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Planning Process & Public Participation

This Chapter provides an overview of the planning and public participation process. Summaries of public input for the citizen survey, public visioning meeting, focus groups and growth and development workshops are provided.

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Adopted on
November 19, 2012

2.1 OVERVIEW OF PLANNING PROCESS

Planning Process

A transparent public participation process is the foundation to a successful plan. The involvement of residents, business owners, and other stakeholders is essential to the creation and implementation of the plan. Elements of public participation for the 2032 Burlington Comprehensive Planning process included:

- Comprehensive Plan Advisory Committee
- Planning process website
- Citizen survey
- Public Visioning meeting
- Focus groups
- Growth and Development Workshops
- Public Open House

The Comprehensive Plan Advisory Committee consisted of members representing a wide range of public and private interests and acted as the primary sounding board for the planning process. The Committee met monthly from November 2011 through September 2012 to review draft plan materials. All meetings were open to the public.



Incorporating Input into the Plan

The goals, objectives and strategies of a comprehensive plan support the community's vision for the future of Burlington and address barriers to realizing this vision. Elements of the plan have been crafted from individual participant's ideas, common themes identified in focus groups, discussions and debates among Committee members, anonymous concerns identified in surveys, and the past experiences of the community as a whole.

This input allows us to construct underlying themes as a frame for the plan, and provides information on what specific issues and ideas are most important to Burlington's citizens. This foundation ensures that the plan is not just a hollow document, but a guide for future decisions in Burlington that are in line with the community's ideals. From this foundation, a better Burlington can and will be built.

Planning Process Schedule

November 10, 2011	Working Meeting 1 - Comprehensive Plan Advisory Committee Kickoff
November 17, 2011	Key Stakeholder and Staff Interviews
December 15, 2011	Working Meeting 2 - Comprehensive Plan Advisory Committee Topic: Plan process and public involvement review
January 2-30, 2012	Community Survey (web-based)
January 11, 2012	Public Input Meeting - Community Vision and Identity Workshop
January 19, 2012	Working Meeting 3 - Comprehensive Plan Advisory Committee Topic: Community Indicators and Issues & Opportunities
February 8 & 9, 2012	Focus Group Discussions
February 16, 2012	Working Meeting 4 - Comprehensive Plan Advisory Committee Topic: Public Input Review, Vision Development, Indicators (2nd time)
March 15, 2012	Working Meeting 5 - Comprehensive Plan Advisory Committee Topic: Goals, Objectives and Strategies - Housing, Economic Prosperity, Transportation, Community Facilities & Services
April 19, 2012	Working Meeting 6 - Comprehensive Plan Advisory Committee Topic: Goals, Objectives and Strategies –Agriculture & Natural Resources, Community Character, Hazards, Collaboration & Partnerships
May 14, 2012	Presentation to Planning and Zoning Commission and Council – Interim Draft Review
May 17, 2012	Working Meeting 7 - Comprehensive Plan Advisory Committee Topic: Land Use and Community Character
May 29-30, 2012	Growth and Development Workshops & Public Input Meeting
June 21, 2012	Working Meeting 8 - Comprehensive Plan Advisory Committee Topic: Land Use and Community Character
July 19, 2012	Working Meeting 9 - Comprehensive Plan Advisory Committee Topic: Implementation and Open House preparation
August, 27 2012	Presentation to Planning and Zoning Commission and Council – Complete Draft Review
September 4, 2012	Public Presentation and Open House - Review of Complete Draft Plan
September 20, 2012	Working Meeting 10- Comprehensive Plan Advisory Committee Topic: Complete Draft Review
October 22, 2012	Final Presentations and request for formal adoption recommendations from Planning and Zoning Commission
November 19, 2012	Final Public Hearing and Adoption at City Council Meeting

2.2 CITIZEN SURVEY

Methods

In the months of January and February 2012, the City of Burlington conducted a citizen survey. The Citizen Survey was designed to gather stakeholder opinions on a range of topics relevant to preparing a plan to guide growth and change in Burlington over the next 20 years. The survey covered quality of life, city facilities and services, economic development, housing, and land use and development. The survey also collected respondent information to analyze how well the survey responses represent the overall population of the community.

The survey was available in several locations: digitally using SurveyMonkey, a downloadable version on the Comprehensive Plan website, and as paper copies through the City of Burlington's planning and Development Office. To encourage citizens to take the survey, respondents could enter a drawing to win up to \$100 in Chamber Bucks.

