

DOWNTOWN MASTER PLAN

CITY OF SHAWANO

August 2018

vierbicher
planners | engineers | advisors



ACKNOWLEDGEMENTS

We would like to thank the following individuals. These individuals include:

Downtown Redevelopment Committee

Ed Whedon, Mayor
Jeanne Cronce
Chad Kary
Starlyn Tourtillott
Charlie Harvey
Heather Pahl
Jim Meyer,
John Stang
Curt Preston
Krista Hansen
Penny Kuhn

Common Council

Ed Whedon, Mayor
Bob Kurkiewicz, District 1 Alderperson
Rhonda Strebel, District 2 Alderperson
Seth Mailahn, District 3 Alderperson
Lisa Hoffman, District 4 Alderperson
Sandy Steinke, District 5 Alderperson
John Hoeffs, District 6 Alderperson

City Staff

Eddie Sheppard, Assistant City Administrator/
Public Works Coordinator
Brian Bunke, Zoning Administrator

Additional Assistance

Shawano Business Improvement Development
Shawano Economic Progress, Inc. (SCEPI)
Shawano Pathways

Downtown Shawano Master Plan prepared by:

Vierbicher

999 Fourier Drive Suite 201
Madison, WI 53717
608.826.0532
www.vierbicher.com

Plan Adopted by Shawano Common Council on
_____, ____, 2018.

© 2018 Vierbicher

CONTENTS

<u>2</u>	<u>Executive Summary</u>
<u>6</u>	<u>Issues and Opportunities</u>
<u>14</u>	<u>Vision, Goals, Strategies, Recommendations</u>
<u>40</u>	<u>Implementation and Funding</u>
<u>52</u>	<u>Appendices</u>

Maps

Map A1: Regional Location.....	52
Map A2: TID Boundaries.....	55
Map A3: Zoning	57
Map A4: Existing Land Use.....	61
Map A5: Future Land Use	63
Map A6: Assessed Improvement Value per Acre.....	64
Map A7: Remediation and Redevelopment Sties	65
Map A8: Character Blocks.....	67
Map A9: Average Annual Daily Traffic Counts	71
Map A10: Pedestrian Trade Market Area	72
Map A11: Surface Infrastructure Assessment	74
Map A12: Retail Capture Area - Wal-mart	76
Map A13: Driver Trade Market Area	77

Figures

Figure 1: SWOT Analysis	6
Figure 2: Community Aspirations.....	7
Figure 3: Quality of Life Impacts	7
Figure A1: Workforce Movement	73
Figure A2: Regional Age Bracket - 2017.....	81
Figure A3: Regional Age Bracket - 2022	81
Figure A4: Households by Income - 2017	82
Figure A5: Households by Income - 2022	82
Figure A6: Households by Tenure & Mortgage - 2010	82
Figure A7: Housing Units by Year Built - 2015	82
Figure A8: Consumer Spending and Behavior	83
Figure B1: SWOT Analysis	89
Figure B2: Example of Objectives Review by Committee	90
Figure B3: Redevelopment Priorities Exercise	91
Figure B4: Redevelopment Site No. 3 Comments	92

Tables

Table 1: Objective and Goal Matrix	14
Table 2: Objective and Planning Topic Matrix	17
Table 3: Objective 1 Recommendations.....	18
Table 4: Objective 2 Recommendations.....	19
Table 5: Objective 3 Recommendations.....	21
Table 6: Objectives 4 and 5 Recommendations.....	24
Table 7: Objective 6 Recommendations.....	25
Table 8: Objectives 7 and 8 Recommendations.....	28
Table 9: Objective 9 Recommendations.....	34
Table 10: Objectives 10 and 11 Recommendations.....	36
Table A1: Downtown Zoning Districts.....	58
Table A2: Downtown Existing Land Use.....	60
Table A3: Building Materials Retail Opportunities	80
Table A4: Food and Beverages Retail Opportunities.....	80
Table A5: Clothing and Accessories Retail Opportunities.....	80
Table A6: Sporting Goods, Hobby, Books, and Music Retail Opportunities	80
Table A7: Miscellaneous Retail Opportunities.....	80
Table A8: Food Service and Drinking Retail Opportunities.....	80
Table A9: Occupancy.....	84
Table A10: Vacancy Type.....	84

(This page intentionally left blank)



EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Introduction

Why Plan?

The City of Shawano began the Downtown Master Plan process in September 2017. The community sought a plan for an active and dynamic downtown environment that would emphasize redevelopment and utilization of vacant and underutilized properties. The Plan also called for the compilation of accurate details on appropriate land uses within the Downtown study area. Ultimately, the Master Plan is intended to support and guide redevelopment of properties within the study area and to aid efforts laid out in the Redevelopment District Plan and Tax Increment District Project Plan.

Plan Organization

This document is organized into three principal chapters and appendices. These are 1) Issues and Opportunities; 2) Vision, Strategic Objectives, and Recommendations; and 3) Implementation and Funding. Altogether, these chapters encompass all four elements of the planning process—engagement, assessment, strategy, and implementation.

The Issues and Opportunities chapter briefly illustrates how the public engagement process produced the key items to incorporate into the Plan. Citizens, Downtown stakeholders, the consultant, City staff, and elected officials all provided input on the issues and opportunities facing the Downtown through a series of public engagement exercises. These exercises included a public survey, a SWOT Analysis, and several brainstorming activities that focused feedback around specific

themes, such as pedestrian and bicycle constraints, community aspirations, and priority redevelopment sites. Using the feedback from these exercises, the City refined a list of issues and a list of opportunities facing the Downtown. These issues and opportunities were grouped by four planning topics: Land Use/Built Environment, Streetscape/Open Space, Transportation/Parking, and Marketing/Organization.

The Vision, Goals, Strategic Objectives, and Recommendations chapter identifies the Vision Statement for the Downtown, the five overarching goals for the chapter, and the 11 objectives that concretely advance those goals. The objectives address four principal planning topics: Land Use/Built Environment, Streetscape/Open Space, Transportation/Parking, and Marketing/Organization. The chapter offers many practical recommendations, such as activation of vacant and underutilized spaces through placemaking strategies like parklets and pop-up events. The chapter also addresses the priority level for these objectives, potential time frame, and the roles of the various stakeholders in activating these recommendations.

Vision Statement

“The City of Shawano residents and businesses envision a downtown which cultivates excitement; entertains family, friends, and visitors; unifies local businesses; and promotes the cultural history in an eventful environment.”

Downtown Goals

Connect – Connect people and places to create a diverse, year-round active Downtown environment.

Compete – Compete as an economic force to capture the spending potential from Shawano residents and the surrounding communities.

Collaborate – Collaborate with local and regional partners to reach common goals between organizations.

Preserve – Preserve the history of Downtown Shawano by leveraging the protections of buildings, open spaces, culture, and the local identity. Encourage new and redevelopment projects to be sensitive to the location and community.

Promote – Promote and support local businesses, organizations, and property owners in creating a successful downtown through property restoration, redevelopment, and development efforts.

The final chapter of the plan's main body is Implementation and Funding. This chapter identifies the potential sources of funding and necessary steps for implementation. Potential funding sources for projects include tax increment financing, tax credits, state and federal grants, bonds, and loans. Detailed descriptions of each funding type and eligibility requirements are also included.

Appendix A is titled "State of the Downtown," and is an in-depth report of existing conditions. The document was instrumental to the creation of the recommendations featured in the Vision, Strategic Objectives, and Recommendations chapter. Other elements of the appendices include maps and public engagement activity results.

To better illustrate key concepts, each chapter features several "call-out" boxes that define specific words and themes. For example, the Vision, Strategic Objectives, and Recommendations chapter includes recommendations to focus more on tactical urbanism and placemaking. Tactical urbanism is defined as the use of low-cost, temporary changes to the built environment with the intention of improving local neighborhoods and public spaces. Placemaking is defined as the planning, design, and management of public spaces that capitalizes on a local community's unique qualities to create a distinct place identity. Various types of placemaking strategies are featured in purple call-out boxes. Fun Facts and Did You Know? items are featured in orange call-out boxes, while local events particular to Shawano are featured in green call-out boxes. Case studies from other communities are featured in gray call-out boxes.

(This page intentionally left blank)



ISSUES AND OPPORTUNITIES

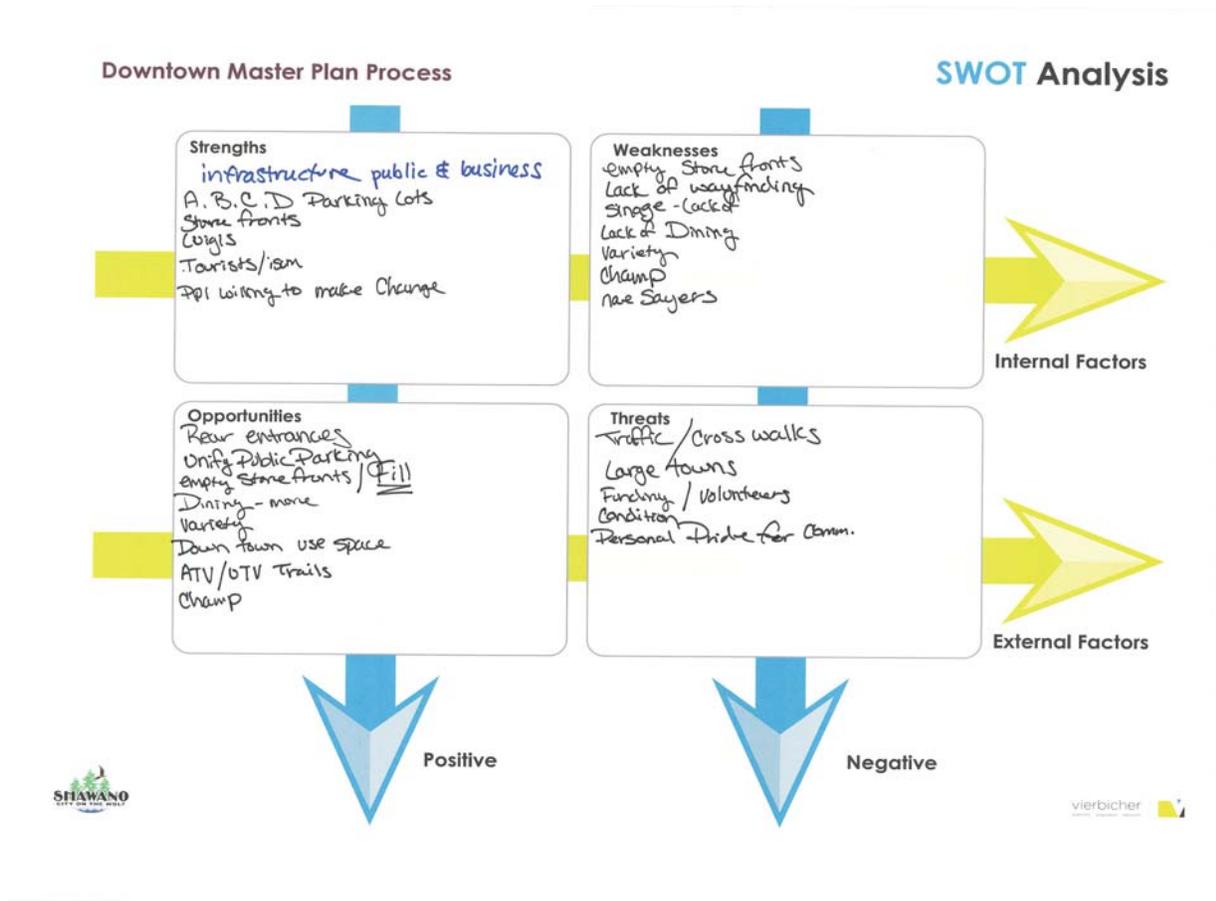
ISSUES AND OPPORTUNITIES

Issues and Opportunities

Through public engagement meetings and site visits, multiple themes emerged that are issues and opportunities for the Downtown. Issues are defined as conditions that could inhibit the community's ability to realize its stated goals. Opportunities are defined as conditions that could enhance the community's quality of life or allow it to better achieve its stated goals. The themes include Land Use/Built Environment, Streetscape and Open Space, Transportation/Parking, and Marketing/Organization.

The issues and opportunities on the following pages emerged from the input of stakeholders, city officials, staff, members of the public, and project consultants. Figures 1, 2, and 3 illustrate results from three public engagement activities. Additional material is covered in Appendix B. Figure 1 shows the Strengths, Opportunities, Weaknesses, and Threats (SWOT) Analysis. A SWOT Analysis is used to identify internal (strengths and weaknesses) and external (opportunities and threats) factors that support or hinder achieving objectives.

Figure 1: SWOT Analysis



Issues

Land Use and Built Environment

1. Vacant storefronts need preservation, maintenance or rehabilitation that only active tenants can provide.
2. Inconsistent maintenance and inappropriate renovations have led to structures which do not seem to positively contribute to downtown appeal and could be contributing to vacancy and lack of commercial activity.
3. Inconsistent treatment of façades has resulted in some buildings not appearing architecturally consistent with other downtown buildings.
4. Lack of art and culturally-oriented businesses
5. Lack of access to grocery stores, micro-breweries, unique and inspired snack shops, wine bars, and ice cream in the Downtown
6. No designated places exist for food trucks or food truck rallies.
7. Not enough adaptable or flexible spaces and facilities for existing and new local businesses to have a pop-up business opportunity

Streetscape and Open Space

8. Lack of distinctive paving, landscaping, and unique hardscapes combined with the inconsistent architecture and façades to lessen downtown appeal
9. Lack of plazas, fountains, and artscapes does not encourage pedestrian activity and places to linger and extend visitation time.
10. Lack of space for public art, gathering, eating, hanging out, and being creative
11. Lack of kid-friendly entertainment and spaces
12. Lack of connection to the waterfront

BOTTOM: Example of vacant buildings



Transportation and Parking

13. Inconsistent wayfinding does not maximize visitor experience and access to what downtown does has to offer.

14. Vehicle-oriented wayfinding leads to driver confusion and does not encourage drivers to stop, get out, and shop or hang out.

15. Lack of bike accommodations, especially bike racks and spaces for bike racks or lighting

16. Unsafe pedestrian crossings

Marketing and Organization

17. Lack of restaurant options

18. Lack of cultural events

19. Local businesses do not seem to coordinate enough on pop-up events, such as live music on a weekend-basis or even keep consistent hours.

20. Local businesses don't seem to cross market or present consistent themes for different times of the year/holidays/seasons, etc.

21. Lack of consistent programming and assistance for events, presentations, and activities

22. Lack of recreational destination promotion

23. Lack of Downtown promotional banners and advertising from the City or businesses

24. Lack of advertisements for cultural organizations and businesses

25. Lack of volunteers

26. Naysayers

27. Lack of personal pride for the community

28. Local businesses and Wal-Mart are competitors in the local market.

29. Lack of funding for improvements



LEFT: Vehicle-oriented wayfinding

RIGHT: Unfriendly pedestrian routes

Opportunities

Land Use and Built Environment

1. Expand the façade grant program to assist with interior as well as exterior renovations.
2. Rehabilitate buildings to support finding tenants and filling spaces.
3. Improve the façades of County/ City institutional buildings to make them more compatible with historic themes or character of the downtown.
4. Enhance rear entrances of buildings.
5. Preserve historic buildings.
6. Plenty of large blank walls on buildings for murals
7. Continue to improve facilities which enhance and support the planned Farmer's Market in order to establish the event and space as a catalyst for downtown redevelopment.
8. Facilitate development of Huckleberry Harbor for increased waterfront activity.
9. Create physical enhancements to Huckleberry Harbor to support shipping and recreational interests.
10. Connect the downtown to the Mountain Bay Trail.
11. Recreational business opportunity near the Huckleberry Harbor.
12. Expand Downtown Plaza design throughout Main Street and in alleys.

RIGHT: Historic Downtown Shawano Buildings



Fun Facts!

Millennials Love Historic Buildings

Millennials Love Historic Buildings

According to the National Trust for Historic Preservation, millennials connect with historic preservation; but most are not yet active in historic preservation. Nearly all millennials (97%) feel it's important to preserve and conserve buildings, architecture, neighborhoods, and communities.

Music, locally-sourced food, and hand-crafted items are personal interests, as well as ways millennials are interested in engaging with our history and culture.

More than half of millennials prefer to shop or dine in unique or historic downtowns vs. chain restaurants or shopping malls. They will do business with those that support historic preservation (80% prefer) over those that do not.

*Source: <https://nthp-savingplaces.s3.amazonaws.com/2017/06/27/09/02/25/407/Millennial%20Research%20Report.pdf>



Streetscape and Open Space

13. Install more Menominee Tribe art in the Downtown.
14. Utilize the sidewalks and extra parking spaces for events, increased activity, art installations, additional landscaping, and food truck rallies.
15. Facilitate greater use of existing wide sidewalks for outdoor cafes.
16. Create artistic crosswalks.
17. Designate underutilized areas, parking lots or vacant lots to host flexible pop-ups, softscape and temporary plazas or public areas.
18. Utilize second floor windows for planter boxes and containers to increase the amount of adaptable landscaping.
19. Work with the County to add programming and physical connections and improvements to County Heritage Park on the Wolf River.

Transportation and Parking

20. Concentrating public parking.
21. Connecting Washington Street parking lots to Main Street with alleys.

Marketing and Organization

22. Collaborate with the Menominee Tribe for continued influence and support.
23. Activate second floor for residential or office space.
24. Fill ground floors with viable businesses.
25. Provide maker spaces, business incubators, and certified kitchens that cater to cottage industries.
26. Explore lodging opportunities, such as a hotel or Bed and Breakfast.

27. Potential for niche outdoor sport, art-oriented, specialty food/drink, and other businesses which cater to creative types and residents/visitors that want to spend more time engaging with the local businesses
28. Expand signage and fund wayfinding efforts which connect the Downtown to nearby parks that host events, the Farmers Market, and Huckleberry Harbor.
29. Provide evening and night activities.
30. Make downtown a larger destination for things to do and expand pedestrian activity beyond the immediate downtown area.
31. Host or co-host pop-up markets and activities in places around the Downtown.
32. Host movies in Franklin Park.
33. Host public Wi-Fi along Main Street and Franklin Park.
34. Provide Tourism efforts and events year round.

Fun Facts!

Dog Parks Are Increasing

Dog Parks Are Increasing

According to the Trust for Public Land's most recent data, off-leash dog parks have increased significantly over the past few years.

Dog parks can be a gathering place for their owners.

Public dog parks allow dogs to get ample off-leash exercise and social activity with other dogs.

The American Kennel Club provides a guide to Establishing a Dog Park in your community. <http://images.akc.org/pdf/GLEG01.pdf>

(This page intentionally left blank)



VISION, GOALS, OBJECTIVES, AND RECOMMENDATIONS

VISION, GOALS, OBJECTIVES, AND RECOMMENDATIONS

Introduction

The Vision Statement, goals, strategic objectives, and recommendations (e.g., actions) identified in this chapter are intended to take advantage of Shawano’s strengths and outline an image for the future that will address its areas of need. The Vision Statement establishes the values that will govern the planning process and define the future downtown. When thinking of goals, objectives, and recommendations, it is best to think of a pyramid. Goals describe the Downtown's future state, while objectives bring goals to life, and recommendations create paths to success. The following Vision and goals were developed during the planning process.

Vision Statement

A vision statement is a guiding beacon that depicts the kind of future to which the community aspires. It also provides direction to everyone in the community as they focus efforts on achieving the vision. The best visions are clear, memorable, and concise.

“The City of Shawano residents and businesses envision a downtown which cultivates excitement; entertains family, friends, and visitors; unifies local businesses; and promotes the cultural history in an eventful environment.”

Downtown Goals

Connect – Connect people and places to create a diverse, year-round active Downtown environment.

Compete – Compete as an economic force to capture the spending potential from Shawano residents and the surrounding communities.

Collaborate – Collaborate with local and regional partners to reach common goals between organizations.

Preserve – Preserve the history of Downtown Shawano by leveraging the protections of buildings, open spaces, culture, and the local identity. Encourage new and redevelopment projects to be sensitive to the location and community.

Promote – Promote and support local businesses, organizations, and property owners in creating a successful downtown through property restoration, redevelopment, and development efforts.

The 11 objectives developed during the planning process address each of these goals. Table 1 illustrates which goals each objective achieves.

Table 1: Objective and Goal Matrix

Objective No.	Connect	Compete	Collaborate	Preserve	Promote
1	✓	✓	✓		✓
2	✓	✓	✓	✓	✓
3	✓			✓	✓
4	✓	✓	✓		✓
5	✓	✓	✓		
6	✓	✓	✓		
7	✓	✓	✓	✓	✓
8	✓	✓		✓	
9	✓	✓	✓		✓
10	✓	✓	✓	✓	✓
11	✓		✓		✓

Planning Topics

The objectives and recommendations cover four planning topics: Land Use/Built Environment, Streetscape/Open Space, Transportation/Parking, and Marketing/Organization, which are described in more detail in the following paragraphs. Additional resources are referenced alongside specific objectives throughout the chapter.

Land Use/Built Environment

Land use and the built environment tremendously impact our lives daily. These elements are the pattern and styles of buildings, streets, and open spaces. The elements of the built environment are created by people as opposed to natural processes. One of the primary purposes of planned land uses is to ensure the City's limited resources are used efficiently. Land use and the built environment shape a person's perception of community character. Additionally, the built environment impacts a person's ability to walk or drive to get from one destination to another and whether there are adequate public spaces for people to gather. The objectives and recommendations in this Plan will assist in reforming the built environment in Downtown Shawano. However, personal experiences along with community history and culture also play a role in defining community character. Many of the recommendations encourage engaging artists, students, and civic organizations to ensure the history and culture of Shawano are rooted in the final product.

Streetscape/Open Space

Streetscape and open space are also integral to the built environment. Streetscape includes the combination of buildings, signs, street furniture (benches, kiosks, waste receptacles, fountains, etc.), landscaping, sidewalks, street paving, and street lighting. Streetscape enhances the downtown by making it inviting, walkable, and memorable. Active open space is land used for recreational facilities, such as parks, swimming pools, splash pads, and playgrounds. A cohesive built environment ensures that streetscape elements visually connect by establishing a consistent design theme throughout the downtown and into open spaces. Open spaces should integrate well with downtown pedestrian circulation patterns. A park/plaza must be open and visible to the street and sidewalk to be inviting to users.

BELOW: Example streetscape with trees, benches, planters, and wide sidewalks



Transportation/Parking

Transportation is not limited to vehicles; it also includes bicycling and walking. The transportation recommendations focus on providing a safe environment for pedestrians and bicyclists while increasing the efficiency of traffic movement through the downtown. The recommendations focus on maintaining an adequate parking supply, both on- and off-street, and promoting shared parking opportunities. A consistent design theme should apply to transportation as well as infrastructure, wayfinding, and parking lot designs.

Fun Facts!

70% of Retail Spending Happens after 6pm

70% of Retail Spending Happens after 6:00 pm

According to the National Retail Federation, 70% of all consumer bricks-and-mortar spending now takes place after 6:00 pm. America is moving toward a European standard of eating dinner later and later and also shopping later and later. Downtowns are transforming into evening hour destinations focused on dining, entertainment, cultural arts, special events.

*Source: <https://www.rogerbrooksinternational.com/70-retail-spending-6pm-explained/>



TOP: Sidewalk cafe.



BOTTOM: Mini-dog park parklet.

Parklet was completed by a UW-Platteville Visual Arts class in collaboration with Platteville Main Street.

Marketing and Organization

The success of this revitalization program requires the support of civic partners, businesses, and the community at large. By coordinating efforts and announcing progress, the community will realize greater financial and marketing impacts from its activities. The recommendations for these planning topics and continuing the Chamber efforts will set the framework for coordinating efforts and implementing policies. The community should build upon the marketing audience now generated by the Chamber. Posting about small improvements as suggested in Objective No. 2.8 will create a buzz around the downtown and future investments. Then the community will have established channels to share information such as available spaces, events, and other programming.

