

*City of Burlington*  
*Strategic Planning Workshop Report*  
*July 12, 2008*

**Public  
Management  
*Partners, LLP***

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### *Workshop Overview*

After interviewing the Mayor and City Administrator and reviewing city-generated background materials including the 2002 Strategic Workshop Report, Public Management Partners, LLP designed a pre-workshop survey that the city sent to all participants. This survey rated the importance of city responsibilities, issues, goals, and strategies developed during the 2002 workshop. The results were used to both plan and focus discussion and to introduce new participants to previous strategic planning efforts.

Only July 12, 2008, 25 people attended a strategic planning workshop facilitated by Barbara Grant of Public Management Partners, LLP. Participants included the Mayor, eight Common Council members, eight staff members, and eight community members who had been asked by the Mayor to participate.

The goals of the workshop were to stimulate discussion of Burlington's present and future, to select areas key to success in achieving an envisioned and desired future, to define and set goals for these key areas, and to identify measurable objectives by which progress toward key strategic goals could be determined.

Grant facilitated an abbreviated series of visioning exercises to define Burlington's current reality, discuss trends influencing the city's future, and describe in words and measurements Burlington's preferred future.

Grant then facilitated selection and definition of key result areas to strategically focus limited city resources, to identify possible goals and measures of progress, and to propose strategies for plan implementation.

### *Executive Summary*

Participants identified many reasons for favoring life in Burlington and desired that many of its tangible and intangible assets be maintained and/or improved in the future.

Participants were very concerned with maintaining public infrastructure and providing an above-average quality of life without putting additional tax pressure on residential property. Infrastructure and residential tax burden were identified as key results areas and strategic objectives and possible tactics were identified as follows:

1. Maintain city infrastructure
  - a. Repair that which is broken
  - b. Replace that which is old and irreparable
  - c. Improve infrastructure that is too small or inadequate
2. Develop self-sufficiency
  - a. Promoting balanced land uses

3. Take pressure off residential property taxpayers by:
  - a. Increasing assessed value of industrial and commercial property
  - b. Closing tax increment finance districts as soon as possible
  - c. Considering alternative funding sources

Participants were very concerned about the future of downtown when the highway bypass was completed in 2009 and identified this as a key results area; this issue was also raised in the 2002 workshop. Proposed strategic objectives and possible tactics include:

1. Gain control of land use in bypass area
  - a. Provide/withhold utility services within service basins and beyond
  - b. Invoke extraterritorial planning control as allowed
  - c. Find alternative means to control if necessary
2. Maintain central business district as a city asset
  - a. Fill empty buildings with sustainable restaurants and retail businesses
  - b. Encourage development of a downtown improvement organization
3. Address city land use and building regulations that favor new suburban and discourage urban redevelopment

Participants were generally unfamiliar with data that might measure progress on the 2002 or 2008 strategic plan goals, and small groups were uneven in their ability to identify potential measures on their own. Staff participants were familiar with measures used within their departments; some reported that they were taking notes for themselves regarding potential data sets.

*Pre-Workshop Survey*

The basic mission statement in the 2002 Strategic Planning and Organizational Goals Workshop was stated as:

*“Burlington’s mission is to provide quality essential services that maintain our community’s unique attributes and enhance our quality of life.”*

Given this mission and general concerns about property tax control, the survey first asked participants to write down the four (4) most essential services that the city currently provides. The clear winners were:

Public safety services (police, fire, and/or rescue)	85%
Streets and/or transportation	75%
Utilities (water and/or sewer)	65%

In the 2002 mission statement, twelve goal or objective statements identified characteristics of success. Only five were identified as primarily city responsibilities by over 50% of respondents in the 2008 survey:

Well maintained infrastructure	85%
Safety and security as measured by a low crime rate	85%
Residential areas that are quiet, safe, and inviting	75%
Resources and opportunities to learn at our library	70%
Good park facilities and recreation opportunities	65%

Less than a third of respondents felt the following were primarily city responsibilities.

Housing stock that is well maintained and provides housing options	25%
A diverse economy that provides “family supporting jobs”	30%
A Central Business District that is prosperous and provides diverse services and goods	30%

70% of respondents felt that festivals and civic functions that promote community gathering, interaction, and pride were primarily the responsibility of others in Burlington, and 55% felt that quality educational facilities, systems, and opportunities also primarily belonged to others.

