



**STRATEGIC PLAN  
2024 UPDATE**

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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:

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

## *Village of Pewaukee History*

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

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

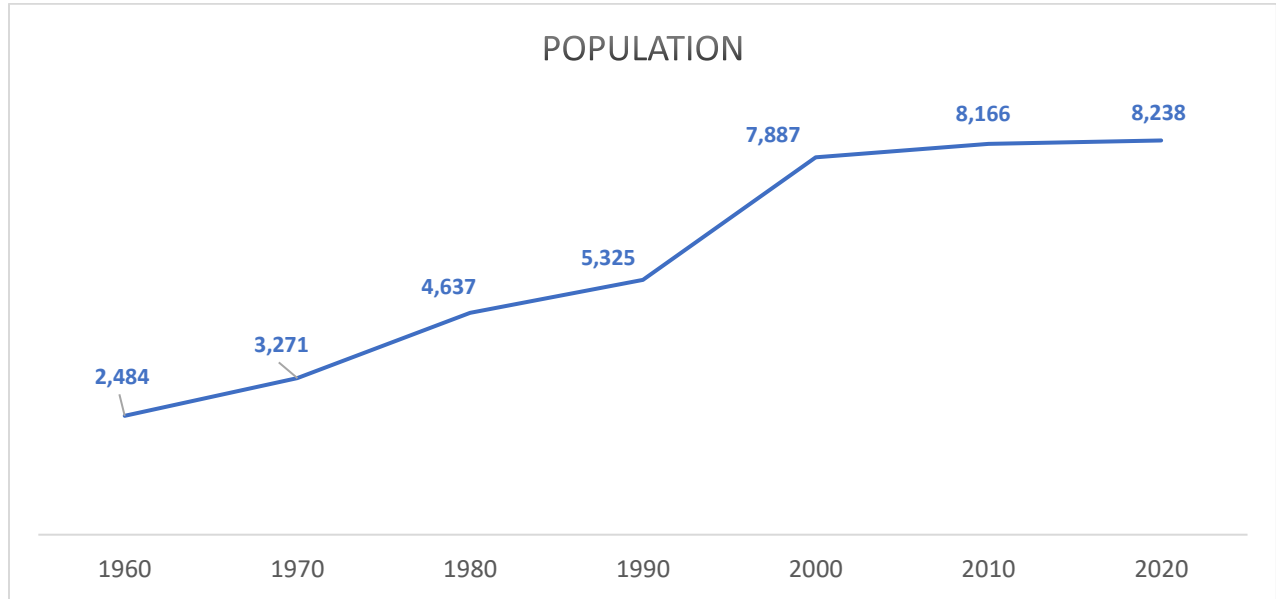
Pewaukee continued to industrialize after World War II with the establishment of the Pewaukee Mattress Factory, the Braun Lumber Company, the Stark Candy Company, and a Dynex/Rivett hydraulics plant. More recently, the Village realized significant residential and retail commercial development between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

## Demographics

### Population

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

Figure 1: Village of Pewaukee Population 1960-2020



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

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

Table 1: Comparative Demographics

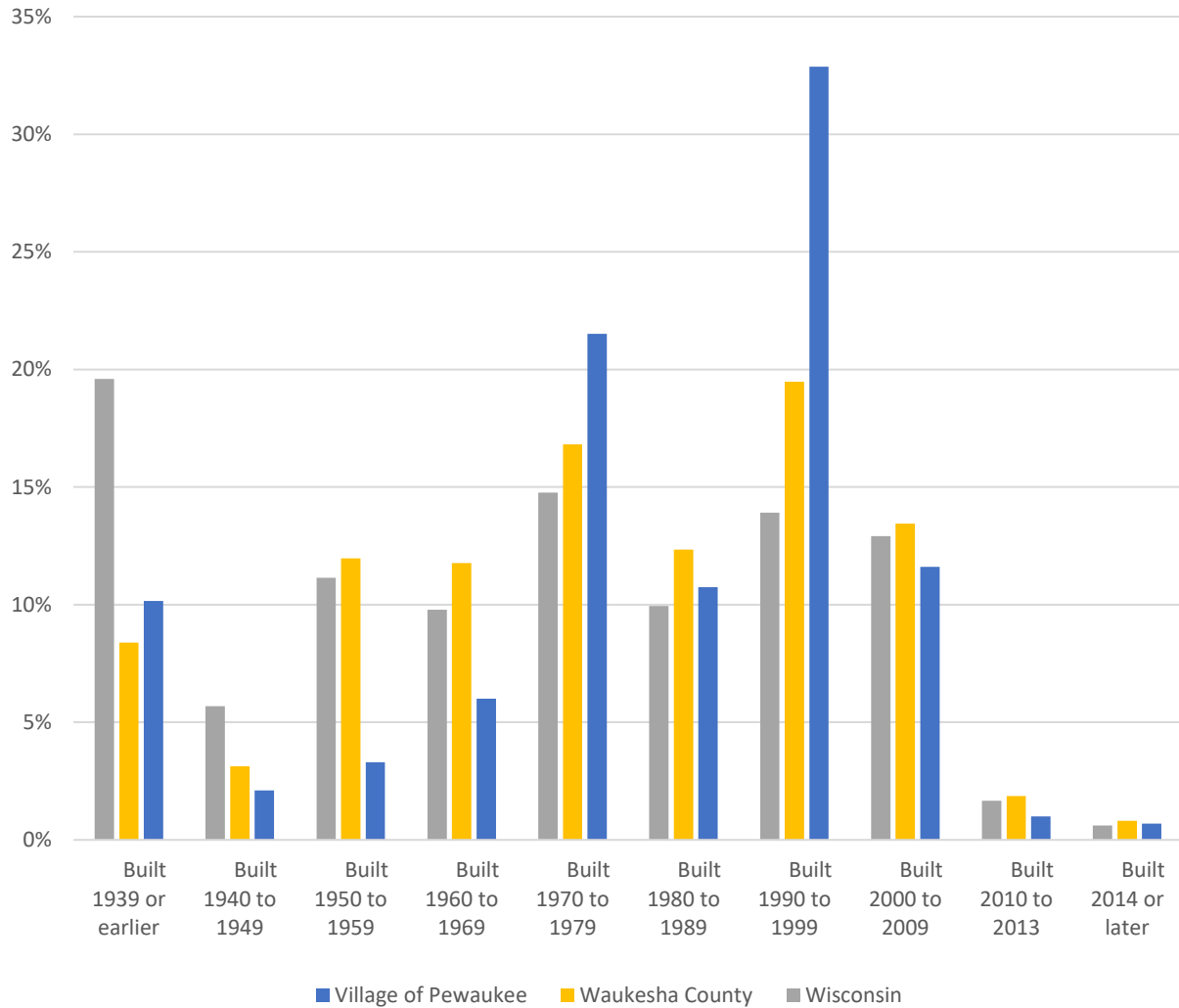
	Percent with Bachelor degree or higher	Median household income	Median value of owner occupied home	Owner-occupied housing
<b>Village of Pewaukee</b>	39.4%	\$59,569	\$219,500	61.7%
<b>City of Pewaukee</b>	54.1%	\$110,269	\$350,800	84.8%
<b>Waukesha County</b>	46.9%	\$94,310	\$306,300	76.1%

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

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

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

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



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

## Workforce

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

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

### *WOW Workforce Development Board*

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

### *Wisconsin Fast Forward*

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

### *On the Job Training Funds*

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

### *Wisconsin's Youth Apprenticeship Program*

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

### *GROW HERE Campaign*

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

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

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

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



## *Land Use*

### **Natural**

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

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

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

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

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

## Development

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

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

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

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

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

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

- Senior housing was moved from Institutional and Public Services (IPS) zones (which are typically surrounded by residential neighborhoods) to B-1 and B-3 zoning districts, as a "Housing for the Elderly Overlay District" which moves these large developments away from residential areas
- Parking requirements were reviewed to see if relaxing those requirements could result in development of new outlot buildings in shopping center properties
- Development parameters such as open space calculations, building height, set-backs, and onsite parking requirements were simplified to enhance development opportunities
- The creation of a residential in-fill overlay zone to allow for higher density single-family home developments in certain targeted redevelopment areas with at least five (5) contiguous acres

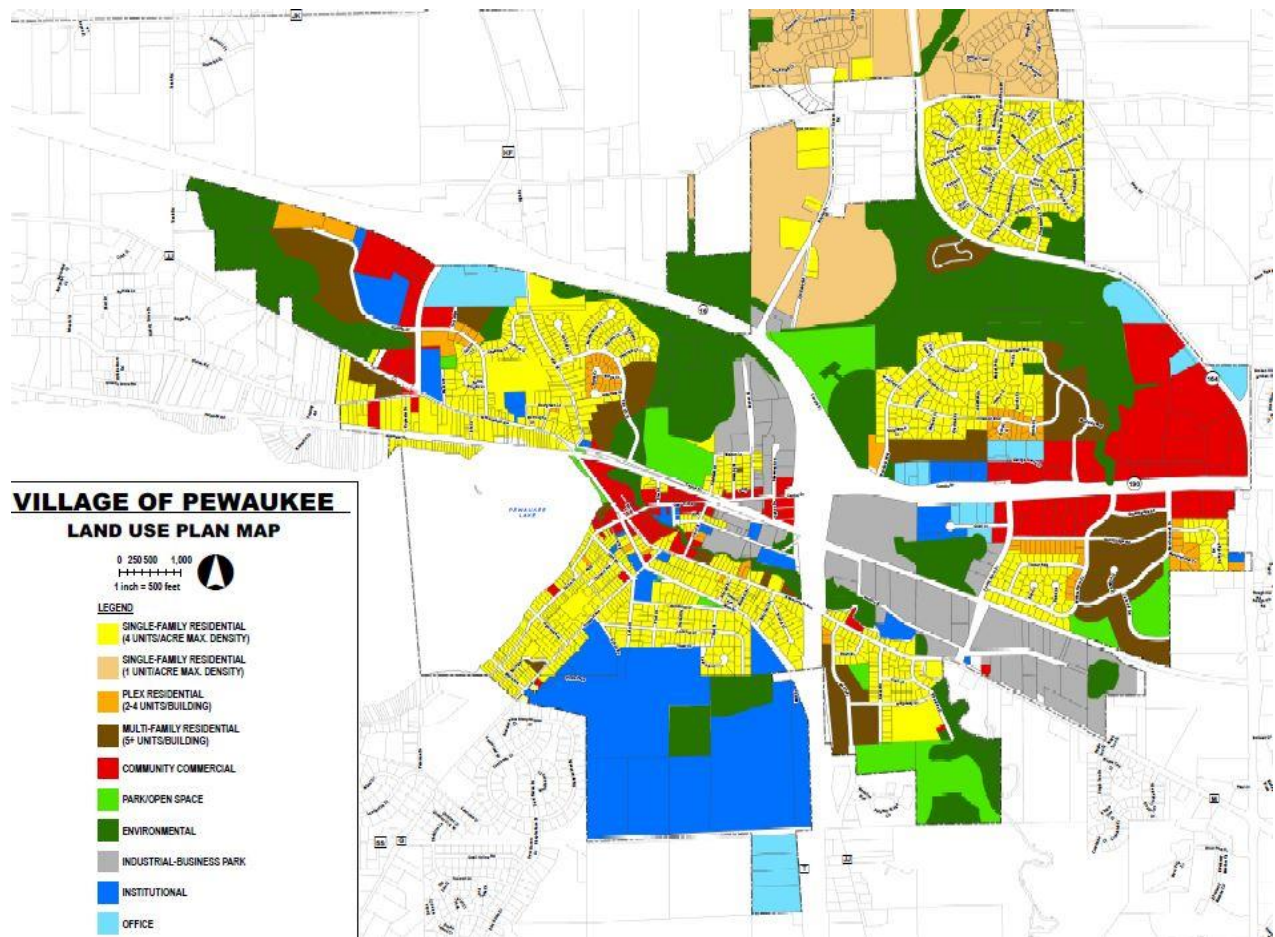
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<sup>7</sup> The Urban and Rural Classifications. (n.d.). Retrieved April 9, 2019, from <https://www2.census.gov/geo/pdfs/reference/GARM/Ch12GARM.pdf>

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

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

Figure 3: Village of Pewaukee Land Use Map 2022



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

Table 2: 2023 Total Equalized Value by Property Class (excludes personal property)

Property Class	2023 Total Equalized Value (land and improvements)	% of Category of Total
Residential	\$ 928,827,700.00	69.15%
Commercial	\$ 388,930,900.00	28.96%
Manufacturing	\$ 25,089,900.00	1.87%
Agricultural	\$ 37,400.00	0.00%
Undeveloped	\$ 310,900.00	0.02%
<b>Total of Categories</b>	<b>\$ 1,343,196,800.00</b>	<b>100.00%</b>

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

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

### Real Estate Development

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

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

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



- The Queen of Apostles School property was divided. The church and surrounding property was purchased by Agape Church, and the organization has made significant updates to the building and grounds. The school and surrounding property was sold to Cornerstone Development and utilizing the residential in-fill overlay zoning ordinance, the property is currently under development for a single-family home development



- The 321 Riverside Drive property was re-zoned to single-family residential with the residential in-fill overlay zone, the plat was approved, and is in development for additional single-family homes.
- The Village was accepted by the University of Wisconsin – Madison to participate in a Capstone project with their Department of Planning and Landscape Architecture. Village staff, trustees, citizens and business leaders worked with a student to create a vision of how the Downtown / Village Center could be redeveloped in the future
- The State DOT and the Office of the Commissioner of Railroads (OCR) required that the Village prohibit left hand turns from Oakton Avenue to Clark Street as well as from Oakton Avenue to westbound Capitol Drive. This directive impedes convenient traffic flow to the area designated “Trackside at Clark Street and Oakton Avenue”

### Park Systems

Since 1997, the Park & Recreation Department has been a joint venture with the City of Pewaukee. Under the terms of the agreement, each municipality owns its own parks and is responsible for the upkeep of the buildings and equipment. Below is a table summarizing the parks and amenities:

		ADA Accessible	Baseball Field	Basketball Court	Born Learning Trl	Building Rental	Nature Areas	Parking Spaces	Picnic Area	Playground	Portable Toilet	Programs	Public Boat Launch	Restrooms	Shelter	Softball Field	Soccer Field	Swimming	Tennis Court	Volleyball Court	
 <b>City Parks</b>																					
Balmer	N44 W23875 Lindsay Rd.	•	•	•	•	•	•	56	•	•	•	•	•	•	•	•	•	•	•	•	•
Nettesheim	N26 W27495 Prospect Ave.	•	•	•	•	•	•	55	•	•	•	•	•	•	•	•	•	•	•	•	•
Pewaukee Sports Complex	N45 W23440 Lindsay Rd.	•	•	•	•	•	•	550	•	•	•	•	•	•	•	•	•	•	•	•	•
South	N5 W27300 Northview Rd.	•	•	•	•	•	•	47	•	•	•	•	•	•	•	•	•	•	•	•	•
Springdale	W226 N2400 Oakwood Ln.	•	•	•	•	•	•	0	•	•	•	•	•	•	•	•	•	•	•	•	•
Wagner	N31 W23320 Green Rd.	•	•	•	•	•	•	172	•	•	•	•	•	•	•	•	•	•	•	•	•
 <b>Village Parks</b>																					
HJ Koepf Riverside Pkwy	201 Oakton Ave.	•	•	•	•	•	•	110	•	•	•	•	•	•	•	•	•	•	•	•	•
Laimon Family Lakeside*	129 Park Ave.	•	•	•	•	•	•	7	•	•	•	•	•	•	•	•	•	•	•	•	•
Lakefront	222 W. Wisconsin Ave.	•	•	•	•	•	•	0	•	•	•	•	•	•	•	•	•	•	•	•	•
Liberty	440 Concord Rd.	•	•	•	•	•	•	20	•	•	•	•	•	•	•	•	•	•	•	•	•
Opie	450 West St.	•	•	•	•	•	•	0	•	•	•	•	•	•	•	•	•	•	•	•	•
Peffer	330 Main St.	•	•	•	•	•	•	0	•	•	•	•	•	•	•	•	•	•	•	•	•
Simmons Woods	889 Cecelia Dr.	•	•	•	•	•	•	5	•	•	•	•	•	•	•	•	•	•	•	•	•
Valley Forge	206 Morris St.	•	•	•	•	•	•	0	•	•	•	•	•	•	•	•	•	•	•	•	•
Kiwanis Village	325 Capitol Dr.	•	•	•	•	•	•	100	•	•	•	•	•	•	•	•	•	•	•	•	•

In 2019, the Park & Recreation Board conducted a strategic plan to consider the current and projected Park and Recreation needs for the community. The plan provides for an assessment of each park and recommended needs in the future

For complete details, here is a link to the final comprehensive Park & Recreation plan:

<https://www.cityofpewaukee.us/DocumentCenter/View/3837/Final-Comprehensive-Plan-2021-2025>

For the Village, the maintenance and upkeep of the facilities must be part of long-term fiscal planning.

Laimon Family Lakeside Park is the Village's newest park addition, and is the most unique. This park generates revenue from boat rentals, boat launch fees and gasoline sales. Residual funds have allowed for significant updates and enhancements to the property without taxpayer funds. More recently, with many of the planned updates to Laimon Family Lakeside Park completed, residual funds can be used to selectively pay for updates to other Village-owned parks.

Given the current financial situation with the Laimon Family Lakeside Park, the Village may want to create a "mini addendum" to the comprehensive Park & Recreation plan that outlines and prioritizes facility updates to the Village-owned parks based on projected Laimon Family Lakeside Park revenue.

## **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. Other regional economic development resources are the Milwaukee7 group and the Wisconsin Economic Development Corporation.

### *Waukesha County Center for Growth*

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

### *Milwaukee7*

The Milwaukee 7 (M7) is the regional economic development organization for the Milwaukee region. Formed in 2005, M7 represents seven counties: Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, Waukesha. M7 works cooperatively with local level economic development officials to promote the area's assets for business and provide support to local and relocating companies when it comes to site selection, workforce, and business growth. The organization also helps develop the Comprehensive Economic Development Strategic Plan (CEDS) for the region.

### *Wisconsin Economic Development Corporation*

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

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

### **Infrastructure**

The Village Hall / Police Department building and the Library building were constructed in the mid 2000's. Both of these facilities continue to meet the needs of the community. However, capital improvements such as HVAC, updated LED lighting, roofing, etc. will be needed in the near future.

Beginning in 2020, the Village recognized that the Department of Public Works (DPW) facilities, which were built in the late 1960's and early 1970's when the Village was one-third its current size, were inadequate and in poor physical condition. Additionally, much of the Village equipment was old and in poor condition. As a result:

- A capital improvement plan was created to plan out the replacement of equipment and several significant purchases have been completed
- A new DPW facility was built that can now store equipment and consolidate operations

The DPW has been taking pro-active measures to monitor and repair water and sewer mains to avoid catastrophic failures and have mapped out the maintenance and repair of Village roads over the next 10 years.

The Village commissioned a study of its Water Utility's capacity to assess its ability to meet current and future demand, and the condition of its operating systems and ability to meet regulatory demands. Some of the key findings include:

- The system is able to meet current demands for water, but projects that there will be shortfalls by 2035
- The Village does not meet State DNR radium standards at all of its wells and will need to make significant mitigation investments to become compliant
- Short, medium and long range capital improvements have been evaluated and presented as part of the study for future maintenance, capacity and system operational improvements.

In early 2024 the Village Board approved \$6.0 million debt to address many of the infrastructural needs as outlined above.

## *Village of Pewaukee Fiscal Status*

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

### **Assets**

Across all funds including government and business-type activities, the net position of the Village at the end of 2023 was \$53,140,893, an increase of \$1,181,145 from 2022.<sup>8</sup>

Of the \$53,140,893 of the Village's net position, 72% or \$38,013,056 is invested in capital assets, such as land, buildings, machinery, and infrastructure.

One of the initiatives from the 2019 Strategic Plan update included the development of a Capital Planning document to map out anticipated capital expenses over the next ten years so funding of those needs can be addressed.

### **Fund Balances**

The Village maintains both restricted and unrestricted funds that are used for specific municipal operations. The balance of the General Fund, which is the Village's primary operating fund, was at 40.0% of the General Fund expenditure – at the maximum target of 40% - at the end of 2023.

In 2022, the Village created the Transportation Utility Fund to help address road maintenance needs, and through this financing mechanism, all properties (including tax exempt properties) contribute to the fund. This approach allocates the burden of road maintenance costs to all properties. However, the Wisconsin Manufacturing Association filed a lawsuit against the Transportation Utility Fund. If this financing mechanism is ultimately found to be unlawful, there will be a significant, adverse financial impact on the Village.

In 2023 the City of Pewaukee notified the Village that the existing contract for Fire & EMS services needed to be changed. Due to increasing costs to provide these services, the current "fixed cost" funding was not viable to the City, and looked for the Village to share in a significantly larger share of the cost. As a result, the Village had insufficient funds within the general tax levy to cover these costs. As a result, in the fourth quarter of 2023 the Village Board adopted an ordinance to shift the funding of Fire & EMS costs from the property tax levy to a fee-base. This shift allowed the Village to charge all properties (including tax exempt properties) for these services and to distribute the costs for these services based on the historical use of Fire & EMS services.

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<sup>8</sup> Village of Pewaukee, "Financial Statements Including Independent Auditors' Report As of and for the Year Ended December 31, 2023."



Below is a list of the funds, their purpose, the fund balance as of December 31, 2023:

Table 3: Village Funds

Fund	Purpose	Fund Balance 12/31/23
<b>General Fund</b>	Chief Operating fund of the Village primarily funded through the tax levy, shared revenue and other fees	\$3,421,544
<b>Debt Service Fund</b>	Accounts for the accumulation of resources for and payment of long-term debt principal, interest and related costs not associated with utility funds	\$444,989
<b>Capital Projects</b>	Used to account for the purchase and/or construction of major capital items, other than those reported in other capital project funds	\$368,659
<b>Water Utility</b>	Operating fund for the Village's municipal water utility which is a self-supporting utility regulated by the Public Service Commission	\$1,868,643
<b>Sewer Utility</b>	Operating fund for the Village's sanitary sewer utility which is a self-supporting utility	\$2,937,361
<b>Stormwater Utility</b>	Operating fund for the Village's stormwater utility to address stormwater discharge and water quality	\$40,340
<b>Transportation Utility</b>	Operating fund established to provide dedicated funding for timely maintenance, construction, and reconstruction of the Village's transportation system	\$317,904
<b>Infrastructure</b>	Fund balance in excess of 40% of the Village's operating budget assigned for capital or infrastructure related projects to reduce the need for debt for projects	\$1,294,047
<b>TID #3</b>	Fund created to account for revenues and expenses related to the redevelopment of the former St. Mary's School property	\$132,138
<b>ARPA Funds</b>	Fund created to segregate funds received from the Federal government as part of the COVID-19 recovery	\$560,189

## Debt

The 2023 fiscal audit provided the following insights of the Village’s debt service:

- The Village’s general obligation debt was **\$21,581,626**, well below the statutory limit of **\$68,091,835**
- Compared to other Wisconsin municipalities of a similar size, the Village carries less debt. Also, several previous debt issuances will be retired in the next few years.

## Bond Rating

The Village maintains a bond rating of Aa2. This is a very strong rating for a community this size, which is important for the opportunity to borrow money in the future

## Budgeting

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

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

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

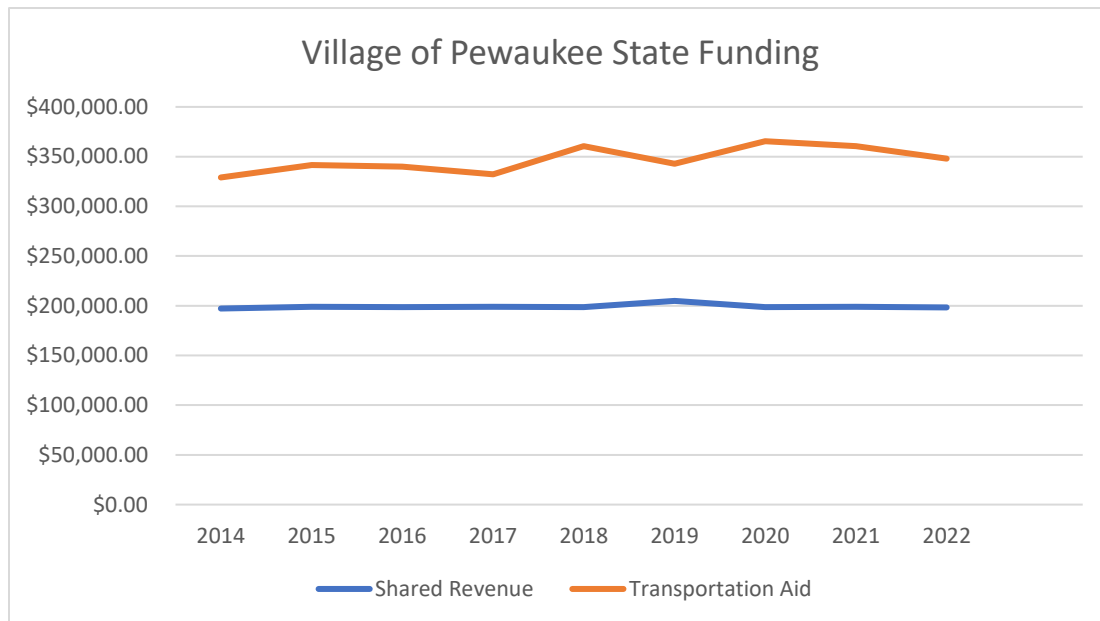


Figure 3: Shared Revenue and Transportation Aid

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

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

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

In 2023, the State Legislature enacted ACT 12. As a result of this Act, the Village of Pewaukee will recognize a \$211,861 increase in State shared revenue in 2024 on an ongoing basis.

The Board also approved the engagement of an investment organization used by many schools and municipalities to invest fund balances in safe, short-term investments to help enhance Village revenues through these investments.

These additional sources of revenue along with the change in the Fire & EMS fees allowed the Village to prepare a 2024 budget that was essentially "balanced".

### **Additional Challenges**

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

- **Dark Store tax loophole:** This Wisconsin tax loophole provides businesses an opportunity to have their property assessed at a level equal to an empty or "dark" store. The Village has three major retailers who have legally challenged their assessments and have won as a result of this loophole. When this occurs, the costs of running the Village is shifted to the residents and other private businesses. More recently, there has been a Wisconsin Supreme Court ruling, *Lowe's Home Centers, LLC v. City of Delavan, 2023 WI 8*, which may ultimately benefit the Village and all municipalities across the state.
- **External Influences:** Factors beyond the control of the village, such as the Covid crisis, have resulted in an inflationary cost environment that will have long term effects on all aspects of village governance. Federal and state government responses, including some emergency funding, did provide short-term relief but inevitably will just delay the budget issues that will result.

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

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

## Key Findings

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

### **Key Finding #1**

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

### **Key Finding #2**

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

### **Key Finding #3**

The population of the Village of Pewaukee grew rapidly between 1990 and 2005, but has remained level for the past 19 years. The median income of Village residents is significantly less than the City of Pewaukee or Waukesha County as a whole.

### **Key Finding #4**

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

### **Key Finding #5**

The Village of Pewaukee has successfully managed its debt, maintained a strong bond rating, retained adequate fund reserves, and produced fiscally conservative budgets.

With the passage of ACT 12, investing fund balances, and implementing the Fire & EMS fee, the Village is positioned to continue to operate financially sound. However, if pending lawsuits related to the Transportation Utility and the Fire & EMS fee are successful, the Village will once again face financial headwinds.





# FEEDBCK SUMMARY

## INTRODUCTION

When the 2019 Strategic Plan was developed, interviews were conducted with the Village Board, Village staff and a select number of Pewaukee organization and business leaders.

In 2023, the Village Board took a slightly different and more comprehensive approach to community feedback.

Four feedback sessions were held with individuals representing “organizations”, “businesses”, “residents” and Village department heads. The expectation is that each group would have unique perspectives on the needs and priorities for the Village of Pewaukee.

The following organizations were invited to participate: Positively Pewaukee, Kiwanis, **Waukesha Center for Growth, WCTC, Pewaukee School District, Pewaukee River Partnership, Pewaukee Area Arts Council**, Agape Community Church, and Pewaukee Area Historical Society. The organizations in boldface type attended and participated.

The following businesses were invited to participate: **Forester Company, Siepmann Realty, Dynex**, Century Fence, PM Plastics, Chiropractic & Wellness on Pewaukee Lake, Craft Beer Cellars, Lake & Pine, Lueth American Family Insurance Agency, and Park Avenue Pizza. The businesses in boldface type attended and participated.

