



# Technical Assistance Program Summary

Prepared for:

The East Central Wisconsin  
Regional Planning Commission

January 2022



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## Lessons Learned



# OVERVIEW

In March of 2021, the East Central Wisconsin Regional Planning Commission (ECWRPC) sought out a consultant to help create and implement a Small Business and Community Technical Assistance Program intended to address economic and organizational impacts of the COVID-19 pandemic on small businesses and communities. The intention was to connect small businesses and/or communities to resources to help them increase their operational strength and resiliency. The technical assistance program's funding source was the Economic Development Agency's (EDA) Coronavirus Aid, Relief, and Economic Security (CARES) Act Economic Development District and Indian Tribe Supplemental Disaster Recovery and Resiliency Award Program.

Ayres was selected to assist the ECWRP with the development and implementation of the program. A core team of advisors was also established to guide the process. These representatives included:

- The ECWRPC Executive Director and Assistant Director,
- A representative from Appleton Downtown Inc.,
- The Calumet County Economic Development Director,
- A representative from Envision Greater Fond du Lac, and
- A representative from the Small Business Development Center at UW-Oshkosh

This group met three times over the course of the project. The first time was to review potential technical assistance options, the second was to review applications for assistance, and third was to evaluate the program upon its completion.

Ayres assisted the RPC in structuring a program to deliver wide-ranging assistance to as many communities as possible. The Ayres developed marketing materials to explain the program and cultivate interest. Following deployment of a short video and informational flyers to a stakeholder list provided by the ECWRPC, 26 applications were received, and Ayres, the RPC, and Core Team developed selection criteria to narrow down the pool to eight communities.

For each locality, Ayres produced products and tools that could also be used to aid other communities facing similar challenges. This toolkit approach will help advance planning excellence in the region in the future. Communities and products included:

- Façade recommendations for Scandinavia,
- A conceptual riverfront development plan for Winneconne,
- Alley activation concepts for Kaukauna,
- Affordable housing related zoning recommendations for Ripon,
- Streetscape plans for Hortonville,
- A master plan for the Marquette County Fairground,
- Organizational planning for Seymour, and
- Downtown building utilization and plaza plans for Omro.

For most of the communities, the assistance took the form of a workshop and design session with a presentation at the end of the day. Ayres staff then refined the recommendations and sent each community a report that captured the discussion in each workshop. These "mini" reports are included later in this document.

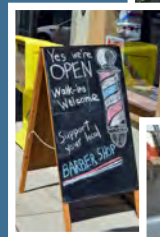
# MARKETING AND OUTREACH TO COMMUNITIES

As mentioned, the technical assistance program was marketed throughout the East Central Wisconsin Regional Planning Commission area. The flyer below and a short video were sent to an ECWRPC email list of over 400 individuals and organizations on August 20, 2021.

Link to Video: <https://bit.ly/3sHrgpZ>



- Is your business or downtown still suffering from the impacts of COVID-19?
- Do you need help with a funding strategy? Help with getting a project off the ground?
- Does your business or downtown need assistance with problem-solving ideas?



In partnership with ECWRPC, one of Wisconsin's leading planning firms can provide you with a variety of personalized, one-on-one technical assistance through a grant funded by the EDA. Our professionals can assist you to:

- Learn how to apply for grants, or better yet, match one grant with another!
- Have a planner walk you through zoning questions to determine if your code aligns with your goals.
- Let an Economic Development Specialist walk you through different financing scenarios for a special development project.
- Or have a group of professionals come to your community for a helpful and informative "Walk-About".

...and more!

Recipients of the technical assistance will be chosen based on:

- Need, project potential, ability to organize, geography, inclusion, economic benefit & ability to pay it forward

**Apply by Monday, September 13th, by filling out this simple set of questions. Individual businesses, downtown groups, Chambers of Commerce or local governments can apply.**

<https://bit.ly/ECWTechAssistApp>

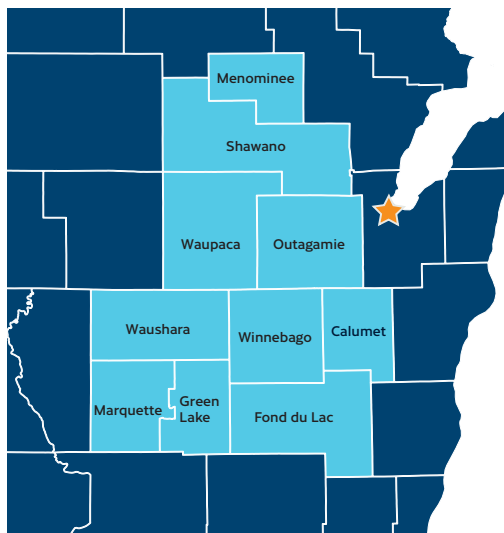
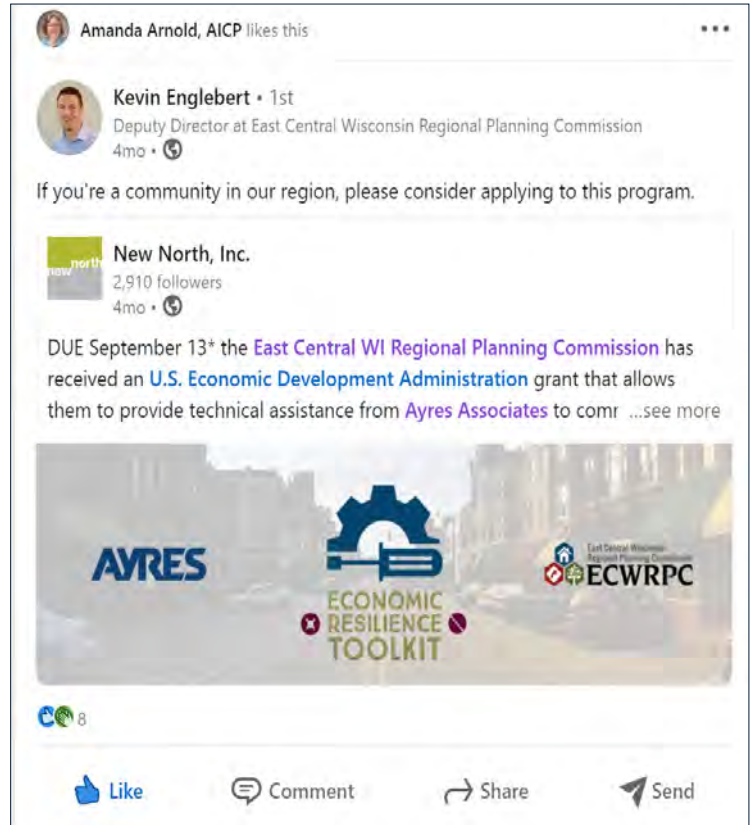




# ADDITIONAL EFFORTS TO PROMOTE PROGRAM

Several additional efforts were made to further promote the program:

- Information was posted to social media sites on 8/23 informing communities of the opportunity to submit for the program.
- Information was forwarded to all Ayres staff working with communities in the ECWRPC area.
- The program was featured in the New North News on 8/23.
- Information about the program was posted to the ECWRPC website.
- Ayres reached out directly to the City of Waupaca, Envision Greater Fond du Lac, WEDC, Marquette County, Greater Oshkosh Economic Development Corporation, and Shawano County Economic Progress, Inc. This resulted in calls with the City of Waupaca, Marquette County, and the Greater Oshkosh Economic Development Corporation to help them work with communities that might apply.
- In addition, ECWPRC staff followed up with 18 communities/organizations.
- Ayres sent a reminder email out to the original email list of 400 people on September 10.



The application form consisted of the following program background:



## Technical Assistance Application 2021

The East Central Wisconsin Regional Planning Commission (ECWRPC) has received a grant that allows them to provide technical assistance from a leading multi-disciplinary planning firm, Ayres, to communities in the region at no cost to recipients.

Technical assistance is available to support individual businesses, proposed development projects, business districts, or whole downtowns or Main Streets. The intention is to help build stronger, thriving, and sustainable communities and businesses in the ECWRPC's geography by revitalizing community spaces and catalyzing economic development.

Technical assistance may include any of the following services:

- » Storefront marketing assistance
- » Strategic planning
- » Targeted Main Street or downtown work planning
- » Storytelling/Branding
- » Streetscape/Wayfinding/Beautification
- » Redevelopment strategy
- » Funding/grant strategy
- » Community resilience/adaptability/diversification planning
- » Zoning consultations

Some types of assistance will be provided virtually, while others include experts visiting your community for a one-day workshop this fall (either the 2nd week of October or the 2nd week of November).

Apply by Monday, September 16th, 2021, by responding to this simple set of questions. Individual businesses, downtown groups, Chambers of Commerce, and local governments are eligible to apply. Recipients of the technical assistance will be chosen based on: Need, project potential, ability to organize, geography, inclusion, economic benefit & ability to pay it forward.

The online application contained the following questions:

Name

Organization

Phone

Email

What kind of technical assistance would you most like to receive (see options above)?

What challenges are your community or business facing that you believe technical assistance from the RPC/Ayres team could help you overcome?

Are your challenges a result of or worsened by the COVID pandemic?

Does your community, target corridor, or business have a specific project in mind to help address these challenges?

If yes, have you started the project? Are you having challenges getting it off the ground? If yes, what are they?

A goal of the program is to mobilize the community and get people excited about revitalizing spaces and catalyzing economic development. Do you have capacity to organize around a technical assistance opportunity and help plan an event, if necessary?

Of these technical assistance opportunities, which do you believe would most benefit your business or community?

If you received technical assistance, which demographic or community groups would most benefit, and what would be your dream result? Why?

How will your idea or project help build the local and regional economies?

How could you leverage the idea or project for which you'll receive technical assistance to catalyze more community buy-in, funding, or additional projects?

If your community is chosen for a one-day workshop, which days are you available during the week of October 11 and/or November 8?

Tell us why your community or business is in need of technical assistance and why you believe you should be chosen over other communities. This could include your mission/vision and why it's important, how your projects address equity, recovery, and resilience, or the urgency of the need.

How did you hear about this opportunity?

Applications were submitted via an online form and reviewed by the ECWPRC and Ayres staff. The applications were sorted and then shared with the Core Team, and together these groups picked the top eight applications.

- Village of Scandinavia
- Village of Hortonville
- Village of Winneconne
- Marquette County
- City of Kaukauna
- City of Seymour
- City of Ripon
- City of Omro

# VISITS WITH COMMUNITIES

A variety of forms of assistance were offered. Most of the communities were interested in workshops focused on their downtowns or other destination. The one exception was the City of Ripon, which received technical assistance in the form of a zoning code review.

Ayres worked with the communities to arrange the workshops. The format generally involved Ayres staff arriving in the morning and meeting with key stakeholder to understand the community's concerns, then the Ayres staff and local representatives would do a "walk-about" to take pictures and further understand the issues and opportunities. The Ayres staff typically spent the afternoon drawing and developing solutions. At the end of the session, a presentation was given to whoever wanted to return to see the draft recommendations. Some workshops were a half day, while others were a full day. After the visit, the recommendations, which were in the form of a PowerPoint presentation, were refined and the presentation was sent to the community for their future use. The presentations can be found in the following pages. Ayres conducted community visits during two separate weeks.

The schedule was as follows:

DATE	LOCATION
October 12	Village of Scandinavia (half day)
October 13	Village of Winneconne (full day)
October 14	City of Kaukauna (half day)
October 14	City of Ripon (half day/meeting)
November 9	Marquette County (half day)
November 9	City of Omro (site visit)
November 10	City of Seymour (full day)
November 11	City of Omro (half day)





# VILLAGE OF SCANDINAVIA

## Description of the Community's Challenges

The Village of Scandinavia is a small community of 366 people. Their downtown has had some recent investment, with three new businesses moving in. However, several buildings are for sale and in need of a lot of work. With no staff to dedicate to downtown planning efforts, the Village was open to any suggestions.

## What Ayres Provided

Ayres met with staff and then inventoried the downtown. Ayres agreed that investment was needed in some key structures. There is also opportunity to further refine and promote the existing successful businesses. Scandinavia is just off the Tomorrow River State Trail and has the Scandinavia Millpond and Silver Lake as attractions. Ayres provided recommendations related to downtown façade improvements, marketing, and town/park connections. At the end of the afternoon, Ayres conducted a vision session with the Village Board and provided a series of next steps for them to consider.

## Key Recommendations

The workshop and report:

- Helped the Village Board define what they valued.
- Provided examples of other communities that have built on a heritage theme.
- Provided before and after images of what several downtown facades could become with investment.
- Outlined ways that the existing businesses can market better.
- Suggested small beautification projects.
- Promoted connecting downtown and the state trail, as well as providing wayfinding from downtown to Silver Lake.
- Provided funding suggestions.

“After you all left there was a lot of positive energy and talk among the Board, which was really nice to see. All of this has really sparked some attention to our Village.

We have an \$11,500 donation towards a new playground!!! The Scandinavia Booster Club will be voting on matching those \$11,500 funds!!! Add some fundraising and we can get this done.

We have new owners in the brick building who have lots of plans on sprucing the place up. Lisa Shirek who owns Sliced Pizza is looking to have a mural done on the current yellow and blue garage behind her building. That will definitely change the look for sure. Lots of good ideas floating around...

It was really a pleasure meeting all of you. Thank you again for everything. This was just what we needed to get things moving!”

**Renee L. Smith**

Clerk, Village of Scandinavia



November 15, 2021

Renee Smith  
Clerk, Village of Scandinavia  
PO Box 24  
Scandinavia, WI 54977

Dear Renee,

It was a pleasure to meet you and visit the Village of Scandinavia on October 12<sup>th</sup>. The Ayres team enjoyed getting to tour the village center and talk with the Village Board. As you know, our visit was designed to provide a quick strengths and weaknesses analysis of your downtown. Overall, we were charmed and feel there is a lot of potential.

Attached you will find a report that:

- summarizes discussion with the Village Board,
- presents some precedent images of other themed communities,
- shows some conceptual improvements to various building facades,
- recommends some potential actions to improve downtown,
- makes recommendations about village-wide connections,
- provides information on potential funding and other technical assistance sources, and
- highlights some of the great things we saw.

We hope this document is a good resource for the Village. Please contact me at 608-441-3564 or [ArnoldA@Ayresassociates.com](mailto:ArnoldA@Ayresassociates.com) if you have any questions.

Thank you,

Ayres Associates Inc



Amanda Arnold, AICP  
Urban Planner

Cc: Kevin Englebert, East Central Wisconsin Regional Planning Commission

# BLUEPRINT SCANDINAVIA

**AYRES**



Calumet • Fond du Lac • Menominee • Outagamie



# ABOUT THIS PLAN

This is not your traditional planning document with lengthy dialogue and pages of statistics that become outdated immediately upon publication. Rather, this snapshot assessment focuses on highlighting key strategies for Scandinavia to follow as a workplan to produce tangible results.

## CONTENT:

- What's Shaking & Shaping Scandinavia?
- A Glimpse Into Your Vision & Values
- Downtown Business & Building Recommendations
- Main Street 4-Points – Design, Organization, Promotion, Economics
- Community Connections Recommendations
- Potential Funding Sources
- Images of Scandinavia – The Great Things We Saw

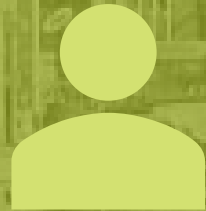


# SCANDINAVIA

WHAT'S SHAKING



SHAPING SCANDINAVIA?



**POPULATION  
GROWING**



**BUILDING  
INVESTMENTS**



**NEW BUSINESSES  
OPENING!**

A photograph of a man with a shaved head speaking into a microphone. He is wearing a dark blue t-shirt with a white line-art robot graphic. In the background, another man with glasses is smiling. The scene is set in what appears to be a workshop or office with wooden paneling.

# RURAL ECONOMIC DEVELOPMENT

## *Begins With Inspired People*

*This is Chuck. He started Richwood Scientific Inc., a 501(c)(3) nonprofit organization dedicated to promoting science through open and equitable access to technology. Since 2015 they have served West Virginia by providing educational outreach, technical classes and seminars free of charge to the public. His goal was to retool out of work miners and equip them for a new economy.*

*He also helped to spin off Cherry River Roasters so his coders would have good coffee to drink. But rather than start with a retail shop, he launched the wholesale roastery. After becoming a dominant force in the region, Cherry River Roasters has now added the local amenity – a storefront coffee shop in the local business incubator.*

***Who are Scandinavia's Inspired People?***

WE ASKED THE VILLAGE BOARD WHAT  
THEY VALUED.



