



Redevelopment Authority

Regular Meeting

335 South Broadway
De Pere, WI 54115
<http://www.de-pere.org>

Agenda

Monday, June 25, 2018	6:00 PM	De Pere City Hall Council Chambers
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Pursuant to Wisconsin Statutes 19.84, Notice is hereby given to the public that a meeting of the **Redevelopment Authority** of the City of De Pere will be held on **June 25, 2018** at **6:00 PM** in the **De Pere City Hall Council Chambers, 335 S. Broadway Street, De Pere, WI 54115.**

Call to Order

1. Roll Call
2. Approval of the minutes of the April 30, 2018 Redevelopment Authority meeting.
3. Annual election of Chair and Vice Chair.
4. Request to Review Facade Grant Guidelines - Maximum Grant Amount Calculation.
5. Review 100-102 S Broadway Facade Grant Application (ED-783), submitted by J&J Enterprises of De Pere, LLP. *
6. Review Cultural District Master Plan.

Adjournment

Any person wishing to attend this meeting, who, because of disability, requires special accommodations should contact the Clerk-Treasurer's office at 339-4050 by noon on the day of the meeting so that arrangements can be made.

*Items with an asterisk require City Council Approval.

Agenda Sent To:

Alderspersons
City Administrator
Mayor
Department Heads
TV, Newspapers & Radio Stations
Kress Family Library
De Pere Chamber of Commerce
Jerry Turba

City of De Pere, Wisconsin



Request For Redevelopment Authority Action

MEETING DATE: June 25, 2018

DEPARTMENT: Planning

FROM: Kelly Barker

SUBJECT: Approval of the minutes of the April 30, 2018 Redevelopment Authority meeting.

ATTACHMENTS:

- RDA_Apr2018_Minutes_Draft (PDF)



Redevelopment Authority

Regular Meeting

335 South Broadway
De Pere, WI 54115
<http://www.de-pere.org>

Draft Minutes

Monday, April 30, 2018

6:00 PM

De Pere City Hall Council Chambers

Call to Order

The meeting was called to order at 6:00 PM by Chairman Ted Penn

Attendee Name	Title	Status	Arrived
Jerry Henrigillis	Board Member	Present	
Carol Karls	Board Member	Present	
Ted Penn	Chairman	Present	
Tina Quigley	Board Member	Present	
Joe Van Deurzen	Board Member	Present	
Julie Van Straten	Vice Chair	Present	

Also present: Development Services Director Kim Flom and Alderperson Jonathon Hansen.

2. Approval of the minutes of the March 26, 2018 Redevelopment Authority meeting.

RESULT:	ADOPTED [UNANIMOUS]
MOVER:	Joe Van Deurzen, Board Member
SECONDER:	Carol Karls, Board Member
AYES:	Henrigillis, Karls, Penn, Quigley, Van Deurzen, Van Straten

3. Review 330 Main Avenue (WD-371) Facade Grant Application, submitted by Luna Coffee, LLC.*

Development Services Director Kim Flom provided a review of the facade grant application for Luna, which was conceptually approved by the RDA at the March 26, 2018 meeting. Kim noted that Luna is revising the scope of their work and has returned with more detailed cost estimates. The awning has been removed and will be replaced with a metal curved awning. Total project costs are \$3301.80, which would result in a grant of \$660.36. Joe Van Deurzen moved, seconded by Julie Van Straten, to approve the facade grant. Upon vote, motion carried unanimously.

RESULT:	ADOPTED [UNANIMOUS]
MOVER:	Joe Van Deurzen, Board Member
SECONDER:	Julie Van Straten, Vice Chair
AYES:	Henrigillis, Karls, Penn, Quigley, Van Deurzen, Van Straten

4. Facade Grant Guidelines - Review Request*

Development Services Director Kim Flom provided an overview of the facade grant guidelines, stating that the RDA discussed this topic at their February meeting in response to the Council's request to review the guidelines in order to explore ways to make the program more attractive. She noted that particularly in the last few years, property owners have not utilized the facade grant program and the budget cap has not been met. Generally, with the data that has been compiled, the City has invested approximately \$175,000 since 2001 and the total assessed value of the properties who have utilized the facade grant program has increased approximately \$933,100. Carol Karls commended Kim on her research and work to put together the data on the facade grants. Based on the RDA's previous discussions as well as recommendations with Downtown stakeholders, property, and business owners, staff prepared a list of revisions

for consideration. Discussion followed and it was agreed by all RDA members to examine each item individually and then vote on each one. The following decisions were made regarding the seven recommendations:

1. For projects restoring or renovating historic buildings (must be listed as contributing on the City of De Pere Intensive Survey), interior improvements and roof repair/replacement may be included in the project budget for the required matching dollars, but cannot be funded with facade grant dollars. Joe Van Deurzen moved, seconded by Jerry Henrigillis, to approve this item. Upon vote, motion carried unanimously.
2. Signage may be included in the project budget for the required matching dollars, but cannot be funded with facade grant dollars. Discussion followed and all members agreed that signage is a gray area and it would be better to completely remove it from the guidelines. Joe Van Deurzen moved, seconded by Jerry Henrigillis, to remove this item and not consider it as a revision to the guidelines. Upon vote, motion carried unanimously.
3. Restoration or renovation of existing and historical signage (for example: Stow Drug, C.A. Lawton, Ford Bakery) may be included in the facade grant request. Discussion followed regarding the use of "signage" and it was agreed that the term signage be removed and replaced with another term such as "historical marker" or "historical identifying feature". It was also decided to add that this item will be reviewed on a case by case basis. Joe Van Deurzen moved, seconded by Julie Van Straten, to approve this item as amended and discussed. Upon vote, motion carried unanimously.
4. Increase grant percentage from 20% (\$4 for \$1 match) to 25% (\$3 for \$1 match). Tina Quigley researched other cities facade grant programs and reported that of the five cities she researched (La Crosse, Kenosha, Madison, Racine, and Marshfield), they all had a \$1 to \$1 match. Discussion followed and it was agreed that a 1:1 match would have a much bigger impact on the facade grant program. A few members voiced their concern with such a large increase, fearing that the budget maximum could be reached after only a few facade grant requests. Kim noted that if that would occur, the RDA could request an increase in funds from the Council. Joe Van Deurzen moved to increase the percentage from 20% to 25%; the motion failed for lack of a second. Tina Quigley moved, seconded by Julie Van Straten, to approve the 1:1 match. Upon vote, motion carried by a vote of 5-1, with Joe Van Deurzen voting nay.
5. Grant maximum of \$10,000 for every 60 feet of building street frontage (street frontage measured along the front of the lot), up to \$30,000. Building width: 1' to 60' - maximum grant amount: \$10,000, 61'-120' - maximum grant amount: \$20,000, over 121' - maximum grant amount: \$30,000. Julie Van Straten moved, seconded by Jerry Henrigillis, to approve this item. Upon vote, motion carried unanimously.
6. Grant maximum amount may only be awarded every ten years. Julie Van Straten moved, seconded by Jerry Henrigillis, to approve this item. Upon vote, motion carried unanimously.
7. Evaluate the program in 2019 based on findings of the Strategic Visioning/Branding Initiative and Cultural District Master Plan to explore if new target areas should be considered. Julie Van Straten moved, seconded by Jerry Henrigillis, to approve this item. Upon vote, motion carried unanimously.

The facade grant guideline revisions will be forwarded to the Common Council for final review and approval.

RESULT:	ADOPTED [UNANIMOUS]
MOVER:	Joe Van Deurzen, Board Member
SECONDER:	Jerry Henrigillis, Board Member
AYES:	Henrigillis, Karls, Penn, Quigley, Van Deurzen, Van Straten

Adjournment

Julie Van Straten moved, seconded by Carol Karls, to adjourn the meeting at 6:57 PM. Upon vote, motion carried unanimously.

Respectfully submitted,
Kelly Barker

City of De Pere, Wisconsin**Request For Redevelopment Authority Action**

MEETING DATE: June 25, 2018

DEPARTMENT: Planning

FROM: Kelly Barker

SUBJECT: Annual election of Chair and Vice Chair.

City of De Pere, Wisconsin**Request For Redevelopment Authority Action**

MEETING DATE: June 25, 2018

DEPARTMENT: Plan Commission

FROM: Kimberly Flom

SUBJECT: Request to Review Facade Grant Guidelines - Maximum Grant Amount Calculation.

ATTACHMENTS:

- RDA Facade Grant Guidelines Memo 6-2018 (DOCX)
- CC Resolution 18-50 FG Guidelines 6-5-18 (PDF)
- Facade Grant Guidelines (PDF)

City of De Pere MEMORANDUM



To: Redevelopment Authority
 From: Kimberly Flom, Development Services Director
 Date: June 25, 2018

RE: **Façade Grant Guidelines**

Background

The Common Council approved new Façade Grant Guidelines and Funding Parameters via resolution on June 5, 2018. The resolution and guidelines are attached for review and establish the below maximum grant award requirements.

Grant maximum is determined by the length of building street frontage (street frontage measured along the front of the lot), up to \$30,000 per property.

Building Width Maximum Grant Amount

1' to 60' \$10,000

61'-120' \$20,000

121'+ \$30,000

J&J Enterprises of De Pere, LLP requests that the RDA reconsider how the grant maximum per building is calculated.

Process

Revising the Façade Grant Program Guidelines and Funding Parameters requires a recommendation from the RDA and a review by Common Council via resolution.

Attachment: RDA Façade Grant Guidelines Memo 6-2018 (7092 : Façade Grant Guidelines - Review Request)

RESOLUTION #18-50

APPROVING REVISED FAÇADE IMPROVEMENT GRANT
ELIGIBILITY REQUIREMENTS AND GUIDELINES

WHEREAS, the City's Façade Improvement Grant Program ("Program") has been in existence since 1996 when the City created Tax Increment Financing District ("TID") #5; and

WHEREAS, the Program allows property owners in a downtown TID to enhance their properties with financial assistance from the City; and

WHEREAS, the Redevelopment Authority for the City of De Pere ("RDA") believes it necessary to enhance aspects of the Program to foster active use of the Program and for continued improvement of the City's downtown; and

WHEREAS, the RDA has considered this matter and recommends to the Council that the Program requirements and guidelines be revised as reflected in the May 16, 2018 Memo from Development Services Director Kimberly Flom to the Common Council, attached hereto and incorporated herein as Exhibit A.

NOW, THEREFORE, BE IT HEREBY RESOLVED THAT:

The Façade Improvement Grant Program requirements and guidelines as set forth in Exhibit A are hereby approved and adopted.

BE IT FURTHER RESOLVED THAT:

All City officials, officers, employees, and agents are authorized and directed to take such steps as are lawful and necessary in furtherance thereof.

Adopted by the Common Council of the City of De Pere, Wisconsin, this 5th day of June, 2018.

APPROVED:

Michael J. Walsh, Mayor

ATTEST:

Shana D. Ledvina, Clerk-Treasurer

Ayes: _____

Nays: _____

City of De Pere MEMORANDUM



City of De Pere Façade Grant Program Guidelines *Approved by Common Council Resolution 6-5-2018*

The below Façade Grant Program Guidelines have been prepared to provide clearer direction for potential applicants and to make the review process more efficient.

Program Objectives

1. Support the rehabilitation and renovation of exterior building facades in Downtown De Pere.
2. Support the job creation and business development in Downtown De Pere.
3. Support the renovation of historic buildings in Downtown De Pere.

Program Funding Requirements

1. Grant provides \$1 of City funds for \$1 of private funds for eligible expenses (100% match).
2. Grant maximum is determined by the length of building street frontage (street frontage measured along the front of the lot), up to \$30,000 per property.

Building Width	Maximum Grant Amount
1' to 60'	\$10,000
61'-120'	\$20,000
121'+	\$30,000

3. Property owners are limited to the grant maximum amount every ten years.
4. For projects restoring or renovating historic buildings (must be listed as contributing on the City of De Pere Intensive Survey), interior improvements and roof repair/replacement may be included in the project budget for the required matching dollars, but cannot be funded with façade grant dollars.

Program Guidelines

1. Program administered in conjunction with Definitely De Pere (Definitely De Pere provides feedback on design and serves as the Main Street Program contact for architectural services).
2. Architectural designs and renderings that implement a historic renovation and/or follow the Main Street Design Guidelines are highly encouraged.
3. Property must be located in a Downtown Tax Increment Financing District (TID 7, or 9).
4. Funds reviewed and distributed on a 'first come, first serve' basis.

5. Applications should be reviewed by the RDA prior to work commencing on the project.
6. In rare cases (due to weather, contractor availability, etc), the RDA may consider approving funding for work completed up to 90 days after an application submittal.
7. Retroactive funding requests for work completed before an application submittal will not be considered.
8. Façade grant funds may be used for any side of the building.
9. Funds are distributed only after receipts are submitted and a City building inspector reviews the work.

Eligible & Ineligible Expenses

Eligible Expenses

1. New Windows and Doors
2. Window and Door Repair
3. Exterior Demolition
4. Exterior Construction including, electric, materials, labor.
5. Exterior Lighting
6. Pressure Washing
7. Painting
8. Roof upgrade/replacement that improves the overall building appearance.
9. Gutters/Downspouts
10. Waste Disposal
11. Decorative Awnings (no business specific graphics)
12. Contractor's Fees – Profit – Overhead directly related to exterior work

13. Permanent Exterior Site Work – Landscape, hardscape, pedestrian amenities, pergolas, etc.
14. Signage (if included as part of a more extensive façade renovation project)
15. Restoration or renovation of historical identifying features that may not be relevant to the current building use (reviewed on a case-by-case basis)
16. Other expenses as approved by the Redevelopment Authority

Ineligible Expenses

1. Signage as a standalone request
2. Any improvement that could be removed from the building as personal property.
3. Security Cameras
4. Interior Improvements
5. Design/Engineering/Professional Fees
6. Roof repair/replacement that does not alter the appearance of the building.

Requested expenses not specifically included in the above list will be reviewed on a case-by-case basis by the Redevelopment Authority and Common Council.

City of De Pere, Wisconsin**Request For Redevelopment Authority Action**

MEETING DATE: June 25, 2018

DEPARTMENT: Planning

FROM: Kimberly Flom

SUBJECT: Review 100-102 S Broadway Facade Grant Application (ED-783),
submitted by J&J Enterprises of De Pere, LLP. *

ATTACHMENTS:

- 100-102 S Broadway FG Application (PDF)
- 100-102 S Broadway FG RDA Report 6-2018 (PDF)



CITY OF DE PERE

APPLICATION FOR FAÇADE GRANT

Date:

The City of De Pere, in conjunction with Downtown De Pere Inc., will assist with façade improvements for commercial properties located within the boundaries of designated Tax Increment Districts (TID). Applications will be acted upon on a first come first serve basis. See the back of this form for funding requirements and review process.

Read all instructions provided before completing. If additional space is needed, attach additional pages. Type or use black ink.

