

Village of Mukwonago
Notice of Meeting and Agenda

DOWNTOWN DEVELOPMENT COMMITTEE MEETING
Thursday, October 22, 2020

Time: **7:00 pm**
Place: **Via Virtual Zoom Platform**

Zoom Log In Information

Join Zoom Meeting <https://us02web.zoom.us/j/83206914097?pwd=MmlpZWpyMnZlYTFZaFgwZjhvdmQ4UT09>

Meeting ID: 832 0691 4097 Passcode: 098063

Dial by your location

+1 312 626 6799 US (Chicago)

1. Call To Order

2. Roll Call

3. Approval of Minutes

- 3.1 Approve Minutes of August 27, 2020 DDC Committee.
[DDC Minutes 08272020](#)

4. New Business

- 4.1 Informational Update by Roger Walsh, DDC Chair and John Weidl, Village Administrator/Economic Development Director.
Small Business Grant Results
Village 2021 Downtown Budget
Downtown TIF Direction
Current and Potential Downtown Development Projects; 301 Main Street (Clark), 200 Grand Ave Development, and 201 Rochester.
Recent and Proposed VCOZD zoning code changes
Branding Project
Redevelopment Resources Results
Other Progress or Potential Village Downtown Initiatives
- 4.2 Streetscaping & Wayfinding Informational update and possible action on selection of banner sub-committee.
[DDC Streetscape Wayfinding](#)
- 4.3 Historic District Signage and Historic Walking Tour Informational Update

- 4.4 Downtown Yours Website and Facebook Review
 - a. Discussion and possible recommendations to improve effectiveness of DDC messaging
 - b. Discussion and direction for Village/DDC coordinated management of content entry, updating, incompliance with Village Social Media Policy (Authorized Village Staff Liaisons)
- 4.5 Downtown Strategic Plan 2020-2021 Tier 1 and Tier 2 Implementation Priorities
 - a. Ranking, Discussion, and Possible Selection of Top 3-5 Priority Action Goal Recommendations (6 months, 12 months, 18 months)
[Downtown-Strategic-Plan-05312018.pdf](#)
- 4.6 Discussion and Possible Recommendations regarding Downtown Improvement & Development Funding Options including TIF, BID, Public-Private or Public Service Organization Partnerships, Grants, and WEDC-Connect Communities Resources.
[DDC WEDC Grant](#)
- 4.7 Discussion regarding November & December Meeting Schedule

5. Public Comments:

The 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. The Village Board may have 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 Village Board as a body. Presentations shall not deal in personalities personal attacks on members of the Village Board, the applicant for any project or Village employees.

Comments, questions and concerns should be presented in a respectful professional manner. Any questions to an individual member of the Commission or Staff will be deemed out of order by the Presiding Officer.

6. Adjourn

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.

Village of Mukwonago

Downtown Development Committee, (DDC) Meeting

Minutes of August 27, 2020

1. Call to order- Secretary S. Kulik called the meeting to order at 6:02 p.m. located at Mukwonago Municipal Building, virtual meeting platform.
2. Roll Call: Members Present: R. Goodden, K. Kettner, E. Pautz, S. Reeves, R. Lilly, S. Kulik, and Village Administrator J. Weidl (noted as late arrival – 6:42 p.m.), D. Other (1)
3. New Business
 - 3.1 Approval of Minutes for the June 258, 2020 DDC meeting; Motion (Walsh, Reeves) to approve minutes; unanimously approved.
 - 3.2 Nomination and Election of Mukwonago Downtown Development Committee Chair – S. Kulik asked for nomination. Motion (Reeves, Kettner) to nominate R. Walsh as DDC Chair. No other nominations. Motion approved 3-0-1 (R. Walsh abstained.) S. Kulik turned meeting over to new chair R. Walsh.
 - 3.3 Introduction of new DDC Member – Ryan Lilly and John Weidl. Ryan Lilly address the committee and provided a brief introduction. He is a commercial lender at Citizens Bank. J. Weidl addressed the committee after arrival at 6:42 p.m.
 - 3.4 Streetscaping and Wayfinding Informational update – R. Walsh
 - A. Summary of August 24, 2020 Walking Tour – S. Reeves reported on his attendance as did R. Lilly. The walk was from Henry Street o County Highway LO. S. Reeves commented that benches in front of Wonago Biking are the likely style for the area. R. Lilly commented that the DPW Director R. Bittner was in attendance at the walk and reported the benches are around \$1,200 plus the cost of concrete and that business sponsors to purchase the benches with DPW providing the installation. J. Weidl commented that the 2021 Budget process is underway and that they have carved out \$100,000 for the downtown area and they are aiming for \$150,000.
 - B. Summary of July 29, 2020 DOT & Village Representatives conference call – R. Walsh reported on short call with the DOT regarding the concepts presented. DOT is looking for specific dimensions and engineering specifics regarding turning radiuses before any further progress is made. But that they were positive about Concept B.
 - C. Summary of Walgreens' owner contact with Village Representatives – R. Walsh reported that the Vice President of Walgreens was sent a program regarding the proposed streetscaping & wayfinding program and he commented that the area is private property and under a long term lease and that any improvements, changes etc. would require approval of all parties.
 - 3.5 Redevelopment Resources Survey and Informational Update
 - A. Survey – E. Pautz comment regarding how the data would be analyzed. R. Walsh directed DDC members to send any questions regarding the survey to him.

