

City of Kewaunee

Waterfront Plan Update

Approved: May 14, 2018



2018 Update Report by: UW Extension and Kewaunee County Economic Development Corporation

Original 2009 Report by: Ayers Associates

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Section 1: Introduction and Context

Introduction

In November of 2017, the City of Kewaunee asked the Kewaunee County Economic Development Corporation and UW Extension to co-facilitate a mayor-appointed committee and prepare an update to the Waterfront Plan that was compiled in 2009 by Ayres Associates. The project has resulted in identifying a vision and improvements that will draw residents and visitors to the Kewaunee River Harbor, Lake Michigan Waterfront, and adjacent Downtown Business District.

Plan Purpose

The waterfront area of the City of Kewaunee features a rich concentration of business, recreational, marine, and land-based uses. Yet, the area lacks a defined sense of place or identity, as well as businesses, services and uses that would contribute to its growth as a vibrant waterfront destination. The City of Kewaunee aims to set a foundation for future investments within the waterfront area to facilitate the development of a premier waterfront destination.

The primary purpose of this plan is to identify, prioritize, and develop a strategic action plan for improvements that will assist in the overall redevelopment of the area. It will serve as a guide to assist the City, public and private agencies, and private developers for long and short-term development activities. The plan has been prepared to address the following objectives:

- Stimulate private investments within the waterfront area
- Establish pedestrian connections to the waterfront, business district, public properties, neighborhoods, and trail systems.
- Establish a sense of arrival to the waterfront area
- Enhance aesthetics of the waterfront area
- Protect the view of coastal resources and historic landmarks
- Provide action steps and staging for implementation
- Serve as a marketing tool to attract outside investments
- Rally support among local businesses, citizens and property owners around a clear vision.

The content of the plan has been developed as a result of working with an advisory committee of community stakeholders and city officials and listening to community input.

Summary of Process

An advisory committee was established and comprised of stakeholders representing various interests of the City of Kewaunee. The Committee was given the responsibility to oversee and provide input during the planning process, review data and information, and provide feedback on recommendations as presented.

- Site Awareness Visit
Members of the committee toured locations of the project study area with the co-facilitators to review site-specific issues and provide feedback on existing conditions about the site(s) and the waterfront.

- Public Input Survey
A community-wide public input survey was distributed to adults in the community to gather their feedback and ideas about potential waterfront improvements. A youth survey was taken by 7-12th-grade students at Kewaunee School District. Elementary age students participated in a youth art survey where they were able to contribute their ideas.

- Advisory Committee Meetings:
 - November 6, 2017
 - November 20, 2017
 - December 4, 2017
 - December 18, 2017
 - January 4, 2018
 - January 10, 2018
 - January 22, 2018
 - January 29, 2018
 - February 13, 2018
 - April 5, 2018

- Public Involvement Meetings
 - January 11, 2018, Community Design Charrette Public Presentation
 - March 19, 2018

Study Area

The Waterfront Plan study area is centered around the State Highway 42 corridor going through downtown Kewaunee (refer to map below). Sitting at the eastern edge of the City of Kewaunee, the study area is approximately 378 acres not including water acreages in the harbor and the lake. The study area is a hub of activity and is dominated by its waterfront character and multiple commercial and waterfront recreational uses.



Regional Context

The City of Kewaunee is located within Kewaunee County on the northwestern shore of Lake Michigan. The city is positioned at the base of the Door Peninsula and surrounds a deep -water port. The city includes 4.3 square miles which includes .75 square miles of water. With an estimated population of 2,953 (2010 US Census), Kewaunee is the second largest city in Kewaunee County. The City of Kewaunee is well connected to the greater Green Bay metropolitan area, with access primarily provided by State Highway 29, but enjoys a relatively quiet and distinct waterfront and recreational character given its setting as an “authentic lakeshore town.”

The City of Kewaunee's critical waterway systems include the Kewaunee River and the Kewaunee Harbor, the Lake Michigan waterfront as well as three inland water features: Little Seidl Lake, Seidl Lake and Stump Pond. Sport fishing is flourishing, due to the strong waterway



source: wikipedia commons

network in the City of Kewaunee. The community features beautiful coastal scenery and embraces a maritime-themed lifestyle. All these attributes are essential to the area's economy and identity.

Communities in close proximity to Kewaunee such

as Green Bay, Sturgeon Bay, and Manitowoc offer additional business and recreational activities. Residents have easy access to legendary Lambeau Field for Green Bay Packers football, as well as the newly developed Titledown District. In addition, a short drive up the Lake Michigan shoreline leads to the natural beauty and flourishing vineyards of the Door Peninsula.

Market Analysis

A trade area is the geographic area from which a community generates approximately 75% of its customers. The 2017 Kewaunee Trade Area Characteristics (located in the Appendix)

prepared by UW Extension, identifies the local trade area to be the 54216 zip code. Although individual businesses also have individual trade areas that are determined by the type of business, products, and services they sell, some businesses attract primarily local customers while others have further reach. The Trade Area report analyzes local characteristics while acknowledging that non-residents and seasonal residents also contribute to the local economy.

At just over 6,000 people within the Trade Area, the business development activities of the city should consider the capacity of the business climate to support businesses of various types. The Trade Area Analysis offered by UW-Extension may provide a framework for thinking about which types of businesses are reasonable choices. It can be useful for identifying which types of retail the city could support and which segments may be saturated.

Kewaunee appears to have more singles and couples without children. This is likely driven by a slightly larger than average population of retired or semi-retired residents, which is true statewide. That said, the family households in the area tend to be traditional nuclear husband-wife families that own their home. With this in mind retail and services that serve, not just adults, but families could be an important component of business development.

With a large population of retirees comes a potentially large population of local residents on a fixed income, but potentially with their mortgage paid off and few child-related expenses. Families with children, a large share but less than half of families in Kewaunee, are likely facing relatively large expenses as they raise their kids. For additional context, both the median household income and per capita income are below the state and national median. Median can mask important information, however. For example, while the median is relatively low, it is also the case that Kewaunee has a relatively large share of the population in the mid-upper income levels. The larger mid-upper income population is offset by groups at the very bottom of the income distribution. So, while there are economically distressed families, there is also a fairly healthy upper-middle-class. These income levels may limit the potential for luxury dining and shopping, but be an opportunity for casual retail that is also consistent with a fishing city experience.

Gathering Spaces:

There are several potential market opportunities that leverage local assets, embrace the historical identity and reasonably address the problem of seasonality. Kewaunee is a family-oriented city and the survey revealed that many feel there is a lack of spaces and activities where teenagers can congregate. For these reasons, we recommend that the city explore creating unique spaces, as well as entertainment offerings and supporting businesses throughout

the waterfront and business districts. It was noted that Kewaunee has become a more and more desirable location for weddings and other private events. Event spaces would be highly utilized areas that could be part of a successful catering or restaurant business plan and other supporting business services, especially if it's close to the popular Lakehaven Hall event facility.

Residential Housing:

Residential development can complement the business development strategies and aesthetic of the business community. Developing housing near retail can grow the consumer base for shops but also enhance the visual identity of a community. Temporary, seasonal and permanent housing all bring foot traffic and vibrancy to a business district. It can be designed to complement the existing architecture and fishing infrastructure. It should also be targeted at a price point that would suit the income of a typical visitor to the community.

Retail:

In general, Kewaunee could likely support additional retail. The U.S. and Wisconsin have 11% and 10.9% of employment in retail, respectively, whereas Kewaunee has just 7.3%. Given this relatively low share of retail and the potential to draw on the local market as well as visitors, there is potential to expand retail offerings. To cement ideas, a 2.7 percentage point increase in retail, making Kewaunee even with Wisconsin, would amount to an additional 88 jobs in the trade area. For example, with abundant natural resources to be enjoyed, the lake, river, and the Ahnapee Trail, in particular, recreational retail stores with rental offerings may be worth consideration. These stores could supply bicycles, tents, kayaks, fishing supplies, as well as snowshoes and ice skates among many other items. This business would support the local residents and enhance their widespread participation in the outdoors.

Services:

Also, Kewaunee is well below the state and national average in services. Services, which can include health services but also personal services, like gyms, restaurants, dry cleaning, and hair stylists, accounts for just 32.8% of employment in Kewaunee. Likely many people are driving to larger cities for some of these services. For example, the students reiterated how they go to Green Bay for movies and ice skating. The committee also vocalized the growing popularity of Kewaunee for events and weddings. Weddings require many services—catering and photography, to name just two. There seems to be an opportunity to bring some of these services to Kewaunee, which would be available to local residents but also make Kewaunee more appealing as an event destination.

Recent & Ongoing Planning Efforts

The City of Kewaunee has been active in promoting the developments of its waterfront district through various planning efforts. This Waterfront Plan is one of several other planning efforts for the City. Other relevant plans either completed or currently in progress are referenced below.

City of Kewaunee Comprehensive Plan (2009)

With the assistance of Baylake Regional Plan Commission, the City of Kewaunee prepared and adopted a 20-Year Comprehensive Plan in 2007. The Kewaunee Comprehensive Plan provides the city with guidance regarding future growth, land use and overall physical development. It considers the goals and objectives of Harrison Township and presents an ideal picture of the Township's future. The General Vision for the Township is as follows:

"In maintaining Kewaunee's unique charm as the "Spirit of the Lakeshore", we visualize a community which retains its historic, small city appeal while providing measured economic growth where citizens can enjoy its exceptional lakefront, recreational and spiritual benefits of a dynamic, fulfilling community life and in so doing, confirming the need to provide residents with a safe and attractive community where ample opportunities exist to live, work and play."

The Comprehensive Plan identified opportunities for redevelopment in the downtown business district and encouraged maintaining overall building character, scale and architectural style. In addition, the Comprehensive Plan prompted the importance of developing of a waterfront plan to enhance the harbor area, lakefront and Kewaunee River.

Kewaunee Waterfront Plan (2009)

With the assistance of Ayres & Associates, the City of Kewaunee prepared and adopted a Waterfront Plan in 2009. The plan indicated that the waterfront should be a destination that attracts both Kewaunee residents and visitors alike. The waterfront is an important part of the local quality of place as well as an enriching component of the visitor experience. The plan identified improvements for the Kewaunee River Harbor and Lake Michigan waterfront, as well as revitalization opportunities for the Central Business District.

Focused on strengthening the connection between the waterfront and the Central Business District, the recommendations of the plan included adopting the following;

- consistent signage and design standards
- enhanced pedestrian crossings and streetscaping amenities
- a continuous pedestrian pathway from Pioneer and Selner Parks to Harbor Park
- more connectivity between city-owned green spaces, as well as additional seating
- increased recreational amenities like kayaking, sailboats and transients boating

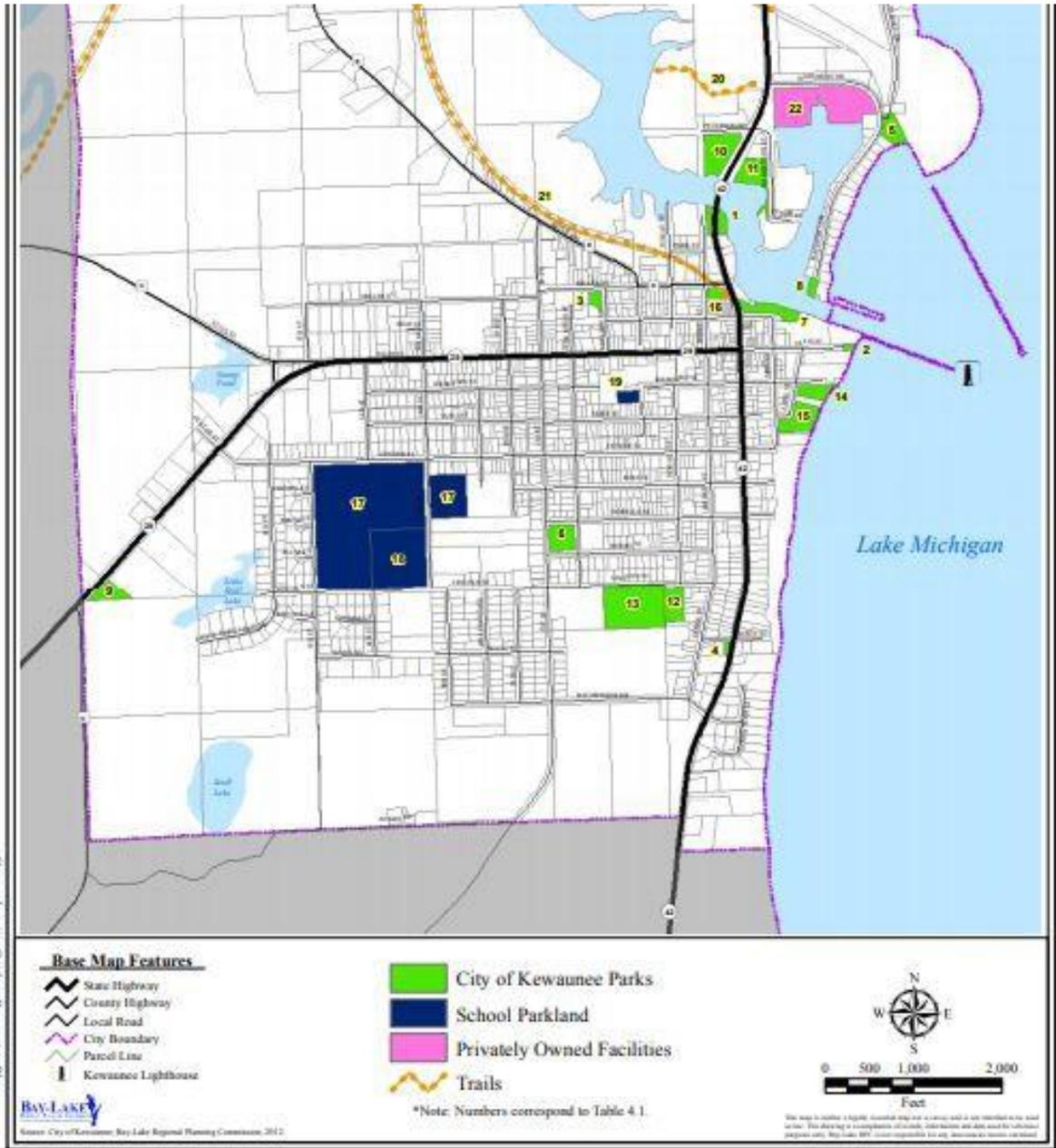
The 2009 Waterfront plan also encouraged the city to continue redevelopment opportunities within waterfront and central business district.



source: City of Kewaunee

Kewaunee Outdoor Recreation Plan (2012)

With the assistance of Baylake Regional Plan Commission, the City of Kewaunee prepared and adopted an Outdoor Recreation Plan in 2012. The plan provides detailed descriptions of current public recreation and open spaces within the City of Kewaunee (see map). The plan provides recommendations that can guide the city of Kewaunee with acquisition, preservation, development and improvement of recreation and open space facilities. Much of the focus is on the city's recreational facilities over the next five years. The future goals of City of Kewaunee's outdoor recreation activities include developing a long range strategy for acquisition and development of new parks, public trails, access and related outdoor recreation facilities that are consistent with promoting the city.



From 2012 City of Kewaunee Outdoor Recreation Plan

SECTION 2: Physical Assets

To best understand the Waterfront Development Plan study area, a physical analysis of the area has been prepared. This will provide a benchmark for future decision making related to revitalizing the district. The Waterfront Steering Committee completed various site visits and examined numerous properties in order to prepare and analyze the study area.

The study area for the Waterfront Development Plan extends along the Lake Michigan shoreline as far south as Scott Street (the beach south of Selner and Pioneer Parks)



and as far northwest as the Kewaunee Marshlands Walk. It includes the downtown business district and the Kewaunee Harbor, the public and private marinas, and expands into the Kewaunee River.

Existing Land Use

The Existing Land Use Map (page 11) is based on information from the 2009 Kewaunee Waterfront Plan. There is a slight update based on due diligence and other relevant research.

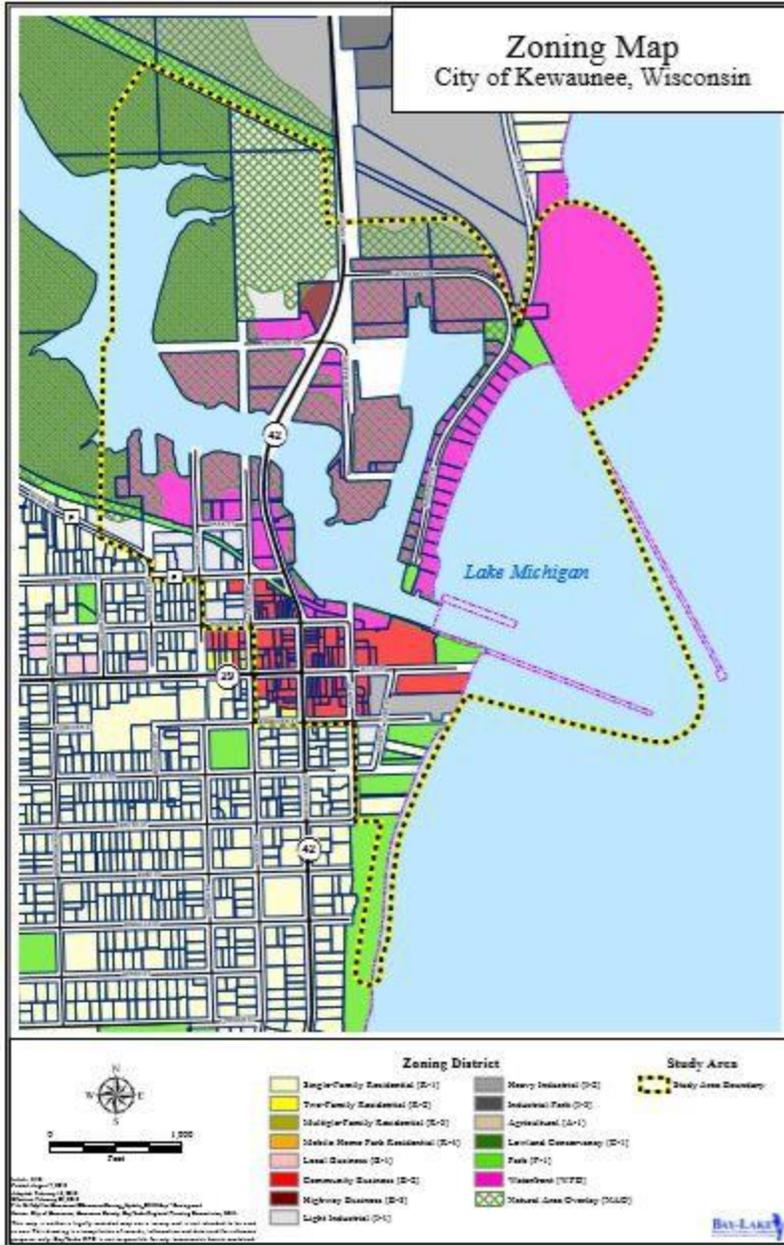
The land uses in the study area include a variety of uses. The Kewaunee Harbor and Waterfront District contain a mix of commercial, light industrial, recreational and residential uses. The harbor itself consists of an inner and outer harbor divided by a peninsula. The City of Kewaunee is located on the west shore of Lake Michigan and at the mouth of the Kewaunee River.



Zoning

The zoning ordinance establishes the rules and requirements for how a parcel of land can be used today. The zoning ordinance also establishes various districts, each with unique characteristics in terms of uses allowed, lot sizes, building setbacks and heights, and other requirements. It also establishes general standards applicable to all districts, such as parking requirements.

The City of Kewaunee currently maintains a general Zoning Ordinance located within Chapter 94 of the Municipal Code. The planning area is zoned primarily Waterfront District. The district is intended to restrict uses to industrial, commercial, recreational or residential uses that are water-related or have an advantage by being on the waterfront. There are a few zoned Community Commercial District. This zone is intended for a more traditional central business district. However, there are some specific descriptions for an arts and cultural overlay within the district.



Zoning	# of parcels
Business- 2	89
Business- 3	1
Commercial-1	6
Industrial-1	17
Industrial-2	5
Park-1	13
Residential-1	9
Residential-2	1
Waterfront	60
Total Acres	378

Physical Design

The physical design of a district or even a single site creates a distinct atmosphere for the community and the people who live in the area. The type and size of buildings, landscaping, signage, and other elements can all impact a resident and visitors overall impression of the space. Design can influence whether or not people feel welcome in a space. The current physical conditions of the Waterfront Plan study area are described below.

Building Character Central Business District

The Kewaunee Central Business District located in downtown Kewaunee contains a number of notable buildings that have successfully maintained their historic integrity. Historic buildings provide a glimpse of our past while lending character to the district and the community. Visual character might include the shape of the building, materials used as well as features like windows, roofs (dormers) and other decorative work. Overall, the Business District requires revitalization such as façade restoration. When possible and relevant, preserving architectural elements will convey a consistent welcoming theme in the central business district.



406 Milwaukee Street



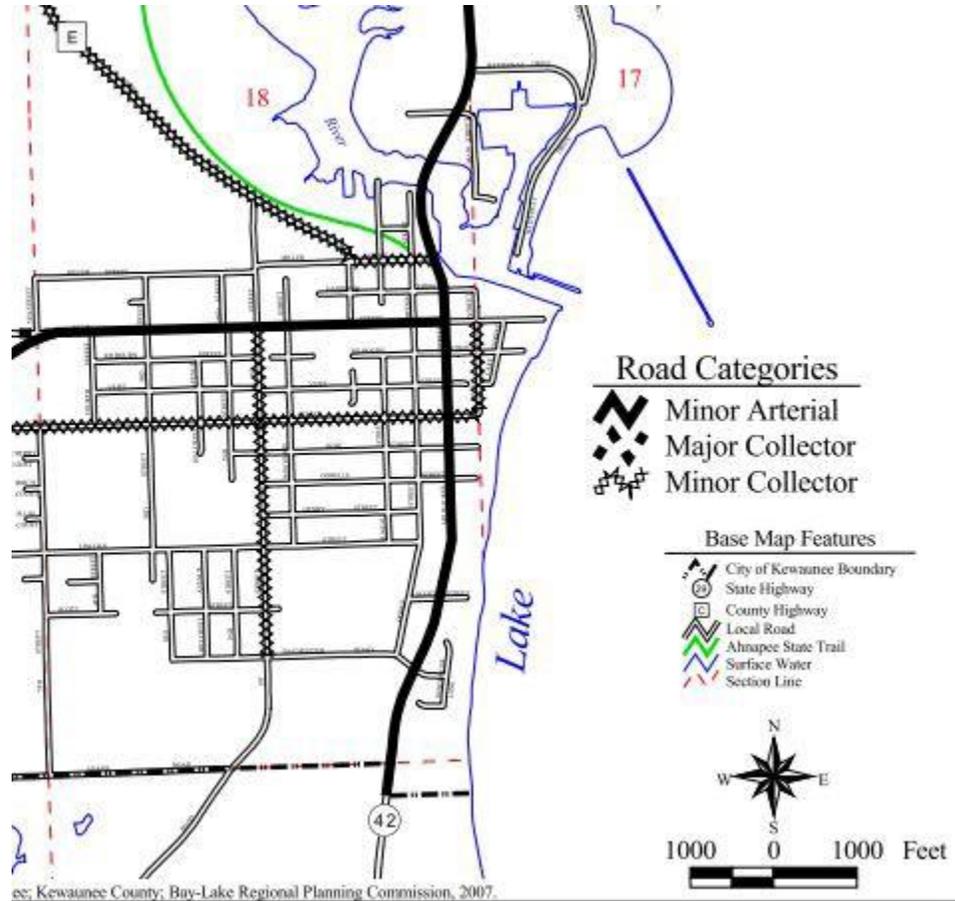
96 Ellis Street

A majority of buildings in the central business district (planning area) are two-story buildings with a residential second story. The central business district is primarily zoned for business-related uses. Most businesses access on-street parking in combination with off-street parking which is commonly found at the side or to the rear of the business. Businesses could benefit from landscaping enhancements to serve as beautification.

Transportation

The circulation of vehicles, pedestrians and bicyclists within and through the City of Kewaunee is important to the vitality of the central business district. Providing efficient, interconnected and diverse

transportation options is critical in creating a vibrant district that is attractive to a broad range of residents and visitors. The Transportation Map displays the main routes within the study area. A description of each mode of transportation is provided below.



Road Network

Milwaukee Street (STH 42) and Ellis Street (STH 29) are roadways that serve as entryways into the community. These roadways experience the highest levels of traffic within city limits and contain pedestrian crossings where safety is a concern. In other sections of the waterfront planning area there is a lack of pedestrian access and connectivity. The lack of connectivity for pedestrian traffic removes an opportunity for seamless interaction between waterfront visitors and downtown business customers.

Parking

Parking in the central business district is available on-street in combination with off-street parking to the side or to the rear of the business. The cul-du-sac at the end of Ellis Street is frequently used for public parking to enjoy waterfront amenities. In summer months parking is frequently in high demand and with future development there will be a need for additional parking.

Non-Motorized Trails

Two trail routes extend through the study area including the Kewaunee Marshlands Walk and the Ahnapee State Trail. The Kewaunee Marshlands Walk is located west of STH 42 and north of Kewaunee Landing. This city-owned 2,430 foot walkway meanders through the Kewaunee River Marsh and ends with a viewing area at the Kewaunee River. The Ahnapee State Trail spans 46 miles through Kewaunee and Door Counties. A trailhead is available in the city at the intersection of Miller Street and Milwaukee Street (STH 42).

