

**Lodi Vision 2025:
Envisioning the Future of
Lodi through the Year 2025**

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Table of Contents

<u>Introduction</u>	1
<u>Methodology</u>	6
<u>Workshop 1</u>	6
<u>Workshop 2</u>	6
<u>Workshop 3</u>	7
<u>Summary of Participant Profiles</u>	8
<u>Feedback Survey Report</u>	11
<u>Vision for Our Community: Lodi 2025</u>	13
<u>Recommended Strategies</u>	17
<u>Key Area Goals and Strategies</u>	33
<u>Land Use & Growth Management</u>	33
<u>Community Participation in Planning</u>	33
<u>Sustainable growth management</u>	35
<u>Downtown Revitalization</u>	39
<u>Commerce and Tourism</u>	39
<u>Downtown Architecture</u>	40
<u>Downtown Green Spaces</u>	41
<u>Parking</u>	42
<u>Downtown Economic Revitalization</u>	43
<u>Business Retention and Expansion</u>	45
<u>Attract New Businesses</u>	45
<u>Capture Existing Markets</u>	46
<u>Balanced Business District</u>	47
<u>Housing & Historic Preservation</u>	49
<u>Historic Preservation</u>	50
<u>Changing Demographics</u>	52
<u>Architectural Integrity</u>	53
<u>Community Services & Public Works</u>	55
<u>Public Works</u>	55
<u>Government Services</u>	57
<u>Health Services</u>	57
<u>Community and Volunteer Services</u>	58
<u>Community and Volunteer Services</u>	59
<u>Intergovernmental Cooperation</u>	62
<u>Transportation</u>	64

<u>Natural Resources</u>	65
<u>Wildlife</u>	66
<u>Vistas, Parks, Trees and Green Spaces</u>	67
<u>Watershed</u>	71
<u>Growth Management</u>	75
<u>Natural Resources Education</u>	75
<u>Parks & Recreation</u>	78
<u>Connecting Valuable Community Assets</u>	78
<u>Community and government commitment</u>	80
<u>Conclusions</u>	85
<u>Appendix 1 — Maps</u>	87
<u>Appendix 2 — Land Use & Growth Management</u>	97
<u>Appendix 3 — Downtown Revitalization</u>	101
<u>Appendix 4 — Business Retention & Expansion</u>	105
<u>Appendix 5 — Housing & Historic Preservation</u>	107
<u>Appendix 6 — Community Services & Public Works</u>	111
<u>Appendix 7 — Intergovernmental Cooperation</u>	115
<u>Appendix 8 — Natural Resources</u>	117
<u>Appendix 9 — Parks & Recreation</u>	123
<u>References</u>	125

Introduction

During a hunting trip in 1845, Isaac Palmer came upon the headwaters of Spring Creek nestled among the gently rolling hills near the Wisconsin River. A tanner by trade, Palmer had been looking for an area that would be an appropriate place to start a town in which he could establish a tannery. Following the creek down into a beautiful, glaciated valley, Palmer found the site that he had dreamed of: a level valley with fertile soil fed by the highly valuable water source of Spring Creek. Palmer returned to the valley in 1846 with some timber from Milwaukee and immediately erected a sawmill on the west bank of Spring Creek. The sawmill was an important first step in building a community, as farmers and merchants used the lumber that was produced to establish homes, businesses, and other permanent structures.

In 1847, Palmer went about activities to ensure the survival of the fledgling community. Eager to attract residents to the village, Palmer gave away parcels of land to people willing to place buildings on them. In addition, after assuring the United States government that they would not incur expenses for either a post office or for delivery of mail, Palmer secured a mail route for the village and was appointed its first postmaster. The community began to grow under Palmer's determined efforts. The Village of Lodi was put on the map on June 25, 1848, when Isaac Palmer recorded the first plat with the Register of Deeds at Portage City.

The Village of Lodi had many of the essential elements common to rural Midwestern villages at that time. Early residents of Lodi included merchants, farmers, a blacksmith, carpenter, shoemaker, and miller. The first schoolhouse was immediately established and an attempt was made to link Lodi to the railroad system during the early 1850s. The start of the Civil War however, put the rail company in financial ruin and the line was left uncompleted. The first rail link into Lodi was finally completed in 1872 when Lodi also became connected via the telegraph line.

The community of Lodi continued to grow. In 1941, Lodi became a city. It was known locally as a commercial center for the area's surrounding farms. Over the years, the City has been home to a wide range of businesses including a bank, newspaper, opera hall, canning company, bakery, tobacco exchange, and a hotel. These businesses have been major sources of employment within the community, to see a list of employment information by industry and

occupation see Tables 3 and 4. Lodi is also known nationally as home to Susie the Duck. Her annual nesting in a basket beside Spring Creek captured the hearts of visitors and residents alike, prompting the citizens of Lodi to adopt her as their inspirational mascot (Reinhold and Van Ness 1973).

Lodi encompasses an area of roughly two square miles in southwest Columbia County. It is located about 10 miles east of Sauk City and about 15 miles north of Madison. Lake Wisconsin lies three miles to the north.

Lodi is a rapidly growing community. Its current population is about 2,600, and from 1990 to 2000, Lodi grew by about 27 percent. Using this 1990-2000 growth rate, the projected population for the year 2010 is approximately 3,400 (Table 1). While the population is composed of several races, the vast majority (99%) is white (Table 2).

Figure 1

Lodi in Context

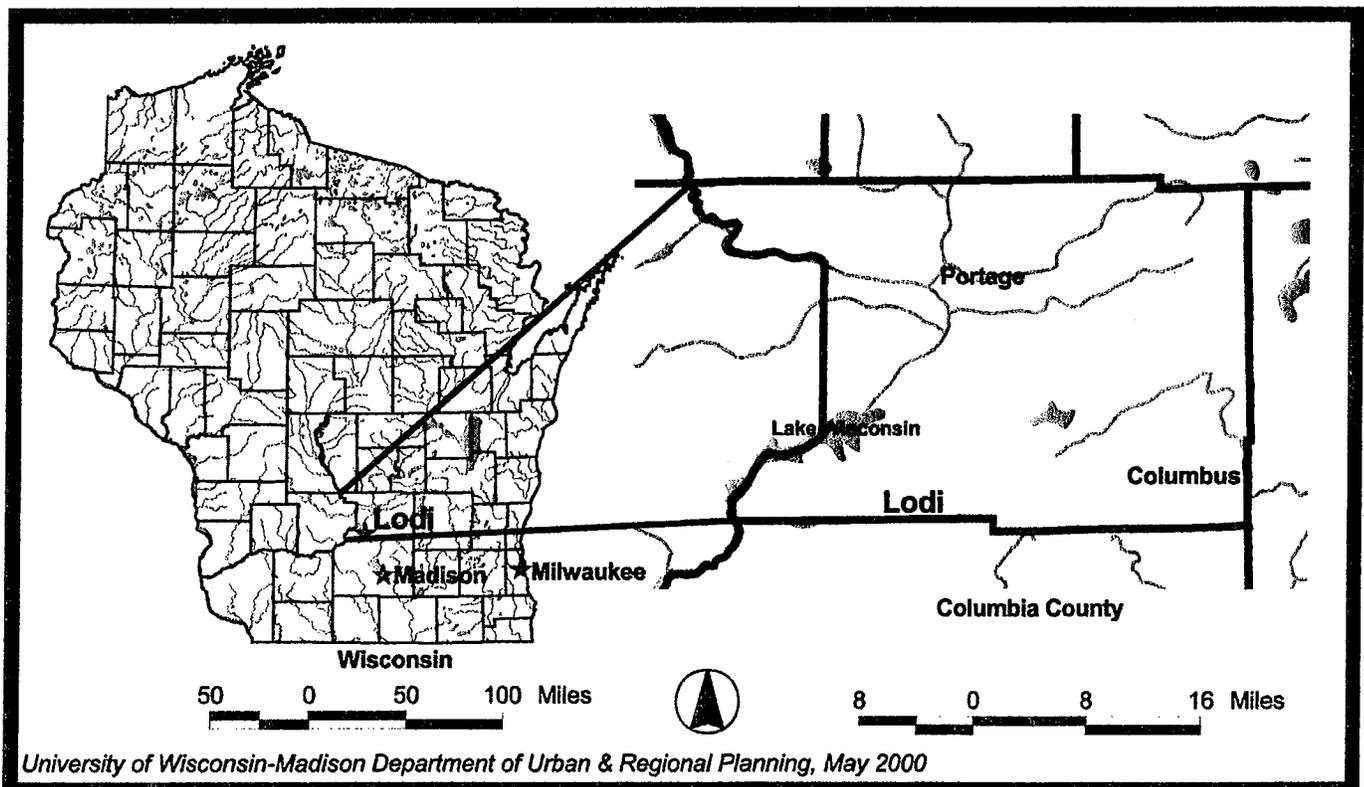


Table 1

Population and Rate of Population Growth by Age

Age (Years)	1980		1990		% Change (1980-90)	2000 Estimate*		% Change (1990-00)	2010 (Projected)**	
< 5	157	(8%)	130	(6%)	-17 %	133	(5%)	3 %	136	(4%)
5-17	389	(20%)	393	(19%)	1	480	(18%)	22	542	(16%)
18-64	1,057	(54%)	1,188	(57%)	12	1,574	(59%)	33	2,101	(62%)
> 65	356	(18%)	382	(18%)	7	480	(18%)	26	610	(18%)
TOTAL	1,959		2,093		6.8	2,668		27	3,388	

*Department of Administration Estimate

**Projected population assumes the same rate of growth as between 1990 and 2000

Source: U.S. Census Bureau

Table 2

Racial Composition and Percentage of Total Population

Age (Years)	1980		1990		% Change (1980-90)	2000 Estimate*		% Change (1990-00)	2010 (Projected)**	
White	1,943	(99%)	2,082	(99%)	7.2 %	2,653	(99%)	27 %	3,360	(99%)
Black	2		4		100	10		138	22	
American Indian/ Eskimo/Aleut	6		3		-50	2		-21	0	
Asian/ Pacific Islander	6		4		-33.3	4		-11	3	
Other	2		—		-100	—		—	—	
TOTAL	1,959		2,093		6.8	2,668		27	3,388	

*Department of Administration Estimate

**Projected population assumes the same rate of growth as between 1990 and 2000

Source: U.S. Census Bureau

Lodi has a balanced mix of residential, commercial and industrial land uses (see Map 1 in Appendix 1). Manufacturing and retail are the primary industries (Table 3). The community faces many development issues as a result of its steady growth. For example, the current large corporate development area on the north and east side of Madison, less than a 30-minute commute, is pressuring Lodi to continue to grow as a residential area. To proactively address issues such as this one, the community needs a strong vision to guide the City into the future, much like Palmer's vision of Lodi guided the City through its formative years.

When Palmer built the first sawmill on the west bank of Spring Creek, it eventually led to the formation of Main Street, which became the heart of the village. This downtown district continues to define Lodi, much as it has for the past 150 years. Main Street remains a place where the citizens of the area can come together, whether it is for a cup of coffee or for a walk along Spring Creek, the same creek that captivated Isaac Palmer a century and a half ago.

Table 3

1990 Employment by Industry

Industry	Number of Employees	Percent of Total
Manufacturing, Nondurable Goods	111	10.1 %
Manufacturing, Durable Goods	157	14.3
Retail Trade	159	14.5
Health Services	103	9.4
Educational Services	116	10.6
Construction	70	6.4
Finance, Insurance and Real Estate	77	7.0
Other Professional and Related Services	75	6.8
Other*		
Total Employed Persons 16 Years and Over	1,099	100

*Other consists of Agriculture, Mining, Transportation, Communications, Wholesale Trade, Business, Personal Services, Entertainment, and Public Administration.

Table 4

1990 Employment by Occupation

Occupation	Number of Employees	Percent of Total
Professional Specialty	153	13.9 %
Sales	119	10.8
Administrative Support	198	18.0
Service (except Protective & Household)	147	13.4
Precision Production, Craft, Repair	144	13.1
Executive, Administrative, Managerial	75	6.8
Machine Operators, Assemblers, Inspectors	91	8.3
Other*		
Total Employed Persons 16 Years and Over	1,099	100

*Other consists of Technical and Related Support, Private Household, Protective Service, Farming, Forestry and Fishing, Transportation and Material Moving, and Handlers, Equipment Cleaning, Helpers, and Laborers.

Source: U.S. Census Bureau

Methodology

As a precursor to the creation of a new comprehensive plan, the City of Lodi embarked on a community visioning process. Visioning is "a process by which a community envisions the future it wants, and plans how to achieve it" (Green, Haines and Halebsky, 2000). To this end, the City asked the University of Wisconsin-Madison Department of Urban and Regional Planning (URPL), Planning Workshop students to assist Lodi in this process. Workshop students helped Lodi residents work together to create a community vision.

The visioning process consisted of three public meetings (workshops) where students assisted Lodi residents in developing and refining a vision for the future of the community. Workshop students also helped Lodi residents gather information to support that vision. Since much of the data is based on 1990 U. S. Census, in some instances current conditions and future projections were estimated.

Workshop 1

On February 5, 2000, the City of Lodi began the visioning process with an initial public meeting. The meeting was a forum for citizens to voice concerns and hopes for the future of the community. Citizens were asked what they would like to preserve in their community; what they would like to change; and what they feel could be added to their community. Responses to these questions were then used to construct a general vision statement for City of Lodi. After the general vision statement was written, residents highlighted the key areas for more specific visioning. The key areas were: land use, downtown revitalization, business retention and expansion, housing and historic preservation, community services and public works, natural resources, and parks and recreation.

Workshop 2

The visioning process continued on March 1, 2000 with a second public meeting. This meeting was held to collect feedback on the general vision developed at the first meeting and to create more specific visions for each of the key areas listed above. Community members tackled the key area visions by dividing up into groups by individual interest. Each group then formulated visions and goals for the seven key areas. The comments, concerns and ideas were consolidated and summarized into visions and goals for each of the key areas.

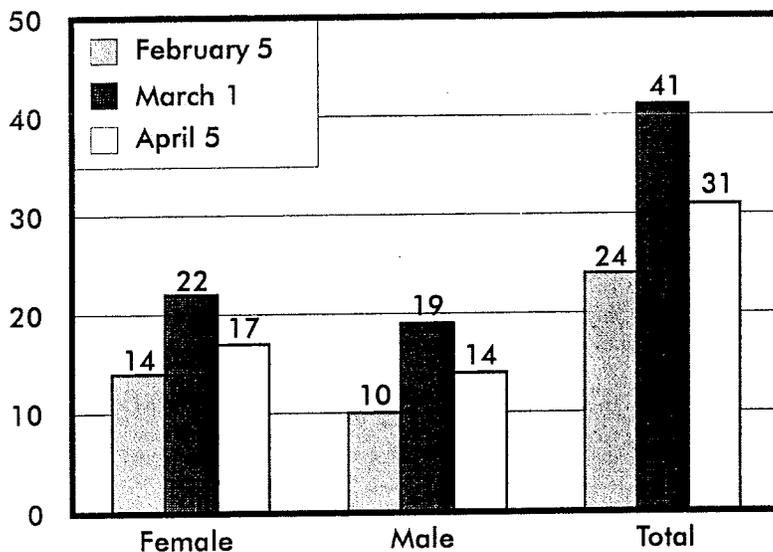
Workshop 3

On April 5, 2000 a final public workshop was held to conclude the visioning process for the City of Lodi. Citizens gathered to review all the work that they had accomplished together in the first two meetings. After a review of the general vision and the key area vision statements, citizens discussed possible and suggested strategies to accomplish the stated goals. These strategies are discussed in the text following each goal.

The workshop students made a presentation to the Lodi City Council on May 2, 2000, to complete its involvement in the visioning process with the City of Lodi.

Summary of Participant Profiles

The City of Lodi engaged in three public workshops on February 5, March 1, and April 5, 2000 in order to create an overall vision that will guide the community as it grows over the next 25 years. In addition to the general vision statement, participants also created key area vision statements and goals for the areas of land use and growth management, downtown revitalization, business retention and expansion, housing and historic preservation, community services and public works, natural resources, and parks and recreation.



The following is a brief summary of the results of the participant profile sheets that each participant filled out at each workshop.

On February 5 there were 24 participants. Of that total, (58%) were female and (42%) were male.

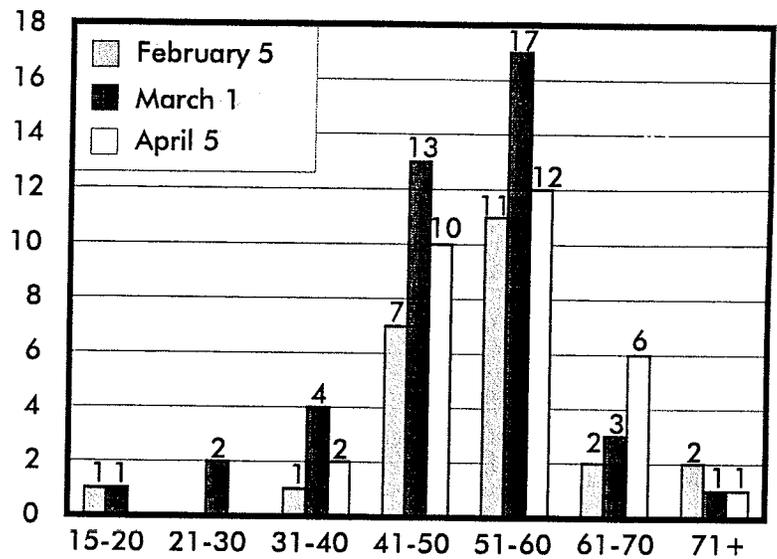
On March 1 there were 60 total participants of which, 41 responded to the Participant Profile. Of those 41, (54%) were female and (46%) were male.

On April 5 there were 31 participants. Of that total, (55%) were female and (45%) were male.

The next chart illustrates the various age ranges of participants at each of the three workshops, and the total number of participants in each range.

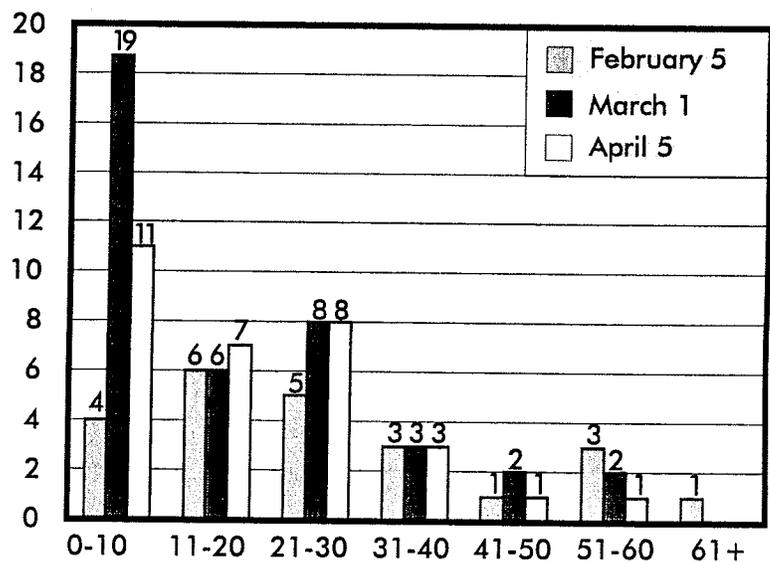
The 51-60 age group was represented the most at each of the three workshops followed by the 41-50 age group. The percentage of each age group per workshop is summarized below.

Age	February 5	March 1	April 5
15-20	4 %	2 %	0 %
21-30	0	5	0
31-40	4	10	7
41-50	29	32	32
51-60	46	41	39
61-70	8	7	19
71+	8	2	3



When participants were asked how many years they have lived in Lodi, the following results were obtained from those who replied.

Years in Lodi	February 5	March 1	April 5
0-10	17 %	48 %	35 %
11-20	26	15	23
21-30	22	20	26
31-40	13	7	10
41-50	4	5	3
51-60	13	5	3
61+	4	0	0



When participants at workshop 2 were asked if they had attended workshop 1, 32% indicated they had and 68% indicated they had not attended workshop 1. This means that only 54% of those participants at the first workshop also attended the second workshop.

Similarly, when participants at workshop 3 were asked if they had attended workshop 1, 45% indicated they had, and 55% indicated they had not attended workshop 1. This means that 58% of those participants in the first workshop also attended the third workshop.

When participants at workshop 3 were asked if they had attended workshop 2, 71% indicated they had, and 29% indicated they had not attended workshop 2. This means that 54% of those participants in the second workshop also attended the third workshop.

Of those participants at the April 5 workshop, 13 (42%) had attended all three workshops.

Participants at the first workshop were asked their place of work. Excluding retirees (8%), 64% worked in Lodi, followed by Madison (14%) and other locations in Columbia County excluding Lodi (14%). Workshop participants represented a wide range of occupation types including business, professional services, medical science, education, technology, local government, and a number of other areas.

Members of the community listed a number of reasons for participating in the visioning workshops. While some were interested in learning about the community and the visioning process, others indicated their concern for the future of Lodi. Many expressed their desire to maintain Lodi's small town atmosphere, historic character, and the economic vitality of the downtown. Several participants expressed concerns that Lodi grows in a controlled manner to prevent sprawl, protect natural resources and the environment, and maintain the natural beauty of the area. Many participants also indicated that they plan to remain in Lodi for a long time, and want to be involved in the decisions and processes that help shape the future of their community.

Feedback Survey Report

At the final workshop, a feedback survey was distributed to participants in order to gauge what they thought about the visioning process. According to the feedback survey, the majority of people (61%) indicated that the visioning process was mostly successful in involving the community. About 45% responded that the visioning process was somewhat representative of Lodi's population. Seventy-two percent of the attendants thought that the vision statement, including goals and strategies, represented their personal views. In addition, nearly 80% of the respondents have not yet visited the website.

According to comments from the participants, many enjoyed working with the students and were generally satisfied with what we have completed together. However, the respondents regretted the small attendance (only about 1% of all Lodi residents) and felt that more people should have participated in the meetings to better reflect true community sentiment.

How successful do you feel this visioning process was in involving the community?

	Number of Responses	Percentage
1 Very successful	1	3 %
2	10	34
3	7	24
4	9	31
5 Not successful	0	0
No answer	2	7
Total	29	100

How representative of the population is Lodi's vision?

	Number of Responses	Percentage
1 Very successful	2	7 %
2	8	28
3	13	45
4	5	17
5 Not successful	0	0
No answer	1	3
Total	29	100

How well does the vision statement, including goals and strategies, represent your personal views on what Lodi should be in the year 2025?

	Number of Responses	Percentage
1 Very successful	5	17 %
2	16	55
3	4	14
4	0	0
5 Not successful	3	10
No answer	1	3
Total	29	100

Did you visit the website?

	Number of Responses	Percentage
Yes	2	10 %
No	23	79
No answer	3	10
Total	29	100

Vision for Our Community: Lodi 2025

In 2025, Lodi is a community that links the future with the past by recognizing the importance of history in growth and development. The center of our small town is a pedestrian-friendly main street that celebrates historical architecture, while our waterways and surrounding vistas nourish the health and beauty of the valley.

Land Use and Growth Management

Our community is committed to planning and community involvement in directing its future growth to meet the needs of our residents. Our community encompasses a mix of distinct neighborhoods and districts, and by encouraging compatible land uses within those districts, we are maintaining our unique small-town character, protecting natural resources, and promoting sustainable development and growth.

Downtown Revitalization

Our revitalized downtown promotes a pedestrian-friendly retail and government center that maintains and enhances our city's historic and architectural integrity.

Business Retention and Expansion

Our community fosters business development and recognizes the importance of a balanced business district with retail shops, services, facilities, and light industries.

Housing and Historic Preservation

Our exemplary community is committed to historic preservation, conservation of neighborhood character, beautification of residential settings, and provision of housing that meets the needs of diversified social and economic groups. Our historic homes provide a bridge from the past to the future and enhance the beauty and warmth of the community. There is widespread public awareness of historic preservation programs and ongoing restoration of Lodi's historic homes, businesses, parks and

transportation systems. Every home in the historic districts has been restored to its original condition.

