

4. COMMUNITY GOALS AND OBJECTIVES STATEMENT

The following goals and specific objectives describe the City's priorities for growth and development over the next 20 years. These items are not presented in priority order and represent inputs derived from City officials, the community survey, and an evaluation of action priorities conducted by the Committee.

The City should periodically review and measure how well it is meeting these goals, as well as the needs and expectations of its current and future residents.

In addition, the City also needs to establish a framework for cooperative decision making in order to guide development.

GOAL: PROMOTE CONTINUED ECONOMIC DEVELOPMENT AND STABILITY IN THE MANITOWOC AREA.

Specific Objectives:

- a. Continue to provide an adequate inventory of fully-improved marketable lots in the City's industrial parks and other industrially-zoned sites, so that the City will continue to be competitive with other communities in attracting new industry.
- b. Develop and expand the I-43 Industrial Park to the west, as the City's primary industrial expansion area.
- c. Develop a site master plan for the expanded I-43 Industrial Park that includes similar uses.
- d. Expand the City's economic development strategy to include promotion of the area for information-based industries and "white-collar" businesses with an emphasis on companies featuring higher skill and higher wage employment opportunities.
- e. Create a City-sponsored business incubator to provide cost-effective start-up space and services to qualified new businesses.
- f. Work with telecommunication utilities to assure that the City of Manitowoc is able to offer businesses "state of the art" telecommunications and information communication facilities.
- g. Continue to coordinate economic development planning between the City of Manitowoc, Manitowoc County, and the City of Two Rivers to assure that there is not a duplication of economic development services, and to minimize the creation of competing publicly-funded industrial parks or sites.
- h. Coordinate and consolidate tourism promotion activities in the Manitowoc County area.
- i. Strive to develop a more competitive entrepreneurial economy in the City in which small to mid-sized firms account for the larger share of production and employment.
- j. Encourage growth of businesses that emphasize training programs focused on strengthening technical skills as well as reasoning, mathematical, and language development.
- k. Encourage business development that strives to increase employee productivity through training and skill development.
- l. Continue to promote the City as a good business location because of the relatively low cost of living, low cost of doing business, high quality of infrastructure and services, and quality of life for employees and business owners.

GOAL: IMPROVE THE QUALITY AND VARIETY OF RETAIL BUSINESSES IN THE CITY OF MANITOWOC

Specific Objectives:

- a. Attract more "up-market" retail businesses, particularly department, clothing, and apparel/accessories stores and upscale theme restaurants.
- b. Implement a "Calumet Avenue Beautification Program."

Note: Calumet Avenue is anticipated to continue to be the City's primary corridor for "big box" retail development. A priority over the next 10 years should be to beautify the corridor by undergrounding utility lines, planting street trees and landscaping, and installing new street lights.

- c. Encourage the redevelopment of the Manitowoc County Health Care Center (MCHCC) site as a mixed-use commercial development site with an emphasis on attracting retailers and professional business opportunities absent or underrepresented in the Manitowoc area.

Note: The 86-acre MCHCC site is the last remaining large commercial development site on Calumet Avenue east of I-43. Redeveloping all or portions of this site under a comprehensive site master plan is a high City priority. The City and Manitowoc County will need to work jointly to implement a site master plan that will provide utilities and infrastructure to the site in an efficient and cost-effective manner.

- d. Reserve future commercial sites at the City's I-43 interchanges.

Note: Both the USH 151 (Calumet Avenue) and USH 10/STH 42 (Waldo Boulevard) interchanges should be master planned to reserve key sites for future commercial development. As sites along Calumet Avenue are filled, the 2 interchange areas will become a focus for commercial development.

- e. Continue to promote downtown Manitowoc as a specialty retail and service district.

- f. Encourage the redevelopment of underutilized and vacant space in the 2 enclosed north side malls including exterior and interior facility enhancements and site improvements.

Note: Potential redevelopment of the Lakeview Center and Edgewater Plaza could range from consolidation of the businesses into a single mall structure and redeveloping the other site, to complete redevelopment of the properties upon which these malls are located, to uses compatible with the area.

