



Workforce **HOUSING** Initiative

SEPTEMBER 2023 - SEPTEMBER 2024



TABLE OF CONTENTS

Executive Summary	p.1
Desired Outcomes	p.1
Municipalities Working with Builders/Developers.....	p.4
Workforce Housing Project in Process	p.4
Workforce Housing Projects Under Consideration	p.5
Projects Underway/In-The Works Before Start of Initiative	p.6
Municipalities Gathering Data/Developing Housing Plans	p.7
Understanding the Housing Needs of Employers and Young Families	p.7
Understanding of Practical Housing Resources by Major Municipal Leaders	p.11
Final Thoughts on Desired Outcomes.....	p.13
Deliverables.....	p.13
Recommendations Overview.....	p.15
General Recommendations	p.16
Specific Recommendations	p.18
Concluding Remarks	p.19

Appendices

Appendix A – Housing for a Health Walworth County/SEWRPC	p.1
Appendix B – WCEDA Reports to Walworth County	p.13
Appendix C – WCEDA Workforce Housing Proposal	p.36
Appendix D – SEWRPC Report # 54	p.50
Appendix E – Workforce Housing Poster.....	p.63
Appendix F – WCEDA Housing Meeting August 16, 2024	p.64
Appendix G – WCEDA Employer Housing Survey Summary	p.66
Appendix H – Miscellaneous Links	
Item 1 – New WHEDA Loan Programs for Housing	p.71
Item 2 – Workforce Housing Strategy Task Force Committee Minutes	p.71
Item 3 – WCEDA Workforce Housing Summit Links.....	p.72
Item 4 – WCEDA Workforce Housing Webpage.....	p.72
Item 5 – YouthBuild Video Clip	p.72
Item 6 – Vandewalle & Associates Projects	p.72
Item 7 – CHIP 3.2 Committee Members	p.73
Item 8 – Workforce Housing Strategy Taskforce	p.73
Item 9 – Dormitory Style Workforce Housing, Grand Geneva.....	p.74
Item 10 – Land Trusts	p.74
Item 11 – Other Wisconsin Counties Leading the Housing Charge	p.75





Executive Summary

Walworth County Economic Development Alliance (WCEDA) signed a MOU with the county in September 2023 to conduct a Workforce Housing initiative for 12 months, ending on September 30, 2024. This agreement allows for extension at the county board's discretion. An ad hoc housing task force committee was formed to evaluate whether the initiative should continue beyond the MOU's end date. The board temporarily extended the MOU beyond September 30th until the committee makes its recommendation. A key aspect of this agreement was hiring a housing program manager, which led to Pam Carper being hired for the role on October 30, 2023.

This report summarizes the work completed during the specified period. It does not present new data on housing needs, as that was included in the funding proposal. However, we recognize that housing remains a significant concern for both our county and the nation. The report will focus on two main areas: desired outcomes and deliverables. Engagement from municipalities, developers, builders, economic development agencies, and resource partners has been strong, and momentum for housing development continues to grow at the county, regional, and national levels. As anticipated, both challenges and opportunities have emerged. A list of recommendations, one of the stated deliverables, will outline various levels of participation for the county to consider moving forward.

Desired Outcomes

To begin the summary of this section, it is helpful to note that the plan to kick off this housing initiative was to hold a housing summit on September 25th, 2023. The summit was well attended and achieved its goal of getting key stakeholders together to generate interest around this topic. More details on the summit are provided later in this report on page 13. Below are a few charts highlighting the key activities and interactions of this initiative.

Communication with Builders/Developers

THE TRACY GROUP	WALWORTH COUNTY CRAFTSMEN	HOFFMAN DEVELOPMENT	FAIRWYN	US SHELTER HOMES	COOK CONSTRUCTION	NRS HOMES	MOSAIC PROPERTY VENTURES	WAUSAU HOMES	SCHERRER CONSTRUCTION
Owner John Tracy	Owner Nathan Boas	Co-Founder Manager Steven Roark	Owner Brian Pollard	Principal John Sorenson	Principal Chris Cook	Principal Paul Fitzpatrick	Principal Marissa Downs	Owner Greg Ingersoll	Tom McGreve

Communication with Companies

BIRDS EYE	INTEGRA SEATING	CONTINENTAL PLASTICS	GREENWOODS STATE BANK	ADAMS ELECTRIC	BATTERMAN	FAIT DISTRIBUTION	VRP PARTNERS	GAGE
Human Resources Manager Charles Noll	Owner/CEO Deena Putnam	Owner/CEO Becky Wolf	Senior VP David Barnett	HR Specialist	President Frank McKearn	Vice President Jeffrey Erickson	President Nicholas Ponsonby	COO FJ Frazier
	Human Resources and Safety Manager Stacy Roberts	HR Specialist Steve Bielefeldt						
		HR Specialist Kristina Staude						
GRAND GENEVA	KNIGHT BARRY	COMPASS REALTY	THE ABBEY RESORT	NRS REAL ESTATE	PERM-A-CORP	CORPORATE CONTRACTORS INC.	SPX FLOW	ADVIA CREDIT UNION
Managing Director Skip Harless	Branch Manager Allison Ade	Realtor Annie Zambito	General Manager Dan Dolan	Co-Founder & Principal Louis Gouletas				

Communication with Walworth County Municipalities

DELAVAN	WHITEWATER	SHARON	ELKHORN	WALWORTH	LAKE GENEVA	EAST TROY	DARIEN	BURLINGTON	GENOA CITY
Mayor Ryan Shroeder	City Manager John Weidl	Village President Mark Rousch	City Administrator Adam Swann	Village President Louise Czaja	Mayor Todd Krause	Village Administrator Eileen Suhm	Village President Jane Stiles	Vice President, Fait Distribution, Jeffrey Erickson	Previous Village Manager Kate Dennis
City Administrator Brian Wilson	Economic Development Director Taylor Zeinert			Plan Commission Secretary Annie Zambito	Board Member Mary Jo Fesenmaier				Current Village Manager John Cole
Deputy City Administrator Nick Griffin	CDA Administrative Assistant Bonnie Miller								
Building Inspector T. Welsh									
Director of Public Works Mark Wendorf									
Deputy Clerk Heather Hazlett									

Communication with Municipalities outside of Walworth County

JEFFERSON/ FORT ATKINSON	SUN PRAIRIE	LA CROSSE	MADISON	BURLINGTON	BELOIT	SHEBOYGAN COUNTY	WASHINGTON COUNTY
Thrive Executive Director Deborah Reinbold	Mayor Paul Esser	Mayor Mitch Reynolds	Mayor Satya Rhodes-Conway	Executive Housing Council Jeffrey Erickson	Housing Council and CDBG Director	SCEDC/ Some Place Better Executive Director Brian Doudna	Housing Specialist/ Analyst Hannah Keckeisen
							Village Administrator Jen Keller

Communication with State Organizations

UW MADISON LA FOLLETTE SCHOOL OF BUSINESS	WHEDA	WEDA	WEDC	WISCONSIN COMMUNITY LAND TRUST	WISCONSIN REALTORS ASSOCIATION	CURDS	CLT	UW EXTENSION	MORE HOUSING WISCONSIN	CDBG

Communication with Agencies/Non-Profits

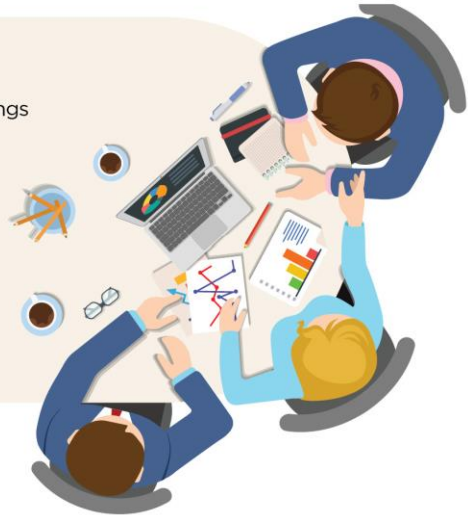
COMMUNITY ACTION	SEEDS OF HOPE	WALWORTH COUNTY HOUSING AUTHORITY	CHIP 3.2 GROUP	HABITAT FOR HUMANITY WAL. CO.	INSPIRATION MINISTRIES	LAKELAND BUILDERS ASSOCIATION	LAKES AREA REALTORS ASSOCIATION
Executive Director Marc Perry	Owner Jamie Stilling-Stepp	Executive Director Sarah Boss		John McKinney	Executive Director Erik Barber	Executive Officer Pat Bladow	Executive Officer Denise Schultz


Communication with Survey/Consulting Firms

VANDEWALLE & ASSOCIATES	EHLERS	TRACY CROSS & ASSOCIATES	ABACUS ARCHITECTS	BATTERMAN
Associates Planner Sonja Kruesel	Senior Municipal Advisor Phillip Cosson	President & CEO Erik Doersching	President Eric Halbur	President Frank McKearn
			CDO David Van Dixhorn	
			CFO Joel Van Ess	

MEETINGS ATTENDED

- East Troy Village Board, Planning and CDA
- Delavan Common Council and Planning
- Walworth Planning and Zoning
- Whitewater CDA
- Elkhorn Common Council, Plan Commission
- Genoa City Council
- Walworth County Board of Supervisors
- Walworth County Board Executive Committee
- Housing Task Force
- Lakes Area Realtors
- Lakeland Builders
- CHIP
- Individual Housing Meetings
- Walworth County Superintendent Meeting
- CDBG Meeting
- Community Land Trust
- Lakeland Builders
- Lakes Area Realtor Association
- Whitewater Housing Round Table
- HUD Housing





PRESENTATIONS GIVEN

- East Troy Common Council and Plan Commission
- Walworth Plan Commission
- Elkhorn Common Council
- Delavan Common Council and Plan Commission
- Whitewater EDC Council
- Genoa City Sub Committee
- Lake Geneva Common Council (December 2024)
- Lakeland Builders Association Annual Meeting
- Lakes Area Realtors Association Annual Meeting

Below you will find a listing of the desired outcomes that were stated in WCEDA’s workforce housing proposal, with corresponding explanations of each.

- 4-5 Municipalities Working with Builders/Developers
- 4-5 Municipalities Gathering Data/Developing Housing Plans
- Understanding the Housing Needs of Employers and Young Families
- Understanding of Practical Housing Resources by Major Municipal Leaders

4-5 Municipalities Working with Builders/Developers

Over the past year, we engaged with the following 10 communities: Whitewater, East Troy, Delavan, Elkhorn, Genoa City, Walworth, Sharon, Fontana, Lake Geneva, and Williams Bay. Of those 10, the following five communities have been actively considering workforce housing projects or are open to considering them: Whitewater, Delavan, East Troy, Elkhorn, and Genoa City.

Workforce Housing Project in Process

Of these five, Whitewater is the first to have a project under way that was a direct result of this initiative. Whitewater’s greatest need was to connect with builders focused on building low-cost housing. Pam Carper connected Whitewater with US Shelter Homes, owned by John Sorenson, which has since been approved to build **38 units**, duplex style, in a development known as The Residences at Meadowview in Whitewater, WI. This development offers a three-bedroom unit with garage starting at **\$294k**. While not considered lower-cost housing, Whitewater is also going forward with 19 single-family homes starting in the low \$400s, and 128 apartments starting at \$1,700/month.

Of the five communities listed, Whitewater was the community that was the most ready to accommodate lower-cost housing units. It should be noted that in the previous year, their city created a **zoning district** that allows for as little as **6,000 square-foot lots** and **800 square-foot housing structures**. It also utilized a housing incentive option that allowed the city to **extend a TID district by one year** to be able to use the additional income from

that period to help fund affordable housing incentives. Three other counties in the state that have been well publicized for their housing efforts, Washington County, Sheboygan County, and Jefferson County, all have workforce housing projects underway. Refer to Appendix H, Item 11 for more details on these programs. What's notable about Walworth County is that it was able to get its first project underway in less than a year with the development of Whitewater's Residences at Meadowview project; whereas, the other counties referenced above took approximately 3 years to get a project underway. Part of Walworth County's success can be credited to the sharing of information by these three communities and others but also by the diligent work of a dedicated staff person, Pam Carper, whose job it is to track down resources and share them with the appropriate persons.

Workforce Housing Projects Under Consideration

In addition to Whitewater, we referenced that Genoa City, East Troy, Elkhorn, and Delavan are also communities actively considering and inviting workforce housing projects. We have been asked by the various builders/developers considering these communities not to share plans publicly yet, so below you will find anonymous descriptions of the types of projects being considered.

Development #1: Mixed development of **62 single-family homes** at different price points that would involve multiple builders on 7,500 square-foot lots and smaller dwelling sizes as low as 1,000 square feet. Projected selling prices would start at the low **\$300s**.

Development # 2: Sub development within a larger development of mixed workforce housing. Sub development would require greater density and smaller dwelling sizes and potentially the use of modular buildings. Tentative plans call for **100 single-family homes**, a dormitory-style housing accommodating **60-80 persons**, **112 apartment units**, and a building that accommodates **60 persons** with special needs.

Development # 3: This development is employer led and would feature 80 small, single-family homes on small lots aimed at a **\$300k price point**. The development would also feature **24 single-family rental units** as a steppingstone for families that take a job in the area but are unable to find a home to purchase.

Development #4:

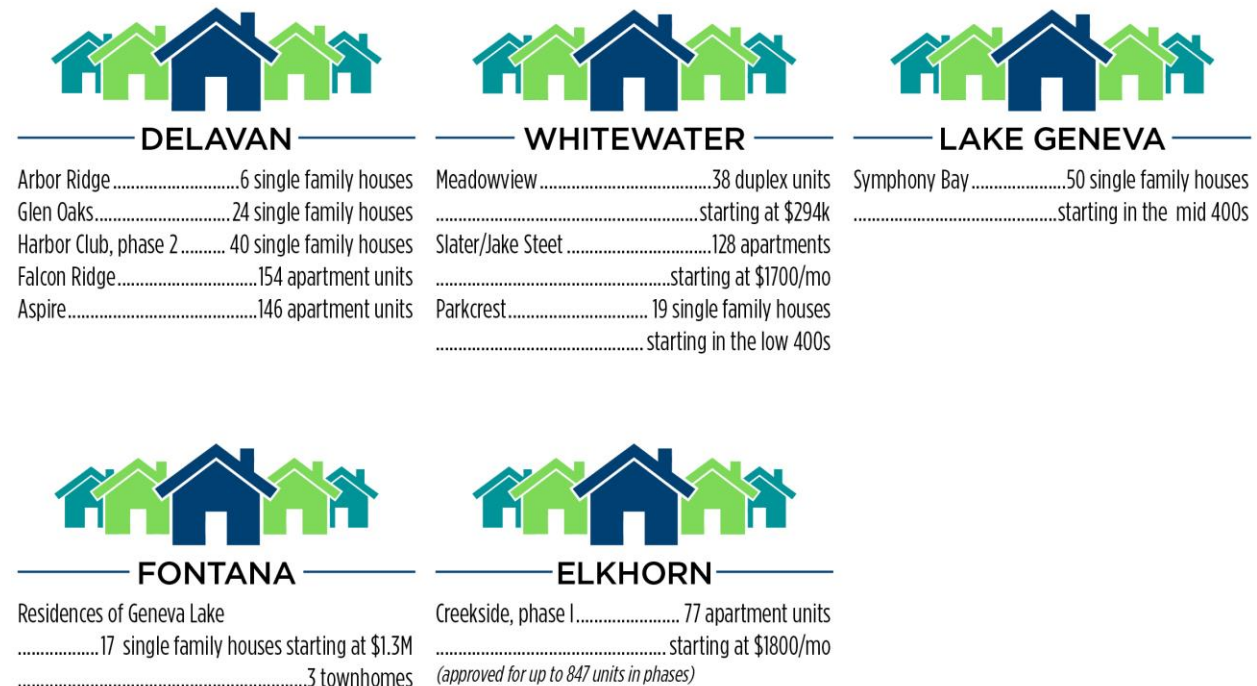
A real estate broker connected with us about a local landowner who has a strong desire to develop a parcel of land for **workforce housing**. We have been sharing lots of information with the broker about zoning guidelines, infrastructure, and other resources including potential builders to help this landowner determine what type of housing will work best on this parcel.

All but development #4 have conceptual site plans created and have been discussed with the respective municipalities, but none has gone public yet for various reasons including

financing and competition from some of their other projects that could move through the process quicker and that have more profit potential. Having said that, all four developers are serious about wanting to do their proposed projects. It should also be noted that each of these projects is in different communities.

Projects Underway/In The Works Before Start of Initiative

Below is a chart of other housing projects that are underway. Some of these were underway or preliminarily approved before the start of our initiative; however, it is our belief that in-person meetings, presentations, communications, and sharing of information have been a positive influence on the projects that are underway, in the regard that the heightened awareness of the housing problem by elected officials has facilitated continued movement of these projects in a readily fashion.



Southeastern Wisconsin Regional Planning Commission (SEWRPC) has been a valuable partner in this initiative — both during this agreement's time and leading up to it. According to a booklet prepared by SEWRPC in 2023 for Walworth County, entitled “Housing for a Healthy Walworth County,” **it is predicted that Walworth County will need an additional 5,600 units by 2030.** (Refer to Appendix A to view the whole booklet.) This will be a challenging goal to meet when you take into account that Walworth County only developed 3,700 units in the past 10 years. It will require increasing production of housing units by **150% in half the time**, five years versus 10.

4-5 Municipalities Gathering Data/Developing Housing Plans

Fontana, Williams Bay, Lake Geneva, Sharon, and Walworth are all interested in exploring housing that is affordable for their workforce. Representatives from all but Sharon attended the Housing Summit in September 2023, although Sharon is interested in facilitating lower-cost housing. Pam Carper has met with all of these communities, most of them multiple times, and has shared key data. She also made a presentation to the Walworth Plan Commission and intends to do a presentation to the Lake Geneva Plan Commission in December. In a recent meeting with Fontana, two sites that could be suitable for lower-cost housing projects were discussed. A number of challenges were identified. More legwork will be completed before a follow-up meeting will be scheduled. The plan for these communities is to continue to interact with them and share new information as it is obtained, to help them develop a plan for the type of housing they want for their communities. Once they agree on a plan, we can connect them with potential builders and resources or information on how other communities have made similar projects work. Even though Lake Geneva, Fontana, and Williams Bay are perceived to be wealthy communities that might not have a need for workforce housing, they all struggle with declining school enrollment, rising EMS costs, and a reliance on tourism/seasonal homeowner-related revenues that fuel their economies. For these reasons, there is interest to explore lower-cost housing options that might fit their respective communities to support workers who support their communities. As a final note, we are encouraging all of them to update their comprehensive plans.

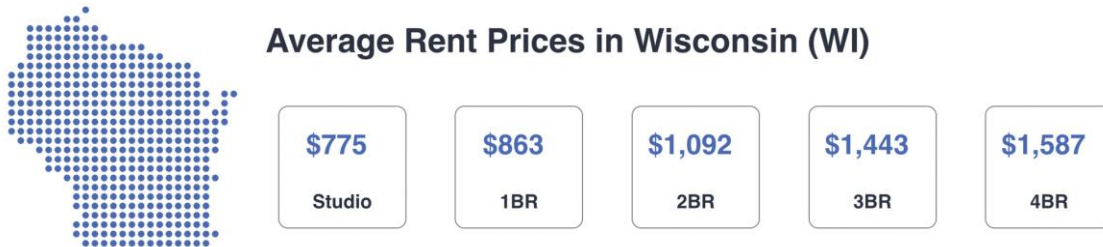
Understanding the Housing Needs of Employers and Young Families

Lower-cost housing options are not only a Walworth County challenge, but they are also now a priority at the national level. Some sources vary on what the average annual household income is for Walworth County, but it is safe to say that it lies somewhere between, **\$70k-\$75k**. Below is a chart put together for a local builder by Al Lomax, a mortgage broker who serves the area.

The Tracy Group								
CURRENT RATES		CURRENT RATES		CURRENT RATES		CURRENT RATES		
30 Year FHA	30 Year Conv	30 Year FHA	30 Year Conv	30 Year FHA	30 Year Conv	30 Year FHA	30 Year Conv	
\$ 350,000.00	\$ 350,000.00	\$ 325,000.00	\$ 325,000.00	\$ 300,000.00	\$ 300,000.00	\$ 275,000.00	\$ 275,000.00	Est Purchase Price
\$ 12,250.00	\$ 17,500.00	\$ 11,375.00	\$ 16,250.00	\$ 10,500.00	\$ 15,000.00	\$ 9,625.00	\$ 13,750.00	Down Payment
\$ 337,750.00	\$ 332,500.00	\$ 313,625.00	\$ 308,750.00	\$ 289,500.00	\$ 285,000.00	\$ 265,375.00	\$ 261,250.00	1st Mortgage Base Loan Amount
\$ 5,910.63	\$ -	\$ 5,488.44	\$ -	\$ 5,066.25	\$ -	\$ 4,644.06	\$ -	Up Front Mortgage Insurance Premium
\$ 343,660.63	\$ 332,500.00	\$ 319,113.44	\$ 308,750.00	\$ 294,566.25	\$ 285,000.00	\$ 270,019.06	\$ 261,250.00	1st Mortgage Loan Amount W UFMP
30	30	30	30	30	30	30	30	Term (years)
5.750%	6.125%	5.750%	6.125%	5.750%	6.125%	5.750%	6.125%	Rate (est.)
\$2,005.51	\$2,020.31	\$1,862.26	\$1,876.00	\$1,719.01	\$1,731.69	\$1,575.76	\$1,587.38	Monthly Payment:
\$583.33	\$583.33	\$541.67	\$541.67	\$500.00	\$500.00	\$458.33	\$458.33	1st Mortgage Principal & Interest
\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	Estimated Property Taxes 1st year
\$154.80	\$135.77	\$143.74	\$126.07	\$132.69	\$116.38	\$121.63	\$106.68	Estimated Homeowner's Insurance
\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	Estimated Mortgage Insurance
\$2,868.65	\$2,864.41	\$2,672.67	\$2,668.74	\$2,476.70	\$2,473.07	\$2,280.72	\$2,277.39	Estimated Association Dues
\$ 83,960.36	\$ 90,455.03	\$ 78,224.51	\$ 84,275.91	\$ 72,488.67	\$ 78,096.79	\$ 66,752.82	\$ 71,917.67	Total Monthly Payment
\$ 83,960.36	\$ 83,836.37	\$ 78,224.51	\$ 78,109.38	\$ 72,488.67	\$ 72,382.39	\$ 66,752.82	\$ 66,655.40	Estimated Income Needed To Qualify
								Estimated Income Needed @41% DTI

The fact of the matter is that it is difficult to find housing in Walworth County below \$300k, considering the **1%-2% vacancy rate**. And it is equally difficult to find new housing at the low \$300k mark.