- B. "Mukwonago is Working with Business" Article – R. Walsh commented on the article and reported it was informational only, no action taken.
- 3.6 Small Business Grant Program Informational Update
- A. Roll Out, Application Deadline, Summary of Selection Process – R. Lilly reported on the \$5,000 grants and indicated there were significant applications received. The deadline to apply is August 31, 2020. R. Walsh commented that criteria are still being developed for awarding the grants.
- 3.7 Historic District Signage and Historic Walking Tour Informational Update – R. Walsh commented it was informational only. The Historical Society and the Friends of the Library are putting together programs and he wanted to pass the information along. There is some funding for signage that has been around for a while. The Historic Society tour is slated for 2021.
- 3.8 Village Branding Project Update and Possible Recommendation on Color Choices – Committee reviewed the color and branding. S. Reeves commented that the bear was a grizzly and comments had been made to him regarding the appropriateness of that choice. R. Walsh requested members send comments to him and he would pass them along before the next Board meeting scheduled for the 3rd week in September.
- 3.9 200 Grand Avenue Plan Commission Presentation – R. Walsh commented the item was informational only. S. Reeves commented that the property is zoned business and how does it get rezoned residential now. R. Walsh reported he would look into the issue of zoning. He further commented that the residential request was multi-unit residential of 6 units. It is on the next Plan Commission meeting as the vote was tabled while the developer addressed some questions posed. E. Pautz commented that the zoning in that area is multipurpose zoning. R. Walsh reported this is not really a matter for the DDC but was presented as information.
- 3.10 Downtown Yours Website and Facebook Page Review and recommendations to improve effectiveness of DDC Messaging – R. Walsh commented that this is a continuing item and that both sites need attention. It needs to be determined who can administer and monitor these sites.
- 3.11 Downtown Strategic Plan 2020-2021 Tier 1 and Tier 2 implementation priorities – R. Walsh requested that members review the Tier 1 & 2 projects and rank them for the next meeting as well as discussion regarding a Tax Incremental District (TID) and Business Improvement District (BID) funding options for the next meeting as well.
4. Public Comments – none.
5. Adjournment – Motion (Reeves, Pautz) to adjourn; unanimously carried. Meeting adjourned at 7:01 p.m.

Respectfully submitted: Sandy Kulik



September 22, 2020

Downtown Design Committee
c/o Trustee Roger Walsh
City of Mukwonago
440 River Crest Ct,
Mukwonago, WI 53149

RE: Proposal for Professional Services –Construction Documents for Phase I Construction and Wayfinding sign design for downtown.

Dear Roger,

Thank you for allowing design studio **etc. (etc.)**, to submit this proposal for landscape architectural services for phase I construction of landscape and amenities and wayfinding sign design in the downtown corridor. The Downtown Streetscape and Wayfinding Master plan was completed this spring and the DDC and Village board is continuing the momentum from the Master Plan phase by developing construction documents for the first phase of landscape and wayfinding improvements for the downtown corridor. The following is a detail scope and fee for each portion of the phase I construction documents

Streetscape Improvements

The streetscape improvements will be developed in three phases. Phase I will be project start up and coordination with Village staff DDC, DOT, DPW and power company. Phase II will be preliminary design. Phase III will be final construction documents. The following is a detailed scope of each phase

Phase I – Start Up

- Meeting with DDC and Mukwonago staff to walk the site and confirm location of amenities and accent landscape treatments and banners
- Work with DDC and City staff to select manufacture of benches, trash receptacles, four top tables and umbrellas and planters.
- Coordinate with DPW to determine size and quantity of banner arms.
- Confirm with DPW, DOT and power company that banner arms are allowed on power poles
- Coordinate with sign manufacture to determine standard banner sizes and color options and printing process
- Gather any additional base information for the corridor

Phase II – Preliminary design

- Develop site layout plans in 11x17 format that locates all amenities through the three-block corridor.
- Call out all materials associated with each amenity location
- Develop enlargement plans in 11x17 format for each amenity location

- Develop details in 11x17 format for all construction aspects of installing the amenities
- Develop preliminary design of banners including graphics, font type, colors and materials in 11x17 format
- Develop details for installation of banners in 11x17 format
- Develop landscape enlargement plans in 11x17 format for each planting bed in the corridor calling out each species of plant to be incorporated in the plantings
- Develop a planting pallet in 11x17 format for the landscape plans
- Develop planting details in 11x17 format
- Meeting with DDC and Mukwonago staff to present preliminary layout and landscape plans and details -
- Document DDC and staff revision comments -

Phase III – Construction

- Finalize site layout plans in 11x17 format that locates all amenities through the three-block corridor and call out all materials associated with each amenity location
- Finalize enlargement plans for each amenity location
- Finalize details for all construction aspects of installing the amenities
- Finalize design of banners including graphics, font type, colors and materials
- Finalize details for installation of banners
- Coordinate with banner maker for accuracy of plans and to comment on any alterations to plans for bidding
- Finalize landscape enlargement plans in 11x17 format for each planting bed in the corridor calling out each species of plant to be incorporated in the plantings
- Finalize a planting pallet for the landscape plans
- Finalize planting details
- Meeting with DDC and Mukwonago staff to present final construction documents.

