

Actions Taken in Implementing the City of Muskego 2020 Comprehensive Plan

The various Goals, Objectives, & Recommendations adopted by the City of Muskego within the 2020 Comprehensive Plan are found herein along with supporting text of what was accomplished with each since the adoption of the Plan in April of 2009. This document will serve as a record of the actions taken by the City of Muskego in implementing the 2020 Comprehensive Plan over the next decade. The City of Muskego takes pride in the Plan that was created for the community, thus staff is committed to ensuring that the Plan notions and philosophies are used on a daily basis.

Muskego Goals, Objectives, and Recommendations

The goals, objectives, and recommendations of this document are reflective of extensive citizen input, valuable expert testimony, and consequent thoughtful deliberation. They provide the basis and rationale for the overall vision expressed in the *introduction*.

The goals, objectives, and recommendations in each section constitute a hierarchy. Goals are broad statements of vision. Objectives are measurable restatements of key aspects those goals stating what is to be accomplished. Recommendations are the key actions needed to accomplish the objectives. Actions listed as recommendations are expected to yield 80+% of the desired result, but not all. Secondary recommendations, many elaborations of the stated recommendation, are presented in the "Notes" section. We have not made any effort to prioritize recommendations in the "Notes" section.

Sections Within:

- ~ Housing
- ~Transportation
- ~ Utility and Community Facilities
- ~Agricultural, Natural, and Cultural Resource
- ~Economic Development
- ~Intergovernmental Cooperation



- ~Land Use
- ~Economic Development
- ~Implementation

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Note: "**Red text**" denotes completed tasks and "**blue text**" denotes pending completed task

Housing

It is worth noting that the city's housing stock is market driven, not government driven. Property owners have the primary right to initiate development proposals. Government can only constrain, allow, and influence the design of a development through ordinances, incentives, design guides, etc.

Housing Goal: Provide a diverse housing supply that meets the City's future population requirements. This includes homes for new residents without prejudice as well as for long time residents whose housing requirements might have changed because of age, etc.

~Many opportunities for all types of development (high/low density, small/large lots, etc.) allowed by current Muskego Zoning Code and map that was fully redefined back in 2007.

~Fair Housing Month identified each April in Muskego

~Staff attendance at local Fair Housing conferences/meetings whenever they come up (April 2012 Milwaukee City Planner attendance)

~Fair Housing practices documented and sent to Waukesha County Housing Authority (CDBG) as of 2011-2015

Housing Objectives:

1. Maintain existing neighborhoods.
2. Develop new neighborhoods or individual developments that increase the diversity of housing options in the city, consistent with the City's Land Use objectives.

~Many opportunities for all types of development allowed by current Muskego Zoning Code and map that was fully redefined back in 2007.

~Density opportunities allowed increases per Planned Developments and Conservation Planned Developments

Housing Recommendations:

In order to meet the goals and objectives of the housing section set forth in this Plan, the following recommendations have been proposed:

1. Adopt the 2020 Future Land Use Map proposed in this Plan. This Plan is largely an extension of the 2010 Plan. It allows for a mix of densities of developable land that provide a diverse array of housing options, which include affordable opportunities and housing for elderly. This will work to keep families together and allow diverse populations to exist. While some lands will allow low-density single-family development, opportunities will still exist in some of the more urban areas of Muskego for higher density residential uses and mixed-use developments.

~New Plan and Map were officially adopted in April of 2009 (04/2009)

2. Promote and enhance the City's Conservation Subdivision ordinances. Allow Planned Developments and Conservation Planned Developments, when showing a benefit to the community via density transfers and increased open space conservancy and dedication, will provide a livable atmosphere that preserves Muskego's urban to rural character and also benefit individual property owners.

~New Conservation Subdivision ordinances were adopted in May 2009. The new ordinances made the conservation subdivisions much easier to develop within the community and provided greater benefits to a developer who abides by all the conservation subdivision principles within. Added bonus parcels and less restrictive yield analysis requirements were included. (05/2009)

~City staff works first to have a developer plat a subdivision by conservation subdivision techniques prior to using traditional subdivision techniques. (Ongoing)

~Conservation Development Edgewater Heights promoted and approved in 2016

3. Extend and enhance planning requirements applied to new developments. This will become increasingly important as Muskego becomes more and more built out (see Note 1 below.).

~One of the most important steps in this practice is that Planning Commission now makes many new developments first go thru the conceptual review in front of the Commission first.

Previously, many developments went right to the Preliminary Plat stage where many review factors were lost and adequate public input was not given. (as of 05/2009)

Notes

1. The following recommendations are proposed in the formulation of future new development patterns in the City. They represent lessons learned during the last ten years. Other lessons will be learned and incorporated into new planning practices during the life of the 2020 Plan.

~With the adoption of the 2020 Plan and the extensive public involvement that surrounded this Comp Plan, the Planning Commission and Common Council have become even more aware of the importance of enforcing the policies in the Plan with every new development proposed. The following are all required upon approvals. (as of 2009 adoption)

- Develop all new land uses consistent with the 2020 Plan, regardless of conflicts with existing zoning, or the proximity of city infrastructure (esp., sewer and water.).
- Ensure large ownership parcels (farm tracts) are developed with a coordinated development plan for the entire property.
- Promote shared utilities, open spaces, and transportation opportunities in new developments.
- Adhere to strict landscape standards for new development that can work to minimize impacts of adjoining land uses (industrial, commercial, or more intense residential) and/or adjoining traffic networks (highways, streets).
- Promote road connectivity between neighborhoods.
- Incorporate pedestrian and recreational amenities in new developments.
- Mandate that residential developments adhere to all City adopted plans (Parks/conservation, utilities, transportation networks, etc.).
- Enforce zoning ordinances in relation to housing, when appropriate, so that current/future housing developments preserve their originally intended qualities and the residents are allowed to keep their investments protected.
- Continue to require that the burden of infrastructure improvements and/or park/conservation needs be on the developer of a new residential land division.

No discrepancies in the above bullet points as of summer 2016

Transportation

Transportation is an area where the city of Muskego has the least autonomy. Waukesha County and the Wisconsin DOT have total responsibility and control of some of our major roadways. Since their plans are seldom focused solely on Muskego's interest our challenge is to work with them and around them to achieve our transportation goals. Fortunately, both of these governmental organizations plan for road development at least as far ahead as the horizon of our 2020 Plan.

Transportation Goal: Provide an accessible interconnected network of highways, streets, and trails within the community in order to present a safe, affordable, and efficient transportation system that meets the needs of multiple users; Assure mobility of the transportation network within Muskego and the surrounding region while minimizing the impacts a transportation system can bear.

Transportation Objectives:

1. Extend the existing transportation network to new residential neighborhoods and commercial/industrial developments ensuring accessibility to all areas of the community for both pedestrian and vehicular traffic.
2. Ensure the utmost maintenance and implementation of arterial roads in Muskego to enhance safety and ensure resident and consumer traffic is not hampered when accessing destinations within the community and region.
3. Utilize the transportation system to encourage new businesses to locate to the City and helps existing businesses to succeed.

Transportation Recommendations:

Major recommendations are presented in this section and expanded upon in the Notes below.

1. The 2020 Transportation Facilities Map (Map 3.5) serves as the Official Street Map of the City of Muskego.
~Approved with the adoption of the 2020 Comprehensive Plan and carried out with everyday development decision making (04/2009)
2. Coordinate transportation decisions with land use decisions.
~Ongoing
~Interaction between land use decisions and Public Works Committee ongoing
3. Implement enhanced safety methods in new and existing transportation facilities as new technology evolves (Note 1 below).
~Ongoing, see below
4. Implement a proactive road improvement program (Note 2 below).
~Completed in the end of 2009 by the City's Engineer, see below (12/2009). Carried out every year thereafter.
5. Implement a system of safe and functional off-street recreation trail connections within Muskego and connecting to adjoining cities (Note 3 below).
~Ongoing, see below
6. Focus on appearance, as well as function, in all transportation facility projects (Note 4 below).
~Carried out in Moorland Road reconstruction of 2009 (Landscaping, lighting, banners, flags, etc.)
~ Carried out in Janesville Road reconstruction of 2012/13/14 (Landscaping, lighting, banners, flags, etc.)
~ Carried out in Pioneer Dr reconstruction of 2012 (Landscaping, lighting, banners, flags, etc.)
~ Carried out in Tess Corners reconstruction of 2012 (Trail addition)
~ Carried out in Woods Road Trail construction of 2012
~ Carried out in Racine Avenue Trail construction of 2013 (Janesville to Woods Road)
~Carried out on the Woods Road Bridge Reconstruction of 2015
~Carried out on the Moorland Road South Reconstruction Design in 2015 (+Roundabout)

~Carried out on the Bay Lane Reconstruction Design in 2016

Notes

1. Transportation methods of today need to be thought out with safety as the key factor in mind. The following recommendations are key to this endeavor:
 - Correct “dangerous intersections” and maintain roadways identified by the City, State, or County.
 - ~Annual Road Program implemented yearly
 - ~Kelsey/Racine: 2009
 - ~Martin/Janesville: 2010
 - ~Durham Drive: 2011
 - ~Woods/Racine: 2011
 - ~Janesville Road reconstruction: 2012-2013
 - ~Pioneer Drive reconstruction: 2012
 - ~Tess Corners reconstruction w/ new trail for safety (2012)
 - ~Woods Road trail (2012)
 - ~Racine Trail (2013)
 - ~Woods/Moorland Intersection design 2013 (roundabout option investigated)
 - ~Woods Road Bridge Reconstruction of 2015
 - ~Woods/Moorland Intersection final design 2015 (roundabout)
 - ~North Cape trail 2016
 - ~Woods Road (west of Racine) trail 2016
 - Interconnect City streets for public safety reasons to ensure efficiency in the City transportation network. Advertise street stubs (have a sign constructed) noting that the street will be extended upon future development. ~Ongoing as developments approved.
 - Minimize driveway and access points in the vicinity of major intersections. ~Ongoing (use of shared driveway easements implemented during land division procedures whenever possible)
 - Identify hi-prone areas and implement infrastructure updates for safety. ~Ongoing (See first bullet point above)

2. One large deficiency found in the creation of the new 2020 Plan was in relation to how the City plans for the future road infrastructure. The following recommendations are proposed in order to maintain efficient and effective roadway reconstructions:
 - Maintain a road improvement program that utilizes capital budget monies for improvements and/or new construction of City roadways and trails. The road program can be changed yearly, but should show improvements desired out to a 5-year period. To ensure future road maintenance, the road program should be reviewed yearly. ~Developed in 2009, maintained/reviewed yearly. Budgeted and approved yearly as well via Public Works Committee.
 - Maintain a GIS file on when roads and trails received maintenance, were constructed or reconstructed, or were resurfaced in order for proper future road program budgeting decisions to be made. ~Developed in 2009, maintained/reviewed yearly. Used in conjunction with Public Works Committee decisions yearly for making Annual Road Program decisions.
 - Utilize best management practices during transportation construction in order to reduce environmental aspects such as air, water, and noise impacts. ~Done with Durham Drive reconstruction in 2010/11. ~Done with Janesville Road reconstruction in 2012/13 ~Done with Pioneer Drive reconstruction in 2012 ~Done with Tess Corners reconstruction in 2012~Done with Woods Road bridge reconstruction in 2015
 - Consider implementation of roundabouts for new intersections where the constant moving of traffic is a must and where safety is a high concern.
 - ~Kelsey/Racine completed in 2009

~Considered for Woods Road/Racine Ave intersection for 2011 but County decides not to implement.

~Considered for Janesville Road reconstruction intersections for 2012-2013, not implemented though.

~Consideration for Woods/Moorland intersection in 2013. Looking to implement design of roundabout in 2015 for a 2018 construction.

- Examine ways to maintain the City's rural to urban feel during any reconstruction or maintenance of a roadway. Ensure the rural quaintness of Woods Road, Martin Drive, and Durham Drive is maintained if reconstruction to a 100-foot ultimate width should become a need in the planning period.

~Durham reconstruction in 2011: rebuilt with two-lanes with rural cross-section, implemented landscaping and pathways with minimal impact to existing view scape and surrounding neighborhood.

~Pioneer Drive reconstruction in 2012: Reconstructed to work with historic nature of neighborhood with two-lanes with parking, implemented landscaping and pathways with minimal impact to existing view scape and surrounding neighborhood. Could reduce traffic speed and actually make the roadway smaller.

~Woods Road adds rec trail along from Racine to Moorland during 2012 preserving existing rural cross section.

~Racine Avenue adds rec trail from Janesville to Woods during 2013 preserving existing rural cross section.

~Roundabout instead of traffic lights with design of Woods/Moorland intersection in 2015. **Implementation?**

- Work with the County to determine the feasibility/timing of expanding Racine Avenue to four lanes from the northern border to Janesville Road.

~As of 2011, not in County 5 year capital plan and not envisioned to even be in capital plan until after 2016.

~New large developments taking place in New Berlin in 2015. Widening of road will most likely be development driven in cooperation with New Berlin and County from 2016-2018.

3. In order to maintain the "play" aspect of Muskego, the facilitation of a system of safe and functional off-street recreation trail connections is needed. Facilities should provide for such activities as walking, running, biking, cross-country skiing, in-line skating, hiking, and nature observation. Horseback riders and cross-country skiers also utilize portions of these trails and consideration for equestrian activity on unpaved recreation trails should be addressed. These opportunities will contribute to the overall quality of life in the City and preserve the many rural aspects Muskego has to offer. The following recommendations will enhance the ongoing efforts.

- Implement a five-year capital budget plan for recreation trail construction. ~ **Future Trail Construction Plan Map completed in 2010 and presented/approved by Committee of The Whole. Maintained and reviewed yearly.**

~ Future Trail Construction Plan Map recognized during 2012 budget discussions in 2011. Based on map the Council approves moving up Woods Road trail construction to 2012 and addition of Tess corners trail for 2012 as well. Many other linkages discussed during budget time all based upon map. This is a great device to keep the city on track to ensure trail linkages within the next decade.