Looking at the rental market is not a much better picture either. According to rentalrealestate.com, the average rental rates for Wisconsin are as follows:



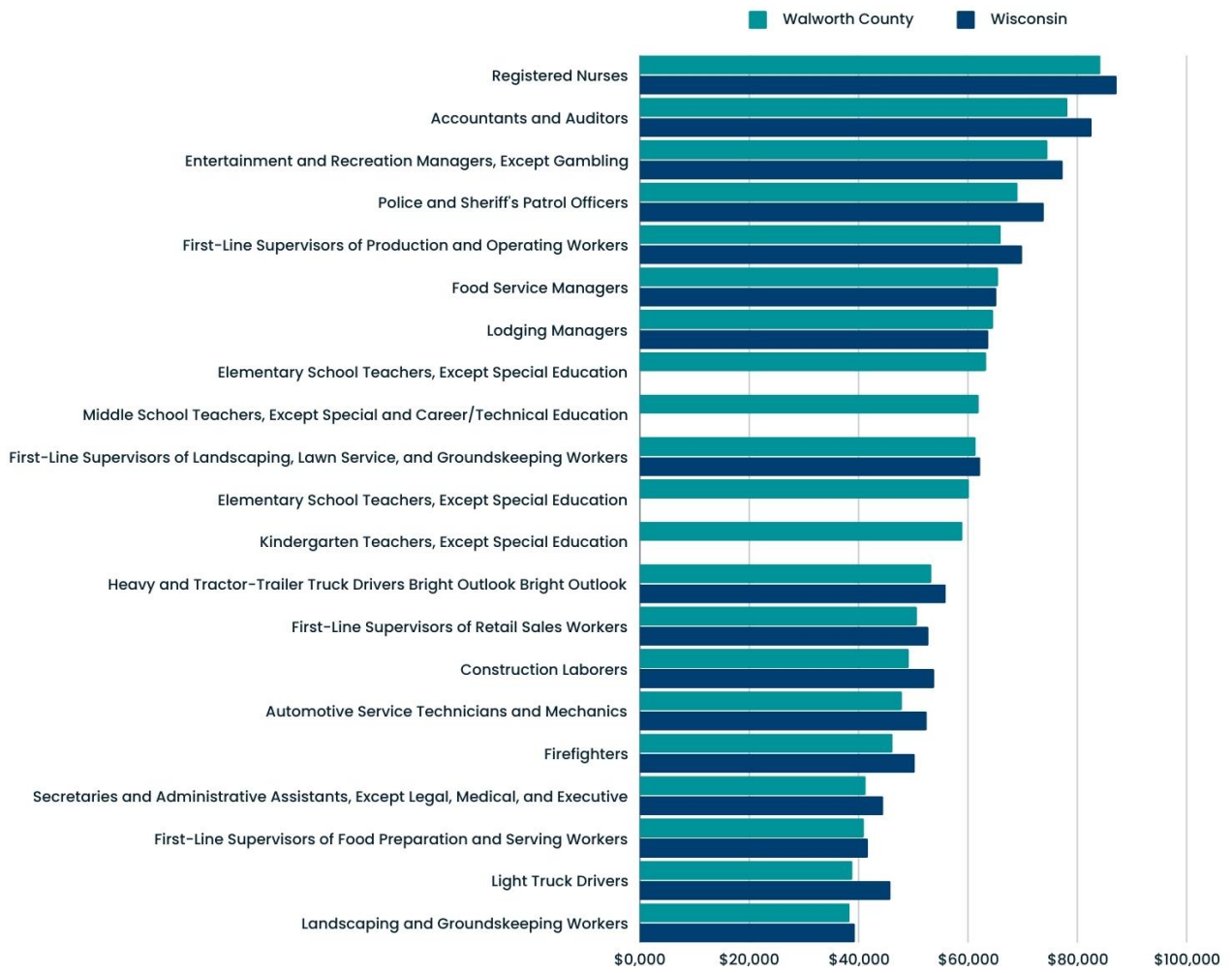
Rates obtained from <https://rentalrealestate.com/data/rent/wisconsin/>

These rates don't look terrible, but what we are seeing in Walworth County is a vastly different picture. New two-bedroom apartments are starting at **\$1,500-\$1,800 per month**. We are also finding that landlords are increasingly asking for first and last month's rent as well as a security deposit. Vacancy rates aren't as low as single-family homes in Walworth County, but they are still very low at 4%-6%.

The chart below shows examples of the types of workers who are struggling to find affordable housing in Walworth County.

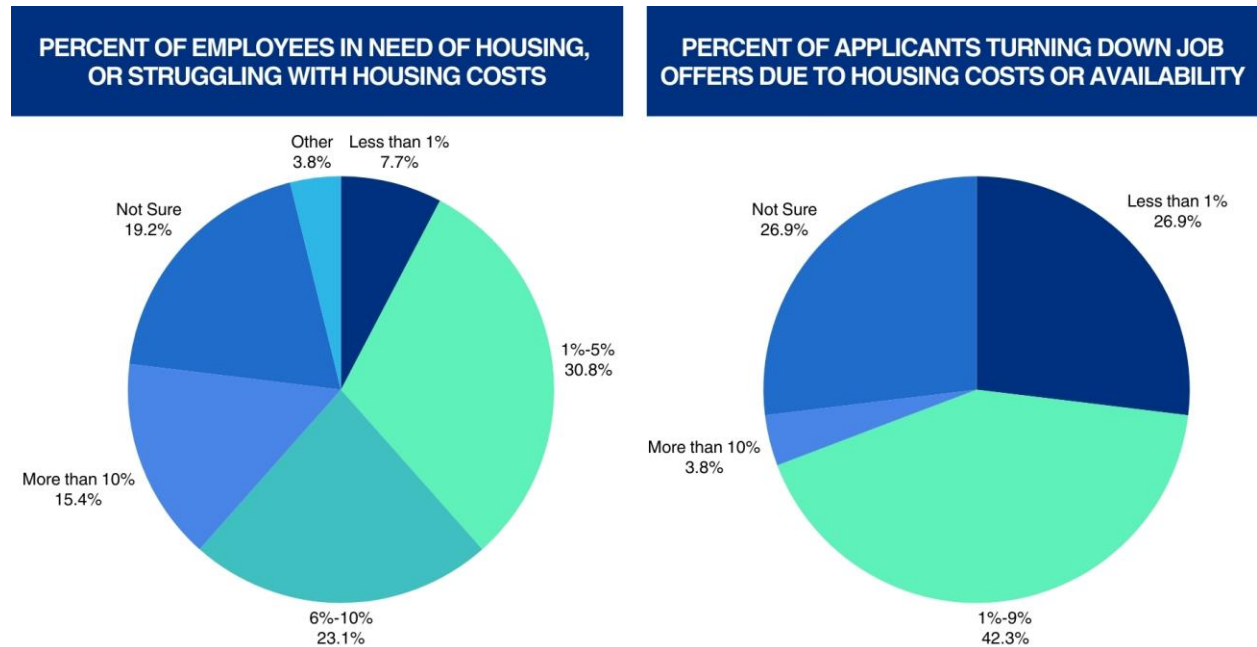


Mean Wage Annually – Walworth County compared to Wisconsin



In the graph above, many of what are referred to as essential workers are shown. When we refer to workforce housing, we are referring to jobs like these that help keep our communities operating and factories, restaurants, stores, entertainment, healthcare providers, and lodging establishments open. It's easy to see that many of these workers could have a difficult time affording housing, when you refer back to the monthly payment illustration by the Tracy Group listed above. One of the misconceptions we ran into during our work this past year was what was meant by workforce housing. Some people were thinking it was for immigrant housing, which is not the case. Going forward, we will propose changing the name of this effort to something relating to **next generation** or **new generation housing**.

The survey summary below reflects input from 26 employers who completed our housing survey. See appendix for more details. This task proved to be more difficult than we anticipated. In hindsight, we should have made the questions easier to answer. As we followed up with employers that did not complete the survey, we heard that they did not track that data and were reluctant to make a guess. Or, if they did track that data, there was no easy way to compile it, and they didn't have the time to do that. Asking if they were aware of current housing vacancy rates, current costs, and whether or not they are having trouble recruiting new employees from out of the area would have been more useful.



One factor that came to light in anecdotal conversations was the increasing difficulty in recruiting out of the area due to housing costs. We heard this mostly in the hospitality industry but also among public schools and colleges, government entities, and to a lesser extent the manufacturing industry. However, regarding manufacturing, what we heard from numerous companies is that up until recently, housing had not been an issue. They credited this to the fact that many of their workers have been on the job for a while and had housing in place before the current housing situation. As retirements increase, they are

seeing housing becoming more of a factor. In some ways the companies that are good at retention seem not to have noticed the increasing housing challenge as much as those with more turnover. At the start of this process, we fully expected to hear more complaints from employers about housing. But, to Walworth County's credit, it has a lot of good employers that have high retention rates. And we believe therein lies the reason for the disconnect. To view more detail on surveys, refer to Appendix G.

For the factors noted above, it is difficult for young, working families in Walworth County to find affordable housing. **Two important learnings** came out of the discussions we had with employers. More **education** on the costs and availability of housing is needed. And there is an opportunity to **stay ahead of the curve** before housing becomes a crisis, if we continue with our housing efforts. Again, based on the low volume of housing being constructed at this time, the high selling prices and rental rates we are seeing, the aggressive goal of creating 5,000 units in the next five years, and the growing challenge employers are facing are all points that underscore the importance of continuing the work to facilitate more housing, particularly lower-cost housing for our workforce.

Understanding of Practical Housing Resources by Major Municipal Leaders

This is a big task, and we were able to scratch the surface, but there is a lot more work that could be done in this area. Here's what we were able to do for the 10 municipalities

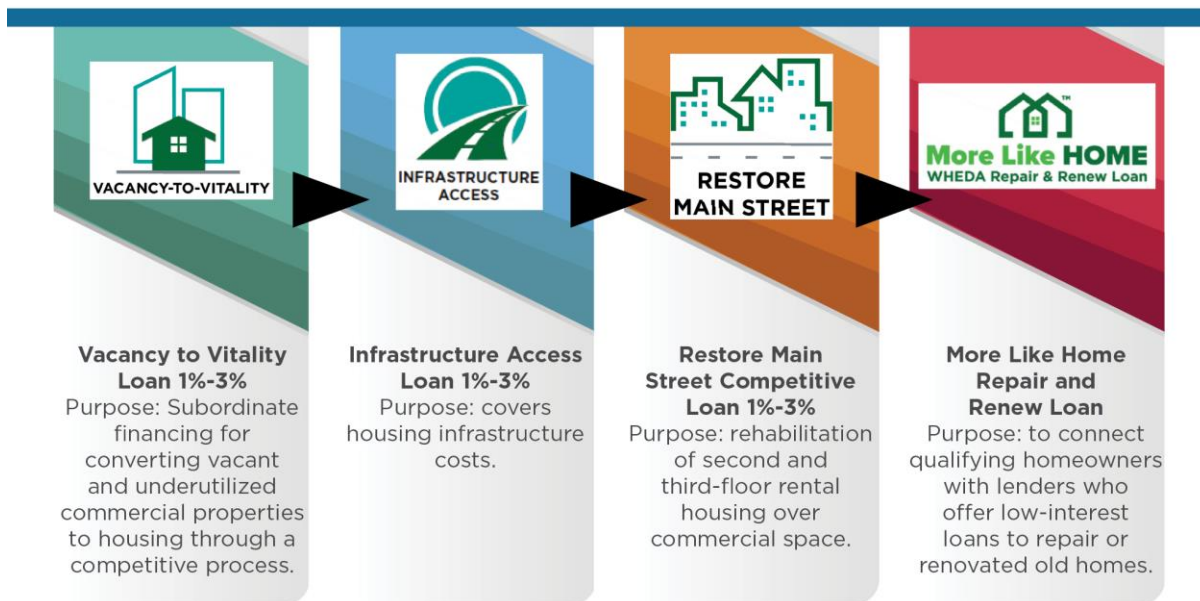
- Provide data supporting housing development
- Share information about other communities that are working on housing
- Make presentations to councils and committees
- Make introductions to builders and developers
- Create a map of available to sites suitable for housing development (for 2 communities)
- Interface with consultants like Vandewalle and Associations and Ehlers
- Meet with landowners
- Attend conferences and meetings with regional and state agencies and share this information with the appropriate stakeholders

Making introductions to builders/developers has proven to be an important function of the housing initiative. The assistance Whitewater needed the most to get started on lower-cost housing was an introduction to a builder. We connected them with US Shelter Homes, and 8 of 38 units are already completed. Other communities have found it to be a useful source of data that they were able to share with their councils and committees. In one such meeting, the information was so eye-opening to the groups that there was a suggestion for the community to look at purchasing land like they had done for an industrial project and consider developing it themselves to offer lower cost housing. Washington County, Sheboygan County, and Jefferson County have all been leaders in the housing movement throughout the state (refer to Appendix H, Item 11 for more information). We have been able to interact with them on a regular basis to obtain details about their programs, plans

and resources. Many municipalities don't have time to meet with landowners, and we have been able to fill this gap. With the help of our CHIP 3.2 (Community Health Improvement Plan) advisory group and the current workforce housing strategy task force, we have been able to engage a group of local and some non-local builders/developers around our housing cause. It helped facilitate productive conversations about how to meet this challenge. Collectively, our variety of meetings and interactions led us to conduct a map project that will be tested by the City of Delavan and the Village of East Troy. The map will identify suitable building sites and key development factors. This is expected to be a useful tool to use with prospective builders/developers. See Appendix H, item 6 for more information.

In terms of tools, tax incremental financing (TIF) is the most widely used for larger projects. Sharing how other communities use this tool with our communities has been helpful. We have also asked communities to keep housing in mind as they consider industrial projects that might warrant a TIF. And, for those communities that have TIFs that will be expiring soon, we are encouraging them to utilize an option to extend the TIF by one year and use the additional funds to support affordable housing efforts. The state allocated \$525 million toward affordable housing at the end of 2023. There are four ways this funding can be accessed: infrastructure support, conversion of commercial space to housing, rehabilitation assistance for single-family homes, and rehabilitation of second or third floor spaces above commercial spaces in downtown areas. Refer to Appendix H, Item 1 for more information. Unfortunately, what we have discovered in conversations with builders and municipal leaders is that the guidelines for these programs either make them ineligible to participate or too restrictive to be of interest. The intent would be to work with legislators to try to overcome these challenges for future rounds of funding.





Final Thoughts on Desired Outcomes

As we reflected on the past year’s work and interactions, three key areas came to the forefront: zoning, TIF, and development partnerships. These three areas are likely going to be the most practical areas to focus efforts on going forward with a housing initiative. For larger housing projects that can be tied to commercial and industrial development, a TIF will be a major tool that can be used to accomplish lower-cost housing, and deed restrictions can be imposed to help ensure that the housing supports local workers. There are numerous options that can be used in zoning to bring the costs of the building process down. SEWRPC has outlined many good recommendations in one of its reports. Refer to Appendix D for more details. And, finally, for smaller developments, 5-10 acres, municipalities may want to utilize a partnership model with local builders to help bring the costs of the building process down. As is illustrated above in several of our communities, multifamily housing is being built and a limited amount of single-family housing. However, the costs are expensive. It is our opinion that a housing effort going forward should focus primarily on lower-cost single family housing, and then lower-cost multifamily housing. To support the hospitality and manufacturing industries, dormitory-style housing should also be explored in a few more of our communities. Refer to Appendix F for more thoughts on this subject.

Deliverables:

Below is a listing of deliverables stated in our housing proposal, with corresponding explanations.

1. The completion of a county-wide housing summit tentatively scheduled for September 25. **(see below for details)**

Walworth County Housing Summit Summary

Total Attendance: 157 attendees

Attendee Mix: representatives from local municipalities, schools, community agencies, builders and developers, medical organizations, small businesses, two state representatives, county board members, and the general public. (Pam Carper, the current Housing Program Manager, had not started at WCEDA but was in attendance at this summit and spoke with numerous participants, attendees, and speakers.

Municipalities Represented: Elkhorn, Whitewater, East Troy, Delavan, Genoa City, Lake Geneva, Village of Bloomfield, Village of Williams Bay, Village of Walworth, Village of Darien, and the Village of Fontana.

Legislators Present: Rep. Tyler August and Pam Travis from Senator Ron Johnson's office. Travis commented that she has been to many housing summits and gatherings over the past few years and found this to be one of the best she had attended.

Established Webpage: created webpage for this event on WCEDA website with all the materials presented at the Summit as an ongoing resource for those wanting to learn about this initiative. Refer to Appendix H, Item 3 for more details.

2. A project manager who works on workforce housing initiative for at least 12 months **(Hired Pam Carper as Housing Program Manager on October 30, 2024 to present)**
3. WCEDA oversight for up to 200 hours **(Derek D'Auria, WCEDA Executive Director, has been providing ongoing oversight for this initiative)**
4. Summary of grant fund distributions and delivery **(see illustration for details and note that an adjustment was made on 7/18/24 to move funds around within the original allotted amount of funds to be able to extend this program while the Workforce Housing Strategy Taskforce is developing recommendations for the county board. Also, note that September billing is not yet included since each month gets billed early the following month. And, finally, note that up to \$23,000 has been contracted to Vandewalle & Associates for two individual contracts, not to exceed \$11,500 each and not yet reflected in this report.)**



Walworth County Economic Development Alliance, Inc. (WCEDA) - Housing Initiative

Activity	Budget	Fin Com Adj 7/18/24	Revised Budget	2023 Actual	2024 Actual	Total Actual	Remaining
A. Project Manager - Housing Program Manager (Hired 10/31/23)	\$65,000	\$63,949	\$128,949	\$11,671.67	\$45,879.06	\$57,550.73	\$71,398.27
B. Administrative Oversight	\$20,000	\$16,350	\$36,350	\$6,050	\$12,100	\$18,150	\$18,200
C. Housing Summit/Training Conference	\$10,000	(\$299)	\$9,701	\$9,631.17	\$70	\$9,701.17	(\$0.17)
D. Hire Consultants: studies or grant initiatives	\$120,000	(\$80,000)	\$40,000	-	-	-	\$40,000
	\$215,000	-	\$215,000	\$27,352.84	\$58,049.06	\$85,401.90	\$129,598.10

5. Survey from top 5-10 employers in major municipalities **(refer to Appendix G for details and page 10 of this report)**
6. Results of any studies or consulting work performed and delivery of work products – **(refer to Appendix H, Item 6 for more details)**
7. Presentation to the county board or its committees at the end of the period on the findings and accomplishments of the initiative - **(final report was submitted on September 30th, 2024. Presentation to the county board or committees will be done in October and/or November 2024).**
8. A list of recommendations to the county regarding the continued development of workforce housing **(recommendations listed below)**

Recommendations Overview

There were a lot of factors that we analyzed over the past 12 months. One of the objectives during this process was to try to determine what factors could be suitable and practical for Walworth County. One thing that stands out about this project is the level of engagement:

- CHIP 3.2 members’ participation for 2 plus years
- Housing summit attendance
- Task force participation for 5 months
- 1 community moving forward
- 5 communities actively considering projects
- 5 communities actively developing plans
- Interest to contribute from the Wisconsin Realtors Association, Lakes Area Realtor Association, County-wide School Districts, Habitat for Humanity, YouthBuild, and the Lakeland Builders Association

Often, momentum is lost over a few years, but this effort continues to gain momentum and support. And we know from state and national reports that the cost of housing is only going to be more challenging in the near future. It is our recommendation that the county continue supporting a housing initiative in some shape or form. Below is a list of recommendations for the county to consider going forward.

General Recommendations

Establish Advisory Group - to guide this effort and direct it to explore various options and resources. This might look similar to what was established during the previous CHIP process or the temporary Housing Task Force that was assembled to recommend whether or not a housing effort continues going forward.

Ramp Up Education Campaign – to educate residents, employers, elected officials, municipal boards and committees, engineering firms, and municipal subcontractors or consultants. This campaign could partner with Wisconsin Realtors Association, Lakes Area Realtors Association, Lakeland Builders Association, School Districts, libraries, churches, the county, WCEDA, and any other community groups that are appropriate.

Explore Housing Trusts – to determine if this would be advantageous for various communities to establish. This might be a tool to collect funds from various sources to be used to purchase property for workforce housing projects. A handful of cities and counties have a deeper dive could be helpful to determine the feasibility of this option, if there were an appetite for this from communities within Walworth County. See Appendix H, Item 10 for meetings and contacts related to time spent on this topic.

Lobby State Legislators – to make WHEDA funding more practical for builders wanting to do low-cost market rate projects that would target the low \$300s. Again, partnering with regional and state entities would be helpful to this effort, entities such as Lakeland Builders Association, Wisconsin Realtors Association, county economic development organizations, and the Wisconsin Economic Development Association (WEDA).

Development Partnership Model – facilitate and promote a partnership model where a municipal entity purchases a small tract of land, 5-10 acres, installs the infrastructure, designs the neighborhood layout, and pre-sells lots to multiple builders who would build 40-80 single-family homes. Density would be key, and this might include different styles and price points, e.g., duplexes at \$285k, single-family at \$325k, and single family at \$400k. For more details on this idea, refer to appendix F.

Modified Employer Survey – in hindsight, we should have kept the survey simple and aimed at getting to the crux of the issue. Instead, our questions made it challenging to gather data on, and we did not get as much input as we had hoped or as complete of input as we had hoped. The key points to understand would be that they are having trouble recruiting new positions, especially from people who would have to relocate to the area. Do they have the perception that rent and real estate prices have gone up dramatically during the past five years, and are they aware of the down payment amount and household income level that it takes to afford a new house or apartment in the county?

Builder/Community-Friendly Zoning Guidelines – develop guidelines with input from builders and planners on zoning guidelines that help keep the costs of construction down and are agreeable to all parties. Update zoning requirements to allow for modular homes. Explore mixed use neighborhood design models and the potential for conservation neighborhood design concept but with small homes. Again, SEWRPC has been a valuable resource for our housing initiative. Appendix A, pages 4, 7, and 8 are useful factors to keep in mind when considering how zoning affects housing development, and we would recommend further analysis be conducted of SEWRPC’s Report # 54, which can be found in Appendix D.

Real Estate Broker Network – work with realtor associations to develop partnerships with brokers who specialize in low-cost properties and apartments. Share their links with employers and school districts to give visibility to their listings.

Habitat/YouthBuild Partnership - Continue to support this partnership and promote contributions in the form of gifted or reduced land and materials, volunteerism, and reduced financing rates. Not only do these projects create low-cost housing, they also have several other valuable benefits. They shine a light on the housing challenge, engage young people in the construction trades, and provide the opportunity to build the sense of community. Refer to Appendix H, Item 5 for more information.

Housing Types Focus – Single family 50%, lower-cost apartments 25%, dormitory housing for hospitality and manufacturing industries 25%. Toward the end of the 12-month MOU period, and through the culmination of all the work and interactions with stakeholders, we came to the conclusion that the focus should be in three areas. These percentages represent time spent to facilitate each type of housing and can be adjusted. But the point is that single-family lower cost should get the most attention and potentially will reap the most reward. Facilitating lower-cost apartments is self evident. See Appendix F for more thoughts on this subject. And, based on the strength of our tourism/hospitality industry, dormitory style housing is an important necessity. Grand Geneva’s recent project, is a great example of how this can be done well. See Appendix H, Item 9 for details of this project.

Consulting/Study Fund – having a fund that could be applied to for instances like the Vandewalle Map project that is currently being done. See Appendix H, Item 6 for more details. We have been very careful not to contract for something that is either not wanted/needed by communities or won’t be utilized. However, there may be communities that will find that it would be useful to have a map project done for their community. Or, there may be other projects or consulting services that may be uncovered going forward that could be useful tools to spur on desirable housing projects, and it would be helpful to have funds available for these.



Specific Recommendations

The following recommendations are divided into three tiers based on the desired level of support. They are not comprehensive but offer ideas for further development by WCEDA, guided by the Workforce Housing Strategy Taskforce Committee if there is strong interest

Tier 1 Recommendations

While it's possible to withdraw support and see if the initiative can sustain itself without Pam Carper, WCEDA, and other contributors like CHIP 3.2 or the Workforce Housing Strategy Task Force Committee, we believe momentum will falter without dedicated staff or funding. Therefore, we do not recommend this approach. Instead, we suggest the county consider one of the following options:

1. Extend Current Program with WCEDA - with similar terms of the current MOU, under the guidance of an advisory group that would be made of up of members like those from the CHIP 3.2 participants or those serving on the county's Workforce Housing Strategy Task Force Committee.
2. Bring housing initiative in house – the county could choose to hire Pam Carper, or someone to do a similar function, and locate that person in a department like land use for oversight and essentially mimic the work that WCEDA conducted this past year through its workforce housing initiative with access to funding for consultants or studies.

Tier 2 Recommendations

This tier would involve a larger commitment. It would essentially continue the work that is being done but add a land use planner in option #3 or a land development financial advisor for option #4.

3. Option 1 or 2 Plus Addition of Land Use Planner - this planner would be a resource for municipalities that are interested in developing lower-cost housing in their respective communities. Tasks for this role would include helping to identify potential sites, mapping infrastructure and other key factors, illustrating potential density designs, and helping to evaluate possible infill sites for residential redevelopment.
4. Option 1 or 2 Plus Land Development Financial Advisor – this advisor would be a resource to assist them in finding ways to help finance housing projects. Tasks for this role would include helping to develop Tax Incremental District (TID) concepts, evaluating bonding, grants, or other resources to help finance land and infrastructure, and helping structure developer agreements.

Tier 3 Recommendations

This tier would involve an even larger commitment. In option #5, it would continue the work that is being done and add a revolving loan fund. Option #6 would be the most comprehensive. It would continue the work that is being done, add a land use planner or development financial advisor, and add a revolving loan fund.

