

Chapter 2:

GOALS, OBJECTIVES, STRATEGIES



Chapter 2 presents a general vision for the future of the community and describes the goals, objectives and strategies to achieve the vision for various planning elements including:

- Housing
- Mobility & Transportation
- Economic Prosperity
- Agriculture & Natural Resources
- Community Facilities & Services
- Community Character
- Collaborations & Partnership
- Land Use

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Vision Statement

Chapter Two identifies the overall planning vision to guide Brodhead land use related decisions over the next ten to twenty years, along with goals, objectives and strategies to assist the community in achieving the vision. Housing, Transportation, Economic Prosperity, Agriculture & Natural Resources, Community Facilities & Services, Community Character, Collaboration and Partnerships and Land Use are addressed. Refer to Chapter 3 for specific policies related to the City's Future Land Use Map.

Each element of the comprehensive plan contains goals, objectives, strategies and policies established during the planning process based on Steering Committee and public input and the information contained in Appendix C: Community Indicators. This section defines the goals, objectives, strategies and policies as follows:

Goal: A goal is a long-term target that states what the community wants to accomplish. Written in general terms, the statement offers a desired condition.

Objective: An objective is a statement that identifies a course of action to achieve a goal. They are more specific than goals and are usually attainable through planning and implementation activities.

Strategy: A strategy is a plan of action or policy statement designed to achieve the goals and objectives of the plan. Not all strategies will be implemented by the City and some may require collaboration with other entities. Policies typically use words like "shall" or "will" to designate firm commitments by the City. All future actions and decisions made by the City should be consistent with these policies, unless unforeseen circumstances arise which make a policy impractical or impossible to adhere to. Such occasions should be rare and probably indicate a need to amend this plan according to the procedures identified in Chapter 4. Policies using the words "should," "encourage," "discourage," or "may" are intended to serve as a guide for City decisions and actions.

LAND USE VISION STATEMENT

Community investments, economic development initiatives and land use related decisions place an emphasis on growing local business and industries, maintaining a safe and vibrant Downtown, developing safe and attractive neighborhoods, enhancing tourism and local natural resources such as the Sugar River and Pearl Island Recreational Corridor for human and wildlife enjoyment. Planning and land use related decisions will seek to find balance between what can sometimes be competing interests in keeping with the underlying theme of the City's motto to revive, renew, live, breathe, do. Brodhead will thrive by focusing planning and community investment efforts on improving those fundamental aspects of the community which already make it a great place to live, work, shop, and play.

Housing

GOAL

Provide safe, attractive, and diverse housing options to people of all income levels, age groups, and people with varied needs.

OBJECTIVES

1. Plan for new housing that includes a variety of housing types to meet the changing and diverse housing needs of the population.
2. Maintain attractive neighborhoods that have safe and convenient access to daily educational, retail and recreational needs.
3. Promote housing on municipal utilities within the City's planning area.
4. Maintain the existing housing stock in a safe, healthy and attractive manner.
5. The percentage of households with housing costs exceeding 30% of gross monthly income will decline.
6. Partner with Green and Rock County, other governmental agencies, and private organizations to promote housing rehabilitation and energy conservation projects.

STRATEGIES

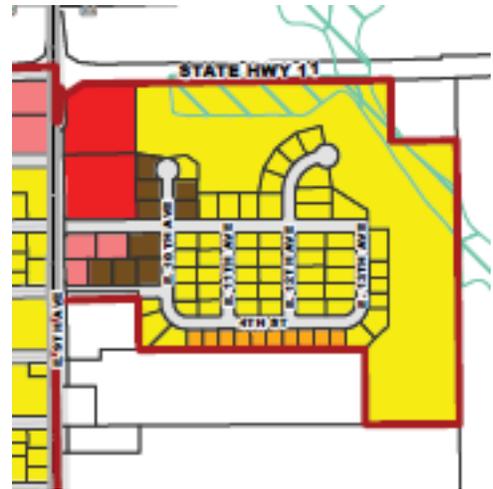
1. When new residential developments are proposed require a cohesive mix of lot sizes, unit types, and residential zoning districts in an effort to promote and expand the diversity of housing options in the City. For example, rather than create uniform single-family residential subdivisions, incorporate higher density developments such as duplexes, triplexes or fourplexes along major roadways/intersections into a single family subdivision. In addition, when new multi-family apartment buildings are proposed require inclusion of a mixture of efficiency, one-bedroom, two-bedroom and three-bedroom units within the building.
2. Higher density residential uses should typically be placed along collector roads and as transitions between single-family and commercial developments.

Issues & Opportunities

The planning process revealed the following issues and opportunities related to housing that inform this plan for the future of Brodhead. These statements are drawn from survey results, the Community Indicator Report, and Steering Committee discussions and do not represent policy decisions. The list is meant as a summary of key points and not a list all issues or opportunities raised during the planning process.

