



136 North Monroe Street
Waterloo, WI 53594
Phone: (920) 478-3025
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www.waterloowi.us

A MEETING OF THE WATERLOO COMMUNITY DEVELOPMENT AUTHORITY - AGENDA

Pursuant to Section 19.84 Wisconsin Statutes, notice is hereby given to the public and to the news media, that a public meeting will be held to consider the following:

Date: July 18, 2023
Time: 6:00 p.m.
Location: Municipal Building, 136 North Monroe Street

- 1) CALL TO ORDER, PLEDGE OF ALLEGIANCE & ROLL CALL
- 2) MEETING MINUTES APPROVAL: June 20, 2023
- 3) UPDATES & REPORTS
 - a) Non-Metro Connections Update
 - b) Financial Reports Tax Incremental Finance Districts 2, 3 & 4, and Fund 600
 - c) Blight Blue and Whitelist
 - d) Business Association Liaison Report, (contact undetermined)
 - e) School District Liaison (contact undetermined)
- 4) OLD BUSINESS
 - a) Downtown Master Plan – Action Plan
 - b) Thrive Presentation/Discussion
 - c) Tax Incremental Finance Policy Review
 - d) Project Forward Update [NOTE: The CDA may meet in closed session per Wis. Stat. 19.85 (1)(e) Deliberating or negotiating the purchasing of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons require a closed session. Upon concluding a closed session, the Committee will reconvene in open session.
- 5) NEW BUSINESS
 - a) Cedar Corp Senior Housing Study
 - b) NMC Contract Renewal
 - c) Monday.com
 - d) WHEDA Developer Training
- 6) CITIZEN INPUT, FUTURE AGENDA ITEMS AND ANNOUNCEMENTS (3-minute time limit)
 - a) Annual Calendar
- 7) ADJOURNMENT

Jeanne Ritter, Clerk/Deputy Treasurer

Community Development Authority: Soter, C. Kuhl, A. Kuhl, Hudson, O'Connell, Zimmermann, and School District Superintendent Brian Henning as non-voting School District liaison
Posted, Mailed and E-mailed: 07/13/2023.

Please note it is possible that members of and possibly a quorum of members of other governmental bodies of the municipality may attend the above meeting(s) to gather information. No action will be taken by any governmental body other than that specifically noted. Also, upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals through appropriate aids and services. For additional information or to request such services please contact the clerk's office at the above location.

WATERLOO COMMUNITY DEVELOPMENT AUTHORITY -- MEETING MINUTES: June 20, 2023

Digital audio files are archived with these written minutes additionally serving as the official record.

1. PLEDGE OF ALLEGIANCE, ROLL CALL AND CALL TO ORDER. CDA Chair O'Connell called the meeting to order at 6:00 p.m. Members present: Zimmerman, C. Kuhl, O'Connell, Hudson, Soter, and Petts. Remote: none Absent: A. Kuhl and the non-voting member from School District. Others in Attendance or remote: E Butzine, A. Griffin, Alderman R. Griffin, Alderman Thomas and DPW Director Yerges and Clerk Ritter.
2. MEETING MINUTES APPROVAL: May 16, 2023. With corrections. MOTION: [O'Connell/Petts] VOICE VOTE: Motion carried.
3. UPDATES & REPORTS.
 - a. Non-Metro Connections
 - b. Financial Reports Tax Incremental Finance Districts 2, 3 & 4, and Fund 600.
 - c. Blight Blue & White list
 - d. Business Association Liaison Report.
 - e. School District Liaison. none
4. OLD BUSINESS
 - a. Downtown Master Plan – Action Plan – No update
 - b. Recommendation from Council to review Façade grant approval procedure. No charge. Use ccap and Better Business Bureau to look up applicants.
 - c. Project Forward Update
5. NEW BUSINESS
 - a. Thrive Presentation/Discussion D. Reinbold unable to attend.
 - b. Senior Housing Study Informational update to come in July
 - c. Tax Incremental Finance Policy Review. Keep on agenda to review further after Ritter gets update from attorney.
 - d. 333 Portland Road Sign and Concept Drawing Review. Approval of concept [C. Kuhl/J.O'Connell] Motion carried.
 - e. Developer Agreement Draft – Informational only
 - f. Press Release for Duquaine/ Paper/Web Ritter to work with Butzine and O'Connell.
 - g. Website Economic Development Tab Items we would like to see on tab. Land for sale. Map of walkways. 333 Portland Rd Concept. Senior housing and other studies.
6. CITIZEN INPUT, FUTURE AGENDA ITEMS AND ANNOUNCEMENTS
 - a. Annual Calendar
7. ADJOURNMENT. MOTION: [Zimmerman/Petts] VOICE VOTE: Motion carried. Time: 7:15 pm.

Attest:

Jeanne Ritter
Clerk/Deputy Treasurer



info@non-mc.com

329 W 3rd St., Fox Lake, WI 53933

920-203-3859

July 18, 2023

Community Development Authority
136 North Monroe St.
Waterloo, WI 53594

RE: July Update

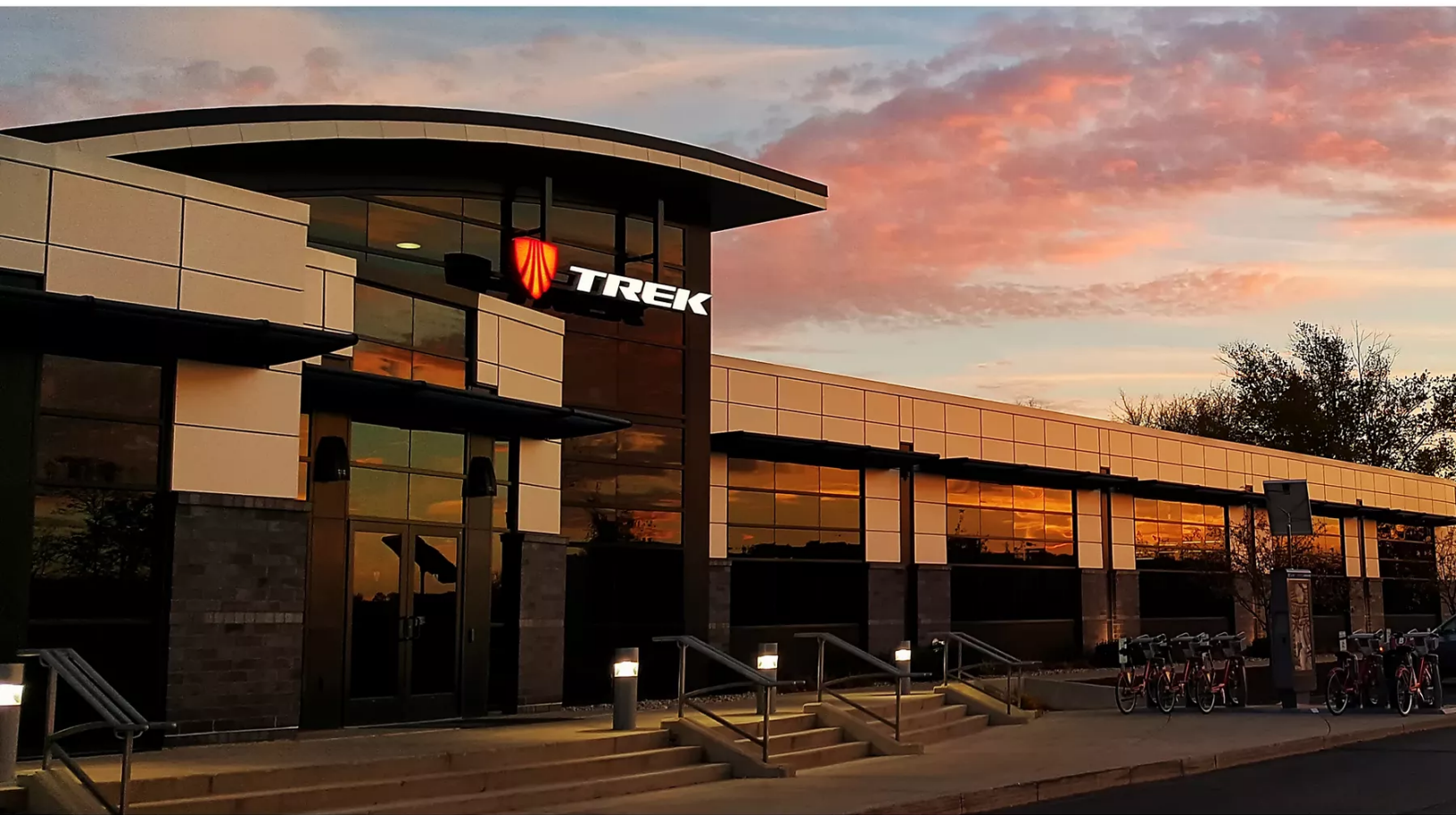
CDA Board,

I have partook in many key meetings and work over the past month, including:

- Jefferson County Economic Development Consortium
 - Monthly JCEDC Board meeting → Vice Chair
 - ThriveED Executive Committee
- 333 Portland Rd.
- Project Forward
- Dempsey Property
- Senior Housing Market Study
- 1 BRE visits

Please let me know if there are any additional areas of focus you would like me to start on.

Everett Butzine
Owner/Managing Member
Non-Metro Connections



Prepared for:
City of Waterloo
Jenifer
Quimby

Created by:
Everett
Butzine
Non-Metro
Connections

Service Contract - Community and Economic Development Consulting

This Service Contract (this “Contract” or this “Service Contract”), is entered into and made effective as of July 22 (the “Effective Date”), by and between City of Waterloo, with an office located at 136 N Monroe St., Waterloo (WI), 53594 (“Customer”), and Non-Metro Connections, with an office located at 329 W 3rd St., Fox Lake(WI), 53933 (“Consultant”).

Whereas:

1. Customer has a need for services; and
2. Consultant has an interest in performing such services for Customer; and
3. The parties wish to set forth the terms and conditions upon which such services will be provided to Customer;

Now therefore, in consideration of the foregoing, and the mutual promises herein contained, the parties hereby agree as follows:

Description of Services

Economic Development Services:

A. Business Retention & Expansion

Activities associated with business retention and expansion including visits and communication with key community business stake-holders.

B. Business Recruitment & Entrepreneurship

Activities associated with recruitment and formation, consisting of marketing of available properties, planning new developments or redevelopment and continuation of existing programs. Activities include following up on all development leads shepherding projects from concept to implementation.

C. Marketing & Outreach

Activities intended to increase local and regional knowledge of Waterloo, its amenities and local businesses with a purpose of growing private investment in the community.

D. Office Hours & Meetings

Consultant will conduct office hours in Waterloo. Consultant will provide up to 12 hours per week in Waterloo, primarily communicating with property owners, business stake-holders and potential project partners. Consultant will attend up to two public municipal meetings a month.

E. Any additional services (eg. grant writing, TIF analysis, etc.) will be performed at an hourly rate with written or verbal approval by the Waterloo Community Development Authority.

Code Enforcement Services:

1. Coordinate all issues related property maintenance.
2. Ensure code compliance by:
 - a. Conducting community inspections to identify code violations.
 - b. Efficiently responding to citizen complaints pertaining to code violations in a timely manner understanding that hours per month are very modest.
 - c. Issuing noncompliance orders.
 - d. Making recommendations on variances and appeals relating to noncompliance orders.

- e. Compile data for monthly reports as required by the Waterloo Community Development Authority.
 - f. Appear as a witness during legal proceedings.
3. Coordinate with the Police Department relating to citations and enforcement communications.
 4. Prepare and keep current public information on the municipal website and elsewhere as it pertains to code violations and code compliance.
 5. Categories of code non-compliance will include, but are not limited to:
 - a. Blight as defined by state and municipal code.
 - b. Inoperable and junked vehicles.
 - c. Outdoor storage of recreational vehicles, equipment and outdoor storage generally.
 - d. Junk, trash and debris.
 - e. Noxious weeds.
 - f. Downspout and sump pump discharges.

Zoning Administrator Services:

- A. Assist in updating the city's zoning code.
- B. Review new development plans in accordance with city zoning code.
- C. Assist in the preparation of zoning changes.
- D. Additional services desired by city staff or Mayor on a case by case basis.

Deliverables

Monthly update on progress of services to:

Community Development Authority
Plan Commission

Project Schedule

The contract terms are set for one-year. Contract will be automatically renewed on a month-to-month basis after July 22, 2023.

Pricing and Rates

1. Economic Development Services: \$52,000/year or \$4,333.34/month
 1. Additional ED Services outside of scope: \$65/hour
2. Code Enforcement Services: \$50/hour
3. Zoning Administrator Services: \$50/hour

Payment Terms and Schedule

An itemized monthly invoice will be in a form reasonably acceptable to the Customer on or before the 1st of the month from Consultant and expected to be paid in net-30 days.

Terms and Conditions

This independant contractor agreement is governed by the terms and conditions provided here and in **Attachment A**, attached hereto.

IN WITNESS WHEREOF, by their respective signatures below, the parties have caused the Contract, inclusive of Attachment A, to be duly executed and effective as of the Effective Date.

Non-Metro Connections

City of Waterloo

Everett Butzine

Jenifer Quimby

Attachment A

Service Contract Terms and Conditions

1. Intellectual Property Rights

Retained rights

Each party will retain all right, title, and interest in and to its own Pre-Existing Intellectual Property irrespective of any disclosure of such Pre Existing Intellectual Property to the other party, subject to any licenses granted herein.

Pre existing intellectual property

Consultant will not use any Consultant or third party Pre-Existing Intellectual Property in connection with this Contract unless Consultant has the right to use it for Customer's benefit. If Consultant is not the owner of such Pre Existing Intellectual Property, Consultant will obtain from the owner any rights as are necessary to enable Consultant to comply with this Contract.

Consultant grants Customer a non exclusive, royalty free, worldwide, perpetual and irrevocable license in Consultant and third party Pre Existing Intellectual Property, to the extent such Pre-Existing Intellectual Property is incorporated into any Deliverable, with the license including the right to make, have made, sell, use, reproduce, modify, adapt, display, distribute, make other versions of and disclose the property and to sublicense others to do these things.

Consultant will not incorporate any materials from a third party, including Open Source or freeware, into any Deliverable unless (i) Consultant clearly identifies the specific elements of the Deliverable to contain third party materials, (ii) Consultant identifies the corresponding third party licenses and any restrictions on use thereof, and (ii) approval is given by Customer in writing.

Consultant represents, warrants and covenants that Consultant has complied and shall continue to comply with all third party licenses (including all open source licenses) associated with any software components that will be included in the Deliverables or any other materials supplied by Consultant.

Consultant shall indemnify Customer against any losses and liability incurred by Customer due to failure of Consultant to meet any of the requirements in any of the third party licenses.

Ownership of deliverables

Subject to Consultant and third party rights in Pre Existing Intellectual Property, all Deliverables, whether complete or in progress, and all Intellectual Property Rights related thereto shall belong to Customer, and Consultant hereby assigns such rights to Customer.

No rights to customer intellectual property

Except for the limited license to use materials provided by Customer as may be necessary in order for Consultant to perform Services under this Contract, Consultant is granted no right, title, or interest in any Customer Intellectual Property.

2. Confidentiality

Confidential information

For purposes of this Contract, "Confidential Information" shall mean information or material proprietary to a Party or designated as confidential by such Party (the "Disclosing Party"), as well as information about which a Party (the "Receiving Party") obtains knowledge or access, through or as a result of this Contract (including information conceived, originated, discovered or developed in whole or in part by Consultant hereunder).

Confidential Information does not include:

- a) information that is or becomes publicly known without restriction and without breach of this Contract or that is generally employed by the trade at or after the time the Receiving Party first learns of such information;
- b) generic information or knowledge which the Receiving Party would have learned in the course of similar employment or work elsewhere in the trade; c) information the Receiving Party lawfully receives from a third party without restriction on disclosure and without breach of a nondisclosure obligation;
- d) information the Receiving Party rightfully knew prior to receiving such information from the Disclosing Party to the extent such knowledge was not subject to restrictions on further disclosure;
- or (e) information the Receiving Party develops independent of any information originating from the Disclosing Party.

Customer confidential information

The following constitute Confidential Information of Customer and should not be disclosed to third parties: the Deliverables, discoveries, ideas, concepts, software in various states of development, designs, drawings, specifications, techniques, models, data, source code, source files and documentation, object code, documentation, diagrams, flow charts, research, development, processes, procedures, "know-how", marketing techniques and materials, marketing and development plans, customer names and other information related to customers, price lists, pricing policies and financial information, this Contract and the existence of this Contract, and any work assignments authorized or issued under this Contract.

Consultant will not use Customer's name, likeness, or logo (Customer's "Identity"), without Customer's prior written consent, to include use or reference to Customer's Identity, directly or indirectly, in conjunction with any other clients or potential clients, any client lists, advertisements, news releases or releases to any professional or trade publications.

Non-Disclosure

The Parties hereby agree that during the term hereof and at all times thereafter, and except as specifically permitted herein or in a separate writing signed by the Disclosing Party, the Receiving Party shall not use, commercialize or disclose Confidential Information to any person or entity.

Upon termination, or at any time upon the request of the Disclosing Party, the Receiving Party shall return to the Disclosing Party all Confidential Information, including all notes, data, reference materials, sketches, drawings, memorandums, documentations and records which in any way incorporate Confidential Information.

Right to disclose

With respect to any information, knowledge, or data disclosed to Customer by the Consultant, the Consultant warrants that the Consultant has full and unrestricted right to disclose the same without incurring legal liability to others, and that Customer shall have full and unrestricted right to use and publish the same as it may see fit.

Any restrictions on Customer's use of any information, knowledge, or data disclosed by Consultant must be made known to Customer as soon as practicable and in any event agreed upon before the start of any work.

Public Records Law

The Consultant has been advised and acknowledges the Customer is a municipality subject to the Wisconsin Public Records Law. Notwithstanding any other provision in this Contract to the contrary, the Consultant shall reasonably cooperate with the Customer to facilitate compliance with the Wisconsin Public Records Law, sec. 19.21, et seq., Wis. Stats., and upon request by the Customer, provide to the Customer all documents in the Consultant's possession or control which are subject to release under such law.

3. Conflict of Interest

Consultant represents that its execution and performance of this Contract does not conflict with or breach any contractual, fiduciary or other duty or obligation to which Consultant is bound. Consultant shall not accept any work from Customer or work from any other business organizations or entities which would create an actual or potential conflict of interest for the Consultant or which is detrimental to Customer's business interests.

4. Termination

Rights to Terminate

1. Customer may terminate this Contract and/or an individual project for its convenience, without liability at any time, upon prior 45-day written notice to Consultant.
2. Consultant may terminate this Contract upon 45-day written notice provided there are no open projects at the time notice is given.
3. Customer may terminate this Contract and/or any open projects immediately for cause if the Consultant fails to perform any of its obligations under this Contract or if Consultant breaches any of the warranties provided herein and fails to correct such failure or breach to Customer's reasonable satisfaction within ten (10) calendar days (unless extended by Customer) following notice by Customer. Customer shall be entitled to seek and obtain all remedies available to it in law or in equity.
4. Upon termination by the Customer of any project or work given Consultant hereunder, Consultant will immediately provide Customer with any and all work in progress or completed prior to the termination date. As Customer's sole obligation to Consultant resulting from such termination, Customer will pay Consultant an equitable amount as determined by Customer for the partially completed work in progress and the agreed to price for the completed Services and/or Deliverables provided and accepted prior to the date of termination. The Consultant shall not be entitled to any compensation for partially completed projects or work if the Consultant terminates this Contract for any reason other than material breach by the Customer after refusal to cure for at least 10 days.
5. Upon termination or expiration of this Contract or a project performed by Consultant hereunder, whichever occurs first, Consultant shall promptly return to Customer all materials and or tools provided by Customer under this Contract and all Confidential Information provided by Customer to Consultant.
6. Any provision or clause in this Contract that, by its language or context, implies its survival shall survive any termination or expiration of this Contract.

5. Warranties

Consultant warrants that:

1. the Services and Deliverables are original and do not infringe upon any third party's patents, trademarks, trade secrets, copyrights or other proprietary rights,
2. it will perform the Services hereunder in a professional and workmanlike manner,
3. the Deliverables Consultant provides to Customer are new, of acceptable quality free from defects in material and workmanship and will meet the requirements and conform with any specifications agreed between the parties,
4. it has all necessary permits and is authorized to do business in all jurisdictions where Services are to be performed,
5. it will comply with all applicable federal and other jurisdictional laws in performing the Services,
6. it has all rights to enter into this Contract and there are no impediments to Consultant's execution of this Contract or Consultant's performance of Services hereunder.

6. Inspection and Acceptance

Non-conforming services and deliverables

If any of the Services performed or Deliverables delivered do not conform to specified requirements, Customer may require the Consultant to perform the Services again or replace or repair the non-conforming Deliverables in order to bring them into full conformity with the requirements, at Consultant's sole cost and expense.

When the defects in Services and/or Deliverables cannot be corrected by re-performance, Customer may: (a) require Consultant to take necessary action, at Consultant's own cost and expense, to ensure that future performance conforms to the requirements and/or (b) reduce any price payable under the applicable project to reflect the reduced value of the Services performed and/or Deliverables delivered by Consultant and accepted by Customer.

If Consultant fails to promptly conform the Services and/or Deliverables to defined requirements or specifications, or take action deemed by Customer to be sufficient to ensure future performance of the project in full conformity with such requirements, Customer may (a) by contract or otherwise, perform the services or subcontract to another Consultant to perform the Services and reduce any price payable by an amount that is equitable under the circumstances and charge the difference in re-procurement costs back to Consultant and/or (b) terminate the project and/or this Contract for default.

7. Insurance

Consultant shall maintain adequate insurance coverage and minimum coverage limits for its business as required by any applicable law or regulation, including Workers' Compensation insurance as required by any applicable law or regulation, or otherwise as determined by Consultant in its reasonable discretion. Consultant's lack of insurance coverage shall not limit any liability Consultant may have under this Contract.

8. Miscellaneous

Assignment

Consultant shall not assign any rights or obligations of this Contract or any other written instrument related to Services and/or Deliverables provided under this Contract, and no assignment shall be binding without the prior written consent of Customer.

Governing law

The Parties shall make a good-faith effort to amicably settle by mutual agreement any dispute that may arise between them under this Contract. The foregoing requirement will not preclude either Party from seeking injunctive relief as it deems necessary to protect its own interests. This Contract will be construed and enforced in accordance with the laws of the State of Wisconsin, excluding its choice of law rules.

Severability

The Parties recognize the uncertainty of the law with respect to certain provisions of this Contract and expressly stipulate that this Contract will be construed in a manner that renders its provisions valid and enforceable to the maximum extent possible under applicable law.

To the extent that any provisions of this Contract are determined by a court of competent jurisdiction to be invalid or unenforceable, such provisions will be deleted from this Contract or modified so as to make them enforceable and the validity and enforceability of the remainder of such provisions and of this Contract will be unaffected.

Independent contractor

Nothing contained in this Contract shall create an employer and employee relationship, a master and servant relationship, or a principal and agent relationship between Consultant and Customer. Customer and Consultant agree that Consultant is, and at all times during this Contract shall remain, an independent contractor.

The Consultant shall not be deemed an employee for any purpose (including Federal or State tax purposes) nor be entitled to participate in any plans, arrangements or distributions made by the Customer pertaining to or in connection with any bonus, health or other insurance plan or pension or profit sharing plan maintained by the Customer for the benefit of its employees. Any persons whom the Consultant provides for service under this Contract are employees and/or the responsibility of the Consultant and are not employees or the responsibility of the Customer. The Consultant shall not, at any time, represent itself to be anything other than an independent contractor with regard to the Customer. The Consultant shall be solely responsible for

all federal and state obligations resulting from all payments received including, but not limited to, State and Federal income taxes and social security taxes.

Neither party shall be considered the agent of the other and absent further written authorization, neither party has general authority to enter into contracts, assume any obligation or make any warranties or representations on behalf of the other.

The Consultant hereby agrees to furnish the Customer with its taxpayer identification number (or social security number) prior to commencement of work under this Contract. Failure or delay in furnishing social security numbers or taxpayer identification numbers may result in the withholding of amounts due to the Consultant from the Customer.

Force majeure

Neither Party shall be liable for any failure to perform under this Contract when such failure is due to causes beyond that Party's reasonable control, including, but not limited to, acts of state or governmental authorities, acts of terrorism, natural catastrophe, fire, storm, flood, earthquakes, accident, and prolonged shortage of energy.

In the event of such delay the date of delivery or time for completion will be extended by a period of time reasonably necessary by both Consultant and Customer. If the delay remains in effect for a period in excess of thirty days, Customer may terminate this Contract immediately upon written notice to Consultant.

Entire contract

This document and all attached or incorporated documents contains the entire agreement between the Parties and supersedes any previous understanding, commitments or agreements, oral or written. Further, this Contract may not be modified, changed, or otherwise altered in any respect except by a written agreement signed by both Parties.

No Third-Party Beneficiaries

This Contract is intended solely to regulate the obligations of the parties hereto with respect to one another. Nothing in this Contract is intended to create, admit or imply any liability to any third-party nor to provide any benefit to any person, firm, corporation or governmental or non-governmental entity not a party to this Contract.

City of Waterloo

Non-Metro Connections

Jenifer Quimby

Everett Butzine

City of Waterloo


Senior Housing Market Assessment



DRAFT – July, 2023



City of Waterloo Senior Housing Market Assessment



DRAFT – June, 2023

Prepared for:

City of Waterloo
136 North Monroe Street
Waterloo, Wisconsin 53594

Prepared by:

Cedar Corporation
1695 Bellevue Street
Green Bay, Wisconsin 54311

Cedar Corporation Project Number: 06714-0001/021-02G

Acknowledgements

Mayor

Jenifer Quimby

City Council

Tim Thomas, Council President

Ron Griffin

Charles Kuhl

Jeanette Petts

Rich Weihert

Sara Cummings

Austin Kuhl

Plan Commission

Jenifer Quimby, Mayor

Jeanette Petts

Sean Empey

Barry Sorenson

Lindsay Chadwick

Robert Crosby

Mitch Leisses

Clerk/Treasurer

Jeanne Ritter, Clerk/Deputy Treasurer

Lana Nelson, Treasurer/Deputy Clerk

Economic Development Staff

Everett Butzine, Non-Metro Connections

This report was funded through a grant from the Wisconsin Economic Development Corporation (WEDC) and financials support from THRIVE Economic Development, the Greater Watertown Community Foundation, Jefferson County and Dodge County.

