

**West Side
Neighborhood Revitalization
Strategy Area,
Updated Strategic Plan
2016 - 2021**



University of Wisconsin-Extension, U.S. Department of Agriculture and Wisconsin Counties cooperating. UW-Extension provides equal opportunities in employment and programming including Title IX and ADA.

Executive Summary

Strategic Planning is a collective effort used to produce new learning, thoughts and decisions that support strategic action steps to shape and guide the West Side Neighborhood Revitalization Strategy Area (NRSA). This process helped determine what needs to be done and why it needs to be done. The updated plan identifies key Strategic Issues to address with a cross sector support. Based on neighborhood changes, the West Side NRSA residents and stakeholders have updated the following strategies to build on existing assets and increase impact with targeted investment of resources.

The strategic planning process used with residents/stakeholders of the West Side NRSA was based on an approach developed by the University of Wisconsin-Extension Strategic Planning Team. The process involved these specific steps:

- Pre-plan and stakeholder data gathering
- Project launch in cooperation with core project leadership team
- Surveys, key informant interviews and stakeholder data analysis
- Identify and prioritizing objectives
- Development of action plan strategies and agenda for plan
- Review and adopt the strategic plan

The results of this process include an action plan with strategies adopted by stakeholders to address the following West Side NRSA goals for public services and neighborhood safety improvements, residential housing rehabilitation and economic development.

Participants of the West Side NRSA Strategic Planning Process

Tower Hill Neighborhood Association, Residents of Park Place Mobile Home Court, Waukesha Memorial Hospital, Salvation Army, Blair Elementary School, City of Waukesha Police Department, District 2 Alderman Eric Payne, Leather Restoration, Skyhigh Marketing, OneMain Financial, Buttercream Bakery, Pizza Hut, Educators Credit Union, Sunrise Liquors, Resource Resale, Café De Arts

Strategic Planning Process Facilitated by Steve Chmielewski, UW-Extension

West Side Neighborhood Revitalization Strategy Area, Updated Strategic Plan 2016-2021

Table of Contents	Page
Background.....	3
West Side NRSA Geographic Area.....	6
Neighborhood Profile	7
Community Outreach/Stakeholder Input.....	18
Strategies and Objectives.....	26
Public Services & Neighborhood Safety Improvements.....	26
Residential Rehabilitation.....	26
Economic Development.....	27
Conclusion.....	28
Appendix A: New Homeowner Survey Responses.....	30
Appendix B: Small Business Survey Responses.....	32
Appendix C: West Side NRSA Online Quality of Life Stakeholder Survey Responses.....	35

West Side Neighborhood Revitalization Strategy Area

Background

A Neighborhood Revitalization Strategy Area (NRSA) is a contiguous, primarily residential area with a high percentage of low-moderate income households (at least 51%). To obtain and reconfirm this title with the U.S. Department of Housing and Urban Development, a current strategic plan must also be in place that examines the changing neighborhood needs, updates strategies/priorities and adjusts boundaries if necessary. The NRSA criteria gives flexibility to promote innovative programs in distressed communities, and allows for more intensive level of services in targeted areas to stimulate revitalization and provide a foundation for economic opportunities with neighborhood residents.

Having the NRSA certification allows for the designation of approximately 10% of the annual Community Development Block Grant (CDBG) dollars awarded in Waukesha County to focus on public investment in the NRSA's for the following results:

1. Community commitment for building a stronger neighborhood
2. Increased public and private investment
3. Neighborhood participation to ensure economic benefits are reinvested
4. Stronger networks are developed between local government, agencies, businesses and neighborhood groups
5. Foster growth of resident-based initiatives to address housing, economic and service needs

Every five years, the NRSA Strategic Plan needs to be updated to reflect changes. This addresses the focus for changes needed to increase the impact of public and private investment in the neighborhood. The planning process included participation from area residents, elected officials, businesses, community organizations, schools and the faith community.

Outcomes of the NRSA program can benefit existing residents by maintaining lower crime rates and increasing access to local services. To support lower income upward mobility, services are needed to improve employment outcomes.

To promote social and economic growth, this plan will focused on strategies for community improvements that address vacancy and blight, retail/business development and increasing human capital (resident retraining and promoting neighborhood-based entrepreneurship).

As the Waukesha County Community Development Block Grant Board considers future grant applications for the Neighborhood Revitalization Strategy Areas, the following questions can help guide decision making when prioritizing projects for area improvement:

- What actions will the grantee take to increase economic opportunities within the NRSA?
- What actions will support meaningful jobs for unemployed low to moderate-income residents? How does grantee plan to accomplish this objective?

- What does the NRSA really plan to do to help turn the neighborhood around and promote economic opportunity for residents?

West Side Neighborhood Revitalization Strategy Area (NRSA)

The West Side NRSA was first established in 2006 in cooperation with neighbors, Waukesha Memorial Hospital, Blair Elementary School, elected officials and city staff. This was the third NRSA established in the City of Waukesha since 1999. All three NRSA's extend from downtown Waukesha with adjacent neighborhoods.

This updated West Side NRSA Strategic Plan will serve as a tool to support community development programs that maximize HUD investment and engage the community in the neighborhood improvement process. In addition, this plan provides community direction to support and sustain neighborhood revitalization efforts.

Residents and stakeholders served as the planning team to help guide the updated West Side NRSA Five-Year Strategic Plan process. Priority issues and neighborhood aspirations were identified, neighborhood level data was collected, analyzed, and public input was welcomed. Using all of this information, the planning team developed goals and objectives, a process for measuring outcomes, and a time line for implementation. Collaborations made with community partner organizations provided support to address the West Side NRSA's updated five-year strategic plan goals and objectives. Updated strategies address the following goals:

1. Increase safety and neighborhood involvement
2. Improve quality of housing
3. Support neighborhood business development
4. Increase private and public investment in the neighborhood.

Additional Plans for this Area

To build on previous efforts and leverage public investment in this area, the West Side NRSA also shares a significant portion of another footprint, the 'Northwest Neighborhoods,' as identified in the *City of Waukesha Central City Master Plan, 2012*. Here the Northwest Neighborhoods boundaries are defined as north of the Fox River to Summit Avenue, west of E North Street and east of Washington Avenue.

For the West Side NRSA and the other Central City Neighborhoods, consider alignment of efforts with the *City of Waukesha Central City Master Plan, 2012* Goal #4 Central City Neighborhoods "Residential Improvement: Assist the revitalization of Central City neighborhoods, especially as a source of stable, family-orientated housing and robust social and economic activity." To address Goal #4, the following objectives were identified:

1. Continue and expand support for Community-Based Organizations: Support programs that increase capacity of neighborhood groups to improve their own neighborhoods
2. Create and continue programs with local institutions that support Central City residents and businesses: mortgage assistance, job training, tuition assistance, incentives for suppliers and vendors to expand

3. Increase visible reinvestments with community organizing, policing and vacant parcel gardening
4. Initiate targeted clusters for mixed-use neighborhood centers
5. Maintain, improve and rehabilitate residential structures; Rehab apartment structures and encourage sustainable construction techniques.
6. In single family areas, limit redevelopment to small parcels
7. Support local home ownership in traditional neighborhoods: work with realtors to market neighborhoods as a desirable place to live, develop marketing materials that describe the positive aspects of each neighborhood
8. Change regulations that limit loans for owner-based improvements
9. Support historic preservation
10. Upgrade and maintain infrastructure
11. Consider alternative funding sources to support neighborhood improvements: Initiate Neighborhood Improvement Districts
12. Consider dispersal of social services

Another opportunity for alignment in the *City of Waukesha Central City Master Plan, 2012*, is with Goal #5: Northwest Neighborhood Revitalization, “Continue Revitalization of central city neighborhoods northwest of downtown.” This supports the NRSA goals for improved quality of current housing, which includes a section of the largest concentration of affordable housing in Waukesha County.

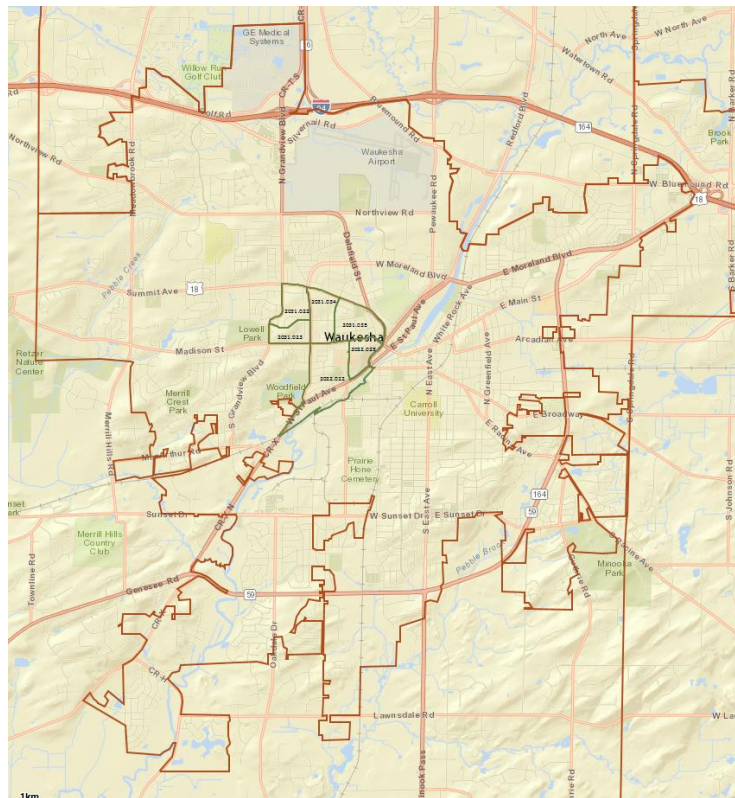
To address Goal #5, the following objectives identified also support core NRSA program goals:

1. Make St. Paul and E North Street the Major entry sequence
2. Improve isolated residential pockets
3. Continue implementation of redevelopment district plan #8
4. Continue coordination of with Waukesha Memorial Hospital to lessen impact on surrounding neighborhood.
5. Create a sub-area plan for the Waukesha Memorial Area and Dopp Park to address neighborhood concerns and opportunities in the neighborhood
6. Initiate traffic calming
7. Further discussion of city hall options

West Side NRSA Geographic Area

The West Side NRSA is located in the City of Waukesha, approximately 3 miles south from I-94 at the Highway F exit, and, adjacent to the downtown business district. The boundaries are delineated by Hwy F south alongside the Fox River (one of the main arteries of the city) and continues on to E North St. At the intersection of E North and Madison Street (another arterial road to downtown Waukesha) the eastern edge of the West Side NRSA (Map 1). From here, the West Side NRSA's north boundary is Summit Avenue heading west to S Grandview Boulevard. Follow S Grandview Boulevard south to Madison Street, East to Moreland Boulevard, then south again (to define the western boarder) to St. Paul Avenue, and connecting back with E North Avenue with six census block groups (Map 2).

Map 1: City of Waukesha with West Side NRSA Census Blocks in Green



Primary local landmarks include Horeb Springs Park and Dopp Park. Primary institutions include Blair Elementary School, Butler Middle School, Waukesha Memorial Hospital and the Salvation Army.

