City of Carroll

627 N. Adams Street Carroll, Iowa 51401 (712) 792-1000 FAX: (712) 792-0139

MEMO TO: Honorable Mayor and City Council Members

FROM: Mike Pogge-Weaver, City Manager MSPW

DATE: June 24, 2021

SUBJECT: Corridor of Commerce Plan 2.0 – Highway 30 Corridor Plan - Public Hearing and Plan Adoption

In October of 2020, a steering committee started working with RDG Planning and Design on the development of an updated corridor plan for the Highway 30 Corridor. The plan is called the Corridor of Commerce Plan 2.0. The purpose of this work was to develop a strategy to help Carroll remain a strong regional retail destination in light of the challenges from COVID-19, a changing retail environment, and the closure of JCPenney's in downtown Carroll.

The main areas covered in this plan update are:

1. The completion of a focused review of the core Corridor of Commerce area. This work looked at and identified marketing opportunities, redevelopment opportunities, parking, current and future land use, and need for public investments to encourage the desired type of development.
2. Review the remainder of the US 30 Corridor, outside the core Corridor of Commerce area, including from Grant Road east to Pella/Farner-Bocken (Core-Mark) and from US Highway 71 west to the Wal-Mart area. This was similar to the work completed for the Corridor of Commerce area including identifying marketing opportunities, redevelopment opportunities, parking, current and future land use, need for public investments, and a review of city codes to ease development in Carroll and to encourage the desired type of development.
3. Developing redevelopment opportunities for the former JCPenney's site with architectural scenarios to help potential future users understand how the building could be redeveloped, including a new façade, for a single user or for multiple users.

Representatives from RDG will be at the June 28th meeting to review the plan in detail. In general, this plan details various public improvements that could occur in the corridor along with how private sites could be redeveloped in the future as such opportunities present themselves. It is important to note a few key points presented in the opening of the plan:

- The Plan lays out a vision for the future of areas around Highway 30 and focuses on priorities for City policies and public investments. It is not a firm, inflexible commitment to carry out specific projects, but a guiding vision through a changing future.

- The plan guides future decision makers when development proposals come forward on private property and provided recommendations based on economic trends and market preference for property owners to consider and use in business decisions.
    - The plan does NOT:
        1. Mandate development.
        2. Dictate the use of private property.
        3. Indicate plans to condemn property.

This work was guided by a steering committee and the City is grateful for their input and the many hours each of them provided in developing the plan. The Steering committee members included:

Eric Jensen, Mayor
Josh Axman, Mid-Iowa Insurance & Real Estate
Nick Badding, Badding Construction
Laura Comito, Artworks Studio
LaVern Dirkx, Council Member
Matt Greteman, Greteman & Associates
Ryan Milligan, Commercial Savings Bank
Thomas Parrish, Carroll Eye Care Associates
Sondra Rierson, Adaptive Audiology Solutions
Denae Rosdail, I Saw The Sign
Austin Scott, Fusebox Marketing
Carolyn Siemann, Council Member
Ed Smith, St Anthony Regional Hospital

Mike Pogge-Weaver, City Manager
Randy Krauel, City Engineer
Laura Shaefer, City Clerk
Shannon Landauer, Carroll Area Development Corporation

Like most plans, not everyone is 100% supportive of all aspects of the plan. The plan was developed through input and community involvement even in the midst of a global pandemic. In addition to the steering committee meetings, a number of community input opportunities were provided. This included stakeholder listening sessions, online portal (carrollforward.com), a community survey with interactive mapping tool, updates to the Planning and Zoning Commission, a community webinar, a property owners meeting, and a public open house. In the end, it is a plan that looks into the future and how to direct community investments in the corridor now land over the next 20 years.

PLANNING AND ZONING COMMISSION RECOMMENDATION: The Planning and Zoning Commission reviewed the plan at their June 9, 2021 meeting and recommended that the City Council approve the Corridor of Commerce Plan 2.0 – Highway 30 Corridor Plan.

STAFF RECOMMENDATION: The City Council hold a public hearing and consider approving the Corridor of Commerce Plan 2.0 – Highway 30 Corridor Plan as presented.

RESOLUTION NO. _____

RESOLUTION ADOPTING THE 2021 CORRIDOR OF COMMERCE PLAN 2.0 – HIGHWAY 30 CORRIDOR PLAN

WHEREAS, on June 9, 2021, the Planning and Zoning Commission of the City of Carroll reviewed and recommended that the City Council approve the Corridor of Commerce Plan 2.0 – Highway 30 Corridor Plan (hereinafter "Plan); and

WHEREAS, notice of a public hearing on the Plan with published in the Carroll Times Herald on June 18, 2021; and

WHEREAS, the Carroll City Council held a public hearing on the proposed Plan on June 28, 2021.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carroll, Iowa, does hereby adopt the Corridor of Commerce Plan 2.0 – Highway 30 Corridor Plan.

Passed and approved on this 28th day of June, 2021.

CITY COUNCIL OF THE
CITY OF CARROLL, IOWA

By: _____
Eric P. Jensen, Mayor

ATTEST:

By: _____
Laura A. Schaefer, City Clerk

CARROLL

CORRIDOR OF COMMERCE PLAN 2.0

MAY 2021

ACKNOWLEDGMENTS

PLAN STEERING COMMITTEE

Eric Jensen, Mayor

Josh Axman, Mid-Iowa Insurance & Real Estate

Nick Badding, Badding Construction

Laura Comito, Artworks Studio

LaVern Dirxk, Council Member

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COMMUNITY STAFF

Mike Pogge-Weaver, City Manager

Randy Krauel, City of Carroll

Laura Shaefer, City of Carroll

Shannon Landauer, Carroll Area Development Corporation

RDG PLANNING • DESIGN

RDG Planning & Design
Des Moines I Omaha
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BACKGROUND

Highway 30 is a primary east-west thoroughfare through Carroll. The original Corridor of Commerce Plan was adopted in 2003. The Plan highlights the importance of the corridor and enhancements to the community's image.

The Study Area

The Plan includes a detailed look at the entire US 30 Corridor from Pella/Farner-Bocken (Core-Mark) to Wal-Mart with a focus on the Corridor of Commerce area between US Highway 71 east to Grant Road. Other areas of Carroll are also referenced in regards to the larger mobility network.

Purpose

The purpose of the 2021 Update is to advance the original Corridor of Commerce Plan for several reasons:

- The downtown streetscape is nearly complete and the community needs to set its sights on the remainder of the Highway 30 Corridor.
- Traditional highway corridors, like Highway 30, need to adapt to changing economic conditions and community expectations.
- Improving the overall experience of Highway 30 can further attract people to Carroll – to work, live, and shop.
- The community can reposition Carroll's retail and business NOW in light of COVID-19 influences in the future.

The Corridor of Commerce Plan 2.0 describes a desired vision for the future and provides recommendations to achieve that future. The Plan helps decision-makers, stakeholders, and community members define redevelopment opportunities and improvements throughout the corridor. Doing so establishes a framework to ensure policies and decisions help achieve those aspirations over time.

What the Plan DOES and DOES NOT do.

The Plan lays out a vision for the future of areas around Highway 30 and focuses on priorities for City policies and public investments. It is not a firm, inflexible commitment to carry out specific projects, but a guiding vision through a changing future. **The Plan does (and doesn't) do several things related to the use of public versus private land:**

Public Land

Public land includes land in the public right-of-way (streets, sidewalks, etc), trails, parks, and other land owned by the City.

Plan does:

1. Initiate additional engineering study/plans for major improvements of sidewalks, driveway access, and other infrastructure.
2. Direct future trail improvements.
3. Guide use of City-owned properties.

Plan does NOT:

1. Neglect the impact of public improvements on adjacent properties.
2. Necessitate a single design concept for street or property improvements.
3. Guarantee specific public space improvements will be implemented exactly as represented.

Private Land

Private land includes all land owned by private businesses, residents, or organizations other than the City of Carroll, State of Iowa, or Federal Government.

Plan does:

1. Guide decision makers when development proposals come forward.
2. Provide recommendations based on economic trends and market preference for property owners to consider and use in business decisions.
3. Detail how public improvements will impact private properties.
4. Provide education on the public vision and business development resources.

Plan does NOT:

1. Mandate development.
2. Dictate the use of private property.
3. Indicate plans to condemn property.

Process and Organization

A local Steering Committee comprised of business owners, council persons, City staff, economic development staff, and other guided the development of the Plan from late 2020 through the spring of 2021. The chapters follow the process of forming the Plan:

- Chapter 1: Existing Conditions. Reviews the conditions of Carroll and the Corridor in 2020 including demographics, business inventories, public destinations, transportation features, and development patterns. The chapter identifies opportunities that development concepts should leverage.
- Chapter 2: Community Preferences. Provides information on the public input received during the planning process, the stakeholders involved, and the timeline of events.
- Chapter 3: Corridor Vision and Themes. The chapter provides the overall guiding ideas based on the market and community engagement. These ideas are the basis for the concepts in the remaining chapters.
- Chapter 4: Concepts: Provides recommendations for future streetscape and redevelopment possibilities. The chapter presents concepts with strategies to reach the desired vision for the Corridor of Commerce, concluding with recommendations on how to leverage existing organizations to realize the vision.
- Chapter 5: Action. Brings the goals and objectives of the Plan together, creating a blueprint for the future and identifying a phasing plan to generate sustained momentum and plan support.
- Appendix. The appendix provides detailed reports on items referenced in the Plan. These include:
  - The Corridor of Commerce survey results.
  - Design alternatives considered in the planning process.
  - Additional photo evidence of existing conditions.

"Corridor of Commerce" in the context of this plan refers to the streetscape, businesses, and neighborhoods represented in the study area.

WHAT IS SUCCESS? THEMES AND GOALS

Enhance the experience of Carroll, creating strong memories for all.

- *Walkers/bicyclers > residents, employees*
- *Vehicles > residents, employees, tourism*
- *Passerby traveler on Highway 30 > freight, tourism*

Create options for moving safely between neighborhoods and destinations.

- *Jobs*
- *Shopping*
- *Parks*

Maximize limited real estate and recognizing that markets change over time.

- *Near-term open sites*
- *Long-term redirection areas*

ACHIEVEMENTS

The City of Carroll and it's partners continues to undergo several planning efforts prior to this Corridor of Commerce 2.0 Plan. Past achievements relevant to the recommendations in this Plan include:

Carroll 'Corridor of Commerce' Master Plan (2003)

The original plan for the Highway 30 corridor to identify redevelopment and enhancements to increase the success of Carroll. Much of the plan was implemented including the downtown streetscape, Highway 71/30 entryway signage, downtown signage, downtown kiosks, and special crosswalk pavements.

Carroll Urban Trails Study (2014)

A study to evaluate both on and off-street routes in the north-east quadrant of the City of Carroll from the existing on-street sidepath east of Fairview Elementary to the intersection at Highway 30 and Griffith Rd. Much of the study is also reflected in this Corridor of Commerce 2.0 Plan.

Carroll County Housing Assessment (2016)

An assessment to identify strategies to address housing issues throughout the county. To understand the Carroll County Housing Market, the Housing Assessment includes an exploration of demographic trends, construction activity trends, personal observations, and an extensive public engagement process. The assessment indicates a large need for all types of housing in Carroll County, which Highway 30 can help accommodate.

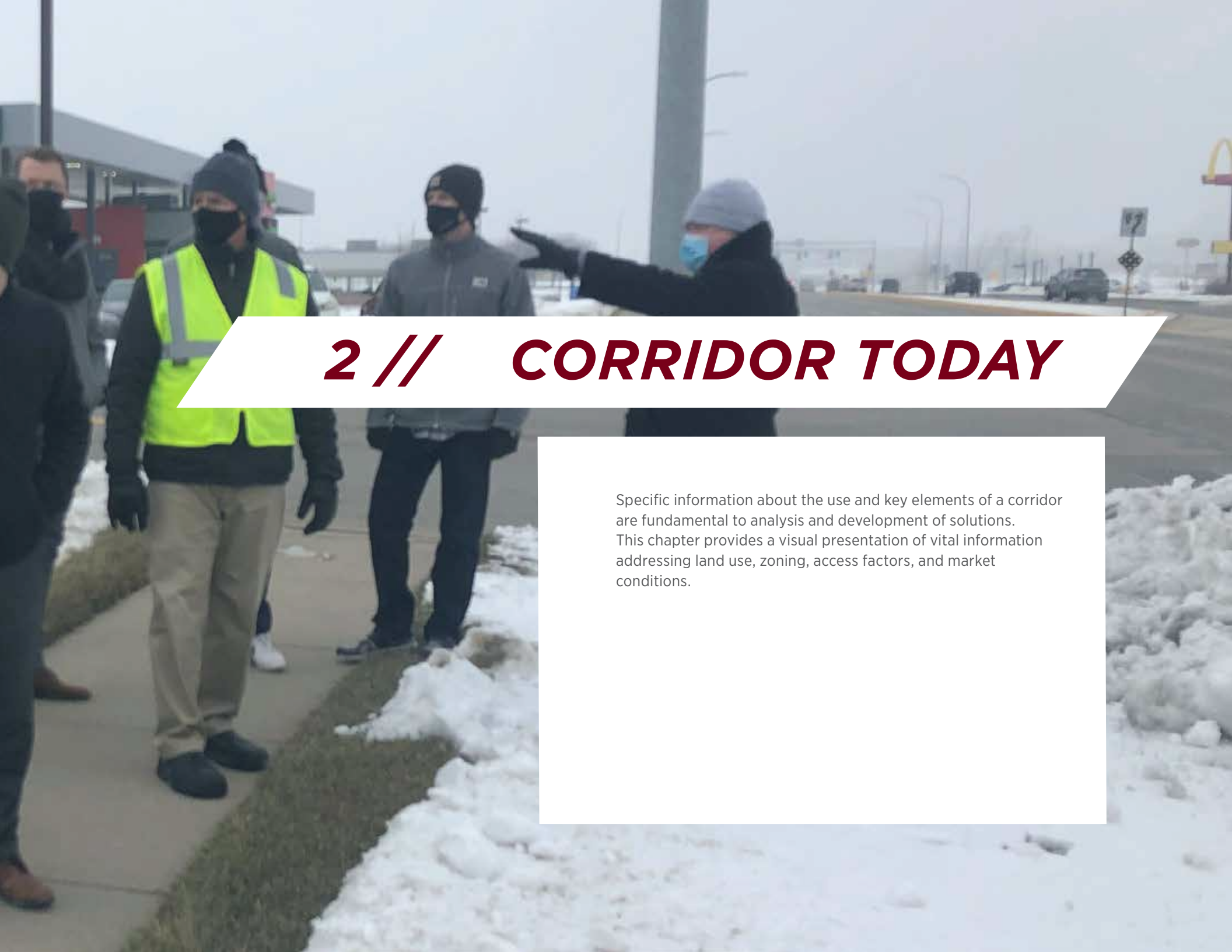
Graham Park Recreation District (2019)

A plan to help create a vision for the district that connects it to other community assets, with design guidelines that create a more cohesive identity for the district. Improvements to pursue include pedestrian circulation and safety, safe and easy to use parking, connections between the east and west sides of the district, and connections to the city's trail master plan

Carroll Graham Park Recreational District, Capital Improvements Plan (2019)

A continuation of the Graham Park Recreation District Plan to further refine recommendations to create a high level opinion of costs to use in future Capital Improvement Plans.

RECOMMENDATIONS REPORT
FOR
CARROLL URBAN TRAILS STUD
Carroll, Iowa
June 3, 2014
SHIVEHATTERY
ARCHITECTURE + ENGINEERING
CARROLL 'CORRIDOR OF COMMERCE' MASTERPLAN
DRAFT
Prepared for: The City of Carroll
Prepared by: Brian Clark and Associates
April 2003
CARROLL COUNTY
HOUSING ASSESSMENT
GRAHAM PARK RECREATION DISTRICT
CARROLL GRAHAM PARK
RECREATIONAL DISTRICT
CAPITAL IMPROVEMENTS PLAN
SHIVEHATTERY



2 // CORRIDOR TODAY

Specific information about the use and key elements of a corridor are fundamental to analysis and development of solutions. This chapter provides a visual presentation of vital information addressing land use, zoning, access factors, and market conditions.

CARROLL'S ASSETS

Carroll offers residents in the region many recreational. employment, and service assets. The businesses along Highway 30 add significantly to the regional market draw Carroll provides.

Assets that contribute to Carroll's business and recreational environment include:

- Strong and stable businesses
- Regional retail pull with trending sales growth
- An intact historic downtown
- Regular investments in community appearance
- Modern recreational facilities for regional draw and beyond
- High community pride and engagement
- Desire for informed decision making

CARROLL'S OPPORTUNITIES

Many of these assets provide opportunity for future growth and enhancements. There are also some other features along Highway 30 and in the community that are potential opportunities for future growth. These include:

- Fostering entrepreneurship
- Desire for citywide trail network
- Refreshing the brand of Downtown/community
- Sites for infill along Highway 30
- Trending low unemployment

THE CORRIDOR TODAY

Corridor Features

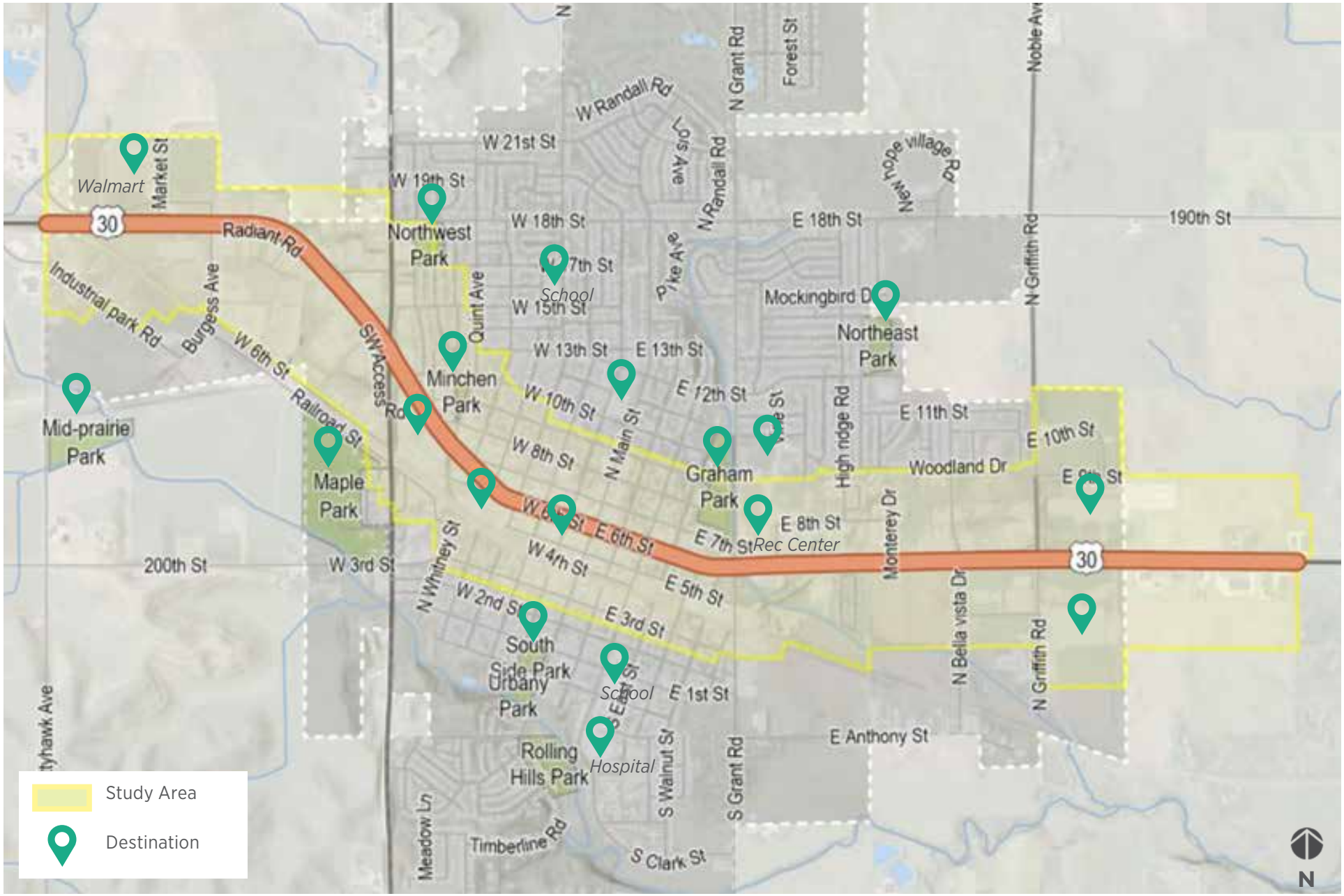
The Corridor functions as primarily a business corridor sustaining long-standing community establishments and nurturing new entrepreneurs. Importantly, the corridor supplies a variety of daily necessities to nearby and regional residents such as grocery stores, personal services, and employment opportunities.

Map 2.1 shows the study area and destination features along the Corridor.

- 4.25 miles long
- About 1,650 people live in the study area
- Total daytime population in the study area is about 4,900 people
- Average household size is 2 with a median age of 39.4
- Median home value of about $113,500
- Three parks touch or are within the study area

Source: ESRI

MAP 2.1: Corridor of Commerce Study Area



MOBILITY TODAY

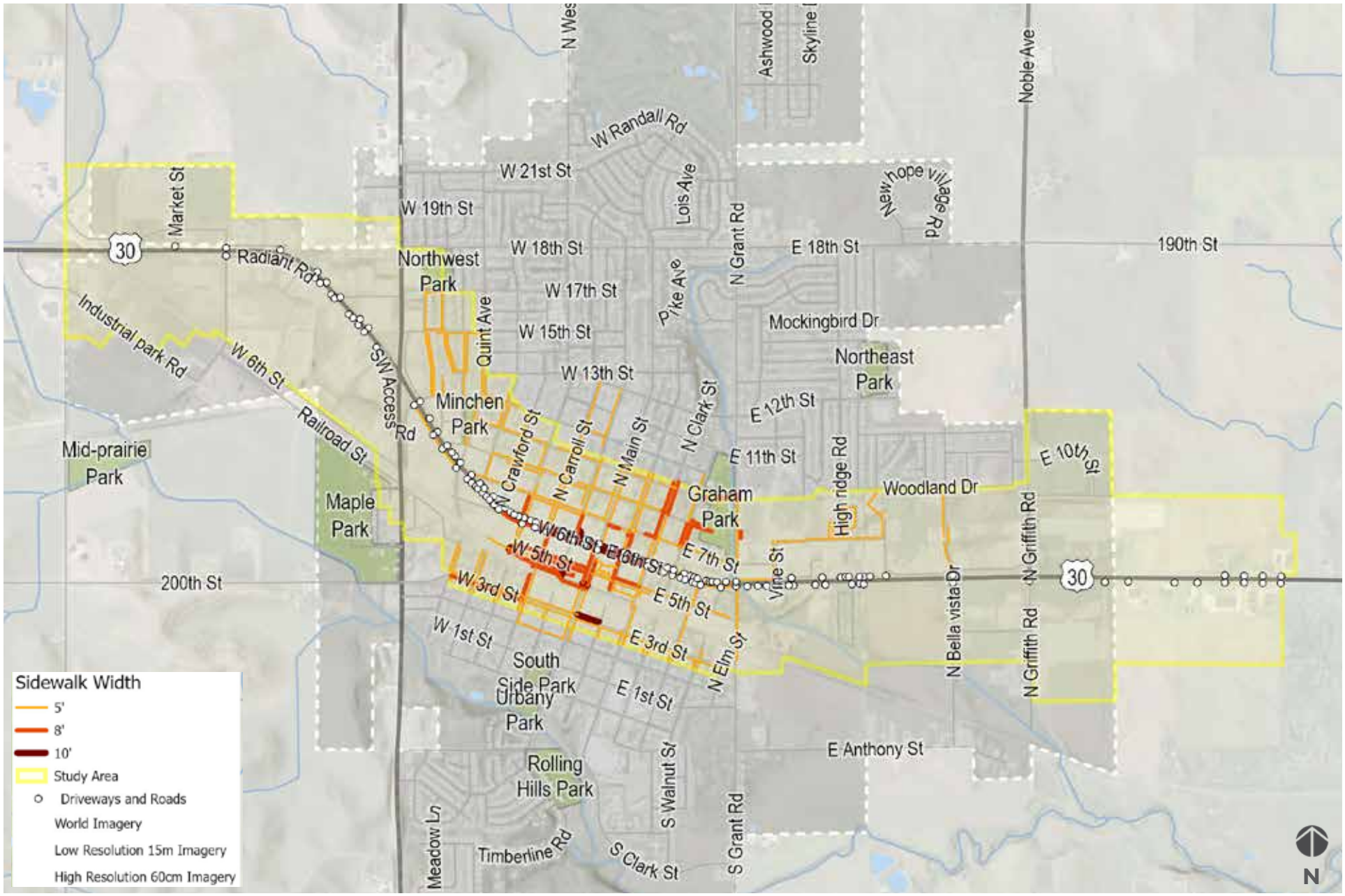
The Corridor functions as a statewide transportation route and local community access route. High traffic volumes compete with north and south connections in Carroll for both motorists and pedestrians.

Map 2.2 shows how sidewalks intersect and align along the corridor in 2020. As shown, there are several gaps in relation to community destinations and neighborhoods.

