

# **APPENDIX C: VISION FORUM RESULTS**



## LISTING OF GOAL STATEMENTS

### A. GOAL STATEMENTS

- Develop and redevelop major roads to offer more services, increase employment opportunities, and grow tax base.
- A well-planned and thought out use of resources.
- Promote a better balance of business vs. residential to diversify the tax base.
- Create a business center (or business district) with a variety of businesses that meet the needs of residents for goods and services.
- Replace or widen Janesville Road for better access.
- Improve communications regarding any changes proposed for the community, so that rumors and misinformation are drastically reduced.
- Design an integrated plan, which balances residential, business, and recreational opportunities with the city limits.
- Identify and implement a business park.
- Create a community identity that allows for the business and residential communities to coexist without compromising the natural beauty of the area.
- Develop Parkland Mall. Try to attract high-tech business development or advance technology business.
- Develop high scale Industrial/business Park on Moorland near I-43.
- Balance rural charm with focused business growth (to reduce taxes).
- Create opportunity for existing and new business growth and expansion.
- \$150 - \$200 million in business park tax base.
- Need to define controlled growth.
- Attract business growth to offset residential tax burden.
- Develop Muskego identity on I-43.
- Encourage economic development that is respectful of the rural history of Muskego.
- Enforce community standards – visual unfinished buildings, vacant and unkempt land.
- Preserve the rural and natural aspects of the area while promoting growth and development to become a progressive and competitive community.
- Pick a spot for a new industrial park – have the courage to say yes! Elect pro-growth minded folks.
- Develop a strategic plan, by city area, for the synergistic types of businesses for each area.
- Increase the business tax base (faster than residential growth).
- Preserve the most unique natural areas for parks and wildlife areas.
- I feel first priority should be to balance our business and residential development.
- Light industrial would be a good fit for Muskego.
- More cooperation from city departments (Planning Department).
- Encourage growth on Mooreland & Racine and city center.
- Stop economic leakage.
- Preserve our small town atmosphere.
- Determine by local government, the identity of Muskego, either a bedroom community or a self-supporting city.
- The City should create an atmosphere favorable for business development and actually seek businesses that enhance citizen quality of life.
- Some stores and shops along Janesville Road from Tess Corners to Racine Avenue.

- Implement a well thought out, community-supported plan for attracting businesses to the area.
- Develop a strategy for attracting both residential and commercial growth, which creates a mutual community identity.
- Reestablish and complete the parkland area.
- Implement a plan that allows residents to spend and work locally, creating a community environment.
- Improve sewer and water for the whole city.
- Develop high scale Industrial/Business Park in Racine near I-43.
- Let business take the risk associated with growth.
- Diversify or current tax base.
- CDA – condemn Park Land Mall site.
- Revitalize downtown and make it an attractive place to spend time (restaurants, specialty shops, etc.).
- Need a corridor plan for Racine Avenue and Mooreland Road.
- Encourage citizen involvement. Provide early proactive PR for projects/issues.
- Aggressively search out the next “NMC Office Park”; set timelines achievable to facilitate all opinions/views.
- Develop a community identity using our lakes.
- Preserve/improve quality of life – preserves environment/smart design (e.g. preserve the night sky), improve local amenities/attractions (esp. Janesville Road).
- Welcome businesses for downtown (retail or offices) and enlarge our business park.
- Development downtown – first priority both sides of Janesville Road.
- Welcome new businesses – advertise.
- Strive for/encourage private enterprise to develop business, not government starting businesses.
- Maximize the property that the city owns over by Kohls (Community Center property), maybe even other property.
- Protect our scenic beauty.
- Educate the citizenry that Muskego is a city in transition - from rural to suburban and that change is inevitable.
- Eliminate blighted areas of the city. Condemn and rezone distressed residential lots for business use.
- Fill in vacant lots to center downtown Muskego.
- Create an environment that attracts business.
- Implement an integrated plan, which incorporates changes in local legislation, steps to create a mutual community identity (remove eyesores/or other impediments), and inducements in planned growth and development.
- Reduce complications of planning process.
- Develop usable retail area in “downtown” Janesville Road area that all Muskego residents are proud of, but maintain current lake and residential areas.
- Promote ideas with more preplanning.
- Develop a regional business park.
- Establish a community identity.
- Diversified tax base, incentive for folks to live and work here, give businesses tax credit for their and employee involvement.
- Preserve the rural, lake atmosphere.
- Reverse the flight of businesses out of Muskego.

- See that housing developments retain the rural atmosphere with larger lots.
- Preserve our parks and lakes.
- Preserve a good quality of life.

