

## **2. COMMUNITY INPUT AND INVOLVEMENT PROCESS**

Preparation of this Comprehensive Plan has been a 24-month process and has involved broad-based citizen input and involvement by a wide variety of community leaders. A 17 member Steering Committee, including a diverse cross-section of both public and private community leaders, was established as the policy body guiding the plan's preparation.

### **2.A. COMMUNITY OPINION SURVEY**

In early July 1997, community opinion questionnaires were mailed to all households in the City of Manitowoc. The mailing addresses were based on the Manitowoc Public Utilities billing records. Additional surveys were also available at the City's Planning Department for those who did not receive a mailed survey. The survey questions centered on a variety of land use, growth, and development issues in the community.

Of the 14,187 questionnaires that were distributed, 3,920 were completed and returned; a 27.6 percent response rate. In addition to the responses to structured survey questions, many survey respondents submitted supplemental comments on a variety of community issues. The tabulated survey results and supplemental comments have been assembled in an addendum report to this plan that is available for review at the City Planning Department.

The information provided by the community opinion survey responses has been used by the Steering Committee, staff, and consultant team to help establish the community goals and objectives expressed in this plan.

The key findings of the community opinion survey include the following:

- 92.8 percent of the respondents believe the City of Manitowoc should continue to promote the Manitowoc area for new business and industrial development; 4.7 percent disagree with this position; 2.6 percent have no opinion.
- 83.4 percent of respondents believe the City should continue to utilize funds collected from motel and hotel room taxes to promote tourism development in the Manitowoc area; 9.7 percent disagree with this position; 6.9 percent have no opinion.
- 57.4 percent of the respondents believe the City of Manitowoc should connect and construct the two sections of Magnolia Avenue on the north side of the City to provide a new east-west arterial street corridor north of Waldo Boulevard; 17.8 percent disagree with this position; 24.7 percent have no opinion.
- 74.6 percent of the respondents believe the City should consider charging developers increased fees to cover the costs of off-site improvements, such as street and utility system improvements, associated with their developments; 13.2 percent disagree with this position; 12.2 percent have no opinion.
- 79.8 percent of the respondents believe the City should more strictly enforce building and property maintenance codes; 10.9 percent disagree with this position; 9.4 percent have no opinion.
- 66.5 percent of the respondents believe the City should more actively control the appearance and design of new commercial and multifamily development; 21.8 percent disagree with this position; 11.7 percent have no opinion.

- Respondents ranked the need for new development in the following order:  
*(Listed from highest priority to lowest priority)*

Industrial Development  
Retail Business  
Senior Housing  
Assisted Living Facilities  
Single-Family Residential  
Rental Apartments  
Owner-Occupied Condominiums

- Respondents ranked the need for park and recreation improvements in the following order: *(listed from highest priority to lowest priority)*

Downtown Riverfront/Lakefront  
Trails and Pathways  
Recreation Programs  
Neighborhood Parks  
Large Athletic Fields

- Respondents ranked the need for new retail businesses in the following order: *(listed from highest to lowest priority)*

Departments, Discount, and Outlet Stores  
Clothing, Shoe and Apparel Stores  
Restaurants and Eateries  
Other Individual Retail Stores  
Hardware and Building Supply Stores

## **2.B. INTERVIEWS WITH COMMUNITY LEADERS**

JJR staff conducted formal interviews in early October, 1997 with 36 business and community leaders representing different social and economic interest groups in the community. The interviews were 1-hour sessions conducted at City Hall. Approximately half of the interviews were conducted as part of a 3-day community planning workshop. The remaining interviews were conducted in a supplemental series of meetings in late October, 1997.

At the same time, community workshops were held to provide the general public with access to the concepts being considered. These "open house" planning sessions at City Hall were a forum to present background data, discuss community planning alternatives, and present preliminary concept plans and design sketches illustrating key planning recommendations.