SECTION 1: Applicant / Permittee Information

Applicant Name (Ind., Org. or Entity) J&J Enterprise of DePere, LLP	Authorized Representative Jerry Turba	Title Partner	
Mailing Address 3030 Old Plank Rd	City De Pere	State WI	ZIP Code 5411
J_turba@sbcglobal.net	Phone Number (incl. area code) 920 265-3925	Fax Number (incl. area code)	

SECTION 2: Landowner Information (complete these fields when project site owner is different than applicant)

Name (Ind. Org. or Entity)	Contact Person	Title	
Mailing Address	City	State	ZIP Code
Email Address	Phone Number (incl. area code)	Fax Number (incl. area code)	

SECTION 3: Project or Site Location

Project Address/Description 100 South Broadway East and North facades	Parcel No. ED-783
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SECTION 4: Project Information

Project Description:	Remove 1970 brick added East façade, Install reproduction windows both North and East facades		
Estimated Start Date:	September 2018	Estimated Completion Date:	October 2018
Existing Façade Photo (attach):		Design Drawing (attach):	
Fill in below form with cost estimates based on category. Attach quotes to this application.			
Category	Cost Estimate	Category	Cost Estimate
East demolition Window install	\$39,500	7 Reproduction windows	\$4000
North window install repaint	\$20,000	9 Reproduction windows	\$5000
Total Eligible Expenses:	68,500	Requested Grant Amount:	30,000

SECTION 5: Certification and Permission

Certification: I hereby certify that I am the owner or authorized representative of the owner of the property which is the subject of this Permit Application. I certify that the information contained in this form and attachments is true and accurate. I certify that the project will be in compliance with all permit conditions. I understand that failure to comply with any or all of the provisions of the permit may result in permit revocation and a fine and/or forfeiture under the provisions of applicable laws.

Permission: I hereby give the City permission to enter and inspect the property at reasonable times, to evaluate this notice and application, and to determine compliance with any resulting permit coverage.

Name of Owner/Authorized Representative (please print) Jerome K. Turba	Title Owner	Phone Number 920 265-3925
Signature of Applicant <i>Jerome K. Turba dba: J&J Enterprises of DePere LLP</i>		Date Signed 6-8-2018

Attachment: 100-102 S Broadway FG Application (7093 : 100-102 S Broadway Façade Grant Request *)

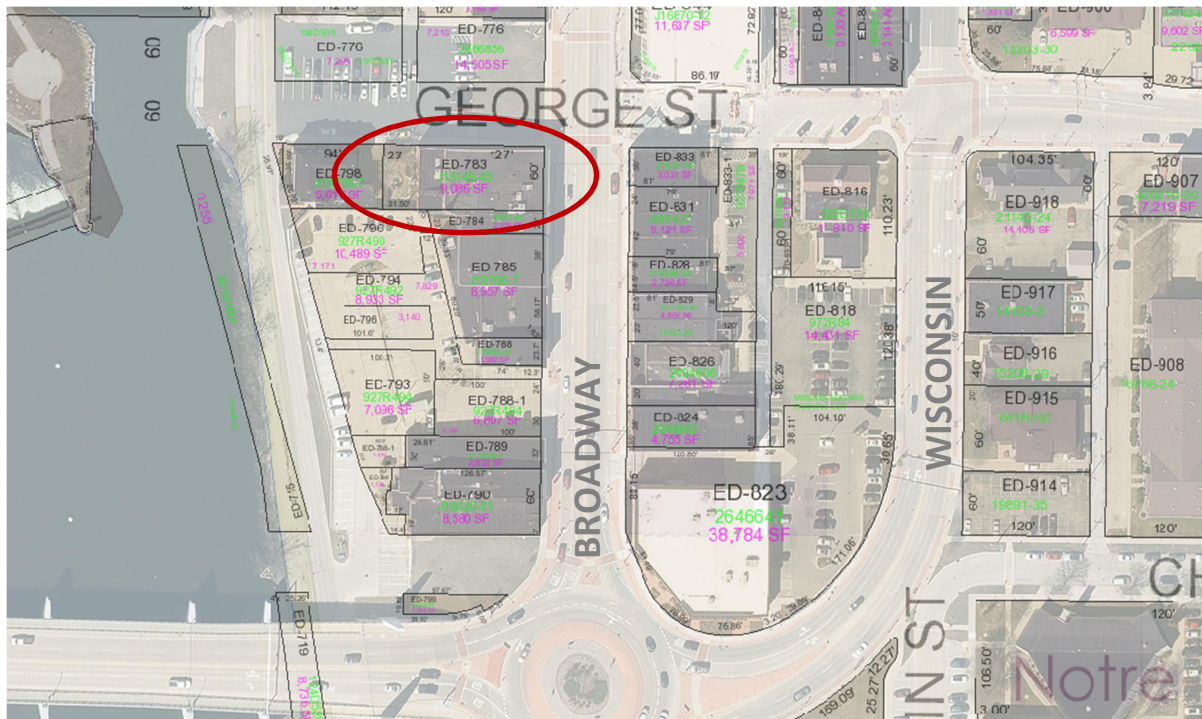
City of De Pere MEMORANDUM



To: Redevelopment Authority
 From: Kimberly Flom, Development Services Director
 Date: June 25, 2018
 RE: **Façade Grant Application – 100-102 S Broadway (Parcel ED-783)**

Background

J&J Enterprises of De Pere, LLP submitted the attached façade grant application for 100-102 S Broadway (Parcel ED-783), also known as the Turba Building.



Façade Grant Eligibility

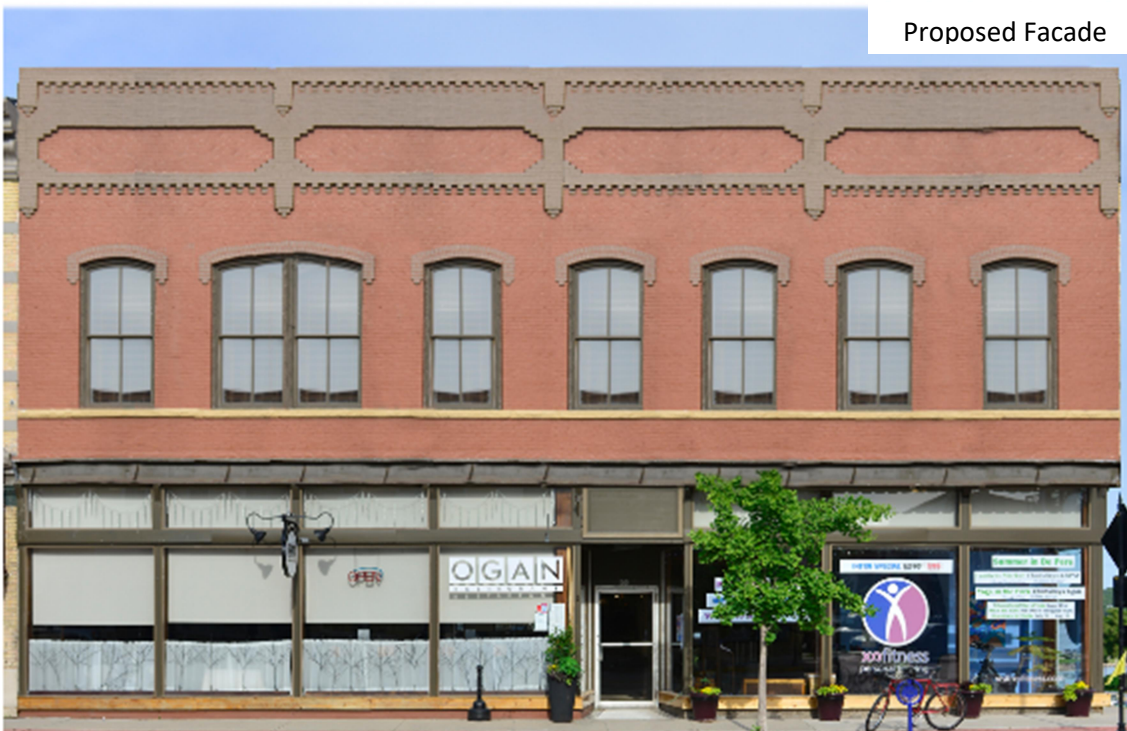
- Building Length (measured along street frontage) – 59' (Grant Maximum = \$10,000)
- Previous Façade Grant Awarded (if so, when) – None
- Historic Designation – Not Listed on State or National Register. Not listed as contributing.

The building is not currently on the State or National Historic registers, or listed as contributing by the City's Intensive Survey. While the north façade shows historic architectural detail, the second floor of the east façade had been covered with a brick veneer. Removal of that veneer and restoration to the original character of the building will aid in the pursuit of historic designation.

Existing Facade



Proposed Facade



The applicant proposes to complete the following work on the north and east façade by the end of 2018:

East

Replacement of existing windows (9) with reproductions of original windows.

Repaint Façade

Cost Estimate - \$25,000

North

Remove 1970 brick that covers original façade.

Restore original façade as needed.

Replace existing windows (7) with reproductions of original windows.

Cost Estimate - \$43,505



Cost Estimates

The applicant has received detailed cost estimates for the east façade but not the north façade. The quotes from De Leers and Dearco for the work on the east façade were not available for inclusion with this memo but will be provided to the RDA at the meeting.

100-102 S Broadway - East (Front) and North Facades

Vendor	Detail	Amount	Notes
Front Façade			
De Leers	East demolition Window Install	\$39,505.00	
	North window install repaint	\$20,000.00	
Dearco	7 reproduction windows	\$4,000.00	
	9 reproduction windows	\$5,000.00	
		Total	Grant Maximum
		\$1 Investment	
		\$1 Grant Match	
		\$68,505.00	\$10,000

Funds Left in 2018 Façade Grant Budget \$13,283.69
Eligible Grant Amount \$10,000.00

Remaining 2018 Façade Grant Funds \$3,283.69

Funding

The applicant has requested \$30,000 in façade grant funding but is currently only eligible for \$10,000. The applicant has requested that the RDA discuss amending the program guidelines in order to increase the permitted maximum amount.

The project is located in TID#7. The Common Council approved \$30,000 from TID 7 for Façade Grant projects in 2018. To date, the RDA and Council have awarded up to \$16,717.31 for 3 other projects on Broadway. Awarding this project to the grant maximum would leave \$3,283.69 left for 2018. Future projects submitted in 2018 may need Council approval in order to exceed the budgeted amount.

Recommendation

Recommend approval of the façade grant request for 100-102 S Broadway (ED-783), in an amount not to exceed \$10,000, and that the recommendation be forwarded to Council, subject to the following conditions:

- 1) That final grant payment be calculated per program requirements based on receipt review.

City of De Pere, Wisconsin



Request For Redevelopment Authority Action

MEETING DATE: June 25, 2018

DEPARTMENT: Planning

FROM: Kimberly Flom

SUBJECT: Review Cultural District Master Plan.

ATTACHMENTS:

- RDA Report Cultural District Plan 6-2018 (DOCX)
- 2018 0620_DePere Cultural District Plan to Client (PDF)
- Market Analysis DePere (PDF)

City of De Pere MEMORANDUM



To: Redevelopment Authority
 From: Kimberly Flom, Development Services Director
 Date: June 25, 2018

RE: **Cultural District Master Plan**

De Pere has worked hard to implement many areas of the 2010 Downtown Master Plan over the past seven years. The Mulva Cultural Center, proposed after that Plan was approved, will be both an anchor and a catalyst for future Downtown investment. In late 2017, the City Council authorized staff to invite prequalified consultant teams to respond to a Request for Proposals in order to complete a Cultural District Master Plan.

The Cultural District Master Plan seeks to revisit the development and planning goals for the east side of Downtown De Pere, in order to establish an intentional and achievable vision that will complement and support the proposed Mulva Cultural Center.

The Mulva Cultural Center will preserve the history of De Pere and be ‘a place where history, culture, and the community meet and engage in innovative, creative, relevant and reflective participation.’ Important to the project is ‘an atmosphere and ambiance that encourages engagement and a sense of ownership by the community.’

The Council approved hiring SmithGroup/JJR as the consultant team for the project in February 2018. The project scope included the following phases:

- Phase 1 – Due Diligence and Background Research
- Phase 2 – Vision & Design
- Phase 3 – Deliverables

The project was completed over the course of the past six months in a charrette format with significant guidance from the steering committee and the public. Charrettes serve as a way of quickly generating a design solution while integrating the aptitudes and interests of a diverse group of people.

A charrette was utilized for this project for the following reasons:

- 1) The Downtown Master Plan still serves as a relevant ‘base model’ for many of the goals/objectives for the Downtown. This isn’t a brand new project.
- 2) The Strategic Visioning and Branding Initiative included a significant amount of recent public engagement, much of which is relevant to the Downtown.
- 3) The charrette allows for a condensed and efficient timeline, but also provides for diverse public input and facilitation.

Staff presented the project process to the Council in detail at their June 5, 2018 meeting. Video from that meeting is available to view at the City of De Pere meeting calendar site (navigate to past meetings and locate June 5, 2018 Common Council): <http://deperecitywi.igm2.com/Citizens/Default.aspx>.

At the June 5 meeting, Council members asked questions and provided comments that helped refine the final plan document. Many questions focused on the development scenarios proposed for the Front Street Block.

Based on Council feedback, staff worked with the consultant team and development team for George Street Station in order to explore a more conservative model for the Front Street Block. Final updates to that model were still being completed at the time of this report, but additional information will be provided to the RDA at the meeting.

The attached plan is being presented to the RDA as an informational item. The Plan Commission is scheduled to review the plan on June 25, 2018. Depending on the outcome of that meeting, the Common Council may review the plan at their meeting on July 17, 2018

DE PERE, WISCONSIN

CULTURAL DISTRICT MASTERPLAN

SMITHGROUP JJR

1

EXECUTIVE SUMMARY

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CHARRETTE TEAM

PROJECT CONSULTANT TEAM:

SMITHGROUPJJR

TOM ROGERS
MARK BASTIAN
JAKE JENKINS
GREGG CALPINO
NATHAN HILMER
MICHELLE LI

REDEVELOPMENT RESOURCES

KRISTEN FISH
DEB ERSLAND

KIMLEY-HORN

KEVIN WHITE

CITY OF DEPERE

KIM FLOM
PETER SCHLEINZ

STEERING COMMITTEE:

LARRY DELO, CITY ADMINISTRATOR
AMY HOBBS, DE PERE CHAMBER
CASEY JELINSKI, ARTLESS BASTARD
RYAN JENNINGS, ALDER
CAROL KARLS, REDEVELOPMENT AUTHORITY/WPS
MARTY KOSOBUECKI, PARKS AND REC DIRECTOR
BRIAN NETZEL, HISTORIC PRESERVATION COMMISSION/PERFORMA
TINA QUIGLEY, DEFINITELY DE PERE
JULIE VAN STRATEN, DE PERE CULTURAL FOUNDATION, INC.
MIKE WALSH, MAYOR



SMITHGROUP JJR



Kimley»Horn



EXECUTIVE SUMMARY

The potential development of the Mulva Cultural Center creates a game changing opportunity for the City of DePere as an anchor for economic growth and the potential formation of a possible future cultural district.

The following plan summarizes the results of a three day charrette to study how the City might develop a Cultural District Masterplan to capitalize on the opportunity the Mulva Center provides, and to understand how the city can support and encourage economic growth and establish a sense of vibrancy in the downtown. This plan establishes a thoughtful and inspiring vision of how Downtown De Pere can leverage success and create synergies around the Mulva Cultural Center.

De Pere is a well-regarded community with a high level of satisfaction among residents and visitors. It offers a quaint, small town atmosphere, picturesque views of the Fox River, a walkable downtown, high quality, yet affordable housing, and great schools. A common desire among residents expressed during the charrette and other recent studies has been to attract more people to the downtown and increase vibrancy and vitality.

