

# Actions Taken in Implementing the City of Muskego Sustainable Economic Development Strategic Plan 2003

The various Goals & Recommendations adopted by the City of Muskego within the Sustainable Economic Development Strategic Plan 2003 are found herein along with supporting text of what was accomplished with each since the adoption of the Plan on January 27, 2004. This document will serve as a record of the actions taken by the City of Muskego in implementing the Plan over the next decade or so. 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 and recommendations of this document are reflective of extensive citizen input, valuable consultant contribution, and consequent thoughtful deliberation. They provide the basis and rationale for the overall vision expressed in the *introduction*.

*The Mayor's Task Force on Economic Development presents this plan as a strategy to balance Muskego's economic development objectives with the equally important goals of promoting sound environmental practice and protecting community aesthetics. The central theme of the plan is "sustainability." In other words, how do we allow economic development to happen without despoiling the pastoral atmosphere that is Muskego, or foreclosing on long term economic and social vitality? Sustainability criteria, as defined in this plan, include development that is fiscally pragmatic, market feasible, environmentally benign, and targeted toward emerging economic sectors within the region.*

*The Plan seeks to protect the quality of the natural environment; the richness of the local culture; the security and stability of the community; and the quality of local public services. Economic development in Muskego must afford residents access to the qualities that make life varied, stimulated, and satisfying while being a thriving and vital community.*



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

## Economic Development Goals

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

## Major Policy Recommendations

- 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)**
- 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); staff takes leads from a variety of resources including the Business Journal, local banks, brokers, real estate agents, etc.**
- 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**  
**~Updated gateway signage starting in 2009 which has led to identity of city; signage changed at all gateways, City Hall, and Library by 2012**
- 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. No agreement reached as of summer 2011**  
**~Staff looks to use TIF 8 monies to promote redevelopments adjoining TIF 8; Amend TIF 8 boundaries if need be.**
- Redevelop existing brownfield and grayfield areas before developing "virgin" land.  
**~None in 2009, 2010, 2011**
- 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.**  
**~Muskego is ranked as the 13<sup>th</sup> best suburb in southeastern WI based on schools, property taxes, crime, infrastructure, and appreciation in property values.**
- 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, and Janesville Road Residential Façade Grant Program.**  
**~Grant/Loan programs continually promoted to all area businesses in 2011 via send outs/mailings; Janesville program renamed to "commercial" program in 2011; Residential grant program explored but not implemented by Council until more specific needs are found.**  
**~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 a quarterly newsletter to the Mayor in September 2011 who then directs to Common Council. Updates everyone on economic development efforts the past three months while also detailing tax base generations, trends, etc. Will be posted on web as econ. Dev. Website is updated in near future.

- 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 in 2011: new signage, lighting, parking lot.

~Library sign approved for 2012 to be redone per the motif of the new gateway signs and City Hall signs. Electronic readerboard is approved as part of this so City can convey special events and meeting times/dates to public along downtown of Janesville Road.

~Ongoing efforts to preserve lands in Big Muskego Wildlife Area

~Ongoing efforts to purchase/preserve/manage more open space lands, lakes, and lake headwaters

~Utility and Road Plans implemented yearly

~Fall 2011: Council acts to purchase 106 acres of the Borst Farm along Field Drive for conservation land purchase (intention to turn it into conservation park like Engel Conservation Land). The Borst lands are listed in the Parks and Conservation Plan as High Priority Management lands in the city and are headwaters to Little Muskego Lake.

~Fall 2011: Council acts to begin possible purchase of Little Muskego Lake frontage along the downtown and Janesville Road for future park and open space purchases. Per the 2020 Comp Plan, looking to purchase lands along the downtown to access the lake to the public is considered for the future public good.

- 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

~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.

~Council initiates new Marketing Plan in Fall 2011 that will aid in determining underserved businesses in the community and approve implementation procedure to attract and retain businesses.

- Continue to pursue public-private partnerships.

