

CITY OF MUSKEGO COMMUNITY DEVELOPMENT AUTHORITY REDEVELOPMENT DISTRICT NO. 1



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TABLE OF CONTENTS

1.0 INTRODUCTION..... 3

2.0 REDEVELOPMENT PROJECT AREA 3

3.0 CONCLUSION OF PROPERTY AND PROJECT AREA CONDITIONS, BLIGHT 6

4.0 EXISTING CONDITIONS 7

 4.1 INVENTORY..... 7

 4.2 CURRENT ZONING 7

 4.3 CURRENT LAND USE10

 4.4 ADOPTED DESIGN GUIDE.....10

 4.5 ROADWAYS.....10

 4.6 PUBLIC UTILITY INFRASTRUCTURE11

 4.7 PRIVATE UTILITY INFRASTRUCTURE.....11

5.0 VISION PLAN AND IMPLEMENTATION MEASURES11

 5.1 FUTURE DEVELOPMENT16

 IDENTIFYING DEVELOPMENT / REDEVELOPMENT OPPORTUNITIES16

 5.2 BEAUTIFICATION & UPKEEP.....21

 GENERAL CLEANUP: OVERALL.....21

 GENERAL CLEANUP: TC INDUS. PARK.....21

 TC INDUSTRIAL PARK RENEWAL PROGRAM22

 BEAUTIFICATION & GATEWAYS.....22

 SECURITY23

 INTERACTIVE INDUS. PARK WEBSITE.....23

 MARKETING23

 RETENTION: TC INDUS. PARK.....24

 5.3 FINANCIAL AIDS24

 JANESVILLE ROAD LOAN PROGRAM24

 JANESVILLE ROAD GRANT PROGRAM.....25

 RESIDENTIAL GRANT PROGRAM.....25

 REVOLVING LOAN FUND26

 REVENUE BOND PROGRAM.....26

 OTHER INCENTIVE TECHNIQUES.....27

 5.4 ACQUISITIONS AND RELOCATIONS27

 5.5 UTILITIES AND INFRASTRUCTURE28

 ROAD INFRASTRUCTURE28

 WATER & SEWER28

 STORMWATER.....28

 5.6 CODES AND ORDINANCES.....29

 CITY BUDGET.....29

 ZONING ORDINANCE AND MAP AMENDMENTS29

 COMPREHENSIVE PLAN AMENDMENTS29

 AMENDMENT TO BUILDING CODES AND ORDINANCES.....29

APPENDICES33

 APPENDIX A - PROJECT AREA LEGAL DESCRIPTION33

Redevelopment District No. 1

1.0 INTRODUCTION

In Spring 2002, the Common Council of the City of Muskego adopted Resolution No. 63-02, *Resolution Creating the Community Development Authority of the City of Muskego, Wisconsin*. Broadly stated, the purpose of the Community Development Authority (CDA) is to promote adequate places for commerce, employment, housing, and an improved living environment for all Muskego residents.

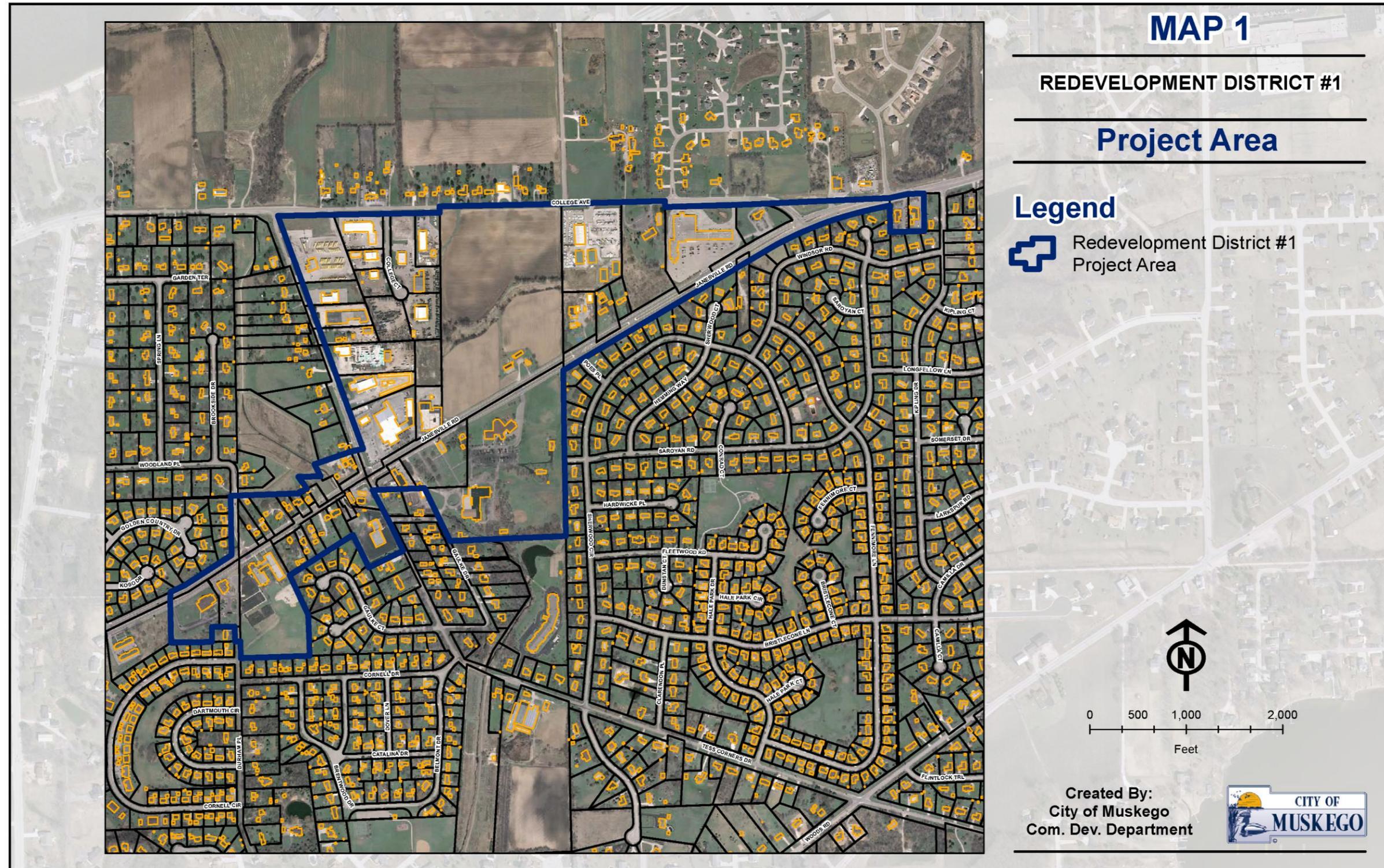
The purpose of a Redevelopment Plan is to revitalize a declining urban area, spur reinvestment in the community, and to transform the area into a better place to live, work and play. The Plan is an important implementation component of the City's adopted 2020 Comprehensive Plan, which encourages the creation of more livable, mixed-use areas within the community and redevelopment where urban services can be efficiently provided. In addition, employment, shopping, and educational opportunities are located in these areas, minimizing transportation time and cost. The area involved in this plan has been identified as being in decline based on disinvestment conditions, blighted commercial and residential properties, and lack of infrastructure.

This document establishes the community's first Redevelopment Plan pursuant to Section 66.1333(6) of the Wisconsin Statutes, and enables the Community Development Authority (CDA) and the Common Council to pursue additional strategies for the advancement of significant community-oriented redevelopment projects. Redevelopment District #1 was created in 2003 and that plan has been subsequently repealed and replaced with this Plan set forth herein in 2010 due to the many changes occurring in the development of the immediate area and within City government in regards to various loan and grant programs available along this particular stretch of Janesville Road in Muskego.

