Port Washington
Downtown Revitalization Plan

Phase 1—Community and Market Trends Analysis

Prepared by
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Introduction

Port Washington's history includes a vibrant downtown that serviced Lake Michigan's fishing fleet, the county seat, and manufacturing industries. The City has a very attractive setting along Lake Michigan, many historic buildings in its downtown district to which few communities can compare, and predicted steady population growth for the next several years.

Port Washington finds itself in a relatively new position by encountering new development and competition in Ozaukee County, mostly along the I-43 corridor. Port has seen more and more businesses close, leaving behind vacant space in the downtown and Class B space users. Some retail stores that flourished in the past are no longer able to compete with nearby big-box retailers who can offer larger quantities at lower prices.

The City has a lot to offer its residents and visitors. Understanding who it serves now and will serve in the future is an important step in developing a plan to address its opportunities. This project represents the first step in helping to develop a plan to revitalize Port Washington's downtown.

This revitalization plan was proposed by The Taurean Group and approved as a jointly funded study by the Business Improvement District (BID) and the City of Port Washington.

Objective

Port Washington has an opportunity to re-position its downtown for new types of sustainable development to meet the needs of a changing community. The primary goal of the revitalization plan is to improve the livability and quality of life in the community by expanding and attracting employment, housing, and shopping, and social opportunities. The best way to accomplish this goal is to undertake a strategic planning process based on comprehensive market research and broad-based community input. The revitalization plan includes two major project phases.

Phase 1—Community & Market Trends Analysis
The purpose of this phase is to collect, analyze, and understand both the dynamics of the market and the vision for downtown. Completion of this phase allows The Taurean Group to create a broad overview of opportunities that are economically feasible and desired by community members.

Phase 2—Sector Opportunity Analysis & Action Plan
The purpose of this second phase is to analyze in detail the general opportunities identified in Phase 1. Specifically, three types of opportunities will be researched further – economic, real estate, and management.

Project Tasks & Deliverables

This report presents the results of Phase 1 and includes the following project tasks and deliverables:

Community Input Analysis
This analysis engaged property owners, business owners, public sector leaders, as well as customers, residents, visitors, and downtown employees to understand their vision and needs for the downtown. This analysis allowed for the integration of market data with community input. The engagement process allowed people to become involved in shaping the future of downtown Port Washington.

Market Analysis
This analysis describes the current condition and expected trends of the regional, city, and downtown economies regarding people, jobs, and spending trends. This information identifies how the downtown fits within the context of a larger economic area. This analysis also begins to identify emerging market opportunities that the downtown might further explore.

Business Mix Analysis
This analysis compares the mix of businesses in Port Washington with that of similar communities. Additionally, the analysis compares downtown's business mix with emerging opportunities identified in the market analysis. The City will be able to identify which business sectors are under-served and over-served. This information can be further used for recruitment and expansion efforts.

Building, Business, and Housing Inventory
Building a GIS database provides the foundation for understanding the downtown economy and possible opportunity niches. The intent of this process is to introduce the City and BID to a structure that will allow for better management of downtown opportunities. It can assist in renting and selling space, provide new businesses with information for site selection, and improve the public sector's ability to guide new development.

Port Washington's marina is a key focal point in the downtown.

Steering Committee

Taurean created a Steering Committee to provide feedback during the plan's development. The committee was composed of business owners, local government leaders, community group representatives, and residents. The residents came from all areas of the City and represented a range of households – from seniors to families with young children and new to lifetime residents. Sixteen people agreed to be on the committee, thirteen of which attended regularly.

The committee reviewed preliminary drafts of the project brochure and survey and assisted in the identification of communities that would be considered comparable to Port Washington. The committee also provided constructive comments regarding the proposed recommendations. Taurean would like to recognize the following Steering Committee members and thank them for their contributions to this project.

Tim Feely	Manager, Country Inn & Suites
Kasha MacDonald	Downtown business & property owner, Kasha's Old World Cafe
John Weinrich	Downtown business & property owner, NewPort Shores
Scott Huebner	Mayor
Jim Biever	BID Board of Directors, downtown business & property owner, Biever Travel
Deb Anderson	Resident, elementary school teacher
Jeff Suddendorf	Resident, minister
Deb Bozikowski	Resident
Corie Gessler	Resident, retired city employee
Barb Bahr	Downtown business & property owner, Harborview Cleaners
Dan Fox	Business owner, Fox Bros. Fishing Charters
Traci Mead	BID Director
Randy Tetzlaff	City planner

National Trends

As Port Washington begins the process to revitalize its downtown, it is important to consider some of the trends facing small communities and their commercial districts. According to information provided at the 2002 National Town Meeting on Main Street, held in Fort Worth, Texas, key trends include:

- Retailing is returning to downtown.
- Older shopping malls and strip centers are declining.
- Demands for main street housing and business sites are increasing, especially in larger cities and suburban downtowns.
- The intensified focus on reducing sprawl is positioning main street as an attractive, appealing alternative.
- The Internet is creating new opportunities for main street businesses. "Location-neutral" businesses are seeking out main streets.
- Shopping malls continue to be developed when overall consumer spending is down and there is no increase in population and buying power.
- Consumer loyalty has disappeared, as there are many more retailing venues and much more consumer information available to everyone.
- Shoppers are spending less time in malls, and many consumers use only the mall's destination businesses. 20% of malls today will be something different in twenty years.
- Super stores are generating one-third of sales today.
- Convenience—shoppers have less time to shop.
- Entertainment and entertainment districts—shopping as live theater. Example: Nike Town and Discovery Channel Store.
- Urban, suburban, rural locations—more and more chain stores are considering downtown or neighborhood commercial districts. Example: The Gap.
- Negative impacts, especially in suburban locations where brand name stores are forcing out mom and pop businesses.
- Rural population growth may spur new retail development.
- Internet and E-Commerce is having an effect on downtown business districts. Consider the following:
  - E-commerce generated almost $100 billion in total sales in 2003. This figure is expected to climb to $230 billion in 2008.
  - Main Street businesses are using the Internet to sell more to current customers while providing them with better service.
  - The Internet has the potential to help downtown retailers generate more jobs, more business-to-business sales and higher occupancy rates on both the first and upper stories.
  - According to a report from the University of Tennessee, state and local governments in the U.S. lost out on $15.5 billion in revenue in 2003 when sales taxes were not collected on Internet sales. The revenue loss is expected to reach $21.5 billion by 2008.

Community Input

A key ingredient of any revitalization plan is a commitment to and support of the community. The first portion of the plan required Taurean to collect information and understand the community's preferences regarding the downtown.

Publicity

To inform people about this project Taurean submitted press releases to the local newspaper and distributed brochures throughout the downtown. During the project, five press releases were submitted to The Ozaukee Press. The timing was appropriate in September to also include an article in the City's quarterly newsletter, which is mailed to every household in Port Washington. In general, the press releases and brochure described the project and encouraged people to become involved by completing the survey and/or attending a public input session. Refer to the Appendix for copies of these press releases and brochure.

Survey

Two forms of a survey (on-line and printed) were created to gather community input about the downtown. Links to the on-line survey were available from The Taurean Group's web site and the City's web site. Printed surveys were available at downtown businesses, the library, and City Hall. Refer to the Appendix for a copy of the printed survey. The survey was available for four months, from September through December 2004. The survey had three sections for Residents, Visitors, and Downtown Employees.

615 survey responses were collected, of which 72% were residents and 28% were visitors. 170 (28%) printed surveys were completed, with the remaining 445 (72%) being completed on-line. The survey results are presented below.

Residents

1. How often do you go downtown?

Response	Notes
39% Every day	83% of the residents responding to the survey go downtown at least once a week. Residents enjoy spending time downtown.
33% 2-3 times a week	
11% Once a week	
8% 2-3 times a month	
4% Once a month	

2. What do the residents enjoy doing downtown?

Response	Notes
81% Dining	Somewhat surprising that more residents enjoy the Farmers' Market and festivals than shopping. Expected Dining and Shopping to be the highest percentages. Might suggest that residents would prefer different or more plentiful shopping opportunities. Other popular responses included walking along the lakefront to enjoy the scenery and having coffee.
62% Farmers' Market	
61% Festivals	
56% Shopping	
29% Exercising	
28% Other	
16% Fishing	

3. How do residents travel downtown?

94% Drive a car	Other travel modes included scooter, moped, rollerblade, and skateboard. Sizeable percentage of the resident population rides their bikes, but bike racks are rather limited. Consider more parking for bikes to promote bike travel vs. car travel to the downtown.
65% Walk	
37% Ride a bike	

4. What could be done to make the downtown better?

66% More specialty shops and restaurants	These responses support Question 2 above – residents enjoy dining downtown and would like more opportunities. Shopping is somewhat enjoyable to residents, but more is desired. More benches would be beneficial to the 65% who enjoy walking downtown, as noted in the responses to Question 3. Other popular comments included better lake/beach access, market/small grocery, theater, fewer bars, playground, and bookstore.
51% More greenery and flowers	
47% Entertainment for youth	
45% Longer store hours	
44% Historic building preservation	
39% More benches	
37% Adult entertainment	

Almost as interesting as the options residents selected regarding improvements to the downtown are the options that were not selected. Only 6% of the residents felt that more police presence would be an improvement, and 9% felt that more signage was necessary. 11% wanted public transportation, 17% felt that the downtown should be cleaner, and 18% wanted less vehicular traffic. Parking is a relative concern for residents (29%), but it is a larger concern for employees (56%) and visitors (35%). This might be because a larger percentage of residents is able to walk to the downtown and residents typically will know the locations of a variety of potential parking places.

5. What do you enjoy doing along the lakefront?

90% Walking by the lake	If walking is such a popular lakefront activity and popular means of travel to the downtown, consider establishing walking routes, paths, and/or a boardwalk-type structure along the lake. More efficient promotion of walking paths and tours that have been developed.
84% Watch the boats and fishermen	
54% Listening to concerts	

6. What would you like to do along the lakefront, if facilities and programs were available?

Improved access to a clean public beach	284 written responses were collected. The most popular responses (in order) are listed.
Boat rides (such as boat tours and dinner cruises) and rentals	
More lakefront festivals and concerts	
Parks with playgrounds and picnic areas	
Outdoor dining	
Community/cultural center	

7. What do you enjoy about waterfronts in other cities?

Access to clean public beach areas	Residents provided more than 300 responses. The most popular responses (in order) are listed.
Dining	
Walking trails and boardwalks	
Shopping	
Entertainment (including festivals and concerts)	
Parks and picnic areas	
Boat rides and rentals	

8. Which opportunities would you like to see more of in downtown Port Washington?

70% Entertainment	Other popular comments included a theater or community/cultural center, more youth activities or a youth center, and more parks.
60% Retail	
57% Dining	
55% Festivals	

<u>Visitors</u>

9. What do the visitors enjoy doing downtown?

88% Dining	Visitors, as well as residents responding to Question 2, have indicated that retail opportunities could use some improvement. Dining is an attractive component of the downtown, for both visitors and residents (Question 2). Other popular comments (in order) included walking, visiting the lakefront and enjoying the scenery, and concerts.
61% Festivals	
58% Retail	
43% Farmers' Market	

10. As a visitor, where do you live?

41% Ozaukee County	Expected a higher percentage from northern Illinois than the Midwest. Might suggest that community promotions need to reach throughout the Midwest rather than focusing on northern Illinois.
24% Saukville	
24% Southeast Wisconsin	
9% Midwest	
6% Northern Illinois	
6% United States	

11. How often do you visit?

25% 2-3 times a week	Almost one quarter (22%) of the visitors are in the downtown every day. Most likely, these are the commuters who also work in the downtown. Almost 50% (47%) of visitors make repeat trips to the downtown every week.
22% Every day	
11% Once a week	
11% 2-3 times a month	
6% Once a month	
6% 2-3 times a year	
2% Once a year	
2% This was my first visit	

12. What could be done to make the downtown better?

55% More specialty shops and restaurants	Visitors identified the same top five improvements as the residents in Question 4. More shops and restaurants are desired in an attractive, historic downtown setting. Other popular comments included slower traffic, parking, and family attractions/ activities.
47% More greenery and flowers	
40% Historic building preservation	
39% Entertainment for youth	
38% Longer store hours	
35% More public parking	

Again, options that were not selected by a large portion of visitors are also interesting to note. Only 7% of the visitors felt that more police presence would be an improvement. 11% felt that more signage would be an improvement, while 12% felt that the downtown should be cleaner. 16% would like the downtown to be better accessed by public transportation, and 17% thought that more street lighting would be an improvement. In general, visitors feel that the downtown is a safe, clean area.

13. Are you visiting for business or vacation?

41% Business	The survey was administered during the fall, typically not the most popular vacation time of the year. Regardless, 60% of the visitors were in Port Washington for some vacation purpose.
32% Vacation	
28% Both	

14. When do you like to visit?

92% July	The most popular times to visit Port Washington were during the summer months. The months then became rather mixed between fall and spring. The least popular months to visit Port Washington are January, February, and March, although 64% is still a large percentage of the responding visitors that like to visit during those winter months. Consider having more downtown activities throughout the year, and not assume that visitors will only want to come to town during the summer. As Question 13 implies, people are continuing to visit throughout the year.
91% June	
88% August	
88% September	
80% May	
78% October	
75% December	
73% November	
68% April	
64% January	
64% February	
64% March	

15. What other cities of similar size do you enjoy visiting?

31% Cedarburg	These cities might be good comparisons to Port Washington and provide ideas as to what visitors enjoy.
7% Door County communities	
7% Grafton	
4% Sheboygan	

16. Would you like to visit Port Washington again?

97% Yes	Visitors enjoy Port Washington's downtown enough to want to return again.
2% No	
1% Maybe	

Downtown Employees

People who work downtown completed 166 (27%) of the 615 surveys.

17. Do you enjoy working downtown?

52% Definitely Yes	Almost 90% of the employees responding to the survey enjoy working in downtown Port Washington.
37% Usually Yes	
11% Somewhat	
1% Usually No	

18. As a downtown employee, what would make the downtown more appealing as an employment center?

More parking	Employees provided almost 100 responses. The most popular responses (in order) are listed. More shopping and dining opportunities continue to be towards the top of downtown improvements for everyone – residents, visitors, and employees.
More retail	
Slower traffic	
More restaurants	
More after work or during lunch programs	

19. Does it appear that downtown businesses cooperate with each other?

65% Yes	For those answering "Sometimes", the most popular reasons (in order) are 1) need better cooperation of marketing efforts, 2) BID is trying to help, and 3) consistent business hours.
24% Sometimes	
12% No	

20. Do you dine or purchase food items downtown?

94% Yes	With such a large percentage of employees purchasing food downtown, consider providing them with more options for outdoor dining and picnic tables.
6% No	

21. How many times per week do you purchase food or dine down town during the workday?

36% Once a week	A relatively small percentage (4%) of employees purchase food downtown every day. However, a majority of employees (70%) purchase food downtown at least once a week.
34% 2-3 times per week	
22% Once a month	
4% Every day	
4% Never	

22. How much do you normally spend when you purchase food items during the workday?

67% $5-$10	81% of employees spend $10 or less on food purchased during the workday, while only 16% spend more than $10.
14% Less than $5	
11% $10-$20	
5% More than $20	

23. How difficult is parking?

25% Okay	Parking for employees is somewhat troublesome for more than half (56%) of the survey respondents. Parking may be more difficult for employees than visitors (35%) due to the longer duration of a workday. Large parking lots for county and municipal employees exist in the downtown area, so parking for these jobs is probably quite easy.
21% Somewhat difficult	
16% Very easy	
15% Somewhat easy	
10% Very difficult	

24. What else do you do downtown during the workweek?

Post office	Employees provided over 100 responses. The most popular responses (in order) are listed and show how employees are using the downtown.
Banking	
Shopping	
Haircut	
Dry cleaning	
Walking	
Library	

Respondent Profile

25. What is your age?

22% 41-50	The largest percentage (53%) of survey respondents represents the active, mature adult community, 35-60 years old. 18% of the surveys were completed by youth, 10-14 years old. This was probably due to the presentations about the downtown project that were made at the schools. Youth completed 19% of the surveys, which is roughly equal to the current youth population in Port Washington. Their involvement makes the survey more comprehensive and representative of the entire community. 11% of survey respondents were seniors (more than 60 years old), and 17% were young adults, 19-34 years old.
18% 10-14	
17% 51-60	
14% 35-40	
9% 29-34	
7% 23-28	
7% 61-70	
4% 71+	
1% 15-18	
1% 19-22	

26. Describe your household position.

36% Married adult with children living in the home	65% of survey respondents were married adults, with more than half of those adults living with children in the home. 17% of the respondents were single adults, and 15% were youth.
29% Married adult without children living in the home	
15% Youth living with parent(s) or guardian	
10% Single adult without children living in the home	
4% Single adult living with one or more adults	
3% Single adult with children living in the home	

27. What is your gender?

62% Female	Almost 1.6 times more women completed the survey than men.
38% Male	

28. What is your annual household income?

27% Prefer not to respond	This information was collected to verify that the responses were representative of all income categories within the community.
17% $40,000-$60,000	
15% More than $100,000	
15% $60,000-$80,000	
12% $80,000-$100,000	
10% $25,000-$40,000	
4% Less than $25,000	

29. Other comments?

Entertainment for youth and families	More than 100 people provided extra comments. The responses were grouped into categories and the most popular eight categories are listed.
More shopping	
Promote the lakefront, while preserving natural beauty	
Beach access	
Longer store hours	
More greenery and trees	
More parking	
Small grocery/market	

30. E-mail address for survey results?

288 of the 615 survey respondents requested that the survey results be e-mailed to them. With 445 surveys being completed on-line, 65% of the on-line respondents would like to review the survey results. This shows an interest within the community regarding the future of Port Washington's downtown.

Outdoor dining is often a real asset for waterfront communities.

Streets in Estes Park, Colorado are very attractive with planters, trees, benches, and drinking fountains.

Survey Summary
Survey respondents would like the downtown to be an attractive area with historic character and careful preservation of the lakefront's natural beauty. To create this setting, the community should consider the following recurring themes from the survey:

- More retail and dining opportunities
  Both residents and visitors feel that the downtown could be improved with additional dining and retail experiences. Outdoor dining and specialty stores were suggested.

- Expansion of the Farmers' Market
  This is a nice attraction for the downtown and an alternative or expansion of the current location should be considered to accommodate more vendors and patrons.

- More greenery
  Over the years, Port Washington has lost much of its greenery and trees in the downtown. People, now, want to spend time in a downtown area enhanced with natural beauty, such as trees, sidewalk gardens, parks, fountains, and window boxes.

- More entertainment opportunities
  This includes both separate and combined experiences for youth, families, and adults. Types of entertainment include concerts, festivals, and theater. Consider offering entertainment throughout the year, not only in the summer.

- Historic preservation
  Consider landmarks throughout the downtown and community that share Port Washington's history. Encourage building owners to preserve and enhance the character of old buildings.

- Store hours
  Create incentives and/or agreements for stores to maintain more consistent, longer hours. It is difficult to encourage both residents and visitors to spend time downtown if a "critical mass" of stores is not open to offer interesting and unique retail experiences.

- Improved access to and enjoyment of Lake Michigan
  This idea was communicated in several ways. Both residents and visitors enjoy walking along the lakefront and watching the boats and fishermen. They would like to have better access to a clean public beach. Boat rides (such as boat tours and dinner cruises) and boat rentals are highly desirable. Until an opportunity comes to remove the sewage treatment plant from the lakefront, the community should consider how to enhance its lakefront experience by possibly considering boardwalks and planning a development on the coal pile that serves the public by addressing many of the preferences presented in this survey.

Port Washington's beach is only accessible by walking past the sewage treatment plant.

- Parking
  Parking was identified as a concern for all survey respondents – residents, visitors, and employees. Like other lakefront communities, parking lots have developed along the water's edge to provide convenient access to downtown businesses. In downtown Port Washington, parking lots currently occupy much of the most valuable real estate in town, along the lakefront. The community should consider other parking options versus flat surface lots, which require a maximum amount of land area. The marina and boat ramp require trailer parking on surface lots, but as more dining and shopping opportunities are introduced downtown, parking will have to evolve to become more efficient in its space needs.

BID Survey

In February 2004, the Port Washington BID conducted a survey to assist in developing a long-term plan for the recruitment and retention of downtown businesses. The BID survey was included as an insert in the City's quarterly newsletter and mailed to all the households in the City. 404 survey responses were collected, and the results are presented below.

1. Rent or own?

86% Own	Demographic data from 2004 indicates that only 58% of Port Washington households are owner-occupied. A higher percentage of survey respondents owned their home than what is typical for the City.
14% Rent	

2. Annual household income?

$68,545 average	Compared to the 2004 median household income of $58,077, survey respondents reported a higher than average household income by more than $10,000.

