

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:



Community Vitality + Placemaking Team



Design Wisconsin Team

A research-based approach to community placemaking

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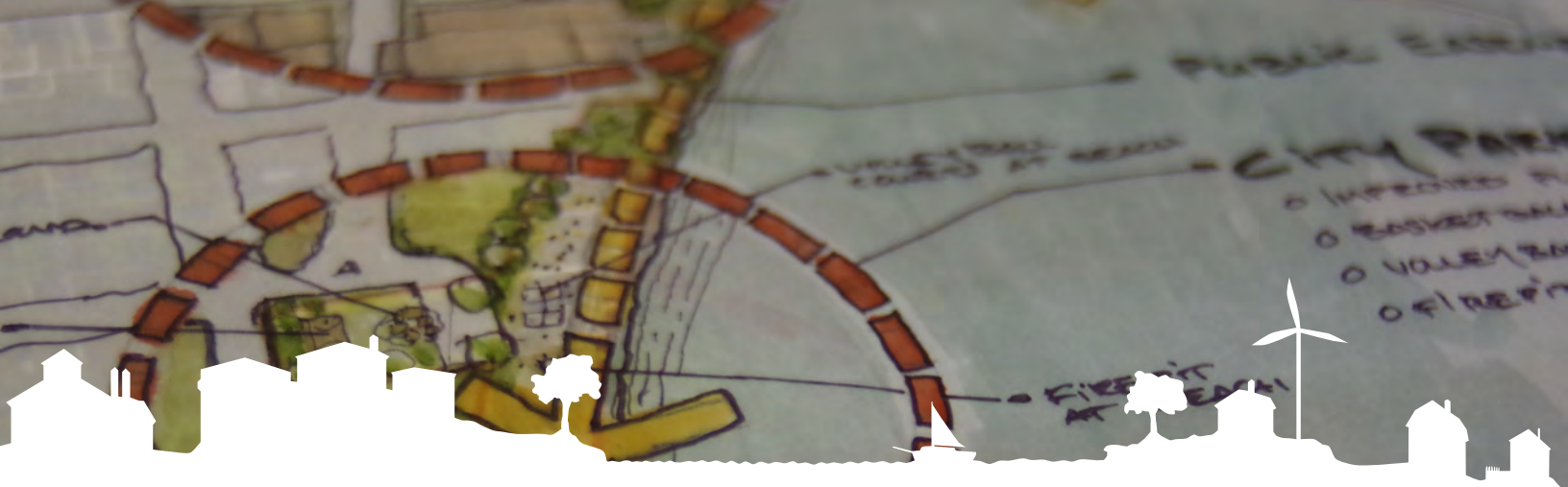


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Summary Report

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

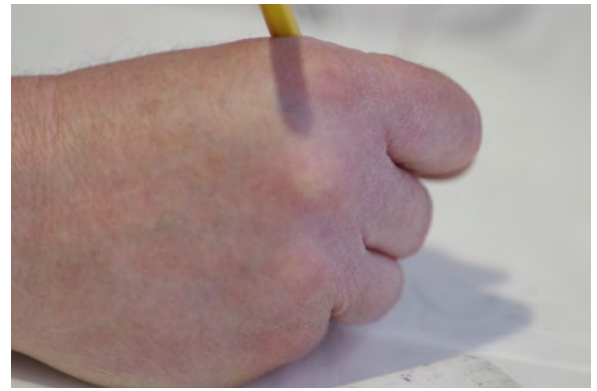


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Community Survey

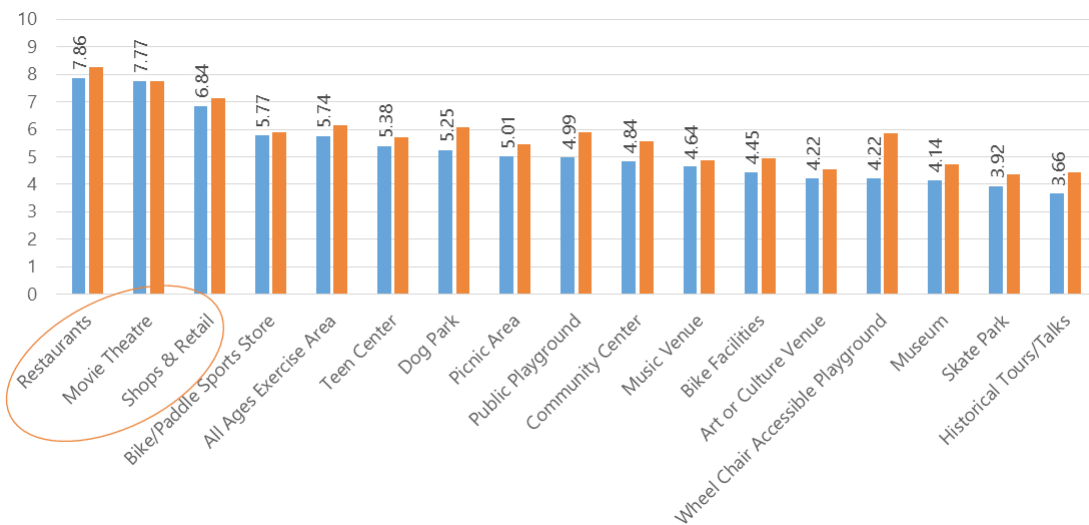
Prior to the Design Wisconsin Team Visit, a youth survey and an adult survey were used to collect thoughts about Kewaunee and its waterfront. Results of the surveys demonstrated agreement among all ages when it came to what types of activities they would like to see in the Waterfront. The following text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



