

Village of Mukwonago
**DOWNTOWN STRATEGIC PLAN STEERING COMMITTEE SPECIAL
MEETING**

Notice of Meeting and Agenda
Thursday, May 10, 2018

Time: **6:00 p.m.**

Place: Mukwonago Municipal Building/Community Room, 440 River Crest Court

1. Call to Order

2. Roll Call

3. Approval of Minutes:

A. March 22, 2018 meeting

B. April 19, 2018 meeting

4. Comments from the Public (*Up to 15 min*)

The purpose of this section is to allow the general public the opportunity to address the Committee on any subject of concern that the Committee is tasked with reviewing. If you wish to be heard, the Committee asks that you begin by stating your name and address, speak for no more than three minutes and attempt to avoid duplication. Each person speaking must sign the Comments from the Public Appearance sign-in sheet before speaking. The sign-in sheet is available on the table located at the back of the room. The Committee will only receive comments during Public Comment. The Public Comment portion of the meeting is scheduled for a total of 15 minutes in length but will end sooner if the Chairman has determined that there is no one else present who still wishes to speak.

5. Unfinished Business (*Appr 60 min*)

Discussion and Possible Action on the Following Items

A. Plan Review with possible approval for recommendation to the Board

6. New Business

A. Review of feedback proved by WI DOT pertaining to pedestrian crosswalk safety enhancements and other pedestrian friendly issues

B. Discussion and possible action regarding the Next Steps section of the Plan

7. Comments from the Public (*Up to 15 min*)

The purpose of this section is to allow the general public the opportunity to address the Committee on any subject of concern that the Committee is tasked with reviewing. If you wish to be heard, the Committee asks that you begin by stating your name and address, speak for no more than three minutes and attempt to avoid duplication. Each person speaking must sign the Comments from the Public Appearance sign-in sheet before speaking. The sign-in sheet is available on the table located at the back of the room. The Committee will only receive comments during Public Comment. The Public Comment portion of the meeting is scheduled for a total of 15 minutes in length but will end sooner if the Chairman has determined that there is no one else present who still wishes to speak.

8. Adjournment

It is possible that members of, and possibly a quorum of, members of other governmental bodies of the municipality may be in attendance at the above stated meeting to gather information. No action will be taken by any governmental body at the above stated meeting other than the governmental body specifically referred to above in this notice. Please note that, upon reasonable notice, efforts will be made to accommodate the needs of individuals with disabilities through appropriate aids and services. For additional information or to request this service, contact the Clerk's Office, 440 River Crest Court, (262) 363-6420, Option 4.

Village of Mukwonago
DOWNTOWN STRATEGIC PLAN STEERING COMMITTEE MEETING
Minutes of March 22, 2018

Call to Order:

Chairperson, Jason Wamser, called the meeting to order at 6:01 p.m. located in the Mukwonago Municipal Building, 440 River Crest Ct.

Roll Call:

Members present:

Doug Bruins
Tina Chitwood
Diana Doherty
Sue Perkins
Eliza Pautz
April Reszka
Jason Wamser, Chairman
Fred Winchowky
Roger Walsh

Members excused:

Eric Brill
Ray Gooden
John Weidl
Mark Penzkover

Minutes

Winchowky made the motion to approve, seconded by Reszka. The minutes of March 8, 2018 were approved.

Public Comments:

No public comments at this time.

Unfinished Business:

A. Plan Narrative:

A Proposed Outline & Draft was presented for the committee's review. Emails to the Writing Committee (Diana Doherty, Tina Chitwood, Eric Brill, and Eliza Pautz) are appreciated for suggested additions or corrections. Winchowky moved to amend the Timeline of the presentation of the draft to the Village Board. The Draft of the Goals and Action Steps will be presented on April 18th, with the remainder of the text coming later. Walsh seconded and the motion carried. All Downtown Strategic Committee members are welcome to come to this Board meeting. Winchowky noted that Village Board meetings are moved to Wednesday evenings until the time a new Village Clerk is in place.

B. Public Information Session

Discussion centered on updating the Village Open House check list. April Reszka provided a “mock up” of a table for this event. A template of the poster was presented.

Committee members were reminded to submit poster wording to Jason Wamser by April 1st and anything needing printing to John Weidl by April 2nd.

The Survey was discussed as to what items are included. Jason will provide via email a copy of this survey to committee members. Eliza pointed out that a previous discussion responding to a Citizen question (Bill Kasch) that the survey results will be taken into account along with all the other information culminated by this committee over time. Doug Bruins will be responsible for culminating all the information from the survey and presenting to this committee.

As there is no meeting April 5th, Committee members are asked to be at the Open House by 3:30 p.m. on April 12th to assist with setup and stay after to help break down tables and clean up. April and Jason reviewed a diagram for room setup for the Open House. Kyle (Village Intern) will help bring items for the area of the room centering on “Village Updates”.

C. Business Improvement District Discussion.

A brief overview of the concept of BID was provided by Tina Chitwood. At this time, her recommendation would be to leave that as a goal for the Business Development area.

New Business:

Discussion centered on what possible additions could be created on the Village Map provided by the Chamber of Commerce.

