



Ad Hoc Housing Mix Committee Report

June, 2008 - March, 2009

Single Family

Multifamily

Condominium

AD HOC HOUSING MIX COMMITTEE MEMBERS

Don Belman, President, Don Belman Homes

Steve Crandell, Community Development Director, City of Waukesha

Jo De Mars, Plan Commissioner, Citizen Member, Waukesha

Joan Francoeur*, Alderman, Plan Commissioner, Waukesha

David Harris, Human Resources Manager, MetaITek, Waukesha

Mike Hoeft, Senior Planner, City of Waukesha

Ben McKay, Senior Planner, SEWRPC

Ed Olson, President, Waukesha Memorial Hospital

Joe Pieper, Alderman, Common Council Representative, Waukesha

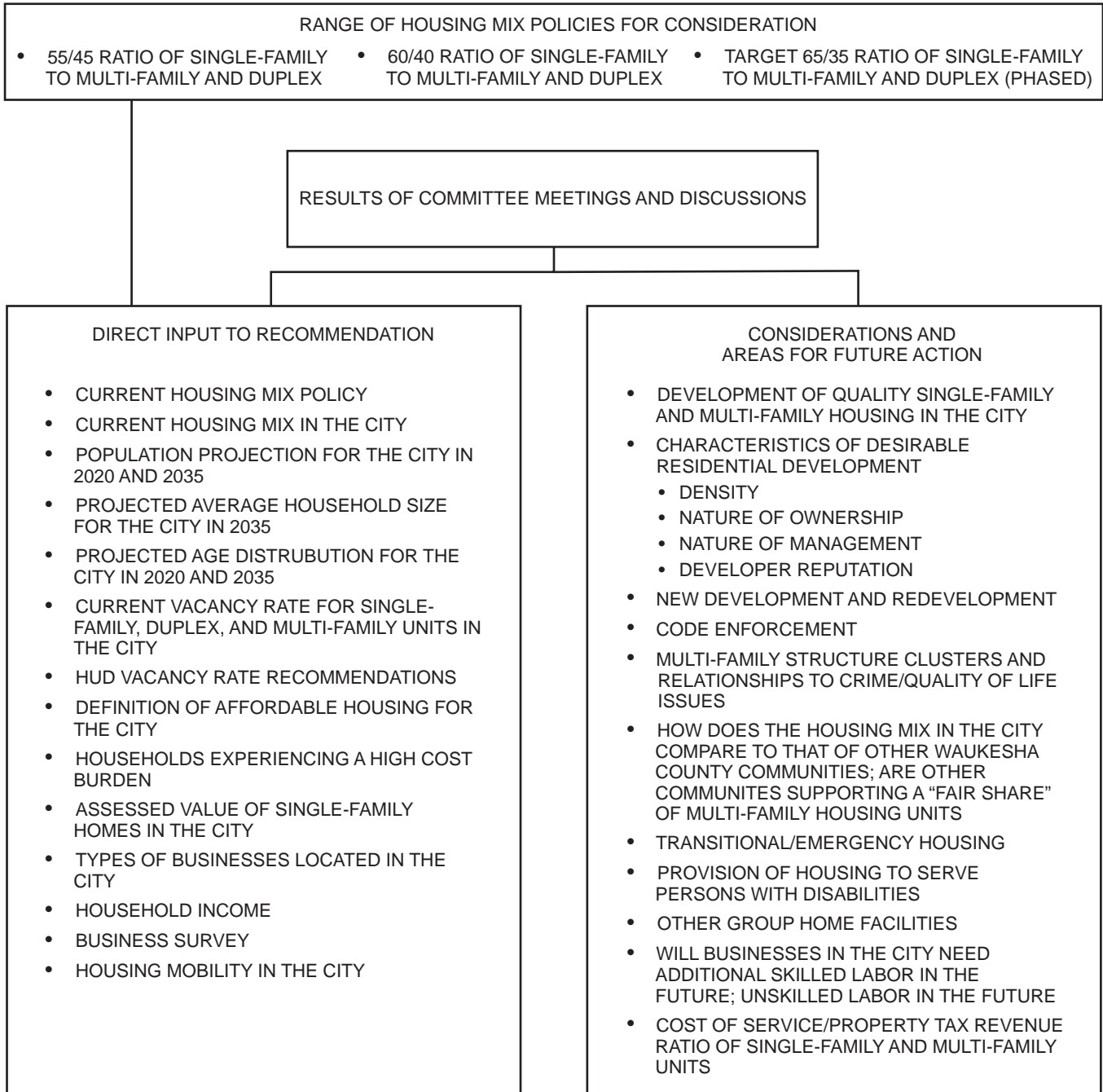
Gary Riley, President, First Federal Bank

Bryce Styza, Bryce Styza Properties

Patti Wallner, President, Waukesha County Chamber of Commerce

*Chair

**CITY OF WAUKESHA HOUSING MIX AD HOC COMMITTEE
CONNECTION OF AREAS OF EXPLORATION TO RECOMMENDATIONS**



RANGE OF HOUSING MIX POLICIES FOR CONSIDERATION

- 55/45 RATIO OF SINGLE-FAMILY TO MULTI-FAMILY AND DUPLEX
- 60/40 RATIO OF SINGLE-FAMILY TO MULTI-FAMILY AND DUPLEX
- TARGET 65/35 RATIO OF SINGLE-FAMILY TO MULTI-FAMILY AND DUPLEX (PHASED)

RESULTS OF COMMITTEE MEETINGS AND DISCUSSIONS

DIRECT INPUT TO RECOMMENDATION

- CURRENT HOUSING MIX POLICY
- CURRENT HOUSING MIX IN THE CITY
- POPULATION PROJECTION FOR THE CITY IN 2020 AND 2035
- PROJECTED AVERAGE HOUSEHOLD SIZE FOR THE CITY IN 2035
- PROJECTED AGE DISTRIBUTION FOR THE CITY IN 2020 AND 2035
- CURRENT VACANCY RATE FOR SINGLE-FAMILY, DUPLEX, AND MULTI-FAMILY UNITS IN THE CITY
- HUD VACANCY RATE RECOMMENDATIONS
- DEFINITION OF AFFORDABLE HOUSING FOR THE CITY
- HOUSEHOLDS EXPERIENCING A HIGH COST BURDEN
- ASSESSED VALUE OF SINGLE-FAMILY HOMES IN THE CITY
- TYPES OF BUSINESSES LOCATED IN THE CITY
- HOUSEHOLD INCOME
- BUSINESS SURVEY
- HOUSING MOBILITY IN THE CITY