New residential development is carefully designed with the preservation of natural settings and resources — woods, creeks and wetlands. Neighborhoods are picturesque with period lighting, fencing and walkways. Our long-range planning has thwarted sprawl by providing development that is sympathetic to, and respectful of, the topography, the environment and changing societal demographics. Ample housing is available to meet the needs of different economic groups and the desires and requirements of residents across the life span.

Community Services and Public Works

Our community services and facilities maintain their functionality, address the needs of our diverse population, and adapt and change as the community grows. Services include programs that promote a neighborly atmosphere that reflects the concerns of individuals and families in our community.

Natural Resources

Our community is situated in scenic Lodi valley surrounded by tree-covered bluffs and bisected by the pristine, trout-filled Spring Creek, which travels through Lodi Marsh, known across the state as home to abundant wildlife. An enlightened community advocates for watershed and shoreline preservation, maintenance and improvement of its existing vistas, parks, trees and green spaces, and managed growth in areas suitable for development. Much of the above can be attributed to fact that the Lodi school system is a national model for environmental education in the tradition of Aldo Leopold's concept of community and John Muir's principles of living in harmony with the environment.

Parks and Recreation

Our citizens and government are committed to Lodi's natural heritage. We cooperate to enhance and maintain our beautiful parks and other natural green spaces while providing quality recreational activities and equipment for the benefit of the entire community. A green corridor connects Lodi, both bonding the community together and linking it with the surrounding natural environment.

Recommended Strategies

Land Use & Growth Management

- ❖ Pursue outreach efforts to gain broad citizen participation including: mailing inserts with utility bills that every resident will receive; messages about proposed rezonings on the local cable network; and a computer kiosk with planning and land use information at City Hall.
- ❖ Prepare a new comprehensive plan reflecting Lodi's vision
- ❖ Establish a link between Lodi's general ordinance and its comprehensive plan.
- ❖ Require city staff to review and evaluate all annexations, rezonings, planned unit developments (PUDs), subdivisions, and site plans for compliance with the comprehensive plan.
- ❖ Encourage a mix of uses to create more attractive and interesting places to live, shop, and visit.
- ❖ Enhance the downtown district's physical appearance by rehabilitating historic buildings, providing an infrastructure that is compatible with a variety of uses, and following design guidelines. Physical improvement strategies include:
 - building a district with compatible and harmonious design, architecture, materials and landscaping which adhere to a common theme;
 - linking diverse land uses in an integrated and cohesively designed manner;
 - using streets, sidewalks and other connective outdoor spaces to weave new development into the community fabric;
 - connecting the central road network directly to the surrounding road network (arterial and secondary roads); and
 - providing multiple paths for movement to and through town.
- ❖ Use overlay districts or develop new zoning districts to reflect the needs of each neighborhood within the city.

- ❖ Develop a manual of design guidelines for developers and builders to use when proposing new projects. The design manual would describe the preferred built environment of Lodi.
- ❖ Stimulate infill, the development of vacant lands within the City. Use strategies such as tax incremental financing (TIF), block grants, historical preservation tax credits. Pursue grants with nonprofit groups and government agencies to provide money to finance projects and incentive programs.
- ❖ Commit more resources to promote growth management. Allocate money to fund a full- or part-time position that is solely dedicated to planning issues.

Downtown Revitalization

- ❖ Provide signs marking the entrance to downtown Lodi.
- ❖ Provide information on Lodi to visitors with pamphlets oriented toward tourists, potential business investors, and community residents.
- ❖ Provide an accessible office for the Chamber of Commerce to operate in. Combining this office with City Hall in a central location will promote cooperation between business and government.
- ❖ Create a downtown historic district.
- ❖ Enact strong architectural design controls to ensure that only those building designs that are deemed desirable are built.
- ❖ Focus on renovating Lodi's historic buildings to reduce the risk of losing the City's historic identity.
- ❖ Rehabilitate vacant lots downtown through exploration of the following approaches:
 - Encourage private owners of the lots to dedicate them as public places. The City of Lodi would take ownership of the lots and maintain them as public open spaces.
 - Encourage private owners to maintain ownership of the lots and leave them open for public use. This would involve negotiation between the City of Lodi and the landowner to determine who would be responsible for upkeep and maintenance.
 - Purchase the lots and dedicate them as public open spaces. This would place the responsibility of maintenance on the City.
 - Create an easement agreement between the private landowner and the city of Lodi. In this case, the landowner would own the property but the City of Lodi has full use rights for a set number of years. The responsibility of maintenance accompanies these rights.
- ❖ Create a downtown association that would be responsible for maintenance and upkeep of the green spaces in the downtown.
- ❖ Consider hiring a private organization such as the Urban Open Space Foundation to manage public and private open spaces.
- ❖ Hire local landscapers to design and maintain the open spaces.

- ❖ Link the Ice Age Trail to plans for the downtown district.
- ❖ Develop a system of walkways along Spring Creek to make downtown businesses more accessible.
- ❖ Create parking lots on the periphery of the downtown district to preserve downtown buildings, and post signs to mark the parking areas to ensure that downtown customers can easily find them.
- ❖ Restrict parking to less than 24 hours to ensure that visitors to the downtown district can find available parking.
- ❖ Use signs to clearly mark parking areas that already exist on side streets and behind businesses within the downtown district. A unique background logo on signs such as Susie the Duck can be used to delineate the downtown district.
- ❖ Use a shuttle bus for special events to relieve pressure on the availability of parking downtown.
- ❖ Encourage the development of new businesses in vacant commercial spaces and vacant lots in the downtown district. Pursue a variety of different options to make the purchase of these spaces more attractive including:
 - Tax Increment Financing (TIF);
 - revolving loan fund; and
 - Community Development Block Grant (CDBG).
- ❖ Explore the creation of a Business Improvement District (BID) to raise funds for improvements to the downtown district.
- ❖ Promote downtown as a destination for tourists and pursue marketing strategies such as farmers markets, specific events directed by the downtown district during local festivals, sidewalk sales, and dinners.

Business Retention & Expansion

- ❖ Attract desirable businesses to Lodi while preserving its historic and small-town atmosphere.
- ❖ Maintain a current listing of available business locations, detailing amenities that are important to potential businesses. Accomplish this through coordination of Lodi Opportunity and Development, Inc. (L.O.D.I.), the Chamber of Commerce, and local economic development organizations.
- ❖ Create business locations that are situated to meet the expanding needs of the area.
- ❖ Seek financial and technical assistance in attracting and retaining businesses through various economic development organizations.
- ❖ Survey consumer needs and buying habits in Lodi to determine the most appropriate businesses to develop.
- ❖ Inform citizens in Lodi of new products and services available in the community by the business community actively involving themselves in promoting their businesses.
- ❖ Identify new businesses that will create attractive employment opportunities for the citizens of Lodi through cooperation with L.O.D.I., the Chamber of Commerce and other local organizations.
- ❖ Expand existing retail businesses and support new ones to give consumers more choices and encourage residents to shop locally.
- ❖ Monitor zoning and other decisions that affect business development.
- ❖ Create an association of businesses and property owners to maintain the vitality of the local economy and encourage new business formation. This association can continuously evaluate marketing needs and promote special events that feature and complement competing sectors of the market.
- ❖ Create a full-time position within the association to promote new ideas and opportunities. Coordinate activities of businesses and citizen organizations.

Housing & Historic Preservation

- ❖ Continue efforts toward the preservation of historic homes.
- ❖ Develop a long-range plan to provide for the needs of varying household types, while maintaining efforts to preserve Lodi's beautiful turn-of-the-century homes.
- ❖ Encourage active participation by the Lodi community in programs such as *Main Street USA* and *Save America's Treasures* to help guide local revitalization efforts and to link up other organizations and communities.
- ❖ Achieve greater awareness of historic preservation through walking tours, historic home tours, local press releases, public relations campaigns, promotion of annual Historic Preservation Week, and through coordinated efforts with the school system to enhance the history of Lodi.
- ❖ Offer local preservation awards and recognition to those committed to historic preservation to instill individual and community pride for achievement.
- ❖ Continue to pursue strategies to become a Certified Local Government (CLG) in order to tap into federal grant money specifically designated for CLGs.
- ❖ Coordinate planning services and apply for grant money designated for CLGs, hire a half-time resource person whose salary may come from either locally pooled resources, or from the grants themselves.
- ❖ Create a directory of contractors who specialize in restoration and landscaping.
- ❖ Address the housing needs of seniors and those in poverty by providing a sufficient number of units to meet demand.
- ❖ Assess trends in changing demographics using projections from the census and other sources.
- ❖ Encourage infill development and allow the construction of single-family homes on smaller lots.
- ❖ Review and apply the principles of Smart Growth as needed.

Community Services & Public Works

- ❖ Maintain and implement the comprehensive planning document for the city to ensure that growth occurs only in areas that are suitable for development.
- ❖ Enact an adequate public facilities ordinance to ensure that development occurs concurrent with the provision of public facilities.
- ❖ Restrict the extension of sewer and water service to rural and natural areas and encourage infill development by extending sewer and water service to currently unserved urban areas.

- ❖ Minimize public works costs and protect the integrity of the natural environment through strategies such as open space subdivision design
- ❖ Review conditions and capacity of all current facilities periodically and repair and upgrade facilities as needed to serve both existing and future Lodi. This includes maintaining a stormwater management system that is able to handle at least a 100-year storm.
- ❖ Focus efforts toward on-site stormwater management through such mechanisms as detention and retention ponds, as well as natural systems such as native vegetation to handle stormwater runoff.
- ❖ Adopt and maintain an ordinance that requires developers to submit stormwater management plans with all proposed site plans that are part of a citywide system.
- ❖ Promote water conservation that not only decreases the demand for water but decreases the need for wastewater treatment as well.
- ❖ Encourage greater citizen involvement in local government decisions through various means such as community newsletters, public access television, and a community web site.
- ❖ Provide citizens with a listing of contacts for local services and public offices to assist residents in using government services and provide an avenue for citizens to voice their concerns.
- ❖ Conduct periodic studies to determine the adequacy of civic-oriented facilities and functions in the City of Lodi.
- ❖ Locate new, and keep existing, civic facilities in downtown Lodi (with the exception of emergency services, that are located as needed to completely serve the entire community).

- ❖ Encourage opportunities for preventative medicine, support groups, and health and nutrition education as supplements to existing traditional services.
- ❖ Provide for the handicapped-, disabled-, or elderly-related needs of both citizens and visitors, including those areas not mandated under the American Disabilities Act.
- ❖ Promote efficient and supportive health services.
 - Determine the health care facility needs of the community and consider what facilities and services are feasible to include in Lodi over the next 25 years.
 - Promote an information center (a physical location, telephone hotline, or web site) that provides 24-hour assistance.
 - Establish a working group between the community and health care providers that serves as both a way to foster good relationships between all participants and discuss health service concerns.
 - Conduct community-wide workshops on a variety of health care and nutrition topics.
- ❖ Encourage community involvement in volunteer services.
- ❖ Consider incorporation of community- and volunteer-based programs for youth to further enhance their learning experience (in addition to existing facilities and services).
 - Organize community clean-up events, yard work for elders, and environmental education, appreciation and clean-up activities.
 - Sponsor and coordinate after-school activities and programs for children.
 - Examine the potential for a Boys & Girls Club (or other similar organization) to provide educational activities and recreation for Lodi's youth year-round.

❖ Encourage a wide range of desired community services such as:

- establishing an intramural or recreational athletics program for adults and children;
- promoting a low-cost or entirely volunteer shuttle and delivery service for needy Lodi residents;
- supporting other efforts to meet the needs of the elderly in our community;
- fostering opportunities for continuing education and job skills training; and
- promoting community-wide activities.

Intergovernmental Cooperation

- ❖ Work with the school district, neighboring towns, Columbia County, Dane County and state agencies to proactively address physical, social, economic and environmental issues in both its community and neighboring regions.
- ❖ Establish a cooperative agreement, with the school district, neighboring towns, Columbia County, Dane County, and state agencies, that includes a compilation of objectives, policies, programs, and goals for joint planning and decision making.
- ❖ Pool resources to provide staff to work on these issues.

Transportation

- ❖ Compare Lodi's goals, objectives, policies and programs with state and regional transportation plans
- ❖ Identify highways within Lodi by function.
- ❖ Incorporate state, regional and other applicable transportation plans such as transportation corridor plans, county highway studies, urban and rural plans, and applicable airport and rail plans.
- ❖ Encourage neighborhood designs that promote a variety of transportation options, and provide a transportation system that is efficient, economical, convenient, safe, and meets the needs of all citizens including the young, the elderly, and the disabled.

Natural Resources

- ❖ To improve habitat and increase natural reproduction, add riprap to the base of the vertical stone walls along Spring Creek in Goeres Park and eliminate the dams on the main branch of the creek in town.
- ❖ Prevent dumping by providing other alternatives such as programs like Clean Sweep.
- ❖ Educate citizens about existing disposal methods by inserting a flier into the local utility bill, or by writing a brief article for the public works or Town of Lodi newsletters.
- ❖ Provide positive signage located in frequent dumping locations to help educate people about other alternatives.
- ❖ Institute a fall cleanup day to prevent large objects from being dumped.
- ❖ Work with local utility companies that provide appliance-recycling services for a fee.
- ❖ Encourage residents to purchase appliances only from businesses that are willing to remove the old appliance.
- ❖ Pursue techniques for further reducing current light pollution.
- ❖ Make one of the city civic buildings into a model of quality lighting to encourage private businesses to follow suit.
- ❖ Discourage future light pollution by creating city ordinances that mandate the use of some type of light pollution reduction techniques, including the installation of full cut-off lights in new construction or renovation.
- ❖ Pursue steps to protect Lodi's vistas, including the adoption of ordinances that require development located adjacent to visually significant natural areas to blend in the environment.
- ❖ Create a Scenic Beauty Preservation Board that could contain city, town and even county members to oversee management of the ordinances.
- ❖ Take steps to protect the individual trees that help to create many of the significant views through the City.
- ❖ Continue efforts to pursue grants such as the Urban Forestry Grant to continue the enhancement of the downtown and neighborhood streets.
- ❖ Plant a wide variety of trees to fill the street tree planting sites in Lodi that are still vacant.
- ❖ Inventory the trees to assess their general health and identify any hazards.

- ❖ Encourage residents in treeless subdivisions to plant appropriate indigenous trees in their yards.
- ❖ Require builders of new developments to submit landscape plans that include specifics about the number and type of trees planned so that the City can comment on any lack of trees before construction even begins.
- ❖ Develop steps to identify, prevent, and manage point and non-point source pollution. Contact the WDNR for a list of leaking underground storage tanks (LUSTs) that are currently leaking petroleum in the city and a list of solid and hazardous waste sites and spill sites within the city.
- ❖ Use regulations to prevent future pollution, such as those suggested by the United States Environmental Protection Agency's (EPA) Office of Water
- ❖ Zone shoreland-wetland areas to restrict certain types of uses, which could help reduce the potential for pollution as well as increase wildlife habitat.
- ❖ Enlist volunteers to assist with clean-up once pollution has been identified.
- ❖ Encourage individuals to restore buffers of native vegetation along waterways such as Spring Creek.
- ❖ Encourage property owners to use non-hazardous cleaning products and to reduce the amount of fertilizer they use in their lawns.
- ❖ Encourage citizens to use natural or less toxic deterrents for insect and plant pests.
- ❖ Evaluate new development proposals to determine not only if the development is handling its own stormwater and what the impacts are on surrounding areas.
- ❖ Alter the zoning code to require all stormwater in new developments to be handled onsite versus collecting it in sewers. The maximum amount of impervious surface allowed in the development could be decreased to help meet this objective.
- ❖ Encourage property owners to compost their organic solid waste.
- ❖ Encourage existing property owners to retrofit their water fixtures.
- ❖ Educate citizens about the cost savings involved with minimizing water use.
- ❖ Encourage property owners to keep rain barrels on their property. The water from the barrels can then be used to water gardens, lawns and landscaped areas.

- ❖ Encourage wildlife habitat preservation through the use of wildlife corridors and shoreline preservation.
- ❖ Encourage the protection of large contiguous pieces of land.
- ❖ Foster intergovernmental cooperation with the Town of Lodi and Columbia County to implement bluff-top zoning to achieve the goal of preserving surrounding vistas.
- ❖ Explore the option of an urban growth boundary to ensure that the development that does occur is compact and contiguous.
- ❖ Develop and implement a comprehensive environmental education system for all the residents.

Parks & Recreation

- ❖ Create a well-designed bicycle/pedestrian trail system through a greenway corridor that links recreational areas, neighborhoods, and schools. Encourage safe and scenic alternative trail routes.
- ❖ Cooperate with other regional organizations such as Trout Unlimited (TU), Wisconsin Department of Natural Resources (WDNR), and Wisconsin Department of Transportation (WDOT) to increase the potential success of a greenway project.
- ❖ Provide the necessary funding to develop future facilities and maintain existing infrastructure.
- ❖ Continue to provide safe community gathering areas
- ❖ Prioritize land needs for recreational purchases.
- ❖ Establish a park trust fund. A foundation of this nature will allow community members to make charitable, tax-exempt contributions that will benefit Lodi indefinitely.
- ❖ Plan a fund-raising event in the parks to be used as a celebration to launch the trust fund.
- ❖ Encourage future advocates and volunteers to help ensure the vitality of the park system. This may be encouraged through educational programs and park promotion.
- ❖ Use the historical environment to draw people into the parks and educate them about the history of Lodi.
- ❖ Encourage additional civic participation as a means to promote the parks.
- ❖ Recognize participating organizations for their dedication to the people of Lodi by appropriate signage.
- ❖ Consider having a youth representative on the parks and recreation committee.
- ❖ Post positive and uniform signs and notices.
- ❖ Evaluate current signage and adopt a standard sign format.
- ❖ Review current park regulations to ensure they are meeting the needs of the community.
- ❖ Adopt necessary regulations and change them as necessary. Enforce these park regulations on a uniform and consistent basis.
- ❖ Inspect and maintain park infrastructure on a regular schedule to ensure a positive recreational experience for the community.

- ❖ Enhance park safety through lighting along walkways and common areas.

Key Area Goals and Strategies

Land Use & Growth Management

Our community is committed to planning and community involvement in directing its future growth to meet the needs of our residents. Our community encompasses a mix of distinct neighborhoods and districts, and by encouraging compatible land uses within those districts, we are maintaining our unique small-town character, protecting natural resources and promoting sustainable development and growth.

Across America, rural communities are losing their identities. Downtown and main street districts are losing their businesses as competition from adjacent urban centers force local businesses to close their doors. Generic subdivisions are springing up on city fringes as people move to small towns in hopes of achieving a better quality of life. The new residents, while craving small-town atmosphere, demand provision of public infrastructure and services previously available in the metropolitan centers they left. Attempting to meet the perceived needs of their citizens, small towns are losing their unique rural character.

Community Participation in Planning

Goal 1: Involve community residents in planning future growth and enhancing existing districts.

Citizen involvement is crucial to maintaining Lodi's small-town character. Two of the strongest tools for arresting sprawl and revitalizing cities, comprehensive plans and zoning ordinances, are best accomplished on the local level with public participation. The comprehensive plan is a community's basic guiding document. It addresses and links land use regulation, transportation, parks and recreation, natural and historic resources, housing, economic development and public services, as well as other appropriate needs. The zoning ordinance regulates land uses with written requirements and standards for permitted uses of land and buildings. The fundamental purpose of a zoning ordinance is to separate incompatible uses of the land. For examples of

Box 1

Public Participation Techniques

Citizen advisory committees
Focus groups
Open houses
Small meetings
Public comments
Public hearing

Box 2

***Core Values for the Practice
of Public Participation
(IAPP, n.d.)***

The public should have a say in decisions about actions which affect their lives.

Public participation includes the promise that the public's contribution will influence the decision.

The public participation process communicates the interests and meets the process needs of all participants.

The public participation process seeks out and facilitates the involvement of those potentially affected.

The public participation process involves participants in defining how they participate.

The public participation process communicates to participants how their input affected the decision.

The public participation process provides participants with the information they need to participate in a meaningful way.

comprehensive plans and zoning ordinances, visit the web sites listed in Appendix 2. In addition, the case study on Cary, North Carolina provides an example of a town's comprehensive planning process.

Public participation is a necessary ingredient in the development of a community's comprehensive plan and zoning ordinance. Both are continuously evolving in reaction to the changing needs of Lodi and its citizens but require public input to adapt to those changing needs. Public participation is so important that core values have been drafted for the development and implementation of public participation processes.

The City of Lodi has taken the first crucial step by involving the public in the development of a vision statement. By building on this momentum, Lodi can foster the growth of an educated public, which recognizes the opportunities and constraints facing Lodi and can make informed decisions about how Lodi should grow and change. A number of techniques will act as vehicles for outreach with Lodi's residents to keep them educated and informed about changes occurring in the City. Outreach efforts can include inserts with utility bills that every resident will receive, messages about proposed rezonings on the local cable network, and a computer kiosk with planning and land use information at City Hall.

Lodi's current comprehensive plan was adopted in October 1993. A new land use plan, reflecting Lodi's and its citizens' vision, is needed. The plan should be an official declaration of Lodi's policy to the form and pattern of future development. It can direct growth when considering rezonings, annexation, subdivisions and site plans. The plan can also provide a basis for specific ordinances and guidelines needed to ensure that Lodi remains an attractive place to live, work and raise a family.

Lodi has also been actively updating their general ordinance, most recently with the addition of design criteria for structures and buildings. To further ensure that Lodi remains a community that suits the needs of its citizens, a link can be established between its general ordinance and its comprehensive plan. This can be accomplished with a simple statement such as:

"It is the intent of the City to administer this ordinance in accordance with the comprehensive plan, and all development within the City shall be in accordance with the applicable provisions of the comprehensive plan, as adopted or amended by the City Council."

This statement requires city staff to review and evaluate all annexations, rezonings, planned unit developments (PUDs), subdivisions and site plans for compliance with the comprehensive plan. This creates a powerful connection between the

comprehensive plan and the pattern and character of development within Lodi.

Sustainable growth management

Goal 2: Maintain a vibrant downtown district with mixed uses — commercial, residential and government services — which makes use of historic buildings while preserving architectural integrity.

Lodi's residents are concerned about maintaining their small-town character while accommodating future growth and development. For responsible development to occur within Lodi, opportunities and markets must exist which can compete with the neighboring urban retailers. Downtown revitalization has proven to be an effective way to enhance community economic health, as well as local quality of life, pride and community history.

A common method to invigorate main streets, as well as curb sprawling development, is the redevelopment of mixed-use downtown districts. By encouraging a mix of uses, cities are adding variety and vitality, creating more attractive and interesting places to live, shop and visit. Mixed-uses include commercial, residential and governmental services. Mixed-use development has proven to be an efficient and effective tool, allowing growth and development to occur in designated areas. This tool preserves the character of existing areas, and maximizing community resources such as infrastructure, tax dollars and land.

Downtown revitalization efforts are strengthened by enhancing the district's physical appearance — by rehabilitating historic buildings, providing an infrastructure which is compatible with a variety of uses, and following design guidelines. Physical improvement strategies include:

- ❖ building a district with compatible and harmonious design, architecture, materials and landscaping which adhere to a common theme;
- ❖ linking diverse land uses in an integrated and cohesively designed manner;
- ❖ using streets, sidewalks and other connective outdoor spaces to weave new development into the community fabric;
- ❖ connecting the central road network directly to the surrounding road network (arterial and secondary roads); and
- ❖ providing multiple paths for movement to and through town.

Lodi can also use overlay districts or develop new zoning districts to reflect the needs of each district and neighborhood within the City. It is well recognized that the same standards and regulations are not appropriate for the north end business district as the downtown district. Residential development may also proceed differently in the

Box 3

Mixed Use

Mixed use refers to the combination of different land uses on the same or adjacent lots or within the same building or complex. Mixed-use development relies on design, scale, location and mix to produce a logical and attractive district or project. It can facilitate the location of uses and activities in a manner that promotes interaction and draws people to a particular area. In recent years mixed-use has become an important technique to increase transit use, walking, and bicycling as practical means of travel. (Schiffman, 1999)

historic residential districts than in the new subdivisions on the outside of town. Lodi can update their zoning and subdivision ordinances to typify the form and style of development it wants to encourage.

