



**Village Board Strategic Planning Session  
Meeting Notice**

**April 20, 2023 – 6:00 pm**

Village Hall, 235 Hickory Street, Pewaukee, WI 53072

**To view the meeting live: <https://www.youtube.com/live/USUVt09YuKk?feature=share>**

The Village Board will be holding a strategic planning workshop. The following is the anticipated format:

1. Discussion, Review, and Possible Updates to Goals, Strategies, and Objectives Described in the Village's Strategic Plan

Note: Notice is hereby given that a quorum of a Village Committee and/or Commission may be present at the Village Board meeting, and if so, this meeting shall be considered an informational meeting of that Committee or Commission and no formal action of that Committee or Commission shall occur. Upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals through appropriate aids and services. To request such assistance, contact the Village Clerk at 262-691-5660.

Posted: April 14, 2023

A large, horizontal, red brushstroke graphic that serves as a background for the title text. The stroke is thick and has a textured, painterly appearance with some white highlights and darker red shadows, giving it a sense of movement and depth. It spans most of the width of the page and is positioned in the upper third.

# ENVIRONMENTAL SCAN

## Environmental Scan Summary

The following Environmental Scan assesses the existing conditions within the Village of Pewaukee as part of the process for updating the community's Strategic Plan. This document provides an overview of some key topic areas that may affect the Village government's priorities and plans. In particular, this Environmental Scan highlights the following:

- Village of Pewaukee History
- Village of Pewaukee Demographics
- Village of Pewaukee Land Use
- Village of Pewaukee Financial Status

## *Village of Pewaukee History*

The Village of Pewaukee is located in Waukesha County, Wisconsin approximately 30 minutes west of Milwaukee and is surrounded by the City of Pewaukee. The Village's history can be traced to around 1817 when merchants began trading with indigenous tribes including the Potawatomi, near Pewaukee Lake. The Village's name "Pewaukee" is likely derived from Potawatomi language which means lake of shells.

The first settlement near the modern-day Village of Pewaukee dates to 1837 when Deacon Asa Clark, a pioneer from New England, built a hotel, sawmill, and church. This early settlement continued to grow throughout the mid-to-late 19<sup>th</sup> century due to the construction of a train depot. The train depot in Pewaukee allowed agricultural products to be shipped efficiently to areas such as Milwaukee and attracted vacationers who were drawn to Pewaukee Lake. Ice production became a prominent industry in the Village of Pewaukee during the late 19<sup>th</sup> and early 20<sup>th</sup> century as ice cultivators shipped more than a half million tons of ice annually to Milwaukee and Chicago.

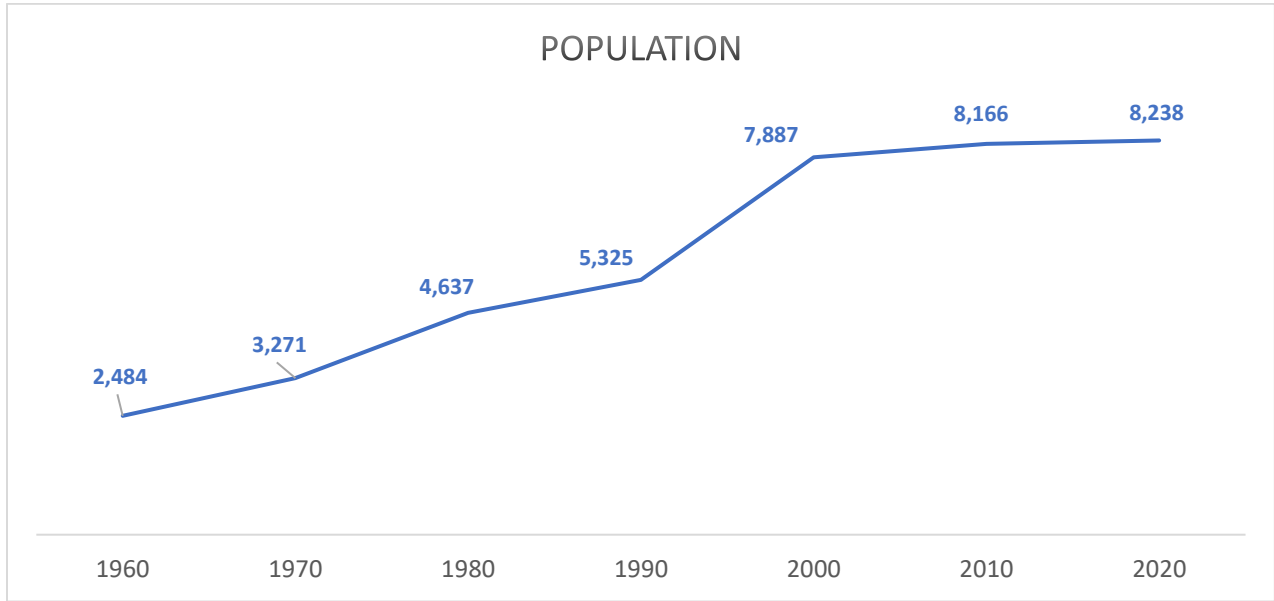
Pewaukee continued to industrialize after World War II with the establishment of the Pewaukee Mattress Factory, the Braun Lumber Company, the Stark Candy Company, and a Dynex/Rivett hydraulics plant. More recently, the Village realized significant residential and retail commercial development between 1990 and 2005.

