonago. It will provide pedestrian-friendly elements to ease traffic and support safety. This will lead to more people feeling comfortable shopping, dining, and visiting downtown.

Recommendations worth highlighting are pedestrian safe-crossing tools. It is important for the Village to install raised concrete crosswalks which serve in the capacity of not only a crosswalk, but also a speed bump.

Additional safety measures such as lighted/flashing crosswalks and/or safety flags at crossings will ensure safety of adults and children crossing Hwy 83 and all side streets as indicated in the plan. One location for consideration of a lit or flagged crossing is one block east of Rochester Street where Plank Road crosses Fox Street and becomes Grand Avenue. Many young people cross this street here and cars turning off of Rochester onto Fox do not slow down, expecting pedestrians to cross at this location.

Wayfinding and identification signage will provide a mechanism for Mukwonago to showcase the brand/identity mentioned above.

Timing: Within 18 months

Estimated cost: TBD

Place making

Many successful downtowns combine commercial space with public gathering space to encourage events of all sizes, formal and impromptu, places to relax and enjoy the scenery and meet friends. Finding a place to gather and host events is important to creating a downtown atmosphere which goes beyond commercial activity.

Businesses and residents are interested in places to listen to live music and meet friends. When these places exist in the context of a downtown, they provide opportunities for residents and visitors to spend more time (and money) downtown, which is the goal.

The key to a successful public gathering space in a downtown is regular programming of the space. Events and activities for groups of all sizes offered on a regular basis go a long way to connecting community members and driving traffic to downtown commercial establishments.

Task #6 – Implement Recommended Improvements to Indianhead Park

Implement recommendations related to improvements to Indianhead Park from the Comprehensive Outdoor Recreation Plan. Priority recommendations are highlighted in bold.

- Enhance park entrance
- Provide general maintenance and paint to bathhouse
- **Add outdoor performance stage**
- **Add a play structure**
- Remodel and expand bathhouse restrooms

- Make this a trolley stop
- **Resurface/repair and expand parking lot (part of 2018 capital plan)**
- New sand for beach
- New pier
- Add new pavilion with grill stations
- **Add lighting**
- **Add benches**
- Add electronic sign at park to advertise events
- Stabilization of beach area

Timing: 1-3 years

Estimated cost: TBD

Task #7: Conduct a Parking Analysis for Downtown

During the interviews conducted for this study, a comment was made by several interviewees about the need for more parking. It may have related to the specific needs of one or two different properties or areas in downtown Mukwonago, but there is a perception hampering business attraction efforts to certain buildings due to a perceived parking shortage. Perception is reality to many people so if there is technically not a parking shortage, education and promotion can go a long way to mitigating any negative effects of a perceived shortage. If there is a true shortage, a parking study will provide the Village with accurate data on where and how much demand for parking exists. Considering redevelopment opportunities downtown, a parking demand study will also inform the future need for parking based on certain levels of density of development. It will also identify which uses require more or less parking.

Timing: Upon TID creation.

Estimated cost: \$5,000 - \$8,000

Org Structure & Funding

Various structures existing for the implementation of community and economic development and redevelopment work. Each community in Wisconsin has a bit different configuration of the kind of staff and organizational model through which the work flows.

One concept noted in the Downtown Strategic Plan as a mechanism for funding staff and/or activities is a Business Improvement District (BID). A BID is a mechanism for a business district to tax itself an additional tax to fund items and services specific to the geographical area participating in the "District". To form a BID, a 2/3 majority vote of property owners within the designated area must approve the additional tax on their properties. This tax is nominal, potentially

\$3.50, per thousand of valuation. According to preliminary calculations, creating a BID in Mukwonago would generate approximately \$33,000 annually. It is our opinion that this amount would not be significant enough to justify the investment and expenditure of political capital and effort. Therefore, we are not recommending the Village of Mukwonago pursue a BID at this time.

Instead of a Business Improvement District, we recommend creating a Redevelopment Authority, a Redevelopment District, and a downtown Tax Increment Financing District.

Task #8: Establish a Redevelopment Authority

Taking on redevelopment of a downtown area to enact impactful and transformative change often takes bold action. Mukwonago is at a critical juncture in its growth, where the need for dedicated staff to focus on development and redevelopment activities is becoming more and more necessary. While the addition of a full-time staff member has significant costs associated with salary and benefits, training and equipping an office, staffing a new organization with a part-time person or contractor is a way for the Village to ease into bringing on the talent needed.

Establishment of an entity to embrace the challenge and act with the necessary powers is often what it takes to implement transformative and challenging redevelopment of key properties within a community. Redevelopment Resources is recommending Mukwonago establish a Redevelopment Authority (RDA) and task it with implementing the creation of the Redevelopment District (see Task 4 above). A part-time or contracted staff person could stand up the organization and manage day to day activities.

By Wisconsin Statutes 66.1333, a municipality may, by a two-thirds vote of the members of the governing body present at the meeting, adopt an ordinance or resolution creating "Redevelopment Authority". It is a separate body politic for the purpose of carrying out blight elimination, slum clearance, urban renewal programs and projects and housing projects.

An RDA has all the powers of a municipality except it cannot levy taxes or create ordinances. It can borrow money, buy and sell property, develop property and other powers.

Creating an RDA has other advantages for Mukwonago. It will create a body to oversee development activity and can have staff and a separate board to

focus on projects in cooperation with the Village Board or in place of the Village Board.

Any borrowing the RDA does to complete a project does not affect the borrowing capacity of the Village. A seven-member board of residents of the Village is appointed by the Village President. Members serve terms designated by the Village President. This board should include professional skill sets such as legal, real estate, banking and accounting if possible.

To fund the staff position of the RDA, the Village could budget funds from the newly created Tax Increment District downtown, under the eligible expense, "administration".

Timing: 2021

Cost: \$5,000 - \$8,000

Task #9: Create a Downtown Tax Increment Financing District

It is recommended that the Village of Mukwonago create a blight elimination tax increment financing district (TID) for the purposes of financing redevelopment in the downtown. To substantiate this recommendation, analysis was done on the potential for large redevelopment projects. Such projects would create the mechanism for increasing tax base significantly, thus generating enough tax increment to a) support any large-scale projects and, b) fund other activities downtown c) provide administration dollars to staff the Redevelopment Authority.

The Village of Mukwonago has had success with its TIDs in the past and understands the value of this financing mechanism. If utilized carefully, a downtown TID can accomplish many goals and induce transformative redevelopment which will have a lasting impact on the community and its economy.

In the creation of the district, the Village should ensure there are some large-scale projects ready to commence which would not happen without the assistance of the Village in this manner. The blight elimination TID option has a 27-year potential life, which allows maximum time for the Village to attract projects and capture increment.

Timing: As soon as a large-scale project is identified and ready for support

Cost: \$4,000 - \$7,000

MUKWONAGO MARKET STRATEGY RECOMMENDATIONS				
Downtown Recommendations		Timing	Funding Source	Cost (est.)
Task 1	Recruit Retail Development	Immediate	Marketing budget	\$5,000
Task 2	Establish a Downtown Identity	Within 12 months	Marketing budget	\$10-12,000
Task 3	Enhance Downtown's Web Presence	Immediate	Staff time	nominal
Task 4	Establish a Redevelopment District	upon TID creation	Downtown TID	\$5,000-\$8,000
Task 5	Implement Recommendations from Streetscape Plan	Within 18 months	Parks/DPW/Downtown TID	TBD
Task 6	Implement Recommended Improvements to Indianhead Park	1-3 years	Parks/State Grants/Downtown TID	TBD
Task 7	Conduct a Parking Analysis for Downtown	upon TID creation	Downtown TID	\$5,000-\$8,000
Task 8	Establish a Redevelopment Authority	2021	Nominal to establish	\$5,000-\$8,000
Task 9	Create a Downtown Tax Increment Financing District	As Needed	Downtown TID	\$4,000-\$7,000

Mukwonago Village-Wide Market Strategies

Task #1: Market Available Properties

The Village website is the number one tool any community must make a first impression, even before someone makes that first visit. It is likely to be the first stop for new businesses and real estate developers looking to make their next move in Mukwonago. Make it easy for them to do so by imbedding an interactive property search tool in the website. For example, Alliant Energy provides Location One Information Services free of charge for municipalities such as Janesville (www.growjanesville.com/economic-development/properties) to market their properties. The City manages the listings and provides a link for Downtown Janesville Inc. with specific downtown properties to imbed in their website (www.downtownjanesville.com/property-search).

Timing: Immediate and ongoing

Cost: nominal

Task #2: Centralize Information

The following should be posted in a centralized location such as on the Planning Department webpage:

- Downtown Strategic Plan
- DRAFT Downtown Master Plan for Streetscaping
- Brand Narrative and Logo Proposal
- Comprehensive Outdoor Recreation Plan

The following should be posted in a centralized location such as the Mukwonago Business webpage:

- Technical and financial assistance programs
 - Links to Village Planning Department page describing the development process
 - 0% interest loan program
 - Tax Increment District project plans

Timing: Immediate

Cost: nominal

Task #3: Continue Development Summits

Annual development summits held by the Village have been successful. In the future, consider including a concerted effort to invite housing developers and small retailers from the prospect lists found in the appendix. Include a bus tour for developers/brokers of highlights of the community.

Timing: Annually, ongoing.

Cost: nominal

Task #4: Continue Business Retention/Expansion Calls, Visits

The Village's best information for growth and expansion will continue to come from existing businesses. The importance of connections made by Village staff and officials with local businesses cannot be understated. This effort will inform the Village on growth opportunities, and challenges facing businesses and will open dialogue for how the Village can better serve the businesses and vice-versa. Another very important goal of these visits is to solidify relationships with business leaders so if/when the Village needs volunteers for leadership, participation on committees or ideas in the form of focus groups, there is an open pipeline to such leadership.

Timing: Immediate and ongoing

Cost: nominal

Task #5: Host Vertical Sector Roundtable Discussions

As industry thrives in Mukwonago, one of the best ways to ensure its success is to connect participants up and down the supply chain, including transportation players. The Village should create a semi-annual or quarterly (virtual) event where participants with forward and backward linkages along a supply chain come together to connect, network, share ideas and discover new opportunities.

Participants at the event would include major manufacturers, their raw material suppliers, their packaging suppliers, utilities, transportation suppliers, contractors, and distributors. Be sure to include startups and small, young businesses who may need the extra support from success businesses with best practices to share.

This event will take shape through discussion with existing manufacturers during BRE visits which will inform the topics, needs and potential best practices/solutions to be shared.

Timing: Within 6-9 months

Cost: nominal

Task #6: Investigate how the Village Can Best Support Entrepreneurialism and Innovation

Inventory resources which support entrepreneurialism and innovation in the Village and the surrounding area. Include resources provided by the public library, Waukesha County, Walworth County, Gateway Technical College, and the public-school system.

In tandem with the above research, survey businesses in the community to see if they are innovating or sensing an existence of innovation which could use fostering to maintain it within the Village.

This information will inform the Village if there is a critical mass of innovation and entrepreneurship which would be well served by a local effort to foster and grow startup companies. If the information indicates energy around innovation and entrepreneurial activity, a more comprehensive feasibility study will show how the Village can best support startups in Mukwonago.

Timing: Within 9-12 months

Cost: \$2,500 - \$4,000

Task #7: Conduct a Housing Needs Assessment

A village-wide comprehensive housing needs assessment will inform the Village on the housing needs across price-points, sizes, and socio-economic needs. With special focus on workforce-housing and senior-housing options, this assessment will ensure the Village has the inventory of housing to meet the demands of current and new residents.

Many communities across Wisconsin are struggling to attract workers primarily due to lack of appropriate and acceptable housing options.

Once the demand is understood, a housing needs assessment will also help the Village attract the appropriate developers to meet the demands and provide the inventory of housing necessary to continue to foster growth throughout the local economy.

Timing: Within 3-9 months

Cost: \$10,000 - \$15,000

MUKWONAGO MARKET STRATEGY RECOMMENDATIONS				
Village Wide Recommendations		Timing	Funding Source	Cost (est.)
Task 1	Market Available Properties	Immediate	Nominal/Marketing budget	nominal
Task 2	Centralize Information	Immediate	Staff Time	nominal
Task 3	Continue Development Summits	Annually	Staff Time	nominal
Task 4	Continue Business Retention/Expansion Calls and Visits	Immediate	Staff Time	nominal
Task 5	Host Vertical Sector Roundtable Discussions	Within 6-9 months	Staff Time	nominal
Task 6	Investigate How the Village Can Best Support Entrepreneurialism / Innovation	Within 9-12 months	Staff Time	\$2,500-\$4,000
Task 7	Conduct a Housing Needs Assessment	Within 3-9 months	General Budget	\$10,000-\$15,000

Methodology

ESRI, a national leader in economic and demographic data, has provided the data for the demographic section of this report. ESRI reports pull data within drive times of 0-5 min, 5-10 min., and 10-15 min of a specified point. For the purposes of this report the specified point located in the core of the Village of Mukwonago (Rochester Street and Plank Road).

- To calculate the total population within the trade area, the values of each of these categories were summed together.
- To calculate measures of age distribution and income, these categories were averaged together to provide picture of the entire trade area as a whole.

Retail Supply & Demand

Estimates of demand and supply for retail trade (including food and drink) as developed by ESRI are presented here. ESRI uses their own methodology to estimate demand and supply data. Supply (retail sales) estimates sales to consumers by establishments – sales directly to other businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. The analysis develops a predicted amount of spending within the study area based on the population and typical per capita spending in each retail category.

The Retail Gap represents the difference between Retail Potential and Retail Sales. ESRI uses the North American Industry Classification System (NAICS) to classify business by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector.

The Retail Goods and Services Expenditures indicates trade area households for various types of goods and services. These figures are derived in part through the U.S. Department of Commerce Consumer Expenditure Survey.

Appendix A – ESRI Reports and Redevelopment Resources Analysis

Table A.1 Village of Mukwonago Community Profile



Community Profile

Mukwonago Village, WI
Mukwonago Village, WI (5555050)
Geography: Place

Prepared by Esri

	Mukwonago vil...
Population Summary	
2000 Total Population	6,552
2010 Total Population	7,363
2020 Total Population	7,743
2020 Group Quarters	55
2025 Total Population	7,934
2020-2025 Annual Rate	0.49%
2020 Total Daytime Population	8,314
Workers	4,534
Residents	3,780
Household Summary	
2000 Households	2,525
2000 Average Household Size	2.56
2010 Households	2,928
2010 Average Household Size	2.50
2020 Households	3,109
2020 Average Household Size	2.47
2025 Households	3,200
2025 Average Household Size	2.46
2020-2025 Annual Rate	0.58%
2010 Families	2,005
2010 Average Family Size	3.05
2020 Families	2,139
2020 Average Family Size	3.00
2025 Families	2,193
2025 Average Family Size	2.99
2020-2025 Annual Rate	0.50%
Housing Unit Summary	
2000 Housing Units	2,630
Owner Occupied Housing Units	65.0%
Renter Occupied Housing Units	31.0%
Vacant Housing Units	4.0%
2010 Housing Units	3,109
Owner Occupied Housing Units	64.3%
Renter Occupied Housing Units	29.8%
Vacant Housing Units	5.8%
2020 Housing Units	3,278
Owner Occupied Housing Units	64.8%
Renter Occupied Housing Units	30.0%
Vacant Housing Units	5.2%
2025 Housing Units	3,378
Owner Occupied Housing Units	65.6%
Renter Occupied Housing Units	29.1%
Vacant Housing Units	5.3%
Median Household Income	
2020	\$76,111
2025	\$84,005
Median Home Value	
2020	\$245,418
2025	\$266,387
Per Capita Income	
2020	\$38,004
2025	\$41,881
Median Age	
2010	37.9
2020	40.4
2025	40.9

Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

August 17, 2020



Community Profile

Mukwonago Village, WI
Mukwonago Village, WI (5555050)
Geography: Place

Prepared by Esri

		Mukwonago vil...
2020 Households by Income		
Household Income Base		3,109
<\$15,000		7.5%
\$15,000 - \$24,999		6.0%
\$25,000 - \$34,999		6.2%
\$35,000 - \$49,999		12.8%
\$50,000 - \$74,999		16.8%
\$75,000 - \$99,999		11.5%
\$100,000 - \$149,999		22.7%
\$150,000 - \$199,999		9.9%
\$200,000+		6.7%
Average Household Income		\$95,668
2025 Households by Income		
Household Income Base		3,200
<\$15,000		6.2%
\$15,000 - \$24,999		5.2%
\$25,000 - \$34,999		5.5%
\$35,000 - \$49,999		12.1%
\$50,000 - \$74,999		16.1%
\$75,000 - \$99,999		11.5%
\$100,000 - \$149,999		24.8%
\$150,000 - \$199,999		11.5%
\$200,000+		7.1%
Average Household Income		\$104,972
2020 Owner Occupied Housing Units by Value		
Total		2,122
<\$50,000		1.2%
\$50,000 - \$99,999		1.5%
\$100,000 - \$149,999		4.7%
\$150,000 - \$199,999		21.2%
\$200,000 - \$249,999		23.7%
\$250,000 - \$299,999		18.2%
\$300,000 - \$399,999		21.7%
\$400,000 - \$499,999		4.3%
\$500,000 - \$749,999		2.3%
\$750,000 - \$999,999		0.1%
\$1,000,000 - \$1,499,999		0.1%
\$1,500,000 - \$1,999,999		0.0%
\$2,000,000 +		1.0%
Average Home Value		\$282,787
2025 Owner Occupied Housing Units by Value		
Total		2,215
<\$50,000		0.8%
\$50,000 - \$99,999		0.9%
\$100,000 - \$149,999		3.1%
\$150,000 - \$199,999		16.0%
\$200,000 - \$249,999		22.6%
\$250,000 - \$299,999		20.2%
\$300,000 - \$399,999		25.3%
\$400,000 - \$499,999		6.0%
\$500,000 - \$749,999		2.8%
\$750,000 - \$999,999		0.2%
\$1,000,000 - \$1,499,999		0.2%
\$1,500,000 - \$1,999,999		0.0%
\$2,000,000 +		1.9%
Average Home Value		\$319,018

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

August 17, 2020



Community Profile

Mukwonago Village, WI
Mukwonago Village, WI (5555050)
Geography: Place

Prepared by Esri

		Mukwonago vil...
2010 Population by Age		
Total		7,363
0 - 4		6.5%
5 - 9		7.6%
10 - 14		7.3%
15 - 24		12.0%
25 - 34		12.5%
35 - 44		15.6%
45 - 54		14.6%
55 - 64		11.6%
65 - 74		5.8%
75 - 84		3.9%
85 +		2.7%
18 +		73.9%
2020 Population by Age		
Total		7,748
0 - 4		5.5%
5 - 9		5.8%
10 - 14		6.1%
15 - 24		12.2%
25 - 34		14.0%
35 - 44		11.9%
45 - 54		14.8%
55 - 64		14.4%
65 - 74		9.3%
75 - 84		4.1%
85 +		2.1%
18 +		78.6%
2025 Population by Age		
Total		7,932
0 - 4		5.6%
5 - 9		5.5%
10 - 14		6.0%
15 - 24		10.9%
25 - 34		14.5%
35 - 44		12.7%
45 - 54		12.5%
55 - 64		14.9%
65 - 74		9.8%
75 - 84		5.7%
85 +		2.1%
18 +		79.5%
2010 Population by Sex		
Males		3,602
Females		3,761
2020 Population by Sex		
Males		3,823
Females		3,925
2025 Population by Sex		
Males		3,908
Females		4,024

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

August 17, 2020



Community Profile

Mukwonago Village, WI
Mukwonago Village, WI (5555050)
Geography: Place

Prepared by Esri

		Mukwonago vil...
2010 Population by Race/Ethnicity		
Total		7,363
White Alone		97.4%
Black Alone		0.3%
American Indian Alone		0.2%
Asian Alone		0.9%
Pacific Islander Alone		0.1%
Some Other Race Alone		0.3%
Two or More Races		0.9%
Hispanic Origin		3.2%
Diversity Index		11.1
2020 Population by Race/Ethnicity		
Total		7,743
White Alone		96.1%
Black Alone		0.4%
American Indian Alone		0.3%
Asian Alone		1.3%
Pacific Islander Alone		0.1%
Some Other Race Alone		0.5%
Two or More Races		1.3%
Hispanic Origin		4.2%
Diversity Index		15.0
2025 Population by Race/Ethnicity		
Total		7,935
White Alone		95.4%
Black Alone		0.5%
American Indian Alone		0.3%
Asian Alone		1.6%
Pacific Islander Alone		0.1%
Some Other Race Alone		0.6%
Two or More Races		1.6%
Hispanic Origin		4.9%
Diversity Index		17.4
2010 Population by Relationship and Household Type		
Total		7,363
In Households		99.2%
In Family Households		84.5%
Householder		27.2%
Spouse		21.8%
Child		32.6%
Other relative		1.4%
Nonrelative		1.5%
In Nonfamily Households		14.7%
In Group Quarters		0.8%
Institutionalized Population		0.8%
Noninstitutionalized Population		0.0%