3. Number in household and ages?

23% 0-10 years	Almost half of the responding households had people in the 45-64 year age range. The 30-44 year category was the next most popular age range. Almost one-quarter of the responding households had children 10 years old and younger. 24% of the responding households included seniors 65 years and older.
20% 11-21	
13% 22-29	
39% 30-44	
46% 45-64	
24% 65+	

4. How many miles do you and your spouse (or other adult living in the household) travel to your place of employment?

Self 14.9 miles average	On average, adults living in the responding households commute about 16 miles to their place of employment. Roughly, this includes the area from Cedar Grove to the north, West Bend to the west, and Mequon to the south.
Spouse/other adult 17.3 miles average	

5. In which of the following locations do you buy the majority of the following goods and services?

	City of Port Washington	Milwaukee County	Ozaukee County	Sheboygan County
Gasoline	75%	7%	23%	11%
Groceries	52%	3%	61%	1%
Hardware/building supplies	50%	2%	59%	4%
Meals (dining out)	65%	21%	48%	4%
Prescriptions	56%	3%	43%	1%
Doctors	46%	16%	47%	3%
Hospital	1%	15%	87%	3%
Dental	56%	14%	32%	1%

6. Other comments about goods and services?

Receive prescriptions by mail	Comments were grouped into categories, and the most popular four categories are listed.
Purchase hardware/building supplies in Washington County	
Obtain medical services in Waukesha County	
Purchase gas in surrounding areas, even Mequon is less	

7. Would you support these types of businesses if they were located in downtown Port Washington?

	Yes (%)	No (%)
Antique store	35	65
Arts & crafts store	66	34
Bakery (bread type products)	81	19
Bakery (sweet type products)	71	29
Banquet facilities	28	72
Bed & bath (linens, home décor, etc.)	68	32
Bed and breakfast	20	80
Body products	50	50
Bookstore (new)	80	20
Bookstore (used)	70	30
Budget cinema (1-2 screens)	82	18
Camera/photography supply store	34	67
Candy shop	51	49
Children's clothier	33	67
Convenience store	61	39
Culinary supplies	52	48
Day care center	9	91
Dive shop (SCUBA)	9	91
Educational materials and supplies	51	49
Entertainment	71	30
Classical	46	55
Country	38	62
Instrumental	45	55
Jazz	46	55
Event planners	15	85
Garden supplies	73	27
Hobby shop	62	38
Magic supply shop	4	96
Marine supply source	17	83
Maritime/historical museum	65	35
Martial arts instruction	12	88
Music (collectibles, new, and/or used)	53	47
Resale/consignment clothier	56	44
Spa services	44	56
Sporting goods	55	45
Teen clothier	20	80
Youth recreation center	37	63

Most of the businesses with the highest percentages are consistent with information collected during the Downtown Revitalization project at community group presentations, public input sessions, and as part of the survey responses.

8. What other businesses might you support?

Clothing & shoe store	The most popular responses (in order) are listed. They basically agree with the survey responses collected for the Downtown Revitalization project. People are interested in more retail and dining opportunities.
Family restaurant	
Organic / specialty food store	
Cards & gifts	
Fabric store	
Health / fitness club	

9. Did you attend any of the following BID-sponsored events?

92% Farmers' Market	Both surveys identified the Farmers' Market as a very positive attraction for the downtown. People also enjoy being downtown for the variety of festivals.
60% Maritime Heritage Festival	
43% Christmas on the Corners	
33% HarvestFest	
32% Art Walk	

10. Other comments?

Parking	Except for improved street lighting, these comments are consistent with those collected for the Downtown Revitalization project. People are concerned about parking, and they would like to have additional entertainment, retail, and dining opportunities downtown.
Better street lighting	
More entertainment	
Youth recreation	
More dining	
More retail	

Community Group Presentations

Several presentations were made to inform people about the project and encourage them to complete the survey and/or attend one of the public input sessions to share their ideas and concerns about the downtown. The schedule of presentations that were made to various community groups to publicize this project is presented below.

Oct. 20, 2004	Chamber of Commerce
Nov. 9, 2004	Dunwiddie Elementary School's Parent Advisory Group
Nov. 9, 2004	Kiwanis
Nov. 15, 2004	Rotary Club
Nov. 17, 2004	Regional BID Meeting
Dec. 7, 2004	Jr. Women's Club
Dec. 8, 2004	Senior Center

Public Input Sessions

Sessions were scheduled to provide opportunities for "group interviews", which tap into human tendencies. Attitudes and perceptions relating to concepts, products, services, or programs are developed, in part, by interaction with people. Focus groups are relatively small in size and include people that share certain characteristics (like downtown residents or business owners) relative to a specific topic (like the downtown).

Paul Roback, Community Development Educator from the UW-Extension, facilitated these sessions, while Taurean provided assistance. The schedule for the public input sessions is presented in the table below.

Nov. 3, 2004	Downtown Residents
Nov. 10, 2004	All Port Washington Residents
Nov. 16, 2004	Downtown Business & Property Owners
Dec. 14, 2004	Municipal Leaders & Civic Representatives

A "snow card" process was used to allow all participants an equal chance to present their opinions in an objective and impartial manner. This process also channels the discussions into an end product that can be used to determine a future direction.

Participants were asked the following questions:

1. What do you like about downtown Port Washington?
2. What don't you like about downtown Port Washington? In other words, what do you wish that you could change?

A total of 55 people participated in the four input sessions. Detailed results from each session are presented in the Appendix. From the discussions and exchange of ideas, the following topics were important to a majority of participants.

Lakefront
The greatest asset that was identified for the downtown district is its proximity to Lake Michigan. The lakefront and marina were identified as excellent amenities for local residents and tourists. Residents appreciate the improvements that have been made to the marina and the creation of Rotary Park. The marina is easily accessible and a great place to walk around.

Port Washington's greatest downtown asset is its lakefront.

Participants also identified several areas of improvement along the lakefront. Although the marina is easily accessible, participants felt that the beaches were not easily accessible and difficult to locate. Several people commented that the beaches were not maintained properly and the weeds should be removed. Participants like that the lighthouse on the breakwater is accessible, but would like the walkway to be improved and the cracks repaired. Although Rotary Park is a great example of greenspace along the lakefront, participants would like to see more green space and public infrastructure, such as picnic tables and park benches. Participants were also concerned about the decline in charter fishermen and would like the City to be more proactive in working with the existing fishermen to ensure that they do not leave.

Historic Downtown

Participants identified the historic buildings located in the downtown district as another asset. The compact business district has good vehicular traffic flow and the businesses are easily accessible. Participants were delighted with the new businesses that have located in the downtown district and the building façade improvements that have recently occurred.

Downtown festivals, such as the Maritime Heritage Festival, encourage a "sense of community."

Although participants generally feel that the downtown is pedestrian friendly, many were concerned about the speed of vehicle traffic on Franklin Street. Participants identified that crosswalks need to be made safer and the sidewalks need to be enhanced. Although participants appreciated the building façade improvements, they felt that the City could play a more proactive role in encouraging existing businesses to improve their facades. The City should also strive to preserve the historic downtown character through zoning and building design standards. Participants also mentioned a need for an architectural review board to ensure that new buildings and façade improvements fit with the current character of the downtown. There was also concern over the height of some of the new buildings in the downtown.

Sense of Community

Participants like the "small town" atmosphere of the downtown district. Community amenities, such as churches, post office, library and City Hall, are all within walking distance. The farmers' market and festivals were also mentioned as great community amenities. Business owners, customers and residents were all considered friendly. The downtown was generally considered clean and a safe environment with low crime.

Despite this positive sense of community, a few participants felt that there is a lack of "community spirit." Participants felt that many in the community focus on the problems of the downtown area without mentioning all of the wonderful assets. The press could assist by highlighting these assets. Participants also felt that a year-round community-gathering place should be developed and a downtown activities message board should be created.

Business Mix

The downtown district offers a wide variety of retail, which participants enjoy. In particular, participants enjoy dining at many of the restaurants in the downtown. Business employees were considered friendly and customers were referred to as loyal. Participants like that many of the businesses are family owned and operated.

Despite this business mix, many participants would like additional retail in the downtown district, especially more destination shopping and restaurants. Participants would like more uniform stores hours for all businesses and would like evening hours of operation. There was general concern that not enough City residents use the downtown businesses for their shopping.

Public Infrastructure

The greatest source of pride among participants is the marina and Rotary Park. They also appreciate the public investment in the Ozaukee Interurban Trail and the staircases to the bluffs.

However, participants would like more public gathering areas in the downtown that include benches, shade and a playground. Participants would also like to see better street lighting and more public restrooms, drinking fountains and bike racks. Participants were also concerned that the downtown should be made safer for pedestrians. The water treatment plant located on the beach was often mentioned as a poor location for this facility, but participants acknowledge that there is little that can be done to solve the problem.

Parking

There was general consensus that there is enough public parking in the downtown district. A few participants thought that there should be more off-street parking and additional free, non-metered parking. It was also mentioned that the time limit on the meters should be extended to at least two hours, which is considered an average amount of time to enjoy a meal. There was also concern that there is not enough employee parking in the downtown district.

During the summer, the Farmers' Market is one of the City's favorite attractions.

Attractions / Events

Participants enjoy the events in the downtown district, including Fish Day, the Maritime Heritage Festival and the Farmers' Market. However, all three events occur primarily during the summer season. The downtown needs a year-round indoor attraction that would attract city residents and tourists. Many ideas were offered, such as a cultural center, museum or performing arts center. Many participants felt that the redevelopment of the coal pile at the We Energies power plant offered an opportunity for a public gathering space and year-round attraction. Participants would also like the downtown to have more of a nightlife, which could include expanded store hours and entertainment.

This type of signage on I-43 could help direct visitors to Port Washington's historic downtown.

A gateway arch to historic districts helps create a sense of place and definition for both visitors and residents in the community.

Many were also concerned that there is a lack of youth oriented activities in the downtown area. A playground, recreation center and youth-friendly business were offered as suggestions. This may also encourage more young families to visit the downtown district.

Marketing
Numerous participants identified the need for additional way-finding signage for the downtown district that would direct people to amenities. It was also suggested that there was insufficient signage on I-43 for the downtown district and marina. Numerous participants sited the lack of tourism and marketing for the downtown district and commented that Illinois and Minnesota should be targeted for advertising. Since marketing usually occurs out of the local area, participants may not be fully aware of the activities of the Port Washington Tourism Council, Chamber of Commerce and Business Improvement District.

Planning
Participants were also concerned with what they perceived as a lack of vision for the downtown district. Many of the downtown improvements have been linked to the new businesses that have located there and buildings that have been constructed. Participants mentioned the growth potential for the downtown district due to the City's close proximity to an urban area, the City of Milwaukee. The City should not only react to the current growth, but plan for potential growth as well.

Summary
All four focus groups expressed genuine interest and concern in the downtown district. Although many participants offered their suggestions on how to improve the downtown, they also offered many comments on what is working well. Participants indicated on the evaluation forms that they appreciated an opportunity to provide input on the downtown district. However, they want to continue to be involved in this process and hope that the focus groups would not be the end of their involvement.

With the recent additions in the downtown, buildings and stores, there is a growing sense that there is momentum in the downtown for making improvements. "It is appreciated that an effort is being made to make improvements in the downtown, in communication and marketability."

Youth Input

As the downtown evolves to address the community's needs, it needs to become attractive to all segments of the community, including youth, seniors, singles, and families. Granted, youth represent the future, but they also make-up a significant portion of Port Washington's current population, with 26.4% of the population being 17 years old and younger.

Taurean worked with area schools to provide opportunities for the youth to share their ideas and concerns about the downtown. In 5 separate sessions held during this fall (and listed in the table below), almost 200 students from Thomas Jefferson (TJ) Middle School, Port Washington High School, and Port Catholic participated in activities to encourage them to think about ways that the downtown could become more appealing.

Oct. 14, 2004	TJ Student Senate
Oct. 21, 2004	TJ 7th Grade Beta Club
Oct. 21, 2004	TJ 8th Grade Beta Club
Oct. 27, 2004	Port High's "United for Youth" committee
Nov. 3, 2004	Port Catholic

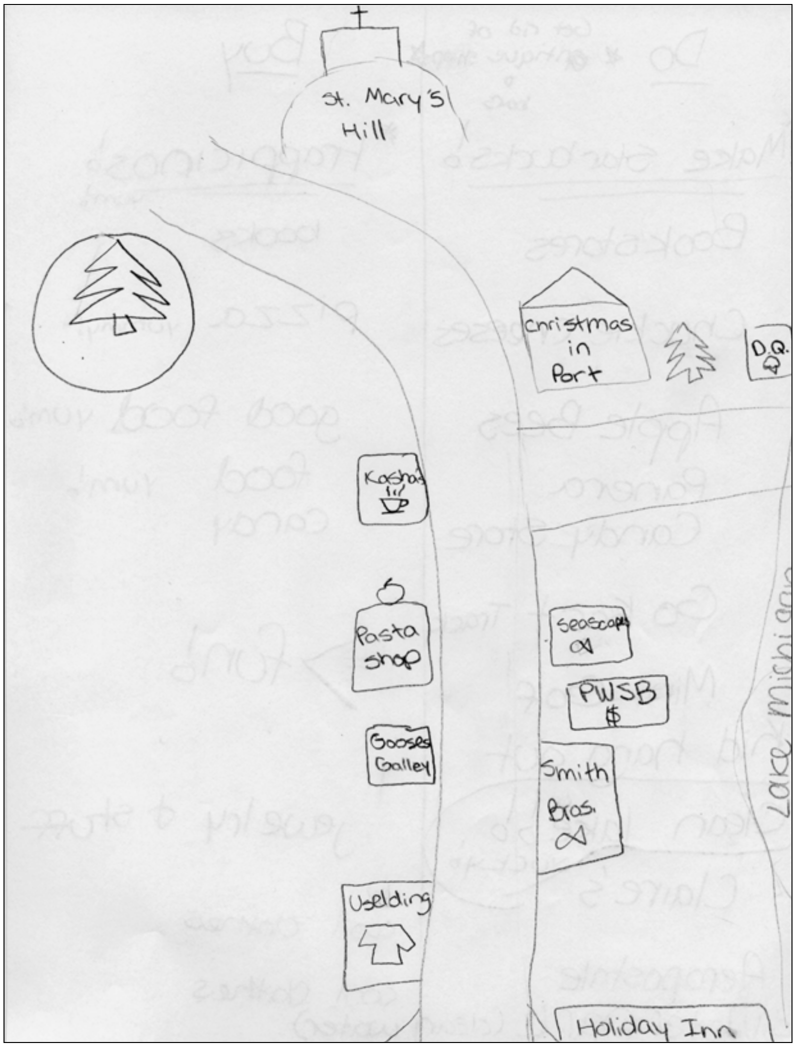
Downtown Mapping

The youth sessions began with a downtown mapping exercise. Youth were asked to take a few minutes to draw a map of the downtown from memory, including businesses, street names, and major landmarks. This helped get the kids thinking about what is currently located in the downtown area. Then the kids exchanged their maps with a neighbor and noted the similarities and differences. They usually had different definitions for the downtown area, some including only both sides of Franklin Street and others stretching all the way up St. Mary's Hill and over to the library. Most of the youth did a thorough job naming and locating the restaurants. During our discussion, we learned that the main reason youth currently visit the downtown is to dine with their families and friends, so it seems reasonable that the restaurants are prevalent in their minds.

Wish List – Buy & Do

The next activity in the youth sessions was to ask what they wished they could buy and do downtown. They divided into small groups and took a few minutes to brainstorm about their ideas. Then, each group was asked to present their favorite ideas. Some ideas were a bit extreme, while others were quite practical and predicted. Some of the most popular ideas included stores selling candy, music CDs, books, teen clothing, sporting goods, and toys/games. More dining opportunities were also at the top of most of their lists, including a Taco Bell, bakery, ice cream parlor, and pizza place, like Rocky Rococo's.

Typical map from Downtown Mapping exercise illustrating how youth recall restaurant locations.



Regarding things to do, the most popular ideas included a park with a huge playground, boat rides and rentals, arcade, movie theater, and youth center. Some of the more creative ideas included a gigantic maze, lakeside roller coaster, kids' festival, toboggan/luge run down St. Mary's Hill, giant game boards with people-sized playing pieces for chess (like in Harry Potter) or Candy Land, and a giant water slide from Upper Lake Park down into Lake Michigan.

Survey Responses from Youth

We invited the youth and their parents to also take the on-line survey, which was created to gather input from both adults and youth at least 10 years old. 109 community youth, 18 and younger, completed the survey. The results show that these youth enjoy Dining (77%), Festivals (71%), Shopping (61%), and the Farmers' Market (52%). Youth travel to the downtown by Car (94%), Bike (69%), and Walking (59%).

When asked what could be done to make the downtown better, the top answers included More Specialty Shops & Restaurants (80%), Entertainment for Youth (79%), Town Square or Park (69%), and Longer Store Hours (66%). The youth indicated that they would like to see more Entertainment (95%), more Festivals (73%), and more Dining (72%) in downtown Port Washington.

Downtown Design Contest
To encourage youth to share their ideas, The Taurean Group held a "Downtown Design Contest". Youth were asked to submit a drawing that represented how they would like the downtown to look and what they would like to be able to do downtown. 40 drawings were submitted, and the Steering Committee selected the winning entries. The winning entry is shown on the following page and includes a bookstore, kids' lounge and arcade, toy store, gymnastics and fitness center, cruise ship dock, and floating restaurant. All of the drawings were displayed in the windows of downtown businesses.

Purchasing Power of Youth
On a percentage basis, youth have an enormous amount of disposable dollars, much more than adults. While adults must allocate their money to food, shelter, utilities, insurance, etc., youth can spend their money on entertainment, food, music, and clothes. To make these purchases, youth combine their allowances with money from part-time jobs and gifts. The amount of allowance a child receives is directly related to the income of the family.

Dan Cassanova reported in his June 2004 article, "Downtown and the Youth Market" written for the UW-Extension, that households with an income in the $30,000-$40,000 range give an average of $21 a week in allowance.

What does this mean for Port Washington? There are about 1,500 youth who are between 10 and 19 years of age and probably old enough to earn a weekly allowance and earn money from part-time jobs, such as babysitting, raking, snow removal, etc. If they earn an average of $21 per week, their spending potential is almost $1.6 million. If Port Washington can create a youth-friendly downtown that would also be appealing to youth in the surrounding communities of Belgium, Fredonia, Grafton, and Saukville, that spending potential number jumps to $4.8 million. As the populations continue to grow in these communities, the potential is expected to exceed $5 million by 2009.

In the past, this market has been overlooked by many downtown merchants who often focus on young professionals and empty-nesters. The purchasing power of youth is significant and should no longer be overlooked by local merchants and community decision makers.

Winning entry for the Downtown Design Contest

Retail Benefits Gained from Youth

Cassanova lists many benefits of communities being able to excite children about going downtown and spending their money there:

- It brings new business to downtown stores.
  Bringing youth downtown allows downtown businesses to capture a portion of their disposable income. This helps existing businesses remain viable and supports new businesses in the community.

- It creates a lifelong connection.
  Youth that grow up visiting and shopping downtown and attending community events are likely to continue to enjoy and support downtown when they grow up. Downtown can be a friendly environment for youth because they can walk or bike to most places. Businesses such as candy stores, ice cream parlors, book stores, and toy stores are all very inviting to youth.

- Children bring their parents.
  A beneficial side effect of having youth downtown is that their parents are often nearby, which means additional purchase opportunities for downtown businesses.

Involving Youth in the Downtown

Numerous communities in the state and throughout the country have successfully involved youth in their downtowns. Cassanova makes the following general suggestions for creating a kid-friendly downtown and fostering a connection between youth and the community.

Involving youth in a public art project, such as an outdoor mural, creates a connection between the community and its youth.

- Children's Festival
  Whether it is weekly or yearly, having a small festival that is targeted towards youth is a great way to bring youth and their parents downtown to visit local businesses. Family friendly activities are a key advantage that a downtown area can have over its suburban counterparts. Musicians, magicians, and other performers are an easy way to entertain youth.

- Create a special attraction
  Many attractions can be built to attract youth. Options include a children's museum, band shell for performances, skateboard park, or even a ride, like a merry-go-round.

- Provide opportunities for youth to get involved
  Particularly in the summer months, youth are looking for something interesting to do. Public art projects are an option, as well as planting flowers, or volunteering at various events. Creating an organization for youth to help their downtown is a great way to make them feel invested in the community.

- Offer popular products
  While the downtown may not be able to support an entire candy or toy store, existing businesses may be able to expand sections of their stores that appeal to youth. A pharmacy could expand its candy selection. A bookstore could create a larger children's section. Other popular items include sports equipment, games, and clothes.