CONSIDERATIONS AND AREAS FOR FUTURE ACTION

- DEVELOPMENT OF QUALITY SINGLE-FAMILY AND MULTI-FAMILY HOUSING IN THE CITY
- CHARACTERISTICS OF DESIRABLE RESIDENTIAL DEVELOPMENT
 - DENSITY
 - NATURE OF OWNERSHIP
 - NATURE OF MANAGEMENT
 - DEVELOPER REPUTATION
- NEW DEVELOPMENT AND REDEVELOPMENT
- CODE ENFORCEMENT
- MULTI-FAMILY STRUCTURE CLUSTERS AND RELATIONSHIPS TO CRIME/QUALITY OF LIFE ISSUES
- HOW DOES THE HOUSING MIX IN THE CITY COMPARE TO THAT OF OTHER WAUKESHA COUNTY COMMUNITIES; ARE OTHER COMMUNITIES SUPPORTING A "FAIR SHARE" OF MULTI-FAMILY HOUSING UNITS
- TRANSITIONAL/EMERGENCY HOUSING
- PROVISION OF HOUSING TO SERVE PERSONS WITH DISABILITIES
- OTHER GROUP HOME FACILITIES
- WILL BUSINESSES IN THE CITY NEED ADDITIONAL SKILLED LABOR IN THE FUTURE; UNSKILLED LABOR IN THE FUTURE
- COST OF SERVICE/PROPERTY TAX REVENUE RATIO OF SINGLE-FAMILY AND MULTI-FAMILY UNITS

AD HOC HOUSING COMMITTEE REPORT AND RECOMMENDATIONS

In the summer of 2008 Mayor Larry Nelson with Common Council approval created an Ad Hoc Housing Mix committee to look at the current housing mix targets for the city of Waukesha following a referral made by Alderman Francoeur. The recommendation of the committee was to be presented to the Waukesha Plan Commission, Common Council and used as input for the city's 2020 Land Use Plan.

The committee determined its mission to be: To recommend a strategic direction for the city as it relates to a desirable mix of duplex, multifamily, condominium and single family housing.

In February of 2009, the committee made its final recommendations and approved a report of related areas for future action.

The following are the committee's recommendations accompanied by a summary of its work and suggestions for action for various entities within city government and its supporting commissions and boards.

THE CITY OF WAUKESHA A COMMITMENT TO QUALITY

CONSIDERATIONS AND AREAS FOR FUTURE ACTION

During the committee's initial meetings, it created a master list of questions that could categorize areas for discussion. That list served as a guide for data collection. Some of the questions and data were used as direct input to its housing mix recommendation and are listed on the left hand side of the graphic which precedes this report.

Other questions and data reflected a broader look at the reality within the community, but they were not directly tied to determining a specific target mix. These areas were judged by the members to be important and ones that directly affect the community. Therefore they are addressed at a high level in this report. It is the desire of the committee that the city administration assign these items to appropriate "owners" so action on them can be taken and measured. Where the owner is obvious, the committee identified the department, board or individual. Where it is not obvious, an assumption that the Mayor or City Administrator will choose the appropriate owner is implied.

QUALITY

Raised throughout its deliberations by all of the members was a desire for a continued commitment to quality standards as they apply to:

- ◆ Quality of Life
- ◆ Quality of Materials
- ◆ Quality of Design
- ◆ Code Enforcement
- ◆ Approval Processes

Members believed that without the continuation of a pervasive commitment to quality within the city departments that affect all aspects of “housing”, the designation of a target mix would serve a limited purpose. Members strove to underscore the need for quality in all types of housing whether new or existing construction.

Because of the vast amount of data the committee needed to review, a sub committee for Data Research was formed. Jo DeMars, Don Belman and Ben McKay served as that subcommittee. The subcommittee reviewed all data and other reports submitted to the committee and made recommendations regarding what materials should be copied to the whole committee. Additionally, the committee reviewed all the committee’s requests for information and data, determined where and how to collect the data and prepared reports incorporating the requested data.

One of their activities was to tour multifamily complexes which typified examples of multifamily developments that worked for the residents and the city and those that did not. Ms. DeMars and Mr. Belman presented their findings along with digital pictures to the committee and made recommendations about the characteristics that should continue to be included in all approvals for desirable single family, multifamily, duplex and condominium developments. The application of these components would be within the purview of the Planning Department and Plan Commission.

The recommendations included continued attention to:

- The density of the development
- The inclusion of a significant amount of useable green space for residents
- Adequate storage within the living space
- Extra assigned storage for each unit within the building for large items
- Prohibition of outdoor storage
- Significant attention to safe and attractive parking areas which are well lighted and screened from the street
- Addition of amenities such as underground parking
- Nature of the management
- Low maintenance buildings and materials
- Possible on-site management

- Developer's track record and reputation

While one of the members strongly believed that the current zoning codes worked well and afforded the staff and developers flexibility, the majority of the committee suggested that the residential zoning codes be reviewed by the planning staff to see if there should be an additional zoning category to reflect a lesser density within the RM Residential Multifamily District zones as well as those that are proposed as Planned Unit Developments.

Input from the public produced a strong suggestion that new landlords applying to the city for an occupancy permit be required to become educated on how to be a good landlord. This education could be delivered in class or seminar form and possibly be offered by an outside agency or organization with a vested interest in finding quality housing for those renting from new landlords.

The committee also studied information provided to it by the Waukesha School District with regard to future enrollment projections. The members were grateful for the time and information the District shared with it which served to broaden the areas of discussion.

It additionally sought information from the Southeastern Wisconsin Regional Planning Commission, SEWRPC, about projections of future household size, age distribution and population growth. (Appendix A, Planning)

The information provided about future projections offered components which the Planning Department and Plan Commission may want to consider as it reviews proposals. Future desirable housing developments for both single family and multifamily may be designed for a projected population of 74,000 by 2020 and for 79,000 by 2035 with the following demographics*:

- ◆ A smaller household size
- ◆ An increasing portion of the population age group of those who are 49 or older
- ◆ A dramatic increase from 2000 to 2035 in the population age group of those older than 65

*(See Planning Section in Appendix A)

NEW DEVELOPMENT AND REDEVELOPMENT

Members of the committee represented varied and strongly held views on how the committee's recommendations might apply to brown field development within the city's designated Redevelopment Districts. While there was some discussion of whether there should be particular and specific additional considerations placed on the approval of projects within redevelopment districts, the committee concluded that the exploration and definition of any extra considerations would best be done by the Redevelopment Authority with the assistance of the Planning Department. It confirmed that proposals presented to the city should always be judged on a case by case basis on their own merits and demonstration of quality.

CODE ENFORCEMENT, ENHANCEMENT AND RE-ENFORCEMENT

Through its building and fire inspection function, the city staff enforces fire, building and maintenance codes. To those scheduled and mandated inspections is added the city's response to complaints. The committee recognizes these efforts and understands a review of current codes is already underway within these departments and through the Ordinance and License committee of the Common Council. This review is to establish whether certain current codes need to be enhanced. One of the challenges is to be sure that a proactive and uniform application of the current and possibly new codes be applied to all housing types within the city.

The Ad Hoc committee strongly endorses this effort and believes there is a need for the Building Inspection, Fire Prevention and City Attorney's office to systematically review, enforce and toughen some of the codes and ordinances on an ongoing basis.

The need for a scheduled review was re-enforced in a publication entitled "Service Life of Multiunit Residential Building Elements and Equipment", which suggests the need to have an understanding of the components of preserving residential buildings. It suggested a life cycle for buildings. The city has a significant proportion of its single family and multifamily buildings that are entering the most challenging period of their cycle: buildings over 40 years old.

The committee would ask that there be an aggressive and comprehensive review of current codes to determine if there is a need to add to them, to stiffen the consequences for violations or to increase the assigned personnel. This could be accomplished through staff work or through the appointment of an Ad Hoc committee by the Mayor.