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

August 17, 2020



Community Profile

Mukwonago Village, WI
Mukwonago Village, WI (5555050)
Geography: Place

Prepared by Esri

Mukwonago vil...	
2020 Population 25+ by Educational Attainment	
Total	5,455
Less than 9th Grade	0.4%
9th - 12th Grade, No Diploma	2.0%
High School Graduate	28.9%
GED/Alternative Credential	4.5%
Some College, No Degree	20.8%
Associate Degree	12.8%
Bachelor's Degree	18.0%
Graduate/Professional Degree	12.6%
2020 Population 15+ by Marital Status	
Total	6,400
Never Married	26.8%
Married	53.9%
Widowed	6.6%
Divorced	12.8%
2020 Civilian Population 16+ in Labor Force	
Civilian Population 16+	4,435
Population 16+ Employed	90.0%
Population 16+ Unemployment rate	10.0%
Population 16-24 Employed	11.2%
Population 16-24 Unemployment rate	18.2%
Population 25-54 Employed	64.1%
Population 25-54 Unemployment rate	8.7%
Population 55-64 Employed	18.9%
Population 55-64 Unemployment rate	9.3%
Population 65+ Employed	5.8%
Population 65+ Unemployment rate	9.3%
2020 Employed Population 16+ by Industry	
Total	3,990
Agriculture/Mining	0.3%
Construction	11.1%
Manufacturing	19.1%
Wholesale Trade	3.4%
Retail Trade	8.9%
Transportation/Utilities	4.3%
Information	0.7%
Finance/Insurance/Real Estate	6.1%
Services	44.1%
Public Administration	2.1%
2020 Employed Population 16+ by Occupation	
Total	3,990
White Collar	60.9%
Management/Business/Financial	14.4%
Professional	22.4%
Sales	11.5%
Administrative Support	12.6%
Services	10.6%
Blue Collar	28.5%
Farming/Forestry/Fishing	0.5%
Construction/Extraction	8.1%
Installation/Maintenance/Repair	4.2%
Production	10.0%
Transportation/Material Moving	5.7%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

August 17, 2020



Community Profile

Mukwonago Village, WI
Mukwonago Village, WI (5555050)
Geography: Place

Prepared by Esri

	Mukwonago vil...
2010 Households by Type	
Total	2,928
Households with 1 Person	26.6%
Households with 2+ People	73.4%
Family Households	68.5%
Husband-wife Families	54.8%
With Related Children	26.2%
Other Family (No Spouse Present)	13.6%
Other Family with Male Householder	5.1%
With Related Children	3.2%
Other Family with Female Householder	8.6%
With Related Children	5.9%
Nonfamily Households	4.9%
All Households with Children	35.6%
Multigenerational Households	1.9%
Unmarried Partner Households	5.4%
Male-female	5.0%
Same-sex	0.4%
2010 Households by Size	
Total	2,928
1 Person Household	26.6%
2 Person Household	32.6%
3 Person Household	16.9%
4 Person Household	15.7%
5 Person Household	5.8%
6 Person Household	1.6%
7 + Person Household	0.8%
2010 Households by Tenure and Mortgage Status	
Total	2,928
Owner Occupied	68.3%
Owned with a Mortgage/Loan	55.5%
Owned Free and Clear	12.8%
Renter Occupied	31.7%
2020 Affordability, Mortgage and Wealth	
Housing Affordability Index	171
Percent of Income for Mortgage	13.5%
Wealth Index	102
2010 Housing Units By Urban/ Rural Status	
Total Housing Units	3,109
Housing Units Inside Urbanized Area	0.0%
Housing Units Inside Urbanized Cluster	96.8%
Rural Housing Units	3.2%
2010 Population By Urban/ Rural Status	
Total Population	7,363
Population Inside Urbanized Area	0.0%
Population Inside Urbanized Cluster	96.9%
Rural Population	3.1%

Data Note: Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

August 17, 2020



Community Profile

Mukwonago Village, WI
Mukwonago Village, WI (5555050)
Geography: Place

Prepared by Esri

Top 3 Tapestry Segments		Mukwonago vil...
1.		Bright Young Professionals (8C)
2.		Parks and Rec (5C)
3.		Green Acres (6A)
2020 Consumer Spending		
Apparel & Services: Total \$		\$7,090,114
Average Spent		\$2,280.51
Spending Potential Index		106
Education: Total \$		\$5,931,430
Average Spent		\$1,907.83
Spending Potential Index		107
Entertainment/Recreation: Total \$		\$10,760,923
Average Spent		\$3,461.22
Spending Potential Index		107
Food at Home: Total \$		\$17,498,828
Average Spent		\$5,628.44
Spending Potential Index		105
Food Away from Home: Total \$		\$12,335,944
Average Spent		\$3,967.82
Spending Potential Index		105
Health Care: Total \$		\$19,190,713
Average Spent		\$6,172.63
Spending Potential Index		107
HH Furnishings & Equipment: Total \$		\$7,342,482
Average Spent		\$2,361.69
Spending Potential Index		108
Personal Care Products & Services: Total \$		\$3,065,933
Average Spent		\$986.15
Spending Potential Index		107
Shelter: Total \$		\$63,388,151
Average Spent		\$20,388.60
Spending Potential Index		105
Support Payments/Cash Contributions/Gifts in Kind: Total \$		\$7,689,817
Average Spent		\$2,473.41
Spending Potential Index		106
Travel: Total \$		\$8,010,346
Average Spent		\$2,576.50
Spending Potential Index		107
Vehicle Maintenance & Repairs: Total \$		\$3,866,006
Average Spent		\$1,243.49
Spending Potential Index		107

Data Note: Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and Average Amount Spent Per Household represent annual figures. The Spending Potential Index represents the amount spent in the area relative to a national average of 100.

Source: Consumer Spending data are derived from the 2017 and 2018 Consumer Expenditure Surveys, Bureau of Labor Statistics. Esri.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

August 17, 2020

Table A.2 Trade Area Community Profile



Community Profile

100-100 S Rochester St, Mukwonago, Wisconsin, 53149
Drive Time Bands: 0-5, 5-10, 10-15 minute radii

Prepared by Esri
Latitude: 42.86298
Longitude: -88.33233

	0 - 5 minute	5 - 10 minute	10 - 15 minute
Population Summary			
2000 Total Population	6,403	10,500	33,651
2010 Total Population	7,268	12,483	39,327
2020 Total Population	7,636	13,034	41,039
2020 Group Quarters	56	10	107
2025 Total Population	7,820	13,330	41,923
2020-2025 Annual Rate	0.48%	0.45%	0.43%
2020 Total Daytime Population	7,482	10,530	34,726
Workers	3,746	3,939	14,406
Residents	3,736	6,591	20,320
Household Summary			
2000 Households	2,467	3,577	11,484
2000 Average Household Size	2.56	2.91	2.92
2010 Households	2,888	4,523	14,275
2010 Average Household Size	2.50	2.76	2.75
2020 Households	3,062	4,788	15,121
2020 Average Household Size	2.48	2.72	2.71
2025 Households	3,150	4,915	15,502
2025 Average Household Size	2.46	2.71	2.70
2020-2025 Annual Rate	0.57%	0.52%	0.50%
2010 Families	2,034	3,664	11,402
2010 Average Family Size	3.00	3.07	3.08
2020 Families	2,130	3,845	11,969
2020 Average Family Size	2.99	3.03	3.04
2025 Families	2,182	3,936	12,235
2025 Average Family Size	2.98	3.02	3.03
2020-2025 Annual Rate	0.48%	0.47%	0.44%
Housing Unit Summary			
2000 Housing Units	2,566	3,819	12,010
Owner Occupied Housing Units	66.0%	84.8%	84.4%
Renter Occupied Housing Units	30.1%	8.9%	11.2%
Vacant Housing Units	3.9%	6.3%	4.4%
2010 Housing Units	3,056	4,856	15,114
Owner Occupied Housing Units	67.2%	84.7%	82.9%
Renter Occupied Housing Units	27.3%	8.4%	11.6%
Vacant Housing Units	5.5%	6.9%	5.6%
2020 Housing Units	3,219	5,094	15,908
Owner Occupied Housing Units	66.4%	84.8%	82.5%
Renter Occupied Housing Units	28.7%	9.2%	12.5%
Vacant Housing Units	4.9%	6.0%	4.9%
2025 Housing Units	3,315	5,234	16,328
Owner Occupied Housing Units	67.2%	84.9%	82.6%
Renter Occupied Housing Units	27.8%	9.0%	12.4%
Vacant Housing Units	5.0%	6.1%	5.1%
Median Household Income			
2020	\$78,702	\$97,388	\$93,854
2025	\$86,911	\$104,774	\$102,613
Median Home Value			
2020	\$251,044	\$303,160	\$285,722
2025	\$271,390	\$325,490	\$308,242
Per Capita Income			
2020	\$38,630	\$42,581	\$41,046
2025	\$42,555	\$47,858	\$46,108
Median Age			
2010	39.1	42.3	41.3
2020	41.1	45.4	43.4
2025	41.6	46.5	43.7

Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

August 20, 2020



Community Profile

100-100 S Rochester St, Mukwonago, Wisconsin, 53149
 Drive Time Bands: 0-5, 5-10, 10-15 minute radii

Prepared by Esri
 Latitude: 42.86298
 Longitude: -88.33233

	0 - 5 minute	5 - 10 minute	10 - 15 minute
2020 Households by Income			
Household Income Base	3,062	4,788	15,121
<\$15,000	7.1%	3.0%	3.4%
\$15,000 - \$24,999	5.8%	4.2%	4.4%
\$25,000 - \$34,999	5.9%	4.3%	5.3%
\$35,000 - \$49,999	12.2%	8.0%	8.4%
\$50,000 - \$74,999	16.8%	17.3%	15.5%
\$75,000 - \$99,999	11.9%	14.3%	16.1%
\$100,000 - \$149,999	23.4%	27.8%	26.1%
\$150,000 - \$199,999	10.0%	10.3%	11.9%
\$200,000+	7.0%	10.8%	8.8%
Average Household Income	\$97,634	\$115,697	\$110,560
2025 Households by Income			
Household Income Base	3,150	4,915	15,502
<\$15,000	5.9%	2.4%	2.8%
\$15,000 - \$24,999	5.0%	3.4%	3.7%
\$25,000 - \$34,999	5.2%	3.5%	4.5%
\$35,000 - \$49,999	11.5%	6.9%	7.4%
\$50,000 - \$74,999	16.0%	15.4%	13.9%
\$75,000 - \$99,999	11.8%	13.7%	15.3%
\$100,000 - \$149,999	25.5%	29.7%	27.7%
\$150,000 - \$199,999	11.6%	12.5%	14.3%
\$200,000+	7.4%	12.5%	10.4%
Average Household Income	\$107,111	\$129,573	\$123,730
2020 Owner Occupied Housing Units by Value			
Total	2,137	4,319	13,129
<\$50,000	1.1%	1.7%	1.3%
\$50,000 - \$99,999	1.5%	0.8%	0.7%
\$100,000 - \$149,999	4.3%	2.7%	2.8%
\$150,000 - \$199,999	19.6%	9.0%	11.2%
\$200,000 - \$249,999	23.1%	15.5%	19.7%
\$250,000 - \$299,999	19.0%	19.3%	20.0%
\$300,000 - \$399,999	22.7%	29.3%	27.4%
\$400,000 - \$499,999	4.7%	11.0%	8.1%
\$500,000 - \$749,999	2.5%	6.7%	5.6%
\$750,000 - \$999,999	0.2%	2.2%	2.1%
\$1,000,000 - \$1,499,999	0.2%	1.4%	0.8%
\$1,500,000 - \$1,999,999	0.0%	0.2%	0.1%
\$2,000,000 +	0.9%	0.1%	0.1%
Average Home Value	\$287,330	\$345,478	\$324,387
2025 Owner Occupied Housing Units by Value			
Total	2,228	4,443	13,479
<\$50,000	0.8%	1.2%	0.9%
\$50,000 - \$99,999	0.9%	0.5%	0.3%
\$100,000 - \$149,999	2.8%	1.7%	1.6%
\$150,000 - \$199,999	14.7%	6.6%	7.9%
\$200,000 - \$249,999	21.9%	13.8%	16.8%
\$250,000 - \$299,999	20.8%	18.2%	19.9%
\$300,000 - \$399,999	26.3%	32.2%	31.9%
\$400,000 - \$499,999	6.4%	13.2%	9.8%
\$500,000 - \$749,999	3.1%	8.1%	6.8%
\$750,000 - \$999,999	0.3%	2.7%	2.8%
\$1,000,000 - \$1,499,999	0.2%	1.6%	1.1%
\$1,500,000 - \$1,999,999	0.0%	0.2%	0.1%
\$2,000,000 +	1.8%	0.2%	0.2%
Average Home Value	\$321,546	\$369,831	\$350,868

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

August 20, 2020



Community Profile

100-100 S Rochester St, Mukwonago, Wisconsin, 53149
 Drive Time Bands: 0-5, 5-10, 10-15 minute radii

Prepared by Esri
 Latitude: 42.86298
 Longitude: -88.33233

	0 - 5 minute	5 - 10 minute	10 - 15 minute
2010 Population by Age			
Total	7,265	12,484	39,325
0 - 4	6.0%	5.2%	5.7%
5 - 9	7.4%	7.1%	7.3%
10 - 14	7.5%	7.9%	7.7%
15 - 24	12.2%	11.7%	11.4%
25 - 34	11.3%	8.1%	9.3%
35 - 44	15.5%	14.6%	14.4%
45 - 54	15.8%	19.5%	19.0%
55 - 64	12.4%	15.4%	14.5%
65 - 74	6.1%	7.1%	6.8%
75 - 84	3.6%	2.6%	2.9%
85 +	2.5%	0.8%	0.9%
18 +	74.5%	74.7%	74.2%
2020 Population by Age			
Total	7,634	13,034	41,038
0 - 4	5.3%	4.6%	5.2%
5 - 9	5.7%	5.4%	5.8%
10 - 14	6.0%	6.9%	6.4%
15 - 24	12.2%	11.6%	11.2%
25 - 34	13.6%	10.2%	11.5%
35 - 44	11.7%	10.7%	11.8%
45 - 54	14.9%	16.2%	14.6%
55 - 64	14.6%	17.4%	16.7%
65 - 74	9.7%	12.1%	11.4%
75 - 84	4.1%	4.0%	4.2%
85 +	2.1%	0.9%	1.2%
18 +	78.9%	78.9%	78.4%
2025 Population by Age			
Total	7,821	13,329	41,924
0 - 4	5.4%	4.6%	5.2%
5 - 9	5.4%	5.2%	5.7%
10 - 14	5.9%	6.1%	6.1%
15 - 24	10.8%	10.5%	9.8%
25 - 34	14.3%	10.6%	11.7%
35 - 44	12.5%	11.2%	13.0%
45 - 54	12.5%	13.6%	12.6%
55 - 64	15.1%	16.8%	15.4%
65 - 74	10.2%	13.8%	12.9%
75 - 84	5.9%	6.4%	6.2%
85 +	2.1%	1.2%	1.4%
18 +	79.8%	80.3%	79.1%
2010 Population by Sex			
Males	3,574	6,300	19,850
Females	3,694	6,183	19,477
2020 Population by Sex			
Males	3,778	6,552	20,587
Females	3,858	6,482	20,452
2025 Population by Sex			
Males	3,863	6,679	21,005
Females	3,957	6,651	20,918

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

August 20, 2020



Community Profile

100-100 S Rochester St, Mukwonago, Wisconsin, 53149
Drive Time Bands: 0-5, 5-10, 10-15 minute radii

Prepared by Esri
Latitude: 42.86298
Longitude: -88.33233

	0 - 5 minute	5 - 10 minute	10 - 15 minute
2010 Population by Race/Ethnicity			
Total	7,268	12,483	39,327
White Alone	97.2%	97.3%	96.4%
Black Alone	0.3%	0.4%	0.5%
American Indian Alone	0.3%	0.2%	0.3%
Asian Alone	0.9%	0.6%	1.2%
Pacific Islander Alone	0.1%	0.0%	0.0%
Some Other Race Alone	0.3%	0.3%	0.5%
Two or More Races	0.9%	1.1%	1.0%
Hispanic Origin	3.2%	2.3%	2.6%
Diversity Index	11.2	9.5	11.7
2020 Population by Race/Ethnicity			
Total	7,637	13,033	41,040
White Alone	96.1%	96.4%	94.9%
Black Alone	0.4%	0.5%	0.7%
American Indian Alone	0.3%	0.3%	0.3%
Asian Alone	1.3%	0.9%	1.9%
Pacific Islander Alone	0.1%	0.0%	0.0%
Some Other Race Alone	0.5%	0.4%	0.7%
Two or More Races	1.4%	1.5%	1.4%
Hispanic Origin	4.1%	2.9%	3.3%
Diversity Index	14.9	12.3	15.6
2025 Population by Race/Ethnicity			
Total	7,819	13,331	41,923
White Alone	95.4%	95.7%	94.0%
Black Alone	0.5%	0.6%	0.8%
American Indian Alone	0.3%	0.3%	0.4%
Asian Alone	1.6%	1.0%	2.4%
Pacific Islander Alone	0.1%	0.0%	0.0%
Some Other Race Alone	0.5%	0.4%	0.8%
Two or More Races	1.6%	1.8%	1.6%
Hispanic Origin	4.7%	3.3%	3.8%
Diversity Index	17.3	14.2	18.1
2010 Population by Relationship and Household Type			
Total	7,268	12,483	39,327
In Households	99.2%	99.9%	99.7%
In Family Households	85.5%	91.3%	90.5%
Householder	27.6%	29.4%	29.2%
Spouse	22.4%	26.0%	25.5%
Child	32.6%	33.0%	33.0%
Other relative	1.4%	1.7%	1.6%
Nonrelative	1.4%	1.2%	1.2%
In Nonfamily Households	13.7%	8.6%	9.2%
In Group Quarters	0.8%	0.1%	0.3%
Institutionalized Population	0.8%	0.0%	0.2%
Noninstitutionalized Population	0.0%	0.1%	0.0%

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

August 20, 2020



Community Profile

100-100 S Rochester St, Mukwonago, Wisconsin, 53149
Drive Time Bands: 0-5, 5-10, 10-15 minute radii

Prepared by Esri
Latitude: 42.86298
Longitude: -88.33233

	0 - 5 minute	5 - 10 minute	10 - 15 minute
2020 Population 25+ by Educational Attainment			
Total	5,406	9,329	29,296
Less than 9th Grade	0.4%	0.3%	0.7%
9th - 12th Grade, No Diploma	1.9%	3.3%	2.3%
High School Graduate	28.9%	24.4%	23.6%
GED/Alternative Credential	4.4%	3.0%	2.2%
Some College, No Degree	21.0%	23.4%	21.6%
Associate Degree	12.3%	10.9%	12.1%
Bachelor's Degree	18.2%	22.9%	25.9%
Graduate/Professional Degree	12.9%	11.9%	11.6%
2020 Population 15+ by Marital Status			
Total	6,335	10,835	33,879
Never Married	26.2%	21.8%	23.9%
Married	55.0%	67.0%	64.8%
Widowed	6.7%	4.0%	3.5%
Divorced	12.1%	7.2%	7.8%
2020 Civilian Population 16+ in Labor Force			
Civilian Population 16+	4,358	7,183	23,141
Population 16+ Employed	90.1%	90.1%	89.9%
Population 16+ Unemployment rate	9.8%	9.9%	10.2%
Population 16-24 Employed	11.2%	11.7%	11.4%
Population 16-24 Unemployment rate	17.7%	16.0%	17.5%
Population 25-54 Employed	63.7%	60.9%	60.9%
Population 25-54 Unemployment rate	8.6%	9.2%	9.3%
Population 55-64 Employed	19.0%	21.4%	21.7%
Population 55-64 Unemployment rate	9.0%	8.6%	8.6%
Population 65+ Employed	6.1%	6.0%	5.9%
Population 65+ Unemployment rate	9.1%	9.0%	8.6%
2020 Employed Population 16+ by Industry			
Total	3,928	6,471	20,793
Agriculture/Mining	0.2%	0.6%	0.9%
Construction	11.5%	10.7%	10.3%
Manufacturing	19.2%	20.3%	19.9%
Wholesale Trade	3.3%	3.9%	2.8%
Retail Trade	8.9%	8.6%	8.2%
Transportation/Utilities	4.3%	5.6%	5.1%
Information	0.6%	1.7%	1.7%
Finance/Insurance/Real Estate	6.0%	5.4%	7.2%
Services	43.9%	40.6%	40.1%
Public Administration	2.0%	2.6%	3.8%
2020 Employed Population 16+ by Occupation			
Total	3,928	6,471	20,793
White Collar	60.6%	66.3%	66.9%
Management/Business/Financial	14.1%	17.2%	19.1%
Professional	22.7%	25.3%	25.0%
Sales	11.4%	10.2%	9.5%
Administrative Support	12.4%	13.6%	13.3%
Services	10.4%	10.3%	10.9%
Blue Collar	28.9%	23.4%	22.2%
Farming/Forestry/Fishing	0.5%	0.3%	0.2%
Construction/Extraction	8.5%	7.0%	6.5%
Installation/Maintenance/Repair	4.2%	3.8%	3.4%
Production	10.1%	8.9%	7.9%
Transportation/Material Moving	5.6%	3.4%	4.1%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

August 20, 2020



Community Profile

100-100 S Rochester St, Mukwonago, Wisconsin, 53149
 Drive Time Bands: 0-5, 5-10, 10-15 minute radii