5. Option 1 or 2 Plus Development of financial resources – this option would add the development of some sort of revolving, low-interest loan fund that communities could apply to in order to develop a lower-cost housing project. Essentially, Washington County, Sheboygan County, and Jefferson County have developed \$10 million housing development funds. The difference between their funds and this fund would be that it's a loan that gets repaid and used again for additional projects. The starting amount could be \$1-2 million. A concept like this would likely have to go through a third-party organization, like WCEDA, Walworth County Housing Authority, or United Way. There might be the potential to grow this fund through grants, corporate contributions, or fees and taxes.
6. Option 1 or 2 Plus Option 3 or 4 Plus Option 5 - this option would be the most significant financial commitment. It would support the work that is currently being done, add a land-use planner or a development financial advisor, and create a revolving loan fund that could be used to assist municipalities who choose to become partners in lower-cost housing developments. A loan fund in the amount of \$1-\$2 million would likely support smaller projects, in the 5–10-acre range.

Concluding Remarks

This workforce housing initiative has covered a lot of ground this past year and created positive momentum. Having one lower-cost project go forward is a great accomplishment in this time period. The cost of housing is not likely to decrease in the near future, and lower-cost housing projects are not likely to happen without assistance from a dedicated staff person and resources. Fortunately, there are many dedicated people committed to solving this challenge, as we have seen through support groups like CHIP 3.2 and the Workforce Housing Strategy Taskforce. We also continue to see support for this effort from municipal leaders and administrators. The recommendations in this report serve as a guide for the Workforce Housing Strategy Taskforce to identify next steps and areas for further research and work, rather than a comprehensive plan for each recommendation. It is our belief that a continued focus on workforce housing will yield considerable benefits.





HOUSING



for a **HEALTHY**
Walworth County

What is the Walworth County Community Health Improvement Plan (CHIP)?

The Walworth County Health & Human Services Division of Public Health launched the Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP) in August 2021. The CHIP is a strategic plan, led by the community, to improve health and wellness for all. The plan is based on input from community members, leaders, and organizations throughout Walworth County, who have recognized that achieving community health is a multidimensional proposition and requires action on multiple fronts. Housing has been identified as one of the areas where action can be taken to improve the health of Walworth County residents. This booklet presents data that demonstrates housing needs in Walworth County, and community-based actions that can be taken to house a healthy Walworth County.

Why Does Housing Affect Health?

Housing fulfills the basic human need for shelter and protection against the elements. Decent, safe, and sanitary housing is one of the building blocks of a productive, healthy, and happy Walworth County. Housing availability, affordability, quality, and the surrounding neighborhood all have impacts on health. Affordable housing leaves enough room in a household's budget for things like healthy food, adequate health care, and peace of mind. A walkable neighborhood can result in a more active lifestyle for all residents and access to parks, schools, goods, and services for those without a vehicle.

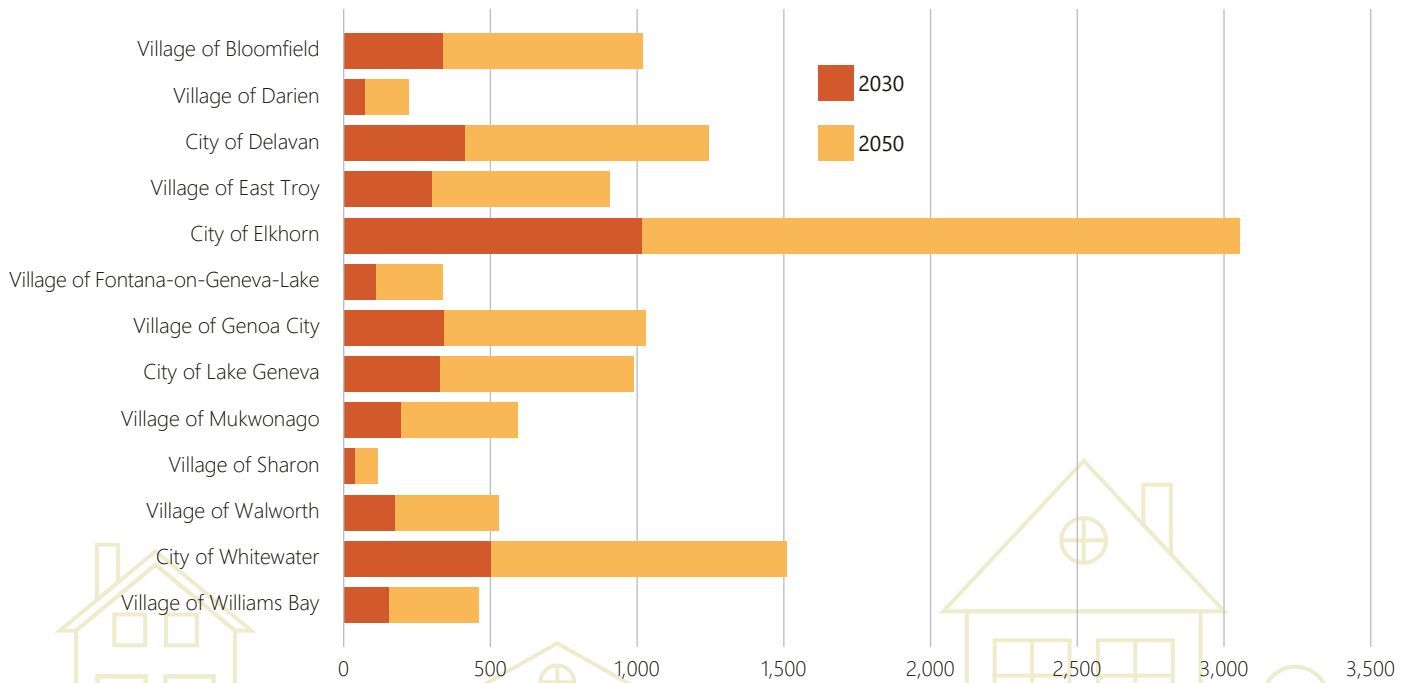


How Much Housing Do We Need?

The first step in the housing discussion is identifying current demand and what the future may hold. One of the essential metrics in determining housing demand is the vacancy rate, or how much and what types of housing are available in the County. Data from the U.S. Census Bureau shows that available housing may be in short supply in several Walworth County communities. The standards for a healthy housing market used by the U.S. Department of Housing and Urban Development (HUD) are a homeowner vacancy rate between 1% and 2% and a rental unit vacancy rate between 4% and 6%. Delavan, Genoa City, Whitewater, and Williams Bay are short on housing for homeowners; East Troy, Fontana, Sharon, and Walworth are short on housing for renters; and Darien, Elkhorn, and Mukwonago are short on both.

Household projections prepared by the Southeastern Wisconsin Regional Planning Commission (SEWRPC) for the Walworth County comprehensive plan update show that demand for housing in the County will grow over the next several decades. The County is expected to add 16,500 households by the year 2050, creating a long-term demand for about 17,000 additional housing units (includes a 3% vacancy rate). *Looking at the near-term, there could be a demand for over 5,600 additional housing units in the County by 2030, about 2,200 of which should be affordable to lower-income households.* When compared to the number of housing units developed in the County over the last 10 years (about 3,700 units), it shows we have a lot of work to do!

Additional Housing Unit Demand



Source: A Multi-Jurisdictional Comprehensive Plan Update For Walworth County (adopted June 2019) and SEWRPC

What Kind of Housing Do We Need?

One of the keys to understanding the housing needs of Walworth County is to understand the characteristics of the County's households.

Household incomes in the County show that residents will benefit from a variety of housing types. The median annual household income is about \$69,400. About 7,000 households have annual incomes between \$55,500 and \$34,700 (considered low-income households) and about 9,000 households have annual incomes below \$34,700 (considered very low-income households). These households could benefit from more affordable housing options. In addition, Walworth County, and the Southeastern Wisconsin Region, are becoming more diverse. In 1980, about 3% of the County's population were people of color, which has grown to about 17% in 2020. Regionwide, people of color have significantly lower incomes than the white population.

Housing cost burden data provided by the Census further demonstrates the need for affordable housing. Based on the affordability definition of a household spending no more than 30% of its income on housing, a significant number of households in the County are paying too much for housing. *According to the Census, over 10,000 households are cost burdened, including almost 5,600 homeowners and almost 4,800 renters. That's over 40% of the County's renters!*

Household size and age composition also play an important role in housing demand. The County has many single- and two-person households that may benefit from more affordable options with less upkeep. The percentage of people aged 65 and over in Walworth County—people who may also benefit from more affordable and manageable housing options—is expected to increase from 19.5% of the population to 22.5% of the population by 2050. While the demand for multifamily housing and modest size homes may increase over the coming decades based on these statistics, the housing needs of growing families in the County must also be met.

Given County and regional trends, providing affordable housing options will become increasingly important for Walworth County to continue to grow its population and economy.



Annual Household Income

Community	Low-Income Households	Percent of Total Households	Very Low-Income Households	Percent of Total Households	Median Household Income (\$)
Village of Bloomfield	230	14.7	284	18.1	79,543
Village of Darien	100	16.8	160	26.9	60,613
City of Delavan	541	15.6	986	28.4	65,744
Village of East Troy	345	16.0	351	16.3	69,688
City of Elkhorn	607	14.7	1,000	24.2	68,339
Village of Fontana-on-Geneva-Lake	189	16.1	184	15.7	91,000
Village of Genoa City	212	17.9	191	16.1	72,115
City of Lake Geneva	913	23.2	922	23.5	59,162
Village of Mukwonago	9	11.4	--	--	142,917
Village of Sharon	153	26.1	133	22.7	57,083
Village of Walworth	206	20.5	273	27.2	55,452
City of Whitewater	699	19.2	1,566	43.0	39,363
Village of Williams Bay	210	16.8	379	30.3	60,524
Walworth County*	6,971	16.6	8,995	21.4	69,382

Note: Low-income households (50% to 80% of County median income) can afford to pay about \$875 to \$1,375 a month for housing and very low-income households (less than 50% of County median income) can afford to pay about \$875 or less a month. Whitewater has a large student population, which impacts the large number of very low-income households.

Households Experiencing Housing Cost Burden

Community	Owner-Occupied Households		Renter-Occupied Households		Total Households	
	Number	Percent	Number	Percent	Number	Percent
Village of Bloomfield	222	17.9	61	18.5	283	18.1
Village of Darien	63	16.6	29	23.6	92	18.3
City of Delavan	285	13.8	550	42.4	835	24.8
Village of East Troy	231	17.5	184	22.5	415	19.4
City of Elkhorn	386	17.1	716	39.8	1,102	27.1
Village of Fontana-on-Geneva-Lake	243	24.8	28	22.2	271	24.5
Village of Genoa City	244	24.8	69	39.2	313	27.0
City of Lake Geneva	419	19.7	809	47.2	1,228	32.0
Village of Mukwonago	--	--	--	--	--	--
Village of Sharon	70	19.9	68	30.9	138	24.1
Village of Walworth	108	19.7	233	54.7	341	35.0
City of Whitewater	225	20.6	1,306	55.2	1,531	44.2
Village of Williams Bay	204	22.8	104	31.0	308	25.0
Walworth County*	5,576	19.3	4,771	40.3	10,347	25.4

Monthly Gross Rent for Renter-Occupied Housing Units

Community	Less than \$700		\$700 to \$999		\$1,000 to \$1,499		\$1,500 or more	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Village of Bloomfield	--	--	96	29	233	71	--	--
Village of Darien	32	26	52	42	36	29	3	3
City of Delavan	353	26	466	34	404	30	138	10
Village of East Troy	74	10	175	23	417	55	90	12
City of Elkhorn	234	13	907	51	543	30	110	6
Village of Fontana-on-Geneva-Lake	15	13	58	51	31	27	10	9
Village of Genoa City	30	17	39	22	107	61	--	--
City of Lake Geneva	379	22	430	25	805	46	116	7
Village of Mukwonago	--	--	--	--	--	--	--	--
Village of Sharon	31	14	121	54	66	29	6	3
Village of Walworth	57	13	216	51	130	30	26	6
City of Whitewater	946	40	712	30	583	25	131	5
Village of Williams Bay	142	48	59	20	79	27	16	5
Walworth County*	2,015	18	3,863	35	4,493	40	827	7

* County totals include towns.

Source (All Tables): U.S. Bureau of the Census 2017-2021 American Community Survey and SEWRPC

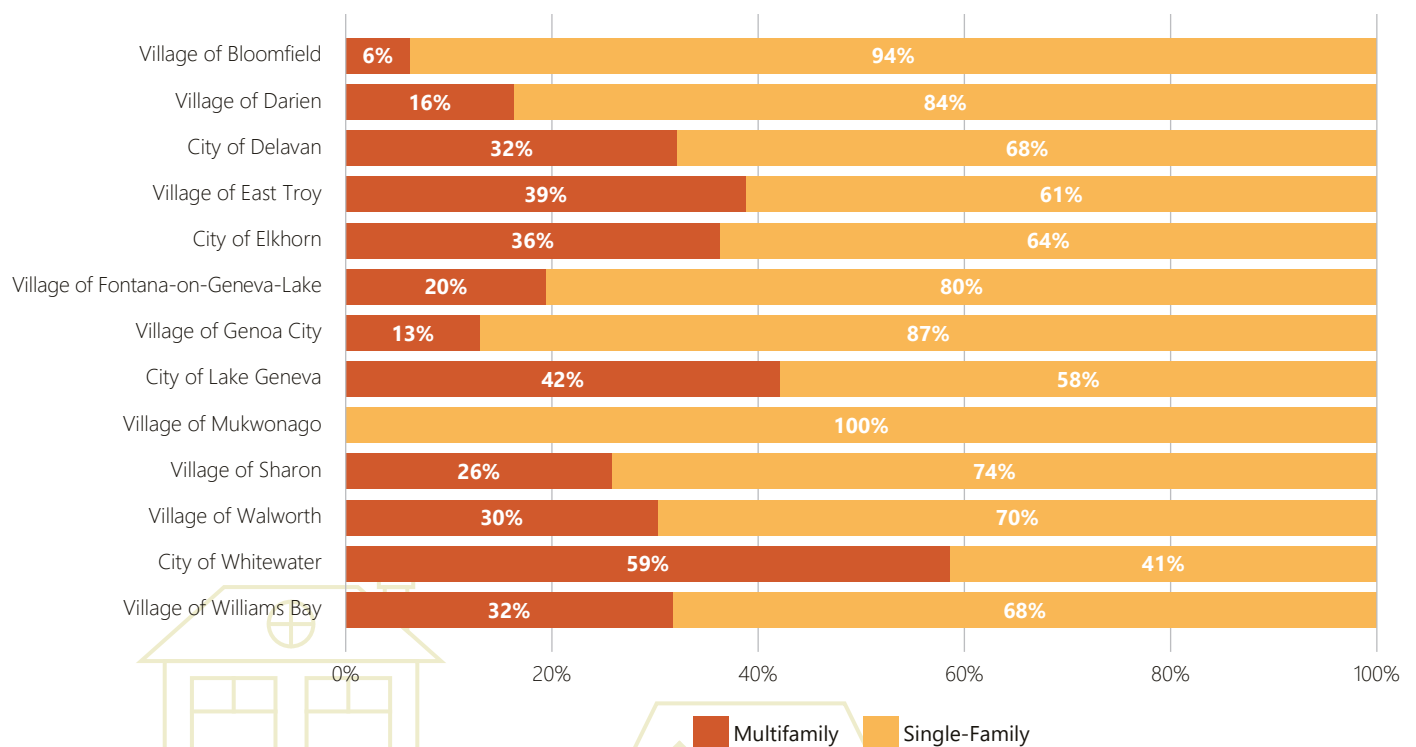
What Kind of Housing Do We Have?

The next step in the housing discussion is to understand the characteristics of the County's existing housing stock. Structure type and lot size can have important influences on meeting the housing needs of County residents. We found that the County's residents have a wide range of incomes, ages, and household sizes, which results in the need for a wide variety of housing types. Multifamily housing tends to be more affordable to a wider range of households than single-family housing, and many newer multifamily housing units have basic accessibility features for people with mobility-related disabilities. Currently about 22% of the County's housing units are multifamily (or two-family); however, multifamily units increase when looking at only the communities that have public sewer service (towns without public sewer service cannot typically support the densities needed to develop multifamily housing).

Single-family homes on modest size lots may also provide a more affordable housing option with less upkeep, which could benefit the County's workforce and aging population. The typical lot size in new subdivisions developed over the last 10 years in the County's sewered communities is over 14,000 square feet, which may present a barrier to developing new single-family housing that County residents can afford.

According to the Wisconsin Realtor's Association, the median sales price of a home in Walworth County was \$316,250 in 2022. A household would need to have an income of at least \$90,000 a year to afford the home.

Share of Single-Family and Multifamily Housing by Municipality



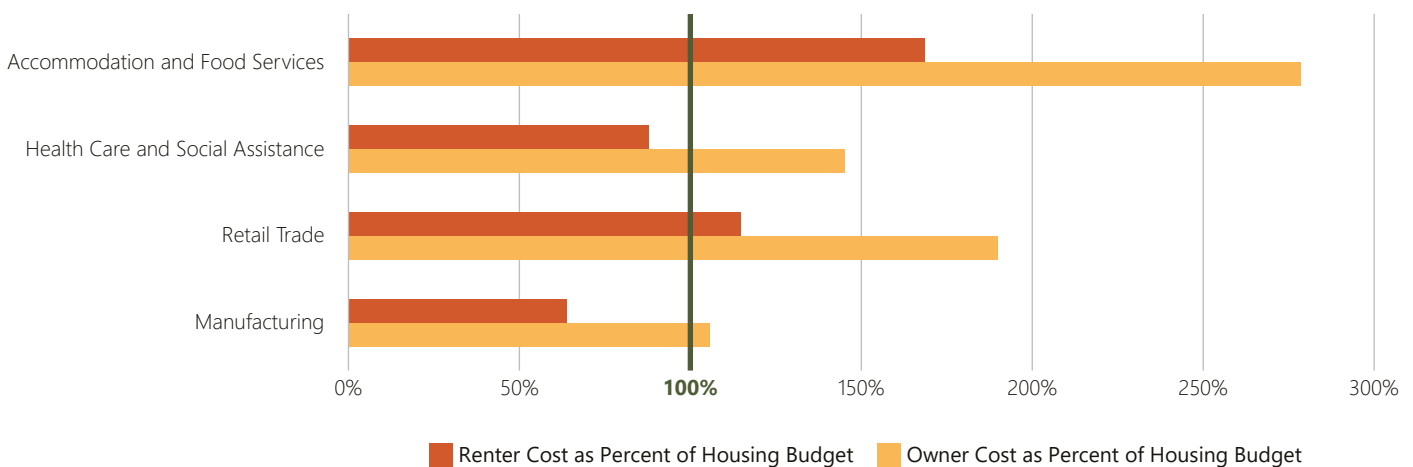
Source: U.S. Bureau of the Census 2017-2021 American Community Survey and SEWRPC

What are the Housing Needs of the County's Businesses?

Commission staff analyzed the relationship between jobs and housing as a part of SEWRPC Planning Report No. 54, *A Regional Housing Plan for Southeastern Wisconsin: 2035*. This analysis was based on the land use plan maps included in the comprehensive plans adopted by communities with sanitary sewer service, including Bloomfield, Darien, Delavan, East Troy, Elkhorn, Fontana-on-Geneva-Lake, Genoa City, Lake Geneva, Mukwonago, Sharon, Walworth, Whitewater, and Williams Bay. The analysis was limited to communities with sanitary sewer service because it was intended to determine if communities with significant existing and/or planned jobs had also planned for workforce housing.

A lower-cost job/housing imbalance is projected in communities with a higher percentage of lower-wage jobs (such as retail or accommodation and food service jobs) than lower-wage housing (such as apartments). A moderate-cost job/housing imbalance is projected in communities with a higher percentage of moderate-wage jobs (such as manufacturing or health care and social assistance jobs) than moderate-cost housing (such as small single-family homes on small lots). *The analysis shows that Bloomfield, Darien, East Troy, Elkhorn, Fontana, Genoa City, Walworth, and Williams Bay may be short of lower-cost housing.* Communities with potential imbalances can consider conducting a more detailed analysis as a part of their comprehensive plan updates (required at least once every 10 years) to encourage housing types that may attract the workers needed to continue to grow local businesses and economies.

Housing Budgets for Popular Jobs in Walworth County



Source: U.S. Bureau of the Census 2017-2021 American Community Survey, Wisconsin Department of Workforce Development, and SEWRPC

Is there a Need for Housing Assistance?

While more apartments and modest-size, single-family homes will increase housing options for residents on a budget, there are still some households in the County that may need assistance. Household income data shows there could be up to 9,000 very low-income households in the County with incomes of less than \$34,700 a year. Many of these households may struggle to afford any kind of market-rate housing and could benefit from some assistance. While there are a variety of subsidized housing units in the County, the demand is much greater than the supply.

What Can Communities Do?

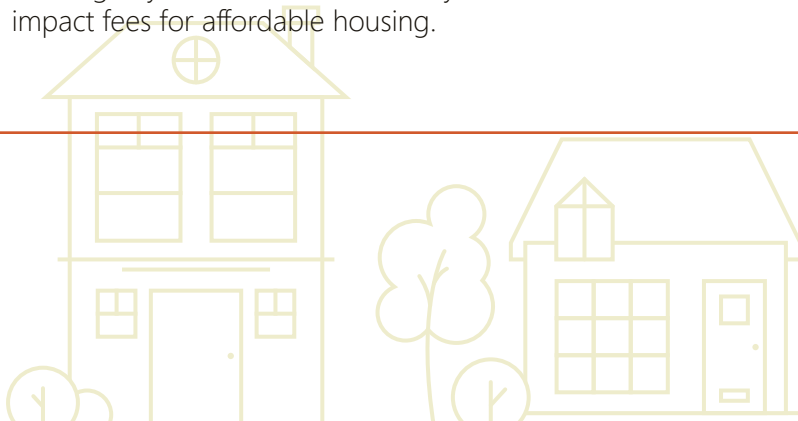
A community's housing stock is heavily influenced by its plans, zoning, and other land use regulations. The location and density of residential development is established through a community's comprehensive plan and implemented through zoning and land division ordinances. These regulations substantially determine the location, size, and type of housing in a community, which in turn, has a substantial influence on the housing cost, accessibility, and walkability.

There are actions the County's cities and villages can undertake to encourage the development of housing that may be more affordable to a wide range of household incomes and promote healthy lifestyles. *The SEWRPC regional housing plan recommends that city and village comprehensive plans allow for the development of modest-size, single-family homes (less than 1,200 sq. ft.) on modest-size lots (10,000 sq. ft. or less) and multifamily housing in at least some areas of the community.* The regional job/housing balance analysis shows that several of the cities and villages in the County could benefit from more compact single-family or multifamily housing.

