

Village of Mukwonago
Notice of Meeting and Agenda
Downtown Development Committee Meeting
Thursday, June 25, 2020

Time: **6:00 pm**

Place: **Virtual Meeting hosted by Village of Mukwonago Community Planner**

Virtual Meeting Log On Information

Join Zoom Meeting

<https://us02web.zoom.us/j/4414041080?pwd=RjRTcFhKYVVYdzVHMlpKdHFIS2lEQT09>

Meeting ID: 441 404 1080

Password: 503130

Dial by your location

+1 312 626 6799 US (Chicago)

Meeting ID: 441 404 1080

Password: 503130

AGENDA

1. Call to Order
2. Roll Call
3. Approval of Minutes of May 28, 2020 DDC Remote Meeting
4. Discussion of Streetscaping & Wayfinding Preliminary Design Plan & Update
 - a. DOT Communication & request for Preliminary Plan Feedback
 - b. Hwy 83 Roadwork & Temporary Closure
5. Branding Update (Link to Current Draft)
6. Connect Communities/WEDC Resources
7. MASD collaboration update-Murals & Street Art
8. Informational Update on WEDC Small Business Micro-Grant Program & Recovery Initiatives
 - a. WCCG Webinars
 - b. Possible Citizens Bank Village Grant Program Partnership
9. CBDG Funds & Offer to Purchase 301 Main Street for Future Parking Lot
10. Update on Historic Sign project by Mukwonago Historical Society and Possible Walking Tour
11. Discussion and Possible Action on Selection of 2020-2021 DDC Chair
12. Discussion and Possible Action on the Four Downtown Strategic Plan Core Objectives
 - a. Business Development
 - b. Cultural Recreational
 - c. Historic Preservation
 - d. Pedestrian Friendly

12.1 Redevelopment Resources Proposal.

13. **Comments from the Public:** Public Comment Session shall last no longer than fifteen (15) minutes and individual presentations are limited to three (3) minutes per speaker. These time limits may be extended at the discretion of the Chief Presiding Officer. There may be limited discussion on the information received however no action will be taken on issues raised during the Public Comment Session unless they are otherwise on the Agenda for that meeting. Public comments should be addressed to the Committee as a body.

14. Adjournment

It is possible that 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, 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 Municipal Clerk's Office, (262) 363-6420.

Links & Attachments

Hwy 83 DOT Bridge Rehabilitation Notice with Map

Connect Communities: <https://wedc.org/programs-and-resources/connect-communities/>

Errin Welty E-mail-Chatter Users & Notifications E-Mail Survey:

<https://forms.office.com/Pages/ResponsePage.aspx?id=A8bQpH-ck0K4nKCMGo61caR3PChlnhdPuTQdr87yw0tUMTJKTzdaQldLTU9HN0szWFpGV1gwWTRINSQIQCN0PWcu>

Link from Village Administrator/Economic Development Director John Weidl

<https://www.governing.com/community/The-Cloud-over-the-Future-of-Americas-Downtowns.html>