The key findings and needs identified in the interviews with community leaders include the following:

- Improve coordination and cooperation between the City of Manitowoc, Manitowoc County, and the adjoining towns.
- Improve the infrastructure and aesthetics of the Calumet Avenue corridor and the I-43 interchanges as the primary retail and business development areas.
- Continue to encourage industrial development in Manitowoc County, and expand the City's industrial parks.
- Diversify the industrial base of the community by attracting more "white-collar" employers.
- Provide affordable housing.
- Provide more facilities for youth recreation, particularly in areas that serve lower income populations.
- Encourage major employers in the Manitowoc area to work with City and other social service providers regarding housing needs and social services available in the community.
- Continue to revitalize downtown and the lakefront as a tourism-oriented destination area.
- Coordinate tourism promotion and economic development efforts with other communities in Manitowoc County.
- Provide improved worker training and education.
- Review infrastructure and utility assessment policies.
- Work with area developers to investigate ways to keep residential lots and housing affordable.
- Provide more bicycle and walking trails in the community.

## 2.C. COMMUNITY ACTION PRIORITIES POLL

The following are the tabulated results of a community action priorities poll of Steering Committee members and other City and County officials. This ranking process assisted the Steering Committee in prioritizing recommendations contained in this Comprehensive Plan.

The priority rankings indicate the weighted average scoring, as well as distribution of scores, for a range of action priorities. Under the scoring system, a weighted average of 1 indicates the highest priority and a ranking of 5 is the lowest priority.

The actions are listed below in order of the priority ranking, with the weighted average score shown below each action.

### Priority Action #1

The City should negotiate for the purchase of the William Fessler property for the expansion of the I-43 Industrial Park. Portions of the expansion area should be designed for "office-related" facilities and ancillary businesses. (This purchase was completed in July, 1998.)

7	_____	Highest Priority 1
6	_____	2
1	_____	3
0	_____	4
0	_____	Lowest Priority 5

Weighted Average = 1.57

### Priority Action #2

The City of Manitowoc should focus its short-term planning and utility programs toward providing adequate infrastructure to serve business development in the USH 151 (Calumet Avenue) interchange area and the area to the west of USH 151. Land in the vicinity of the interchange is expected to be the primary commercial and industrial district in the Manitowoc area over the next 20 years.

7	_____	Highest Priority 1
5	_____	2
1	_____	3
0	_____	4
1	_____	Lowest Priority 5

Weighted Average = 1.79

Priority Action #3

The City should establish a better dialog with adjoining townships in regard to establishing development criteria, agreements for right-of-way dedications, official mapping, and limitations on lot size. It is important to prevent haphazard and unplanned development in peripheral areas, that would make the future extension of utilities and development at urban densities difficult and more costly.

<u>6</u>	Highest Priority 1
<u>5</u>	2
<u>2</u>	3
<u>1</u>	4
<u>0</u>	Lowest Priority 5

Weighted Average = 1.86

Priority Action #4

The Manitowoc County Health Care Center (MCHCC) site should be redeveloped for commercial and/or professional and office development.

<u>7</u>	Highest Priority 1
<u>3</u>	2
<u>1</u>	3
<u>3</u>	4
<u>0</u>	Lowest Priority 5

Weighted Average = 2.00

Priority Action #5

Where feasible, the City of Manitowoc and Manitowoc County should cooperatively plan for County roads and other infrastructure improvements in peripheral areas, that are currently outside the City limits, but are likely to be annexed to the City in the future as the land is developed.

<u>6</u>	Highest Priority 1
<u>3</u>	2
<u>4</u>	3
<u>0</u>	4
<u>1</u>	Lowest Priority 5

Weighted Average = 2.07

Priority Action #6

The City should restructure its approach to infrastructure financing toward an "area assessment" basis, rather than assessing major improvements on a frontage basis. Under an "area assessment" policy, the City would install the necessary infrastructure and then assess back the improvement costs as development occurs in the service area.

<u>7</u>	Highest Priority 1
<u>2</u>	2
<u>2</u>	3
<u>2</u>	4
<u>1</u>	Lowest Priority 5

Weighted Average = 2.14

Priority Action #7

The City should plan for future extension of utilities to serve the STH 42/CTH "JJ" (Waldo Boulevard) and I-43 interchange area. This is an undeveloped interchange that has the potential to become a regional economic development site in the future. Potential uses of the interchange area include corporate offices, insurance/finance facilities, or other professional and office-type uses requiring interstate highway exposure. The City should work with Manitowoc County and the Town of Manitowoc Rapids to prevent premature development on private septic systems that would limit future development potential of the interchange area.