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1 Background & Introduction

BACKGROUND

This study was prepared by Cedar Corporation for the City of Waterloo through a grant from the Heartland Housing Initiative (HHI). The Heartland Housing Initiative was created and funded by ThriveED in partnership with the Greater Watertown Community Health Foundation, Dodge County, Jefferson County, and the Wisconsin Economic Development Corporation (WEDC) through a Capacity Building grant to help meet today's and tomorrow's housing needs.



The provision of housing has become an increasingly greater challenge for municipalities. Having a sufficient supply of a range of housing to attract and retain workers helps support the economic vitality of a community. However, while many communities wish to attract housing developments, they often don't know where to begin. A lack of staff, resources and expertise to focus on addressing the housing shortage is just one of many barriers communities face.

The Heartland Housing Initiative was created to bring residential housing development assistance to communities within Dodge and Jefferson Counties. ThriveED subsequently partnered with Cedar Corporation and its sub-consultant, Movin' Out (a non-profit Madison-area housing organization) to provide eligible municipalities with development-focused consulting services. These consulting services were made available through a formal application process on a first come, first served basis at no cost to the community. Services offered through the HHI program included, but were not limited to:

- Helping municipalities identify key parcels appropriate for attainable housing unit developments.
- Performing site feasibility study to determine if a site is able to support housing.
- Preparing site level information for use in marketing the site to builders/developer, similar to WEDC's Gold Shovel Certification program but modified for residential site use.
- Helping municipalities develop and distribute RFPs to attract housing unit developers to key

- parcels, and/or proposing other options to attract housing unit developers.
- Helping municipalities review housing development proposals/responses to RFPs.
 - Reviewing of proposed attainable housing development proformas on behalf of municipalities.
 - Assisting municipalities with analysis and potential use of existing tax incremental funds to encourage attainable housing unit development.
 - Assisting municipalities in the strategic identification of other public, private and non-profit funding and program resources which can support attainable housing projects and initiatives.
 - Identifying gaps impeding attainable housing unit development investments at the municipal level (potential review of zoning or land use processes and/or land and development costs (infrastructure, etc.) that would make the desired development impossible to cash flow given market rates, etc.).

The purpose of the program, from a State level, is to learn more about the barriers that communities face in terms of actually attracting new housing development and hence funding was not available to conduct the typical “housing studies” that identify local supply and demand statistics. Rather, this program was developed to build off of those studies by putting communities in a better position to realize new housing construction.

STUDY PURPOSE

There are several methods for examining the senior housing market and a number of factors which need to be considered. Simply looking at supply as compared to demand (an aging population), would give an obvious answer that “Yes! There is a market for senior housing!” Unfortunately, it is not that simple. While the basic premise is true, a better understanding of what that market might be, and how it might be defined is needed in order to create development strategies and recommendations for the future. For example, how big is the market? Where is the market? What is the target demographic within that market? Who are your competitors? And ultimately, answering the all-important question of “why live or retire in Waterloo?”

The purpose of this study is to provide information and perspective on the market for senior housing within and near the City of Waterloo. The City of Waterloo has formally identified senior housing as a need within the community as part of its 2021-2026 Comprehensive Plan Update, specifically as one of the 5-year priorities under the Land Use, Housing and Neighborhoods element. The study process entailed several steps and the information presented in this study was compiled through the following processes:

- Defining a Market Area which considers the proximity of other communities with senior housing options available.
- Gathering and analyzing socio-demographic data, including projected populations for certain age cohorts, for the City and market area.

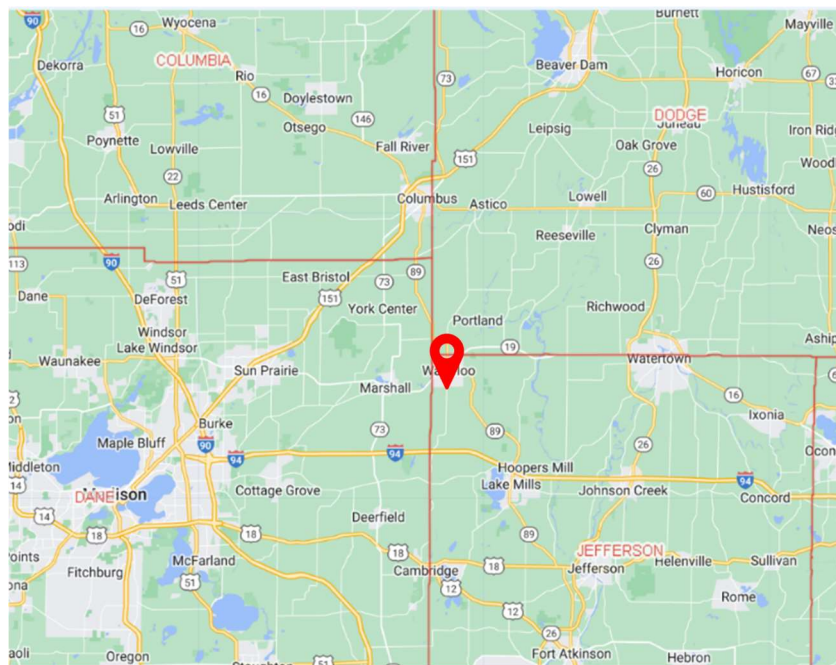
- Inventorying general assisted living and independent congregate housing within the market area.
- Projecting demands for market-rate and affordable independent living housing for the market area.
- Projecting the demands for assisted living and independent congregate housing for the market area.
- Developing recommendations related to potential development opportunities within the City of Waterloo.

SETTING AND CONTEXT

Strategically located between Madison and Milwaukee, the City of Waterloo prides itself on its small town charm at an affordable price, abundant outdoor recreational opportunities, great schools - both public & private, and low cost utilities. The City had a 2022 total population of 3,479 and is home to a number of large employers including Trek Bicycle, McKay Nursery, Sussek Machine, Sheehy Mail Contractors, and Van Holten Pickle.

The City of Waterloo is located in the extreme northwestern corner of Jefferson County (Figure 1) and right on the border of Dane and Dodge Counties. A number of larger communities exist within an approximate 30-minute drive time, including Madison, Sun Prairie, Columbus, Beaver Dam, Watertown, Oconomowoc and Jefferson.

Figure 1: Location, City of Waterloo

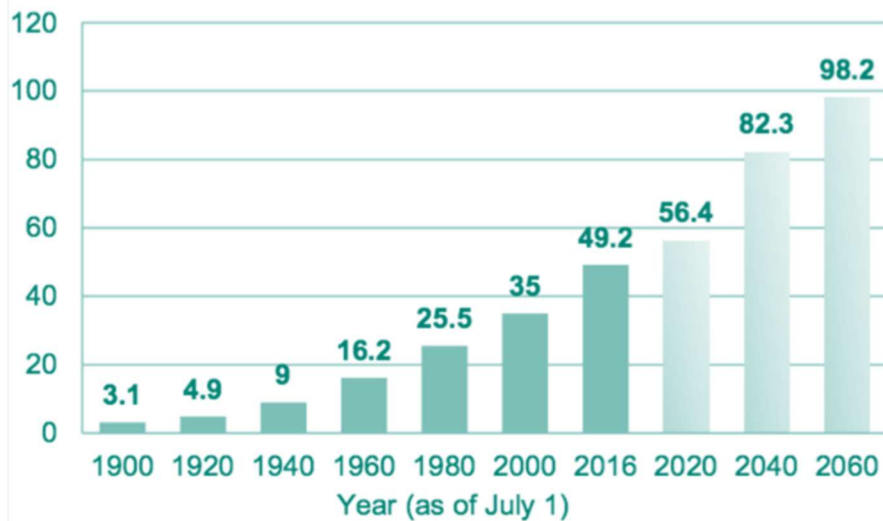


A NATIONAL & STATE PERSPECTIVE

The current growth of the population, ages 65 and older, driven largely by the baby boom generation, is unprecedented in U.S. history. As this group of people has passed through each major stage of life, baby boomers, born between 1946 and 1964, have brought both challenges and opportunities to the economy, infrastructure, and institutions of our country. We can see here that according to the U.S. Census Bureau the number of Americans ages 65 and older is projected to nearly double from 2020 to 2060 (Figure 2).

The effects this group is going to have on the country as they age can already be seen. By 2030, in less than 10 years, all of the baby boomers will be at least 65 years of age. At that point, Americans, over the age of 65, will outnumber children for the first time in U.S. history.

Figure 2: Number of Persons Ages 65 and Over, 1900-2060 (in millions) – U.S. Census Bureau



As described in detail

later in this report, we also expect to see an increase in the number of individuals in Wisconsin over the age of 65 living at or below the poverty rates. We know from statistics that poverty rates increase as people age, nearly doubling from the age of 60 to the ages of 85+. As Wisconsin's aging population grows so will the need for housing.

In addition, according to the Jefferson County ADRC, dementia cases will also increase as the population ages. Jefferson County, for example, is expected to see an increase in the percentage of individuals living with dementia, from around 15 % in 2015 up to 24% in 2040. These individuals require unique supports and services to age safely and with a high quality of life.

NATIONAL MARKET SUMMARY

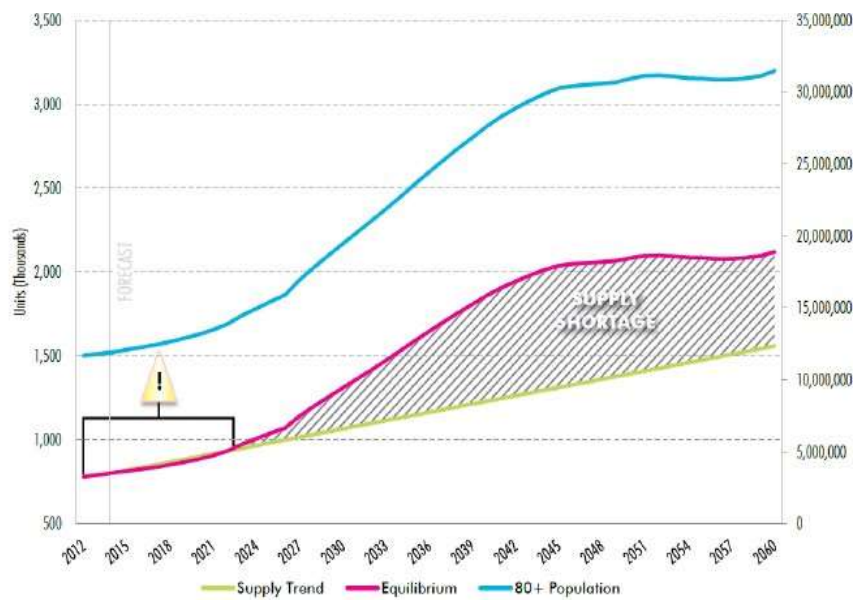
While it is interesting to look at localized market conditions, it is helpful to have some national level perspective. However, such information must be tamed by the consideration of regional differences. Obviously, the markets in warm-weather states may be drastically different from those in the upper Midwest. According to the CBRE’s *2022 Senior Housing & Care Market Mid-Year Report*, which focuses on the real estate aspect of senior housing, the senior housing market will perform well as it is being driven by several factors including:

1. The aging of baby boomers, a steady housing market, and an attractive spread between borrowing and capitalization rates.
2. Seniors who are becoming more educated about the benefits of living in senior housing and have the financial capacity to take advantage of the numerous service options available to them.
3. The national average occupancy is steady and strong, and absorption rates* of new senior housing supply remains healthy (approximately 83% occupancy and 5.1% absorption during the past four quarters per NIC MAPVISION’s 4th Quarter 2022 report).

***Absorption** is the amount of space or units occupied within a market over a given period of time, typically one year. Absorption considers both construction of new space and removal of existing space and/or units. In general, absorption represents the demand for a type of real estate contrasted with supply. For example, 200 housing units constructed with 50 sold per year = 25% absorption rate.

Additional information (Figure 3) from CBRE shows the supply and demand are nearly equal for the next 3 to 5 years, but then, an increasing shortage is expected beyond 2022 for considerable number of years.

Figure 3: National Senior Housing Demand vs. Supply

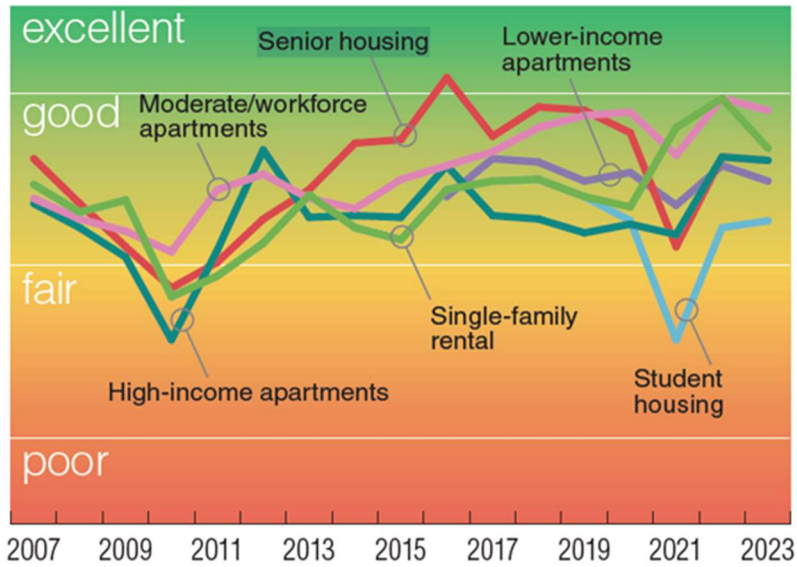


Source: NIC MAP and US Census Bureau

Source: “Valuation of Senior Housing Properties”, Zach Bowyer, CBRE July, 2015

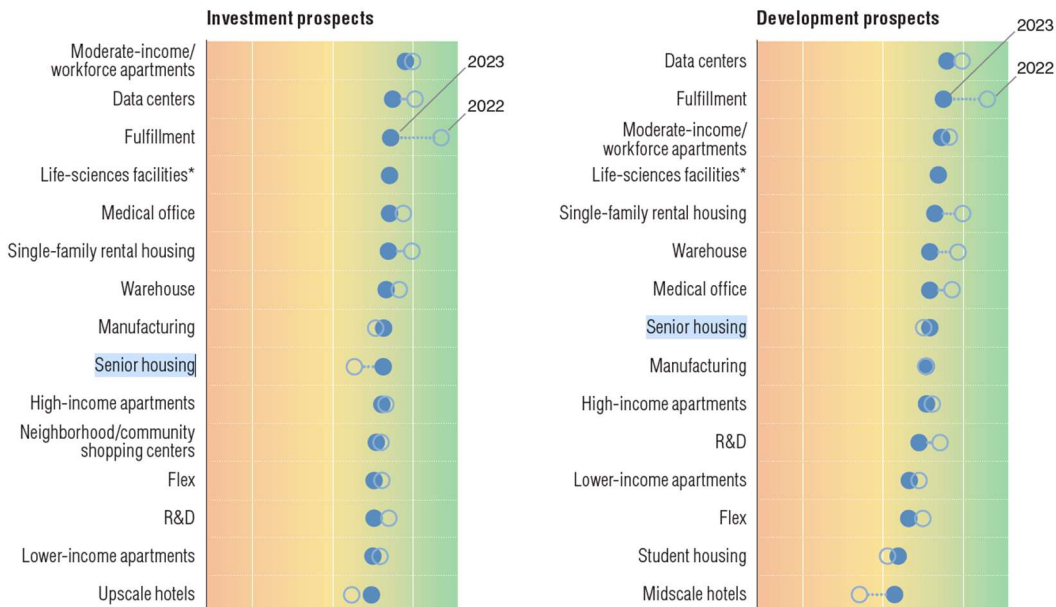
Information sourced from surveys conducted as part of the preparation of the *2023 Emerging Trends in Real Estate* report (produced by the Urban Land Institute) show that apartment investment prospects, particularly senior housing, remain good with pre-pandemic highs being repeated in the next several years (Figure 4). Additionally, Figure 5 illustrates that senior housing prospects remain in the top ten types of development, along with an expected increase from 2022 to 2023.

Figure 4: Apartment Investment Prospect Trends



Source: *Emerging Trends in Real Estate* surveys.

Figure 5: Prospects for Commercial & Multifamily Subsectors 2023 vs. 2022



2 SENIOR HOUSING SUPPLY

DEFINITIONS FOR SENIOR HOUSING

Defining “senior housing facilities” for the purposes of this report is a necessity. Three basic types of housing, along with several sub-types, exist for seniors based on their needs and desires for lifestyle and health care:

1. Market Rate Housing is comprised of standard small single-family units, apartments, townhouses, or condominiums which may be suitable in size and location for seniors. Such units are typically priced at market rates (with some subsidized) and vary widely depending on size, location, and amenities.

2. Independent Living Units are age-restricted apartments, often designed to accommodate the physical and social needs of seniors. These units can include both market rate and affordable housing. Community atmosphere and age-appropriate services make these units attractive to seniors who can live independently, allowing them to maintain an active lifestyle. The following models typically exist:
 - Lifestyle Communities that appeal to resident choice. These may be self-contained resort communities offering amenities and services on-site, or downtown “loft” senior facilities which are in vibrant areas close to a wide variety of off-site entertainment and services. A key characteristic of these facilities is they cater more to the wants of seniors rather than needs. Lifestyle communities are distinguished in part by their unique and appealing facility design. Such facilities often have architecturally significant design and/or recreation facilities meant to appeal to the taste of potential residents.

 - Independent Living communities are similar to lifestyle communities whereby they offer unit amenities to attract senior residents who are able to live without supportive services. Amenities targeted to seniors typically include safety features, such as grab bars, emergency call systems, and intercom access at the building entrance. Senior services, such as housekeeping, transportation, and laundry, may or may not be offered to residents, and usually for an additional fee if available. The primary difference between independent living and lifestyle communities is their location and facility design. Independent living communities less often have a distinctive facility design and are located in non-resort and non-downtown locations.

- Congregate Living facilities are similar to independent living with convenience services, but with added meal plans, housekeeping, laundry service, and medical management services. Congregate facilities may also offer personal care assistance. Rents are often higher for a congregate facility than for an independent living community, with the increased rent being due to the availability of optional a la carte services.
3. Assisted Living Units are just as they sound. Based on the Wisconsin Department of Health Services' definition, four types of assisted living facilities are licensed by the State and traditionally found in communities across Wisconsin:
- Adult Family Homes (AFH): An Adult Family Home is a place where adults who are not related to the operator reside and receive care, treatment or services that are above the level of room and board and that may include up to seven hours per week of nursing care per resident. The minimum age requirement for residing in an Adult Family Home is 18 years. This definition pertains only to three-bed and four-bed Adult Family Homes, which are regulated by the State. One-bed and two-bed Adult Family Homes are regulated by individual county human services departments. Adult Family Homes can admit and provide services to people of advanced age, persons with dementia, developmental disabilities, mental health problems, physical disabilities, traumatic brain injury, AIDS, Alcohol and Other Drug Abuse, correctional clients, pregnant women needing counseling and/or the terminally ill.
 - Residential Care Apartment Complexes (RCAC): An RCAC is an independent apartment complex where five or more adults reside. Apartments must each have a lockable entrance and exit; a kitchen, including a stove (or microwave oven); and individual bathroom, sleeping and living areas. An RCAC does not include a nursing home or a community-based residential facility but may be physically part of a structure that is a nursing home or community-based residential facility. Sizes of RCACs can vary. Currently, RCACs range from 5-109 individual apartments, with the average complex size being 36 apartments.
 - Community Based Residential Facilities (CBRF): A CBRF is a home or apartment type setting where five or more unrelated adults live together. The goal of the CBRF is to assist individuals in achieving the highest level of independence of which they are capable. Different populations are targeted by the CBRF and some of these populations include elderly, Alzheimer's, emotionally and mentally disturbed, developmentally and physically disabled, and veterans. A CBRF is required to provide assistance with bathing, dressing, grooming, medication, community and in-house activities, information and referral services, health monitoring, and meals. They are not required to have professional nurses on duty 24 hours a day but do have staff available at all times.
 - Adult Day Care (ADC): This includes nursing homes and memory care facilities providing intensive, 24-hour care for nearly all personal needs of residents. Most residents of these facilities have physical, mental, or other health issues that do not allow them to care for themselves.

SUPPLY ANALYSIS

When examining the supply of senior housing, one must consider not only those facilities located wholly within the City of Waterloo, but also the facilities that are within close proximity to Waterloo. This analysis attempts to document those facilities that exist locally, as well as creating a defined Market Area to examine the broader regional setting.

CITY OF WATERLOO SENIOR LIVING FACILITY INVENTORY

To help accommodate the needs of seniors as they age, the City of Waterloo has five (5) senior living complexes within its boundaries. These facilities are located in various portions of the community, with some offering the conveniences of living in a walkable neighborhood, close to downtown.

1) Highland House – 161 Goehl Road

Now owned by Illuminus, Highland House is a small Residential Care Apartment Complex (RCAC) with a 20 person capacity which offers services ranging from simple activity support to daily care.

According to their staff, 10 vacancies currently exist and, since the COVID-19 Pandemic, the facility has been at about 50% of capacity. In addition, the average residents' cost was quoted at approximately \$5,000/month.



2) Hawthorne Senior Apartments – 1085 Jaystone Terrace

Owned by Diamond Property Management, LLC, Hawthorne Senior Apartments is a 55+ residential facility with 24 total rental units offering no care or additional services. Each floor has coin operated laundry, underground parking, and second floor elevator access. Each unit has ample closet space, spacious bathrooms & all appliances are included. Discussions with the facility manager stated that three vacancies currently exist (as of May, 2023), all being 1 bedroom/1 bath apartments with rents ranging from \$795-845/month.



3) Victory Vision Community Living (North) – 734 N. Monroe Street

Part of the Bethesda Lutheran Communities organization, this is a Non-Ambulatory CBRF with a capacity of 6 persons. This facility served advanced age, developmentally disabled, physically disabled, emotionally disturbed, and traumatic brain injury clients. Estimated monthly costs were quoted as \$3,077/mo. but varies with care needs (mycaringplan.com). No vacancies are currently listed.



4) Riverwalk Senior Living – 477 W. Madison Street

Riverwalk Senior Living is a small Residential Care Apartment Complex (RCAC) located in the heart of the City. Riverwalk specializes in care and daily living assistance and has 28 units. The facility is currently at capacity and does have a waiting list. Average monthly costs were not available at the time the facility was contacted.



5) Victory Vision Community Living (East) – 968 E. Madison Street

Part of the Bethesda Lutheran Communities organization, this is a Non-Ambulatory CBRF with a capacity of 6 persons. This facility served advanced age, developmentally disabled, physically disabled, emotionally disturbed, and traumatic brain injury clients. Estimated monthly costs were quoted as \$4,500/mo. but varies with care needs (senioradvice.com). No vacancies are currently listed.



Within the five identified facilities, a total capacity of 84 units exist, with 13 known vacancies, or about an 85% occupancy rate. These occupancy rates can vary at any given time, but in general, appear to align with national trends. According to the latest NIC MAP Vision Data, the senior housing occupancy rate increased 1.0 percentage point from 81.2% in the second quarter of 2022 to 82.2% in the third quarter of 2022. Occupancy is up 4.3 percentage points from a pandemic low of 77.9% in the second quarter of 2021. Demand has rebounded more strongly for assisted living than independent living.

Map 1 - City of Waterloo, Existing Senior Living Sites



City of Waterloo
Jefferson County, WI

0 5 10 Miles

The information on this map is for informational purposes only and does not constitute a contract or offer of any financial product. The information is provided as a service to our clients and is subject to change without notice.

See keyed descriptions in report for site information

Map updated May 2, 2023

MARKET AREA INVENTORY OF SENIOR LIVING FACILITIES

Senior living facilities don't exist within every community and are typically non-existent within rural areas. Therefore, as the population ages, coupled with continued housing shortages, many people will need to consider moving in order to find senior housing offering care that fits their needs. From a resident attraction standpoint, it was felt that a reasonable drive from family and friends, as well as the general familiarity of area communities, would be about a 30 minute drive time. Therefore, for the purposes of this study, the Market Area will be defined as such.

To further assess the availability of senior living facilities within the 30 minute drive time Market Area, five separate 'drive time' boundaries were created using 5 minute increments, beginning with 10 minutes and ending with 30 minutes (See Map 2). These drive time boundaries were then combined with senior housing facility data obtained from the Wisconsin Department of Health Services to produce Map 3 and Table 1 showing the number and types of facilities as they relate to the different drive times. A complete, detailed listing of facilities is contained in Appendix A.