Response rates per question varied, with all questions over 90% except Question 20 (Place of Employment). Response rates ranged from 89.5% to 99.6% for individual questions.

This section provides a profile of respondents, and main themes from survey responses. More detailed information can be found in Appendix B. Complete survey data was provided to the City of Burlington.

Profile of Respondents

Approximately 4.2% (1,078) of Burlington citizens completed. Only 3.7% of responses were from citizens under the age of 25, while 63% of the respondents were over the age of 45. In addition, those who live in single family homes and homeowners were overrepresented by 15% and 19.5%, respectively.

Age



Quality of Life

When asked to identify the three most important reasons the respondent and their family live in Burlington, the majority of respondents indicated “Near job” (63.2%) and “Near family and friends” (66.9%). A significant number of respondents commented that they or their significant other were born and raised in Burlington. Other responses include “Natural beauty of area” (29.0%) and “Cost of housing” (18.2%).

Overall, respondents felt that the quality of life in Burlington is “Good” (62.1%). Approximately 27% felt that the quality of life is “Fair”, with only 7.9% indicating “Excellent”. Most respondents commented that the quality of life in Burlington has decreased over the last 25 years, specifically identifying an increased crime rate, increased taxes, decreased employment opportunities, decreased property maintenance, and decreased cultural amenities as the reason for this decline.

Respondents were also asked to indicate up to four changes that would improve the quality of life in Burlington. A majority (73.2%) of respondents indicated “Increased employment opportunities” as a needed change. Other highly ranked responses included “Decrease crime rate” (46.7%), “Improve road infrastructure” (37.3%), “Decrease taxes and fees” (32.3%), and “Improve K-12 education” (31.8%). Respondents seemed to agree that there needs to be more and better paying jobs, a commitment to crime reduction, enforced property maintenance, and investment in quality infrastructure.

City Facilities & Services

The survey respondents were asked to prioritize maintenance and construction investments for City facilities and infrastructure. Respondents felt that more money was needed for maintenance and improvement of “Neighborhood streets” (57.0%) and “Bike routes and trails” (39.8%). There were no categories for which the majority of respondents indicated that less money should be spent. Other facilities and infrastructure that were prioritized included The Depot, the swimming pool, Cascade Bridge, overall City beautification, and Downtown revitalization.

When asked to prioritize public services spending preferences, respondents indicated that more money should be spent on a “Demolition Program (Removal of Dilapidated Structures)” (45.8%) and “Economic Development” (55.0%). There were no categories where the majority of respondents indicated that less money should be spent, except for “Other”. Comments include bringing back the City-wide clean-up, increasing crime prevention, removing inefficiencies in government/ budget, and decreasing “corporate welfare”.

With the completion of the recent Imagine Our Future Initiative, respondents were asked to identify recreation amenities to improve health and recreation opportunities in Burlington. Highest-ranked responses included “Swimming pools or splash parks (outdoor)” (54.2%), “Bike trails” (52.1%), “Playgrounds and playground equipment” (36.2%), and “Picnic areas” (33.0%). Respondent comments focused heavily on saving the community’s outdoor swimming pool, building an indoor ice skating rink, building an indoor sports facility, and improving riverfront access.

Economic Development

With unemployment at historically high rates throughout the country, job security is an important issue facing most communities. When asked how secure respondents felt their employment to be, approximately 69% indicated “Secure” (35.7%) or “Somewhat secure” (33.7%). Only 10.5% believed their employment to be “Insecure”, and 1.5% of respondents indicated that they were currently “Unemployed”.

A majority (69.8%) of survey respondents believe that the City should commit additional tax dollars to attract, retain, and replace lost jobs in the private sector. Approximately 21% of respondents felt that the City should not commit additional tax dollars. Comments ranged from the opinion that it is not the governments job to develop jobs to “Absolutely!!!!”. Most respondents indicated the City should utilize tax dollars to attract jobs, but should do so wisely- for companies that are in need of incentives, are committed to Burlington, and will bring in high-paying quality jobs.

In addition to employment, respondents were asked about their spending habits. Approximately 68% of respondents shop downtown once per month or less, with 32.9% monthly and 35.2% less than monthly. The most common reasons given for not shopping downtown included lack of parking, lack of diversity of businesses, inconvenient business hours, and other retail centers. Most respondents believe that the stores downtown are overpriced and that the only businesses are banks, bars, and knickknack shops.