Further, it would ask that the Mayor or City Administrator continue the code violation process re-engineering effort that has started. It can be used to identify and strengthen all aspects of enforcement from complaint and inspection to the involvement of the City Attorney's office through Municipal Court action.

MULTIFAMILY CLUSTERS AND QUALITY OF LIFE ISSUES

The committee received presentations from the Waukesha Police Department and the Planning Department. It reviewed maps that showed areas in the city that produced a high volume of calls for service and other maps where there were clusters of multifamily developments.

This work is ongoing to see if there is an accurate and objective way to make any useable correlation between those two elements.

The committee recommends that the Planning Department investigate how many buildings, in proportion to useable green space, are appropriate within a multifamily

cluster and make a recommendation to the Plan Commission within the next six months.

A COMPARISON OF THE CITY OF WAUKESHA TO OTHER COMMUNITIES WITHIN WAUKESHA COUNTY

The committee explored data that showed that the city of Waukesha's target of 45% duplex and multifamily is a higher percentage of multifamily target than any other municipality in the county. (Exhibit C) Other communities have smaller targets ranging from none through 30%. While Waukesha has had a higher target and met it, in some cases, even the relatively smaller targets of other communities have not been met.

The committee was committed to seeing that affordable housing would continue to be available within the community to answer the need of its residents. (Exhibits D & E). Here too, the city was shown to provide a substantial portion of the county's affordable housing, greater than other communities in Waukesha County.

A look at the Multiple Listing Service data for 2008 showed that a significant portion of the single family housing stock sold and available for sale through Realtor contract could be defined as "affordable" by city of Waukesha standards. (Exhibit B) The median income for Waukesha residents is \$50,000. A home with a value of \$150,000 or less could be considered affordable to those within the city's median income. In addition, the availability of rental units, usually considered to be affordable because renting is comparatively less expensive than owning a home, also contributes to the affordable housing options within the city.

The city of Waukesha has a greater supply of affordable homes and rental units than other communities within Waukesha County. Its rental units have a high vacancy rate as judged by federal Housing and Urban Development Standards. HUD recommends a rate of 5% vacancy for renter-occupied housing to ensure adequate housing choices for residents. In the 2000 city of Waukesha census our rate was at 8.1% or 3% above the HUD standard. (Appendix A, Multifamily/Duplex)

Waukesha is carrying a larger inventory of multifamily units than its neighbors. It is logical that the city of Waukesha as the county seat and serving as the center for other service providers such as the Salvation Army, Waukesha County Food Pantry, many churches and Waukesha Memorial Hospital, would have more multifamily units. Nonetheless, it was surprising to find that the city of Waukesha has more multifamily units than four of its county neighbors combined.

The committee concluded that the city of Waukesha has a healthy amount of multifamily, affordable and available housing for a city of its size. This information brought the committee to consider adjusting the proportion of duplex and multifamily units to single family units.

A HOUSING MIX RECOMMENDATION

The committee voted to recommend the following change of target percentages of single family to multifamily units within the city:

Move from the Current City of Waukesha 2010 Land Use Plan Target Ratio of 55% to 45% Toward the Gradual Implementation of a 65% to 35% Target Ratio

The committee's recommendation, as accepted at its January 28, 2009, meeting is **"the City of Waukesha Housing Mix Ad Hoc Committee recommends to the Plan Commission a target mix of 65% single family and 35% multifamily in the City of Waukesha by 2030. Be it further understood that this recommendation is not intended to be a quota but rather a guideline. Lastly, the progress to this mix shall be addressed and reviewed by Staff and Plan Commission or a committee every five years starting in January of 2014."**

The 55% to 45% ratio referenced above was taken from Waukesha's 2010 Land Use Plan and served as the committee's starting point as it began its deliberations.

Once it saw the need to establish a current ratio and a consistent basis for comparison, the committee then chose to use the Assessor's Office statistics. This data was the most current and accurate data available to it. In addition, it was decided to categorize condominiums as having the characteristics of a single family dwelling and to add them to the single family numbers supplied by the assessor. (Appendix A, Table 3). When this was done, the result was a ratio approaching 60% single family to 40% multifamily units.

Using 60% to 40% as the current ratio, the committee then voted to recommend that the future target should move, over time, toward a 65% to 35% ratio.

The end result of this shift of the proportion of single family to multifamily would be to promote a greater mix of owner occupied structures, thereby increasing and enhancing the city's tax base and creating and promoting a more desired community environment through pride of ownership. The new ratio assumes that condominiums will continue to be counted as single family units.

The committee found through its work that there is a multitude of sources of data. Each source collects data for its own purpose. In many cases the data was not easily used across purposes. Ultimately, members decided that they needed to chose one data baseline. Although the selection of what baseline to use was important, they determined that measuring the change from the same baseline over time was the critical success factor.

The committee's work was made challenging due to various city departments keeping data in different ways for different purposes. For example, the city's Planning Department looks for building type information as is the practice within its profession. It

focuses on whether a unit is housed in a single family, duplex or multifamily building type.

The Assessor's office keeps the same data for single family, duplex and multifamily units, but because it is interested in what properties are to be taxed, it uses an additional and separate category for condominiums to designate ownership. In contrast to the Planning Department, the Assessor's office does not use building type information within the condominium statistics it keeps.

The committee recommends that a future system be set up and used by the assessor's office that adds building type to the condominium information. This would mean that it would have data in the same form as that kept by Waukesha County and the city's Planning Department.

The committee did its work and made its recommendation within a framework that sought to maintain the character of our community through:

- ◆ Keeping a variety of housing options
- ◆ Providing mobility within those housing types and price options
- ◆ Maintaining a component of affordable housing

It reviewed an extensive amount of information and data that included but was not limited to:

- ◆ Examining the information related to what is affordable housing in the city
- ◆ Examining the information related to those that have a heavy burden of housing costs
- ◆ Reviewing information about housing that populates the city but is exempt from taxes
- ◆ Reviewing information related to other communities within Waukesha county
- ◆ Projection information including household size and age distribution

(A complete list of the information reviewed is listed in the box labeled Direct Input to Recommendation on the graphic preceding this report.)

OTHER HOUSING NEEDS AND TYPES

The committee took a look at the amount of housing that is characterized as transitional, subsidized, group setting, dormitory or emergency. (Exhibit A, Table 1)

If these types of housing units were to be added to the multifamily number, it would increase by approximately 10%. While significant, the committee found that the data with appropriate accuracy was not consistently available in a useable form nor totally current. Therefore the committee used the information to provide background but decided to base its recommendation on the most accurate and timely data from the Assessor's office.

EMPLOYER NEEDS

In the past, Waukesha had a strong manufacturing presence. Its business community required affordable housing for its workforce in proximity to the place of employment. One of the questions the committee posed was whether that need was as strong today as it was in the past. The committee surveyed committee members whose organizations operated in the city along with members of the Waukesha County Chamber of Commerce. (Appendix B) The survey was more anecdotal than scientific or all inclusive. The main need reported by employers, as they recruit new employees today, was for a solid education system. A healthy proportion of those responding listed housing, transportation and safety next on the list of needs. The need for nearby shops, restaurants, arts and recreation and low taxes followed.