Table 1: Summary of Senior Living Facilities by Drive Time Distance from Waterloo

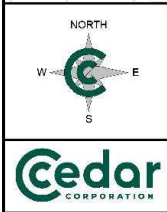
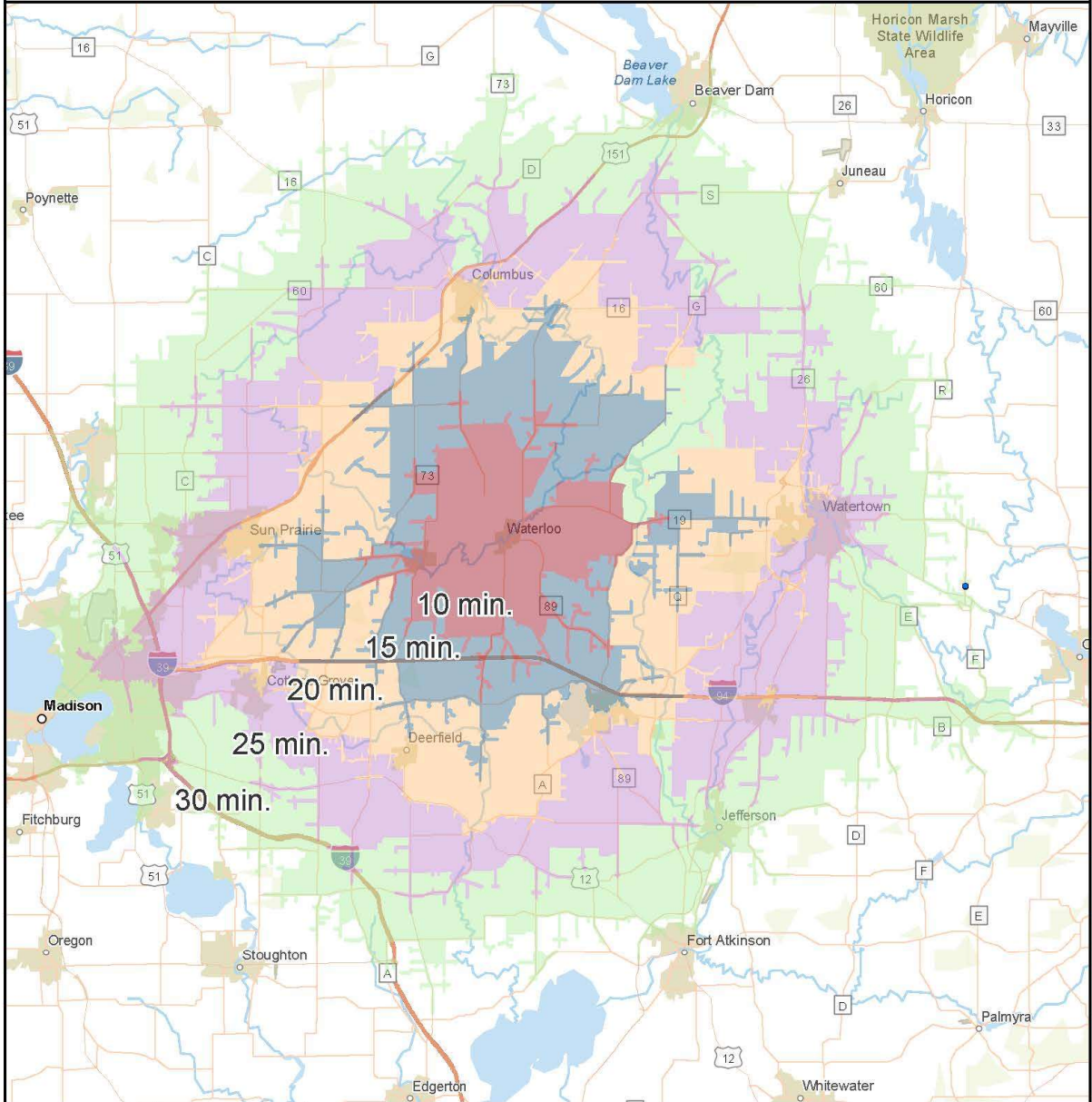
| Senior Living Facility Type | Number of Facilities within Drive Time Distance | | | | |
|---|---|-----------------|-----------------|-----------------|-----------------|
| | 0-10 Minutes | 0-15 Minutes | 0-20 Minutes | 0-25 Minutes | 0-30 Minutes |
| Community Based Residential Facility (CBRF) | 3 | 6 | 21 | 50 | 112 |
| Residential Care Apt. Complex (RCAC) | 2 | 2 | 4 | 9 | 18 |
| Adult Family Home (AFH) | 0 | 1 | 7 | 25 | 63 |
| Adult Day Care (ADC) | 0 | 0 | 1 | 1 | 4 |
| Nursing Home (NH) | 0 | 1 | 3 | 8 | 12 |
| Hospice | 0 | 0 | 0 | 3 | 5 |
| Totals | 5 | 10 | 36 | 96 | 214 |

Source: Wisconsin Dept. of Health Services, 2022 and ESRI Business Analyst, 2023.

In total, there are 214 total senior living facilities within the defined Market Area of the City of Waterloo, with a majority (112) of them being CBRFs. Adult family homes rank second in terms of number of facilities with 63, and Residential Care Apartment Complexes (RCACs) third with 18 facilities. It should be noted that there are very few Adult Day Care and Hospice facilities (9 total combined) within the Market Area.

Based on the data provided, the 214 senior living facilities have a total capacity (units) of 4,492 (Table 2). Occupancy rates were not available in the data set, but if the national average of 83% occupancy is applied, 3,728 units are filled, leaving 764 units open.

Map 2 - Drive Time Boundaries, City of Waterloo



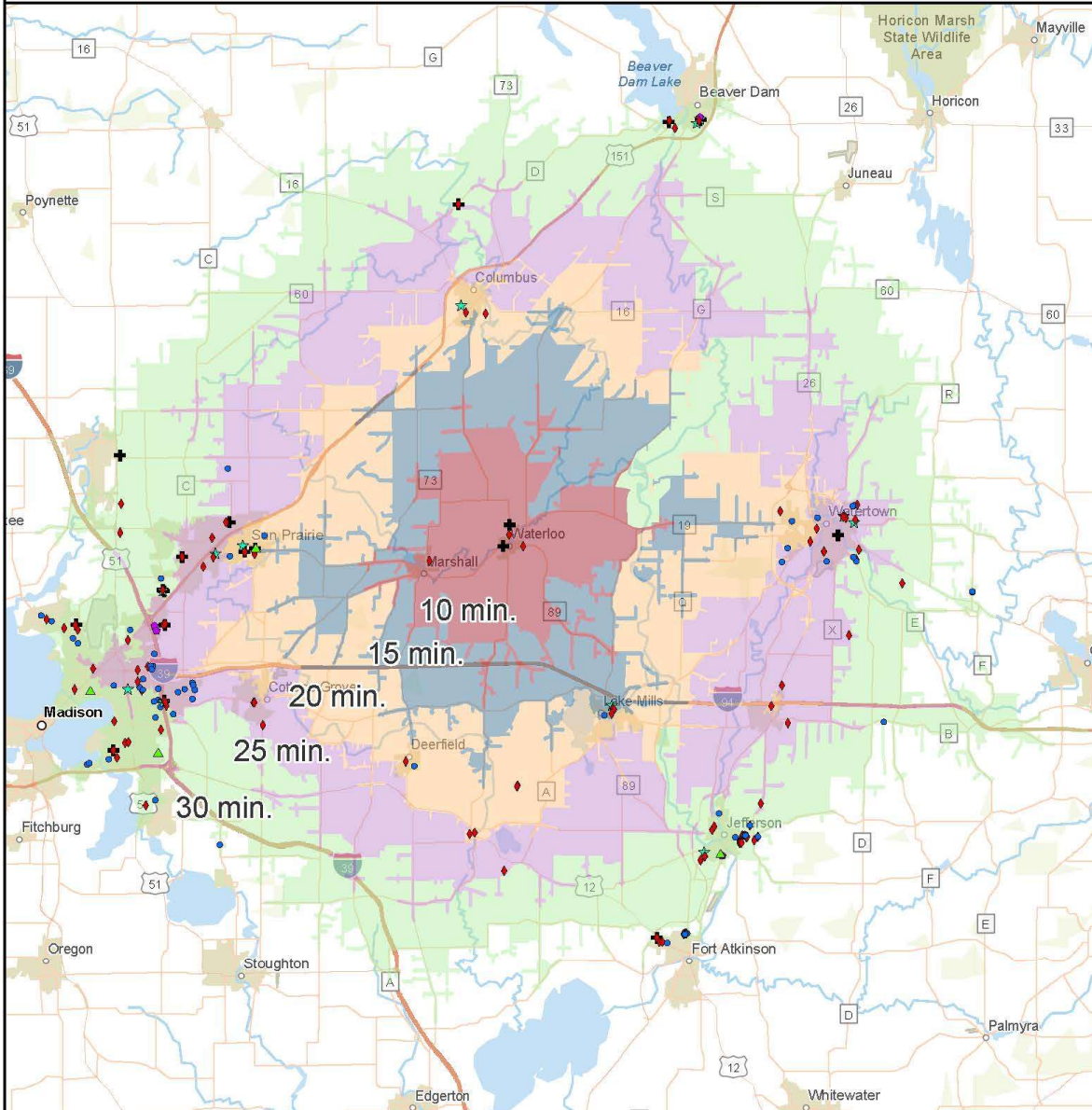
City of Waterloo
Jefferson County, WI

0 5 10 Miles

The information on this map is from a computer database accessed through Geographic Information System (GIS) software. Cedar Corporation does not warrant the accuracy or completeness of the information shown on this map. Cedar Corporation is not responsible for any errors or omissions in this map or any other information derived therefrom.

Map Updated: May 2, 2023

Map 3 - Senior Living Facilities w/in 30 minute Drive Time of Waterloo



| | | | |
|---------------------|---|--|--|
| | <p>City of Waterloo Jefferson County, Wisconsin</p> | <p>City of Waterloo Jefferson County, WI</p> | <p>Legend</p> <ul style="list-style-type: none"> ▲ Adult Day Care Center ● Adult Family Home ★ Nursing Home ◆ Community Based Residential Facility + Residential Care Apartment Complex ■ Hospice |
| <p>0 5 10 Miles</p> | | <p><small>The information on this map is from a computer database accessed through Geographic Information System (GIS) software. Cedar Corporation does not warrant the accuracy or completeness of the data or the map. Each user of this map is responsible for determining its suitability for their intended use of the map.</small></p> <p style="text-align: right;"><small>Map Updated: May 2, 2023</small></p> | |

Table 2: Summary of Senior Living Facilities & Capacity by Drive Time Radius From Waterloo

| Drive Time Radius | # of Facilities | Total Capacity |
|-------------------|-----------------|----------------|
| 0-10 min. | 6 | 101 |
| 10-15 min. | 5 | 122 |
| 15-20 min. | 26 | 612 |
| 20-25 min. | 60 | 1416 |
| 25-30 min. | 117 | 2241 |
| Totals | 214 | 4492 |

Source: WI Dept. of Health Services, 2022., ESRI, 2022.

From a geography standpoint, most of the listed facilities lie within the Madison Metro Area and within the City of Watertown, although smaller clusters exist within the Cities of Jefferson, Fort Atkinson, and Beaver Dam. Table 3 illustrates the distribution of these facilities, and their associated capacity by community. Table 4 illustrates the distribution of facilities and capacity within portions of the four counties which comprise the 30-minute drive time distance.

Table 3: Summary of Senior Living Facilities & Capacity by Community within 30 Min. Drive Time Distance from Waterloo

| Community | # of Facilities | Total Capacity |
|---------------|-----------------|----------------|
| Beaver Dam | 8 | 397 |
| Cambridge | 5 | 88 |
| Columbus | 5 | 162 |
| Cottage Grove | 3 | 54 |
| Deerfield | 2 | 13 |
| Deforest | 8 | 105 |
| Fall river | 2 | 56 |
| Fort Atkinson | 13 | 104 |
| Helenville | 1 | 4 |
| Ixonia | 4 | 16 |
| Jefferson | 30 | 447 |
| Johnson Creek | 3 | 94 |
| Lake Mills | 5 | 122 |
| Madison | 66 | 1417 |
| McFarland | 1 | 40 |
| Marshall | 1 | 20 |
| Monona | 7 | 213 |
| Stoughton | 1 | 4 |
| Sun Prairie | 17 | 496 |
| Waterloo | 5 | 81 |
| Watertown | 27 | 559 |
| Totals | 214 | 4492 |

Source: WI Dept. of Health Services, 2022., ESRI, 2022.

Table 4: Summary of Senior Living Facilities & Capacity by County within 30 Min. Drive Time Distance from Waterloo

| County | # of Facilities | Total Capacity |
|---------------|------------------------|-----------------------|
| Columbia | 7 | 218 |
| Dane | 110 | 2442 |
| Dodge | 20 | 829 |
| Jefferson | 77 | 1003 |
| Totals | 214 | 4492 |

Source: WI Dept. of Health Services, 2022., ESRI, 2022.

3 SENIOR HOUSING DEMANDS

DEMAND ANALYSIS

A number of indicators can be looked at to better gauge the future demand for senior housing in Waterloo. In this case, the “future” will be defined based on two different time-periods according to the data that is available. One will be for a period of approximately 20 years (2040 time-horizon) for which demographic and age projections have been produced by the State of Wisconsin for municipalities and counties. The second time period will be for 5 years and is more focused on the aforementioned Market Area with age cohort projections provided using ESRI’s Business Analyst tool. Three indicators of demand were looked at for Waterloo including: Past Housing Demand, Internal Population Growth (City), and External Population Growth (County and Market Area).

Past Housing Demand

Historic housing trends can often be looked at in order to project needs moving forward. However, in this case, the City of Waterloo has a limited track record when it comes to higher density developments, much less those tailored to senior populations. Therefore this indicator will not be looked at further as it is unlikely that any trends can be identified. As illustrated in the inventory of facilities for Waterloo, however; there are relatively few vacancies available, which does imply there may be a demand for additional units.

Internal Population Growth

Overall population growth can be an indicator as a portion of the total future population will require senior housing as the age cohorts shift. As shown in Table 5, an additional 202 persons are expected to be gained within the City between 2020 and 2040, or approximately ten people per year. The projected growth rate is significantly smaller for the next 20 years (+0.5%) versus the past 20 years (+6.9%) and follows a trend for small communities in Wisconsin. Many small communities have passed, or are approaching, their peak projected population which is being impacted by the aging of the population and different lifestyle demands of younger generations.

Table 5: City of Waterloo Historic and Projected Population, 2000-2040

| | 2000 | 2010 | 2020 | Difference 2000-2020 | 2025 | 2030 | 2035 | 2040 | Difference 2020-2040 |
|-----------------------|------|------|------|----------------------|------|------|------|-------|----------------------|
| Number | 3259 | 3333 | 3483 | 224 | 3585 | 3665 | 3690 | 3685 | 202 |
| Percent Change | n/a | 2.3% | 4.5% | 6.9% | 2.9% | 2.2% | 0.7% | -0.1% | 0.5% |

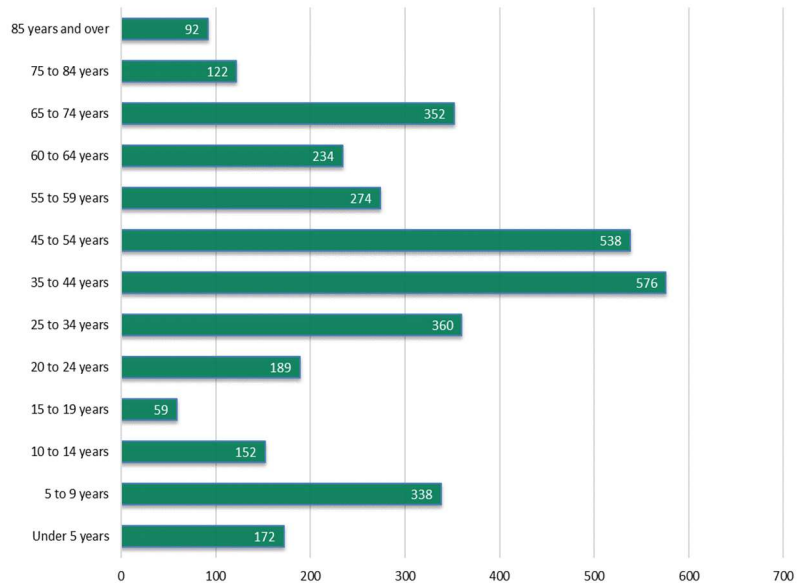
Source: US Census Bureau / WI Dept. of Administration, 2013.

As shown in Table 6 and Figure 6, during the ACS 2017-2021 5-Year time period there were already 566 persons 65 years or over within the City, or about 16.4% of the total population. An additional 812 persons lie within the 45 to 64 years age cohort and, assuming these individuals stay within the community, this group will be entering the 65+ age group in about 5 to 15 years. This ‘aging of the population’ locally provides a nearby (albeit “time-based”) market of individuals who may need some type of senior housing in the near future.

Table 6: City of Waterloo Population Age Distribution, 2017-2021

| Age Cohort | Number | Margin of Error (+/-) |
|---------------------------|-------------|-----------------------|
| Under 5 years | 172 | 84 |
| 5 to 9 years | 338 | 121 |
| 10 to 14 years | 152 | 92 |
| 15 to 19 years | 59 | 28 |
| 20 to 24 years | 189 | 93 |
| 25 to 34 years | 360 | 145 |
| 35 to 44 years | 576 | 193 |
| 45 to 54 years | 538 | 198 |
| 55 to 59 years | 274 | 124 |
| 60 to 64 years | 234 | 104 |
| 65 to 74 years | 352 | 154 |
| 75 to 84 years | 122 | 76 |
| 85 years and over | 92 | 99 |
| Median age (years) | 43.1 | 3 |

Figure 6: City of Waterloo Population Age Distribution, 2017-2021



Source: U.S. Census Bureau, American Community Survey 2017-2021.

External Population Growth (Jefferson County)

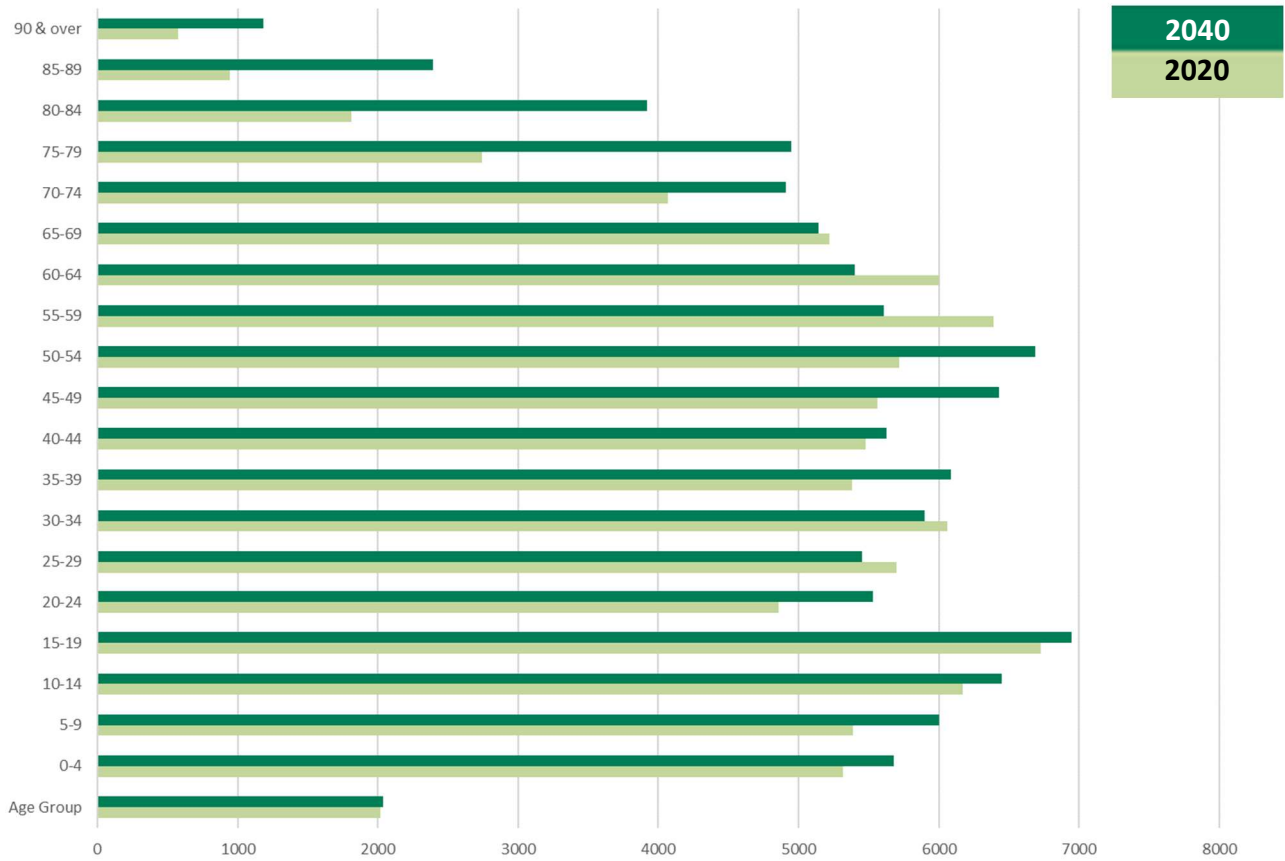
The market for senior housing will certainly extend beyond the City’s borders. As one of the premiere small communities within Jefferson County, it is very likely that seniors across Jefferson County, as well as parts of Dodge and Dane County, could be attracted to Waterloo if the right type of housing and amenities are available. Examining age cohort projections for Jefferson County (Table 7 and Figure 7) shows that significant growth is projected between 2020 and 2040 in the 65+ age cohorts. A total increase of 7,130 persons is expected within the 65+ age cohorts and represents a significant aging of Jefferson County’s population. Other neighboring counties have similar growth projections.

Table 7: Jefferson County Population and Age Distribution Projections, 2020-2040

| Age Group | 2020 | 2025 | 2030 | 2035 | 2040 | Difference 2020-2040 | % Change 2020-2040 |
|-----------|-------|-------|-------|-------|-------|-------------------------|-----------------------|
| 0-4 | 5,320 | 5,510 | 5,680 | 5,690 | 5,680 | 360 | 6.8% |
| 5-9 | 5,390 | 5,790 | 5,970 | 6,050 | 6,000 | 610 | 11.3% |
| 10-14 | 6,170 | 5,960 | 6,380 | 6,450 | 6,450 | 280 | 4.5% |
| 15-19 | 6,730 | 6,850 | 6,600 | 6,950 | 6,950 | 220 | 3.3% |
| 20-24 | 4,860 | 5,450 | 5,550 | 5,270 | 5,530 | 670 | 13.8% |
| 25-29 | 5,700 | 5,130 | 5,740 | 5,770 | 5,450 | - 250 | -4.4% |
| 30-34 | 6,060 | 5,980 | 5,370 | 5,920 | 5,900 | - 160 | -2.6% |
| 35-39 | 5,380 | 6,420 | 6,310 | 5,570 | 6,090 | 710 | 13.2% |
| 40-44 | 5,480 | 5,570 | 6,640 | 6,420 | 5,630 | 150 | 2.7% |
| 45-49 | 5,560 | 5,610 | 5,700 | 6,690 | 6,430 | 870 | 15.6% |
| 50-54 | 5,720 | 5,610 | 5,670 | 5,700 | 6,690 | 970 | 17.0% |
| 55-59 | 6,390 | 5,660 | 5,560 | 5,570 | 5,610 | - 780 | -12.2% |
| 60-64 | 6,000 | 6,230 | 5,530 | 5,390 | 5,400 | - 600 | -10.0% |
| 65-69 | 5,220 | 5,720 | 5,970 | 5,260 | 5,140 | - 80 | -1.5% |
| 70-74 | 4,070 | 4,830 | 5,320 | 5,540 | 4,910 | 840 | 20.6% |
| 75-79 | 2,740 | 3,570 | 4,270 | 4,710 | 4,950 | 2,210 | 80.7% |
| 80-84 | 1,810 | 2,200 | 2,890 | 3,500 | 3,920 | 2,110 | 116.6% |
| 85-89 | 945 | 1,170 | 1,440 | 1,930 | 2,390 | 1,445 | 152.9% |
| 90 & over | 575 | 600 | 715 | 885 | 1,180 | 605 | 105.2% |

Source: WDOA, vintage 2013 projections

Figure 7: Jefferson County Population and Age Distribution Projections, 2020-2040



Source: WDOA, vintage 2013 County Age Projections.

In reviewing other sources of information on the senior populations for Jefferson County, a review of the County’s Aging & Disability Resource Center’s (ADRC) most recent *3-year Aging Plan* (adopted in 2021 for the FY2022-2024 time period) was conducted. This plan outlines various issues and concerns that are/will be faced with respect to the County’s aging population and shows projected increases in senior-age cohorts (Table 8). Several excerpts of the plan provide a good overview of the aging issues present within Jefferson County:

“Jefferson County is home to an estimated 84,701 residents. According to the US Census, American Community Survey, 2015 – 2019 estimates, the median age in Jefferson County is 41.1 years. The table below estimates that the aging population of 60 and over represents 23% of our county population. Of this 23%, the Aging Unit is serving approximately 5% (1049) annually.”

“The population in Jefferson County is expected to increase over the next couple of decades for all ages of the population but the expectation of our very oldest 85+ is expected to double in population by 2040.”

Table 8: Jefferson County Population and Age Projections, 2020-2040.

| Jefferson County | 2015 | 2020 | 2025 | 2030 | 2035 | 2040 |
|------------------|--------|--------|--------|--------|--------|---------|
| All Ages | 85,455 | 90,120 | 93,860 | 97,305 | 99,265 | 100,300 |
| Aged 60 + | 18,185 | 21,360 | 24,320 | 26,135 | 27,215 | 27,890 |
| Aged 65+ | 12,735 | 15,360 | 18,090 | 20,605 | 21,825 | 22,490 |
| Aged 85+ | 1,475 | 1,520 | 1,770 | 2,155 | 2,815 | 3,570 |

Source: Jefferson County ADRC, 2021.

External Population Growth (Market Area)

Looking beyond Jefferson County’s boundaries at the defined Market Area, ESRI’s Business Analyst software was used to identify the number of targeted individuals (65+ years of age) across each Drive Time Segment. This information is provided for the 2022 (current), and 2027 (projected) time periods and are displayed in Table 9 as well as being illustrated on Map 3 and Map 4. Detailed information is contained in Appendix B.

Conducting this analysis makes it apparent that a significant potential market exists for senior housing which the City of Waterloo could tap into. While the projected 65+ populations are relatively small within/close to Waterloo (0-10 minute drive time = +211 persons), the maximum extent of the Market Area (0-30-minute drive time) shows an expected increase of over 5,971 persons 65 and older by 2027. It is worth noting that within each drive time segment, the percentage increases of 65+ individuals are relatively consistent, ranging from 13.8% to 15.8%.

Table 9: Market Area Populations 65+ Years of Age, 2022 & 2027 by Drive Time Segment

| Drive Time | 65+ Population | | | | |
|--------------------------|----------------|---------------|---------------|----------------------|--------------------|
| | 2010 | 2022 | 2027 | Difference 2022-2027 | % Change 2022-2027 |
| 0-10 Min. | 967 | 1,335 | 1,546 | 211 | 15.8% |
| 10-15 Min. | 1,048 | 1,487 | 1,718 | 231 | 15.5% |
| 15-20 Min. | 4,572 | 6,916 | 7,981 | 1,065 | 15.4% |
| 20-25 Min. | 8,444 | 12,550 | 14,286 | 1,736 | 13.8% |
| 25-30 Min. | 12,062 | 19,022 | 21,750 | 2,728 | 14.3% |
| Total (0-30 Min.) | 27,093 | 41,310 | 47,281 | 5,971 | 14.5% |

Source: ESRI Business Analyst, 2022.