Map 1 depicts the new Project Area boundaries and affected properties. The legal description for the boundary of the Redevelopment District No. 1 project area (the "Project Area") can be found in Appendix A.

2.0 REDEVELOPMENT PROJECT AREA

The boundaries of the redevelopment project area are shown on Map 1. Some amendments have been made to the boundary area as part of this most current amendment. Fifteen (15) properties have been added and eighteen (18) properties were removed from the boundary area. These additions and subtractions were due to changes in the characteristics of the area including development taking place since 2003, needed redevelopment practices in the Tess Corners Industrial Park, improved economic development atmosphere, and new redevelopment tactics of the City of Muskego. The areas within the redevelopment district include almost all properties that front Janesville Road between Woodland Place to College Avenue. The project area also now includes the full Tess Corners Industrial Park with numerous properties just off of Tess Corners Drive and College Avenue.



3.0 CONCLUSION OF PROPERTY AND PROJECT AREA CONDITIONS, BLIGHT

Bearing in mind the statutory definitions of blighted area and blighted property, the Planning Staff, CDA, and the Common Council observed the conditions of the Project Area and of specific properties within the Project Area. These observations include: a number of substandard or deteriorating structures, a diversity of ownership, and mainly the presence within the Project Area of predominantly open areas and underutilized parcels. There is large redevelopment potential in this project area especially given the widening of Janesville Road in this area.

The Community Development Authority and Common Council found and declared these conditions, both individually and in combination, substantially impair or arrest the sound growth of the community, constituting an economic and/or social liability.

The CDA originally adopted Resolution #CDA 001-2003 on February 12, 2003. This Resolution established the boundaries of the Project Area, and found and declared that the Project Area is a blighted area, and the specific properties within the Project Area, specifically discussed in this Plan, are blighted properties.

NOTE: Deeming the Project Area “blighted” is a requirement of WI State Statute when developing a Redevelopment Plan. The term “blighted properties” is defined within the WI State Statute , and does not mean individual properties or the Project Area itself are defined as unsafe or in need of condemnation. For this Plan’s definition, “blighted properties” shall mean the properties and Project Area have been identified as needing increased economic development opportunities or in need of economic development encouragement and stimulus to become a better place to live, work and play.

The CDA and Common Council hereby reaffirm prior determinations that the Project Area is a blighted area in accordance with the definitions found in Wisconsin Statutes. The Common Council made its determination by Resolution #023-2011 on February 22, 2011. The CDA adopted Resolution # 001-2011 on February 15, 2011.

Redevelopment District No. 1

4.0 EXISTING CONDITIONS

4.1 INVENTORY

The Project Area is located in the northeastern portion of the City, in the general vicinity of Janesville Road between College Avenue to just west of Moorland Road. The Area encompasses approximately 163 acres (including public rights-of-way) and contains fifty-three (53) properties. The approximate assessed value for the Project Area as of January 2010 was \$23,141,800 (Land: \$7,916,700 & Building: \$15,225,100).

4.2 CURRENT ZONING

The Project Area contains a few different zoning districts due to the large geographic area the district encompasses. The following zoning districts are located with the boundary area:

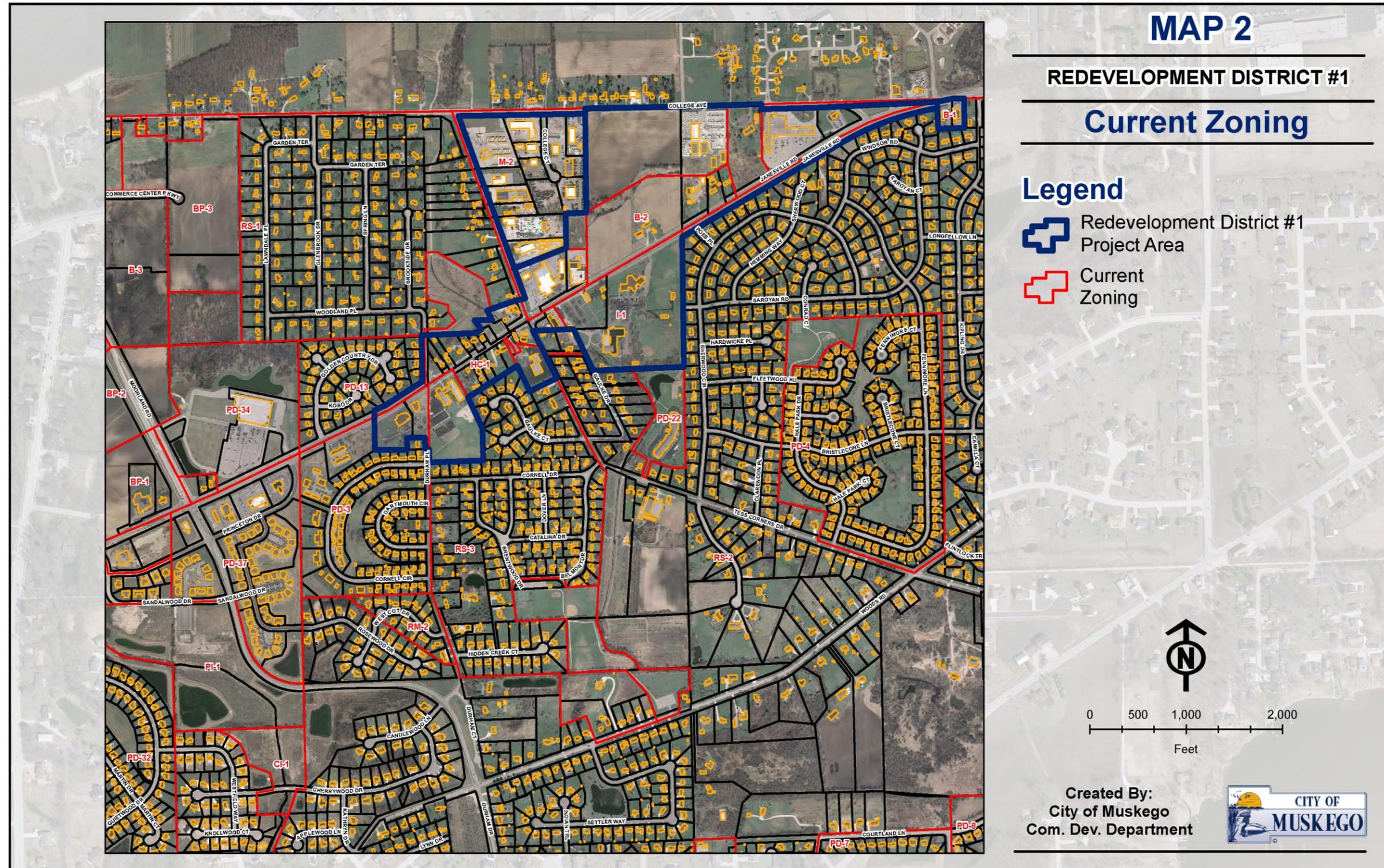
- Commercial: B-2
- Industrial: M-2
- Mixed Use: HC-1
- Government/Institutional/Park/Conservation: I-1

Map 2 depicts existing zoning within and surrounding Redevelopment District No. 1. For details of each zoning district please see Chapter 17, Zoning Ordinance, of the Municipal Code. The zoning code will describe the specific requirements and allowed uses for each district.

Within this redevelopment district, there are a few nonconforming structures, nonconforming parcels, and nonconforming uses.