Public Waterfront Access

Public access to the City of Kewaunee waterfront is available in a variety of locations within the waterfront planning area. These include the Selner and Pioneer Parks and the two Kewaunee Marinas. In addition, the city recently completed a 1,350 foot boardwalk along the Kewaunee Harbor to promote connectivity and accessibility to Lake Michigan.



Kewaunee Boardwalk

Kewaunee Harbor

The Kewaunee Harbor consists of an inner and outer harbor and provides excellent access to Lake Michigan. A peninsula separates the inner basin from the outer harbor. The outer harbor is formed by two projecting breakwaters and is the location of the deep water harbor. On the eastside of the outer harbor is Lake Michigan and the north is the containment facility (Army Corps of Engineers).

The US Army Corp of Engineers has a district office located on the peninsula separating the inner basin from the Kewaunee River. The Corp of Engineers office is responsible for operations and maintenance of harbors, permanent facilities such as breakwaters and waterways on the

western shore of Lake Michigan.



source: marinas.com

The Kewaunee Harbor is open to all of Lake Michigan and therefore winds generated can be quite strong. The inner harbor can be an area subject to occasional rough water conditions resulting from high winds generated from the east and southeasterly directions.

Boating

The Kewaunee Harbor serves both recreational and commercial boat traffic. The Great Lakes are an economic development resource as well as a natural resource. The deep water port offered by Lake Michigan serves commercial boat traffic which is an important benefit to the City of Kewaunee's economy and the entire region.

There are recreational boating opportunities at public and private marinas in the city limits. Both of the marinas are located on the north side of the Kewaunee River. The City also has a boat launch area on the north side of river at the Kewaunee Landing. These areas of waterfront access support boating and fishing opportunities in the community. The boating opportunities also include sailing because of the winds generated from the Lake. Other non-motorized boating enjoyed in Kewaunee includes kayaking and canoeing on both the Kewaunee River and Lake Michigan.

Fishing

Fishing in Kewaunee is very popular because of access to the Kewaunee River, the Breakwater, and the Lake. Enhancing the fishing experience is the Wisconsin Department of Natural Resources, Besadny Fisheries fish stocking program associated with the Kewaunee River which contributes to Kewaunee County ranking as the #1 Lake Michigan sport fishing



destination for salmon and lake trout. The program at the Besadny Fisheries Facility consists of a warm water stream, Little Scarboro Creek, and a Class 1 brook trout stream containing a self-sustaining fishery. The Kewaunee River has native populations of small mouth bass and northern pike. The program is in response to the public demands of recreational fishing

which comes from very heavy fishing during seasonal runs of trout and salmon from Lake Michigan.

source: Wisconsin DNR

Establishing the Vision

The vision for the waterfront was informed by a variety of public input processes. A community-wide survey was implemented with responses from both adult and youth community members. The Design Wisconsin Team from UW Extension came to Kewaunee for an intense two-day public input and vision discussion process. An additional public input session was conducted to gather feedback about the final recommendations.

Public Survey Results

UW Extension worked with the committee to develop and implement a public input survey and gather opinions about the vision for the waterfront and downtown amenities. This survey was available both on the internet and in hard copy paper form. Nearly 600 adults responded to the survey. A cross-section of individuals answered the survey, including residents, commuters, and visitors to the area. The survey report can be found in the Appendix.

Youth Contributions

UW Extension also implemented an electronic survey of all students in the Kewaunee School District from 7th-12th grade. This survey was nearly identical to the adult survey with the exception of several questions not appropriate to the age group. Nearly 400 youth answered the survey. The full survey report can be found in the Appendix.

Kewaunee grade school students also participated in the public input process. In art class, they drew pictures of what they would like to see in their town. These pictures were reviewed by the Waterfront Planning Committee and the Design Wisconsin Team and incorporated into the recommendations.

Four high school students were recruited to participate in the Community Design Charrette process and help inform the creative process and recommendations for community improvements.

Community Design Charrette Process

Design Wisconsin, a group of twelve community developers, planners, architects and landscape planners, came to Kewaunee in January 2018 to implement what is called a Design Charrette Process. The visiting group studied prior plans, the community survey results, and economic development data. They also took a physical tour of the community and analyzed other

community data. As part of this process, they conducted a vision sketch process with the waterfront planning committee.

The Vision Sketch is a process to generate ideas for a future vision for the waterfront. On January 10, 2018, the Kewaunee Waterfront Committee participated in a facilitated workshop. The participants were prompted by several questions:

- What are your hopes for waterfront uses, revitalization efforts, desired connections and new vitality in Kewaunee?
- What do you want to see in the waterfront and other revitalized areas of Kewaunee?
- What is your vision or your desire for the future of a new Kewaunee?

The facilitators captured a long list of vision ideas in response to these questions. The participants helped organize the ideas into six themes. Subsequent to the workshop, the Design Wisconsin Team placed each of the vision ideas into one of the categories and was then further refined by the planning committee as a guide for plan recommendations.

Growth and Change

- Increasing business activity and pedestrian traffic downtown from locals and visitors
- Expanding our tourism footprint to include season expansion, weddings, and boating

Linkages and Connectivity

- Creating linkages and connectivity throughout the waterfront, from the inlet area to the marina, business district/downtown, and the beach
- Increasing gathering and walking/pedestrian use among and between the park spaces

Communications and Marketing

- Developing, communicating, and clarifying our identity and message/brand of who we are and what we have
- Improving media advertising. We no longer want to be the best-kept secret

Practical Strategies

- Elevating and distinguishing business owners and volunteers as our ambassadors
- Phasing in implementation with short-term wins to build confidence and accountability for future development
- Marketing specific parcels and sites

The full report from the visiting Design Wisconsin Team is in the Appendix.

Section 4: Strategic Recommendations

Overall Vision and Future Land Use Plan:

Kewaunee is Wisconsin's authentic lakeshore community.

Growing business and recreational activities that leverage the harbor town identity will expand the tourism footprint and add fuel to emerging opportunities. Strengthening linkages between waterfront assets and improving the pedestrian experience will add vibrancy to the downtown business district. The surveys and the visioning workshop placed an emphasis on preserving access and views to the waterfront, redeveloping key places that the entire community can enjoy, and establishing stronger connections of those places.

This plan calls for the physical development of key locations and improving amenities and linkages among them.

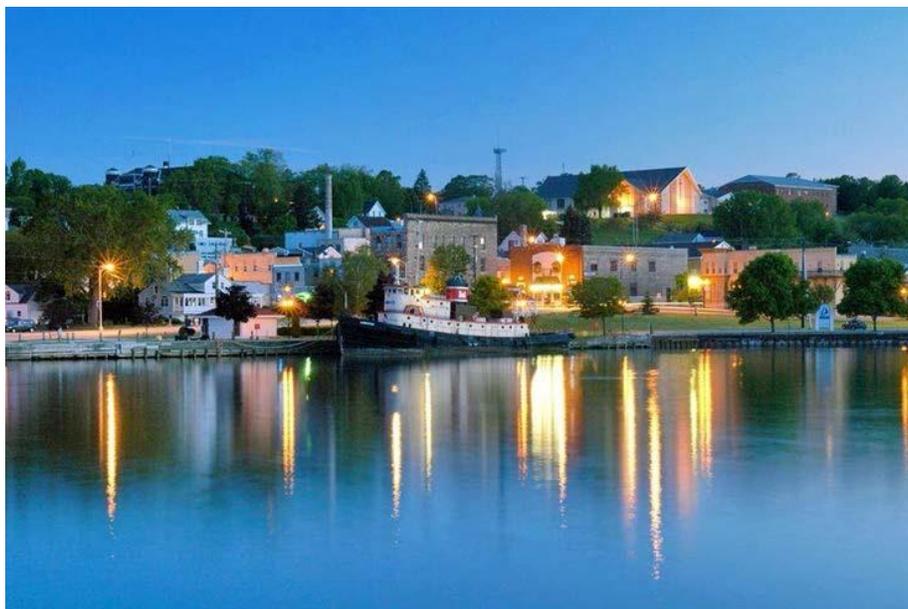


Place Making as Economic Development

Recommendation 1: All waterfront development should contribute to Kewaunee's identity as Wisconsin's authentic lakeshore community.

The steering committee expressed their goal to make the community a more desirable destination for visitors and to enhance the offerings for residents. With these goals in mind, the local business profile is an important consideration. In addition to natural amenities, places become known for what their industries and businesses have offered historically as well as what they offer now. As an example, New Glarus, WI is known for its Swiss character, which is founded on its Swiss heritage. This heritage is visible in the architectural style of buildings. The town is also known for New Glarus brewing and its Swiss bakery. These are all contributions to the business community that play a large role in defining the local identity.

With these factors in mind, the waterfront area of Kewaunee is full of opportunities for business development to help define its sense of place as one of the last authentic lakeshore towns. Perhaps the most appealing business opportunities are those that leverage the infrastructure of the harbor area and its natural assets as part of the community identity while enhancing the experience of residents and visitors alike. Its fishing history blends its natural landscape and industrial heritage. The infrastructure is in plain sight, recognizable, interesting, valued by locals and unique to visitors. As examples of this, Tug Ludington, the lighthouse, the harbor itself and the boats in it, are all part of the community identity to locals and are viewed as attractions to visitors.



<https://www.facebook.com/cityofkewaunee>

Physical Development Recommendations

The planning committee reviewed six key locations for redevelopment and the connectivity between and among those locations: the Hamacheck/Klockner Property, Fisherman's Point, the old slips west of the water treatment plant, the campground, Selner/Pioneer Park, and the containment area. This plan carries over recommendations from the 2009 Waterfront Plan that had not yet been implemented.

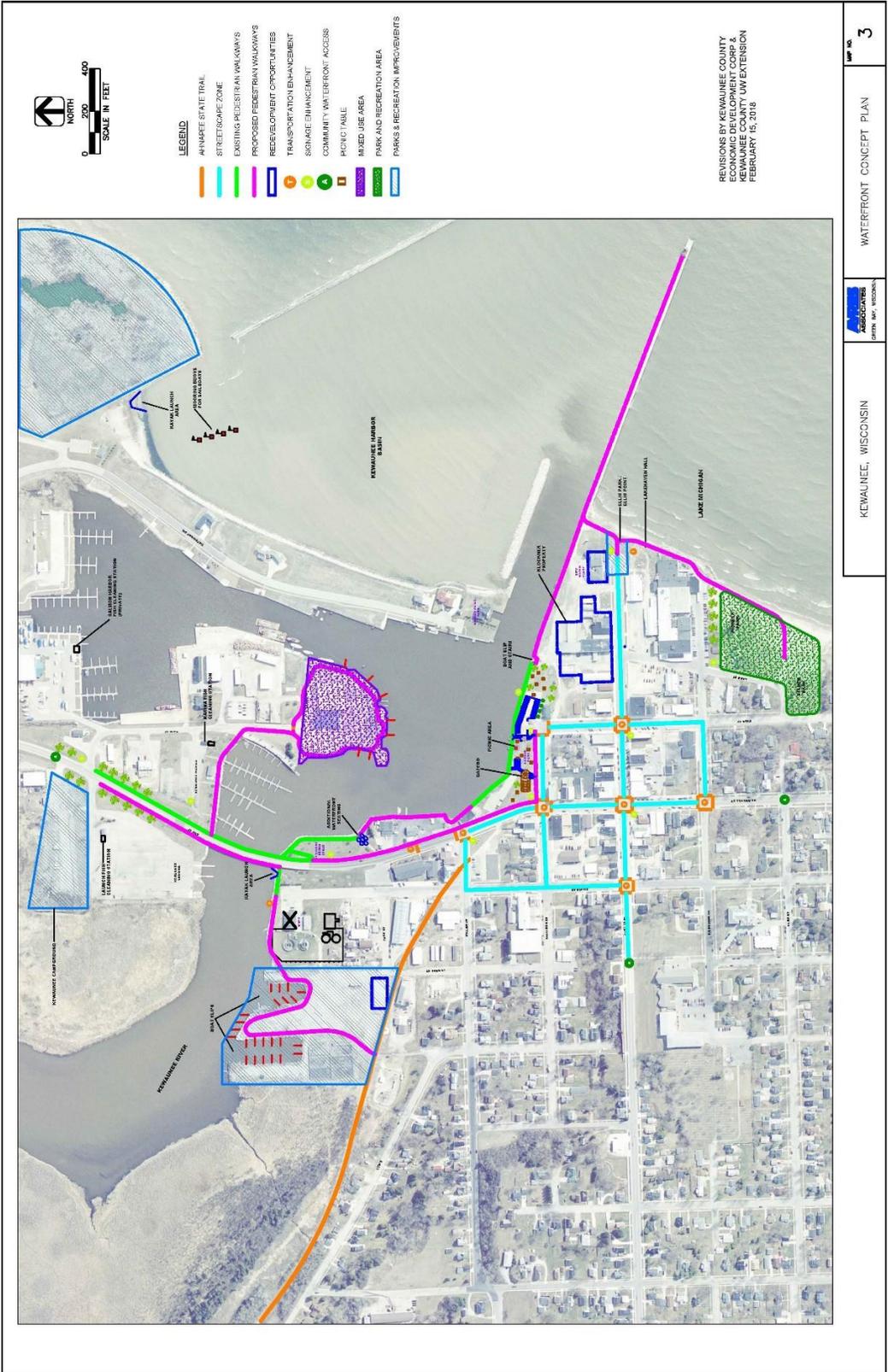
Connectivity:

Recommendation 2: Secure easements to create a continuous public waterfront trail

The Kewaunee Waterfront would benefit greatly from a continuous waterfront trail. When connected to one another, the individual sites are transformed into a network of waterfront amenities that permeate throughout the community-reinforcing its maritime heritage while elevating its economic development potential. It is important that the community works together to secure easements that create an attractive and contiguous public waterfront trail from the Kewaunee River Landing through Harbor Park, around Ellis Point along the Lake Michigan Shore to Selner/Pioneer Park.



source: Design Wisconsin Team



Ellis Point:

Recommendation 3: Rebrand the Klockner site development “Ellis Point”

The Hamacheck/Klockner Property is 3.2 acres and currently owned by the city. It sits adjacent to city-owned 77 Ellis which houses the municipal well. It is across the street from Lakehaven Hall event space. These properties form a strategic location and for development purposes could be rebranded and actively marketed as Ellis Point. Ellis Point benefits from its spectacular views of the harbor, Lake Michigan, the Old Coast Guard Station, and the Lighthouse, and its proximity to existing civic buildings, retail, infrastructure, and boardwalk. The surveys and visioning workshop called for this area to become a pedestrian-friendly mixed-use district blending retail, residential, public amenities and open space. There is a strong potential for adaptive reuse of the city garage located near the city well house. The “yellow” building behind Lakehaven Hall could become a community signature and replicated elsewhere in the community. With careful programming, location, and design Ellis Point could be transformed into a civic core that addresses the community’s needs.

Recommendation 4: Support mixed-use development of Ellis Point which may include lodging

A strong community core requires people. Ellis Point could provide temporary and permanent lodging for visitors and second home owners in order to support a wide range of activities. Other important components of a mixed-use development would include:

Recommendation 5: Repurpose 77 Ellis Street for private hospitality business

Destination Food & Beverage Experience: The surveys and visioning workshop identified a need for more dining options and perhaps one that could serve as a destination for visitors. The city should consider preparing the old city garage, which is located at 77 Ellis Street, for redevelopment as a restaurant, brew pub, distillery and/or other destination food and drink experience. This is a strategic location that makes a significant contribution to the rest of the Ellis Point development, Lakehaven Hall, and the downtown.

Recommendation 6: Create a pedestrian courtyard on the east end of Ellis Street

Patio & Plaza: Consider “closing” the east end of Ellis Street using bollards and decorative pavers to create a safe and attractive pedestrian courtyard between Lakehaven Hall and the future destination food and beverage experience at 77 Ellis Street. This will create additional dining and gathering space while allowing vehicle access, as needed.



source: visitwinchester.com

Recommendation 7: Support development of water and ice based community activities

Water/Ice Activities: The community would support the development of an interactive water feature that in the summer months has splash pads and in the winter months can be used for ice skating. Locating it along the water's edge will help draw people through all of the other sites' amenities, encouraging patronage.



source: Richmondmom.com

Recommendation 8: Maintain multi-function green space for community activities

Amphitheatre/Chapel: The surveys and visioning workshop stressed the need for green space in the district. Open space should be maintained to accommodate performances of live music or ceremonies (weddings). This would provide for additional community activities that would bring more people to Ellis Point while supporting the wedding industry, local artists, brew pub, local retail and vendors, and the youth's desire for watching movies together.

Recommendation 9: Develop specific Architectural Guidelines for Ellis Point that are compatible with a harbor village aesthetic

Architectural Style: Future developer(s) of Ellis Point should incorporate an architectural style consistent with a “harbor village” aesthetic. In addition, use materials that hold up well to Lake Michigan weather and that are compatible with the look of Lakehaven Hall. Pedestrian corridors should maintain views of the waterfront from Ellis Street and provide opportunities for gathering. Architectural Guidelines specific to Ellis Point will help guide the development

aesthetic. These more stringent guidelines will need to be compatible with and incorporated into the broader Waterfront Architectural Guidelines.

River Landing:

Recommendation 10: Develop a new park west of Wastewater Treatment Plant to include transient boat slips, green space, parking lot and other amenities

Recommendation 11: Implement a separate public input and planning process to develop this area, here referred to as River Landing

There was strong interest from the community to create additional dock space. The old slips west of the water treatment facility include approximately 6.5 acres and could provide opportunities for silent sports with its proximity to the multi-use Ahnapee Trail. Consider removing the city storage building and develop the area into a trailhead parking lot. It could also be a staging area for small boats, kayaks, and canoes as well as Ahnapee Trail users. This could be another location for a community fire pit and a community (yellow) building that might house bike rental, wifi, and refreshments. Landscaping would be needed to buffer the site from other uses so as to attract visitors and encourage walking along the shore and trail. This area is currently not developed or named, so a separate public input and planning process should be implemented when the City is ready to phase in these improvements. Naming of this area should be considered with a visitors' perspective to avoid confusions with the boat launch across the river, Kewaunee Landing.

Campground Improvements:

Recommendation 12: Expand campground and improve landscaping and amenities

The city campgrounds (3.3 acres) could be expanded to the north up to the tree line. Landscaping, a fire pit, and a community (yellow) building that provides wifi, activities, game center, or snacks would enhance the site and may encourage more families to use the facility.



source: privatecommunities.com

Selner/Pioneer Park/Community Commons Improvements:

Recommendation 13: Secure easements for contiguous waterfront walkway

Recommendation 14: Add recreational amenities for multiple age groups

Selner (2.5 acres) and Pioneer Park (1.4 acres) are significant community assets, as are the Community Commons area which includes the beach and shore bluff running south to Scott Street. Currently, Selner and Pioneer parks are separated from each other and from Ellis Point by private property. Securing easements to develop a public waterfront boardwalk should be a priority. Additionally, the beach and playground are important places that enhance local quality of life for residents and visitors. The playground equipment on top of the hill is in need of updating. Students

suggested putting a basketball court there as well. Sand volleyball courts and a community fire pit would provide additional amenities at the beach to attract users. In the summer months, a student-operated food/ice cream truck might provide opportunities for summer employment and vocational education.



Sheboygan Playground source: govalleykids.com

Containment Area:

Recommendation 15: Implement a separate public input and planning process to develop the Containment Area

Kewaunee has a great opportunity to develop the 28-acre containment area into a community asset. The Team heard from several members of the community and youth about the possibility of using this site as a dirt track for outdoor recreation. Other uses could include a dog park,

hiking or mountain biking trails or other recreational uses. The community should take time to explore this opportunity before it becomes available for recreational redevelopment. An example to explore and follow would be Kidney Island (Renard Isle) in Green Bay, WI.

Fisherman's Point:

Recommendation 16: Work with private owner to implement a vision for the property

Recommendation 17: Combine public and private parcels to maximize development potential

Recommendation 18: A mixed-use development that includes lodging would add to vibrancy to the area

Ideally situated in Kewaunee's Harbor, Fisherman's Point is currently underutilized and well-positioned for new development opportunities. Fisherman's point consists of 3.15 acres in private ownership. The private parcel, combined with an adjacent city-owned parcel, could enhance the development potential up to nearly 4 acres. The property has a rich history of boating and fishing. By leveraging the existing infrastructure and assets, Kewaunee could redevelop the site for maritime activity that includes a variety of opportunities. Renamed Fisherman's Village, Kewaunee could explore a mixed-use development that celebrates the community's heritage. Below are some ideas that could be pursued for this site:

Fishing Shanties: Site restrictions and setback requirements may have impeded the development of the site into condominiums in the past. Smaller, independent buildings, build by vo-tech students may be able to navigate the site restrictions and could provide retail opportunities or temporary lodging with direct access to transient docks, boat beach, and public pier.

Restaurant/Dining Car: A small dining car would provide another opportunity for destination dining with little impact on the site. Additional outdoor cafe space could be expanded during the summer months, as needed.



<http://www.onlyinyourstate.com/georgia/t>

Activities: Many different activities could bring vibrancy and activity to Fisherman's Village. The west bank of the site could be converted into a

boat landing area with provisions for kayak and small boat storage. This could be another opportunity to place a community (yellow) building that could be a hub for a fishing or sailing program or provide storage for small boat rentals. A movie screen could be hoisted on two masts so that boaters could enjoy outdoor movies from the water.

Municipal Marina:

Recommendation 19: Improve the fish cleaning station

Recommendation 20: Improve signage directing visitors to dockage opportunities.

The Kewaunee Marina is a full-service marina with a deep water harbor. The marina provides easy access to Lake Michigan and the Kewaunee River. Available at the marina is a fish cleaning station, access to charter fishing, and needed supplies for fishing and boating trips. It is recommended that the city explore public-private partnerships to develop a fish cleaning station so that waste materials can be processed properly and potentially be turned into fertilizer product.



source: City of Kewaunee

City-Owned Green Space:

Recommendation 21: Improve signage for pedestrian and vehicle connections as well as vehicle parking

Recommendation 22: Include public art, landscaping, and additional seating configurations

The Wisconsin Department of Transportation 2018 street improvements along HWY 42 next to the green space will improve sidewalk connectivity on the east side of the highway. Additional improvements for the park should be implemented. Public art creates points of interests, adds beauty, draws and encourages people to continue along the waterfront. Additional seating is recommended to supplement the wooden benches already present. Landscaped seating pockets offer different perspectives and can provide levels for climbing and interaction.

Father Marquette Park:

Recommendation 23: Upgrade playground amenities

Recommendation 24: Add sailboat moorings for transient and/or seasonal sailors

Father Marquette Park is located adjacent to Lake Michigan and has a sandy beach area. It



source: freebiephotography.com

currently has playground equipment, picnic tables, a pavilion and other amenities. This area has qualities that make it a good location for additional recreational opportunities. Currently, geese congregate at this park, soiling the beach and playground area. Getting a goose deterrent program and upgrading the playground amenities would make the space attractive to families. The addition of sailboat moorings would expand sailing opportunities for the community. This location may also be an opportunity for ice sailing/boating to expand winter recreational activities.

Harbor Park:

Recommendation 25: Complete landscape improvements

Harbor Park offers a variety of recreational activities for residents and visitors. It is located downtown and is a prime location for community events. The Harbor Seawall and Park redevelopment project was completed in 2016 and dramatically improved the safety and aesthetic appeal of the park. Additional landscaping will increase beautification and use of the park area.



source: Kewaunee Chamber of Commerce

Community Identity and Streetscapes

Recommendation 26: Develop Branding Guidelines that are consistent with the authentic lakeshore community theme

Recommendation 27: Develop Streetscape Guidelines that are consistent with the authentic lakeshore community theme

Recommendation 28: The Yellow Building theme and Community Fire Pits could be replicated and help define Kewaunee's sense of place



source: Pinterest

The planning committee recommends the development of consistent branding and identity guidelines, as well as a unified streetscape theme to be implemented within the downtown and harbor area. The identity should be consistent with the maritime theme already established within the study area. Streetscape Guidelines should be developed and should include lighting, benches, fixtures, trash receptacles, pavement, planters, bollards, bike racks, and banners. Tree and

plant materials should be included in the Streetscape Guidelines, with attention paid to site triangles and maintaining views.

Other improvements should be considered to help define the waterfronts' sense of place. Opportunities for public art should be explored. The yellow building that is currently placed behind Lakehaven Hall has a strong sense of place and attractive design. The yellow building could become a community signature, copied and repeated at other key sites in the community to serve as flexible community spaces. These could be constructed by vo-tech students as part of a class project.

Community fire pits with seating are simple and inexpensive ways of creating gathering spaces that encourage and support other outdoor activities. Adding a fire pit near a water feature with a view of Lake Michigan will enhance the space and bring others to the area. Make use of local materials and craftspeople to create a Kewaunee "Community Fire Pit."

Safe Crossings

Recommendation 29: Incorporate safe crossing enhancements throughout study area

Recommendation 30: Develop a Pedestrian and Bicycle Plan that incorporates regional connections for through-cyclists

To ensure an effective and safe non-motorized and pedestrian system, downtown streetscape improvements should be coupled with safety enhancements such as crosswalk striping, enhanced (colored) curb ramps, raised pavement crossings, signs or signals, and curb cut-outs for handicapped accessibility. In particular, crossings at STH 29 and 42 should be addressed.



source:maafirm.com

Non-permanent pedestrian crossing signs during high season or peak hours should be considered. Enhanced safety for bicycles should also be considered. Several large group bicycling tours come through Kewaunee each year, and numerous individual bicycle tourists ride through Kewaunee. Bicycle and pedestrian safety should be considered in a City plan.