## Demographics

### Population

The Village of Pewaukee has grown from a small community of less than 2,500 residents in 1960 to over 8,000 residents today, a 230.7% increase as shown in Figure 1. However, since 2010, the population has remain level. Over the same period, Waukesha County grew by 153.2% and Wisconsin overall grew by 46.2%.<sup>1</sup>

Figure 1: Village of Pewaukee Population 1960-2020



The population of the Village of Pewaukee is homogeneous; 91% of the residents are White, with less than 1% Black or African American, 3% Asian, and 3.9% Hispanic.

However, the composition of Village residents is significantly different compared to the City of Pewaukee that surrounds the Village, and to Waukesha County as a whole. Median household income and home values among Village residents are lower than surrounding communities, and the Village has a much lower level of owner-occupied housing.<sup>2</sup>

Table 1: Comparative Demographics

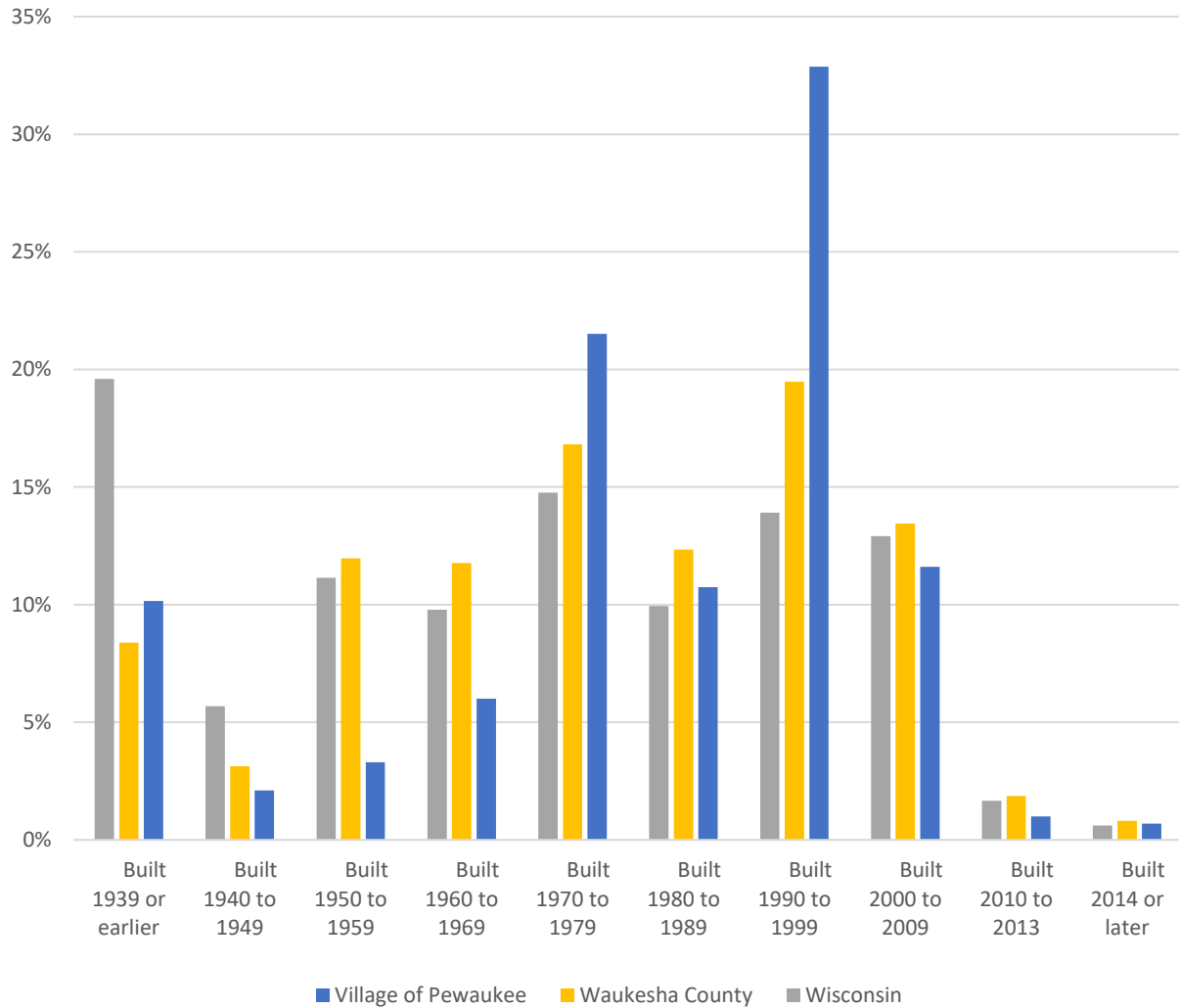
	Percent with Bachelor degree or higher	Median household income	Median value of owner occupied home	Owner-occupied housing
<b>Village of Pewaukee</b>	39.4%	\$59,569	\$219,500	61.7%
<b>City of Pewaukee</b>	54.1%	\$110,269	\$350,800	84.8%
<b>Waukesha County</b>	46.9%	\$94,310	\$306,300	76.1%

<sup>1</sup> U.S. Census Bureau, Population Estimates.