The youth of Port Washington are certainly excited to share their ideas about the downtown. They are an important part of our community, and should be welcomed downtown by incorporating their ideas, creating appealing retail and entertainment experiences, and providing them with opportunities to become involved.

Shared Ideas

During the course of this project, when The Taurean Group was engaged in conversations with the public, lists of ideas were compiled regarding specific suggestions for near-term and long-term improvements. Near-term improvements represent those suggestions that require a relatively shorter timeframe and lower costs. Conversely, long-term improvements require a longer timeframe and higher costs. Lists describing these improvement ideas are given below.

Near-Term Ideas

- Expand Farmers' Market
  This is a good community activity that a lot of people enjoy. Let's make it even bigger and better to hopefully attract more people downtown.

- Outdoor ice skating rink
  Well-maintained ice with public restrooms nearby and a warming house. Provide lights and music. Maybe use the Kiwanis pavilion as a warming house with the rink in the marina parking lot. Alternate location - Veterans Park.

- Kite Festival
  Can be held anytime of year in a wide, open area. Maybe in the harbor/marina area during the winter.

- Friday Night Flicks in Veterans Park
  More often with better, more reliable equipment.

- More concerts at bandshell and Rotary Park
  Various styles of music would be welcome.

- Art/Craft Nights for Families
  Use community rooms and vacant downtown space to create different "stations" among which families circulate. Provide a nightly theme for the projects. Maybe the different community groups (Rotary, Lion's, Kiwanis, etc.) could sponsor a station.

Kite festivals are fun for any age and would benefit from the relatively constant breeze from Lake Michigan.

- Invite and support library programs downtown.
  Examples include storytelling festival, public book readings, discussions with authors, puppet shows, book clubs meet at coffee shops/restaurants.

- Boathouse
  Select temporary location. Depending on position in or out of the harbor, provide rentals of canoes, kayaks, surf sail-boards, jet skis, and paddleboats. Offer sailing school. Ultimately, a location with appropriate docks and launch system would be desirable, maybe on the coal pile property.

- Car shows
  More than just on Fish Day

- Art/Craft Fairs
  More than just on Fish Day.

Currently more popular in Europe than the United States, giant garden games encourage people to play outside.

- Children's Festival
  Anytime of year, maybe more than once or even seasonal.

- Downtown Playground
  Select temporary location. Equipment could be moved as downtown develops. Eventually design a more permanent playground, maybe with a theme, like the Niagara Steamship or chair factory. Could be built by community volunteers.

- Giant Games
  Create large game boards with large weather-resistant playing pieces. Like chess (from Harry Potter) or Candy Land. Maybe this could become a public art project with the high school students – one new game is made every year.

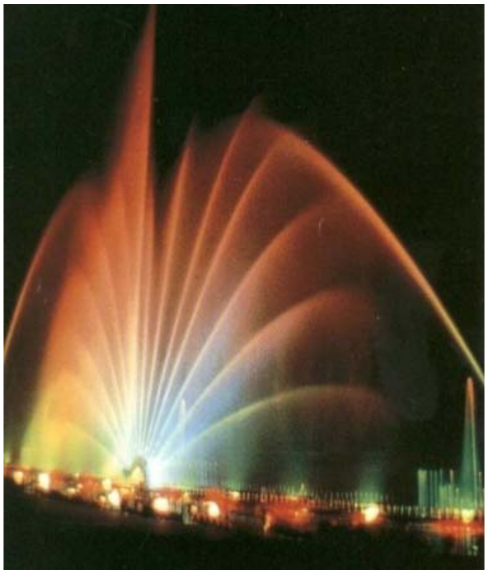
Extra-large chess and checkers sets can be purchased for outdoor recreational use.

- Downtown Activity/Events Bulletin Board
  Definitely one downtown, maybe in the "triangle" at the base of St. Mary's Hill. Consider welcome signs with event listings at each of the main city entrances.

- Improved communication with the community
  Consistent place for information. Insert in Ozaukee Press or on a specific page.

- More greenery and flowers
  Can be simple, but needs to be maintained.

- Benches, drinking fountains & public restrooms
  Temporary option for restrooms would include well-maintained portable toilets in the downtown area.



The musical fountain in Grand Haven, Michigan is a popular summertime attraction for both residents and visitors.

Outdoor dining can be relatively simple in its design and still be enjoyable.

- Fishing lessons/club
  For adults and youth. Promote Port's fishing heritage.

- Dining/banquet ships
  Contact companies that operate dining or banquet ships about scheduling cruises from Port Washington. Use this as a trial to gauge interest from the community and surrounding area.

- More bike racks
  Encourage biking to the downtown and support the Interurban Trail

Long-Term Ideas

- Downtown Attraction
  Like a carousel or something highly visual. As an example, Grand Haven, MI has a musical fountain that plays nightly concerts during the summer. The fountain was built by community volunteers.

- Improved access to Lake Michigan
  Beach and boating opportunities.

- Additional retail, dining, and housing opportunities
  Consider dinner cruises and floating restaurants.

- More public restrooms
  Currently, there are none at the public beach and few in the downtown.

- Museum
  Linked to Port's heritage – fishing, power plant, WI chair factory, etc.

- Theater for movies and cultural events

- More trees

Market Analysis

Performing a market analysis of Port Washington and the surrounding area is an important step in understanding the economic context in which the downtown exists. It is necessary to know whether the population is growing or shrinking, what types of employment are driving the local economy, what types of businesses are basic to the economy, etc. By understanding the underlying demographics and trends that are occurring, land use decisions can be made based on those trends that are most likely to provide benefit and care can be taken to avoid or mitigate those trends that could have a negative impact or are not fitting for the downtown.

In any planning effort, forecasts are required of those future events and conditions which will affect the plan's design and recommendations. Population, Housing, and Employment conditions at the regional, county, and city level are reviewed and summarized in this section.

Population & Housing

Southeast Wisconsin

Population growth is expected to increase by 18% by 2035, with the population increasing by 50,000 to 55,000 during each five-year period from 2000 to 2025. Slightly smaller increases are projected for 2025 to 2035.

Among the seven counties in the region, population increases range from 18,800 persons in Ozaukee County to 86,000 persons in Waukesha County. The historic decline in Milwaukee County's relative share of the regional population would continue, although at a moderated rate when compared to the historic trend. The projections envision a continuation of an "Illinois influence" - characterized by persons from northeastern Illinois seeking residences in Wisconsin—on future population growth in Kenosha and Walworth Counties.

The age composition of the regional population in the coming decades is expected to change as the baby-boomers move into their retirement years. By 2030, essentially all baby-boomers will be over the age of 65. Persons 65 years of age and older would comprise 20% of the total population in 2035, compared to about 13% in 2000. Changes in the age composition of the population are expected to have a range of impacts, including the available labor force in the region as baby-boomers retire.

The number of households in the region will likely increase by 176,700 or 24%. In each county, the relative increase in households is expected to exceed the relative increase in population, as household sizes continue to decline in each county.

The mean household income in the region is expected to increase by $13,800 (23%), from $58,800 in 1999 to $72,600 in 2035.

Southeast Wisconsin
Actual & Projected Data for Household Size & Income

Household Size

County	Actual 2000	Projected 2035
Kenosha	2.60	2.46
Milwaukee	2.43	2.29
Ozaukee	2.61	2.45
Racine	2.59	2.46
Walworth	2.57	2.47
Washington	2.65	2.45
Waukesha	2.63	2.50
Region	2.52	2.39

Household Income

Income	Year	Mean Household Income ($)
Actual	1959	42,600
	1969	51,700
	1979	53,100
	1989	52,700
	1999	58,800
Projected	2010	64,400
	2020	67,200
	2030	70,000
	2035	72,600

Source: SEWRPC Regional Transportation & Land Use Plans

Ozaukee County
The County has added 2,800 residents since the 2000 census for a growth rate of 3.5%. The majority of new population has come from in-migration and the remainder by natural increase. The majority of Ozaukee's in-migrants came from Milwaukee County. Of the larger municipalities in the County, the Village of Grafton experienced the most dynamic growth in terms of number (696) and percentage (6.7%).

The age of a community dictates the need for workers and directly influences the supply of workers. Wisconsin is an older than average state, and Ozaukee County is an older than average county in Wisconsin. Ozaukee's population is projected to grow 15% by 2030, adding 12,600 new residents. The projections forecast the number of those aged 19 and younger will increase by 4% . Those residents in their prime working years, aged 20-59 years, will decline by 1%. The number of residents aged 60 years and older will increase 79%.

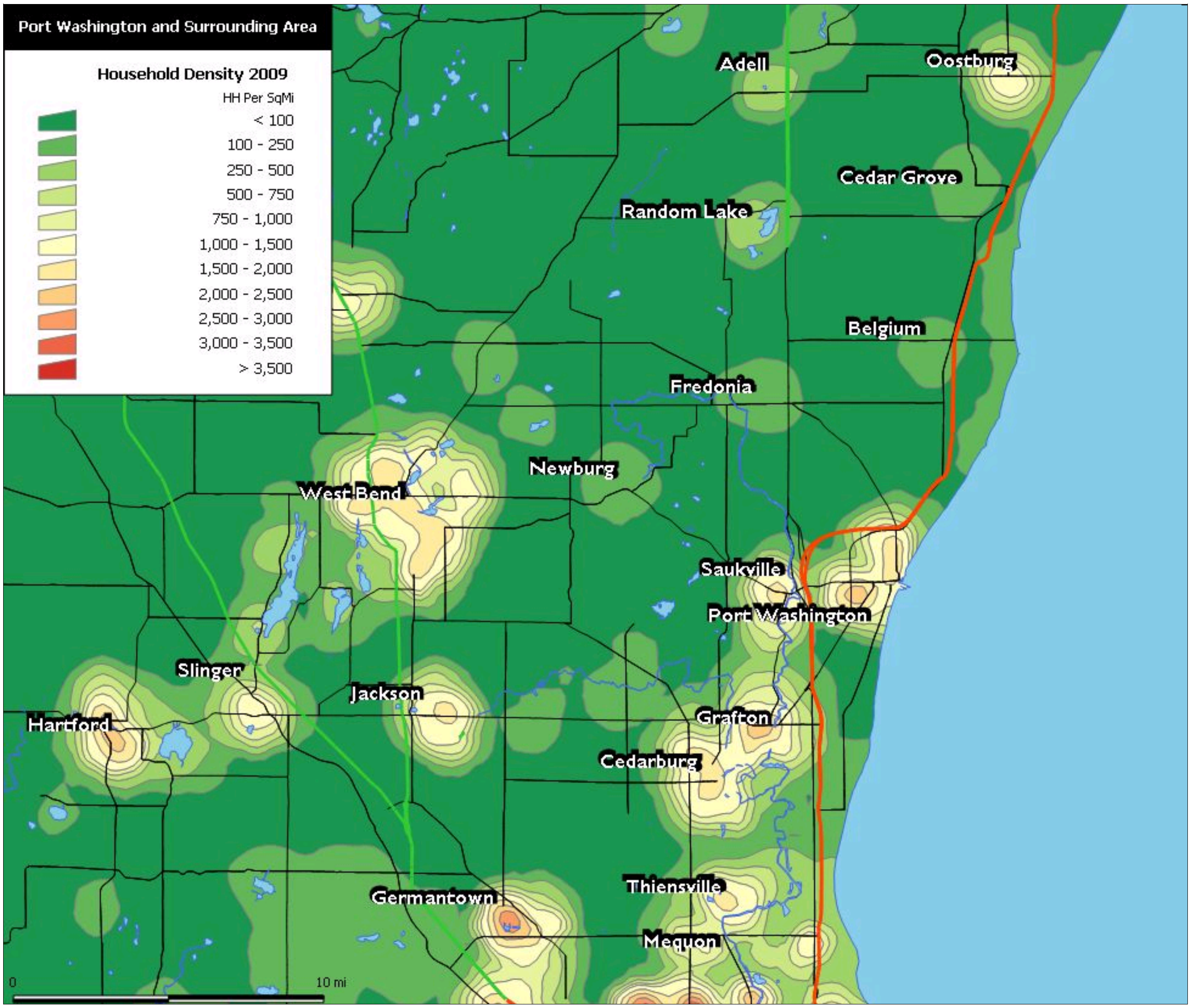
These impending age changes will present a number of issues, most notably in the work force. The number of those leaving the work force will likely exceed the number of those entering.

Population of Ozaukee County Municipalities

	April 2000 Census	Jan. 2004 estimate	Numeric change	Percent change (%)
United States	281,421,906	292,287,454	10,865,548	3.9
Wisconsin	5,363,715	5,532,955	169,240	3.2
Ozaukee County	82,317	85,160	2,843	3.5
Largest Municipalities in Ozaukee County				
Mequon, City	22,643	23,416	773	3.4
Cedarburg, City	11,102	11,331	229	2.1
Grafton, Village	10,464	11,160	696	6.7
Port Washington, City	10,467	10,683	216	2.1
Cedarburg, Town	5,550	5,720	170	3.1
Saukville, Village	4,068	4,167	99	2.4
Grafton, Town	3,980	4,078	98	2.5
Thiensville, Village	3,254	3,253	-1	0.0
Fredonia, Town	2,083	2,216	43	2.1
Fredonia, Village	1,934	2,111	177	9.2

Source: WI Dept. of Administration, Demographic Services and U.S. Census Bureau

Expected Household Density in the Port Washington Area by 2009



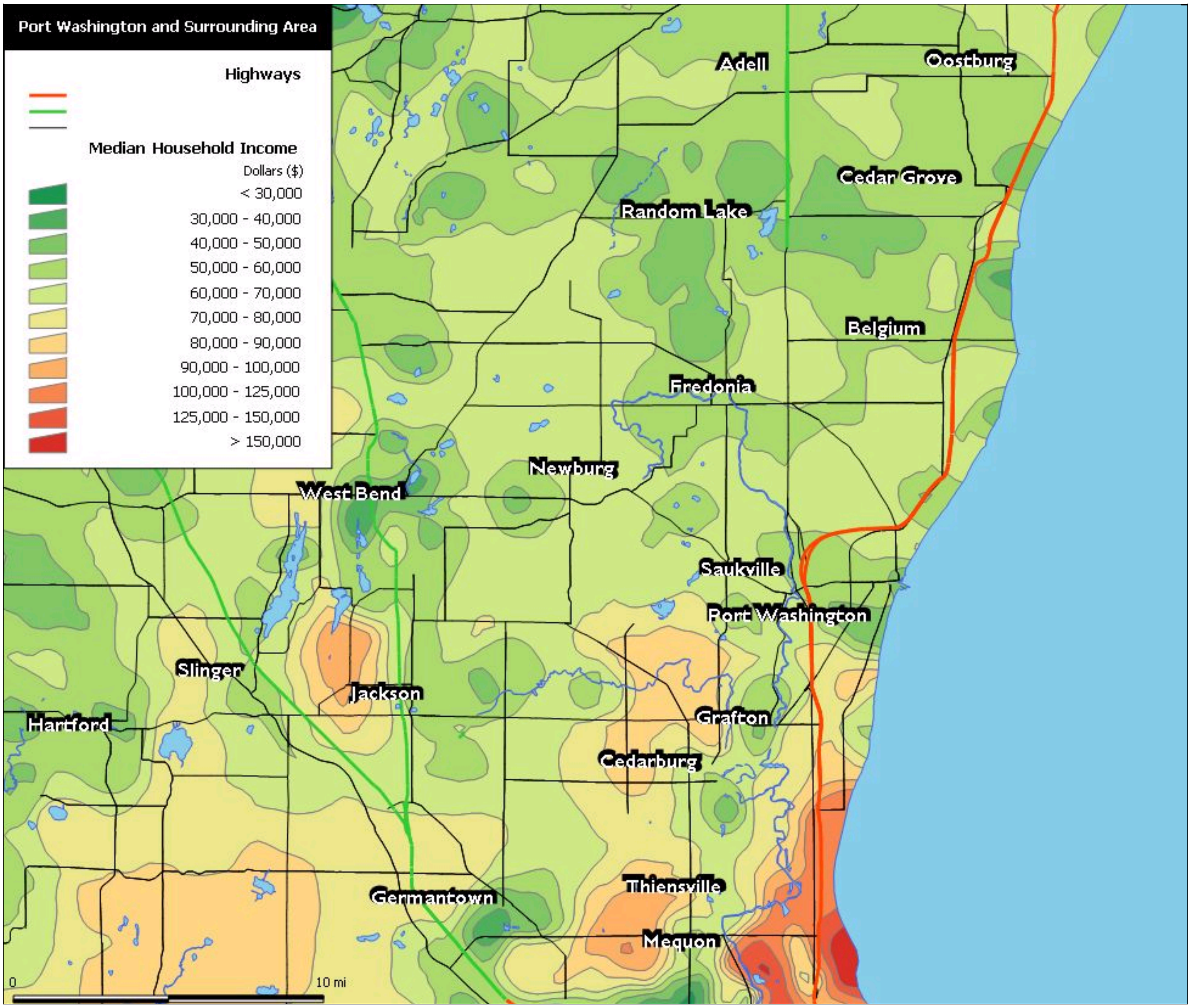
Ozaukee County Migration
from 1995-2000 for top 10 counties

In-migration	Number of People	**Out-migration**	Number of People
Milwaukee Co., WI	6,410	Milwaukee Co., WI	2,706
Washington Co., WI	1,189	Washington Co., WI	1,830
Waukesha Co., WI	801	Sheboygan Co., WI	1,103
Sheboygan Co., WI	735	Waukesha Co., WI	790
Dane Co., WI	329	Dane Co., WI	635
Cook Co., IL	317	Maricopa Co., AZ	395
DuPage Co., IL	262	Brown Co., WI	346
Racine Co., WI	255	Winnebago Co., WI	299
Hennepin Co., MN	230	Hennepin Co., MN	226
Brown Co., WI	191	Walworth Co., WI	223
Total	10,719	Total	8,553

Source: WI Dept. of Administration

As of 2002, Ozaukee County has the highest personal income on a per capita basis (PCPI) of any county in Wisconsin, just as it has for a number of years. Its PCPI is approximately 46% higher than the national PCPI and 49% higher than the statewide PCPI. These large differences highlight relative wealth within Ozaukee County. The occupational composition of the County's workers plays the largest role in its higher income. The fact that close to 43% of Ozaukee's workers work in management, professional and related occupations, which tend to command higher salaries, plays a direct role. The state average composition is 31% in this occupational group.

Median Household Income in the Port Washington Area



Per Capita Personal Income in Ozaukee County

							Percent Change (%)	
	1997	1998	1999	2000	2001	2002	1 year	5 year
United States	$25,334	$26,883	$27,939	$29,847	$30,527	$30,906	1.2	22.0
Wisconsin	$24,514	$26,175	$27,135	$28,573	$29,361	$30,050	2.3	22.6
Metropolitan WI	$25,972	$27,711	$28,770	$30,317	$31,106	$31,805	2.2	22.5
Ozaukee County	$37,990	$41,425	$43,910	$46,091	$46,853	$47,418	1.2	24.8

Source: U.S. Dept. of Commerce, Bureau of Economic Analysis, May 2004

Port Washington
The City's population is projected to grow steadily through 2025. The population has been and will continue to be relatively evenly divided among males and females. The fastest growing segments of the population (in order) will be the 55-64 year-olds, 18-24 year olds, and 65-74 year-olds. The population's median age is actually expected to dip slightly by 2008 to 36.8 years due to the increasing number of people age 18-24. According to Wisconsin Department of Administration projections, Port Washington is expected to be the third fastest growing community in Ozaukee County between 2000 and 2015, adding 555 people.

In the next 20 years, just over 600 new households will be added to Port Washington. Using current housing composition percentages, this translates to an increase of approximately 400 (66%) single-family and 200 (33%) rental households.

Population & Household Projections for Port Washington

	1980 Census	1990 Census	2000 Census	2005 Projection	2010 Projection	2015 Projection	2020 Projection	2025 Projection
Population	8,612	9,338	10,467	10,686	10,835	11,022	11,256	11,507
Households			4,071	4,191	4,334	4,498	4,655	4,797

Source: WI Dept. of Administration

Population by Age
within a 5 minute drive of Port Washington

					Percent Change	
Age	1990 Census	2000 Census	2003 Estimate	2008 Projection	1990 to 2000	2003 to 2008
0 to 4	1,231	1,084	1,037	1,033	-12	0
5 to 13	2,157	2,150	1,988	1,755	0	-12
14 to 17	779	980	997	968	26	-3
18 to 24	1,304	1,289	1,807	2,186	-1	21
25 to 34	2,744	2,190	1,993	2,349	-20	18
35 to 44	2,281	2,925	2,578	1,973	13	-24
45 to 54	1,497	2,269	2,486	2,583	66	4
55 to 64	1,172	1,331	1,606	2,028	37	26
65 to 74	865	1,005	1,044	1,248	21	20
75 to 84	497	659	718	761	45	6
85+	155	312	263	330	102	6

Source: SRC Allocate

Household Size

- The most popular household size has been and will continue to be two-person households.
- The fastest growing household size category is expected to be one-person households, adding an additional 250 new households between 2003 and 2008 within a 5-minute drive time of downtown Port Washington.
- The largest group in the area, however, continues to be married couples who represent over 57% of the population base. Nevertheless, their proportion is expected to decrease slightly by 2008 as singles who have never been married rise.
- Between 2003 and 2008, the fastest growing family type in the Port Washington area is expected to be households without children.