Gateways and Wayfinding

Recommendation 31: Develop gateways to the waterfront area along STH 42 and 29

Recommendation 32: Create a comprehensive Sign Program

Recommendation 33: Enhance the interpretive sign category for a more coordinated and connected system

Recommendation 34: Provide clear signage to waterfront and boating amenities

A defined and distinctive entryway should welcome people to the downtown/waterfront area. A gateway should announce their arrival to the district and work to enhance an overall sense of place. Gateways at key entry locations along STH 42 and STH 29 should be considered. The gateways could consist of a combination of signage, hardscape features, landscaping, public art or other improvements.

Create a comprehensive signage program. The City has an initial inventory of existing signs within the city, and that should be routinely updated. The sign evaluation should be done from the perspective of a visitor so there are no assumptions made about locations. By examining the types of signs present and the way information is presented it may become more evident where information is lacking. By promoting amenities more effectively, residents and visitors benefit because more people become aware of the resources and businesses available to patronize and enjoy. A consistent design should be applied throughout the waterfront area and the downtown for a cohesive signage program. Set consistent design standards for wayfinding signs that reflect the lakeshore community and maritime theme. The design standards should consider the visitor's perspective in addition to locals.

Environmental Recommendations

Recommendation 35: Develop an invasive species management plan to control phragmites

Phragmites, an invasive species, threatens property values, the recreational use of wetlands and shorelands, and can negatively affect the biodiversity and ecological functions of invaded habitats. Large colonies have taken root on this and adjacent public properties. A management plan would help control the spread of phragmites throughout the river basin and Lake Michigan shoreline. The invasive species management plan should include other invasive species of concern to the area.



source WI DNR

Recommendation 36: Develop and implement a Goose Control Program

The public input processes confirmed the need for the city to more aggressively dissuade geese from congregating at waterfront park areas such as Harbor Park, Ellis Point and Father Marquette Park. The city should consult the Wisconsin DNR and/or a wildlife control specialist to develop and implement integrated site specific management techniques for the Kewaunee waterfront area.



source WI DNR

Program and Administrative Recommendations

Recommendation 37: Coordinate Comprehensive Plan and Zoning Ordinance

The development goals expressed in this plan will require enabling changes to the City's Comprehensive Plan and Zoning Ordinance. Accordingly, the Common Council should request that the Plan Commission consider the adoption, on an expedited basis, of conforming amendments to Comprehensive Plan and the Zoning Ordinance. Specifically the Plan commission should be directed to consider: (a) revision of the "Waterfront Overlay District" to (a) include all of those areas the subject of this document, (b) establish an architectural review process for construction in the District, (c) conform allowed uses within the district to those described in this document, (d) establish standards for the preservation of river, harbor and Lake Michigan views as well as pedestrian access to the waterfront, including the incorporation of density bonuses and similar green development concepts, (e) reward the maintenance, repair and restoration of historic structures within the District, and (f) revise current sign regulation to facilitate and promote current and future businesses. The Plan Commission should consider adopting the Waterfront Overlay District as a separate zone classification affecting all properties in the District, with appropriate grandfather and saving provisions. The commission should also consider the elimination of the Arts, Culture, and Historic Overlay District, incorporating those provisions thought appropriate into the revised Waterfront Overlay District. The Common Council is encouraged to consider and adopt where appropriate those recommendations of the Plan Commission in an expedited fashion.

Recommendation 38: Establish an Organizing Body

An organizing body such as a Business Improvement District and/or a Main Street Initiative would be beneficial in advancing this plan. A staff person with experience in grant writing, fund development, historical preservation, and planning would be needed to help lead the charge. A Business Improvement District (BID) could generate seed money that could be supplemented by grants, events, fundraisers and other revenue generating opportunities to showcase the community. A BID and/or Main Street Initiative could acquire, finance, install and operate public improvements, including streetscape improvements, sign programs, public art installations, water features, bike paths, information booths, public meeting facilities. It also could serve as a central hub for local business and economic development: consulting; promotion or marketing; organization and promotion of public events; activities in support of business recruitment, management, and development; security; design assistance.

Recommendation 39: Develop and Implement a Façade Improvement Program

The city, and/or a future BID and/or Main Street Initiative, should develop, implement and fund a façade improvement grant program for existing businesses within the study area. The goal of this program is to strengthen and improve the appearance of existing businesses by offering grant funds to them for exterior building and façade improvements. Program parameters will need to be developed to determine eligibility, selection criteria and match percentages. The grant program should be set up as a reimbursement program. Under this scenario, a maximum grant amount should be established and a minimum match (i.e., 25% or 50%) should be required of the grantee.



*Example of a restored historic facade.
Source: Amy's Coffeehouse*

Recommendation 40: Develop and Implement Sign Improvement Program

The city, and/or a future BID and/or Main Street Initiative, should develop, implement and fund a sign improvement grant program. The goal of this program is to strengthen existing businesses by offering grant funds for new signage and/or sign improvements while also fostering the development of attractive signage within the waterfront district. Program parameters will need to be developed to determine eligibility, selection criteria and match percentages. The grant program should be set up as a reimbursement program. Under this scenario, a maximum grant amount should be established and a minimum match (i.e., 25% or 50%) should be required of the grantee.

Recommendation 41: Develop and Implement a Marketing Strategy

The city should develop, adopt and communicate a strong community brand. The brand should be built around a unique theme and/or identity and serve as the foundation for the waterfront district logo and/or branding statement. Moreover, the city and/or a future BID and/or Main Street Initiative should oversee the development and implementation of a long-term marketing campaign for the purpose of attracting customers, businesses and visitors to the waterfront area. This strategy needs to incorporate a range of elements — from traditional print and media efforts to social media and internet promotions. The city and/or a future BID board will need to work with marketing professionals and graphic designers in this effort.

One example opportunity is the weddings market. Kewaunee could be marketed and developed as a wedding destination. Through high impact/low-cost social media advertising, the City's existing assets could be leveraged for growth.

Recommendation 42: Broaden and Deepen Capacity for Special Events

The plan proposes enhanced public gathering spaces within the waterfront district, which would be able to accommodate various special events throughout the year. Special events can be a significant economic engine for a business district. Such special events may include concerts and performing art festivals, ice-related activities, outdoor movie nights, boat festivals, pub crawls, and holiday festivals. A future BID and/or Main Street Initiative could have the capacity to work with local organizations and develop new event opportunities.

Section 5: Preservation Priorities

Kewaunee Pierhead Lighthouse

The Kewaunee Lighthouse represents the maritime heritage of the harbor while continuing to serve as a navigational beacon to Lake Michigan boating traffic. The property's period of historic significance begins in 1931 when it was established as a lighthouse and ends in 1959, the most recent year of its operation 50 years before the present.

The structure's durable, efficient and weather-resistant character embodies the success of its design, high quality of construction, and appropriateness to this natural setting. The property's good state of preservation represents the permanence and durability of early 1900's pierhead



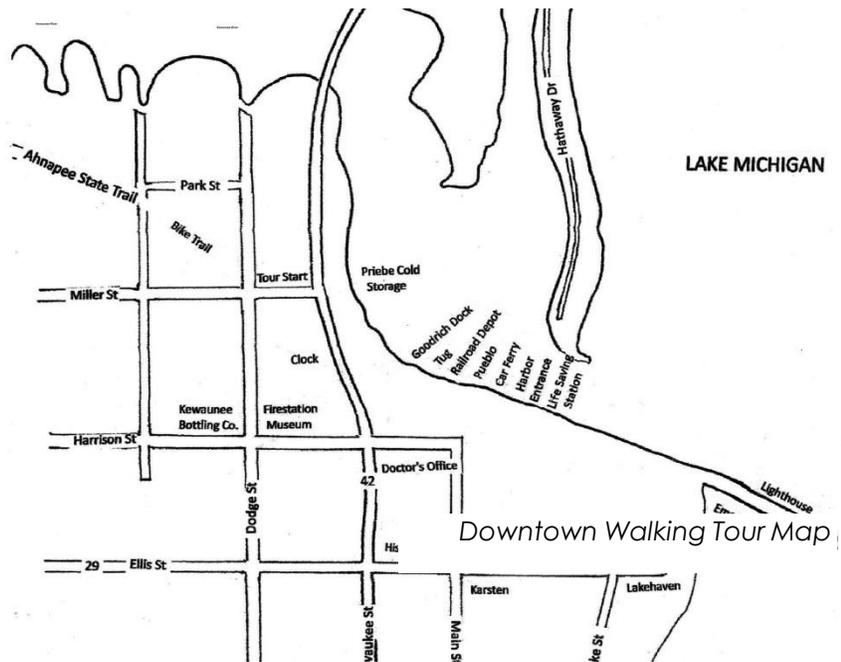
lighthouses throughout the Great Lakes. Kewaunee Pierhead Light is widely regarded as a landmark in the Kewaunee County vicinity. It stands as an architectural and engineering monument to this locality's maritime and commercial history.

Lighthouses have been under the management of the US Coast Guard, as a part of the federal navigation system. As resources have become constrained, the US Coast Guard has been forced to evaluate which properties are no longer needed and should be transferred, leased or sold to others. In the fall of 2011, the National Park Service approved a long-term lease for the Kewaunee Pierhead Lighthouse with the City of Kewaunee. By entering into a long-term lease, the city became a steward for the lighthouse and was charged with the continued preservation of the maritime heritage via the National Historic Lighthouse Preservation Act (NHLPA).

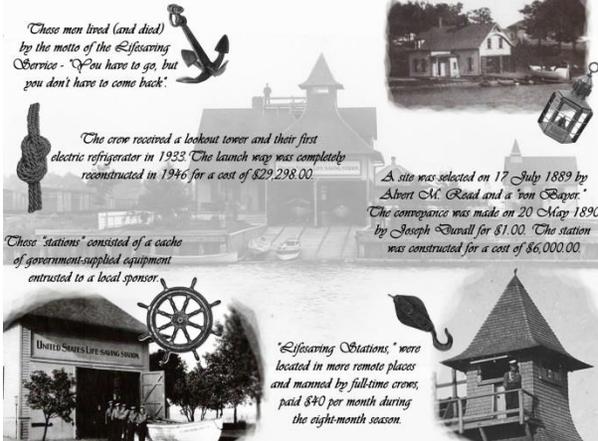
The City of Kewaunee formed a Lighthouse Preservation Committee to explore the operation and maintenance of the lighthouse. The committee organized a non-profit (Friends of the

Kewaunee Pierhead Lighthouse) which is designed to help fund the restoration of the Kewaunee Lighthouse. Currently, the committee is in the process of restoring the interior and exterior of the lighthouse. Once preserved, the lighthouse and other historical and maritime features in Kewaunee will become an educational and recreational asset to the community. The Lighthouse Preservation Committee is committed to the following:

- Lighthouse tours
- Historical informational readerboard signs
- Coordinating downtown tours which highlight & promote community assets
- Establishing a downtown visitor center with bike rentals



Kewaunee Wisconsin Lifesaving Station



Historic Readerboard Example

Tug Ludington

Built at Jacobson Shipyard in Oyster Bay, New York, the Tug Ludington was fourth in a series of eight seagoing tugboats constructed specifically for World War II in 1943. After sea trials it was christened the "Major Wilbur Fr. Browder" by the U.S. Army.

In 1947 the tug was transferred to Kewaunee, Wisconsin by the U.S. Army Corps of Engineers and was renamed the "Tug Ludington." With its arrival in Kewaunee, the Tug Ludington

assisted in the construction and maintenance of many harbors on the Great Lakes.

The City acquired the Tug Ludington from the Federal Surplus Program on December 29, 1995 with official transfer from the U.S. Government Service Administration Federal Surplus Property occurring on May 14, 1996.

After acquisition, the City, community volunteers, and donations from both individuals and



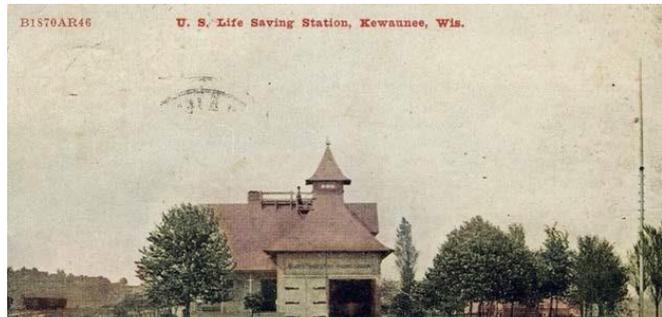
Tug Ludington

organizations evolved in the proper mooring facilities being constructed and restoration of the Tug Ludington to make it available for public tours. There is some conversation around restoring the Tug Ludington to its original US Army vessel as the "Major Wilbur Fr. Browder". There is significant value in marketing Kewaunee as a historic military destination. The City of Kewaunee could access an entirely new category of tourists based on the addition of a restored military vessel. This could particularly add value with the upcoming 75th

anniversary of D-Day. In addition, the city could access funds associated with the US Department of Veterans Affairs for preservation and marketing.

Kewaunee Life-Saving Station | Coast Guard Station #287

The Kewaunee Life-Saving Station is located on the north side of Kewaunee River at the entrance to Kewaunee Harbor. The site originally occupied 1.08 acres. Congress authorized the establishment of the Kewaunee Life-Saving Station on 13 October 1888. A site was selected on 17 July 1889 and the station was constructed for a cost of \$6,000.00. In 1893, the US Coast Guard Station assumed operation of the station (#287). The Kewaunee Life-Saving Station was "rebuilt" from 1928 through 1930 to repair damage inflicted during a 1928 storm as well as for alterations and upgrades to the original structure and boat ramp. An additional tract of land, lying immediately adjacent and to the north of the site was acquired by the government in 1930 for "lighthouse purposes." The crew received a lookout tower and their first electric refrigerator in 1933.



Kewaunee Life-Saving Station | Kewaunee Historical Society

The Life-Saving Station was decommissioned on August 29, 1947 and became the Electronic Repair Station effective 1 July 1948. That station was closed and then sold to Sturgeon Bay Iron & Metal Company on 23 July 1965. The current property owner uses the historic building

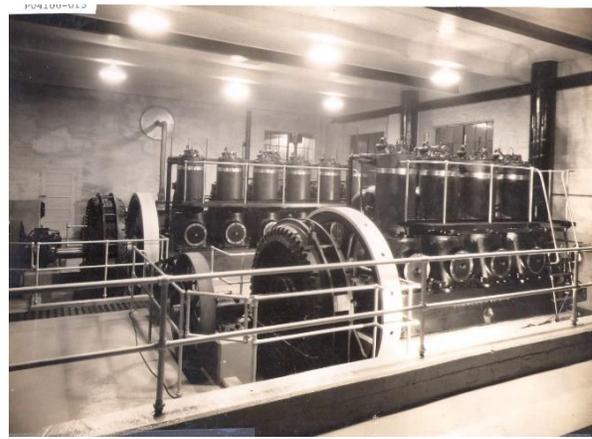
as a personal residence. The City of Kewaunee is exploring opportunities for preserving the historical nature of the Kewaunee Life-Saving Station.

City Garage and Well House at 77 Ellis Street

The property at 77 Ellis Street has historical significance as the City's first electrical generation plant. Built in the early 1900's, the building is of sound structure and constructed from cream city brick.



source: Kewaunee County Historical Society



source: Kewaunee County Historical Society

Kewaunee Post Office

The Kewaunee Post Office is located in Kewaunee, Wisconsin at 119 Ellis Street. The building was designed by Louis A. Simon and built by Neal A. Melick. It is listed on the National Register of Historic Places. The building contains the mural "Winter Sports", painted by Paul Faulkner in 1940, and funded as part of the New Deal.

Other Buildings

As other historic buildings in Kewaunee are added to the National Register, the City should add those properties to the list of preservation priorities.

Section 6: Potential Funding Sources

Habitat/Ecosystem Restoration

[Coastal Management Grants \(WI DOA\)](#)

The Wisconsin Department of Administration (DOA) administers WCMP Grants in collaboration with the Wisconsin Coastal Management Council (WCMC) and the Office for Coastal Management (OCM), U.S. Department of Commerce, through funding provided under the Coastal Zone Management Act of 1972. Grants can be used for the following;

- Coastal wetland protection and habitat restoration
- Nonpoint source pollution control
- Coastal resource and community planning
- Great Lakes education
- Public access and historic preservation projects

[Habitat Area/Knowles-Nelson Stewardship Program Stewardship \(WI DNR\)](#)

WI DNR Habitat Area Program protects and restores important wildlife habitat in Wisconsin in order to expand opportunities for wildlife-based recreation such as hunting, trapping, hiking, bird watching, fishing, nature appreciation and wildlife viewing. Stewardship grants cannot exceed 50 percent of eligible project costs. Eligibility: Nonprofit conservation organizations.

[Streambank Protection/Knowles-Nelson Stewardship Program \(WI DNR\)](#)

The Streambank Protection Program protects water quality and fish habitat in Wisconsin by establishing buffers along high-priority waterways. Eligibility: Nonprofit conservation organizations.

[Wisconsin Wetland Conservation Trust in Lieu Fee Mitigation Program \(WWCT\)](#)

WWCT Program helps to preserve, enhance, and restore wetland resources in Wisconsin. The WWCT is an in-lieu fee wetland mitigation program that utilizes revenue generated from the sale of wetland mitigation credits to fund wetland restoration projects. Eligibility: Land trusts, conservation groups, government organizations, or Wisconsin landowners
Maximum grant amount: Varies Match requirement: None

[Great Lakes Fish and Wildlife Restoration Act \(USFWS\)](#)

The Great Lakes Fish and Wildlife Restoration Act grant program provides federal grants on a competitive basis to encourage cooperative conservation, restoration, research and management of fish and wildlife resources and their habitat in the Great Lakes basin. The projects are funded under authority of the Great Lakes Fish and Wildlife Restoration Act of 2006. Eligibility: states, tribes and other interested entities. Local match: 25 percent of total project cost.

[Great Lakes Restoration Initiative Funding \(NOAA\)](#)

The objective of the Fiscal Year 2018 NOAA Great Lakes Habitat Restoration Grants solicitation is to provide federal financial and technical assistance to habitat restoration projects that both meet NOAA's mission to restore coastal habitats and support the Great Lakes Restoration Initiative (GLRI) goal to protect and restore habitats, in order to sustain healthy populations of native fish species in the eight U.S. Great Lakes states including Wisconsin. Eligibility: institutions of

higher education, non-profit organizations, for profit organizations, foreign public entities and foreign organizations, and state, local and Indian tribal governments.

[Sustain Our Great Lakes](#)

Sustain our Great Lakes Funded through a public private partnership of USEPA, USFWS, NOAA, Acelor Mittel and administered by the US Fish and Wildlife Foundation – this program funds protection, conservation and restoration of the Great Lakes watershed. In 2011, all GLRI funding for habitat restoration was funneled through this program. There are two funding grant programs – Community Grants and Stewardship Grants. Maximum grant award: Up to \$150,000 for Community Grants and up to \$1.5 million for Stewardship grants. Local match: Up to \$150,001 for Stewardship grants with maximum grant award of \$1.5 million.

[Hazard Mitigation Assistance Funds \(FEMA/DHS\)](#)

Eligible hazard mitigation activities are intended to reduce or eliminate future property damage and/or loss of life from natural hazards such as floods, tornados, storms and wildfires. Examples of applicable activities include: protective measures for utility infrastructure; storm water management to reduce flood risk; and, vegetation management for dune restoration or wildfire prevention. Eligibility: Local units of government. Cost share requirements: In general 75 percent federal and 25 percent local cost share

[The Clean Vessel Act \(CVA\) Program \(WI DNR\)](#)

The Clean Vessel Act (CVA) Program is a nationwide competitive federal grant program that provides funding to states as part of an effort to clean up the nation's waterways. Nationwide, the program receives about \$10 million annually. Funding for the CVA program comes from the Federal Sport Fish Restoration Account of the Aquatic Resources Trust Fund. The CVA encourages states to subcontract with private marinas/businesses as well as local units of government to construct projects. Eligibility: Any private marina/business or local units of government.

Acquisition

[Acquisition of Development Rights/Knowles-Nelson Stewardship Program \(WI DNR\)](#)

Acquisition of Development Rights helps to buy development rights (easements) for the protection of natural, agricultural or forestry values that would enhance nature-based outdoor recreation. Applicants compete for funds on a statewide basis. Eligibility: Local units of government.

[Natural Areas/Knowles-Nelson Stewardship Program \(WI DNR\)](#)

Stewardship Natural Area grants compliment the State Natural Areas (SNA) Program, which are dedicated to the preservation of Wisconsin's native landscapes. Lands purchased with Natural Area funds must be within an existing SNA boundary or meet the criteria for inclusion in the SNA program. Nonprofit conservation organizations are eligible for this grant.

[Urban Green Space/Knowles-Nelson Stewardship Program \(WI DNR\)](#)

Urban Green Space Grants help buy land or easements in urban areas to preserve the scenic and ecological values of natural open spaces for nature-based outdoor recreation, including non-commercial gardening. Grants are awarded for up to 50 percent of project costs. Eligibility: local units of government.

[Urban Rivers/Knowles-Nelson Stewardship Program \(WI DNR\)](#)

Urban Rivers Grants help buy land on rivers flowing through urban or urbanizing areas to preserve or restore the scenic and environmental values of river ways for nature-based outdoor recreation. Grants are awarded for up to 50 percent of project costs. Eligibility: Local units of government.

Recreation Enhancement

[Friends of State Lands/Knowles-Nelson Stewardship \(WI DNR\)](#)

WI DNR Friends of State Lands Grants program helps improve facilities, build new recreation projects and restore habitat on state properties. Grants are awarded for up to 50 percent of project costs. Eligibility: Nonprofit conservation organizations.

[Recreational Trails Program \(WI DNR\)](#)

Recreational Trails Program is a federal program administered in all states. Applicants are eligible to receive reimbursement for development and maintenance of recreational trails and trail-related facilities for both motorized and non-motorized recreational trail uses. Eligibility: Municipal governments and incorporated organizations. Grants may be reimbursed for up to 50 percent of eligible project costs. Funds from this program may be used in conjunction with funds from the state snowmobile or ATV grant programs and Knowles-Nelson Stewardship development projects.

[State Trails/Grants to Friends Groups/Knowles-Nelson Stewardship Program \(WI DNR\)](#)

State Trails grants must be for properties identified as part of the State Trail system. It is possible for sponsors to nominate additional trails for state trail designation. The Streambank Protection Program protects water quality and fish habitat in Wisconsin by establishing buffers along high-priority waterways. Stewardship grants cannot exceed 50 percent of eligible project costs. Eligibility: Nonprofit conservation organizations.

[Boating Infrastructure Grant Program \(WI DNR\)](#)

The purpose of the Boating Infrastructure Grant program is to construct, renovate, and maintain boating infrastructure facilities for transient recreational vessels at least 26 feet long. Eligibility: available to public and private agencies, marinas and other facilities that provide transient tie-up (15 days or less) opportunities for large recreational boats 26 feet or more in length: Match requirement: 25 percent

[Motorized Stewardship Grants/Knowles-Nelson Stewardship Program \(WI DNR\)](#)

ATV/UTV grants are available to acquire, insure, develop and maintain ATV/UTV trails, areas and routes. Stewardship funds require 20% local match. Eligibility: counties, towns, cities, villages and tribes

[Recreational Boating Facilities Grants \(WI DNR\)](#)

Recreational Boating Facilities Grants may be used for recreational boating facility projects. Past projects have included ramps and service docks to gain access to the water, purchase of aquatic weed harvesting equipment, navigation aids and dredging waterway channels. Eligibility: counties, towns, cities, villages, tribes, sanitary districts, public inland lake protection and rehabilitation districts and qualified lake associations. DNR provides cost sharing of up to 50 percent for eligible costs.

[Sports Fish Restoration \(WI DNR\)](#)

Sports Fish Restoration (SFR) grants may be used to construct fishing piers and motorboat access projects. Eligible components include boat ramp construction and renovation, along with related amenities such as parking lots, accessible paths, lighting and restroom facilities. Funding for this program comes from federal excise taxes on fishing equipment and a portion of the federal gas tax. Eligibility: Counties, towns, cities, villages, tribes, sanitary districts, public inland lake protection and rehabilitation districts, and qualified lake associations.

Development/Redevelopment/Planning

[Capacity Building Grant \(Wisconsin Economic Development Corporation | WEDC\)](#)

The Capacity Building Grant Local or supports Initiatives that will assist or enhance an organization's ability to develop or deliver economic development programming that helps to identify or address issues or challenges of an area or the state. The grant is often used to implement or replicate of successful pilot programs or economic development best practices. Grants may not exceed \$100,000 or the amount of matching funds the organization obtains from sources other than WEDC or the state.

[Community Investment Program \(WEDC\)](#)

The Community Investment Program will support urban, small city and rural community redevelopment efforts by providing financial incentives for shovel-ready projects with emphasis on, but not limited to, downtown community-driven efforts. Funded activities should lead to measurable benefits in job opportunities, property values and/or leveraged investment by local and private partners. Grant recipients must provide a minimum 3:1 match investment in project costs. Eligibility: urban, small city and rural communities

[Community Development Block Grant –Rural Economic Area Development Initiative \(WI DOA\)](#)

READI program provides funds to assist rural communities in economic development, workforce housing, and workforce training. Economic Development loans of up to \$500,000 are available for proposals to create or expand a business resulting in the creation of low- and moderate-income jobs. Workforce Training grants of up to \$200,000 are available to train new workers at the economic development project. Eligibility: Non-entitlement local units of government.