Corridor Features

- 1.5 miles of sidewalk along Highway 30
- 16.3 miles of sidewalk in the study area
- 132 driveway and street access points along Highway 30
- 4 lanes with occasional turn-lanes

MAP 2.2: 2020 Sidewalk Inventory

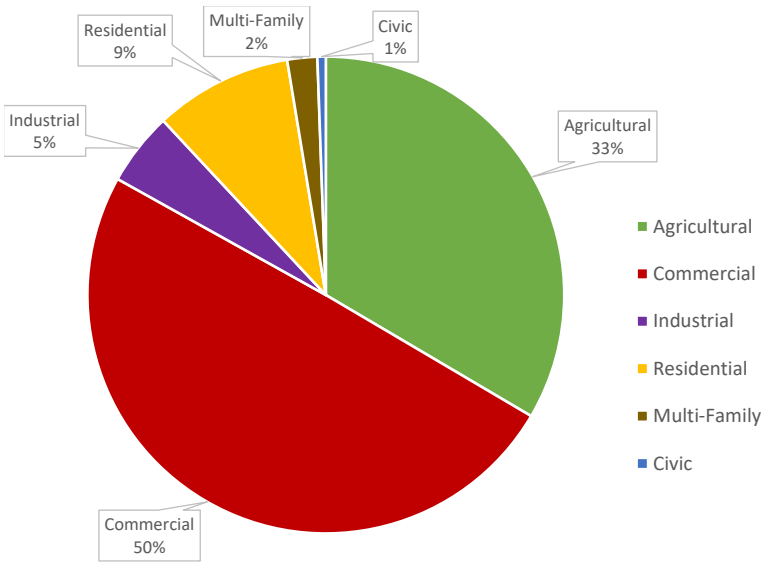


LAND USE TODAY

As a prominent highway corridor, land uses along much of the corridor are auto-oriented and commercial uses. The size and scale of buildings and sites tends to grow the further east and west from the downtown core at Adams Street.

Map 2.3 shows the mix of land uses along the Corridor.

LAND USE MIX IN THE STUDY AREA (2020 ACRES)

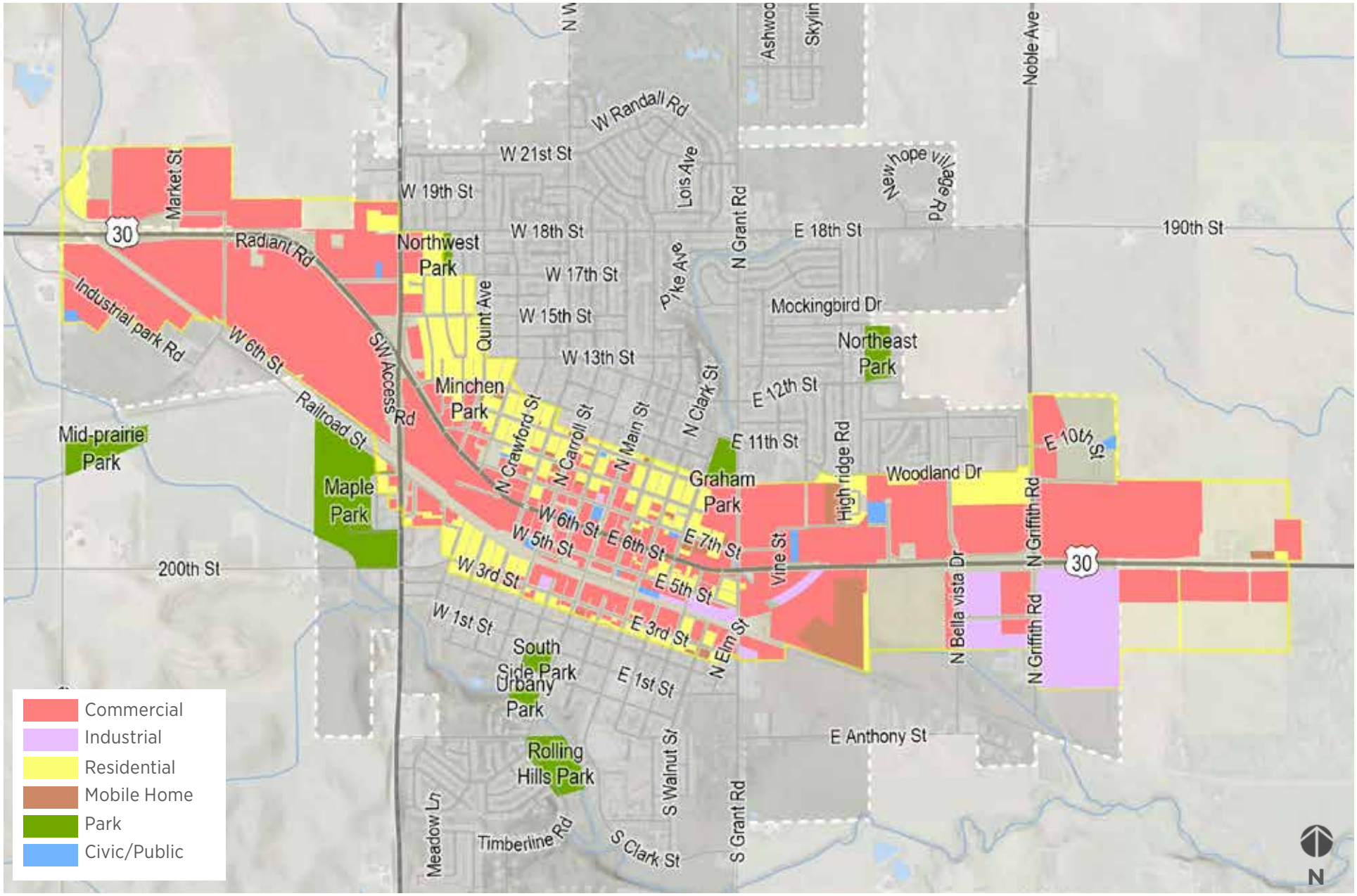


Corridor Features

- About 490 businesses operate in the study area
- About 6,000 employees work in the study area
- Average year building built: 1933

Source: ESRI; City of Carroll, RDG Planning & Design

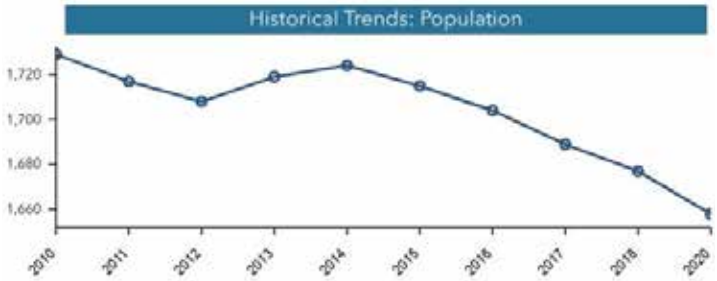
MAP 2.3: 2020 Corridor Land Use Mix

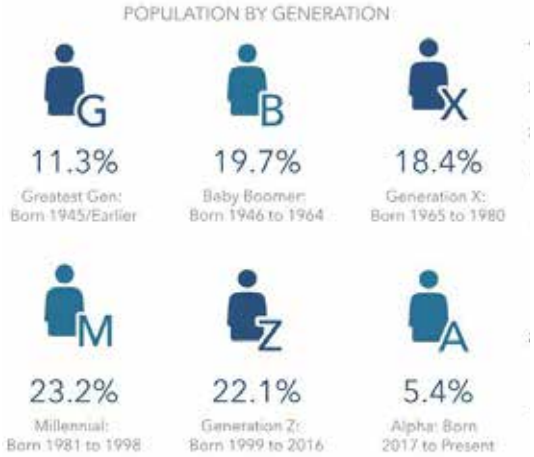


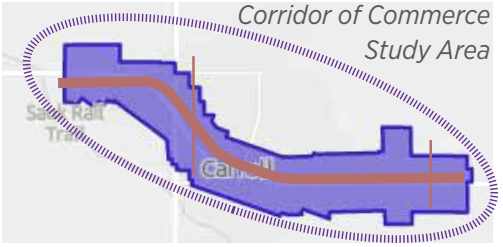
CARROLL MARKET

In 2020 the Carroll Area Development Corporation, with the City, were also completing a retail market study with the firm The Retail Coach. While separate from the Corridor of Commerce 2.0 Plan, results from the Retail Coach are informative for future strategies along Highway 30. Selected data and results from The Retail Coach are included in this section for reference.

POPULATION TRENDS IN THE CORRIDOR OF COMMERCE STUDY AREA







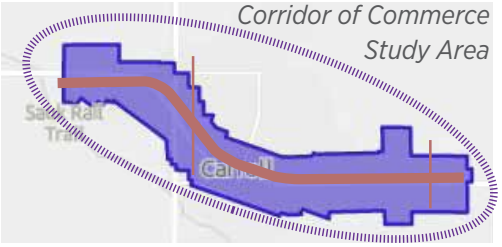
Source: ESRI Community Analyst

POPULATION TRENDS IN THE PRIMARY RETAIL TRADE AREA

DESCRIPTION	DATA	%
Population		
2026 Projection	33,551	
2021 Estimate	33,707	
2010 Census	34,687	
2000 Census	34,917	
Growth 2021 - 2026		-0.46%
Growth 2010 - 2021		-2.83%
Growth 2000 - 2010		-0.66%
2021 Est. Population by Age	**33,707**	
Age 0 - 4	2,314	6.87%
Age 5 - 9	2,285	6.78%
Age 10 - 14	2,336	6.93%
Age 15 - 17	1,460	4.33%
Age 18 - 20	1,293	3.84%
Age 21 - 24	1,632	4.84%
Age 25 - 34	3,687	10.94%
Age 35 - 44	3,766	11.17%
Age 45 - 54	3,724	11.05%
Age 55 - 64	4,447	13.19%
Age 65 - 74	3,587	10.64%
Age 75 - 84	2,020	5.99%
Age 85 and over	1,158	3.44%
Age 16 and over	26,294	78.01%
Age 18 and over	25,313	75.10%
Age 21 and over	24,020	71.26%
Age 65 and over	6,764	20.07%

Source: The Retail Coach

BUSINESS AND EMPLOYMENT IN THE STUDY AREA



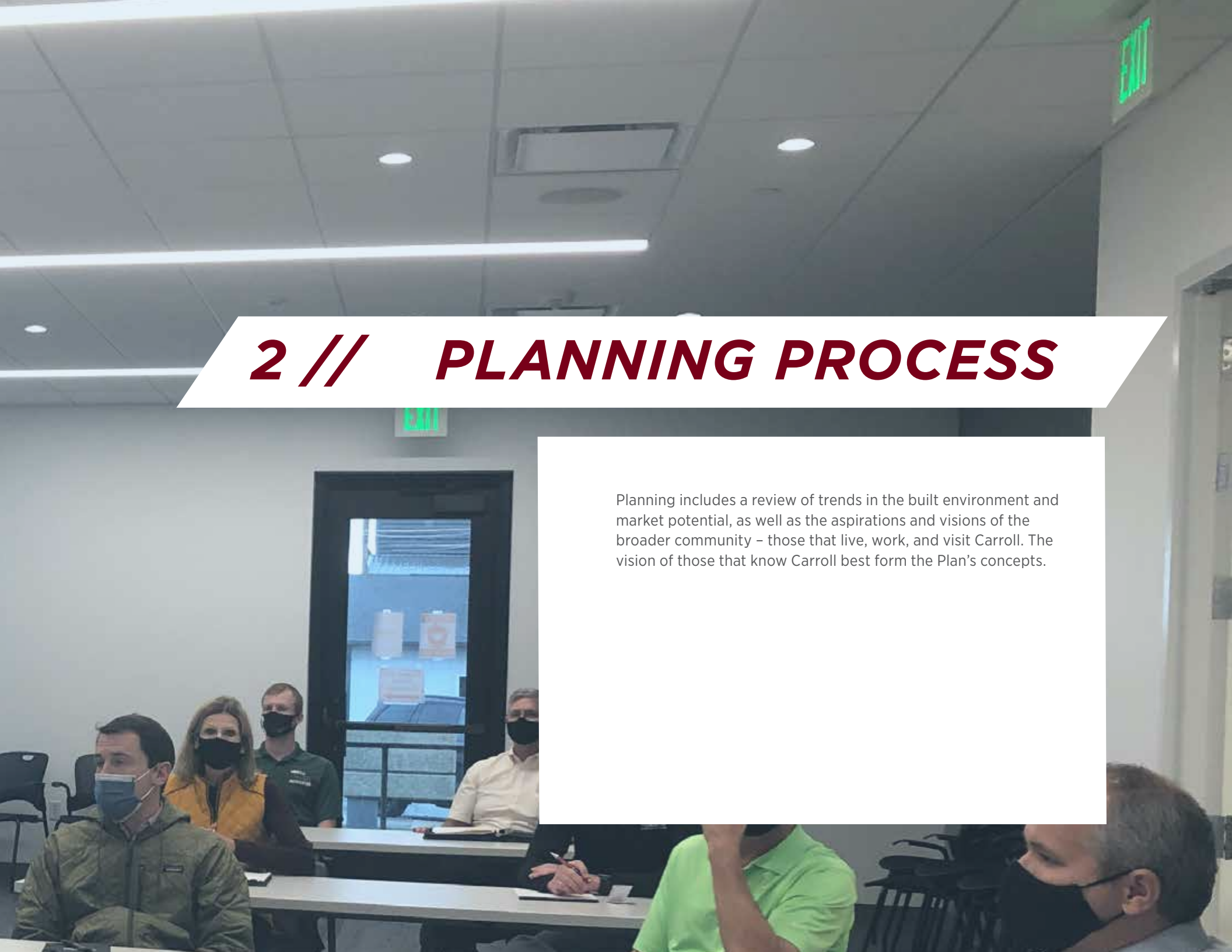
Source: ESRI Community Analyst

BUSINESS AND EMPLOYMENT IN THE PRIMARY RETAIL TRADE AREA

DESCRIPTION	DATA	%
2021 Est. Pop 16+ by Occupation Classification	**16,754**	
White Collar	8,082	48.24%
Blue Collar	5,810	34.68%
Service and Farm	2,862	17.08%
2021 Est. Pop 16+ by Employment Status	**26,293**	
Civilian Labor Force, Employed	16,591	63.10%
Civilian Labor Force, Unemployed	697	2.65%
Armed Forces	27	0.10%
Not in Labor Force	8,978	34.15%

DESCRIPTION	DATA	%
2021 Est. Households by Household Income	**13,666**	
Income < $15,000	1,350	9.88%
Income $15,000 - $24,999	1,160	8.49%
Income $25,000 - $34,999	1,385	10.14%
Income $35,000 - $49,999	1,930	14.12%
Income $50,000 - $74,999	2,052	15.02%
Income $75,000 - $99,999	1,980	14.49%
Income $100,000 - $124,999	1,512	11.06%
Income $125,000 - $149,999	924	6.76%
Income $150,000 - $199,999	765	5.60%
Income $200,000 - $249,999	287	2.10%
Income $250,000 - $499,999	250	1.83%
Income $500,000+	71	0.52%
2021 Est. Average Household Income		$78,990
2021 Est. Median Household Income		$61,126

Source: The Retail Coach



2 // PLANNING PROCESS

Planning includes a review of trends in the built environment and market potential, as well as the aspirations and visions of the broader community – those that live, work, and visit Carroll. The vision of those that know Carroll best form the Plan's concepts.

ENGAGEMENT PROCESS

The vision and priorities included in this plan emerged from community engagement process.

The planning process involved both in-person and remote events to develop the Plan's concepts. Ultimately, the input and feedback led to the Plan's recommendations.

In tandem with this planning project, the city launched an initiative with Retail Coach to evaluate market gaps, provide business assistance, and help recruit businesses to the community. While the Retail Coach initiative addresses near-term strategies, this Plan forecasts initiatives for the next 20 years like the previous Corridor Commerce Plan from 2003.

The methods used to achieve the vision of this Plan were adapted for the COVID-19 pandemic and included:

Plan Steering Committee. The plan Steering Committee composed of businesses, residents, Council persons, City staff, and urban planning experts met at key points during the process to review the progress of the Plan and offer mid-course corrections to the Plan's concepts.

- **Meeting #1 - Kick-off.** The kick-off meeting occurred at the public library to review the process, schedule, and individual ambitions for the corridor.
- **Committee One-on-one Interviews.** Individual interviews to discuss their ambitions for the corridor.
- **Meeting #2 - Walking Tour.** In December of 2020, the planning team and steering committee walked most of the corridor to understand current conditions and pedestrian mobility challenges.
- **Meeting #3 - Conditions and Trends.** The committee discussed the realities of the market and potential to capture market trends for land use and development concepts within the corridor.
- **Meeting #4 - Emerging Concepts.** The committee reviewed the emerging opportunities for future mobility and development.
- **Committee One-on-one Interviews.** Individual interviews with members to offer feedback on the emerging concepts.
- **Meeting #5 - Refined Concepts.** The committee contributed additional feedback on the Plan's concepts prior to preparing the Plan's publication.

Stakeholder Listening Sessions. Small group discussions included open discussions with elected and appointed officials, businesses, neighbors, schools, the Chamber, regional planners, and other stakeholders.

Online Portal. A project website was established and displayed information, an introductory video, and announcements about the Plan.

- **Introductory Video.** Community leaders launched a social media campaign that included a video about the Plan's purpose and goals.
- **Background information.** The site hosted past plans and reports for people to review.
- **Community Survey.** A community survey was launched at the beginning of the process and made available on-line throughout the project. The survey presented questions on people's perceptions and desires for the Corridor including business mix, image, and transportation. Several preferred themes emerged that became incorporated into final design concepts.
- **Interactive Mapping Tool.** People identified locations for improvement, things they like, and general comments along the Corridor.

Planning and Zoning Commission Update. In February 2021 the team met with the Planning and Zoning Commission to present initial concepts and get feedback.

Online Webinar - Emerging Concepts. An interactive webinar through Zoom and broadcast on YouTube and CAAT6 engaged residents, business owners, and other stakeholders directly in conceptual planning for the district, tackling such issues as the streetscape and redevelopment concepts. Participants shared their ideas, issues, and concerns informally with the design team.

Stakeholder Feedback Sessions. One-on-one and small group session were held with property owners and other stakeholders to address implications of the Plan's concept.

Property Owner Meeting. A meeting with property owners answered their questions and sought feedback on initial development opportunities for the Corridor.

Open Displays. Displays of the Plan were left in City Hall for the public to view at their convenience during the approval process.

COMMUNITY INSIGHTS

The results of the community survey and mapping exercise unveiled several opportunities for the Corridor and several challenges to address. Over 260 people responded to the survey and 53 comments on the interactive map.

Major Engagement Themes

- **Support for new businesses is a top priority. "Support" needs to be defined.**
- **A stronger mix of quality retail is a top priority. This includes food, hospitality, and other commercial services.**
- **Mixing uses (retail, office, recreation) is desirable.**
- **Continuous pathway on one side of the street is a priority**
- **Perhaps eventual sidewalks on both sides in the future.**
- **Slight trend in comments of "do nothing" or "keep improvements simple."**

Survey summary

The survey asked many questions about people's perception of needed enhancements and future possibilities for the corridor. 78% of survey respondents live in Carroll. Full results are in the appendix of this Plan, but summarized here.

More than 60% saying this is a priority or interesting idea for the corridor. (bold items are the highest priority)

Mobility

- **Complete sidewalks on one side of the street**
- **Pedestrian crossing lights**
- Improvement on the condition of existing sidewalks
- Easier access to businesses along the corridor

Businesses

- **More support for new business**
- **More retail quality and variety**

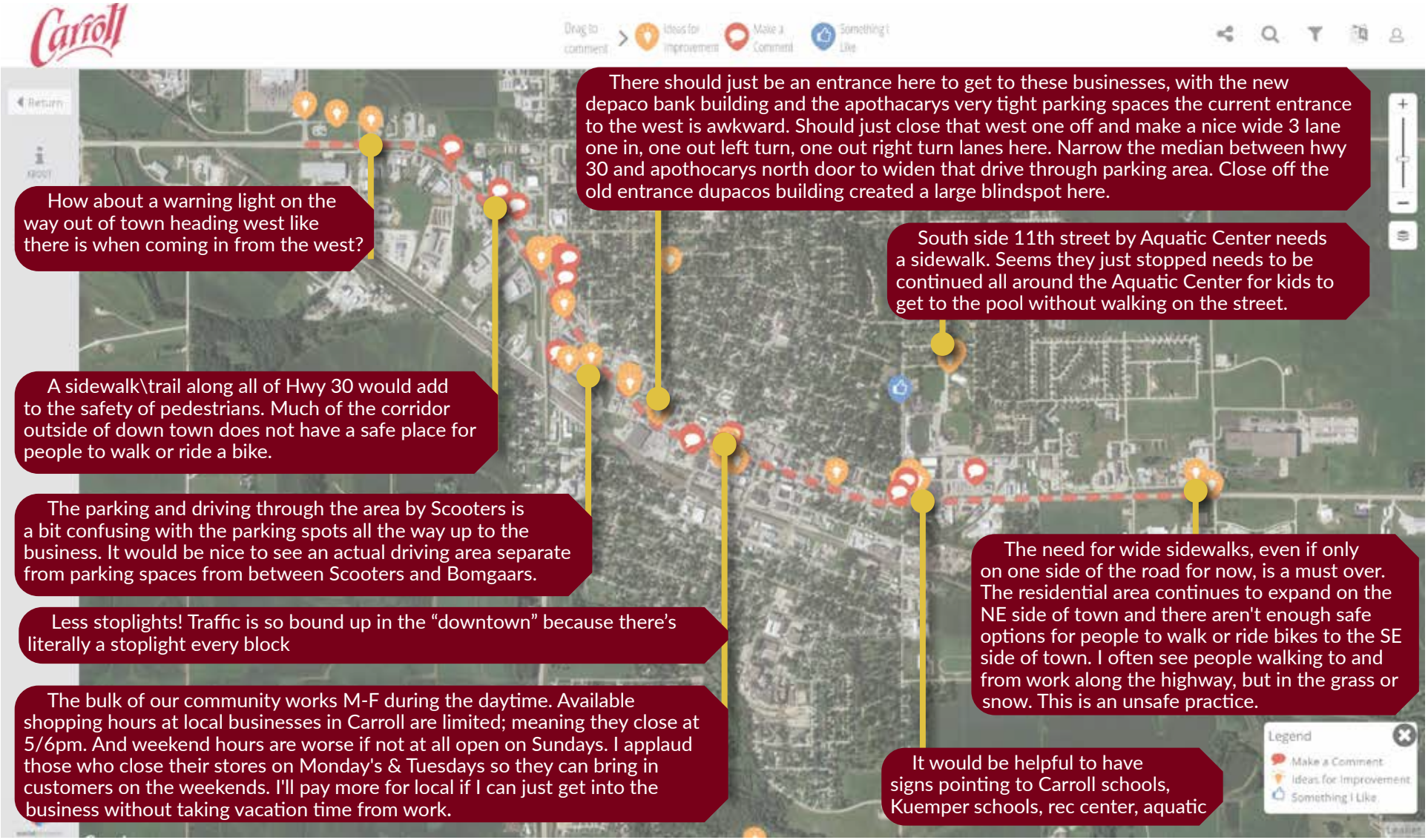
Land Use

- **Retail and residential mixed site uses over office and standalone residential uses**
- **Decorative monument signs**
- Multi-tenant signs over individual pole signs

Image

- **Entryway signage with trail**
- **Gateway markers and signage**
- **Art incorporated into buildings**
- **Street landscaping**
- Business landscaping
- Maintenance of buildings
- Entryway lighting features
- Building murals

MAP: Interactive Map Spatial Comments with most "Likes"



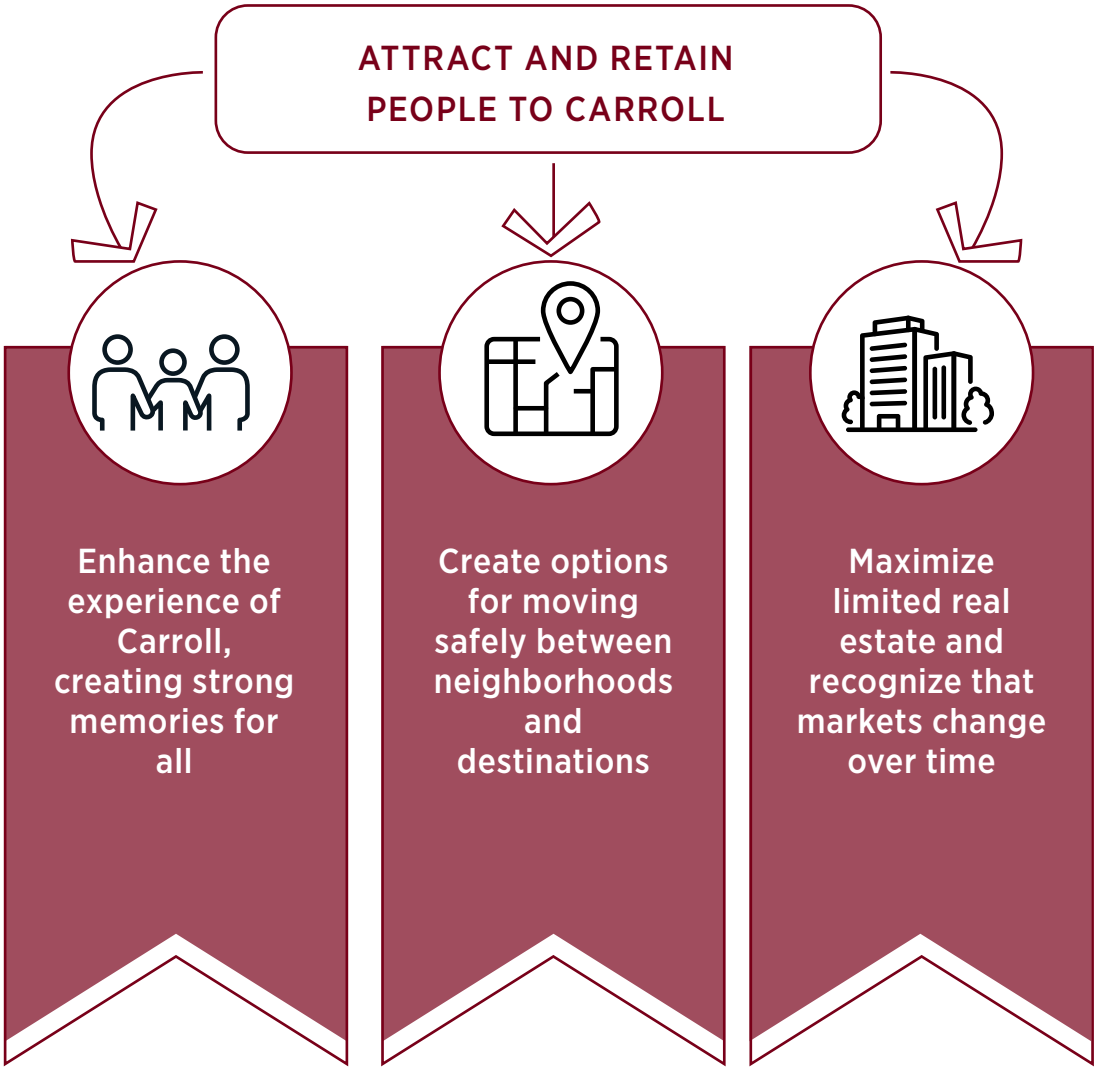
GUIDING THEMES

The paramount theme of the Plan is to attract and retain residents and businesses to Carroll.