Households by Size
within a 5 minute drive of Port Washington

					Percent Change	
Size of Household	1990 Census	2000 Census	2003 Estimate	2008 Projection	1990 to 2000	2003 to 2008
1 person	1,031	1,590	1,731	1,981	54.3	14.4
2 person	1,668	2,128	2,172	2,272	27.6	4.6
3 person	992	1,084	1,103	1,154	9.4	4.6
4 person	997	997	1,017	1,064	-0.1	4.6
5 person	416	377	386	407	-9.3	5.4
6+ person	185	111	112	119	-40.0	5.9

Source: SRC Allocate

Household Income

- After 2000, the most popular household income category is expected to shift upward, from the $35,000 - $50,000 range to the $50,000—$75,000 range.
- The fastest growing household incomes between 2003 and 2008 will be in the following ranges: $100,000 to $149,999 (57%), more than $150,000 (53%), and $75,000 to $99,999 (20%).

Households by Income
within a 5 minute drive of Port Washington

					Percent Change	
Income	1990 Census	2000 Census	2003 Estimate	2008 Projection	1990 to 2000	2003 to 2008
$0-$15,000	711	475	479	457	-33	-5
$15,000—$24,999	819	627	558	495	-32	-11
$25,000—$34,999	917	612	593	573	-35	-3
$35,000—$49,999	1,537	1,009	936	872	-39	-1
$50,000—$74,999	1,002	1,839	1,881	1,722	88	-9
$75,000—$99,999	231	1,034	1,154	1,386	399	20
$100,000—$149,999	58	535	731	1,147	1158	57
$150,000+	68	196	302	463	342	53

Source: SRC Allocate

Home Values

- Residential real estate in the Port Washington area has continued to appreciate.
- The most popular home value categories in 2000 were $100,000 to $150,000 (50%), $150,000 to $200,000 (25%), and $200,000 to $300,000 (10%).
- Between the 1990 and 2000 Census, the largest changes within a 5-minute drive time of downtown were noted in the following home value categories: $400,000 to $500,000 (4060%), $300,000 to $400,000 (1744%), and more than $500,000 (1318%).

Owner Occupied Home Values
within a 5 minute drive of Port Washington

	1990 Census	2000 Census	Percent Change 1990 to 2000
$0 to $14,999	4	6	56.1
$15,000 to $19,999	5	0	-90.6
$20,000 to $29,999	8	1	-82.0
$30,000 to $39,999	27	18	-30.8
$40,000 to $49,999	112	1	-99.4
$50,000 to $99,999	2,250	384	-82.9
$100,000 to $149,999	404	2,063	410.2
$150,000 to $199,999	81	1,018	1157.6
$200,000 to $299,999	40	411	923.3
$300,000 to $399,999	6	114	1744.2
$400,000 to $499,999	1	43	4060.5
$500,000 or more	2	30	1318.4
Median Home Value	**$76,965**	**$134,126**	**74.3**

Source: SRC Allocate

Monthly Rents

- Within the 10-year period between 1990 and 2000, monthly cash rents shifted upward.
- The most popular rent categories in 2000 were $500 to $600 (34%), $400 to $500 (19%), and $600 to $700 (18%).
- The largest growth was seen in the following ranges: $700 to $1,000 (3177%), $600 to $700 (2160%), and more than $1,000 (572%).

Monthly Cash Rent
within a 5 minute drive of Port Washington

	1990 Census	2000 Census	Percent Change 1990 to 2000
$0 to $100	27	9	-65.1
$100 to $199	109	70	-36.3
$200 to $299	245	52	-78.6
$300 to $399	572	179	-68.7
$400 to $499	538	428	-20.4
$500 to $599	239	770	221.5
$600 to $699	18	407	2160.1
$700 to $999	7	234	3177.1
$1,000 or more	4	26	572.4
No cash rent	38	53	39.9
Median Rent	**$390**	**$538**	**38.0**

Source: SRC Allocate

Length of Residence

- Since 1990, the proportion of the population that has lived in the Port Washington area for longer than 5 years has steadily decreased from 60% in 1990 to 44% in 2003. Combined with this is the turnover rate (percentage of population that turns over each year) which has remained unchanged since 1990. These trends illustrate the importance of Port Washington as a new home for residents looking to establish roots.

Composite Profile of Target Housing Markets

- The large growth of 18-24 year old households make this group likely candidates for multifamily dwelling units. Their growth may indicate increased demand for affordable and/or market-rate rental units in the trade area. Most likely these units will be smaller in nature, accommodating 1-2 persons per unit.
    - This group may, in part, be composed of the young, single, mid-level professional lifestyle segment who may be willing to pay a little extra for a downtown setting, access to natural amenities (Lake Michigan and bike trails) and high-tech amenities in their units.
    - This age group is also the likely source of the projected growth in single person households without children.
- Somewhere between 350 and 400 households with this profile are expected to locate within the Port Washington area. Currently, there are few attractive alternatives for households in this category. Downtown Port could be an attractive choice.
- Households in this bracket (under 25 years of age) have a median household income of approximately $40,000 in the Port Washington area. One-third of this annual income ($12,000) could be attributed to housing costs allowing for a maximum rent threshold of $1,000 per month for new space. Given the current rental rates in the market, however, this rent level is too high.

Employment

Southeast Wisconsin

According to the Southeast Wisconsin Regional Planning Commission (SEWRPC), total employment in the region is expected to recover from the reduced levels of the early 2000s, experiencing fairly strong growth until about 2020. At that time, employment growth is projected to be moderate, coinciding with anticipated leveling-off of the labor force, particularly as large numbers of baby-boomers retire. Relatively modest employment growth is expected from 2020 through 2035.

The historic change in the job distribution is expected to continue. Milwaukee County's share of total regional employment will decrease by 5% between 2000 and 2035, while Waukesha County's share will increase by more than 3%. Kenosha, Ozaukee, Walworth, and Washington Counties will all experience almost 1% growth during that same time period.

Regarding changes in job sectors, the shift from a goods producing economy to a services providing economy that have occurred in the region in recent decades are projected to continue. The general outlook for manufacturing in the region does not appear promising, except for the printing and publishing sector. A key factor expected to impact the manufacturing sector in the region (likewise in the state and nation) is the movement of jobs overseas. Overseas labor, particularly in Asia, is substantially cheaper than the American counterpart. Low overseas labor costs more than offset the transportation costs of raw materials and finished goods to market. Also affecting manufacturing employment is productivity gains in the sector. Manufacturing output continues to increase, but it is done with less labor. As a result, there is relatively less demand for manufacturing labor even within growing manufacturing industries.

Manufacturing jobs in Wisconsin are expected to continue their downward trend.

Employment in the services sector may be expected to experience substantial growth, continuing a trend that is now decades old. Employment in the business services sector will continue to increase as companies focus on core competencies and subcontract with other firms specializing in auxiliary tasks. Employment in the health and social services sectors is also expected to increase due to the aging population. As the baby-boomers reach retirement age, health and social services will be in greater demand, directly affecting employment in these sectors. The outlook for entertainment services is also promising; rising personal income and retirees having more leisure time are expected to promote this growth.

Southeast Wisconsin
Projected Employment by Industry

Industry	2000 Employment		Projected 2035 Employment	
	Number of Jobs	Percent of Total	Number of Jobs	Percent of Total
Manufacturing:				
Printing & Publishing	24,500	2.0	24,700	1.8
Fabricated Metal Products	25,600	2.1	11,600	0.9
Industrial Machinery & Equip.	48,000	3.9	24,900	1.8
Electronic & Elec. Equip.	27,000	2.2	15,300	1.1
All Other Manufacturing	99,200	8.1	83,900	6.1
Subtotal Manufacturing	224,300	18.3	160,400	11.7
Construction	53,800	4.4	57,100	4.2
Retail Trade	193,700	15.8	205,400	15.0
Wholesale Trade	64,400	5.3	64,400	4.7
Transportation, Communication & Utilities	54,800	4.5	51,100	3.7
Services:				
Business	102,800	8.4	164,600	12.0
Health	97,700	8.0	132,000	9.7
Social	34,300	2.8	62,100	4.5
All Other Services	171,200	14.0	231,300	16.9
Subtotal Services	406,000	33.2	590,000	43.1
Finance, Insurance, Real Estate	93,700	7.7	103,600	7.6
Government	114,400	9.3	115,300	8.4
Agriculture	6,000	0.5	4,800	0.4
Other	11,700	1.0	16,200	1.2
Total Regional Employment	1,222,800	100.0	1,368,300	100.0

Source: SEWRPC Regional Analysis for SE Wisconsin

Ozaukee County

The coming years will likely experience more pronounced labor shortages in occupations that tend to be filled by those of a certain age group, gender, or educational background/skill set. As residents age, they place increased demand on some of the community's providers of goods and services, i.e., health services, retail trade, leisure and hospitality, etc. Employers will compete for workers as they always have, but skilled and educated workers could be in shorter supply relative to increased demand.

Ozaukee's labor force has long had a reputation for having one of the state's lowest unemployment rates. While the number of unemployed has increased over the last few years in Ozaukee, it has maintained a lower than average unemployment rate during the nation's most recent economic downturn and slow recovery.

The County's labor force participation rate (LFPR) was 76.2 in 2003, making it higher than both state (72.9%) and national (66.2%) rates. It is likely that Ozaukee's LFPR will gradually subside in the coming years as the baby-boomers retire, but it is also probable that Ozaukee's LFPR will still maintain its above average rate.

Ozaukee County
Actual & Projected Employment

Year	Number of Employed People
Actual: 2000	50,800
Projected: 2005	51,200
Projected: 2010	54,300
Projected: 2015	57,300
Projected: 2020	59,000
Projected: 2025	59,700
Projected: 2030	60,600
Projected: 2035	61,700

Source: SEWRPC Regional Analysis for Southeast Wisconsin

As the population of Ozaukee County is expected to increase, the number of employed people will increase, as well. Nationwide, it has been common for service-providing sectors to show the largest and fastest growth. Some goods-producing sectors, like manufacturing industries, may still show a large employment presence, but they may likely show a loss of employment also. It is also common for many counties traditionally heavy in goods-producing employment to now have service-providers, particularly health and education services, as their larger employers and industry sectors.

A large part of Ozaukee's economic foundation is based upon its out-commute of workers, primarily into Milwaukee County. Data from the 2000 Census indicated that close to 48% of Ozaukee's employed work outside Ozaukee County. This is a considerably higher rate of out-commuting compared to the statewide average , which is about 25% of workers. While the average wages paid in Ozaukee County are above average, most of its adjacent counties pay higher. There are also more job opportunities in these adjacent counties. The number of employed residents in Ozaukee County (approximately 48,000) is larger than its total number of jobs (approximately 38,000), necessitating at least some degree of out-commuting.

Ozaukee County
Top 10 Industries

	March 2004		Numeric Employment Change	
Industry	Establishments	Employees	2003-2004	1999-2004
Educational Services	26	2,861	62	284
Food services & drinking places	135	2,775	81	351
Machinery manufacturing	44	2,528	-275	-756
Professional & technical services	265	1,708	-8	26
Fabricated metal product engineering	48	1,606	-20	-179
Executive, legislative & gen. government	15	1,497	-37	111
Primary metal manufacturing	7	1,354	-37	-334
Electrical equipment & appliances	11	1,201	32	-677
Specialty trade contractors	167	1,162	31	194
Ambulatory health care services	137	1,110	124	274

Source: Wisconsin Dept. of Workforce Development, Ozaukee County Workforce Profile

Employers in Ozaukee County pay wages close to 6% higher than the state's overall annual average. This slightly higher average masks the fact that a number of Ozaukee's industry sectors pay either well-above or below the respective statewide averages.

The highest paying employment in Ozaukee is in financial activities. The County, in fact, has the highest average wages in this sector in Wisconsin. The County's lowest paying sector is leisure and hospitality. Manufacturing is by far Ozaukee's dominant employing industry making up 27% of the county's total employment and paying a disproportionately high 34% of the county's total wages. The high wages in financial activities play a smaller role in the overall average because it only makes up about 7% of total employment and 11% of total wages.

Ozaukee County
Average Annual Wages by Industry (2003)

	Average Annual Wage ($)		Percent of Wisconsin (%)
	Wisconsin	Ozaukee County	
All industries	33,423	35,346	105.8
Natural resources	25,723	29,084	113.1
Construction	40,228	39,189	97.4
Manufacturing	42,013	44,973	107.0
Trade, transportation, utilities	28,896	28,162	97.5
Information	39,175	suppressed	Not available
Financial activities	42,946	60,432	140.7
Professional & business services	38,076	33,397	87.7
Education & health	35,045	38,296	109.3
Leisure & hospitality	12,002	11,116	92.6
Other services	19,710	17,557	89.1
Public administration	35,689	28,085	78.7

Source: WI DWD, Bureau of Workforce Information, Quarterly Census of Employment & Wages

Port Washington
Within a 10-minute drive time of the downtown, 2004 statistics show that 450 businesses exist employing almost 5,000 people. Almost 57% of these employees have "white collar" jobs, while 43% have "blue collar" jobs.

Port Washington
Employment by Occupation (2004)

	Number of Employees	Percent (%)
White Collar Employees	**2,821**	**56.8**
Executives/Management	610	21.6
Professional Specialty	759	26.9
Sales Professionals	98	3.5
Technical	174	6.2
Clerical Sales	318	11.3
Administrative Support	852	30.2
Field-based Technicians/Sales	10	0.4
Blue Collar Employees	**2,131**	**42.9**
Private Household Workers	1	0.0
Protective Services	91	4.3
Other Site-Based Services	834	39.1
Other Field-Based Services	24	1.1
Agriculture	104	4.9
Site-based Crafts & Repair	508	23.8
Field Construction, Repairs, Mining	134	6.3
Machine Operators	178	8.4
Transportation	120	5.6
Laborers	137	6.4

Source: Scan/US Report from AGS, Inc.

Educational Attainment

- Over 38% of Ozaukee County's population base has at least a bachelor's degree from a 4-year university.
- In Port Washington, however, only 20% of the population has attained the same educational status.
- This trend highlights the area's historical foundation as a production-oriented blue collar economy. Expectations are that this dynamic will change in the future as the regional economy shifts to more white collar jobs.

The manufacturing, retail trade, and health care and social assistance industries employ the most people in Port Washington. These same industries are also the most popular in the larger geographies listed in the following table. Area communities have a higher percentage of employees (+5%) in the manufacturing industry, however the manufacturing industry percentage drops significantly for Wisconsin, the Midwest, and the U.S. Port Washington has fewer employees in several industries, most notably in retail trade and accommodation and food services.

Port Washington
Percentage of Total Employees by Industry

	City of Port Washington	Area Communities *	Wisconsin	Midwest	United States
Agriculture, forestry, hunting & fishing	0.2	0.5	2.7	1.9	1.5
Mining	0.0	0.0	0.1	0.2	0.4
Construction	4.5	4.5	5.9	6.1	6.8
Manufacturing	29.4	34.7	22.2	18.5	14.1
Wholesale trade	3.8	3.1	3.2	3.5	3.6
Retail trade	10.4	10.5	11.6	11.7	11.7
Transportation & warehousing	2.2	2.2	3.7	4.3	4.3
Utilities	0.7	0.6	0.8	0.9	0.9
Information	2.1	1.6	2.2	2.5	3.1
Finance & insurance	5.6	4.6	4.9	5.0	5.0
Real estate, rental & leasing	1.2	1.0	1.2	1.5	1.9
Scientific & technical services	4.6	3.5	4.0	4.9	5.9
Management of companies & enterprises	0.0	0.1	0.1	0.1	0.1
Administration, support & waste management	3.0	2.5	2.5	2.9	3.4
Educational services	8.5	7.3	8.5	8.6	8.8
Health care & social assistance	10.3	10.8	11.6	11.5	11.2
Arts, entertainment & recreation	0.9	1.3	1.5	1.5	1.8
Accommodation & food services	4.3	5.3	5.8	5.8	6.1
Other services	4.7	3.7	4.1	4.6	4.9
Public administration	3.6	2.2	3.5	3.9	4.8

* Area Communities in Wisconsin include Belgium, Cedarburg, Cedar Grove, Grafton, Kohler, Oostburg, Plymouth, Sheboygan, Sheboygan Falls, and West Bend.

Source: UW-Extension, Community Indicators

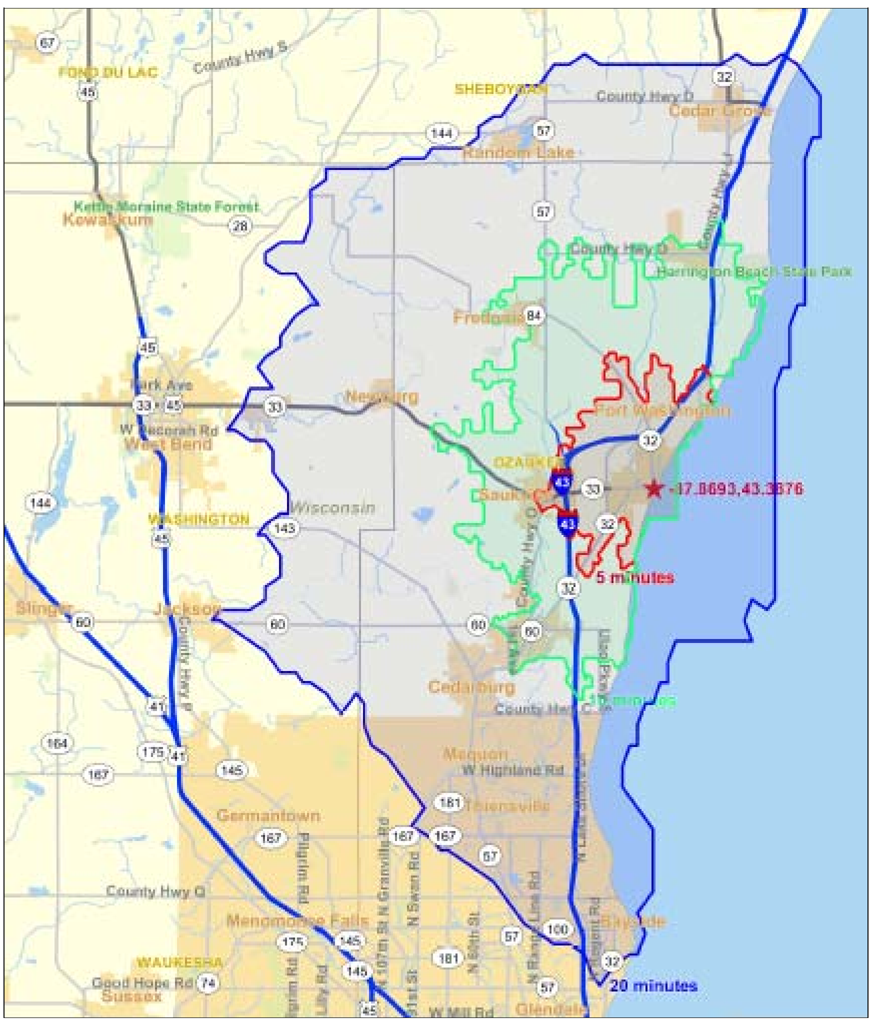
Retail Supply & Demand

Taurean analyzed the supply and demand of retail activity in three drive-time areas surrounding Port Washington - 5 minutes, 10, minutes, and 20 minutes. When making retail decisions, drive times provide a good measure of convenience and accessibility.

Since the areas differ, the demographic characteristics of the three drive-time areas are unique, as well. The demographics are summarized in the table below.

Demographics (per 2003)	5-minute drive time	10-minute drive time	20-minute drive time
Population	13,230	30,787	105,320
Households	5,308	12,052	40,185
Median Disposable Income	$40,115	$41,199	$48,143
Per Capita Income	$27,208	$27,599	$37,406

5-minute, 10-minute, and 20-minute drive-time areas surrounding Port Washington



Source: ESRI BIS

5-Minute Drive Time
The following table summarizes the supply (retail sales) and demand (retail potential) in the 5-minute drive time area. The Leakage/Surplus Factor is a measure of consumer demand relative to supply, ranging from 100 (total leakage) to –100 (total surplus). Types of retail establishments with a Leakage/Surplus Factor close to 100 indicate potential retail opportunities for Port Washington. Depending on the type of retail establishment that may be included in the area, the demand may or may not be satisfied. One needs to ask if the difference between Retail Potential and Retail Sales justifies the addition of a new business to meet that particular economic need.