Results indicate that 44.3% of respondents leave Burlington/West Burlington monthly to shop, with 7.3% leaving weekly. The most common reason for shopping elsewhere is the lack of diversity of shops and restaurants. Specifically, most respondents traveled to Iowa City/Coralville or the Quad Cities for sit-down restaurants, clothing, electronics, and sporting equipment. In addition, many respondents commented that they traveled to other communities (e.g. Galesburg, Mt Pleasant) for specialty shops and coffee houses.

In-line with the findings of previous questions in this section, most respondents indicated that there is a lack of “Downtown retail shopping/services” (71.2%) as well as “Sit-down restaurants” (60.1%). Approximately 33% of respondents believe there are too many fast-food restaurants. Other retail and services that respondents would like to see in Burlington include sporting goods/hunting/fishing retailers, large chain bookstore, quality chain sit-down restaurants, electronic and media stores, men’s casual and women’s plus-size stores, coffee shops, healthy food specialty stores, and ethnic restaurants. Overall, respondents were supportive of downtown locations for these businesses.



Housing

When asked about the supply of various housing types in the City of Burlington, respondents indicated that more “Affordable housing” (42.2%) and “Downtown upper-story living” (49.3%) are needed. Comments suggested that “Affordable housing” should be taken to mean housing for lower middle-class, and not low-income or Section 8 housing. Most respondents felt that the quantity of housing in the different identified categories is adequate, but that quality is an issue.

Survey results indicate that “Housing quality” is the most important aspect to improve housing in Burlington (59.5%). However, many respondents commented that quality and “Housing cost” (rated at 27.8%) are interconnected and equally important. The majority of comments suggest that the major quality issues are with multi-family developments.

Land Use & Development

Respondents rated most aspects of the City as “Good” including “Access to parks”, “Access to the Mississippi”, “Number of street trees”, “Signage control”, “Noise control”, “Light control”, and “Aesthetic design of new development”. Consistent with the responses to previous questions, 44% of respondents indicated that “Property upkeep/cleanliness” is “Fair”. This category also had the highest percentage of “Poor” ratings at 32.9%, with the next highest at 7.7% (“Aesthetic design of new development”).

Finally, the respondents were asked if the City should offer financial incentives to encourage certain types of development. Respondents replied that the City should offer incentives “For retail businesses” (60.4%), “For non-retail employers” (62.3%), “In the downtown area” (62.3%), and “On vacant infill sites outside the downtown area” (51.2%). Respondents did not feel that incentives were appropriate “For residential units” (44.2%) and for development “On undeveloped land (e.g. farmland)” (53.6%). Respondents also commented that these incentives should be on a case-by-case basis (e.g. no “corporate welfare”), should increase jobs and tax base, should be considered carefully, and should not put an undue tax burden on citizens.

2.3 PUBLIC VISIONING MEETING

Public Visioning Meeting

The City desires a clear vision for the future-Burlington as we want it to be in 2032. The recent *Imagine Our Future* process resulted in the following five vision ideas:

- Become Iowa's healthiest community.
- Begin programs to ensure every young person has the opportunity to succeed.
- Create an indoor recreation facility to enhance community needs and to attract more convention and tourism activity.
- Improve the appearance and attractiveness of Greater Burlington.
- Increase the use of the riverfront as the community's No. 1 geographic asset.



A Public Visioning Meeting was held on January 11, 2012 at the Public Library. The purpose of the meeting was to gather input on the City's strengths, concerns and opportunities to supplement the *Imagine Our Future* campaign and provide direction to the comprehensive planning process. Over fifty participants shared their opinions on the future of Burlington.

The meeting was structured as an open house format, with various stations focused on Community Identity and Vision, Land Use and (Re)Development, Transportation, Economic Development, and Parks and Recreation. Consultants, City Staff and Plan Advisory Committee members were available to discuss topics and answer questions about the plan and planning process. Participants were provided with worksheets and each station utilized interactive poster boards.

The following pages provide a brief summary of the feedback and comments collected at each station. A more detailed list of comments, as well as images of the interactive poster boards from the meeting, are included in [Appendix B](#).

Station #1: Community Identity & Vision

Through a series of worksheet questions, participants were asked to describe the community’s identity and their vision for the future of Burlington. Participants identified parks, architectural heritage, the riverfront, the historic downtown, Snake Alley, and caring people as the defining features of Burlington. Participants also identified characteristics of the community they would like to change, including lack of property maintenance, negative attitudes, limited cultural resources, and lack of employment opportunities and diversity.