Each group was provided a worksheet defining “Strengths”, “Weaknesses”, “Opportunities” and “Threats”, and asked each participant to be prepared to discuss their perspectives on how these apply to the Village of Pewaukee.

Below is a summary of the feedback groups:

## STRENGTHS

Participants were asked to share their views on the strengths of the Village of Pewaukee – or what Village attributes should we focus on retaining or reinforcing:

Group	Comments
<b>Organizations</b>	<ul style="list-style-type: none"> <li>• The community benefits from many different community-based organizations, such as those represented in the meeting. All organizations work to enhance the quality of life in the Village</li> <li>• The lakefront and the many natural resources that exist within the Village</li> <li>• An excellent public school system and a top-rated technical college</li> <li>• A healthy and diverse business sector – retail, hospitality, service, healthcare, light industry</li> <li>• An excellent park system and library</li> </ul>
<b>Businesses</b>	<ul style="list-style-type: none"> <li>• The lakefront and the Pewaukee River running through the Village</li> <li>• Having our own independent police force is a plus – interactions with police have been very positive</li> <li>• The school system – a top tier school is a draw to the community</li> <li>• Our location next to Hwy 16 and I-94 is a benefit</li> <li>• A Village Board that has been more open and flexible to development ideas</li> </ul>
<b>Residents</b>	<ul style="list-style-type: none"> <li>• The lakefront – one of only a few communities in “lake country” with a public lakefront</li> <li>• A top-rated school district</li> <li>• An outstanding library</li> <li>• Great and diverse park system and recreation programs</li> <li>• Great Village services and staff               <ul style="list-style-type: none"> <li>○ Administration staff friendly and helpful</li> <li>○ DPW does a great job with snow removal, work on utilities, etc.</li> <li>○ Appreciate having our own police department and their great relationship with residents, businesses and community organizations</li> </ul> </li> <li>• The Village has retained its sense of “small town community” even with growth over the past 25 years – growth with quality and controlled developments</li> <li>• Residents feel safe in our community</li> </ul>
<b>Staff</b>	<ul style="list-style-type: none"> <li>• The lakefront – an attraction that brings in people and businesses</li> <li>• A large number of community events – creates a sense of community unique to Pewaukee</li> <li>• Many strong community organizations that support the community in many ways – from financial to volunteer services</li> <li>• A base of residents who readily volunteer their time for many activities</li> </ul>

- A wide range of housing stock – from inexpensive, older apartments to high-end single-family homes
- A park system with diverse offerings, and strong participation by residents in the recreation programs
- A well-respected and recognized independent police department that has a great working relationship with the residents, organizations and the businesses
- A Board that is willing to make investments in Village infrastructure and equipment vital to providing essential services to Village residents and businesses
- A healthy commercial corridor that provides urban amenities within a rural/suburban living environment
- Everything in the Village is within five minutes of each other – from homes to school to shops to parks.

## WEAKNESSES

Participants were asked to share their views on the weaknesses of the Village of Pewaukee – or what areas of improvement the Village needs to address, or issues that we need to change.

Group	Comments
<b>Organizations</b>	<ul style="list-style-type: none"> <li>• Several organizations feel that the Village does not always work collaboratively with community-based organizations to advance projects intended to enhance the community</li> <li>• The Village does not financially leverage the assets of the lakefront – charging for the use of the beach or public parking spaces</li> <li>• Like much of Waukesha County, the Village lacks “affordable housing” to attract a younger demographic</li> <li>• The Transportation Utility could have a negative impact on the future development of the business sector – the perception of the Village as not “pro business” – or at least do a better job of communicating the rationale for this utility fee</li> <li>• Easy access to information about the Village – for example, finding the Board agenda is several layers down into the website</li> </ul>
<b>Businesses</b>	<ul style="list-style-type: none"> <li>• The Transportation Utility – the businesses felt that it was a tax targeting businesses and that the formula used has no “appeal” process. Not clear on why this was implemented</li> <li>• Lakefront concerns with increased traffic, lack of parking, unmonitored beach activities, safety concerns</li> <li>• Very challenging to get developments moving or approved in the Village. There is no “point person” who will champion an idea through the process</li> <li>• Businesses felt there is a disconnect between the business community and the Village – little communication to businesses, slow responses, processes unclear</li> <li>• Many of the “business processes” are manual, labor-intensive or complex. These can/should be simplified.</li> </ul>
<b>Residents</b>	<ul style="list-style-type: none"> <li>• A “free” lakefront – while an asset is also a challenge               <ul style="list-style-type: none"> <li>○ The Village has not figured out how to monetize use of lakefront</li> <li>○ There are ongoing safety and “behavioral” concerns of those who visit the beach</li> <li>○ It seems a lot of resources are spent to support the lakefront – what is the benefit to the Village as a whole?</li> </ul> </li> <li>• Lack of public parking – and minimal penalty for those who violate the parking ordinances</li> <li>• The railroad running through the Village               <ul style="list-style-type: none"> <li>○ New turning restrictions on Oakton / Capital / Clark streets</li> <li>○ Train horn noise</li> </ul> </li> <li>• Still many empty storefronts in existing business properties, yet additional retail buildings have been built</li> </ul>



	<ul style="list-style-type: none"> <li>○ Some types of current businesses are not viewed as being consistent with a “family-oriented” community</li> <li>● Communications with residents from the Village             <ul style="list-style-type: none"> <li>○ With so many communication technologies available now (texting, email, social media) there should be better means to push out information rather than simply posting on website</li> </ul> </li> </ul>
<b>Staff</b>	<ul style="list-style-type: none"> <li>● The lakefront – chronic issue with weed control, limited space &amp; parking, aging utilities in this portion of town</li> <li>● The lack of “new” rental properties</li> <li>● Having a major railroad line bisecting the Village</li> <li>● The commercial corridor – demand on public services, especially the police department with a rising theft rate</li> <li>● Financial resources             <ul style="list-style-type: none"> <li>○ Levy limitations to properly staff or fund essential public services</li> <li>○ Village funding formula on items such as Park equipment</li> <li>○ Challenge to attract and retain staff if financial position of Village is tenuous</li> </ul> </li> <li>● Limited staff resources to accomplish an ever-growing list of tasks, with many outside the priorities outlined in the strategic plan</li> <li>● Many tasks are still labor-intensive rather than automated or provided online to free-up staff for other responsibilities</li> </ul>

## OPPORTUNITIES

Participants were asked to share their views on opportunities that the Village of Pewaukee should leverage – or what “gaps” exist in the Village that we should help fill.

Group	Comments
<b>Organizations</b>	<ul style="list-style-type: none"> <li>• Foster and leverage relationships with many of the community-based organization to solve some of the issues / concerns facing the Village – increased collaboration with WCTC and the School District for labor resources on various projects – such as apprenticeships</li> <li>• Enhance communications to Village residents and businesses, and those in surrounding communities, on the many assets within the Village</li> <li>• Leverage the lakefront and environmental assets by promoting them within and outside of the Village, and possibly monetize these assets</li> <li>• Showcase the outstanding educational opportunities offered within the Village to attract resident and business growth</li> <li>• Focus redevelopment on “affordable housing” to bring young families to the Village</li> <li>• Seek ways to simplify or streamline “processes” to make it easier to work with the Village</li> <li>• Regular and on-going communications with our legislative representatives on the “state of the village”</li> <li>• Work toward making the Village a railroad “quiet zone”</li> </ul>
<b>Businesses</b>	<ul style="list-style-type: none"> <li>• Exploit the presence of the Pewaukee River with planned developments. Need someone to lead the “vision” of the downtown for re-development</li> <li>• “Connecting” businesses with Village, organizations and residents</li> <li>• Make the “downtown” or Oakton Street area more pedestrian-friendly with paths for walking, bikes, etc. See that area as a key development area</li> <li>• Find ways to make it easier to do business with the Village – clearly defined and streamlined processes for review &amp; approvals, review ordinances to provide more flexibility, have a “business advocate” to help facilitate communication or business activities with the Village</li> <li>• Promote the types of developments the Village would like to see</li> </ul>
<b>Residents</b>	<ul style="list-style-type: none"> <li>• Transition the downtown / lakefront area to be more “pedestrian friendly” – bike or walking paths; less reliance on cars</li> <li>• Redevelopment of the corridor of Oakton Ave from Wisconsin Ave to Hwy 16</li> <li>• Greater collaboration between Village, organizations and businesses to address issues together – such as communications or special projects</li> <li>• Foster the re-development of a Chamber of Commerce to help with development or re-development within the Village</li> <li>• Enhance a sense of community with more “events” throughout the year</li> <li>• Monetize use of the lake front – beach fee, parking fee – and use funds to support additional safety and activities on the lake front</li> <li>• Enhance Park resources/buildings for more “rental” opportunities</li> </ul>

<b>Staff</b>	<ul style="list-style-type: none"><li>• The on-going, planned re-development along the lakefront and along Oakton, Main and Wisconsin Ave.</li><li>• Leverage the lakefront, river and parks for more walkways, bike paths, lake access, etc.</li><li>• Achieve “quiet zone” status with the railroad</li><li>• Create a Lake Management District to help address management of Pewaukee Lake and establish a funding mechanism to provide services – as is done in other neighboring communities</li></ul>
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## THREATS

Participants were asked to share their views on issues that the Village of Pewaukee should proactively address – or what key challenges they anticipate might face the Village.

Group	Comments
<b>Organizations</b>	<ul style="list-style-type: none"> <li>• With a significant retail sector, which continues to have viability “head winds”, the Village needs to have a long-term business development strategy to plan for market place changes</li> <li>• Managing the needs of a changing community while retaining the Village’s “small town” identity</li> <li>• Work with organizations and businesses to help address the chronic labor shortages</li> <li>• Monitor development of “artificial intelligence” to proactively address potential risks associated with it</li> <li>• With train tracks bisecting the Village and the increase in the number of train accidents and derailments in the region recently, the Village needs to make sure we have an emergency response plan in place.</li> <li>• The tenuous nature of appropriate State funding for future budgets to support essential services</li> <li>• Lack of attention to care of the lake – weed management and monitoring the beach front is a chronic issue</li> </ul>
<b>Businesses</b>	<ul style="list-style-type: none"> <li>• Crime – it is growing in the community from theft to trespassing to panhandling, etc.</li> <li>• Being landlocked and nearly completely built-out makes re-development more challenging</li> </ul>
<b>Residents</b>	<ul style="list-style-type: none"> <li>• Insufficient funding for essential services – such as fire, rescue and police</li> <li>• Radium in water supply – costs to remedy</li> <li>• Labor shortages – especially with the DPW – to provide municipal services</li> <li>• Facility management – what is the condition of Village owned buildings; planning for maintenance and upkeep; how to fund the upkeep</li> <li>• Development – with limited space available, making sure quality development is addressed proactively</li> </ul>
<b>Staff</b>	<ul style="list-style-type: none"> <li>• Ever-increasing, unfunded state regulations that impacts quality of life, burdens limited staff with work, and costs property tax payers more money               <ul style="list-style-type: none"> <li>○ The DNR with new regulations regarding discharges into the Fox River</li> <li>○ The DNR and radium remediation</li> </ul> </li> <li>• Labor shortage – the ability to attract and retain quality personnel to provide essential services to the public</li> </ul>

Based on this feedback, each community-based group was asked to provide some direction on which is more important – maintain or enhance Village services even if that means higher costs, or reduce services to reduce the costs of operating the Village. All groups were unanimous that services should be maintained or enhanced, even if that means higher costs.

## INSIGHTS

When taking into account the comments by all four feedback groups, several common topics surfaced:

### **LAKEFRONT & RIVER**

While the lakefront and river were cited as a unique asset, most recognized that they created several challenges, and that the Village was not capitalizing on these resources.

All groups voiced a desire for the Village to focus on the re-development of the Wisconsin Avenue / Main Street / Oakton Avenue area to:

- Encourage development of more housing in the downtown area
- Make the area more pedestrian-friendly with river walking paths, bike trails, etc.
- Add more way-finding signage
- Address parking shortages

### **POLICE DEPARTMENT**

All three community-based groups (organizations, business and residential) expressed their appreciation for the Village Police Department and the importance of maintaining an independent, locally-controlled department. The groups commented on their responsiveness, their cooperation and engagement in the community.

### **COMMUNICATIONS**

In many different ways, “communications” was cited as an issue that needed to be addressed. For example:

- There is a desire for the Village to provide an “opt-in” communication platform so that as information is placed on the Village website, a push notification is deployed
- Individuals in all three community-based groups either made comments that demonstrated that they were not aware of accomplishments or activities (such as development plans) or misunderstood issues (such as the Transportation Utility). This may indicate that the Village has not been effective in presenting information in a clear or compelling manner.
- Several groups believed that there is a disconnect between the Village and the community organizations, businesses and residents. All believed that a lot more could be accomplished if there were more collaboration between the segments.



## **PROACTIVE MANAGEMENT**

Similar to “Communications”, several of the groups expressed a need for the Village to be more proactive on several fronts:

- The Village should look for ways to streamline its “business operations” to make it easier to do business with the Village – perhaps looking for ways to move functions online
- Encourage the ongoing and proactive maintenance of Village assets (roads, parks, buildings, utilities, etc.) to avoid large costs in the future
- Proactively seeking more collaboration between the government, businesses, community organizations and residents
- Be more proactive and deliberate in development and redevelopment activities
- Identify and address any anticipated “threats” to the wellbeing of the community
- Establishing Pewaukee as a railroad “quiet zone



# Community Survey

## Overview

In April of 2024, the Village of Pewaukee conducted a community-wide survey to quantify the perceived strengths or weaknesses of the Village in order to provide the Village Board and Staff with direction on Strategic Planning objectives and priorities.

### Survey Questionnaire

- The questionnaire was developed based on the following:
  - Questions asked in the original questionnaire in 2019
  - Insights gained from the development of Environmental Scan
  - Insights gained from the community feedback sessions
  - Issues or topics recently addressed by the Village Board & staff
- An online Google Forms platform was utilized to create the survey

### Promotion of the Survey

To encourage a strong participation rate of the survey among the community, we employed a multi-channel communication approach:

#### **Data**

- The data to promote the community survey included three sources:
  - A list of all registered voters (5,064 records)
  - A list of all real property owners in the Village (3,056 records)
  - A list of all personal property tax payors in the Village to capture businesses that do not own the property on which they operate their businesses (328 records)
- Data management
  - All addressees outside of Wisconsin were eliminated. These were primarily tax departments of corporations who have no direct engagement with our municipality
  - The voter registration list was submitted to a third-party data vendor to append email addresses. After the append, we had 3,570 email addresses of the 5,064 voter registration records (70.5%).
  - The three lists were merged and then de-duped so we mailed to only one postcard per postal address. The final list had 4,049 records. After submitting the list to NCOA and CASS certification for mailing purposes, the final list had 3,979 records.

### Communication Channels

1. A 6x9 four-color postcard was mailed to 3,979 individuals or businesses. The postcard provided both a URL and a QR code to facilitate engagement. The mailing was deployed on April 1 and began arriving on April 4, 2024. Recipients were advised that the survey would be open until April 30, 2024.
2. Two emails were deployed:



Email 1 was deployed on April 9, 2024 to 3,426 records. This email received the following results:

Records	Opens	Open Rate	Clicks	Click Rate	Unsubscribe	Unsubscribe Rate
3,426	1,350	46.37%	539	18.51%	24	0.82%

Email 2 was deployed on April 18, 2024 to 3,071 records. This email received the following results:

Records	Opens	Open Rate	Clicks	Click Rate	Unsubscribe	Unsubscribe Rate
3,071	960	33.45%	215	7.49%	8	0.28%

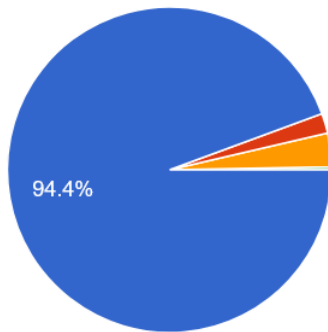
3. A notice was placed in the Utility Bill insert using the same message as the postcard and emails, and included the QR code.
4. A small flyer was handed out to all residents who voted on April 2, 2024. There were about 1,400 voters who received this flyer.
5. We identified several “restricted” Village neighborhood Facebook pages and asked individuals to post the survey link.

## RESULTS

### Respondent Information

There were 660 respondents:

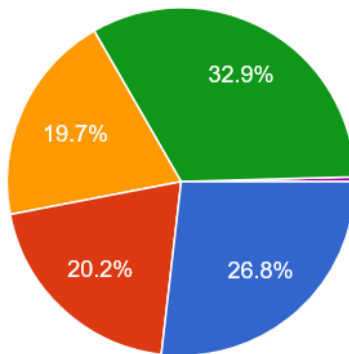
- 94.4% (625) were residents
- 2.0% (13) were businesses
- 3.3% (22) were both residents and Village businesses owners



- I am a resident of the Village of Pewaukee
- I own/operate a business in the Village of Pewaukee
- Both: I am a resident of and own a business in the Village of Pewaukee
- I reside in the Village of Pewaukee

*Analysis: Considering that the Village has about 8,000 residents among about 2,000 residential units, receiving 660 responses represents a significant response rate. Additionally, with this level of response, the results also have statistical significance and validity. An item to note: In the raw data, there were 61 respondents who indicated they own or operate a business in the Village, which differs from the graphic provided in the results.*

### **Residency Tenure:**

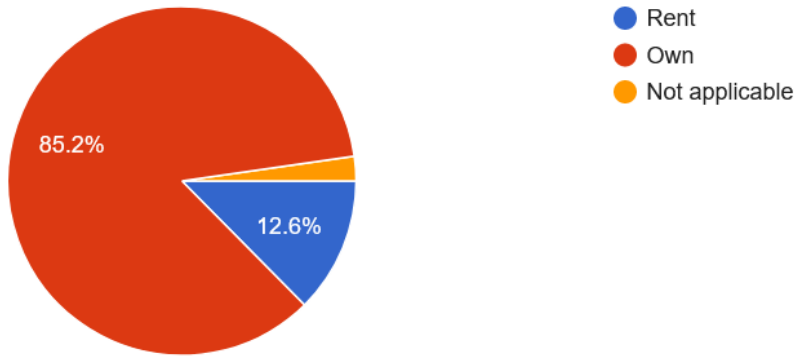


- 0-5 years
- 6-10 years
- 11-20 years
- More than 20 years
- Not applicable

*Analysis: Residency tenure was fairly well distributed among the respondents*

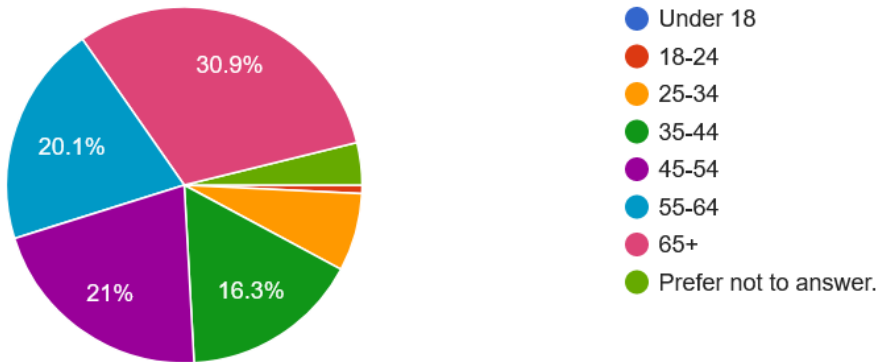


**Type of Housing:**



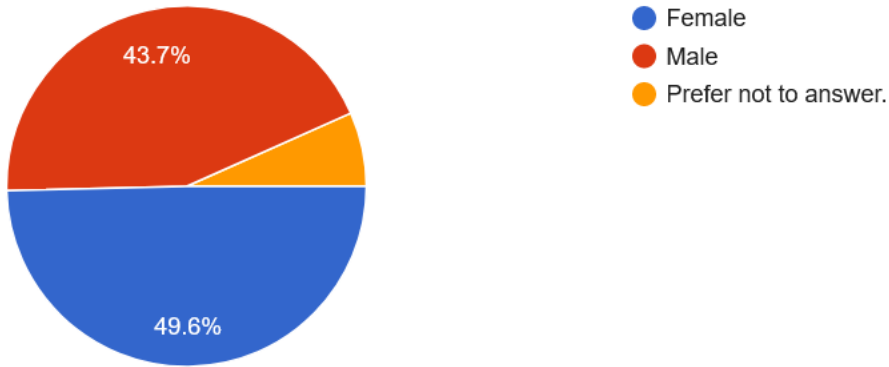
*Analysis: Most respondents were home owners. Since 43% of residential units in the Village are “rental”, responses by that group is under represented in the results.*

**Respondent’s ages:**



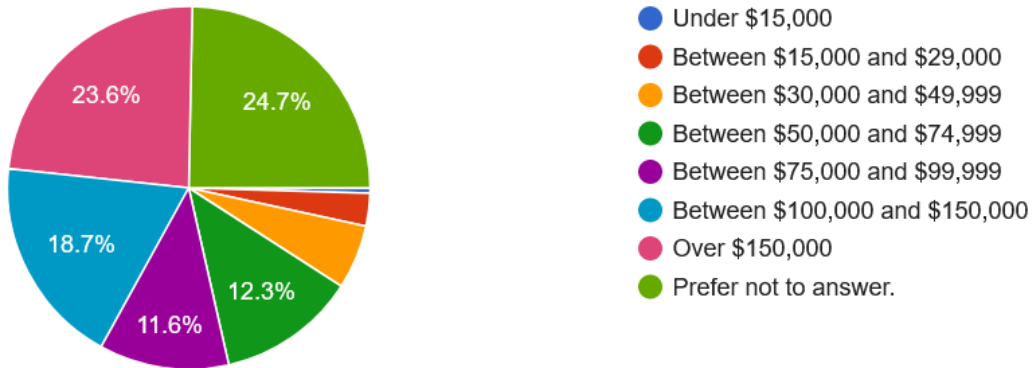
*Analysis: Respondent’s ages skewed older – 51% were aged 55+*

**Respondent's gender:**



*Analysis: The gender of respondents fairly evenly split*

**Household income:**



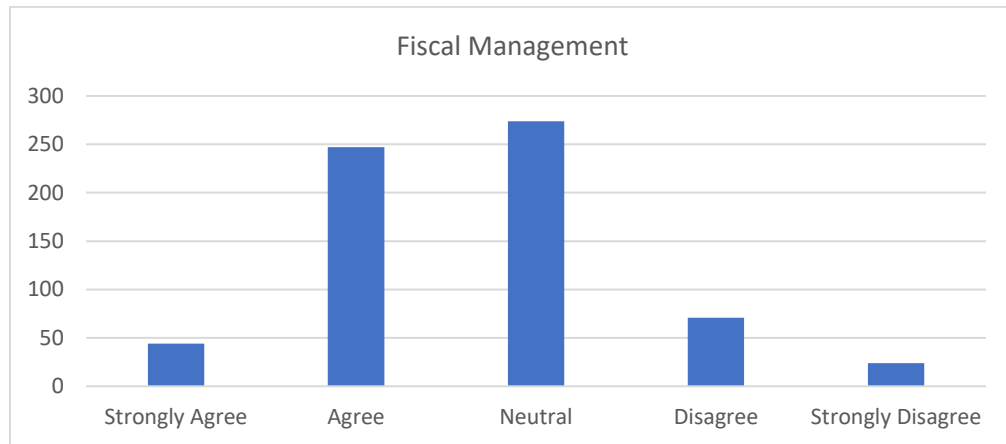
*Analysis: Household income of respondents was fairly well distributed, but skewed slightly higher than the median Village household income, per census data*

Questionnaire Responses

**Village Performance**

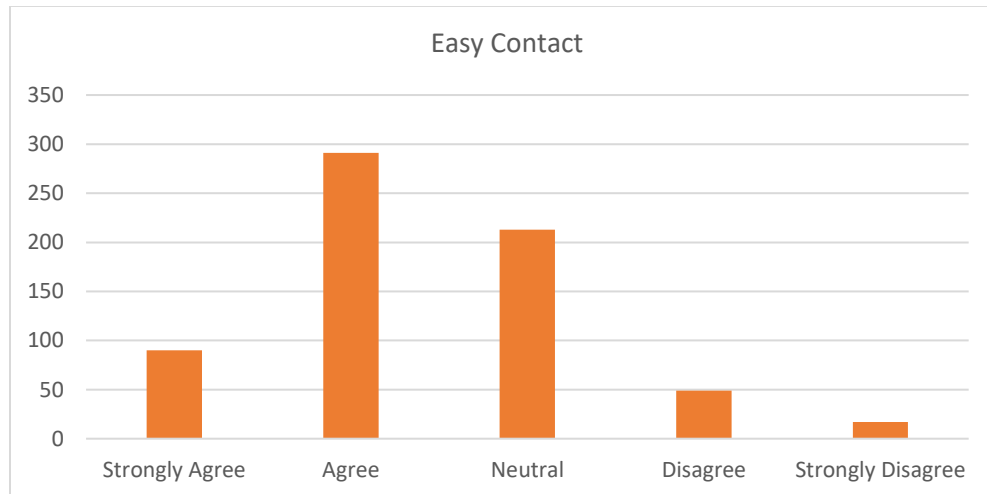
We asked respondents to indicate their level of agreement, on a five-point scale from Strongly Agree to Strongly Disagree, to a series of seven statements regarding the overall performance of the Village:

- I feel that the Village Board and staff are careful and thoughtful in the management of tax dollars



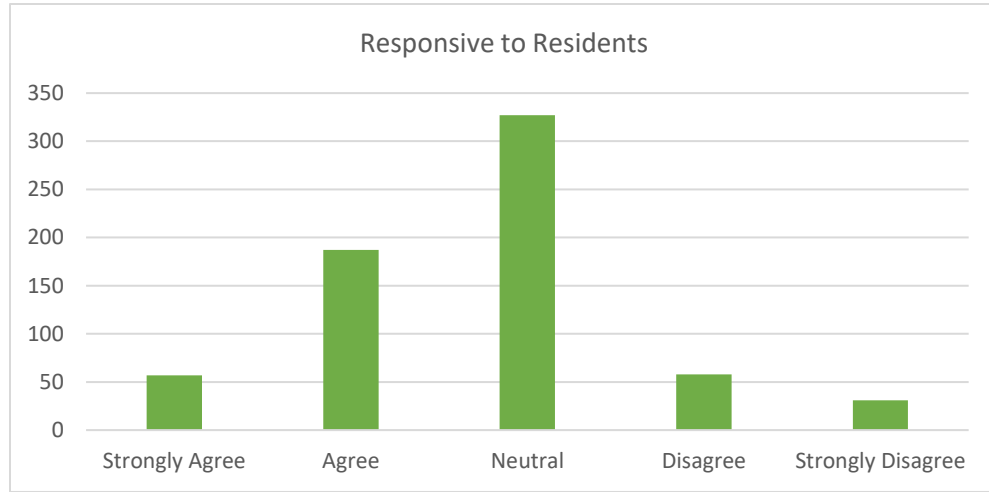
*Analysis: 44% believe the Board and staff are fiscally responsible. Only 14% disagreed.*

- The Village makes it easy/convenient to contact them if I have a question or concern



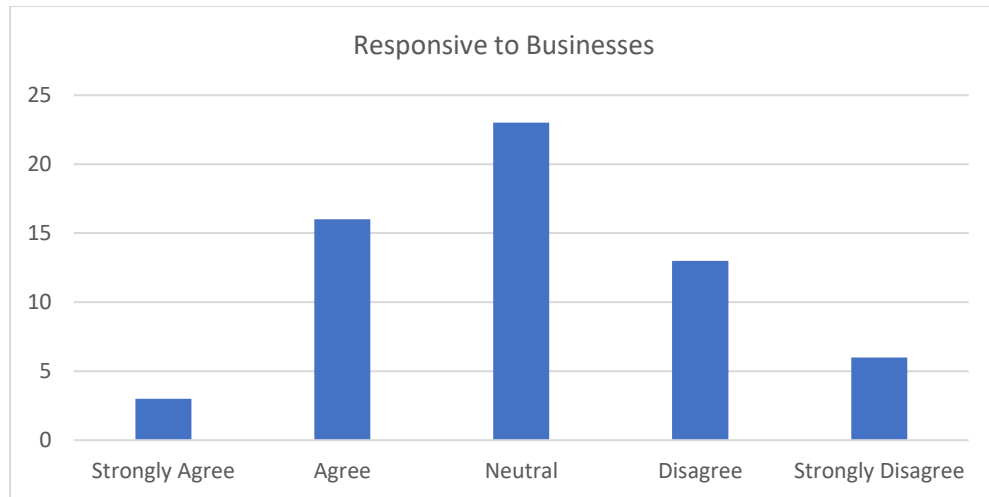
*Analysis: 57.7% believe that the Village makes contact easy/convenient. About 10% disagreed.*