Wayfinding Signage

The Wayfinding signage package will be developed in three phases as well. The first phase will be project start up and sign confirmation. The second phase will be preliminary design and the final phase will be construction documents. The following is a detailed scope of each phase

Phase I – Start Up

- Meeting with DDC and Mukwonago staff to:
 - confirm that sign developed in master Plan phase is still valid and the starting point of design
 - Confirm size and composition of each the vehicle scale and pedestrian scale signs
 - develop list of destinations
 - complete a community wide walk through to confirm sign locations from the master plan phase and suggest changes to locations or elimination of signs
 - Confirm colors and logo
- Confirm with DPW location of signs and potential strategies of installation
- Confirm with DOT all drawings and permits needed to implement wayfinding signages

- Coordinate with sign manufacture to determine standard sign sizes, color options printing process and installation methods
- Gather any additional base information

Phase II – Preliminary design

- Develop site layout plan in 11x17 format showing location of all vehicle level signs
- Develop site layout plan in 11x17 format showing location of all pedestrian level signs
- Develop each sign at each location in 11x17 format with destinations, directional arrows logo and layout
- Develop details for fabrication and construction in 11x17 format of each sign type
- Develop preliminary details in 11x17 format of installation for each sign type at each specific site situation
- Meeting with DDC and Mukwonago staff to present preliminary sign layout, review destinations and arrows for each sign and confirm accuracy of construction details and installation practices
- Document DDC and staff revision comments

Phase III – Construction Documents

- Finalize site layout plan in 11x17 format showing location of all vehicle level signs
- Finalize site layout plan in 11x17 format showing location of all pedestrian level signs
- Finalize each sign at each location in 11x17 format with destinations, directional arrows logo and layout
- Finalize details for fabrication and construction in 11x17 format of each sign type
- Finalize details in 11x17 format of installation for each sign type at each specific site situation
- Meeting with DDC and Mukwonago staff to present final construction documents
- Document DDC and staff revision comments
- Incorporate revisions into Final Construction Document set

Schedule

This project can start immediately. This phase of work will continue through construction until final ribbon cutting in September.

Street Scape Improvements Fee

Design studio etc. proposes a fee not to exceed fifteen thousand two hundred dollars (\$15,200.00) to complete the services outlined in this proposal.

Wayfinding Improvements Fee

Design studio etc. proposes a fee not to exceed twelve thousand dollars (\$12,000.00) to complete the services outlined in this proposal.

General Conditions

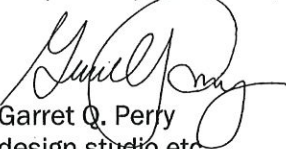
☐ Fees will be invoiced on completion of the project. Past due amounts outstanding after 30 days from date of invoice may be subject to a service charge at the rate of

1.5% compounded monthly.

☐ In the event all or any portion of the work prepared or partially prepared by design studio etc. is suspended, abandoned, or terminated, Village of Mukwonago shall pay design studio etc. all fees, charges and expenses incurred to date of the receipt of written notice of suspension or termination.

I have enjoyed building our relationship and look forward to working closely with you on this Continuation of this exciting project. I appreciate the opportunity to submit this proposal for Phase I Construction and Wayfinding Signage for the Mukwonago's downtown. Please contact me with any questions or clarifications of this proposal.

Respectfully submitted,



Garret Q. Perry
design studio etc.
Owner | Landscape Architect | Designer

Authorization

Please identify accepted services, sign and date, and return to design studio etc. for authorization to proceed with professional services.

Signature/Date

Printed Name / Title



make downtown yours

Downtown Strategic Plan

Village of Mukwonago

Waukesha and Walworth Counties, Wisconsin

June 2018



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Downtown Strategic Plan Steering Committee Members

Jason Wamser - *Co-Chair Village Resident, & Village Trustee*

Tina Chitwood - *Co-Chair, Village Resident & Wisconsin Economic Development Corporation*

Eric Brill - *Village Resident & Architectural Engineer*

Doug Bruins - *Citizens Bank*

Diana Doherty - *Village Finance Director*

Ray Goodden - *Downtown Business Owner & Real Estate Broker*

Eliza Pautz - *Downtown Resident*

Mark Penzkover - *Village Trustee & Village Resident*

Sue Perkins - *Downtown Resident*

April Reszka - *Mukwonago Area Chamber of Commerce*

Roger Walsh - *Real Estate Appraiser, Downtown Property Owner & Village Resident*

John Weidl - *Village Administrator & Economic Development Director*

Fred Winchowky - *Village President & Village Resident*

A special thank you to Kyle Knott, Village Economic Development Intern



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 nine months to discuss and prioritize information obtained through activities such as visioning exercise, 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 June 20, 2018. 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 activities was a visioning exercise which involved members of the audience. Questions were asked: "What kind of downtown should we have?" and "What does the downtown mean to you as an individual and to the community?" Themes began to emerge and provided the basis on which to categorize and prioritize numerous ideas and suggestions. A Mission Statement was adopted 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 growth of the community's economy. Investment in arts, culture, entertainment, history and events are all important factors in developing a strong downtown. These concepts are part of a nationwide movement called Smart Growth which supports revitalizing Main Street America. We must give people reasons to visit downtown Mukwonago again and again.

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 mid 1800s, saw its first European settlers who began envisioning a town. Mukwonago continued to grow as a farming community aided by the establishment of the Wisconsin Central Railroad which increased its ability to distribute crops. Additionally, diverse business development occurred as more settlers arrived in the area. 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 struggled to hold on to its character and charm. The recommendations seek to improve upon these qualities and create a vibrant gathering place for residents and visitors.