~ Future Trail Construction Plan Map recognized during 2013 budget discussions in 2012.

~ Future Trail Construction Plan Map recognized during 2014 budget discussions in 2015.

~ Future Trail Construction Plan Map recognized during 2015 budget discussions in 2016.

~ Future Trail Construction Plan Map recognized during 2016 budget discussions in 2017 (Map updated with new Park Plan in 2016).

- Expedite the implementation of a system of trails around the City and Big Muskego Lake. Concentration on at least completing a full trail system along Janesville to Moorland/Durham to North Cape to Hwy 36 to Muskego Dam to Racine should be a priority. ~**Bridge across Wind Lake channel along Hwy 36 completed in 2010. ~Shown in Future Trail Construction Plan**

Map to complete segments for a loop around BML by 2020 (pending yearly Council approval of required monies).

~Durham trail completion in 2011

~Janesville trail completion in 2012/13

~Woods Road trail completion (Racine-Durham) in 2012

~Pioneer Drive trail completion (Racine-Janesville) in 2012

~Racine Ave trail completion and design from Janesville Road to Woods Road in 2014

~North Cape Road trail construction budgeted in 2015 and constructed in 2016

- Work to attain easements where right-of-way acquisition is unavailable for completion of trail systems. **~Done in conjunction with Future Trail Construction planning.**
~Davis CSM off road trail easement acquisition in Fall 2012
- Commit to installing segments of trails, which are least likely to be installed by developers in conjunction with abutting subdivision development. **~Ongoing based on Future Trail map in Parks and Conservation Plan.**
- Install clearly marked signage where trails exist noting the allowed users of each trail segment where applicable. **~Ongoing if required.**
- Study alternate public transportation options (bus systems, senior taxis, cab systems, etc.) that may prove to be a benefit of the community in the future. **~Senior Taxi expanded in 2010 and 2011. Senior Taxi locally funded and with help from Muskego's allotment of CDBG funds (\$5,000 in 2010, 2011); TIF Residual funds help out \$5,000 in 2012 and in 2013.**
~No alternate needs identified as needed as of 2011-2016
- Mandate interior circulation of all multi-family, commercial, industrial, and mixed-use developments with interior roadways and/or cross-access easements to reduce the amount of local traffic. **~Plan Commission requirement for all new developments since 2009. ~An example can be found in Willow Glen multi-family development approved in 2011, re-approved in 2013.**
~Cross access easements always considered by Plan Commission and Council
- Work with the Muskego Ice/Tronauts Snowmobile Club in completing multi-use trails throughout the City. Both groups could benefit from attaining easements, acquisitions, and funding of the development of trails in the City. **~City already aids in updating the club's map yearly along with discussions on how the two interests can make trail applications more feasible.**
~Working with representative during 2011 on future easements that can benefit both parties
~May be more cooperation in future as Future Trail Construction planning takes place.
~More cooperation in 2013/14 in how trail interacts with new Janesville Road reconstruction
- Not allowing future street closures or right-of-way vacations where pedestrian access might be appropriate for the future. **~No events have occurred as of 2016.**

4. Beautification is not a term often thought of when thinking of a roadway system and transportation methods. However, it is the desire of this Plan that the City should carefully plan current and future roadways with beautification in mind. The recommendations below are encouraged as Muskego recognizes that street improvements are not limited solely to expand capacity and improved traffic flow. How a road is constructed and how it is visually presented within some areas of the City is also key:

- Budget, at the same time as the yearly road program, to enhance and continually maintain the main gateways to the City so that they are attractively designed.
~Moorland Rd Gateway updated in 2009 (new gateway sign, landscaping, etc.)
~ Racine Avenue north Gateway updated in 2010 (new gateway sign, landscaping, etc.)
~New Redevelopment District Plan being considered (Racine Ave Corridor) by CDA in 2011 shows more gateway improvements desired (enhancing surrounding parcels, adding boulevards with street trees on Racine Ave. etc.). Before Plan is even approved the CDA

and City act to install more trees in gateway Boulevard to enhance existing median with new gateway sign.

~ Janesville Rd east Gateway updated in 2011 (new gateway sign, landscaping, etc.)

~Redevelopment District Plan #1 amended and approved by CDA in 2011 which looks to add more gateway and road improvements along Janesville Road (possibly adding more street trees, etc.)

~Council approves contract for new design to upgrade the streetscaping of the Janesville east corridor/gateway. Installation of plan in 2012.

~Capital Budget of 2012 includes new gateway signage for both Janesville Road west and Racine Ave south locations; installed in spring 2012.

~Landscaping for Janesville Road boulevards from College Ave to Moorland Road approved and installed in 2013.

~Wayfinding signage for whole community approved and installed in 2013.

~Woods Road bridge reconstruction in 2014 built with pleasing guardrails

~City budgets for roadway landscaping maintenance starting in 2013 and maintains every year thereafter. For Janesville, Moorland, and gateway/business park signs.

- Incorporate community way finding signage.

~None as of 2010

~2011: Com Development staff begins development of way finding signage desires (locations, what signs will say, etc.), ~Designs to take place in 2011 with full implementation in 2012-2013 at same time as Janesville Road reconstruction streetscaping is implemented. Adoption of the new city motif and gateway designs will be used.

~Signage plan complete and costs received in spring 2012; plan brought forth to all stakeholder bodies for approval; formally implemented after COW meeting in June 2012; signs erected throughout community in spring 2013.

- Utilize traffic calming options. When applicable, streets should be developed with boulevards or curves to avoid speeding and other traffic impacts.

~Ongoing with all new subdivision developments since 2009

~Completed with Durham Drive reconstruction in 2011

~Completed with Janesville Rd design and reconstruction in 2012/13

~ Completed with Pioneer design in 2011 (construction in 2012) that will narrow down the overall street width and include landscaping bump outs and marked parallel parking on outsides to aid in slowing down traffic.

~Implemented traffic calming in Aster Hills Estates Subdivision in 2015 (narrow road and trees close to curb).

- Develop ordinances, which ensure that the street trees and landscaping installed as part of roadway developments is maintained in perpetuity. ~Completed in 2009/10.

- Promote building/site designs that facilitate pedestrian friendly areas.

~Ongoing with all new subdivision developments since 2009 (connections to adjoining trail systems (Future Trail Construction planning))

Utilities and Community Facilities

Tension will naturally exist between Muskego's utility providers, whose facilities universe naturally seems to expand; and Muskego's land use planners, whose plans for the rural areas of Muskego might make such expansion impractical in those areas. When such contention arises the provisions of the 2020 Comprehensive Plan will govern.

Utilities and Community Facilities Goal: Provide efficient and cost effective services, utilities, and community facilities necessary to improve the quality of life of Muskego's residents, business and property owners, and guests. Supply and coordinate the location of public utilities and facilities consistent with Muskego's projected growth, resident expectations, and development patterns presented herein.

Utilities and Community Facilities Objectives:

1. Maintain a high level of utility service to existing and new facility users. Existing users should not be negatively impacted while expanding existing facilities or developing new facilities to serve future users.
2. Provide a park system that meets the needs of the future population of Muskego providing City residents with a wide variety of accessible recreational opportunities.

Utilities and Community Facilities Recommendations:

Major recommendations are presented in this section and expanded upon in the Notes below. Much of what is presented in this section are plans incorporated from other Muskego Committees or Boards.

1. Manage Muskego's resources on a long-term basis and implement a Capital Improvement Program for sewer, water, and storm projects (Notes 1A-1B).
~Completed by City Engineer in 2010 budget period, ongoing every year thereafter
2. Implement Muskego's Master Sewage Facility Plan and Water Facilities Plan.
~Ongoing; approved and various recommendations implemented yearly by City Engineer, PW/PU Coordinators and PW/PU Boards
3. Implement Muskego's Parks and Conservation Plan recommendations and the newly associated recommendations below (Other recs in Notes 2A – 2C).
~Ongoing by Park/Rec Staff (ComDev staff 2015+) and Park/Rec Board (Parks and Conservation Board 2015+)
4. Coordinate utility and community facility systems planning with land use, transportation, and natural resource planning.
~Ongoing via Com Dev staff and the City's Planning Commission

Notes

1A. The recommendations below are a result of the existing needs of Utilities and Community Facilities in relation to Administration. When future facilities look to renovate/expand/move, a cost benefit analysis should be completed to ensure that the need isn't better suited where the majority of the facilities currently are or if the moving all the facilities may not be a better fit.

- Explore future storage needs for the Public Works Garage as needs demand. ~Capital budget approved for building new storage structure in 2011; Coordination by city staff to see if other storage needs from other departments can be accomplished at same time
~PW storage facility never constructed in 2011 as Council looks to first complete a Facilities Study of all city buildings in order to see the best use of structures, office spaces, storage areas, etc.
~Facilities Study begins in fall 2012
~Facilities Study completed in spring 2013 shows need for expansion of PW facility and many upgrades needed to bring facilities up to date. Council reviews during 2014/15 and approves design costs in 2015
~City Engineer finds alternative in purchasing existing business structure in Business Park. Complete as of June 2016. Design for new building during 2016.

- Explore the expansion or rebuild of the Police facilities before the planning period of this *Plan*.
 - ~Ongoing; budget by Police when required, nothing in long term budget as of 2011
 - ~Council approves a 2012 Facilities Study of all city buildings in order to see the best use of structures, office spaces, storage areas, etc. This will include a Police Department review.
 - ~Facilities Study begins in fall 2012
 - ~Facilities Study completed in spring 2013 shows many upgrades needed in existing Police facility or new building required.
 - ~Council approves 2016 budget with new City Hall structure. Once complete the existing City Hall will be remodeled for a new Police Station to open by 2018.
- Explore future needs for the City parks garage as needs demand. ~ Coordination by city staff to see if other these storage needs can be facilitated in Public Works storage building in 2011
 - ~Council approves a 2012 Facilities Study of all city buildings in order to see the best use of structures, office spaces, storage areas, etc. This will include a parks garage review.
 - ~Redevelopment District #2 Plan calls to look at options for Parks Maintenance building to open up business opportunities on Pioneer Drive.
 - ~Facilities Study begins in fall 2012
 - ~Facilities Study completed in spring 2013 shows needs to bring facility up to date or to move facility to PW facility with a hefty cost. Council reviews during 2014/15 and approves costs in 2015 for design for new PW addition that would include room for Parks Maintenance needs.
 - ~With PW new building purchase there will be room for parks maintenance needs; Old Parks maintenance facility will most likely be sold for development along historic Pioneer Drive.

1B. School related services within the Muskego community was an item previously not covered under the Comprehensive Plan. However, thru increased cooperation between the City and the School District, this topic is known to be an essential part to balancing a community that wishes to enjoy a higher quality of life:

- Coordinate frequent dialog between Plan Commission / Common Council and the School Board regarding facilities and services to reduce redundancies. ~Ongoing, frequent discussion with Muskego-Norway School District Superintendent Dr. Schroeder/Dr. Thompson and City staff; large amount of dialogue in 2010-2015 surrounding sharing of open space activity areas (Park Board and Park/Rec staff).
 - ~MNSD may look to close Muskego Elementary and Tess Corners Elementary in the near future in which coordination will have to occur in regards to the future land uses for this prime real estate along Janesville Road
 - ~Referendum approved for MNSD to build new middle school, close down two elementary schools, and remodel others. Construction to take place in 2017.
- Plan the locations of new school facilities in advance of their need.
 - ~School Board actively investigating needs from 2008+
 - ~MNSD works with staff from 2008 to 2011 on possible location of future schools, various zoning, land use, parking, stormwater, and access issues throughout this time,
 - ~MNSD School Referendum for options in November 2010 fails but conversations still active on the future of the school facilities.
 - ~ MNSD School Referendum slated for November 2011 for various school improvements but the referendum fails; School Board evaluating alternatives in early 2012.
 - ~Referendum approved for MNSD to build new middle school, close down two elementary schools, and remodel others. Construction to take place in 2017.