In 2002, fourteen accomplishments were identified as important to complete by 2010 to 2015. When asked if these were still important in 2008, none were considered very important by survey respondents. If respondents who were clearly citizens at large were

taken out (reported as adjusted (Adj.)), the median value changed little. The following were considered important (median of 3.5 or above on 5 point scale):

	All	Adj.
Vibrant "Destination" Downtown	4.1	4.3
No negative consequences to the by-pass	4.1	4.0
	<b>All</b>	<b>Adj.</b>
Commerce on Highway 36	3.9	4.0
More youth and families staying	3.9	4.0
Riverfront development as showcase	3.8	3.9
Large banquet facility	3.7	3.5
Adequate agencies to address social needs	3.6	3.6
Downtown streetscape that keeps CBD quaint	3.6	3.7
Remodeled City Hall/government campus	3.5	3.7

The themes of defining, planning, and managing quality growth were also discussed in the 2002 Workshop. Survey respondents were asked to rate the importance of common land use issues on a scale of 1 to 5.

Results show generally similar responses between the group as a whole and as adjusted except where highway bypass area issues are raised. The greatest concerns for all were about availability of land for industrial development and controlling land use in the presently agricultural land thru which the highway by-pass will be built.

After adjusting out citizen responses, control over land in the bypass area rose to Very Important. Annexing the bypass area was considered rather unimportant by the group as a whole, yet after adjusting out citizen responses, annexation rose 1 full point to Important.

	All	Adj.
Availability of land for industrial development	4.3	4.5
Controlling future land use in the presently empty highway bypass area	4.2	4.6
Availability of land for single-family homes	3.9	3.9
Availability of land for Class A office space	3.8	3.9
Setting aside natural space in the city	3.8	3.9
Availability of land for multi-family homes	3.6	3.5

Maintaining open land around the city	3.3	3.4
Controlling “Big Box” development on the city’s edges	3.0	3.1
Annexing the presently empty highway bypass area	2.6	3.6

The median response was Neutral regarding “big box” development on the city’s edges.

Survey respondents generally felt that community leaders shared the Council’s goals (3.7) and that a majority of voters shared their goals (3.5).

The survey posed a series of questions about the Council as policy leaders and their use of the administrator and staff. The median response from all participants hovered around neutral. If respondents who were clearly citizens at large were taken out (see Adj. column), the median value moved toward all statements being true.

	All	Adj
The Council shares a vision of the future	3.3	3.5
The Council agrees on our plans for attaining goals	3.3	3.6
The Council comes to consensus easily	3.2	3.7
The Council effectively communicates our direction and strategic goals to staff members	3.2	3.5
The Council feels comfortable focusing on policy and leaves details to the administrator and staff	3.3	3.9
We use the levy and levy rate as our primary performance measures	3.1	3.5
Staff reports on a range of performance indicators	3/2	3.6
The administrator or staff regularly report on important trend indicators	3.3	3.6
We spend time regularly educating ourselves on “big picture” issues	2.9	3.4
We regularly discuss “big picture” issues	3.2	3.5

*Visioning Activities*

Grant introduced an abbreviated visioning process structured around five basic questions:

1. Where are we now?
2. Where are we going?
3. Where do we want to go?
4. How do we get there?
5. How will we judge our progress?

Participants were directed to first silently record words that would describe Burlington today. Words were shared with the entire group and recorded; additional words generated were added.

Participants shared that they valued and took pride in Burlington’s mix of tangible assets such as the river, parks, schools, churches, museums, library, diverse housing mix, proximity to urban amenities, etc. and intangible assets such as a “small town” feel, safe, beautiful, friendly, pro-active, competitive, proud, and involved with a “can do” entrepreneurial attitude. (See full list on attachment: “Burlington Today Described”).

Grant introduced the concept of competition among municipalities to encourage participants to define why residents and business owners continue to invest and others would invest in Burlington when there are other choices within the suburban and ex-urban rings of Racine.

In order to spark thought about trends, Grant presented census data regarding change in Burlington and comparable communities’ home values between 1990 and 2000, an imperfect measure of residential property value. Although Burlington’s median home value increased 79.8%, Waterford’s increased 91.1% and Union Grove’s 97%. The group explored possible reasons for these differences and sources for more accurate measurements of change.

Grant presented census data that could be used to analyze progress toward attainment of 2002 goals. Information highlighted a taste of basic similarities and differences among Burlington, Union Grove, and Waterford, possible competitors.