- According to the Community Indicators Report , 26% of homeowners and 40% of renters spend more than 30% of their gross monthly income on housing costs, thus exceeding the standard "affordability threshold".
- According to the Community Survey (Question 8) 70.1% of respondents indicated they are either very unlikely or unlikely to move away from Brodhead over the next 10 years.
- According to the Community Survey (Question 9) 59.4% of respondents indicated if they were to move in the next 10 years they would likely seek a single family home with three or fewer bedrooms.
- The Steering Committee expressed concern about the potential loss of neighborhood charm from aging housing structures. The City offers a \$5,000 no interest loan for home improvements (Brighten Up Brodhead); however, availability of the program may not be well known.
- The Steering Committee expressed concern that there wasn't enough senior housing options in the City even though there is unmet demand.

3. New residential development should be located in areas where there is safe pedestrian and bicycle access to parks, schools, and daily retail needs. Sidewalks or paved multi-use trails shall be integrated and provided by developers in new subdivision proposals.
4. Areas not within the City, but within the City's extraterritorial plat review area, should not be subdivided or developed for housing in a manner which will prevent the logical and cost efficient expansion of the City. Preserving land areas around the City for urban development will allow more logical and cost efficient extensions of municipal utilities and will help to avoid suburban sprawl and leap frog development.
5. Consider the use of both regulatory measures and incentives to encourage the development of affordable and senior housing integrated with market-rate housing. Inclusionary housing ordinances can provide incentives to development with certain percentages of affordable or senior housing units (e.g. a density bonus allowing for more total units than otherwise permitted, or waiving City impact fees on affordable or senior percentages of new development).
6. Encourage the preservation and rehabilitation of the community's existing housing stock, particular historical structures. Promote the availability of the City's housing rehabilitation program at least once annually via water bills or another City-wide mailings.
7. Work cooperatively with Green and Rock County Housing Authorities, and similar organizations, in efforts to promote affordable housing, home rehabilitation, or home energy conservation programs in Brodhead.



The Crosswind Subdivision on the City's northeast side is an example of a development platted and zoned to meet Strategies #1 and #2. Large Highway Commercial lots are planned adjacent to STH 11 and CTH T, while smaller General Commercial lots are planned at the corner of the main entry into the subdivision. Multi-family lots provide a buffer between the commercial lots and the remaining single family and duplex lots.



Crosswinds Subdivision

Mobility & Transportation

GOAL

Provide a safe, efficient, multi-modal, and well-maintained transportation network that balances the needs of all users.

OBJECTIVES

1. Manage access and design of the transportation network in order to effectively maintain the safety and functional integrity of City streets for all users.
2. The street network will safely balance the needs of all users. Biking and walking in Brodhead will be safe, enjoyable and efficient.
3. Capitalize on the proximity of the City to the Sugar River and Sugar River State Bicycle Trail.
4. Maintain the local transportation network in good condition.
5. Local transportation systems will be well coordinated with regional systems and investments.
6. Future land uses should be located to compliment adjacent existing and proposed transportation facilities.

STRATEGIES

1. Encourage a connected, flexible street grid that promotes Complete Street principles and Safe Routes to Schools. Dead-end streets and cul-de-sacs should be avoided to the extent possible. An area development plan should be submitted as a condition of all subdivision review in order to ensure that proposed new streets can connect to adjacent properties and to avoid unnecessary cul-de-sacs and loops that increase maintenance costs and reduce mobility.
2. New roads, sidewalks, and trails shall be built according to City standards and inspected before accepted for dedication. The City will continue to map the preferred routes and connection points for major streets and recreational trails and will ensure adequate and appropriate right-of-way dedication as land is platted. The City will utilize its Official Mapping powers to coordinate long-term facility planning in the City and surrounding extraterritorial plat review area.

Issues & Opportunities

The planning process revealed the following issues and opportunities related to mobility and transportation that inform this plan for the future of Brodhead. These statements are drawn from survey results, the Community Indicator Report, and Steering Committee discussions and do not represent policy decisions. The list is meant as a summary of key points and not a list all issues or opportunities raised during the planning process.

- According to the Community Survey (Question 12), on average respondents thought Brodhead is walkable and safe for pedestrians, scoring 4 out of 5 stars.
- According to the Community Survey (Question 13), on average respondents through Brodhead is bikeable and safe for bicyclists, scoring 3.7 out of 5 stars.
- The Steering Committee expressed concern that the end of the off-road Sugar River Trail at Decatur Road is unwelcoming to the City.
- The Steering Committee believes the City's location between Beloit, Madison, Monroe, and Janesville is an asset, as is having a freight railroad, street grid layout and a local airport.
- The Steering Committee expressed concern about transportation options for the elderly to get to medical appointments or daily retail needs.
- The Steering Committee expressed concern for pedestrian safety crossing STH 11 as the wide road makes for a longer crossing and the potential for vehicles passing on the right of stopped or turning vehicles.