To further strengthen their ordinance, Lodi can develop a manual of design guidelines for developers and builders to use when proposing new projects. The design manual would describe the preferred built environment of Lodi. It should be recognized, however, that design guidelines may not be applicable or practicable in all cases and creative development that differs from the guidelines should be welcomed if the spirit and intent of the guidelines are met. Web sites with examples of design guidelines are listed in Appendix 2.

Focusing on design issues addresses several community concerns including downtown revitalization, natural and historic resource preservation, and transportation patterns. It is well recognized to be in the economic interest of cities, citizens, and business owners to develop design criteria. Attractive and integrated design features tend to improve a town's image, raise overall property values, attract new businesses and residents, and improve the quality of life. Research and experience have demonstrated a positive return on design features investments for government, private industry and property owners. For instance, the money a city spends on landscaping, sidewalks and street trees is likely to be returned as increased tax revenue resulting from an overall increase in property values that accompanies attractive and desirable communities.

In addition, there is a growing realization that incompatibilities arising between adjacent sites is very often a function of design and development impacts, rather than differences in land use. With appropriate and compatible design, it is entirely reasonable for residential, retail and commercial uses to be literally side-by-side, with little need for strict separation and buffering. This awareness has led numerous municipalities to shift from strict zoning-based regulations to design-based and impact-based guidance of development.

Goal 3: Capitalize on infill opportunities to provide architecturally compatible commercial and residential opportunities, allowing for more growth within City boundaries.

Another opportunity to promote responsible development is to stimulate infill — the development of vacant lands within city limits. Lodi can use strategies such as Tax Incremental Financing (TIF), block grants, and historic preservation tax credits and incentives to encourage infill development. Additionally, Lodi can pursue grants with nonprofit groups and government agencies to provide money to finance projects and incentive programs.

Planning a mutually supportive mix of uses can enhance infill development. This might involve commercial and personal services being located close to work and residential areas. Redevelopment and infill within communities have many potential advantages over scattered development, including:

- ❖ better use of existing infrastructure;
- ❖ close proximity to existing community services, jobs and shops;
- ❖ stabilization and enhancement of existing neighborhoods and business districts;
- ❖ preservation of farmland;
- ❖ provision for viable options to auto trips by supporting walking and biking; and
- ❖ potential to clean up environmentally contaminated sites.

The City also needs to commit more resources toward promoting growth management. Money needs to be allocated to fund a full-time or part-time position that is solely dedicated to planning issues. The position can be jointly funded with neighboring towns or the County and work cooperatively with the City, neighboring towns and other regional bodies to promote sound land use practices. In addition, this position can be targeted for writing grant applications to bring money into Lodi to put land use controls into practice and to encourage sound business development. The position should also be responsible for improving documentation of city planning records and providing training to the plan commission, new council members and other city staff on planning issues.

Sustainable development requires a community to balance the protection of natural resources with the development needed to support growth of residential, commercial and industrial areas. Planning for growth addresses issues such as keeping abreast of infrastructure needs as development occurs, properly balancing development and environmental protection, and promoting economic development. Compact and responsible development is needed to ensure an economically vibrant community. Through

Box 4

Infill Development

Infill development is the development of vacant and underused parcels of land in otherwise built-up areas of a locality. High density is an important strategy in the efficient use of land and the preservation of surrounding farmland and open space. Infill development can take various forms, such as multifamily housing, smaller lots, mixed-use development and attached dwellings. (Schiffman, 1999)

mixed-use and infill opportunities, Lodi can encourage sustainable development that is compatible with neighboring land uses and preserves the historical character of the community. Appendix 2 contains a list of nonprofit and governmental resources that provide information on a variety of land use issues.

Case Study

Town of Cary, North Carolina Land Use Planning Initiatives

The town of Cary, North Carolina has been facing many challenges similar to Lodi's. Rapid growth has created a variety of concerns including affordable housing for town residents as housing prices escalate, the inability of the town's infrastructure to keep pace with growth, overcrowding in the school system, and conflicts between agricultural and residential land uses.

As a result, in 1994 an ambitious comprehensive planning program was undertaken. The town has adopted and amended a new land use plan, growth management plan, and a unified development ordinance. The land use plan is the official vision of the physical form and appearance desired for the town as it continues to grow, including a pattern of desired future land uses. The growth management plan links the town's goals and objectives for growth and development to five guiding principles:

- rate and timing of growth;
- location of growth;
- amount of and density of growth;
- cost of growth; and
- quality of growth.

The unified development ordinance provides the standards and regulations for new and existing development in the town of Cary.

Community involvement has been crucial to the planning process in Cary. Citizen advisory committees (14 to 20 residents) provided a sounding board to evaluate proposed growth management techniques. Citizen focus groups (almost 200 citizens) helped form the plans' goals and objectives. Over 300 residents attended open houses to view and comment on draft plans. Smaller meetings were held with various individual citizens and civic groups to get their input as well. Finally, there was a public comment period followed by a public hearing to provide final comments regarding plans.

Work is currently underway on finishing other key elements of the comprehensive plan including transportation, natural and historic resources, housing, community facilities and economic development. The town is also working on a design guidelines manual.

Downtown Revitalization

Our revitalized downtown promotes a pedestrian-friendly retail and government center that maintains and enhances our City's historic and architectural integrity.

Lodi's downtown district is an important symbol of its character and is a source of economic prosperity. The downtown is made of many unique mixed-use architectural styles dating from the mid-1800's through present day. A State Historical inspector identified 4 areas that were eligible for historical districts in the City of Lodi, one of which was the downtown. A downtown historical district includes a set of building and zoning codes and an architectural design review process, to ensure that all new buildings, and changes to existing ones, conform to what currently exists in downtown Lodi.

At the second workshop, each individual in the downtown revitalization group was asked to highlight what they saw as the boundary of downtown Lodi. From the area indicated, a map was produced (see Map 8, Appendix 1). The core downtown area of Lodi on the map is defined as the central area that all participants indicated as the downtown. The extent of downtown Lodi is defined as the sum of all areas indicated as downtown by all participants. In other words, any area indicated by even one participant was included in the extent of the downtown.

Although there have been past difficulties with the *Main Street Program*, the National Main Street Center offers a variety of publications, audio-visual materials, and computer software to help guide local revitalization efforts. Membership in the National Main Street Network can link up other organizations and communities' experiences. Once established, the program's participants examine the commercial district's needs and opportunities and develop a long-term, incremental strategy based on the Main Street Four Point Approach to strengthen its commercial activity and improve its buildings.

Commerce and Tourism

Goal 1: Locate the Chamber of Commerce and tourist information center in City Hall or a central building in downtown Lodi.

The City of Lodi has a very dedicated Chamber of Commerce. The Chamber serves to enhance the businesses of Lodi while at the same time enrich the community. Lodi has many committed businesses and that number is likely to grow.

The downtown district is a draw for many people. Tourists visit Lodi to experience the splendor of its scenic downtown. The Chamber of

Commerce can provide signs proclaiming the entrance to downtown Lodi similar to the City of Lodi sign. Because these signs would most likely be installed in publicly owned space, the City of Lodi's assistance in providing space or funding may be needed. Providing information on Lodi to visitors can help revitalize the downtown district. People will be more likely to visit businesses in the area once they know what is here. The Chamber of Commerce can provide information pamphlets or brochures oriented toward tourists, potential business investors, and community residents.

A successful Chamber of Commerce requires a great deal of time and effort on the part of its members. One way to maximize the efforts of Chamber members is to provide an accessible office in which they can operate. Combining this office with City Hall in a central location will promote cooperation between business and government. A combination office can also be more cost effective than a stand-alone office. Information can be provided during designated hours, with extended hours during peak times, to visitors and others interested in finding out more about Lodi.

Downtown Architecture

Goal 2: Establish Lodi as a community known for its downtown architectural flavor and charm.

Lodi's downtown has a number of unique historic features that are valued by the community. In particular, Lodi's downtown architecture adds charm to the City. For this reason, the unique and historical style of the architecture that currently exists downtown should be protected.

To remain consistent with the historical buildings that already exist in downtown Lodi, new construction and renovations need to be supervised by the community. Strict zoning and building codes allow only buildings that comply with the desired criteria to be built. Setting these strict codes enables the planning commission to control what can be built and how it may be built. In order to build, a developer must obtain building permits and prove that the proposed building is in direct compliance with the zoning code. If the proposed project is not in complete compliance, construction may not begin.

The creation of a historic district downtown would allow the City of Lodi to have more leverage over what can and cannot be located downtown. It is intrinsic to a historic district that the building style is consistent. Non-complying uses would not be allowed so as to keep Lodi's historic district status (see Appendix 5).

Strong architectural design controls ensure that only those building designs that are deemed desirable are built. Madison's Urban Design Commission is a good example of this type of committee. A developer must first receive a recommendation from the Urban Design Commission before presenting their project to the planning

commission. This process also acts to increase the number of times a plan is reviewed, thereby increasing the likelihood that the plan will be consistent with the architecture.

Focusing on renovating existing buildings rather than replacing them can protect Lodi's downtown architectural charm. When replacing an existing building there is always the chance of losing the particular character that it offered. This character is often irreplaceable. Focusing on renovating Lodi's historic buildings can reduce the risk of losing its historic identity.

Downtown Green Spaces

Goal 3: Provide clean and accessible green spaces with walkways around and over Spring Creek to area businesses.

A series of downtown green spaces, pedestrian bridges, and a walkway along Spring Creek use existing open lots downtown that were dedicated by private parties or purchased by the City. Natural opportunities provided by the Ice Age Trail can be incorporated into plans for the downtown district. The heart of downtown Lodi has in or near it an assortment of open green spaces: Spring Creek Walkway, The Ice Age Trail, Veterans Park, Goeres Park, Habermanns Parks and other open spaces. Addressing these green spaces as a network or system of public areas provides wonderful amenities. These open spaces provide an opportunity to create unique and beautiful public green spaces that are accessible to all of Lodi's citizens and businesses. These green spaces can be obtained in a number of ways:

- ❖ Private owners of the lots can dedicate them as public places. The City of Lodi would take ownership of the lots and maintain them as public open spaces.
- ❖ Private owners can maintain ownership of the lots and leave them open for public use. This would involve negotiation between the City of Lodi and the landowner to determine who would be responsible for upkeep and maintenance.
- ❖ The City of Lodi can purchase the lots and dedicate them as public open spaces, which would place the responsibility of maintenance on the City.
- ❖ It may be possible to create an easement agreement between the private landowner and the City of Lodi. In this case, the landowner owns the property but the City of Lodi has full use rights for a set number of years. The responsibility for maintenance goes along with these rights.

Lodi can create a downtown association that would be responsible for maintenance and upkeep of the green spaces in the downtown district. The association could also purchase property for public use.

For a fee, a private organization, such as the Urban Open Space Foundation, can manage the property for a private landowner or the City of Lodi. This private entity could also help determine the division of responsibilities. This option would require that Lodi allow an outside organization, removed from the community, to make property management decisions.

Local landscapers can design and maintain the open spaces. They could provide the services free of charge in exchange for the opportunity to place a small sign in the park promoting their business. This would be an inexpensive and mutually beneficial option regardless of who owns the lots.

It is important that the Ice Age Trail be linked to plans for the downtown district. Lodi's geographic location provides a unique opportunity to incorporate the natural features created by the last ice age into plans for parks and open spaces. The Ice Age Trail can be a very positive tool to attract customers to downtown Lodi. The Parks and Recreation section has more information about the importance of the Ice Age Trail and other green spaces to Lodi.

A system of walkways along Spring Creek can make downtown businesses more accessible as well as make it more convenient to enjoy the beautiful scenery the creek has to offer. This walkway could be a connector between parking areas and businesses while providing a place for a relaxing and leisurely stroll. A series of pedestrian bridges on the walkway could provide a convenient means of walking from the parking areas on one side of the creek to the shopping areas on the other.

Parking

Goal 4: Provide adequate parking to accommodate public and private business needs.

As downtown business vitality grows, the need for increased parking continues to grow. Creating more opportunities for parking benefits businesses by providing more space for customers. Lodi residents and visitors also benefit by increased access to the downtown area. Efficient and attractive signs can also help to direct people to parking areas.

Adequate parking promotes accessibility to Lodi's downtown district. Business growth and general interest can be promoted by the convenience that downtown parking provides its visitors. An increase in vehicle traffic can result in more pedestrian-vehicle conflicts, however, and potential building sites can be threatened with conversion to parking areas if the focus is strictly on increasing parking downtown.

Parking lots can be created on the periphery of the downtown district to preserve downtown buildings. Signs could be posted to mark the parking areas to ensure that downtown customers can

easily find them. While not as convenient, this could reduce vehicle-pedestrian conflicts and allow for a more pedestrian-friendly downtown district. Also, restricting parking to less than 24 hours can ensure that visitors to the downtown district find available parking.

Signs can also be used to clearly mark parking areas that already exist on side streets and behind businesses within the downtown district. A unique background logo on signs, such as Susie the Duck, can be used to delineate the downtown district.

A shuttle bus can be used for special events to relieve pressure on the availability of parking downtown. The bus could transport people from the school or fairground parking lots to the downtown district. Opportunities for funding can be explored. Careful planning can ensure smooth operation.

Downtown Economic Revitalization

Goal 5: Create an environment in which developers and building owners aggressively embrace and complement the environmental gifts that serve as the touchstone of our economic prosperity.

Downtown economic revitalization is an important facet of any general downtown revitalization process. The downtown district of Lodi possesses many traits that can allow it to become an area of specialty shops, similar to Mount Horeb, Spring Green, New Glarus, or Cambridge.

There are currently some vacant commercial spaces and vacant lots in the downtown district that could be used to encourage the development of new businesses. Large portions of downtown parcels lie within the 100-year flood zone, however, which could be a barrier to potential investors, new businesses and redevelopment. Lodi can pursue a variety of different options to make the purchase of these spaces more attractive. The City of Lodi can pursue several options, including:

- ❖ Tax Increment Financing (TIF);
- ❖ revolving loan fund; and
- ❖ Community Development Block Grant (CDBG).

The major differences between these three options are the amounts of funding involved and the degree of commitment from the City. TIF is a fairly lengthy and involved process that could provide funding for major improvements within Lodi's downtown district (see Appendix 3). A revolving loan fund requires less time and effort to establish and oversee, but needs more private initiative. The ability to make direct improvements would not be as great as with TIF. CDBGs can require a lengthy application process and involve some restrictions from the state but relatively little

commitment is required from the City (see Appendix 3). There are also cases of revolving loan funds being setup with CDBG loan monies.

Businesses within the downtown district, in addition to the Chamber of Commerce, have additional options that can be explored. One of the most direct methods to invest in the downtown district could be the creation of a Business Improvement District (BID). A BID is a way of raising funds for improvements to the downtown district with the owners of the properties taxing themselves and then spending the money as they see fit. While it requires that members within the BID make direct investments, it gives them a great deal of say in what happens within the BID. BIDs are described in greater detail in Appendix 3. The Business Retention and Expansion section includes additional ideas for how to foster the growth of downtown businesses.

The downtown businesses and the Chamber of Commerce can also work to promote the downtown as a destination for tourists. Marketing can help create a greater awareness of downtown Lodi and provide a unified method for downtown businesses to promote the entire area and assist themselves in the process. Successful marketing can be achieved through a concerted effort to create an organizational structure to oversee it. Marketing could include things such as farmers markets, specific events directed by the downtown district during local festivals, sidewalk sales and dinners, and general community interaction.

Business Retention and Expansion

Our community fosters business development and recognizes the importance of a balanced business district with retail shops, services, facilities and light industries.

The health of a community's economy is crucial to the quality of life of all its residents. A thriving economy enables existing businesses to expand and adjust to the needs of the community and attracts new and desirable businesses.

The City of Lodi has grown tremendously since its first store was established in 1848 (Haupt, 1998). It was the fastest growing municipality in Columbia County from 1990 to 1998. The City of Lodi experienced an estimated 22.8% increase in population, surpassed only by the Town of Lodi (30.1%) (DOA, 1998). Open space, grass, trees and a quiet, economical location are features that draw people to Lodi. However, new residents often continue to commute to jobs in Dane County (DWD, 1999).

Attract New Businesses

Goal 1: The vitality of Lodi's economy attracts new businesses, including retail shops, services and light industry that are desirable to the community.

The Lodi Opportunity and Development, Inc. (L.O.D.I.) was founded to foster and encourage economic activity in the City of Lodi (see Appendix 4). Through L.O.D.I., the Chamber of Commerce and local economic development organizations, a current listing of business locations is available. This listing details amenities that are important to potential businesses. Based on criteria targeting certain businesses, the community can pursue business locations that are situated to meet the needs of the businesses. Lodi can seek financial and technical assistance in attracting and retaining businesses through various economic development organizations.

There are many reasons why businesses are attracted to Lodi. Its accessibility, situated just four miles from the interstate and 15 miles north of the Madison metropolitan area, is one incentive for businesses to locate here. The 40-acre industrial park is located on a major rail line and is fully serviced. The price of land in the park sells at roughly \$15,000 per acre (CCEDC, 2000) and nearly 12 acres of light industrial land are currently available. The industrial park is located in a Tax Incremental District (TID) which could be a financial incentive for a business to locate there. TIDs are described in more detail in Appendix 3. Other amenities of Lodi include its progressive leadership and attitude, its trained and historically industrious citizens, scenic beauty, rural charm and excellent school

system (CCEDC, 1999). A view of the Lodi Industrial Park is displayed in Map 2 in Appendix 1.

There are several organizations located in the area that offer assistance in community and economic development. The Columbia County Economic Development Corporation (CCEDC) offers a business loan program that can help create of new permanent employment, retain and expand of existing businesses, and leverage new private investment. The Small Business Development Center (SBDC) is a business education resource on the University of Wisconsin-Madison campus that provides business seminars and free counseling. The Wisconsin Manufacturing Extension Partnership is available to help manufacturers become more productive, profitable and competitive. The Department of Commerce also offers several programs designed to promote business development. Details about these resources are provided in Appendix 4.

Capture Existing Markets

Goal 2: Lodi adds income and jobs to the community by encouraging spending at the local level.

Lodi recognizes that keeping dollars circulating in the local economy is important to maintaining a strong economy. By providing consumers with choices, Lodi can encourage local spending on goods and services. The business community can survey consumer needs and buying habits in Lodi and determine the most appropriate businesses to develop.

The business community can actively involve themselves in promoting their businesses to the citizens in Lodi by keeping them informed of new products and services available in their community.

L.O.D.I., the Chamber of Commerce and other local organizations can identify new businesses that will create attractive employment opportunities for the citizens of Lodi. Providing residents with a variety of jobs within the community encourages them to shop and seek services there, too.

Lodi has a variety of retail establishments (Table 5). Stores in the community, other than food and beverage stores could use local competition based on a retail needs analysis. Expanding existing businesses and supporting new ones in these trades would give consumers more choices and encourage residents to shop locally.

Table 5

Retail Establishments in the City of Lodi: 1997

Retail Trade	Number of Establishments
Motor vehicle & parts dealers	3
Furniture & home furnishings stores	1
Electronics & appliance stores	1
Building material & garden equipment & supplies dealers	2
Food and beverage stores	2
Health and personal care stores	1
Gasoline stations	3
Clothing and clothing accessories stores	1
General merchandise stores	1
Miscellaneous store retailers	1
Nonstore retailers	1

Source: U.S. Census Bureau FactFinder.

Balanced Business District

Goal 3: Through cooperation and zoning of the business community, the integrity of the business district is attractively maintained as Lodi addresses its changing needs.

Members of the community can continue to actively monitor zoning and other decisions that affect business development. Through active participation, Lodi's citizens can ensure that the community's values are preserved and its growth is managed appropriately.

An association of businesses and property owners can maintain the vitality of the local economy, create a better network between businesses, and encourage new business formation. This association, with the cooperation of L.O.D.I., can continuously evaluate marketing needs and promote special events that feature and complement competing sectors of the market. Creating a full-time position to promote new ideas and opportunities, and coordinate activities of businesses and citizen organizations, can help build on Lodi's strong economic base.

Although manufacturing industries are the predominant employers in Lodi, non-manufacturing industries are also important to Lodi's economic base (Table 6). The two major employers are a manufacturing industry, ALKAR (47%), and a non-manufacturing industry, the Lodi school system (23%).

Table 6

Major Industries in the City of Lodi: 1990

Occupation	Number of Employees	Percent of Total
Manufacturing		
KNB Tool (tool & die)	1	<1%
ALKAR Division of DEC International (meat smokehouse)	200	47%
Lodi Canning Co. (vegetable canning)	30**	7%
Advance Pallet (wood pallets)*	25	6%
Food Processing Systems (food processing machinery)	15	3%
TOTAL	271	63%
Non-Manufacturing		
Lodi Schools (education)	100	23%
Meade Concrete (construction)	20	5%
Park Corner Oil Co. (auto)	20	5%
Bushnell Ford (sales and auto)	17	4%
TOTAL	157	37%

*Advance Pallet has recently moved to Madison.

**This figure does not include migrant workers.

Source: Columbia County Economic Development Corp.

Lodi's well-balanced and properly managed growth can have positive impacts on the entire community. By offering consumers and employees a variety of opportunities within the community, Lodi's local economy can be strengthened while its small-town identity, atmosphere and historic downtown is maintained.

Housing & Historic Preservation

Our exemplary community is committed to historic preservation, conservation of neighborhood character, beautification of residential settings, and provision of housing that meets the needs of diversified social and economic groups. Our historic homes provide a bridge from the past to the future and enhance the beauty and warmth of the community. There is widespread public awareness of historic preservation programs and ongoing restoration of Lodi's historic homes, businesses, parks and transportation systems. Every home in the historic districts has been restored to its original condition.

New residential development is carefully designed with the preservation of natural settings and resources — woods, creeks and wetlands. Neighborhoods are picturesque with period lighting, fencing and walkways. Our long-range planning has thwarted sprawl by providing development that is sympathetic to, and respectful of, the topography, the environment and changing societal demographics. Ample housing is available to meet the needs of different economic groups and the desires and requirements of residents across the life span.

Like other beautiful and livable small communities across America, Lodi is attracting new residents and experiencing rapid growth. As of 1990 there were 801 households in Lodi, up 15.4% from 1980. The total population of Lodi rose 6.8% between 1980 and 1990. In 1990, the population of Lodi was 2,093 and in 1998, the population rose to 2,677, reflecting a 27.9% increase. (U.S. Census Bureau, 1980, 1990, 1998.)

Lodi has many homes that signify the identity of the community. Lodi has taken active steps toward the preservation of these historic homes. These efforts will have to be continued in order to maintain the architectural integrity of Lodi's historic districts and the small-town flavor of Lodi's neighborhoods.

At the same time, Lodi is facing the pressures of many growing communities. Different segments of the population are expanding, such as the senior population and those below the poverty line. Projections are that the population and number of households will continue to grow over the next 25 years, making it critical that long-range planning provides for the needs of varying household types, while maintaining efforts to preserve Lodi's beautiful turn-of-the-century homes.

Historic Preservation

Goal 1: Create or sponsor public education programs that focus on historic preservation and its benefits as part of continuing preservation efforts.

One of the central features of Lodi is the presence and maintenance of its history through the preservation of its historic homes. Historic preservation is gaining momentum across the nation. In Wisconsin, communities such as Lodi are realizing not only the aesthetic benefits of historic preservation but the economic values as well. Activities that preserve a community's heritage have been successful in stimulating private and public investment thus resulting in economic revitalization.

Lodi has made considerable progress in developing plans for the preservation of its historic homes. In February 1999, a preservation consultant was hired to complete an intensive survey and inventory. The State Historical Preservation Division awarded funds for this project. This survey and inventory resulted in the identification of four potentially eligible historic districts and 14 building complexes that are potentially eligible for entry into the State and National Register of Historic Places.

There are currently two preservation districts that have been approved and are on the National Registry of Historic Places. These include the Portage Street Historic District and the Lodi Street-Prairie Street Historic District. The Portage Street Historic District is a predominately residential district that is centered on a one-block-long stretch of Portage Street, bounded by Parr and Spring Streets. The district contains 10 structures, seven of which are homes, that are strong examples of the most popular styles applied to residential architecture in Lodi from 1874 to 1922 including Side Gabled, Gable Ell, and Tudor Revival. The Lodi Street-Prairie Street Historic District is also a predominately residential district, which contains 25 structures, 20 of which are residences. It is centered on part of the length of Prairie Street, Lodi Street and Water Street. The homes in this district, built after the 1850s, were largely part of a newly fashionable architectural style, predominately Queen Anne.