In addition to the worksheets, three interactive boards (Regional Identity, Community Life, and Growing Prosperity) were utilized at this station.

Regional Identity

The Regional Identity board asked participants to choose the most prominent regional features. Out of 30 choices ranging from agriculture to community landmarks to economic development, 14.5% of participants chose Burlington’s historic architecture as the most prominent regional feature. In a very close second was Snake Alley, at 12.7%.

Community Life

The Regional Identity board asked participants to choose the most appealing qualities of Burlington related to recreation, entertainment and art. Out of 34 choices including natural resources, cultural events and recreational facilities, 17.4% of participants chose the Dankwardt Park community pool. The Mississippi River, bald eagles, the Snake Alley Criterium, boating, and Community Field tied for second with 6.5% of the votes.

Growing Prosperity

The Growing Prosperity board asked participants to identify Burlington’s character with respect to industry, transportation, architecture and commerce. Out of 29 choices, 15.2% identified Snake Alley as defining Burlington’s character. The Mississippi River garnered 13% of the votes.

Station #2: Land Use & (Re)Development

Land development and redevelopment is guided by plans, ordinances, market conditions, developer efforts, community feedback, and decisions by elected officials. A key purpose of the comprehensive plan is to make land development and investment as predictable as possible by identifying types and locations of development that are both market feasible and, at minimum, acceptable to the community.

Participants were asked about specific areas or types of development they would like to see developed in Burlington. Participants identified several areas prime for development including empty downtown storefronts, the Manor project site, the Fairway Center and South Main Street. Participants felt that the City should focus on developing quality housing, art centers, and intermodal facilities, and industrial parks. Participants did not want to see additional low-rent housing or fast-food restaurants.

The Land Use and (Re)Development board asked participants to identify where they would like growth or development to occur. Most dots were concentrated in the downtown area, with some in the southwestern reaches of the municipal boundaries. Participants indicated that redevelopment is needed throughout downtown, with the highest concentration of dots located at the Burlington Northern Railroad Depot.



Station #3: Transportation

A good transportation network supports both economic growth and quality of life for residents. When asked about specific transportation improvements needed, participants identified pedestrian safety around schools and downtown intersections, the need to rebuild the Cascade Bridge, and trail and sidewalk connections. Most participants indicated that they did not utilize the B.U.S. system because of convenience of personal vehicles and the limited transit schedule.

The Transportation board asked participants to place a green dot where the City should make bike or pedestrian facilities improvements, and to place a blue dot where the City should make road, highway or other facility improvements. While dots were placed in most areas of Burlington, some areas did have higher concentrations. The participants indicated that bike and pedestrian improvements were most needed at the intersection of West Ave and S. Roosevelt Ave, on Dehn Street, along Mason Road, and on County Highway 99 north of Interstate 34. Road, highway or other facilities improvements are needed on Dehn Rd., at the intersection of Burlington and West Ave, and at the Dankwardt Bridge connection.

Station #4: Economic Development

Economic development planning is about facilitating business success in the City. The comprehensive plan will include an economic development component that seeks balance between community interests and market realities in the pursuit of job creation.

Participants agreed that the City should encourage most economic sectors, encouraging diversity while ensuring quality businesses and employment. Specific industries mentioned include manufacturing, entertainment and information technology.

Participants also identified several challenges to retaining and growing businesses in Burlington including negative attitudes, improvements needed to regional transportation systems, nostalgia for heavy manufacturing, and improving aesthetics and amenities in Burlington.

Most participants were unaware of any specific economic development efforts by local organizations, and felt that better promotion and community involvement would increase support. However, some participants specifically mentioned efforts to redevelop downtown, as well as historic preservation efforts, as encouraging examples.

The Economic Development board asked participants to identify where they would like growth or development to occur. Most dots were concentrated in the downtown area, with some in the southwestern reaches of the municipal boundaries.

Station #5: Parks & Recreation

Burlington is fortunate to have some great parks and recreational facilities. The public visioning meeting worksheets show that many of the park and recreational facilities in Burlington are utilized frequently, including Crapo Park, Dankwardt Park, Sunnyside Park, Riverfront Park, the YMCA, the Rec Plex, and the Blackhawk Trails.

Participants were also asked about park and recreation improvements that they would like to see. Answers included keeping Dankwardt pool open, restoring the Cascade Bridge, developing more parks on the North side, and increasing indoor recreational opportunities.

