

***April 21, 2016 Agenda Item 3***

**Village of Mukwonago Comprehensive Plan Update  
Draft Goals and Objectives Statement**

The foundation of a comprehensive plan is goals and objectives. They provide overall policy guidance as the plan is prepared, adopted and implemented. Goals are statements to provide a long term end result desired by the Village. Objectives are specific and sometime measurable statements that mark progress to a goal, while policies are principles creating a course of action, or a task to achieve a goal or objective.

Comprehensive Plan 2035 for the Village of Mukwonago adopted in 2009 listed 13 overall goals, and then listed detailed goals, objectives and policies for each separate plan element. The overall goals were as follows:

1. To preserve and enhance the Village's quality of life including its historical identity, its small town atmosphere, its community events, and its traditional downtown.
2. To protect and preserve the Village's sensitive ecosystems and cooperatively support environmental quality of the surrounding region.
3. To provide outdoor recreation opportunities for Village residents of all ages through the development and maintenance of Village parks, recreational areas, trails and open space.
4. To provide health and recreational programming for youth and adults and encourage private facilities to provide such programming.
5. To maintain the accepted levels of public services for residents and business owners in a fiscally conservative manner being able to withstand the ever-fluctuating economic marketplace.
6. To develop a land use plan that provides ample new development opportunities and identifies redevelopment opportunities.
7. To provide a variety of housing options in the Village that are affordable for residents of various socioeconomic income levels including first-time homebuyers and public servants.
8. To attract and retain high quality development that enhances and diversifies the Village's economic base.
9. To support the long-term economic vitality and viability of the Village's downtown.
10. To promote and provide multi-modal transportation including public transportation throughout the Village and its neighboring communities.
11. To promote a sustainable downtown that balances the need for public investment and a revitalized atmosphere of economic development taking advantage of opportunities to attract new businesses to underutilized storefronts.
12. To track desirable development throughout the Village with a focus on the Gateway District and beyond.
13. To maintain and improve intergovernmental cooperation efforts with neighboring municipalities to provide efficient and cost-effective community services, infrastructure and facilities.

With the above goal statements in mind, a review of the progress the Village has achieved from 2009 to today yields a generally positive result, but plenty remains left to achieve toward community betterment. Some of the progress toward the goals since 2009 includes the following:

- Dialogue between the Village and downtown business owners and property owners resulting in shared solutions of traffic flow, parking and business expansion. Today the downtown is healthier than it has been in the past 30 years.
- Village officials regularly meet with local industries and businesses to understand their needs resulting in improved communications that has enhanced business expansion and relocation within the Village (with new job creation).
- A local industry, a local property owner and the Village working together to begin development of a new business park.
- The Mukwonago Area School District working together with local industries and businesses toward improved work force development and training.
- The Village supporting property owners and developers toward new retail development at both the north and south side business hubs of the Village.
- A steady level of new single family housing starts, along with several new high-quality multi-family developments.
- Entire community support of a new YMCA providing health and recreation to the community, along with support of an expanded public library.
- Community support of expanded medical services with a 24 hour/7 days a week fully staffed emergency department.

The above points highlight several of the many advances made in the community by following the goals of the Comprehensive Plan 2035. Yet, in 2016, precipitated by a regional shift of housing demand and proposed new developments to fill the local demand, and external economic factors dictating the need for continued growth through development, the Village has reached a critical crossroads regarding how the Village will look and feel in the future. The Village Board decided the land use element and policies associated with land use needed an update. A Steering Committee representing a cross-section of residents and community leaders was appointed to assist the Village Plan Commission and Village Board to determine the future look and feel of the Village through land use.

The Steering Committee was asked to respond to a question with the purpose of gauging their individual and initial thoughts of where the Village has been and should be. While there was no right or wrong answers, the responses provided great insight toward the overall direction the committee will pursue.

*The Question: What Type of Community are we and should we be, pertaining to the future look and feel?*

*The Individual Responses were:*

- (We are a) bedroom community.
- (Must have) growth that responds to demand.

- Need multi-family.
- (Need) focused senior housing.
- (Continue) sense of community.
- (Need) more industrial.
- (Need) business (that) supports good paying jobs.
- (Should be) like Oconomowoc (with downtown redevelopment and perimeter quality business)
- (Must have) sustainable and responsible growth.
- (Need) senior housing and flexible housing (that can be converted over the years to fit housing need) for future use.
- (Need to be) desirable, exciting and family (oriented).
- Need to be forward thinking.
- (Maintain) romantic, community atmosphere.
- (Must be) fiscally wise.
- (Need) land use plan to enhance sustainability and livable (community).
- (Need to advance) community through start of modern era.
- Need to address (maintaining) a healthy downtown.
- (Need to address development) projects that don't pan out.
- (Need to address) vacant buildings (that) look terrible.
- (Need to address) downtown (that) doesn't look great.
- (Should pursue) burying of power lines.
- (Need) middle of the road growth.
- (Village is a) good hometown.
- (Retain and attract) locally (owned) business.
- (Need) more multi-family.
- (Need to address) downtown parking versus keep buildings—(do we need a) parking structure?
- (Need to identify) redevelopment (opportunities) and where?

The overall conclusion drawn from the responses and subsequent comments shared between committee members is that the committee desires to steer the community in a similar direction as approved in 2009. At the same time, the responses recognize the need to adjust policy for community improvement.

Therefore, the committee created the following goal and objectives to guide the preparation and implementation of the plan update focusing on land use.

*Goal: The land use goal of the Village of Mukwonago is to maintain the atmosphere of a small town, village life style that maintains a healthy and prosperous downtown, that provides support for well-maintained and an aesthetically appealing built environment, that provides sustainability through moderate growth of all land uses and that recognizes the need to continually provide quality life cycle housing; while knowing that specific opportunities exist for more intensive use of the land to serve the community with quality jobs and housing without impacting the overall village life style.*

*The objectives to meet the land use goal are as follows:*

- *To continually work with business owners, property owners and community organizations toward policies that enhance the continuous prosperity of downtown.*
- *To provide land uses and redevelopment opportunities in and around the downtown that is complementary to and supports a strong business community.*
- *To safeguard that new development or redevelopment protects the livability of existing Village neighborhoods.*
- *To create opportunities for more intensive land uses that provide quality jobs, goods and services, and a diversity of housing to Village residents and surrounding service area, while ensuring the intensive land uses are fiscally beneficial to Village taxpayers and are designed and located with minimal impact to the local street system and the environment.*
- *To seek land uses that allow for a variety of housing types for a growing and diverse population meeting the needs of all age groups while sustaining a suitable ratio of single family detached homes.*
- *To encourage alternative styles of new housing development or redevelopment that can be adjustable to meet future housing demands.*
- *To evaluate all new development or redevelopment in conjunction with the goals and objectives of other comprehensive plan elements, especially with the needs and capacities of local schools, public utilities, local streets, storm water management and water quality, and the provision of proper police and fire protection.*
- *To evaluate all new development or redevelopment with quality architectural, site and landscaping design principles.*
- *To ensure open spaces and recreational opportunities are provided for existing and new residents, along with the protection and integration of the many local environmental features into new developments or redevelopments for the enjoyment of residents.*
- *To coordinate with all property owners and business owners toward a well maintained and aesthetically pleasing built environment.*

It is with the overall land use goal, objectives and policies that the Village of Mukwonago has the available tools to advance the quality of life for all citizens and businesses.

*Please note: Policies will be formed as the committee progresses through the process via discussion and review of specific land use policy. This written statement and all other information recommended by the committee will be placed into one document to be approved as an addendum to the 2009 plan.*