2A. Since the preservation of rural open spaces and the City's rural character is an ongoing theme within this Plan, the recommendations below are believed to be essential in further establishing these conservation goals:

- Conserve environmentally significant lands and other open spaces via land acquisitions via fee simple purchase, land dedications, easements, and other planning techniques such as conservation developments.
 - ~Ongoing; based upon conservation priority map, land sale requests, and when new development opportunities present themselves.
 - ~Conservation staff and Conservation Commission actively pursued option of Borst parcel development rights in 2010. Parcels are recognized in the Parks and Conservation Plan as High Priority Management Lands and have the headwaters to Little Muskego Lake within them. In 2011, preservation of development rights turned to outright purchases of the Borst lands for conservation. Conservation Commission and Council approves moving forward with appraisal of over 100 acres of Borst lands to see if offer to purchase can be completed. State Stewardship, Lake District, lake Association, and Muskego Lakes Conservancy monies are all being pursued as part of the effort.
 - ~Common Council and Conservation Commission recommended approval of allowing up to \$20K for purchase of headwaters land in New Berlin with the Muskego Lands Conservancy, Little Muskego Lake Association, and Little Muskego Lake District in 2010.
 - ~The City approves purchasing approximately 106 acres of the Borst lands for a future conservation space. City receives State DNR stewardship monies to offset costs and closing takes place to purchase the properties in December 2011. Again, parcels are recognized in the Parks and Conservation Plan as High Priority Management Lands and have the headwaters to Little Muskego Lake within them.
 - ~Formal purchase of Borst parcels takes in place in spring 2012
 - ~City aids in purchase of Lang property acreage in the southwestern corner of Big Muskego Lake
 - ~City aids in WDNR purchase of more Big Muskego Lake Boundary properties on SW corner of Big Muskego Lake.
 - ~City formally takes ownership of Outlot 3 of Big Muskego Estates and begins management practices upon it in 2016.
- Establishment of an outdoor interpretive learning center at the Engel Conservation Area within the 10-year planning period. ~Ongoing; nothing budgeted as of 2015, however coordination with MNSD for access to Engel takes place in 2010 (via new bridge) which may lead to future cost sharing for such an interpretive learning center.
- Require enhanced stormwater pond enhancements that include the seeding and establishment of native vegetation around the side slopes and lands directly adjacent to stormwater retention basins. A diversity of native flora can deter geese and enhance habitat for more desirable wildlife such as ducks, shorebirds, butterflies, frogs, and turtles while the interesting structures and colorful blossoms of native plants can improve human aesthetics.
 - ~Complete via City Conservation Coordinator; implemented into City mandated construction specs of new developments in 2009
 - ~Ongoing implementation as developments occur
 - ~Various options used by a few developments in the area including bio-swales (Example: Naturescapes development in Muskego Business Park in 2011, Janesville Road reconstruction along Parkland Drive in 2012)
 - ~Underground stormwater management facilities approved for Northern Gear in 2013 and InPro in 2014.
 - ~Increased stormwater management approved for Parkland Towne Center in 2016.
- Seek partnerships and financial assistance from private conservation organizations in the area. These may include *Muskego Lakes Land Conservancy, Waukesha County Land Conservancy, Wisconsin Waterfowl Association, Ducks Unlimited, Wisconsin Society for Ornithology, Prairie Enthusiasts, Wild Ones, and the National Wild Turkey Federation.*
 - ~Ongoing and complete via City Conservation Coordinator
 - ~Borst property purchase in spring 2012 includes cost sharing with DNR Stewardship, Muskego Lakes Land Conservancy, and Little Muskego Lake Association

- ~New Berlin land purchase in 2010 (Little Muskego lake headwaters) where City of Muskego partners with Muskego Lakes Land Conservancy and Little Muskego Lake Association
- ~Many WDNR shared purchases in the Big Muskego Lake Wildlife Area around Big Muskego Lake

2B. Fund a future gymnasium facility when demonstrated the need exists within the community and investigate new permanent site to Muskego Community Festival as alternative to Veteran Memorial Park.

- ~Ongoing - budget by Park/Rec when required; nothing looked at as a need in budget as of 2011
- ~No alternative required for festival as of 2016
- ~More park facility needs shown in the City Facilities Study from 2013; Half of Horn Park building demolished in 2016 which housed many Rec programs.
- ~Council to address City Hall and Public Works facilities in 2015. Look to build new City Hall in 2016-17 and remodel old City Hall into new Police Dept. in 2017-18.

2C. Funding for Parks and Conservation Acquisitions and Developments: Consideration should be made to allocate more landfill funds whenever City budget for that given year allows. Other funding sources beyond the landfill payment and general fund should be actively pursued. Federal, state, and private grants should be sought to financially assist the acquisition and management of parklands.

- ~Ongoing, all uses pursued when looking at new purchase possibilities (City Conservation Coordinator)
- ~Possible need for more landfill fund allocation for Borst property purchase discussed above in 2011 (Not required).
- ~As mentioned above, stewardship and other private funding used for Borst land purchase.
- ~Council looks to purchase Boxhorn Boat Launch in 2011 that is currently leased by the city. Consideration of stewardship funds and landfill funds considered.
- ~Boat Launch purchased in summer 2012.
- ~Recreation administration looks to apply for more landfill funds to fund greater recreation opportunities in city during 2013 budget discussions in fall 2012.
- ~Conservation Commission evaluates needs for new Borst property and adds many trails and remediated prairies/wetlands.

Agricultural, Natural, and Cultural Resource

The future shape of Muskego is largely dependent on how the community protects, preserves, and enhances its existing environmental features. It is critical that we maintain a long-term outlook when making any decisions regarding these resources.

Agricultural, Natural, and Cultural Resource Goal: Preserve and protect the significant natural features identified in the Conservation Inventory in order to maintain Muskego's rural, scenic, and historic rural character; Assure future public enjoyment of these valuable areas. Preserve farming as a valuable way of life in Muskego and sustain productive farmland for continued agricultural use.

Agricultural, Natural, and Cultural Resource Objectives:

1. Enhance Muskego's lakes and their environs; especially Little Muskego Lake, Lake Denoon, and the entirety of the Big Muskego Lake Wildlife Area.
2. Realize Muskego's rural character and the definition this brings to the community at large. Preserve productive farmland from development.
3. Identify and protect unique and historic features within the City.
4. Enhance the protection of endangered species in Muskego.

Agricultural, Natural, and Cultural Resource Recommendations:

Major recommendations are presented in this section and expanded upon in the Notes below.

1. Invest in Muskego's three lakes and their environs with a long-term outlook (Note 1).
~Ongoing via Com. Dev. Dept. efforts in conjunction with various lake districts, DNR, and other conservancy groups
2. Encourage land use patterns that are environmentally sensitive by promoting and enhancing the City's Conservation Subdivision (Note 2).
~All newly proposed developments must first entertain conservation subdivision principles/ordinances per direction of Com. Dev. Staff and Planning Commission
3. Implement novel ideas to enhance Muskego's quality of life (Note 3).
~See below
4. Maintain a long-term outlook when evaluating Muskego's resources and implement the recommendations iterated in the City's adopted Conservation Plan (Note 4).
~See below

Notes

1. Muskego's lakes were found to be one of the most valuable and identifiable resources the community has. The following are proposed so that the lakes continue to be an identifiable asset for residents in the coming decades:

- Invest monies into purchases of the Big Muskego Lake Wildlife Area (BMLWA).
~Ongoing process of finding new properties to own and maintain via the DNR and Com. Dev. Staff
~Yearly working with WDNR for purchase of lands in the Big Muskego Lake Wildlife Area.
~No DNR Purchases in 2010/2011
~Shared purchases take place in 2013 around SW corner of Lake
~Council takes deeded ownership of Outlot 3 of Big Muskego Estates, a conservation outlot, in 2016 and begins management efforts.
- Engage literature to properties within BMLWA requesting sale or easements.
~Completed in 2009 via letters from Conservation Coordinator.
~Follow-up via Conservation Coordinator to a few interested parcel owners in 2010-2013.
- Continue to test and monitor Muskego's main lakes assuring safety.
~Tested 3-4 times a year and any safety issues identified by City's Conservation Coordinator

- Aid lake districts in maintenance of invasive species and eradication methods.

~City's Conservation Coordinator works with lake districts and WDNR yearly in incorporating such methods of eradication (Examples: Bass Bay and Big Muskego lake treatments during 2010-2013 for Urasian Water Milfoil)

~City coordinated grant funding and construction of Holz Island restoration in Little Muskego Lake during 2010/2011.

~Little Muskego Lake first lake in WI to have invasive species named Starry Stornwort. WDNR, City, and Little Muskego Lake Association work together for plan of action during 2015. Remediation efforts continue in 2016+

- Work to ensure that the Land Division Ordinance, which allows for City acquisition of conservation priority lands through dedication and reservation, is adequately enforced when needed.

~Ongoing as new developments presented/approved

2. Update the City's Conservation Subdivision Ordinance with the adoption of this Plan. Consider lowering the open space percentages and increasing the allowable number of bonus parcels for Conservation Planned Developments.

~New enhanced ordinance adopted in May 2009 following adoption of the 2020 Plan. New ordinance makes developing by Conservation Subdivisions easier and usually more attractive than traditional development principles/ordinances (more bonus lots, etc.).

3. The following basic recommendations materialized during the formulization of the Agricultural, Natural, and Cultural Resource research and studies:

- Promote new developments to display themes of the City's rural character, agricultural heritage, and history.

~New Conservation Subdivision ordinance adopted in 2009 that requires developer to promote a centralized rural theme when getting Conservation Subdivision approved.

- Promote sites within Muskego for inclusion as national/state historic sites.

~Developed possible sites with Historical Society cooperation in 2009, however none of the identified sites would meet national/state historical site certification as of 2015.

- Work to institute a farmer's market to further promote the city's resources.

~Who, where (historic site?), when, etc. Ideas in 2011 have transpired to have one on the old Town Hall site on Pioneer Drive; Possible special events committee to investigate this in 2012; implementation of special events by the time Janesville Road is reconstructed 2014

~Chance to have market in downtown along Janesville Road, will know more once design for Janesville Road Phase 2 is completed as area could come about on southwest corner of Lannon/Janesville (county owned old BP gas parcel); City could incorporate this area into the streetscaping and make it a pleasing venue.

~Local group takes initiative in early 2013 and has Farmer's Market ready to open every Thursday from last Thursday in May until first Thursday in September. Planning staff works with creators of market on placemen help. Market ends up utilizing the north half of the Muskego Library parking lot in their first year. Market has 8-10 vendors in first and second year. Continues thru 2016+

- Invest in trails to provide access and corridor protection of natural areas.

~Via Future Trail Construction Plan Map brought forth to Council in Fall 2010; maintained in the Community Development Department and brought forth to Council each year during budget time.

Actively pursue and implement rustic structure designations on those structures that are found to meet the ordinance. Allow conditional uses for these structures and encourage maintenance programs for those deemed rustic.

~Looking to identify such structures in community in 2016+

~Rustic Structure ordinance update to address maintenance of structures receiving such designation

~Structures identified and literature sent out to property owners of benefits of having Rustic Structure designation; one inclusion date set (City paid for) to bring in the structures people desired to have in ordinance.

Maintain the City's status as a tree City USA.

~10 years going as of 2009

- ~11 years going as of 2010
- ~12 years going as of 2011
- ~13 years going as of 2012
- ~14 years going as of 2013
- ~14 years going as of 2014
- ~15 years going as of 2015

Work with other jurisdictions on preservation of the City's natural features.

~Constant work with DNR and County Land Conservancy via the City's Conservation Coordinator in this field. Maintenance of invasive species, enhancement of wetlands, and prairie plantings and controlled burn take place yearly.

~Yearly purchase working with WDNR for purchase of lands in the Big Muskego Lake Wildlife Area.

~Approval with Little Muskego Lake District and Muskego Lakes Conservancy in 2010 to partner in purchasing Little Muskego Lake headwaters property in the City of New Berlin.

~Worked with Waukesha County Conservancy, WI DNR, Little Muskego Lake District, Little Muskego Lake Association, and Muskego Lakes Conservancy in partnership to purchase fee simple rights of a Little Muskego Lake headwaters property in the City of Muskego (Borst property). Offer to purchase approved by Council in 2011 and purchase completed in spring 2012.

~City aids in purchase of Lang property located on southwestern banks of Big Muskego Lake as part of the Big Muskego Lake watershed

~City formally takes ownership of Outlot 3 of Big Muskego Estates and begins management practices upon it in 2016.

4. During the formulation of this Plan it become evident that Muskego has many acres of park and conservation lands within the community at times, some of these lands are questioned to their needs as an alternate type of land use. The following recommendations, or process, is sought in order to assure that any conversion of park or conservation land to an alternate land use is first thought thru appropriately:

~No petitioned occurrences as of 2009

~Possibilities discussed in 2010 regarding western portion of Park Arthur and Moorland Park, although no formal direction taken as of yet by Park Board

~No petitioned occurrences in 2011

~No petitioned occurrences in 2012

~No petitioned occurrences in 2013

~Possible look at need for Parks Maintenance structure on Pioneer Drive and the alternatives there, 2015

~New Parks and Conservation Plan developed during 2015/16 and answers questions on certain properties whether they should be sold or retained.

Assure more scrutiny in the event the City should choose to look at selling/dedicating/granting some of its existing open spaces or recreation lands for a conversion of use by first attempting to find that the following has occurred:

- Well-documented public need that substantially outweighs the public good afforded by the government conservation property at issue.
- Well-documented and thorough search for other possible non-conservation host lands and clear conclusion that the government property at issue is the only feasible site.
- The area of the government conservation property being considered for conversion is the minimum area necessary to meet the need.
- Prior to final approval and conversion of the government owned property at issue, an attempt to acquire a new and not yet conserved parcel, about equal in natural resource value and/or acreage to the parcel at issue, should be acquired/attained by the government for conservation purposes.
- Well-documented and thorough evaluation of original grantors and/or donors to ensure that there is no violation of such intent (In other words, honor those that helped the municipality acquire the conservation parcel at issue.).
- No conversion will run counter to any applicable laws and/or affect the status of the municipality under any applicable laws.

Economic Development

Economic Development and budget issues are closely linked, with the expectation that as more business comes into Muskego property taxes will decrease. Most people would agree with this in general; unless, of course, new development was occurring in their backyard. This testifies to the obvious tension between economic development and quality of life concerns. Since we will not achieve the goal of doubling our economic base without new development in new places the development challenge is actually twofold. First, to find ways to attract suitable new business; and second, at the same time to find ways to make the new development acceptable to affected citizens who like Muskego the way it is.

Economic Development Goal: Diversify the tax base to relieve property tax burdens, and to provide more local shopping and employment opportunities; Establish a memorable community image that builds on the City's small town atmosphere and natural amenities; Improve the overall 'climate' for economic development through public outreach, business development programming, and through the actions and behaviors of city representatives; and, Protect and improve the quality of life by balancing sound fiscal and environmental management.

Economic Development Objectives:

Increase the commercial tax base of the City of Muskego from its present 9% to at least 16-18% by the year 2020.

~Ongoing task of Mayor, Com. Dev. Staff, CDA, and MTF; promotion of business by these entities including grant/loan programs, easier zoning restrictions for Janesville Road, and a wide rezoning of Moorland Corridor.

~Up to 11.5% as of 2009, 11.7% in 2010, 11.8% in 2011, 12.3% in 2012, 12.9% in 2013, 12.8% in 2014, 12.7% in 2015

~2016?

Provide new high quality employment opportunities.