De Pere has many assets to build on including a tremendous amount of public access along the Fox River, such as the Fox River Trail and Voyageur Park, in addition to less developed spaces such as Wells Park and George Street Landing. The downtown has several cultural amenities. The library and historic society are public buildings, Definitely De Pere is an active organization that supports the arts, and several private business including pottery, theater and cinema and a soon to be opened gallery space contribute to the cultural identity. There is attractive, historic building stock that is worth preserving to maintain the quaint character, in addition to several properties, such as the Front Street Block that provide potential redevelopment opportunities.

As with any downtown, there are also challenges. A significant quantity of surface parking, combined with a few highly visible vacancies make the downtown feel like a few disparate shops rather than cohesive, pedestrian oriented district. While there are a number of parking lots, there is a perception of a lack of parking which may be in part caused by uses that exceed the hourly limits, and also the habits formed by people driving to a specific business, rather than arriving at a district and walking to more than one destination.

Traffic on Broadway is an issue that cannot be ignored from a pedestrian standpoint. The quantity, speed, and volume of traffic is highly detrimental to the walkable Main Street desired by residents and business/ property owners. A large volume of the traffic is also truck traffic due current circulation patterns across the Fox River and within the district. The designation as a state highway, along with the volume of traffic, creates significant challenges to improving the quality of adjacent pedestrian space.



As a significant destination, the Mulva Cultural Center would serve as an anchor to existing De Pere cultural amenities and also attract new similar uses and spaces. While there is interest, and some presence, the cultural arts are not currently substantial enough in the downtown to form a district. The recommendations of this plan establish a vision of economic vitality rooted in arts and culture, that sets a path towards the future establishment of a Cultural District.

Public opinion heard during the charrette, as well as the branding study, emphasized the importance of attracting visitors and residents to the downtown, improving economic vitality, and capitalizing on the Fox River.

With this understanding, the City should focus on promoting economic growth in the downtown by improving the quality of the public realm and promoting redevelopment with a strong urban form thereby creating a district feel that can evolve into a cultural district over time.

Goals for the district are as follows:

- **Make Downtown a destination that:** attracts more residents and visitors, has an increased vibrancy and vitality, is connected to the Fox River, and is a walkable and unified district.
- **Leverage the potential Mulva Cultural Center as a catalyst to:** promote economic growth and emphasize the cultural arts.
- **Preserve the charm and quality of Downtown De Pere by:** maintaining existing historic buildings, complementing historic character with new development that has an appropriate scale and articulation, strategically locate higher density to accommodate growth while preserving character, balance growth with change including traffic and parking needs, and provide a balanced program that serves all ages

Based on these goals, the following preferred recommendations focus on the programming, development, and enhancement of the City's strongest assets, the Fox River waterfront and adjacent public spaces:

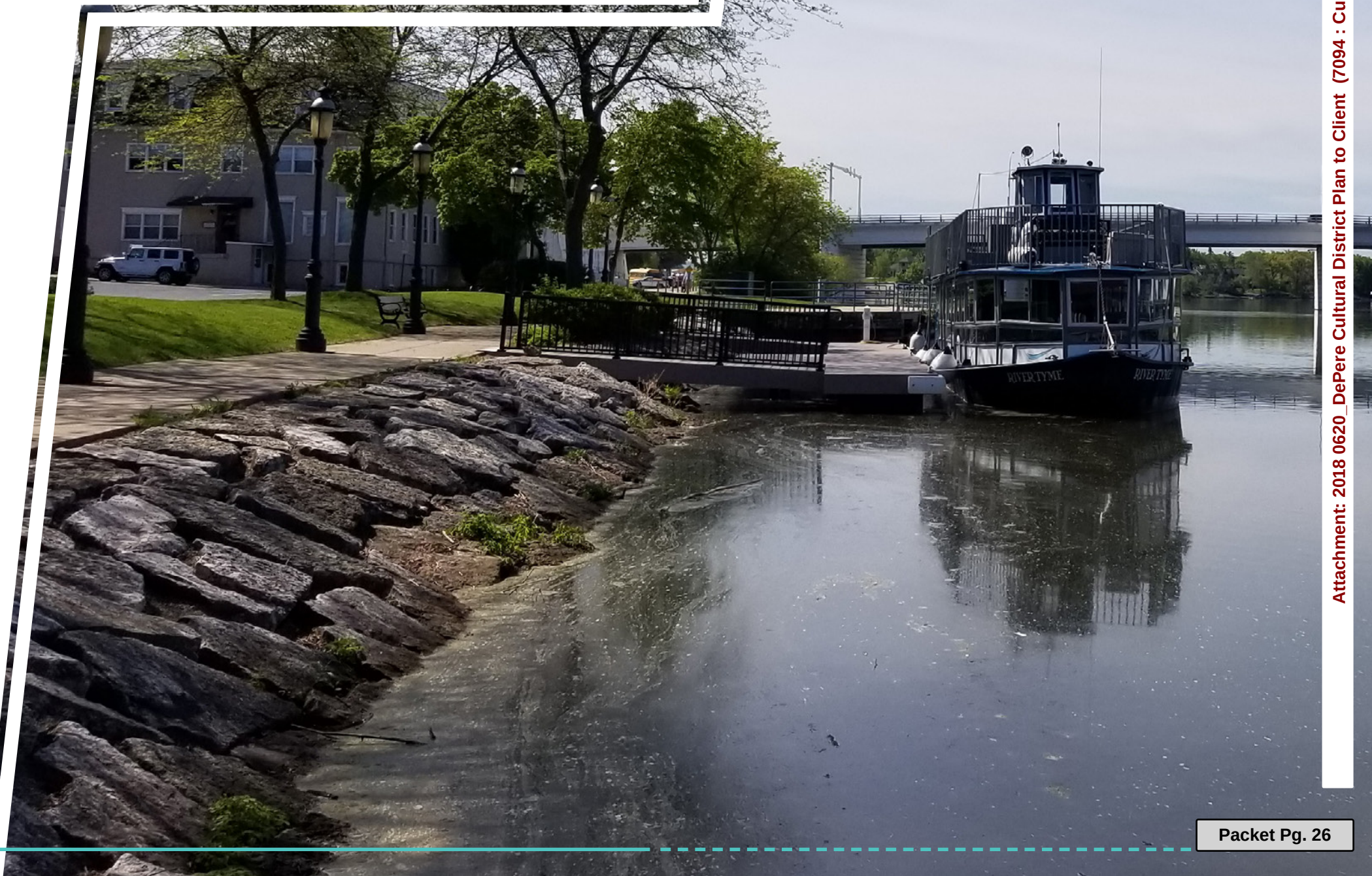
- Create a Riverwalk District that has a distinct character and feel
- Enhance entries to spaces along the water
- Develop active uses within each of the green spaces
- Invest in East/West streets to enhance pedestrian connections, especially:
 - o Develop George Street from Wisconsin Street to the River as the heart of east downtown, extending to a pedestrian bridge connection on the Riverwalk
 - o Develop James Street as a shared street and pedestrian destination
 - o Develop a strong pedestrian connection from the Mulva Center to the Riverfront via a tunnel or pedestrian bridge

Development Scenarios and Recommendations

- Promote development opportunities within the downtown with a scale, character and articulation compatible with the adjacent development, and seek to provide higher density opportunities along Wisconsin and George Street, transitioning to lower densities and heights towards the River and adjacent residential properties.

- Develop the Front Street block with a density that is higher along George Street and transitions lower to the south, activates Broadway with first floor retail, provides the potential for retail facing the Fox River, and provides additional owner occupied multi-family housing in the downtown while preserving and emphasizing Fox River views, particularly around the Claude Allouez Bridge.

In addition to the enhancement of public spaces, improved pedestrian realm, and the attraction of additional development it is also essential for the city or other organizations such as the business improvement district, Chamber of Commerce or Definitely De Pere to actively program and promote activities, especially cultural arts related activities. Active programming is a key component to attract non-local, cultural investment to a community, and its impact is essential for future creation of a Cultural District.





BACKGROUND

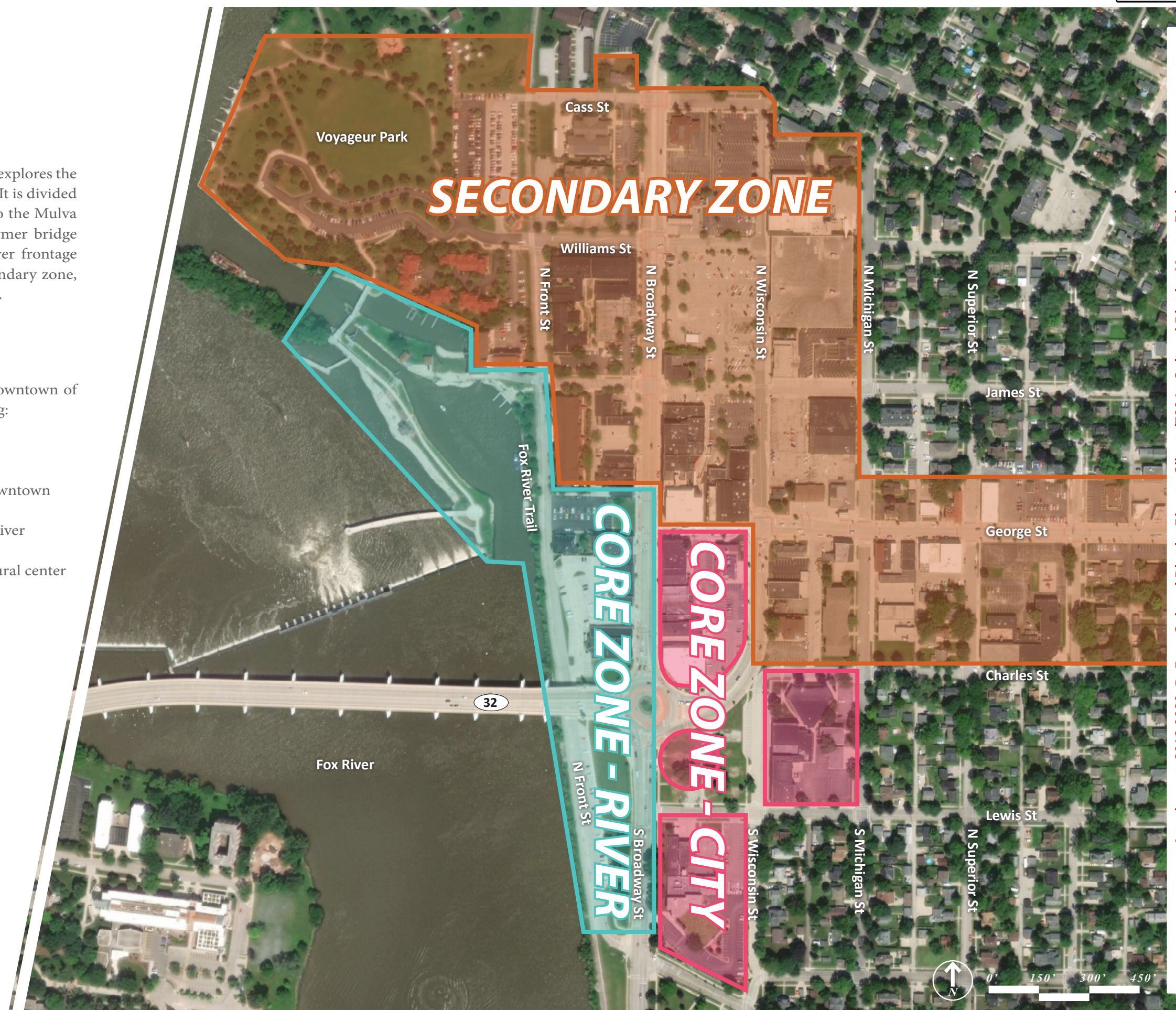
PROJECT AREA

The study area is focused around the east downtown of De Pere and explores the area immediately adjacent to the proposed Mulva Cultural Center. It is divided into two zones; a core zone along the river and directly adjacent to the Mulva Center site, including Wells Park, the Front Street Block, the former bridge approach (George Street Landing) and a significant length of river frontage that connects to the City Riverwalk and Voyageur Park. The secondary zone, generally includes the balance of the east side of downtown DePere.

PRELIMINARY OBJECTIVES

The focus of the charrette and recommendations study the east downtown of De Pere to determine the best strategies to accomplish the following:

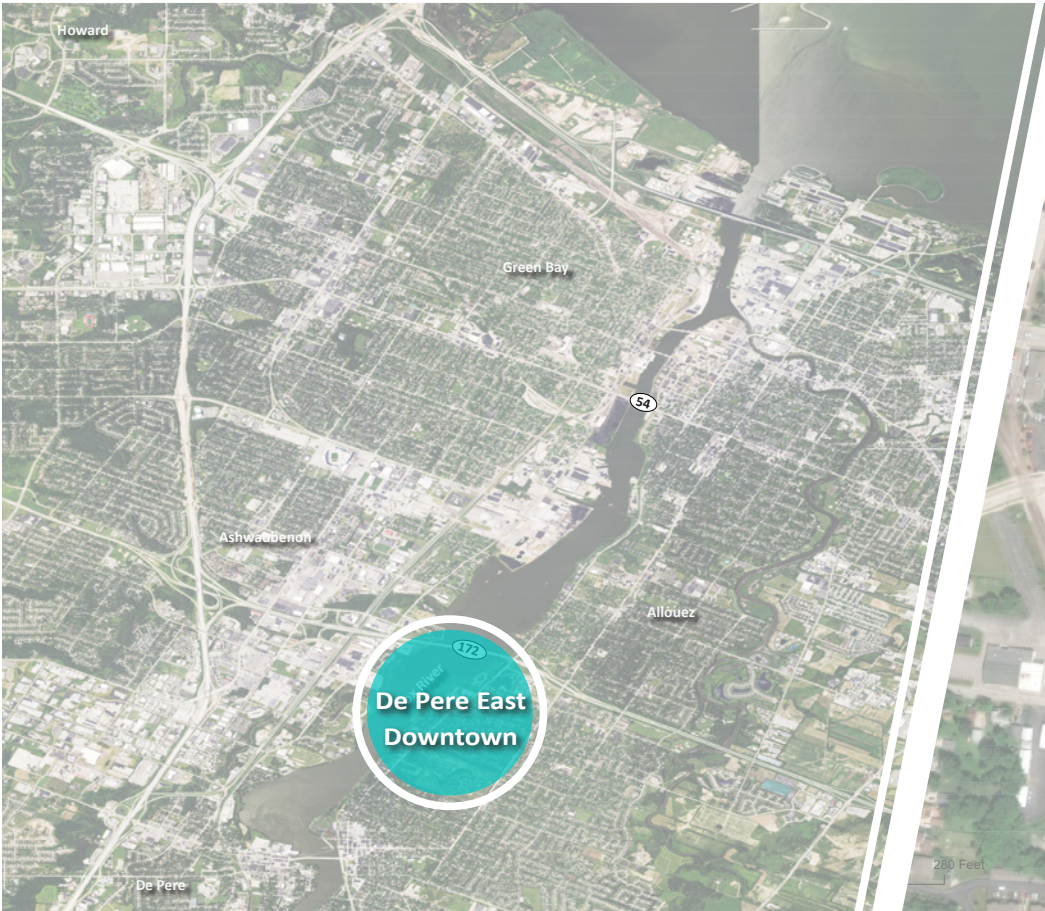
- Emphasize the Mulva Cultural Center as a focal point building
- Preserve views to and from the Fox River
- Promote urban form that enhances the existing character of downtown
- Maximize pedestrian and bicycle mobility and connections
- Elevate the role of the public realm particularly along the Fox River
- Identify opportunities and locations for public art
- Specify optimal business types to create synergies with the cultural center



REGIONAL CONTEXT

De Pere is a community of approximately 25,000 people located on the Fox River in the Greater Green Bay Metropolitan area. The City boasts excellent schools, a dynamic downtown, successful business parks and safe neighborhoods served by ample parks and natural areas that create considerable loyalty and community pride in the community.