- Village Trustees and staff are responsive to the needs and concerns of the **residents**



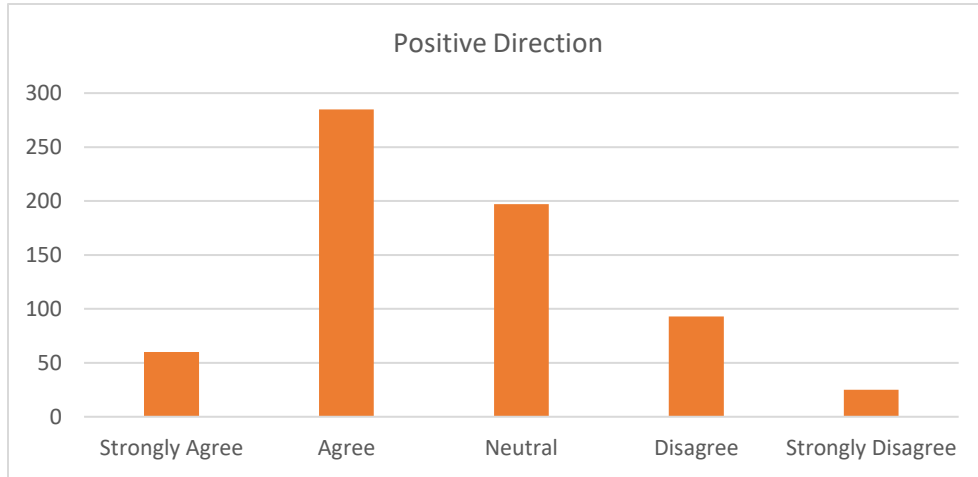
*Analysis: 57.3% believe the Village is responsive to the needs of its residents.*

- Village Trustees and staff are responsive to the needs and concerns of the **businesses**



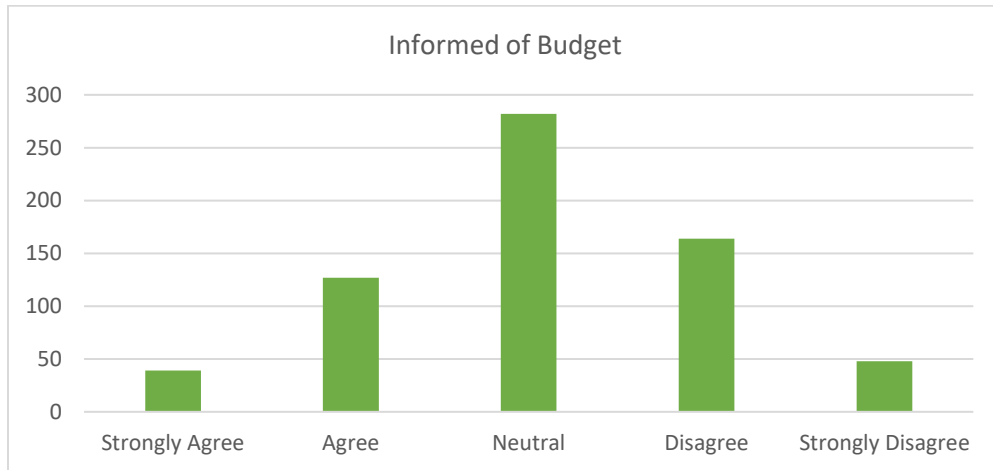
*Analysis: There were 61 respondents who indicated that they own or operate a business in the Village. Compared to residents, business owners or operators don't believe the Village is as responsive to their needs. Here, only 31% of businesses agree with this statement, and 31% disagreed.*

- I feel positive about the direction of the Village



*Analysis: Overall, respondents are very positive about the direction of the Village with 60.4% in agreement with this statement.*

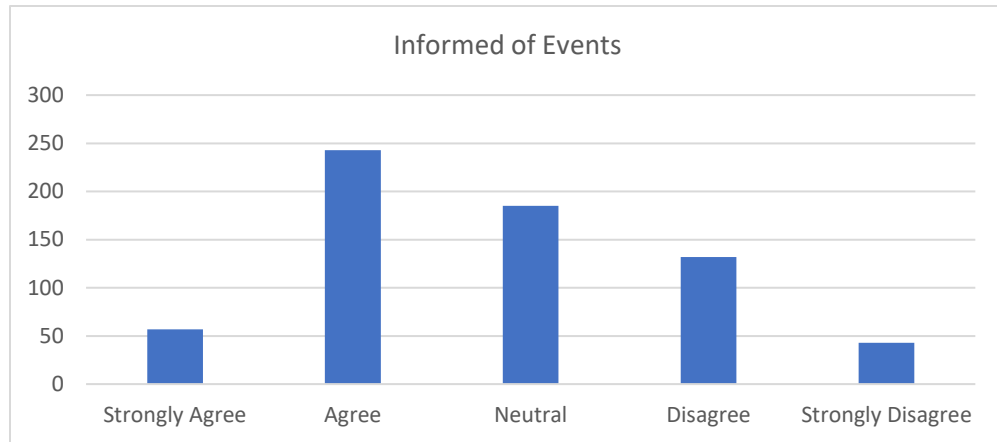
- I am well informed of the Village’s budget and expenditures



*Analysis: Even though the budgeting process is done publicly, only 39% of respondents agree with this statement. This may reflect comments from the feedback sessions that residents and businesses desire improved communications from the Village.*



- I am well informed of Village activities and newsworthy items



*Analysis: When it comes to newsworthy information, here the respondents feel that Village is doing a much better job. 45.5% of respondents agree with this statement. However, compared to other performance measures, there is room for improvement with public communications.*

Below are the verbatim comments made regarding the section of “Village Performance”:

I am concerned about the direction of the village since all of the railroad changes. The ugly fence, signage and cheap barricades have eroded the beauty of our quaint village. We need some beautification!
A light pole fell over the winter on Quinlan and staff just put a bucket over it and it's been sitting there since
A lot of cheerleading but not leading.
Abortion should be legal as it is a fundamental human right
After half a dozen individual emails to all Village Trustees about a concern for safety, only two responded. For the last nine months later I've been brushed off and still have not received an answer to my concern.
After spending \$1000+ to install an exemption water meter I was informed by letter out of the blue that it was no longer viable without significant additional quarterly costs. Unacceptable. Had I been informed this was under consideration I would have taken my position up with the board of trustees.
Board members do not respond well to emails if at all.
Each high-density building creates need for more services!!!
Facebook posts are helpful to keep me informed.
Fix the no left turns by the train tracks on Oakton
For the last 15 years or so, I have seen increasingly better quality trustees run to represent the village residents. But then suddenly we had people aligning with politics parties and I don't know who to trust anymore. I've never felt our village was lacking by being free of state or national politics. Now that we have candidates who align with parties, I am at a loss. My neighbors and I all agree, it makes no sense. We want non-partisan back. We want to be able to trust again.

<p>How am I supposed to be informed besides going to the board meetings? Hate to see fields disappear and skyscraper monstrosities, (senior living facilities) taking over the landscaping. Brookfield voted such an eyesore down :)</p>
<p>I am a 63 year old working professional who lives at Quail Pointe. I just moved back to Pewaukee Nov 1st and am facing having to leave due to the recent fire/ems assessment. I strongly feel that the residents at Quail Pointe should not have gotten the high accessment due to it being a senior living complex. It is very unfair and discriminatory. If I had the money to fight this I would. We should have been accessed and charged the same amount as any other apartment complex in the community. I contacted the state legislator to see if they could assist. I feel very bamboozled in this situation. I should not have to move out of what I consider to be my home however I am not going to pay an additional 100.00 a month to live here. I was really excited to be back in Pewaukee and was looking forward to becoming a part of the community. I hope that your appeal with Hawthorne and Cecilia's Place results in a reduction of the assessment to that I can continue living in Pewaukee. Of all the people in the state of Wisconsin who cannot afford that much of an increase, it would be seniors. How could you put that burden on us? Consider the situation if you had a family member living here and the stress it would cause them. I have had many sleepless nights worried and upset about the situation. PLEASE FIX THIS!!!!</p>
<p>I am aware you post the minutes and notes from your meetings, but it would be more convenient if these were also shared on Facebook</p>
<p>I am mainly informed of village events and news through Trustee Krasovich's Facebook page. It's a great resource. Otherwise, I'd never hear about what's going on.</p>
<p>I am not sure about upcoming plans for Pewaukee</p>
<p>I appreciate our VB and subcommittees.</p>
<p>I couldn't get any help when a house was built too close to my property line and the elevation is so high my property is severely damaged from rain run off</p>
<p>I feel I am typically seeking out the information that I need versus having it provided to me in a formalized format.</p>
<p>I feel there are too many activities at the lakefront. Almost every weekend the road is shut down.</p>
<p>I feel you should not make a living being on the board. I think the village will fall because over 50% of tax hours goes towards school</p>
<p>I have enjoyed being a business owner and building owner in the Village for the past 25 years. I love the community, the police and fire dept. and Village staff</p>
<p>I have not heard positive feedback on how the village works with business owners and residents. It's not positive and how you have handled situations with homeowners who have lived in the village for over 20 years is disappointing.</p>
<p>I have not taken an active role in learning about the Village of Pewaukee meetings and agenda until recently.</p>
<p>I live here, but know little about the goings on. It is a fine place to live and while I know the Village Board is there, I couldn't really tell you what they do.</p>
<p>I live in a retirement home and am no longer able to read so it's hard to keep up with all the news.</p>
<p>I still work 60 hrs/wk. Get info from neighbors and fb pages</p>
<p>I would like to receive more information. Other communities have an e-newsletter.</p>
<p>I would like to see a lot of transparency on the financials</p>

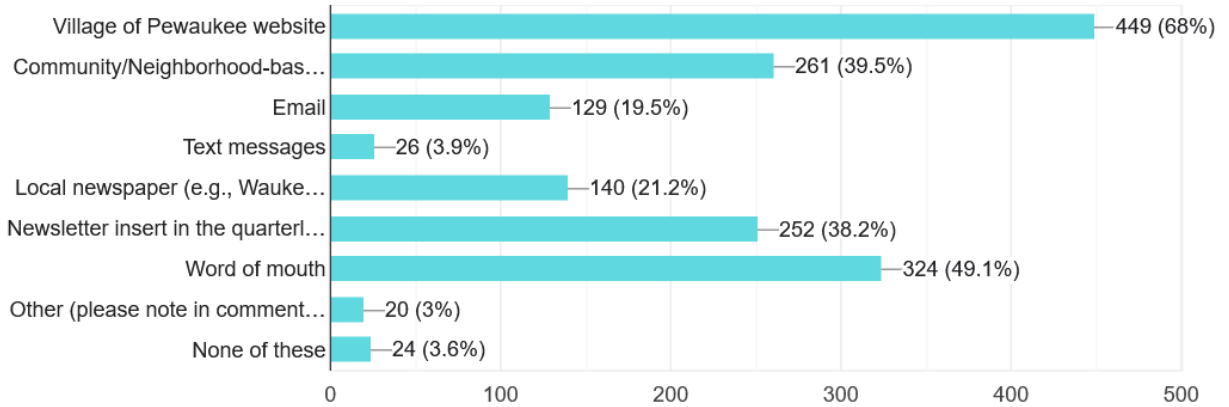
I'd like to see the village attract more businesses that are family friendly and attract foot traffic at the lakefront. It is a shame to see businesses leaving our village.
I'm not educated enough on village board activities and plans
I'd prefer we focus on paying more for better maintenance services. Plowing, keeping the beach clean, and better road maintenance.
I'm new to the area, so I'm not familiar with the above yet.
I'm not aware of where to find the villages budget and expenditures.
In 20 plus years as a Village resident, I do not recall ever receiving or seeing budget information. And the fact that the Taste of Lake Country was cancelled last year and not widely known, makes me think that communication could be better.
Is there someone I can follow or subscribe to in order to make sure I'm getting all of the communication?
it is almost impossible to get important relevant information! The website is hardly ever updated! For example: the progress of establishing the RR Quiet Zone - is this EVER going to happen? I have emailed almost 1/2 a dozen people to try and get answers on the tax rates on the property bill - specifically regarding how the Pewaukee Schools tax rate is generated and approved. All I get is canned answers but NO ONE will actually provide INFORMATION how how these numbers are generated!! If you bill people, it should be a requirement to show HOW these numbers are generated!
It's hard to say because some trustees and staff are super responsive (shout out to Trustee Krasovich) and others are abysmal. Also, Positively Pewaukee is not doing its job. It needs a total revamp.
Just moved to the village in February, 2023, so don't know much about it yet.
Keep up the good work
Keep up the great work!
Keep us informed on Pfas in water but what are they going to do about it!
Left voice mail (x2) and was never called back. Also called a different trustee and was told to never call again but to call the village hall.
Many Village trustees have said they would work to remove the train horn, but it has not happened. Other communities around us have no whistle zones.
Merge with the City of Pewaukee! Should have been done long ago.
Miss reading village news in publication such as Lake Country Reporter. Maybe a quarterly newsletter online??
Most of my concerns are regarding the public works department. Will give the new administration a chance, but the previous management was unresponsive and seemingly uncaring. Financial concern is regarding the new public works building. Seems extravagant for a village concerned about our financial status.
Need to trim hedges back on the corner of spring and maple. Blind spot pulling away from stop sign on spring. Accident waiting to happen!!spring and maple. Cannot see traffic coming down the hill on maple when stopped at stop sign on spring. Cars need to
Normally the residents find out about projects after they are already approved.
Not a peaceful community anymore, lake has been destroyed and overused since I swam in Crystal clean waters as a child.
Not computer savy miss lakecountry reporter
Our roads need fixing!!! Clean up all the litter. Bike riders should be made to stop at stop signs!!!

Our village is clean, safe and wonderful!
Pewaukee is pricing out people who have lived there their entire lives. Decisions can't ALWAYS be about more money!!
Please take down the plexiglass. It inhibits interactions with the public and negates any positive impressions I may have of interactions
Quad annual reports would be better than just on er
Seems like we should be making the lakefront a destination zone to bring more visitros in to enjoy the lake
Seperare "staff" from "Village Trustees" By far, I deal more with staff than i ever will with the trustees. Abd the village staff personnel are wonderful
Since there is basically no representation in the center of the village ie near 16 it's hard to figure out who to contact
Social media presence is surface/ superficial and without teeth. Great to "support local businesses" yet local businesses say actions are otherwise. Roads are awful. Water bill has increased unsubstantiated costs. Didnt read the meter yet charged? Stealing??!.
Some of the trustees are very responsive and others have yet to respond back regarding concerns I've expressed.
Street cleaner on mondays when garbage cans on the street. Not smart
Taxing 55+ communities for fire and elms services at a greater rate than others is clearly discrimination against older adults. If I were to use such a service I would pay for what Medicare does not. My rent was raised \$100 to cover these excessive charges by my landlord. I am a nurse who before being retired provided my expertise to all ages, young and old. Picking out older citizens and charging them more is not caring for all constituents. I have contemplated bringing in the news media to make them aware of this discrimination. Not all communities in Wisconsin have done this. SHAMEFUL that pewaukee has done so. Heartless. As seniors now on fixed incomes this is a hardship. You have taken some of the most vulnerable of us and taken advantage. How despicable. Reverse this unfair assessment which is age related. I will be taking my protest to the highest levels.
The condition of our lake has a major impact to this village. I am concerned that you are not taking care of this resource.
The Village Board and Trustees NEED to get a handle on and LOWER the School property taxes. They are ridiculously high! Additionally, HOW did you allow a 2nd school referendum to be put up when the tax payers are already paying on one for the schools through 2038! if the schools want more money they should ask the parents to fundraise - not force their neighbors to foot the bill! This is disgusting and wholly unfair. DO BETTER!
The village does a poor job communicating when the board is meeting, what is being discussed, and how they come to their conclusions.
The village needs to lean in on social media.
The Village needs to modernize downtown, and adopt beautification project on main road coming in from 16. Make the beach wider and safer for recreation by closing one of the lanes of traffic and making it one way. Make parking payable for outside visitors. Designate and paint bike lanes on the streets to safely separate the car traffic and make biking less hazardous for families and kids. A newsletter should be published by the village of all the plans, project status updates and invitations and distributed to all residents. Especially, ahead of major board meetings.
The Village NEEDS to provide a Train QUIET ZONE "ASAP"!!

The Village of Pewaukee is one of the best places to live in SE WI in large part due to the Village Board and their thoughtful decisions.
The Village of Sussex has a great Facebook person, the Village should follow for announcements.
There is no communication about the events in the village. I never seem to know what is happening . sometime missing the event or hearing from word of mouth at the last minute.
There is no reliable source (news wise) that I can easily refer to of happenings with the village and it's meetings.
They are good at caring for their senior citizens
We are seeing an increase in crime and its concerning
We live at Hawthorne Apartments. Our owner got a HUGE tax increase for fire/EMS because supposedly we are considered in with assisted living communities and skilled care communities. We live in a 55 plus community with individual apartments. We have lived here since July 2023 and have never seen fire or EMS here. This additional money that Fire and EMS needs for the village should be spread out between all Pewaukee Village residents not just senior citizens.
We need a ponderosa steakhouse
We need better stores down by the beach, hardly any of those stores draws outside interest compared to Hartland or Oconomowoc.
We need to do more to focus on developing our downtown so that ppl spend their money here. I don't want to drive to Delafield or Hartland for dinner! Same with shopping. Let's have a downtown farmers market and shut the street down like Appleton. So much untapped potential!
we need to know more about the happenings around the village. The web sight not aways up to date. It was nice when things were in print form .
We need transparency and the village trustees need to be more responsive in other words actually call a resident back.
Website is not informative about activities.
We're new here a still learning.
What is the status of the drinking water quality improving?
When are we going horn free from the trains?
Why are we still hearing the train horn???
Wood be nice to receive an info pack if new to Village

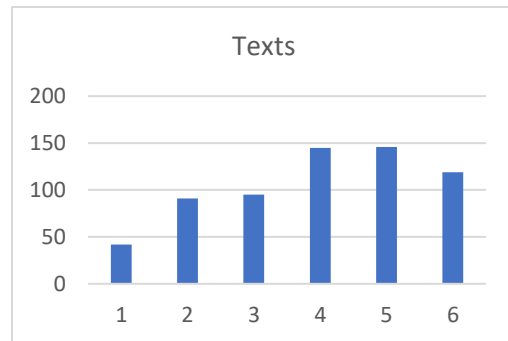
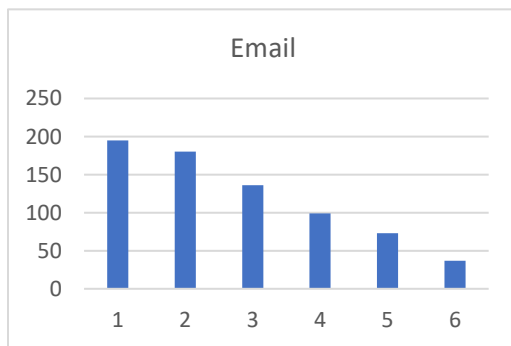
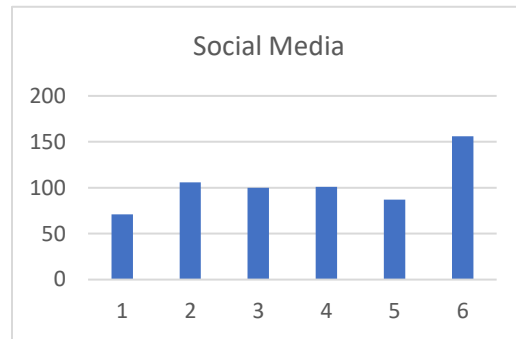
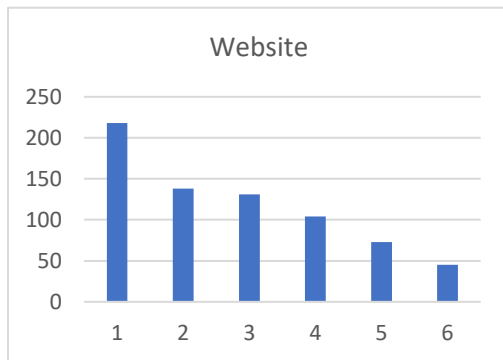
## Communications

We asked respondents to indicate the ways they receive information about Village activities and their communication preferences:

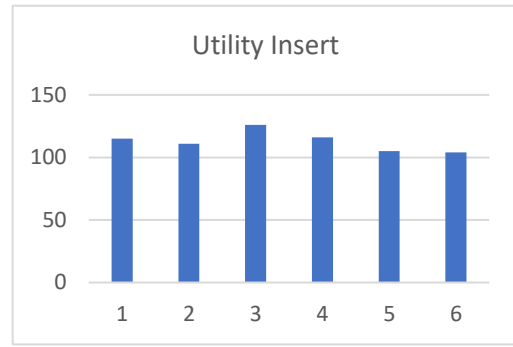
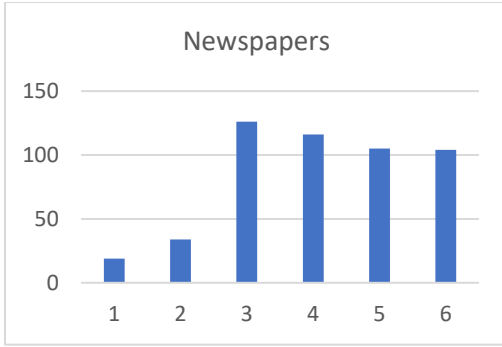


*Analysis: The majority of respondents receive their information from the Village website, followed by community-based social media pages and the quarterly utility billing insert.*

Next, we asked respondents to RANK their communication **preferences** to receive Village of Pewaukee information with 1 being the most important and 6 being the least important method.







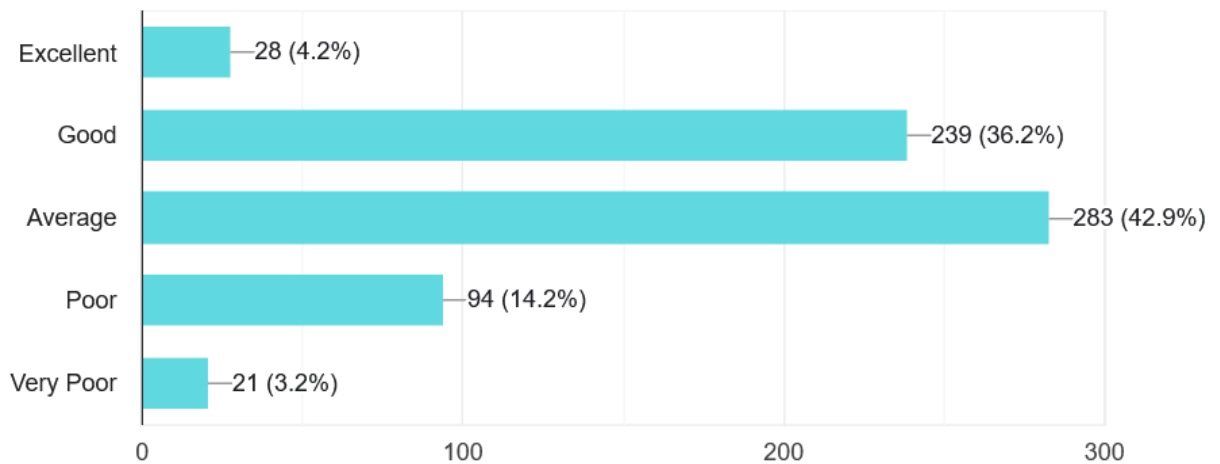
*Analysis: Based on these results, respondents are primarily interested in receiving information about the Village from the Village website and from emails. Below are the relative importance scores for each communication channel using a weighted average:*

Channel	Relative Importance Score
Email	2.70
Website	2.73
Utility Insert	3.44
Social Media	3.80
Text Messages	3.97
Newspaper	4.12

*(Side note: the emails used to promote the survey were well received and had very strong opening and click through rates).*

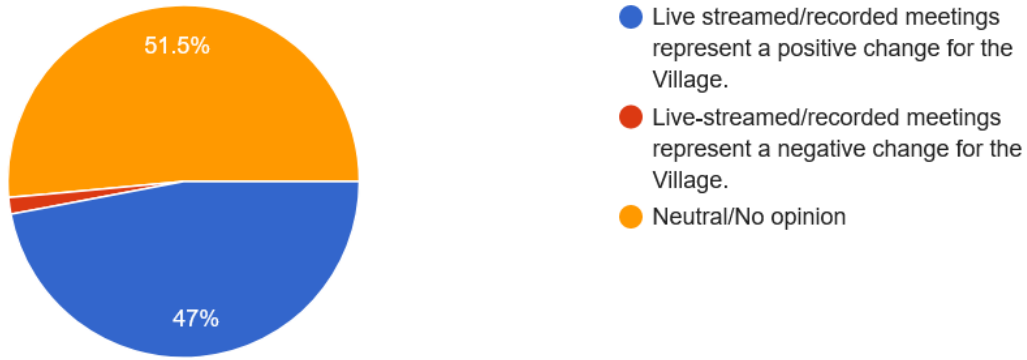
*Social media and the quarterly utility insert had mixed results. The least preferred communication methods were local newspapers and texting.*

Finally, we asked respondents to rate the effectiveness of Village of Pewaukee communications regarding Village services, programs or activities using a five-point scale from Excellent to Very Poor:



*Analysis: Overall, the Village scored fairly well. About 40% were pleased with Village communications; about 42% believed it was “average”. Only 17% believed communications was poor.*

Finally, we asked respondents about Village meetings being live-streamed on the Village’s YouTube Channel:



*Analysis: Overall, respondents were positive with this added communication channel. Based on comments, some were not aware or did not access this channel.*

Below are the verbatim comments from respondents regarding how the Village could enhance communications to the public:

Email new or changed regulations, ordinances. 2. An email could be sent when agenda/agenda packets are loaded to the website.
A flyer at banks and other businesses for us to pick up quarterly.
A monthly emailed newsletter would be appreciated.
A signup/registration for a monthly community newsletter would be fantastic!
Allow viewing of live streamed meetings after meeting date
Annual newsletter by mail
As stated above, website information needs to be improved/expanded. More detailed information and updated more frequently.
Be more direct
Being able to talk to village hall, also being able to talk to village board
Bulletin board at ponderosa steakhouse
Clarify how we can reach Village Trustees with our questions.
Continued use of live-streamed, recorded, and archived meetings (of all meetings) to be transparent about issues discussed, decisions agreed upon, and adopted.
Didn’t know about live streams. The most effective advertising I’ve seen from Pewaukee is the signs posted on Oakton and G for the beach party.
Didn't know they live streamed anything an email would be nice or text message
Didn't know you live streamed...
Drastically improve social media. Use email and/or text. I don’t believe I’ve ever received either from the village. Also, there’s a bulletin spot downtown that is underused.
Email

