



PLEASE POST

AT THE EDGE OF THE CITY AND
THE HEART OF EVERYTHING
Marketing and Communication Advisory Committee Meeting

Wednesday, December 11 @ 2:00 p.m.

Village Hall, 2nd floor Committee Room

AGENDA

1. Call to Order
2. Discuss Realtor “Open House”
3. Discuss Updating Why Shorewood Webpage
4. Discuss CDA / Village Board Strategic Plan Survey
5. Discuss 2020 Marketing Initiatives
6. Adjournment

DATED at Shorewood, Wisconsin, this 5th day of December, 2019.

VILLAGE OF SHOREWOOD
Sara Bruckman, CMC/WCMC, Village Clerk

Should you have any questions or comments regarding any items on this agenda, contact the
Manager's Office at 847-2702.

It is possible that members of and possibly a quorum of members of other governmental bodies
of the municipality may be in attendance at the above stated meeting to gather information; no
action will be taken by any governmental body at the above stated meeting other than the
governmental body specifically referred to above in this notice.

Upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals.

UPDATED DRAFT FOR REVIEW – NOVEMBER 2019

VILLAGE OF SHOREWOOD, WI STRATEGIC PLANNING & GOAL SETTING INITIATIVE PRELIMINARY TIMELINE	
<p>The following timeline represents a preliminary schedule for the Village’s strategic planning/goal setting process for future economic development and housing initiatives.</p>	
Project Milestone	Target Date
<p>Initial Consultant meeting to review and refine a possible scope of services and next steps to conduct a strategic planning and goal setting process with both the Village of Shorewood and the Shorewood Community Development Authority. The meeting will be held with the following individuals:</p> <ul style="list-style-type: none"> • Village Board President • Village Board Member and Liaison to the CDA • Chair of the Community Development Authority • Village Manager, Finance Director and Planning & Development Director • Representatives of Baker Tilly 	<p>Tuesday, August 20, 2019</p>
<p>Survey sent to Village staff for review</p>	<p>Wednesday, October 16</p>
<p>Updated survey provided to Village staff with suggested staff edits</p>	<p>Friday, October 25</p>
<p>Survey as presented approved by CDA</p>	<p>Friday, November 1</p>
<p>Survey as presented approved by Village Board</p>	<p>Monday, November 4</p>
<p>Survey is distributed to stakeholder groups that include:</p> <ol style="list-style-type: none"> 1. Board of Appeals 2. Board of Review 3. Business Improvement District (BID) 4. Community Development Authority (CDA) 5. Conservation Committee 6. Department Heads and Key Staff 7. Design Review Board 8. Elder Services Advisory Board 9. Human Relations Commission 10. Library Board 11. Parks Commission 12. Pedestrian & Bicycle Safety Committee 13. Plan Commission 14. Police Commission 15. Public Art Committee 	<p>Monday, November 25, 2019</p>



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16. Shorewood Foundation 17. Shorewood Historical Society 18. Shorewood Recreational Advisory Committee 19. Shorewood School Board 20. Village Board	
Deadline for submission of survey	Deadline for Submission of Comments: January 30, 2020
Village Housing Study Completed	February 7, 2020
Consultant compiles survey responses; prepares summaries & PowerPoint for joint Work Session of the Village Board and CDA	February 2020
1st joint meeting of the Village Board and CDA (Date TBD) Review and develop possible strategies and priorities	Late March 2020
2nd joint meeting of the Village Board and CDA (Date TBD) Review and refine priorities, and establish action steps necessary to achieve success	Late March 2020
<ul style="list-style-type: none"> • Consultant submits final report for review and possible adoption by Village Board and CDA 	April 2020
<ul style="list-style-type: none"> • Economic Development and Housing Policy draft for review 	TBD



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UPDATED FOR DISTRIBUTION AS ONLINE SURVEY
NOVEMBER 8, 2019
VILLAGE OF SHOREWOOD, WISCONSIN
Online Survey Questions
Economic Development and Housing Strategic Goals & Priorities
Planning Process

Purpose of Survey

The Village of Shorewood has supported economic development through the redevelopment and enhancement of commercial properties and housing as outlined in the [Central Business District Master Plan](#) over the last 10-15 years. The CDA and Village Board are reflecting on their progress and looking forward to prioritizing their next steps for economic development and housing.