Suggestions were: Municipal parking lots behind Chamber Office, behind the Red Brick Museum

DNR Parking Lot: Vernon Marsh

Swimming Beach: Indianhead Park

Multiuse Trail

Holtz Parkway Path

Public Comments:

Molly Bauer asked about the meeting with DOT regarding pedestrian crosswalks. Fred Winchowky provided an update on that meeting. Due to the original crossing signs preferred by the Village not being available any longer, further work needs to be done to locate new signs.

Marianne Walsh asked if there were efforts to enforce these crosswalks. Perhaps giving violators warnings or citations.

Adjournment:

As Chitwood moved, Reszka seconded, the Chairperson adjourned the meeting at 7:27 p.m.

Respectfully submitted,
Sue Perkins
Secretary of DSPSC

Village of Mukwonago
DOWNTOWN STRATEGIC PLAN STEERING COMMITTEE MEETING
Minutes of April 19, 2018

Call to Order:

Chairperson, Jason Wamser, called the meeting to order at 6:06 p.m. located in the Mukwonago Municipal Building, 440 River Crest Ct.

Roll Call:

Members Present: Doug Bruins
Roger Walsh
Eliza Pautz
Diana Doherty
Fred Winchowky
Tina Chitwood
Jason Wamser, Chairperson

Members Excused: John Weidl
Eric Brill
Sue Perkins
April Reszka

Not Present: Ray Gooden
Mark Penzkover

Minutes

Minutes of March 22, 2018 will be considered at the next meeting as they weren't included in the meeting packet.

Comments from the Public:

No public comments at this time.

Unfinished Business:

- A. April 12 Community Workshop:
Suggested Ranking of Activity Items

Top-Tier (years 1-2)

Engage a Firm to design the roadway and this goes nicely with Invest in Benches (top score and # of time chosen)

Ordinance to re-route truck traffic AND reroute STH 83 (second highest average score)

Encourage Community Spaces and Activities (potential to close off Franklin St., activate the Mt Olive vacant lot on Main St., performance stage at Indianhead Park ex. Education Foundation for funding)

HPC/Landmark commission (highest average score)

Market Analysis (# of times chosen and total score)

Investigate the development of a DBA

Mid-Tier (years 2-4)

Invest in benches

Continue with crosswalk enhancements (ex. Lincoln Ave and STH 83 and other parts on Rochester St)

Engage a firm to develop design plan for guidelines

Promote and collaborate with Library, Historic Society, Red Brink Museum AND SCHOOLS

Market and highlight the uniqueness of Mukwonago (events, culture, business support) These are tied at total score and times chosen

Create a grant/loan program to support Downtown businesses

Wayfinding (include Pearl and Grand Ave district signs being proposed by the Red Brink Museum)

Market existing public parking options

Investigate the development of a BID

Discussion occurred pertaining to the workshop and ranking of activities

New Business:

Next meeting dates:

3 or 4 from the Writing Group only meeting during the week of April 26th.

Next meeting: May 1st, Goal is to have the plan shared with the group.

Possibly will need to meet on May 24th if plan isn't approved on May 10th.

Comments from the Public:

Idea to begin an educational campaign via the utility billings to educate people about STH 83 (stop at pedestrian crossings, use Holz Parkway instead of going into Downtown as it takes the same amount of time, etc.)

Reinstall pedestrian crossing signs in the middle of the road on STH 83 as soon as possible.

Begin a letter writing campaign to our State Elected Officials to try to get the STH 83 Jurisdictional Transfer to happen (more quickly)

Adjournment:

Motion to adjourn, 7:47 p.m., by Walsh, seconded by Chitwood. Motion approved.

Respectfully submitted,
Tina Chitwood



Downtown Strategic Plan Steering Committee

DRAFT - 05.08.2018

Village of Mukwonago
Waukesha County, Wisconsin
June 2018



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Executive Summary

In September 2017, a steering committee was formed to identify the strengths and weaknesses of the Village of Mukwonago's current downtown environment and to create recommendations for downtown improvements based on those findings. Village officials, residents, business owners and community leaders comprised the Downtown Strategic Plan Steering Committee (DSPSC). This group met twice monthly over a period of eight months to discuss and prioritize information obtained through activities such as visioning exercises, community surveys, presentations and other resources. Public feedback was solicited from interested parties who attended the meetings and at a Community Open House in which we asked participants to rank the proposed initiatives according to what was important to them. The result of all these efforts was summarized in this Downtown Strategic Plan and presented to the Village Board on [REDACTED]. It is the steering committee's sincere hope that the Village Board will incorporate these recommendations into its own short and long-term plans for the Village.

Development of the Downtown Vision

One of the committee's initial meeting activities was a visioning exercise to generate as many ideas as possible to answer the question "What kind of Downtown should we have?" and "What does the Downtown mean to you as an individual and to the community?" This exercise involved the committee and all members of the audience who were in attendance. Themes began to emerge and provided the basis on which to categorize and prioritize the numerous ideas and suggestions that were offered by the participants. A Mission Statement was drafted to capture the spirit of the exercise and to help guide the committee's task of recommending specific downtown goals and the steps needed to achieve them.

