

# *Issues and Opportunities*

## *Introduction*

This part of the plan documents the issues that in some way have the potential to affect the City’s future<sup>1</sup>. The issues range from localized concerns to those that are more global in scope. Although the City has limited control over global, national, or statewide events, they are included here to ensure that they are considered and factored in the preparation of this plan to the extent appropriate.

## *Identified Issues and Opportunities*

The list of issues and opportunities listed below were derived over the course of the planning process and were generated in a number of ways.

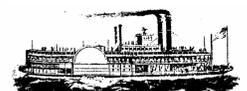
On March 12 and 27, 2003, members of the advisory committee participated in an activity commonly called a SWOT analysis, or "Strengths, Weaknesses, Opportunities and Threats." This process involved a brainstorming session to generate a working list of items under each category. From each list of strengths, weaknesses, opportunities and threats, members were asked to individually select the three most important in each category. The most important issues are listed in Exhibit D-1 and Appendix C contains the complete results from the brainstorming sessions.

**Exhibit D-1. Most Critical Strengths, Weaknesses, Opportunities, and Threats**

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>◆ Recreational opportunities</li> <li>◆ City/State/Federal/County parks and wildlife areas</li> <li>◆ Work ethic</li> <li>◆ Sense of community</li> <li>◆ Natural beauty</li> <li>◆ Good quality of life</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>◆ Railroad bisects the City</li> <li>◆ Vacant properties</li> <li>◆ Zoning enforcement has been sporadic</li> <li>◆ Lack of space for business/residential expansion</li> <li>◆ Lack of professional paying jobs</li> <li>◆ “Ugly” appearance</li> <li>◆ Lack of responsive/accountable City government</li> <li>◆ Fear of moving ahead</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>◆ Development of St. Feriole Island</li> <li>◆ Downtown destination</li> <li>◆ Intergovernmental cooperation</li> <li>◆ Organized/structured growth</li> <li>◆ Bluff protection</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>◆ Low wages</li> <li>◆ Businesses moving out of City</li> <li>◆ Fear of change</li> <li>◆ Bluff development</li> <li>◆ Out of town shopping – downtown conversion to office space</li> <li>◆ Loss of shared revenue</li> </ul>

A community survey was sent to a random sample of City residents to better understand their perceptions and preferences on a range of issues. The survey results have been compiled and summarized in a separate document. Highlights are incorporated here as appropriate.

<sup>1</sup> The forecasts for population, housing, and employment are found in Chapter C of this plan along with selected demographic characteristics. Employment, education and income characteristics are found in Chapter I (Economic Development).



## ***Issue Assessment***

### ***Governance***

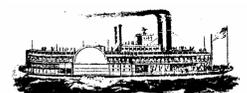
- ◆ *Lack of interest in serving in an elected capacity.* The City has been blessed through the dedication of many elected local officials who over the years have given their time and energy to make Prairie du Chien a great place to live. However, the number of people wanting to run for public office is quite low. Working in cooperation with the area's schools, the City should work to nurture young leaders who can offer their abilities and expertise as an elected official.
- ◆ *Low voter participation.* The City, like many jurisdictions, does not enjoy high voter participation. The City should work with other jurisdictions to develop a campaign to encourage more participation.
- ◆ *Number of City Council Members.* The City Council currently consists of two council members from each of the six aldermanic districts. While it is advantageous to have enough members to represent the diverse interests of City residents, a council with too many members can cause inefficiencies and perhaps cumbersome decision-making. The City Council should evaluate the merits of its current structure by considering reducing the number of City Council members.
- ◆ *Communication.* Communication between City officials and residents is necessary to foster good working relations. There is a general perception that City officials could do more to inform and educate residents on important issues. Even if perception does not match reality, the City needs to investigate additional (different) ways of letting residents know what is going on in City government and inviting feedback from residents. The City is currently in the process of developing a website to post important news and information. The City Administrator writes a periodic newspaper column regarding current topics of interest. The City should look for alternative places to post public notices including the library, post office, banks, and the like.

### ***Civic Involvement***

- ◆ *Volunteerism.* A significant number of City residents give of themselves to help others. Using this base, the City and other non-governmental organizations need to work together to boost the number of people who volunteer their time. The elderly and retirees account for a sizable portion of the total population and will increasingly represent a larger share in the coming years. This is a large pool of potential volunteers.
- ◆ *Community foundation.* City residents are fortunate to have a community foundation. The Prairie du Chien Community Foundation was founded in 1984 and receives and distributes property to promote the historic, artistic, and other civic interests of the Prairie du Chien community.

### ***Demographics***

- ◆ *An aging population.* Demographic trends are clear – the population in the United States and in Wisconsin is getting disproportionately older. This has significant ramifications for housing, social services, health care, size of the workforce, and public school funding.
- ◆ *Decreasing life span.* Over the last century, health care advances have helped to increase the lifespan of people in the United States. However, for the first time, our



youngest generation is projected to live fewer years than their parents because of a lack of physical fitness and poor eating habits.

### *Community Identity*

- ◆ *Community identity.* The Prairie du Chien area has a strong cultural identity. However, there is little general consensus on what that means in the larger context of the state and nation. Beyond the immediate area, few people know what the City is like. While it is important for the City to change with new circumstances, it is valuable for the City, from an economic, cultural, and historical standpoint, to maintain and build upon the City's cultural heritage. The City should work over time to develop a brand identity. For example, when people in central and southern Wisconsin think of the Wisconsin Dells or Mineral Point, they visualize an image of what the community is like. Wisconsin residents should envision a positive picture in their minds when they hear of Prairie du Chien and its natural and man-made environments.



- ◆ *Community festivals.* Every year, the City hosts a wide range of community festivals, including the Rendezvous, Prairie Dog Blues Fest, Villa Carriage Classic, Carparee, Cannons and Red Coats, St. Patrick's Day Parade, and Town & Country Jamboree. These events are important, not only to boost the local economy, but to provide an opportunity for local residents to be part of the community and to interact with friends and neighbors.

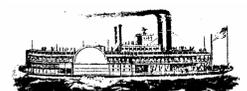
### *Community Character*

- ◆ *Rate of community growth.* City residents must ultimately decide how fast they want the City to grow in the coming years. This is a critical decision in that it will directly and indirectly affect every facet of community life and well-being.