While the total potential demand within the Market Area is roughly 6,000 individuals over 5 years, it is unlikely that each of these individuals will be living alone. Therefore, to be conservative, assuming two individuals inhabit each senior dwelling unit, a minimum of 3,000 senior housing units will be required to accommodate the projected senior population within the Market Area by 2027.

Obviously, a majority of current residents 65+ within the 30 minute drive time market are already established in a home. With an increase of this magnitude in the external market, it is highly likely that a reasonable amount of market rate independent living and assisted living units could be occupied assuming that price and amenities are kept competitive. Assuming that even a small portion (5%) of the expected 3,000 senior housing units is captured by the City, it is not unreasonable to estimate that 150 units could be filled over the next 5 years, or about 30 units per year.

It is also interesting to consider the full impact of these age cohort shifts. According to research by the national firm CBRE in 2015, the average age of a new assisted living resident was 84 years old, a figure which is likely similar today. Consider that in 2023, the leading edge of Baby Boomers (1946-1964) is now 77 years old. Therefore it's reasonable to expect that in about five years, massive amounts of baby-boomers will need senior housing facilities.

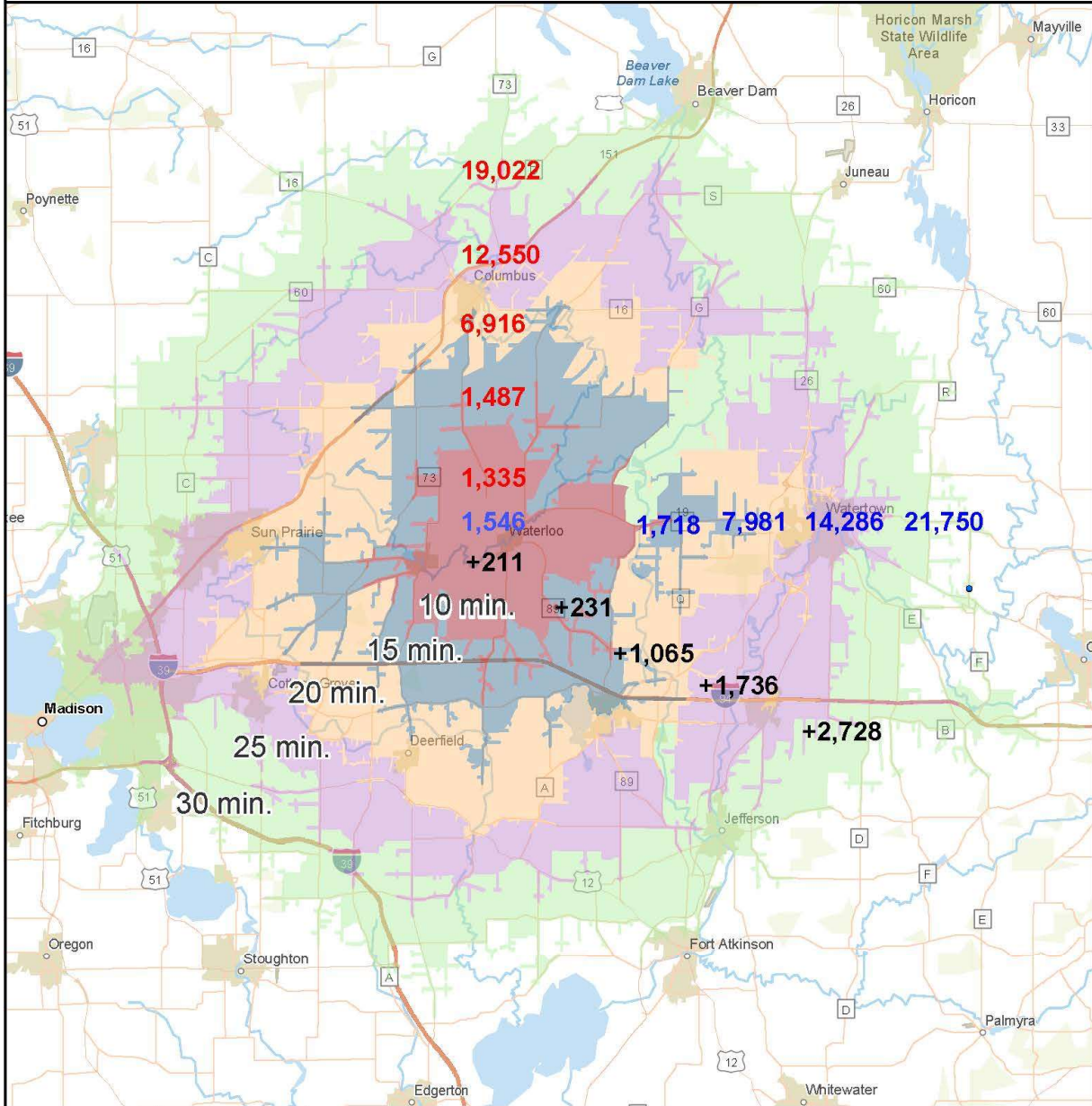
Age 50+ Market

While this report focuses mainly on the housing demands for the age 65+ market segment over the next five years, there is additional value in examining the entire 50+ population as the City may benefit from thinking more long term with respect to senior housing needs. Those in their 50's will start having needs for senior living facilities (including 55+ communities) within the next 5 to 15 years.

While a significant number of 50-64 year olds exist within both the County and the Market Area, this age group is expected to decline within both geographies. The Jefferson County age projections (Table 7) shows a 6.2% decline and the total 30-minute drive-time Market Area population shows a decrease of 6.0% (-3,000 persons) over the 5-year period from 2022 to 2027. The reductions in the 50-64 age group may have impacts on the demands and needs for this population segment moving beyond 2027.

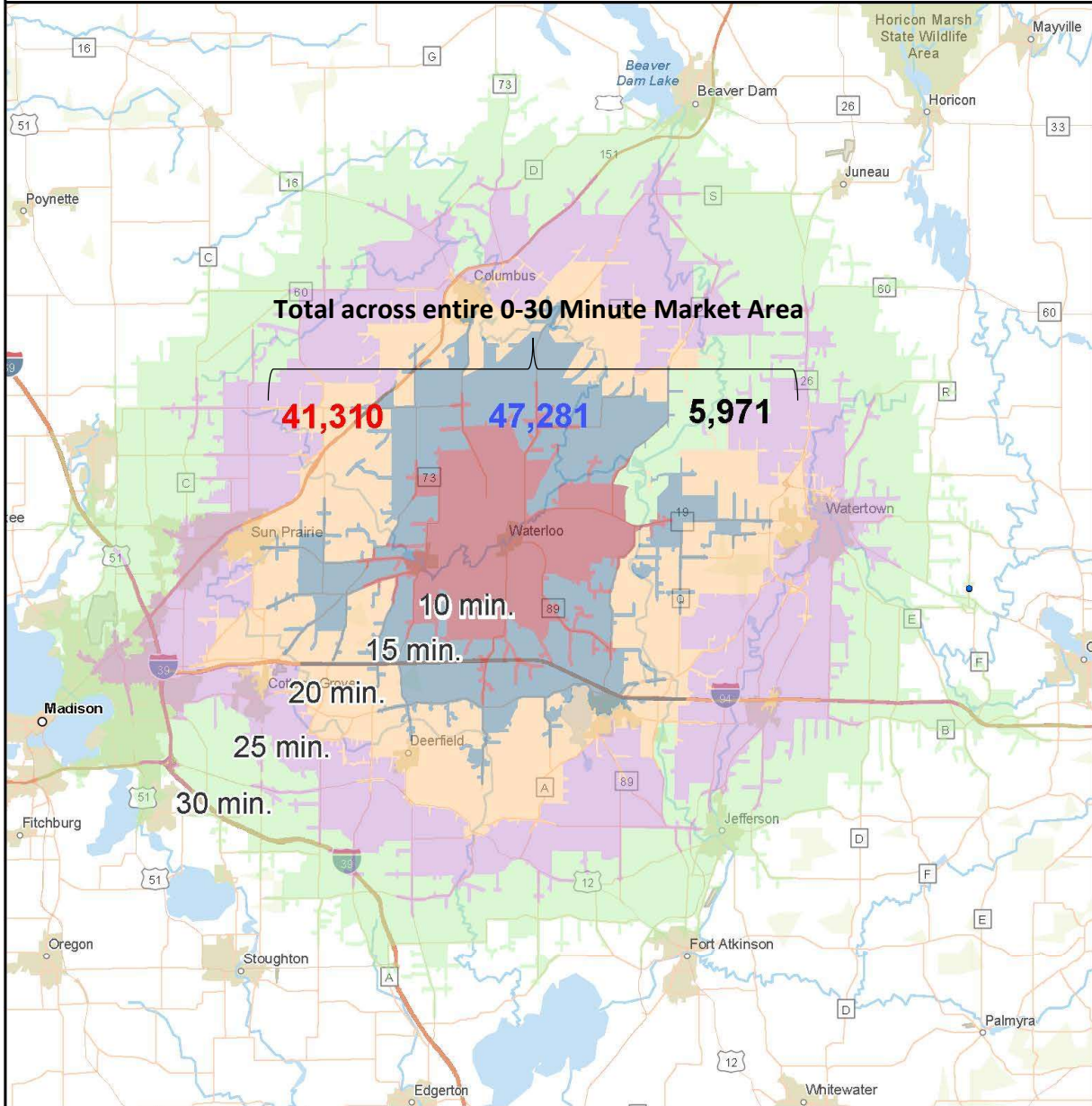
Detailed demographic information for the 50+ age group (2010, 2022, and 2027) were prepared using ESRI's Business Analyst software. This data correlates to the same drive-time radii used for the 65+ age cohort and can be found in Appendix B.

Map 4 - 2022 & 2027 Populations 65+ Years of Age by Market Area Drive Time Segment



| | | | |
|--|---|---|--|
| | <p>City of Waterloo Jefferson County, Wisconsin</p> | <p>City of Waterloo Jefferson County, WI</p> | <p>2022 Population 65+ 2027 Population 65+ Increase 2022-2027</p> |
| <small>THE INFORMATION ON THIS MAP IS FROM A COMPLETE CENSUS AND OTHER SOURCE INFORMATION. CEDAR CORPORATION ASSUMES NO LIABILITY FOR ANY ERRORS OR OMISSIONS. CEDAR CORPORATION IS NOT RESPONSIBLE FOR ANY ERRORS OR OMISSIONS.</small> | | | <small>Map Updated: May 2, 2023</small> |

Map 5 - 2022 & 2027 Population 65+ Years of Age for Entire Market Area (0-30 Min. Drive Time)



| | | | |
|--|--|--|--|
| | | <p>City of Waterloo Jefferson County, WI</p> | <p>2022 Population 65+ 2027 Population 65+ Increase 2022-2027</p> |
| | | <small>THE INFORMATION ON THIS MAP IS FROM A COMPLETE CENSUS AND/OR OTHER SOURCE OF POPULATION INFORMATION. © 2023 Cedar Corporation. All rights reserved. The accuracy of the information is not guaranteed. Cedar Corporation is not responsible for any errors or omissions in this map. Data from the U.S. Census Bureau, 2020 Census of Population and Housing.</small> | <small>Map Updated: May 2, 2023</small> |

SENIOR LIVING COSTS & AFFORDABILITY

ASSISTED LIVING COSTS

Senior housing costs, particularly for assisted living and on-site care can be quite significant. According to the 2019 report by the Legislative Reference Bureau entitled *Retirement Security in Wisconsin*, the state-wide median cost of an assisted living facility is \$51,600 per year (\$4,300/mo.). The median nursing home care cost for one year in 2019 was \$100,010 (\$8,344/month) for a semi-private room, or \$112,146 (\$9,345/mo.) for a private room.

More regionally, the monthly costs for assisted living average between \$4,100 and \$4,998 per month according to data supplied by seniorly.com. These monthly costs appear to be in line with prices quoted for several of the facilities that exist within the City of Waterloo.

AFFORDABILITY

In general, the affordability of senior housing is a challenge as older adults with limited financial resources face a much lower chance of successfully aging in place. Many middle-income earners who can't afford senior housing or support services make too much or have too many assets to qualify for government assistance. And even well-resourced seniors face financial hurdles and are paying more than 30 percent of their income for housing on top of tax, insurance, and utility payments. Many older homes will also require expensive updates to make them more accessible, such as retrofitting wider hallways and doors, ramps, and first-floor bathrooms.

Specific data for incomes of those 65 years and older are not available from the U.S. Census, but statistics at the state level indicate that poverty rates increase as people age. According to the 2019 report by the Legislative Reference Bureau entitled *Retirement Security in Wisconsin*, 9.5 percent of older Wisconsinites were living in poverty in 2017. In Wisconsin, the poverty rate nearly doubles from the age of 60 to the ages of 85+. Poverty has been associated with poor health outcomes including increased risk of disability, homelessness and physical and cognitive decline.

Many older adults subsist on limited incomes and modest savings that restrict their ability to afford basic medical care much less housing. Furthermore, 63% of adults ages 65 and older have at least two chronic conditions, leading to increased out-of-pocket expenses.

Another contributor to the growing elder poverty rate is that most retirement income does not grow at the rate of inflation. Social Security beneficiaries receive annual cost-of-living adjustments, but the increases do not reflect the inflation experienced by all retirees because they are based upon the inflation experienced by working Americans, who have different spending patterns.

SENIOR LIVING DEVELOPMENT COSTS

Senior living facility development and construction costs can be significant as compared to the costs for traditional residential units. Based on CBRE national level data from 2022, average cost components for senior housing development are as follows:

- Site Acquisition Costs: \$32.80 / sq. ft. (8.2% of development costs)
- Average Site Size: 6.78 acres
- Construction Costs: \$333.00/sq. ft. (70.2% of development costs)
- Furniture, Fixtures & Equipment Costs: \$9.75/sq. ft. (3.0% of development costs).
- Total Cost Per Unit: \$317,400 (an increase of 12.8% since 2020)

The CBRE data also documented the top senior housing market “headwinds” (or barriers to development) which include, in order: Staffing availability, inflation, interest rates, and supply/development. Given these costs and challenges, it may be necessary for communities to offer incentives and subsidies of various types in order to assist in the development of new senior living projects.

4 SENIOR HOUSING OPPORTUNITIES

SUMMARY

From a land use perspective, the City of Waterloo has ample opportunities to support new development which could incorporate a variety of senior housing options and styles as listed previously. Higher density developments can also help to breathe new life into downtowns across the country. Increases in density and intensity can also be an asset to a community in a variety of ways including the continued revitalization of its downtown and the redevelopment of key commercial corridors leading into the City.

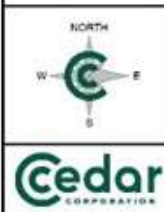
POTENTIAL SITES

An evaluation of potential new senior housing sites was conducted based on information and insights provided by the City, as well as current landownership. Ideally, new senior housing sites would be in close proximity (a walkable distance) to a variety of amenities and services such as parks, trails, a grocery store, medical offices, coffee shop, library, and other retail and service providers.

A total of nine (9) sites were identified across the City which may have high potential for accommodating new senior housing; and, while some may not be ideal in terms of their proximity to amenities and services, many do have access to the City's wide array of natural features and trails. These sites are listed and described on the following pages and are illustrated on Map 6. The boundaries of the City's existing Tax Incremental Districts (TIDs) are also contained on this map for reference.



Map 6 - City of Waterloo, Potential Senior Housing Sites



City of Waterloo
Jefferson County, WI

0 5 10 Miles

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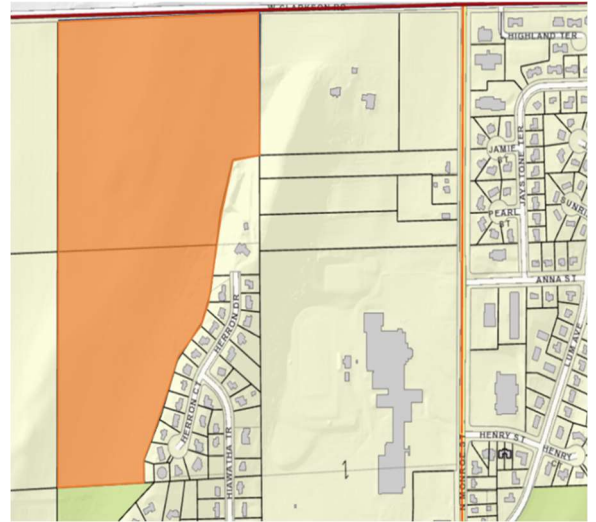
See keyed descriptions in report for site information

Map updated May 1, 2023

4. **MV21 LLC Property – 234 Goehl Road:** This 1.17 acre property has great potential to accommodate new senior family housing as it lies adjacent to two existing facilities. A similar sized apartment-style building mirroring those to the west could be accommodated on the site. Limited municipal incentives for development may be available as this property is included in TID #5.



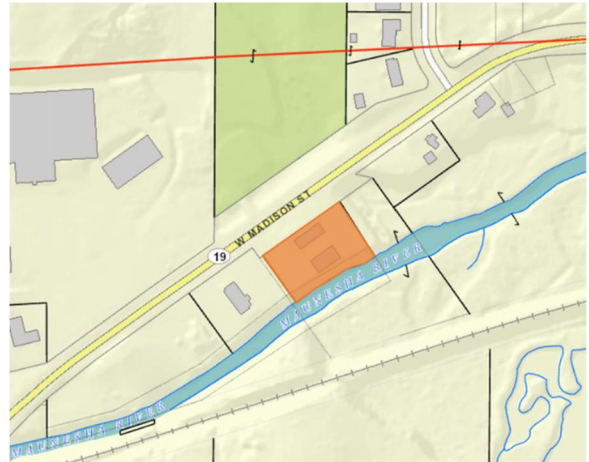
5. **TIF #5 Properties – West Clarkson Road:** Approximately 63 acres of undeveloped agricultural land located in the northwestern portion of the City was recently brought into a new Tax Increment District (#5). These properties offer many options for the creation of new senior housing within an integrated residential neighborhood. Any of the aforementioned types of assisted living, or the subsequently discussed alternative senior housing styles could be accommodated on these properties within the context of a master plan. Limited municipal incentives for development may be available as this property is included in TID #5.



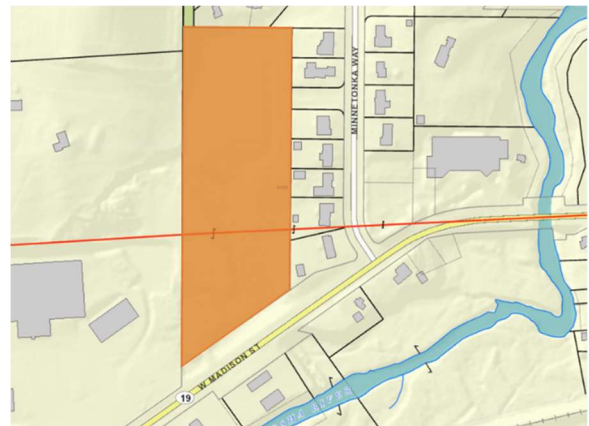
6. **McKay Nursery Holding Property – 1001 W. Madison Street:** This 26 acre property is located on the City's western border, along the north side of WIS 19. While not currently on the market, the property could be suitable for senior living facilities or a 55+ community (cottage style development?) which includes easy access to riverfront greenspace. The site is also close to the Dr. J.S. Garman Nature Preserve and about one mile west of downtown. This property also lies within the newly created TID #5.



7. **Former Gas Station – 688 W. Madison Street:** This redevelopment-focused property consists of 0.79- acres located between WIS 19 and the Mauneshia River. It is currently an abandoned gas station but has the potential to house a small, multi-story building or perhaps a small pocket neighborhood style development. While not noted on the WDNR’s remediation website, an environmental investigation will likely need to be done, and any soil contamination, if present, will need to be dealt with prior to redevelopment. This property is located within TID #5.



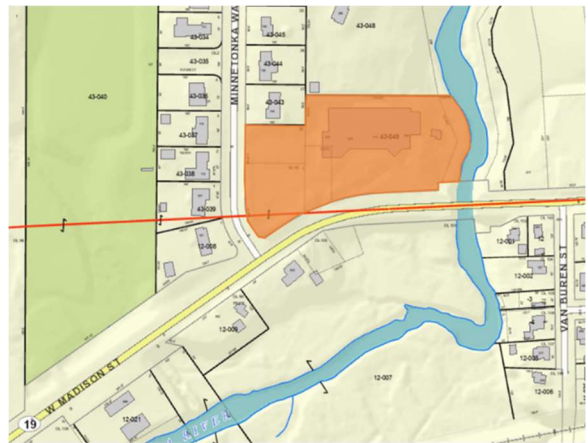
8. **Morrison Field – 127 Minnetonka Way:** This City owned property consists of 6.86 acres with a portion of it being used as a soccer field. While some site improvement plans have been made, the site’s limited access, lack of parking and other amenities does not make it an ideal park site. Re-locating the soccer field and developing a master plan which integrates new senior housing along with some greenspace/park space is an option the City may wish to pursue. This property is located within TID #5.



9. **Riverwalk of Waterloo LLC (former Perry Printing site) – 477 W. Madison Street:** This site currently houses the Riverwalk senior living facility but has plenty of room for expansion on either side of the existing structure. This site is adjacent to downtown and very walkable. This property lies within TID #2.



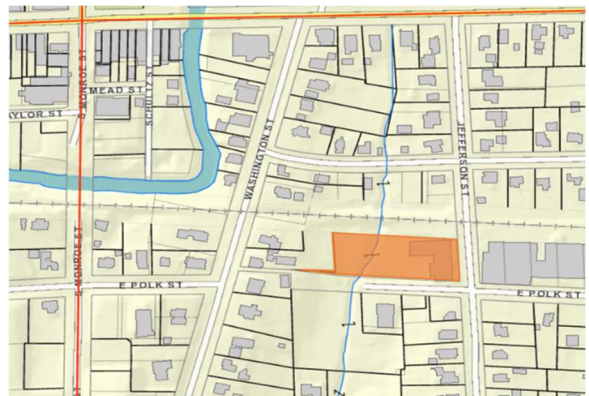
10. **Waterloo Technology Center– 565 W. Madison Street:** This 3.1 acre property has an existing, former corporate office building and is available for lease; and, while the property itself is not on the market, it may have many desirable qualities as an adaptive re-use project for senior housing. It’s 42,000+ square foot size, parking facilities and location along the Maunasha River, along an easy access stretch of WIS 19 may make this a desirable location. Feasibility studies would need to be conducted regarding the ability to convert this structure into housing. This property is not located within a TID.



11. **City Owned Property – 333 Portland Road:** fronting acre site in the northeast part of Waterloo. Situated at the western end of Industrial Drive, this area offers some redevelopment opportunities for retail along the frontage of WIS 19 and the potential for approximately 5 acres of senior housing development fronting the Maunasha River, across from Fireman’s Park. This property lies within the boundaries of TID #3.



12. **Waterloo Antiques Mall - 255 Jefferson Street:** This 0.93 acre parcel is located a few blocks southeast of downtown and houses an existing 24,000 square foot historic brick building. The building is already ADA accessible, has newer windows, and would potentially be eligible for historic tax credits if converted into senior living apartments. Adequate space exists to accommodate parking and greenspace, and the building could potentially incorporate retail and/or services which cater to senior needs. This property is not located within a TID.



ALTERNATIVE HOUSING STYLES

In addition to vacant land sites and the potential rehabilitation/re-use of existing buildings within the community, there may be other options for the City to consider in terms of new development which better provides for residents in their senior years.

AGE 55+ COMMUNITIES

A 55+ community is an established active adult living area that has at least one resident living on each property over the age of 55. These retirement communities are designed with a target market over the age of 55 in mind, from amenities to location. Everything from floor plans and expected home maintenance to community events and resources cater to older homeowners. 55+ communities can incorporate any or all of the housing types described in this section. There are a number of 55+ communities within the region, such as Highland Village in Watertown as well as a fairly new development, Whistling Ridge in nearby Marshall.



DUPLEX/ATTACHED SINGLE-FAMILY CONDOS

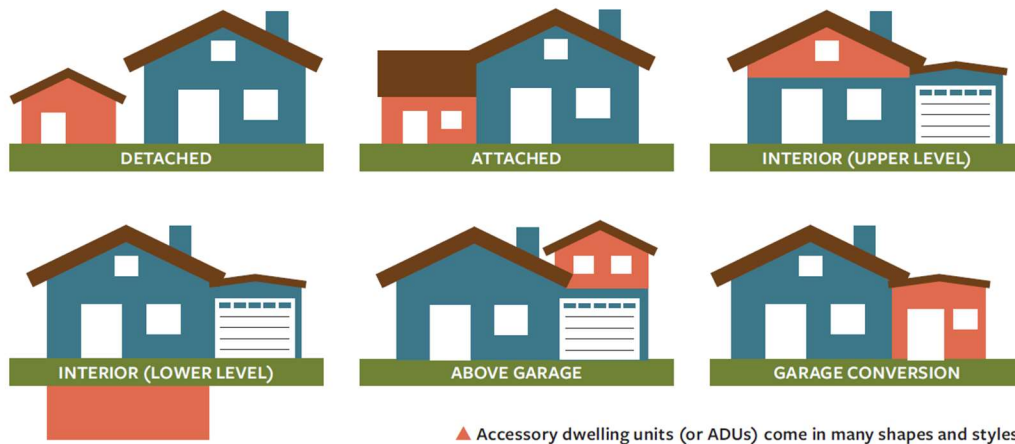
Townhome/condo units are very similar to standard market-rate attached housing and will typically offer all of the same features and amenities found in a non-age restricted housing development. The distinguishing characteristics of senior-friendly duplex or attached single-family units are universal design elements that anticipate increased longevity, aging in place, and increasing needs for home care and physical accommodations. Universal design elements include step-free entryways; wide doorways and hallways; lever handles for all doors (instead of knobs); first floor bedroom/bath; and non-slip floors, steps, and baths. All senior housing units will contain some or all of the above universal design elements. Duplex/attached single family units are most often found in senior communities of choice such as lifestyle communities, mixed-facility campuses, and RCAC's.

ACCESSORY DWELLING UNITS (ADUs)

As Waterloo residents continue to age, there often comes a time when they might not want to maintain a separate home but do not wish to live in a retirement or elderly care home. An alternative would be to allow small, secondary living quarters on one residential parcel. Known as ADUs, or sometimes as “granny flats,” these types of units allow the elderly to maintain their own independent living quarters for sleeping and washing while being able to easily interact with their family for meals and socializing in the principal residence. They can provide an affordable rental option for students or young couples.