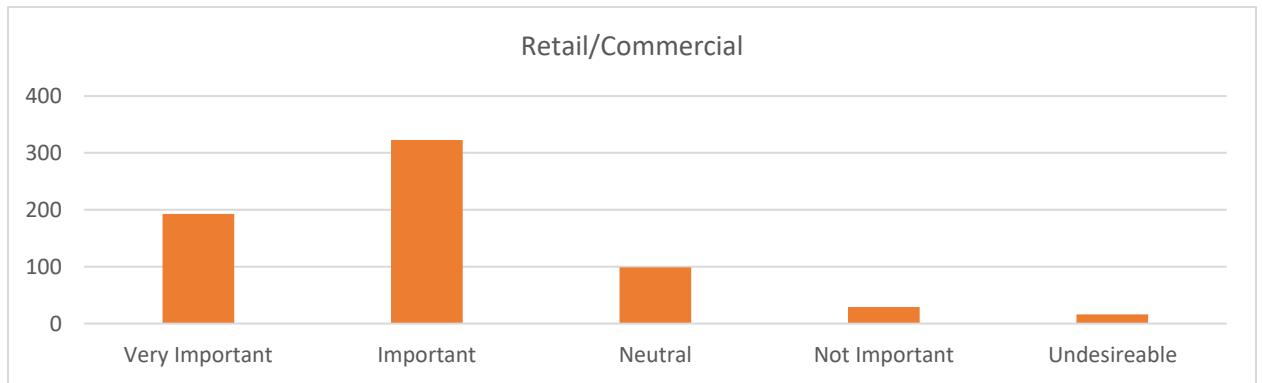
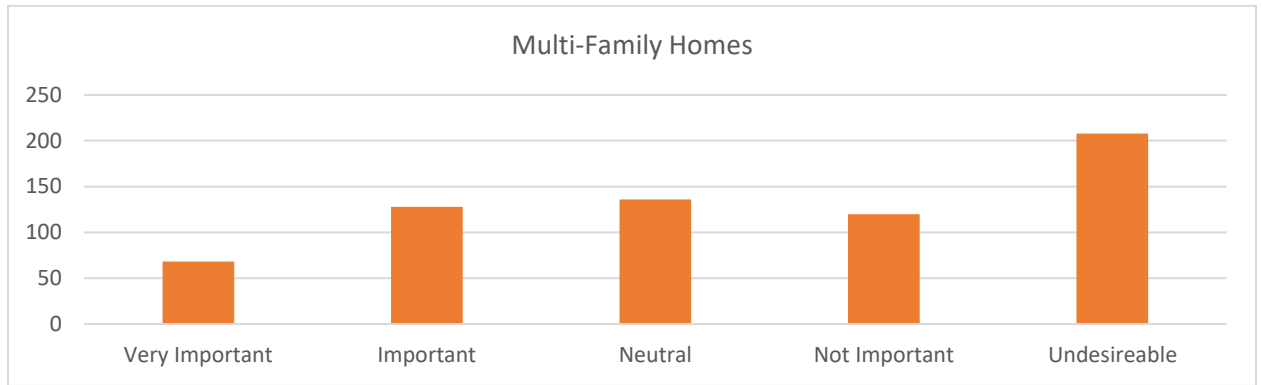
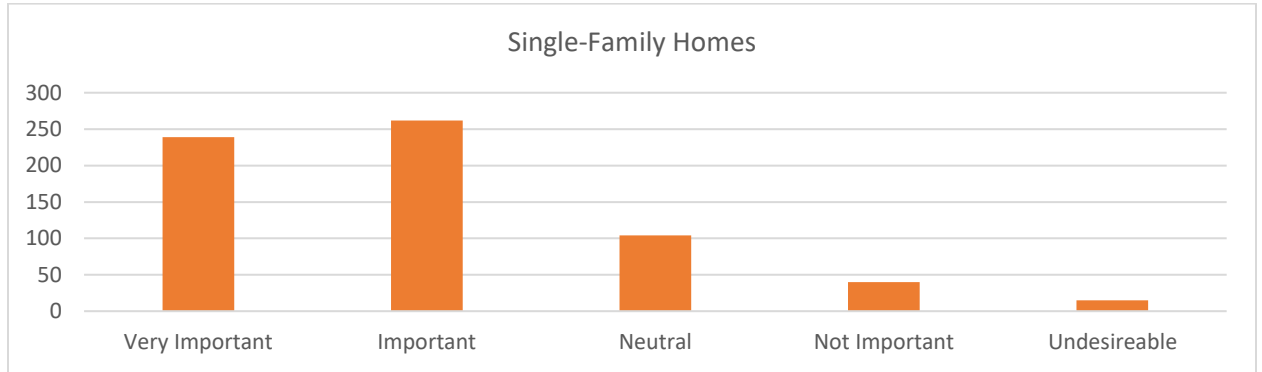
Email updates would be so appreciated!
emails
Emails would be greatly appreciated and more timely
Find ways to communicate more with renters who don't receive water bills.
Friendly office staff
Get on Facebook and use email.
Have a fully functioning up to date web site. A real timely newsletter would be nice, just not some insert in the utility bills.
Have one or two options for standard communications and just one method for urgent communications.
Having an email list to the residents. Weekly or bi-monthly reports.
Having only lived here 2 years, I'm still learning how and where to get information happening in the area, and/or how to get involved
I am new to this community and I am not informed of the information sources.
I believe capturing everything that the residents need to know on the Village website is a very informative way of communicating and keeping the information up to date.
I didn't know you did this and nor how to access it.
I feel that the website should be revamped. It is difficult to find things and could be. More user friendly.
I find it challenging to locate information on the website - it is not always intuitive
I had no idea these were livestreamed
I have free TV. This would need to be online.
I mostly rely on the newsletters. With those being sent quarterly, I feel like I'm not as in the loop. Emails would be great!
I prefer text communication for urgent and important matters and email for non-urgent communications
I think it would be good to have a small monthly newsletter delivered to residents monthly with updates on activities/events/things to know about the community.
I was not aware meetings were available via live stream.
in person meetings
Increase your social media presence. Look at the Village of Sussex Facebook page. They are always posting things. They have "ask questions Wednesday".
Information given to NEW homeowners/renters upon arrival
Informational flyers to your mailbox, also posted in Village businesses
Is anything posted outside the village hall on or near the building for after hours visits?
I've signed up for village newsletters (to be emailed) in the past - several times, but have not received any.
Keep up the good work
keep website more up to date and give more info. on upcoming events
Live stream ALL Village Trustee Meetings. Don't delete or otherwise have "missing" episodes / meetings [i.e. November 7 & 15, 2023] especially those of such importance to residents-- These omissions are blatantly inexcusable and suggest lack of transparency, if not intentional coverup!!!
mail
Make residents more aware/informed of info

Media postings
More detailed quarterly newsletter, including building projects in village, business changes, etc.
More info needs to be available on website including complete info about candidates in elections including their views
More user friendly website.
Most of the communication now come through Trustee Krasovich via Facebook. She does a fantastic job getting the word out about events and other items. But I think there should be a more formal avenue for official Village communications.
News letter
News letter
no clue, wasn't aware that Village was live streaming or recording meetings
No idea
No one can pick up the phone at the village? Lousy customer service
Now that i just learned that there is a newsletter in the utility bill, I will read it. Since my bill s paid automatically, I rarely look at what's included in the envelope other than the bill itself. perhaps a one time mailing calling attention to the newsletter insert might work.
occasional mailings are a good idea
Old-school newsletter mailed to residents
Perhaps a monthly newsletter with a synopsis of what occurred or was up for discussion at board meetings.
Please add Virtual Meetings options such as we had during Covid!
Please see previous statement
Postcard invites to sign up for channels
printed newsletter
Public works communications with public lacking
Publish a weekly newspaper that lists community activities
Rank in above question didn't let me click on desired answer
Real issues and less cheerleading
Send a monthly newsletter to residents. I live in an apartment and don't get a water utility bill.
Social media
Social media
Social media
Solid social media, emailed newsletters and/or announcements
tell us when roads will be going under construction in advance. the mess on capitol was a complete surprise to us and was quite the inconvenience at first.
Text links to a YouTube video
Text tornado warnings - we can't hear the siren
The changes since 2021 have been positive! I love the live streamed meetings, and the increased info in the utility bill insert. Emails would be good too.
The physical Quarterly leaflet that you call a newsletter is not effective. It should be sent monthly as an e-newsletter. To save on printing costs you can distribute it by email.

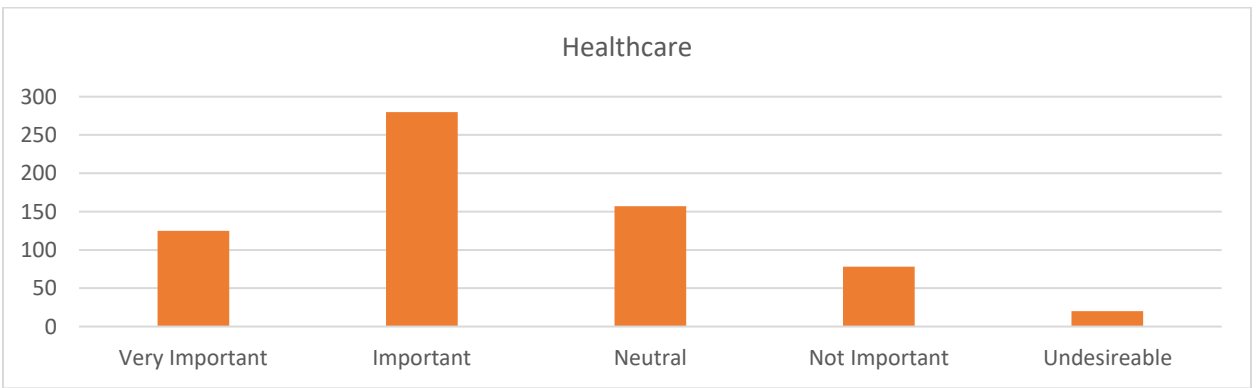
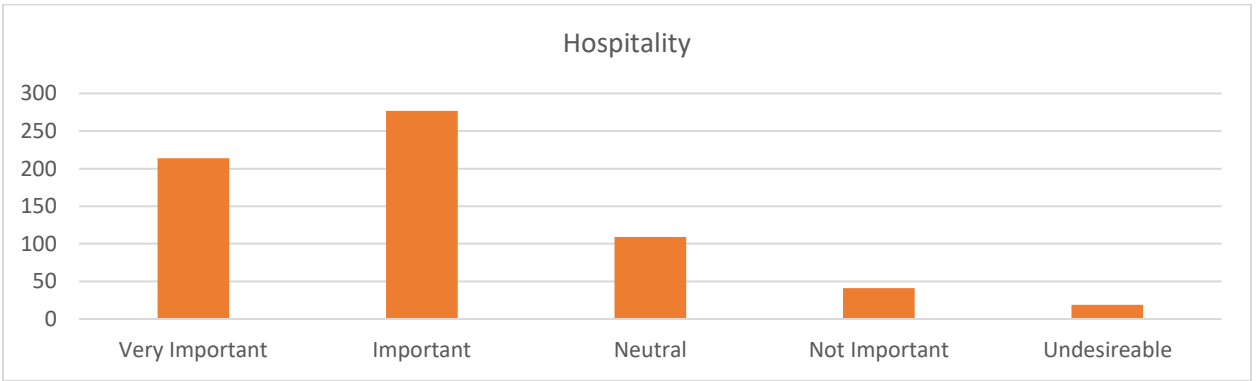
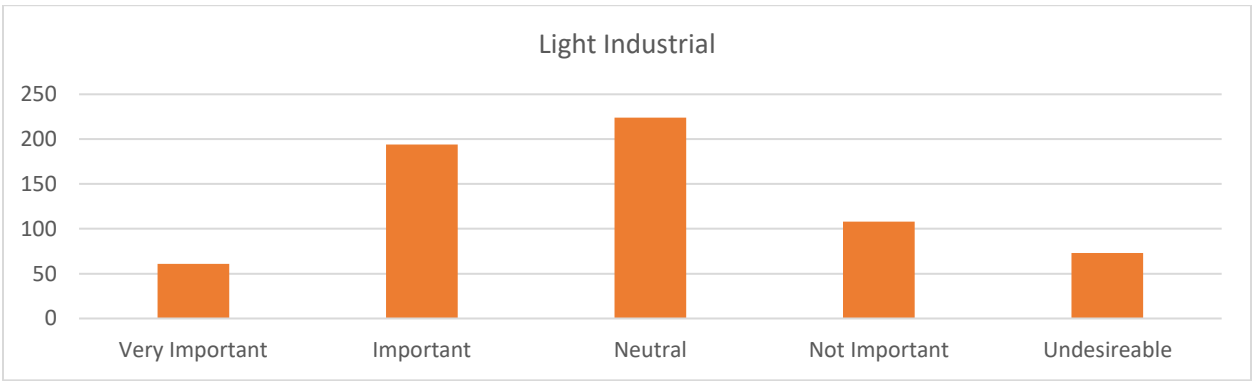
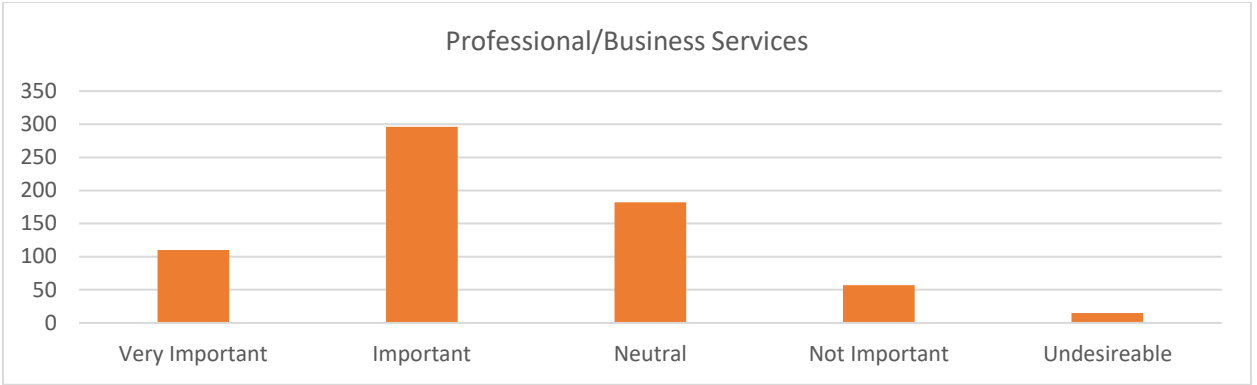
<p>The utility bills are not an effective way to communicate with renters. As long as that information is available elsewhere it works out. The village website is not easy to find certain information on and often people end up asking on social media.</p>
<p>Up until now I didn't know about the Village web-site. Am going on my 10th year here was mostly concerned about what Menards is doing behind their store. Earth crawlers @ 7a:m for weeks at a time. Piling dirt to the roof of the building in the back, for what reason? Will go back through board notes to see if any clues were given re: sr. living bldgs.and the extra charges added to our property taxes, any thought put into the extra traffic they will bring to Capitol Drive, why Capitol Drive is being ripped up, why there's not more police presence on Capitol Drive, (my daughter &amp; grandson were affected by a black truck with silver pipes driving erratically from Wal-mart to Brookfield Rd. last Thurs. the 25th) A red vehicle cut in front of her the either the red car or the truck hit a turkey so feathers were flying at her after she had to slam on the breaks cuz that red car had to get behind the truck. She didn't know if it was road rage or those two vehicles were together. Dangerous!</p>
<p>Use of social media and email.</p>
<p>Village is doing a great job!</p>
<p>Was not aware of meetings nor them being recorded</p>
<p>We have to ask the question, then wait for a detailed answer and then there is information missing. A response from those that are making a decision instead of the worker saying that's what we were told.</p>
<p>Weekly village newsletter by email</p>
<p>Why are we still hearing the train horn??</p>
<p>Y'all are doing fine. Keep electronic communication simple for us oldies. Stay easy to reach!</p>
<p>You CANNOT communicate import information via the local newspaper or via social media as not everyone is on/uses those platforms!! How idiotic!</p>

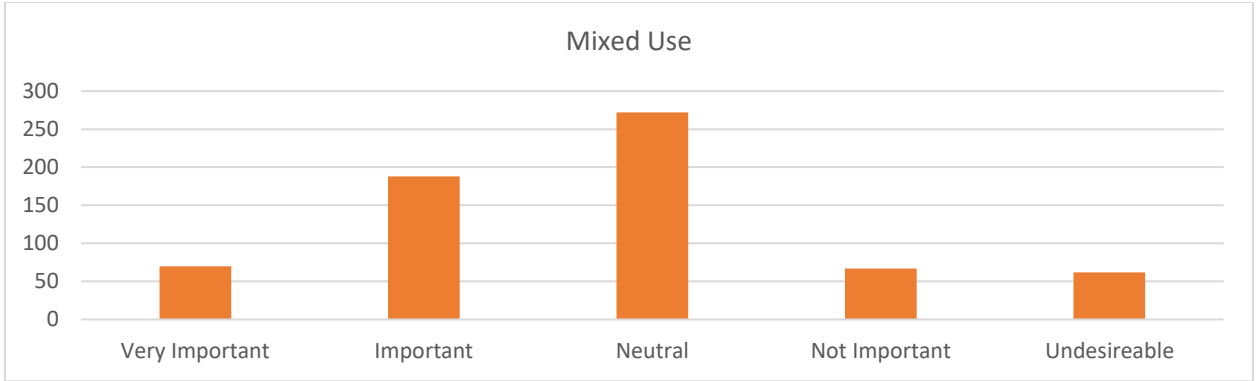
## Economic & Land Development

Similar to questions asked in 2019, we asked respondents to indicate the importance of different types of development possible in the Village. Here are the results:





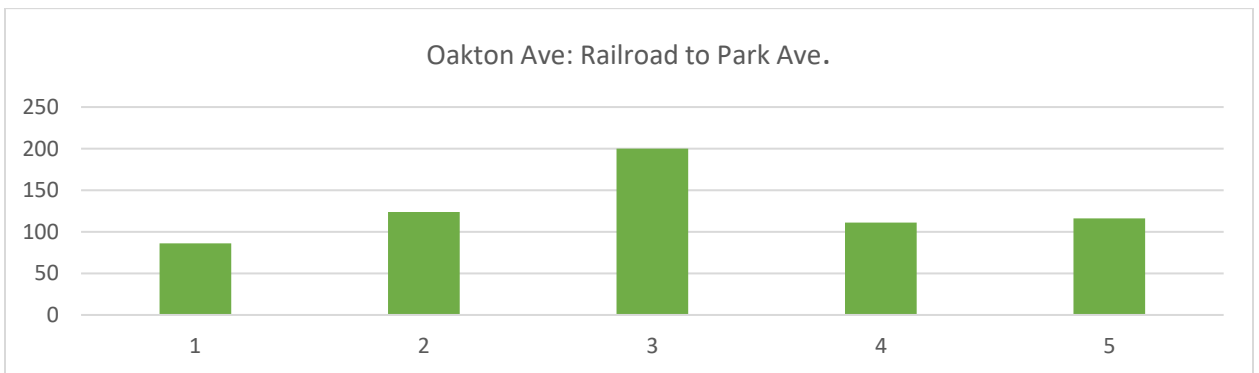
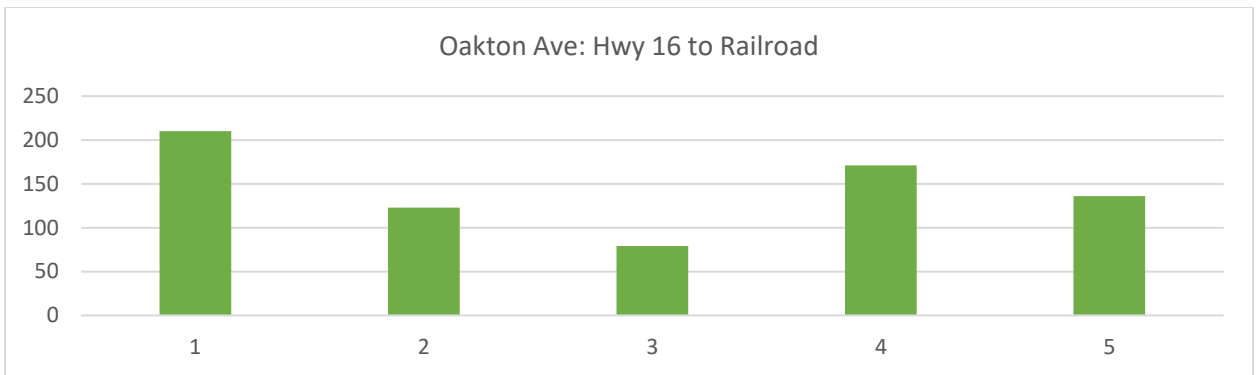


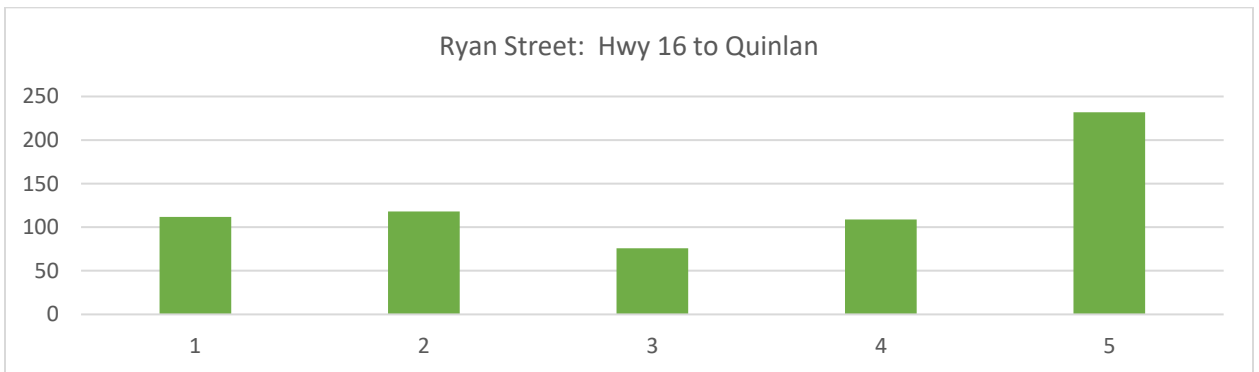
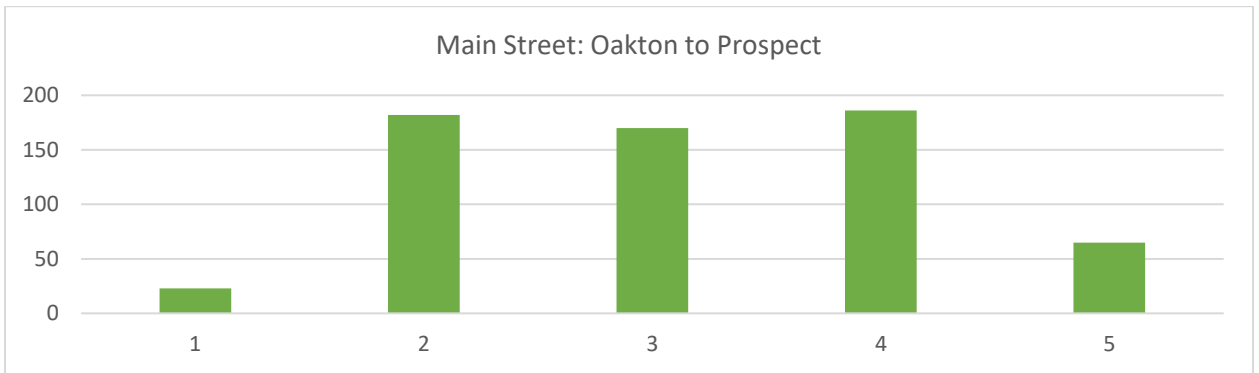
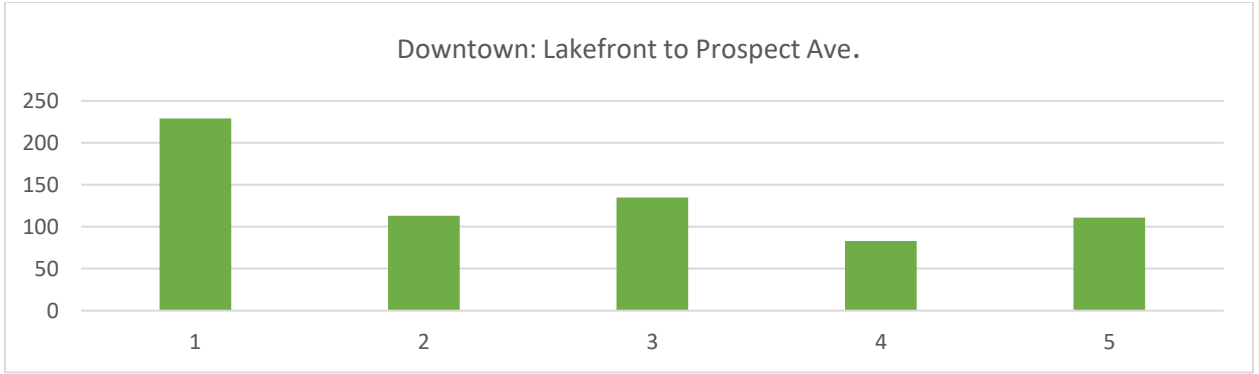


*Analysis: Overall, for residential development there continues to be a strong desire to develop more single-family homes, but little interest in additional multi-family (rental) developments.*

*For the business sector, all development types have strong support. Mixed Use and Light Industrial developments have slightly less interest.*

We also provided respondents with a list of five key areas for development and redevelopment and asked them to rank the level of importance for each. Here are the results:





*Analysis: The Relative Importance Scores revealed this order of importance:*

Development Area	Relative Importance Score
Downtown: Lakefront to Prospect Ave.	2.60
Oakton Ave: Hwy 16 to Railroad	2.86
Oakton Ave: Railroad to Park Ave.	3.07
Main Street: Oakton to Prospect	3.14
Ryan Street: Hwy 16 to Quinlan	3.36

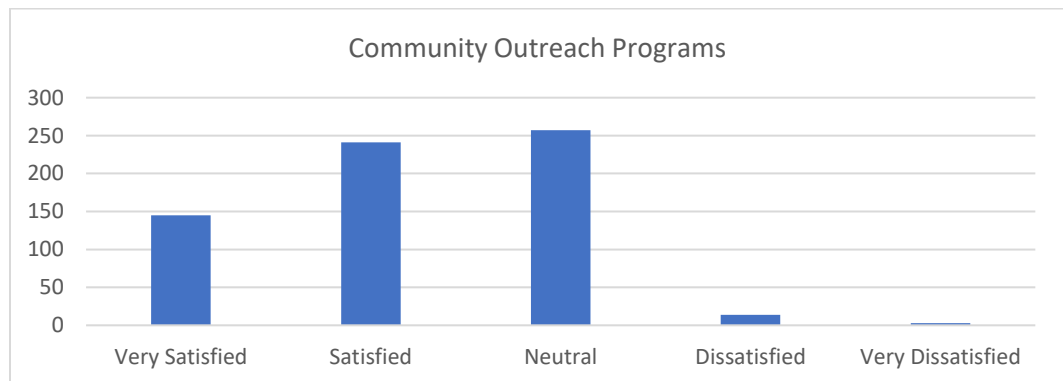
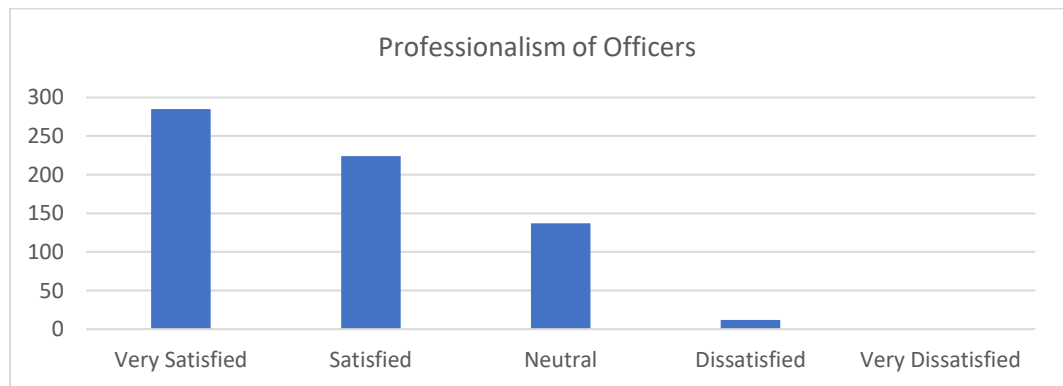
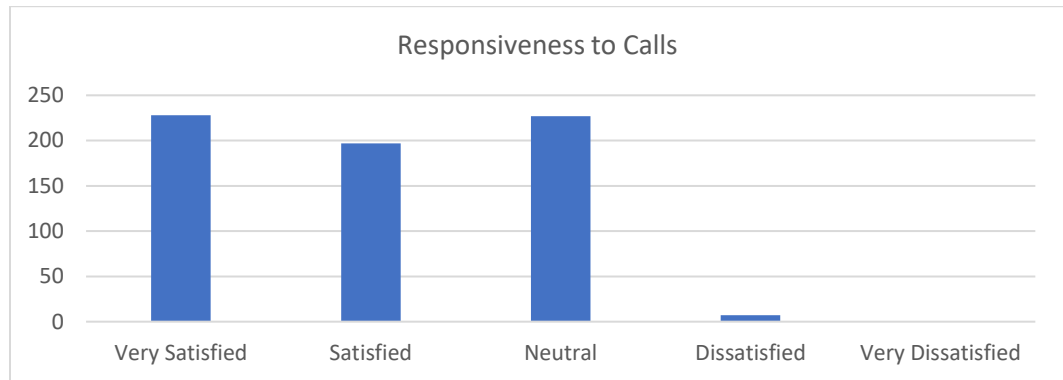
*While there isn't a significant spread among these six areas, the lakefront & Oakton areas are perceived to be the most important to the respondents. Of course, these rankings do not account for feasibility of development / redevelopment or the impact on the net new construction calculations which impact the property tax levy.*