<sup>2</sup> U.S. Census Bureau, 2020 census data.

As a result of the building boom in the 1990's, housing in the Village is significantly newer than in Waukesha County or Wisconsin. The majority of units in the Village were built between 1970 and 2009, with 76.7% of units being constructed during this time. However, only 1.7% of units have been constructed in the Village since 2010. Both Waukesha County and the state have seen a higher percentage of more recent construction – 2.7% and 2.3% respectively. However, 35.2% of the housing units in the County and 46.2% of units in the state were built before 1970 compared to only 21.6% of the units in the Village.<sup>3</sup>

Figure 2: Housing by Year Structure Built in the Village of Pewaukee



<sup>3</sup> U.S. Census Bureau, American Community Survey, 2012-2017 Estimates.

## Workforce

As noted in the previous 2019 Strategic Plan update, most Village residents work outside of the Village, and most people employed at Village-based businesses live elsewhere.

For the Village-based employers, the Village recognizes the following workforce development resources:

### *WOW Workforce Development Board*

The Waukesha-Ozaukee-Washington (WOW) Workforce Development Board provides workforce support for employers and residents in Waukesha, Ozaukee, and Washington Counties as one of eleven regional boards in Wisconsin. These boards act as the mechanism for carrying out the federal Workforce Innovation and Opportunity Act (WIOA) to help connect job seekers with employment and training.

### *Wisconsin Fast Forward*

Wisconsin Fast Forward (WFF) is a grant program for Wisconsin businesses that are looking to train highly skilled workers in the state. To date, the program has provided over \$20 million to 200 projects. Requirements include collaboration between businesses and workforce training partners, programs that fill current skills requirements of local employers, and that place workers in positions that allow for career growth and professional development.<sup>4</sup>

### *On the Job Training Funds*

For businesses working with the WOW Workforce Development Board, On the Job Training funds may be available to provide reimbursements to employers who provide training assistance to employees in order to provide them with the skills to perform a specific jobs or occupations.<sup>5</sup>

### *Wisconsin's Youth Apprenticeship Program*

Wisconsin's Youth Apprenticeship Program provides mentored on-the job training for potential employees by combining school and work-based learning for specific occupational skills needed by a local area's key industries.<sup>6</sup> In Waukesha County, the Youth Apprenticeship program is supported by the Waukesha County Technical College and offers a wide array of programs.

### *GROW HERE Campaign*

The GROW HERE campaign is part of the Milwaukee7 Talent Partnership that looks to grow and develop talent within the Milwaukee region. The goal is to focus on career-based learning by connecting employers to students through an online platform called INSPIRE. This effort has created a network of 320 coaches, 332 companies, and 1,042 career-based learning experiences.

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<sup>4</sup> Wisconsin Department of Workforce Development, "Fast Forward," <http://wisconsinfastforward.com/about.htm>

<sup>5</sup> Waukesha County Center for Growth, "Financial Assistance for Training," <https://www.waukeshagrowth.org/workforce-development/financial-assistance-training/>

<sup>6</sup> Wisconsin Department of Workforce Development, "Youth Apprenticeship Employers," <https://dwd.wisconsin.gov/youthapprenticeship/employers.htm>

## *Land Use*

### **Natural**

The Village of Pewaukee's natural environment has been shaped by four major stages of glaciation the last of which ended approximately 10,000 years ago. The forces of glaciation are responsible for much of the physiography, topography, and soils of the Village of Pewaukee and Waukesha County and led to the formation of conical hills, small lakes, glacial deposits of rock and soil. Glacial deposits range from 500 feet thick to 20 feet thick or less to bedrock. The thinnest glacial deposits can be found in portions of the Village of Pewaukee which is important to consider as geologic properties can influence land use as factors such as the depth to bedrock can affect the cost feasibility of site development and infrastructure.

Groundwater is abundant in shallow aquifers in Waukesha County and is derived mainly from precipitation which adequately recharges the supply annually. However, studies have shown groundwater in deep sandstone aquifers in the County may be depleted at a rate greater than is available. It should also be noted that certain sandstone formations in southeastern Wisconsin produce relatively high amounts of radium, a potentially harmful radioactive element that can get into ground water. Most radium contamination in this area occurs in deep sandstone aquifers and exceeds EPA standards in approximately 50 of the 1,300 municipal water supplies in Wisconsin. Most of the water supplies with high amounts of radium draw water from deep sandstone aquifers that exist in a narrow band from the Illinois-Wisconsin border through Kenosha, Racine, and Waukesha Counties and north through Green Bay.