The Parks and Recreation board asked participants to place a blue dot where there should be a new park or playground and a green dot to indicate the park they use the most. The exercise revealed that participants utilize Crapo Park the most. Participants felt that new parks or playgrounds were needed at Dankwardt Park, Corse Elementary, near Aldo Leopold Middle School and at Cottonwood Park.

Methods & Common Themes

Focus Group sessions were on February 8 and 9, 2012 at the Burlington City Hall Chambers. The purpose of the groups was to bring community leaders and interested individuals together to gather input and hold discussion on focused topics. Focus groups were divided into the following: “Youth”, “Land Use and Development”, “Healthy Living”, “Downtown, Waterfront and Tourism”, “Employment and Economic Development”, “Civic Groups and Non-Profits”, and “Service and Retail”. Several common themes were identified during the focus groups discussions:

- Reverse the negative attitude of the community and encourage positive aspects of Burlington through media and City promotion
- Develop more quality, diverse market-rate housing
- Establish and support more cultural events, facilities, and programs
- Increase the number and diversity of quality jobs
- Develop a well-connected and safe pedestrian/bike infrastructure system
- Enhance and promote amenities, especially the riverfront

Youth Perspective

Retention and attraction of youth has been identified as an issue in several phases of the planning process. This focus group’s discussion indicated that:

- Youth are proud of Burlington and would like to see more pride in the community, especially at youth sporting events.
- Most youth plan to leave Burlington for school and would like to return, but are worried about available job opportunities.
- Promotion of events and coverage of school sports programs is limited and should be increased.
- Pedestrian and bike connections need to be extended between recreation facilities, the public schools, and Southeastern Iowa Community College.

Downtown, Waterfront & Tourism

Burlington has a wealth of unique cultural and natural resources, including the Downtown and Waterfront. These areas not only serve as amenities to residents, but are also an important component of Burlington’s economic development. This focus group’s discussion indicated that:

- Riverfront access needs to be greatly increased through development of parks, beach access, boat infrastructure and other recreation facilities.
- Burlington needs to create a pedestrian oriented downtown by improving pedestrian infrastructure and walkability and effectively managing traffic and parking.
- There is a need for more downtown housing.
- Support of downtown infill and renovations need to be increased.
- Wayfinding, visitor access, tourism amenities, and site/event marketing need to be increased.
- Downtown residential amenities, like daycare and sports facilities, are needed.

Land Use & Development

How a City encourages and regulates land use and development guides the growth and prosperity of the community. This focus group’s discussion indicated that:

- There is a need for quality, diverse housing, specifically higher-quality rentals, town homes, and condos.
- Burlington and West Burlington’s development policies are not in line, and this may serve as a disadvantage for attracting development.
- Community amenities, including riverfront access, are important in “selling” Burlington, but the question remains how to pay for them.
- Burlington needs to make an effort to have better working relationships with West Burlington and Des Moines County.

Healthy Living

Healthy living (including recreation, parks, quality of life, and healthcare) has been identified as an overarching future goal for Burlington. This focus group's discussion indicated that:

- Burlington needs to create a network of well-connected bike/pedestrian trails and recreation facilities.
- Burlington needs to make a conscientious effort to increase pedestrian safety through sidewalk maintenance and crossings.
- There is a need for more indoor recreational facilities.
- Family doctors are scarce in the region and more urgent care facilities are needed.
- Community events and amenities need to be better promoted and marketed.

Civic Groups & Non-Profits

Civic groups and non-profits increase community involvement, foster a higher quality of life, and supply much needed services. This focus group's discussion indicated that:

- Burlington needs to find a way to increase youth and young professional involvement in civic organizations.
- Burlington needs to work to ensure maintenance of low-rent properties.
- There is a need for disabled housing and child care facilities for those with disabilities.
- Large employers should be tapped into to recruit volunteers and support employee volunteerism.

Employment & Economic Development

Employment and economic development in Burlington will focus on workforce education, business diversity, and growth from within. This focus group's discussion indicated that:

- The School District and SCC need to increase efforts to prepare youth for skilled labor and technical employment.
- Transportation routes for commerce and freight need to be improved (USH 34 and USH 61).
- Burlington needs to more effectively market quality of life assets and develop additional cultural and social amenities.
- More young professional need to be involved in the community.
- Burlington needs to create and sustain a positive perspective and community pride.

