

ECONOMIC DEVELOPMENT

ISSUES & OPPORTUNITIES



Attracting Workforce

Prior to COVID-19, unemployment rate was extremely low and local employers reported have unfilled roles. Given these conditions, economic development professionals have been focused on workforce attraction and workforce development. This focus is consistent with a strong national economic development trend towards attracting people first and businesses second.



Attracting & Retaining Business

Many stakeholders have noted a desire to attract and grow industries that are growing in the wider economy especially those with higher-paying jobs. While the challenge of workforce availability is currently inhibiting a focus on employer-attraction, economic shifts will likely change this perspective.

ECONOMIC DEVELOPMENT GOAL #1

Foster reinvestment in existing downtown commercial building stock to provide quality space for entrepreneurship and business growth.

Policies

- » **#1-** The downtown core will have well-maintained buildings that attract local businesses.
- » **#2-** The downtown core will include attractions such as pocket parks and public art that draw visitors and customers to the area.
- » **#3-** Kiel will be a destination for entrepreneurs looking to relocate to a small town with quality housing, commercial space, and business necessities such as broadband internet.
- » **#4-** The City may acquire property in order to control and accelerate redevelopment of key sites.

Actions

- » **A.** Develop design standards for the downtown core that enhance the beauty and character of the downtown.
- » **B.** Create smaller destination spots, such as pocket parks or public art.
- » **C.** Work with private developers to acquire and renovate existing properties to improve their appearance, function, and viability.
- » **D.** Take advantage of federal and state funding to expand rural broadband internet options and access.

What is a living wage?

The living wage identifies the necessary income (minus payroll taxes) to cover an individual's or family's likely food, childcare, health insurance, housing, transportation and other basic necessities (e.g. clothing, personal care items, etc.). Based on MIT's Department of Urban Studies and Planning, Kiel's 2019 annual living wages are shown on the right.

1 Adult: \$11.17
w/ 1 Child: \$24.10
w/ 2 Kids: \$28.75
w/ 3 Kids: \$35.58

2 Adults: \$ 8.84
w/ 1 Child: \$13.23
w/ 2 Kids: \$15.75
w/ 3 Kids: \$18.20

source: <https://livingwage.mit.edu/metros/22540>

ECONOMIC DEVELOPMENT GOAL #2

The City will attract, expand and diversify the local economy.

Policies

- » **#5-** The City should have a supply of development and redevelopment sites ready for new business investment. This should include infill sites that have been cleared and cleaned (if necessary) and growth area sites that are already served with public utilities.
- » **#6-** Continue to develop and manage the City's industrial and business areas to promote employer retention and expansion, as well as provide opportunities for new development.
- » **#7-** The City of Kiel, in reviewing development projects, will seek to maintain a balance between the needs of the community and the needs of the developer.
- » **#8-** Promote programs and initiatives that support entrepreneurship and remote/freelance employment (e.g. home-based businesses, co-working spaces, business incubators, business accelerators and makerspaces).
- » **#9-** The City will be an active partner with regional economic development entities—with particular focus on workforce training initiatives and efforts to help local employers gain access to new markets.
- » **#10-** Support business development initiatives that increase diversity of entrepreneurs, business types and the workforce, as well including access to culturally specific needs.

Actions

- » **E.** Collaborate with local business development groups to proactively communicate, discuss needs, and receive feedback from area businesses. Use these conversations to continually refine services and resource referrals.
- » **F.** Create and maintain an inventory of available sites for development and redevelopment, updated on a biannual basis.
- » **G.** Coordinate with business development groups to provide annually updated community data that can be used in marketing toward target businesses that provide living-wage employment opportunity.
- » **H.** Review and revise Tax Increment Finance policy to prioritize business attraction, retention, and expansion.

LOCAL RESOURCES

- Industrial Revenue Bonds
- TIF Districts
- Downtown Loan Programs
- Business Improvement Districts

STATE/FEDERAL PROGRAMS

- WEDC
- CBDG
- Community Development Zones
- Rural Economic Development (RED) Early Planning Grant Program
- WI Development Fund (WDF)
- Transportation Facilities Economic Assistance and Development Program
- Opportunity Zones
- Focus On Energy

2022 SNAPSHOT: ECONOMIC DEVELOPMENT

Economic development activities play a key role in the quality of life of the community and the long term viability of the city. This economic development snapshot explores the city's current environment, and inventories efforts that support economic development in the community.

