

VILLAGE  
OF  
PEWAUKEE

STRATEGIC PLAN

Initially Adopted March 2006

Revised August 2007

## **Background and Overview:**

Elected and appointed officials of the Village of Pewaukee conducted a Strategic Planning Retreat in November 2004 to determine what issues were of particular importance in mapping the future direction of our community. The initial session was facilitated by Liane Dolezar, Waukesha County Technical College [WCTC], and conducted on their Pewaukee campus. The starting point was to determine a vision, a mission or purpose statement, and identify the needs of all of the stakeholders in our community and to create a general view of what we believe our values are and should continue to be.

From that basic structure, the group began to develop goals and strategies which would guide our future activities. It is important to note that the planning process attempted to identify goals and strategies which would go beyond the efficient carrying out of village activities on a daily, weekly and annual basis by elected officials and village staff. Goals and strategies were limited in number and scope in order to be able to measure progress and remain manageable.

Since March 2006, when the Strategic Plan was initially adopted, an ad hoc implementation committee has met regularly to consider refinements to the plan and to review progress in meeting plan goals.

## **Summary of Key Goals:**

- ◆ Continue to review all operating costs of the Village to identify and eliminate or reduce non-essential spending.
- ◆ Identify and adopt all reasonable measures to make the Village “greener”.
- ◆ Continue to emphasize careful development/redevelopment of the downtown Mainstreet Area and the Capitol Drive/Oakton Avenue corridor from Highway 16 to the lakefront.
- ◆ Improve the general appearance of the Village through beautification of public spaces and careful attention to the condition of public roads, sidewalks and parks.
- ◆ Continue to improve our relationship with neighboring communities by finding ways to work toward common solutions for common problems or challenges.
- ◆ Continue to improve our communication with citizens and local business owners through direct interaction between elected and administrative officials and the general public.

## **Our Vision Statement:**

[Adopted by Village Board on January 4, 2005]

*“The Village of Pewaukee will foster cultural, recreational, educational and economic opportunities while preserving the historical character of our community.”*

## **Our Mission Statement:**

[Adopted by Village Board on January 4, 2005]

*“The Village of Pewaukee will continue to administer and implement fiscally sound policies while maintaining quality of life for our community through effective communication and progressive and ethical leadership. Our mission will be achieved through conscientious planning and redevelopment with a focus upon public safety, community services and regional cooperation.”*

## *Goals and Strategies*

This strategic plan consists of various goals and strategies which will be discussed in the following pages. Essentially, goals are the events which, if achieved, will take us to our *ideal state*.

Goals are expected to be achieved over an indeterminate time period, say from three to five years, with steady movement toward them being a primary measurement tool. Strategies are the steps we need to take, as a community, to accomplish these goals. Strategies answer the question, *What will it take to get this done?*

## Goal #1

*Continue to review all operating costs of the Village to identify and eliminate or reduce non-essential spending.*

### Strategy #1

*Find tangible ways of determining what services residents are willing to do without.*

### Strategy #2

*Establish a system of personal recognition or financial rewards for employees at all levels to identify ways of lowering operational costs in their area[s] of responsibility and/or identifying practices or procedures which could be changed to reduce waste or improve effectiveness.*

### Strategy #3

*During the annual budget planning process, actively encourage department heads to distinguish essential core services [and costs related to those services] from more discretionary services which could be reduced, eliminated or modified to lower costs with minimal adverse impact on Village residents.*

### Strategy #4

*Actively encourage elected and appointed officials to seek ideas from Village residents for reducing the cost of local government.*

## **Goal #2**

**Identify and implement all reasonable measures to make the Village “greener”.**

### **Strategy #1**

**Encourage department heads and all other Village employees to continue to “think green” and offer their ideas as to how current procurement practices or services could be modified to be more sensitive to the overall environment.**

### **Strategy #2**

**Establish an administrative-review process to determine whether new equipment/supply purchases meet our goal of becoming “greener” and determine whether being “greener” offers a financial reward or hardship.**

### **Strategy #3**

**Continually encourage decision-makers throughout the Village to obtain current data on “green practices” which are working in other communities and factor that data into their decision-making process.**

### **Strategy #4**

**Explore all information sources to identify potential incentives for developers of public and private properties to incorporate “greener” buildings in their construction plans.**

### **Goal #3**

#### **Continue to carefully control development and redevelopment of downtown Mainstreet Area and the Capitol Drive/Oakton Avenue corridor from Highway 16 to the lakefront.**

##### **Strategy #1**

###### **Work with existing business owners to get a better understanding of their needs**

Actively support organizations such as Positively Pewaukee and the Chamber of Commerce to improve the business climate in which merchants and service providers operate. Continue to advance the goals of downtown merchant associations where those goals are consistent with downtown development and redevelopment objectives established by Village policy-makers. Encourage elected officials and administrative staff to attend merchant meetings to get first-hand input on issues of importance to business owners and operators. Continue to coordinate special events which close off portions of W. Wisconsin Avenue with merchants whose business operations could be favorably or adversely effected by these special events.