~Great relationships established with the developers of the Moorland Gateway resulting in partnerships for shared financing

~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

- Use tax abatements sparingly or not at all.

~None given or applied for, during the life of this Plan, as of 2010

~Staff active in letting potential new businesses or existing businesses looking to expand that interest free or low interest loans available thru city. Yearly letters sent out in this regard.

- 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, other businesses found in GoMuskego binder in Com. Dev. Dept.**

**~Marketing Plan in 2011 will focus on the existing need of the business types below along with new potential business types the community may be underserved in.**

- o Advertising
- o Management Consulting
- o Engineering
- o Environmental Consulting
- o Architectural
- o Business Consulting
- o Accounting/Auditing
- o Medical Services
- o Computer and Data Processing
- o Financial services

• 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 opening in 2010**

**~Elliot's Ace Hardware opening in 2011**

**~Medical Services: Aurora opening new 24,000 SF clinic in early 2012 within Moorland Corridor**

• 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)**

• 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**

**~Expand to more detailed study after Janesville Road reconstruction complete and all affects determined – 2013/14?**

• Recognize the function of economic development by creating more staff time dedicated to Economic Development (Planner/Coordinator)

**~Attempted back in 2005, found 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)**

Other

• Implement "Development Opportunities" map via future land use decisions

**~CDA and MTF consistently make land use decisions and recommendations based upon map via Redevelopment District Plan adoptions and Strategic Action Area map approvals.**

**~2020 Plan adopts land uses consistent with the map in 2009**

**~Businesses, that are recognized in the opportunities and assets information on the map, are keyed upon for attraction to the city via mailings and personal contacts since approvals of Plan (information regarding some of the contacts kept in Com. Dev. Dept.)**

• Implement Appendix A: Design Standards of Plan in Moorland Corridor

**~Adopted the Business Park Design Guide based on the Appendix A Design Standards from Econ. Dev. Plan in January 2007. Used as a guide for future development of the moorland Corridor commerce area.**

• Utilize the Appendix B market Study data to Muskego's advantage

**~Utilized in promotion of city and attempts in attracting new businesses to the city. Examples of this can be found throughout this document above/below.**

~Researched viability of this existing data in 2011 and came to conclusion that the marketing data should be updated and new marketing study be completed.

~Council approves moving forward with a new marketing plan in Fall 2011 with completion in early 2012. Plan will focus on determining underserved businesses today within specific geographic areas of the city. Plans will also include 5 year implementation plan that is measurable.

**Other Economic Development Objectives Accomplishments/Notes (from 2020 Plan):**

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 12% as of 2009

~Down to 10% as of 2010

~Steady at 10% as of 2011

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.

~Aided Young's Auto Body along Janesville Road in 2011 with \$25,000 low interest loan allowing expansion and possible future addition of fulltime equivalent jobs

~Invested in creating new marketing Plan for the city in 2011

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.

~Council continues to fund the reconstruction of Janesville Road. Most notably approximately \$4 million is reserved specifically for the streetscaping of the new roadway which will include landscaping, road treatments, identification monuments, ornamental lighting, and more (2012-13 implementations).

~By 2012 all gateway signage and municipal building signage (Police dept., City Hall, Library) will share the same theme that ultimately guides the future theme of the city. Library sign in 2012 will also have electronic readerboard in the downtown that will aid showcasing special events in city and community meeting happenings.

~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. Community Development Staff becomes a member of this event committee for 2012.

~Council funded \$18,000 towards Jammin’ on Janesville for 2012 seeing 2012/13 as key years for the events success since the reconstruction project will be ongoing during this time.

~All new developments planned with cross access easements to aid in parking once in areas of commerce.

~Council approves first phase in possible purchase of Little Muskego Lake frontage lands along the city’s downtown and Janesville Road. If followed thru the lands could become a key part in establishing a downtown with area for cultural attractions and area for places to park once and enjoy multiple services.

~Council approves moving forward with Pioneer Drive reconstruction which would include reserving area for parallel parking in the area and reserving monies for new streetscaping giving the old historic street a sense of place.