Violations of the EPA's current radium standard have been reported in the Village of Pewaukee's water supply. The impact of these radium levels in the Village of Pewaukee's water supply is mandated by the State to reduce radium levels. This will require the Village's Water Utility to expend significant funds to meet State standards. As a result, water utility rates will need to be increased to fund these remediation efforts.

Additionally, the Village completed a study of its water system in April, 2022. The study determined that the Utility has sufficient supply and storage capacity to meet current needs, but will likely be inadequate based on projected growth needs by 2035. Furthermore, the Utility will need to make significant investments on maintenance of the current system.

The Village of Pewaukee has valuable surface water assets that are important to residents and visitors as they offer recreational opportunities. The Village's most notable natural asset is Pewaukee Lake which has a surface area of 2,437 acres, making it the largest lake in Waukesha County's "lake country." The lake is a popular destination for sailing and fishing. National sailing competitions and events are regularly held at the lake and are often hosted by the Pewaukee Yacht Club. Pewaukee Lake also has a variety of sportfish including largemouth bass, smallmouth bass, bluegill, muskie, northern pike, walleye, and perch. The Pewaukee River is another aquatic asset in the Village of Pewaukee. The river is a popular destination for kayakers and canoers due to the natural scenery that creates a scenic feel such as thick woods. An annual tradition on the river is the RiverRun which is a canoe and kayak race.



## Development

The Village of Pewaukee is considered an Urban Place, based on its incorporation: it has over the required threshold of 2,500 inhabitants, and maintains a distinct community identity.<sup>7</sup> All of Pewaukee's residents live in the Village's urbanized area. The Village has a suburban character accentuated by single-family residential development. In addition to residential development, the Village has unique commercial lakefront development along Pewaukee Lake, which is an attractive quality of life amenity. Some areas in the Village are characterized by significant multifamily development which creates a diverse offering of housing stock for the Village's residents. The Village's character is underscored by an abundance of public parks and an environmental area that creates a natural atmosphere within the urbanized area.

Land use in the Village of Pewaukee is varied and balanced as land is dedicated to residential, commercial, industrial, environmental, public, and institutional uses. Industrial development is concentrated in the center of the Village and is surrounded by various types of commercial, residential developments, parks, and environmental land uses. Commercial space is mixed in throughout the Village but is predominantly located near the Village's eastern boundary.

In 2022, the Planning Commission completed its review and update to the Village's Comprehensive Land Use Plan, which was subsequently adopted by the Village Board.

A significant portion of land use on the southern part of the Village is zoned for institutional space to accommodate Waukesha County Technical College and the Pewaukee School District campuses. Both of these large properties are exempt from property tax. The total acreage of the Village is 2,123.542 acres. Of this amount, 627.196 (or 29.5%) are tax exempt lands owned by federal, state, county, technical college, school district, village, other tax exempt entities such as churches, or categorized as subdivision outlots.

Some residential zoned areas abut industrial-business park zones which may not be ideal. However, the Village's Zoning does incorporate buffers between residential and industrial areas in many other parts of the Village through environmental, commercial, and park spaces.

Over the past few years, the Village Planning Commission and Village Board have taken pro-active steps to amend many of the zoning ordinances to reduce the adverse impact of these juxtaposed land uses, and to encourage development:

- Senior housing was moved from Institutional and Public Services (IPS) zones (which are typically surrounded by residential neighborhoods) to B-1 and B-3 zoning districts, as a "Housing for the Elderly Overlay District" which moves these large developments away from residential areas
- Parking requirements were reviewed to see if relaxing those requirements could result in development of new outlot buildings in shopping center properties
- Development parameters such as open space calculations, building height, set-backs, and onsite parking requirements were simplified to enhance development opportunities
- The creation of a residential in-fill overlay zone to allow for higher density single-family home developments