To reflect on the Village's progress, the CDA and Village Board hired Baker Tilly Municipal Advisors to facilitate a strategic planning session focused on economic development and housing with the CDA and Village Board in early 2020. As a first step of the facilitation, on behalf of the CDA and Village Board, Baker Tilly staff is seeking feedback from key stakeholders through the economic development and housing strategic goals and priorities survey.

The purpose of the economic development and housing strategic goals and priorities planning process is to provide an inclusive forum of which to build on the input received from the already-completed 2019 community survey. This will establish more specific and defined guidelines and policies that will meet the community's desires regarding future processes and objectives.

Economic development is generally defined as the process by which the economic well-being and quality of life within a community are measured and improved upon. Measurements may include jobs – quality, wages and types – and tax base – growth and diversification. Housing is generally defined in terms of meeting your community's needs as provided through periodic housing studies and balancing with market demands. Focus may include providing a variety of housing options (rental and ownership), life cycle (all ages) and affordability to persons and families that are within varying income levels.

All answers will be listed anonymously when submitted individually online and presented anonymously but grouped by the respective stakeholder group. All groups (with the exception of the CDA and Village Board) will be provided with their respective group's feedback to discuss. If after review of the feedback a group votes to provide specific group recommendations, those will be attributed to the group and provided to the CDA and Village Board for consideration. The CDA and Village Board will review their grouped comments with all other survey responses during the strategic planning process in early 2020.

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There are no right or wrong answers to these questions, simply your perspective as a volunteer in our community that desires Shorewood to be a wonderful place to live, work and play.

Stakeholder Groups

Please check the stakeholder group of which you are a member. If you reside on multiple groups, please select your primary stakeholder group of interest or involvement.

1. Board of Appeals
2. Business Improvement District (BID)
3. Community Development Authority (CDA)
4. Conservation Committee
5. Department Heads and Key Staff
6. Design Review Board
7. Elder Services Advisory Board
8. Human Relations Commission
9. Library Board
10. Parks Commission
11. Pedestrian & Bicycle Safety Committee
12. Plan Commission
13. Police Commission
14. Public Art Committee
15. Shorewood Foundation
16. Shorewood Historical Society
17. Shorewood Recreational Advisory Committee
18. Shorewood School Board
19. Village Board

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Questions:

Focus of Interest

The Community Development Authority is looking for input about its plans and programs for both economic development and housing in the Village. You will have the option of giving your input about economic development programs, housing programs, or both.

Economic Development Programs

1. Would you like to give feedback on the Village's economic development activities and priorities?

1. Yes

2. No

2. Economic Development – Strengths

What do you think are the Village's greatest strengths when it comes to economic development? In the spaces below, please provide a brief description of up to three of your ideas and observations.

1. Strength #1

2. Strength #2

3. Strength #3

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3. Economic Development – Issues and Challenges

What do you think are the biggest issues or challenges facing the Village when it comes to economic development? In the spaces below, please provide a brief description of up to three of your ideas and observations.

1. Issue/Challenge #1

2. Issue/Challenge #2

3. Issue/Challenge #3

4. Economic Development – Actions

1. What is the most important thing the Village should start doing as relates to economic development?

2. What is one thing the Village does related to economic development which it needs to do better?

3. What is one thing the Village does related to economic development which it should stop doing?

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5. Economic Development – Outcomes

1. What is the most important economic development outcome that you would like to see the Village achieve in the next 1-3 years??

2. What is the most important economic development outcome that you would like to see the Village achieve in the next 4-10 years?