Adopted Mission Statement

Make the downtown a pedestrian-friendly destination centered on historic preservation, business development and cultural and recreational opportunities while noting the importance of Goal #1 of the Comprehensive Plan; to preserve and enhance the Village's quality of life including its historical identity, its small-town atmosphere, the community events, and its traditional downtown.



Strategic Plan Introduction and Overview

This plan can serve as a guide for the Village of Mukwonago to prioritize and implement improvement projects within the four key areas identified by the committee:

- Business Development
- Culture and Recreation Opportunities
- Historic Preservation
- Pedestrian-Friendly Destination

Why Look at Downtown?

Downtowns are the heart of any community and Mukwonago's Downtown is no exception. Mukwonago's unique small town feel is often what draws residents and visitors to the Village. Providing opportunities for people to spend time downtown helps local businesses and encourages new businesses to consider investments in the Village. A thriving downtown also builds a greater sense of community and pride in the Village and aids in the overall community's economy. Investment in arts, culture, entertainment, history and events are all important factors in developing a strong downtown. In considering all that Mukwonago's Downtown has to offer, attention must also be paid to concerns such as traffic and pedestrian safety, parking issues and the preservation of Mukwonago's historical character.

Brief History of Mukwonago

Mukwonago - which translates to Place of the Bear - was first settled in the 1700s by the Potawatomi and by the early 1800s, it saw its first European settlers who began envisioning a town. Mukwonago continued to grow as a farming community which was aided by the Wisconsin Central Railroad for crop distribution. One hundred years later, Mukwonago began to evolve into a tourist destination as travelers discovered its freshwater springs. In 1905, the town was incorporated into a village and by the late 1980s, Mukwonago saw its most substantial growth as subdivisions began to develop and an industrial park was built.

Throughout the Village's evolution, the downtown has held on to its character and charm. The recommendations in this plan seek to enhance those qualities and make it a vibrant gathering place for residents and visitors as the Village moves into its next exciting phase.

Key Demographics & Data

Demographic and economic analysis provide an overview of a community's composition and help guide planning efforts. The source of the following snapshot of the Village of Mukwonago comes from the U.S. Census Bureau 2010 survey, with some figures updated based on 2012-2016 American Community Survey 5-Year Estimates.

https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml



2010 Total Population	7,355
2017 Population Estimate	7,878
Median Age	39
Number of Companies	468
Educational Attainment (% high school graduate or higher)	97.2%
Total Housing Units	3,175
Median Household Income	\$64,011
Individuals below Poverty Level	8.7%

Summary of Existing Conditions and Market Analysis

The DSPSC reviewed several existing Village reports and studies in order to understand prior attempts at resolving some of the downtown issues and to evaluate whether any of the proposed solutions were still viable. These resources are listed in the appendix of this Downtown plan.

Downtown Development Goals & Objectives

The DSPSC was tasked to develop a comprehensive strategic plan with recommendations for groups to lead and accomplish specific goals. The DSPSC adopted a timeline to complete this report by April 2018; although with the date of the Community Workshop occurring later than originally anticipated, the group adjusted its targeted date of completion to May 2018.

The following list describes the topics and ideas discussed in the committee meetings and form the basis of the final recommendations which will be described in more detail later in the plan:

- What are the main features that attract people to a downtown area - whether to visit or to invest in a business opportunity?
- Repurposing land use and potentially expanding the downtown core to incorporate the waterfront
- Promoting a vision for specific areas by encouraging the highest and best use of property available for redevelopment



- Investing in public infrastructure both above-ground and below-ground (e.g. sidewalks, lighting, sewer and water upgrades, and re-routing heavy truck traffic to bypass downtown)
- Developing and implementing Architectural Enhancements and Design Guidelines
- Promoting Historic Preservation through an entity such as a Historic Preservation Commission
- Zoning Recommendations to allow desired businesses
- Implementing Wayfinding Signage
- Retaining, supporting and recruiting fresh retail, business mix
- Programming for events, festivals, promotion
- Parking and traffic
- Initiating a group to spearhead downtown revitalization (e.g. Business Improvement District or Community Development Authority)

Opportunity Assessment

In evaluating the numerous ideas that arose through the committee's activities, the DSPSC identified the following broad areas to be addressed via the plan recommendations.

Land Use and Urban Design

- Downtown Boundaries: Downtown Overlay District with arterial spokes north on 83 to Field Park, South on 83 to the railroad overpass and Southwest on ES to Indian Head Park - inset with map of designated downtown area
- Pedestrian Amenities: missing sections of sidewalk to access downtown, need for pedestrian crossings with safety features added, concrete medians/bump outs, etc.
- Transportation: Hwy. 83 traverses through downtown including heavy truck traffic, backups at prime commuting hours and throughout the day depending on events
- Land Use: missing a focus on historic preservation, the positive economic impact of historic preservation on property values, and the need to capitalize on Mukwonago's Certified Local Government status
- Streetscape: limited by few public spaces, pocket parks, benches, bike racks, etc. and Mukwonago is in need of landmarks to denote you are both entering and within a historical pedestrian-friendly downtown area
- Parking: no signage directing visitors to existing public parking