TOP 5 GROWTH INDUSTRIES (2010-2020)

Industry	% change
Other services, except public administration	355.6%
Construction	229.3%
Finance and insurance, and real estate and rental and leasing	122.9%
Wholesale trade	54.5%
Retail trade	49.4%

COMMUTING PATTERNS

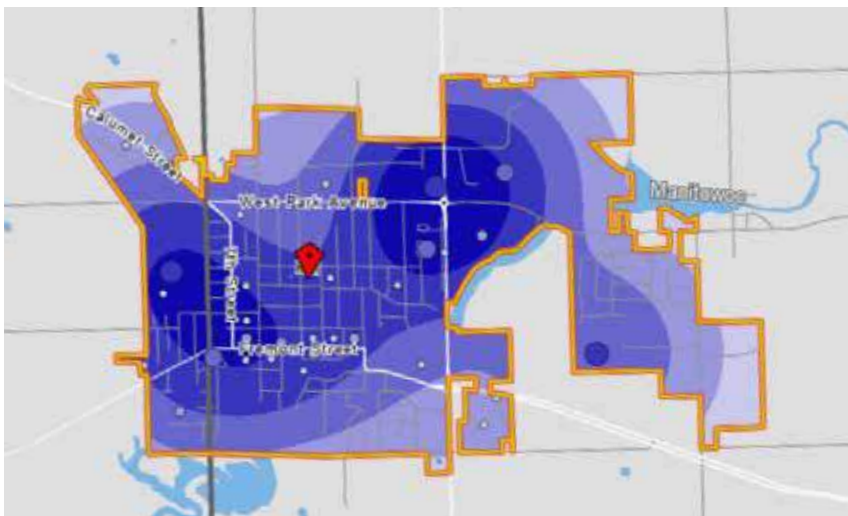


EMPLOYMENT BY INDUSTRY

Source: 2016-2020 5-Year ACS Estimate

Industry	Kiel	Manitowoc County	Calumet County
Agriculture, forestry, fishing and hunting, and mining	0.0%	4.4%	2.5%
Construction	10.1%	6.0%	5.7%
Manufacturing	42.8%	37.6%	34.0%
Wholesale trade	2.5%	2.5%	4.8%
Retail trade	8.6%	6.7%	7.9%
Transportation and warehousing, and utilities	2.2%	5.5%	4.0%
Information	0.6%	0.7%	1.1%
Finance and insurance, and real estate and rental and leasing	5.8%	4.7%	7.7%
Professional, scientific, and management, and administrative and waste management services	1.3%	5.5%	6.8%
Educational services, and health care and social assistance	15.2%	16.7%	17.1%
Arts, entertainment, and recreation, and accommodation and food services	7.0%	4.1%	1.9%
Other services, except public administration	3.1%	3.0%	3.2%
Public administration	0.7%	2.7%	3.4%