3. When considering new development proposals the City may require development agreements that define the responsibilities of the City, the developer and other agencies regarding any required improvements (e.g. turn lanes, traffic lights, etc.) to City streets and funding of such improvements. The City may also require that the property owner, or their agent, fund the preparation of a traffic impact analysis by an independent professional prior to approving new development to assess traffic impacts from proposed development.
4. Where appropriate, the City may designate weight restrictions, truck routes, access restrictions and speed limits to protect local streets and improve traffic flow and safety.
5. Maintain a Capital Improvement Plan to plan for the annual construction and maintenance of roads and other transportation facilities. Annual transportation investments should include funding for both traditional road improvements and alternative transportation modes such as bike trails or sidewalks.
6. The City will work to improve walkability and sidewalks in existing neighborhoods that lack these amenities, with a priority toward installing or repairing of existing sidewalks along collector streets or near schools. Installation of new sidewalks in existing neighborhoods on non-collector streets is not anticipated.
7. Provide safe pedestrian crossings at major street intersections along STH 11, within the Downtown, and near schools. Consider the use of traffic calming measures and crosswalk enhancements such as Rectangular Rapid Flash Beacons, painted crosswalks, raised crosswalks, pedestrian crossing ahead signage, median crossing signage, sidewalk bumpouts, or crossing flags.
8. Improve access and safety for bicyclists from the Sugar River State Trail to Downtown. Install bike lane pavement markings and bicycle route signage along W. 3rd Street from Decatur Road to the trailhead at Exchange Street. Work with the WDNR to install bicycle racks at the trailhead and kiosk signs denoting locations of retail businesses in Brodhead (both at the trailhead and at the end of the off-road trail at Decatur Road)
9. Create an on-street bicycle network the links City parks to schools and the Downtown via local traffic streets. Install bicycle route signage along the network.
10. Work with the WDNR and other communities along the Sugar River Bike Trail to improve this facility.
11. Maintain frequent contact with the State Department of Transportation regarding any future plans by the WisDOT for a potential Highway 11 bypass.
12. Work with representatives from the WisDOT and Green and Rock County to raise awareness of local concerns when State and County highways in the area are slated for improvement. The City will coordinate improvements to adjacent local roads, when appropriate. New private access points on to state or county highways should be avoided when possible, particularly those intended to serve only one property.
13. Discourage those uses that are incompatible with aviation operations from locating within close proximity to the Brodhead Airport on the City's Future Land Use Map.



Sugar River State Trail

Economic Prosperity

GOAL

Retain, expand, create and attract businesses that strengthen and diversify the local economy, grow the tax base and enhance employee wages and benefits.

OBJECTIVES

1. New land will be available for business growth in Brodhead, particularly adjacent to State Highways 11, 81, and 104.
2. Existing Brodhead businesses will retain and expand employment.
3. Brodhead's retail sector will continue to expand and diversify thereby reducing consumer spending leakage, increasing consumer choices, and enhancing the quality of life of the community.
4. Tourism will continue to grow in Brodhead.
5. Properties in the Downtown will be maintained and restored to their historic condition. The amount and duration of vacant storefronts will be minimized.
6. The average per capita, median family and median household income for Brodhead will increase as a percentage of County and State averages. The percentage of families living below the poverty line will also decrease.

STRATEGIES

1. The City may consider the use of public land acquisition to expand the industrial and commercial tax base of Brodhead. Ensure industrial or commercial businesses that generate large volumes of traffic or wastewater, or have a high water demand locate where a full range of compatible utilities, services, roads, and other infrastructure can be provided to adequately support such developments. The City may offer incentives such as grants, low interest loans, low cost land sales, public infrastructure improvements, and tax increment financing to encourage economic development (i.e. business retention, expansion, and attraction). Financial incentives should not play a major role in development projects that relocate retail business from neighboring communities, involve only market-rate single-family residential uses, do not result in higher paying jobs with benefits, or involve companies

Issues & Opportunities

The planning process revealed the following issues and opportunities related to economic prosperity that inform this plan for the future of Brodhead. These statements are drawn from survey results, the Community Indicator Report, and Steering Committee discussions and do not represent policy decisions. The list is meant as a summary of key points and not a list all issues or opportunities raised during the planning process.

