

Village of Mukwonago  
**Notice of Meeting and Agenda**

**DOWNTOWN DEVELOPMENT COMMITTEE MEETING**  
**Thursday, March 25, 2021**

Time: **6:00 pm**

Place: **Via Zoom Platform, Log on Information at the beginning of the Agenda**

**Zoom Log On Information:**

<https://us02web.zoom.us/j/82950527825?pwd=Q2kzUmREQTFIb3plczVZbHBvNHNvUT09>

Meeting ID: 829 5052 7825 Passcode: 249059

Dial by your location: +1 312 626 6799 US (Chicago)

**1. Call To Order**

**2. Roll Call**

**3. Approval of Minutes**

- 3.1 Approval of minutes of the DDC meeting on February 25, 2021.

[Attachment - 2021-02-25 Draft DDC Minutes.pdf](#)

**4. Old Business**

- 4.1 Informational Update on RFP for next phase Streetscaping & Wayfinding. (J. Fellows)

- 4.2 Informational Update on Downtown Banners Informational (Reeves, Fellows)

- 4.3 Discussion and possible action on Downtown Yours website (www.mukwonagodowntown.com) and Facebook Page Updates (Pautz, Reeves)  
[Attachment](#)

- 4.4 WEDC/Connect Communities 3-18-2021 Informational Update (Walsh)

**5. New Business**

- 5.1 Discussion and possible action on DDC Summary Report for April 2021 COTW (Members) based on Downtown Strategic Plan Review.

[Attachment - Downtown-Strategic-Plan-05312018.pdf](#)

- 5.2 Discussion and possible action on Downtown Shared Parking Outreach (Walsh)

- 5.3 Discussion and possible action on election of DDC Acting Chair

- 5.4 Discussion and possible action on election of DDC Secretary.

## **6. Public Comment**

*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.*

## **7. 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.

# **MINUTES OF THE DOWNTOWN DEVELOPMENT COMMITTEE MEETING**

## **Thursday, February 25, 2021**

Time: **6:00 pm**

Place: **Virtual Meeting**

### **Call To Order**

The meeting was called to order at 6:05 by Roger Walsh

### **Roll Call**

Present: Trustee Roger Walsh, Eliza Pautz, Scott Reeves, David Stockwell, , Village Planner John Fellows, and Village Administrator John Weidl  
Excused: Karl Kettner, Sandra Kulik  
Absent: Ray Gooden, Ryan Lilly

### **Approval of Minutes**

#### **Approval of Minutes of the DDC Meeting of January 28, 2021**

Motion: Pautz  
To: Approve subject to the changes made by Walsh. (Correction Item D. Term, Old Business)  
Second: Stockwell  
Vote: Unanimously carried

### **New Business**

**Informational Update on Holiday Decorations - Results of submitted choices.**  
John Fellows provided and Update.

**Discussion and possible action on RFP for next phase Streetscaping & Wayfinding. (J. Fellows)**

John Fellows provided and Update.

**Discussion and possible action on Downtown Banners Informational (Reeves, Fellows, Wamser)**

John Fellows provided and Update.

**Discussion and possible action on Downtown Yours website (www.mukwonagodowntown.com) and Facebook Page Updates (Pautz, Reeves)**

Discussion and Update by Pautz.

**Informational Update on Connect Communities (Walsh, Fellows, Schindler, Weidl, Erin Welty Summary)**

Discussion and Update by Walsh

**Discussion on member input deadline re: Summary DDC Report from Chair for April 2021 COW**

Discussion and Update by Walsh

**Discussion and possible action on selection of DDC Acting Chair (Kulik)**

Discussion – Walsh recommended holding until April Meeting

## **Discussion and possible action on selecting DDC Secretary (Kulik)**

Discussion by Walsh, selection to occur in April.

**Comments from the Public** *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.*

No Public Comment

## **Adjourn**

Motion:	Reeves
To:	To Adjourn
Second:	Pautz
Vote:	Unanimously carried.