- ◆ *Railroad line.* Burlington Northern-Santa Fe operates a rail line that runs through the City. While it is recognized that the rail line is needed, it has some detrimental effects on the City and its residents. The railroad line runs through the center of the City and effectively divides the City by limiting east-west traffic flow to a handful of at-grade crossings. The number of crossings will decline further if the Hayden Street crossing is closed. Secondly, the trains are quite frequent (40-50 per day) and travel through the City at a relatively high rate of speed. The associated noise of the train and the sounding of the horn negatively detract from the City's otherwise quiet atmosphere. Safety at the intersections is significant – four deaths have occurred in the city limits. While it is anticipated that the rail line will continue to operate for many years to come, the City must identify ways to minimize the negative effects of the rail line on the City. A bike/walkway at Mooney Street or Wells Street is anticipated over the railroad and Marquette Road.

- ◆ *Strip development.* As is the case in many communities, most of the new commercial development has occurred in a linear fashion along major roadways. A drive along the City's strip is like a drive in just about any other community. This type of development pattern limits pedestrian travel, encourages larger and larger signs, and by most accounts is



visually unappealing. If the City wishes to create a unique image, it should first determine if this type of development is appropriate along the yet undeveloped corridors. Secondly, the City will need to consider strategies to improve the visual quality and functionality of the existing commercial strip.

- ◆ *Parking lots.* Parking lots and their size, location, and amount of landscaping have a direct bearing on the City's physical form and ultimately its character. The City should, through its land development regulations, consider limiting the size of parking lots and/or craft landscaping standards to minimize the visual dominance of large parking lots. Goals, objectives, and policies should be included to ensure that parking lots complement the City's character.

**The proper use of screening and landscaping can soften the visual impact of parking lots.**



- ◆ *Gateway entrances.* First impressions are lasting impressions and for a community, they occur as first-time visitors enter the outskirts of a city. The appearance and functionality of gateway entrances are critical in creating a healthy community that desires the promotion of economic development.



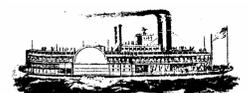
- ◆ *Design review.* For many types of projects, the visual appearance of the building and associated development are just as important as ensuring the use housed in the building is appropriate for the location. A design review board may be created and guidelines written to ensure that certain

types of projects enhance the quality of the City and not detract from the existing character. Typically, this type of review would be appropriate for commercial projects and multi-family housing projects. To implement this strategy, the City will need to first determine what types of projects should be reviewed, and secondly, to establish the guidelines to be used in the review process.

**An example of where design review could have helped to ensure continuity of character.**



- ◆ *Big box retailers.* Nationally, big box retailers are becoming the norm and bring with them significant consequences for existing and future retailers as well as community character. Big box retailers frequently have devastating effects on existing retailers who are unable to compete based on price alone. Eventually, tenants of big box stores move on to larger facilities or leave the community because they are unable to garner enough market share to survive in that market. What remains are huge buildings with limited prospects for reuse. However, the City has the ability to prevent or minimize these effects. First, the City has the

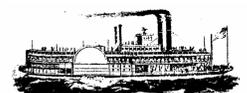


ability to limit the size of commercial retailers by placing limits on floor area in new developments. Likewise, it has the ability to control the location of big box retailers so as to minimize sprawling influences often associated with the locations that retail executives regularly favor. Finally, the City can adopt architectural design guidelines to ensure that big box stores fit into an overall architectural style. The issue facing the City is simple. Does it want to manage the size, location, and architectural design of big box retailers?

**Big box retailers -- What role will they play?**



- ♦ *Mississippi River.* For a long time, the Mississippi River was seen only in utilitarian terms for such things as water transportation and disposal of wastewater. Slowly, the importance of the river for recreational purposes emerged. Now, the Mississippi is seen for those reasons as well as for the aesthetic setting it creates with the majestic bluffs that flank the river in this region. Today, the river can be seen as a centerpiece for community pride and identity.
- ♦ *Overhead utility lines.* The presence or absence of overhead utility lines (e.g., electrical, telephone) directly affects the aesthetics of a community. Overhead power lines also negatively affect the planting of street trees by limiting where they can be planted and/or the types of trees which can be planted near or under overhead lines. Through its land development regulations, the City may require utility lines to be placed underground in new developments. Likewise, overhead utility lines can be placed underground when existing roads are reconstructed.
- ♦ *Outdoor lighting.* More and more communities are recognizing that outdoor lighting can cause light trespass, is often times excessive, and is being used as a means to draw attention to the business. The primary issues relating to outdoor lighting relate to the amount, the type of lighting, the color, and whether the outdoor lighting should be turned off or dimmed when a business is not open. The City should work through this issue as it considers standards for outdoor lighting.
- ♦ *Signage.* Outdoor signs are common in all communities and are needed in today's world to convey important information. However, there is stark contrast between a community that is concerned about the visual clutter that too much signage may generate and a community that has few, if any, regulations to control signage. It is of critical importance to find the balance between the need for advertising and minimizing visual pollution. Through adoption of sign regulations, the City can control the number, size, location, type, and lighting of signs.
- ♦ *Building maintenance.* As buildings age, regular maintenance becomes increasingly important. In the absence of regular maintenance, buildings will become dilapidated and produce a blighting influence on surrounding properties. The City may enact minimum maintenance standards by ordinance to help maintain the City's housing stock in good condition. In determining the merits of adopting a building maintenance code, the cost of enforcement is an important consideration but should not be the overriding factor. Protecting the City's tax base and community character are important considerations as well.



- ♦ *Small town friendliness.* The City is a growing community with many characteristics of a small town. People are friendly here, not only to their neighbors, but to those who may be new to the community. Crime is low and people are willing to lend a helping hand. The challenge for the City is to maintain that small town perspective as it continues to grow into the future. It must look for ways to help integrate newcomers into the community, to make them feel they are welcome and to know that they can contribute back to the community.

View of the quarry



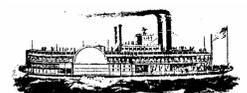
- ♦ *Natural beauty.* Prairie du Chien is blessed by its surroundings. The bluffs and the Mississippi River are two scenic assets. The region is defined by tree-lined banks along the river, forested hillsides, and agricultural activities on the river bottoms and ridgetops. These resources are important for residents' quality of life, not to mention an asset for tourists. The question is how important is the natural environment to the City? And also, what will be done to assure an appropriate level of protection? The Department of Natural Resources has a number of scenic easements along the Mississippi River, but not on lands visible from the City. In fact, most of the bluffs visible from the City are located in the surrounding towns. Prairie du Chien needs to work with the towns to develop an appropriate approach to protect this important resource from improper development.

### *Property Rights*

- ♦ Although it is well established that the government can enact policies to control the use of land, it is possible to go too far in a regulatory sense and infringe upon the rights given to property owners by the U.S. Supreme Court. When a governmental policy removes all economic value from a piece of property, it is termed a regulatory taking. This plan, and the regulations that are adopted to implement it, should be crafted to advance a legitimate governmental interest and avoid a regulatory taking.