The Fox River is a focal point of the community and the Fox River Trail provides a bike and pedestrian connection for 25 miles from Green Bay to Hilbert. The Claude Allouez Bridge links the east and west sides of downtown and serves over 30,000 vehicles per day with a significant volume of truck traffic. The western side of downtown includes St. Norbert college, a top-ranked Catholic liberal arts college with a student population of about 2,000 and has a mix of offices, service businesses, bars, and restaurants. The east side of downtown is considered quieter by local residents with more boutique retail shops and fewer late night entertainment destinations. Overall the community is extremely desirable and valued by both residents and visitors.



EXISTING CONDITIONS

East downtown has many assets, a large amount of open space, including the Fox River Trail, Wells Voyageur Park, George Street Landing, Wells Park and the Bomier Boat Launch.

Cultural amenities include the White Pillars Historical Society, De Pere Library, Definitely De Pere, Broadway Theater, De Pere Cinema, Paintin Pottery, and The Artless Bastard Gallery.

The Mulva Cultural Center is proposed to be constructed at the southeast corner of Broadway and the Claude Allouez Bridge landing. The Center is proposed to be a highly visible, distinguished building with a potential program that includes:

- Core exhibit space
- Flexible contemporary gallery space
- Performance spaces
- Educational spaces accommodating all age groups
- Auditorium space for the De Pere Historical Society, the Center, and the community
- Areas for reflection and contemplation
- Food and beverage opportunities
- Corporate event space
- Library and archives room

The following pages are provided by the Mulva De Pere Cultural Foundation, Inc. and demonstrate the potential impacts of the Mulva Center.



MULVA CULTURAL CENTER

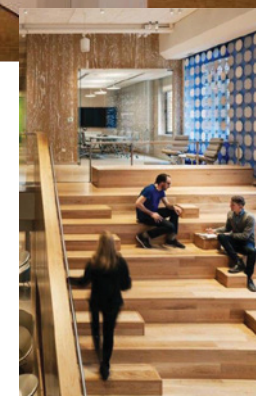
THE GIFT & VISION

A new, very special and genuinely unique type of facility aiming to represent the true character and values of the community while reinforcing De Pere as an ideal place to live, work and play



VISION STATEMENT

"The Mulva Cultural Center will be a dynamic experience (convergence) where new ideas, history, culture, the arts and creativity coalesce to engage, inspire and transform the communities of De Pere and beyond."



A Look Inside the Mulva Cultural Center

- Permanent Exhibit:
Home to the De Pere Historical Society to preserve and share the history of De Pere
- Traveling Exhibits:
To host exhibits curated by the Smithsonian, NASA, National Geographic, and more generally only available in major metropolitan areas
- Performance Space
- Reflection Space
- Event Accommodations
- Library/Archives
- Public Fox River Viewing Deck
- Veterans' Memorial
- Education Space



A Transformational Gift for De Pere

The Mulva family is genuinely appreciative of the community upbringing surrounding them while being raised in De Pere. This start provided them the critical foundation for their success. They now want to give back to De Pere in a transformational way and as a future catalyst for the De Pere community.

The Mulva Family Foundation seeks to gift the City of De Pere, its residents and all who visit an opportunity to experience world-class exhibits and learn the rich history of De Pere.

The Mulva family adds this project to its existing contributions to De Pere such as the Mulva Library and Mulva Family Fitness & Sports Center - asking for no tax payer or City responsibility for this project beyond the use of land.

Long-term operational funding will be provided through a combination of endowment, space rental and other sources.

MULVA CULTURAL CENTER

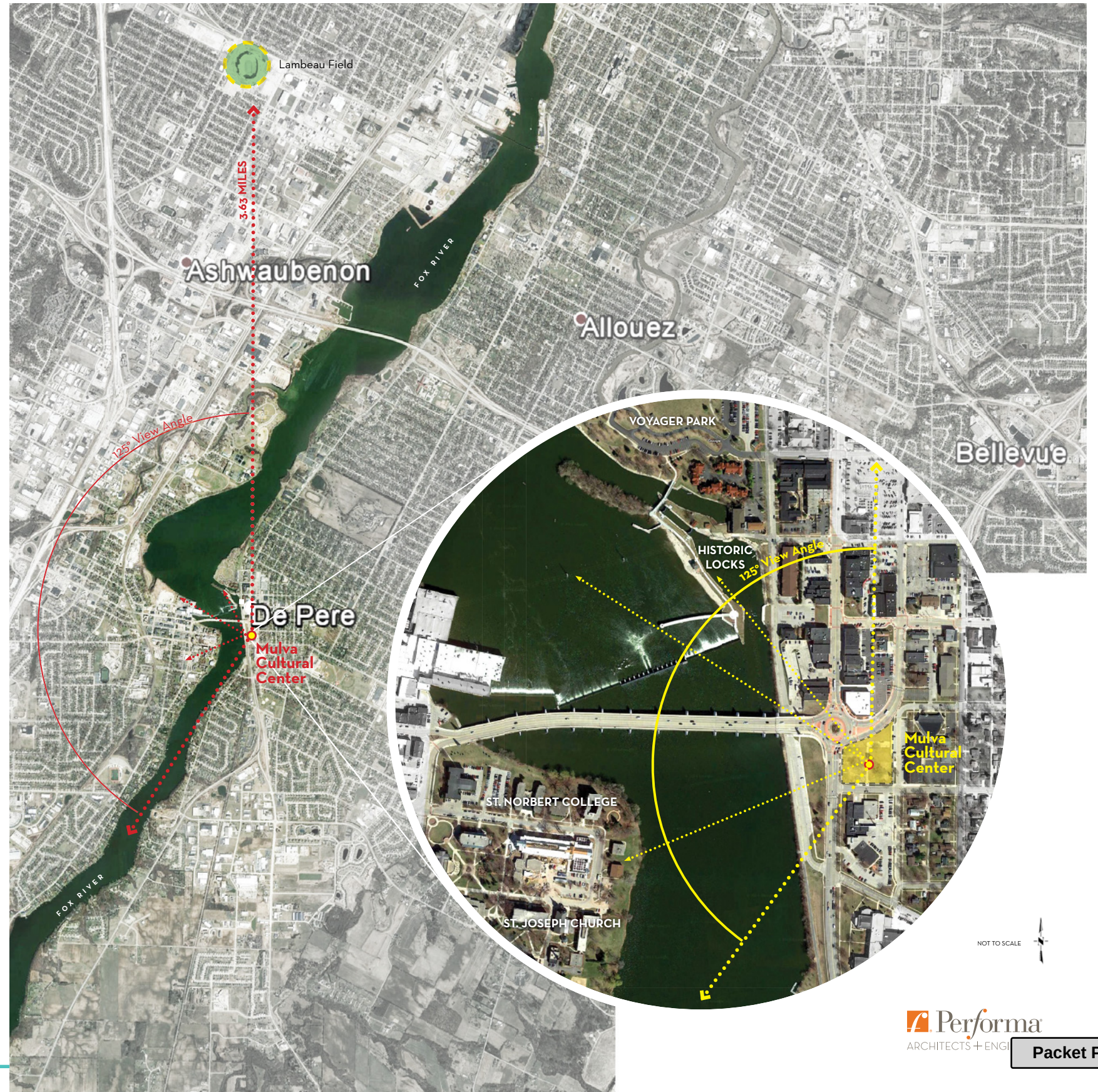
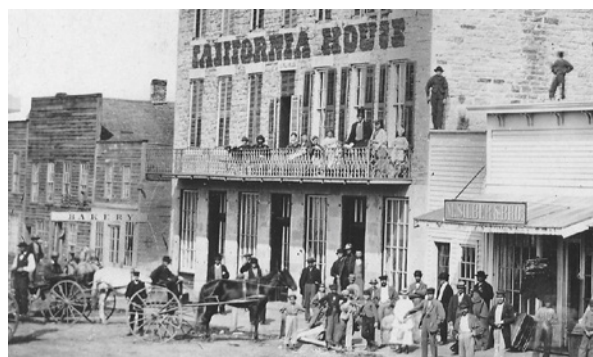
THE SITE

One of the only sites with a panoramic view of the Fox River

History

In 1671, Jesuit Father Claude Allouez founded the Mission of St. Francis Xavier along the site of the first set of rapids on the Fox River and the area became known as “les rapides des peres.” This would later be shortened to De Pere. (deperehistoricalsociety.org)

The project site sits along those very same rapids that were the birthplace of the city, adjacent to the present-day St. Francis Xavier Parish, providing unique and exciting opportunities to engage with history.



THE OPPORTUNITY

A must-see visitor destination in De Pere presents a meaningful opportunity to draw upon existing tourism, while simultaneously further increasing annual Brown County visitorship

- Improved Pedestrian Experience

Will extend the pedestrian zone, increasing driver awareness and helping to ensure De Pere continues to grow as a pedestrian-friendly city.

- Catalyst for Future Development

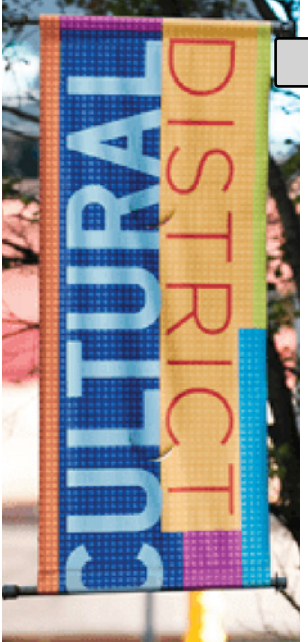
- Anchor for Arts and Cultural District

\$1.1 Billion
in tourism spending in
BROWN COUNTY
in 2017

+5.2%
Increase over previous year



5.7 MILLION
visitors to Brown
County
in 2017



OPPORTUNITIES AND CONSTRAINTS

Most of the downtown has public access, yet it is under-programmed and underutilized except for the heavily used Fox River Trail. There is an opportunity to enhance the riverfront spaces as a more significant destination in order to draw trail users east into the Downtown. The steering committee and community members identified the riverfront properties as a key opportunity in the public outreach portion of the charrette and in the outreach for the branding study.

In addition, the downtown feels disconnected from the river due to a lack of signage and distinct, welcoming points of entry. Enhancing entries, increasing signage, and improving streetscapes are potential opportunities for improvement

Traffic volume on Broadway is a significant barrier to creating a connected and walkable pedestrian environment. The roundabout in particular, is dominated by vehicular movement and despite efforts to provide safety through crosswalks, changes in materiality, and refuge islands is uncomfortable to cross as a pedestrian. Improving additional and alternate circulation routes will help pedestrian connectivity.

A significant portion of the downtown is occupied by several surface parking lots that have mixed ownership and receive uneven use. In addition, there are several properties with older but not historic building stock which may provide future redevelopment opportunities. The Front Street block is one of the most significant opportunities due to current development and goals within the 2010 Comprehensive Plan. Enhancing urban form with infill development will create a more walkable district feel.

● OPEN SPACE

● CULTURAL AMENITIES

↔ CONNECTIONS

▬ BARRIERS

↔ BIKE LANE, PATH, OR TRAIL

CULTURAL ASSETS

A White Pillars De Pere Historical Society

B Voyageur Park

C Brown County Library

D Paint'n Pottery

E De Pere Cinema

F Broadway Theater



MULVA CULTURAL CENTER- OPPORTUNITIES AND CONSTRAINTS

The proposed project site is highly visible for passersby due to its alignment with the Claude Allouez Bridge and location along Broadway. The visibility of the site provides the opportunity to highlight an architecturally significant destination, but the proximity to the roundabout presents circulation challenges.

The Mulva Center creates an opportunity as a destination for the downtown, especially as a cultural anchor, but to connect it to the rest of the downtown and create a district, it will be important to enhance parking and pedestrian connectivity.

- OPEN SPACE
- ENHANCED CROSSWALKS
- ▬ PEDESTRIAN ROUTE
- ⚡ PEDESTRIAN BARRIER



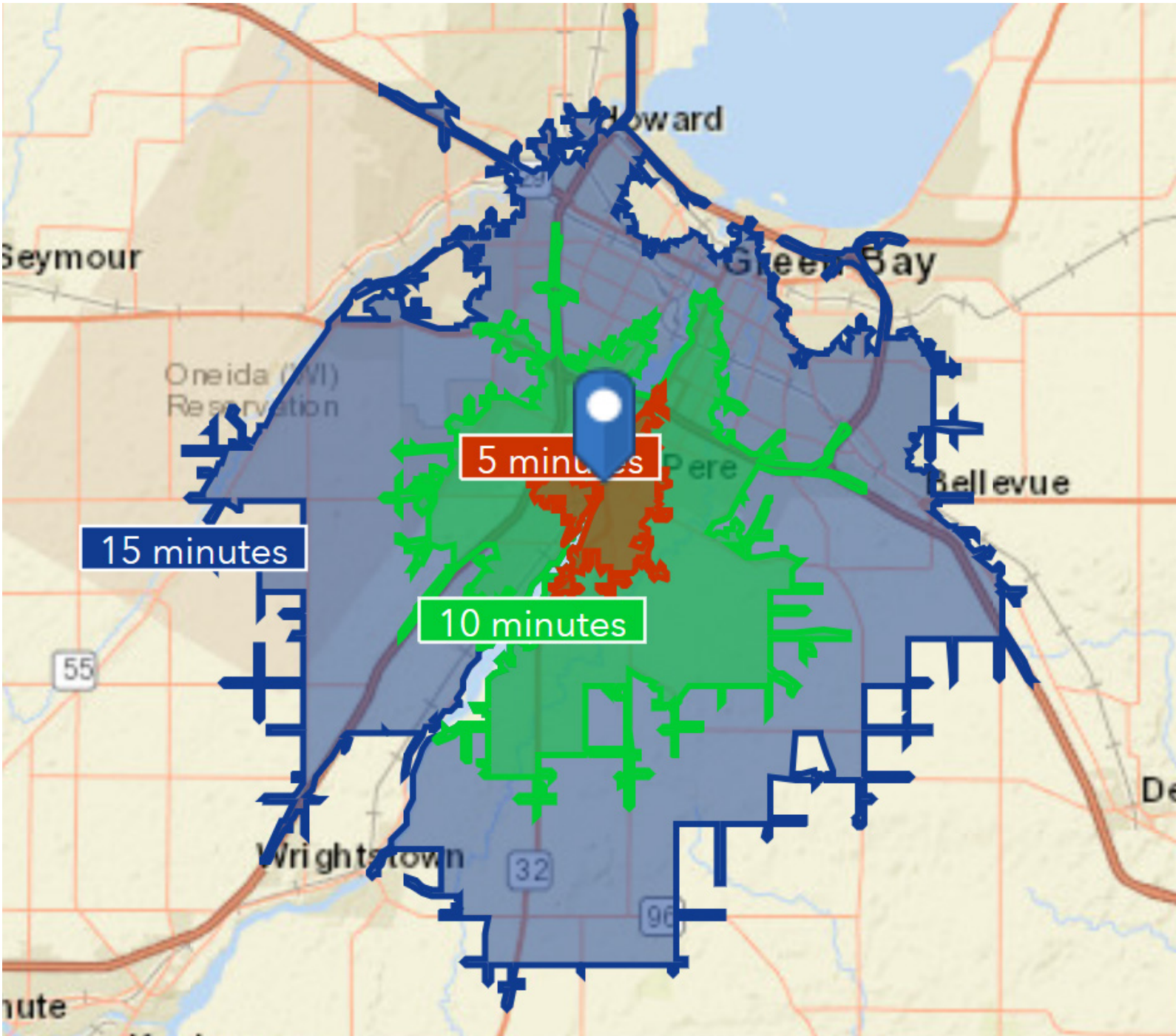
EXISTING MARKET CONDITIONS

De Pere has a unique opportunity to capitalize on private sector investment in downtown, particularly the East Side. Growth has occurred in the residential market (single family homes, multifamily units), and the market appears to be fairly tight, with low inventory of single family homes in a mid-range price point. Commercial leasing is good as there are few vacant retail spaces in downtown. A typical way of understanding market conditions is through a “convenience Trade Area” methodology. A Convenience Trade Area is based on the purchase of products and services needed on a regular basis, such as gasoline, groceries, dry-cleaners, banking, pharmacy, hair care, fast food, restaurants, physical fitness, and how well these services are provide within a 5, 10, or 15 minute drive time. These are services people are more likely to frequent due to convenience to their home or sometime workplace.

