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Introduction
Planning Process
In June 2018, Prosperity Southwest Wisconsin (PSW) partnered with Wisconsin Economic Development Corporation (WEDC) and its county partners to undertake a study of the region’s housing and workforce. The purpose of the study is to guide the near-term policies for communities, counties, and the region in order to address the existing and near future housing issues in southwest Wisconsin. A secondary purpose is to provide a comprehensive summary of demographic, housing, and workforce data to assist in the decision-making of local elected officials and investors. To achieve these ends, this study examines existing housing in the region, how appropriate that housing is to current and future residents, and what can be done to address the current issues within the next 10 years.

PSW is a non-profit economic development organization whose Board of Directors consists of county and community economic developers from southwest Wisconsin, and who collaboratively work to strengthen the region’s economy. Recognizing that housing is a driver of economy and community, PSW responded to regional employers and industry concerns about future workforce housing development in the region by contracting with SWWRPC to undertake this study. The study addresses housing issues regionally, at the county level for Crawford, Grant, Green, Iowa, Lafayette, and Richland Counties, and at the community level for forty cities and villages within these counties. Members of PSW and other regional economic development collaborators for this plan are listed in the table below.

<table>
<thead>
<tr>
<th>Name</th>
<th>Agency</th>
<th>Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>James Bowman</td>
<td>Driftless Development, Inc.</td>
<td>Crawford County</td>
</tr>
<tr>
<td>Ron Brisbois</td>
<td>Grant County Economic Development</td>
<td>Grant County</td>
</tr>
<tr>
<td>Cara Carper</td>
<td>Green County Economic Development</td>
<td>Green County</td>
</tr>
<tr>
<td>Steve Genoway</td>
<td>City of Dodgeville Economic Development</td>
<td>City of Dodgeville</td>
</tr>
<tr>
<td>Abby Haas</td>
<td>Lafayette County Economic Development</td>
<td>Lafayette County</td>
</tr>
<tr>
<td>Barry Hottman</td>
<td>UW – Extension</td>
<td>Iowa County</td>
</tr>
<tr>
<td>Bob Jones</td>
<td>Cuba City Economic Development</td>
<td>City of Cuba City</td>
</tr>
<tr>
<td>Ela Kakde</td>
<td>Platteville Area Industrial Development Corporation</td>
<td>Platteville</td>
</tr>
<tr>
<td>Kate Koziol</td>
<td>Richland County Economic Development</td>
<td>Richland County</td>
</tr>
<tr>
<td>James Schneider</td>
<td>UW – Extension</td>
<td>City of Boscobel</td>
</tr>
</tbody>
</table>

Funding assistance for the plan was provided by PSW member counties, WEDC, and Alliant Energy. Funding was secured a contract was signed between PSW and SWWRPC in June of 2018, with work beginning immediately. As part of the contract agreement, PSW members were responsible for reaching out to local realtors, housing agencies, lenders, and employers to gather input regarding housing in the region. SWWRPC services included undertaking interviews with developers, expansive and comprehensive demographic, housing, and workforce data collection, and drafting and distributing the final plans to PSW.
Table 2. Regional Housing Study Planning Process

<table>
<thead>
<tr>
<th>Responsibility:</th>
<th>PSW</th>
<th>SWWRPC</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2018</td>
<td>2019</td>
</tr>
<tr>
<td>Community Stakeholder Outreach</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data Collection (Quantitative Data)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Developer Interviews</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Draft Plan Writing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plan reviews</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Final Editing</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Outreach

Several groups of stakeholders were identified to provide knowledge of the local housing market, and therefore augment the empirical data with a working experience of professionals engaged in housing. The stakeholder groups were selected based on their intimate knowledge of the local housing markets.

PSW county economic developers undertook interviews with local lenders, realtors, housing agencies, and employers. These groups were identified as having local understandings of the housing markets at the county and local community level. Each economic developer was responsible for interviewing several individuals from each stakeholder group in their respective county or community. The work of housing agencies, lenders, and realtors crosses local community boundaries and thus interviews collected from them are presented as representative of the entire county, unless specifically noted. Interview responses from employers are presented as more narrowly representative of the local communities in which they reside, unless otherwise noted. All interviews were done on an anonymous basis. Table 3 identifies the number of stakeholders by county.