Redevelopment and Historic Preservation/Restoration

- Façade renovations: there is no plan for cohesive image/design guidelines of downtown
- Removal of blight
- Underutilization of 2nd stories



- No active group to review plans and to promote historic preservation such as a Historic Preservation Commission or Landmark Commission (following Federal guidelines for evaluating the historical importance of a property)
- Current status of the commercial property real estate market
- No group to support the downtown cause politically, technically and financially, such as through a BID or CDA

Organizational Structures

- Supported by a comprehensive model involving private groups, non-profit organizations, consultants and municipal staff and elected leaders. A mixture of funding from each of these stakeholders. (We need to expand on this topic - give specific examples of grants, funds, etc. or state that committees will determine action plan(s) for acquiring funds.)
- A structure involving private groups, non-profit organizations, consultants, municipal staff and elected leaders does not currently exist to address, or attempt to resolve, downtown issues
- Without a group supporting downtown initiatives and making recommendations to the Village Board, there aren't dedicated resources to improve the downtown in the municipal operating or capital budgets,

Strategies Used to Create Downtown Master Plan

The following activities were completed by either the full committee, individual members or support staff in order to amass and evaluate information needed to prepare the Downtown Plan.

- Vision Session held on September 28, 2017
- DSPSC goals defined on October 12, 2017
- Invited industry experts to present on the topics of Historic Preservation, Strategic Planning and current zoning in Downtown Mukwonago
- Independent research conducted by committee members on the topics of: CDA's, BID's, Connect Communities, etc.
- Review of peer community plans
- Logo and tag-line "Make Downtown Yours" created for the planning committee
- Social media campaign including a Facebook page and meeting information housed on the Village's website. The DSPSC considered the immediate feedback provided by Facebook users and Public Comment sessions during public meetings.



- Online community survey to evaluate the current perception of downtown by the general public and to serve as an initial gauge regarding the proposed goals defined by the DSPSC
- Hard copy media via banners, newspaper articles and brochures handed out during the Midnight Magic event, information flyer for a community feedback open house sent out with the utility bill
- An open house was held April 12, 2018 to seek community input on committee recommendations

Objective Summary

The DSPSC identified four primary categories which they used to formulate the recommendations of the Plan. The goals and objectives of each of the four categories are outlined in this section.

Business Development

Goals	Objectives
Enhance and Support the Downtown Business District	Offer an immediate central point of contact to engage with existing building and property owners, and develop an organization to lead downtown business development activities. Create incentives to support investment in downtown buildings and businesses.
Support Business Attraction, Growth and Expansion Activities	Develop business attraction activities with a focus on local, independently-owned businesses, niche/specialty businesses and businesses seeking a second location. Maintain and grow existing businesses.
Creation of an organizational structure to facilitate business development in downtown	Be a resource for development by defining the needs of the community, educate and build ties with the business and development community, local government, civic and non-profit organizations. Develop programs to support renovation and redevelopment of buildings to address demand challenges.

Cultural and Recreation



Goals	Objectives
A connected parks and trails system that promotes a connection to nature, recreation and downtown.	A system of well-balanced parks and land and water trails that connects and directs users to downtown, engages people of all ages and backgrounds, and enhances the overall quality of life for Village residents and visitors.
Events programming that promotes community engagement and cultural offerings.	Capitalize on the Village's cultural assets (Red Brick Museum, library) and events (arts, culture and heritage) to build economic prosperity, quality of life and community identity.
A strong and engaged network of neighbors, community groups and volunteers.	Build a strong community where residents have a sense of belonging and civic pride to support cultural and recreational efforts. This requires organizations and individuals to work together.

Historic Preservation

Goals	Objectives
Develop a group to guide and support historic preservation	Create and support a community group with a focus on historic preservation.
Develop downtown design guidelines	Serve as a tool for commercial and residential properties to guide building renovations and new construction to support a cohesive image and branding for downtown. Guidelines will promote the preservation of the historic attributes of existing buildings while maintaining the historic authenticity of our community.



Increase Community Engagement and Awareness	Educate the public, create transparency about the historic preservation program, engage the public to become ambassadors of the program.

Pedestrian Friendly Environment

Goals	Objectives
Complete a Jurisdictional Transfer Agreement for Hwy. 83, E. Veterans Way and Holz Parkway	Reduce heavy truck traffic downtown for the long-term to promote a pedestrian-friendly environment. Allows the Village access to fix and improve the infrastructure on and under the road.
Adopt a Truck Route that Bypasses Downtown	Reduce heavy truck traffic downtown in the immediate future. Educate truck drivers of the preferred truck route being the current E. Veterans Way and Holz Parkway and not through downtown. Educate residents and visitors about the location of the downtown business district.
Enhance the Downtown Environment to be a Welcoming, Friendly, Attractive, Colorful, Connected and Safe Environment	Downtown's environment should be a key reason why people want to visit, work, shop and live in the center of the Village. Downtown's environment should advance overall cleanliness, attractiveness, maintenance and repair, and safety for all. Downtown should be connected to the rest of the community through signage and sidewalks.
Downtown Public Parking Must Present a Positive and Aesthetically Pleasing Image	Downtown parking spots will receive regular, scheduled maintenance, repair, replacement and possibly other enhancements. Educate the public about the location of public parking options in downtown.