The Corridor Commerce Plan Update, like the 2003 plan, advances the city's commitment to enhance economic vitality and image of Carroll.

The paramount theme of the Plan is to attract and retain residents and businesses to Carroll. The planning concepts and initiatives for the corridor focus on the study area, but the vision applies to the entire community. The Highway 30 Corridor is a major part of Carroll that ties together many other community goals.

The following themes articulate the priorities and general directions identified through interviews, small group discussions, public events, and informal meetings. The themes are the basis for an action agenda to guide future land uses and transportation strategies along the Corridor of Commerce.



Enhance the experience of Carroll, creating strong memories for all

All goals for the Corridor of Commerce contribute to creating a welcome, vibrant atmosphere. People of all ages, abilities, and culture should feel welcome to enjoy existing and future amenities along the corridor. Positive interactions create memories and will attract and retain people to Carroll to live, shop, and play.

Program Goals:

- Create positive experience for walkers and bicyclers as residents and employees in the community.
- Improve the visual and driving experience for motorists as residents, employees, and visitors to Carroll.
- Maintain the efficiency of traffic for those traveling through on Highway 30, but also leave a positive image as they leave.

Create options for moving safely between neighborhoods and destinations

Connectivity is a multi-faceted term including multi-modal transportation access across the district and to businesses, and connections between different land use types. Highway roadway design and traffic speeds create barriers for active transportation along the corridor and north/south connectivity. While walking along Highway 30 is not the only way to reach destinations in the area, it is a necessity to reach some destinations by foot. Emphasizing connections are essential to achieve all goals for the corridor.

Program Goals:

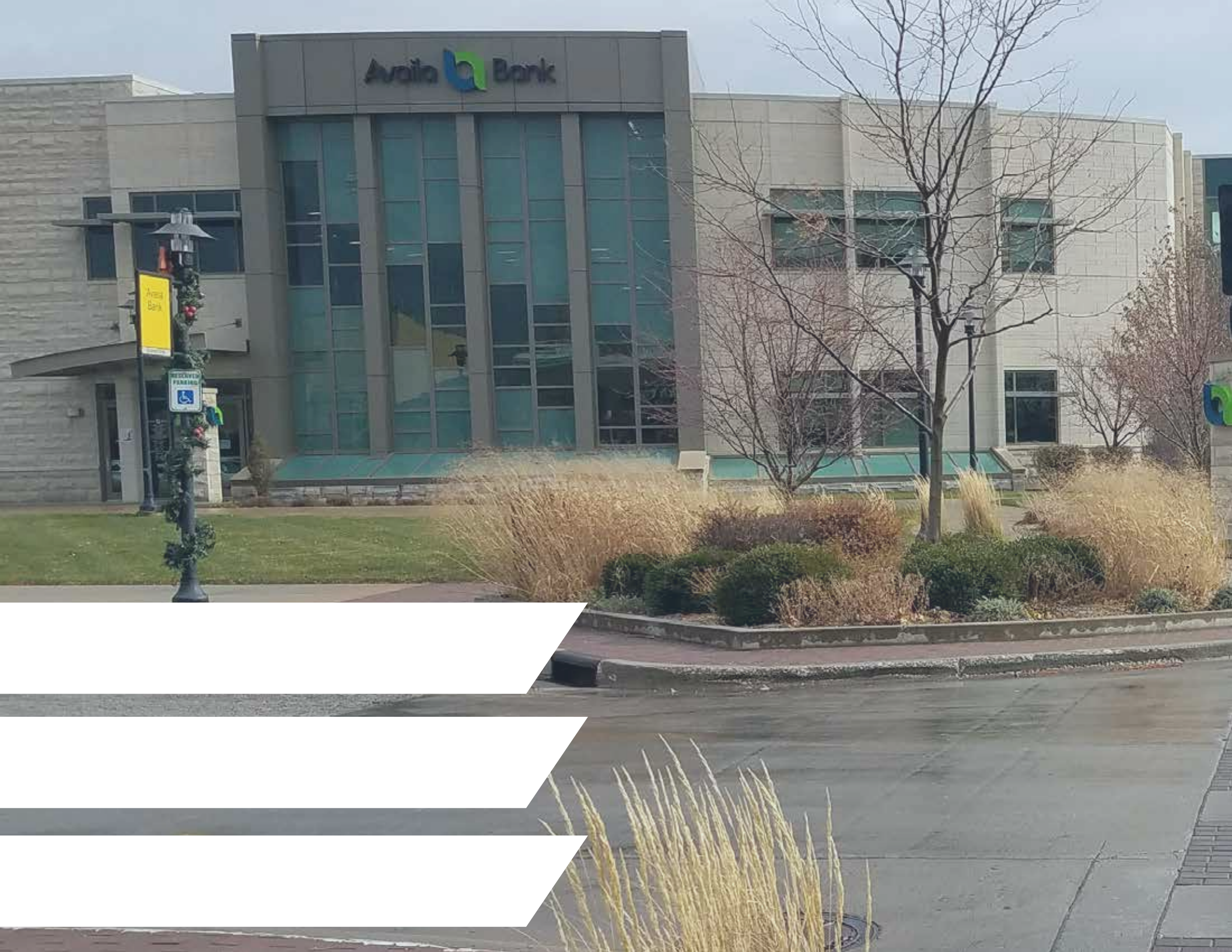
- Make connections to major job centers/ locations for those that must use active transportation.
- Maintain direct vehicular routes to shopping centers and improve walkability to and within these centers.
- Connect parks from the corridor by sidewalks or trails.

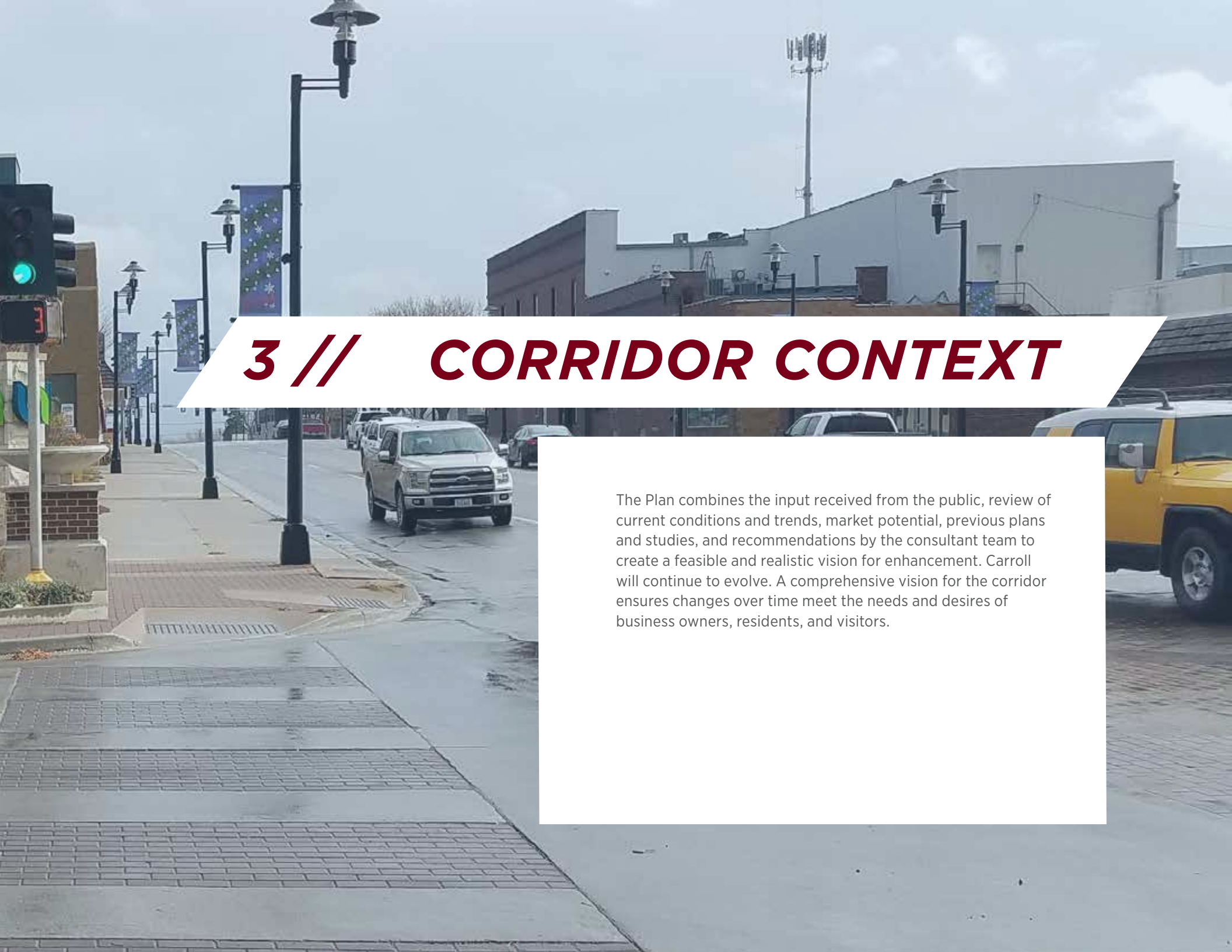
Maximize limited real estate and recognize that markets change over time

There are many long-standing businesses along and near the corridor. There are also several infill sites and areas for enhancement to reach the corridor's full potential capacity. These sites should be targets for uses that complement the downtown and balance development between Approach, Transition, and the Downtown Core framework areas. The process will be long-term, seizing opportunities as the market response to public investments and private market demand.

Program Goals:

- Leverage incentives and market conditions to stimulate investment on existing vacant sites.
- Adopt plans, possibilities, and a vision for sites that would benefit from enhance transportation systems, land use, and site features.
- Continue regular communication with property owners to understand market conditions and priorities.

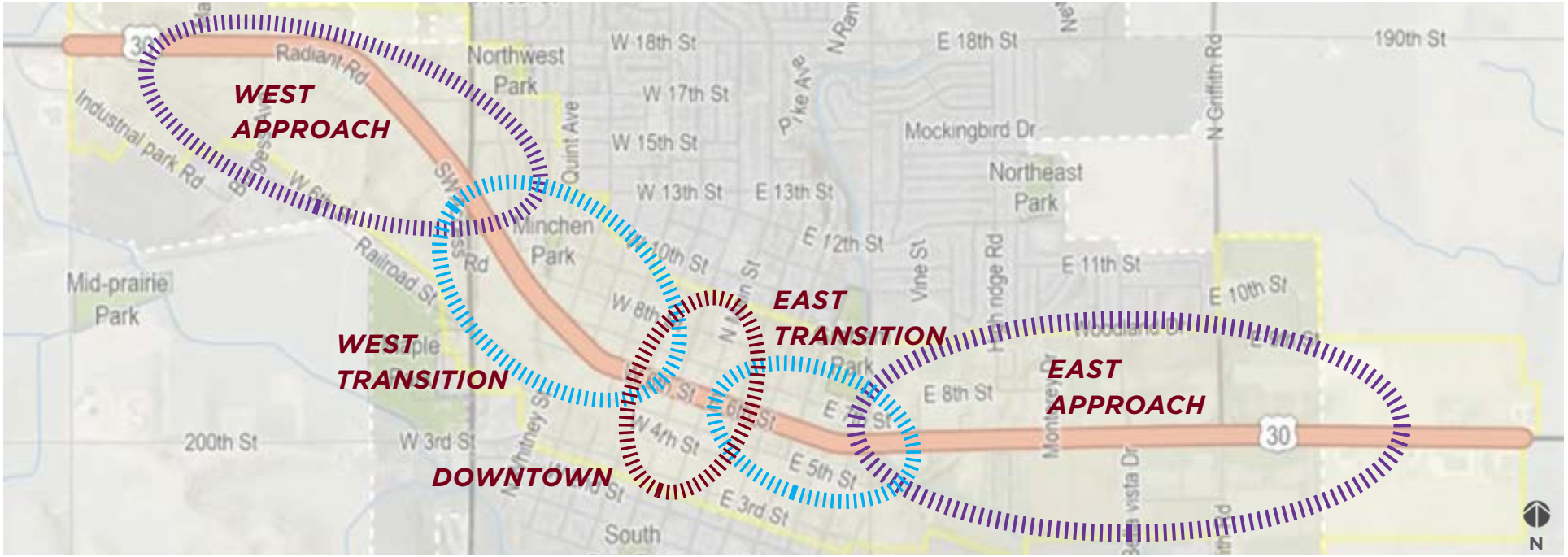

Avail Bank
RESERVED PARKING



3 // CORRIDOR CONTEXT

The Plan combines the input received from the public, review of current conditions and trends, market potential, previous plans and studies, and recommendations by the consultant team to create a feasible and realistic vision for enhancement. Carroll will continue to evolve. A comprehensive vision for the corridor ensures changes over time meet the needs and desires of business owners, residents, and visitors.

OVERALL CORRIDOR FRAMEWORK



The Corridor Framework provides a series of contextual zones of the corridor based on their character of development and mobility.

The Corridor Framework includes:

- **Approach Zones.** Areas people experience when first entering Carroll. Characterized by:
  - Anchored by Wal-Mart on the west; Pella and Farner-Bocken on the east
  - Larger building footprints and lots
  - Limited sidewalks and crosswalks
  - Most parking lots connected by frontage roads
  - Some open land for development potential
  - Large commercial/office, auto-oriented uses
- **Transitions Zones.** Areas characterized by a commercial services and some residential uses. Elements include:
  - More variety of commercial and service uses
  - Smaller sites and lots
  - Some sidewalks and crosswalks
  - Many driveways and property access points
  - Slower traffic speed than Approach Zones
- **Downtown Core.** The downtown core is the heart of the city that represents the oldest area of the community. Elements include:
  - Civic oriented uses
  - Sidewalk network with enhanced crosswalks
  - Buildings generally built to street
  - Smaller lots and high density of uses
  - Lighting, landscaping, and branding signage
  - Adams Street and Main Street

West Approach

West Approach

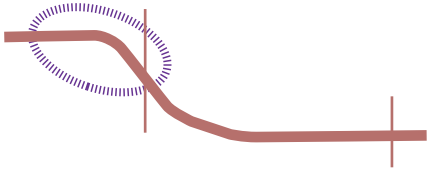
Character. Clustering of heavy commercial and auto oriented businesses. The approach provides a more industrial feel other than the emerging commercial uses around the Wal-Mart at Market Street. The division created by the Highway 71/30 intersection almost feels like approaching into a different community.

Challenges to Overcome

- Pedestrian and bicyclist connections to the area, both north and south of the corridor.
- Maintaining building and site appearance as uses age.

Opportunities to Leverage

- Existing entryway features at the Highway 71/30 intersection creates a defined point of entry to Carroll. Opportunities to further enhance to showcase Carroll.
- Ample area along the Highway in most areas for streetscape improvements or aesthetic enhancements.
- Successful commercial and industrial uses that serve the community.
- Existing frontage road system in place to manage access onto Highway 30.



West Transition

West Transition

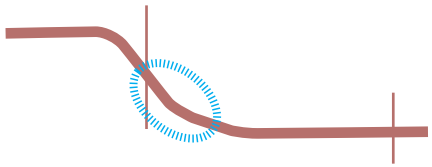
Character. A clear distinction from the approach zone to the west with more commercial and drive-up service uses. Many access points creates a confusing and difficult tot navigate transportation environment at times. Sidewalks on the south side of the Highway show some priorities for pedestrians, but vehicles still rule the area. There is noticeably less landscaped area than in the approach zone.

Challenges to Overcome

- Maintaining building and site appearance as uses age.
- Connections for pedestrians to the west of Highway 71.
- Many access driveways that can create confusion and unnecessary turning conflict points.
- Vacant commercial spaces that may be in more difficult locations to attract tenants.
- With the many access driveways, there is a lack of a defined edge between Highway 30 and adjacent properties.

Opportunities to Leverage

- Successful commercial uses that serve the community and region.
- Stop lights in place at Quint Avenue and West Street provide safer opportunities for pedestrian cross connection. Additional intersection safety features are possible.
- Underused parking spaces on some sites that present opportunities for redevelopment or design enhancements should the market dictate.



Downtown Core

Downtown Core

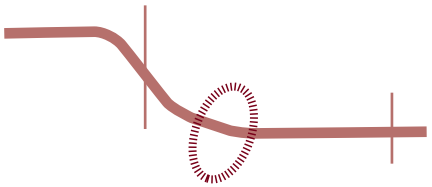
Character. A traditional downtown center with buildings built to the street and a compact urban environment. More pedestrian activity is visible, although mostly on side street off of Highway 30. The streetscaping improvements provide a feeling to motorists to want to turn off Highway 30. Several stop lights manage traffic and cross connections to the downtown businesses.

Challenges to Overcome

- Balancing efficient traffic flow within a more pedestrian oriented environment.
- Retaining the existing business mix.
- Finding a new occupant or use for the JC Penney building.

Opportunities to Leverage

- Successful commercial uses that serve the community and region.
- Stop lights in place at Court Street, Main Street, Adams Street, and Carroll Street provide safer opportunities for pedestrian cross connections. Additional intersection safety features are possible at Court and West Streets.
- Some landscaped buffer areas between Highway 30 and adjacent properties where building are not built to the street.
- Expanded trail connection to the downtown from the south along Carroll Street. Opportunities to continue these efforts to other areas.



East Transition

East Transition

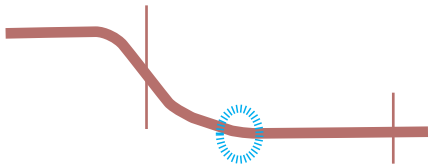
Character. A neighborhood commercial district that feels more walkable west of Grant Road. However, there are gaps in the sidewalk system where driveways intersect the street. Buildings are generally in good condition and travelers are able to see some public investments in infrastructure.

Challenges to Overcome

- Many access driveways that can create confusion and unnecessary turning conflict points.
- With the many access driveways that create conflict points for vehicles entering/existing Highway 30 and between sidewalks and driveways.

Opportunities to Leverage

- Successful commercial uses that serve the community.
- Stop lights in place at Grant Road and Clark Street provide safer opportunities for pedestrian cross connections. Additional intersection safety features are possible.
- Vacant sites at key places like Grant Road for encouragement of aesthetic improvements and new development.
- Space for entryways and wayfinding features to direct visitors to important destinations, particularly the Carroll Recreation Complex.
- Some landscaped buffer areas between Highway 30 and adjacent priorities for future streetscaping and aesthetic improvements.



East Approach

East Approach

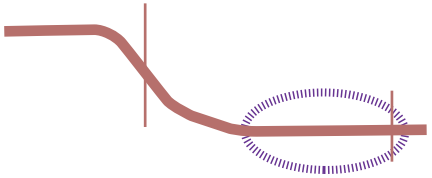
Character. Large employment bases transitioning to smaller auto-orientated and commercial uses. Vehicles are encouraged to maintain faster speeds with no stop lights and uses buffered from the highway. There is more need to turn into driveways on the north side of the highway, which can be difficult if traveling eastbound.

Challenges to Overcome

- Continuous frontage road to access uses without turning directly off of Highway 30.
- Areas with parking adjacent to Highway 30, creating many conflict points when cars exit parking stalls.
- Areas going further westbound with many access driveways that can create confusion and unnecessary turning conflict points.
- Creating a feeling of arriving to Carroll. There is no defined point to welcome travelers from the east.

Opportunities to Leverage

- Ample area along the Highway in most areas for streetscape improvements or aesthetic enhancements.
- Successful commercial uses that serve the community.
- Successful large employers that attract workers from the region.
- Space and opportunities for street extensions to neighborhoods and new trails along drainage ways.



4 // CORRIDOR CONCEPTS

Concepts for the corridor address the three themes emerging from the public engagement process, including:

- Enhance the experience of Carroll, creating strong memories for all.
- Create options for moving safely between neighborhoods and destinations.
- Maximize limited real estate and recognize that markets change over time.

This chapter organizes concepts into three sections, including:

1. Mobility Possibilities
2. Image Enhancement Possibilities
3. Development Possibilities

1. MOBILITY POSSIBILITIES

Highway 30 is the city's principal east/west route. The Plan does not provide any recommendations for changing traffic movements or lane configuration, but rather provides recommendations for the areas adjacent to the roadway in the public realm. Mobility possibilities addresses the following elements:

- **Access Management.**
  Access management relates the points of access along the road from private property and intersecting roads. Managing access improves safety of motorists and pedestrians, while providing clarity to customers entering and exiting property.

  Generally, future improvements are phased in over time and occur when the city or state initiates a large capital improvement project, such as a street reconstruction/resurfacing or streetscaping project. Improvement may also occur when redevelopment occurs. Some improvements may be mandated by federal design standards. Recommendations in this Plan attempt to anticipate for the future design standards, and assist the city and property owners to provide the best customer experience.

- **Active Transportation.**
  The Plan examines improvements for the corridor and its connections to other destinations that support better options for moving people living/working/visiting in Carroll.

  Having a complete active transportation network is becoming an expected amenity for attracting talent to the community. Also, having a complete network ensures greater equity in the community as some people may not be able to afford the cost of having a vehicle or experience an impairment that prevents them from driving.

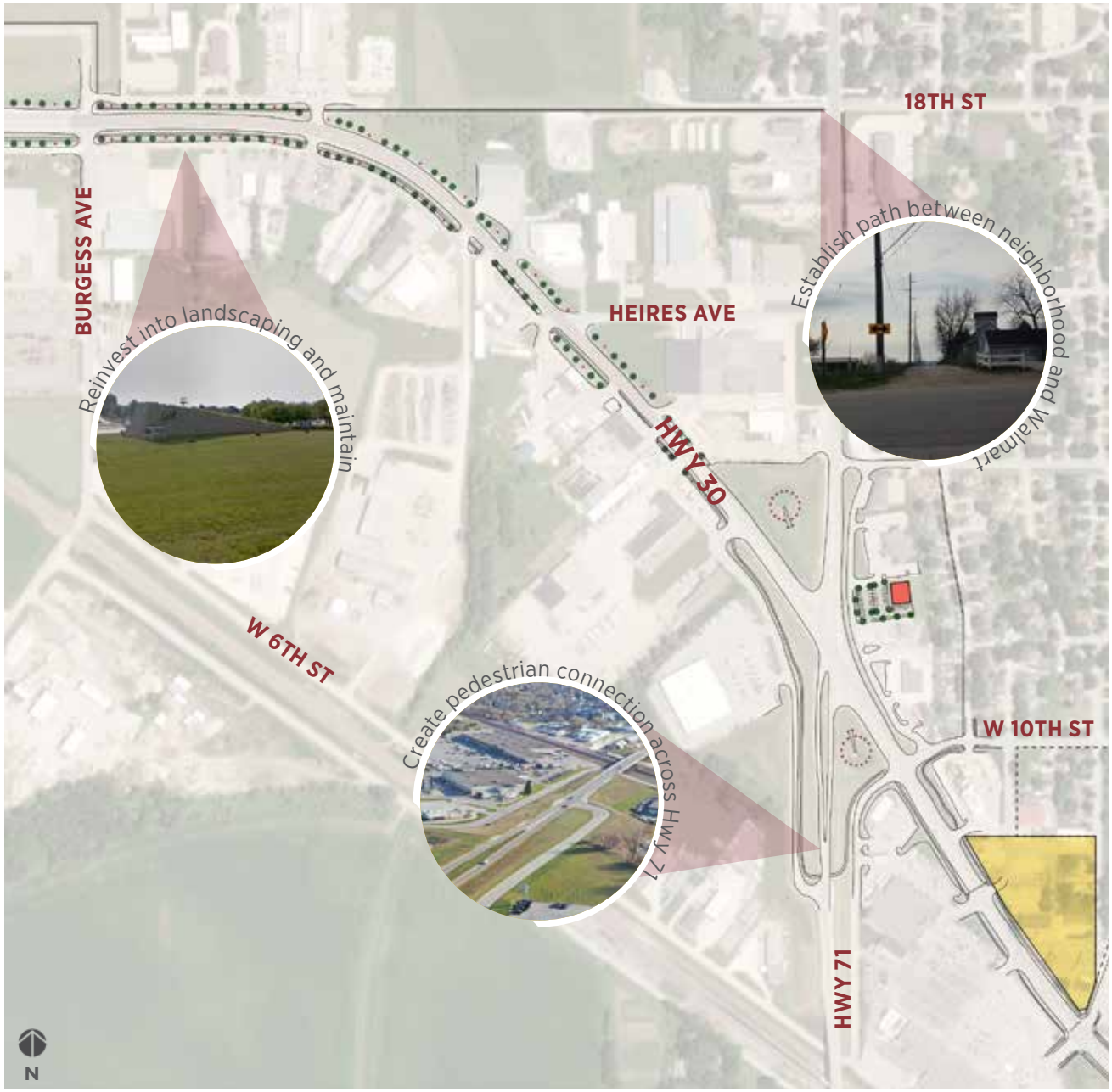
  Generally, improvements are phased in over time. The backbone of the system is the Sauk Rail Trail that connects Carroll to Lake View. While Swan Lake State Park is the trail's primary destination in Carroll, adding connections to the rest of the community is an opportunity in the future.