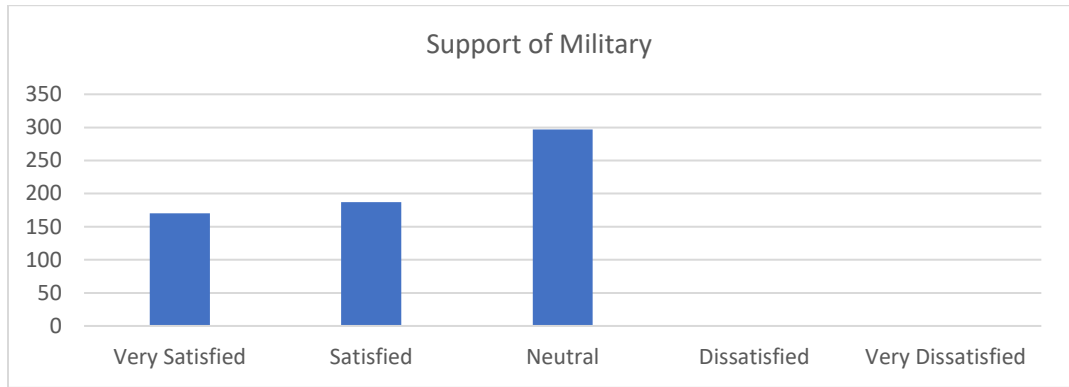
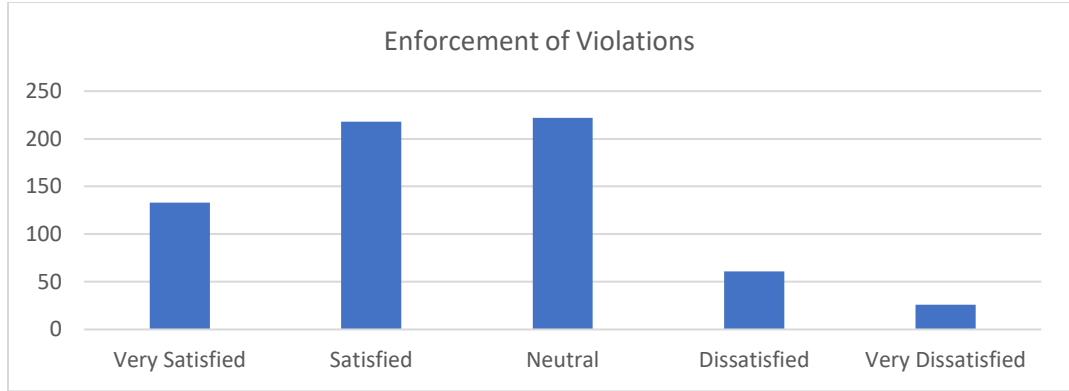
## Public Services

### Police Services

For Police Services we identified five attributes. We asked respondents to rate their level of satisfaction in the performance of these attributes, and then we asked respondents to rank the respective order of importance for these attributes:

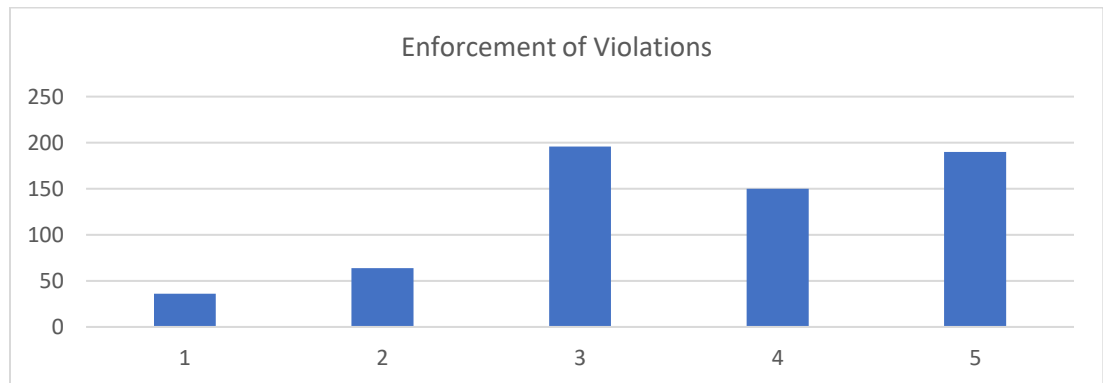
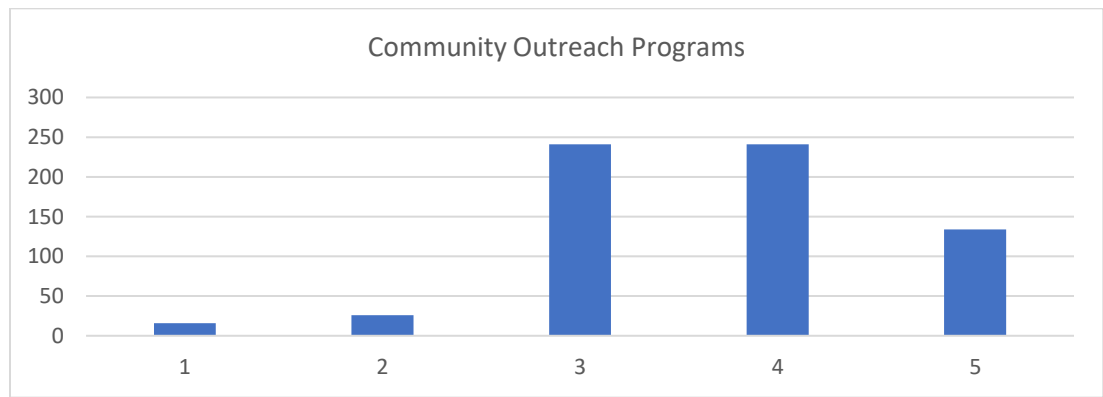
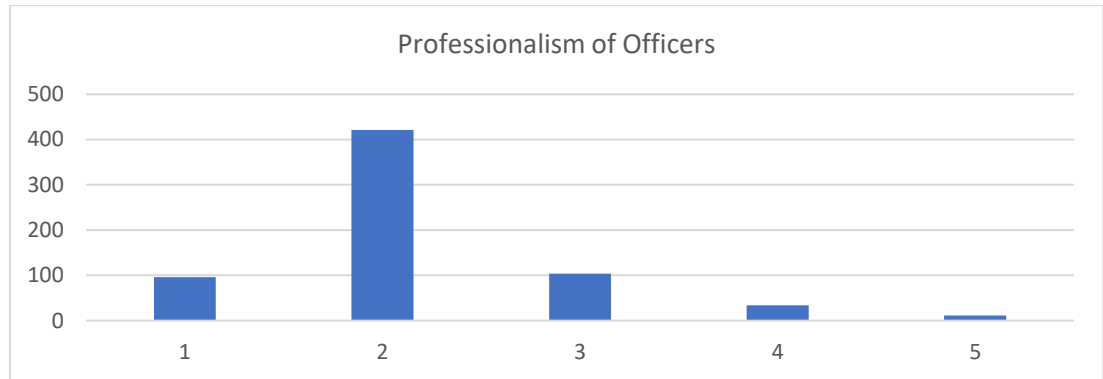
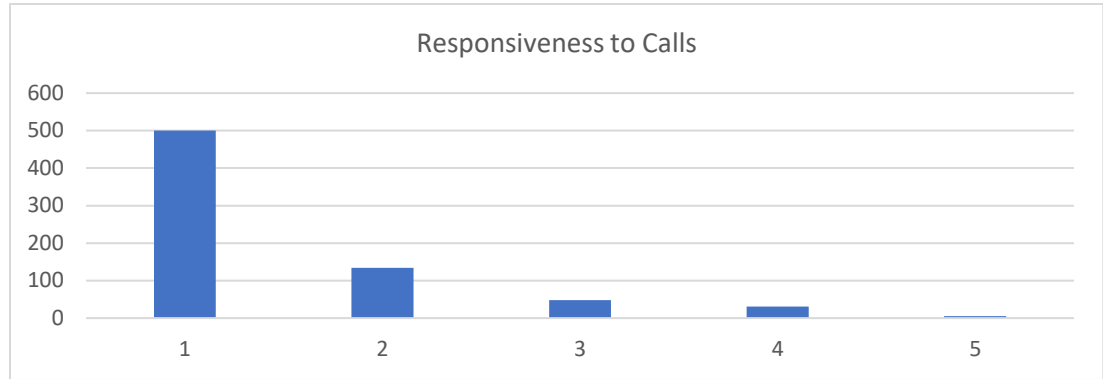
#### Satisfaction:



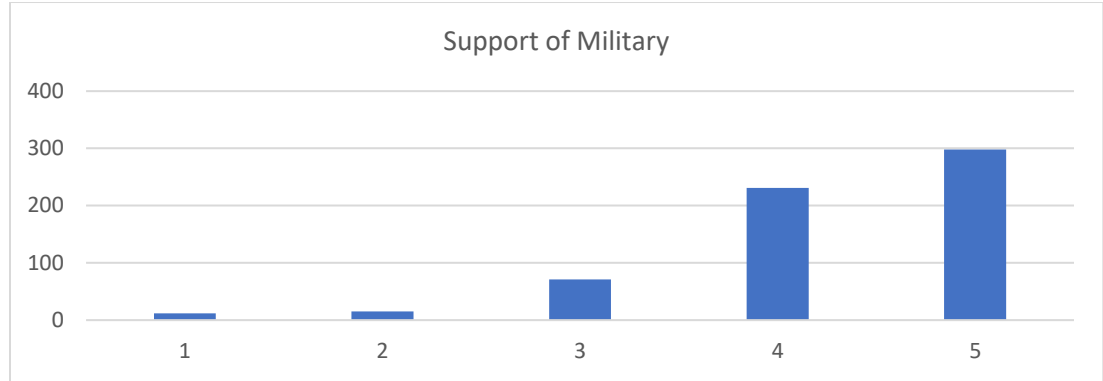


*Analysis: Overall, very high levels of satisfaction regarding the key performance indicators of our Police Department. The only relatively slight level of dissatisfaction (13%) was on enforcement of violations.*

### Importance







*Analysis: Below are the relative importance scores for these attributes:*

<b>Attribute</b>	<b>Relative Importance Score</b>
Responsiveness to Calls	1.48
Professionalism of Officers	2.16
Enforcement of Violations	3.62
Community Outreach Programs	3.69
Support of Military	4.26

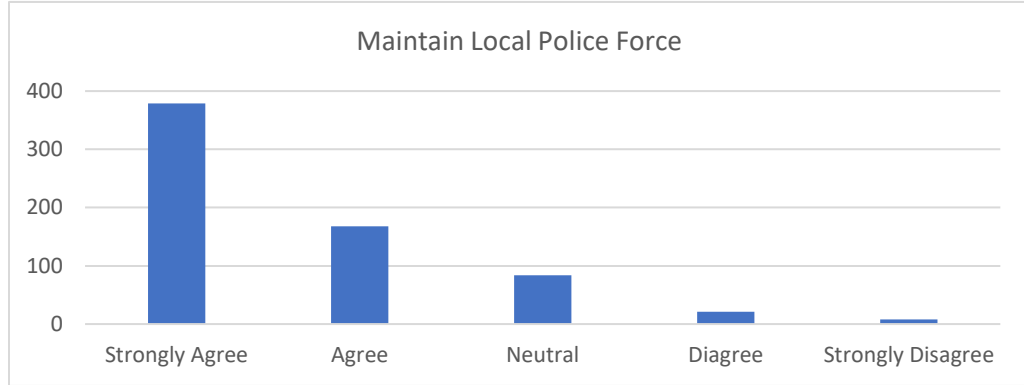
*“Responsiveness” and “Professionalism” are considered the most important attributes, and on these measures, the Police Department scores very well on satisfaction. The data indicates that there are no “gaps” or issues to address on these attributes by the community.*

*Interestingly, the one attribute that had some dissatisfaction (13%) was “Enforcement”, yet this attribute ranks relatively low on the level of importance. Considering these facts, this does not necessarily rise to a level of concern to address.*

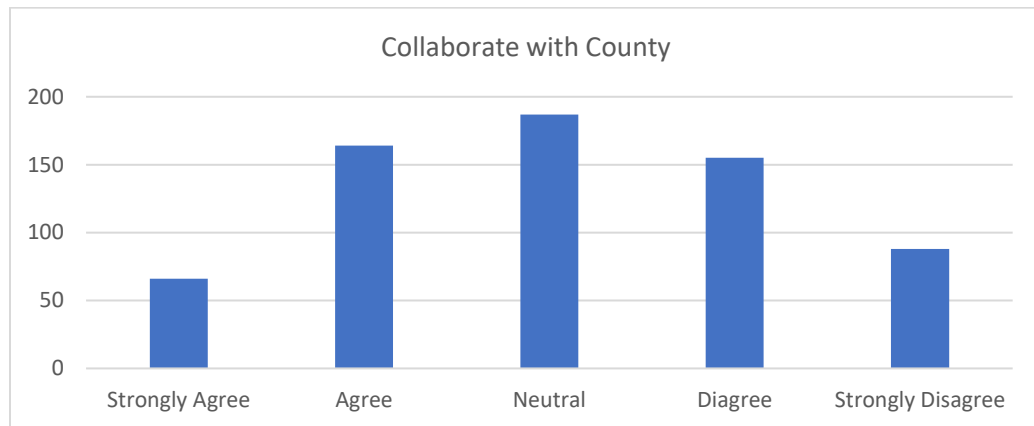
*The two least important attributes are “Outreach” and “Military Support”. While satisfaction levels are strong on these attributes, the relatively lower degree of importance may be a consideration when allocating resources to these efforts.*

Finally, we asked respondents to provide their level of agreement (from “strongly agree” or “strongly disagree”) to the following two statements :

- The Village should maintain an independent, locally-controlled police department:



- The Village could effectively collaborate with the County for police services:



*Analysis: The data shows that there is clearly strong support of maintaining our local police department, but the second statement indicates that the public would be open to exploring ways to collaborate with the County on public safety services.*

Below are the verbatim comments from respondents regarding our Village Police Department:

As a business owner and resident we appreciate having our own local PD
Be careful where you build. That usually means more traffic and one of the wonders of Pewaukee is the Foot/bike friendliness downtown. Please don't lose that!
Collaborate with City of Pewaukee on services.
county sheriff is trash. bums.
Do not feel that the Police Department effectively enforces speed limits and noise limits on vehicles.
Do not reduce law enforcement support
Enforce the snow removal ordinance!
Every community needs their own police department. Officers directly in touch with the community and ckontrol of local laws and policies are more important than saving a tax dollar
Excellent job
Fantastic job overall - hate the overnight parking ordinance
From my experience with our Village police, they are very community involved than other municipalities.
Great job
Great Team :)
Happy to have a strong police presence in our community and schools
I believe it is advantageous to continue to maintain our current, independant Village police department
I don't care about parking violations. Enforcing those is unnecessary except for major events or students parking near the school. But there seems to be virtually no police enforcement, even with small children walking around after school. People speed and blow through stop signs because everyone knows there is zero enforcement in our village.
I have not seen Police out in the Community. I see them driving around but they need to be out on foot and available to meet and talk to the citizens.
I haven't had the need to use the services, thank God. I do appreciate the rate at which I see cops patrolling the village.
I like seeing their presence all around the community, within the Village - it is reassuring. Thank you!
I live on Park Ave. The traffic uses this street like the Indy 500. Need radar and tickets issued to stop this. like the Indy 500. We need radar to catch these speeders
I think it would be more effective to combine City of Pewaukee with Village of Pewaukee
I think the two questions above are not mutually exclusive. We could maintain a locally controlled police and collaborate with the county where it makes sense.
I wish they would enforce laws on modified exhaust. We have plenty of these noisy cars that are issues and it seems to be something they don't want to deal with.
I would move out of pewaukee if we removed the local police dept and relied on the county.

I'd like to maintain independence from the county so as not to diminish response times.
If they need more help then it might be best to collaborate with the County for police services.
If we pool our officers with the county, does it mean we risk having other officers respond? Most of my interactions with village PD folks have been positive - they are empathetic, compassionate and they care about inclusion. I fear we would lose that if we expand our coverage by letting county take over. I'm the parent of a child on the spectrum. Pewaukee has proven to me repeatedly that they strive to understand ALL types of people to best serve them. I don't want to lose that!
Is this being asked so that a pull out fee will be attached to residential units?
It is nice to have local law enforcement. As long as we can afford it!
It will slow response times and promote more crime
It's very silly to me that parking on the street is not allowed more than 3 times per month as some of us do not have adequate parking in our rental unit lots. Not to mention, there is very poor signage indicating overnight parking must be called in and those rules pertaining to street parking.
It's nice to have our own department but the cost could become a problem.
Just haven't seen much police presence since the roads have gotten tore up. Saw one car parked on the hill going north on 164 in the last month.
Let's quit trying to contract everything out - the services will get worse and worse. It's okay to pay a little more if our community members are working and using that money here anyway. It's shortsighted to have outsiders policing here
Lighten up on overnight street parking in front of one's own home
Love the amount of community outreach and pride of the police force. Speeding is a huge issue especially during the summer especially with the 25 mph areas. Go the speed limit and you are sure to be tailgated! Also understand there are more pressing issues, but it is an annoyance.
Love the local police; do not want to pay higher taxes for collaboration with the county for police services
Main Street from WCTC to library has drivers speeding all day long. Used to have an officer park on a side street and catch speeding cars. Haven't seen that for years. We need a permanent solar powered speed sign on our street. We would all pay for it. It's ridiculous and there are more young families who have moved into the neighborhood and I'm concerned for the kids crossing to the park and safety overall. Please do something.
More needs to be done with speeders on Wisconsin Ave !
More traffic enforcement on Main Street (from WCTC into the village) - lots of speeding and illegal passing off school buses stopped picking up children.
Need police presents and enforcement in school area. Prospect, Maple and spring street. Cars drive way too fast especially on maple and prospect.
Need to go easy on the locals. If it's a holiday, there's no snow to be cleared and I park in front of my house, let it go. There's no need for a ticket.
No complaints
None
Only good experiences

Our neighborhood along the straightaway of east Park ave would like the speeders to slow down.
Overnight parking restrictions give the message that people should drive after drinking alcohol. I can see it during snow storms, but otherwise people should be able to not have to drive to keep from getting a ticket. 3 times per month is not enough to call in. Stop ticketing people except when plows have to get through
Over-paid. Don't do the job.
Piling parking tickets on someone's windshield isn't protecting or serving. I see this when walking around neighborhoods. Go knock on the door and see if the person is ok instead of writing the 14th ticket
please KEEP OUR POLICE DEPARTMENT!!!!
Police presence needs to be increased during summer months on beach - the smell of pot was frequent last summer- we don't allow smoking - why are we allowing an illegal substance
Professional, trustworthy.
Response times would be big consideration if police services were out-sourced.
Responsive police in collaboration with the county makes the most fiscal sense.
Severe decrease in patrolling. Rumor has it the police don't write a lot of tickets because of OT for court, which is wrong.
Sheriff's Department law enforcement has been successful in other municipalities.
Speeding enforcement needed on Hw 164 between Costco and Meijers
Speeding needs to be addressed!!! Especially on Capital dr and Park Hill Dr. Give out more tickets!
Speeding tickets and parking tickets are just another tax and is undesirable
Sustaining the local police force for such a small community doesn't make sense. Also investing in the latest and greatest police vehicles with tax payer's money when no major threat of crimes exists is squandering tax payers' funds.
Thank you for your service!
Thank you!
Thank you, Police department.
The county may have more money and resources to contribute, but the county would also control it all and our little ol' village wouldn't be a priority due to size of population.
The enforcing of overnight parking is just encouraging drunk driving. Sure give out tickets but encourage people to take a cab by being able to pay the ticket with an Uber receipt
The police do not give out parking tickets at the lake front or speeding tickets. Unless I park my car in front of my house where I live for many years paying taxes!
The worst decision was to get rid of independent town police department doing that to the village would be even worse
There's been a change in allowing fireworks in the last 10 years to any time for any length of time that was not agreed to by residents
They could put more on their social media pages to keep the public informed

They seem nice & thoughtful however they don't patrol not seem to effectively curtail deviant driving not behavior. They usually have a squad outside Walmart at night... How much are we paying for that?
This survey is ridiculous Very Important/Important? Choosing numbers 1-5?
Very professional, efficient, helpful and kind. They have been there whenever I needed them. Very professional, efficeinent
very satisfied
Village and City Police Depts cooperat Very well enough for this area.
Village of Pewaukee police officers would provide a much quicker response time, could also have more community relationships
Village should also explored shared police services with adjacent communities such as City of Pewaukee.
Was unimpressed with response to a parking ticket I received. Thought it could have been handled differently.
We could use some work on speeding on the main roads in the center of the village (Wisconsin Av, Main St, Oakton). Permanent signs measuring speed as well as squads positioned to detect/deter speeders.
We need to keep our local police department, end of story.
We need to keep the village police
We should always have our own Police dept.
Why are we still hearing the train horn??
Window service should be open until at least 4:30pm when Village Hall closes. Maybe 1 nte per week later too.:30pm until Village Hall closes. Maybe a little later 1 nite per week.
Wish they would focus on traffic safety around the school and school traffic, not just on school grounds
Working with the county for policing services would be an awful decision
Would be great to see officers patrolling the beach on foot.
Would like to hear overall updates on crime and student safty alerts/updates

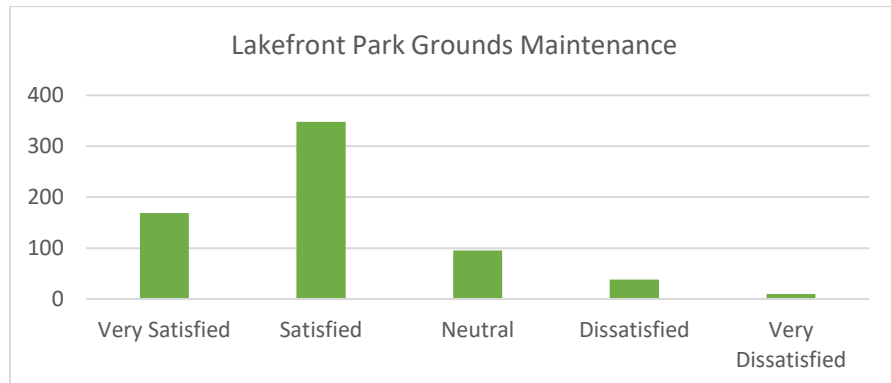
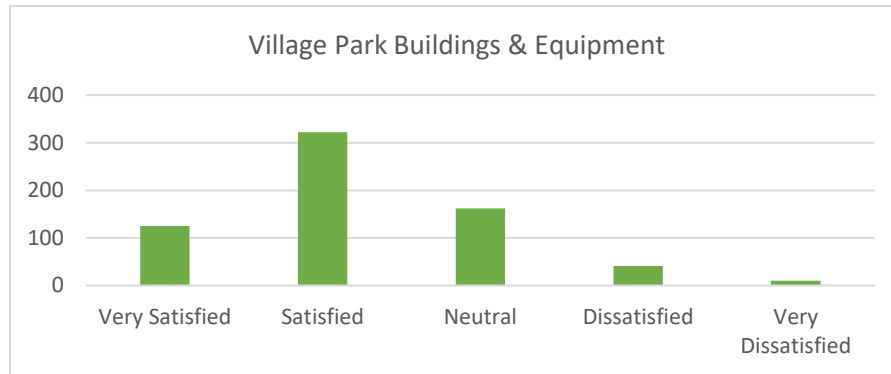
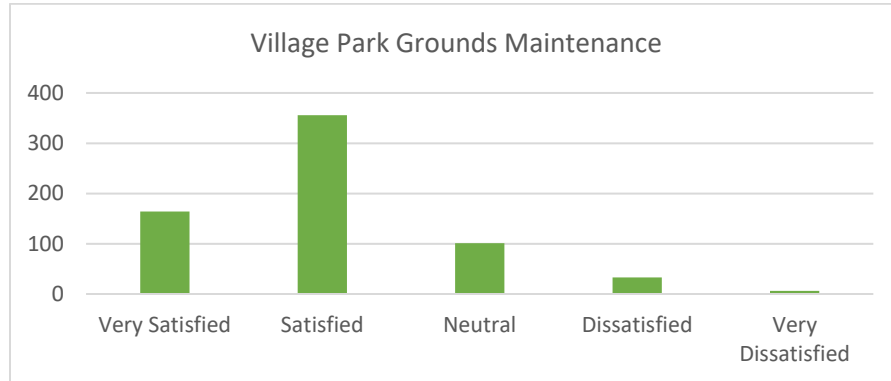


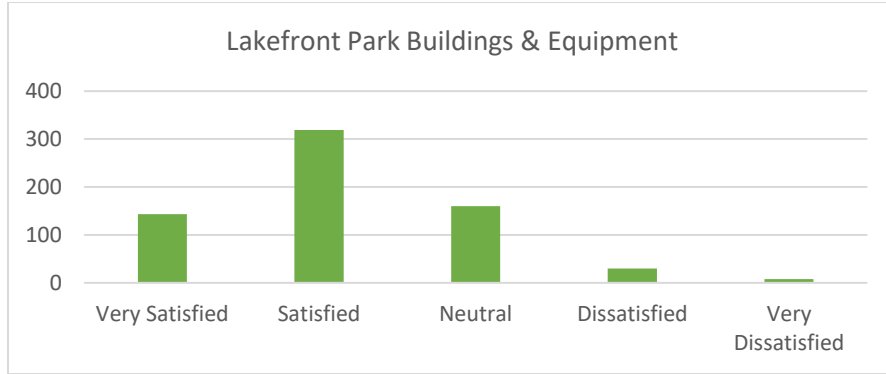
## Park & Recreation

For Park & Recreation we identified attributes related to the two key Village-owned parks (Lakefront and Village Park) and corresponding recreation programs. First we asked respondents to rate their level of satisfaction, then we asked respondents to rank the relative order of importance for these services:

### **Satisfaction**

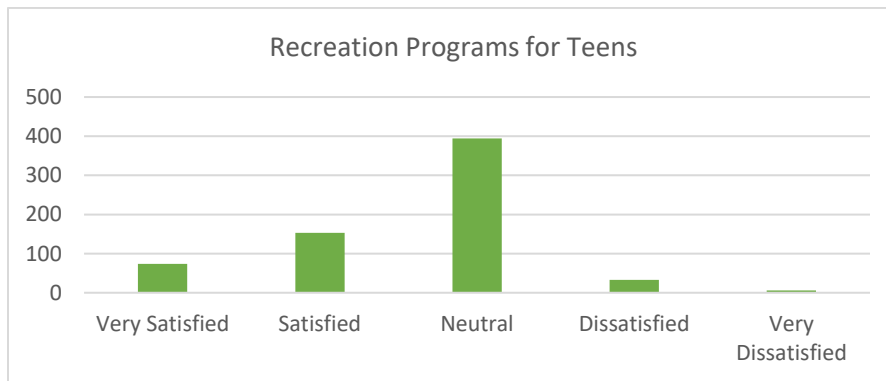
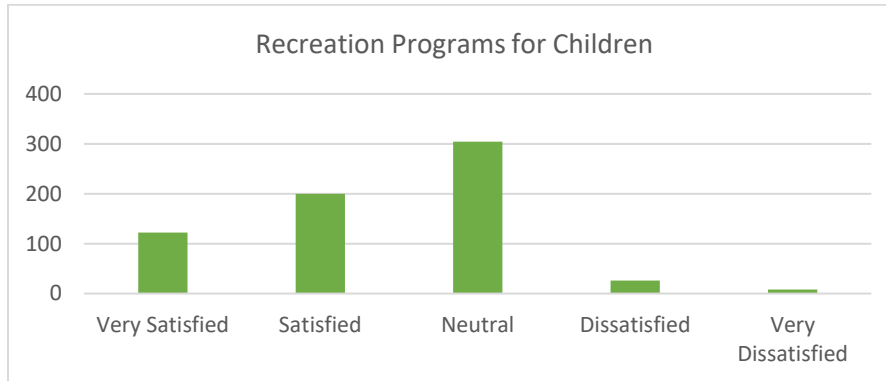
Park Grounds & Equipment:

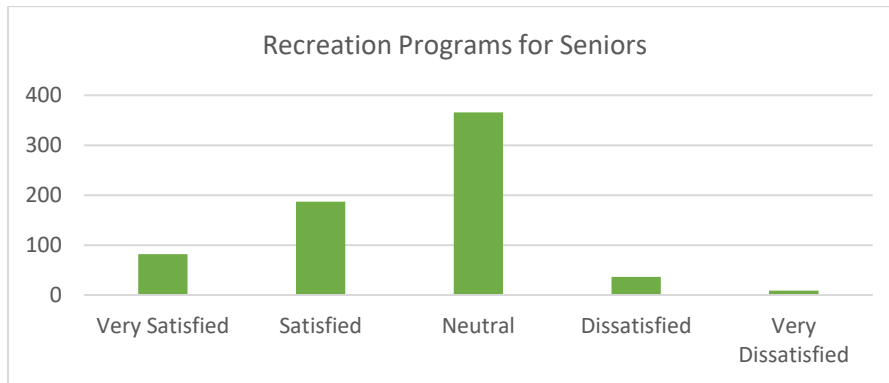
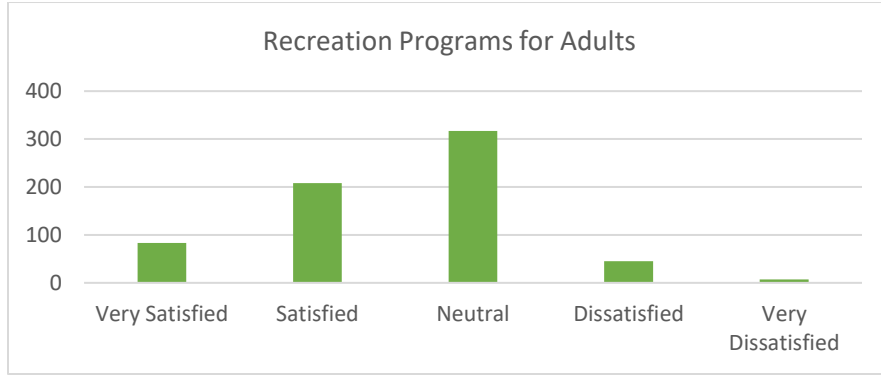