~Enabled TIF 10 allowing Moorland Commerce Center West and East along Moorland Road which provides hundreds of acres of pad-ready business sites

~GE Healthcare Global Distribution Headquarters opened in 2009 starting with 100+ new jobs

~Revolving Loan Fund Distribution to Alpha Plastics in 2008 creating 4 new fulltime jobs initially per the loan and growing yearly to over 20+ in 2011

~Revolving Loan Fund Distribution to new Muskego NAPA Auto Parts store in 2009 creating 4 new fulltime jobs

~Aided Muskego Firestone along Janesville Road in 2010 with TIF monies allowing expansion and addition of fulltime equivalent jobs

~Aided Dr. Llanas Dentist Office with grant along Janesville Road in 2010 allowing expansion and addition of jobs

~Wal-Mart opens in 2010 with 250+ new jobs

~Elliott's Ace Hardware opens in 2011 with 30+ new jobs

~Adopted Redevelopment District #3 in the Muskego Business Park in 2010 identifying development/redevelopment opportunities and promoting them for increased business activity, grant/loan programs, and new jobs.

~Fully amended Redevelopment District #1 in the Tess Corners area of Janesville Road including the Tess Corners Business Park in 2011 identifying development/redevelopment opportunities and promoting them for increased business activity, grant/loan programs, and new jobs.

~ Fully amended Redevelopment District #2 along Janesville Road in the city's downtown in 2011 identifying development/redevelopment opportunities and promoting them for increased business activity, grant/loan programs, and new jobs.

~24,000 SF Aurora medical clinic approved in 2011 creating many new high quality jobs in Moorland Corridor

- ~City approves the company Northern Gear (NG) in early 2013. NG will be building 96,000 SF structure in Moorland Commerce Center West during 2013 and will then open in early 2014 with over 90+ new employees.
- ~New retail structure approved and built in early 2013 on northeast corner of Janesville/Moorland. Starbucks initial tenant.
- ~Aided in grant/loan Delta Restaurant redevelopment in 2013
- ~Sold former BP property to developer of a new retail/office facility (\$4,200+ SF) with three tenants initially planned. Aided in loans/grants for project
- ~Approved new 29,000 SF office building for InPro Corporation to expand their operations in Muskego: 2014
- ~Approved new Burger King in Moorland Commerce Center East in 2014.
- ~Met with many outside city businesses looking to expand in Muskego and offered possible incentives for them to build, thrive, and grow in Muskego.
- ~Approved new Taco Bell in south Moorland area in 2014.
- ~City approves new 60,000 SF business structure in 2014 in Commerce Center West. Three new businesses open with structure with over 50 employees (Spectrum building). City provides TID incentives on deal.
- ~Approved new Rainbow Childcare Center in south Moorland area in 2015.
- ~City approves new 80,000 SF business structure in 2016 in Commerce Center East (Interstate Building). City provides TID incentives on deal.
- ~City approves Parkland Towne Center that includes 90 units of apartments and over 50,000 SF in commercial space that looks to create over 150 jobs in the downtown area.

1. Develop a strong downtown with cultural attractions and services that create a high quality of life. Enable the development of a "park-once-and-walk" downtown.
 - ~Ongoing efforts in this creation via Redevelopment District #2 Plan implementation (CDA). Bound by private development and Janesville Road reconstruction (Scheduled for 2012-13) in some ways. RD#2 Plan amended and approved in 2011.
 - ~Utilized allotted CDBG funds to help fund a new employee to coordinate a Muskego Business Group which has a sole focus to retain businesses along Janesville Road and the city's downtown during the impactful Janesville Road reconstruction that is taking place in 2012/13. Group is coordinating "first friday" events starting in June, July, August 2011 held centrally along Janesville Road. Where the people of Muskego can experience who the businesses are in the community and to let the people know Muskego is open for business now and during the reconstruction effort. Food, games, and entertainment to be provided. Events could turn into annual events great for a downtown.
 - ~All three events take place on the first Fridays of June, July, and August in 2011 and gradually get bigger and more successful toward August. Same events will be scheduled in 2012 as well.
 - ~All new developments planned with cross access easements to aid in parking once in areas of commerce.
 - ~Pioneer Drive scheduled to be reconstructed with increased area for parking on the west end of the downtown.
 - ~October 2011: Council approves resolution of necessity to begin considering the purchase of approximately 5 acres of Little Muskego Lake frontage attached to the downtown of Janesville Road for a future park and open space area....later defeated in early 2012
 - ~Jammin on Janesville events again coordinated for the first Fridays in June, July, and August 2012. Huge participation this year all along Janesville Road.
 - ~Jammin on Janesville events again coordinated for the first Fridays in June and August 2013. Participation grows even more!
 - ~Jammin' 2014
 - ~Farmer's Market created in downtown during summer of 2013 hosted in Muskego Library parking lot
 - ~Farmer's Market 2014

- ~Council allows downtown Freedom Square Park to be used as new parking lot for a local business and for more downtown parking space needs – 2014.
- ~Planning Commission advocates for many cross access easements between commercial properties during 2014/15
- ~City approves Parkland Towne Center that includes 90 units of apartments and over 50,000 SF in commercial space that looks to create over 150 jobs in the downtown area. Sidewalks are found throughout the development.

Economic Development Recommendations:

1. Implement the adopted Economic Development Strategic Plan recommendations provided here:

The following recommendations are taken from the adopted Economic Development Strategic Plan:

 - Pursue new commercial development catering to local consumers. ~Ongoing via Com. Dev. Dept. staff and GoMuskego campaign and sendouts; GoMuskego binder housed in Com. Dev. Dept. that details many businesses pursued from year to year; GoMuskego binder goes digital in 2012 with a wealth of more information
 - Encourage compact housing that pays more in property taxes than the revenues needed to support it with public services. ~DR-1 zoning district allows all along Janesville Road, encouraged in literature to owners along Janesville during reconstruction literature; other areas in City zoned for higher density residential, just undeveloped; further encouraged during implementation of the newly amended and adopted Redevelopment Districts #1/2 in 2010/2011
 - Target industries that are growing regionally and jobs that are matched to local levels of education, skills, and housing costs. ~Ongoing via Com. Dev. Dept. staff and GoMuskego campaign and sendouts (GoMuskego binder housed in Com. Dev. Dept. that details businesses pursued from year to year and the multiple letters sent out during the years); staff takes leads from a variety of resources including the Business Journal, local banks, brokers, real estate agents, etc.
 - ~Marketing Plan adopted for city in spring 2012 further identifying target industries along with ways of pursuing these industries. Target industries identified in plan are Transportation & Warehousing, Manufacturing, and FIRE (Financial, Insurance, & Real Estate). Staff acquires Site Selector list in 2013, develops industry specific marketing info, sends out info to site selectors, brokers, and identified companies in Chicago area on the rise in hopes to attract more growth in these industries.
 - ~Sent marketing material to over hundred target industries in northern Illinois – 2013.
 - ~Sent marketing material to over hundred target industries in northern Illinois – 2014.
 - ~Sent marketing material to over hundred target industries in northern Illinois – 2015.
 - ~Sent marketing material to over hundred target industries in northern Illinois – 2016.
 - Demand distinctive development projects that improve community identity and marketability.
 - ~Ongoing via Planning Commission and Com. Dev. Dept. staff; considerable attention directed from these sources to developers at gateways, along Janesville Road, and Moorland Corridor
 - ~GE Healthcare, Dr. Thompson Dental, Wal-Mart, Elliot's ACE, Dr. Llanas building upgrade, LSpa
 - ~2012: Moorland Aurora Clinic, Retail center on NE corner of Janesville/Moorland
 - ~2013: Northern Gear, Retail Structure on NE corner of Moorland/Janesville
 - ~2014: Burger King, Taco Bell, Jewell Development (SW corner of Lannon/Janesville), InPro Office
 - ~2015: DeWinter Eye Care, Spectrum, Summit Credit Union
 - ~2016: Interstate structure, Rainbow Childcare, Parkland Towne Center, TC Motors
 - Create a genuine downtown, and encourage distinctive neighborhood design.
 - ~CDA, MTF, and Com. Dev. Staff working on this.
 - ~Redevelopment District #2 is amended in 2010 and has strategic implementation measures to further create downtown
 - ~Staff and CDA pursue use of TIF residual funds to encourage businesses in TIF 8 to update their properties with city aid. Post Office property and Pick n Save property owners in ongoing talks to update their facades and sites as part of this effort in 2011. This falls through but CDA looks to aid the businesses surrounding TIF 8 as well.
 - ~Reconstruction of Janesville Road in 2012/13 with City investing millions into streetscaping.

~City earmarks monies for grant and loan programs to improve properties and create jobs along Janesville Road in Redevelopment District #2

~City expands TIF 8 to include more properties west of existing TID in order to help aid some of these businesses in improvements; TID monies also used to possibly clean up old gas station properties in cooperation with WDNR.

~City acts on buying old BP gas station property on SW corner of Lannon/Janesville in May 2013 to possibly clean it up but definitely offer the parcel for redevelopment via RFP process. Sold to Jewell developer and sells in April 2014; 4,200 SF retail/office building built in 2014 with three tenants; grants and loans as par to of deal

~Loan and grant to redevelop Delta Restaurant in downtown 2013

~City works for WEDC grant to purchase and develop old Shell gas station property on NW corner of Lannon/Janesville in downtown. Ends up working with developer (Jewell) and aids in TIF monies to make parcel more viable – 2015.

~Loan and grant to redevelop Westwood Centre in downtown 2015

~City approves Parkland Towne Center that includes 90 units of apartments and over 50,000 SF in commercial space that looks to create over 150 jobs in the downtown area. Sidewalks are found throughout the development.

- Redevelop existing brownfield and grayfield areas before developing "virgin" land.

~None in 2009, 2010, 2011

~Opportunity to take over brownfield gas stations left over from Janesville Road reconstruction in 2012; use of WDNR Ready for Reuse grant monies

~Completed in 2014 as part of old BP Gas Station property

~Shell property in 2015; City aids in redevelopment which doesn't include need for any remediation costs though.

- Economically position the City within the region's emerging economic "clusters".

~Ongoing; Moorland Corridor emerging as this type of destination in 2009 with GE Healthcare opening, Wal-Mart opening in 2010, Elliot's Ace Hardware in 2011, new medical clinic (24,000 SF) in 2012.

~Muskego is ranked as the 13th best suburb in southeastern WI in 2011 based on schools, property taxes, crime, infrastructure, and appreciation in property values.

~City named best place in Wisconsin young families to live as part of newrdwallet.com in 2013

~Named 13th safest city in WI in 2014

~Named 5th most affordable city in WI in 2014

~Named 12th best city in WI for home ownership in 2014

~Received "Great Places" award from the WI-American Planning Association for Janesville Road and the downtown in 2014

~Named #1 safest place in WI in 2014

~Named #3 safest place in WI in 2015

~Named #2 Best City to Raise a Family in 2015

~Named #1 Most affordable to live in WI in 2015

~Named #1 safest City in WI in 2016

- Pursue economic development in a proactive, but patient and judicious manner.

~Ongoing via Com. Dev. Dept. staff and GoMuskego campaign and send outs (GoMuskego binder housed in Com. Dev. Dept.)

~Implemented numerous grant/loan programs in 2010: Janesville Road Commercial Grant/Loan Program, Muskego Business Park Improvement Grant. Changed to Commerical Grant/Loan programs in 2011 so as to be allowed for all businesses in both Redevelopment District #1 and #2.

~Residential Façade Grant Program explored throughout 2011 and ultimately denied by Council until a program can be more defined for specific upgrade items in specific areas. Original crafted program a bit broad.

~Patience has been found to be the key as other circumstances can drive economic development (reconstruction projects, economy, etc.); Com. Dev. Dept. staff leading cause and concentrating on specific properties/land uses/business types as opportunities present themselves

- ~Update to Common Council on the state of economic development and the patience required presented during winter 2010 (see supplement attached to this document)
- ~Staff begins Economic Development quarterly report to the Mayor and Council in 2011.
- ~Staff implements MuskeGO Forward Newsletter which is updated four times a year letting the public know of the various economic development activities completed.
- ~Patience key in negotiations such as Northern Gear deal in 2013, Spectrum deal in 2014.
- ~Pursued other businesses from outside Muskego during 2013/14/15/16. Tough process to negotiate needs of companies and private land holders to realize a deal.
- ~Parkland Towne Center deal a year in the making from 2015-16.
- Guard the City's existing physical assets.
- ~Major 2020 Recommendation to "Bring Back the Lake" to the community so it is more of an asset like in the past; Also an expanded recommendation of the Redevelopment District #2 Plan adopted in 2010.
- ~Moorland Gateway beautification (landscaping, new gateway sign) implemented in 2009
- ~Racine North Gateway beautification (new gateway sign) implemented in 2010
- ~Janesville East Gateway beautification (landscaping, new gateway sign) implemented in 2011
- ~Janesville West & Racine South Gateway beautification (landscaping, new gateway sign) implemented in 2012
- ~City Hall Site upgrades signage in 2011 to match the new motif of the gateway signs.
- ~Council approves updating the Library sign in 2012 so all municipal building signage matched the same motif throughout the city. Electronic readerboard sign approved with the library sign so city can let public know of special events and meetings within the context of the downtown along Janesville Road (most traveled area in town).
- ~Ongoing efforts to preserve lands in Big Muskego Wildlife Area; partnerships with the DNR for this.
- ~Ongoing efforts to purchase/preserve/manage more open space lands, lakes, and lake headwaters; Council approves attempting to purchase Boxhorn boat launch in 2011 since lease is due in next ten years and launch critical to services for Muskego.
- ~Utility and Road Plans implemented yearly
- ~City wayfinding signage implemented in 2013
- ~City implements new landscaping for beautification along Janesville Road in the Tess Corners area in 2013.
- ~City funds landscaping maintenance of roadways now instead of letting County do minimal maintenance from year to year. Improves look of downtown an overall Muskego.
- Work to retain, improve, and expand locally grown businesses.
- ~Extensive retention efforts in 2009 for the Muskego Business Park via implementation of Redevelopment District #3
- ~Com. Dev. Dept. staff very in touch with businesses along Janesville Road during reconstruction process in effort to keep all existing businesses no matter what impacts affect them (Com. Dev. Director is part of 2012 Jammin' on Janesville planning committee as well)
- ~Muskego helps fund and aid Muskego Business Group whose goal is to retain local business during Janesville Road reconstruction effort
- ~Implemented numerous grant/loan programs in 2010-2011: Janesville Road Commercial Grant/Loan Program, Muskego Business Park Improvement Grant, Tess Corner's Business Park Improvement Grant.
- ~Marketing Plan and Analysis approved and begun in 2011 that will work toward retaining expanding local businesses.
- ~Marketing Plan adopted in spring 2012 with many recommendations and ideas for retaining local businesses
- ~Business Retention Survey sent to 30 large local businesses in 2013 to determine needs of Business Parks and overall community.
- ~Business Retention Surveys sent to 30 large local businesses again in 2014 to determine needs of Business Parks and overall community. Compared to 2013 surveys.
- ~Business Retention Surveys sent to 30 large local businesses again in 2015 to determine needs of Business Parks and overall community. Compared to 2014 surveys.