Table 3. Interviews Conducted with Housing Agencies, Lenders, Realtors, and Employers.

<table>
<thead>
<tr>
<th></th>
<th>Crawford</th>
<th>Grant</th>
<th>Green</th>
<th>Iowa</th>
<th>Lafayette</th>
<th>Richland</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Housing Agencies</td>
<td>4</td>
<td>3</td>
<td>4</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Lenders</td>
<td>5</td>
<td>12</td>
<td>10</td>
<td>6</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>Realtors</td>
<td>3</td>
<td>9</td>
<td>3</td>
<td>9</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Employers</td>
<td>7</td>
<td>31</td>
<td>9</td>
<td>3</td>
<td>3</td>
<td>12</td>
</tr>
</tbody>
</table>

SWWRPC interviewed eleven residential developers. These developers were approached based on their history of working in the region or expressed interest in working in the region, and were selected with input and approval from PSW. Developers were organized into three categories based on the type of residential development and type of funding the developer typically utilizes. The three categories are local builders, regional developers, and national developers. Local builders are characterized by typically building single family housing and almost always having a contract that does not involve financing between the owner and the builder. Regional developers are characterized by developers that build single-family neighborhoods, sometimes with speculative houses, and multi-family homes. Regional developers often utilize financing incentives from the state or community to assist in building. National developers work on an array of projects across the state and nation. Projects are likely to include multi-family housing but can also include single-family residential and commercial. National developers are the most likely to utilize a variety of funding sources at the state and national level. See Appendix F for local, state, and national housing funding tools. Table 4 presents the number of developers interviewed and their respective category. All interviews were conducted on the condition of anonymity.
<table>
<thead>
<tr>
<th>Developer Category</th>
<th>Local Builder</th>
<th>Regional Developer</th>
<th>National Developer</th>
</tr>
</thead>
<tbody>
<tr>
<td># of interviews</td>
<td>3</td>
<td>3</td>
<td>5</td>
</tr>
</tbody>
</table>

**Characteristics**

<table>
<thead>
<tr>
<th></th>
<th>Local Builder</th>
<th>Regional Developer</th>
<th>National Developer</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financing</strong></td>
<td>Contract for Building Service</td>
<td>Will finance the project, but less likely to utilize state and national financing incentives.</td>
<td>Will utilize local, state, and national financing incentives.</td>
</tr>
<tr>
<td><strong>Scale</strong></td>
<td>One – two structures at a time. Not speculative.</td>
<td>Builds 25+ units</td>
<td>Builds 25+ units</td>
</tr>
<tr>
<td><strong>Type of Development</strong></td>
<td>Typically, single-family homes.</td>
<td>Multi-family structures, possible single-family homes.</td>
<td>Multi-family structures, possible single-family homes. Experience with all types of development.</td>
</tr>
<tr>
<td><strong>Geographic area of work</strong></td>
<td>Local Community</td>
<td>Regional</td>
<td>Statewide/National</td>
</tr>
</tbody>
</table>

**Study Organization**

The final products of the Regional Housing and Workforce Study are a series of plans and supplementary documents that present community input and data related to the current condition of housing in the region. Regionally, there is a single plan that addresses the issues of the region as a whole. At the county level, a plan was created for each county. Locally, individual plans were created for forty cities and villages.
Housing Market Analysis

The City of Dodgeville is centrally located within Iowa County and serves as the county seat. The city had an estimated population of 4,693 in 2016. Dodgeville is home to several large employers including Land’s End and Walnut Hollow. The city is located along State Highways 23 and 18, as well as US Highway 151. It is approximately 40 miles from Madison, WI.