Retail leakage/surplus for a 5-minute drive time from downtown Port Washington

Industry Summary	Supply (Retail Sales)	Demand (Retail Potential)	Leakage/ Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	$141,480,458	$157,899,090	5.5	117
Total Retail Trade	$122,244,475	$134,254,376	4.7	66
Total Food & Drink	$19,235,983	$23,644,714	10.3	51
	Supply (Retail Sales)	**Demand (Retail Potential)**	**Leakage/ Surplus Factor**	**Number of Businesses**
Motor Vehicle & Parts Dealers	$40,434,776	$32,526,680	-10.8	8
Automobile Dealers	$36,995,554	$28,160,769	-13.6	3
Other Motor Vehicle Dealers	$1,695,272	$2,750,201	23.7	2
Auto Parts, Accessories, Tire	$1,743,950	$1,615,710	-3.8	3
Furniture & Home Furnishings Stores	$1,696,166	$3,471,080	34.3	1
Furniture Stores	$1,696,166	$2,246,224	14.0	1
Home Furnishings Stores	$0	$1,224,856	100.0	0
Electronics & Appliance Stores	$143,394	$5,252,724	94.7	1
Bldg Matls, Garden Equip. & Supply	$2,493,704	$7,292,599	49.0	9
Building Matl and Supplies Dealers	$1,581,778	$5,149,654	53.0	5
Lawn and Garden Equip. & Supply	$911,926	$2,142,945	40.3	4
Food & Beverage Stores	$30,729,077	$30,599,820	-0.2	9
Grocery Stores	$29,457,835	$28,619,738	-1.4	4
Specialty Food Stores	$1,271,242	$1,049,791	-9.5	5
Beer, Wine, and Liquor Stores	$0	$930,291	100.0	0
Health & Personal Care Stores	$8,220,510	$6,237,474	-13.7	4
Gasoline Stations	$17,707,335	$13,540,726	-13.3	3
Clothing and Clothing Accessories	$2,279,871	$7,505,067	53.4	4
Clothing Stores	$1,154,478	$4,742,666	60.8	2
Shoe Stores	$0	$1,508,306	100.0	0
Jewelry, Luggage, and Leather	$1,125,393	$1,254,095	5.4	2
Sporting Goods, Hobby, Book, & Music	$528,985	$3,553,228	74.1	3
Sporting Goods/Hobby/Musical Instrument Stores	$314,709	$2,562,952	78.1	2
Book, Periodical, and Music Stores	$214,276	$990,276	64.4	1

Retail leakage/surplus for a 5-minute drive time from downtown Port Washington (continued)

	Supply (Retail Sales)	Demand (Retail Potential)	Leakage/ Surplus Factor	Number of Businesses
General Merchandise Stores	$13,578,496	$16,770,612	10.5	1
Department Stores	$13,578,496	$10,320,941	-13.6	1
Other General Merchandise Stores	$0	$6,449,671	100.0	0
Miscellaneous Store Retailers	$3,699,275	$4,848,638	13.4	22
Florists	$213,188	$220,735	1.7	3
Office Supplies, Stationery, and Gift	$855,468	$1,503,345	27.5	8
Used Merchandise Stores	$1,371,967	$937,728	-18.8	3
Other Misc. Store Retailers	$1,258,652	$2,186,830	26.9	8
Non-store Retailers	$732,886	$2,655,728	56.7	1
Electronic Shopping & Mail-Order	$0	$1,543,543	100.0	0
Vending Machine Operators	$732,886	$468,946	-22.0	1
Direct Selling Establishments	$0	$643,239	100.0	0
Food Services & Drinking Places	$19,235,983	$23,644,714	10.3	51
Full-Service Restaurants	$951,408	$6,121,016	73.1	2
Limited-Service Eating Places	$16,657,333	$13,570,571	-10.2	36
Special Food Services	$0	$2,557,799	100.0	0
Drinking Places (Alcoholic)	$1,627,242	$1,395,328	-7.7	13

Source: ESRI BIS Retail MarketPlace Profile

10-Minute Drive Time

The following table summarizes the supply (retail sales) and demand (retail potential) in the 10-minute drive time area.

Retail leakage/surplus for a 10-minute drive time from downtown Port Washington

Industry Summary	Supply (Retail Sales)	Demand (Retail Potential)	Leakage/ Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	$419,834,659	$372,477,190	-6.0	254
Total Retail Trade	$385,109,155	$316,526,789	-9.8	166
Total Food & Drink	$34,725,504	$55,950,401	23.4	88
	Supply (Retail Sales)	**Demand (Retail Potential)**	**Leakage/ Surplus Factor**	**Number of Businesses**
Motor Vehicle & Parts Dealers	$69,780,819	$76,203,195	4.4	15
Automobile Dealers	$61,281,116	$65,949,884	3.7	5
Other Motor Vehicle Dealers	$5,120,945	$6,460,286	11.6	4
Auto Parts, Accessories, Tire	$3,378,758	$3,793,025	5.8	6
Furniture & Home Furnishings Stores	$5,565,043	$8,221,013	19.3	5
Furniture Stores	$3,176,919	$5,306,842	25.1	2
Home Furnishings Stores	$2,388,124	$2,914,171	9.9	3
Electronics & Appliance Stores	$1,466,873	$12,402,185	78.8	7
Bldg Matls, Garden Equip. & Supply	$17,327,521	$17,477,142	0.4	24
Building Matl and Supplies Dealers	$15,554,398	$12,363,182	-11.4	14
Lawn and Garden Equip. & Supply	$1,773,123	$5,113,960	48.5	10
Food & Beverage Stores	$93,629,452	$72,084,259	-13.0	18
Grocery Stores	$92,290,100	$67,420,233	-15.6	12
Specialty Food Stores	$1,339,352	$2,472,932	29.7	6
Beer, Wine, and Liquor Stores	$0	$2,191,094	100.0	0
Health & Personal Care Stores	$17,108,632	$14,681,791	-7.6	12
Gasoline Stations	$50,959,656	$31,799,756	-23.2	9
Clothing and Clothing Accessories	$8,944,627	$17,735,067	32.9	14
Clothing Stores	$5,719,549	$11,238,715	32.5	8
Shoe Stores	$2,006,516	$3,550,576	27.8	3
Jewelry, Luggage, and Leather	$1,218,562	$2,945,776	41.5	3
Sporting Goods, Hobby, Book, & Music	$8,171,570	$8,386,103	1.3	16
Sporting Goods/Hobby/Musical Instrument Stores	$7,785,241	$6,067,907	-12.4	13
Book, Periodical, and Music Stores	$386,329	$2,318,196	71.4	3

Retail leakage/surplus for a 10-minute drive time from downtown Port Washington (continued)

	Supply (Retail Sales)	Demand (Retail Potential)	Leakage/ Surplus Factor	Number of Businesses
General Merchandise Stores	$98,347,277	$39,660,060	-42.5	6
Department Stores	$53,902,402	$24,423,609	-37.6	5
Other General Merchandise Stores	$44,444,875	$15,236,451	-48.9	1
Miscellaneous Store Retailers	$7,114,830	$11,517,736	23.6	35
Florists	$675,095	$526,844	-12.3	5
Office Supplies, Stationery, and Gift	$1,698,946	$3,581,673	35.7	13
Used Merchandise Stores	$1,797,258	$2,216,823	10.5	6
Other Misc. Store Retailers	$2,943,531	$5,192,396	27.6	11
Non-store Retailers	$6,692,855	$6,358,482	-2.6	5
Electronic Shopping & Mail-Order	$4,644,175	$3,707,853	-11.2	1
Vending Machine Operators	$870,668	$1,105,463	11.9	2
Direct Selling Establishments	$1,178,012	$1,545,166	13.5	2
Food Services & Drinking Places	$34,725,504	$55,950,401	23.4	88
Full-Service Restaurants	$2,527,575	$14,534,049	70.4	4
Limited-Service Eating Places	$27,677,093	$32,047,766	7.3	59
Special Food Services	$0	$6,054,661	100.0	0
Drinking Places (Alcoholic)	$4,520,836	$3,313,925	-15.4	25

Source: ESRI BIS Retail MarketPlace Profile

20-Minute Drive Time
The following table summarizes the supply (retail sales) and demand (retail potential) in the 20-minute drive time area.

Retail leakage/surplus for a 20-minute drive time from downtown Port Washington

Industry Summary	Supply (Retail Sales)	Demand (Retail Potential)	Leakage/ Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	$1,113,493,802	$1,697,346,771	20.8	877
Total Retail Trade	$1,004,926,671	$1,437,406,491	17.7	660
Total Food & Drink	$108,567,131	$259,940,280	41.1	217
	Supply (Retail Sales)	**Demand (Retail Potential)**	**Leakage/ Surplus Factor**	**Number of Businesses**
Motor Vehicle & Parts Dealers	$211,758,801	$340,848,118	23.4	40
Automobile Dealers	$192,618,201	$294,651,669	20.9	17
Other Motor Vehicle Dealers	$12,599,779	$27,184,303	36.7	10
Auto Parts, Accessories, Tire	$6,540,821	$19,012,146	48.8	13
Furniture & Home Furnishings Stores	$23,981,306	$38,208,927	22.9	38
Furniture Stores	$11,257,799	$25,263,018	38.3	12
Home Furnishings Stores	$12,723,507	$12,945,909	0.9	26
Electronics & Appliance Stores	$35,904,316	$54,112,073	20.2	66
Bldg Matls, Garden Equip. & Supply	$52,706,486	$77,850,052	19.3	78
Building Matl and Supplies Dealers	$42,717,533	$55,398,879	12.9	50
Lawn and Garden Equip. & Supply	$9,988,953	$22,451,173	38.4	28
Food & Beverage Stores	$249,874,364	$324,848,121	13.0	62
Grocery Stores	$233,018,339	$301,508,517	12.8	32
Specialty Food Stores	$8,799,625	$11,663,345	14.0	25
Beer, Wine, and Liquor Stores	$8,056,400	$11,676,259	18.3	5
Health & Personal Care Stores	$75,524,517	$67,554,500	-5.6	41
Gasoline Stations	$122,542,501	$138,987,646	6.3	22
Clothing and Clothing Accessories	$43,172,186	$77,014,117	28.2	77
Clothing Stores	$28,981,319	$48,827,527	25.5	45
Shoe Stores	$5,470,268	$15,425,741	47.6	7
Jewelry, Luggage, and Leather	$8,720,599	$12,760,849	18.8	25
Sporting Goods, Hobby, Book, & Music	$26,874,427	$37,025,249	15.9	60
Sporting Goods/Hobby/Musical Instrument Stores	$22,440,741	$25,982,974	7.3	48
Book, Periodical, and Music Stores	$4,433,686	$11,042,275	42.7	12

Retail leakage/surplus for a 20-minute drive time from downtown Port Washington (continued)

	Supply (Retail Sales)	Demand (Retail Potential)	Leakage/ Surplus Factor	Number of Businesses
General Merchandise Stores	$118,275,375	$196,109,390	24.8	9
Department Stores	$56,969,331	$123,906,828	37.0	6
Other General Merchandise Stores	$61,306,044	$72,202,562	8.2	3
Miscellaneous Store Retailers	$31,766,443	$51,609,526	23.8	155
Florists	$3,215,776	$2,714,391	-8.5	20
Office Supplies, Stationery, and Gift	$9,995,280	$15,913,349	22.8	60
Used Merchandise Stores	$4,954,195	$9,531,560	31.6	30
Other Misc. Store Retailers	$13,601,192	$23,450,226	26.6	45
Non-store Retailers	$12,545,949	$33,238,772	45.2	12
Electronic Shopping & Mail-Order	$7,249,243	$20,155,465	47.1	1
Vending Machine Operators	$2,345,235	$5,146,167	37.4	4
Direct Selling Establishments	$2,951,471	$7,937,140	45.8	7
Food Services & Drinking Places	$108,567,131	$259,940,280	41.1	217
Full-Service Restaurants	$18,875,216	$78,857,053	61.4	7
Limited-Service Eating Places	$66,458,723	$136,443,397	34.5	150
Special Food Services	$13,942,491	$28,602,410	34.5	11
Drinking Places (Alcoholic)	$9,290,701	$16,037,420	26.6	49

Source: ESRI BIS Retail MarketPlace Profile

Summary

The Leakage/Surplus Factors for 28 retail establishment categories were weighted and are listed in order on the next page to identify potential market opportunities for Port Washington. The weighting was based on the number of households in each of the three drive-time areas. The composite scores, therefore, reflect both the aggregate demand for retail services based on household expenditures and the competition located in the drive-time areas.

The composite scores can be used as a generalized guide to identify general areas of business opportunity and associated levels of competition. However, the scores should not be used as an indicator for business success or failure. The success or failure of a business is typically determined through the interaction of management practices and site characteristics.

The scores only represent an initial step in the identification of an exploitable market. For example, the category with the highest composite score was Full-Service Restaurants (64.46). This score does not indicate that there are no full-service restaurants within a 20 minute drive-time of Port Washington. Scores that are higher on the list indicate that either the potential demand is not being met or the demand is being satisfied outside the 20 minute drive-time area.

Potential Retail Opportunities in Port Washington based on Leakage/Surplus Factors

Retail Category	Composite Score
Full-Service Restaurants	64.46
Special Food Stores	54.14
Shoe Stores	51.20
Books, Periodicals & Music Stores	50.38
Beer, Wine & Liquor Stores	42.80
Lawn / Garden Equip. & Supplies	40.35
Electronics & Appliances Stores	39.88
Auto Parts, Accessories & Tire Stores	34.64
Furniture Stores	32.87
Clothing Stores	31.34
Other Motor Vehicle Dealers	30.77
Other Miscellaneous Store Retailers	26.81
Office Supplies, Stationery & Gift Stores	25.59
Limited-Service Eating Places	24.03
Used Merchandise Stores	21.40
Jewelry, Luggage & Leather Goods Stores	20.84
Department Stores (excluding Leased Depts.)	17.80
Home Furnishings Stores	15.50
Drinking Places (Alcoholic Beverages)	15.02
Building Material & Supplies Dealers	14.12
Specialty Food Stores	13.53
Automobile Dealers	13.46
Sporting Goods/Hobby/Musical Instrument Stores	13.35
Other General Merchandise Stores	10.74
Grocery Stores	6.16
Gasoline Stations	-1.24
Health & Personal Care Stores	-7.01
Florists	-7.79

As a cautionary note, it is important to assess the "reasonableness" of each composite score, relative to how it is representing the market area. For example, Beer, Wine & Liquor Stores had a high composite score (42.80). This category is based on a nationwide definition. In some locations, alcoholic beverages can only be purchased at state licensed establishments, while in Port Washington, alcoholic beverages can be purchased at a variety of locations, such as convenience and grocery stores. Thus, the available market opportunity for a liquor store is greatly overstated. It is also noted that to the extent that the sale of alcoholic beverages is not reflected in grocery store sale estimates, the current grocery store sales are understated.

Business Mix Analysis

Examining the business mix of a downtown area provides a useful snapshot of the types and number of establishments located in the area. While the mix is useful on its own, comparing it to the business mix in a sample of economically vibrant communities provides a means of determining possible retail and service opportunities. The right set of comparison communities can set a standard of economic vitality.

Comparable Communities

With assistance from the Steering Committee, The Taurean Group identified the following successful communities to which Port Washington was compared. All of these communities were identified as having traits that Port Washington should consider imitating.

- Cedarburg, WI
  While the goal is not for Port Washington to copy Cedarburg, Cedarburg is a very successful community in close proximity. Therefore, it is reasonable to compare Port Washington to Cedarburg to understand how the communities are different and what similarities they share.

- Sheboygan Falls, WI
  This city is part of Wisconsin's Main Street Community program, sponsored by the Department of Commerce and has made vast improvements to its downtown over the last several years. Its downtown is attractive and appealing to visitors.

- Sturgeon Bay, WI
  A significant number of survey respondents indicated that they enjoyed spending time in the Door County communities. Sturgeon Bay is the only community in Door County of similar size to Port Washington. It is also part of the Main Street Community program and has been working to improve its downtown.

- Fond du Lac, WI
  While Fond du Lac is significantly larger than Port Washington, it is situated on a large body of water, Lake Winnebago, and is a Main Street Community.

- Red Wing, MN
  Red Wing is a small town, which is appealing to tourists and situated along a large body of water, the Mississippi River. It has industry near its downtown, similar to Port Washington and the power plant.

- Stillwater, MN
  Stillwater is a small town, which is appealing to tourists and situated along a large body of water, the St. Croix River. It is also within commuting distance of a large MSA, Minneapolis-St. Paul, as Port Washington is to Milwaukee.

Comparable communities to Port Washington

Demographic Comparisons

These cities were reviewed in terms of their demographic characteristics and compared to Port Washington. The following table provides a comparison of basic demographics.

Demographic Characteristics	Port Washington, WI	Cedarburg, WI	Sheboygan Falls, WI	Sturgeon Bay, WI	Fond du Lac, WI	Red Wing, MN	Stillwater, MN
Population	9,724	10,772	6,821	8,629	40,913	14,782	16,609
Households	4,078	4,354	2,897	3,800	16,797	6,022	6,650
Median Household Income ($)	58,077	64,960	50,406	36,375	44,339	47,484	62,957
Median Age	37.8	41.3	40.6	41.2	37.9	39.7	40.0
College Degree (%)	18.1	28.0	12.2	12.2	13.7	13.7	26.8
Labor Force	7,764	8,401	5,537	7,055	32,905	12,011	13,056
Owner-Occupied Housing (%)	58	70	72	64	59.7	70	77

In all of the listed household expenditure categories shown below, Port Washington's values are within the range defined by the other comparable communities.

Average Household Expenditures ($)	Port Washington, WI	Cedarburg, WI	Sheboygan Falls, WI	Sturgeon Bay, WI	Fond du Lac, WI	Red Wing, MN	Stillwater, MN
Food at home	3,385	3,779	3,405	3,182	3,155	3,422	3,875
Food away	2,806	3,251	2,722	2,354	2,410	2,716	3,314
Alcoholic beverages	478	562	465	406	411	466	572
Tobacco products	333	340	351	348	341	349	353
Housing	15,400	17,859	15,081	13,393	13,515	15,138	18,212
Utilities/fuels/public services	2,880	3,190	2,900	2,706	2,691	2,908	3,274
Furniture	490	605	460	383	391	464	612
Apparel	2,118	2,502	2,055	1,793	1,817	2,066	2,545
Entertainment	2,628	3,128	2,514	2,115	2,181	2,514	3,178
Reading Materials	152	175	149	134	134	150	179

Business Establishments

The number and types of business establishments in each of the comparable communities was compared to Port Washington. The most current data that was commercially available was used for this comparison. The data was current as of April 2004. Businesses opening after April 2004 may not be included in the count of business establishments.

By dividing the number of establishments by the population (in thousands) in each community, meaningful comparisons can be made. The Appendix contains a full listing of these establishment comparisons.

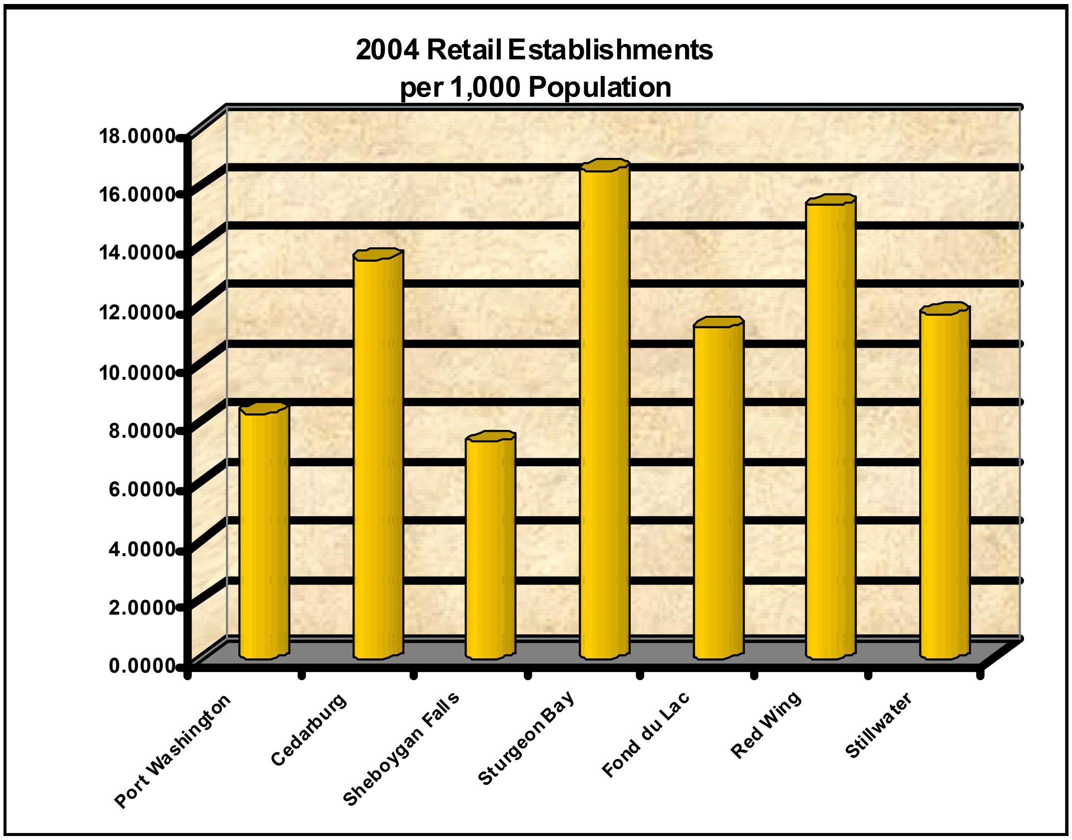
The table below contains the number and types of businesses of which Port Washington has significantly less than the other communities. Therefore, this table begins to identify potential opportunities for Port Washington.

