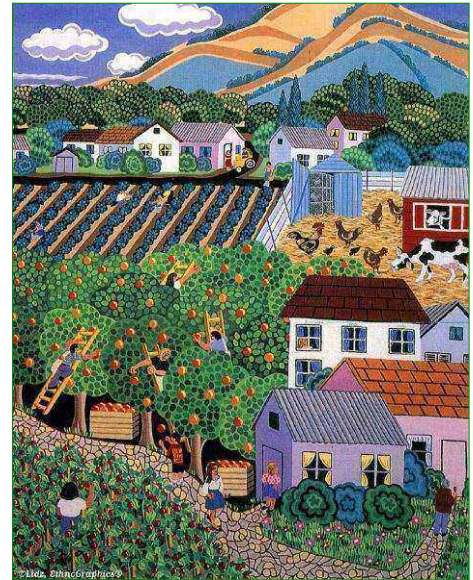


CHAPTER 2: ISSUES & OPPORTUNITIES

INTRODUCTION

The Issues and Opportunities chapter provides the background information and the overall visions necessary to guide future development and redevelopment in the Town and Village of Black Creek. It includes an assessment of local strengths, weaknesses, opportunities and threats (SWOT) for the Town and Village of Black Creek. The community characteristics and general background information that form the basis for the Issues & Opportunities Element, is included in Chapter 3: Community Profile.



VISIONING PROCESS

To identify community issues and opportunities, a three-step process was utilized, which resulted in the development of individual vision statements for each of the nine required smart growth planning elements. This process included a community SWOT meeting, cognitive mapping and element vision development. What follows is a description of the activities and the major issues and opportunities identified during the development of the initial plan and its 2015 update..

SWOT MEETING

A SWOT meeting is a planning exercise used to get communities thinking about:

- Where they have been
- Where they are
- Where they want to be in the future
- How they want to get there.

The Town and Village of Black Creek held their SWOT Exercises on April 30, 2003 and June 5, 2003, respectively. The objective of the exercises was to find out how the Plan Commission members viewed various aspects of the communities including roads, utilities, housing, and quality of life issues, among others. OMNNI Associates, the town's comprehensive planning consultant, facilitated each of the exercises.

Strength

Something that makes a community stand out when compared to other communities. Something that makes you proud to call the community home. A strength can be a physical asset, a program, or an environmental condition (i.e. friendly community atmosphere).

Weakness

Opposite of strength. Problem that needs to be addressed

Opportunity

Something that could be done to improve the community. A potential.

Threat

A threat may be internal or external. A threat can be anything that could jeopardize the future success of a community.

The table that appears on the following page presented the results of the SWOT exercises. The numbers that appear in parenthesis indicate the number of people who voted for that particular issue.

Table 2.1: Results of Town and Village of Black Creek SWOT Exercises.		
	Town of Black Creek April 30, 2003	Village of Black Creek June 5, 2003
Strengths	Location (11) "Small Town" atmosphere (7) Very good school system (2) Good rating for Fire & Rescue (1) Involved local government (1) Available Housing Good farmland Low crime rate	Various businesses and churches to choose from (6) Close to Appleton/Green Bay – central location (1) Local medical services – doctor, dentist, chiropractor (1) Decent infrastructure – streets, etc. Good police and fire departments Highways Opportunity for growth Parks People School Variety of housing
Weaknesses	No Town parks (8) Lack of opportunities for various groups of young people (7) Lack of job opportunities (4) Water quality (2) Farmland loss to development (1) Ponds being created Town vs. County vs. State Road maintenance and construction discrepancies Weekend traffic jams Wells being drilled Wetlands being filled	Lack of Industries (5) Retaining businesses Housing – Need for more multi-family and low income Lack of community involvement STH 47 bypass
Opportunities	Availability of good well water Alternative use of farmland Business development at STH 47/CTH A interchange and along potential by-pass Development of a trail Farming – quality farming areas Planning to avoid farm and housing conflicts around Village Preservation of natural areas, including swamps Wind energy	Possibly the STH 47 bypass Room for residential growth Strengthen the downtown business community TIF developments
Threats	Expansion of Highway 47 to 4-lanes with interchange at CTH A Lack of operating dairy farms Over development Over-regulation Poor Agricultural Economy Rural sprawl/scattered housing development Unplanned Development Water Quality	Impact of the STH 47 bypass on downtown businesses Not growing/changing with the times State and County budget cuts

COGNITIVE MAPPING

A cognitive map, or mental map, is a map drawn by a person that geographically locates his or her memories, ideas and thoughts of a particular place. Since cognitive maps are based on individual's preferences and opinions there are no "right" or "wrong" maps. Cognitive maps are used to delineate geographic areas of a community people like, dislike, frequently visit, feel are important, travel through regularly, feel safe, etc.

As part of the Mid-Course Meeting, the members of the Plan Commission and other residents in attendance were provided two maps of the Town of Black Creek. On the first map, participants were asked to delineate important travel routes and aesthetically pleasing areas of the town. The most attractive places were colored in one shade, less attractive another, not attractive in yet another color.