Figure 1: Dodgeville, WI Location

Key Findings

The following sub-sections outline key findings derived from the comments of stakeholders. Stakeholder comments are summarized and presented as bullet points. In some instances, comments offer differing thoughts on the existing housing market. The sub-sections are organized by topics discussed by all stakeholder groups, with the exception of developer comments which are presented on their own. Some comments are supported by additional data gathered from national, state, and local sources. All data can be found in Appendices A, B, and C and all interview responses can be found in Appendices D and E.
Overall Housing Market Conditions

- The current housing market is characterized by the low inventory of homes and strong demand. This has created a “Seller’s Market” characterized by a tight supply of “good” homes, leading to inflated values. The inflated values make it harder for buyers to qualify for mortgages.
- Strong demand for affordable low-maintenance, single-family housing.
- Expectations are that the housing market will stay strong for the foreseeable future.
- Overall, the physical condition of the housing stock in the county is fair to good.
- It is too expensive for many to build new single-family homes.
- There is demand for senior housing that allows seniors to move out of single-family homes into housing requiring less maintenance.
- Demand for housing appears to be in the range of $100,000 to $150,000.
- When employment is high, there is a strong demand for workforce housing, which is currently the case in Wisconsin and nationally. Demand for workforce housing is high.

2016 data shows that Dodgeville had 2,118 existing housing units, an increase of 35% since 1990, when the village had 1,573 units. The trend in Dodgeville has been a steady increase in the amount of housing units. Of the existing units, 2,018 were occupied and 100 were vacant in 2016. With the exception of the rate in 2010, vacancy rates have been below 5%, this is considered a low vacancy rate and indicates a continuous demand. Of the vacant units in the city, it was estimated that 5.2% of rental units were vacant and 3.7% of owner-occupied were vacant.

<table>
<thead>
<tr>
<th>Table 5. Dodgeville – Total Housing Units¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total housing units</td>
</tr>
<tr>
<td>Occupied housing units</td>
</tr>
<tr>
<td>Vacant housing units</td>
</tr>
</tbody>
</table>

Of the 2,018 occupied housing units, 1,258 (62.3%) are owner occupied and 760 (37.7%) units are renter occupied.

<table>
<thead>
<tr>
<th>Table 6. Dodgeville – Owner and Renter Occupied Housing Units²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owner occupied housing units</td>
</tr>
<tr>
<td>Renter occupied housing units</td>
</tr>
</tbody>
</table>

The majority (1,369) of housing units are single family structures, or 1-unit structures. The amount of single-family homes in Dodgeville has steadily increased since 1990. The number of structures with 2 units has increased substantially since 2010 from 112 units located within a 2-unit structure to 361 units being located in 2-unit structures.³

² Ibid.
³ Ibid.
Similar to Iowa County, and most of southwest Wisconsin, the housing stock in Dodgeville old. Approximately, 25% of all housing units in the city were built prior to 1940. Available housing data identifies the ages of housing on the basis of the decade built, with the 1940s being the oldest decade identified, and all housing built prior to 1940 is grouped together. Another date of consequence when identifying the age of structures is 1978, the year that the sale of lead paint was banned for residential use. Nearly 60% of all housing units in the city were built prior to 1980, these units have a higher likelihood to contain lead-based paint.

### Demographic Changes Impacting the Housing Market
- Older generations are selling their houses as they move into smaller places, assisted living, or nursing homes.
- First-time home buyers, seniors, and those with lower incomes are in the most need of affordable housing.
- The existing housing does not meet the needs of the existing population. Older generations do not have options available to them, which causes them to stay in their homes for longer. This in turn causes a tighter market for first time home buyers.
- Younger generations are waiting longer to buy homes and start families. Home ownership is not as important to younger generations.

According to the US Census Bureau, there are 594 households in Dodgeville with at least one person that is over the age 65, which is 29.4% of all households in the city. Of the 594 households with an individual over the age 65, 291 of those households (51%) represent people 65 years of age and older that live alone. Overall, 14.4% of households in Dodgeville are occupied by an individual 65 years old or older living alone.  