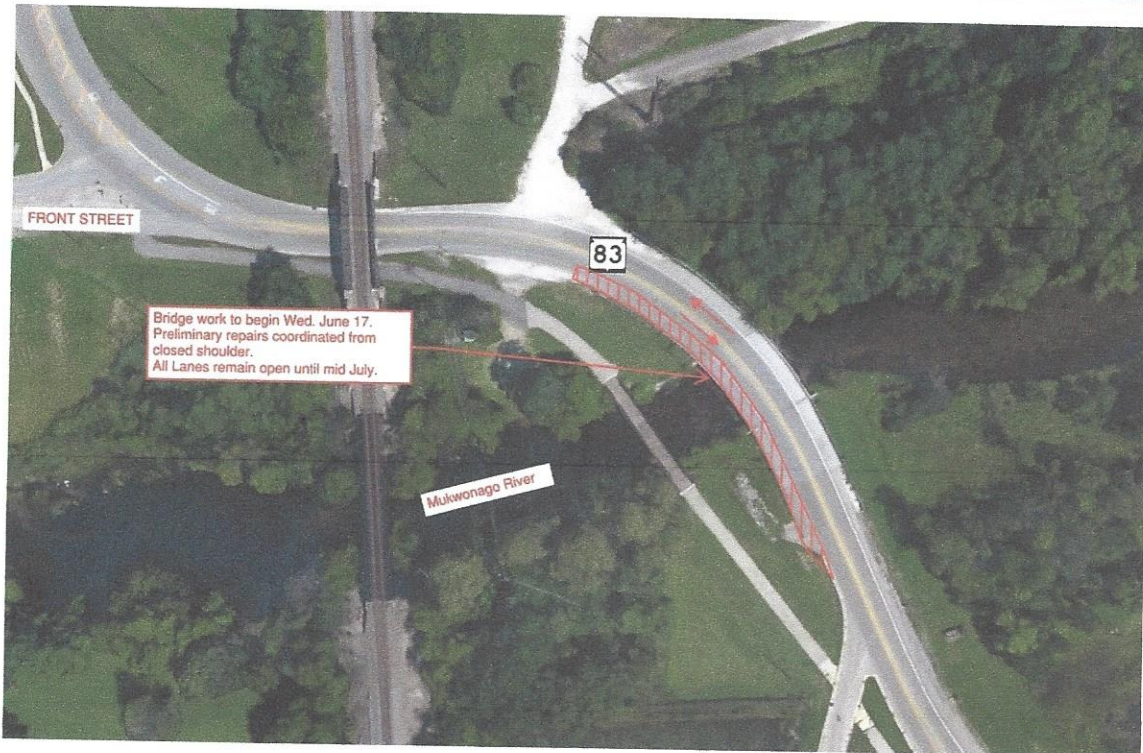


Bridge Rehabilitation

WIS 83 over Mukwonago River

<https://projects.511wi.gov/region-wide/waukesha-county/>

Waukesha County
June 11, 2020



The Wisconsin Department of Transportation will begin preliminary bridge deck repairs on WIS 83 over the Mukwonago River beginning Wednesday June 17th. **PRELIMINARY WORK WILL NOT CLOSE THROUGH TRAFFIC LANES.** Bridge deck repairs planned for mid July will require the closure of WIS 83. SCHEDULE TBD. The department will communicate that schedule as soon as it is available.

Project Contacts:

Matt Buska, Project Construction Leader, (715) 252-6787, Matt.Buska@foth.com

Kurt Flierl, Project Manager, (414)-750-3085, kurt.flierl@dot.wi.gov

From: Errin Welty <errin.welty@wedc.org>
Sent: Tuesday, June 9, 2020 11:07 AM
To: Mukwonago- Roger Walsh; Mukwonago - Makenzee Loft
Subject: Connect communities Check-in and Update

Good morning!

I'm reaching out to each of our connect communities with some program updates and resources. See below, and let me know if you have questions or if we can be of assistance in any way!

- First, applications for the We're All In Small Business Grant Program will be accepted starting Monday. Connect Community program coordinators are an eligible provider of the required endorsement letter. This program is ideal for almost all of our downtown businesses, and I sincerely hope that the majority of them are able to be assisted from the \$2,500 grant. For more information on the grant that you can share with your businesses, and on the endorsement letter that they may be requesting from you, please visit <https://wedc.org/programs-and-resources/wai-small-business-grant/>
- Second, Just a reminder that your annual connect communities survey is due by the end of next week (June 19th). I know it may be difficult to answer all the questions about business and employment this year – please just use your pre-COVID figures, and we'll capture the rest of the changes next year. Returning the survey to the best of your ability is required to return to the program next year, and we sincerely hope you will all return as we have numerous business assistance and training programs planned. Survey Link: <https://forms.office.com/Pages/ResponsePage.aspx?id=A8bQpH-ck0K4nKCMGo61caR3PChlnhdPuTQdr87yw0tUMTJKTzdaQldLTU9HN0szWFpGV1gwWTRINSQIQCN0PWcu>
- Thirdly, this is a great time to take a look at the users that you currently have on chatter. The table below indicates those individuals that have had usernames in the system. If there are some that are no longer involved or seem to not be using the system, please let me know and we can take them off. If there are new folks that might be interested in receiving information and enjoy the discussion aspect of the group, send me names and emails and we'll get them added.

