



**Mayor
Emily Kuhn**



City Leadership – Working Together to Move from Good to Great

Overview: Dane County - Housing Data Needs

Percentage of Middleton
Population of Dane County's
Total Population:

4%

Middleton Population (1/1/23)

23,476

Dane County Population (1/1/23)

590,056

One of our region's key challenges is growth.

With almost 200,000 more people projected to live in Dane County by the year 2050, our choices about how and where people live, work, and travel set the stage for future quality of life.

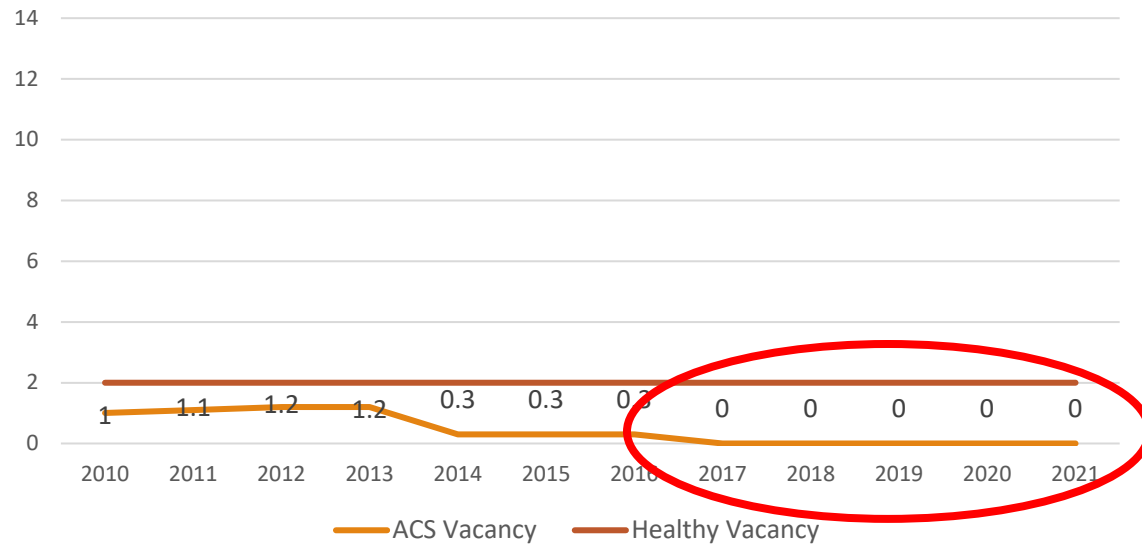


If Middleton grows proportionally and consistently to Dane County, we would add about 8,000 people by 2050 or **320 people per year.**