Prepared by Esri
 Latitude: 42.86298
 Longitude: -88.33233

	0 - 5 minute	5 - 10 minute	10 - 15 minute
2010 Households by Type			
Total	2,888	4,522	14,275
Households with 1 Person	24.8%	14.8%	15.8%
Households with 2+ People	75.2%	85.2%	84.2%
Family Households	70.4%	81.0%	79.9%
Husband-wife Families	57.2%	71.6%	69.7%
With Related Children	26.4%	30.6%	30.3%
Other Family (No Spouse Present)	13.2%	9.4%	10.2%
Other Family with Male Householder	5.1%	3.8%	4.0%
With Related Children	3.3%	2.2%	2.5%
Other Family with Female Householder	8.1%	5.6%	6.2%
With Related Children	5.4%	3.4%	4.0%
Nonfamily Households	4.8%	4.1%	4.3%
All Households with Children	35.3%	36.5%	37.2%
Multigenerational Households	2.0%	2.6%	2.2%
Unmarried Partner Households	5.5%	4.5%	4.8%
Male-female	5.1%	3.9%	4.3%
Same-sex	0.4%	0.6%	0.5%
2010 Households by Size			
Total	2,887	4,524	14,273
1 Person Household	24.8%	14.8%	15.8%
2 Person Household	33.7%	38.9%	38.5%
3 Person Household	17.1%	17.8%	17.7%
4 Person Household	16.0%	17.8%	17.8%
5 Person Household	5.7%	7.1%	7.1%
6 Person Household	1.9%	2.7%	2.2%
7 + Person Household	0.8%	0.9%	0.9%
2010 Households by Tenure and Mortgage Status			
Total	2,888	4,523	14,275
Owner Occupied	71.2%	90.9%	87.7%
Owned with a Mortgage/Loan	57.1%	70.3%	67.7%
Owned Free and Clear	14.0%	20.7%	20.0%
Renter Occupied	28.8%	9.1%	12.3%
2020 Affordability, Mortgage and Wealth			
Housing Affordability Index	153	160	160
Percent of Income for Mortgage	13.3%	13.0%	12.7%
Wealth Index	106	162	142
2010 Housing Units By Urban/ Rural Status			
Total Housing Units	3,056	4,856	15,114
Housing Units Inside Urbanized Area	0.1%	2.0%	31.8%
Housing Units Inside Urbanized Cluster	93.2%	56.8%	36.3%
Rural Housing Units	6.6%	41.3%	31.9%
2010 Population By Urban/ Rural Status			
Total Population	7,268	12,483	39,327
Population Inside Urbanized Area	0.1%	1.9%	33.3%
Population Inside Urbanized Cluster	92.7%	57.8%	35.8%
Rural Population	7.2%	40.3%	30.8%

Data Note: Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

August 20, 2020



Community Profile

100-100 S Rochester St, Mukwonago, Wisconsin, 53149
 Drive Time Bands: 0-5, 5-10, 10-15 minute radii

Prepared by Esri
 Latitude: 42.86298
 Longitude: -88.33233

	0 - 5 minute	5 - 10 minute	10 - 15 minute
Top 3 Tapestry Segments			
1.	Bright Young Professionals (8C)	Green Acres (6A)	Green Acres (6A)
2.	Parks and Rec (5C)	Soccer Moms (4A)	Soccer Moms (4A)
3.	Green Acres (6A)	Savvy Suburbanites (1D)	Savvy Suburbanites (1D)
2020 Consumer Spending			
Apparel & Services: Total \$	\$7,095,972	\$12,832,977	\$39,067,015
Average Spent	\$2,317.43	\$2,680.24	\$2,583.63
Spending Potential Index	108	125	120
Education: Total \$	\$5,968,978	\$11,042,354	\$33,506,345
Average Spent	\$1,949.37	\$2,306.26	\$2,215.88
Spending Potential Index	109	129	124
Entertainment/Recreation: Total \$	\$10,827,934	\$20,163,652	\$60,229,030
Average Spent	\$3,536.23	\$4,211.29	\$3,983.14
Spending Potential Index	109	130	123
Food at Home: Total \$	\$17,546,704	\$31,722,928	\$95,275,619
Average Spent	\$5,730.47	\$6,625.51	\$6,300.88
Spending Potential Index	107	124	118
Food Away from Home: Total \$	\$12,347,666	\$22,378,453	\$67,969,702
Average Spent	\$4,032.55	\$4,673.86	\$4,495.05
Spending Potential Index	107	124	119
Health Care: Total \$	\$19,358,243	\$36,547,555	\$108,021,618
Average Spent	\$6,322.09	\$7,633.16	\$7,143.81
Spending Potential Index	110	133	124
HH Furnishings & Equipment: Total \$	\$7,379,693	\$13,800,907	\$41,647,946
Average Spent	\$2,410.09	\$2,882.39	\$2,754.31
Spending Potential Index	110	132	126
Personal Care Products & Services: Total \$	\$3,076,019	\$5,653,937	\$17,135,543
Average Spent	\$1,004.58	\$1,180.86	\$1,133.23
Spending Potential Index	109	129	123
Shelter: Total \$	\$63,453,087	\$113,471,971	\$346,010,689
Average Spent	\$20,722.76	\$23,699.24	\$22,882.79
Spending Potential Index	107	122	118
Support Payments/Cash Contributions/Gifts in Kind: Total \$	\$7,741,417	\$15,075,753	\$45,003,570
Average Spent	\$2,528.22	\$3,148.65	\$2,976.23
Spending Potential Index	108	134	127
Travel: Total \$	\$8,067,238	\$15,288,201	\$46,153,929
Average Spent	\$2,634.63	\$3,193.02	\$3,052.31
Spending Potential Index	109	132	127
Vehicle Maintenance & Repairs: Total \$	\$3,874,967	\$7,074,849	\$21,187,413
Average Spent	\$1,265.50	\$1,477.62	\$1,401.19
Spending Potential Index	109	127	121

Data Note: Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and Average Amount Spent Per Household represent annual figures. The Spending Potential Index represents the amount spent in the area relative to a national average of 100.

Source: Consumer Spending data are derived from the 2017 and 2018 Consumer Expenditure Surveys, Bureau of Labor Statistics. Esri.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

August 20, 2020

Table A.3 State of Wisconsin Community Profile



Community Profile

Wisconsin
Wisconsin (55)
Geography: State

Prepared by Esri

	Wisconsin (55)
Population Summary	
2000 Total Population	5,363,675
2010 Total Population	5,686,986
2020 Total Population	5,902,099
2020 Group Quarters	144,720
2025 Total Population	6,026,514
2020-2025 Annual Rate	0.42%
2020 Total Daytime Population	5,850,905
Workers	2,687,272
Residents	3,163,633
Household Summary	
2000 Households	2,084,544
2000 Average Household Size	2.50
2010 Households	2,279,768
2010 Average Household Size	2.43
2020 Households	2,391,911
2020 Average Household Size	2.41
2025 Households	2,450,682
2025 Average Household Size	2.40
2020-2025 Annual Rate	0.49%
2010 Families	1,468,917
2010 Average Family Size	2.99
2020 Families	1,518,520
2020 Average Family Size	2.97
2025 Families	1,548,784
2025 Average Family Size	2.96
2020-2025 Annual Rate	0.40%
Housing Unit Summary	
2000 Housing Units	2,321,144
Owner Occupied Housing Units	61.5%
Renter Occupied Housing Units	28.4%
Vacant Housing Units	10.2%
2010 Housing Units	2,624,358
Owner Occupied Housing Units	59.1%
Renter Occupied Housing Units	27.7%
Vacant Housing Units	13.1%
2020 Housing Units	2,762,173
Owner Occupied Housing Units	57.1%
Renter Occupied Housing Units	29.5%
Vacant Housing Units	13.4%
2025 Housing Units	2,842,619
Owner Occupied Housing Units	56.9%
Renter Occupied Housing Units	29.3%
Vacant Housing Units	13.8%
Median Household Income	
2020	\$60,185
2025	\$64,789
Median Home Value	
2020	\$194,819
2025	\$220,633
Per Capita Income	
2020	\$32,803
2025	\$36,386
Median Age	
2010	38.4
2020	40.0
2025	40.8

Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households.

Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

August 20, 2020



Community Profile

Wisconsin
Wisconsin (55)
Geography: State

Prepared by Esri

		Wisconsin (55)
2020 Households by Income		
Household Income Base		2,391,897
<\$15,000		9.1%
\$15,000 - \$24,999		8.5%
\$25,000 - \$34,999		9.3%
\$35,000 - \$49,999		13.3%
\$50,000 - \$74,999		19.2%
\$75,000 - \$99,999		13.9%
\$100,000 - \$149,999		16.0%
\$150,000 - \$199,999		5.6%
\$200,000+		5.0%
Average Household Income		\$80,735
2025 Households by Income		
Household Income Base		2,450,668
<\$15,000		8.2%
\$15,000 - \$24,999		7.7%
\$25,000 - \$34,999		8.6%
\$35,000 - \$49,999		12.8%
\$50,000 - \$74,999		18.8%
\$75,000 - \$99,999		14.2%
\$100,000 - \$149,999		17.5%
\$150,000 - \$199,999		6.6%
\$200,000+		5.7%
Average Household Income		\$89,274
2020 Owner Occupied Housing Units by Value		
Total		1,578,043
<\$50,000		4.4%
\$50,000 - \$99,999		11.1%
\$100,000 - \$149,999		17.6%
\$150,000 - \$199,999		18.8%
\$200,000 - \$249,999		14.7%
\$250,000 - \$299,999		10.8%
\$300,000 - \$399,999		12.1%
\$400,000 - \$499,999		4.9%
\$500,000 - \$749,999		3.4%
\$750,000 - \$999,999		1.1%
\$1,000,000 - \$1,499,999		0.6%
\$1,500,000 - \$1,999,999		0.2%
\$2,000,000 +		0.2%
Average Home Value		\$238,886
2025 Owner Occupied Housing Units by Value		
Total		1,616,931
<\$50,000		3.6%
\$50,000 - \$99,999		8.9%
\$100,000 - \$149,999		14.3%
\$150,000 - \$199,999		17.0%
\$200,000 - \$249,999		15.1%
\$250,000 - \$299,999		12.3%
\$300,000 - \$399,999		15.2%
\$400,000 - \$499,999		6.3%
\$500,000 - \$749,999		4.4%
\$750,000 - \$999,999		1.5%
\$1,000,000 - \$1,499,999		0.8%
\$1,500,000 - \$1,999,999		0.3%
\$2,000,000 +		0.4%
Average Home Value		\$267,774

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

August 20, 2020



Community Profile

Wisconsin
Wisconsin (55)
Geography: State

Prepared by Esri

		Wisconsin (55)
2010 Population by Age		
Total		5,686,986
0 - 4		6.3%
5 - 9		6.5%
10 - 14		6.6%
15 - 24		13.8%
25 - 34		12.7%
35 - 44		12.8%
45 - 54		15.4%
55 - 64		12.3%
65 - 74		7.0%
75 - 84		4.5%
85 +		2.1%
18 +		76.4%
2020 Population by Age		
Total		5,902,099
0 - 4		5.7%
5 - 9		5.9%
10 - 14		6.1%
15 - 24		13.3%
25 - 34		12.8%
35 - 44		12.2%
45 - 54		12.6%
55 - 64		14.0%
65 - 74		10.2%
75 - 84		4.9%
85 +		2.3%
18 +		78.7%
2025 Population by Age		
Total		6,026,514
0 - 4		5.6%
5 - 9		5.7%
10 - 14		6.0%
15 - 24		12.8%
25 - 34		12.7%
35 - 44		12.3%
45 - 54		11.7%
55 - 64		13.0%
65 - 74		11.5%
75 - 84		6.2%
85 +		2.3%
18 +		79.0%
2010 Population by Sex		
Males		2,822,400
Females		2,864,586
2020 Population by Sex		
Males		2,935,254
Females		2,966,845
2025 Population by Sex		
Males		2,999,279
Females		3,027,235

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

August 20, 2020



Community Profile

Wisconsin
Wisconsin (55)
Geography: State

Prepared by Esri

		Wisconsin (55)
2010 Population by Race/Ethnicity		
Total		5,686,986
White Alone		86.2%
Black Alone		6.3%
American Indian Alone		1.0%
Asian Alone		2.3%
Pacific Islander Alone		0.0%
Some Other Race Alone		2.4%
Two or More Races		1.8%
Hispanic Origin		5.9%
Diversity Index		33.6
2020 Population by Race/Ethnicity		
Total		5,902,099
White Alone		83.9%
Black Alone		6.5%
American Indian Alone		1.0%
Asian Alone		3.1%
Pacific Islander Alone		0.0%
Some Other Race Alone		2.9%
Two or More Races		2.4%
Hispanic Origin		7.3%
Diversity Index		38.6
2025 Population by Race/Ethnicity		
Total		6,026,514
White Alone		82.5%
Black Alone		6.7%
American Indian Alone		1.1%
Asian Alone		3.6%
Pacific Islander Alone		0.0%
Some Other Race Alone		3.3%
Two or More Races		2.7%
Hispanic Origin		8.2%
Diversity Index		41.6
2010 Population by Relationship and Household Type		
Total		5,686,986
In Households		97.4%
In Family Households		79.2%
Householder		25.8%
Spouse		19.9%
Child		29.1%
Other relative		2.3%
Nonrelative		2.1%
In Nonfamily Households		18.1%
In Group Quarters		2.6%
Institutionalized Population		1.3%
Noninstitutionalized Population		1.3%

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

August 20, 2020



Community Profile

Wisconsin
Wisconsin (55)
Geography: State

Prepared by Esri

	Wisconsin (55)
2020 Population 25+ by Educational Attainment	
Total	4,076,714
Less than 9th Grade	2.7%
9th - 12th Grade, No Diploma	5.1%
High School Graduate	27.1%
GED/Alternative Credential	3.3%
Some College, No Degree	20.4%
Associate Degree	11.1%
Bachelor's Degree	19.4%
Graduate/Professional Degree	10.8%
2020 Population 15+ by Marital Status	
Total	4,859,346
Never Married	32.3%
Married	51.5%
Widowed	5.5%
Divorced	10.7%
2020 Civilian Population 16+ in Labor Force	
Civilian Population 16+	3,094,752
Population 16+ Employed	88.2%
Population 16+ Unemployment rate	11.8%
Population 16-24 Employed	13.9%
Population 16-24 Unemployment rate	19.3%
Population 25-54 Employed	61.8%
Population 25-54 Unemployment rate	10.7%
Population 55-64 Employed	18.6%
Population 55-64 Unemployment rate	9.9%
Population 65+ Employed	5.8%
Population 65+ Unemployment rate	9.9%
2020 Employed Population 16+ by Industry	
Total	2,728,814
Agriculture/Mining	2.1%
Construction	6.5%
Manufacturing	19.5%
Wholesale Trade	2.5%
Retail Trade	9.5%
Transportation/Utilities	4.7%
Information	1.6%
Finance/Insurance/Real Estate	6.3%
Services	43.8%
Public Administration	3.5%
2020 Employed Population 16+ by Occupation	
Total	2,728,814
White Collar	59.3%
Management/Business/Financial	14.8%
Professional	22.6%
Sales	8.5%
Administrative Support	13.5%
Services	15.1%
Blue Collar	25.5%
Farming/Forestry/Fishing	1.0%
Construction/Extraction	4.7%
Installation/Maintenance/Repair	3.3%
Production	10.3%
Transportation/Material Moving	6.3%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

August 20, 2020



Community Profile

Wisconsin
Wisconsin (55)
Geography: State

Prepared by Esri

	Wisconsin (55)
2010 Households by Type	
Total	2,279,768
Households with 1 Person	28.2%
Households with 2+ People	71.8%
Family Households	64.4%
Husband-wife Families	49.6%
With Related Children	20.3%
Other Family (No Spouse Present)	14.8%
Other Family with Male Householder	4.5%
With Related Children	2.8%
Other Family with Female Householder	10.3%
With Related Children	7.1%
Nonfamily Households	7.4%
All Households with Children	30.6%
Multigenerational Households	2.2%
Unmarried Partner Households	7.3%
Male-female	6.7%
Same-sex	0.6%
2010 Households by Size	
Total	2,279,768
1 Person Household	28.2%
2 Person Household	35.8%
3 Person Household	14.9%
4 Person Household	12.5%
5 Person Household	5.5%
6 Person Household	2.0%
7 + Person Household	1.2%
2010 Households by Tenure and Mortgage Status	
Total	2,279,768
Owner Occupied	68.1%
Owned with a Mortgage/Loan	47.5%
Owned Free and Clear	20.6%
Renter Occupied	31.9%
2020 Affordability, Mortgage and Wealth	
Housing Affordability Index	146
Percent of Income for Mortgage	13.5%
Wealth Index	86
2010 Housing Units By Urban/ Rural Status	
Total Housing Units	2,624,358
Housing Units Inside Urbanized Area	52.5%
Housing Units Inside Urbanized Cluster	13.9%
Rural Housing Units	33.6%
2010 Population By Urban/ Rural Status	
Total Population	5,686,986
Population Inside Urbanized Area	55.8%
Population Inside Urbanized Cluster	14.4%
Rural Population	29.8%

Data Note: Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

August 20, 2020



Community Profile

Wisconsin
Wisconsin (55)
Geography: State

Prepared by Esri

		Wisconsin (55)
Top 3 Tapestry Segments		
1.		Green Acres (6A)
2.		Salt of the Earth (6B)
3.		Rustbelt Traditions (5D)
2020 Consumer Spending		
Apparel & Services: Total \$		\$4,600,471,091
Average Spent		\$1,923.35
Spending Potential Index		90
Education: Total \$		\$3,699,427,427
Average Spent		\$1,546.64
Spending Potential Index		86
Entertainment/Recreation: Total \$		\$7,186,174,436
Average Spent		\$3,004.37
Spending Potential Index		92
Food at Home: Total \$		\$11,668,579,695
Average Spent		\$4,878.35
Spending Potential Index		91
Food Away from Home: Total \$		\$8,062,275,683
Average Spent		\$3,370.64
Spending Potential Index		89
Health Care: Total \$		\$12,990,712,640
Average Spent		\$5,431.10
Spending Potential Index		94
HH Furnishings & Equipment: Total \$		\$4,765,294,898
Average Spent		\$1,992.25
Spending Potential Index		91
Personal Care Products & Services: Total \$		\$2,002,042,644
Average Spent		\$837.01
Spending Potential Index		91
Shelter: Total \$		\$40,717,933,881
Average Spent		\$17,023.18
Spending Potential Index		88
Support Payments/Cash Contributions/Gifts in Kind: Total \$		\$5,207,962,408
Average Spent		\$2,177.32
Spending Potential Index		93
Travel: Total \$		\$5,120,460,591
Average Spent		\$2,140.74
Spending Potential Index		89
Vehicle Maintenance & Repairs: Total \$		\$2,623,399,237
Average Spent		\$1,096.78
Spending Potential Index		95

Data Note: Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and Average Amount Spent Per Household represent annual figures. The Spending Potential Index represents the amount spent in the area relative to a national average of 100.

Source: Consumer Spending data are derived from the 2017 and 2018 Consumer Expenditure Surveys, Bureau of Labor Statistics. Esri.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

August 20, 2020

Table A.4 Food and Beverage Retail Analysis

Table A.4 Food and Beverage Retail Analysis

Restaurants & Alcohol Retail Supply & Demand																
Drive Time Band:		0 - 5 minute radius					5 - 10 minute radius					10 - 15 minute radius				
2017 Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/ Surplus Factor	Number of Businesses	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/ Surplus Factor	Number of Businesses	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/ Surplus Factor	Number of Businesses
Restaurants/Other Eating Places	7225	\$9,834,421	\$13,977,285	-\$4,142,864	-17.4	20	\$20,284,058	\$5,914,810	\$14,369,248	54.8	14	\$60,147,262	\$17,069,376	\$43,077,886	55.8	30
Drinking Places - Alcoholic Beverages	7224	\$800,105	\$380,789	\$419,316	35.5	1	\$1,670,151	\$315,444	\$1,354,707	68.2	2	\$4,957,884	\$3,092,879	\$1,865,005	23.2	12

Restaurants & Alcohol Retail Goods & Services Expenditures									
Drive Time Band:	0-5 min.			5-10 min.			10-15 min.		
	Spending Potential Index	Average Amount Spent	Total	Spending Potential Index	Average Amount Spent	Total	Spending Potential Index	Average Amount Spent	Total
Food Away from Home	107	\$4,032.55	\$12,347,666	124	\$4,673.86	\$22,378,453	119	\$4,495.05	\$67,969,702
Alcoholic Beverages	109	\$675.73	\$2,069,084	129	\$805.14	\$3,855,016	124	\$773.07	\$11,689,618

Restaurants & Alcohol Retail Market Potential									
Drive Time Band:	0-5 min.			5-10 min.			10-15 min.		
Product/Consumer Behavior	Expected Number of Adults or HHs	Percent of Adults/ HHs	MPI	Expected Number of Adults or HHs	Percent of Adults/ HHs	MPI	Expected Number of Adults or HHs	Percent of Adults/ HHs	MPI
Restaurants (Adults)									
Went to family restaurant/steak house in last 6 months	4687	\$0.78	\$106	8150	\$0.79	\$108	25545	\$0.79	\$108
Went to family restaurant/steak house: 4+ times a month	1772	\$0.29	\$112	3053	\$0.30	\$113	9779	\$0.30	\$116
Went to fast food/drive-in restaurant in last 6 months	5513	\$0.92	\$101	9521	\$0.93	\$102	29780	\$0.93	\$102
Went to fast food/drive-in restaurant 9+ times/month	2511	\$0.42	\$107	4146	\$0.40	\$104	13335	\$0.42	\$106
Fast food restaurant last 6 months: eat in	2292	\$0.38	\$106	4076	\$0.40	\$111	12700	\$0.40	\$110
Fast food restaurant last 6 months: home delivery	541	\$0.09	\$106	737	\$0.07	\$85	2544	\$0.08	\$94
Fast food restaurant last 6 months: take-out/drive-thru	2989	\$0.50	\$108	5269	\$0.51	\$112	16549	\$0.51	\$112
Fast food restaurant last 6 months: take-out/walk-in	1397	\$0.23	\$112	2298	\$0.22	\$108	7364	\$0.23	\$110
Beverages (Adults)									
Drank beer/ale in last 6 months	2546	\$0.42	\$102	4544	\$0.44	\$107	14299	\$0.45	\$108

Data Notes:
Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement. <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>
The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding. This report is not a comprehensive list of all consumer spending variables therefore the variables in each section may not sum to totals.
An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.