### *Public Safety and Security*

- ♦ *Homeland security.* With the advent of terrorist acts and threats, residents are increasingly concerned about homeland security. While the City is not considered a prime target in the United States or even in the State, it is important that appropriate actions are taken to address this increasingly important concern.
- ♦ *Effects of terrorism on leisure travel and tourism.* Immediately following the terrorist attacks on September 11, 2001, the leisure and tourism industry throughout the world and in the United States saw a dramatic shift. Fewer people travel to other countries for leisure, fewer people fly, and more people tend to stay closer to their homes. While this has negatively affected larger destination locations, this can be viewed as an opportunity for tourist attractions close to regional population centers. The lasting effects of this event on long-term travel patterns remain to be seen, but a trend has been set and should not be ignored.



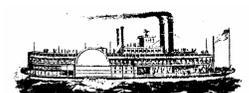
- ♦ *Prison.* The City of Prairie du Chien is home of Prairie du Chien Correctional Facility, a Wisconsin State Prison, and Wyalusing Academy, a private facility for young offenders. The perception and reality of having these facilities need to be continuously monitored to ensure that they are community assets.
- ♦ *Personal safety.* Generally speaking, most City residents feel safe. This is a characteristic generally associated with a small town atmosphere. This is not to say that crime is absent, because it is not. Rather this reflects the community's desire to supply adequate policing to provide a sense of personal security.

### ***Natural Hazards***

- ♦ *Hazard mitigation plan.* In 2000, Congress passed the Disaster Mitigation Act of 2000 (DMA2K), which requires preparation and adoption of a hazard mitigation plan prior to receiving federal funding for pre- and post-disaster mitigation projects. The City worked in cooperation with Crawford County to prepare such a plan with completion in 2004. It is important that the countywide plan is consistent with and supports the direction outlined in this comprehensive plan. Although the focus of DMA2K is on natural hazards, other types of hazards may also be included. In Prairie du Chien's case, for example, transportation issues need to be addressed and especially train derailment and the potential for secondary effects from the cargo.
- ♦ *Flooding.* Mississippi River flooding is a natural occurrence. For years, homes along the riverfront were consistently flooded. Recognizing this threat, the City undertook a program to relocate residents out of the floodplain area, especially off of St. Feriole Island.

### ***Education***

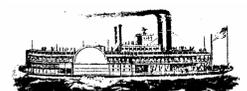
- ♦ *Quality opportunity.* Quality public and private schools are at the heart of a healthy community. From an economic development standpoint, schools will be an asset or a deterrent to economic development and a drain on the area's quality of life. In the end, much is dictated by community values and the perception of education as a cost or as an investment. The City and its residents should work together with the Prairie du Chien School District to create quality schools and offer support to private schools where appropriate.
- ♦ *Educational attainment.* With each passing generation, education attainment has increased statewide as the demand for a more trained workforce grows. The community and the schools need to work together to ensure that more of our young people finish high school and continue on with additional schooling or job training.
- ♦ *Higher education.* Within a two-hour drive from Prairie du Chien, there are a number of options for post-secondary education including UW-La Crosse, UW-Platteville, UW-Madison, UW-Richland Center, Viterbo College, Luther College, and Loras College. Upper Iowa University operates a satellite campus in Prairie du Chien and provides a post-secondary educational option for area high school graduates and returning adults.



### *Housing*

- ◆ *Affordability.* Housing affordability is a problem in most parts of Wisconsin. The ability to afford shelter is especially problematic for those with special needs, the elderly, and low- and moderate-income residents. Working with local organizations, the City needs to work to increase the supply and diversity of affordable housing throughout the City.
- ◆ *Housing mix.* The mix of housing types (single-family, apartments, condominiums) is a critical factor in the housing supply of a community. While there is no magical formula to determine the right mix of housing types that should be available in a community, the basic approach is to provide housing choices for current residents and new residents who move to the area. Not every person can afford or desires to live in a single-family home on a suburban street. Young people just setting up their household, in many situations, find renting a desirable and affordable housing option. The elderly, who for many years may have lived in a single-family setting, may desire to downsize and move into a duplex, apartment, or with a family member. There currently is a need for rental units in the City that are large enough and suitable for families.
- ◆ *Housing density.* The density of existing and new housing in a community affects many aspects of community life and the amount of land converted from agricultural production and/or wildlife habitat. Nationally and statewide, the amount of land consumed for new development is disproportionately more than historical development patterns. In other words, many communities are, consciously or unconsciously, consuming more land to accommodate fewer people. In the case of Prairie du Chien, developable land is not infinite for new growth. The selected housing densities will in essence control the City's population when the City is built out.
- ◆ *Housing age/maintenance.* Because Prairie du Chien was the second community in the state to be established, its housing stock is comparatively old. Many of the structures have historical value in terms of architecture. Maintenance of an older home may consume a larger portion of a household's financial resources than a newer home. A poorly maintained housing stock can become a real drain on the community and reflect negatively on the City's image. The lack of maintenance in a neighborhood may cause others in the surrounding area to care less and less about the upkeep of their homes resulting in more disinvestment. Community leaders need to continually look for ways to help property owners maintain homes to create and sustain a positive community image.
- ◆ *Elderly housing.* With the aging of the population, the demand for elderly housing options will increase. The question is whether supply will keep pace. As City residents age, it is important that housing is available. The quality of life for seniors is in many situations tied to their community. If City residents are unable to find room in a local nursing home, they will need to leave what they are most familiar with and go to another community that may be distant and unfamiliar.
- ◆ *Handicapped accessible housing.* As the population continues to grow disproportionately older, providing housing that is accessible will become increasingly more important. The issue is especially relevant for new home construction. Simple measures can be taken in the design of new homes to incorporate features that allow people with disabilities to live in and visit these

**Beautiful, but not readily accessible to the elderly**

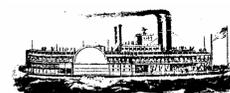


homes. No-step entries are wheelchair accessible and appreciated by the elderly who may find stairs a challenge or a threat. Simple standards may be adopted to require or encourage this type of design. Some communities have adopted design standards which require good access and a bathroom and bedroom on the first floor. The City has a large number of older structures and should look to devise ways to make them more accessible.