The downtown has few vacant buildings and opportunities for redevelopment. Currently the office market is saturated with available and inexpensive office space. Of the 108 businesses located in east downtown, 74 are service related. More residents in the downtown are required to attract and support more retail and restaurant establishments. The City should be conscientious of residential absorption rates and facilitate a moderate amount of development but not overbuilding. Experiential and niche retail may thrive once there is more residential density and programmatic draws, but the current retail market gap analysis does not show a gap within a 10-minute drive time.

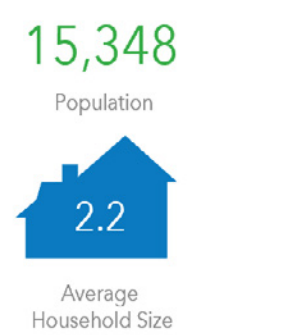
POTENTIAL BUSINESS TYPES:

- Music school. Private instruction for piano, violin, etc.
- Specialty grocery, i.e. butcher shop, ethnic foods, local foods, organic foods.
- Upscale bar with food. Handcrafted cocktails, fine wine selections, with outdoor seating
- Higher end resale goods – fashion and furniture.
- Coffee shop with a retail angle, possibly a book store
- Home décor, kitchen accessories store
- Affordable but funky furniture (think IKEA lite)
- Gallery space with artist production units where artists can exhibit and create their work in their own small rented space. Space could host classes, have equipment artists could share (such as a potter’s wheel, high quality printer, computers), could serve as an “arts incubator”
- Community workspace (see <http://unicornhatchlabs.com>)
- Microbrewery/brewpub/distillery
- Wine store/ wine bar

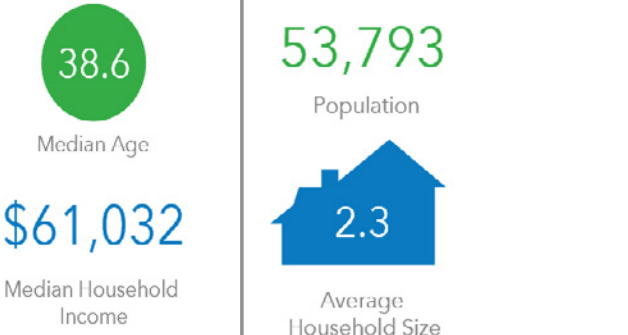


REFER TO ATTACHED REPORT FOR MORE DETAILED MARKET INFORMATION

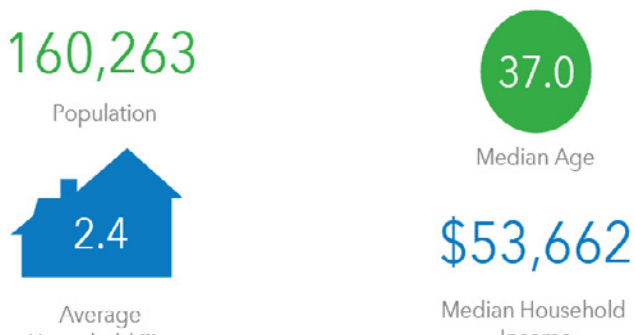
5 minute drive time



10 minute drive time



15 minute drive time



DEMOGRAPHICS

The De Pere area resident lifestyles can also be studied using lifestyle segmentation information. People who share the same demographic characteristics may have widely divergent desires, spending patterns and preferences. Lifestyle segmentation systems examine the buying habits and preferences of consumers in a geographic area. Community Tapestry data (developed by ESRI Business Information Solutions) categorizes neighborhoods throughout the nation into 65 consumer groups or market segments.

Community Tapestry descriptions help bring to life demographic variables by sharing information regarding the consumer spending habits, household types, hobbies and preferences of local market segments. Existing and prospective businesses can gain valuable insights to the needs and interests of the local shopper base through understanding lifestyle tendencies.

Tapestry Segmentation can help identify the best markets, find the most profitable consumer types, tailor marketing messages, and define product and service preferences. Both the 5 and 10-Minute Drive Times share two of the same lifestyle segments, which are In Style, and Middleburg. Refer to the Appendix for more detailed market information.



LIFEMODE GROUP: GENXURBAN IN STYLE

Households: 2,675,000
Average Household Size: 2.33
Median Age: 41.1
Median Household Income: \$66,000

In Style denizens embrace an urbane lifestyle that includes support of the arts, travel, and extensive reading. Professional couples or single households without children, they have the time to focus on their homes and their interests. The population is slightly older and already planning for their retirement.



LIFEMODE GROUP: FAMILY LANDSCAPES MIDDLEBURG

Households: 3,511,200
Average Household Size: 2.75
Median Age: 36.1
Median Household Income: \$59,800

Middleburg neighborhoods transform from the easy pace of country living semirural subdivisions in the last decade. Residents are conservative, family-oriented consumers. They are thrifty but willing to carry some debt and are already investing in their futures.



LIFEMODE GROUP: MIDDLE GROUND BRIGHT YOUNG PROFESSIONALS

Households: 2,750,000
Average Household Size: 2.41
Median Age: 33.0
Median Household Income: \$54,000

These communities are home to young, educated, working professionals, under the age of 35. Residents of this segment are physically active, white collar, and up-to-date with the latest technology.

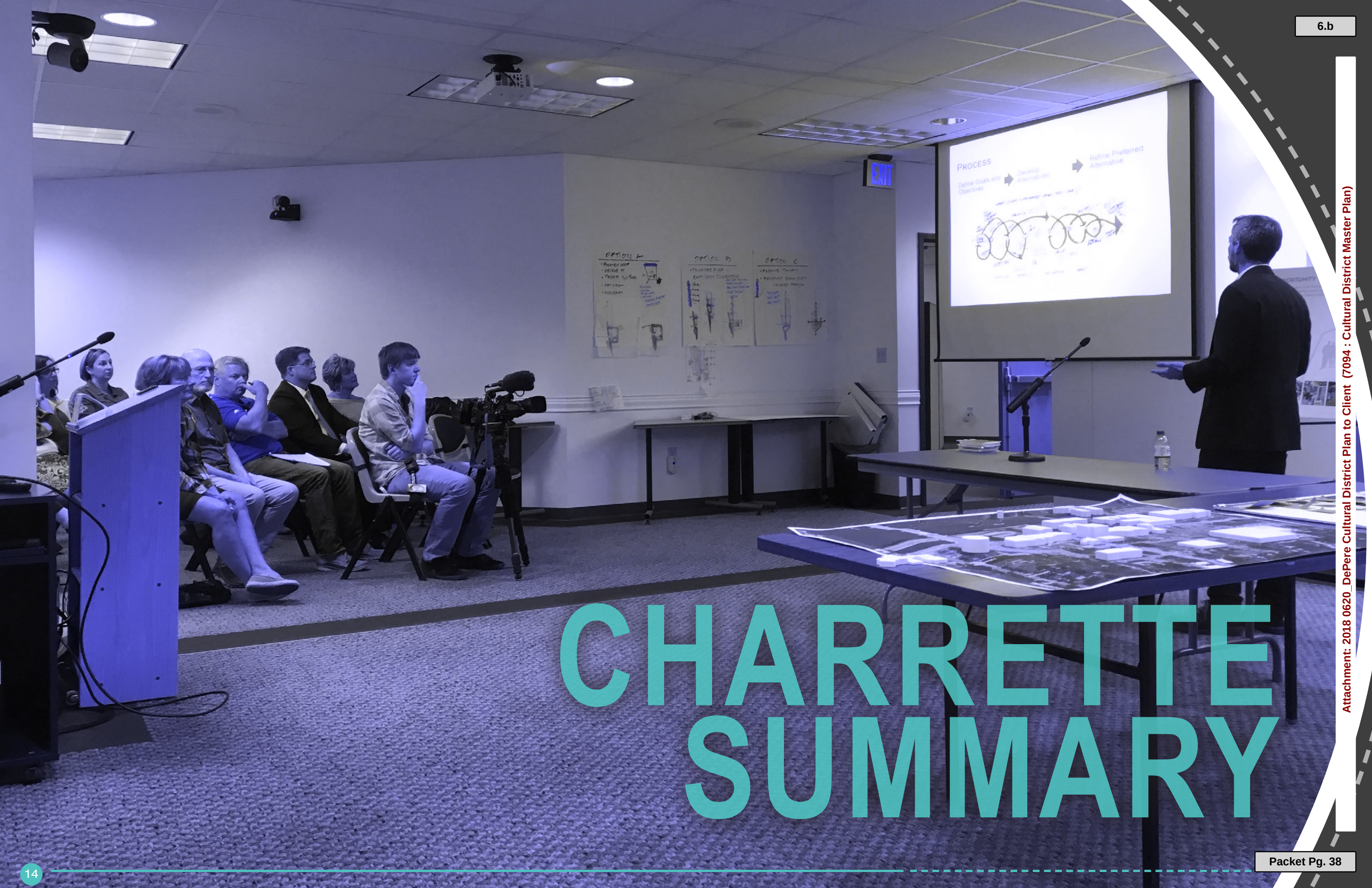


LIFEMODE GROUP: MIDDLE GROUND OLD AND NEWCOMERS

Households: 2,859,200
Average Household Size: 2.12
Median Age: 39.4
Median Household Income: \$44,900

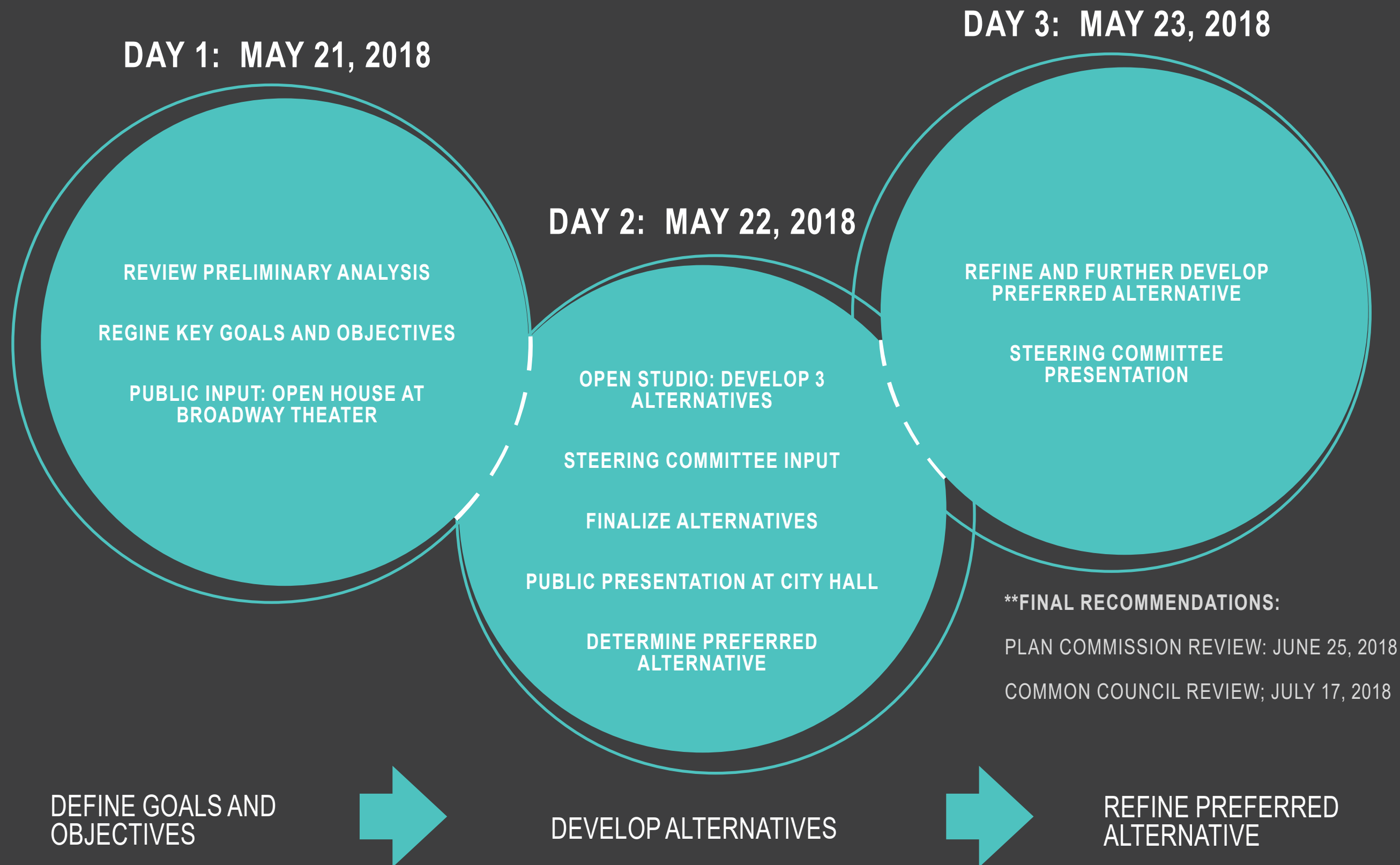
The focus is more on convenience than consumerism, economy over acquisition. Old and Newcomers is composed of neighborhoods in transition, populated by renters who are just beginning their career or retiring.

Leisure Activities						
	5 minutes		10 minutes		15 minutes	
Population 18+	12,495		42,441		123,655	
Households	6,466		21,974		65,694	
	% adults, households	MPI*	% adults, households	MPI*	% adults, households	MPI*
Product/Consumer Behavior						
Attended adult education course in last 12 months	1,059	114	3,592	114	9,674	106
Went to an art gallery in last 12 months	1,184	128	3,662	116	8,973	98
Did birdwatching in last 12 months	674	119	2,244	117	5,964	107
Played a board game in last 12 months	2,135	127	6,879	120	18,240	110
Did crossword puzzle in last 12 months	1,585	127	4,951	117	13,219	107
Attended dance performance in last 12 months	730	132	2,135	113	5,282	96
Went to museum in last 12 months	1,742	113	5,587	107	14,298	94
Attended classical music performance in last 12 months	651	130	1,924	113	4,737	96
Played musical instrument in last 12 months	961	120	3,162	116	8,259	104
Did painting/drawing in last 12 months	983	125	3,040	114	8,286	107
Did photo album/scrapbooking in last 12 months	798	118	2,449	106	6,836	102
Did photography in last 12 months	1,512	117	4,850	110	13,011	101
Went to live theater in last 12 months	1,932	119	6,044	109	15,452	96
Bought a digital book in last 12 months	1,977	112	6,677	111	17,686	101
Bought book in last 12 months at bookstore (not B&N)	1,798	129	5,405	114	14,521	105
*An MPI (Market Potential Index) measures the likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.						