- ~Business Park specific grants made available in latter 2012+ to help grow local business.
- ~Ongoing: worked with many local businesses looking for ways to retain them in Muskego and expand; See GoMuskego list
- ~Business Retention Surveys sent to 30+ large local businesses again in 2016 to determine needs of Business Parks and overall community. Compared to 2015 surveys.
 - Continue to pursue public-private partnerships.
- ~Great relationships established with the developers of the Moorland Gateway resulting in partnerships for shared financing
- ~Com. Dev. Director and Mayor part of Chamber of Commerce and attending various yearly events
- ~ Com. Dev. Director part of 2012 Jammin' on Janesville planning committee
- ~Relationships with businesses along Janesville Road, establishing from 2008+, to figure out exact needs in order to keep and or expand/redevelop in community.
- ~TIF an open option upon discussion
- ~Unique to the community Grant/Loan programs established for business owners in 2009
- ~ Com. Dev. Dept. staff very in touch with Chamber of Commerce on goings and efforts especially during reconstruction of Janesville Road years
- ~Jeff Muenkel personally authors and receives WEDC Idle Industrial Sites Grant for \$500,000 to directly offset the Parkland Towne Center infrastructure costs.
 - Use tax abatements sparingly or not at all.
- ~None given or applied for, during the life of this Plan, as of 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016
- ~Discussions with WEDC over the years that these types of items can be done via tax credits for new businesses bringing new jobs to Wisconsin.
- ~Discussion with businesses looking to expand to Muskego during 2013-14-15-16; Would be part of TIF if anywhere in Muskego
 - Broaden the community's tax and employment base by focusing its business recruitment and land-planning toward growing professional service sectors:
 - ~Many of below services keyed upon for Moorland Corridor (2009+); few businesses of this nature moving or expanding from 2009-2011 due to economy; Com. Dev. Staff works with private landowners of Moorland corridor to attain such businesses during 2009+ (Stella and Chewy's (local business), Royal Recognition (local), Quality Calibration, Northern Gear, Spectrum and many other businesses found in GoMuskego binder in Com. Dev. Dept.
 - o Advertising
 - o Management Consulting
 - o Engineering
 - o Environmental Consulting
 - o Architectural (Inpro new 29,000 SF office building in 2014)
 - o Business Consulting
 - o Accounting/Auditing
 - o Medical Services (24,000 SF medical clinic opened in corridor in 2012; Dermatology of WI in corridor in 2014)
 - o Computer and Data Processing
 - o Financial services (Summit Credit Union 2013)
 - Actively recruit new retailers in market segments that are currently underserved and that complement the above employment sectors, including restaurants, entertainment, apparel, recreation, and a variety of other essential and non-essential consumer goods for higher income households.
 - ~ Active GoMuskego campaign to bring in these markets along all commercial sectors in community via Com. Dev. Dept. staff. Again, few businesses of this nature moving or expanding from 2009-2011 due to economy, however, many of these types of businesses have been contacted about Muskego opportunities as staff finds out about them (Ongoing since 2009; tracking binder found in GoMuskego binder in Com. Dev. Dept.)
 - ~Wal-Mart opened in 2010

- ~Elliot's Ace Hardware opened in 2011
- ~Aurora medical clinic opened in 2012
- ~Starbucks and other retailers opened in new retail structure in 2013.
- ~Summit Credit Union approved in 2013
- ~Inpro offices in 2014
- ~Parkland Towne Center with Sendik's Grocery in 2016-17
 - Reserve principal community gateways for regional service/information-economy uses and high profile buildings.
- ~ Moorland Corridor and Racine Avenue Gateway reserved with zoning for such land uses. High profile buildings setup along moorland gateway from 2009+ (GE Healthcare, Wal-Mart, Gingerbread House, Northern Gear, Spectrum, Spec Build (2016))
 - Adopt a detailed downtown redevelopment master plan centered on Janesville Road between Bay Lane and Pioneer Drive. The plan should reflect land uses that are more compact, mixed, and connected with adjacent land uses, including the library.
- ~Completed via newly amended Redevelopment District #2 Plan in 2010
- ~Council authorizes new Marketing Plan and Analysis in winter 2011/12 which will focus on downtown as well. Approved in latter 2012
- ~Expand to more detailed study after Janesville Road reconstruction complete and all affects determined –2016?
 - Recognize the function of economic development by creating more staff time dedicated to Economic Development (Planner/Coordinator)
- ~Attempted prior to adoption of 2010 Plan, not feasible
- ~Community Development Department Director re-associates duties to include leading economic development cause in 2009 (limited to a couple days a month due to management and other planning activities required)
- ~Marketing Plan and Analysis adopted in 2012 calls for evaluation of staff to complete recommendations found in new Plan; Staff to bring forth restructuring possibilities to Council during their 2013 budgeting discussions
- ~Council agrees to add fulltime GIS Planner position starting June 2013 to allow more time dedication to Community Development Director in pursuit of economic development activities for the city.
- ~Council approves Park Planning duties to be taken on by Com Dev Dept. which results in less time for economic development duties – 2015+.

2. Complete development of the Moorland Corridor Business Park.

- ~Now named Muskego Commerce Center; west and east sides of Moorland Road complete with utilities and grading for pad-ready sites in Fall of 2009; Gateway improvements complete in 2009 with lighting, landscaping, and signage along Moorland Road
- ~Sites marketed by Com. Dev. Staff
- ~GE Healthcare Global Distribution Center opens 350,000+ sq. ft. facility in June 2009
- ~Wal-Mart opens 150,000 sq. ft. store in 2010
- ~Elliot's Ace Hardware opens store in 2011
- ~This area is actively marketed by staff, existing landowners, and existing brokers 2009, 2010, 2011...
- ~Very large retail tenant courted in 2012 and ready to come to Muskego; fell thru due to landowner not ready to sell.
- ~8,500 SF retail center approved in 2012 (great architecture) on NE corner of Janesville/Moorland; opened in 2013 with Starbucks as main tenant.
- ~Company named Northern Gear negotiated Developers' Agreement with TIF incentives in 2013. Opening 2014 with 90+ new jobs in community. 96,000 SF structure.
- ~Burger King approved in 2014 (complementing commercial use to manufacturing uses)
- ~Many discussions with light manufacturing businesses in corridor TIF in 2013-14-15
- ~Company named Spectrum Resources negotiated Developers' Agreement with TIF incentives in 2014. Opening 2015 with 50+ new jobs in community and three new businesses (Spectrum, Global Fasteners, Elive). 60,000 SF structure.

- ~Interstate builds 80,000 SF spec building in Commerce East during 2016. Initial tenant is Cosentino.
3. Redevelop the Muskego Business Center.
 - ~CDA and Council adopt new Redevelopment District #3 Plan in Summer 2009, which has specific implementation measures to start revitalization, retention, and promotion of aging Park.
 - ~Cleanup of properties begins via Com. Dev. Staff and the Property Maintenance Ordinances (2009-2010)
 - ~RFP for new entryway signage via CDA; RFP awarded, and new modern signage installed in Fall 2009
 - ~New street signage adapting to design of entryway signage purchased and installed via CDA
 - ~Grant for 150+ street trees in rights-of-way of Park sought after in Fall 2009 (Conservation Coordinator); installed in 2010.
 - ~Grant for new LED light fixtures on streetlamps in Park sought after (City Engineer); large energy savings and unique modern design; not received in 2010.
 - ~Installed new right turn lanes along Saturn/Racine and Gemini/Racine intersections to ease traffic issues with trucking coming/going from Business Park
 - ~Wayfinding signage implemented that directs to Park throughout city.
 - ~NOTE: See implementation Log of Redevelopment District #3 that details other accomplishments in the Park (kept in Com. Dev. Dept. and on web)
 - ~Inpro office approved in 2014 (29,000 SF) at northern gateway to park
 - ~Many businesses upgrade over years including Royal Recognition, Tollefsen Steel, RAS, InPro
 4. Redevelop the Downtown Center (see Note 1).
 5. Utilize City Boards and Committees for more initiatives (Note 2).
 6. Think "outside the box" to find new development initiatives to pursue (Notes 3-7).
 7. Market that Muskego is a regional opportunity for business within the economic corridor of Milwaukee, Chicago, and Rockford-Beloit-Janesville.
 - ~Routinely completed when Muskego info is sent out to prospective businesses from the Com. Dev. Dept.
 - ~GoMuskego Brochure completed in 2009, discusses this information in detail
 - ~Staff attends Regional Biztech Conference in summer 2011 displaying business opportunities in Muskego
 - ~Staff attends Tourism Fall Convention in Lake Geneva Nov 2011
 - ~More opportunities found in newly adopted Marketing Plan 2012
 - ~2013, 2014, 2015, 2016: Target Industry sheets made up specifically for Muskego for the Marketing Plan approved target industries of Transportation/Warehousing, Manufacturing, and Financial/Insurance/Real Estate (FIRE) operations. Sent specific letter to businesses of this type in Chicago area as well in the 40-100 employee ranges.
 8. Entertain Tax Incremental Financing (TIF) from private developers when adopted TIF process is followed and proposals are appropriate for the community.
 - ~Completed via TIF 10 in the Moorland Corridor and amended in 2009
 - ~Com. Dev. Dept. Staff will look toward this mechanism to reach Econ. Dev. Goals when meeting the City's TIF policies and Guidelines
 - ~Incentives utilized during Muskego Firestone development approvals in 2010
 - ~TIF Residual Funds for TIF 8 promoted to all land owners in TIF 8 during 2011 by Com. Dev. Staff. Ultimately worked with owners of Pick n Save complex and Post Office building to redevelop their facades and site plans, but agreements fail in 2011.
 - ~CDA authorizes staff to discuss using TIF 8 funds via an expanded loan program to businesses bordering the existing TIF 8. If agreement can be reached the city will consider amending the TIF 8 boundaries to accommodate the properties involved. If this works out it will result in the city cost sharing in the improvements which would lead to complete many goals of the community including revitalization of the city's downtown and key parcels of commerce.

- ~CDA authorizes staff to look next to existing TIF 8 in determining if redevelopment partnerships can occur with TIF 8 funds as well (Fall 2011)
- ~TIF 10 area actively promoted with local land developers in 2012 for Moorland Corridor
- ~TIF 8 formally pursued for amending boundaries to allow existing borrowed monies to be used for grant/loan incentives for redeveloping key parcels along Janesville Road.
- ~Huge deal made in 2013 with company Northern Gear allowing incentives to them for site improvements and moving expenses. Brings new employee base of 90+ along with them building a new 96,000 SF structure in Moorland Corridor.
- ~Many deals discussed with competing companies in area during 2013-14 all requesting TIF leverage and incentives from Muskego.
- ~Deal made in 2014 with company Spectrum allowing incentives to them for site improvements and moving expenses. Brings three new companies along with new employee base of 50+ along with them building a new 60,000 SF structure in Moorland Corridor.
- ~TIF 8 monies for redevelopment of BP Gas station parcel for new Retail office in 2014
- ~TIF 8 monies for redevelopment of Delta Restaurant in 2014
- ~TIF 8 monies for redevelopment of Westwood Centre in 2015
- ~TIF 8 monies for redevelopment of former Shell Gas site in 2015
- ~City creates TID 11 for the \$33 mil Parkland Towne Center development in 2016

Give special consideration to Environmentally Contaminated Sites in regards to future development and land use decisions

- ~This environmental aspect is always on the checklist when reviewing any new type of development/redevelopment by the Planning Commission and Com. Dev. Dept. staff
- ~Wellhead Protection Ordinance update in 2009 to adopt DNR State Codes; reviewed our existing wellhead plans at this time to ensure no current land uses surrounding wells might endanger said wells
- ~Implemented groundwater remediation ordinance in 2010 based on WDNR determinations of possible groundwater contamination of superfund site off of Crowbar Dr/Janesville Rd; ordinance requires testing of well water during any plumbing permit process for a dwelling in proximity of site; requires conversion to city water if contaminations found.
- ~Possible contaminated sites as part of Janesville Road reconstruction in 2012/13; chance to reclaim a few areas and reutilize for future downtown event planning
- ~Winter 2012-city discusses attaining brownfield site at old BP parcel on the SW corner of Lannon/Janesville; utilize WDNR Ready for Reuse monies to redevelop appropriately. City attains parcel from County and resells to developer in April 2014; developer builds 4,200 SF retail/office structure and City aids in grants/loans which include money for environmental remediation

Notes

1. The downtown of Muskego (generally located along Janesville Road) should be focused upon in order to facilitate groupings of viable businesses. The downtown should work around the future Janesville Road reconstruction project to incorporate a sense of place and destination for residents and visitors. The following recommendations are sought to aid the future viability of Muskego's downtown:
 - ~CDA and MTF taking active role in focusing on downtown improvement.
 - ~CDA adopts update to Redevelopment District #2 Plan for the downtown in 2010 which sets forth specific implementation measures to create a new downtown for the community that residents and visitors can better enjoy.
 - ~Muskego Business Group is partially funded by the city to let Muskego patrons now businesses are open and thriving during road reconstruction in downtown; annual events held as a result of implementation. This results in Jammin on Janesville events during 2011; City funds \$18,000 towards these events again in 2012.
 - ~City investing \$4 million in Janesville Road streetscaping and beautification during 2012/13
 - ~Grants/land and TIF 8 funding used to aid businesses in downtown to also improve their facades/sites (Ex. Firestone)
 - ~2011: Council approves reconstructing Pioneer Drive in 2012, which is direct outlet to Janesville Road, and adding streetscaping elements to give Pioneer Drive a downtown feel and sense of place.