- ♦ *Manufactured housing.* Because many local units of government prohibited manufactured housing and/or mobile homes from locating in their communities, Congress passed a law prohibiting this practice. While a local unit of government cannot prohibit these types of housing, it can regulate the appearance of such residences. The City should provide areas for this type of housing and determine if it is appropriate to develop appearance standards to ensure manufactured housing and mobile homes complement the neighborhood.
- ♦ *Local real estate demand.* If the region and the City decide to promote tourism, demand for recreational properties will continue to escalate and encourage property owners to subdivide woods and productive farmland. Housing costs may rise as people living outside the area are able to afford more than locals who rely on the local economy for their livelihood.
- ♦ *Awareness of local housing programs.* The City of Prairie du Chien has a revolving loan fund program to help qualified property owners maintain their homes and to help first-time homebuyers with financing. The City should ensure information about this program is widely available to those who might qualify.
- ♦ *Average household size.* Over the last century household sizes have steadily declined. This means that even if the City's population remains the same, more housing units will be needed to accommodate the same population.
- ♦ *Average size of housing units.* Even though the average number of people living in a household has declined, the physical size of homes is steadily increasing. For a long time, one-car garages were deemed necessary. Now, many new homes have three-car garages.
- ♦ *Market niches.* The current housing market is fairly homogeneous. However, as the population continues to climb, there will be more opportunities for builders and developers to occupy niche housing markets. Demand for cluster residential developments will increase as people are looking for housing in natural settings. Demand for condominiums will increase, as well, as seniors downsize, without sacrificing independence.

#### *Health Care and Child Care*

- ♦ *Child care.* It is important that there is an adequate supply of quality childcare providers because more and more families are choosing to, or need to, use childcare. Employers are especially interested in ensuring there are enough childcare providers to satisfy the demand of their employees. In certain circumstances, insufficient supply can deter economic development efforts.
- ♦ *Health care.* Prairie du Chien is fortunate to have a high-quality and financially viable healthcare system. The public and private sectors need to work together to ensure this continues in the future.



- ◆ *Health care professionals.* Attracting healthcare professionals to the area, and keeping them, will be a continual challenge because the pool of available workers in the state is actually shrinking in a time when demand is increasing.

### **Local History and Historic Preservation**

- ◆ *Historic preservation.* History is an integral part of a community's sense of place, and this is especially true of Prairie du Chien. If the Prairie du Chien area is to take advantage of its cultural and historical heritage and the abundant recreational opportunities in the area, it must actively do more to maintain and protect these resources. The City is at a critical juncture and must support its vision with action. During the summer of 2004, 54 communities along the Mississippi River marked the 150-year anniversary of the 1854 Grand Excursion from Rock Island, Illinois to Minneapolis, Minnesota.
- ◆ *Implementing a historic preservation program.* The City needs to develop a three-pronged approach to historic preservation including education/promotion, legal, and funding. The City does not have a historic preservation ordinance.
- ◆ *Incentives for historic preservation.* In an effort to promote historic resource protection, the City may create incentives that could include: waiver of permit fees, direct loans or grants, tax incremental financing, and waivers from certain zoning and building code regulations. The City needs to determine if this approach is appropriate and then develop the details for each incentive.

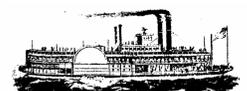
### **Natural Resources**

- ◆ *Conservation subdivision design.* One tool the City could utilize to protect environmentally sensitive lands is a subdivision design technique that clusters the homes into groupings so as to preserve the bulk of the property for its scenic/natural qualities or for farming. While it is not appropriate in all situations, it may be possible for the City to identify areas where conservation subdivisions should or could occur. Aside from land protection, clustering homes reduces development costs which should translate into lower housing costs.
- ◆ *Cumulative environmental change.* Most of the regulatory framework that is in place is based on assessing the individual impacts of isolated projects to minimize negative environmental effects. However, it is becoming increasingly clear that this approach is ignoring the cumulative effects of many actions and choices, which individually are relatively minor, but which accumulate to a point where the end result is quite undesirable. More attention should be given to cumulative effects and appropriate mitigation strategies.

#### **Street trees can enhance community character and desirability.**



- ◆ *Street trees.* Mature trees planted along the street corridor characterize the older areas of Prairie du Chien. Trees are not only aesthetic, they also help to slow traffic, reduce cooling costs for adjoining homeowners, and moderate the heat island effect most associated with larger communities. Currently, the City does not have an urban forester or a person specifically charged with managing this important resource. As more residential areas are built in the



future, the City will need to consciously decide what role trees will play. Will they largely be absent, or growing the community's image?

- ♦ *Air quality.* Air quality in the region is excellent. However, as the City's and region's population continues to grow, it will likely decline somewhat. But by developing the necessary infrastructure for pedestrians, air pollution from automobiles can be ameliorated. Even though the air quality in the region is good, there are areas in the City where fugitive dust is a problem for adjoining property owners. As the City decides the types of businesses that it would like to promote, the effects on air quality should be considered as well.
- ♦ *Wetlands.* Since European settlement, countless acres of wetlands have been filled or significantly altered across the United States. In Wisconsin, thousands of acres of wetland have been destroyed over the years. Wetland regulations have been adopted at the federal and state level to protect wetland destruction. While these regulations have significantly curtailed the destruction of wetlands, it is still possible to fill or modify a wetland. The City, through its land development regulations, may provide additional protection of wetlands and/or acquire important wetland resources to provide permanent protection.

### **Cultural Resources**

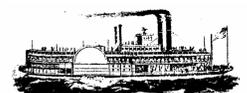
- ♦ *Performing arts.* The City boasts the Committee for Performing Arts which hosts concerts and other performances throughout the year. More should be invested to increase awareness of and support for this important community asset.
- ♦ *Public art.* Although the City is comparatively small, it is the largest city in the region and should look for opportunities to develop public art. If a program like this were developed, it could highlight through sculpture and other art forms the area's historical heritage. Public art would certainly help to soften the impacts of more growth, foster civic pride and arts appreciation, and enhance the tourist experience and tourism-related economic development. Opportunities to team with the local schools and artists should be explored.

**An Example of a Mural in Ashland, Wisconsin**



### **Recreation**

- ♦ *Colocation of parks and public schools.* As a rule, public schools provide some sort of outdoor recreational facilities that are available for public (non-school) use. In the case of an elementary school, the facilities might include play apparatus and hard surface areas for group games. Baseball diamonds and soccer fields are more common at middle schools and high schools. While it is unrealistic to believe these school facilities will handle all of a community's recreational needs, it is possible to develop public recreational facilities on or adjoining to the school grounds that will benefit both the school and the community. To the extent possible, the City and schools, public and private, should work together to develop joint recreational facilities. This will help to provide more facilities, reduce redundant services, and foster intergovernmental cooperation.
- ♦ *New recreation facilities vs. maintenance.* Development of new recreation facilities should not be done at the expense of maintaining existing facilities to an acceptable



manner. The City should budget enough resources (e.g., financial and manpower) to properly maintain its existing facilities. If this is not done, even the new facilities will soon deteriorate for a lack of maintenance.