CHARRETTE SUMMARY

CHARRETTE SCHEDULE AND PROCESS



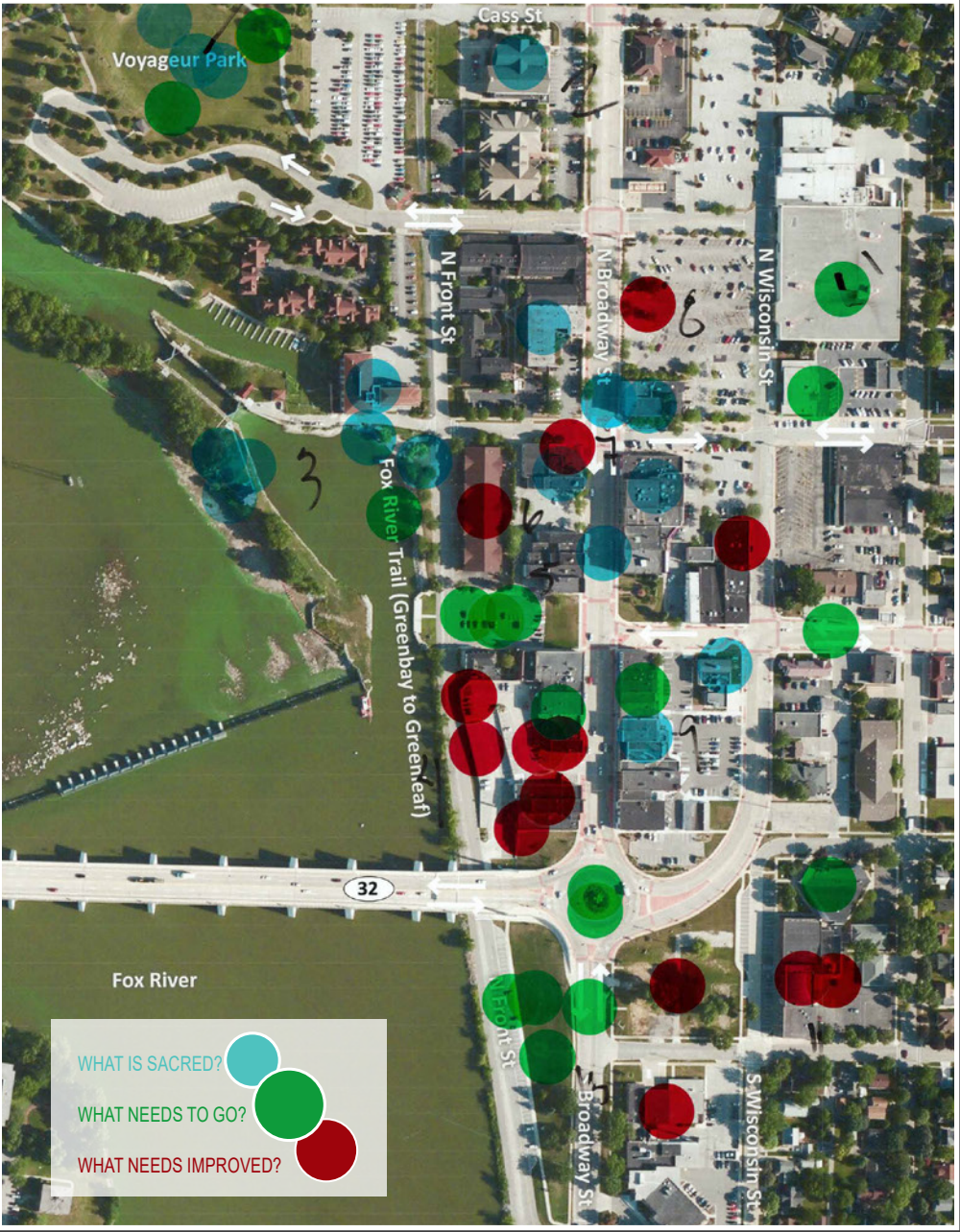
The charrette format creates a condensed process that enables multiple participants to work together and react to a design as it is being developed in real time. The foundation of the charrette process is to establish a thorough understanding of the existing conditions, context, and proposals that will affect the project. Significant stakeholder outreach creates an opportunity for the design team to be flexible and react to live feedback. Outreach was conducted as follows.

- Background Document and Market Research
- Site Visit
- Steering Committee Meeting
- Key Stakeholder Meetings

- Multiple Steering Committee Meetings
- Day 1 Open House - Downtown Goals & Objectives
- Day 2 Presentation & Open House - Concept Alternatives

Day 1 and Day 2 public meetings were advertised via the City website and social media platforms. The City also issued a press release and both meetings were covered by multiple local news stations. City staff also sent direct email invitations to stakeholders and relevant Commissions and Committees.

- City Staff Presentation to Council summarizing process and preferred alternative



REFER TO THE APPENDIX FOR ENLARGED BOARDS

GOALS AND OBJECTIVES:

The charrette preparation and the first day of the charrette are based on creating a foundation of guidance from city staff. Several key trends emerged based on guidance from city staff, conversations with the steering committee, stakeholder outreach, public input, and additional previous outreach like the Strategic Visioning and Branding Initiative which guided the design work for the area.

DEFINING SUCCESS

BASED ON INFORMATION GATHERED FROM PUBLIC INPUT SESSIONS, THE COMMUNITY DEFINES SUCCESS AS:

- Creating and enhancing community greenspace and gathering spaces
- Improving connectivity, access, engagement, and views between the downtown and the Fox River
- Providing a walkable, pedestrian friendly mix of residential and non-residential uses with sufficient and accessible parking
- Attracting and enhancing the variety of local businesses and activity at different days of the week and times of days, including dining options
- Managing traffic on Broadway and throughout downtown
- Establishing an appropriate development density that is consistent with preserving the downtown character

WATERFRONT PROGRAMMING

BASED ON INPUT GATHERED FROM PUBLIC INPUT SESSIONS, THE COMMUNITY PREFERS TO SEE THE FOLLOWING ON THE WATERFRONT:

- Improved access to the trail system, water, and waterfront views
- Dining options, including low cost restaurants, indoor/outdoor café space, beer garden / microbrewery
- Improved green space: landscaping, gardens, and rooftop use
- Additional community activities and gathering space: amphitheater, community stage, live music, art, terraced park, farmer's market
- Increased water related activities: kayak rentals, boat launch
- Additional park facilities: bike parking, seating, play equipment, splash play
- Maintain the existing character and small town feel of the riverfront
- Develop housing and renovate / redevelop vacant buildings, with lower building height to preserve river views

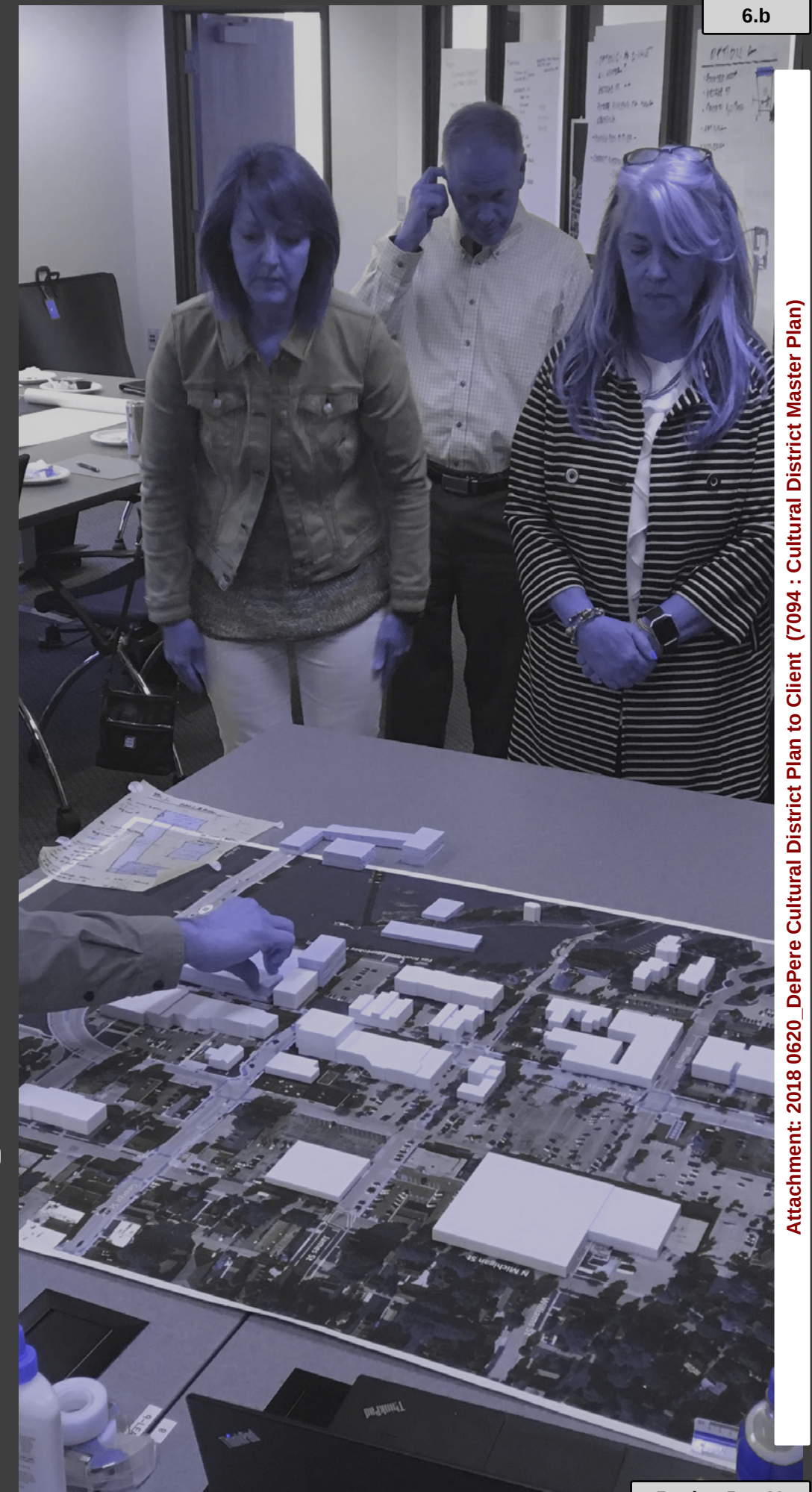
WHY A CULTURAL DISTRICT?

The project kickoff began with significant discussion about the notion of a Cultural District and whether it makes sense for the community. What was heard, and observed in the community is a growing interest in the Cultural Arts, and the potential for the Mulva Center as an anchor for a future district. However, there is not currently a significant density of cultural amenities, or a strong artist presence in the downtown. As a result, the recommendations for the project reflect a goal to create enhancements that foster economic growth and activity in the downtown while supporting the arts for the potential, future formation of a district.

CULTURAL DISTRICTS

- *Are unique to the character, community and resources available locally.*
- *Have a significant economic impact on cities, attracting businesses, tourists, and local residents to a central part of the city*
- *Can help revitalize neighborhoods and increase quality of life for residents*
- *Serve as a vehicle to assist in the support of marketing of local non-profit cultural organizations*
- *Serve as a focal point to brand a city's unique cultural identity and embrace its historic significance*
- *Sometimes have formal boundary lines with specific zoning ordinances and economic tax incentives*
- *Might have informal, unofficial boundaries that become a focal marketing point to cluster arts organizations*

From Americans for the Arts



6.b



EXPLORATION

Three concept alternatives proposed options for public realm enhancements as well as development scenarios for the Front Street Block. Public realm enhancements focused on existing city owned property, including parks, parking lots and rights of way. While the project reviewed redevelopment throughout the east side of Downtown, the development scenarios focused on the Front Street block due to the site's proximity to the river and recent development proposals.

The initial concepts are designed to explore ideas and challenge solutions to determine what resonates with the community and what doesn't. Certain aspects of one concept are often combined with another when reaching a final recommendation.

The following sheets describe the big idea behind the concept with a short description and list of design drivers, which are the key objectives and patterns that form the basis of the approach.

**DAY
2**

PUBLIC REALM CONCEPTS

OPTION A: ART WALK

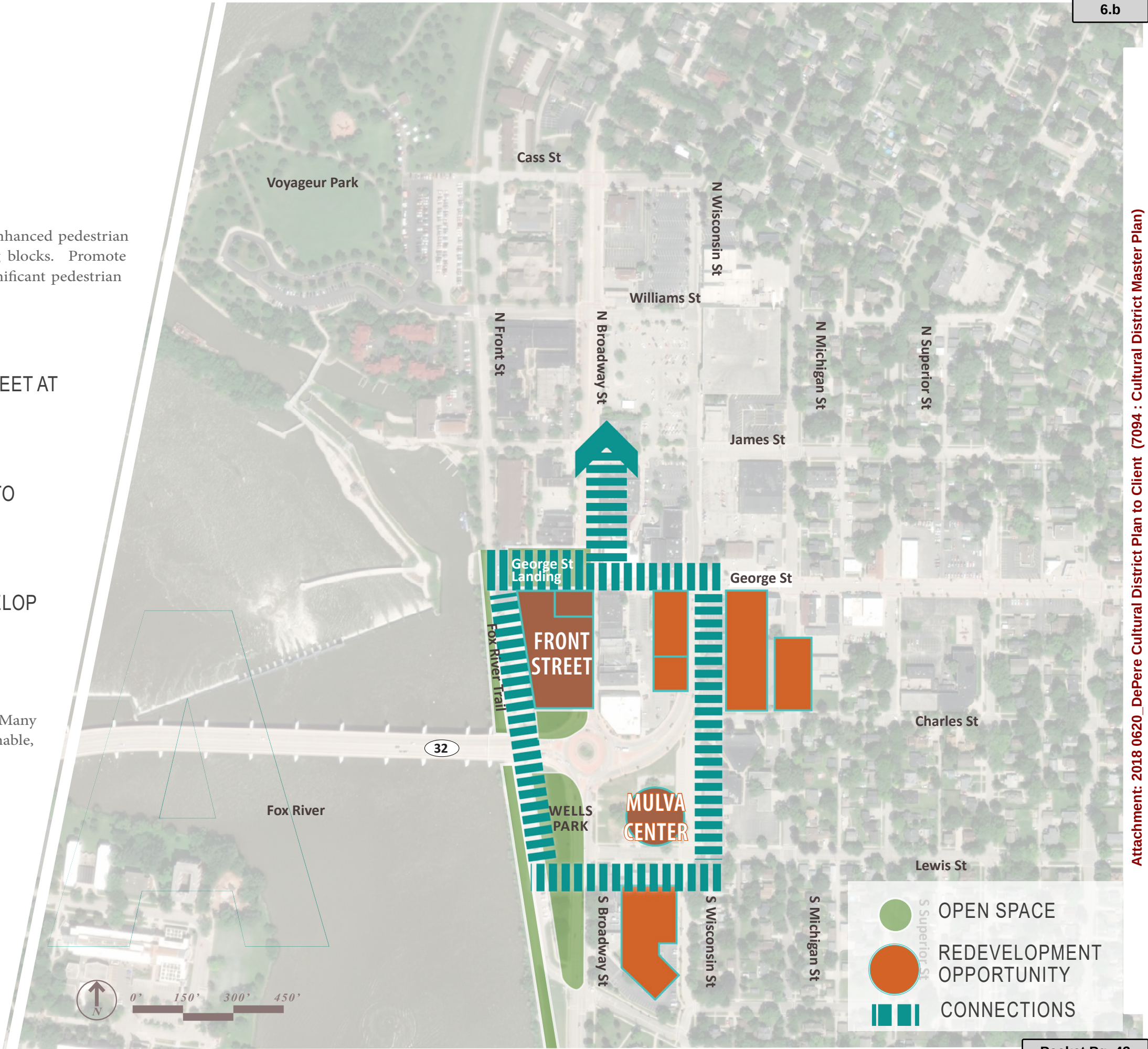
Invest in the four block area centered on the roundabout to create an enhanced pedestrian zone and art walk that connects the Mulva center to the surrounding blocks. Promote redevelopment of the adjacent blocks and enhance George Street as significant pedestrian destination.