GOAL: PROMOTE REVITALIZATION OF DOWNTOWN

Specific Objectives:

- a. Encourage continued coordination and unification of downtown businesses.
- b. Redevelop the C. Reiss (Koch) Co. coal dock for a lakefront mixed-use development. Potential uses include a combination of tourist-oriented retail stores, restaurants, office, and residential uses.
- c. Extend Quay Street to connect with Lakeview Drive to provide a direct linkage between the Lake Michigan Carferry docking area and the downtown business district.
- d. Continue to expand the riverwalk system to the south side of the Manitowoc River, and provide a direct connection for pedestrians and bicyclists to the Lake Michigan Carferry docking area.
- e. Maintain efforts to attract additional Lake Michigan cruise ships and pleasure craft to Manitowoc Harbor.
- f. Rehabilitate the Manitowoc Hotel as a downtown residential or mixed-use development.
- g. Redevelop underutilized parcels on the riverfront between So. 8th Street and So. 10th Street.
- h. Redevelop the Wisconsin Central Railroad parcel west of So. 10th Street for downtown housing or office use.
- i. Encourage the upgrading and conversion of vacant upper floors into residential and other appropriate uses.
- j. Build a new City Hall to enhance service to the encourage economic development (image). public and
- k. Provide additional municipal parking areas, as needed, to meet the needs of downtown businesses.
- l. Continue the use of Tax Incremental Financing (TIF) as an incentive for new downtown development.
- m. Continue to implement the "Downtown Design Guidelines" adopted by the City.
- n. Coordinate facility planning in the downtown area between the City of Manitowoc and Manitowoc County.
- o. Continue to develop an image and vision for downtown, and encourage private and public investments to attain a multi-functional downtown.



Downtown Riverfront

Note: A Downtown BID was established in 1993 but dissolved in 1996. The BID failed to gain the support of the majority of property owners. The City and downtown business and property owners should reconsider a Downtown BID or other management techniques, which address some of the failures of the original district.

GOAL: MAINTAIN THE QUALITY OF RESIDENTIAL NEIGHBORHOODS

Specific Objectives:

- a. Continue to strictly enforce building standards and maintenance requirements.
- b. Foster identifiable neighborhoods in the City based on areas that are serviced by neighborhood parks and schools. The City Planning Department should develop detailed neighborhood plans based on the neighborhood planning concept.
- c. Amend the City's Zoning Ordinance to provide more efficient screening and buffering between residential and commercial uses.
- d. Where an adequate buffer can be established, rezone spot industrially and commercially-zoned parcels in predominantly residential neighborhoods to residential zoning.
- e. Locate apartment projects and other higher-density residential developments in areas serviced by existing collector roads and transit service, and that are accessible to neighborhood commercial services, parks, and schools.
- f. Continue to maintain an adequate inventory of single-family lots.

Note: A 3-year inventory is generally considered a desirable goal.

- g. Adopt landscaping and site design standards for multifamily housing projects as part of the City's Zoning Ordinance.
- h. Promote the maintenance and creation of affordable housing.
- i. Continue to promote home ownership opportunities for low and moderate income households.
- j. Continue to aggressively pursue funding for the upgrading of the City's existing owner and rental housing stock, primarily in areas with high concentrations of substandard housing.
- k. Continue to exercise extraterritorial plat and certified survey map review to manage and control the location and design of unsewered land divisions outside the City limits, but in areas that could be annexed in the future.

Note: Wisconsin Statutes Ch. 236 allows the City to review and approve or reject new land divisions within an area up to 3 miles from the City limits. The City should exercise these review powers with respect to all new land divisions within the statutory extraterritorial area.

GOAL: PROVIDE AN EFFICIENT CIRCULATION SYSTEM

Specific Objectives:

- a. Connect Magnolia Avenue between Johnston Drive and N. 18th Street, and N. 18th and Menasha Avenue to provide a continuous east-west collector street corridor serving the north side of the City.
- b. Realign Calumet Avenue near So. 26th Street to provide a continuous connection to Washington Street.
- c. Extend So. 26th Street south to Viebahn Street as a through north-south collector street serving the south side of the City.
- d. Extend So. Parkview Road, north to Waldo Boulevard and south to Expo Drive, to provide a future north-south collector street serving the west side of the City.
- e. Extend Viebahn Street to connect with STH 42.
- f. Continue to use the City's "Official Map" as the regulatory tool to preserve rights-of-way for future streets. Update the "Official Map" as needed, in order to keep the map current and accurate.