♦ *Parks as community assets.*

Community parks are visible evidence of what a community thinks of itself. Development and maintenance of park areas should not be an afterthought but a part of an overall blueprint for community development. As the City’s population grows in the coming years, the City should develop new parks to accommodate the growing demand and locate them so as to promote community involvement and activity.

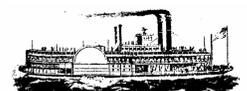
**Benefits of Park and Recreation Services**

♦ attract tourists	♦ alleviate youth crime
♦ enhance real estate values	♦ promote healthy lifestyles
♦ attract businesses	♦ protect natural resources
♦ attract retirees	♦ protect historical and cultural resources

- ♦ *Recreation opportunities.* Recreation is a necessity throughout each person’s life. From youth to old age residents enjoy and need the physical and psychological stimulation recreation provides. For many years, communities could not build enough youth baseball diamonds to keep up with demand. Now with the aging of the population and a shift in societal attitudes, people are now asking for more passive recreational opportunities where involvement in an organized sport league or event is not necessary. The City will need to decide how it will respond to these trends and to identify underserved groups of residents such as young adults from 15 to 16 years of age.

**Transportation**

- ♦ *Multi-modal freight movement.* Unlike most communities in Wisconsin, Prairie du Chien has a number of viable options for moving freight. It has access to barge, truck, air, and rail transportation. Unfortunately, it does not have multi-modal opportunities for moving people within the City and to points beyond.
- ♦ *Mass transit.* The absence of mass transit severely restricts transportation choices for a large segment of the City’s population. Low-income residents, those with disabilities, and youth are disproportionately affected. While it is desirable to have mass transit, the City’s population now, and for some time into the future, will not support mass transit without significant governmental subsidies. The City supports Coulee Cab which provides needed transportation for the elderly. It also has vehicles with wheel chair lifts.
- ♦ *Bicycling.* Given the low traffic volumes on many city streets, bicycling is still a viable transportation for residents throughout much of the City. However, there are few bicycle routes in the community for extended bicycling opportunities. The City is considering a bike pedestrian trail as this document is produced.
- ♦ *Rail.* Over the last century, the amount of rail freight moved within the state has increased, while the number of railroads operating in Wisconsin has declined along with the miles of rail line operated. It is anticipated that the number of railroad companies operating in the state will continue to decline through mergers and/or acquisitions and as they continue to cease operation. The rail line through Prairie du Chien is a major north south



route and will continue to see large volumes of traffic well into the future. The City has a number of rail spurs that provide rail access to a number of local businesses.

- ◆ *Excursion train.* Given the condition and extent of the rail line infrastructure, it may be possible to develop excursion rail to surrounding communities. Getting this type of program off the ground is very time intensive and potentially costly. It will take a group to champion this cause and take it from idea to reality. Undoubtedly, a public private partnership will be necessary within the City and with those communities along the selected route. The first step would be to discuss this idea with community leaders within and outside of Prairie du Chien. If a coalition of people form around the idea, then a feasibility study should be conducted to determine the level of support for, and feasibility of, taking the idea to the next level of planning. Development of an excursion train would certainly help the City in its economic development efforts but should be weighed against other efforts.
- ◆ *Rails to trails.* Even though it is anticipated that the Burlington Northern-Santa Fe rail line is anticipated to continue, the City should be ready to aid and assist the conversion of the rail line to a recreational corridor if the rail ever ceases operation on this route.
- ◆ *Truck routes.* Trucks traveling within and through the City are extremely common. There are a number of high volume truck generators and include Cabela’s, 3M, and Design Homes. The City has designated certain roadways as truck routes to help truckers easily navigate through the community and minimize the effects of heavy truck traffic especially on residential areas. The City will need to address how truck routes will fit into the overall transportation network and provide the means for enforcement.

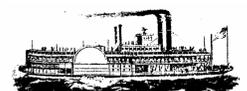
- ◆ *Street design and layout.* Older communities in the United States are based on the grid street pattern, which is characterized by interconnected streets and rectangular city blocks. Following WW II, many communities have opted for a hierarchical road network, which is characterized by curvilinear streets and cul-du-sac roads. While each has merits, the traditional grid pattern on balance has more positive attributes. Grid patterns allow multiple routes to any given destination, while the curvilinear pattern typically limits the choice of routes. The grid pattern also facilitates pedestrian travel while the hierarchical pattern encourages automobile use.

**Comparison of Grid Street Pattern and Hierarchical Street Pattern.**

	<b>Grid Pattern</b>	<b>Hierarchical Pattern</b>
<b>Interconnectedness</b>	Multiple routes	Dominated by single routes
<b>Pedestrian “friendliness”</b>	Friendly	Not so friendly
<b>Concentrated traffic flow</b>	Traffic is dispersed	Traffic is concentrated on bigger roads

The street pattern in Prairie du Chien is characterized by a grid pattern, except for a few of the newer subdivisions. City residents must decide how the streets of the future will compliment the existing pattern and best serve their needs.

- ◆ *One-way streets.* The City’s street system includes a number of one-way streets. It may be plausible to convert some of these one-ways to a two-way street. However, this issue falls outside of the scope of this plan, but should be assessed in a separate planning project.



- ◆ *Residential street widths.* Many residential streets built over the last 50 years are much wider than they really need to be. They are often too wide for the amount of traffic they serve and needlessly

**A Narrow Street in a Residential Area**



**Excessively Wide Residential Street**



consume valuable real estate (streets account for a sizable proportion of all land uses), encourage high traffic speeds, and cost more to construct, reconstruct, and maintain. Narrow roads with intermittent on-street parking can serve residential areas quite nicely by carrying neighborhood traffic and helping to slow down traffic.

- ◆ *Use of bulb-outs.* For roads serving high traffic volumes, corner bulb-outs can create a more walkable and aesthetically pleasing environment. They are especially appropriate in downtowns or other commercial areas with on-street parking. While they certainly don't fit all circumstances, bulb-outs do foster a more walkable community.