## **Membership:**

*Trustee Roger Walsh, Karl Kettner, Eliza Pautz, Scott Reeves, Sandra Kulik, David Stockwell, Ray Gooden, Ryan Lilly, Village Planner John Fellows, and Village Administrator John Weidl.*

## Mukwonago Downtown Website Revisions

### Use three or four colors throughout the site.

- Some elements have been added to the site since the original design. Color changes can be made in each section, row or module.

### White background with a consistent font.

- The text boxes with differing fonts were added after the original design. All text on the site should default to the original font. It looks like the issue is that some text has been copied and pasted in from Word or another document program and the formatting carried over from that program. We'll need to go in and remove outside formatting where this occurs.
- We can also change up the backgrounds for text areas to white.

### Button Design & Links

- We'll need to edit the button styles for any that are not the red color. The only links that should create a new window are those that lead to a PDF file or that lead to another website.

### Top Bar

- We can remove the Home menu item, however, we would not recommend doing that. We've found, when we remove the Home menu item, visitors have a difficult time navigating back to the main page because they are not aware that the logo is linked to the Home page.
- A Contact Us page would need to be built.
- A Search function can be added to the main menu.

### Home page

- The header image space has been reduced. This was originally a full-page slider. There is no way to add an arrow on the slider that would be similar to the full-page stationary headers on other pages. We would recommend resizing existing images to better fit the reduced size slider or returning this to a full-page slider.
- Assuming the "Homepage Scroll" is referring to the Full-page Slider (rotating images and text at top of page). These can be changed to whatever content is needed for both the images and the text.
- Upcoming Business (scroll bar or slider)
  - Next DDC meeting... This is a matter of changing the content, link and button text.
  - Current Focus... This is a matter of changing the content, link and button text.
- Stay Informed
  - We can create a smaller contact box. The reason it is prominent is because it was a major focus to build this list when the site was built. From what we can see on the Home page form, the color does match the red color of the rest of the website.
- Quotes can be added.
- The testimonial page was originally linked in either the About page or the Resources page. This link has been removed.
  - Generally, the testimonial page would house all testimonials. Having them listed in multiple places is common practice and great for social proof
- The Take Action menu item can be replaced with Stay Informed

### About Us page

- Changing the size of the header photo will be a structural/design change. If we are to make this change, we may need different or resized images for the header image area.
- Paragraph can be moved to the Home page. We would just need to know where it should be placed.
- Tabs and content can be added for Purpose, Village Ordinance, Committee Members. We would recommend creating sections for each of these items. This would also be a design change.
- Contact information can be added and linked if necessary.
- We can omit the current items with the addition of new sections.

### Taking Action page

- Changing the size of the header photo will be a structural/design change. If we are to make this change, we may need different or resized images for the header image area.
- Agenda link can be updated.
- Facebook link is live.
- Stay informed area can be made to match other pages.
- Information and content areas can be added as other opportunities become available.

### News page

- Changing the size of the header photo will be a structural/design change. If we are to make this change, we may need different or resized images for the header image area.
- Header text can be changed to News
- The structure of the News items can be redesigned to change the look and feel of News items
- Agendas & Minutes actually goes to a post category page created after the original design. These should be rebuilt to match the design of the rest of the site. This is the same for Current Focus and Archives.
- The video slider needs to be repaired so that thumbnails show instead of the grey boxes.
- Stay informed was removed from this page and can be added as it is on the other pages.

### Resources page

- Changing the size of the header photo will be a structural/design change. If we are to make this change, we may need different or resized images for the header image area.
- New tagline can be added.
- Content and links can be added and modified.
- Stay informed section can be changed to match the other pages.

### Contact Us page

- Page can be added.



To:  
Roger Walsh;

...

Cc:  
John Fellows;  
Daniel Schindler;  
Diana Dykstra;  
Eliza Pautz  
Scott Reeves

...