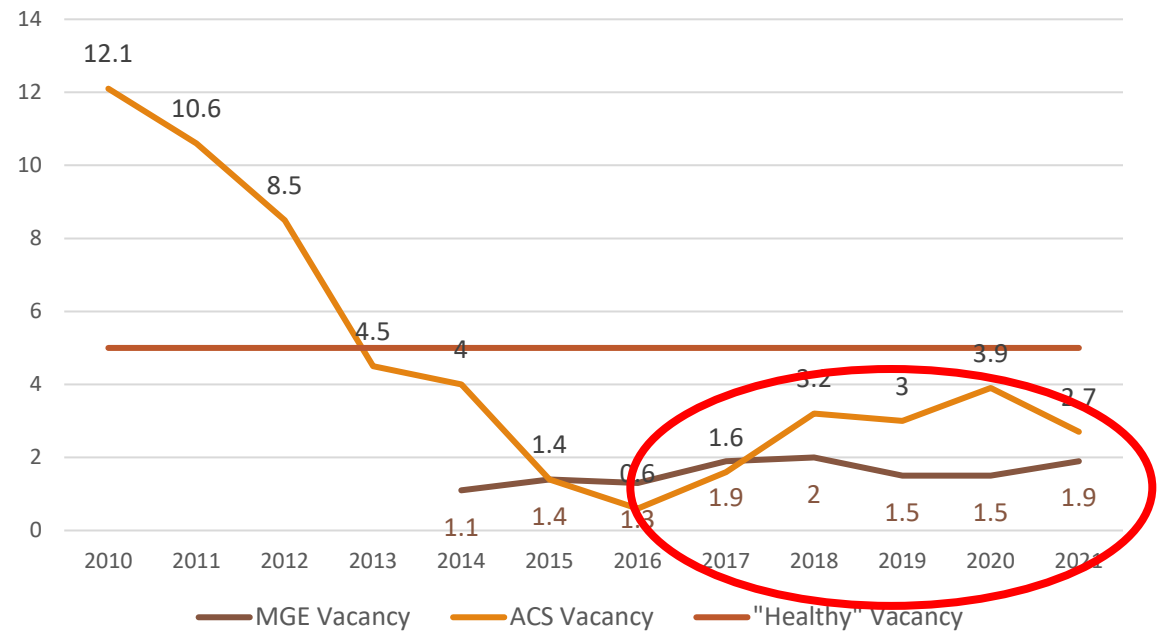
Per Staff: **Vacancy Rates** – 2021

There's capacity for both more homes and apartments. Notably, more for homes.

Homeowner Vacancy Rate



Rental Vacancy Rate



United States Census Bureau, American Community Survey (ACS) Data; Madison Gas and Electric (MGE) Data

Building Housing –

Getting from Good to Great

The Story of Working Together As Leaders

*To Move from 10 Homes Built a Year

*To Over 200 Homes Built a Year



City of Middleton, Wisconsin

Mayor Emily Kuhn

As an Economist: Running for Mayor

*I realized that there was a mismatch in the supply and demand

*A multi-prong approach was necessary to correct the “housing issue” in the City.

Demand: Talking to Residents at Doors

Economic data from Running for Office

- I heard families wanted bigger houses and were looking to move to other nearby cities where there were options readily on the market. (no supply)
- Widows wanted to stay in the City, but could no longer afford property taxes (too high). They love their community.
- * Empty nesters often discussed starter homes high prices for their kids that wanted to “come home and raise a family”
- * Some talked about the lack of reasonable rental prices.
- No one stated they wanted luxury apartments that were built.



Supply: Economic Data: Since 2013 - 2 main constraints

- ***Maturing boundary with neighboring towns and cities.** Mature boundaries of the city – leaves for little remaining greenspace to grow into; focusing growth on redevelopment options. (Supply Issue)
- ***Long Processing time for development led to focus on apartment builds.** From 2018-2022, housing growth in the city was focused on large, multi-family developments (apartments). On average, 10 single family homes were built each year. Developers focused on their demand from customers in balance with (easier) known workflow in the City for approvals – Apartments. (Supply).

To Increase Awareness of the Demand and Supply Imbalance

I took the approach as: What is within my control? How do we get information, and can we verify that information for our City?