Placemaking Strategies!

Parklets

Parklets are the reuse of on-street parking spaces to provide amenities and green space for the general public to sit and enjoy; to provide an economical solution to the desire and need for sidewalks where existing narrow sidewalks would preclude such occupancy.

Parklets have the potential to add value to the surrounding area, increase commercial and residential occupancy, encourage pedestrian traffic, highlight the character of the neighborhood, and provide pleasant views and entertainment spaces.

Parklets introduce streetscape features such as seating, planting, bicycle parking, and elements of play.

Objectives and Recommendations

There are 11 objectives grouped by the planning topics. Table 2 illustrates which objectives highlight the planning topics. Many of the recommendations address strategies for encouraging additional activity in downtown (e.g., expanded business hours, new businesses, and storefront uses, investments in green space, parking, and other amenities), which can enhance Downtown and facilitate greater economic activity. Long-term revitalization will also require the investment of additional private sector dollars to restore, renovate, and develop downtown's real estate asset.



Each objective includes more specific actions to help staff, city officials, and downtown stakeholders achieve the objectives by providing the priority, time frame, and roles as chosen by the steering committee. Funding for these recommendations is provided in the Implementation and Funding chapter.

Partner Organizations

For the Roles column, there are 10 designated entities assigned a lead role, coordinator role, or support role. Considering the number of organizations within the City that can assist with the recommendations of this plan, every organization was not listed as a separate entity in the Objective and Recommendations Matrix. The following organizations were discussed during the planning process and should be involved in the implementation of this plan.

- Shawano Economic Progress, Inc. (SCEPI)
- Shawano Pathways
- Leadership Shawano
- Local Tribes

LEFT: Example of window planters

Implementation is not limited to the organizations and partners listed in this Plan.

Table 2: Objective and Planning Topic Matrix

Objective No.	Land Use Built Environment	Streetscape Open Space	Transportation Parking	Marketing Organization
1	✓	✓		
2	✓	✓		
3		✓	✓	
4		✓	✓	✓
5		✓		
6		✓		
7	✓	✓		✓
8	✓			
9		✓		✓
10	✓			✓
11		✓		✓

Placemaking Strategies! Pop-Up Markets

Pop-Up Markets

Pop-up markets are short-term, temporary retail events that allow entrepreneurs or makers to use physical spaces to create long-term, lasting impressions with potential customers.

These one-day shopping experiences are planned and set up in an available space - often in a vacant building downtown with permission of the building landlord or in parking lots of cooperating small businesses. Many times, the entrepreneurs or makers open a permanent location for their shop after participating in a pop-up shop.

Pop-Up markets have a different shopping experience than the mall, and the offerings are always changing.

Placemaking Strategies! Food Truck Festivals

Food Truck Festivals

Food truck festivals are events that invite mobile food purveyors to coalesce in fixed locations for a period of time and sell food to customers.

Food truck festivals are often held in parks, parking lots, and other public spaces that allow pedestrians to gather and mingle.

These events are a great way to encourage residents to patronize local businesses and interact with other members of the community.

Festivals may also charge admission either to offset administrative costs or to raise funds for charities or other funding initiatives.



Placemaking Strategies! Investing in Alleys

Investing in Alleys

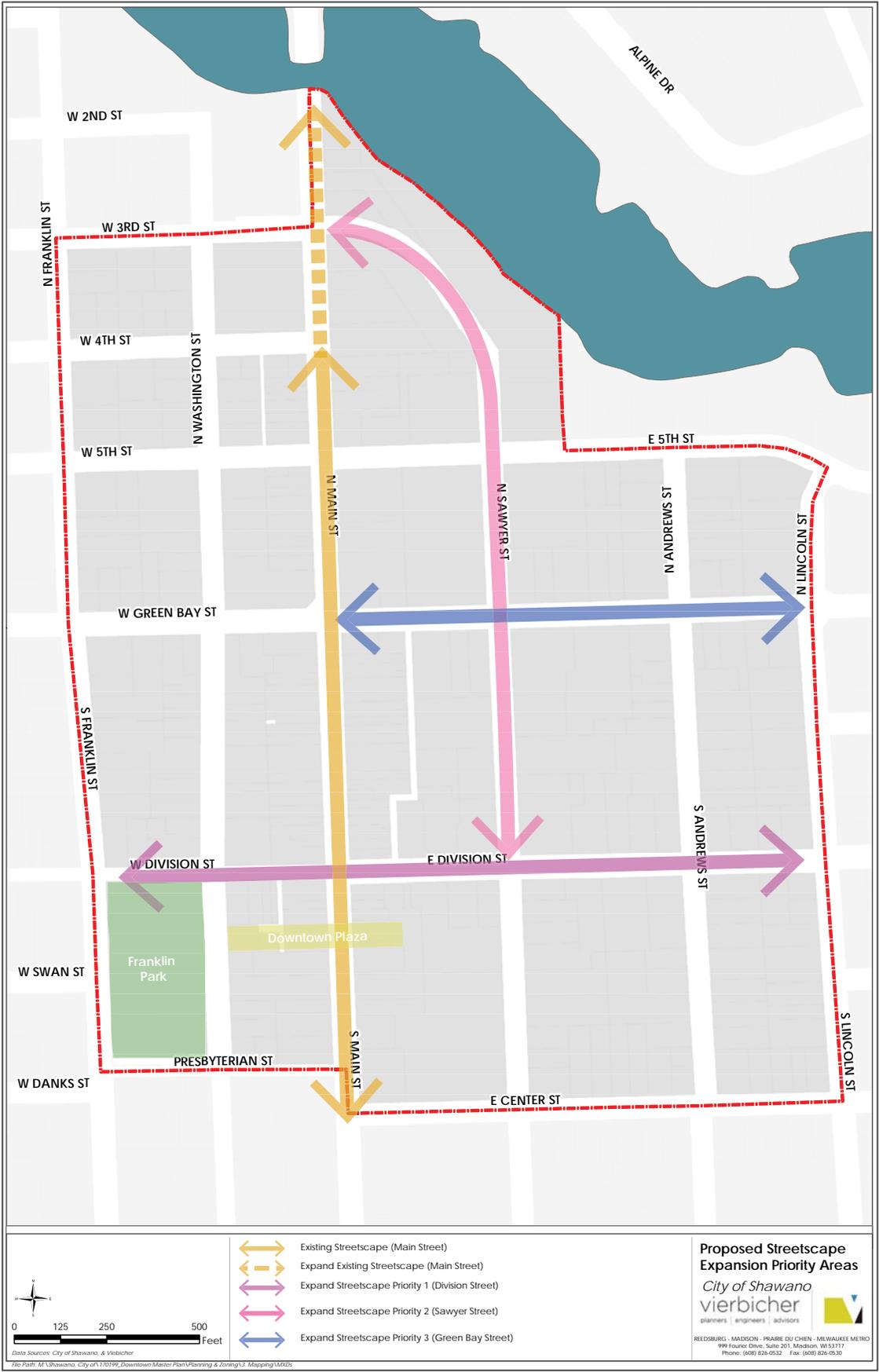
Alley redevelopment and improvement can benefit communities by creating critical pedestrian connectivity and walkability, and improved environmental sustainability and public safety. Alleys repurposed as inviting and engaging pedestrian corridors provide convenient access from offsite parking to downtowns. Improved storm water control through alley greenways is taking off throughout the country, while the diminished blight that activity and cleaner streets brings can reduce the perception of crime.

LEFT: Street furniture and lighting in an alley

Map 1: Proposed Placemaking Strategies



Map 2: Proposed Streetscape Expansion Priority Areas



The Proposed Trail Connections Map (Map 3) shows the proposed bike facilities named under Objective 5 in relation to the Mountain Bay Trail, which passes through Shawano to the south and east of the Downtown. The Map also designates areas of trail connection improvements where the Mountain Bay Trail meets proposed bike facilities and major roads, such as S. Main Street and E. Green Bay Street.

The recommended trail connection at E. Green Bay Street was also recommended in the Shawano County Bicycle and Pedestrian Master Plan. Data from this Plan shows this intersection has a higher than average likelihood of crashes involving cyclists and drivers due to motorists disregarding marked crosswalks and warning devices.

The Proposed Transportation Connections Map (Map 4) identifies roads that are suitably wide, with low enough traffic volumes to

accommodate bicycle facilities, which could include sharrows, designated bike lanes, off-street paths, or other types of bicycle infrastructure. The Map also marks areas, explained under Objectives 4 and 5, where the City should make intersection improvements. The City should mark all city-owned parking lots and significant privately owned parking lots in the Downtown.

Intersection improvements include providing a safer environment for pedestrians because these intersections were indicated as hazardous in the public meetings. An example is the Lincoln Street and Green Bay Street intersection where motorists traveling north on Lincoln Street do not come to a full stop when turning right onto Green Bay Street. The street design is the problem, as the corner radius was not designed with pedestrian safety in mind, but to accommodate a truck turning radius.

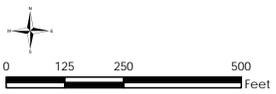
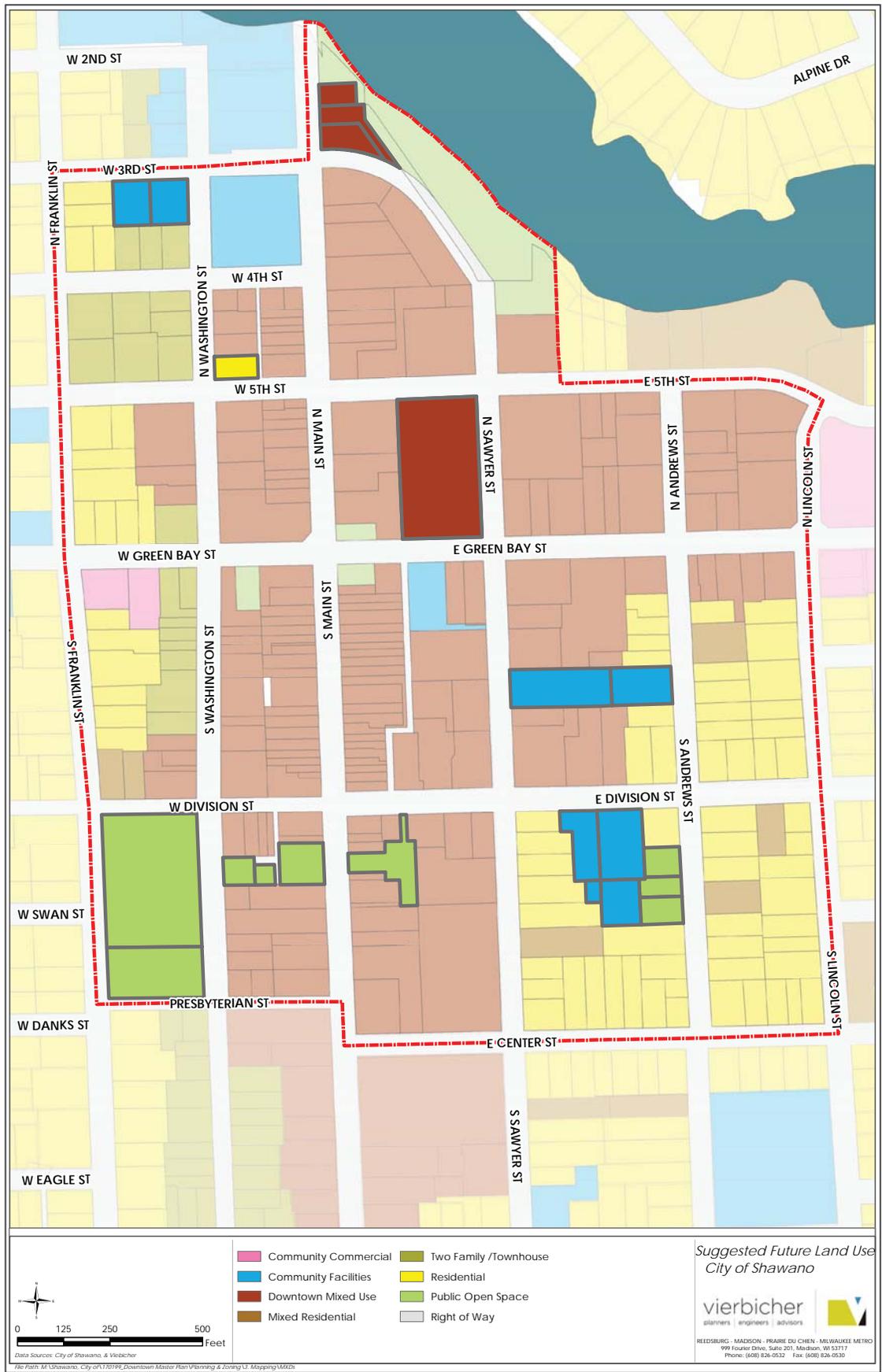
Map 3: Proposed Trail Connections Outside of Downtown



Map 4: Proposed Transportation Improvements



Map 5: Proposed Future Land Use



- Community Commercial
- Community Facilities
- Downtown Mixed Use
- Mixed Residential
- Two Family /Townhouse
- Residential
- Public Open Space
- Right of Way

Suggested Future Land Use
City of Shawano

vierbicher
planners | engineers | advisors

REEDSBURG - MADISON - PRAIRIE DU CHIEN - MILWAUKEE METRO
999 Fourier Drive, Suite 203, Madison, WI 53717
Phone: (608) 826-0532 Fax: (608) 826-0530

Data Sources: City of Shawano, & Vierbicher
File Path: M:\Shawano_City\0170192_Downtown Master Plan\Planning & Zoning\3_Mapping\MXDs

Buildings – Preservation, Redevelopment, and Enhancement

The following section provides building structure strategies for areas depicted in Map 6 on the following page. The map provides a visual guide for the physical improvement and development in the study area. The four areas on the map include building preservation, redevelopment and infill, residential property enhancement, and building demolition for pedestrian plaza.

This Plan provides recommendations for the first three areas; however, this plan does not provide recommendations for proposed pedestrian plaza beyond continuing the discussion of the Downtown Plaza Concepts developed by Ayres Associates. The Downtown Plaza Concepts should be referenced for the area indicated on the Proposed Buildings Map (Map 6). Two concepts that were developed for the City are highlighted on pages 34 and 35.

Building Preservation

Downtown Shawano was developed over decades. It is characterized by an interesting mix of architectural styles and building types. The “eclectic” character of buildings is an asset, which helps make Downtown different from other commercial areas. The Plan emphasizes the importance of maintaining and preserving existing Downtown buildings with architectural and historic interest. The Plan also recognizes that selective redevelopment will also be required in order to ensure that Downtown remains strong and viable in the future.

The Downtown Plan highlights four properties that appear to be candidates for development or redevelopment in the near future. These include vacant properties, underutilized properties, and properties where reuse or redevelopment is already being discussed. The priority development sites are provided in the next section. All development in this area should follow the Shawano zoning code design guidelines.

Redevelopment and Infill

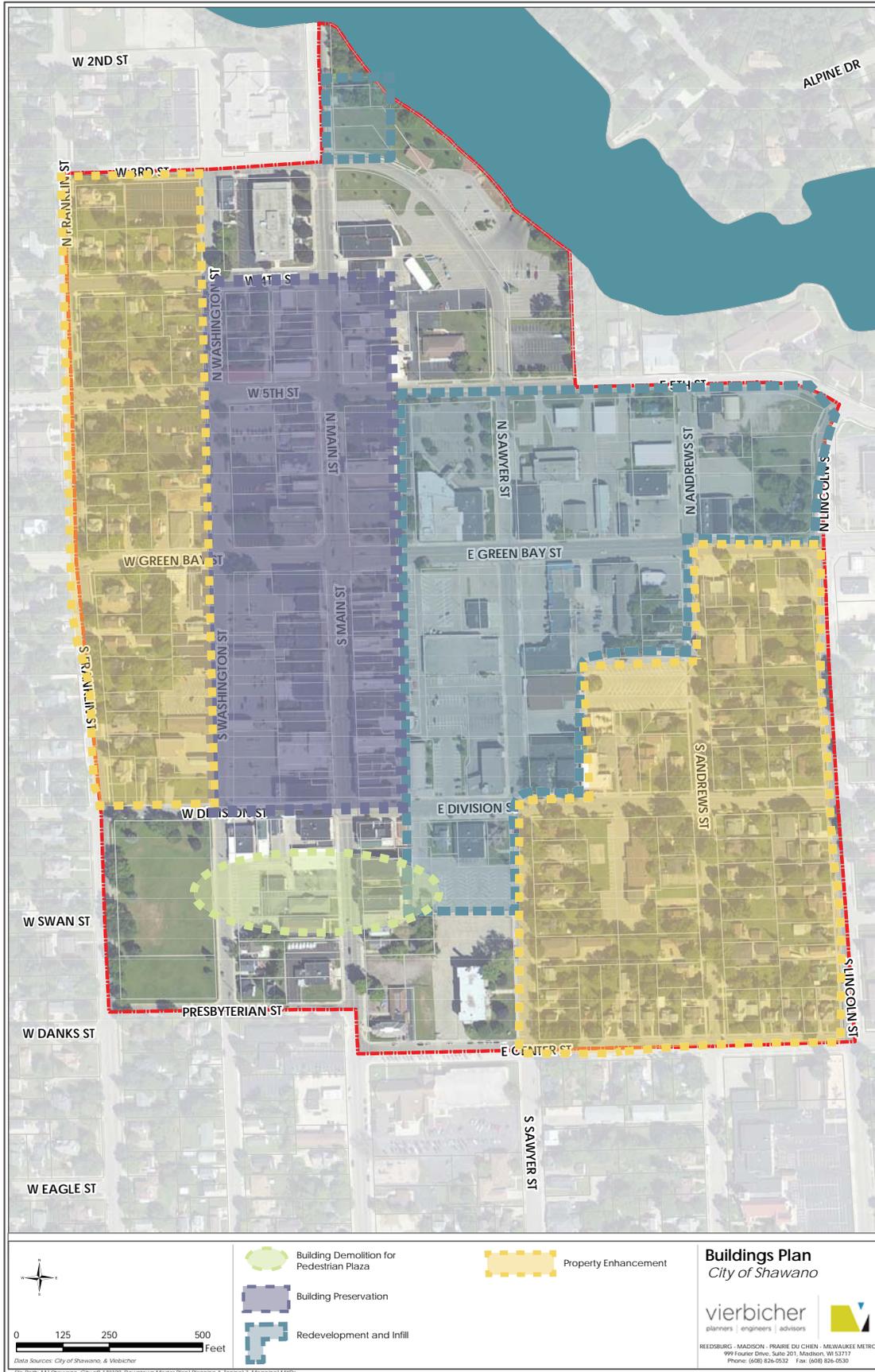
Infill development, as described by the American Planning Association, “optimizes prior infrastructure investments and consumes less land that is otherwise available. Infill redevelopment results in efficient utilization of land uses, more compact patterns of land use and development, and reinvestment in areas that are targeted for growth and have existing infrastructure. Infill and redevelopment can stimulate revitalization efforts in surrounding areas. The area designated for redevelopment and infill on the map contains several vacant lots and has the potential to develop with the scale and character that is compatible with and enhances the surrounding areas. This area can connect with the downtown through appropriate building design and streetscape.

Residential Property Enhancement

The residential characteristic of downtown neighborhoods is important to the vitality of the Downtown. Residential property values contribute to property values in and around Downtown. This area contains lovely homes; however, there are areas where property enhancement should be encouraged and supported. Neighborhood enhancement increases the sense of place and community pride in neighborhoods. Landscaping enhancements can increase the value of a home. The City does not have to rely solely on financial resources to initiate property enhancements. Holding a neighborhood cleanup or workdays with local tradespeople that offer in-kind labor and materials for these projects is also an option. For example, La Crosse, Wisconsin holds a Neighbor Day organized by Habitat for Humanity designed to help elderly and disabled citizens spruce up their homes for spring.

Site 1 is a 22,200-square-foot waterfront site at the corner of N. Main Street and

Map 6: Proposed Buildings Plan



Sawyer Street. The site currently contains a single family home, overhead power lines, and remnant Sawyer Street right-of-way (undeveloped). Due to its location just south of the bridge, this site has the potential to create a gateway into Downtown for travelers coming from the north. Located on the water and adjacent to Huckleberry Harbor park and boat launch, it is an ideal spot for a commercial or restaurant use that could take advantage of the park and waterfront view with an outdoor patio. Development of this site would require consolidation of two parcels and a vacant right-of-way, relocation or removal of an existing single-family home and garage, rezoning to allow commercial development, and relocation/burial of overhead electric lines. The size and shape of the property will make parking a challenge, but an existing sidewalk along Sawyer Street connects the site to the boat launch area, which could potentially serve as overflow parking. The City should investigate the site feasibility of vacating North Sawyer for additional development space.

The concept redevelopment plan for Site 1 shows 4,000 square feet of commercial (restaurant) space in a one-story building with 16 surface parking stalls. This leaves room for a sizeable waterfront patio and green space along the river.

Site 2 is a 21,500-square-foot site at the corner of W. 5th Street and N. Main Street. This site currently contains a collection of one- and two-story historic storefront buildings in various stages of repair. The portion of the site fronting N. Washington Street contains a “Quonset hut”-type structure that is out of character with the rest of Downtown. The two-story building at the corner of 5th and Main appears to be in good condition (although a thorough structural analysis is needed), so it makes sense to maintain that building and replace the buildings to the north with a complementary development. Care should be taken to fit the new infill development into the context of the street and adjacent buildings.

The concept redevelopment plan for Site 2 shows 2-3 stories of infill development including 7,500 sf of commercial space and 6-12 residential units (based on 1,150 gross square feet/unit). The parcel fronting Washington Street is shown as a potential single-family home site (relocation or new construction).



Site 1: Main/Sawyer

- 22,200 sf
- 4,000 sf Restaurant
- Surface parking for 16 vehicles
- Waterfront patio
- Vacate Right-of-Way
- Relocate/bury overhead power lines
- Rezone from PL to allow commercial development



Site 2: Main/W. 5th

- 21,500 sf
- Rehab existing building at corner
- Infill redevelopment- 2-3 stories
 - 7500 sf commercial
 - 6-12 residential units
- Parking under new building via alley?
- Potential home relocation/infill redevelopment site

Site 3 is a 22,100-square-foot site near the intersection of N. Main Street and W. Green Bay Street. The site currently contains a surface parking lot and wraps two sides of a small public plaza. The portion of this block that fronts on Main Street contains only one building, in contrast to the opposite (west) side of Main Street which has continuous building frontage. Adding additional building frontage to the east side of Main Street will help to create a sense of enclosure along Main Street, thus enhancing the urban feel and the pedestrian experience.

The concept redevelopment plan for Site 3 shows a new three-story building including 8,000 square feet of first-floor commercial space and 12-14 residential units (based on 1,150 gross square feet/unit). The design of the building should mimic the fenestration and façade variation patterns of the west side of the street to best fit the existing character of the block. Twenty-five surface parking stalls are located along the ‘back’ of the site behind the building, and parking access is maintained for the adjacent property to the north. This site has an opportunity to take advantage of the adjacent public plaza by locating outdoor dining or plaza space along the public plaza.

Site 4 is a 20,900-square-foot site located at the intersection of W. Presbyterian Street and S. Washington Street. The site currently contains four single-family homes and is located between the post office and a public park. Some of the homes are nearing the end of their useful life, but the City would like to maintain residential uses at this location to take advantage of the park frontage and provide eyes on the park throughout the day and night.

The concept redevelopment plan for Site 4 shows five new townhome units. Each unit is two stories and 1,400 square feet, plus an attached single-car garage. The rezoning would allow additional units/density to be provided on the site, although the small size of the site would likely prohibit higher density than a townhome-type unit.