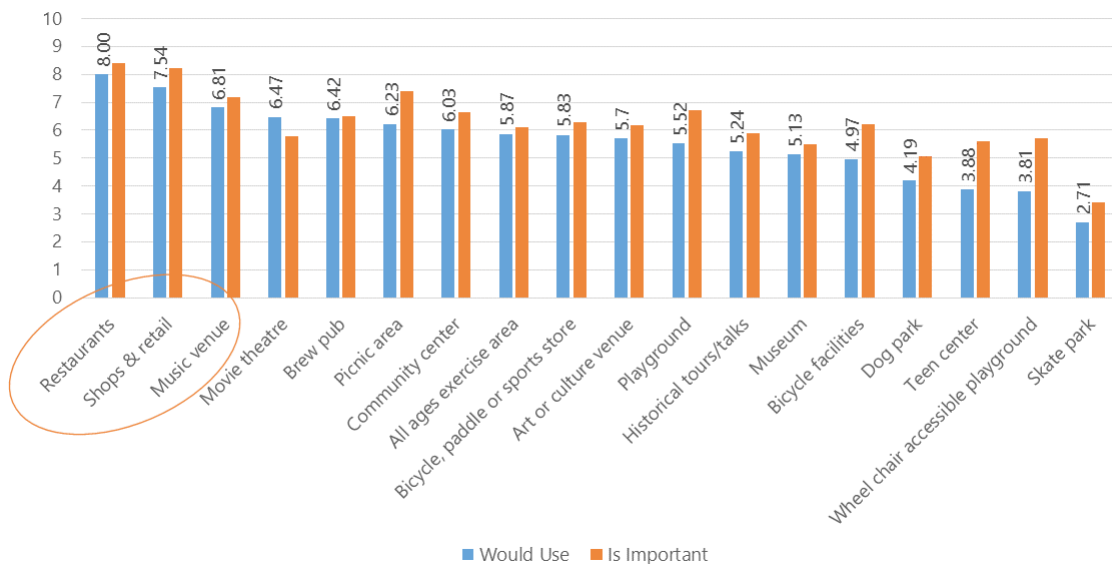
Question 1: Activities

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

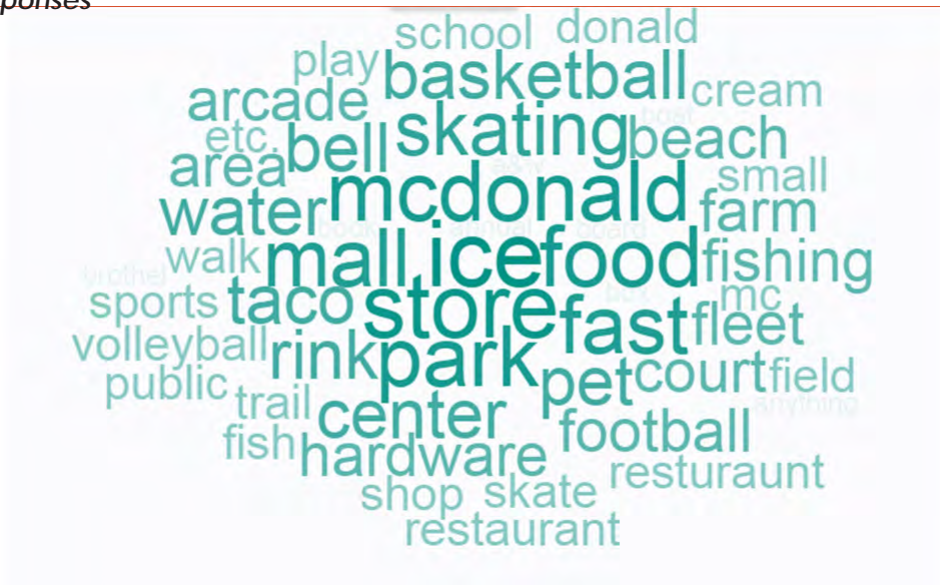




Question 1: Any Ideas?

The following word clouds were assembled from responses. Frequency of words are indicated in the size of the font (the more times a word is used, the larger the font size).