Mukwonago

Scott Reeves

John Weidl

Ray Goodden

Makenzee Loft

Doug Yeager

Errin Welty, CEcD, EDFP
Downtown Development Program Manager
Wisconsin Economic Development Corporation
201 W Washington Avenue, 6th Floor
Madison, WI 53701
608-210-6832
Errin.welty@wedc.org

Village of Mukwonago

**Brand Narrative & Logo
Proposed Final**

**KARL JAMES
& COMPANY_{LLC}**



Revised Logo

KARL JAMES
& COMPANY LLC

- The Village of Mukwonago resides at the intersection of life, leisure, and economic leadership. Minutes from Milwaukee with convenient access to Madison and Chicago, Mukwonago offers main-street living just moments away from metro-area amenities. It's where open spaces, parks and waterways converge with academic achievement, safe surroundings and economic opportunity.

Brand Narrative

- Activity abounds year round in Mukwonago. Fish Phantom Lake. Ride the trolley from the Elegant Farmer to Indianhead Park. Hike the Kettle Moraine State Forest. Hunt the Vernon Marsh Wildlife Refuge. Kayak down one the most ecologically significant waterways in the world, the Mukwonago River. There's something for everyone in Mukwonago.

Brand Narrative

- The village invests significantly in its park system. Tree-lined streets bustle with people watching parades for Father's Day, Fourth of July, and Christmas. Festivals provide family fun during Balloons Over Mukwonago, Summerfeste, Harvest Fest and Winter's Midnight Magic. Monthly Maxwell Street Days and weekly Farmer's Markets create a community connection. And, our Performing Arts Center offers an array of arts and entertainment. Each of these experiences serve as a cornerstone of community pride.

Brand Narrative

- Long known for commerce, Mukwonago is committed to economic expansion. Our new development approach is simple: Serve as a catalyst that moves the community forward while maintaining a balance between characteristics that appeal to quality family life and economic factors that make it possible.

Brand Narrative

- Our resource-rich community offers prime industrial development sites with easy interstate access and visibility, shovel-ready commercial lots, and in-fill opportunities along the village's street-scaped and pedestrian-friendly downtown district. We offer residential neighborhoods with new-build opportunities and existing properties for sale in our registered historic-district.

Brand Narrative

- Mukwonago's demographics—including income and education levels as well as housing values—align well with what commercial and retail businesses value in a community. Businesses of all sizes are well supported with talent and services required for sustained prosperity. Mukwonago works with its residents and stakeholders to solve problems. Both benefit from responsive, agile, efficient, and transparent village government.

Brand Narrative

- Our mix of big box retail and main street village shops serves as a regional hub to support over 30,000 consumers within the immediate region. The village-owned industrial park expansion has made way for millions of dollars in private sector investment, contributing to over a quarter-billion dollars in public and private sector investment in the village over a six-year period. As a result, we've retained hundreds of employees within the village.

Brand Narrative

- Manufacturers and retailers from all over the world are locating in Mukwonago, because the village is committed to balanced growth. These are but a few qualities that make Mukwonago one of the premier communities in Southeastern Wisconsin.

Brand Narrative

- Collaboration serves as the foundation of our community. Ranked nationally for academic achievement, the Mukwonago Area School District also works with local businesses to create educational pathways to match our skilled workforce to existing industry. A strong volunteer spirit shows in our many civic, spiritual and community organizations. Their efforts and funding support local concerts, events, and needs-based programs.

Brand Narrative

- Our public safety maintains strong working relationships throughout the community and provides critical care EMS services and primary response duties for all local emergencies. Our Seniors On The Go Taxi service ensures ready transportation for our valued elders to get to appointments and shopping. Health and well-being are strongly supported by our own YMCA and other wellness professionals, and our advanced 24-hour emergency healthcare and hospital facilities.

Brand Narrative

- Our unwavering commitment to advance what matters to those who live, work and play in Mukwonago is on display daily. From the creation of a Downtown Development Committee – tasked with ensuring the future of the village's downtown — to long-term planning for investments in our workforce, parks system, and infrastructure, the village supports making its residents and stakeholder ideas a reality.

Brand Narrative

- There's a dedication to prosperity. There's a sense of kindness. There's an underlying respect for people. Because of our people and because of our pursuit of prosperity, we are committed to breaking down barriers to balanced growth and advancing quality of life. *Mukwonago: Where life, leisure and business thrive.*

Brand Narrative

- **Questions to Consider:**

- Does the narrative tell the story we believe differentiates the village against other options?
- Does the logo and tagline represent the narrative?
- Next Steps: Once approved, we will begin creating the brand identity guide for presentation to the board.