Recommendations

The following recommendations are offered based on the review of historical downtown plans, discussion of activities previously undertaken by committees and advisory groups with a focus on Downtown Mukwonago, research conducted about downtown best practices and available tools, the 2017 community e-survey results, and feedback received during the 2018 community feedback open house. Recommendations are offered, in priority order, as determined by the DSPSC and listed as Tier 1 and Tier 2 groupings. The plan focus should include the Retail Center Overlay Zoning district and the residential areas in the boundaries between Field Park on the North and Indian Head Park on the southwest as well as on Hwy. 83 to the railroad overpass in the southeast.

Tier 1 - Recommendations

These recommendations are those that should be acted upon within a one to two-year timeframe. These recommendations are of the highest importance to the committee and the community. Additional details for each recommendation follow in the next section titled "Description."

- 1-1 | Engage a firm to create a roadway design and streetscaping enhancement plan. Such as sidewalks, crosswalks, beautification, lighting, safety, connectivity and gateways. Begin implementing crosswalk safety enhancements.
- 1-2 | Adopt an ordinance to change the trucking route onto Veterans Way/Holz Parkway to bypass downtown.
- 1-3 | Encourage opportunities for community spaces to allow for activities, community meeting and relaxation spaces in downtown.
- 1-4 | Re-establish a Historic Preservation Commission (Landmark Commission) to guide and support historic preservation and compatible redevelopment.
- 1-5 | Engage a firm to conduct a market analysis with the goal of attracting new businesses and growing the existing economic base, and maximizing the existing commercial space in downtown.
- 1-6 | Investigate the development of a Downtown Business Owner's Association to support and enhance downtown.

Tier 2 - Recommendations

These recommendations should be acted upon within a three to four-year timeframe, as some recommendations build off of the Tier 1 plans. Additional details for each recommendation follow in the next section titled "Description".

- 2-1 | Invest in the maintenance and replacement of pedestrian safety features and roadside amenities. Continue with pedestrian safety and crosswalk enhancements.
- 2-2 | Engage a firm to develop a design plan with specific guidelines focusing on exterior building improvements and roadway design that are compatible with or will enhance the existing environments.
- 2-3 | Promote and collaborate with the Library, Red Brick Museum and the Wisconsin Historical Society for historical and cultural events and programming.
- 2-4 | Marketing to highlight the uniqueness of Mukwonago and to showcase events, culture and recreational activities.
- 2-5 | Create financial support programs to encourage and support downtown building improvements and business development.
- 2-6 | Invest in wayfinding signage around the downtown and to key points of interest in the Village.
- 2-7 | Marketing of existing public parking options in downtown.
- 2-8 | Investigate the development of a Business Improvement District (BID) to support and enhance downtown.

Recommendation Descriptions

The following details have been offered by the DSPSC for background and support for each recommendation. The estimated costs have been included for capital expense planning purposes and offer a range of cost based on committee members' history and knowledge for the items. When available, actual cost estimates have been noted.

Recommendation 1-1

Engage a firm to create a roadway design and streetscaping enhancement plan. Elements to be included: sidewalks, crosswalks, beautification, lighting, safety, connectivity and gateways. Begin implementing crosswalk safety enhancements.

Mukwonago has a fair amount of historic buildings at its core, but the Hwy. 83 roadway corridor through downtown leaves a lot to be desired with many concrete surfaces, mismatched benches and lighting and limited color in the downtown. The downtown environment should be a key reason why people want to visit, work, shop and live in the center of the Village. Other considerations include:

- Overall cleanliness, attractiveness, maintenance and repair, and safety
- Connect to the rest of the community through signage and sidewalks



- Inventory existing sidewalks, crosswalks and other amenities such as benches, planters and garbage bins
- Address sidewalks, crosswalks and pedestrian safety features such as activated flashing pedestrian crossing signs, banners, street lights, benches, garbage/recycling cans, bike racks, shade, vegetation, restrooms, water fountains, gathering spaces and gateways
- Connect and enhance Indianhead Park on the southern boundary of downtown
- The plan should also include a comprehensive recommendations for the downtown along with a list of potential funding sources.
- Regarding implementation (see Mid-Tier recommendations), consider a manageable block-by-block plan instead of attempting to improve the entire district at once.

This recommendation addresses enhancing the environment in downtown to be a welcoming, friendly, attractive, colorful, connected and safe environment.

- ❑ Estimated planning cost: \$10,000-\$50,000 (doesn't this tie in with the "Police Department Crosswalk Safety Enhancements" \$250,000 bid as that included lighting but was only for the retail center??)

Recommendation 1-2

Adopt an ordinance to change the trucking route onto Veterans Way/Holz Parkway to bypass downtown.

To reduce heavy truck traffic, the DSPSC has recommended to the Village Board to adopt an ordinance diverting heavy truck traffic from Hwy 83 to Veterans Way/Holz Parkway. This should be supported by:

- Educating truck drivers of the preferred truck route
 - Installation of new signs indicating the bypass route
 - Educating residents and visitors about the option to use Veterans Way/Holz Parkway if they do not intend to stop at a business/location in downtown
 - It is important that this recommendation does not negatively impact the business community, so the DSPSC is recommending the installation of additional signage to direct traffic to the historical downtown retail center
- ❖ Estimated cost: \$250-\$2,000 for new signs to be installed to inform drivers and limited costs associated with the Village Attorney's time spent on the project.