## **B. SHOULD ECONOMIC DEVELOPMENT BE A MAJOR COMMUNITY PRIORITY?**

### **WHY OR WHY NOT?**

- High priority to balance tax base and offer more services.
- Limited and planned – no large industrial/business parks or rental properties; these types of growth take more city resources than taxes paid.
- Absolutely, it is essential for Muskego's economic future.
- Business, industrial and commercial development should be a major priority to increase the tax base.
- Money should stay in the community as far as shops and stores; this helps ease the tax burden.
- The tax base is a burden to homeowners. Less than 8% of tax base is business. This is way too low!
- Yes. In order to achieve a measured growth and improvement as well as improved quality of life opportunities for both residents and businesses.
- Yes – to diversify the tax base.
- Yes, to help ease the tax burden on the residences.
- Yes, balance tax base (residential vs. business).
- Only to reduce taxes or improve quality of life.
- Yes, because it will keep taxes in check – help bring new business into community.
- Yes, because I hate taxes.
- Only if it is correctly done.
- Yes, controlled growth improves the quality of life in the community.
- To balance tax base and enhance Muskego image.
- Yes, without it residential property owners will shoulder the brunt of the tax burden and it contributes/facilitates the long-term health of the community.
- This is an important aspect to our growth. It helps to provide a stable/balanced tax base, and provides local identity.
- Economic development should be a priority – without one we will fall behind.
- Yes, because we need a sense of community and an active commercial segment to serve as a focus and as a tax base.
- Yes, essential to a stable tax rate.
- Yes, development is important to relieve homeowners of the burden of high taxes.
- Yes, because of the balance tax structure for current business owners and homeowners.
- Houses do not pay enough taxes to support a city.
- Yes, to create tax base, to provide local employment, less auto travel.
- Yes, to help keep taxes in check.

## **C. WHAT TYPES OF COMMERCIAL DEVELOPMENT WOULD BE A GOOD FIT FOR THE COMMUNITY? CHECK ALL THAT APPLY:**

- Mixed-use/Town center (retail/office/residential) = **26 responses**
- Highway oriented (drive-up/drive-through) commercial = **7 responses**
- Regional business/office park = **23 responses**
- Neighborhood-oriented retail (e.g.; Tess Corners) = **18 responses**

## **SUMMARY OF ECONOMIC DEVELOPMENT GOALS**

(Condensed from Vision Forum worksheets)

**GOAL 1: Diversify the tax base to relieve property tax burdens, and to provide more local shopping and employment opportunities.**

**Objectives:**

- Plan and develop a new ‘upscale’ business park
- Provide the supporting infrastructure for economic development in the appropriate locations
- Target high quality/high wage businesses that utilize new technologies.
- Capture more local disposable income – re-circulate local wealth
- Create synergies between local businesses through effective site planning and targeted business recruitment

**GOAL 2: Establish a memorable community image that builds on the City’s small town atmosphere and natural amenities.**

**Objectives:**

- Create a stronger visual image for downtown and expand its range of activities.
- Develop and enforce quality design standards for all new development
- Preserve natural features and rural character – integrate new development in a sensitive manner
- Create and implement corridor and special district plans/guidelines
- Clean up unkempt areas through direct public intervention
- Concentrate commercial development in a few well-defined nodes or districts. Prevent ‘strip’ development

**GOAL 3: Improve the overall ‘climate’ for economic development through public outreach, business development programming, and through the actions and behaviors of city representatives.**

**Objectives:**

- Develop incentive and promotional programs tailored to desired types of business
- Improve business retention efforts
- Encourage public involvement and education on economic development issues

**GOAL 4: Protect and improve the quality of life by balancing sound fiscal and environmental management.**

**Objectives:**

- Protect natural features and scenic beauty
- Develop new business park that reflects high design and environmental standards
- Maximize return on public investment by locating new business in areas already well served with public services
- Promote quality of life as a businesses attraction strategy

## ISSUES AND OPPORTUNITIES SUMMARY

### A. ISSUES

- Citizen opposition to development {25}
- Current state of downtown {25}
- Balance residential and commercial growth {14}
- Unbalanced tax base (commercial vs. residential vs. industry) {14}
- No integrated plan for business and residential growth {9}
- Need a Gateway Plan for Moorland/Racine {7}
- Lack of community identity {4}
- Lack of city help and leadership {3}
- Losing existing business due to lack of expansion space {3}
- Need improved water/sewer system {3}
- Need more property zoned for business {3}
- Large landfills {2}
- Residential growth will strain infrastructure – raise tax rate {2}
- Not central location for Milwaukee {1}
- Locate commercial development by major access roads {0}
- Southwest corner not served by water/sewer system {0}