*Analysis: Overall, there is a high level of satisfaction among respondents regarding the ground maintenance and equipment provided for the Villages two key parks.*

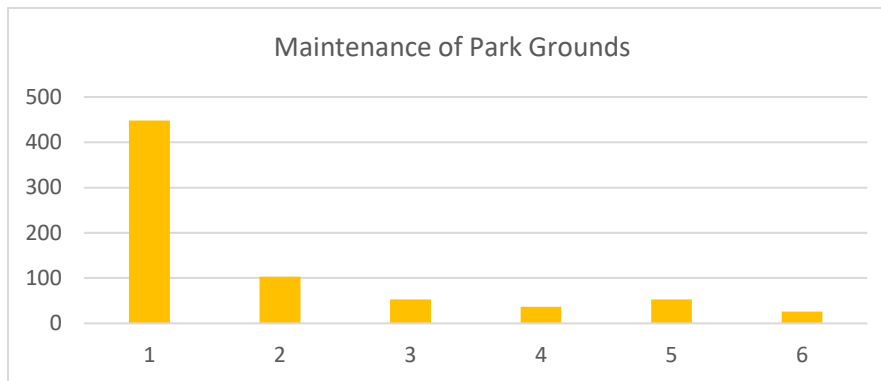
#### Recreation Programs:



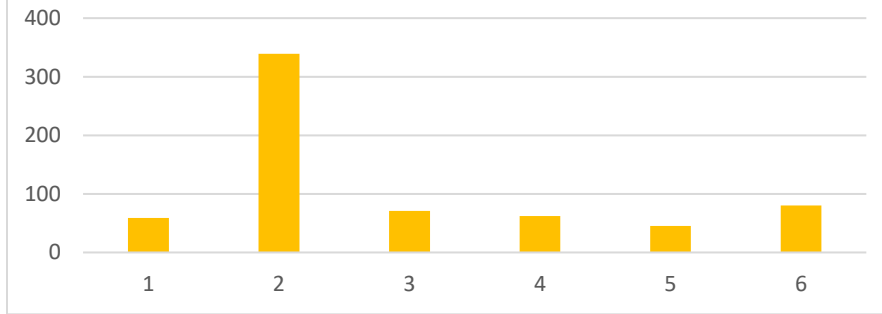


*Analysis: Consistent with the Park conditions, respondents indicated a strong level of satisfaction for all program types.*

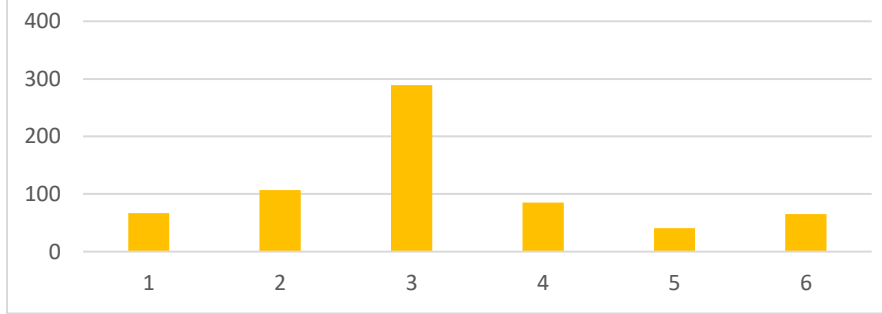
### Relative Importance



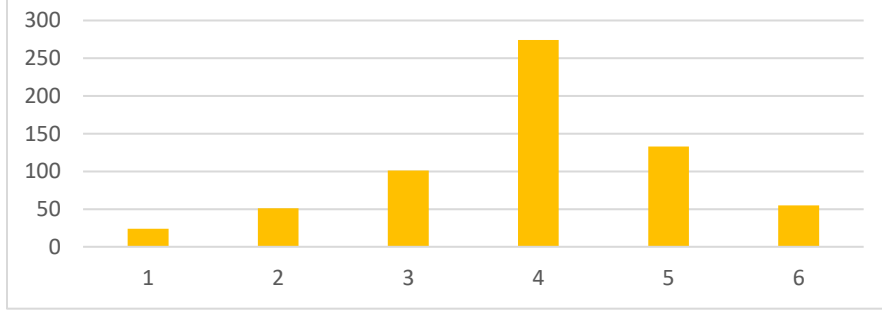
Facilities: Buildings & Equipment



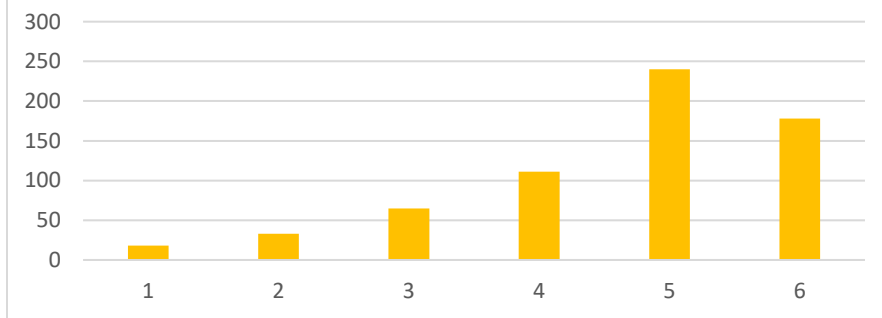
Recreation Programs for Children

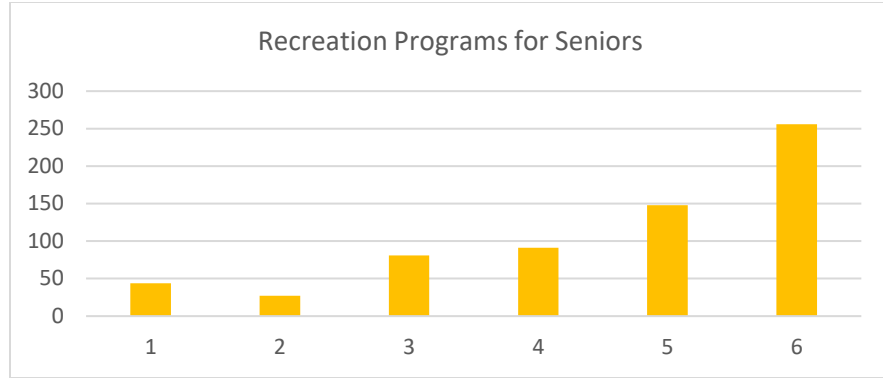


Recreation Programs for Teens



Recreation Programs for Adults





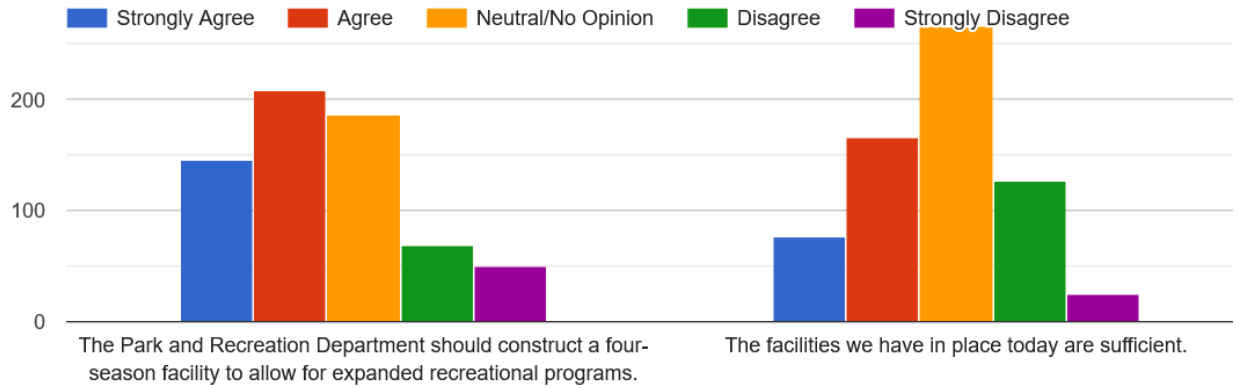
*Analysis: Here are the relative importance scores for Park & Recreation attributes:*

<b>Attribute</b>	<b>Relative Importance Score</b>
Maintenance of Park Grounds	1.92
Facilities: Buildings & Equipment	2.90
Recreation Programs for Children	3.19
Recreation Programs for Teens	3.95
Recreation Programs for Seniors	4.61
Recreation Programs for Adults	4.64

*Here the results were definitive. Respondents place a high priority on maintaining the park grounds, buildings and equipment compared to recreational programs. Within recreational programs, activities for children have the highest priority. This is understandable since there are community activities for other age groups through the school system, the library, Positively Pewaukee and other civic groups.*

*From a Board perspective, there are no issues (i.e., “gaps”) that rise to a level of concern, however the data may provide guidance when making budgetary considerations between facilities vs. programs.*

Finally, we asked respondents their level of agreement on creating a four-season facility (i.e., Civic Center) or focusing on current facilities.



*Analysis: Here the results are mixed.*

- For constructing a four-season facility, 53.64% agree while 18.03% disagree.
- For maintain current park facilities, 36.67% agree while 23.03% disagree

*The “take-away” from this set of questions is that more clarification and feedback from the community is needed.*

Below are the verbatim comments from respondents related to Park & Recreation:

A 4 season, multi-use facility could be used to generate revenue with rental to local sports clubs for practice and even games depending on the setup. Think of indoor soccer (turf field), indoor baseball practice, indoor space with basketball courts that double as futsal courts. Space for pickleball or cornhole leagues. There are so many possibilities!
Adults would like to see more daytime programs; like cooking classes, crafts, etc.
Anything we can do to help keep kids off of drugs and out of trouble we should do.
As a senior I would like to see a Park and Recreation Department inside walking track for the residents of the Village of Pewaukee.
Can school buildings be used as a 4 season facility? Fees for rec programs paid into the school budget.
Classes have gotten a lot more expensive :(
Continue to improve the Pepper park in Main St. many young families have moved into this area and I've seen increased activity there. Thank you for the new equipment. I don't know if anyone is caring for the veteran memorial but the plants are not looking as good as years past. Needs attention.
Current program scheduling often does not accommodate working seniors. More opportunities for seniors should be offered during the weekends and/or evenings.
Currently there is no safe bike path from the Liberty Park Neighborhood across 16 to downtown. Need more bike and pedestrian connectivity to link the neighborhoods east of 16 to downtown
Disregard my choices #1-5 or 1-6 since I can't choose correctly

Do something to discourage lakefront park from becoming another West Allis in the summer. Sounds harsh, but no way I'm alone on this
Dog park would be welcome
Dog park, PLEASE
Facilities need updates, maintenance, but the time for a 4 season space seems to have already passed.
good variety
Great work in striving to get an all inclusive playground built
Have people pay for parking! Clean up beach garbage quickly! Take care of the sewer smell emanating from the depot. Fix our roads! Silence the train!
I am intrigued by the idea of a 4 season facility, but at what cost? And where?
I believe the park does what they can, with the budget, but some of the facilities could use a simple coat of paint.
I disagree with the use of pesticides on park lawns. It's unsafe for children and pets. I'd like to better understand leash laws in the area
I don't know where a 4 season facility would go as the Village isn't that big and I'm afraid that we would lose the Village "feel/look".
I don't really use them
I grew up in Sheboygan and they have amazing parks and rentals buildings for the public. I am somewhat embarrassed wheny family comes to visit and goes to a park here.
I think a four season building would be great, but I'd much rather a community YMCA that can serve all
I think a four season facility with swimming pool would be fantastic. However, we can't even keep the beach clean and put away the dock on the lakefront - can we really afford to add yet another building. Let's take care of what we have first.
I think it would be nice to have a location indoors to play pickleball especially now that UW Waukesha campus is closing.
I think our senior and kid programs are vital to the community. Teens do need things to do but it would take a gargantuan effort to put something together and our school district does a pretty adequate job. Park grounds are important and having buildings - for the sake of summer programming and year-round recreation in a snowy climate like ours - buildings are a touch more important than grounds.
I wish Pewaukee had even a few more parks and walking trails. I think this should be SERIOUSLY considered. The Village should even consider buying available land over commercial development and turning it into a park and developing a walking trail. This is an investment in the entire community and raises the value of all properties and entire Village. Especially along 164 between Capitol and Lisbon.
i would loke to see more and better offerings for our seniors with a facility that is welcoming for them. where they can come and do senior fun things.
I would love a four seasons place to bring my kids, but it's not the end of the world if it doesn't happen.
I would love to see the parks no longer spraying pesticides; they are harmful to children and the lake they run off into.



I'd like to see more volunteer coordination to help maintain our parks. I understand lack of labor and interest puts this low on priority list for parks and rec, however, if not maintained, it becomes more expensive down the road.
I'd like lake water quality tested more often and more timely results
I'd really like to see a bike/walking path to connect the neighborhoods east of HWY 16 (meadowcreek and the like) to downtown.
If the referendum provides more space at the schools for community space and usage, then that would decrease the need for funding of village space.
If you build it, staff it, and maintain it, they (locals and others) will come.
Improvements should directly benefit tax payers vs those who simply visit our community. Example: you keep beach clean and attractive but the lake owners who pay taxes are 2nd class citizens.
In regards to the beach area, there is room for improvement in regards to trash pickup, traffic control, and general safety.
In the summer, more should be done to keep the lakefront park clean. Trash bins are often overflowing. Perhaps a garbage pick up later in the day.
Include a senior center
Isn't it "Kiwanis" Village Park?
It's a shame that the Pewaukee Sports Complex is available, but there have been SEVERAL years where youth cannot play there on weekends because of the upkeep/maintenance required on weekends. It's a shame that after just one year of collaboration, a well attended flag football program was taken back in house by the rec program after years of poor leadership. PLEASE take advantage to collaborate with others that can HELP the community!
Keep building rentals affordable, and accessible to Lake Country non profit groups
Kiwanis is eye sore (buildings, fences) but it is maintained.
Modernize the parks, add floral gardens along the lakefront and a large fire pit. Build more attractive playgrounds and a skate park downtown for teens and kids to play.
Mor community building activities are needed
More AFFORDABLE summer programs for school aged children. The competitiveness of trying to enroll in a. Summer camp is incredibly undesirable.
More attention needed at LakeFront Park with garbage overflow
More children's programs directly through the village would be great.
More investment into the parks
More is always better and will attract people to the area
MORE SHOULD BE DONE TO CLEAN UP THE LAKE.
Need more coverage on playground, and need buildings for possible bad weather.
No more added tax burdens
Our Park and Rec Department is a big asset to our community.
Park n rec activities are affordable ways to get engaged in physical activities and may attract young families to Village of Pewaukee
Please find a new place to store the pier at the beach. The beach and lake front our crown jewels of our area and the haphazard placement of the pier just looked messy and trashy. One of the best time to visit the beach is in the winter and this made a

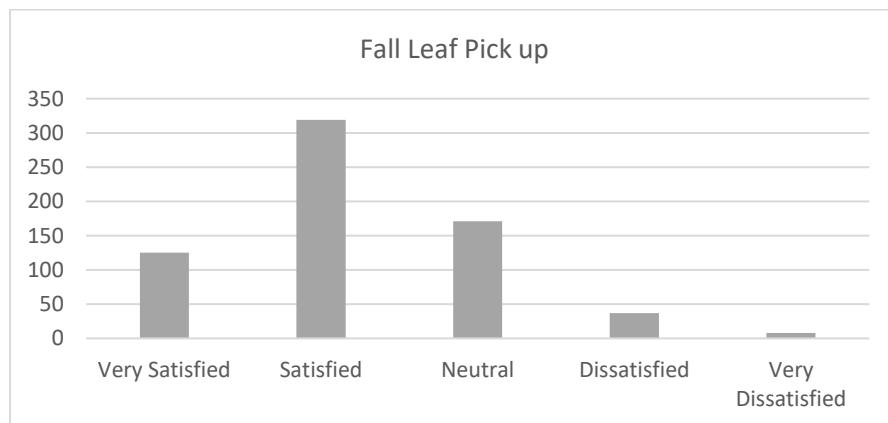
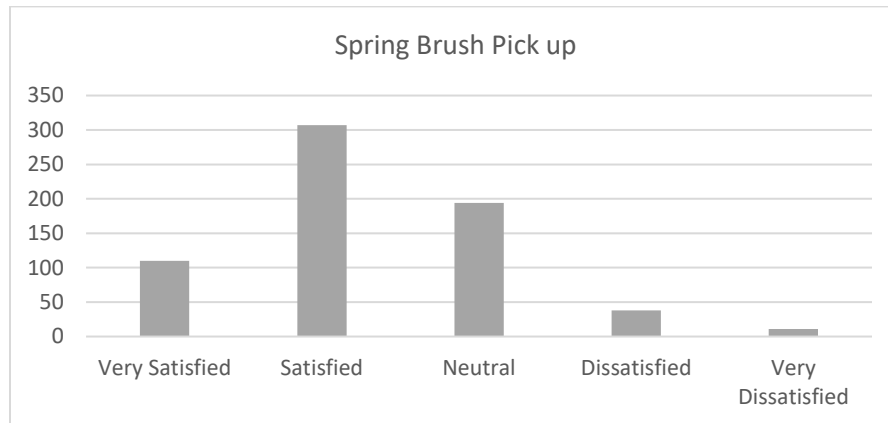
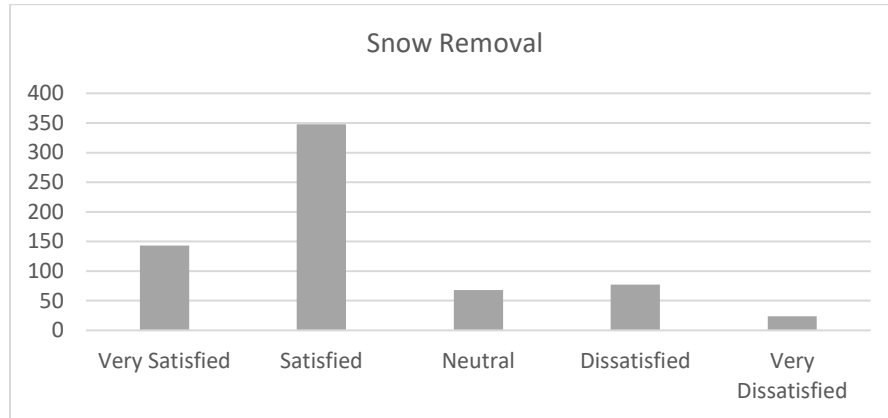
beautiful scene look like terrible with all the caution tape etc. Surely there is tax funds to pay for movement and storage?
Pool- the beach doesn't count
Poor Winter maintenance. Docks left on beach is an eyesore and they appeared to have been damaged. Nothing is maintained over the Winter.
Programs for young adults
Sites are not currently used to their full potential.
Some of the equipment is getting old. It would be nice to have better basketball hoops! The new playgrounds are great!
Splash pad at Village Park. The sports complex will mainly serve sussex. I would not drive out there, I would go to Hartland before I went to the sports complex.
Stop building!!!! Valley Forge Park is a mess.
sufficient
Swimming pool
The beach/park spaces are great!
The inclusive playground and splash pad needs to be a priority
The lakefront park needs better weed management and police presence.
The more recreation opportunities that can be provided for the community, the better. Given our climate, mroe indoor opportunities for recreation are needed. We should also ensure funds are spent on parks/amenities that will be available to a wide swath of the community and not just organized sports.
The new pier is terrible! Nothing wrong with old one. The new pier was purchased on the cheep to satisfy high paying lake land owners.If Pewaukee Village wants the small tiown feel and look go back to wooden piers at a higher cost!
The park system should continue to grow and improve
The Parks Dept does a pretty good job with the garbage, however the lakefront in the summer gets to be a mess. Would increase garbage collection at peek times. Also potentially look at starting a Street Keepers group. Alderman in certain areas in Milwaukee have started that as an effort to get a grip on the amount of garbage that accumulates. For the Village, the lakefront and along HWY 16 are the spots where garbage seems to accumulate the most.
The village needs to take control back of its parks. We pay a ridiculous amount of money to the city for Park n Rev
The village should have a senior center like other even smaller communities
The Village/City of Pewaukee NEEDS more walking trails. There is currently only ONE!! There is plenty land area available for the city/village to purchase and convert into more greenspace/park specifically for developing WALKING TRAILS and PATHS. This would benefit and enhance the entire community.
There are not enough parks. The parks could have more accessible features as well as toddler-safe features.
There is already plenty to do here.
There should be bathrooms available at the Lakefront Park. They are usually closed. Hard for everyone from seniors to children to not have public bathrooms always available.
They are messy and I've seen employees urinating in public

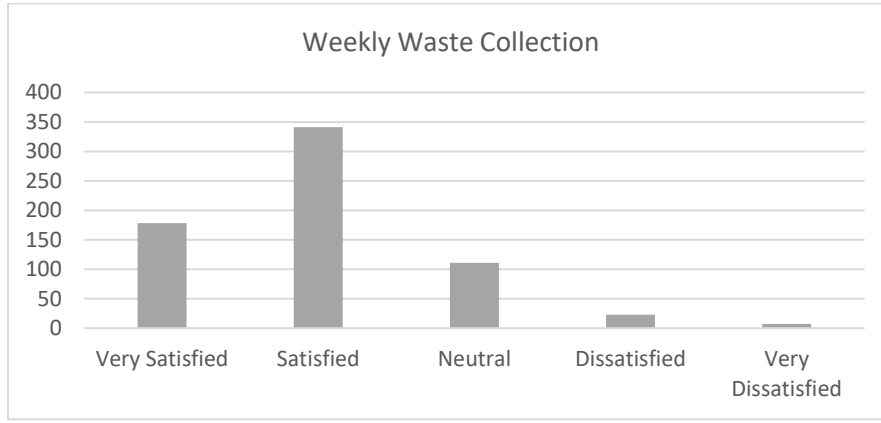
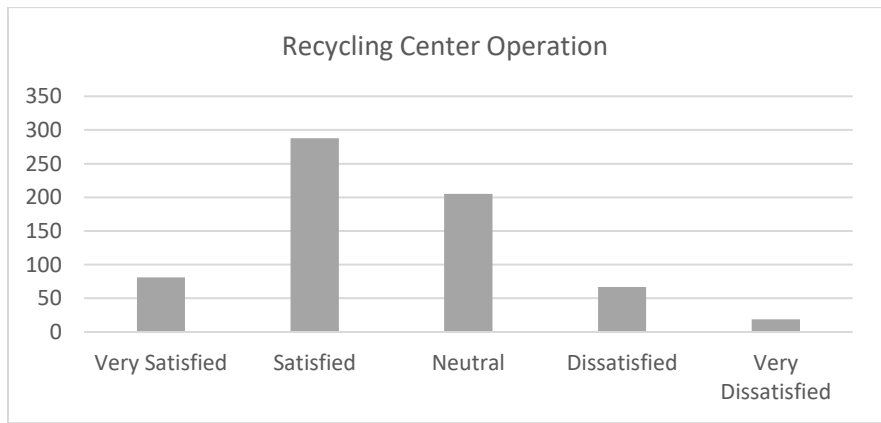
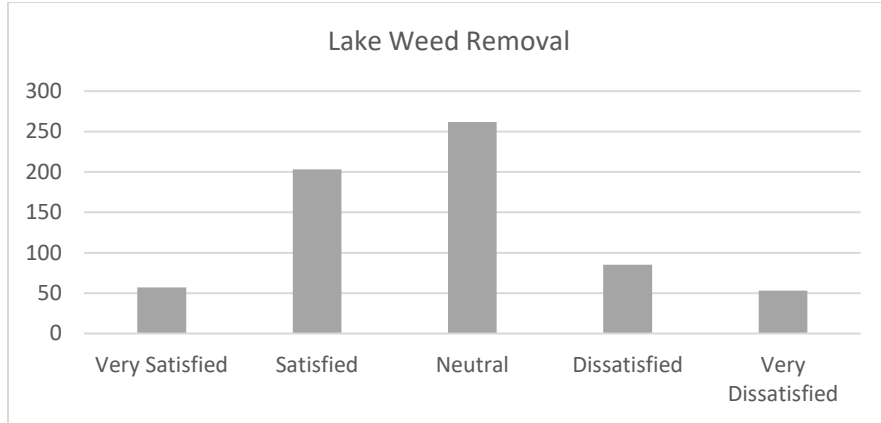
They RARELY have programs for adults who work! Very disappointing. The classes they actually do have are repetitive boring but I still go. I feel uncomfortable giving real feedback because I've been trying for years so I've just given up.
Trash everywhere
Village park bathrooms need work.
Village park building needs to be tore down and rebuilt.
Village Park will have to be renovated if WCTC expansion eliminates Pewaukee sports (Pewaukee Baseball,etc.)
Wagner Park would be a perfect place for a 4 season facility (pickleball)
We have a beautiful library that seems under utilized
We have sufficient areas for this already.
We love the full day summer camps for kids!
We need a community splash pad or pool asap i know the splash pad is in the works but its taking too long have to visit other communities to enjoy them while i pay taxes here
We need a multi-use path all over the village for walking and bicycling
We need a senior center or some such public building for events that build community and support without alcohol. Beach events are "drunk fests" that are not appealing to community building
Where is the senior citizen center? Also quick building all old age living facilitys.We have more than enough.
Why are we still hearing the train horne??
Why is it not possibly to use existing school, church and business buildings.
Winter building activity center would be good, convert what we already have
would like a pool
Would love to see a more permanent beer garden run in one of the parks
You can't have great programs for the community but then not have great maintenance of grounds and buildings. It goes hand and hand.
your rental fees are too high. Most families who need to rent park facility

Public Works Department

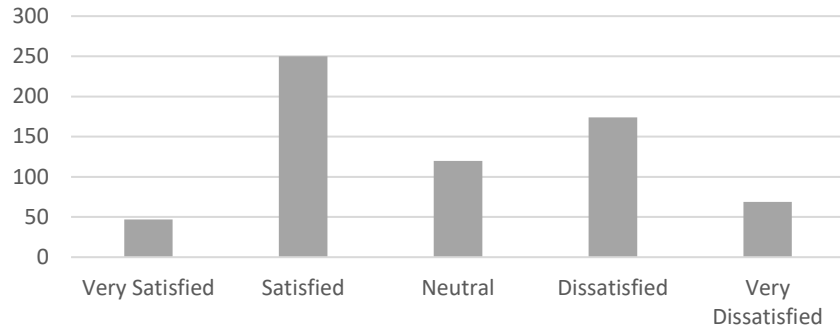
For Public Works we identified a series of services provided by the DPW. We asked respondents to rate their level of satisfaction and then the degree of importance for these services:

**Satisfaction**

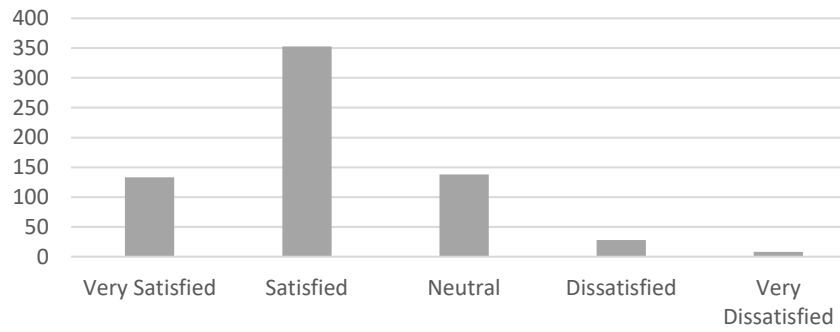




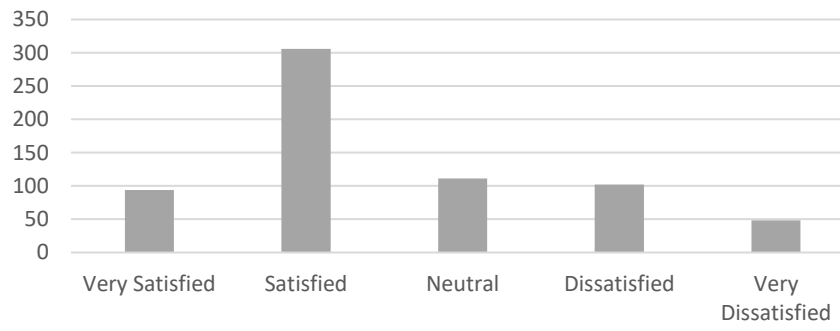
### Road Maintenance / Repairs

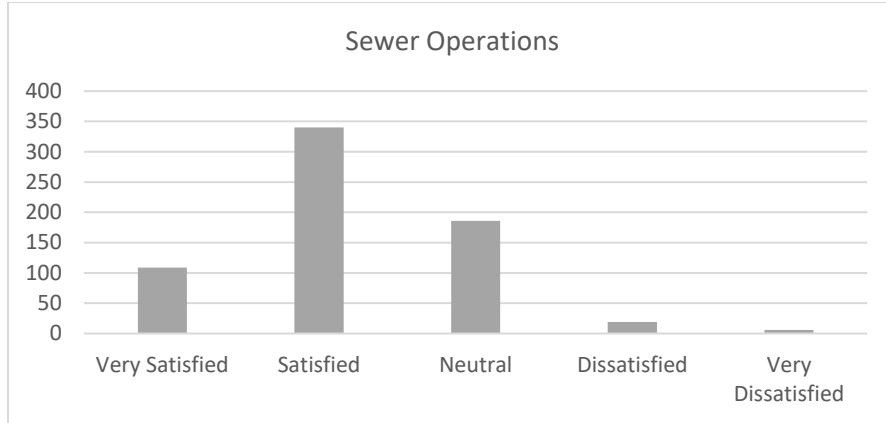


### Street Sweeping



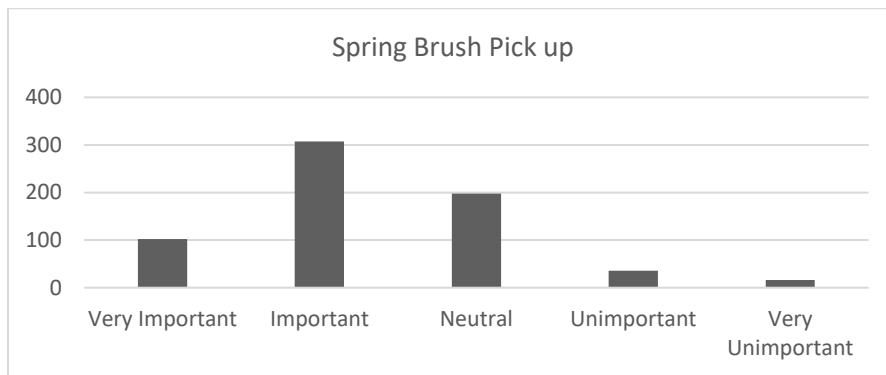
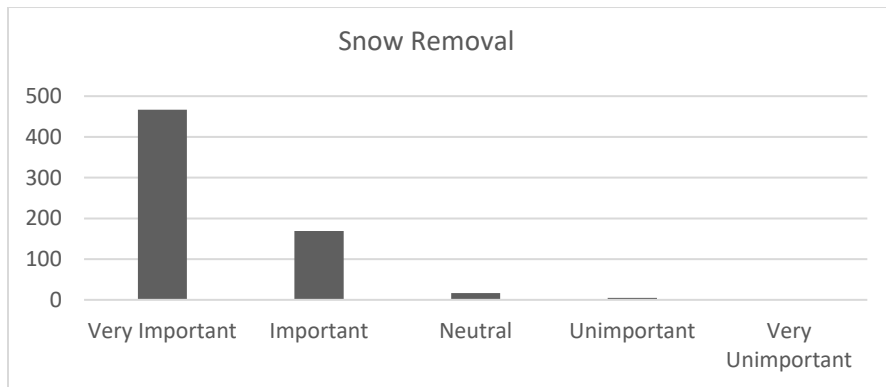
### Water Quality / Safety



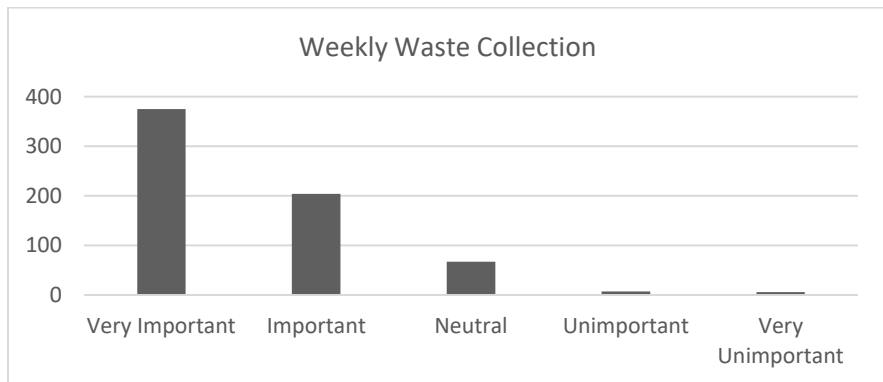
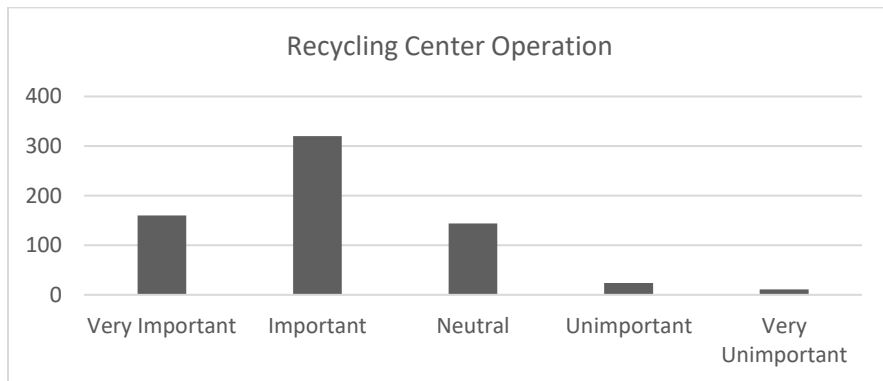
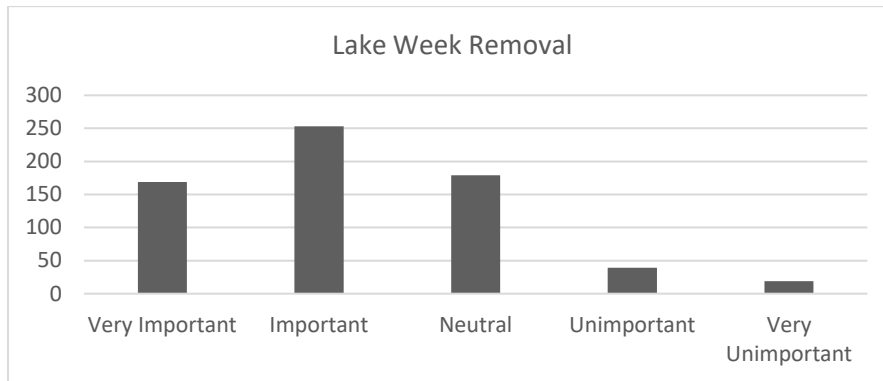
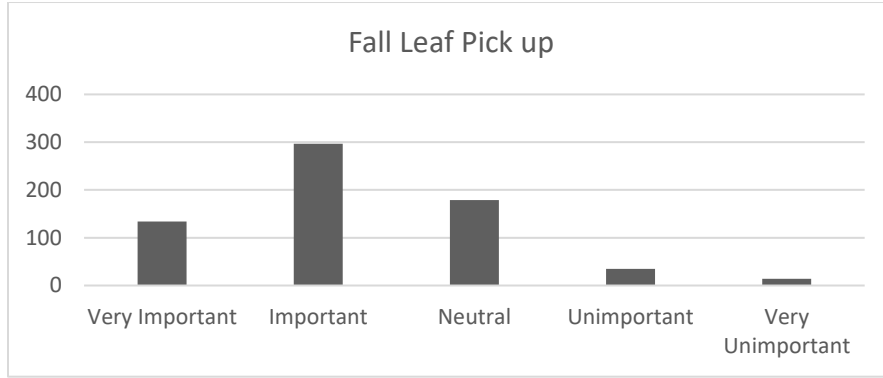


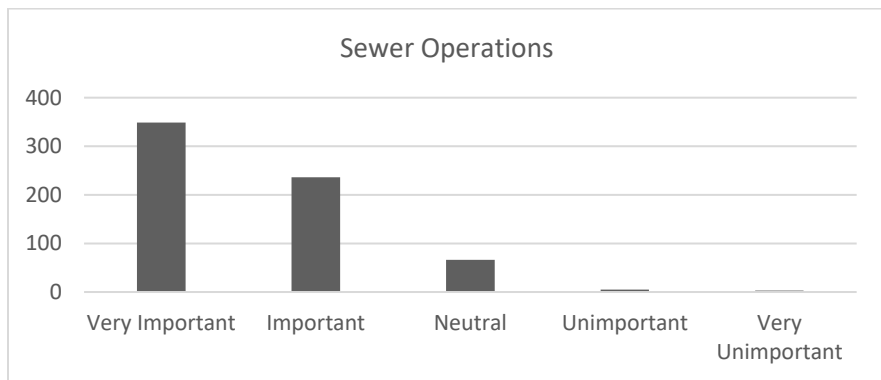
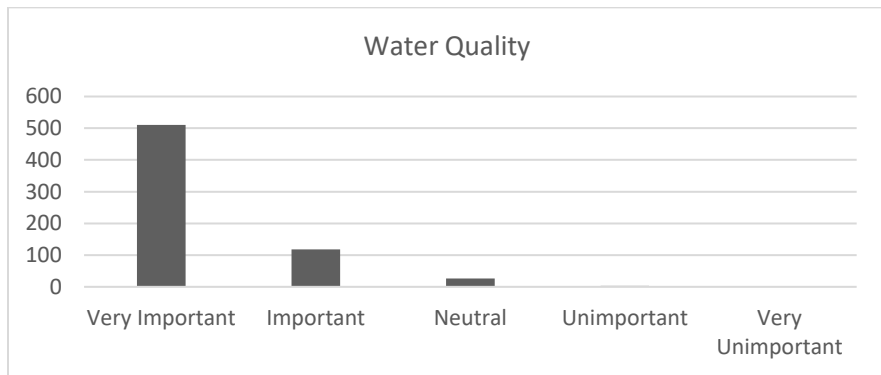
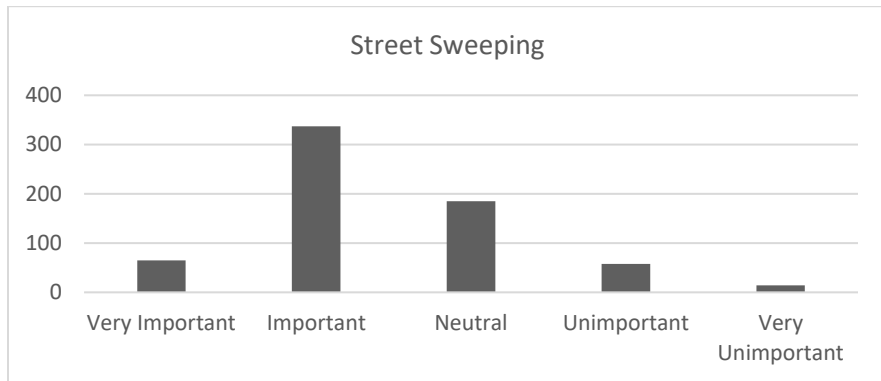
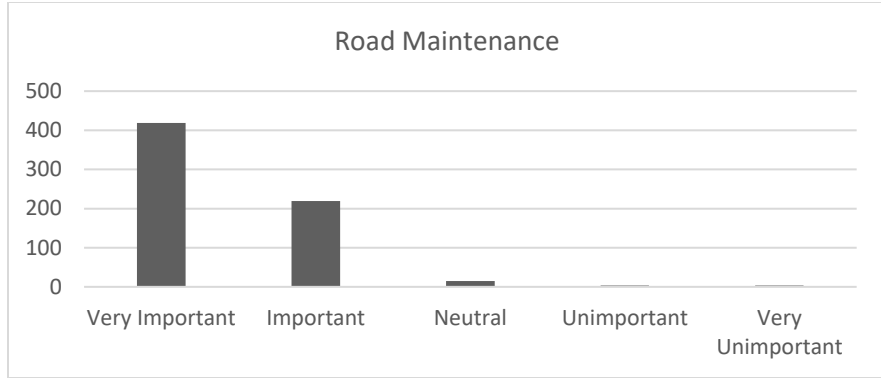
*Analysis: Overall, DWP services received strong satisfaction scores. The services that had the highest levels of dissatisfaction included “Road Maintenance” at 37% dissatisfied; “Water Quality” at 23% dissatisfied; and “Lake Weed Removal” at 21% dissatisfied.*

### Importance









*Analysis: Respondents, overall, view all of the DPW services as fairly important. The services respondents believed were the most important:*

1. *Water Quality*
2. *Snow Removal*
3. *Road Maintenance*

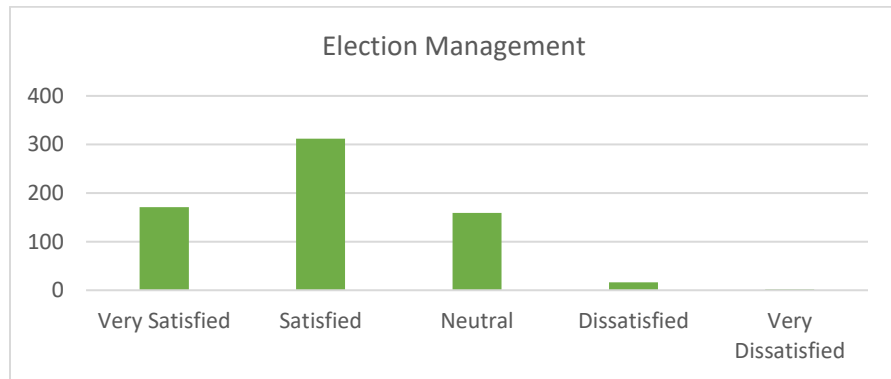
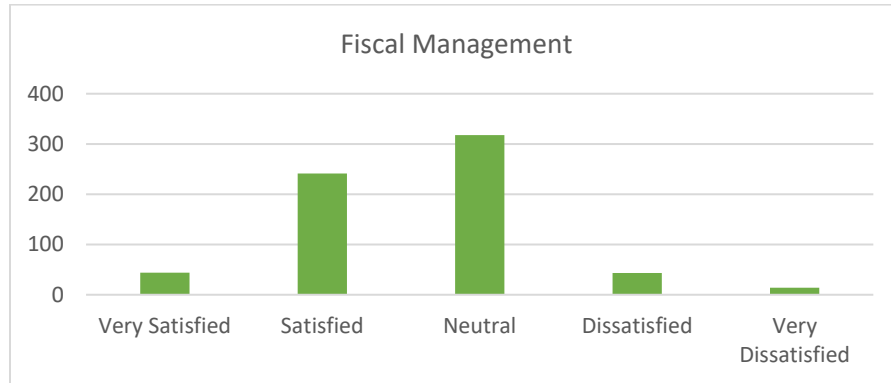
*The services with relatively lower levels of importance include:*

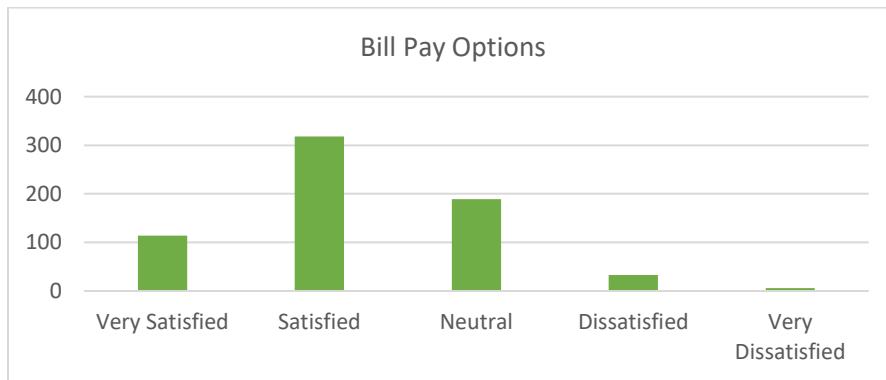
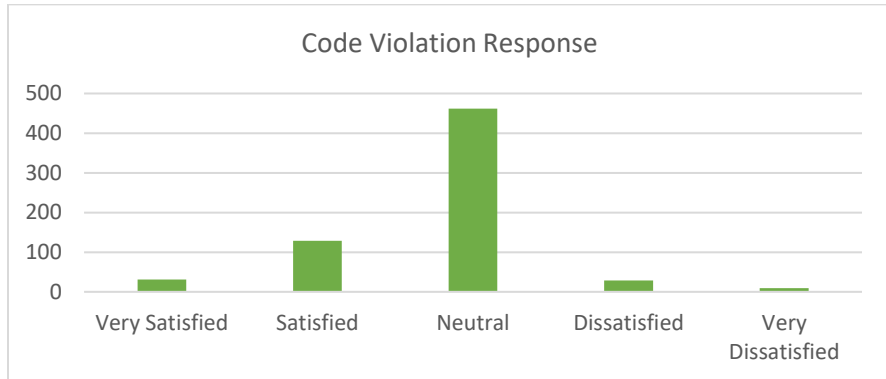
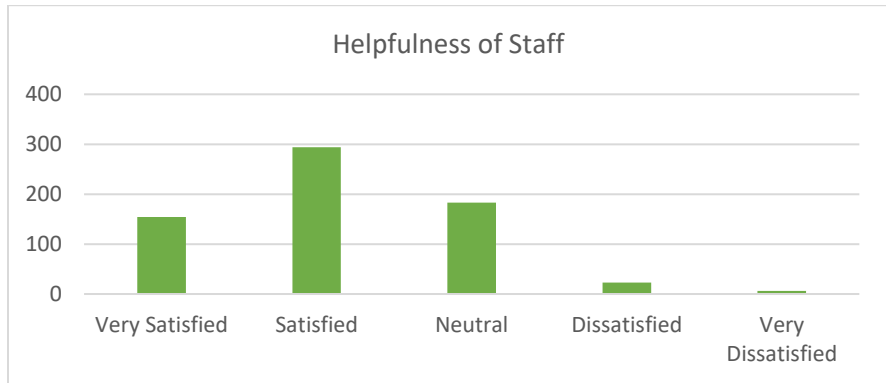
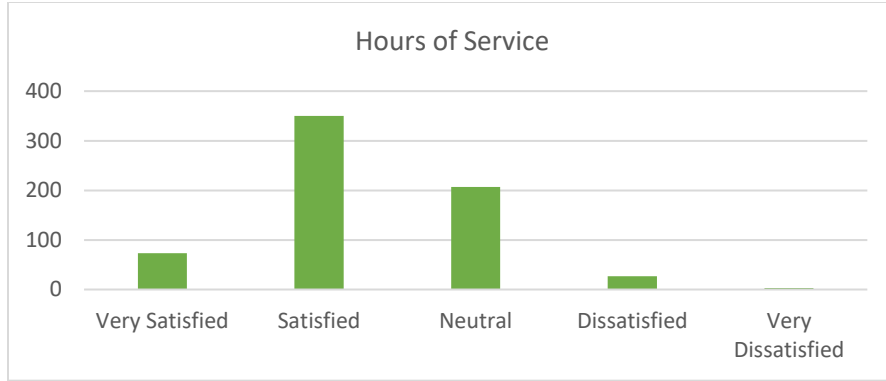
1. *Street sweeping*
2. *Lake Weed removal*
3. *Spring brush pick up*

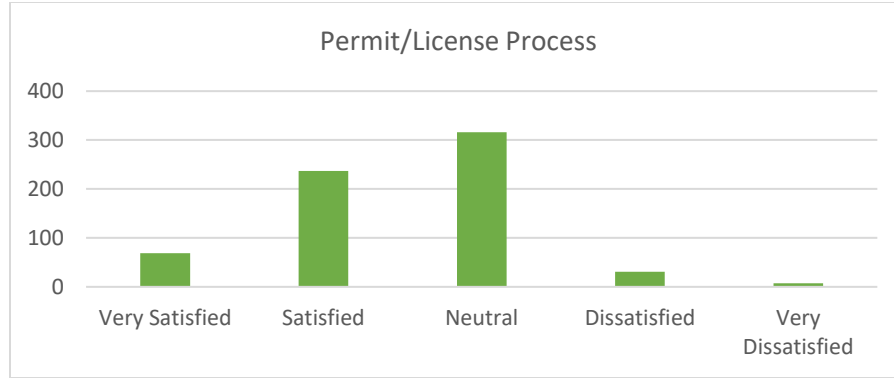
*Comparing “Satisfaction” and “Importance” measures, the one gap that continues to persist is “road maintenance”. It is deemed fairly important, but has relatively lower levels of satisfaction.*

Village Administration

For General Administration we identified seven attributes. We asked respondents to rate their level of satisfaction in the performance of these attributes and then the respective order of importance for these attributes:





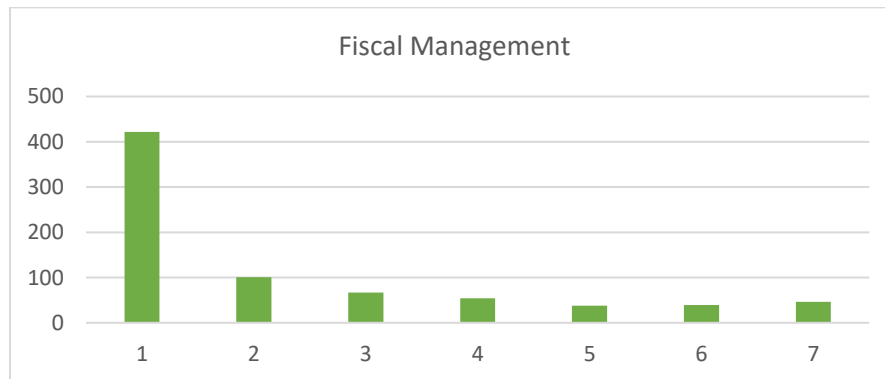


*Analysis: Overall, “satisfaction” scores were significantly better than “dissatisfaction” scores:*

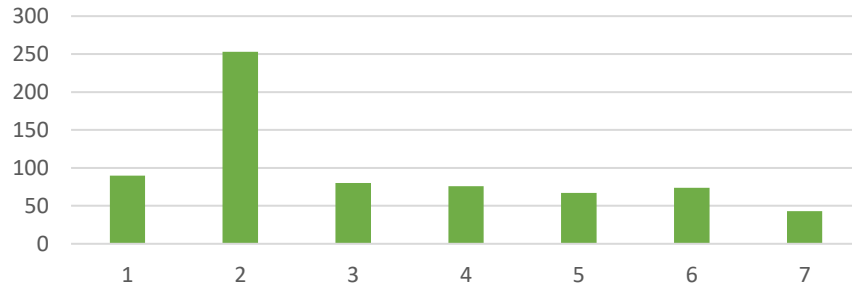
	<i>Percent Satisfied</i>	<i>Percent Dissatisfied</i>
<i>Fiscal Management</i>	<i>43.18%</i>	<i>8.64%</i>
<i>Election Management</i>	<i>73.18%</i>	<i>2.73%</i>
<i>Hours of Service</i>	<i>64.09%</i>	<i>4.55%</i>
<i>Helpfulness of Staff</i>	<i>67.88%</i>	<i>4.39%</i>
<i>Code Violation Response</i>	<i>24.24%</i>	<i>5.76%</i>
<i>Bill Pay Options</i>	<i>65.45%</i>	<i>5.91%</i>
<i>Permit/License Process</i>	<i>46.36%</i>	<i>5.76%</i>

*The lowest levels of satisfaction are addressing code violations and fiscal management. In both situations, these scores might reflect more of a communications issue than an actual issue.*

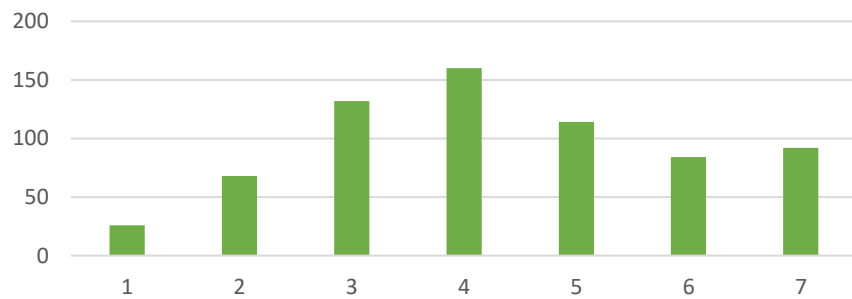
### **Importance**



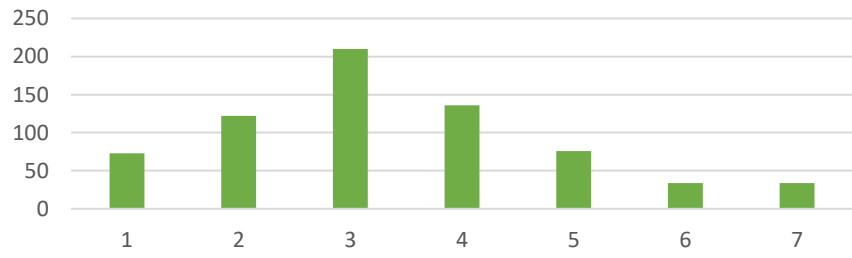
Election Management



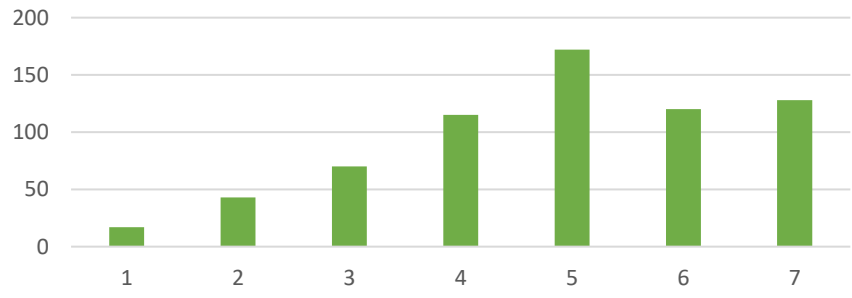
Hours of Service

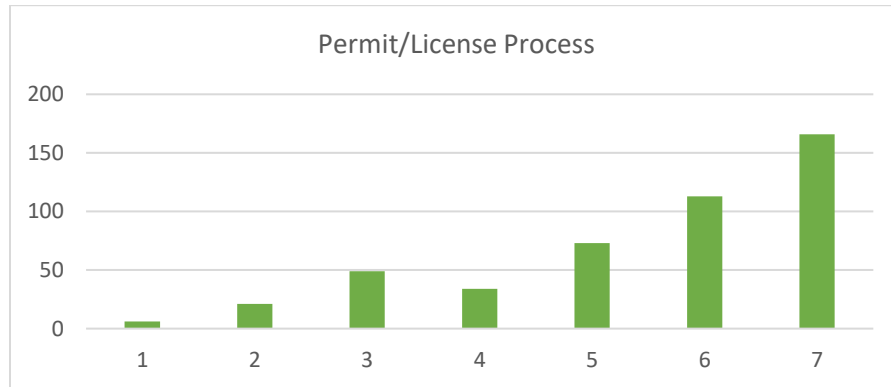
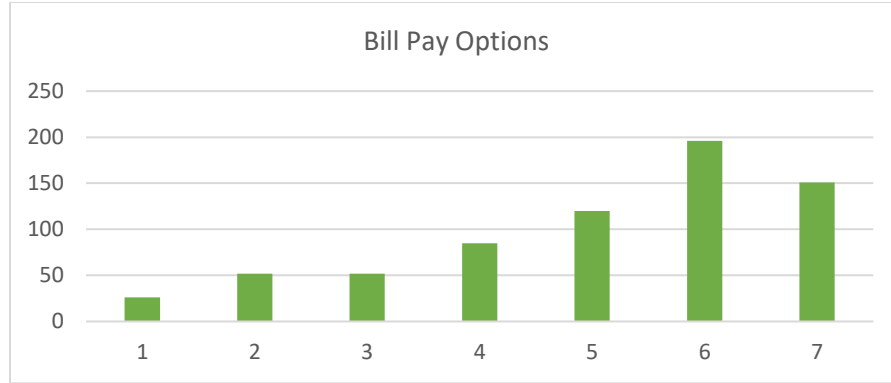