When asked what was necessary to retain employees, the responses listed low taxes, low crime rate, good education and transportation as the top priorities.

One employer of a major company located in the city remarked that what his company was seeking for its workers was the ownership of housing by its employees. With ownership comes stability of the workforce. Employees are less likely to leave employment when they have roots to the community and own property.

As the national economy shifts from the production of goods to working with technology, a new mix of employees with a different skill set will be part of the community. Because they represent a different salary range and therefore a different expectation for housing, the city will need to continue to provide a variety of housing options including what is referred to as the higher end.

COST OF SERVICE AND TAXES

One of the original questions posed was whether residential properties pay for the cost of service through their property taxes and what kind of balance was needed between those two items. The establishment of a true cost of service was found to be very complicated. The committee did not have access to any resources that could produce an accurate projection within a reasonable period of time and at a reasonable cost. It then looked at other communities for guidance and determined that it could not produce defensible answers to its own questions.

Generally it appears that residential property doesn't cover the cost of services except at the very high end of property values. When comparing single family and multifamily there are studies that show multifamily are less expensive to service for delivery of the routine services such as trash pickup and snow plowing. Plowing in front of one building with 20 families is more economical than plowing 20 single family frontages. On the other hand, if a multifamily building has many calls for service (for example for fire and safety) it could be less economical. The service provided is more a reflection of the population density than of the building type.

There is however, a significant difference in the taxes returned to the city from a multifamily building that is owner occupied when compared to one that is a rental property. Rental property and owner occupied (condominium) properties are taxed differently. Under the Financial Data section of Appendix A, it is shown that the city receives a greater tax return from owner occupied properties. In one property, the increase in valuation and taxes approaches a 60% difference. So the city has an interest in the ownership characteristics of properties within it.

SUMMARY

The city of Waukesha has a proud heritage of offering new and current residents a full spectrum of housing choices. It provides a healthy supply of both single family and multifamily housing options. It offers the most affordable housing choices within the county which it delivers in both owned and rented options.

What is a desirable ratio of single family to multifamily housing in the city of Waukesha? The committee found that this simple question had many layers and complexity to its answer. The members brought to the task a variety of views and skills and based its conclusions on available data. Consequently, the committee recommended a change to the housing mix. It expressed a preference for home ownership opportunities to continue and to enhance the quality of life in the city of Waukesha.

Its recommendation and suggestions are made with the understanding that change takes time. Financial cycles as well as development and construction trends, will be significant variables that affect the pace at which the city achieves this new housing mix target.

The members had a healthy discussion about leaving the housing mix in the city to market forces. They concluded that the market forces of neighboring communities have an effect on what is proposed for the city of Waukesha. Therefore, the committee decided to recommend a housing mix target ratio rather than to leave things to market forces. It strongly believes that without a vision and a destination for the city's future, it is possible to just settle for what comes its way.

Its hope is that the Planning Department and Plan Commission will take this work product and use it as a framework within which to make decisions on proposed residential development. It understands that individual projects will always have to stand on their own merit and be judged on their quality. It believes that it isn't desirable to apply a strict mathematical approach to a decision that affects many aspects of the quality of life within the city.

It envisions the continued growth of a population that lives, works and shops in our community and an expanding housing mix that helps to grow our tax base. In its conclusions the committee confirmed the time honored wisdom that home ownership clearly strengthens many aspects of a community's bottom line.

The committee requests that the city review its housing mix on a schedule every five years starting in 2013 through 2030.

The members felt it was an honor to serve the city and look forward to seeing the long term impact of their work.

APPENDIX A

Planning

- What were the targets for housing types recommended in the 2010 Land Use Plan?***
 - 55 percent single family
 - 25 percent multi-family
 - 20 percent duplex

- Has the City attained the targets for 2010?***
 - 49 percent single family (2008)
 - 10 percent condo (2008)
 - 31 percent multi-family (2008)
 - 10 percent duplex (2008)

- What is the City of Waukesha population projection for the next 10 years?1***
 - Base year population: 64,855 (2000 Census)
 - Projected 2020 population: 74,150
 - Projected 2035 population: 79,000

- What is the projected average household size for Waukesha County in 2035?2***
 - Actual average household size (2000): 2.63
 - Projected average household size: 2.50
 - Actual average household size for the City of Waukesha (2000): 2.43

- What is the projected age distribution for the Waukesha County in 2020 and 2035?3***

Age Group	2000		2020		2035	
	Number	Percent	Number	Percent	Number	Percent
Under 20	103,262	28.6	110,588	26.5	125,545	28.1
20 to 49	154,008	42.7	141,564	33.9	154,383	34.6
50 to 64	60,063	16.6	89,363	21.4	64,898	14.5
65 to 85	37,987	10.5	65,241	15.6	84,470	18.9
85 and older	5,447	1.6	10,606	2.6	17,472	3.9
Total	360,767	100.0	417,362	100.0	446,768	100.0

Housing

- What was the number of single family, duplex, and multi-family units in Waukesha in 2000 and 2008?***
 - 2000:
 - 12,962 single family
 - 1,648 condo
 - 2,808 duplex
 - 9,150 multi-family

¹ Source: SEWRPC.

² Source: U.S. Census and SEWRPC.

³ Source: U.S. Census and SEWRPC.

- 2008:
 - 14,394 single family
 - 2,854 condo
 - 2,780 duplex
 - 9,094 multi-family
- What were the percentages of single family to duplex and multi-family units in 2000 and 2008?***
 - 2000:
 - 49 percent single family
 - 6 condo
 - 11 percent duplex
 - 34 percent multi-family
 - 2008:
 - 49 percent single family
 - 10 condo
 - 10 percent duplex
 - 31 percent multi-family
- See Exhibit A for additional information regarding housing units by structure type as requested and defined by the City of Waukesha Housing Mix Ad Hoc Committee.**

Multi-Family/Duplex

- Where are the multi-family clusters in the City?*
- See map
- What is the current vacancy rate for single family, two-family, and multi-family units?***
 - 1.1 percent vacancy rate for single family units (2000 Census)
 - 5.6 percent vacancy rate for two-family units (2000 Census)
 - 8.1 percent vacancy rate for multi-family units (2000 Census)
- The Federal Department of Housing and Urban Development (HUD) recommends a minimum 1.5 percent vacancy rate for owner-occupied housing units and a minimum 5 percent vacancy rate for renter-occupied housing units to ensure adequate housing choice within the community.**
- See Exhibit B for housing activity in 2008 provided by the Multiple Listing Service (MLS) for the City.*

Comparison Data

- What is the housing mix in Waukesha County (2006)?⁴*
 - 75 percent single family (115,987 units)
 - 4 percent two-family (6,113 units)
 - 20 percent multi-family (31,373 units)
 - 1 percent mobile homes and other housing units (833 units)
 - 154,306 total housing units in the County
- See Exhibit C for information regarding the existing housing mix and housing mix policy in selected Waukesha County communities.*

⁴ Source: *The Draft Comprehensive Development Plan for Waukesha County. The 2006 housing unit data includes 2000 Census data plus the number of building permits issued for each type of housing unit from 2000 to 2006 as reported by the Wisconsin Department of Administration.*

