

# Baileys Harbor

University of Wisconsin-Extension  
Community Vitality + Placemaking

## Design Wisconsin Team: Summary Report



### Introduction

On November 5, 2015, a group of 20 volunteers found their way to Baileys Harbor, Wisconsin to donate their time and expertise in hopes of helping the community discover their shared vision for the future. The following report documents the outcomes of the Design Wisconsin Team's visit.

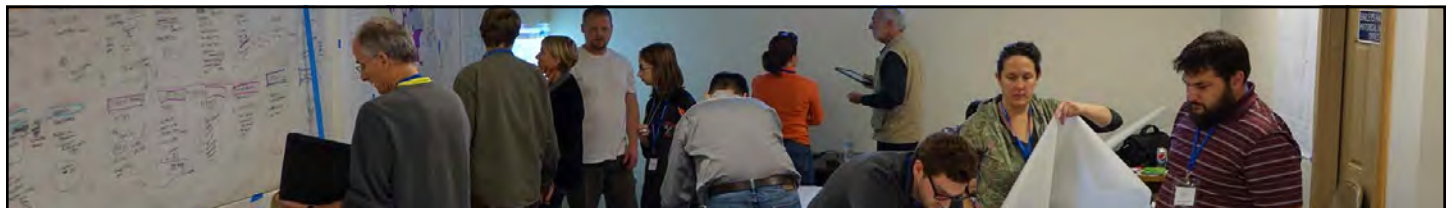
### The Design Wisconsin Team

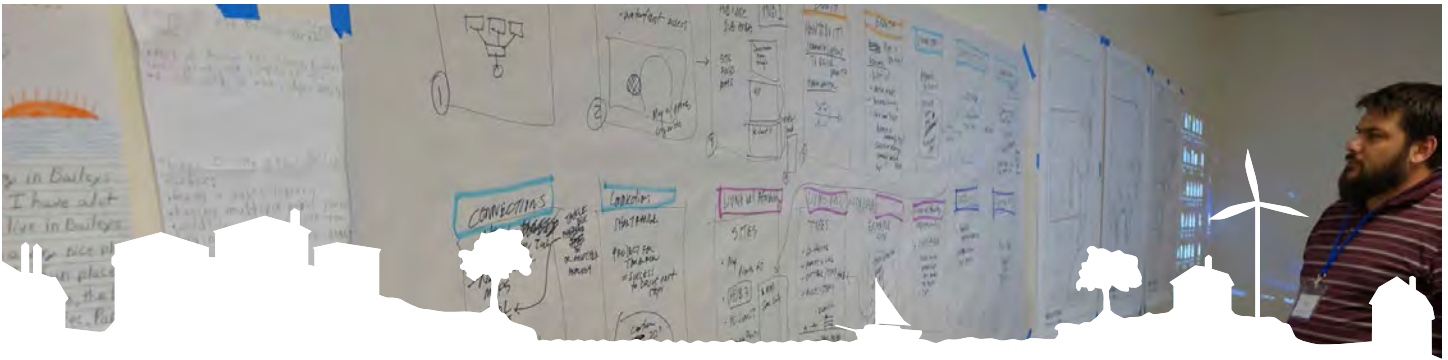
The Design Wisconsin Team is a community design program offered by the University of Wisconsin Extension's Community Vitality & Placemaking Team. The purpose of the Design Wisconsin Team is to assist local communities identify and visualize their short-, medium-, and long-range vision for the future.



The Team features volunteers from planning and design professions who donate their time and talent over the course of a long weekend (the Visit). The Baileys Harbor Design Team consisted of team members from Wisconsin and Minnesota with backgrounds in architecture, urban design, landscape architecture, public art, economics, planning, education, political science, community marketing, and digital communication. Team members stayed with host families and were immersed in the community through a series of public engagement activities. The outcomes of the Visit were large, hand-drawn illustrations of the community's shared vision.

Baileys Harbor represents the first Design Wisconsin Team Visit that utilizes the involvement of the local Extension educator as a local "coach" for the community. Professor Rob Burke, Community, Natural Resource & Economic Development Educator for Door County, has provided the community with the technical support necessary to bring the Team to Baileys Harbor and will be assisting the community with implementation after the Team leaves.





## Baileys Harbor Team Schedule

- Friday, November 6, 2015
  - 8:15 AM Design Team convenes at Town Hall, downstairs meeting room
  - 8:30 AM Overview and introductions (UWEX)
  - 9:00 AM Baileys Harbor Historical Society (Suzanne Bauldry)
  - 9:20 AM County Soil & Water Conservation (Greg Coulthurst)
  - 9:40 AM Planning and zoning (Mariah Goode, county; Gordon Rowley, town)
  - 10:00 AM Baileys Harbor Community Association (Brynn Swanson)
  - 10:20 AM Walking tour of Town Hall/library, Fire Station, Marina, and Brann parking area (Doug Smith)
  - 10:40 AM Door County Economic Development Corporation (Sam Perlman)
  - 11:00 AM Door-Tran (Pam Busch)
  - 11:20 AM Door County Human Services/ADRC (Jake Erickson)
  - 11:40 AM Baileys Harbor youth (Sophie Friedenfels, Kelly Leonard, and Magan Leonard)
  - 12:00 PM Lunch with seniors and youth at Town Hall
  - 12:45 PM Youth attending Baileys Harbor Kids' Day at Town Hall
  - 1:30 PM Walking tour of downtown to Toft House
  - 1:40 PM Toft House tour
  - 2:00 PM Bus tour
  - 4:00 PM Team meeting to prepare for Town Meeting at Town Hall conference room
  - 5:30 PM Community potluck supper at Town Hall auditorium
  - 6:00 PM Team joins community for supper at Town Hall auditorium
  - 6:45 PM Introductions and overview at Town Hall auditorium
  - 7:00 PM Town Meeting & Dotmocracy at Town Hall auditorium
  - 9:00 PM Team debriefing and deliberating at Town Hall auditorium
- Saturday, November 7, 2015
  - 8:00 AM Review Dotmocracy results from Town Meeting at Town Hall conference room
  - 8:30 AM Community values
  - 9:00 AM Snow carding exercise to develop themes and framework
  - 9:30 AM Develop framework for outputs
  - 10:30 AM Review framework elements
  - 11:30 AM Working lunch
  - 12:30 PM Production time
  - 5:00 PM Working supper: title blocks, hang boards on wall, and presenters develop notes
  - 5:30 PM PowerPoint photo shoot
  - 6:30 PM Set-up presentation technology
  - 7:00 PM Team presentation to the community at Town Hall auditorium
  - 9:00 PM Team debriefing and deliberating
- Sunday, November 8, 2015
  - 9:30 AM Farewell gathering and carpooling loading at Town Hall





## Community Values

On Friday, November 6, approximately 170 members of the Baileys Harbor community participated in a group exercise designed to share their hopes and concerns about the future.

Following a pot-luck dinner, community members were asked to answer key questions onto notecards. After a some small group discussion and synthesis, participants reviewed all the responses for each question and voted for their favorite responses with stickers (a.k.a. "dotmocracy"). The most popular responses for each question are listed below with the number of "votes" indicated in parentheses.

### 1. What characteristics do you love most about Baileys Harbor and what are you most proud of?

- Peaceful, friendly, quiet community (20).
- Natural environment (17).
- Small town personality (10).

### 2. What Baileys Harbor issue or concern that makes you most anxious?

- Lack of young families/lack of job opportunities (25).
- Development that will change the "feel" of Baileys Harbor (22).
- Lack/resistance to community growth (8).

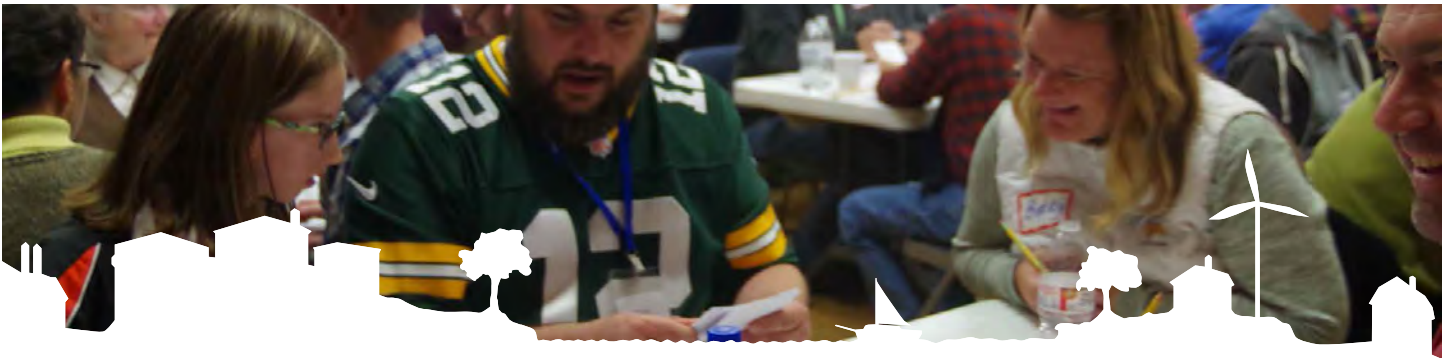
### 3. It's 2030, what makes Baileys Harbor unique in Door County?

- Year-round economy (16).
- Eco-tourism development (9).
- The Ridges (8).
- Hip-young-old-new variety of businesses (7).

### 4. There are many perspectives in Baileys Harbor (locals, natives, tourists, farmers, seasonal, etc.) What can we all agree needs to be done for the future of Baileys Harbor?

- Business development that enables jobs and prosperity while keeping small town feel (32).
- Maintain beauty, greenspace, and natural resources (16).
- Keep and attract young families (15).
- Housing for workers (6).





5. What kind of project would motivate you to get involved?

- Dog park (10).
- Trail system (8).
- Attract small businesses (8).
- Nature-related activities (8).
- Year-round thriving community (6).
- Maintain beauty of village (6).

6. You find a Genie in a Bottle at Anclam Beach...

What is your ONE wish for the future of Baileys Harbor?

- Sustainable year-round economy (18).
- Sustained intelligent growth (10).
- Balancing environment with business (9).
- Diverse population-seniors, young families, etc.(8).
- Internet (8).
- Full service town-grocery, medical, housing for young and old (7).
- More businesses to stay open all year (6).



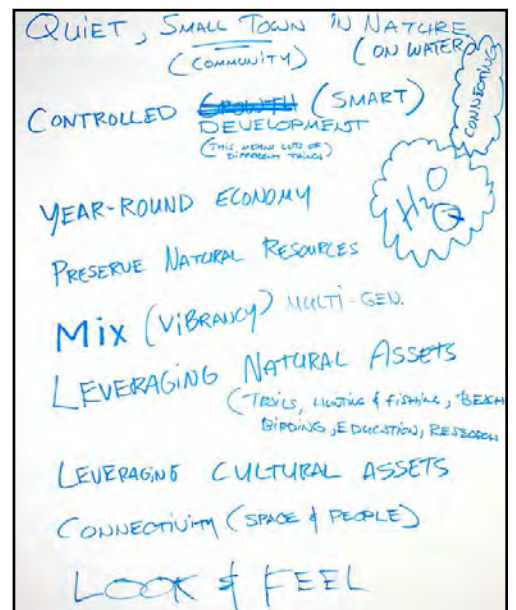
After reviewing the outcomes of the “dotmocracy” exercise, Design Team members summarized the results into a list of “Community Values” from which to develop short-, medium-, and long-range visions of the Town’s shared vision of the future.

**Big Picture**

Several key “big picture” themes that came out of the Baileys Harbor Design Team Visit.

- A Year-Round Economy: create opportunities to sustain and grow businesses that will contribute to a vibrant year-round economy.
- Identity: encourage growth without losing unique qualities that define Baileys Harbor.
- Nature: enhance, promote, and protect Baileys Harbor’s natural assets, as they are significant.
- Quality of Life: maintain and enhance quality of life for all existing and future community members.

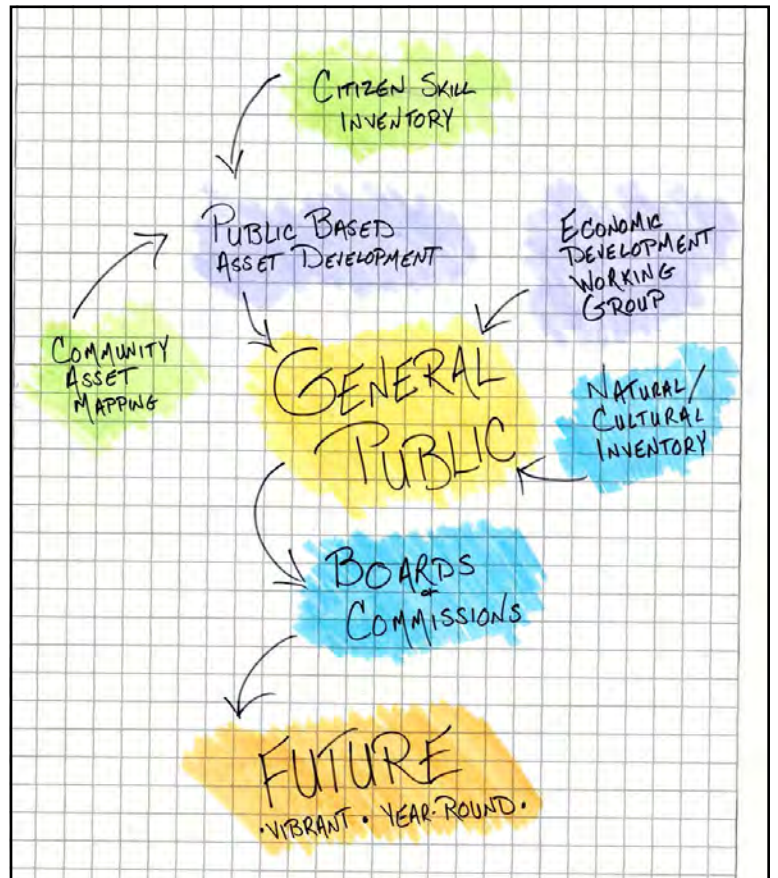
These “themes” helped frame the work of the Design Team when they began developing ideas that would eventually be drawn onto the final presentation boards. The following outcomes represent those ideas that the Team felt they had the expertise and time to address.