The City of Waterloo does not have any provisions in its current Zoning Ordinance which allows for the construction of Accessory Dwelling Units. A new section of code would need to be developed and approved in order to facilitate the development of ADUs within the City.

Figure 8: Accessory Dwelling Unit (ADU) Examples



COTTAGE STYLE/POCKET NEIGHBORHOODS

Cottage Style (or Cottage Court) and Pocket Neighborhood styles of development are suitable for new development, or as a redevelopment option on small parcels of land (1+ acre). This style consists of small (600-1,000 sq. ft.) cottage-style homes that prioritize function in a limited living space. While many cottages are one-and-a-half or two-story properties, the overall square footage tends to be lower.



Cottage units house one or more seniors in a non- apartment, non-institutional environment, which is appealing to seniors with limited financial means. Cottages are often indistinguishable from a small single family house or duplex unit from the exterior. In a cottage housing development, groups or "clusters" of individual housing units are together around communal features, typically open space and a community building. Because cottage housing offers a communal feature, residents share in a greater sense of community while partaking in the activities or amenities provided. Specific to senior housing, cottage development allows community amenities to be concentrated in one, communal area such as a community center. This type of development has a lower impact on communities and allows seniors easier access to aid.



According to www.pocket-neighborhoods.net the shared outdoor space at the center of a cluster of homes is a key element of a pocket neighborhood. Residents surrounding this common space take part in its care and oversight, thereby enhancing a felt and actual sense of security and identity. Privacy is also an essential ingredient that allows residents to have a positive experience of community. In a classic cottage courtyard community, there are several increasingly private 'layers of personal space' between the shared commons and the front door.



APARTMENTS

Apartments are the dominant market-rate unit type for senior housing, spanning nearly the entire range of senior housing models. Apartments can be luxuriously appointed units in a lifestyle community, modestly sized units for independent seniors of limited means, or small units with less extensive cooking facilities in assisted living communities where meals are served in communal settings. The particular design and appointment of the apartments will depend on the market segmentation and local conditions of the senior housing facility, but any apartment unit will have a private lockable entry and cooking facilities of some nature. It should be noted that the apartment model can also accommodate a variety of mixed uses (i.e. first floor commercial, etc.).

IN-HOME SENIOR HOUSING UNITS

This type of housing refers to seniors who still live in their own home outside of a senior housing facility but require outside services. This living arrangement is important to acknowledge as a large percentage of seniors will remain in their homes as long as possible either by choice, or due to financial considerations. Other more non-traditional senior housing models exist that may gain more acceptance as seniors seek more cost-effective or socially desirable living arrangements. It is possible that a broader portion of the population will consider these solutions as realistic options.

HOUSING COOPERATIVES

Cooperatives are a form of ownership where the senior housing facility is owned and controlled by the residents themselves. These facilities are often most akin to independent living through congregate care facilities on the senior housing continuum in the building design and services that are offered. The key difference between a senior cooperative and other ownership structures is that cooperatives can appeal to seniors who would be otherwise resistant to moving out of their single-family homes because the cooperative passes the financial benefit of ownership to the senior owners. In this manner, a cooperative ownership structure removes one of the principal obstacles that prevent seniors from moving to a senior housing facility.

HOME SHARING

Home Sharing is an arrangement where a senior may share their home with another senior or non-senior in exchange for rent or services, or where a group of un-related seniors co-habitate in a single dwelling unit. There is no formal organization that is in charge of a home sharing arrangement; all services are arranged for by the residents themselves.

“VISITABILITY”

As people age, their ability to move within their own home, or even stay within their own community, can become increasingly difficult. For a number of elderly and mobility-impaired residents, the simple presence of a single stair to enter a home can cause a great deal of difficulty. In other cases, elderly people who desire to downsize may not have appropriate housing styles available in their community to accommodate their needs.

According to Green Bay-based Options for Independent Living, “visitability” applies to the construction of new single-family homes to make them “visitable” by people with physical or mobility disabilities. Typically, visitable homes have:

- One entrance with no steps.
- A minimum 32-inch clear passage through all the main floor doors and hallways.
- A useable bathroom on the main floor.

Although these improvements do not allow full accessibility, they do allow (at a minimum) the elderly, and people with mobility limitations, the ability to visit a home or remain living in their home for a longer period of time.

“AGING IN PLACE”

For many, aging in place is about remaining in the home they have lived in and, in some cases, owned for decades, . For others, it means relocating to a smaller apartment or residence within their longtime community or neighborhood. Yet each approach requires different supports, structures, and policy prescriptions.

From a community perspective, promoting “aging in place” means having a diverse set of housing types and styles which can offer the opportunity to move out of a larger home and into a smaller house, apartment or assisted living facility that is more suited to senior needs. Recent housing market trends are showing that people are living in their homes longer, mostly due to price and the overall availability of different housing options.

While 1,800 square foot ranch homes are suited well for families, when the majority of the housing stock is comprised of such units, it makes it very challenging for a resident to stay within their own community. The City will need to embrace the ‘aging in place’ concept and can help support it by ensuring that a diverse set of housing types are built in the future and that its existing housing stock is well-maintained, energy-efficient, and has the ability to be modified to allow for a lower income older population. In addition, the community also needs to consider the larger place - does the location of the home have the amenities and transportation alternatives and walkability and opportunities to engage in the community that a senior might want or need?

5 MAJOR FINDINGS & RECOMMENDATIONS

SUMMARY

Based on the information cited, it appears that a substantial potential market for senior housing will exist within the City and surrounding Market Area over the next 5 years with perhaps 150 units being needed. However; it is difficult to quantify the exact demand as it relates to specific sub-segments of the senior population as medical service needs will vary greatly.

In addition, one must understand that seniors are not a ‘market unto themselves’, as portions of the senior population have different desires or needs for housing. For example, the ‘Young Senior’ cohort likely resembles the ‘Non- Senior’ portion of the population more than it does the ‘Middle Seniors’. ‘Middle Seniors’ and ‘Old Seniors’ also share many characteristics, but the ‘Old Seniors’ may have a set of distinct concerns with respect to their housing needs. While this may further muddy the waters regarding the targeting sub-sectors of the Senior market, it is generally affirmed by most that aging in place is the preferred mode of living for seniors regardless of where they fall on the age spectrum. Data from the American Community Survey (ACS) suggests that seniors make their moves mainly out of necessity and not by choice.

Also, rental housing is a difficult sell to most seniors as evidenced with the occupancy rate at Highland House (50%). Many own their homes outright, meaning they only pay taxes and utilities to continue their occupancy. Also, they tend to have lower renter percentages and wish to age in place. However, disability information suggests that living alone is not a tenable strategy for all seniors, and renting starts to become more common among middle seniors, reaching a maximum in the oldest seniors group. Since rental housing is generally less expensive than buying a home, it can fill part of that need for the senior population given the right product type.

KEY RECOMMENDATIONS

Based on the information and analysis in this report, several key recommendations are provided to the City in order to further pursue and/or accommodate future senior housing opportunities for its current and future residents:

1. Incorporate the study’s findings into the next update of the City’s comprehensive plan in a manner which also better addresses the concepts of “livability” and creating an age-friendly “livable community”. Additional information regarding “livable communities” from AARP is contained in Appendix B.

2. Amend the City’s comprehensive plan to more clearly identify areas targeted (reserved) for future senior housing as noted on Map 6. The sites could accommodate the development of both market rate independent living facilities as well as assisted living facilities over the next 5 years. As noted earlier in the report, it is expected that about 150 units could be filled over the next 5 years based on internal and external growth of the 65+ community within the Market Area.
3. Spend additional time reviewing examples and determining preferences for the types and varieties of senior housing models as it pertains to market rate and independent living options. For example, creating housing opportunities that closely resemble seniors’ former homes can make renting a more attractive option to households looking for alternatives. Ranch-style “cottage courts”, accessory dwelling units, and “pocket neighborhoods” could be important parts of this equation rather than just relying on private sector activity for larger independent living/senior apartments.
4. Incentives to support the development of new senior housing should be considered, with sites located within TID #2 or TID #5 being eligible for assistance in the form of infrastructure extensions, or “pay-go” direct assistance based on the potential increment generated.
5. Market the City of Waterloo as a lower-cost retirement destination which is close to many larger metropolitan areas. This could be achieved by placing more information on the City’s website with respect to senior living lifestyles and opportunities, as well as providing information about specific site opportunities to the development community.
6. Review, update, and amend current zoning regulations and modify as required to facilitate development of affordable senior living opportunities. This could include addressing several areas such as:
 - a. Relaxing Single Family only zoning classifications
 - b. Reducing lot sizes & widths to make new construction more affordable.
 - c. Reductions in parking requirements
 - d. Creation of Accessory Dwelling Unit (ADU) provisions
 - e. Creation of Cottage Style/Pocket Neighborhood Provisions
 - f. Adaptive Re-Use of Abandoned Commercial/Industrial Structures
 - g. Opportunities for retail/housing Mixed Use projects

7. Focus on “Quality of Life” improvements throughout the community as they can benefit all existing and future residents, however; give special consideration to how (and where) such improvements may specifically benefit senior populations. New trails with new connections that link existing and future recreational sites and necessary day-to-day services will be important for the City’s aging population. Furthermore, the City should be sure to incorporate accommodations for electric scooters and electric personal assistive mobility devices when reviewing trails, parks and other infrastructure.
8. Target new businesses and services to locate in areas which can serve a growing senior population.
9. Continually monitor internal and external senior housing activities and issues and consider a formal review and update this study after a 3-year period (2026/2027).
10. Consult and communicate regularly with the Jefferson County ADRC with respect to future planning tasks and activities. Also identify and collaborate with other agencies, associations and entities to better address current and future “aging in place” issues.



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List of Appendices

The following appendices are referenced in this report and are included in this section, as follows:

- Appendix A: Senior Living Facility Inventory
- Appendix B: Esri Business Analyst Report – Age 50+ Profile
- Appendix C: AARP’s “The 8 Domains of Livability”



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Appendix A: Senior Living Facility Inventory

Listing of Senior Living Facilities in Market Area.

| FACILITY NAME | COUNTY | CITY | FACILITY TYPE | CAPACITY | DRIVE TIME DISTANCE |
|---------------------------------------|-----------|-------------|------------------------------|----------|---------------------|
| SIENNA CREST MARSHALL | DANE | Marshall | COMM. BASED RESIDENTIAL FACS | 20 | 0 - 10 minutes |
| HIGHLAND HOUSE | JEFFERSON | Waterloo | RESIDENT CARE APT COMPLEXES | 20 | 0 - 10 minutes |
| VICTORY VISION COMMUNITY LIVING NORTH | JEFFERSON | Waterloo | COMM. BASED RESIDENTIAL FACS | 6 | 0 - 10 minutes |
| VICTORY VISION COMMUNITY LIVING EAST | JEFFERSON | Waterloo | COMM. BASED RESIDENTIAL FACS | 6 | 0 - 10 minutes |
| HIGHLAND HOUSE | JEFFERSON | Waterloo | RESIDENT CARE APT COMPLEXES | 20 | 0 - 10 minutes |
| RIVERWALK SENIOR LIVING | JEFFERSON | Waterloo | RESIDENT CARE APT COMPLEXES | 29 | 0 - 10 minutes |
| LAKE MILLS HEALTH SERVICES | JEFFERSON | Lake Mills | NURSING HOME (NH) | 50 | 10 - 15 minutes |
| VICTORIAN SPLENDOR | JEFFERSON | Lake Mills | ADULT FAMILY HOME | 4 | 10 - 15 minutes |
| BROOK GARDENS PLACE | JEFFERSON | Lake Mills | COMM. BASED RESIDENTIAL FACS | 30 | 10 - 15 minutes |
| LILAC SPRINGS ASSISTED LIVING LLC | JEFFERSON | Lake Mills | COMM. BASED RESIDENTIAL FACS | 24 | 10 - 15 minutes |
| TIMBERWOOD LODGE LAKE MILLS | JEFFERSON | Lake Mills | COMM. BASED RESIDENTIAL FACS | 14 | 10 - 15 minutes |
| COLUMBUS HEALTH AND REHAB | COLUMBIA | Columbus | NURSING HOME (NH) | 50 | 15 - 20 minutes |
| AT HOME AGAIN COLUMBUS LLC | COLUMBIA | Columbus | COMM. BASED RESIDENTIAL FACS | 36 | 15 - 20 minutes |
| LARSON HOUSE | COLUMBIA | Columbus | COMM. BASED RESIDENTIAL FACS | 36 | 15 - 20 minutes |
| AT HOME AGAIN COLUMBUS MEMORY CARE | COLUMBIA | Columbus | COMM. BASED RESIDENTIAL FACS | 12 | 15 - 20 minutes |
| LARSON HOUSE SOUTH | COLUMBIA | Columbus | COMM. BASED RESIDENTIAL FACS | 28 | 15 - 20 minutes |
| LONDON LODGE II | DANE | Cambridge | COMM. BASED RESIDENTIAL FACS | 8 | 15 - 20 minutes |
| OUR HOUSE CAMBRIDGE ASSISTED CARE | DANE | Cambridge | COMM. BASED RESIDENTIAL FACS | 15 | 15 - 20 minutes |
| HOME AGAIN ASSISTED LIVING INC | DANE | Cambridge | COMM. BASED RESIDENTIAL FACS | 47 | 15 - 20 minutes |
| PLEASANT MEADOWS | DANE | Deerfield | ADULT FAMILY HOME | 4 | 15 - 20 minutes |
| DEERFIELD PLACE ASSISTED LIVING | DANE | Deerfield | COMM. BASED RESIDENTIAL FACS | 9 | 15 - 20 minutes |
| SUN PRAIRIE HEALTH CARE CENTER | DANE | Sun Prairie | NURSING HOME (NH) | 28 | 15 - 20 minutes |
| COLONIAL CLUB SENIOR ACTIVITY CENTER | DANE | Sun Prairie | ADULT DAY CARE CENTER | 28 | 15 - 20 minutes |
| STURDY OAKS | DANE | Sun Prairie | ADULT FAMILY HOME | 4 | 15 - 20 minutes |

| | | | | | |
|---|-----------|---------------|------------------------------|-----|-----------------|
| NEW PERSPECTIVE SUN PRAIRIE | DANE | Sun Prairie | RESIDENT CARE APT COMPLEXES | 50 | 15 - 20 minutes |
| NEW PERSPECTIVE SUN PRAIRIE | DANE | Sun Prairie | COMM. BASED RESIDENTIAL FACS | 50 | 15 - 20 minutes |
| OAK RIDGE LIVING SUN PRAIRIE | DANE | Sun Prairie | COMM. BASED RESIDENTIAL FACS | 8 | 15 - 20 minutes |
| TALLGRASS SENIOR LIVING | DANE | Sun Prairie | RESIDENT CARE APT COMPLEXES | 53 | 15 - 20 minutes |
| WALK BY FAITH AFH CHRISTIANS HOME | DANE | Sun Prairie | ADULT FAMILY HOME | 4 | 15 - 20 minutes |
| MANOR FAMILY HOME LLC (THE) | DODGE | Watertown | ADULT FAMILY HOME | 4 | 15 - 20 minutes |
| HERITAGE ASSISTED LIVING OF WATERTOWN LLC | DODGE | Watertown | COMM. BASED RESIDENTIAL FACS | 46 | 15 - 20 minutes |
| LONDON LODGE I | JEFFERSON | Cambridge | COMM. BASED RESIDENTIAL FACS | 8 | 15 - 20 minutes |
| VIEW AT JOHNSON CREEK (THE) | JEFFERSON | Johnson Creek | COMM. BASED RESIDENTIAL FACS | 64 | 15 - 20 minutes |
| BUCKAROOS ADULT FAMILY HOME | JEFFERSON | Watertown | ADULT FAMILY HOME | 4 | 15 - 20 minutes |
| RESCARE CASEY | JEFFERSON | Watertown | ADULT FAMILY HOME | 4 | 15 - 20 minutes |
| MILFORD | JEFFERSON | Watertown | COMM. BASED RESIDENTIAL FACS | 6 | 15 - 20 minutes |
| EICKSTAEDT | JEFFERSON | Watertown | COMM. BASED RESIDENTIAL FACS | 6 | 15 - 20 minutes |
| AUTUMN WINDS LLC | DANE | Cambridge | COMM. BASED RESIDENTIAL FACS | 10 | 20 - 25 minutes |
| KINDREDHEARTS OF COTTAGE GROVE | DANE | Cottage Grove | COMM. BASED RESIDENTIAL FACS | 15 | 20 - 25 minutes |
| KINDREDHEARTS OF COTTAGE GROVE | DANE | Cottage Grove | COMM. BASED RESIDENTIAL FACS | 15 | 20 - 25 minutes |
| DRUMLIN RESERVE | DANE | Cottage Grove | COMM. BASED RESIDENTIAL FACS | 24 | 20 - 25 minutes |
| THE BAY AT BELMONT HEALTH AND REHABILITATION CENTER | DANE | Madison | NURSING HOME (NH) | 83 | 20 - 25 minutes |
| OAK PARK NURSING AND REHABILITATION CENTER | DANE | Madison | NURSING HOME (NH) | 100 | 20 - 25 minutes |
| CHAMOMILE ASSISTED LIVING LTD | DANE | Madison | COMM. BASED RESIDENTIAL FACS | 17 | 20 - 25 minutes |
| HARTLAND HOUSE | DANE | Madison | ADULT FAMILY HOME | 4 | 20 - 25 minutes |
| REM BRADFORD | DANE | Madison | ADULT FAMILY HOME | 4 | 20 - 25 minutes |
| CHAMOMILE ASSISTED LIVING LTD II | DANE | Madison | COMM. BASED RESIDENTIAL FACS | 24 | 20 - 25 minutes |
| OAK PARK PLACE AUTUMN LANE | DANE | Madison | COMM. BASED RESIDENTIAL FACS | 36 | 20 - 25 minutes |
| OAK PARK PLACE THE GROVE I | DANE | Madison | RESIDENT CARE APT COMPLEXES | 32 | 20 - 25 minutes |

| | | | | | |
|---------------------------------------|------|-------------|------------------------------|----|-----------------|
| PROMEDICA HOSPICE MADISON | DANE | MADISON | HOSPICE | 0 | 20 - 25 minutes |
| EMERSON SENIOR LIVING | DANE | Madison | ADULT FAMILY HOME | 4 | 20 - 25 minutes |
| OAK PARK PLACE AUTUMN LANE II | DANE | Madison | COMM. BASED RESIDENTIAL FACS | 67 | 20 - 25 minutes |
| MADISON POINTE SENIOR LIVING | DANE | Madison | COMM. BASED RESIDENTIAL FACS | 47 | 20 - 25 minutes |
| BLUFF POINT ADULT FAMILY HOME | DANE | Madison | ADULT FAMILY HOME | 4 | 20 - 25 minutes |
| MIDWEST ADULT FAMILY HOME | DANE | Madison | ADULT FAMILY HOME | 4 | 20 - 25 minutes |
| REM INC TWIN PINES | DANE | Madison | ADULT FAMILY HOME | 4 | 20 - 25 minutes |
| REM INC BROAD CREEK | DANE | Madison | ADULT FAMILY HOME | 4 | 20 - 25 minutes |
| INSPIRATIONAL CARE MADISON, LLC | DANE | Madison | ADULT FAMILY HOME | 4 | 20 - 25 minutes |
| COTTAGES OF MADISON ELMWOOD | DANE | Madison | COMM. BASED RESIDENTIAL FACS | 16 | 20 - 25 minutes |
| COTTAGES OF MADISON OAKWOOD | DANE | Madison | COMM. BASED RESIDENTIAL FACS | 16 | 20 - 25 minutes |
| COTTAGES OF MADISON APPLEWOOD | DANE | Madison | COMM. BASED RESIDENTIAL FACS | 16 | 20 - 25 minutes |
| CEDARHURST OF MADISON | DANE | Madison | RESIDENT CARE APT COMPLEXES | 60 | 20 - 25 minutes |
| ALBANS LIVING LLC | DANE | Madison | ADULT FAMILY HOME | 4 | 20 - 25 minutes |
| MIDWEST ADULT FAMILY HOME LLC | DANE | Madison | ADULT FAMILY HOME | 3 | 20 - 25 minutes |
| TRADITIONS OF MADISON | DANE | Madison | COMM. BASED RESIDENTIAL FACS | 17 | 20 - 25 minutes |
| E HOME | DANE | Madison | ADULT FAMILY HOME | 4 | 20 - 25 minutes |
| MOMENTS HOSPICE OF MADISON | DANE | Madison | HOSPICE | 0 | 20 - 25 minutes |
| LAMBAI ADULT FAMILY HOME | DANE | Madison | ADULT FAMILY HOME | 4 | 20 - 25 minutes |
| AGAPE ADULT FAMILY HOME LLC | DANE | Madison | ADULT FAMILY HOME | 4 | 20 - 25 minutes |
| CROSSROADS CARE CENTER OF SUN PRAIRIE | DANE | Sun Prairie | NURSING HOME (NH) | 50 | 20 - 25 minutes |
| BROOKDALE SUN PRAIRIE | DANE | Sun Prairie | COMM. BASED RESIDENTIAL FACS | 20 | 20 - 25 minutes |
| FAITH LIVING CENTER | DANE | Sun Prairie | COMM. BASED RESIDENTIAL FACS | 21 | 20 - 25 minutes |
| PRAIRIE GARDENS | DANE | Sun Prairie | COMM. BASED RESIDENTIAL FACS | 47 | 20 - 25 minutes |
| INFINITE ABILITY INC | DANE | Sun Prairie | ADULT FAMILY HOME | 4 | 20 - 25 minutes |
| HYLAND CROSSINGS | DANE | Sun Prairie | COMM. BASED RESIDENTIAL FACS | 28 | 20 - 25 minutes |
| HYLAND PARK | DANE | Sun Prairie | RESIDENT CARE APT COMPLEXES | 49 | 20 - 25 minutes |
| TALAMORE SENIOR LIVING SUN PRAIRIE | DANE | Sun Prairie | RESIDENT CARE APT COMPLEXES | 26 | 20 - 25 minutes |

| | | | | | |
|------------------------------------|-----------|---------------|------------------------------|-----|-----------------|
| TALAMORE SENIOR LIVING SUN PRAIRIE | DANE | Sun Prairie | COMM. BASED RESIDENTIAL FACS | 26 | 20 - 25 minutes |
| BEDROCK HCS AT WATERTOWN | DODGE | Watertown | NURSING HOME (NH) | 112 | 20 - 25 minutes |
| MARQUARDT MEMORIAL MANOR | DODGE | Watertown | NURSING HOME (NH) | 140 | 20 - 25 minutes |
| PARK RIDGE | DODGE | Watertown | COMM. BASED RESIDENTIAL FACS | 48 | 20 - 25 minutes |
| MARQUARDT HOSPICE | DODGE | WATERTOWN | HOSPICE | 0 | 20 - 25 minutes |
| PARK TERRACE | DODGE | Watertown | COMM. BASED RESIDENTIAL FACS | 44 | 20 - 25 minutes |
| RESCARE STONERIDGE | DODGE | Watertown | COMM. BASED RESIDENTIAL FACS | 6 | 20 - 25 minutes |
| STONERIDGE | DODGE | Watertown | ADULT FAMILY HOME | 4 | 20 - 25 minutes |
| FAIRFIELD | DODGE | Watertown | ADULT FAMILY HOME | 4 | 20 - 25 minutes |
| HILLSIDE GARDENS AFH LLC | DODGE | Watertown | ADULT FAMILY HOME | 4 | 20 - 25 minutes |
| HIGHLAND HOUSE | DODGE | Watertown | COMM. BASED RESIDENTIAL FACS | 20 | 20 - 25 minutes |
| SHADY ACRES CBRF | JEFFERSON | Jefferson | COMM. BASED RESIDENTIAL FACS | 4 | 20 - 25 minutes |
| SUNSET RIDGE ASSISTED LIVING | JEFFERSON | Johnson Creek | COMM. BASED RESIDENTIAL FACS | 24 | 20 - 25 minutes |
| RESCARE 141 MICHELLE | JEFFERSON | Johnson Creek | COMM. BASED RESIDENTIAL FACS | 6 | 20 - 25 minutes |
| DOHERTY HOME | JEFFERSON | Watertown | COMM. BASED RESIDENTIAL FACS | 8 | 20 - 25 minutes |
| RIVER VIEW PLATINUM LLC | JEFFERSON | Watertown | RESIDENT CARE APT COMPLEXES | 49 | 20 - 25 minutes |
| RESCARE 1633 CARLSON | JEFFERSON | Watertown | ADULT FAMILY HOME | 4 | 20 - 25 minutes |
| CLOVERCREST | JEFFERSON | Watertown | COMM. BASED RESIDENTIAL FACS | 6 | 20 - 25 minutes |
| WAKOKA 1 | JEFFERSON | Watertown | COMM. BASED RESIDENTIAL FACS | 8 | 20 - 25 minutes |
| WAKOKA 2 | JEFFERSON | Watertown | COMM. BASED RESIDENTIAL FACS | 8 | 20 - 25 minutes |
| MEADOWS OF FALL RIVER (THE) | COLUMBIA | Fall River | RESIDENT CARE APT COMPLEXES | 38 | 25 - 30 minutes |
| MEADOWS OF FALL RIVER CBRF (THE) | COLUMBIA | Fall River | COMM. BASED RESIDENTIAL FACS | 18 | 25 - 30 minutes |
| KEYES HOUSE | DANE | Deforest | COMM. BASED RESIDENTIAL FACS | 8 | 25 - 30 minutes |
| YOUNG HOUSE | DANE | Deforest | COMM. BASED RESIDENTIAL FACS | 8 | 25 - 30 minutes |
| RATHEY HOUSE | DANE | Deforest | COMM. BASED RESIDENTIAL FACS | 8 | 25 - 30 minutes |
| WEATHERLY HOUSE | DANE | Deforest | COMM. BASED RESIDENTIAL FACS | 8 | 25 - 30 minutes |
| ROSMAN HOUSE | DANE | Deforest | COMM. BASED | 8 | 25 - 30 minutes |