Recommendation 1-3

Encourage opportunities for community spaces to allow for activities, community meeting and relaxation spaces the in downtown area.



An engaged network of neighbors, community groups and volunteers should be created to develop additional cultural opportunities while capitalizing on the Village's existing assets (Red Brick Museum, Community Library) and events (arts, culture and heritage). The goal will be to articulate the unique character of downtown culture, heritage and recreational activities.

- Strengthen relationships with individuals and organizations to build a common vision and thereby maximize resources
- Allocate additional human and fiscal resources for marketing and promoting the activities of this group
- Encourage a connected parks and trail system that promotes a link to nature, recreation, and the downtown. Consider the goals for the Village's Comprehensive Outdoor Recreation Plan (2017) to make informed decisions pertaining to facilities and parks before making capital investment plans

❖ Estimated cost: TBD based on the amenities to be developed.

Recommendation 1-4

Re-establish a Historic Preservation Commission (Landmark Commission) to guide and support historic preservation and compatible redevelopment.

In recent history, the Village had a Historic Preservation Commission (HPC) which lost steam and was subsequently absorbed within Mukwonago's Plan Commission. The community surveys and feedback from the open house as well as the committee members' research on this topic, makes this one of the top priority activities in the Tier 1 recommendations. The Village also maintains a Certified Local Government (CLG) status with the Wisconsin Historical Society (WHS). The recommended activities for this group include:

- assessing the benefits of activating the Village's CLG status
- conduct walking tours to promote the historic features and cultural assets of downtown
- coordinate with the Red Brick Museum and Chamber to educate property owners about the benefits of historic preservation
- conduct an architectural review based on newly created Design Guidelines (Tier 2 activity)
- develop financial tools to support historic preservation and compatible redevelopment (Tier 2 activity)

❖ Estimated cost: \$0

Recommendation 1-5



Engage a firm to conduct a market analysis with the goal of attracting new businesses and growing the existing economic base, and maximizing the existing commercial space in downtown.

By engaging a firm such as the UW-Extension to conduct a market analysis, relevant market data and information can be used to support existing and new business growth. Additional areas to be addressed in this report should include:

- Industry cluster target and a gap-analysis
- Programs to attract locally-owned, independently-owned, niche/specialty businesses as well as existing businesses seeking a second location in downtown
- Conduct a business and building inventory
- Compare attraction prospects with existing land use and zoning ordinances with the Downtown Overlay District
- The results of the program should be communicated with existing businesses and property owners via a business outreach program (Tier 2 activity)

❖ Estimated report cost: \$5,000-\$10,000

Recommendation 1-6

Investigate the development of a Downtown Business Owner's Association (DBA) and in years 2-3 a Business Improvement District (BID) to support and enhance downtown.

Downtown business development is most successful when led by a strategically-focused group. The DSPSC recommends the creation of an organizational structure to lead downtown business redevelopment activities and projects. Potential structures include:

- Downtown Business Owner's Association (DBA)
- Existing Village Economic Development Committee (EDC)
- A committee to be created under the Chamber of Commerce
- A Business Improvement District (see Tier 2 recommendation)
- Main Street program
- Connect Communities program

The DSPSC is not recommending the Village coordinate the ongoing management/organization for downtown business development as this is best done in a partnership with the Village, business owners, property owners and key downtown stakeholders. The Village should continue to highlight downtown economic development efforts during the annual Economic Development Breakfast as well as engage in discussion with the newly created entity.

❖ Estimated cost- DBA (Tier 1): \$0



- ❖ Estimated cost- BID (Tier 2): Each property owner in the BID pays an annual special assessment tax.

Recommendation 2-1

Invest in the maintenance and replacement of pedestrian safety features and roadside amenities.

Building off of Recommendation 1-1 there will be needed maintenance as well as additional features to consider for the beautification of downtown. Elements to be assessed include but are not limited to:

- Maintaining sidewalks, crosswalks and pedestrian safety features such as activated, flashing pedestrian crossing signs, banners, street lights, benches, garbage and recycling bins, bike racks, elements that offer shade, vegetation, restrooms, water fountains and gathering spaces
- Developing an annual flower/perennials planting/tree planting and maintenance program throughout downtown with an eye toward adding more color for prolonged periods of time.
- Enhance the entrances to the historical pedestrian-friendly downtown with prominent visual upgrading and/or utilizing landmarks to serve as gateways.

- ❖ Estimated cost: Varies depending on the elements to be installed.

Recommendation 2-2

Engage a firm to develop a design plan with specific guidelines focusing on exterior building improvements and other infrastructure improvements including roadway design that are compatible with or will enhance the existing environments.