##### **Strategy #2**

###### **Continue to emphasize development/redevelopment plans which include high construction standards and provide for adequate parking and traffic control.**

Three key events provided the basis for current and future downtown development and redevelopment. These were: 1.] preparation and Plan Commission/Village Board review of the Parking Study for Village of Pewaukee's Downtown Area, dated July 9, 2005, prepared by the Bradlee Group, 2.] Village of Pewaukee Downtown Design Guidelines, dated November 15, 2005, prepared by the Bradlee Group and reviewed and adopted by the Plan Commission and Village Board in December 2005 and January 2006, and 3.] Village Ordinance #2006-01, An Ordinance to Repeal and Pewaukee Concerning the B-2 Downtown Business District, adopted on January 3, 2006.

In summary, the parking study concluded that the lack of street parking in the downtown area requires that 80% of required parking for future development be available on-site and that there is a possibility that additional public parking will be required to meet future needs. It further concluded that occasional lakefront events, which draw substantial crowds, will need to rely upon parking which is more distant from the immediate downtown area and, in general, people are reluctant to walk more than 2-3 blocks to the event.

With respect to design guidelines, information contained in the referenced document is now available to guide members of various boards in the fulfillment of their duties and will be provided to anyone seeking to develop or redevelop property within the downtown district. The objective of the design guidelines is not to create an architectural theme but to provide standards which will limit the size of buildings, quality and types of building materials to be used extent and appearance of streetscaping and overall quality and design of signage. Ordinance #2006-01 re-created a downtown mixed-use zoning district which incorporated the design guidelines and provided for review and approval by the Village Board of projects which exceed certain guidelines with respect to size, height, density, etc., or are of a multi-family residential nature. Traffic control issues will be carefully studied, as usual, on a case-by-case basis to insure that development and redevelopment do not create undue inconvenience or safety issues for drivers or enforcement problems for police or other public safety officers.

### **Strategy #3**

#### **Continue to encourage business owners to update existing buildings and take greater pride in their physical facilities**

Continue to encourage renovation of existing facilities, particularly those which have historical significance, and permit owners to use those facilities for shared commercial and residential use if so doing does not detract significantly from downtown development or redevelopment. Encourage greater use of the Village-sponsored Façade Loan Program to provide low cost financing for property owners who are not able to fund property improvements at market rates or may not be able to meet repayment terms for commercially-available loans.

### **Strategy #4**

#### **Create and enforce a high-quality signage system to facilitate travel for individuals not familiar with the Village layout.**

In close coordination with organizations such as Positively Pewaukee, and municipal government departments such as Joint Parks & Recreation, Public Works, Waukesha County Tourism Bureau, or other similar organizations, continue to develop a system of high-quality way-finding signs which will guide visitors into and throughout the Village of Pewaukee. Such way-finding signs will also be useful for locating points of interest, municipal facilities and public parking and should have a common visual theme or style.

## **Goal #4**

**Continue to improve the general appearance of the Village through beautification of public spaces and careful attention to the condition of public roads, sidewalks and parks.**

### **Strategy #1**

**Actively encourage volunteer groups to plant and maintain flower gardens located on public property.**

Through various local garden clubs or beautification panels, obtain voluntary services of their members to plant and maintain flower gardens in public spaces which would otherwise be unappealing.

### **Strategy #2**

**Create a clear and enforceable property maintenance ordinance to use as a standard throughout the Village.**

Be proactive in the creation, adoption and enforcement of a Village ordinance which will provide property owners with a clear set of guidelines with respect to proper maintenance of their homes and business premises. Such an ordinance will clearly define conditions which warrant enforcement action such as structural improvements being made without proper permits, peeling paint, failing structural elements, improper or unsightly outdoor storage, or anything else which could cause injury or death to occupants, visitors or passers-by. Enforcement of the proposed ordinance will fall within the general authority of elected officials, Village administrative staff and Village Attorney, City of Pewaukee Fire Department and City of Pewaukee Code Compliance Officer under agreements with the Village, Village Police, and the Public Works Department.

### Strategy #3

*Establish standards for developers/contractors to achieve consistently high quality building projects and attract only those developers and contractors willing to comply with those standards.*

Through vigorous enforcement of Village ordinances and careful adherence to approval procedures, ensure that only high-quality projects are undertaken for development and redevelopment within the Village. As noted earlier, recently adopted design guidelines will insure compliance with acceptable building standards in the downtown area. Although the adopted design standards apply specifically to the downtown area, the Plan Commission will continue to be diligent in approving only those projects which achieve high standards throughout the Village. The Plan Commission, in combination with diligent staff review, will continue to require conformity with approved building plans and acceptable construction standards throughout the Village. Developers and contractors are expected to fully comply with all state and local building codes and vigorous enforcement action will be taken when projects do not conform to those standards.