Nonconforming structures are permitted to continue in existence, and may be improved, expanded, and/or enlarged provided the value of such improvement, expansion, or enlargement does not exceed 50-percent of the current market value of the property, and provided the improvement, expansion, or enlargement does not increase the degree of nonconformity. In the event a nonconforming structure is damaged beyond 50-percent of its market value, the structure must be rebuilt in conformity with the zoning regulations attached to the parcel.

Nonconforming parcels are permitted to continue in existence, and may be used and improved provided that any such use or improvement is developed in conformity with the zoning regulations attached to the parcel. While this zoning code provision strongly encourages reuse of nonconforming parcels, in many cases, the size, shape, or orientation of nonconforming parcels do not permit new developments in conformance with modern zoning standards, and such sizes, shapes, or configurations, constituting an economic liability for the parcel, and arrest the sound growth and development of the parcel and Project Area.



Redevelopment District No. 1

Nonconforming uses are permitted to exist provided they are not improved, expanded, or enlarged more than 50-percent of their market value. Nonconforming uses, which cease to exist for twelve consecutive months, or eighteen accumulative months in any three-year period, are required to cease operations. Nonconforming uses may be permitted to change to another nonconforming use upon petition to and approval by the Plan Commission, provided the proposed nonconforming use is not of a greater degree of nonconformity. Where proposed uses are of lesser intensity or degree of nonconformity, the intensity of the new use becomes the maximum permitted intensity or degree of nonconformity.

Development and redevelopment opportunities for nonconforming parcels are often hindered by diverse ownership. It is not uncommon within the Project Area to have two, three, or more nonconforming parcels adjacent to one another, each with little or no opportunity to redevelop individually in light of modern zoning requirements, and each in separate ownership. This condition often can impair and arrest sound growth and development.

4.3 CURRENT LAND USE

The redevelopment district contains a variety of current land uses. The mix of uses includes single-family residential, government/institutional, commercial, industrial, and agricultural and open space. Map 3 illustrates the current land uses.

4.4 ADOPTED DESIGN GUIDE

The entire City is governed by the design principals of The General Design Guide. Portions of the redevelopment district are also governed additionally by The Historic Crossroads Design Guide. These design guides have been adopted in Chapter 41 of the Municipal Code as a detailed element of the adopted Comprehensive Plan. These Guides serve to promote sound development principles and to enhance the aesthetics of the area. City Staff developed these design guides at the direction of the Mayor's Task Force on Economic Development and the Plan Commission.

These Design Guides outline the planning, design, and redesign of the built environment of the City of Muskego so as to enhance its visual character and avoid monotony. The standards are to assist in fostering sound, functional, attractive and quality development. Moreover, the Guides specify building construction materials to be utilized, site geometrics, site landscaping requirements, and site lighting standards to be followed.

4.5 ROADWAYS

As previously stated, Janesville Road runs through the center of this redevelopment district. Janesville Road is a major road within the City and it is also a county highway. Within this redevelopment district area, Janesville Road currently is a four-lane road with mixed areas of boulevards and/or turning lanes. Any properties directly located on any county highway are subject to Waukesha County Department of Public Works rules, regulations, and requirements.

Redevelopment District No. 1

There are also some properties not located on Janesville Road, but located on other side streets such as Tess Corners Drive and College Avenue.

The entire section of Janesville Road contains curbing. The interior roads of Tess Corners Drive and College Avenue are of a typically rural cross section lined with ditches. Within the redevelopment district boundaries, there is one fully signalized intersection, which is located where Janesville Road intersects with Tess Corners Drive.

4.6 PUBLIC UTILITY INFRASTRUCTURE

The entire project area has direct access to public sanitary sewer and municipal water. Map 4 illustrates the location of these facilities. The current facilities meet the current needs of the project area.

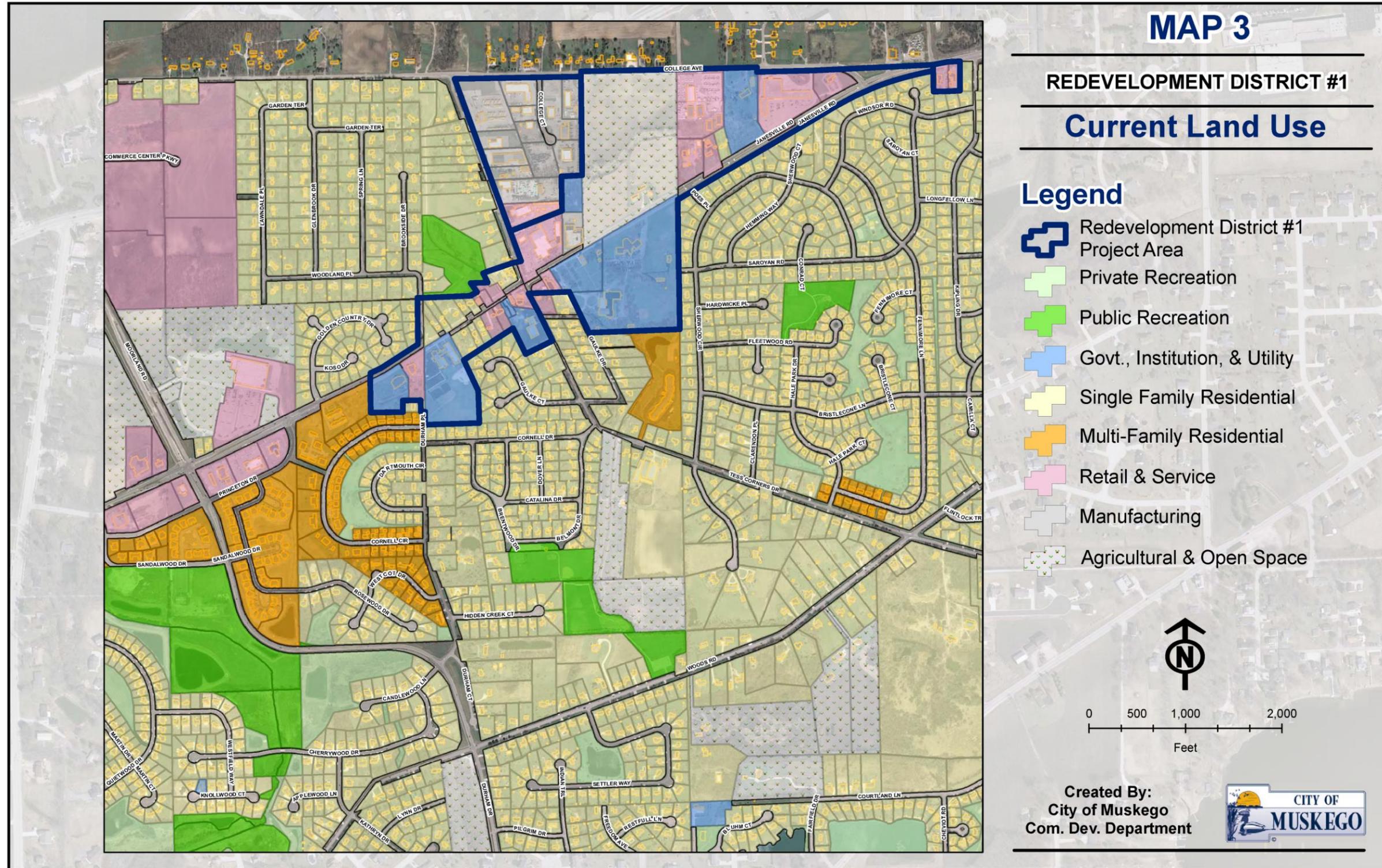
There are ditches and culverts through most of the project area that handle the stormwater run off and drainage. There is no large-scale underground stormwater sewer system or regional pond for the vicinity, with the exception of a small pond in the Tess Corners Industrial Park that works as a regional facility for Janesville Road when it was rebuilt.