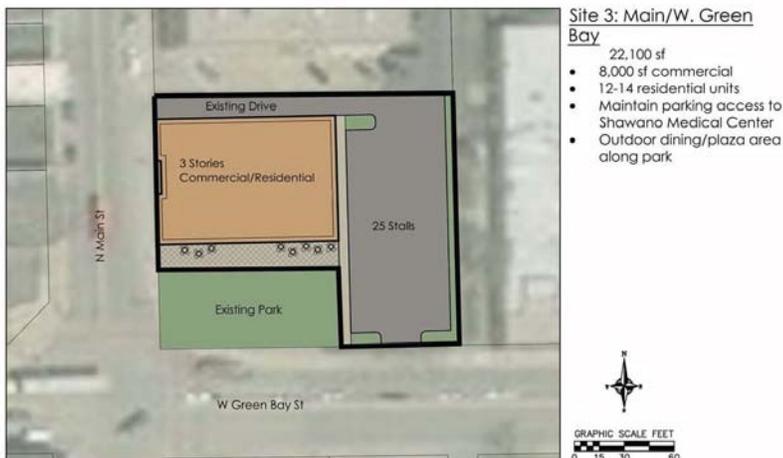


Figure 4: Pedestrian Plaza Concept A - Ayres Associates

TOP: Pedestrian Plaza - Concept A Plan View

MIDDLE AND BOTTOM: Pedestrian Plaza - Concept A Elevations

Concepts produced by Ayres Associates

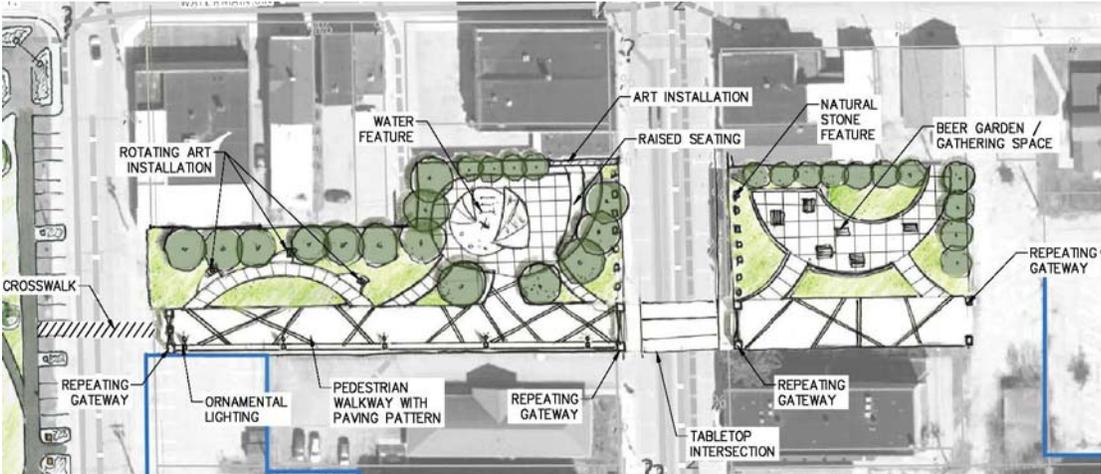


Figure 5: Pedestrian Plaza Concept B - Ayres Associates



TOP: Pedestrian Plaza - Concept B Plan View

MIDDLE AND BOTTOM: Pedestrian Plaza - Concept B Elevations

Concepts produced by Ayres Associates



Private businesses or property owners can work with the downtown committee to utilize and market vacant spaces by coordinating temporary occupancy for high-traffic weekends. By hosting temporary art galleries, artisan shops or other one-time uses, property owners gain additional exposure from potential businesses or investors at minimal costs. City support or sponsorship for this type of initiative builds a community's reputation as an entrepreneur-friendly location and boosts customer traffic to Downtown. Eventually, a more permanent co-working or incubator facility could be established Downtown. Providing support for these programs, and/or space for a local artisan cooperative or professional co-working environment can generate critical mass while also incubating new companies.

Small cities and surrounding rural areas often have remarkable cultural and natural resources. Supporting local economic development in these areas draws tourism and investment Downtown while creating new opportunities for landowners. There are several different types of tourism, such as heritage tourism, agro-tourism, eco-tourism, and seasonal-tourism. The following objectives focus on these elements of tourism.



TOP: Existing Downtown unfriendly sidewalk

BOTTOM: Sun Drop truck traveling around Shawano

Local Events! Sun Drop Dayz

Sun Drop Dayz started in 2017 as a way to celebrate Sun Drop. Shawano is the only place where Sun Drop is being made and bottled in returnable glass bottles.

At the annual Sun Drop Dayz, there is entertainment for the whole family, such as a flea market, 5K run, unique craft vendors, kids' activities, fishing clinic, car show, and local foods and beverages. Visitors can visit the Sun Drop museum and experience interactive displays.





IMPLEMENTATION AND FUNDING

IMPLEMENTATION

Introduction

This chapter is intended to provide a framework for carrying out the recommendations of this plan and to provide potential funding resources for the City of Shawano municipal government, partners, local stakeholders, and business owners. While the previous chapters identified a wide range of strategies available to Shawano as part of a comprehensive downtown revitalization program, the City has limited time and resources to implement new programs. Thus, following an implementation plan and having a readily available list of potential funding sources are critical components to successfully achieving the Downtown Vision.

Implementation plans connect actions to defined time frames, activities, budgets, and agencies; reports the plan progress; and revises the plan based on the outcomes. Additionally, the most successful plans reach outside the local government to engaged partners in the public, private, and nonprofit sectors in implementation. Communicating implementation progress to the public is another great way to ensure completion. The City should establish and regularly publish metrics that report on progress. One way to accomplish progress reporting is to choose the top five to eight items that the City will work on for the next year. Present these five to eight items to the public at a council meeting and provide an annual update on each item during the budgeting process. When an item is accomplished, another priority recommendation should be added to the progress report.

Furthermore, the City should connect the recommendations to the capital planning process. A Capital Improvement Plan provides communities with information on the capital improvements needed during the upcoming planning period (typically five years) and the proposed method of financing these expenditures. By having a Capital Improvement Plan, the potential funding sources can also be listed. Departments can then be prepared for the grant cycles for their respective projects. This also allows Departments and City Administration examine at various financing options to minimize impact to the general fund. There are three case studies provided in this chapter that highlight communities that worked with Vierbicher and their projects, which used multiple funding sources to minimize the impact to the general fund.

Funding Sources

Opportunities exist to seek funding from sources inside and outside the City for several initiatives. The City will need to review the funding criteria and plan accordingly with the most relevant project for the application. In general, the ability to demonstrate to funding agencies that an individual project is incorporated within a larger vision and that the community has demonstrated success with related initiatives significantly increases the potential of receiving funding. The following section outlines several funding programs, which may be a good fit for recommendations included in this Plan. Private sector funds will also be critical to this Plan's success, and will be attracted as a result of the increased economic activity, increased property values, and predictable development climate created through implementation of Plan recommendations.

Three types of funding sources are listed: local, state, and national. Local resources are shown first by Shawano County Economic Progress, Shawano Area Community Foundation, and Schreiber Community Grants. Then state funding sources listed by Community Development Block Grants (CDBG), Wisconsin Arts Board, Wisconsin Department of Natural Resources (WDNR), Wisconsin Department of Tourism (WDT), Wisconsin Department of Transportation (WisDOT), Wisconsin Economic Development Corporation (WEDC), and Wisconsin Housing and Economic Development Authority (WHEDA). National Grants are available from National Endowment for the Arts, National Association of Realtors, and ArtPlace America.

Local

City of Shawano Economic Development Revolving Loan Fund

The City of Shawano Revolving Loan Fund program offers loans to businesses for acquisition of land or capital assets, site preparation, demolition, rehabilitation, and working capital expenditures. Applicants must leverage a minimum of one dollar of private funds for every dollar of loan funds requested. In addition, one job must be created for every \$20,000 of program funds requested, and loans are capped at a maximum of \$100,000. All projects shall be completed within 24 months from the date of the loan approval.

FHA Access Loan Program

This program allows buyers to get a loan for 103% of the property's purchase price. The program combines an FHA first mortgage and an Access 2000 mortgage to pay for some closing costs. No approval is needed from the main lender, but there are income and loan amount caps.

Case Study City of Prairie du Chien

County: Crawford

Population: 5,771

Project Name: Street and Utility Reconstruction

Total Cost of Project: \$4,300,000

Cost Breakdown

- **WDNR Safe Drinking Water:** \$1,500,000
- **WDNR Clean Water Fund:** \$1,700,000
- **CDBG - Public Facilities for Economic Development (PFED):** \$300,000
- **DOT STP Urban & Rural:** \$660,000
- **Fundraiser:** \$50,000

Total Impact to the General Fund: \$0.00



(IDEA) and (WISH) Programs

The Individual Development and Empowerment Account (IDEA) program and the Workforce Initiative Subsidy for Homeownership (WISH) program offer multiple financial institutions owned by the Federal Home Loan Bank. Each program grants the homeowner \$3 for every dollar saved for the down payment and closing costs, up to \$15,000.

NeighborhoodLIFT and CityLIFT

These programs are funded by Wells Fargo and offer down payment assistance to buyers in areas that were substantially affected by the late-2000s housing market crisis. Up to \$30,000 of grant money is available to qualifying home buyers for down payment assistance. Because this is a grant, the money is not required to be repaid as long as the buyer remains in the home for five years. The grant is disbursed with no interest, and 20% of the balance is forgiven annually. If the house is sold, refinanced, or foreclosed upon, and the title changes hands within the first five years, the grant becomes a loan and the remaining balance must be repaid.

NEWCAP Down Payment Assistance Program

This program provides select low to moderate income homebuyers with a maximum of \$10,000 (based on need) for down payment and closing cost assistance. Funds come in the form of a non-interest bearing loan, which is repaid to NEWCAP upon the sale of the home or when it is no longer the primary residence. Applicants are served on a first-ready, first-serve basis, and must have an accepted offer to purchase and funding approval from a financial institution.

Shawano County Economic Development Revolving Loan Fund

The Shawano County Revolving Loan Fund (RLF) is a program that provides low interest (below prime) loans to qualified business ventures in Shawano County.

Shawano County Economic Progress, Inc (SCEPI)

SCEPI operates a Revolving Micro-Loan Fund (RMLF) that matches at least one dollar of private funds for every dollar of SCEPI RMLF funds. For projects that require job creation, one job must be created for every \$10,000 of SCEPI RMLF funds.

Shawano Area Community Foundation

The Shawano Area Community Foundation provides grants to nonprofit organizations. The Bright Idea Fund Grant awards three kinds of grants (Discovery, Spark, and Bright Idea) in five focus areas: Arts & Culture, Basic Needs and Self-Sufficiency, Community Development, Environmental Sustainability, and Nonprofit Effectiveness.

Schreiber Community Grants Program

The Schreiber Community Grants program provides nonprofit organizations serving northeast Wisconsin the opportunity to provide information and request funding for a program, project or initiative that aims to improve the quality of life in the region. The grants program will fund the following areas: health and human services, community development, education and lifelong learning, cultural and ethnic diversity and inclusion, and environmental sustainability.

Vision 2017 Retail Façade Improvement Matching Funds Grant

The Retail Façade Improvement Matching Funds Grant provides up to 50% of the eligible costs of the project to an eligible applicant. The maximum grant is valued at \$2,500, which will be reimbursed to the business owner upon satisfactory completion of the project.

Vision 2017 Retail Interior Improvement Matching Funds Grant

The Retail Interior Improvement Matching Funds Grant provides up to 50% of the eligible costs of the project to an eligible applicant. The maximum grant will be \$5,000, which will be reimbursed to the business owner upon satisfactory completion of the project.

State

Tax Increment Financing

The City of Shawano has successfully used TIF in a variety of projects. TIF is useful in support of real estate and infrastructure projects, which will directly result in an increase in taxable value for properties within a tax increment district (TID). TIDs can be utilized for improvements, such as business, commercial, entertainment, redevelopment, office, hotel, Waterfront Park, restaurants, multi-family housing, infrastructure improvements, and wayfinding. In the future, the City may be able to capitalize on a closing district to create a housing loan fund, which could be used to assist with affordable housing construction or rehabilitation in the downtown area.

Bonds

In general, municipal bonds fall into two separate classifications: revenue or general revenue. However, within each category, a municipality can structure the bonds by offering a variety of risk, benefit, and tax treatments. The City and the Redevelopment Authority will investigate the applicability of bonds on a case-by-case analysis.

Case Study Village of Marathon City

County: Marathon

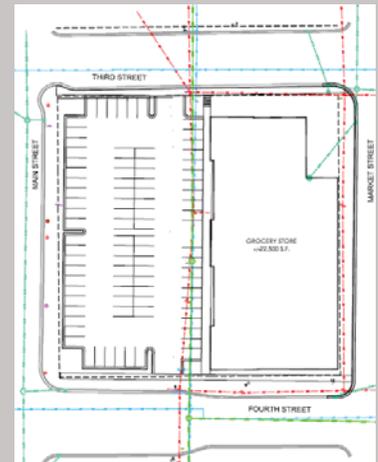
Population: 1,322

Project Name: "City Center" Downtown Redevelopment

Total Cost of Project: 6,100,000

Cost Breakdown

- CDBG - Public Facilities for Economic Development (PFED): \$340,000
- WEDC-CDI Grant: \$250,000
- New TID No. 2: \$935,000
- Private Investment: \$4,575,000



CDBG – Rural Economic Area Development Initiative Grant

As a non-entitlement community, the City has the opportunity to apply for a Rural Economic Area Development Initiative (READI) grant from the Department of Administration (DOA). READI is for non-entitlement communities that intend to grant the CDBG funds to Community Development Organizations (CDOs). The CDO will make loans to eligible businesses and developers. All applications for READI funding must include the DOA-certified CDO that will administer the grant. READI applications must include both an economic development project as well as a housing project. Applicants are strongly encouraged to include a jobs training component as well. Under READI, all projects must benefit persons of low and moderate income (LMI). NewCAP, a Wisconsin Community Action Program serving Shawano, is a certified Community Development Organization assembling regions to apply for these development funds.

CDBG – Public Facilities for Economic Development

Public Facilities for Economic Development (PFED) grant funds are awarded to local governments for public infrastructure projects that support business expansion or retention. Examples of eligible applications include: new or improved water & sewer service and streets that result in business expansion and job opportunities for low- and moderate-income individuals.

Wisconsin Arts Board

The Wisconsin Arts Board serves as a clearinghouse for many different grant programs, which may be suitable for future arts activities within Harbor Centre. For example, the creative communities grants, reviewed each February, provide up to 50% of funding for local arts and arts education programming. Applicant projects must be less than three years old or represent an expansion of an existing activity.

WDNR Knowles-Nelson Stewardship Grant Programs

Applications for the Knowles-Nelson Stewardship Grant are due annually in May. Local units of governments and nonprofit conservation organizations are eligible applicants. The maximum available grant amount is \$250,000 with a 50% local match requirement. The Stewardship Program includes the following grants: Aids for the Acquisition & Development of Local Parks, Urban Rivers, Urban Green Space, and Acquisition of Development Rights and Recreation Trails. Each of the grants listed has their respective goals, priorities, and criteria related to conservation and expanding outdoor recreation opportunities. Examples of eligible project types for these grants include land acquisition that will provide opportunities for nature-based recreation, water-based recreation, preservation of natural areas, and development projects that meet the aforementioned criteria, including recreation trails, boat landings, fishing piers, picnic areas, and development of support facilities, such as access roads, parking, restrooms, signage, utility systems, and lighting. Projects must be consistent with the Statewide Comprehensive Outdoor Recreation Plan and must be included in an adopted local Comprehensive Outdoor Recreation Plan.

WDNR Land & Water Conservation Fund (LWCF)

Applications for the LWCF are due annually in May. Local units of government are eligible applicants. The maximum grant available is \$250,000 with a 50% local match requirement. Eligible projects include land acquisition and development of outdoor recreation facilities, including active sports and non-nature based facilities. Projects must be consistent with the Statewide and local Comprehensive Outdoor Recreation Plan.

WDNR Recreational Trails Act (RTA)

Local units of government and incorporated organizations are among the applicants eligible for this program. Applications are due annually in May. Grants of up to \$45,000 are available with a required 50% local match. The RTA program funds eligible projects, including land acquisition, maintenance and restoration of existing trails, development and rehabilitation of trailside and trailhead facilities, and development of new trails. Projects must be consistent with the Statewide and Local Recreation Trail Plan.

WDNR - Recreational Boating Facilities

The Recreational Boating Facilities grant funds up to 50% of eligible costs. Eligible projects include: navigational dredging, boat ramps, docks, access roads, parking, sanitary facilities, navigational aids and weed harvesting equipment.

WDNR Urban Nonpoint Source & Storm Water Management Grant

These grants are available every other year; the next expected deadline will be 2019. The maximum available grant is \$150,000, plus \$50,000 for acquisition. Eligible planning projects include urban storm water management plans, ordinance development, creation of storm water utilities and public information, storm water best management practices, engineering, land acquisition, and stream bank and shoreline stabilization.

WDNR Municipal Flood Control Grant

WDNR Municipal Flood Control Grants are available every other year; the next expected deadline will be 2018. Grants up to \$650,000 are available with a 30% local match requirement. Eligible projects include acquisition and demolition of structures in the floodplain, flood proofing, and flood mitigation.

Case Study City of Viroqua

County: Vernon

Population: 4,384

Project Name: Street and Utility Reconstruction

Total Cost of Project: \$3,225,000

Cost Breakdown

- **USDA Rural Development Water Loan*:** \$1,153,978
- **USDA Rural Development Water Grant:** \$384,659
- **USDA Rural Development Sewer Loan*:** \$1,140,723
- **DOT LRIP Grant:** \$221,000
- **Tax Increment Finance:** \$326,200

*All loans paid by TIF and Sewer and Water Utilities

Total Impact to the General Fund: \$0.00



WDT – Joint Effort Marketing

The Joint Effort Marketing (JEM) grants available from the Wisconsin Department of Tourism, fund five categories of marketing initiatives to promote tourism.

- Destination Marketing (Maximum funding \$39,550 for one year)
- New Event (Maximum funding \$39,550 for three years)
- Sales Promotion (Maximum funding \$39,550 for two years)
- Existing Event (Maximum funding \$39,550 for three years)
- One-Time, One-of-a-Kind (Maximum funding \$28,250 for one year)

WisDOT - Local Road Improvement Program

The Local Road Improvement Program (LRIP) provides 50% funding for municipal street improvements for roadways classified as local roads. The Discretionary Program funds up to \$250,000 for counties, cities and villages. LRIP is a reimbursement program, which may pay up to a maximum of 50% of total eligible project costs, with the balance of the eligible costs funded by the local unit of government. All applicable projects are locally let and reimbursed by WisDOT upon project completion. Eligible projects include reconstruction, pavement replacements, reconditioning, resurfacing, and structure. Maintenance, new roads, or improvements to alleys or parking lots are not reimbursable through the program. Application deadlines are in November of every odd year.

WisDOT - Transportation Alternatives Program

The Transportation Alternatives Program (TAP) is a legislative program that was authorized in Fixing America's Surface Transportation Act. With certain exceptions, projects that met eligibility criteria for the Safe Routes to School Program, Transportation Enhancements, and/or the Bicycle & Pedestrian Facilities Program are eligible TAP projects.

All TAP projects require sponsors to pay 20% of approved project costs. TAP projects are capped. A TAP project may not be substituted for another project, and projects must commence within four years of the award date. The Wisconsin Department of Transportation solicits applications every other year; so, the next opportunity to submit an application will occur in the fall of 2019.

The Federal Highway Administration (FHWA) has identified projects within the following categories that are eligible to receive TAP funding:

- Construction, planning, and design of on-road and off-road trail facilities for pedestrians, bicyclists, and other non-motorized forms of transportation.
- Construction, planning, and design of infrastructure-related projects and systems that will provide safe routes for non-drivers.
- Conversion and use of abandoned railroad corridors for trails for pedestrians, bicyclists, or other non-motorized transportation users.
- Construction of turnouts, overlooks, and viewing areas.
- Community improvement activities, include the following
- Inventory, control, or removal of outdoor advertising;

- Historic preservation and rehabilitation of historic transportation facilities;
- Vegetation management practices in transportation rights-of-way to improve roadway safety, prevent against invasive species, and provide erosion control;
- Archaeological activities.
- Any environmental mitigation activity.

WisDOT - Highway Safety Improvement Program

The Highway Safety Improvement Program (HSIP) funds highway safety projects at sites that have experienced a high crash history. The overall objective of HSIP is to develop and implement, on a continuing basis, stand-alone safety projects designed to reduce the number and severity of crashes on all streets and highways, both state and local. HSIP is focused on infrastructure improvements that reduce the number and severity of crashes and decrease the potential for crashes on all public roads with additional emphasis on low-cost treatments that can be implemented quickly.

HSIP is a federal reimbursement program and not a federal grant program. The federal funding ratio for HSIP funds is usually 90%, requiring a 10% match of state and/or local funds. The State pays match for state highway projects, while local governments must pay the match for non-state highway projects (local streets and highways). Current program funding is approximately \$31 million per year. The next HSIP application period will close in August, 2018.

WisDOT - State Infrastructure Bank

In order to stretch limited funds, Congress authorized funds to create state “banks” to complement traditional transportation grant programs and provide states with flexibility to offer many types of financial assistance. The State Infrastructure Bank (SIB) Program, similar to a private bank, offers a range of loans and credit options to help finance eligible surface transportation projects. SIBs offer the ability to undertake transportation projects that would otherwise go unfunded or experience substantial delays. WisDOT applied for federal seed money to create a revolving loan program. Communities can borrow the money to provide needed transportation infrastructure improvements to help preserve, promote and encourage economic development and/or promote transportation efficiency, safety and mobility. The Wisconsin SIB program is a revolving loan program providing capital for transportation projects from loan repayments and interest earned from funds remaining in the bank. WisDOT charges a 2% interest rate on the loan principal and projects can be amortized up to 25 years. Funds are available on a “first come, first served” basis. Eligible SIB projects include the following:

- Improve an interchange for a new industrial park or commercial development
- Enhance a road leading up to a contaminated (brownfields) property
- Provide for better access to facilitate increased auto or truck traffic near commercial or industrial sites
- Repair or reconstruct a bridge linking downtown businesses with a major state highway(s)
- Provide signal lights, turn lanes and pedestrian walkways at a busy highway intersection
- Construct or widen a road linking

WisDOT - Local Bridge Improvement Assistance

The Local Bridge Improvement Assistance Program helps rehabilitate and replace, on a cost-shared basis, the most seriously deficient existing local bridges on Wisconsin's local highway systems. Counties, cities, villages, and towns are eligible for rehabilitation funding on bridges with sufficiency ratings of 80 or less, and replacement funding on bridges with sufficiency ratings less than 50. The next cycle will be posted on the WisDOT website.

WisDOT - In This Together

Because businesses located in work zones have special needs, WisDOT understands that it is critical that customers have access to businesses and that they continue to visit them, regardless of roadwork inconvenience. The In This Together program is offered to business and community leaders as an idea source while they plan for road construction in their area. This program offers workbooks and case studies that demonstrate techniques successfully used during previous projects as well as promotional samples showing examples of how companies promoted their businesses during construction.

WEDC - Community Development Investment Program

WEDC has numerous funding programs to help promote business and community development. A priority for all of their programs is to fund projects that will result in job creation and/or retention.

The Community Development Investment program will support urban, small city, and rural community redevelopment efforts by providing financial incentives for shovel-ready projects with emphasis on, but not limited to, downtown community-driven efforts. Funded activities should lead to measurable benefits in job opportunities, property values, and/or leveraged investment by local and private partners.