The majority of commercial space is on E North Street and Summit Avenue. A review of Standard Industrial Classification (SIC) codes also show numerous home-based business listed within this area.

The West Side NRSA is adjacent to the City of Waukesha's downtown and central city neighborhoods. The map of Waukesha shows the NRSAs relation to downtown, on the west side of the Fox River (Map 1).

Neighborhood Profile

Household Income

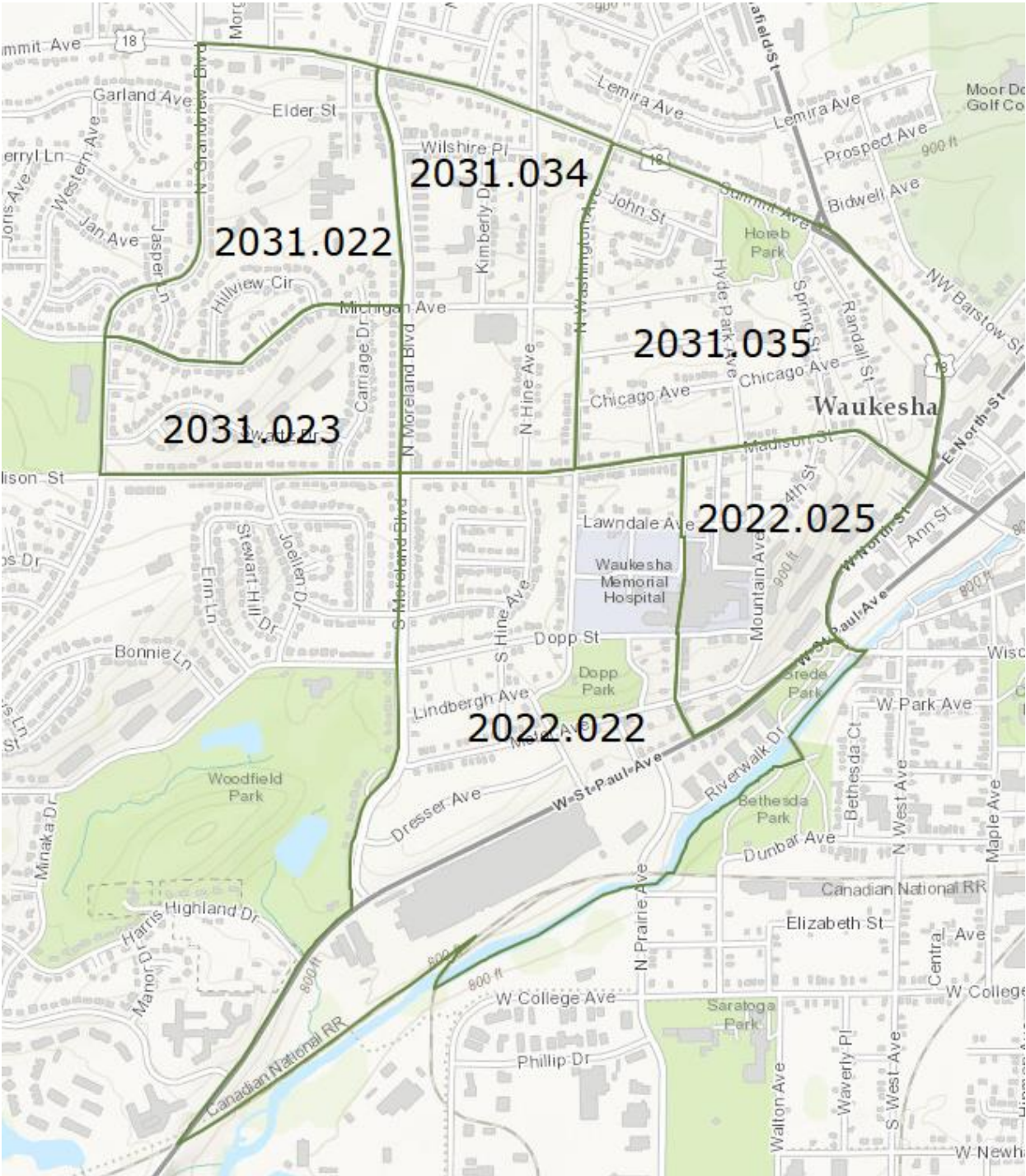
Over 51 percent of the West Side NRSA's households are low to moderate income. This means that more than half of the West Side NRSA's family or household incomes are less than 80 percent of Waukesha County's median income, an eligibility guideline established by the United States Department of Housing and Urban Development (Table 1). This neighborhood is primarily residential, and the area's Census Block Groups median household income range is from 43 to 71 percent of Waukesha County's area median household (Map 2).

Table 1: West Side NRSA Household Income by Census Block Group

Census Block Group	Median Household Income, 2012	Median Household Income, 2016	Total Households, 2016	Total Population, 2016	Percent of Waukesha County's Median Household Income, 2016
2022.022	\$42,910	\$41,577	521	1,214	53
2022.025	\$37,407	\$33,474	519	930	43
2031.022	\$28,970	\$39,170	317	713	50
2031.023	\$43,724	\$40,188	254	596	51.69
2031.034	\$33,549	\$33,726	504	1,083	43
2031.035	\$51,874	\$55,528	393	952	71
WS NRSA Total		\$39,822	2508	5488	51.21
Waukesha County		\$77,748	157,502	398,534	100

Source: ESRI Community Profile, 2016 & ESRI Estimates, 2012

Map 2: Census Block Groups within West Side NRSA



Population

The West Side NRSA is projected to experience slight growth between 2016 and 2021. The growth rate in the neighborhood is slower than the City, County, and State growth rate (Table 2 and 3). The Southeastern Wisconsin Regional Planning Commission projects that future growth in Waukesha County will be driven more by in-migration and less by natural increase over the next 35 years. The housing stock and housing costs in the West Side NRSA have the potential to attract young families.

Table 2: Population Growth of West Side NRSA and City

	West Side NRSA			City of Waukesha		
	2010	2016	2021	2010	2016	2021
Resident population	5,490	5,301	5,333	70,718	72,205	73,589
Percent change		-3.4	.06		2.1	1.9

Source: U.S. Census Bureau, Census 2010 Summary File; ESRI Community Profile, 2016

Table 3: Population Growth of County and State

	Waukesha County			Wisconsin		
	2010	2016	2021	2010	2016	2021
Resident population	389,891	398,534	406,620	5,686,986	5,795,428	5,898,306
Percent change		2.2	2.0		1.9	1.8

Source: U.S. Census Bureau, Census 2010 Summary File; ESRI Community Profile, 2016

The West Side NRSA has a younger median age than the City, County, and State (Table 4). This NRSA also has a smaller percentage of residents who are of age 65 and over when compared to the City, County, and State. The percentage of the population that is under 18 years of age and older is similar to the City, State, and County. Between 2016 and 2021 the NRSA will see a slight increase in median age and a slight increase in percent of the population of age 65 and over.

Table 4: Age Composition

	West Side NRSA			City of Waukesha			Waukesha County			Wisconsin		
	2010	2016	2021	2010	2016	2021	2010	2016	2021	2010	2016	2021
Percent younger than 18 years of age	24.7	22.3	21.9	23.7	22.6	22.1	24.1	22.3	21.0	23.6	22.2	21.6
Percent 18 years of age and older	75.3	77.7	78.1	76.3	77.4	77.9	75.9	77.7	79.0	76.4	77.8	78.4
Percent 65 years of age and older	9.2	10.5	11.6	10.6	13.2	14.9	14.3	16.9	20.0	23.7	15.6	18.0
Median age	32.5	34.1	34.8	34.3	35.9	36.6	42	43.1	44.2	38.5	39.3	40.1

Source: U.S. Census Bureau, Census 2010 Summary File; ESRI Community Profile, 2016

The West Side NRSA has a higher percentage of Hispanic residents when compared to the City, County and State (Table 5). The percentage of Black residents in the neighborhood is also higher than the City and County. Over the next five years, the percentage of the population that is White will continue to decline in the neighborhood, City, County, and State while minority populations will continue to increase.

Table 5: 2016 Population Age 25+ by Educational Attainment

	West Side NRSA			City of Waukesha			Waukesha County			Wisconsin		
	2010	2016	2021	2010	2016	2021	2010	2016	2021	2010	2016	2021
Percent White alone	87.5	85.1	83.1	88.1	86.2	84.2	93.3	91.8	90.3	86.2	84.8	83.5
Percent Black alone	2.8	3.4	3.9	2.3	2.6	3.0	1.3	1.5	1.7	6.3	6.5	6.6
Percent Asian alone	2.1	2.7	3.2	3.5	4.0	4.8	2.7	3.4	4.2	2.3	2.8	3.2
Percent Native American	0.6	0.6	0.6	0.3	0.4	0.4	0.3	0.3	0.3	1.0	1.0	1.1
Percent Hispanic	16.9	19.9	22.6	12.1	13.8	15.6	4.1	4.9	5.7	5.9	6.8	7.8

Source: ESRI Community Profile

The West Side NRSA has a slightly higher percentage of the population that is 25 years and older with a high school degree than the City and State. It has a much lower percentage of the population with Bachelor and Graduate degrees when compared to the City, County, and State.

Table 6: Educational Obtainment

	West Side NRSA	City of Waukesha	Waukesha county	Wisconsin
At least a high school degree	94.2	93.9	96.2	91.8
Associate degree	13.1	10.9	9.8	10.6
Bachelor's degree	17.0	24.9	28.9	19.3
Graduate/Professional degree	3.6	10.1	14.0	9.7

Source: ESRI Community Profile

Housing

Throughout the West Side NRSA, housing styles and choices vary with a mix of older and more recent developments to the south along Motor Avenue. Older traditional single family and duplex homes exist around the hospital, while larger multi-family developments are located towards the south along E North Street. The northern end contains a mobile trailer park on Summit Avenue with 94 housing units. In addition, assisted housing with Cornerstone Apartments is located here. Major housing challenges include a decreased amount of owner occupied homes, exterior maintenance, quality and code compliance.

The West Side NRSA has a slightly higher rate of vacant housing units than the City of Waukesha or Waukesha County (Table 7). The West Side NRSA also has a much smaller percentage of owner occupied housing that is nearly two thirds of the City's and half of the County's (Table 7). Rental prices for the West Side NRSA were analyzed on December 6, 2016. Of 31 apartments for rent identified on Craigslist, all at least 2 bedrooms (except two 3 bedrooms - listed at \$895 and \$930), the rent range was from \$715 to \$1150, with a median rental price \$1030.

Table 7: Housing Comparison

Indicator	WS NRSA		City of Waukesha		Waukesha County		Wisconsin	
	2016	2021	2016	2021	2016	2021	2016	2021
Number of housing units	2,575	2,605	30,758	31,580	165,551	169,922	2,695,826	2,756,297
Percent of vacant housing units	8.1	8.6	5.3	5.6	4.9	5	13.5	13.7
Percent of owner occupied housing units	34.1	34	55	54.8	71.7	71.5	57.3	57.1
Percent of renter occupies housing units	57.8	57.4	39.2	39.6	23.5	23.5	29.2	29.2

Source: ESRI Community Profile, 2016

The average household size in the West Side NRSA is less than the City, County and State (Table 8). The West Side NRSA also has a higher percentage of households with one person and a lower percentage of households with children when compared to the City, County, and State (Table 9).