\$900. I already told them to go ahead. Conceivably, it would come from the downtown operating budget, but it's \$900 so I will just take care of it from my administrative professional services. Thx, - JSW

**From:** Roger Walsh <rwalsh@villageofmukwonago.com>

**Sent:** Thursday, February 4, 2021 4:14 PM

**To:** John Weidl <jweidl@villageofmukwonago.com>

**Cc:** John Fellows <jfellows@villageofmukwonago.com>; Daniel Schindler <dschindler@villageofmukwonago.com>; Diana Dykstra <ddykstra@villageofmukwonago.com>; Eliza Pautz Scott Reeves

**Subject:** RE: Website Next Steps

JW, Thanks for follow up.

What is the cost for changes and updates? If there's an additional cost; which budget is it applied to?

Diana, I'm forwarding attachment to Eliza and Scott for informational purposes. They're the DDC Members associated with Downtown Yours Website and Facebook Page.

Scott & Eliza, please see new Intern Daniel Schindler's e-mail address above.

Hello Daniel, Thanks for helping out with DDC.

Best of Health.

Roger Walsh

Village of Mukwonago Trustee/DDC Chair  
262.363.4303

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**From:** John Weidl

**Sent:** Thursday, February 4, 2021 10:33 AM

**To:** Roger Walsh

**Cc:** John Fellows; Daniel Schindler

**Subject:** FW: Website Next Steps

Trustee Walsh,

Here is where we are at with the DDC webpage (below and attached). Anything in blue, I have asked them to go ahead with as it is covered the maintenance agreement with the Village. I am working on

then figuring out what changes we can handle and what changes we will need to expend money on to have completed.

Best, - JSW

John S. Weidl  
Village Administrator/Director of Economic Development  
[owa/%20%20]440 River Crest Court, Mukwonago WI, 53149  
O: [262-363-6420 Ext. 2100](tel:262-363-6420)

**From:** Karl Robe [<mailto:karl.robe@karljames.com>]  
**Sent:** Thursday, February 4, 2021 10:02 AM  
**To:** John Weidl <[jweidl@villageofmukwonago.com](mailto:jweidl@villageofmukwonago.com)>  
**Cc:** Steve Stark <[steve.stark@karljames.com](mailto:steve.stark@karljames.com)>  
**Subject:** Website Next Steps

Good morning, John.

Thank you for providing the committee comments. Steve and I reviewed the site and attached is what's included (in blue) in the maintenance agreement. There have been significant design and other changes made by others over time. Some of the comments, for example, about the burgundy coloring was not part of the original design. The slider images are now "squished" and were not part of the original design. We would need to go through the entire site and determine and fix most of the comments made. Content updates are part of our remit (change a photo, upload new text, send us twice monthly slate of updates and we will make them, etc.). Most of the other comments are dealing with structure and design that was changed by others, or the committee wants changes that deal with the design and structure of the site. There are videos and links not functioning properly too. Please let me know what you want to do related to the attached. Thank you.



----- Original message -----

From: Karl Robe <[karl.robe@karljames.com](mailto:karl.robe@karljames.com)>

Date: 2/9/21 9:54 AM (GMT-06:00)

To: John Weidl <[jweidl@villageofmukwonago.com](mailto:jweidl@villageofmukwonago.com)>

Cc: Steve Stark <[steve.stark@karljames.com](mailto:steve.stark@karljames.com)>

Subject: Downtown Site Update

Morning, John.