- According to the Community Survey (Question 20), 57.8% of respondents believe the City should direct more local tax dollars to help grow businesses and jobs in the community, compared to 11.1% against such efforts.
- According to the Community Survey (Question 21), the top five types of businesses desired in Brodhead (new or expansion of existing) were a hotel, sit-down restaurants, bakery, big box retailer, and fast food restaurants.
- The City's Economic Development Committee has tried to work with local companies in the past and regional hotel providers to add a hotel to the City. Past efforts have been unsuccessful but adding a hotel to the City remains as a priority.
- The Steering Committee thought the charm and number of businesses in the Downtown was a community asset, as are the community's other businesses including Stoughton Trailers and Kuhn North America which has its headquarters in Brodhead.
- The Steering Committee expressed concern regarding whether the City and local businesses were doing enough to capitalize on tourism from the Sugar River Bike Trail and the Cheese Country ATV Trail.

- with a poor history of environmental stewardship and community involvement. Incentives should not exceed public benefits received.
2. Areas not within the City, but within the City's extraterritorial plat review area, should not be subdivided or developed for non-agricultural based businesses in a manner which will prevent the logical and cost efficient expansion of the City. Preserving land areas around the City for urban development will allow more logical and cost efficient extensions of municipal utilities and will help to avoid urban sprawl and leap frog development.
 3. Support home occupations and home-based businesses in residential districts as a means to enhance residents' income opportunities and foster business creation and entrepreneurship. However, activities that alter the residential character of the neighborhood, such as objectionable changes in traffic, noise, odor, light, or appearance of the home and property, should not be allowed.
 4. Support worker training programs and high school apprenticeship programs to improve local labor force skills.
 5. Collaborate with the Green/Rock County Development Corporations, Green/Rock County Tourism Departments, the Brodhead Chamber of Commerce, neighboring municipalities, and other economic development organizations to promote economic prosperity for the Brodhead region. The City and its partners should promote local businesses, products, and community festivals in promotional materials.
 6. Maintain an Economic Development Committee to maintain contacts with local businesses and development agencies and to pursue local economic development initiatives. Economic development initiatives should focus first on maintaining existing jobs and businesses (Maintain What We Have); second to expand existing businesses (Grow Our Own); third to create and attract businesses that complement existing businesses and regional assets (Create an Economic Development Cluster/Synergy); and fourth to create and attract new industries to the region (Diversify to become more Resilient).
 7. Continue efforts to add a hotel within the City, particularly one which provides conference space for local business or civic meetings, and private events.
 8. Continue to maintain a Business Improvement District in the Downtown to support restoration of buildings within the district, streetscaping enhancements, and other business development activities. Promote the availability of the BID building improvement financial assistance programs at least once annually via water bills or another City-wide mailings.



Brodhead Business Park

Agricultural & Natural Resources

GOAL

Reinforce the character and habitat of the surrounding landscape by preserving rural vistas and natural areas.

OBJECTIVES

1. Support the region's productive agricultural resources and heritage.
2. Protect, improve and sustain the areas natural resources.
3. Maintain and improve access to the Pearl Island Recreational Corridor.
4. Maintain and improve the water quality and public access/use of the Sugar River.

STRATEGIES

1. Support the development of farm-based businesses and cottage industries within the City's plat review area to support farm families and enhance the agricultural economy, agricultural tourism, and cheese-producing identity of the region.
2. Support local food, or the slow food movement, within the City through farmers markets, community gardens, and other similar initiatives aimed at marketing locally grown and organic foods.
3. Encourage local restaurant and institutions with large food services responsibilities, such as schools, hospitals, etc. to seek local and organic food procurements options.
4. Plan for a connected greenway system in which parks and opens spaces are linked and offer connected ecological habitats.
5. Support and encourage educational programming targeted at preservation and appreciation of the environment. For example, installation of educational signage within parks and along trails in the Pearl Island Recreational Corridor.

Issues & Opportunities

The planning process revealed the following issues and opportunities related to agricultural and natural resources that inform this plan for the future of Brodhead. These statements are drawn from survey results, the Community Indicator Report, and Steering Committee discussions and do not represent policy decisions. The list is meant as a summary of key points and not a list all issues or opportunities raised during the planning process.

- The Steering Committee expressed concern about the proliferation of confined animal feeding operations (CAFOs), particularly those that might locate within close proximity to the City which could present land use compatibility issues.
- The Steering Committee thought the Sugar River, Mill Race, Decatur Lake, and Pearl Island Recreational Corridor were unique natural resource features that many communities don't have and that these features should be preserved and enhanced for residents use and to bolster local tourism.
- The Steering Committee thought that agriculture will continue to play an important role in Brodhead's economy. In addition to agricultural machinery manufacturing (Kuhn North America), there are many unique meat and dairy products produced in the region that supports both the local/organic food movement but also serve to support regional tourism.