Table 8: Total Households and Size

	West Side NRSA		City of Waukesha		Waukesha County		Wisconsin	
	2016	2021	2016	2021	2016	2021	2016	2021
Households	2,366	2,382	29,133	29,824	157,502	161,467	2,333,049	2,380,004
Average Household Size	2.21	2.21	2.38	2.37	2.5	2.48	2.42	2.42

Source: ESRI Community Profile, 2016

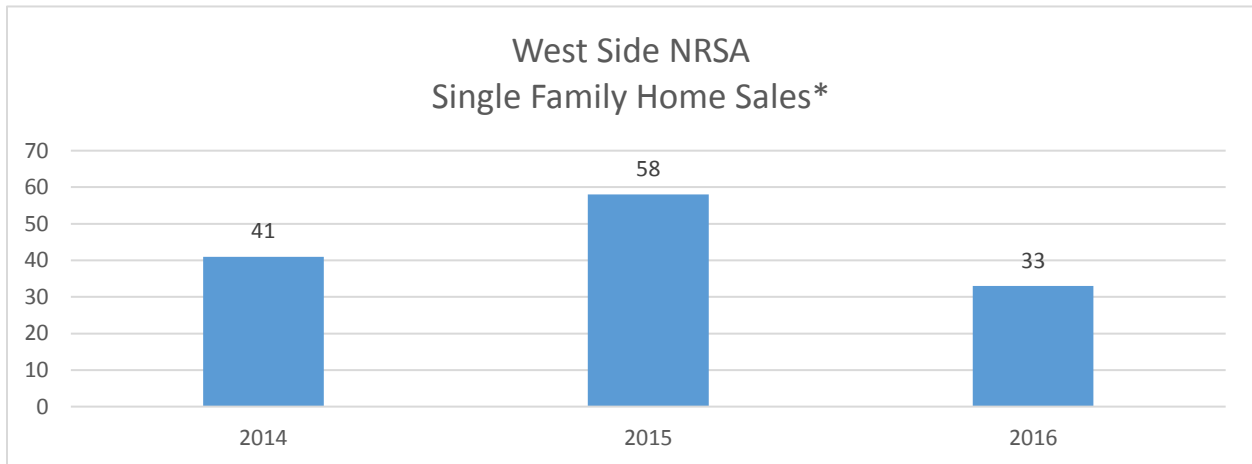
Table 9: Household Types, 2010

	West Side NRSA	City of Waukesha	Waukesha County	Wisconsin
1 Person	39.6%	30.3%	23.8%	28.2%
2+ People	60.4%	69.7%	76.2%	71.8%
All Households with Children	27.9%	32.1%	32.4%	30.6%

Source: ESRI Community Profile, 2016

In the West Side NRSA, single-family residential sales data was analyzed for the houses sold from January 2014 through July, 2016. The three data sets analyzed include number of houses sold, sale price and year built. Residential sales from 2014 to 2015 had a 41% increase, and 2016’s first and second quarters were more than half of 2015’s total (Chart 1).

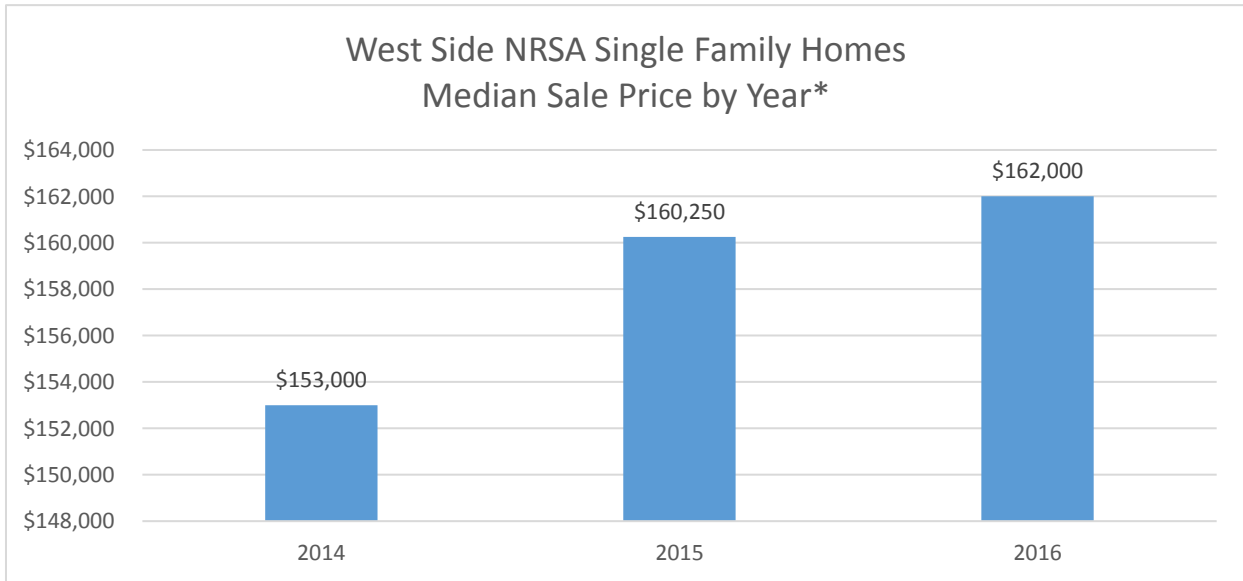
Chart 1: Residential Sales in West Side NRSA January, 2014- July, 2016



Source: City of Waukesha, *2016 Residential Sales Data only January-July

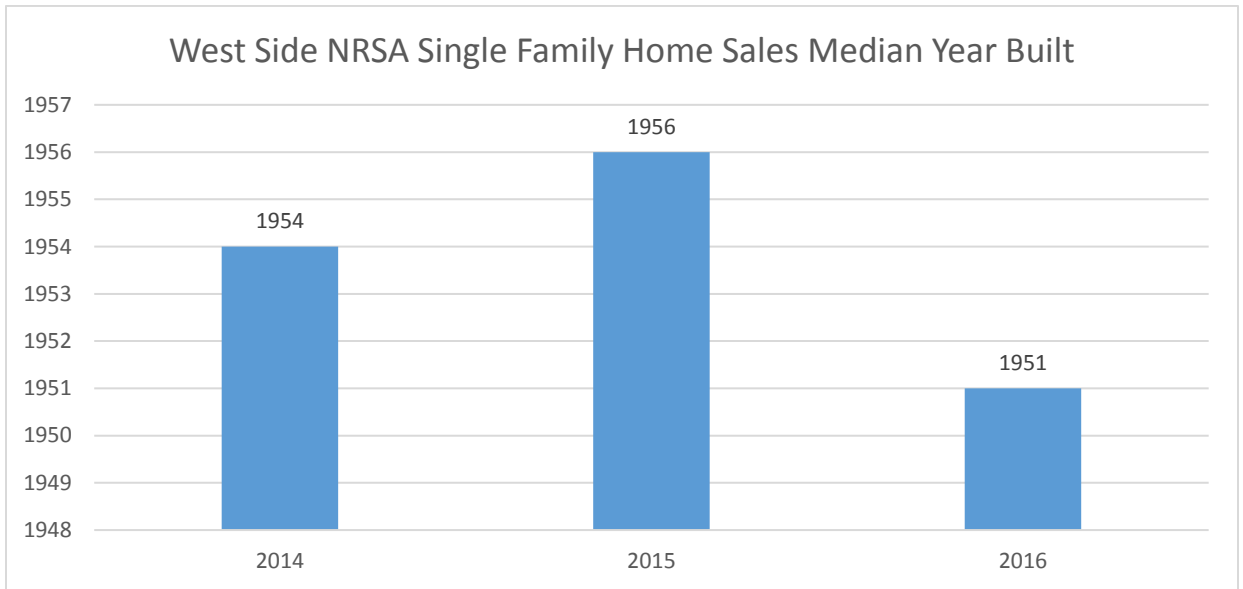
The West Side NRSA single family housing median sale price was the highest between January, 2014 and July of 2016 at \$162,000 (Chart 2). For the month of July alone, in 2016, the median sale price was \$179,000. This was 66% of the Waukesha County’s median sale price in July, 2016 (\$273,000), according to the Wisconsin Realtors’ Association.

Chart 2: Median Sale Price of Single Family Homes in West Side NRSA



Source: City Waukesha, *2016 Residential Sales Data only January-July

Chart 3: Median Year Built of Single Family Homes Sold in West Side NRSA



Source: City Waukesha, *2016 Residential Sales Data only January-July

Traffic

Major traffic flows on the arterial streets on the edge of the NRSA (St. Paul Avenue, S Grandview Boulevard, and Summit Avenue). Moreland Avenue is the busiest traveled arterial street from north to south in the neighborhood and Madison Street is the busiest traveled east to west arterial street in the neighborhood (Map 3).

Map 3: Average Daily Traffic Volume



Source: ESRI Traffic Count

Crime and Public Safety

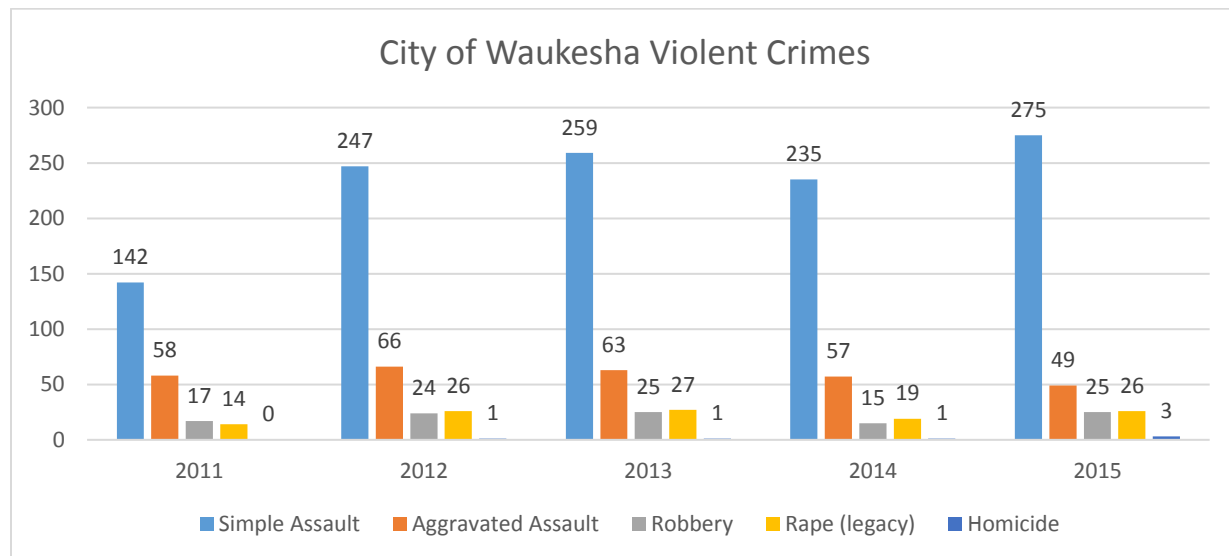
At the time of this report, recent datasets specific to the NRSA were not yet available, so citywide data was used. Over 40 percent of violent crime in Waukesha County occurred in the City of Waukesha in 2011 and 2012. Overall, violent crime in the City of Waukesha is lower than peer cities in the Milwaukee Metropolitan area, although there was one homicide per year from 2012-2013, and then 3 in 2015.