Student Responses



Adult Responses



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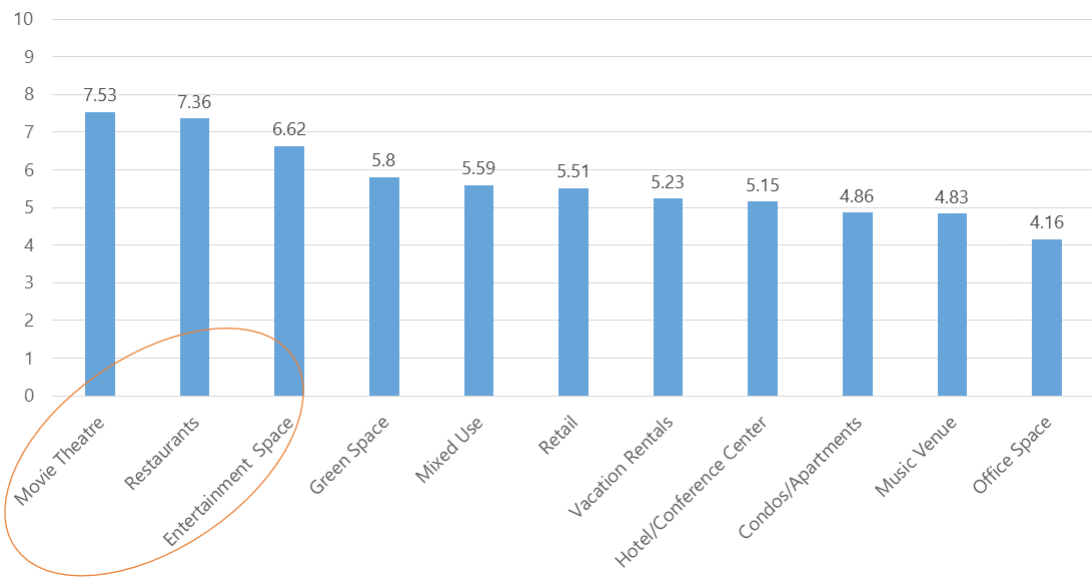
Kewaunee Design Team 2018