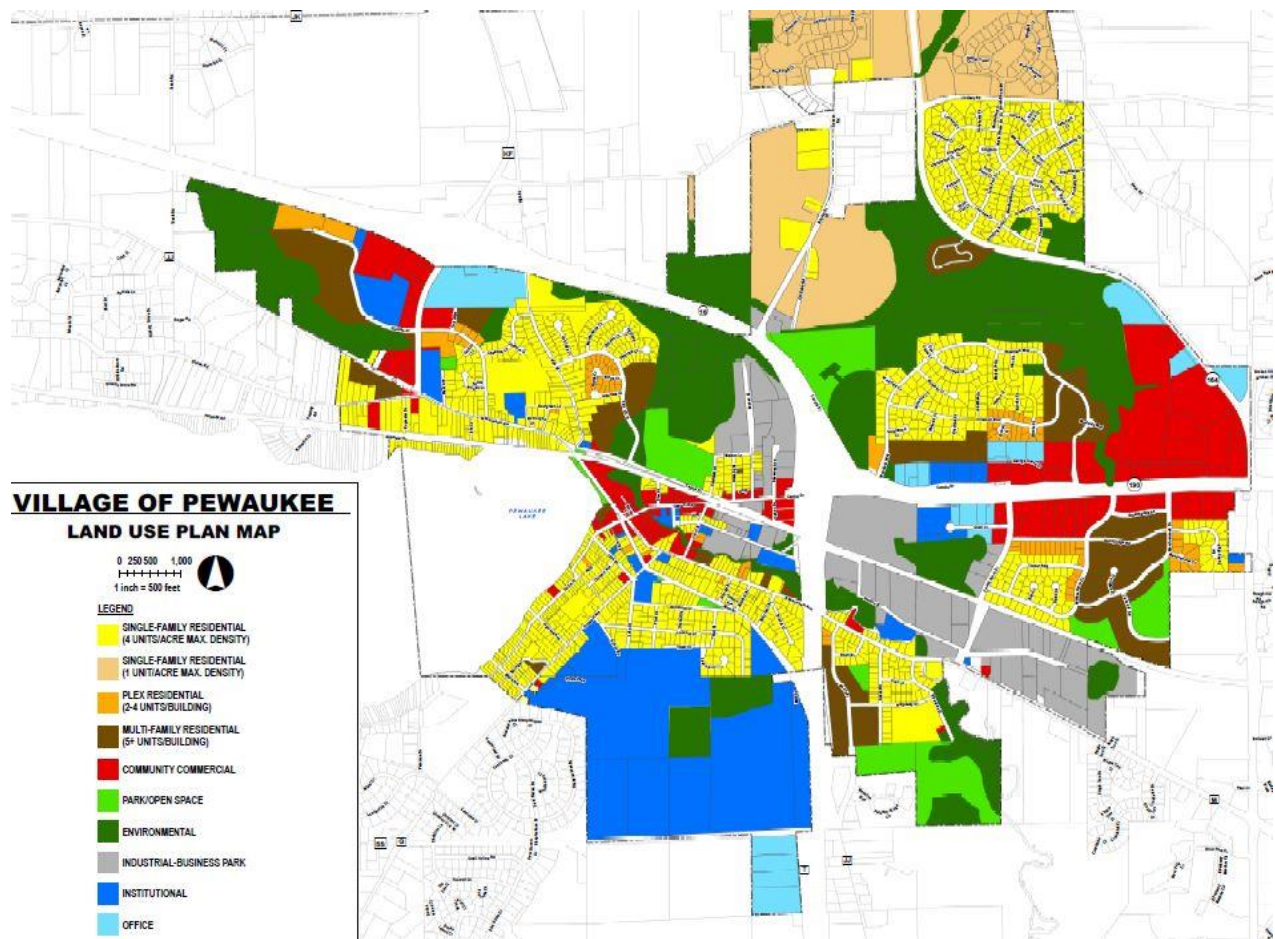
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<sup>7</sup> The Urban and Rural Classifications. (n.d.). Retrieved April 9, 2019, from <https://www2.census.gov/geo/pdfs/reference/GARM/Ch12GARM.pdf>

Yet, future development and growth in the Village may be constrained due to a number of factors:

- The Village is “landlocked” by the City of Pewaukee and Pewaukee Lake. As a result, there is no future land growth opportunities through annexation.
- There are relatively few remaining undeveloped land parcels, and many of those parcels have development challenges such as being oddly shaped, relatively small or undevelopable due to DNR designations such as wetlands, conservation areas or floodplains. Since “net new construction” is the driving factor in calculating the property tax levy, the limited undeveloped or developable land for new construction reduces the opportunity for the Village to make a positive impact on revenue.

Figure 3: Village of Pewaukee Land Use Map 2022



Given these conditions, it is also important to review our property tax base by property class, which directly impacts our tax levy.

Table 2: 2022 Total Equalized Value by Property Class

Property Class	2022 Total Equalized Value (land and improvements)	% of Category of Total
<b>Residential</b>	\$ 755,723,900.00	65.27%
<b>Commercial</b>	\$ 378,966,700.00	32.73%
<b>Manufacturing</b>	\$ 22,836,400.00	1.97%
<b>Agricultural</b>	\$ 33,300.00	0.00%
<b>Undeveloped</b>	\$ 301,400.00	0.03%
<b>Total of Categories</b>	<b>\$ 1,157,861,700.00</b>	<b>100.00%</b>

Table 2 demonstrates the over-reliance on commercial property and an under-representation of manufacturing businesses.

The "Commercial" property class is predominantly comprised of "retail" enterprises. Considering the state of retail - bankruptcies due to the growth of online shopping, the risks associated with the current "dark store tax loophole" and the burden created on Village resources such as our Police Services - the Village of Pewaukee should take steps to mitigate this risk by encouraging the growth of other business classifications, such as personal / professional services or light manufacturing, to achieve greater balance among the business classifications.