<i>Goal</i>	<i>Indicator from 2000 Census</i>	<i>Burlington</i>	<i>Union Grove</i>	<i>Waterford</i>
Great place to come & raise family	% under 5	7.1%	6.6%	7.5%
	% child-bearing age 20-44	37%	38%	36%
Good access to jobs	Mean travel time to work	20.5 min.	18.5 min.	27.7 min.

<i>Goal (cont.)</i>	<i>Indicator from 2000 Census</i>	<i>Burlington</i>	<i>Union Grove</i>	<i>Waterford</i>
Great place to live	Same house in 1995	50.7%	50.8%	44.7%
Great housing stock	% built since 1980	24.7%	33.4%	54.5%
Diverse economy w/ family-supporting jobs*	Median household income	\$43,365	\$57,453	\$55,804

\*For comparison purposes, Wisconsin's median household income was \$43,791.

### *Key Results Area Planning*

Key Result Area (KRA) planning works toward defining in what strategic areas a community must achieve success in order to prosper and reach its preferred future state. Once KRA's are determined, policy makers define the strategic goals they are trying to reach so that staff can determine ways to meet those goals for policy makers to consider and support.

Participants in small groups were asked to brainstorm measures of success that could be analyzed and tracked to determine how Burlington was changing. Items were recorded and then shared with the large group.

From standard outcome measures such as crime rates, property values, and population growth to the more unusual measure of number of waves and smiles observed, participants worked to define and measure success in maintaining Burlington's unique attributes and enhancing the quality of life. (See attachment for transcription.)

Grant shared the following census data and articles to stimulate "out of the box" as well as concrete thinking about external factors that might affect Burlington's future:

- 1990 General population and housing data for Burlington and the selected comparable communities of Union Grove and Waterford
- 2000 Demographic Profile Highlights, Profile of Selected Social Characteristics, and Profile of selected housing characteristics for Burlington
- Report Card on Wisconsin's Infrastructure 2007 published by American Society of Civil Engineers
- Wisconsin DOT Current and Projected Traffic Volumes in 2020 for existing highways
- Bill Draves' "One View of Changes in the Near Future" (UW Magazine, Winter 2007)

After time was given to read and record their thoughts individually, participants were asked to share those thoughts with the group at large. (See attachment “Thoughts on Change” for full transcription.)

Thoughts expressed by participants were generally less routine and more detailed.

- They thought about the increase in high tech companies and creative jobs and expressed concern that suburbs were becoming poorer nationwide.
- They considered types of jobs in the future and their space needs as well as workers’ needs for social connection if working from home or in virtual community isolation.
- They thought of the impact of rising gas prices, the shift of trucks to the bypass, and the potential for freight and passenger trains to be in competition for access to rails.
- They considered existing market forces in commerce in general and in downtown, parking, multi-tasking, 24/7 sustainability, traffic patterns, business relocations, redevelopment opportunities, marketing “with” or “against”, branding, whose dollars should be captured, and “Big Box” competition and/or partnership opportunities.
- They thought of personal travel systems changing and the need to stay connected to Milwaukee, Racine, and Chicago and planning for alternate modes of transportation within and outside of Burlington.

Participants were asked to describe in words their vision of Burlington in twenty years. As words were recorded, Grant encouraged participants to think about how success could be measured and trends analyzed to confirm things were moving along on the right path. Words used were generally similar but more focused than those used to describe Burlington today. (See attachment “Description of Burlington in the future” for full transcript.)

Words stated led to questions of definition and intent. For example:

- “Destination” was further described as a place to visit, to enjoy as a tourism destination, to go for “high” culture, and to attend church.
- “Prosperous” was further qualified to include individual as well as business prosperity and demographic diversity.

- “Small town look and feel” sparked the addition of personal contact as well as personal recognition.
- “Commercial consolidation downtown” sparked a discussion of whether it was realistic to expect and subject to city influence.
- “Affordable” became “good value set point” for housing and consumer goods

### *Strategic Plan Goals, Objectives, and Tactics*

In pre-workshop interviews, Burlington’s Mayor and new administrator reported that the City was interested in developing performance measurements that could guide not only efficiency improvements but also support efforts to focus increasingly limited resources.