Eligible activities include the following:

- Building renovation
- Historic preservation
- Demolition
- New construction
- Infrastructure investment
- Project or site development planning

Eligible projects are include the following:

- Development of significant destination attractions
- Rehabilitation and reuse of underutilized or landmark buildings
- Infill development
- Historic preservation
- Infrastructure efforts, including disaster prevention measures, providing substantial benefit to downtown residents/property owners
- Mixed-use developments (not exclusively residential)

WEDC - Brownfield Site Assessment Grant

WEDC administers a Brownfield Site Assessment Grant (SAG). As mentioned earlier in the Existing Conditions section, seven parcels have closed brownfields, potentially requiring additional assessment if redevelopment occurs on the site. The WEDC program helps local governments conduct initial activities and investigations of known or suspected environmentally contaminated property. The program requires a 50% match. The grant funds can be used to conduct Phase I and Phase II environmental assessments, site investigations, structural demolition, and underground storage tank removal. Grant funds are based on a project's ability to promote economic development and the level of environmental impact the project will have on the area.

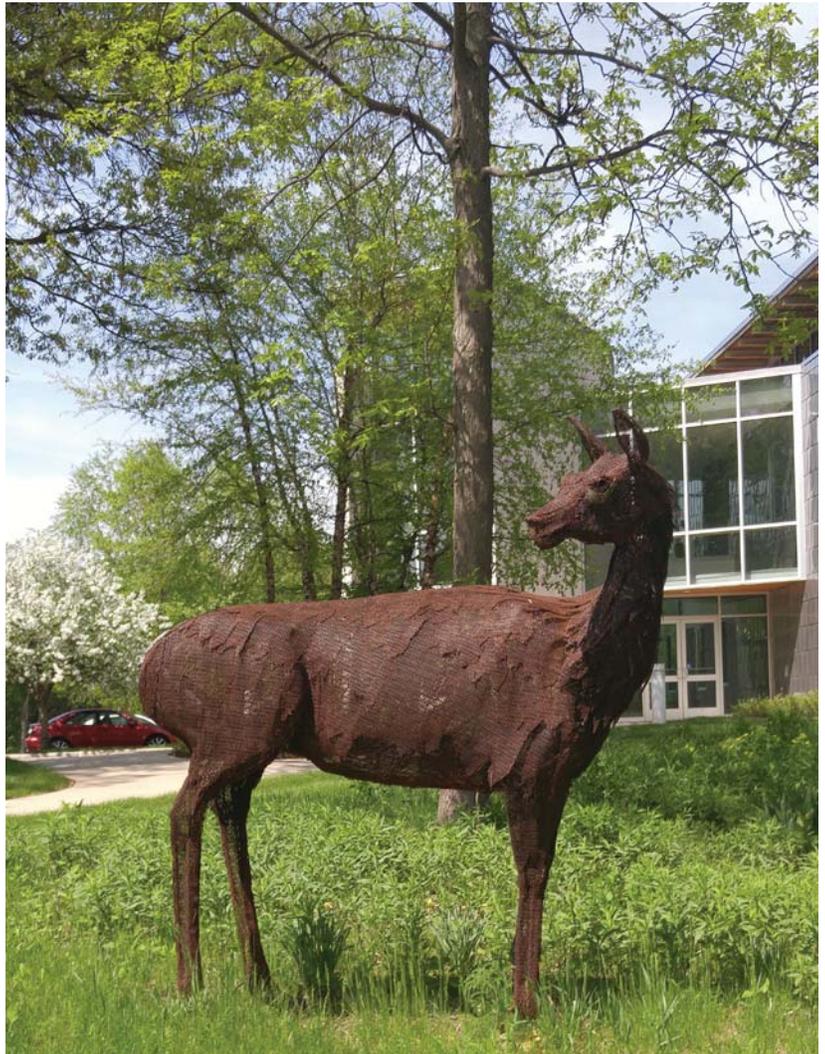
WHEDA - Low-Income Housing Tax Credit

The Low-Income Housing Tax Credit (LIHTC) program was created in 1986 to encourage private investment in the development and rehabilitation of rental housing for low- to moderate-income families, seniors, and persons with special needs. LIHTCs are governed by Section 42 of the Internal Revenue Code and corresponding Federal Regulations. The Federal government allocates LIHTCs to each state according to a population-based formula. At the state level, Housing Credit Agencies administer the LIHTCs to owners of housing developments according to their state Qualified Allocation Plan, which must meet Federal guidelines. The Wisconsin Housing and Economic Development Authority is responsible for allocating and administering LIHTCs in Wisconsin. Since the inception of the LIHTC program, WHEDA has allocated \$326.2 million in tax credits, creating 51,940 units of housing in 1,135 developments across the state. These developments are located in 69 counties and 303 municipalities throughout Wisconsin.

WHEDA - New Markets Tax Credit Program

The federal New Markets Tax Credit (NMTC) program serves as a resource to help fuel job creation and economic development efforts by promoting equity investment in low-income urban and rural communities. WHEDA awards NMTCs to enhance financing for projects in highly distressed areas throughout Wisconsin that have demonstrable community impact.

BELOW: Example of local artist statue



National

ArtPlace America – National Grants Program

ArtPlace America (ArtPlace) is a ten-year collaboration among a number of foundations, federal agencies, and financial institutions that works to position arts and culture as a core sector of comprehensive community planning and development in order to help strengthen the social, physical, and economic fabric of communities. In practice, this means having arts and culture represented alongside sectors like housing and transportation – with each sector recognized as part of any healthy community; as requiring planning and investment from its community; and as having a responsibility to contribute to its community’s overall future.

National Association of Realtors – Placemaking Micro-Grants Program

NAR’s Placemaking Initiative encourages REALTOR® associations and their members to engage in Placemaking in their communities. The Placemaking Micro-Grant is available to REALTOR® associations to help them plan, organize, implement and maintain lighter, quicker, cheaper placemaking activities in their communities. REALTORS® are uniquely positioned to help communities build better public spaces, with their vested interest in making sure people can purchase homes in areas with a strong sense of place.

National Endowment for the Arts – Our Town Program

The Our Town grant program supports creative placemaking projects that help to transform communities into lively, beautiful, and resilient places with the arts at their core. This funding supports local efforts to enhance quality of life and opportunity for existing residents, increase creative activity, and create a distinct sense of place. Our Town offers support for projects in two areas, arts engagement, cultural planning, and design projects along with projects that build knowledge about creative placemaking.

RIGHT: Example of local artist statue





APPENDIX A: STATE OF THE DOWNTOWN

APPENDIX A: STATE OF THE DOWNTOWN

Introduction

The Planning Area is situated in the heart of the City, and therefore presents unique opportunities and challenges. Successful implementation of this Plan’s recommendations will require a careful understanding of the present conditions within the Downtown area. This chapter provides Downtown stakeholders with a reliable understanding of the area’s background, existing plans, and programs for the Downtown, zoning, land use, transportation systems, property values, site and building attributes, and the market analysis.

History and Background

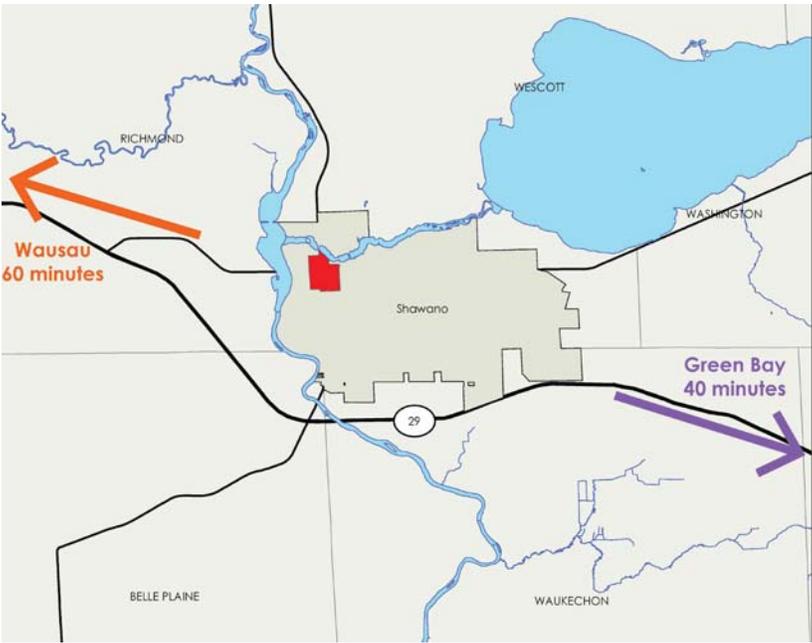
Shawano is situated along the banks of the Wolf River in northern Wisconsin -- a short distance from Green Bay to the east and Wausau to the west. The Menominee and Chippewa peoples hunted, fished, and made the Shawano area their home for hundreds of years

before the arrival of Europeans. The name “Shawano” is derived from “Sha-wa-Nah-Pay-Sa,” which meant “lake to the south” in the Menominee and Chippewa languages. There are eleven federally recognized Indian tribes in Wisconsin, three of which—the Menominee Indian Tribe, the Oneida Tribe of Indians, and the Stockbridge Munsee Community, are within a 45 minute drive from Shawano. Today, these native peoples comprise roughly twenty percent of Shawano’s population and are vital contributors to the culture, economy, and government of the City.

After incorporating as a municipality, Shawano grew rapidly due to the success of the lumber industry. The network of rivers and lakes in the area provided valuable transportation routes for wood and finished products. The first major road in the area was built in 1866 as a military route connecting Shawano with Fort Howard, near Green Bay. Before the Civil War, most of the area’s inhabitants were English settlers or migrants from the northeastern states. Immediately following the war, German settlers began arriving en masse, followed by Scandinavians and various other European ethnic groups. Farming and timber harvesting were the primary occupations of these new settlers.

The lumber industry began to decline in the early twentieth century, and Shawano’s economy transitioned to focus more on tourism and service provision. Today, Shawano and its surrounding region are popular in the summer for camping, hunting, and fishing, and in the winter for snowmobiling and ice fishing.

Map A1: Regional Location



Existing Documents

Downtown Shawano is a key focus area of other existing plans and initiatives currently being implemented in the City. The planning team reviewed these documents to ensure that the recommendations featured in the Downtown Master Plan do not conflict with these efforts. Successful plan implementation is more likely when planning efforts are coordinated with past and present projects and initiatives. Relevant documents that bear impacts on this Plan, and their specific connection to the Downtown area are summarized on the following pages.

City of Shawano Comprehensive Plan

The Shawano City Council approved the current Comprehensive Plan in January 2009, and subsequently amended the Plan in May 2016. The Plan covers the nine elements required under Sec. 66.1001(2)(a) of the Wisconsin Statutes, which articulates the contents of comprehensive municipal plans. The Plan's public participation component established nine key Plan directions for the City, of which the first is to "Continue redevelopment activities with a priority placed on downtown areas." Likewise, the Plan describes enhancements to the Downtown as one of four key opportunities for Shawano.

The Plan's Agricultural Resources element recommends the expansion of the Trailside Farmers Market into the Downtown as a way to both contribute to the local agricultural economy and to establish the area as a civic gathering place. This recommendation was implemented by the City, which established the Shawano Farmers Market in Franklin Park—a three-acre parcel located one block from Downtown Shawano. The Cultural Resources element recommends that new development in Downtown should be compatible with the historic

character of existing buildings. The Plan also recommends that the City emphasize the importance of Downtown as a gathering place and community focal point in both the Cultural Resources and Economic Development chapters.

To preserve historically and culturally significant buildings, the Plan recommends the creation of design standards for new Downtown projects, and regulation of infill, redevelopment, and rehabilitation projects. This recommendation was implemented when the City Council adopted Section 10-101: Exterior Site and Building Design Standards under Article VII of the City's Zoning Ordinance. For Land Use, the Plan recommends that the City "promote the revitalization of the historic downtown and other underused areas of the City, such as along East Green Bay Street," and "preserve and enhance the historic character of the downtown by encouraging compatible new development and redevelopment." The Land Use element further articulates the importance of designing buildings in the Downtown area that are oriented toward people and arranged to promote pedestrian access. The Plan also recommends policies and programs for the area included in the "Downtown" Future Land Use designation. These policies and programs making the area part of the Downtown Mixed-Use (DMU) zoning district, promoting pedestrian and bicycle connections between Downtown and the Wolf River, working with Downtown property owners and businesses to preserve and renovate historically significant buildings, and using marketing, investment, and incentive strategies to promote and retain specialty retail, dining, and entertainment establishments.

The Utilities and Community Facilities element recommends working with Shawano County to ensure that civic uses remain in Downtown Shawano. For the housing element, the Plan recommends promoting residential uses in the upper stories of Downtown mixed-use buildings to improve affordability and enhance the area's walkability. The Economic Development element also

encourages continued support for the City's Redevelopment Authority (RDA) to continue pursuing blight elimination for buildings throughout the Downtown. The development of new mixed-use structures is encouraged as a method for meeting this policy. The Economic Development element also cites continued investment in Downtown as a broad and overarching goal for the City. This goal focuses on residential uses, civic and government uses, entertainment uses, and commercial/retail uses as particular areas of importance for the City to focus investment. The Plan also encourages the City to capitalize on the area's high-quality natural resource base by supporting Downtown businesses specializing in natural resource recreation, tourism, and outdoor activities.

Redevelopment Area No. 1 Project Plan

The City of Shawano Redevelopment Authority certified the Redevelopment Area (RA) No. 1 Plan in December 2016. The Plan's boundary area significantly overlaps with the Downtown Master Plan boundary area, with parcels along Main Street and E. Green Bay Street comprising both plans. The Downtown area is a major focus of the RA No. 1 Plan and is explicitly mentioned in the following Plan objectives:

- Objective 2: Assist property owners to remodel, restore, or renovate structures in the Redevelopment District. The RDA will focus redevelopment to maintain the Main Street historic character, activating the downtown as a civic hub of economic and social activity and increasing the E. Green Bay Street Corridor presence as a vital commercial corridor.
- Objective 6: Encourage coordinated redevelopment of parcels to achieve efficient building design, maximum utilization of sites, unified off-street parking and service facilities, and pedestrian connections and open spaces from Main Street

to rear parking areas.

The Plan notes several sources of financing for the project, including Tax Increment Financing (TIF), municipal bonds, WHEDA, local and private funding assistance, and a variety of grant and loan programs.

Tax Increment District No. 4 Project Plan

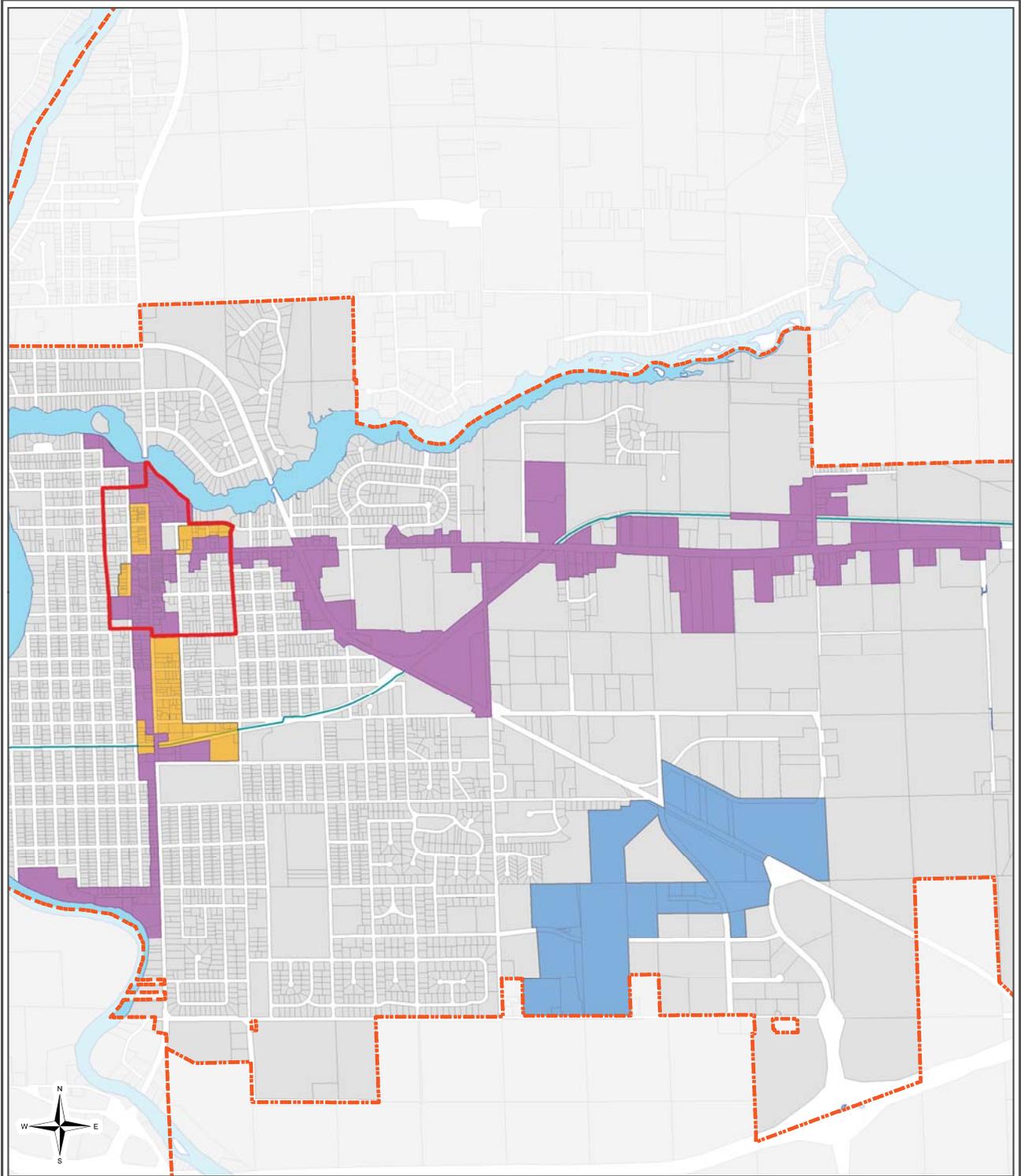
The City of Shawano City Council approved the Tax Increment District (TID) No. 4 Plan in September 2000 with the first amendment in August 2007. The TID expenditure period ends in September 2022, and the district must close by September 13, 2027. The TID was created to promote the revitalization of a blighted area, and improve a portion of the City. There have been two amendments made to the TID No. 4, primarily to add project costs, replace projects, and to expend money within a half-mile of the TID. The 2016 TID No. 4 Annual Report indicates that the TID's ending balance is -\$262,992, and is projected to pay off the remaining debt prior to closure.

Tax Increment District No. 6 Project Plan

The City of Shawano City Council approved the Tax Increment District (TID) No. 6 Plan in July 2014. Nine parcels along E. Green Bay Street, N. Andrews Street, and S. Lincoln Street are included in both the TID No. 6 boundary area and the Downtown Master Plan boundary area. TID No. 6 was established with the purpose of eliminating blight and attaining the following five objectives:

- Promote redevelopment of blighted property
- Stimulate revitalization
- Improve a portion of the City
- Enhance the value of private property
- Broaden the property tax base

Map A2: TID Boundaries



TID Boundaries City of Shawano



- TID No. 6/RDA Boundary Overlap
- RDA Boundary
- TID No. 7 Boundary
- Plan Boundary
- Municipal Boundaries

vierbicher
planners | engineers | advisors



REEDSBURG - MADISON - PRAIRIE DU CHIEN - MILWAUKEE METRO
999 Fourrier Drive, Suite 201, Madison, WI 53717
Phone: (608) 826-0532 Fax: (608) 826-0530

File Path: M:\Shawano, City of\170199_Downtown Master Plan\Planning & Zoning\3. Mapping\MXD5

Data Sources: City of Shawano, County of Shawano, and Vierbicher

The City Council approved Amendment No. 1 to the Plan in February 2016, which expanded the TID boundary by 13 parcels primarily oriented toward E. Green Bay Street. The amendment added one parcel to the TID boundary that is also included in the Downtown Master Plan boundary. Like the other parcels already included in the overlapping boundary area, the parcel is designated as blighted and subject to the five objectives listed above. The 2016 TID No. 6 Annual Report indicates that the TID's ending balance is \$218,037. Map No. 2 shows the TID and RDA boundaries.

Shawano County Bicycle and Pedestrian Master Plan

The Plan was completed in February 2013, and it has three goals: 1) support bicycling and walking as viable transportation modes in Shawano County; 2) promote bicycling and walking in Shawano County by improving awareness of bicycle and pedestrian facilities and opportunities; and 3) integrate bicycle and pedestrian planning into Shawano County's Planning Processes. The Plan identifies the Mountain Bay Trail east of Downtown as an integral piece of the County's non-vehicular transportation network. The Plan identified the Trail Crossing at

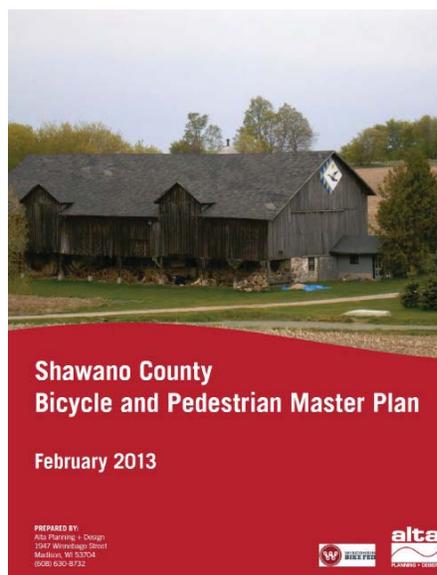
E. Green Bay Street as a high-priority project, demanding potential designs to improve crossing safety for both trail users and drivers along E. Green Bay Street. Three potential solutions are offered: 1) Pedestrian Hybrid Beacon Crossing (estimated cost: \$549,000); 2) Rectangular Rapid Flash Beacon (RRFB) with Geometric Crossing Enhancements (estimated cost: \$325,000); and 3) Full Signal at Lakeland Road, Realign Trail to Intersection (estimated cost: \$870,000). Since adopting the Plan, the City, WisDOT, and the County have not moved forward on any of the three recommended projects for the Mountain Bay Trail Crossing at E. Green Bay Street.