Community

Family

Economic

Opportunity

Good schools

Jobs



SCANDINAVIAN  
ARCHITECTURAL  
ELEMENTS

SIGNAGE/BRANDING

## SKETCH IDEAS

We heard from the Village staff that some buildings have recently been activated and are driving enthusiasm for investment. The Ayres Team took some creative license to sketch some ideas to build on your current success to leverage additional traffic for local businesses. Our goal is to provide suggestions that will help capture increased traffic. These aren't magic bullet solutions but provide ideas that could be implemented. The following presents some ideas to continue that forward progress.

- Precedent Images – Supporting Scandinavian Design
- 300 Block Visualization
- Antique Block Visualization
- Bakery Visualization

RAISE AWNING  
REPLACE WITH  
TILE SHIMMERS

REMOVE ROOF  
AWNING,  
ACCENTUATE  
ENTRY AND ADD  
STOREFRONT  
WINDOWS

STREETSCAPE  
AMENITIES &





ARCHITECTURAL DETAILS & CHARACTER



ROOF TREATMENTS, STOREFRONTS AND SIGNAGE

PRECEDENT IMAGERY









Google Earth





Google Earth





ENHANCED  
STOREFRONT  
DETAILING AND  
TRIM

NEW PAVING AT  
ENTRY

STREETSCAPE  
AMENITIES /  
SIGNAGE

Google Earth















SCANDINAVIAN  
ARCHITECTURAL  
ELEMENTS

SIGNAGE/BRANDING

RAISE AWNING  
REPLACE WITH  
TILE SHINGLES

REMOVE ROOF  
AWNING,  
ACCENTUATE  
ENTRY AND ADD  
STOREFRONT

STREETSCAPE



230 N Main St  
Scandinavia, Wisconsin  
Google  
Street View - Sep 2018





ENLARGED  
SIGNAGE POST  
FOR INCREASED  
VISIBILITY

UPDATED  
LANDSCAPING  
ALONG STREET

WOOD TRIM &  
LIGHTING

NEW METAL ROOF  
& TIMBER POSTS

HIGHLIGHT  
WALK-UP WINDOW

PORCH SWING





# What Are The Economic Development Essentials?

## ECONOMIC VITALITY (FOCUS ON PROJECTS)

This point focuses on promoting business & development.

### Potential Activities:

- **Business Supporting Grant Programs**
- **Sandwich Board Advertisements**
- **Promotion of AirBnB Stay Package**
- **Wayfinding from Trail System**

## PHYSICAL DESIGN (FOCUS ON PLACE)

This point focuses on enhancing quality of life, including infrastructure.

### Potential Activities:

- **Roll out the Welcome Mat**
- **Storefront Window Enhancements**
- **Unified Planters**
- **Benches**
- **Lighting**
- **Enhanced Outdoor Seating**

## ORGANIZATION (FOCUS ON PEOPLE)

This point focuses on enhancing the functionality and collaboration.

### Potential Activities:

- **Coordinated Hours of Operation**
- **Linked Menu Options Between JoJo's and Van Dykes.**
- **Start a quarterly business owners meeting**

## PROMOTION (FOCUS ON MARKETING)

This point focuses on bringing people to town & communicating benefits.

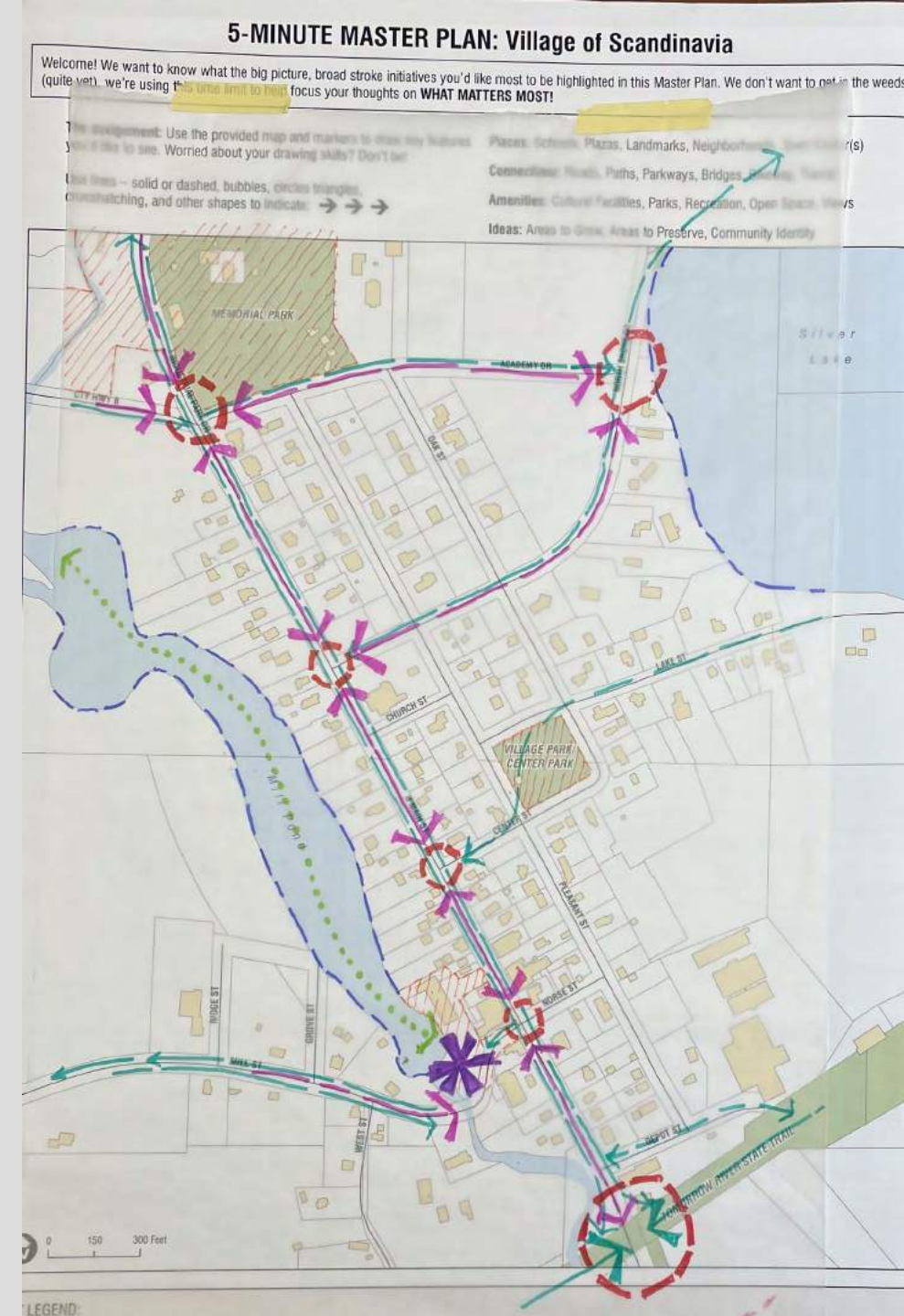
### Potential Activities:

- **Joint Advertising**
- **Event Coordination**
- **Create a Weekend Package deal**
- **Regional Coordination with nearby communities**

# CONNECTIVITY

Providing connections to the State Trail System just south of downtown could direct additional stopover traffic to Scandinavia. Capitalizing on travelers with signage directing them to businesses would be one strategy to support restaurants and shops. Additionally, creating a “Scandinavia Loop Trail” could link visitors to Crystal Lake and Heritage Park. Here’s a few steps to get started:

- Design and install a wayfinding sign to help trail visitors appreciate what Scandinavia has to offer in terms of shops and services. Include a map (with distances) to help illustrates proximity to a hot meal and cold beer.
- Install bike racks and other supporting infrastructure near key stopping points in downtown.
- Let visitors to downtown know about Silver Lake



# STREETSCAPE AND WAYFINDING

Help people find Scandinavia and see how special it is.

- When Highway 49 is reconstructed, plan for “bump outs” and crosswalks.
- In the meantime, explore low-cost improvements like new planters and painted cross walks.
- Invest in wayfinding signage, particularly from the trail.





# SHOW ME THE MONEY

Grants play a key role in small communities' ability to advance intriguing projects. Here's a list of some grant possibilities to help get you started:

- Main Street Bounce Back Grants – Administered by the East Central Wisconsin RPC, these grants provide \$10,000 to new and existing businesses to move into vacant properties.
- The Wisconsin Economic Development Corporation has a variety of grant and technical assistance programs. The Connect Communities program provides support to local leaders that are interested in revitalizing their downtowns. The Community Development Investment Grant funds shovel ready downtown projects.





# YOUR VILLAGE THROUGH OUR EYES





# YOUR VILLAGE THROUGH OUR EYES









# VILLAGE OF WINNECONNE

## Description of the Community's Challenges

The Village of Winneconne has a population of approximately 2,400 people. It spans the banks of the Wolf River. A new bridge has been constructed linking the two sides of the village. With the bridge construction, property along the river was reconfigured, and the Village now owns a prominent parcel on the river, next to the bridge and downtown, and across the street from the municipal center. The Village was seeking ideas for this parcel and suggestions for downtown. Winneconne is a destination for boaters, but they feel they are missing the economic benefits those visitors could bring.

## What Ayres Provided

Ayres conducted a full-day workshop in Winneconne, which started with approximately 35 community leaders and business owners coming to the municipal center for a visioning session. Attendees completed a "Mad Libs" exercise to determine their priorities and also drew their ideas in a "5-minute master plan" session. Ayres staff and several stakeholders then evaluated the Village-owned parcel and walked through downtown. A smaller group also visited the parks in Winneconne to assess their ability to attract tourists. Ayres staff spent the day working on concepts for the Village-owned parcel, marketing ideas for downtown, and connections throughout the community. At the end of the day several of the people who attended the morning session returned for a presentation about Ayres' recommendations.

## Key Recommendations

The workshop and report:

- Captured what stakeholders wanted for the local economy, which was to keep the small-town feel while still welcoming visitors and creating economic stability.
- Examined how the community could capture more of the boating, RV, and Airbnb market through improvements to docks, a better downtown business mix, and a clarification of the roles of each major park.
- Generated a design concept for the Village-owned parcel. This concept included park space, entertainment/stage space, small retail space, and residential development. The concept was that by selling part of the parcel for development, the Village could create more activity downtown and generate revenue to pay for park improvements. The concept set the community up to be able to issue a request for proposals for further design and developer interest.
- Made recommendations for downtown street improvements as well as improvements to local parks in an effort to link the community's destinations.





November 16, 2021

David Porter  
Administrator, Village of Winneconne  
30 S. 1<sup>st</sup> Street  
Winneconne, WI 54986

Dear David,

It was a pleasure to meet you and visit the Village of Winneconne on October 13<sup>th</sup>. The Ayres team enjoyed getting to explore your downtown and discuss options for the Village owned site across from the Municipal Center. As you know, our visit was designed to provide a quick analysis of options. Overall, we were charmed by the downtown and feel there is a lot of potential to connect the downtown to the river through development. We were also thrilled with the enthusiasm of all the stakeholders that talked with us.

Attached you will find a report that:

- summarizes discussion with stakeholders,
- recommends some potential actions to improve downtown,
- makes recommendations about village-wide connections,
- focuses on a concept for the Village owned parcel,
- provides information on potential funding and other technical assistance sources, and
- highlights some of the great things we saw.

In addition, in the following pages, we provide more detailed action steps to move your potential projects forward.

We hope this document is a good resource for the Village. Please contact me at 608-441-3564 or [ArnoldA@Ayresassociates.com](mailto:ArnoldA@Ayresassociates.com) if you have any questions.

Thank you,

Ayres Associates Inc



Amanda Arnold, AICP  
Urban Planner

Cc: Kevin Englebert, East Central Wisconsin Regional Planning Commission

## Redevelopment Strategies – Winneconne, Wisconsin

“Reel ‘Em In” – Winneconne’s quaint Main Street District offers a place to dock and enjoy the best that small town Wisconsin has to offer. With convenient powered boat slips, you can find a beer, grab a bite, listen to live music and shop for local gifts. If it’s the outdoors that charges your batteries, our parks are your gateway to the waterway crossroads, or a destination where your family can comfortably unplug.

Here's a how to make that vision a reality:

Strategies:

- 1) Activate “BRIDGEWATER” – That’s what we’ve named the Village owned parcel across from the municipal center along the water. This parcel offers key opportunities to revitalize downtown. A mixed-use development, with housing, a restaurant, and park space can create a lively connection between the river and downtown. This can become an extension of Main Street linking the river with local businesses.
  - a. STEP 1: Develop a conceptual site plan – Focusing development on the NW corner of the property. The site should include an activated riverfront and boat slips. The addition of perpendicular docks would enable larger boats to dock. Power would provide a reason for them to stay.
    - i. Buildings should focus attention on pulling people through the space by connecting the river and Main Street. By framing the corner with community event space or Village Square (think ice skating rink, splash pad, Village Christmas Tree) the area functions as a pivot point that connects rather than divides.
    - ii. The uses in BRIDGEWATER should be active (like restaurants or a brewery) to draw people in regularly. Buildings should include upper floor hospitality or residential uses to create a 24/7 market to help add a built-in customer base.
    - iii. Enhance the alley connection to the Village Parking Lot to enable shared parking for new construction in addition to expanded on-street parking. Add wayfinding kiosks along the river.
    - iv. Offer the southern parcel for development of apartments or condominiums to aid in funding the construction of public park enhancements and the Village Square. Shared parking provides ample opportunity for addressing increased activity in the area.
  - b. STEP 2: Create a process for guiding decision making – Establishing key parameters for evaluating development proposals is essential to help the process move forward in a predictable manner.
    - i. Identify key incentives and deal parameters the Village is willing to consider in order to incentivize development. This would include clear delineation of sales and reimbursement requirements from the DNR regarding sale of the property.
    - ii. Create a Request for Proposals to cultivate investor and developer interest.



- 2) Anchor Main Street! – Recent streetscape renovations have created a canvass for a welcoming and vibrant business district. Currently a little sleepy, the area could benefit from the addition of a few additional active uses. Building from the success of several restaurants and retail offerings, creating a destination requires a variety of shopping and dining options for people to choose from. Creating a distinctive start and stop to the district would help to harness the synergy between businesses as well.
  - a. Create “gateway” features at 1st and 3rd to help bookend the Main Street Business Core. Simple options could be banner stretched across the road (with DOT approval) or the expansion of the west corners of 3rd into the Streetscape design. Add a wayfinding kiosk and map to the west end of Main Street.
  - b. Activate the sidewalk by bringing business outside. Several stores have outstanding window displays that connect visitors outside with the business inside. Improving the transparency can help create a more walkable environment that encourages commerce. Additionally, the restaurants should all have sidewalk seating. Not only does this provide a free option for restaurants to expand their seating area at minimal cost, these tables, chairs, and umbrellas provide an important source of advertising to visitors.
  - c. Use the ECWRPC Main Street Bounce Back Grant to identify targeted buildings in need of activation. Articulate preferred uses for downtown (shopping and dining).
  - d. Consider adding a splash of color to the crosswalks. Working with the WDOT, explore the possibility of creating painted crosswalks highlighting community themes. This treatment could function as a bit of a “pavement mural” to enhance the pedestrian awareness on Main Street from 1st to 3rd.
  - e. Warm Winter Welcome – Explore opportunities for warming up Main Street during the cold winter months. Outdoor fire pits, windbreaks, and warming huts are some of the innovative techniques being used by communities to address the cold.
  - f. Join Wisconsin Main Street – The Beautification Committee is doing great things to make Main Street sparkle. Adopting the rest of the 4-point Main Street Program approach is a time-tested method for sparking change in downtown environments.
  
- 3) Destination Outdoors – The Village’s parks offer a great way to bring in visitors. Think of park planning as going beyond just maintenance plans. The parks can support downtown.
  - a. The Lake Winneconne Park Barn offers a great opportunity for promoting downtown when events are held there. Make sure renters know of services and food available within Winneconne.
  - b. Retrofit boat slips and market the ability for boaters to dock and enjoy Winneconne for an evening or two. Again, market Winneconne services and food. Encourage more businesses downtown to market to the boating community.
  - c. Make Lake Winneconne Park the premier water access point. Play up the views and add resources such a fish cleaning station and truck and trailer parking to bring in more sportsmen.
  - d. With the development of the Village owned parcel, downtown will be anchored by two parks, Marble Park and the new park.