Activities in the morning were designed to introduce the visioning process by asking what is, what will be if no action is taken, and what should be in a well-defined and successful future state. Although abbreviated in form, it captured many views of the current reality as well as concerns and hopes for the future. Activities focus on defining performance expectations rather than prioritizing routine services and special projects.

In selecting a business model of strategic planning for use in the afternoon, Grant focused participants’ attention on gaining a competitive advantage and providing results in the exurban<sup>1</sup> Racine market. Workshop activities were designed to engage participants in defining why residents and business owners should invest in Burlington and why visitors and tourists should spend their time and money. Participants were encouraged to think less like a business with a service monopoly and more like one service provider in a highly competitive market.

Rather than identifying issues, problems/solutions, and work priorities, Key Result Area (KRA) business planning works toward defining in what strategic areas a community must achieve success in order to prosper and reach its preferred future state. Once KRA’s are determined, policy makers define the strategic goals they are trying to reach so that staff can determine ways to meet those goals for policy makers to consider and support.

The afternoon sessions were spent wrestling with identifying and defining strategic priorities. Because of the abbreviated nature of the workshop and the Council’s focus on policy rather than details, elected officials will need to finish selection of key result areas and defining strategic objectives. Staff members will need to develop appropriate tactics and performance measurements for Council approval to complete this process.

One difficulty in strategic planning in municipal government is overcoming the tendency to move from problem to solution and to identify tactics rather than define goals and measurable outcomes. One example is the 2002 workshop call for a “unified city/town

government.” Discussion about the purpose of this “goal” revealed it was a tactic selected because participants assumed it would provide more efficient service delivery and lower costs, would also appeal to the town, and would be worth the investment of time and resources to attain within ten or so years.

Another example arose in the workshop as the group selected “increased assessed value” as a KRA. Discussion revealed that this and other tactics were being selected for the purpose of taking pressure off of residential property tax payers. Thus business and industrial growth, increased tourism dollars, and balanced land uses were selected for the purpose of reducing tax levies on homes.

Grant led discussion to select and define key result areas and measurable goals.

- The first Key Result Area was a set of conflicting goals: well-maintained infrastructure and lower taxes; these were so intertwined that participants had great difficulty separating the goal from the funding tactic.
- The second Key Result Area was identified as a healthy downtown by controlling development in the highway bypass area, among other tactics.

### KRA: Infrastructure and Taxes

Participants were very concerned with maintaining public infrastructure without putting additional tax pressure on residential property. The two conflicting goals point to a political reality: property taxes are unpopular, but so are potholes. When participants were encouraged to focus on infrastructure needs and not revenue, they developed a more specific set of goals:

- Goal: Maintain city infrastructure
  - Sub-goal: Repair that which is broken
  - Sub-goal: Replace that which is old and irreparable
  - Sub-goal: Improve infrastructure that is too small or inadequate

The group found it difficult to consider infrastructure needs outside the context of paying for it thru property taxes. This led to a statement of political reality, the desire to take pressure off residential property tax payers, aka voters, while maintaining public infrastructure.

There was not adequate time to seriously develop appropriate numeric outcome targets. For example, we could offer that if leaders had selected a goal of maintaining streets at a pavement surface evaluation and rating (PASER) level of 7 or higher, the following examples of measures would focus street repairs/replacements with more specific performance expectations. Staff could then develop an implementation and financing plan to meet these goals:

1. Goal: Repair or replace all streets with PASER levels < 7 within 10 years
2. Goal: Replace 5% of streets annually [100% within 20 years before cycle repeats]
3. Goal: Repair x miles of streets annually beginning with those with the lowest PASER levels

When participants began to discuss the KRA of gaining more revenue, they were clearly focused on the goal of taking pressure off of residential property taxpayers through controlling expenses and expanding the industrial tax base. Participants were generally unfamiliar with the market values of land/improvements in the residential, commercial, and industrial sectors that might be used to assess property value trends and Burlington's ability to meet its revenue goals.

After discussion, their strategic goal related to residential property taxes could be stated in this manner:

- Goal: Take pressure off residential property taxpayers
  - Tactic: Increase assessed value of industrial and commercial property
  - Tactic: Close tax increment finance districts as soon as possible
  - Tactic: Consider alternative funding sources such as assessments, impact fees, and wheel taxes

Participants generally supported continuing the present system of paying for infrastructure repair, replacement, and improvements thru the property tax levy. However, many appreciated the limits of this practice and perceived that a tactical change might be necessary. Considering alternative revenue sources was listed as a tactic until such time that the goal changes or alternative means of addressing the goal are pursued.