The website updates are done to the point we can achieve. For us to update pages to "current focus," "agendas and minutes," and whatever is wanted in the "archives," as requested by the committee, requires content and direction from them so we can update the site further and understand their expectations of what goes where, for example, in the archives. There's been some changes to site structure, it appears, because whoever was in there could not figure out how to do updates. We have fixed this to the point we can. Regarding the images on the sliders, which were done so site visitors see options to find the info they seek, we would advise against making these static images, because without the sliders moving past the viewers' eye, they will need to search more for info they want. In terms of "squishing" those images, we would require new photos. Those photos were done free from me back in the day, after the intern at the time came back with unusable pics. No worries on that front, but shrinking these images would not fit the design the committee seeks. Steve has a note into Daniel about getting the videos off the site and onto the YouTube site, because someone directly uploaded those onto the site and that reduces site performance and speed to viewing. These are content additions that are included in your annual maintenance package and I would encourage the committee to use us for those types of content updates. Please let us know if you have questions or would like to walk through things on a zoom, which can be easier to get to what you want to achieve, which can be confusing and cumbersome by email. We will await the content (agendas and packet, etc.) to update the pages the committee wants updated and direction on what goes into the archives, for example. Thanks for your help, John.

### **Make Downtown Yours Website:**

I realize that we were trying to emulate the red brick museum but red and burgundy is not a combo that is easy on the eyes. Try using three or four colors throughout the site: White(background), Dark Gray(copy and headers), Red (buttons and hyperlinks) and maybe Black.

Using a white background with a consistent Font for the Body copy and the Headers will make the site more uniform and easier to navigate and read through. Right now it looks like there are five or more different font sizes and styles which makes it very hard to read.

Buttons and hyperlinks should use a consistent color. Red or burgundy, but not both. The hyperlinks should be better defined to aid in the ability to navigate the text. Also all hyperlinks create a new tab they do not direct you to a new section of the website, this needs to be fixed to better help with flow and continuity for the end user.

### **TOP BAR**

- HOME and **MAKE DOWNTOWN YOURS** are the same link, this is redundant so delete the HOME link to enhance continuity
- The order should read **ABOUT US, TAKE ACTION, NEWS, RESOURCES, CONTACT US?, SEARCH** (this is a hidden feature within the website under NEWS and READ MORE)

### **MAKE DOWNTOWN YOURS (HOME)**

Reduce the photo space so users know to scroll down and have an arrow pointing down (not sideways) like on the other tabs

- Homepage Scroll, have this be a consistent welcome statement with scrolling images  
ex: Welcome to the Mukwonago Downtown Development Committee Website  
~collaborating to shape our downtown's future~
- Upcoming Business (scroll bar)
  - 1) The next virtual DDC meeting is Thursday (month, date, year, time).
    - a) The meeting's Zoom link information is available on the Downtown Development Committees agenda. Please join us! \*Hyperlink or Button that says "Agenda Link" (change link to be uploaded manually)
  - 2) Current Focus
    - a) highlight what we are currently tackling - (create a link button for the wayfinding/streetscaping concept) the link isn't correct - should be a hyperlink or button that can then be forwarded to the whole plan
- Stay Informed  
This box is too large. I also noticed it is at the bottom of some of the pages but not others. It should be on ALL of the pages at the bottom (switch to bottom on this page). The form is also not consistent: sometimes it includes the contact info and the button size is also different sizes. Can we also make it a consistent color that matches the website.
  - 1) Join our mailing list. Get updates. View documents. (Who is actually updating this?)
    - a) Name, Email, Message



- 2) Contact Information
  - a) John and Roger
- What Others Are Saying - finish collecting quotes.
  - 1) John W. updated quote.
- Read More Testimonials - where does this direct you to on the website?
  - 1) These should only be additional quotes
    - a) Please delete the old quote from:
      - i) Tina Chitwood
      - ii) Shawn McNulty
      - iii) John Weidl
  - 2) Update the additional quotes
    - a) Ray G. updated quote.
    - b) Update Citizen's Bank President and obtain their quote.
    - c) Village President Fred Winchowky
    - d) Village Business Owners
    - e) Village Residents
  - 3) Take Action
    - a) Should be moved to the bottom of the page
    - b) Should be replaced with "Stay Informed"

## **ABOUT US**

The header bar photo is too big and needs to be made smaller. This page looks nice with the white background and the easy to read copy