- ~Staff attends 2011 Downtown Revitalization conference in Fond du Lac (Oct 2011)
- ~Marketing Plan 2012 packed full of new recommendations to enhance and promote downtown business growth
- ~TIF 8 expansion in winter 2012 to spur economic incentives for participating businesses/properties
- ~City approved numerous grants/loans for downtown businesses looking to redevelop in ways complementing roadway reconstruction efforts. Grants from 2009-2016 approved at a ratio of twenty-nine developer dollars to one City dollar. Loans 5:1 ratio
- ~50,000 SF of commercial businesses approved in 2016 for the Parkland Towne Center in downtown including Sendik's Grocery slated to open in 2017.

- Explore the formulation of a Business Improvement District (BID) pursuant to Wisconsin Statutes once increased development of the "downtown" takes place.

~Investigated upon adoption of RD #2 Plan in 2010/11 and new taxing authority not looked upon favorably; Not likely during timeline of this Plan until defined downtown development is more evident.

- Encourage, where applicable, a high degree of commercial, retail, office, and residential use in the downtown area. Continue to allow amendments to the Zoning Code, when required, to permit greater flexibility in the uses of downtown property.

~Previous and newly amended RD #2 Plan encourages specific uses to occur in specified neighborhood concept areas

~Loan and Grant Programs specific to the downtown are implemented by the CDA and Common Council in 2009+.

~Ongoing: Com. Dev. Dept. staff takes active role in encouraging new development/redevelopment via loans/grants to individual property owners. Ideas are offered to owners to get them thinking yearly via mailings, meetings, and emails since 2010.

~DR-1 zoning District implemented which allows individuals to have smaller parcels and structures closer to property lines. Opens up more potential for development/redevelopment along downtown area (utilized by Muskego Firestone in 2010 to increase potential of lot)

~Marketing Plan implementation provides many more options 2012

~50,000 SF of commercial businesses approved in 2016 for the Parkland Towne Center in downtown including Sendik's Grocery slated to open in 2017.

- Work towards a "park-once-and-walk" downtown.

~RD#2 Plan outlines this notion further by portraying exactly how neighborhood concepts could work to achieve this goal.

~Muskego ordinances applied during new development approvals which ensure that any new development implements cross access easements so parking lots and access ways are shared

~Pioneer Drive reconstruction sought for 2012 which would add many marked parking areas along streetscape; approved and reconstructed in 2012

~Council authorizes looking into pursuing lakefront park along downtown and Janesville Road in 2011; defeated in spring 2012

~New Parkland Towne Center will have many daily amenities as well as 90 units of apartments. Connected to Janesville Road pathway system.

- Amend the Downtown Design Guide to reflect the identities and boundaries found within the "downtown."

~Downtown Design Guide amended in 2007

~Boundaries of downtown took place with the adoption of the amended RD#2 Plan in 2010.

2. The Mayor' Task Force (MTF) and Community Development Authority (CDA) are groups of residents and business owners in Muskego working toward a common goal to increase economic development efforts in the community. The following recommendations are set forth so that the MTF and CDA can adequately continue these efforts:

- Re-evaluate and possibly recreate the Sustainable Economic Development Strategic Plan around the year 2015 via the MTF. ~CDA working on updating the marketing data and implementing

new marketing strategies for underserved/over served types of businesses in the community during 2011

~Originally Strategized for this to begin in 2013, but Council and CDA take action to begin Marketing Plan And Analysis update as part of Fall 2011.

~Marketing Plan adopted in 2012 which fulfills this recommendation earlier than expected but perfect time with Janesville Road coming online in coming year; Marketing Plan is actually a new economic development plan for the future and replaces the 2015 need in this recommendation. Update to Marketing Plan may be required in 2017+.

- Continue to utilize the MTF for new development objectives and the CDA for redevelopment objectives. ~Ongoing, much interaction during 2009/10
 - ~MTF dissolved in early 2011 until specific projects can be determined and worked on
 - ~MTF on Communications formed in fall 2011 working on promoting community via branding and information technology issues
 - ~CDA redevelopment objectives ongoing throughout the implementation of 2020 plan and documented herein in relation to approved grants/loans, etc.
- Undertake each "Key Action Area", as defined by the Mayor's Task Force on Economic Development, by the year 2020.
 1. Racine Avenue Gateway – RD #4 implementation 2011/12
 2. Moorland Corridor – TIF 10 implementation 2008
 3. Tess Corners Industrial Park – Redevelopment District #1 approval 2011
 4. Janesville Road Eastern Gateway – Original and newly amended Redevelopment District #1 approval 2011
 5. Downtown – Original and newly amended Redevelopment District #2 approval 2010
 6. Pioneer Drive - Redevelopment District #2 approval 2010
 7. Muskego Centre - Redevelopment District #3 approval 2010
 8. Muskego Business Park- Redevelopment District #3 approval 2010
 9. Durham Hill – Design Guide Implementation
 10. Emerald Park – N/A as of 2016
 11. Muskego Dam –Loomis– Morgan's Collision Center development in 2013/14; Frey Auto development in 2014/15.
 12. Racine-Kelsey– N/A as of 2016 other than roundabout implementation in 2013
 13. Janesville Road Western Gateway– Updated gateway sign in 2012
 14. Stone Ridge– N/A as of 2016
- Make the "Downtown", "Moorland Corridor", and "Industrial Park" action areas identified in this Plan a priority for the community.
 - ~"Downtown" a part of the newly amended RD#2 Plan in 2010; many implementation measures completed by Com. Dev. Staff and CDA (see Log of Implementation of the Redevelopment District #2)
 - ~"Moorland Corridor" fully developed with pad-ready sites by 2009; actively marketed by Com. Dev. Dept. staff-ongoing. Hotel Campaign in 2010, although market (specifically bank financing) doesn't allow this to work at this time. Major marketing of area from 2009 on; relationships with developers of area; TIF use. Yearly TID incentive deals with large companies.
 - ~"Industrial Park" actively pursued as priority as of 2009 via implementation measures in adopted RD #3 Plan via the CDA and Com. Dev. Dept. staff (see Log of Implementation of the Redevelopment District #3)
 - ~These areas specifically identified and studied during ongoing marketing plan implementation
 - ~50,000 SF of commercial businesses approved in 2016 for the Parkland Towne Center in downtown including Sendik's Grocery slated to open in 2017.
- Utilize the MTF and the CDA to assist new business development by providing: ~Ongoing
 - o Management assistance (direction to programs on entrepreneurship, business accounting market research, and product development). ~City staff works with Waukesha County Economic Development corporation to provide these programs if a business seeks them.

- ~Many partnerships with the Chamber of Commerce and staff from 2009 to present
 - ~Courses as part of Certified Economic Developer Certification pursuance.
 - ~Partnership with new staff from new State Department WEDC in early 2012
 - o Financial assistance programs (TIF, U.S. Small Business Administration, revolving loan funds, economic development loan funds).
 - ~Com. Dev. Staff regularly gives out literature about SBA loans, state/county grants/loans to new and expanding businesses; staff coordinates with these other levels of government as well to determine best financial packages
 - ~Implemented specific grant/loan programs for Janesville Road reconstruction affected properties in 2009. Extended to Redevelopment District #1 in 2011
 - ~Implemented grant programs for cleanup and renewal of properties in Muskego Business Park and Tess Corners Business Park
 - ~Partnership with new WEDC programs explored and promoted
 - ~Wealth of programs now a part of City website as of 2013+
 - o Networking opportunities (roundtables, CEO networking groups, trade associations).
 - ~Chamber of Commerce, a representative of the MTF and CDA, provides these monthly to area businesses and business leaders.
 - ~Staff is part of Jammin on Janesville committee for 2012
 - ~City staff represents Muskego at annual RECON Real Estate Convention (convention where a community can interact with businesses looking to expand); Council budget approved for spring 2013 as per the Marketing Plan recommendations; staff has area setup at conference detailing retail business opportunities in Moorland corridor, multiple meetings setup with desired business reps of WI, USB devices filled with City economic development info delivered to multiple brokers.
 - ~ICSC Chicago Retail Conference 2014
 - ~ICSC Midwest Retailers Day 2015
 - ~ICSC Midwest Retailers Day 2016
 - o Feedback (business appreciation events and promotion of the successes of small and emerging businesses). ~Chamber of Commerce, a representative of the MTF and CDA, provides these monthly/annually; city staff or aldermanic/mayor presence at all events
 - ~MuskeGO Forward Newsletter recognizes these events as well
3. Market that Muskego is a regional opportunity for business within the economic corridor of Milwaukee, Chicago, and Rockford-Beloit-Janesville. Many firms otherwise attracted to these communities may also consider locating in Muskego because of its convenient location and its proximity to skilled labor, urban amenities, and sub-rural/lake-oriented lifestyles. Many studies have been completed regarding the current economic makeup and economic desires of the community. The following is set forth encouraging business types that fit the future needs of Muskego:
- ~Ongoing: Routinely completed when Muskego info is sent out to prospective businesses from the Com. Dev. Dept.; GoMuskego Brochure and MuskeGO Forward Newsletter discusses this information.
 - ~Yearly send outs of sale/lease opportunities sent to developers, existing businesses, brokers.
 - ~Yearly Target Industry sendouts as of 2013+
 - Encourage industries in which Muskego is well positioned to absorb new growth: Wholesale trade, light manufacturing, and services.
 - ~Moorland Corridor Gateway completed in 2009 allowing many pad-ready sites for such business types; City is proactive in encouraging such uses for these well positioned sites. Literature goes out on size and proximity of sites to major highway infrastructure.
 - ~Staff tours/visits to local industries to see what they are doing and offer ways to help grow and build more jobs (all documented in Business Contact List and MuskeGO Forward Newsletters
 - ~Northern Gear to Muskego in 2013 which is a light manufacturing CNC machining company.

~Spectrum Resources, Global Fasteners, ELive to Muskego in 2015 which are in service, light manufacturing, and wholesale trade industries.

~Cosentino to Muskego in 2016 Moorland Commerce Center East (worldwide provider of high end stone surfaces)

- Focus on the following to build a sustainable market environment that is identifiable and viable solely for Muskego:
 - Growth in service sector employment – Service-sector jobs has lead the employment and earnings growth in metropolitan Milwaukee over the past decade.
 - ~Napa Auto Parts, Thrivent Financial open in 2009
 - ~Wal-Mart and Dr. Thompson Dental new office expansion opens in 2010
 - ~Ace Hardware in 2011
 - ~Aurora Medical Clinic 2012
 - ~Starbucks in 2013
 - ~Burger King in 2014
 - ~Dental Office in 2013
 - ~Dermatology of WI 2014
 - ~Taco Bell in 2015
 - ~DeWinter Eye Care in 2015
 - ~Summit Credit in 2016
 - ~Rainbow Child Care 2016
 - ~Tess Corners Auto 2016
 - ~Sendik's 2017
 - Small businesses – Smaller firms and new ventures are important to the makeup of the City of Muskego. ~Keyed upon for retaining and revitalization via offers of grants/loans directly from Muskego.
 - ~See GoMuskego booklet; multiple aids to new startup small businesses over the years
 - ~Over \$300,000 in business grants as of 2016
 - ~Over \$1,000,000 in business loans as of 2016
 - Job commuting of residents – focus on new businesses related to finance, insurance, real estate, services, and manufacturing as these employers employ a large number of the current job-commuters in the City.
 - ~GE Healthcare in 2009 (100+ jobs)
 - ~Thrivent Financial opens in 2009
 - ~Wal-Mart opens in 2010 (200+ jobs)
 - ~ Ace Hardware in 2011 (30 jobs)
 - ~Aurora Medical Clinic 2012 (30+ jobs)
 - ~Northern Gear 2013 (90+ jobs)
 - ~New InPro Office 2015 (40+ jobs over next five years)
 - ~Spectrum, Global, Elive Combo 2015 (50+ jobs)
 - ~Sendik's 2017 (___ jobs)
 - ~Cosentino 2016 (___ jobs)
- Target the following industries for recruitment, which build upon Muskego's strengths and opportunities:
 - ~Ongoing with Com. Dev. Dept. staff and GoMuskego campaign (see above for more detail)
 - Advertising
 - Engineering
 - Architectural
 - Accounting and Auditing
 - Management Consulting
 - Environmental Consulting
 - Business Consulting
 - Computer and Data Processing

2. Implement new design guides as new areas, that require special identities, may develop in the City. Enable the annual review of the design guides, as the guides are a useful tool for developers, staff, and Plan Commission members when evaluating and developing proposals.
~All guides updated in 2007/08 along with updated Redevelopment Districts, which pertain to design of areas, in 2010/11
3. Entertain Tax Incremental Financing (TIF) from private developers when adopted TIF process is followed and proposals are appropriate for the community. Work to meet the "desired qualifications" of the adopted TIF guidelines whenever possible.
~Staff makes known that TIF proposals are accepted via discussions with developers, in adopted Redevelopment District Plans, etc.
~City adopted TIF Policies in 2008 that demonstrate the willingness of City to support well thought out ventures
~Large push in 2012 to utilize existing, or create new, TIF incentives in Moorland corridor; part of Marketing Plan recs; successful in 2013 with company Northern Gear, 2014 with Spectrum, 2015 with Interstate Partners
~Huge success story with Parkland Towne Center TID 11 in 2016
6. Give special consideration to Environmentally Contaminated Sites in regards to future development and land use decisions in regards to brownfield and environmentally sensitive locations. **~Ongoing; chance along Janesville Road reconstruction in 2012/13 to reutilize a couple sites;**
~Old BP Gas Station acquisition and redevelopment in 2013
~Redevelopment of old Shell Gas Station site in 2015
7. Work with surrounding jurisdictions and area regional economic development program initiatives that benefit the City and region and evaluate the initiatives' return on investment by considering social, environmental, economic and fiscal factors.
~Work with State, County, and SEWRPC Econ. Dev. staff in initiatives and finding solutions (financing aids, etc.) to business problems.
~Heavy work with new WEDC State Department every time a potential new business comes knocking; WEDC can help with tax credit programs and more
~City staff served as liaison on developing new Waukesha County Economic Development Corporation in 2015-16

Intergovernmental Cooperation

The technology of government and the pace of living are increasing relentlessly. The cost of providing governmental services in this environment is likewise increasing. At the same time the prosperity of our local and regional economies is declining, and this decline likely will continue throughout the planning period. Local governmental units face the challenge of surviving as autonomous units in this environment. To do so local governments will have to stop simply competing among themselves and learn to cooperate on a new scale. This cooperation will initially be ad hoc and event driven.