Key Demographics & Data

Today, Mukwonago continues to grow with approved plans for a new tax base projected at \$157 Million and 1,325 new residents within 10 years. The Village has grown in value on average 4.25% annually and the 2017 estimated population has increased to 7,878, a 23% increase since 2000.

Demographic and economic analysis provide an overview of a community's composition and helps 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 studies¹ 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. According to a report called *Responsive Urbanism* by the University of Wisconsin-Milwaukee and Technische Universitat Graz-Austria, Mukwonago “has a bare-bones planning structure and a largely unrecognizable city center, with the market playing a perhaps exaggerated role in the decision-making process.” The report also stated most of the planning has been ineffectual, this is the Village’s chance to turn that around and impact the downtown and the greater community for generations to come.

¹ These resources are listed in the Reference Section 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 feedback open house 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:

- Identifying 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
- Establishing zoning recommendations to allow desired businesses
- Implementing Wayfinding Signage
- Retaining, supporting and recruiting fresh retail, business mix
- Programming for events, festivals, promotion
- Analyzing 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.
- **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

EXHIBIT 1
Ordinance No. 931

Village Center Overlay Zoning District Boundary and Sub-Districts



Sub-Districts

Red—Retail Center

Green—Multi-Purpose Perimeter

Yellow—Residential Perimeter

Redevelopment and Historic Preservation/Restoration

- **Façade Renovations:** there is no plan for cohesive image/design guidelines of downtown
- **Historic Preservation:** no active group to review plans and to promote historic preservation following Federal guidelines for evaluating the historical importance of a property (such as a Historic Preservation Commission or Landmark Commission)
- **Real Estate Market:** underutilization of second stories, vacancy rate, removal or repurposing of blight
- **Business Organization:** no group to support the downtown cause politically, technically and financially, such as through a Business Improvement District (BID) or Community Development Authority (CDA)



Organizational Structures

- Collaboration: 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
- Resources: 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 and the Smart Growth America planning concepts
- Logo and tagline "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, redevelopment and repurposing 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 (Community Library, Chamber of Commerce and Red Brick Museum) and events (arts, culture and heritage) to build economic prosperity, quality of life and small-town 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 and thru traffic downtown for the long-term to promote a pedestrian/destination-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 and thru 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, shop, work 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, Smart Growth America, 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 includes the Village 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 which are consistent with Recommendation 1-1 to achieve a cohesive environment.
- 2-3 | Promote and collaborate with the Library, Chamber of Commerce, 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, shop, work 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 recommendation for the downtown along with a list of potential funding sources
- Regarding implementation (see Tier 2 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



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 informing drivers of new routes 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 in the 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 and resources 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 was absorbed by Mukwonago's Plan Commission. Reinstating a HPC is a top priority activity in the Tier 1 recommendations based on the community survey, feedback from the open house as well as the committee members' research on this topic. The Village also maintains a Certified Local Government (CLG) status with the Wisconsin Historical Society (WHS). The recommended activities for this group include:

- Assess the benefits of activating the Village's CLG status
- Conduct walking tours to promote the historic features and cultural assets of downtown (in cooperation with the Red Brick Museum)
- 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 targets and a market 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 within 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, and for the Village President to continue with business retention visits, as well as engage in discussion with the newly created entity.

❖ Estimated Cost - DBA (Tier 1): \$0

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 which are consistent with Recommendation 1-1 to achieve a cohesive environment.

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.

The firm will also conduct an independent analysis of commercial properties for the entirety of Mukwonago's downtown and include action items, funding sources and a consideration of multi-use housing opportunities.

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. Items to be addressed include the current status of properties, identification of properties suited or marketable for commercial use and areas that lend themselves to possible redevelopment
- 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

❖ **Estimated Cost: \$10,000-\$50,000**



Recommendation 2-3

Promote and collaborate with community-based organizations for historical and cultural events and programming.

Mukwonago has existing groups, such as the Community Library, Chamber of Commerce and Red Brick Museum, 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 Community Library, Chamber of Commerce, Red Brick Museum, 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 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 historic preservation, building improvements and compatible redevelopment (ex. Local lenders low-interest loan pool and Façade, White Box Grant and Signage Grant)
 - Identify other funding mechanisms to support business development (ex. 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 the existing business retention program conducted by the Village President
 - 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 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 numerous tools to educate the public about the location of public parking options in downtown.

Recommendations include:

- Develop a map to share with business owners; online map resource
 - Identifying the location of all parking spaces
 - Install 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 these activities 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 and reinstituting the HPC, some recommendations will take longer to implement such as a reroute Hwy. 83.

Reroute of Hwy. 83 Around Downtown

The DSPSC recommended the Village Board 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 and thru traffic downtown for the long-term and to promote a pedestrian/destination-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 March 2018 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. A comprehensive roadway design should be considered prior to implementation of these enhancements - see Recommendation 1-1. The downtown core area from Hwy. LO to Field Street should be the primary focus for immediate improvements.

In the interim 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

❖ **Estimated Project Cost: \$250,000**

Reinstitute the Historic Preservation Commission

See Recommendation 1-4.