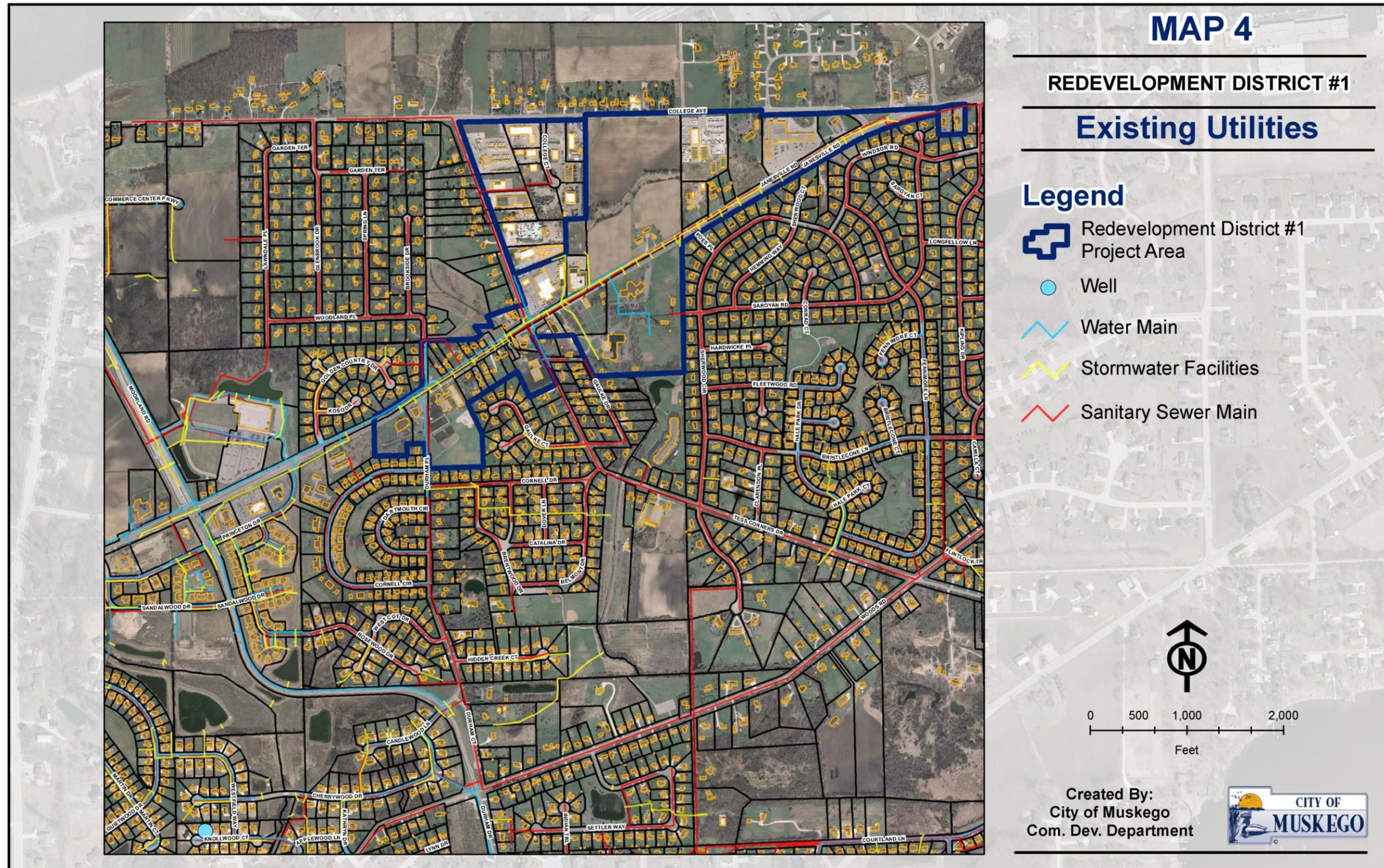
4.7 PRIVATE UTILITY INFRASTRUCTURE

Within the district, miscellaneous private utilities exist such as Time Warner (cable television, telephone, and internet), AT&T (cable television, telephone, and internet), and WE Energies (gas and electric). Since these are all privately run utilities, they expand and upgrade as they feel necessary. Most of these utilities are now below ground since Janesville Road was rebuilt.

5.0 VISION PLAN AND IMPLEMENTATION MEASURES

The purpose of this plan is to facilitate the development and redevelopment of the Tess Corners area of Muskego. The City is looking to aid the property and business owners within this redevelopment district. As stated previously, the City has been working with the property and business owners within the area over the past few years due to the Janesville reconstruction planning. Many ideas and needs have been identified due to the





Redevelopment District No. 1

meetings surrounding the reconstruction efforts. The implementation measures that help achieve the goals of this plan are listed below.

5.1 FUTURE DEVELOPMENT

IDENTIFYING DEVELOPMENT / REDEVELOPMENT OPPORTUNITIES

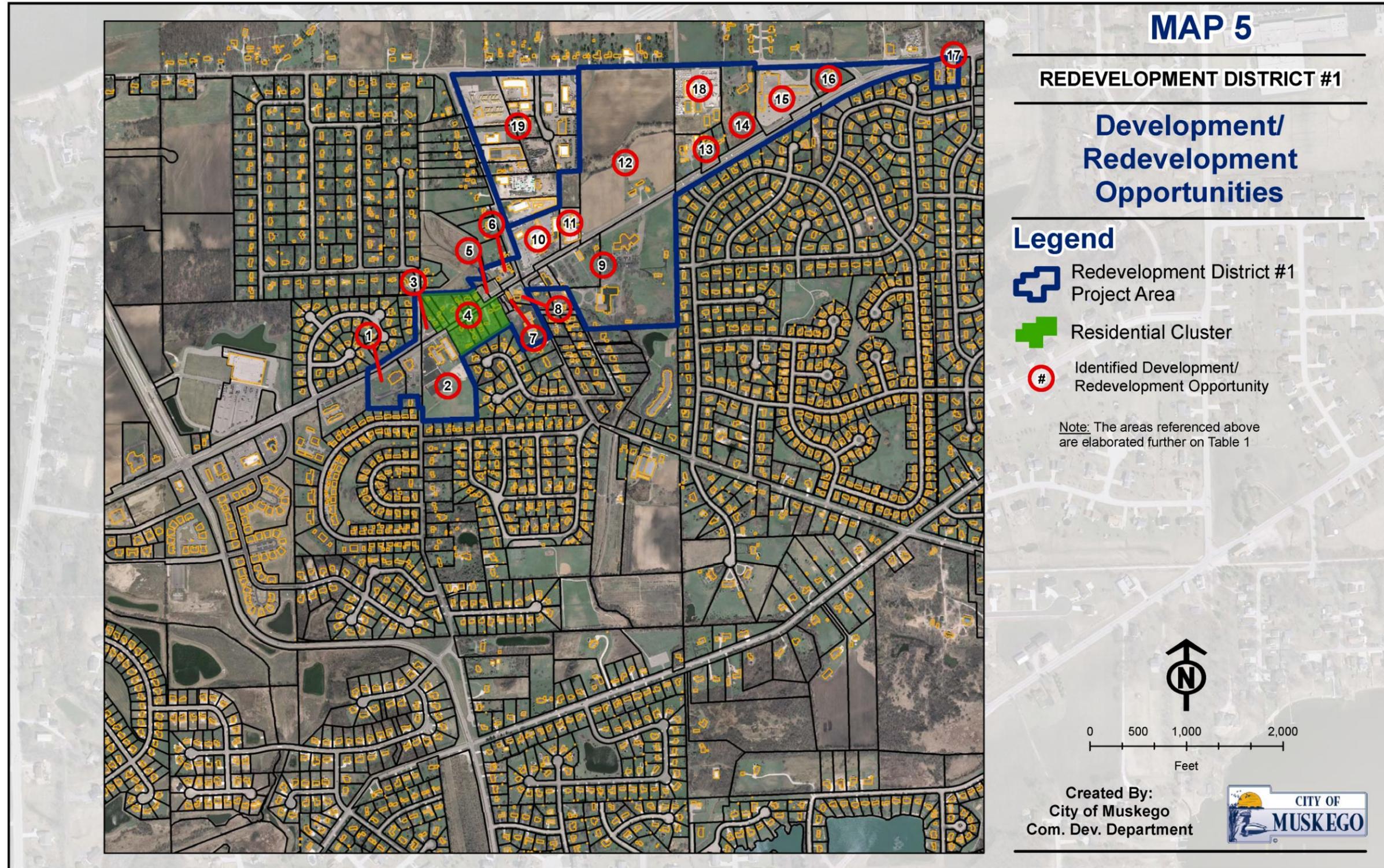
Many opportunities exist in the area for new development and/or redevelopment. These opportunities may be in the form of vacant parcels or area on an already developed parcel where room exists for expansion.