Thoughts/Questions

From: [Roger Walsh](#)
To: [Diana Dykstra](#)
Cc: [Ben Kohout](#); [John Weidl](#); [Darlene Johnson](#)
Subject: FW: Downtown Development Analysis
Date: Friday, June 19, 2020 8:46:20 AM

Diana,

Feel free to contact me with any questions if needed.

Please add this item to the June 25 DDC Meeting Agenda and send copy to DDC Members.

Please place them Item #6 after Branding. Total Agenda Items is 15 instead of 14.

Mr. Weidl, please provide Diana with a copy of the Redevelopment Resources Contract so she can include it as an attachment with the Agenda.

Thanks,

Roger Walsh
Village of Mukwonago Trustee/DDC Chair
262.363.4303

From: Dayna Sarver <dayna@redevelopment-resources.com>
Sent: Thursday, June 18, 2020 4:17 PM
To: Ben Kohout; Roger Walsh
Cc: Kristen Fish-Peterson
Subject: Downtown Development Analysis

Good afternoon,

The Village of Mukwonago has contracted our firm, Redevelopment Resources, to evaluate the economic and fiscal impact of new development over the past six years and develop appropriate strategies for the Village moving forward. Kristen and I spoke with the Village Administrator about the Village Board's inquiries regarding the creation of a Tax Increment District. We've reviewed the Downtown Strategic Plan and have a few questions for the Downtown Development Committee. Would it be possible to discuss these with you at the Committee meeting next week? We just want to make sure we are putting together the most comprehensive study for the Village as possible.

Best,

Dayna Sarver
Development Specialist

Redevelopment Resources

www.redevelopment-resources.com



REDEVELOPMENT
RESOURCES

MUKWONAGO MARKET STRATEGIES PLANNING SERVICES AND EVALUATION OF PAST ACTIVITIES

Village of Mukwonago, January 5, 2020



REDEVELOPMENT
RESOURCES

January 5, 2020

Village of Mukwonago
c/o John Weidl
440 River Crest Court
Mukwonago, WI 53149

John,

Enclosed is Redevelopment Resources' proposal for market strategies planning services. Also included is an estimate to evaluate impacts of past activities related to economic and community development.

Our team is adept at leveraging our experience to study current circumstances and create future-looking, effective economic development strategy for a variety of clients, large and small, urban and rural to utilize local assets and resources for the benefit of residents, employers, employees, and investors.

Our team is in alignment with today's issues; we possess significant breadth and depth of skills in assessing local economies, analyzing relevant data, facilitating collaboration across stakeholder groups and distilling all the various inputs into actionable, results-oriented strategy. Our experience with public and private economic development organizations in Wisconsin positions us well for arriving on scene with inherent knowledge of opportunities and challenges your organization is facing today, as well as how to leverage those for positive outcomes for the business community and the area at large.

If you have any questions about our proposal, please contact me directly at kfish@redevelopment-resources.com or 715-581-1452.

Sincerely,

Kristen Fish-Peterson, CEcD, Principal and CEO

January 5, 2020

Summary of the Proposal

Redevelopment Resources is a highly skilled, passionate and creative economic and community development consulting firm with several years of relevant and rich experience assisting and guiding economic development organizations to focus their efforts and make a positive impact on the business in the community and on the community itself. Redevelopment Resources proposes to work with the Village to effectively review the existing market strategies plan, analyze and evaluate economic and fiscal impacts over the past several years, refine and keep what's working and search for new solutions to today's challenges, programmatically, functionally and organizationally.

We will do this through a collaborative effort with staff, through a series of meetings and work session, through secondary research and primary information gathering. We'll interview stakeholders in the organization and in the business community to determine strategic direction and we will create a plan which will include activities, programs, effective use of resources for the most impactful positive outcome for the Village of Mukwonago.

This work will be done on time and within the agreed upon budget. The final deliverable will include a review of the past and a plan which will outline goals, tasks, timeline for completion, responsible party, funding options and outcomes.

Redevelopment Resources team is skilled and experienced. This project will be led by Kristen Fish-Peterson, CECD, Principal and CEO with the support of Marisa Muttu, Lead Planner and Development Associate.