### Real Estate Development

As part of the 2019 Strategic Plan update, and then incorporated into the Comprehensive Land Use Plan, the Village identified specific areas that were believed to provide the best opportunities for development or redevelopment in the relatively near future:

- Sussex Road between Lindsay Road and Cecilia Drive
- Queen of Apostles School property
- 321 Riverside Drive property
- Ryan Street from Quinlan Drive to Hwy 16
- The Downtown / Village Center
- Gateway to Downtown
  - Oakton Ave from the river to the railroad tracks
  - Oakton Ave from the railroad tracks to Hwy 16
- Trakside at Clark Street and Oakton Ave

Since the initial review process, the following activities have occurred:

- The Queen of Apostles School property was divided. The church and surrounding property was purchased by Agape Church, and the organization has made significant updates to the building and grounds. The school and surrounding property was sold to Cornerstone Development and

utilizing the residential in-fill overlay zoning ordinance, the property is currently under development for a single-family home development

- The 321 Riverside Drive property was re-zoned to single-family homes with the residential in-fill overlay zone, the preliminary plat was approved, and is currently in the initial development stage for additional single-family homes.
- The Village was accepted by the University of Wisconsin – Madison to participate in a Capstone project with their Department of Planning and Landscape Architecture. Village staff, trustees, citizens and business leaders are working with a student to develop a vision of how the Downtown / Village Center could be redeveloped in the future
- The State DOT and the Office of the Commissioner of Railroads (OCR) required that the Village prohibit left hand turns from Oakton Avenue to Clark Street as well as from Oakton Avenue to westbound Capitol Drive. This directive impedes convenient traffic to the area designated "Trackside at Clark Street and Oakton Avenue", which inhibits potential re-development
- The Village commissioned a study of its Water Utility's capacity to assess its ability to meet current and future demand, and the condition of its operating systems and ability to meet regulatory demands. Some of the key findings include:
  - The system is able to meet current demands for water, but projects that there will be shortfalls by 2035
  - The Village does not meet State DNR radium standards at all of its wells and will need to make significant mitigation investments to become compliant
  - Short, medium and long range capital improvements have been evaluated and presented as part of the study for future maintenance, capacity and system operational improvements.

### **Economic Development Policy and Programming**

The Village of Pewaukee supports economic development in the Village and surrounding region through several mechanisms. The Village partners with the Waukesha County Center for Growth for county economic development efforts, Milwaukee7 and the Wisconsin Department of Commerce.

#### *Waukesha County Center for Growth*

The Waukesha County Center for Growth was created in 2016 as a partnership between Waukesha County, the City of Waukesha, the Waukesha County Business Alliance, the Wisconsin Small Business Development Center, and local municipalities (including the Village of Pewaukee) to centralize economic development efforts in the County. The Center liaisons with Milwaukee7, the regional economic development organization and the Wisconsin Department of Commerce to provide support to potential and existing businesses. The Waukesha County Revolving Loan Fund offered in partnership with the Wisconsin Economic Development Corporation provides loans of between \$25,000 and \$200,000 to businesses in the County for capital expenditures.

#### *Milwaukee7*

The Milwaukee 7 (M7) is the regional economic development organization for the Milwaukee region. Formed in 2005, M7 represents seven counties: Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, Waukesha. M7 works cooperatively with local level economic development officials to promote the area's assets for business and provide support to local and relocating companies when it

comes to site selection, workforce, and business growth. The organization also helps develop the Comprehensive Economic Development Strategic Plan (CEDS) for the region.

*Wisconsin Economic Development Corporation*

The Wisconsin Economic Development Corporation (WEDC) provides state level policy and incentives for economic development within Wisconsin. The WEDC works with Milwaukee7 and Waukesha County Center for Growth to provide support for prospective and existing businesses within Waukesha County and the Village of Pewaukee. Some state level incentives and programs are listed below:

- Brownfield Site Assessment Grants
- Brownfields Grant Program
- Business Development Loan Program
- Business Development Tax Credits
- Industrial Revenue Bond
- Wisconsin Manufacturing and Agriculture Credits

## Village of Pewaukee Fiscal Status

Over the past ten years, the Village of Pewaukee has experienced a positive fiscal position. However, like many other Wisconsin municipalities, the Village of Pewaukee is facing significant financial headwinds. Below are key financial indicators to clarify the Village's financial position for the future.

### Assets

Across all funds including government and business-type activities, the net position of the Village at the end of 2022 was **\$49,214,634**, an increase of **\$346,618** from 2021.<sup>8</sup> [update with 2022 Audited financial information]

Of the **\$49,214,634** of the Village's net position, **75% or \$36,876,820** is invested in capital assets, such as land, buildings, machinery, and infrastructure.

One of the initiatives from the 2019 Strategic Plan update included the development of a Capital Planning document to map out anticipated capital expenses over the next ten years so funding of those needs can be addressed. [Any specific "findings" to note here?]