ACCESS MANAGEMENT

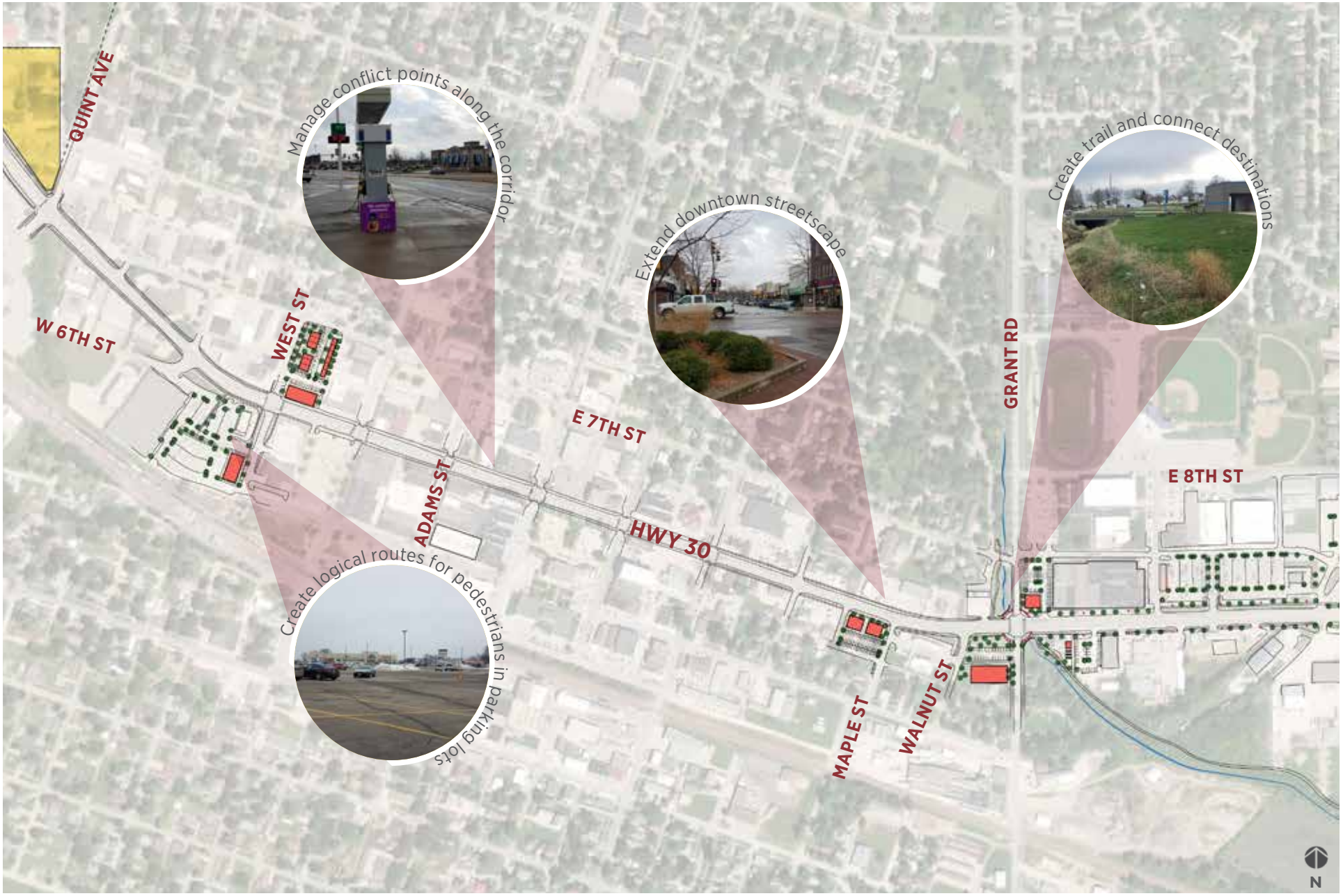
Conflict points create risk for the health and safety of motorists and pedestrians. The Plan identifies possible strategies for managing conflict points throughout the district.

- **On-street parking.** Angle or perpendicular parking adjacent to the street creates conflict points. Parallel parking is acceptable in the transition areas.
- **Offset entrances.** Offset entrances on opposite sides of the street creates turning conflicts for vehicles. Aligning entrances will assist customers to more easily cross the highway to access businesses rather than a quick right then left. Also, vehicles on the highway and turning left are not in conflict with a vehicle turning left moving in the opposite direction.
- **Obstructions in sight-lines.** People turning onto the highway with visibility that's obstructed creates hazardous conditions. Obstructions include buildings, shrubs, and other parked vehicles.
- **Continuous curb cuts.** Properties with continuous curb cuts create large conflict zones of vehicles potentially entering and existing. These curb cuts can also be confusing for motorists not familiar with the corridor.
- **Further investigate stoplight efficiency.** The City should explore traffic signal technology to potentially make lights more efficient as their life expectancy is coming due in the planning horizon.

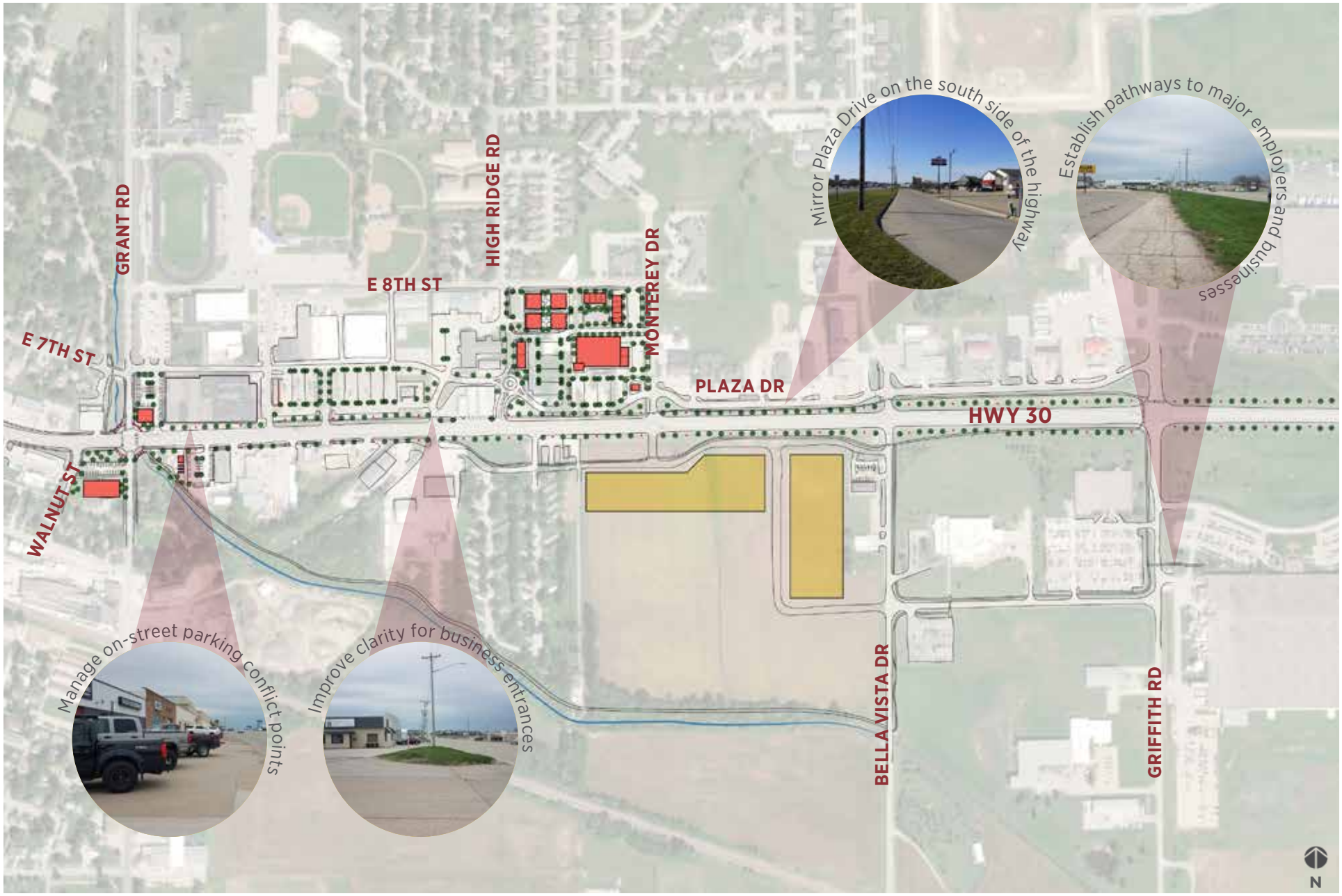
West



Central


QUINT AVE
W 6TH ST
WEST ST
ADAMS ST
E 7TH ST
HWY 30
GRANT RD
E 8TH ST
MAPLE ST
WALNUT ST
Manage conflict points along the corridor
Extend downtown streetscape
Create trail and connect destinations
Create logical routes for pedestrians in parking lots
N

East


GRANT RD
HIGH RIDGE RD
MONTEREY DR
E 8TH ST
E 7TH ST
WALNUT ST
PLAZA DR
HWY 30
BELLA VISTA DR
GRIFFITH RD
Mirror Plaza Drive on the south side of the highway
Establish pathways to major employers and businesses
Manage on-street parking conflict points
Improve clarity for business entrances
N

ACTIVE TRANSPORTATION

The corridor does not live within isolation, so the Plan presents concepts that considers the overall active transportation network for the entire community and its relationship to the Highway 30 corridor.

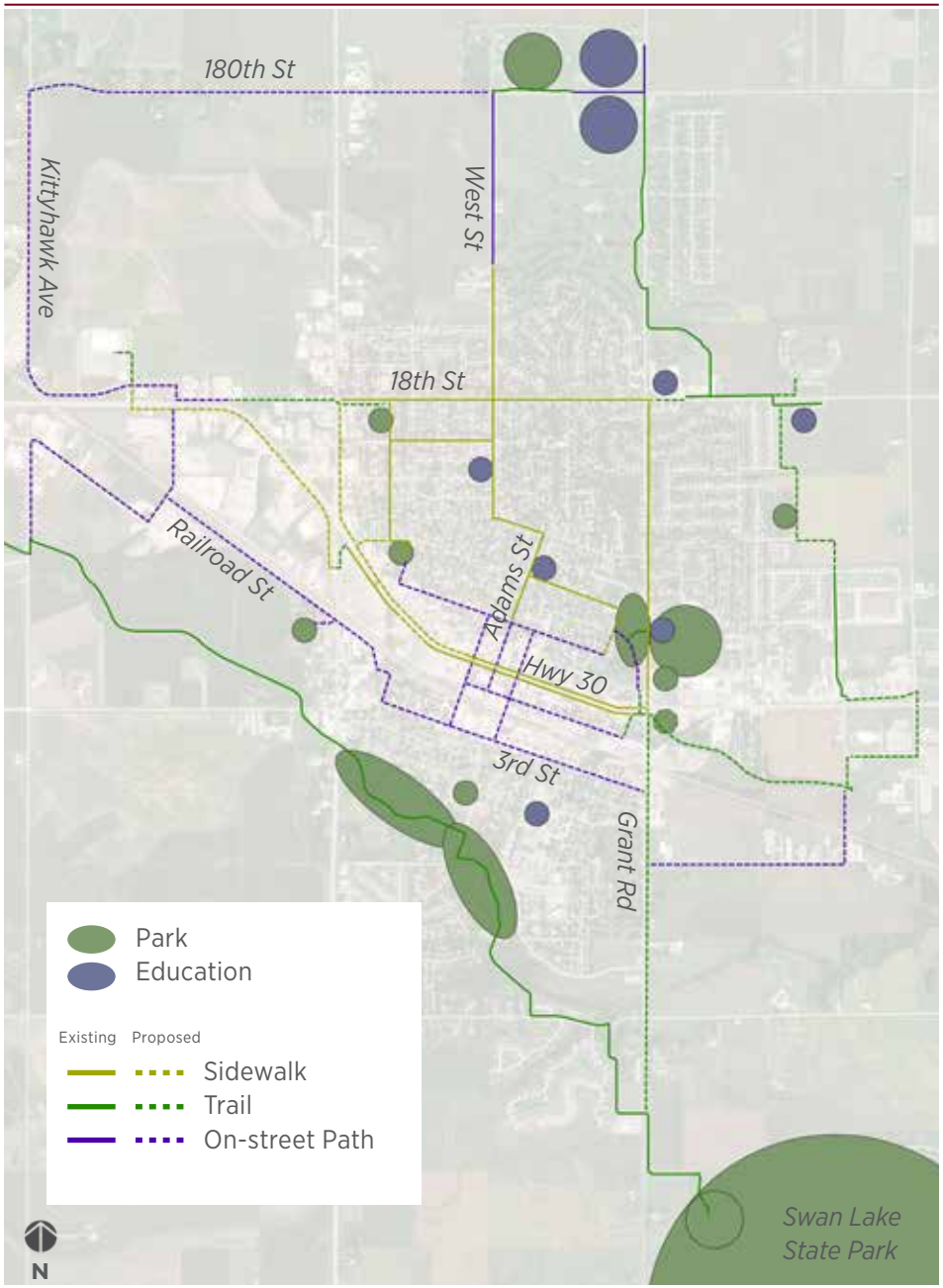
Priorities for implementation are subject to the level of service that the path will provide. For example, the City's highest priority is connecting users to schools and parks. Another priority is connecting people to grocery stores, pharmacies, and major employers. Implementing a complete active transportation system may take decades.

Ultimately, the Plan shows Highway 30 as the fulcrum for making a complete network in Carroll.

The Active Transportation Map shows the complete system. Important elements include:

- **Create a Closed Circuit of Paths.** The system is planned as a series of closed loops. Each loop can act as a unified project that can be built incrementally over time.
- **Sidewalk Gaps and Repairs.** Sidewalks should be free of obstructions, have gaps filled in, and repaired timely as needed.
- **Improve Crosswalks.** Crosswalks should be well-marked and ADA compliant. Countdown timers should be placed at all signalized intersections.

MAP: Active Transportation Map



Pathway connecting neighborhoods to Walmart

Pathway connecting to major employers

Pathway connecting Graham Park and Recreation Center to Swan Lake State Park

Pathway to future trail that follows creek to major employers

2. IMAGE ENHANCEMENT POSSIBILITIES

Enhancing the image of the Highway 30 corridor intends to create a strong, positive memory for visitors and residents alike. Also, having a corridor that appears pristine supports existing businesses while attracting new investment to the area.

Purpose of Enhancements

- **Attract customers.** Carroll's strength as a retail center should continue by creating new opportunities to capture customers through destinations in recreation, activities, and new unique businesses.
- **Maintain property values and marketability.** The investments in streetscape enhancements will maintain property values, increase sales tax revenues, and create an image that adds business to the city.
- **Stimulate private investment.** Initial investments in the public realm can create conditions for economic growth that are unlikely to happen spontaneously.

Elements of Enhancements

The concepts for streetscape enhancements is the culmination of public input and best design practices.

The vision for streetscape artfully ties together recent improvements in downtown and creates tiers of enhancements stretching from the corridor's zones, including the downtown core, transition, and approach.

The subtle cues in the streetscape, such as patterns and materials, integrates art found in downtown and stretches them throughout the community to create a more unified image.

- **Street furniture.** Street furniture gives a functional element to the sidewalk. This includes benches and trash receptacles, railings, planting urns, and kiosks.
- **Materials.** Having a consistent library of materials brings consistency along the corridor. New projects should consider the context of the corridor. This includes retaining walls, screening walls, pavers, concrete, and monuments.
- **Crosswalks.** Crosswalks should be well-marked. Countdown timers placed at each signalized intersection helps pedestrians understand the amount time that they have to safely walk across the street.
- **Plantings.** Plantings (trees, shrubs, grasses) provides color and shade to the district. Tree planting beds provide uniformity and even placement provides continuity in the landscape design. Street trees provide visual interest to the street. Other low cost enhancements such as flower baskets and low-lying planters break up storefronts and concrete sidewalks to provide color and interest.
- **Lighting.** The character and type of illumination of light fixtures along the corridor should complement the elements of the corridor. The tophat fixture mounted to black poles in downtown can change in the transition areas to cutoff fixtures mounted to black poles.
- **Public art.** Art can vary throughout the corridor. This Plan presents a vertical feature that shares antecedents to design features in downtown.

APPROACH

- Cobra Streetlights
- Plantings
- Urns
- Field Stone
- Gateway Elements
- Concrete Sidewalks

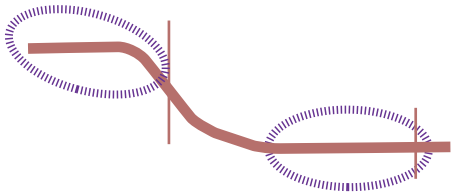
TRANSITION

- Cobra Streetlights
- Plantings
- Benches and Receptacles
- Concrete Sidewalks

DOWNTOWN

- Tophat Streetlights
- Plantings
- Benches and Receptacles
- Banners
- Concrete Sidewalks
- Pavers
- Monuments

APPROACH ZONES



Imaging Enhancements

Focus for the Approach Zones is on arrival features and creating a pleasant first impression of Carroll. The impressions are not to be grandiose or overly artful, but rather subtle with greenery and structural elements that lead into the downtown area.

Imaging Strategies

- **Easy to Implement.** Use enhancements that are relatively easy to implement and maintain. Work with the existing curb to building area for treatments and restructuring for active transportation where identified previously.
- **Components.** The suggested enhancements are 75% natural (vegetation) and 25% built (lighting/columns).
- **Built Enhancements.** The concept focuses on pulling decorative fencing/paneling design from Downtown throughout the corridor. Much effort and investment went into the past streetscape project and should be complemented if adding built enhancements.
- **Possible Built Layout.** Lighted LED designed columns along Highway 30 every 200 feet with landscaping enhancements in the gaps. Cobra-head style lighting option could replace designed columns in some areas, leaving the more decorative built component to the first entryway areas.
- **Possible Landscaped Layout.** Trees and shrubs align with built lighting features to create a corridor feeling, but also buffer Highway 30 from pathways and parking areas.

NATURAL CHARACTER POSSIBILITIES

BUILT CHARACTER POSSIBILITIES

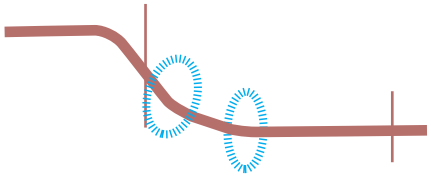
APPROACH

- Cobra Streetlights
- Plantings
- Urns
- Field Stone
- Gateway Elements
- Concrete Sidewalks

LIGHTING AND ART

Refreshed lighting, public art, and landscaping intends to welcome visitors to the area, giving them a memory of a community with character and vitality. This particular stretch of Highway 30 does not contain utility poles, and therefore, none are shown in the rendering above. This Plan does not suggest or recommend removal or burying existing utility poles. However, streetlights are recommended to remain or be added where absent today.

TRANSITION ZONES



Imaging Enhancements

Focus for the Transition Zones is to balance increasing traffic and built out sites with structures and concrete, with a positive experience of people traveling the corridor. Many aspects involve softening intersections, driveways, and parking areas through buffers and greenery.

Imaging Strategies

- **Easy to Maintain.** Use enhancements that are relatively easy to implement and maintain, such as fixtures and element used in other parts of the city.
- **Components.** The suggested enhancements are 50% natural (vegetation) and 50% built (lighting/columns).
- **Built Enhancements.** The lighted columns in the Approach Zones are discontinued at the west and east nodes, Highway 71 and Grant Road. Instead, the built enhancement focus more on extended the downtown elements where feasible and adding more pedestrian level elements. These elements include filling sidewalk gaps, consolidating driveways, and crosswalk enhancements.
- **Possible Landscaped Layout.** Where possible, low maintenance landscaping can provide a buffer from the street and parking areas. These enhancements are most feasible on potential development sites and where driveways are consolidated. In addition to grass, features may include an alternate spacing between canopy trees and ornamental trees/ shrubs/grasses.

NATURAL CHARACTER POSSIBILITIES

BUILT CHARACTER POSSIBILITIES

TRANSITION

- Cobra Streetlights
- Plantings
- Benches and Receptacles
- Concrete Sidewalks

TREES AND PLANTINGS

Adding trees and plantings will enhance the image of the community and add color to a corridor that appears "gray" from the large amount of concrete surfaces. Improvements need to be well-maintained to sustain the improved condition.

DOWNTOWN ZONES

Imaging Enhancements

Focus for the Downtown Zone is on maintenance of enhancements that have already been made such as the streetscape fixtures, plantings, and signage.

Imaging Strategies

- **Signage Refresh.** The downtown signage for wayfinding and business identification could be refreshed with a new design. The current signage is fading and mismatching colors from newer signage added when a business changes.
- **Components.** Maintain the existing mix of built and natural features as today (2020). A storage of the existing fixtures are already built up for replacement and maintenance as needed over time.
- **Built Enhancements.** Focus on outward connections to downtown, focusing especially for pedestrians. These are detailed more in the mobility section of this Plan.

NATURAL CHARACTER THEME

BUILT CHARACTER THEME

DOWNTOWN

- Tophat Streetlights
- Plantings
- Benches and Receptacles
- Banners
- Concrete Sidewalks
- Pavers and Monuments

3. DEVELOPMENT POSSIBILITIES

Concepts presented in this section are just that, ideas for redirection of areas that are naturally influenced by market forces.

Markets for development change over time, and so do trends for construction. Existing business operations also change, sometimes creating a demand for more space, resulting in expanding their building or relocating to a different site altogether.

Cities don't remain static and the spirit of the concepts in this chapter is to present possibilities for individual owners. Each site is described as follows:

- **Description.** The description describes the site, its context, and the factors that places it as a site that is subject to change.
- **Program.** The program identifies general guidance for land that is subject to change, if it were to change at all.
- **Concept.** The concept illustrates a possible scenario for addressing the program for the site.

Over time, several projects have been built that are somewhat autonomous from its surroundings, while some areas are well connected to each other, the highway, and neighborhoods. Also, some projects that once matched the needs of the highway corridor have become obsolete as the highway has grown from two lanes to multiple lanes.

SITES SUBJECT TO CHANGE

The plan presents possibilities for developing (and redeveloping) the limited land available along the city's principal transportation corridor, Highway 30.