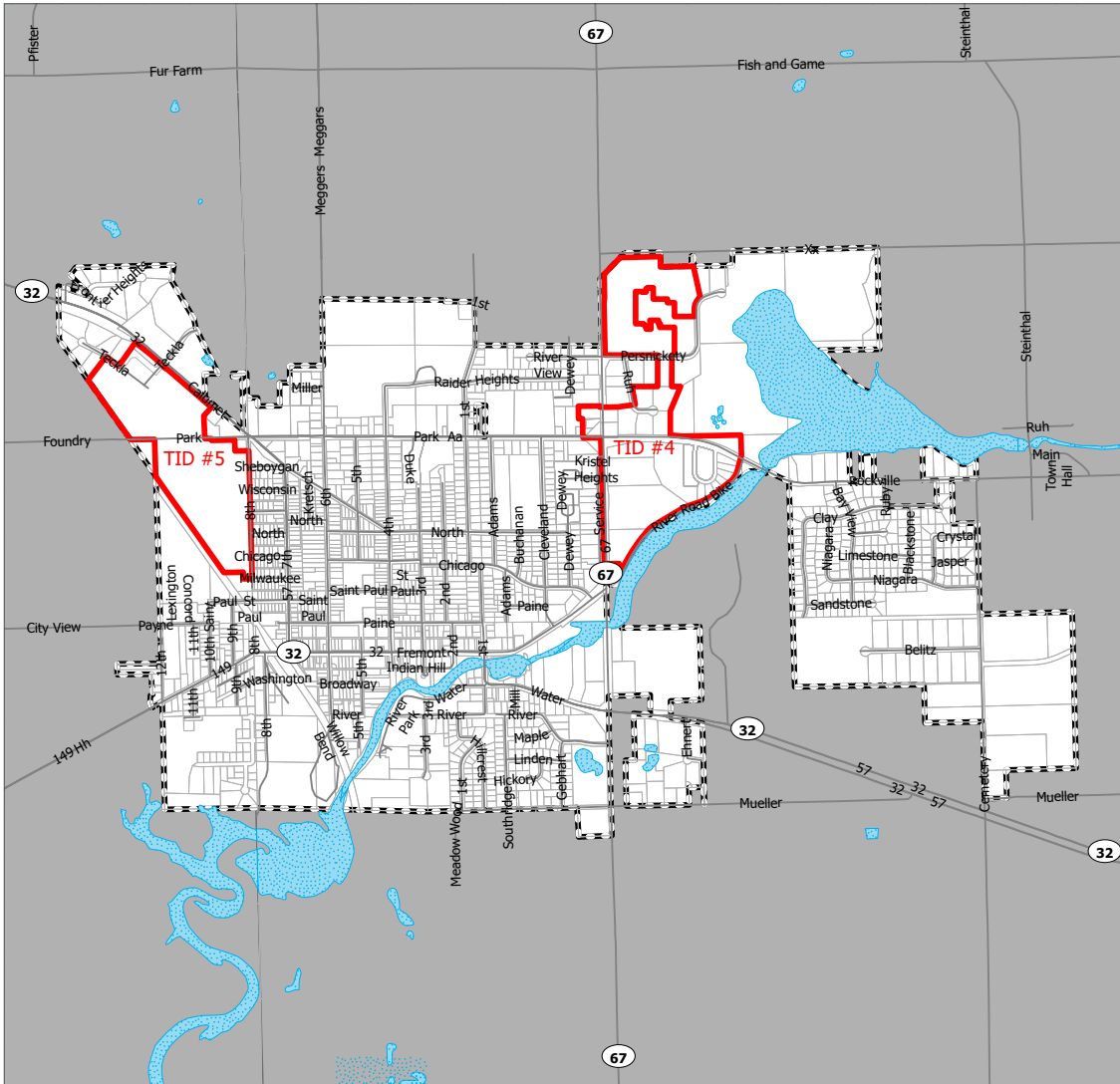
EMPLOYMENT DENSITY



TIF Districts

City of Kiel
Clark County & Manitowoc County
Wisconsin

- TIF Districts
- Parcels
- City Limits
- Surrounding Municipalities
- Surface Water



Data Sources:
Calumet County
Manitowoc County
State of Wisconsin
U.S. Census TIGER



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HOUSING

ISSUES & OPPORTUNITIES



Home Affordability

Large-scale economic trends are bringing housing affordability into focus. Over the last 50 years middle income households have seen 10% increase, while inflation-adjusted housing costs have risen roughly 50% for rental housing and 70% for homeownership in that period. Locally about 23% of owners and 43% of renters in Kiel pay more than 30% of the Area Median Income (which is the affordable threshold).



Attracting Young Adults & Families

Attracting and retaining families is important to the local economy, the community's future, and to maintain the quality of life present in Kiel.

HOUSING GOAL #1

Retain and attract residents, including young professionals, families, and retirees by supporting a range of housing options.