# BLUEPRINT WINNECONNE

**AYRES**  
PLANNING+DEVELOPMENT

 East Central Wisconsin  
Regional Planning Commission  
**ECWRPC**

Calumet • Fond du Lac • Menominee • Outagamie  
Shawano • Waupaca • Waushara • Winnebago



## ABOUT THIS PLAN

This is not your traditional planning document with lengthy dialogue and pages of statistics that become outdated immediately upon publication. Rather, this snapshot assessment focuses on highlighting key strategies for the Village of Winneconne to follow as a workplan to produce tangible results.

### CONTENT:

- A look at what Winneconne business owners and residents value
- A “five-minute master plan” examination of connections and needs in the village
- Recommendations for the Village owned site, Main Street, and parks connections
- Funding options
- Our impressions of your great village

# WINNECONNE

WHAT'S SHAKING & SHAPING WINNECONNE?



**POPULATION  
GROWING**



**RIVERFRONT  
PROPERTY**



**PARKLAND**



**SMALL TOWN**



**WOLF RIVER  
ACCESS**

VIEW ON MAIN STREET

WINNECONNE, WIS.

F349





**MAD  
LIBS**

# COMMITTEE MAD LIBS

VISION STATEMENTS FOR PEOPLE  
WHO HATE GROUP WORDSMITHING

WE ASKED PEOPLE WHAT THEY VALUE ABOUT WINNECONNE,  
AND THIS IS WHAT WE HEARD.....







# 5-MINUTE MASTER PLAN

**BIG IDEAS WITHOUT ALL THE FUSS**

Hockey Puck Spring





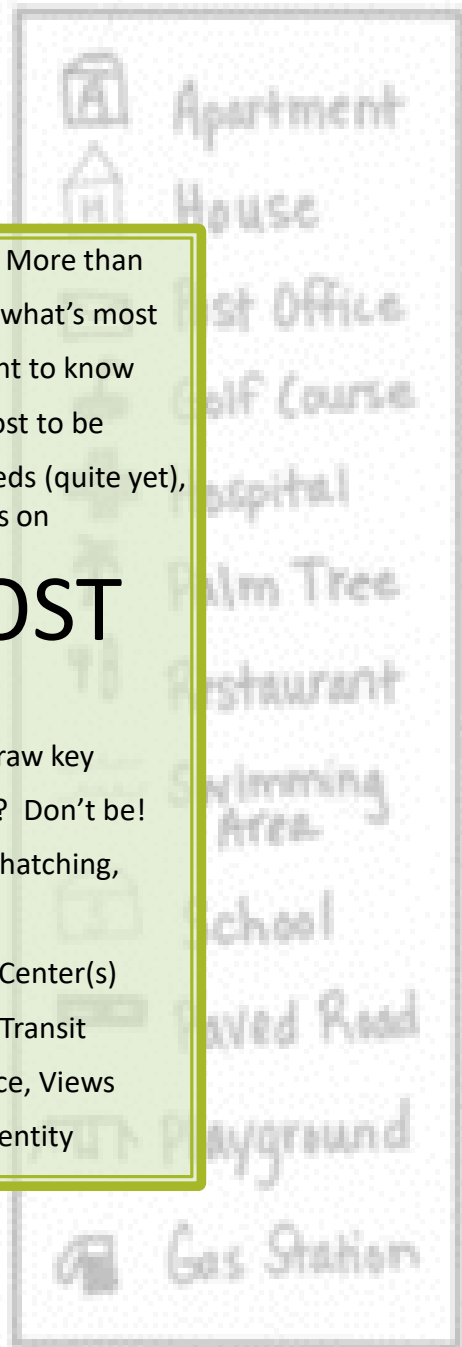
We appreciate that these days, people are pressed for time. More than ever, it's critical to cut to the heart of the matter and find out what's most important. Welcome to the 5-Minute Master Plan. We want to know what the big picture, broad stroke initiatives you'd like most to be highlighted in this Master Plan. We don't want to get in the weeds (quite yet), we're using this time limit to help focus your thoughts on

## WHAT MATTERS MOST

The assignment: use the provided map and markers to draw key features you'd like to see. Worried about your drawing skills? Don't be! Use lines – solid or dashed, bubbles, circles triangles, crosshatching, and other shapes to indicate:

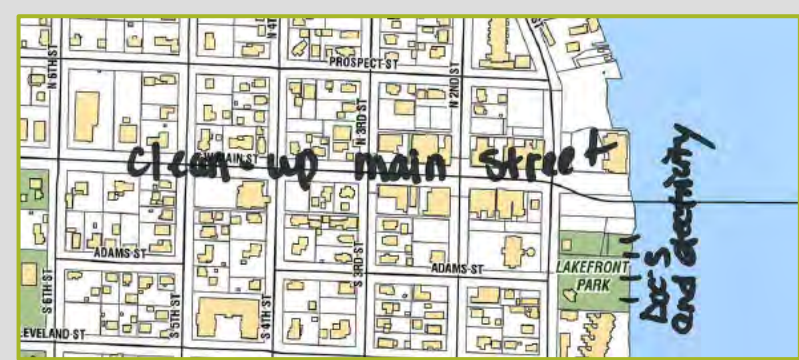
- Places:** Schools, Plazas, Landmarks, Neighborhoods, Town Center(s)
- Connections:** Roads, Paths, Parkways, Bridges, Bikeway, Transit
- Amenities:** Cultural Facilities, Parks, Recreation, Open Space, Views
- Ideas:** Areas to Grow, Areas to Preserve, Community Identity

By: Mr. Krups





# COMMUNITY PLANNING IDEA MAKERS



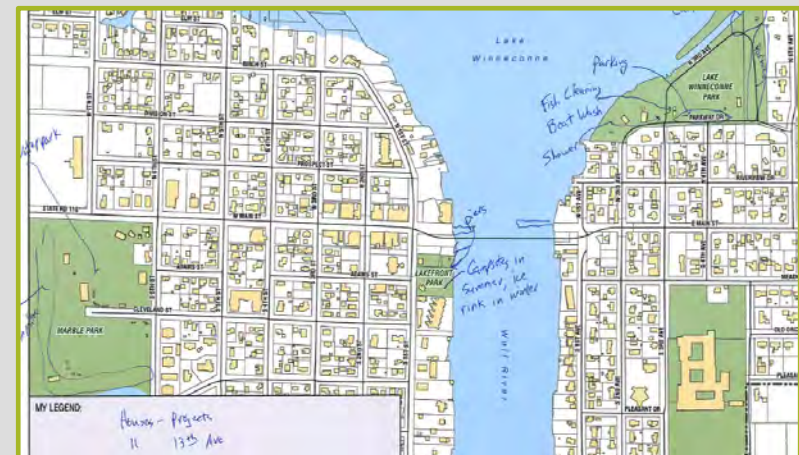
### AN: Village of Winneconne

u'd like most to be highlighted in this Master Plan. We don't want to get in the weeds  
**MATTERS MOST!**

**Places:** Schools, Plazas, Landmarks, Neighborhoods, Town Center(s)    **Amenities:** Cultural Facilities, Parks, Recreation, Open Space, View  
**Connections:** Roads, Paths, Parkways, Bridges, Bikeway, Transit    **Ideas:** Areas to Grow, Areas to Preserve, Community Identity

*Handwritten notes on map:* "Maybe Shower facilities", "Fish cleaning station", "Power to sea wall for boats", "Hotel RV Park", "power no slips".

A map of the Lake Winneconne area with handwritten notes and red arrows. The notes include "Maybe Shower facilities", "Fish cleaning station", "Power to sea wall for boats", "Hotel RV Park", and "power no slips". The map shows Lake Winneconne, Lake Winnebago Park, and surrounding streets.





Primary Water Access  
\*Add fish cleaning station  
\*Add truck and trailer parking  
\*Enhance beach and Multi-use water access

Secondary business district/future growth area

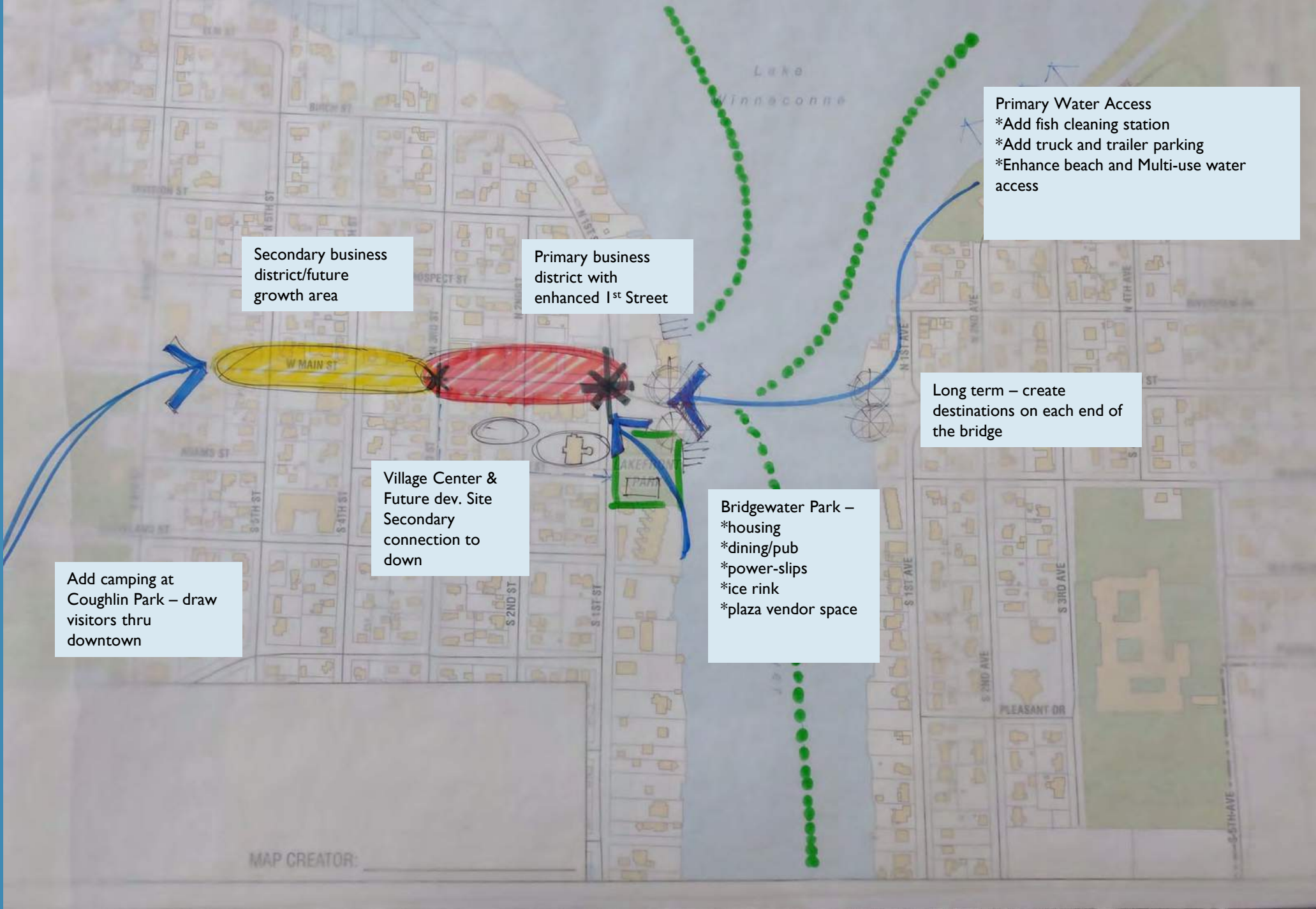
Primary business district with enhanced 1<sup>st</sup> Street

Long term – create destinations on each end of the bridge

Village Center & Future dev. Site  
Secondary connection to down

Bridgewater Park –  
\*housing  
\*dining/pub  
\*power-slips  
\*ice rink  
\*plaza vendor space

Add camping at Coughlin Park – draw visitors thru downtown



MAP CREATOR:





# LET'S REEL 'EM IN EVERYTHING YOU NEED TO LIVE A GREAT LIFE...

We heard that Winneconne is missing out on the economic benefit that fisherman and other travelers/tourist could bring in.

People need to be drawn from the water into the downtown.


Several downtown buildings are in need of more active (potential water or sports oriented) uses and in need of renovation.

Opportunities exist to do more with the Village's park system, but most importantly the Village needs to decide what to do with the parcel on the water across the street from the municipal center.



# ACTIVATE BRIDGEWATER

## CONNECT THE RIVER & DOWNTOWN



The “DNR” lot across from the municipal center offers a great opportunity to make downtown more of a destination.





Main Street is charming, but it lacks “pizzaz” to draw people up from the river and make it feel like a destination.

**ANCHOR MAIN STREET!**  
**PUNCTUATE THE DESTINATION...**



# DESTINATION OUTDOORS

## DON'T LEAVE YOUR UNPLUGGED TIME TO CHANCE

Capture the boating/fishing market  
The current docks don't make  
people stay and enjoy downtown





## ACTIVATE BRIDGEWATER

CONNECT THE RIVER & DOWNTOWN



## DESTINATION OUTDOORS

DON'T LEAVE YOUR UNPLUGGED TIME TO CHANCE



1

### ACTIVATE BRIDGEWATER

- Refine the conceptual site plan
- Focus development on the NW corner of the property. Site should include an activated riverfront and boat slips.
- Offer the southern parcel for development of apartments or condominiums to aid in funding the construction of public park enhancements and the Village Square.
- Create a process for guiding decision making

2

### ANCHOR MAIN STREET

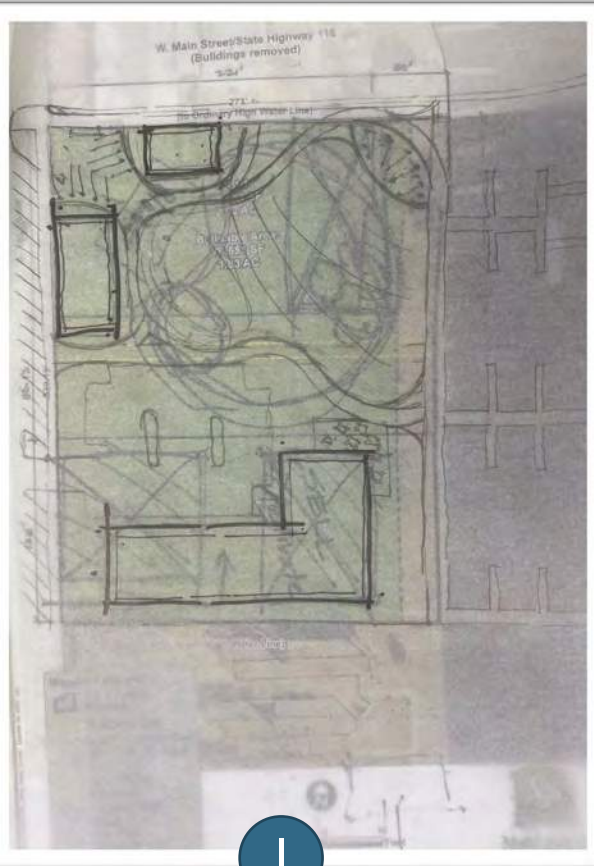
- Create “gateway” features at 1<sup>st</sup> and 3<sup>rd</sup> to help bookend the Main Street Business Core.
- Consider adding a splash of color to the crosswalks
- Activate the sidewalk by bringing business outside.
- Articulate and seek out desired categories of stores/services
- Warm Winter Welcome – Explore opportunities for warming up Main Street during the cold winter months.
- Join Wisconsin Main Street
- Identify targeted buildings and use ECWRPC Bounce Back Grants to fill storefronts