Service & Retail

Service and retail businesses are a large component of Burlington's economy and will play a major role in growing a prosperous economic base. This focus group's discussion indicated that:

- City codes/ordinances and City departments need to work to increase consistency and transparency to facilitate service and retail development.
- Guides and standards should be developed to increase understanding and knowledge of City development opportunities and procedures (e.g. A, B, C's of Development, catalog of available downtown properties, etc.)
- The "shop locally" campaign should be expanded to all local businesses.

Growth & Development Workshops

In May 2012, the City of Burlington hosted three workshops and a public open house to discuss land use and development issues. The workshops were designed to gather stakeholder opinions on “Regional Collaboration”, “Downtown/Waterfront” and “Highway 61 and Residential Neighborhood Growth”.

The workshops were held over two days (May 29th and 30th) and concluded with a public open house to discuss the ideas gathered during the workshops. Approximately 40 people participated in the workshops and open house. Participants included representatives from:

- City of Burlington
- City of West Burlington
- Des Moines County
- Greater Burlington Partnership
- Southeast Iowa Regional Planning Commission
- Burlington Planning & Zoning Commission
- Southeast Iowa Regional Airport
- Two Rivers Financial Group
- Farmers & Merchants Bank
- Downtown Partners, Inc.
- Drake Hardware and Software
- Zaiser’s Landscaping
- McConnell Lofts
- Metzger-Johnson Architects
- Triple S Leasing
- Imagine Campaign
- Pierson, Inc.
- Ruhl & Ruhl
- KBUR
- Zager Properties
- Friends of the Depot

Regional Collaboration

The objective of the “Regional Collaboration” workshop was to bring together representatives from local government and private agencies to identify issues and opportunities and explore ways to collaborate for the benefit of the region as a whole. The workshop focused on growth and development expectations (both location and type), transportation and infrastructure needs/issues, park and recreation facilities and services, and education issues and opportunities. Major ideas and themes included:

- The Greater Burlington Partnership should help facilitate collaboration among Burlington, West Burlington, Des Moines County, and SEIRPC to address transportation and infrastructure capacity with regard to growth. Specifically, Burlington and West Burlington will need to work together to address wastewater treatment capacity for growth in the southwest portion of the region.
- Burlington should collaborate with the Southeast Iowa Regional Airport to increase commercial flight activities, improve access to facilities, and foster commercial and industrial investments. Specifically, Burlington should support a potential relocation of the terminal to the west of the current airport property.
- Burlington should collaborate with the U.S. Army Corp of Engineers to implement effective hazard mitigation strategies that do not restrict physical or visual access to the Mississippi River from the Downtown.
- Regional efforts on employment and training/postsecondary education investments are needed to create a strong workforce and economy.
- A complete and accessible regional trail system with wayfinding signage is needed.

Downtown/Waterfront

The objective of the “Downtown/Waterfront” workshop was to identify location of key public and private improvements, and develop written goals, strategies and guidelines. The workshop focused on future land uses, private property guidelines, and public right-of-way improvements. Major ideas and themes included:

- A downtown hotel is needed to help attract event attendees and improve Burlington’s appeal as a conference destination. Existing conference facilities should be upgraded to adequately serve all size events, and new facility (re)development should be encouraged.
- Restoration of downtown buildings should continue with special attention paid to historically appropriate architectural standards.
- Efforts need to be made to draw Highway 61 travelers to the downtown. These include better wayfinding signage, marketing of events, and easily navigable and visually appealing travel routes.
- The regional trail system should connect to the downtown/waterfront with uniform signage.

Hwy 61 Corridor & Residential Growth

The objective of the “Highway 61 and Residential Neighborhood Growth” workshop was to identify key public and private improvements, and develop written goals, strategies and guidelines. The workshop focused on future land use, private property guidelines, public right-of-way improvements, and potential residential growth areas. Major ideas and themes included:

- Efforts should focus on improving Highway 61 as it is currently aligned. A bypass scenario may be considered in the future if warranted by increased traffic loads.
- Bike and pedestrian infrastructure should be a major focus of Highway 61 improvements. Crossings at West Ave, Division or Agency Streets, and Mt. Pleasant Street should be planned for. Sidewalks, trails and bike lanes should be developed along Highway 61 and frontage roads.
- Maintenance of right-of-way, streetscaping/landscaping, and increased curb appeal needs to be addressed through both public and private efforts.
- Corridor gateways and signage should be attractive and uniform.