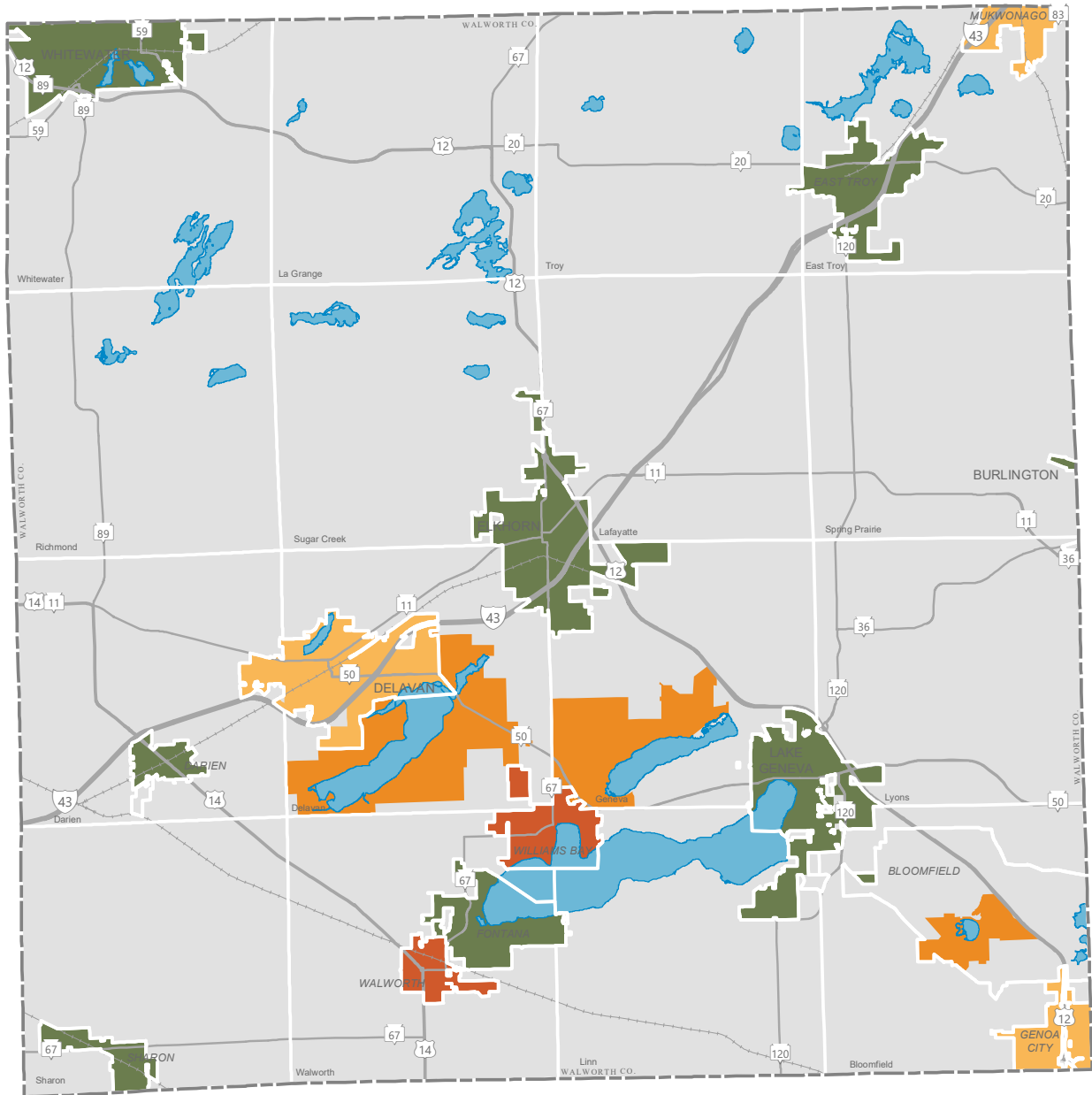
The regional housing plan also recommends that city and village zoning ordinances allow for the development of higher-density housing to promote affordability, accessibility, and walkability. Several cities and villages in the County could update their zoning ordinances to encourage higher densities and a variety of new structure types.

Cities and villages could also review their zoning ordinances to see if any updates can be made to encourage a variety of housing types such as apartments, townhomes, duplexes, and modest-size single-family homes and lots through flexible zoning regulations. Flexible regulations intended to encourage a mix of housing types and a variety of lot sizes and housing values within a neighborhood could include planned unit development, traditional neighborhood development, density bonuses, and accessory dwelling units.

In addition to reviewing and possibly amending comprehensive plans and zoning ordinances, Tax Incremental Financing (TIF) can be used to help develop affordable housing. Wisconsin TIF law allows cities and villages to extend the life of a TIF district for one year to benefit affordable housing anywhere in the community! State law also allows communities to reduce or waive impact fees for affordable housing.



Single-Family Residential Zoning Requirements: 2023

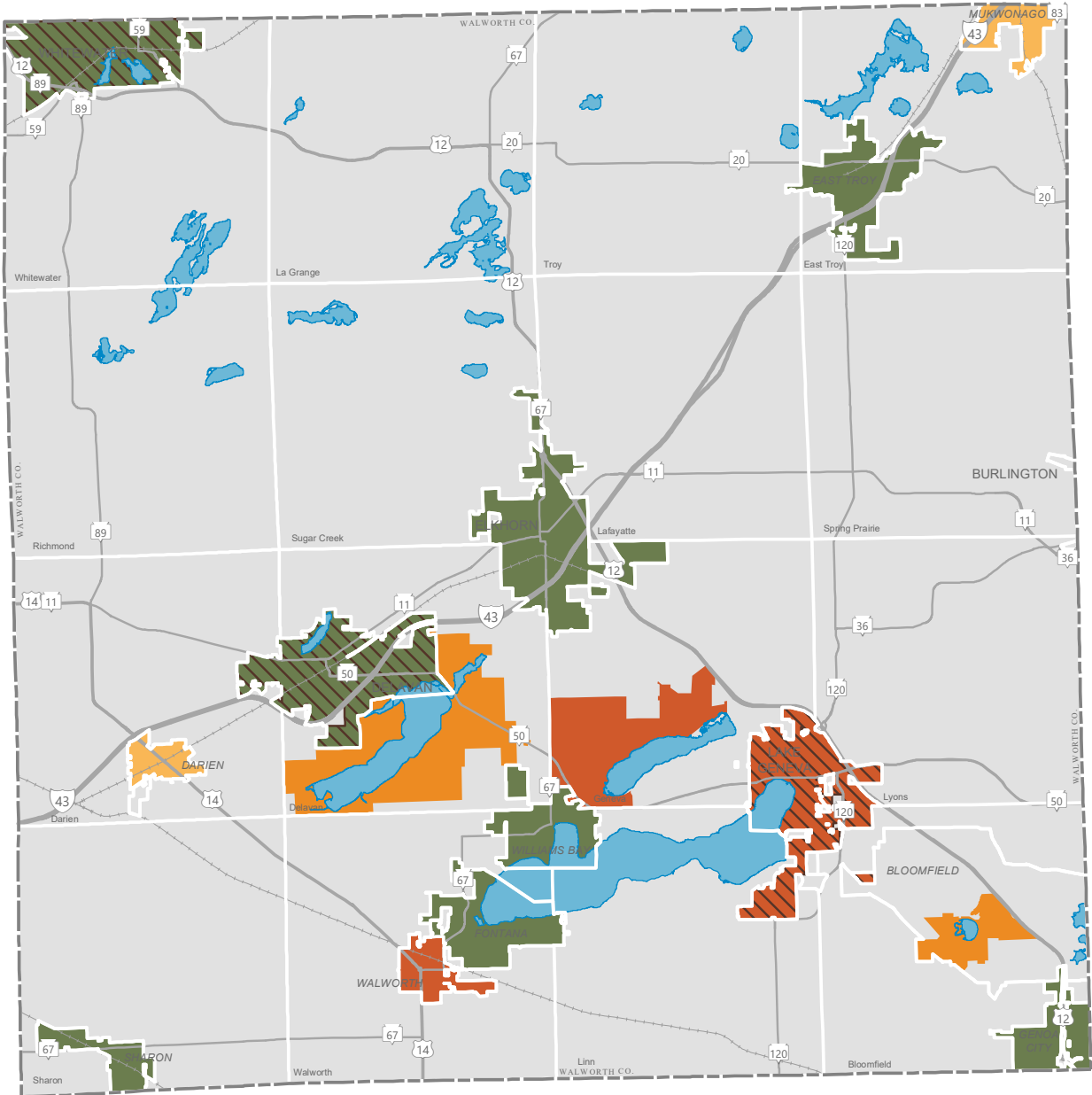


Source: Community Zoning Ordinances and SEWRPC

- SEWERED COMMUNITY WHERE MODEST-SIZE HOMES AND LOTS ARE PERMITTED
- SEWERED COMMUNITY WHERE MODEST-SIZE LOTS ARE NOT PERMITTED
- SEWERED COMMUNITY WHERE MODEST-SIZE HOMES AND LOTS ARE NOT PERMITTED
- SEWERED COMMUNITY WHERE MODEST-SIZE HOMES AND LOTS ARE NOT PERMITTED
- UNSEWERED COMMUNITY OR PORTION OF COMMUNITY

These communities could update their zoning ordinances to allow higher-density, single-family housing

Multifamily Residential Zoning Requirements: 2023



Source: Community Zoning Ordinances and SEWRPC

- SEWERED COMMUNITY WHERE MODEST-SIZE APARTMENTS AND DENSITY ARE PERMITTED
- SEWERED COMMUNITY WHERE MODEST-SIZE APARTMENTS ARE NOT PERMITTED
- SEWERED COMMUNITY WHERE DENSITY IS NOT PERMITTED
- SEWERED COMMUNITY WHERE MODEST-SIZE APARTMENTS AND DENSITY ARE NOT PERMITTED
- UNSEWERED COMMUNITY OR PORTION OF COMMUNITY
- MULTIFAMILY HOUSING REQUIRES A CONDITIONAL USE PERMIT

These communities could update their zoning ordinances to allow higher-density, multifamily housing

What are the Benefits?

Community action to encourage a variety of new housing types is one pathway to a healthier Walworth County. The benefits include:

- **Housing Choice:** A variety of housing types, such as apartments, townhomes, and modest-size single-family homes, will help households of all incomes and ages to live and thrive in Walworth County.
- **Economic Competitiveness:** Walworth County businesses need workers, and those workers need a place to live. A variety of housing types will help keep Walworth County's economy healthy.
- **Active Lifestyles:** A compact development pattern will allow residents to walk to places like parks, schools, and businesses. People who cannot drive will be able to remain active in the community.
- **Preserve Resources:** Walworth County has a vibrant agricultural community and abundant natural resources. A compact development pattern will preserve these assets.

A Healthier County: Cities and villages can play an active role in "Housing for a Healthy Walworth County" by ensuring their land use planning and regulations provide homes for residents of all incomes and ages, encourage active lifestyles, and preserve resources to ensure a ***thriving, connected, and healthy Walworth County***.



Elements of HEALTHY HOUSING



Adapted from a design by Julie Bonogofsky of Southeastern Monitoring



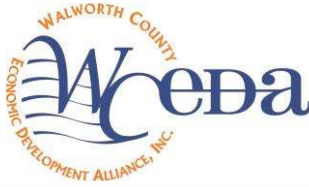
WALWORTH COUNTY



W I S C O N S I N

Contact Us

Walworth County Health
and Human Services
walcoph@co.walworth.wi.us
(262) 741-3200



WCEDA Workforce Housing Initiative
Report For County Board
January 2024

Background

Over the course of the past two years, WCEDA has identified affordable and obtainable housing as an increasing challenge throughout Walworth County and this region that is impacting its workforce. WCEDA's Workforce Housing Initiative that the county board approved in July of last year officially started in September, 2023. This initiative was kicked off by a Walworth County Housing Summit that was held at the Abbey Resort on September 25th. Pam Carper was hired as the initiative's Housing Program Manager and started her position on October 30th, 2023. The main goals of this initiative are two-fold: work with at least four municipalities that want workforce housing development and assist them in getting projects in place. The second main goal is to work with at least four other municipalities to assist them in putting together action plans for workforce housing development that they can include in their comprehensive plans relating to their housing goals. Below is a brief recap of the activities that have transpired since the start of this initiative.

Start of Initiative

During September, WCEDA's Executive Director, Derek D'Auria, and his staff worked on preparing for the housing summit, which involved the recruitment of speakers, development of content, and coordination with the venue for setups, food and beverage service, and audio-visual needs. Leading up to this event for the past 12-15 months, the county's Community Health Improvement Plan (CHIP) advisory group was, and continues to be, a valuable resource for the initiative, including input and assistance for the housing summit and the work that we are now doing. We would like to make sure this advisory group gets proper credit for their past and ongoing contributions to this effort. Prior to the hiring of the Housing Program Manager in October, WCEDA's Executive Director performed recruitment efforts and interviews. This proved to take more time than anticipated but yielded a strong candidate.

Walworth County Housing Summit

Total Attendance: 157 attendees

Attendee Mix: representatives from local municipalities, schools, community agencies, builders and developers, medical organizations, local employers, small businesses, two state



representatives, county board members, and the general public. (Pam Carper, the Housing Program Manager, had not started at WCEDA but was in attendance at this summit and spoke with many of the participants and speakers.)

Municipalities Represented: Elkhorn, Whitewater, East Troy, Delavan, Genoa City, Lake Geneva, Village of Bloomfield, Village of Williams Bay, the Village of Walworth, Village of Darien, and the Village of Fontana.

Legislators Present: Rep. Tyler August and Pam Travis from Senator Ron Johnson's office (note: Ms. Travis commented that she has been to many housing summits or gatherings over the past few years and found this to be one of the best she has attended)

Established Webpage: established a webpage for this event and as an ongoing resource for interested parties to learn more about this housing initiative -

<https://www.walworthbusiness.com/housing>

WCEDA Newsletter: We added a section on housing to the monthly WCEDA newsletter to help keep people updated on this initiative.

Housing Program Manager

Pam Carper started October 30, 2023 and has conducted the following activities and meetings to establish relationships and make potential connections that will help her meet her goals.

Municipal Meetings: Whitewater – John Weidl, City Administrator, and Bonnie Miller, Admin. Asst. Economic Development, Delavan – Mayor Ryan Schroeder and Brian Wilson, City Administrator, Elkhorn – Adam Swann, City Administrator, East Troy – Eileen Suhm, Administrator, Village of East Troy

Builders/Developers: 5 local, 2 regional

Employers: 4

Land Owners: 3 (includes 2 of above developers)

Community Agencies: followed up with agencies that attended the summit, plus a few additional - Walworth County Housing Authority – Sara Boss, Elkhorn Economic Development Group Meetings, CHIP Group Meetings, Habitat For Humanity – Jon McKinney, Community Grant Writer - Katie James, WHEDA – Jeffrey Towne, Community Action – Mark Perry, CC Estates Association – L. Ames, WHEDA – Wisconsin Housing Conference, State CDBG Meeting, MH Graff & Associates – Marty Graff, Lakes Area Realtors – Doug Wheaton, WEDC – Nathanael Martinez



Washington County Next Generation Housing Initiative: Hannah Keckeisen, Housing Specialist/Analyst (Washington County has been a leader in the state around housing). As we get deeper into this initiative, this may be a good resource to help us with challenges.

Attended WHEDA Conference: Wisconsin Housing and Economic Development Authority (WHEDA), hosted a conference in Madison on November 6-7, entitled, "How Housing Happens." Pam has been sharing the information and contacts she collected from this event with developers, builders, and municipal leaders regarding legislation and financial resources.

Progress Update

Projects: there are 4 potential projects that have been uncovered through our meetings so far that we are exploring with land owners, developers, and municipal leaders. Two would incorporate workforce housing, one would have subsidized housing, and another would be a small neighborhood of single-family homes that would be priced in the low \$300s. These projects may require zoning changes and potentially federal, state, or local assistance, so the parties have asked to remain anonymous at this early stage.

Takeways So Far: acceptance of zoning changes will likely be necessary for workforce housing projects to go forward. Education and advocacy groups will be helpful. A study related to what "workforce housing" looks like in Walworth County, in terms of the types of housing and whether the workers will prefer to own or rent these types of housing may be useful to attract the appropriate type of builders and developers and help everyone get on the same page.

Workforce Housing Study for Employers: we believe the answers to these questions will help all parties involved better understand the impact of housing on our workforce. (See below for questions)

Survey Questions

- Number of employees in your employ
- Median Salary
- Median Family size
- Percent of employees in need of housing
- Percent of applicants that turn down job offers because of no affordable housing

Moving Forward

Additional Municipalities: Pam will be meeting with four additional municipalities and also plan commissions to introduce the program and offer assistance and resources.



Continued Meetings: Pam will continue to meet with builders, developers, and other communities that are working on housing.

Hospitality Partners: Pam will be meeting with hospitality partners to talk about workforce housing that might involve dormitory-style housing.

Information Campaign: a multi-step information campaign that will be designed to share housing information and needs with the general public, companies, and builders is being developed and will be launched in stages. This is to help educate those involved in the process on the need throughout the county.

Advisory Group: We anticipate being a part of a formal advisory group that includes county board members and community agencies that have provided input along the way and who have an interest in this subject.

Questions can be directed to Pam or Derek.

Pam@walworthbusiness.com or 262-654-3215

Derek@walworthbusiness.com or 262-564-3211



**WCEDA Workforce Housing Initiative
Report For County Board
March 2024**

Goals of Initiative

The main goals of this initiative are two-fold: work with at least four municipalities that want workforce housing development and assist them in getting projects in place. The second main goal is to work with at least four other municipalities to assist them in putting together action plans for workforce housing development that they can include in their comprehensive plans relating to their housing goals. Below is a brief recap of the activities and developments that have transpired since the January 2024 report to the county board.

Activities

Municipalities:

- Elkhorn -
 - presented at the Elkhorn Common Council meeting, sharing housing data and talking about WCEDA’s housing initiative
 - met with Katie James, city grant writer, about recent CDBG housing grant announcement
 - introduced Community Action Director to city administrator regarding a potential housing shelter
 -
- Genoa City - met with Genoa City clerk/administrator about their housing plans and WCEDA’s housing initiative; they are receptive and have identified site options.
- Delavan –
 - had follow up discussions with city administrator about a specific project involving a builder we have been working with; the project continues to move in a positive
 - presented at the Delavan Plan Commission meeting, sharing housing data and talking about WCEDA’s housing initiative
 - Met with Heather Hazlett, the grant writer and program administrator for Delavan, regarding financing for housing projects
- Whitewater –



- introduced builder to city who is moving forward with a 38-unit, twin home project that will cost in the mid-\$200s; first municipality with a workforce housing project in the works
- presented at the Whitewater Community Development Authority meeting, sharing housing data and talking about WCEDA's housing initiative, which was the main topic of the meeting; it was well-received
- met with the new Economic Development Director, who unfortunately has since left
- East Troy -
 - continue to work with Eileen Suhm, village administrator on the housing needs, the movement toward additional housing, available land, and planning and zoning issues
 - presented a Housing Summit Recap to the village board and CDA
- Walworth, Darien, and Sharon - these municipalities have asked to hold off for a short time while they work this into future agendas or goals

Builders:

- Met with builder considering incorporating workforce housing into his development plan in one of our major communities; he chooses to remain anonymous at this point
- Met with builder that builds single-family homes as rentals
- Met with developer that specializes in workforce housing

Surveys:

- slowly gathering surveys from local businesses regarding the housing challenges of their employees and prospective employees; this has been a challenge to get responses.

Financial Resources:

- exploring land trusts for housing; have connected with Milwaukee, Door County and Madison County to learn about their housing land trusts and how they might be used in our county
- compiling WHEDA Financial information, watching for grant and loan opportunities from HUD, CDBG and other entities

Communications:



- developed community education materials; distributed via social media, WCEDA website and newsletter, LinkedIn, school newsletters, libraries, post offices and more; our poster is being well received
- conducting presentations in April at the Lakes Area Realtors Association meeting and the Lakeland Builders Association Meeting; working with the Lakeland Builders Association to bring in speakers for the meeting, including WHEDA, Ehlers, and Mosaic Properties (a workforce developer)

Takeaways:

- many of our local builders are expressing concerns about the lack of land that is platted for development
- many are also reluctant to take on the costs of a large neighborhood development
- some are reluctant to talk about workforce housing for fear of NIMBYism affecting the approval process of their projects

Moving Forward:

- continued work with municipalities, builders, and understanding practical financial resources
- collecting more employer surveys
- exploration of the potential for multiple builders to collaborate on a joint neighborhood project dedicated to housing that could serve our workforce
- assistance to the county board in its potential development of a housing committee or task force
- continue community education

Questions can be directed to Pam or Derek

Pam@walworthbusiness.com or 262-654-3215

Derek@walworthbusiness.com or 262-564-3211



**WCEDA Workforce Housing Initiative
Report for County Board
April 2024**

Goals of Initiative

The main goals of this initiative are two-fold: work with at least four municipalities that want workforce housing development and assist them in getting projects in place. The second main goal is to work with at least four other municipalities to assist them in putting together action plans for workforce housing development that they can include in their comprehensive plans relating to their housing goals. Below is a brief recap of the activities and developments that have transpired since the January 2024 report to the county board.

Activities

Municipalities:

- Elkhorn -
 - Talked with city administrator about joint builder venture on property in Elkhorn.
 - Talked with city administrator about proposed delay on various water/sewer, lift station and included utility work that could possibly delay development of property in Elkhorn. Was informed that the current lift station is adequate for development of the property in question unless the builder wanted to put over 100 homes there prior to proposed work. That is not the case, so it was agreed the proposed delay would not negatively impact development of housing.
 - Reviewed projected apartment plans Elkhorn has approved and am looking into rental pricing levels.
- Genoa City –
 - shared multiple loan and grant programs with Genoa City that might help facilitate both new development and revitalization of existing properties.
 - Talked with local builder who is setting meeting with city to discuss development on ready to build land.



- Delavan –
 - Met with Deputy City Clerk to go over multiple finance programs for housing projects. Discussed city's part in such financing. Agreed to work together to disseminate this information and bring parties together to move the housing development forward.
 - Talked with city administrator about progress on a proposed housing project. Updated city administrator on project status.
- Whitewater –
 - Working with new Economic Development Director on Whitewater's Housing Roundtable event. Sharing principal contact information and reaching out to those Whitewater would like to have in attendance.
 - Talked with US Shelter Homes about new housing development that is approved, and received plat of project and information regarding progress.
 - Whitewater is hosting a housing round table in late April. WCEDA has responded to their request for information and suggested people to invite.
- East Troy -
 - Presented to joint Common Council/Plan Commission meeting. Shared WCEDA Housing Program, what has been started, the need for housing and how WCEDA is positioned to assist.
- Sharon –
 - Met with Marc Rousch, Village President to introduce Housing Program. Discussion included Village need for housing, land village has that could be built on and intent for workforce housing, with land identified as good for development.
 - Shared this information with builder who was going to set meeting with Mr. Ruosch to discuss building in Sharon.
- Darien-
 - Upon further conversation with Jane Stiles, Village President, it was decided to wait until after elections and the replacement of village staff. Will be contacting Ms. Stiles in mid-April to start talks about housing.

Builders:

- Continued talk with builders to help connect them with services and information. Shared multiple financial information with builders, including several information sessions from various government and private financial organizations.
- Connected two builders directly with individuals to talk through financing options, tax increments, TIF and TID.



- Talking with Habitat for Humanity about participation in this issue and about working with Youth Build.
- Talking with local builders about working with Youth Build on their projects.

Financial Resources:

- Continue exploring land trusts information for housing; have connected with Community Land Trust Organization. This organization is made up of Executive Directors and staff from Land Trusts throughout Wisconsin and Minnesota. These monthly sessions are very valuable and have led to multiple contacts with specific land trusts in areas similar to Walworth County.
- Attending WHEDA, WEDA and HUD financial seminars and sharing appropriate information with builders and municipalities.

Communications:

- Continuing to work with LBA, LARA, and Whitewater on the development of their meetings the last week of April.
- Sending the survey out to specific companies and medical institutions to gain additional information on how the lack of housing is impacting their operations. The initial survey has produced results, but there is much more to gather.
- Will be reaching out to Mr. Krause, the new Lake Geneva Mayor when he takes office. When asked about how he would help turn around the low school enrollment in the district, he said it would take the addition of workforce housing into the city. He appears to be aware of the negative impact of the lack of housing and willing to talk about changing that.

Employer:

- Met with one major employer that is considering doing workforce housing including single family homes that would be part of an expansion effort.

Takeaways:

- Our local builders continue to share concerns about the lack of ready to build land. This is something WCEDA is working with to help identify land and share with builders.
- Discussions revolving multiple builders partnering on one development to help cover the costs are being received well with both the builders and the municipalities.
- There is some confusion about workforce housing; more emphasis is needed on the



teachers, firefighters, policemen, factory workers, service providers, young college graduate and the like who need housing to be able to work in the area.

Moving Forward:

- Continued work with municipalities, builders, and understanding practical financial resources
- Continuing to collect employer surveys
- Continue community education
- Intend to work with newly formed county task force for housing

Questions can be directed to Pam or Derek

Pam@walworthbusiness.com or 262-654-3215

Derek@walworthbusiness.com or 262-564-3211



**WCEDA Workforce Housing Initiative
Report For County Board
May 2024**

Goals of Initiative

The main goals of this initiative are two-fold: work with at least four municipalities that want workforce housing development and assist them in getting projects in place. The second main goal is to work with at least four other municipalities to assist them in putting together action plans for workforce housing development that they can include in their comprehensive plans relating to their housing goals. Below is a brief recap of the activities and developments that have transpired since the April 2024 report to the County Board.