Participants believed that utility infrastructure (water plant and distribution; sanitary sewer collection system and wastewater treatment plant) were well-funded by fees and well-tended. The airport infrastructure was also considered in good shape as was the library. However, street repair and replacement were reported to be falling behind due to pressure on the tax levy. Although sidewalks are funded through equal cost sharing by the city and adjacent owners, streets are not.

Additional infrastructure investment needs included downtown parking, handicap accessibility, stormwater management outside of that done for/by new development thru impact fees, and the public works and public safety buildings.

City Hall was specifically identified as needing attention, an action priority also listed in the 2002 workshop. This work item, listed as "Remodeled City Hall/government campus" was rated by participants as important on the pre-workshop survey. During discussion, investment in this building was compared to the need for private sector investment in downtown buildings.

Balanced land use was repeatedly referred to as a strategic objective during discussion of infrastructure and property taxes. Although it was proposed as a means of taking pressure off of residential property owners, it became clear that it was also seen as a means of encouraging small city self-sufficiency. Participants expressed that they did not want to be a suburban bedroom community, an industrial town, nor a large urban city. Participants expressed their belief that the future of Burlington was tied to its being near to urban amenities while being able to supply homes, jobs, and desired services to residents within its borders.

After discussion, their strategic goal related to land use could be stated in this way:

- Goal: Encourage small city self-sufficiency
  - Tactic: Plan for variety of land uses within Burlington's borders
  - Tactic: Control development of land uses near Burlington

### KRA: Downtown and the Highway Bypass

Participants were very concerned about the future of downtown when the highway bypass was completed in 2009 and identified this as a key results area; this issue was also raised in the 2002 workshop. Proposed strategic objectives and possible tactics to accomplish the KRA of maintaining the central business district as a city asset include:

1. Objective: Gain control of land use in bypass area
  - a. Tactic: Provide/withhold utility services within service basins and beyond
  - b. Tactic: Invoke extraterritorial planning control as allowed
  - c. Tactic: Find alternative means to control if necessary
2. Objective: Fill empty downtown buildings with sustainable restaurants and retail businesses
  - a. Tactic: Recruit/solicit restaurants/retail directly
  - b. Tactic: Grant money to support business and/or improve buildings
  - c. Tactic: Support/favor private sector efforts to establish restaurants/retail
  - d. Tactic: Analyze need and opportunities for redeveloping buildings
  - e. Tactic: Award revolving loan fund money to support businesses and/or improve buildings
3. Objective: Energize a sustainable 24/7 downtown (live, work, and play)
  - a. Tactic: Encourage development of a Main Street type of downtown improvement organization
  - b. Tactic: Encourage "industrial model" of city, Chamber, business coalition
  - c. Tactic: Encourage development of a business improvement district (BID)
4. Address city land use and building regulations that favor new suburban ring and discourage urban redevelopment

### Closing Remarks

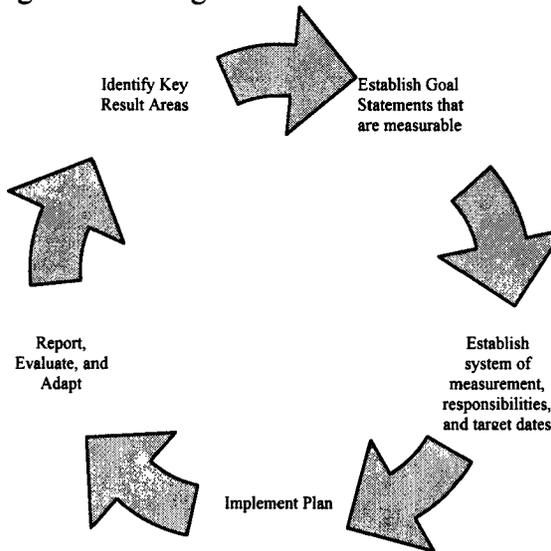
Given the limitations of a one-day workshop, participants should be proud of their efforts and their ability to understand and discuss what previous planning was intended to accomplish.

Visioning and key result area strategic planning forces leaders to delay deciding what activities or projects they want to do until they answer essential leadership questions:

- What outcomes do we want?
- What must we do to achieve these outcomes?
- What will it take and where will we find the resources?