Intergovernmental Cooperation Goal: Significantly improve the effectiveness of delivering governmental services while achieving significant overall cost reduction within the region, and specifically within Muskego. At the same time retain our local identity and the associated prerogatives of determining what that identity will be in the future. The other alternative is to concede these prerogatives to a higher authority (e.g., the state or federal government), which will be only too happy to tell us what our identity will be.

Intergovernmental Cooperation Objectives:

1. Build relationships of trust and cooperation with regional governmental units.
2. Develop strategies for combining services with other local governments.
3. Identify the key aspects of Muskego's identity and preserve them.

Intergovernmental Cooperation Recommendations:

1. Coordinate planning efforts with regional and neighboring jurisdictions (Note 1). **~Ongoing Below**
2. Explore the use of shared facilities of regional and neighboring jurisdictions.
~Ongoing for recreational, transportation, emergency services, utilities, etc.
~Hwy 36 Recreational Trail with Franklin in 2010. Falls apart in latter 2010.
~Mill Valley Quarry development was continually worked on with New Berlin in 2010/11; talks cease in early 2012; will require discussions in future
3. Pursue cooperative economic development tasks with neighboring communities. **~Ongoing**
~Moorland Corridor shared land uses and updates to transportation corridors
~Mill Valley was continually worked on with New Berlin in 2010/11; talks cease in early 2012; will require discussions in future
~Hwy 36 corridor with Franklin in 2013+
4. Work with the City of New Berlin, City of Franklin, Town of Vernon, Town of Norway, Village of Big Bend, Waukesha County, and other jurisdictional agencies on issues of mutual concern (Notes 2-3).
~Ongoing Below
5. Resolve conflicts with government entities and jurisdictions in a non-confrontational manner in order to attain mutual goals. Keep an open line of communication with other government officials.
~Ongoing without issues
~Strong ties between Planning staff and New Berlin/Franklin planning staff as of 2009+
~Strong ties between Muskego Mayor and New Berlin/Franklin Mayors as of 2009+

Notes

The recommendations below reflect the beginning state of development existing today. We expect the emphasis in this area will grow dramatically in the period from 2010 to 2020. We expect the focus of this development will be along the line of the recommendations presented above; however, we recommend the Mayor should be guided by, but not limited by, the simplistic provisions of this plan as he pursues this ever more important area of development.

1. The lack of cooperation between surrounding local governments and other governmental entities was realized in the formulation of this Plan. It is Muskego's goal to rectify any intergovernmental deficiencies within the 2020 planning period via the following measures:

- Provide copies of this Comprehensive Plan to all surrounding local governments during draft and final implementation phases. **~Completed in May 2009**
 - Work with incorporated neighboring jurisdictions to develop compatible land use and zoning regulations and approvals. **~Ongoing, however, 2020 Land Use Plan was implemented to closely resemble bordering land uses along all municipal boundaries**
 - Cooperate with surrounding governments in determining feasibility of combining City services while avoiding duplication of any services. **~Ongoing**
 - Develop intergovernmental agreements, if needed, with surrounding towns regarding services and/or extraterritorial powers. **~N/A as of 2009**
~Mill Valley agreement discussions with the City of New Berlin in 2010-2011; talks cease in early 2012; will require discussions in future
 - Identify dissimilarities between this *Comprehensive Plan* and those of the neighboring communities. Work to resolve dissimilarities, especially those involving land uses and economic development.
~No major dissimilarities found upon adoption of the New Berlin's and Franklin's plans – 2010
 - Work with other jurisdictions and surrounding cities/towns in preserving the natural resources. Protecting the state waters and surrounding lands that contributes to the ecosystem. Include purchases of lands and easements as they become apparent and necessary.
~Continued efforts with WDNR in Big Muskego Wildlife Area
~Muskego partnership to purchase Little Muskego lake headwaters land in the City of New Berlin in 2011
 - Cooperate with other units of government on recreational and transportation facilities that are under shared authority, cross-jurisdictional boundaries, or provide direct benefit to Muskego or the neighboring communities.
~Janesville Road Reconstruction Project with Waukesha County 2009-2013
~Kelsey/Racine roundabout with Waukesha County in 2009
~I-43 Interchange upgrades in 2009
~Woods/Racine intersection with Waukesha County in 2010/11
~Upgrading Tans Drive (which is shared between New Berlin/Muskego) in 2010
~Ongoing attempt to complete recreational trail along STH 36 to connect Milwaukee County with Muskego to southern communities; completion falls apart 2010.
~Cooperation with the State of Wisconsin via Stewardship funding for various sites (Big Muskego Lake Wildlife Area, Borst Property)
~Ryan Road sewer interceptor approvals with Franklin in 2011
~Racine Avenue trail in 2013 (County designs trail for city in 2012)
2. Specifically in regards to the Cities of New Berlin and Franklin:
- Adopt future land use decisions along the borders to New Berlin's and Franklin's adopted 2020 land uses. Assure land use decisions in this area can benefit both communities providing quality services and economic prosperity.
~Found to be an arduous task and unneeded since no major dissimilarities found once all city's adopted plans - 2010
 - Be open to discussion of joint protection services where the sharing will result in lower costs and increased efficiencies (Police, fire, ambulance and emergency protection services).
~No discussions entertained as of 2016
 - Work with the City of New Berlin in regards to the "Mill Valley" area near the northwest gateway to Muskego. Make certain that utilities, road infrastructure, and quality architecture are in place during the course of the future development and find alternatives that make sense for the future viabilities of both communities, while also ensuring that each is made whole (installation fees, connection fees, ongoing maintenance, future taxing, etc.).
~Muskego awaiting New Berlin approach to this development issue as of the end of 2009; expected that shared services agreement may be discussed in 2010.
~Muskego establishes negotiation team and New Berlin does same in 2010. Muskego sends New Berlin letter of needs before initiating any negotiations.

~Muskego receives initial Intergovernmental Agreement DRAFT from New Berlin in March 2011; Muskego committee reacts meets and reacts to agreement in April 2011.

~2012: New Berlin looks to get utilities via their own resources for a future Mill Valley development; Discussions fall apart after Muskego requests some economic impact monies as part of agreements based upon past consulting reports discussing that there is no benefits, just impacts, for Muskego in supplying utilities to New Berlin and that Muskego should receive economic benefits in some way (Ex. Tax sharing).

3. Work in partnership with the Muskego-Norway School district in determining school service needs for the community and the burdens and requirements on school related facilities. Encourage district participation in future land division and density decisions.

~All platting of future subdivisions are reviewed by school districts

~Com. Dev. Dept. staff active with school administration in future school district needs (recreational or new school siting, etc.) comparing trends and population forecasts

~School District completes multi-year planning process with resident input for future school positioning.

~MNSD has school referendums in Nov. 2011 and April 2012 that fail; School Board working on their next thoughts on future school planning and city is involved.

~MNSD gets school referendum passed in April 2016 for new middle school, upgrades to elementary schools, and discontinuation of Muskego Elementary and Tess Corners Elementary Schools.

Land Use

Land is the key physical resource in the City. There is only so much of it. Intrinsic value is ascribed to it because landowners have the right to develop the land within prescribed limits. Achieving results in all the other areas of development included in this Plan require using land. And land, once developed, becomes the most difficult resource to change.

Therefore, the Land Use goals are simply the synthesis of goals from the previous elements in this Plan. At the highest level the Land Use goals stated seem grand and give the impression of natural harmony. At lower levels in the decision hierarchy, however, where practical action takes place there are many issues in natural tension. Decisions made at the action level most often involve making compromise(s) among different goals.

While each separate element in the Plan plays an important role in assuring a balanced Muskego community, each element actually competes for permission to develop land to realize its objectives. Such competition most likely manifests itself in the form of a petition to develop a parcel of land.

Some petitions, with little or no controversy, are handled by the planning staff. Petitions with more controversy are presented to the Plan Commission for recommendation and then to the Common Council for review. In all cases that come to the Plan Commission the first and most basic consideration applied to the petition is to compare the intended use with the Land Use Map in the Comprehensive Plan. A petitioner who wants to develop property in a manner inconsistent with the Plan will have a very, very difficult time getting past this first step in analysis.

Great effort has been put into developing the 2020 Land Use Map, which is based on the 2010 Land Use Map, because it is the cornerstone of the entire 2020 Comprehensive Plan.

Land Use Goal: The Land Use goals are simply the synthesis of goals from the previous elements in this Plan. Each element plays an important role in assuring a balanced Muskego community and each directly influences the future desires of land use in this Plan. Muskego intends to maintain a land use plan and map that reflects current community values and establishes the City as a vibrant community, destination, and regional focal point. Further, Muskego intends to promote growth and development of the community in a way that allows change while preserving the overall community character.

Land Use Objectives:

1. Utilize land as efficiently as possible while protecting priority recreation, conservation, and other environmentally sensitive areas.
~Ongoing, 2020 Plan inventories these lands and effective decisions are made based upon the Plan
2. Protect the rights of property owners as development occurs.
~Plan Commission and Com. Dev. Dept. staff weighs heavily on surrounding neighbor input when developments are proposed while also following the objectives of the 2020 Plan

Land Use Recommendations

1. Implement and adhere to the Future Land Use Map contained in this 2020 Comprehensive Plan. Allow land uses as per the densities on the 2020 Future Land Use Map and the Desired Development Areas (DDAs) listed in Chapter 8. Specifically, when conflicts arise between land uses in the 2020 Comprehensive Plan and existing Zoning Ordinances the provisions of the 2020 Comprehensive Plan will govern.
~2020 Land Use Map implemented as part of adoption of 2020 Plan in April 2009
~2020 Land Use Map followed during 2009 with no proposed amendments
~Official land use designation amendments are listed below in the Implementation section of this Log
2. Promote the use of conservation subdivisions and design in order to assure the optimum development of the City's environmentally significant areas. Ensure a balance of open space to developed areas is planned for in all new residential, industrial, Business Park, and commercial development.

~New Conservation Subdivision Ordinance adopted in May 2009 in order to better promote usage; promoted to developers during every pre-development conference

~City approved Belle Chasse addition #2 in 2014 which allows dedication of portions of platted area to go to city for Bluhm Park open space preservation

~City approves Edgewater Heights Subdivision in 2016 under conservation subdivision ordinance

3. Establish high quality standards of excellence in site planning, architecture, landscaping, lighting, etc. for new and infill development. Build on Muskego's existing base of standards, design guides, etc., and extend requirements as development practice evolves.

~Many of these examples listed above in Econ Dev. Section but can include GE healthcare, Wal-Mart, Firestone, Northern Gear, Spectrum, Wal-Mart, Dr. Thompson Dental Office, Dr. Llanas Dental Office built all with high standard of architecture and material; a base to work off of for future buildings along the downtown of Janesville Road and in the Moorland Corridor.

4. Implementing growth management strategies to maintain a healthy balance between infrastructure requirements and availability (Notes 1 and 2 below.) Distribute land uses in a way that they are accessible to supporting infrastructure systems in order to assure the most efficient allocation of services. ~See Below

Notes

1. The market should drive population growth in Muskego. However, if the rate of growth exceeds 5% in any 12-month period, or 8% in any 24-month period, the Plan Commission and Common Council should review the adequacy of both this Plan and the City's development standards (*The Community Development Department should monitor population growth through available sources, including the Wisconsin Department of Administration, SEWRPC, and the US Census Bureau and advise the Common Council when these thresholds are breached*).

2000 Census Population: 21,397

2008 Population Estimate: 23,075

2009 Population Estimate: 23,100 (0.1% Change from 2008)

2010 Census Population Estimate: 24,135

(4.48% Change from 2009 Estimate & 12.8% Change from 2000 Census)

2011 Population Estimate: 24,168

(.14% Change from 2010 Estimate & 13% Change from 2000 Census)

2012 Population Estimate: 24,217

(.3% Change from 2011 Estimate & 13.2% Change from 2000 Census)

2013 Population Estimate: 24,239

(.3% Change from 2012 Estimate & 13.3% Change from 2000 Census)

2014 Population Estimate: 24,304

(.3% Change from 2013 Estimate & 13.6% Change from 2000 Census)

2015 Population Estimate: 24,410

(.4% Change from 2014 Estimate & 14.1% Change from 2000 Census)

2016 Population Estimate:

(% Change from 2015 Estimate & % Change from 2000 Census)

2. Data has shown that the number of lots/units allowed within a given year can directly affect the population growth for the City in successive years. In order for the municipality to stay abreast of growth before it takes place, the City must be cognizant of the ramifications of approving too many lots or units in a any given year in order to maintain the services the City desires. The recommendation directly above looks to review this Plan after large growth has occurred, but this recommendation is more directed at watching over growth before it is too late. As discussed above, the market should drive population growth in Muskego. However, if the municipality is breaching 300 or more units or lots in any given year, the Plan Commission and Common Council should request an increased amount of data before approving any more developments. This data may or may not include the following:

- Market Analyses: Showing that the market in the location proposed is ready to absorb the proposals amount of units/lots.
- City Service Analyses: Showing that the proposal puts no increased drain on City Services that the municipality can't absorb.