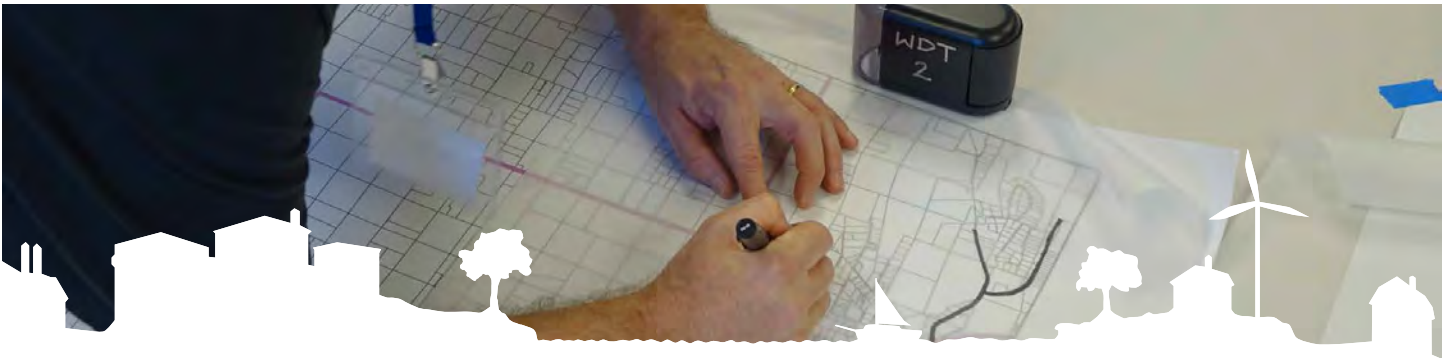




## Organizational Structure

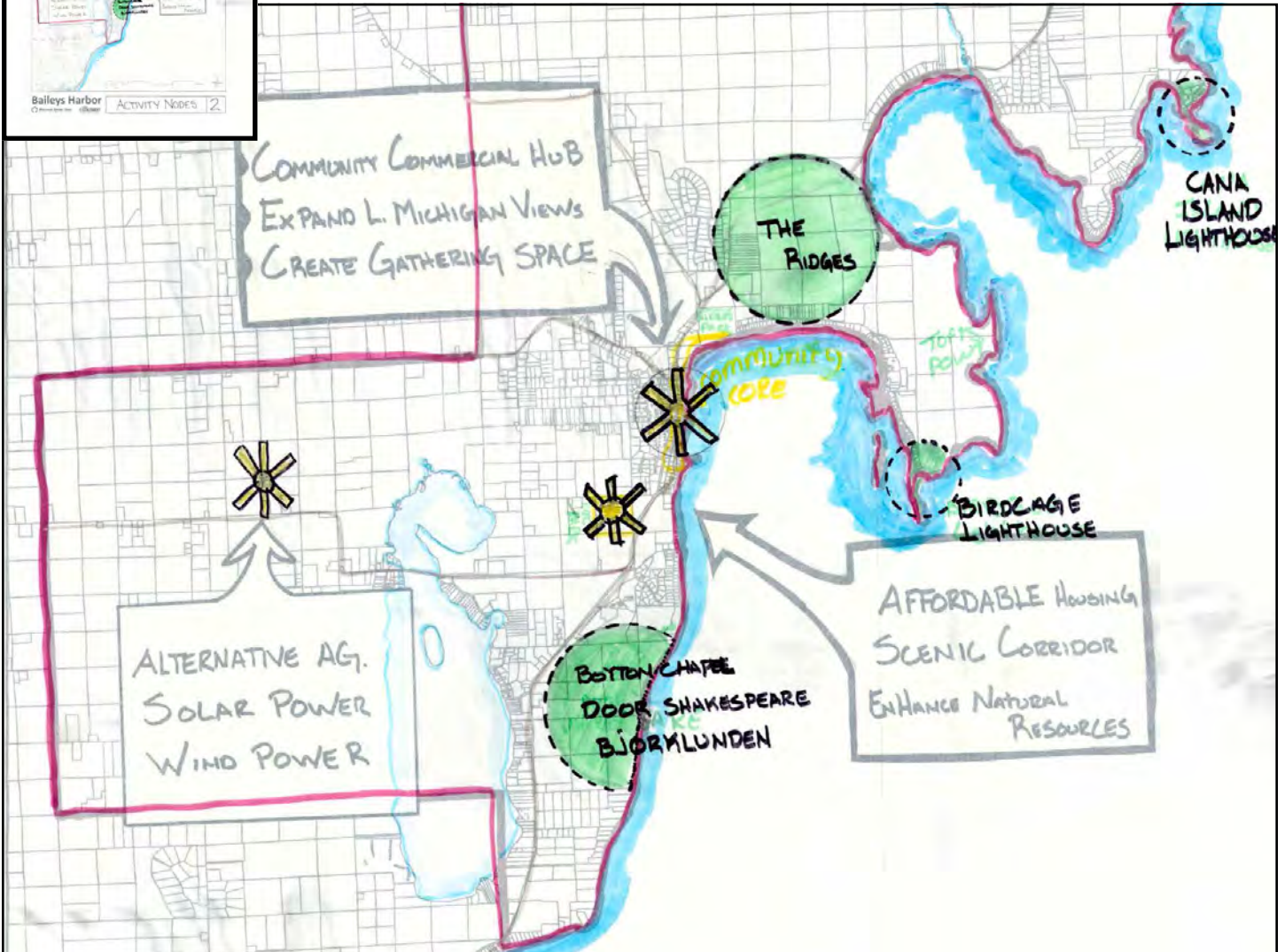
This illustration depicts the change process as it relates to the community structures of Baileys Harbor. Here we see how an inventory of "Citizen Skills" and "Community Assets" can inform a "Public Based Asset Development" program/group. This program/group, along with the "Economic Development Working Group" and "Natural/Cultural Inventory" informs the "General Public" about unique opportunities that the community of Baileys Harbor can act upon to enhance the quality of life for its citizens. The "General Public" can then choose, when necessary, to work through or with formalized "Boards and Commissions" to implement change that supports a "Vibrant, Year-Round Future" for Baileys Harbor.

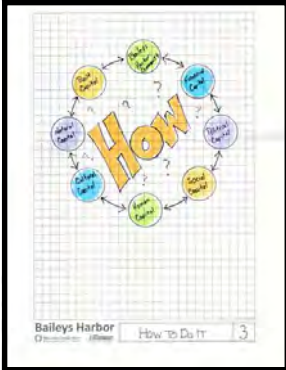




### Activity Nodes

This illustrates the location of "activity nodes" that contribute to the identity of Baileys Harbor. These special places are community amenities or special places that give meaning to Baileys Harbor. When thinking about what makes Baileys Harbor special, consider mapping them and developing strong connections between them.

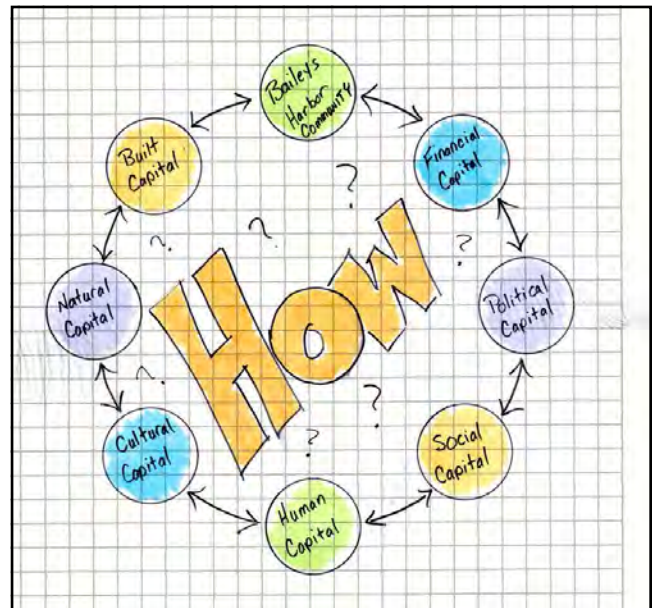


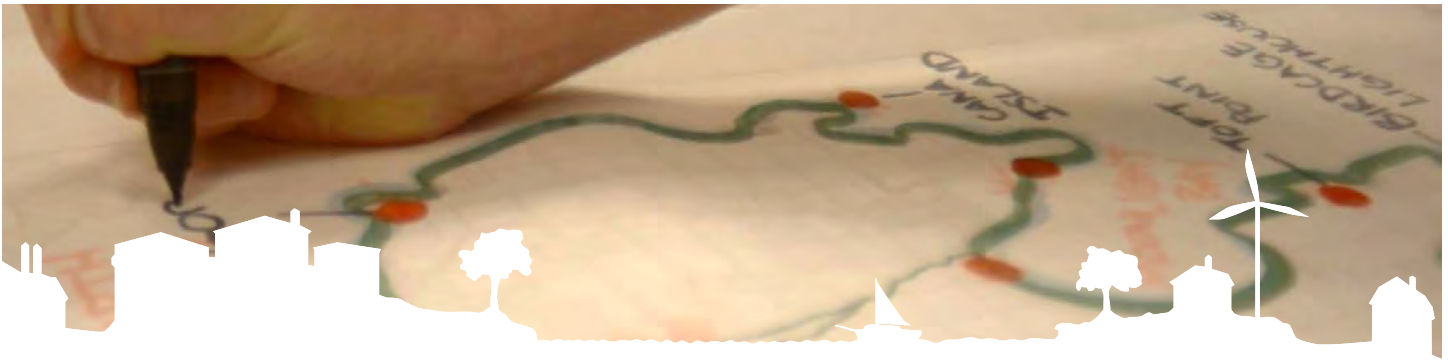


### How To Do It

This diagram illustrates how a community successfully implements positive change. As you can see, the diagram is not necessarily linear, nor does it rely on one particular element or group for direction. In fact, it shows how interdependent each of the elements are for contributing to a community that “get things done”. Specific elements include:

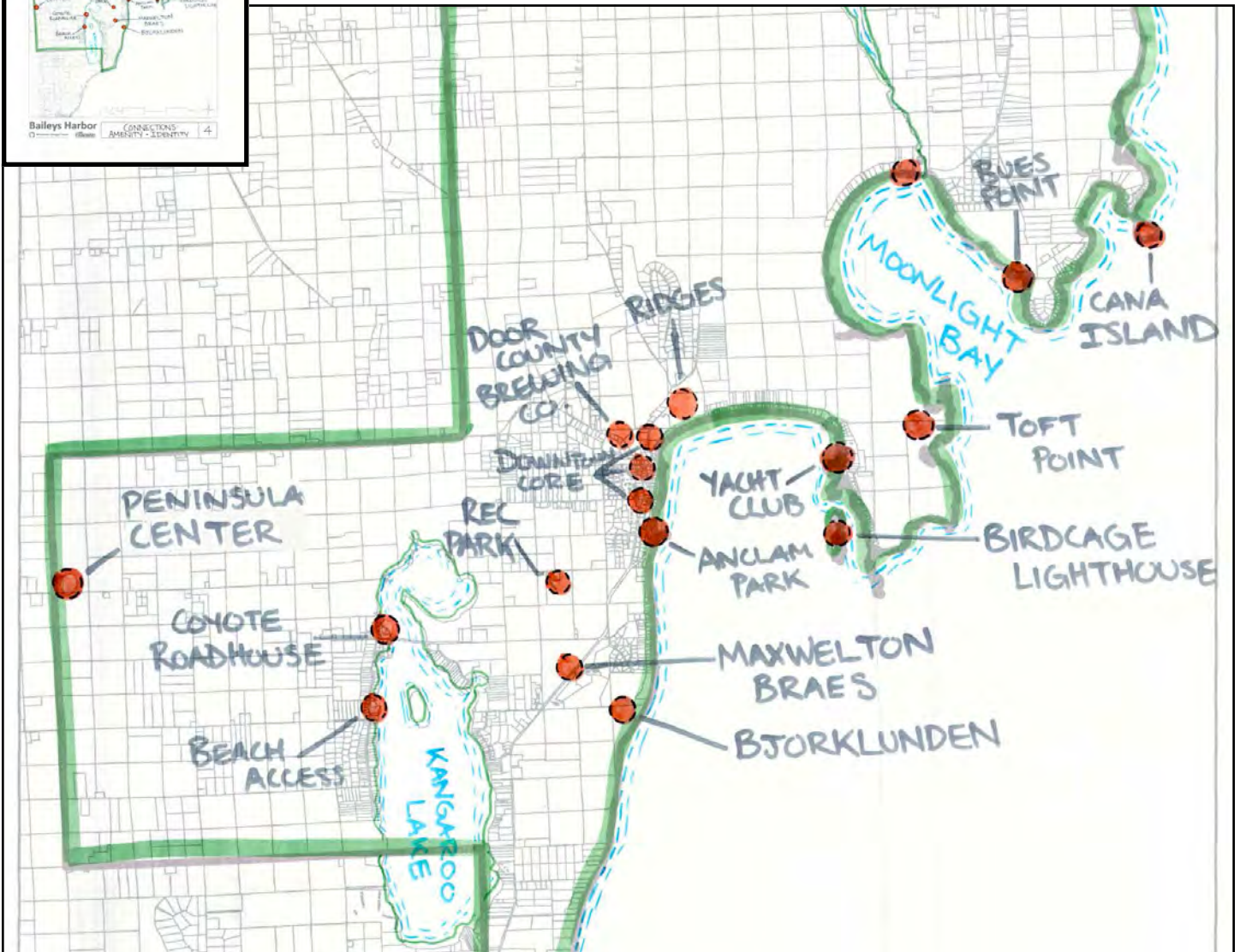
- Baileys Harbor Community: people who live, work, and play in Baileys Harbor that contribute to Baileys Harbor’s identity
- Built Capital: the physical, human-made structures and infrastructures that contribute to Baileys Harbor’s identity
- Natural Capital: the natural amenities that contribute to Baileys Harbor’s identity
- Cultural Capital: the historic and cultural attributes that contribute to Baileys Harbor’s identity
- Human Capital: the individual people of Baileys Harbor whose interests, time, and talents can be leveraged to institute positive change
- Social Capital: the groups of people and their interactions with one another that when coordinated, can bring about positive change.
- Political Capital: the influential individuals and groups of people (elected or non-elected) who motivate, connect, envision, or support positive change
- Financial Capital: the economic forces that exist within Baileys Harbor that leverage positive change