## **Goal #5**

### **Continue to improve relationships with neighboring communities by finding ways to work toward common solutions for common problems or challenges.**

#### **Strategy #1**

##### **Foster area-wide sharing of resources.**

Consolidate municipal services across community boundaries where there are tangible benefits such as a reduction in costs, better location of emergency facilities, or more efficient use of individuals with unique skills, such as paramedics. When positive results have been obtained through experience, the scope of such activity should be broadened. One example of successful community-to-community sharing is the Joint Parks and Recreation function between the Village and City of Pewaukee, which can serve as a working model. The joint library with the City of Pewaukee is another example of successfully combining resources for a common good. Although some community residents are reluctant to give up highly prized local services, policy makers should recognize that economic realities will likely require that municipally owned equipment and highly trained human resources will need to serve the largest possible constituency to control local government costs.

#### **Strategy #2**

##### **Keep open lines of communication among elected boards and councils. Encourage and promote administrative cooperation with neighboring communities.**

At the most basic level, we will continue to work to foster positive personal dialogue and mutual respect between individuals in appointed and elected positions in nearby communities. We need to continue to keep neighboring community representatives abreast of developments within our borders, which might directly or indirectly affect their constituents. Such things as increases or changes in traffic patterns, temporary interruptions in utility services or possible requirements for additional public services can be of great importance to our neighbors. In addition to direct personal contacts, elected and appointed public officials should utilize organizations such as Waukesha County Cooperation Council, SEWRPC, and League of Municipalities as a means of exchanging ideas.

### **Strategy #3**

#### **Work toward positive outcomes with loyalty, integrity, and fairness which foster win-win solutions.**

Create and maintain a high level of trust between residents and local government representatives within our own community and between neighboring communities, as well. Take time to inform citizens as soon as possible about issues, which are likely to have an impact upon them or their neighbors. Constantly assure electors that their officials are acting in their best interests when they recognize a community-wide or area-wide solution to their needs for cost-effective municipal services. Routinely seek input from Village residents and insure that their ideas are given full weight in decision-making. Convince residents, through effective communications, that some issues, which may not appear desirable from their own perspectives, can have a benefit for the Village, at large, or the entire region.

### **Strategy #4**

#### **Implement a plan to utilize our natural resource . . . i.e. the lakefront . . . to reach and involve other nearby communities.**

The lakefront represents a great asset for showcasing the Village and providing economic benefits to merchants who are located in the immediate area. On a regular basis, work with groups like the Chamber of Commerce, the Waukesha County Tourism Bureau and Positively Pewaukee, to promote activities such as the 4<sup>th</sup> of July festivities, Taste of Lake Country, the Triathlons, Fire & Ice, and similar events, which these organizations have used to bring visitors to our lakefront area. Because these special events bring residents and visitors together in an enjoyable setting, we can benefit from the positive feelings which will likely result in future visits. Village Ordinance 2006-03, adopted on January 3, 2006, established procedures for scheduling, organizing and conducting special events, many of which take place on the lakefront. The referenced ordinance gives priority to local civic and not-for-profit events and provides important safeguards for residents, other participants, nearby merchants and the Village.

## **Goal #6**

**Continue to improve communication with citizens/businesses through direct interaction between elected/administrative officials and the general public.**

### **Strategy #1**

**Encourage elected and administrative officials to participate in the activities of business-oriented groups and citizen-based organizations.**

With respect to business-oriented groups, Village representatives should continue to participate actively in Chamber of Commerce activities, the downtown merchants group, continue to provide financial support and program support to Positively Pewaukee, encourage input from Positively Pewaukee in downtown redevelopment, and support programs of Positively Pewaukee and the Pewaukee Chamber of Commerce aimed at management development and leadership training.

### **Strategy #2**

**Explore possibility of using police on as-available basis to assist business owners in identifying security deficiencies or other policing issues**

Consistent with “community policing” we should encourage the use of expertise in our Police Department, as time is available, to provide assistance to local merchants in dealing with issues related to plant/store security, loss prevention and crime awareness, in general. Such services, if provided, will create a stronger bond between business owners and police officers. Such activity should be at the invitation of business owners.

### **Strategy #3**

**Encourage elected and appointed officials to be advocates for the Village and to visit business firms regularly as goodwill ambassadors and patrons.**

Elected and appointed officials should be proud to represent Village citizens and should use their visits to local merchants and other business owners to promote our community through shopping locally and personally introducing themselves to business owners and merchants when on their premises.

### **Strategy #4**

**Explore the possibilities for some form of recognition of businesses which make a special contribution to the success of the Village.**

In conjunction with agencies such as Positively Pewaukee and the Chamber of Commerce, support recognition of companies which make a special contribution to the success of the Village. Such contributions might be in the form of significantly adding to local employment, making substantial improvements in their physical premises or reaching non-local markets with their products or services which bring favorable public exposure to the Village.

### **Strategy #5**

**Find ways of making the Village Web site more attractive, more informative and more customer-friendly.**

Continue to expand information available on the Village Web site to make it more relevant to residents and business owners. Include a more comprehensive calendar of events to include special events which have been approved by Village authorities and which may result in an influx of visitors to the community.