| | | | | | |
|---|------|----------|---------------------------------|-----|-----------------|
| | | | RESIDENTIAL FACS | | |
| SOSA HOUSE | DANE | Deforest | COMM. BASED RESIDENTIAL FACS | 8 | 25 - 30 minutes |
| LEGACY OF DEFOREST (THE) | DANE | Deforest | COMM. BASED RESIDENTIAL FACS | 25 | 25 - 30 minutes |
| ARC MATERNAL & INFANT PROGRAM | DANE | Madison | COMM. BASED RESIDENTIAL FACS | 12 | 25 - 30 minutes |
| TELLURIAN ACEWOOD HOUSE | DANE | Madison | COMM. BASED RESIDENTIAL FACS | 7 | 25 - 30 minutes |
| WOMEN IN TRANSITION | DANE | Madison | COMM. BASED RESIDENTIAL FACS | 12 | 25 - 30 minutes |
| BRIGHTER LIFE LIVING | DANE | Madison | COMM. BASED RESIDENTIAL FACS | 4 | 25 - 30 minutes |
| SCHWERT AODA TREATMENT CENTER | DANE | Madison | COMM. BASED RESIDENTIAL FACS | 15 | 25 - 30 minutes |
| ATTIC CORRECTIONAL TREATMENT CENTER | DANE | Madison | COMM. BASED RESIDENTIAL FACS | 19 | 25 - 30 minutes |
| PORCHLIGHT | DANE | Madison | COMM. BASED RESIDENTIAL FACS | 8 | 25 - 30 minutes |
| NORTHPORT GROUP HOME | DANE | Madison | COMM. BASED RESIDENTIAL FACS | 8 | 25 - 30 minutes |
| ARC DAYTON ST | DANE | Madison | COMM. BASED RESIDENTIAL FACS | 13 | 25 - 30 minutes |
| SSM HEALTH ADULT DAY HEALTH CENTER | DANE | Madison | ADULT DAY CARE CENTER | 4 | 25 - 30 minutes |
| OAKWOOD KNOLL | DANE | Madison | COMM. BASED RESIDENTIAL FACS | 20 | 25 - 30 minutes |
| OAKWOOD SEASONS | DANE | Madison | COMM. BASED RESIDENTIAL FACS | 20 | 25 - 30 minutes |
| HOME OF GOOD HOPE | DANE | Madison | ADULT FAMILY HOME | 4 | 25 - 30 minutes |
| OAKWOOD VILLAGE PRAIRIE RIDGE | DANE | Madison | RESIDENT CARE APT COMPLEXES | 206 | 25 - 30 minutes |
| OAKWOOD MEADOWS | DANE | Madison | COMM. BASED RESIDENTIAL FACS | 20 | 25 - 30 minutes |
| GRACE FAMILY HOME | DANE | Madison | ADULT FAMILY HOME | 3 | 25 - 30 minutes |
| OAKWOOD VILLAGE EAST HEALTH AND REHABILITATION CENTER | DANE | Madison | NURSING HOME (NH) | 40 | 25 - 30 minutes |
| REM HARMONY | DANE | Madison | ADULT FAMILY HOME | 4 | 25 - 30 minutes |
| MAHER HOME (THE) | DANE | Madison | COMM. BASED RESIDENTIAL FACS | 8 | 25 - 30 minutes |
| YASMIN'S LOVING CARE | DANE | Madison | ADULT FAMILY HOME | 4 | 25 - 30 minutes |
| HOME OF GOOD HOPE WEBER DRIVE | DANE | Madison | ADULT FAMILY HOME | 4 | 25 - 30 minutes |
| UNIVERSE ADULT FAMILY HOME LLC | DANE | Madison | ADULT FAMILY HOME | 4 | 25 - 30 minutes |
| DIVINE HAVEN LLC | DANE | Madison | ADULT FAMILY HOME | 3 | 25 - 30 minutes |

| | | | | | |
|---|-------|------------|------------------------------|-----|-----------------|
| CATHOLIC CHARITIES ADULT DAY CENTER | DANE | Madison | ADULT DAY CARE CENTER | 120 | 25 - 30 minutes |
| AGATE REM WISCONSIN I INC | DANE | Madison | ADULT FAMILY HOME | 4 | 25 - 30 minutes |
| UNIFIED ADULT FAMILY HOME | DANE | Madison | ADULT FAMILY HOME | 4 | 25 - 30 minutes |
| REM INC DRYDEN | DANE | Madison | ADULT FAMILY HOME | 3 | 25 - 30 minutes |
| REM WISCONSIN INC CRESTLINE | DANE | Madison | ADULT FAMILY HOME | 3 | 25 - 30 minutes |
| TENNYSON SENIOR LIVING COMMUNITY CBRF | DANE | Madison | COMM. BASED RESIDENTIAL FACS | 60 | 25 - 30 minutes |
| TENNYSON SENIOR LIVING COMMUNITY CBRF | DANE | Madison | RESIDENT CARE APT COMPLEXES | 60 | 25 - 30 minutes |
| HAVEY RD | DANE | Madison | ADULT FAMILY HOME | 4 | 25 - 30 minutes |
| RISE AT OAKWOOD VILLAGE PRAIRIE RIDGE (THE) | DANE | Madison | COMM. BASED RESIDENTIAL FACS | 40 | 25 - 30 minutes |
| GRASSLANDS AT OAKWOOD VILLAGE PRAIRIE RIDGE | DANE | Madison | RESIDENT CARE APT COMPLEXES | 71 | 25 - 30 minutes |
| ABLE HOME LLC | DANE | Madison | ADULT FAMILY HOME | 4 | 25 - 30 minutes |
| HOPE REALITY, LLC | DANE | Madison | COMM. BASED RESIDENTIAL FACS | 8 | 25 - 30 minutes |
| REM KNIGHTSBRIDGE | DANE | Madison | ADULT FAMILY HOME | 4 | 25 - 30 minutes |
| BKASCENT HOMES | DANE | Madison | ADULT FAMILY HOME | 4 | 25 - 30 minutes |
| BETHSAIDA MANASSAS | DANE | Madison | ADULT FAMILY HOME | 4 | 25 - 30 minutes |
| MCFARLAND VILLA ASSISTED LIVING | DANE | Mc Farland | COMM. BASED RESIDENTIAL FACS | 40 | 25 - 30 minutes |
| TELLURIAN ADULT RESIDENTIAL SERVICES | DANE | Monona | COMM. BASED RESIDENTIAL FACS | 38 | 25 - 30 minutes |
| TELLURIAN TRANSITIONAL HOUSING | DANE | Monona | COMM. BASED RESIDENTIAL FACS | 20 | 25 - 30 minutes |
| HUBS HOME | DANE | Monona | RESIDENT CARE APT COMPLEXES | 37 | 25 - 30 minutes |
| HERITAGE MONONA CBRF | DANE | Monona | COMM. BASED RESIDENTIAL FACS | 39 | 25 - 30 minutes |
| CAPITAL SQUARE | DANE | Monona | COMM. BASED RESIDENTIAL FACS | 34 | 25 - 30 minutes |
| BASCOM HALL | DANE | Monona | COMM. BASED RESIDENTIAL FACS | 41 | 25 - 30 minutes |
| REM SYLVAN LANE | DANE | Monona | ADULT FAMILY HOME | 4 | 25 - 30 minutes |
| COUNTRY LIVING AFH | DANE | Stoughton | ADULT FAMILY HOME | 4 | 25 - 30 minutes |
| LEGACY OF DEFOREST THE | DANE | De Forest | RESIDENT CARE APT COMPLEXES | 32 | 25 - 30 minutes |
| BEDROCK HCS AT BEAVER DAM LLC | DODGE | Beaver Dam | NURSING HOME (NH) | 90 | 25 - 30 minutes |
| HILLSIDE MANOR | DODGE | Beaver Dam | NURSING HOME (NH) | 115 | 25 - 30 minutes |
| EAGLES WINGS | DODGE | Beaver Dam | COMM. BASED RESIDENTIAL FACS | 22 | 25 - 30 minutes |
| HILLSIDE HOSPICE | DODGE | BEAVER DAM | HOSPICE | 0 | 25 - 30 minutes |
| STONE TERRACE RETIREMENT LIV CTR | DODGE | Beaver Dam | RESIDENT CARE APT COMPLEXES | 30 | 25 - 30 minutes |

| | | | | | |
|--------------------------------------|-----------|---------------|------------------------------|-----|-----------------|
| ARCADIA COMMUNITIES | DODGE | Beaver Dam | COMM. BASED RESIDENTIAL FACS | 20 | 25 - 30 minutes |
| BEAVER DAM AL OPERATIONS LLC | DODGE | Beaver Dam | COMM. BASED RESIDENTIAL FACS | 40 | 25 - 30 minutes |
| BEAVER DAM AL OPERATIONS LLC | DODGE | Beaver Dam | RESIDENT CARE APT COMPLEXES | 80 | 25 - 30 minutes |
| HIL LINDEN CORNER | JEFFERSON | Fort Atkinson | COMM. BASED RESIDENTIAL FACS | 7 | 25 - 30 minutes |
| SIENNA CREST FORT ATKINSON | JEFFERSON | Fort Atkinson | COMM. BASED RESIDENTIAL FACS | 20 | 25 - 30 minutes |
| HAWKS RIDGE AFH | JEFFERSON | Fort Atkinson | ADULT FAMILY HOME | 4 | 25 - 30 minutes |
| LIGHTED PATHWAYS II | JEFFERSON | Fort Atkinson | ADULT FAMILY HOME | 4 | 25 - 30 minutes |
| HIL COMMONWEALTH HOME | JEFFERSON | Fort Atkinson | COMM. BASED RESIDENTIAL FACS | 4 | 25 - 30 minutes |
| SILVER FOX | JEFFERSON | Fort Atkinson | ADULT FAMILY HOME | 3 | 25 - 30 minutes |
| GRAY WOLF | JEFFERSON | Fort Atkinson | ADULT FAMILY HOME | 3 | 25 - 30 minutes |
| BLUE RAVEN | JEFFERSON | Fort Atkinson | ADULT FAMILY HOME | 3 | 25 - 30 minutes |
| BLACK BEAR AFH | JEFFERSON | Fort Atkinson | ADULT FAMILY HOME | 3 | 25 - 30 minutes |
| GOLDEN EAGLE CBRF | JEFFERSON | Fort Atkinson | COMM. BASED RESIDENTIAL FACS | 5 | 25 - 30 minutes |
| FALCONS NEST CBRF | JEFFERSON | Fort Atkinson | COMM. BASED RESIDENTIAL FACS | 8 | 25 - 30 minutes |
| REENA SENIOR LIVING | JEFFERSON | Fort Atkinson | RESIDENT CARE APT COMPLEXES | 20 | 25 - 30 minutes |
| REENA SENIOR LIVING | JEFFERSON | Fort Atkinson | COMM. BASED RESIDENTIAL FACS | 20 | 25 - 30 minutes |
| BUCKAROOS ADULT FAMILY HOME LLC 2 | JEFFERSON | Helenville | ADULT FAMILY HOME | 4 | 25 - 30 minutes |
| MY PLACE OF IXONIA I | JEFFERSON | Ixonia | ADULT FAMILY HOME | 4 | 25 - 30 minutes |
| MY PLACE OF IXONIA II | JEFFERSON | Ixonia | ADULT FAMILY HOME | 4 | 25 - 30 minutes |
| MY PLACE OF IXONIA III | JEFFERSON | Ixonia | ADULT FAMILY HOME | 4 | 25 - 30 minutes |
| MY PLACE OF IXONIA IV | JEFFERSON | Ixonia | ADULT FAMILY HOME | 4 | 25 - 30 minutes |
| ALDEN ESTATES OF JEFFERSON | JEFFERSON | Jefferson | NURSING HOME (NH) | 120 | 25 - 30 minutes |
| ST COLETTA OF WI LOURDES | JEFFERSON | Jefferson | COMM. BASED RESIDENTIAL FACS | 8 | 25 - 30 minutes |
| ST COLETTA OF WI PADUA HEIGHTS | JEFFERSON | Jefferson | COMM. BASED RESIDENTIAL FACS | 10 | 25 - 30 minutes |
| ST COLETTA OF WI SAN DAMIANO | JEFFERSON | Jefferson | COMM. BASED RESIDENTIAL FACS | 8 | 25 - 30 minutes |
| ST COLETTA OF WI ST AGNES | JEFFERSON | Jefferson | COMM. BASED RESIDENTIAL FACS | 8 | 25 - 30 minutes |
| ST COLETTA OF WI ST ISIDORE | JEFFERSON | Jefferson | COMM. BASED RESIDENTIAL FACS | 10 | 25 - 30 minutes |
| ST COLETTA OF WI ST JOHN THE BAPTIST | JEFFERSON | Jefferson | COMM. BASED RESIDENTIAL FACS | 8 | 25 - 30 minutes |
| ST COLETTA OF WI ST MARTHA | JEFFERSON | Jefferson | COMM. BASED RESIDENTIAL FACS | 8 | 25 - 30 minutes |

| | | | | | |
|---|-----------|-----------|------------------------------|----|-----------------|
| ST COLETTA OF WI ST MICHAEL | JEFFERSON | Jefferson | COMM. BASED RESIDENTIAL FACS | 8 | 25 - 30 minutes |
| SYLVAN CROSSINGS OF JEFFERSON | JEFFERSON | Jefferson | COMM. BASED RESIDENTIAL FACS | 20 | 25 - 30 minutes |
| LUEDER HOUSE | JEFFERSON | Jefferson | COMM. BASED RESIDENTIAL FACS | 8 | 25 - 30 minutes |
| RAINBOW HOSPICE CARE | JEFFERSON | JEFFERSON | HOSPICE | 0 | 25 - 30 minutes |
| ST COLETTA OF WI THEODORE | JEFFERSON | Jefferson | COMM. BASED RESIDENTIAL FACS | 8 | 25 - 30 minutes |
| ST COLETTA OF WI LUCHENBACH | JEFFERSON | Jefferson | COMM. BASED RESIDENTIAL FACS | 8 | 25 - 30 minutes |
| ST COLETTA OF WI ST ROSE | JEFFERSON | Jefferson | ADULT FAMILY HOME | 4 | 25 - 30 minutes |
| ST COLETTA OF WI TAU | JEFFERSON | Jefferson | COMM. BASED RESIDENTIAL FACS | 5 | 25 - 30 minutes |
| ST COLETTA OF WI JACOBA | JEFFERSON | Jefferson | COMM. BASED RESIDENTIAL FACS | 5 | 25 - 30 minutes |
| ST COLETTA OF WI DOWER CBRF | JEFFERSON | Jefferson | COMM. BASED RESIDENTIAL FACS | 8 | 25 - 30 minutes |
| ELITE DAY SERVICES LLC | JEFFERSON | Jefferson | ADULT DAY CARE CENTER | 20 | 25 - 30 minutes |
| ELLENS PLACE | JEFFERSON | Jefferson | ADULT FAMILY HOME | 4 | 25 - 30 minutes |
| ST COLETTA OF WI ST ELIZABETH | JEFFERSON | Jefferson | ADULT FAMILY HOME | 4 | 25 - 30 minutes |
| THE WAY AND THE LIGHT LLC | JEFFERSON | Jefferson | COMM. BASED RESIDENTIAL FACS | 16 | 25 - 30 minutes |
| SUNSET RIDGE MEMORY CARE | JEFFERSON | Jefferson | COMM. BASED RESIDENTIAL FACS | 25 | 25 - 30 minutes |
| JEFFERSON MEMORY CARE LLC | JEFFERSON | Jefferson | COMM. BASED RESIDENTIAL FACS | 77 | 25 - 30 minutes |
| ST COLETTA OF WI SETON AFH | JEFFERSON | Jefferson | ADULT FAMILY HOME | 3 | 25 - 30 minutes |
| SUNSET RIDGE JEFFERSON | JEFFERSON | Jefferson | COMM. BASED RESIDENTIAL FACS | 26 | 25 - 30 minutes |
| RESCARE HYER | JEFFERSON | Jefferson | COMM. BASED RESIDENTIAL FACS | 6 | 25 - 30 minutes |
| ST COLETTA OF WISCONSIN BONAVENTURE HEIGHTS | JEFFERSON | Jefferson | ADULT FAMILY HOME | 4 | 25 - 30 minutes |
| BUCKAROOS | JEFFERSON | Jefferson | ADULT FAMILY HOME | 4 | 25 - 30 minutes |
| MY PLACE OF WATERTOWN | JEFFERSON | Watertown | COMM. BASED RESIDENTIAL FACS | 6 | 25 - 30 minutes |
| CONCORD AVE 2 | JEFFERSON | Watertown | ADULT FAMILY HOME | 4 | 25 - 30 minutes |
| EAST HAVEN | JEFFERSON | Watertown | COMM. BASED RESIDENTIAL FACS | 6 | 25 - 30 minutes |
| CONCORD HEIGHTS 1 | JEFFERSON | Watertown | ADULT FAMILY HOME | 4 | 25 - 30 minutes |
| CONCORD HEIGHTS 2 | JEFFERSON | Watertown | ADULT FAMILY HOME | 4 | 25 - 30 minutes |

Source: Department of Health & Human Services, 2022 and ESRI, 2023.



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Appendix B: Esri Business Analyst Report – Age 50+ Profile



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Age 50+ Profile

Waterloo, Wisconsin 10-20 min
 Waterloo, Wisconsin
 Drive Time Band: 0 - 10 minute radius

Prepared by Esri
 Latitude: 43.18383
 Longitude: -88.99012

| Demographic Summary | Census 2010 | | | 2022-2027 | | |
|---|-------------|-----------|-----------|-----------|-------------|--|
| | 2010 | 2022 | 2027 | Change | Annual Rate | |
| Total Population | 8,419 | 8,567 | 8,679 | 112 | 0.26% | |
| Population 50+ | 2,583 | 3,107 | 3,145 | 38 | 0.24% | |
| Median Age | 37.6 | 39.5 | 39.4 | -0.1 | -0.05% | |
| Households | 3,213 | 3,382 | 3,444 | 62 | 0.36% | |
| % Householders 55+ | 38.2% | 45.7% | 47.1% | 1.4 | 0.61% | |
| Total Owner-Occupied Housing Units | 2,451 | 2,640 | 2,739 | 99 | 0.74% | |
| Total Renter-Occupied Housing Units | 762 | 742 | 705 | -37 | -1.02% | |
| Owner/Renter Ratio (per 100 renters) | 322 | 356 | 389 | 33.0 | 1.79% | |
| Median Home Value | - | \$243,583 | \$319,468 | \$75,885 | 5.57% | |
| Average Home Value | - | \$296,683 | \$350,119 | \$53,436 | 3.37% | |
| Median Household Income | - | \$85,846 | \$96,457 | \$10,611 | 2.36% | |
| Median Household Income for Householder 55+ | - | \$76,685 | \$85,727 | \$9,042 | 2.25% | |

| Population by Age and Sex | | | | | | |
|---------------------------|-------------|----------|--------|----------|--------|----------|
| Male Population | Census 2010 | | 2022 | | 2027 | |
| | Number | % of 50+ | Number | % of 50+ | Number | % of 50+ |
| Total (50+) | 1,279 | 100.0% | 1,531 | 100.0% | 1,543 | 100.0% |
| 50-54 | 333 | 26.0% | 291 | 19.0% | 259 | 16.8% |
| 55-59 | 289 | 22.6% | 302 | 19.7% | 272 | 17.6% |
| 60-64 | 209 | 16.3% | 293 | 19.1% | 269 | 17.4% |
| 65-69 | 168 | 13.1% | 242 | 15.8% | 258 | 16.7% |
| 70-74 | 106 | 8.3% | 171 | 11.2% | 205 | 13.3% |
| 75-79 | 71 | 5.6% | 121 | 7.9% | 138 | 8.9% |
| 80-84 | 56 | 4.4% | 61 | 4.0% | 88 | 5.7% |
| 85+ | 47 | 3.7% | 50 | 3.3% | 54 | 3.5% |

| Female Population | Census 2010 | | 2022 | | 2027 | |
|-------------------|-------------|----------|--------|----------|--------|----------|
| | Number | % of 50+ | Number | % of 50+ | Number | % of 50+ |
| Total (50+) | 1,302 | 100.0% | 1,575 | 100.0% | 1,601 | 100.0% |
| 50-54 | 320 | 24.6% | 302 | 19.2% | 243 | 15.2% |
| 55-59 | 251 | 19.3% | 296 | 18.8% | 286 | 17.9% |
| 60-64 | 214 | 16.4% | 288 | 18.3% | 270 | 16.9% |
| 65-69 | 160 | 12.3% | 226 | 14.3% | 265 | 16.6% |
| 70-74 | 108 | 8.3% | 179 | 11.4% | 199 | 12.4% |
| 75-79 | 101 | 7.8% | 128 | 8.1% | 151 | 9.4% |
| 80-84 | 68 | 5.2% | 70 | 4.4% | 101 | 6.3% |
| 85+ | 80 | 6.1% | 86 | 5.5% | 86 | 5.4% |

| Total Population | Census 2010 | | 2022 | | 2027 | |
|------------------|-------------|----------------|--------|----------------|--------|----------------|
| | Number | % of Total Pop | Number | % of Total Pop | Number | % of Total Pop |
| Total(50+) | 2,583 | 30.7% | 3,107 | 36.3% | 3,145 | 36.2% |
| 50-54 | 653 | 7.8% | 593 | 6.9% | 502 | 5.8% |
| 55-59 | 540 | 6.4% | 598 | 7.0% | 558 | 6.4% |
| 60-64 | 423 | 5.0% | 581 | 6.8% | 539 | 6.2% |
| 65-69 | 328 | 3.9% | 469 | 5.5% | 523 | 6.0% |
| 70-74 | 215 | 2.6% | 350 | 4.1% | 404 | 4.7% |
| 75-79 | 172 | 2.0% | 249 | 2.9% | 289 | 3.3% |
| 80-84 | 124 | 1.5% | 131 | 1.5% | 189 | 2.2% |
| 85+ | 128 | 1.5% | 136 | 1.6% | 141 | 1.6% |
| 65+ | 967 | 11.5% | 1,335 | 15.6% | 1,546 | 17.8% |
| 75+ | 424 | 5.0% | 516 | 6.0% | 619 | 7.1% |

Data Note - A "-" indicates that the variable was not collected in the 2010 Census.

Source: Esri forecasts for 2022 and 2027. U.S. Census Bureau 2010 decennial Census data converted by Esri into 2020 geography.



Age 50+ Profile

Waterloo, Wisconsin 10-20 min
 Waterloo, Wisconsin
 Drive Time Band: 0 - 10 minute radius

Prepared by Esri
 Latitude: 43.18383
 Longitude: -88.99012

| 2022 Households by Income and Age of Householder 55+ | | | | | | | | |
|--|-----------|---------|----------|---------|----------|---------|----------|---------|
| | 55-64 | Percent | 65-74 | Percent | 75+ | Percent | Total | Percent |
| Total | 674 | 100% | 514 | 100% | 359 | 100% | 1,547 | 100% |
| <\$15,000 | 14 | 2.1% | 22 | 4.3% | 33 | 9.2% | 69 | 4.5% |
| \$15,000-\$24,999 | 29 | 4.3% | 43 | 8.4% | 58 | 16.2% | 130 | 8.4% |
| \$25,000-\$34,999 | 33 | 4.9% | 41 | 8.0% | 55 | 15.3% | 129 | 8.3% |
| \$35,000-\$49,999 | 66 | 9.8% | 70 | 13.6% | 64 | 17.8% | 200 | 12.9% |
| \$50,000-\$74,999 | 95 | 14.1% | 79 | 15.4% | 39 | 10.9% | 213 | 13.8% |
| \$75,000-\$99,999 | 165 | 24.5% | 118 | 23.0% | 50 | 13.9% | 333 | 21.5% |
| \$100,000-\$149,999 | 165 | 24.5% | 72 | 14.0% | 31 | 8.6% | 268 | 17.3% |
| \$150,000-\$199,999 | 66 | 9.8% | 48 | 9.3% | 26 | 7.2% | 140 | 9.0% |
| \$200,000+ | 42 | 6.2% | 20 | 3.9% | 3 | 0.8% | 65 | 4.2% |
| Median HH Income | \$87,892 | | \$75,206 | | \$41,519 | | \$76,685 | |
| Average HH Income | \$106,901 | | \$88,580 | | \$62,939 | | \$90,612 | |

| 2027 Households by Income and Age of Householder 55+ | | | | | | | | |
|--|-----------|---------|-----------|---------|----------|---------|-----------|---------|
| | 55-64 | Percent | 65-74 | Percent | 75+ | Percent | Total | Percent |
| Total | 620 | 100% | 575 | 100% | 425 | 100% | 1,620 | 100% |
| <\$15,000 | 8 | 1.3% | 13 | 2.3% | 31 | 7.3% | 52 | 3.2% |
| \$15,000-\$24,999 | 13 | 2.1% | 28 | 4.9% | 44 | 10.4% | 85 | 5.2% |
| \$25,000-\$34,999 | 15 | 2.4% | 25 | 4.3% | 47 | 11.1% | 87 | 5.4% |
| \$35,000-\$49,999 | 39 | 6.3% | 58 | 10.1% | 61 | 14.4% | 158 | 9.8% |
| \$50,000-\$74,999 | 83 | 13.4% | 97 | 16.9% | 60 | 14.1% | 240 | 14.8% |
| \$75,000-\$99,999 | 150 | 24.2% | 145 | 25.2% | 67 | 15.8% | 362 | 22.3% |
| \$100,000-\$149,999 | 177 | 28.5% | 100 | 17.4% | 56 | 13.2% | 333 | 20.6% |
| \$150,000-\$199,999 | 85 | 13.7% | 77 | 13.4% | 52 | 12.2% | 214 | 13.2% |
| \$200,000+ | 50 | 8.1% | 33 | 5.7% | 7 | 1.6% | 90 | 5.6% |
| Median HH Income | \$100,312 | | \$84,108 | | \$60,160 | | \$85,727 | |
| Average HH Income | \$126,544 | | \$109,671 | | \$82,455 | | \$108,921 | |

Data Note: 2022 household income represents an estimate of annual income as of July 1, 2022.

Source: Esri forecasts for 2022 and 2027. U.S. Census Bureau 2010 decennial Census data converted by Esri into 2020 geography.