Policies

- » **#1-** Support gradual increases in density that allow homeowners to age in place and homebuyers to generate additional income (e.g., twinhomes, accessory dwelling units, and other split owner-occupancy/tenancy dwelling types).
- » **#2-** Locate workforce and affordable housing in places with good walking access to jobs and shopping and/or where public transportation is available or planned. It should not be concentrated in any single neighborhood.
- » **#3-** Pursue opportunities for infill development and redevelopment and mixed-use projects that include housing.
- » **#4-** Encourage the development of housing in every neighborhood for people of all abilities. This includes, for example, the use of universal design principles in new housing.

Actions

- » **A.** Review and amend the zoning ordinance as appropriate to enable the development of housing formats that limit cost, including smaller lots, smaller homes, attached units and "cottage court" clusters of detached homes. Identify locations for these formats in neighborhood plans for new and existing neighborhoods.
- » **B.** Work with developers experienced with rental housing renovation to pursue State and Federal 4% tax credit-funded renovation of aging units to reinvest in units while protecting their affordability.
- » **C.** Look for opportunities to encourage reinvestment with a new tax credit application to extend affordability of tax credit-funded units.
- » **D.** Encourage the development of multi-use and multi-density developments.
- » **E.** Commission a housing study to determine future housing needs and capacity.

HOUSING GOAL #2

Maintain quality housing and community character by encouraging the maintenance and improvement of the existing housing stock and properties throughout the community.

Policies

- » **#5-** Enforce property maintenance and nuisance codes to maintain neighborhood quality and prevent blight. If a neighborhood area develops frequent property maintenance problems it may be a result of a mix of underlying conditions. The City will consider a multifaceted response that includes not only code enforcement but also City and non-profit supportive services to address underlying conditions.
- » **#6-** Work with local and regional non-profits to actively foster neighborhood engagement and upkeep in neighborhoods, especially those with lower home values, while also investing resources to rehabilitate and revitalize housing stock in strategic areas.
- » **#7-** Encourage and support annual neighborhood block parties to build neighborhood support, social resilience, and connect residents to elected and appointed officials. This will help get decision-makers on-the-ground across the community to understand issues and opportunities in specific neighborhoods, and help develop an action plan for concerns as they arise.

Actions

- » **F.** Hold an annual meeting with City staff to determine the effectiveness of property maintenance and nuisance codes and propose amendments as necessary.
- » **G.** Utilize the City website to promote local, neighborhood level events in support of neighborhood groups and/or associations.
- » **H.** Consider creating a set of reservable block party resources that are available to the community (see page 31).

What is Universal Design?

Universal Design is an approach to the design of the physical environment that allows access and use by anyone, of any ability. It includes accessibility features as required by the American Disabilities Act, such as wider doorways, door openers, at-grade entries and grab bars in bathrooms, with a focus on having one set of features for everyone. It also includes design for intuitive use without the need for instructions and elements helpful to people with limited hand dexterity such as lever door handles and rocker light switches. Universal design principles can be applied to any housing unit, even if not required by law or specifically intended for senior residents.

What is the benefit of increasing density within existing neighborhoods?

Accessory Dwelling Units (ADUs) can respectfully increase density in built environments without changing the character of the neighborhood. ADUs can be a separate cottage in side/rear yard, apartment in the basement, a space above a garage or a unit attached to the home. While financing can be difficult, ADUs allow homeowners to create an additional dwelling unit on their own property for family members, caretakers, and friends who are in need of housing. They are also commonly used by aging households to "downsize" their own housing, while maintaining ownership of the property as either an income-generating rental, or housing for family members serving as caretakers later in age.

ISSUES & OPPORTUNITIES



Diversity of Housing Stock

Having a diverse mix of housing types with well-designed buildings and developments within each neighborhood is vital to the long-term health of the neighborhood and the City as a whole. This includes low- to high-density units inclusive of rental and homeownership.



Neighborhood Revitalization

The distribution of housing types in a community and the design of individual projects have a huge impact on the quality of life and equity in the community. Infill redevelopment projects need careful design to achieve a comfortable fit for the new uses within existing neighborhoods.

HOUSING GOAL #3

Connect and integrate new home developments to the rest of the city through comprehensive transportation corridors.

Policies

- » **#8-** The City will require sidewalk construction and maintenance throughout the community for new and existing homes and buildings.
- » **#9-** The City will actively promote its trail network on the City website.