- Growth Analyses: Showing that the City is still within the population growth constraints of Issue 1 above (That the City is not exceeding 5% population growth in any 12 month period, or 8% population growth in any 24 month period).

(The Planning Department should monitor the number of units and lots that gain final approval in a given year and mandate that the strategies discussed above are submitted by a developer to the Planning Commission and Common Council for review when a proposed development proposes an amount of combined lots and units larger than the threshold of 300 for that year. Note: The unit and lot count should be derived only by final approvals for a CSM, Building, Site and Operation Plan, or Plat.

Platting

2008: # of new lot/units approved by Planning Commission/Council: 63
2009: # of new lot/units approved by Planning Commission/Council: 11
2010: # of new lot/units approved by Planning Commission/Council: 18
2011: # of new lot/units approved by Planning Commission/Council: 8
2012: # of new lot/units approved by Planning Commission/Council: 7
2013: # of new lot/units approved by Planning Commission/Council: 40
2014: # of new lot/units approved by Planning Commission/Council: 3
2015: # of new lot/units approved by Planning Commission/Council: 119
2016: # of new lot/units approved by Planning Commission/Council:
(Parkland Towne Center Apartments)

Permitting

2007

of single-family building permits: 76
of commercial/industrial new construction: 2
of commercial/industrial alterations/additions: 22

2008

of single-family building permits: 69
of commercial/industrial new construction: 7
of commercial/industrial alterations/additions: 10

2009

of single-family building permits: 51
of commercial/industrial new construction: 2
of commercial/industrial alterations/additions: 8

2010

of single-family building permits: 49
of commercial/industrial new construction: 4
of commercial/industrial alterations/additions: 25

2011

of single-family building permits: 42
of commercial/industrial new construction: 3
of commercial/industrial alterations/additions: 7

2012

of single-family building permits: 55
of commercial/industrial new construction, alterations/additions: 30

2013

of single-family building permits: 51

of commercial/industrial new construction, alterations/additions: 29

2014

of single-family building permits: 78

of commercial/industrial new construction, alterations/additions: 33

2015

of single-family building permits: 76

of commercial/industrial new construction, alterations/additions: 32

2016

of single-family building permits:

of commercial/industrial new construction, alterations/additions:

Implementation

Plan Amendments: The Comprehensive Plan is not a strict blueprint for development and land use patterns in the City of Muskego. The Plan will be flexible as constraints of the environment and community desires may change. The recommendations and objectives set forth herein were based upon existing factual data and the spoken priorities of those involved in the planning process. During the course of the planning process, it was known by those involved that constraints of the environment, infrastructure needs, or individual aspirations might change. Thus, this *Plan* should be amended if demonstrated as appropriate to the Common Council. However, amendments should only be made after a rational evaluation of the existing conditions and the potential impacts of such a change are made. Thus, this Plan recommends that the following be answered and/or shown to the Common Council and Planning Commission before any amendment request is fulfilled:

1. What has changed with the parcel(s) since the adoption of the 2020 Plan that warrants a new thinking/direction for the area?
2. Demonstrate that the proposed amendment is consistent in all respects to the spirit and intent of the City's ordinances, is in conformity with the general plans for community development, would not be contrary to the general welfare and economic prosperity of the City or of the immediate neighborhood, that the specific development plans have been prepared with competent professional advice and guidance, and that the benefits and improved design of the resultant development justifies the variation from the normal requirements of the adopted Comprehensive Plan.
3. Any other criteria that the Council and/or Planning Commission deems necessary. Said criteria may be adopted in the form of an adopted policy by the aforementioned bodies of Muskego government.

List of Plan Amendments since April 2009 Adoption and criteria used/discussed: **2009 – None**

**2010 – Ordinance #1315 (Plumley/Janesville Road) Residential to Commercial
Ordinance #1320 (Thiele/Janesville Road) Residential to Commercial
Ordinance #1325 (Casey/Martin Drive) Residential to Commercial
Ordinance #1333 (Wauer/Janesville Road) Landfill/Extractive to Industrial**

**2011 – Ordinance #1344 (Borst/Field Drive) Agricultural to Conservation
Ordinance #1345 (LaLicata/Woods Road) Residential to Commercial**

**2012 – Ordinance #1361 (Hewitt/Janesville Road) Residential to Commercial
Ordinance #1362 Removal of lake access notes**

2013 – Ordinance #1374 (Technical Metal Specialties/Janesville Road) Commercial to Industrial

2014 – Ordinance #1384 (Ener-Con Companies) Residential to Commercial (REPEALED by Ord. #1400)

**2015 – Ordinance #1396 (John Jewell/Ingold) Commercial to Residential
Ordinance #1403 (St. Paul's Church Home) Govt./Institutional to Residential**

2016 –

CITY OF MUSKEGO
Staff Report to COW
November 23, 2010 Meeting

To: Committee of the Whole

From: Jeff Muenkel, AICP

Subject: Muskego Economic Development

Date: November 8, 2010

Information:

Due to some of the recent discussion regarding economic development in Muskego, staff thought it might be a good time to discuss what staff does annually to support economic development in the community. Many initiatives and tasks are performed behind the scenes and it may be a good idea to let the Alderman and the rest of the city know about these initiatives and the ups and downs that surround them. This discussion will also be a good way to get any ideas, thoughts, and concerns Aldermen may have surrounding economic development out.

What is Economic Development?

First off, it is important to revisit what economic development is. Many people have their own thoughts on what economic development is, does, or creates. In Muskego we sometimes hear that economic development is the addition of new businesses to the community. This is thought by many as people here want to see that new restaurant or retail store open up (Taco Bell!). This is all well and good, but economic development initiatives in Muskego go much deeper than that. Creation of new businesses and jobs goes hand in hand with retention and promotion of existing businesses and jobs. The general definition of economic development is as follows:

***Economic development** is the increase in the standard of living in a population with sustained growth from a simple, low-income economy to a modern, high-income economy. Its scope includes the process and policies by which an area improves the economic, political, and social well-being of its people.*

By this definition economic development can apply to a wide range of activities all with the common goal of improving the economic goals of an area while increasing the overall perception of a community.

Muskego Economic Development Activities

In stating the definition of economic development, I'd like to now go over the activities that staff employs in Muskego to keep up with the region in supporting an economic development climate here. We see and discuss many of these initiatives monthly via the Community Development Authority's Redevelopment Plan implementation and the Plan Commission's business approvals. However, there are many additional activities that city staff does in order to forward Muskego into a better economic climate.

- General Marketing of Community
 - Mayor's Task Force GoMuskego Brochure
 - Village Profile Magazine & Map Ads about Muskego
 - Business Journal and Daily Reporter Ads/Information about Muskego
 - Hotel Market Study
- Mailings
 - To businesses looking to expand in region letting them know about what Muskego has to offer (low taxes, incentives, etc.), specific places for locating (usually specific to the business being courted (lease, buy, large/small, etc.)), special events taking place (Ex. Wal-Mart opening and bringing in several thousand cars a day now)
 - Reviewing Business Journal and other media outlets to find the information regarding who is out there looking to expand
 - All correspondence data kept in GoMuskego binder in Com. Dev. Department
- Working with existing Muskego businesses on possible expansion
 - Most correspondence kept in GoMuskego binder in Community Development Department
- Visiting business owners in Muskego to let them know of opportunities (see below)
- Always thinking of new incentive techniques
 - This is important and is starting to separate us from other communities!
 - Types:
 - Janesville Grant/Loan Programs
 - Revolving Loan Funds
 - CDBG Funds
 - TIF incentives
 - Outside the box (residential programs, business specific funding and aid)

Current Activities of Note

- Pioneer Drive Redevelopment
 - Staff goes to separate non-city sanctioned meetings with owners to discuss how the city and owners can work together in redevelopment of corridor and increasing business potential of this area
- Muskego Business Park
 - Worked with all owners to clean up park
 - Visited many businesses with personal tours to see what they actually do so close to home
 - Installed new signage and street signs
 - Working on traffic updates
 - Working on business park listing
 - Working on retention plan efforts
- Downtown Redevelopment & Janesville Road Reconstruction
 - New Redevelopment Plan just adopted that has many implementation measures including encouraging redevelopment of existing businesses and determining their financing gaps or shortfalls of redevelopment along the way
 - Staff routinely visits or is in touch with business owners along reconstruction route noting to them incentive possibilities and how the design affects them
- TIF 8 Redevelopment
 - Working with business/land owners to spur redevelopment in this area via over-borrowed funds city has in place (Note: Pick n Save possibility)

Future Projects

- New economic development webpage design
- Continual development of new incentive techniques for new and existing businesses
- Detailed list of existing businesses and what they do
 - With this we will be able to provide improved notification and to let community know of the services we have in Muskego better
- Social Networking (Facebook, Twitter)
- Email notifications (list serve) to all existing businesses on current events of Muskego affecting business climate and opportunities (expansion possibilities, new incentive techniques)
- Main Street USA (Requires funded director and budget of over \$70k though)
- More active WI Economic Development Association (WEDA) member

Economic Development Strategic Plan

The city has had an economic development strategic plan adopted since 2004. The Plan is scheduled to be reviewed for updates around the year 2015. Below are the main goals set forth in the Plan. For the most part, we as a city have moved above and beyond the goals and recommendations set forth in the Plan. However, a lot of the goals below are ongoing and should advance at a faster rate once the Janesville Road reconstruction is complete and the Moorland Road corridor progresses.

- Diversify the tax base to relieve property tax burdens, and to provide more local shopping and employment opportunities.
- Establish a memorable community image that builds on the City's small town atmosphere and natural amenities.
- Improve the overall 'climate' for economic development through public outreach, business development programming, and through the actions and behaviors of city representatives.
- Protect and improve the quality of life by balancing sound fiscal and environmental management.
- Assist in the promotion and retention of existing businesses in the community in order to retain existing employment opportunities while facilitating new growth and expansion possibilities that meet the needs of the businesses and the community.
- Aid in creating more employment opportunities via attraction of new employers to the community and by offering assistance possibilities to new and existing businesses.

Economic Development Monies

There has been some discussion by Council in the recent weeks regarding the monies we have dedicated toward economic development activities. This account was setup by Council back in 2008 and has been anywhere from \$8000-\$15,000. For the most part this fund is used sparingly as staff tries to make every effort to perform economic development activities without cost, which many times can be accomplished as we see in the activity log from above. However, most communities who are concerned about economic development will tell you that you never know what you may run into. A business you're working with may not make that expansion or leap to your community without a stormwater analysis, traffic study, market study, or simple marketing to let them know your community exists. Communities that can step forward and make commitments make the deal. Having any funds dedicated toward economic development activities, while limited, is a good thing for a community to get behind. A good example of a positive use of the economic development monies was the consultant renderings provided for the Bring Back The Lake project. The city was able to react quickly in this situation by setting up examples for the lakefront so the public could make more educated comments on the possibilities and outcomes.

On a side note, it should be known that the City of Muskego doesn't truly have staff dedicated to economic development, which many municipalities of Muskego's size and economic position do. The job function comes under the direction Community Development Director and simply states "*coordinates economic*

development activities with Mayor.” Thus, it is important to know that economic development related activities really are at the discretion of current staff and the initiative they may come up with. Economic development related activities must fit between the main management and short/long term planning activities the Community Development Director mandates.

Overall, staff would say that Muskego provides a wealth of economic development with an extremely small amount of resources (funds and staff time).

Future Speakers

One last note: Staff may try to have some future speakers come to discuss economic development at a future COW meeting. Having some outside opinions and different ideas (How Muskego is doing? What we can do more of?) may help us as we progress. Please let us know if you have any ideas on future speakers or other city representatives you might have heard of that could benefit us as we progress.

Economic Development Summation

In all, I believe we can all agree that Muskego does many things to try and further the goal of increasing the economic development activity in the community. There probably aren't many more individuals more passionate than staff and today's elected officials that don't truly want to see more commercial activity start to take place in Muskego. However, we all have to be in the same mindset that economic development isn't just the building of more new commercial structures. Economic development must also be focused on the retention and redevelopment of existing businesses as well. Luckily, Muskego continues to grow stronger in this aspect of economic development with the revamp and amendments of the various redevelopment district plans currently being worked on.

And as far as the promotion of new commercial activity in the community, we can continue to try and put Muskego on the map to encourage those new businesses to come. This can be done with our various marketing efforts, but we have to maintain an understanding that a large part of this marketing is the perception of the overall Muskego community. Keeping our great commercial tax rate constant, offering a quality school system, and providing a community that is great to live, work, and play in are some of the main things a community can do to enhance and sustain a quality economic development atmosphere. We can do all the internal marketing we want for new commercial business, but nine times out of ten a new business determines what community they want to be in a long time before a community provides an outreach letter. Those potential businesses are looking to see what the community has already provided to its residents and the commercial climates the community has made available. Given this, Muskego should be in great position in supplying these new commercial climates with the advent of the Janesville Road reconstruction for the downtown and the development of the Moorland Road corridor. Both areas offer, or will offer, many new opportunities that are backed by higher traffic counts and pleasing atmospheres ripe for new business.

The next few years should be a very interesting progression for economic development in the community.

GoMuskego!