Table 10: Number of Violent Offenses and Percent Change, 2011-2012

Indicator	City of Waukesha			Waukesha County			Wisconsin		
	2011	2012	% Change	2011	2012	% Change	2011	2012	% Change
Murder	0	1	-	1	4	300	139	166	19.4
Rape	15	26	73	30	38	27	1,182	1,2224	3.6
Robbery	17	24	41	38	48	26	4,606	4,607	0
Aggravated Assault	58	66	14	150	164	9	8,428	9,972	18.3
Total of Violent Crime	90	117	30	219	254	16	14,355	15,969	11.2

Source: Wisconsin Department of Justice

Chart 4: Violent Crimes in the City of Waukesha, 2011-2015



Source: Wisconsin Department of Justice

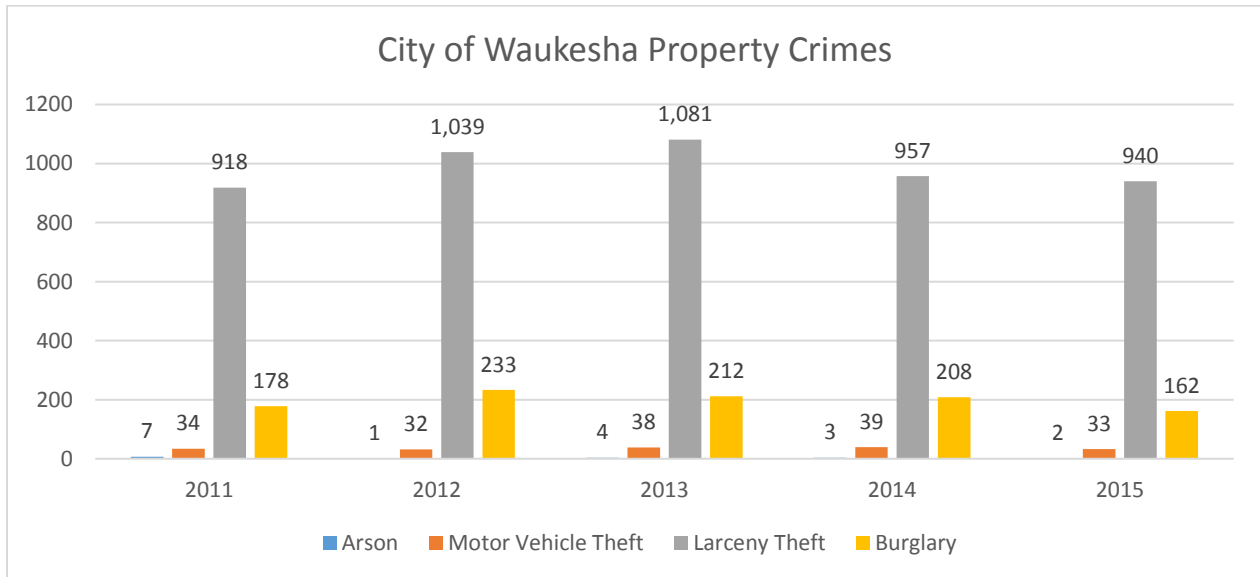
In 2011 and 2012, over 23 percent of Waukesha County’s total property crimes occurred in the City of Waukesha (Table 11). In the City of Waukesha, the largest incidences of property offenses were related to theft and burglary in the City of Waukesha (Chart 5).

Table 11: Number of Property Offenses and Percent Change, 2011-2012

Indicator	City of Waukesha			Waukesha County			Wisconsin		
	2011	2012	% Change	2011	2012	% Change	2011	2012	% Change
Burglary	178	233	31	642	746	16	26,838	27,514	2.5
Theft	918	1,039	13	4,114	4,154	1	103,114	102,713	0
MV Theft	34	32	-6	140	115	-18	8,252	8,150	-1.2
Arson	7	1	-86	13	2	-85	697	725	4
Total Property Crime	1,137	1,305	-1	4,909	5,017	2	138,901	139,102	.1

Source: Wisconsin Department of Justice

Chart 5: Property Crimes in City of Waukesha, 2011-2015



Source: Wisconsin Department of Justice

Economic Development Services

The current availability to economic development services in the area with the City of Waukesha includes a partnership with the Waukesha County Center for Growth Inc. The Waukesha County Center for Growth, Inc. also has a partnership with the University of Wisconsin-Extension Small Business Development Center to provide technical assistance to small businesses. Organizations ready to assist with economic development efforts include: Waukesha County Center for Growth, Inc., Waukesha County Business Alliance, City of Waukesha Chamber of Commerce, Waukesha County Technical College and the Small Business Center. Available skills and services are minimal in connecting with small businesses. According to recent Business Retention and Expansion survey visits, beyond industry and business networks, small businesses are not aware and/or taking advantage of the regional and state resources for business development.

Visionary projects unable to take root due provide incentives to purchase, rehab and convert rental units back to single family to address homeownership gap. There are also multiple factors or barriers that have affected minority households and contributed to the homeownership gaps. These include:

- Lack of capital for a down payment and closing costs
- Lack of access to credit and/or poor credit history
- Lack of understanding and information about the home buying process
- Language difficulties and cultural differences leading to misperceptions of the mortgage finance system
- Regulatory burdens imposed on the production of housing that drive up costs and continued housing discrimination

As programs economic development programs are implemented in the neighborhood, some challenges anticipated include the lack of or hesitation for private investment, community opposition to development activities and capacity of local community groups/organizations.

Community Outreach/Stakeholder Input

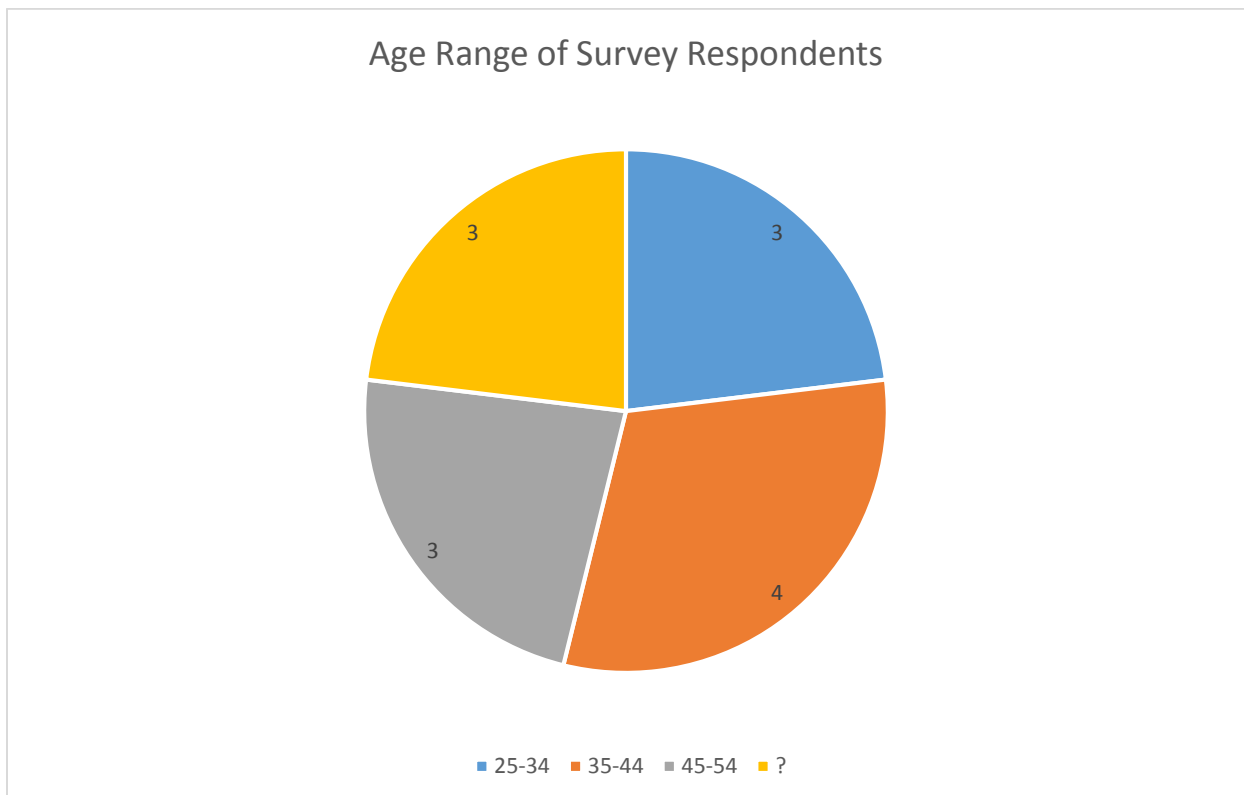
Stakeholder input was gathered through a variety of methods. The Tower Hill neighborhood group provided counsel and leadership to obtain community involvement and helped to host a community listening session, design survey questions and develop strategies to engage other stakeholders. One survey focused on newer homebuyers, the second was for all stakeholders, and the third was for small businesses. In addition, key informant interviews were conducted with organizations and resident leaders. The Tower Hill neighborhood group also reviewed the findings from the surveys and assisted in strategy development.

New Neighborhood Homeowners Survey:

102 surveys were mailed out to addresses that had purchased a single family house in the West Side NRSA between January 1, 2014 and June 30, 2016. Of the 13 responses returned on a one-time mailer, eight identified they were first time homebuyers. The majority of survey responses showed West Side NRSA homebuyers were from Milwaukee and Waukesha County.

Of the responders, 8 were married, 5 of the households had kids and 1 household identified as having 2 or more races while the rest identified as white. Respondents that identified their age range showed a balance in representation of the workforce years (Chart 6). Three respondents did not identify their age range. In addition, three of the six Census Block Groups were represented with the survey. The other three Census Block Groups were represented by key informant interviews.

Chart 6: Age Range of West Side NRSA Newer Homeowner Survey Participants



The top three reasons why families purchased their current home were price, location and size. The top three reasons for choosing this location/neighborhood include low crime (8), housing costs (6) and walkability (6).