Sources:
Esri and Infogroup. Esri 2020 Updated Demographics. Esri 2017 Retail MarketPlace. ©2020 Esri. ©2017 Infogroup, Inc. All rights reserved.
Esri forecasts for 2020 and 2025; Consumer Spending data are derived from the 2017 and 2018 Consumer Expenditure Surveys, Bureau of Labor Statistics.
These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by GfK MRI in a nationally representative survey of U.S. households. Esri forecasts for 2020 and 2025.

Table A.5 Restaurant Market Potential

Table A.5 Restaurant Market Potential									
Drive Time Band	0-5 min.			5-10 min.			10-15 min.		
Product/Consumer Behavior	Expected Number of Adults	Percent	MPI	Expected Number of Adults	Percent	MPI	Expected Number of Adults	Percent	MPI
Went to family restaurant/steak house in last 6 months	4,687	77.80%	106	8,150	79.30%	108	25,545	79.40%	108
Went to family restaurant/steak house 4+ times/month	1,772	29.40%	112	3,053	29.70%	113	9,779	30.40%	116
Spent at family restaurant last 30 days: <\$1-30	471	7.80%	99	823	8.00%	102	2,401	7.50%	95
Spent at family restaurant last 30 days: \$31-50	631	10.50%	114	1,162	11.30%	123	3,534	11.00%	119
Spent at family restaurant last 30 days: \$51-100	981	16.30%	110	1,813	17.60%	119	5,826	18.10%	122
Spent at family restaurant last 30 days: \$101-200	672	11.20%	119	1,191	11.60%	124	3,809	11.80%	127
Went to family restaurant last 6 months: for breakfast	898	14.90%	115	1,543	15.00%	116	4,901	15.20%	118
Went to family restaurant last 6 months: for lunch	1,209	20.10%	108	2,103	20.50%	110	6,598	20.50%	110
Went to family restaurant last 6 months: for dinner	3,094	51.30%	114	5,589	54.40%	120	17,464	54.30%	120
Went to family restaurant last 6 months: for snack	102	1.70%	86	127	1.20%	63	459	1.40%	73
Went to family restaurant last 6 months: on weekday	1,991	33.00%	111	3,672	35.70%	120	11,300	35.10%	118
Went to family restaurant last 6 months: on weekend	2,778	46.10%	115	4,851	47.20%	117	15,430	48.00%	119
Went to family restaurant last 6 months: Applebee`s	1,354	22.50%	113	2,361	23.00%	116	7,187	22.30%	112
Went to family restaurant last 6 months: Bob Evans	237	3.90%	131	463	4.50%	150	1,184	3.70%	122
Went to family restaurant last 6 months: Buffalo Wild Wings	615	10.20%	106	1,074	10.40%	109	3,520	10.90%	114
Went to family restaurant last 6 months: California Pizza Kitchen	90	1.50%	56	195	1.90%	71	652	2.00%	76
Went to family restaurant last 6 months: The Cheesecake Factory	405	6.70%	95	681	6.60%	94	2,411	7.50%	106
Went to family restaurant last 6 months: Chili`s Grill & Bar	720	11.90%	113	1,157	11.30%	107	3,984	12.40%	118
Went to family restaurant last 6 months: CiCi`s	116	1.90%	88	132	1.30%	59	516	1.60%	74
Went to family restaurant last 6 months: Cracker Barrel	778	12.90%	115	1,499	14.60%	130	4,517	14.00%	125
Went to family restaurant last 6 months: Denny`s	493	8.20%	92	786	7.60%	86	2,599	8.10%	91
Went to family restaurant last 6 months: Golden Corral	395	6.60%	93	600	5.80%	83	1,911	5.90%	85
Went to family restaurant last 6 months: IHOP	578	9.60%	98	999	9.70%	99	3,366	10.50%	107
Went to family restaurant last 6 months: Logan`s Roadhouse	154	2.60%	83	289	2.80%	91	872	2.70%	88
Went to family restaurant last 6 months: LongHorn Steakhouse	458	7.60%	142	796	7.70%	145	2,487	7.70%	145
Went to family restaurant last 6 months: Olive Garden	1,200	19.90%	128	2,078	20.20%	130	6,457	20.10%	129
Went to family restaurant last 6 months: Outback Steakhouse	611	10.10%	127	1,012	9.80%	123	3,408	10.60%	133
Went to family restaurant last 6 months: Red Lobster	686	11.40%	120	1,047	10.20%	107	3,418	10.60%	112
Went to family restaurant last 6 months: Red Robin	528	8.80%	129	947	9.20%	136	3,215	10.00%	147
Went to family restaurant last 6 months: Ruby Tuesday	289	4.80%	118	507	4.90%	122	1,565	4.90%	120
Went to family restaurant last 6 months: Texas Roadhouse	908	15.10%	145	1,592	15.50%	149	4,776	14.80%	143
Went to family restaurant last 6 months: T.G.I. Friday`s	310	5.10%	103	459	4.50%	90	1,567	4.90%	98
Went to family restaurant last 6 months: Waffle House	388	6.40%	102	631	6.10%	97	2,122	6.60%	104
Went to family restaurant last 6 months: fast food/drive-in	5513	91.50%	101	9521	92.60%	102	29,780	92.60%	102
Went to fast food/drive-in restaurant 9+ times/month	2511	41.70%	107	4146	40.30%	104	13,335	41.50%	106
Spent at fast food restaurant last 30 days: <\$1-10	284	4.70%	116	464	4.50%	111	1,338	4.20%	103
Spent at fast food restaurant last 30 days: \$11-\$20	640	10.60%	105	1183	11.50%	114	3,565	11.10%	110
Spent at fast food restaurant last 30 days: \$21-\$40	966	16.00%	100	1786	17.40%	108	5,406	16.80%	105
Spent at fast food restaurant last 30 days: \$41-\$50	547	9.10%	108	971	9.40%	112	2,997	9.30%	110
Spent at fast food restaurant last 30 days: \$51-\$100	1073	17.80%	104	1886	18.30%	108	5,995	18.60%	109
Spent at fast food restaurant last 30 days: \$101-\$200	511	8.50%	95	858	8.30%	94	2,870	8.90%	100
Spent at fast food restaurant last 30 days: \$201+	231	3.80%	116	389	3.80%	114	1,390	4.30%	130
Went to fast food restaurant in the last 6 months: eat in	2292	38.00%	106	4076	39.60%	111	12,700	39.50%	110
Went to fast food restaurant in the last 6 months: home delivery	541	9.00%	106	737	7.20%	85	2,544	7.90%	94
Went to fast food restaurant in the last 6 months: take-out/drive-thru	2989	49.60%	108	5269	51.20%	112	16,549	51.40%	112
Went to fast food restaurant in the last 6 months: take-out/walk-in	1397	23.20%	112	2298	22.40%	108	7,364	22.90%	110
Went to fast food restaurant in the last 6 months: breakfast	2258	37.50%	108	3804	37.00%	107	12,100	37.60%	108

Went to fast food restaurant in the last 6 months: lunch	3191	53.00%	107	5717	55.60%	113	17,882	55.60%	113
Went to fast food restaurant in the last 6 months: dinner	3015	50.00%	109	5255	51.10%	112	16,626	51.70%	113
Went to fast food restaurant in the last 6 months: snack	767	12.70%	103	1230	12.00%	97	4,007	12.50%	101
Went to fast food restaurant in the last 6 months: weekday	3761	62.40%	107	6733	65.50%	113	20,959	65.20%	112
Went to fast food restaurant in the last 6 months: weekend	2984	49.50%	107	5051	49.10%	106	16,248	50.50%	109
Went to fast food restaurant in the last 6 months: A & W	165	2.70%	98	335	3.30%	116	1,015	3.20%	113
Went to fast food restaurant in the last 6 months: Arby's	1268	21.00%	121	2308	22.40%	129	7,014	21.80%	125
Went to fast food restaurant in the last 6 months: Baskin-Robbins	182	3.00%	88	272	2.60%	77	1,029	3.20%	93
Went to fast food restaurant in the last 6 months: Boston Market	166	2.80%	87	228	2.20%	70	768	2.40%	76
Went to fast food restaurant in the last 6 months: Burger King	1859	30.80%	108	3001	29.20%	102	9,163	28.50%	99
Went to fast food restaurant in the last 6 months: Captain D's	182	3.00%	91	323	3.10%	95	989	3.10%	93
Went to fast food restaurant in the last 6 months: Carl's Jr.	252	4.20%	72	341	3.30%	57	1,360	4.20%	72
Went to fast food restaurant in the last 6 months: Checkers	180	3.00%	87	198	1.90%	56	680	2.10%	61
Went to fast food restaurant in the last 6 months: Chick-fil-A	1831	30.40%	118	2998	29.20%	113	10,020	31.10%	121
Went to fast food restaurant in the last 6 months: Chipotle Mex. Grill	830	13.80%	110	1306	12.70%	101	4,526	14.10%	112
Went to fast food restaurant in the last 6 months: Chuck E. Cheese's	144	2.40%	90	201	2.00%	74	729	2.30%	86
Went to fast food restaurant in the last 6 months: Church's Fr. Chicken	154	2.60%	72	176	1.70%	48	676	2.10%	59
Went to fast food restaurant in the last 6 months: Cold Stone Creamery	169	2.80%	95	288	2.80%	95	953	3.00%	101
Went to fast food restaurant in the last 6 months: Dairy Queen	1101	18.30%	116	2083	20.30%	129	6,239	19.40%	124
Went to fast food restaurant in the last 6 months: Del Taco	186	3.10%	78	261	2.50%	64	1,122	3.50%	88
Went to fast food restaurant in the last 6 months: Domino's Pizza	797	13.20%	101	1215	11.80%	90	3,997	12.40%	95
Went to fast food restaurant in the last 6 months: Dunkin' Donuts	904	15.00%	111	1504	14.60%	108	4,728	14.70%	109
Went to fast food restaurant in the last 6 months: Five Guys	729	12.10%	132	1190	11.60%	126	3,800	11.80%	128
Went to fast food restaurant in the last 6 months: Hardee's	387	6.40%	104	706	6.90%	111	2,094	6.50%	106
Went to fast food restaurant in the last 6 months: Jimmy John's	437	7.30%	126	845	8.20%	143	2,744	8.50%	149
Went to fast food restaurant in the last 6 months: KFC	1224	20.30%	101	1981	19.30%	95	6,090	18.90%	94
Went to fast food restaurant in the last 6 months: Krispy Kreme	397	6.60%	117	544	5.30%	94	1,928	6.00%	107
Went to fast food restaurant in the last 6 months: Little Caesars	748	12.40%	101	1106	10.80%	87	3,651	11.40%	92
Went to fast food restaurant in the last 6 months: Long John Silver's	195	3.20%	94	340	3.30%	96	912	2.80%	82
Went to fast food restaurant in the last 6 months: McDonald's	3187	52.90%	103	5495	53.40%	104	16,878	52.50%	102
Went to fast food restaurant in the last 6 months: Panda Express	583	9.70%	100	846	8.20%	85	3,197	9.90%	103
Went to fast food restaurant in the last 6 months: Panera Bread	906	15.00%	119	1712	16.70%	131	5,483	17.00%	135
Went to fast food restaurant in the last 6 months: Papa John's	511	8.50%	102	845	8.20%	99	2,796	8.70%	105
Went to fast food restaurant in the last 6 months: Papa Murphy's	328	5.40%	128	576	5.60%	131	1,960	6.10%	143
Went to fast food restaurant in the last 6 months: Pizza Hut	969	16.10%	102	1510	14.70%	93	4,722	14.70%	93
Went to fast food restaurant in the last 6 months: Popeyes Chicken	528	8.80%	94	713	6.90%	74	2,525	7.80%	84
Went to fast food restaurant in the last 6 months: Sonic Drive-In	739	12.30%	101	1159	11.30%	93	3,808	11.80%	98
Went to fast food restaurant in the last 6 months: Starbucks	1141	18.90%	104	2027	19.70%	108	6,799	21.10%	116
Went to fast food restaurant in the last 6 months: Steak 'n Shake	331	5.50%	101	625	6.10%	112	1,873	5.80%	107
Went to fast food restaurant in the last 6 months: Subway	1613	26.80%	110	2828	27.50%	113	8,718	27.10%	111
Went to fast food restaurant in the last 6 months: Taco Bell	1846	30.60%	106	3062	29.80%	103	9,561	29.70%	103
Went to fast food restaurant in the last 6 months: Wendy's	1732	28.70%	112	3004	29.20%	114	9,504	29.50%	116
Went to fast food restaurant in the last 6 months: Whataburger	287	4.80%	84	539	5.20%	93	1,858	5.80%	102
Went to fast food restaurant in the last 6 months: White Castle	165	2.70%	89	308	3.00%	98	935	2.90%	95
Went to fine dining restaurant last month	678	11.30%	109	1365	13.30%	129	4,363	13.60%	132
Went to fine dining restaurant 3+ times last month	144	2.40%	83	319	3.10%	107	968	3.00%	104

Data Note: An MPI (Market Potential Index) measures the relative likelihood of the adults in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.

Table A.6 Grocery Retail Analysis

Table A.6 Grocery Retail Analysis

Grocery Retail Supply & Demand																
Drive Time Band:		0 - 5 minute radius					5 - 10 minute radius					10 - 15 minute radius				
2017 Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/ Surplus Factor	Number of Businesses	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/ Surplus Factor	Number of Businesses	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/ Surplus Factor	Number of Businesses
Grocery Stores	4451	\$13,675,868	\$36,888,905	-\$23,213,037	-45.9	1	\$28,031,438	\$0	\$28,031,438	100.0	0	\$81,958,349	\$59,784,879	\$22,173,470	15.6	2

Grocery Retail Goods & Services Expenditures									
Drive Time Band:	0-5 min.			5-10 min.			10-15 min.		
	Spending Potential Index	Average Amount Spent	Total	Spending Potential Index	Average Amount Spent	Total	Spending Potential Index	Average Amount Spent	Total
Food at Home	107	\$5,730.47	\$17,546,704	124	\$6,625.51	\$31,722,928	118	\$6,300.88	\$95,275,619
Bakery and Cereal Products	108	\$747.85	\$2,289,918	125	\$867.53	\$4,153,731	119	\$823.36	\$12,450,008
Meats, Poultry, Fish, and Eggs	106	\$1,241.40	\$3,801,154	123	\$1,431.03	\$6,851,774	117	\$1,364.10	\$20,626,601
Dairy Products	108	\$594.35	\$1,819,899	126	\$691.22	\$3,309,539	119	\$652.47	\$9,866,012
Fruits and Vegetables	107	\$1,121.62	\$3,434,386	124	\$1,291.70	\$6,184,645	118	\$1,235.82	\$18,686,805
Snacks and Other Food at Home (10)	108	\$2,025.26	\$6,201,347	124	\$2,344.03	\$11,223,238	118	\$2,225.13	\$33,646,193

Grocery Retail Market Potential									
Drive Time Band:	0-5 min.			5-10 min.			10-15 min.		
Product/Consumer Behavior	Expected Number of Adults or HHs	Percent of Adults/ HHs	MPI	Expected Number of Adults or HHs	Percent of Adults/ HHs	MPI	Expected Number of Adults or HHs	Percent of Adults/ HHs	MPI
Grocery (Adults)									
HH used beef (fresh/frozen) in last 6 months	2,138	69.8%	102	3,506	73.2%	107	10,972	72.6%	106
HH used bread in last 6 months	2,844	92.9%	100	4,528	94.6%	101	14,248	94.2%	101
HH used chicken (fresh or frozen) in last 6 months	2,173	71.0%	104	3,446	72.0%	106	10,942	72.4%	106
HH used turkey (fresh or frozen) in last 6 months	480	15.7%	105	778	16.2%	109	2,432	16.1%	108
HH used fish/seafood (fresh or frozen) in last 6 months	1,649	53.9%	98	2,648	55.3%	101	8,416	55.7%	101
HH used fresh fruit/vegetables in last 6 months	2,599	84.9%	101	4,182	87.3%	104	13,179	87.2%	104
HH used fresh milk in last 6 months	2,627	85.8%	101	4,225	88.2%	104	13,244	87.6%	103
HH used organic food in last 6 months	707	23.1%	95	1,059	22.1%	91	3,593	23.8%	98

Data Notes:

Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement. <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding. This report is not a comprehensive list of all consumer spending variables therefore the variables in each section may not sum to totals.

(10) Snacks and Other Food at Home includes candy, chewing gum, sugar, artificial sweeteners, jam, jelly, preserves, margarine, fats and oils, salad dressing, nondairy cream and milk, peanut butter, frozen prepared food, potato chips and other snacks, nuts, salt, spices, seasonings, olives, pickles, relishes, sauces, gravy, other condiments, soup, prepared salad, prepared dessert, baby food, miscellaneous prepared food, and nonalcoholic beverages.

An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.

Sources:

Esri and Infogroup. Esri 2020 Updated Demographics. Esri 2017 Retail MarketPlace. ©2020 Esri. ©2017 Infogroup, Inc. All rights reserved.

Esri forecasts for 2020 and 2025; Consumer Spending data are derived from the 2017 and 2018 Consumer Expenditure Surveys, Bureau of Labor Statistics.

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Table A.7 Apparel Retail Analysis

Table A.7 Apparel Retail Analysis

Apparel Retail Supply & Demand																
Drive Time Band:		0 - 5 minute radius					5 - 10 minute radius					10 - 15 minute radius				
2017 Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/ Surplus Factor	Number of Businesses	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/ Surplus Factor	Number of Businesses	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/ Surplus Factor	Number of Businesses
Clothing & Clothing Accessories Stores	448	\$4,398,455	\$977,190	\$3,421,265	63.6	2	\$9,084,302	\$1,158,443	\$7,925,859	77.4	2	\$27,021,731	\$1,600,405	\$25,421,326	88.8	3
Clothing Stores	4481	\$2,848,857	\$0	\$2,848,857	100.0	0	\$5,868,787	\$372,945	\$5,495,842	88.0	1	\$17,420,718	\$1,305,402	\$16,115,316	86.1	3
Shoe Stores	4482	\$635,051	\$0	\$635,051	100.0	0	\$1,307,766	\$0	\$1,307,766	100.0	0	\$3,904,027	\$0	\$3,904,027	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$914,547	\$977,190	-\$62,643	-3.3	2	\$1,907,749	\$785,498	\$1,122,251	41.7	1	\$5,696,986	\$295,003	\$5,401,983	90.2	1

Apparel Retail Goods & Services Expenditures									
Drive Time Band:	0-5 min.			5-10 min.			10-15 min.		
	Spending Potential Index	Average Amount Spent	Total	Spending Potential Index	Average Amount Spent	Total	Spending Potential Index	Average Amount Spent	Total
Apparel and Services									
Men's	108	\$451.70	\$1,383,118	124	\$518.18	\$2,481,065	119	\$500.60	\$7,569,606
Women's	108	\$812.91	\$2,489,124	127	\$959.86	\$4,595,827	122	\$917.75	\$13,877,359
Children's	109	\$347.63	\$1,064,439	125	\$396.48	\$1,898,339	122	\$388.07	\$5,868,073
Footwear	109	\$523.11	\$1,601,769	123	\$589.39	\$2,822,021	119	\$570.31	\$8,623,664
Watches & Jewelry	105	\$122.42	\$374,840	125	\$145.96	\$698,877	119	\$139.02	\$2,102,144
Apparel Products and Services (1)	103	\$59.66	\$182,682	122	\$70.35	\$336,847	117	\$67.86	\$1,026,169

Apparel Retail Market Potential									
Drive Time Band:	0-5 min.			5-10 min.			10-15 min.		
Product/Consumer Behavior	Expected Number of Adults or HHs	Percent of Adults/ HHs	MPI	Expected Number of Adults or HHs	Percent of Adults/ HHs	MPI	Expected Number of Adults or HHs	Percent of Adults/ HHs	MPI
Apparel (Adults)									
Bought any men's clothing in last 12 months	3,017	50.1%	104	5,332	51.9%	107	16,705	51.9%	108
Bought any women's clothing in last 12 months	2,708	44.9%	102	4,644	45.2%	103	14,800	46.0%	105
Bought clothing for child <13 years in last 6 months	1,570	26.1%	99	2,749	26.7%	102	8,867	27.6%	105
Bought any shoes in last 12 months	3,279	54.4%	104	5,642	54.9%	105	17,747	55.2%	105
Bought costume jewelry in last 12 months	1,007	16.7%	98	1,772	17.2%	101	5,729	17.8%	105
Bought any fine jewelry in last 12 months	1,026	17.0%	94	1,775	17.3%	96	5,583	17.4%	96
Bought a watch in last 12 months	885	14.7%	96	1,466	14.3%	93	4,706	14.6%	95

Data Notes:
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(1) Apparel Products and Services includes shoe repair and other shoe services, apparel laundry and dry cleaning, alteration, repair and tailoring of apparel, clothing rental and storage, and watch and jewelry repair.
An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.
Sources:
Esri and Infogroup. Esri 2020 Updated Demographics. Esri 2017 Retail MarketPlace. ©2020 Esri. ©2017 Infogroup, Inc. All rights reserved.
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Table A.8 Electronics Retail Analysis