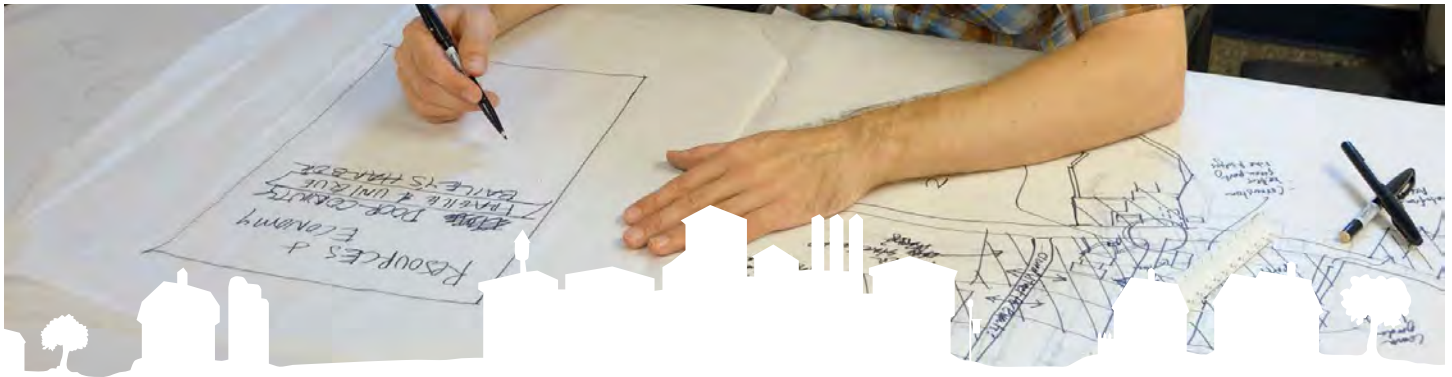


### Connections: Amenity + Identity

This drawing illustrates locations of significant amenities that contribute to the unique character and identity of Baileys Harbor. The purpose of mapping these locations is to identify areas of future investment/enhancement/protection and to establish physical/visual/social connections to reinforce Baileys Harbor's uniqueness.

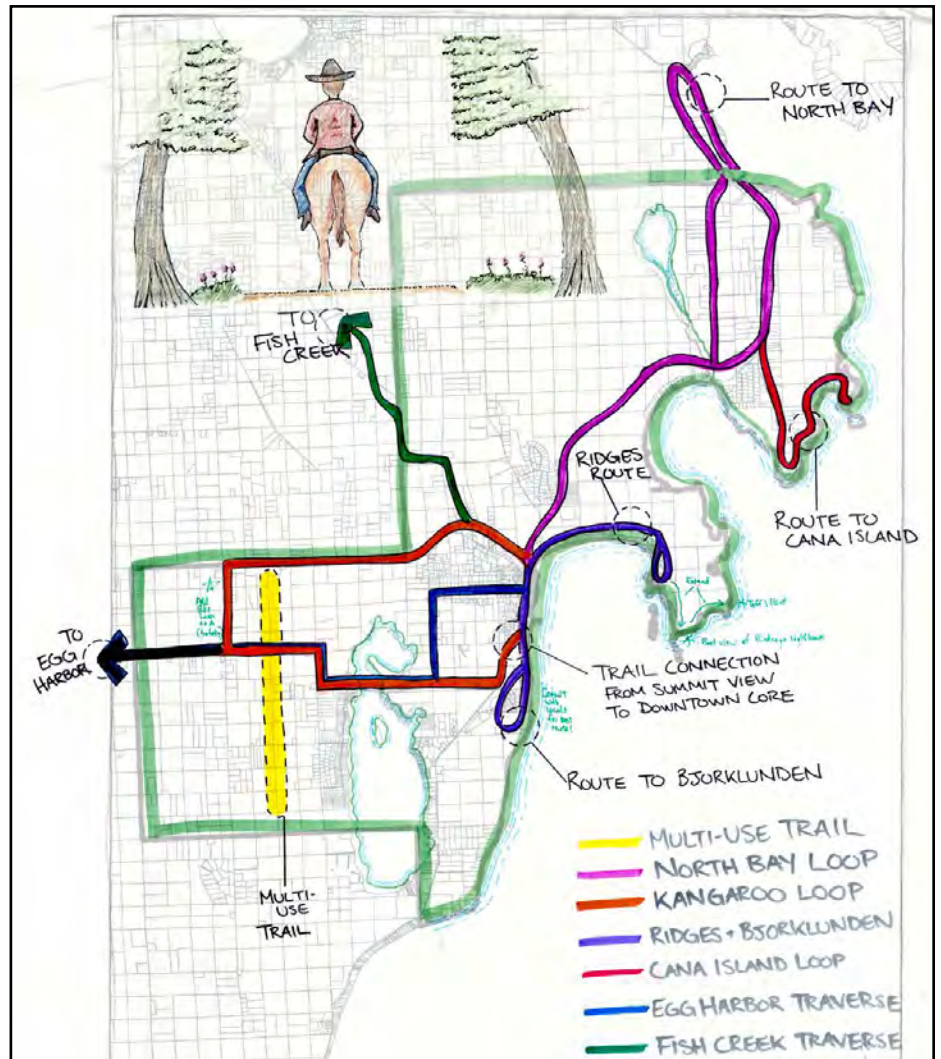






## Connections: Bike Routes

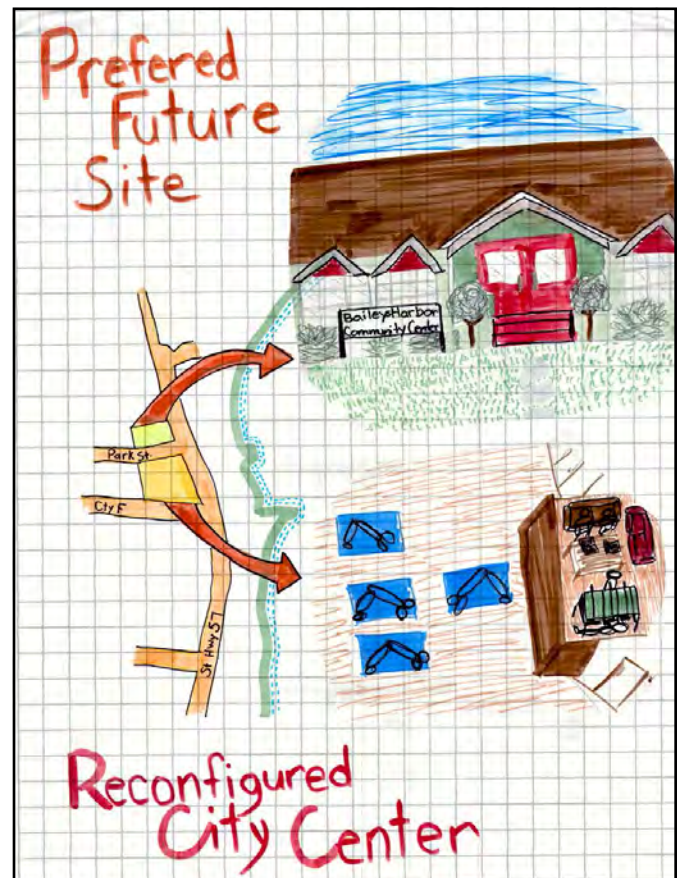
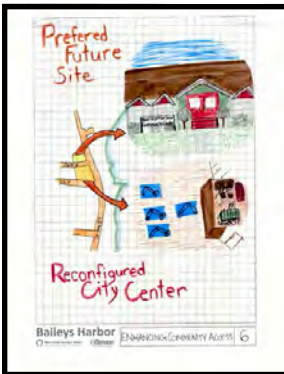
You have done a lot of planning work around connectivity. For example, your 2014 County Bike Plan and Baileys Harbor Comprehensive Plan provide recommendations for connecting community amenities. This illustration refines your work with suggested shorter recreational bike routes and a couple of longer routes for serious riders who want to traverse the peninsula. We also recognize the importance of multi-purpose trails as symbolized by the horse's backside.





## Enhancing Community Access

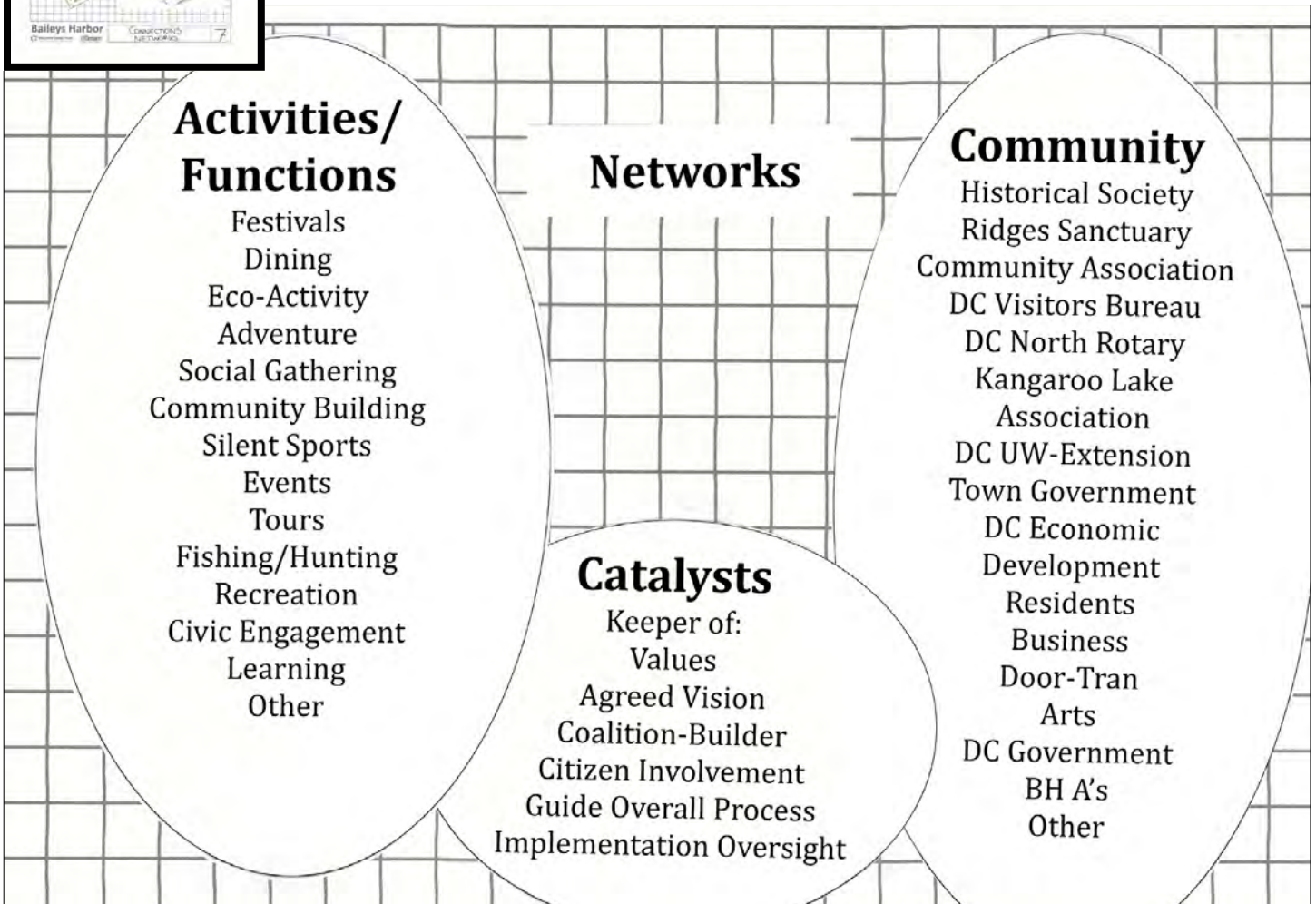
The Design Team heard from a variety of community groups and individuals who stressed the importance of enhancing existing community gathering spaces. The Town Hall is an excellent opportunity to build off an existing community asset that will provide necessary services, enhance individual quality of life, provide gathering spaces for youth and other groups, and encourage health and wellness. The Team encourages community members to work together to provide for extended hours of operation and encourage educational and recreational programming that benefits all ages. If future demand warrants additional space, consider a site that is centrally-located near existing public areas in the downtown.