Experience Working with Municipalities and EDOs

Established in 2009, Redevelopment Resources provides development and redevelopment solutions and research services to municipalities, business and organizations. Our experience was gained primarily from active successful careers working in economic and community development, planning and marketing fields. The team has transitioned into consulting in order to share our vast experience with others. Because of the breadth of experience of our team members, we offer services in many categories:

- Economic & Community Development / Redevelopment / Workforce Development
- Real estate
- Retail / Business Support / Marketing
- Planning and Facilitation
- Research and Analysis

Results-oriented economic development strategy development and implementation has been a mainstay of the workload for our team for the past several years. Creating a foundation for those strategies with data analysis including market analysis, facilities analysis and asset mapping exercises have been critical components to ensure appropriate direction for eventual strategic efforts. Economic Development Organizations we've worked with include but is not limited to:

Watertown Economic Development Organization (WEDO) – when WEDO first organized, Redevelopment Resources coached their board of directors through development of mission, vision and goals, then drafted their strategic plan which included strategy elements in three categories: Organizational Strategies, Programmatic Strategies and Functional Strategies.

Marshfield Economic Development Board (EDB) – The city of Marshfield implements economic development through their quasi private EDB. Redevelopment Resources created a strategic plan for their efforts in which nearly every recommendation was taken very seriously and implemented over five years.



REDEVELOPMENT
RESOURCES

January 5, 2020

Portage County Business Council (PCBC) – retained Redevelopment Resources to conduct a strategic plan alongside a targeted industry analysis. This effort analyzed the workforce availability, identified skill sets among existing workers which could be leveraged for other employers in the area and provided a sense of the demand for workforce by industry.

Redevelopment Resources has worked on strategic planning/action efforts and the underlying studies for communities in Nebraska (Greater Fremont Development Corporation); Minot, North Dakota; Erie County Industrial Development Agency in Buffalo, New York; Menominee Michigan; rural Illinois and throughout Wisconsin. Our work has included market /feasibility analyses AND strategy for entire communities (examples: Elkhorn, Marshfield, Kewaunee, Pulaski), business districts (downtown Appleton, downtown Fond du Lac, Brady Street BID), industrial parks (Mukwonago), and specific sites (examples in Whitewater, Greenfield). We have also conducted targeted industry analyses with accompanying implementation strategy for counties and regions (examples: Greater Fremont, NE; Portage County, Langlade County). We've created action plans for implementing revitalization efforts for communities such as Merrill, Watertown, Eau Claire, Appleton, Rothschild, West Bend and Two Rivers.

Proposed Activities / Timing / Budget

We understand this project requires some background work to inform the future of what will make sense for Village, a forward-looking community strategy, public engagement and advisory services on priorities timing, cost and responsible parties.

Redevelopment Resources is prepared to undertake this work as follows:

EVALUATION OF ECONOMIC AND FISCAL IMPACT

1. Document all new development activity in the Village over a defined period
Redevelopment Resources will itemize all new development activities in the Village with respect to industrial, commercial and residential, over a specified period.
2. Document Village actions and fiscal inputs
We will itemize Village inputs, whether staff time, incentives, infrastructure investments, additions to services and others.
3. Analyze and measure impact at inception and over time
Our team will link Village investments in incentives, infrastructure and programming related to new activity and calculate economic and fiscal impacts.

Impact Analysis Phase: 50 hours @ \$125/hour = \$6,250

TIMING: This work would take place mid-January through mid-March or sooner

DELIVERABLE:

1. List of projects, outputs and inputs
2. Analysis of impacts including jobs created, jobs retained, property tax base increase, total direct, indirect and induced impact and other metrics as determined with client

DISCOVERY PHASE

1. Assess current situation for Mukwonago including analyzing the market over the past six years and projected growth;
Redevelopment Resources will conduct secondary research using data sources such as ESRI, US Census and WI Workforce Data among others.
2. Analyze available data regarding local economy and need for new initiatives, enhanced existing initiatives and elimination of efforts which were ineffective.
Redevelopment Resources will absorb available data from the current comprehensive plan, previous targeted industry analysis (and any other existing documents) and generate (update) any new data (in consultation with staff) which we believe will be helpful or necessary to inform the process.



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RESOURCES

January 5, 2020

3. Interview staff, board, and relevant stakeholders, conduct surveys and facilitate online interactions
Our team will speak with key business leaders about the ease of doing business in Mukwonago, and where they see the local economy heading in the future. Mayor employers will be surveyed for most effective manner in which the Village can add value to their operation (and the local economy) in the future.