### Fund Balances

The Village maintains both restricted and unrestricted funds that are used for specific municipal operations. The balance of the General Fund, which is the Village's primary operating fund, was at 40.5% of the General Fund expenditure – slightly above the maximum target of 40% - at the end of 2021.

In 2022, the Village created the Transportation Utility fund to help address road maintenance needs, and through this financing mechanism, all properties (including tax exempt properties) contribute to the fund. This approach reduces the burden of road maintenance costs to property tax payers compared to debt service applied to the tax levy.

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<sup>8</sup> Village of Pewaukee, "Financial Statements Including Independent Auditors' Report As of and for the Year Ended December 31, 2017."

Below is a list of the funds, their purpose, the fund balance as of December 31, 2022 and net change since 2021:

Table 3: Village Funds

Fund	Purpose	Fund Balance 12/31/22	Change from 12/31/21
<b>General Fund</b>	Chief Operating fund of the Village		
<b>Debt Service Fund</b>	Accounts for the accumulation of resources for and payment of long-term debt principal, interest and related costs not associated with utility funds		
<b>Capital Projects</b>	Used to account for the purchase and/or construction of major capital items, other than those reported in other capital project funds		
<b>Water Utility</b>	Operating fund for the Village's municipal water utility which is a self-supporting utility regulated by the Public Service Commission		
<b>Sewer Utility</b>	Operating fund for the Village's sanitary sewer utility which is a self-supporting utility		
<b>Stormwater Utility</b>	Operating fund for the Village's stormwater utility to address stormwater discharge and water quality		
<b>Transportation Utility</b>	Operating fund established to provide dedicated funding for timely maintenance, construction, and reconstruction of the Village's transportation system		
<b>Infrastructure</b>	Fund balance in excess of 40% of the Village's operating budget assigned for capital or infrastructure related projects to reduce the need for debt for projects		
<b>TID #3</b>	Fund created to account for revenues and expenses related to the redevelopment of the former St. Mary's School property		
<b>Nonmajor funds i.e. Cemetery &amp; other larger reserved funds</b>			
<b>Proprietary funds</b>			
<b>ARPA Funds</b>			

## Debt

The **2022 fiscal audit** provided the following insights of the Village’s debt service:

- The Village’s general obligation debt was **\$24,911,465**, well below the statutory limit of **\$56,439,000**
- Compared to other Wisconsin municipalities of a similar size, the Village carries less debt. Also, several previous debt issuances will be completed in the next few years.

## Bond Rating

The **2021** audit also noted that the Village has a bond rating of Aa2. This is a very strong rating for a community this size (**Moody’s announcement for details**), which is important for the opportunity to borrow money in the future

## Budgeting

The Village of Pewaukee’s annual operating revenue comes from multiple sources.

The property tax levy, which provides **63%** of the revenue for the Village, is based on a formula established by the State legislature. The driving factor affecting the allowance for an increase in the property tax levy is “net new construction”. For municipalities that have significant developable land, and are in desirable markets, this levy formula allows for significant increases in funding. For municipalities, like the Village of Pewaukee, which is nearly fully developed, the opportunity for significant growth in levy revenue is diminished.

Additionally over the past several years, key historical revenue sources, such as Shared Revenue and Transportation Aid from the State have either stagnated or decreased.