Activities

Municipalities:

- **Elkhorn**
 - Working with local builder on possible build.
 - Talked with City Administrator about multiple builders working together on one large parcel.
- **Genoa City**
 - Local builder working on plan for workforce housing to present to the city in the near future.
- **Delavan**
 - Talked with Mayor about workforce housing development and was told Delavan is looking to identify more workforce housing.



- **Whitewater**

- Attended Whitewater Housing Roundtable event. Talked with
 - state and local housing officials, builders, financial planners and
 - land owners.
- Was given land plat from local land owner to share with
 - builders/developers.
- Have given this information to two local builders.

- **East Troy**

- Continue conversations with East Troy, but there is no further
 - definite movement at this time.

- **Sharon**

- Local builder is looking at the available parcel in Sharon, but no
 - movement to date.

- **Lake Geneva**

- Invited Mayor Krause to the Lakeland Builders Association meeting,
 - which he then attended. Following up this with request to meet to
 - discuss workforce housing.

Community Collaboration and Exploration

- Worked with both Lakeland Builders Association and the Lakes Area Realtors Association on their meetings. Was able to secure speakers for the LBR meeting and share contact information for possible attendees.
- Presented at both LBA and LARA meetings.
- Was contacted by Whitewater Economic Development Director for assistance in sharing their Housing Roundtable event



- Met with a Knight Berry Title employee who attended the LARA meeting about collaborating with WCEDA on identifying available land. Knight Berry is interested in helping with the Workforce Housing movement and will work with the program.
- Submitted proposal to UW La Follett School of Business for a student project to survey land availability and the workforce housing development in Walworth County. This will be a Cost Benefit Analysis. If awarded this will start late summer with results presented in December. This project will be at no cost to the program.

Moving Forward

- Continue to work with municipalities, presenting information that will promote the need to collaborate to complete the needed housing.
- Contact employers about housing need and pursue company partnerships with housing developments
- Working with state Community Land Trust organizations to set a plan to present to the Task Force.

Takeaways

- Build ready land availability is still an issue
- Infrastructure financing is a roadblock to continue working on
- Community Education has helped bring this issue out and now is helping start discussions between possible collaborative partners.

Questions can be directed to Pam or Derek

pam@walworthbusiness.com or 262-654-3215

derek@walworthbusiness.com or 262-564-3211



**WCEDA Workforce Housing Initiative
Report for County Board
June 2024**

Goals of Initiative

The main goals of this initiative are two-fold: work with at least four municipalities that want workforce housing development and assist them in getting projects in place. The second main goal is to work with at least four other municipalities to assist them in putting together action plans for workforce housing development that they can include in their comprehensive plans relating to their housing goals. Below is a brief recap of the activities and developments that have transpired since the April 2024 report to the County Board.

Activities

Municipalities:

- **Elkhorn**

- Continued conversation with City Administrator, specifically regarding Cook Property and Market Street Property, and whether or not any incentives would be considered for those properties.

Genoa City

- Local builder has presented Next Generation Housing to City and is just steps away from development. This housing would incorporate smaller homes on smaller lots. Initial plan welcomed by city official. Ground is cleared. This will be a good neighborhood development with multi-level homes.

- **Delavan**

- Local builder continues to move forward with workforce housing development plans which will be a while before final approval.



- **Whitewater**

- Reached out to city about parcel of land on the south east side that is owned by city. There is a builder looking at that land.

- **East Troy**

- No specific movement at this time. Conversations with City Administrator center on finding different developers/builders. WCEDA is assisting in that search.

- **Sharon**

- Second meeting with Village President and local builder was to review the comprehensive plan to address zoning, density, and location.

- **Walworth**

- Met with village Plan Commission. The commission was open to discussion on housing needs. Future meeting is being discussed. In separate conversation there was some pushback from the Mayor who is not sure the smaller footprint home is needed. The Mayor is open to further discussions.

Community Collaboration and Exploration

- Met with the ED of Jefferson County Thrive Ed to talk about legislation surrounding financing for home building. It was decided we would contact the state Realtor and Builder Associations to review WHEDA, Federal, State and HUD financing and take the issues to legislators. The \$5.25M that is available to help workforce housing developers has some drawbacks and is not being utilized by many builders/developers at this time.

-



- Working with local builder to identify land in rural areas that are possible for workforce housing which the builder prefers to call Next Generation Housing. Looking at available utilities, infrastructure, zoning, capacity, lot size/home size, municipality need, per industry, school, business report.
- Met with partners of NRS Real Estate about their modular home program.
- Attended HUD Home Showcase Education Conference. Covered codes and financing for the Modular/Manufactured Home industry. This type of home is now being constructed so it meets codes allowing them for typical site build funding.
- Met with LaFollette staff about proposal for study. It is being moved forward into another program that will allow for a more in-depth study.

Moving Forward

- Continue to survey businesses regard the impact of housing shortage on their staffing needs.
- Continuing to work with state Community Land Trust organizations to set a plan to present to the Task Force.

Takeaways

- Build ready land availability is still an issue
- Infrastructure financing is a roadblock to continue working on

Questions can be directed to Pam or Derek

pam@walworthbusiness.com or 262-654-3215

derek@walworthbusiness.com or 262-564-3211



**WCEDA Workforce Housing Initiative
Report for County Board
July 2024**

Goals of Initiative

The main goals of this initiative are two-fold: work with at least four municipalities that want workforce housing development and assist them in getting projects in place. The second main goal is to work with at least four other municipalities to assist them in putting together action plans for workforce housing development that they can include in their comprehensive plans relating to their housing goals. Below is a brief recap of the activities and developments that have transpired since the April 2024 report to the County Board.

Activities

Municipalities:

- **Elkhorn**

- Attended Common Council to follow discussion regarding housing development and specific available land.

- **Genoa City**

- Local builder is in final negotiations. The current push back involves speed of development. The City is looking at full vs. staged development.

- **Delavan**

- Local builder is still working on planned development. The movement is slow.



- **Whitewater**

- Worked with Anderson Commercial on land owned by city. Anderson outlined the pros and cons of each parcel and encouraged discussions on potential purchase by local builder.

- Referred NRS Modular Realtor to Whitewater. This company builds modular housing neighborhoods that market closer to the price point needed for Next Generation housing. There will be discussion regarding NRS building in Whitewater.

- **East Troy**

- City working on possible housing site. They are looking for developer. WCEDA referred two developers, one being NRS.

- **Sharon**

- Working with Vandewall & Associates to develop a report outlining potential land, sewer/water capacity, zoning, and other development issues. There has been potential land identified that would offer a small development.

Community Collaboration and Exploration

- Met with representative of Burlington Corporate Council to discuss what they are doing to move housing forward. Will be continuing conversations.
- Presented municipality administrators with Barriers to development and ask each to categorize these barriers according to what their community is dealing with.
- Working with local builders and municipalities to identify available land, will continue with more in-depth work on specific parcels. Spoke with realtors in Lyons and Elkhorn about specific parcels.
- Met with CHIP members to explore developing website specific to promoting Walworth County CHIP areas of concern, with focus being on housing. Taking this to UWW student team that works on such projects.



- Attended Grand Geneva Ribbon Cutting/Opening of their New Staff Housing – Geneva Commons. Geneva Commons has 172 beds set in apartment style rooms with common areas for gathering, laundry, eating, etc. It is on the Grand Geneva grounds, within walking distance from the main buildings.

Moving Forward

- Propose gathering local business representatives to start housing fund program. Planning to ask Sheboygan County ED and the Burlington Council to join via zoom to share how the corporations worked together to do this in their respective areas.
- Looking into gathering municipality leaders together to share their concerns and barriers to housing development.
- Will be attending the Wisconsin Home for Everyone Conference later in July.

Takeaways

- Build ready land availability is still an issue
- Infrastructure financing is a roadblock to continue working on

Questions can be directed to Pam or Derek

pam@walworthbusiness.com or 262-654-3215

derek@walworthbusiness.com or 262-564-3211



WCEDA Workforce Housing Initiative Report for County Board August 2024

Goals of Initiative

The main goals of this initiative are two-fold: work with at least four municipalities that want workforce housing development and assist them in getting projects in place. The second main goal is to work with at least four other municipalities to assist them in putting together action plans for workforce housing development that they can include in their comprehensive plans relating to their housing goals. Below is a brief recap of the activities and developments that have transpired since the April 2024 report to the County Board.

Activities

Municipalities:

- **East Troy**
 - Connection city with Vandewalle & Associates to run land use survey to look at land that could be developed and other issues.
- **Genoa City**
 - Continuing to connect with administration to share information for them to make decisions on proposed development. Coordinating with administration, builder, WHEDA and more.
- **Delavan**
 - Connection city with Vandewalle & Associates to run land use survey to look at land that could be developed and other issues.



- **Whitewater**
 - Connecting with city and US Shelter Homes on the Mound Meadow development to gather information for potential township development.
- **Lake Geneva**
 - Connected with City Board member to discuss their current stand on housing and how to move forward. Will develop a chart of county wide housing need to present to proper boards to share the need in more detail.

Community Collaboration and Exploration

- Meeting with local realtor who is representing a landowner wanting to develop workforce housing on his land in Walworth Township. Have listened to what is intended, gathered information for their view, connected them with parties that would be helpful in the plans, and am meeting during the decision process with the realtor, the landowner and partner.
- Met again with CHIP members about the proposed website and decided WCEDA does not have the capabilities, either bandwidth, financial and other to enter into this project at this time.
- Attended Grand Geneva Ribbon Cutting/Opening of their New Staff Housing – Geneva Commons. Geneva Commons has 172 beds set in apartment style rooms with common areas for gathering, laundry, eating, etc. It is on the Grand Geneva grounds, within walking distance from the main buildings.
- Working with WHEDA representative to identify financial help for communities looking at purchasing the land, putting in the infrastructure then inviting builders to build.
- Communicating with local real-estate attorneys to develop guidelines for deed restrictions to share with developers.



Moving Forward

- Will be attending the WHEDA and the Community Land Trust Conferences in the fall.
- Will continue to work with resources to bring updated and specific information/help to the communities and builders.
- Facilitating the building of partnerships to build.

Takeaways

- Build ready land availability continues to be an issue. This has helped develop the drive to research options to develop land.
- Infrastructure financing is a roadblock to continue working on, and has driven the movement to search out support for this.

Questions can be directed to Pam or Derek

pam@walworthbusiness.com or 262-654-3215

derek@walworthbusiness.com or 262-564-3211



Workforce Housing Proposal

June 29, 2023

Executive Summary

Over the course of the past two years, housing has become an increasing priority for Walworth County Economic Development Alliance (WCEDA) to address. In this proposal, you will see the evolution of WCEDA's involvement and interest in this topic. You will also see that WCEDA's board has determined that efforts relating to workforce housing align with its mission. Workforce housing will be spelled out in this proposal, but it is essentially what is being called the "missing middle," and encompasses entry level workers as well as professional workers such as physicians and everything in between including public employees, like teachers, police officers, and public works staff members.

Many counties in the region are facing similar challenges and are in various stages of addressing this issue — an issue that may be the number one barrier for workforce at the moment. In Jefferson County, Green County, and Washington County (and likely many others) housing efforts are being led or co-led by economic development agencies like WCEDA.

This proposal describes a two-prong approach that stems out of the momentum that has been started by WCEDA and a Walworth County Community Health Improvement Plan (CHIP) advisory group, which continues to meet regularly on this topic. And since neither group has the staffing bandwidth to scale up these efforts, the main element of this proposal calls for a project manager who would be overseen by WCEDA's Executive Director, Derek D'Auria. This role would facilitate meetings between developers, municipal leaders, businesses, and consultants to either move projects forward or to develop housing plans for those municipalities that support local industry.



There are two other main components of this proposal: a grant fund element, and a housing summit element. While working with municipalities, it may be discovered that certain information is needed to make educated decisions about housing needs and housing plans for things like a housing projection or a survey of local businesses regarding the housing needs of their employees. WCEDA may also find it necessary to utilize resources from this fund allotment to hire a consultant that has expertise in a specific matter or to conduct a county-wide study. Jefferson County is an example of a neighboring county that has utilized a fund like this to help their municipalities get a better understanding of their housing needs. The last main component of this proposal is for WCEDA to host a housing summit in the fall to bring key stakeholders together, potentially celebrate communities that are moving forward, share available resources, and to give visibility to the initiative in the hopes of increasing overall support.

Success for this workforce housing initiative would have some municipalities moving forward with workforce housing while others would be developing plans that would be incorporated into their comprehensive plans. This process would also yield a list of future recommendations for the county on this topic. WCEDA believes that the county has a unique opportunity to leverage ARPA dollars to make a valuable impact on workforce housing development across the county.

Background

Over the past two years, WCEDA has been getting increasing feedback about housing concerns from a variety of stakeholders such as key industry sectors, municipal leaders, school administrators, real estate representatives, and local non-profit agencies. Labor economists for the state of Wisconsin regularly cite housing as one of the top workforce barriers. A recent 2021 Walworth County housing study by Russ Kashian of UW-Whitewater indicated that there will be a gap of approximately 4k housing units by 2030. A recently completed SEWRPC Walworth County housing publication affirms this projected gap. In addition, WCEDA participated in an advisory group from the county's public health department that was working on an update for its Community Health Improvement Plan (CHIP). In the course of those sessions, WCEDA gravitated toward a goal, 3.2, which continues to focus much of its efforts around housing. And WCEDA has become a co-lead for on-going work related to this goal. At WCEDA's December board meeting, half of the meeting was dedicated to discussing economic development threats. Most of this time was spent discussing housing. It was suggested that a separate meeting be convened in January that would include members of the WCEDA board to determine if housing was a priority that was in alignment with WCEDA's mission. This meeting took place in late January, and it was determined that housing does in fact fit within WCEDA's mission. It was further suggested that WCEDA put together a proposal to the county that seeks ARPA funds to address this important workforce barrier. At the end of this meeting, WCEDA's board recommended that D'Auria put together a



statement of intent and a corresponding scope of services for its March meeting, as a first step toward the development of a housing proposal.

Subsequent Input

WCEDA Executive Director, Derek D’Auria, presented a two-phase proposal draft at WCEDA’s full-board meeting in March, whereby “Phase 1” would be an information-gathering period that would involve the use of various consultants who would prepare reports that could be used by municipal leaders to assess their housing and infrastructure needs. “Phase 2” would consist of “taking the show on the road,” where WCEDA would facilitate meetings with municipal leaders to analyze the data and assist them in creating a housing “game plan.” Phase two would also entail WCEDA connecting developers and resource agencies to municipalities that were interested and ready to support and potentially incentivize housing projects. The WCEDA board approved the proposal concept and asked Derek to fine-tune it with the goal of submitting it to the county for consideration within a month.

Reconsideration of the Approach

D’Auria presented this concept to the CHIP committee a few weeks later and encountered a lively debate about essentially switching the order of the phases, going on the road first and helping those municipalities right away that are ready to get started. Then, if after the course of working with municipalities, it is determined that specific data is needed to make decisions, that information could be pursued at that time. Approaching it in this manner would also help keep the momentum of this advisory group moving, which is comprised of representatives from the housing authority, YouthBuild/Habitat for Humanity, SEWRPC, local builders, The Lakeland Builders Association, The Lakes Area Realtors Association, survey and land use firms, and the Elkhorn Area School District and other supporting agencies or companies. Energized advisory groups that are diverse like this one can make all the difference in the success of an initiative of this magnitude. Based on input from the CHIP advisory group, WCEDA’s Executive Director convened a board meeting in April which included the county administrator and asked its board to consider a different approach based on the input from the CHIP group. Prior to this meeting, a brief survey was completed by nine major municipalities in the county. At the conclusion of the April meeting, the board approved a new approach. Below are the details.

Municipal Administrator Input

As was mentioned above, prior to the April meeting, D’Auria briefly surveyed nine municipalities in the county about housing related questions. There were three questions regarding whether or not their boards would incentivize housing where the majority of respondents answered unsure, which suggests that more education is needed. Half of the respondents indicated that they have declining school enrollment, and we know from



school leaders that housing is part of this problem. Almost all of the respondents said they have not had conversations with their key employers. No one responded that they have had conversations with builders or developers who build less-than market rate housing. Starter housing and mid-level housing were concerns for everyone. In terms of data or studies that would be helpful to their decisions about housing, a housing analysis, current and future, an affordability analysis relating to household income, and housing needs from employers ranked the highest. See full results of this survey in the accompanying appendix.

Workforce Housing Proposal

The result of the WCEDA April Board meeting was the approval of the following housing proposal that outlines the focus of the initiative, a two-prong approach, a grant program, project manager role and tasks, request for funds, potential consultants, and deliverables.

Focus of Initiative

WCEDA's interests align best with housing that supports workforce. This category would incorporate both blue-collar and white-collar workers. Perhaps the best frame of reference to think about this is Walworth County's median household income of \$66k. As a guide, affordable housing is generally considered to be 30% of household income, which for our residents would equate to a monthly housing allowance amount of \$1,650 and includes mortgage or rent, utilities, or property tax. Of that \$66k median household income, worker household incomes typically span between 60% (\$39,600) to 200% (\$132,000) or more. And the corresponding monthly housing allowances for this range would be between \$990-\$3,300. Using this income range, workers need to find housing in the \$143k-\$425k range to consider it affordable. As a point of reference, the average cost of a home in Walworth County in 2016 was \$177k but was \$300k in 2021 and continues to increase. Rental averages have climbed even more steeply over that period. What we are calling "workforce housing" is often referred to as the "missing middle." According to UW-Whitewater's recent 2021 housing analysis for Walworth County, which was recently corroborated by SEWRPC, there will be a gap of approximately 4k housing units by 2030, much of which impacts workforce housing. The focus of the workforce housing initiative outlined in this proposal would be on facilitating less-than market rate housing options by connecting builders, developers, consultants, and government agencies with municipalities that seek more affordable housing options for their residents. This initiative will not address homelessness, Section 8 housing, or senior housing. These segments are currently being addressed by other agencies or by the market. Examples of less-than market housing on the low end for a new single-family home might be a cost of \$250k-\$275k versus current market rates of \$325k-\$350. Examples of less-than market housing on the higher end of worker housing might be \$425-475 instead of current rates of \$500k-\$595k. The same concept would apply to multi-family housing



or apartments. Zoning, Tax Incremental Financing, Municipal Bonding, support from federal programs, other incentives or creative approaches will be needed to bring less-than market prices to fruition.

Two-Prong Approach

The two prongs of this approach would be action and awareness. At least two municipalities are ready and interested to pursue less-than market rate housing projects. For those that are ready, WCEDA would like to connect them with the resources they need to get started. And for those who are not ready, WCEDA would like to help them get to the point of awareness of their housing needs. Members of the CHIP advisory group on housing have shared housing data gathered by SEWRPC and made introductions to developers who work with this type of housing with a few of the municipalities that are ready to move forward, and there have been some productive conversations and meetings around less-than market rate housing opportunities as a result. However, members of the CHIP advisory group do not have the capacity to scale up these efforts and nor does WCEDA with its current staffing makeup. To keep this momentum going, WCEDA is proposing to hire a project manager, who would have oversight by D’Auria. The Project Manager would do tasks such as convene meetings, pull in partners, share best practices, gather existing data, and determine what additional data may be needed for municipalities to make decisions about their housing needs and options. WCEDA is recommending that the Project Manager could also oversee a modest grant program. Municipalities could apply to this program for informational studies or even to seek funds to pay a portion of building fees, as an incentive for a desirable project. WCEDA could also tap this program if it determines that county-wide information is needed, or if a housing expert or consultant is needed to be hired for certain presentations or critical development meetings.

Project Manager Role and Tasks

WCEDA would hire a project manager and oversee and assist that person to do the following tasks:

- Coordinate meetings with municipal leaders, builders, state and federal agencies, and consultants - to discuss incentives, zoning, comprehensive plans, infrastructure needs, etc.
- Pull together available data
- Prepare simple marketing fliers for municipalities to share with prospective builders
- Visit other communities that are doing desirable housing projects and bring back information to share with our municipalities
- Meet with key employers to determine the housing needs/challenges of their employees
- Determine if participating municipalities need additional data that needs to be obtained
- Assist in the planning of a housing summit, September 25th, or other informational meetings
- Administer a grant program for studies, building fees, or consultants



Grant Program

This proposal requests that a grant fund be established to assist the two-prong approach. Most of the funds would likely be used to help with the awareness aspect of this proposal, but some of the funds may be useful in the action aspect, if for example the building fees for a project could be partially subsidized. Jefferson County recently hosted a housing summit and is a good example of a rural county just north of Walworth County. Jefferson County had a grant program in place last year that municipalities could apply to for informational studies or consulting work related to housing. Below are examples of studies that might be contracted by municipalities or WCEDA. Also, there may be instances in which it may be useful to hire housing experts for certain meetings or presentations.

- Analysis of current housing stock by type and age
- Current and future housing needs analysis by housing type, including rental versus owned
- Analysis of infrastructure capacities and notated locations that are ready for housing development
- Real estate market analysis that shows available housing for sale and for rental
- 10-year cost/revenue projection for your municipality
- Comparison analysis of comprehensive plan and current and future housing needs analysis
- Survey of housing needs from top employers in your municipality
- Housing gap analysis based on population
- Affordability analysis of current available housing for your municipality that takes into account the median household incomes
- Wage analysis and average median wages for types of residents
- School enrollment projections, 10 years

Request for Funds (\$215,000)

This request would be for at least a 12-month period. Below would be the breakdown. The grant fund would be an “up to” amount. And the other amounts listed would also be “up to” amounts. Many studies can range \$15k-\$30k, and consultants can range from \$150-\$300 per hour.

- WCEDA hires project manager for at least 12 months (\$65k)
- WCEDA oversight/introductions/meetings (200 hours, \$20k)
- Housing Summit at The Abbey Resort, September 25 (\$10k)
- Grant Fund for Studies or Building Fees (\$120k)



Potential Consultants

(The following list could be used for this grant program, many of which the county has worked with or interacted with)

- RW Baird
- Vierbicher
- UW-Whitewater
- Vandewalle and Associates
- Ehlers and Associates
- Redevelopment Resources
- SEWRPC
- Cedar Corp
- Cross and Associates

Deliverables

- A project manager who works on workforce housing initiative for at least 12 months
- WCEDA oversight for up to 200 hours
- Presentation to the county board or its committees at the end of the period on the findings and accomplishments of the initiative
- Summary of grant fund distributions and delivery
- Survey from top 5-10 employers in major municipalities
- Results of any studies or consulting work performed and delivery of work products
- A list of recommendations to the county regarding the continued development of workforce housing
- The completion of a county-wide housing summit tentatively scheduled for September 25th

Desired Outcomes

Some counties have chosen a specific number of housing units as a near-term goal. Washington County is a great example of this. Their goal is to build 1,000 affordable units within the next five years. Jefferson County's goal is 500 units. Until more is learned about municipalities and the needs of their employers, Walworth County may not realistically be able to choose a number. However, a successful workforce housing initiative for Walworth County might look like four to five municipalities working with developers to build less-than market housing and another four to five municipalities enthusiastically gathering housing data and having meetings with prospective housing developers. Success might also be a clearer understanding of the housing needs of the county's employers and the younger families filling its schools. And, finally, success may be that



the county's major municipalities have a clear understanding of their current and future housing needs and also an understanding of the available and practical resources that could be used to move a housing plan forward.

Conclusion

The housing problem is not going away any time soon. It is unlikely that the market will address workforce housing, or what is being called the "missing middle." Many local governmental agencies across the state are finding ways to incentivize this type of housing. However, it takes a concerted effort to do so from a wide variety of stakeholders. With the support of the CHIP advisory group, WCEDA has the potential to capitalize on the momentum that has been started over the course of the past year. WCEDA is uniquely positioned to work in this space because of its connection to local businesses and municipalities and also its working relationships with so many economic development agencies in the region. WCEDA strongly believes that using ARPA funds as described in this proposal, totaling \$215,000, has the potential to change the trajectory of Walworth County's housing development in ways that could have positive impacts on the county's workforce, well into its future.

Appendix

Below are the survey results of nine Walworth County municipalities, which were completed by their respective administrators.

