



VILLAGE OF

Pewaukee



STRATEGIC PLAN

December 13, 2019

FINAL DRAFT

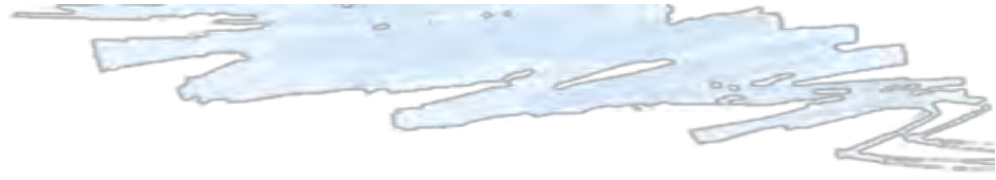


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ENVIRONMENTAL SCAN

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:

- History of the Village of Pewaukee;
- Environment, both Natural and Built;
- Population and Demographics;
- Housing Characteristics;
- Commuting Patterns and Workforce;
- Economy and Industry;
- Key Institutions;
- Fiscal Conditions; and
- Economic Development and Workforce Resources.

Based on this assessment, key findings related to the history and current development of the Village of Pewaukee are outlined below.



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. In addition to tourism, the Village of Pewaukee has a strong manufacturing presence with Eaton/Cooper Power Systems, Dynex, PM Plastics, Trico, and Urban Manufacturing. There are approximately 1,061 total manufacturing jobs in the Village of Pewaukee.

Key Finding #2

Future development and growth in the Village may be constrained as it is “landlocked” by the City of Pewaukee and Pewaukee Lake. As the Village of Pewaukee becomes more built out and landlocked from new development, the ability to increase property tax levies will become more difficult as the amount of net new construction decreases. Additionally, in recent years, much of the new development in the Village has been retail development. 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 1960 and 2000 but has since tapered off with only 4.1% growth in the last 17 years. The median age of Village residents is 40.0, older than that of Wisconsin, but younger than Waukesha County. Interestingly, the male population in the Village is significantly younger than the female population with a median age of only 35.5 compared to the female median age of 44.0. The Village of Pewaukee has a lower median household income than Waukesha County but the median household income in the Village is slightly higher than Wisconsin overall.

Key Finding #4

The Village of Pewaukee has a significant number of renter-occupied housing units, 43% of all units, especially compared to that of Waukesha County and Wisconsin. Additionally, only 34.4% of housing units in the Village are part of single-unit detached structure. Most of the units in the Village were built between 1970 and 2009. The median home value of owner-occupied units is \$192,600, compared to \$262,700 in the entirety of Waukesha County.

Key Finding #5

The Village of Pewaukee is home to Waukesha County Technical College, a key economic and workforce resource. Additionally, there are some local organizations looking to support and grow the economy in the Village, County, and region, including the Waukesha County Center for Growth, the Pewaukee Chamber of Commerce, Milwaukee7 and its GROW HERE Campaign, and Positively Pewaukee.



History

History of the Village of Pewaukee

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 19th 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 19th and early 20th 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. In addition to industrial development, the Village placed focus on recreational tourism by connecting Pewaukee Lake's beachfront to the Village to promote commercial development opportunities. The lake remains a major tourist attraction as it offers opportunities for boating, fishing, and swimming.

Environment

Natural Environment

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. Geologic factors and composition have made areas of Waukesha County suitable for future nonmetallic mining; however, none of these areas have been identified in the Village of Pewaukee.

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. Some violations of the EPA's current radium standard have been reported in the Village of Pewaukee's water supply.

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. The Village also includes the Fox River which encompasses about 58% of Waukesha County's total area.

Pewaukee's air quality is considered good by the EPA as the Southeastern Wisconsin Region currently meets all but the ozone National Ambient Air Quality Standards and this area has been designated as a six-county ozone nonattainment area. The ozone problem is likely caused by emissions from large urban areas south of and southeast of the Village and carried by prevailing winds into the Region. For this reason, the ozone problem remains mostly outside of the Village's and Southeastern Wisconsin Region's control. Improvements in ozone control technology are resulting in significant improvements in ambient air quality in the area which are projected to continue.

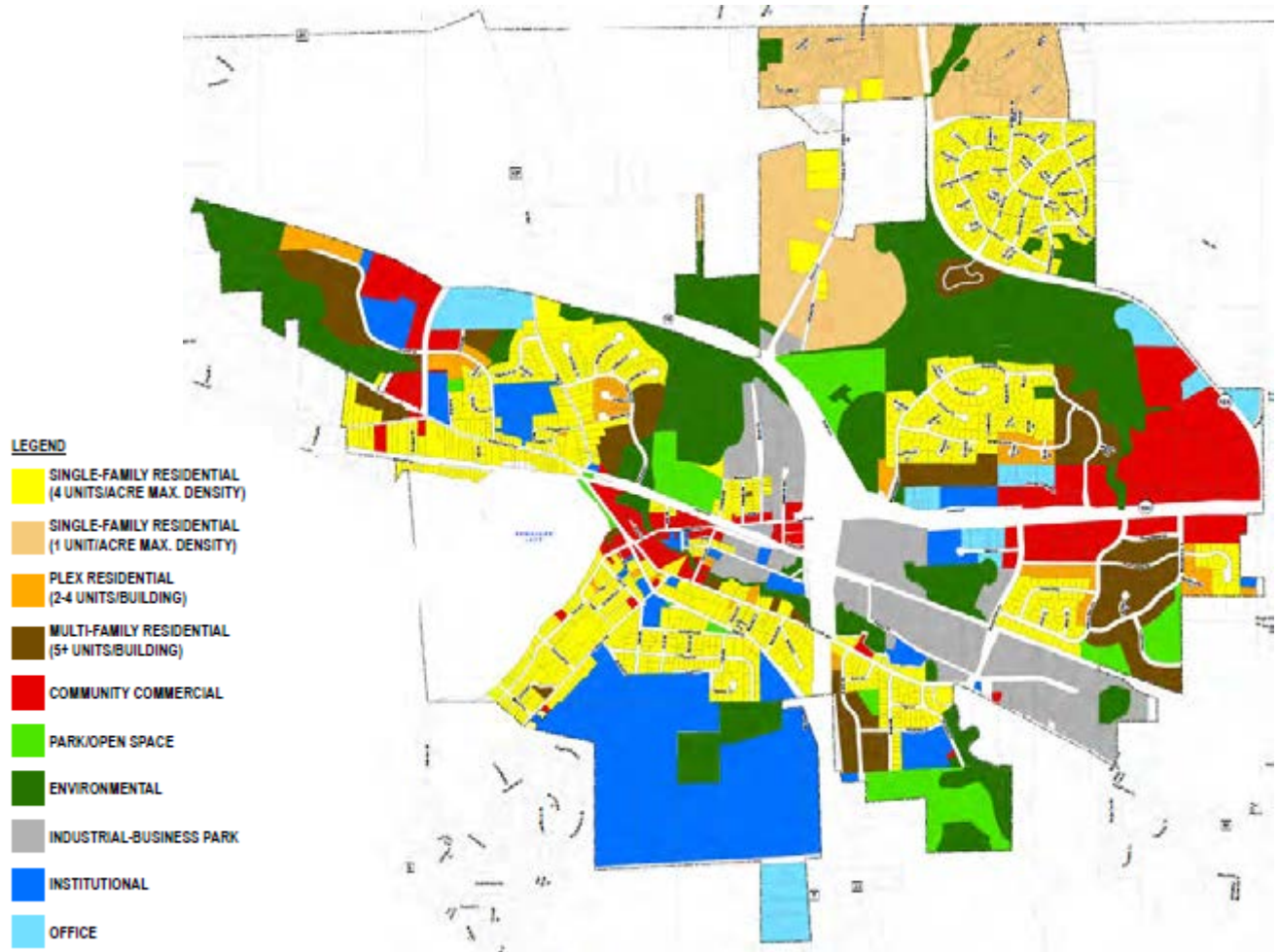
Development Patterns

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 residential development, parks, and environmental land uses. Commercial space is mixed in throughout the Village but is predominantly located near the Village's eastern boundary. A significant land use on the southern part of the Village is zoned for institutional space to accommodate Waukesha County Technical College which is an anchor institution in the Village. This space also includes the Pewaukee School District campus.

In some places, areas zoned residential abut areas zoned for industrial-business park development 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.

Future development and growth in the Village may be constrained as it is "landlocked" by the City of Pewaukee and Pewaukee lake. This may create challenges for the Village as remaining infill sites become developed and should be considered when factoring in future development opportunities.

Figure 1: Village of Pewaukee Land Use Map 2009



Urban, Suburban, & Rural Character

The Village of Pewaukee is considered an Urban Place as it is incorporated, has over the required threshold of 2,500 inhabitants, and maintains a distinct community identity.¹ All of Pewaukee’s residents live in the Village’s urbanized area. The Village has a suburban character accentuated by significant 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.

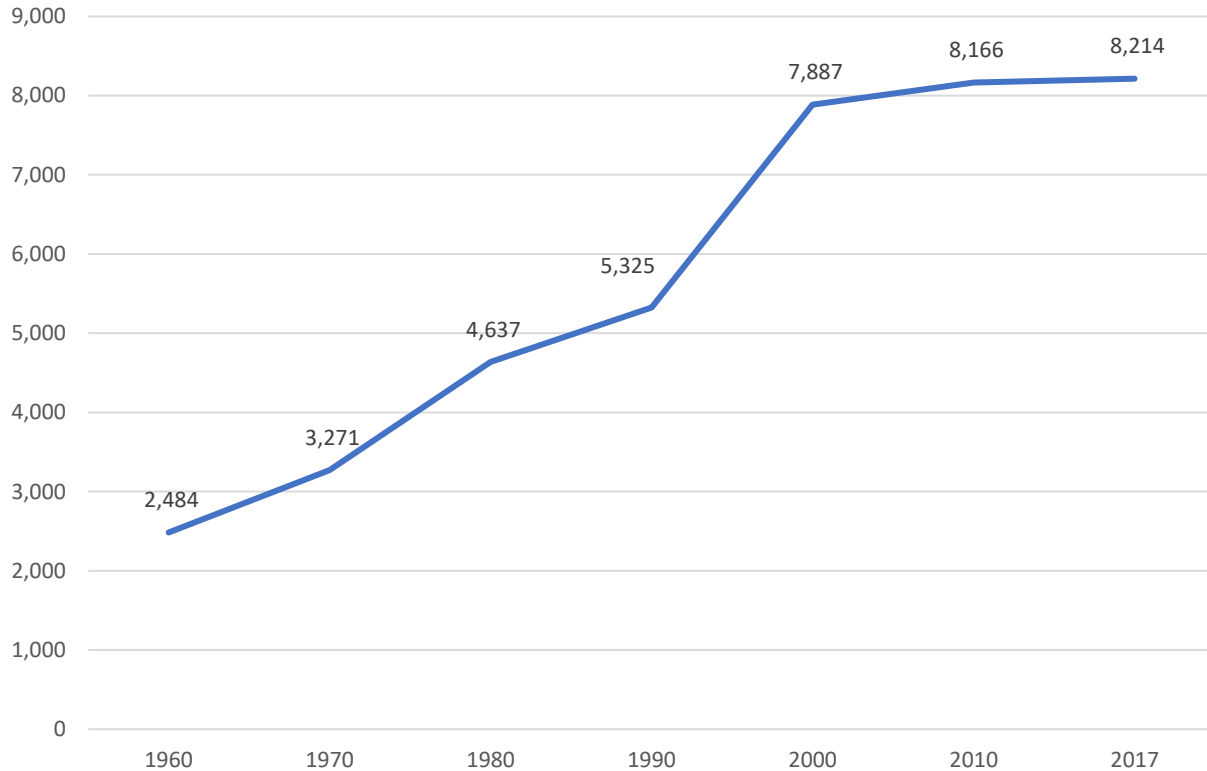
¹ The Urban and Rural Classifications. (n.d.). Retrieved April 9, 2019, from <https://www2.census.gov/geo/pdfs/reference/GARM/Ch12GARM.pdf>

People

Socioeconomic Data

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 2. Over the same period, Waukesha County grew by 153.2% and Wisconsin overall grew by 46.2%.²

Figure 2: Village of Pewaukee Population 1960-2017



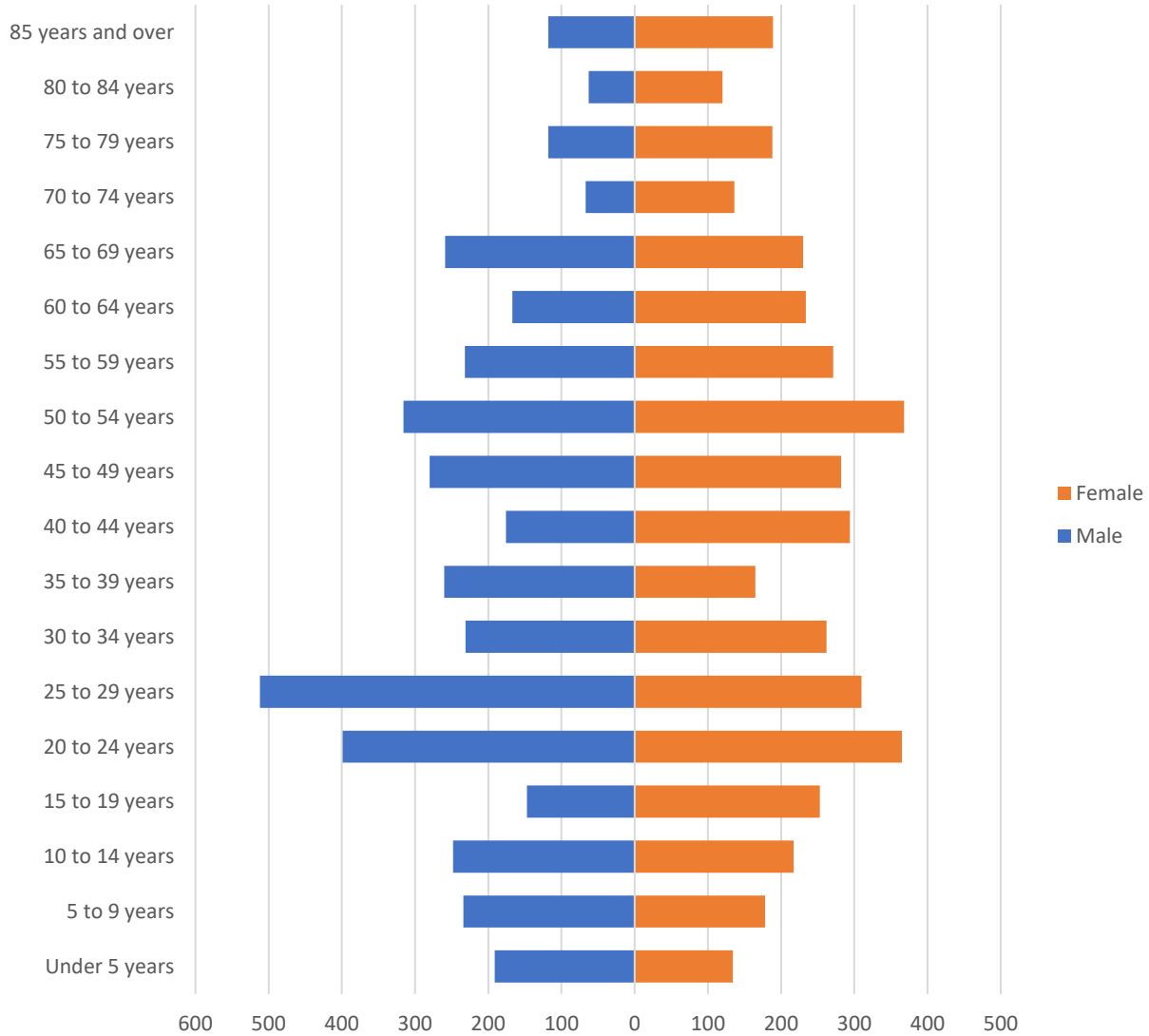
Currently, the demographic composition of the Village of Pewaukee is slightly older than the state of Wisconsin overall but significantly younger than Waukesha County. The median age of Village of Pewaukee residents is 40.0, while Wisconsin’s median age is 39.2 and Waukesha County’s median age is 43.1. Interestingly, the male population in the Village is significantly younger than the female population with a median age of only 35.5 compared to the female median age of 44.0.³

² U.S. Census Bureau, Population Estimates.