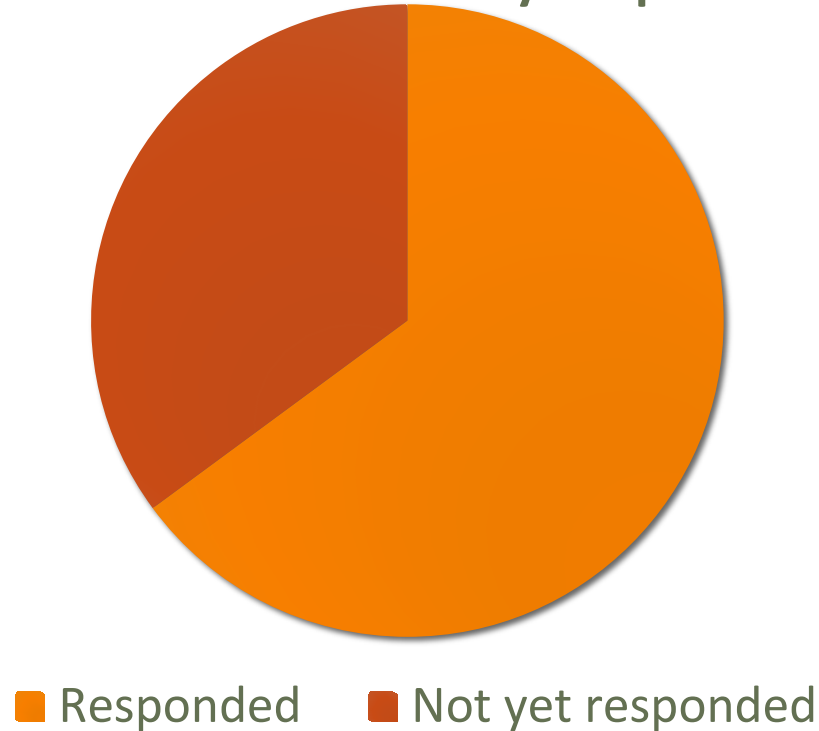
- * I Fully Supported the Planning Director's Interest in the Rewrite of Zoning as Plan Commission Chair. We had many meetings, pre-meetings, reviewed other cities, & chatted on what holds housing back (mainly, maturing boundary and a 1985 code).
- * I Audited the Tax Increment Financing (TIF) for Apartment Developers over the prior decade.
- * I Wrote a Housing Survey for both renters and homeowners
- * I Led Internal and External Communications to increase stakeholder buy-in.