DESIGN DRIVERS:

- 1. PEDESTRIAN CENTRIC CORE ZONE WITH SHARED STREET AT GEORGE STREET
- 2. CONNECT GEORGE STREET TO ISLAND
- 3. REDUCE VEHICULAR ACCESS ALONG FRONT STREET TO ENHANCE PEDESTRIAN CHARACTER AND ACCESS
- 4. MAXIMIZE DENSITY AROUND CORRIDOR
- 5. IMPROVE PEDESTRIAN CROSSING AT LEWIS AND DEVELOP WELLS PARK

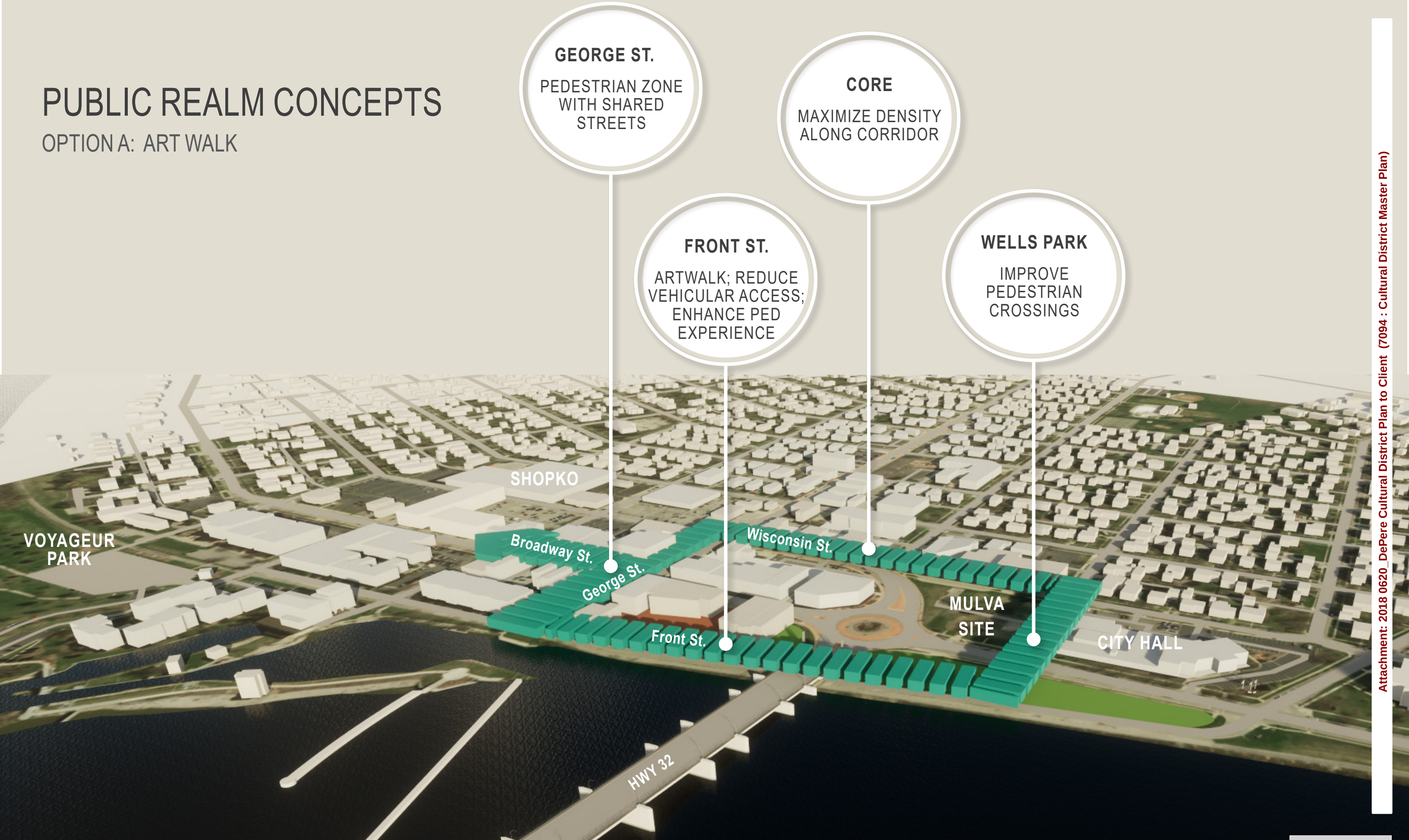
PUBLIC INPUT:

This concept received the fewest votes of the three concepts presented. Many residents appreciated the focus on George Street because it seemed attainable, but many others felt the downtown was shifted too far south.



PUBLIC REALM CONCEPTS

OPTION A: ART WALK





STREET AS PLACE



PUBLIC REALM CONCEPTS

OPTION B: LAND AND WATER

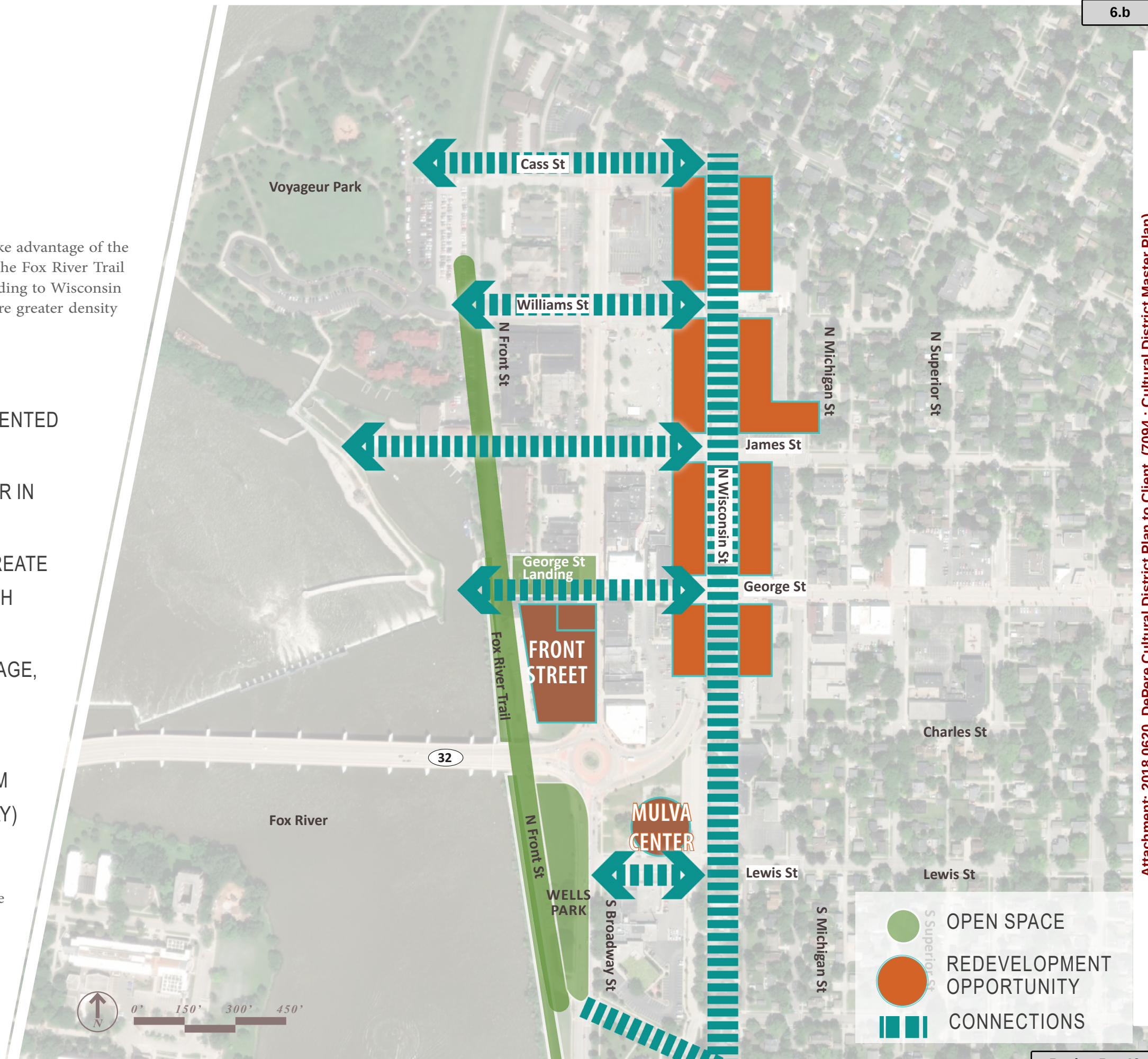
Invest in the wealth of public property at the edge of the Fox River to take advantage of the City's most valuable resource. Promote entries to the city and parks at the Fox River Trail intersection and improve pedestrian connections east into the city, extending to Wisconsin Street. Prioritize redevelopment opportunities on Wisconsin Street where greater density can be added without impacting river views.

DESIGN DRIVERS:

1. ENHANCE RIVERFRONT AREAS WITH PEDESTRIAN ORIENTED SPACES
2. CONTINUE PATTERN OF LOW HEIGHT ALONG THE RIVER IN ORDER TO PRESERVE VIEWS.
3. FOCUS DEVELOPMENT DENSITY ON WISCONSIN TO CREATE PEDESTRIAN ORIENTED 'OFF-BROADWAY' ON AXIS WITH MULVA CENTER
4. STRENGTHEN EAST / WEST CONNECTIONS WITH SIGNAGE, LANDSCAPE, STREETSCAPE ELEMENTS
5. DISPERSE PARKING
6. CONSIDER ENHANCED EAST/WEST CONNECTION FROM RIVER TO MULVA CENTER (OVER OR UNDER BROADWAY)

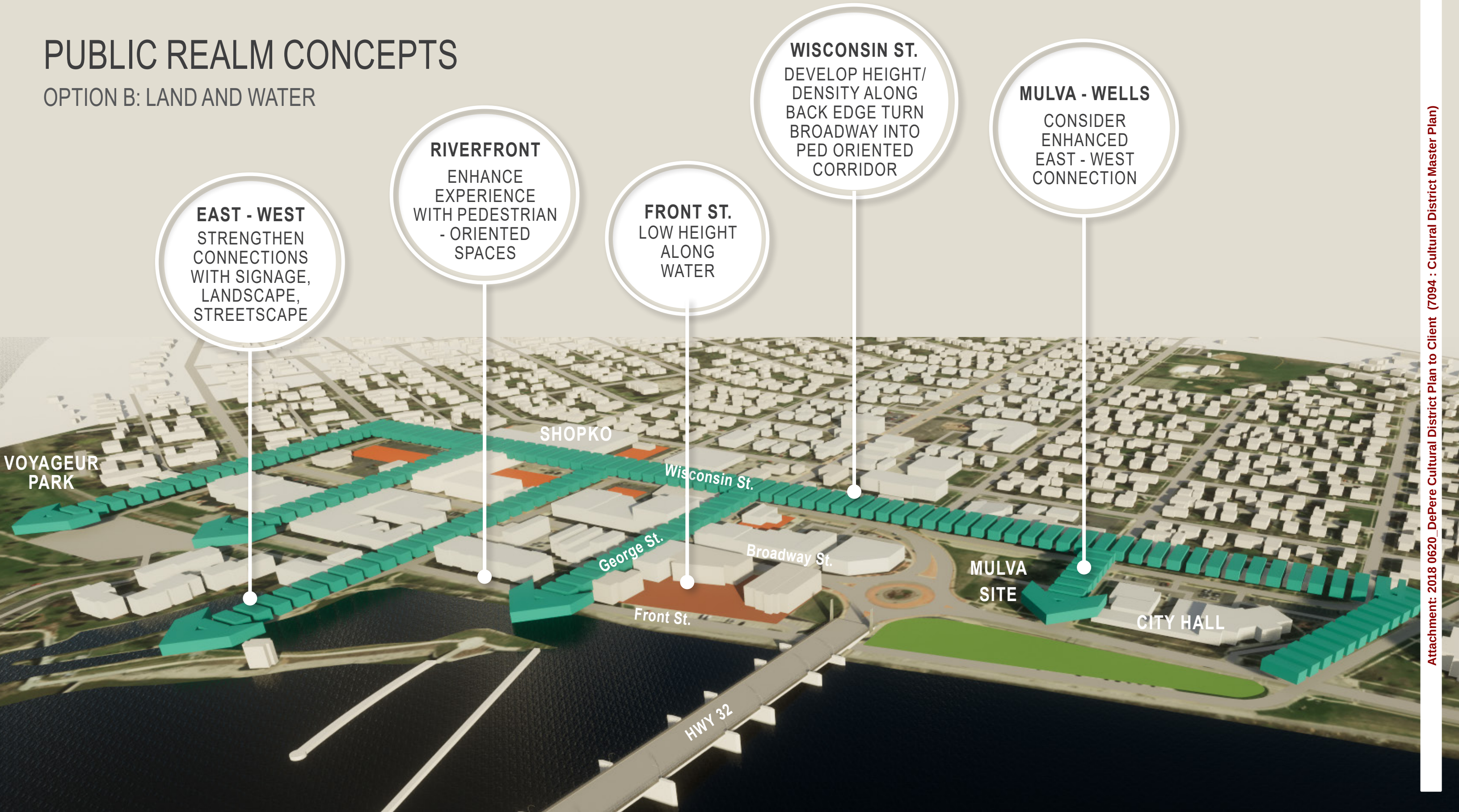
PUBLIC INPUT:

This options received the most votes from the community. Many people favored the focus on the public realm along the Fox River as well as enhanced connections from the river to downtown. This option also seemed the most implementable in the short term.