Business Categories for which Port Washington has fewer establishments per 1,000 population	Port Washington, WI	Cedarburg, WI	Sheboygan Falls, WI	Sturgeon Bay, WI	Fond du Lac, WI	Red Wing, MN	Stillwater, MN
All Retail	81	146	50	279	459	227	194
Building materials, hardware, garden	5	8	6	17	21	9	11
With 20+ employees	0	1	2	2	4	1	2
General Merchandise	0	0	1	6	12	9	3
With 20+ employees	0	0	1	3	5	2	1
Clothing Stores	2	8	4	13	25	16	10
Furniture Stores	2	5	2	8	9	5	8
Home Furnishings	1	6	1	10	14	13	4
Liquor Stores	0	1	1	1	3	5	5
Specialty Stores	19	69	7	75	131	75	78
With 20+ employees	0	1	0	2	5	7	3
Other Food Stores, with 20+ employees	0	0	0	1	3	1	2
Real Estate, with 20+ employees	0	2	0	2	5	2	4
Computer Services	1	4	4	3	13	11	7
Other Business Services	4	12	4	35	64	19	30
Miscellaneous Repair Services	1	5	3	9	13	12	12
Museums/Zoos	0	2	0	2	3	1	2
Membership Organizations	12	17	12	50	69	39	36
Hospitals, with 20+ employees	1	4	1	5	16	7	6

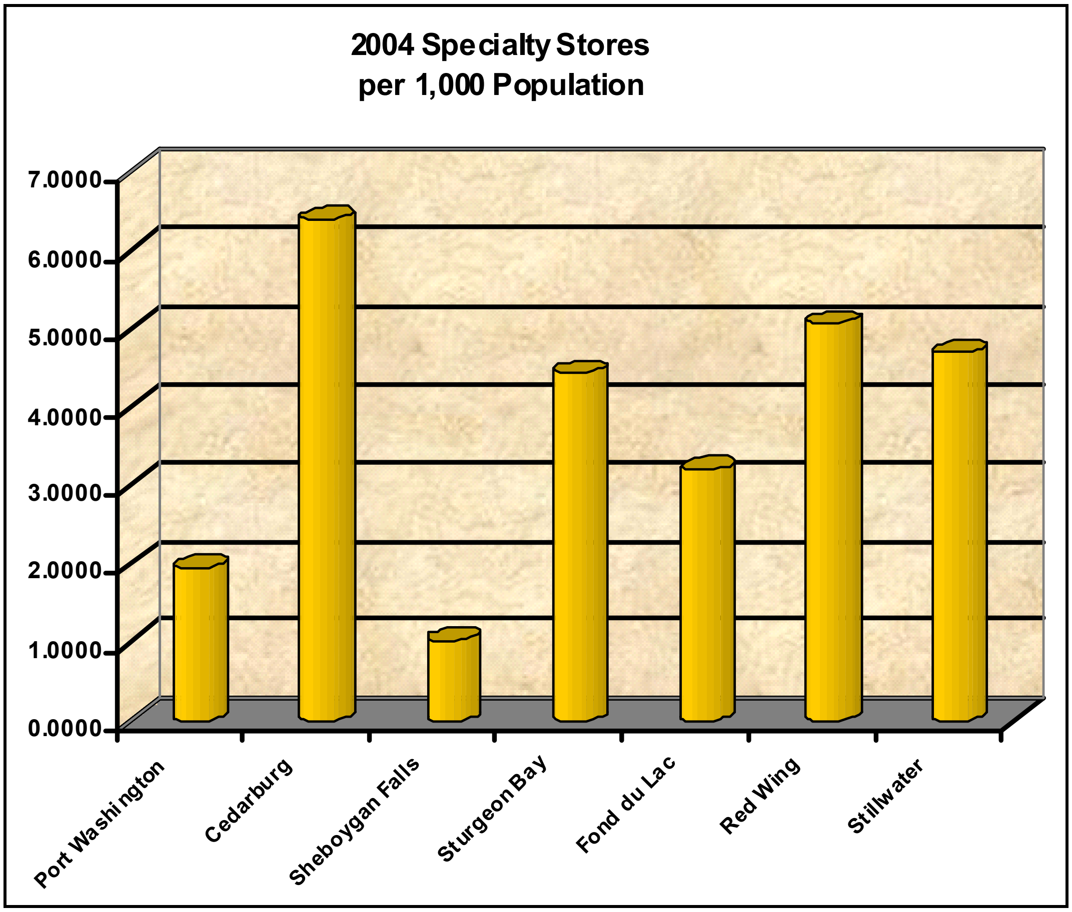
Source: ScanUS 2004

Using this information on an equalized basis, for example – per capita or per 1,000 residents, the following bar charts further illustrate potential opportunities to consider for Port Washington.

The chart below illustrates that Port Washington has plenty of room to grow in the retail area. Sheboygan Falls is the only other community with fewer retail establishments per 1,000 people than Port Washington.



Specialty stores are a subset of retail establishments and again Port Washington and Sheboygan Falls have the lowest ratios per 1,000 people.



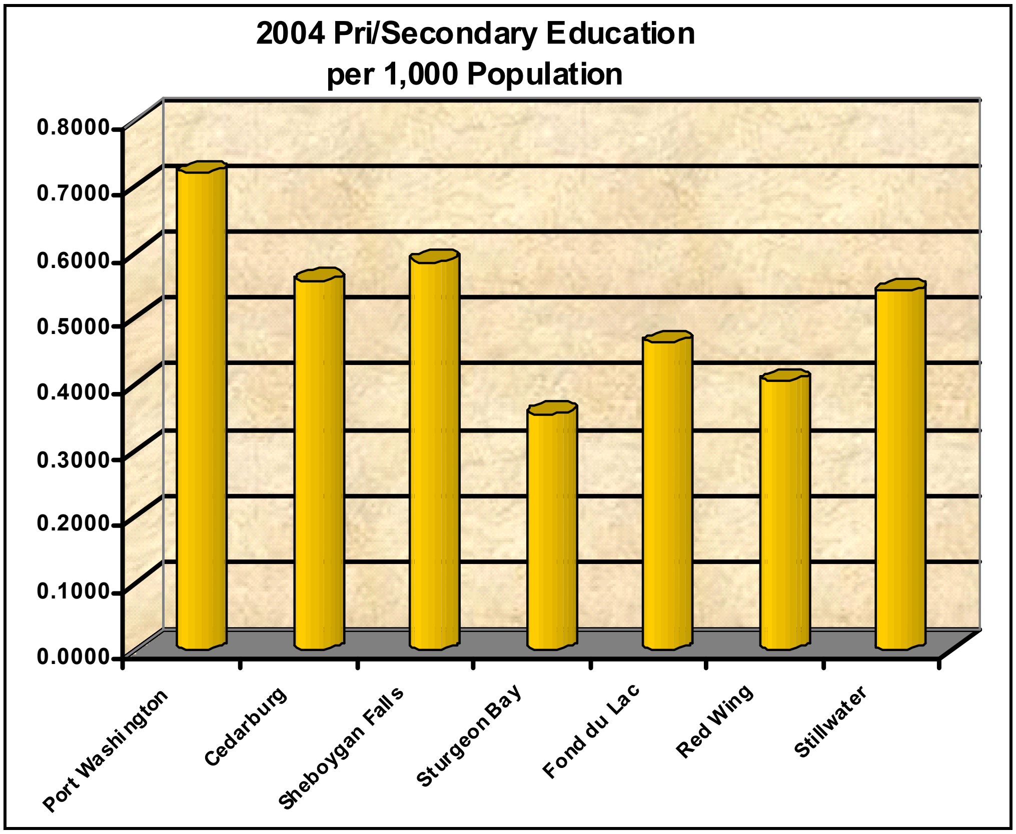
Similar to the previous table, the following table contains the number and types of businesses of which Port Washington has significantly more than the other comparable communities. The data in this table can be used to identify types of ancillary services that these more numerous businesses might find helpful or beneficial.

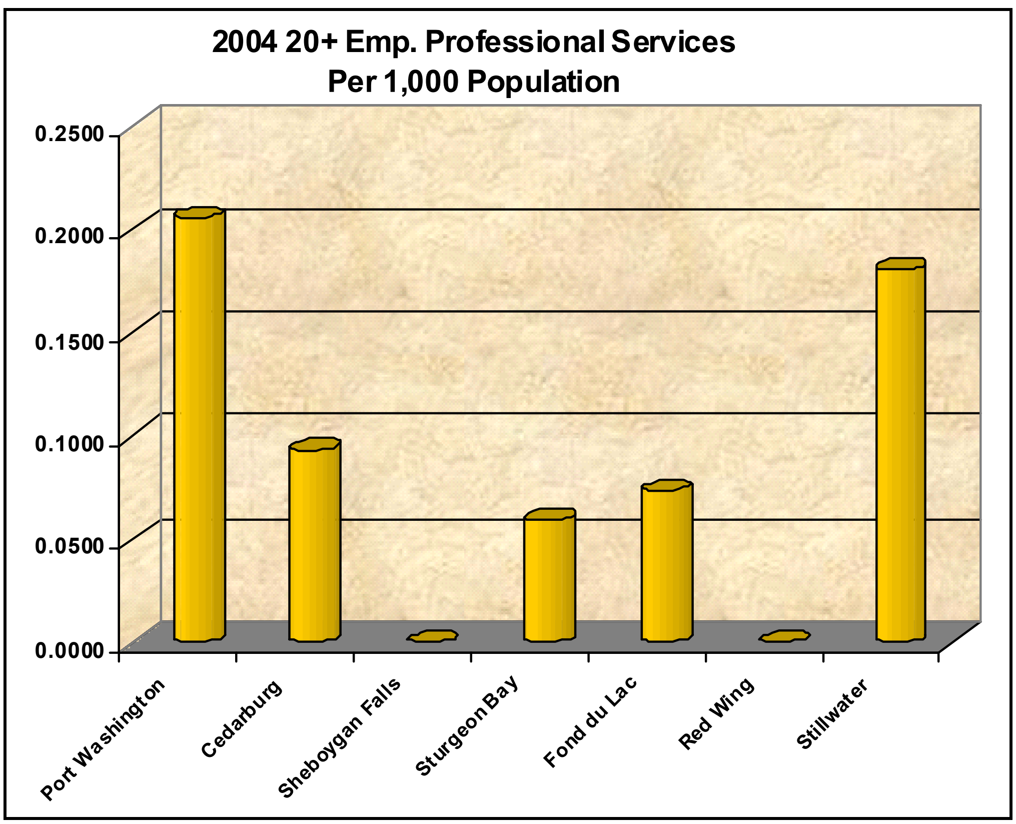
Business Categories for which Port Washington has more establishments per 1,000 population	Port Washington, WI	Cedarburg, WI	Sheboygan Falls, WI	Sturgeon Bay, WI	Fond du Lac, WI	Red Wing, MN	Stillwater, MN
Other food service	6	8	1	6	17	6	7
Catalog/direct/fuel dealers, with 20+ employees	1	0	0	0	2	0	0
Insurance brokers/agents, with 20+ employees	1	1	0	0	3	1	1
Advertising	3	3	0	4	6	1	4
Primary/secondary education	8	6	5	11	25	12	9
With 20+ employees	7	6	4	6	19	6	9
Auto repair/services, with 20+ employees	1	0	0	0	4	0	1
Professional services, with 20+ employees	2	1	0	1	3	0	3

Source: ScanUS 2004

Again, this information was analyzed on an equalized basis per 1,000 people, and the following bar charts further illustrate the differences between Port Washington and the other communities.

Port Washington has attracted significantly more businesses, with more than 20 employees, providing professional services than any of the other communities. To serve these businesses, the City may consider attracting business support services to its downtown to provide photocopying, faxing, binding, video conferencing, and mailing.


2004 Pri/Secondary Education
per 1,000 Population
0.8000
0.7000
0.6000
0.5000
0.4000
0.3000
0.2000
0.1000
0.0000
Port Washington
Cedarburg
Sheboygan Falls
Sturgeon Bay
Fond du Lac
Red Wing
Stillwater


2004 20+ Emp. Professional Services
Per 1,000 Population
0.2500
0.2000
0.1500
0.1000
0.0500
0.0000
Port Washington
Cedarburg
Sheboygan Falls
Sturgeon Bay
Fond du Lac
Red Wing
Stillwater

Building, Business & Housing Inventory

Constructing a database that represents the businesses and buildings of downtown Port Washington has been an interesting and challenging task. We combined information from a variety of different sources into a database that can be used by the City and others as a basis for many different tasks. Data came from public mapping and assessment files, existing in-house demographic and business count information, and where necessary, primary research. The following pages describe the data sources, availability, and possible uses of each data type.

The main purposes of building this database were to:

- Inventory existing properties and businesses within Port's downtown.
- Provide a means to visualize and analyze the collected data.
- Demonstrate the usefulness of an integrated and spatially organized (GIS) database to the City and BID.
- Provide a starting point upon which future efforts can build.

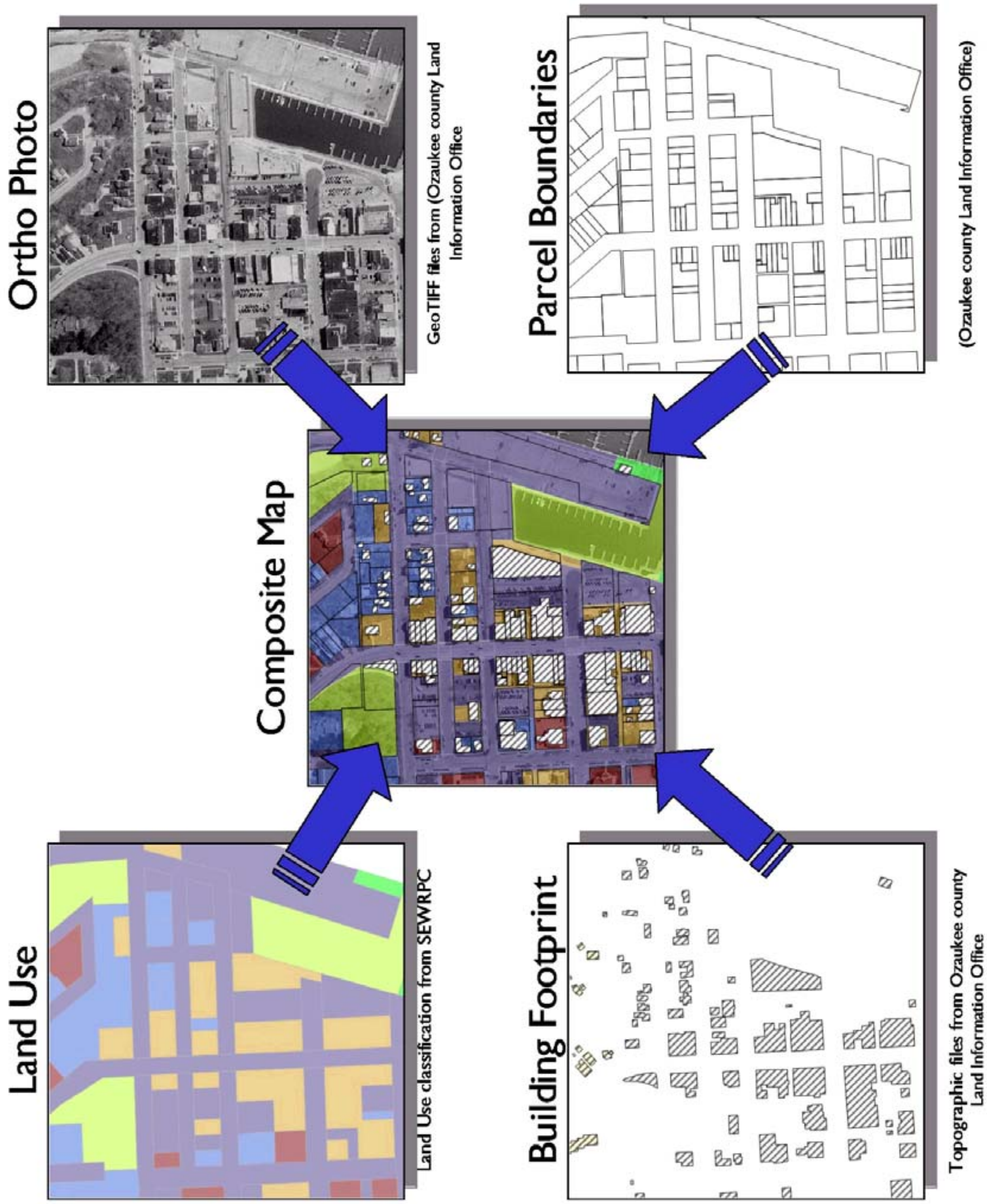
As part of our analysis and background research, The Taurean Group combined available public data sources to form an inventory of downtown properties and businesses with the following goals in mind:

- Identify available sources that can be used to build a city-wide spatial database.
- Determine the relationships between these data sources to merge them together. For example, being able to combine assessment data with parcel boundaries, buildings with parcels and businesses with buildings.
- Visualize properties, businesses and housing characteristics.
- Provide a means for database queries to look for things like, available space, age of structures, tenant lists, etc.

Available Data Sources

Data available for the inventory portion of Taurean's analysis came from several sources in various formats. Our goal was to combine these data into a composite set of layers that can be mapped for analysis and visualization purposes. The following exhibit represents some of the key data components and an example of the resulting composite form.

The following is a list of data sources and the information used by Taurean to begin building a database structure for the City.


Ortho Photo
GeoTIFF files from (Ozaukee county Land Information Office
Parcel Boundaries
(Ozaukee county Land Information Office)
Composite Map
Land Use
Land Use classification from SEWRPC
Building Footprint
Topographic files from Ozaukee county Land Information Office

Ozaukee County
The County provided the following files, which were used to create the maps and property summaries needed for this report:

Orthophotography (2000)
The main use for the orthophotography was to provide a backdrop upon which other data could be overlaid. Even though the pictures are out of date, the ability to see existing development and buildings makes it much easier to orient yourself with the data being displayed.

Land Use for the Port Washington Township by SEWRPC
Land use classifications were coded by SEWRPC in 2000 into 63 specific land uses and 9 general classifications. These spatial data allow different land uses to be mapped and analyzed, including Residential, Commercial, Industrial, Transportation (including Roads and Parking), Open Lands (Public and Private), Communications and Utilities, Governmental and Institutional, and Recreational and Agricultural.

City of Port Washington Parcel Boundaries (Sept 2004)
The parcel boundaries provide an ownership-based mapping layer to which other available information can be attached. The building and business information from the assessor (discussed below) was matched with these parcels to visualize the data within the associated boundaries.

Topographic Mapping Files (May 2003)
These files contain two-foot topographic contour lines, but of greater interest for potential use by the City are the building footprints also included in the files. The building footprints appear to be taken from orthophotography and do not contain complete coverage of existing buildings. They do, however, provide an excellent starting point for future projects.

City of Port Washington
The City assessor provided Taurean with the latest assessment files for commercial and apartment buildings. Unfortunately, residential assessment files were not available for use in this study. These files came in the form of Microsoft Access, .mdb files. The information in these files was specific to taxable commercial and apartment buildings and was current as of September 15, 2004 when the assessor's open book sessions were closed.

Data in these files was rich, but not always up to date. While one would hope for completely up to data information on every parcel and for every building, timeliness is not the main task of the assessor.