Strategies for continuation of preservation efforts and education of the community should include active participation by the Lodi community in programs such as *Main Street USA* (see *Downtown Revitalization*) and *Save America's Treasures*. In addition, greater awareness of historic preservation can be achieved through walking tours, historic home tours, local press releases, public relations campaigns, promotion of annual Historic Preservation Week, and through coordinated efforts with the school system to enhance the history of Lodi. Local preservation awards and recognition will instill individual and community pride for achievement.

Goal 2: Become a certified local government with the authority to designate local landmarks.

In March 1999, the Lodi Historic Preservation Grant Committee was advised that the likelihood of being funded through another sub-grant was small. It was suggested that Lodi become a Certified Local Government (CLG) in order to tap into federal grant money specifically designated for CLGs. A Certified Local Government is any city, village, county or town that has been certified by Wisconsin's State Historic Preservation Officer and the Department of the Interior as meeting the following criteria:

- ❖ enforces appropriate local ordinance for the designation and protection of historic properties;
- ❖ establishes a qualified historic preservation commission by local ordinance;
- ❖ maintains a system for the survey and inventory of local historic properties; and
- ❖ provides for public participation in the local historic preservation program (see Box 1 & 2 in Land Use and Growth Management).

Strategies for achieving this goal are already in progress. These include the completion of the Intensive Survey and Inventory which occurred in February 1999 and the establishment of a Preservation Commission that has the authority to designate local landmarks and review nomination papers for state and national registers. This allows eligibility to authorize the use of the Wisconsin Historic Building Code for locally designated historic buildings.

To coordinate planning services and apply for grant money designated for CLGs, the community can hire a half-time resource person whose salary may come from either locally pooled resources or from the grants themselves. This position can work with the Preservation Commission to nominate the historic downtown as a historic district (see section on **Downtown Revitalization**). In addition, a directory of contractors who specialize in restoration and landscaping can be created and made available to the community.

Box 5

Wisconsin Historic Building Code

The standard state building codes may make rehabilitation of certain older homes prohibitively expensive or impractical. Communities in Wisconsin that have adopted historic preservation ordinances certified by the State Historical Society of Wisconsin can use the Wisconsin Historic Building Code for locally designated historic buildings. The Wisconsin Historic Building Code, administered by the Wisconsin Department of Commerce, permits a flexible and cost-effective approach to rehabilitating historic buildings. The code is found in the Administrative Rules for the Department of Commerce (COM 70).

Changing Demographics

Goal 3: Address issues of sprawl and provide for the diverse housing needs of the Lodi community.

Goal 4: Create a long-range plan that addresses all types of development: retail and commercial, manufacturing and industrial, and residential. Residential planning will include "multiple-family" dwellings, senior housing and affordable housing options.

Lodi's population is rapidly expanding. This can be seen in the new housing developments that are springing up or are being planned across the community, such as Ridgestone Valley and Pebble Stone Village. Between 1990 and 1999, 289 new housing units were created in Lodi. This includes 133 "multiple-family" units and 156 single-family units (WI Demographic Services Center, Annual Housing Unit Surveys, 2000).

Population projections indicate that Lodi's senior population in particular will grow over the next 25 years. The population of those over the age of 65 is expected to grow at least 7.3% every ten years between now and 2025. In addition, 120 Lodi residents were below the poverty line in 1990, including 20 children and 22 seniors (U.S. Census Bureau, 1990).

Currently, Lodi has three apartment complexes designated for senior housing. These include a 24-unit complex on Columbus Street, an eight-unit dwelling on Water Street, and six units on Strangeway Street, all of which have income eligibility requirements. There are no programs in place for housing assistance for low-income individuals, such as Section 8 or other affordable housing programs through HUD, which distribute grants to state and local governments for rental assistance. Lodi will have to address the housing needs of seniors and those in poverty by providing a sufficient number of units to meet demand and by ensuring affordability.

It is becoming increasingly difficult for first-time homebuyers to purchase a home within the Lodi community. Housing values have increased dramatically. The median income in 1990 was \$30,170, while the median home value in 1990 was \$61,000. By 1998 the median home value had increased to \$109,175, a 78.3% increase (U.S. Census Bureau, 1990; Columbia County Economic Development Corporation, 1999).

Strategies to combat sprawl and provide housing to all Lodi residents should include an on-going assessment of trends in changing demographics using projections from the census or other sources. This includes not only a projection of the number of housing units needed for seniors but also an evaluation of housing needs compatible with the goal of increased economic development. Substandard lots can be opened for infill

Box 6

The Benefits of Long-Range Planning for Housing (UW Extension, February 2000)

There are a number of benefits a community can realize by developing a long-range plan for housing:

The community can gain more control over the nature of future housing development.

The community can have an easier time coordinating housing decisions with other planning elements, such as land use, transportation, economic development, utilities and community facilities.

The community can consider its own housing concerns in relation to those of adjacent communities.

By planning for housing, there is much greater likelihood that housing development will meet a broad range of needs.

development and smaller lots made available for the construction of single-family homes. The principles of Smart Growth can be reviewed to guide future development.

Architectural Integrity

Goal 5: Establish an Architectural Review Board to work with developers on all phases of development, including architectural style, setbacks, placement and pressures exerted on infrastructure and environment.

Lodi has proposed that the architectural review ordinance be incorporated into the general ordinance. Though it has not yet been adopted, the guiding principles of the ordinance are as follows:

- ❖ Buildings should be designed to present an inoffensive exterior appearance and to meet generally accepted taste and community standards.
- ❖ Building design should not have an exterior appearance that is so similar to those within reasonable proximity as to create an excessive monotony.
- ❖ Exposed façade should be constructed or faced with a finished material that is aesthetically compatible with other nearby façades or which presents an attractive appearance to the public and to surrounding properties.

The following design guidelines are established for all development applications for commercial, industrial, institutional, duplex, multi-family and all residential uses:

- ❖ Architectural style is not restricted, however style of structures should be consistent with surrounding areas.
- ❖ The composition of major building elements such as massing, rooflines, colors and materials should complement and contribute to a desirable community identity.
- ❖ Colors should be harmonious and relate to overall site and to the city as a whole.

For an example of an Architectural Review Board, see Case Study — Blacksburg, Virginia. Architectural Review Boards are a resource to the public in renovation and alteration of historic structures. If a local historic district is adopted, design guidelines and criteria will be developed specific to each local district.

Case Study

Blacksburg, Virginia

Blacksburg's Historic Architectural Review Board was established to ensure the protection and preservation of historic or archaeological sites or structures in the town. Meetings are held twice monthly and are open to the public. Appointed in November 1994, this board identified steps to accomplish its goals of protecting and preserving Blacksburg's historic resources.

The Board developed an application that the Town Council submitted to the Virginia Department of Historic Resources in 1995 and as a result, Blacksburg was awarded Certified Local Government (CLG) status in January 1996. Blacksburg was then able to access CLG grant money to survey and develop design guidelines.

The Blacksburg Historic Architecture Review Board is currently working on the following projects:

- rewriting the zoning ordinance and historic district overlay;
- maintaining and meeting CLG requirements;
- increasing public awareness of the importance of preserving the town's culture and heritage; and
- reviewing plaque applications for historic structures not on the current National Registry.

Community Services & Public Works

Our community services and facilities maintain their functionality, address the needs of our diverse population, and adapt and change as the community grows. Services include programs that promote a neighborly atmosphere that reflect the concerns of individuals and families in our community.

Lodi is a community in which all residents have easy access to the resources they need to live healthy, fulfilling lives and to make a positive contribution to the community. Community services and public works are at the heart of Lodi's vision to the future. These are central components of making Lodi into the city we desire it to be over the next 25 years.

A key element of the vision and future planning is balancing desired service needs to allow appropriate growth but not to encourage excessive growth that destroys the quality of life in the community. Lodi is addressing these issues and supports the maintenance and improvement of the City's services and public works in efforts to allow healthy growth. Examples of this include the recent addition of new middle and high schools and a significant improvement in its wastewater and sewage treatment. Additionally, proposals exist for improving stormwater sewer lines. As needs arise, Lodi's residents find appropriate and viable ways to "make it work", keeping desired services in line with the available budget. Lodi is doing its best to ensure a future that maintains an existing quality of life.

Public Works

Goal 1: Maintain an efficient and cost-effective public works system that includes water, stormwater management, wastewater treatment, solid waste disposal, electric utility, compost facilities and recycling components.

Goal 2: Keep abreast of technological advances for public works systems to protect the integrity of the environment.

One of the most important components of a city is its public works system. The public works system is designed to serve present and future needs of the community. In order to maintain an efficient, cost-effective, and working public works system, a number of strategies can be pursued.

One general strategy noted elsewhere in the vision is to develop, maintain, and implement a comprehensive plan. This will ensure that growth occurs only in areas that are suitable for development.

A second strategy is the adoption of an adequate facilities ordinance. In addition to the already existing rules that require developers to pay for infrastructure costs associated with new development, an adequate public facilities ordinance could be a means of ensuring that development occurs concurrent with the provision of public facilities. Future development can be directed by restricting the extension of sewer and water service to rural and natural areas and encouraging infill development by extending sewer and water service to currently unserved urban areas. These strategies can direct not only where Lodi will allow development to occur but also when this growth can occur, i.e. control non-contiguous development patterns. By timing future growth, Lodi can help prevent unnecessary burdens on existing city services including public works, police, fire and schools, and grow as the funds and resources become available to expand Lodi's city services.

Another strategy to maintain the public works system is to periodically review conditions and capacity of all current facilities and repair and upgrade facilities as needed to serve both existing and future Lodi. This includes maintaining a stormwater management system that is able to handle at least a 100-year storm. By focusing efforts toward on-site stormwater management through such mechanisms as detention and retention ponds, as well as natural systems such as native vegetation to handle stormwater runoff, flooding is minimized, extensive stormsewer infrastructure costs are lessened, and water quality is greatly improved. To better monitor stormwater management practices, an ordinance can be adopted and maintained that requires developers to submit stormwater management plans with all proposed site plans that are part of a citywide system.

A final strategy for public works is to promote responsible water usage. Conservation awareness can be achieved through public education of children and adult community members. Implementing an ordinance to limit the times of day when Lodi residents can water their lawns can also conserve water. Restricting watering to early morning or early evening prevents rapid evaporation caused by excessive heat. It takes significantly more water for watering to be effective during peak sun times as compared to earlier or later times of day. It is a common-sense practice that goes a long way to conserve water, thereby extending the life of current facilities. Lodi could examine the feasibility of such an ordinance.

Government Services

Goal 3: Promote opportunities for citizen participation in local government services and encourage citizen involvement on various city commissions.

Goal 4: Recognize that government services should be accessible to all citizens while being sensitive to budgetary constraints.

Public participation in local government activities is an important part of promoting a variety of new ideas and fostering a stronger community. Citizen involvement in local government decisions can be fostered through various means such as community newsletters, public access television, and a community web site. Additionally, the local newspaper is a valuable resource for informing Lodi residents about the various issues and activities affecting the City. Furthermore, a listing of contacts for local services and public offices could be provided to assist residents in using government services and provide an avenue for citizens to voice their concerns.

Another strategy for government services is to conduct periodic studies to determine the adequacy of civic-oriented facilities and functions in the City of Lodi. Civic facilities and functions include police, fire, Emergency Medical Services (EMS), library facilities, daycare, community centers, post office services, and snow removal. Lodi can continuously upgrade these and other services as deemed practical as Lodi grows.

Finally, Lodi can locate new, and keep existing, civic facilities in downtown Lodi. These community-oriented facilities add to the character of the City and can help create a strong community atmosphere when reserved for prominent central locations and focal points, rather than placed on the fringe of Lodi. Emergency services, however, can be located as needed to completely serve the entire community efficiently. Funding options from various state and federal agencies could be explored as a means to assist in upgrading existing and providing additional civic facilities in Lodi.

Health Services

Goal 5: Foster and encourage a network of diverse health-related services that are easily accessible to all people.

Goal 6: Foster and encourage high quality health-related services.

With the exception of emergency services, local governments generally cannot afford to provide for health-related services. Although Lodi is a small city, the quality of its health care should match that which is provided in larger metropolitan areas. With this in mind, the Lodi community encourages health services in which

citizens' needs are met through a variety of means. Both traditional and nontraditional approaches are appropriate as long as they are holistic in nature, meaning they cover physical, mental, emotional and other needs. Lodi can encourage opportunities for preventative medicine, support groups, and health and nutrition education as supplements to existing traditional services. Additionally, the community could provide for the multiple level needs of both citizens and visitors, including those areas not mandated under the American Disabilities.

Box 7

Ways to Promote Efficient and Supportive Health Services

Lodi's citizens can help themselves by supporting implementation of health care services in the most efficient and supportive manner possible. The following are ways to promote efficient and supportive services:

Determine the health care facility and personal care needs of the community.

Determine the health care facility and service gaps that exist and consider what facilities and services are feasible to include in Lodi over the next 25 years. Part of this effort includes locating new or existing health care facilities on appropriate, highly accessible sites.

Promote an information center (a physical location, telephone hotline, or web site) that provides 24-hour assistance to those who need it. This hub service can help people get connected with the services they need. The connection can occur more efficiently saving themselves, service providers, and the community from wasting time and money.

Encourage establishment of a working group between the community and health care providers that serves as both a way to foster good relationships between all participants and to be a forum for discussing community health service-related concerns. This group should likely include representatives from the major medical centers and hospitals we use in larger cities (such as Prairie du Sac, Baraboo, Portage, Middleton, Mazomanie and Madison). This group would likely help create and maintain a supportive health service network for our citizens.

Conduct community-wide workshops and regular or periodic series on a variety of health care and nutrition topics. Topics such as first aid and CPR, preventative medicine, nursing infants, helpful dental tips, working with everyday harmful chemicals, proper exercising, and nutrition and its link to health, could be selected based on citizens' concerns as voiced, for example, in the above-mentioned working groups. These informal educational opportunities could help prevent many health problems, making the system of health care more efficient and affordable overall. These opportunities would likely be carried out as a part of Lodi's community and volunteer services.

Community and Volunteer Services

Goal 7: Foster a network of volunteer initiatives that encourages citizen participation in a variety of community-oriented ways.

Goal 8: Welcome an array of community services and activities for the citizens of our community.

Goal 9: Encourage adequate facilities to host these and other community functions.

One of Lodi's greatest assets is its small-town, close-knit atmosphere. This atmosphere adds to Lodi's unique character and can be promoted through community and volunteer services. These services are an essential part of maintaining Lodi's quality of life. Lodi's local government cannot afford to provide all of the services desired, thus some volunteer effort may be necessary to bring certain community services to fruition. Personal participation can allow citizens to have a real sense of ownership in the services that impact their lives. Community and volunteer services in Lodi should consider the needs of citizens of all ages. In attempting to establish a volunteer base within the Lodi community, existing resources can be used to bring people together and to give citizens direction. Existing local resources include the Columbia County Extension Service, as well as many of the established community organizations in Lodi listed in Appendix 6. By including all ages when appropriate, a long-term, multi-generation volunteer service base may be created.

One of the City's most important demographic group is Lodi's children. Every effort should be made to ensure that the youth of Lodi grow up in a safe, educational and enjoyable environment to help foster their future success. In addition to the existing facilities and services available to Lodi's children, incorporating community-based and volunteer-based programs will further enhance their learning experience.

Options for enhancing youth services include the following:

Continue to work with the school system. We are proud of our schools and our efforts to make sure our children get the best educational experience possible.

Assist the public schools in a variety of potential ways on a more or less daily basis. Communication with the schools will allow volunteers to know what the needs are and the ways they can help. More specifically, we would like to incorporate civic-minded and educational youth programs. These programs could include, but are not be limited to, community clean-up events, yard work for elders, and environmental education, appreciation and clean-up activities.

Sponsor and coordinate after-school activities and programs for children. Area business leaders as well as other residents could participate in this effort by sharing their time, individual interests and talents.

Examine the potential for a Boys & Girls Club (or other similar organization) to provide educational activities and recreation for Lodi's youth year-round but especially on weekends and in the summertime when school is out (Boys & Girls Club of America, 2000). This would not only provide activities for the kids but also supervision which is a concern for many parents, especially in the summertime when children are home and parents must work.

There is a wide range of desirable community services of interest to the citizens of Lodi. A complete list is not possible but the following provide examples of the types and breadth of these services:

Encourage establishment of an intramural or recreational athletics program for adults and children. Programs such as these provide a great source of exercise, as well as community interaction in an enjoyable setting. Programs could include city basketball, volleyball and softball leagues to name a few. The community could establish a committee to coordinate these programs and promote sufficient availability of athletic facilities in the City.

Promote the establishment of a low-cost or entirely volunteer shuttle and delivery service for needy Lodi residents.

Support efforts to meet the needs of the elderly in our community. Along with shuttle service to appointments, services could include assistance with shopping, assistance with house or yard clean-ups, nurturing social function and participation, and scheduling simple but important times for volunteers to visit and talk with the elderly.

Foster opportunities for continuing education and job skills training. Provide information on how to get in contact with schools or organizations that provide such services, such as the University of Wisconsin and Madison Area Technical College. Foster a working relationship with these education providers.

Promote the celebration of community events and cultural activities that recognize the local, state and national components of our collective heritage.

Promote community-wide activities such as art fairs, outdoor and indoor concerts, cultural festivals, farmers' markets, craft and antique shows, and community theater.

To make the most of community volunteer efforts, a central committee or group that organizes, provides information about, and networks all volunteer efforts is important. This would allow citizens who want to volunteer or learn about the volunteer-based services occurring in the community to obtain this information with one contact. No matter what type of volunteer system is established in the community, efforts to maintain open communication among all the representatives of different volunteer services can help in making the most of volunteer services.

By continually reexamining the community and volunteer services provided in Lodi, and encouraging new ideas and traditions that reflect Lodi's vision, Lodi can strengthen its culture and community. This requires efforts to maintain and obtain adequate space and resources. Lodi could also consider establishment of a community center in a prominent part of the community to house these various activities and programs. This should strengthen community interaction and provide a space that adds community character as well as fosters the sense of place that is unique to Lodi.

Intergovernmental Cooperation

No formal vision for intergovernmental cooperation has been developed at this time, however it is a theme that underlies much of Lodi's vision. Cooperative planning efforts are needed to adequately address problems like sprawl, overcrowded schools and traffic routing. While many areas try to develop local solutions, these strategies are not effective when problems are cross-jurisdictional and affect an entire region. By combining the resources of the entire region, effective strategies can be developed that address both local and regional issues.

Lodi can work cooperatively with its school district, neighboring towns, Columbia County, Dane County and state agencies to proactively address physical, social, economic and environmental issues in both its community and neighboring regions.

Intergovernmental cooperation is enabled by Wisconsin Statute s. 66.30 and allows local governments to work together to accomplish whatever a single government can do alone. It is dependent upon a defined geographic area within which cooperation and coordination is feasible. It is typically a collection of local communities in which the citizens are interdependent for their employment, residence, medical care, education, recreation and shopping.

By analyzing the relationships and needs of the involved local governments and public agencies, a framework can be developed that will allow for unified commitment to address problems common to all involved and to develop effective strategies for regional application. By working cooperatively, strategies can be developed to coordinate development and address its impacts, delineate future annexations, and accommodate public service needs, including school facilities, wastewater treatment facilities and transportation needs. To this end, Lodi can establish a cooperative agreement with the school district, neighboring communities, Columbia County, Dane County and state agencies that includes a compilation of objectives, policies, programs and goals for joint planning and decision making.

Beyond formalizing a cooperative agreement, resources can be pooled together to provide staff to work on these issues. Lodi can consider a staff person, who can be dedicated to physical, social, economic and environmental issues facing both Lodi and the surrounding areas. This staff person can be centrally located in Lodi or on a rotating schedule in area localities, providing support to all involved parties.

By working together to develop and coordinate efforts to manage growth and related issues, the City of Lodi and its partners can provide feasible solutions to regional problems, identify potential conflicts, and develop mechanisms to resolve those conflicts. The Cooper River case study provides a good example of a regional partnership to manage growth.

Case Study

The Cooper River Corridor Advisory Commission, Charleston, South Carolina

In 1995, local officials initiated a regional partnership, bringing together more than 75 residents and 40 representatives from local government, businesses and nonprofit organizations to discuss their vision for the area — to preserve open space, scenery, wildlife, and the close-knit characteristics of the community. As a result, the Cooper River Corridor Advisory Commission was formed and a comprehensive plan was developed to “manage development in order to maintain rural character, natural beauty and environmental integrity of the area.”

The Cooper River Corridor is located along coastal South Carolina and possesses a unique blend of natural, cultural and economic resources. The area has dozens of historic and prehistoric sites, three National Historic Landmarks and 13 sites on the National Register of Historic Places. The Cooper River also provides habitat for hundreds of plants and animals, including at least 40 rare, threatened, and endangered species. Of the corridor’s four watersheds, nearly one-sixth of the land area is in wetlands, while the river supplies freshwater and port facilities to a number of industrial sites.

The commission, which includes appointed local government officials, developed a community-based Planning Initiative Report which outlined the goals and recommendations of the project’s three working groups — Land Use Planning, Natural and Historical Conservation, and Community Development. The report included suggestions for residents, landowners, corporations, and government agencies to establish better relationships. These relationships will foster closer communication and sustained community involvement in decision making.

Working in cooperation with local governments, community leaders and conservation organizations, the Cooper River Corridor Advisory Commission has taken the lead to begin implementing the project. Both the City of Charleston and Berkeley County are incorporating suggestions into their land use plans, zoning regulations, and economic development initiatives. Throughout this process, City and County officials have been in close communication and are committed to establishing compatible policies and programs for the Cooper River Corridor Project. For more information, contact Joseph Riley, Jr., Mayor of Charleston, 803-577-4727.

Transportation

Although Lodi has no formal vision or goals for transportation at this time, it is nonetheless an integral part of the City's future. Both the quality of life and the local economy can be affected by adequate or inadequate transportation facilities. How one gets to work, school, shopping and recreation areas can make the difference between a desirable place to live and one that is less so. One of the objectives of the Smart Growth legislation passed in 1999 is to give communities in Wisconsin the tools they need to ensure that they remain desirable places to live. Components of the transportation element of the new Smart Growth legislation include the development of goals, objectives, policies and programs to guide the development of various modes of transportation. These include highways, transit, transportation for [persons with disabilities], bicycles, walking, railroads, air and water transport when applicable, and trucking (Wisconsin State Statutes, 2000). The following is a list of specific transportation strategies:

- ❖ Compare Lodi's goals, objectives, policies and programs with state and regional transportation plans.
- ❖ Identify highways within Lodi by function.
- ❖ Incorporate state, regional and other applicable transportation plans such as transportation corridor plans, county highway studies, urban and rural plans, and applicable airport and rail plans (Wisconsin State Statutes, 2000).

Furthermore, Lodi may improve its candidacy for general planning grant funds from the State of Wisconsin by encouraging neighborhood designs that promote a variety of transportation options, and by providing a transportation system that is efficient, economical, convenient, safe, and meets the needs of all citizens including the young, the elderly, and the disabled. The vision for downtown revitalization, for example, includes promoting a pedestrian-friendly retail and government center. Ensuring that Lodi's downtown remains, and its periphery becomes, pedestrian- and bike-friendly while continuing to accommodate motor vehicles will require long-range planning of both land use and the transportation infrastructure to support multiple land uses (See also Parks and Recreation).

Often a community needs to make a choice between improving the capacity of an existing street for motor vehicles and improving it for pedestrians and bicyclists. There are, however, ways of designing new development and the streets along and throughout them to better accommodate both people and cars. *Oregon's Model Development Code and User's Guide for Small Cities* (Oregon DOT, 1999) is an excellent resource for ensuring that access to transportation is equitable for all.