³ U.S. Census Bureau, American Community Survey, 2012-2017 Estimates. The American Community Survey is an annual survey by the U.S. Census Bureau that provides supplemental and more dynamic and recent estimates of population, demographics and housing statistics than is available through the decennial census.

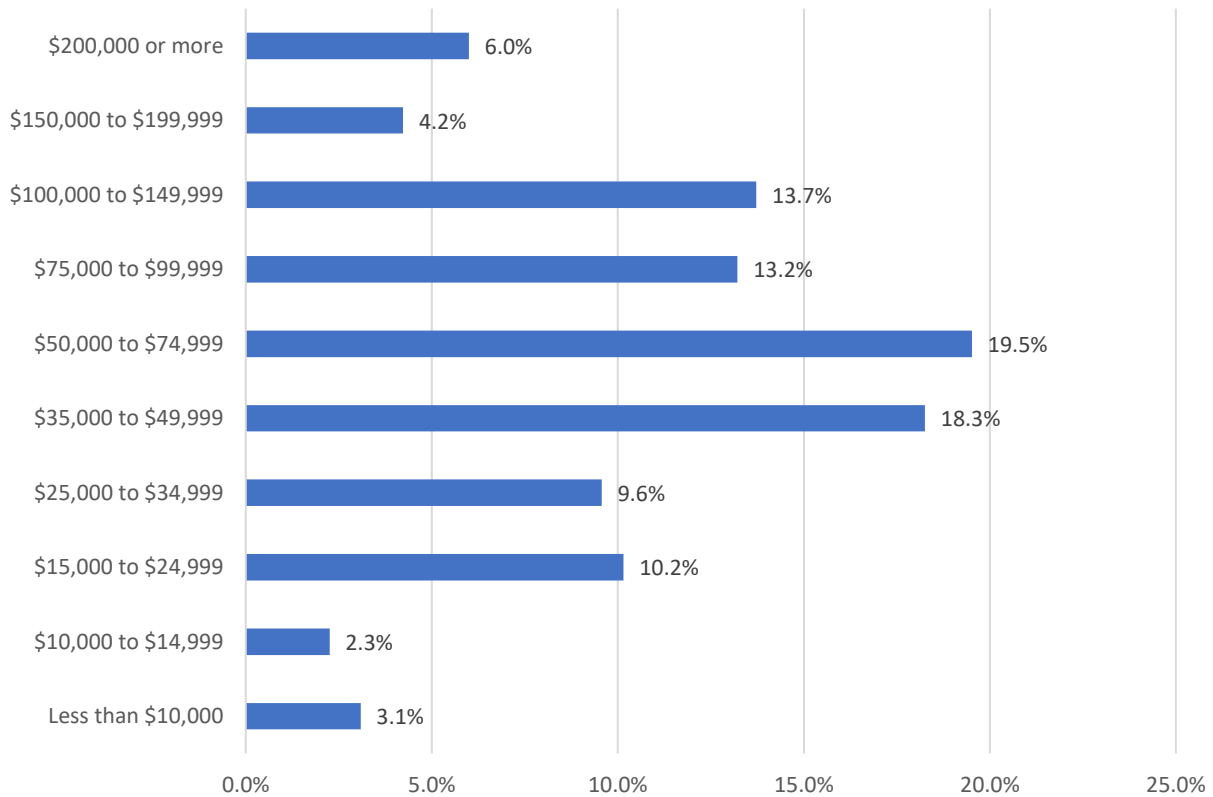
This can be seen in more detail in the population pyramid shown in Figure 3. There is a significant spike in the population of males between the ages of 20-29 that is higher than that of the female population of the same age. There are approximately 911 males of this age, but only 675 females. Contrastingly, there are more females between the ages of 40 and 59 than there are male – 1,215 to 1,004. This could be due to the types of jobs available within the community for younger workers and a presence of older widows in the community as women have a longer life expectancy.

Figure 3: Population Pyramid for Village of Pewaukee



The Village of Pewaukee has a lower median household income than the surrounding Waukesha County. However, the median household income in the Village is slightly higher than Wisconsin overall. Figure 4: Household Income Distribution in Village of Pewaukee shows the distribution of household incomes across the Village. Most (51.0%) have a household income between \$35,000 and \$100,000. Only 10.2% of the population makes more than \$150,000 a year. This is less than Waukesha County, where 18.7% make above that threshold. The Village also has a larger percentage making less than \$25,000 than the County – 15.5% to 11.7%.⁴

Figure 4: Household Income Distribution in Village of Pewaukee



⁴ U.S. Census Bureau, American Community Survey, 2012-2017 Estimates.

Only 2% of Village residents have less than a high school degree, while 25% of residents have a bachelor’s degree and 13% have a graduate or professional degree. This compares to 4% of Waukesha County residents and 8% of Wisconsin residents with less than a high school degree. The Village of Pewaukee has a lower percentage of residents with a bachelor’s degree or higher than Waukesha County – 38% to 43% - but a larger percentage than Wisconsin – 29%.⁵

The population of the Village of Pewaukee is homogeneous; 94% of the residents are White, with only 1% Black or African American and 4% Asian. The Village has a Hispanic population of 5.4%, slightly higher than that of Waukesha County at 4.6%, but slightly less than that of Wisconsin at 6.6%.

Figure 5: Educational Attainment in Village of Pewaukee

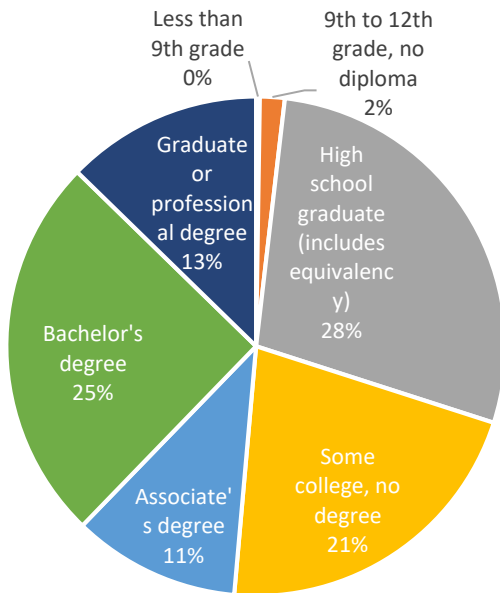
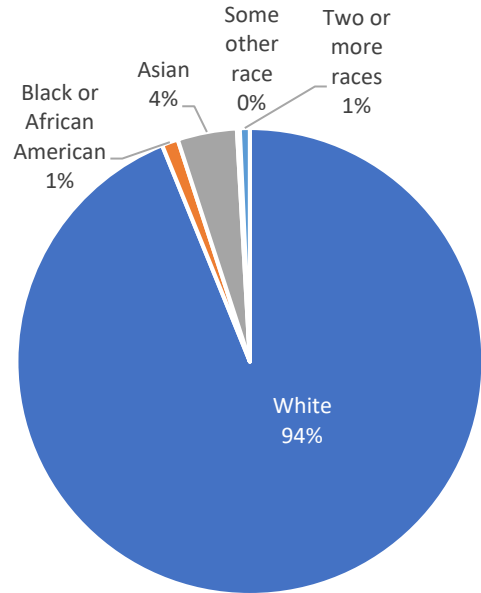


Figure 6: Race Distribution in Village of Pewaukee



⁵ U.S. Census Bureau, American Community Survey, 2012-2017 Estimates.

Housing Characteristics

The Village of Pewaukee has a significant number of renter-occupied housing units, especially compared to that of Waukesha County and Wisconsin. Figure 8 shows the percentage breakdown of vacant, occupied, and type of occupied units in the Village. Only 3% of units are vacant, and the majority are owner-occupied. However, 43% of housing units in the Village are renter-occupied, a much larger percentage than in Waukesha County (23%) and Wisconsin (29%).⁶ These estimates do not include group homes, including nursing homes. However, it may include assisted living housing, which would be classified under either category depending on whether the units are rented or owned.

In Waukesha County and Wisconsin, most housing units, 70.3% and 66.6% respectively, are part of a single unit detached structure. However, in the Village of Pewaukee, only 34.4% of housing units are of this type. Significantly, 26.8% of units in the Village are in a structure with between five to nine units. This compares to only 5.6% and 4.9% of this type of unit in Waukesha County and the state. There is also a higher percentage of single-family attached units, units in structures with three or four units, and structures with more than ten units in the Village of Pewaukee compared to the County or state.

Figure 7: Housing by Occupancy Characteristics in the Village of Pewaukee

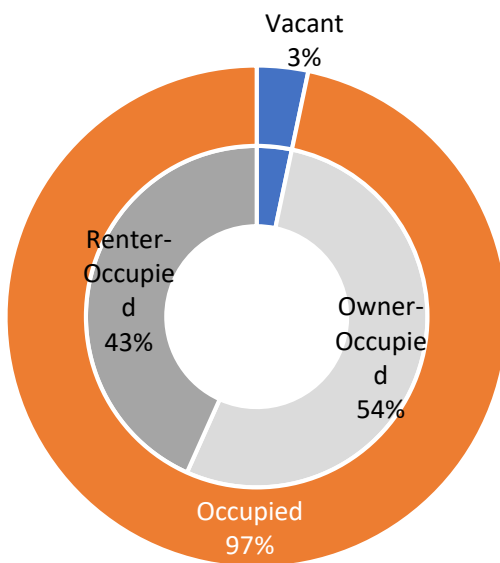
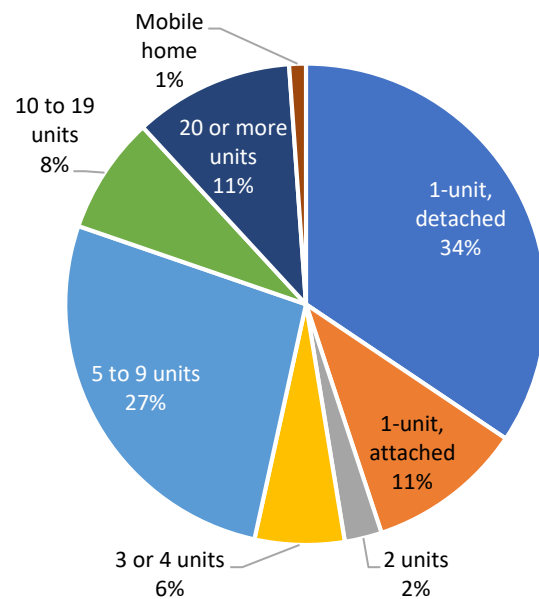


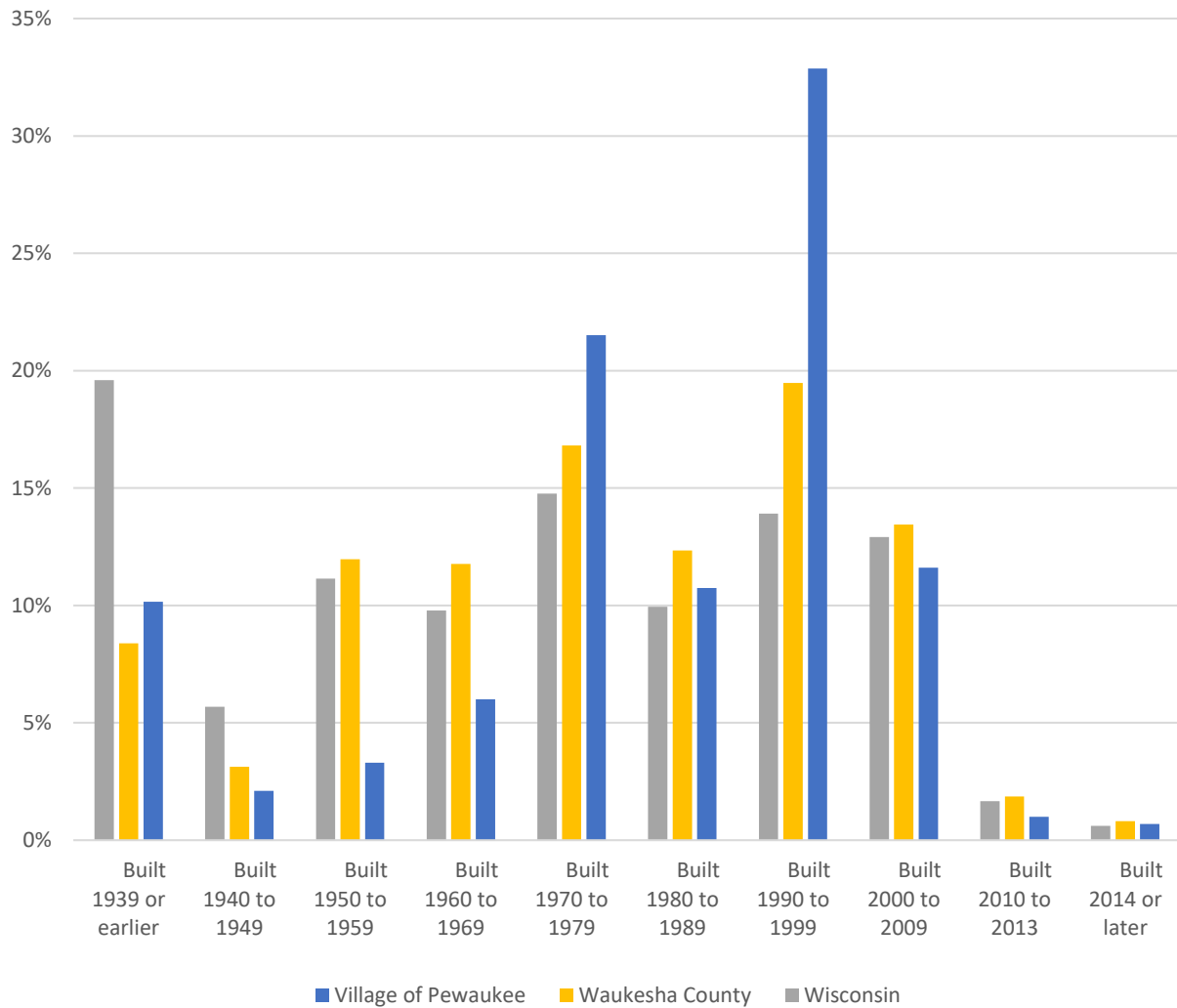
Figure 8: Housing Characteristics by Structure Type in the Village of Pewaukee



⁶ U.S. Census Bureau, American Community Survey, 2012-2017 Estimates.