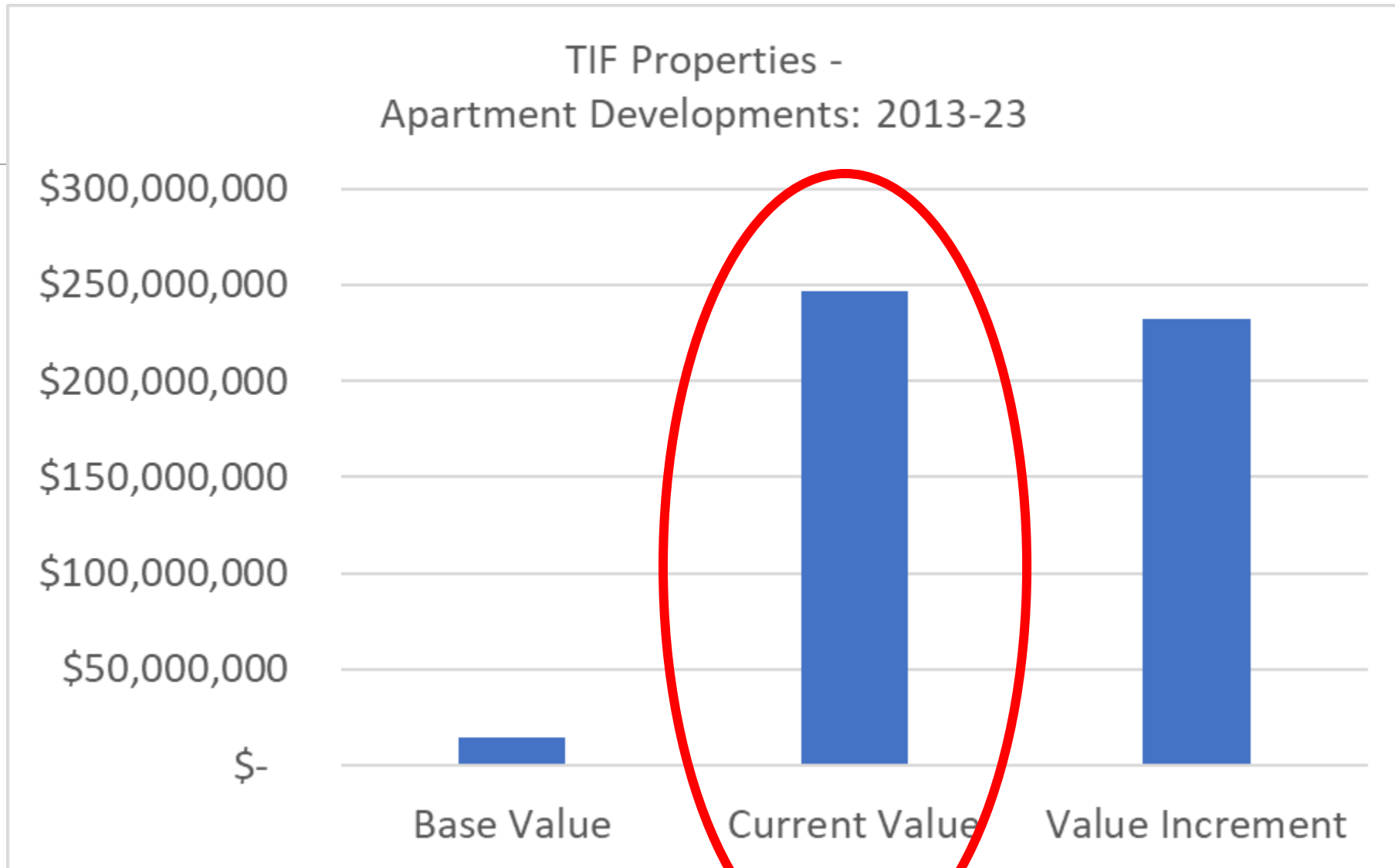


Survey of TIF Apartment Developers Over a Decade: 2013-23

Percentage of Survey Responders of Total

Apartment Developers Received TIF Over
Last Decade - Survey Responders





Surveys Completed

TIF Apartment Developers Over a Decade: 2013-23

- 11 of the 16 developments responded.
- \$43 Million in TIF to these 16 developments.
- 1544 apartment units built in these 16 developments

	Property Name
1	Aviary / Middleton Market
2	Cardinal Row Apartments
3	Cardinal View Senior Housing
4	Conservancy Bend Residences
5	Foundry
6	Market West Apartments
7	Meadow Ridge Apartments
8	Middleton Center - Phase 1
9	Middleton Center - Phase 2
10	Middleton Center - Phase 3
11	Middleton Station Apartments
12	Oak Ridge Apartments
13	Parmenter Circle Apartments
14	Stagecoach Apartments
15	Tribeca Apartments - Phase 3
16	Trotta Apartments

Survey Respondents – Vacancy Rates

Vacancies	Rented Apartments
73	569

Should I Stay or Should I Go?

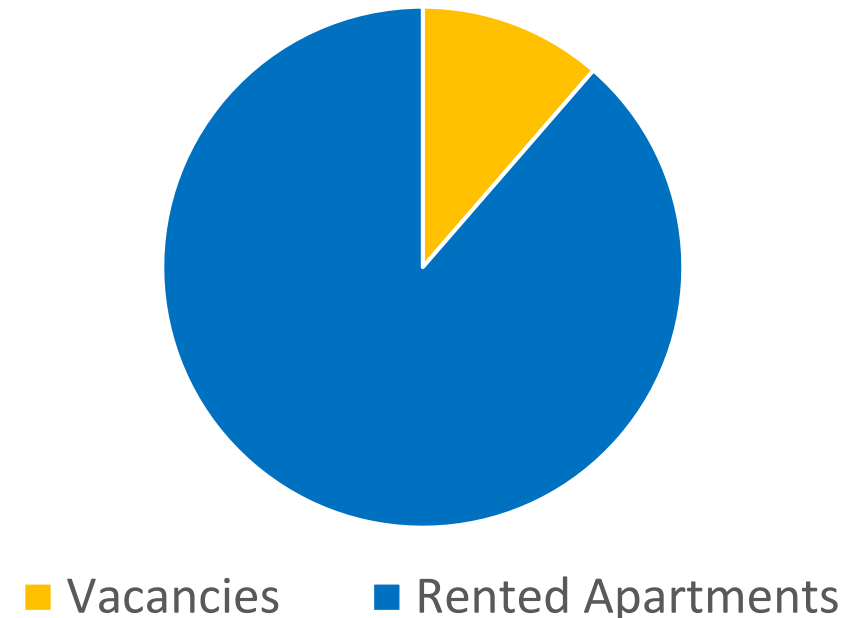
When a resident chooses to **stay** in a development:

- 82% note the reason as “**Location.**”

When a resident decides to **leave**:

- Less than 10 miles move:
 - 55% note: **cost and roommate issues.**
- More than 10 miles move:
 - 82% note: **job change**
 - 73% note: **purchased a home**

Volume of Rentals & Vacancies in
Responding TIF Apartment
Developers Over Last Decade





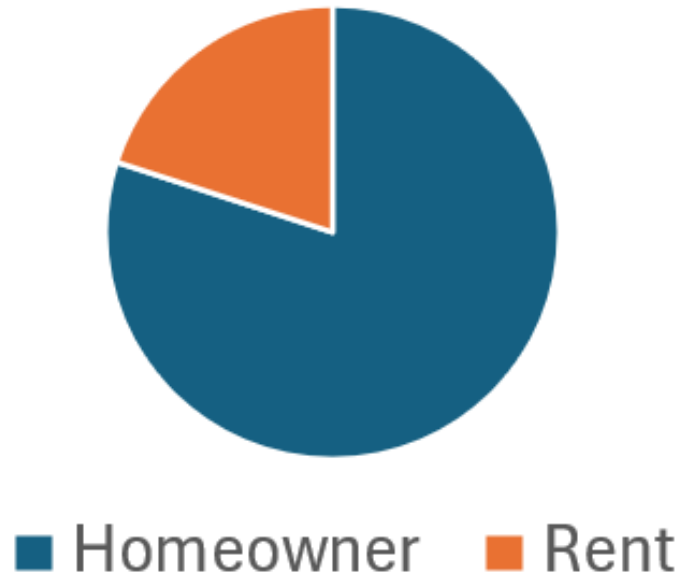
Housing Survey 2024

Over 500 responses within 1 week of media announcement

Middleton Housing Survey –

I wrote the survey – there were 30 q's; staff was supportive.

Respondents: Homeowner or Renter



Of the homeowners,
80% are single family
homeowners
18% are condo owners.

Of the renters,
67% are in complexes
with over 30 apartments

Survey Results: Top 5 Reasons to Live in the Community

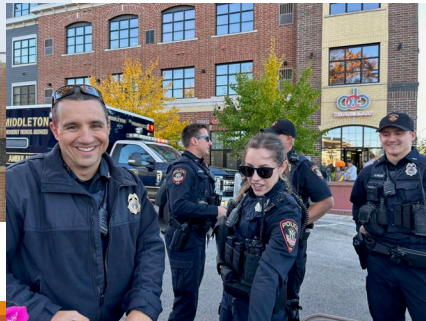
Why I chose to Live Here:

- Safe Neighborhoods,
- School District,
- Parks,
- Community,
- Commute



Why I chose to Stay Here:

- Safe Neighborhoods,
- Community,
- Parks,
- It's Walkable,
- Friends & Family



Living in Our Community

Recommend a friend to live in your neighborhood: 87% Agree

Plan to continue to live in the community: 89% Agree

Would like to get more involved and volunteer in the community: 39% Agree



Getting Around Town

If you work or run errands,

- 90% prefer driving (adding in – multiple choice)
- 45% prefer walking
- 22% prefer biking
- 8% prefer the bus
- 4% Carpool/Friend/Taxi/Uber/Lyft



Housing Survey Insights:

Results included:

- 13% of workers remote work for the coasts – over half are partnered with someone that has to go in person to work (anchoring them to our city/housing supply).
- So the developers citing demand for “luxury apartments” is true.
- Next q: How do we weave these teleworkers for the coasts into our “Good Neighbor City” fabric. How do we keep them long-term? Works with leaders on community event planning/comms.
- 5% of single family homeowners wanted larger houses for growing families
- 8% of single family homeowners wanted smaller houses (empty nesters/widows).
- I realized then, that they just needed to swap houses, but how do we get many families to immediately move?
- **Answer: We normalize renting for 1 year** in the luxury apartment that were near coffee shops, parks, and transit and great walking locations for our empty nesters.