Natural Resources

Our community is situated in scenic Lodi valley surrounded by tree-covered bluffs and bisected by the pristine, trout-filled Spring Creek, which travels through Lodi Marsh, known across the state as home to abundant wildlife. An enlightened community advocates for watershed and shoreline preservation, maintenance and improvement of its existing vistas, parks, trees and green spaces, and managed growth in areas suitable for development. Much of the above can be attributed to the fact that the Lodi school system is a national model for environmental education in the tradition of Aldo Leopold's concept of community and John Muir's principles of living in harmony with the environment.

Protecting and improving a community's natural resources is vital to the long-term stability of the community. The natural resources within and surrounding Lodi are a large part of what draws visitors and new residents and retains existing residents, making Lodi's natural resources not only important from an aesthetic and environmental perspective but also from an economic one.

Figure 2

Spring Creek is just one of Lodi's valuable and beautiful natural resources



Photo by Adele Van Ness, 2000.

Wildlife

Goal 1: Increase the habitat for all of the wildlife in Lodi.

Lodi is home not only to the not-yet-world-famous Susie the Duck but also to box turtles, pheasant, geese, swans, cranes and a host of other wildlife resources, including an abundance of trout. Much can be done to protect the natural habitat of wildlife in Lodi, such as ensuring that new development remains environmentally sensitive. For example, cranes are a common sight in season behind the sewage treatment plant. To ensure that this remains the case, development decisions need to consider cranes' migratory patterns.

In some cases, there is the potential not only to protect habitat, but to increase it as well. Trout, for example, reproduce naturally in streams of the City of Lodi (CCLCD, 1999). In spite of management actions by the Wisconsin Department of Natural Resources (WDNR) between 1992 and 1996, a lower survival rate for trout in the habitat improvement zone was demonstrated (Larson, 1996). The habitat improvement zone is the section of the creek bank where rocks, called riprap, were added to make the stream deeper and provide more places for trout to nest. Though the survival rate for trout is lower than expected, the WDNR's management actions are likely to prevent the survival rates from dropping even lower.

Methods to further improve habitat, and potentially increase natural reproduction and survival rates, include adding riprap to the base of the vertical stone walls along Spring Creek in Goeres Park and eliminating the dams on the main branch of the creek in town. The effects of both of these actions on flood management should be considered. Proper placement of rocks would make the Creek deeper and allow it to meander more through the park, providing more trout habitat. Tim Larson, a fisheries biologist in the WDNR's south central region, has suggested that delivery of rocks to the section of creek in Goeres Park could be financed by Trout Stamp funds, especially if Lodi were to organize the labor required to improve the stream. Removal of the dams would eliminate that impediment to the natural movement of fish. Alternatively, ensuring that snow from winter road maintenance is not disposed of in or stored near the Creek would eliminate that potential source of pollution. Possible sites for snow storage include the old gravel pit on Lodi Street and the fairgrounds. Stormwater drains could be marked so that it is clear that they drain to the Creek, and not to the sewage treatment plant. Many of Madison's stormwater drains for example, are painted with a picture of a fish and the notation "Drains to Lake." More restrictive trout angling regulations might not only improve the native stock of trout in Lodi but also benefit its economy by attracting more people to fish its waters. Since instituting a no-kill regulation, Castle Rock Creek in Grant County

has become a destination for anglers that used to travel to Colorado (see Appendix 8A).

Vistas, Parks, Trees and Green Spaces

Goal 2: Prevent dumping garbage in natural areas.

The beauty of natural resources in Lodi is part of what provides the community with its identity, not to mention the economic resource of tourism. Unfortunately, this beauty can be threatened by poor planning. To ensure that the community remains nestled in scenic Lodi valley, steps must be taken to preserve the parks, trees, green spaces and vistas that people who live in and visit Lodi enjoy.

If garbage is disposed of in natural areas, not only is the beauty of the area destroyed, but the area's health could also be jeopardized. Wildlife could be harmed, plants could be damaged or killed, and the surface water and groundwater (from which Lodi obtains its drinking water) could be contaminated. One way to prevent dumping is by providing other alternatives. The use of programs such as Clean Sweep can prevent toxic substances from reaching Lodi's natural areas (see Appendix 8B for contact information).

Lodi can also inform its citizens about existing disposal methods, perhaps by inserting a flier into the local utility bill, or by writing a brief article for the public works or town of Lodi newsletters. Positive signage located in frequent dumping locations could also help educate people about other alternatives. Existing disposal methods include:

- ❖ a recycling program that should be continued;
- ❖ financial incentives to turn in old batteries when purchasing new ones;
- ❖ used motor oil that can be recycled at no cost at many local service stations or at the City Garage on Water Street;
- ❖ old tires that may be recycled for a nominal fee at local service stations; and
- ❖ the creation of compost bins by individual property owners to handle some yard waste and other organic matter (see Appendix 8C).

Large objects such as furniture and appliances have also been found in Lodi's natural areas. Alternatives such as a fall cleanup day could be provided to prevent this problem. The City could network with the local waste hauler, who might be able to provide assistance with supplies and services for the day. Another option is to work with local utility companies that provide appliance-recycling services for a fee. People can also be encouraged to purchase appliances only from businesses that are willing to remove the old appliance.

Lodi in Context Beautiful marsh areas can become dumping grounds if no alternatives are provided



Photo by Adele Van Ness, 2000

Goal 3: Eliminate light pollution.

Lodi has already addressed the issue of light pollution by using lamps with more focused beams than older lights but a comprehensive approach could do more. Light pollution can fundamentally affect the way a person perceives his or her surroundings. In addition to the obvious disadvantage of reducing the beauty of the night sky by directing wasted light upwards, poor lighting can have the unintended effect of reducing visibility by increasing glare. This can potentially make an area less safe with (poor) lighting than it was with no lighting. Shielded light fixtures that diffuse an adequate, not an excess, amount of light are the key to reducing light pollution. These fixtures are usually referred to as "full cut-off" lamps, and have optics that control the spread of light to a specific shape and intensity. They can produce very significant energy savings as well, possibly making them more cost effective in the long run than not replacing existing fixtures or installing less expensive fixtures initially (see Appendix 8D).

Several techniques are possible for further reducing current light pollution. Regulations, i.e. a city ordinance that requires or provides incentives for full cut-off lights or light shields to retrofit existing lights are possibilities. Different design practices, such as

reducing the amount of light, reducing the height of light poles, or using computer-generated photometric studies to better predict and control the lighting design, may also reduce light pollution. Additionally, a model of quality lighting could be made of one of Lodi's civic buildings to encourage private businesses to follow suit.

Future light pollution can be discouraged by creating city ordinances that mandate the use of some type of light pollution reduction techniques, including the installation of full cut-off lights in new construction or renovation, as well as the techniques described above.

Goal 4: Ensure development is energy efficient and blends in with the natural environment.

In addition to light, there are other elements of surrounding development that can impact the aesthetics of natural areas. On a large scale, steps can be taken to protect Lodi's vistas. The City can adopt ordinances that require development located adjacent to visually significant natural areas to blend into the environment. One strategy is to use indigenous materials such as local stone for construction. Another is to landscape the lot such that it merges with the surrounding natural areas. Guidelines such as these can be followed to minimize the visual impact of development, as shown in the case of the Lower Wisconsin State Riverway (see Case Study — Lower Wisconsin State Riverway). Another option is to restrict or prevent development in visually significant natural areas through zoning, described in the **Growth Management Goals** section. To oversee the management and enforcement of these ordinances, Lodi could create a Scenic Beauty Preservation Board that could contain city, town and even county members.

Figure 4

Minimizing the visual impact of development can help preserve Lodi's vistas



Photo by Adele Van Ness, 2000

Goal 5: Make tree planting and maintenance a priority to protect the natural beauty of the historic community.

On a smaller scale, Lodi can take steps to protect the individual trees that help to create many of the significant views through the City. Lodi has obtained two Urban Forestry grants from the WDNR. The most recent grant (completed in Spring 1999) funded an inventory of street trees, a model planting project along a two-block stretch of North Main Street, a booklet called *Street Trees of Lodi, Wisconsin* (1999) and staff training. Volunteers for this grant worked over 2,000 hours, showing that concerned citizens can make a difference in the appearance of their community. Lodi can use grants such as these in the future to continue the enhancement of the downtown and neighborhood streets.

To increase the tree diversity and prevent the destruction of the tree population through disease, a wide variety of trees could be planted to fill the 77% of the street tree planting sites in Lodi that are still vacant (Friends of Scenic Lodi Valley, 1999). Care should be taken to select appropriate species and locations to minimize interference with utility lines. Trees in the downtown area need to be selected such that they will fit into the existing small tree wells once full-grown. Once the street trees are planted, proper

management of the trees must occur to ensure the trees remain healthy and attractive. The person(s) performing the maintenance need to understand and utilize national standards for tree maintenance so that, for example, trees are pruned properly. In addition, an arborist, either employed as a city employee or as a consultant, can inventory the trees to assess their general health and identify any hazard trees (see Appendix 8E & 8F).

Developers and individual homeowners can also play a role in tree planting. Currently treeless subdivisions can be encouraged or required to plant appropriate indigenous trees in their yards. Builders of new developments can be required to submit landscape plans that include specifics about the number and type of trees planned so that the City can comment on any lack of trees before construction even begins.

Watershed

Goal 6: Identify and mitigate current and potential point and non-point pollution sources.

Water issues require thinking beyond city limits because water ignores political boundaries. If, for example, hazardous chemicals are poured into Spring Creek, areas downstream of Lodi will experience reduced water quality that could threaten human, animal and plant life. Or, if the aquifer from which Lodi obtains its water is drawn upon by development outside of the City, Lodi could experience a decrease in the available water supply. A more comprehensive way to think about protecting water resources is at a watershed level (see Appendix 8G).

One crucial component of watershed is the prevention, identification and mitigation of both point and non-point pollution sources. Pollution control can serve as an umbrella strategy, as many of the steps necessary to control pollution will benefit the watershed in numerous ways, as will be described (see Appendix 8H). Point source pollution comes from a specific facility and is released from a specific location, such as a pipe, that empties directly into a stream. Examples of point source pollution include sewage treatment plants and industrial plants. Non-point source pollution, which is more common than point source, occurs indirectly across a wider area. It can be caused by rainfall or snowmelt that carries pollutants as it moves across the land. Examples of human and natural pollutants include fertilizer, pesticides, herbicides from lawns, sediment from poorly managed construction sites or eroding stream banks, salt from winter road maintenance and oil or grease. Both point and non-point pollution can occur in Lodi's groundwater (which supplies the City's drinking water) or in surface water areas such as Spring Creek or Lodi Marsh.

At the city level, there are many ways to identify, prevent and manage point and non-point source pollution. To help identify potential pollution sources, Lodi can contact the WDNR for a list of leaking underground storage tanks (LUSTs) that are currently leaking petroleum in the City. The WDNR can also provide a list of solid and hazardous waste sites and spill sites within the City (see Appendix 8I). In addition, the City can establish ground and surface water monitoring programs to identify other areas of contamination. Though such programs can be costly, the cost of cleaning up contaminants that have been spreading for years can be much greater than the cost of early identification of pollution.

One tool Lodi can use to prevent future pollution is regulation. Lodi has already taken a step to prevent hazardous waste spills by passing a resolution (98-33) that opposes the establishment of a heavy chemical industrial park at the Badger Army Ammunition Plant, the creation of which would greatly increase rail traffic carrying hazardous chemicals through Lodi. Additional pollution prevention resolutions or ordinances can be developed such as those suggested by the United States Environmental Protection Agency's (EPA) Office of Water. Lodi is also allowed to be more restrictive than the state administrative code for both shoreland and shoreland-wetland areas. For example, Lodi could zone shoreland-wetland areas to restrict certain types of uses, which could help reduce the potential for pollution as well as increase wildlife habitat (see Appendix 8J, 8K, & 8L).

There are numerous ways to mitigate or manage pollution once it is identified. Volunteers could be enlisted to assist with clean-up, if specialized training is not required. Lodi could apply for grants such as the Non-point Pollution Abatement grant from the WDNR to finance professional help.

Goal 7: Encourage residents to purchase native, non-invasive plant species for landscaping.

Goal 8: Encourage property owners to plant and maintain buffer zones with indigenous plant species to control runoff and enhance fish and wildlife habitats.

Goal 9: Encourage natural or less toxic control of undesirable plants and insects.

The participation of each property owner is also crucial in controlling point and non-point source pollution. For example, individuals can restore buffers of native vegetation along waterways such as Spring Creek (see Case Study — Baraboo River). The vegetation can act as a filter to help remove (or decrease) the pollutants before they reach the water. As an additional benefit, the buffer also provides wildlife habitat and helps to stabilize the stream banks to prevent erosion (see Appendix 8M). Buffers of native vegetation can also be less expensive and less time consuming to maintain than a traditional

lawn and can be more pleasant to view than a highly developed shoreline (see Appendix 8N).

Figure 5

Creating buffers of native vegetation could enhance the appearance and environmental quality of areas such as these



Photo by Adele Van Ness, 2000

Property owners can also use non-hazardous cleaning products, reduce the amount of fertilizer they use in their lawns and leave their grass longer, as explained in *Better Homes & Groundwater, A Homeowner's Guide* (WDNR, 1995) (see Appendix 8O). Individuals also can use natural or less toxic deterrents for insect and plant pests, e. g., using pepper or human hair. All of these practices will help with the long-term protection of the watershed.

Goal 10: Protect surface water and groundwater resources.

Though some watershed goals can be accomplished directly or indirectly by strategies that control point and non-point source pollution, there are other strategies that can be used as well. For example, to help preserve the quantity of groundwater in the watershed, the City could begin to consider stormwater management issues at a community level versus at an individual development level. When new developments are proposed, they could be evaluated to determine not only if the development is handling its own stormwater but also what the impacts of this development's stormwater might be on surrounding areas. As an option, the City can alter the zoning code to require all stormwater in new developments to be handled onsite versus collecting it in sewers. The maximum amount of impervious surface allowed in the development could be decreased to help meet this objective. Handling stormwater onsite helps recharge the groundwater located beneath the development and eliminates pumping large amounts of water into a body of water, such as Spring Creek, where it does not belong. If onsite treatment is not feasible (for example, if a large parking lot is constructed), holding ponds should be planned to handle the stormwater.

As with protecting water quality, the role of the individual property owner in protecting water quantity is extremely important. Property owners can be encouraged to compost their organic solid waste (explained in the **Vistas, Parks, Trees and Green Spaces Goals** section) versus using a garbage disposal because the sewage treatment plant must treat the waste from the disposal, which is in turn released into Spring Creek. Though new development is required to install water-saving fixtures, existing property owners can be encouraged to retrofit their water fixtures. Teaching people the cost savings involved with minimizing water use is one method of encouragement. Property owners can also be encouraged to keep rain barrels on their property. The water from the barrels can then be used to water gardens, lawns and landscaped areas.

Goal 11: Work with state and county agencies to ensure the future protection of Lodi's marshes.

Addressing the problems above is most effective from a regional perspective, in this case, by considering both Lodi Marsh and the DNR-owned marsh in the City in the context of the Lake Wisconsin watershed. This is why it is imperative for Lodi to work with state agencies such as the WDNR, with Columbia County, and with other surrounding local municipalities.

Growth Management

Goal 12: Update Lodi's comprehensive land use plan as necessary to ensure that it is current and environmentally sound.

Just as this vision statement serves in part to guide the land use planning process, the comprehensive land use plan serves to guide future development in and around Lodi, and any zoning amendments it may require. The land use plan could encourage wildlife habitat preservation through the use of wildlife corridors and shoreline preservation through the use of sound planning practices. WDNR's River Protection Grant Program provides funding for planning issues involving Wisconsin's rivers threatened by development pressure (see Appendix 8P).

Lodi's land use plan could also encourage the protection of large contiguous pieces of land. Lodi's land use plan could foster intergovernmental cooperation with the town of Lodi and Columbia County to implement bluff-top zoning to achieve the goal of preserving surrounding vistas. Perhaps the Planning (or Parks) Commission's responsibilities might be broadened to encompass intergovernmental cooperation in an effort to prohibit or mitigate development above a certain elevation. Growth management options such as infill development could be continued, decreasing the amount of open space consumed by future development.

Other growth management options, such as an urban growth boundary, could be explored to ensure that the development that does occur is compact and contiguous, conserving the cost to the City of its infrastructure, the services it provides, and its beautiful natural resources — one of the main reasons new people come to Lodi (see Appendix 8Q).

Natural Resources Education

Goal 13: Create a comprehensive environmental education program within the school system with an appointed coordinator.

Informing its citizens about specific actions they can take to reduce pollution is an effective way for Lodi to protect its natural resources. An even more proactive measure to ensure that the natural beauty of Lodi is maintained is to implement a comprehensive environmental education system for all the residents. The EPA defines environmental education as "a learning process that increases people's knowledge and awareness about the environment and associated challenges, develops the necessary skills and expertise to address these challenges, and fosters attitudes, motivations, and commitments to make informed decisions and take responsible actions" (EPA, 1996).

A comprehensive environmental education program requires a great deal of organization, time and resources. Lodi already has the organization in the form of church groups, youth corps and the Friends of Scenic Lodi Valley, made up of residents that donate countless hours to protecting Lodi's natural resources. A representative from Friends of Scenic Lodi Valley, or from within the school system, could coordinate the efforts of the school system and other resources, such as the University of Wisconsin-Extension's Environmental Resource Center (ERC). While it cannot provide a comprehensive program of environmental education, the ERC can be an invaluable resource for a community. ERC staff can conduct workshops on topics of interest to specific audiences, such as youth or adult groups, public officials, and natural resource managers. They can also locate other sources of assistance within the University and from government agencies (see Appendix 8R).

Case Study

Lower Wisconsin State Riverway

The views from the Lower Wisconsin River, located in the southwestern part of the state, depict remarkable natural beauty. To protect these views, the Riverway Law was passed in 1989. The purpose of the law was to "minimize the visual impact of an activity when viewed from the river during leaf-on condition" (Lower Wisconsin State Riverway Board, 2000). It contains restrictions on vegetation clearing as well as provides a palette of over fifty colors from which people may choose that help minimize the visual impact of development. The number of reflective surfaces, such as windows, a building may have is also limited. (For more information about this regulation, contact the Lower Wisconsin State Riverway Board at 1-800-221-3792 or online at <http://lwr.state.wi.us/static/>).

Baraboo River

"Dams transformed the Baraboo Rapids segment of the river from a fast-moving stream with healthy fish populations to a series of sluggish impoundments. Swift currents once kept river sediments scoured from the bottom and maintained steady oxygen levels...An environment that once supported a spawning population of lake sturgeon in pre-settlement days became known in modern times for the size of its carp, which thrive in the shallow backwaters of the impoundments.

[...]

After numerous public meetings and successful negotiations between the City, WDNR, State Historical Society and the Circus World Museum, a decision was finally made to remove the Waterworks dam, conditioned on certain steps to mitigate the loss of historic appearance the impounded river provided. In December, 1997 breaching of the dam began, with final removal in April, 1998. That Spring, after three river cleanups by the Baraboo River Canoe Club, the exposed banks quickly re-vegetated, and the river became a central focus of Circus World Museum's new attraction, the "elephant splash-around."

[...]

Some of the outcomes have yet to be determined (especially economic benefits), since the project is far from complete. However, a number of key results should be noted:

By removing the Waterworks Dam, the City of Baraboo has permanently eliminated a major current and future liability, for less than one-third the cost of repairing the structure. The City was paying \$5,000 annually in liability insurance for the dam and its associat[ed] structures.

Three-quarters of a mile of high-quality riffle habitat, rare in southern Wisconsin rivers, has been restored to its free-flowing condition following removal of the Waterworks Dam. Full function will be restored once remaining sediment scours itself from the former impoundment.

[...]

The City, as part of the Oak Street dam agreement, has acquired a key parcel of land for its developing Riverwalk, ...another integral [part] to a safe, revitalized transportation corridor on the historic Water Street."

This information was written by John Exo, UW-Extension and can be viewed in its entirety at <http://www.dnr.state.wi.us/org/gmu/lowerwis/baraboo.htm>.

Funding this type of project can be expensive. The River Alliance of Wisconsin provides a suggested list of funding options (call 608-257-2424 or visit <http://www.wisconsinrivers.org/SmallDams/RvrRstnFundOps.shtml>).

Parks & Recreation

Our citizens and government are committed to Lodi's natural heritage. We cooperate to enhance and maintain our beautiful parks and other natural green spaces while providing quality recreational activities and equipment for the benefit of the entire community. A green corridor connects Lodi, both bonding the community together and linking it with the surrounding natural environment.

The placement, design and accessibility of park land and open space in a community contributes to healthy citizens, a strengthened economy, and a positive quality of life. From making a city visually more appealing to providing appropriate settings for social gatherings, park land and open space fulfills many objectives.

In Lodi, the centrally located Habermann and Goeres Parks are currently the focus of many of the City's outdoor social activities. These two parks provide a beautifully landscaped setting with quality facilities for citizens to enjoy being outside, picnic in the afternoon, swim, or watch a neighborhood softball game. The positive impact of these types of activities include tangible social benefits such as promoting physical fitness and personal health, as well as intangible benefits like strengthening family and community relationships and promoting social values such as teamwork and communication.

As Lodi grows however, decisions must be made involving the expansion of current parks or the addition of new parkland and open space. Many other communities have found that, as they develop, opportunities for outdoor recreation are moved from the center of the community to further and further distances, because of the increasing costs of acquiring centrally located land and maintaining facilities in a more densely populated environment.

Connecting Valuable Community Assets

Goal 1: Link the park system, key recreational facilities, schools, downtown, and golf course through a safe pedestrian/bicycle greenway corridor.

Goal 2: Link the Lodi tradition of parks as focus of Lodi's identity to actions today.

Lodi prides itself on its small-town atmosphere and pedestrian-friendly streets. Future growth patterns and the accompanying increase in vehicular traffic will challenge the transportation network that connects neighborhoods with parks and recreation

areas. Currently, centrally located Goeres Park is becoming increasingly dangerous for pedestrians because of the high concentration of vehicles used by families attending the park for community activities. Meanwhile, the children of families located in outlying neighborhoods are becoming isolated as they find it more and more difficult to take part in centrally located recreational activities without motorized transportation. One promising solution to these issues would be a well-designed bicycle/pedestrian trail system through a greenway corridor that links recreational areas, neighborhoods and schools, encouraging safe and scenic alternative routes to these community centers. This greenway corridor would bring the community together and define its character (see Case Study: Boulder Creek Corridor Project).

A well designed, properly maintained greenway corridor can be of economic benefit to a community. The National Park Service in its report entitled *The Economic Impacts of Protecting Rivers, Trails, and Greenway Corridors* (NPS, 1995) describes how local real property values often increase due to their location near a greenway corridor. Rising property values indicate quality of life benefits and in turn support local governments through higher tax revenues. Additionally, the report details how local businesses, especially those near the greenway corridor, benefit from increased local customer visits while also attracting customers from outside the immediate area through tourism.

Two attractive locations for such a greenway corridor are currently available in Lodi — Spring Creek and the Ice Age Trail. The centrally located Spring Creek provides an appropriate locus for a future trail system partly due to its location and also because of its potential combination of interests including parkland, open space, transportation and environmental protection/restoration. Spring Creek is a cold-water trout stream that has been identified as having significant environmental importance (see also Natural Resources section). By linking Lodi's tradition of top quality parks with the ecological health of Spring Creek and the importance of a safe transportation route through the downtown area, Lodi can define its future in a unique and beautiful manner.

Another potential location for a greenway is the Ice Age Trail corridor planned through the center of downtown. Since the trail itself calls for pedestrian-only design, the incorporation of local bicycle paths will have to be separate from the statewide trail. Because current plans call for 75% of the Ice Age Trail route through Lodi to follow city sidewalks, a safe bicycle route could be planned in the adjoining streets. In the sections where the trail follows Spring Creek, it may be necessary to construct parallel trails to separate bicycles and pedestrian users. However, the Ice Age Trail provides another exciting opportunity for a greenway corridor to meet overlapping objectives and obtain funding from several sources.