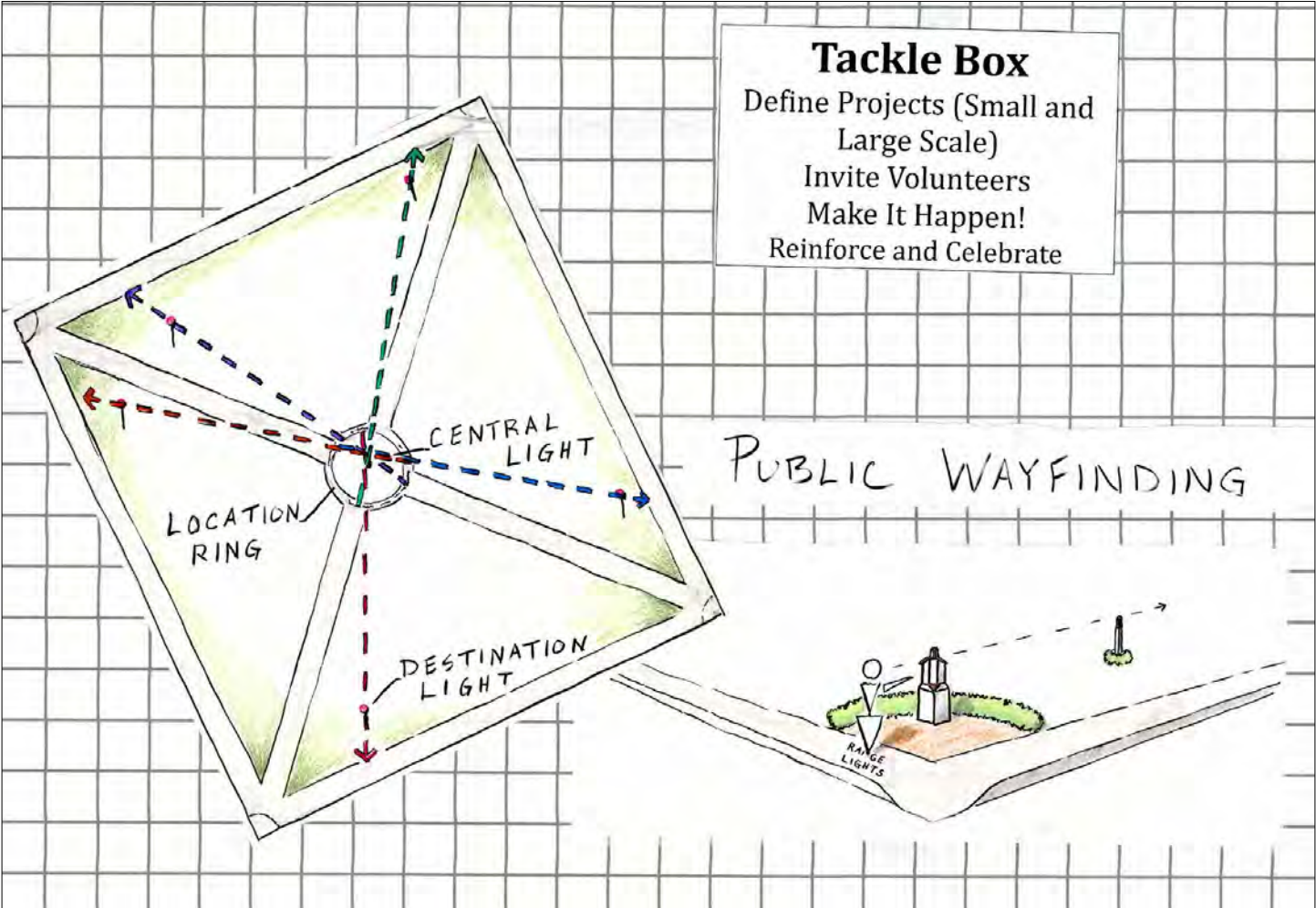
## Connections: Networks

Those of us who work with communities know that no one entity is in charge of community change. A lot of our collective work is about mobilizing the community. The diagram above illustrates the power of networks in which many community actors address a wide variety of activities. Those actions take place because some of you play a catalytic role. In order to implement change, consider our "Tackle Box" which outlines the steps critical for implementing positive community change.





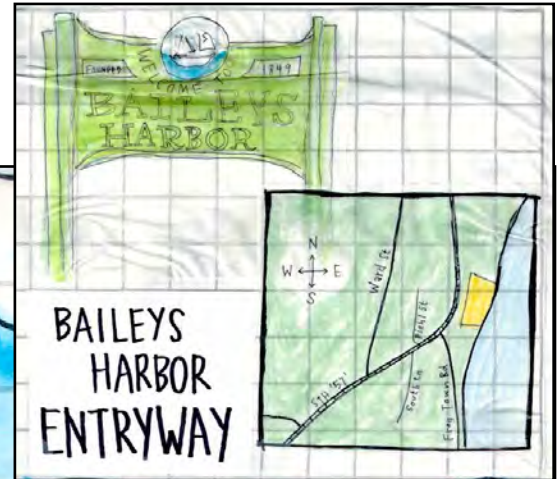
In addition to the social networks are the physical networks of a community. Local public amenities should be easy to find and encourage people to access them. One such means might be to develop a series of public way-finding devices that allow users to locate destinations using the "Range Light" method of aligning objects. In the illustration we see a user standing at one such object and aligning themselves with a far away device to find their desired destination.





### Connections: Quick Success to Drive Next Steps

Ready, Set, Go! Implementation of positive community change doesn't need to be overwhelming, costly, or grueling. In fact, successful community change usually starts with projects that are quick, simple, inexpensive, and fun. This drawing illustrates some examples of small projects that might yield big results that will build momentum in the community to take on larger projects. Some examples are new entryway signage and small parks with informational kiosks that direct users to areas of interest while telling the story of Baileys Harbor.





READY  
SET  
GO!

A SMALL INVESTMENT  
OF  
TIME AND ENERGY  
COULD YIELD A  
BIG RETURN



PROJECT  
ACTIVITIES

- PUT UP A SIGN
- CLEAR BRUSH & RUBBLE
- CREATE PATH TO SHORE
- INSTALL BENCHES
- DESIGN INFO KIOSK





### Living Well Affordably: Summit View

One of the most significant challenges facing Baileys Harbor is to develop a year-round economy that attracts and retains professionals and families while providing for opportunities to age in place. The Town Board purchased land adjacent to recreational park for future development. While the Team agrees that communities, in general, should make every attempt to develop underutilized sites before developing a undeveloped area, we thought it necessary to illustrate what type of development might suit the needs of Baileys Harbor at that site.

The drawings illustrate a mixed-housing conservation subdivision that preserves existing wooded areas and forms multi-modal connections from the downtown to the existing recreational park. The site provides for a mix of housing types to address "gaps" in the existing housing profile.





- Single-Family Detached Condominiums: provide single-family housing lifestyle, but at a reduced entry-cost.
- Row Housing: provides for medium-level incomes to enter the housing market by lowering operational and infrastructure costs.
- Multi-Family Housing: provides for entry-level incomes to find local housing that focuses on outdoor recreation and lifestyle.
- Summit View Tower: a 5-story condominium with panoramic views of Lake Michigan with a public meeting area reserved on the top floor. This structure requires an exemption from or change to existing height restrictions. The purpose of building a "tower" is to demonstrate how additional density (especially one with views of the lake) may be able to subsidize the costs for the rest of the development. Higher density "towers" with smaller footprints are excellent ways of reducing the impact on the natural environment while increasing housing options that increase the tax base.
- Summit View Assisted Living: a multi-story building that provides for a spectrum of housing and care to meet the needs of an aging population that wants to stay connected to nature.

These structures would be arranged so to preserve as much natural area as possible while encouraging people to get outside and enjoy nature. A system of trails complete with benches, informational kiosks, a dog park, and retention pond provide residents and visitors opportunities for health and wellness, social interaction, and outdoor recreation. Individual buildings could feature photo-voltaic solar panels to reduce energy costs and rainwater collection and distribution systems for community gardening.