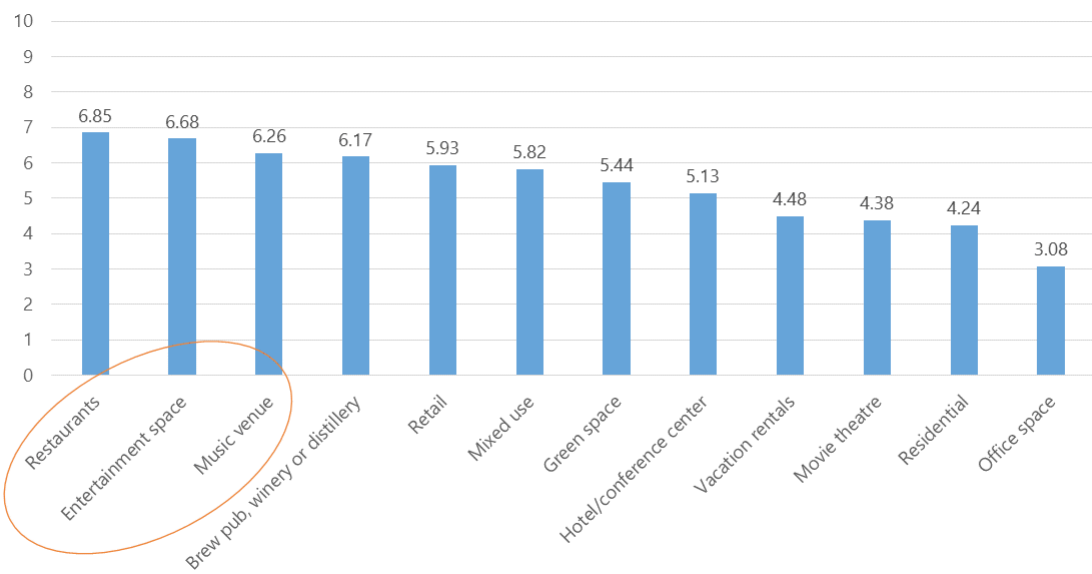
Question 2: Klockner Site

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

Student Responses



Adult Responses

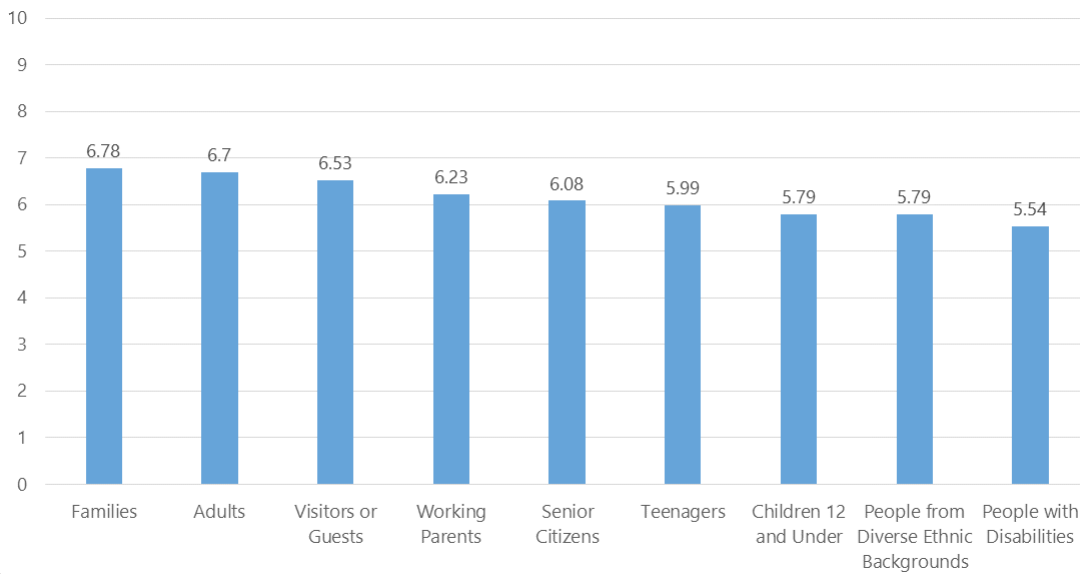




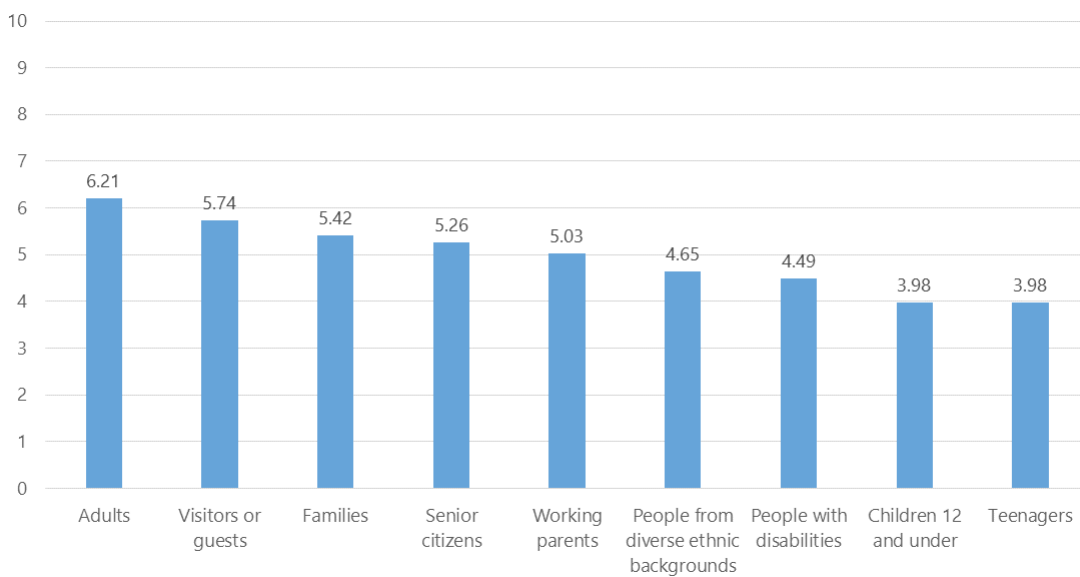
Question 3: Attracting People

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





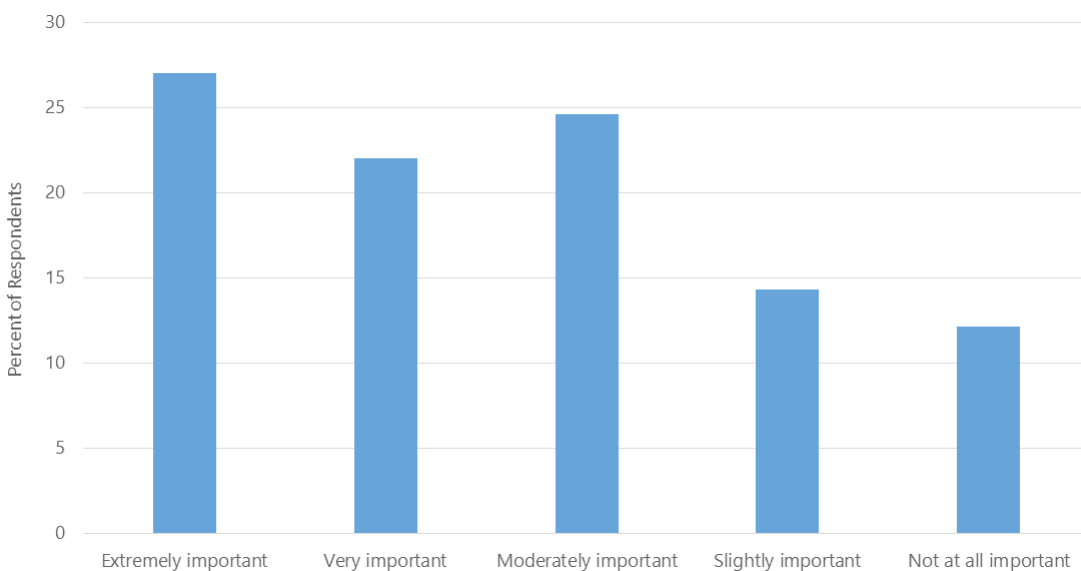
Question 5: Anything Else We Should Know?

Is there anything about the waterfront and downtown district that you would like to share with us or would like us to know?



Question 6: Tug Ludington

How important is it that the Tug Ludington stay in Kewaunee?





Demographics

The following figures describe those who took the surveys.