Q1 Please enter your name and municipality that you represent

Answered: 9 Skipped: 0

#	RESPONSES	DATE
1	Kate Dennis, Village of Genoa City	5/16/2023 11:03 AM
2	Eileen Suhm, Village of East Troy	4/19/2023 10:26 AM
3	City of Whitewater	4/18/2023 5:32 PM
4	Village of Williams Bay	4/18/2023 4:16 PM
5	Village of Sharon	4/18/2023 11:41 AM
6	Lindsey Peterson, Village of Darien	4/17/2023 4:47 PM
7	Adam Swann, City of Elkhorn	4/17/2023 9:58 AM
8	Dave Nord City of Lake Geneva, Wisconsin	4/17/2023 8:30 AM
9	Brian Wilson City of Delavan	4/17/2023 8:19 AM

Q2 Do you have current data on your housing mix (single family, duplex, mobile home, multifamily, etc.)?

Answered: 9 Skipped: 0

ANSWER CHOICES	RESPONSES	
Yes	66.67%	6
No	22.22%	2
Not sure	11.11%	1
Total Respondents: 9		

Q3 Does your municipality anticipate going to referendum for operational or capital purposes in the next 1-3 years?

Answered: 9 Skipped: 0

ANSWER CHOICES	RESPONSES	
Yes	44.44%	4
No	22.22%	2
Not sure	33.33%	3
Total Respondents: 9		

Q4 Do you have any TIDs expiring in the next 1-3 years?

Input on Housing Needs

Answered: 9 Skipped: 0

ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	9
Not sure	0.00%	0
Total Respondents: 9		

Q5 Would your board/council be willing to create a TID to incentivize less-than market rate housing (not Section 8 housing) in your community?

Answered: 9 Skipped: 0

ANSWER CHOICES	RESPONSES	
Yes	33.33%	3
No	11.11%	1
Not sure	55.56%	5
Total Respondents: 9		

Q6 Would your board/council be willing to make changes to its zoning regulations to incentivize less-than market rate housing (not Section 8 housing) in your community?

Answered: 9 Skipped: 0

ANSWER CHOICES	RESPONSES	
Yes	33.33%	3
No	0.00%	0
Not sure	66.67%	6
Total Respondents: 9		

Q7 Would your board/council be willing to make changes to its building permit or impact fees to incentivize less-than market rate housing (not Section 8 housing) in your community?

Answered: 9 Skipped: 0

Input on Housing Needs

ANSWER CHOICES	RESPONSES
Yes	22.22% 2
No	0.00% 0
Not sure	77.78% 7
Total Respondents: 9	

Q8 Would your current water, sewer, gas, and power infrastructure support future neighborhood/housing development projects?

Answered: 9 Skipped: 0

ANSWER CHOICES	RESPONSES
Yes	88.89% 8
No	0.00% 0
Not sure	11.11% 1
Total Respondents: 9	

Q9 When did your municipality last complete its most current comprehensive plan?

Answered: 9 Skipped: 0

ANSWER CHOICES	RESPONSES
2022	22.22% 2
2021	22.22% 2
2020	11.11% 1
2019	11.11% 1
2018	0.00% 0
2017	0.00% 0
2016 or earlier	33.33% 3
TOTAL	9

Q10 Does your local school district have declining enrollment?

Answered: 9 Skipped: 0

Input on Housing Needs

ANSWER CHOICES	RESPONSES
Yes	55.56% 5
No	33.33% 3
Not sure	11.11% 1
Total Respondents: 9	

Q11 Have you talked with your top employers recently about the housing needs/challenges of their employees?

Answered: 9 Skipped: 0

ANSWER CHOICES	RESPONSES
Yes	11.11% 1
No	66.67% 6
Some	22.22% 2
Total Respondents: 9	

Q12 Are you currently working with any builders or developers that are doing less-than market rate housing projects?

Answered: 9 Skipped: 0

ANSWER CHOICES	RESPONSES
Yes	11.11% 1
No	88.89% 8
Total Respondents: 9	

Q13 Is housing currently a concern for your municipality? If no, please mark "no." If yes, please mark all that apply

Answered: 9 Skipped: 0

Input on Housing Needs

ANSWER CHOICES	RESPONSES	
No	11.11%	1
Starter housing, multi-family or single family, home-ownership	88.89%	8
Starter housing, multi-family or single family, rental	55.56%	5
Mid-level housing, multi-family or single family, ownership	88.89%	8
Mid-level housing, multi-family or single family, rental	33.33%	3
High-level housing, multi-family or single family, ownership	22.22%	2
Senior housing	44.44%	4
Seasonal housing	0.00%	0
Total Respondents: 9		

Q14 Would any of the following studies be critical to yours or your board's decision-making process as it relates to your housing needs/plans? Please mark all that apply

Answered: 9 Skipped: 0

ANSWER CHOICES	RESPONSES	
Analysis of current housing stock by type and age	44.44%	4
Current and future housing needs analysis by housing type including rental versus owned	77.78%	7
Analysis of infrastructure capacities and notated locations that are ready for housing development	11.11%	1
Real estate market analysis that shows available housing for sale and for rental	22.22%	2
10-year cost/revenue projection for your municipality	44.44%	4
Comparison analysis of comprehensive plan and current and future housing needs analysis	44.44%	4
Survey of housing needs from top employers in your municipality	55.56%	5
Affordability analysis of current available housing for your municipality that takes into account the median household incomes	77.78%	7
Our municipality is ready to move forward and does not need any addition data at this point	0.00%	0
Other (please specify)	22.22%	2
Total Respondents: 9		

#	OTHER (PLEASE SPECIFY)	DATE
1	Impediments to home ownership in our community	4/18/2023 5:32 PM
2	Lake Geneva's Council has not addressed the overall topic of housing since my arrival in 2018.	4/17/2023 8:30 AM

Q15 What was the percentage of your statutory debt load for 2022?

Answered: 9 Skipped: 0

Input on Housing Needs

ANSWER CHOICES	RESPONSES	
75% or higher	0.00%	0
70%-74%	0.00%	0
65%-69%	11.11%	1
60%-64%	22.22%	2
Below 60%	55.56%	5
Not sure	11.11%	1
Total Respondents: 9		

SEWRPC Planning Report No. 54
A REGIONAL HOUSING PLAN FOR SOUTHEASTERN WISCONSIN: 2035

Excerpt from Chapter XII, RECOMMENDED HOUSING PLAN FOR THE REGION

PART 3: FINAL PLAN RECOMMENDATIONS

Final plan recommendations were prepared based on public comments and the findings of the socio-economic impact analysis conducted on the preliminary plan recommendations. Final recommendations were reviewed and approved by the Regional Housing Plan Advisory Committee on January 23, 2013 and were adopted by the Regional Planning Commission on March 13, 2013. Table 214 summarizes the final plan recommendations and indicates the unit of government or agency that would need to take action to implement each recommendation.

A. Affordable Housing

1. Local governments that provide sanitary sewer and other urban services should provide areas within the community for the development of new single-family and two-family homes on lots of 10,000 square feet or smaller, with home sizes less than 1,200 square feet, to accommodate the development of housing affordable to moderate-income households. Communities with sewer service should also provide areas for the development of multi-family housing at a density of at least 10 units per acre, and 18 units or more per acre in highly urbanized communities, to accommodate the development of housing affordable to lower-income households. Such areas should be identified in community comprehensive plans. In addition, communities should include at least one district that allows single-family residential development of this nature and at least one district that allows multi-family residential development of this nature in their zoning ordinance.¹
2. It is recommended that the Governor and State Legislature establish a Task Force to study and develop strategies to reduce the heavy reliance on property taxes to fund schools and local government services, to help reduce housing costs, and to help address concerns by school district and municipal officials that lower-cost housing is not as beneficial as higher cost housing for school district and municipal revenues.
3. Local governments should reduce or waive impact fees for new single- and multi-family development that meets the affordability threshold for lot and home size, in accordance with Section 66.0617(7) of the *Wisconsin Statutes*, which allows local governments to provide an exemption or to reduce impact fees for land development that provides low-cost housing. The Governor and State Legislature could consider providing exceptions to limits on property tax levies to those local governments that provide exemptions or reduce impact fees for new affordable housing.
4. Comprehensive and neighborhood plans and zoning ordinances should encourage a variety of housing types in urban neighborhoods, including apartments, townhomes, duplexes, small single-family homes and lots, and live-work units. Flexible zoning regulations intended to encourage a mix of housing types (single-, two-, and multi-family) and a variety of lot sizes and housing values within a neighborhood, such as planned unit development (PUD), traditional neighborhood developments (TND), density bonuses for affordable housing, and adaptive re-use of buildings for housing should be included in zoning ordinances in communities with sewer service. Accessory dwellings should be considered by all communities to help provide affordable housing in single-family residential zoning districts.

¹*Counties with general zoning ordinances should also consider revising comprehensive plans and zoning and subdivision ordinances to comply with the recommendations for communities with sewer service if County regulations apply in sewered communities.*

5. Communities should review requirements that apply to new housing development to determine if changes could be made that would reduce the cost of development without compromising the safety, functionality, and aesthetic quality of new development. For example:
 - a. Communities should strive to keep housing affordable by limiting zoning ordinance restrictions on the size and appearance of housing by reducing or eliminating requirements for masonry (stone or brick) exteriors or minimum home sizes of 1,200 square feet or more in all single-family and two-family residential zoning districts. Local governments should encourage developers and home builders to limit the use of restrictive covenants that require masonry exteriors and home sizes of 1,200 square feet or more.
 - b. Public and private housing developers could make use of alternative methods of construction, such as the panelized building process, for affordable and attractive new homes. Local governments should accommodate the use of the panelized building process as a method of providing affordable housing.
 - c. Site improvement standards set forth in land division ordinances and other local governmental regulations should be reviewed to determine if amendments could be made to reduce the cost of housing to the consumer while preserving the safety, functionality, and aesthetic quality of new development. Particular attention should be paid to street width and landscaping requirements. Recommended street cross-sections are provided on Table 69 in Chapter V. Landscaping requirements should provide for street trees and modest landscaping to enhance the attractiveness of residential development and the community as a whole. Communities should limit the fees for reviewing construction plans to the actual cost of review, rather than charging a percentage of the estimated cost of improvements.
 - d. Exterior building material, parking, and landscaping requirements for multi-family housing set forth in local zoning ordinances should be reviewed to determine if amendments could be made to reduce the cost of housing to the consumer while preserving the safety, functionality, and aesthetic quality of new development. Communities should work with qualified consultants, such as architects with experience designing affordable multi-family housing, to review these requirements and develop non-prescriptive design guidelines that encourage the development of attractive and affordable multi-family housing. Landscaping requirements should provide for street trees and modest landscaping to enhance the attractiveness of multi-family development and the community as a whole.
6. Communities with design review boards or committees should include professional architects on the board to provide expertise and minimize the time and cost associated with multiple concept plan submittals.
7. Education and outreach efforts should be conducted throughout the Region by SEWRPC, UW-Extension, and other partners regarding the need for affordable housing, including subsidized housing. These efforts should include plan commissioner and board level training regarding demographic, market, and community perception characteristics that impact communities.
8. State and Federal governments should work cooperatively with private partners to provide a housing finance system that includes private, Federal, and State sources of housing capital; offers a reasonable menu of sound mortgage products for both single- and multi-family housing that is governed by prudent underwriting standards and adequate oversight and regulation; and provides a Federal guarantee to ensure that 30-year, fixed-rate mortgages are available at reasonable interest rates and terms.
9. Appraisers should consider all three approaches to value (cost, income, and sales comparisons) to ensure that values, building costs, and other unique factors are considered when conducting property appraisals.

10. Tax increment financing (TIF) could be used as a mechanism to facilitate the development of affordable housing. Wisconsin TIF law (Section 66.1105(6)(g) of the *Wisconsin Statutes*) allows municipalities to extend the life of a TIF district for one year after paying off the district's project costs. In that year, at least 75 percent of any tax revenue received from the value of the increment must be used to benefit affordable housing in the municipality and the remainder must be used to improve the municipality's housing stock. Communities in subsidized housing priority sub-areas (see Map 130) and sub-areas with a job/housing imbalance are encouraged to use this program to increase the supply of affordable housing.
11. County and local governments should consider establishing programs and ordinances to stabilize and improve established neighborhoods with the intent of maintaining the quality and quantity of existing lower- and moderate-cost housing stock. Examples of programs and ordinances include property maintenance ordinances, weatherization and lead paint abatement programs, and use of Community Development Block Grant (CDBG) and other funding to assist low- and moderate-income households in making needed home repairs. Funds should also be provided to assist landlords in making needed repairs to apartments that would be affordable to low- and moderate-income tenants. Ordinances that limit teardowns and lot consolidations that would remove low- and moderate-cost housing units from a community, without providing replacement housing affordable to low- and moderate-income households, should be considered by local governments.
12. The Governor and State Legislature should consider funding the Smart Growth Dividend Aid Program established under Section 18zo of 1999 Wisconsin Act 9, under which a city, village, town, or county with an adopted comprehensive plan could receive one aid credit for each new housing unit sold or rented on lots of no more than one-quarter acre and could also receive one credit for each new housing unit sold at no more than 80 percent of the median sale price for new homes in the county in which the city, village, or town is located in the year before the year in which the grant application is made. The program should be amended to specify that eligible new housing units must be located in an area served by a sanitary sewerage system, and that new housing units in developments with a density equivalent to one home per one-quarter acre would also be eligible to receive aid credits.

B. Fair Housing/Opportunity

1. Multi-family housing and smaller lot and home size requirements for single-family homes may accommodate new housing that would be more affordable to low-income households. A significantly higher percentage of minority households have low incomes compared to non-minority households. Communities should evaluate comprehensive plan recommendations and zoning requirements to determine if their plans and regulations act to affirmatively further fair housing.
2. Concerns have been raised that the conditional use process can be used to prevent multi-family residential development through excessive conditions of approval or the length of the review period. Multi-family residential uses should be identified as principal uses in zoning districts that allow multi-family residential development, subject to criteria specified in the ordinance.
3. Entitlement jurisdictions should explicitly require sub-grantees to certify that they will affirmatively further fair housing as a condition of receiving Community Planning and Development (CPD) funds, which include the Community Development Block Grant (CDBG) and HOME programs.
4. Funding should be maintained for organizations that advocate for fair housing to continue public informational programs aimed at increasing awareness of fair housing rights and anti-discrimination laws and assessing the procedures utilized by agencies charged with the administration and enforcement of housing laws, to ensure that all complaints of discrimination are fairly and expeditiously processed.

5. It is recommended that programs to help low-income families who wish to move to less impoverished areas be established by counties and communities in the Region to help reduce the concentration of minorities in high-poverty central city neighborhoods. Assistance could include help in finding suitable housing, work, enrolling children in school, and other services. Such a program could be established as part of a regional voucher program. It is recommended that the Governor and State Legislature provide State funding to help establish and administer these programs, typically referred to as assisted housing mobility programs.

C. Job/Housing Balance

1. Increase the supply of modest single-family and multi-family housing to address job/housing imbalances. Communities with sanitary sewer service in sub-areas identified as having a potential year 2010 or projected year 2035 job/housing imbalance should conduct a more detailed analysis based on specific conditions in their community as part of a comprehensive plan update. The analysis could examine, for example, the specific wages of jobs in the community and the specific price of housing. If the local analysis confirms an existing or future job/housing imbalance, it is recommended that the local government consider changes to their comprehensive plan which would provide housing appropriate for people holding jobs in the community, thereby supporting the availability of a workforce for local businesses and industries:
 - a. Additional lower-cost multi-family housing units, typically those at a density of at least 10 units per acre and modest apartment sizes (800 square feet for a two-bedroom unit), should be provided in communities where the community's analysis indicates a shortage of lower-cost housing in relation to lower wage jobs. The community's comprehensive plan should be updated to identify areas for the development or redevelopment of additional multi-family housing; and zoning ordinance regulations should be updated as necessary.
 - b. Additional moderate-cost single-family housing units, typically those at densities equivalent to lot sizes of 10,000 square feet or less and modest home sizes (less than 1,200 square feet), should be provided in communities where the community's analysis indicates a shortage of moderate-cost housing in relation to moderate wage jobs. The community's comprehensive plan should be updated to identify areas for the development or redevelopment of moderate-cost housing; and zoning ordinance regulations should be updated as necessary.
2. State, County, and affected local governments should work to fully implement the public transit element of the year 2035 regional transportation system plan in order to provide better connectivity between affordable housing and job opportunities. Job-ride shuttle services should be maintained or established to provide transportation options to major employment centers as an interim measure until public transit is made available.
3. It is recommended that the Wisconsin Housing and Economic Development Authority (WHEDA) or other appropriate State agency conduct a job/housing balance analysis.²
4. Amend State law to prohibit the creation of new TIF districts in communities with a job/housing imbalance, as determined by a Statewide job/housing balance analysis conducted by a State agency, unless the TIF proposal includes documented steps that will be taken to reduce or eliminate the job/housing imbalance. Examples of provisions to reduce or eliminate the job/housing imbalance include use of the one-year TIF district extension authorized by current State law to fund affordable housing;

² *It could be expected that the State's analysis of job/housing balance for each community would be a general analysis, and a community would be permitted to conduct a more detailed analysis to confirm whether a job/housing balance exists in their community.*

development of a mixed-use project that includes affordable housing as part of the TIF district; contributions to a Housing Trust Fund or other funding for the development of affordable housing; and/or amendments to community plans and regulations that remove barriers to the creation of new affordable housing which would address the job/housing imbalance. To avoid creation of a TIF district that would cause a job/housing imbalance, State law should also be amended to require TIF proposals to include an analysis of the number and wages of jobs likely to be created as a result of the TIF in relation to the cost of housing in the community, and to include steps to address any potential job/housing imbalance identified through the analysis.

5. Job/housing balance should be a criterion considered by administering agencies during the award of Federal and State economic development incentives. Incentives should be directed to local governments that can demonstrate a current or projected job/housing balance, or to communities that will use the incentive to address an existing or projected job/housing imbalance.
6. SEWRPC will provide to communities requesting an expansion of their sanitary sewer service area and amendment of their sanitary sewer service area plan the findings of the job/housing balance analysis conducted under this regional housing plan. For those communities with a job/housing imbalance, recommendations for addressing the job/housing imbalance will be identified.
7. Strategies to promote job/housing balance should include the development of affordable housing in areas with sewer service outside central cities and improved transit service throughout the Region to provide increased access to jobs; education and job training to provide the resident workforce with the skills needed by area employers; and increased economic development activities to expand businesses and industries in areas with high unemployment, underemployment, and discouraged workers.
8. SEWRPC should work with local governments, through its Advisory Committees for Transportation System Planning and Programming for the Kenosha, Milwaukee, Racine, and Round Lake Beach urbanized areas and with review by the Environmental Justice Task Force, to establish revised criteria that include job/housing balance and provision of transit for the selection of projects to be funded with Federal Highway Administration Surface Transportation Program (STP) - Milwaukee Urbanized Area funding (and potentially STP - Urbanized Area funding for the other urbanized areas in the Region) and Congestion Mitigation and Air Quality Improvement Program funding, and their inclusion in the Transportation Improvement Program (TIP).
9. Encourage the development of employer assisted housing (“walk-to-work”) programs through which employers provide resources to employees who wish to become home owners in neighborhoods near their workplaces.
10. The Wisconsin Department of Workforce Development should develop a method to document the number of migrant agricultural workers that come to the Region without a work agreement to help quantify the potential need for temporary housing for workers and their families.

D. Accessible Housing

1. Communities with sanitary sewer service in sub-areas identified as having a household income/housing and/or a job/housing imbalance should identify areas for additional multi-family housing in their comprehensive plan, which would help to address both affordability and accessibility needs.
2. Local governments should support efforts by private developers and other housing providers to include construction design concepts such as Universal Design and Visitability, including consideration of providing density bonuses or other incentives to encourage such housing. Visitability is a movement to change home construction practices so that all new homes offer a few specific features that make the home easier for people with a mobility impairment to live in or visit. Visitability features include wide

passage doors, at least a half-bath on the first floor, and at least one zero-step entrance approached by a useable route on a firm surface with an approximate grade of 1:12 from a driveway or public sidewalk. Other features that promote ease of use for persons with disabilities include wide hallways, a useable ground floor bathroom with reinforced walls for grab bars, and electrical outlets and switches in accessible locations.³

3. It is recommended that the Governor and State Legislature continue to support funding for publically-funded Long Term Care programs such as Family Care; Include, Respect, I Self-Direct (IRIS); and Family Care Partnership as these programs provide the major funding for home modifications which allow persons with disabilities and the elderly to maintain their independence in their homes and communities. It is also recommended that State funding be provided to the Department of Health Services (DHS) or other State agency to develop a database to track housing units that have received grants or loans for accessibility improvements and other housing units known to include accessibility features. As an alternative, DHS could work with the Department of Revenue to require that accessibility features, including zero-step entrances, accessible bathrooms, hallways at least 36 inches wide, and doorways at least 32 inches wide, be documented in residential property assessments. Information on accessibility features would be collected through the Wisconsin transfer tax form at the time a housing unit is sold, and by local building inspectors in communities that require a building inspection at the time a housing unit is sold, and noted on assessment forms by the local assessor.
4. It is recommended that public funding be maintained for Independent Living Centers to continue providing services to persons with disabilities.
5. Local governments will have access to estimates regarding accessibility of housing through the American Housing Survey (AHS) beginning in 2012. Local governments should analyze AHS and census data to estimate the number of accessible housing units in the community to help ensure that there are plentiful housing options for persons with mobility disabilities not only to reside in, but also to visit their families and neighbors. To achieve this, municipalities should prioritize accessibility remodeling with funding from sources such as CDBG, HOME, TIF extensions, and other sources.
6. Local government code enforcement officers and building inspectors should receive training on the accessibility requirements of State and Federal fair housing laws with regard to multi-family housing construction and rehabilitation.
7. A number of government programs refuse to fund accessibility modifications for renters, leaving a large segment of the population with less access than homeowners to funding that may help them remain in their housing. It is recommended that programs be modified to allow renters and landlords to use funding sources for accessibility improvements that are available to homeowners, in consultation with the property owner as provided in Fair Housing laws.

E. Subsidized and Tax Credit Housing

1. Support Federal initiatives to simplify subsidized housing programs to make more efficient use of resources. Public Housing Authorities (PHAs) and entitlement jurisdictions should continue working with Federal agencies and Congress to maintain funding levels for housing and related programs.
2. Administrators of voucher programs, county and local governments, and housing advocates should continue to work with Federal agencies and Congress to increase funding levels for additional housing vouchers to help meet the demand for housing assistance in the Region. There are 45,676 housing choice vouchers and subsidized housing units in the Region, compared to a potential need for 187,395 vouchers

³ *The Wisconsin Uniform Dwelling Code now requires minimum 28-inch wide doorways and zero-step entrances between housing units and attached garages for new one- and two-family housing units.*

to help provide housing for 100,111 extremely-low income households (incomes less than 30 percent of the Regional median income, or less than \$16,164 per year) and an additional 87,284 very-low income households (incomes between 30 and 50 percent of the Regional median income, or \$16,164 to \$26,940 per year).

3. Communities with major employment centers should seek and support new multi-family housing development using LIHTC and other available funds to provide workforce housing for households earning 50 to 60 percent of the Region's median annual household income.
4. Communities in economic need priority sub-areas and subsidized workforce housing need priority sub-areas should work with HUD or their entitlement jurisdiction to secure HUD Housing and Community Development Program and other available funds to provide additional housing in the community that is affordable to extremely and very low-income households. Communities in economic need should continue to work with HUD to secure Choice Neighborhood Initiative funding for the rehabilitation or replacement of existing public housing units. Local PHAs whose jurisdictions include priority sub-areas shown on Map 130 should seek to provide assistance through subsidy programs that can encourage housing development for households at a variety of income levels, such as the Section 8 Housing Choice Voucher program, LIHTC developments, and the Choice Neighborhood Initiative.
5. WHEDA should study models in other States of how to best reach extremely-low income households and incorporate that target population into the Qualified Allocation Plan (QAP) used by WHEDA to award LIHTC funding.
6. HUD should consider modifications to the Section 8 Housing Choice Voucher program to remove financial disincentives for administering vouchers regionally. Administrators of voucher programs in the Region should work together to develop a regional Section 8 Housing Choice Voucher program if modifications are made to the program at the Federal level.
7. It is recommended that the Governor and State Legislature amend the Wisconsin Open Housing Law to recognize housing vouchers as a lawful source of income.
8. WHEDA should consider revising the criteria used to determine LIHTC awards to potentially award allocation points based on a lack of affordable housing in a community and/or the type of jobs and associated income levels in the community, to award points in communities identified as priority areas on Map 130, and to award points to non-elderly housing developments in communities with a job/housing imbalance. Projects should not be penalized if there is a lack of community support for the project.
9. In order to provide housing for very-low income households, communities should develop partnerships with non-profit organizations to provide affordable housing, and/or assist in assembling small parcels, remediating brownfields, and disposing of publicly-owned parcels at a reduced cost for development of new affordable housing.
10. Establish a regional Housing Trust Fund for Southeastern Wisconsin (HTF-SW) with a focus on county-specific policy goals that will help achieve the objectives of the regional plan, e.g., to assist in the acquisition of land and development of affordable housing. Addressing the Region's housing needs will require greater public sector coordination, greater private sector participation, and interjurisdictional collaboration that address both the supply side of the equation and the demand side. The foundation of the HTF-SW could be formed initially through the merger of the existing Housing Trust Fund of the City of Milwaukee, Milwaukee County Special Needs Housing Trust Fund, and Milwaukee County Inclusive Housing Fund, and expanded to communities in other Counties, and ultimately all seven Counties in the Southeastern Wisconsin Region. A combined fund could ease the administrative burden for applicants, spread the funding burden across larger population and tax bases, raise the profile and scale of the fund, and have more potential to attract donors.