Combining the efforts of the Lodi city government and local citizens with other regional organizations such as Trout Unlimited (TU), Wisconsin Department of Natural Resources (WDNR) and Wisconsin Department of Transportation (WDOT) will increase the potential success of a greenway project. Community assistance programs from the WDNR and TU are available to assist in the design and financing of buffer strips along the creek. While the primary function of buffer strips is to limit stormwater runoff from entering the creek, by keeping the water colder and free of pollutants, a recreational use might make the project more financially realistic. Improvements in water quality and trout population through investment in stream restoration would be returned through economic benefits associated with non-local fishermen and visitors.

Finally, the WDOT coordinates several programs that assist communities in establishing bicycle and pedestrian transportation corridors. Programs include federally funded multi-modal improvement opportunities and transportation enhancement. Important considerations for these initiatives include the connectivity of bicycle and pedestrian routes to shopping, work or school centers. Trails that are safe and useful are more likely to be available for assistance.

Community and government commitment

Goal 3: Generate funding and endowments to develop new facilities and to maintain and improve existing park infrastructure.

The citizens of the community have always taken an active role in developing and promoting the parks and recreational areas of Lodi. Current parks such as Habermann and Goeres are the result of private and public investment of both time and money. They serve as a reminder of what can be accomplished through cooperative efforts. These recreational areas have since become focal points of the community and serve as a means to bring the community together. Ongoing public and private commitment is crucial in maintaining and improving these community areas. Cooperative efforts will ensure that the parks of Lodi will continue to be a place where citizens may gather to enjoy the natural, historical and recreational environments of the City. Lodi seeks to accomplish this objective by:

- ❖ providing the necessary funding to develop future facilities and maintain existing infrastructure;
- ❖ fostering future generations of park advocates and volunteers; and
- ❖ continuing to provide safe community gathering areas.

An important aspect in a city's park and recreation system is having available funding to maintain existing park infrastructure and to develop new facilities as the community grows. The City of Lodi must prioritize land needs for recreational purchases. Land parcels that offer the greatest potential for recreational uses are best preserved now. Future development pressures will push urban land prices higher and in turn require a larger investment from the City to secure recreational land. Therefore, land that is acquired before development occurs represents the best value to the City.

In addition, the City of Lodi must be proactive to ensure that its considerable park infrastructure will still be maintained. One method to prepare for capital improvements and maintenance is to establish a park trust fund. A foundation of this nature will allow community members to make charitable, tax-exempt contributions that will benefit Lodi indefinitely. A fund-raising event in the parks may be used as a celebration to launch the trust fund. A fund-raiser could be used in conjunction with a sports tournament and/or a community summer picnic. An event such as this would not only serve as a means to raise money but it would also provide an excellent opportunity to generate interest in the park system as well as an opportunity to showcase both current and possible future park uses. Furthermore, community input can be gathered through such an event. This feedback would allow the park committee to assess what additional facilities and recreational needs exist.

Many of the parks in Lodi are already the result of private investment and are currently funded and maintained by such investment. Current public facilities that are operated and maintained through private donation need to have their operating and maintenance procedures documented. There already has been considerable effort put into providing this documentation. In the event that a donor becomes unable to operate the facilities in the future, this documentation will ensure that the City of Lodi has reasonable knowledge to continue the park operations. Regardless of the current level of financial commitment from individuals and civic organizations, most cities do not have the financial support to continually expand park and recreational services for the community. State and federal government assistance programs can often enable a city to bridge the gap between its ability to supply recreational services and the requested recreational levels of its citizens.

Goal 4: Foster future generations of advocates and volunteers through community education and promotion.

Future advocates and volunteers will be needed to help ensure the vitality of the park system. This may be encouraged through educational programs and park promotion. The park commission can continue to enhance the greenery of the City and educate its citizens by promoting the planting of street trees that are native to the region. Another educational tool would involve the use of the

proposed trail system. This greenway, when developed as a nature walk that identifies indigenous plants and natural materials of the region, is one method to familiarize the community with the park and recreation's connection to the natural environment. Grant funding is available through the C. D. Besadny Conservation Grants Program, which has previously awarded funding to groups to restore native plants along walking trails.

In addition to the natural environment, the historical environment may be used to draw people into the parks and educate them about the history of Lodi. For example, there was much stonework and creek beautification work done throughout Goeres Park that was funded by the Works Progress Administration after the parkland was purchased in 1935. Historical areas such as this may serve to inform the public of the natural heritage of the area and at the same time be used to promote the parks.

Civic groups have already played an invaluable role in Lodi's park and recreation system. Infrastructure and areas such as the ballpark pavilion and the Goeres Park Gardens are supported through their private investments of money and time. Additional public participation can be encouraged as a means to promote the parks and the work of the participating groups. For example, groups may be sought out to keep areas clean of debris. The participating organizations then may be recognized for their dedication to the people of Lodi by appropriate signage.

To foster future civic leadership and to ensure the parks and recreational areas are meeting the needs of all citizens, the City may consider having a youth representative on the parks and recreation committee. A youth representative would accomplish many objectives for the community. First, the position would help to encourage active civic participation among a younger age group. Next, the position would provide the City with valuable input on what recreational needs are currently not being met for this age group. Recreational programs designed for this age group can decrease juvenile delinquency and cut associated crime rates. Finally, the position would help to provide Lodi's youth with the proper civic skills necessary to become the future leaders of the community (see also Community Services and Public Works).

Goal 5: Provide safe community gathering areas in parks and open spaces.

Finally, the citizens of Lodi need to commit to continued promotion of the parks and open spaces as safe places for the community to gather. A first step to developing such an atmosphere is to post positive and uniform signs and notices. Current signage needs to be evaluated and a standard sign format adopted. Signage that warns people about what they should not do would be replaced by postings that encourage people to enjoy and respect the parks in such a manner that others may benefit from the parks as well. In

addition, current park regulations should be reviewed to ensure they are meeting the needs of the community and necessary regulations should be adopted and changed as necessary. These park regulations then need to be enforced on a uniform and consistent basis.

Park infrastructure needs to be inspected and maintained on a regular schedule to ensure a positive recreational experience for the community. An established, periodic routine of checking equipment such as playground equipment, benches, picnic tables and other facilities will ensure that the City is meeting the needs of the community. Park safety may also be enhanced through lighting along walkways and common areas. Care should be taken to ensure such lighting is appropriate and does not contribute to light pollution (see also Natural Resources).

Case Study

Boulder Creek Corridor Project, City of Boulder, CO

The Boulder Creek Corridor is a continuous pedestrian/bicycle path along the length of Boulder Creek as it winds through the downtown area. Completed in 1987 the project is the cornerstone of Boulder Colorado's Greenways Program, which seeks to make the preservation of the environment and its beauty a Boulder trademark (City of Boulder Public Works Department; 2000). This on-going program combines the goals outlined in the points below into a central community focused endeavor:

*recreation and transportation;
riparian, floodplain and wetland protection and restoration;
water quality enhancement;
stormwater drainage mitigation; and
protection of cultural resources.*

The community chose to focus their attention on the creek due to the unique types of natural resources bordering the waterway. Riparian forest stands provide shade for local park users and natural habitat for birds and other animals living in this small ecosystem. Presently the City of Boulder is in the process of re-evaluating the ecological communities along the creek and seeking to enhance and restore the buffer strips with native vegetation and local fauna. By successfully linking environmental, social and economic objectives the Boulder Creek Corridor Project has added value to the economy and beauty to the community. (Contact: Anne Noble, City of Boulder Greenways Coordinator 303-441-3266 <http://www.ci.boulder.co.us/publicworks/depts/utilities/projects/green/index.htm>).

Conclusions

Change and growth are inevitable in any small city or town. This vision, which the citizens of Lodi have created, will allow the community to protect Lodi's unique attributes while ensuring the future vitality and prosperity of the scenic Lodi valley.

Over the past 20 years, Lodi has grown by about 36 percent, and in the next 10 years is expected to grow by another 27%. Based upon these growth trends for the region and Lodi's proximity to the Madison metropolitan area, it is reasonable to expect growth pressures to continue. By creating a vision, Lodi can address how the growth and development occurs.

The vision is the first step to preserve and protect the unique qualities present in Lodi. The vision stresses the importance of preserving Lodi's small town atmosphere and natural landscape as well as maintaining Lodi's historic architecture. The hard work and dedication of the visioning process is organized here in this report. This document will serve as a reference manual for citizens, planners and commission members to use in any community projects.

The next step is to implement the vision. The goals and strategies generated through the visioning process are the building blocks of the vision. To begin implementation, the community may set up an advisory committee to guide the process. Important questions that must be addressed now are:

- ❖ Which goals should take immediate priority?
- ❖ Which goals should take long-range priority?
- ❖ What strategies are feasible for Lodi to use in accomplishing its goals?
- ❖ Who will be responsible for acting upon the strategies?
- ❖ What are the timelines for implementation?

Citizen participation will be crucial to implementation. Citizen involvement on the advisory committee is one way to continue the citizen participation that began with this process. This involvement also allows for better representation of the public and acts as a link between the local government and the people of Lodi.

Now that the community has been through the process of creating a vision, Lodi must make that vision happen. Residents have identified where the community wants go and possible means for getting there. Now people and resources must be mobilized in order to achieve those goals. Achieving the vision of the community will be a challenge, but with the will and continued effort and cooperation of all the diverse interests in Lodi, it is within reach.