Visioning is most successful if an appropriate amount of time is spent understanding realities and trends. The process used answers the question of “Where are we now?” “Where are we going?” “Where do we want to go?” “How can we get there?” “How can we measure our progress?”

As morning workshop visioning activities were designed as an introduction to the world of data-driven visioning, we hope that the effort to gather and analyze data will continue. The afternoon strategic planning model designed to build on data-driven visioning, is shown here:



Workshop participants were uneven in their ability to separate tactics from goals and to identify appropriate performance measures. As participants were a mix of policy makers, department heads, and citizens at large spread somewhat evenly among small group tables, this unevenness is understandable. Again, we hope that participants came to understand and appreciate the importance but the difficulty of designing outcome measures that fit clearly defined goals and strategic objectives.

The challenge for those interested in measuring outcomes rather than measuring inputs will be selecting the right measurement tools. Staff participants were familiar with measures used within their departments but not others. Some department heads reported that they were taking notes for themselves regarding potential data sets to use in the future. Selecting the right measurements is essential for those interested in measuring performance.

The reward is that if Burlington focuses on performance beyond staff and department efficiency and effectiveness measurements, leaders will be able to show how taxes and other revenues are invested to achieve realistic and necessary goals.

If policy makers are indeed committed to pursuing a strategic planning model that is based on identifying key result areas, strategic goals that are measurable, and successful implementation tactics, the administrator and staff will need to be asked to provide support in identifying measurements, collecting relevant data, and reporting results. This will begin an ongoing system of identifying key result areas, establishing goal statements that are measurable, establishing a system of measurements, identifying responsibilities and target dates in a concrete implementation plan, reporting, evaluating, and then adapting in a continuous cycle of strategic improvement.

## Measures of success as recorded by table

### TABLE 1 TRANSCRIPTION

Water rates & testing results  
 School drop-out rates and test results  
 Secondary education facilities and programs  
 Crime rate  
 Property Values  
 Population growth  
 Insurance rates  
 Bonding rates  
 # active service clubs  
 Festival turnout  
 Youth athletic programs available  
 Cultural programs  
 Business & industrial growth  
 Library use  
 Chamber membership  
 Outreach programs  
 Retail diversity & opportunity  
 # vacant building/storefronts  
 New home starts/building permits  
 Treatment plant flow/gpd  
 Airport growth

### TABLE 2 TRANSCRIPTION

Wave & smile  
 Business – user friendly  
 Business – out of business, empty  
 Volunteerism strong - number  
 Small town feel – pride  
 Clean streets & parks & trees  
 Activities for kids; not as many for adults

TABLE 3 TRANSCRIPTION

Benchmarking

Fire & Rescue membership

- Volunteerism (health of...)
- Churches, service clubs, PTS, etc.

Park and recreation usage

Measurability of standard of living etc.

- housing, schools, services

New & varied business

- testing the waters

Cooperation w/ protective services & emergencies

Pride in ownership!

- Homes & businesses
- Upkeep of...

Department of audits

- Regulatory for fire, water & sewer

Geography of burling sharing services with Walworth, Kenosha, Racine Counties & Burlington Township