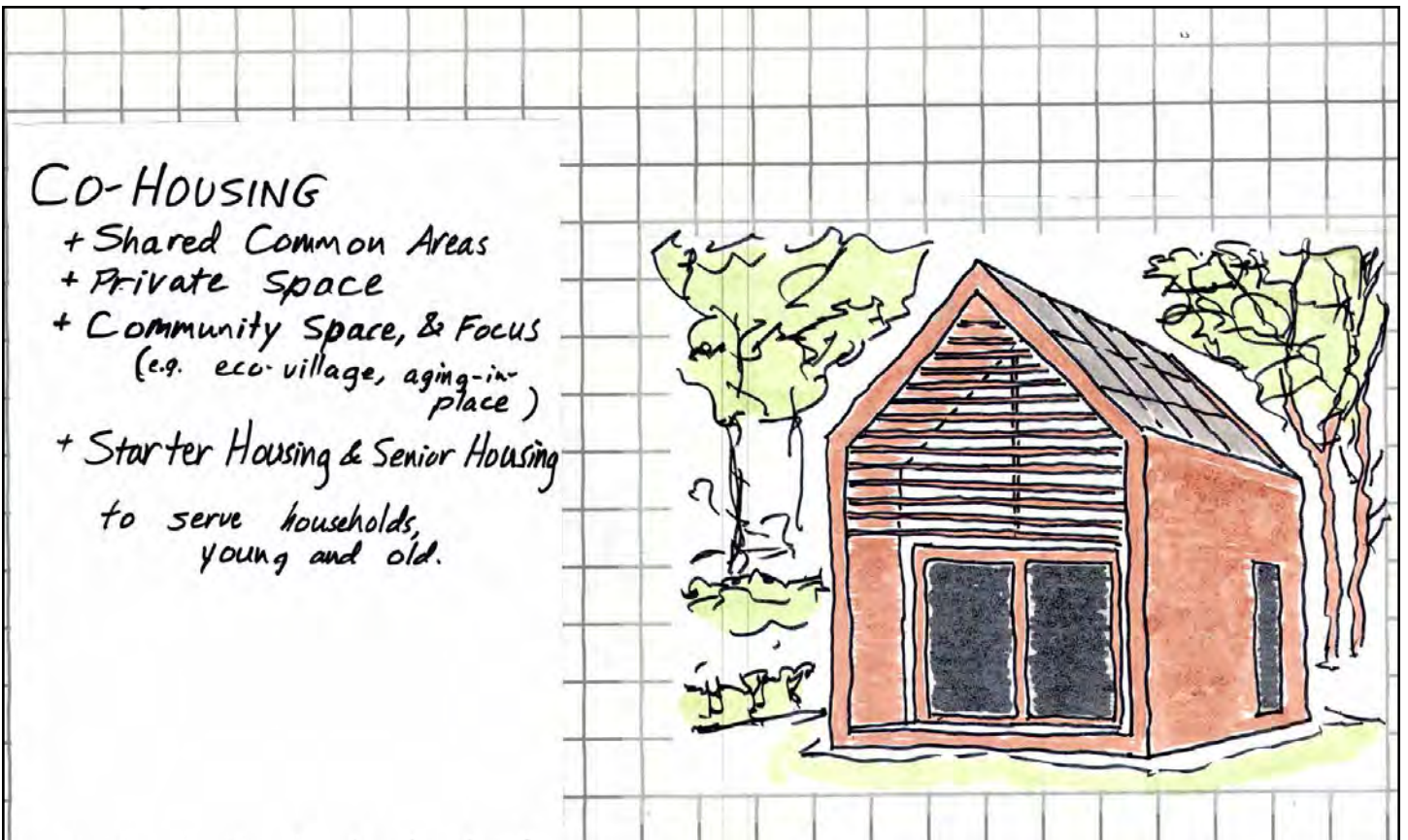


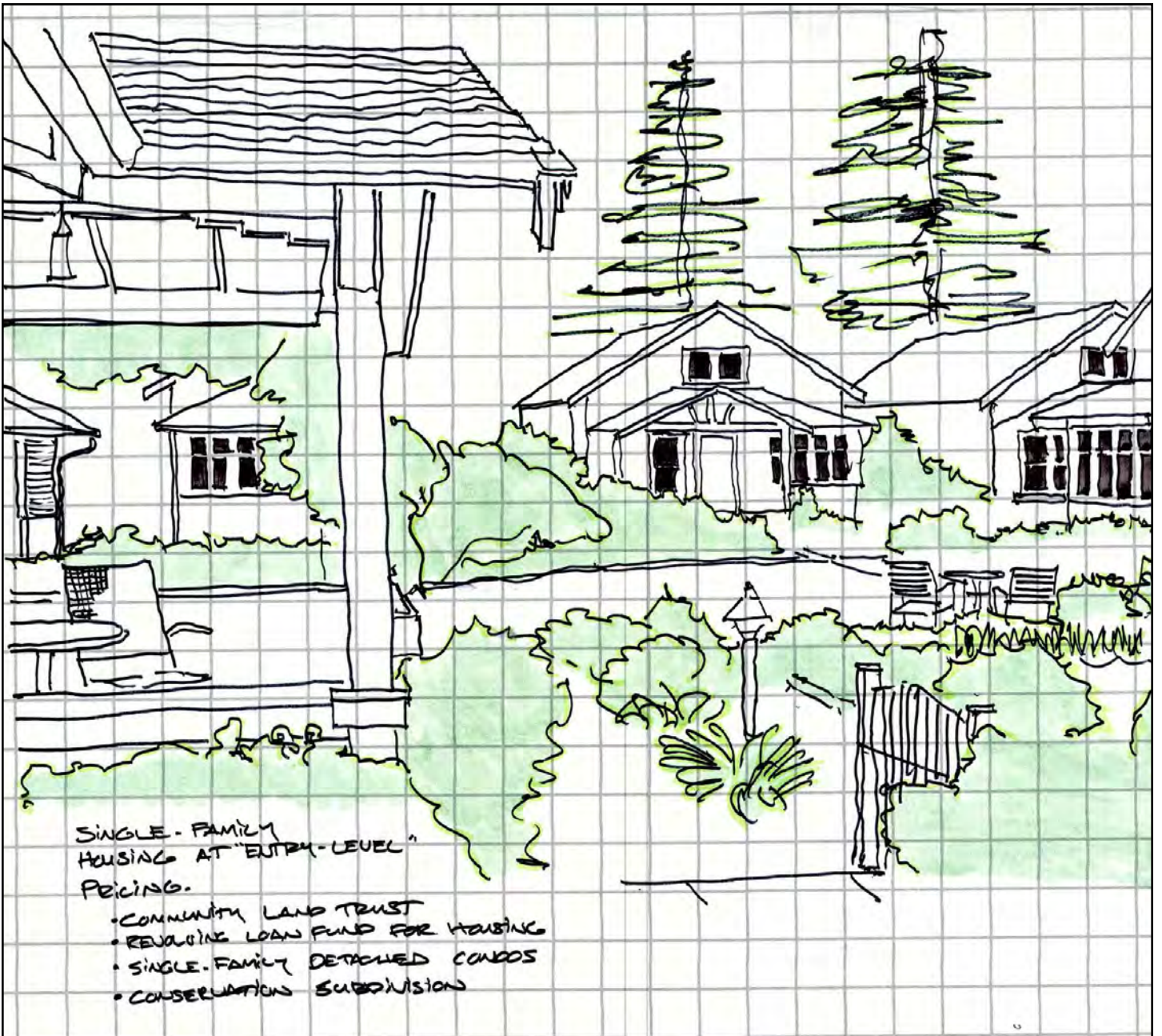
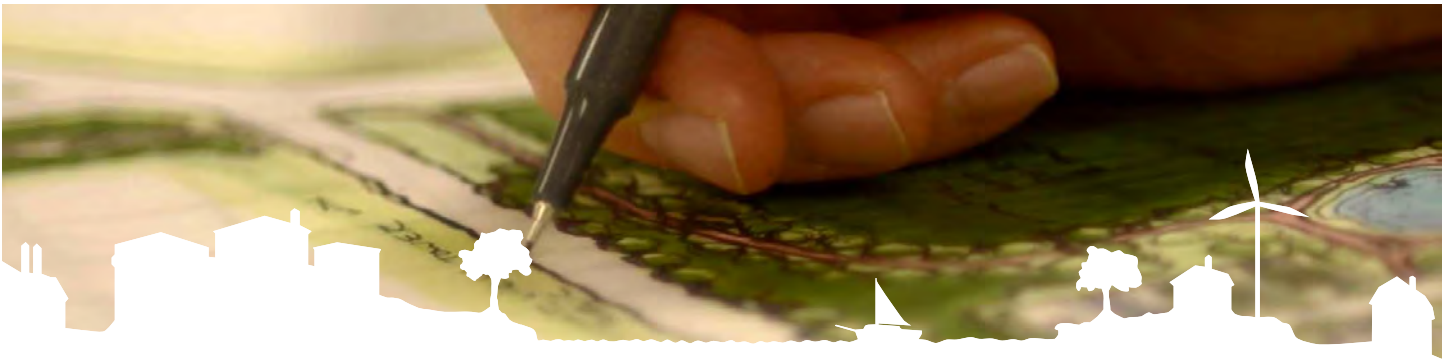




### Living Well Affordably: Infill Housing

Small, detached single-family condominiums would offer young families an opportunity to enter the housing market without paying for the full value of the property and still have a "traditional" model for raising their family. A community land trust and/or revolving loan fund for housing could help subsidize purchasing costs. For folks who only need temporary housing or very simple accommodations, consider portable small-house units that could be arranged as an eco-village (use of solar photo-voltaic cells and shared water and waste systems) or as individual sites located in underutilized sites throughout the community.





SINGLE-FAMILY HOUSING AT "ENTRY-LEVEL" PRICING.

- COMMUNITY LAND TRUST
- REVOLVING LOAN FUND FOR HOUSING
- SINGLE-FAMILY DETACHED CONDOS
- CONSERVATION SUBDIVISION





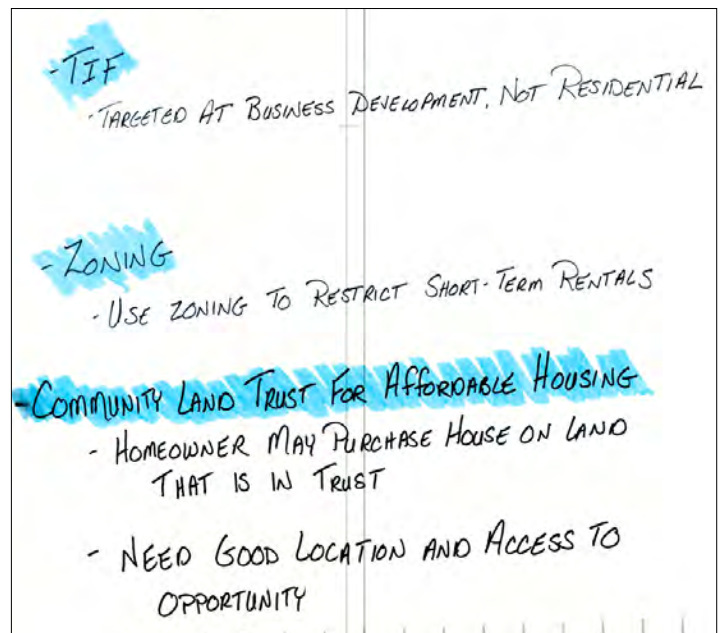
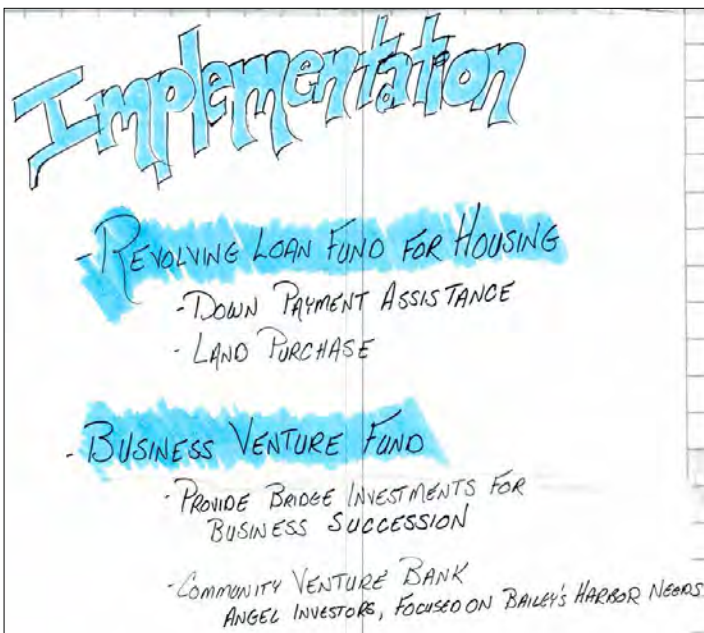
## Living Well Affordably: Implementation

This drawing illustrates the different implementation tools available to address housing needs in Baileys Harbor.

**Revolving Loan Fund for Housing:** a loan program that local investors and public entities could contribute towards for the purpose of lower housing costs either through down payment assistance or land purchase.

**Business Venture Fund & Community Venture Bank:** locally-controlled funding operations contributed to by local businesses and individuals for the purpose of bridging the costs of business succession and growing local businesses that meet Baileys Harbor's needs.

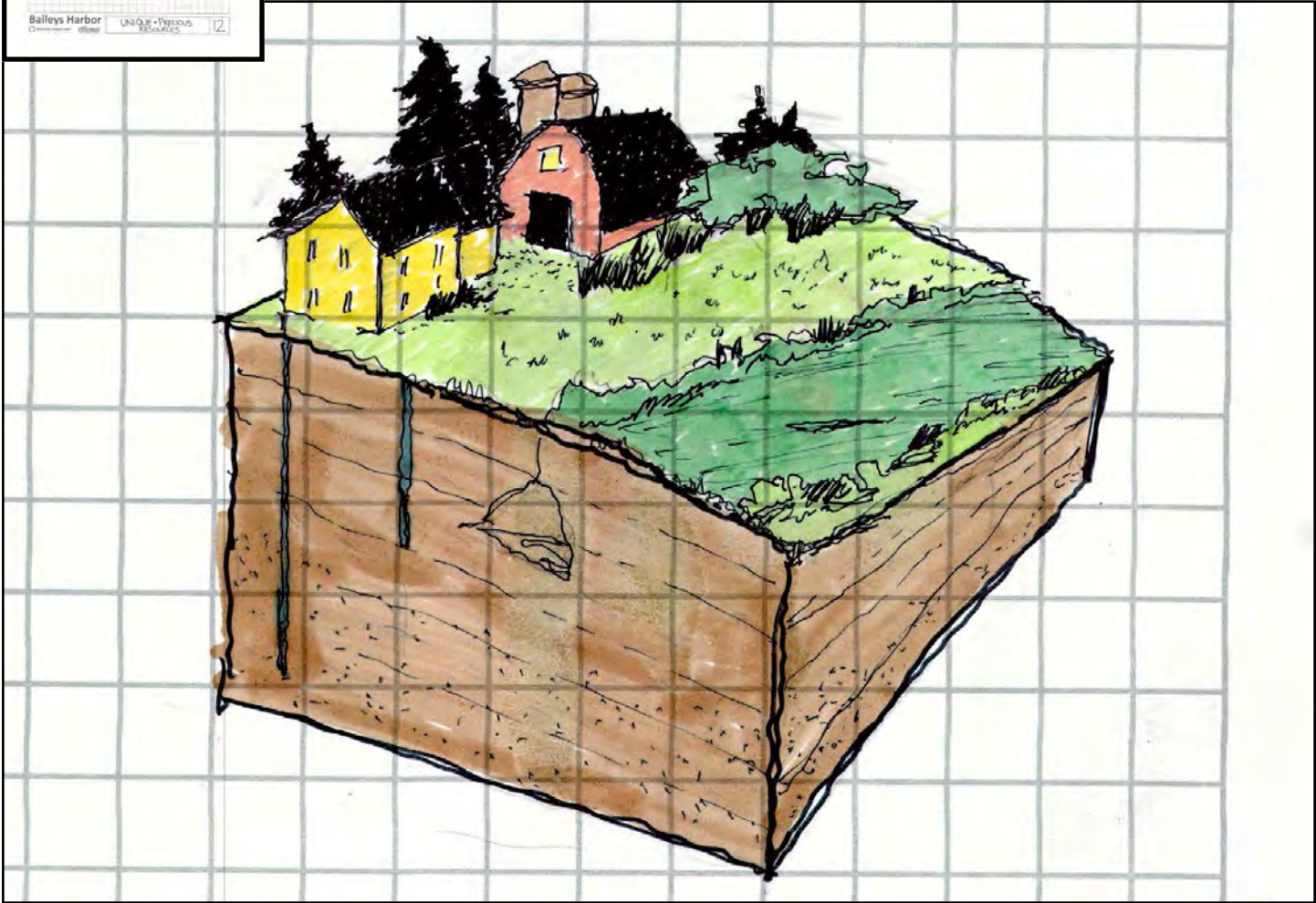
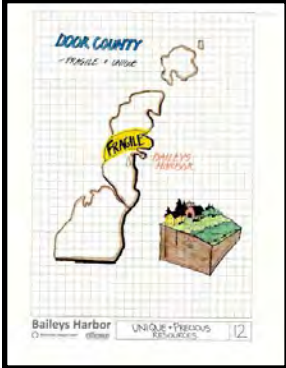
- **Tax-Incremented Financing (TIF) Districts:** revenue-generating mechanisms that target business development critical to Baileys Harbor's needs. TIFs require technical know-how and are allowed by Town governments in limited circumstances.
- **Community Land Trust for Affordable Housing:** locally-controlled funding operation that lowers the cost of home ownership by purchasing land from property. Homeowner is responsible for cost of structure, not entire property. Trust holds land as an investment to assist in purchasing future lands.