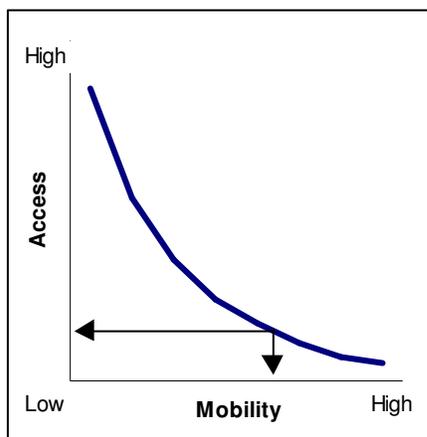
- ◆ *Use of roundabouts.* Over the next 20 years, the City will likely be looking at ways to improve various intersections. For years, the standard solution has been to install traffic signals. However, roundabouts are becoming more widely used because they are more efficient in moving traffic and are safer than traffic signals. The cost of installing a roundabout is also less than installing and maintaining traffic signals. While the purpose of this plan is not to develop

**An example of a roundabout**



Photo Credit: Oregon Department of Transportation

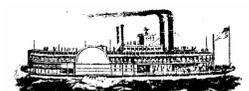
**Mobility vs. Access**



detailed intersection

improvements, this plan should indicate its preference for the use of roundabouts as an alternative to traffic signals when conditions warrant.

- ◆ *Residential through traffic.* Vehicular traffic that does not originate from a residential neighborhood (termed through traffic) should be minimized in residential areas to the extent possible. By using different intersection types, a variety of street widths, and occasional one-way streets, through traffic can be minimized. Traffic patterns should be anticipated in



crafting the future land use plan and future transportation plan.

- ♦ *Access management.* Roads serve two competing functions: property access and mobility. As one increases in importance, the other declines. To help manage the transportation system, roads are categorized based on their function. To maintain traffic mobility, the City should implement an access management program on its arterial routes. It may require the use of combined driveways, control spacing between access points, and control left turn movements.
- ♦ *Sidewalks.* Sidewalks in Prairie du Chien are entirely absent in some neighborhoods and discontinuous in others. They provide a safe haven for pedestrians and help to create a more walkable community. This is especially important for children and for others who want to walk for exercise or to simply get around town. The City has not adopted a written policy to install sidewalks in established neighborhoods – but should develop one. It is recommended that sidewalks be included in all new developments including commercial and most types of industrial projects.

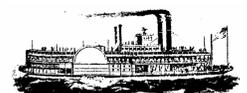
### *Land Use*

- ♦ *Bluff development.* Bluffs rise prominently on the City’s east side and offer a scenic vista. Much of this area is currently undeveloped and in many ways prime for residential development. Development of this resource would dramatically alter the natural setting of the City and its image. Most of this area is situated in the surrounding towns.

**View of Prairie du Chien and the bluffs**



- ♦ *Adaptive reuse.* Most buildings are constructed with a specific type of use in mind. For any number of reasons though, buildings can become vacant or underutilized as the intended use becomes obsolete, the building is not suited to today’s standards, or for whatever reason the use moves out. Using vacant and underutilized buildings is a critical consideration in terms of maintaining the vitality of a community or a neighborhood. Flexibility is needed to encourage and facilitate adaptive reuse of these types of buildings.
- ♦ *Extraterritorial zoning.* State law allows a city or village together with an adjoining town to adopt a joint land use plan and zoning regulations for those lands lying within the extraterritorial area of the city or village. Although allowed by law, few local units of government have established extraterritorial zoning. In the absence of a clear consensus between the city/village and town, this is an ineffective tool. However, when consensus is achieved on the long-term vision of this area, this tool should not be ignored. The City should work with the surrounding Towns of Bridgeport and Prairie du Chien to evaluate the merits of establishing extraterritorial zoning.
- ♦ *Extraterritorial plat review.* State law gives cities and villages the right to approve or deny subdivision plats in the surrounding towns that are located within its



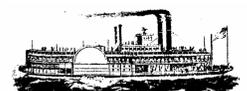
extraterritorial area. In the case of Prairie du Chien, this area extends 1½ miles beyond its corporate boundaries. The purpose of this authority is to ensure that development in the town is compatible with the long-term vision of the municipality. Historically, Prairie du Chien has not exercised this right, but needs to if it intends to achieve its long-term development strategy.

- ◆ *Environmental constraints.* Environmental constraints on development in and around the City are numerous. The Mississippi River and associated floodplain, constrain development on the City’s west side. Steep bluffs on the City’s east side limit many types of development, with residential being the exception. For these reasons, the City has become quite linear.

**An example of a mixed use development with retail on the first floor and residential above.**



- ◆ *Mixed uses.* For a long time now, most zoning codes were designed to create a strict separation of uses. Most codes prohibit mixed-use developments that might include residential and commercial within the same project. Likewise, neighborhoods became increasingly homogeneous and lacked diversity in housing types and in land use. It is now recognized that creating mixed use projects and, in some instances, mixed use neighborhoods is an appropriate community goal. The City needs to decide in what circumstances mixed use projects are appropriate and where they could be located.
- ◆ *Land supply.* In a growing community, the supply of land for new development must be tied directly to its forecasts for population, housing, and jobs. If the supply of land shown on the future land use plan is inadequate, it is inconceivable that growth will occur in the manner anticipated. On the other hand, if too much land is allocated in excess of what is needed, sprawl will follow along with a host of other problems such as unnecessary loss of farmland, environmental degradation, and increasing cost of services.
- ◆ *Infill development.* While most of the new growth that will occur in the City over the short-term will be on its periphery, there are opportunities for infill development in established areas. Development of vacant parcels should be encouraged as well as redevelopment of some areas to a higher use. Development costs in these situations are often less because the supporting infrastructure (e.g., water, sewer, roads) is typically in place and has been paid for. Because the supply of developable land in the Prairie du Chien area is limited, the role of infill development will become increasingly important. As infill projects are developed, it will be important that they fit the character of the area.
- ◆ *Development timing.* State statutes require that a comprehensive plan must not only identify the rate of population growth over the next 20 years, it must identify in five-year increments where the growth is anticipated to occur. The timing of development was shown after considering a number of factors including availability of public services such as water and sewer. Areas shown for new development are seen as logical extensions to the City and meet the goals, objectives, and policies contained in this plan.
- ◆ *Annexation policies.* The manner in which the City annexes land will directly and profoundly dictate how the City grows in the coming years. If the City continues

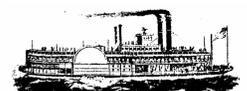


to provide water and sewer service to development in the surrounding towns without annexation, it is for all practical purposes boxing itself in and limiting opportunities for annexation. The City should reconcile its existing policy with the intent of this plan.