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The table below is based on the State of Wisconsin Department of Administration’s (DOA) population and household projections for 2030. This is one method of projecting future housing demand. This analysis is driven by historical demographic trends and is a broad-based and objective forecast of future housing demand over the next 10 – 12 years. However, this method does not anticipate proposed and/or ongoing developments that will impact the population and number of households in community during the writing of this plan. For this reason, comments from economic developers and key stakeholders are utilized to develop a more complete story. The analysis begins with the number of households that DOA projects for the city in 2030. A household is an occupied housing unit. A healthy housing market will have a percentage of vacant units available, so this analysis adds 5% to account for a desired number of vacant units. Additionally, some housing will need to be replaced overtime for a variety of reasons such as rebuilding or unexpected issues such as fires, and so the analysis adds .5% to account for this. The number of households and desired vacant and replacement units accounts for a projected number of housing units in 2030. From that number, the existing housing units counted during the 2010 census and the number of building permits issued for new housing since 2010 are removed. The resulting number is an estimate of number of additional housing units to be built by 2030. Dodgeville should anticipate the need for an additional 438 housing units by 2030.

Cost and Affordability

- There is demand for housing between $100,000 and $150,000 and affordable rental housing.
- Low-income to moderate income individuals and families were the most identified as needing affordable housing.
- Affordable housing is needed for all age groups.
- Single Parent families.
- Student loans create affordability issues for the those looking for first time home ownership.

The median home value in Dodgeville in 2016 was $142,700. which is less than Iowa County’s median home value of $166,900. In Dodgeville, housing values are well distributed. The greatest percentage of homes (31%) are valued between $100,000 and $150,000, while 26% of homes are valued between $150,000 and $199,999. There are also a

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6 Ibid.
7 Barroilhet, Dan and Egan-Robertson, David. Minor Civil Division and Household Projections, 2010-2040. Wisconsin Department of Administration, Demographic Services Center. 2013.
A significant amount of homes that are valued below $100,000.⁹

Residential home sales, as collected by Multiple Listing Services (MLS), show that between 2012 and 2018 the average median sale price of homes in Dodgeville increased by 25%. Median Household Income in Dodgeville between 2010 and 2016 actually decreased by 17%. This is a significant statistic showing that not only are housing costs increasing but that household incomes in 2016 dollars are decreasing significantly, making home ownership unlikely for many residents.

Table 10. Dodgeville – Multiple Listing Service: Annual Residential Listings¹⁰

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td># Sales</td>
<td>52</td>
<td>52</td>
<td>63</td>
<td>77</td>
<td>75</td>
<td>77</td>
<td>77</td>
</tr>
<tr>
<td>Median Sale Price $</td>
<td>$108,250</td>
<td>$114,000</td>
<td>$117,500</td>
<td>$138,000</td>
<td>$139,900</td>
<td>$145,000</td>
<td>$145,000</td>
</tr>
</tbody>
</table>

A measure of housing affordability, specifically related to the availability of an affordable mortgage, is the ratio of home value to household income. Affordable housing has a ratio of home value to household income under 2.5. If the ratio of home value to household income exceeds 2.5, housing expenses are considered unaffordable. Dodgeville’s median household income in 2016 was $50,032. The following table identifies the affordability gap for owner-occupied housing and rental housing in Dodgeville. The table identifies that households with the median income will have a gap of $17,620 between an affordable mortgage and the median home value in the city. The analysis for renters shows that rental units remain affordable for those making the median household income.

Table 11. Dodgeville – Housing Affordability Analysis

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2016 Household Median Income</td>
<td>$50,032</td>
</tr>
<tr>
<td><strong>Owner-Occupied Affordability</strong></td>
<td></td>
</tr>
<tr>
<td>Median Household Income X 2.5</td>
<td>$125,080</td>
</tr>
<tr>
<td>Median Home Value</td>
<td>$142,700</td>
</tr>
<tr>
<td>Affordability Gap</td>
<td>($17,620)</td>
</tr>
<tr>
<td><strong>Renter-Occupied Affordability</strong></td>
<td></td>
</tr>
<tr>
<td>30% of Median Household Income</td>
<td>$15,009</td>
</tr>
<tr>
<td>Median Annual Rent</td>
<td>$8,952</td>
</tr>
<tr>
<td>Affordability Gap</td>
<td>$6,057</td>
</tr>
</tbody>
</table>

The following table identifies a 2015 estimate of the number of households with an income less than the median for Dodgeville, and if they are renters or owners. This table shows that owner-occupied households are more likely than renter households to have an income less than the median for Dodgeville, with the exception of households making less than 50% of the household median income.