On the second map, participants outlined those areas where they would like to see new commercial/industrial development, new residential development, new recreation areas and open space in the Town of Black Creek.

These maps were used extensively in the development of the Future Land Use Maps presented later in this plan. This approach helped to ensure that the Future Land Use Maps accurately reflect community concerns and priorities for the future.

VISION DEVELOPMENT

A visioning exercise was held at the Town Hall on May 6, 2003. The exercise involved completing a series of statements related to what the Town of Black Creek would look like in 20 years. The statements related to each of the nine (9) required plan elements. For example, participants were asked to complete the following statement, *“In 20 years, looking down from an airplane at the Town of Black Creek, one would see...”* OMNNI used the responses to develop draft vision statements, which the Plan Commission reviewed in July 2003. Each of the final vision statements is provided at the end of this chapter.

VISIONS

Rather than rely solely on a series of policy statements, the Plan Commission participated in an extensive visioning process to establish a framework from which to make future planning decisions for the Town of Black Creek. The result of this process was a vision statement for each of the nine required plan elements, including an overall vision statement. This process was critical to establish a unified vision for the Town of Black Creek and provide a direction and focus for the planning effort.

Below are the community vision statements, which represent the broad interests of town residents, elected/appointed officials, business leaders and property owners. These visions establish the planning framework and a direction for subsequent planning efforts and decisions in the town.

Supporting goals, objectives and program initiatives are described in Chapter 12 of this plan.

2015 UPDATE: TOWN OF BLACK CREEK KICK-OFF MEETING & VISIONING EXERCISE

The Town and Village of Black Creek held Community Engagement Sessions on November 20, 2014 and February 2, 2015, respectively. The meetings were facilitated by Jeffrey Sanders of Community Planning & Consulting. The first half of each meeting focused on the presentation of information related to the plan update process and included:

- Defining the role of the Comprehensive Plan
- Rationale for updating the plan
- Plan update timeline
- Updated demographic data for the Community

- Visioning Session to guide the update process

During the visioning sessions, Mr. Sanders led those in attendance through an exercise intended to visualize each community’s ideal future. Participants were asked to imagine that it was the year 2035 and describe, through a series of directed questions, how the community looks with respect to various land-use categories (housing, transportation, parks and recreation, etc.). The results of the visioning session will guide the development of amended plan chapters.

The visioning exercise focused on five general land use categories: housing, transportation, economic development, utilities & facilities (including parks and recreation), and preservation. The results of the exercise appear below and on the following pages.

Table 2.2: Results of Town and Village of Black Creek Visioning Exercises.		
	Town of Black Creek November 20, 2014	Village of Black Creek February 2, 2015
By 2035, housing includes...	Single-family homes Less housing, less demand Very limited multi-family More efficient	Single-family homes Subdivisions – larger lots, larger homes Upgraded ‘specific’ multi-family - retirement Apartments Mixed-use residential 1,800 sq. ft. houses on ¼-acre lots
By 2035, the transportation system includes...	Cars and trucks Senior buses, shuttles Reduced speeds on town roads Catering to farm equipment, bicyclists, pedestrians More accommodating of ATVs/snowmobiles No active RR lines [Highway] 47 bypass?	Off street parking Electric vehicles, plug-ins Charging stations Hydrogen, natural gas [fueled] Improved/expanded trail system UTVs/golf carts – roads, systems Transportation for seniors Drones Personal aircraft Bicycles Sidewalks, pedestrians Parking strategy
By 2035, economic development includes...	Agriculture, ag-related Organic agriculture Aquaculture Growing home-based businesses CSAs [Community Supported Agriculture]	New industrial park Mini-mall complex Businesses that cater to bike trails Guidelines to improve appearance of downtown Cheese factory Restaurants, food Destination business downtown Locally-focused business Hardware shop Brew house, meat market, coffee shops TIF Districts Attract new business – within and without ‘Village role’ in economic development, acquisition
By 2035, community facilities and park and recreational opportunities include...	Hi-speed/broadband internet Online/remote healthcare Hunting Increase in de-centralized energy production Shared park and rec services	Reserve and enhance existing parks Maintain trail, trail facilities Retirement facility Long-term viable schools Veterans’ memorial Study/prepare future EMS needs New community building, Village Hall

<p>By 2035, the Town/Village has successfully preserved...</p>	<p>Agriculture Rural character Open space Forests, woodlands Waterways Old barns 'Fallen Timbers' [Environmental Center] Trails Infrastructure Access to quality education Sense of safety Local government EMS [police, fire, rescue]</p>	<p>Parks, baseball history Stores Churches Brick's Supper Club Wagner's Market Cheese factory Maintain character of downtown – Look of old buildings, businesses, etc. We still "take care of each other" Salvation Army Middleburg Bakery Hotel Arlington Preserved [American] Legion building</p>
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