11. Continuum of Care (CoC) organizations should continue to engage individual service providers in community-wide planning and coordination to assist homeless persons, and should continue to develop strategies to prevent homelessness as well as provide services to homeless individuals and families. The CoC planning process should be continued in collaboration with programs and providers with a greater depth and stability of funding, such as Temporary Assistance to Needy Families (TANF), community health centers, public housing authorities, Medicaid, and the U.S. Department of Veterans Affairs. Programs for the homeless should continue to address the needs of various special populations, including families, veterans, and persons with mental illness.

F. Housing Development Practices

1. Within the context of community-level comprehensive plans, local governments should consider preparing detailed neighborhood plans for each residential neighborhood or special planning district where significant urban development or redevelopment is expected. While such plans may vary in format and level of detail, they should generally:
 - a. Designate future collector and land-access (minor) street locations and alignments, pedestrian paths and bicycle ways, and, in communities with transit service, transit stops and associated pedestrian access.
 - b. For areas designated for residential use in the comprehensive plan, more specifically identify areas for multi-, two- and single-family development, with a variety of lot sizes for single-family development, and, potentially, areas for mixed uses (retail, service, or office with residential, and live-work units). The overall density for the neighborhood should be consistent with that recommended in the community comprehensive plan.
 - c. Identify specific sites for neighborhood parks, schools, and retail and service centers which are recommended on a general basis in the community-level plan. Neighborhood commercial centers may contain compact mixed-use developments.
 - d. Identify environmentally significant areas to be preserved consistent with the community-level, county, and regional plans.
 - e. Indicate areas to be reserved for stormwater management and utility easements.
2. Achievement of communities and neighborhoods that are functional, safe, and attractive ultimately depend on good design of individual development and redevelopment sites. Local governments should promote good site design through the development of design standards to be incorporated into local zoning and subdivision ordinances.
3. Local governments should promote the redevelopment and infill of vacant and underutilized sites, including the cleanup and reuse of brownfields, as a key element in planning for the revitalization of urban areas. Tools such as TIF and State and Federal brownfield remediation grants and loans may assist in these efforts. It is recommended that the Governor and State Legislature consider establishing a Wisconsin tax credit program to assist in the remediation of brownfields.
4. Local governments, PHAs, and developers should consider Crime Prevention Through Environmental Design (CPTED) elements when developing and reviewing site plans for proposed housing developments.
5. PHAs and developers (both for-profit and non-profit) should consider the use of green building methods and materials for new and renovated housing where financially feasible, with priority given to energy-

saving materials and construction practices, such as low-flow water fixtures; energy-star appliances; and high-efficiency furnaces, water heaters, windows, and insulation.

RHP Final Recommendations Handout (00210649).DOC
8/6/13; 4/24/13

Table 214

AGENCY RESPONSIBLE FOR IMPLEMENTATION OF PLAN RECOMMENDATIONS

Recommendation ^a	Federal Government	State Government/ WHEDA	Public Housing Authorities	Proposed HTF-SW	SEWRPC	Counties	Sewered Communities	Non-Sewered Communities	Developers ^b	Non-Governmental Organizations ^c	Financial Institutions
Affordable Housing											
1. Housing unit size and density						X ^d	X				
2. Shift school funding away from property tax		X									
3. Reduce or waive impact fees for affordable housing							X				
4. Encourage a variety of housing types				X	X	X ^d	X	X ^e	X		
5. Review requirements that increase housing costs but do not contribute to design or functionality, for example:			X	X	X	X	X	X	X	X	
5a. Limit size and façade requirements for single-family housing						X ^d	X	X			
5b. Use of panelized building construction			X			X	X	X	X	X	
5c. Review site improvement standards				X	X	X ^d	X	X			
5d. Review exterior building material, parking, and landscaping requirements for multi-family housing						X ^d	X				
6. Include architects on design review team							X				
7. Conduct education and outreach efforts		X		X	X	X				X	
8. Sound housing finance system	X	X		X							X
9. Appraisers should consider cost, income, and sales comparisons approaches to value	X	X									X
10. Use TIF to facilitate the development of affordable housing as allowed by Section 66.1105(6)(g) of the Wisconsin Statutes							X				
11. Programs and ordinances to maintain existing housing stock.							X	X			
12. Establish Smart Growth Dividend Program		X									
Fair Housing/Opportunity											
1. Housing unit structure type and density						X ^d	X				
2. Allow multi-family as principal use in multi-family zoning districts						X ^d	X				
3. Require sub-grantees to Affirmatively Further Fair Housing (AFFH)	X	X				X ^f	X ^f	X ^f			

Table 214 (continued)

Recommendation ^a	Federal Government	State Government/ WHEDA	Public Housing Authorities	Proposed HTF-SW	SEWRPC	Counties	Sewered Communities	Non-Sewered Communities	Developers ^b	Non-Governmental Organizations ^c	Financial Institutions
Fair Housing/Opportunity (continued)											
4. NGO public informational programs	X	X				X	X			X	
5. Assisted housing mobility program		X	X	X						X	
Job/Housing Balance											
1. Community job/housing balance analyses							X				
1a. Additional multi-family housing							X				
1b. Additional modest single-family housing							X				
2. Expand public transit	X	X			X	X ^g	X ^g	X ^g			
3. Conduct a Statewide job/housing balance analysis		X									
4. Amend state law to prohibit TIF in communities with job/housing imbalance unless imbalance is addressed		X									
5. Economic development incentives	X	X									
6. Provide findings of job/housing balance conducted under regional housing plan to communities requesting SSA expansion					X						
7. Economic and workforce development programs	X	X		X		X	X		X	X	
8. Establish revised selection criteria for transportation projects using Surface Transportation Program – Milwaukee Urbanized Area funding or Congestion Mitigation and Air Quality program funding	X	X			X	X	X				
9. Employer assisted housing programs		X ^h									
10. Migrant worker housing data collection		X									
Accessible Housing											
1. Provide for multi-family housing							X				
2. Encourage universal design and visitability			X			X ^d	X	X	X	X	
3. Funding for long term care programs and accessible housing database development	X	X				X	X	X			
4. Funding for independent living centers	X	X				X					
5. Prioritize funding to retro-fit existing housing	X	X				X	X				
6. Building code enforcement for accessibility		X					X	X			
7. Modify government programs to allow renters to use funds	X	X				X	X			X	

Table 214 (continued)

Recommendation ^a	Federal Government	State Government/ WHEDA	Public Housing Authorities	Proposed HTF-SW	SEWRPC	Counties	Sewered Communities	Non-Sewered Communities	Developers ^b	Non-Governmental Organizations ^c	Financial Institutions
Subsidized and Tax Credit Housing											
1. Simplify and maintain Federal subsidized housing programs	X	X	X			X ^f	X ^f				
2. Increase funding level for Section 8 Housing Choice Vouchers	X	X	X			X	X			X	
3. Seek and support new LIHTC housing	X	X	X	X			X		X		
4. Seek and support HUD subsidized housing	X	X	X				X				
5. Study models in other states to target extremely low-income population in LIHTC application (QAP)		X									
6. Administer voucher program regionally	X	X	X	X							
7. Amend Wisconsin Open Housing law to recognize vouchers as a source of income		X									
8. Revise LIHTC application (QAP)		X									
9. Form affordable housing partnerships	X	X	X	X		X	X	X	X	X	X
10. Establish a Housing Trust Fund for Southeastern Wisconsin			X	X	X	X	X		X	X	X
11. Expand partners involved in Continuum of Care planning process	X	X	X	X		X	X	X		X	
Housing Development											
1. Neighborhood planning				X			X				
2. Develop design standards					X	X ^d	X	X			
3. Brownfield redevelopment	X	X	X			X	X		X	X	X
4. Crime Prevention design			X	X		X	X	X	X	X	
5. Energy efficient housing			X						X	X	

^a See Part 3 of this Chapter for full recommendations.

^b Includes for-profit developers.

^c Includes non-profit developers and housing advocacy organizations.

^d Applies to counties with general zoning ordinances.

^e Refers to accessory dwelling units in single-family residential zoning districts.

^f Applies to entitlement jurisdictions and sub-grantees.

^g Applies to county and local governments that operate transit systems.

^h Private employers would partner with WHEDA to implement program.

Source: SEWRPC.

**Map 130
SEWERED COMMUNITIES IN PRIORITY
HOUSING ANALYSIS AREAS FOR SUBSIDIZED
HOUSING IN THE SOUTHEASTERN WISCONSIN REGION**

● MAJOR EMPLOYMENT CENTER: 2035

■ ECONOMIC NEED FOR SUBSIDIZED HOUSING

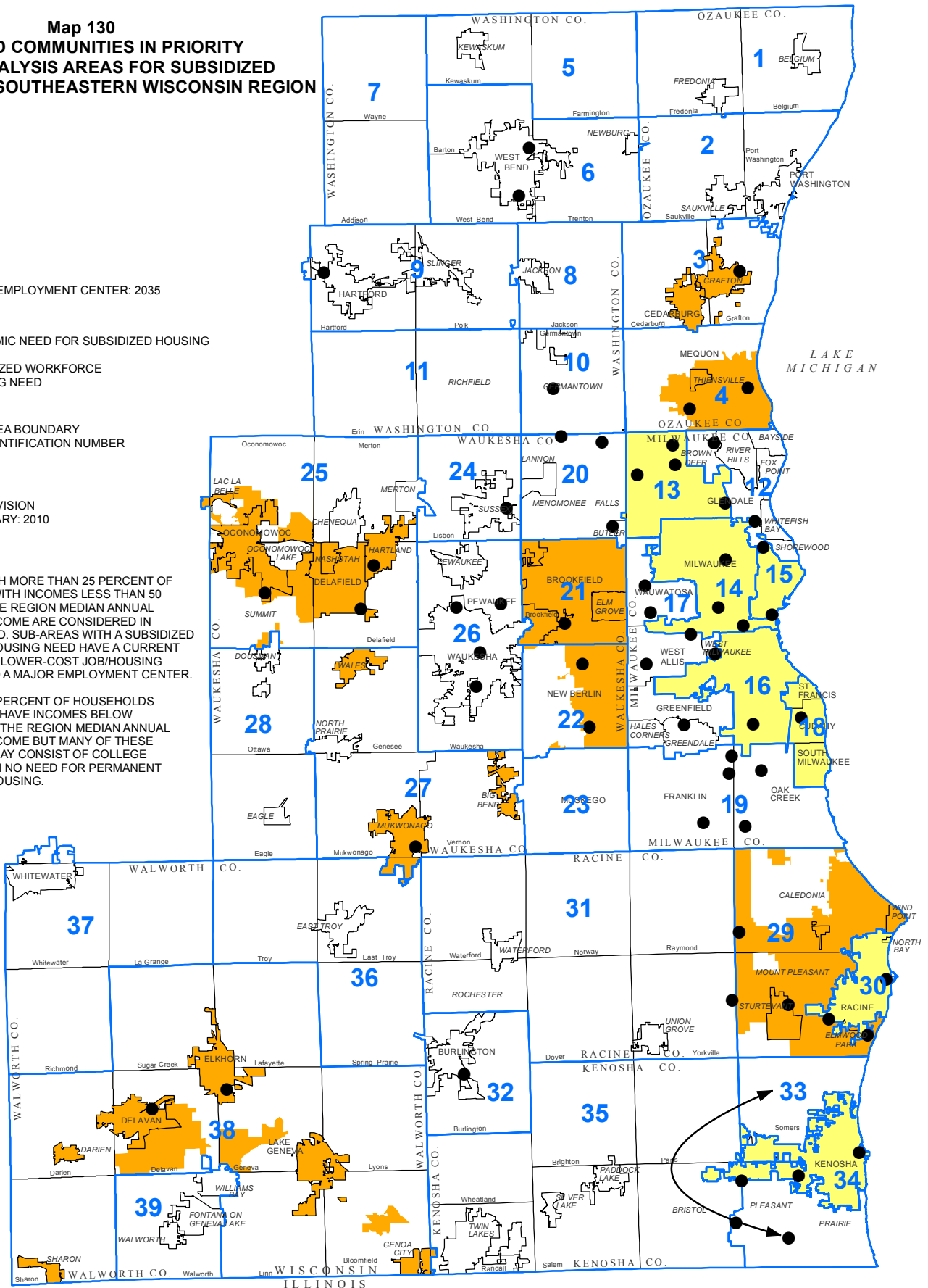
■ SUBSIDIZED WORKFORCE HOUSING NEED

39 SUB-AREA BOUNDARY AND IDENTIFICATION NUMBER

— CIVIL DIVISION BOUNDARY: 2010

NOTES:
SUB-AREAS WITH MORE THAN 25 PERCENT OF HOUSEHOLDS WITH INCOMES LESS THAN 50 PERCENT OF THE REGION MEDIAN ANNUAL HOUSEHOLD INCOME ARE CONSIDERED IN ECONOMIC NEED. SUB-AREAS WITH A SUBSIDIZED WORKFORCE HOUSING NEED HAVE A CURRENT OR PROJECTED LOWER-COST JOB/HOUSING IMBALANCE AND A MAJOR EMPLOYMENT CENTER.

MORE THAN 25 PERCENT OF HOUSEHOLDS IN SUB-AREA 37 HAVE INCOMES BELOW 50 PERCENT OF THE REGION MEDIAN ANNUAL HOUSEHOLD INCOME BUT MANY OF THESE HOUSEHOLDS MAY CONSIST OF COLLEGE STUDENTS WITH NO NEED FOR PERMANENT AFFORDABLE HOUSING.



Source: U.S. Bureau of the Census, Wisconsin Department of Administration, Local Comprehensive Plans, and SEWRPC.

WORKFORCE HOUSING IN WALWORTH COUNTY

Who needs it?



HOW IS IT AFFECTING THE COUNTY?

Housing availability
in Walworth County

**will be short
approximately
4,636 homes**

of the projected 6,448
needed **by 2030**

The lack of Workforce Housing will result in:

- Employers cannot attract a workforce due to a lack of housing
- Schools cannot attract teachers due to a lack of housing
- School enrollment drops due to families not able to find housing
- Economic Growth Slows

Between 2019 and 2023 the median home sale price in Walworth County has increased by almost \$112,000: from \$226,000 in 2019 to \$337,750 in 2023 - a nearly **50% increase**.



**Homeownership rates
declined due to price
increases**

**Walworth County home sales decreased 18.6% in 2023
median home sale price increased 6.7% in 2023**

**So what's being done? Check out our progress at
www.WalworthBusiness.com/housing**



Housing Meeting Summary August 16, 2024

John Tracy, Pam Carper, and Derek D’Auria met on August 16, 2024 to analyze various residential development options. Below is a listing of options we discussed. There are also a few suggestions and ideas for further exploration.

- Zero-lot line multifamily
- Conservation development concept for small single-family homes
- Land trust development for below market rate single-family homes
- Modular home parks
- TIF-financed development for below market rate single-family homes
- Projects financed by New Market Tax Credits
- 6,000-7,500 square foot lot size developments
- Association-owned developments, multifamily and single family
- Veterans and handicap designated developments
- Mixed-use developments of different price points for single family homes
- Subsidized multifamily housing developments
- Infill residential developments
- Municipal developments

Below are some of the ideas, suggestions, and conclusions that resulted from this discussion

Multifamily – this effort likely does not need to focus on multifamily development, since there is a lot of this already occurring organically

Single family – it may make the most sense for this effort to focus its efforts on single-family development for multiple reasons:

- the market is currently not catering to affordable options in this category
- single-family appeals more to permanent residents, as opposed to transient residents
- it appeals to families, which are good for schools
- it is a good way to build wealth
- It may have less push back from the community

Lot sizes – 7,500 square foot lot size may be the smallest to consider when keeping in mind street scaping and curb appeal

Updated data – it would be useful to get updated data for pages 3 and 4 of the Healthy Housing for WC booklet regarding rents, income levels, housing burdens and housing types per municipality.

Vandelle Residential Development Opportunity Analysis – WCEDA plans to contract with Vandelle for an analysis of two municipalities that will provide a map of the community that shows sites that are suitable for residential development based on the municipality’s comprehensive plan, zoning,



infrastructure, etc. This will be a good tool that can be used to share with prospective developers to help guide them to sites that have the most potential for success and speed of development.

Housing Development Focus Areas – three areas seemed to be the most practical for this group to pursue as it relates to single-family development:

- TIF-financed development
- Infill re-development
- Municipal development

The above three areas seemed to be those that have the most likelihood for immediate action and movement. The one we spent the most time exploring was municipal development.

Municipal Development – the municipality would use low-cost bonding to purchase a piece of property, e.g., 10 acres, and put in the infrastructure. It would then work out an agreement with local builders who would purchase 5-10 lots each, potentially 2-4 builders could participate.

Pros:

- a builder does not need a letter of credit
- reduces need for duplicate inspection and engineering costs
- enables smaller builders/developers to participate (helps sustain this industry)
- speeds up building process; homes can start construction as municipality is preparing site with infrastructure
- attracts builders to build smaller homes

Cons:

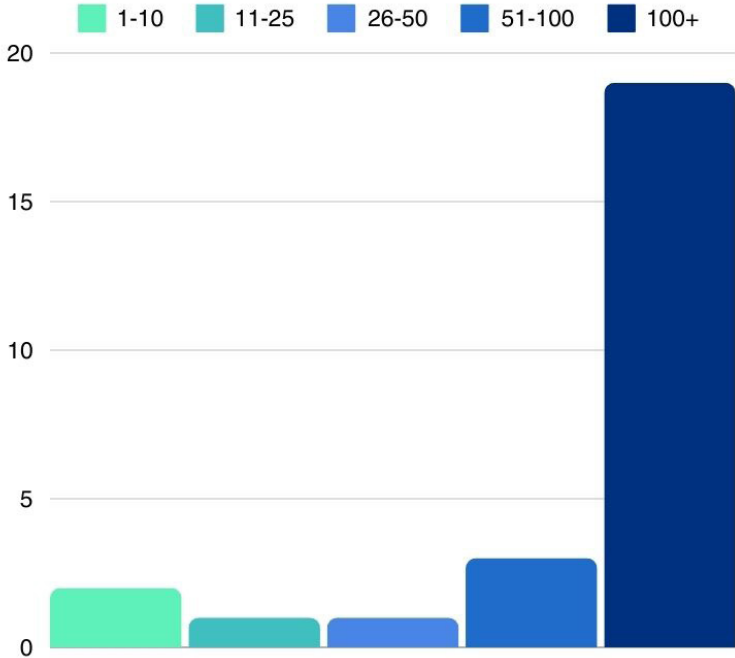
- Creates risk (or perceived risk) for municipalities
- Adds more work for administrators
- Could run into bad soil issues that drive up costs
- Has the appearance of competing with the private market

Conclusions:

We believe the task force should look at focusing its effort on single-family homes in three primary areas, TIF-financed development, infill re-developments, and municipal developments. With respect to municipal development, this group would need to look more closely at developing a municipal-development model that addresses risks and rewards. One way the county could help with this model might be to provide guidance to municipalities on how to structure this type of development with a municipality and being a backstop in case something goes wrong, maybe a bridge financier until a solution is found. To identify suitable residential development sites, we believe the Vandewalle project reference above would be a useful tool that housing initiative leaders could use with prospective developers to help guide them to “shovel ready” sites, so to speak.

Number of employees you employ?

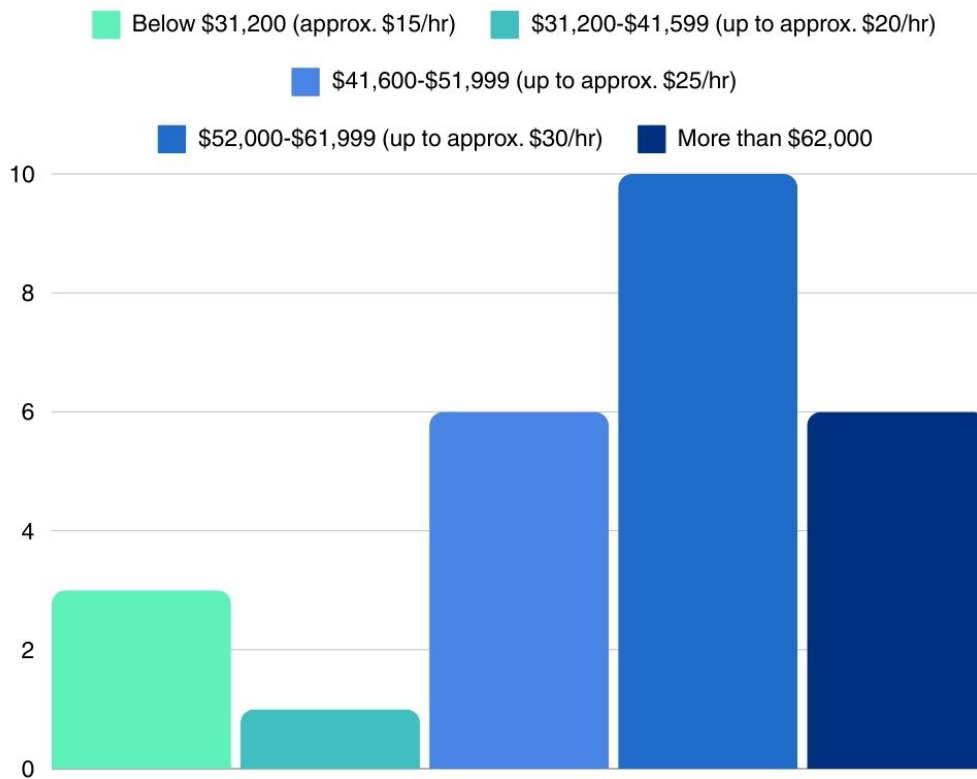
Answered: 26 Skipped: 0



ANSWER CHOICES	RESPONSES	
1-10	7.69%	2
11-25	3.85%	1
26-50	3.85%	1
51-100	11.54%	3
Over 100	73.08%	19
Total Respondents: 26		

What is the median salary of your employees?