6. Promote the conservation of the urban forest and require urban streets, parking lots and other hardscapes to be enhanced with native vegetation, shrubs and trees.
7. Maintain a list of preferred native plants and trees for installation on public and private properties in the City.
8. When installing new street terrace trees, trees within parks, or when approving private development plans, require a mix of three or more types of native tree species to avoid future complete tree loss from one specific insect or disease.
9. Use zoning and subdivision powers to preserve waterways, shorelines, wetlands, steep slopes and floodplain areas within the City and its extraterritorial plat review area. Restrict building in areas with unsuitable soils.
10. Follow Wisconsin Department of Natural Resources (WDNR) requirements for protection of endangered and threatened species or habitats.
11. The City will continue to improve Pearl Island according to the Pearl Island Recreational Corridor Plan (Refer to Appendix C, page C-25).
12. Collaborate with other local units of government to improve access to and recreational use of the Sugar River as part of a unified river corridor plan.
13. Seek to reduce non-point and point source pollution to the Sugar River, and its tributary streams, through best management practices. Partner with property owners and farmers along the river, local agencies such as UWEX, WDNR, Wisconsin Farmers Union, the Farm Bureau, and local businesses (e.g. Applied Ecological Services) to maintain a healthy Sugar River.



Kuhn North America Headquarters



Jaycee Park



Mill Race

Community Facilities & Services

GOAL

Provide residents and businesses within the City with reliable and high quality public services, utilities and facilities.

OBJECTIVES

1. Public/private utilities and facilities will be managed to meet or exceed professional and governmental standards to protect and enhance public health and the natural environment.
2. Public facilities and services will continue to meet the needs of residents and businesses, especially as new development increases demand for those facilities and services.
3. Land use planning and development will support the efficiency and fiscal sustainability of energy, sewer, water, and stormwater systems.
4. Mitigate the risk of impacts before a disaster, protect residents and assets as best as possible during a disaster, and successfully and efficiently recover from disasters.
5. Ensure that all residents have access to open space and recreational activities.
6. Infrastructure maintenance and construction projects will be scheduled and financed to maximize cost efficiency and minimize cost fluctuation for taxpayers.

STRATEGIES

1. Sanitary Sewer. Encourage logical, cost-efficient expansion of sanitary sewer to serve compact development patterns. The City will plan for sewer extensions on a system basis, rather than as a series of individual projects, and will locate and size utilities with enough capacity to serve adjacent future growth. The City will continue to clean, repair or replace undersized or outdated sewer mains as part of capital improvement planning. Prior to approving new development proposals the City will review sewer service treatment capacities to ensure sufficient capacity is available to serve existing and projected development.

Issues & Opportunities

The planning process revealed the following issues and opportunities related to community facilities and services that inform this plan for the future of Brodhead. These statements are drawn from survey results, the Community Indicator Report, and Steering Committee discussions and do not represent policy decisions. The list is meant as a summary of key points and not a list all issues or opportunities raised during the planning process.

- According to the Community Survey (Question 11), the top five desired recreational amenities respondents would like to see expanded or improved in Brodhead in order are an “indoor pool”, a “dog park”, a “splash pad”, an “indoor recreation facility”, and an “outdoor pool”.
- According to the Community Survey (Question 22), the two highest rated services in Brodhead were “library services” and “parks”.
- According to the Community Survey (Question 22), the two least rated services provided by the City were “recreation programming” and “senior center”.
- The Steering Committee expressed support for a new community/senior center. The feasibility of this type of facility was being studied at the same time this plan was developed.
- The Steering Committee expressed concern that residents and businesses within the community may not adequately know about all of the resources and programs the City offers to enhance quality of life.
- The Steering Community thought the City was well known for having an excellent school system.