- Libraries
- Schools
- Churches
- Utility Services
- Hospital
- Wellness Center

Cooperative effort of services

**TABLE 4 TRANSCRIPTION**

**Entrep./Business**

**Business retention (stability)**

**Occupancy rates downtown (capacity) (zoning/permits)**

**Diversity (various types)**

**# of new bus. Starts compared to similar city**

**Local ownership vs. chain ownership (import/export)**

**Unemployment rates**

**% growth of commercial/industrial**

**Accessibility (full/empty) – parking utilization**

**# of businesses per capita**

**Quality of life**

**Volunteer statistics (# of citizens per capita)**

**# of organizations**

**# of citizens – parents/kids sports**

**Museum attendance (% of attendance) – Distance xxx? travel to come**

**Citizen satisfaction survey (parks etc.) – usage**

**Donations per capita**

**Resident retention**

**Population growth**

**Pre-owned home sale/new housingstarts**

**Park acreage per capita**

**Crime rate**

**Attentive happiness – citizen survey**

**\$ of neighborhood watches**

**# of trees per capita**

**Positive stories vs. negative stories**

**Water quality measures**

**% of graduates**

**% of higher ed.**

**Presence on the Internet**

**SAT/ACT scores**

## Description of Burlington in the future

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### Destination

- To visit
- To enjoy tourism
- For culture, religion

### Balanced land uses

### Prosperous

- Individual
- Business educationally
- Demographic diversity

### Low crime

### Maintained public infrastructure

### “Small town look and feel

- Personal contact
- Personal recognition

### Accessible within and outside

### Industrial hub of western Racine County

### Balanced growth in all sectors

### Commercial consolidated downtown – preserve and enhance

- Realistic?
- Acceptable?
- Steer?
- Example: Itasca, IL

### Clean

### Unique

### Kid-friendly – activities

### Efficient delivery of services

### Cultured – higher art, music, theatre, and museums

### Connected citizens or residents with businesses

### Affordable

- Housing
- Consumer items
- “good value” set point

## Thoughts on change considering trends

Creative jobs increase

Suburbs poorer

Work at home will lead to seeking culture near home

Public transit important

Pull in rather than send away

Trains an asset IN Burlington

Sharing people/ideas

Trucks out leads to quaint destination for autos/people

Tech companies more important/heavy labor less important

Maintain infrastructure

More service business

Need to plan and control:

- Recovery from by-pass with Waterford as an example
- Competition with outskirts of city
- Bypass NOT new downtown

Bypass will disrupt school neighborhoods of Fisher, Cedar, Lake

Population shifts in elementary school boundaries and travel patterns

24 hour downtown needs to be sustainable (live, work, and play)

Existing vs. new track

High gas prices will lead to more freight trains; this will conflict with passenger trains

European trains not equal to American travel history and model

- Attitude
- Money
- Ex: METRA

Some bus travel to Milwaukee, Racine, Chicago

Mass transportation options – cost vs. return

State money decreasing for roads so that costs will shift or we'll do without

Office buildings – existing empty as more work from home

Central business district services not shopping

- Banks, insurance, bar services
- Vs. start-up and unique shopping

Parking structure needed

Trucks out is GOOD – easier to drive downtown

“Big Box” competition real – partnership opportunities?

Virtual community isolation – need for connection  
Decreased connecting highway aids as state will not pay for what had been state highway in the city  
Loss of natural environment with the bypass  
Business relocation (ex: Quiznos)  
Central business district gas stations – change? Redevelop?  
Traffic drives commerce success  
Capture resident dollars  
Attitude change “believe great downtown”  
Internet business increases what we are currently selling downtown  
Cars/walk/bike: Attitude, behavior, and need to place infrastructure appropriately  
Lose “accidental” customer and gain more purposeful customer  
IDENTITY shared  
Nurture city and individual responsibility for “green”  
Market central business district with or against new commerce  
60% service businesses

- % - repairs
- % - empty
- Investment in buildings (in town, not outside owners)

We are not investing in OUR buildings (city buildings)  
Signage important as sign needs change (example: billboards and off-premise signs)  
Market & branding – like Galena and Cedarburg  
Family-supporting, not hobby businesses downtown  
Market forces need to be understood and dealt with in some way  
Great restaurants downtown  
Liquor licenses  
Farmer’s Market  
Decorations downtown (Chicago loop and Burlington historically)  
Increase industry for its tax base  
Central business district multi-task options  
Utilize and market assets to increase tourism dollars. Examples:

- Underground railroad
- Mormons
- Cemetery

Capitalize on the walkers we have now (others we have)

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<sup>i</sup> “Exurban” is defined by Wikipedia as follows: “The expression “**exurb**” (for “extra-urban”) was coined in the 1950s, by Auguste Comte Sectorsky to describe the ring of prosperous rural communities beyond the suburbs that are commuter towns for an urban area.” “Today’s exurbs are comprised of small neighborhoods in otherwise bucolic areas, towns, and (comparatively) small cities. Some lie in the outer suburbs of an urbanized area, but a few miles of rural, wooded, or agricultural land separates many exurbs from the suburbs. Exurbs that originated independently of the major city to which many residents commute may feature some cultural institutions or universities of their own. Others, by contrast, consist almost exclusively of commuters and lack the historical and cultural traditions of more established cities.”

## SURVEY RESULTS

This basic mission statement is in the 2002 Strategic Planning and Organizational Goals Workshop:

**Burlington's mission is to provide quality essential services that maintain our community's unique attributes and enhance our quality of life.**

Please take a moment to consider this statement and write down the four (4) most essential services that the city currently provides. If you were forced to give up all else, what would the City have to continue?