[Community Development Block Grant - Planning Program \(WI DOA\)](#)

These grant funds support community efforts to address improving community opportunities and vitality. Examples of eligible projects include the development of comprehensive plans, community development plans, and small area and neighborhood plans. Grants are limited to projects that, if implemented, meet a CDBG National Objective. Eligibility: Local units of government.

[Coastal Management Grants \(WI DOA\)](#)

The Wisconsin Department of Administration (DOA) administers WCMP Grants in collaboration with the Wisconsin Coastal Management Council (WCMC) and the Office for Coastal Management (OCM), U.S. Department of Commerce, through funding provided under the Coastal Zone Management Act of 1972. Grants can be used for the following;

- Coastal wetland protection and habitat restoration
- Nonpoint source pollution control
- Coastal resource and community planning

- Great Lakes education
- Public access and historic preservation projects

Transportation/Infrastructure

[Transportation Alternatives Program \(WI DOT/USDOT\)](#)

Transportation Alternatives Program is a federally funded grant program that can be leveraged to match State funds. The program funds projects such as trails, pedestrian and bicycle facilities, non-motorized paths, streetscapes, traffic calming and safety improvements, overlook and viewing areas, and historic preservation of transportation facilities. Match Requirement: 20 percent but can be leveraged to match State funds.

[PeopleForBikes Community Grant Program](#)

The PeopleForBikes Community Grant Program provides funding for important and influential projects that leverage federal funding and build momentum for bicycling in communities across the U.S. These projects include bike paths and rail trails, as well as mountain bike trails, bike parks, BMX facilities, and large-scale bicycle advocacy initiatives. Eligibility: Local units of government and nonprofit organizations.

[Community Development Block Grant - Public Facilities Economic Development \(WI DOA\)](#)

The Public Facilities Economic Development Program helps fund public infrastructure projects that support business expansion or retention. Examples of eligible applications include: new or improved water & sewer service and streets that result in business expansion and job opportunities for low- and moderate-income individuals. Eligibility: Local units of government.

Marketing

[Joint Effort Marketing Grant \(WI Dept. of Tourism\)](#)

The Joint Effort Marketing (JEM) Grant Program offers funding and guidance to make a promotion or event come to fruition. The grant reimburses Wisconsin non-profit organizations for qualified advertising costs. The Department can reimburse up to 75% of a project's first year promotional costs.

Appendices

Appendix A: Kewaunee Trade Area Characteristics 2017

Appendix B: Design Wisconsin Team Report

KEWAUNEE, WI

TRADE AREA CHARACTERISTICS



Kewaunee Lighthouse; Source: Wisconsin Harbor Towns Association

2017 Description of the trade area and resident demographics

Prepared by Rachel Ramthun, Bill Ryan & Kristin Runge

Center for Community and Economic Development

University of Wisconsin – Extension

12/20/2017



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Source: Facebook, City of Kewaunee

TRADE AREA

A trade area is the geographic area from which a community generates, or could generate, approximately 75% of its customers. Once this area is defined, it becomes possible to determine and analyze a community's potential customer base to find out the size, demographics, and spending habits, among other traits.

Individual businesses also have individual trade areas that can be determined by factors such as the type of business, the products and services they sell, and the number of similar competitors near them. Because of this, some businesses attract primarily local customers while others have further reach. This report will focus on analyzing local customers while acknowledging that non-residents and seasonal residents also contribute to the trade area's economy.

The trade area for this report will be defined as the geographic area contained within the local 54216 ZIP Code. This geography is reasonable as it extends no more than half way to surrounding smaller commercial centers and assumes that the City of Green Bay will have a stronger pulling effect on consumers than will Kewaunee or surrounding smaller commercial centers. The map on the following page displays the 54216 trade area.

Since this report will focus on residents of ZIP code 54216, it can also be considered a convenience trade area. A convenience trade area is the geographic area in which people find it most convenient to purchase frequently or regularly used products and services, such as groceries, fuel, and personal care items. Residents of the trade area typically find it most convenient to make these purchases within the trade area.



Kewaunee Skyline, Source: Chris Rand, Wikimedia Commons

Estimated Kewaunee Trade Area Map ZIP Code 54216

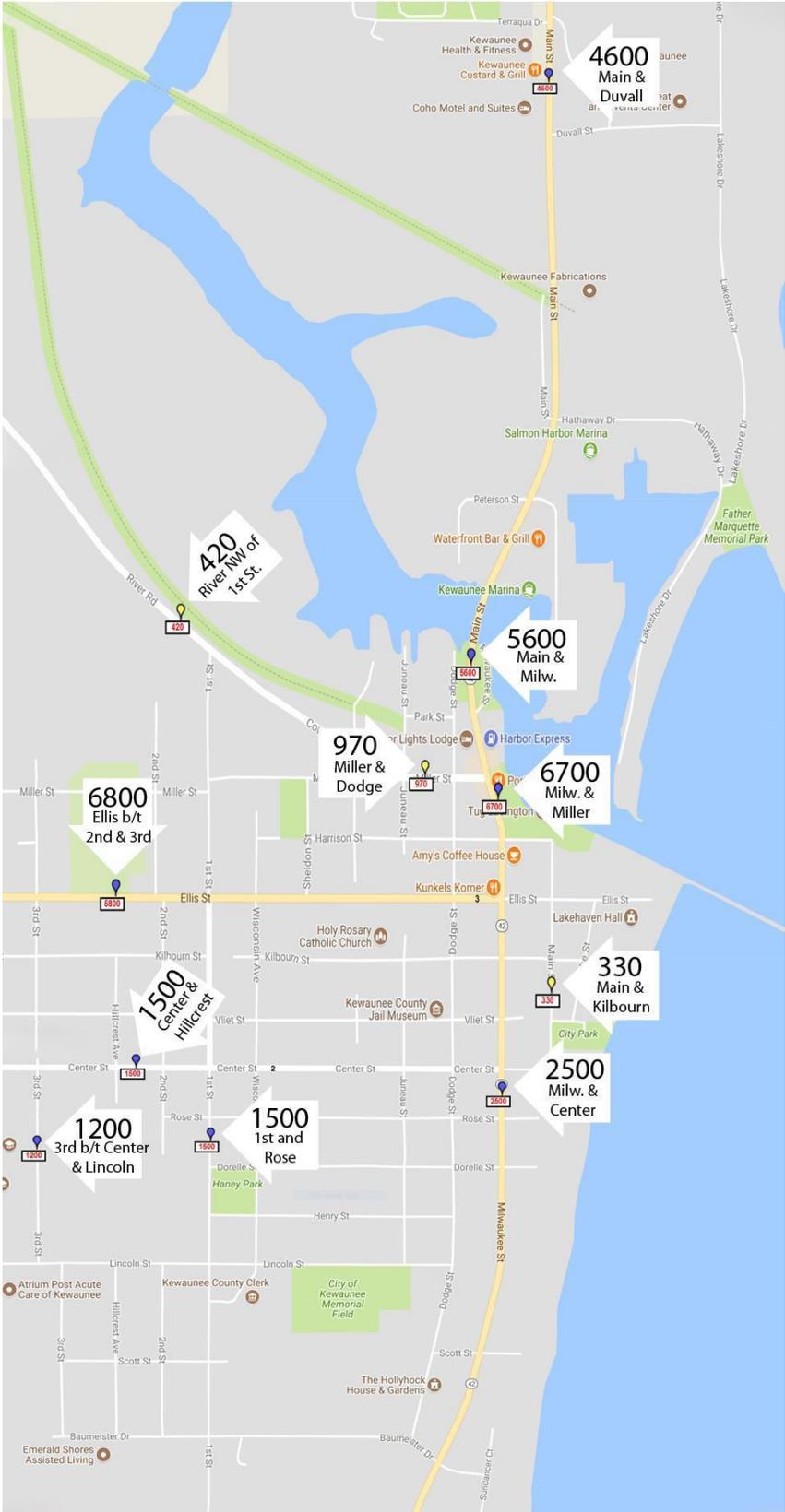


Traffic Count

Average daily traffic counts can be helpful when determining where to locate new businesses and services.

Relatively, the two state highways that go through the City of Kewaunee (STH 29 and STH 42) have the highest average daily traffic counts. STH 29 has been shown to reach 6,800 vehicles per day while STH 42 ranges between 4,600 and 6,700 north of the junction and stays around 2,500 south of the junction.

On non-highway roads, Center Street, 3rd Street, and 1st Street appear to be the busiest, ranging between 1,200 and 1,500 vehicles per day. Several other measured roads have average daily traffic volumes of less than 1,000, or even less than 500, vehicles per day.



Kewaunee AADT; Source: WisDOT AADT Map

RESIDENT CHARACTERISTICS OF THE TRADE AREA

Demographic and lifestyle characteristics of trade area residents can give insight into the potential demand for products and services within the trade area. Specific characteristics that will be considered include population, age, race and ethnicity, household composition, homeownership, income, educational attainment, employment, and lifestyles. Residents of the trade area will again be the focus; non-residents, seasonal residents, and visitors are not considered in this summary. Comparison data is included for Wisconsin and the U.S. to show the uniqueness of local consumers.

Population and Age

Quantifying the population, or all people living in ZIP code 54216, can give insight into the current market size and potential, while changes in population size can signal potential changes in future market size. Consumers' tastes and preferences can also vary by age, and leveraging this variance can help trade area businesses, such as retail, services, and restaurants, meet the needs of the market and effectively market their products and services to certain age groups.

The trade area population was 6,122 in 2017. It has increased by 0.1% annually since 2010, which is a slower growth rate than both Wisconsin and the U.S. The total daytime population was 5,788, or approximately 94.5% of the total population, suggesting that some residents commute elsewhere for their jobs.

The trade area had a median age of 45.4 in 2017, which is higher than both Wisconsin (39.6) and the U.S. (38.2). The population is also aging more quickly than Wisconsin and the U.S., with a median age increase between 2010 and 2017 of 1.5 years compared to 1.2 years for Wisconsin, and 1.1 years for the U.S. Approximately 80.1% of trade area residents are over 18, which is slightly higher than Wisconsin (78.3%) and the U.S. (77.7%).

Population and Age			
	<i>Kewaunee TA (ZIP 54216)</i>	<i>Wisconsin</i>	<i>U.S.</i>
Population			
2010 Population	6,073	5,686,986	308,745,538
2017 Population	6,122	5,824,481	327,514,334
% Annual Change '10-'17	0.1%	0.3%	0.8%
2017 Total Daytime Population	5,788	5,746,018	325,600,078
Total Daytime Pop.% of Total Pop.	94.5%	98.7%	99.4%
2017 Daytime Worker Population	2,911	2,943,717	152,859,649
2017 Daytime Resident Population	2,877	2,802,301	172,740,429
Population by Age			
2010 Median Age	43.9	38.4	37.1
2010 18 +	78.1%	76.4%	76.0%
2017 Median Age	45.4	39.6	38.2
2017 18 +	80.1%	78.3%	77.7%

Race and Ethnicity

Consumer preferences can vary with race and ethnicity, and understanding the trade area’s distributions can help meet the needs of all residents. The Kewaunee trade area lacks diversity of race and ethnicity, as it was 96.2% white in 2017. While the annual rate of change between 2010 and 2017 may be useful to decipher which groups’ presences are growing fastest, the rates should be used carefully as they are inflated due to the small starting proportion of non-white groups. Please note that those with Hispanic ethnicity can be of any race.

Race and Ethnicity			
	<i>Kewaunee TA (ZIP 54216)</i>	<i>Wisconsin</i>	<i>U.S.</i>
2010			
White	97.1%	86.2%	72.4%
Black	0.2%	6.3%	12.6%
American Indian	0.2%	1.0%	0.9%
Asian	0.4%	2.3%	4.8%
Pacific Islander	0.0%	0.0%	0.2%
Some Other Race	1.0%	2.4%	6.2%
Two or More Races	1.1%	1.8%	2.9%
<i>Hispanic Origin</i>	<i>1.9%</i>	<i>5.9%</i>	<i>16.3%</i>
2017			
White	96.2%	84.5%	70.2%
Black	0.4%	6.5%	12.8%
American Indian	0.3%	1.0%	1.0%
Asian	0.6%	2.9%	5.6%
Pacific Islander	0.0%	0.0%	0.2%
Some Other Race	1.2%	2.8%	6.8%
Two or More Races	1.3%	2.2%	3.4%
<i>Hispanic Origin</i>	<i>2.2%</i>	<i>7.0%</i>	<i>18.1%</i>
2010-2017 Annual Change			
White	-0.1%	-0.3%	-0.4%
Black	10.4%	0.4%	0.2%
American Indian	6.0%	0.0%	1.5%
Asian	6.0%	3.4%	2.2%
Pacific Islander	0.0%	0.0%	0.0%
Some Other Race	2.6%	2.2%	1.3%
Two or More Races	2.4%	2.9%	2.3%
<i>Hispanic Origin</i>	<i>2.1%</i>	<i>2.5%</i>	<i>1.5%</i>

Households and Household Composition

Households are comprised of one or more people, related or otherwise, who live in one housing unit. Household size, composition, and life cycle stage, can be useful to signal demand for goods and services.

Moving from 2,485 households in 2010 to 2,512 households in 2017, the number of households in the trade area is growing slowly by about 0.2% annually, which is half of Wisconsin's growth rate and one-quarter of the growth rate of the U.S. In 2010. About 28.3% of households had children, which is a slightly lower rate than Wisconsin and the U.S. Average household size was 2.40 in 2017, slightly below Wisconsin and quite a bit below the U.S.

The distribution of single-person households, two or more person households, and family households in Kewaunee is comparable to that of Wisconsin and the U.S. Kewaunee does, however, have a higher proportion of husband-wife families and a lower proportion of both family households with no spouse present, and nonfamily households than either Wisconsin or the U.S.

Households and Composition			
	<i>Kewaunee TA (ZIP 54216)</i>	<i>Wisconsin</i>	<i>U.S.</i>
Households			
2010 Households	2,485	2,279,768	116,716,292
2017 Households	2,512	2,341,973	123,158,887
Annual % Change '10-'17	0.2%	0.4%	0.8%
2010 Avg. HH Size	2.41	2.43	2.58
2017 Avg. HH Size	2.40	2.42	2.59
Households with 1 Person	28.9%	28.2%	26.7%
Households with 2+ People	71.1%	71.8%	73.3%
Family Households	65.9%	64.4%	66.4%
Husband-wife Families	55.5%	49.6%	48.4%
With Related Children	20.9%	20.3%	21.6%
Other Family (No Spouse Present)	10.5%	14.8%	18.0%
Nonfamily Households	5.2%	7.4%	6.8%
2010 HH w/ children	28.3%	30.6%	33.4%

Housing Ownership

Housing ownership is an important factor to consider for several reasons. First, the rate of homeownership can signal the amount of income or wealth in a community since homeownership rates increase with income. Second, homeownership positively correlates with demand and expenditures for home furnishings, appliances, repair services, and improvement. Therefore, businesses like garden centers, home furnishing and improvement stores, and appliance repair may have a better chance of prospering where homeownership rates are high.

The trade area had 77.1% of its housing units recorded as owner-occupied in 2017 compared to only 70.5% in 2010. Kewaunee has a much higher proportion of owner-occupied housing than Wisconsin (61.5%) and the U.S. (60.2%). The proportion of owner-occupied housing in the trade area is also growing more quickly than Wisconsin or the U.S., even though its overall housing stock only grew by 46 units in 7 years. Because of this, the proportions of both renter-occupied and vacant or seasonal housing is decreasing.

Housing			
	<i>Kewaunee TA (ZIP 54216)</i>	<i>Wisconsin</i>	<i>U.S.</i>
2010			
2010 Owner Occupied	70.5%	59.1%	57.7%
2010 Renter Occupied	17.6%	27.7%	30.9%
2010 Vacant or Seasonal	11.9%	13.1%	11.4%
2010 Total Housing Units	2,820	2,624,358	131,704,730
2017			
2017 Owner Occupied	77.1%	61.5%	60.2%
2017 Renter Occupied	15.3%	28.4%	30.8%
2017 Vacant or Seasonal	7.6%	10.2%	9.0%
2017 Total Housing Units	2,866	2,709,427	138,912,632
Overall Change, 2010-2017			
Change in Owner Occupied	6.6%	2.4%	2.5%
Change in Renter Occupied	-2.3%	0.7%	-0.1%
Change in Vacant or Seasonal	-4.3%	-2.9%	-2.4%
Change in Total Housing Units	46	85,069	7,207,902



Source: Google Maps Street View, Second St. and Kilbourn St., looking southwest

Household Income and Per-Capita Income

Income can be used to estimate residents' spending power, as it is positively correlated with many different types of retail expenditures. Knowing average incomes can also help businesses better target their products and services to specific income ranges based on their target market.

Median household income in the trade area was \$54,870 in 2017, lower than Wisconsin (\$56,369) and the U.S. (\$56,124). Per capita income for the trade area, calculated by dividing the trade area's total income by its total population, was \$27,449 in 2017 compared to \$30,120 for Wisconsin, and \$30,820 for the U.S.

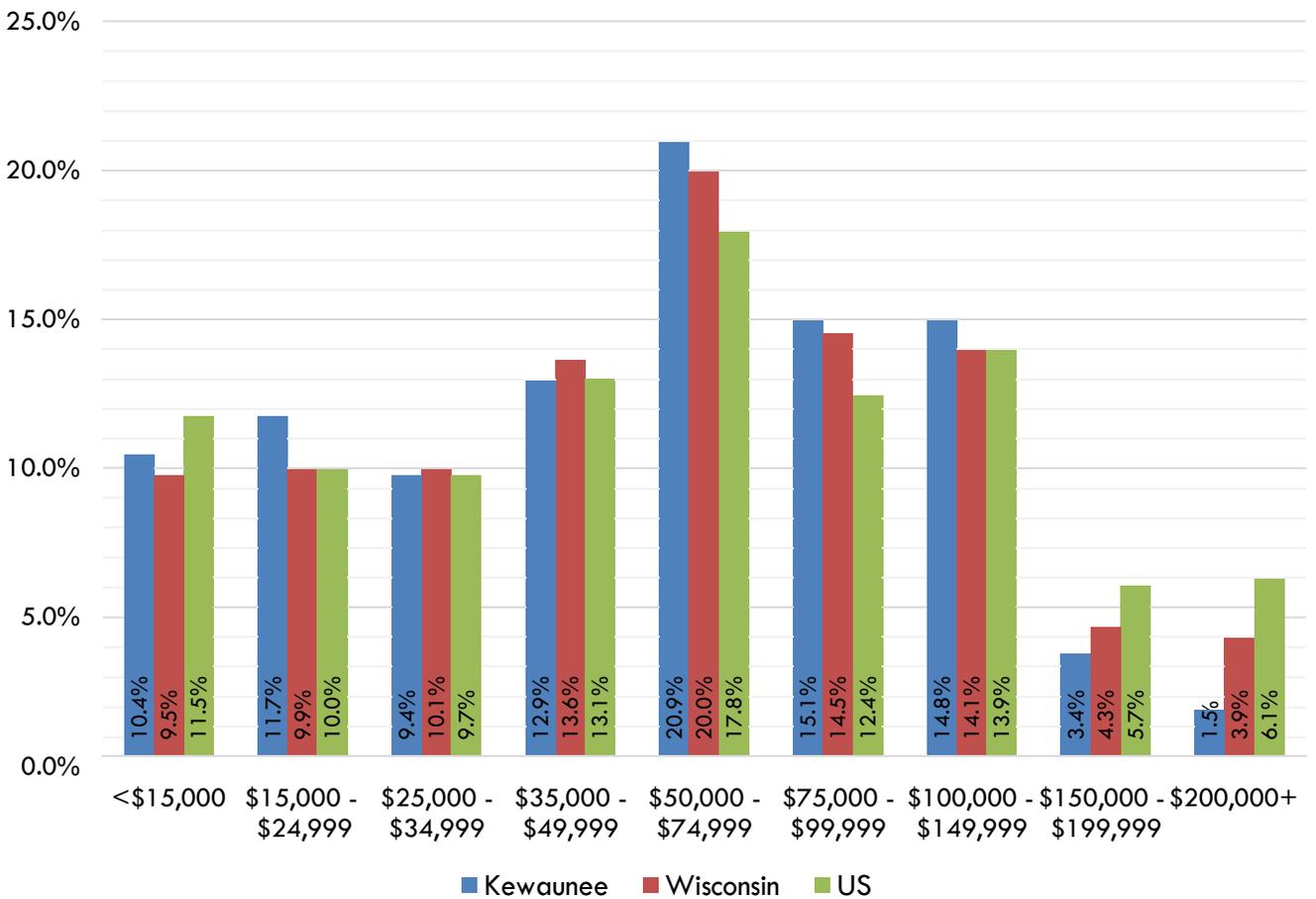
The graph on the next page shows a distribution of income; Kewaunee's income distribution is very similar to that of Wisconsin and the U.S.

Income			
	<i>Kewaunee TA (ZIP 54216)</i>	<i>Wisconsin</i>	<i>U.S.</i>
Median HH Income			
2017 HH Income	\$ 54,870	\$ 56,369	\$ 56,124
Per Capita Income			
2017 Per Capita Income	\$ 27,449	\$ 30,120	\$ 30,820
2017 Households by Income			
	<i>Kewaunee TA (ZIP 54216)</i>	<i>Wisconsin</i>	<i>U.S.</i>
Number of Households Measured	2,512	2,341,959	123,157,201
<\$15,000	10.4%	9.5%	11.5%
\$15,000 - \$24,999	11.7%	9.9%	10.0%
\$25,000 - \$34,999	9.4%	10.1%	9.7%
\$35,000 - \$49,999	12.9%	13.6%	13.1%
\$50,000 - \$74,999	20.9%	20.0%	17.8%
\$75,000 - \$99,999	15.1%	14.5%	12.4%
\$100,000 - \$149,999	14.8%	14.1%	13.9%
\$150,000 - \$199,999	3.4%	4.3%	5.7%
\$200,000+	1.5%	3.9%	6.1%
Average Household Income	\$ 66,269	\$ 74,110	\$ 80,675

Household Income Distribution of Kewaunee, Wisconsin, & U.S.

The income distribution pattern in Kewaunee closely resembles that of Wisconsin and the U.S., though there are a few small but notable differences. First is that Kewaunee has a slightly higher proportion of people in the \$15,000-\$24,999 income range than in the \$25,000-\$35,000 range, whereas Wisconsin and the U.S. have approximately equal proportions in these two levels. Next, of the three jurisdictions, Kewaunee has the largest proportion of people with incomes near the average (\$50,000-\$74,999) but has the smallest proportion of people with incomes over \$150,000. These latter two findings suggest that Kewaunee is neither a community of great wealth, nor a poor community, but it is solidly in the middle.

Household Income Distribution of Kewaunee, Wisconsin, & US



Educational Attainment and Employment Characteristics

Educational attainment can affect income levels, types of occupations held by residents, and consumer tastes and preferences. Employment characteristics can also signal tastes and preferences as well as indicate traits of the population; for example, the atmosphere of a traditionally farming community is usually different than that of a technology oriented community. The employment characteristics of residents who work in the trade area can also be an indication of the types and sizes of businesses in the trade area.

In the 2017 trade area, 17.5% of the population held a 4-year degree or higher. This is lower than Wisconsin (28.7%), and the U.S. (31.1%). There is also, however, a smaller proportion of people with less than a high school diploma in the trade area (5.3%) than in Wisconsin (8.4%) and the U.S. (12.6%). At 2.2%, the unemployment rate for the trade area is extremely low.

The following page is a table of the distribution of employment by industry and occupation.

Education and Employment Characteristics			
	<i>Kewaunee TA (ZIP 54216)</i>	Wisconsin	U.S.
2017 Education			
Population Age 25+	4,499	3,982,997	222,465,994
% Less Than High School	5.3%	8.4%	12.6%
% High School Diploma or GED	43.2%	30.7%	27.4%
% Some College or 2-year Degree	33.9%	32.2%	28.9%
% Bachelors degree or higher	17.5%	28.7%	31.1%
2017 Civilian Population 16+ In Labor Force			
Civilian Employed	97.8%	96.3%	94.5%
Civilian Unemployed (Unemployment Rate)	2.2%	3.7%	5.5%



From Top: Kewaunee Elementary School, Middle School, and High School; Source: Kewaunee School District

Employment Industries and Occupations

The trade area contains 3,256 workers. The three most common industries in which these workers are employed are services (32.8%), manufacturing (21.3%), and agriculture/mining (12.1%). services and manufacturing are also in the top three for each Wisconsin and the U.S., but these two larger entities also have retail trade to round out their top three.

Nearly half of the trade area residents are employed in white collar jobs (47.6%), though this lags behind Wisconsin (57.4%) and the U.S. (60.5%). Conversely, over one third of trade area residents are employed in blue collar jobs (37.2%), which likely reflects the manufacturing and agriculture/mining tendencies. This is quite a bit greater than the proportion of blue collar workers in Wisconsin (25.0%) and the U.S. (21.0%).