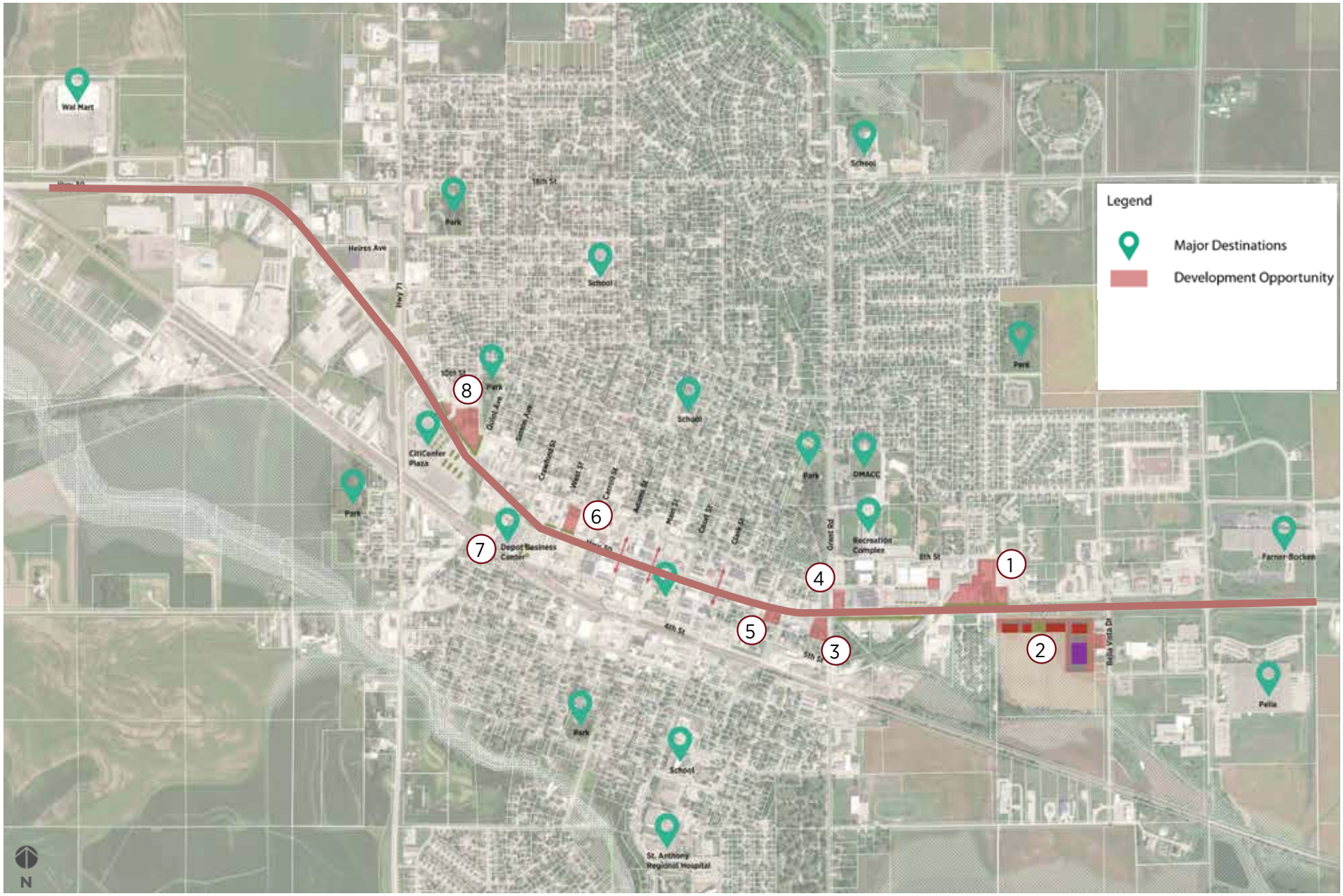
Candidate sites for redevelopment, new development, and enhancements possess similar challenges and opportunities. Each candidate site was determined using the following criteria.

- Input and feedback from the community, indicating their desire for resolving challenges at specific properties.
- Availability of funding sources that can be leveraged between local, state, and federal resources, including grants, economic development incentives, and general funds.
- Field reconnaissance and site observations, both current and historical, for each site.
- Probability of the site's redevelopment potential for influencing the perception of corridor's image.
- Probability of the site's redevelopment to positively influence the quality and safety of surrounding areas.

The recommendations proposed in the development concept are sensitive to the surrounding neighborhoods, transportation patterns, and customer experiences. The development strategies must integrate the surrounding neighborhoods, recent investments, market demands, and the mobility improvements and connections. Development sites fall into six neighborhood nodes, including:

1. High Ridge Plaza District
2. Southside Fields
3. Grant Corners: South
4. Grant Corners: NE Site
5. Maple Street and Highway 30
6. West Street and Highway 30
7. Depot Business Center
8. The Triangle

MAP: Development Possibilities Nodes



HIGH RIDGE PLAZA DISTRICT

Description:

The properties north of Highway 30 between Monterey Drive and Grant Road were developed throughout the decades. Some buildings were built near the highway, while others were setback from the street with parking in front. Generally, each property functions independently when they could become a unified district with stronger connections and offer conventional land uses to serve customers visiting the city.

The program for this segment of the corridor recognizes that markets shift and that real estate along the highway is limited, making the area subject to change in the future.

As previously stated, the concepts provide options for current and future property owners for the use of their property. The concepts do not prescribe or mandate changes.

Program:

The program includes mobility and development strategies includes:

Mobility Strategies:

1. **Extend High Ridge Road through to Highway 30**, providing greater accessibility to the neighborhoods to the north and future development.
2. **Consolidate access points along Highway 30** to reduce the number of conflict points for accidents. This includes removing the continuous curb cuts for parking.
3. **Extend Plaza Drive from Monterey Drive** to Grant Road, aligning with E 7th Street. Benefits of the concepts include improving internal circulation and convenience between retail businesses, and creating a connected district with more marketable tenant space.
4. **Dedicate a parallel pedestrian pathway along Plaza Drive** that connects people from the Recreation Center (and Graham Park) to existing retail, new housing, new commercial spaces, and Fareway Grocery. Continuing the path along Plaza Drive to Griffith Street will ultimately connect the Recreation Center and Graham Park to the city's trail system.

Development Strategies:

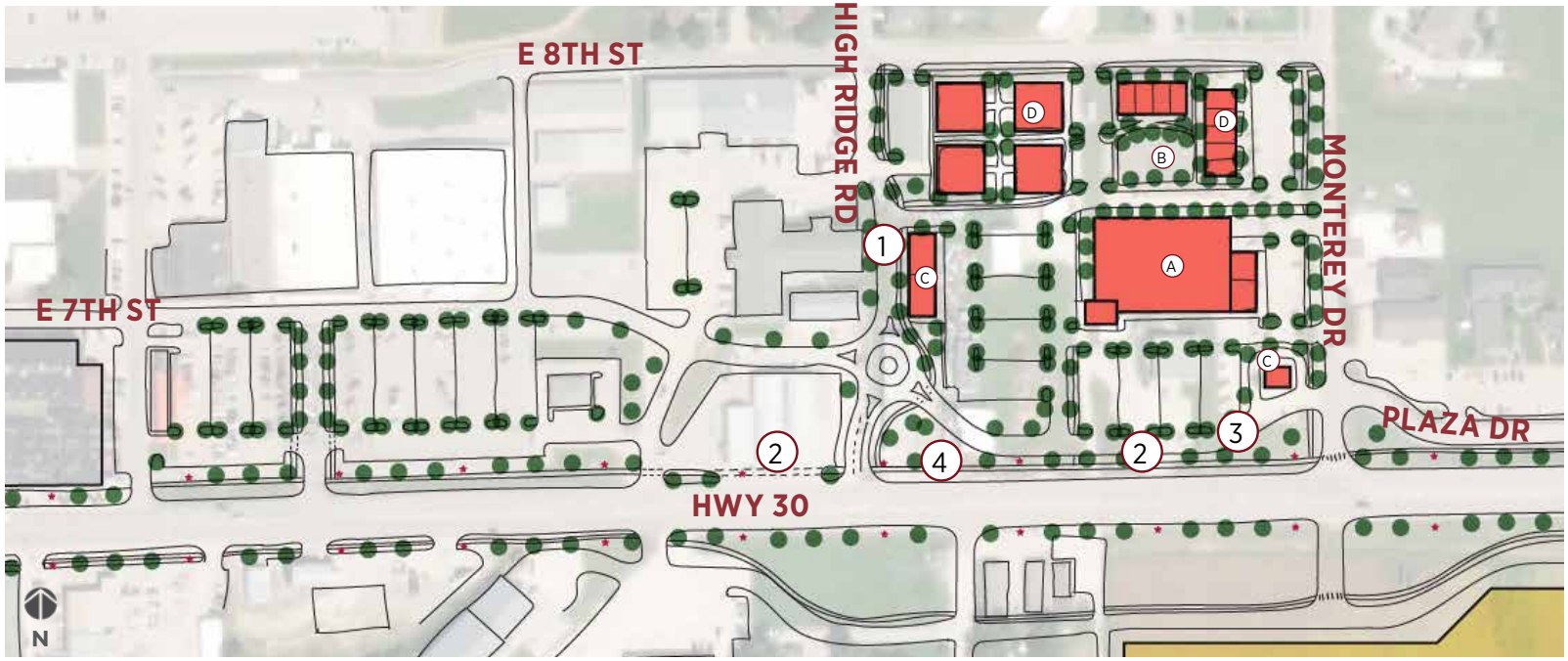
A. **Future Fareway Grocery.** The concept recognizes that Fareway Grocery may build a new facility on its current property, while remaining in operation during construction. The concept illustrates an orientation to the highway with parking wrapping around its main corner entrance.

B. **Existing Fareway Grocery Building.** The existing Fareway Grocery building can be re-purposed or be redeveloped. The concept here imagines the site supporting multi-family housing.

C. **Future Commercial Development.** The concept shows several areas oriented toward Highway 30 that can support several types of commercial, including hotel, office, and conventional commercial strips.

D. **Multi-family Housing.** The industrial uses along E 8th Street could be redeveloped for multi-family housing, thereby creating a transition to the neighborhood to the north.

MAP: High Ridge Plaza District



1. Extend High Ridge Road through to Highway 30
2. Consolidate access points along Highway 30
3. Extend Plaza Drive from Monterey Drive
4. Dedicate a parallel pedestrian pathway along Plaza Drive

A. Future Fareway Grocery

B. Existing Fareway Grocery Building

C. Future Commercial Development

D. Multi-family Housing

SOUTHSIDE FIELDS

Description:

Participants in the planning process indicated that the farmland west of Bella Vista Drive is subject to future development since it represents a gap between built projects. While true, the site is mostly within the 100-year floodplain, which is shown at the right.

Developing within the floodplain is generally discouraged, yet portions of the site could be raised out of the floodplain to support some development. The northeast area is already out of the floodplain and could support development if access roads were built.

Program:

The program includes strategies for mobility and development.

Mobility Strategies:

1. **Extend E 4th Street.** Extending E 4th Street across Bella Vista Drive creates a access point for businesses. The road could wrap the development site to intersect a future frontage road.

2. **Build Frontage Road.** Building a frontage road that runs parallel to the highway, similar to Plaza Drive on the north side of the highway, can become the primary access to new and existing businesses. Key access points from Highway 30 should align with driveways on the north side to improve turning movement conflicts.

3. **Extend Monterey Drive.** Extending Monterey Drive south of Highway 30 to the frontage road aligns access points and minimizes conflicting turning movements on Highway 30.

4. **Manage access near mobile home park.** The current continuous curb cut near the mobile home park creates unmanaged conflict points that influences the safety and overall image of the site and sense of arrival to Carroll.

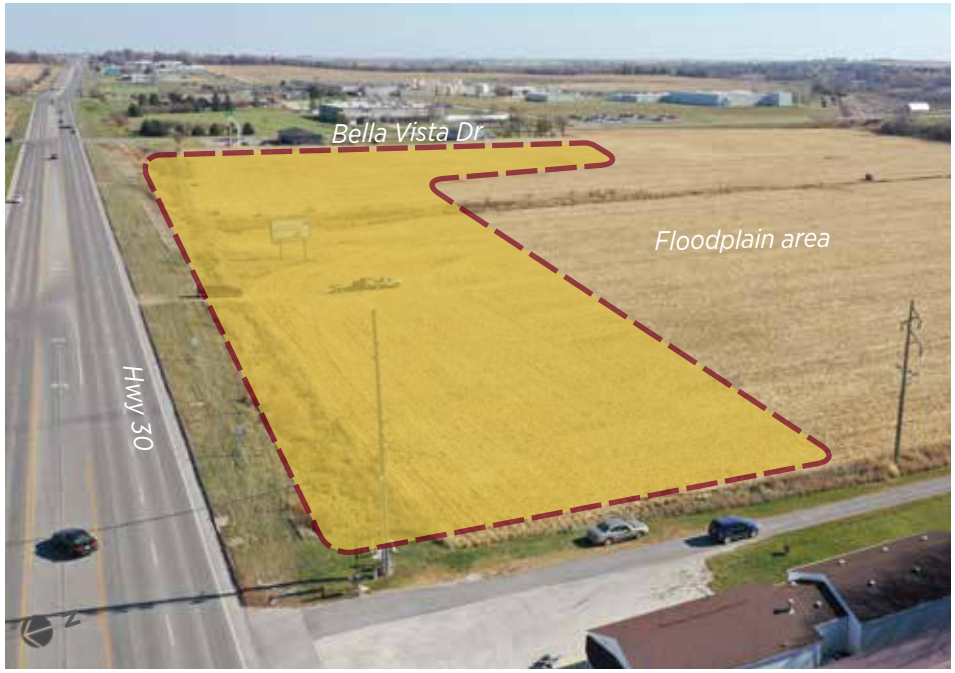
   - **Near-term strategies.** The continuous curb cut near the mobile home park should be reduced to limit conflict points. Landscaping the area will improve the area's overall image and perhaps its marketability.
   - **Long-term strategies.** The proposed Frontage Road could extend through the mobile home park to provide access to adjacent properties, and ultimately become its primary access.

Development Possibilities:

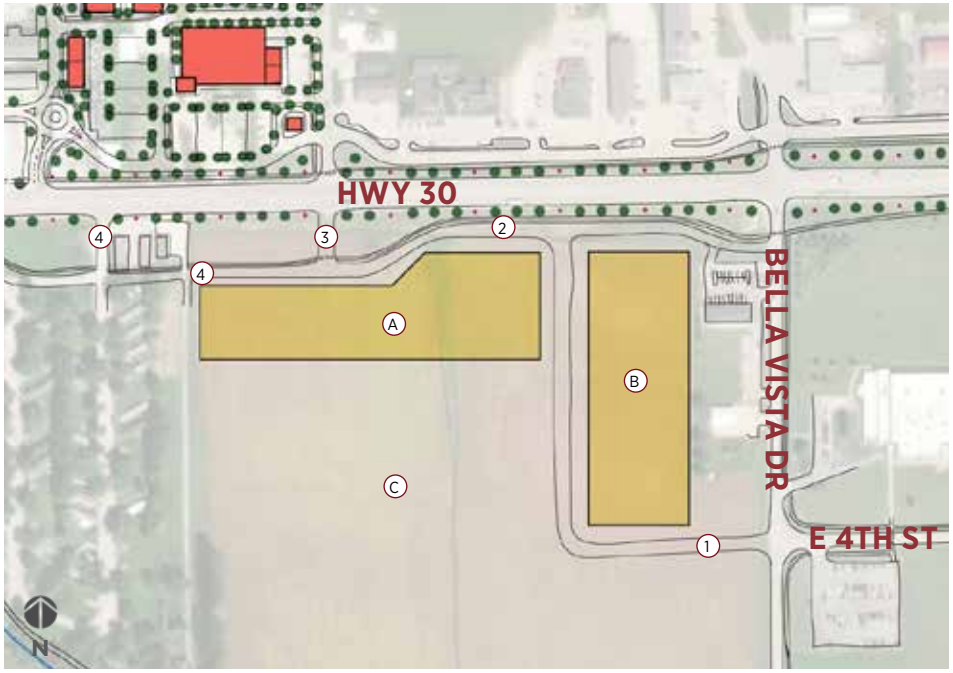
A. **Frontage Road Development.** Lots could be raised out of the floodplain to create shallow development sites that have visibility to Highway 30.

B. **Employer Site.** A larger development site west and behind Subway could support a large employer.

C. **Major Development Alternative.** The Plan recommends that the site remain in agriculture use as the area is mostly in the floodplain. However, the Plan also recognizes that the site has been subject to development in the past and could be considered for development in the future.



MAP: South Fields Concept



1. Extend 4th Street
2. Build Frontage Road
3. Extend Monterey Drive
4. Manage access near trail park

A. Frontage Road Development
B. Employer Site
C. Major Development Alternative

GRANT CORNERS: NE SITE

Description:

The businesses located at the northeast corner of Grant Road and Highway 30 are important to the City of Carroll. Buildings supporting those businesses were originally constructed in the mid-Twentieth Century with numerous additions over the decades that have nearly covered the entire block. Meanwhile, more lanes were added to the highway, which constrained the site and other development projects surrounded the building. These conditions influence the site's convenience and serviceability for its customers and employees.

The Plan assumes that the following challenges may emerge in the future, resulting in this site being subject to change in the future.

- **Federal mandate to remove parking along Highway 30.** On-site parking for employees and customers is limited and the available parking along Highway 30 does not meet federal design standards because of the conflict points. The City anticipates receiving direction to prohibit parking along the street, which would further influence accessibility for employees and customers.
- **Challenging expansion/recruitment for businesses on the site.** The businesses operating in the buildings have limited capacity for future growth as the site is completely built out. If vacated, recruiting a new business to fill the space will be challenging with the limited parking.

Program Scenarios:

Mobility Strategies:

1. **Establish Pedestrian Zone.** Establishing a pedestrian zone along the building frontage will provide better customer convenience. Connections should wrap the block and link to surrounding destinations.
2. **Plan for Lost Parking.** Again, future maintenance of Highway 30 may necessitate the removal of parking along the building frontage. Future projects should anticipate this loss.

Development Strategies:

Several scenarios are possible for the future of this area, including:

A. **Do Nothing.** The "do nothing" approach assumes that businesses will have to adapt to changing circumstances on their own. In such event, the City can assume design/construction for improvements to the parkway if the parking area is mandated to be removed. Improvements should reinforce the corridor's overall image and be consistent with other streetscape enhancements.

B. **Redevelop Corner for Parking.** The three properties on the west side of the block could be redeveloped for on-street parking. While parking is not an ideal use for a high-profile intersection, it can be attractively designed to improve the image of the intersection while providing parking to nearby businesses.

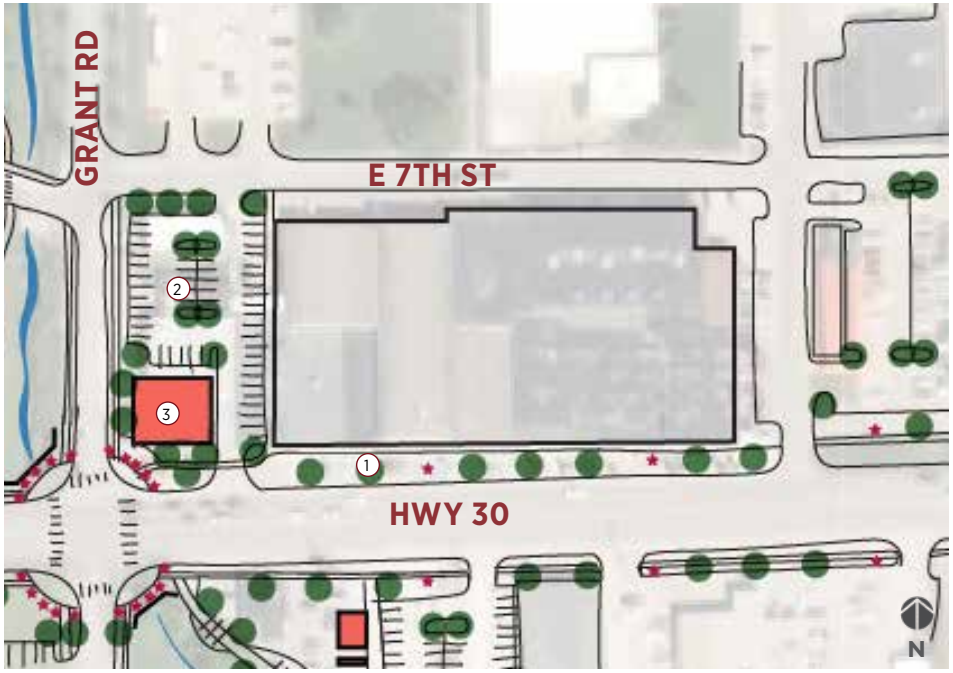
Providing parking is an economic development tool that helps retain businesses to the area.

C. **Redevelop Corner for Commercial.** The existing auto-service business at the corner will be substantially influenced by removing the parking from Highway 30. Naturally, other locations may need to be considered to improve customer convenience and storage space for vehicles waiting to be serviced.

If redeveloped, the development wants to orient to the intersection to maximize its presence and frame the intersection. For the City to achieve a desirable built project, the City and its partners may need to participate in assembling properties and preparing the site for redevelopment.

D. **Redevelopment Entire Block - Alternative.** The burden of businesses being successful and relocating to other areas of the city often leaves behind vacant spaces. Replacing tenants can be challenging, but it also presents an opportunity to re-imagine the entire block. In this event, the Corridor Plan should be updated to explore scenarios for redevelopment.

MAP: Grant Corners: NE Site



1. Establish pedestrian zone
2. Plan for lost parking
3. Redevelop corner for commercial

GRANT CORNERS: SOUTH

Description:

The land on the southwest corner of Highway 30 and Grant Road has sat vacant since the gas station was demolished in 2014. A segment of 6th Street still remains on the site.

The land from 5th Street to the mid-block is zoned B-2 and is vacant with the exception of a storage garage. The land from the mid-block to 6th Street is zoned I-2 and hosts five single-family units, which are technically non-conforming uses.

East of Grant Road is a series of vacant lots as a result of demolitions. These lots abut a creek corridor that runs beneath Highway 30.

Logically, land that is vacant along the highway is subject to change and included in this study. The single-family uses along 5th Street are likely to remain, yet could be redeveloped as part of a larger development project.

Program:

Mobility Strategies:

1. **Improve pedestrian safety.** Installing sidewalks, countdown timers at intersections, and enhanced crosswalk stripping will increase visibility and awareness of pedestrian activity.

2. **Design trail paths and hub.** The intersection at Grant Road and Highway 30 can become a hub for walkers/bikers to connect to other parts of the city and its special destinations. The hub is an intersection of trails for users to choose their path.

   - **Connection to Sauk Rail Trail.** Providing a wide path along Grant Road to the Sauk Rail Trail will connect users to Swan Lake and Lake View.
   - **Connection to Graham Park, Recreation Center, and Neighborhoods.** Improving the crosswalks and defining a path for users to reach Graham Park continues to celebrate the city's relationship with the Sauk Rail Trail. Additional pathways (on-street and off-street) can be placed through the neighborhoods and marked with signage.
   - **Connection to East Side Employers.** Placing a trail along the north side of the creek to Bella Vista Drive connects people to the east side employers. Trail users can meander from Bella Vista Drive to the controlled intersection to reconnect with the north side trails.

Development Strategies:

A. **Preserve corners for signature green spaces.** The open lots surrounding the intersection could be improved with public art and plantings. Features could be applied to the NE corner, as well, if redeveloped. East of the creek, the vacant site could be restored to native grasses or turf.

B. **Manicure the riparian zone.** Removing the volunteer trees and shrubs will improve the creek's appearance and improve visibility to the redevelopment project. Planting a minimum 10′ buffer of native grasses near the creek's edge will help manage stormwater and water quality.

C. **Redevelop SW corner lot for commercial use.** Community participants expressed interest in ensuring that future construction sets a precedent for the quality of projects expected in Carroll.

   The vicinity hosts a cluster of auto-service uses, including Casey's Gas Station, O'Reilly Auto Parts, Power Wash USA, Performance Tire, and Todd's Exhaust Pros. The lot could be a location for auto-service, or even a candidate site for relocating Todd's Exhaust Pros if the northeast corner were to redevelop for parking.

D. **Prohibit construction above the city's buried utilities.** Relocating the utilities beneath the road is cost prohibitive and future site plans for redevelopment should prohibit buildings placed on the street's alignment.

GRANT CORNERS: SOUTH

MAP: Grant Corners: South Sites

1. Improve pedestrian safety
2. Design trail paths and hub

A. Preserve corners for signature green space

B. Manicure riparian zone

C. Redevelop SW corner lot

D. Prohibit construction above the City's buried utilities

Highway 30 and Grant Road marks a point in the community where traffic slows down and the city's charm becomes more evident. The concept shows improved crosswalks, art installations, and plantings.

MAPLE STREET + HWY 30

Description:

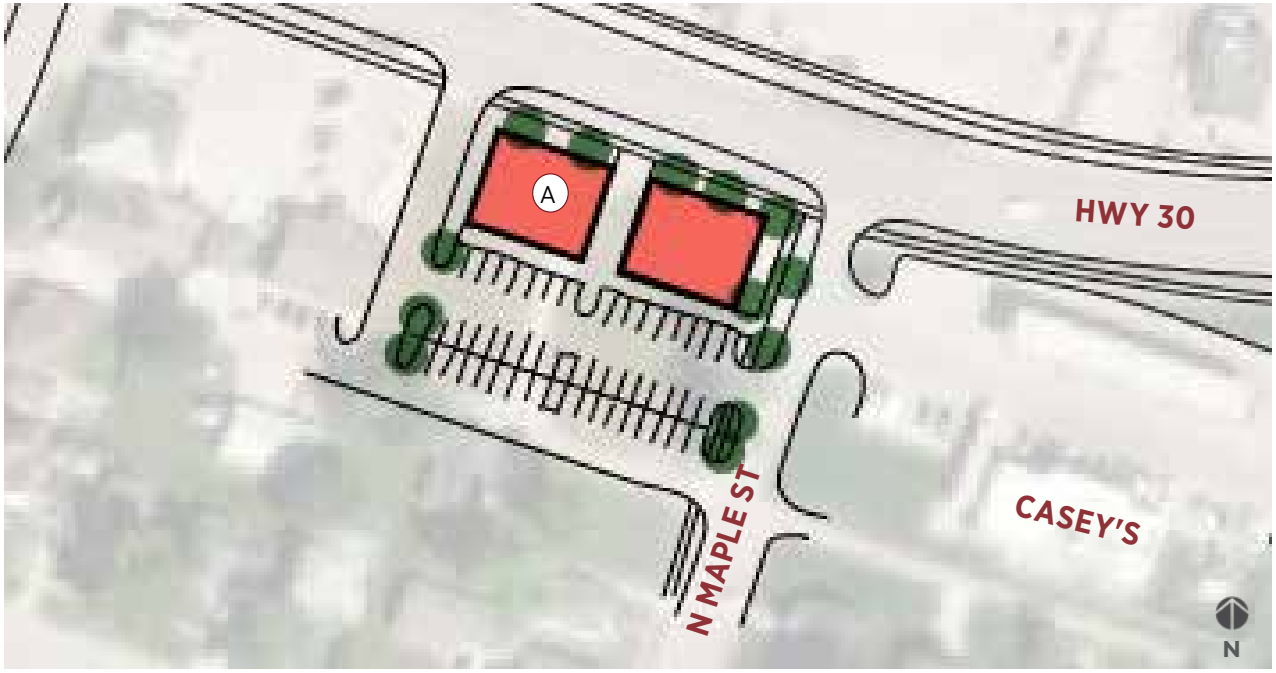
The land on the southwest corner of US 30 and Maple Street was cleared in 2013 and has since remained vacant. The available site is subject to future development.