Actions

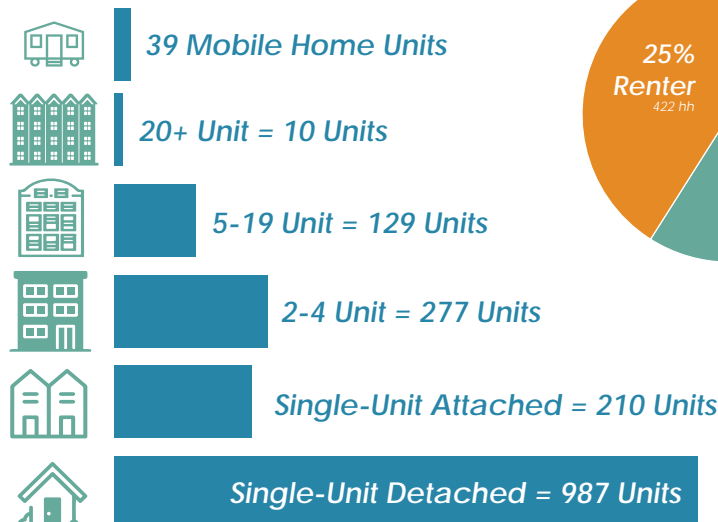
- » **I.** Discourage the development of cul-de-sacs, except where necessary due to space, topographic, or other geographic constraints.
- » **J.** Require sidewalk and/or trail construction along with road and utility infrastructure during the creation and implementation of new subdivisions and commercial developments.

2022 SNAPSHOT: HOUSING

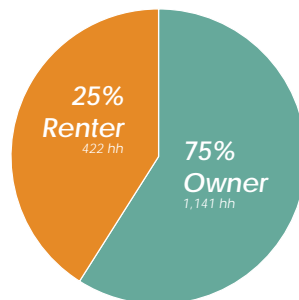
The following numbers illustrate those conditions in Kiel most relevant to the formation of housing goals and policies for the next 10 years.

- 1,841** - The number of housing units as of 2020.
- 67%** - The percentage of units that are single-family detached housing, compared to 71% for the County. As costs continue to rise for new construction, these unit types may become increasingly unaffordable and households may need to look for new options in the housing market.
- 73%** - The percentage of all units that are owner-occupied, based on the American Community Survey (ACS). This is unchanged over the past decade and indicates stability in unit occupancy types year-to-year.
- 21%** - The percentage of all units that are single attached or 2-unit attached, based on ACS surveys. Attached and two-unit building forms are becoming more common, and are important to adding gradual density in land use decisions.
- 4.7%** - The percentage increase in the median owner-occupied home value since the market bottom in 2012. This indicates a much slower growth rate in the housing valuation market than the statewide increase of 12.0% over the same time period.
- 25%** - The percentage of rental units in Kiel.
- 5.4%** - The vacancy rate in 2020, which is an increase from 6.9% vacancy recorded in 2010. While owner-occupied housing is seeing tighter markets and less available units, increasing desirable rental choices is important to offer options within the housing market.
- 16%, 20%** - The percentages of owner households and renter households, respectively, that pay more than 30% of their annual income on housing costs. 30% is the generally recognized housing "affordability limit" for households before budgets are cut for other essentials - food, healthcare, childcare, etc. These can be thought of as "families that cannot afford" housing in Kiel. **All homeowners that cannot afford housing make less than \$50,000 per year.**

TOTAL NUMBER OF UNITS BY STRUCTURE, 2020



HOUSEHOLDS, TENURE



STREET 'N GREET BLOCK PARTY TRAILER

The City of Ames, Iowa created a block party trailer to support neighborhood block parties that bring together neighbors, new residents, City Council and City staff to socialize and share ideas.

The Street 'N' Greet Block Party Trailer program is a collaborative effort involving staff and resources from multiple City departments, including Parks and Recreation, Police, Fire, Public Works, and Fleet Services.