Zoning, Land Use, Property Values, and Brownfields Assessment

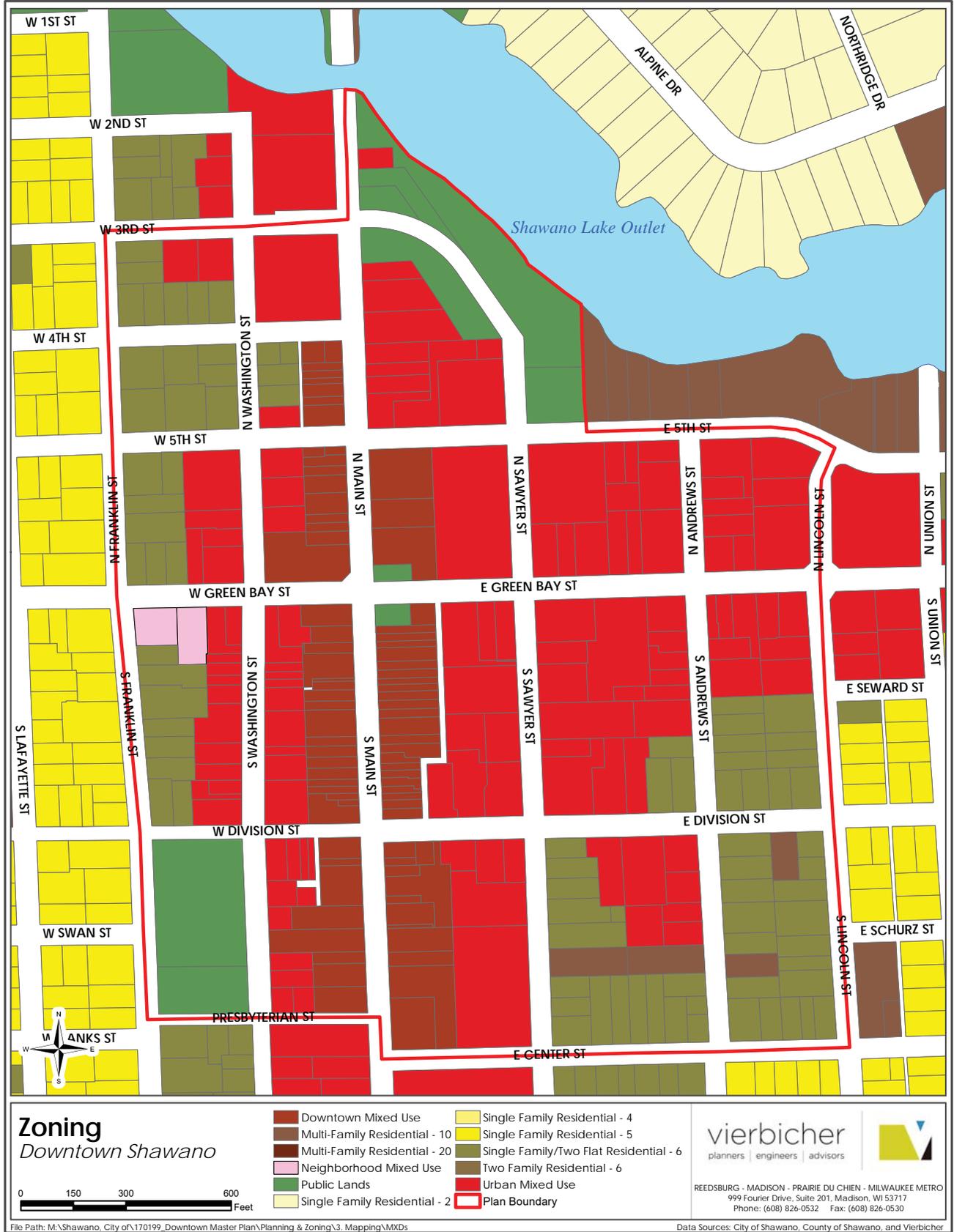
The purpose of zoning and land use assessments is to ensure that adjacent uses are compatible and do not serve as a detriment to public health, safety, or welfare. Land use compatibility considers the effects of locating various land use types—commercial, mixed-use, residential, and others— nearby. Incompatible land uses detract from the Downtown both in function and aesthetic, and could negatively impact user experience. A proactive transition approach will ensure the Downtown is an attractive destination to live, work, and recreate in the future.

Zoning

Article II under Chapter 10 of the Municipal Code establishes Shawano's zoning districts. describes the purpose of each district, and provides detail on the permitted, prohibited, and conditional uses for each district. Six standard zoning districts are contained within the Downtown area. There are no overlay districts that span Downtown. Map 3 visually depicts the zoning designation in Downtown. The six standard zoning districts are:



Map A3: Zoning



- SR-6: Single Family and Two-Flat Residential – 6
- Intent: Create, preserve, and enhance areas for single family detached and two-flat dwellings at a density of 6 dwelling units per acre.
- Principal uses in the Downtown: Single family housing, two-flats.
- MR-10: Multi-Family Residential – 10
- Intent: Create, preserve, and enhance areas for multi-family uses in small buildings at medium densities, less than or equal to 10 dwelling units per acre.
- Principal uses in the Downtown: Apartments (3-4 units per building).
- NMU: Neighborhood Mixed Use
- Intent: Permit residential development and small-scale commercial uses compatible with adjacent residential uses and neighborhood character.
- Principal uses in Downtown: Office, single family housing
- UMU: Urban Mixed Use
- Intent: Permit areas, generally on the fringe of Downtown, that are mixed-use in character and establish standards compatible with the existing mix of land uses and redevelopment objectives. This district is intended to provide for a variety of employment, retail, and community service opportunities, while allowing some residential uses. Uses should be compatible both with other uses within the district and land uses in adjoining zoning districts as well.
- Principal uses in Downtown: Single family, personal or professional service, indoor sales or service, home occupation, on-site parking
- DMU: Downtown Mixed Use
- Intent: Permit both large- and small-scale “downtown” commercial development at an intensity which provides significant incentives for infill development, redevelopment, and the continued economic viability of existing development. Retention of existing “Main Street” characteristics in the core of Shawano’s historic Downtown is also a priority.
- Principal uses in Downtown: Indoor sales or service, on-site parking, active outdoor recreation, indoor institutional
- PL: Public Lands
- Intent: Accommodate areas which are in public ownership and use.
- Principal uses in Downtown: Passive outdoor recreation, outdoor open space institutional

Table A1: Downtown Zoning Districts

Zoning District	Acres	Percentage of Total Acreage
Downtown Mixed Use	11.99	17%
Multi-Family	1.27	2%
Neighborhood Mixed Use	0.61	1%
Public Lands	4.1	6%
Single Family and Two Flat	16.56	24%
Urban Mixed Use	35.62	51%
Total	70.15	100%

The Planning Area also features some lots with nonconforming uses, such as 228 and 232 S. Main Street, which both contain single family residential structures in the DMU District, which prohibits such uses. Table 1 shows the zoning districts along with the acres per zoning district and the percentage of total acreage of the planning area. Urban mixed-use (51%) is the predominant land zoning district in the Planning Area, closely followed by single-family and two-flat residential (24%).

Development Code Review

Vierbicher analyzed the existing Shawano Zoning Ordinance for details relevant to site and building development in the Downtown. Refer to Chapter 10 of the zoning ordinance for all specific compliance requirements. The ordinance notes the following standards for bulk regulations, nonconforming situations, performance standards, landscaping, and signage that apply to structures and lots in the Downtown:

- The zoning ordinance delineates rules for determining setbacks and bufferyards for SR-6, MR-10, NMU, and UMU designations in the Downtown. The bulk regulations section also clarifies minimum dimensions for required yards, permitted intrusions into required yards, and maximum height regulations for residential, nonresidential, and accessory structures.
- Nonconforming uses may not be expanded or reconstructed unless the use is changed to a permitted use in the corresponding zoning district.
- Any nonconforming use that is discontinued for 12 consecutive months or is changed into a conforming use must be in complete conformity with the zoning ordinance upon any future use of the site or structure.
- Nonconforming uses damaged to the extent of more than 50% of their current equalized assessed value shall not be restored except in conformity with regulations of the corresponding zoning district.
- Trademark architectural elements are prohibited. Exterior elements specific to a particular site occupant shall be limited to attached signage, awnings, and other appurtenances that are easy to remove or modify for subsequent site occupants.
- Permitted buildings materials must be determined appropriate by the Plan Commission and may include: glass, brick, tinted and decorative concrete block, wood, stucco, and exterior insulation and finish systems (EIFS).
- Prohibited building materials include: plain-faced concrete walls or panels, plain-faced cinder block or concrete block, asphaltic siding, plywood, chipboard, or other non-decorative wood or composite material, and metal siding that does not comply with certain standards specified under Article VII: Performance Standards.
- All developments shall contain a sufficient number of waste receptacles to accommodate all trash and recyclable materials generated by the land uses.
- All developments shall provide for full and safe pedestrian and bicycle access within the development.
- Landscaping requirements for every zoning district are regulated according to a points system. The required number of points for regular developments in each zoning district are listed in Figure 10-133a. Additionally, bufferyard opacity values, detailed bufferyard requirements, and landscaping points per plant are included in Figures 10-133b-d.
- Four types of signs are prohibited in the DMU, NMU, and PL districts: off-premise advertising, off-premise directional, pylon, and vehicle advertising signs.
- Three types of signs are prohibited in the UMU district: off-premise advertising, off-premise directional, and vehicle advertising signs.
- Off-premise advertising, off-premise directional, pylon, most types of on-building, and most types of moveable signs are prohibited in the SR-6 and MR-10 designations included in the Downtown.
- Figure 10-144a in the Sign Ordinance describes the types of signs allowed, not allowed, and allowed only under certain circumstances in every district in Shawano. Other relevant standards are included under Chapter 10, Article IX of the Zoning Ordinance.

Existing Land Use

Table 2 lists the current land use categories in Downtown along with specific acreage and the percentage of total area, and Map 4 provides a visual depiction. Residential is the highest percentage of land use (31%), followed by parking (19%).

Residential is by far the most common land use in Downtown, utilizing nearly 31% of all land area. Parking composes 19% of the Downtown land, followed by retail at just over 12%.

Current land use patterns in the Downtown differ primarily based on street, with most of the residential uses concentrated in the northwestern and southeastern portions, higher-density commercial uses concentrated along Main Street, and lower-density commercial and other uses situated along adjacent streets. Rather than haphazardly dotting the Downtown, distinct uses are grouped in largely contiguous clusters running along vertically oriented street corridors. The three blocks of Main Street between 5th Street and Presbyterian Street are almost entirely composed of high-intensity

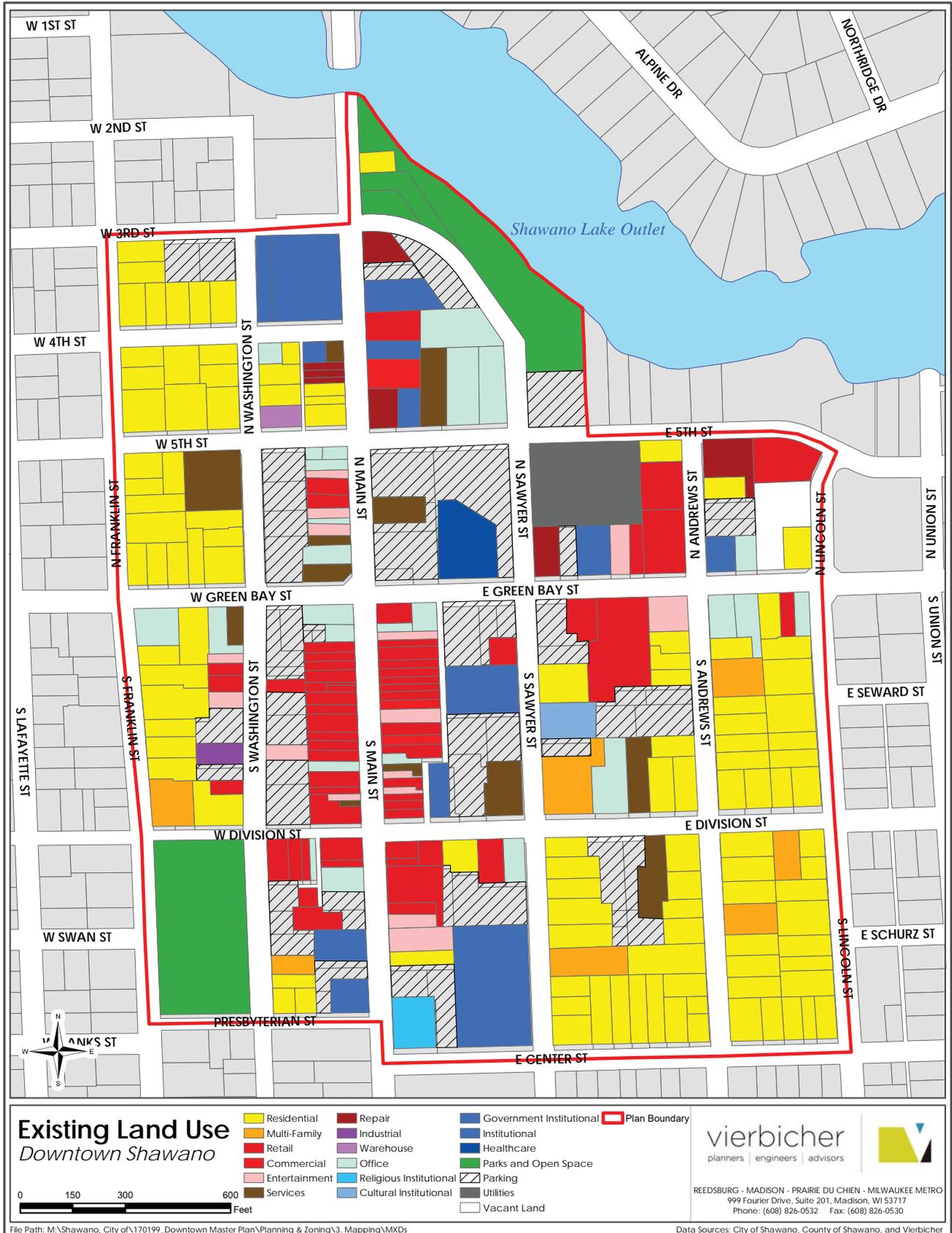
commercial uses with consistent front setbacks and complementary building designs.

Despite the clustering of uses, gaps in the façade exist in several key places that disrupt the area’s distinct physical character. The southern lots along 5th Street between N. Main Street and N. Sawyer Street are fronted entirely by large-surface parking lots serving the adjacent commercial uses on the block. Likewise, the northeast corner of Green Bay Street and Main Street is also occupied by surface parking. This means that more than half of the square block bounded by E. 5th Street, N. Sawyer Street, E. Green Bay Street, and N. Main Street is covered by surface parking. For a location in the heart of Downtown Shawano, having that much low-density auto-oriented development is detrimental to the urban look and feel that is more appropriate for a Downtown.

Table A2: Downtown Existing Land Use

Land Use	Acres	Percentage of Total Acreage	Land Use Continued	Acres	Percentage of Total Acreage
Commercial	0.50	1%	Parks and Open Space	5.91	8%
Cultural Institutional	0.37	1%	Religious Institutional	0.40	1%
Entertainment	1.73	2%	Repair	1.23	2%
Government Institutional	3.39	5%	Residential	21.80	30%
Healthcare	0.76	1%	Retail	8.60	12%
Industrial	0.18	0%	Services	2.84	4%
Institutional	2.38	3%	Utilities	1.71	2%
Multi-Family	2.45	3%	Vacant Land	0.69	1%
Office	4.52	6%	Warehouse	0.17	0%
Parking	14.06	19%	Total	73.70	100%

Map A4: Existing Land Use



Future Land Use

The Future Land Use element of the Comprehensive Plan specifies the intended uses for lots in the Downtown. When compared to the existing land use described previously, the Future Land Use element plans for an expansion of the Downtown non-residential land use category in the Downtown, particularly along the 200 and 300 blocks of East Green Bay Street, which staff and public officials hope will be converted to compact and walkable commercial space. The Comprehensive Plan states that the Downtown future land use category is intended for pedestrian-scale commercial, office, community facility, and upper-story residential uses in a downtown city center setting.

While residential is the most common of the existing land uses, the various uses that fall under the DMU Zoning District appear to be consistent with the Future Land Use element in the Shawano Comprehensive Plan. The Future Land Use element also calls for the designation of several parcels in the Downtown as Public Open Space and Recreation. The City's current zoning map is consistent with this recommendation, as the lots along the northeastern and southeastern corner of Main Street and Green Bay Street form a pocket park with benches, public art, and gateway signage. Other lots marked for Public Open Space and Recreation were not designated as such under the current zoning map, though the 200 block of South Washington Street, which was marked for Two-Family/Townhouse Residential on the Future Land Use Map, is now designated as Public Land (PL) on the current Zoning Map. Map 5 illustrates the future land use in the Downtown.

Property Value Analysis

The economic vitality and value of an area can, in part, be judged by the extent to which land is productively utilized. One measure for economic utilization is the improvement value per acre. The planning area has a total of 69.7 acres. As can be

seen in Map 6, only 43.46 acres (62%) of the planning area has improvement value. Parcels without value include public and unimproved lots and city-owned buildings. Blighted buildings and underutilized surface parking lots in the Downtown are ripe for redevelopment. Retail stores, professional offices, and manufacturing facilities in the Downtown are integral to Shawano's economy; therefore, any displacement of existing businesses should coincide with plans to relocate to more suitable areas of the City.

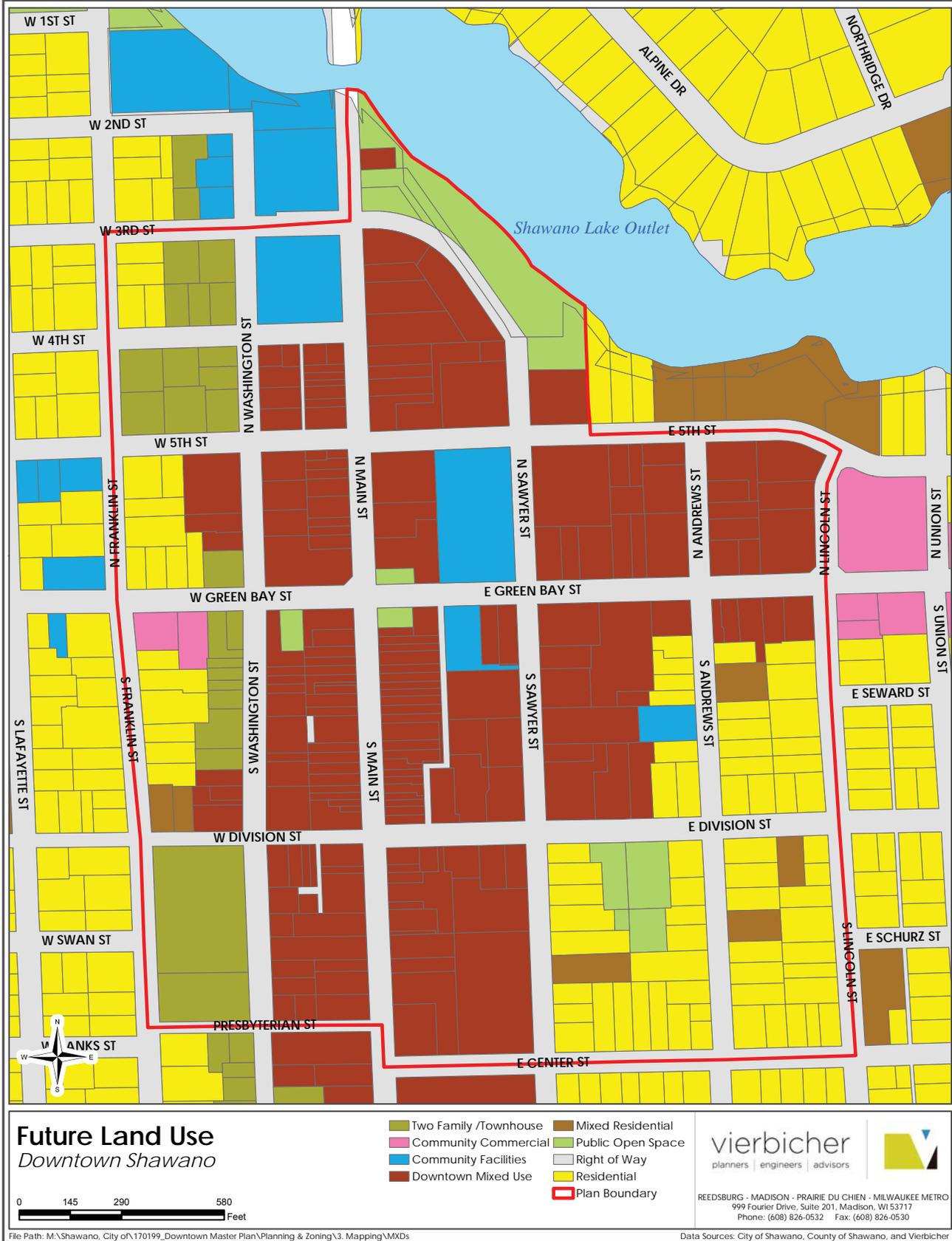
Brownfields

The Wisconsin DNR Remediation and Redevelopment Sites Map show that the Downtown contains ten brownfields, none of which are currently open or are experiencing ongoing cleanup efforts. All ten sites have completed cleanup efforts, and the most recent site—Town & Country Cleaners, shows a closure date of August 23, 2012. These results indicate significant potential for redevelopment projects throughout the Downtown without the need to exhaust funding on cleanup of contaminated areas. Map 7 shows the location of brownfields in the Planning Area.

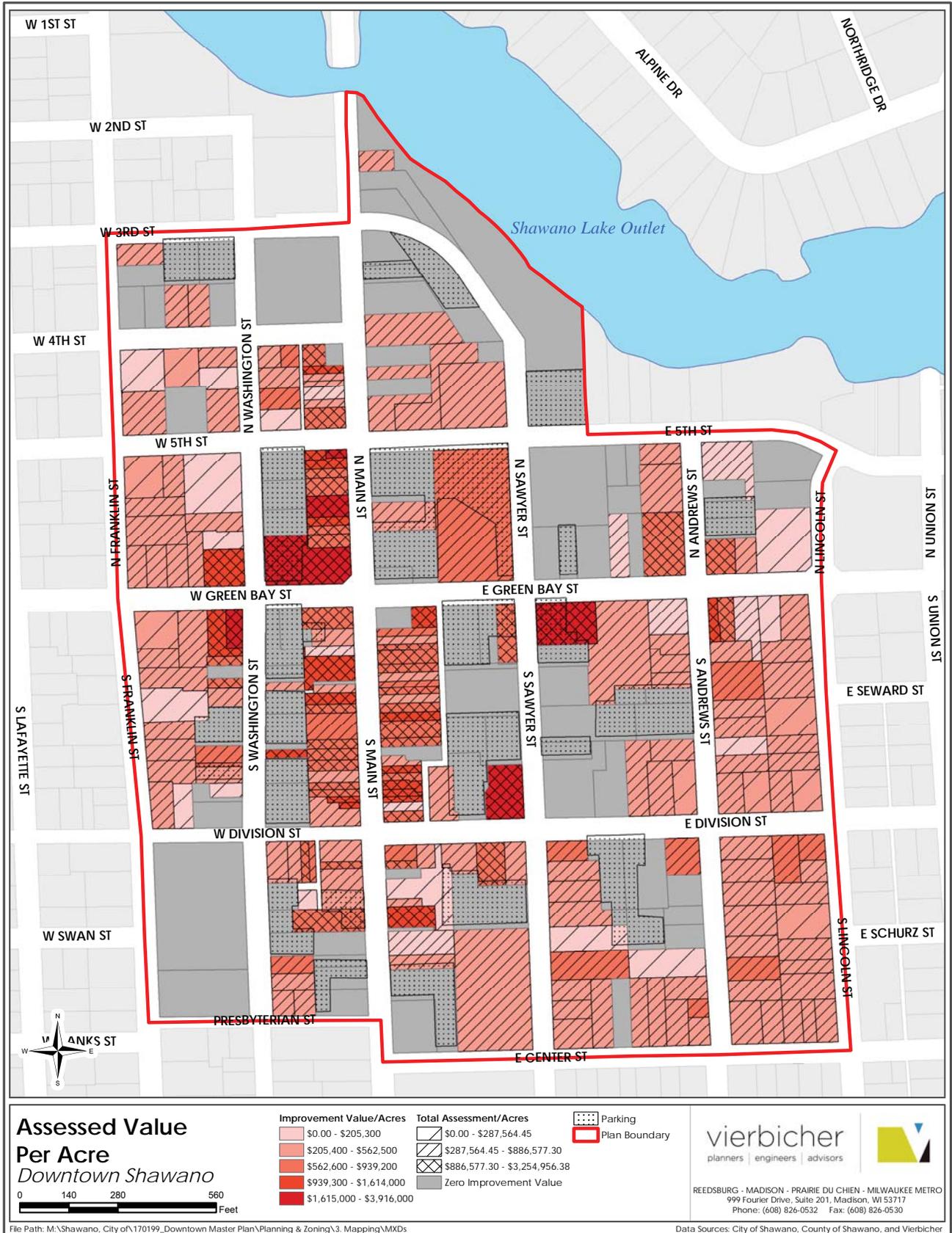
Property Condition Assessment

A physical assessment of properties in the Downtown revealed that many of the structures are underutilized, outdated, or suffer from deferred maintenance. Along five blocks of Main Street between West 3rd Street and East Center Street, dozens of parcels are either blighted, vacant, or both. A significant percentage of real active use property in the Downtown is incompatible with dense mixed-use development due to site features related to setbacks, building massing, or on-site parking. Redevelopment or retrofits may be needed to enhance walkability and accommodate pedestrian movement throughout the area.