- ABOUT US
  - a) Moved the paragraph to the HOME page
  - b) New Tagline: Your committee. Our purpose. Our guidelines.
- Create different tabs
  - 1) Purpose (as a header)
    - a) The Downtown Development Committee (DDC) was created by Ordinance to advise the Village Board on matters of implementation identified in the Downtown Strategic Plan. (Taken from the Village website)
  - 2) Village Ordinance (as a header)
    - a) The DDC shall consist of five voting members each of whom shall be Village Residents and up to four non-voting members with voice. The members of the DDC shall include the following: (1) A Member of the Historic Preservation Committee (HPC) (2) A member of the Village Plan Commission and/or the Village Board (the representatives of the Village Board and Plan Commission may be the same person) (3) The Village Administrator or Community Planner.  
In considering the appointment of members, the Village President may consider whether the candidates are business owners or managers of businesses in the Village; persons with known interest in local economic development; persons having general knowledge of the affairs of the

Village; persons whose principal occupations offer unique skills in land use, planning, architecture, local history, local government, construction or economic development; The Chairperson shall be elected from the members and shall serve annually.

3) Committee Members (as a header)

It looks like there is already a hyperlink. We don't need to have it in two places so please move the content directly to this page.

a) John Weidl (dark grey - repeat pattern for all members)

Non-voting Member and Village Administrator (smaller font and light grey - repeat pattern for all members)

Roger Walsh

Voting Member, Committee Chair, and Village Trustee

David Stockwell

Voting Member

Scott Reeves

Voting Member and Historic Preservation Committee Representative

Eliza Pautz

Voting Member

Ryan Lilly

Non-voting Member

Sandra Kulik

Non-voting Member

Karl Kettner

Voting Member

Ray Goodden

Non-voting Member and Historic Preservation Committee Representative

- Discuss with the committee about add in contact information (emails) and/or statement of position (village resident, etc.). FYI the main Village website does have Address/Affiliation for a few members.
- OMIT:
  - 1) Want to see what concepts are being proposed?
    - a) We will post information to the News page
  - 2) Hearing different stories around the village on what's going with downtown?
    - a) Join us on Facebook to stay up to date on current events happening in downtown
  - 3) Want to meet your Downtown Development Committee?
    - a) Click the link here: Downtown Development Committee
- Stay Informed - see previous recommendations for this section.

### TAKE ACTION

The header bar photo is too big and needs to be made smaller.

- TAKE ACTION
  - Stay informed. Get Involved. Shape the future.
  - 1) We want your input!
    - a) Join us

"Agenda link" (to this websites list of agendas - currently there is no link)

b) Facebook

- i) Committee discussion regarding how do we want FB to be updated and what type of material should we be placing here - see below for suggestions

c) Stay Informed

- i) Stay informed block section - see previous recommendations for this section

- In the future we could use this section to inform the users of other ways to take action - volunteer opportunities, fundraising, writing letters to representatives about HWY 83 transfer or other initiatives, etc.

## NEWS

The header bar photo is too big and needs to be made smaller. Be consistent with either burgundy or red not both. And Stay Informed is missing on this page.

- NEWS (not DDC NEWS)

The blocks are distracting and the words wrap oddly in their box making it hard to read.

This needs to be fixed or reworked to emulate the previous pages with a list form.

When you click on the Read More under each section a search button is listed. This is a nice feature and should be moved from this hidden area to the header bar at the end

1) Agenda & Minutes

- a) The hyperlink sends you to the Village website this should actually direct you to to this websites list of agendas or inform the user that they are being transferred to an outside website
- b) We should only have 2021 agendas on this page and everything else should be moved to the Archives section

2) Current Focus

- a) highlight what we are currently working on (RFP)
- b) Read More
  - i) hyperlink should be a separate link after the content or button that can then be forwarded to the whole plan - **the hyperlink isn't correct it currently takes you to the original RFP proposal**

3) Archives

- a) The 2019 and 2020 DDC agendas need to be moved from Agendas & Minutes to this location
- b) Where are the 2018 DSPSC minutes? If necessary I may be able to locate these if the Village no longer has a record

4) Videos

- a) text needs to be added to inform users that the grey boxes are playing above in the bigger screened area

- Stay Informed is missing on this page.