- ◆ *Home occupations.* Home occupations are businesses conducted in a residential setting as an accessory use. This use may occur in a person's basement, den, a spare bedroom, on the kitchen table, or in the garage. Many types of businesses can occur in this type of setting with no significant impact on the neighbors. The City will need to decide to what extent home occupations will be allowed in residential areas, and if so, what conditions are needed to ensure they fit the character of the area. By allowing home occupations, the City will foster job creation without creating additional infrastructure.
- ◆ *Enforcement of standards and regulations.* To be truly effective, regulations once adopted need to be applied evenly to all situations and enforced on a consistent basis. This means that the City should dedicate sufficient resources for the administration and enforcement of its zoning regulations. This also means that the Plan Commission and City Council should strive to make decisions that are consistent with this plan and in the context of the regulations. If residents sense the City is not fully committed to the regulations it adopts, some may be reluctant to make large investments in property if they do not feel fully protected by the predictability afforded by the adopted regulations.

### *Economic Development*

- ◆ *Economic restructuring.* Over the last several decades the rate of change in the national and state economies has been significant. At the turn of the last century, agriculture dominated the economy and slowly gave way to the industrial age. Now, our industrial economy is transforming to a knowledge-based economy. Although there will always be an agricultural and industrial component, the information age is bringing new demands on businesses and workers. To be successful, a community should promote workforce development and high educational standards. The skill set needed to compete in the information age is quite different than traditional skills and will likely continue to evolve as the economy continues to change in the coming years.
- ◆ *Redevelopment authority.* The City Council has established a redevelopment authority consistent with state requirements to help with redevelopment of targeted areas. Recently, the redevelopment authority has not been active.
- ◆ *Tax incremental financing.* The City has used tax incremental financing (TIF) as a tool to help expand the local tax base. To date, seven districts have been formed. State imposed limits will continue to constrain the City's ability to create new TIF districts over the short term.
- ◆ *Housing supply.* An appropriate supply of housing is essential to support the City's economic development efforts. New workers moving into the community should be able to find housing in price ranges that the newly created jobs can support.
- ◆ *Role of the downtown.* Like most downtowns in mid-sized communities, the City's downtown has undergone a long transformation. Initially, the downtown was the commercial center of the City and of outlying areas. With the



advent of the automobile and a shift in attitudes, downtowns began to compete with commercial development in outlying areas and along major roads. Adding to the threat, big box retailers have continued to change the face of retail purchasing. The question facing the City is the future of the downtown and what can be done to achieve that vision. The majority of residents favor a traditional downtown appearance with multiple storefronts and on-street parking. To achieve that vision, creation of a public-private partnership is vital. Perpetuation of the downtown is a key focus of this comprehensive plan as it provides a focal point of civic activity. Predominant uses in the downtown will include office space, professional services, restaurants and bars, specialty retail, and public services.



- ◆ *Downtown facades.* As in many Midwest towns, the facades of some downtown buildings have undergone a transformation, and not always for the best. Over the years, building facades were “fixed up” by covering the original brick work with vinyl siding, constructing obtrusive canopies, and removing storefront windows. The City needs to foster appropriate building facades especially in the downtown to preserve the unique character of this area so it can be the heart of the city. This can be done with design guidelines and/or a grant program to encourage appropriate rehabilitation.

**An Example of Façade Improvement**

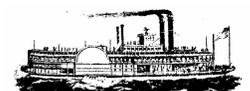


**Before**



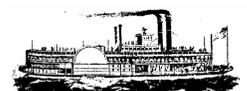
**After**

- ◆ *Downtown parking.* The provision of parking is a balance between providing enough parking but doing so in a manner that does not detract from the downtown’s uniqueness. The City will need to decide what role parking will play in the downtown and how and where parking will be provided. Currently, there are three public parking lots in the downtown area.
- ◆ *Tourism marketing.* Tourism is not a homogenous market, but rather a large economic sector consisting of wide array of sectors and market niches. Tourists within each of these sectors have a different set of needs and expectations that can dramatically affect the community’s image and quality of life. It is also important to recognize that because tourists have different needs, it is not possible to satisfy the desire of all types of tourists. The City must, in a regional



context, consciously decide what type of tourism it would like to develop and market.

- ◆ *Tourism research and support.* While there is general consensus that tourism will and should play a major role in local and regional economic development, there should be more empirical evidence to document the importance of such an industry in terms of its size and scope, effects on local services, and jobs and earnings created. In the absence of this information, it may become easy to forget the importance of this sector and not provide adequate public and private-sector support (financial and otherwise).
- ◆ *Desirable businesses.* Prior to the preparation of this comprehensive plan, business recruitment has been largely opportunistic and not part of a deliberate approach that enjoyed broad public support. Through the planning process, the City has developed a listing of targeted businesses that would complement the existing economic base and position the City well in terms of economic development.
- ◆ *Small business vitality.* Although small businesses comprise the majority of economic activity in the region, they often lack governmental support and consumer loyalty to sustain them.
- ◆ *Workforce training.* While the area's workforce has a great work ethic, one could purport that it is not highly trained. Workforce training is very important to retain and attract additional employers to the area. Re-training is also needed as the nature of work and technology continues to change. To do so will require the commitment of the private and public sector including local government and the schools.
- ◆ *Workforce supply.* As noted, the graying of America's population will have far-reaching effects. As this trend continues, the size of the workforce will continue to decline in the long-term. Strategies should be explored to help seniors remain in the workforce either as full-time or part-time employees.
- ◆ *Per capita income.* Household income in the City and the rest of Crawford County is significantly lower than the State and national average. Economic development efforts should be directed at creating more high-paying jobs, not just more jobs.
- ◆ *Opportunities for young adults.* Smaller communities across Wisconsin and the nation are witnessing an exodus of young people following high school graduation, which in reality has been occurring for the last century. Many leave for higher education while others are searching for a change or better employment opportunities. Although it is unrealistic to retain all of the young adults, the City should investigate avenues which would retain a larger percent. To do so, more employment opportunities are needed— especially professional level positions. This is particularly important for those who have left for educational reasons and their first jobs but who would like to return to their home community, provided that opportunities await them.
- ◆ *Business improvement district.* State statutes give Wisconsin cities, villages, and towns the authority to establish one or more business improvement districts (BIDs) to fund specified activities that benefit the district. The revenue generated can be used to fund a variety of projects including façade improvement, historic preservation, business promotion, public works and improvements. Currently, there are no BIDs in the City.