2. **Water.** Water quality standards will be strictly adhered to, including both drinking water standards and standards for stormwater returned to the Sugar River. The City will continue to monitor the quality and quantity of water pumped from the City's well to ensure the needs of the community are met in terms of health and sustainability. The City encourages programs and development techniques that support water conservation and both groundwater protection and recharge. The City may restrict certain types of land uses from locating within proximity of the City's municipal wells if they pose a threat to the City's water supply. The City will continue to repair and replace undersized or outdated water mains and water meters following a capital improvement plan.
3. **Storm Water.** The City requires new development to include storm drainage as part of the development proposal. Developers will be responsible for erosion control and stormwater quality and quantity control both during and after site preparation and construction activities in accordance with applicable local and state regulations. The City encourages the use of best practice stormwater management devices that improve the quality and reduce the quantity of runoff (e.g. rain gardens, infiltration basins, vegetated swales) in the design of stormwater management plans and a general effort to reduce the amount of impervious surfaces within new or existing developments.
4. **Utility Services and Extensions.** New utilities and municipal infrastructure will not represent an unreasonable cost to the City - development will pay its fair share. Urban services will be required for all new developments in the City, including municipal water, wastewater and stormwater management systems. The City generally requires all development that relies on municipal services to be located within Brodhead's corporate limits unless a boundary or developer's agreement has been executed for a development site. Non-farm development not served by public sanitary sewer and water is discouraged within areas planned for City growth, except as approved through intergovernmental planning or related agreements, consistent with adopted comprehensive plans, and designed to potentially accommodate the long-term retrofitting of public services into the development. In areas not served by municipal sewer and water, the City requires adherence to the Wisconsin Sanitary Code and the Green/Rock County Sanitary Code.
5. **Solid Waste and Recycling.** Annually review levels of service provided by the contracted solid waste disposal and recycling services and meet with them as necessary to address any concerns raised by residents or local businesses. Encourage participation in recycling and clean sweep programs for the disposal of expired medicines, paint and hazardous materials. Provide information about clean sweep programs to residents and businesses at least once annually.
6. **Power Plants, Transmission Lines, and Telecommunication Facilities.** The City will work with representatives from the Brodhead Water and Light, Wisconsin Public Power Inc., WE Energies, and the Public Service Commission to raise awareness of local concerns during the planning and siting of any major transmission lines, facilities, natural gas lines, wind towers or telecommunication towers in the area. If such facilities are proposed, they should be located in an area safely away from existing or planned residential areas and should avoid environmentally sensitive areas. Underground placement and co-location (or corridor sharing) of utilities is encouraged and the City may investigate the costs of burying utility lines as part of street (re)construction projects to improve the aesthetics of the community.
7. **Energy Conservation.** The City supports the efforts of energy providers, government agencies and others, to inform residents about energy conservation measures. The use of energy-efficient materials or designs is highly encouraged for new building construction. The City will consider the use of energy efficient alternatives when upgrading public buildings or equipment. The City will work with energy providers and land owners to support appropriate applications of renewable energy and utilization of on-site distributed energy generation (e.g., solar, wind, geothermal, biomass, solid waste) as a means of protecting the City against future fluctuations in energy costs. The City allows the installation of solar and wind energy systems in accordance with WI State Statute 66.0401.
8. **Schools.** The City collaborates with the Brodhead School District and post-secondary institutions, such as technical colleges, to provide high quality educational facilities and opportunities for City residents, and will actively participate in the planning and siting of any new school facility in the community or the adaptive

reuse of decommissioned school properties. The City will collaborate with area schools to maximize the community's capital investment in school facilities by making those facilities readily available, as feasible, for other uses that support social interaction and health within the community, such as community meetings, neighborhood festivals, youth and adult sports. The City supports community improvement projects that promote Safe Routes to Schools.

9. **Libraries.** The City will continue to collaborate with the Brodhead Memorial Public Library Board to maintain and improve access to public library facilities and services for Brodhead residents.
10. **Emergency Services.** The City works through its Police Department, Fire Department, and EMS staff and volunteers to maintain adequate provision of emergency services (i.e. police, fire, ambulance) for residents and businesses. The City will review service provision levels with the appropriate departments/agencies annually. New equipment purchases will be coordinated through capital improvement planning. The City encourages opportunities for cost sharing and intergovernmental cooperation on emergency services with adjacent municipalities. The City will continue to participate in Green and Rock County Hazard Mitigation Planning.
11. **Special Needs Facilities.** The City will continue to work with Green and Rock County and adjacent communities to maintain and improve access to special needs facilities (e.g. health care, senior care, etc.) for area residents. The City should collaborate with local non-profits and social service agencies to ensure there are adequate resources for all residents and that service is fair and equitable.
12. **Parks.** The City will maintain a five-year Comprehensive Outdoor Recreation Plan to coordinate and prioritize park and recreation improvements, and to maintain eligibility for park acquisition and improvement grants. The City encourages the connectivity of local parks and recreational facilities with regional facilities, via bicycle trails or marked routes on existing roads. The City will require all proposed residential subdivision developments to dedicate land, or pay a fee in lieu thereof, for public parks, recreation and open space acquisition and development (in accordance with State Statute) to ensure all neighborhoods have access to

public park facilities or trails. Refer to the City's CORP for additional guidance on park policies and strategies.

13. **Capital Improvement Planning.** The City will maintain a Capital Improvement Plan to assist with annual scheduling and budgeting of infrastructure and equipment maintenance, repair, and replacement.
14. **City Facilities.** The City will continue to use its Five-Year Capital Improvement Plan to coordinate and prioritize long-term public facility needs. Upgrades for handicap accessibility will be considered for all City facilities (including parks) whenever changes are made to those facilities.
15. **City Fees and Finances.** The City may require developer agreements or fees to recoup the costs associated with processing, reviewing or inspecting building or land use proposals and permits, including pass through fees of consultants hired by the City to perform these services. The City may also assess impact fees to recoup the measurable capital costs necessary to support new developments (in accordance with State Statutes). The City will manage the ratio of general obligation debt to overall revenues as appropriate within State requirements.