Data Received: It's time to “Plan the Pivot”

Next Steps – Working together

1. I worked with City Staff to move forward on Zoning Updates, as Plan Commission Chair.
2. City Leadership met in year 1 routinely to plan Internal Communications and Leadership/Visioning on Housing
3. City Leadership met in year 1 and 2 routinely to plan External Communications on Housing, included media outreach on both survey results, as well as outreach to developers in the spirit of moving forward together.

Zoning Ordinance Update:

*I Fully Support the Rewrite of Zoning as **Plan Commission Chair.**

My goal: finding reasonable paths forward

- * Naturally reduce cost of housing by allowing smaller houses,
 - Allow ADUs across the City,
 - Reduce AIRBNB by permit to 4 months or less; returning rented homes to either year round rentals or return to the market for sale (increase supply) (still allows some income generation for locals).
- **Result:** The **MOST PROGRESSIVE** Zoning Ordinance in the State of Wisconsin. Updated zoning for mixed-use, better design, and greener development



Internal Communications

- Quarterly Leadership Meetings across all departments:
 - Fly in Formation Concept
 - Strategic Resource Usage
 - Sharing the Vision of More Single Family Homes in Balance with Apartment Construction
- Routine Meetings with Planning and Public Works Directors and Staff to find pain points and opportunities to make checklists for customers (developers) to have a full application.
- **Result:** Review of Processes for both departments internally and cross referencing neighboring cities for best practices. Checklists Made and Streamlined permitting for faster, more efficient approvals.

Contact: Abby: [Staff Directory](#) • Abby Attoun

External Communications:

- Met with developers individually to hear their experience as a customer along with Planning Director, Abby Attoun, and as available, the Public Works Director and City Administrator.
- Asked the hard questions of:
 - What do we do well?
 - What could we do better?
 - What is holding your current project back from getting projects shovel ready?
- **After 1 year of routine quarterly check-ins individually, the City pivoted to monthly once a month Zoom calls (voluntary for customers) for 30 minutes to share city updates – regulations, inspections, and staffing updates for 15 minutes then pivot to developer updates in round robin style. After 3 months of check-ins in spring to summer, we paused for build out season, and plan to return in the fall to finish up projects timely before heavy frost (stop cement pouring).**
- **Result:** Improved developer communication with clear support and regular check-ins



Mayor Emily Kuhn presents with City Planning Director, Abby Attoun, to the Chamber of Commerce on Housing.

2025-2028: Planned Housing Construction in the City

- 765 units of single family housing approved
- adding an additional 3,000 units of multi-family being considered: including more apartments (not listed here) in 2 of the subdivisions

Subdivision	Redtail Ridge	449 SF	Under Construction
Subdivision	Belle Farm	150 SF	Under Construction
Subdivision	Pheasant Crossing	166 SF	Under Construction
Greenfield	Allen Boulevard	62 MF	Under Construction
Redevelopment	6300 University	136 MF	Deconstruction
Greenfield	Rockridge	376 MF	Approved
Redevelopment	Conservancy Bend	44 MF	Under Construction
Redevelopment	The Garden District	800 MF	Under Review
Redevelopment	Castle Rock	90 MF	Approved
Redevelopment	Middleton Shores	110 MF	Deconstruction
Greenfield	Aspen Commons	143 MF	Approved



Sharing our Story: Housing Panel Dane County Mayors

Then in June, there was a Housing conference by a local non-profit for electeds and municipal staff to share best practices. I always say: Our housing challenges are their housing challenges. So let's share our ideas and find ways forward Together!



Middleton Mayor Emily Kuhn



Posted by Emily Kuhn

May 9 • 🌐

With the mayors talking housing! ❤️