Employment Sectors			
	<i>Kewaunee TA (ZIP 54216)</i>	Wisconsin	U.S.
By Industry			
<i>Total</i>	3,256	3,045,260	154,852,740
Agriculture/Mining	12.1%	2.5%	1.9%
Construction	9.1%	5.6%	6.4%
Manufacturing	21.3%	17.9%	10.1%
Wholesale Trade	1.0%	2.5%	2.6%
Retail Trade	7.3%	10.9%	11.0%
Transportation/Utilities	11.0%	4.4%	5.1%
Information	1.3%	1.3%	1.8%
Finance/Insurance/Real Estate	2.3%	6.2%	6.7%
Services	32.8%	45.2%	50.0%
Public Administration	1.8%	3.4%	4.5%
	<i>Kewaunee TA (ZIP 54216)</i>	Wisconsin	U.S.
By Occupation			
<i>Total</i>	3,256	3,045,260	154,852,740
White Collar	47.6%	57.4%	60.5%
Management/Business/Financial	15.5%	14.1%	14.6%
Professional	15.2%	20.8%	22.2%
Sales	6.4%	9.1%	10.5%
Administrative Support	10.5%	13.3%	13.2%
Services	15.2%	17.6%	18.5%
Blue Collar	37.2%	25.0%	21.0%
Farming/Forestry/Fishing	6.3%	1.2%	0.8%
Construction/Extraction	5.9%	4.0%	4.9%
Installation/Maintenance/Repair	4.9%	3.2%	3.2%
Production	12.9%	9.7%	5.8%
Transportation/ Material Moving	7.2%	6.9%	6.2%
*Does not total to 100%; assume overlap			

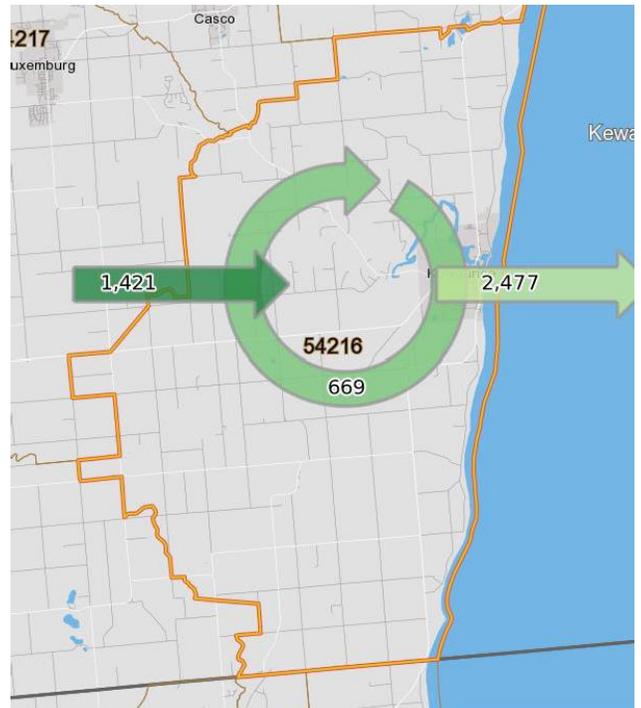
Worker Inflow and Outflow

Knowing where workers come from and where residents work can be an indicator of economic health in the trade area. If there are more jobs available in a community, more businesses are viable, which can increase both tax revenue and local quality of life.

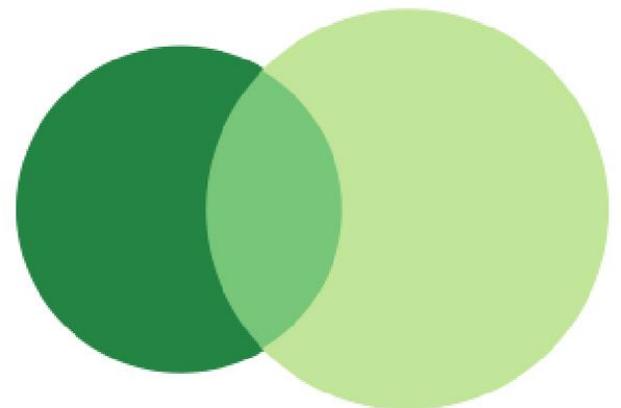
This knowledge can also indicate “bedroom communities.” Bedroom communities are towns to which many residents come home after work, school, extracurricular activities, shopping, and anything else, to do little more than sleep. If there are few workers inflowing and working where they live, but many workers outflowing, a bedroom community should be suspect.

As a rule, people also tend to spend their incomes locally. However, when someone commutes out of the community each day, it can be more convenient to stop at a grocery store, for example, on the way home than to make a special trip to one within the community.

The Kewaunee trade area appears to have a mild bedroom community effect, though it also appears to be somewhere to which people commute; overall, there is a net outflow of approximately 1,050 workers. Of those employed in the trade area, approximately 68% come from outside of the trade area, while the remainder both live and work in the trade area. Of those that live in the trade area, about 79% are employed elsewhere, while those who both live and work in the trade area comprise about 21% of workers.



Inflow/Outflow Job Counts in 2015



1,421 - Employed in Selection Area, Live Outside
 2,477 - Live in Selection Area, Employed Outside
 669 - Employed and Live in Selection Area

Source, all images this page:
On the Map, US Census Bureau

Inflow/Outflow Counts of All Jobs for Selection Area in 2015

All Workers

Worker Totals and Flows	2015	
	Count	Share
Employed in the Selection Area	2,090	100.0
Employed in the Selection Area but Living Outside	1,421	68.0
Employed and Living in the Selection Area	669	32.0
Living in the Selection Area	3,146	100.0
Living in the Selection Area but Employed Outside	2,477	78.7
Living and Employed in the Selection Area	669	21.3

Lifestyles

Lifestyle segmentation systems examine the buying habits and preferences of consumers in an area. One lifestyle segmentation system is Tapestry™, by ESRI Business Information Solutions. Consumers are classified into 67 demographic and behaviorally distinct segments. The segments are based on type of neighborhood (urban, suburban, rural); the residents' socioeconomic status (age, income, occupation, type and value of residence); and their buying behaviors. The two segments in the Kewaunee trade area are presented below as described by ESRI.

Heartland Communities (51 % of Households)

Well settled and close-knit, Heartland Communities are semirural and semiretired. These older householders are primarily homeowners, and many have paid off their mortgages. Their children have moved away, but they have no plans to leave their homes. Their hearts are with the country; they embrace the slower pace of life here but actively participate in outdoor activities and community events. Traditional and patriotic, these residents support their local businesses, always buy American, and favor domestic driving vacations over foreign plane trips.

- Traditional in their ways, residents of Heartland Communities choose to bank and pay their bills in person and purchase insurance from an agent.
- Most have high-speed Internet access at home or on their cell phone but aren't ready to go paperless.
- Many residents have paid off their home mortgages but still hold auto and student loans.
- To support their local community, residents participate in public activities.
- Home remodeling is not a priority, but homeowners do tackle necessary maintenance work on their cherished homes.
- They have invested in riding lawn mowers to maintain their larger yards.
- They enjoy country music and watch CMT.
- Motorcycling, hunting, and fishing are popular; walking is the main form of exercise.
- To get around these semirural communities, residents prefer domestic trucks or SUVs.
- They prefer to travel in the U.S. and favor the convenience of packaged deals.

Salt of the Earth (49% of Households):

Salt of the Earth residents are entrenched in their traditional, rural lifestyles. Citizens here are older, and many have grown children that have moved away. They still cherish family time and also tending to their vegetable gardens and preparing homemade meals. Residents embrace the outdoors. The majority has at least a high school diploma or some college education; many have expanded their skill set during their years of employment in the manufacturing and related industries. They may be experts with DIY projects, but not technology.

- Outdoor activities, such as fishing, boating, hunting, and camping trips are popular.
- To support their pastimes, truck ownership is high; many also own an ATV.
- They own the equipment to maintain their lawns and tend to their vegetable gardens.
- Residents often tackle home remodeling and improvement jobs themselves.
- These conservative consumers prefer to conduct business in person rather than online.



Dog at the Beach in front of Kewaunee Lighthouse; Source: Vicki Galbraith Wilder, Pinterest

MARKET CHARACTERISTICS

Tourism Economic Impacts on Kewaunee County

Tourism involves more than sharing community or state pride—it is an important component of the local economy. This data examines Kewaunee County, which is the narrowest geographic area for which information is available.

In 2016, visitors to Kewaunee County spent over \$17,620,000. This ranks 66th out of Wisconsin's 72 counties, suggesting that Kewaunee County does not attract as many tourists as other counties, though an increase in tourism could be good for the local economy. Total business sales, which is defined as direct visitor spending plus indirect and induced impacts*, was approximately \$33,040,000 in 2016. This ranks 64th out of 72. Both of these dollar amounts increased from 2015 to 2016.

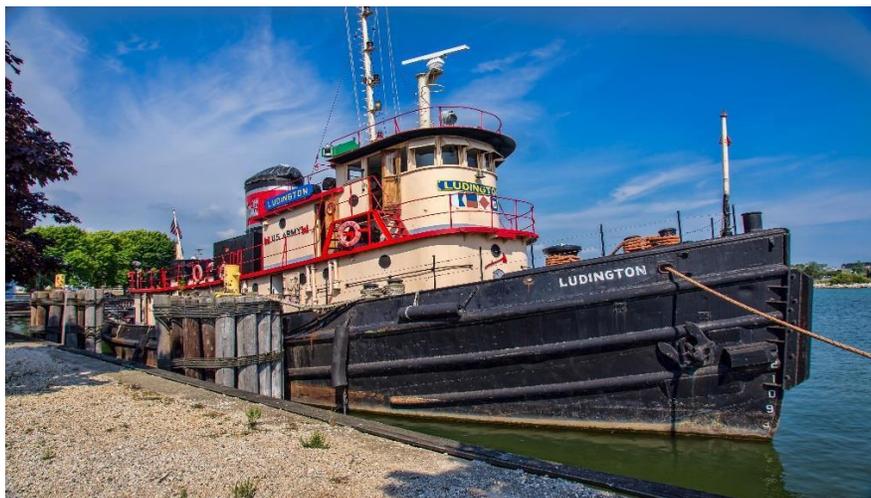
Tourism directly supported 280 jobs in Kewaunee County in 2016, up from 276 in 2015. Labor income due to tourism was about \$4,820,000 in 2016, up 4% from the year before. Kewaunee County ranks 65th out of 72 in both categories.

Kewaunee County tourism contributed over \$2,040,000 in tax revenue to the State of Wisconsin and local governments. This is beneficial to county residents because it offsets taxes that they may otherwise pay. Kewaunee County ranks 66th out of 72 in this category.

A complete table is available on the following page.

*According to the Wisconsin Department of Tourism's document "The Power of Wisconsin Tourism: 2017 Key Messages for Wisconsin's Tourism Industry", there are three levels of impact for tourism:

- **Direct Impact:** Visitor's expenditures on recreation, lodging, restaurants and attractions.
- **Indirect Impact:** The flow of a visitor's expenditures as it traced to food wholesalers and farmers, utilities, marketing, publishing, and so on.
- **Induced Impact:** The benefits to the economy as tourism employees spend their wages in the local economy, generating additional jobs, taxes, and wages.



Tug Ludington, Source: Chris Rand, Wikimedia Commons

Tourism Economic Impacts			
Direct Visitor Spending (\$ Millions)	<i>Kewaunee County</i>	<i>Wisconsin</i>	<i>Kewaunee County's Share of WI</i>
2015	\$17.44	\$11,919	0.146%
2016	\$17.62	\$12,311	0.143%
* % Change	1.04%	3.28%	
Rank			66/72
Total Business Sales (\$ Millions)	<i>Kewaunee County</i>	<i>Wisconsin</i>	<i>Kewaunee County's Share of WI</i>
2015	\$ 32.25	\$ 19,292	0.167%
2016	\$ 33.04	\$ 19,968	0.165%
* % Change	2.43%	3.50%	
Rank			64/72
Employment	<i>Kewaunee County</i>	<i>Wisconsin</i>	<i>Kewaunee County's Share of WI</i>
2015	276	190,717	0.145%
2016	280	193,454	0.145%
* % Change	1.21%	1.44%	
Rank			65/72
Total Labor Income (\$ Millions)	<i>Kewaunee County</i>	<i>Wisconsin</i>	<i>Kewaunee County's Share of WI</i>
2015	\$ 4.63	\$ 5,066	0.091%
2016	\$ 4.82	\$ 5,274	0.091%
* % Change	4.01%	4.10%	
Rank			65/72
State and Local Tax Revenue from Tourism (\$ Millions)	<i>Kewaunee County</i>	<i>Wisconsin</i>	<i>Kewaunee County's Share of WI</i>
2015	\$ 2.02	\$ 1,469	0.137%
2016	\$ 2.04	\$ 1,506	0.135%
* % Change	0.94%	2.47%	
Rank			66/72
* % Change data comes from Dept of Tourism report, rounding may not match			

Consumer Spending

Consumers in both the trade area and Wisconsin spend the most on shelter, health care, and food at home. The categories following these essentials can be telling regarding consumers' value and/or desire for certain products and services. For example, in the trade area, consumers spent the next most on entertainment/recreation and food away from home, suggesting strong desires for entertainment, recreation, and restaurant, but spent significantly less on travel.

By comparing the average dollars spent in the trade area and Wisconsin for each category, we can see that Wisconsin's average is higher in every situation. If these categories can be a proxy for a "basket of goods," then it can be estimated that the trade area's average cost of living is lower than the Wisconsin average.



Kewaunee Downtown; Source: Google Maps Street View, Main St. and Ellis St., looking west

Consumer Spending			
2017 Consumer Spending in \$			
	<i>Kewaunee TA</i>		<i>Kewaunee's</i>
	<i>(ZIP 54216)</i>	<i>Wisconsin</i>	<i>Share of WI</i>
Shelter			
Total	\$ 30,721,001	\$ 34,406,957,975	0.089%
Average	\$ 12,230	\$ 14,691	83.244%
Health Care			
Total	\$ 13,143,322	\$ 12,424,954,737	0.106%
Average	\$ 5,232	\$ 5,305	98.622%
Food at Home			
Total	\$ 11,122,505	\$ 11,100,143,551	0.100%
Average	\$ 4,428	\$ 4,740	93.419%
Entertainment/Recreation			
Total	\$ 6,761,353	\$ 6,803,583,767	0.099%
Average	\$ 2,692	\$ 2,905	92.653%

Consumer Spending (Cont.)			
2017 Consumer Spending in \$			
Food Away from Home	<i>Kewaunee TA (ZIP 54216)</i>	<i>Wisconsin</i>	<i>Kewaunee's Share of WI</i>
Total	\$ 6,731,659	\$ 7,188,847,063	0.094%
Average	\$ 2,680	\$ 3,070	87.302%
Support Payments/ Cash Contributions/ Gifts in Kind	<i>Kewaunee TA (ZIP 54216)</i>	<i>Wisconsin</i>	<i>Kewaunee's Share of WI</i>
Total	\$ 4,977,997	\$ 5,050,738,636	0.099%
Average	\$ 1,982	\$ 2,157	91.889%
Apparel & Services	<i>Kewaunee TA (ZIP 54216)</i>	<i>Wisconsin</i>	<i>Kewaunee's Share of WI</i>
Total	\$ 4,178,979	\$ 4,579,542,001	0.091%
Average	\$ 1,664	\$ 1,955	85.077%
HH Furnishings & Equipment	<i>Kewaunee TA (ZIP 54216)</i>	<i>Wisconsin</i>	<i>Kewaunee's Share of WI</i>
2015	\$ 4,140,806	\$ 4,241,735,872	0.098%
2016	\$ 1,648	\$ 1,811	91.013%
Travel	<i>Kewaunee TA (ZIP 54216)</i>	<i>Wisconsin</i>	<i>Kewaunee's Share of WI</i>
Total	\$ 4,094,185	\$ 4,377,455,049	0.094%
Average	\$ 1,630	\$ 1,869	87.198%
Education	<i>Kewaunee TA (ZIP 54216)</i>	<i>Wisconsin</i>	<i>Kewaunee's Share of WI</i>
Total	\$ 2,567,710	\$ 3,079,702,630	0.083%
Average	\$ 1,022	\$ 1,315	77.732%
Vehicle Maintenance & Repairs	<i>Kewaunee TA (ZIP 54216)</i>	<i>Wisconsin</i>	<i>Kewaunee's Share of WI</i>
Total	\$ 2,391,612	\$ 2,363,690,598	0.101%
Average	\$ 952	\$ 1,009	94.333%
Personal Care Products & Services	<i>Kewaunee TA (ZIP 54216)</i>	<i>Wisconsin</i>	<i>Kewaunee's Share of WI</i>
Total	\$ 1,621,261	\$ 1,714,323,861	0.095%
Average	\$ 645	\$ 732	88.171%

Data Note: Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and Average Amount Spent Per Household represent annual figures. The Spending Potential Index represents the amount spent in the area relative to a national average of 100.

SUMMARY

The geographic area formed by ZIP Code 54216 is estimated to be the area from which Kewaunee businesses gain the majority of their customers. This area extends about halfway to Algoma, Luxemburg/Casco, Mishicot, and Two Rivers and contains a little over 6,100 residents. The population is growing slowly at about 0.1% per year and has very limited racial and ethnic diversity. Much of the population has at least a high school diploma, though less than one of five residents have a bachelor's degree or higher. Despite the low baccalaureate rate, over 77% of residents own their own home. The average age of residents is 45.5 and the per capita income is about \$27,500.

Residents spend the largest shares of their income on the essentials: shelter, healthcare, and food. Following these categories are eating out and entertainment/recreation. While a full analysis of supply was not included here, it should be noted that the community does not have a Walmart Supercenter. The closest is in Green Bay, which, according to Google Maps, is approximately a half hour drive from the city center. Kewaunee does, however, have a Piggly Wiggly for groceries as well as a ShopKo Hometown Store. Finally, tourism benefits Kewaunee County in the range of \$33 million in 2016, which ranked 64th of Wisconsin's 72 counties.



Kewaunee Harbor; Source: Facebook, Kewaunee Police Department

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610 Langdon Street
Madison, WI 53706



Summary Report

Kewaunee Design Team

April 1, 2018

Kewaunee Design Team
Community Design Charrette

In Collaboration with:

The City of Kewaunee
Waterfront Steering Committee
Kewaunee County Economic Development Corporation
UW-Extension Kewaunee County
Kewaunee Public Schools
UW-Extension Community Vitality + Placemaking Team
UW-Extension Center for Community & Economic Development

Summary Report Prepared by:

UW
Extension

Community Vitality + Placemaking Team



Design Wisconsin Team

A research-based approach to community placemaking

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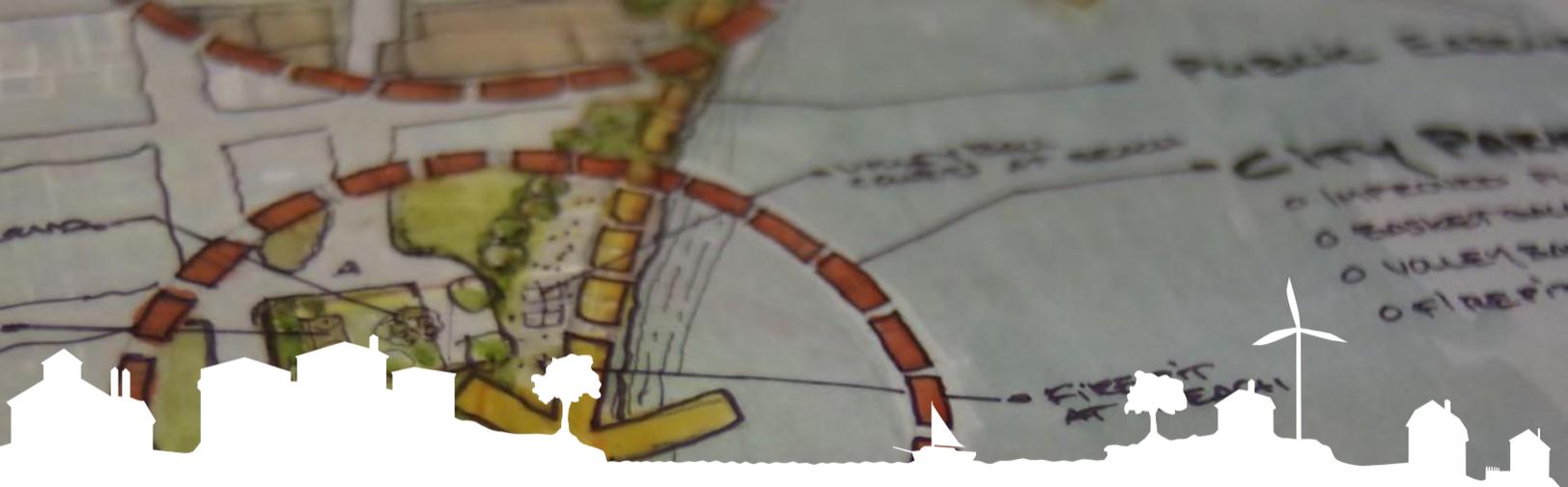


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Summary Report

Kewaunee Design Team 2018



Introduction

On January 10-11, the University of Wisconsin's Community Vitality + Placemaking Team along with professional and student volunteers helped the community of Kewaunee discover their shared vision for the Kewaunee Waterfront. The following report documents the outcomes of the Design Wisconsin Team visit.

The Design Wisconsin Team

The Design Wisconsin Team is a community design program offered by the University of Wisconsin-Extension's Community Vitality + Placemaking Team. The Design Wisconsin Team assists local communities working to identify and visualize their short-, medium-, and long-range visions.

The Design Wisconsin Team features volunteers from planning and design professions who donate their time and talent to help communities discover their shared vision of the future. The Kewaunee Design Wisconsin Team consisted of team members from the University of Wisconsin-Extension, the University of Wisconsin-Stevens Point, the University of Wisconsin-River Falls, a professional landscape architect/urban designer, and a professional multimedia/policy expert, and four local high school students. Team members immersed themselves in the community by living on site in hotels, cabins, and with host families while leading a series of public participation activities. The outcomes of the Design Wisconsin Team visit included hand-drawn illustrations of the community's shared vision for the Kewaunee Waterfront.

Claire Thompson, Community Development Educator and faculty member with the University of Wisconsin-Extension, provided the community with the technical support necessary to bring the Design Wisconsin Team to Kewaunee and will be assisting the community with implementation after the visit concludes.



Kewaunee Team Schedule

The process developed for this project features a intensive community design charrette that will take place over a two-day period from Wednesday, January 10 - Thursday, January 11. Team members will spend the first day collecting and organizing information. Design and planning alternatives will be developed and presented the second day. Details of the schedule are listed below.

Wednesday, January 10: Input

- 1:00 PM Team Check-In
- 1:45 PM Meet & Greet at City Hall
- 2:00 PM Tour of Waterfront & Key Sites
- 3:30 PM Team Meeting
- 5:00 PM Supper & Survey Results with Waterfront Steering Committee
- 6:00 PM Workshop
 - Sharing Survey Results
 - Visioning
 - Identifying Hopes & Concerns
 - Organizing Ideas Into Themes & Functions
 - Gauge Level of Agreement
- 8:00 PM Team Meeting

Thursday, January 11, 2018: Output + Public Feedback

- 9:00 AM Team Work Day Begins
- 7:00 PM Community Presentation at Kewaunee High School
- 8:00 PM Community Public Feedback Activity
- 8:30 PM Adjourn
- 9:00 PM Team debriefing

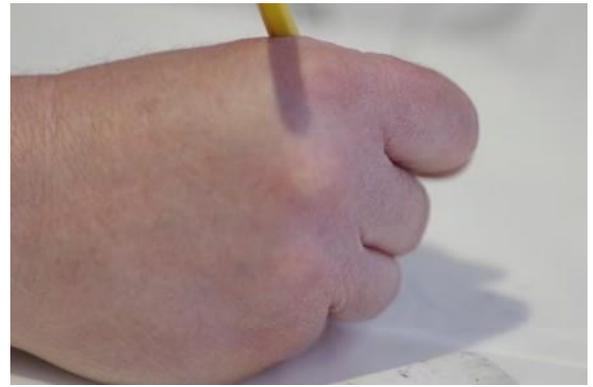


Summary Report

Kewaunee Design Team 2018

Community Survey

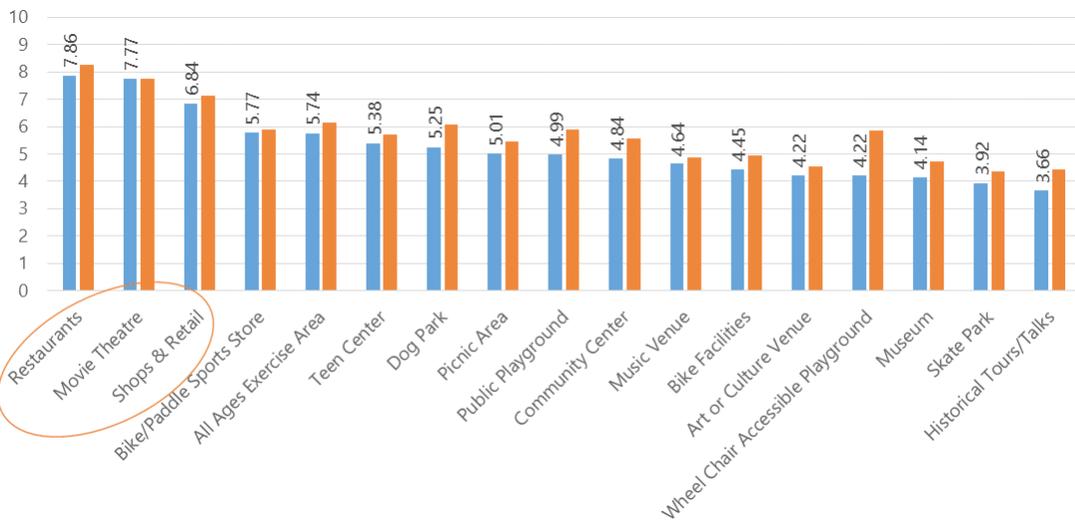
Prior to the Design Wisconsin Team Visit, a youth survey and an adult survey were used to collect thoughts about Kewaunee and its waterfront. Results of the surveys demonstrated agreement among all ages when it came to what types of activities they would like to see in the Waterfront. The following text lists the survey questions and their responses in graph and word cloud format.