Table 1 discusses the development / redevelopment opportunities of the parcels found within RD #1 as identified by the City. These opportunities are further referenced on Map 5 attached herein.

Note: The table and map are strictly representational in relation to how a parcel may realize its highest and best use. All the identified opportunity assumptions are based upon existing 2020 Comprehensive Plan rationale or other known facts relating to zoning or infrastructure.

As part of identifying opportunities, the following measures may take place:

1. City staff should maintain the inventory and map identifying the lots within the Plan limits that have development / redevelopment potential. Characteristics such as lot size, building size, open space, etc. could be looked at to help determine where the development / redevelopment opportunities may be possible. Property owners should be contacted and informed of their potential and with ways the City may be able to help a redevelopment/development effort (Aid may exist in the form of financial help, marketing partnerships, etc.).
2. The designs, uses, and densities should be considered when planning new developments/redevelopments of Redevelopment District #1.



Redevelopment District No. 1

Table 1: Parcel Development/Redevelopment Potential

# from Map 5	Tax Key Number(s)	Potential Notes
1	2167.998.002	This parcel formally housed a church institutional use, and the old church structure still exists here. The parking area is still shared with the restaurant use to the east. Opportunity exists here to redevelop the lot and structure into a mix of uses. A proposal is in place to convert the old church building into a reception hall at this time. Grant and loan possibilities exist for any redevelopment here.
2	2168.961	This parcel is currently Tess Corners Elementary School. However, the Muskego-Norway School District has identified that the future viability of this parcel for a school might change due to recent School District Feasibility Study. Change from Institutional use could warrant a great location for a mixed use development.
3	2168.987	This is a vacant parcel left over from the Janesville Road reconstruction. The HC-1 zoning here allows a chance to rebuild a small multi-family dwelling or commercial entity. Grant and loan possibilities exist for any redevelopment here.
4	Main Residential Cluster	There is a large cluster of residential homes within the Redevelopment District that have many future opportunities due to the inclusion of the HC-1 zoning district found here. The residential homes and their aesthetic look and appeal are just as much as of contributor to the future of this area as commercial related uses. Thus, grant and loan possibilities for residential facades and frontages should be allowed here along with encouragement for alternative HC-1 zoned uses that may work well on certain properties.
5	2165.986 & 2165.985	These vacant parcels were left over from the Janesville Road reconstruction. The HC-1 zoning here allows a chance to rebuild a small multi-family dwelling or commercial entity. Grant and loan possibilities exist for any redevelopment here.
6	2165.989.001	This parcel is partially vacant due to the Janesville Road reconstruction. The HC-1 zoning here allows a chance to rebuild a small multi-family dwelling or commercial entity. Grant and loan possibilities exist for a redevelopment here on this corner situated parcel in the heart of the District. The parcel was actively for sale at the time of adoption of this Plan.
7	2168.994	This parcel is almost completely consumed by a legal nonconforming structure abutting the sidewalk and right-of-way of Janesville Road. The building is situated in a fashion of a historic downtown setting and is the type of design the HC-1 zoning wishes to promote in this vicinity. Loan and grant programs to enhance the aesthetics of the facades of this structure is essential to the look of the general area.
8	2168.996	This parcel resides on the southwest corner of Tess Corners Drive and Janesville Road. The parcel is utilized as a gas station at this time and is very visible. Upkeep of this property is essential due to the visibility, thus property maintenance standards should be upheld here. Grant and loan programs to enhance the site and building into a more historic crossroads nature would be appropriate to help the gas station blend into the surrounding area.
9	2165.997, 2165.976, 2165.975, & 2165.972	This grouping of parcels consists of the Terra Firma and St. Paul's Church properties. These properties are already developed and kept up in a pleasing condition. These parcels are identified in this Plan in order to assure the right-of-way frontage along Janesville Road is addressed now and into the future in regards to aesthetics (landscaping, etc.).
10	2165.973	Salentine's Auto exists here, which is on the northeast corner of Tess Corners Drive and Janesville Road. The parcel was redeveloped to include more landscaping and lighting when the Janesville Road reconstruction project took place. More updates to the facade are expected in the near future with the addition of a new dealership on the east side of the current structure. Grant and loan possibilities exist here for the continual update of the main structure to adapt to the historic crossroads principals and to aid in screening the expanse of asphalt that exists at the site.

Redevelopment District No. 1

11	2165.978	BioSource Flavors exists here. The structure is legal nonconforming due to existing setbacks from the front and east property lines. Opportunities exist for grant/loan programs to aid in updating the eastern facade of the structure to make it more appealing to the historic crossroads design principals. The eastern facade is very visible when embarking on the Tess Corners area.
12	2165.999	This parcel consists of approximately 35 acres and is currently farmed. Zoning exists here that would allow commercial uses along the Janesville Road frontage and industrial park uses to the north abutting College Avenue. When the landowner wishes to develop the parcel, there will be ample opportunity to place a variety of businesses here with great access to the surrounding communities and area highways. Aid in marketing the opportunities here will be essential in the future along with grant/loan programs to aid in new development.
13	2162.993.001, 2162.994, & 2162.998	A few residential parcels exist here and two of the three have small commercial businesses upon them in the statutory trade. The parcels are all zoned commercial and have potential for a variety of uses. Allowing grant/loan opportunities to enhance the current businesses or attract new businesses to these locations could take place.
14	2162.996	Heritage Church resides on this parcel, which has frontage on both Janesville Road to the south and College Avenue to the north. The 2020 Plan discusses that commercial uses should be allowed on the frontage of Janesville Road should the church ever move or should the church ever wish to develop this southern portion of their property.
15	2162.997	A retail strip center is found on this parcel along with a large amount of impervious surfaces for the parking lot. Grant/loan opportunities should be promoted to the owners here in order to update the façade and landscaping of the parcel to make it more adapted to the historic crossroads design principles if possible. The strip center is very visible to anyone coming through this eastern gateway to the Muskego community.
16	2162.999.002	This parcel is the first commercial site that passersby will see when coming through the eastern gateway into Muskego. The structure and site is well maintained and grant/loan opportunities should be open to this parcel if they wish to enhance it further due to the prominent location.
17	2162.999	Two business parcels currently exist here. Being in the gateway to the community and the Tess Corners area, grant/loan possibilities exist for these businesses should they choose to update the properties in anyway.
18	2162.999	MW Marine is found here, which facilitates a boat repair and service shop along with long term boat storage. Most of the site is made up of outdoor storage of boats and grants/loans could go to more permanently screen the parcel from the miscellaneous outdoor storage.
19	Tess Corners Industrial Park Parcels	The Plan now includes the Tess Corners Industrial Park, which is made up of many businesses that have been operating here for decades. The overall look of the park is in need of property maintenance code follow-ups, and grant/loan possibilities are possible for the upkeep and enhancement of many of the properties as well. Further information regarding the possible implementation efforts here are expounded upon in Section 5 of this Plan.