Appendix 1

Maps

Map 1 — Land Uses in Lodi

Map 2 — Lodi Industrial Park in Context

Map 3 — Watersheds of Columbia County

Map 4 — Lodi Soils

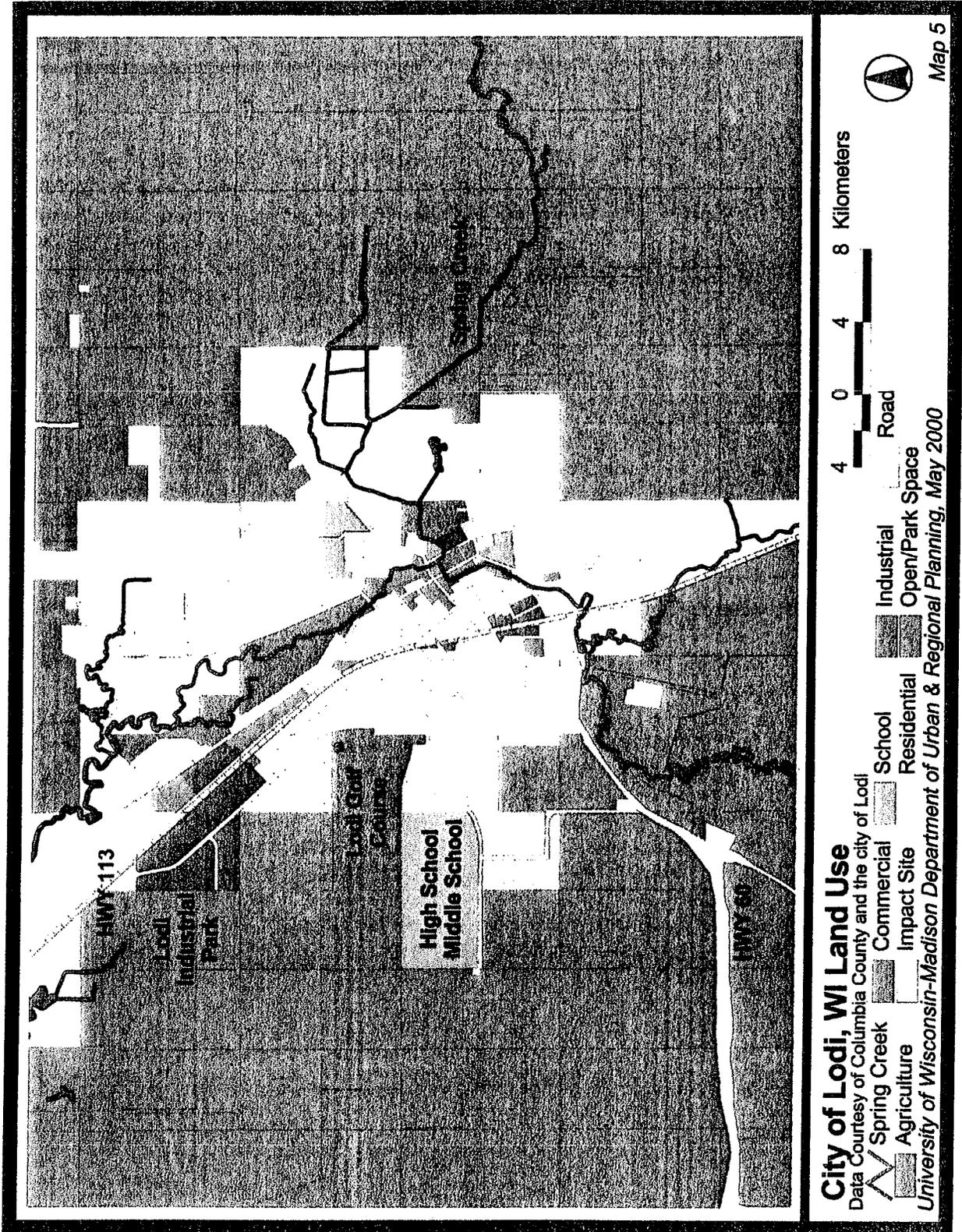
Map 5 — Lodi Soils

Map 6 — Lodi Soils

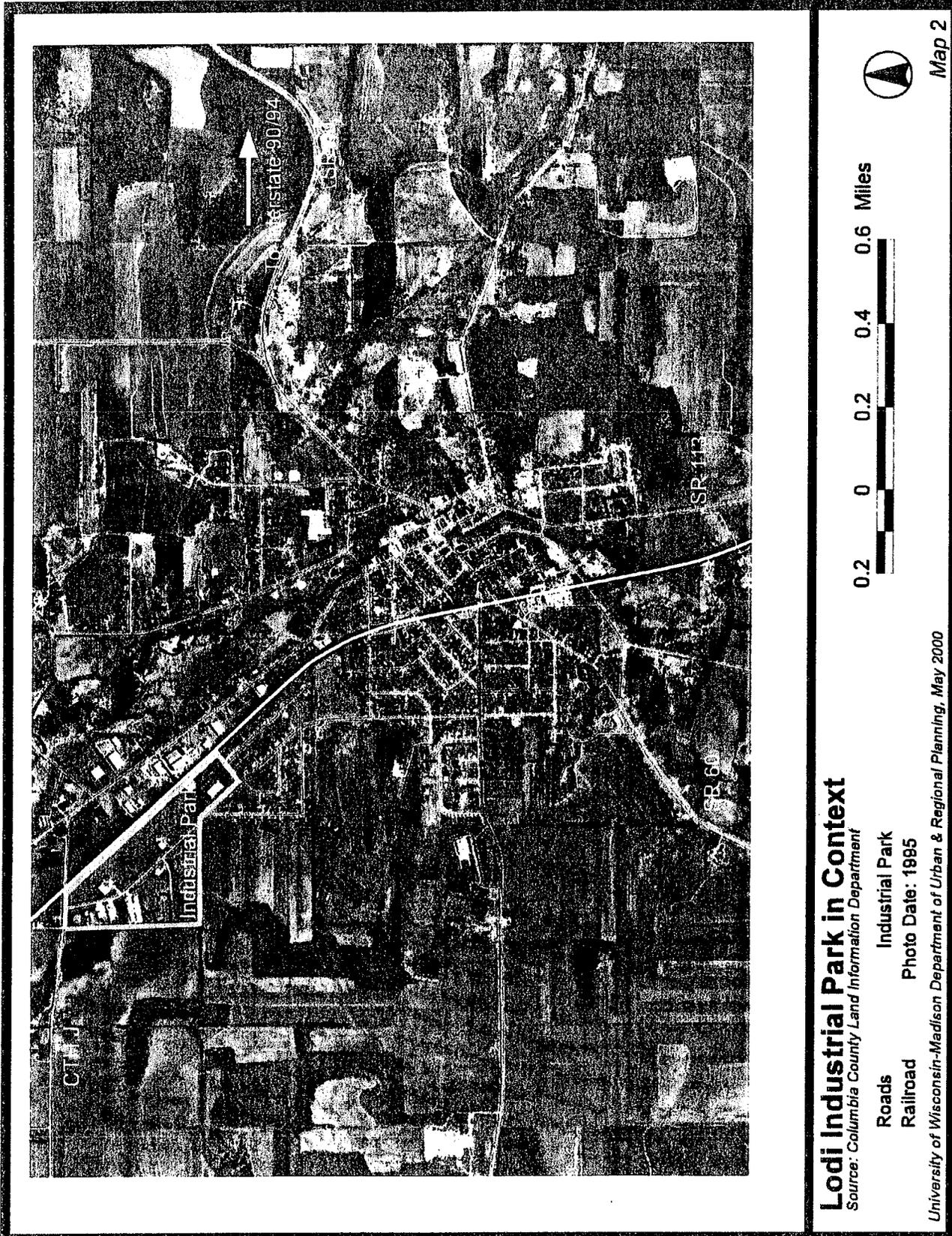
Map 7 — Lodi Soils

Map 8 — Lodi Downtown

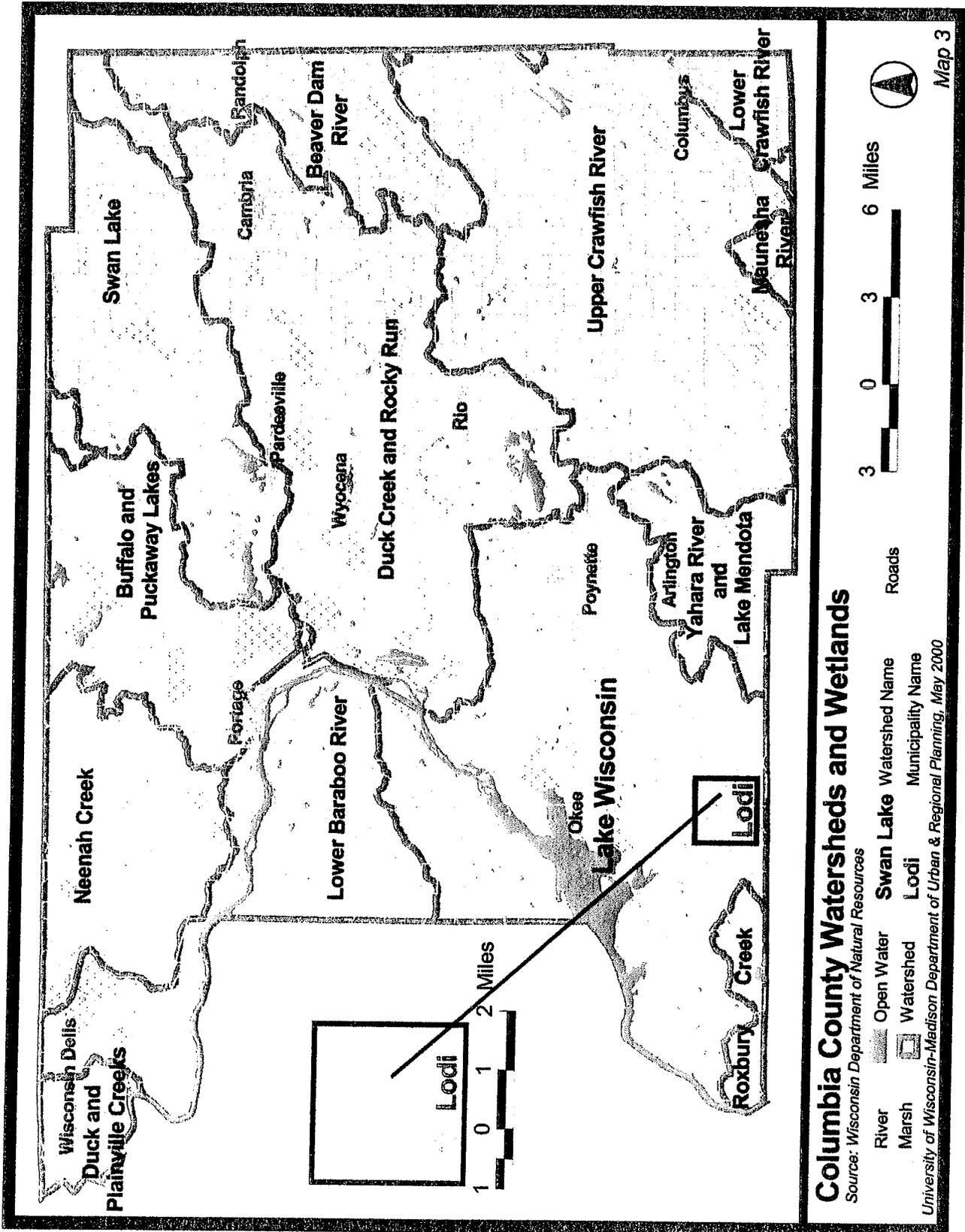
Map 1 — Land Uses in Lodi

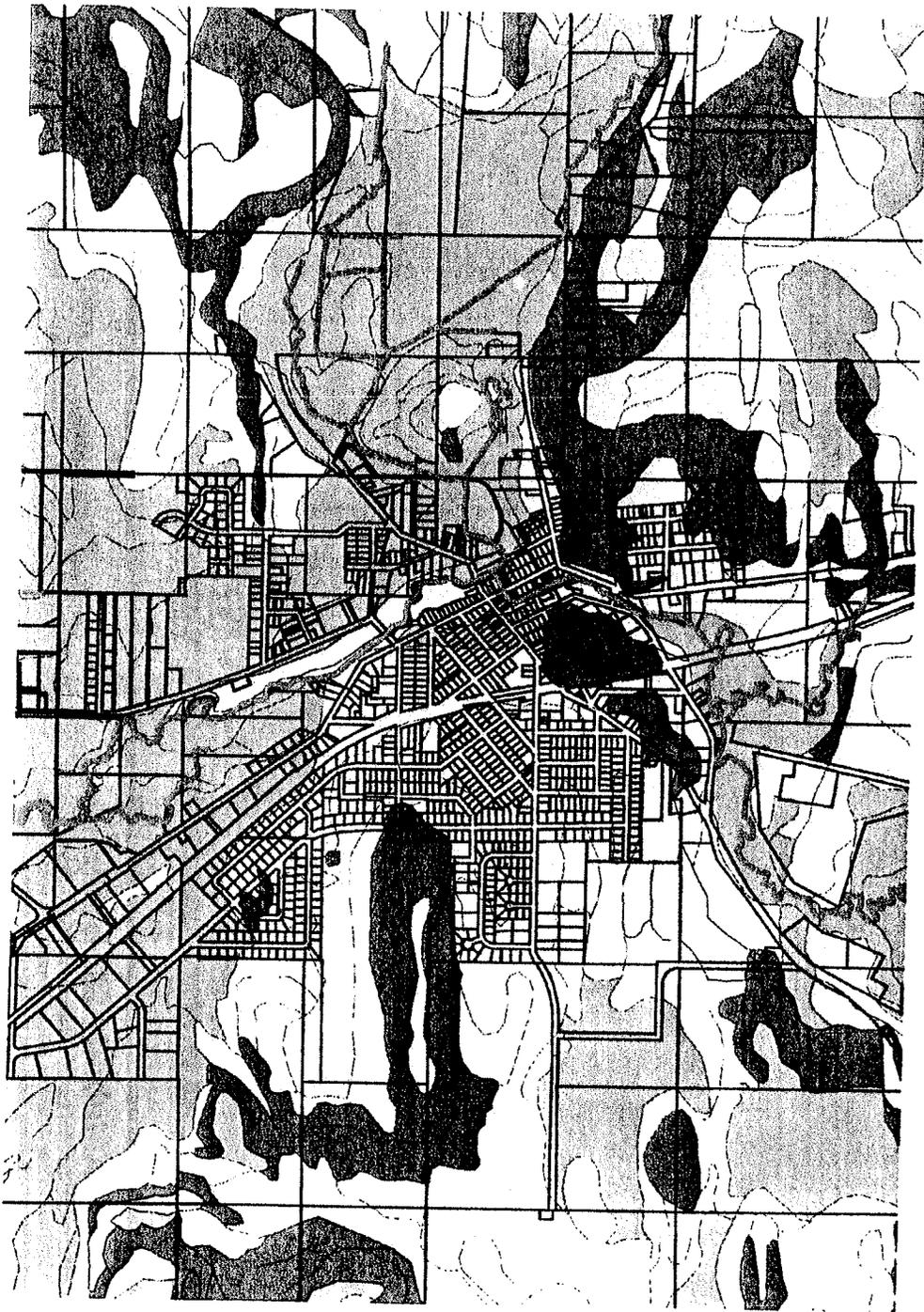


Map 2 — Lodi Industrial Park in Context



Map 3 — Watersheds of Columbia County





Soils in Lodi: Erosion Hazard

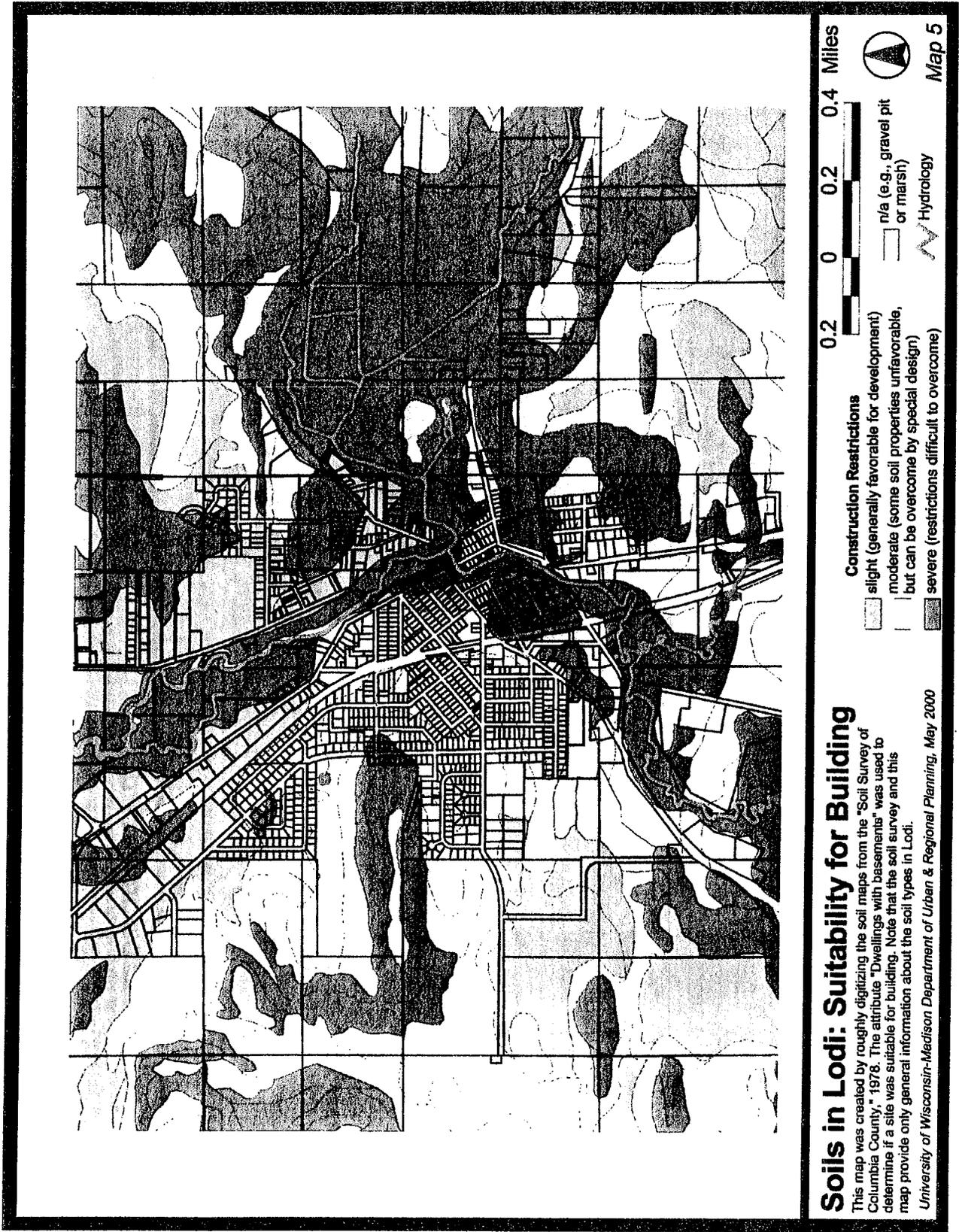
This map was created by roughly digitizing the soil maps from the "Soil Survey of Columbia County," 1978. The erosion hazard was determined from the soil descriptions. Note that the soil survey and this map provide only general information about the soil types in Lodi. For example, the soil immediately along streambanks may have more potential for erosion than is shown here.

University of Wisconsin-Madison Department of Urban & Regional Planning, May 2000



Map 4

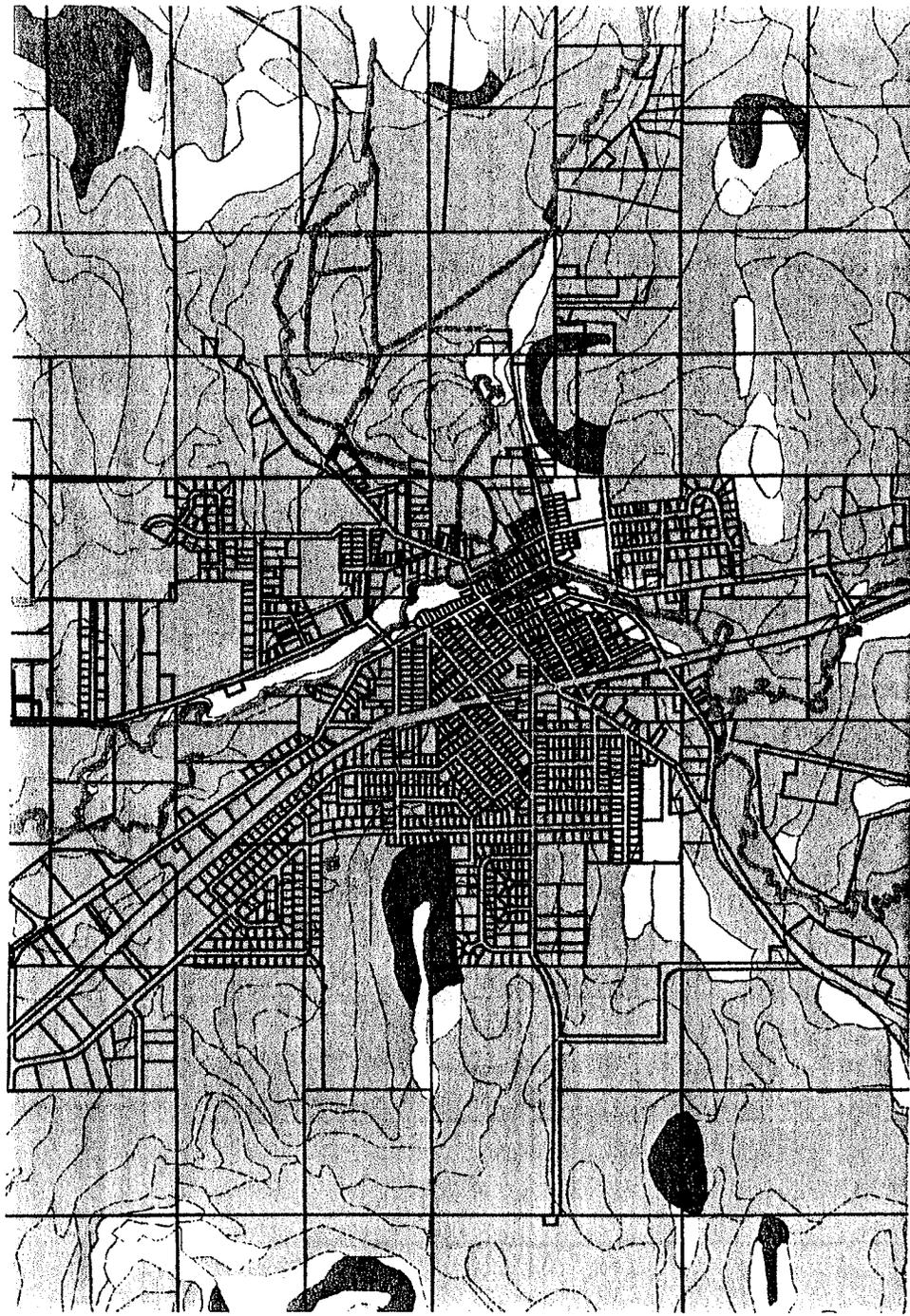
Map 5 — Lodi Soils



Soils in Lodi: Suitability for Building

This map was created by roughly digitizing the soil maps from the "Soil Survey of Columbia County," 1978. The attribute "Dwellings with basements" was used to determine if a site was suitable for building. Note that the soil survey and this map provide only general information about the soil types in Lodi.

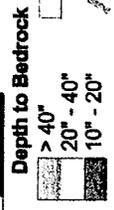
University of Wisconsin-Madison Department of Urban & Regional Planning, May, 2000



Soils in Lodi: Depth to Bedrock

This map was created by roughly digitizing the soil maps from the "Soil Survey of Columbia County," 1978. The attribute Depth to Bedrock was used. Note that the soil survey and this map provide only general information about the soil types in Lodi.

University of Wisconsin-Madison Department of Urban & Regional Planning, May 2000



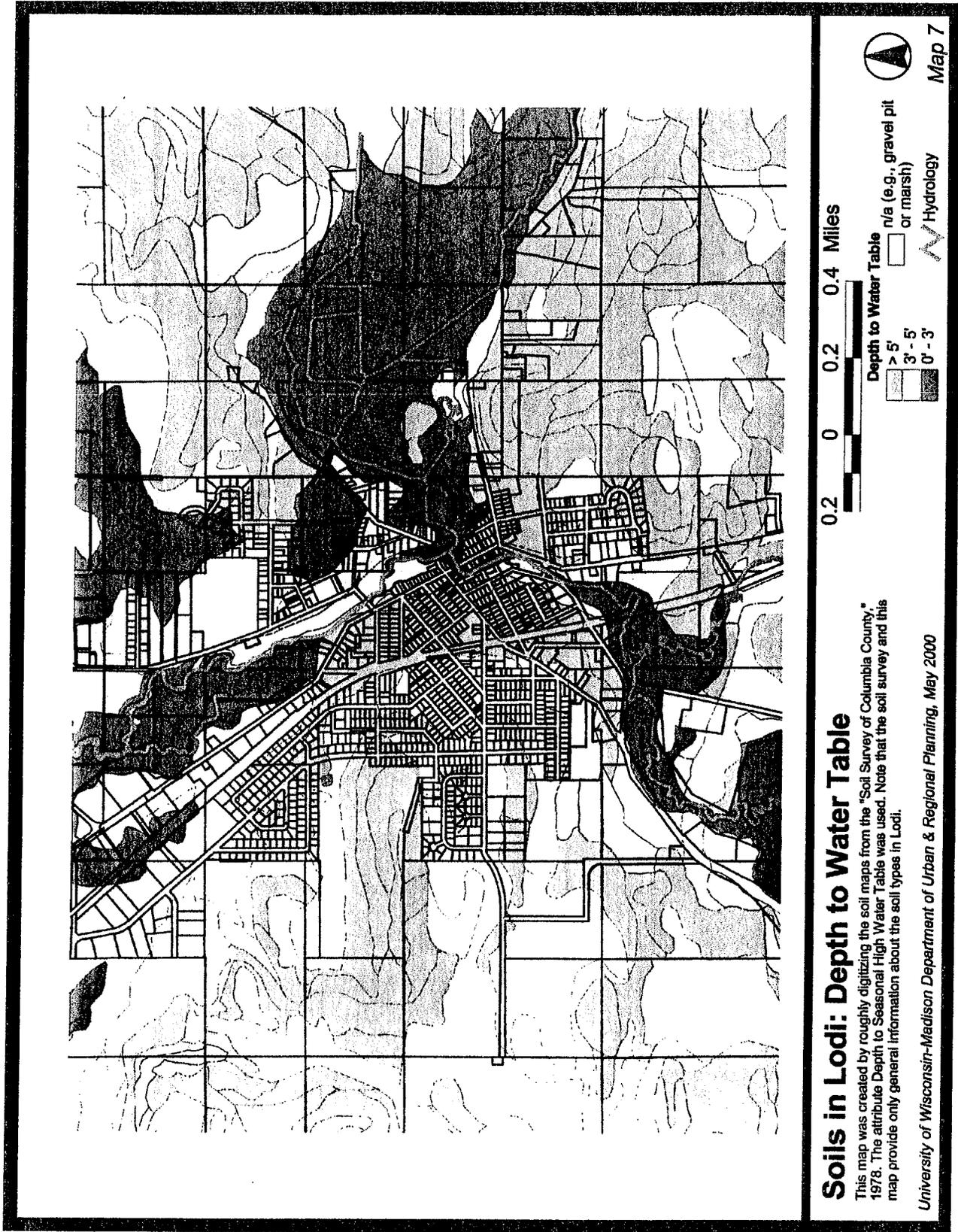
n/a (e.g., gravel pit or marsh)

Hydrology

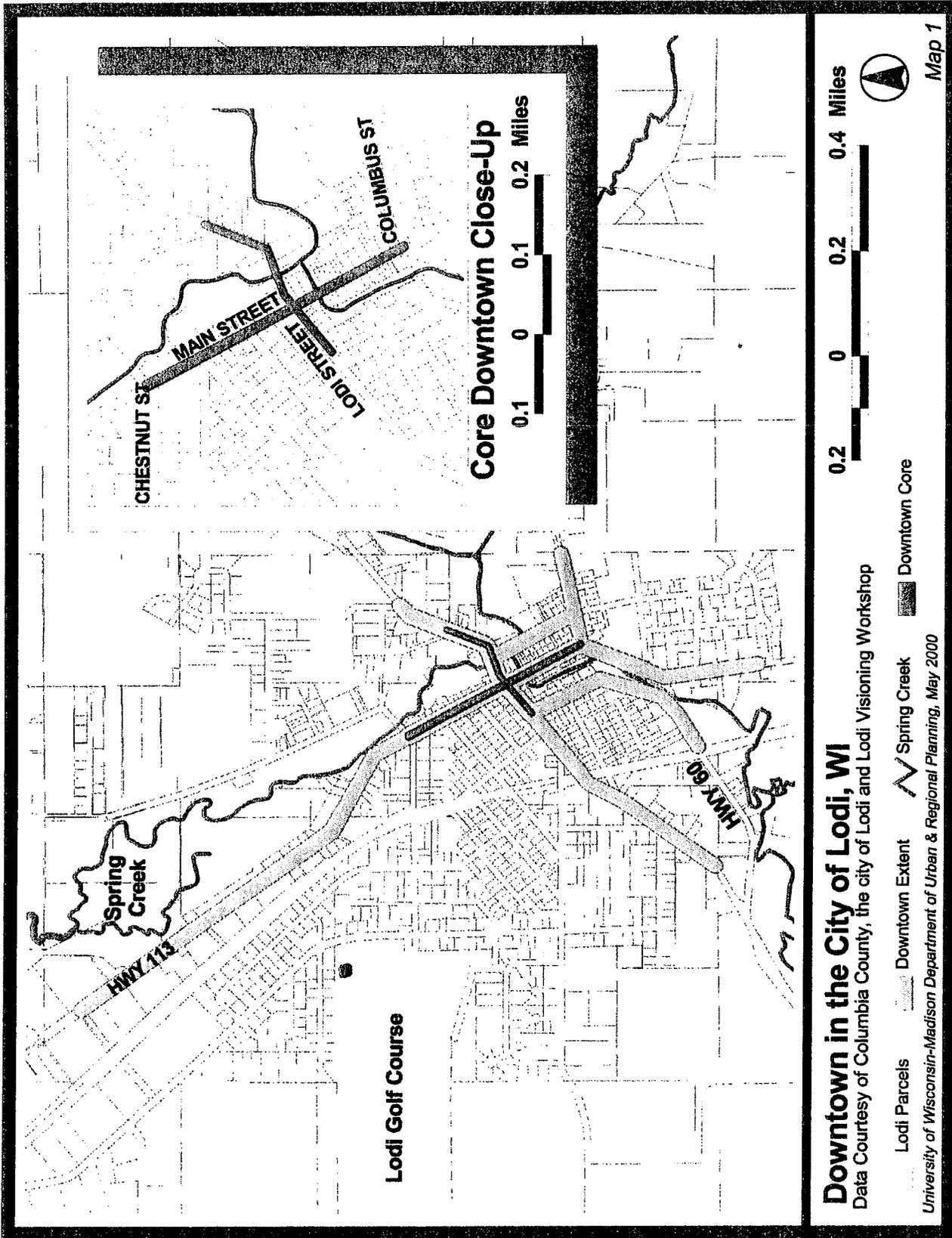


Map 6

Map 7 — Lodi Soils



Map 8 — Lodi Downtown



Appendix 2

Land Use & Growth Management

Examples of Comprehensive Plans & Zoning Ordinances

Cary, North Carolina

www.ci.cary.nc.us

Corvallis, Oregon

www.ci.corvallis.or.us/cd/cmp-toc.html

Maryville, Tennessee

www.ci.maryville.tn.us/vision/vision.htm

Rockford, Michigan

www.gvmc.org/mich/cities/rockford/zoning.html

Westminster, Colorado

www.ci.westminster.co.us/LandUse/default.htm

Examples of Design Guidelines

Salisbury, North Carolina

www.ci.salisbury.nc.us/lm&d/historic/historic.html

Walnut Creek, California

www.ci.walnut-creek.ca.us/designcontents.html

Nonprofit & Governmental Resources

1,000 Friends of Wisconsin

www.1000friendsofwisconsin.com

1,000 Friends of Wisconsin is a statewide organization working to fight sprawl and promote effective land use reform in Wisconsin. 1,000 Friends of Wisconsin educates the citizens and policy makers of Wisconsin about the benefits of sound land use planning. They advocate for state and local land use policies that protect diverse natural communities, promote the preservation of productive farmland and livable communities, and provide for the most efficient use of taxpayer investment in responsible statewide growth.

Americans for Our Heritage and Recreation

www.ahrinfo.org

Americans for Our Heritage and Recreation (AHR), a new and unique nationwide group of conservation organizations, park and recreation directors, advocates for urban and wilderness areas, historic and cultural preservation groups, and outdoor recreation and sporting goods industry leaders, has launched a national grassroots campaign to renew the American spirit of open spaces and the great outdoors.

Greenbelt Alliance

www.greenbelt.org

Greenbelt Alliance is a leading land conservation and urban planning organization in the San Francisco Bay Area. Their mission is to promote more livable communities and to protect farmlands, watersheds, parks and other productive open space through citizen action, research and education, and advocacy.

Main Street Program

www.mainst.org

The National Main Street Center works with communities across the nation to revitalize their historic or traditional commercial areas. Based in historic preservation, the Main Street approach was developed to save historic commercial architecture and the fabric of American communities' built environment, but has become a powerful economic development tool as well.

Smart Growth Network

www.smartgrowth.org

The Smart Growth Network helps create national, regional, and local coalitions to encourage metropolitan development that is:

- ❖ environmentally smart: protecting air and water quality, enhancing access to nature, and encouraging brownfield redevelopment;
- ❖ fiscally smart: paying for itself and providing high quality municipal services without constantly rising property taxes; and
- ❖ economically and socially smart: promoting community economic vitality, livability, resource efficiency, equity and sense of place.

Sprawl Watch Clearinghouse

www.sprawlwatch.org

The Sprawl Watch Clearinghouse mission is to make the tools, techniques and strategies developed to manage growth accessible to citizens, grassroots organizations, environmentalists, public officials, planners, architects, the media and business leaders.

Urban Land Institute

www.uli.org/indexJS.htm

The mission of the Urban Land Institute is to provide leadership in the responsible use of land to enhance the total environment.

Appendix 3

Downtown Revitalization

Tax Increment Financing (TIF)

Tax Increment Financing (TIF) is a very powerful tool for redevelopment. It is a tool that municipalities can use to accomplish a stated public good that is not economically feasible for the private sector. Once this has been established, a municipality must then decide to use TIF to finance the actions that will achieve this public good.

First, a brief background in property taxes, a municipality assesses every property within its limits for a certain value. Once this value is determined, the total value of all property within the municipality is known. To determine the tax rate of a municipality, the total value of property within the municipality is divided by the budget of the municipality. The result is the tax rate, or mill rate.

To use TIF, a Tax Increment District (TID) must be created. A municipality does this by outlining an area that it considers "blighted." The State of Wisconsin has set down fairly stringent guidelines for the definition of "blight." In a TIF district, for the purposes of calculating the tax rates, the property value of all property within the TIF district is frozen at the creation of the TIF. For the life of the TIF district, for the purposes of tax rate calculation, the property value of all property within the TIF will not change. This is called the base value.

Because not all of the value of the TIF is used for calculating tax rates, the tax rate is artificially high. When this tax rate is applied to the property within the TIF district two things happen. First, the taxes collected on the original assessed value are collected as usual by the municipality and used for standard service provision. Second, all taxes collected on the value between the base value and the current value are put toward paying off bonds. The difference between the base value and the actual value is called the increment.

While the tax rate may be artificially high, there is another side to it. While property usually gains value over time, if for no other reason than inflation, most of the blighted property within a TIF district would not gain much value at all due to the fact that it was blighted. If this property gained little or no value, the difference to the overall tax rate over time would be very little.

Capital to build improvements comes from bonds. These bonds do not count toward the maximum municipal debt load but they have certain restrictions. All money from bonds must be spent within the first seven years of the TIF. After those seven years are up, all remaining money must be immediately applied toward paying off those bonds. The municipality has 16 years to pay off the remainder of the bonds with the taxes that are collected on the increment.

TIF has some decided positives and negatives. Creating and maintaining a TIF is a very large undertaking that requires trained professionals to assist with administering the district and the monies associated with it. Because of this, a TIF should be undertaken only after in-depth studies have been completed. A TIF is also a long-term measure to enact change. If shorter-term results are necessary, a TIF is generally not the most suitable tool for the job.

Despite these drawbacks, a TIF is very powerful. It can provide a relatively large amount of capital to undertake large public improvements while not tying up a municipality's bonding power. A TIF provides the means to undertake large projects, and complete them in a relatively short period of time. Also, a TIF can be designed to leverage a certain area. This is done by drawing the TIF boundaries so that one area of the TIF requires a minimum of expenditure but will get a very large return over a shorter period of time while another location will require more expenditure and bring in returns over a longer period of time. One example of this is to use an industrial park as the low investment/high yield area and use a downtown district as the high investment/low yield area.

Business Improvement Districts (BIDS)

Business Improvement Districts (BIDs) are created by a request from business owners in a particular area (Wisconsin Act 184). The business owners voluntarily agree to pay a fee, usually in the form of slightly higher taxes, which is to be earmarked by the municipality for business-related activities and improvements. This allows the businesses and the municipality to share the responsibility for and the benefits of improving the business district. Improvements are typically made to increase the number of customers and convenience for the customers. This allows the businesses to receive higher profits and the municipality to raise more money via taxes, from increased real estate values.

Fifty-one BIDS currently exist in Wisconsin. A good example of a BID exists in the City of Madison. Many businesses on State Street, particularly on the campus end of State Street, have agreed to the creation of a BID. The initial costs are a bit higher but the potential for long-term payoff is high.

Black River Falls is a good example of a small city in Wisconsin that has used a BID. Black River Falls is located in Jackson County in west central Wisconsin and has approximately 3,600 residents. The BID is broken into four categories to determine the level of extra tax to be levied to raise the extra money. The districts are levied at the following rates: \$3.00/\$1000, \$2.75/\$1000, \$2.50/\$1000 and \$0.00/\$1000 of property value. The levy is usually based on the property's assessed value but may also be based on parcel size or frontage footage. A system similar to this may prove beneficial for Lodi.

For more information:

HUD Housing and Urban Development

A Summary of the CDBG Program
<http://www.hud.gov/cpd/cdbg.html>

For more information on many types of currently used finance mechanisms please see:

Wisconsin Department of Commerce -Financial Assistance for Wisconsin's Communities
<http://www.commerce.state.wi.us/MT/MT-COM-4200.html>

There are listings on CDBG, TIF, and many more available state funding programs.

Appendix 4

Business Retention & Expansion

Community & Economic Development Resources

Columbia County Economic Development Corporation (CCEDC)

Offers a revolving loan fund. Eligible activities include:

- ❖ acquisitions of land, buildings, equipment and fixed assets;
- ❖ new construction, expansion or remodeling of buildings;
- ❖ working capital; and
- ❖ buy-outs by purchase of assets or stock.