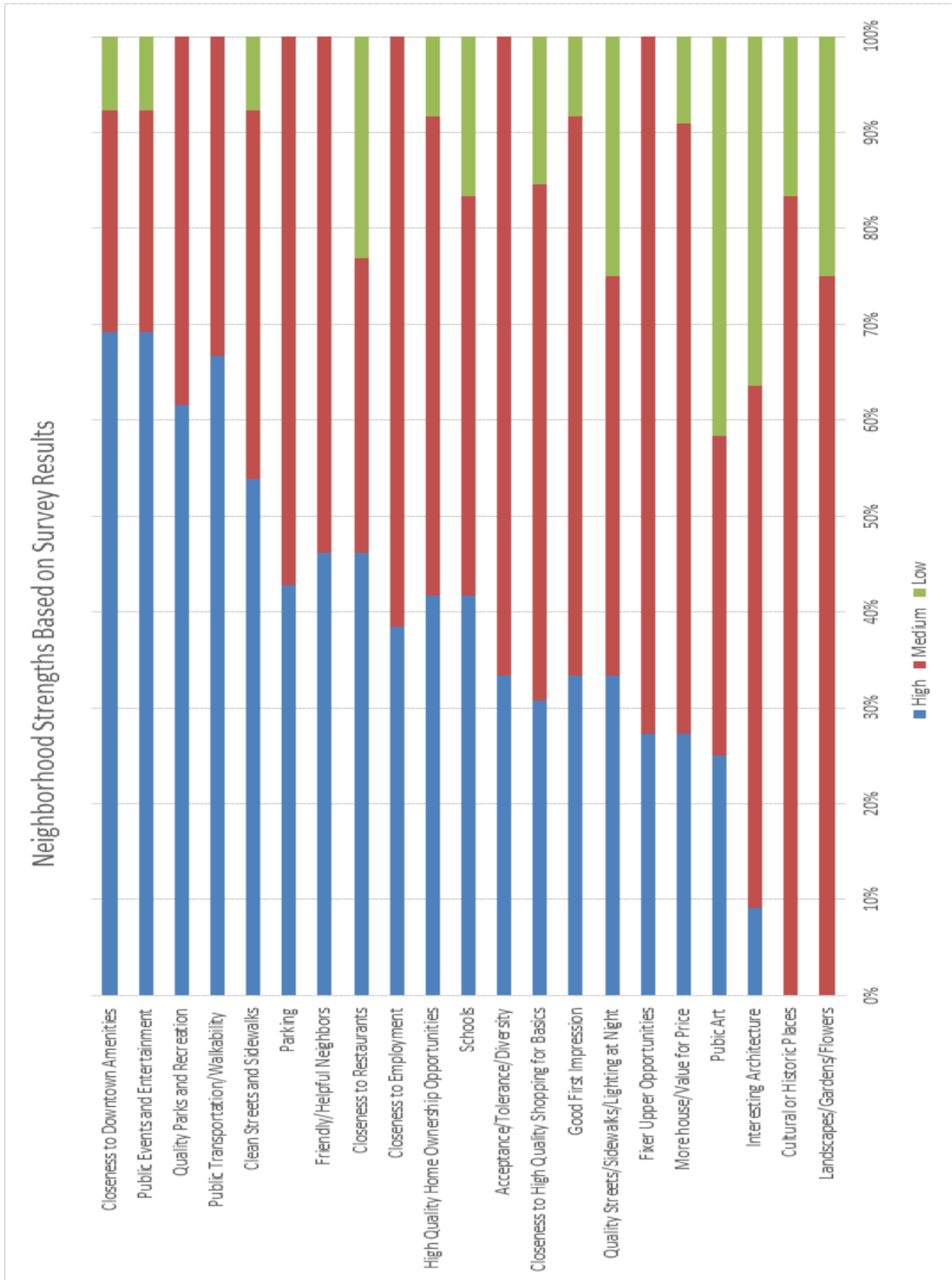
When asked what neighbors liked most about the neighborhood, responses were that the area feels safe (6), has friendly neighbors (5), is quiet (3), and, is walkable (3) with proximity to amenities such as downtown, parks and schools. Exterior home maintenance is also appreciated; neighbors notice a sense of pride in appearance and would like to build on that strength with other owners.

When asked what neighbors would like to see added to the neighborhood, the greatest response was having more streetlights (5) so residential areas are better lit (taking a proactive approach to help show community is safe and united). To increase walkability, more highly visible, safe crosswalks on busier streets was also identified. Finally, increasing the rate of homeownership and exterior maintenance/lawn care.

The highest ranked the strength of neighborhood amenities of the West Side NRSA on a low/medium/high scale was: close to downtown, public events and entertainment, transportation/walkability, quality parks and recreation, clean streets and sidewalks, close to restaurants and friendly (Chart 7).

What we learned from this mail survey is that it is difficult to engage residents, especially the millennial population of ages 20 to 39, in completing surveys. Future efforts to analyze new homebuyers in the neighborhood may produce enhanced results by conducting key informant interviews or focus groups.

Chart 7: Strength of Neighborhood Characteristics



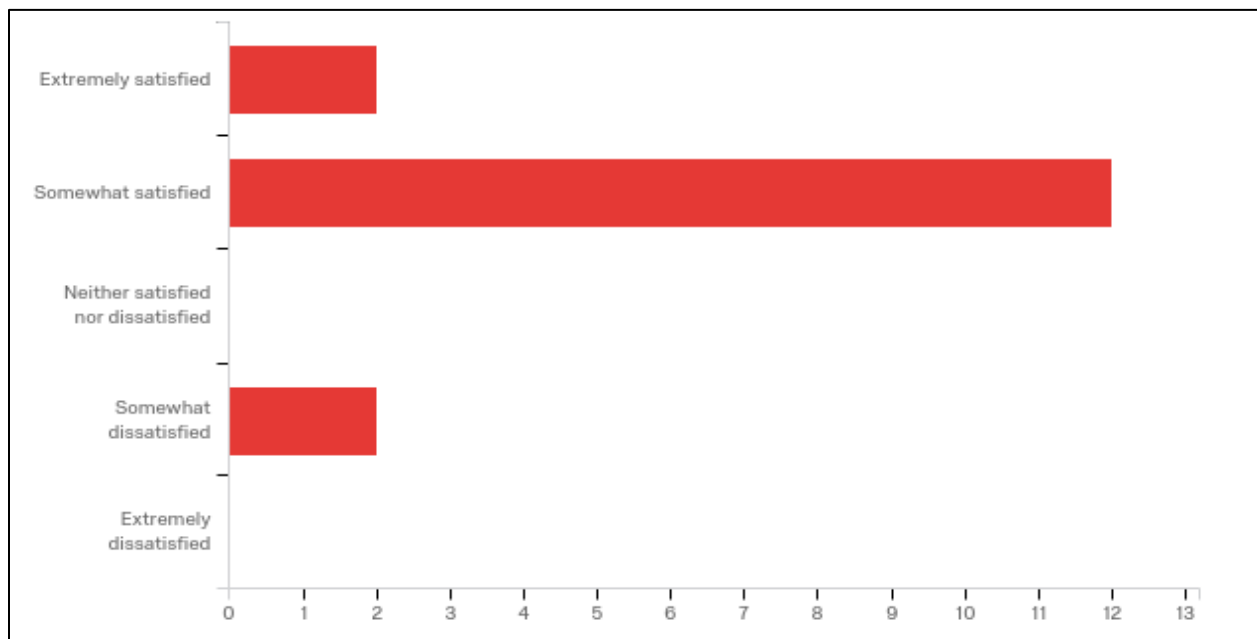
West Side NRSA Online Quality of Life Stakeholder Survey

To obtain additional stakeholder input, a quality of life survey was developed and shared electronically with contacts in the West Side NRSA. The purpose of the survey was to help develop some baseline data, identify gaps and to help inform strategy development to support economic development of the area. The survey gathered the following responses from 16 participants on neighborhood satisfaction, investment, characteristics, safety and attributes.

When asked how satisfied they were with public investment in the neighborhood, 75% said somewhat satisfied and 12.5% were extremely satisfied. Comments about public investment included:

- increase focus on neighborhood walkability
- continue street maintenance/repair
- need for overnight and additional parking spaces on Ann and Fuller Street in some areas and traffic calming measures on Washington Avenue and Madison Street

Chart 8: Satisfaction Level of Public Investment in West Side NRSA

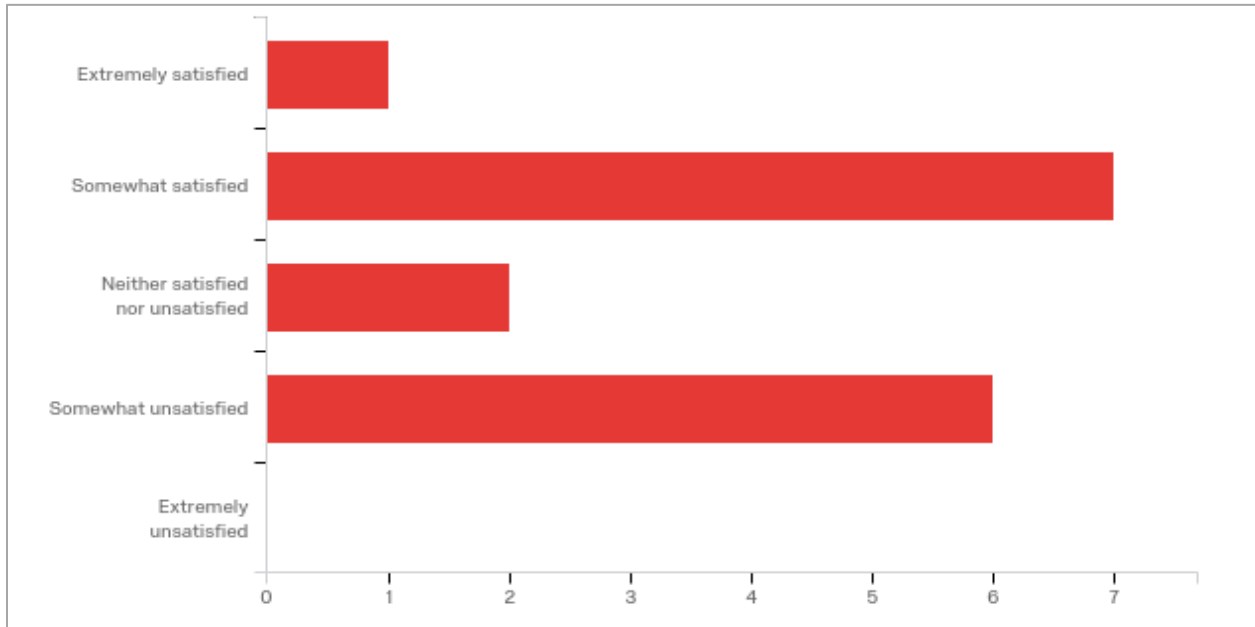


When asked how satisfied participants were with private investment in the neighborhood, 44% were somewhat satisfied, while 38% were somewhat unsatisfied. Comments about public investment highlighted the following:

1. North side of E North Street continues to be underutilized. Vacant strip mall on Delafield in need of redevelopment; Ogden Mill Reserve development unfinished; boarded up building between North and Fuller
2. Neighbors would like to see a grocery store in the downtown area

- Support housing initiative to see more investment in curb appeal of homes. Expand on effort of small group already making these improvements.