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.⁷

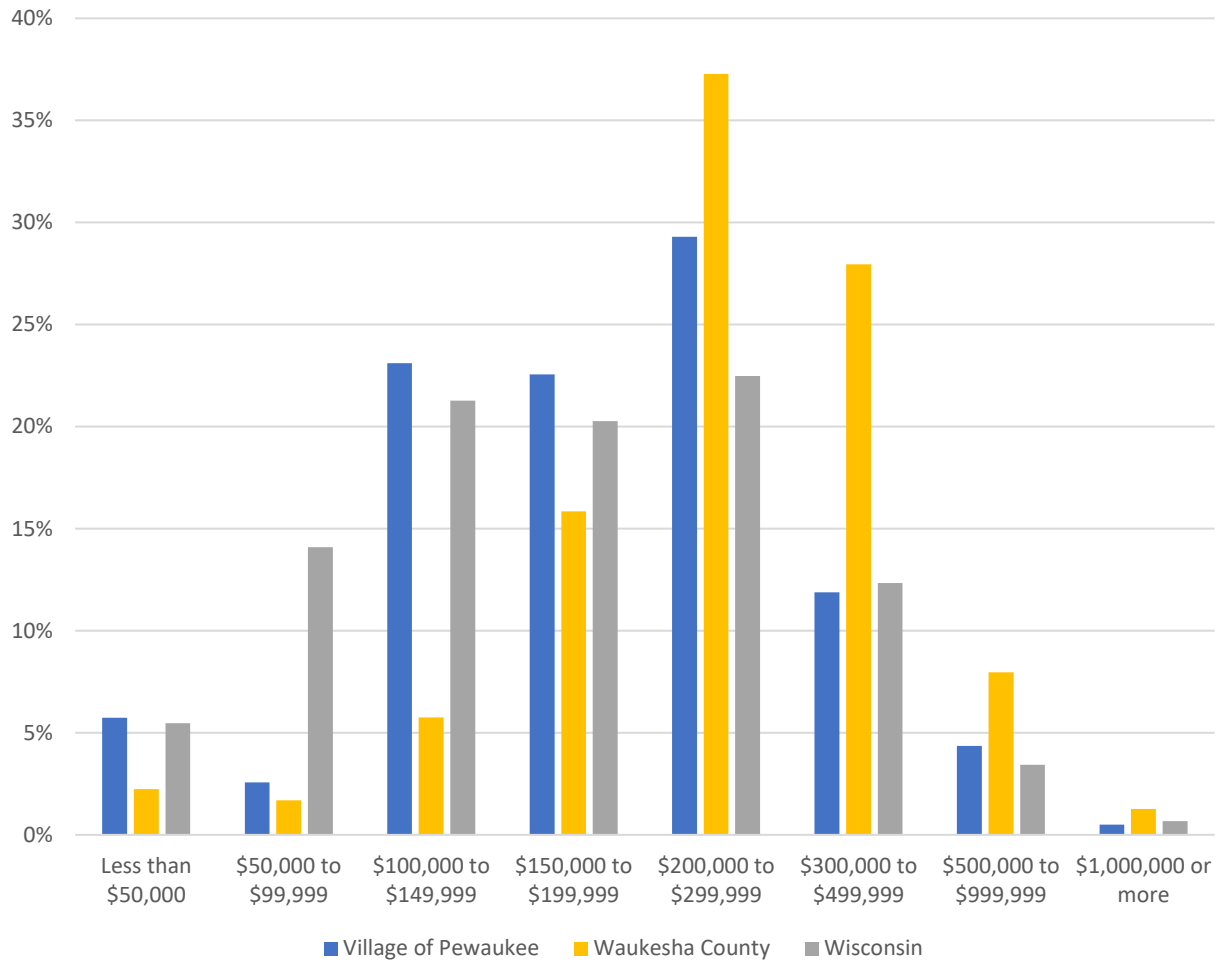
Figure 7: Housing by Year Structure Built in the Village of Pewaukee



⁷ U.S. Census Bureau, American Community Survey, 2012-2017 Estimates.

The median home value of owner-occupied units in the Village of Pewaukee is \$191,600 compared to \$262,700 in the County and \$169,300 in the state. The distribution of home values for units in all three geographies is shown in Figure 8. Waukesha County has the highest percentage of units over \$300,000 at 37% compared to 17% in the Village and 16% in the state. The majority of units in the Village of Pewaukee are between \$150,000 and \$300,000 in value.⁸

Figure 8: Housing by Owner-Occupied Home Value in the Village of Pewaukee



⁸ U.S. Census Bureau, American Community Survey, 2012-2017 Estimates.

Commuting

Figure 9: Commuting Inflow and Outflow for the Village of Pewaukee

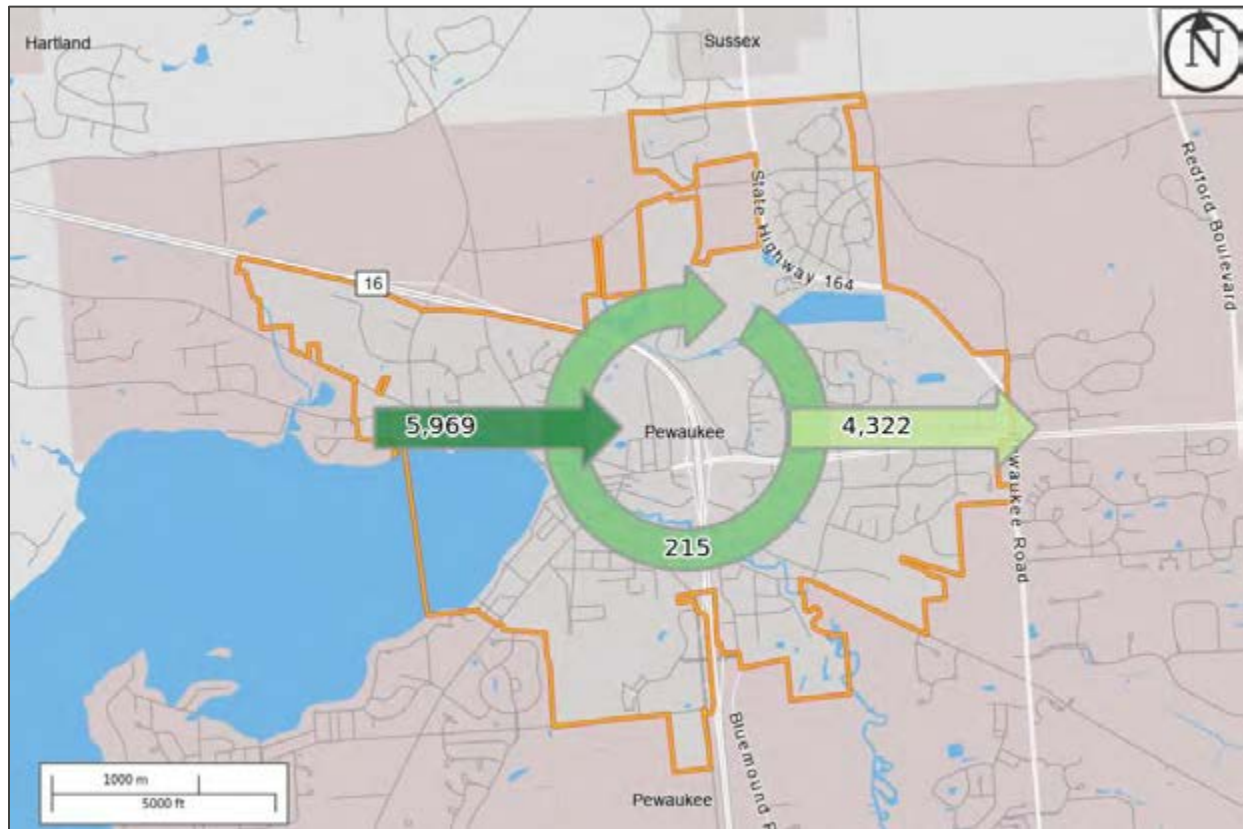


Figure 9 above shows the commuting flows for residents and workers in the Village of Pewaukee. In total, there are 6,184 people who work within the Village area, 5,969 of which commute into the Village from outside and 215 of which both live and work within the Village. Table 1 shows the distribution of these jobs across industry. The most common industries include Educational Services (17.4% of jobs), Manufacturing (17.2% of jobs), and Retail Trade (14.9% of jobs).⁹

Table 1: Industry Distribution of Workers in the Village of Pewaukee

Industry	Count	Share
Agriculture, Forestry, Fishing and Hunting	0	0.0%
Mining, Quarrying, and Oil and Gas Extraction	0	0.0%
Utilities	0	0.0%
Construction	264	4.3%
Manufacturing	1,061	17.2%
Wholesale Trade	210	3.4%
Retail Trade	920	14.9%
Transportation and Warehousing	98	1.6%
Information	16	0.3%

⁹ U.S. Census Bureau, OnTheMap, 2015.

Industry	Count	Share
Finance and Insurance	303	4.9%
Real Estate and Rental and Leasing	42	0.7%
Professional, Scientific, and Technical Services	49	0.8%
Management of Companies and Enterprises	11	0.2%
Administration & Support, Waste Management and Remediation	384	6.2%
Educational Services	1,075	17.4%
Health Care and Social Assistance	763	12.3%
Arts, Entertainment, and Recreation	11	0.2%
Accommodation and Food Services	754	12.2%
Other Services (excluding Public Administration)	157	2.5%
Public Administration	66	1.1%

By contrast, there are 4,537 working residents of the Village of Pewaukee – 215 of which work within the Village and 4,322 of which work outside of the Village. Table 2 shows the distribution of industries in which village residents work. The most common industries include Manufacturing and Health Care and Social Assistance. Comparing Table 2 to Table 1, it is evident that there are key industries in which people are more likely to live in the Village of Pewaukee but work outside. These include Professional, Scientific, and Technical Services and Information. In contrast, those who work in the Retail Trade and Accommodation and Food Services are more likely to live outside of the Village and work inside.

Table 2: Industry Distribution of Working Residents in the Village of Pewaukee

Industry	Count	Share
Agriculture, Forestry, Fishing and Hunting	7	0.2%
Mining, Quarrying, and Oil and Gas Extraction	7	0.2%
Utilities	36	0.8%
Construction	220	4.8%
Manufacturing	808	17.8%
Wholesale Trade	314	6.9%
Retail Trade	374	8.2%
Transportation and Warehousing	102	2.2%
Information	107	2.4%
Finance and Insurance	273	6.0%
Real Estate and Rental and Leasing	43	0.9%
Professional, Scientific, and Technical Services	323	7.1%
Management of Companies and Enterprises	198	4.4%
Administration & Support, Waste Management and Remediation	241	5.3%
Educational Services	338	7.4%
Health Care and Social Assistance	552	12.2%
Arts, Entertainment, and Recreation	66	1.5%
Accommodation and Food Services	285	6.3%
Other Services (excluding Public Administration)	126	2.8%
Public Administration	117	2.6%

Table 3 shows where the residents of the Village of Pewaukee work. The most common location is Milwaukee with 15.3% of residents commuting to the hub of the metropolitan region for work. The second and third most common locations for work are the cities of Waukesha and Pewaukee. Only 4.7% of the Village of Pewaukee residents work within the Village, which is less than six other communities in the area.

Table 3: Where Village of Pewaukee Residents are Employed

Location	Count	Share
Milwaukee city, WI	695	15.3%
Waukesha city, WI	436	9.6%
Pewaukee city, WI	345	7.6%
Brookfield city, WI	330	7.3%
Wauwatosa city, WI	283	6.2%
Menomonee Falls village, WI	245	5.4%
Pewaukee village, WI	215	4.7%
West Allis city, WI	158	3.5%
New Berlin city, WI	124	2.7%
Hartland village, WI	110	2.4%
All Other Locations	1,596	35.2%

Table 4 shows where the people who work within the Village of Pewaukee are commuting from. Once again, the most common origin is the City of Milwaukee with 13.3% of the Village’s workers commuting from the City. The next most common residence location is the City of Waukesha, and the third most common is the Village itself, with 3.5% of the Village’s workforce also living in the Village. The Village’s in-commuting workforce come from much more varied locations with 54.6% of the workforce coming from locations outside of the top ten.

Table 4: Where Workers who are Employed in the Village of Pewaukee Live

Location	Count	Share
Milwaukee city, WI	820	13.3%
Waukesha city, WI	606	9.8%
Pewaukee village, WI	215	3.5%
Brookfield city, WI	209	3.4%
Pewaukee city, WI	209	3.4%
New Berlin city, WI	180	2.9%
West Allis city, WI	177	2.9%
Menomonee Falls village, WI	134	2.2%
Oconomowoc city, WI	129	2.1%
Wauwatosa city, WI	126	2.0%
All Other Locations	3,379	54.6%

Workforce

Within Waukesha County, the most common occupations are in service positions including Retail Salespersons, Customer Service Representatives, and Office Clerks as shown in Table 5. These occupations typically have low median hourly earnings which have seen modest to negative growth over the last decade with the exception of Personal Care Aides. Many of these occupations are likely involved in retail services supporting tourism in the County.¹⁰

Table 5: Top Occupations in Waukesha County

Description	2018 Jobs	2008 - 2018 % Change	2018 Location Quotient	Median Hourly Earnings
Retail Salespersons	7,504	-1.7%	1.02	\$10.70
Customer Service Representatives	6,851	24.6%	1.50	\$18.48
Office Clerks, General	6,349	5.6%	1.16	\$17.15
Combined Food Preparation and Serving Workers, Including Fast Food	5,945	26.9%	1.00	\$8.90
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	5,411	-9.0%	2.33	\$31.23
Laborers and Freight, Stock, and Material Movers, Hand	4,808	5.5%	1.05	\$15.99
Cashiers	4,653	-0.2%	0.81	\$9.81
Personal Care Aides	4,634	294.4%	1.23	\$11.95
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	4,010	5.3%	0.96	\$12.13
Registered Nurses	3,703	13.6%	0.77	\$32.34

¹⁰ Economic Modeling Specialists International, 2019.1; Economic Modeling Specialists International (Emsi) is a proprietary database that estimates labor market and employment data that is based on government estimates from the U.S. Bureau of Labor Analysis. Emsi uses proprietary statistical modeling to provide more detailed estimates at the occupation, industry, and geographic level. Emsi provides data at the County and Zip Code level, but not a City or Village level.

Table 6 shows the top ten unique occupations in Waukesha County according to Location Quotient (LQ), a measure of employment concentration in an occupation or industry in a given geography compared to the concentration of that occupation or industry at the national level.¹¹ For example, a location quotient of 9.86 in Waukesha County for Print Binding and Finishing Workers means that there that occupation is 9.86 times more concentrated in the County than in the United States. The unique occupations in Waukesha County include production related occupations, including Print Binding and Finishing Workers; Foundry Mold and Coremakers; and Computer-Controlled Machine Tool Operators, Metal and Plastic. These occupations are likely tied to some of the unique manufacturing related industries present in the County as discussed in the Economy section below.¹²

Table 6: Top Unique Occupations in Waukesha County

Description	2018 Jobs	2008 - 2018 % Change	2018 Location Quotient	Median Hourly Earnings
Print Binding and Finishing Workers	765	-9.5%	9.86	\$16.79
Foundry Mold and Coremakers	181	-10.4%	7.74	\$18.37
Computer-Controlled Machine Tool Operators, Metal and Plastic	1,673	7.5%	6.84	\$21.04
Floor Layers, Except Carpet, Wood, and Hard Tiles	185	-15.5%	5.82	\$35.56
Prosthodontists	5	25.0%	5.65	\$58.21
Prepress Technicians and Workers	254	-39.5%	4.97	\$22.64
Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic	626	-29.8%	4.90	\$16.92
Printing Press Operators	1,326	-11.9%	4.64	\$19.38
Layout Workers, Metal and Plastic	81	3.8%	4.54	\$27.19
New Accounts Clerks	291	-42.1%	4.37	\$18.38

¹¹ A location quotient for an occupation or industry measures the level of concentration of that occupation or industry in a given region compared with that of the U.S. A location quotient greater than 1 indicates the occupation or industry is more concentrated in the region than the U.S. while a location quotient of less than 1 indicates the occupation or industry is less concentrated in the region (surrounding counties) than the U.S.