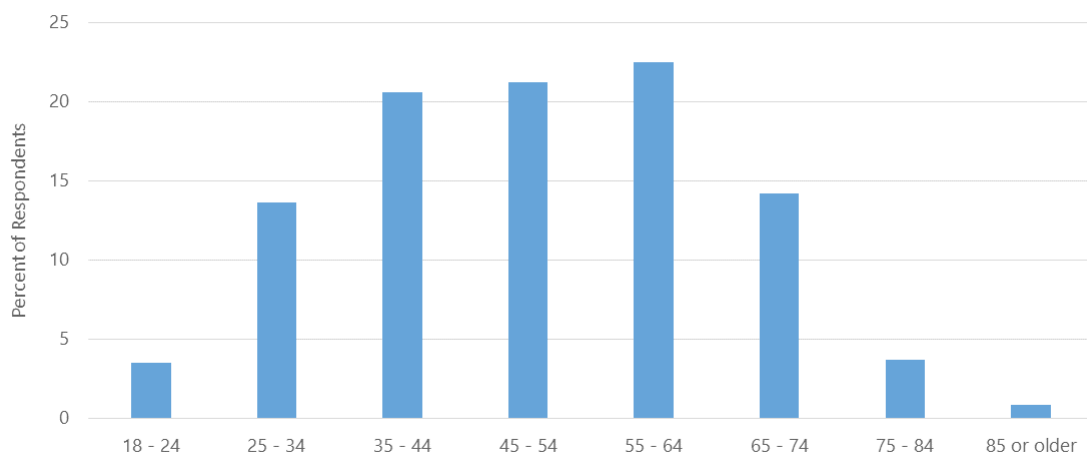
Community Survey

- 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 Workshop

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.



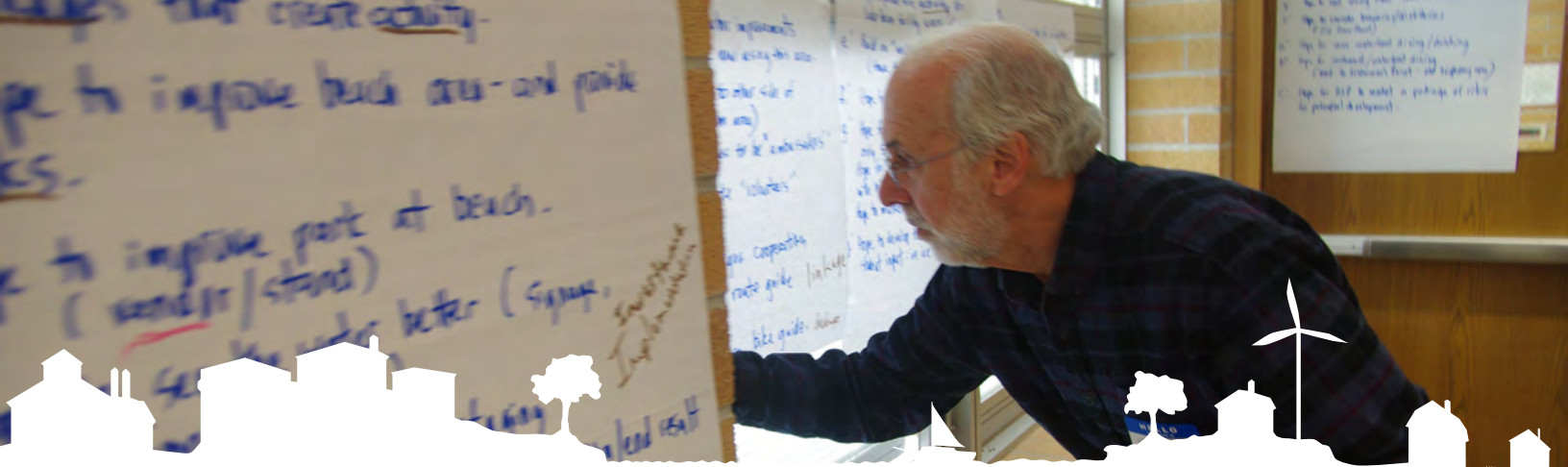
- There is a desire in the community to see condos - OK, you can integrate them in but not saturate
- Harbor land-side use. We need something in the middle of the campground and the water/marine. There is precedent from Chicago to Door County to have public access. Kidney Harbor in Green Bay (Sandi suggested 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 Vision

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 Point

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.

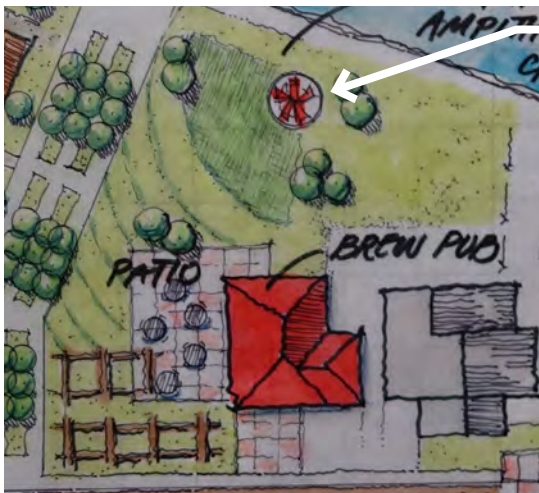
The architectural style should be consistent with a “harbor village” aesthetic and use materials that hold up well to Lake Michigan weather. Pedestrian corridors break up the Visitor Lodging into smaller groups to maintain views of the waterfront from Ellis Street and to provide opportunities as gathering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

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.