- Is there additional financial burden to the school district due to increased school enrollment generated by the occupants of rental units?*

 - There were 14,480 owner-occupied households in 2000
 - There were 5,353 owner-occupied households with children in 2000
 - About 37 percent of owner-occupied households were family households with children in 2000
 - The average size of owner-occupied households was 2.71 persons in 2000
 - There were 11,185 renter-occupied households in 2000
 - There were 2,910 renter-occupied households with children in 2000
 - About 26 percent of renter-occupied households were family households with children in 2000
 - The average size of renter-occupied households was 2.03 persons in 2000

- How do we define affordable?***
 - The U.S. Department of Housing and Urban Development (HUD) defines housing affordability as households paying no more than 30 percent of their income for housing. Households that pay more than 30 percent of their monthly income for housing are considered to have a high housing cost burden. The measure is based on gross pre-tax income. Housing costs include mortgage payments and similar debts on property; real estate taxes; fire, hazard, and flood insurance; and utilities for home owners and rent and utilities for renters.
 - An extremely low income household could afford to spend \$376 or less a month on housing costs in 2000, which was the spending equivalent of \$464 in 2008
 - A very low income household could afford to spend between \$377 and \$626 a month on housing costs in 2000, which was the spending equivalent of between \$465 and \$772 in 2008
 - A low income household could afford to spend between \$627 and \$1,002 a month on housing costs in 2000, which was the spending equivalent of between \$773 and \$1,236 in 2008
 - A moderate income household could afford to spend between \$1,003 and \$1,189 a month on housing costs in 2000, which was the spending equivalent of between \$1,237 and \$1,467 in 2008
 - Other households could afford spend \$1,190 a month or more on housing costs in 2000, which was the spending equivalent of \$1,468 in 2008
- See Exhibits D, E, F, and G for information regarding households with a high housing cost burden in the City and County of Waukesha, Southeastern Wisconsin, and Waukesha County communities respectively.**

Financial Data

- What is the number of single family housing units in the City by assessed value?^{5**}

Assessed Value	2006	2007
\$84,999 or below	4	4
\$85,000 to \$104,999	80	75
\$105,000 to \$124,999	348	347
\$125,000 to \$144,999	1092	1089
\$145,000 to \$164,999	2368	2361
\$165,000 to \$184,999	2226	2228
\$185,000 to \$204,999	1893	1901
\$205,000 to \$224,999	1522	1530
\$225,000 to \$249,999	1533	1542
\$250,000 to \$299,999	1734	1746
\$300,000 to \$999,999	1251	1359
Total	14,051	14,182

- What is the single family home value in the City as of 2007?***

⁵ Source: City of Waukesha Assessors Office.

- The median assessed value was \$195,100
- The property tax paid in 2008 for a single family home with an assessed value of \$195,100 was \$3,843
- What is the amount of taxes paid by the owner of a multi-family structure with rental units compared to the amount of taxes paid by condominium owners for the same multi-family structure with owner-occupied units?*
- Landings example:
 - As rental apartments: Assessed value = \$10,556,000 generating \$204,998 in taxes
 - As owner-occupied condos: Assessed value = \$17,278,700 generating \$335,552 in taxes
- Homestead example:
 - As rental apartments: Assessed value = \$9,281,900 generating \$180,254 in taxes
 - As owner-occupied condos: Assessed value = \$14,152,300 generating \$274,838 in taxes

Employer/Employee Need

- What is a desirable commuting time? The following are commute times of City residents from the 2000 Census:*
- 12,759 residents (about 36 percent) had a commute time of less than 15 minutes
- 13,367 residents (about 38 percent) had a commute time of 15 to 29 minutes
- 5,800 residents (about 16 percent) had a commute time of 30 to 44 minutes
- 1,638 residents (about 5 percent) had a commute time of 45 to 59 minutes
- 983 residents (about 3 percent) had a commute time of greater than 59 minutes
- 677 residents (about 2 percent) worked at home
- How many people work and live in the City?*
- There were 35,224 employed persons age 16 or older living in the City in 2000
 - 13,167 residents (about 37 percent) worked in the City of Waukesha
 - 13,522 residents (about 38 percent) worked in the remainder of Waukesha County
 - 4,003 residents (about 11 percent) worked in the City of Milwaukee
 - 3,083 residents (about 9 percent) worked in the remainder of Milwaukee County
 - 1,449 residents (about 4 percent) worked outside of Waukesha and Milwaukee Counties
- What types of businesses are located in the City? The following types of business establishments were located in the City of Waukesha in 2002:^{6**}

Industry Type	Number of Establishments	Number of Employees	Average Annual Employee Income
Manufacturing	170	8,954	\$46,922
Wholesale Trade	174	2,147	\$44,030
Retail Trade	230	4,766	\$22,122
Information	29	693	\$43,117
Real Estate, Rental, and Leasing	81	1,018	\$25,770
Professional, Scientific, and Technical Services	175	1,631	\$45,898
Administrative, Support, and Waste Management and Remediation Services	92	1,647	\$25,931
Educational Services	21	176	\$14,364
Health Care and Social Assistance	255	6,032	\$32,208
Arts, Entertainment, and Recreation	21	261	\$11,360
Accommodation and Food Services	123	2,604	\$10,396
Other Services	151	1,329	\$21,482

- What is the household income in the City of Waukesha?*

⁶ Source: U.S. Census, 2002 Economic Census. Data was not available for Construction, Transportation and Warehousing, Finance and Insurance, and Public Administration industry sectors.

- Median annual household income: \$50,084 (2000 Census)
- See Appendix B for the Housing Survey conducted by the Waukesha Chamber of Commerce in December 2008 for further information regarding housing needs experienced by employers in the City of Waukesha.**

** Denotes data that is most pertinent to the development of the housing structure type mix recommendation.

* Denotes other data contributing to supporting discussion of the Ad Hoc Committee.

Exhibit A

Table 1

HOUSING UNITS BY STRUCTURE TYPE IN THE CITY OF WAUKESHA: 2008^a

Housing Type	Single Family		Duplex		Multi-Family		Condominium		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Assessed Units	14,394	99.7	2,780	96.4	9,094	89.9	2,854	100.0	29,122	96.1
Units within Mixed Use Properties	0	0.0	0	0.0	139 ^b	1.4	0	0.0	139	0.5
Rooming Houses	0	0.0	0	0.0	141	1.4	0	0.0	141	0.5
Waukesha Housing Authority Units	40	0.3	103	3.6	27	0.3	0	0	170	0.6
Other tax exempt properties	0	0.0	0	0.0	289	2.9	0	0.0	289	0.9
Carroll University Properties	0	0.0	0	0.0	427	4.1	0	0.0	427	1.4
Total	14,434	100.0	2,883	100.0	10,117	100.0	2,854	100.0	30,288	100.0

^aHousing type categories include those requested and defined by the City of Waukesha Housing Mix Ad Hoc Committee and are not necessarily inclusive of all living quarters located within the City of Waukesha.

^bIncludes downtown Waukesha only.

Source: City of Waukesha Assessor's Office.