Table A.8 Electronics Retail Analysis

Electronics Retail Supply & Demand																
Drive Time Band:		0 - 5 minute radius					5 - 10 minute radius					10 - 15 minute radius				
2017 Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/ Surplus Factor	Number of Businesses	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/ Surplus Factor	Number of Businesses	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/ Surplus Factor	Number of Businesses
Electronics & Appliance Stores	443	\$3,337,489	\$1,740,816	\$1,596,673	31.4	2	\$6,917,138	\$119,560	\$6,797,578	96.6	1	\$20,474,484	\$9,432,674	\$11,041,810	36.9	8

Electronics Retail Goods & Services Expenditures									
Drive Time Band:	0-5 min.			5-10 min.			10-15 min.		
	Spending Potential Index	Average Amount Spent	Total	Spending Potential Index	Average Amount Spent	Total	Spending Potential Index	Average Amount Spent	Total
Computer									
Computers and Hardware for Home Use	107	\$174.67	\$534,831	122	\$197.83	\$947,211	118	\$192.80	\$2,915,259
Portable Memory	103	\$4.00	\$12,244	119	\$4.61	\$22,058	115	\$4.45	\$67,255
Computer Software	106	\$10.32	\$31,594	118	\$11.53	\$55,197	116	\$11.26	\$170,201
Computer Accessories	115	\$20.31	\$62,190	135	\$23.84	\$114,159	130	\$22.90	\$346,266
Entertainment & Recreation									
Televisions	109	\$117.14	\$358,680	125	\$134.86	\$645,725	121	\$130.37	\$1,971,297
VCRs, Video Cameras, and DVD Players	110	\$5.72	\$17,507	128	\$6.66	\$31,887	123	\$6.43	\$97,193
Miscellaneous Video Equipment	114	\$28.50	\$87,254	139	\$34.78	\$166,534	131	\$32.70	\$494,494
Video Cassettes and DVDs	111	\$11.05	\$33,830	127	\$12.70	\$60,805	123	\$12.29	\$185,794
Video Game Hardware/Accessories	110	\$31.07	\$95,148	117	\$33.20	\$158,982	115	\$32.62	\$493,280
Video Game Software	112	\$18.45	\$56,500	120	\$19.77	\$94,652	118	\$19.46	\$294,299
Audio (3)	110	\$116.54	\$356,831	128	\$136.10	\$651,631	124	\$131.47	\$1,987,980
Rental and Repair of TV/Radio/Sound Equipment	103	\$2.51	\$7,681	113	\$2.75	\$13,189	107	\$2.60	\$39,355
Photo Equipment and Supplies (7)	111	\$56.99	\$174,493	127	\$64.81	\$310,305	123	\$63.02	\$952,972

Electronics Retail Market Potential									
Drive Time Band:	0-5 min.			5-10 min.			10-15 min.		
Product/Consumer Behavior	Expected Number of Adults or HHs	Percent of Adults/ HHs	MPI	Expected Number of Adults or HHs	Percent of Adults/ HHs	MPI	Expected Number of Adults or HHs	Percent of Adults/ HHs	MPI
Cameras (Adults)									
Own digital point & shoot camera/camcorder	598	9.9%	117	1,263	12.3%	145	3,804	11.8%	140
Own digital SLR camera/camcorder	533	8.8%	116	952	9.3%	122	3,088	9.6%	126
Printed digital photos in last 12 months	1,466	24.3%	111	2,704	26.3%	120	8,601	26.7%	122
Cell Phones (Adults/Households)									
Bought cell phone in last 12 months	2,124	35.2%	105	3,485	33.9%	101	11,094	34.5%	103
Have a smartphone	5,364	89.0%	102	9,133	88.8%	102	29,087	90.4%	104
Have a smartphone: Android phone (any brand)	2,653	44.0%	107	4,096	39.8%	97	12,813	39.8%	97
Have a smartphone: Apple iPhone	2,690	44.6%	99	4,941	48.1%	107	16,073	50.0%	111
Number of cell phones in household: 1	811	26.5%	88	991	20.7%	68	3,107	20.5%	68

Number of cell phones in household: 2	1,213	39.6%	103	2,077	43.4%	113	6,403	42.3%	110
Number of cell phones in household: 3+	968	31.6%	109	1,642	34.3%	118	5,426	35.9%	124
HH has cell phone only (no landline telephone)	1,858	60.7%	100	2,538	53.0%	88	8,348	55.2%	91
Computers (Households)									
HH owns a computer	2,398	78.3%	107	3,981	83.1%	113	12,694	83.9%	114
HH owns desktop computer	1,169	38.2%	109	2,102	43.9%	125	6,672	44.1%	125
HH owns laptop/notebook	1,917	62.6%	109	3,136	65.5%	114	10,080	66.7%	116
HH owns any Apple/Mac brand computer	556	18.2%	95	981	20.5%	107	3,344	22.1%	116
HH owns any PC/non-Apple brand computer	2,010	65.6%	108	3,350	70.0%	116	10,566	69.9%	115
HH purchased most recent computer in a store	1,194	39.0%	110	2,083	43.5%	123	6,511	43.1%	122
HH purchased most recent computer online	475	15.5%	110	814	17.0%	120	2,648	17.5%	124
HH spent \$1-\$499 on most recent home computer	507	16.6%	113	831	17.4%	118	2,494	16.5%	113
HH spent \$500-\$999 on most recent home computer	595	19.4%	121	996	20.8%	130	3,122	20.6%	129
HH spent \$1,000-\$1,499 on most recent home computer	286	9.3%	96	528	11.0%	114	1,796	11.9%	122
HH spent \$1,500-\$1,999 on most recent home computer	115	3.8%	84	254	5.3%	119	812	5.4%	121
HH spent \$2,000+ on most recent home computer	117	3.8%	94	237	4.9%	122	757	5.0%	123
Television & Electronics (Adults/Households)									
Own any tablet	3,249	53.9%	108	5,700	55.4%	111	18,551	57.7%	115
Own any e-reader	623	10.3%	107	1,186	11.5%	119	3,838	11.9%	124
Own e-reader/tablet: iPad	1,835	30.5%	104	3,453	33.6%	114	11,372	35.4%	120
HH has Internet connectable TV	1,074	35.1%	111	1,851	38.7%	122	5,931	39.2%	124
Own any portable MP3 player	1,044	17.3%	109	1,913	18.6%	117	6,077	18.9%	118
HH owns 1 TV	571	18.6%	87	721	15.1%	70	2,277	15.1%	70
HH owns 2 TVs	837	27.3%	104	1,207	25.2%	96	3,908	25.8%	98
HH owns 3 TVs	693	22.6%	107	1,155	24.1%	115	3,622	24.0%	114
HH owns 4+ TVs	589	19.2%	114	1,214	25.4%	151	3,764	24.9%	148
HH subscribes to cable TV	1,307	42.7%	103	1,890	39.5%	95	6,361	42.1%	102
HH subscribes to fiber optic	168	5.5%	85	272	5.7%	89	945	6.2%	97
HH owns portable GPS navigation device	748	24.4%	120	1,425	29.8%	146	4,251	28.1%	138
HH purchased video game system in last 12 months	271	8.9%	104	364	7.6%	89	1,290	8.5%	100
HH owns any Internet video device for TV	922	30.1%	109	1,497	31.3%	113	4,970	32.9%	119

Data Notes:

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(3) Audio includes satellite radio service, radios, stereos, sound components, equipment and accessories, digital audio players, records, CDs, audio tapes, streaming/ downloaded audio, musical instruments and accessories, and rental and repair of musical instruments.

(7) Photo Equipment and Supplies includes film, film processing, photographic equipment, rental and repair of photo equipment, and photographer fees.

An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.

Sources:

Esri and Infogroup. Esri 2020 Updated Demographics. Esri 2017 Retail MarketPlace. ©2020 Esri. ©2017 Infogroup, Inc. All rights reserved.

Esri forecasts for 2020 and 2025; Consumer Spending data are derived from the 2017 and 2018 Consumer Expenditure Surveys, Bureau of Labor Statistics.

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Table A.9 Furniture and Home Furnishings Retail Analysis

Table A.9 Furniture and Home Furnishings Retail Analysis

Furniture Retail Supply & Demand																
Drive Time Band:		0 - 5 minute radius					5 - 10 minute radius					10 - 15 minute radius				
2017 Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/ Surplus Factor	Number of Businesses	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/ Surplus Factor	Number of Businesses	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/ Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$112,117,192	\$186,510,598	-\$74,393,406	-24.9	69	\$233,651,818	\$92,797,506	\$140,854,312	43.1	47	\$682,863,319	\$248,436,025	\$434,427,294	46.6	152
Total Retail Trade	44-45	\$101,207,465	\$172,152,524	-\$70,945,059	-26.0	47	\$211,119,643	\$86,567,252	\$124,552,391	41.8	30	\$616,061,337	\$227,256,429	\$388,804,908	46.1	108
Total Food & Drink	722	\$10,909,728	\$14,358,074	-\$3,448,346	-13.6	21	\$22,532,175	\$6,230,254	\$16,301,921	56.7	16	\$66,801,982	\$21,179,596	\$45,622,386	51.9	44
2017 Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/ Surplus Factor	Number of Businesses	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/ Surplus Factor	Number of Businesses	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/ Surplus Factor	Number of Businesses
Furniture & Home Furnishings Stores	442	\$3,304,474	\$154,572	\$3,149,902	91.1	1	\$6,974,845	\$254,205	\$6,720,640	93.0	1	\$20,634,160	\$2,825,412	\$17,808,748	75.9	3
Furniture Stores	4421	\$1,958,835	\$0	\$1,958,835	100.0	0	\$4,028,680	\$0	\$4,028,680	100.0	0	\$11,965,469	\$0	\$11,965,469	100.0	0
Home Furnishings Stores	4422	\$1,345,639	\$154,572	\$1,191,067	79.4	1	\$2,946,165	\$254,205	\$2,691,960	84.1	1	\$8,668,690	\$1,497,148	\$7,171,542	70.5	3

Furniture Retail Goods & Services Expenditures									
Drive Time Band:	0-5 min.			5-10 min.			10-15 min.		
	Spending Potential Index	Average Amount Spent	Total	Spending Potential Index	Average Amount Spent	Total	Spending Potential Index	Average Amount Spent	Total
Household Furnishings and Equipment									
Household Textiles (13)	110	\$111.36	\$340,982	127	\$128.82	\$616,812	122	\$123.29	\$1,864,331
Furniture	111	\$712.78	\$2,182,521	131	\$837.19	\$4,008,456	126	\$804.38	\$12,163,052
Rugs	118	\$41.44	\$126,879	150	\$52.75	\$252,578	143	\$50.25	\$759,774
Major Appliances (14)	110	\$396.11	\$1,212,885	136	\$487.71	\$2,335,157	129	\$461.99	\$6,985,801
Housewares (15)	108	\$104.57	\$320,205	129	\$125.54	\$601,089	122	\$118.24	\$1,787,981
Small Appliances	108	\$53.54	\$163,942	124	\$61.18	\$292,927	118	\$58.39	\$882,905
Luggage	111	\$16.34	\$50,048	128	\$18.72	\$89,650	125	\$18.40	\$278,188
Telephones and Accessories	113	\$99.93	\$305,992	138	\$122.09	\$584,578	130	\$114.91	\$1,737,600

Furniture Retail Market Potential									
Drive Time Band:	0-5 min.			5-10 min.			10-15 min.		
Product/Consumer Behavior	Expected Number of Adults or HHs	Percent of Adults/HHs	MPI	Expected Number of Adults or HHs	Percent of Adults/HHs	MPI	Expected Number of Adults or HHs	Percent of Adults/HHs	MPI
Home (Households)									
HH purchased low ticket HH furnishings in last 12 months	581	19.0%	109	895	18.7%	107	2,879	19.0%	109
HH purchased big ticket HH furnishings in last 12 months	751	24.5%	108	1,139	23.8%	105	3,710	24.5%	108
HH bought any small kitchen appliance in last 12 months	746	24.4%	108	1,126	23.5%	104	3,637	24.1%	106
HH bought any large kitchen appliance in last 12 months	454	14.8%	112	759	15.9%	120	2,375	15.7%	119

Data Notes:
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(13) Household Textiles includes bathroom linens, bedroom linens, kitchen linens, dining room linens, other linens, curtains, draperies, slipcovers and decorative pillows.
(14) Major Appliances includes dishwashers, disposals, refrigerators, freezers, washers, dryers, stoves, ovens, microwaves, window air conditioners, electric floor cleaning equipment, sewing machines, and miscellaneous appliances.
(15) Housewares includes flatware, dishes, cups glasses, serving pieces, nonelectric cookware, and tableware.
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Appendix B – OnTheMap Report

OnTheMap

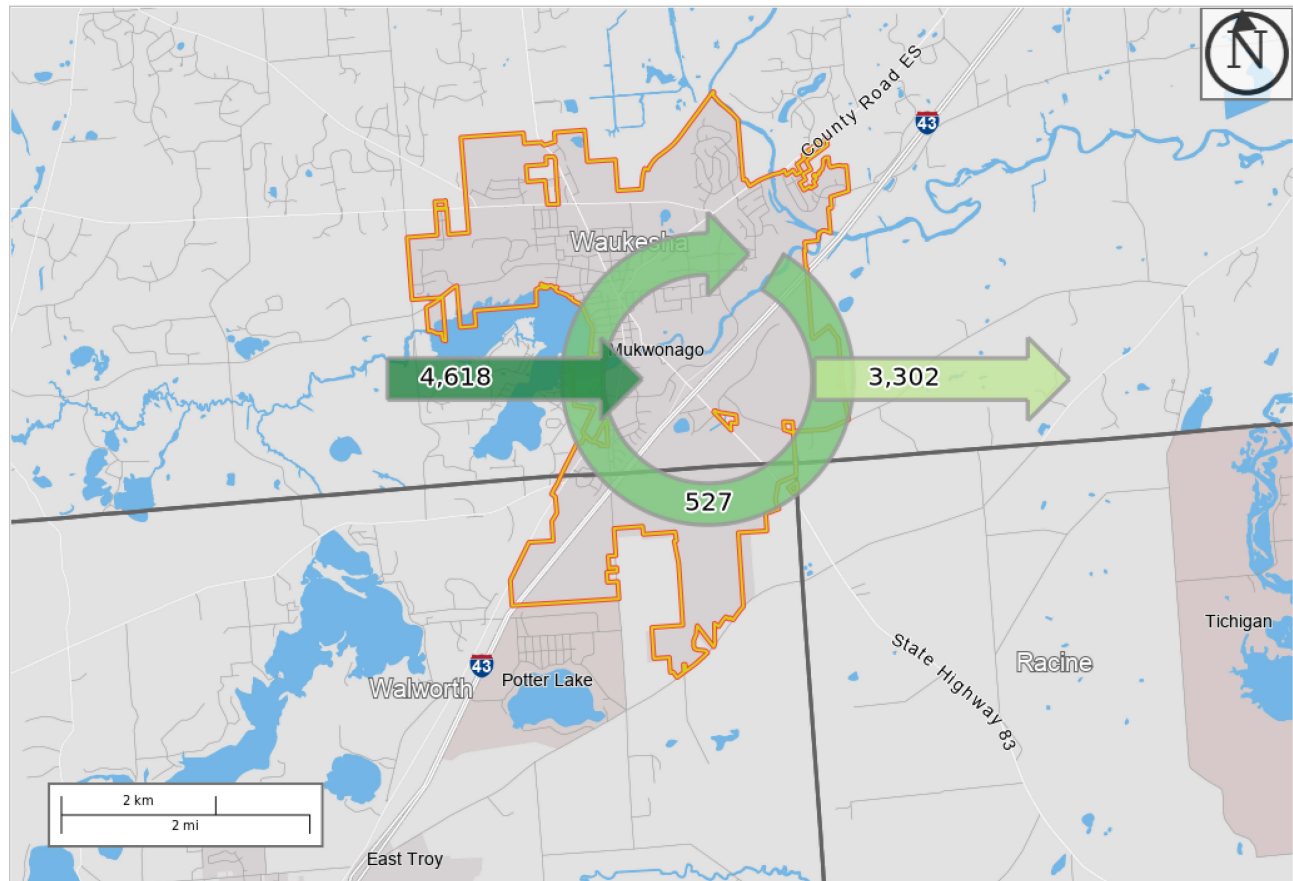
Inflow/Outflow Report

All Jobs for All Workers in 2017

Created by the U.S. Census Bureau's OnTheMap <https://onthemap.ces.census.gov> on 08/05/2020

Inflow/Outflow Counts of All Jobs for Selection Area in 2017

All Workers



Map Legend

Selection Areas

Analysis Selection

Inflow/Outflow

Employed and Live in Selection Area

Employed in Selection Area, Live Outside

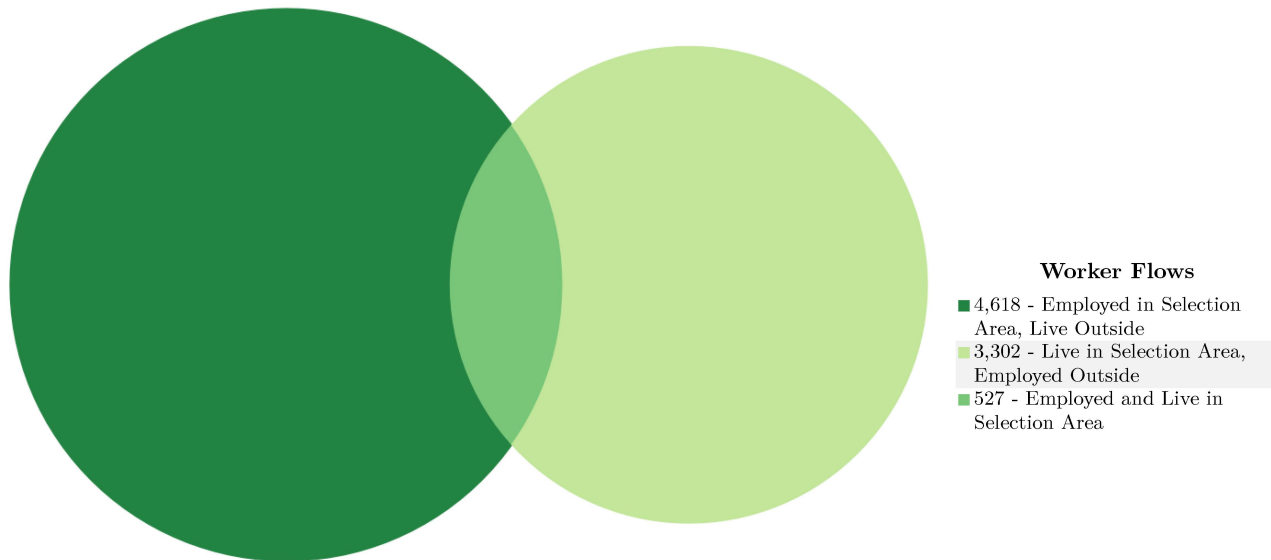
Live in Selection Area, Employed Outside

Note: Overlay arrows do not indicate directionality of worker flow between home and employment locations.



Inflow/Outflow Counts of All Jobs for Selection Area in 2017

All Workers



Inflow/Outflow Counts of All Jobs for Selection Area in 2017

All Workers

Worker Totals and Flows	2017	
	Count	Share
Employed in the Selection Area	5,145	100.0
Employed in the Selection Area but Living Outside	4,618	89.8
Employed and Living in the Selection Area	527	10.2
Living in the Selection Area	3,829	100.0
Living in the Selection Area but Employed Outside	3,302	86.2
Living and Employed in the Selection Area	527	13.8

Additional Information

Analysis Settings

Analysis Type	Inflow/Outflow
Selection area as	N/A
Year(s)	2017
Job Type	All Jobs
Selection Area	Selection Area Shape from C: _Boundary.shp
Selected Census Blocks	216
Analysis Generation Date	08/05/2020 13:11 - OnTheMap 6.6
Code Revision	d7f8a300c9f4e458f61bc73d3099ca2cb8f8feaa
LODES Data Version	20170818

Data Sources

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2017).

Notes

1. Race, Ethnicity, Educational Attainment, and Sex statistics are beta release results and are not available before 2009.
2. Educational Attainment is only produced for workers aged 30 and over.
3. Firm Age and Firm Size statistics are beta release results for All Private jobs and are not available before 2011.
4. Data on Federal employment are not available after 2015.

Appendix C – Redevelopment Authority Details

It is recommended the Village of Mukwonago create a Redevelopment Authority to carry out the work of downtown redevelopment. Many communities utilize a Redevelopment Authority to undertake difficult redevelopment projects which would otherwise encumber the municipality and would rather have the business conducted outside of the actual city or village business.

The RDA could own property from which it receives regular rent or payments which could then in turn fund a portion of its operation. The RDA can buy and sell property and generate revenue from the sale of property it owned. That revenue could then be utilized to fund other projects. The investment in this type of structure positions a community for success in redeveloping critical properties within the community.

Purpose

A Redevelopment Authority (RDA) is a statutorily identified component unit of government, which receives its definition and powers from Wisconsin State Statutes, Chapter 66.1333, and by definition, its purpose is to prevent and eliminate slum and blight. The definition of blight is quite broad and is described in detail within three different categories in the statute. Blighted property is also defined, and can mean anything from dilapidated to functionally obsolete, to vacant land, for which there is a higher and better use. Another portion of the definition states a blighted property is one that “substantially impairs or arrests the sound growth of a city”.

Plan

Redevelopment District Plans are plans which have been prescribed in structure by state statute (Chapter 66.1333(6)) and serve a critical role to transition property to its highest and best use. The plan must be approved by the Redevelopment Authority and the Plan Commission (including a public hearing), then be approved by two-thirds majority of the Village Board. A redevelopment “district” is identified and activities to prevent and eliminate blight within that district are included in the project plan. A defined geographical area must be identified, and the plan must conform to the comprehensive plan of the Village at large.