Next Steps

The Downtown Strategic Plan Steering Committee would like to thank the Village Board for their thoughtful consideration of this plan's recommendations. Many hours have been spent planning, surveying, discussing and debating the information that has been summarized in this report. Village residents and business owners have provided valuable input on what is important to them and have expressed excitement over the potential changes that will impact and shape the future of Mukwonago's downtown.

Continued discussions and planning for the implementation of the plan's recommendations is vital to keep the momentum moving forward. Recommendations of capital improvements involving Village funding should be incorporated into the Village's 5-year capital plan in a manner that makes implementation feasible and cost-effective for Mukwonago's taxpayers.

Concurrently, some recommendations can be implemented by individual property owners and downtown stakeholders. Property owners are encouraged to think about the elements of this plan that they can directly impact, such as: installing bike racks, undertaking building façade improvements, and encouraging the Hwy. 83 jurisdictional transfer. Stakeholders throughout the Village can continue to voice their opinions and support for the Village's initiatives to make the downtown pedestrian-friendly and historically significant. Encouraging business development and providing cultural and recreational opportunities to continue bringing the community together is essential.



As the adopting body of this plan, the Village Board plays a significant role in ensuring the recommendations are implemented. In addition to authorizing funding when needed, the Board needs to create the ad hoc committees or stakeholder groups necessary to further explore the plan's recommendations and take the necessary steps to ensure the goals are ultimately met. In doing so, the Board will define the metrics and frequency by which they want to receive reports from the stakeholders showing their progress toward goal completion. Operating budgets may be needed to provide funding for some of the committees' activities, for example, the annual \$200 fee to join Connect Community or mailing notices to residents. The use of Village staff to serve on the committees or assist with specific tasks may need to be granted within the parameters of existing staff budgets. Other estimated costs for specific plan recommendations are listed within the Plan for inclusion in the budget when authorized by the Village Board.

To ensure we continue to receive ongoing feedback from the community, it is vitally important that the activities in this plan be conducted by citizen volunteers and key stakeholders (see the Stakeholders column in each Goals/Activities Recommendations section in the Appendix). Each of the four key areas recommended in this plan should have its own Chair(s) and committee members. The committees should be led by involved citizen volunteers and stakeholders, with a Village Trustee as an active member of each committee who can obtain assistance from Village Staff as necessary. Communication between the individual committees, Village Board and Village Staff to keep each entity apprised of activities occurring in the development of downtown is vital, so the Village's assistance in facilitating communication will be extremely helpful. In addition, the Village Board's support in authorizing the funding, and partnering with other stakeholder groups, to obtain professional services in designing or implementing specific recommendations is crucial in achieving the Plan's goals and in the ultimate success of the overall Plan.

The Downtown Strategic Plan Steering Committee members have been enthusiastically engaged in all the activities culminating in this Plan's recommendations. The number of people responding to the online survey, attending the community feedback open house, and signing up to volunteer in implementing the recommendations of the Plan, has been impressive. The Village Board is in an enviable position as the community has wholeheartedly embraced the "Make Downtown Yours" theme and the passion to continue the effort started by the steering committee is strong! The Village has an opportunity to engage interested community members to further explore the Plan recommendations and work in conjunction with the Village Board to implement them. It will be exciting to see the progress as the Plan's actions are implemented and the Downtown is transformed into a place we can all say we had a hand in shaping. Thank you again for your consideration of the Plan and the future of Downtown Mukwonago.



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Appendix A: DSPSC Goals Spreadsheets - with Stakeholders



Focus: Business Development

APPROVED Date: 1/25/18

~Business Development Strategic Goals~	
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 2 nd 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 product to address demand challenges.

Business Development Goals			
Goals		Action/Event	Stakeholders
Enhance and Support the Downtown Business District		Identify an immediate central point of contact and develop an organization to lead downtown business development activities (ex. Connect Communities group, Main Street organization, downtown business owners' association).	-Village Administrator/Economic Development Director -Economic Development Committee (EDC) -Chamber of Commerce -Downtown Business and Property Owners
		Identify and implement appropriate funding mechanisms to support business development and building improvements (ex. Façade and Signage Grant, White Box Grant, Rent Assistance Grant, TIF, BID, housing financial assistance, Revolving Loan Fund, etc.)	-Village Administrator/Economic Development Director -EDC -Future Historic Preservation Commission (To Be Determined) -Future Community Development Authority (To Be Determined) -Future organization to become the central point of contact for downtown business development -Chamber of Commerce
		Create marketing materials to summarize local and regional/state resources and business services organizations such as (SBA, SCORE, WWBIC) and share with property and business owners.	-Village Administrator/Economic Development Director -EDC -HPC (TBD) -CDA (TBD) -Future downtown organization (TBD) -Chamber of Commerce
Support Business Attraction, Growth and Expansion Activities		Engage UW-Extension to conduct a market analysis or update the existing market/gap analysis to identify target businesses and industry cluster targets for a business attraction program.	-Village Administrator/Economic Development Director -EDC -Future downtown organization (TBD) -CDA (TBD) -Chamber of Commerce