Map A5: Future Land Use



Map A6: Assessed Improvement Value Per Acre



Map A7: Remediation and Redevelopment Sites



Public Spaces

Areas in the Downtown zoned as public land include the 200 Block of S. Washington Street, the northeast and southeast corners of the intersection at Main Street and Green Bay Street, and the greenfield at the corner of N. Main Street and N. Sawyer Street across from Huckleberry Harbor Landing. There are also sidewalks with pedestrian amenities, including benches, trash/recycling receptacles, lighting, and small plantings. Many of these amenities were implemented and installed through Downtown streetscape enhancements in the early 2000's. Sidewalks and urban public spaces could be enhanced with placemaking elements, such as murals, play areas, splash pads, and additional street furniture.

Public Parking

Off-street surface parking is the second-greatest single land use in Downtown, comprising 19% of all land in the planning area. Such a high percentage of land use dedicated to surface parking inhibits density and walkability. Surface parking lots in the Downtown core also lower local tax revenues by taking up valuable land that could be better used for commercial or entertainment uses. The City should discourage vehicle use in the urban core and locate parking in lower-density areas. Existing parking lots present great potential for redevelopment.

Built Environment

Character Blocks

The planning area can be divided into seven character blocks (Map 8). Character blocks are primarily comprised of the existing land use. In Map 6, blocks A, G, and E are primarily residential; blocks B and C are the core downtown; and blocks F and D are a mix of neighborhood business and residential.

Character Blocks – Blocks A, G, and E

Block A's existing land use is primarily residential but also includes parking, industrial, office, and service land uses. Block A is designated as single family residential, two family residential, community commercial, and downtown mixed use. On the eastern side of Block A, along N. Washington, a majority of the uses are businesses or parking lots. However, there is one house along this street, which seems misplaced among the businesses and parking lots. On the western side of Block A, all uses are residential with the exception of RE/MAX real estate at the corner of W. Green Bay and S. Franklin. Nevertheless, the business is in a home which fits into the character of the street.

Block G's existing land use is primarily single family and multi-family residential with the Shawano Recreation Center and parking lot. The future land use is not expected to change from the existing land use. A majority of the single family homes are two story with very few single family homes that are one story. There are several apartment buildings located in this block also. This block is the most homogeneous of all other blocks in the planning area.

Block E's land use is a mixture of residential, commercial, retail, and office. The residential areas are comprised of two-story and one-story, single family homes with open yards, with the exception of one fenced-in yard. The commercial, retail, and office areas have no distinct character. There are various setbacks, single business buildings, strip malls, blank walls abutting the street, single story buildings, and massive parking lots without landscaping.

Map A8: Character Blocks



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

Character Blocks Downtown Shawano



File Path:

vierbicher
planners | engineers | advisors



REEDSBURG - MADISON - PRAIRIE DU CHIEN - MILWAUKEE METRO
999 Fourier Drive, Suite 201, Madison, WI 53717
Phone: (608) 826-0532 Fax: (608) 826-0530

Data Sources:

Below: Aged red-brick structure



Below: Inconsistent architectural theme



Below: Structure facing away from the street



Below: A well-maintained home.



Character Blocks – Blocks B, C, and F

In Blocks B and C, Main Street serves as the heart of the Downtown commercial district and exhibits a variety of frontage types from one street block to the next. Small businesses along Main Street are primarily located in buildings with shop front façades built to the edge of the front property line and building entrances at sidewalk grade. Along Main Street, there are trees, lamp posts, waste receptacles, and plantings.

The sub block of Block B bounded by Main Street, W. 5th Street, N. Sawyer, and E. Green Bay has three parking lots that are visually undesirable for pedestrians and businesses. This area lacks a landscaping buffer between pedestrians and the parking lots. The Green Bay and Main Street intersection has benches and public art, however there are no trees to shade pedestrians. Without shade, this area will not attract many individuals to sit, relax, and enjoy the scenery.

The primary land uses are commercial, office, services, entertainment, government, institutional, warehouse, and parking. The future land use map shows a different layout for these blocks with a more homogenous land use.

Currently, Main Street between Green Bay and Division is most consistent with building height and appearance. However, Blocks B and C along Washington and Sawyer are varied. The streets are lined with parking lots and scattered buildings.

Block F's land use is a mixture of commercial, governmental, religious institutional, office, and residential. There are many vacant buildings on this block. This block also lacks uniformity without trees, landscaping, and street furniture. This block is also designated as downtown mixed-use.

Streetscape Character

Downtown Shawano's streetscape can be significantly improved with a focused strategic approach. Besides some public sculptures at the intersection of Main Street and Green Bay Street, the Downtown does not make use of any consistent themes. The Downtown is endowed with wide streets, multiple pedestrian bulb-outs, street trees, and plantings that resulted from streetscape enhancement efforts in the early 2000s. However, the area lacks adequate public amenities, such as bicycle racks, public art, additional green infrastructure, and street furniture. Introducing consistent streetscape elements beyond Main Street would reinforce a sense of place, and help pedestrians navigate toward popular attractions. Existing street furniture consists mostly of benches (one per block on Main Street), and there is potential to add more benches and elements, such as tables, fountains, and community gathering spaces. Diversity in streetscaping could also generate a sense of place and aid wayfinding. Streetscape enhancements and placemaking themes are further discussed in the Design Standards chapter of this Plan.

Wayfinding

Wayfinding signage in Downtown is inconsistently placed, with most signs located along high-traffic commercial blocks along Main Street, E. Green Bay Street, and Division Street. Conversion of the Downtown to a more pedestrian-oriented district could require a revamp of wayfinding signage design themes, a Downtown branding and marketing campaign, and an expansion of wayfinding signage along more blocks.

Architectural Design Theme

The Downtown is an amalgam of multiple types of architectural designs, including Main Street shop fronts, small-town residential, and low-density commercial. Multiple blocks within the Downtown feature inconsistent or non-existent aesthetic themes, due to different years of construction, vacancy, deferred maintenance, incompatibility with the adjacent built environment, or frontage styles. Structures that are poorly maintained or were designed without proper regard to other aspects of the public realm can discourage pedestrian activity, resulting in reduced economic activity.

Six redevelopment initiatives from the Shawano Redevelopment Area No. 1 Plan fall within the boundaries of the Downtown outlined in this plan. Five of these initiatives focus on parcels along Main Street. Programming goals include renovation, blight removal, upper floor activation, and potential cleanup work. These sites present easy opportunities for the City to implement a cohesive architectural design theme.

Site Visit and Property Inventory

The Project Team identified several site constraints and opportunities for redevelopment, open space, and pedestrian connections during an August 25, 2017, visit to the Downtown. The following list of observations was gathered from that visit:

- Frontage for many buildings along major thoroughfares is oriented away from the street. The Cooperative Resources International building at the northwest corner of N. Sawyer Street and E. Green Bay Street is an example of this issue. Buildings oriented toward high activity corridors tend to enhance pedestrian use and improve an area's walkability.
- The City has wide streets that present great opportunities for the installation of bicycle lanes and other multi-modal infrastructure. Street widths far outpace the necessary dimensions to accommodate current traffic volumes. Many of these streets are unpainted along some blocks, meaning the City could quickly and easily create separate lanes or sharrows to formalize the non-automotive infrastructure. Map 9 shows the width of Downtown streets, illustrating the potential for additional bicycle and pedestrian connections.
- Pedestrian crossings could be improved throughout Downtown. Crosswalks at many street corners are only painted to accommodate pedestrian movement across some streets, while perpendicular streets are left unpainted. Map 9 illustrates this constraint. Adding crosswalks in strategic locations tends to facilitate better pedestrian movement.

Transportation - Primary Vehicle Connections

Infrastructure Assessment

Right-of-way easements in Downtown provide ample space for the expansion of bicycle and pedestrian infrastructure. Roads in the area are in need of resurfacing, as impervious surfaces appear to have exhausted their lifespan. Planned expansions of bicycle and pedestrian networks could coincide with mid- to long-term capital planning efforts. The Downtown area itself does not feature any waterways, natural preserves, or topographic challenges, so infrastructure planning is mainly concerned only with roads and utilities.

Shawano is the seat of Shawano County, which is part of the wider Green Bay-Shawano Combined Statistical Area (CSA). The 2010 Census reported the population of Shawano County at 41,949, and the population of the Green Bay-Shawano CSA at 352,422. The CSA was the fourth largest in the state of Wisconsin, behind Milwaukee region, the Madison region, and the Appleton-Oshkosh-Neenah region. For this analysis, the population centers of interest will focus on Shawano and nearby communities situated along major transportation routes.

The City of Green Bay serves as the urban core of the CSA, and is served by two interstate highways and three state highways. These roads converge around the municipal boundary to form a beltway that completely encircles Green Bay's urban core. The City of Shawano itself is served principally by four state trunk highways: STH 22, STH 29, STH 47, and STH 55. Traffic counts for the primary roads within and in the vicinity of the Downtown are shown on Map 9.

State Trunk Highway 22 (STH 22)

STH 22 enters Downtown from the south before turning east toward its northern terminus in the City of Oconto. STH 22 is primarily a two-lane surface road that

connects the cities of Waupaca, Shawano, Gillett, and Oconto. As it enters Downtown, the road runs north along S. Main Street before turning abruptly east along E. Green Bay Street. WisDOT Average Annual Daily Traffic (AADT) counts from June 2015 show 7,200 vehicles passing the 100 block of S. Main Street and 8,500 vehicles passing the 100 block of E. Green Bay Street each day. These numbers indicate the intersection of Main Street and Green Bay Street is a route of major activity along STH 22 in the Downtown.

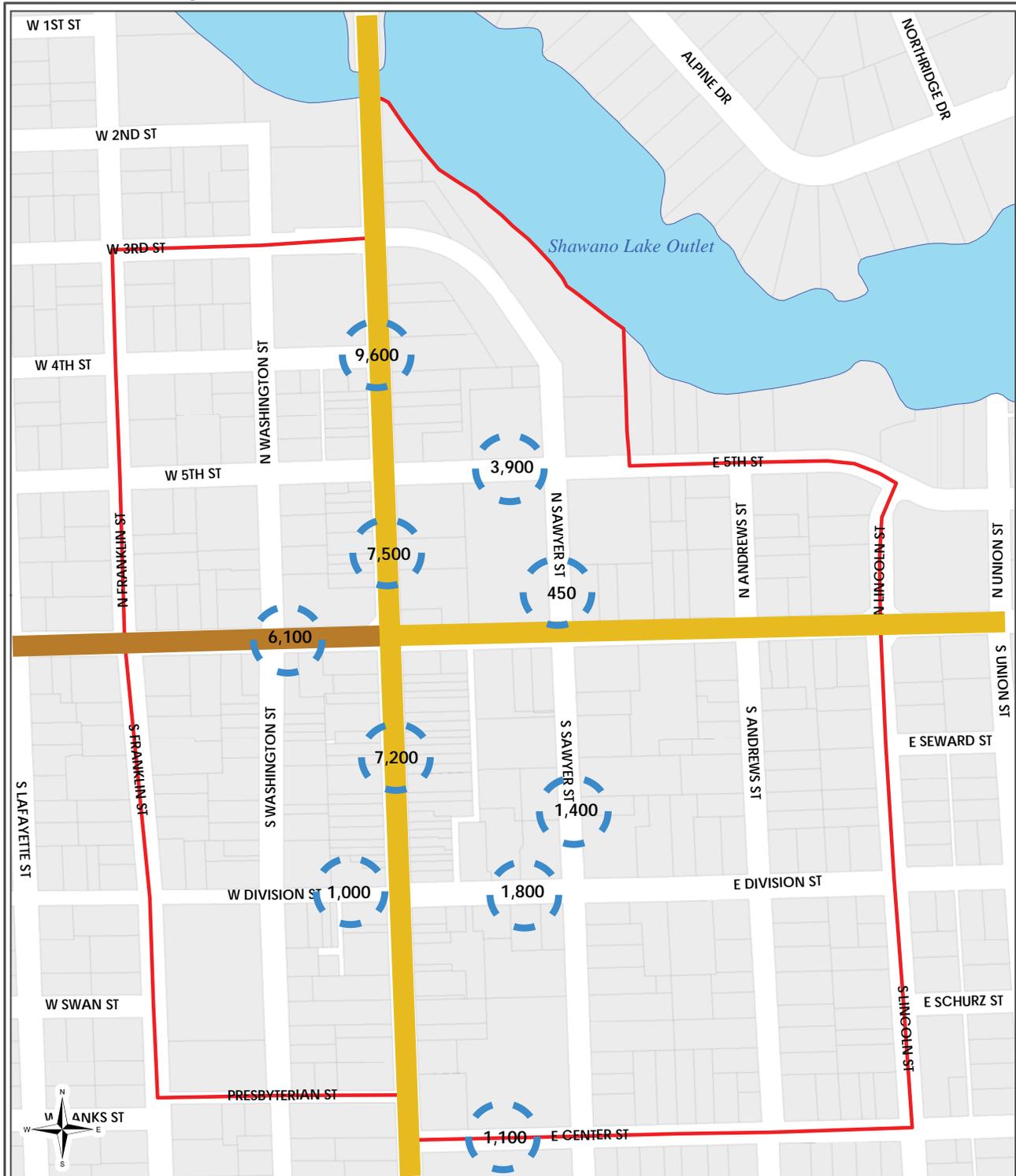
State Trunk Highway 29 (STH 29)

STH 29 passes south of Shawano's municipal boundary, linking the community to Green Bay and points east, as well as Wittenberg and points west. Heading west, the STH 29 passes Wausau and Eau Claire before merging with Interstate 94 en route to the Twin Cities. To the east, STH 29 terminates in the City of Kewaunee along the Lake Michigan shore. A project to upgrade the highway to a four-lane expressway between the Village of Elk Mound and City of Green Bay was completed in 2005. WisDOT Average Annual Daily Traffic (AADT) counts from June 2015 reveal 8,200 vehicles passing along STH 29 between STH 47-55 and STH 22 in Waukechon Township. The road has the highest capacity of any principal arterial near the Downtown.

State Trunk Highway 47 (STH 47)

STH 47 is a 188-mile highway passing between its northern terminus of Manitowish and its southern terminus in Menasha. About 40% of the highway's length is cosigned with other roads. The highway converges along N. Main Street from the north before turning due east along E. Green Bay Street in conjunction with STH 22, STH 29, and STH 55 in the Downtown. WisDOT Average Annual Daily Traffic (AADT) counts from June 2015 show 9,600 vehicles passing along STH 47 between 4th and 5th Streets in Shawano, and 7,500 vehicles passing the 100 block of N. Main Street in the Downtown.

Map A9: Average Annual Daily Traffic Counts



Average Annual Daily Traffic Downtown Shawano

- US/State Highway
- County Highway



REEDSBURG - MADISON - PRAIRIE DU CHIEN - MILWAUKEE METRO
 999 Fourier Drive, Suite 201, Madison, WI 53717
 Phone: (608) 826-0532 Fax: (608) 826-0530



File Path: M:\Shawano, City of\170199_Downtown Master Plan\Planning & Zoning\3. Mapping\MXD

Data Sources: City of Shawano, County of Shawano, and Vierbicher

State Trunk Highway 55 (STH 55)

STH 55 passes south-north between the Town of Brothertown and Nelma in northeastern Wisconsin. In addition to Shawano, the road also serves the cities of Kaukauna and Crandon, the Menominee Indian Reservation, and the Chequamegon-Nicolet National Forest. STH 55 cosigns with Airport Road in Shawano before turning west along East Green Bay Street toward the Downtown. At the intersection of Main Street and Green Bay Street, the road turns north. AADT counts from June 2015 show 7,800 vehicles passing along the road south of STH 22 in Shawano.

Transportation - Non-Motor Vehicle Connections

Pedestrian Connections

The Downtown area enjoys some attractive destinations near each other. The one-half mile radius depicted on Map 10 represents the distance considered to be comfortably walkable for most pedestrians. Destinations further than one-half mile are not visible and require a greater commitment. Visual barriers also deter pedestrian activity by obscuring potential destinations from view. Pedestrian connections in Downtown are mostly sorted by a corridor, such as the multi-block downtown commercial district along Main Street and Green Bay Street. The Wolf River is also a potential draw for pedestrians but could be enhanced through better planning techniques. Encouraging such trips can be accomplished through an emphasis on wayfinding, visual landmarks, engaging streetscapes, and cross-marketing between destinations and businesses

Bicycle Connections

There are no separated bicycle trails, dedicated lanes, or unpaved bicycle trails in Downtown. The closest bicycle trail is the Mountain Bay Trail, which is located approximately one-half mile south of the Downtown's southeast corner and runs from east to west. The pavement widths are wide enough to account for either designated bicycle accommodations or shared mode travel lanes throughout most of Downtown.

The project team identified one bicycle rack in Downtown during the site visit at the beginning of the planning process. Visitors unfamiliar with the City would likely need to research suitable places to store a bicycle.

Public Transit Assessment

Neither the City nor Shawano County operates a bus or rail transit service open to the general public. The Shawano County Aging Unit contracts with the Menominee Indian Tribe of WisDOT to provide mini-bus transportation services for elderly and disabled individuals in Shawano County. The mini-bus is wheelchair accessible, and the service provides monthly shopping trips to Green Bay, Wausau, and Appleton on a rotating basis. Reservations must be made one day in advance by calling the Shawano County Transit Services office.

Shawano County also operates a Driver Escort Program supported by volunteers who use their vehicles to provide transportation for elderly and disabled residents who lack a source of transportation. The program primarily provides services for in-state medical appointments. Fees are derived from total miles traveled and billed as a co-payment to the user. More information can be provided by contacting Shawano County.

The City of Shawano also sponsors discounted cab rides for elderly and disabled citizens. Tickets are sold in packets of 10 at City Hall.

Market Orientation Overview

The City's geographic location puts it in the unique position of having a good visitor and customer base to draw from, yet also having competition from surrounding businesses and retailers. The City has been proactive in providing suitable commercial and industrial land for development, managing targeted programs to promote private investment, and undertaking initiatives to revitalize its riverfront and Downtown area. However, the City is close enough to other competing markets that it is going to have to be creative to secure its economic place in the region and draw visitors/customers Downtown.

Economic Position

The City has seen a drop in unemployment from 8.3% (2000 Census) to 3.6% (2015 ACS) with 61% of its residents currently participating in the labor force. Figure A1 shows 3,006 workers leaving the City to work and 1,333 workers staying in the City to work. Also, 4,023 workers from outside the City are coming in to work. The worker inflow is a good indicator that the City has employment opportunities and is attracting outside workers, who are also outside consumers for local businesses. However, local companies are also competing with the surrounding area for customers.

Map 12 shows the location of Walmart stores in the region, along with their 5- miles and 10-mile trade areas. Walmart Stores can draw customers from significantly further distances; however, these areas represent the most significant competition from a general retail perspective. The City has a local Walmart, and the surrounding communities of Antigo, New London, and Green Bay do as well. The trade market between Walmart Stores along with niche and specialty businesses within its own Walmart trade market represent potential opportunities for attracting new and retaining existing customers.

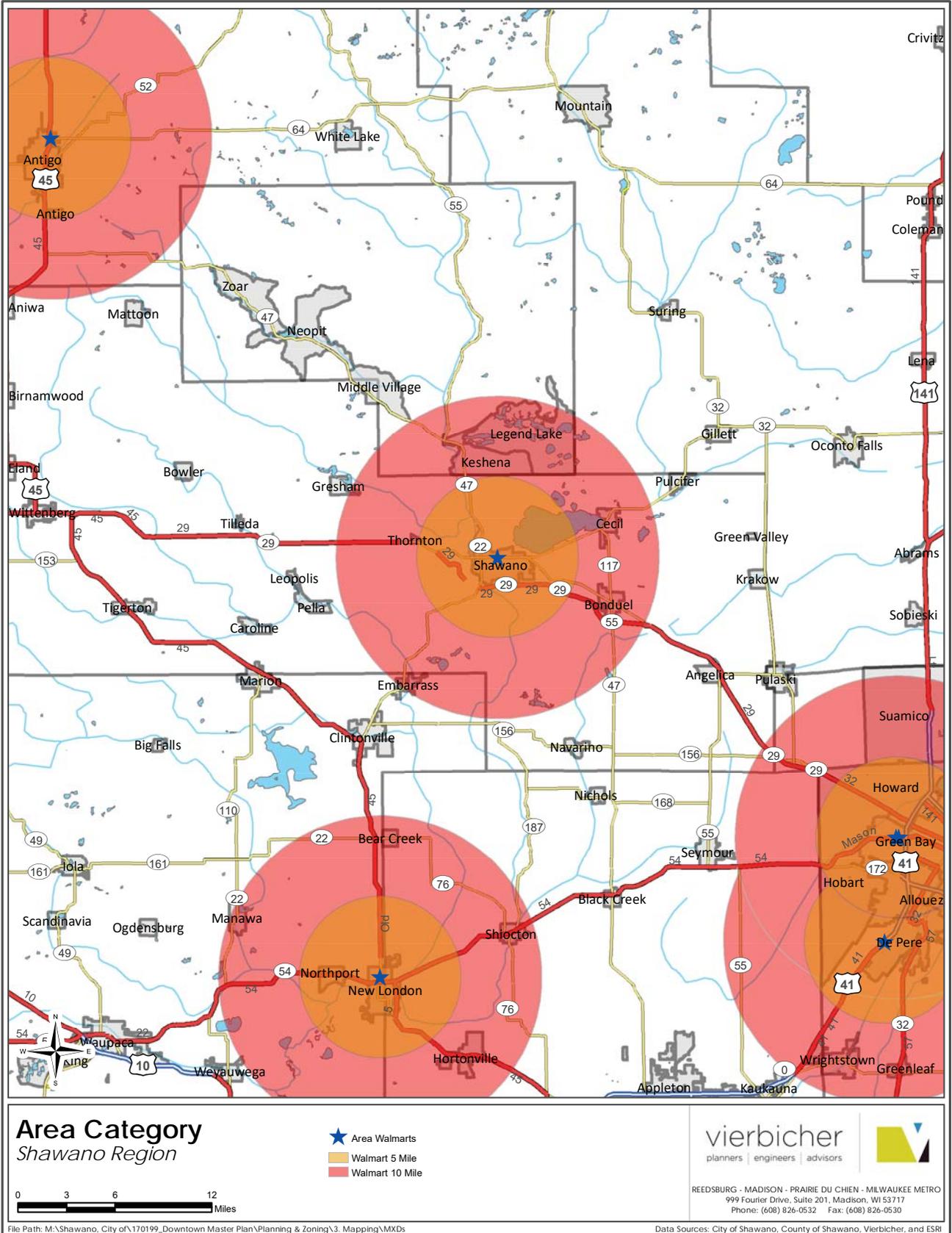
Trade Area Delineation

Trade areas for the City were created to study the most effective driving distances for targeting potential Downtown visitors and customers. Initially, 10-, 15- and 25-minute drive times to Downtown were analyzed for customer potential and retail opportunities, as illustrated on Map 12. The 25-minute drive appears to be a perfect trade area as it captured the largest amount of potential customers without overlapping with the Green Bay and other larger retail markets. However, much of the market demand opportunities were for larger stores, which might not be appropriate for Downtown and could more easily face competition in the future as surrounding communities grow. So further demographic analysis for the 25-minute drive time market area was not conducted. Also, there is a Walmart within the City, and there is still enough supply in general merchandise sales that non-specialty stores can be expected to face competition.