¹² Economic Modeling Specialists International 2019.2

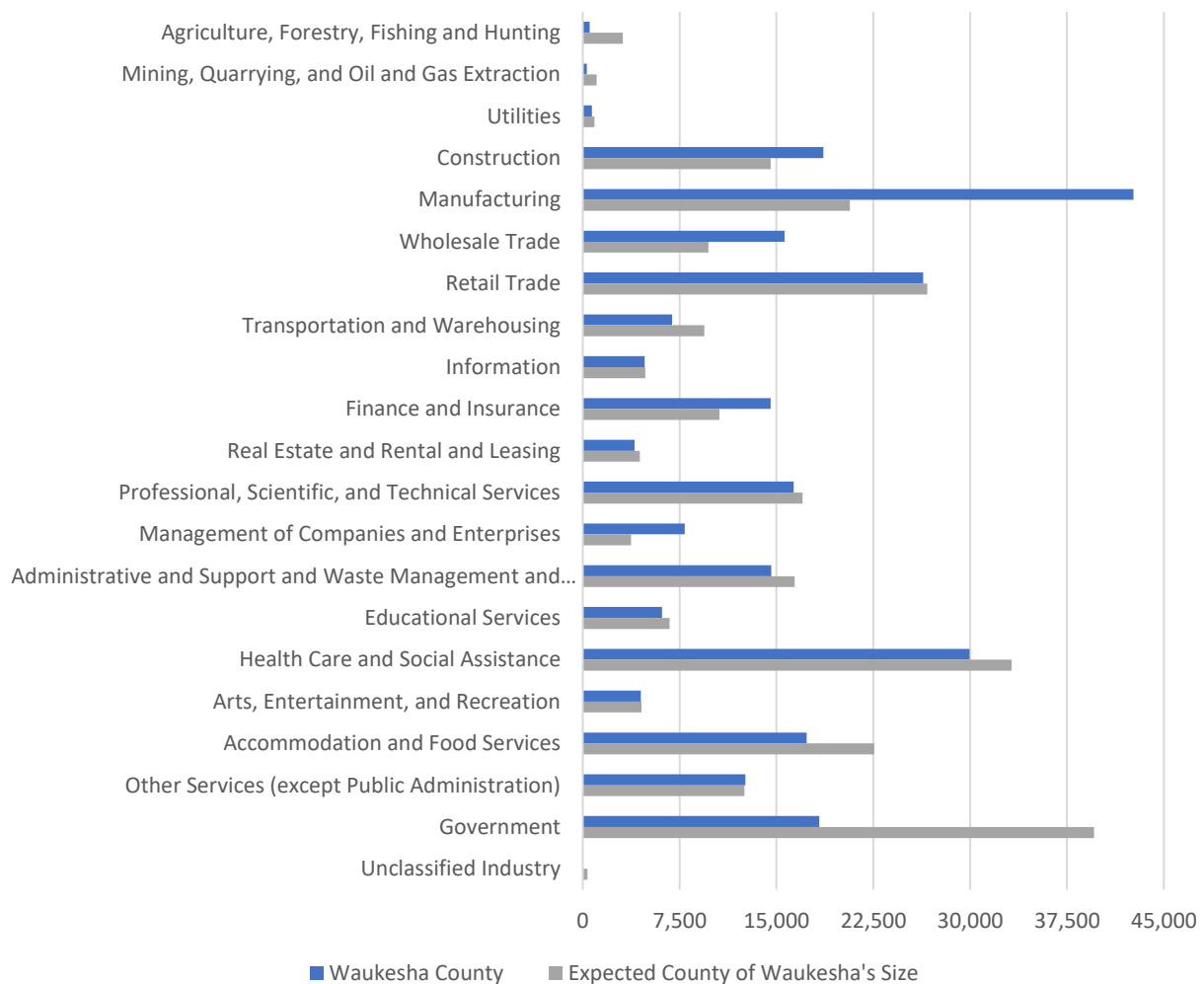
Economy

Industries

The industry analysis below examines the economic conditions in Waukesha County in order to identify key trends that could resonate for potential business growth in the Village of Pewaukee.

Figure 10: Industry Employment Distribution shows the distribution of jobs by broad industry group in the County compared with the expected employment in each industry based on national trends. This analysis provides a snapshot of industry areas that are key strengths or weakness for the County. Waukesha County has a much higher concentration of employment in Manufacturing and Construction than the expected distribution of employment. Contrastingly, the County has fewer jobs in Government and Health Care and Social Assistance.¹³

Figure 10: Industry Employment Distribution in Waukesha County



¹³ Economic Modeling Specialists International 2019.1.

While the classification of industry type provides one perspective on the distribution of business types in the Village of Pewaukee, it is also important to review our property tax base by property class, which directly impacts our tax levy.

Table 7: 2019 Total Equalized Value by Property Class

Property Class	2019 Total Equalized Value (land and improvements)	% of Category of Total
Residential	\$ 662,961,900.00	63.39%
Commercial	\$ 357,932,800.00	34.22%
Manufacturing	\$ 24,673,100.00	2.36%
Agricultural	\$ 29,400.00	0.00%
Undeveloped	\$ 302,600.00	0.03%
Total of Categories	\$ 1,045,899,800.00	100.00%

Table 7 demonstrates the over-reliance on commercial property and an under-representation of manufacturing businesses, which is in sharp contrast to employment by industry.

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

Table below digs into the industry composition a bit more, identifying the top industry sectors in the County based on total employment. Restaurants and Other Eating Places employed the most people in the County with 14,313 jobs and a 13.5% growth rate over the last ten years. Education and Hospitals; Management of companies and Enterprises; Building Equipment Contractors; and Printing and Related Support Activities are the other top industries by employment in the County.

Table 8: Top Industries by Employment in Waukesha County

Description	2018 Jobs	2008 - 2018 % Change	Avg. Earnings Per Job	2018 Location Quotient
Restaurants and Other Eating Places	14,313	13.5%	\$18,068	0.83
Education and Hospitals (Local Government)	9,695	-1.8%	\$70,102	0.70
Management of Companies and Enterprises	7,898	34.0%	\$119,470	2.11
Building Equipment Contractors	6,474	29.5%	\$80,685	1.67
Printing and Related Support Activities	5,916	-12.3%	\$76,259	8.01
Local Government, Excluding Education and Hospitals	5,706	-2.1%	\$69,293	0.62
General Medical and Surgical Hospitals	5,629	1.3%	\$64,119	0.74
Services to Buildings and Dwellings	5,538	14.2%	\$34,623	1.18
Employment Services	4,892	4.3%	\$42,622	0.84
Depository Credit Intermediation	4,529	6.8%	\$84,505	1.63

When looking at the top industries by location quotient, a number of top manufacturing industries appear, including Electrical Equipment Manufacturing; Other Transportation Equipment Manufacturing; and Printing and Related Support Activities. Out of the ten top industries by location quotient in the County, nine are manufacturing industries. However, only half of these industries have seen employment growth over the last ten years.

Table 9: Top Industries by Location Quotient in Waukesha County

Description	2018 Jobs	2008 - 2018 % Change	Avg. Earnings Per Job	2018 Location Quotient
Electrical Equipment Manufacturing	3,897	-2.3%	\$108,692	17.19
Other Transportation Equipment Manufacturing	750	-15.1%	\$115,522	13.25
Other Support Activities for Transportation	474	41.1%	\$26,513	8.27
Printing and Related Support Activities	5,916	-12.3%	\$76,259	8.01
Metalworking Machinery Manufacturing	1,999	6.9%	\$77,986	6.76
Other General Purpose Machinery Manufacturing	2,676	27.7%	\$103,243	6.17
Hardware Manufacturing	237	189.0%	\$45,389	5.75
Manufacturing and Reproducing Magnetic and Optical Media	126	641.2%	\$102,358	5.33
Navigational, Measuring, Electromedical, and Control Instruments Manufacturing	3,296	-28.8%	\$145,612	5.03
Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing	2,833	-2.8%	\$68,976	4.79

Institutions

There is a number of key institutions in the Village of Pewaukee, including public sector institutions that support education in the community as well as major private employers.¹⁴

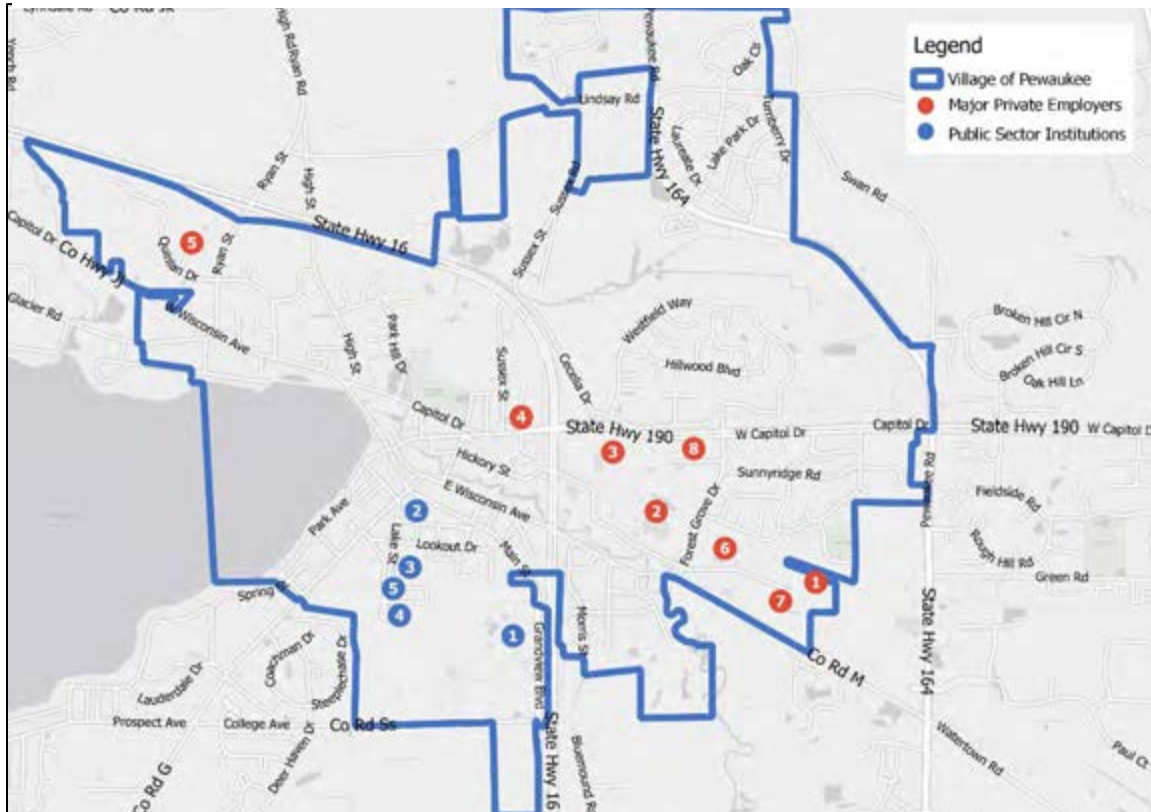
Public Sector Institutions

1. Waukesha County Technical College
2. Pewaukee Public Library
3. Pewaukee Lake Elementary School
4. Pewaukee High School
5. ASA Clark Middle School

Major Private Employers

1. Century Fence
2. Eaton/Cooper Power Systems
3. Dynex
4. P M Plastics
5. Kirkland Crossing - Presbyterian Homes
6. Trico
7. Urban Manufacturing
8. Waterstone Mortgage

Figure 11: Village of Pewaukee Institutions



¹⁴ Village of Pewaukee Economic Profile. <https://www.waukeshagrowth.org/wp-content/uploads/2018/04/Village-of-Pewaukee-1.pdf>

Real Estate Assessment

There are a number of real estate properties for sale or lease within the Village of Pewaukee, including 16 retail spaces for lease at six properties.

Table below shows the retail properties for lease within the Village including the location, size, and asking rent where available. Rent for retail space in the community currently ranges between \$10 per square foot to up to \$22 per square feet for a new mixed-use space near Pewaukee Lake.¹⁵

In addition to these spaces for lease, two retail buildings are for sale. This includes Lake Country Square at 601 Ryan Street. The property has 64,630 square feet of space and an asking price of \$3.9 million. It formerly housed a grocery store that has since left. (Update: Under Contract Dec. 2019) The other for sale property is 1272 Capitol Drive. The building has 7,482 square feet and a sale price of \$1.2 million. There is room for expansion at this property of up to 27,052 square feet.

Table 10: Retail Space for Lease in the Village of Pewaukee

Property Name	Address	Square Feet	Asking Rent
617 Ryan Street (Under Contract)	617 Ryan Street	3,018 SF	\$15/SF
1230 - 1256 W Capitol Drive	1230 - 1256 W Capital Drive	1,400 SF	\$15/SF
1230 - 1256 W Capitol Drive	1230 - 1256 W Capital Drive	1,200 SF	\$15/SF
Beachscape	143 W Wisconsin Ave	1,690 SF	\$20-\$22/SF
Lake Country Market	690 Westfield Way	1,500 SF	\$14/SF
Lake Country Market	690 Westfield Way	1,500 SF	\$14/SF
Lake Country Market	690 Westfield Way	2,716 SF	\$14/SF
Meadow Creek Market	1405 Capitol Dr	3,200 SF	N/A
Meadow Creek Market	1405 Capitol Dr	1,600 SF	N/A
Meadow Creek Market	1405 Capitol Dr	4,800 SF	N/A
Meadow Creek Market	1405 Capitol Dr	1,600 SF	N/A
Meadow Creek Market	1405 Capitol Dr	1,600 SF	N/A
Meadow Creek Market	1405 Capitol Dr	1,600 SF	N/A
Meadow Creek Market	1415 Capitol Dr	1,600 SF	N/A
Meadow Creek Market	1405 Capitol Dr	3,200 SF	N/A

¹⁵ Waukesha County Center for Growth, "Site Selection." <https://www.waukeshagrowth.org/business-attraction-expansion/site-selection>

There are also a number of undeveloped lots for sale, including five within the Meadow Creek Market space. These sites range from 1.5 acres to 21 acres and \$449,000 to \$3.25 million in asking price. Details on these lots are shown below in Table 11.