Program:

A. New Commercial Development. The development project is currently envisioned as multi-story building with commercial on the ground level and offices above.

- Parking can be tucked behind the buildings to increase the building's profile along the highway.
- If parking were to remain near the street, then the City should investigate combining the parking lot with the adjacent property owner. Combing the parking areas will increase the overall yield/efficiency of parking for all properties, help manage vehicular conflict points with the highway, create convenience for customers, and strengthen connections between businesses.

MAP: Maple Street + Hwy 30



DEPOT BUSINESS CENTER

Description:

The Depot Business Center is well-positioned to develop an outlot that is currently reserved for parking. Other opportunities include improving the clarity of moving through the lot for vehicles and pedestrians, connecting to the historic depot site, and introducing additional landscaping.

Program:

Development Strategies

1. **New Commercial Development.** The parking lot south of Culver's can be redeveloped. Entrances between Culver's and the new development should align to limit circuitous paths and customer convenience.

Mobility Strategies

A. **Establish pedestrian paths between businesses.** Omaha's One Pacific Place redesigned their parking lot to create more of a district. Likewise the Depot Business Center can introduce direct paths to encourage customers to visit multiple destinations.

B. **Introduce landscaping to improve image of parking lot.** Adding trees/turf/shrubs will improve the overall image of the area and help manage stormwater runoff.

MAP: Depot Business Center

WEST STREET BLOCK

Description:

The half-block of West Street, between Highway 30 and 7th Street, are sites that are subject to change.

The block has small building footprints surrounded by a surplus of parking. The balance of the half-block is rental single-family residential owned by a single property owner.

Program:

A. **Commercial Redevelopment.** The concept combines the property of the Edward Jones building and the surplus parking owned by Drees Company to create a single development project. The project maximizes visibility along the highway and provides parking behind.

B. **Multi-family housing.** The concept shows multi-family housing, which could be a multi-story building or a mix of townhouses and cottages. The lot size allows the site to be programmed for various orientations and could include shared parking (daytime business parking and evening residential parking) instead of cottages.

C. **Reuse or Redevelopment of vacant Iowa Workforce Development Building.** A number of uses could occupy this space or redevelop to a larger project.

D. **Access Management.** Managing conflict points by limiting access on Highway 30 improves the overall safety for travelers coming and going.

MAP: West Street Block

TRIANGLE POSSIBILITIES

Description:

The Triangle concept intends to provoke discussion for the long-term vision for the area between Minchen Park and Highway 30.

The land is well-positioned in the city, located near the crossroads of two highways and existing neighborhoods. Currently, the area has some circuitous roads and parking. Also, it hosts a number of land uses that are more commonly found in industrial-like areas, such as U-Haul and construction equipment storage. These conditions and the potential future demand for community services (retail/office/service) already in the city makes the area a candidate for re-imagining the future.

Ultimately, the Plan's recommendation for this area is to determine if the City and its partners should adopt a policy to assemble property for future redevelopment that may not meet today's market but a future market.

Program:

1. **Consider Policy for Assembling Land.** Assembling land can be led by private developers or through a series of private/public partnerships. Assembling land can take years to decades, and acquisition is predicated on the seller's interest and schedule.

2. **Recruit a Catalyst Business.** Initiating change for the Triangle will likely need a catalyst project to begin a detailed master plan. This catalyst could emerge through recruiting a new business to Carroll or relocating a growing business already in the community. The planning process needs a development program that first begins with a business becoming an anchor to the area, then designing the land around their program.

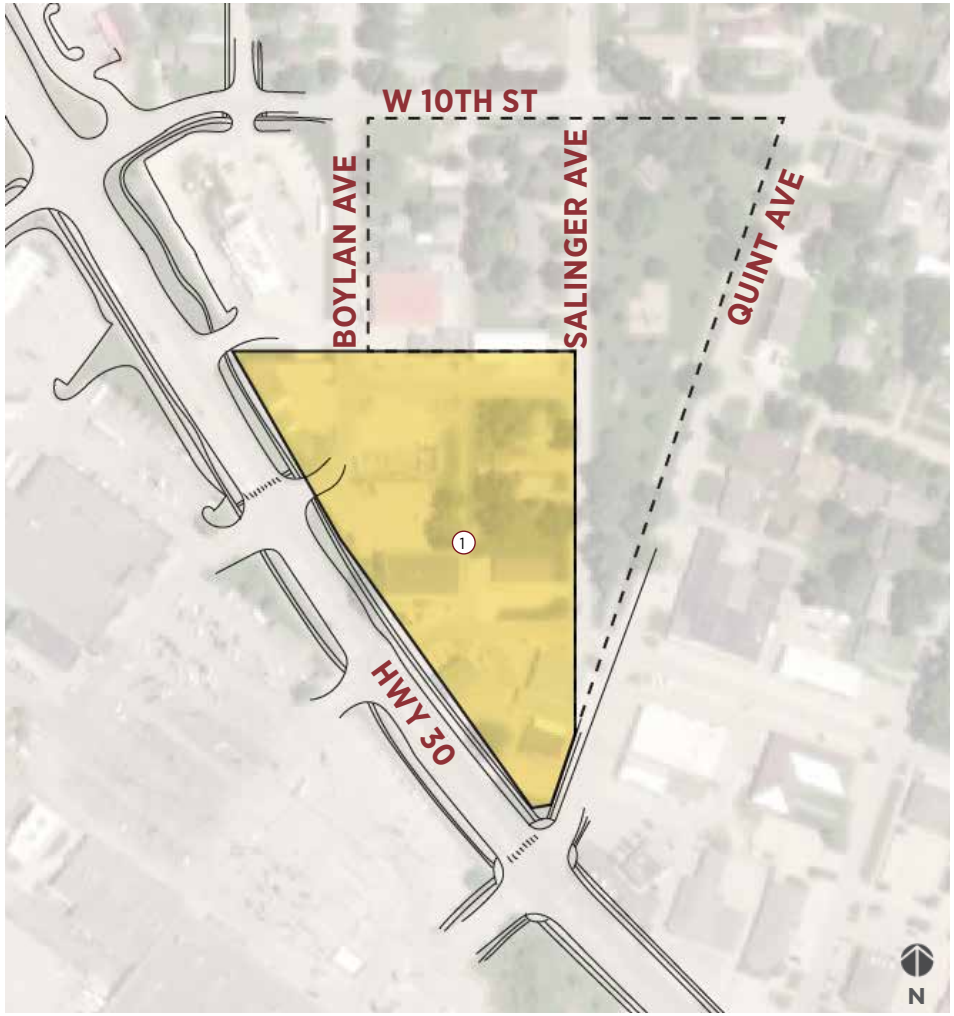
3. **Identify Area as a Future Redevelopment Area.** The daily initiatives of economic development is to support existing businesses and attract new enterprises to the community. Through those efforts, the Triangle can be identified as a candidate area for attracting a catalyst business.

4. **Consider Land Swaps, Buyouts, and Relocation Plans.** The City and their partners can participate in preparing transition plans for relocating businesses that are already in the area. Relocating businesses can be mutually beneficial, where the business finds a location that better matches their needs and the community is able to have a site to market to new businesses or uses.

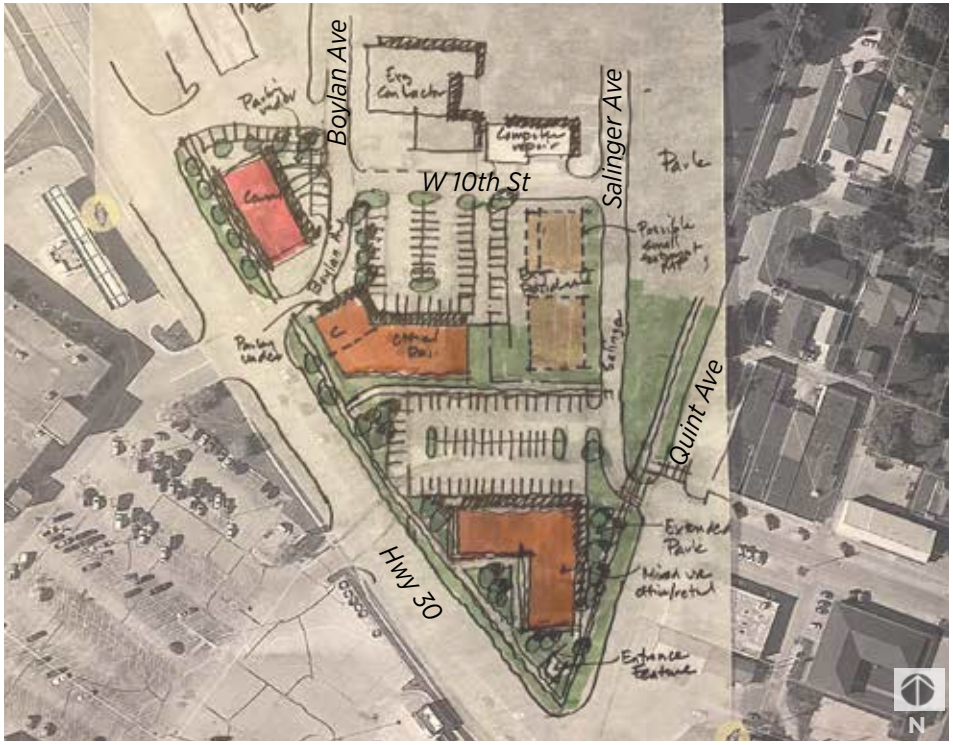
5. **Prepare Master Plan.** Once a catalyst business is identified for the Triangle, the master planning process should begin.

   - **Access, Circulation, and Parking.** Designing the circulation system around the catalyst business is paramount to maximizing the area's development yield. A well-designed master plan can ensure efficiencies of construction materials (concrete roads and parking). Future improvements, regardless if the area becomes subject to major redevelopment, should manage access along Highway 30. This means removing continuous curb cuts to reduce conflict points, and establishing clarity on the location of entrances and exits.
   - **Ensure Connectivity.** The master plan should ensure logical walking paths between business entrances and the neighborhood.
   - **Adopt Branding.** The master planning process should adopt a brand to help with marketing and recruitment for additional ancillary businesses. Recruiting additional businesses during the planning stage will ensure a stronger return on everyone's investment.

MAP: The Triangle



MAP: The Triangle Demonstration



The concept sketch above represents a quick exploratory program for reprogramming the site with buildings addressing the street and interior parking. It is shown for illustration only.

1. Consider policy for assembling land to recruit a catalyst business that incorporates connections to Minchen Park.

504 ADAMS STREET POSSIBILITIES

Description:

The former JC Penney building at 504 N Adams Street is the largest retail space (21,724 SF) in downtown, and largest vacancy in the area. The Plan explores possible reuses of the building and possible redevelopment of the site.

Since the building was vacated in August 2020, the property has been listed by Colliers Real Estate Brokerage for $4.50 SF annually ($0.38 SF monthly).

Planning Goals:

1. Identify scenarios for organizing the building space to help attract future tenants.
2. Explore an alternative facade concept.
3. Explore a scenario for redeveloping the site that reinforces the character and experience of being in downtown. The scenario may be a joint effort between the owner, City, and community partners.
4. Consider housing options in downtown.

Building Challenges:

- Limited retail-oriented candidates for reoccupying the tenant space. Recruiting tenants may be difficult, resulting in a longer duration of the building being vacant.
- Risk of a non-retail business occupying a large amount of space on Adams Street that does not contribute to an enhanced experience for visitors coming to Carroll's downtown. The use of a corner building in the district has significant influence on the user experience.
- Obsolete single-story building design (built in 1972) in a downtown setting. The exterior facade is inconsistent with its downtown context, having long walls with limited transparency. Typical building frontages along Adams Street is 25′ long while the JC Penney building is 100′ long on the west side and over 200′ on its south side.
- Unknown interior condition for building code compliance and HVAC.

Exceptions to this study:

The scope of the study excluded any investigation for code compliance and remediation. The review focused on reuse possibilities for the future. As-built drawings were unavailable and therefore the program is subject to further investigation.

Next steps:

The timeline for proceeding with next steps is subject to the property owner's interest. The following steps are advisory only.

1. Determine if a tenant can lease the space.
2. Determine if a scenario with multiple tenants will attract tenants. This may include finding commitments for future tenants before remodeling the space.
3. In collaboration with the City and its partners, consider preparing a development deal for building a mixed use project.

The facade demonstration shows how the existing facade's large expanse can exhibit a refreshed character.

504 ADAMS STREET POSSIBILITIES

Reuse Programs:

Common components for all programs include:

- Retain existing entrances on south and west
- Retain loading dock
- Retain existing electrical
- Retain supporting interior columns

Three reuse scenarios were considered for the former JC Penney building, including:

A. Reoccupied with single tenant (21,724 SF)

B. Remodeled for small tenant spaces with common hallways and back of house features.

› Tenant A (~4,500 SF)

› Tenant B (~3,000 SF)

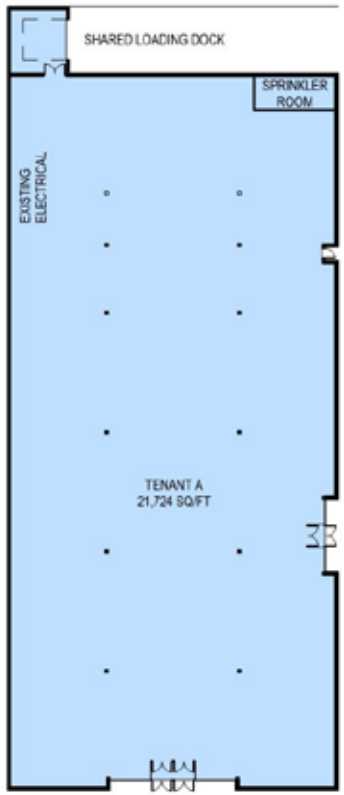
› Tenant C (~3,000 SF)

› Tenant D (~5,300 SF)

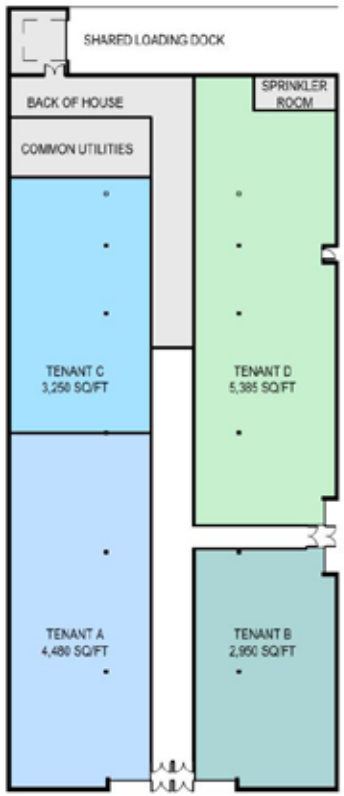
C. Remodeled for two tenants.

› Tenant A (~7,000 SF) with primary access to west entrance.

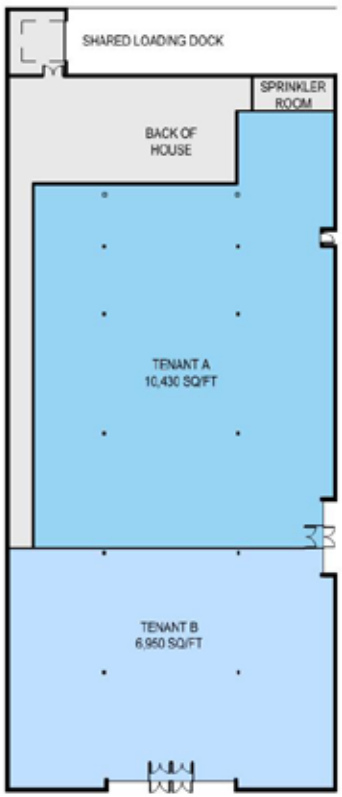
› Tenant B (~10,000 SF) with primary access to south entrance.



OPTION A



OPTION B

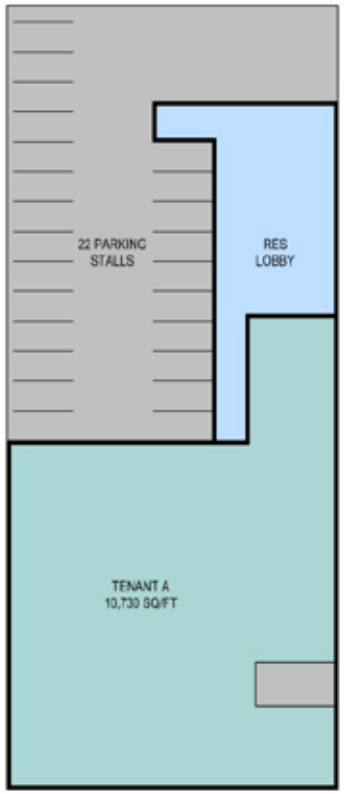


OPTION C

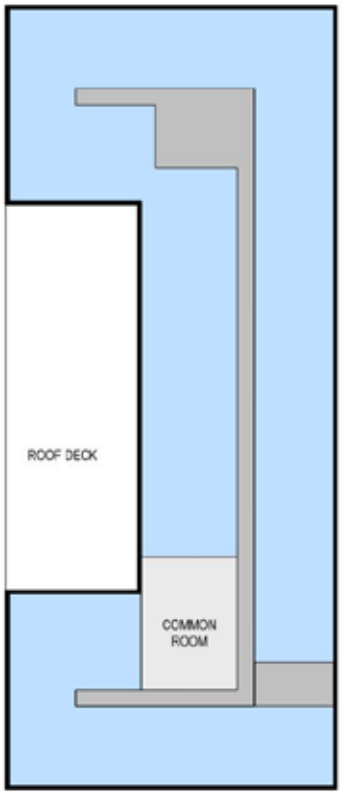
Redevelopment Program:

The redevelopment program considers a new mixed-use building, requiring the demolition of the existing JC Penney building. The ground level includes commercial tenant space and parking, and the upper level housing with a possible rooftop deck.

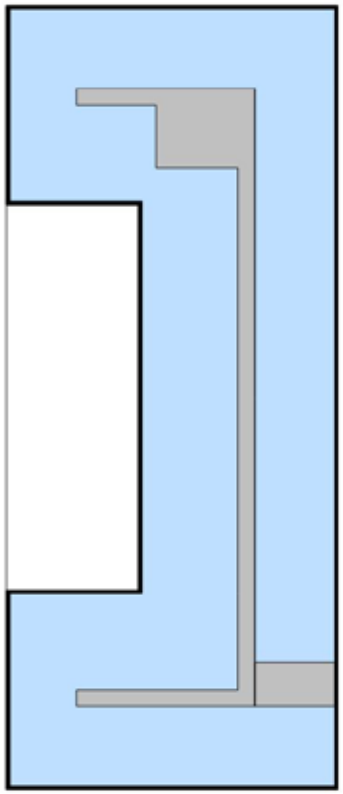
- Covered surface parking (~9,000 SF) for about 22 stalls with access from the alley.
- Leasable ~10,000 ground level tenant space with access on both Adams Street and 5th Street.
- Upper-level housing (~17,000 SF per level or total of ~34,000 SF) that could support 20 housing units per level, assuming an average of 650 SF units.



LEVEL 1 - 14,550 GROSS SQ/FT



LEVEL 2 - 17,045 GROSS SQ/FT



LEVEL 3 - 17,045 GROSS SQ/FT

5

ACTION

The success of implementing the enhancements and improving the transportation, residential, and business environment along the Corridor will require coordinated involvement by many organizations. Each of these organizations have a role to play and the efforts of one organization alone will not provide the required support to strengthen the Corridor. Successful development efforts require successful organizations and public/private partnerships.

ACTION SCHEDULE

The Corridor of Commerce 2.0 Plan establishes concepts for mobility, development and imaging along and to Highway 30 in Carroll. The Plan will be developed in incremental steps that require setting priorities, completing initial steps, evaluating new conditions as they arise, and making necessary adjustments.

The City with partner agencies and other players in the planning process should maintain a five year capital program for corridor initiatives, updated annually, much as the City does for its overall capital improvement plans. Market demands and opportunities will inevitably affect this schedule, which should be updated annually based on priority criteria.

These evaluative criteria may involve applying the following questions to specific projects at the time of consideration:

- Does the project improve safety for residents, customers, and visitors to Carroll?
- Does the project respond to specific or high profile community issues or needs from the public engagement process or researched studies?
- Does the project generate maximum private market response?
- What is the project's potential to enhance the image of the area and community?
- Does the project attract both local residents and visitors, increasing business traffic and creating new reasons for people to be in Carroll?
- Does the project support the growth of existing businesses?
- Does the project capitalize on established, but unmet, market needs?
- Can the project be realistically implemented within a reasonable time frame with potentially available resources?
- Does the project generate substantial community support or consensus?
- Does the project incorporate and leverage outside funding sources, such as state grants or charitable contributions?

Tables at the end of this chapter provide a conceptual schedule for implementation. This is based on reviewing public sector projects/policies based on the criteria discussed here. This schedule should be seen as an initial effort based on current conditions, and could change dramatically as opportunities present themselves.

PARTNERSHIPS

Partnerships are collaboration, coordination, and organization of efforts to reach a common goal. Key partnerships include:

City of Carroll

The City of Carroll has crucial responsibilities, working with other organizations, to implement the Plan:

- Managing capital improvement projects and budgets including street modifications (with IDOT), public park areas, streetscaping, and trails.
- Managing and providing incentives where appropriate to implement the vision and intent of the Corridor Plan. Incentives may include a program to encourage private property enhancements, gap development financing, TIF, and other targeted programs.
- Reviewing, amending, and enforcing the Carroll zoning ordinance to regulate development and property improvement in line with the intent of the Corridor Plan.
- Communicating with property owners to address emerging needs, concerns, and developing continued support for the Corridor Plan vision.

CADC

CADC has several responsibilities in implementation:

- Helping represent businesses along the corridor.
- Maintaining dialog with business and property owners to understand market changes, trends, and concerns.
- Marketing the corridor and its assets to the broader area.
- Advocating for projects and assisting in fund raising for appropriate projects.
- Communicating regularly with the City of Carroll on Corridor conditions, events, projects, and other updates.

Iowa Department of Transportation (IDOT)

The IDOT plays a major role in improving the environment of the corridor through its jurisdictional authority over State Highway 30. The City of Carroll needs to maintain ongoing communication with IDOT throughout project implementation to ensure improvements benefit all modes of transportation – motorists, bicyclists, pedestrians, and transit users.

Carroll Chamber of Commerce

There are many businesses in the corridor. As implementation begins to unfold it is important that the Carroll Chamber of Commerce be involved throughout the process. Promotions through the Chamber can focus on improvements in the corridor as a tool to attract new customers and events to Carroll.

POLICY REVIEW

This section addresses policy considerations for key issues and components of the Plan. Many of these principles relate directly to zoning and design standards. Zoning regulations are a first step to ensure development along the corridor meets the vision laid out in the Plan.

Land Use and Zoning

The zoning map identifies the corridor as primarily four districts:

B-2 General Business District. The intent of the "B-2" District is to establish and preserve a general business district, providing a wide variety of goods and services for the City.

- Almost all of the properties adjacent to Highway 30 are zoned B-2. The district allows many different uses and general flexibility in site design.
  - › The B-2 district does limit multi-family uses to special use permits. This may be ok to ensure adequate site design, but multi-family uses could also be considered to allow by right. Multi-family uses in the context of the Carroll Zoning code are any use with three or more units, owner or rental.

B-3 Central Business District. The intent of the "B-3" District is to establish a Central Business District for a variety of retail establishments, government and professional offices, and places of entertainment in a setting conducive to and safe for a high volume of automotive and pedestrian traffic. This district differs from the "B-2" District in that no off-street parking is required (except for multi-family dwellings) thereby creating and maintaining a concentrated commercial center.

- The B-3 district represents the downtown and no changes are needed to implement the intent of the Corridor of Commerce 2.0 Plan.
  - › If sites downtown were to propose more multi-family units, the City may want to consider reducing parking requirements to be more specific based on the type units. For example, fewer parking spots required for efficiency versus two bedroom units. Often, the developer know best how many parking stalls are needed to accommodate all potential tenants of a project.

I-1 Light Industrial District. The intent of the "I-1" District is to establish and preserve a light industrial district for limited commercial and industrial uses.

- More prevalent in the transition areas. There are no development opportunities in this Plan that fall within an I-1 district.