Table 2

Group Quarter Housing Units in the City of Waukesha: 2008

Type	Number	Percent
Dormitories	1,045	100.0
Transitional/Emergency Shelter	-- ^a	-- ^a
Nursing Home	-- ^a	-- ^a
Other Group Home	-- ^a	-- ^a
Total	1,045	100.0

^aData is not available from the City's Assessor's Office or has not yet been provided.

Source:

Carroll

University

Table 3

TOTAL HOUSING UNITS BY STRUCTURE TYPE IN THE CITY OF WAUKESHA: 2008^a

Structure Type	Condos Included with Single Family Units		Condos Included with Multi-Family Units	
	Number	Percent	Number	Percent
Single Family	17,248	59.2	14,394	49.4
Duplex	2,780	9.5	2,780	9.5
Multi-family	9,094	31.3	11,948	41.1
Total	29,122	100.0	29,122	100.0

^aIncludes assessed units totals from Table 1 only.

Source: City of Waukesha Assessor's Office.

Table 4

TOTAL HOUSING UNITS BY STRUCTURE TYPE IN THE CITY OF WAUKESHA: 2006

Year	Single Family Detached		Single Family Attached ^a		Two-Family		Multi-Family		Mobile Home and Other ^b		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
1970	7,546	62.6	0	0.0	1,819	15.1	2,609	21.6	82	0.7	12,056	100.0
1980	9,869	53.8	325	1.8	2,230	12.2	5,870	32.0	39	0.2	18,333	100.0
1990	10,909	49.4	1,185	5.4	2,024	9.2	7,541	34.2	406	1.8	22,065	100.0
2000	13,155	49.0	1,699	6.3	2,107	7.8	9,769	36.4	128	0.5	26,858	100.0
2006	16,062	55.1	0	0.0	2,451	8.4	10,530	36.1	128	0.4	29,171	100.0

^aSingle family attached housing units are one-unit structures that have one or more walls extending from ground to roof separating it from adjoining structures. This data was not included in the 1970 Census. Single Family attached housing units have been classified as multi-family housing units in the 2006 data.

^bIncludes mobile homes and living quarters that do not fit into other categories.

Source: The Draft Comprehensive Development Plan for Waukesha County. 1970 to 2000 data are from the U.S. Census Bureau. The 2006 housing unit data includes 2000 Census data plus the number of building permits issued for each type of housing unit from 2000 to 2006 as reported by the Wisconsin Department of Administration.

Exhibit B

HOUSING SALES ACTIVITY IN THE CITY OF WAUKESHA: 2008^a

List Price	Active Listings												Sold Listings												Total		
	Single Family			Duplex			Condo			Four Family			Single Family			Duplex			Condo			Four Family					
	Number	Percent		Number	Percent		Number	Percent		Number	Percent		Number	Percent		Number	Percent		Number	Percent		Number	Percent		Number	Percent	
\$150,000 or Less	42	14.0		3	12.0		44	25.6		0	0.0		64	14.2		7	20.0		58	33.0		0	0.0		218	18.7	
\$150,001 to \$200,000	77	25.6		6	24.0		54	31.4		1	16.7		162	36.0		8	22.9		63	35.7		0	0.0		371	31.7	
\$200,001 to \$250,000	76	25.2		9	36.0		37	21.5		1	16.7		151	33.6		11	31.4		30	17.0		0	0.0		315	27.0	
\$250,001 to \$300,000	61	20.3		4	16.0		19	11.0		2	33.3		73	16.2		5	14.3		11	6.3		1	50.0		176	15.1	
\$300,001 or Greater	45	14.9		3	12.0		18	10.5		2	33.3		0	0.0		4	11.4		14	8.0		1	50.0		87	7.5	
Total	301	100.0		25	100.0		172	100.0		6	100.0		450	100.0		35	100.0		176	100.0		2	100.0		1,167	100.0	

Source: Multiple Listing Service.

Exhibit C

HOUSING UNITS BY STRUCTURE TYPE IN WAUKESHA COUNTY CITIES AND VILLAGES: 2006^a

Community	Single Family		Two-Family		Multi-Family		Mobile Home and Other		Total		Housing Mix Policy
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	
Village of Butler	455	48.2	177	18.8	308	32.6	4	0.4	944	100.0	None
Village of Dousman	502	66.3	61	8.1	194	25.6	0	0.0	757	100.0	None
Village of Elm Grove	2,083	80.4	11	0.4	499	19.2	0	0.0	2,593	100.0	None
Village of Hartland	2,335	64.8	248	6.9	1,020	28.3	0	0.0	3,603	100.0	60% Single Family; 30% Multi-Family; 10% Duplex
Village of Lannon	235	56.0	27	6.4	21	5.0	137	32.6	420	100.0	None
Village of Menomonee Falls	10,880	75.5	374	2.6	3,091	21.4	76	0.5	14,421	100.0	74% Single Family; 26% Multi-Family
Village of Mukwonago	1,833	63.3	152	5.2	912	31.5	0	0.0	2,897	100.0	70% Single Family; 30% Multi-Family
Village of Nashotah	434	83.8	8	1.5	73	14.1	3	0.6	518	100.0	None
Village of Pewaukee	2,049	46.4	229	5.2	2,113	47.9	20	0.5	4,411	100.0	None
Village of Sussex	2,707	66.9	197	4.9	1,132	28.0	9	0.2	4,045	100.0	70% Single Family; 20% Multi-Family; 10% Duplex
City of Brookfield	13,219	87.1	150	1.0	1,807	11.9	5	>0.1	15,181	100.0	75% Single Family; 25% Multi-Family
City of Delafield	2,014	67.9	130	4.4	823	27.7	0	0.0	2,967	100.0	None
City of Muskego	7,235	84.4	243	2.8	1,101	12.8	0	0.0	8,579	100.0	None
City of New Berlin	12,237	76.8	263	1.7	3,385	21.3	0	0.0	15,909	100.0	80% Single Family; 20% Multi-Family
City of Oconomowoc	4,326	68.8	438	7.0	1,521	24.2	0	0.0	6,285	100.0	None
City of Pewaukee	4,058	76.0	282	5.3	990	18.6	3	0.1	5,333	100.0	None

^aIncludes only those cities and villages with sanitary sewer service.

Source: Waukesha County and SEWRPC.

Exhibit D

HOUSEHOLDS WITH A HIGH HOUSING COST BURDEN IN THE CITY OF WAUKESHA: 2000^a

Income Level ^b	Owner-Occupied Households			Renter-Occupied Households			Total Occupied Households			Total Households with a High Cost Burden	Total Households	Percent of Households w/ High Cost Burden ^c	
	Cost Burden of 30.1 to 50 Percent		Percent ^c	Cost Burden of 30.1 to 50 Percent		Percent ^c	Cost Burden of 30.1 to 50 Percent		Percent ^c				
	Number	Percent ^c		Number	Percent ^c		Number	Percent ^c					
Extremely Low (Below 30 percent)	105	0.4	0.5	255	1.0	3.1	360	1.4	935	3.6	1,295	2,005	5.0
Very Low (30.1 to 50 percent)	225	0.9	0.9	800	3.1	1.4	1,025	4.0	595	2.3	1,620	2,520	6.3
Low (50.1 to 80 percent)	580	2.3	0.6	610	2.4	0.3	1,190	4.6	230	0.9	1,420	4,600	5.5
Moderate (80.1 to 95 percent)	385	1.5	0.3	60	0.2	0	445	1.7	65	0.3	510	2,410	2.0
Other (above 95 percent)	780	3.0	0.1	10	-. ^d	15	790	3.1	45	0.2	835	14,150	3.3
Total	2,075	8.1	2.4	1,735	6.7	1,245	3,810	14.8	1,870	7.3	5,680	25,685	22.1

^aSpending over 30 percent of monthly household income on housing is considered to be a high housing cost burden.