3

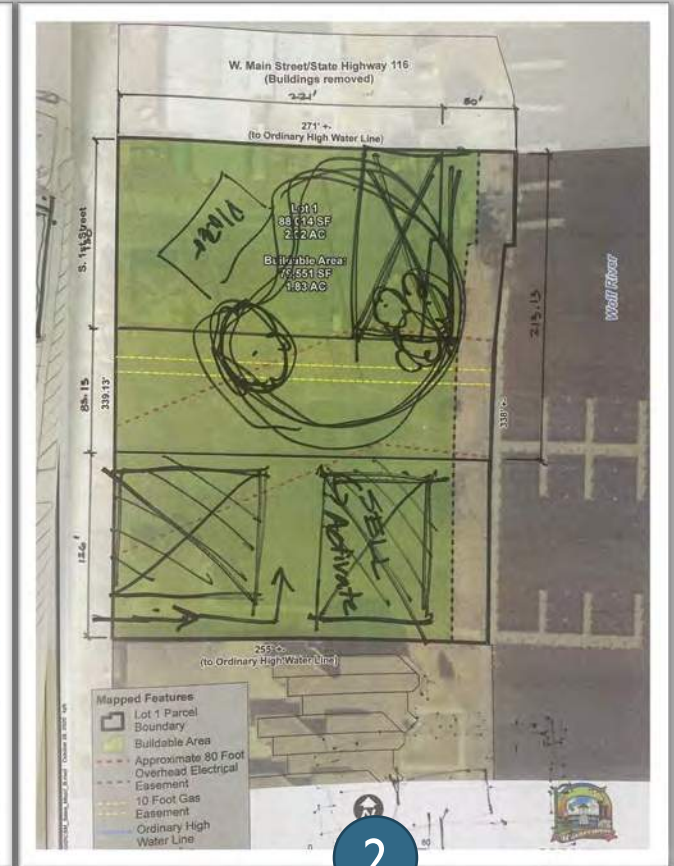
### DESTINATION OUTDOORS

- Create and opportunity for boater stay - By adding camping to Coughlin Park, destinations can be created on each end of downtown.
- Welcome campers and “glampers” – embrace the new camping culture and invite more people to come to Winneconne.
- Brand the barn – connect it to downtown merchants
- Market to “Air B&Bers”

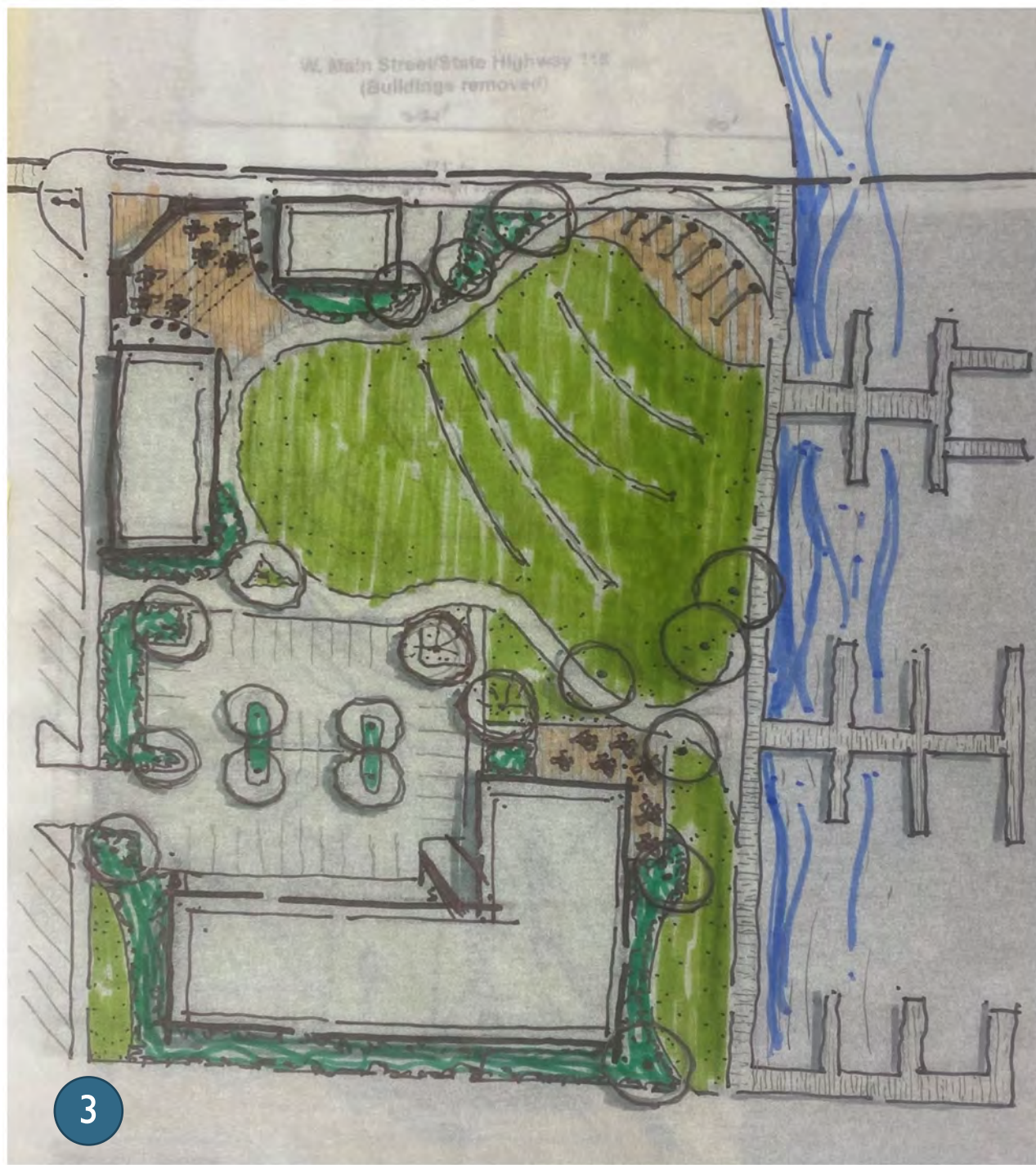




1



2



3



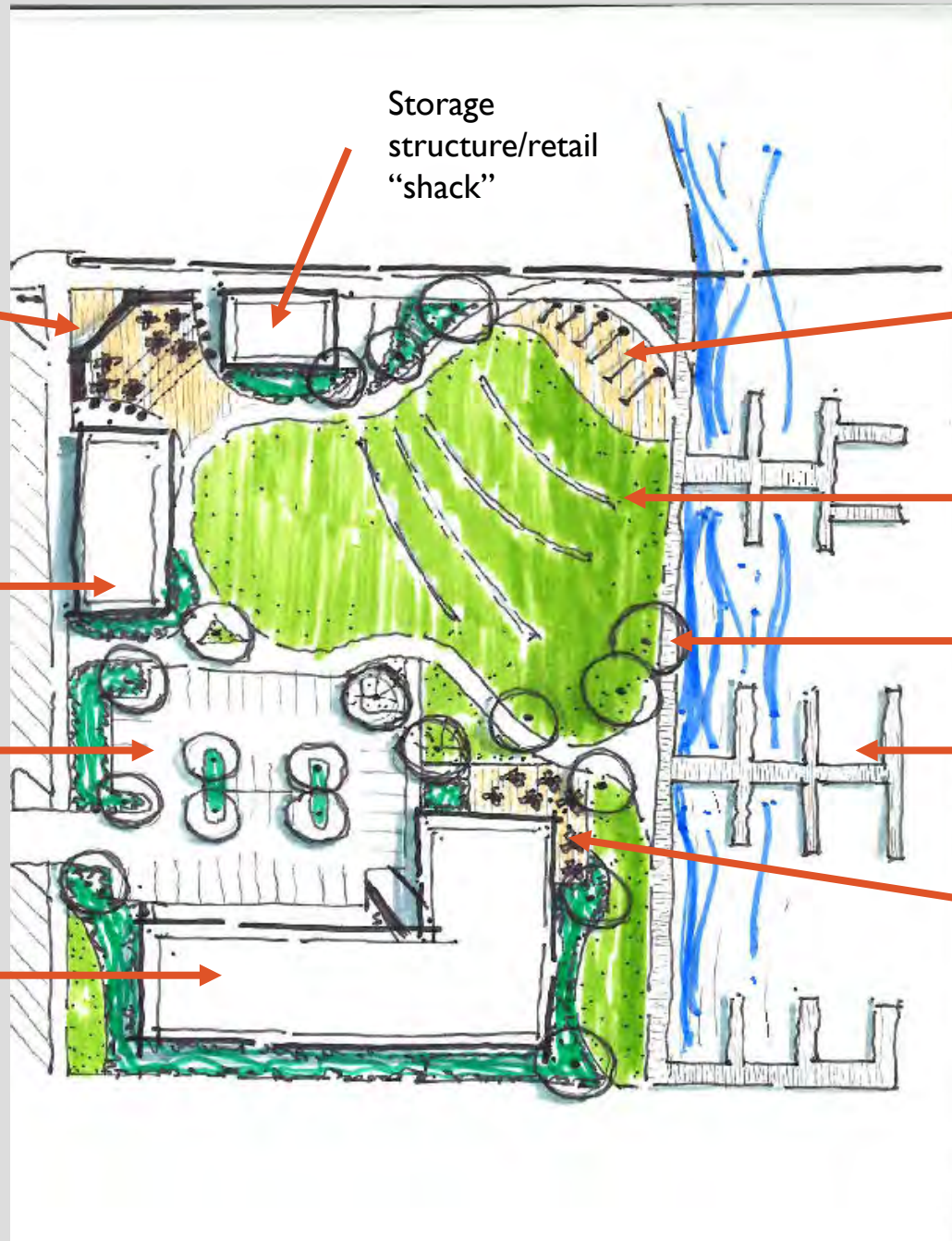
Focus design with a bold entrance to downtown. Seating area with overhead lights shown. Potential for a farmers' market or art fair.

Restaurant/Dining

Parking for development, visitor parking on street

Parcel off and market part of the site for development. Major opportunity to bring more residents to downtown.

Storage structure/retail "shack"



Stage area for events/concerts.

Grand lawn for seating and play, Potential for a portion to be for ice skating

Expanded river walk

Improved piers to accommodate larger boats and overnight stay

Outdoor dining facing waterfront



# STREETSCAPE AND WAYFINDING

The intersection of 1st and Main needs a bold treatment to accentuate the arrival downtown. Consider intersection enhancements.

The current wayfinding signage could be improved. Consider more signage that describes each business.



# SHOW ME THE MONEY

Grants play a key role in small communities' ability to advance intriguing projects. Here's a list of some grant possibilities to help get you started:

- Main Street Bounce Back Grants – Administered by the East Central Wisconsin RPC, these grants provide \$10,000 to new and existing businesses to move into vacant properties.
- The Wisconsin Economic Development Corporation has a variety of grant and technical assistance programs. The Connect Communities/Main Street program provides support to local leaders that are interested in revitalizing their downtowns. Continue to pursue Community Development Investment Grant funds shovel ready downtown projects.





# YOUR VILLAGE THROUGH OUR EYES





# CITY OF KAUKAUNA

## Description of the Community's Challenges

The City of Kaukauna has two alley spaces downtown that are not used by cars. One was made into a plaza-like space in the 1980s, and the design is now deteriorating. Trees are overgrown and the pavement is buckling. The second space is just an empty space with grass and a mural. The two spaces are both connected to an active vehicular alley. The City staff was seeking advice on how to make these spaces more desirable, active spaces.

## What Ayres Provided

Ayres came to Kaukauna for a half-day design workshop to generate ideas for the alleys. Ayres staff and City of Kaukauna staff met in the morning and toured the two sites. Then Ayres generated ideas and drawings throughout the morning and gave a presentation in the afternoon. Ayres then followed up with more detailed sketches and operational considerations.

## Key Recommendations

The workshop and report:

- Generated plans and sketches for the two alleys.
- Showed how the alleys could be used to draw interest to downtown and how the alleys could connect to other downtown spaces.
- Listed practical considerations for alley development such as electrical service and trash pickup.
- Made recommendations related to programming.



November 19, 2021

Joe Stephenson  
Director of Planning and Community Development  
City of Kaukauna  
144 W. Second Street  
Kaukauna, WI 54130

Dear Joe,

I hope you are enjoying your new position. As you know, right before you started with the City of Kaukauna, Ayres conducted a half day workshop related to activating the two alleys in downtown. This workshop was funded through the East Central Wisconsin Regional Planning Commission.

The Ayres staff came to Kaukauna on the morning of October 14<sup>th</sup>. We toured the two downtown alleys with staff, discussed what makes a successful public space, and then spent some time drawing up concepts. We then presented the concepts to staff. The idea was that this exercise could kick-off additional discussions about activating the alleys.

Attached you will find a report that:

- Provides site photos from our tour,
- Lists things that need to be considered as designs evolve,
- Shows conceptual site plans and design ideas,
- Contains “before and after” images, and
- Provides some thoughts about connecting the alleys to the rest of downtown.

We hope this document is a good resource for the City of Kaukauna. Please contact me at 608-441-3564 or [ArnoldA@Ayresassociates.com](mailto:ArnoldA@Ayresassociates.com) if you have any questions or need anything else.

Thank you,

Ayres Associates Inc



Amanda Arnold, AICP  
Urban Planner

Cc: Kevin Englebert, East Central Wisconsin Regional Planning Commission





# KAUKAUNA ALLEYWAY ACTIVATION BLUEPRINT



# KAUKAUNA

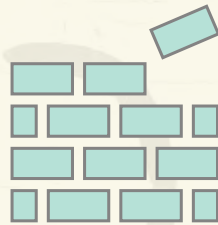
WHAT'S SHAKING



SHAPING YOUR ALLEYS?



CLEAN SLATE



INTRIGUING  
NEIGHBORS



LIVE MUSIC  
MOMENTUM



UPPER FLOOR  
HOUSING OPPS



FUNDING  
PARTNERSHIPS



# ALLEY WALKABOUT

EXPEDITION FOR UNDERSTANDING





# EXISTING CONDITIONS



## The 2<sup>nd</sup> Street “Alley”

- Technically a vacant lot
- Has a mural
- 2nd St. has activity
- No improvements in alley

## The 3<sup>rd</sup> Street Alley

- Was made into a plaza in the 80s
- Trees are overgrown
- Pavement is buckled
- Adjacent uses are not very active

## The vehicular alley

- Slated for reconstruction
- Opportunity to connect the two alleys



# 1<sup>ST</sup> STREET ALLEY





# 3<sup>RD</sup> STREET ALLEY

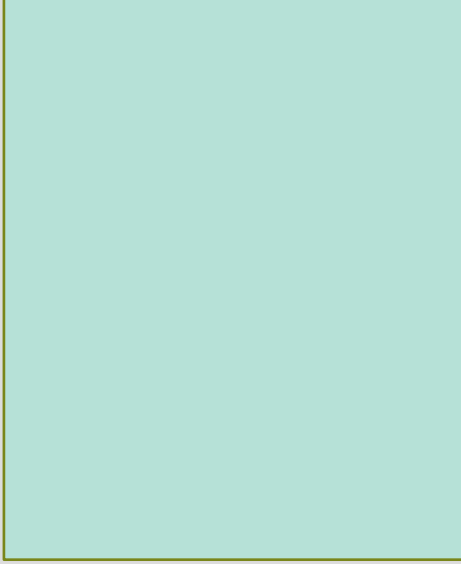




# VEHICULAR ALLEY







## Design Considerations

- Pavement
- Lighting
- Utility connections
- Plantings
- Furniture
- Art
- Plantings
- Trash pick-up
- Security
  
- Programing!!







### Concepts:

- 2<sup>nd</sup> Street alley remains a flexible space
- 3<sup>rd</sup> Steet alley would be more formal and contain seating.
- The car alley offers the opportunity to tie the two together....string lights could attract attention.
- Pavement patterns could have a water/river theme
- The Kaukauna logo could be embedded into the pavement to mark the entrances.
- Opportunities exist for roof top dining and an alley stage.



## 2<sup>ND</sup> STREET ALLEY



Keep this space more flexible for activities such as concerts or exercise classes. Use building at the end as a focal point, consider a façade easement to make it more attractive and potentially add a stage. Bring the branding and the alley treatment out into the 2<sup>nd</sup> Street sidewalk.



## 3<sup>RD</sup> STREET ALLEY



Use this alley for seating and dining, agreements could be made with local restaurants. For both alleys removable bollards could secure the space.



# VEHICULAR ALLEY



The upcoming reconstruction offers a great opportunity to address drainage, lighting, and pavement treatment. The vehicular alley is key to linking the spaces.