Note: This table is for informational purposes only and is strictly representational in relation to how a parcel may realize its highest and best use. All the identified opportunity assumptions are based upon existing 2020 Comprehensive Plan rationale or other known facts relating to zoning or infrastructure.

5.2 BEAUTIFICATION & UPKEEP

GENERAL CLEANUP: OVERALL

As part of reclaiming an identity for Muskego via development of the Tess Corners area, a focus must be centered on enforcing the City's ordinances relating to outdoor storage, landscaping, general site upkeep, and signage while also enforcing the Planning Commission approvals that many sites have received.

As part of the overall general cleanup, the CDA will take action to implement these requirements/guidelines, which will include the following:

1. The Muskego Community Development Department staff will begin to inventory properties that may be in conflict with past approvals or various city ordinances relating to site upkeep. Contacts will be made regarding the possible discrepancies relating to site upkeep. Approvals/ordinances will be strictly enforced in order to assure the best environment possible for City residents, business owners, and visitors, while at the same time working with property owners based on their individual situations.
2. Another aspect of Janesville Road's overall appearance relates to temporary signs that randomly dot the intersections in relation to telemarketing efforts or rummage sales. No temporary signage of this nature is allowed in the county or city rights-of-way by City ordinance. Thus, by adoption of this Plan, it will be the City policy to remove any signage in the rights-of-way within Redevelopment District #1 immediately upon viewing. Public Works or Community Development staff may do so in order to assure a clean landscape along Janesville Road. Note: Temporary signage for businesses is still allowed by City ordinances as long as proper permits are sought and is located outside of the public right-of-way.

GENERAL CLEANUP: TESS CORNERS INDUSTRIAL PARK

As part of the studies of this Redevelopment Plan it has been found that a high priority of the City is to orchestrate an overall cleanup of the Tess Corners Industrial Park much like that performed in the Muskego Business Park in early 2010. This cleanup is mostly in relation to the outdoor storage of materials and refuse that is found sporadically from lot to lot. Many of the lots in the Redevelopment District #1 park developed during a time the City did not have Planning Commission approvals or design guides in place. Thus, the result is now a mix of new construction lots that contain unsightly outdoor storage and lots that have outdoor storage in plain view.

By the adoption of this Plan by the Community Development Authority and Common Council, a new cleanup schedule specifically to address the outdoor storage of materials in the Tess Corners Industrial Park may be instituted.

As part of the general cleanup, the CDA will take action to implement these requirements/guidelines, which may include the following:

Redevelopment District No. 1

1. The Muskego Planning Department staff will contact the property owners in violation of property maintenance codes and will notify them of ways to remedy the situations along with financial aid that may be available (See Industrial Park Cleanup and Renewal Program below). All owners will have a specific time frame to achieve conformance.

TESS CORNERS INDUSTRIAL PARK CLEANUP AND RENEWAL PROGRAM

In order to promote and aid the cleanup of the industrial park, the City of Muskego has earmarked monies for an Industrial Park Cleanup and Renewal Program. The program will allow Tess Corners Industrial Park businesses and owners, currently found to be in violation of the outdoor storage rules and regulations or simply wishing to revitalize buildings and general site aspects, to apply for matching grants. Qualifying projects include installing new landscaping and fencing to house outdoor storage and refuse, resurfacing parking lots, revitalizing existing landscaping/signage, or general façade improvements. The utilization of such a renewal program should aid the businesses in attaining these goals. The Common Council approved earmarking monies to setup such programs in November 2008.

As part of the Industrial Park Cleanup and Renewal Program, the following implementation measures may take place:

1. Produce policies and procedures for such a program and receive approval from the Common Council.
2. A formal financial aid information sheet, including Industrial Park Cleanup and Renewal Program information and application, shall be developed and sent to the individual businesses and property owners within the Tess Corners Industrial Park on a yearly basis.

BEAUTIFICATION & GATEWAYS

Overall beautification of the District is considered essential since the City has invested a large amount of money towards the infrastructure of this portion of Janesville Road. Maintaining and enhancing the overall appeal of this area is essential.

As part of addressing/improving the beautification and gateways in Redevelopment District #1, the following implementation measures may take place:

1. Annual review of the “state of the gateways and beautification measures” in the district should take place by the CDA. Recommendations for maintenance and updates to the streetscaping should be considered and costs determined and budgeted.
 - a. Aid in cleanup of boulevard tree/mulch areas. Consider adding additional landscape areas in boulevards for further beautification.
 - b. Put banner anchors on certain light poles in district. Purchase banners designating the area as the “Tess Corners Historic District” with area businesses noted on the signs.

Redevelopment District No. 1

- c. Keep weeds cleaned up that grow in the roadway (many in curb areas) via Waukesha County.
 - d. Replace/repair/repaint fencing around culvert running under Janesville Road.
 - e. Replace Muskego College Avenue Gateway Sign (scheduled for 2011).
 - f. Have beautification day(s) each year. Use existing city staff (volunteers?) to clean-up area, prune trees, replace mulch, add additional plantings).
2. New development/redevelopments should look to compliment the streetscaping and themes the City has in place if possible.
3. In conjunction with the industrial park, set up a timeline and prioritize beautification improvements, which may or may not include the following: lighting, landscaping, gateway signage, internal identification signage, and ditch removal. Determine the costs associated with the improvements and cost share needs if possible. A survey to all owners and tenants in the Tess Corners Industrial Park was completed in October 2010. One finding indicates many didn't know that the area was always called the Tess Corners Industrial Park. The survey showed many wanted the area to be called the "Tess Corners Business Park" instead and believed adequate signage (monument and/or road name signage) should demonstrate this. The following items were suggested from that survey for potential road improvements:

SECURITY

Security is always an issue for business owners in the business and industrial parks. However, a survey to all owners and tenants in the Tess Corners Industrial Park was completed in October 2010, and no issues with security at this time were indicated.

INTERACTIVE INDUSTRIAL PARK WEBSITE

An important part of the redevelopment of the park begins with a clear and concise listing of current property owners and business owners. It is also important to know where there is development/redevelopment potential, along with where there are vacancies within the park. The implementation of an interactive website can help distribute the necessary information and data to those who may need to access it.

As part of the Interactive Business Park Website, the following implementation measures may take place:

1. Community Development Department Staff shall create an interactive Muskego Industrial Park website that effectively maintains various ownership and business information along with development and lease opportunities.
2. Prior to inception, determine if a name change to Muskego Business Park is feasible.

MARKETING

Future promotion of the new business center will be key to ongoing success.

As part of this plan, the following implementation measures may take place:

Redevelopment District No. 1

1. Community Development Department Staff shall work with the business owners to effectively market existing opportunities (land, lease, etc.).

RETENTION: TESS CORNERS INDUSTRIAL PARK

Keeping existing businesses in the Tess Corners Industrial Park and allowing them to prosper and meet their future goals will be necessary.

As part of this plan, the following implementation measures may take place:

Planning Department Staff shall work to implement a retention plan for existing businesses in the center.