^bIncome level categories are based on a percentage range of the 1999 median family income.

^cPercent of all households (25,685).

^dLess than 0.1 percent.

Exhibit E

HOUSEHOLDS WITH A HIGH HOUSING COST BURDEN IN WAUKESHA COUNTY: 2000^a

Income Level ^b	Owner-Occupied Households						Renter-Occupied Households						Total Occupied Households				Total Households with a High Cost Burden	Total Households	Percent of Households w/ High Cost Burden ^c
	Cost Burden of 30.1 to 50 Percent			Cost Burden of Over 50 Percent			Cost Burden of 30.1 to 50 Percent			Cost Burden of Over 50 Percent			Cost Burden of 30.1 to 50 Percent		Cost Burden of Over 50 Percent				
	Number	Percent ^c	Number	Percent ^c	Number	Percent ^c	Number	Percent ^c	Number	Percent ^c	Number	Percent ^c	Number	Percent ^c	Number	Percent ^c			
Extremely Low (Below 30 percent)	590	0.4	1,555	1.1	450	0.3	2,045	1.5	1,040	0.8	3,600	2.7	4,640	6,369	3.4				
Very Low (30.1 to 50 percent)	1,265	0.9	1,310	1.0	1,730	1.3	1,385	1.0	2,995	2.2	2,695	2.0	5,690	8,750	4.2				
Low (50.1 to 80 percent)	3,290	2.4	1,520	1.1	2,115	1.6	445	0.3	5,405	4.0	1,965	1.5	7,370	18,675	5.4				
Moderate (80.1 to 95 percent)	2,165	1.6	465	0.3	305	0.2	55	0.0	2,470	1.8	520	0.4	2,990	10,585	2.2				
Other (above 95 percent)	6,320	4.7	620	0.5	170	0.1	50	0.0	6,490	4.8	670	0.5	7,160	90,860	5.3				
Total	13,630	10.0	5,470	4.0	4,770	3.5	3,980	2.8	18,400	13.6	9,450	7.1	27,850	135,239	20.6				

^aSpending over 30 percent of monthly household income on housing is considered to be a high housing cost burden.

^bIncome level categories are based on a percentage range of the 1999 median family income.

^cPercent of all households (135,239).

^dLess than 0.1 percent.

Exhibit F

HOUSEHOLDS WITH A HIGH HOUSING COST BURDEN IN THE SOUTHEASTERN WISCONSIN REGION: 2000^a

County	Owner-Occupied Households		Renter-Occupied Households		Total Households	
	Number	Percent	Number	Percent	Number	Percent
Kenosha	7,855	20.3	5,359	30.9	13,214	23.6
Milwaukee	38,655	19.4	57,025	31.9	95,680	25.3
Ozaukee	4,570	19.4	1,730	23.7	6,300	20.4
Racine	8,615	17.2	6,265	30.1	14,880	21.0
Walworth	5,285	22.2	3,179	29.8	8,464	24.5
Washington	6,075	18.2	2,380	22.6	8,455	19.3
Waukesha	19,100	18.5	8,750	27.5	27,850	20.6
Region	90,155	19.1	84,688	30.5	174,843	23.3

^aHigh housing cost burden is defined by HUD as a household spending more than 30 percent of its gross monthly income on housing costs.

Source: U.S. Census and SEWRPC.

Exhibit G

HOUSEHOLDS WITH A HIGH HOUSING COST BURDEN IN WAUKESHA COUNTY COMMUNITIES: 2000^a

Community	Owner-Occupied Households		Renter-Occupied Households		Total Households		Median Household Income
	Number	Percent	Number	Percent	Number	Percent	
Town of Brookfield	289	16.8	540	54.1	829	30.5	55,417
Town of Delafield	510	22.0	49	20.7	559	21.8	98,779
Town of Eagle	224	23.3	8	11.3	232	22.5	69,071
Town of Genesee	383	16.9	0	0.0	383	15.9	78,740
Town of Lisbon	540	17.2	4	3.7	544	16.7	69,012
Town of Merton	495	20.0	34	13.8	529	19.4	78,937
Town of Mukwonago	389	19.0	19	33.9	408	19.4	75,067
Town of Oconomowoc	465	20.0	58	14.6	523	19.2	68,676
Town of Ottawa	213	17.2	56	49.6	269	19.9	69,493
Town of Summit	329	21.1	54	30.0	383	22.1	71,884
Town of Vernon	388	16.9	0	0.0	388	16.2	71,366
Town of Waukesha	419	15.0	15	22.1	434	15.2	73,984
Village of Big Bend	61	16.1	26	27.7	87	18.4	56,767
Village of Butler ^b	91	19.7	120	25.3	211	22.5	38,333
Village of Chenequa	51	23.5	4	11.1	55	21.7	163,428
Village of Dousman ^b	81	23.5	73	26.9	154	25.0	46,944
Village of Eagle	111	20.1	22	29.7	133	21.2	58,207
Village of Elm Grove ^b	555	25.2	70	29.3	625	25.6	86,212
Village of Hartland ^b	357	20.4	260	20.7	617	20.5	58,359
Village of Lac La Belle	37	28.2	4	50.0	41	29.5	96,712
Village of Lannon ^b	123	35.9	8	10.4	131	31.2	44,375
Village of Menomonee Falls ^b	1,685	17.0	1,045	35.6	2,730	21.3	57,952
Village of Merton	117	19.8	16	33.3	133	20.8	71,509
Village of Mukwonago ^b	279	18.1	255	28.0	534	21.8	56,250
Village of Nashotah ^b	110	24.1	12	50.0	122	25.4	77,406
Village of North Prairie	73	15.2	22	28.2	95	17.1	67,596
Village of Oconomowoc Lake	53	26.1	4	16.7	57	25.1	112,760
Village of Pewaukee ^b	565	24.3	298	21.3	863	23.2	53,874
Village of Sussex ^b	370	16.8	240	21.3	610	18.3	60,283
Village of Wales	106	14.5	18	13.1	124	14.3	75,000
City of Brookfield ^b	2,110	16.8	495	36.0	2,605	18.7	76,225
City of Delafield ^b	375	22.7	265	29.5	640	25.1	61,938
City of Muskego ^b	1,240	19.9	318	24.5	1,558	20.7	64,247
City of New Berlin ^b	2,040	17.3	785	28.8	2,825	19.5	67,576
City of Oconomowoc ^b	580	18.6	525	27.9	1,105	22.1	51,250
City of Pewaukee ^b	644	16.6	114	18.1	758	16.8	75,589

^aHigh housing cost burden is defined by HUD as a household spending more than 30 percent of its gross monthly income on housing costs.

^bCommunities with sanitary sewer service.

Source: U.S. Census and SEWRPC.