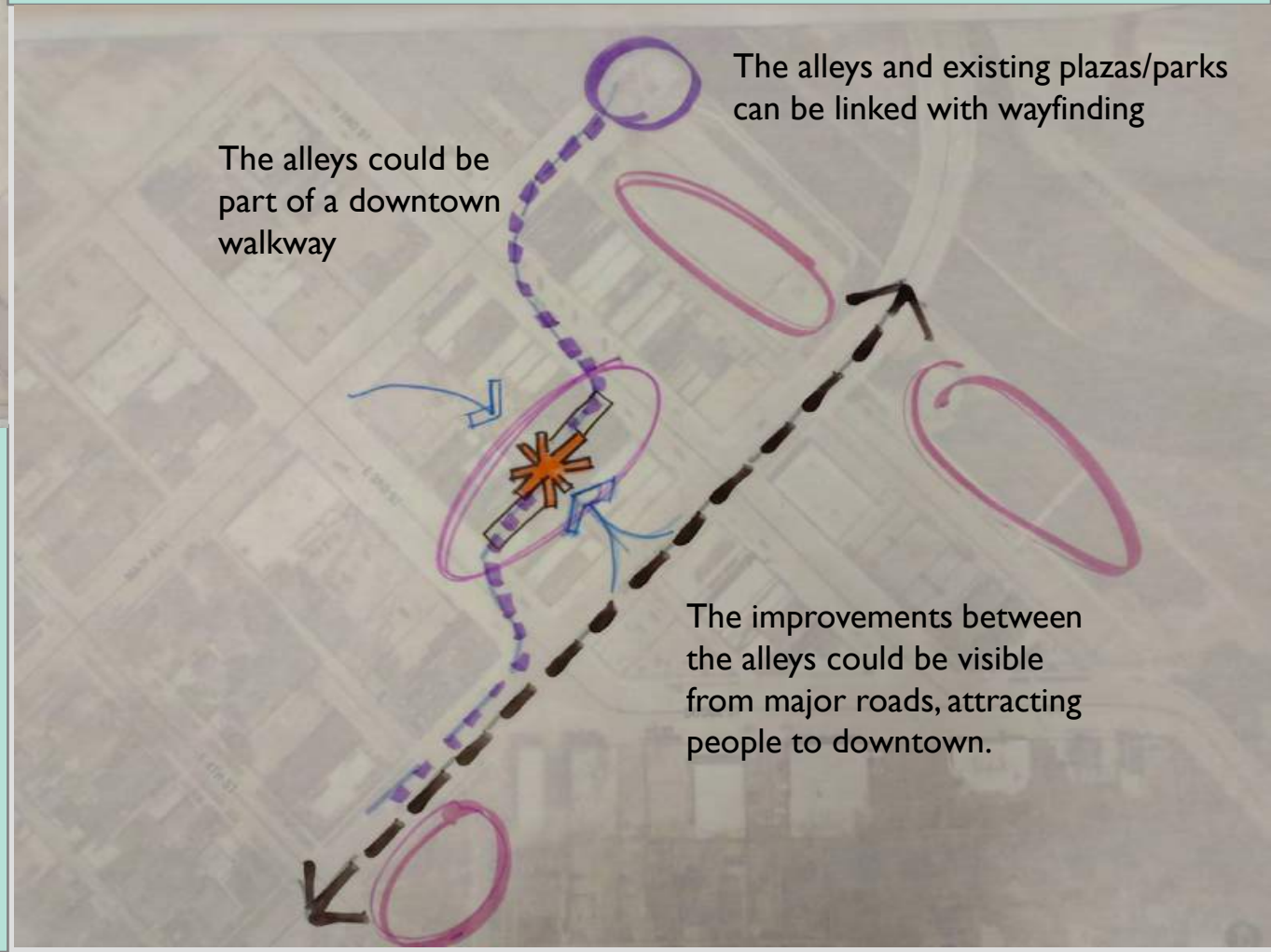


The success of the alley renovations is linked to downtown businesses. Encourage businesses that could use the alleys or draw pedestrian activity.

Make the alleys visible (with the use of lighting and other treatments) as people pass through downtown.

Invest in wayfinding for business and the future alley spaces.

Grant money is currently available through the ECWRPC for businesses filling empty storefronts.



The alleys could be part of a downtown walkway

The alleys and existing plazas/parks can be linked with wayfinding

The improvements between the alleys could be visible from major roads, attracting people to downtown.

# CITY OF RIPON

## Description of the Community's Challenges

Like many other communities, Ripon struggles with keeping housing affordable and attracting new affordable residential development. In the summer of 2021, the Congress for New Urbanism (CNU) and the League of Wisconsin Municipalities (LWM) held a workshop that examined code reform. They discussed the issues faced in Ripon and produced a letter with several recommendations about how to amend the zoning code to allow for more opportunities for affordable housing. While the CNU and LWM assistance was helpful, the City of Ripon was struggling with finding the time to translate the broad recommendations into actual amendments to the text of the zoning code.

## What Ayres Provided

Ayres staff met with the City Administrator to discuss the issues and the zoning code. Ayres also toured the City to understand factors that influenced development. After leaving Ripon, Ayres staff translated the CNU recommendations into the edits to the zoning code. The product was a letter describing the suggested edits and potential results of making them, as well as copies of the residential zoning code text with actual suggested amendments and notes.

## Key Recommendations

The report:

- Outlined what would be involved in allowing Accessory Dwelling Units, or “mother-in-law” suites.
- Suggest how density could be increased in each zoning district.
- Recommended reducing lot size requirements.
- Recommended reducing the number of required parking spots.
- Suggested how residential development could be allowed in old churches and schools.
- Recommended reducing setback requirements, allowing for more building area on a lot, and made observations about building scale.





# VILLAGE OF HORTONVILLE

## Description of the Community's Challenges

By 2024 State Highway 15 will take the form of a bypass around Hortonville. This means that downtown Hortonville will need to be reinvented to bring people downtown. The bypass will result in some downtown intersections that have lights now becoming four-way stops, and the Village will have more freedom to design its Main Street as a local road.

## What Ayres Provided

Ayres spent the day touring Hortonville, walking the Main Street, and also exploring several parks. As a new streetscape is designed, there is an opportunity to link parks through the development of an empty lot downtown and the addition of a path along the Black Otter Creek. Ayres provided concepts for linkages throughout the Village, a conceptual streetscape design, and an image of a future pocket park.

## Key Recommendations

The workshop and report:

- Showed how open spaces could be connected.
- Included a conceptual streetscape plan and proposed cross-sections for the road.
- Presented a concept for a Black Otter Creek path.
- Provide a concept for a pocket park.
- Made recommendations for wayfinding and signage.



Village Administrator Nathan Treadwell points to a conceptual design on a map of downtown Hortonville as residents meet with urban planners on Oct. 19. John Faucher Photo

## Village receives grant for urban planners

By John Faucher



December 1, 2021

Nathan Treadwell  
Administrator, Village of Hortonville  
531 N Nash Street  
Hortonville, WI 54944

Dear Nathan,

It was a pleasure to meet you and visit the Village of Hortonville on October 19<sup>th</sup>. Chris Silewski and I enjoyed getting to explore your downtown and discuss future streetscape designs and park connections. As you know, our visit was designed to provide a quick analysis of options. Overall, we were charmed by the downtown and feel there is a lot of potential to connect amenities to make it more of a destination. There is a real opportunity to make the new by-pass result in benefits for your downtown.

Attached you will find a brief report that:

- Discusses connecting park and open spaces throughout the village
- Provides a sample streetscape that prioritizes pedestrians over vehicles
- Suggests how to make a destination downtown with the help of a pocket park
- Recommends improving access to Black Otter Creek, and
- Suggests improved wayfinding.

We hope this document is a good resource for the Village. Please contact me at 608-441-3564 or [ArnoldA@Ayresassociates.com](mailto:ArnoldA@Ayresassociates.com) if you have any questions.

Thank you,

Ayres Associates Inc

A handwritten signature in blue ink that reads "Amanda Arnold".

Amanda Arnold, AICP  
Urban Planner

Cc: Kevin Englebert, East Central Wisconsin Regional Planning Commission



# BLUEPRINT HORTONVILLE



# HORTONVILLE

WHAT'S SHAKING



SHAPING HORTONVILLE?



**MARJOR ROAD  
PROJECT**



**WATERFRONT**



**TRAIL  
CONNECTIONS**



**SMALL TOWN**



## ABOUT THIS PLAN

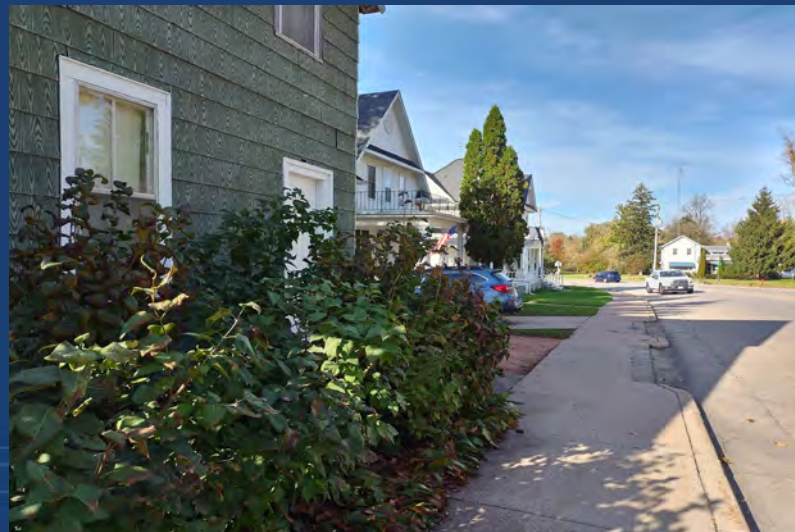
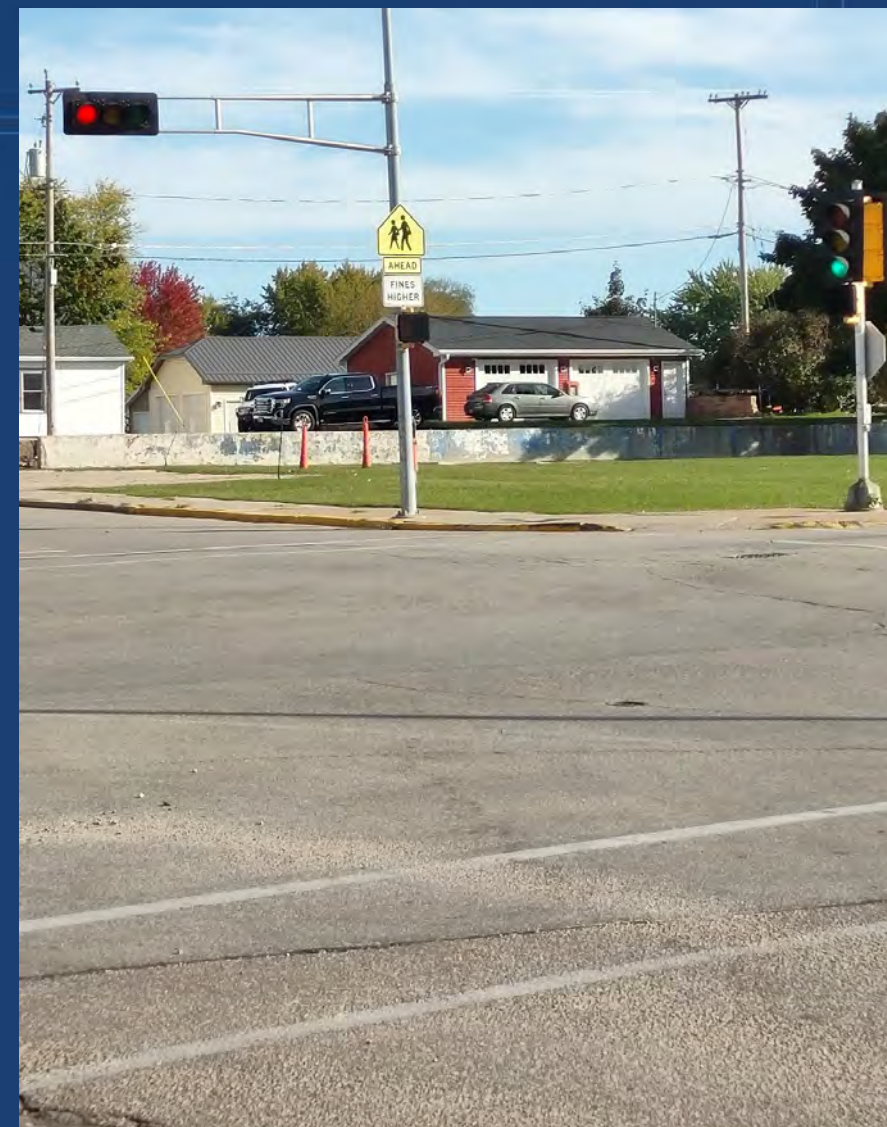
This is not your traditional planning document with lengthy dialogue and pages of statistics that become outdated immediately upon publication. Rather, this snapshot assessment focuses on highlighting key strategies for the Village of Hortonville to pursue as you plan for the new by-pass.

### CONTENT:

- Connecting spaces
- Prioritizing pedestrians over vehicles
- Creating a destination downtown
- Improving access to Black Otter Creek
- Improving wayfinding



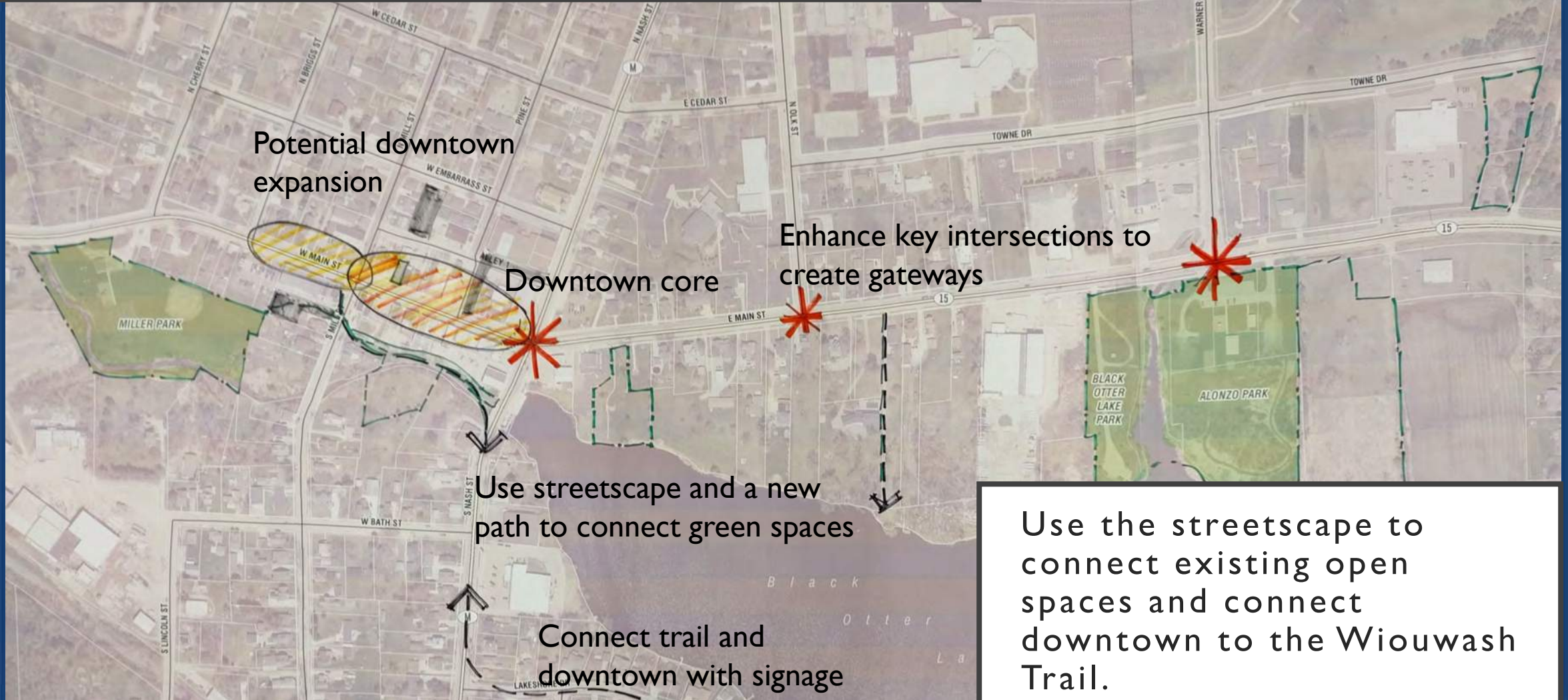
# “THIS IS OUR ONE CHANCE TO REBRAND BEFORE THE BYPASS COMES”



Now is the time to plan for a streetscape that invites people and investment.