		Conduct a downtown business and building inventory.	-Village Administrator/Economic Development Director -Planning/Zoning Administrator -Plan Commission -EDC -CDA (TBD) -Future downtown organization (TBD) -Chamber of Commerce
		Conduct a review to compare attraction prospects with existing land use and zoning ordinances within the downtown overlay district.	-Planning/Zoning Administrator reporting to: -Village Administrator/Economic Development Director -EDC -Future downtown organization (TBD) -CDA (TBD) -Chamber of Commerce
		Develop business attraction activities with a focus on local, independently-owned businesses, niche/specialty businesses and businesses seeking a 2 nd location.	-Village Administrator/Economic Development Director -CDA (TBD) -Future downtown organization (TBD) -Chamber of Commerce
		Conduct a business outreach program to communicate the results of the market analysis. Survey and/or discuss growth opportunities and challenges with existing business and building owners. Suggested discussion item: -Is the business experiencing space constraints for future growth?	-Village Administrator/Economic Development Director -EDC -CDA (TBD) -Future downtown organization (TBD) -Chamber of Commerce
Creation of an organizational structure to facilitate business development in downtown		Implement the creation of a Community Development Authority or other organization to support redevelopment. Review the option to convert the EDC into a CDA, RDA, BID, etc.	-Village Board -Village Administrator/Economic Development Director -EDC

		Work with property owners, developers and realtors to determine which properties are suited or marketable for commercial use and identify areas that would lend themselves to possible redevelopment. Action Ideas: -Host a roundtable discussion with stakeholders -Develop a list of properties to be addressed	-CDA (TBD) -HPC (TBD) -Future downtown organization (TBD) -EDC -Plan Commission -Planning/Zoning Administrator -Village Administrator/Economic Development Director -Police/Fire Depts. -Downtown Property Owners & Businesses -Developers/realtors -Chamber of Commerce
		Engage a planning firm to develop a Downtown Redevelopment Plan. The focus area(s) to be determined by the key sites ID'd in the previous goal. The plan should include: action items, funding sources and a consideration of multi-use housing opportunities.	-CDA (TBD) -HPC (TBD) -Future downtown organization (TBD) -EDC -Plan Commission -Planning/Zoning Administrator -Village Administrator/Economic Development Director -Village Board -Chamber of Commerce
		Highlight downtown economic development efforts during the annual Economic Development Breakfast.	-Village Administrator/Economic Development Director
		Engage in discussion that promotes increased population within the Village in addition to promoting increased daytime population in downtown. Discussion topics: -Multi-use development within downtown -Increasing residential units throughout the Village -Increasing office units in downtown	-CDA (TBD) -HPC (TBD) -Future downtown organization (TBD) -EDC -Plan Commission -Planning/Zoning Administrator -Village Administrator/Economic Development Director -Village Board -Chamber of Commerce

		Pursue grants which aid in the revitalization of specific properties within downtown districts.	-Village Administrator/Economic Development Director -CDA (TBD) -HPC (TBD) -EDC -Future downtown organization (TBD)
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Focus: Cultural and Recreation- Events

APPROVED Date: 1/25/18

~Cultural and Recreation – Events Strategic Goals~	
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.

Cultural and Recreation - Events Goals			
Goals	Focus Year(s)	Action/Event	Stakeholders
A connected parks and trail system that promotes a connection to nature, recreation and downtown.		Consider the goals of the Village's Recreation Plan (2017) to make informed decisions pertaining to facilities/parks before making capital investment plans.	
		Encourage opportunities for community spaces (ex. pocket parks) within downtown to allow for additional programming and community meeting and relaxation spaces in downtown.	
		The Village has many trails that serve a range of uses (walking, biking, East Troy Rail Road Trolley, boating, canoeing and kayaking on the rivers and lakes). Signage should be installed to direct trail users to downtown. To encourage residents to travel to downtown, install wayfinding signage from neighborhoods to downtown parks, public spaces and the business district.	
		Continue to provide (and upgrade where necessary) public restrooms, water fountains and bike racks at heavily utilized parks and along key trails through a combination of permanent and portable facilities.	
Events programming that promotes community engagement and cultural offerings.		Define support for existing and new events and culture offerings (ex. fiscal, policy and staffing).	-BID (TBD) -Chamber -Red Brick Museum -Library
		Actively promote the Red Brick Museum and Library as these places provide historic and cultural development and the creative culture for residents and visitors.	-BID (TBD) -Chamber -Red Brick Museum -Library
A strong and engaged network of neighbors, community groups and volunteers.		Build capacity and strengthen relationships with individuals and organizations to address key issues together by building a common vision whereby everyone plays their part in maximizing resources to support culture, events and recreation.	-Friends of the Mukwonago River
		Articulate the unique character of downtown culture, heritage and recreational activities and allocate additional human (and fiscal) resources to marketing and promotion.	-Friends of the Mukwonago River

Focus: Historic Preservation

Date Approved: 12/14/17

~Historic Preservation Strategic Goals~	
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, engagement the public to become ambassadors of the program.