### B. OPPORTUNITIES

- Increase the business tax base {23}
- Easy access to freeways and major highways {16}
- Infrastructure with available land (Racine, Moorland, Janesville) {13}
- Untapped markets for a variety of local businesses {11}
- Lakes and parks {10}
- Quality rural environment {9}
- Develop a downtown with better access and family-friendly amenities {7}
- Changing demographics of the population (lake community vs. professionals) {5}
- Government that works well together {5}
- Available workforce {3}
- Close proximity to downtown Milwaukee/amenities/neighboring suburbs {3}
- Land availability {3}
- Not much competition {2}
- Open lands {2}
- Comprehensive Plan in place with several untapped markets {1}
- Gateway to southwest communities {0}
- Good schools {0}
- Grow community of younger population = availability of workforce {0}
- New homes with rich people {0}

## VISUAL PREFERENCE SURVEY

### A. CONCLUSIONS AND INFERENCES

- Bias against contemporary architecture (preference for traditional building forms and motifs)
- Strong preference for open space preservation and undisturbed natural features
- Generous landscaping favored
- Strong preference for on-site pedestrian amenities
- Strong dislike of large unadorned parking lots
- Preference for finer-grained architectural massing and variable rooflines (i.e. buildings are broken down into smaller discrete parts rather than being 'boxy')
- Natural materials (wood and masonry) preferred over steel & glass construction.
- Multiple, combined materials vs. few materials
- Textured/variegated building surfaces preferred over curtain wall construction (multiple exterior cavities/opening vs. smooth, closed surfaces)
- Strongly marked building entrances
- Natural vs. highly manicured landscaping (i.e. organic vs. ornamental)
- Low-rise vs. vertical building profiles
- Preference for large/multiple street-level windows (i.e. building 'transparency')
- Preference for awnings, strong roof-lines, multiple horizontal & vertical elements (strong 'articulation')
- Understated ornamentation, details, and signs
- Asymmetrical vs. symmetrical facades
- Transitional areas between indoor and outdoor spaces (e.g. awnings, arcades, colonnades, loggias, overhangs etc.)
- General preference for square/rectangular shapes vs. round shapes

**B. COMMERCIAL/RETAIL**

**Highest Ranking Items (average score)**

4			Categories	Positives	Negatives
			Architecture	26	0
			Landscaping	26	0
			Fit with Landscaping	15	0
			Parking Areas	16	3
			Pedestrian Areas	24	0
	Average Score	3.60	Signage	9	0
	Standard Deviation	1.35	Comments	Upscale/green; better strip mall	

12			Categories	Positives	Negatives
			Architecture	18	6
			Landscaping	17	2
			Fit with Landscaping	19	4
			Parking Areas	15	4
			Pedestrian Areas	8	2
	Average Score	2.47	Signage	3	4
	Standard Deviation	1.83	Comments	Village feel	

Highest Ranking Items (average score)

			Categories	Positives	Negatives
			Architecture	17	5
			Landscaping	13	3
			Fit with Landscaping	10	2
			Parking Areas	3	1
			Pedestrian Areas	21	2
			Signage	11	2
14	Average Score	2.40	Comments	Human-scale; nice lighting; great walkways	
	Standard Deviation	1.96			

			Categories	Positives	Negatives
			Architecture	20	3
			Landscaping	20	1
			Fit with Landscaping	13	0
			Parking Areas	4	1
			Pedestrian Areas	6	3
			Signage	4	2
19	Average Score	2.60	Comments		
	Standard Deviation	1.50			

**Lowest Ranking Items (average score)**

11		Categories		Positives	Negatives
		Architecture	8	19	
		Landscaping	0	6	
		Fit with Landscaping	0	2	
		Parking Areas	3	1	
		Pedestrian Areas	2	1	
	Average Score	-0.77	Signage	5	4
	Standard Deviation	2.71	Comments		

13		Categories		Positives	Negatives
		Architecture	2	19	
		Landscaping	2	7	
		Fit with Landscaping	1	5	
		Parking Areas	1	2	
		Pedestrian Areas	9	5	
	Average Score	-1.43	Signage	2	5
	Standard Deviation	2.66	Comments	I like deco; very cold	

Lowest Ranking Items (average score)

	Categories		Positives	Negatives
	Architecture		0	26
	Landscaping		0	20
	Fit with Landscaping		0	12
	Parking Areas		7	14
	Pedestrian Areas		3	10
	Signage		3	12
Average Score	-3.27	Comments		Bland; stark and cold; ugly; big-box junk
Standard Deviation	1.82			
16				