It was originally intended that a business inventory derived from existing public data would be used to inventory the existing business mix of Port Washington. It was later determined that to compare Port Washington with other communities, it was necessary to use data from a source that also included data for these comparable communities. As a result, commercially available data from ScanUS, was used for the business mix comparison analysis discussed earlier in this report.

The combination of the parcel boundaries provided by Ozaukee County with the information available in the assessor files for commercial, apartment, and eventually residential data holds the greatest potential for future use by the City for economic development and ad hoc queries from interested retailers, developers, and residents.

Primary Data Collection

Additional primary data collection was also performed to illustrate the potential uses of a spatially organized inventory of Port Washington properties. A building-by-building inventory of private businesses was created and in addition to the business name and business type, current business hours for all available downtown businesses were collected. The business type information was added as additional data in the associated commercial assessment database (Microsoft Access) indicating hours of operation for each day of the week and (when available) season of the year.

Taurean was pleased to discover the extent to which geographic and property data had already been collected for the area in and around Port Washington. While it is possible to use more expensive and custom built data, one must keep several points in mind.

- Much of the information useful to a project like this (and the potential needs of the City) can be found in data that is already collected for other purposes. Prior efforts should be used rather than repeated, if possible.
- The purpose of our study was not exact in nature, but rather intended to provide an analysis of the setting of Port Washington. Combining information to assist in giving a snapshot of the current context was our primary goal.

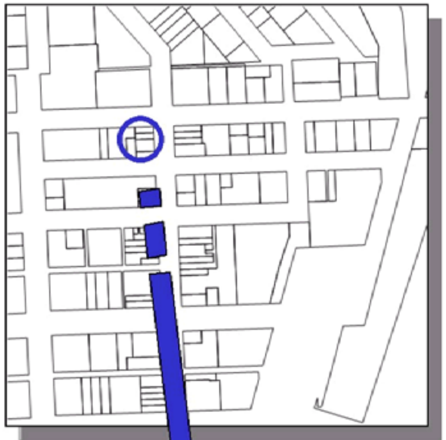
On the following page, the exhibit illustrates how the publicly available data was combined with primary data, like business hours information.

Potential Database Uses

The power of a spatially organized and integrated database is that questions can be asked of it using standard database operations and the answers to these questions can be visualized. Questions might include …

- Where are there buildings with available space?
- What buildings are currently for sale?
- Where is the off-street parking in relationship to the retail?
- What parcels have buildings with 2nd floor apartments? Refer to the exhibit below.

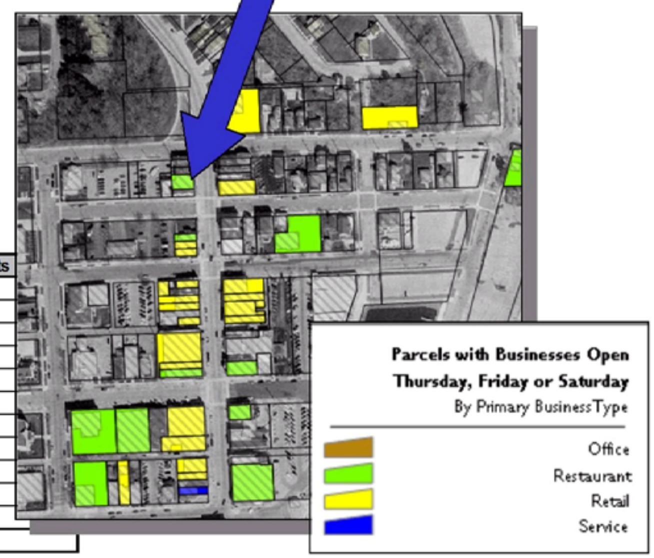
Parcel Boundaries



(Ozaukee count[illegible]and Information Office)

Business Hours (by business)

Business ID	BusinessName	MinHour	MaxHour	DayofWeek	Season
82	The Pasta Shoppe	4:30 PM	10:00 PM	Monday	Winter
82	The Pasta Shoppe	4:30 PM	10:00 PM	Tuesday	Winter
82	The Pasta Shoppe	4:30 PM	10:00 PM	Wednesday	Winter
82	The Pasta Shoppe	4:30 PM	10:00 PM	Thursday	Winter
82	The Pasta Shoppe	4:30 PM	10:00 PM	Friday	Winter
82	The Pasta Shoppe	[illegible] PM	10:00 PM	Saturday	Winter
82	The Pasta Shoppe	[illegible] PM	10:00 PM	Sunday	Winter



Parcel ID	Business[illegible]	BusinessName	Type	BusinessComments
0980205002	[illegible]	Jackson East Hair Design	Retail	Hair Salon
0980305000	[illegible]	Christmas In Port	Retail	Decorations
0981101005	82	The Pasta Shoppe	Restaurant	Restaurant
0981112002	75	[illegible]asha's	Restaurant	Coffee Shop
0981112003	73	Michael's Antiquities	Retail	Antique Dealer
0981112004	71	Shirley Schanen Gruen	Retail	Gallery
0981112004	109	Mel's Sports Cards	Retail	Trading Card Shop
0981205002	76	Port Antiques	Retail	Antique Dealer
0981209002	107	Dairy Queen	Restaurant	Restaurant (Fast Food)
0981401000	88	Newport Shores	Restaurant	Restaurant
0981701001	89	Dockside Deli	Restaurant	Deli
0981701001	91	Portico Gift Shop	Retail	Gift Shop

Businesses located on each Parcel

Off Street Parking in Downtown Port Washington

This map shows the availability of off street parking in the downtown and the land use classification assigned to each area.

Second Floor Apartments in Downtown Port Washington

This map illustrates how assessment data can be combined with parcel boundaries to visualize data that is normally kept in a tabular format.

Future Database Direction

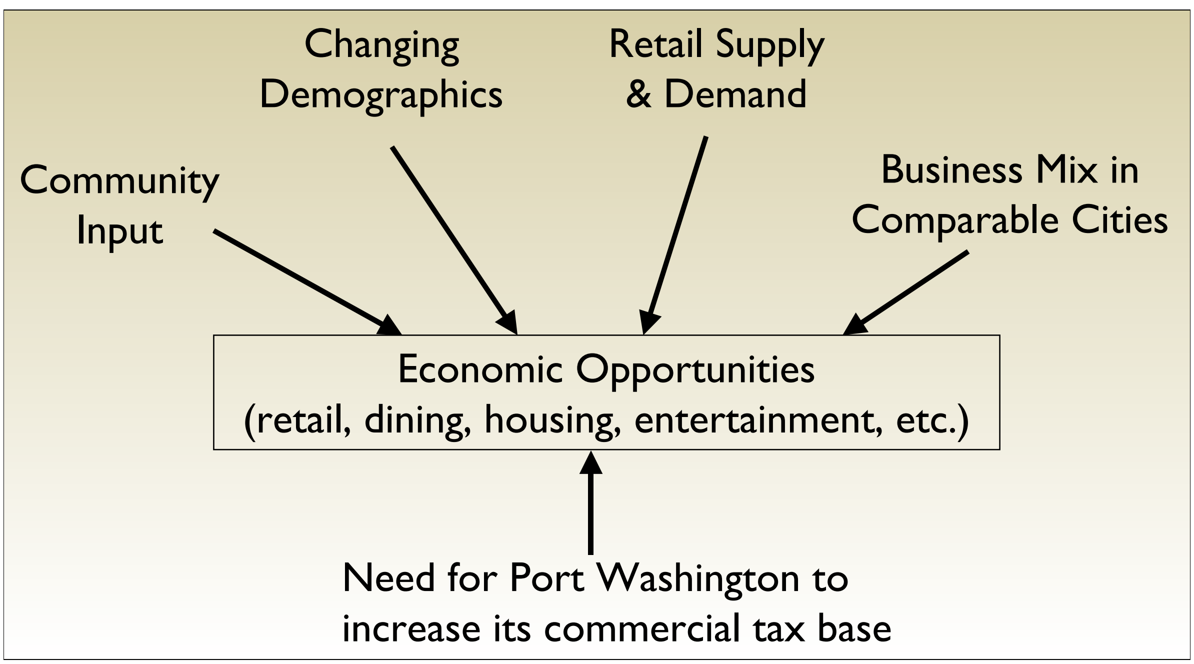
- By lying the foundation for a spatial database, the first step has been taken toward full integration into the City's operations and decisions . Of course, updates to this database would need to be discussed and timed as the needs suggest.
- We found during this project that, while many things have changed in recent years, not so many changes have occurred that city and county staff couldn't update the necessary information on a periodic basis (weekly, monthly or quarterly).
- Real estate is in a constant state of change. Buildings and parcels are being traded and sold, torn down and rebuilt, and the businesses within their walls change constantly, as well.
- For a while, an annual update based on information from Ozaukee County, the City's assessment updates, and a quarterly update of businesses and their associated information would be quite sufficient.

Summary

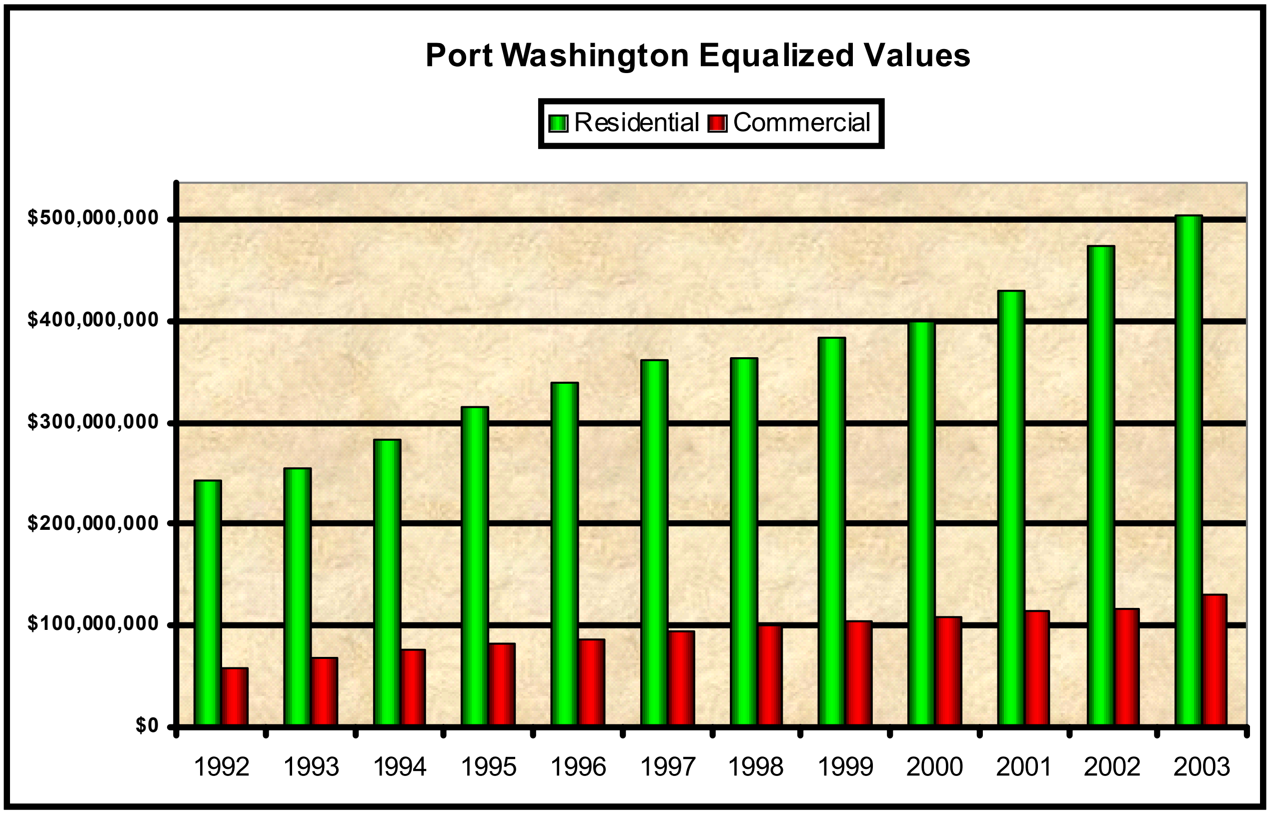
The following graphic provides a summary of Phase 1. We see many positive indicators and economic opportunities for Port Washington.

- The community is active and interested in improving the downtown, based on better than expected participation in the survey and public input sessions.
- The demographics in Port Washington and the surrounding area are changing and most likely will be able to support new businesses downtown.
- The Leakage/Surplus Factors estimating Retail Supply & Demand and Comparison of the Business Mix in Comparable Communities both point to the potential for economic opportunities in Port Washington.

All of the analysis completed thus far points to "Economic Opportunities" and suggests that we keep moving this process forward.

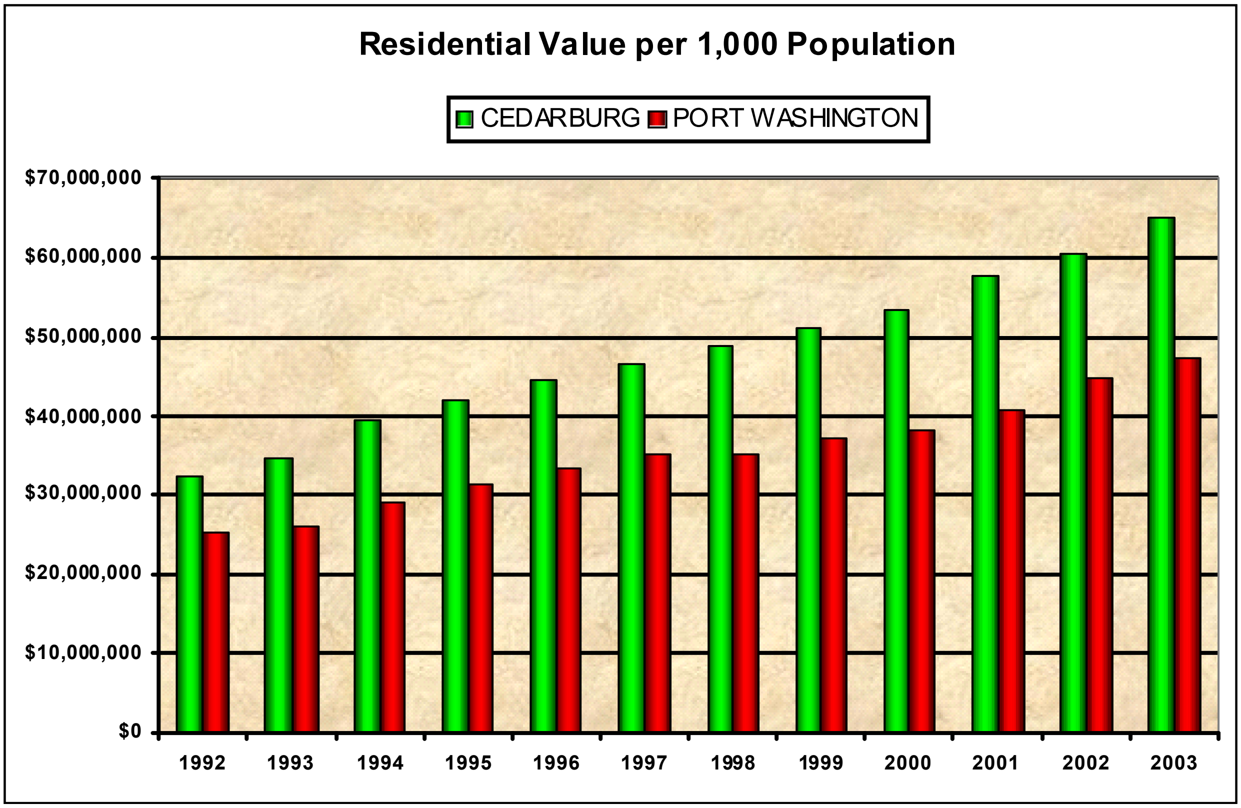


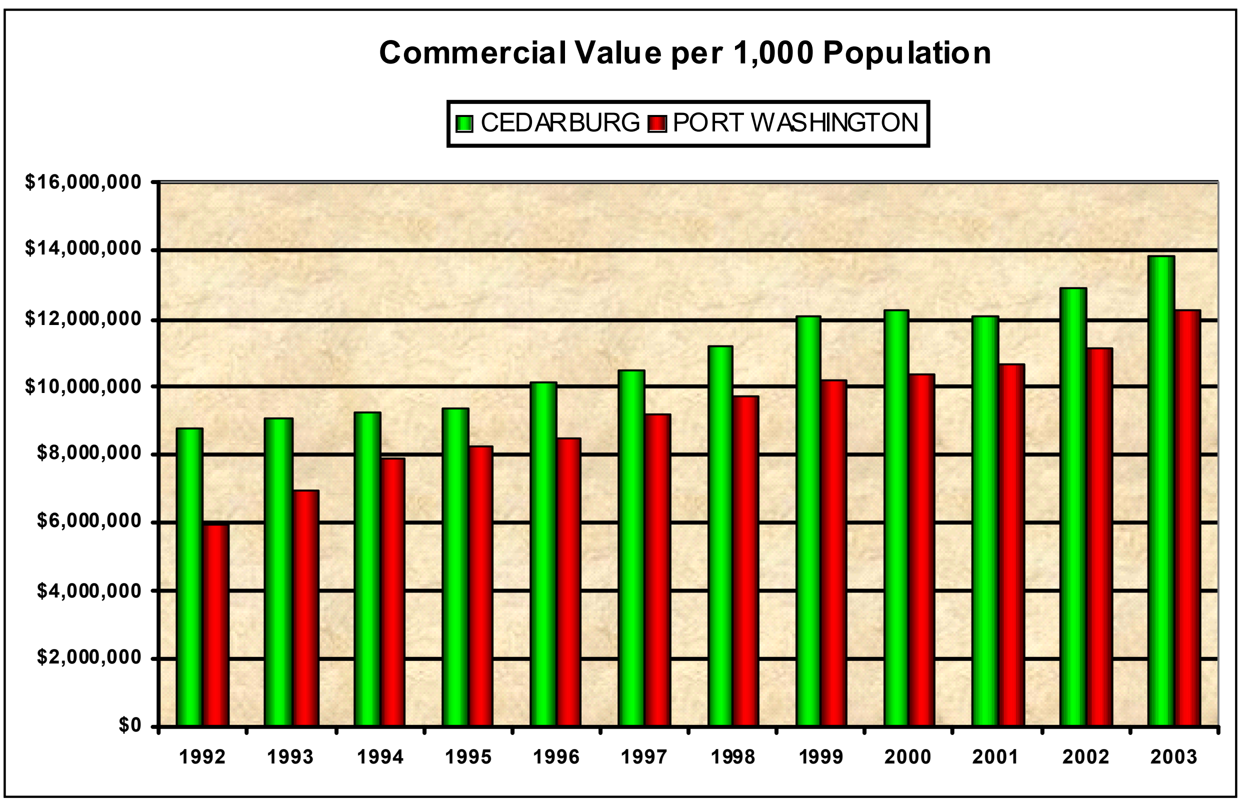
In addition to “wanting” to provide economic opportunities, the City, however, has a real need to increase its commercial tax base. Residential real estate has been appreciating steadily and significantly outpacing the contribution made by commercial properties. In healthier economies, a larger portion of the tax roll is met by commercial properties. Currently, Port Washington has no choice but to have high taxes on residential properties to meet its financial needs. Shifting more taxes to commercial properties will help reduce the tax burden carried by City residents.



In Port Washington, residential properties comprise a majority of the City’s equalized value.

The following charts illustrate how the equalized value in Port Washington compares to Cedarburg. The data has been standardized per 1,000 residents. While the differences between Port Washington and Cedarburg may appear small (when comparing the heights of the columns), the actual differences between the cities is quite large when the data is multiplied by approximately 10 to reflect the population in each city.


Residential Value per 1,000 Population
CEDARBURG
PORT WASHINGTON
$70,000,000
$60,000,000
$50,000,000
$40,000,000
$30,000,000
$20,000,000
$10,000,000
$0
1992
1993
1994
1995
1996
1997
1998
1999
2000
2001
2002
2003


Commercial Value per 1,000 Population
CEDARBURG
PORT WASHINGTON
$16,000,000
$14,000,000
$12,000,000
$10,000,000
$8,000,000
$6,000,000
$4,000,000
$2,000,000
$0
1992
1993
1994
1995
1996
1997
1998
1999
2000
2001
2002
2003

Recommendations

Based on community input and comparing Port Washington to comparable communities, Port Washington may wish to consider the following preliminary recommendations for its downtown:

Volunteer Group

To help organize and promote public events, the City should consider establishing a single group that would coordinate events within the City. The group needs to work with the Park & Rec. Dept. and be recognized by the city government and BID. Similar groups have been created in nearby communities. The Cedarburg Festivals Committee is comprised of downtown merchants, while the Grafton Community Activities Commission is comprised mostly of residents.