Historic Preservation Goals			
Goals	Focus Year(s)	Action/Event	Stakeholders
Develop a group to guide and support historic preservation and compatible redevelopment		Develop a group Action Ideas: -Historic Preservation Commission or Landmarks Commission	-Village Planning/Zoning Admin. -Historic Preservation Commission Members -Village Board Rep. -Downtown Property Owners (commercial and residential) -Downtown Business Owner -Chamber of Commerce Rep.
		Assess the benefits of becoming, and submit applications to become, a BID, Connect Communities, Main Street Community, Certified Local Government	Historic Preservation Group
		Conduct architectural review based on newly created design guidelines	Historic Preservation Group
		Conduct walking tours to promote the historic features and cultural assets of downtown	-Red Brick Museum -Chamber of Commerce
		Coordinate cultural activities/events and work with the Chamber on events and work with property owners to educate about historic preservation	-Red Brick Museum -Chamber of Commerce
		Develop and facilitate financial support tools to support historic preservation and compatible redevelopment Action Ideas: -Low-interest loan pool -Façade and signage grant	-Village Board -Village Administrator -Local Banks
		Educate commercial and residential property owners about the benefits of conducting historic preservation activities	-Historic Preservation Group -Chamber of Commerce
Develop design Guidelines		Guidelines will focus on building exteriors and they will promote longevity for new construction that is compatible with the existing environment	-Village Planning/Zoning Admin. -Historic Preservation Commission -Village Board Rep. -Downtown Property Owners (commercial and residential) -Downtown Business Owners -Chamber of Commerce Rep.

		Define boundaries – Field Park to Indian Head Park following Main St. and south on Hwy. 83 to the rail road overpass	-Village Planning/Zoning Admin. -Historic Preservation Commission -Village Board Rep. -Downtown Property Owners (commercial and residential) -Downtown Business Owners -Chamber of Commerce Rep.
		Define the focus area – Priority area will be the Retail Center Overlay Zoning, followed by residential	-Village Planning/Zoning Admin. -Historic Preservation Commission -Village Board Rep. -Downtown Property Owners (commercial and residential) -Downtown Business Owners -Chamber of Commerce Rep.
		Guidelines will be shared in multiple methods including: user-friendly website and hard-copy paper resources. Both to be designed to educate downtown property owners, business owners and tenants regarding the contents of the guidelines	-Village Administrator -Chamber of Commerce -Historic Preservation Commission
		Public information sessions to seek feedback about the guidelines and to educate property owners	-Historic Preservation Commission

Focus: Pedestrian Friendly Environment

Date: APPROVED 1/18/18

~Pedestrian Friendly Environment Strategic Goals~	
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.

Pedestrian Friendly Environment Goals			
Goals	Focus Year(s)	Action/Event	Stakeholders
Complete a Jurisdictional Transfer Agreement for Hwy. 83, E. Veterans Way and Holz Parkway		Negotiate jurisdictional transfer agreements with Waukesha County and WisDOT to relocate Hwy. 83 from downtown to E. Veterans Way and Holz Parkway	Village Board Village Staff WisDOT Waukesha County
		Develop a plan to update the above ground and underground infrastructure in this area	Village Board Administrator Public Works Director
Adopt a Truck Route that Bypasses Downtown		Adopt an ordinance to change the truck route from Hwy. 83 through downtown to E. Veterans Way and Holz Parkway. Install temporary signage to redirect traffic and to promote the new route and inform that downtown businesses are open for business.	Village Board Village Attorney WisDOT
		Install signs to identify the new truck route	Public Works Director WisDOT
		Install signs that educate residents and visitors about the location of the downtown business district	Public Works Director WisDOT
Enhance the Downtown Environment to be a Welcoming, Friendly, Attractive, Colorful, Connected and Safe Environment		Undertake a study and devise a plan to inventory and assess existing <u>sidewalks, crosswalks</u> and to identify new amenities to be installed. Include a focus on connections between downtown and Plank Road, key points of recreation and residential hubs throughout the Village. Day and night walk-arounds to assess conditions.	Plan Commission Village Board Public Works Director
		Engage a firm to create a roadway design plan with a focus on beautification, safety and interconnectivity. The plan should address the maintenance and capital replacement of <u>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 and gathering spaces</u> and the plan should identify new amenities to be installed. The plan should also include a list of potential funding sources.	Plan Commission Village Board Village Administrator Village Finance Director Public Works Director Chamber of Commerce
		The downtown community and the Police Department should work together to help plan and schedule visible coverage that helps meet public expectations.	Village Board Police Department Chamber of Commerce

		Develop a plan and install pedestrian wayfinding signage throughout the Village including Downtown as a destination	Plan Commission Village Board Public Works Director Chamber of Commerce
		Develop an annual flower/perennials planting/tree planting and maintenance program throughout downtown with an eye toward adding more color for prolonged periods of time	Plan Commission Village Board Public Works Director
		Enhance the entrances to downtown to serve as gateways into the district with prominent visual upgrading	Plan Commission Village Board Public Works Director
Downtown Public Parking Must Present a Positive and Aesthetically Pleasing Image		Develop a map to share with business owners identifying the location of all parking spaces in Downtown	Village Administrator Chamber of Commerce Public Works Director
		Install wayfinding/directional signage to identify the location of parking lots in downtown	Plan Commission Village Board Public Works Director
		Perform necessary maintenance (i.e. painting, directional signage) for all the parking lots and parking spaces in downtown	Plan Commission Village Board Public Works Director
		Develop and undertake a capital repair and replacement plan for parking lots and parking spaces in downtown	Plan Commission Village Board Public Works Director

AGENDA ITEM REQUEST FORM

Committee/Board:	Downtown Development Committee
Topic:	Discussion and Possible Recommendations regarding Downtown Improvement & Development Funding Options including TIF, BID, Public-Private or Public Service Organization Partnerships, Grants, and WEDC-Connect Communities Resources.
From:	Diana Dykstra
Department:	Administration
Presenter:	
Date of Committee Action (if required)	
Date of Village Board Action (if required)	

Information
Subject:

Discussion and Possible Recommendations regarding Downtown Improvement & Development Funding Options including TIF, BID, Public-Private or Public Service Organization Partnerships, Grants, and WEDC-Connect Communities Resources.