### Unique + Precious Resources

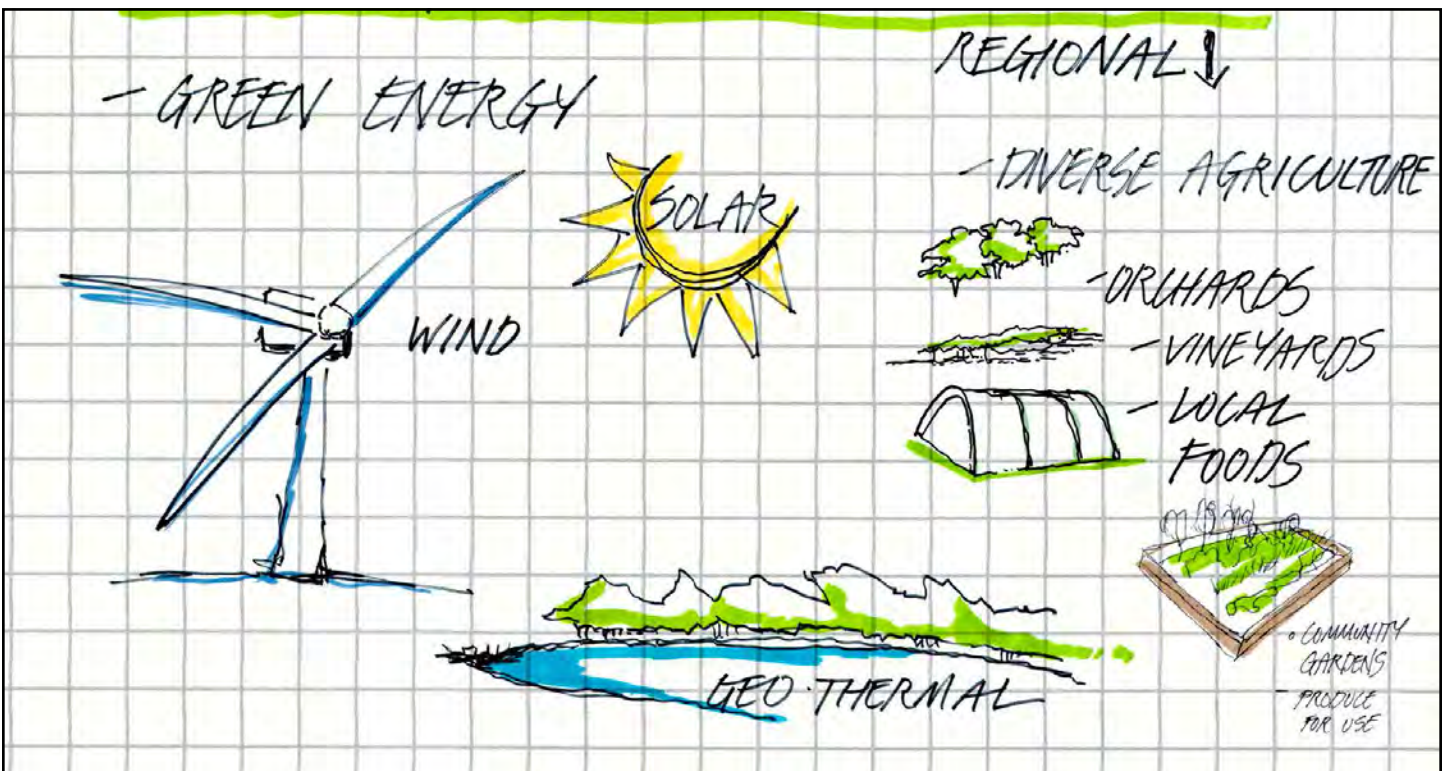
Baileys Harbor's natural features pose unique benefits and challenges. The karst topography of the peninsula coupled with a mix of human-made development often results in severe water quality issues that are extremely difficult to manage. Community members and individuals need to be aware of the fragility of water quality and make purposeful efforts to mitigate and reduce the potential for contamination. This can be addressed through educational programs, demonstration projects, and local community investment in environmentally-sensitive design and uses.





## Green Infrastructure

In order to preserve, protect, and enhance the unique natural assets of Baileys Harbor, the community must commit to developing a "green infrastructure". Just like roads, sewer, and waterlines, green infrastructure is a collection of coordinated devices that form a system that provides a community service. Some examples of devices for addressing water "in Town" include underground filtration/containment/diversion or above ground vegetation. Regional devices might include wind and solar energy systems located along the "spine" of the county in agricultural areas and diverse agriculture (orchards, vineyards, vegetables, etc.) that could contribute to local value-added agriculture (canneries, distilleries, wineries, flash-freeze, etc.).





# GREEN INFRASTRUCTURE

- MAKE IT VISIBLE!!!



- WHEN IT RAINS



- INFILTRATE  
- MANAGE  
- FILTER

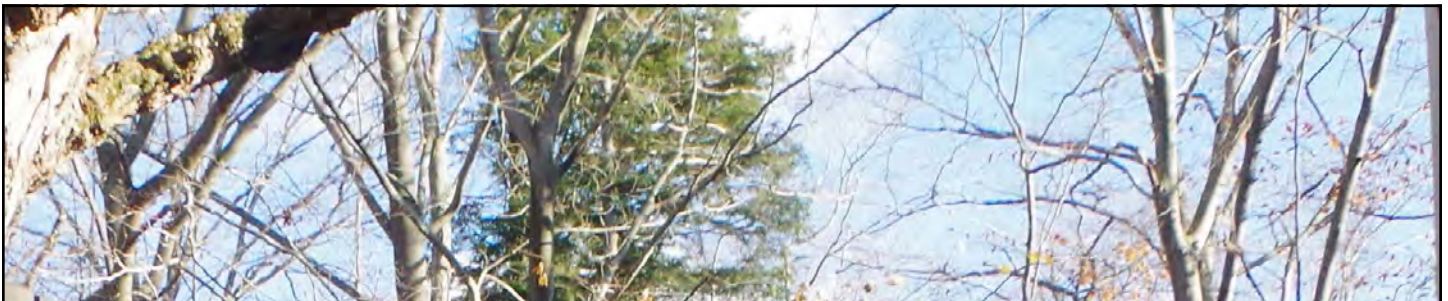


- STORMWATER MANAGEMENT



- PEDESTRIAN SAFETY  
- GREEN PARKING

↑ IN TOWN

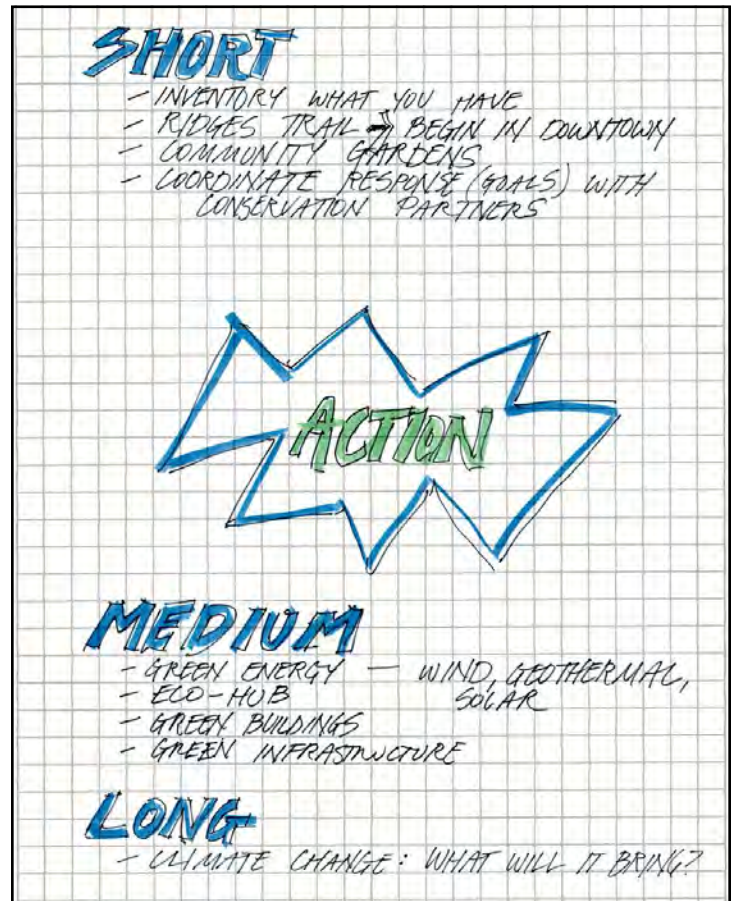


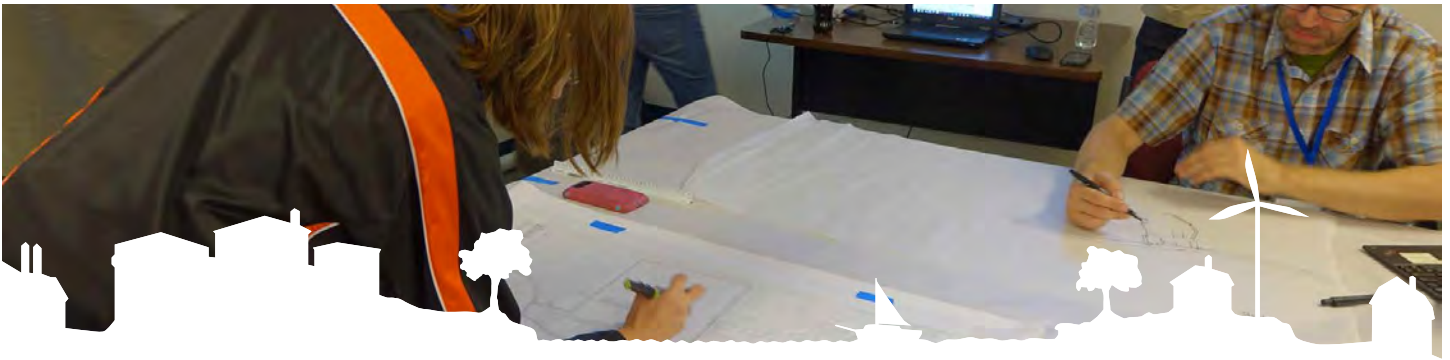


## Natural Resources: Action Plan

This drawing illustrates the short-, medium-, and long-range action items that Baileys Harbor could pursue to protect, enhance, and promote their natural resources.

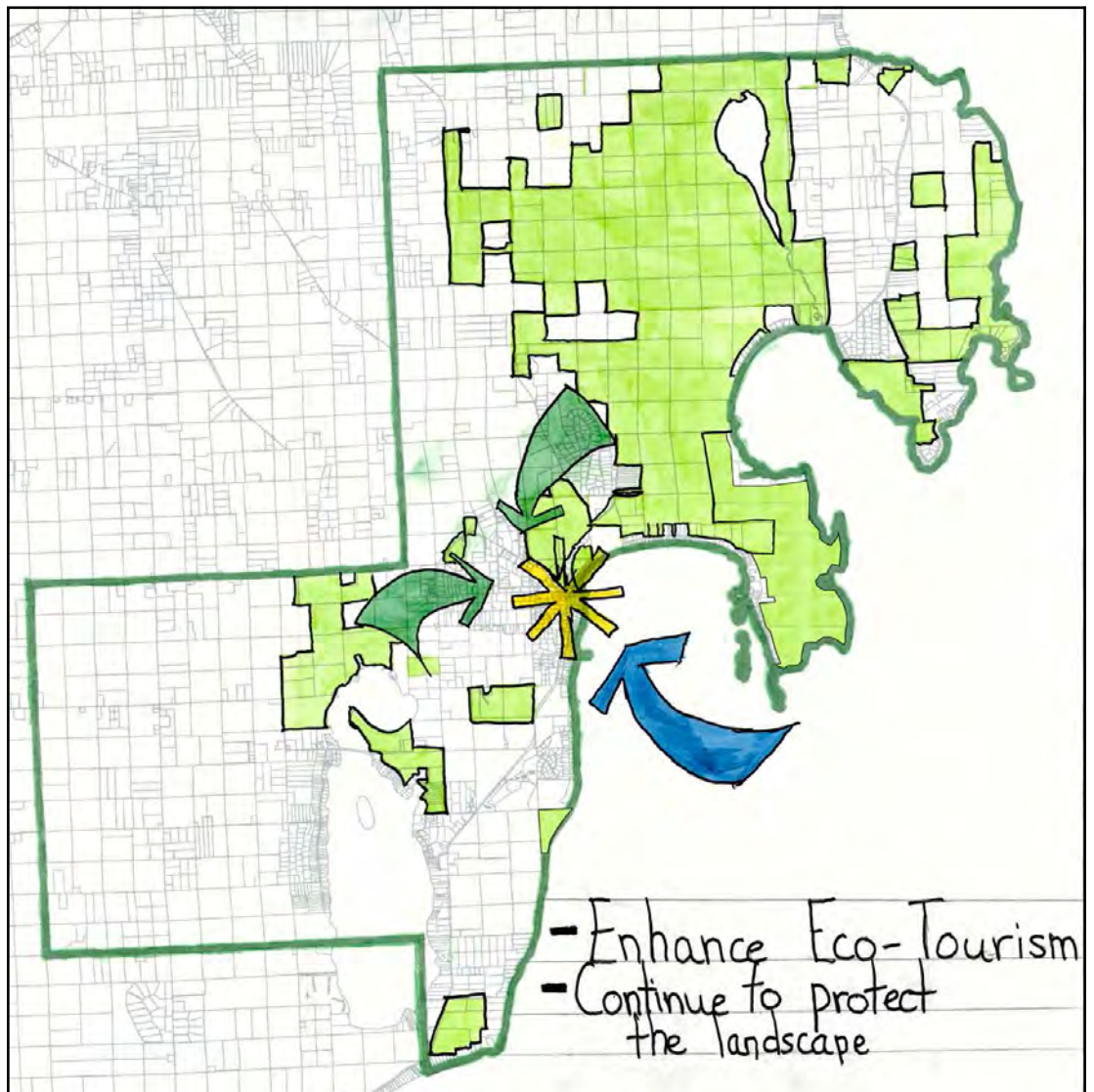
- **Short-range:** Inventory natural resources, develop a Ridges Trail from downtown, create community gardens, and coordinate actions with conservation partners.
- **Medium-range:** Investigate wind energy alternatives for agricultural areas and photovoltaics solar for rooftops and solar fields, transform and promote Baileys Harbor as an "eco-hub" in which the community's unique natural assets are central, and encourage and demonstrate "green building" and "green infrastructure" projects/ programs.
- **Long-range:** Positioning Baileys Harbor to adapt to changes in climate.