Having a Redevelopment District Plan and a Redevelopment Authority can serve as a marketing tool to developers who may want to do business in the community. These structures signal the community is interested in redevelopment and has thought through the necessary steps to begin the redevelopment process. It also signals the willingness of a community to partner with developers to make improvements in areas other than greenfields or already vacant property.

Structure

A seven-member Redevelopment Authority is appointed by the Village President and approved by the Village Board. The members must be residents of the Village. It is always best to seek members who possess skills which will be beneficial to the Authority's work, such as an attorney, realtor, banker or accountant. Two of the seven members are to be local elected officials (Village Board members). Those appointed to the RDA would serve the municipality best if they are visionary, forward thinking and can have a long-term view of projects, for the future benefit of the entire community.

The Authority, once appointed, and with an approved Redevelopment District Plan, would meet regularly (likely monthly) to carry out the business of implementing the activities outlined in the Redevelopment District Plan. Downtown redevelopment activities could be the primary focus of the organization initially. As that work carries on, however, if there were other areas of the Village which could benefit from redevelopment activities the Authority could address those also.

Powers bestowed on the RDA via state statutes include:

- Execute any contracts determined by the authority to be necessary to complete activities identified in the Redevelopment District Plan
- Acquire property by purchase, lease, eminent domain, or otherwise
- Hold, improve, clear or prepare a project site for redevelopment or urban renewal
- Sell, lease, subdivide, retain or make available property for the Village's use
- Mortgage or otherwise encumber or dispose of any property or any interest in property
- Execute contracts with developers of property containing restrictions and conditions regarding the use of the property in accordance with the redevelopment plan
- Temporarily operate and maintain real property acquired by it in a project area for or in connection with a project pending the disposition of the property for uses and purposes that may be deemed desirable
- Borrow money and issue bonds; lend money, execute notes, debentures, and other forms of indebtedness
- Apply for and accept advances, loans, grants, contributions, and any other form of financial assistance from the municipality in which it functions, from the federal government, the state, county, or other public body, or from any sources, public or private

Essentially a Redevelopment Authority may exercise all the powers of the Village EXCEPT it may not levy taxes and it may not create ordinances. The RDA does not answer to the Village, nor does it need permission from the Village to conduct its business. It is a separate component unit of government. Any debt or obligation of the Authority is not the debt or obligation of the Village, county, state, or any other governmental authority other than the Redevelopment Authority itself. Debt incurred by the RDA does not impact the debt capacity of the Village.

The RDA would have its own bank account, elect officers, by-laws, and most likely have a memorandum of understanding (MOU) with the Village. The MOU would memorialize the relationship, identify any services available to the RDA (such as bookkeeping services, legal services, etc.) and could be staffed by a Village employee who would create agendas, take minutes, carry out actions approved by the RDA and otherwise support the Authority.

Funding

Funding for projects or activities undertaken by a Redevelopment Authority can come from a variety of sources, but at the beginning would likely come from the Village. Some Redevelopment Authorities manage the Tax Increment Financing District applicable to the Redevelopment District, if a TID exists in that area. This serves as a source of funding for their activities. However, RDAs have a variety of powers and can, in time, become a self-funding entity.



make downtown yours

Downtown Strategic Plan

Village of Mukwonago

Waukesha and Walworth Counties, Wisconsin

June 2018



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Downtown Strategic Plan Steering Committee Members

Jason Wamser - *Co-Chair Village Resident, & Village Trustee*

Tina Chitwood - *Co-Chair, Village Resident & Wisconsin Economic Development Corporation*

Eric Brill - *Village Resident & Architectural Engineer*

Doug Bruins - *Citizens Bank*

Diana Doherty - *Village Finance Director*

Ray Goodden - *Downtown Business Owner & Real Estate Broker*

Eliza Pautz - *Downtown Resident*

Mark Penzkover - *Village Trustee & Village Resident*

Sue Perkins - *Downtown Resident*

April Reszka - *Mukwonago Area Chamber of Commerce*

Roger Walsh - *Real Estate Appraiser, Downtown Property Owner & Village Resident*

John Weidl - *Village Administrator & Economic Development Director*

Fred Winchowky - *Village President & Village Resident*

A special thank you to Kyle Knott, Village Economic Development Intern



Executive Summary

In September 2017, a steering committee was formed to identify the strengths and weaknesses of the Village of Mukwonago's current downtown environment and to create recommendations for downtown improvements based on those findings. Village officials, residents, business owners and community leaders comprised the Downtown Strategic Plan Steering Committee (DSPSC). This group met twice monthly over a period of nine months to discuss and prioritize information obtained through activities such as visioning exercise, community surveys, presentations and other resources. Public feedback was solicited from interested parties who attended the meetings and at a Community Open House in which we asked participants to rank the proposed initiatives according to what was important to them. The result of all these efforts was summarized in this Downtown Strategic Plan and presented to the Village Board June 20, 2018. It is the steering committee's sincere hope that the Village Board will incorporate these recommendations into its own short and long-term plans for the Village.

Development of the Downtown Vision

One of the committee's initial activities was a visioning exercise which involved members of the audience. Questions were asked: "What kind of downtown should we have?" and "What does the downtown mean to you as an individual and to the community?" Themes began to emerge and provided the basis on which to categorize and prioritize numerous ideas and suggestions. A Mission Statement was adopted to capture the spirit of the exercise and to help guide the committee's task of recommending specific downtown goals and the steps needed to achieve them.

Adopted Mission Statement

Make the downtown a pedestrian-friendly destination centered on historic preservation, business development and cultural and recreational opportunities while noting the importance of Goal #1 of the Comprehensive Plan; to preserve and enhance the Village's quality of life including its historical identity, its small-town atmosphere, the community events and its traditional downtown.

Strategic Plan Introduction and Overview

This plan can serve as a guide for the Village of Mukwonago to prioritize and implement improvement projects within the four key areas identified by the committee:

- Business Development
- Culture and Recreation Opportunities
- Historic Preservation
- Pedestrian-Friendly Destination

Why Look at Downtown?

Downtowns are the heart of any community and Mukwonago's downtown is no exception. Mukwonago's unique small town feel is often what draws residents and visitors to the Village. Providing opportunities for people to spend time downtown helps local businesses and encourages new businesses to consider investments in the Village. A thriving downtown also builds a greater sense of community and pride in the Village and aids in the growth of the community's economy. Investment in arts, culture, entertainment, history and events are all important factors in developing a strong downtown. These concepts are part of a nationwide movement called Smart Growth which supports revitalizing Main Street America. We must give people reasons to visit downtown Mukwonago again and again.

In considering all that Mukwonago's downtown has to offer, attention must also be paid to concerns such as traffic and pedestrian safety, parking issues and the preservation of Mukwonago's historical character.

Brief History of Mukwonago

Mukwonago - which translates to Place of the Bear - was first settled in the 1700s by the Potawatomi and by the mid 1800s, saw its first European settlers who began envisioning a town. Mukwonago continued to grow as a farming community aided by the establishment of the Wisconsin Central Railroad which increased its ability to distribute crops. Additionally, diverse business development occurred as more settlers arrived in the area. One hundred years later, Mukwonago began to evolve into a tourist destination as travelers discovered its freshwater springs. In 1905, the town was incorporated into a village and by the late 1980s, Mukwonago saw its most substantial growth as subdivisions began to develop and an industrial park was built.

Throughout the Village's evolution, the downtown has struggled to hold on to its character and charm. The recommendations seek to improve upon these qualities and create a vibrant gathering place for residents and visitors.



Key Demographics & Data

Today, Mukwonago continues to grow with approved plans for a new tax base projected at \$157 Million and 1,325 new residents within 10 years. The Village has grown in value on average 4.25% annually and the 2017 estimated population has increased to 7,878, a 23% increase since 2000.

Demographic and economic analysis provide an overview of a community's composition and helps guide planning efforts. The source of the following snapshot of the Village of Mukwonago comes from the U.S. Census Bureau 2010 survey, with some figures updated based on 2012-2016 American Community Survey 5-Year Estimates.

https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

2010 Total Population	7,355
2017 Population Estimate	7,878
Median Age	39
Number of Companies	468
Educational Attainment (% high school graduate or higher)	97.2%
Total Housing Units	3,175
Median Household Income	\$64,011
Individuals below Poverty Level	8.7%

Summary of Existing Conditions and Market Analysis

The DSPSC reviewed several existing Village reports and studies¹ in order to understand prior attempts at resolving some of the downtown issues and to evaluate whether any of the proposed solutions were still viable. According to a report called *Responsive Urbanism* by the University of Wisconsin-Milwaukee and Technische Universitat Graz-Austria, Mukwonago “has a bare-bones planning structure and a largely unrecognizable city center, with the market playing a perhaps exaggerated role in the decision-making process.” The report also stated most of the planning has been ineffectual, this is the Village’s chance to turn that around and impact the downtown and the greater community for generations to come.

¹ These resources are listed in the Reference Section of this downtown plan.

Downtown Development Goals & Objectives

The DSPSC was tasked to develop a comprehensive strategic plan with recommendations for groups to lead and accomplish specific goals. The DSPSC adopted a timeline to complete this report by April 2018; although with the date of the community feedback open house occurring later than originally anticipated, the group adjusted its targeted date of completion to May 2018.

The following list describes the topics and ideas discussed in the committee meetings and form the basis of the final recommendations which will be described in more detail later in the plan:

- Identifying the main features that attract people to a downtown area - whether to visit or to invest in a business opportunity?
- Repurposing land use and potentially expanding the downtown core to incorporate the waterfront
- Promoting a vision for specific areas by encouraging the highest and best use of property available for redevelopment
- Investing in public infrastructure both above-ground and below-ground (e.g. sidewalks, lighting, sewer and water upgrades, and re-routing heavy truck traffic to bypass downtown)
- Developing and implementing Architectural Enhancements and Design Guidelines
- Promoting Historic Preservation through an entity such as a Historic Preservation Commission
- Establishing zoning recommendations to allow desired businesses
- Implementing Wayfinding Signage
- Retaining, supporting and recruiting fresh retail, business mix
- Programming for events, festivals, promotion
- Analyzing parking and traffic
- Initiating a group to spearhead downtown revitalization (e.g. Business Improvement District or Community Development Authority)

Opportunity Assessment

In evaluating the numerous ideas that arose through the committee's activities, the DSPSC identified the following broad areas to be addressed via the plan recommendations.



Land Use and Urban Design

- **Downtown Boundaries:**
Downtown Overlay District with arterial spokes north on 83 to Field Park, South on 83 to the railroad overpass and Southwest on ES to Indian Head Park.
- **Pedestrian Amenities:** missing sections of sidewalk to access downtown, need for pedestrian crossings with safety features added, concrete medians/bump outs, etc.
- **Transportation:** Hwy. 83 traverses through downtown including heavy truck traffic, backups at prime commuting hours and throughout the day depending on events
- **Land Use:** missing a focus on historic preservation, the positive economic impact of historic preservation on property values, and the need to capitalize on Mukwonago's Certified Local Government status
- **Streetscape:** limited by few public spaces, pocket parks, benches, bike racks, etc. and Mukwonago is in need of landmarks to denote you are both entering and within a historical pedestrian-friendly downtown area
- **Parking:** no signage directing visitors to existing public parking

EXHIBIT 1
Ordinance No. 931

Village Center Overlay Zoning District Boundary and Sub-Districts



Sub-Districts

Red—Retail Center

Green—Multi-Purpose Perimeter

Yellow—Residential Perimeter

Redevelopment and Historic Preservation/Restoration

- **Façade Renovations:** there is no plan for cohesive image/design guidelines of downtown
- **Historic Preservation:** no active group to review plans and to promote historic preservation following Federal guidelines for evaluating the historical importance of a property (such as a Historic Preservation Commission or Landmark Commission)
- **Real Estate Market:** underutilization of second stories, vacancy rate, removal or repurposing of blight
- **Business Organization:** no group to support the downtown cause politically, technically and financially, such as through a Business Improvement District (BID) or Community Development Authority (CDA)



Organizational Structures

- Collaboration: a structure involving private groups, non-profit organizations, consultants, municipal staff and elected leaders does not currently exist to address, or attempt to resolve, downtown issues
- Resources: without a group supporting downtown initiatives and making recommendations to the Village Board, there aren't dedicated resources to improve the downtown in the municipal operating or capital budgets

Strategies Used to Create Downtown Master Plan

The following activities were completed by either the full committee, individual members or support staff in order to amass and evaluate information needed to prepare the Downtown Plan.

- Vision Session held on September 28, 2017
- DSPSC goals defined on October 12, 2017
- Invited industry experts to present on the topics of Historic Preservation, Strategic Planning and current zoning in Downtown Mukwonago
- Independent research conducted by committee members on the topics of: CDA's, BID's, Connect Communities, etc.
- Review of peer community plans and the Smart Growth America planning concepts
- Logo and tagline "Make Downtown Yours" created for the planning committee
- Social media campaign including a Facebook page and meeting information housed on the Village's website. The DSPSC considered the immediate feedback provided by Facebook users and Public Comment sessions during public meetings.
- Online community survey to evaluate the current perception of downtown by the general public and to serve as an initial gauge regarding the proposed goals defined by the DSPSC
- Hard copy media via banners, newspaper articles and brochures handed out during the Midnight Magic event, information flyer for a community feedback open house sent out with the utility bill
- An open house was held April 12, 2018 to seek community input on committee recommendations



Objective Summary

The DSPSC identified four primary categories which they used to formulate the recommendations of the Plan. The goals and objectives of each of the four categories are outlined in this section.

Business Development

Goals	Objectives
Enhance and Support the Downtown Business District	Offer an immediate central point of contact to engage with existing building and property owners, and develop an organization to lead downtown business development activities. Create incentives to support investment in downtown buildings and businesses.
Support Business Attraction, Growth and Expansion Activities	Develop business attraction activities with a focus on local, independently-owned businesses, niche/specialty businesses and businesses seeking a second location. Maintain and grow existing businesses.
Creation of an organizational structure to facilitate business development in downtown	Be a resource for development by defining the needs of the community, educate and build ties with the business and development community, local government, civic and non-profit organizations. Develop programs to support renovation, redevelopment and repurposing of buildings to address demand challenges.



Cultural and Recreation

Goals	Objectives
A connected parks and trails system that promotes a connection to nature, recreation and downtown.	A system of well-balanced parks and land and water trails that connects and directs users to downtown, engages people of all ages and backgrounds, and enhances the overall quality of life for Village residents and visitors.
Events programming that promotes community engagement and cultural offerings.	Capitalize on the Village's cultural assets (Community Library, Chamber of Commerce and Red Brick Museum) and events (arts, culture and heritage) to build economic prosperity, quality of life and small-town community identity.
A strong and engaged network of neighbors, community groups and volunteers.	Build a strong community where residents have a sense of belonging and civic pride to support cultural and recreational efforts. This requires organizations and individuals to work together.



Historic Preservation

Goals	Objectives
Develop a group to guide and support historic preservation	Create and support a community group with a focus on historic preservation.
Develop downtown design guidelines	Serve as a tool for commercial and residential properties to guide building renovations and new construction to support a cohesive image and branding for downtown. Guidelines will promote the preservation of the historic attributes of existing buildings while maintaining the historic authenticity of our community.
Increase Community Engagement and Awareness	Educate the public, create transparency about the historic preservation program, engage the public to become ambassadors of the program.



Pedestrian Friendly Environment

Goals	Objectives
Complete a Jurisdictional Transfer Agreement for Hwy. 83, E. Veterans Way and Holz Parkway	Reduce heavy truck and thru traffic downtown for the long-term to promote a pedestrian/destination-friendly environment. Allows the Village access to fix and improve the infrastructure on and under the road.
Adopt a Truck Route that Bypasses Downtown	Reduce heavy truck and thru traffic downtown in the immediate future. Educate truck drivers of the preferred truck route being the current E. Veterans Way and Holz Parkway and not through downtown. Educate residents and visitors about the location of the downtown business district.
Enhance the Downtown Environment to be a Welcoming, Friendly, Attractive, Colorful, Connected and Safe Environment	Downtown's environment should be a key reason why people want to visit, shop, work and live in the center of the Village. Downtown's environment should advance overall cleanliness, attractiveness, maintenance and repair, and safety for all. Downtown should be connected to the rest of the community through signage and sidewalks.
Downtown Public Parking Must Present a Positive and Aesthetically Pleasing Image	Downtown parking spots will receive regular, scheduled maintenance, repair, replacement and possibly other enhancements. Educate the public about the location of public parking options in downtown.



Recommendations

The following recommendations are offered based on the review of historical downtown plans, discussion of activities previously undertaken by committees and advisory groups with a focus on downtown Mukwonago, research conducted about downtown best practices and available tools, Smart Growth America, the 2017 community e-survey results, and feedback received during the 2018 community feedback open house.

Recommendations are offered, in priority order, as determined by the DSPSC and listed as Tier 1 and Tier 2 groupings. The Plan focus includes the Village Center Overlay Zoning District and the residential areas in the boundaries between Field Park on the North and Indian Head Park on the southwest as well as on Hwy. 83 to the railroad overpass in the southeast.

Tier 1 - Recommendations

These recommendations are those that should be acted upon within a one to two-year timeframe. These recommendations are of the highest importance to the committee and the community. Additional details for each recommendation follow in the next section titled "Description."

- 1-1 | Engage a firm to create a roadway design and streetscaping enhancement plan. Such as sidewalks, crosswalks, beautification, lighting, safety, connectivity and gateways. Begin implementing crosswalk safety enhancements.
- 1-2 | Adopt an ordinance to change the trucking route onto Veterans Way/Holz Parkway to bypass downtown.
- 1-3 | Encourage opportunities for community spaces to allow for activities, community meeting and relaxation spaces in downtown.
- 1-4 | Re-establish a Historic Preservation Commission (Landmark Commission) to guide and support historic preservation and compatible redevelopment.
- 1-5 | Engage a firm to conduct a market analysis with the goal of attracting new businesses and growing the existing economic base, and maximizing the existing commercial space in downtown.
- 1-6 | Investigate the development of a Downtown Business Owner's Association to support and enhance downtown.



Tier 2 - Recommendations

These recommendations should be acted upon within a three to four-year timeframe, as some recommendations build off of the Tier 1 plans. Additional details for each recommendation follow in the next section titled "Description."

- 2-1 | Invest in the maintenance and replacement of pedestrian safety features and roadside amenities. Continue with pedestrian safety and crosswalk enhancements.
- 2-2 | Engage a firm to develop a design plan with specific guidelines focusing on exterior building improvements which are consistent with Recommendation 1-1 to achieve a cohesive environment.
- 2-3 | Promote and collaborate with the Library, Chamber of Commerce, Red Brick Museum and the Wisconsin Historical Society for historical and cultural events and programming.
- 2-4 | Marketing to highlight the uniqueness of Mukwonago and to showcase events, culture and recreational activities.
- 2-5 | Create financial support programs to encourage and support downtown building improvements and business development.
- 2-6 | Invest in wayfinding signage around the downtown and to key points of interest in the Village.
- 2-7 | Marketing of existing public parking options in downtown.
- 2-8 | Investigate the development of a Business Improvement District (BID) to support and enhance downtown.



Recommendation Descriptions

The following details have been offered by the DSPSC for background and support for each recommendation. The estimated costs have been included for capital expense planning purposes and offer a range of cost based on committee members' history and knowledge for the items. When available, actual cost estimates have been noted.

Recommendation 1-1

Engage a firm to create a roadway design and streetscaping enhancement plan. Elements to be included: sidewalks, crosswalks, beautification, lighting, safety, connectivity and gateways. Begin implementing crosswalk safety enhancements.

Mukwonago has a fair amount of historic buildings at its core, but the Hwy. 83 roadway corridor through downtown leaves a lot to be desired with many concrete surfaces, mismatched benches and lighting and limited color in the downtown. The downtown environment should be a key reason why people want to visit, shop, work and live in the center of the Village. Other considerations include:

- Overall cleanliness, attractiveness, maintenance and repair, and safety
- Connect to the rest of the community through signage and sidewalks
- Inventory existing sidewalks, crosswalks and other amenities such as benches, planters and garbage bins
- Address sidewalks, crosswalks and pedestrian safety features such as activated flashing pedestrian crossing signs, banners, street lights, benches, garbage/recycling cans, bike racks, shade, vegetation, restrooms, water fountains, gathering spaces and gateways
- Connect and enhance Indianhead Park on the southern boundary of downtown
- The plan should also include a comprehensive recommendation for the downtown along with a list of potential funding sources
- Regarding implementation (see Tier 2 recommendations), consider a manageable block-by-block plan instead of attempting to improve the entire district at once

This recommendation addresses enhancing the environment in downtown to be a welcoming, friendly, attractive, colorful, connected and safe environment.

❖ **Estimated Planning Cost: \$10,000-\$50,000**



Recommendation 1-2

Adopt an ordinance to change the trucking route onto Veterans Way/Holz Parkway to bypass downtown.

To reduce heavy truck traffic, the DSPSC has recommended to the Village Board to adopt an ordinance diverting heavy truck traffic from Hwy 83 to Veterans Way/Holz Parkway. This should be supported by:

- Educating truck drivers of the preferred truck route
 - Installation of new signs indicating the bypass route
 - Educating residents and visitors about the option to use Veterans Way/Holz Parkway if they do not intend to stop at a business/location in downtown
 - It is important that this recommendation does not negatively impact the business community, so the DSPSC is recommending the installation of additional signage to direct traffic to the historical downtown retail center
- ❖ Estimated Cost: \$250-\$2,000 for new signs to be installed informing drivers of new routes and limited costs associated with the Village Attorney's time spent on the project.