### Table 12. Dodgeville – Residents with household income less than median

<table>
<thead>
<tr>
<th>Household income</th>
<th>Owner</th>
<th>Renter</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;= 30% median income</td>
<td>120</td>
<td>125</td>
<td>245</td>
</tr>
<tr>
<td>&gt;30% to &lt;= 50% median</td>
<td>70</td>
<td>145</td>
<td>215</td>
</tr>
<tr>
<td>&gt;50% to &lt;= 80% median</td>
<td>355</td>
<td>175</td>
<td>530</td>
</tr>
<tr>
<td>&gt;80% to &lt;= 100% median</td>
<td>180</td>
<td>60</td>
<td>240</td>
</tr>
</tbody>
</table>

Additionally, an analysis of Iowa County residents shows that approximately 55% of residents require three- times their median income to purchase a home at the median home value in Iowa County. Over the past five years, 772 new jobs were created in Iowa County. Of those newly created jobs, approximately 56% of those occupations require three times their annual income to purchase a home at the median home value in Iowa County. The analysis of existing and new jobs in shows an existing and future demand for workforce housing based on the existing occupations and future occupations being created in the county.13

Another metric available to examine housing affordability is the data available on the State of Wisconsin’s Homestead Tax Credit. The Homestead Tax Credit is a benefit available for renters and homeowners with low or moderate incomes designed to lessen the impact of rent and property taxes. To be eligible for the tax credit an applicant must rent or own a home that is their primary residence. In 2016, Dodgeville had 199 homestead tax credit claims, this is approximately 9.9% of households.

### Housing Preferences

- Proximity to employment, schools, and childcare is important.
- Housing that is safe and clean, without a lot of needed repairs is in demand.
- Low maintenance and efficient housing are desired by both younger and older generations.

As mentioned in our stakeholder comments, schools are a driving force for where young families choose to locate. The maps below indicate that over the past 10 and 18 years, the Dodgeville School District has experienced changing patterns of enrollments. Over the past 18 years, the district experienced a small enrollment increase of 4 students or .3%. Yet, over the past 10 years, district enrollment decreased by 115 students or nearly 9% overall.14 The 2017 – 2018 School District Report Card for the Dodgeville School District was very positive and rated the district exceeding expectations overall.15

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Figure 4: School Enrollment Net Change 2009-2018.
Barriers to Home Buying

- First-time home buyers have a hard time securing a loan, in part due to the repair requirements and conditions of the houses that are in their price range.
- Student debt is a significant barrier to first time homeownership.
- First time home buyers often lack a down payment and closing cost funds, as well as a reserve for lower priced homes that require maintenance.
- They (low income or first-time home buyers) have a hard time securing a loan, in part due to the repair requirements and conditions of the houses that are in their price range.

Developer Insights

The following bullet points are taken from eleven interviews done with a variety of developers. The developers that were targeted had either worked in or expressed interest in working in southwest Wisconsin. A complete list of developer comments can be viewed in Appendix E.

- Communities should make the process for developers easier and more attractive.
- Construction costs are out of control due to demand for materials and labor. If building costs continue to rise, it will result in a lack of affordable housing. Construction costs are high for both single-family homes and for multi-family.
- Rising interest rates are a barrier to new home construction. Rising interest rates make financing projects more expensive.
• Cost is more than the purchase of existing homes.
• The entire County is eligible for programs that focus on rural areas.
• Developers receive little assistance from municipalities and cannot afford the cost of building specifically for a small percentage of homebuyers that do not make a lot of money.
• There is an opportunity to meet the need for affordable rental housing and lower priced single-family homes.
• Future demand appears strong, although some developers believe that multi-family housing is being overbuilt in larger cities throughout the state and will cause a crash in multi-family construction for the entire state.
• Cities and villages need to remove red tape for developers.
• Village-owned land is attractive to developers because it means that the village controls the land and it makes the process move quicker.
• Cities and villages need to make the investment in their future. If cities bought the land and installed the utilities, it would be more attractive to developers.
• Trust. Communities need to trust that developers are their partners. Demand for workforce housing is high.
• Businesses need to pressure local government and be vocal about the need for additional housing. Get buy-in from local growth industries.
• Housing needs to be part of economic development agenda.
• Incentives are needed to bridge the gap
• Infill development is attractive, especially if multiple grant funding opportunities exist such as historic tax credits or brownfield redevelopment.
• If Cities and villages “do the math” for the developers. If the village has a desired purchase price for a home, they will need to work with developers to reach that end goal.
• Cities and villages need to plan ahead and zone for multi-family.