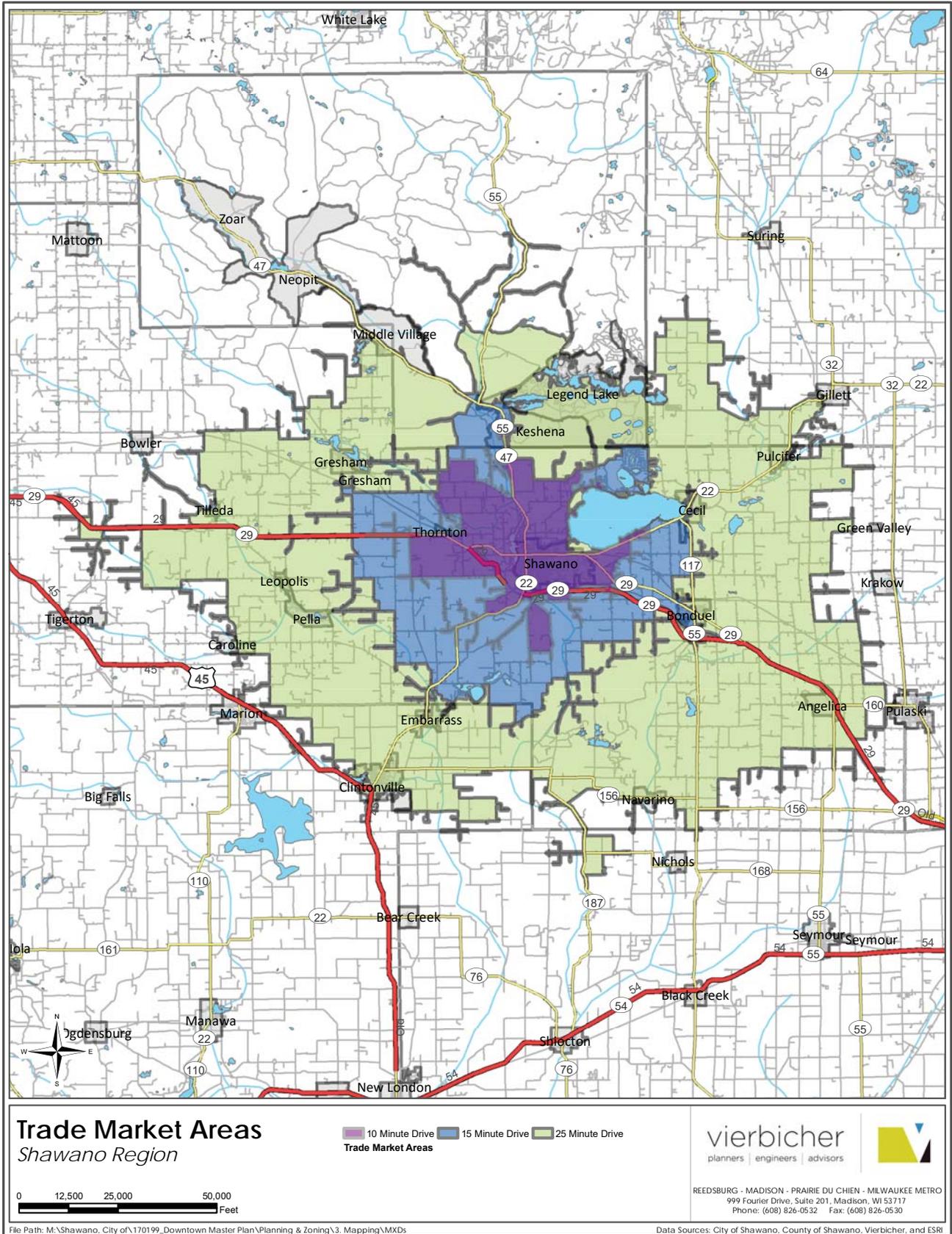
Figure A1: Workforce Movement



Map A12: Retail Capture Area - Walmart



Map A13: Driver Trade Market Area



The 15-minute drive time analysis yielded more opportunity for retail and commercial service markets and still provided a sufficient cross-section and diversity of customers as potential Downtown visitors and customers. The 10-minute drive time area yielded fewer opportunities with only a small number of retail and commercial service categories showing a higher supply of services than local demand. Also, limiting the City to a 10-minute drive time potential visitor and customer base would be detrimental in the long run. Once new businesses are established Downtown, the City will want to seek out a greater diversity of customers and a broader customer base to draw from. Therefore, the 15-minute drive time area received the most demographic study.

Finally, as the Downtown will need to capitalize on the enhancement of the unique characteristics and charm of its surrounding area, pedestrian visitors will need to be considered. More and more shoppers are looking for an experience-based shopping venue where the atmosphere and local character are just as important as the goods and services being sold. In an auto-oriented society, convincing people to walk to Downtown can be a good indicator that Downtown redevelopment is working and that people don't want driving to detract from the overall experience. Also, as the population of the nation, state and City age and households become smaller with fewer cars, the pedestrian visitor and customer market can grow a stable base for the continued business of those who prefer to walk. People can be expected to walk up to ½ mile for a good experience on a consistent basis. Therefore, the pedestrian customer has also been considered in this analysis, as shown on Map 8. The ½-mile walking distance covers an area just outside the project study area, bounded by Wolf River to the north and west. The area does not cross any significant difficult-to-cross roads and represents an excellent local customer base.

Market Analysis Summary of Opportunities

The following recommendations are based, in part, upon a retail gap analysis. This type of analysis estimates the demand for goods in services in various retail categories and compares them to the supply or available value of items being sold in those categories as well. A higher demand for goods and services than a supply of goods and services in a particular retail category in this trade market area represents consumers wanting to buy more items that are offered locally. Higher demand represents an opportunity to supply those consumers with items they are looking for and to either expand existing Downtown businesses or attract new ones. A positive retail gap shows excess demand, and a negative retail gap shows supply is currently higher than demand and no opportunity exists. Additionally, the current sales (supply) of items for each category are divided by the number of existing businesses to get an idea of sales per business. Then, that number is compared to the amount of excess demand for those products and to see if the excess demand can support the retail sales needed per establishment. This number is called a leakage/surplus factor. Generally, a factor higher than 20 means additional establishments may be possible to fill this lack of supply. Negative and lower than 20 factors indicate there is no additional demand in the area or the demand is too low to support the sales needed to keep an establishment in business.

Retail Opportunities

A study of the retail gap for the 15-minute drive time trade areas produced a number of recommendations for the types of businesses which could be successful in the Downtown area. In the Building Materials category, Lawn and Garden supply stores were shown to have a

significant level of excess demand. A larger generic lawn and garden store would also have to compete with category stores as well as building materials stores and could require significant indoor and outdoor storage space. Such a store might not be appropriate for Downtown; however, a smaller specialty lawn and garden store offering unique local garden art and other specialty items might be a good candidate. These results are shown in Table A3.

The Food and Beverage store category also seems to have an opportunity in the Specialty Food store category. A food store specializing in local food items that caters to visitors who can buy and consume while walking could be a good candidate for the local-experience shopper. The Beer, Wine, and Liquor Stores category is misrepresented, as such sales are conducted in grocery and convenience stores in Wisconsin, unlike other states, and would not be a good opportunity. The Health and Personal Care store category is a weak opportunity, with seven stores already in the area and a marginal leakage/surplus factor. These results are shown in Table A4.

The Clothing and Accessories category indicates some measure of opportunity. Clothing stores themselves show some level of competition, with six in the area, and a marginal leakage/surplus factor. However, Jewelry, Luggage, and Leather goods appear to be a candidate opportunity for only one store in the local area and a good leakage/surplus factor. Offering local leather goods, possibly from local artisans, could be a good addition to traditional sales in this category. These results are shown in Table A5.

Sporting Goods, Hobby, and Book & Music store categories have good leakage and surplus factors. These categories may appear to be good opportunities; however, sporting goods

sellers compete with larger-category stores and books are increasingly being purchased and read online. Also, the musical instrument and book store categories have traditionally relied on some portion of used merchandise to supplement sales, which is one of the worst-performing categories (Used Merchandise) in the region. Therefore, these stores are not recommended unless a specialty sports store concentrating on the lake or other local amenity sports can be supported, which does not compete with an existing business, or unless a bicycle or other high-end sports store offering a unique product can be found. These results are shown in Table A6.

The Miscellaneous store category can provide some opportunity if a specialty store facing little competition can be found. In particular, the Office Supplies, Stationary & Gift category has marginal competition (four businesses) and a good leakage/surplus factor. However, any opportunities in this category need to focus on the stationary and gift sub-categories, instead of office supplies to be successful. Locally-themed gifts and stationary goods could be good candidates. These results are shown in Table A7.

Finally, the Food Service & Drinking Places category is shown to be a weak category. The competition is substantial, with 68 businesses in the whole category, and weak leakage/surplus factors. These local businesses need to be supported and given assistance where appropriate. These results are shown in Table A8.

Market Demographics – Retail Consumer Behavior

The population within the 15-minute drive time trade market area is currently 19,842 people (ESRI). Population distribution by age shows the largest age cohorts to be between 50 and 69 years. The national median age is 37.9

Table A3: Building Materials

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus of Factor	Number of Businesses
Bldg Materials, Garden Equip. & Supply Stores	444	\$16,818,900	\$22,638,821	-\$5,819,921	-14.7	15
Bldg Material & Supplies Dealers	4441	\$15,019,846	\$22,043,589	-\$7,023,743	-19.0	12
Lawn & Garden Equip & Supply Stores	4442	\$1,799,054	\$595,232	\$1,203,822	50.3	3

Table A4: Food and Beverages

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Food & Beverage Stores	445	\$35,836,577	\$35,492,960	\$343,617	0.5	15
Grocery Stores	4451	\$31,341,431	\$34,908,151	-\$3,566,720	-5.4	11
Specialty Food Stores	4452	\$2,575,622	\$584,808	\$1,990,814	63.0	4
Beer, Wine & Liquor Stores	4453	\$1,919,523	\$0	\$1,919,523	100.0	0
Health & Personal Care Stores	446,4461	\$15,242,157	\$8,618,365	\$6,623,792	27.8	7

Table A5: Clothing and Accessories

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Clothing & Clothing Accessories Stores	448	\$8,880,531	\$4,247,143	\$4,633,388	35.3	9
Clothing Stores	4481	\$5,862,442	\$2,737,214	\$3,125,228	36.3	6
Shoe Stores	4482	\$1,300,275	\$998,794	\$301,481	13.1	2
Jewelry, Luggage & Leather Goods Stores	4483	\$1,717,813	\$511,135	\$1,206,678	54.1	1

Table A6: Sporting Goods, Hobby, Books, and Music

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Sporting Goods, Hobby, Book & Music Stores	451	\$5,606,985	\$1,746,486	\$3,860,499	52.5	8
Sporting Goods/Hobby/Musical Instr Stores	4511	\$4,745,716	\$1,386,325	\$3,359,391	54.8	7
Book, Periodical & Music Stores	4512	\$861,270	\$360,161	\$501,109	41.0	1

Table A7: Miscellaneous

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Miscellaneous Store Retailers	453	\$9,214,698	\$9,047,721	\$166,977	0.9	19
Florists	4531	\$428,867	\$321,090	\$107,777	14.4	4
Office Supplies, Stationery & Gift Stores	4532	\$1,985,711	\$485,600	\$1,500,111	60.7	4
Used Merchandise Stores	4533	\$1,861,782	\$6,944,632	-\$5,082,850	-57.7	5
Other Miscellaneous Store Retailers	4539	\$4,938,337	\$1,296,398	\$3,641,939	58.4	6

Table A8: Food Service and Drinking

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Food Services & Drinking Places	722	\$22,747,560	\$22,302,527	\$445,033	1.0	68
Special Food Services	7223	\$586,925	\$921,374	-\$334,449	-22.2	2
Drinking Places - Alcoholic Beverages	7224	\$1,559,970	\$2,299,595	-\$739,625	-19.2	22
Restaurants/Other Eating Places	7225	\$20,600,665	\$19,081,559	\$1,519,106	3.8	44

years (Census Bureau 2016), so this trade area population can be considered aging. The population is expected to decrease slightly (ESRI) in 2022 to 19,706. However, the largest age brackets advance to between 55 through 74 years. Population growth may be flat for the immediate future, but median age is increasing. Younger cohorts, ages 20 – 34 are shrinking at the same time, so younger adults are leaving the community once they advance past high school. These results are shown in Figures A2 and A3.

The percentage of the population with a high school diploma as their highest level of education in this area is 36.4%, higher than the national average; and those with a Bachelor’s degree as their highest level of education is slightly higher than the national average as well. This population is mostly (44%) employed in the services section of the economy, with manufacturing (17.9%) as the second-largest employment and retail (11.4%) as the third-largest employment sector.

Median household income in 2017 in this trade area was \$51,325 (ESRI). National Household income for the United States was \$56,516 (Census Bureau 2016). Income for this area is slightly low; however, the largest income sectors are in the \$50,000 to \$99,999 income brackets. Lower income brackets are smaller and represent a balanced distribution of income. Median household income in 2022 is forecast to increase to \$53,759 (ESRI), with the \$75,000 to \$149,000 brackets showing an increase and lower income brackets declining. This is a population which is paying off mortgages, having children, gainfully employed, and generally accumulating wealth without additional lower-income persons moving into the trade area to offset these income gains. This increase should translate into higher disposable incomes that can be captured by Downtown businesses.

Figure A2: Regional Age Brackets - 2017

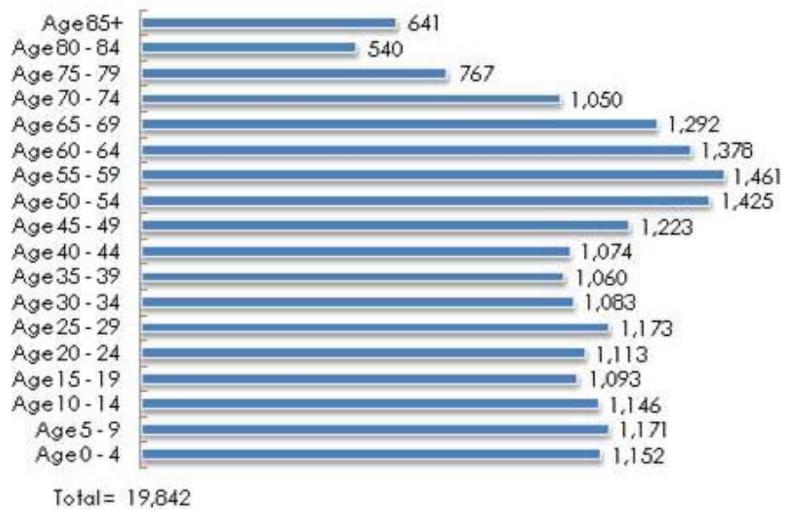
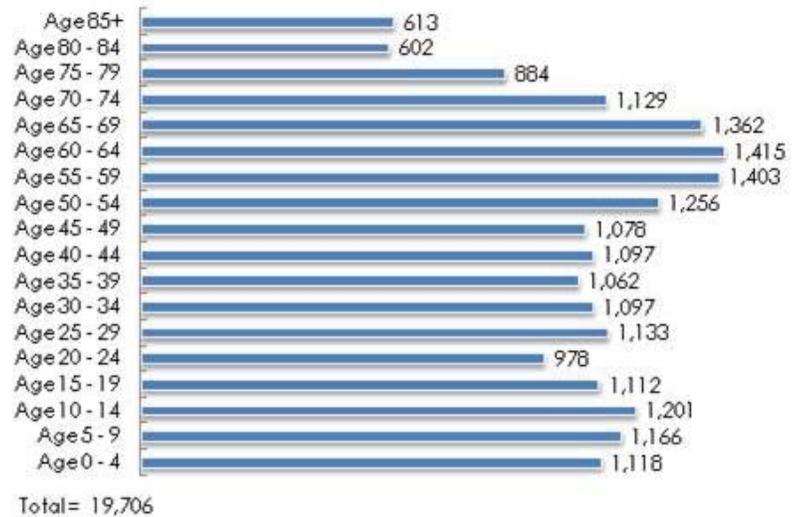


Figure A3: Regional Age Brackets - 2022



Charts depicting this data are included in Figures A4 and A5. A useful analysis of consumer spending and behavior can also be found in Figure A8 on Page 81.

Market Demographics – Housing Market Demographics

In 2010, there were 8,186 households in the trade area. The largest types were households with 2+ people and family households, followed by husband-wife families. The number of households with

Figure A4: Households by Income - 2017



Figure A5: Households by Income - 2022

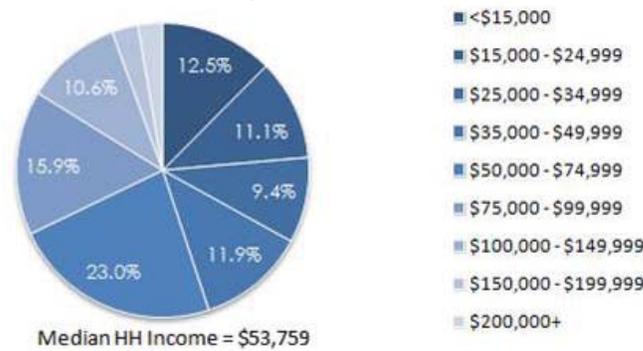
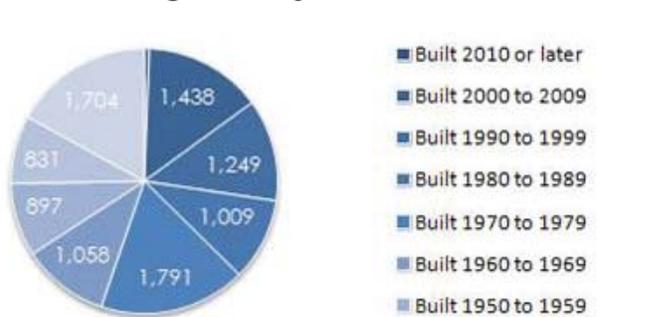


Figure A6: Households by Tenure & Mortgage - 2010



Figure A7: Housing Units by Year Built - 2015



children was 1,318, a smaller segment compared with other categories. The average family size was 2.89 persons, with the largest segment being two-person households. Figure A6 shows almost half (44%) of all households to be owner-occupied with a mortgage. However, a large percentage (30%) of all households own their home outright, with almost an equal number of renters. This high level of home ownership is contributing to the growing income levels in the area. However, the rental percentage differs by race. Owner-occupied housing units were 92% white and 5.8% Native American, whereas, renter-occupied housing units were 76% white with 20% occupied by Native Americans. A clear disparity exists here regarding owners versus renters by race. However, Native Americans as a percentage of the population have been growing since 2010 and the white percentage has been slowly declining. This may represent additional renters in the future, and the need for more Downtown rental units should these trends continue.

The housing stock is both older and newer. The three largest year brackets are the 2000-2009 bracket, the 1970 to 1979 bracket, and the 1940-1949 bracket. The 2010 or later year bracket is almost non-existent. Housing units are almost exclusively single family (74%) in this area as well. With an aging population and the number of single-family homes, there might be an opportunity for providing attached townhomes or other housing stock in the Downtown area to cater to those looking to move out of a single family residence. Vacancy rates have risen considerably from 2000 (approx. 16%) to 2017 (approx. 21%) and expected (ESRI) to increase to 23% by 2022. This shows people are leaving single family homes in the area and could represent a desire for a different type of housing. Average home value is currently (ESRI) \$167,847, while median contract rent was only \$512. Given this disparity, building attached homes catering to those who

want to buy a unit Downtown would seem to have a financial advantage to building units for rent, as average rent is very low in this area.

Market Demographics – Vacancy Rate

The Planning Area does not overlap other geographical statistical areas exactly to provide specific data for the Planning Area. The Planning area does overlap three Census Block Groups: Block Group 1 of Census Tract 4, Block Group 3 of Census Tract 4, and Block Group 3 of Census Tract 5. All three Block groups cover a large area and only a small portion of the Planning Area. The vacancy data available for the Block Groups allows us to preview the type of vacancy data for the area. Table A9 shows the occupancy for each Block Group along with Shawano as a whole. The City has a vacancy rate of 7%. A city should have a 5% vacancy to meet supply and demand. Block Group 3 of Census Tract 4 has the highest vacancy rate. However, when reviewing vacancy rates, occupancy is not the only data point that should be viewed. The type of vacant property is also important. Table A10 provides the vacancy type for the three block groups and Shawano. Block Group 1 of Census Tract 4 only has two types of vacancies: for seasonal/recreational/occasional and other vacant. Block Group 3 of Census Tract 4 has two types of vacancies also: sold/not occupied, and other vacant. Block Group 1 of Census Tract 5 has no vacancies. Shawano as a whole has four types of vacancies with other vacant as the highest percentage of vacancies.

Market Analysis – Key Results

As the economy turns to an experience-based economy, Downtown businesses will need to ensure that local businesses offer unique and specialized products. In the experience-based economy, niche retailers provide memorable products and events that engage customers. Retailers will need to provide unique

Figure A8: Consumer Spending and Behavior

Spending Category - 15 Min Drive	Average Amount Spent - 2017
Housekeeping Supplies	\$584.57
Household Furnishings and Equipment	\$1,517.36
Apparel and Services	\$1,567.84
Travel	\$1,506.74
Entertainment and Recreation	\$2,471.16
Personal Care Products & Services	\$601.65

Product/Consumer Behavior	Percent of Adults/HHs
Apparel (Adults)	
Bought any men's clothing in last 12 months	47.3%
Bought any women's clothing in last 12 months	43.7%
Bought clothing for child <13 years in last 6 months	26.6%
Bought any shoes in last 12 months	52.1%
Bought costume jewelry in last 12 months	17.4%
Bought any fine jewelry in last 12 months	16.6%
Bought a watch in last 12 months	14.0%
Psychographics (Adults)	
Buying American is important to me	50.3%
Usually buy items on credit rather than wait	12.2%
Usually buy based on quality - not price	18.4%
Price is usually more important than brand name	28.2%
Usually use coupons for brands I buy often	19.6%
Am interested in how to help the environment	13.6%
Usually pay more for environ. safe product	11.2%

experiences that the customers will want to share on social media. As such, the types of businesses with the best opportunity to work include the following:

- A smaller specialty lawn and garden store offering unique local garden art and other specialty items.
- A food store specializing in local food items that caters to visitors who can buy and consume an item while walking.
- Local leather goods, possibly from local artisans, could be a good addition to traditional sales in this category.

Common Reasons a Housing Unit is Labeled "Other" Vacant:

1. No one lives in the unit, and the owner does not want to sell.
2. No one lives in the unit, and the owner is using the unit for storage.
3. The owner is elderly and living in a nursing home or with family members.

- Stationary and gifts, particularly locally-themed gifts and stationary goods.

Furthermore, with the aging population and the number of single-family homes, there is an opportunity for providing an attached townhomes or other housing stock in the Downtown area to cater to those looking to move out of a single-family home.

Conclusions or Key Findings

Vierbicher assessed the existing conditions in the Downtown area with respect to past planning efforts, site conditions and constraints, zoning, existing and future land use, property values, brownfields, site and building design, and transportation facilities. After review and reflection, the following key findings rose to the surface:

Strengths:

- Plenty of geographic space and existing infrastructure that is “shovel-ready” to accommodate development and redevelopment in the short-, medium-, and long-term.
- Franklin Park and the proposed pedestrian plaza spanning the city block immediately to the east of it present great potential as a node of activity.