Table 7: For Sale Land Sites in the Village of Pewaukee

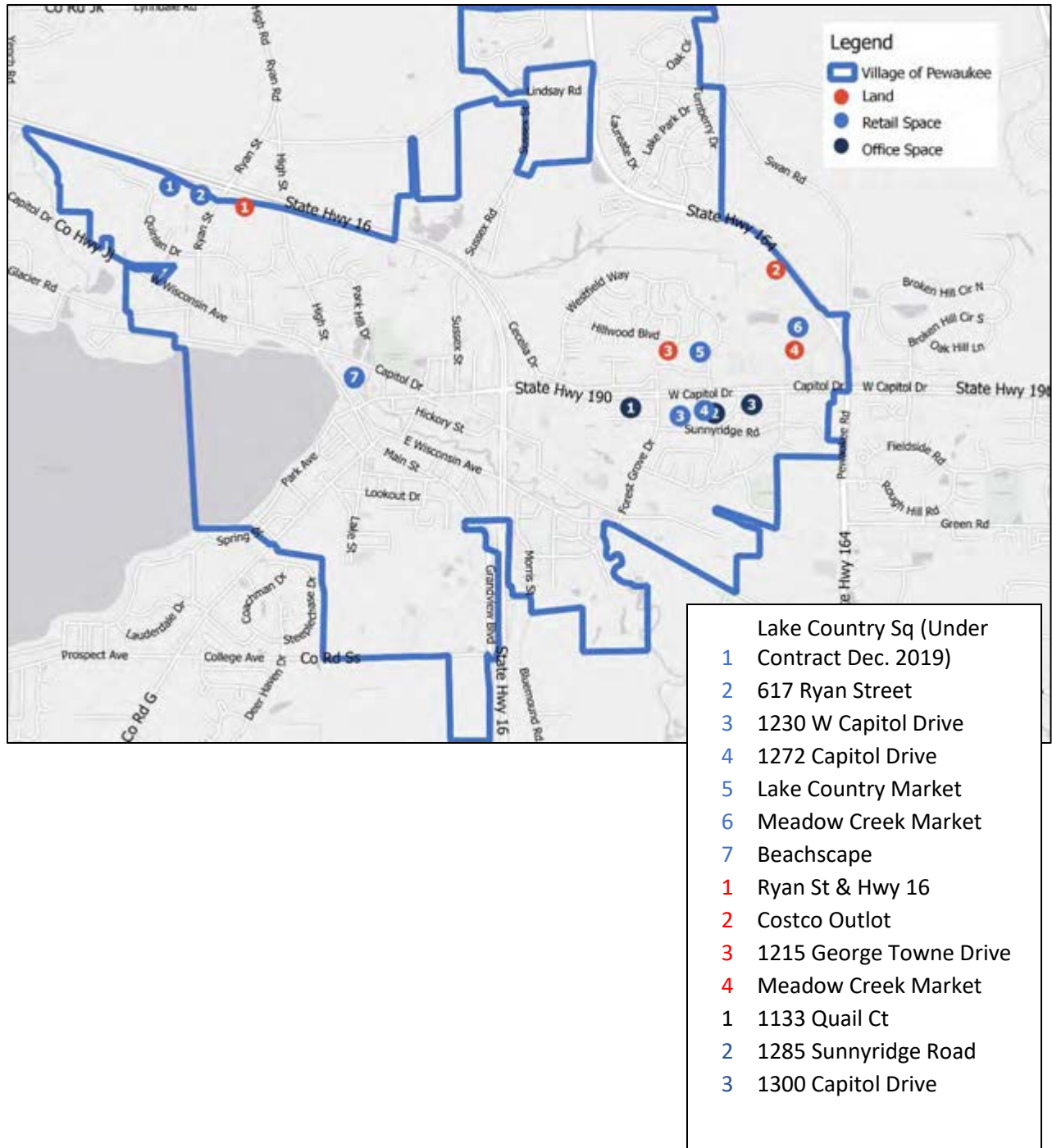
Property Name	Address	Acres	Asking Price
Ryan St & Hwy 16	Ryan Street	21 Acres	\$2,450,000
Costco Outlot	4052243 Pewaukee Road	3.5 Acres	N/A
Meadow Creek Market Lot 1	Westfield Way	2.60 Acres	\$750,000
Meadow Creek Market Lot 2	Pewaukee Road	2.59 Acres	\$2,500,000
Meadow Creek Market Lot 3	Pewaukee Road	1.5 Acres	\$1,250,000
Meadow Creek Market Lot 4	Capitol Drive	3.17 Acres	\$2,250,000

There are at least six office spaces for lease within the Village of Pewaukee as shown in Table 12. These properties range in size from 436 to 2,150 square feet with an asking rent of either \$15 or \$17 per square foot.

Table 8: Office Space for Lease in the Village of Pewaukee

Address	Square Feet	Asking Rent
1133 Quail Ct	2,265 SF	\$17/SF
1133 Quail Ct	2,215 SF	\$17/SF
1133 Quail Ct	2,593 SF	\$17/SF
1285 Sunnyridge Road	1,092 SF	\$15/SF
1285 Sunnyridge Road	1,280 SF	\$15/SF
1285 Sunnyridge Road	369 SF	\$15/SF
1300 Capitol Drive	2,150 SF	\$15/SF

Figure 12: Real Estate Sites



Administration

Fiscal Conditions

Overall, the Village of Pewaukee is in a positive fiscal position. Across all funds including government and business-type activities, the net position of the Village at the end of 2017 was \$49,214,634, an increase of \$346,618 from 2016.¹⁶

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. The unrestricted funds measure \$10,032,747 or 20% of the total net position. This includes government and business-type (including utilities) activities.

In 2017, the Village had \$10,875,096 in total revenues, a 1.9% increase from 2016. The Village also had a decrease in total expenses between 2016 and 2017 of 2.6% resulting in total expenses of \$10,510,478 in 2017.

Of the Village's total revenues, 45.0% come from property taxes. Between 2016 and 2017, the Village's property tax revenues increased by 1.5%. Decreases in expenses between 2016 and 2017 came primarily from a 7.2% decrease in public safety expenses and a 21.6% decrease in public works expenses.

While the Village of Pewaukee is currently in a positive financial situation, the Village's large share of revenues that come from property taxes and the slow rate of growth are key areas of concern. The neighboring City of Pewaukee saw a 3.9% growth in property tax revenues between 2016 and 2017 and those property tax revenues represented only 33.2% of the City's total revenues.¹⁷

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,

¹⁶ Village of Pewaukee, "Financial Statements Including Independent Auditors' Report As of and for the Year Ended December 31, 2017."

¹⁷ City of Pewaukee, "Financial Statements Year Ended December 31, 2017."
<https://www.cityofpewaukee.us/DocumentCenter/View/2722/2017Audit>

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

Workforce 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.¹⁸

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.¹⁹

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

¹⁸ Wisconsin Department of Workforce Development, "Fast Forward," <http://wisconsinfastforward.com/about.htm>

¹⁹ Waukesha County Center for Growth, "Financial Assistance for Training," <https://www.waukeshagrowth.org/workforce-development/financial-assistance-training/>

area's key industries.²⁰ In Waukesha County, the Youth Apprenticeship program is supported by the Waukesha County Technical College and offers programs in the following areas:

- Agriculture, Food & Natural Resources
- Architecture & Construction
- Art, A/V Technology & Communications
- Finance
- Health Science
- Hospitality, Lodging & Tourism
- Information Technology
- Manufacturing
- Marketing
- Science, Technology, Engineering & Mathematics (STEM)
- Transportation, Distribution & Logistics²¹

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.

²⁰ Wisconsin Department of Workforce Development, "Youth Apprenticeship Employers," <https://dwd.wisconsin.gov/youthapprenticeship/employers.htm>

²¹ Wisconsin Department of Workforce Development, "Youth Apprenticeship Regional Consortiums Directory," https://dwd.wisconsin.gov/youthapprenticeship/consortiums_directory.htm



INTERVIEW SUMMARY

As part of the Strategic Plan Update process, Thomas P. Miller & Associates (TPMA) completed a series of interviews with the Village of Pewaukee Board Trustees, staff members, and organizational partners. These interviews were designed to gather local perspective on the strengths, weaknesses, opportunities, and challenges in the Village of Pewaukee as well as identify some key priorities for the Strategic Plan over the next five years.

In total, the Village of Pewaukee completed 19 interviews with 28 individuals as described below:

- 6 Village Board Trustees; (Trustee Rohde on Core StratPlan Team)
- 9 Village of Pewaukee staff members;
- 9 individuals representing government partnerships, including the Pewaukee School District, the City of Pewaukee, the Joint Parks and Recreation Department, the City of Pewaukee Fire Department, and the Joint Library; and
- 4 individuals representing business and development partnerships and organizations.

Interview participants were asked some or all of the following questions with some variation due to individual roles and question relevance as well as time.

1. How long have you been in your role as a Village Board Trustee/staff/external partner?
2. Why did you choose to become a Village Board Trustee/staff member?
3. What are the Village of Pewaukee's key strengths?
4. What are the Village of Pewaukee's key weaknesses?
5. How does the community rate on the following topics?
 - a. Organizational Structure
 - b. Village Board Synergy
 - c. Budget
 - d. Economic Development
 - e. Community Development and Housing
 - f. Infrastructure
 - g. Environmental Issues
 - h. Employee Relations
 - i. Intergovernmental Relations
 - j. Community Relations
6. What are the Village's greatest opportunities over the next five years?
7. How can the Village directly or indirectly support these opportunities?
8. What are the Village's greatest challenges over the next five years?
9. How can the Village address these challenges?
10. What should be the key priorities for the Village over the next five years?
11. How can there be more collaboration between the Village of Pewaukee and your [City/Town/Organization]?

The following summary provides a snapshot of the key findings across all interviews.

Strengths

Pewaukee Lake
Proximity to Milwaukee
Family Atmosphere
Good Schools

Weaknesses

Landlocked Development
Budget Constraints
Communication
Lack of Planning

Opportunities

Redevelopment
Collaboration with City of
Pewaukee

Challenges

Property Tax Levy Limits
Dark Store Loophole

Overall Summary

Strengths

Many individuals listed the location of the Village of Pewaukee as a key strength, emphasizing Lake Pewaukee as a key resource and element of attraction as well as the proximity to Milwaukee. Other common responses included the people, both from a community perspective as well as Village staff as representatives of the Village government. The family atmosphere and the great school system were also mentioned as key strengths within the Village.

Weaknesses

The Village of Pewaukee's budget and finances were commonly mentioned as key weaknesses moving forward. This was often cited along with the Village being landlocked, which prevents new development within the geographical boundaries of the Village. Due to Wisconsin state law, the Village of Pewaukee's property tax levy is tied to net new construction dollars, which is constrained without development. This was also frequently cited as a challenge for the Village as well. Some interviewees also cited communication as a key weakness. This includes communication with residents and citizens of the Village of Pewaukee as well as potential businesses and developers.

Opportunities

Redevelopment was a common opportunity area mentioned by interviewees. This opportunity is a requirement due to the geographic challenges presented to the Village. Specific areas for redevelopment include the area around Pewaukee Lake extending along Pewaukee River and Oakton Avenue, the eastern gateway into the Village of Pewaukee at the intersection of Capitol Drive and WI-16, the St. Mary's Church and Queen of Apostles School property located on Evergreen Lane north of Wisconsin Avenue, and the former River Hills nursing home located on Riverside and Ridgeway Drives. Additional context surrounding the needs and challenges when it comes to redevelopment efforts in the Village of Pewaukee is provided below in the Community Development and Housing topic area.

Challenges

The budget issues presented by Wisconsin state law's property tax levy limits and the Village of Pewaukee's landlocked geography were the key challenges discussed by interview participants. Additionally, the dark store loophole that allows retail stores to reduce their assessed value is additionally challenging for the Village of Pewaukee due to the amount of commercial development in the Village, particularly along Capitol Drive. The budget challenge does create an opportunity to look for new and diverse revenue sources and to increase collaboration with the City of Pewaukee and potentially share additional services.

Topic Area Ratings

Individuals were asked to rate how the community performed on a variety of topics. Some respondents gave a number rating while others offered a general perception of the topic in the Village and any related challenges.

Organizational Structure

Few of the interviewees had any significant comments or perception of the organizational structure and areas that could be improved. Most rated it as average to good, and some noted that it was typical of the structures in other Villages in the community. A few reiterated the challenges inherent with the budget.

Village Board Synergy

The Village of Pewaukee Board Synergy evolves from year to year. With half of the Board up for re-election each spring, interview respondents indicated that the synergy amongst the board members is often in a state of flux. Some years there is positive synergy. Others are more difficult. Many interviewees indicated that things have improved in recent years following a period in which there was significant tension amongst board members. Most respondents were positive on the current board members.

Budget

The topic of the budget came up frequently, not only during this question, but during discussion of key weaknesses and challenges for the Village of Pewaukee moving forward. Many respondents indicated that while the Village was doing its best with limited resources, the lack of funding is a serious issue that will affect the Village's planning in future years. Many indicated there was a thorough and fair process for setting and assessing the budget. However, respondents also believed that rising costs would soon become a daunting challenge and that needed investments and improvements were not being made that would eventually create additional strain on the budget. These investments included staff, technology, and infrastructure.

Economic Development

The need for economic development efforts to help grow the Village's tax base was clear to many individuals in the interviews. Many believed the Village had improved its efforts in this area in recent years and was beginning to take a more proactive approach to attracting and welcoming new businesses. Some respondents mentioned the need for additional flexibility and adaptability on the part of the Village Board when it came to economic development efforts. A few interviewees mentioned that there may be a perception on the part of businesses and developers that the Village is not responsive to business needs and that the processing of projects through the Village sometimes causes delays. This issue has at times been more severe depending on the attitude of the Village Board members.

The lack of open land for development was again mentioned as a key challenge. Many members mentioned redevelopment potential on the lakefront and opportunities continuing along the river and Oakton Avenue. Continued retail vacancies in the retail area along Capitol Drive was also mentioned as an ongoing concern but also a potential opportunity.

Community Development and Housing

Most of the respondents indicated a concern with the quantity of multi-family housing and specifically senior housing in the Village. There is some tension between residents in the community and some new redevelopment projects looking at additional senior housing. The inability to build new single-family housing based on the available land for redevelopment, construction, and infrastructure costs is a key challenge for the Village of Pewaukee moving forward. Additionally, the Village of Pewaukee may be

unable to prevent certain uses on some available land and a better understanding of the ways in which the desired development types can be encouraged is needed.

Infrastructure

There was a consensus that investments in infrastructure that have been delayed due to budget constraints may continue to present a challenge for the Village as some repairs become immediate needs that can no longer be postponed. There was a perception that most issues were being addressed on an as needed basis without the type of long-term infrastructure planning needed to ensure quality service for residents moving forward. In particular, there are needed road repairs, some of which have been more recently addressed. Issues related to the sewer and water system are unknown and in need of staff time dedicated to inspection and monitoring. There are specific needs related to Village assets and buildings, new equipment, and an asset management plan that address facility maintenance. The need for a community center /senior center was mentioned as a priority in the community.

Environmental Issues

The two issues that were most frequently mentioned when it comes to environmental issues were the lake and river flooding and the Emerald Ash Borer. While there have not been recent flooding issues, this remains a concern for some areas of the Village. The Emerald Ash Borer has devastated most of the Ash trees in the Village of Pewaukee, and the associated costs of removing them have been significant. Some interviewees mentioned the challenge with the lack of planning and investment and upfront planning that could have potentially saved some of the Ash trees if they had been treated sooner.

Employee Relations

Almost all of the interviewees mentioned how positive the staff at the Village of Pewaukee is. The staff are quick to execute on their responsibilities, have a positive relationship with the Village Board and the community, and perform their work effectively even though the Village is often understaffed. Some staff members mentioned that at times the relationship with the Board has been tough and that not enough trust has been placed in them. This relationship was at times seen as adversarial rather than the partnership that it should be. However, it has improved more recently.

Intergovernmental Relations

The key area of discussion related to intergovernmental relations was the relationship with the City of Pewaukee and previous discussions related to a merger between the Village and the City. The overall consensus was that while a merger between the Village and the City may make sense long term for the Village's finances, the current political atmosphere was not suitable for continued conversations on the topic. With the Village and City currently cooperating on a number of efforts, including the Joint Parks and Recreation Department, the Joint Library, Building Inspection Services, and the Fire Department, there may be other areas where cost savings can occur through continued partnership. Specific areas mentioned were the police department and public works. Some respondents felt like the close relationship between Village residents and the Village of Pewaukee Police Department made possible shared services with the City, which currently uses the Waukesha County Sheriff's Department, more difficult. Specific areas for cooperation in public works included a shared garage, equipment, and services, including snow removal. The current cooperation between the Village and the City is productive in some areas but tense in others.

Enhanced and increased communication is needed as recent issues can be attributed to a lack of cooperation and communication.