The following table identifies the amount of land suitable for future housing development both within the municipal boundaries of the village and within the extra-territorial zoning (ETZ) boundary. The land suitability analysis identified land that may be suitable to future development by identifying the acreage and number of parcels that have a low-slope, are outside of environmental regulations (floodplains, wetlands, etc.), and within proximity to existing road infrastructure. The following table identifies that 732.3 acres exist within the city that may be suitable to development and there are 2,434 acres within the ETZ that may be suitable to development.

<table>
<thead>
<tr>
<th>Table 13. Dodgeville – Land Suitable for Future Housing Development</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Within Municipal Boundaries</strong></td>
</tr>
<tr>
<td><strong>Parcels</strong></td>
</tr>
<tr>
<td>Less than 1 acre</td>
</tr>
<tr>
<td>1 – 5.99 acres</td>
</tr>
<tr>
<td>6 – 10.99 acres</td>
</tr>
<tr>
<td>11 – 20.99 acres</td>
</tr>
<tr>
<td>21 – 40 acres</td>
</tr>
<tr>
<td>Over 40 acres</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>
Recommendations and Implementation

The following section was developed in response to what was heard in stakeholder interviews and what was determined through data analysis. A principal reason for undertaking the study is that the current housing supply may not be meeting the current demand, both in terms of amount of housing and in terms of type of housing. For many municipalities this was confirmed through stakeholder interviews and data analysis. The following strategies and actions are meant to inform municipalities of their options to address the gaps in the private housing market. The local municipality and county economic development staff are largely responsible for determining the extent to which they are willing to act towards adjusting the market in order to incentivize private housing investment in the community.

1. Current housing markets require community investment to address gaps in private housing development.

   **Existing Condition:** Housing development is not a universally accepted or acknowledged role of traditional economic development agencies or municipalities in southwest Wisconsin. However, the current economy in southwest Wisconsin is currently constricted by a lack of workforce, which is itself tied to a lack of quality affordable housing. The existing housing market requires community investment to address gaps in private housing development. Municipalities, counties, and county economic development organizations have different levels of authority and ability to act in the housing market.

   - **Action:** Identify responsibilities and roles at the community level to undertake specific actions taken at the local level to attract housing suitable to the existing and future residents.
   - **Action:** Identify key stakeholders that are committed and concerned with addressing housing and workforce issues. This may include local businesses, local realtors, lenders, and government officials. These stakeholders should form a local housing committee.
   - **Action:** Coordinative activities with the county and county economic development organizations.
   - **Action:** Update housing study document with new data following the 2020 census.

2. Incentivize housing developers.

   **Existing Condition:** The overall market in southwest Wisconsin is not as attractive for developers as the more urban areas due to lack of population density, disinterest by many municipalities in getting involved in the market, and outdated regulations and zoning ordinances. Additionally, developers cited recent increases in construction costs and interest rates as a barrier to development. To address the increased cost developers will look for incentives to work in smaller communities.

   - **Action:** Ask local growth industries and large employers in the community to advocate for additional housing in the community through written commitment or other means to establish “buy-in.”
   - **Action:** Develop a marketing strategy to inform potential developers of potential incentives, community “buy-in”, available land, and the need for additional housing.
   - **Action:** Invite developers to visit the community and discuss what they need in order to profitably invest in new housing.
   - **Action:** Create a culture that welcomes and incentivizes investment in the region by housing developers through long-range land-use planning and marketing of the specific needs of the community (income, ages, etc.).
   - **Action:** Develop a long-range capital improvements plan that reflects investment needed for new housing, such as sewer and water capacity, timing of investments, etc.
   - **Action:** Establish acquisition plan to acquire parcels for future housing development and infill housing. Developers stated that community owned land is an incentive to future development.
3. Address issues associated with the demographic changes that impact the housing market and housing preferences.