Housing Programs

6. Would you like to give feedback on the Village's housing activities and priorities?

1. Yes
2. No

7. Housing – Strengths

What do you think are the Village's greatest strengths when it comes to housing?
In the spaces below, please provide a brief description of up to three of your ideas and observations.

1. Strength #1

2. Strength #2

3. Strength #3

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8. Housing – Issues and Challenges

What do you think are the biggest issues or challenges facing the Village when it comes to housing? In the spaces below, please provide a brief description of up to three of your ideas and observations.

1. Issue/Challenge #1

2. Issue/Challenge #2

3. Issue/Challenge #3

9. Housing – Actions

1. What is the most important thing the Village should start doing as relates to housing?

2. What is one thing the Village does related to housing which it needs to do better?

3. What is one thing the Village does related to housing which it should stop doing?

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10. Housing – Outcomes

1. What is the most important housing outcome that you would like to see the Village achieve in the next 1-3 years??
2. What is the most important housing outcome that you would like to see the Village achieve in the next 4-10 years?

11. Communications

1. How can the CDA communicate most effectively with you and your stakeholder group?
2. How would you prefer to provide comments and feedback to the CDA going forward?

Thanks for your time. Your suggestions and ideas will help improve the Village of Shorewood's future direction for economic development and housing initiatives.

Baker Tilly Municipal Advisors, LLC

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Background

General Powers and Duties of the CDA

The CDA shall exercise all powers conferred and perform all duties imposed, by state and local ordinance of the Village of Shorewood and shall perform such further and other duties as may properly from time to time be required by the Village Board. Specific duties of the CDA include, but are not limited to:

- a. Provision of recommendations on the Village of Shorewood Central Business District Master Plan and periodic updates.
- b. Provision of recommendations on redevelopment.
- c. Preparation and implementation of Tax Increment District (TID) financial management guidelines.
- d. Evaluation and preparation of TID project plans and financial projections. Prepare annual report of projections of Tax Incremental District expenditures, revenues and other CDA programs or initiatives.
- e. Preparation and implementation of redevelopment assistance criteria, including recommendation of developer agreements for specific projects.
- f. Preparation and administration of business and developer recruitment and retention-assistance activities, as well as CDA-approved programs.
- g. Actions as Village's Housing Authority, per State Statute.

CDA Programs

1. Business Incentive Loan Program - assists businesses and property owners in financing business expansion and startups, consistent with the economic development goals of the Village.
2. Façade Improvement Program - the purpose of the program is to stimulate exterior building improvements to existing commercial buildings which are sufficient in scope to produce visible changes to the building facades.
3. Neighborhood Improvement Loan Program - The loans include:
 - Attic improvements for currently uninhabitable space
 - Down payment assistance
 - Duplex conversion to single-family home
4. Tax Incremental Financing (TIF) - traditionally, municipalities have used TIF to provide financial assistance to developers at the beginning of a development project. The municipality recovers those costs in later years from the increased property tax revenues generated by the project.

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Since 2003, the Village of Shorewood has performed periodic community surveys (2003, 2008, 2013, 2016, and most recently in 2019). The survey is completed once every three years to coincide with the same time span as a Village Trustee or majority of the committee appointment terms to allow all Village officials to assess new data once during their elected or appointed term.

The purpose of the community survey is to gather information and allow the community to provide input on certain municipal issues and benchmark service delivery. This data is used to frame the discussion for future decision-making processes related to policies, budget and other civic matters. Click [here](#) for the 2019 Community Survey Results. Of the 28 questions asked in the 2019 survey, the following may be considered more relevant to the upcoming survey and planning process that will occur to provide the foundation for which this next phase will be built on:

- *Reputation*
- *Affordability*
- *Variety of Housing Options*
- *Quality of Businesses*
- *Opportunities to Participate in Community Matters*
- *Ease of Walking and Biking*
- *Traffic Flow on Major Streets*
- *Schools*
- *Senior-Friendly*
- *Availability of Parking*
- *Housing Maintenance*
- *Traffic Issues*
- *Road Conditions*
- *Business Façade Improvements*
- *Business District Redevelopment*