5.3 FINANCIAL AIDS

JANESVILLE ROAD COMMERCIAL LOAN PROGRAM

In 2009, the Community Development Authority established the Janesville Road Commercial Building and Site Loan Program. These funds are intended to be used to improve properties and enhance the tax base within Redevelopment District No. 1. Businesses and property owners within RD No. 1 are eligible for low-interest loans to finance business expansion or start-up projects. Loan funds repaid to the City will be used to assist other businesses within the RD No. 1. The purpose of this plan is to set forth the criteria for the financing that is available from the Program. The Façade Loan Program is relatively the same as the Façade Grant Program but is focused towards larger scaled projects.

The Program has been established to increase the tax base of RD No. 1 through the retention and expansion of existing, and the development of new, small businesses. Small and medium-sized businesses often lack the necessary capital to develop or expand their operations, and this lack of capital has a significant indirect impact on the local tax base.

Further, the Program is instituted to encourage urban design excellence, integrate urban design and preservation of Muskego's heritage into the redevelopment process and enhance the character of this historic area. Loan resources should produce visible changes to commercial buildings and commercial sites. Since funding sources are limited, priority will be given to projects demonstrating the most substantial impact on building and neighborhood aesthetics.

The Program includes funding mechanisms and interest rates designed to encourage business development, while providing for the recapitalization and growth of the Program.

As part of this program, the following implementation measures may take place:

1. Formal marketing of this program, by the CDA and staff, so that all owners are well aware of their options when considering updates to their properties.
2. CDA Note: The City should be open to any request for a loan involving a RD No. 1 property whose updated design improves the image of the RD No. 1 area. Thus, even loan requests outside the parameters established in the adopted

Redevelopment District No. 1

program (amount requested, for other items not discussed in the program, etc.) should be discussed by the CDA, at the very least, in order to attempt to find options for those who wish to enhance this area.

JANESVILLE ROAD COMMERCIAL GRANT PROGRAM

The Janesville Road Commercial Building & Site Grant Program has been established to stimulate commercial exterior building and site improvements within the context of RD No.1, as administered by the Community Development Authority.

The Façade Grant Program is relatively the same as the Façade Loan Program but is focused towards smaller scaled projects (Ex. new signage, parking lot updates, general structure updates, landscaping, etc.). Businesses meeting the eligibility requirements outlined below can receive matching grants up to \$3,000.

The purpose of the Janesville Road Commercial Building & Site Grant Program is to provide matching grants to existing commercial buildings and sites for preservation and restoration. Further, the program is instituted to encourage urban design excellence, integrate urban design and preservation of Muskego's heritage into the process of downtown redevelopment, and enhance the character of the downtown area. Grant resources should produce visible changes to commercial buildings and commercial sites. Since funding sources are limited, priority will be given to projects demonstrating the most substantial impact on building and neighborhood aesthetics.

As part of this program, the following implementation measures may take place:

1. Formal marketing of this program, by the CDA and staff, so that all owners are well aware of their options when considering updates to their property.
2. CDA Note: The City should be open to any request for a grant that improves the image of the RD No.1 area. Thus, even grant requests outside the parameters established in the adopted program (amount requested, etc.) should be discussed by the CDA, at the very least, in order to attempt to find options for those who wish to enhance this area.

RESIDENTIAL GRANT PROGRAM

The residential lots and homes within the Redevelopment District No. 1 are just as important in creating a sense of place and high aesthetic quality along Janesville Road as the businesses. Thus, a residential grant program will look to be adopted by the CDA as part of the adoption of this RD No. 1 Plan. Such a grant program can aid a landowner in making improvements such as painting, residing, fence replacement/addition, front porch replacement/additions, landscaping upkeep/enhancement, and any other miscellaneous renovations that show a positive contribution to beautifying the Janesville Road corridor in the RD No. 1 District boundary area. Many other communities have such programs in place and most programs are limited to the front facades of the homes and lots.

As part of this program, the following implementation measures may take place:

Redevelopment District No. 1

1. Adoption of a new residential grant program for Janesville Road corridor enhancement.
2. Formal marketing of this program, by the CDA and staff, so all RD No. 1 owners are well aware of their options when considering updates to their property.
3. CDA Note: The City should be open to any request for a grant whose goal is to improve the image of the RD No. 1 area. Thus, even grant requests outside the parameters established in the adopted program (amount requested, etc.) should be discussed by the CDA, at the very least, in order to attempt to find options for those who wish to enhance this area.

REVOLVING LOAN FUND

The City of Muskego has for some time administered a Revolving Loan Fund (RLF), which provides a viable source of financing that fills the "gap" between the monies available through the private sector and the amount needed to complete a project. The City uses the monies to provide loans to new and expanding businesses. Businesses, in return for use of the public funds, provide private investment towards the assisted activity and create job opportunities, principally for the benefit of low- and moderate-income persons. In making a RLF loan to a business, communities act like a "bank" and accept responsibilities comparable to a commercial lender. The RLF money the City utilizes is a result of repaid Community Development Block Grant (CDBG) loans from the State of Wisconsin.

The City of Muskego's RLF program allows interest rates as low as 50% of prime, and the money can be used for a variety of projects including:

- Purchase, rehabilitation, renovation, or construction of a building.
- Site acquisition and preparation.
- Purchase of furniture, fixtures, and equipment.
- Financing of working capital.
- Clearance, demolition, and removal of structures.
- Buyouts by purchase of assets or stock.

A business must only demonstrate that one fulltime equivalent job is being created for every \$20,000 requested from the City. Assurances and collateral apply just like in any other bank loan.

As part of this program, the following implementation measures may take place:

1. Formal marketing of this program, by the CDA and staff, so that all owners are well aware of their options when considering updates to their property.

REVENUE BOND PROGRAM: TESS CORNERS INDUSTRIAL PARK

The City of Muskego is able to aid businesses and entities in the community in receiving lower interest rates for the various bonds they may require during a development or redevelopment. Two types of bonds exist: 1. Mortgage Lease Revenue Bonds or 2. Industrial Revenue Bonds. The City Council, and at times, the Community Development Authority, is able to utilize their authority to issue bonds on behalf of a business or entity. The City can either hold bonds or a business may

Redevelopment District No. 1

choose to hold the bonds themselves and utilize the City's name to achieve the lower rates. Generally, the City can attain interest rates 1.5 to 2.5 percentage points below market. Certain bonds can count against the City's bank qualification, thus certain restrictions may apply. The main difference with these two bonds is that Industrial Revenue Bonds may only be used for financing the construction, expansion and/or equipping of, primarily, manufacturing facilities, where Mortgage Lease Revenue Bonds can be used for a much larger spectrum of activities.

As part of the Revenue Bond Program, the following implementation measures may take place:

1. A formal financial aid information sheet, including the Mortgage Lease and Industrial Revenue Bonds, shall be developed and sent to the individual businesses and property owners within the Muskego Business Center on a yearly basis.

OTHER INCENTIVE TECHNIQUES

It is the intention of the City of Muskego to attempt to find options for any entrepreneurs to meet their goals when planning/expanding their businesses AND for the City in achieving the implementation measures in this Plan. Many other financial mechanisms exist which might be the appropriate outlet befitting the direct needs of a business venture or the City. These mechanisms may include the use of Tax Increment Districts or specific Municipal aids/incentives for grants, loans, land acquisitions, buyouts, leases, etc.

As part of this program, the following implementation measures may take place:

1. The City should not discount any financial option when trying to realize the goals and implementation measures of this Plan. "Outside the box" options should always be entertained, even when the option might seem unfeasible at face value.

5.4 ACQUISITIONS AND RELOCATIONS

As part of this Plan, there are no specific plans to acquire or relocate any businesses/properties. However, there may be times in which property owners may wish to discuss with the City about selling their property to the City for redevelopment OR specific businesses may come forward looking to be relocated.