1. **Police, Fire, and/or Rescue services – 80%**
2. **Streets and Transportation – 75%**
3. **Water, Sewer, and/or Utilities – 65%**
4. **Garbage and/or Recycling – 35%**

As part of the 2002 mission statement are goal or objective statements that identify the characteristics of success.

- Please circle those that are essential City Responsibilities.
- Cross out any that are NOT PRIMARILY CITY RESPONSIBILITIES but are primarily the responsibilities of others in Burlington.

	Primarily City	Primarily Other
1. Residential areas that are quiet, safe, and inviting	75%	0%
2. Housing stock that is well maintained and provides housing options	25%	45%
3. Well maintained public infrastructure	85%	0%
4. A Central Business District that is prosperous and provides diverse services and goods	30%	45%
5. A strong commercial base	45%	35%
6. A diverse economy that provides "family supporting jobs"	30%	40%
7. Quality educational facilities, systems, and opportunities	25%	55%
8. Good park facilities and recreation opportunities	65%	15%
9. Festivals and civic functions that promote community gathering, interaction, and pride	10%	70%
10. Resources and opportunities to learn at our library	70%	15%
11. Safety and security as measured by a low crime rate	85%	0%
12. A sense of community and belonging	35%	40%

If some very important goal(s) is missing, write it here:

In the 2000/02 Strategic Planning sessions, participants identified that they would like to see the following accomplishments by 2010-2015.

**Are these still important to Burlington's future in 2008? How important?**

**Scale: 5 = Very important 0 = Very Unimportant**

	<b>Median All</b>	<b>Median staff &amp; Officials</b>
Unified Town/City government	3.8	3.9
Open land in highway gateways to Burlington	3.3	3.4
Downtown streetscape that keeps CBD quaint	3.6	3.7
Commerce on Highway 36	3.9	4.0
No negative consequences to the by-pass	4.1	4.0
Vibrant "Destination" Downtown	4.1	4.3
Riverfront development as showcase	3.8	3.9
Large open space sports complex	3.0	2.9
Adequate agencies to address social needs	3.6	3.6
Remodeled City Hall/government campus	3/5	3.7
"N" gauge railroad along bike path	2.3	4.0
Large banquet facility	3.7	3.5
More youth and families staying	3.9	4.0
Echo Lake/Dam/River and open land	3.4	3.5

**How important are the following land use issues in Burlington?**

**Scale: 5 = Very important 0 = Very Unimportant**

	<b>Median All</b>	<b>Median staff &amp; Officials</b>
Controlling future land use in the presently empty highway bypass area	4.2	4.6
Annexing the presently empty highway bypass area	2.6	3.6
Controlling "Big Box" development on the city's edges	3.0	3.1
Maintaining open land around the city	3.3	3.4
Setting aside natural space in the city	3.8	3.9
Availability of land for single-family homes	3.9	3.9
Availability of land for multi-family homes	3.6	3.5
Availability of land for industrial development	4.3	4.5
Availability of land for Class A office space	3.8	3.9

**How do you feel about the Council’s effectiveness as policy leaders?**

**Scale: 5 = Very true 0 = Very untrue**

	<b>Median All</b>	<b>Median Staff &amp; Officials</b>
The Council shares a vision of the future	3.3	3.5
The Council agrees on our plans for attaining goals	3.3	3.6
The Council comes to consensus easily	3.2	3.7
The Council effectively communicates our direction and strategic goals to staff members	3.2	3.5
The Council feels comfortable focusing on policy and leaves details to the administrator and staff	3.3	3.9
We use the levy and levy rate as our primary performance measures	3.1	3.5
Staff reports on a range of performance indicators	3/2	3.6
The administrator or staff regularly report on important trend indicators	3.3	3.6
We spend time regularly educating ourselves on “big picture” issues	2.9	3.4
We regularly discuss “big picture” issues	3.2	3.5

**How true are the following statements in Burlington?**

**Scale: 5 = Very true 0 = Very untrue**

	<b>Median All</b>	<b>Median staff &amp; Officials</b>
Most community leaders share our goals	3.7	3.7
A majority of voters share our goals	3.5	3.5
Although we generally agrees on our City’s mission and goals, we often disagree on how to achieve those goals	3.0	3.1
I expect we will come to consensus easily at the Strategic Planning workshop in July	3.3	3.6