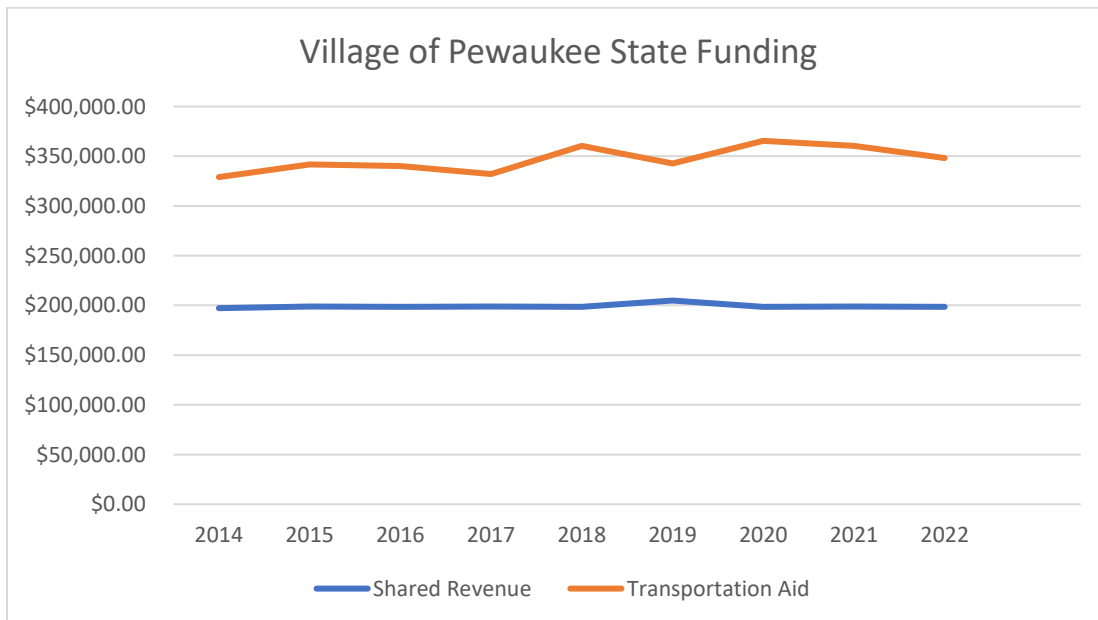


Figure 3: Shared Revenue and Transportation Aid



Wisconsin's practice of sharing state taxes with local governments dates back in origin to 1911 when the state earmarked a share of the new state income tax for local governments to compensate them for property tax exemptions enacted at the same time. Beginning in 1972, the "return to origin" practice was changed to a "needs-based" allocation with allocations based four components: Per capita; utilities; percentage of excess levies; and minimum guarantee. This format was revised in 1977 which lasted until 2003 at which time the distribution of aid was changed to a "county and municipal aid" payment beginning in 2004. The 2004 payment was based on the sum of payments in 2003 under the shared revenue program, county mandate relief, and small municipalities shared revenue programs.<sup>9</sup> The funding level for County and Municipal Aid in 2003 was \$938.5 million statewide and is now \$753 million (2023).<sup>10</sup>

As a result, while preparing the 2023 budget, the Village realized a **decrease** in overall revenue compared to 2022.

With a moderate overall operating cost increase of 5.0% (well below the CPI inflation rate), the Village was faced with a \$387,000 operating deficit. To prevent the deficit from eroding the general fund, the Village designated ARPA funds (funds provided by the Federal government for COVID relief) to cover 2023 and anticipated 2024 budget shortfalls. This stop-gap measure was done to provide the Village an opportunity to seek alternative methods to increase revenue or reduce costs to cover essential municipal services.

### **Additional Challenges**

Like many municipalities in Wisconsin, the Village faces financial challenges to properly fund essential municipal services:

- **Dark Store tax loophole:** This Wisconsin tax loophole provides businesses an opportunity to have their property assessed at a level equal to an empty or "dark" store. The Village has three major retailers who have legally challenged our assessments and have won as a result of this loophole. When this occurs, the costs of running the Village is shifted to the residents and other private businesses. More recently, there has been a Wisconsin Supreme Court ruling, *Lowe's Home Centers, LLC v. City of Delavan, 2023 WI 8*, which may ultimately benefit the Village and all municipalities across the state.
- **Alternative Funding Options:** The village's continued constraints on funding essential municipal services have resulted in the village adopting other sources of funding like the transportation utility fund. While we believe these to be viable sources they come with costs and risk. Continuing litigation could result in a negative decision. While not an expected result, it does represent some risk that could adversely affect future attempts at balancing a budget.
- **External Influences:** Factors beyond the control of the village, such as the Covid crisis, have resulted in an inflationary cost environment and change in working attitudes that will have long term effects on all aspects of village governance. Federal and state government responses, including some emergency funding, did provide short-term relief but inevitably will just delay the budget issues that will result.

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<sup>9</sup> Source: WI Legislative Fiscal Bureau, January 2017 Informational Paper 18

<sup>10</sup> Source: LWM January 2023 presentation

## **Key Findings**

Based on the current environmental scan, we outline these key findings:

### **Key Finding #1**

The Village of Pewaukee has several unique natural resources, including Pewaukee Lake, which provides recreational and tourism opportunities for both residents and visitors.

### **Key Finding #2**

Future development and growth in the Village is constrained. It is “landlocked” by the City of Pewaukee and Pewaukee Lake, and is about 95% developed. As a result, the ability to increase property tax levies will become more difficult without the opportunity for “net new construction”. Additionally, in recent years, much of the newer developments in the Village have been retail. These retail businesses consume significant municipal resources, and due to tax loopholes in the state, many major retail stores are finding ways to reduce their property tax payments and shifting the tax burden on to residents in the Village.

### **Key Finding #3**

The population of the Village of Pewaukee grew rapidly between 1990 and 2005, but has remained level for the past 18 years. The median income of Village residents is significantly less than the City of Pewaukee or Waukesha County as a whole.

### **Key Finding #4**

The Village of Pewaukee has a significant number of renter-occupied housing units, 38% of all units, especially compared to that of surrounding communities or Waukesha County. Most of the single-family units in the Village were built between 1970 and 2005. The median value of Village of Pewaukee single-family homes is also well below surrounding communities and the County.

### **Key Finding #5**

While the Village of Pewaukee has successfully managed its debt, maintained a strong bond rating, retained adequate fund reserves, and produced fiscally conservative budgets, the lack of opportunity to increase its revenues during a time of significant inflation has created budget shortfalls that threaten the Village’s ability to continue to deliver essential municipal services.