As part of this, the following implementation measures may take place:

1. The CDA will work with any property owner or business to attempt to close a sale of a property for redevelopment or business relocation, as long as the end goals are consistent with Comprehensive Plan. Mechanisms may include outright sales or financial assistance mechanisms to reach these goals. However, any purchase of property or financial aid mechanism, shall be subject to the approval of the Common Council and any governing State Statutes.

5.5 UTILITIES AND INFRASTRUCTURE

ROAD INFRASTRUCTURE

The main thoroughfare within this Redevelopment District #1 is Janesville Road, which was fully reconstructed in the early 2000s. The reconstruction included the expansion of an existing two-lane road into a four-lane road separated mostly by boulevards. Streetscaping efforts did not take place to the degree proposed for the Janesville Road reconstruction to the west in Muskego slated for 2012-13. However, some trees were planted; ornamental lighting was installed, and some decorative pavement treatments were applied. Other enhancements in the form of streetscaping could still occur to further enhance this area in the future.

A survey to all owners and tenants in the Tess Corners Industrial Park was completed in October 2010. The following items were suggested from that survey for potential road improvements:

- Turn lane at College Avenue left (westbound) onto College Court due to traffic backups
- Overall College Avenue widening at entrance to College Court (Veolia backups)
- Wider road or simply enhance the shoulders along Tess Corners Drive
- Enhanced lighting at entrances or along College Court

As part of the road infrastructure, the following implementation measures may take place:

1. City staff and the CDA shall assess the current road infrastructure improvements with emphasis on the existing streetscaping, and look to budget for enhancements where necessary. Items for consideration may include new needs, or upgrades to signage, landscaping, lighting, identification of pedestrian crossings, and pavement treatments.

WATER & SEWER

Currently, no public water service exists north of Janesville Road along Tess Corners Drive extending into the Tess Corners Industrial Park along College Court. Working with the business owners and determining the feasibility and need of a public water main extension may be a project backed by this Plan.

STORMWATER

There are no stormwater facilities planned at this time. However, this Plan recognizes that stormwater management is required by code in a development / redevelopment that creates more than a ½ acre of impervious surfaces.

As part of stormwater, the following implementation measures may take place:

1. Whenever possible, the City should work to help property owners in orchestrating shared stormwater management. Shared stormwater ponds or regional ponds

Redevelopment District No. 1

can increase the development potential of lands and lessen the cost of this needed infrastructure.

5.6 CODES AND ORDINANCES

CITY BUDGET

Addressing the various implementation measures yearly will ensure that the objectives of the Redevelopment District No. 1 Plan are followed. Some of the measures will require financial resources from year to year to guarantee positive outcomes.

As part of the City Budget, the following implementation measures may take place:

1. The Community Development Authority will review the financial requirements of the Redevelopment District No. 1 Plan yearly, and request the necessary financial needs to the Common Council for various budget approvals.

ZONING ORDINANCE AND MAP AMENDMENTS

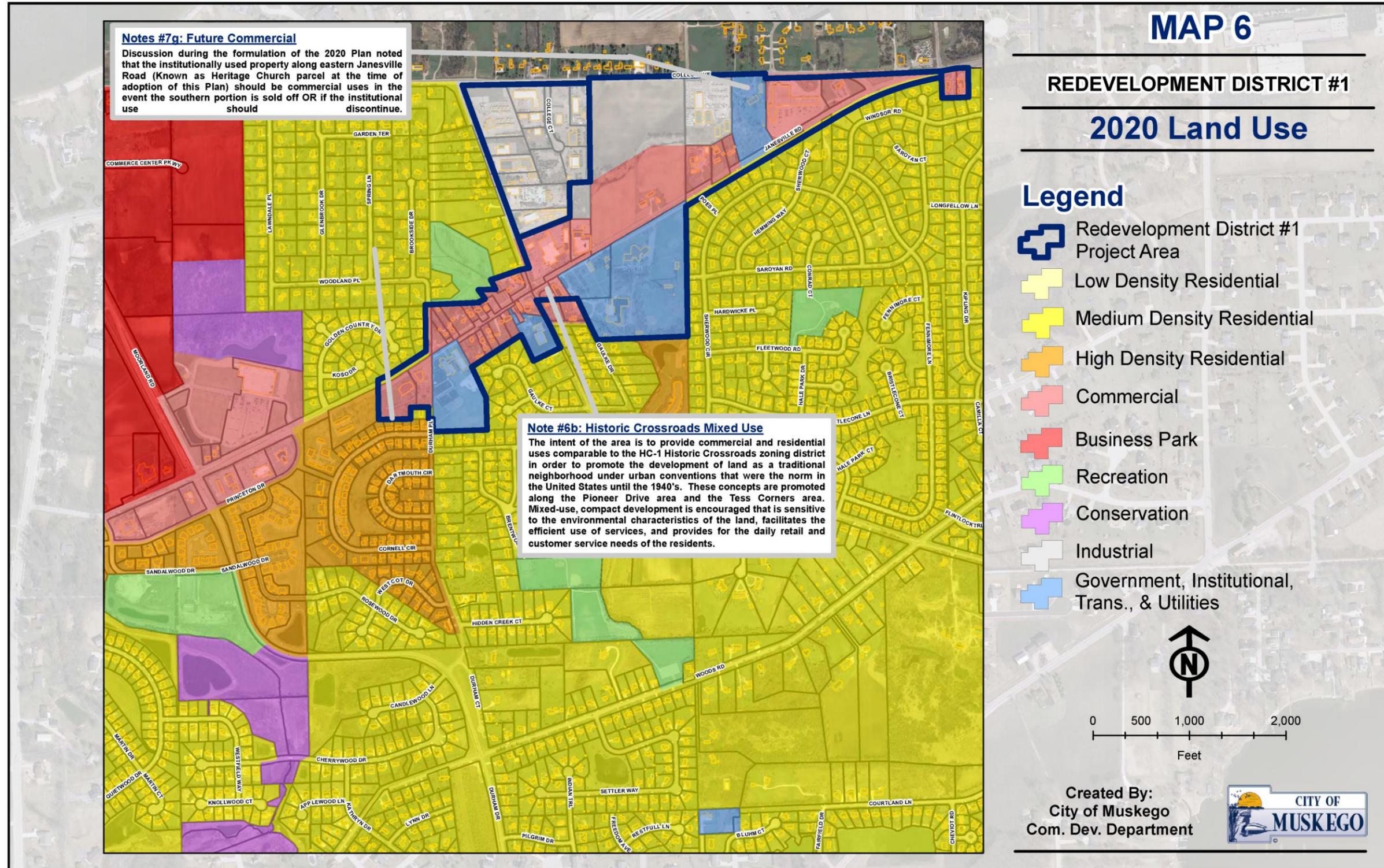
The majority of the parcel's existing zoning districts will accommodate the proposed redevelopment visions. No rezonings will formally occur as part of this plan. However, this Plan does recognize that many properties were affected by the reconstruction of Janesville Road and development / redevelopment opportunities may have been reduced due to this reconstruction. Thus, future approvals of comparable zoning districts for those affected properties will be recommended as long as the proposed uses meet the objections of the City's Comprehensive Plan.

COMPREHENSIVE PLAN AMENDMENTS

The adopted 2020 Land Use Map is illustrated on Map 6. The redevelopment visions outlined can be accommodated without amendment to the land use element of the 2020 Plan.

AMENDMENT TO BUILDING CODES AND ORDINANCES

Properties within the Redevelopment District are subject to all Building Codes and Ordinances of the City of Muskego. No amendments are needed as a part of this Plan.



APPENDICES

APPENDIX A - PROJECT AREA LEGAL DESCRIPTION

The boundary of the Redevelopment District No. 1 project area (the "Project Area") contains parcels of land legally described as:

The Project Area boundaries are depicted in Map 1.