Historic buildings are critical to the fabric of downtown. The Village Historic Overlay District ordinance provides guidance for maintenance and improvements made to existing commercial and residential properties in the District. By engaging a firm to develop a Design Guidelines Plan that focuses on exterior building improvements, the fabric of downtown will be enhanced for future generations to enjoy. The guidelines should serve as a tool for commercial and residential properties during building renovations and new construction to support a cohesive image and branding for downtown. This will promote the preservation of the historic attributes of existing buildings while maintaining the historic authenticity of our community. Incorporating the recommended roadway improvements from the previous recommendation in the Tier 1 (see Roadway Improvements and Streetscaping Enhancement Plan) will maintain compatibility with the existing environment. It is recommended that the selected firm and the Village engage the public through several methodologies:

- Include downtown stakeholders and residents in several visioning as well as community workshops



- Present results to the public for comment in informational feedback sessions
- Share design guidelines with the public via the Village's website and other resources.
- Prior to engaging a firm to create the plan a group of downtown stakeholders including, but not limited to, property owners, developers and realtors should meet to determine which properties are suited or marketable for commercial use and identify areas that would lend themselves to possible redevelopment. Following the identification of these focus areas, the planning firm should include these elements in the plan: action items, funding sources and a consideration of multi-use housing opportunities. (this is the expertise of the planning firm and the reason we are hiring them - persons with vested interests should not be telling the firm what they want for redevelopment but certainly can be involved in subsequent discussions based on the firms recommendations via Community Workshops etc. Additionally this helps exclude bias.)

❖ Estimated cost: \$10,000-\$50,000

Recommendation 2-3

Promote and collaborate with the Library, Red Brick Museum and the Wisconsin Historical Society for historical and cultural events and programming.

Mukwonago has existing groups, such as the Red Brick Museum and the Mukwonago Community Library, that offer programs and other activities which enhance the historic and cultural identity of the Village. The DSPSC recommends developing partnerships with these groups, the newly formed Historic Preservation Commission, the Mukwonago Area School District and Education Foundation, as well as downtown property and business owners to support existing events while encouraging new activities and cultural programming in the downtown.

❖ Estimated cost: \$0 *New events/activities may require funds for implementation and marketing.

Recommendation 2-4

Marketing to highlight the uniqueness of Mukwonago and to showcase events, culture and recreational activities.

The DSPSC recognizes the existing events and offerings by the Red Brick Museum, Community Library, Chamber of Commerce, School District, among others that provide historic and cultural benefit to Village residents and visitors. The Committee recommends actively conducting cross-promotions by each of these groups to create a strong and engaged network that will showcase activities throughout the community. The end goal is that residents have a greater sense of belonging and civic pride to support local, cultural, and recreational activities.



- Promote the development of a community calendar to consolidate all planned activities and events

❖ Estimated cost: Varies depending on the type of marketing to be deployed.

Recommendation 2-5

Create financial support programs to encourage and support downtown building improvements and business development.

A part of implementing and deploying the new Design Guidelines and Market Analysis, financial support programs must be developed to encourage and support downtown building improvements and business development.

- Identify and research financial tools to support history preservation and compatible redevelopment (ex. Local lenders low-interest loan pool and Façade and Signage Grant).
- Identify other funding mechanisms to support business development and building improvements (ex. White Box Grant, Rent Assistance Grant, TIF, BID, housing financial assistance, Revolving Loan Fund, etc.).
- Implementation of selected financial assistance programs to be conducted by the Village and/or newly created HPC (or BID).
- Grants which aid in the revitalization of specific properties within downtown should also be pursued (ex. WI Economic Development Corporation's Community Development Investment Grant and Brownfield Grant).
- Continue business retention program.
- Create marketing materials to summarize all the available local and regional/state resources and business services organizations such as (SBA, SCORE, WWBIC) with property and business owners.

❖ Estimated cost: Varies with the program to be created. **Source of funds may come from the Village's General Fund, TIF, BID, etc.*

Recommendation 2-6

Invest in wayfinding signage around the downtown and to key points of interest in the Village.

Develop a plan and install a coordinated pedestrian wayfinding signage system throughout the Village including Downtown and Downtown Neighborhoods (ie: Pearl Street as a destination).

A system of well-balanced parks as well as land and water trails that connect and direct users to downtown, engages people of all ages and backgrounds, while enhancing the overall quality of life for Village residents and visitors. The Village has many trails that serve



a range of uses (walking, biking, East Troy Railroad Trolley, boating, canoeing and kayaking on the rivers and lakes).

- Signage will be installed to direct trail users to downtown
- Install wayfinding signage from neighborhoods to downtown parks, public spaces and the business district.
- Downtown parking options must be signed and should present a positive and aesthetically pleasing image.

- ❖ Estimated cost: Varies, but may range between \$10,000-\$25,000 depending on the number and style of signs to be installed.

Recommendation 2-7

Marketing of existing public parking options in downtown.

Public parking spots exist within downtown in both public parking lots and on-street parking. These parking spaces serve visitors, daytime workers and attendees of special events.

The Chamber of Commerce, in its function as a visitors' bureau and special events coordinator, existing businesses, and other community stakeholders offer tools to educate the public about the location of public parking options in downtown. Recommendations include:

- Develop a map to share with business owners
- Identifying the location of all parking spaces
- Installing wayfinding/directional signage to identify the location of parking lots
- Develop and undertake a capital repair and replacement plan for parking lots and parking spaces in downtown.