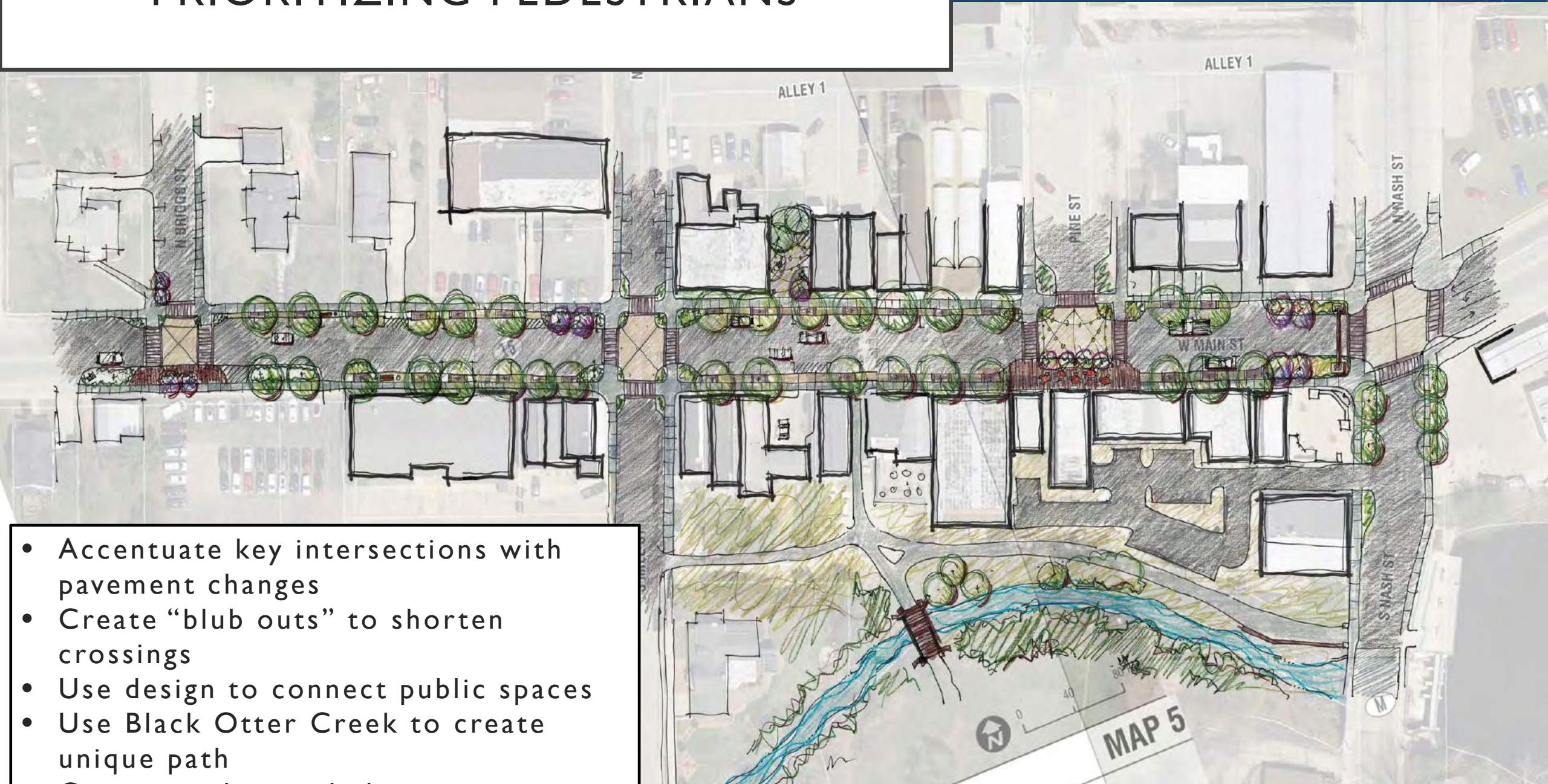
# CONNECTING SPACES



Use the streetscape to connect existing open spaces and connect downtown to the Wiouwash Trail.



# PRIORITIZING PEDESTRIANS

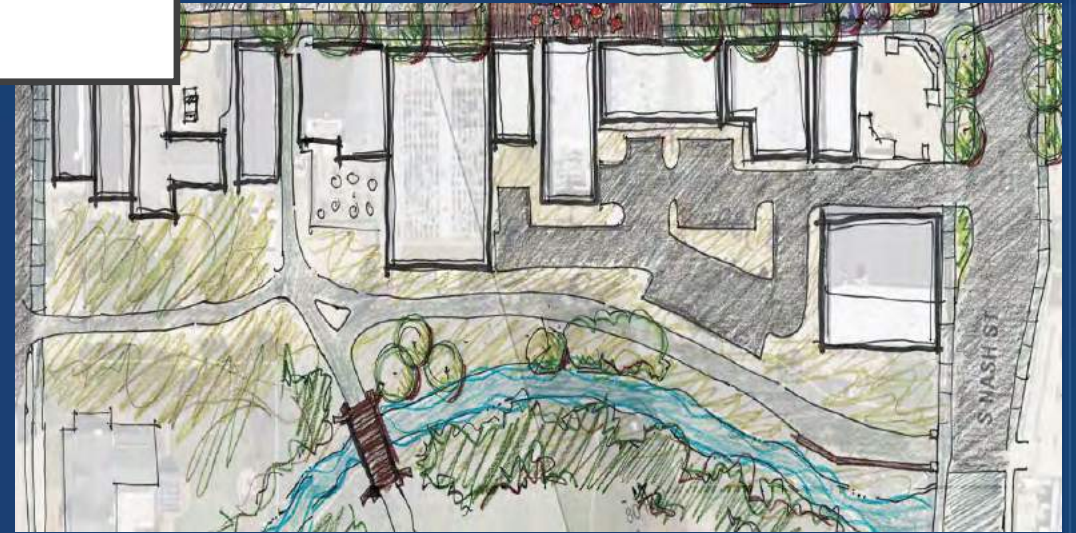


- Accentuate key intersections with pavement changes
- Create “blub outs” to shorten crossings
- Use design to connect public spaces
- Use Black Otter Creek to create unique path



# BLACK OTTER CREEK

- A future path along Black Otter Creek could connect public spaces
- Much of the space is Village owned - note that the walk could exist on south side of the creek
- Makes use of a hidden asset





# DESTINATION DOWNTOWN

Converting this space into a more formal pocket park can draw people downtown. Programming needs to be planned.





# DESTINATION DOWNTOWN

The road cross section can expand to the east.  
Wide sidewalks are key.

## Hortonville Main Street



## Hortonville Main Street East



# TRAILS AND WAYFINDING

While some nice furnishing exist, there are opportunities to upgrade.





# TRAILS AND WAYFINDING

Improve downtown signage by promoting individual businesses/destinations



Rogers Cinema 8

600 Block

Circle the Date

- Pick 'n Save

- Hillers True Value

N 200 BLOCK

Questions, Contact:

Amanda Arnold, Urban Planner  
[ArnoldA@AyresAssociates.com](mailto:ArnoldA@AyresAssociates.com)

Chris Silewski, Landscape Architect  
[SilewskiC@AyresAssociates.com](mailto:SilewskiC@AyresAssociates.com)





# MARQUETTE COUNTY

## Description of the Community's Challenges

Marquette County manages a fairground, but most of the activity only happens one week a year. In addition, much of the facility needs upgrades. There are issues with drainage, circulation, and just the practicality of some of the structures. The County was seeking input on how to bring more events to the fairgrounds and connect it to the local community.

## What Ayres Provided

Ayres toured the fairground with County representatives and then spent the day drawing up concepts. At the end of the day some brainstorming and visioning exercises were done with key stakeholders. Ayres provided a conceptual master plan and recommended upgrades to the fairgrounds as well as programming ideas.

## Key Recommendations

The workshop and report:

- Provided a conceptual master plan.
- Made suggestions for activating and marketing the fairgrounds.
- Provided concepts for the barn and events.
- Provided a scope of a typical full-scale facilities study.





# BLUEPRINT MARQUETTE COUNTY FAIRGROUNDS



# AVRES

PLANNING+DEVELOPMENT



## ABOUT THIS PLAN

This is not your traditional planning document with lengthy dialogue and pages of statistics that become outdated immediately upon publication. Rather, this snapshot assessment focuses on highlighting key strategies for Marquette County to follow as a workplan to produce tangible results.

### CONTENT:

- Our first impressions
- A conceptual Master Plan
- Approach to activating and marketing
- Concepts for the barn and other events
- Scope of a typical facilities study



# MARQUETTE COUNTY FAIRGROUNDS

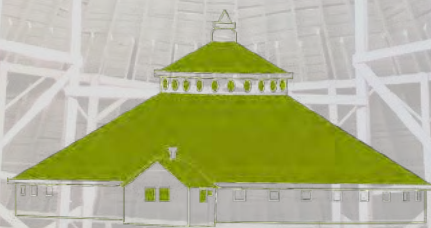
WHAT'S SHAKING



SHAPING THE FAIRGROUNDS?



**HISTORY OF USE**



**ROUND BARN**



**NEW IDEAS**



# THE FAIRGROUNDS THROUGH OUR EYES



We created the following master plan based on needs and multiple activities, but we think your diamond in the rough is the round barn – accentuate and sell what’s most unique.





- Lawn cleared, improved views
- Amphitheater and stage added to lawn
- Parking moved to behind buildings
- Improved signage
- RV parking on future expansion
- Ballfields enhanced
- Arena moved closer to barns
- New bleachers







# The Main Street Approach

The Main Street Approach is a time-tested framework for community-driven, comprehensive revitalization.

## What Are The Economic Development Essentials?

### ECONOMIC VITALITY (FOCUS ON PROJECTS)

This point focuses on promoting business & development.

#### Potential Activities:

- 1) Activate Current Assets
  - Round Barn Strategy
  - Drive-In Movie
  - Concert Season

### PHYSICAL DESIGN (FOCUS ON PLACE)

This point focuses on enhancing quality of life, including infrastructure.

#### Potential Activities:

- 1) Improve Connections & Circulation
- 2) Structured Activity Pods
- 3) Improved Infrastructure

### ORGANIZATION (FOCUS ON PEOPLE)

This point focuses on enhancing the functionality and collaboration.

#### Potential Activities:

- 1) Hire an Event Manager
- 2) Develop a comprehensive facility master plan

### PROMOTION (FOCUS ON MARKETING)

This point focuses on bringing people to town & communicating benefits.

#### Potential Activities:

- 1) Rebrand the Entire Facility to Convey Expanded Uses
- 2) Consider Naming Rights for Facilities (\$)



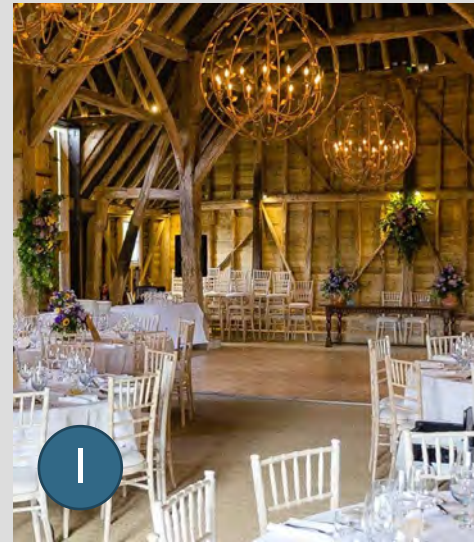
# ACTIVATE THE ROUND BARN

Activating the Round Barn is one of the best returns on investment the County could take to attract additional use of the property. This iconic building could be home to a variety of events where the character of the venue matters.

Based on the inefficiencies for using the building for livestock, we suggest you transition away from the traditional barn use and work to seal the property. Another step would be to install a permanent flooring system.

Creating 3-season use of the property can be an interim step to enable expanded use of the building while additional plans are made. Be sure to provide an FAQ for folks so they understand the limitations of the space. (Its not guaranteed to be bird-proof, but hopefully pigeon-less.)

Until formal restrooms can be provided, invest in higher-grade port-o-potties with a handwashing station to upgrade the overall experience.



1

*Creating a character-rich venue destination has the ability to attract new user to the fairground sites, thereby diversifying your potential revenue streams.*

2

*In the short-term, creating an enhanced experience for port-a-potties can provide a positive temporary experience while addressing nature's basic needs in lieu of permanent flush toilets.*

3

*Even hand-washing stations can be enhanced to fill the required need while blending in with the rustic character of the fairgrounds property at minimal up-front expense.*



# ACTIVATE THE ROUND BARN

Consider the addition of a “Barn Garden” space adjacent to the building that can serve as event pre-function space. For weddings, the space could be used for both the ceremony as well as reception (depending on size). However, some resetting might be needed. Adjacent outdoor gathering spaces could be used to provide a space to spend time while caterers finish setup.

The interior space could be configured with round tables on the outside ring, with the center serving as a dance-floor. For performance events, like a dance recital or community theater, folding chairs could provide expanded seating options. (This would require possibly removing the corral boards to enable sight-lines to the center stage.)



2



1



3

1

*Creating an outdoor gathering space provides for “pre-function” staging of guests, as well as after event outdoor mingling.*

2

*Fire pits can provide for a source of heat, helping extend the functionality of the space into colder shoulder-seasons.*

3

*The interior of the Round Barn could accommodate several “tiers” of activity. From a stage at center-circle, to seating and round tables, the options are limitless.*



# DRIVE-IN MOVIE NIGHT

Creating more reasons to use the Fairgrounds doesn't have to include massive construction or facility upgrades. Launching a Drive-In Movie series can be viable winter, summer or in-between.

The current parking lot area provides a natural amphitheater setting where trucks can back in for an evening movie under the stars. Using the back of the Small Animal Barn as a screen, the investment for Movie Night would be minimal. Broadcast systems can be purchased to push out the sound via individual car radios, or speakers can boost the sound. Movie rentals are typically a few hundred dollars per event, depending on the popularity of the film. Often, the movie rights are discounted for non-profit organizations and free events.

The County or Fair Board could use the concession stand as a fundraiser to help offset the cost of the event.





# NEXT STEPS

In addition to the ideas brainstormed here, the following steps can be taken for a full feasibility study:

**Establish Guiding Principals** – Write out guiding principals to check in with and keep on track

**Develop Goals and Objectives** – Make benchmarks to strive for

**Conduct a Market Demand Analysis** – Look at both internal and external influences

**Document Existing Conditions** – Inventory strengths and weaknesses of existing assets/buildings (you know this)

**Do a Programming Analysis** – Look at what do you do and what else do you want to do (we've brainstormed some ideas)

**Assess Facilities** – Conduct a detailed functional assessment of each structure (you know this)

**Outline a Maintenance Plan** – List and prioritize large deferred maintenance projects

**Identify Projects** – Identify and prioritize capital improvement projects

**Establish Phasing** – Develop a plan based on funding



## Questions, Contact:

Amanda Arnold, Urban Planner  
[ArnoldA@AyresAssociates.com](mailto:ArnoldA@AyresAssociates.com)

Chris Silewski, Landscape Architect  
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**Program**

- STAGE / EVENT SPACE
- BALLFIELD HOUSE
- FOOD / FARMERS MARKET
- LODGING / UNIFORM

PARKING 150 → TALL

RESTROOMS QUIET SIDE + TORNADO SHELTER ACTIVATOR

- BALLFIELD
- ROUND BARN - 200
- EXHIBIT HALL + 200
- SHOW BARN
  - CONCESSIONS / COOL KITCHEN
  - CAMPER'S - 30-50 - DOMESTIC
  - BALL FIELDS 1-2
  - BOWLING ARENA
  - RODRO ARENA
  - MIDWAY

**PROGRAMMING**

- CIRCULATION
- CONCEPTS
- DRIVING MOVIES
- EVENTS / WEDDINGS / DINNERS
- SHOW MOBILE MOVIES / TV
- CAMPER'S
- GROUP CAMPS
- THEATER

County Marketing Plan

- embrace the barn
- seek out events
- host sample events
- ↳ community calendar



# CITY OF SEYMOUR

## Description of the Community's Challenges

The City of Seymour has a new business council. The new council is just establishing itself, and while they have concerns about downtown, and Seymour in general, their primary challenge at this time is getting established and having people join their efforts. Overall, Seymour suffers from a lack of affordable housing and population that spends its days working, and spending money, in other locations. The downtown has gathering spots and a regional trail runs through it, but it's in need of branding.

## What Ayres Provided

Ayres spent a full day with the fledgling business council. The morning was spent on an intense discussion of the issues in Seymour, what the vision for the community is, and what the vision for the new business council as an organization is. The business council representatives and Ayres staff then toured the City. Ayres provided a framework for how the business district council could market itself and the community. Recommendations also include how to tackle affordable housing, some "makeovers" for some downtown buildings, and suggestions for finding funding.