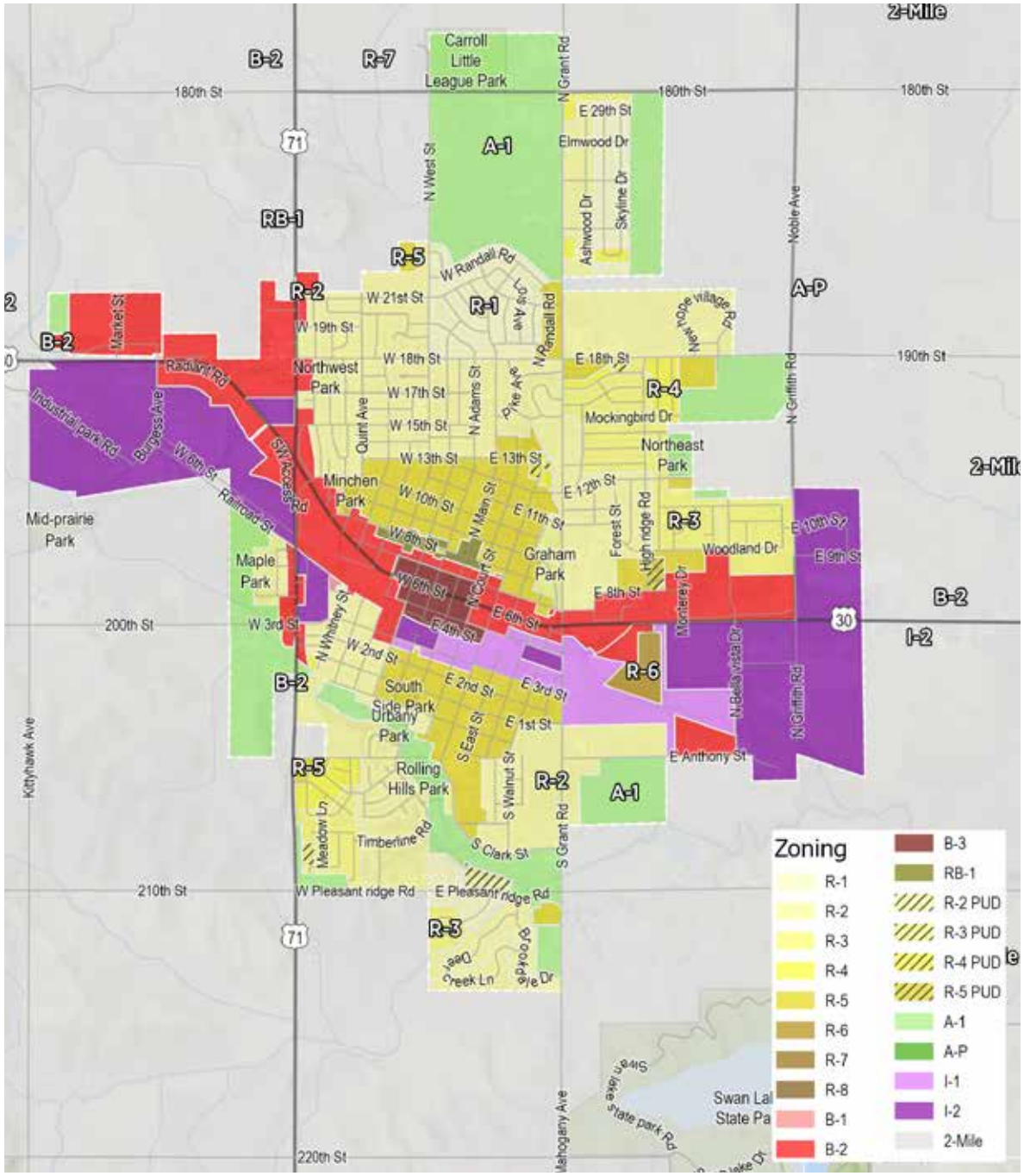
I-2 General Industrial District. The intent of the "I-2" District is to create and preserve an area for industrial related uses of such nature that they require isolation from other kinds of land uses.

- Areas zoned I-2 are generally in the approach areas where there are existing, functioning businesses and employment centers.
  - › The exception is the south development site that is farmed today and shown as a development opportunity in this Plan. Pending uses that may find the site desirable, rezoning to B-2 or remaining I-2 aligns with the recommendations of this Plan. Note the public street elements and sidewalks are a priority under any zoning district.

Zoning Considerations

The current zoning and sign ordinances will generally allow the development opportunities in this Plan to move forward. However, amendments should be considered to better implement the imaging vision of the Plan.

- Signage
- Building Appearance
- Parking Lot Design
- Pedestrian Mobility



Signage

Outside of the scope of this Plan, the City sign code needs to be updated to be content neutral. For example, the zoning administrator should not be required to read the sign to regulate it (i.e. time and temperature signs, directional signs, etc.).

A general feeling from the public engagement was that signs contributes to the appearance of a site. Some also felt monument signs were more attractive than tall pole signs. Strategies include:

- The existing sign code does have maintenance and inspection provisions and these should be enforced regularly.
- Consider whether sign design standards would be beneficial to enforce for new signs along the corridor. Examples include standards for material, height, sign type, and location on a site.

Building Appearance

The appearance of a building can have a significant influence on the feeling of investment or disinvestment in an area. Some cities in Iowa do enforce stronger building design standards to ensure the character of certain areas are maintained. For Carroll, the greatest protection of character and image would come from zoning amendments that include:

- Add a list of prohibited building materials. This list does not need to be long and should only include the types of building materials that are most discouraging to the image of the corridor or known to deteriorate faster that other similar materials.
  - › An example is prohibiting primarily corrugated metal or pole building construction.
- Prohibit certain materials on street facing facades of buildings in the corridor study area. This is different approach to maintaining building appearance. A standards such as this can be more flexible by not prohibiting certain materials on all sides of a building.
- Often codes will require screening of dumpster and mechanical equipment. This is relatively easy to enforce and most property owners screen these items regardless. However, requiring higher quality materials can prevent unsightly deterioration.
- Some codes to specify the look of facades to prevent large expanses of blank walls without windows or architectural features. This type of requirement would need more discussion with the community on its feasibility for enforcement

VS

Parking Lot Design

Like buildings, parking lots can have a large influence on the feeling of an area, particularly from a pedestrians perspective. This is evidenced in the corridor today through the large number of parking areas adjacent to the street with new greenery or design considerations. Several standards can have a significant influence on the image of the corridor.

- Minimize potential traffic on residential streets. An ideal circulation pattern is using internal circulation to direct customer traffic to north-south streets between commercial property lines.
- Minimize access driveways from each street. Access management can be regulated in the zoning code, most often by limiting the number of driveway curb cuts that can be made onto any one street or requiring cross property access via a frontage road. Dyersville, Iowa is an example of an ordinance that regulates access with minimal requirements.
- Require new parking lots to be set back from sidewalks and property line. This allows room for a landscaping strip and creates a separated space between vehicle and pedestrian use areas. Many cities regulate such setbacks.
- Require internal parking lot landscaping. Landscaping islands within parking areas breaks up large expanses of concrete, can help manage stormwater, and make site look nicer from the street. The island do need to be large enough for plant health and many cities large and small have models that could work in Carroll.
- Several development opportunity concepts in this plan show parking lots in the rear yard of buildings. This is often required in some cities along high profile corridors.

Pedestrian Mobility

The City can take direct steps to improve pedestrian safety and comfort in public rights-of-way. However, when a pedestrian steps off a public sidewalk they can be faced with vastly different experiences. The zoning code can require several items to ensure pedestrian safety and comfort within private property.

- Require sidewalks leading from parking areas and public sidewalks building entrances.
- Require clear markings where pedestrian pathways cross driveways or other vehicle use areas.
- Mark pedestrian paths or provide curbed sidewalks within large parking lots.
- Require a certain number of bicycle parking stalls, much like vehicle parking stalls are required.

IMPLEMENTATION SUMMARY

	ON-GOING	SHORT	MEDIUM	LONG	FUNDING
MOBILITY (PATHS)					
Path definition – East of Grant Road (north side)		X			
New path route – East of Grant Road (south side)			X		
Grant Road Bike Route (Graham Park District Plan)		X			
Grant Road Path – west side of street, west of drainage way		X			
Grant Road Sidepath – south of Hwy 30 to Pleasant Ridge Rd (Sauk Rail Trail)			X		
Sidewalk maintenance, crossing accessibility (E 5th Street)	X				
Sidewalk maintenance, crossing accessibility (E 7th Street)	X				
Side path gap infill – Simon Ave to Hwy 71 (south side)		X			
Ped/bike enhancements – W 6th St under Hwy 71 (from Putnam or CitiCenter parking lot)			X		
Ped/bike connection – Putnam Ave to SW Frontage Road across Hwy 71				X	
W 6th Street path/extension - West of Hwy 71 to Wal-Mart			X		
Path definition – West of Hwy 71 (south side)				X	
W 18th St path extension to Wal Mart			X		
City wide trail loop that links into the corridor through the “ribbons” in the Plan				X	
MOBILITY (CROSSINGS)					
Grant Road intersection definition (vertical striping, crossing area features)		X			
New pedestrian crossing treatment – Griffith Rd (Pella/Farner-Bocken)			X		
West Street intersection definition (vertical striping)		X			
Quint Ave intersection definition (vertical striping, crossing area features, sidewalk ramps/ADA, sidewalk landing on Quint Ave)		X			
W 10th Street/Putnam Avenue intersection crossing			X		
New pedestrian crossing treatment – Market St (Wal-Mart)			X		

IMPLEMENTATION SUMMARY

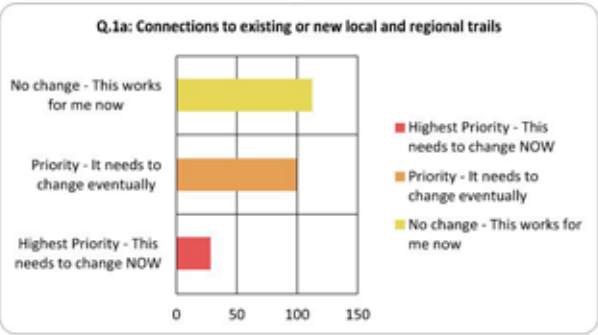
	ON-GOING	SHORT	MEDIUM	LONG	FUNDING
IMAGING					
Landscaping – East of Grant Road	X		X		
Vertical Elements – East of Grant Road			X		
Grant Road Intersection SE Landscaping Enhancements		X			
Downtown Signage Update		X			
Wayfinding – Pedestrians (outside of downtown)		X			
Wayfinding – Motorists		X			
Landscaping – West of Grant Road	X		X		
Vertical Elements – West of Grant Road			X		
DEVELOPMENT					
JC Building Use		X			
Hwy 30 East - South – Communication with owner on furture plans	X			X	
Hwy 30 East – North – Communication with owner on their plans	X		X		
Grant Rd Intersection SW – Communication with owner on the Plan vision	X	X			
Grant Rd Intersection NE – Communication with owner on relocation	X	X			
West St Intersection – Communication with owner on relocation/updates	X		X		
Quint Ave Triangle – Communication with owner on their plans	X			X	
Large parking lot reconfiguration, efficiency, pedestrian routes – Work with property owners (CitiCenter, Depot Business Center, Ace/Dollar General area)		X			
POLICY					
Adopt Building Standards within the corridor		X			
Update Future Land Use Map based on the strategies in this Plan		X			
Organize Property Owners around Plan Vision	X	X			
Develop incentive structures to encourage desired development (TIF, site development assistance, permitting)	X				
Update Zone for Business district to encourage mixed-use sites with residential, commercial		X			
Annually evaluate and update the Plan with changing market conditions and development sites	X				
Business owner technical assistance tool kit (succession planning, market updates, location, start-up guide, customer experience)	X	X			

APPENDIX

FULL SURVEY RESULTS

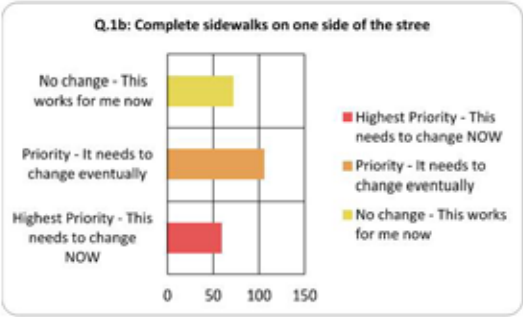
Carroll U.S. 30 Corridor of Commerce Update
Q.1a: Connections to existing or new local and regional trails

Choice	Responses
Highest Priority - This needs to change NOW	28 11.72%
Priority - It needs to change eventually	99 41.42%
No change - This works for me now	112 46.86%
Answered	**239**
Skipped	**21**



Carroll U.S. 30 Corridor of Commerce Update
Q.1b: Complete sidewalks on one side of the street

Choice	Responses
Highest Priority - This needs to change NOW	59 24.89%
Priority - It needs to change eventually	105 44.30%
No change - This works for me now	71 29.96%
Answered	**237**
Skipped	**23**

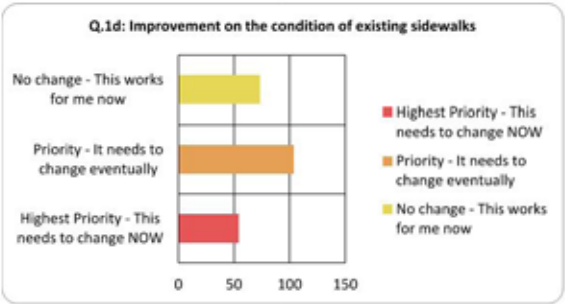


Carroll U.S. 30 Corridor of Commerce Update
Q.1c: Complete sidewalks on both sides of the street

Choice	Responses
Highest Priority - This needs to change NOW	38 16.24%
Priority - It needs to change eventually	80 34.19%
No change - This works for me now	115 49.15%
Answered	**234**
Skipped	**26**

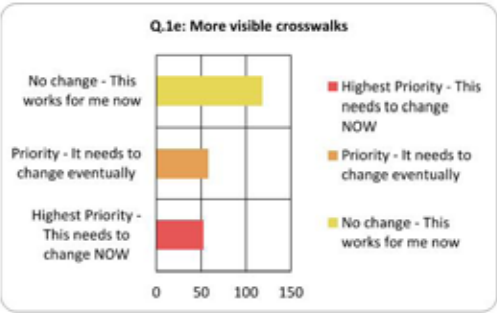
Carroll U.S. 30 Corridor of Commerce Update
Q.1d: Improvement on the condition of existing sidewalks

Choice	Responses
Highest Priority - This needs to change NOW	54 23.38%
Priority - It needs to change eventually	103 44.59%
No change - This works for me now	73 31.60%
Answered	**231**
Skipped	**29**



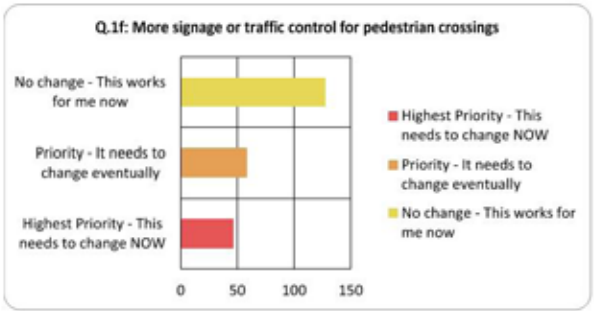
Carroll U.S. 30 Corridor of Commerce Update
Q.1e: More visible crosswalks

Choice	Responses
Highest Priority - This needs to change NOW	52 22.71%
Priority - It needs to change eventually	58 25.33%
No change - This works for me now	118 51.53%
Answered	**229**
Skipped	**31**



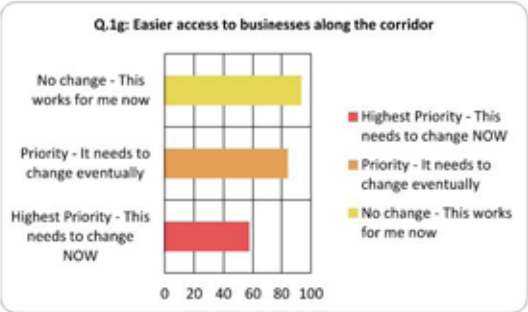
Carroll U.S. 30 Corridor of Commerce Update
Q.1f: More signage or traffic control for pedestrian crossings

Choice	Responses
Highest Priority - This needs to change NOW	46 19.83%
Priority - It needs to change eventually	58 25.00%
No change - This works for me now	127 54.74%
Answered	**232**
Skipped	**28**



Carroll U.S. 30 Corridor of Commerce Update
Q.1g: Easier access to businesses along the corridor

Choice	Responses
Highest Priority - This needs to change NOW	57 24.26%
Priority - It needs to change eventually	84 35.74%
No change - This works for me now	93 39.57%
Answered	**235**
Skipped	**25**



Carroll U.S. 30 Corridor of Commerce Update
Q.2a: More support for new business

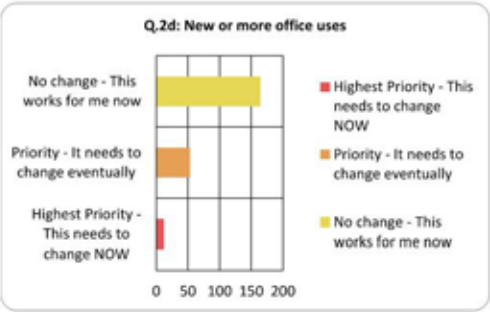
Choice	Responses	
Highest Priority - This needs to change NOW	130	53.28%
Priority - It needs to change eventually	84	34.43%
No change - This works for me now	30	12.30%
Answered	**244**	
Skipped	**16**	

Carroll U.S. 30 Corridor of Commerce Update
Q.2b: More retail quality and variety

Choice	Responses	
Highest Priority - This needs to change NOW	157	66.53%
Priority - It needs to change eventually	61	25.85%
No change - This works for me now	17	7.20%
Answered	**236**	
Skipped	**24**	

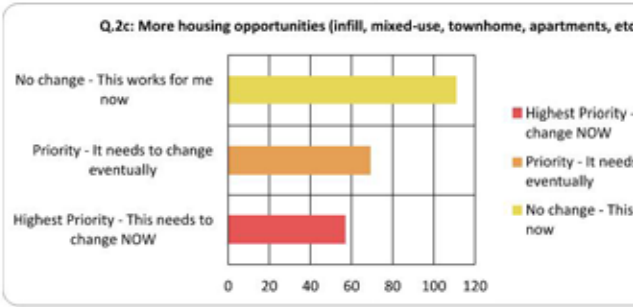
Carroll U.S. 30 Corridor of Commerce Update
Q.2d: New or more office uses

Choice	Responses	
Highest Priority - This needs to change NOW	12	5.24%
Priority - It needs to change eventually	52	22.71%
No change - This works for me now	164	71.62%
Answered	**229**	
Skipped	**31**	



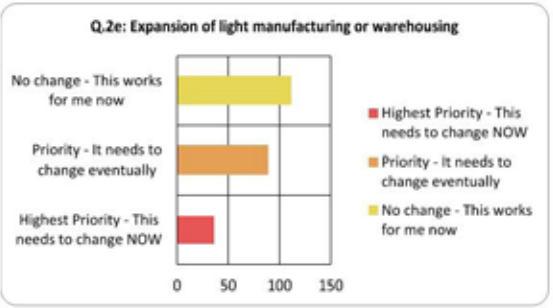
Carroll U.S. 30 Corridor of Commerce Update
Q.2c: More housing opportunities (infill, mixed-use, townhome, apartments, etc.)

Choice
Highest Priority - This needs to change NOW
Priority - It needs to change eventually
No change - This works for me now
Answered
Skipped



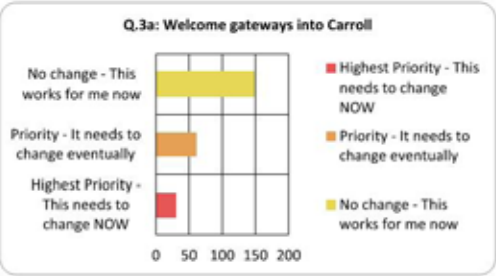
Carroll U.S. 30 Corridor of Commerce Update
Q.2e: Expansion of light manufacturing or warehousing

Choice	Responses
Highest Priority - This needs to change NOW	36 15.32%
Priority - It needs to change eventually	88 37.45%
No change - This works for me now	111 47.23%
Answered	**235**
Skipped	**25**



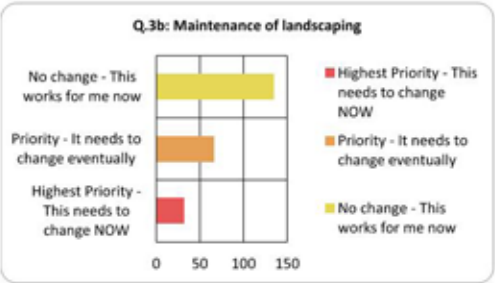
Carroll U.S. 30 Corridor of Commerce Update
Q.3a: Welcome gateways into Carroll

Choice	Responses
Highest Priority - This needs to change NOW	30 12.61%
Priority - It needs to change eventually	60 25.21%
No change - This works for me now	148 62.18%
Answered	**238**
Skipped	**22**



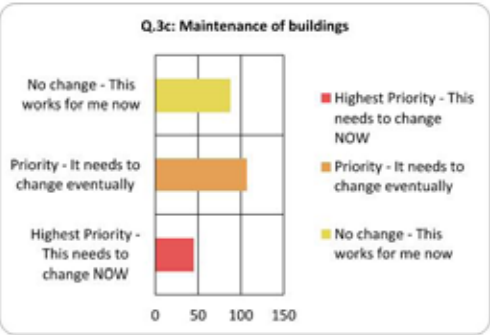
Carroll U.S. 30 Corridor of Commerce Update
Q.3b: Maintenance of landscaping

Choice	Responses
Highest Priority - This needs to change NOW	31 13.42%
Priority - It needs to change eventually	66 28.57%
No change - This works for me now	134 58.01%
Answered	**231**
Skipped	**29**



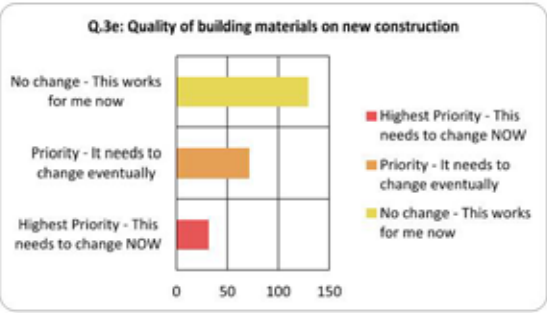
Carroll U.S. 30 Corridor of Commerce Update
Q.3c: Maintenance of buildings

Choice	Responses
Highest Priority - This needs to change NOW	45 18.91%
Priority - It needs to change eventually	106 44.54%
No change - This works for me now	87 36.55%
Answered	**238**
Skipped	**22**



Carroll U.S. 30 Corridor of Commerce Update
Q.3e: Quality of building materials on new construction

Choice	Responses
Highest Priority - This needs to change NOW	31 13.42%
Priority - It needs to change eventually	71 30.74%
No change - This works for me now	129 55.84%
Answered	**231**
Skipped	**29**

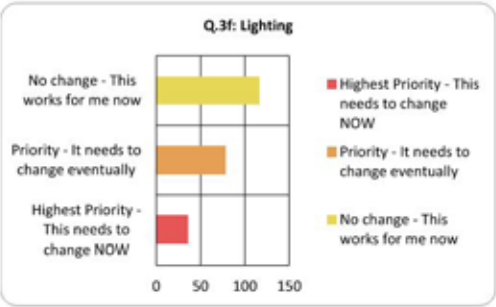


Carroll U.S. 30 Corridor of Commerce Update
Q.3d: Quality of building design

Choice	Responses
Highest Priority - This needs to change NOW	39 17.03%
Priority - It needs to change eventually	72 31.44%
No change - This works for me now	118 51.53%
Answered	**229**
Skipped	**31**

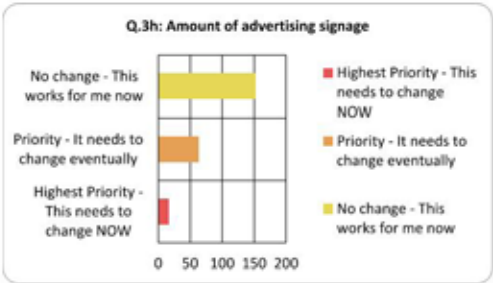
Carroll U.S. 30 Corridor of Commerce Update
Q.3f: Lighting

Choice	Responses
Highest Priority - This needs to change NOW	35 15.28%
Priority - It needs to change eventually	78 34.06%
No change - This works for me now	116 50.66%
Answered	**229**
Skipped	**31**



Carroll U.S. 30 Corridor of Commerce Update
Q.3h: Amount of advertising signage

Choice	Responses
Highest Priority - This needs to change NOW	16 6.96%
Priority - It needs to change eventually	62 26.96%
No change - This works for me now	152 66.09%
Answered	**230**
Skipped	**30**

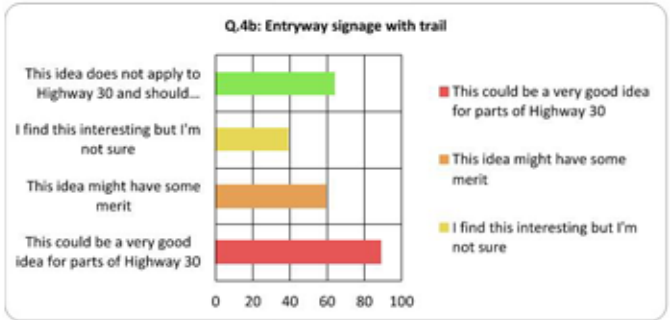


Carroll U.S. 30 Corridor of Commerce Update
Q.3g: Community branding

Choice	Responses
Highest Priority - This needs to change NOW	41 17.45%
Priority - It needs to change eventually	80 34.04%
No change - This works for me now	114 48.51%
Answered	**235**
Skipped	**25**