## RESOURCES



The header bar photo is too big and needs to be made smaller. This page is nice with the simple white background and links

- **RESOURCES**

New Tagline: See the plans. View the maps. Share the knowledge.

- 1) Downtown Streetscaping & Wayfinding Signage Concept Plan (the link to the wayfinding/streetscaping is missing)
  - 2) Downtown Strategic Plan
  - 3) Downtown Connect Communities
  - 4) Reports and Plans - (SAA, need digital link)
  - 5) Maps (add a rendering of streetscaping proposal)
  - 6) Archives
- The Stay Informed form is here but does not include the contact information

### **CONTACT US**

Either add this to the footer of the website so it is on all pages or add a CONTACT US page

- Stay Informed
  - 1) Join our mailing list. Get updates. View documents.
    - a) Name, Email, Message
  - 2) Contact Information

### **Facebook**

- The "current focus" needs to be posted on FB with its own tab
- Posts need to be made more regularly to keep it up-to-date but also to have it populate on people's feeds more often.

ie: photos of concepts, what DDC is working on, other downtown initiatives that will supplement what the DDC is working on



make downtown yours

# Downtown Strategic Plan

Village of Mukwonago

Waukesha and Walworth Counties, Wisconsin

June 2018





# Table of Contents

<b>Downtown Strategic Plan Steering Committee Members</b>	<b>2</b>
<b>Executive Summary</b>	<b>3</b>
<b>Development of the Downtown Vision</b>	<b>3</b>
<b>Adopted Mission Statement</b>	<b>3</b>
<b>Strategic Plan Introduction and Overview</b>	<b>4</b>
Why Look at Downtown?	4
Brief History of Mukwonago	4
Key Demographics & Data	5
<b>Summary of Existing Conditions and Market Analysis</b>	<b>5</b>
<b>Downtown Development Goals &amp; Objectives</b>	<b>6</b>
<b>Opportunity Assessment</b>	<b>6</b>
Land Use and Urban Design	7
Redevelopment and Historic Preservation/Restoration	7
Organizational Structures	8
<b>Strategies Used to Create Downtown Master Plan</b>	<b>8</b>
<b>Objective Summary</b>	<b>9</b>
Business Development	9
Cultural and Recreation	10
Historic Preservation	11
Pedestrian Friendly Environment	12
<b>Recommendations</b>	<b>13</b>
Tier 1 - Recommendations	13
Tier 2 - Recommendations	14
Recommendation Descriptions	15
Recommendation 1-1	15
Recommendation 1-2	16
Recommendation 1-3	16
Recommendation 1-4	17
Recommendation 1-5	17
Recommendation 1-6	18
Recommendation 2-1	18
Recommendation 2-2	19
Recommendation 2-3	20
Recommendation 2-4	20

Recommendation 2-5	21
Recommendation 2-6	22
Recommendation 2-7	22
Recommendation 2-8	23
<b>Recommendations Made for Immediate Implementation</b>	<b>23</b>
Reroute of Hwy. 83 Around Downtown	23
Ordinance to Change the Trucking Route onto Veterans Way/Holz Parkway	23
Police Department Crosswalk Safety Enhancements	23
Reinstitute the Historic Preservation Commission	24
<b>Next Steps</b>	<b>24</b>
<b>References</b>	<b>26</b>
<b>Appendix A: DSPSC Goals Spreadsheets - with Stakeholders</b>	<b>28</b>

## **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](https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml)

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

## Summary of Existing Conditions and Market Analysis

The DSPSC reviewed several existing Village reports and studies<sup>1</sup> 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.