	Categories		Positives	Negatives
	Architecture		1	22
	Landscaping		0	17
	Fit with Landscaping		0	10
	Parking Areas		4	18
	Pedestrian Areas		2	13
	Signage		2	9
Average Score	-3.17	Comments		Ugly; big-box junk
Standard Deviation	1.97			
17				

### C. MIXED USE

#### Highest Ranking Items (average score)

	Categories		Positives	Negatives
	Architecture		16	7
	Landscaping		26	1
	Fit with Landscaping		10	2
	Parking Areas		15	2
	Pedestrian Areas		13	3
	Signage		6	4
Average Score	2.00	Comments		
Standard Deviation	2.17			
24				

	Categories		Positives	Negatives
	Architecture		23	0
	Landscaping		25	0
	Fit with Landscaping		14	0
	Parking Areas		3	3
	Pedestrian Areas		23	1
	Signage		12	1
Average Score	2.73	Comments		
Standard Deviation	2.12	Like concept		
26				

**Mixed Use**

Highest Ranking Items (average score)

			Categories	Positives	Negatives
			Architecture	18	7
			Landscaping	22	1
			Fit with Landscaping	10	0
			Parking Areas	12	2
			Pedestrian Areas	11	0
			Signage	5	1
27	Average Score	2.10	Comments	Good balance; very nice	
	Standard Deviation	2.23			

			Categories	Positives	Negatives
			Architecture	18	6
			Landscaping	5	2
			Fit with Landscaping	5	2
			Parking Areas	3	3
			Pedestrian Areas	19	0
			Signage	7	2
29	Average Score	2.20	Comments	Unique; fun look; good character	
	Standard Deviation	2.30			

Lowest Ranking Items (average score)

	Categories		Positives	Negatives
	Architecture		3	19
	Landscaping		2	14
	Fit with Landscaping		2	5
	Parking Areas		12	9
	Pedestrian Areas		5	4
	Average Score		-1.10	
Standard Deviation		2.54		
		Signage	3	4
		Comments	Strip mall junk	
28				

**D. COMMERCIAL/OFFICE**

**Highest Ranking Items (average score)**

			Categories	Positives	Negatives
			Architecture	0	0
			Landscaping	25	0
			Fit with Landscaping	22	0
			Parking Areas	1	0
			Pedestrian Areas	6	1
			Signage	9	1
48	Average Score	3.27	Comments Human-scale; good integration; rural charm		
	Standard Deviation	2.08			

			Categories	Positives	Negatives
			Architecture	6	8
			Landscaping	23	0
			Fit with Landscaping	23	2
			Parking Areas	11	2
			Pedestrian Areas	4	2
			Signage	2	1
49	Average Score	2.90	Comments Needs a nature walk		
	Standard Deviation	2.06			

Highest Ranking Items (average score)

	Categories		Positives	Negatives
	Architecture		28	0
	Landscaping		26	0
	Fit with Landscaping		21	0
	Parking Areas		1	2
	Pedestrian Areas		7	2
	Signage		2	0
50	Average Score	3.73	Comments Too much lawn; hidden buildings	
	Standard Deviation	1.41		

	Categories		Positives	Negatives
	Architecture		21	0
	Landscaping		23	0
	Fit with Landscaping		23	0
	Parking Areas		7	1
	Pedestrian Areas		24	0
	Signage		4	1
54	Average Score	2.87	Comments Like concept	
	Standard Deviation	2.11		

**Lowest Ranking Items (average score)**

	Categories		Positives	Negatives
	Architecture		4	19
	Landscaping		6	16
	Fit with Landscaping		4	13
	Parking Areas		0	2
	Pedestrian Areas		0	1
	Signage		0	1
	Comments		Rolling hills	
Average Score		<b>-0.43</b>		
Standard Deviation		2.39		
34				

	Categories		Positives	Negatives
	Architecture		6	11
	Landscaping		6	11
	Fit with Landscaping		3	8
	Parking Areas		1	3
	Pedestrian Areas		1	3
	Signage		1	3
	Comments		Cold/sterile; too diverse	
Average Score		<b>-0.37</b>		
Standard Deviation		2.70		
42				

Lowest Ranking Items (average score)

	Categories		Positives	Negatives
	Architecture		5	13
	Landscaping		3	12
	Fit with Landscaping		3	6
	Parking Areas		0	2
	Pedestrian Areas		0	2
	Signage		3	2
Average Score	-0.37	Comments		
Standard Deviation	2.57			
46				

	Categories		Positives	Negatives
	Architecture		7	15
	Landscaping		8	13
	Fit with Landscaping		5	8
	Parking Areas		8	3
	Pedestrian Areas		1	4
	Signage		1	2
Average Score	-0.57	Comments		
Standard Deviation	2.66	Plain		
60				