Recommendation 1-3

Encourage opportunities for community spaces to allow for activities, community meeting and relaxation spaces in the downtown area.

An engaged network of neighbors, community groups and volunteers should be created to develop additional cultural opportunities while capitalizing on the Village's existing assets (Red Brick Museum, Community Library) and events (arts, culture and heritage). The goal will be to articulate the unique character of downtown culture, heritage and recreational activities.

- Strengthen relationships with individuals and organizations to build a common vision and thereby maximize resources
 - Allocate additional human and fiscal resources for marketing and promoting the activities of this group
 - Encourage a connected parks and trail system that promotes a link to nature, recreation, and the downtown. Consider the goals for the Village's Comprehensive Outdoor Recreation Plan (2017) to make informed decisions pertaining to facilities and parks before making capital investment plans
- ❖ Estimated Cost: TBD based on the amenities and resources to be developed.



Recommendation 1-4

Re-establish a Historic Preservation Commission (Landmark Commission) to guide and support historic preservation and compatible redevelopment.

In recent history, the Village had a Historic Preservation Commission (HPC) which was absorbed by Mukwonago's Plan Commission. Reinstating a HPC is a top priority activity in the Tier 1 recommendations based on the community survey, feedback from the open house as well as the committee members' research on this topic. The Village also maintains a Certified Local Government (CLG) status with the Wisconsin Historical Society (WHS). The recommended activities for this group include:

- Assess the benefits of activating the Village's CLG status
- Conduct walking tours to promote the historic features and cultural assets of downtown (in cooperation with the Red Brick Museum)
- Coordinate with the Red Brick Museum and Chamber to educate property owners about the benefits of historic preservation
- Conduct an architectural review based on newly created Design Guidelines (Tier 2 activity)
- Develop financial tools to support historic preservation and compatible redevelopment (Tier 2 activity)

❖ Estimated Cost: \$0

Recommendation 1-5

Engage a firm to conduct a market analysis with the goal of attracting new businesses and growing the existing economic base, and maximizing the existing commercial space in downtown.

By engaging a firm such as the UW-Extension to conduct a market analysis, relevant market data and information can be used to support existing and new business growth. Additional areas to be addressed in this report should include:

- Industry cluster targets and a market gap-analysis
- Programs to attract locally-owned, independently-owned, niche/specialty businesses as well as existing businesses seeking a second location in downtown
- Conduct a business and building inventory
- Compare attraction prospects with existing land use and zoning ordinances within the Downtown Overlay District
- The results of the program should be communicated with existing businesses and property owners via a business outreach program (Tier 2 activity)

❖ Estimated Report Cost: \$5,000-\$10,000



Recommendation 1-6

Investigate the development of a Downtown Business Owner's Association (DBA) and in years 2-3 a Business Improvement District (BID) to support and enhance downtown.

Downtown business development is most successful when led by a strategically-focused group. The DSPSC recommends the creation of an organizational structure to lead downtown business redevelopment activities and projects. Potential structures include:

- Downtown Business Owner's Association (DBA)
- Existing Village Economic Development Committee (EDC)
- A committee to be created under the Chamber of Commerce
- A Business Improvement District (see Tier 2 recommendation)
- Main Street program
- Connect Communities program

The DSPSC is not recommending the Village coordinate the ongoing management/organization for downtown business development, as this is best done in a partnership with the Village, business owners, property owners and key downtown stakeholders. The Village should continue to highlight downtown economic development efforts during the annual Economic Development Breakfast, and for the Village President to continue with business retention visits, as well as engage in discussion with the newly created entity.

❖ Estimated Cost - DBA (Tier 1): \$0

Recommendation 2-1

Invest in the maintenance and replacement of pedestrian safety features and roadside amenities.

Building off of Recommendation 1-1 there will be needed maintenance as well as additional features to consider for the beautification of downtown. Elements to be assessed include but are not limited to:

- Maintaining sidewalks, crosswalks and pedestrian safety features such as activated, flashing pedestrian crossing signs, banners, street lights, benches, garbage and recycling bins, bike racks, elements that offer shade, vegetation, restrooms, water fountains and gathering spaces
- Developing an annual flower/perennials planting/tree planting and maintenance program throughout downtown with an eye toward adding more color for prolonged periods of time
- Enhance the entrances to the historical pedestrian-friendly downtown with prominent visual upgrading and/or utilizing landmarks to serve as gateways

❖ Estimated Cost: Varies depending on the elements to be installed.



Recommendation 2-2

Engage a firm to develop a design plan with specific guidelines focusing on exterior building improvements which are consistent with Recommendation 1-1 to achieve a cohesive environment.

Historic buildings are critical to the fabric of downtown. The Village Historic Overlay District ordinance provides guidance for maintenance and improvements made to existing commercial and residential properties in the District. By engaging a firm to develop a Design Guidelines Plan that focuses on exterior building improvements, the fabric of downtown will be enhanced for future generations to enjoy.

The guidelines should serve as a tool for commercial and residential properties during building renovations and new construction to support a cohesive image and branding for downtown. This will promote the preservation of the historic attributes of existing buildings while maintaining the historic authenticity of our community. Incorporating the recommended roadway improvements from the previous recommendation in the Tier 1 (see Roadway Improvements and Streetscaping Enhancement Plan) will maintain compatibility with the existing environment.

The firm will also conduct an independent analysis of commercial properties for the entirety of Mukwonago's downtown and include action items, funding sources and a consideration of multi-use housing opportunities.

It is recommended that the selected firm and the Village engage the public through several methodologies:

- Include downtown stakeholders and residents in several visioning as well as community workshops. Items to be addressed include the current status of properties, identification of properties suited or marketable for commercial use and areas that lend themselves to possible redevelopment
- Present results to the public for comment in informational feedback sessions
- Share design guidelines with the public via the Village's website and other resources

❖ **Estimated Cost: \$10,000-\$50,000**



Recommendation 2-3

Promote and collaborate with community-based organizations for historical and cultural events and programming.

Mukwonago has existing groups, such as the Community Library, Chamber of Commerce and Red Brick Museum, that offer programs and other activities which enhance the historic and cultural identity of the Village. The DSPSC recommends developing partnerships with these groups, the newly formed Historic Preservation Commission, the Mukwonago Area School District and Education Foundation, as well as downtown property and business owners to support existing events while encouraging new activities and cultural programming in the downtown.

❖ Estimated Cost: \$0*

**New events/activities may require funds for implementation and marketing.*

Recommendation 2-4

Marketing to highlight the uniqueness of Mukwonago and to showcase events, culture and recreational activities.

The DSPSC recognizes the existing events and offerings by the Community Library, Chamber of Commerce, Red Brick Museum, School District, among others that provide historic and cultural benefit to Village residents and visitors. The Committee recommends actively conducting cross-promotions by each of these groups to create a strong and engaged network that will showcase activities throughout the community. The end goal is that residents have a greater sense of belonging and civic pride to support local, cultural and recreational activities.

- Promote the development of a community calendar to consolidate all planned activities and events

❖ Estimated Cost: Varies depending on the type of marketing to be deployed.



Recommendation 2-5

Create financial support programs to encourage and support downtown building improvements and business development.

A part of implementing the new Design Guidelines and Market Analysis, financial support programs must be developed to encourage and support downtown building improvements and business development.

- Identify and research financial tools to support historic preservation, building improvements and compatible redevelopment (ex. Local lenders low-interest loan pool and Façade, White Box Grant and Signage Grant)
 - Identify other funding mechanisms to support business development (ex. Rent Assistance Grant, TIF, BID, housing financial assistance, Revolving Loan Fund, etc.)
 - Implementation of selected financial assistance programs to be conducted by the Village and/or newly created HPC (or BID)
 - Grants which aid in the revitalization of specific properties within downtown should also be pursued (ex. WI Economic Development Corporation's Community Development Investment Grant and Brownfield Grant)
 - Continue the existing business retention program conducted by the Village President
 - Create marketing materials to summarize all the available local and regional/state resources and business services organizations such as (SBA, SCORE, WWBIC) with property and business owners
- ❖ **Estimated Cost: Varies with the program to be created***
**Source of funds may come from the Village's General Fund, TIF, BID, etc.*



Recommendation 2-6

Invest in wayfinding signage around the downtown and to key points of interest in the Village.

Develop a plan and install a coordinated wayfinding signage system throughout the Village including Downtown and Downtown Neighborhoods (ie: Pearl Street as a destination).

A system of well-balanced parks as well as land and water trails that connect and direct users to downtown, engages people of all ages and backgrounds, while enhancing the overall quality of life for Village residents and visitors. The Village has many trails that serve a range of uses (walking, biking, East Troy Railroad Trolley, boating, canoeing and kayaking on the rivers and lakes).

- Signage will be installed to direct trail users to downtown
 - Install wayfinding signage from neighborhoods to downtown parks, public spaces and the business district
 - Downtown parking options must be signed and should present a positive and aesthetically pleasing image
- ❖ **Estimated Cost:** Varies, but may range between \$10,000-\$25,000 depending on the number and style of signs to be installed.

Recommendation 2-7

Marketing of existing public parking options in downtown.

Public parking spots exist within downtown in both public parking lots and on-street parking. These parking spaces serve visitors, daytime workers and attendees of special events.

The Chamber of Commerce, in its function as a visitors' bureau and special events coordinator, existing businesses, and other community stakeholders offer numerous tools to educate the public about the location of public parking options in downtown.

Recommendations include:

- Develop a map to share with business owners; online map resource
 - Identifying the location of all parking spaces
 - Install wayfinding/directional signage to identify the location of parking lots
 - Develop and undertake a capital repair and replacement plan for parking lots and parking spaces in downtown
- ❖ **Estimated Cost:** TBD



Recommendation 2-8

Investigate the development of a Business Improvement District (BID) to support and enhance downtown.

See Recommendation 1-6.

- ❖ Estimated Cost - BID (Tier 2): Each property owner in the BID pays an annual special assessment tax.

Recommendations Made for Immediate Implementation

During the development of the strategic plan the DSPSC made the following recommendations to the Village Board for immediate implementation. The committee took such action as these activities were rated important by the community survey and by prior committees focused on downtown planning. A number of the items recommended by the DSPSC are quick-wins such as: roadway design planning and reinstituting the HPC, some recommendations will take longer to implement such as a reroute Hwy. 83.

Reroute of Hwy. 83 Around Downtown

The DSPSC recommended the Village Board pursue negotiations with WisDOT to complete a jurisdictional transfer of Hwy. 83 through downtown on Veterans Way/Holz Parkway. The urgency in this recommendation is the goal of reducing heavy truck and thru traffic downtown for the long-term and to promote a pedestrian/destination-friendly environment. An ownership transfer of Hwy. 83 in downtown to the Village would provide the Village unimpeded access to fix and improve the oldest infrastructure in the Village both above and below the road.

- ❖ Estimated Cost: TBD

Ordinance to Change the Trucking Route onto Veterans Way/Holz Parkway

See Recommendation 1-2.

Police Department Crosswalk Safety Enhancements

Meetings between Village officials and WI Dept. of Transportation in March 2018 resulted in the Village being granted permission to pursue pedestrian safety enhancements on Hwy. 83. The Village will be responsible for funding 100% of the costs of the improvements. A comprehensive roadway design should be considered prior to implementation of these enhancements - see Recommendation 1-1. The downtown core area from Hwy. LO to Field Street should be the primary focus for immediate improvements.

In the interim it is recommended that an educational campaign be developed.

- A mailer to be included with the utility billings
 - Reminders that it's State Law to stop at pedestrian crossings
 - Utilizing Veterans Way/Holz Parkway as an alternative to reduce the number of non-stop vehicles through downtown
- Reinstall pedestrian crossing signs in the middle of the road on Hwy. 83 as soon as possible in the spring
- The downtown business community, residents and the Police Department continue to meet and work together to address safety issues

❖ **Estimated Project Cost: \$250,000**

Reinstitute the Historic Preservation Commission

See Recommendation 1-4.

Next Steps

The Downtown Strategic Plan Steering Committee would like to thank the Village Board for their thoughtful consideration of this plan's recommendations. Many hours have been spent planning, surveying, discussing and debating the information that has been summarized in this report. Village residents and business owners have provided valuable input on what is important to them and have expressed excitement over the potential changes that will impact and shape the future of Mukwonago's downtown.

Continued discussions and planning for the implementation of the plan's recommendations is vital to keep the momentum moving forward. Recommendations of capital improvements involving Village funding should be incorporated into the Village's 5-year capital plan in a manner that makes implementation feasible and cost-effective for Mukwonago's taxpayers.

Concurrently, some recommendations can be implemented by individual property owners and downtown stakeholders. Property owners are encouraged to think about the elements of this plan that they can directly impact, such as: installing bike racks, undertaking building façade improvements, and encouraging the Hwy. 83 jurisdictional transfer. Stakeholders throughout the Village can continue to voice their opinions and support for the Village's initiatives to make the downtown pedestrian-friendly and historically significant. Encouraging business development and providing cultural and recreational opportunities to continue bringing the community together is essential.



As the adopting body of this plan, the Village Board plays a significant role in ensuring the recommendations are implemented. In addition to authorizing funding when needed, the Board needs to create the ad hoc committees or stakeholder groups necessary to further explore the plan's recommendations and take the necessary steps to ensure the goals are ultimately met. In doing so, the Board will define the metrics and frequency by which they want to receive reports from the stakeholders showing their progress toward goal completion. Operating budgets may be needed to provide funding for some of the committees' activities, for example, the annual \$200 fee to join Connect Community or mailing notices to residents. The use of Village staff to serve on the committees or assist with specific tasks may need to be granted within the parameters of existing staff budgets. Other estimated costs for specific plan recommendations are listed within the Plan for inclusion in the budget when authorized by the Village Board.

To ensure we continue to receive ongoing feedback from the community, it is vitally important that the activities in this plan be conducted by citizen volunteers and key stakeholders (see the Stakeholders column in each Goals/Activities Recommendations section in the Appendix). Each of the four key areas recommended in this plan should have its own Chair(s) and committee members. The committees should be led by involved citizen volunteers and stakeholders, with a Village Trustee as an active member of each committee who can obtain assistance from Village Staff as necessary. Communication between the individual committees, Village Board and Village Staff to keep each entity apprised of activities occurring in the development of downtown is vital, so the Village's assistance in facilitating communication will be extremely helpful. In addition, the Village Board's support in authorizing the funding, and partnering with other stakeholder groups, to obtain professional services in designing or implementing specific recommendations is crucial in achieving the Plan's goals and in the ultimate success of the overall Plan.

The Downtown Strategic Plan Steering Committee members have been enthusiastically engaged in all the activities culminating in this Plan's recommendations. The number of people responding to the online survey, attending the community feedback open house, and signing up to volunteer in implementing the recommendations of the Plan, has been impressive. The Village Board is in an enviable position as the community has wholeheartedly embraced the "Make Downtown Yours" theme and the passion to continue the effort started by the steering committee is strong! The Village has an opportunity to engage interested community members to further explore the Plan recommendations and work in conjunction with the Village Board to implement them. It will be exciting to see the progress as the Plan's actions are implemented and the Downtown is transformed into a place we can all say we had a hand in shaping. Thank you again for your consideration of the Plan and the future of Downtown Mukwonago.



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Appendix A: DSPSC Goals Spreadsheets - with Stakeholders



Focus: Business Development

APPROVED Date: 1/25/18

~Business Development Strategic Goals~	
Goals	Objectives
Enhance and Support the Downtown Business District	Offer an immediate central point of contact to engage with existing building and property owners, and develop an organization to lead downtown business development activities. Create incentives to support investment in downtown buildings and businesses.
Support Business Attraction, Growth and Expansion Activities	Develop business attraction activities with a focus on local, independently-owned businesses, niche/specialty businesses and businesses seeking a 2 nd location. Maintain and grow existing businesses.
Creation of an organizational structure to facilitate business development in downtown	Be a resource for development by defining the needs of the community, educate and build ties with the business and development community, local government, civic and non-profit organizations. Develop programs to support renovation and redevelopment of product to address demand challenges.

Business Development Goals			
Goals		Action/Event	Stakeholders
Enhance and Support the Downtown Business District		Identify an immediate central point of contact and develop an organization to lead downtown business development activities (ex. Connect Communities group, Main Street organization, downtown business owners' association).	-Village Administrator/Economic Development Director -Economic Development Committee (EDC) -Chamber of Commerce -Downtown Business and Property Owners
		Identify and implement appropriate funding mechanisms to support business development and building improvements (ex. Façade and Signage Grant, White Box Grant, Rent Assistance Grant, TIF, BID, housing financial assistance, Revolving Loan Fund, etc.)	-Village Administrator/Economic Development Director -EDC -Future Historic Preservation Commission (To Be Determined) -Future Community Development Authority (To Be Determined) -Future organization to become the central point of contact for downtown business development -Chamber of Commerce
		Create marketing materials to summarize local and regional/state resources and business services organizations such as (SBA, SCORE, WWBIC) and share with property and business owners.	-Village Administrator/Economic Development Director -EDC -HPC (TBD) -CDA (TBD) -Future downtown organization (TBD) -Chamber of Commerce
Support Business Attraction, Growth and Expansion Activities		Engage UW-Extension to conduct a market analysis or update the existing market/gap analysis to identify target businesses and industry cluster targets for a business attraction program.	-Village Administrator/Economic Development Director -EDC -Future downtown organization (TBD) -CDA (TBD) -Chamber of Commerce

		Conduct a downtown business and building inventory.	-Village Administrator/Economic Development Director -Planning/Zoning Administrator -Plan Commission -EDC -CDA (TBD) -Future downtown organization (TBD) -Chamber of Commerce
		Conduct a review to compare attraction prospects with existing land use and zoning ordinances within the downtown overlay district.	-Planning/Zoning Administrator reporting to: -Village Administrator/Economic Development Director -EDC -Future downtown organization (TBD) -CDA (TBD) -Chamber of Commerce
		Develop business attraction activities with a focus on local, independently-owned businesses, niche/specialty businesses and businesses seeking a 2 nd location.	-Village Administrator/Economic Development Director -CDA (TBD) -Future downtown organization (TBD) -Chamber of Commerce
		Conduct a business outreach program to communicate the results of the market analysis. Survey and/or discuss growth opportunities and challenges with existing business and building owners. Suggested discussion item: -Is the business experiencing space constraints for future growth?	-Village Administrator/Economic Development Director -EDC -CDA (TBD) -Future downtown organization (TBD) -Chamber of Commerce
Creation of an organizational structure to facilitate business development in downtown		Implement the creation of a Community Development Authority or other organization to support redevelopment. Review the option to convert the EDC into a CDA, RDA, BID, etc.	-Village Board -Village Administrator/Economic Development Director -EDC

		<p>Work with property owners, developers and realtors to determine which properties are suited or marketable for commercial use and identify areas that would lend themselves to possible redevelopment.</p> <p>Action Ideas:</p> <ul style="list-style-type: none"> -Host a roundtable discussion with stakeholders -Develop a list of properties to be addressed 	<ul style="list-style-type: none"> -CDA (TBD) -HPC (TBD) -Future downtown organization (TBD) -EDC -Plan Commission -Planning/Zoning Administrator -Village Administrator/Economic Development Director -Police/Fire Depts. -Downtown Property Owners & Businesses -Developers/realtors -Chamber of Commerce
		<p>Engage a planning firm to develop a Downtown Redevelopment Plan. The focus area(s) to be determined by the key sites ID'd in the previous goal. The plan should include: action items, funding sources and a consideration of multi-use housing opportunities.</p>	<ul style="list-style-type: none"> -CDA (TBD) -HPC (TBD) -Future downtown organization (TBD) -EDC -Plan Commission -Planning/Zoning Administrator -Village Administrator/Economic Development Director -Village Board -Chamber of Commerce
		<p>Highlight downtown economic development efforts during the annual Economic Development Breakfast.</p>	<ul style="list-style-type: none"> -Village Administrator/Economic Development Director
		<p>Engage in discussion that promotes increased population within the Village in addition to promoting increased daytime population in downtown.</p> <p>Discussion topics:</p> <ul style="list-style-type: none"> -Multi-use development within downtown -Increasing residential units throughout the Village -Increasing office units in downtown 	<ul style="list-style-type: none"> -CDA (TBD) -HPC (TBD) -Future downtown organization (TBD) -EDC -Plan Commission -Planning/Zoning Administrator -Village Administrator/Economic Development Director -Village Board -Chamber of Commerce

		Pursue grants which aid in the revitalization of specific properties within downtown districts.	<ul style="list-style-type: none">-Village Administrator/Economic Development Director-CDA (TBD)-HPC (TBD)-EDC-Future downtown organization (TBD)
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Focus: Cultural and Recreation- Events

APPROVED Date: 1/25/18

~Cultural and Recreation – Events Strategic Goals~	
Goals	Objectives
A connected parks and trails system that promotes a connection to nature, recreation and downtown.	A system of well-balanced parks and land and water trails that connects and directs users to downtown, engages people of all ages and backgrounds, and enhances the overall quality of life for Village residents and visitors.
Events programming that promotes community engagement and cultural offerings.	Capitalize on the Village’s cultural assets (Red Brick Museum, library) and events (arts, culture and heritage) to build economic prosperity, quality of life and community identity.
A strong and engaged network of neighbors, community groups and volunteers.	Build a strong community where residents have a sense of belonging and civic pride to support cultural and recreational efforts. This requires organizations and individuals to work together.