Creative Promotions

The City should 1) encourage businesses and community groups to become more creative in their promotions and 2) assist in streamlining the process to acquire the necessary licenses and permits. For example, if a downtown restaurant would like to sponsor a concert and pay $500 for a musician to perform in Rotary Park, the restaurant should be able to sell items on-site, near the concert and be able to receive direct benefit from the concertgoers. Likewise, if a shop would like to sponsor a movie at the bandshell and pay $300 to rent the movie, they should be able to rent an inflatable castle for kids to play in and sell tickets to admit children to the castle before the movie begins.

Friendly Police Presence

Interaction of the community with police officers should be reviewed. Currently, the perception of loitering ordinances promotes a negative feeling of the downtown to youth. The police and youth should be encouraged to develop a friendly, respectful attitude toward each other. Consider police on-foot in the downtown during the weekends and evenings. Remind the police department that they are key players in creating a welcoming downtown and friendly community.

Expansion of Downtown Attractions & Festivals

Port Washington is known throughout the area for several good festivals and attractions, such as the Farmers' Market, Fish Day, and Maritime Heritage Festival. These should continue to increase and expand to meet the needs of residents and visitors.

Downtown Playspaces

Identify and provide areas for children and families to have fun downtown. These areas don't necessarily have to be grass-covered, nor do they have to be large, open spaces. They can be a portion of a parking lot area or other paved area that is covered with a softer material, appropriate for outdoor play. Consider small climbing structures or climbing walls on the sides of buildings.

Spray parks are quickly gaining popularity in the United States. Currently, they are extremely popular in Canada. They are designed to be safe, unique play areas where water is sprayed from structures or underground and then drained away before it can accumulate. Spray parks can be designed to fit in any size space and offer an exciting and cost-effective option for outdoor play. Spray parks provide an environment for children of all ages and abilities. Toddlers can enjoy gentle ground sprays and pass-throughs, while older children can take control of water cannons. Spray parks are interactive and only operate when the system has been activated. Automatic shut-off controls in the operating system ensure that no water is wasted.

Children of all ages enjoy this small spray park in their neighborhood.

This spray park design was created by Waterplay Manufacturing.

Marketing Efforts

Port Washington has several agencies that perform marketing and promotional activities for the City and its downtown. Specifically, these agencies are the Chamber of Commerce, Ozaukee County Tourism, and the BID. It would be helpful if these agencies could provide business and property owners with clear definitions of their functions and marketing plans, including lists and dates of annually sponsored festivals. This would help the owners plan their own promotional events without potential conflict.

Consistent Communication

Consistent communication will help residents learn about what is happening in the downtown and other activities throughout the City. Consider a one-page insert in the weekly Ozaukee Press detailing community events during the next week or month. Include a calendar insert in the quarterly city newsletter. Provide residents with a physical reminder.

Phase 2 – Sector Opportunity Analysis & Action Plan

The potential opportunities identified by the market and community in Phase I will be evaluated further in terms of three types of opportunities – economic, real estate, and management.

- Economic Opportunity Analysis
  Regarding specific retail, business, housing, entertainment, lodging, and dining opportunities identified in Phase 1, the objective of this analysis is to delineate how much excess demand may exist, who the customers likely are, and where customers may be found.

  For example, if Phase I identified an unmet demand for sporting goods, the economic opportunity analysis will estimate how many surplus dollars make up the unmet demand and from which neighborhoods likely customers may originate.

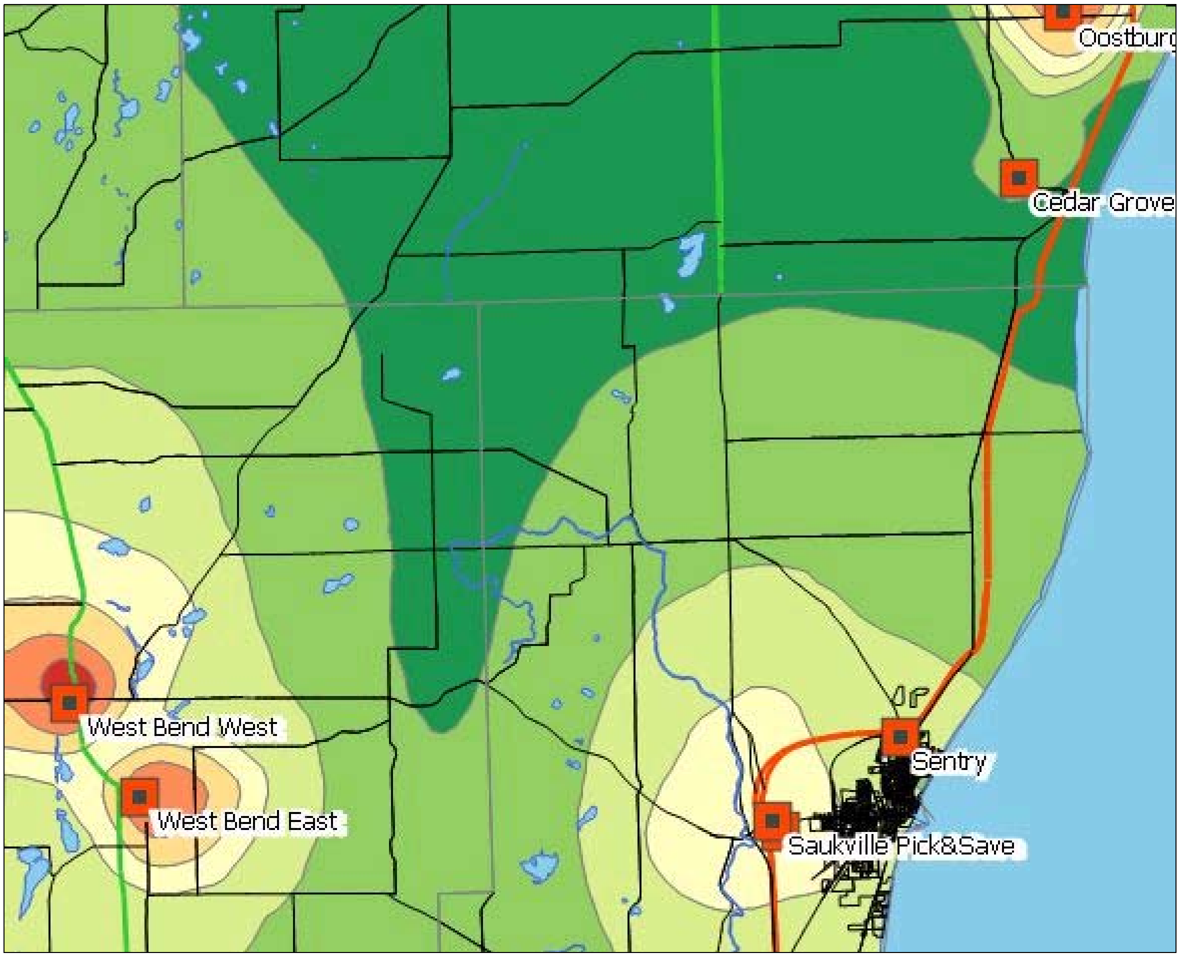
- Real Estate Opportunity Analysis
  This analysis addresses the space needs and impacts of the economic opportunities identified above. This includes feasible alternatives for absorption, pricing, rents, types, and customers.

  Continuing the sporting goods example from above, the real estate opportunity analysis will translate the surplus spending potential into an estimate the amount of space necessary to satisfy the unmet demand.

- Management Opportunity Analysis
  This analysis examines the various management apparatuses in the community that direct and guide the coordination of activities. This includes an understanding of the various public-sector and private-sector organizations and programs that are involved in the life of downtown. General strategies and recommendations will be explored that enhance the ability of local community members and businesses to coordinate their interests and resources to meet the opportunities identified in the revitalization plan.

- Action Plan
  This plan will present the recommendations, statistics, spatial analysis, and community input summaries that will have been gathered during the course of the project.

Example Gravity Model Map



A gravity model shows the expected retail capture for a given location based on that locations' attractiveness and distance to competition. This technique would be used in Phase 2 to identify the magnitude of economic opportunities for various real estate uses.

Promotion of Port Washington's history

As the community has taken a look at itself and has talked about what it wants to promote and portray to its residents and visitors, wonderful opportunities exist to link to Port Washington's colorful history.

Historic Walking Tour
This project began several years ago and was suspended when plans for the Maritime Heritage Center were disrupted. The plan was for a printed guide to be available throughout the City. The guide would contain a map with a walking tour for the downtown area and refer to plaques on buildings or posts that would share the history of a particular site, building, or event. Significant resources are not required to complete this project, which could begin to tell the Port Washington' story.

Wisconsin Chair Factory
From 1889-1959, the Wisconsin Chair Factory was the major employer in Port Washington. The factory was one of the nation's largest producers of school furniture and was located along the inner harbor, east of N. Franklin Street. It would be a nice link to the City's history to build a replica of a portion of the factory for retail, dining, and/or housing opportunities or a combination of all three uses.

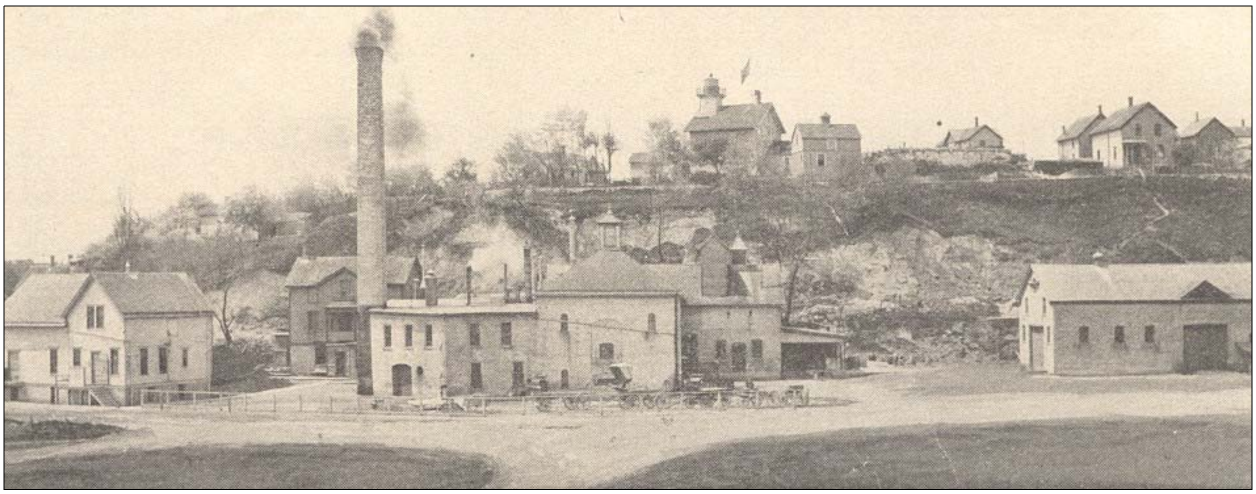
The City might consider an extra large sculpture of a rocking chair in a downtown park to further commemorate the factory's prominence in City history. A climbing structure for children that looks like tumbled chairs could also be placed in a downtown park.

Historic advertisement for the Wisconsin Chair Factory

Breweries
Germans immigrating to Port Washington brought along and established the brewing industry in the community. One of the earliest breweries was called Lakeside Brewery, which later became the Port Washington Brewing Co. Premo Beer was an extremely popular beer whose slogan was "the beer that made Milwaukee furious." The brewery was sold and renamed as The Old Port Brewing Corp.

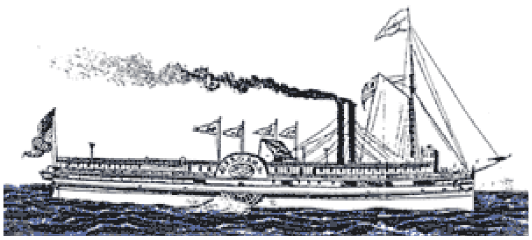
While the community has stated that it would like fewer bars in the downtown, brewpubs that brew small batches of unique beer on the premises are popular as casual restaurants.

One of the old breweries in Port Washington.



Niagara Steamship
In 1856, the steamship, Niagara, was bound for Port Washington after making a scheduled stop in Sheboygan. In the early afternoon, the Niagara caught fire and sunk 8 miles northeast of Port Washington in about 50 feet of water. Both lifeboats capsized during the panic, and the loss of life was estimated to be 60 people, making this one of the worst transportation disasters in Wisconsin history.

Despite the tragic end of Niagara, it was one of the largest, fastest, and most luxurious steamboats in the world. The impressive vessel was called a "palace steamer" and featured decorative appointments, such as stained glass domes, parlors, saloons, fine carpets, and posh furnishings. The Niagara was a 245-foot side-wheel steamer, making it one of the world's longest steamboats.



Sketch of the Niagara Steamship.

Capable of carrying large cargoes and several hundred passengers, Great Lakes steamers brought thousands of immigrants to the Midwest in the 19th century. Steamers brought approximately half of all the European immigrants who came to Wisconsin. These vessels also powered the vital exchanges of flour, furs, livestock, and other goods between the frontier and the East. Steamboats offered the fastest way to travel from Buffalo, New York to Chicago. Stopping at numerous ports along the way, the journey usually took four or five days, traveling at top speeds of 15 miles per hour.

The Niagara is not only a historical link to Port Washington, but to the State of Wisconsin, as well. Miniature versions of the steamship could be used as a park exhibit, playground, or other entertainment facility.

Paramount Records

In 1913, the Wisconsin Chair Factory decided to start making wooden cabinets for the new Edison phonographs. Management decided to boost sales of the phonograph cabinets by producing phonograph records as an incentive to phonograph buyers. By 1921, Wisconsin Chair's major sales territory outside the Midwest was in the South. Company salesmen searched for local talent and soon started recording King Oliver, Blind Lemon Jefferson, Alberta Hunter and many others. In 1922, Paramount began issuing what became known as "race recordings", featuring black artists, including blues musician, Ma Rainey.

New York Recording Laboratories of Port Washington, Wisconsin, recorded four record labels: Paramount, Broadway, Famous, and Puritan. The company was active from about 1917 - 1932, and Paramount was clearly its premiere label. Paramount has received the most attention because of its series devoted to blues and jazz. Collectors and jazz enthusiasts know the Paramount Record label for its roll in documenting the first generation of jazz and blues musicians.

It would be a fitting tribute to Port's history to have a restaurant or entertainment venue that recognized the City's role in blues and jazz music.

Commercial Fishing

In Port Washington, the fishing industry began in the mid-1800s with nets set near the shore. At the end of the century and into the early 1900s, four families dominated fishing – those families were Ewig, Smith, Van Ellis, and Bossler. Eight fishing tugs were based in Port Washington with associated shanties and smokehouses at the mouth of Sauk Creek and Lake Michigan.

This type of fishing represents a portion of Port Washington's history that is now gone, however the community provides opportunities for charter fishing which gives people a taste of the past. Charter fishing tours attract visitors from within the state and throughout the Midwest and should be encouraged to promote and grow their businesses.

Downtown Housing

Housing is essential to the vitality and the character of the downtown core. Housing transforms downtown from an institutional and employment center to a neighborhood by having an active population after working hours and on weekends. Downtown housing can meet a wide range of incomes and household types – including families with children – in a very convenient location. People who live downtown enhance the customer base for shops and restaurants and provide an after-hours vitality to the area. As patrons for local businesses increase, the downtown becomes more attractive to local and regional investors. Downtown residents provide the eyes and activity on the street. If you don't have them, you depend on tourists for that activity.

Downtown housing is increasingly seen as convenient and prestigious. Demographic projections indicate growing interest in smaller urban dwellings close to work and services downtown. Cultural activities and public transit are attractive to potential urban dwellers. Live/work units are convenient and efficient, add to the liveliness of downtown, and help reduce transportation needs in the city.

Redevelopment Programs & Funding Sources

The City may wish to consider participating in the Wisconsin Department of Commerce's Main Street Program, which is a comprehensive revitalization program designed to promote the historic and economic development of traditional business districts in the state. This program was established in 1987, and each year the Department of Commerce selects communities to join the program. These Main Street communities receive technical support and training needed to restore their Main Streets to centers of community activity and commerce. Main Street communities have been able to improve their downtown business and job opportunities, while upgrading their image through façade improvements and building rehabilitation projects.

Communities interested in the Main Street Program must meet the program's criteria in its application, including a financial commitment by the community to employ a manager to fulfill the program requirements.

Numerous funding sources are available, in the form of grants and loans from state and federal agencies, to assist municipalities with their revitalization projects. The City might consider collecting these application materials to understand the economic incentive programs that are available.

Parking

During the course of this project, the community identified parking in the downtown as a major concern. To provide additional retail, dining, and housing opportunities, as well as open space, the City will eventually have to consider parking structures that can efficiently and attractively accommodate vehicles. Due to the downtown's topographic setting, possible locations exist where a parking structure could be built along a hillside that would have minimal impact on views.

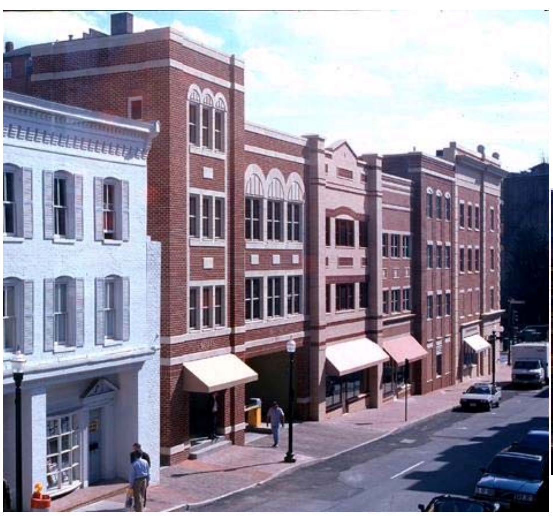
Popular parking structures today incorporate mixed use development. Options exist for retail on the first level and a combination of parking, housing, and office space on the above levels. If possible, parking could also be developed below ground.

Examples of these parking structures with mixed use development are included as exhibits.

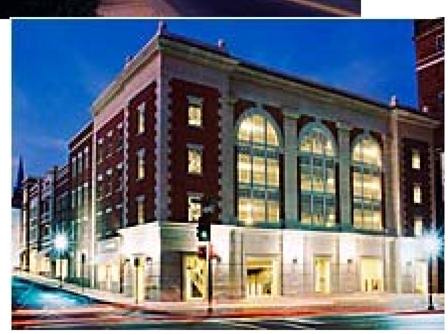
The City may wish to consider possible financing options to address the parking issue downtown.

15th & Pearl—Boulder, Colorado
The new Boulder post-tensioned concrete parking structure transformed an existing surface parking lot into an eight-story (two stories below grade) parking, retail and office building. The parking structure houses 700 new parking spaces. 7,500 SF of retail shops occupy the ground level with 8,142 SF of office spaces above them.

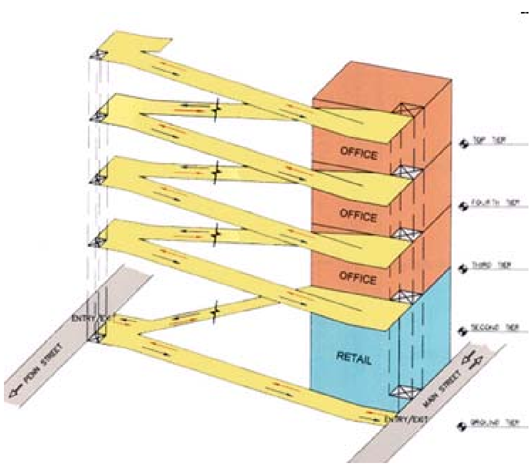
Danville, Kentucky Parking Garage
This development will add retail and office space, as well as 300 parking spaces to its downtown.



New Street Garage—Staunton, Virginia
Frazier Associates has won a variety of architectural awards with this parking structure design that provides more than 270 parking spaces within Staunton's historic district. The garage is built on a corner and looks like a major civic landmark on one side and a series of historic facades on the other. Retail space is located at the street level, and the scale of the building is broken up; pedestrians have no idea that a major parking structure is hidden behind these facades.



In the evening hours, the garage is well-lit, welcoming visitors to the downtown.



Main and Cherry Parking Garage—Norristown, Pennsylvania
The Redevelopment Authority of Montgomery County recognized that parking is a critical component for the revitalization of Main Street in the Borough of Norristown. As occupancy rates increase and future development is planned, the Authority and the Borough anticipate additional demand for off street parking.

The parking structure, designed with the appropriate architectural character, will blend with the existing neighborhood and contribute to the revitalization of the area. The proposed four story parking structure will provide between 350 and 450 spaces. In addition, the mixed use structure incorporates retail frontage along Main Street, the potential for additional retail space, and office space on the northwest corner of the building.