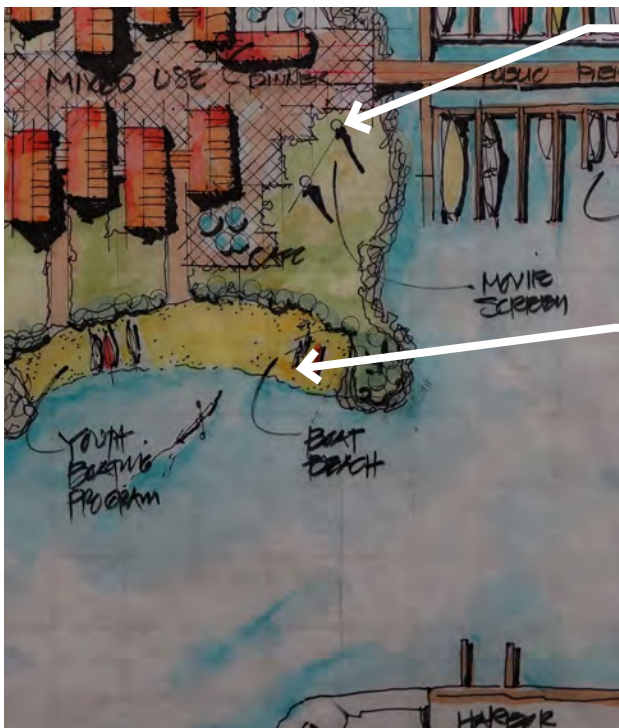


Fishing Shanties

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.

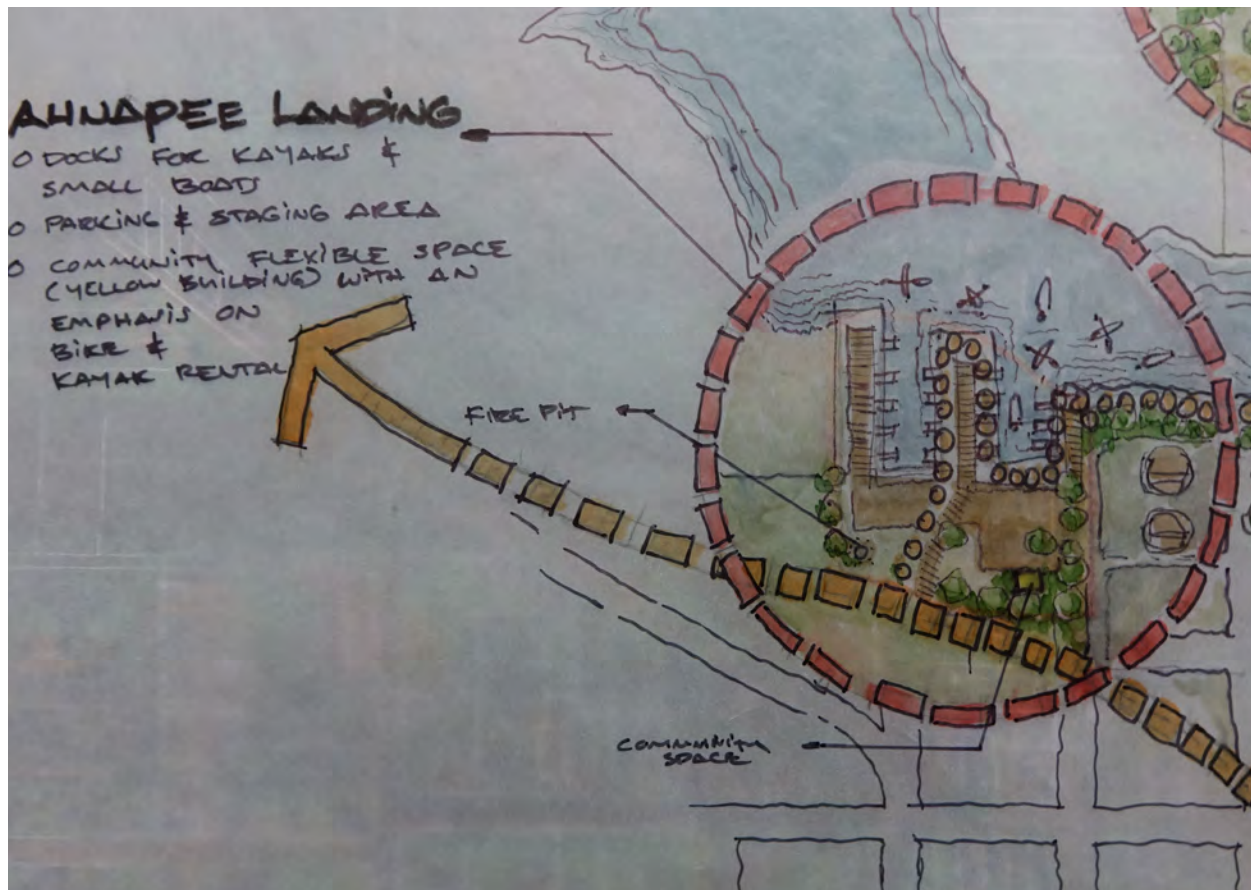


Ahnapee Landing

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 Improvements

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.