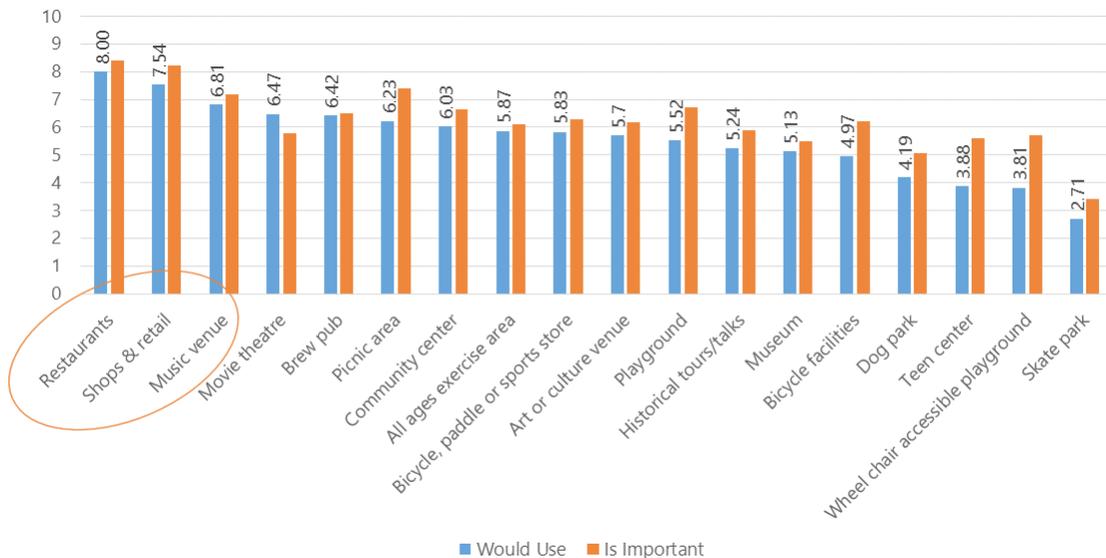
Question 1: Activities

How much would you or someone in your household use the following? Regardless of how often somebody in your household would use this activity, how important is it?

Student Responses



Adult Responses

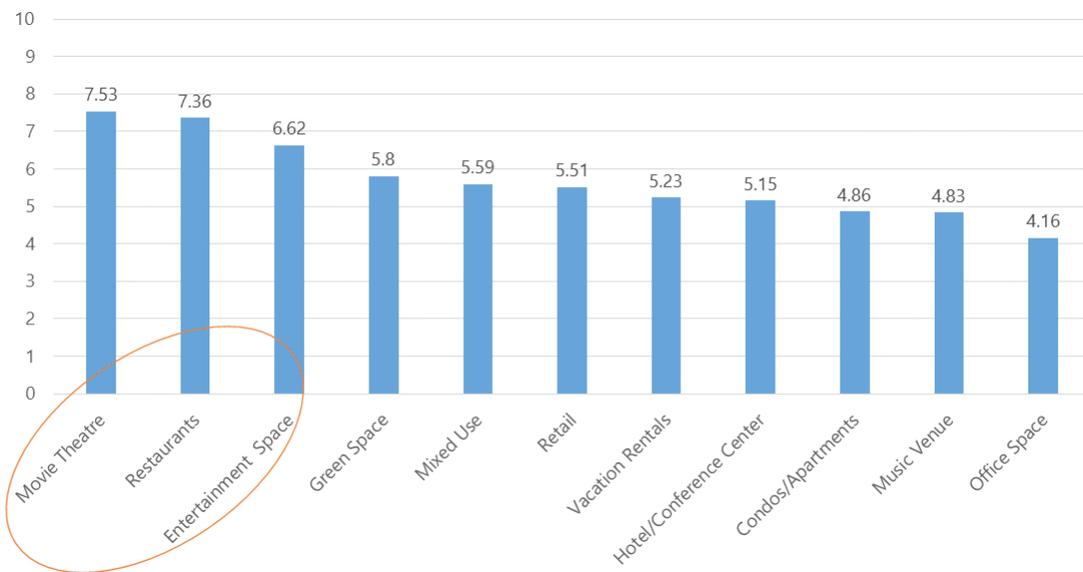




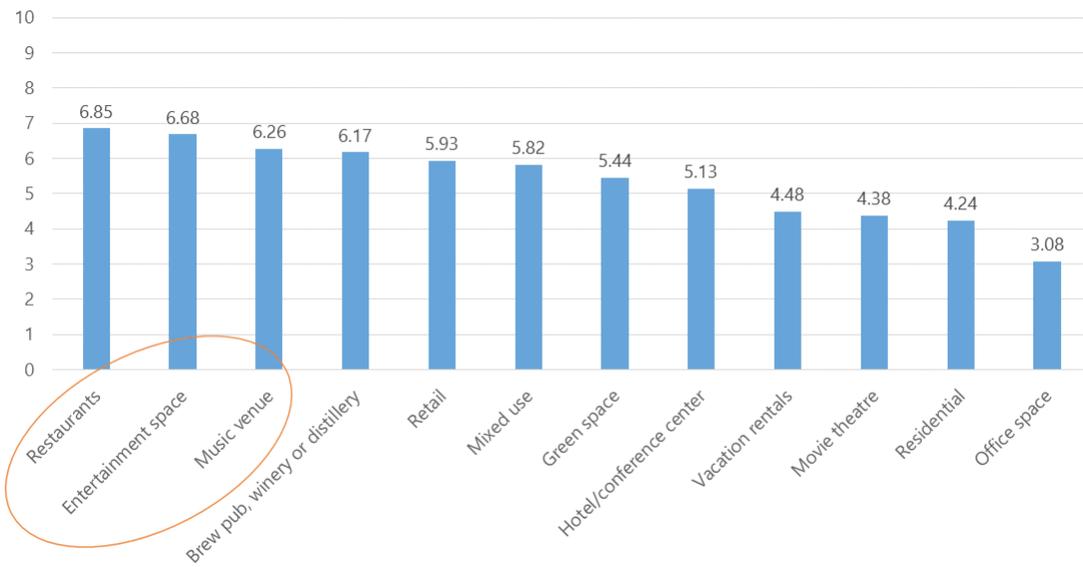
Question 2: Klockner Site

How much do you agree or disagree that the following are good uses for the Hamacheck/ Klockner site?

Student Responses



Adult Responses

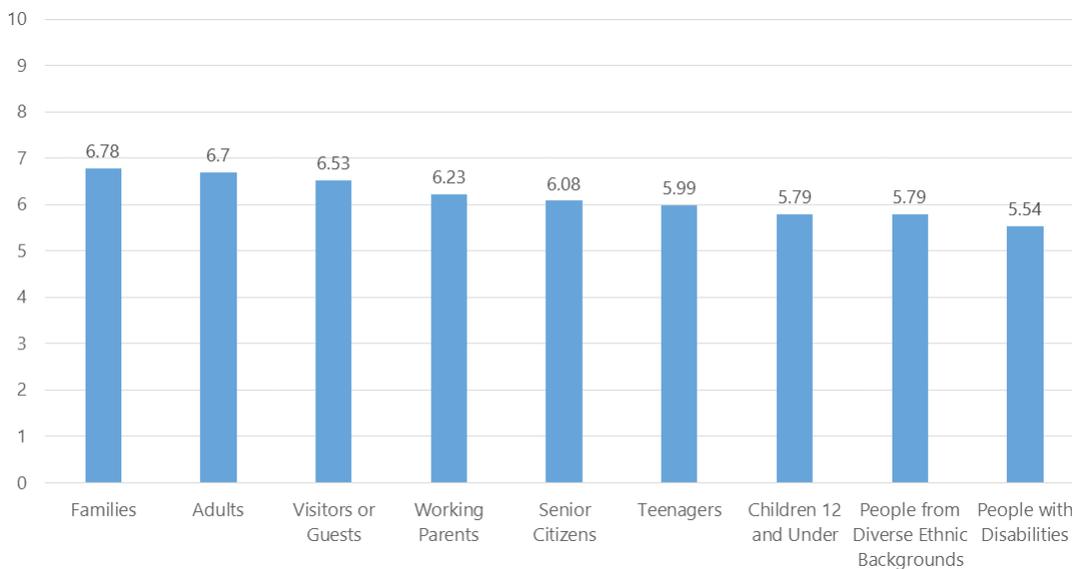




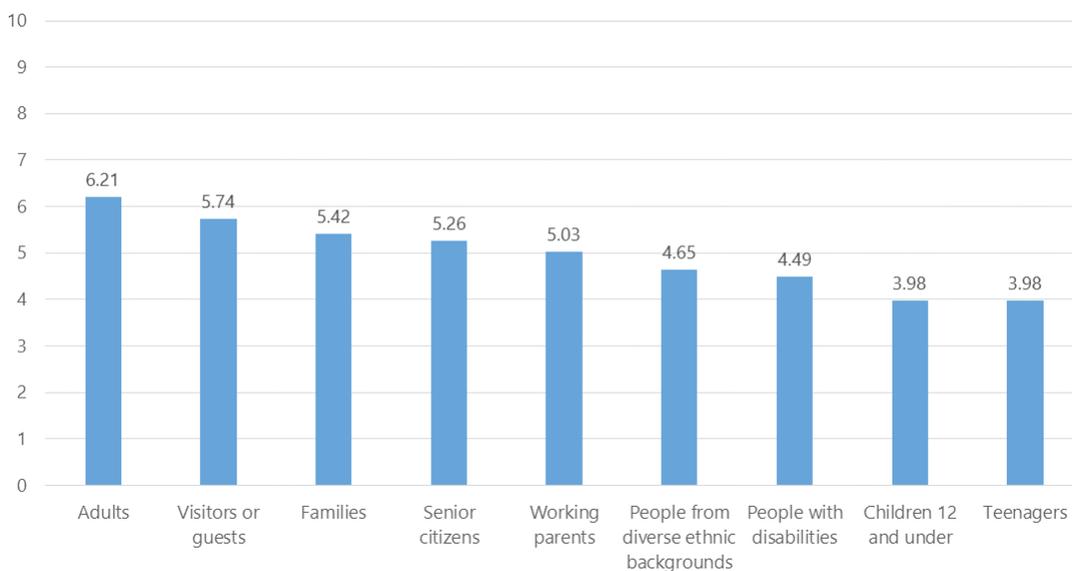
Question 3: Attracting People

How much do you agree or disagree that the waterfront and downtown districts offer a sufficient number of activities and amenities to attract the following types of people ...

Student Responses



Adult Responses





Question 4: What's Missing?

What is missing from the waterfront and downtown district that would help it become vibrant?

Student Responses



Adult Responses





Demographics

The following figures describe those who took the surveys.

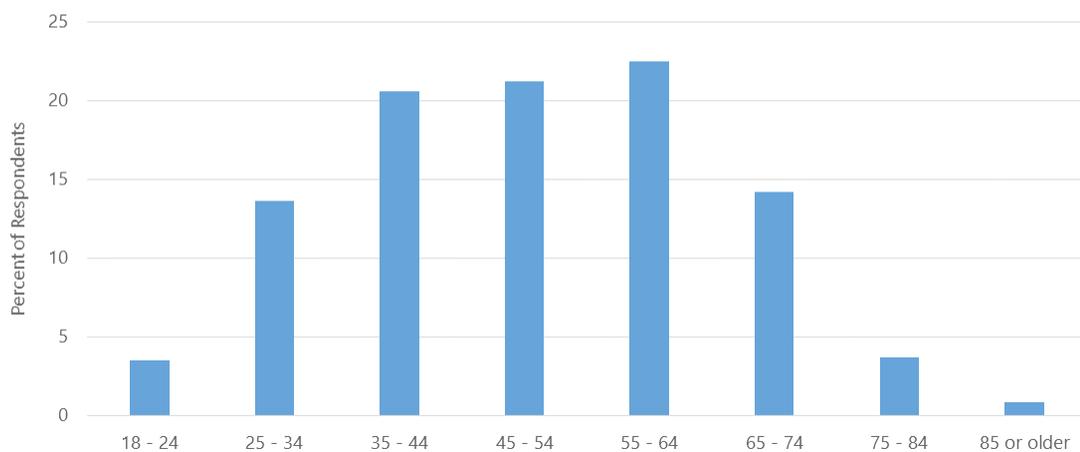
Community Survey

- 599 total participants
- 56% Women; 44% Men
- 62.3% Do not have children at home
- 72% residents, 18% visitors, 11% commuters

Student Survey

- 436 total participants
- 48% Women; 49% Men; 3% other/non-specific
- 7-12th grades represented

Community Survey Age Distribution





Visioning

In the Wednesday evening vision exercise participants described their hopes, desires and concerns. The conversation was prompted by four questions.

1. What are your hopes for waterfront uses, revitalization efforts, desired connections and new vitality in Kewaunee? Or;
2. What do you want to see in place some day in the waterfront and other revitalized areas of Kewaunee? Or;
3. What would successful project(s) look like from your perspective? Or;
4. What is your vision or of your desire for the future of a new Kewaunee?

Participants helped to organize the list of vision elements into categories. At the end there were six categories. Together with the community survey results, the team developed a waterfront concept plan and sketch ideas for specific sites. This Sketch Vision is intended to update the 2009 Waterfront Plan. The Kewaunee Waterfront Committee will need to refine the Vision Sketch to guide ongoing plan implementation.

The six categories of vision ideas are:

1: Growth/Change

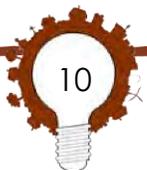
- Increasing business activity, pedestrian traffic downtown for locals and visitors
- Expanding our tourism footprint, beginning with season expansion, weddings, and boating

2: Linkages & Connectivity

- Desired linkages and connectivity throughout the waterfront: inlet area, marina, business district/downtown and the beach
- Increased gathering and walking/pedestrian use

3: Communications & Marketing

- Create, make clear and communicate a Kewaunee identity and brand that identifies what Kewaunee has
- Better media advertising. People do not want Kewaunee to be the best kept secret
- Practical strategies
- Business owners and volunteers are ambassadors;
- Target promotions
- City Pass (bundles our top five activities by season)
- The Ahnapee Trail





4: Implementation

- Implement a planned sequence of projects with early to build confidence and accountability for future development
- Market specific parcels and sites

5: Activities

- Expand opportunities for overnight and commuting - mostly male - visitors who come only to fish built on Kewaunee's core economic base. Target their families.
- Expand physical activity and entertainment in places attractive to youth, families, overnight and commuter visitors.

6: Sites That Become Places

- Downtown Business District, including Harbor Park
- Lighthouse Point
- Ahnapee Trail
- Containment Area
- Klockner
- Fisherman's Point

Assets

The following list of community assets was developed from the Visioning Workshop.

- Sport fishing is a big business
- Recent infrastructure investments of \$4.2 million in the boardwalk and harbor walk and the seawall.
- The city owns a lot of property.
- We have lots of donation and volunteer support.
- Ellis Street Park, Parks & Rec plan
- The city is blessed with natural attributes
- We have a lot of small town charm to market and sell
- This is a community of doers.
- We have a lot of wonderful footage of lake front. It is diverse. To look at those issue and places we could expand on that
- Infinite potential for development - but - the vision is needed. We have to think outside the box of the start of the development dollars to start, to consider financing (especially the city's engagement of financing)
- This is just an amazing community.
- We can offer more than what we already are.
- We are beautiful and we have a lot of beauty within ourselves.
- I was born and raised here - in the harbor.



Challenges

The following list of community challenges was developed from the Visioning Workshop.

- The seawall is owned by the US Army Corps of Engineers. It will collapse into the harbor. We have to advocate with our legislators with them to repair & maintain that seawall
- We are hampered by a lack of developers. The success of any sort of commercial development that someone intends to make a profit on will require those from the outside community. It's about what others want (visitors, commuters, seasonal, etc). We have to bring people in from our 30 min trade area and week-enders - destination uses + integration with year-round economic sustainability & revenue generation
- To bring the city and privately owned lake front properties and sites together is a challenge.
- Most projects people undertake are small scale. It is challenging for people to think beyond the past or of new large scale projects. What is an appropriately scaled project that people feel comfortable can get done/will allow to be done in the way it needs?
- How to tie our assets together so people see us as a destination.
- How do we use our physical and internal assets to maintain the beauty of Kewaunee and bring in people to patronize our businesses so they can survive?
- One of the biggest challenges in the community is many don't believe it can be something different or better than what it is. We do a great job of getting guys here to fish and drink beer. We don't do a good job of getting their wife and kids here, too.
- The community must be willing to have people from outside come here. People born and raised here don't appreciate our small town charm the same way as those not born here.

Hopes & Concerns

The following list of community hopes and concerns was developed from the Visioning Workshop.

- That tourism increases and becomes a destination, that we have more families move into this area, that we can increase the school population and there are more people who actually want to live here
- Exposure for more tourism and that whatever we do build is sustainable.
- Something that's going to generate city revenue for the city
- To achieve these things - with which I all agree - we have to communicate our message to a broader audience than just in our town. We don't have a good track record in reaching out and communicating what we have here, and what they (residents, investors, anyone) can gain from being here. Many of us here operate a weekend rental - almost all of our guests say, "we wish we knew about it here - how has this place remained a secret?"
 - Our guests also come here and then go to Door County. We get them here - what do we need to do to get them here and stay here? We advertise on Facebook and people from Green Bay and 30 miles east still ask "where are you?" Especially younger people.





- The plan: no accountability for implementation and execution (a common occurrence we do). We have to chunk our way through it and get started but have accountability to continue.
- We need short-term wins to be viable and successful in our planning.
- I hear a lot of people in community say that we need accountability - in the city and the county. But, we need the city of Kewaunee to have it's own identity within the county. Maybe it's a part of being close to Door County...
- My hope would be for moderate growth while maintaining small town identity and small town charm.
- We already have fishermen coming here - for them to bring their wives and children, we need to have something for them to do. Something even for families - a wading pool, events or structures in the waterfront parks for families to do together and are financially feasible.
- Clearwater and Tampa - the linkages they create from their downtown to their beach front area and consider scale. That is my view of our downtown - it connects and links to the bridge to the Klockner site to the beach front - including those who want to do solitary activities to those who want to gather and congregate.
 - Google the Tampa City Pass, which also lists the top ten activities by season, with dollar cost rankings
- People are willing to walk a great distance from the beach to the marina district - a continued boardwalk
- Our park adjacent to the beach is not in very good shape at all: we know people use it. What can we do? Put up a stand down there? What can we do to build up the beach to bring people we know already come.
- Our neighbors to the north in the city of Algoma - on 42 you can immediately see the water and the beach as you go into the town. We do not do a very good job of making the beach and harbor area we have in Kewaunee known.
- None of the improvements we are suggesting are free - we need to better understand the infrastructure investment needed to move forward - from selling what we have as assets and destination to staging/phasing.
- We have a lot of positive survey comments - it's nice to start on the right foot.
- Physical activity assets, boating, bicycle tourism, fishing, all big activities here. Any type of physical activity that gets people out of the car (boat, RV) to walk downtown.
- The increase in activity since the harbor reinvestment has been done can be seen - we can see people who aren't from here who are increasing the time they are spending here. Thursday, Friday, Saturday.
- Moving the Chamber of Commerce to the other side of the bridge as one suggestion: put it in the downtown area
- All the business people in the community need to be better ambassadors for this community. The harbor is a turning point in our history in how we reinvest. We can help get more people be positive about what is here.



- Part of the Chamber's activities was to educate volunteers. Most of our volunteers are 65 or older. We try to do a better job of educating them so they can share.
- Better intergovernmental cooperation needed: we have a county bike system but we don't have a single marked county bike route - many do ask how do I bike from here to Algoma and Door County? This is something we can address - putting up signs and creating directory maps.
- We have some prime retail storefronts without anchor retail (near Amy's and Pretty Boutique), 222 Ellis next to the chiropractor. Many of those businesses - landmark historical businesses - are service-based. On 42, Ellis and Milwaukee Streets. Lake Haven are bringing a lot of people into our community but they don't have much to do when they are here (limited hours in the days for most restaurants/businesses). Lake Haven Event Hall.
- The city has become a ... heritage farm. Our advertising. If you want to go over to Maine - it's identical to Kewaunee - different seafood, but, we need to advertise huge like them.
- Most of our businesses are warm weather draws (weddings, fishing, etc.) We need to find a way to expand our seasons in order to get the year-round businesses.
 - In Door County, the draw is partially a perception in terms of seasonality.
 - Some of our businesses can do well year-round
 - The lighthouse - historical designation or landmarking, museum
- There used to be a ticket, a Circle Tour ticket, when the lighthouses were in better condition. The lighthouses need repair, then we could revisit.
- Teen survey results and ice: this is a strong theme that could be developed. Providing a central venue in the middle of winter to reduce cabin fever. Current ice rink is not easy to find/not good signage.
- We have a plan for icing like Algoma - that's something of an opportunity of low-hanging fruit.
- Differentiate our assets from Green Bay
- Better exposure in publications, destination magazines for the area/region

Priority Areas for Waterfront Development

The following list was developed during the Visioning Workshop to help the Team Discussion consider the components of each of the five priority areas.

- There were comments that there needs to be enough ambition/confidence to put money into projects that seem like they are too much money. A project on our Klockner property like what goes on in Minocqua (winter activities, winter trails, etc). Ice fishing, pool, adult bar and pool overlooking local play area that is simple but can be self-sustained. That would help feed the active and retail component as well. Kewaunee is 66 out of 72 in tourism. Brown County has thousands coming in.
 - Lake Haven - weddings - make weekend packages and advertise weekend availability
- The Klockner site as a multi use: lodging, backyard grill courtyard, playground that kids want to use. Because you're on the boardwalk - walking that as an option as well. Multi-use.





- Destination means what people will drive for 30 minutes to get to. I have known that and we have too many feasibility studies. We are not what we look like on paper.
- The property next to Lake Haven Hall - put in parking. Creates a waterfront cohesiveness.
- The inlets by the water treatment area: getting docking back there would draw more people, and, promoting the Ahnapee Trail. Kewaunee Winter Park two miles outside of town.
- 40 mile bike loop: sell that
- Move the current trail head to where the current sewage treatment area is.
- Transforming the green space only the geese use. People use trails: they Google them. It would be a major waterfront change without significant investment.
- Location of brewery is important. The old power point plant.
- Fisherman's Point and the city marina - between them is the bridge that leads out. There is room for booths there. Could have waterfront dining there.
- Marketing it and all the city owned parcels marketed to all developers as a directory of available space/marketing plan. 77 Ellis.
- Awesome playground needed!
- Like MKE: lake front redevelopment with hiking/biking, dog park - in the Army Corps of Engineers space.

Other Vision Ideas

The following list of additional ideas was developed during the Visioning Workshop.

- Fisherman's Point
 - Condo, something residential - THIS IS THE PLACE TO DO RESIDENTIAL MIXED USE (not at all Klockner)
 - Salmon Harbor has successfully petitioned to get two of their parcels out of coastal management - building within the footprint and potentially vertical
- Why not improve marina, boating industry?
 - It's more than healthy already. Do we want to make it more an economic success? YES
 - It's three acres of prime residential and fishing property. The Corps presence is a huge asset
 - Marina
 - City marina docks are in desperate need of repair from ice damage (and planning around it)
 - We need more 40'+ boat slips
 - When they were built in '87, the larger side boats were not as popular as now
 - We need transient boat slips
 - We have areas to put/move smaller boat slips
 - The old dock by Fisherman's Point allows for sailboats easier (it's deeper)
 - What if it was a multi-craft boating center where there is some residential and youth sailing/boat maintenance/paddle-board yoga, etc. programming and history on boats and water: ED = this is how to capitalize on your biggest assets.



- There is a desire in the community to see condos - OK, you can integrate them in but not saturate
- Harbor land-side use. We need something in the middle of the campground and the water/marine. There is precedent from Chicago to Door County to have public access. Kidney Harbor in Green Bay (Sandi suggested to Ed) - it's similar.
- Do we want to promote/increase attracting more men here? YES
 - Amy doesn't see fishermen at her business...
- What does mixed use mean?
 - If this were all residential, it's \$3-6 million in investment. What's wrong with that?
 - It brings no economic growth other than tax base.
- But, empty retail?
 - There are underutilized commercial spaces
 - Retail closed and service businesses took over
 - Seasonal family rental condo mixed use - it's not off the table. The council wants multi use (lodging/retail/restaurant).

Framing Ideas

The following list was developed during the Visioning Workshop to help the Team understand how best to act on hopes and concerns.