## Protected Lands

Over 40% of the lands within Baileys Harbor are protected natural areas. This distinction provides Baileys Harbor with a unique opportunity to become the eco-lifestyle and eco-tourism hub of Door County.

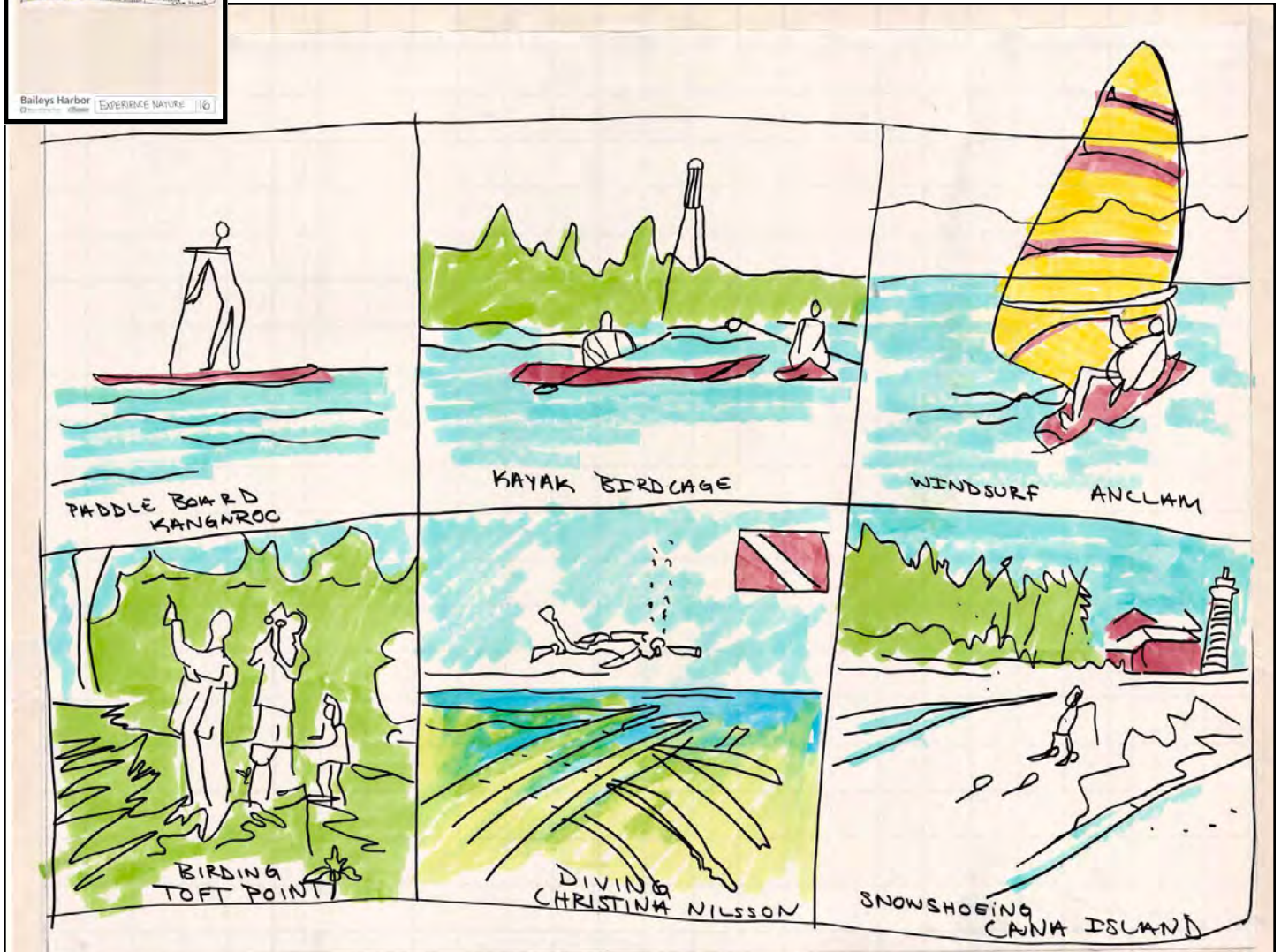






## Experience Nature

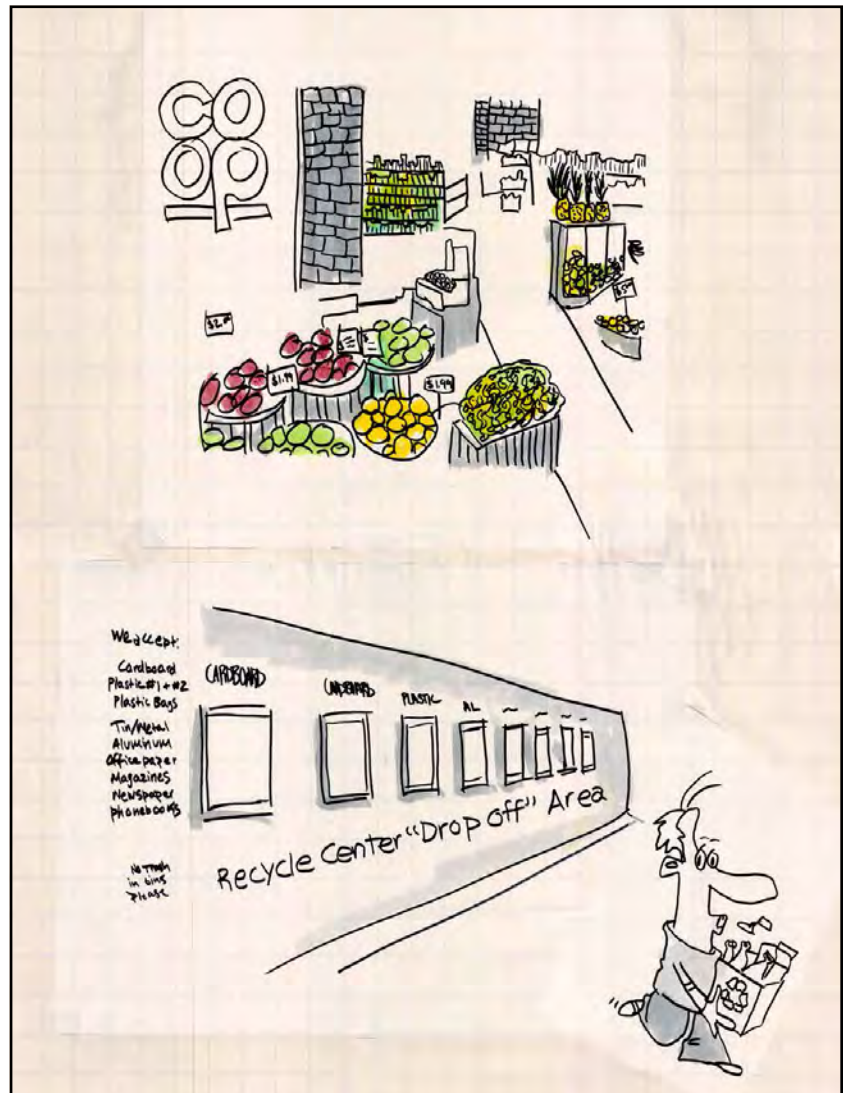
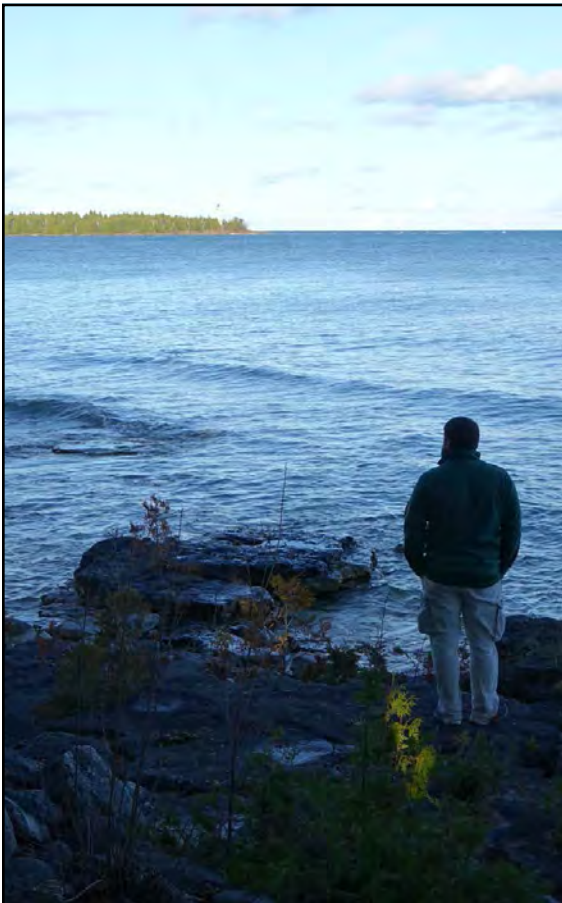
Baileys Harbor's natural assets provide for year-round opportunities for recreation and education. Consider a community-wide effort to leverage these opportunities for enhancing quality of life and economic development.





## Live Lightly

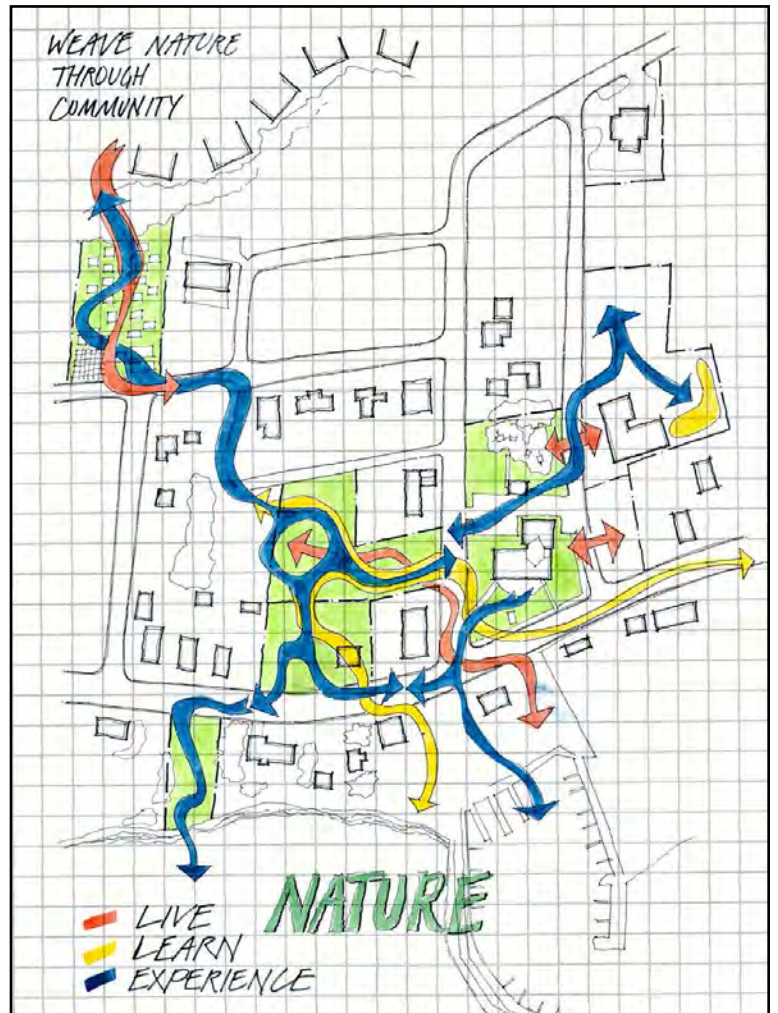
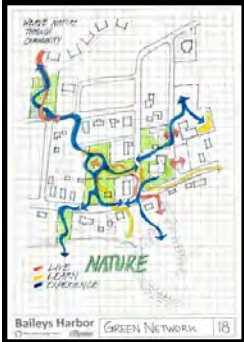
Community members stressed the importance of sustaining a year-round economy that provides local services to residents and visitors alike. A locally-own food cooperative with a recycling "drop off" could provide those necessary services while promoting healthy living with respect for the environment.