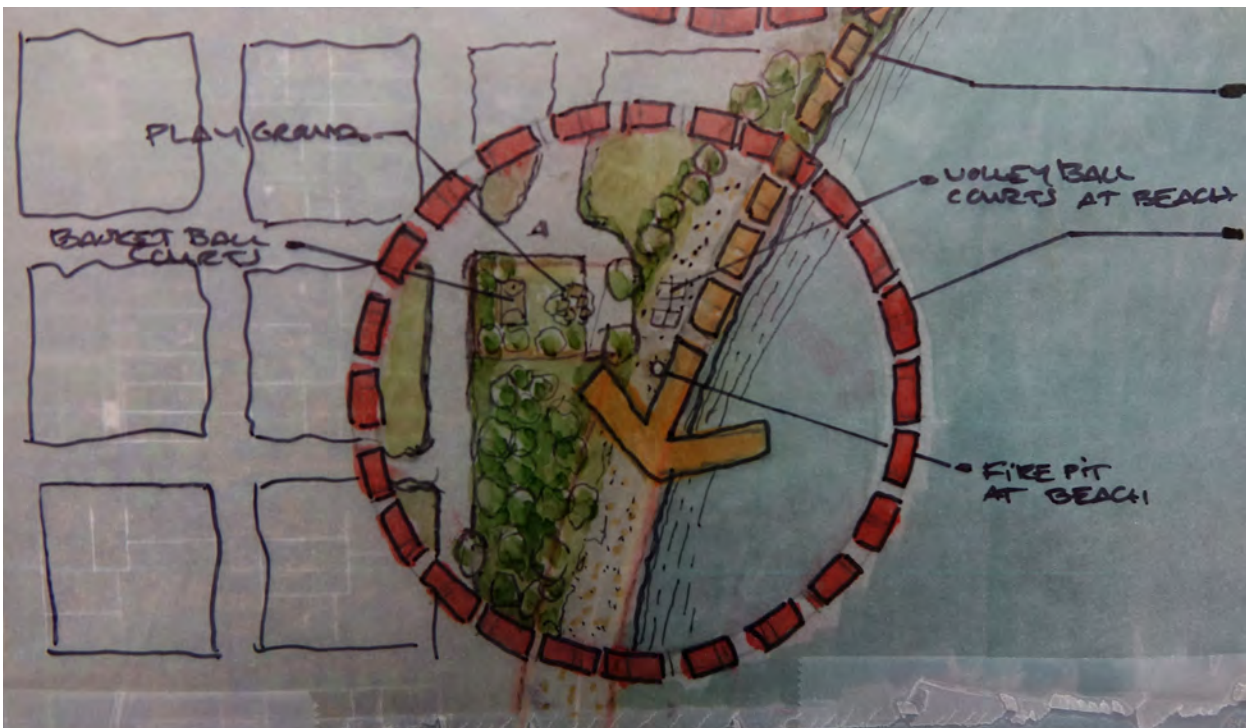




Selner Park Improvements

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.