## Key Recommendations

The workshop and report:

- Summarized key themes about what the business council wants for the community.
- Showed how to break down tasks into physical design, organizational structure, promotion, and economic vitality.
- Provided sketches of potential improvements to downtown buildings.
- Made recommendations for funding and resources.



## ORGANIZATION {people & partnerships}

Communicating the purpose of an organization is central to generating support and financial backing. Carefully crafting the message of who and what SBDC does is essential to maintaining your focus (so you don't overwhelm your volunteers and dilute your impact by stretching resources too thin.)

Completing a branding process is an effective way to create visuals and narrative storytelling to aid board members in delivering the 1-minute elevator speech to pitch. If you can't remember the Mission and Vision Statement, it needs to be refined.

Examples include Lyons VIBE (Colorado) reflects a motivated grassroots group supported by local government to promote business and culture. Both organization (top) and destination brands (bottom) are available for different purposes. An organization logo helps link the activities of a board to tangible action items. A destination brand is intended to attract visitors and to convey a sense of place.

LYONS VIBE  
AS THE LEADER OF THE AREA RESTAURANT

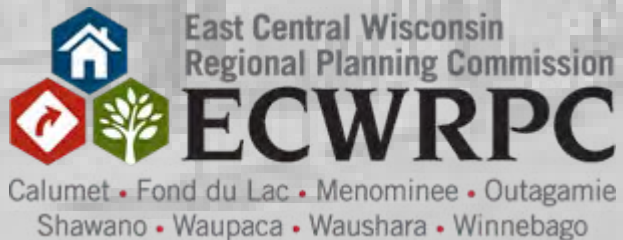
LYONS VIBE is a local program, built and supported by the community. Our vision is that Lyons is the premier destination for outdoor adventure, music and art celebrations, and heritage discovery and we aim to get there by promoting local businesses, attracting visitors, and celebrating our unique character to strengthen economic vitality. Look for our work throughout Lyons, business district, during local events, and in Front Range publications and we know you'll love Lyons too!

RANGELY TREAD  
A COLORADO MAIN STREET PROGRAM

<b>T</b>	TEAM MANFULLY ORGANIZATION	We are Team Rangely, and our Main Street approach helps inclusive partnerships to showcase the best that small town Colorado has to offer.
<b>R</b>	ECONOMIC DEV	We drive economic resiliency to support our current businesses while exploring new ways to expand our economy.
<b>A</b>	ADVOCATES FOR PROGRESS	We are leaders of Rangely, promoting the power of place and supporting events that connect locals and visitors with business.
<b>D</b>	OUR WELLBEING DESIGN	We embrace character-based economic development by enhancing the quality of life experienced by our built environment.



# SEYMOUR DOWNTOWN PLAN





## ABOUT THIS PLAN

This is not your traditional planning document with lengthy dialogue and pages of statistics that become outdated immediately upon publication. Rather, this snapshot assessment focuses on highlighting key strategies for Seymour to follow as a workplan to produce tangible results.

### CONTENT:

- Who you are (inspired people)
- Recommendations based on the Main Street approach
  - Physical Design
  - Organization
  - Promotion
  - Economic Vitality
- Who's your audience? What do they want? And where's the money?

# SEYMOUR WISCONSIN

WHAT'S SHAKING



SHAPING THE SEYMOUR?



**FAMILY FRIENDLY**



**DUH, BURGER**



**HIGH PROPERTY COST**



A photograph of a man with a shaved head speaking into a microphone. He is wearing a dark blue t-shirt with a white line-art robot graphic. In the background, another man with glasses is smiling. The image has a dark overlay with a white rectangular box containing the title and subtitle.

# RURAL ECONOMIC DEVELOPMENT

## Begins With Inspired People

*This is Chuck. He started Richwood Scientific Inc., a 501(c)(3) nonprofit organization dedicated to promoting science through open and equitable access to technology. Since 2015 they have served West Virginia by providing educational outreach, technical classes and seminars free of charge to the public. His goal was to retool out of work miners and equip them for a new economy.*

*He also helped to spin off Cherry River Roasters so his coders would have good coffee to drink. But rather than start with a retail shop, he launched the wholesale roastery. After becoming a dominant force in the region, Cherry River Roasters has now added the local amenity – a storefront coffee shop in the local business incubator.*

***Who are your inspired people?***





**MAD  
LIBS**

# COMMITTEE MAD LIBS

VISION STATEMENTS FOR PEOPLE  
WHO HATE GROUP WORDSMITHING



## **I am**

- Entrepreneur and problem solver
- A business owner/community member
- A servant to the people
- Business owner and community member
- Director of Marketing
- President

## **We are**

- A family community
- Entrepreneurs, family members, and neighbors
- Locals who care
- SBDC
- A bedroom community
- Young and energetic while learning fast

## **We want Seymour to be**

- Welcoming
- Inviting
- Flourishing
- Growing and opportunistic
- Better than the past

## **And filled with**

- Diversified shopping/restaurants
- Friendly people
- Happy people
- Excited people
- Passionate people
- Involved people
- Booming events
- Friendly business-people

## **A place for**

- Families
- Living, playing, and working
- Prosperity
- Families to grow and memories to be made
- A place outside green bay
- Safe living
- Family time, personal development

## **So that (Aspiration)**

- Live in a safe community and enjoy family and friends
- People who grow up here stay here
- Grow as community
- Be the town that others want to be
- We are a town others want to imitate
- Get ride of stigmatism of being a bedroom community
- People can prosper culturally and economically

**F R I E N D L Y**  
**H A P P Y • E X C I T E D**  
**P A S S I O N A T E**  
**I N V O L V E D**





# The Main Street Approach

The Main Street Approach is a time-tested framework for community-driven, comprehensive revitalization.

## What Are The Economic Development Essentials?

### PHYSICAL DESIGN (FOCUS ON PLACE)

This point focuses on enhancing quality of life, including infrastructure.

**Potential Activities:**

### ORGANIZATION (FOCUS ON PEOPLE)

This point focuses on enhancing the functionality and collaboration.

**Potential Activities:**

### PROMOTION (FOCUS ON MARKETING)

This point focuses on bringing people to town & communicating benefits.

**Potential Activities:**

### ECONOMIC VITALITY (FOCUS ON PROJECTS)

This point focuses on promoting business & development.

**Potential Activities:**

By breaking down your approach or work plan into these categories you can work on manage multiple efforts

# DESIGN {physical improvements}

OBJECTIVE	ACTION	SUCCESS =	TIMELINE	STATUS & NOTES
Punctuate Depot Street Intersection	Envision gateway features that provide a visual sense of place	Design and visualization completed		
	Complete design plans for enhancement feature	Construction plan set completed		
	Bid and construction improvements	Construction completed		
	Install wayfinding signage or kiosk at Depot Street or Newton-Blackmour Trail Crossing.	Signage installed to alert visitors to local businesses		
Improved building appearance	Promote Main Street Bounce Back Grants to help new business make façade improvements	Grant program awareness increased # Grants applied for and awarded	Prior to June 2022	



# DESIGN {physical improvements}





# DESIGN {physical improvements}





# DESIGN {physical improvements}



# ORGANIZATION {people & partnerships}

OBJECTIVE	ACTION	SUCCESS =	TIMELINE	STATUS & NOTES
Communicate Purpose of Organization	Consider renaming organization to better reflect the purpose and function of SBDC	Clear name recognition in Seymour		
	Restructure committees to reflect the 4-point Main Street Approach to align program for coordination with WEDC Connect Community Program	SBDC positioned to apply for additional state funding		
	Consider printed brochure	Increased organizational awareness		
Build Strategic Partnerships Across the Community	Identify key partners vital to the success of SBDC mission	List completed with key contacts		
	Schedule and host "What's Brewing" sessions to discuss hot topics	Quarterly (or more frequent) sessions held to grow the organization		
	Create "Community Over Competition" Award program to highlight positive partnerships	Award program established and first annual award issued		



# ORGANIZATION {people & partnerships}

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*“Lyons VIBE is a local program, built and supported by the community. Our vision is that Lyons is the premier destination for outdoor adventure, music and art celebration, and heritage discovery and we aim to get there by promoting local businesses, attracting visitors, and celebrating our unique character to strengthen economic vitality. Look for our work throughout Lyons’ business district, during local events, and in Front Range publications and we know you’ll love Lyons too!”*



	<p>TEAM RANGELY ORGANIZATION</p>	<p>We are Team Rangely, and our Main Street approach helps mobilize partnerships to leverage the best that small town Colorado has to offer.</p>
	<p>ECONOMIC EV</p>	<p>We drive economic resiliency to support our current businesses while exploring new ways to expand our economy.</p>
	<p>ADVOCATES PROMOTION</p>	<p>We are boosters of Rangely, promoting the power of place and supporting events that connect locals and visitors with business.</p>
	<p>DEVELOPMENT DESIGN</p>	<p>We advance character-based economic development by enhancing the quality of life represented by our built environment.</p>

*TREAD’s branding relates to the community’s tourism focus on all varieties of wheeled exploration. The area has a “rock crawling” park for 4-wheel drives, ATVs and mountain biking.*

*Rangely TREAD is the Main Street Program, with each of the letters representing a committee under the Main Street 4-Point Approach. Each point includes an explanation of each point and how they translate into local action.*

# PROMOTION {marketing}

OBJECTIVE	ACTION	SUCCESS =	TIMELINE	STATUS & NOTES
Develop Branding & Marketing Plan	Complete overall branding and marketing plan for both the organization and destinating	Brand established and launched Increased awareness about the community, events and attractions		
	Complete "Prime Audiences" analysis of how the organization communicates with different segments of Seymour	Board members are fluent with audience motivators and can personalize discussions to match		
Adopt a "value-added" prospect to focus on strengthening other groups events	Identify primary events run by other organizations to support	List completed with key contacts		
	Identify *limited* event gaps to initiate and run to limit competition with other organizations.	SBDC focused on low intensity/high impact events that increase foot-traffic for local business		



# PROMOTION {marketing}



**Micro Pop-Up Concepts - Cheyenne + Wy**

September 7 · 🌐

The most ludicrous burger Wyoming has ever seen is BACK!

Second Annual Golden Burger PopUp

This year's Golden Burger features beef sourced from Snake River Farms. Not one, but TWO American Wagyu smash patties topped with crispy pork belly, melted cave aged cheddar, winter black truffle shavings, caramelized onion, lemon aioli and 50 Year Old balsamic reduction, All stacked on a buttery toasted brioche bun.

Served with a side of our signature fries.

September 24 by PRE-ORDER ONLY

Pre-orders may be picked up 12-8pm @ Black Tooth Brewing Company

Limited quantities available

SEPT 24th Noon - 8:00 PM



# ECONOMIC VITALITY {big projects}

OBJECTIVE	ACTION	SUCCESS =	TIMELINE	STATUS & NOTES
Fill the Vacant Spaces	Create vacant spaces building inventory, including vital stats (square footage, etc) and owner contact info	Listing available, updated annually		
	Consistent zoning enforcement to prevent/minimize blight			
	Research and tour incubator options to cultivate home-grown businesses	Complete business model		
	Develop strategic vision for redevelopment of catalyst building	Redevelopment plan completed with action items		
Explore Zoning Adjustments	Downtown Zoning: <ul style="list-style-type: none"> <li>• Review allowed uses (some may currently be overlay specific)</li> <li>• Consider allowing more uses with Conditional Use Permits</li> <li>• Make accommodations for pop up retail</li> </ul>			
	Residential Zoning: <ul style="list-style-type: none"> <li>• Consider reducing all lot size requirements.</li> <li>• Reduce lot side requirements in multifamily districts.</li> </ul>			



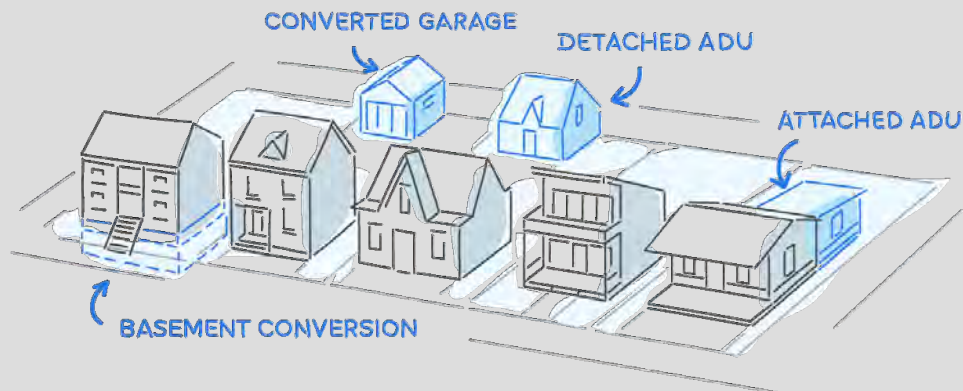
# ECONOMIC VITALITY {big projects}

Seymour businesses have identified that a lack of workforce housing is impact the availability of labor. While some employers have taken to bussing employees to work, other smaller businesses have more limited options.

To help address the issue of available workforce housing, the City should consider enabling the opportunity to develop Accessory Dwelling Units. This option provides for any of a number of different configurations of housing to be developed as a secondary unit to a single-family home.

ADUs typically include a separate entrance, kitchen, bath and sleeping areas and are sometimes called a granny-flat, a mother-in-law apartment, or carriage house.

These units enable density to be blended in seamlessly within existing neighborhoods with minimal infrastructure investment to help keep rents affordable. And zoning adjustments are relatively easy to complete, making this an option that can be taken in short order to remove one obstacle to addressing housing concerns.





# FIVE AUDIENCES OF MAIN STREET

Donors

Owners

Public

Volunteers

Government

Sponsors

Donors

Members

Investors

Planned Giving

Businesses

Building

Property

Developer

Customers

Citizens

Event Goers

Tourists

Board

Committees

Events

Service

In-Kind

Mayor

Council

Schools

County

Police

Chambers

CVBs



# FIVE AUDIENCES OF MAIN STREET

Donors

Owners

Public

Volunteers

Government

Want to Feel Good

Want Support & Validation

Wants to Know What's Cool

Want to Make an Impact

Wants Accountability



# SHOW ME THE MONEY

Grants play a key role in small communities' ability to advance intriguing projects. Here are some grant possibilities to help get you started:

- Main Street Bounce Back Grants – Administered by the East Central Wisconsin RPC, these grants provide \$10,000 to new and existing businesses to move into vacant properties.
- The Wisconsin Economic Development Corporation has a variety of grant and technical assistance programs.
  - The Connect Communities program provides support to local leaders that are interested in revitalizing their downtowns.
  - The Community Development Investment Grant funds shovel ready downtown projects.







# CITY OF OMRO

## Description of the Community's Challenges

Like some of the other communities that received technical assistance, Omro is struggling with how to get residents to spend their time and money in the community and how to get people passing through to stop. Omro is looking for businesses, like a coffee shop, that will make people stay and enjoy themselves. Omro also suffers because its Main Street is a highway, and the streetscape is in need of repairs. Lastly, Omro is investing in a new city hall. There is a vacant lot across from the new city hall site that provides a great opportunity for a community space. The new city hall will also allow the City to potentially consolidate public uses downtown and free up space to house uses that will attract more people.

## What Ayres Provided

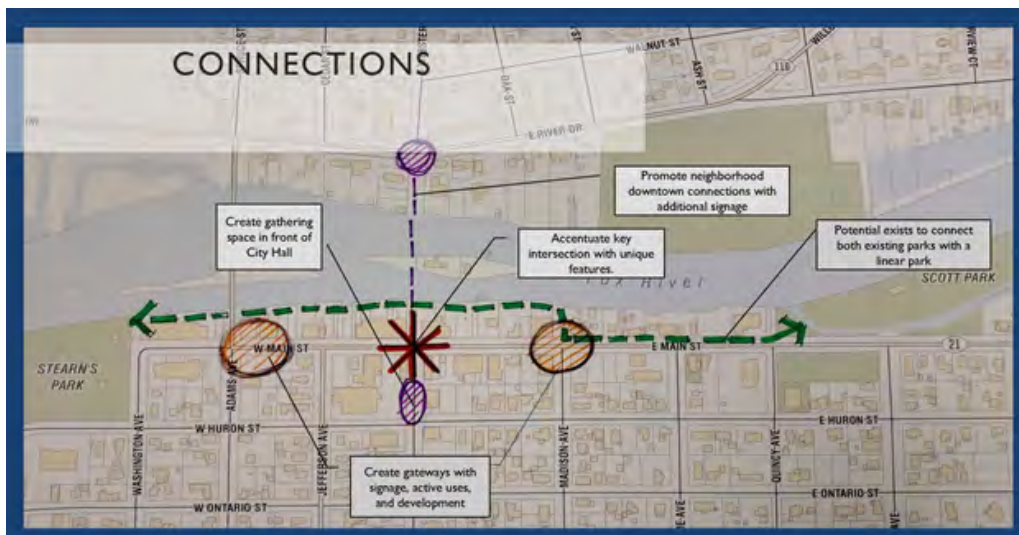
Ayres spent the morning discussing with City leaders what they value about Omro and what they want for the community. Ayres staff had toured the downtown earlier in the week, so the day of the workshop was spent indoors working on recommendations. While Ayres had been brought in to work on potential plans for a plaza across from the new city hall, a good amount of time was also spent on City connections and traffic issues in downtown. During the discussion of creating a gateway, it was discovered that the City owns a key building at the entrance to downtown. Ayres made recommendations related to how this building could be rented by the City for a use such as a coffee house or brew pub. Doing that would boost downtown by placing an active use at the gateway.