- Increased, sustained tourism & population growth: what kind(s) of growth and change?
- By 2030 we are projected to lose population significantly - how to manage change - people will want to build here and build infrastructure as the population ages out
 - Founded in 1883, no celebration in 1993. You are 16 years away from your 125th. How to plan and incorporate history
 - Fourth of July celebration is struggling but is the only thing going annually. Jamie started it three years ago and needs support: the Chamber and the cost of the fireworks. Overall, it has gone well. Wants to build from it.
 - Event development like that is a key to developing a tourism base (weekend festivals that bring people to town and auxiliary)
 - Kris Kringle mart
 - Sip N Savor
 - The Chamber puts together a Visitor Guide that lists activities that happen in the area every weekend (they advertise the Chamber members' events)
 - We need to work better with the other local communities
 - Shanty Days Festival in Algoma
- We promised the state we would use the \$4.2 million harbor investment as economic growth opportunity in the city
 - Klockner-Fisherman's Point has to be a priority - but - we also can't neglect what has gotten us this far
 - Grant money just came in to redo the entire launch facility by the campground site





- We want from the Design Team the vision for the city best use based on this
 - How do we leverage best to meet the goals expressed by all our hopes, and, how do we stage/phase them?
- What one thing about town now must we as a team not affect? (What symbolizes town best?)
 - The view of the marina and the harbor - the waterfront - people are very protective of the view and the access
 - The best kept secret that isn't best kept: making people more aware of how beautiful it is here
 - Align with existing architecture
- Revenue generation
- Communicate our message - our assets
 - Maintaining and increasing awareness of city & county identity and city & county brand
 - Hope to grow but keep our small town feel
- Hope to keep people here who pass through to Door County
- Hope for accountability on plan implementation
 - Staging, sequence of community investment
 - Intergovernmental cooperation
 - City & county bike route, guide
 - Accepting scalable projects
- Hope for short-term wins
 - Build on harbor improvements
 - Inland and harbor/marina boat slips, docks, launch areas
 - Vision plan for containment area
 - Move Chamber to other side of bridge
 - Business owners, volunteers as ambassadors
 - City Pass
- Development for fisherman families
 - Waterfront dining
 - Distillery, brewery
 - Outdoor movies on beach
 - Family friendly expansion of campground
- Linkages
 - Activate/create activity
 - Lake Haven - weddings - leverage? They have a Facebook page only. They have a board, staff volunteers. They are booked for the next two years. As a community - how are you leveraging it?
 - THIS RELATES TO DEFINING ENTERTAINMENT WITHIN AND ACROSS SEASONS & PLANNING



- From beach to downtown
 - Link along and between the public-private property
- Parks, trail, boardwalk
 - Physical activity
- Visible/water attractive to those driving
- Lighthouse Project, Circle Tour, Ice theme
- Priority property planning
 - Multi-use, water visible
 - Fisherman's Point
 - Parking

All of the ideas expressed as part of the Visioning Workshop were used to shape the shared vision for the Kewaunee Waterfront.





Identity

Kewaunee is one of the last “authentic lake shore towns”. It has well preserved vistas, easy access to outdoor activities, and is “amenity-dense”. Unlike some towns, Kewaunee refers to their tourists as “visitors” and treats them as such. Moving forward, it will be important for the community to hold onto its heritage and identity.



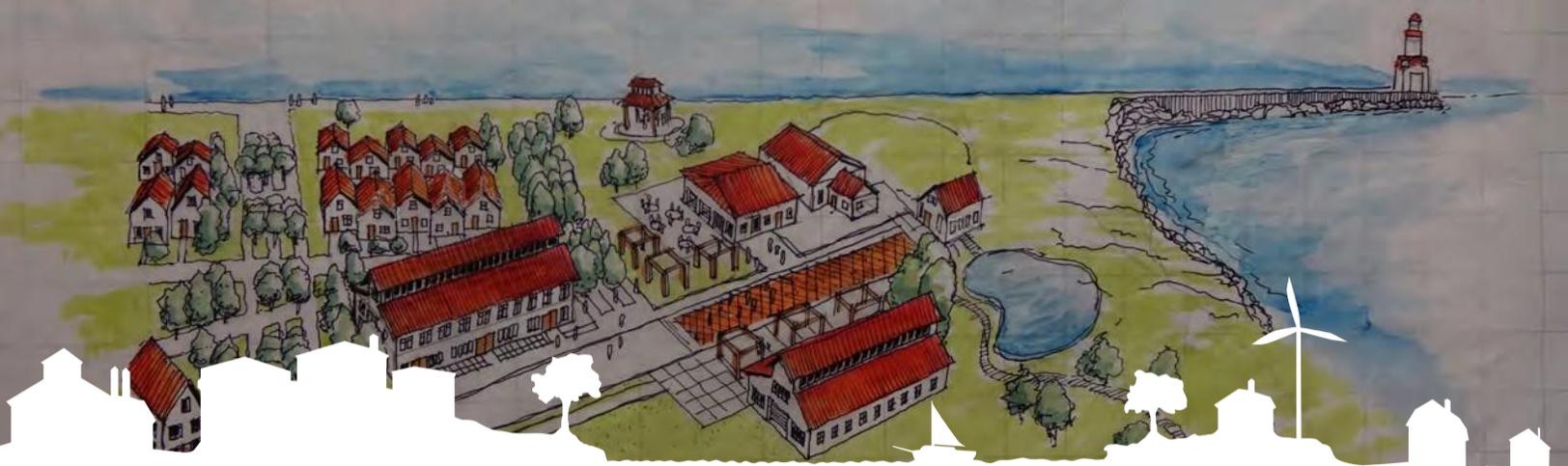


Overall

Kewaunee is a harbor community in which fishing has been a big part of its identity. The surveys and the visioning workshop placed an emphasis on preserving access and views to the waterfront, redeveloping key places that the entire community can enjoy, and establishing stronger connections of those places.

The community identified six key locations for redevelopment: the Hamacheck/Klockner Property, Fisherman's Point, the old slips west of the water treatment plant, the campground, Selner Park, and the containment area. The Design Wisconsin Team was able to address five out of six of the sites and left the containment area for future planning and development. The following text describes the remaining five project sites as well as the connections between them.





Ellis

The Hamacheck/Klockner Property is a strategic location for development. It benefits from its proximity to existing civic buildings, retail, infrastructure, boardwalk, and spectacular views of the harbor, Lake Michigan, the Old Coast Guard Station, and the Lighthouse. The surveys and visioning workshop called for this area to become a multi-use district consisting of retail, housing, and open space.

After visiting the site, the Team was impressed by the walkway, views, and existing buildings. The Team believes that there is strong potential for adaptive reuse of the city garage located near the city well house and the “yellow” building that was temporarily placed behind the Lake Haven wedding facility. With careful programming, location, and design this Hamacheck/Klockner Property could be transformed into a civic core that addresses the community’s needs.

Kewaunee will always be known as a fishing town. Recently, weddings have become a secondary industry that has potential to contribute significantly to the local economy. The Team suggests leveraging both of these assets as part of an economic and community development strategy. Expanding the types and duration of activities associated with weddings and tourism, Kewaunee could enhance its economy while developing strong community assets that residents can benefit from. Here are some of the key ideas that developed from the surveys and visioning workshop.





Brew Pub

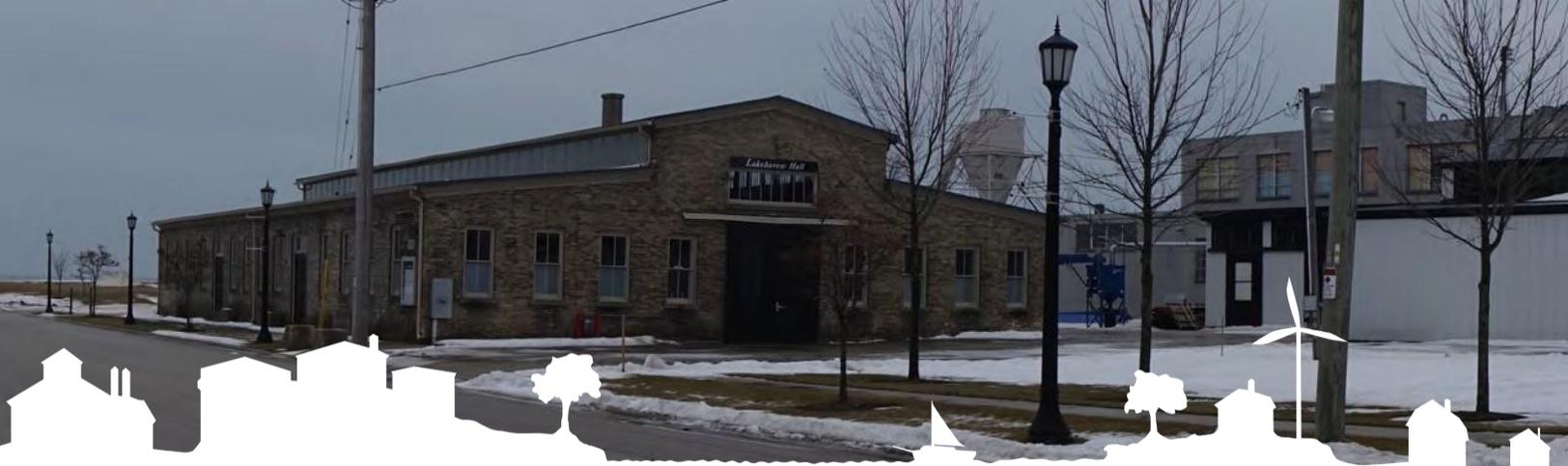
The surveys and visioning workshop identified the strong need for more dining options and perhaps one that could serve as a destination for visitors. The city should consider preparing the old garage for redevelopment as a destination brew pub. Start by removing equipment and clutter, replacing the garage doors with decorative doors with glazing, and market the space as “spec brew pub”. By redeveloping the city garage into a brew pub, Kewaunee can develop a destination brew pub in a strategic location that makes a significant contribution to the rest of the Ellis Point development, Lake Haven, and the downtown.



Patio & Plaza

Transform the driveway space to the west of the garage into an outdoor dining patio that wraps around the north side. This would allow expand the capacity of the brew pub and still allow deliveries to be made to the garage doors, as needed. Consider “closing” the east end of Ellis Street using bollards and decorative pavers to create a safe and attractive pedestrian mall between Lake Haven and the brew pub. This will create additional dining and gathering space while allowing vehicle access, as needed.

Lastly, replicate the timber arbors from the trailhead and position them on either side of the new plaza. This will provide shade in the summer months as well as temporary vendor space for special events.



Community (Yellow) Buildings

The yellow building temporarily placed behind Lake Haven could be re-purposed as a multi-use community space with an emphasis on supporting weddings and water/ ice activities. By moving the facility at the end of Ellis Street, the yellow building becomes visually prominent, making it easier to recognize as an important place. If the building were insulated and fitted with appropriate technology, it could serve a multitude of community activities including: gallery, wifi cafe, chamber of commerce, community meeting space, ice skate rental and warming house, bike rental, green room for weddings, etc. As with the fire pits, consider placing additional yellow buildings at other key sites in the community to serve as flexible community spaces. These could be constructed by vo-tech students as part of a class project.



Water/Ice Activities

The Team heard from community members a need to enjoy the outdoors using water and ice. Consider developing an interactive water feature that in the summer months has splash pads and in the winter months can be used for ice skating. Locating it along the water's edge will help draw people through all of the other sites' amenities, encouraging patronage.

Fire Pits

Developing community fire pits with seating are simple and inexpensive ways of creating gathering spaces that encourage and support other outdoor activities. Adding a fire pit near the water feature with a view of Lake Michigan will enhance the space and bring others to the area. Make use of local materials and craftspeople to create a "Kewaunee Community Fire Pit". Consider creative ways of telling the story of Kewaunee and the region using decorative tiles, local art, and placards. Repeat the project in other key areas of the community to help tell Kewaunee's story.



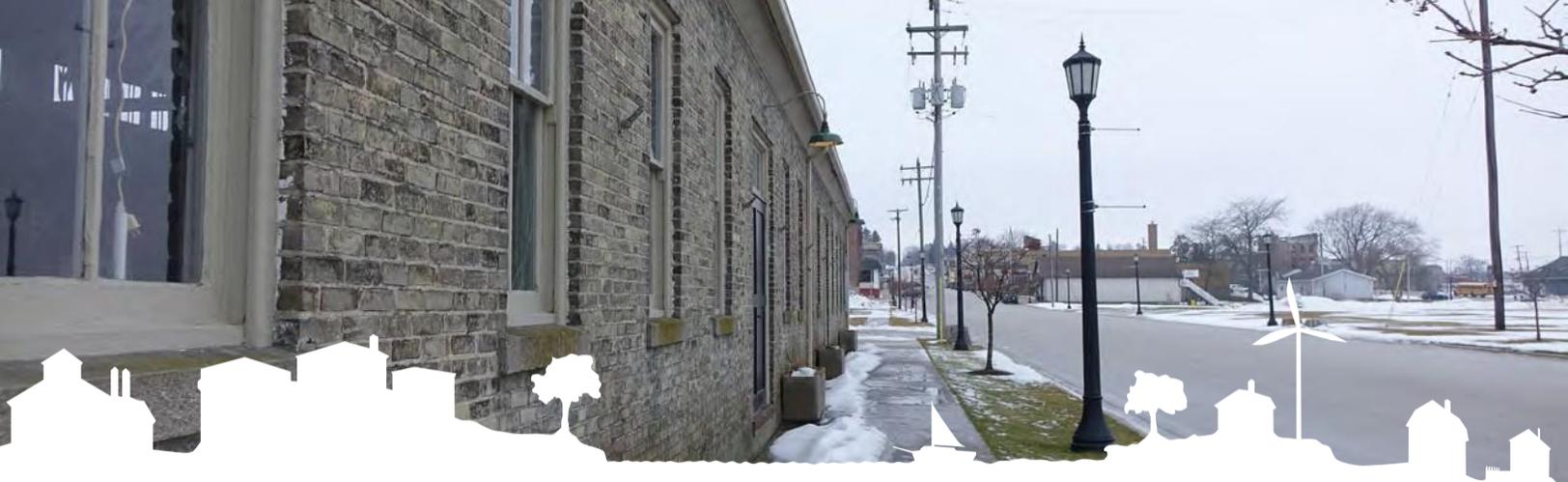
Visitor Lodging

Strong community cores require people. Ellis Point will need to provide temporary lodging for visitors in order to support the wide range of activities. Because the current code does not allow for first-floor residential, this area of the district will need to be developed as a planned unit development in order to maximize the number of units with a view of the lake.

The proposed design consists of two rows of cottages running along the north edge of the site with parking located to the south and west. The lakeside row of cottages would be one-story while the row behind would be two-story to allow both to have views of the harbor. Cottages would be limited to two-weeks occupancy to avoid long-term vacancies and to encourage new visitors. One-story cottages would have patio space positioned lakeside and connected by a new boardwalk.

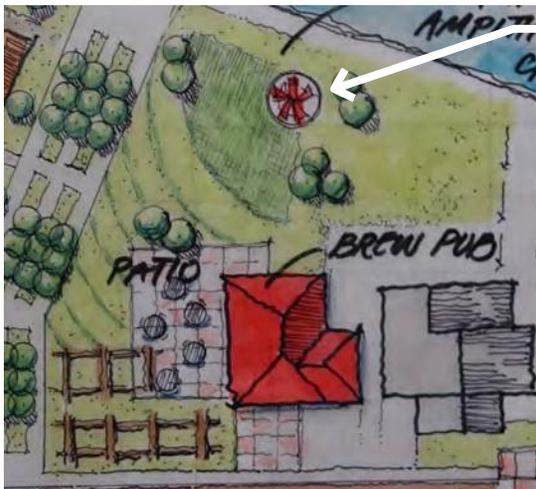
The architectural style should be consistent with a “harbor village” aesthetic and use materials that hold up well to Lake Michigan weather. Pedestrian corridors break up the Visitor Lodging into smaller groups to maintain views of the waterfront from Ellis Street and to provide opportunities as gathering spaces.





New Mixed-Use Building

When the market supports it, consider developing a mixed-use building along Ellis Street that features a mix of retail on the lower level with temporary lodging above that resembles the architecture and materials of Lake Haven. These uses should support and expand the existing uses by bringing more people to the district for shopping, eating, recreation and lodging.



Amphitheater/Chapel

The surveys and visioning workshop stressed the need to locate outdoor green space in the district. The open space north of the city garage (soon to be brew pub) is closest to the Lake and should be reserved for public use.

Consider developing and programming the space for outdoor performances to include live music, theatre, outdoor movies, and ceremonies (weddings). This would provide for additional community activities that would bring more people to Ellis Point while supporting the wedding industry, local artists, brew pub, local retail and vendors, and the youth's desire for watching movies together.





Fisherman's

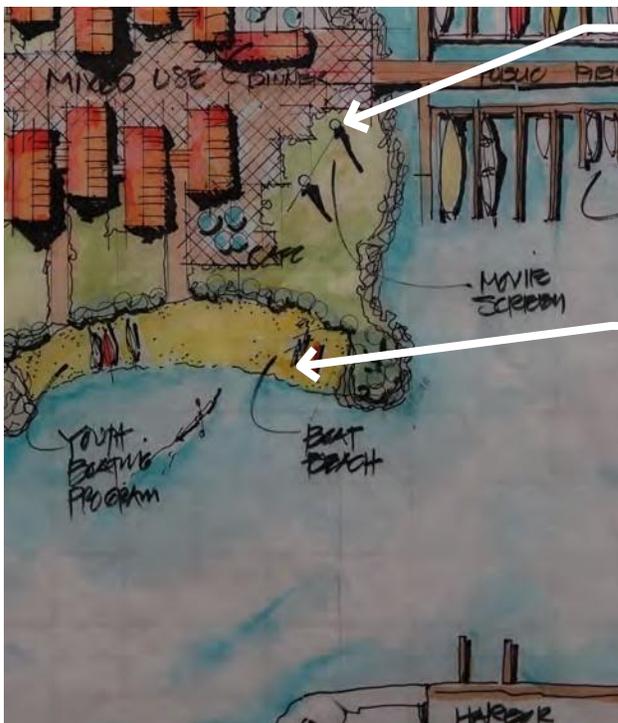
Fisherman's Point has a rich history of boating and fishing. By leveraging the existing assets, Kewaunee could redevelop the site for maritime activity that includes visitor lodging. This new Fisherman's Village would be a mixed-use development that celebrates the community's heritage.





Fishing Shanties

The Team heard from various sources that site restrictions and setback requirements may have impeded the development of the site into condominiums. Smaller, portable fishing shanties, build by vo-tech students may be able to navigate the site restrictions and could provide temporary lodging with direct access to transient docks, boat beach, and public pier.



Dining Car

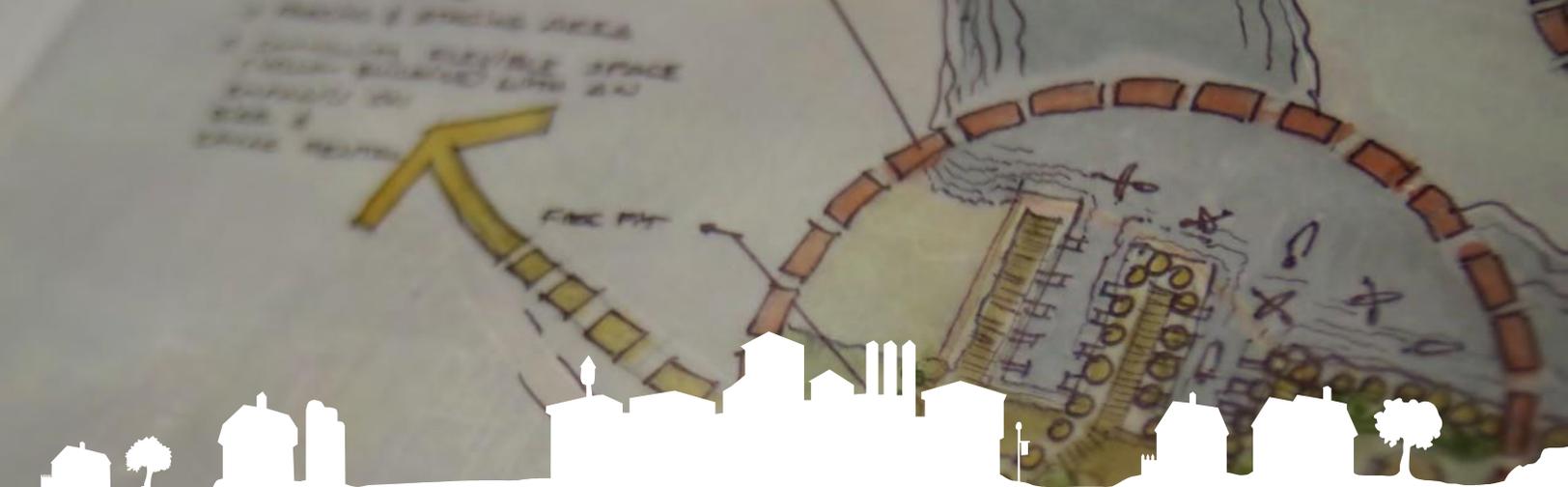
A small dining car would provide another opportunity for destination dining with little impact on the site. Additional outdoor cafe space could be expanded during the summer months, as needed.

Movies On the Water

A movie screen could be hoisted on two masts so that boaters could enjoy outdoor movies from the water. Sound would be made available using FM radio. The projector booth could be portable and temporary, or be part of a community (yellow) building program.

Youth Boating Program

The next generation of fishermen/ fisherwomen and sailors could receive instruction as part of a school or summer recreation activity. Consider developing the west bank of the site into a boat landing area with provisions for kayak and sailboat storage. This could be another opportunity to place a community (yellow) building that would provide storage for kayak and sailboat school/rental as well as a projector booth for the outdoor movies.

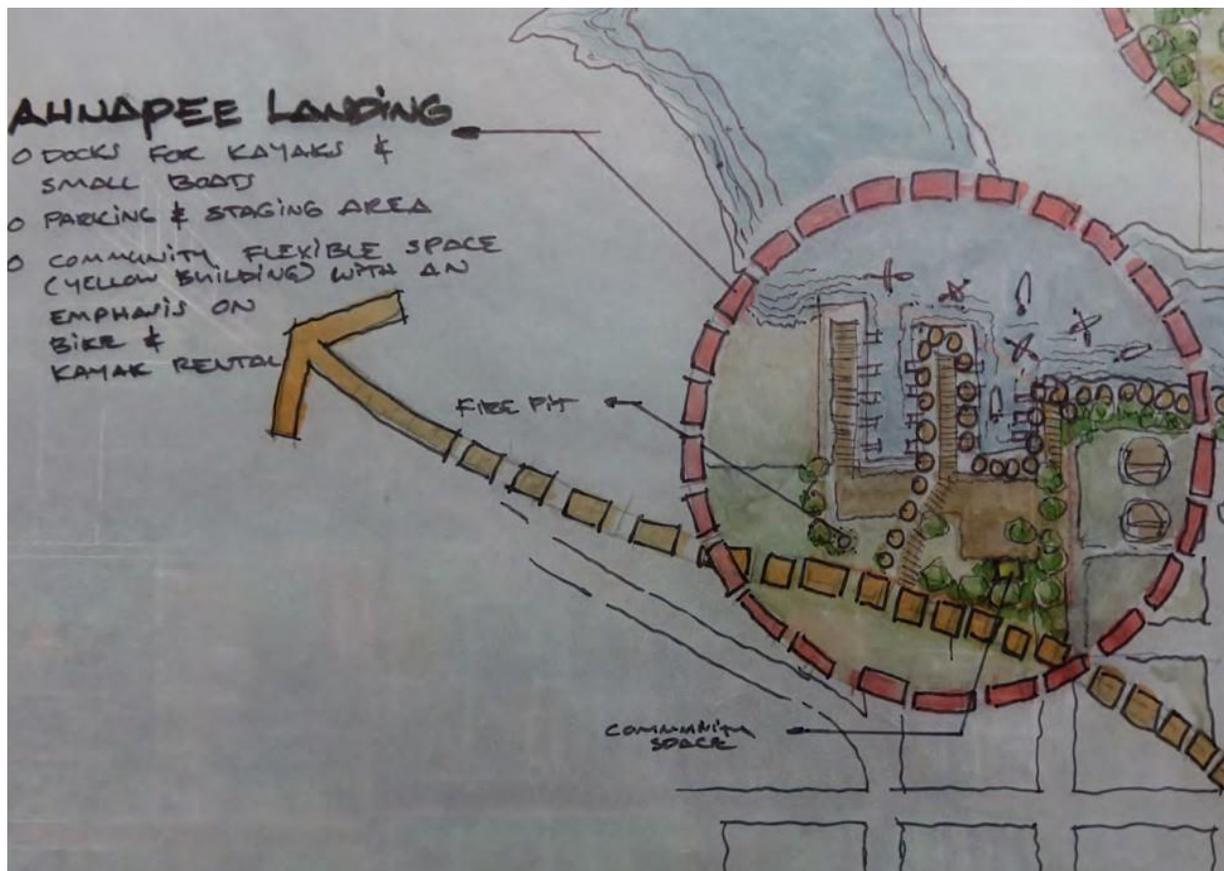


Ahnapee

There was strong interest from the community to create additional dock space. The old slips west of the water treatment facility could provide opportunities for silent sports with its proximity to the Ahnapee trail.

Consider developing the area into a staging area for kayaks and smaller boats as well as trail users. This would be another good location to place a community fire pit and community (yellow) building that might house bike/kayak rental, chamber of commerce, wifi, and refreshments.

Landscaping would be needed to buffer the site from other uses so as to attract visitors and encourage walking along the shore and trail.





Campground

The city campgrounds could be expanded to the north up to the tree line. Landscaping, a fire pit, and a community (yellow) building that provides wifi, activities, arcade, or snacks would enhance the site and may encourage families to use the facility.