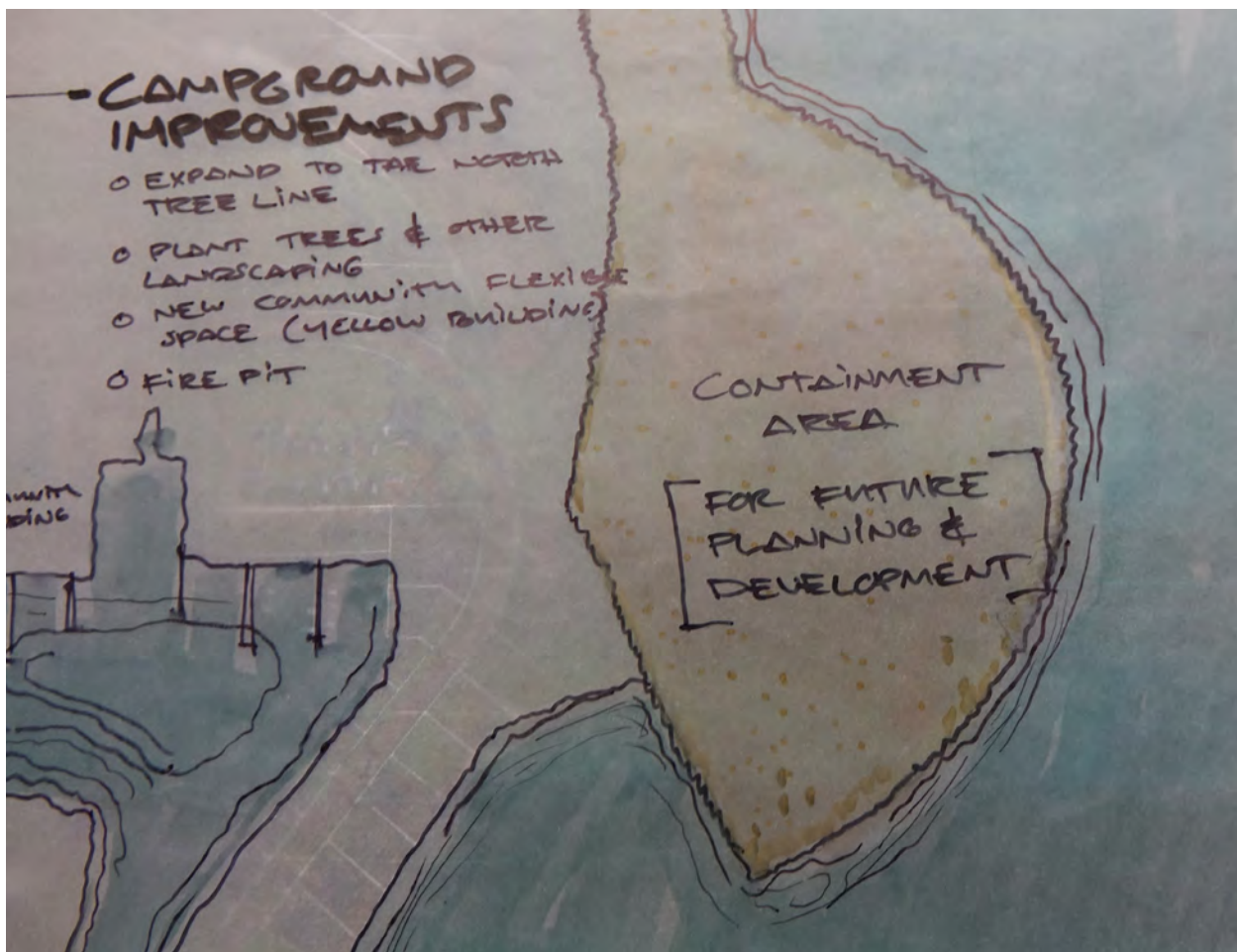




Containment Area

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 Development

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 said 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.

Residential development can complement 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 said 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.

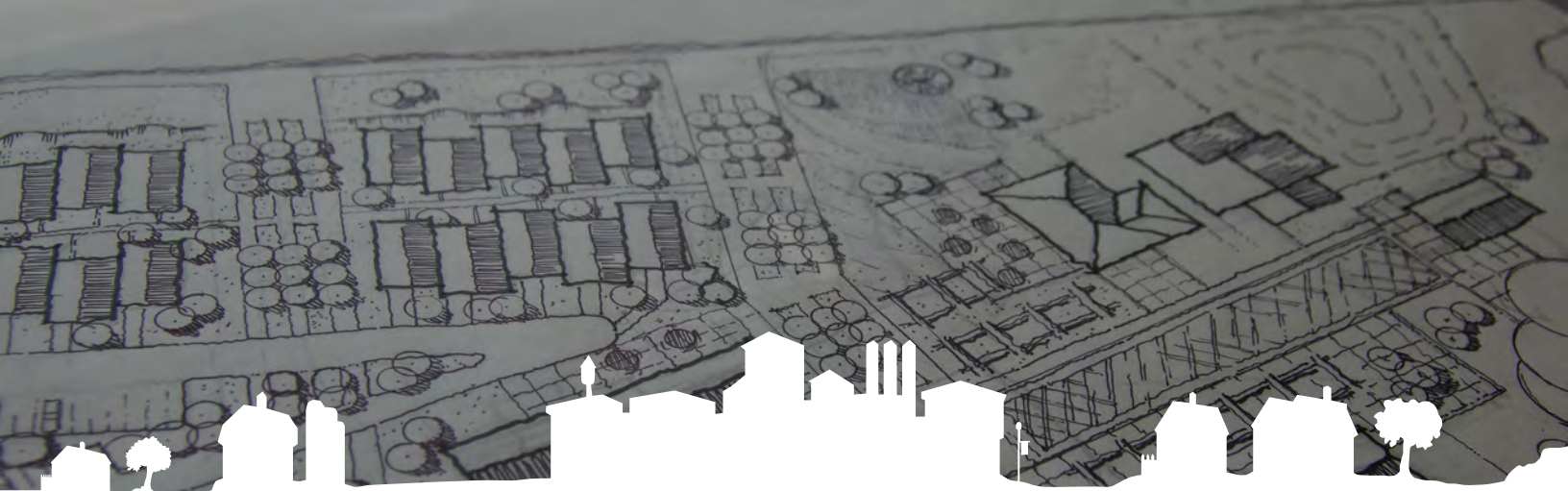
Often a well-intentioned individual or group comes up with a vision that has some basis in the community's reality. The visionaries sell that vision to the leaders and groups in the hope they buy into that vision. There is potential for progress and some momentum. However, each individual and group still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

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.

Kotter, J. P. and D. S. Cohen (2002). *The heart of change : real-life stories of how people change their organizations*. Boston, Mass., Harvard Business School Press.





Final Comments

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-Extension

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.

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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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