Age 50+ Profile

Waterloo, Wisconsin 10-20 min
Waterloo, Wisconsin
Drive Time Band: 0 - 10 minute radius

Prepared by Esri
Latitude: 43.18383
Longitude: -88.99012

| Census 2010 Households and Age of Householder | Number | Percent | % Total HHs |
|---|--------|---------|-------------|
| Total | 1,227 | 100.0% | 38.2% |
| Family Households | 736 | 60.0% | 22.9% |
| Householder Age 55-64 | 395 | 32.2% | 12.3% |
| Householder Age 65-74 | 211 | 17.2% | 6.6% |
| Householder Age 75-84 | 104 | 8.5% | 3.2% |
| Householder Age 85+ | 26 | 2.1% | 0.8% |
| Nonfamily Households | 491 | 40.0% | 15.3% |
| Householder Age 55-64 | 168 | 13.7% | 5.2% |
| Householder Age 65-74 | 140 | 11.4% | 4.4% |
| Householder Age 75-84 | 104 | 8.5% | 3.2% |
| Householder Age 85+ | 79 | 6.4% | 2.5% |

| Census 2010 Occupied Housing Units by Age of Householder | Number | Percent | % Total HHs |
|--|--------|---------|-------------|
| Total | 1,226 | 100.0% | 38.2% |
| Owner Occupied Housing Units | 1,012 | 82.5% | 31.5% |
| Householder Age 55-64 | 481 | 39.2% | 15.0% |
| Householder Age 65-74 | 308 | 25.1% | 9.6% |
| Householder Age 75-84 | 167 | 13.6% | 5.2% |
| Householder Age 85+ | 56 | 4.6% | 1.7% |
| Renter Occupied Housing Units | 214 | 17.5% | 6.7% |
| Householder Age 55-64 | 82 | 6.7% | 2.6% |
| Householder Age 65-74 | 42 | 3.4% | 1.3% |
| Householder Age 75-84 | 41 | 3.3% | 1.3% |
| Householder Age 85+ | 49 | 4.0% | 1.5% |

Data Note: A family is defined as a householder and one or more other people living in the same household who are related to the householder by birth, marriage, or adoption. Nonfamily households consist of people living alone and households that do not contain any members who are related to the householder. The base for "% Pop" is specific to the row. A Nonrelative is not related to the householder by birth, marriage, or adoption.

Source: Esri forecasts for 2022 and 2027. U.S. Census Bureau 2010 decennial Census data converted by Esri into 2020 geography.



Age 50+ Profile

Waterloo, Wisconsin 10-20 min
 Waterloo, Wisconsin
 Drive Time Band: 10 - 15 minute radius

Prepared by Esri
 Latitude: 43.18383
 Longitude: -88.99012

| Demographic Summary | Census 2010 | | | 2022 | | | 2027 | |
|---|-------------|----------|----------------|-----------|----------|----------------|----------|-------------|
| | Number | % of 50+ | % of Total Pop | Number | % of 50+ | % of Total Pop | Change | Annual Rate |
| Total Population | 7,546 | | | 7,837 | | | 75 | 0.19% |
| Population 50+ | 2,689 | | | 3,224 | | | 67 | 0.41% |
| Median Age | 40.9 | | | 43.0 | | | 0.4 | 0.19% |
| Households | 2,939 | | | 3,143 | | | 52 | 0.33% |
| % Householders 55+ | 41.8% | | | 50.3% | | | 1.5 | 0.59% |
| Total Owner-Occupied Housing Units | 2,284 | | | 2,345 | | | 80 | 0.67% |
| Total Renter-Occupied Housing Units | 654 | | | 798 | | | -28 | -0.71% |
| Owner/Renter Ratio (per 100 renters) | 349 | | | 294 | | | 21.0 | 1.39% |
| Median Home Value | - | | | \$278,424 | | | \$45,466 | 3.07% |
| Average Home Value | - | | | \$329,072 | | | \$36,728 | 2.14% |
| Median Household Income | - | | | \$87,531 | | | \$13,077 | 2.82% |
| Median Household Income for Householder 55+ | - | | | \$75,077 | | | \$10,835 | 2.73% |

| Population by Age and Sex | | | | | | |
|---------------------------|-------------|----------|--------|----------|--------|----------|
| Male Population | Census 2010 | | 2022 | | 2027 | |
| | Number | % of 50+ | Number | % of 50+ | Number | % of 50+ |
| Total (50+) | 1,306 | 100.0% | 1,578 | 100.0% | 1,611 | 100.0% |
| 50-54 | 324 | 24.8% | 277 | 17.6% | 251 | 15.6% |
| 55-59 | 274 | 21.0% | 295 | 18.7% | 272 | 16.9% |
| 60-64 | 240 | 18.4% | 299 | 18.9% | 272 | 16.9% |
| 65-69 | 152 | 11.6% | 248 | 15.7% | 274 | 17.0% |
| 70-74 | 111 | 8.5% | 203 | 12.9% | 219 | 13.6% |
| 75-79 | 86 | 6.6% | 120 | 7.6% | 164 | 10.2% |
| 80-84 | 64 | 4.9% | 73 | 4.6% | 91 | 5.6% |
| 85+ | 55 | 4.2% | 63 | 4.0% | 68 | 4.2% |

| Female Population | Census 2010 | | 2022 | | 2027 | |
|-------------------|-------------|----------|--------|----------|--------|----------|
| | Number | % of 50+ | Number | % of 50+ | Number | % of 50+ |
| Total (50+) | 1,384 | 100.0% | 1,648 | 100.0% | 1,682 | 100.0% |
| 50-54 | 319 | 23.0% | 279 | 16.9% | 233 | 13.9% |
| 55-59 | 276 | 19.9% | 287 | 17.4% | 274 | 16.3% |
| 60-64 | 210 | 15.2% | 302 | 18.3% | 272 | 16.2% |
| 65-69 | 155 | 11.2% | 259 | 15.7% | 283 | 16.8% |
| 70-74 | 117 | 8.5% | 191 | 11.6% | 235 | 14.0% |
| 75-79 | 104 | 7.5% | 130 | 7.9% | 166 | 9.9% |
| 80-84 | 89 | 6.4% | 87 | 5.3% | 107 | 6.4% |
| 85+ | 114 | 8.2% | 113 | 6.9% | 112 | 6.7% |

| Total Population | Census 2010 | | 2022 | | 2027 | |
|------------------|-------------|----------------|--------|----------------|--------|----------------|
| | Number | % of Total Pop | Number | % of Total Pop | Number | % of Total Pop |
| Total(50+) | 2,689 | 35.6% | 3,224 | 41.1% | 3,291 | 41.6% |
| 50-54 | 642 | 8.5% | 555 | 7.1% | 483 | 6.1% |
| 55-59 | 550 | 7.3% | 581 | 7.4% | 546 | 6.9% |
| 60-64 | 449 | 5.9% | 601 | 7.7% | 544 | 6.9% |
| 65-69 | 308 | 4.1% | 507 | 6.5% | 556 | 7.0% |
| 70-74 | 228 | 3.0% | 394 | 5.0% | 454 | 5.7% |
| 75-79 | 190 | 2.5% | 250 | 3.2% | 330 | 4.2% |
| 80-84 | 153 | 2.0% | 160 | 2.0% | 198 | 2.5% |
| 85+ | 169 | 2.2% | 176 | 2.2% | 180 | 2.3% |
| 65+ | 1,048 | 13.9% | 1,487 | 19.0% | 1,718 | 21.7% |
| 75+ | 512 | 6.8% | 586 | 7.5% | 708 | 8.9% |

Data Note - A "-" indicates that the variable was not collected in the 2010 Census.

Source: Esri forecasts for 2022 and 2027. U.S. Census Bureau 2010 decennial Census data converted by Esri into 2020 geography.



Age 50+ Profile

Waterloo, Wisconsin 10-20 min
 Waterloo, Wisconsin
 Drive Time Band: 10 - 15 minute radius

Prepared by Esri
 Latitude: 43.18383
 Longitude: -88.99012

| 2022 Households by Income and Age of Householder 55+ | | | | | | | | |
|--|-----------|---------|----------|---------|----------|---------|----------|---------|
| | 55-64 | Percent | 65-74 | Percent | 75+ | Percent | Total | Percent |
| Total | 659 | 100% | 542 | 100% | 378 | 100% | 1,579 | 100% |
| <\$15,000 | 18 | 2.7% | 18 | 3.3% | 28 | 7.4% | 64 | 4.1% |
| \$15,000-\$24,999 | 21 | 3.2% | 35 | 6.5% | 56 | 14.8% | 112 | 7.1% |
| \$25,000-\$34,999 | 44 | 6.7% | 61 | 11.3% | 96 | 25.4% | 201 | 12.7% |
| \$35,000-\$49,999 | 36 | 5.5% | 58 | 10.7% | 41 | 10.8% | 135 | 8.5% |
| \$50,000-\$74,999 | 118 | 17.9% | 113 | 20.8% | 47 | 12.4% | 278 | 17.6% |
| \$75,000-\$99,999 | 116 | 17.6% | 86 | 15.9% | 33 | 8.7% | 235 | 14.9% |
| \$100,000-\$149,999 | 169 | 25.6% | 85 | 15.7% | 31 | 8.2% | 285 | 18.0% |
| \$150,000-\$199,999 | 96 | 14.6% | 67 | 12.4% | 37 | 9.8% | 200 | 12.7% |
| \$200,000+ | 42 | 6.4% | 19 | 3.5% | 11 | 2.9% | 72 | 4.6% |
| Median HH Income | \$93,722 | | \$70,702 | | \$37,905 | | \$75,077 | |
| Average HH Income | \$112,527 | | \$91,300 | | \$69,540 | | \$94,770 | |

| 2027 Households by Income and Age of Householder 55+ | | | | | | | | |
|--|-----------|---------|-----------|---------|----------|---------|-----------|---------|
| | 55-64 | Percent | 65-74 | Percent | 75+ | Percent | Total | Percent |
| Total | 601 | 100% | 603 | 100% | 452 | 100% | 1,656 | 100% |
| <\$15,000 | 10 | 1.7% | 10 | 1.7% | 26 | 5.8% | 46 | 2.8% |
| \$15,000-\$24,999 | 10 | 1.7% | 25 | 4.1% | 46 | 10.2% | 81 | 4.9% |
| \$25,000-\$34,999 | 32 | 5.3% | 50 | 8.3% | 96 | 21.2% | 178 | 10.7% |
| \$35,000-\$49,999 | 27 | 4.5% | 56 | 9.3% | 48 | 10.6% | 131 | 7.9% |
| \$50,000-\$74,999 | 92 | 15.3% | 120 | 19.9% | 58 | 12.8% | 270 | 16.3% |
| \$75,000-\$99,999 | 98 | 16.3% | 99 | 16.4% | 42 | 9.3% | 239 | 14.4% |
| \$100,000-\$149,999 | 174 | 29.0% | 116 | 19.2% | 53 | 11.7% | 343 | 20.7% |
| \$150,000-\$199,999 | 114 | 19.0% | 102 | 16.9% | 66 | 14.6% | 282 | 17.0% |
| \$200,000+ | 43 | 7.2% | 25 | 4.1% | 17 | 3.8% | 85 | 5.1% |
| Median HH Income | \$105,491 | | \$83,395 | | \$53,211 | | \$85,912 | |
| Average HH Income | \$127,717 | | \$107,254 | | \$87,649 | | \$109,396 | |

Data Note: 2022 household income represents an estimate of annual income as of July 1, 2022.

Source: Esri forecasts for 2022 and 2027. U.S. Census Bureau 2010 decennial Census data converted by Esri into 2020 geography.



Age 50+ Profile

Waterloo, Wisconsin 10-20 min
 Waterloo, Wisconsin
 Drive Time Band: 10 - 15 minute radius

Prepared by Esri
 Latitude: 43.18383
 Longitude: -88.99012

| Census 2010 Households and Age of Householder | Number | Percent | % Total HHs |
|---|--------|---------|-------------|
| Total | 1,229 | 100.0% | 41.8% |
| Family Households | 793 | 64.5% | 27.0% |
| Householder Age 55-64 | 424 | 34.5% | 14.4% |
| Householder Age 65-74 | 211 | 17.2% | 7.2% |
| Householder Age 75-84 | 124 | 10.1% | 4.2% |
| Householder Age 85+ | 34 | 2.8% | 1.2% |
| Nonfamily Households | 436 | 35.5% | 14.8% |
| Householder Age 55-64 | 149 | 12.1% | 5.1% |
| Householder Age 65-74 | 111 | 9.0% | 3.8% |
| Householder Age 75-84 | 107 | 8.7% | 3.6% |
| Householder Age 85+ | 69 | 5.6% | 2.3% |

| Census 2010 Occupied Housing Units by Age of Householder | Number | Percent | % Total HHs |
|--|--------|---------|-------------|
| Total | 1,230 | 100.0% | 41.9% |
| Owner Occupied Housing Units | 1,058 | 86.0% | 36.0% |
| Householder Age 55-64 | 510 | 41.5% | 17.4% |
| Householder Age 65-74 | 289 | 23.5% | 9.8% |
| Householder Age 75-84 | 190 | 15.4% | 6.5% |
| Householder Age 85+ | 69 | 5.6% | 2.3% |
| Renter Occupied Housing Units | 172 | 14.0% | 5.9% |
| Householder Age 55-64 | 63 | 5.1% | 2.1% |
| Householder Age 65-74 | 34 | 2.8% | 1.2% |
| Householder Age 75-84 | 41 | 3.3% | 1.4% |
| Householder Age 85+ | 34 | 2.8% | 1.2% |

Data Note: A family is defined as a householder and one or more other people living in the same household who are related to the householder by birth, marriage, or adoption. Nonfamily households consist of people living alone and households that do not contain any members who are related to the householder. The base for "% Pop" is specific to the row. A Nonrelative is not related to the householder by birth, marriage, or adoption.

Source: Esri forecasts for 2022 and 2027. U.S. Census Bureau 2010 decennial Census data converted by Esri into 2020 geography.



Age 50+ Profile

Waterloo, Wisconsin 10-20 min
 Waterloo, Wisconsin
 Drive Time Band: 15 - 20 minute radius

Prepared by Esri
 Latitude: 43.18383
 Longitude: -88.99012

| Demographic Summary | Census 2010 | | 2022 | 2027 | 2022-2027 Change | 2022-2027 Annual Rate |
|---|------------------|--------|-----------|-----------|------------------|-----------------------|
| | Total Population | 38,998 | | 42,967 | 43,884 | 917 |
| Population 50+ | 12,005 | | 15,499 | 16,033 | 534 | 0.68% |
| Median Age | 37.0 | | 39.4 | 40.0 | 0.6 | 0.30% |
| Households | 14,984 | | 16,928 | 17,399 | 471 | 0.55% |
| % Householders 55+ | 37.5% | | 44.9% | 45.9% | 1.0 | 0.44% |
| Total Owner-Occupied Housing Units | 10,654 | | 11,997 | 12,507 | 510 | 0.84% |
| Total Renter-Occupied Housing Units | 4,333 | | 4,931 | 4,892 | -39 | -0.16% |
| Owner/Renter Ratio (per 100 renters) | 246 | | 243 | 256 | 13.0 | 1.05% |
| Median Home Value | - | | \$283,143 | \$327,874 | \$44,731 | 2.98% |
| Average Home Value | - | | \$324,318 | \$365,106 | \$40,788 | 2.40% |
| Median Household Income | - | | \$81,136 | \$94,285 | \$13,149 | 3.05% |
| Median Household Income for Householder 55+ | - | | \$69,273 | \$82,360 | \$13,087 | 3.52% |

| Population by Age and Sex | | | | | | |
|---------------------------|-------------|----------|--------|----------|--------|----------|
| Male Population | Census 2010 | | 2022 | | 2027 | |
| | Number | % of 50+ | Number | % of 50+ | Number | % of 50+ |
| Total (50+) | 5,637 | 100.0% | 7,393 | 100.0% | 7,631 | 100.0% |
| 50-54 | 1,521 | 27.0% | 1,363 | 18.4% | 1,296 | 17.0% |
| 55-59 | 1,216 | 21.6% | 1,510 | 20.4% | 1,314 | 17.2% |
| 60-64 | 990 | 17.6% | 1,408 | 19.0% | 1,376 | 18.0% |
| 65-69 | 605 | 10.7% | 1,145 | 15.5% | 1,262 | 16.5% |
| 70-74 | 478 | 8.5% | 872 | 11.8% | 997 | 13.1% |
| 75-79 | 363 | 6.4% | 490 | 6.6% | 709 | 9.3% |
| 80-84 | 247 | 4.4% | 326 | 4.4% | 367 | 4.8% |
| 85+ | 217 | 3.8% | 279 | 3.8% | 310 | 4.1% |

| Female Population | Census 2010 | | 2022 | | 2027 | |
|-------------------|-------------|----------|--------|----------|--------|----------|
| | Number | % of 50+ | Number | % of 50+ | Number | % of 50+ |
| Total (50+) | 6,369 | 100.0% | 8,104 | 100.0% | 8,400 | 100.0% |
| 50-54 | 1,438 | 22.6% | 1,363 | 16.8% | 1,324 | 15.8% |
| 55-59 | 1,295 | 20.3% | 1,522 | 18.8% | 1,318 | 15.7% |
| 60-64 | 973 | 15.3% | 1,416 | 17.5% | 1,424 | 17.0% |
| 65-69 | 690 | 10.8% | 1,264 | 15.6% | 1,313 | 15.6% |
| 70-74 | 599 | 9.4% | 913 | 11.3% | 1,141 | 13.6% |
| 75-79 | 487 | 7.6% | 638 | 7.9% | 793 | 9.4% |
| 80-84 | 418 | 6.6% | 448 | 5.5% | 528 | 6.3% |
| 85+ | 469 | 7.4% | 540 | 6.7% | 559 | 6.7% |

| Total Population | Census 2010 | | 2022 | | 2027 | |
|------------------|-------------|----------------|--------|----------------|--------|----------------|
| | Number | % of Total Pop | Number | % of Total Pop | Number | % of Total Pop |
| Total(50+) | 12,005 | 30.8% | 15,499 | 36.1% | 16,033 | 36.5% |
| 50-54 | 2,959 | 7.6% | 2,727 | 6.3% | 2,620 | 6.0% |
| 55-59 | 2,511 | 6.4% | 3,032 | 7.1% | 2,632 | 6.0% |
| 60-64 | 1,963 | 5.0% | 2,824 | 6.6% | 2,800 | 6.4% |
| 65-69 | 1,296 | 3.3% | 2,409 | 5.6% | 2,576 | 5.9% |
| 70-74 | 1,076 | 2.8% | 1,785 | 4.2% | 2,138 | 4.9% |
| 75-79 | 850 | 2.2% | 1,129 | 2.6% | 1,503 | 3.4% |
| 80-84 | 665 | 1.7% | 774 | 1.8% | 895 | 2.0% |
| 85+ | 685 | 1.8% | 819 | 1.9% | 869 | 2.0% |
| 65+ | 4,572 | 11.7% | 6,916 | 16.1% | 7,981 | 18.2% |
| 75+ | 2,200 | 5.6% | 2,722 | 6.3% | 3,267 | 7.4% |

Data Note - A "-" indicates that the variable was not collected in the 2010 Census.

Source: Esri forecasts for 2022 and 2027. U.S. Census Bureau 2010 decennial Census data converted by Esri into 2020 geography.



Age 50+ Profile

Waterloo, Wisconsin 10-20 min
 Waterloo, Wisconsin
 Drive Time Band: 15 - 20 minute radius

Prepared by Esri
 Latitude: 43.18383
 Longitude: -88.99012

| 2022 Households by Income and Age of Householder 55+ | | | | | | | | |
|--|-----------|---------|----------|---------|----------|---------|----------|---------|
| | 55-64 | Percent | 65-74 | Percent | 75+ | Percent | Total | Percent |
| Total | 3,313 | 100% | 2,530 | 100% | 1,767 | 100% | 7,610 | 100% |
| <\$15,000 | 122 | 3.7% | 121 | 4.8% | 166 | 9.4% | 409 | 5.4% |
| \$15,000-\$24,999 | 120 | 3.6% | 156 | 6.2% | 231 | 13.1% | 507 | 6.7% |
| \$25,000-\$34,999 | 206 | 6.2% | 235 | 9.3% | 363 | 20.5% | 804 | 10.6% |
| \$35,000-\$49,999 | 242 | 7.3% | 296 | 11.7% | 310 | 17.5% | 848 | 11.1% |
| \$50,000-\$74,999 | 646 | 19.5% | 577 | 22.8% | 265 | 15.0% | 1,488 | 19.6% |
| \$75,000-\$99,999 | 582 | 17.6% | 391 | 15.5% | 144 | 8.1% | 1,117 | 14.7% |
| \$100,000-\$149,999 | 825 | 24.9% | 437 | 17.3% | 150 | 8.5% | 1,412 | 18.6% |
| \$150,000-\$199,999 | 292 | 8.8% | 180 | 7.1% | 86 | 4.9% | 558 | 7.3% |
| \$200,000+ | 277 | 8.4% | 137 | 5.4% | 51 | 2.9% | 465 | 6.1% |
| Median HH Income | \$86,761 | | \$67,929 | | \$39,710 | | \$69,273 | |
| Average HH Income | \$110,014 | | \$91,232 | | \$64,094 | | \$93,132 | |

| 2027 Households by Income and Age of Householder 55+ | | | | | | | | |
|--|-----------|---------|-----------|---------|----------|---------|-----------|---------|
| | 55-64 | Percent | 65-74 | Percent | 75+ | Percent | Total | Percent |
| Total | 3,045 | 100% | 2,826 | 100% | 2,120 | 100% | 7,991 | 100% |
| <\$15,000 | 68 | 2.2% | 86 | 3.0% | 152 | 7.2% | 306 | 3.8% |
| \$15,000-\$24,999 | 69 | 2.3% | 119 | 4.2% | 208 | 9.8% | 396 | 5.0% |
| \$25,000-\$34,999 | 127 | 4.2% | 183 | 6.5% | 331 | 15.6% | 641 | 8.0% |
| \$35,000-\$49,999 | 170 | 5.6% | 273 | 9.7% | 341 | 16.1% | 784 | 9.8% |
| \$50,000-\$74,999 | 523 | 17.2% | 587 | 20.8% | 344 | 16.2% | 1,454 | 18.2% |
| \$75,000-\$99,999 | 501 | 16.5% | 448 | 15.9% | 201 | 9.5% | 1,150 | 14.4% |
| \$100,000-\$149,999 | 895 | 29.4% | 625 | 22.1% | 270 | 12.7% | 1,790 | 22.4% |
| \$150,000-\$199,999 | 391 | 12.8% | 303 | 10.7% | 182 | 8.6% | 876 | 11.0% |
| \$200,000+ | 299 | 9.8% | 201 | 7.1% | 91 | 4.3% | 591 | 7.4% |
| Median HH Income | \$102,013 | | \$82,461 | | \$51,410 | | \$82,360 | |
| Average HH Income | \$127,838 | | \$110,120 | | \$82,589 | | \$109,609 | |

Data Note: 2022 household income represents an estimate of annual income as of July 1, 2022.

Source: Esri forecasts for 2022 and 2027. U.S. Census Bureau 2010 decennial Census data converted by Esri into 2020 geography.



Age 50+ Profile

Waterloo, Wisconsin 10-20 min
 Waterloo, Wisconsin
 Drive Time Band: 15 - 20 minute radius

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 Latitude: 43.18383
 Longitude: -88.99012

| Census 2010 Households and Age of Householder | Number | Percent | % Total HHs |
|---|--------|---------|-------------|
| Total | 5,620 | 100.0% | 37.5% |
| Family Households | 3,383 | 60.2% | 22.6% |
| Householder Age 55-64 | 1,799 | 32.0% | 12.0% |
| Householder Age 65-74 | 922 | 16.4% | 6.2% |
| Householder Age 75-84 | 514 | 9.1% | 3.4% |
| Householder Age 85+ | 148 | 2.6% | 1.0% |
| Nonfamily Households | 2,237 | 39.8% | 14.9% |
| Householder Age 55-64 | 789 | 14.0% | 5.3% |
| Householder Age 65-74 | 552 | 9.8% | 3.7% |
| Householder Age 75-84 | 546 | 9.7% | 3.6% |
| Householder Age 85+ | 350 | 6.2% | 2.3% |

| Census 2010 Occupied Housing Units by Age of Householder | Number | Percent | % Total HHs |
|--|--------|---------|-------------|
| Total | 5,619 | 100.0% | 37.5% |
| Owner Occupied Housing Units | 4,304 | 76.6% | 28.7% |
| Householder Age 55-64 | 2,111 | 37.6% | 14.1% |
| Householder Age 65-74 | 1,185 | 21.1% | 7.9% |
| Householder Age 75-84 | 744 | 13.2% | 5.0% |
| Householder Age 85+ | 264 | 4.7% | 1.8% |
| Renter Occupied Housing Units | 1,315 | 23.4% | 8.8% |
| Householder Age 55-64 | 476 | 8.5% | 3.2% |
| Householder Age 65-74 | 290 | 5.2% | 1.9% |
| Householder Age 75-84 | 315 | 5.6% | 2.1% |
| Householder Age 85+ | 234 | 4.2% | 1.6% |

Data Note: A family is defined as a householder and one or more other people living in the same household who are related to the householder by birth, marriage, or adoption. Nonfamily households consist of people living alone and households that do not contain any members who are related to the householder. The base for "% Pop" is specific to the row. A Nonrelative is not related to the householder by birth, marriage, or adoption.

Source: Esri forecasts for 2022 and 2027. U.S. Census Bureau 2010 decennial Census data converted by Esri into 2020 geography.