Brodhead Public Library

Community Character

GOAL

Ensure high quality site and building designs within the community for both public and private property to improve community aesthetics, uphold property values, attract new development, and reinforce the character of the City.

OBJECTIVES

1. Maintain safe and healthy buildings and properties.
2. Improve the aesthetics along community gateways and commercial corridors such as STH 11.
3. Improve the aesthetics and quality of new and existing sites and buildings within the City.
4. Preserve historical buildings and archeological sites.
5. Celebrate the best of Brodhead.

STRATEGIES

1. Maintain and enforce zoning and building codes that requires inspection of new structures and report of unsafe and unsanitary property or housing conditions (e.g. Chapter 272 Health and Sanitation; Chapter 280 Housing Standards; Chapter 230 Building Construction; Chapter 429 Vehicles, Abandoned and Junked). The City will work with property owners to improve the appearance of properties including removal of “junk” materials. The City will actively enforce code violations related to housing standards and property maintenance.
2. Transportation corridors and the Downtown will be aesthetically attractive and enhance the image of the community. Develop a cohesive and attractive “feel” along community gateways (Highway 11) and the Downtown through both enhanced public streetscaping improvements (e.g. decorative lighting, landscaping, wayfinding and gateway signage) and higher quality private development site and building designs.
3. Maintain and enforce development design guidelines and standards for new development, especially multi-family, commercial, and industrial developments to ensure high quality design that will maintain neighborhood character, property values and aesthetics over time. Strengthen the City’s zoning ordinances relating to site and building design, lighting, landscaping and signage to

Issues & Opportunities

The planning process revealed the following issues and opportunities related to community character that inform this plan for the future of Brodhead. These statements are drawn from survey results, the Community Indicator Report, and Steering Committee discussions and do not represent policy decisions. The list is meant as a summary of key points and not a list all issues or opportunities raised during the planning process.

- According to the Community Survey (Question 16) 48% of respondents rated “aesthetic design of non-single family buildings” as either excellent or good compared to 42% rating the same as fair or poor.
- According to the Community Survey (Question 17), 54% of respondents would direct City leaders to be more restrictive with regard to regulation of “property upkeep/cleanliness”.
- The Steering Committee expressed concern that newer development lacks the same charm as older portions of the City due to a lack of landscaping or poor parking and building design.
- The Steering Committee thought the Historical Society & Depot Museum as an asset.

promote higher quality design and aesthetics especially for properties along transportation corridors, adjacent to single-family residential land uses, and within the Downtown.

4. Maintain and enforce the City’s Historic Preservation Ordinance (Chapter 276).
5. Support year round community events and programs that celebrate the history of Brodhead and promote community pride while providing opportunities for business tourism.

Collaborations & Partnerships

GOAL

Maintain mutually beneficial relationships and partnerships with neighboring municipalities, Green and Rock County, State and Federal Agencies, and the schools, colleges and universities serving Brodhead residents.

OBJECTIVES

1. Reduce costs and improve quality of municipal services through partnerships with neighboring towns, municipalities, Green and Rock County.
2. Work with neighboring communities to protect natural resources (e.g. Sugar River, Decatur Lake) and the beauty of the Brodhead area.
3. Work with neighboring communities to limit sprawl and promote orderly development, especially along the highway corridors.
4. Work with neighboring communities to foster appropriate economic development in the region, especially along the highway corridors.
5. Support the development of the next generation of City leaders.

STRATEGIES

1. Continue to work with neighboring municipalities, Green and Rock County to identify opportunities for shared services or other cooperative planning efforts. Contact leaders from neighboring communities to let them know of Brodhead's goals and its interest in intercommunity cooperation. Provide adjacent municipalities, Green and Rock County with a copy of this land use plan.
2. Establish the groundwork necessary to make it easy for the communities to work together on any unforeseen issue that might affect the region. Schedule annual meetings to discuss issues of mutual interest and to address problems that affect more than one community.

Issues & Opportunities

The planning process revealed the following issues and opportunities related to collaborations and partnerships that inform this plan for the future of Brodhead. These statements are drawn from survey results, the Community Indicator Report, and Steering Committee discussions and do not represent policy decisions. The list is meant as a summary of key points and not a list all issues or opportunities raised during the planning process.

- The Steering Committee expressed interest in working with other communities along the Sugar River and Sugar River State Bike Trail for both maintenance of these facilities but also collaborating on recreational events using these facilities that good boost tourism.
- The Steering Committee expressed concern regarding finding enough citizens to fill committee appointments or to run for City Council positions.
- The Steering Committee expressed concern over continued reductions in State aid and levy limits. Among other consequences this may lead to a need to share equipment and services with surrounding communities.
- The Steering Committee thought there are opportunities to form better working relationships with surrounding townships.
- The Steering Committee thought the number of local and regional service organizations and foundations were an asset that the City should continue to utilize to assist with community improvement projects.
- The Steering Community expressed support for hiring a City Administrator if funds are available to lead economic development efforts.