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<sup>1</sup> 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
<b>Enhance and Support the Downtown Business District</b>	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.
<b>Support Business Attraction, Growth and Expansion Activities</b>	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.
<b>Creation of an organizational structure to facilitate business development in downtown</b>	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
<b>A connected parks and trails system that promotes a connection to nature, recreation and downtown.</b>	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.
<b>Events programming that promotes community engagement and cultural offerings.</b>	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.
<b>A strong and engaged network of neighbors, community groups and volunteers.</b>	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
<b>Develop a group to guide and support historic preservation</b>	Create and support a community group with a focus on historic preservation.
<b>Develop downtown design guidelines</b>	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.
<b>Increase Community Engagement and Awareness</b>	Educate the public, create transparency about the historic preservation program, engage the public to become ambassadors of the program.



## Pedestrian Friendly Environment

Goals	Objectives
<b>Complete a Jurisdictional Transfer Agreement for Hwy. 83, E. Veterans Way and Holz Parkway</b>	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.
<b>Adopt a Truck Route that Bypasses Downtown</b>	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.
<b>Enhance the Downtown Environment to be a Welcoming, Friendly, Attractive, Colorful, Connected and Safe Environment</b>	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.
<b>Downtown Public Parking Must Present a Positive and Aesthetically Pleasing Image</b>	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.





## References

- Village of Mukwonago Comprehensive Plan 2035
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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 <sup>nd</sup> 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
<b>Enhance and Support the Downtown Business District</b>		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
<b>Support Business Attraction, Growth and Expansion Activities</b>		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.	<ul style="list-style-type: none"> <li>-Village Administrator/Economic Development Director</li> <li>-Planning/Zoning Administrator</li> <li>-Plan Commission</li> <li>-EDC</li> <li>-CDA (TBD)</li> <li>-Future downtown organization (TBD)</li> <li>-Chamber of Commerce</li> </ul>
		Conduct a review to compare attraction prospects with existing land use and zoning ordinances within the downtown overlay district.	<ul style="list-style-type: none"> <li>-Planning/Zoning Administrator reporting to:</li> <li>-Village Administrator/Economic Development Director</li> <li>-EDC</li> <li>-Future downtown organization (TBD)</li> <li>-CDA (TBD)</li> <li>-Chamber of Commerce</li> </ul>
		Develop business attraction activities with a focus on local, independently-owned businesses, niche/specialty businesses and businesses seeking a 2 <sup>nd</sup> location.	<ul style="list-style-type: none"> <li>-Village Administrator/Economic Development Director</li> <li>-CDA (TBD)</li> <li>-Future downtown organization (TBD)</li> <li>-Chamber of Commerce</li> </ul>
		<p>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.</p> <p>Suggested discussion item: -Is the business experiencing space constraints for future growth?</p>	<ul style="list-style-type: none"> <li>-Village Administrator/Economic Development Director</li> <li>-EDC</li> <li>-CDA (TBD)</li> <li>-Future downtown organization (TBD)</li> <li>-Chamber of Commerce</li> </ul>
<b>Creation of an organizational structure to facilitate business development in downtown</b>		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.	<ul style="list-style-type: none"> <li>-Village Board</li> <li>-Village Administrator/Economic Development Director</li> <li>-EDC</li> </ul>