Cultural and Recreation - Events Goals			
Goals	Focus Year(s)	Action/Event	Stakeholders
A connected parks and trail system that promotes a connection to nature, recreation and downtown.		Consider the goals of the Village's Recreation Plan (2017) to make informed decisions pertaining to facilities/parks before making capital investment plans.	
		Encourage opportunities for community spaces (ex. pocket parks) within downtown to allow for additional programming and community meeting and relaxation spaces in downtown.	
		The Village has many trails that serve a range of uses (walking, biking, East Troy Rail Road Trolley, boating, canoeing and kayaking on the rivers and lakes). Signage should be installed to direct trail users to downtown. To encourage residents to travel to downtown, install wayfinding signage from neighborhoods to downtown parks, public spaces and the business district.	
		Continue to provide (and upgrade where necessary) public restrooms, water fountains and bike racks at heavily utilized parks and along key trails through a combination of permanent and portable facilities.	
Events programming that promotes community engagement and cultural offerings.		Define support for existing and new events and culture offerings (ex. fiscal, policy and staffing).	-BID (TBD) -Chamber -Red Brick Museum -Library
		Actively promote the Red Brick Museum and Library as these places provide historic and cultural development and the creative culture for residents and visitors.	-BID (TBD) -Chamber -Red Brick Museum -Library
A strong and engaged network of neighbors, community groups and volunteers.		Build capacity and strengthen relationships with individuals and organizations to address key issues together by building a common vision whereby everyone plays their part in maximizing resources to support culture, events and recreation.	-Friends of the Mukwonago River
		Articulate the unique character of downtown culture, heritage and recreational activities and allocate additional human (and fiscal) resources to marketing and promotion.	-Friends of the Mukwonago River

Focus: Historic Preservation

Date Approved: 12/14/17

~Historic Preservation Strategic Goals~	
Goals	Objectives
Develop a group to guide and support historic preservation	Create and support a community group with a focus on historic preservation.
Develop downtown design guidelines	Serve as a tool for commercial and residential properties to guide building renovations and new construction to support a cohesive image and branding for downtown. Guidelines will promote the preservation of the historic attributes of existing buildings while maintaining the historic authenticity of our community.
Increase Community Engagement and Awareness	Educate the public, create transparency about the historic preservation program, engagement the public to become ambassadors of the program.

Historic Preservation Goals			
Goals	Focus Year(s)	Action/Event	Stakeholders
Develop a group to guide and support historic preservation and compatible redevelopment		Develop a group Action Ideas: -Historic Preservation Commission or Landmarks Commission	-Village Planning/Zoning Admin. -Historic Preservation Commission Members -Village Board Rep. -Downtown Property Owners (commercial and residential) -Downtown Business Owner -Chamber of Commerce Rep.
		Assess the benefits of becoming, and submit applications to become, a BID, Connect Communities, Main Street Community, Certified Local Government	Historic Preservation Group
		Conduct architectural review based on newly created design guidelines	Historic Preservation Group
		Conduct walking tours to promote the historic features and cultural assets of downtown	-Red Brick Museum -Chamber of Commerce
		Coordinate cultural activities/events and work with the Chamber on events and work with property owners to educate about historic preservation	-Red Brick Museum -Chamber of Commerce
		Develop and facilitate financial support tools to support historic preservation and compatible redevelopment Action Ideas: -Low-interest loan pool -Façade and signage grant	-Village Board -Village Administrator -Local Banks
		Educate commercial and residential property owners about the benefits of conducting historic preservation activities	-Historic Preservation Group -Chamber of Commerce
Develop design Guidelines		Guidelines will focus on building exteriors and they will promote longevity for new construction that is compatible with the existing environment	-Village Planning/Zoning Admin. -Historic Preservation Commission -Village Board Rep. -Downtown Property Owners (commercial and residential) -Downtown Business Owners -Chamber of Commerce Rep.

		Define boundaries – Field Park to Indian Head Park following Main St. and south on Hwy. 83 to the rail road overpass	<ul style="list-style-type: none"> -Village Planning/Zoning Admin. -Historic Preservation Commission -Village Board Rep. -Downtown Property Owners (commercial and residential) -Downtown Business Owners -Chamber of Commerce Rep.
		Define the focus area – Priority area will be the Retail Center Overlay Zoning, followed by residential	<ul style="list-style-type: none"> -Village Planning/Zoning Admin. -Historic Preservation Commission -Village Board Rep. -Downtown Property Owners (commercial and residential) -Downtown Business Owners -Chamber of Commerce Rep.
		Guidelines will be shared in multiple methods including: user-friendly website and hard-copy paper resources. Both to be designed to educate downtown property owners, business owners and tenants regarding the contents of the guidelines	<ul style="list-style-type: none"> -Village Administrator -Chamber of Commerce -Historic Preservation Commission
		Public information sessions to seek feedback about the guidelines and to educate property owners	<ul style="list-style-type: none"> -Historic Preservation Commission

Focus: Pedestrian Friendly Environment

Date: APPROVED 1/18/18

~Pedestrian Friendly Environment Strategic Goals~	
Goals	Objectives
Complete a Jurisdictional Transfer Agreement for Hwy. 83, E. Veterans Way and Holz Parkway	Reduce heavy truck traffic downtown for the long-term to promote a pedestrian friendly environment. Allows the Village access to fix and improve the infrastructure on and under the road.
Adopt a Truck Route that Bypasses Downtown	Reduce heavy truck traffic downtown in the immediate future. Educate truck drivers of the preferred truck route being the current E. Veterans Way and Holz Parkway and not through downtown. Educate residents and visitors about the location of the downtown business district.
Enhance the Downtown Environment to be a Welcoming, Friendly, Attractive, Colorful, Connected and Safe Environment	Downtown's environment should be a key reason why people want to visit, work, shop, and live in the center of the Village. Downtown's environment should advance overall cleanliness, attractiveness, maintenance and repair, and safety for all. Downtown should be connected to the rest of the community through signage and sidewalks.
Downtown Public Parking Must Present a Positive and Aesthetically Pleasing Image	Downtown parking spots will receive regular, scheduled maintenance, repair, replacement and possibly other enhancements. Educate the public about the location of public parking options in downtown.

Pedestrian Friendly Environment Goals			
Goals	Focus Year(s)	Action/Event	Stakeholders
Complete a Jurisdictional Transfer Agreement for Hwy. 83, E. Veterans Way and Holz Parkway		Negotiate jurisdictional transfer agreements with Waukesha County and WisDOT to relocate Hwy. 83 from downtown to E. Veterans Way and Holz Parkway	Village Board Village Staff WisDOT Waukesha County
		Develop a plan to update the above ground and underground infrastructure in this area	Village Board Administrator Public Works Director
Adopt a Truck Route that Bypasses Downtown		Adopt an ordinance to change the truck route from Hwy. 83 through downtown to E. Veterans Way and Holz Parkway. Install temporary signage to redirect traffic and to promote the new route and inform that downtown businesses are open for business.	Village Board Village Attorney WisDOT
		Install signs to identify the new truck route	Public Works Director WisDOT
		Install signs that educate residents and visitors about the location of the downtown business district	Public Works Director WisDOT
Enhance the Downtown Environment to be a Welcoming, Friendly, Attractive, Colorful, Connected and Safe Environment		Undertake a study and devise a plan to inventory and assess existing <u>sidewalks, crosswalks</u> and to identify new amenities to be installed. Include a focus on connections between downtown and Plank Road, key points of recreation and residential hubs throughout the Village. Day and night walk-arounds to assess conditions.	Plan Commission Village Board Public Works Director
		Engage a firm to create a roadway design plan with a focus on beautification, safety and interconnectivity. The plan should address the maintenance and capital replacement of <u>sidewalks, crosswalks and pedestrian safety features such as activated, flashing pedestrian crossing signs, banners, street lights, benches, garbage/recycling cans, bike racks, shade, vegetation, restrooms, water fountains and gathering spaces</u> and the plan should identify new amenities to be installed. The plan should also include a list of potential funding sources.	Plan Commission Village Board Village Administrator Village Finance Director Public Works Director Chamber of Commerce
		The downtown community and the Police Department should work together to help plan and schedule visible coverage that helps meet public expectations.	Village Board Police Department Chamber of Commerce

		Develop a plan and install pedestrian wayfinding signage throughout the Village including Downtown as a destination	Plan Commission Village Board Public Works Director Chamber of Commerce
		Develop an annual flower/perennials planting/tree planting and maintenance program throughout downtown with an eye toward adding more color for prolonged periods of time	Plan Commission Village Board Public Works Director
		Enhance the entrances to downtown to serve as gateways into the district with prominent visual upgrading	Plan Commission Village Board Public Works Director
Downtown Public Parking Must Present a Positive and Aesthetically Pleasing Image		Develop a map to share with business owners identifying the location of all parking spaces in Downtown	Village Administrator Chamber of Commerce Public Works Director
		Install wayfinding/directional signage to identify the location of parking lots in downtown	Plan Commission Village Board Public Works Director
		Perform necessary maintenance (i.e. painting, directional signage) for all the parking lots and parking spaces in downtown	Plan Commission Village Board Public Works Director
		Develop and undertake a capital repair and replacement plan for parking lots and parking spaces in downtown	Plan Commission Village Board Public Works Director

Received: 11/13/2020

We are pleased to release the memo for the 2020 Connect Communities Awards Nominations. For those of you that are new to the program/your position, or just need a refresher, we host an annual awards programming honoring the unique, innovative and inspirational successes from our various programs. In addition to the individual awards categories for Main Street programs, we also award two Downtown Revitalization Success Story awards to one large and one small (5,500 people being the dividing line) connect community program. These awards recognize events, marketing initiatives, business recruitment programs, public space/amenity developments and redevelopment projects that are worthy of recognition. Attached is the memo describing the criteria for nominations. While nominations are not due for a few months, it is recommended that you start contacting property owners/businesses/partners to collect numbers, information and photos sooner rather than later, as it can be more work than anticipated, especially this year!

Please consider recognizing your local projects with a nomination – the fact that a project was nominated (even if you don't win anything) is something that you can promote locally. Many communities choose to submit the projects to the state awards that also won local awards, which also makes it simpler.

The actual nomination form and online portal will open at the beginning of December, and we'll send it out to you then. If you have ANY questions in the meantime, please do not hesitate to contact any of us. We're happy to talk through your project, recommend a category, review your nomination language in advance to make sure it is as clear as possible, etc.

We are still ***hoping*** to be able to celebrate the award winners in Fond du Lac on April 23rd and look forward to seeing many of you there.

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MEMO



To: Wisconsin Connect Communities Representatives

Date: October 30, 2020

Re: Main Street Awards Program

We are pleased to announce the 30th Wisconsin Main Street Awards program. The event is scheduled for Friday, April 23, 2021 in Fond du Lac, Wisconsin, and is one of the highlights of the year for the Wisconsin Downtown Development network. At this time, the Wisconsin Main Street Awards is planned for an in-person event but is subject to change. This awards program will honor projects that occurred over the 2020 calendar year from January 1 to December 31.

Participation in the annual awards program is not mandatory but is highly recommended. Statewide recognition of local success is a great way to generate press coverage, motivate volunteers, and celebrate progress with your peers. It is also a great way to reward local individuals, businesses, or organizations that have greatly contributed to the success of your program and community.

All award nominations must be submitted electronically (instructions to follow in the coming weeks), and can be submitted anytime between mid-December, 2020 and January 29, 2021. We encourage you to not wait until the deadline to begin consulting with your board and committees, compiling information and photos, and writing the nominations. Quality submittals take time. Feel free to call or e-mail if you need any assistance.

NOMINATING PROCEDURES

A Connect Communities representative in each community is responsible for submitting nominations electronically to the WEDC. It will be the representative's job to communicate and solicit nominees from within the community. **Nominations must be received by 11:59 p.m. on January 29, 2021 to be considered.**

ALL NOMINATIONS SHALL MEET THE FOLLOWING CRITERIA:

I. The awards are intended to recognize individuals and organizations actively involved in the Connect Communities Program. Only worthy projects should be nominated to win awards. The awards judges reserve the right to eliminate award categories if the panel determines that worthy nominations have not been submitted in a given category.

II. **Only one nomination may be submitted per community.**

III. All entries must involve a project, program or effort which has been successfully completed between January 1 and December 31, 2020.

IV. Projects that were winners in one of the previous Main Street Award ceremonies (this includes Honorable Mention winners) can only be nominated again after 5 years have elapsed. For example, an annual event or ongoing project that won in 2016 cannot be nominated again until 2021. If you need help identifying previous awards in your community, please let us know.

V. Please only make nominations if you intend to have representatives from your community in attendance at the awards ceremony.

VI. Wisconsin Main Street reserves the right to reproduce all photos submitted by applicants and use them in future training and/or promotional efforts.

SUBMISSION REQUIREMENTS:

I. Please use the enclosed nomination form and limit yourself to the space on the form. (1 page)

II. Each entry should include supporting documentation. All documents other than photos should be in Word, Excel or PDF format. Photos may be submitted as PDF or Word documents if needed, however **any photos submitted must ALSO be submitted in individual JPG or JPEG format**. Photos and documents must be well labeled.

Examples of relevant supporting documents include:

- Newspaper clippings or press coverage
- Sample brochures or marketing materials
- Website screen shots
- Project budget or timeline
- Project work plan

The following requirements for digital photos must be met:

- 1200 x 1800 pixels minimum
- Ideally, 6 x 4 or 6 x 4.5 inches
- 300 pixels/inch minimum
- JPG or JPEG format
- Name files in a logical manner so it is clear which nomination they belong to, for instance – Beloit – Adaptive reuse – 001, 002, etc.
- If you submit PDF or Word files of individual photos or groups of photos, you must also submit each photo as an individual JPG or JPEG file.

III. All entries must be received by **January 29, 2021**.

TIPS:

I. **Don't wait until the last minute.** Quality applications will require some time.

II. **More is not necessarily better.** Try to limit your copy, articles, etc. The judges appreciate concise descriptions. However, for visual projects, good photos are very important.

III. **Proof read your submission.** Spelling of names and businesses provided in the application will be used on the screen and for printed awards. Make sure they are accurate.

IV. **Be specific.** Provide measurable results and illustrate relevance to your community. How many new jobs or residents were gained? How many individuals were reached through the marketing effort? By what percent did your volunteer hours/budget/attendance increase as a result of the project? How long was a property empty/underutilized prior to renovation, how much of an increase in property value is being generated?

AWARD CATEGORIES

1. Best Revitalization Initiative – Communities Under 5,000

Recipient: Individual, Committee or Organization

This award will be granted to the Connect Community (under 5,000 population) that has demonstrated a proactive approach to historic and commercial district revitalization. Eligible projects include public private partnerships, business recruitment and retention, public infrastructure development or comprehensive district marketing and branding initiatives.

- Description of partnership/project and role of key participants
- Impact of project/partnership on the district (investment, jobs, volunteers, reach)
- Budget and timeline for project
- Relevant supporting materials

2. Best Revitalization Initiative – Communities Over 5,000

Recipient: Individual, Committee or Organization

This award will be granted to the Connect Community (over 5,000 population) that has demonstrated a proactive approach to historic and commercial district revitalization. Eligible projects include public private partnerships, business recruitment and retention, public infrastructure development or comprehensive district marketing and branding initiatives.

- Description of partnership/project and role of key participants
- Impact of project/partnership on the district (investment, jobs, volunteers, reach)
- Budget and timeline for project
- Relevant supporting materials



From: Errin Welty <errin.welty@wedc.org>
Sent: Wednesday, October 28, 2020 8:45 AM
Subject: Connect Communities Update

Errin Welty, CEcD, EDFP
Downtown Development Program Manager
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608-210-6832
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From: Errin Welty
Sent: Wednesday, October 28, 2020 8:45 AM
Subject: Connect Communities Update

Some updates for this week:

Funding:

- Phase 2 of the We're All In grant is open through November 2nd. No letters of support are required for this round, but please let businesses know that they can apply. Priority targets are businesses that did not receive funding in the first round, followed by those in heavily impacted industries for whom \$2,500 doesn't go very far toward covering losses. <https://www.revenue.wi.gov/Pages/FAQS/SmallBusinessGrantProgram.aspx>
- The targeted tourism industry grants are open through October 29th. Eligible businesses include movie theaters, lodging facilities, and live music/entertainment venues. <http://industry.travelwisconsin.com/grants>
- The HartBeat of Main Street grant application is open through October 29th. Three Wisconsin businesses received funds through the first round, so if you have a great COVID response survey, please consider applying. <https://www.mainstreet.org/howwecanhelp/hartbeat#:~:text=The%20HartBeat%20of%20Main%20Street%20Grant%20Program%20will%20fund%20solutions,and%20historic%20downtown%20commercial%20districts.>

COVID Updates:

- DHS has released a COVID response guide for managing COVID outbreaks in the workplace. Now that many businesses are moving beyond making a plan, they still may not know what to do if someone is infected or may be infected. This guide does a great job of walking through the steps to take. <https://www.dhs.wisconsin.gov/publications/p02787.pdf>

Program Updates:

- Awards nomination information will be coming out next week. Nominations will be due in early January for activities/projects that took place during 2020.
- If you are still looking for holiday event inspiration, check out the event spreadsheet that Adriana created (and feel free to submit other events) that highlights the specific event guidelines or changes that programs are making to events to make them COVID-friendly. https://wedc.sharepoint.com/sites/Extranet/BCD/Downtown%20Development/_layouts/15/guestaccess.aspx?doid=0c4fb171250b74e75856b1489431d3d35&authkey=AVRZ2_zsNgcpXKZTNycl1kU&expiration=2021-01-25T19%3A32%3A08.000Z&e=A5ehbj

- We are starting to schedule our business visits/consultations. In November, Ellsworth and Waupun are hosting presentations on façade improvement and New Glarus is hosting a restaurant consultant. If your rural community would like to host a session, please let me know.
- The neighborhood champion signup for Small Business Saturday is now open.
<https://www.americanexpress.com/us/small-business/shop-small/neighborhoodchampions/?linknav=us-loy-nav-neighborhoodchampions> Additionally, stay tuned for more graphics and marketing for Shop Small Season and the WI Main Street Marketplace to help encourage local shopping during this season. If you have businesses offering online sales but not on the mainstreetwi.com site, please get us their information so they can get added.
- Thanks to everyone that was able to join one of the first impressions sessions. There was great discussion, urban exploration, and host communities and visitors alike took away ideas to implement to improve their districts.
- We are working on some diversity and inclusion initiatives (newsletter in December, awards category, forthcoming diversity resources guide), and welcome anyone else's ideas or help – if this is a topic of interest to you, let me know.
- I hope many of you can join me on 10/29th from 8-9 am for a coffee networking discussion hour. We love seeing your faces. No need to register, just join us at [Join Microsoft Teams Meeting](#) +1 608-210-6800 United States, Madison (Toll) (888) 315-9920 United States (Toll-free)

Local Updates:

- Welcome to our new connect communities: Waupaca, Weyauwega, Slinger and Kenosha Uptown
- Tomahawk is currently hiring for a new director <http://tomahawkmainstreet.org/contact/>
- Downtown MainStreet in La Crosse is hiring a new director: <https://www.lacrossedowntown.com/about/>

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STATE of WISCONSIN



OFFICE of the GOVERNOR

Proclamation

WHEREAS; small businesses can be found in every corner of Wisconsin, from our biggest cities to our smallest towns, and are the hearts of our communities, the catalysts of our local economies, and the livelihoods of so many Wisconsinites; and

WHEREAS; the state of Wisconsin celebrates our local small businesses and the many contributions they make to our communities every day; and

WHEREAS; small businesses are more likely to utilize other local businesses such as banks, service providers, and farms, and for every dollar spent at a local business, 68 cents will stay in the community; and

WHEREAS; even in the face of the COVID-19 pandemic, small businesses across Wisconsin have found innovative ways to help customers shop safely for the holidays by offering online shopping, curbside pickup, delivery, and other services; and

WHEREAS; now more than ever, it is important to support our local small businesses, with every dollar a customer spends representing an investment in local jobs, strong communities, and our state's economy; and

WHEREAS; this summer, in partnership with the Wisconsin Economic Development Corporation (WEDC), we provided over \$65 million in grants to more than 26,000 small businesses statewide through the We're All In grant program and, in October 2020, announced a second phase aiming to distribute another \$120 million to small businesses struggling due to the pandemic; and


WHEREAS; today, the state of Wisconsin joins community leaders, local businesses, public and private partners, and the WEDC in encouraging all Wisconsinites to declare "We're All In" for shopping local and to safely patronize their favorite small businesses during the holiday season and throughout the coming new year;

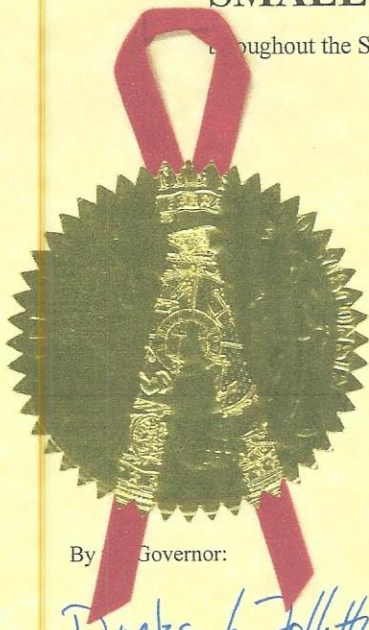
NOW, THEREFORE, I, Tony Evers, Governor of the State of Wisconsin,
do hereby proclaim November 28, 2020, as

SMALL BUSINESS SATURDAY

Throughout the State of Wisconsin and I commend this observance
to all our state's residents.

IN TESTIMONY WHEREOF, I have
hereunto set my hand and caused the
Great Seal of the State of Wisconsin
to be affixed. Done at the Capitol in
the City of Madison this 25th day of
November 2020.


TONY EVERS
GOVERNOR



By Governor:


DOUGLAS LA FOLLETTE
Secretary of State