Chart 9: Satisfaction Level of Private Investment in West Side NRSA



When asked how satisfied participants were with neighborhood characteristics, the following characteristics were identified as somewhat or extremely satisfied:

- Health Services (82%)
- Housing quality (69%)
- Safety and Security (63%)
- Good conditions for children (56%)
- Proximity to workplace (56%)
- Recreational services (56%)

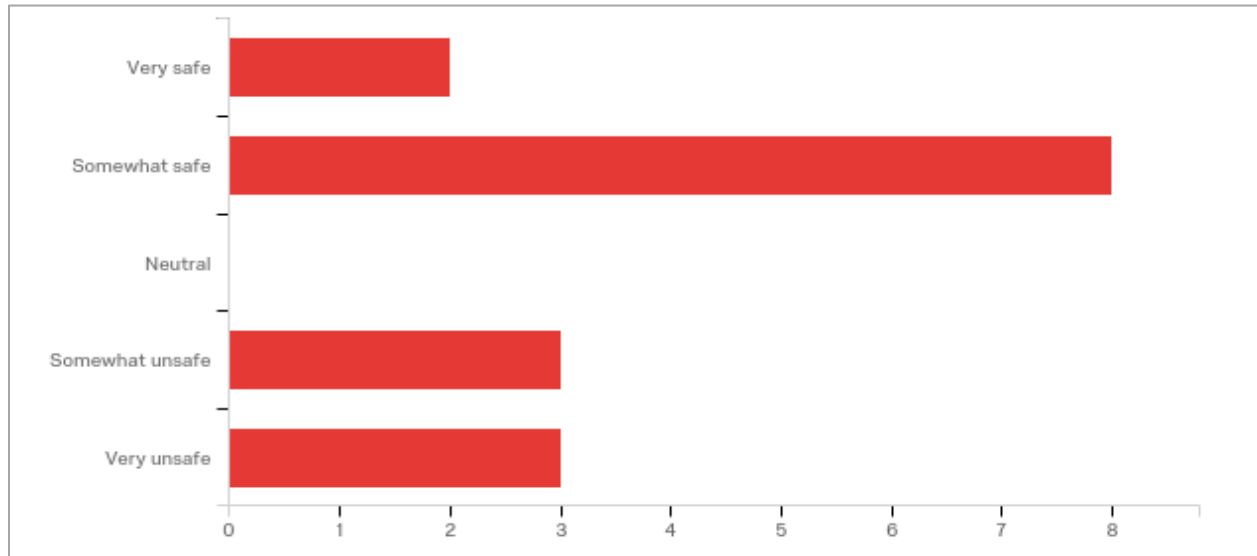
Comments shared about aspirations for neighborhood characteristics included additional moderate/mid-level condos, increased walkability with retail needed (grocery store), and reroute of heavy trucking (pedestrian safety and shaking of buildings) on North Street between Madison Street and St. Paul Avenue.

When asked to share their perception of pedestrian safety, half of the participants responded that pedestrians were somewhat safe and two said very safe. Thirty-eight percent said their perception of pedestrian safety was somewhat to very unsafe (Chart 10). Comments included helped identify the following concerns for the perception of somewhat unsafe and very unsafe responses:

- Lack of cross walk to bus stop from Salvation Army, and effectiveness of cross walk signals

- Cars failing to yield to pedestrians near bus depot and turning from North Street onto Madison Street
- Vehicles speeding on Washington, Madison, Randall and streets around hospital
- Lack of street sign to indicate curve at Madison and 4th Street
- No crosswalks or stop signs on Madison Street between North Street and Washington Avenue

Chart 10: Perception of Pedestrian Safety from potential vehicle injury due to existing crosswalks, signal lights, and traffic calming infrastructure



Participants were asked to share their favorite aspects of their neighborhood. The following themes were identified:

- Continue to improve the number of shopping, eating and drinking places within walking distance
- Closeness to the river, river walk, bike paths and other essentials/conveniences
- Friendly people, quality of homes, historic homes, interactions with City, arterial roads to and from city

When asked what participants would like to see added to the neighborhood, the following responses were shared:

- Additional mid-level condos
- Additional retail shopping (grocery store)
- Improved traffic flow around Blair Elementary School
- Parking on one side of Elder Street and restrictions on S Grandview Boulevard
- More opportunities for neighbors to get to know each other
- Enforcement of speed limit
- Traffic calming, more streetlights, improved street conditions
- Rental property exterior improvements

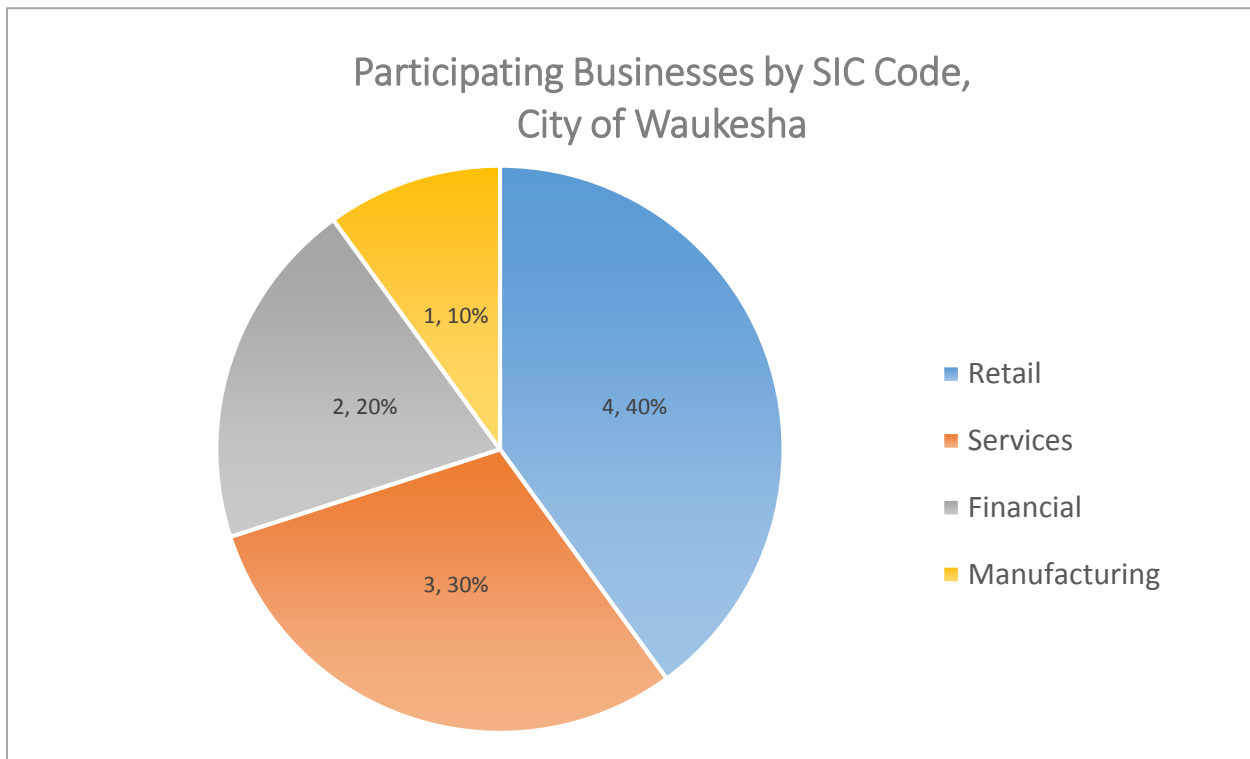
- Unifying features, signs of neighborhood identity

Small Business Retention and Expansion (BRE) Survey Input

In the fall of 2016, ten business survey visits were conducted with the participating businesses mostly located within the West Side NRSA. One visit engaged a growing business across the river in the downtown commercial district NRSA.

Four of the ten participating businesses were retail, and one of the retail businesses was an eating and drinking place, three were services, two were financial and one was manufacturing, a bakery (Figure 2). In the City of Waukesha, services (33 percent) and retail (20 percent) make up over half of all total employees, manufacturing was 19 percent and finance was five percent. The City of Waukesha business sample for the survey visits had between one and 20 full time equivalents (employees).

Chart 11: 2016 City of Waukesha Business Survey Participants



The findings below help demonstrate how small businesses are a powerful economic force to support in low-moderate income communities. These areas especially need strong local businesses for more self-sufficient neighborhoods/communities to thrive. In addition to employing the largest share of workers, small businesses in the area also tend to employ a larger share of local employees. Key collective findings from the participant sample were as follows:

- Median number of full time equivalents was three
- Range of full time equivalents was one to 20

- 68% of employees collectively live within 15-minute drive of work
- 8% of total employees plan to retire in 5 years

In this NRSA sample, seven of the 10 businesses surveyed had started in Waukesha. The median number of years the businesses have been in their current location was five, with a range of between one and 35. The NRSA business owners identified and ranked the top reasons why they plan to keep their businesses at their current location, which are: 1) Access to customers, 2) Quality of life, and 3) Personal/family.

Additional business climate data from the sample showed:

- Three of the eight businesses reported an increase in annual profits in the last year, two of eight stayed the same, and three of eight reported a decrease
- Six of the ten businesses own the building they operate in

The top three business resources identified were individual business networks, the City of Waukesha, and City or Waukesha Chamber of Commerce. When business needs were ranked from highest need to lowest, the results showed labor as greatest need, followed by capital, expertise and management. Energy was next to last lowest need, followed by workforce housing.

From the businesses surveyed, nine out of 10 had previously expanded. Attributes that contribute to success include mergers/acquisitions, outgrowing former location and increased visibility.

When asked what incentives or assistance they have used, 30% have worked with the City of Waukesha and 11% utilized business journals, the City Chamber of Commerce or the Workforce Development Center. This continues to demonstrate opportunity for more small business utilization of regional resources.

When asked about future plans, three of eight said they were planning to expand, four businesses were also planning to hire (a projection of adding 10 full time equivalents positions, and one third were considering selling their business.

To help clarify issues that collective community leadership can address, the BRE survey visits asked participants what opportunities and/or challenges exist in the community. In Waukesha's West Side NRSA, two themes/strategies emerged from the sample group that support improvement for the business community:

- Infrastructure and social capital improvement: Convert North Street to a 2-way street to increase traffic flow to the businesses in the North Bank District; reduce impact of large trucks and speed which shakes older buildings; Improve commercial buildings by making exterior/interior building improvement grant/programs available; Job training: consider programs to promote 'hire a vet;' develop program to maintain safety, security and cleanliness; address community concerns with impact of homelessness Explore the need for higher end housing and research/address concerns about the concentration of low-income housing on Summit Avenue
- Promote community and businesses together to customers and visitors

West Side NRSA Strategies and Objectives, 2016-2021

I. Public Services & Neighborhood Safety Improvements

A. Improve walkability & strengthen pedestrian link to tie downtown, Fox River and Transit Center

1. Improve cross walk and install shelter at bus stop on 3rd Street and Madison Avenue
2. Develop and initiate traffic calming strategies for Madison Street and around hospital, partner with police presence or auxiliary program to include North Street; work with hospital and police to improve employee driving behavior (i.e. speeding and not stopping at stop signs)
3. Address quality of life issues on North Street and work with managers/stakeholders/nuisance ordinance to address obnoxious interactions with residents
4. Upgrade/install street lightings, street pavement, business and neighborhood signage
5. Work with City of Waukesha Department of Park and Recreation to maintain and improve city park, for example Develop and implement plan to install bubbler at pocket park on Madison Street