Appendix B
Waukesha County Chamber of Commerce Business Survey



1. Name of Business
2. Address
3. Number of employees
4. Number of employees who live in the City of Waukesha
5. Median gross pay less benefits for employees
6. What community components do you consider necessary for the successful recruitment and maintenance of a quality employee pool?
7. What components could inhibit recruitment and maintenance of a quality employee pool?

*Please print this survey, fill out and fax back to 262.542.8068.
Thank you for participating.*

NETWORK
YOUR BUSINESS

PROMOTE
YOUR BUSINESS

DEVELOP
YOUR EMPLOYEES

ADVOCATE
FOR BUSINESS

Business Type	# of Employees	# in City of Waukesha	Median gross pay less benefits for Employees
Bank	22	11	\$34,500.00
Contractor	40	2	\$64,000.00
Contractor	12	1	\$35,750.00
Dist.	4	2	\$50,000.00
Education	344	150	\$46,000.00
Education	1700	1200	\$45,550.00
Eng. Services	25	15	\$40,000.00
Eng. Services	3	2	\$60,000.00
Healthcare	5369	1443	\$40,493.00
Healthcare	125	50	\$26,000.00
Insurance	48	24	\$69,000.00
Insurance	11	3	\$45,000.00
Mfg.	30	18	\$11.83
Mfg.	495	160	\$54,577.00
Mfg.	5	2	\$18.00
Mfg.	4	1	\$54,000.00
Mfg.	850		
Mfg.	6	1	\$41,000.00
Mfg.	150	30	
Municipal	648	311	\$48,464.00
Non-profit	42	13	\$25,000.00
Restaurant	15	7	\$17,000.00
Retail	4	1	
Retail	103	47	
Retail	20	11	
Services	14	2	\$25,000.00
staffing	27	9	\$45,000.00
staffing	51	20	\$30,000.00
Transportation	296	117	\$14.00
	360.79	130.46	\$37,349.08

HOUSING SURVEY

Conducted by the Waukesha County Chamber of Commerce – December 2008

What community components do you consider necessary for the successful recruitment and maintenance of a quality employee pool?

Of the 29 companies that responded to the survey:

24 referenced EDUCATION

- 14 used the descriptor – good schools/good education
- 1 used the descriptor – education standards raised
- 1 used the descriptor – lower high school drop-out rate
- 1 used the descriptor– higher knowledge of math for skilled trades
- 1 used the descriptor – motivated educated applicants/work ethic
- 2 used the descriptor – major universities close-by
- 2 used the descriptor – top trade schools & high schools with emphasis on reading, writing & math
- 1 used the descriptor – basic skills training/customer service
- 1 used the descriptor – hands-on training with tools
- 1 used the descriptor - basic math & finance knowledge
- 1 used the descriptor – entry level computer literate, communication skills

16 referenced HOUSING as a requirement.

- 11 used the descriptor - affordable
- 2 used the descriptor – attractive neighborhoods
- 2 used the descriptor – housing choices
- 1 used the descriptor – pride in ownership of homes

16 referenced TRANSPORTATION

- 3 used the descriptor – good roads
- 5 used the descriptor – well maintained
- 4 used the descriptor – easy access
- 1 used the descriptor – good transportation
- 2 used the descriptor – bus service
- 1 used the descriptor – easy access from freeway

12 referenced SAFETY as a requirement

- 9 used the descriptor – safe environment/neighborhoods
- 2 used the descriptor – safety & security
- 1 used the descriptor – low crime

11 referenced NEARBY SHOPS & RESTAURANTS

- 4 referenced - shopping

1 referenced vibrant downtown

11 referenced **PROXIMITY TO ARTS & RECREATION**

- 1 used the descriptor – arts
- 2 used the descriptor – entertainment options
- 6 used the descriptor – parks
- 2 used the descriptor – open spaces

8 referenced **TAXES**

- 3 used the descriptor – affordable taxes
- 2 used the descriptor – lower taxes
- 1 used the descriptor – state taxes
- 1 used the descriptor – real estate taxes
- 1 used the descriptor – reasonable cost of living

8 referenced **WAGES & BENEFITS**

- 2 used the descriptor – wages & benefits
- 2 used the descriptor – competitive compensation & benefits
- 1 used the descriptor – attractive work hours
- 1 used the descriptor – advancement opportunities
- 1 used the descriptor – positive supervisor relationship
- 1 used the descriptor - salaries

3 referenced **HEALTH CARE**

- 2 used the descriptor – good health care
- 1 used the descriptor – lower health care options.

3 referenced **ECONOMIC DEVELOPMENT**

- 2 used the descriptor – economic development
- 1 used the descriptor – vibrant mix of industrial, commercial, residential

3 referenced a **STRONG DOWNTOWN**

- 1 referenced office & retail buldings kept in good shape
- 1 referenced plenty of parking

3 referenced **GOVERNMENT**

- 1 used the descriptor – employer friendly government
- 1 used the descriptor - No new gov. mandates/regulations
- 1 used the descriptor – City Services

1 referenced choice of **RELIGIOUS AFFILILATIONS**

1 referenced **ETHNICITY**

What components could inhibit recruitment and maintenance of a quality employee pool?

16 Referenced **HIGH TAXES**

1 used the descriptor – high cost of living

1 used the descriptor – budget problems

13 referenced **CRIME**

1 used the descriptor – illegal drug sales

11 used the descriptor – increasing crime

1 used the descriptor – number of loiterers/predators in downtown

10 Referenced **EDUCATION**

7 used the descriptor – poor schools

1 used the descriptor – lower educational standards

1 used the descriptor – entry level employees need extensive training before they are productive

1 used the descriptor – schools do not teach workforce skills

10 referenced **TRANSPORTATION**

1 used the descriptor – traffic congestion

1 used the descriptor – traffic concerns

1 used the descriptor - poor transportation from Milwaukee

2 used the descriptor – deterioration of roads

3 used the descriptor – public transportation issues

1 used the descriptor – increasing commutes

8 referenced **HOUSING**

1 used the descriptor - lack of rental housing

1 used the descriptor – poor housing

1 used the descriptor – housing problems

2 used the descriptor – unaffordable housing

1 used the descriptor – high priced

5 referenced **RUN-DOWN APPEARANCE OF DOWNTOWN**

1 used the descriptor – vacant storefronts

1 used the descriptor – lack of other viable businesses

1 used the descriptor – decline in maintenance of parking structures

1 used the descriptor - closing of downtown businesses

5 referenced **WORK FORCE**

- 1 used the descriptor – poor attendance
- 1 referenced – lack of motivated, educated applicants
- 1 used the descriptor – lack of skilled trade experience
- 1 used the descriptor – wage/salary competition
- 1 used the descriptor – brain drain

2 referenced **HEALTH CARE**

- 1 used the descriptor - increased health care/insurance costs
- 1 used the descriptor – high cost of health care options

1 referenced **REGULATIONS**

1 referenced **WATER SUPPLY**

1 referenced **LACK OF DIVERSITY**

1 referenced **CORRUPT POLITICIANS**

1 referenced Waukesha County **RESIDENCY REQUIREMENTS**

1 referenced **NO GROWTH**

1 referenced **POOR ECONOMY**