Discovery Phase: 30 hours @ \$125/hour = \$3,750

TIMING: This work would take place December through mid-January

DELIVERABLE:

1. Data from secondary and primary research in electronic form organized in easily accessed files.
2. Notes from interviews with stakeholders
3. Progress meetings at end of discovery phase

STRATEGY DEVELOPMENT PHASE

Based on insights gleaned from discovery phase, Redevelopment Resources will create a new set of market strategies including the following items:

1. WHAT: Goals – segmented from Short Term (6-18 months), to Mid-range (18 months to 3 years) to Long Range (3-5 years)
2. WHAT: Targeted Industries of focus
3. WHAT: Services and programs provided – which existing programs will remain and what will be added or eliminated
4. WHO is the intended recipient/beneficiary of the work of the Village through this set of market strategies? – target audience, intended beneficiaries, potential partners, strategic relationships
5. HOW: Funding priorities and resources development opportunities
6. WHEN: Redevelopment Resources has always taken great care to ensure the recommendations we make are implementable by staff and organizations in place. We will lay out each recommendation on a timeline identifying the responsible party; the necessary political and procedural actions to get to approval; specific steps (including funding acquisition); and an approximation of how long it will take to execute.

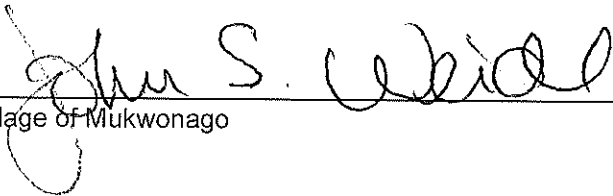
Planning and Development Phase: 48 hours @ \$125/hour = \$6,000

TIMING: This work will take place mid-January - March.

DELIVERABLES:

1. Meeting with staff to present ideas on strategy and discuss anticipated direction for plan. Additional meeting to vet preliminary strategy and receive feedback.
2. Market strategies plan document with specific implementation steps including timeline, prioritization, cost to implement each recommendation, responsible party and necessary political and procedural actions to move forward.
4. List of funding relevant new funding sources, if discovered.

Total Project Budget = \$16,000


Village of Mukwonago

02/07/19
Date

Redevelopment Resources

Date

January 5, 2020

Project Staff

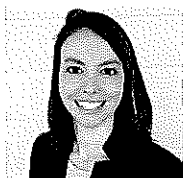


Kristen Fish-Peterson, CEcD, EDFP, Principal and CEO
Redevelopment Resources, LLC

Ms. Fish has 20 years of direct experience leading the business development efforts of a municipality and working in both media and manufacturing sectors. In 2009 she and two colleagues started Redevelopment Resource, a community impact consulting firm which operates throughout the Midwest. She has managed all aspects of strategic planning processes, business development and adaptive reuse programs including business recruitment, retention, entrepreneurial programming, loan fund management, deal structuring, blight elimination and policy/program development. She managed development in a 400+ acre industrial park, and managed multiple Tax Increment Financing Districts from creation to fulfillment.

Her work through Redevelopment Resources focuses on bringing results to economic development organizations, businesses and communities through strategic planning, commercial property development and redevelopment, market analysis, creative financing, tax incremental financing district creation and implementation, organizational structure consulting and business recruitment/retention. Redevelopment Resources' has had the privilege of serving clients in multiple states, and Canada and working with communities of all sizes. The firm also serves the private sector and has consulted with developers and business owners of companies publicly traded on the NYSE, multi-generational businesses and startups.

Ms. Fish was President of the Wisconsin Economic Development Association (WEDA) in 2008 and consulted as the Executive Director from 2011-2014. She was a Board Member of the International Economic Development Council (IEDC) from 2006-2018. She is a Certified Economic Developer (CEcD) through the International Economic Development Association and an Economic Development Finance Professional (EDFP) from the National Development Council. She has her Master of Business Administration from the University of Wisconsin, Oshkosh, and her Bachelor of Business Administration in Marketing from the University of North Dakota.



Marisa Muffy, Lead Planner and Development Associate
Redevelopment Resources, LLC

Marisa brings over seven years of professional experience, including economic development, planning, and project management, to the Redevelopment Resources team. She holds a master's degree in Urban and Regional Planning from the University of Wisconsin – Madison and is a member of the American Institute of Certified Planners (AICP) candidate program.

Prior to joining Redevelopment Resources, she worked at a firm bringing the private and public sectors together to determine incentives for growth and relocation that would benefit both parties. Marisa is passionate about helping communities improve from the ground up and approaches every project with enthusiasm and purpose.