"The Street 'N' Greet Block Party Trailer has become a very popular and highly-sought addition to neighborhood block parties. The volunteers who originally organized the Street 'N' Greet Block Party Trailer believed that neighborhood block parties strengthen relationships within and between neighborhoods and help Ames be a more welcoming and inclusive community."

The trailer can be reserved, and includes:

- Street barricades
- Folding tables
- Chairs
- Canopy Tent
- Portable Lighting
- Outdoor Games
- and more!

The City website also includes helpful information on "How to Throw a Block Party", an invitation template, reservation request forms and calendar, and trailer guidelines.

Source: www.CityOfAmers.org/trailer

MOBILITY & TRANSPORTATION

ISSUES & OPPORTUNITIES



Bicycle & Pedestrian Facilities

The City has pieces of a strong walking and biking network; however, there are still gaps. These facilities are a desired amenity both for recreational benefits and as an alternative to using a motor vehicle. Additionally, the City's biking network includes very little on-street infrastructure such as marked bike lanes, route signage or bike detection at signalized intersections.



Micromobility

Most cities have ordinances regulating more traditional micromobility such as bicycle riders and pedestrians. However, micromobility is a rapidly expanding category of transportation. This includes e-bikes, scooters and e-scooters, skateboards, roller blading, "Other Power-Driven Mobility Devices", and more. Many local ordinances do not keep up with these types of mobility. Reducing the specificity of bicycle and pedestrian regulations and creating more shared use facilities allow the City to welcome more modes of transportation without frequent amendments to the ordinances.

MOBILITY & TRANSPORTATION GOAL #1

Design a capital improvement plan that includes the management and maintenance of existing streets, sidewalks, and trails.

Policies

- » **#1-** The City will monitor the quality of sidewalk infrastructure and provide assistance to property owners for maintenance and replacement.
- » **#2-** The City will proactively monitor the quality of public surface infrastructure such as streets, City-owned parking areas, and trails.
- » **#3-** Annually review the plan and compare it with current conditions to evaluate the necessity and priority of upcoming projects.

Actions

- » **A.** Maintain an inventory of public infrastructure and develop a regular inspection schedule.
- » **B.** Track and share progress of annual capital improvement projects to build public support.
- » **C.** Integrate new and planned infrastructure into the CIP, annual budget, and inspection schedule.

MOBILITY & TRANSPORTATION GOAL #2

Develop a comprehensive, connected mobility system that provides access to traditional and alternative modes of transportation and active recreation throughout Kiel.

Policies

- » **#4-** Move toward implementation of a complete streets network that is safe, convenient and attractive for everyone regardless of age, ability or mode of transportation.
- » **#5-** Discourage cul-de-sac streets in favor of connected streets that provide transportation flexibility and increased safety in case of an obstructed street. Additionally consider mid-block sidewalks/multi-use trail connections for pedestrians for interior streets/cul-de-sacs.
- » **#6-** Collaborate with Kiel Area School District on safe transportation for students, including walking, biking, and busing, both in neighborhoods and near each school site.

Actions

- » **D.** Connect gaps in multi-modal transportation networks that connect Kiel to neighboring communities, for both off- and on-street facilities
- » **E.** Collaborate with responsible jurisdictions to ensure roadway improvements (including County and State highways) have multi-modal aspects integrated into planning and development, or appropriate alternatives developed.
- » **F.** Review the City's off-street parking requirements periodically (at least every two years) to assess their effectiveness in making efficient use of land for vehicle parking. When appropriate, reduce minimums and consider enacting maximums to avoid excess parking spaces.



2022 SNAPSHOT: MOBILITY & TRANSPORTATION

Road Network

Regional Highway System: Major highways located in Kiel include State Highway 67, State Highway 32/57, and County Highway HH.

Local Roads System: Local roads are owned and maintained by the City of Kiel with inconsistent stormwater infrastructure such as curb-and-gutter or ditches.

Bicycle & Pedestrian Network

Solomon Trail: This 4-mile trail begins on the city's northwest side and links Kiel with the City of New Holstein.

City Bike System: The City has an extensive interconnected shared-use trail network that connects all of the City's parks, follows along the Sheboygan River, and combines with the Solomon Trail.



TRANSPORTATION FACILITIES