Background Information/Rationale:**Key Issues for Consideration:****Fiscal Impact (if any):****Requested Action by Committee/Board:**

Attachments

[DDC WEDC Grant](#)



SMALL BUSINESS GRANTS – PHASE 2

SMALL BUSINESS GRANTS – PHASE 2

The Wisconsin Economic Development Corporation's (WEDC's) **We're All In** Small Business Grant Program provided much-needed financial assistance to thousands of Wisconsin small businesses affected by COVID-19. Despite the infusion of federal Coronavirus Aid, Relieve, and Economic Security (CARES) Act funds administered by WEDC throughout the summer, many Wisconsin small businesses continue to struggle. That is why WEDC is opening up a second phase of **We're All In** Small Business Grants, making available more than \$50 million of additional CARES Act funding to Wisconsin businesses hard hit by the pandemic.

HOW IT WORKS

We're All In Small Business Grant – Phase 2 makes CARES Act funding available to Wisconsin small businesses that were unable to apply for Phase 1 of the program. And, it makes additional funds available to companies that were awarded Phase 1 grants.

Phase 2 grants of \$5,000 will be awarded based upon the business's annual revenue. Businesses with more than \$0 but less than \$1 million in annual revenues (gross receipts less returns and allowances) and one to 50 full-time equivalent employees (FTEs) in 2019 are eligible to apply. Priority will be given to businesses that did not receive a grant from WEDC in Phase 1, have ethnic minority ownership, and are in an industry with the greatest negative impact from the COVID-19 pandemic.

APPLICATION PERIOD

Applications will be accepted from 8 a.m., Monday, Oct. 19, 2020, to 11:59 p.m., Monday, November 2, 2020.

Applicants are encouraged to gather the necessary information and documents before the application window opens but should note that the timing of their application does not affect their chances of receiving a grant. Grants are not awarded on a first-come-first-served basis.

GRANT ADMINISTRATION

Phase 1 of the **We're All In** Small Business Grant was designed, marketed and administered by WEDC. Phase 2 of the program is receiving administrative assistance from the Wisconsin Department of Revenue.

BE PREPARED

Applicants should familiarize themselves with the eligibility requirements and limitations of the Phase 2 **We're All In** Small Business Grant Program as well as the information and documentation required to apply, all of which can be found along with the grant application at revenue.wi.gov. If you cannot apply online, you may request assistance by calling the Wisconsin Department of Revenue at 608.266.2772.



Errin Welty errin.welty@wedc.org

Downtown Development Update

A few updates for this week. We look forward to seeing many of you around the state this month at our mini-workshops (in person or virtually). Hopefully the great weather holds.

- 1) First and most importantly, \$100m in additional funding for Wisconsin entities has been announced (additional to previously announced awards). It includes the below – obviously I will forward information as more information becomes available.
 - a. \$20 million for lodging industry folks
 - b. \$15m for live music and performance venues
 - c. \$10m for privately owned movie theaters
 - d. \$10m for cultural venues
 - e. \$4m for marketing and tourism entities
 - f. Another round of the We're All In Grant for businesses (this one is already released – FAQ attached). If you have businesses that missed out the first time, encourage them to apply for this round. The requirements are much the same, so businesses not eligible last time are not likely to meet criteria this time, but may be worth checking on any specific situations you might have. Flyer attached.
- 2) Secondly, the governor has issued a 28-day capacity limit to address the surging cases. This order issues a 25% capacity limit on all gathering places (public spaces, not private homes). This would include places like restaurants, theaters, event spaces, bars, as well as retailers. This won't change anything in some counties or many businesses which have already been operating under similar restrictions and does not require anyone to close but businesses will likely have questions – guidelines are in the works and I'll get this out as soon as I can as well.
- 3) We added a networking coffee hour event on Thursday, October 29th from 8-9 am. Join us to network with other downtown folks from around the state and chat about holiday event plans, the shopping season, small business supports, and anything else on your mind. Feel free to jump on using teams at [Join Microsoft Teams Meeting](#) or by dialing 608-210-6800
- 4) I uploaded a number of fundraising tools into the organization folder at www.wedc.org/downtownresources - they include board guides to fundraising, a donor messaging tool, and some templates for communicating effectively with existing and potential donors. I also encourage you to watch the fundraising webinar I shared to Chatter recently from Main Street Iowa as it is a great discussion on fundraising during times of crisis – such as pandemics.
- 5) WEDA is launching a CRA survey to identify needs and opportunities for projects/programs/organizations serving low and moderate-income households in the state. I will forward the survey to each of you – responding organizations will be included in a database of funders looking for CRA Eligible projects and be informed of opportunities for funding being rolled out through these platforms. I will forward the survey to all of you when it comes out if you are interested in responding.
- 6) 2020 Awards Nomination information will be released in early November for projects/activities that happened in 2020. Looking forward to a very unique awards program next year!

Local updates:

- We have a restaurant consultant visiting New Glarus on November 17th
- Joe will be visiting Ellsworth in November to discuss signage and façade design with property owners.

As always, any questions, let me know!

Errin Welty, CEcD, EDFP

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