		<p>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.</p> <p>Action Ideas:</p> <ul style="list-style-type: none"> <li>-Host a roundtable discussion with stakeholders</li> <li>-Develop a list of properties to be addressed</li> </ul>	<ul style="list-style-type: none"> <li>-CDA (TBD)</li> <li>-HPC (TBD)</li> <li>-Future downtown organization (TBD)</li> <li>-EDC</li> <li>-Plan Commission</li> <li>-Planning/Zoning Administrator</li> <li>-Village Administrator/Economic Development Director</li> <li>-Police/Fire Depts.</li> <li>-Downtown Property Owners &amp; Businesses</li> <li>-Developers/realtors</li> <li>-Chamber of Commerce</li> </ul>
		<p>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.</p>	<ul style="list-style-type: none"> <li>-CDA (TBD)</li> <li>-HPC (TBD)</li> <li>-Future downtown organization (TBD)</li> <li>-EDC</li> <li>-Plan Commission</li> <li>-Planning/Zoning Administrator</li> <li>-Village Administrator/Economic Development Director</li> <li>-Village Board</li> <li>-Chamber of Commerce</li> </ul>
		<p>Highlight downtown economic development efforts during the annual Economic Development Breakfast.</p>	<ul style="list-style-type: none"> <li>-Village Administrator/Economic Development Director</li> </ul>
		<p>Engage in discussion that promotes increased population within the Village in addition to promoting increased daytime population in downtown.</p> <p>Discussion topics:</p> <ul style="list-style-type: none"> <li>-Multi-use development within downtown</li> <li>-Increasing residential units throughout the Village</li> <li>-Increasing office units in downtown</li> </ul>	<ul style="list-style-type: none"> <li>-CDA (TBD)</li> <li>-HPC (TBD)</li> <li>-Future downtown organization (TBD)</li> <li>-EDC</li> <li>-Plan Commission</li> <li>-Planning/Zoning Administrator</li> <li>-Village Administrator/Economic Development Director</li> <li>-Village Board</li> <li>-Chamber of Commerce</li> </ul>



		Pursue grants which aid in the revitalization of specific properties within downtown districts.	<ul style="list-style-type: none"><li>-Village Administrator/Economic Development Director</li><li>-CDA (TBD)</li><li>-HPC (TBD)</li><li>-EDC</li><li>-Future downtown organization (TBD)</li></ul>
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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
<b>Develop a group to guide and support historic preservation and compatible redevelopment</b>		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
<b>Develop design Guidelines</b>		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	<ul style="list-style-type: none"> <li>-Village Planning/Zoning Admin.</li> <li>-Historic Preservation Commission</li> <li>-Village Board Rep.</li> <li>-Downtown Property Owners (commercial and residential)</li> <li>-Downtown Business Owners</li> <li>-Chamber of Commerce Rep.</li> </ul>
		Define the focus area – Priority area will be the Retail Center Overlay Zoning, followed by residential	<ul style="list-style-type: none"> <li>-Village Planning/Zoning Admin.</li> <li>-Historic Preservation Commission</li> <li>-Village Board Rep.</li> <li>-Downtown Property Owners (commercial and residential)</li> <li>-Downtown Business Owners</li> <li>-Chamber of Commerce Rep.</li> </ul>
		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	<ul style="list-style-type: none"> <li>-Village Administrator</li> <li>-Chamber of Commerce</li> <li>-Historic Preservation Commission</li> </ul>
		Public information sessions to seek feedback about the guidelines and to educate property owners	<ul style="list-style-type: none"> <li>-Historic Preservation Commission</li> </ul>



**Focus: Pedestrian Friendly Environment**

**Date: APPROVED 1/18/18**

<b>~Pedestrian Friendly Environment Strategic Goals~</b>	
<b>Goals</b>	<b>Objectives</b>
<b>Complete a Jurisdictional Transfer Agreement for Hwy. 83, E. Veterans Way and Holz Parkway</b>	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.
<b>Adopt a Truck Route that Bypasses Downtown</b>	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.
<b>Enhance the Downtown Environment to be a Welcoming, Friendly, Attractive, Colorful, Connected and Safe Environment</b>	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.
<b>Downtown Public Parking Must Present a Positive and Aesthetically Pleasing Image</b>	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
<b>Complete a Jurisdictional Transfer Agreement for Hwy. 83, E. Veterans Way and Holz Parkway</b>		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
<b>Adopt a Truck Route that Bypasses Downtown</b>		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
<b>Enhance the Downtown Environment to be a Welcoming, Friendly, Attractive, Colorful, Connected and Safe Environment</b>		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
<b>Downtown Public Parking Must Present a Positive and Aesthetically Pleasing Image</b>		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