<u>5</u>	Highest Priority 1
<u>3</u>	2
<u>4</u>	3
<u>1</u>	4
<u>1</u>	Lowest Priority 5

Weighted Average = 2.29

Priority Action #8

The 2 major infrastructure improvements that will be needed to serve future growth areas are the Viebahn Street Interceptor Sewer, to serve the development areas west of I-43, and the Manitowoc River Interceptor Sewer, to serve the northwest part of the City's planning area.

<u>1</u>	Highest Priority 1
<u>8</u>	2
<u>3</u>	3
<u>2</u>	4
<u>0</u>	Lowest Priority 5

Weighted Average = 2.43

Priority Action #9

Calumet Avenue should be improved and beautified from the I-43 interchange eastward to So. 26th Street. Beautification should include burying overhead utilities, widening terrace areas, renovating curbs and sidewalks, installing new overhead lighting fixtures, and planting street trees. Concurrently, site design, landscaping, and signage standards should be established to help improve the appearance of the corridor. The Calumet Avenue corridor is the main access between the I-43 interchange area and downtown Manitowoc. The corridor is the primary "point of entry" for visitors to the City.

<u>3</u>	Highest Priority 1
<u>4</u>	2
<u>4</u>	3
<u>3</u>	4
<u>0</u>	Lowest Priority 5

Weighted Average = 2.50

Priority Action #10

The City should complete Magnolia Avenue so that there is a more efficient east-west thoroughfare to serve the north side of the City. Other longer-term street improvements include extension of Viebahn Street to STH 42, completion of So. 26th Street between Dewey and Viebahn Streets, extension of East Albert Drive between N. 8th and N. 18th Streets, and extension of Parkview Road north to STH 42 (Waldo Boulevard).

<u>2</u>	Highest Priority 1
<u>5</u>	2
<u>3</u>	3
<u>4</u>	4
<u>0</u>	Lowest Priority 5

Weighted Average = 2.64

Priority Action #11

The City should construct a new City Hall in the downtown area. The selection of a site and design of the facility should take into consideration the City Hall's contribution to overall downtown revitalization.

<u>3</u>	Highest Priority 1
<u>4</u>	2
<u>3</u>	3
<u>2</u>	4
<u>2</u>	Lowest Priority 5

Weighted Average = 2.70

Priority Action #12

The City should continue to provide financial and technical assistance for rehabilitating residential structures in the older areas of the city. Preserving and rehabilitating existing housing stock is one of the best means of providing "affordable housing" in the community.

<u>0</u>	Highest Priority 1
<u>3</u>	2
<u>4</u>	3
<u>1</u>	4
<u>6</u>	Lowest Priority 5

Weighted Average = 3.71

Priority Action #13

The City should redevelop the south side of the Manitowoc River and Manitowoc Harbor area as a tourist "destination district." The long-range plan for the area should include extending Quay Street and the riverwalk to connect with So. Lakeview Drive, redeveloping the Lakeside Foods warehouse/storage facility site (east of the Manitowoc Public Library), redeveloping the coal storage dock, and modernizing the Lake Michigan Carferry landing area.

<u>0</u>	Highest Priority 1
<u>0</u>	2
<u>5</u>	3
<u>7</u>	4
<u>2</u>	Lowest Priority 5

Weighted Average = 3.79

Priority Action #14

The City should extend the lakefront recreation trail system south to Silver Creek Park and north to the City of Two Rivers.

<u>0</u>	Highest Priority 1
<u>0</u>	2
<u>2</u>	3
<u>5</u>	4
<u>6</u>	Lowest Priority 5

Weighted Average = 4.31

Priority Action #15

Manitowoc County and the City of Manitowoc should begin to plan for the long-term relocation of the County's Expo facility to a less developed and less valuable site. The Expo site should ultimately be redeveloped for commercial development.

<u>0</u>	Highest Priority 1
<u>0</u>	2
<u>2</u>	3
<u>2</u>	4
<u>10</u>	Lowest Priority 5

Weighted Average = 4.57