**Existing Condition:** Based on demographic data, the demand forecast for the community identifies the need for an additional 438 housing units. Additionally, non-demographic factors such as growth of adjacent communities and demonstrated economic growth ability show that demand exists for housing in the community.

- **Action:** Identify buildable lots and develop a database. Developers need to know where they can build. Identification of these areas is a step that regional agencies can assist with. The initial step is identifying the parcels most suitable to construction. GIS software can assist in identifying parcels with low-slope, outside of environmental regulations, and within proximity to existing road infrastructure. Following the identification of parcels, additional discussion can occur regarding subjective elements of development.

- **Action:** Create a database of developers that the community has worked with in the past or that have shown interest in working with the community.

- **Action:** Implement housing marketing strategy by targeting identified developers with key information such as available land, incentives, community and local business “buy-in”. Invite developers to your community.

- **Action:** Review the community’s future capital improvements investments with the developer to determine what future investments may be moved forward to leverage investments and reduce gap financing.

- **Action:** Identify in-fill areas or future land near commercial downtowns and schools for new housing. Incorporate this in a future land use map and update the comprehensive plan accordingly.

**Existing Condition:** Based on stakeholder comments and data, new housing units are needed that are affordable for the growing population of fixed-income seniors. Data demonstrates that the sale price of housing is often greater than the median home values in the community, and the majority of home values in the community are in the range of affordable housing, between $100,000 and $150,000. In short, this means that much of the affordable housing is occupied. Furthermore, data suggests that residents of owner-occupied housing are more likely to have a median income less than that of renter occupied households. Creating housing for the growing senior population is likely to open up existing affordable homes.

- **Action:** Work with developers to determine options available for senior housing, including number of units, unit cost, and other financial incentives.

- **Action:** Gather input from existing homeowners through a targeted survey to identify future housing preferences of older homeowners.

4. Address issues of housing costs and affordability.

**Existing Condition:** New housing units are needed to accommodate the incomes of existing and projected occupations. Affordable housing is needed to attract future business development. Stakeholder identified affordable single-family housing is in the $100,000 to $150,000 range. A balance of homes for seniors and workforce is desired, with most to be closer to amenities with smaller grounds to care for, and some larger homes for those with larger incomes.

**Existing Condition:** Data suggests that existing owner-occupied households are more likely to have median incomes lower than that of existing renter occupied housing. This data along with an aging population suggests demand for additional multi-family renter occupied housing units.
o **Action**: Meeting with local businesses to determine the incomes of workforce in order to identify housing costs appropriate to the existing and future workforce.

o **Action**: Municipalities should review and revise the zoning ordinance as needed to allow for mixed-use commercial and residential units in or near the downtown to allow for smaller, more affordable, mixed-income, and inter-generational housing opportunities.

o **Action**: Develop a catalog of housing types and costs with input from developers. Determine costs that could be borne or off-set by municipality to buy-down cost of development and incentivize investment by communities.

o **Action**: Meet with developers and inform them of this need, and determine what gap financing amounts are needed in order to make a project work in the community.

o **Action**: Establish a desired purchase price for new housing and rental rates. Work with developers to “do the math” to determine what incentives are needed to reach those goals.

o **Action**: Develop a set of tools and database of state and federal programs designed to meet this gap.

o **Action**: Keep existing TIF open for additional year to raise funds for affordable housing programs or to assist in funding costs for existing housing programs.

5. **Work to address issues associated with the purchase of existing homes.**

   **Existing Condition**: Existing housing stock is old, and affordable housing is in need of repairs. Maintenance or costs to update are often a barrier to first-time home owners since it increases the borrowing amount, and therefore down payments.

   o **Action**: With input from realtors, develop a set of conditions that appear to be the largest investments needed in old housing, and develop associated costs with input from developers and builders. This will form a database that informs investments needed in existing housing.

   o **Action**: Develop local funding to off-set or cover costs needed to make existing housing livable for young families or seniors. This could include low or no-interest loans, down-payment assistance grants conditional upon home ownership and/or improvements, partnerships with industry needed to incentivize workforce, etc. The existing TIF district should be kept open for an additional year to fund affordable housing programs.