## Key Recommendations

The workshop and report:

- Summarized what Omro leaders said they wanted for their downtown.
- Provided an analysis of connections.
- Made streetscape and plaza recommendations.
- Made suggestions for the repurposing of City-owned buildings.





# OMRO DOWNTOWN VISION



## ABOUT THIS PLAN

This is not your traditional planning document with lengthy dialogue and pages of statistics that become outdated immediately upon publication. Rather, this snapshot assessment focuses on highlighting key strategies for Omro to follow as a workplan to produce tangible results.

### CONTENT:

- A summary of what we heard from Omro leaders and volunteers
- An analysis of connections that make, or can make, the city more walkable and desirable
- Streetscape recommendations
- A Webster Street plaza concept
- Recommendations for building reuse

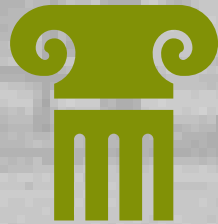


# OMRO WISCONSIN

WHAT'S SHAKING & SHAPING OMRO?



**BUSY HIGHWAY**



**HISTORIC  
ARCHITECTURE**



**PROXIMITY**



**MAD  
LIBS**

# COMMITTEE MAD LIBS

VISION STATEMENTS FOR PEOPLE  
WHO HATE GROUP WORDSMITHING



### We are

- Helpers
- Here to help
- Volunteers of Omro
- Supportive community

### We believe in

- Bringing people together
- The power of small towns
- Family values
- The love of our community
- Strength in working together
- Family

### We want Omro to be

- Thriving
- Vibrant
- Family friendly
- Quaint
- Thriving
- United

### So that.....

- People are happy they live here
- Businesses are happy to be here
- Omro will be a destination, not a place you drive through
- People don't have to travel to big cities
- People stop in the city
- It's a destination
- Our children have a better world to live in

### And filled with

- Happy people and businesses
- Eye-catching businesses
- Activities for people to do
- Energy and vitality

### A place for

- Families to visit, shop, live and businesses to grow
- Festivities, walks, shopping
- Small businesses
- Family activities
- Family activities
- Business growth
- Family living

## Things that Omro needs:

- A coffee shop! A place to hang out
- To capture “we can live anywhere” remote worker
- To make people stay and not just pass through
- To capture the boating/recreation market





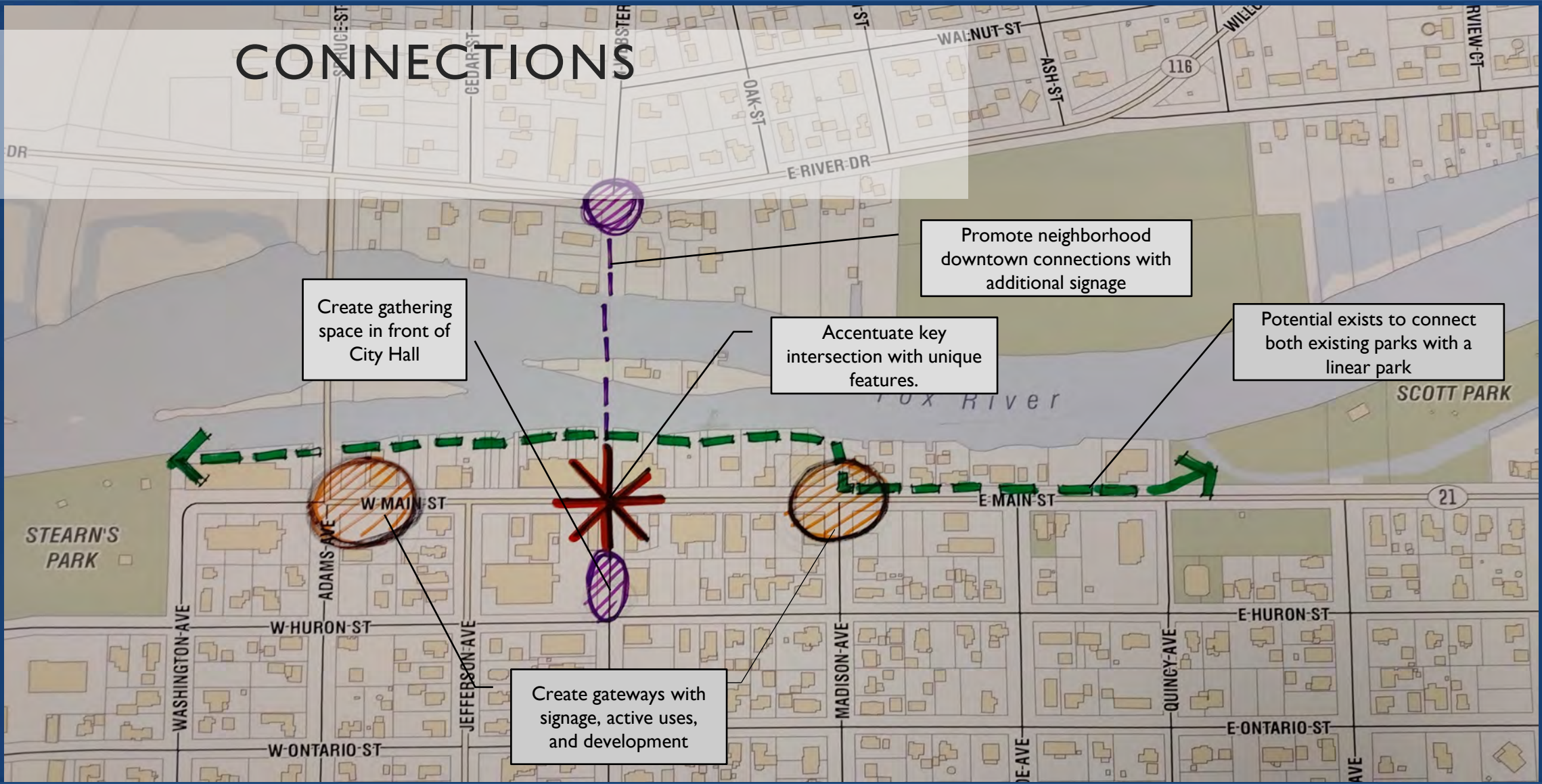
# CONNECTIONS

## Right now

- ❑ Some buildings turn their back on the water. Others embrace it.
- ❑ You have the beginnings of a linear park, but there are a few gaps
- ❑ Crossing Main Street seems hard even with the flashing lights
- ❑ The sidewalks lack green space and a “buffer” zone.



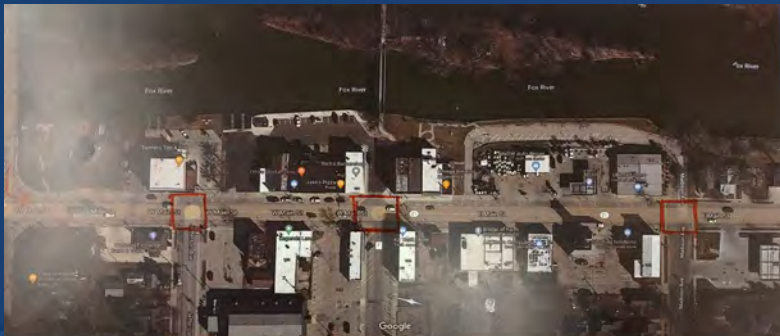
# CONNECTIONS





# STREETSCAPE

- ❑ Opportunities exist to create a destination space on Webster Ave. with the addition of the new City Hall.
- ❑ Explore flashing lights that flash when people are crossing (pedestrian actuated signals), rather than all the time
- ❑ Increase maintenance, consider new trees and more year-round planters
- ❑ Accentuate key intersections (requires conversations with DOT)





Omega Brewing Experience

Omro

# THE NEW CITY HALL BRINGS GREAT OPPORTUNITIES FOR IMPROVED SPACES DOWNTOWN



Jefferson Ave

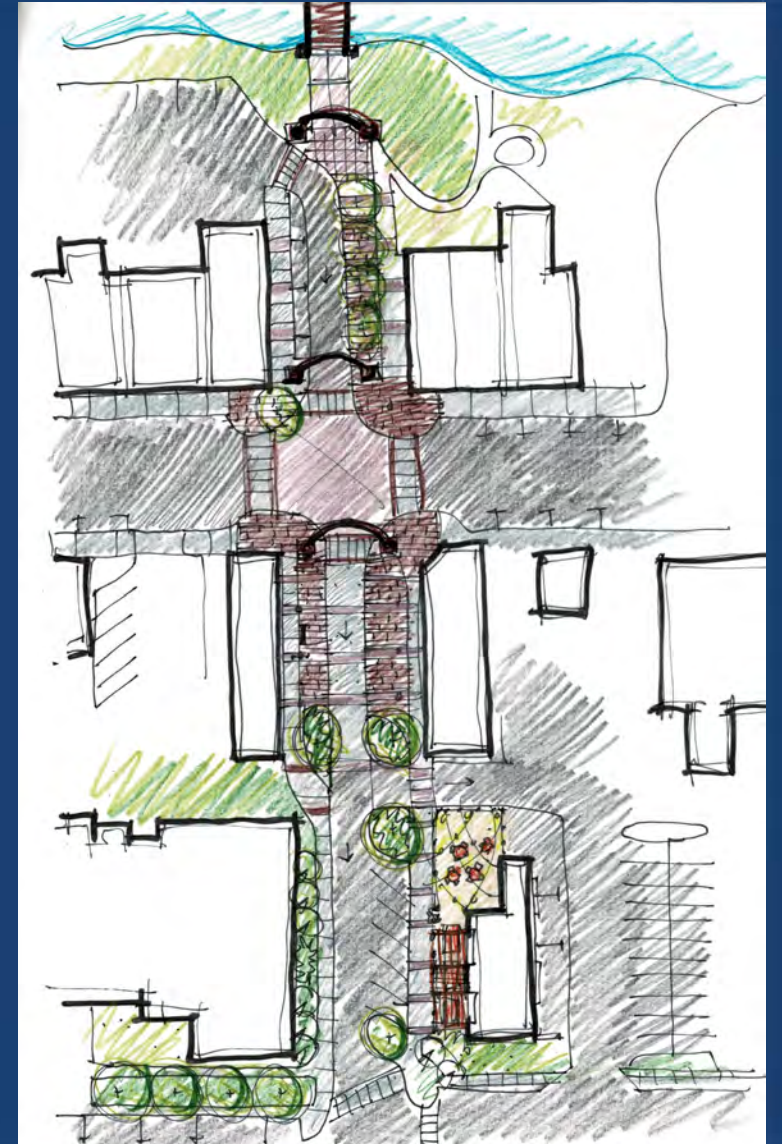
W Huron St

E Huron St



# STREETSCAPE

- ❑ Consider making Webster Street a space that can be transformed into a festival space.
- ❑ Portable bollards at each end would allow the street to be closed off temporarily.
- ❑ The lot across from the new could add additional plaza space. We encourage some sort structure, whether it be a food truck or more, to create a “wall” for the outdoor room.
- ❑ Extending the streetscape to the north can further connect the different parts of downtown.



Webster Street, with the new City Hall



# HISTORIC RESOURCES AND DEVELOPMENT OPPORTUNITIES

- ❑ Creating the sense of a “gateway” when you enter downtown is important
- ❑ The City has a key opportunity with the striking Historical Society building a key landmark as you enter Omro
- ❑ Because the City owns this building you have great control
- ❑ Consider condensing and/or locating part of the collections and lease out part of this building. This is your chance to generate revenue and create the destination (i.e., coffee shop) you desire.







# The Main Street Approach

The Main Street Approach is a time-tested framework for community-driven, comprehensive revitalization.

## What Are The Economic Development Essentials?

### PHYSICAL DESIGN (FOCUS ON PLACE)

This point focuses on enhancing quality of life, including infrastructure.

#### Potential Activities:

- Focus on accentuating Main Street crossings.
- Create strong gateways to aid in defining the start and stop of your walkable Main Street district.
- Explore concepts for a Festival Marketplace street on Webster.

### ORGANIZATION (FOCUS ON PEOPLE)

This point focuses on enhancing the functionality and collaboration.

#### Potential Activities:

- Explore opportunities to partner with the historic society to blend museum space with business activities. This would encourage more interaction with the exhibits to help share your story.

### PROMOTION (FOCUS ON MARKETING)

This point focuses on bringing people to town & communicating benefits.

#### Potential Activities:

- Consider developing a detailed workplan for specific projects that includes detailed action steps and budgets. This will help communicate key goals and projects to the community and elected officials to generate support.

### ECONOMIC VITALITY (FOCUS ON PROJECTS)

This point focuses on promoting business & development.

#### Potential Activities:

- Complete a feasibility study for consolidating museum space in the Old Town Hall building and opening the first floor for a food & beverage user.
- Develop concept plan to help promote the space to local and regional businesses to fill the space with a destination user.

# OMRO THROUGH OUR EYES

Thank you for letting us visit.  
Questions: contact Amanda Arnold at  
[arnolda@ayresassociates.com](mailto:arnolda@ayresassociates.com)





## LESSONS LEARNED

Overall, the program was a great success. Each community expressed appreciation for the assistance, there was solid participation from stakeholders, and good work products were produced. Most importantly, each technical assistance effort moved projects forward for the communities.

As with any new program, there were a few lessons learned along the way:

- **Technical assistance offerings** – When the program was designed, advice on grant writing, development financing, zoning, and downtown planning were offered. Almost all the communities who requested assistance were interested in downtown planning. However, it was also observed that communities may not have been able to choose easily from all the offerings and know what the best fit would be. It was very important for the program to be flexible and be able to adapt to the community needs, some of which were different than what was described in the applications.
- **Marketing** – The marketing of this program was quick and low cost. That was appropriate, but with more time, there could be more effort. For example, a video about the program was produced, but it was not featured as much as it could have been. In addition, there could have been a larger social media campaign. A future program could build off the success of this effort and use that in the future marketing.
- **Community visits** – In order to visit as many communities as possible, and to adjust to different communities' comfort level with community involvement, some visits were a full day while others were a half day. In addition, when the program was conceived there was an expectation that some communities might seek virtual meetings. It became apparent that communities liked the in-person visits, and the daylong sessions were actually more efficient and beneficial for the communities.
- **Work products** – The work products were naturally more developed during the daylong sessions. For all the sessions, Ayres staff created additional graphics and content after the visits. This was good because it allowed the product to be improved, but it also resulted in some delays in getting the final presentations/reports to the communities.
- **Follow-up** – Each jurisdiction appreciated the work products, but there is room for follow-up. Depending on the amount of funding and the nature of the projects the communities want to pursue further as a result of the technical assistance, a tiered program could be developed where a second level of funding could take concepts or work products to the next level.

Ayres greatly appreciated this opportunity. It was an honor to be involved in such a unique project. The communities were welcoming and engaged, and the ECWRPC was supportive and enthusiastic. It was a goal of the program to be able to create something that could help communities beyond those that were visited, and that was achieved. Ideas were generated in each community that could potentially be applied to others. The program is an excellent model for future efforts.

“The Ayres team did a wonderful job listening to our community stakeholders and incorporating community members' ideas into a beautiful design for Winneconne's waterfront park. Ayres included key elements including a community gathering space, docks and waterfront access, a new restaurant, and multi-family housing. We are pleased with Ayres' product and look forward to moving forward.”

**David Porter**

Village Administrator, Winneconne, WI