- g. Require all new development to provide location and design for either sidewalks or alternative pedestrian/bicycle access paths at the time of plat approval.

GOAL: PROVIDE EFFICIENT PUBLIC UTILITIES AND SERVICES

Specific Objectives:

- a. Adopt an "Urban Service Area" boundary delineating the area proposed for public sanitary and water utility service over the next 20 years.

Note: WDNR is required to delineate an Urban Service Area. City staff is currently working with WDNR and Bay-Lake Regional Planning Commission to prepare the proposed 20-year boundary.

- b. Construct the Manitowoc River Interceptor Sewer to serve the west and northwest sides of the City, including the USH 10/STH 42 (Waldo Boulevard) interchange area.

Note: Construction of the Manitowoc River Interceptor Sewer and other major sanitary sewer interceptors are major utility projects that will require advance budgeting and planning. The City should consider a range of funding mechanisms including establishing area assessment districts and the use of development impact fees to help fund these projects.

- c. Construct the West Viebahn Street Interceptor Sewer to serve the southwest quadrant of the USH 151 interchange and the I-43 Industrial Park expansion area.

- d. Construct the Goodwin Road Relief Interceptor Sewer to serve the portion of the northwest area in the Little Manitowoc River drainage basin, and provide relief for the Fleetwood Drive Interceptor Sewer.

- e. Prepare a comprehensive stormwater management plan focusing on developing areas on the west, northwest, and north sides of the City.

- f. Implement ordinances to require on-site retention and detention of stormwater. Where on-site storage is not feasible, developers should be required to contribute fees to support areawide basins.

- g. Construct a new northwest water storage facility.

- h. Construct two new fire stations to serve the northwest and southwest sides of the City.

- i. Continue to support and encourage the Manitowoc Public Utilities in the upgrading and enhance the reliability of their electric and water distribution systems.

GOAL: PROVIDE ADEQUATE PARK AND RECREATIONAL FACILITIES TO MEET THE NEEDS OF BOTH RESIDENTS AND VISITORS TO THE AREA

Specific Objectives:

- a. Provide 5- to 10-acre neighborhood parks within safe walking distance of all residential neighborhoods.

Note: One-half mile is considered an acceptable walking distance to a neighborhood park, providing there are no major barriers or constraints to safe pedestrian access.

- b. Acquire new neighborhood parks in developing areas of the City as the land is platted. The acquisitions should be based on the land dedication provisions of the City's Subdivision Regulations.

Note: As new neighborhoods begin to develop, the City staff should develop detailed neighborhood plans identifying sites for future neighborhood parks. Generally parks are located so that land dedications can be received from different property owners as the area is developed.

- c. Develop a new 20- to 40-acre community park suitable for athletic fields on the City's far northwest side to serve expanding residential development in that area.
- d. Continue the acquisition and improvement of the land along the Manitowoc River and Little Manitowoc River for conservancy parks with linear bicycle/pedestrian trails.
- e. Complete a lakefront trail system connecting the downtown riverwalk with Red Arrow and Silver Creek Parks to the south and extending to the City of Two Rivers to the north.
- f. Amend the City's Subdivision Ordinance to upgrade the fee-in-lieu-of-land requirements to reflect the actual cost of land acquisition for public parks.
- g. Investigate the adoption of impact fees to provide a funding source for park improvements in developing neighborhoods.
- h. Aggressively pursue State, Federal, and private grants to acquire and improve parks and recreation facilities.

GOAL: PLAN FOR THE FUTURE DEVELOPMENT OF LAND OUTSIDE THE CITY BUT WITHIN MANITOWOC URBAN PLANNING AREA

- a. Continue to utilize the City's extraterritorial plat review powers to assure that land on the edge of the City is not platted prematurely, and that any land divisions within the 20-Year Manitowoc Urban Planning Area are designed for future service by public utilities.
- b. Encourage coordination and cooperation in land use planning in the Manitowoc Urban Planning Area with the unincorporated towns and Manitowoc County.
- c. Continue to encourage that key commercial development sites, such as the City's I-43 interchange areas, be master planned to reserve sites for future commercial development on public utilities.
- d. Maintain the City's current policy of not extending municipal utilities without annexation into the City of Manitowoc.
- e. Consider utilization of impact fees for all development in outlying "greenfield" locations.
- f. Encourage infill development strategies wherever possible and minimize sprawl whenever possible.