Community Relations

A common theme related to the Village's relationship with the community was the need for increased communication and in particular an online presence. There was a common perception that Village residents want easier access to information regarding the Village's activities. Some interview participants agreed that this was a need that should be addressed with an improved website, newsletters, social media, and better visual representation of the budget. Other interview participants felt that residents should take a more proactive approach to participation in the Village activities and be more willing to look into the information that they need. This disagreement is likely the result of some tension between older and younger residents in the Village of Pewaukee. The Village has a number of older residents that have lived in the community all of their lives. However, with younger residents moving to the Village, additional means of communicating may be needed in order to spur increased civic engagement amongst all residents of the Village of Pewaukee.



PUBLIC SURVEY SUMMARY

About the Survey

In order to gather input into the Strategic Plan from Village of Pewaukee residents, a survey was distributed asking for public feedback and suggestions regarding Village performance, communication, development, services, and other topics. The survey was open from between July 1 and July 19, 2019 and was distributed to Village property owners via postcard.

In total, 357 responses were submitted, with 88% of respondents completing all questions. Incomplete responses (43) were removed from the final analysis. Of the respondents to the survey, 96% indicated they are Village residents with an average of 19.5 years of residency. Only 12% of respondents work in Pewaukee and 6% of respondents own a business in the Village.

Demographics

Survey respondents represent residents from under the age of 18 to over the age of 65. The majority of respondents (65%) are over the age of 45. Additionally, of the respondents who filled out the survey, 48% have a median household income over \$75,000. About a quarter (26%) of respondents chose not to answer when asked about median household income.

Figure 1: Survey Respondent Age

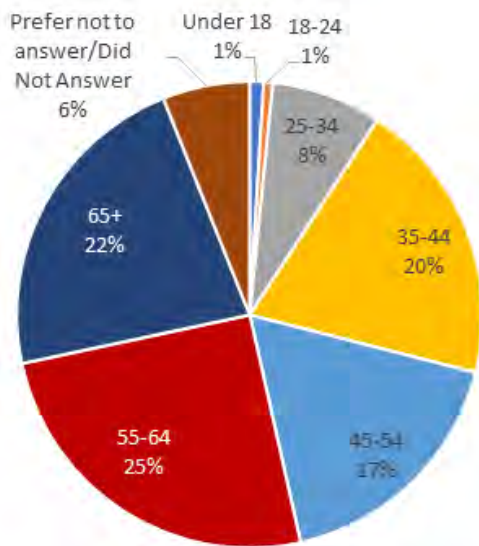
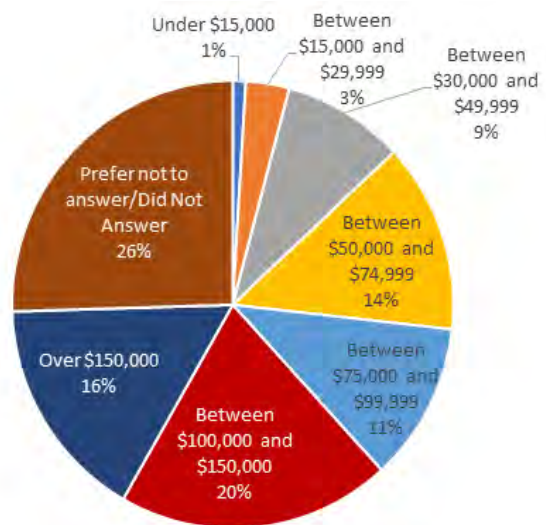


Figure 2: Survey Respondent Median Household Income

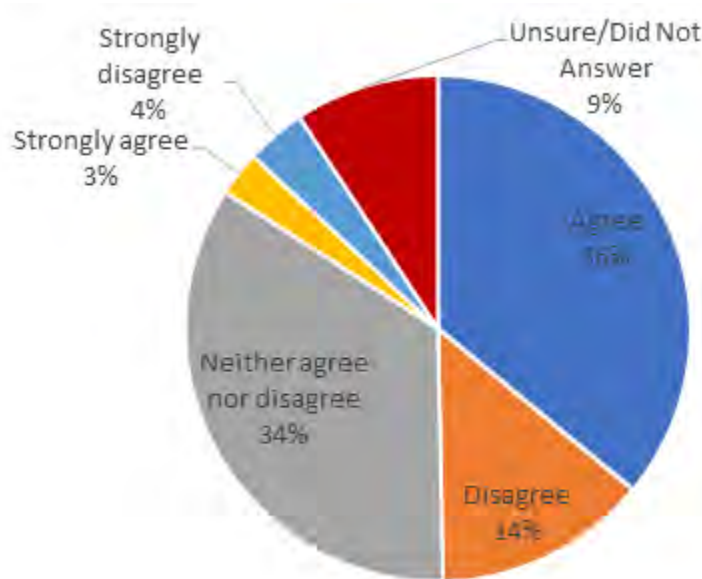


Village Performance

When asked, “I feel the Village spends my tax dollars wisely” the responses did not find consensus and offered a varied outlook, including:

- 39% Agree or Strongly Agree
- 18% Disagree or Strongly Disagree
- 43% Neither agree nor disagree, are unsure, or did not answer

Figure 3: The Village Spends Tax Dollars Wisely



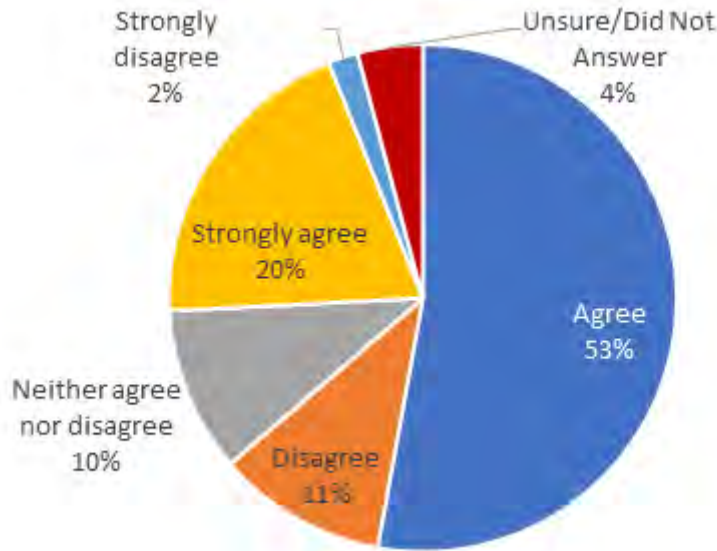
Some general open-ended responses comments to this question are provided below separated out whether the responded agreed or disagreed with the statement.

Agree Comments	Disagree Comments
<ul style="list-style-type: none"> • Village services are good • Village is well kept • Schools are great • Board/Village staff keep to a tight budget • Taxes are stable and consistent 	<ul style="list-style-type: none"> • Issues with quality of streets • Property taxes too high – particularly the amount of funding for schools • Concern about overpayment for police and fire services

When asked whether the respondent knows how to contact Village Officials when there is a concern:

- 73% Agree or Strongly Agree
- 13% Disagree or Strongly Disagree
- 14% Neither agree nor disagree, are unsure, or did not answer

Figure 4: I know how to Contact Village Officials with Concerns



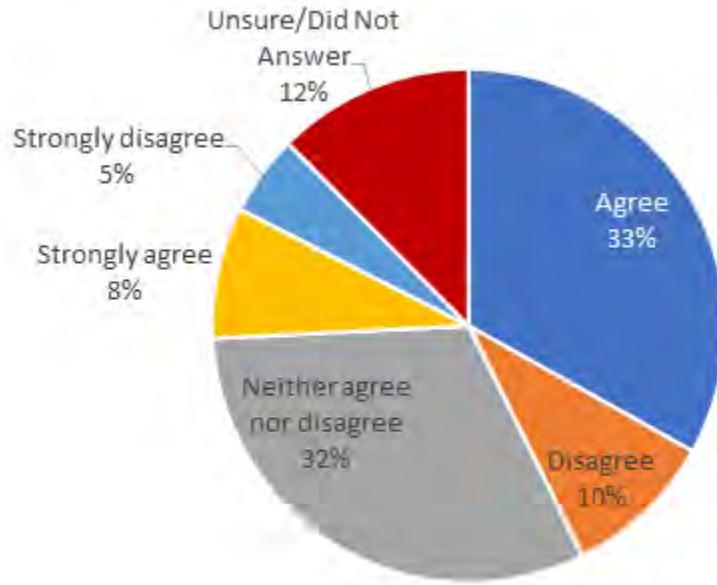
Additional comments provided:

Agree Comments	Disagree Comments
<ul style="list-style-type: none"> • Information is easily accessible through website • I can gather information at meetings or Village Hall • Emails are accessible through webpage • While I have never raised concern, I do know how 	<ul style="list-style-type: none"> • I have not needed to contact the Village • Village is not proactive in providing information • We are new to Village and have not received information on how to contact officials

Survey respondents were asked to respond to the following statement: “When I contact the Village regarding an issue or service, the Village is responsive.” Respondents generally agree with this statement.

- 41% Agree or Strongly Agree
- 15% Disagree or Strongly Disagree
- 44% Neither agree nor disagree, are unsure, or did not answer

Figure 5: Village is Responsive to Issues or Services



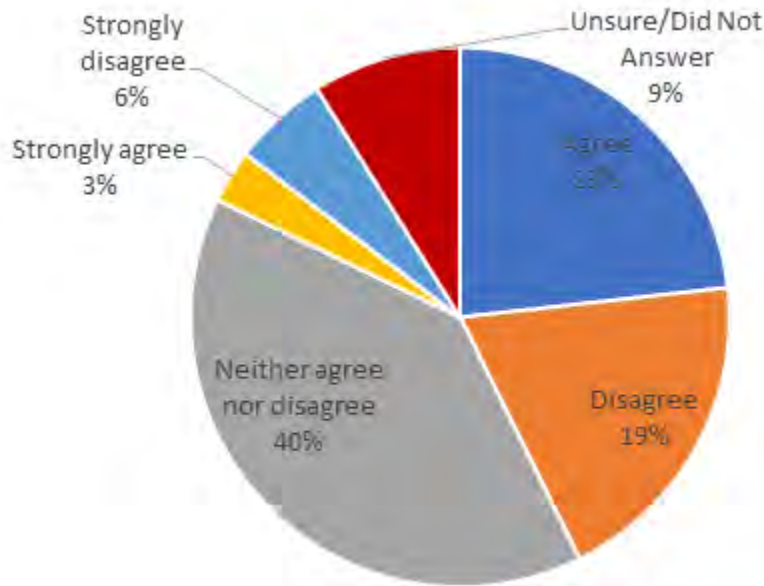
Agree Comments	Disagree Comments
<ul style="list-style-type: none"> • Always friendly, polite, and knowledgeable • I have gotten information needed promptly • I voiced my concerns at the Village meeting and it was addressed 	<ul style="list-style-type: none"> • I have never contacted them, so I cannot rate them • It is difficult to obtain a timely response • I left a message and have not received a response

Survey respondents were asked whether they are, “pleased with the way the Village government is managed.” Similar to previous questions, nearly half of respondents (40%) were unable to agree, nor disagree.

- 26% Agree or Strongly Agree
- 25% Disagree or Strongly Disagree
- 49% Neither agree nor disagree, are unsure, or did not answer

Figure 6: Pleased with Village Government Management

ee



Additional comments provided:

Agree Comments	Disagree Comments
<ul style="list-style-type: none"> • No complaints • Overall, Village management is good • Communication could be improved • Seems to be well-functioning 	<ul style="list-style-type: none"> • Board resistant to change/motivated by other interests • Mentions of Village/City merger • Not enough opportunity for public comment • Train whistles/Nuisance ordinances • Downtown development

Communication

Respondents were asked how they currently receive information on Village of Pewaukee activities and how they would prefer to receive information on Village of Pewaukee activities. The table indicates the percentage of respondents that indicated each resource. Respondents could select multiple resources. N/A indicates this was not an available response for how to currently receive information.

Resource	How Do You Currently Receive Info	How Would You Prefer to Receive Info
Local Television Broadcast Networks	5%	3%
Local newspaper (print)	20%	14%
Local newspaper (digital)	11%	6%
Village of Pewaukee website	61%	51%
Word of Mouth	53%	8%
Email Newsletter	N/A	59%
Mail (i.e. quarterly newsletter)	N/A	40%
Other websites (i.e. Positively Pewaukee)	40%	22%
Social Media	N/A	33%
Other	16%	4%

Other responses to resources for information include:

- Facebook Groups
- Nextdoor
- Attend Meetings
- Postings around Downtown

Respondent’s preferences for new methods of receiving information include:

- Facebook
- Nextdoor-Board representative
- Phone application
- Encourage more diverse representation

Village Services and Features

Respondents were asked to rate the level of satisfaction with a variety of Village Services and Features. The following shows the Percent Satisfied or Very Satisfied and the Percent Dissatisfied or Very Dissatisfied for each Service and Feature. The Services and Features with the highest Percent Satisfied or Very Satisfied are at the top of the table.

Village Service and/or Feature	Percent Satisfied or Very Satisfied	Percent Dissatisfied or Very Dissatisfied
Village Police Department	83%	4%
Overall Cleanliness	82%	6%
Maintenance of Public Buildings	77%	4%
Winter Snow Removal	77%	10%
Library Services and Programs	76%	1%
Parks and Beachfront Maintenance	74%	8%
Garbage Pick Up	73%	10%
Fire and Rescue Services	71%	3%
Water and Sewer Utilities	67%	10%
Leaf and Brush Pickup	64%	15%
Village Signage	62%	7%
Parks and Recreation Programs	59%	6%
Street Maintenance	54%	26%
Traffic Flow	46%	37%
Downtown/Lakefront Parking	40%	38%
Tree Removal/Replacement	37%	19%

Open-Ended Responses

Village Police Department

When asked about the Village Police Department, respondents feel the police do an excellent job. Specifically, respondents are confident in the service, concern, visibility, response, and trust in times of need. A few respondents feel there needs to be better enforcement for traffic and speed limits. One individual feels the Village has too many cops and another feels the Village is “over policed.”

Traffic Flow

While some respondents do not have traffic issues throughout the Village, the majority of respondents feel traffic is challenging. Specifically, respondents listed traffic to be challenging in the summer, at rush hour, and by the lakefront. Additionally, roads that were called out as having significant issues include

Capitol Drive, Highway 16, Village Park, Hillwood Blvd, Westfield Way, Wisconsin Ave, and Lakefront. Respondents stated the need for safety for cars, pedestrians, and school areas.

Downtown/Lakefront Parking

When asked about parking in downtown/lakefront areas, respondents agree that there needs to be more parking in general. Individuals feel these areas are too crowded and that it is very difficult to park in the current areas. Not only do the respondents find it challenging to park, they also find it challenging to pull out of a space, as the spaces are close together and roads are narrow. Other residents feel parking is adequate and see the constraints of the Village as to the issue to parking. These respondents feel the parking is plentiful and the access to beach and downtown shops is enough.

Village Signage

Survey respondents are divided on the effectiveness of Village signage. While some respondents feel the Village needs more signs that are clear for traffic, parking, and rules, others feel it is adequate. Respondents can find what they need and feel the signage is kept up nicely.

Overall Cleanliness

When asked about overall Village cleanliness, respondents overall do not see major issues and feel the Village does a good job. Respondents put the blame of litter on the beach into the hands of the beachgoers. In the busy season, such as summer, respondents would like to see more garbage pickups around the beach and river.

Maintenance of Public Buildings

Respondents feel overall that the public buildings look kept up, clean, and are well-maintained. A few individuals feel the park should be a focus, with rundown bathrooms, buildings, and deferred maintenance.

Leaf and Brush Pick Up

When asked about Leaf and Brush pick up, individuals had mixed feelings on this service. A few respondents are unaware of when pickups are supposed to occur. Additionally, there is concern that the pickup only happens once a season. Respondents appreciate the perk in general and feel the service does a "very nice job" of removing leaves.