Table A9: Occupancy

Occupancy	Block Group 1, Census Tract 1004		Block Group 3, Census Tract 1004		Block Group 1, Census Tract 1005		City of Shawano	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Occupied	964	93%	485	85%	592	100%	4,054	93%
Vacant	74	7%	88	15%	0	0%	308	7%
Total	1038	100%	573	100%	592	100%	4,362	100%

Table A10: Vacancy Type

Vacancy Type	Block Group 1, Census Tract 1004		Block Group 3, Census Tract 1004		Block Group 1, Census Tract 1005		City of Shawano	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
For rent	0	0%	0	0%	0	0%	66	21%
Rented, not occupied	0	0%	0	0%	0	0%	0	0%
For sale only	0	0%	0	0%	0	0%	0	0%
Sold, not occupied	0	0%	28	32%	0	0%	69	22%
For seasonal, recreational, or occasional	46	62%	0	0%	0	0%	46	15%
For migrant workers	0	0%	0	0%	0	0%	0	0%
Other vacant	28	38%	60	68%	0	0%	127	41%
Total	74	100%	88	100%	0	100%	308	100%

- Residential areas in and adjacent to Downtown present a readily available population for commercial and recreational uses to capture.

Weaknesses:

- Too much surface parking dispersed throughout the Downtown.
- Frontage for several occupied buildings along Green Bay Street discourages pedestrian activity.
- Crosswalks and pedestrian infrastructure accommodates movement along some roads, but not their cross streets, making some sites difficult to access on foot.
- A lack of bicycle facilities.

Opportunities:

- Proximity to the Wolf River favors potential recreational and retail shopping projects.

- Wide streets would easily accommodate retrofitting for bicycle facilities.
- Vacant and underutilized buildings and lots in centrally located areas could improve the character of Downtown through smart redevelopment concepts.

Threats:

- Conflicts between motor vehicles, pedestrians, and other modes of transportation could limit the success of projects and campaigns intended to improve Downtown walkability.
- Certain property owners in the Downtown may not wish to adhere to the goals and objectives of this Plan or other efforts on the part of city staff, residents, other business owners, or elected officials.

These findings are thoroughly addressed in the Issues and Opportunities, Vision, Strategic Objectives, and Recommendations, and Design Standards chapters of this Plan.

(This page intentionally left blank)



APPENDIX B - PLANNING PROCESS

APPENDIX B - PLANNING PROCESS

Engagement

The public engagement component incorporated feedback from members of the public through stakeholder interviews, steering committee meetings, open public meetings, and public surveys. A summary of the organizations, meetings, and meeting activities for each step of the engagement process is included in the following sections.

Steering Committee

A Citizen Steering Committee consisting of community and local leaders was created to guide the planning process and craft the future vision for the area. Four Citizen Steering Committee meetings were scheduled, each one focusing on different aspects of the planning process. Each meeting consisted of progress updates on the planning process from the consultant, along with group and individual exercises to gather feedback and assess public opinion.

Engagement Plan

A kick-off meeting was held at the beginning of the project with the Steering Committee to determine the appropriate level of public engagement for the plan. A public engagement survey was also disseminated to staff and public officials to help the consultant tailor the engagement plan and strategy to the planning process. The consultant also agreed to provide bi-weekly updates on the status of the project via half-hour conference calls with City staff.

Committee Meeting No. 1

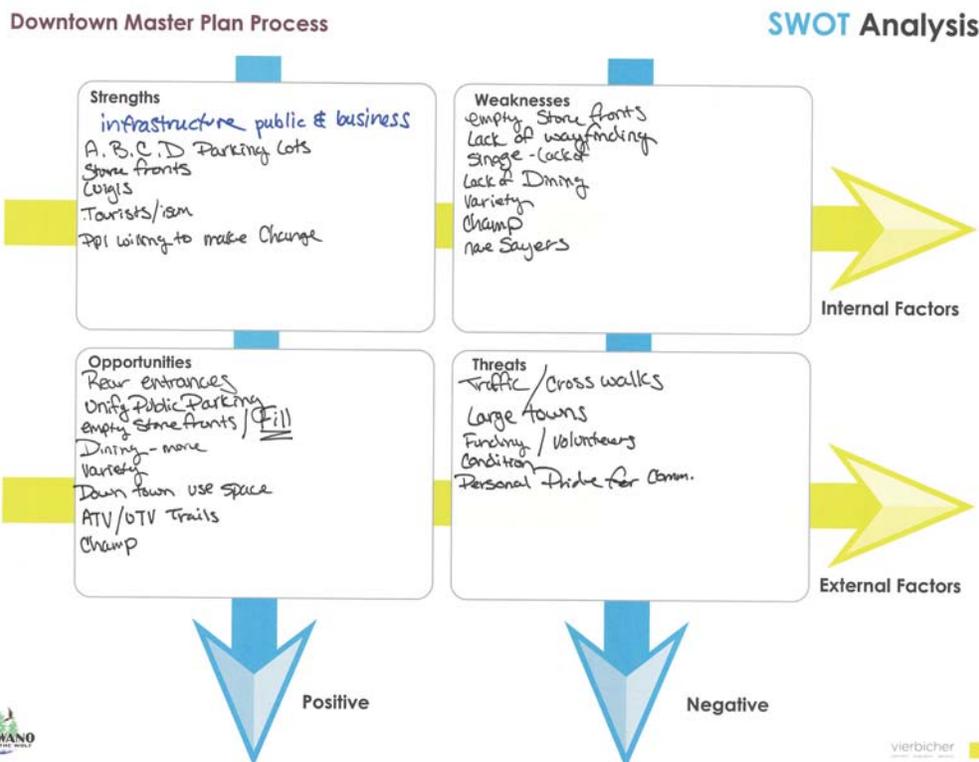
The first committee meeting introduced members of the project team and initiated discussion on the engagement process. Following an introductory project presentation, the Committee completed focus exercises around specific planning topics. These included marking maps of the planning area to identify bicycle constraints and barriers, pedestrian constraints and barriers, redevelopment priorities, and opportunities and challenges. The Committee also listed ideas about community aspirations and quality of life impacts on large sheets of display paper. The final activity was a SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats). Strengths are inherent qualities of the Downtown area that confer an advantage over other areas of the City or other municipalities. Conversely, weaknesses are inherent qualities of the Downtown area that place it at a disadvantage in comparison to other areas. Opportunities are advantageous elements of the environment that Downtown could potentially exploit to its advantage. Threats are elements of the environment that could negatively impact the Downtown area if decision makers fail to account for them properly. Steering Committee members marked a display sheet divided into quadrants with each of these four elements. Figure B1 shows results of the SWOT Analysis.

Committee Meeting No. 2

Committee Meeting 2 reviewed results of the exercises from Committee Meeting 1 and Public Meeting 1, reviewed the State of the Downtown existing conditions report and Market Analysis, and led committee members through public engagement exercises. The exercises focused on synthesizing goals and key ideas from previous public engagement activities to create a single coherent Vision Statement for the planning area and 3 to 5 goals for the Plan. The Committee also reviewed the existing Design Guidelines from the Shawano Downtown Streetscape and Façade Implementation Plan to determine which elements they wished to retain, revise, or remove from the Downtown Master Plan.

The next exercise was a visual preference survey to gauge the Committee's opinion on different architecture and design concepts such as parking arrangements, building styles, and public plaza layouts. Finally, the Committee evaluated different site redevelopment concepts to offer feedback on preferred types of redevelopment and to gain an understanding of how the future Downtown could physically look.

Figure B1: SWOT Analysis



Committee Meeting No. 3

Committee Meeting 3 allowed the Committee to review Public Meeting 2 results and thoroughly review the draft existing conditions report. The consultant began by presenting drafts of the Vision Statement, Goals and Objectives, and Redevelopment Concepts. After receiving comments, the consultant presented additional elements of the Plan for Committee review. These proposed

elements include additional objectives and recommendations, a Placemaking Strategies Map, a Trail Connections outside of Downtown Map, a Transportation Connections Map, a Future Land Use Map, and a Buildings Plan. After hearing feedback on this content, the consultant previewed the Public Open House, which will focus on the final maps and redevelopment concepts, and the Implementation Plan. Figure B2 shows the sheet for Objectives 1 and 2 with comments from the Committee.

Figure B2: Example of Objectives Review by Committee

Objective No. 1: Transform the downtown through Placemaking Strategies.						
Actions	Priority			Time Frame		
	High	Medium	Low	1 Yr	3-5 Yrs	5+ Yrs
<i>Promote</i> 1. Utilize the large blank walls on buildings for murals.			✓	←→		
2. Use Tactical Urbanism for quick and easy art and placemaking installations.			✓	←→		
3. Increase the number and variety of seating along Main Street and additional areas in the Downtown.	✓			✓		
4. Provide a dog-friendly environment by allowing <i>allowing</i> businesses to provide water bowls for pets outside the business, and providing dog waste bags .	✓			✓		
5. Municipal implements dog waste stations	✓			✓		
6. <i>Public?</i>		✓			✓	

Objective No. 2: Improve corridor aesthetics through enhanced landscaping and lighting, proper placement of infill buildings and signage.						
Actions	Priority			Time Frame		
	High	Medium	Low	1 Year	3-5 Years	5+ Years
1. Continue to implement design standards from the Downtown Mixed Use Zoning District.	✓			←→		
2. Improve and add additional amenities within the public right-of-way that match the current streetscaping elements. <i>planters + seeding</i>	✓			✓		
3. Expand Main Street streetscape to additional areas in the Downtown outside Main Street. <i>Disinfectant, Mulch, Seeding</i>				←→	←→	←→
4. Coordinate the appearance and placement of private and public <i>public</i> business signage in the district.	✓			✓		
5. Work with local partners to improve aesthetics of vacant land and storefronts by property clean-up events.	✓			←→		
6. Prepare Historic Plan to identify and address historic preservation district, buildings, and administration needs.				✓		✓
7. Increase downtown events, and business signage, media, and web presence to highlight improvements, events, and expanded weekend activities.	✓			✓		
8. Facilitate renovation assistance for downtown businesses that includes providing design guidelines and providing building improvement loans. <i>Promote current programs</i>	✓			✓		
9. Ensure downtown lighting provides a safe environment for nighttime activities.	✓			←→		
10. Work with County and additional partners to create a city-wide wayfinding plan. <i>combine w/ 17</i>						
11. Stage storefronts to create a more vibrant streetscape. <i>- utilize local artists, students, future vision</i>	✓			←→		
12. Develop a Facade Improvement Plan to enhance street streetscape. <i>Continue + brand</i>						
13. Create a consistent landscape design for parking lots.				✓		
14. Add colorfully downtown banners that highlight local culture and local events. <i>Sun Dog Day, etc</i>				←→		
15. Install decorative paving that reflects the area's cultural and architectural history.				✓		✓
16. Work with building owners to install window planter boxes. <i>+ Clean</i>				✓		✓
17. Public Wayfinding uniform appearance coordinate w/ City to incorporate downtown	✓	✓		✓	✓	✓
18. Facade upkeep.						

Committee Meeting No. 4

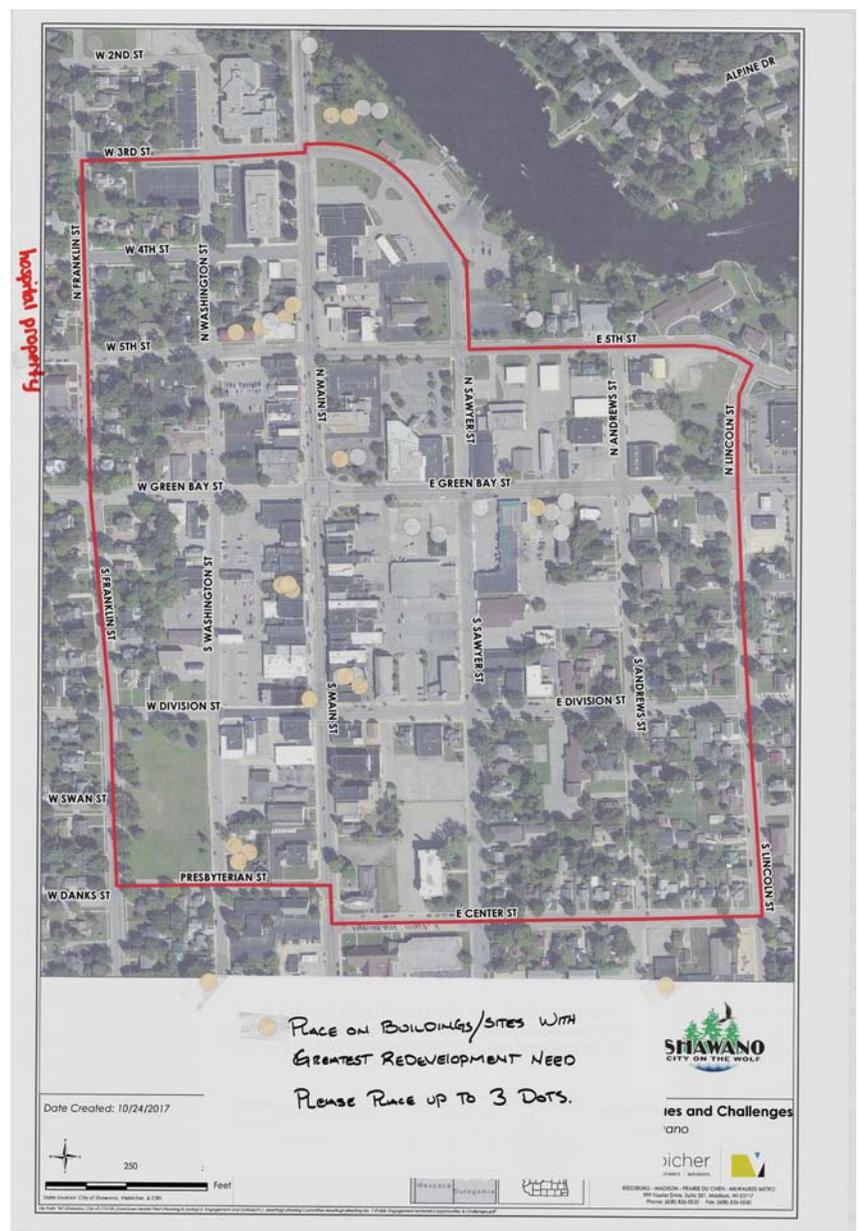
Committee Meeting 4 presented the results of the Public Meeting 3 exercises, reviewed revised plan materials, and recommended the Downtown Master Plan to the Plan Commission and City Council for adoption, per the Public Participation Plan. This was the final Steering Committee meeting of the planning process.

Public Information Meeting No. 1

Public Meeting 1 introduced the planning process to the general public and led attendees through focus exercises about the area's existing conditions and initial thoughts on desired development. These included marking maps of the planning area to identify bicycle constraints and barriers, pedestrian constraints and barriers, redevelopment priorities, and opportunities and challenges.

The Committee also listed ideas about community aspirations and quality of life impacts on large sheets of display paper. The consultant also led attendees through a SWOT Analysis, which allowed members of the public to mark a display sheet divided into quadrants with each of these four elements. Figure B3 is a map illustrating the results of the Redevelopment Priorities exercise showing the sites in the planning area that members of the public think are most in need of redevelopment.

Figure B3: Redevelopment Priorities Exercise



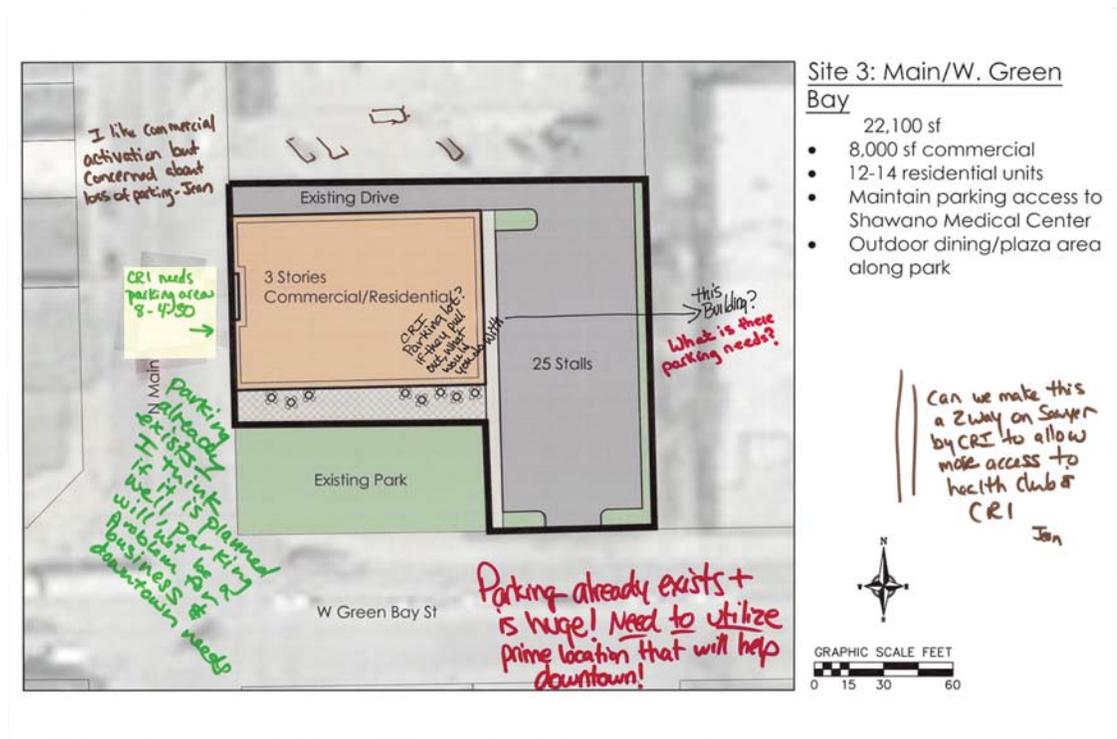
Public Information Meeting No. 2

Public Meeting 2 reviewed the results from Public Meeting 1 and Steering Committee Meeting 1. The consultant and city staff also briefed attendees on the status of the Plan document and explained the remaining phases of the project. Attendees evaluated draft versions of the Vision Statement, voting for their favorite version and providing comments about aspects of the statement they like and do not like. The consultant and city staff also conducted similar activities addressing the Plan's Goals, Objectives and Actions, Redevelopment Site Concepts, and additional Issues and Opportunities. Figure B4 shows Redevelopment Site 3 with comments from attendees who reviewed the concept and offered feedback. In all, attendees evaluated four redevelopment sites.

Public Open House

The Public Open House was the final public meeting of the planning process. Consultants, Steering Committee members, and city staff presented the draft plan strategies and recommendations for review and invited final feedback. The meeting was also the final presentation of the project before the draft version of the Plan before appearing before the Plan Commission and City Council for approval.

Figure B4: Redevelopment Site No. 3 Comments



Stakeholder Panel and Survey

The consultant worked with staff and city officials to engage a group of stakeholders with particular interest in the future of the Downtown. These were primarily landowners with holdings in the planning area who could offer input on the project and work with the City to ensure successful implementation of project recommendations. Stakeholders were given a questionnaire with a series of interview questions. Questions asked respondents to describe the Downtown using a single word or phrase, its strengths, potential challenges to its success, and the desired future vision for the planning area. The final question asked respondents to write one thing the City or other organizations could do to improve the Downtown and make it more attractive to the respondent's organization.

(This page intentionally left blank)



APPENDIX C - OBJECTIVES AND RECOMMENDATIONS TABLE

(This page intentionally left blank)



**APPENDIX D - COUNTY BIKE PLAN
EXCERPTS**

APPENDIX D - COUNTY BIKE PLAN EXCERPTS

Description:

During the course of this planning process this existing crossing has been identified by county residents and the Shawano Pathways Organization for Kids, Environment & Safety (SPOKES) group as a high priority project. Alta has developed three potential designs to improve crossing safety for Mountain Bay Trail users and automobile drivers on Green Bay Road. The options and planning level cost estimates are provided below. Additional engineering studies will be necessary to determine which is the best solution and to design the facility for installation.

The Mountain Bay Trail crosses Green Bay Road in the City of Shawano between Lakeland Road and Cedar Drive. The trail crosses the four lane Green Bay Road at an angle increasing the crossing distance for pedestrians, bicyclists and snowmobilers. The trail crossing is marked with a ladder cross walk. Trail users have stop signs at Green Bay Road for both the north and south bound trail users.

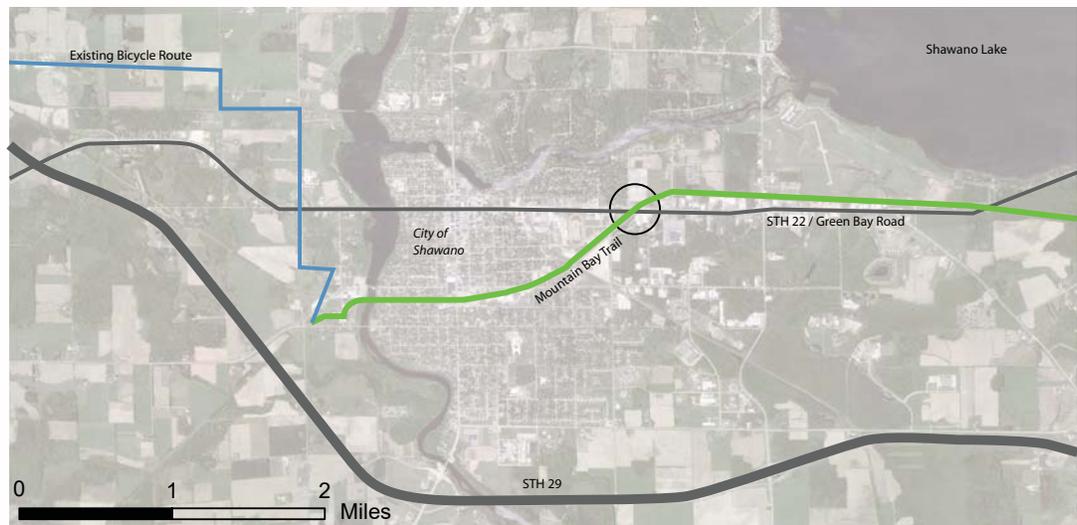
Green Bay Road is a busy commercial strip that leads to downtown Shawano. It is a State Trunk Highway and carries about 12,000 cars a day near the trail crossing, just to the west average daily traffic jumps to 14,300, just east it drops to 8,500 cars per day. The trail is regularly used by pedestrians and bicyclists, and carries a high volume of snowmobile traffic in the winter.

Option A: Pedestrian Hybrid Beacon

Option B: Rapid Flash Beacon (RRFB) with Geometric Crossing Enhancements

Option C: Full Signal at Lakeland Road, Realign Trail to Intersection

Context



Project Sheet: Mountain Bay Trail Crossing at Green Bay Road

Shawano County
Shawano County Bicycle and Pedestrian Master Plan
Source:
Author: NF
Date: January 2013



Option A: Pedestrian Hybrid Beacon Crossing

Realigning the crosswalk to cross the roadway perpendicularly, shortens the crossing distance and promotes visibility. A pedestrian hybrid beacon promotes proper motor vehicle yielding behavior by improving visibility of crossing users.

Planning Level Cost Opinion:

\$549,000



Option B: Rectangular Rapid Flash Beacon (RRFB) with Geometric Crossing Enhancements.

Widening the roadway and adding a median simplifies the trail crossing. A user actuated RRFB promotes proper motor vehicle yielding behavior, although to a lesser degree than a Pedestrian Hybrid Beacon.

Planning Level Cost Opinion:

\$325,000



Option C: Full Signal at Lakeland Road, Realign Trail to Intersection

Integration with Lakeland Road reduces the number of crossing locations along the Green Bay Road corridor. A full traffic signal requires motor vehicles to stop for crossing trail users. A path along the road connects to the trail.

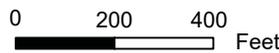
Planning Level Cost Opinion:

\$870,000



Project Sheet: Mountain Bay Trail Crossing at Green Bay Road

Shawano County
Shawano County Bicycle and Pedestrian Master Plan
Source:
Arthur, NE



(This page intentionally left blank)