B. Strengthen neighborhood partnerships

1. Reestablish direct contact with Hospital grounds and facilities to collaborate on efforts that lessen impact on surrounding neighborhood
2. Identify vacant parcels, conduct community visioning charrette for land use in cooperation with property owners and neighbors
 - Consider expansion of urban agriculture program development to improve health and increase property values
 - Strengthen community efforts with builders, lenders and families to expand affordable residential housing program to preserve/build/rehab affordable housing
3. Address concerns with speeding: obtain baseline data, develop and implement traffic calming strategies and measure change in
4. Promote incentives and opportunities for those employed in the NRSAs to consider home purchasing (e.g. first time homebuyers program, down payment assistance, available loan products)
5. Address concerns with code enforcement in partnership with city

II. Residential Rehabilitation

A. Focus exterior residential improvement programs to target high visibility households along entry to downtown and major arterials

B. Develop outreach opportunities to expand support for residential improvement throughout NRSA

- C. Develop programs that build confidence in stakeholders and address low-cost to major home improvement issues to increase home value appeal; strategies include water smart landscaping and energy efficiencies
- D. Develop program support to promote historical character of Madison Street and surrounding homes

III. Economic Development

- A. Increase support for small business technical assistance, expertise and management
 - 1. Evaluate existing programs and strategies to improve current offerings and include common barriers for low-moderate income residents (e.g. credit, transportation and financial literacy)
 - 2. Increase efforts to support minority owned business development
 - a. Ensure local government awards contracts to certain percentage of minority participants
 - b. Offer financing and technical assistance to minority owned businesses to build capacity and diversify business mix
 - 3. Support youth and family entrepreneurship development and mentorship to grow and sustain neighborhood business development
- B. Focus grant/capital support
 - 1. Secure grants for rehabilitation and façade improvement of older buildings throughout the NRSAs
 - 2. Support low-interest loans, revolving loan funds, bonus development rights, regulatory relief, preservation easements and transferable development rights
- C. Partner with brokers and stakeholders to address vacant commercial properties
 - 1. Consider alternative options for city hall locations and redevelopment of vacant commercial properties across the street
 - 2. Conduct retail analysis, determine types of establishments residential market would support
 - 3. Attract businesses that improve resident’s quality of life with increased access to goods and necessities that also contribute to vision of retail mix in that corridor
 - 4. Conduct a formal investment attraction plan for the area to outline attraction strategies
- D. Convert North Street from one-way to two-way, to increase ease of traffic to patronize area businesses
- E. Develop and implement strategy and materials for neighborhood promotion to help market businesses, amenities and the neighborhood

- F. Increase economic empowerment opportunities with jobs/training development and education to improve current and future workforce of residents
 - 1. Provide opportunities for financial literacy and vocational skills development in cooperation with Salvation Army Shelter housing, city and area agencies to develop work opportunities during the day; for example: develop program with city/downtown leaders and agencies to offer weekly workforce training to address area maintenance and cleanliness
 - 2. Provide additional youth educational outreach to improve financial literacy and positive youth development by improving social/emotional/academic and behavioral aspects, set and work on economic goals
 - 3. Develop program to assist marketing of businesses and promote Hire a Vet program with local employers
- E. Promote incentives and opportunities for employees to learn about first time home ownership (e.g. first time homebuyers program, down payment assistance, available loan products) to increase investment and promote the NRSAs

Conclusion

To increase the impact and outcomes in the City of Waukesha's Neighborhood Revitalization Strategy Areas, community leadership is strongly encouraged to focus on the goals and updated strategies/objectives of the NRSAs. Currently the NRSA program has a gap in available non-profit agencies who serve as a certified NRSA grant recipient to provide this type of coordinated effort. The community leadership needed can support efforts to maintain the alignment, commitment and direction of NRSA partners and activities for short and long-term results. This would benefit the three NRSAs to affect the change stakeholders seek to improve housing, support business development and provide workforce training needed to help build low-moderate income resident capacity with new skill development. With collective community leadership in place, the NRSAs will have more opportunity to build on the progress made since the program began, apply the updated objectives and further reflect the following NRSA principles to:

- 1. Develop community commitment for building a stronger neighborhood
- 2. Increase public and private investment
- 3. Seek neighborhood participation to ensure economic benefits are reinvested
- 4. Stronger networks are developed between local government, agencies, businesses and neighborhood groups
- 5. Foster growth of resident-based initiatives to address housing, economic and service needs

References

Waukesha Central City Master Plan, 2012

<https://wilenet.org/html/justice-programs/programs/justice-stats/library/crime-and-arrest/2012-crime-in-wi.pdf>

<https://www.doj.state.wi.us/dles/bjia/ucr-offense-data>

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<http://waukesha-wi.gov/197/Improved-Residential-Sales>

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<https://www.doj.state.wi.us/dles/bjia/ucr-offense-data>

APPENDIX A

FIRST TIME HOMEOWNERS SURVEY

8/13 First time homebuyers

5/13 not first time homeowners (2 Waukesha, Milwaukee, Pewaukee, CO)

Zip codes:

3/13 moved from out of state (PA, CO, OR)

9/13 from (3 Milwaukee, 2 Pewaukee, 3 Waukesha, Nashotah, Muskego)

Top reasons purchased current home:

Price, location and size

Top reasons for choosing this location:

Low crime (8), housing costs (6) and walkability (6)

What like most about neighborhood?

It's quiet and feels safe and friendly

Downtown walking access

It's quiet

The modern homes, neighbors, sense of security

I always feel safe walking around. We love having schools and parks so close by, as well as the pool. The community garden is fantastic.

Schools, access to downtown amenities, friendliness of neighbors.

Some of our immediate neighbors take pride in their homes, and everyone seems friendly.

Proximity to certain areas, quiet, safe

Safe

Sidewalks to everywhere, quiet & tidy

Friendly neighbors and safety of area.

What would you like to see added to the neighborhood?

Better transit to MKE airport

Street lights, it's way too dark

Fire pit distance from home is excessive - 25 feet from 'everything', would like to see this reduced to something more reasonable.

More highly visible, safe crosswalks on busier streets. Maybe a mailbox - we have to walk pretty far to get to the nearest one.

Adult only hours at the Horeb Springs Pool

Neighborhood lighting. Either replace the broken/burnt out street light or have every house have a lamp post out front like newer neighborhoods have. Shows community is even safer & together. Less homes rented out & more homeowners. Rentals don't keep up with maintenance/lawn care.

N/A

More restaurants, bit more streetlights.

Street lights, better-paved roads, reduced train horns by use of railway crossings.

Use public transportation?

100% no

Would use public transportation if available?

4/13 yes

Ranked strength of neighborhood amenities:

High: Close to Downtown (9), Public events and entertainment (9), transportation/walkability (8), Quality parks and Recreation (8), Clean Streets and sidewalks (7) Close to restaurants (6), Friendly (6)

Medium: Landscapes/gardens/flowers (9), Close to employment (8), Acceptance/tolerance/diversity (8), Fixer Upper opportunities (8), House value for price (7), Friendly (7), Close to Shopping (7), Good first impressions (7), Architecture (6), Quality ownership opportunities (6),

Low: Public art (5), Architecture (4), Streets/sidewalks/lighting (3), Landscape (3)

Gender: 6 male, 7 female

Age Range:

25-34 (3), 35-44 (4), 45-54 (3)

Married: 8 married; 5 not married

1 household 2 or more races

Kids: 5 with; 8 w/out

Comments:

I've lived in Waukesha my entire life (born & raised). I'd like to see a push (stronger push) to the upkeep of homes/landscape in the neighborhoods. Never realized the importance of it until I became a homeowner. Some homes next to us don't cut their grass or anything & it makes their home & ours look like hell.

APPENDIX B

WEST SIDE NRSA SMALL BUSINESS RETENTION AND EXPANSION SURVEY

10 visits with Waukesha Small business owners focused on West Side NRSA, across the river from the Downtown. One visit was conducted downtown, across the river from the WS NRSA.

Type of business:

3 Service

2 finance

1 manufacturing-bakery

4 retail (1 eating and drinking place)

Median Years in Business = 7, range 3-104

7/10 started in Waukesha

Median years in Current location = 5; range 1-35

6/10 own the building they operate from

Annual Profits in the Past Year:

- 3 Increased
- 2 Stayed the same
- 3 Decreased

Top 2 reasons that businesses began operating in City of Waukesha

1. Family located here
2. Market opportunity identified here

Reason business began operating in City of Waukesha

4- Family; 4- market opportunity

Top three reasons for keeping business here

1. Access to customers
2. Quality of life
3. Personal/Family

Immediate community needs/concerns for public/private entities to address

- #1 making North Street 2-way; speed of trucks shake building; put one way sign outside driveway; #2 Exterior/interior building improvement grants; #3 programs available to 'hire a vet'

#4 How to increase business efficiencies #5 develop property a little more; what type of land use would city like to see w/ redevelopment' water cost concerns?

- #1 Infrastructure maintains safety and security (e.g. female employees) ; keep area clean - e.g. vomit w/ 100 clients at open house #2 need for higher end housing
- Promotion- marketing of businesses
- More traffic
- More resources for elderly population (e.g. transportation)
- Homelessness- stealing and behavior at Horeb Park
- Concentration of low income housing on Summit Avenue

Employees

FTE= 66 collectively

Median # of employees = 3

Mentoring or training

5/7 done in house

45/66 live within 15 minutes

Retirement:

5/66 retire in 5 years

4/66 retire in 10 years

Top 3 business resources utilized:

- Business network (30%)
- City of Waukesha (30%)
- City Chamber of Commerce (30%)

From this group, 5/8 identified having a planning strategy they used other than their budget

Businesses needs for identified resources ranked as highest:

1. Labor
2. Capital, Expertise and Management (tied for second)

Businesses who said they have a Current Marketing plan = 7/9

9/10 majority of customers are local or from the county

30% identified customers from across the state, 1 served the nation

8/9 identified ways to obtain new customers

Majority 5/9 of strategies to increase customers include marketing; 1/3 had strategic action ideas developed to directly connect with new customers

7/8 previously expanded

3/8 plan to expand in next 3 years

3/8 planned for building improvements (others recently completed)