Winter Snow Removal

In response to winter snow removal, individuals feel the removal process is top notch, done in a timely manner, and that they do a very good job. The only voiced concern is related to the location of the removed snow in certain cul-de-sacs within the Village. It was also stated that "some streets" receive minimal plow and no salt.

Tree Removal/Replacement

When asked about tree removal/replacement, individuals like to see trees trimmed in a timely manner. Specifically, one respondent is very happy the Village has kept the large trees, "as they are what makes Pewaukee so beautiful." Respondents are frustrated by the length of time in which it takes to remove dead trees. When trees are removed, the survey respondents would like to see them be replaced.

Street Maintenance

A few respondents feel satisfied with the current street maintenance in the Village. Specifically, residents appreciate the focus on potholes, sweeping the roadways, and pavement. While some feel satisfied, other respondents advise advanced planning to repave and repair roadways throughout the Village. Specifically, Glacier Road, Watertown Road, Wisconsin Ave, and Richmond Drive were mentioned.

Village Service Priorities

Respondents were asked to rank which Village services should be prioritized. The table provides the average rank among respondents, indicating respondents felt Winter Snow Removal should be prioritized highest, while Parks and Recreation Programs should be prioritized lowest. In the following table, a lower number represents a higher rank.

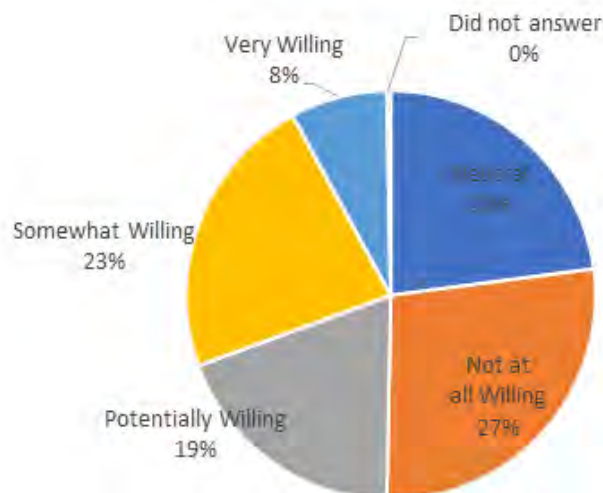
Rank	Average Rank
Winter Snow Removal	3.39
Garbage Pick Up	4.06
Street Maintenance	4.11
Water and Sewer Utilities	4.23
Parks and Beachfront Maintenance	5.56
Leaf and Brush Pickup	6.11
Downtown/Lakefront Parking	6.35
Tree Removal/Replacement	6.79
Library Services and Programs	6.87
Parks and Recreation Programs	7.10

When respondents were asked about willingness to pay additional fees or assessments, the respondents were unable to find consensus.

Specifically related to willingness to increase the quality of current Village Services:

- 31% Very or Somewhat Willing
- 42% Potentially Willing or Neutral
- 27% Not at all Willing, or did not answer

Figure 7: Willingness to Increase Quality of Village Services



Additionally, respondents said their willingness depends on what the money is specifically going toward and how much of an increase it will be. Respondents also voiced concerns about costs of new development being passed onto current residents.

Specifically related to willingness to add additional services to the Village:

- 29% Very or Somewhat Willing
- 48% Potentially Willing or Neutral
- 22% Not at all Willing, or did not answer

Figure 8: Willingness to Add Additional Services to Village



Similar to the above question, respondents said their willingness depends on what the money is specifically going toward and how much of an increase it will be. A few respondents would like to see the following additional services:

- Curbside Yard Waste Pickup
- Weed Control and Island Maintenance
- Senior Citizen Center
- Pedestrian/Bike Enhancements

Development and Redevelopment

Respondents were asked to rank which types of development should be prioritized within the Village. The table provides the average rank among respondents, indicating respondents felt Single-Family Housing should be prioritized highest, while Multi-Family Housing should be prioritized lowest.

Type	Average Rank
Single-Family Housing	2.12
Commercial/Retail	2.46
Professional/Business Services	2.78
Light Industrial	3.65
Multi-Family Housing	3.95

The following list shows the most common areas that respondents indicated there were opportunities for either development or redevelopment:

- Capitol Drive east of Hwy 16;
- Ryan Street;
- Pick ‘n’ Save;
- St. Mary’s Church – Some respondents specified behind the church;
- Downtown – Gas station;
- Along railroad tracks and River;
- River Hills property; and
- Oakton Avenue.

Additional Comments

In the final open-ended response question, survey respondents took the time to reinforce ideas from throughout the survey, such as a focus on development, the importance of planning for the future, and trust in the Village to make decisions with all in mind. Specifically, individuals voiced a stronger need to plan for future development and repairs for infrastructure. While development is important to the residents, some respondents urged for the focus on keeping the “charm” of the Village of Pewaukee.

A conversation continued focusing on the development in St. Mary’s Church. The respondents appear to be divided around whether the location is good for senior housing, or another type of development. There is consensus that something needs to happen with the space, and it should not be “demolished.”

In addition to the call for development, respondents used this time to discuss the desire for more activities for all ages. Ideas offered include more restaurants, bars, senior friendly activities, shopping, and a farmer’s market. Included in activity development, respondents want to see safer bike paths and pedestrian crossings to encourage outdoor activity.

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 irregular edges.

PLAN COMPONENTS

Plan Structure

The core structure of the Village of Pewaukee Strategic Plan is composed of high-level goals, broad strategies, and more specific objectives. Additionally, each objective has an implementation plan that outlines the key steps needed to execute the objective, responsible and supporting parties, a timeline, and estimated cost.

Goals

The plan goals highlight specific targets that are to be achieved over the course of the plan. They can but may not have specific action or actions associated with them but are designed to establish a vision for the overall end result of the plan. As the Village Strategic Plan is meant to be a living document, these goals should be refined and adjusted over the plan period as some goals are achieved.

Strategies

The plan's strategies are broad actions or policies that are designed to achieve one or more of the plan's goals. Strategies may have specific actions assigned to them but can also be broken out into more defined objectives, which can be rolled into a broader level approach.

Objectives

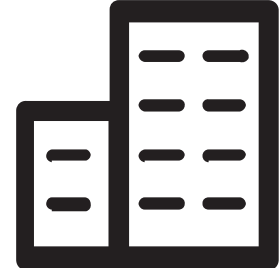
The plan's objectives represent specific components of an overall strategy. These objectives can be broken down into the specific action items required to achieve that objective. Objectives can also be assigned to a given party and have an estimated cost, which will be outlined in the provided implementation plan for each objective.

Implementation Plan

The Implementation Plan is a visual display of the Strategies and Objectives, including how they fit together as well as a summary of the responsible parties, timeline, and estimated costs. This table can be used as a tool to measure implementation for the lifetime of the plan.

Goal #1:

Establish a vision and direction for short and long-term development and redevelopment in the Village to achieve the optimal and desired mix of residential and business development to incrementally grow the tax base.



The Village of Pewaukee faces a number of challenges related to development and growth. The Village's landlocked geography places an emphasis on the importance of redeveloping certain areas of the Village in order to create the residential and business options for real estate. This is vital to ensuring a sustainable financial position for the Village over the next few years by growing the tax base.

With limited land available for development and redevelopment, the Village should prioritize types of development and locations for projects in order to ensure the Village grows in line with the community's shared vision. This vision should provide a direction for Village decision makers to consider when evaluating potential projects and to help shape the desired mix of real estate within the Village.

Goal #2:

Develop a ten-year capital spending plan to understand and prepare for future capital, infrastructure and personnel costs that can be reviewed, prioritized and updated annually.



Maintaining high-quality infrastructure is essential to a community's economic vitality and quality of life. A good capital planning and budgeting process helps communities make smart investments in infrastructure and, thereby, investments in the future. In order to plan for these investments, the Village needs to better understand future costs related to building maintenance, infrastructure, and personnel. Without a long-term plan for costs, the Village may not be able to adequately account for unexpected costs and may end up with deferred maintenance or unplanned debt.

Performing regular updates to this capital spending plan is imperative to ascertain development or infrastructure needs as local conditions change. If the Village prepares and adopts a comprehensive multi-year management plan, the budget will reflect the Village's vision, as opposed to directing the vision.

Goal #3:

Revive a sense of community among Village residents and business owners through increased civic engagement, enhanced communications, and stronger neighborhoods.



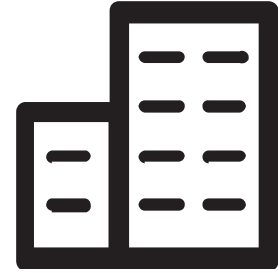
Residents are attracted to the Village of Pewaukee's small-town community and charm. Preserving and growing a sense of community involvement must be a key goal for the Village moving forward. By enhancing communication with residents and encouraging more civic participation, the Village can equip

emerging leaders to understand the challenges facing the Village government and find unique solutions to those challenges.

In turn, the next generation of leaders will recognize additional opportunities which will strengthen community within the Village. Streamlining and enhancing communication outlets can respond to the ever-growing need to have information available quickly and consistently. Being highly responsive and engaging in online outlets that promote dialogue will shift expectations to communication as a conversation, elevating the Village's relevance and trust within the community. Lastly, strong neighborhoods make for a stronger, healthier community. The Village should promote activities and organizations to promote neighborhoods and community spirit.

Strategy #1:

Develop a formal development/redevelopment and land use plan for the Village, considering the fiscal impact and cost of service for varying land uses.

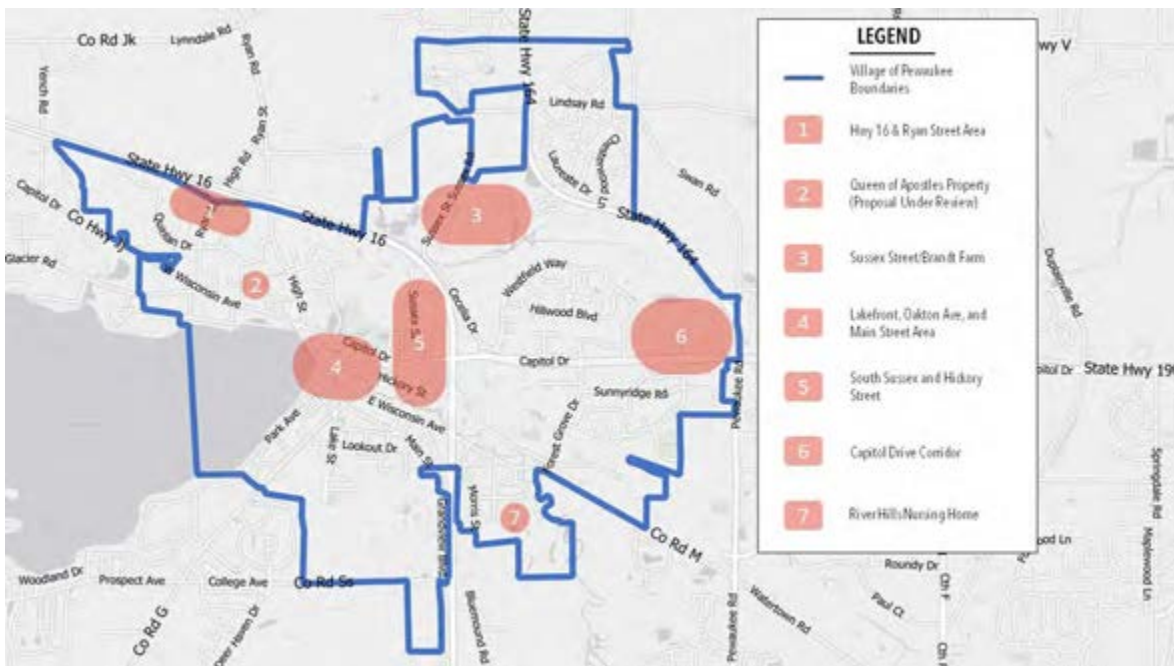


A redevelopment and land use plan will help the Village prioritize the right mix of development types and maximize the impact of land use in the Village. By identifying the types and location of development needed within the Village, leaders can help shape growth by incentivizing projects that align with the overall plan and driving development that helps maintain a healthy budget for the Village.

Objective #1: Identify the types of development and/or redevelopment desired within the Village and prioritize locations for this development

Due to the limited land available for development and redevelopment in the Village, it is imperative that the Village prioritize both the types of new development and the key locations for this development. Evaluating the existing types of real estate and development types in the Village and understanding the gaps can help guide future needs in the Village. Village leaders will identify the desired types of development. This may include more modern development based on real estate trends, including walkable and mixed-use development, zero lot lines and senior ranch condos. It could also include traditional development types including single-family housing, commercial office, and light manufacturing.

The Village will also prioritize key locations within the Village for redevelopment and development with the goal of identifying desired uses and density in certain areas of the Village. Some potential development and redevelopment areas are shown on the map below.



Action Items:

- a. Examine real estate development trends and best practices for similar communities
- b. Prioritize potential areas for new development and redevelopment in the Village
- c. Evaluate economic impacts and potential costs of potential development scenarios
- d. Develop initial recommendations for development types and density in key locations in the Village

Objective #2: Develop an updated land use plan for the Village

The previous analysis regarding desired development types and locations will be used to inform an updated land use plan for the Village. This plan will reflect any changes to land use since the most recent update in 2009 and reflect changes that should be made based on nonconforming uses and recent variances and variance requests. This process will take place with public feedback and engagement. It may also inform the need for rezoning in some areas of the Village.

Action Items:

- a. Identify consultant/partner needs
- b. Inventory recent variances, variance requests, and nonconforming land uses in the Village
- c. Utilize recommendations for Objective #1 to update future land use for key areas in the Village
- d. Engage public feedback and comments
- e. Explore feasibility potential rezoning of key areas

Objective #3: Determine appropriate mechanisms and action steps for incentivizing desired development in priority areas based on cost-benefit analysis

There are some limitations to which the Village can help control development and redevelopment in certain locations due to existing zoning and property owner rights. In order to better incentivize and encourage the types of development desired in the Village, leaders should inventory the existing tools available and also explore new ways of incentivizing development. Proactive engagement with property owners, developers, and businesses can help ensure development aligns with the community's overall vision for growth.

Action Items:

- a. Inventory existing tools and incentives for development, including tax increment financing and fee waivers
- b. Explore best practices in other communities for additional tools for development
- c. Proactively attract and engage potential developers, marketing sites for redevelopment and creating site plans

Objective #4: Invest in improvements and enhancements to Village parks

Investing in and improving the Village's parks is key to providing important amenities for Village residents and spurring positive momentum in key areas of the Village. In particular, some investments could include an extension of the river walk, improvements to the lakefront area, improvements to the public building at Kiwanis Park along with the need for a community/senior center.

Action Items:

- a. Identify needed improvements to existing parks and estimate cost
- b. Determine potential enhancements and added services at parks and estimate cost

- c. Prioritize improvements and enhancements by overall cost and need and determine appropriate timeline
- d. Incorporate costs into future park contracts and Village capital plans
- e. Enlist partners to assist in the development
- f. Explore the community/senior center need with the City of Pewaukee for possible solutions.

Strategy #2:

Develop a plan for updating facilities, improving technology, and making capital improvements over the next ten years and ensure sustainability of the Village's growth and resources moving forward



The Village of Pewaukee is a small community with limited resources. Ensuring the financial sustainability of the Village requires proactive planning and management of the community's facility, infrastructure and technology needs. To be proactive, the Village must inventory and assess any outstanding upgrades and repairs needed that may have been deferred due to recent budget constraints. Investing in new technology can help modernize the Village's processes and eliminate the need for physical storage for documents.