For more information, contact Nancy Elsing, Executive Director, at 1-800-842-2524 or ccedc@palacenet.net, or visit their web site: <http://www.ccedc.com/finance/ccrlf.htm>

Small Business Development Center (SBDC)

Serves business owners in Columbia, Dane and Sauk Counties. They offer technical assistance and help with basic skills of running a business. Free counseling is available through the Small Business Access Line at 608-263-7680 (8:30am - 4:30pm, Monday - Friday). For more information, visit their web site: <http://www.uwsbdc.org/> or call 608-263-7680 or write to Small Business Development Center, 975 University Ave, Madison, WI 53706.

Wisconsin Manufacturing Extension Partnership (WMEP)

Provides manufacturing, technical and management assistance to small and midsize manufacturers. Call 1-800-637-4634 for more information or email wmep@wmep.org. Self-assessment tools are available on their web site: <http://www.wmep.org>

Department of Commerce

This is a sampling of the many financial assistance programs available through the Department of Commerce:

- ❖ Tax Incremental Financing (TIF), or designation of areas as a Tax Incremental District (TID), is a strategy for financing public works or land acquisition through taxes paid on increased property values (see Appendix 3 for a detailed description of TIF).
- ❖ The Wisconsin Business Retention and Expansion Survey Program (WIBRES) helps communities plan and implement economic development strategies by determining factors that affect business growth and retention.
- ❖ Community Development Block Grant Technical Assistance (CDBG-TA) is available to any local government official, businessperson or local community and economic development organization that would like to explore options in financial and technical assistance.

Department of Commerce Area Development Managers provide assistance to local development organizations and businesses on business retention, expansion, marketing and planning. The Area Development Manager for the region that includes Lodi is Dan Madden. For more information on TIF or WIBRES or other finance programs, contact him at dmadden@commerce.state.wi.us or 608-267-2250. Contact Peggy Burke at 608-266-8525 or pburke@commerce.state.wi.us for more information on CDBG-TA. For general information, visit the Department of Commerce web site at <http://www.commerce.state.wi.us/> or call 1-800-HELPBUS.

Appendix 5

Housing & Historic Preservation

Funding for Housing Rehabilitation

Community Development Block Grant Program Housing Rehabilitation Grants

What Loans are Available?

Owner- (Renter) Occupied Rehabilitation

Supports homeowners or renters to repair or replace heating systems, plumbing, electrical, siding, roof, foundation, structure, doors, and windows, sustains safe, sanitary condition of the home property and helps to meet local building code.

Handicapped Accessibility Rehabilitation

CDBG help to persons with functional limitations in hearing, sight, coordination, ambulation or other limitations to live at home. Appropriate improvement would be widening doorways or hallways or installing grab bars and other necessities.

Homestead Opportunity

CDBG help to persons who wish to become homeowners in either of two ways:

The homeowner will locate an appropriate property for rehabilitation. The lender will determine the difference of the before and after rehabilitation value, based on specification of work to be completed and will allow down payment credit, based on the increase in appraised value.

If the homeowners locate a property that requires little or no rehabilitation, the CDBG may be used its budget up to 50% of the down payment plus closing costs.

What Properties Qualify?

Your home must be in the County.

You must have at least one structural, plumbing, heating, electrical, substandard or accessibility problem.

The City must take a mortgage on the house for secure the loan.

What is the Income Eligibility?

Eligibility will be determined by the combination of household size and total income of family members

Application Process

The County will assess the income and property eligibility. Applicants will be contacted to arrange an inspection to determine what work is needed to meet federal and local guidelines. The CDBG committee will review the loan application, and loan funds will be granted to projects and work specifications will be sent to contractors to get bids. The bids will be reviewed by the staff and homeowners, and the homeowners will select a contract.

For more information, contact Columbia County Economic Development Corporation, 1-800-842-2524, ccedc@palacenet.net, www.ccede.com/finance/wyocena-block.html

Resources for Housing & Historic Preservation

Main Street USA

Clearing house for information, technical assistance, research and advocacy on preservation based commercial district revitalization.

<http://www.mainst.org>

Blacksburg, Va. Historic Architect Review Board

Example of a one community's efforts to restore and maintain historic architecture through the establishment of a review board.

<http://www.blacksburg.va.us/pande/harb/overview>

U.S. Department of Housing and Urban Development (HUD)

Home page with links to housing data and community related issues.

www.hud.gov

National Trust for Historic Preservation

Alerts, magazine, heritage travel information and real estate from the National Trust for Historic Preservation.

www.nthp.org

Wisconsin Department of Administration/Division of Housing and Intergovernmental Relations

Links to housing related resources.

www.doa.state.wi.us/doh

(608)-266-0288

Wisconsin Housing and Economic Development Authority (WHEDA)

Links to a range of information on the affordable housing industry.

www.wheda.state.wi.us

Wisconsin Community Action Program Association

Provides community assistance and serves as a resource for community action and involvement.

(608)-244-4422

American Planning Association

Public interest group involved in formulating urban-planning policies.

www.planning.org

U.S. Census

Official resource for social, demographic and economic statistics, including state and county profiles and economic indicators.

www.census.gov

Housing Assistance Council

National non-profit corporation offering assistance toward increasing the availability of affordable housing for low-income individuals in rural areas.

www.ruralhome.org

National Association of Home Builders

Resource for news, facts and figures related to the home building industry.

www.nahb.com

National Housing Institute

Provides information that addresses low-income housing issues.

www.nhi.org

Appendix 6

Community Services & Public Works

Lodi Area Organizations

Boy Scouts
Christian Women's Organization
Friends of the Library (public)
Girl Scouts
Historical Society
Knights of Columbus
Lodi Opportunity & Development, Inc. (LODI)
Lake Wisconsin Boat Club
Lake Wisconsin Chamber of Commerce
Lodi American Legion
Lodi Art Club
Lodi Chamber of Commerce
Lodi Garden Club
Lodi Optomist
Lodi Woman's Club (three departments)
Old House Lovers
Order of Eastern Star / Masonic Lodge
Parent Teacher Organization (PTO)
Rotary Club
"Soon to be Famous" Community Band
Stepping Stones Theater
Volunteer Emergency Medical Services (EMS)
Volunteer Fire Department
Yellow Thunder Snowmobile Club

Open Space Subdivisions

If Lodi decides as part of its comprehensive plan to allow development in or adjacent to more natural areas or green corridors, strategies can be taken to minimize public works costs and protect the integrity of the natural environment. This can be accomplished in part through development types such as open space subdivision design. The basic premise in this type of design is that housing development occurs at somewhat higher densities on smaller lots or clusters, with no net loss of housing unit numbers. Most people are willing to give up the larger, more conventional subdivision lot for access to the many acres of natural area that is conserved through this type of design. In addition, these natural areas provide a place for natural stormwater management, recreation, education and wildlife habitat, and by clustering development, infrastructure costs are greatly reduced. Figures 6 and 7 illustrate this idea (Arendt, 1995). This is a useful guide for a further explanation of these principles and the open space subdivision design process. Figure 6 shows a proposed subdivision with 32 lots arranged in a typical fashion that consumes most of the site with individual lots. Figure 7 shows the same site with the same number of lots, only this time, a four-step approach for open space subdivisions was incorporated. In essence, the four steps are:

1. Identify the open space worthy of preservation to remain natural.
2. Locate appropriate home sites within proximity of the conservation areas.
3. Develop a logical street pattern and pathway system to connect the homes.
4. Draw in the lot lines.

This process is quite different than the method typically used by engineers which is to first lay out the roads, arrange the lots and site the homes. Usually any open space becomes incorporated into extra-large private lots rather than for community and environmental benefit. It is important to note that the four steps must be followed in this order. This is only a brief overview of the concept and process of open space subdivision design. (See Arendt, 1996 for more information).

Figure 6

Typical approach to subdivision where most of the sites are consumed by individual lots — 32 Lots

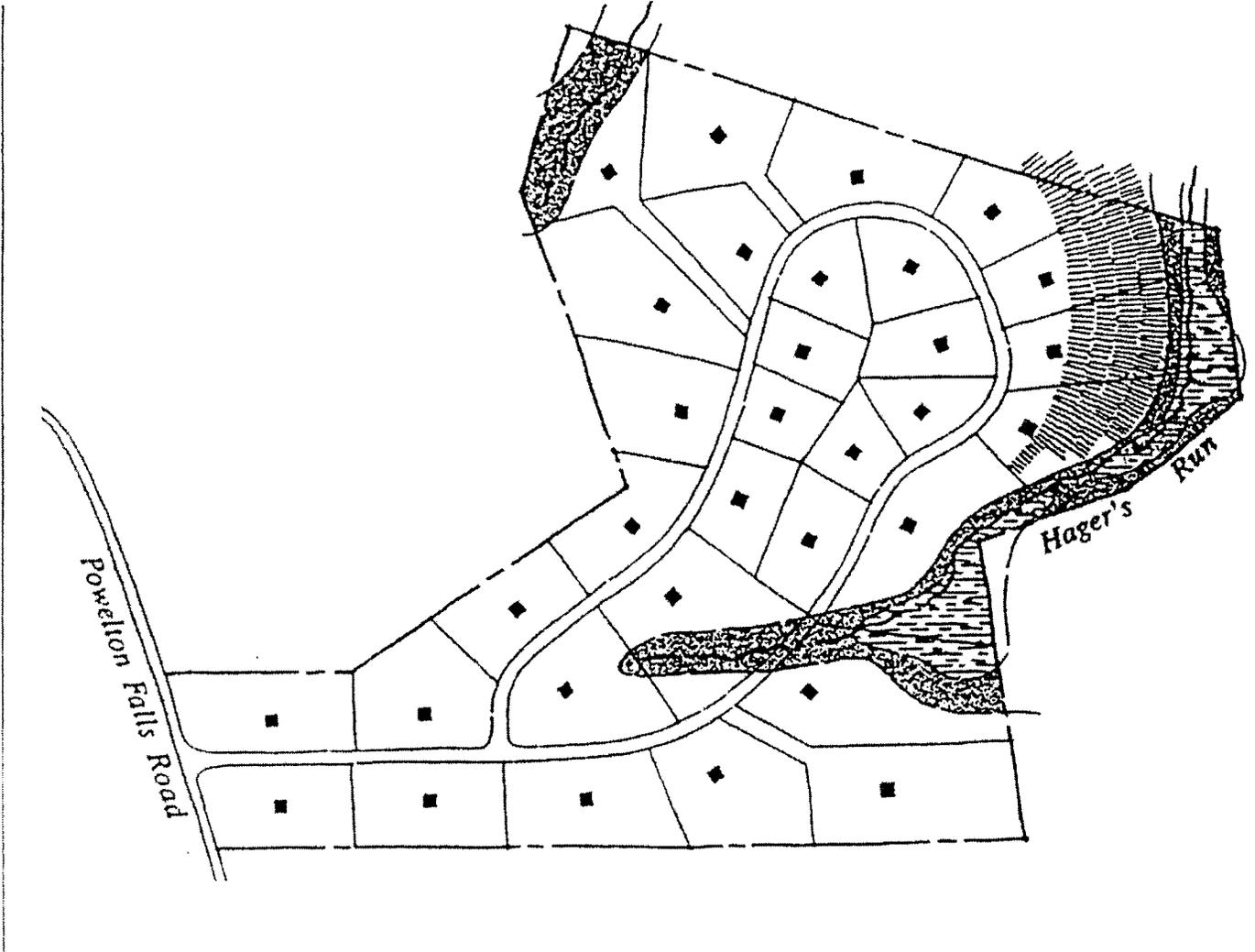
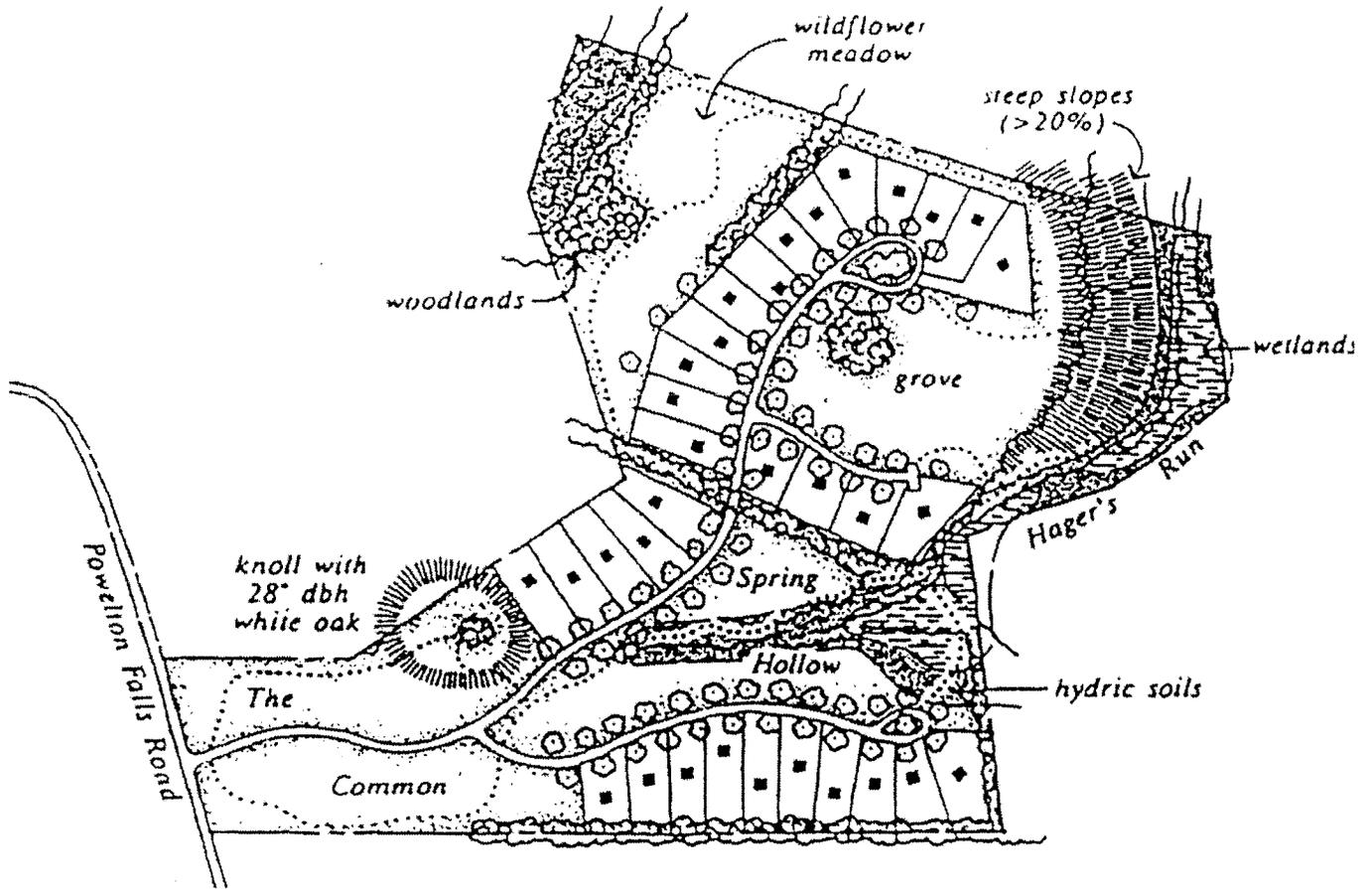


Figure 7

Open space subdivision incorporating the four-step approach —32 Lots



Appendix 7

Intergovernmental Cooperation

Resources

Center for Neighborhood Technology

www.cnt.org

The Center for Neighborhood Technology is a non-profit organization that helps build prosperous, sustainable communities by linking economic and community development with ecological improvement. The Center's work in public policy, market development and community planning is grounded in the Chicago region and national in scope.

The International City/County Management Association (ICMA)

www.icma.org

ICMA is the professional and educational organization representing appointed managers and administrators in local governments throughout the world and offers in-depth information on selected local government management issues.

The Local Government Environmental Network (LGEAN)

www.lgean.org/

LGEAN is a "first-stop shop" providing environmental management, planning and regulatory information for local government-elected and appointed officials, managers and staff.

The Nebraska Commission on Local Government Innovation and Restructuring

www.nol.org/home/clgir/

The Nebraska Commission on Local Government Innovation and Restructuring facilitates improves local government efficiency and service quality. The Nebraska Legislature recognized that "innovations in delivery of services, changes in structures of local governments, and consolidation of services require careful deliberation, citizen involvement, and coordinated action". The legislature also recognized that the state must be partners with local governments as they prepare to deliver public services in the next century.

The U. S. Conference of Mayors

www.usmayors.org

The U. S. Conference of Mayors is the official nonpartisan organization of cities.

Appendix 8

Natural Resources

A: Trout Habitat

For more information on ways to improve trout habitat in Lodi, contact Tim Larson of the WDNR in Poynette at 608-635-8122. A possible source of funding is the WDNR's River Protection Grant Program, which provides funding for management issues, including the purchase of land or easements, development of local ordinances, and restoration of in-stream or shoreland habitat. Visit <http://www.dnr.state.wi.us/org/water/fhp/rivers.htm> to learn more about WDNR's River Protection Grant Program and whether Lodi might qualify for it.

B: Clean Sweep

Clean Sweep can be reached at <http://www.ci.madison.wi.us/health/EnvHlth/clnswp.html> or by phone at 608-294-5366.

C: Natural Resource Conservation Service Fact Sheet

<http://www.nhq.nrcs.usda.gov/CCS/Backyard.html>).

D: Dark Sky Association

The International Dark-Sky Association has a list of manufacturers and models of quality lights for everything from pathways and ATM machines to roadways and sports stadiums; it can be found at <http://www.darksky.org/ida/manuf.html>. Manufacturers of lighting shields to retrofit older existing light fixtures designed before energy conservation was a major concern can be found at <http://vc.as.utexas.edu/lighting/nema.html>.

E: Hazard Trees

Hazard trees are those that pose a threat to human safety or property because of structural defects, diseases or injuries that have weakened either a part of or an entire tree. The Minnesota Department of Natural Resources, along with the United States Department of Agriculture (USDA) have developed a manual for identifying such problems called *How to Recognize Hazardous Defects in Trees* (1996). The publication, along with other hazard tree, tree disease and tree pruning information is available online at <http://willow.ncfes.umn.edu/hazard/pubs.htm> or by contacting the USDA Forest Service at 651-649-5266.

F: Urban Forestry

For a list of urban forestry consultants, visit the WDNR web site at <http://www.dnr.state.wi.us/org/land/forestry/uf/resources/consultwi.pdf> or call the WDNR's Bureau of Forestry at 608-267-7494 and ask for the publication *Urban Forestry Consultants in Wisconsin*.

G: Watersheds

"A watershed is as an interconnected area of land draining from surrounding ridge tops to a common point such as a lake or stream confluence with a neighboring watershed. All lands and waterways can be found within one watershed or another" (WDNR, 2000a). Lodi is located in the southern end of the 215-square-mile Lake Wisconsin Watershed, which is a sub-watershed of the Lower Wisconsin Basin (see Map 3 in Appendix 1). Lodi shares this watershed with Arlington, Caledonia, Dekorra, Leeds, Lodi, Lowville and West Point townships, the village of Poynette and the lakeshore development areas of Harmony Grove and Okee (CCLCD, 1999).

H: Benefits of a Contaminate Source Inventory

"A contaminant source inventory is an effort to locate and identify those facilities and activities within a designated area that may be a potential source of contamination to a public water supply well. This includes an inventory of past and present land use activities that might impact groundwater quality near a water supply well.

[...]

A contaminant source inventory has a number of benefits to a community. First, it identifies the potential sources of contamination that could threaten the well so that a community can take appropriate action to manage those sources before the well becomes contaminated. Secondly, by knowing where potential contamination sources are located, it can be used by a community in the event of a contamination incident to focus the investigation

and direct mitigation efforts. It can also be a valuable tool for siting new wells.

A contaminant source inventory also provides an opportunity to educate the public, including local officials, about groundwater contamination and protection. By educating the public and involving them in this protection effort, the community can benefit by increased public awareness and involvement in environmental issues and increased communication between the local government and the citizens of the community.”

This information was taken from the WDNR’s A Guide for Conducting Potential Contaminant Source Inventories for Wellhead Protection (1999). This publication also identifies potential pollution sources and explains how to perform the contaminant inventory.

I: Ground and Surface Water Monitoring

To obtain the list, contact the WDNR Remediation and Redevelopment Program at 608-266-2111. In addition, the City can establish ground and surface water monitoring programs to identify other areas of contamination. Though such programs can be costly, the cost of cleaning up contaminants that have been spreading for years can be much greater than the cost of early identification of pollution.

J: Environmental Protection Agency

(<http://www.epa.gov/OWOW/NPS/urban.html>)

K: NR115

Available at <http://www.legis.state.wi.us/rsb/code/nr/nr115.pdf>) and shoreland-wetland

L: NR117

Available at <http://www.legis.state.wi.us/rsb/code/nr/nr117.pdf>) areas

M: Soils

Knowing the type of soil in an area can help when making land use decision that impact natural resource. Each type of soil has different characteristics. Some soils are suited to different kinds of vegetation. Some are better able to handle development. Others erode more easily. In Columbia County, soils were formed mainly by material laid down by glaciers or in windblown material such as loess, making it fertile farming soil. Very generally, the City of Lodi is located in the Grelton-Gilford-Friesland association, the description of which is "well drained, moderately well drained, and poorly drained loamy soils that have a dominantly loamy subsoil; underlain by sandy loam glacial till, stratified silt and sand, or silty sediment" (USDA, 1978). More specially, the City of Lodi contains over 50 different soil types (see Maps 4-7 in Appendix 1). The soils along Spring Creek are especially susceptible to erosion, so if development occurs along the shore, care should be taken both during and after construction. The preferred method would be not to develop these areas but rather to create buffers of vegetation to prevent erosion.

N: Shoreland Restoration

For information on creating a buffer or restoring shoreland, contact Toni Herkert of the WDNR Watershed Management Bureau, Dam Safety, Floodplain & Shoreland Zoning Section at 608-266-0061. Fact sheets about restoration and buffers can be obtained from University of Wisconsin-Extension (UWEX) Publications (608-262-3346) or any county UWEX office or WDNR area office. The book *Lakescaping for Wildlife and Water Quality* (Minnesota DNR, 1999) is also available for purchase from the MN DNR by calling 1-800-657-3757. A list of nurseries in the area that provide native plant seed is available from the WDNR Bureau of Endangered Resources at 608-266-7012.

O: Better Homes & Groundwater, A Homeowner's Guide (1995)

Published by Stevens Point-Whiting-Plover Wellhead Protection Project (also available online at <http://www.dnr.state.wi.us/org/water/dwg/gw/bhgwater.htm>).

P: River Protection

For more information about WDNR's River Protection Grant Program, go to <http://www.dnr.state.wi.us/org/water/fhp/rivers.htm>.

Q: Growth Management

For elaboration on an urban growth boundary, see the University of Oregon web page prepared by the Oregon Department of Land Conservation and Development:

<http://darkwing.uoregon.edu/%7Epppm/landuse/UGB.html>. An excellent resource for communities that want future development to be compact and walkable is the *Model Development Code and User's Guide for Small Cities*, by the Oregon Transportation and Growth Management Program, a joint venture of the Oregon Department of Land Conservation and Development and the Oregon Department of Transportation. To obtain a copy, write the Transportation and Growth Management Program, 635 Capitol Street NE, Suite 200, Salem, OR 97301-2450, or call them at (503) 373-0050.

R: ERC

More information on the ERC is available on the web at <http://www.uwex.edu/erc/erc/> or through Elaine Andrews, the Environmental Education Specialist at ERC, 608-262-0142. To find out more about University of Wisconsin-Extension's Community Resource Development, visit their web site at <http://www.uwex.edu/ces/cty/columbia/crd/crdhm.html>.

Appendix 9

Parks & Recreation

C. D. Besadny Conservation Grants Program that has previously awarded funding to groups to restore native plants along walking trails

Additional information on this grant program may be obtained at:
<http://www.nrfwis.org>

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