4/7 planned to hire additional employees in the next year

Plan to hire 10 FTE

3/9 are considering selling the business

APPENDIX C

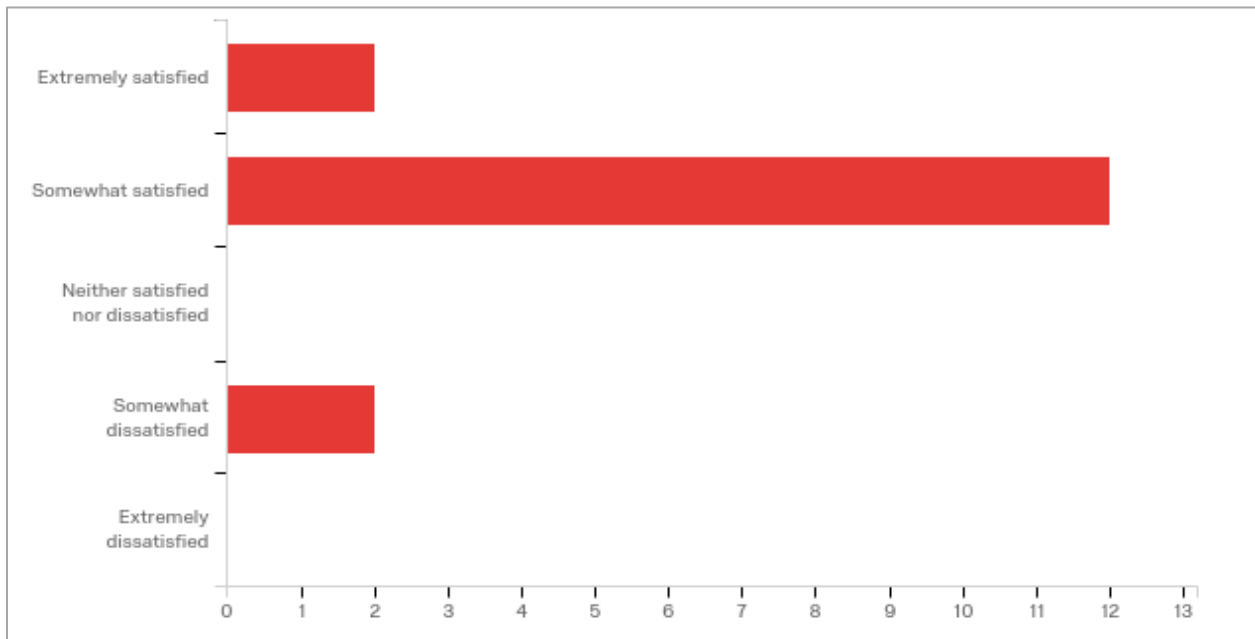
WEST SIDE NRSA ONLINE QUALITY OF LIFE STAKEHOLDER SURVEY

To obtain additional stakeholder input, a quality of life survey was developed and shared electronically with contacts in the West Side NRSA. The purpose of the survey was to help develop some baseline data, identify gaps, and to help inform strategy development to support economic development of the area. The survey gathered the following responses from 16 participants on neighborhood satisfaction, investment, characteristics, safety, and attributes.

When asked how satisfied they were with public investment in the neighborhood, 75% said somewhat satisfied. Comments about public investment included:

- Increase focus on neighborhood walkability,
- Continued street maintenance/repair,
- Need for overnight and additional parking spaces on Ann and Fuller Street in some areas and traffic calming measures on Washington Avenue and Madison Street.

Chart 1: Satisfaction Level of Public Investment in West Side NRSA

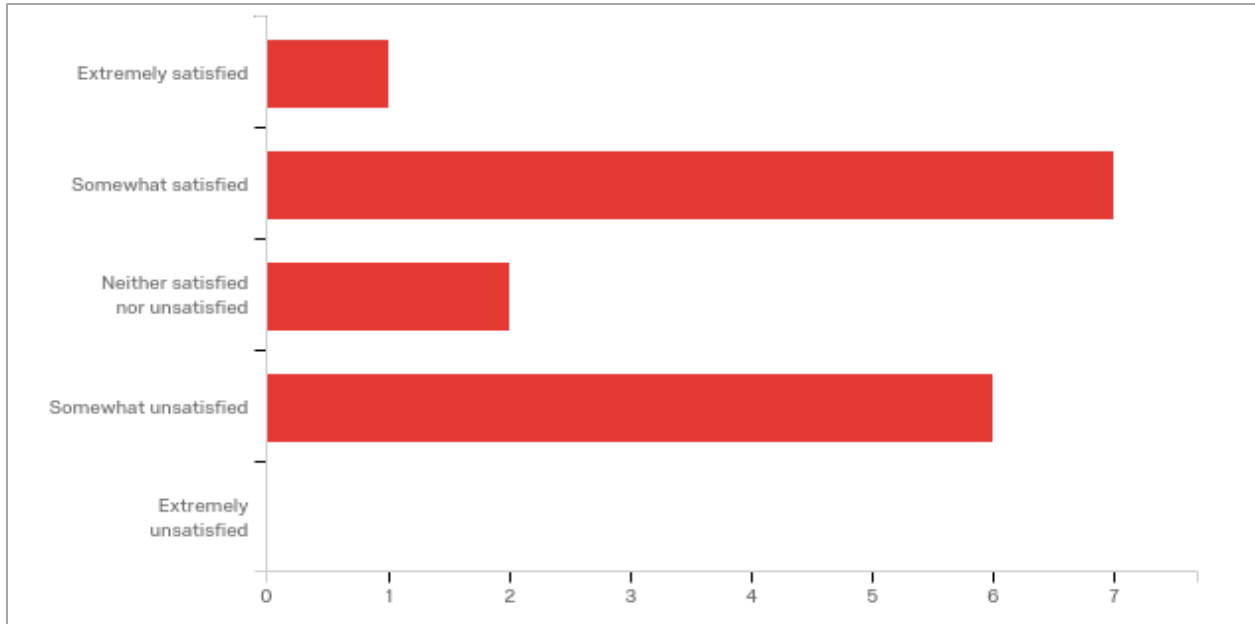


When asked how satisfied participants were with private investment in the neighborhood, 44% were somewhat satisfied, while 38% were somewhat unsatisfied. Comments about public investment highlighted the following:

4. North side of North Street continues to be underutilized. Vacant strip mall on Delafield in need of redevelopment; Ogden Mill Reserve development unfinished; boarded up building between North and Fuller
5. Neighbors would like to see a grocery store in the downtown area

6. Support housing initiative to see more investment in curb appeal of homes. Expand on effort to small group already making these improvements.

Chart 2: Satisfaction Level of Private Investment in West Side NRSA



When asked how satisfied participants were with neighborhood characteristics, the following were somewhat or extremely satisfied:

- Health Services (82%)
- Housing quality (69%)
- Safety and Security (63%)
- Good conditions for children (56%)
- Proximity to workplace (56%)
- Recreational services (56%)

Comments shared about neighborhood characteristics aspired for additional moderate/mid-level condos; increasing walkability with retail needed (grocery store); reroute heavy trucking (pedestrian safety and shaking of buildings) on North Street between Madison Street and St. Paul Avenue

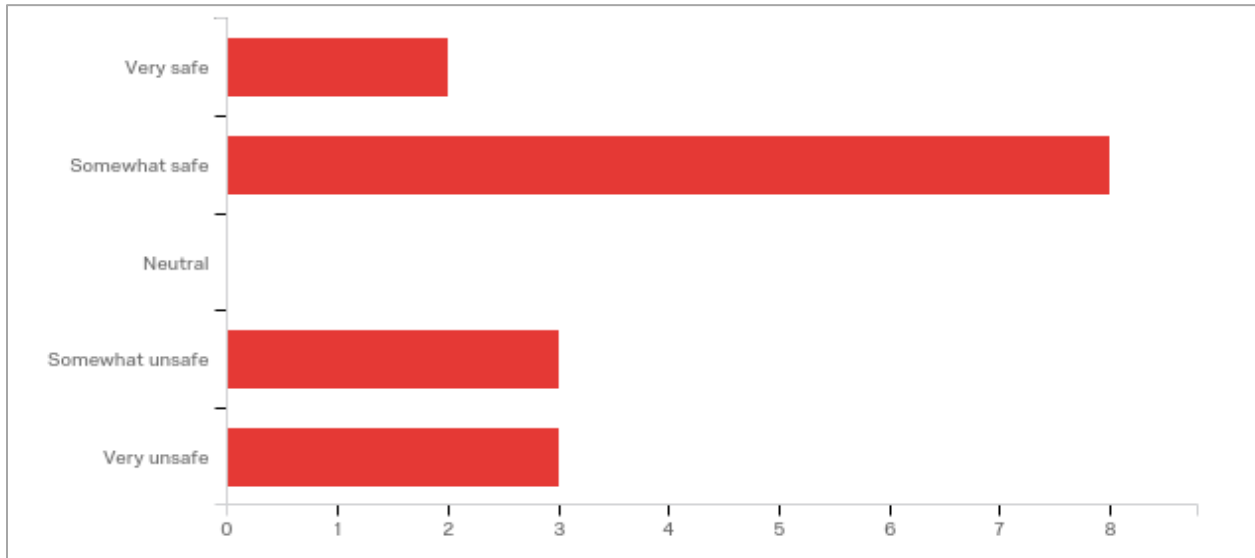
Table 1: Level of satisfaction with neighborhood characteristics

#	Question	Extremely satisfied		Somewhat satisfied		Neither satisfied nor dissatisfied		Somewhat dissatisfied		Extremely dissatisfied		Total
1	Housing quality	12.50%	2	56.25%	9	6.25%	1	25.00%	4	0.00%	0	16
2	Greenery and quietness	6.25%	1	50.00%	8	12.50%	2	25.00%	4	6.25%	1	16
3	Good conditions for children	31.25%	5	25.00%	4	12.50%	2	31.25%	5	0.00%	0	16
4	Educational services	37.50%	6	12.50%	2	37.50%	6	12.50%	2	0.00%	0	16
5	Shopping services	12.50%	2	31.25%	5	18.75%	3	25.00%	4	12.50%	2	16
6	Public facilities	12.50%	2	50.00%	8	31.25%	5	6.25%	1	0.00%	0	16
7	Proximity to workplace	43.75%	7	12.50%	2	37.50%	6	6.25%	1	0.00%	0	16
8	Public transportation services	12.50%	2	31.25%	5	37.50%	6	18.75%	3	0.00%	0	16
9	Recreational services	18.75%	3	37.50%	6	31.25%	5	12.50%	2	0.00%	0	16
10	Health services	37.50%	6	43.75%	7	6.25%	1	6.25%	1	6.25%	1	16
11	Safety and security	12.50%	2	50.00%	8	18.75%	3	12.50%	2	6.25%	1	16
12	Social contact with neighbors	18.75%	3	25.00%	4	31.25%	5	25.00%	4	0.00%	0	16

When asked to share their perception of pedestrian safety, half of the participants responded pedestrians were somewhat safe, and two said very half. Comments were included helped identify concerns had for the perception of somewhat unsafe and very unsafe responses. Comments about this question identified the following pedestrian safety concerns:

- Lack of cross walk to bus stop from Salvation Army, and Effectiveness of cross walk signals
- Cars failing to yield to pedestrians: near buys depot; turning from North Street onto Madison St
- Vehicles speeding on Washington, Madison, Randall and streets around hospital
- Lack of Street sign to indicate curve at Madison and 4th Stf
- No crosswalks or stop signs on Madison Street between North Street and Washington Avenue

Chart 3: Perception of Pedestrian Safety from potential vehicle injury due to existing crosswalks, signal lights, and traffic calming infrastructure



88% of participants do not use public transportation

Participants were asked to identify their favorite aspects of their neighborhood. The following themes were identified:

- Improvement in number of shopping, eating and drinking places within walking distance; continue to work on this.
- Closeness to the river, river walk, bike paths and other essentials/conveniences
- Friendly people, quality of homes, historic homes, interactions with City, arterial roads to and from city

When asked what participants would like to see added to the neighbor, the following responses were shared:

- Additional mid-level condos
- Additional retail shopping (grocery store)
- Improved traffic flow around Blair Elementary School
- Parking on one wide of Elder Street and restrictions on S Grandview Boulevard
- More opportunities for neighbors to get to know each other
- Enforcement of speed limit
- Traffic calming, more streetlights, improved street conditions
- Rental property exterior improvements
- Unifying features, Signs of neighborhood identity