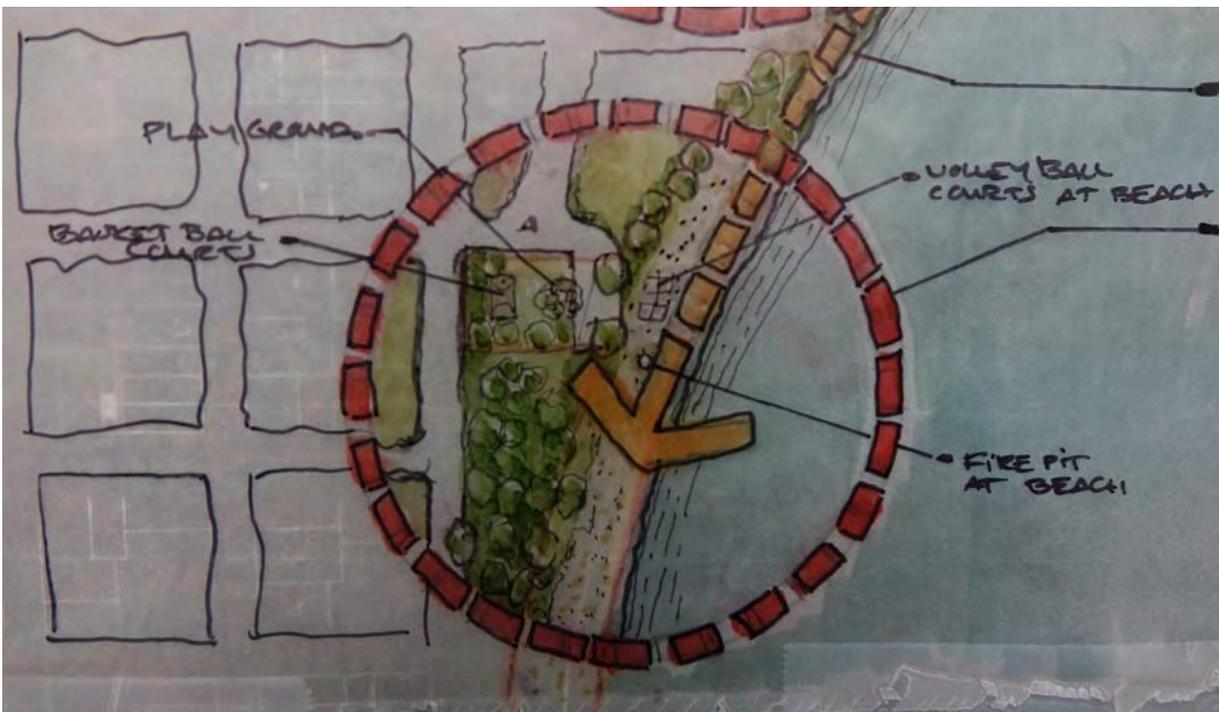




Selner Park Improvements

Selner and Pioneer Park are significant community assets. Currently, the two are separated from each other and from Ellis Point by private property. Securing easements to develop a public waterfront trail should be a priority.

Additionally, the beach and playground at Selner Park are important places that enhance local quality of life for residents and visitors. The playground equipment on top of the hill is in need of updating. Students suggested putting a basketball court there as well. Sand volleyball courts and a community fire pit would provide additional amenities at the beach to attract users. In the summer months, a student-operated food/ice cream truck might provide opportunities for summer employment and vo-tech education.





Connectivity

Each of the sites identified by the community for redevelopment/enhancement benefit greatly from a continuous waterfront trail. When connected to one another, the individual sites are transformed into a network of waterfront amenities that permeate throughout the community-reinforcing its maritime heritage while elevating its economic development potential.

It is important that the community works together to secure easements that create a public waterfront trail from Ahnapee Landing to Selner Park.

New public easement connecting Ahnapee Landing to Ellis Point.



New public easement connecting Ellis Point to Selner Park.

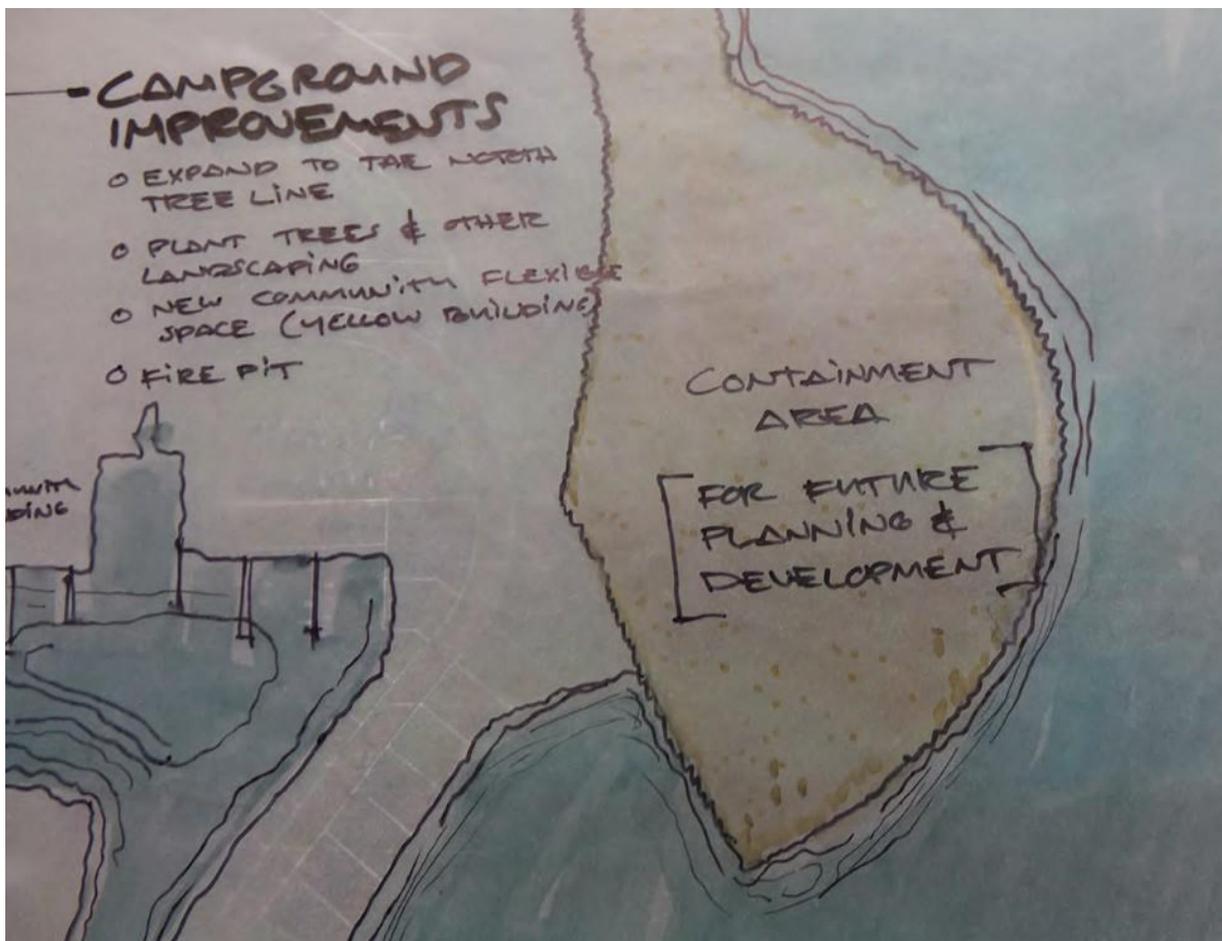




Containment

Kewaunee has a great opportunity to develop the containment area into a community asset. The Team heard from several members of the community and youth about the possibility of using this site as a dirt track for outdoor recreation.

Due to time constraints, the Team was unable to explore this or any other option for the site. The Team encourages the community to take time to explore this opportunity before it becomes available for redevelopment.





Marketing & Strategic Communication

Visitors are using mobile devices in order to make travel plans. In order to capture this market, consider investing in low cost/high impact social media marketing. Work with professionals to create content that can be shared by others. Work with local businesses and organizations to share social media content and connections. Consider paid social media advertising that reaches your target market.

Marketing Weddings

Kewaunee's wedding and tourism industry is growing. In order to maximize the potential of that growth, consider developing a coordinated approach that connects local businesses to weddings and other events. Consider creating a Chamber of Commerce Wedding Coordinator who creates planning packages that benefit local businesses and celebrates the unique character of Kewaunee. Work with local businesses to create:

- Sample weekend and week-long guest itineraries
- Plug-ins for personal wedding websites, links to Air BnB, area hotels, day activities, etc.
- Preplanned add-ons to "up-sell" revenue-generating community amenities
 - Bridesmaid luncheon
 - Charter fishing
 - Kite flying and catered picnic at the beach...get creative!
- 1st anniversary cards and promotions to return to celebrate anniversaries



Business

The steering committee expressed their goal to have more visitors come to Kewaunee. Alongside the desire to make the community a more desirable destination for visitors, they wish to enhance the offerings for residents. With these goals in mind, the local business profile is an important consideration. In addition to natural amenities, places become known for what their industries and businesses have offered historically as well as what they offer now. These become woven into the fabric of the community—in the infrastructure, in the local memory, in the skills of the workers, in the lifestyle of their residents, and shared values of the community.

Places around the country become known, and appealing to visitors, often based on what their businesses offer, both currently and historically. As an example, New Glarus, WI is known for its Swiss character, which is founded on its Swiss heritage as a Swiss pioneer settlement. This heritage is visible in the architectural style buildings of businesses. The town is also known for New Glarus brewing and its Swiss bakery. These are all contributions of the business community that play a large role in defining the local identity. A second local example is The Wisconsin Dells. It is perhaps best known for the offerings of its waterpark hotels and complementary water recreation opportunities, dining, and shopping. Outside of Wisconsin, Nashville, TN is known for its music industry and its music venues, cafés, and bars. Not only do people come to see current artists, but also for the history of the place. Kentucky is known for its distillers and invites tourists with its bourbon trail.

In addition to businesses and their unique offerings, some businesses leverage natural and local assets and shape the town's offerings, as well as the resident and visitor experience. For example, in Wisconsin, enjoying the lakes is made possible through public investment, but also by businesses that offer boat and water sport rental equipment. In Colorado, the Rocky Mountains near Aspen are immeasurably more enjoyable because of ski lifts and resorts. The rivers in Wisconsin are more enjoyable because of the services that provide inner tubes, rafts, and kayaks and transportation.

In the Great Lakes Region there are several example of communities that have used their heritage and natural assets in their development strategies. Holland, Michigan has embraced its Dutch history. This is evident in its Windmill Island Gardens, which feature a garden and working windmills, New Holland Brewing, and a Dutch bakery. Grand Marais, Minnesota has built off of its history as a fishing village with extensive waterfront trails, an annual Fisherman's Picnic festival, a local shop, The Beaver, where one can get lures, tackle, and guidance on local fishing, and even a restaurant called, The Angry Trout. These towns aren't limited in their development to these legacies, of course, but it can anchor their identity in a way that is meaningful to the local community and recognizable to those are considering visiting.





With these factors in mind, the waterfront area of Kewaunee is full of opportunities for business development. Perhaps the most appealing business opportunities are those that leverage the history of the area and its natural assets as part of the community identity, while enhancing the experience of residents and visitors alike. Kewaunee has the advantage of a rich history that is meaningful both locally and as a destination for visitors. Its fishing history blends its natural landscape and industrial heritage. It is also visual in that the infrastructure necessary for this industry is in plain sight, recognizable, interesting, valued by locals and unique to visitors. As examples of this, Tug Ludington, the lighthouse, the harbor itself and the boats in it, are all part of the community identity to locals but also as attractions.

In Kewaunee, there are several potential options that leverage the local assets and embrace the historical identity and reasonably address the problem of seasonality. For example, with abundant natural resources to be enjoyed, the lake and Ahnapee trailhead in particular, a sporting goods store and rental shop may be worth consideration. This store could supply fishing supplies, bikes, bike repair, snowshoes, kayaks as well as rental ice skates, tents, and snowshoes among many other items. This business would support the local residents and enhance their widespread participation in the outdoors. Given the family-oriented nature of the town as well as the lack of spaces and activities for teenagers as identified in the survey, dining options that are relatively casual, such as a diner or pizzeria, with some entertainment such as pool and arcade games may be desirable. The selection committee also vocalized that Kewaunee is more and more desirable for weddings. Wedding and event spaces would likely be highly utilized spaces that could be part of a successful restaurant business plan, especially if it's close to the popular Lakehaven building.

Tangentially related to business development is residential development which can also complement the business development strategies and aesthetic of the business community. Developing housing near retail can grow the consumer base for shops but also enhance the visual identity of a community. It can be designed to complement the existing architecture and fishing infrastructure. It should also be targeted at a price point that would suit the income of a typical visitor to the community.

Economic Considerations

Related to this identity-based approach to business development, are important economic considerations. In seeking new business development, the socio-economic details of consumers, their potential to support different types of business, and how business can utilize existing assets are all important factors.

At just over 6,000 people, the business development activities of the town should consider the capacity of the business to support businesses of various types. While the Trade Area Analysis offered by UW-Extension is limited in the case of Kewaunee, it may still provide a framework for



thinking about which types of businesses are reasonable choice. It can be useful for identifying which types of retail the town could support and which segments may be saturated.

In general, Kewaunee could likely support additional retail. The U.S. and Wisconsin have 11% and 10.9% of employment in retail, respectively, whereas Kewaunee has just 7.3%. Given this relatively low share of retail and the potential to draw on the local market as well as visitors, there is potential to expand retail offerings. To cement ideas, a 2.7 percentage point increase in retail, making Kewaunee even with Wisconsin, would amount to an additional 88 jobs in the trade area.

Also, Kewaunee is well below the state and national average in services. Services, which can include health services but also personal services, like gyms, restaurants, dry cleaning, and hair stylists, accounts for just 32.8% of employment in Kewaunee. Likely many people are driving to larger cities and towns for some of these services. For example, the students reiterated how they go to Green Bay for movies and ice skating. The committee also vocalized the growing popularity of Kewaunee for weddings. Weddings require many services—catering and photography, to name just two. There seems to be an opportunity to bring some of these services to Kewaunee, which would be available to local residents but also make Kewaunee more appealing as a destination.

Kewaunee appears to have more singles and couples without children. This is likely driven by a slightly larger than average population of retired or semi-retired residents, which is true statewide. That said, the family households in the area tend to be traditional nuclear husband-wife families that own their home. With this in mind retail and services that serve, not just adults, but families could be an important component of business development.

With a large population of retirees comes a potentially large population of local residents on a fixed income, but potentially with their mortgage paid off and few child-related expenses. Families with children, a large share but less than half of families in Kewaunee, are likely facing relatively large expenses as they raise their kids. For additional context, both the median household income and per capita income are below the state and national median. Median can mask important information, however. For example, while the median is relatively low, it is also the case that Kewaunee has a relatively large share of the population in the mid-upper income levels. These somewhat larger mid-upper income groups offset by also slightly larger groups at the very bottom of the income distribution. So, while there are economically distressed families, there is also a fairly healthy upper middle-class. These income levels may limit the potential for luxury dining and shopping, but be an opportunity for casual retail that is also consistent with a fishing town experience. These types of retail and services are approachable and welcoming to a middle-class experience but doesn't exclude a more economically diverse audience as well.





In addition to the visitors, there are many people living in Kewaunee but working elsewhere. An additional consideration is business development that would bring these people back to Kewaunee for their non-working hours to eat and play, as opposed to spending their dollars in their work community. Input from the steering committee members, indicates that by and large visitors are arriving by car. In Kewaunee, Ellis Street and Main/Milwaukee Street have substantially more traffic than other roads in town. At the least, these are important places for signage, naming, and directing to the retail and attractions in town.

A Shared Vision

We don't know where we're going unless we have a vision of the destination. If there is no vision, different groups and efforts go in all directions and there is no progress. Some communities - large and small - look to a charismatic leader or organization to provide and impose a vision. A lot of time, energy and resources are spent imposing and dragging wandering individual groups along. There may be progress, but there is little momentum as groups have their own priorities.

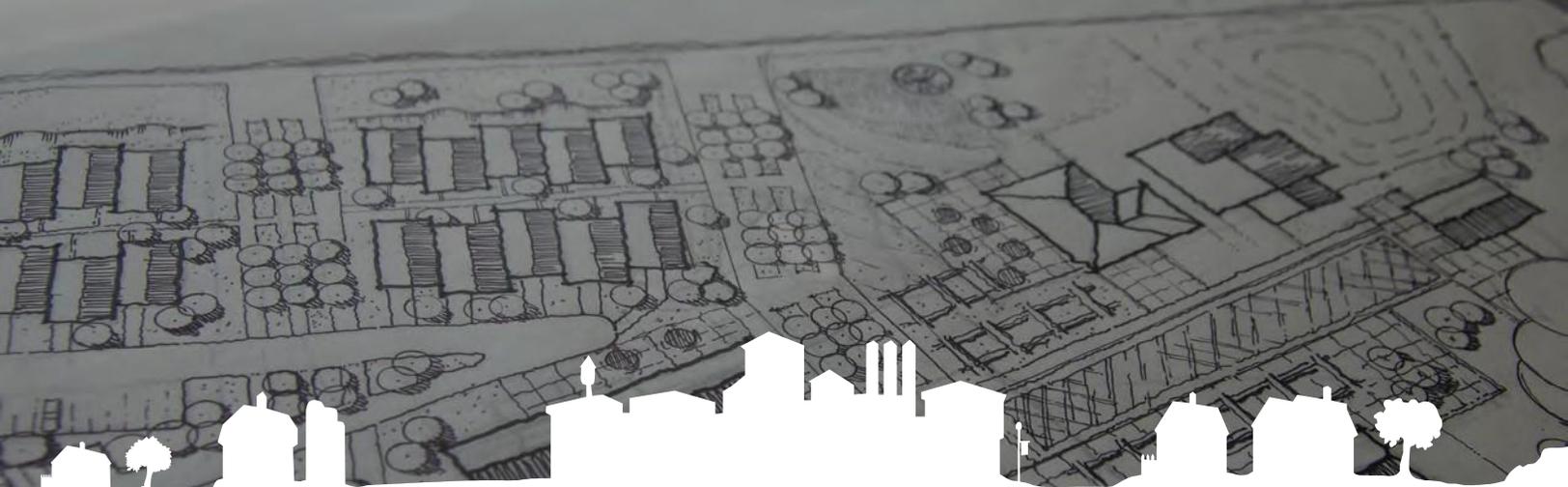
Often a well-intentioned individual or group comes up with a vision that has some basis in the community's reality. The visionaries sell that vision to the leaders and groups in the hope they buy into that vision. There is potential for progress and some momentum. However, each individual and group still has their own priorities.

A shared vision is the result of a grassroots process of conversations. It may take longer to discover or uncover or recognize, but when that happens everyone has an "a-ha" moment. They all see community priorities that will order their individual priorities. Rather than spend time and energy to sell the vision, the vision is celebrated. Leaps of progress are possible as momentum builds.

Implementation: Groundwork

In order to transition into implementation of some of the ideas mentioned, consider the following first steps:

- Explore the creation of a Waterfront Business District or similar to directly oversee implementation.
- Secure waterfront easement from Vollrath for grade separated walking path.
- Pedestrianize Ellis Street east of Lake Street.
- Remove equipment from city garage on Klockner site. Make legal preparations for reuse of portion of building.
- Begin process of re-acquiring Fisherman's Town site.



Implementation: Phasing

Phasing implementation will help sustain momentum while making calculated decisions. Consider the following when developing a plan for implementation.

Phase 1: Quick Wins

- Extend Ahnapee Trail through Klockner site to Selner/ Pioneer Park Beach, around Vollrath via waterfront easement and/or Lake Street as appropriate.
- Lake Street improvements for pedestrians/cyclists, lighting, signage, markings.
- Construction of grade separated path along Vollrath waterfront.
- Prepare city garage for reuse as a food service place, especially brewpub or similar, and market on spec.
- Site improvements (signage, parking, lighting) to Ahnapee Landing site for use as primary Ahnapee Trailhead and paddling livery.
- Market existing resources, especially leveraging Lakehaven weddings.

Phase 2: Setting the Stage

- Construct amphitheater on Klockner site.
- Clear Fisherman's Town site, prepare site for new construction.
- Lakehaven Hall improvements and expansion (acoustic improvement/support facilities).
- Ellis Street Pedestrian Plaza construction and streetscaping.

Phase 3: The Big Build

- Begin construction of mixed-use development on Klockner site.
- Begin construction of Fisherman's Town.
- Dredging of Ahnapee Landing to permit docking of small boats.
- Improvements to Kewaunee Marina permitting docking of larger craft (40').



Projects of

Here are a list of projects that could be done any time regardless of those indicated above:

- Amenity improvements at campground (showers, expanded fish cleaning station, playground).
- Tree planting at campground.
- Preservation of Tug Ludington.
- Move gazebo to location where it may be better utilized (Selner Park etc.).
- Construct Yellow Buildings around town as funds permit.

More Strategies to Consider

As Kewaunee addresses its community needs, consider the following strategies:

- Façade and landscape renovation revolving loan fund
 - Design guidelines
 - Review committee: design and financial review
 - Street side building back upgrades
- Tax Increment Financing District – Waterfront focused
- Review Zoning
 - Does it force suburban development?
 - Explore form based code for downtown area.
- Explore and choose alternative business models
 - Community Supported Restaurant – model on Community Supported Agriculture/CSA
 - Not-for-profit – community benefit services, e.g. Lakehaven Hall
 - Public-Private Partnerships

Implementation: Resources

Realizing your shared vision requires an understanding of your existing community resources or capital. These “community capitals” include natural resources, built infrastructure, financial resources, political capital, social networks and groups, human resources and skills, and cultural assets and traditions.

The ideas generated during the Design Wisconsin Team Visit provide opportunities for community members to come together in order to create something that benefits the entire community. Use these ideas to identify common interests and energy. Convene a series of planning meetings to identify why folks are interested in the idea, what they can offer, and what's left to figure out. Focus on simple “quick wins” in order to build the capacity and confidence to take on larger more complex projects. Don't be afraid to make mistakes, but maintain relationships, as those are the key to success.



The following text from Dr. John Kotter's books "Leading Change" and "The Heart of Change" describe the basic steps for making change happen in a community.

- Step 1: Establish Sense of Urgency
 - Examine market and competitive realities
 - Identify and discuss crises, potential crises or major opportunities
- Step 2: Form a Powerful Coalition
 - Assemble a group with enough power to lead the change effort
 - Encourage the group to work as a team
- Step 3: Create a Shared Vision
 - Create a vision to help direct the change effort
 - Develop strategies for achieving that vision
- Step 4: Communicate the Vision
 - Use every vehicle possible to communicate the new vision and strategies
 - Teach new behaviors by the example of the Guiding Coalition
- Step 5: Empower Others to Act
 - Remove obstacles to change
 - Change systems or structures that seriously undermine the vision
 - Encourage the risk-taking and nontraditional ideas, activities, and actions
- Step 6: Plan for and Create Wins
 - Plan for visible performance improvements
 - Create those improvements
 - Recognize and reward people involved in the improvements
- Step 7: Change Improvement Checkpoints
 - Use increased credibility to change systems, structures and policies that don't fit the vision
 - Hire, promote, and develop people who can implement the vision
 - Reinvigorate the process with new projects, themes, and change agents
- Step 8: Institutionalize New Approaches
 - Articulate the connections between the new behaviors and organizational success
 - Develop the means to ensure leadership development and succession

Kotter, J. P. (1996). *Leading change*. Boston, Mass., Harvard Business School Press.

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Final

The Design Wisconsin Team process provides a glimpse of a community's shared vision for the future. The drawings represent ideas the Team Members believe could help the community realize their vision. Because of the fast-paced nature of the process, only the strongest and most important ideas are expressed. The community is responsible for developing the ideas and implementing the results. It is an opportunity to invite people to share their time, talent, and passion to create positive change in their community.

Design Wisconsin Team Members

Thanks to the following people who dedicated their time, talents, and passion to help Kewaunee visualize their future.

Myles Alexander, Angela Allen, Tessa Conroy, Will Cronin, Ed Freer, Steve Grabow, Todd Johnson, Sydney Kruse, Owen Kudick, Rachel Ramthun, Kristin Runge, Nathan Sandwick, Remington Scheis, Aaron Thompson, David Timmerman, and Anika Witman.





The University of Wisconsin-

University of Wisconsin (UW)-Extension provides statewide access to university resources and research so the people of Wisconsin can learn, grow and succeed at all stages of life. UW-Extension carries out this tradition of the Wisconsin Idea – extending the boundaries of the university to the boundaries of the state – through its four divisions of continuing education, cooperative extension, business and entrepreneurship, and broadcast and media innovations.

Cooperative Extension

Who We Are

With an office in each Wisconsin county, Cooperative Extension develops practical educational programs tailored to local needs and based on university knowledge and research. We deliver our expertise to the public, addressing a wide range of needs to people, plants and animals, in both urban and rural areas of the states.

What We Do

We teach, learn, lead and serve, connecting people with the University of Wisconsin, and engaging with them in transforming lives and communities.



The Wisconsin Idea

"The University of Wisconsin's direct contributions to the state: to the government in the forms of serving in office, offering advice about public policy, providing information and exercising technical skill, and to the citizens in the forms of doing research directed at solving problems that are important to the state and conducting outreach activities."

– Jack Stark, "The Wisconsin Idea: The University's Service to the State", p.1

Contact

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