Creating a ten-year plan for future costs and investments will help the Village manage costs over time, predict future expenses, and invest in needed infrastructure improvements. This process should be consistent across Village departments and updated on an annual basis. The Village will also prepare protocols and tools to prepare for threats to the Village's finances that could strain the Village's ability to perform important activities.

Objective #1: Complete assessment of current and future maintenance, infrastructure, and technology needs

The Village will inventory and assess the existing condition of the Village's facilities, infrastructure, and technology in order to better understand any repairs and maintenance needed. This will be supplemented with an assessment of future needs in order to begin to better proactively assess potential costs that the Village will need to expend over the next ten years. This assessment will look at the Village's buildings and equipment and any current or future maintenance needs. It will also include an evaluation the Village's sewer, water, and roads. Lastly, this assessment will examine the Village's technology use and any new equipment or software needed.

Action Items:

- a. Assess Village owned buildings and equipment for needed repairs and maintenance
- b. Identify future maintenance needs and equipment replacement costs over the next ten years
- c. Evaluate Village infrastructure for needed repairs and improvements, including sewer, water, and roads
- d. Work with the WI Departments of Transportation and the Federal Railroad administration to maximize the benefit of railroad crossing grant/work and potentially lead to a "quiet Zone" through the village.
- e. Evaluate existing technology and future needs

Objective #2: Develop a plan for document management and the scanning and digitizing of records

The Village of Pewaukee currently maintains a large collection of paper records that require physical storage space. Digitizing these records and moving to an electronic process for future documents will help eliminate the need for this space as well as streamline and modernize Village processes. The Village currently utilizes physical packets for the Village Board and commissions. Transferring these documents to a digital format and providing tablets or laptops for Board and commission members will eliminate paper records as well as save valuable staff time and resources.

Action Items:

- a. Explore software or vendors for document management systems and records
- b. Identify human resource needs or services for scanning and digitizing records
- c. Transition Village boards and commissions into digital packets utilizing tablets or laptops
- d. Ensure legal compliance with open records and record keeping laws

Objective #3: Create a 10-year capital plan that includes all Village departments and is updated annually

The information gathered regarding the potential costs of investing in infrastructure repairs and improvements should be used to build a ten-year capital improvement plan that will forecast future costs and needed investments. This will allow the Village to become more proactive in its expenses, plan out future costs over time, and ensure adequate services for Village residents. The Village should maintain this plan for all Village departments and establish a process for updating this annually in concert with the budgeting process.

Action Items:

- a. Utilizing the assessments completed in Objective #1, prioritize investment needs over the next ten years
- b. Estimate costs for needed investments over the next ten years, factoring in costs for deferred maintenance and inflation
- c. Develop protocols and processes for annual updates

Objective #4: Create a toolkit to respond to potential challenges and threats that could be the result of budget, litigation, environmental, economic or other emergency situations.

The Village's limited resources create a significant challenge for future planning and present a threat when it comes to unexpected costs. The Village will develop a toolkit to respond to these threats, creating protocols and processes for situations that could threaten the stability of the Village's budget and activities. Some of these threats could include unforeseen infrastructure or maintenance costs, environmental concerns, economic downturns, or legal challenges. By planning for worst-case scenarios, the Village can help mitigate the impact of these situations by creating a plan of action.

Action Items:

- a. Identify potential threats to the Village's financial sustainability
- b. Explore potential new sources of revenue
- c. Develop a list of action steps to respond to financial threats

Strategy #3:

Improve planning and collaboration with the surrounding communities, Lake Pewaukee Sanitary District, Waukesha County, and other regional stakeholders and partners



The Village of Pewaukee is a small community with a number of regional partners. Maintaining and growing these partnerships is critical to the economic future of the Village. Current partnerships include shared services with the City of Pewaukee for parks and recreation, fire and emergency medical services, building inspections, and the library. Additionally, existing partnerships with organizations such as Positively Pewaukee, Friends of Pewaukee Parks, and the Waukesha County Center for Growth can be better leveraged to help support growth. Lastly, there are a number of new potential partnerships that should be explored in order to help manage Village expenses and leverage areas of expertise. These partnerships can also help ensure that the region grows effectively and efficiently when it comes to infrastructure investments.

Objective #1: Plan for future contracts for shared services

The Village of Pewaukee remains sensitive to increases in budget expenses. Therefore, understanding and planning for changes and any potential increase in costs for shared services is critical to maintaining a balanced budget. The Village must proactively plan for contract negotiations and where possible, distribute payments for expected future costs across the lifetime of contracts to avoid large one-time expenses.

Action Items:

- a. Inventory existing contracts with external partners, including their current value and renewal date
- b. Identify upcoming contract renewals with significant budget implications
- c. Develop protocols for early discussion of contract renewals to identify any potential increase in costs
- d. Include future maintenance and repair costs in budget planning, contracts, and future capital plans where possible to lower threat of large one-time expenses

Objective #2: Identify collaborations for shared equipment, consolidation of services, and purchasing

The Village will explore new partnerships between the City of Pewaukee and other regional actors that could help the Village and its partners realize cost savings and/or improve services. Examples could include partnering with the Lake Pewaukee Sanitary District to share expertise regarding lake management and weed pickup and partnering with the City of Pewaukee when it comes to human resources, equipment, and purchasing.

Action Items:

- a. Identify existing knowledge gaps in the Village of Pewaukee departments
- b. Develop a list of equipment and services that could be shared
- c. Establish a communication process with potential partners
- d. Create formal partnerships and contracts for services where possible

Objective #3: Identify partnerships around future planning needs related to infrastructure and development

As development and growth occurs in the Village and surrounding communities, increased collaboration around infrastructure planning and investment can help spur cost savings and efficiencies. The Village should work with surrounding communities to identify areas where shared infrastructure investment or a coordinated planning effort could lower the cost and/or improve the quality of services for future residents and businesses in key growth areas of the Village and the entire region.

Action Items:

- a. Identify needed partners and collaborators
- b. Formalize engagement process and communication protocols
- c. Develop a list of short and long-term development and infrastructure priorities around which partnerships should be considered
- d. Create a system for sharing and disseminating information regarding infrastructure investments and new development projects

Strategy #4:

Improve communications and operational transparency with Village residents and businesses through the development and implementation of a communications platform that leverages technology.



The Village of Pewaukee must adapt to changing technology by improving and modifying its methods of communication with residents and businesses. As new technology is developed and new resources for disseminating information become available, governments need to adopt new ways of connecting and communicating with the broader community. Instituting updated technology and utilizing new communications platforms will help the Village increase transparency as it relates to Village activities.

Objective #1: Develop and implement an improved communication plan that focuses on website improvements and prioritizes new methods of disseminating information.

An integrated plan for improving communication to residents will help spur increased transparency and help residents become more involved and aware of Village activities. The first priority involves upgrades and improvements to the Village's website, including increasing the amount of information available on the website, improving the usability, and optimizing the format for mobile devices. The Village will evaluate potential vendors and services that include website improvements with other communication capabilities, including email, push notifications, social media account integration, etc.

The Village will prioritize desired methods of communication based on need, impact, and cost (including human resources). The communications plan will outline current communication methods and the process for adopting new methods moving forward.

Action Items:

- a. Inventory existing methods of communicating with residents
- b. Evaluate needed website upgrades and potential costs
- c. Prioritize new forms of communication, including online and offline tactics
- d. Engage potential vendors that could integrate multiple forms of communication
- e. Identify cost (including human resources) needs for implementing plan
- f. Implement plan
- g. Monitor engagement through new communication platforms in order to evaluate continued cost-benefit

Objective #2: Create a financial dashboard

In order to improve transparency between the government and residents, the Village will create a public facing financial dashboard to provide residents with an easy to interpret format. Utilizing a new and improved software system can also help streamline the overall budgeting process and ensure that communication between department heads, the Village Administrator, and the Village Board regarding budgeting process is clear and transparent.

Action Items:

- a. Evaluate potential vendors/software systems
- b. Identify selected vendor based on cost competitiveness and features
- c. Develop plan for adapting budgeting process to the new software
- d. Implement software and launch to the public
- e. Continue to evaluate effectiveness and alternatives to the new process

Objective #3: Make permanent recordings of Village meetings including a live webcast

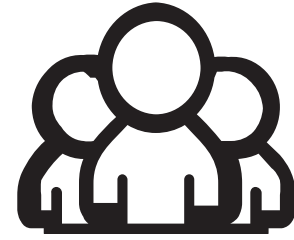
Increasing access to information shared during Village meetings, including the Village Board and other commission meetings, will allow greater participation in Village activities from residents in the community. Recording and streaming these meetings can increase transparency, equity, and accessibility to information. The Village will evaluate potential vendors for equipment or services in order to ensure the most cost-effective way to record, stream, and store videos of meetings moving forward.

Action Items:

- a. Evaluate potential vendors for recording equipment and/or services
- b. Purchase recording equipment or services
- c. Install and learn to use equipment
- d. Develop protocols for live stream/posting permanent recording to website or YouTube or other service
- e. Promote streaming via Village website and other methods
- f. Implement recording of meetings

Strategy #5:

Promote activities and organizations that foster stronger neighborhoods and a healthier community



In order to build a strong community spirit and maintain the small-town charm and culture, the Village of Pewaukee should work to foster this spirit through a variety of programs aimed at engaging citizens. This includes creating neighborhood associations, promoting and supporting community events, and building community support networks.

Objective #1: Work with neighborhood residents to actively promote the creation of neighborhood associations in both new subdivisions and older neighborhoods within the community

Neighborhood associations help strengthen communities by creating community connections and by providing the Village with mechanisms for engaging residents on issues particular to their neighborhoods. For residents, these associations can act as support networks on a variety of issues and help new residents create ties in the community and access needed resources.

Action Items:

- a. Host an information session on how to create neighborhood associations
- b. Work with individuals in neighborhoods to answer questions on how to create an association
- c. Utilize neighborhood associations to gather feedback and concerns regarding issues in the community
- d. Promote neighborhood events and activities led by neighborhood associations

Objective #2: Develop a platform to communicate, inform, and promote neighborhood and community event

Utilizing enhanced communication efforts, the Village will develop a system for promoting and sharing neighborhood events to the community. This could take place on the Village website or via social media. This system will allow citizens to share information on upcoming events with the public and ensure that residents are informed and engaged in the activities taking place in the community. Additionally, this tool can be used to inform Village staff of any support they need for community events, including street closures, permits, etc.

Action Items:

- a. Identify potential mechanism for sharing community events
- b. Implement platform or web page
- c. Market and promote the tool to the community
- d. Develop protocols for responding to community needs for events
- e. Evaluate effectiveness and overall use of the tool moving forward

Objective #3: Create a clearinghouse of individuals, groups, and organizations to assist individuals in need of a helping hand

In addition to building neighborhood associations, creating a broader group of organizations or individuals that can provide aid to residents in the community that need support can help build a community atmosphere. Residents in Pewaukee can face challenges that arise from illness, injury, or fire, and creating a support network for these individuals can help improve community health. Through partnering with existing organizations in the community, the Village can build and extend this network in addition to utilizing its own resources to provide safety trainings.

Action Items:

- a. Inventory existing support services in the Village
- b. Identify any gaps in the support network
- c. Work with community organizations to fill in gaps
- d. Provide safety training to residents through the Police and Fire Departments.

Implementation Plan

Objective	Responsible Party	Timeline	Priority
Strategy #1: Develop a formal redevelopment and land use plan for the Village, considering the fiscal impact and cost of service for varying land uses			
Objective #1: Identify the types of development and/or redevelopment desired within the Village and prioritize locations for this development	Village President; Plan Commission Trustee Representative (Roberts); Select Plan Commission Members	2019	A
Objective #2: Develop an updated land use plan for the Village	Village President; Plan Commission Trustee Representative (Roberts); Select Plan Commission Members	2019-2020	A
Objective #3: Determine appropriate mechanisms and action steps for incentivizing desired development in priority areas based on cost-benefit analysis	Plan Commission Trustee Representative (Roberts); One additional Trustee (Gergen); Village Administrator; Village Attorney; Waukesha Center for Growth	2019-2020	A
Objective #4: Invest in improvements and enhancements to Village parks	Park & Rec Board Trustee (Rohde) Representative; Select members of the Park & Rec Board	2020	B
Strategy #2: Develop a plan for updating facilities, improving technology, and making capital improvements over the next ten years and ensure sustainability of the Village's growth and resources moving forward			
Objective #1: Complete assessment of current and future maintenance, infrastructure, and technology needs	Village Administrator; Public Works Director; Public Works & Safety Committee Trustee (Hill/Yonke) Representatives	2020	A
Objective #2: Develop a plan for document management and the scanning and digitizing of records	Village Administrator; Public Works Director; Public Works & Safety Committee Trustee (Hill/Yonke) Representatives	2019	A
Objective #3: Create a 10-year capital plan that includes all Village departments and is updated annually	Village Administrator; Public Works Director; Public Works & Safety Committee Trustee (Hill/Yonke) Representatives	2020	A

Objective	Responsible Party	Timeline	Priority
Objective #4: Create a toolkit to respond to potential challenges and threats that could be the result of budget, litigation, environmental, economic or other emergency situations.	Village Administrator; Village Attorney; Assigned Trustee (Hopkins)	2020	A
Strategy #3: Improve planning and collaboration with the surrounding communities, Lake Pewaukee Sanitary District, and Waukesha County			
Objective #1: Plan for future contracts for shared services	Assigned Trustee (Rohde)	2019	A
Objective #2: Identify collaborations for shared equipment, consolidation of services, and purchasing	Village President; Village Administrator; Individual Trustee Liaisons; Village Department Heads	2019-2020	B
Objective #3: Identify partnerships around future planning needs related to infrastructure and development	Village President; Village Administrator; Individual Trustee Liaisons; Village Department Heads	2021	B/C
Strategy #4: Improve communications and operational transparency with Village residents and businesses through the development and implementation of a communications platform that leverages technology.			
Objective #1: Develop and implement an improved communication plan that focuses on website improvements and prioritizes new methods of disseminating information.	Village Administrator; Village Clerk; Assigned Trustee (Gergen)	2020	B
Objective #2: Create a financial dashboard	Village Administrator & assigned Trustees (Gergen; Hopkins)	2020	B

Objective	Responsible Party	Timeline	Priority
Objective #3: Make permanent recordings of Village meetings including a live webcast	Village Administrator & assigned Trustees (Gergen; Hopkins)	2020	C
Strategy #5: Promote activities and organizations that foster stronger neighborhoods and a healthier community			
Objective #1: Work with neighborhood residents to actively promote the creation of neighborhood associations in both new subdivisions and older neighborhoods within the community	Assigned Trustee (Rohde)	2019-2020	C
Objective #2: Develop a platform to communicate, inform, and promote neighborhood and community event	Assigned Trustee (Rohde)	2019-2020	C
Objective #3: Create a clearinghouse of individuals, groups, and organizations to assist individuals in need of a helping hand	Assigned Trustee (Rohde)	2019-2020	C

Plan Progress and Updates

In order to ensure execution of the Strategic Plan, the Village Board will reserve time either at regular Village Board meetings or at a separate meeting three times a year to assess progress. These meetings will tentatively be held in January, May, and August. May and August meetings will be used to evaluate activity made so far that year and identify areas in which priorities might need to be adjusted. January meetings will be used to identify any pertinent changes or updates that need to be made to the Strategic Plan due to the execution of given objectives or external factors that might cause changes to be needed.

The parties responsible for Strategic Plan elements will be required to provide monthly updates to the Village Administrator who will evaluate progress and identify areas where implementation is falling behind schedule. The Village Administrator will alert the Village Board to specific issues to be discussed during their Strategic Plan meetings.