- ❖ Estimated cost: TBD

Recommendation 2-8

Investigate the development of a Business Improvement District (BID) to support and enhance downtown.

See Recommendation 1-6.

- ❖ Estimated cost- BID (Tier 2): Each property owner in the BID pays an annual special assessment tax.



Recommendations Made for Immediate Implementation

During the development of the strategic plan the DSPSC made the following recommendations to the Village Board for immediate implementation. The committee took such action as they were rated important by the community survey and by prior committees focused on downtown planning. A number of the items recommended by the DSPSC are quick-wins such as: roadway design planning, **reinstating the HPC and marketing community events (not listed below do we want to add in this section?)**; some recommendations will take longer to implement such as a reroute Hwy. 83.

Reroute of Hwy. 83 Around Downtown

The DSPSC recommended to the Village Board to pursue negotiations with WisDOT to complete a jurisdictional transfer of Hwy. 83 through downtown on Veterans Way/Holz Parkway. The urgency in this recommendation is the goal of reducing heavy truck traffic downtown for the long-term and to promote a pedestrian-friendly environment. An ownership transfer of Hwy. 83 in downtown to the Village would provide the Village unimpeded access to fix and improve the oldest infrastructure in the Village both above and below the road.

❖ Estimated cost: TBD

Ordinance to Change the Trucking Route onto Veterans Way/Holz Parkway

See Recommendation 1-2.

Police Department Crosswalk Safety Enhancements

Meetings between Village officials and WI Dept. of Transportation in **late 2017** resulted in the Village being granted permission to pursue pedestrian safety enhancements on Hwy. 83. The Village will be responsible for funding 100% of the costs of the improvements. It is recommended that an educational campaign be developed.

- A mailer to be included with the utility billings
 - reminders that it's State Law to stop at pedestrian crossings
 - Utilizing Veterans Way/Holz Parkway as an alternative to reduce the number of non-stop vehicles through downtown
- Reinstall pedestrian crossing signs in the middle of the road on Hwy. 83 as soon as possible in the spring
- The downtown business community, residents and the Police Department continue to meet and work together to address safety issues

DISCUSS DURING MAY 10th MEETING and ADD FEEDBACK HERE



❖ Estimated cost: \$250,000

Next Steps

This report has been created by considering the benefits for the existing and future business community in Downtown Mukwonago as well what would benefit the residents and visitors to the community. All recommendations will have financial impacts, so continued discussions and planning for future implementation of the recommendations is needed. Since the Village prepares a five-year plan for capital expenditures, it is recommended that continued discussion about the long-term implementation strategies begin immediately.

Concurrently, there are some recommendations that individual property owners and downtown stakeholders could begin to implement. Property owners are encouraged to think about the elements of this plan that could be implemented and to take action, such as installing bike racks, engaging in a letter writing campaign to elected officials and encouraging the Hwy. 83 jurisdictional transfer to the Village.

As the adopting body of this plan, the Village Board must define the metrics and frequency by which they want to receive reports from the stakeholders regarding steps taken in implementing the recommendations.

At this point, the recommendations in the Plan have not been accomplished. Any action on the recommendations will require further support and resources from key stakeholders or limited progress will be realized. The DSPSC has been thoroughly engaged to develop the strategic plan. By the number of people responding to the online survey, attending the community feedback open house, and signing up to volunteer to aid in implementing the recommendations of the Plan, the excitement to better Downtown Mukwonago is building and the passion to work on the recommendations is strong!

Appendices

(links to the following or reference specific pages from these resources)

- Comprehensive Plan
- Specific Ordinances
- Market Study
- Parking study
- Downtown Overlay Map and description



SUPPLEMENTAL INFO. FOR THE DSPSC

New Business

A - Review of feedback provided by WisDOT pertaining to pedestrian crosswalk safety enhancements and other pedestrian friendly measures.

- The Plan Writing Group would like to include the DSPSC's reaction to the research/discussion that Fred/Kevin/Eric had with the WisDOT.
- Review of feedback provided by WisDOT pertaining to pedestrian crosswalk safety enhancements and other pedestrian friendly measures.
- Discuss the merits of including the planning for this item in the comprehensive plan and also discuss including improvements along Hwy. ES.

B - Discussion and possible action regarding the Next Steps section of the Plan

- Review this section of the draft plan prior to the meeting – Page 20 in the Draft plan
- Discussion regarding the elements that were included in this section:
 - Metrics, who reports to whom
 - Village prepares a 5-year plan for capital expenditures
 - As a property-owner think about the elements of this plan that you can implement immediately, ex. bike racks
 - As citizens begin to think about how you can support elements of this plan by volunteering to further any of the plan recommendations into implementation or by passive support, such as engaging in a letter writing campaign to state elected officials for the Hwy. 83 jurisdictional transfer.
 - Discuss that we had a # of volunteers sign up during the workshop and they should be invited to participate ASAP
 - Citizen Task force for crosswalk safety enhancement

Old Business

A – Plan Review and possible approval for recommendation to the board.

- Please come prepared with specific text edits you would like to see incorporated into the plan