## Green Network

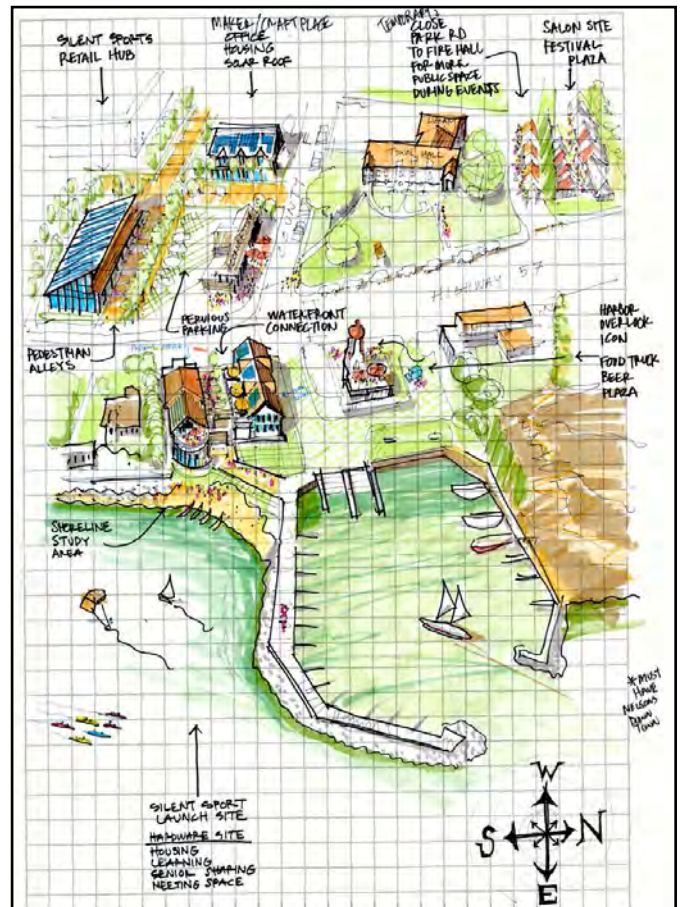
By weaving the natural areas into the fabric of the community (through trails, informational kiosks, urban vegetation, community gardens, rain gardens, and educational/recreational programs/events), Baileys Harbor can demonstrate to other communities how to successfully protect its natural areas and increase biological diversity while encouraging sustainable economic development. This illustration provides ideas as to where to locate “green paths” that connect important places in the community which emphasize local mobility(living), education(learn), or recreation(experience).



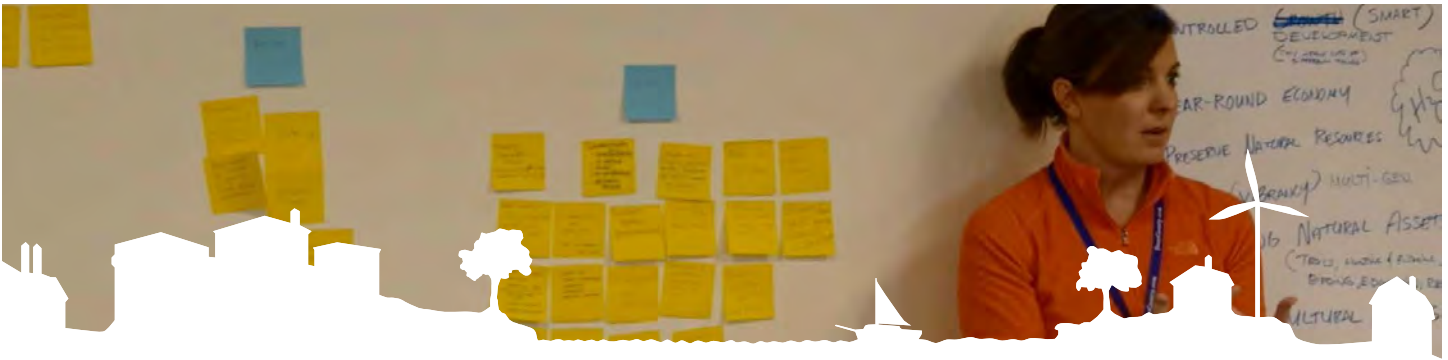


## Live, Learn, & Experience Nature

At the heart of Baileys Harbor is its downtown, a place that gives Baileys Harbor its unique identity. Keeping Baileys Harbor "special" requires the community to relentlessly pursue opportunities that protect, enhance, and promote its unique features. The downtown has several opportunities in which the community can preserve its historic and maritime image while fostering an ecologically-responsible identity unique to Door County. In this illustration, we see opportunities for providing residents and visitors enhanced experiences with the waterfront and public areas with pedestrian-friendly and eco-friendly alleys, plazas, and pervious parking. New structures might integrate maritime and "green" building features that reinforce Baileys Harbor as the place in Door County to live, work, and play in nature.







## Conclusion: Addressing the Big Picture

The Design Wisconsin Team can propel a community into implementation by using a fast-paced process that generates inspiring images of the future. Because of the pace of the process, not all of the ideas end up on the drawings. The following text summarizes how the Design Team addressed each Baileys Harbor's "Big Picture" themes along with some additional information that may not have appeared in the final drawings.

### A Year-Round Economy

Create opportunities to sustain and grow businesses that will contribute to a vibrant year-round economy.

- **Housing:** The Design Team heard from a lot of business owners and community residents the importance of providing affordable year-round and seasonal housing opportunities in order to meet the needs of a seasonal economy transitioning into a year-round economy. Several of the presentation boards focus on affordable housing types, financing options, and suggested locations. What does not appear on the final drawings are some of the changes in which the community will need to think about how housing is built, owned, and financed.
- **Businesses:** Transitioning from a seasonal economy towards a year-round economy requires retention of existing businesses, expansion of existing businesses, and creation of new businesses. Several key strategies that should be emphasized are:
  - *Business Incubator:* A subsidized space with technical assistance (consulting, mentoring, prototype creation, etc.) for entrepreneurs to create and grow their business.
  - *Broadband COOP:* A locally-owned cooperative whose purpose is to bring reliable and affordable high-speed internet to the community.
  - *Credit Union for Business Financing:* A locally-owned financial organization whose mission is to support and grow local businesses.
  - *Food COOP:* A locally-owned cooperative that meets local grocery needs while supporting local growers.

### Identity

Encourage growth without losing unique qualities that define Baileys Harbor.

- **Uniqueness:** Community members recognize the tension that exists between new development and the existing environment. New development could make meaningful contributions to the identity of Baileys Harbor if it responds to the maritime, historic, and environmental sensitive character of the community. Shaping development may or may not require incentives and/or design guidelines, but most likely will require a locally-driven dialogue about what is the "look" of Baileys Harbor and what types of uses contribute to the "idea" of Baileys Harbor.
- **Local Art:** Baileys Harbor has opportunities to enhance and promote its identity through local art. Design Team member (and professional artist) Angela Richardson has some specific observations:

*"In addition to its extraordinary natural landscape, Baileys Harbor also has a remarkable arts pedigree. This lesser-known attribute could be put to great use in attracting yet another segment of the tourist market to Baileys Harbor. In any case, it deserves to be celebrated more explicitly in the narrative of the town."*





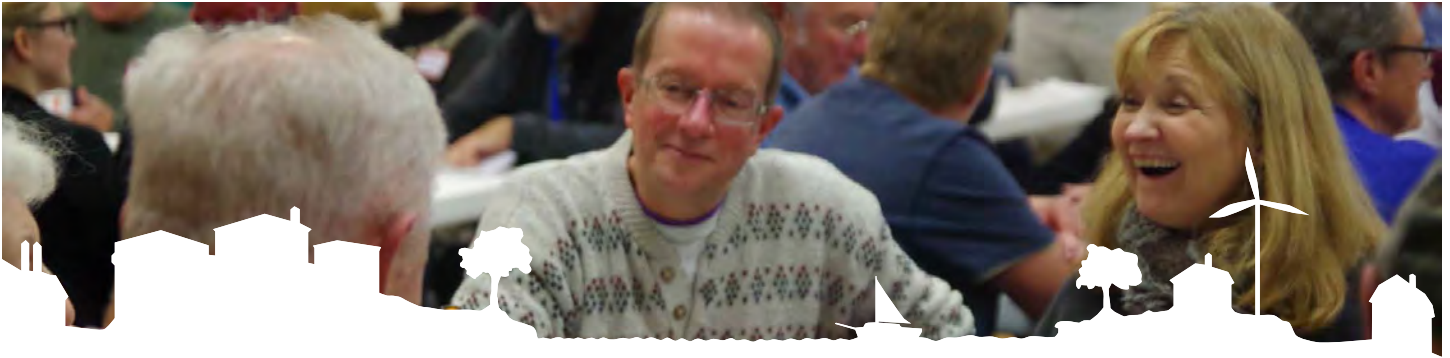
Notable aspects include: Albert Zahn's Bird Park, the Frogtown Art Colony site, Björklunden's Boynton Chapel, the beautiful mosaic on Stella Maris Parish created by Johann Minten of Milwaukee's famed Oakbrook-Esser Studios, and the recent outdoor mural by Door County's own Ram Rojas.

As we know, art is one of many ways that people connect to place, to history, and to one another. Using folk artist Albert Zahn's legacy as a jumping off point, I'll share one example of how art could be used in Baileys Harbor to connect the past to the present for residents and visitors alike.

While in the library, I noticed on display a carved wooden sculpture by Randy Zahn, great-grandson of Albert. This was a delightful discovery and it got me thinking. After returning home, I read more about Albert Zahn and learned that most of his original artwork is in now private collections or museum storage. It occurs to me that there might be an opportunity here to pay tribute to Zahn while also allowing people to learn both a new skill and more about the cultural history of Baileys Harbor.

I imagine a scenario in which Randy Zahn is invited to lead wood carving workshops for Baileys Harbor residents and visitors at The Ridges Sanctuary Center. Some are for adults and teens; others focus on children and parents. In addition to learning the story of Zahn and Bird Park, each participant carves and paints a small bird during the workshop. All of the birds created are then assembled and displayed in one place. Perhaps they're shown on the grounds at Bird Park (once a year on Zahn's birthday?) or inside The Ridges Center with information pointing out the nearby folk art site and also the blacksmith shop on Main Street (which belonged to Albert's nephew, August Zahn.) Or maybe the birds find their perch on a holiday tree inside of Town Hall. The bird carving ritual becomes an annual tradition – one that celebrates Zahn's artistry and involves Baileys Harbor citizens across generations.

Of course, this is but one example of how active engagement with the unique artistic history of Baileys Harbor might contribute to further connection and growth within the community."



## Nature

Enhance, promote, and protect Baileys Harbor's natural assets as they are significant.

- **Fragility:** The natural assets help define the unique character of Baileys Harbor. Residents and visitors alike understand and appreciate its beauty, but may not be aware of its fragility. The Design Team made a point of underscoring this issue in hopes that the community take a strong stance in protecting its amazing resource for future generations.
- **Eco-lifestyle:** In addition to the natural beauty, these natural resources provide opportunities for existing users and future users to engage physical activities for recreation and wellness. Several of the Design Team drawings focus on creating physical connections in the community using trails along with recreation and gathering spaces along with the notion of "living lightly" in a way that protects the natural environment. In addition, new development might be encourage to adopt "green building" standards that not only protect the natural environment, but also reinforce Baileys Harbor's identity as a place in which nature is a central.
- **Eco-Economy:** Already, Baileys Harbor has taken advantage of its unique natural assets to attract visitors from afar. Expanding this to include businesses that focus on eco-tourism may lead to a local economy that enhances and protects its natural assets. The Design Team explored several ideas (renewable energy, local recycling center drop-off, silent sports retailer, additional trails and parks, unique way-finding devices) that appear across a variety of presentation boards.

## Quality of Life

Maintain and enhance quality of life for all existing and future community members.

- **Small Town Character:** The downtown is the hub of community activity and identity. Purposeful investment in facilities and activities in downtown Baileys Harbor could reinforce its identity while maintaining a sense of scale that is appropriate for a "small town".
- **Local Services:** The Design Team heard from many of the community members the importance of having access to grocery, medical care, and internet. Addressing those needs may require new partnerships to be developed. Cooperatives may be one strategy that Baileys Harbor use to address those needs.
- **Multi-Generational Housing:** Like many typical rural communities, Baileys Harbor is aging rapidly and with very few younger families moving in. Developing affordable housing that meets the needs of young and old may require new ways of thinking regarding housing ownership, housing type, and housing financing. The Design Team provided many illustrations detailing these ideas, some of which may require new partnerships and changes to local ordinances.

## Final Comments

The Design Wisconsin Team process provides a "glimpse" of a community's shared vision for the future. The drawings represent a handful of ideas the Team Members believe could help the community realize thier vision. Because of the fast-paced nature of the process, many ideas never made it to the drawings or were not developed enough to be included in this report. What the community chooses to do with the drawings and ideas is up to those who have the time, talent, and passion to create positive change in thier community.







### Baileys Harbor: Community Team Members

Thanks to the following people who dedicated their time, talents, and passion to bring the Design Wisconsin Team to Baileys Harbor.

Francha Barnard, Suzanne Bauldry, Bill Becker, Karen Berndt, Georgia & Ken Beutler, Bob Bultman, Rob Burke, Pam Busch, Bill Chaudoir, Jo & Roy Cole, Greg Coulthurst, Leann Despotes, Kim Eckstein, Dave Eliot, Jake Erickson, Sandy Friedenfels, Sophie Friedenfels, Tom & Michele Geiger-Bronsky, Pam & Terry Goode, Mariah & Sam Goode/Perlman, Amy Gorham, Carrie & Scott Graybill, Mary Horton, Cynthia & Albert Johnson, Mike & Lori Kemmler, Kelly Leonard, Megan Leonard, Steve Leonard, Jim Lundstrom, John McMahon, Michael Meulemans, Jack Money Penny, Chuck Moore, Suzane Moore, Marianne Newton, Bryan & Joan Nelson/Holliday, Maureen & Mark Polczynski, Michelle Rasmussen, Becky Rericha, Gordon Rowley, Paul Salm, Don Sitte, Tom Schneider, Bob Schultz, Bill Schuster, Don Sitte, Doug Smith, Bruce & Pam Smith, Andy Stimers, Brynn Swanson, Paul Thacker, Roberta & Pete Thelen, Carol Williams, and Patty & Howard Williamson.

### Baileys Harbor: Design Team Members

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

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