Age 50+ Profile

Waterloo, Wisconsin 20-30 min
 Waterloo, Wisconsin
 Drive Time Band: 20 - 25 minute radius

Prepared by Esri
 Latitude: 43.18383
 Longitude: -88.99012

| Demographic Summary | Census 2010 | | 2022 | | 2027 | |
|---|-------------|----------------|-----------|----------------|-----------|----------------|
| | Number | % of 50+ | Number | % of 50+ | Number | % of 50+ |
| Total Population | 74,967 | | 86,189 | | 88,142 | |
| Population 50+ | 21,777 | | 28,408 | | 29,367 | |
| Median Age | 35.6 | | 37.6 | | 38.1 | |
| Households | 30,227 | | 35,750 | | 36,714 | |
| % Householders 55+ | 34.4% | | 40.1% | | 41.1% | |
| Total Owner-Occupied Housing Units | 18,963 | | 22,882 | | 23,877 | |
| Total Renter-Occupied Housing Units | 11,261 | | 12,868 | | 12,837 | |
| Owner/Renter Ratio (per 100 renters) | 168 | | 178 | | 186 | |
| Median Home Value | - | | \$278,083 | | \$315,594 | |
| Average Home Value | - | | \$299,892 | | \$335,386 | |
| Median Household Income | - | | \$82,506 | | \$96,342 | |
| Median Household Income for Householder 55+ | - | | \$69,562 | | \$82,871 | |
| Population by Age and Sex | | | | | | |
| Male Population | Census 2010 | | 2022 | | 2027 | |
| | Number | % of 50+ | Number | % of 50+ | Number | % of 50+ |
| Total (50+) | 9,968 | 100.0% | 13,284 | 100.0% | 13,758 | 100.0% |
| 50-54 | 2,562 | 25.7% | 2,677 | 20.2% | 2,584 | 18.8% |
| 55-59 | 2,190 | 22.0% | 2,687 | 20.2% | 2,489 | 18.1% |
| 60-64 | 1,752 | 17.6% | 2,395 | 18.0% | 2,371 | 17.2% |
| 65-69 | 1,080 | 10.8% | 1,975 | 14.9% | 2,104 | 15.3% |
| 70-74 | 818 | 8.2% | 1,506 | 11.3% | 1,682 | 12.2% |
| 75-79 | 618 | 6.2% | 916 | 6.9% | 1,238 | 9.0% |
| 80-84 | 459 | 4.6% | 569 | 4.3% | 683 | 5.0% |
| 85+ | 489 | 4.9% | 559 | 4.2% | 607 | 4.4% |
| Female Population | Census 2010 | | 2022 | | 2027 | |
| | Number | % of 50+ | Number | % of 50+ | Number | % of 50+ |
| Total (50+) | 11,810 | 100.0% | 15,123 | 100.0% | 15,608 | 100.0% |
| 50-54 | 2,610 | 22.1% | 2,771 | 18.3% | 2,533 | 16.2% |
| 55-59 | 2,339 | 19.8% | 2,750 | 18.2% | 2,642 | 16.9% |
| 60-64 | 1,880 | 15.9% | 2,578 | 17.0% | 2,462 | 15.8% |
| 65-69 | 1,240 | 10.5% | 2,204 | 14.6% | 2,309 | 14.8% |
| 70-74 | 1,012 | 8.6% | 1,777 | 11.8% | 2,045 | 13.1% |
| 75-79 | 861 | 7.3% | 1,199 | 7.9% | 1,551 | 9.9% |
| 80-84 | 761 | 6.4% | 807 | 5.3% | 999 | 6.4% |
| 85+ | 1,107 | 9.4% | 1,037 | 6.9% | 1,067 | 6.8% |
| Total Population | Census 2010 | | 2022 | | 2027 | |
| | Number | % of Total Pop | Number | % of Total Pop | Number | % of Total Pop |
| Total(50+) | 21,777 | 29.0% | 28,408 | 33.0% | 29,367 | 33.3% |
| 50-54 | 5,171 | 6.9% | 5,448 | 6.3% | 5,117 | 5.8% |
| 55-59 | 4,530 | 6.0% | 5,437 | 6.3% | 5,131 | 5.8% |
| 60-64 | 3,632 | 4.8% | 4,973 | 5.8% | 4,833 | 5.5% |
| 65-69 | 2,320 | 3.1% | 4,179 | 4.8% | 4,414 | 5.0% |
| 70-74 | 1,830 | 2.4% | 3,283 | 3.8% | 3,727 | 4.2% |
| 75-79 | 1,478 | 2.0% | 2,116 | 2.5% | 2,789 | 3.2% |
| 80-84 | 1,220 | 1.6% | 1,376 | 1.6% | 1,682 | 1.9% |
| 85+ | 1,596 | 2.1% | 1,596 | 1.9% | 1,674 | 1.9% |
| 65+ | 8,444 | 11.3% | 12,550 | 14.6% | 14,286 | 16.2% |
| 75+ | 4,294 | 5.7% | 5,088 | 5.9% | 6,145 | 7.0% |

Data Note - A "-" indicates that the variable was not collected in the 2010 Census.

Source: Esri forecasts for 2022 and 2027. U.S. Census Bureau 2010 decennial Census data converted by Esri into 2020 geography.



Age 50+ Profile

Waterloo, Wisconsin 20-30 min
 Waterloo, Wisconsin
 Drive Time Band: 20 - 25 minute radius

Prepared by Esri
 Latitude: 43.18383
 Longitude: -88.99012

| 2022 Households by Income and Age of Householder 55+ | | | | | | | | |
|--|-----------|---------|----------|---------|----------|---------|----------|---------|
| | 55-64 | Percent | 65-74 | Percent | 75+ | Percent | Total | Percent |
| Total | 6,181 | 100% | 4,701 | 100% | 3,445 | 100% | 14,327 | 100% |
| <\$15,000 | 199 | 3.2% | 187 | 4.0% | 215 | 6.2% | 601 | 4.2% |
| \$15,000-\$24,999 | 238 | 3.9% | 280 | 6.0% | 545 | 15.8% | 1,063 | 7.4% |
| \$25,000-\$34,999 | 338 | 5.5% | 443 | 9.4% | 644 | 18.7% | 1,425 | 9.9% |
| \$35,000-\$49,999 | 549 | 8.9% | 649 | 13.8% | 620 | 18.0% | 1,818 | 12.7% |
| \$50,000-\$74,999 | 1,154 | 18.7% | 986 | 21.0% | 550 | 16.0% | 2,690 | 18.8% |
| \$75,000-\$99,999 | 1,059 | 17.1% | 746 | 15.9% | 304 | 8.8% | 2,109 | 14.7% |
| \$100,000-\$149,999 | 1,540 | 24.9% | 824 | 17.5% | 275 | 8.0% | 2,639 | 18.4% |
| \$150,000-\$199,999 | 663 | 10.7% | 343 | 7.3% | 200 | 5.8% | 1,206 | 8.4% |
| \$200,000+ | 441 | 7.1% | 243 | 5.2% | 92 | 2.7% | 776 | 5.4% |
| Median HH Income | \$87,523 | | \$68,340 | | \$41,367 | | \$69,562 | |
| Average HH Income | \$108,424 | | \$91,028 | | \$65,607 | | \$92,420 | |

| 2027 Households by Income and Age of Householder 55+ | | | | | | | | |
|--|-----------|---------|-----------|---------|----------|---------|-----------|---------|
| | 55-64 | Percent | 65-74 | Percent | 75+ | Percent | Total | Percent |
| Total | 5,862 | 100% | 5,087 | 100% | 4,135 | 100% | 15,084 | 100% |
| <\$15,000 | 109 | 1.9% | 122 | 2.4% | 198 | 4.8% | 429 | 2.8% |
| \$15,000-\$24,999 | 146 | 2.5% | 203 | 4.0% | 449 | 10.9% | 798 | 5.3% |
| \$25,000-\$34,999 | 226 | 3.9% | 358 | 7.0% | 611 | 14.8% | 1,195 | 7.9% |
| \$35,000-\$49,999 | 384 | 6.6% | 549 | 10.8% | 651 | 15.7% | 1,584 | 10.5% |
| \$50,000-\$74,999 | 924 | 15.8% | 995 | 19.6% | 742 | 17.9% | 2,661 | 17.6% |
| \$75,000-\$99,999 | 980 | 16.7% | 859 | 16.9% | 444 | 10.7% | 2,283 | 15.1% |
| \$100,000-\$149,999 | 1,700 | 29.0% | 1,126 | 22.1% | 468 | 11.3% | 3,294 | 21.8% |
| \$150,000-\$199,999 | 887 | 15.1% | 535 | 10.5% | 402 | 9.7% | 1,824 | 12.1% |
| \$200,000+ | 506 | 8.6% | 340 | 6.7% | 170 | 4.1% | 1,016 | 6.7% |
| Median HH Income | \$102,772 | | \$82,430 | | \$53,833 | | \$82,871 | |
| Average HH Income | \$126,569 | | \$108,867 | | \$84,188 | | \$108,981 | |

Data Note: 2022 household income represents an estimate of annual income as of July 1, 2022.

Source: Esri forecasts for 2022 and 2027. U.S. Census Bureau 2010 decennial Census data converted by Esri into 2020 geography.



Age 50+ Profile

Waterloo, Wisconsin 20-30 min
Waterloo, Wisconsin
Drive Time Band: 20 - 25 minute radius

Prepared by Esri
Latitude: 43.18383
Longitude: -88.99012

| Census 2010 Households and Age of Householder | Number | Percent | % Total HHs |
|---|--------|---------|-------------|
| Total | 10,396 | 100.0% | 34.4% |
| Family Households | 5,805 | 55.8% | 19.2% |
| Householder Age 55-64 | 3,167 | 30.5% | 10.5% |
| Householder Age 65-74 | 1,573 | 15.1% | 5.2% |
| Householder Age 75-84 | 814 | 7.8% | 2.7% |
| Householder Age 85+ | 251 | 2.4% | 0.8% |
| Nonfamily Households | 4,591 | 44.2% | 15.2% |
| Householder Age 55-64 | 1,721 | 16.6% | 5.7% |
| Householder Age 65-74 | 1,046 | 10.1% | 3.5% |
| Householder Age 75-84 | 1,025 | 9.9% | 3.4% |
| Householder Age 85+ | 799 | 7.7% | 2.6% |

| Census 2010 Occupied Housing Units by Age of Householder | Number | Percent | % Total HHs |
|--|--------|---------|-------------|
| Total | 10,396 | 100.0% | 34.4% |
| Owner Occupied Housing Units | 7,302 | 70.2% | 24.2% |
| Householder Age 55-64 | 3,779 | 36.4% | 12.5% |
| Householder Age 65-74 | 1,980 | 19.0% | 6.6% |
| Householder Age 75-84 | 1,162 | 11.2% | 3.8% |
| Householder Age 85+ | 381 | 3.7% | 1.3% |
| Renter Occupied Housing Units | 3,094 | 29.8% | 10.2% |
| Householder Age 55-64 | 1,110 | 10.7% | 3.7% |
| Householder Age 65-74 | 639 | 6.1% | 2.1% |
| Householder Age 75-84 | 677 | 6.5% | 2.2% |
| Householder Age 85+ | 668 | 6.4% | 2.2% |

Data Note: A family is defined as a householder and one or more other people living in the same household who are related to the householder by birth, marriage, or adoption. Nonfamily households consist of people living alone and households that do not contain any members who are related to the householder. The base for "% Pop" is specific to the row. A Nonrelative is not related to the householder by birth, marriage, or adoption.

Source: Esri forecasts for 2022 and 2027. U.S. Census Bureau 2010 decennial Census data converted by Esri into 2020 geography.



Age 50+ Profile

Waterloo, Wisconsin 20-30 min
 Waterloo, Wisconsin
 Drive Time Band: 25 - 30 minute radius

Prepared by Esri
 Latitude: 43.18383
 Longitude: -88.99012

| Demographic Summary | Census 2010 | | | 2022 | | | 2027 | | |
|---|-------------|--|--|-----------|--|--|-----------|-------------|-------|
| | | | | | | | Change | Annual Rate | |
| Total Population | 101,763 | | | 113,328 | | | 116,778 | 3,450 | 0.60% |
| Population 50+ | 32,841 | | | 41,242 | | | 42,615 | 1,373 | 0.66% |
| Median Age | 37.7 | | | 39.7 | | | 40.1 | 0.4 | 0.20% |
| Households | 44,386 | | | 51,037 | | | 52,953 | 1,916 | 0.74% |
| % Householders 55+ | 36.5% | | | 43.1% | | | 43.7% | 0.6 | 0.28% |
| Total Owner-Occupied Housing Units | 27,762 | | | 32,321 | | | 33,823 | 1,502 | 0.91% |
| Total Renter-Occupied Housing Units | 16,624 | | | 18,716 | | | 19,130 | 414 | 0.44% |
| Owner/Renter Ratio (per 100 renters) | 167 | | | 173 | | | 177 | 4.0 | 0.46% |
| Median Home Value | - | | | \$273,106 | | | \$315,489 | \$42,383 | 2.93% |
| Average Home Value | - | | | \$313,265 | | | \$358,086 | \$44,821 | 2.71% |
| Median Household Income | - | | | \$77,151 | | | \$89,204 | \$12,053 | 2.95% |
| Median Household Income for Householder 55+ | - | | | \$66,947 | | | \$79,739 | \$12,792 | 3.56% |

| Population by Age and Sex | | | | | | |
|---------------------------|-------------|----------|--------|----------|--------|----------|
| Male Population | Census 2010 | | 2022 | | 2027 | |
| | Number | % of 50+ | Number | % of 50+ | Number | % of 50+ |
| Total (50+) | 15,242 | 100.0% | 19,333 | 100.0% | 19,964 | 100.0% |
| 50-54 | 3,858 | 25.3% | 3,581 | 18.5% | 3,411 | 17.1% |
| 55-59 | 3,536 | 23.2% | 3,731 | 19.3% | 3,410 | 17.1% |
| 60-64 | 2,714 | 17.8% | 3,574 | 18.5% | 3,414 | 17.1% |
| 65-69 | 1,762 | 11.6% | 3,048 | 15.8% | 3,197 | 16.0% |
| 70-74 | 1,227 | 8.1% | 2,309 | 11.9% | 2,705 | 13.5% |
| 75-79 | 906 | 5.9% | 1,466 | 7.6% | 1,878 | 9.4% |
| 80-84 | 695 | 4.6% | 865 | 4.5% | 1,113 | 5.6% |
| 85+ | 544 | 3.6% | 759 | 3.9% | 836 | 4.2% |

| Female Population | Census 2010 | | 2022 | | 2027 | |
|-------------------|-------------|----------|--------|----------|--------|----------|
| | Number | % of 50+ | Number | % of 50+ | Number | % of 50+ |
| Total (50+) | 17,597 | 100.0% | 21,910 | 100.0% | 22,653 | 100.0% |
| 50-54 | 3,956 | 22.5% | 3,585 | 16.4% | 3,443 | 15.2% |
| 55-59 | 3,760 | 21.4% | 3,913 | 17.9% | 3,519 | 15.5% |
| 60-64 | 2,955 | 16.8% | 3,836 | 17.5% | 3,669 | 16.2% |
| 65-69 | 1,939 | 11.0% | 3,487 | 15.9% | 3,541 | 15.6% |
| 70-74 | 1,429 | 8.1% | 2,729 | 12.5% | 3,187 | 14.1% |
| 75-79 | 1,235 | 7.0% | 1,804 | 8.2% | 2,370 | 10.5% |
| 80-84 | 1,108 | 6.3% | 1,156 | 5.3% | 1,477 | 6.5% |
| 85+ | 1,215 | 6.9% | 1,400 | 6.4% | 1,447 | 6.4% |

| Total Population | Census 2010 | | 2022 | | 2027 | |
|------------------|-------------|----------------|--------|----------------|--------|----------------|
| | Number | % of Total Pop | Number | % of Total Pop | Number | % of Total Pop |
| Total(50+) | 32,841 | 32.3% | 41,242 | 36.4% | 42,615 | 36.5% |
| 50-54 | 7,813 | 7.7% | 7,166 | 6.3% | 6,854 | 5.9% |
| 55-59 | 7,297 | 7.2% | 7,644 | 6.7% | 6,929 | 5.9% |
| 60-64 | 5,669 | 5.6% | 7,410 | 6.5% | 7,082 | 6.1% |
| 65-69 | 3,702 | 3.6% | 6,535 | 5.8% | 6,738 | 5.8% |
| 70-74 | 2,656 | 2.6% | 5,037 | 4.4% | 5,892 | 5.0% |
| 75-79 | 2,142 | 2.1% | 3,270 | 2.9% | 4,247 | 3.6% |
| 80-84 | 1,803 | 1.8% | 2,021 | 1.8% | 2,590 | 2.2% |
| 85+ | 1,759 | 1.7% | 2,159 | 1.9% | 2,283 | 2.0% |
| 65+ | 12,062 | 11.9% | 19,022 | 16.8% | 21,750 | 18.6% |
| 75+ | 5,704 | 5.6% | 7,450 | 6.6% | 9,120 | 7.8% |

Data Note - A "-" indicates that the variable was not collected in the 2010 Census.

Source: Esri forecasts for 2022 and 2027. U.S. Census Bureau 2010 decennial Census data converted by Esri into 2020 geography.



Age 50+ Profile

Waterloo, Wisconsin 20-30 min
 Waterloo, Wisconsin
 Drive Time Band: 25 - 30 minute radius

Prepared by Esri
 Latitude: 43.18383
 Longitude: -88.99012

| 2022 Households by Income and Age of Householder 55+ | | | | | | | | |
|--|-----------|---------|----------|---------|----------|---------|----------|---------|
| | 55-64 | Percent | 65-74 | Percent | 75+ | Percent | Total | Percent |
| Total | 9,299 | 100% | 7,508 | 100% | 5,178 | 100% | 21,985 | 100% |
| <\$15,000 | 407 | 4.4% | 370 | 4.9% | 404 | 7.8% | 1,181 | 5.4% |
| \$15,000-\$24,999 | 381 | 4.1% | 478 | 6.4% | 744 | 14.4% | 1,603 | 7.3% |
| \$25,000-\$34,999 | 548 | 5.9% | 617 | 8.2% | 848 | 16.4% | 2,013 | 9.2% |
| \$35,000-\$49,999 | 830 | 8.9% | 1,062 | 14.1% | 989 | 19.1% | 2,881 | 13.1% |
| \$50,000-\$74,999 | 1,875 | 20.2% | 1,705 | 22.7% | 806 | 15.6% | 4,386 | 19.9% |
| \$75,000-\$99,999 | 1,544 | 16.6% | 1,149 | 15.3% | 460 | 8.9% | 3,153 | 14.3% |
| \$100,000-\$149,999 | 2,245 | 24.1% | 1,288 | 17.2% | 461 | 8.9% | 3,994 | 18.2% |
| \$150,000-\$199,999 | 913 | 9.8% | 466 | 6.2% | 328 | 6.3% | 1,707 | 7.8% |
| \$200,000+ | 557 | 6.0% | 372 | 5.0% | 138 | 2.7% | 1,067 | 4.9% |
| Median HH Income | \$83,043 | | \$65,730 | | \$42,647 | | \$66,947 | |
| Average HH Income | \$103,640 | | \$89,352 | | \$67,382 | | \$90,221 | |

| 2027 Households by Income and Age of Householder 55+ | | | | | | | | |
|--|-----------|---------|-----------|---------|----------|---------|-----------|---------|
| | 55-64 | Percent | 65-74 | Percent | 75+ | Percent | Total | Percent |
| Total | 8,657 | 100% | 8,146 | 100% | 6,330 | 100% | 23,133 | 100% |
| <\$15,000 | 222 | 2.6% | 245 | 3.0% | 359 | 5.7% | 826 | 3.6% |
| \$15,000-\$24,999 | 211 | 2.4% | 322 | 4.0% | 592 | 9.4% | 1,125 | 4.9% |
| \$25,000-\$34,999 | 369 | 4.3% | 486 | 6.0% | 770 | 12.2% | 1,625 | 7.0% |
| \$35,000-\$49,999 | 664 | 7.7% | 1,003 | 12.3% | 1,113 | 17.6% | 2,780 | 12.0% |
| \$50,000-\$74,999 | 1,557 | 18.0% | 1,781 | 21.9% | 1,077 | 17.0% | 4,415 | 19.1% |
| \$75,000-\$99,999 | 1,367 | 15.8% | 1,285 | 15.8% | 666 | 10.5% | 3,318 | 14.3% |
| \$100,000-\$149,999 | 2,475 | 28.6% | 1,770 | 21.7% | 847 | 13.4% | 5,092 | 22.0% |
| \$150,000-\$199,999 | 1,213 | 14.0% | 755 | 9.3% | 661 | 10.4% | 2,629 | 11.4% |
| \$200,000+ | 580 | 6.7% | 499 | 6.1% | 245 | 3.9% | 1,324 | 5.7% |
| Median HH Income | \$98,541 | | \$78,512 | | \$55,787 | | \$79,739 | |
| Average HH Income | \$119,483 | | \$105,929 | | \$86,744 | | \$105,747 | |

Data Note: 2022 household income represents an estimate of annual income as of July 1, 2022.

Source: Esri forecasts for 2022 and 2027. U.S. Census Bureau 2010 decennial Census data converted by Esri into 2020 geography.



Age 50+ Profile

Waterloo, Wisconsin 20-30 min
 Waterloo, Wisconsin
 Drive Time Band: 25 - 30 minute radius

Prepared by Esri
 Latitude: 43.18383
 Longitude: -88.99012

| Census 2010 Households and Age of Householder | Number | Percent | % Total HHs |
|---|--------|---------|-------------|
| Total | 16,206 | 100.0% | 36.5% |
| Family Households | 8,675 | 53.5% | 19.5% |
| Householder Age 55-64 | 4,675 | 28.8% | 10.5% |
| Householder Age 65-74 | 2,342 | 14.5% | 5.3% |
| Householder Age 75-84 | 1,301 | 8.0% | 2.9% |
| Householder Age 85+ | 357 | 2.2% | 0.8% |
| Nonfamily Households | 7,531 | 46.5% | 17.0% |
| Householder Age 55-64 | 3,443 | 21.2% | 7.8% |
| Householder Age 65-74 | 1,726 | 10.7% | 3.9% |
| Householder Age 75-84 | 1,461 | 9.0% | 3.3% |
| Householder Age 85+ | 901 | 5.6% | 2.0% |

| Census 2010 Occupied Housing Units by Age of Householder | Number | Percent | % Total HHs |
|--|--------|---------|-------------|
| Total | 16,208 | 100.0% | 36.5% |
| Owner Occupied Housing Units | 12,203 | 75.3% | 27.5% |
| Householder Age 55-64 | 6,306 | 38.9% | 14.2% |
| Householder Age 65-74 | 3,163 | 19.5% | 7.1% |
| Householder Age 75-84 | 2,017 | 12.4% | 4.5% |
| Householder Age 85+ | 717 | 4.4% | 1.6% |
| Renter Occupied Housing Units | 4,005 | 24.7% | 9.0% |
| Householder Age 55-64 | 1,812 | 11.2% | 4.1% |
| Householder Age 65-74 | 906 | 5.6% | 2.0% |
| Householder Age 75-84 | 745 | 4.6% | 1.7% |
| Householder Age 85+ | 542 | 3.3% | 1.2% |

Data Note: A family is defined as a householder and one or more other people living in the same household who are related to the householder by birth, marriage, or adoption. Nonfamily households consist of people living alone and households that do not contain any members who are related to the householder. The base for "% Pop" is specific to the row. A Nonrelative is not related to the householder by birth, marriage, or adoption.

Source: Esri forecasts for 2022 and 2027. U.S. Census Bureau 2010 decennial Census data converted by Esri into 2020 geography.



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Appendix C: AARP’s The 8 Domains of Livability



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The **AARP** Network of Age-Friendly Communities

and work within **AARP**
Real Possibilities

The 8 Domains of Livability

help communities become great for people of all ages



Learn more at [AARP.org/agefriendly](https://www.aarp.org/agefriendly)

Images from the Age-Friendly Inspiring Communities Report: aarp.org/livability-examples

The 8 Domains



Domain 1

Outdoor Spaces and Buildings

People need places to gather — indoors and out. Parks, sidewalks, safe streets, outdoor seating and accessible buildings (think elevators, stairs with railing, etc.) can be used and enjoyed by people of all ages.



Domain 2

Transportation

Driving shouldn't be the only way to get around. Public transit options can be as expansive as a train system or as targeted as a taxi service that provides non-drivers with rides to and from a doctor's office.



Domain 3

Housing

Most older adults want to age in place. Doing so is possible if homes are appropriately designed or modified — and if a community includes affordable housing options for varying life stages.



Domain 4

Social Participation

Regardless of one's age, loneliness negatively affects a person's health and sense of wellbeing. Isolation can be combatted by the availability of accessible, affordable and fun social activities.



Domain 5
Respect and Social Inclusion
Intergenerational activities are a great way for young and old to learn from one another, honor what each has to offer and, at the same time, feel good about themselves.



Domain 6
Civic Participation and Employment
An age-friendly community provides ways older people can, if they choose to, work for pay, volunteer their skills and be actively engaged in community life.



Domain 7
Communication and Information
Age-friendly communities recognize that not everyone has a smartphone or Internet access and that information needs to be disseminated through a variety of means.



Domain 8
Community and Health Services
At some point, everyone gets hurt, becomes ill or simply needs a bit of help. While it's important that care be available nearby, it's essential that residents are able to access and afford the services required.



BUILDING TRUST
YOUR PROJECT · OUR PASSION

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Waterloo Community Development Authority -- Annual Calendar

Preferred meeting night: 3rd Tuesday of month at 6:00 pm

Recurring monthly review and action (1) CDA Implementation Plan Progress; (2) Grant Application Tracking

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| <p>JANUARY</p> <ul style="list-style-type: none"> - evaluate CDA Progress Measures - finalize prior year Annual Report |
| <p>FEBRUARY</p> <ul style="list-style-type: none"> - notify Mayor of member reappointment interest - align/modify CDA Progress Measures as needed - submit Annual Report to City Council |
| <p>MARCH</p> <ul style="list-style-type: none"> - notify Mayor of member reappointment interest - Push to closeout incomplete prior year items |
| <p>APRIL</p> <ul style="list-style-type: none"> - Mayoral appointments - Push to closeout incomplete prior year items |
| <p>MAY</p> <ul style="list-style-type: none"> - CDA election of Chair and Vice Chair - evaluate CDA Progress Measures |
| <p>JUNE</p> <ul style="list-style-type: none"> - start future year budget submittal - review of tax increment finance district progress |
| <p>JULY</p> <ul style="list-style-type: none"> - review of tax increment finance district progress - future year budget planning - align CDA Progress Measures with budget planning - reaffirm or jettison all active programs and projects |
| <p>AUGUST</p> <ul style="list-style-type: none"> - future year budget submittal to Finance, Insurance & Personnel Committee, including tax incremental finance funds |
| <p>SEPTEMBER</p> <ul style="list-style-type: none"> - evaluate CDA Progress Measures |
| <p>OCTOBER</p> <ul style="list-style-type: none"> - <u>s</u>trength, <u>w</u>eaknesses <u>o</u>pportunities & <u>t</u>hreats (SWOT) exercise |
| <p>NOVEMBER</p> <ul style="list-style-type: none"> - community outreach |
| <p>DECEMBER</p> <ul style="list-style-type: none"> - community outreach - review staff draft, Annual Report to City Council - update calendar |