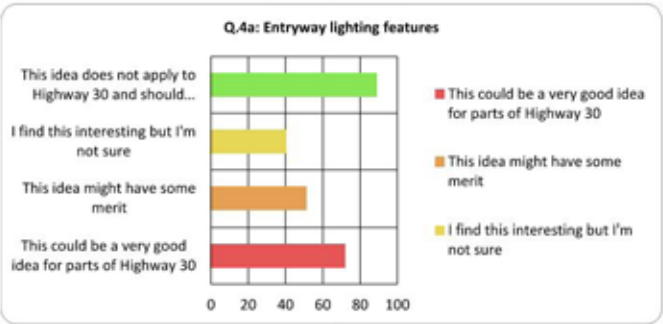
Carroll U.S. 30 Corridor of Commerce Update
Q.4b: Entryway signage with trail

Choice	Responses
This could be a very good idea for parts of Highway 30	89 35.46%
This idea might have some merit	59 23.51%
I find this interesting but I'm not sure	39 15.54%
This idea does not apply to Highway 30 and should not be considered	64 25.50%
Answered	**251**
Skipped	**9**



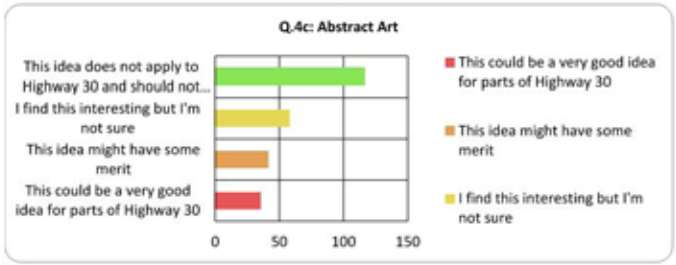
Carroll U.S. 30 Corridor of Commerce Update
Q.4a: Entryway lighting features

Choice	Responses
This could be a very good idea for parts of Highway 30	72 28.57%
This idea might have some merit	51 20.24%
I find this interesting but I'm not sure	40 15.87%
This idea does not apply to Highway 30 and should not be considered	89 35.32%
Answered	**252**
Skipped	**8**



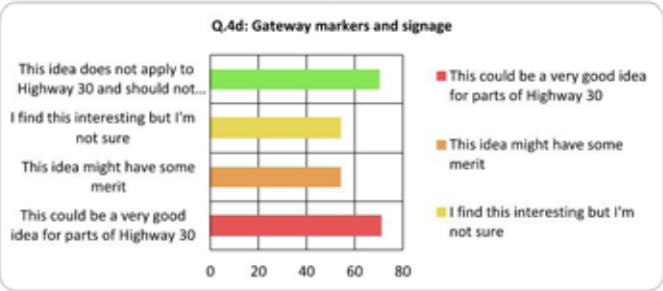
Carroll U.S. 30 Corridor of Commerce Update
Q.4c: Abstract Art

Choice	Responses
This could be a very good idea for parts of Highway 30	35 14.00%
This idea might have some merit	41 16.40%
I find this interesting but I'm not sure	58 23.20%
This idea does not apply to Highway 30 and should not be considered	116 46.40%
Answered	**250**
Skipped	**10**



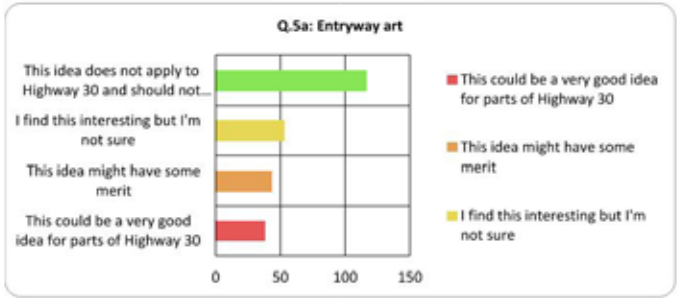
Carroll U.S. 30 Corridor of Commerce Update
Q.4d: Gateway markers and signage

Choice	Responses
This could be a very good idea for parts of Highway 30	71 28.51%
This idea might have some merit	54 21.69%
I find this interesting but I'm not sure	54 21.69%
This idea does not apply to Highway 30 and should not be considered	70 28.11%
Answered	**249**
Skipped	**11**



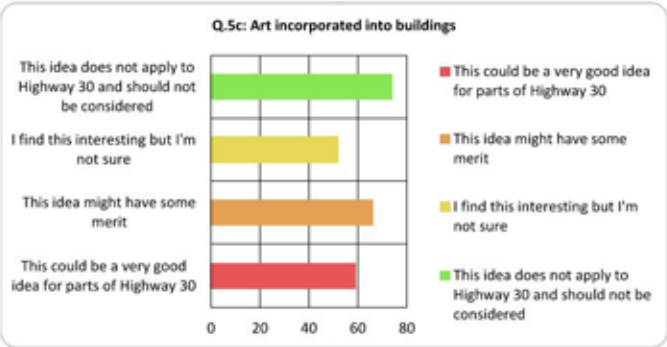
Carroll U.S. 30 Corridor of Commerce Update
Q.5a: Entryway art

Choice	Responses
This could be a very good idea for parts of Highway 30	38 15.20%
This idea might have some merit	43 17.20%
I find this interesting but I'm not sure	53 21.20%
This idea does not apply to Highway 30 and should not be considered	116 46.40%
Answered	**250**
Skipped	**10**



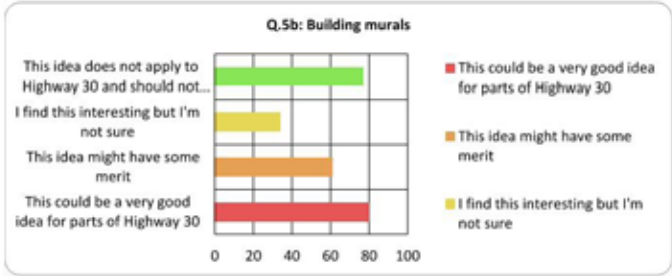
Carroll U.S. 30 Corridor of Commerce Update
Q.5c: Art incorporated into buildings

Choice	Responses
This could be a very good idea for parts of Highway 30	59 23.51%
This idea might have some merit	66 26.29%
I find this interesting but I'm not sure	52 20.72%
This idea does not apply to Highway 30 and should not be considered	74 29.48%
Answered	**251**
Skipped	**9**



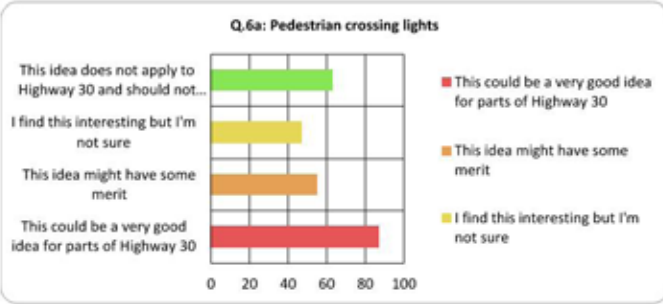
Carroll U.S. 30 Corridor of Commerce Update
Q.5b: Building murals

Choice	Responses
This could be a very good idea for parts of Highway 30	80 31.75%
This idea might have some merit	61 24.21%
I find this interesting but I'm not sure	34 13.49%
This idea does not apply to Highway 30 and should not be considered	77 30.56%
Answered	**252**
Skipped	**8**



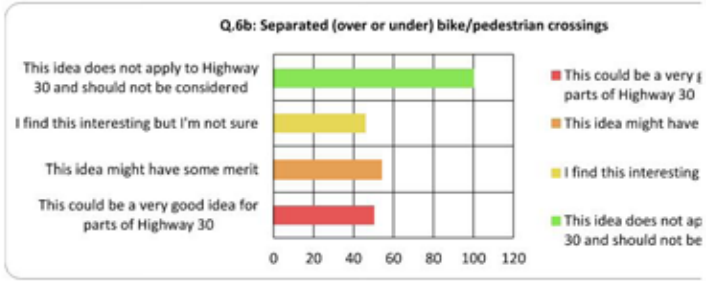
Carroll U.S. 30 Corridor of Commerce Update
Q.6a: Pedestrian crossing lights

Choice	Responses
This could be a very good idea for parts of Highway 30	87 34.52%
This idea might have some merit	55 21.83%
I find this interesting but I'm not sure	47 18.65%
This idea does not apply to Highway 30 and should not be considered	63 25.00%
Answered	**252**
Skipped	**8**



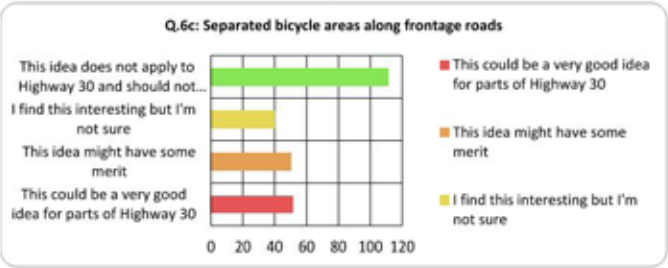
Carroll U.S. 30 Corridor of Commerce Update
Q.6b: Separated (over or under) bike/pedestrian crossings

Choice	Resp
This could be a very good idea for parts of Highway 30	50
This idea might have some merit	54
I find this interesting but I'm not sure	46
This idea does not apply to Highway 30 and should not be considered	100
Answered	**250**
Skipped	**10**



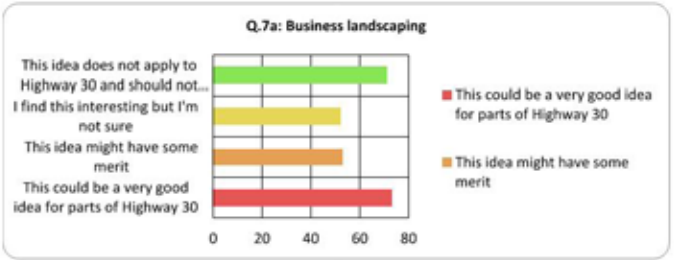
Carroll U.S. 30 Corridor of Commerce Update
Q.6c: Separated bicycle areas along frontage roads

Choice	Responses
This could be a very good idea for parts of Highway 30	51 20.24%
This idea might have some merit	50 19.84%
I find this interesting but I'm not sure	40 15.87%
This idea does not apply to Highway 30 and should not be considered	111 44.05%
Answered	**252**
Skipped	**8**



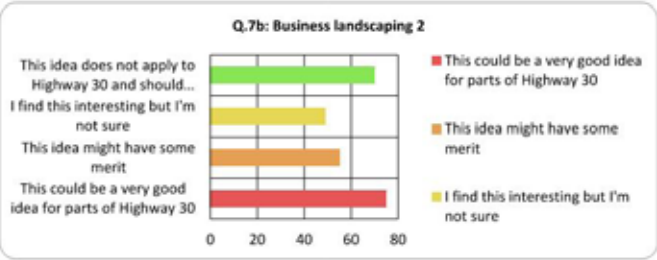
Carroll U.S. 30 Corridor of Commerce Update
Q.7a: Business landscaping

Choice	Responses
This could be a very good idea for parts of Highway 30	73 29.32%
This idea might have some merit	53 21.29%
I find this interesting but I'm not sure	52 20.88%
This idea does not apply to Highway 30 and should not be considered	71 28.51%
Answered	**249**
Skipped	**11**



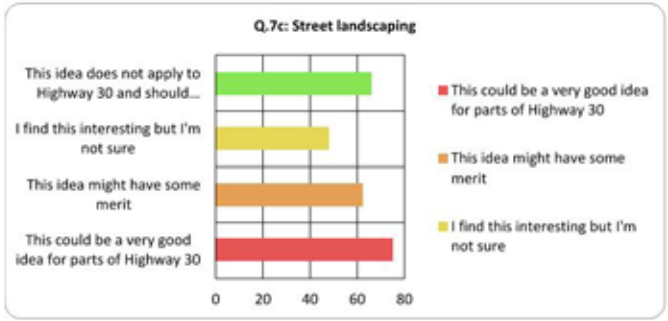
Carroll U.S. 30 Corridor of Commerce Update
Q.7b: Business landscaping 2

Choice	Responses
This could be a very good idea for parts of Highway 30	75 30.12%
This idea might have some merit	55 22.09%
I find this interesting but I'm not sure	49 19.68%
This idea does not apply to Highway 30 and should not be considered	70 28.11%
Answered	**249**
Skipped	**11**



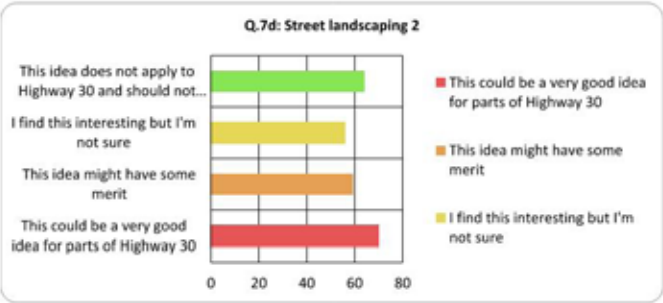
Carroll U.S. 30 Corridor of Commerce Update
Q.7c: Street landscaping

Choice	Responses
This could be a very good idea for parts of Highway 30	75 29.88%
This idea might have some merit	62 24.70%
I find this interesting but I'm not sure	48 19.12%
This idea does not apply to Highway 30 and should not be considered	66 26.29%
Answered	**251**
Skipped	**9**



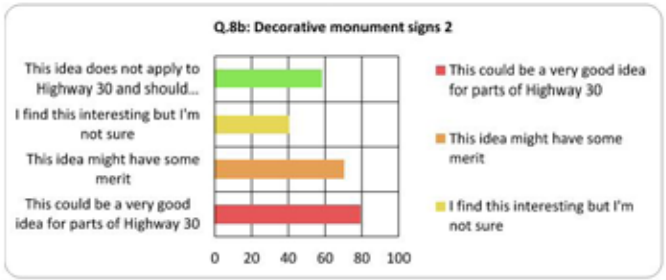
Carroll U.S. 30 Corridor of Commerce Update
Q.7d: Street landscaping 2

Choice	Responses
This could be a very good idea for parts of Highway 30	70 28.11%
This idea might have some merit	59 23.69%
I find this interesting but I'm not sure	56 22.49%
This idea does not apply to Highway 30 and should not be considered	64 25.70%
Answered	**249**
Skipped	**11**



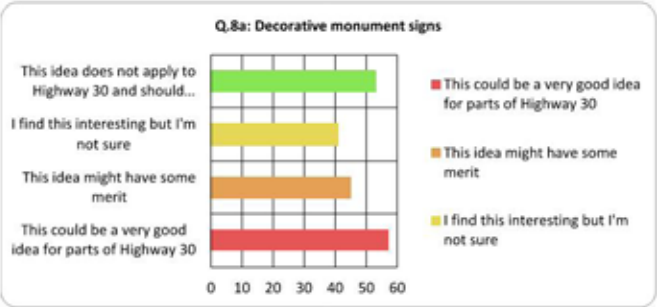
Carroll U.S. 30 Corridor of Commerce Update
Q.8b: Decorative monument signs 2

Choice	Responses
This could be a very good idea for parts of Highway 30	79 31.98%
This idea might have some merit	70 28.34%
I find this interesting but I'm not sure	40 16.19%
This idea does not apply to Highway 30 and should not be considered	58 23.48%
Answered	**247**
Skipped	**13**



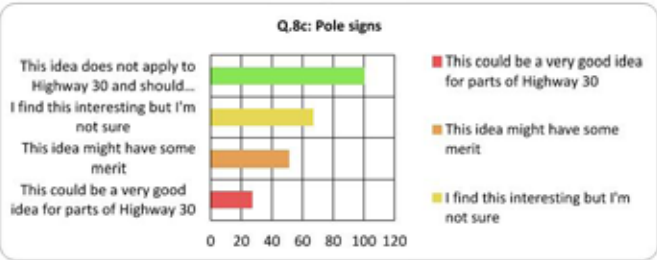
Carroll U.S. 30 Corridor of Commerce Update
Q.8a: Decorative monument signs

Choice	Responses
This could be a very good idea for parts of Highway 30	57 29.08%
This idea might have some merit	45 22.96%
I find this interesting but I'm not sure	41 20.92%
This idea does not apply to Highway 30 and should not be considered	53 27.04%
Answered	**196**
Skipped	**64**



Carroll U.S. 30 Corridor of Commerce Update
Q.8c: Pole signs

Choice	Responses
This could be a very good idea for parts of Highway 30	27 11.02%
This idea might have some merit	51 20.82%
I find this interesting but I'm not sure	67 27.35%
This idea does not apply to Highway 30 and should not be considered	100 40.82%
Answered	**245**
Skipped	**15**

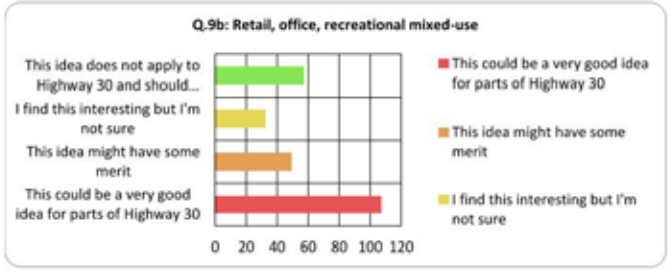


Carroll U.S. 30 Corridor of Commerce Update
Q.8d: Multi-tenant signs

Choice	Responses
This could be a very good idea for parts of Highway 30	49 19.76%
This idea might have some merit	74 29.84%
I find this interesting but I'm not sure	58 23.39%
This idea does not apply to Highway 30 and should not be considered	67 27.02%
Answered	**248**
Skipped	**12**

Carroll U.S. 30 Corridor of Commerce Update
Q.9b: Retail, office, recreational mixed-use

Choice	Responses
This could be a very good idea for parts of Highway 30	107 43.67%
This idea might have some merit	49 20.00%
I find this interesting but I'm not sure	32 13.06%
This idea does not apply to Highway 30 and should not be considered	57 23.27%
Answered	**245**
Skipped	**15**

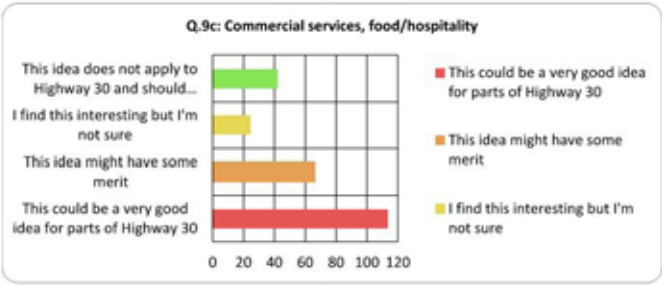


Carroll U.S. 30 Corridor of Commerce Update
Q.9a: Retail

Choice	Responses
This could be a very good idea for parts of Highway 30	123 50.41%
This idea might have some merit	72 29.51%
I find this interesting but I'm not sure	20 8.20%
This idea does not apply to Highway 30 and should not be considered	29 11.89%
Answered	**244**
Skipped	**16**

Carroll U.S. 30 Corridor of Commerce Update
Q.9c: Commercial services, food/hospitality

Choice	Responses
This could be a very good idea for parts of Highway 30	113 46.12%
This idea might have some merit	66 26.94%
I find this interesting but I'm not sure	24 9.80%
This idea does not apply to Highway 30 and should not be considered	42 17.14%
Answered	**245**
Skipped	**15**



Carroll U.S. 30 Corridor of Commerce Update
Q.10a: Mid-scale apartments/condos

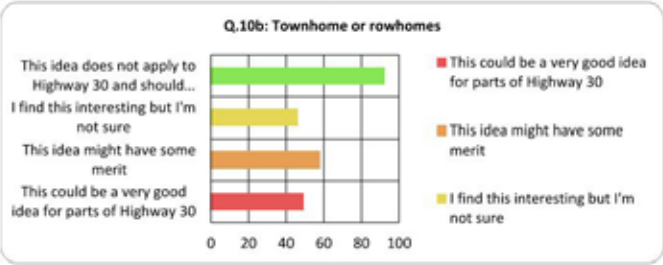
Choice	Responses
This could be a very good idea for parts of Highway 30	46 18.78%
This idea might have some merit	56 22.86%
I find this interesting but I'm not sure	41 16.73%
This idea does not apply to Highway 30 and should not be considered	102 41.63%
Answered	**245**
Skipped	**15**

Carroll U.S. 30 Corridor of Commerce Update
Q.9d: Corporate office park

Choice	Responses
This could be a very good idea for parts of Highway 30	35 14.34%
This idea might have some merit	47 19.26%
I find this interesting but I'm not sure	64 26.23%
This idea does not apply to Highway 30 and should not be considered	98 40.16%
Answered	**244**
Skipped	**16**

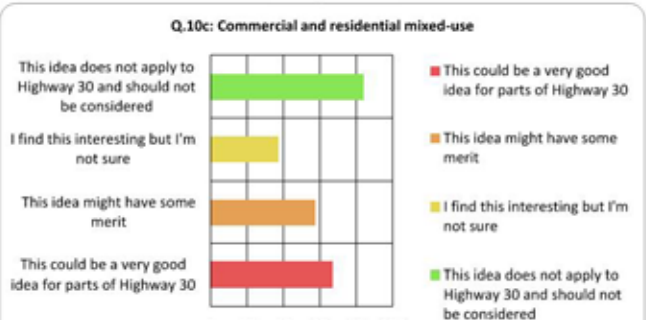
Carroll U.S. 30 Corridor of Commerce Update
Q.10b: Townhome or rowhomes

Choice	Responses
This could be a very good idea for parts of Highway 30	49 20.00%
This idea might have some merit	58 23.67%
I find this interesting but I'm not sure	46 18.78%
This idea does not apply to Highway 30 and should not be considered	92 37.55%
Answered	**245**
Skipped	**15**



Carroll U.S. 30 Corridor of Commerce Update
Q.10c: Commercial and residential mixed-use

Choice	Responses
This could be a very good idea for parts of Highway 30	67 27.35%
This idea might have some merit	57 23.27%
I find this interesting but I'm not sure	37 15.10%
This idea does not apply to Highway 30 and should not be considered	84 34.29%
Answered	**245**
Skipped	**15**



Carroll U.S. 30 Corridor of Commerce Update
Q.10d: Traditional apartments

Choice	Responses
This could be a very good idea for parts of Highway 30	37 15.04%
This idea might have some merit	42 17.07%
I find this interesting but I'm not sure	36 14.63%
This idea does not apply to Highway 30 and should not be considered	131 53.25%
Answered	**246**
Skipped	**14**

Carroll U.S. 30 Corridor of Commerce Update

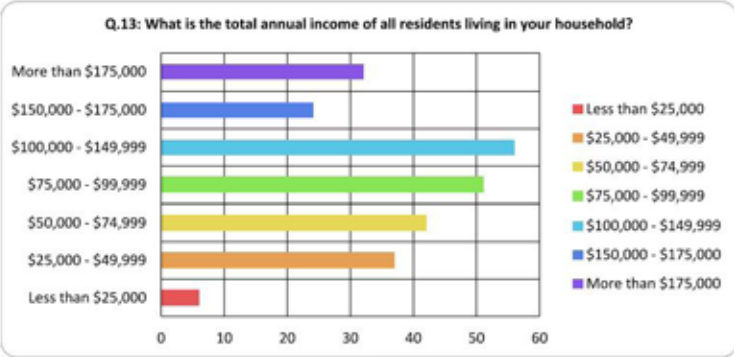
Q.12: How old are you?

Choice	Responses
Under 19	0 0.00%
19-24	3 1.16%
25-29	29 11.24%
30-34	28 10.85%
35-39	45 17.44%
40-44	32 12.40%
45-49	22 8.53%
50-54	19 7.36%
55-59	25 9.69%
60-64	20 7.75%
65-69	18 6.98%
70-74	7 2.71%
75-84	9 3.49%
Over 85	1 0.39%
Answered	**258**
Skipped	**2**

Carroll U.S. 30 Corridor of Commerce Update

Q.13: What is the total annual income of all residents living in your household?

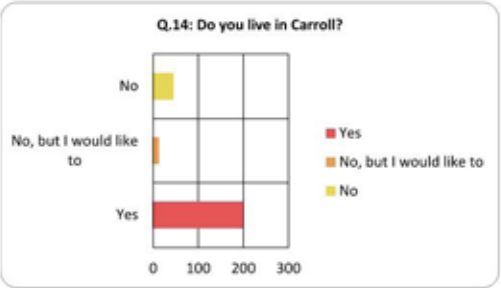
Choice	Responses
Less than $25,000	6 2.42%
$25,000 - $49,999	37 14.92%
$50,000 - $74,999	42 16.94%
$75,000 - $99,999	51 20.56%
$100,000 - $149,999	56 22.58%
$150,000 - $175,000	24 9.68%
More than $175,000	32 12.90%
Answered	**248**
Skipped	**12**



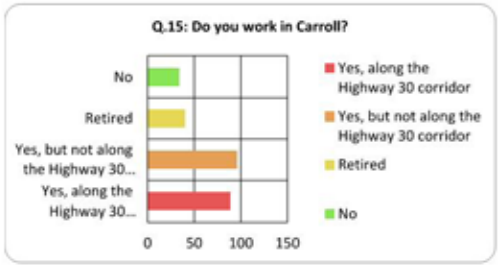
Carroll U.S. 30 Corridor of Commerce Update

Q.14: Do you live in Carroll?

Choice	Responses
Yes	199 77.73%
No, but I would like to	12 4.69%
No	45 17.58%
Answered	**256**
Skipped	**4**



Carroll U.S. 30 Corridor of Commerce Update

Q.15: Do you work in Carroll?

Choice	Responses
Yes, along the Highway 30 corridor	88 34.24%
Yes, but not along the Highway 30 corridor	96 37.35%
Retired	40 15.56%
No	33 12.84%
Answered	**257**
Skipped	**3**