- ♦ *Brownfield redevelopment.* In the City there are a number of brownfields which are, by definition, sites that have actual or perceived environmental contamination. Typically, these properties tend to lie vacant or are underutilized. Aside from the environmental degradation to the air, soil, or water, brownfields are a blighting influence. Cleanup is often protracted and quite expensive. Even following clean-up, redevelopment is difficult to achieve without public assistance. If a local government chooses to ignore these special redevelopment opportunities, blighting influences will extend beyond the site and push development out further on its periphery.
- ♦ *Employment diversification.* A healthy economy is diversified with a range of employment opportunities. More should be done to attract intellectual capital by using the area's abundant recreational opportunities, quality schools, and overall quality of life as compelling attributes.
- ♦ *Employer size.* Employers come in all sizes ranging from the small business to the large corporate firms, and the City needs to determine what balance it would like to achieve. Obviously, large employers are very visible and provide a large, positive boost to economic development efforts. However, over reliance on large employers can have devastating effects on a community when the business moves to another location or downsizes.
- ♦ *Regional marketing.* The Prairie du Chien Area Chamber of Commerce is a partner in a regional marketing effort to foster economic development. While it is important to market the region, marketing should promote the uniqueness of the City and its immediate area.
- ♦ *Regulatory environment.* While most people support appropriate land use and environmental regulations, it is in everyone's best interest to create local regulations that create a balanced approach to development. The City needs to determine the type of regulations that will be imposed and the degree of flexibility that will be incorporated.

#### *Intergovernmental Coordination and Cooperation*

- ♦ *Regional cooperation.* Many issues cross local political boundaries, and in the case of Prairie du Chien, state boundaries, and should therefore be addressed at a regional level.
- ♦ *Shared services.* Local governments exist for the purpose of providing public services. In many situations, it is logical for local units of government to work together, to pool resources and to share services to save money and/or provide better service. The City (City Council, elected officials, and employees) should look for ways to share resources.

#### *Community facilities*

- ♦ *Location of governmental facilities.* Most types of governmental facilities should be located in the heart of the community not on the periphery. In an effort to keep governmental facilities in the heart of the City, local officials should work in a cooperative effort to make that goal a reality.

#### *Infrastructure*

- ♦ *Infrastructure planning.* In the past, planning and funding for infrastructure in the City has not been guided by an up-to-date comprehensive (master) plan. With the adoption of this plan, all infrastructure investments should be consistent with and guided by the overall intent of this plan. If infrastructure is developed prematurely, a host of



unintended consequences may follow. Infill development will become less likely, sprawl can proliferate, and overall operating costs will rise since the infrastructure is not fully utilized. The provision of new infrastructure such as roads and water and sewer service should be viewed as a tool for achieving this community's vision.

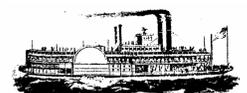
- ◆ *Infrastructure maintenance.* As more infrastructure is developed in the coming years to accommodate a growing population, a greater portion of the City's financial resources will be devoted to maintenance of existing infrastructure. If adequate resources are not allocated for maintenance, existing facilities will become outdated or no longer serve their intended purpose. For example, if parks are not properly maintained, use will decline and become a liability rather than the community asset they are intended to be. In fact, a case could be made that maintenance should be more important than developing new.
- ◆ *Provision of services.* With an increasing population, it is important that public services are available to meet their needs. Timing of new infrastructure projects should be carefully considered. The City's capital improvement schedule should specifically identify those public facilities that should be constructed and/or expanded to meet the growing need.
- ◆ *Water quality and wellhead protection.* The City's drinking water is of a high quality and has been recognized at the state level for its purity and good taste. There are some French drains in the city, which along with on-site septic systems may pose a threat to groundwater quality in the immediate area. The City should establish a wellhead protection program to ensure the integrity of its drinking water.
- ◆ *Electrical distribution.* The City needs to identify appropriate areas for infrastructure such as electrical substations. Another issue the City should consider is the merits of requiring electrical and phone service to be placed underground as opposed to overhead service. This single decision will significantly affect the aesthetics and views in and around the City.
- ◆ *Stormwater management.* Management of water flow from a storm event, such as a rainstorm or snowmelt, is especially critical in small and large communities alike. Most areas of Prairie du Chien do not have a problem handling stormwater. The area on City's east side is the exception. Even in areas where the soils are able to drain excess water, excess stormwater can be a problem as the ground surface is made impervious with roads, parking lots, buildings, and other forms of development. The City needs to ensure that enough bare ground is left undeveloped to drain excess stormwater. The City does not now have a stormwater ordinance, but should consider adopting one as one way of ensuring that stormwater facilities are provided as new development occurs.
- ◆ *Cellular communication.* Since the first cellular phones were introduced the number of cellular phone customers has mushroomed along with the companies providing this service. While land line telecommunication will continue, an increasing number of people choose cellular communication over the conventional land line option. At the writing of this document, a cellular tower is under construction in the City. Crawford County has a set of regulations to govern the siting of cell towers.

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*You never know the worth  
of water till the well is dry.*

*French proverb*

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*Fiscal*

- ◆ *Tax base diversification.* A well-balanced tax base contains a variety of land use types. Residents living in a bedroom community will pay significantly more in property taxes than in a community with a good mix of commercial and /or industrial development. The City of Prairie du Chien has developed a diversified property tax base and intends to maintain that balanced mix of land uses in an effort to keep property taxes for City residents as low as possible.
- ◆ *State shared revenue.* The City is concerned that State payments to local units of government will drop in the coming years. It is anyone's guess how much of a decline municipalities could expect to see. To offset this anticipated reduction, the City will need to evaluate the merits of developing alternative revenue sources, raising local property taxes, or trimming local services.
- ◆ *State agency budgets.* With the onset of a national slow-down/recession, Wisconsin's state budget has been severely impacted. Spending at state agencies has been cut and certain programs have been reduced or eliminated. The direct impact to local units of government will be felt by these reductions. Fewer resources and personnel will be available to help and assist local units of government.
- ◆ *Capital improvement budgeting.* In the coming years, the City will need to develop new and/or expand existing public facilities to accommodate a growing population. To ensure the facilities are available when needed, the City should plan for these facilities in advance and ensure that it has budgeted for these expenditures. The City should continue to use its five-year capital improvement plan as a planning and budgeting tool.
- ◆ *User fees.* User fees are able to generate revenue by charging for the actual service provided. Use of user fees to fund more governmental services is especially appropriate in situations where there are large numbers of tourists and visitors from the surrounding areas who utilize city services, but do not pay property taxes to help support them. The City charges boat launching fees and uses the revenue to fund on going maintenance and repairs. Most of the boat users support this funding mechanism.
- ◆ *Fiscal impacts of new development.* Development for the sake of development is not always in a community's best interest, especially when it will cost the community more in services than it will receive in tax revenue. The City will need to decide to what extent it should consider the fiscal impacts of new development when demand for services exceeds the revenue stream over time. This is especially true of residential development where the demand for services, especially public education, often exceeds the tax revenue generated.