3. The City will actively participate, review, monitor, and comment on pending plans from neighboring municipalities, Green and Rock County and State or Federal agencies on land use or planning activities that would affect Brodhead.
4. Encourage an efficient and compatible land use pattern that minimizes conflicts between land uses across municipal boundaries and preserves natural resources in mutually agreed areas.
5. Work with surrounding Towns of Decatur, Spring Grove, and Spring Valley as applicable, to establish boundary agreements to guide future plat/development review and annexations between the communities.
6. Where intergovernmental cooperation efforts do not yield mutually agreeable results, the City may utilize its zoning, subdivision, official mapping and extraterritorial zoning and plat review powers where necessary to protect City interests and coordinate development in the City's extraterritorial plat review area.
7. Coordinate tourism promotion with neighboring communities, Brodhead Chamber of Commerce, Green and Rock County Tourism Departments. Work with other communities along the Sugar River and Sugar River Bike Trail to establish recreational events utilizing these resources.
8. Continue to coordinate with the Brodhead High School to include student representation and involvement in City Council, commission, and committee meetings.
9. Collaborate with local and regional service organizations (e.g. Brodhead Foundation, Lions Club, Jaycees, Chamber, Optimists, etc.) on fundraising and community improvement projects.



Brodhead Fire District Station



Brodhead Police Station



Brodhead City Hall

Land Use

GOAL

Brodhead will have an adequate supply of municipal serviced land to accommodate growth, in residential, commercial and industrial uses, located in appropriate places.

OBJECTIVES

1. Grow the tax base and population of the City at a moderate and sustainable pace.
2. Protect areas identified in this plan for future City expansion from development that is incompatible with this plan or that would be an encumbrance to orderly City expansion.
3. Use land, utilities, and community services as efficiently as possible.
4. Ensure high quality and aesthetically pleasing development compatible with surrounding land uses.
5. Redevelop vacant, blighted or under utilized business properties within the City.
6. Future land uses should be located to compliment adjacent existing and proposed transportation facilities.

STRATEGIES

1. Maintain a Future Land Use Plan (Chapter 3) to identify appropriate areas for residential, commercial, and industrial uses within the City and it's extraterritorial plat review jurisdiction based on proximity to compatible land uses, transportation facilities, and public utilities.
2. Review proposed developments within the City's extraterritorial plat review jurisdiction for consistency with this plan and the City's subdivision ordinances.
3. Maintain an Official Map to coordinate long-term facility planning (e.g. roads, utilities, parks, drainage areas, etc.) in the City and surrounding extraterritorial plat review area and to protect these areas from development.

Issues & Opportunities

The planning process revealed the following issues and opportunities related to land use that inform this plan for the future of Brodhead. These statements are drawn from survey results, the Community Indicator Report, and Plan Commission discussions and do not represent policy decisions. The list is meant as a summary of key points and not a list all issues or opportunities raised during the planning process.

- According to the Community Survey (Question 15), 56.6% of respondents preferred a moderate growth of 1.0% per year in population over the next 20 years.
- According to the Community Survey (Question 25), the top five changes respondents think would improve the quality of life in the Brodhead area are in order "rehabilitate or redevelop vacant buildings around the City", "increase employment opportunities", "increase retail shopping options", "improve K-12 education", and "improve youth apprenticeship opportunities".
- The Steering Committee expressed concern that portions of the City's zoning ordinance may be outdated and do not reflect best practices in planning and design.
- The Steering Committee expressed support maintaining the historical look of Downtown and for maintain the Downtown as the central hub of activity for the community.
- The Steering Committee expressed concern about the availability of developable land for future City expansion.
- The Steering Committee expressed support for the new Building Inspection Services and office hours as a means to provide better service and to upload building and property maintenance codes.

4. Any development with uses more intensive than neighboring residential uses will utilize siting and screening techniques to minimize negative impacts on neighboring properties due to noise, light, traffic, etc.
5. Work with property owners to clean up contaminated or blighted sites that threaten the public health, safety and welfare and to redevelop these sites to productive uses.
6. Infill development and redevelopment of under utilized properties where City roads and utilities already exist is a priority for the City and is strongly encouraged.
7. Discourage those uses that are incompatible with aviation operations from locating within close proximity to the Brodhead Airport on the City's Future Land Use Map.
8. Update the City's Official Zoning Map at least one per year. Include the map on the City's website along with zoning permit application forms and approval process flow charts.



Downtown - 1st Center Avenue (STH 11)



Downtown - Cultural Mural



Downtown Square - West Exchange Street

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