Helpfulness of Staff



Code Violation Response





*Analysis: In reviewing the relative importance scores by the respondents, fiscal and election management are the most important. Here are the weighted averages for the relative importance scores:*

<b><i>Attribute</i></b>	<b><i>Relative Importance Scores</i></b>
<i>Fiscal Management</i>	2.33
<i>Election Management</i>	3.25
<i>Helpfulness of Staff</i>	3.38
<i>Hours of Service</i>	4.31
<i>Code Violation Response</i>	4.89
<i>Bill Pay Options</i>	5.07
<i>Permit/License Process</i>	5.49

*The combined results infer that there may be room to improve communications on the budgeting process so the community understands budgeting parameters, processes and needs that drive Board decisions.*



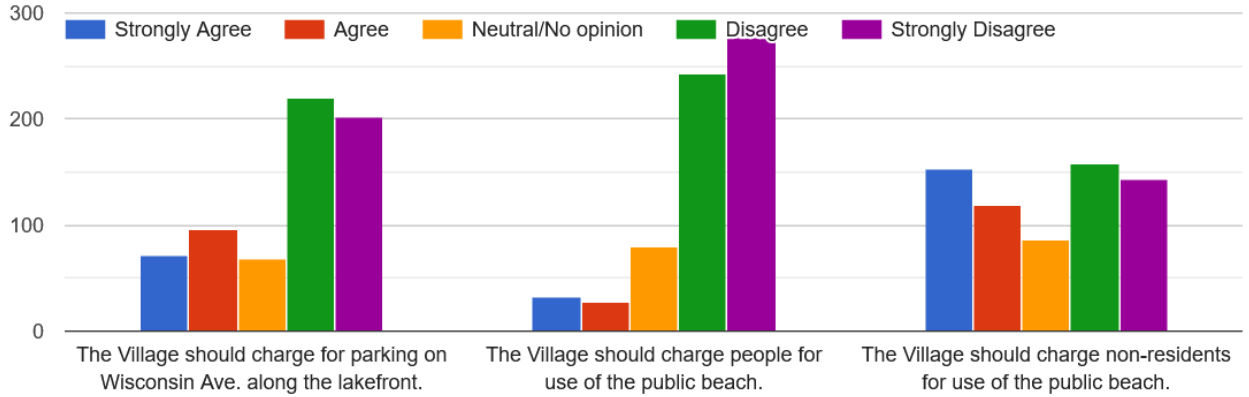
Below are the verbatim comments related to Village Administration:

164 and Lindsay rounds needs a roundabout. Too much speeding and it is dangerous during rush hours to cross 164
Accepting credit cards without a fee and online payment processing should be a priority to bring the Village payment options to 21st century standards.
Administrative staff is responsive; Village Board is not.
Cannot give a blanket response for helpfulness of staff. As stated earlier certain areas of village staff are not good(DPW pre-change)
Comment ia for public works. Summer clean up and cutting of median grass needs to be better maintained garbage and animals kills along hwy 16 need to be cleaned up
Fiscal management seems to have become being cheap for the sake of lower taxes. Of course our services are going to suffer if we don't increase taxes. Inflation goes up but taxes haven't the years...how does that work
From what I've encountered, they are doing a great job. Some of the questions asked, I didn't need. I'm not sure this is where I would say this, but it would be awesome if stop signs were on Capitol coming into the village before and leaving by the railroad tracks. It would help leaving by the park and not have to rush out hoping not to get hit by oncoming traffic from both directions. Very rarely are people doing the speed and do they leave room open when a train is going through for traffic continuing onto Capitol.
great clerk!
Great staff!
I am getting bored filling out the 1-7 ranking
I would think in order to assess a condo someone would have to make a visit to that condo :)
If Village code states property regulations, the City building services department should not say "that regulation is stupid, people can do what they want on their own property" and let people build fences over the property line. Very displeased with lack of close, safe parking to vote in elections.
In question above Forgot: Process to apply for permits/licenses
Incorrect layout of last question. Only 6 options.
Live in a condo and have never had to use these services as your trash is picked up by contractor which are part of HOA fees.
Mail in ballots are the best way to vote
Need to be open late one night per week.
None
Once again I can't choose numbers correctly
Please keep in mind the fiscal management affects renters. Cost of living in this area is incredibly high and spending frivolously only pushes families out of the area as rent is an absolute crisis.
Some of these services don't feel comparable. Helpfulness of staff compared to fiscal management?!? Not even relatable. Both are important but you certainly don't sacrifice one for the other. I think we should offer extended office hours at least once a month for folks who work outside the village and I also think we could hire a part-time code enforcement officer to maintain our quality of living as outlined by our

Village Plan and all the policies our Board works hard to pass and maintain. My neighbors CONSTANTLY have broken down unregistered cars in their driveway and dogs off leashes. I shouldn't have to call everytime I see it, at minimum because the owner is likely to come after his neighbors when he suspects someone has called. If we're going to pass rules, let's do better with consistent enforcement.
Start giving out parking tickets at the beach. Stop charging tax paying residences for the recycle center!
Take down that huge plexiglass. You can never hear me when I talk. Stop charging to use the dump.
Thank you for making payments available on web portal! Much easier.
Thank you for moving voting from village hall to wctc. So much better.
The hours opened are inconvenient to anyone who works during the day. Payment methods are archaic and to charge residents for certain transactions is unacceptable. Permitting process is a joke that involves to many people and the resident to do all of the work in order to get approval for the most basic projects.
The website for paying utility bills needs improvement, it is a poor piece of software development.
There are two things the village could and should have acted on in my 25 plus years here. 1) the train quiet zone. 2 the draw down of the dam to remove weeds muck and weeds
there weren't 7, just 6.
This survey has the misplaced assumption that most important or very important can occur only once. There should and used to be overlap.
Train whistle!
Utilities- I would like to see slightly less salt being used on the roads. And replace street trees that have died over the years.
Village needs to take action to prep the roads and intersections so the village can become a QUIET ZONE so trains could safely stop blasting their horns in our residential community
We need to be able to do more online and not pay an outrageous credit card fee
We should be able to see utility bills and pay online.
Weed control in roadway ditches has been poor.
Weeds needs to be cleaned up, not just chopped. Every time they are chopped we spend hours raking weeds from beyond our pier as we can't even access the lake. There are also many dead fish, deer, and ducks that are not picked up. We'd like to see more routine pick-up. Leaves are also not picked up enough and blow down from home higher up and create quite a mess.
Weekly recycling pick up
When utility bill is exorbitant explain or fix immediately. Village board member didnt answer /ignorednwhen asked
Why are we still hearing the train horn??
Why do we have to pay for parking when we live here
Wish we had a dump area for larger items
Would like to see reserved parking for voters on voting day, that is closer to the building. On this most recently Election Day, it didn't look like any of the closer parking spots were used by voters to come and go.

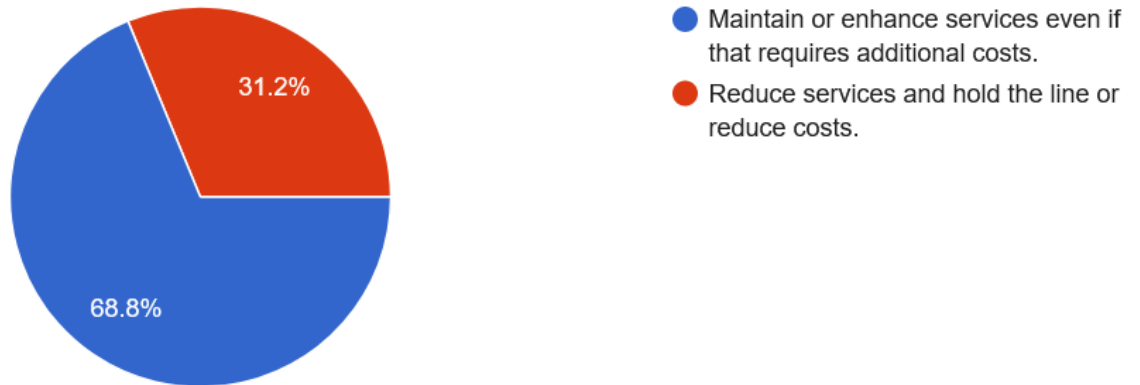
Operational Costs

Respondents were asked three questions related to the downtown/lakefront area. Here are the results:



*Analysis: The overwhelming consensus is that the Village should not charge for public parking along the lakefront, and should not charge individuals for the use of the public beach – however results are more mixed regarding a charge for non-residents. The challenge, of course, would be the means to collect and enforce such a policy.*

Similar to a survey question in 2019, we asked respondents which of two scenarios regarding services vs. costs they prefer. Here are the results:



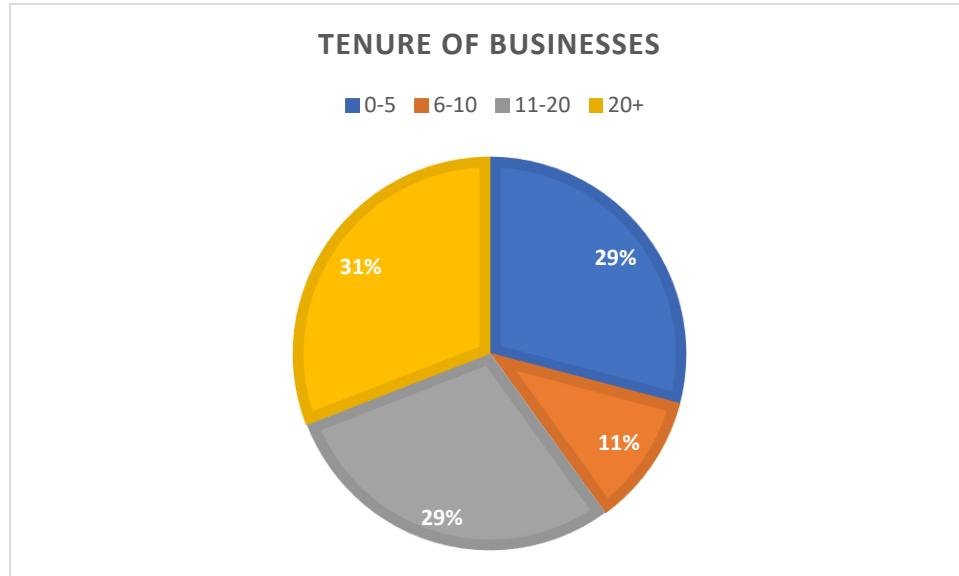
*Analysis: Consistent with the 2019 results, respondents are more concerned with maintaining or enhancing municipal services than the additional costs to receive those services.*

### **Business Owners / Operators**

We asked respondents who own or operate a business in the Village of Pewaukee a few additional questions specific to their businesses. Of the 61 respondents who identified themselves as owning or operating a business in the Village, only about 56 respondents provided complete feedback.

#### **Composition**

Below is the distribution of business tenure among the business respondents:

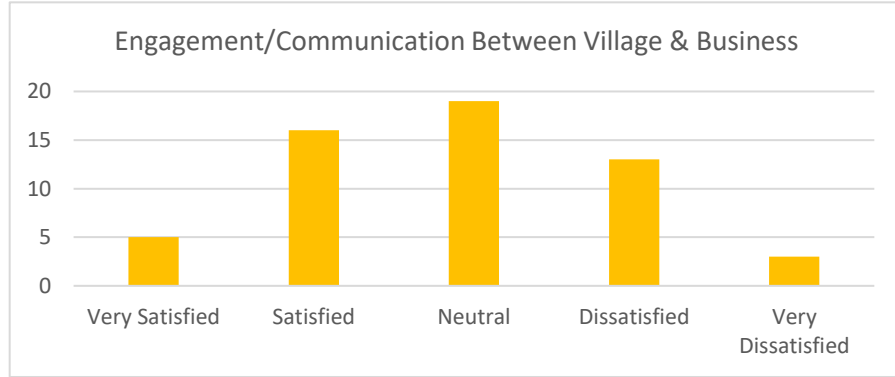


*Analysis: The distribution is fairly well distributed, except for those businesses in operation between 6-10 years.*

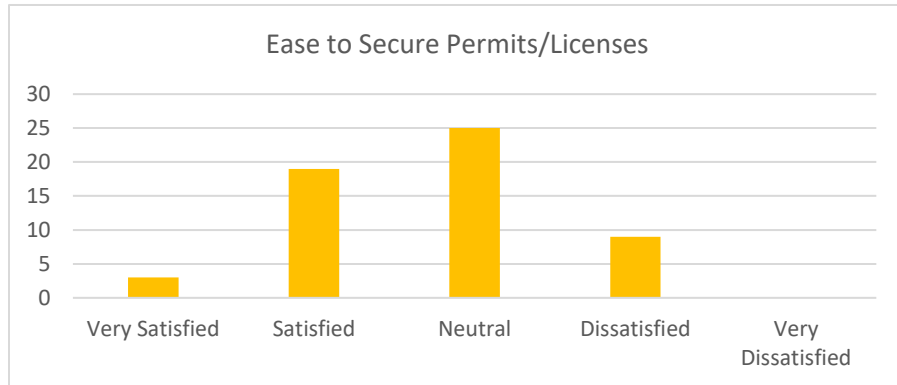
### Satisfaction

We asked business respondents to indicate their levels of satisfaction on three key attributes related to doing business with the Village:

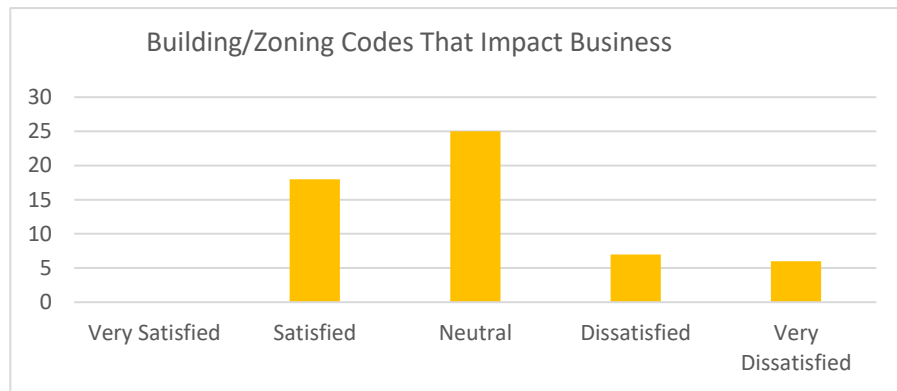
- The level of engagement of communication between the Village and your business



- The ease to secure business permits/licenses



- Building codes and zoning ordinances that impact your business



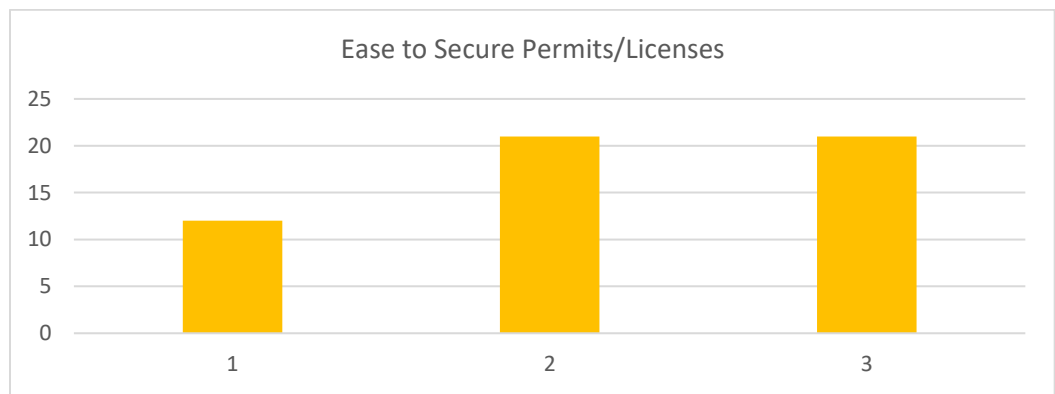
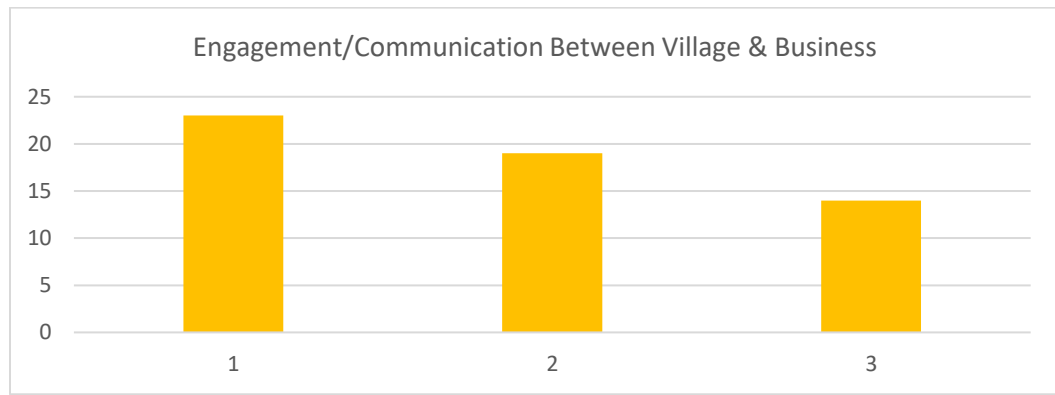
*Analysis: Below are the Percent Satisfied vs. Dissatisfied values for each of these attributes:*

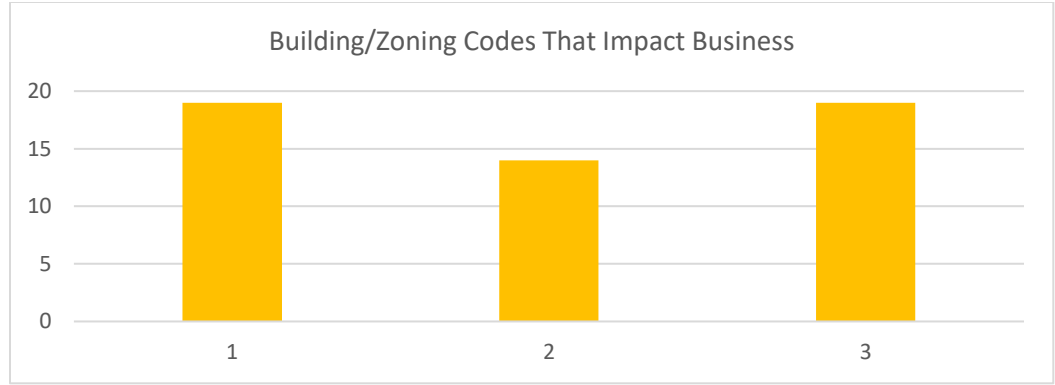
	Percent Satisfied	Percent Dissatisfied
Engagement/Communication Between Village & Business	37.50%	28.57%
Ease to Secure Permits/Licenses	39.29%	16.07%
Building/Zoning Codes That Impact Business	32.14%	23.21%

*Overall, results are mixed. The highest level of satisfaction is related to “ease to secure permits and licenses”. The greatest dissatisfaction is related to engagement/communications between the Village and business entities.*

**Importance**

We then asked business owners & operators to rank the relative importance of these three attributes to their businesses. Here are the results:





*Analysis: Below are the relative importance scores for these three attributes:*

<b>Attribute</b>	<b>Relative Importance Score</b>
<i>Engagement/Communication Between Village &amp; Business</i>	<i>1.84</i>
<i>Building/Zoning Codes That Impact Business</i>	<i>2.00</i>
<i>Ease to Secure Permits/Licenses</i>	<i>2.17</i>

*Based on this information, business respondents believe that engagement and communication between the Village and their business is the most important.*

*Comparing this to the satisfaction scores, above, this gap is an area the Village should address to this important constituency.*

Below are the verbatim comments submitted by the respondents who identified as business owners/operators:

Currently it seems like there is no conduit between business and the village. It would be nice to have a chamber or similar organization to help with communication
Get rid of the train horn
Provide options for a low cost facility for a startup which is what my business is.





# STRATEGIC PLAN

**Based on the information outlined in the Environmental Scan and the results of both the Community Feedback Sessions and the Community Survey, the 2024 Strategic Plan Update includes the following:**

**Objective A: Development**

The Village of Pewaukee should enact a planned, purposeful approach to development and redevelopment

**Strategy 1:**

Focus on the re-development of the B-2 “Downtown” district which includes the lakefront business district, Oakton Avenue, Wisconsin Avenue and Main Street

**Tactics:**

1. Allocate Village resources to provide focused and proactive development activities
2. Survey current properties within the “downtown” area to understand the ownership of these properties
3. Meet with downtown business owners and other key stakeholders for input on redevelopment vision
4. Create a “Vision Document” that summarizes the long-term re-development goals and components
5. Review / evaluate the processes and costs of the Village Planner’s role with initial consultations with prospective developers and provide direction to make the process more user-friendly
6. Work with Plan Commission to review/revise downtown architectural guidelines and prepare a vision document of the downtown/B2 business district related to development of mixed-use housing, retail business and parking
7. Utilize community-based development focused resources, such as the Waukesha Center for Growth, to promote re-development to the development community
8. Pursue “quiet zone” status of railroad crossings and the necessary funding to accomplish this task
9. Evaluate parking needs and develop proposal for alternative/additional parking in the downtown district
10. Evaluate viability and develop plans to create pedestrian-friendly walking and biking areas

### **Strategy 2:**

Evaluate Village-owned properties, uses and assets to determine the best future use of those lands

#### **Tactics:**

1. Develop a summary of each Village-owned property currently not actively used that includes:
  - a. Location & access
  - b. Size
  - c. Current zoning
  - d. Utility access
  - e. Itemize any assets on those properties, their current uses and condition of these assets
2. Develop recommendations for Board consideration on potential sale, development or usage of those properties

### Objective B: Communications

The Village of Pewaukee should enact planned, purposeful communication and outreach initiatives to inform and engage the community of activities, events and public actions

### **Strategy 1:**

Develop and implement plans to enhance proactive, on-going communications to Village residents and businesses

#### **Tactics:**

1. Allocate Village resources to plan and implement an on-going communication program
2. Evaluate the Village website functionality and content and make recommendations on changes to enhance user experience
3. Build and implement an on-going, pro-active, multi-channel communication program

### **Strategy 2:**

Create a framework to enhance the relationship between the Village, businesses and community organizations

#### **Tactics:**

1. Meet with City of Pewaukee officials to determine the level of interest in creating a joint effort to enhance relations with businesses and community organizations
2. Evaluate options to create a framework or structure to support these efforts, and how this effort could be funded
3. Build and implement an on-going program to communicate and engage with local businesses and community organizations

### **Strategy 3:**

Develop and implement plans to develop ongoing communications and relationships with State and County officials and community resources

#### **Tactics:**

1. Develop pro-active outreach plans to targeted County and State officials on issues directly impacting the Village of Pewaukee
2. Develop an ongoing working relationship with community-based organizations, such as the Waukesha County Center for Growth, to leverage those resources

### Objective C: Risk Mitigation

The Village of Pewaukee should identify potential risks to the Village; develop and implement plans to reduce or minimize those risks

#### **Strategy 1:**

Review and update the Village's Emergency Response plan in situations such as train derailment, weather events, or acts of terror

#### **Tactics:**

1. Village staff and key stakeholders should annually review the Village's Emergency Response plan and recommend modifications
2. Village staff and key stakeholders should conduct table-top exercises or mock drills to prepare for scenarios outlined in the Emergency Response plan

#### **Strategy 2:**

Prepare plans to address Federal and/or State Regulations related to water quality and waste water discharge

#### **Tactics:**

1. Review pending Fox River discharge regulations and prepare plans to address new potential regulations
2. Address plans and funding to mitigate PFAS contamination in municipal water sources
3. Address plans and funding to mitigate Radium levels in municipal water sources
4. Develop and implement plans to replace well #2

### **Strategy 3:**

Prepare a cyber security response plan to identify potential threats to the Village's digital infrastructure, and prepare actions to strengthen the Village's digital security

#### **Tactics:**

1. Review the status of the Village's current physical IT infrastructure and practices
2. Review the status of the Village's current Software protection systems
3. Review the status of the Village's current insurance protection coverage for cyber attacks
4. Prepare a plan to address any deficiencies and strengthen the Villages cyber security

### **Strategy 4:**

Evaluate public safety risks and develop proactive plans to reduce those risks

#### **Tactics:**

1. Evaluate and identify methods or processes to enhance public safety at Lakefront Beach & Park during the summer season
2. Evaluate traffic safety issues and develop plans to reduce traffic violations
3. Evaluate way-finding and other traffic signage, and prepare recommendations to improve vehicle and pedestrian safety

## Objective D: Village Facilities & Infrastructure

The Village should develop and implement a long-term plan to support the ongoing maintenance of Village-owned assets and infrastructure including Village Utilities, buildings, roads and parks

### **Strategy 1:**

Identify existing facility and infrastructure maintenance needs for the next ten years

#### **Tactics:**

1. Review the recent Village-owned Building Assessment study to evaluate and itemize facility maintenance needs of Village-owned buildings. This review should incorporate the Village Hall & Police Department, Village Park buildings, DPW buildings, the Public Library, the Village Water and Sanitary Sewer systems and Village roads
2. Update the ten-year capital equipment, road maintenance and facility maintenance schedule to determine projected costs
  - a. Determine how to prioritize the identified maintenance needs
  - b. Evaluate best methods to fund these needs
3. Take measures to meet Federal and/or State regulations for safe drinking water and sewer processing

### **Strategy 2:**

Assess potential facility needs not currently being met and develop plans for possible future development

#### **Tactics:**

1. Assess the feasibility of developing a four-season, multi-purpose facility as part of the Park & Recreation Department offerings
  - a. Determine the viability of a joint facility with the City of Pewaukee
  - b. Evaluate possible locations for such a facility either through re-purposing an existing facility/property or building a new one
  - c. Determine methods to fund the facility and services

### Objective E: Village Management

The Village should identify opportunities to enhance service levels for Village residents and business owners and the means to fund these services

### **Strategy 1:**

Identify, evaluate and streamline Village services and consider methods to make these services more user-friendly.

#### **Tactics:**

1. Evaluate the organization and functionality of the Village Website
  - a. Determine format changes to make access to information easier for users
  - b. Determine information or functionality that should be added to the current site
  - c. Determine how to leverage current technology to streamline services that interface with the public, such as payment of fees or submitting applications
2. Evaluate business processes that currently require Board approval and amend ordinances to empower staff with greater authority

### **Strategy 2:**

Identify, evaluate and consider methods to increase revenue or reduce costs to properly fund essential Village services on an ongoing basis

#### **Tactics:**

1. Evaluate alternative funding methods to enhance revenue to the Village
  - a. Evaluate the plausibility of street parking fees in the downtown business district
  - b. Evaluate the plausibility of public beach user fees
  - c. Review the plausibility of using project-specific special assessment fees that many other municipalities currently employ
  - d. Develop a process to identify County, State or Federal grant fund opportunities
  - e. Consider the viability and requirements of instituting a tax levy referendum
  - f. Review and update user fees, such as the Recycling Center annual fee

2. Evaluate methods to reduce the growth of costs
  - a. Consider refinancing of debt when borrowing rates decline
  - b. Implement cost-benefit process to evaluate the replacement of capital equipment

#### Objective F: Lake Management

The Village should develop a comprehensive plan for Pewaukee Lake management that enhances lake water quality, public safety and capitalizes on this key, unique Village resource

##### **Strategy 1:**

Review, evaluate and pursue opportunities to control and reduce the adverse impacts on use of Pewaukee Lake

##### **Tactics:**

1. Evaluate current weed harvesting and removal practices, and develop plans to optimize results within reasonable financial parameters
2. Evaluate options reduce the incidence of e-coli contamination at Pewaukee Lake Front Park beach, and enact a plan to affect results
3. Evaluate options reduce the incidence of invasive species in Pewaukee Lake, and enact a plan to affect results

##### **Strategy 2:**

Identify areas of collaboration with other municipal entities that also surround Pewaukee Lake, and build partnerships to achieve common goals

##### **Tactics:**

1. Assess viability of creating or participating in a "Pewaukee Lake Management District" with neighboring municipalities
2. Identify and address any real or perceived barriers to key stakeholder cooperation
3. Evaluate current Lake Patrol services and develop recommendations for greater collaboration with neighboring municipalities and other stakeholders

##### **Strategy 3:**

Assess risk factors of lake use and develop proactive plans to reduce those risks

##### **Tactics:**

1. Evaluate the physical condition of the dam and develop plans related to structural failures
2. Evaluate boat safety issues and prepare plans for enforcement of boating regulations