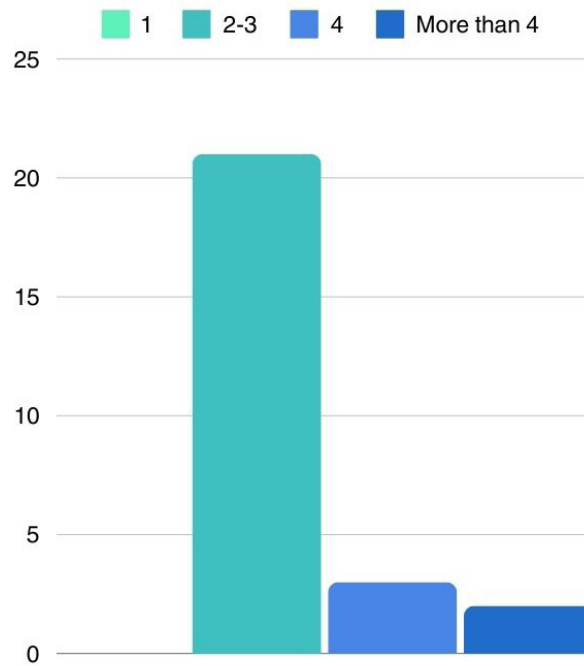
Answered: 26 Skipped: 0



ANSWER CHOICES	RESPONSES	
Below \$31,200 (approx. \$15/hr)	11.54%	3
\$31,200-\$41,599 (up to approx. \$20/hr)	3.85%	1
\$41,600-\$51,999 (up to approx. \$25/hr)	23.08%	6
\$52,000-\$61,999 (up to approx. \$30/hr)	38.46%	10
More than \$62,000	23.08%	6
Total Respondents: 26		

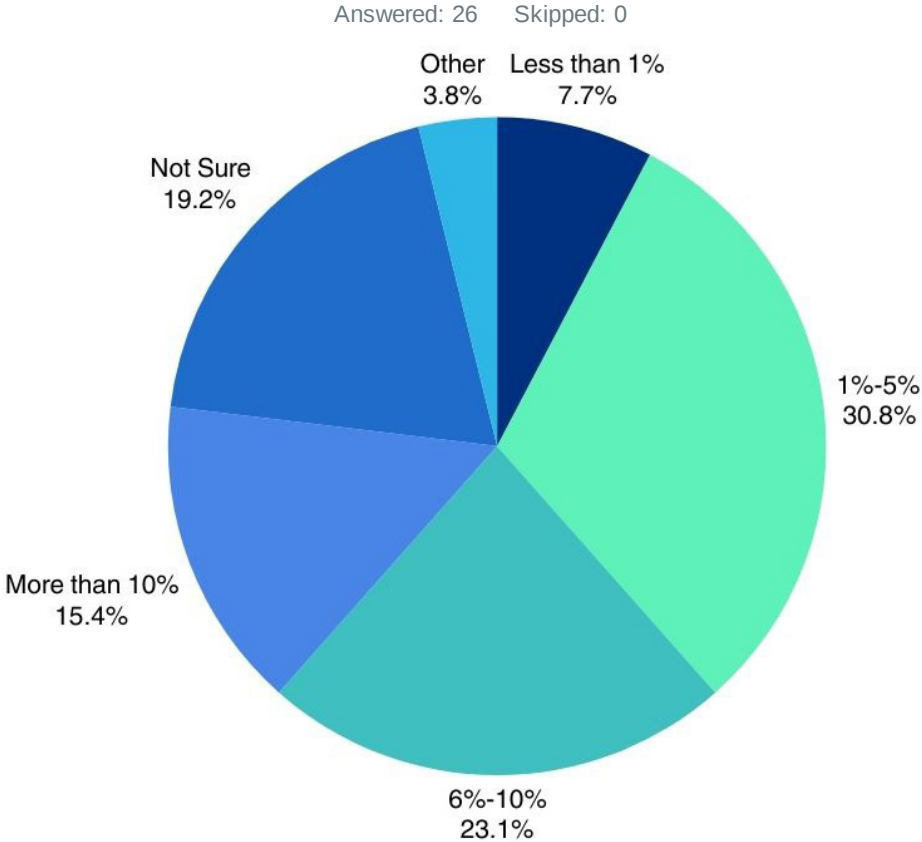
Median family size of your employees?

Answered: 26 Skipped: 0



1	0.00%	0
2-3	80.77%	21
4	11.54%	3
More than 4	7.69%	2
Total Respondents: 26		

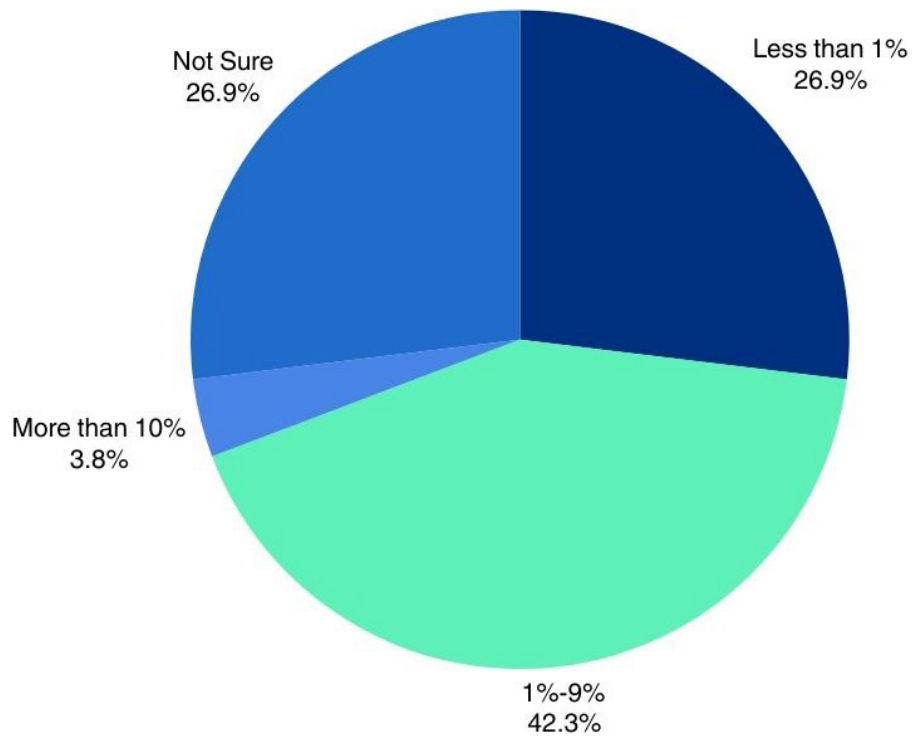
Percent of employees in need of housing, or struggling with housing costs



ANSWER CHOICES	RESPONSES	
Less than 1%	7.69%	2
1%-5%	30.77%	8
6%-10%	23.08%	6
More than 10%	15.38%	4
Not sure	19.23%	5
Other (please specify)	3.85%	1
Total Respondents: 26		

Percent of applicants turning down job offers due to housing costs or availability?

Answered: 26 Skipped: 0



ANSWER CHOICES	RESPONSES	
Less than 1%	26.92%	7
1%-9(42.31%	11
10%	0.00%	0
More than 10%	3.85%	1
Not sure	26.92%	7
Other (please specify)	0.00%	0
Total Respondents: 26		



Appendix H

Item 1 - New WHEDA Loan Programs for Housing

Wisconsin legislature allocated \$525 million to be put toward the housing challenge and chose Wisconsin Housing and Economic Development Authority (WHEDA) to execute the distribution of these funds. Typically WHEDA works with federal funds and is limited to offering programs to households that qualify as earning moderate incomes. This classification typically covers individuals in the 30%-60% of average income categories. In this new funding from the state, households earning up to 100% of average area household income for multifamily housing and up to 140% for single-family income. There were four programs that are eligible for this funding from the state. See program descriptions and links for more details.

Vacancy to Vitality Loan 1%-3% - Purpose: Subordinate financing for converting vacant and underutilized commercial properties to housing through a competitive process.

<https://www.wheda.com/globalassets/documents/about-wheda/legislative-policies/vacancy-to-vitality-loan-overview-presentation.pdf>

Infrastructure Access Loan 1%-3% - Purpose: covers housing infrastructure costs.

<https://www.wheda.com/globalassets/documents/about-wheda/legislative-policies/infrastructure-access-overview-presentation.pdf>

Restore Main Street Competitive Loan 1%-3% - Purpose: rehabilitation of second and third-floor rental housing over commercial space.

<https://www.wheda.com/globalassets/documents/about-wheda/legislative-policies/restore-main-street-overview-presentation.pdf>

More Like Home Repair and Renew Loan – Purpose: to connect qualifying homeowners with lenders who offer low-interest loans to repair or renovated old homes.

<https://www.wheda.com/about-wheda/legislative-priorities/bipartisan-housing-legislation-package/home-repair-and-rehab-loan>

Item 2 – Workforce Housing Strategy Task Force Committee Minutes

The Walworth County Board of Supervisors voted to create an ad hoc Workforce Housing Committee earlier in 2024 to provide recommendations to the board upon completion of WCEDA’s Workforce Housing MOU in September 2024. Below is a link to access Minutes from this committee’s meetings. After clicking on link, scroll down and find committee titled, Workforce Housing Strategy Task Force, and then select the desired download option.

Item 3 – WCEDA Workforce Housing Summit Links

WCEDA held a Walworth County Housing Summit on September 25, 2023 at the Abbey Resort in Fontana, Wisconsin that had nearly 200 registrants. Below is a link to that event that features event materials and other useful information.

<https://www.walworthbusiness.com/housingsummit>

Item 4 – WCEDA Workforce Housing Webpage

Below is a link to a webpage on WCEDA’s website dedicated to housing information.

<https://www.walworthbusiness.com/housing>

Item 5 – YouthBuild Video Clip

YouthBuild is a national program that the Elkhorn Area School District became a partner with several years ago through its Career and College Academy (CCA) in Elkhorn located on the Gateway Technical College campus. CCA has partnered with Walworth County Habitat for Humanity to build homes in the county and is getting ready to start its third home in Pell Lake. Not only does this program provide housing to a needy, working-class family, it engages young people and the community in the housing industry. As Walworth County attempts to meet the challenges of building enough homes to meet the demand, it is going to also need to engage more people to get into the construction field. This program is a great way to do so, and the aim of the program is to expand the participation to other school districts in the county. Below is a link to a brief video explaining the program.

<https://www.youtube.com/watch?v=FW7SXZrwPn8>

Chief Program Contact: Chris Trottier, Director of Strategic Partnerships, Elkhorn Area School District, trotch@elkhorn.k12.wi.us

Item 6 – Vandewalle & Associates Projects

Vandewalle & Associates is a trusted land-planning consulting firm that many communities in Walworth County employ for various matters. WCEDA recently executed two contracts, each not to exceed \$11,500. One is in a city and the other is in a village. There are three main tasks that Vandewalle will be conducting for each contract.

Task 1: Residential Development Opportunity Analysis

Task 2: Residential Development Opportunity Map

Task 3: Summary of Residential Development Opportunities and Recommendations

WCEDA anticipates that this will be a useful tool to use with prospective builders/developers that we are trying to attract to do workforce housing projects. It will also be a useful tool for the communities to have all the ready and current information in a few documents to be able to consider projects. If this tool proves to be as useful as anticipated, the goal would be to see if other municipalities would want to have this done. For more information on Vandewalle, go to the following link:

<https://vandewalle.com/>

Item 7 – CHIP 3.2 Committee Members

Micheal Cotter, Walworth County
Mandy Bonneville, Walworth County
Jenny Quill, Walworth County
Trista Piccolo, Walworth County
Mallory Betke, Walworth County
Aaron Winden, Walworth County
James Stahl, Community Action
Marc Perry, Community Action
Derek D’Auria, WCEDA
Pam Carper, WCEDA
John Tracy, Tracy Group
Frank McKearn, Batterman
Sonja Kruesel, Vandewalle & Associates
Ben McKay, SEWRPC
Brian Pollard, FairWyn Development
Sarah Boss, Walworth County Housing Authority
Cary Kerger, The Abbey Resort
Christ Trottier, Elkhorn Area School District
Amanda Kostman, UW-Exension

Item 8 – Workforce Housing Strategy Taskforce

Brian Holt, Walworth County Supervisor
Dennis Karbowski, Walworth County Supervisor
Sheila Reiff, Walworth County Supervisor
Lisa Dawsey Smith, City of Whitewater Council Member
Eileen Suhm, Village of East Troy
Adam Swann, City of Elkhorn
Sarah Boss, Walworth County Housing Authority
Ben McKay, SEWRPC
Frank McKearn, Batterman
John Tracy, Tracy Group
Derek D’Auria, WCEDA

Item 9 – Dormitory-Style Housing, Commons at Grand Geneva

The Commons at Grand Geneva can accommodate up to 172 employees in 4-bedroom units. Each unit comes with its own living space, including a kitchen, living room and bathroom. In addition, the building provides a shared community room featuring a large kitchen, community table, lounge area with multiple televisions and game tables, plus a laundry area, fitness studio, outdoor patio area with grills and a general recreation area. Associates moved into the newly opened space around June 15th. For more details, follow this link: <https://atthelakemagazine.com/grand-geneva-employee-housing/>

It should be noted that the Walworth County Zoning worked with Grand Geneva to modify its zoning ordinance to make this possible. Other communities within the county will be able to take advantage of this ordinance change. We have been in meetings with other major hospitality providers who would like to see more facilities like this across the county to support workforce.

Item 10 – Land Trusts

When looking into the possibility of developing a Land Trust to assist with the finances of housing development WCEDA searched existing land trusts in Wisconsin. In the process we connected with a group that consisted of existing land trust executives, supporting financial organizations for land trusts and those such as WCEDA who were exploring the possibility of land trusts.

This group meets monthly to share resources, discuss roadblocks and connect to better develop Community Land Trusts throughout Wisconsin. This group consists of:

- Madison Area Community Land Trust – Olivia Williams, ED
- Milwaukee Community Land Trust – Lament Davis, ED L'Quisha Briggs, Homeownership Manger
- Milwaukee Land Trust – Bill Kopka
- Stevens Point Land Trust – Katie
- MN Community Land Trust Coalition – Jeff Washburne, Administrator
- International Center for Community Land Trusts – Greg Rosenberg
- Associated Bank – Bill Kopka, VP

There are others that attend periodically, who are in start-up Trusts, or who are exploring starting a Land Trust. This group is hosting the WI/MN CLT Conference this fall, bringing together experienced leaders in the field to share and educate participants on the issues surrounding Community Land Trusts. We hope to clarify some details surrounding the development of a CLT at the conference. There are some specific financial and legal guidelines that are important in the development of the CLT.

Item 11 – Other Wisconsin Counties Leading the Housing Charge

Sheboygan County – refer to following website for more details:

<https://www.someplacebetter.org/>

Washington County – refer to the following website for more details:

https://www.washcowisco.gov/departments/community_development/next_generation_housing

Jefferson County – refer to the following website for more details:

<https://thriveed.org/develop-here/housing/>

Prepared for the Workforce Housing Strategy Task Force (October 5, 2024)

An Outline of Options or Strategies for Structure or Actions Steps for the County to Continue to Engage in Workforce Housing Promotion

Note: This outline comprises a list of items referenced at prior meetings of the Workforce Housing Strategy Task Force or in materials provided to the Task Force that addresses the charge given to the Task Force by the County Board. The items on the list do not reflect approved or recommended items at this time and are only compiled to provide convenience for members and to inform a future discussion. As such, items may conflict or overlap with one another.

Workforce Housing Strategy Task Force purpose per Resolution No. 79 - 03/24:

“To identify and develop recommendations for a structure and/or action steps for the County to continue to engage in workforce housing promotion following completion in 2024 of the current County Workforce Housing Initiative as contract with the Walworth County Economic Development Alliance (WCEDA).”

Items Related to Structure:

1. Consider the “Specific Recommendations” identified on pages 16-17 of WCEDA’s Workforce Housing Initiative Report (September 2023-2024)
2. There needs to be a person in charge/responsible.
3. There needs to be a person/organization/department that provides the structure for pursuing public buy-in and education. The message deliverer is important.
4. Create a County employee under the County Administrator for duties as established.
5. Create a County employee under Land Use and Resource Management for duties as established.
6. Maintain the existing relationship with WCEDA. If the County is not going to engage directly in funding in some manner, then Pam Carper (WCEDA) is currently doing everything that is needed. If the County is going to engage directly in financial aspects of developing, acquiring land, or supporting workforce housing, then a different financial person might be needed.
7. Continue utilizing WCEDA and create a position within the County to work in conjunction with WCEDA to move this issue forward.
8. Form a partnership with the UW Extension for a housing resource specialist.
9. The County may work through WCEDA or another economic development agency, including providing funding, but likely cannot provide funding directly to other individuals, businesses, or organizations.
10. Along with a position within the County, there could be an intergovernmental agreement so that there is a buy-in by the municipality, with governance and the Board of Directors, so that municipalities have a voice on the oversight. It would be a partnership rather than having everything handed down by the County. This is similar to Jefferson County.
11. Develop a repository and access point (such as a staff resource) for compiled land development information and broader community information, such as available infill sites, school information, and income, poverty, employment, and retail levels.
12. Create a revolving loan fund(s) to close funding gaps. The revolving loan fund may involve WCEDA or a different, new third party economic development agency with board of director members associated with outside private sector funders.

13. Establish a structure to address that talented land planners are needed to support communities and developers. For example, the person in charge could be a senior urban planner.
14. Does the Task Force's charge require considering strategies to resolve the differential between the cost of acquiring the property (given the seller's limited willingness to sell) and price point at which it is affordable to make it feasible to impact the cost of development or is identifying those specific strategies to be left to the individual empowered to address workforce housing and, ultimately, to the Administrator and County Board?
15. "The County should be involved in providing financial assistance for land acquisitions and/or to reduce developer costs."
16. Provide financial incentives that can lower costs to development.
17. If the structure expects to involve County financial participation, have the County complete a detailed review of what legal financial participation options exist for the County, so that the County may provide financial assistance help to promote housing to the extent possible.
18. If the County is going to develop, etc., get a financial person to consider risk.

Items Related to Action Steps:

1. Consider the "General Recommendations" identified on pages 16-17 of WCEDA's Workforce Housing Initiative Report (September 2023-September 2024)
2. Public Education Related:
 - a) Need to develop a thorough education packet(s) that is maintained and up to date and targets community officials, builders/developers/civil engineers, community members, the business community, and landowners.
 - b) Need a public education effort to support a broad understanding of the community benefits and economic necessity of supporting workforce housing.
3. The County should be a conduit for making connections and be prepared to engage with communities and developers to assist in identifying potential land and data needs.
4. An Information Resource or Repository Related:
 - a) Create a one-stop shop for all the information for all of the codes, rules/regulations, and constraints; so it would be easier for developers to find what they need.
 - b) Support creation or maintenance of a database(s) of land available for development, including appropriate characteristics and using SEWRPC where appropriate.
 - c) Support creation of community maps of potential development opportunities (particularly for small homes) that considers items such as their comprehensive plans, infrastructure, and landowner intent, which maps can then be used with developers and landowners.
 - d) In addition to map development, develop a repository and access point (such as a staff resource) for this information and broader community information, such as available infill sites, school information, and income, poverty, employment, and retail levels.
5. Financial Support and Engagement:
 - a) The County should consider engaging in the land acquisition business, including infrastructure or land funding, because there is not available land since there are not interested sellers.
 - b) The County should be involved in providing financial assistance for land acquisitions and/or to reduce developer costs.

- c) Consider development strategies where the municipality engages or performs more directly in the design and/or installation of infrastructure to reduce duplication of developer costs and employs a developer agreement to control municipal risks and costs.
 - d) Find financial ways to influence the gap between the expectations of landowners and those of the developer.
6. Review comprehensive plans for consideration of housing stock.
 7. Focus on single-family housing with small lots, more so than multi-family housing.
 8. Support mandates that developers build a certain percentage of affordable housing.
 9. Encourage communities to update their comprehensive plans.
 10. Incentivize redevelopment of commercial and manufacturing locations.
 11. Identify programs to preserve old housing stock.
 12. Identify methods to take advantage of the State legislative workforce housing package.
 13. Identify ways to bring employers into the housing conversation.
 14. Investigate and consider land trusts.

HOUSING & HOUSING DEVELOPMENT FRICTION POINTS - Version (10-9-24)

(*) identifies additions or modifications to the list

Public Buy-In / Education

There needs to be a person/organization/department that provides the structure for pursuing public buy-in and education. The message deliverer is important.

Need to develop a thorough education packet(s) that is maintained and up to date, including who has that responsibility.

Possible targets: Community officials, builders/developers/civil engineers, community members, business community, landowners

Education efforts must consider information packets and marketing/public information.

Part of education is being a conduit for making connections and instigating discussions.

Development of an educational component is ultimately dependent upon an additional component that lowers the price point so that it is attainable.

The need for housing at all levels of affordability needs to be better understood.

Need to educate on the importance of global financial literacy, so that people understand what it takes to purchase homes.

Incorporating an understanding of farmland preservation and its impact on housing and development would be useful.

Need to identify all of the multiple benefits that can come from higher density development.

Highlight the potential future results of the current policy decisions.

How does community prioritize jobs

Incorporated -vs- unincorporated (Sewer & Water access)

NIMBY

Community/Municipal Education (Develop Resources for Communities) (COUNTY ROLE?)

Update the current (CHIP) report (But newest data available is 2018 to 2022)

More General for Public

More Specific for Individualized Communities,

But need to show how each community is part of the whole County

Land Acquisition (~~Be a conduit for making connections~~)(*)

(*) Develop a repository and access point (such as a staff resource) for this land development information and broader community information, such as available infill sites, school information, and income, poverty, employment, and retail levels.

(*) The County should be a conduit for making connections and be prepared to engage with communities and developers to assist in identifying potential land and data needs.

(*) The County should consider engaging in the land acquisition business, including infrastructure or land funding, because there is not available land since there are not interested sellers.

Housing Supply

Underproduction of Housing Units

Lack of Single-Family Building Permits since 2008

Lack of Multi-family Building Permits since 2008

Lack of Subdivision Plats since 2008

Lack of developable land/lots

Financial – Developer

(*) The County should be involved in providing financial assistance for land acquisitions and/or to reduce developer costs.

- (*) Consider development strategies where the municipality engages or performs more directly in the design and/or installation of infrastructure to reduce duplication of developer costs and employs a developer agreement to control municipal risks and costs.

Cost of Construction

Infrastructure demands

Phased in Construction needed due to current financing practices

TIF to support residential development (Potential County Policy Position)

(Need a survey of Community position on this issue?)

Impact Fees

Subsidized land costs

Building Permit Fees

Financial - Consumer

Housing Affordability or Housing Cost Burden (Income-to-cost) (30% of income)

Greater Housing Authority Involvement (Possible County Engagement)

Housing Prices (Cost)

Interest Rate's impact on affordability

Good paying jobs

Land Trusts

Municipal Level Zoning

Review master plan for consideration of housing stock

Challenges creating lots

Development timeline

Approval flexibility for changes in market conditions

Approval process and timeline

Product Design:

Allow development of modest-size homes (less than 1,200 sq. ft)

Allow for higher-density housing

Encourage a variety of housing types (apartments, townhomes, duplexes, etc.)

Encourage walkability, if accomplished reasonably and financially feasible

Planned unit development strategies

Density Bonuses

Impact Fee (Example: "State law also allows communities to reduce or waive impact fees for affordable housing.")

WHEDA loans for local governments to cover infrastructure costs

Incentivize redevelopment of commercial and manufacturing locations

Veterans and ADA Housing

Incorporated -vs- unincorporated (Sewer & Water access)

County Level Zoning

The County only addresses unincorporated areas.

The County rules (ordinances) are the rules, but the County staff have been very open to discussing, modifying, and updating the code.

The County, from a zoning perspective, should look at the future of residential development and the long-term ramifications.

County Legal Constraints

County is constrained by the constitution and statute as to what agencies or organizations to

which it can distribute money. This was further limited by an Attorney General Interpretation. To some extent, the County can fund WCEDA, the Housing Authority, the Community Action Agency.

The County may work through WCEDA or another Economic Development Agency, including providing funding, but likely cannot provide funding directly to other individuals, businesses, or organizations.

Cotter suggested to continue utilizing WCEDA and to create a position within the County to work in conjunction with WCEDA to move this issue forward.

This position would be beneficial because it may help with navigating what the requirements are and what are the things holding municipalities back at the friction points, and it may serve as a point of contact to go to the cities and villages to discuss friction points.

Along with a position within the County, there could be an intergovernmental agreement so that there is a buy-in by the municipality, with governance and the Board of Directors, so that municipalities have a voice on the oversight. It would be a partnership rather than having everything handed down by the County. This is similar to Jefferson County.

Create a one stop shop for all the information for all of the codes, rules/regulations, constraints, it would be easier to find what they need.

Revolving loan funds to close funding gaps

Demographics

Growth in Households

Growth in 1-person and 2-person households

Baby boomers retiring but staying in homes

County direction on tourism investment to target populations

Age of Housing Stock – Increased maintenance demand to keep unit viable

State Legislative Workforce Housing Package (slide 41)

How do we bring employers into the conversation

— — —

Workforce Housing Strategy Task Force purpose per Resolution No. 79 - 03/24:

“To identify and develop recommendations for a structure and/or action steps for the County to continue to engage in workforce housing promotion following completion in 2024 of the current County Workforce Housing Initiative as contract with the Walworth County Economic Development Alliance (WCEDA).”