PUBLIC REALM CONCEPTS

OPTION B: LAND AND WATER



EAST - WEST
STRENGTHEN
CONNECTIONS
WITH SIGNAGE,
LANDSCAPE,
STREETSCAPE

RIVERFRONT
ENHANCE
EXPERIENCE
WITH PEDESTRIAN
- ORIENTED
SPACES

FRONT ST.
LOW HEIGHT
ALONG
WATER

WISCONSIN ST.
DEVELOP HEIGHT/
DENSITY ALONG
BACK EDGE TURN
BROADWAY INTO
PED ORIENTED
CORRIDOR

MULVA - WELLS
CONSIDER
ENHANCED
EAST - WEST
CONNECTION



PUBLIC REALM CONCEPTS

OPTION C: RE-ROUTE BROADWAY

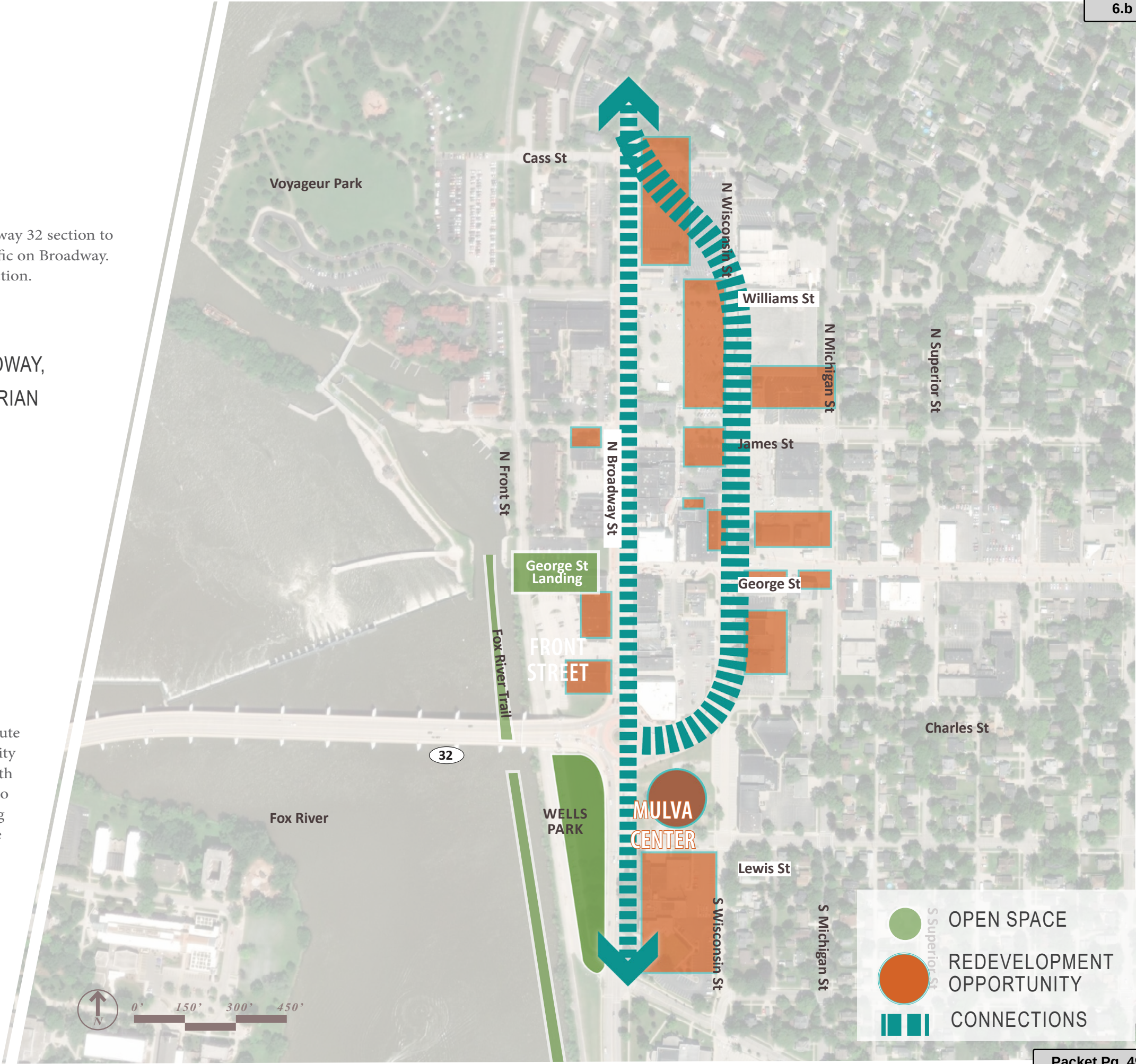
Make pedestrians a priority on Broadway by splitting off a Business Highway 32 section to alleviate the sharp right turn for trucks at the roundabout and reduce traffic on Broadway. Focus public realm efforts along Broadway and narrow the street cross section.

DESIGN DRIVERS:

- 1. CREATE A PEDESTRIAN ORIENTED SECTION OF BROADWAY, WITH 2 LANES OF TRAFFIC AND SUBSTANTIAL PEDESTRIAN STREETScape AMENITIES.
- 2. REROUTE TRUCK TRAFFIC TO WISCONSIN.
- 3. BOOKEND NORTH END OF DOWNTOWN WITH A COMPLEMENTARY ANCHOR DEVELOPMENT AND STRUCTURED PARKING TO CREATE A DISTRICT FEEL.
- 4. DEVELOP RIVERFRONT PARKS WITH 3 FOCUSED CONNECTIONS

PUBLIC INPUT:

Many residents were intrigued with the notion of creating an alternate route along Wisconsin for large truck traffic. They were fond of the opportunity for pedestrian enhancements along Broadway that would be provided with this option, but some were concerned that this option may be difficult to implement in the short term. A general discussion took place about pulling certain features from all three concepts and integrating into one cohesive scheme.



PUBLIC REALM CONCEPTS

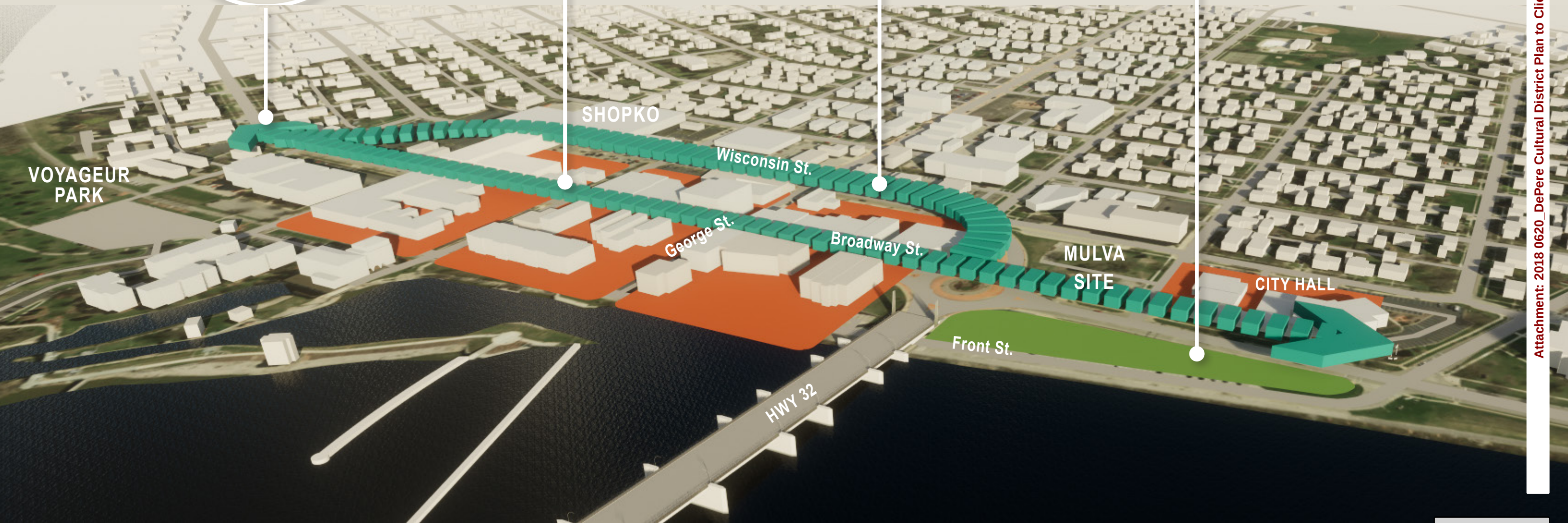
OPTION C: RE-ROUTE BROADWAY

NORTH
COMPLIMENTARY
CULTURAL ANCHOR
AT NORTH END OF
DOWNTOWN

BROADWAY ST.
PEDESTRIAN -
FOCUSED WITH
TWO LANES AND
STREETScape
AMENITIES

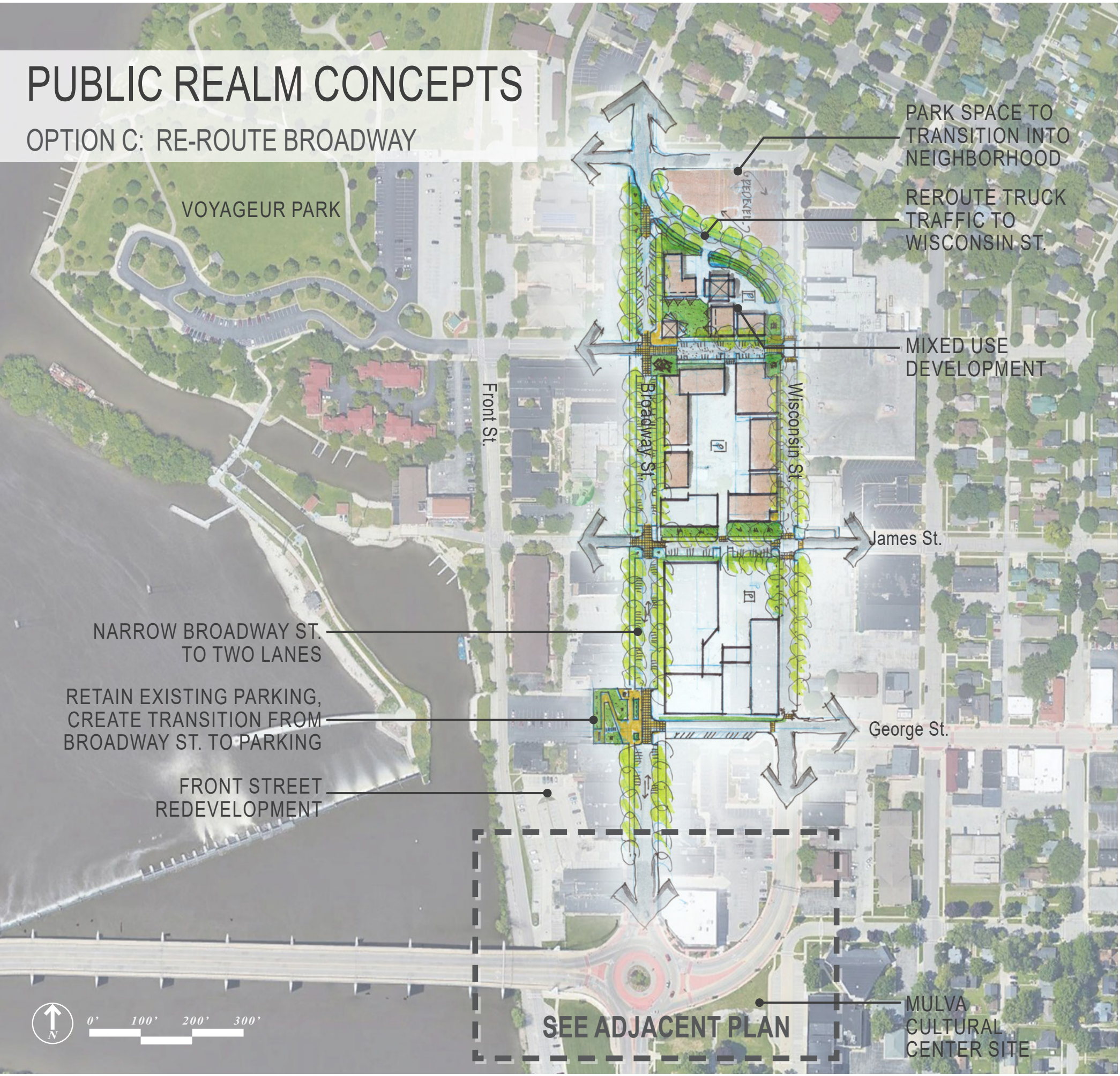
WISCONSIN ST.
REROUTE
VEHICULAR AND
TRUCK THROUGH
TRAFFIC

RIVERFRONT
DEVELOP
RIVERFRONT PARKS
WITH FOCUSED
CONNECTIONS



PUBLIC REALM CONCEPTS

OPTION C: RE-ROUTE BROADWAY



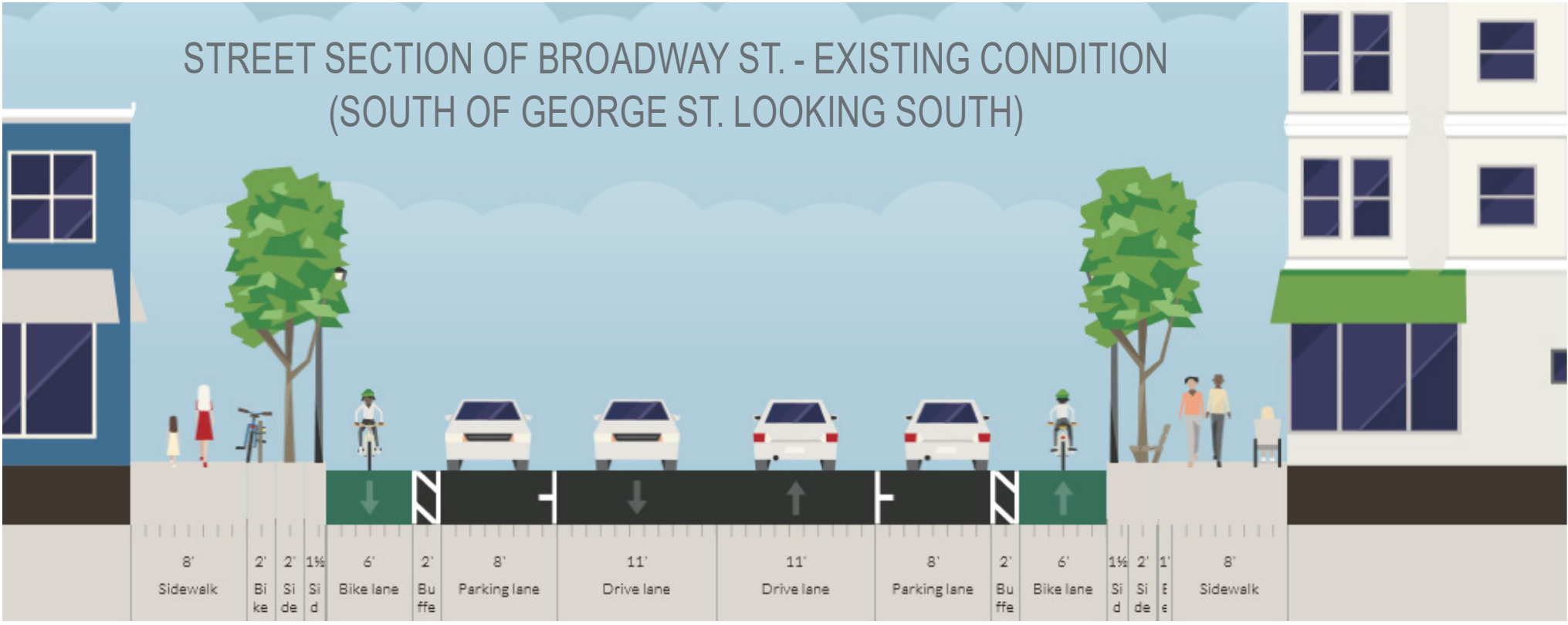
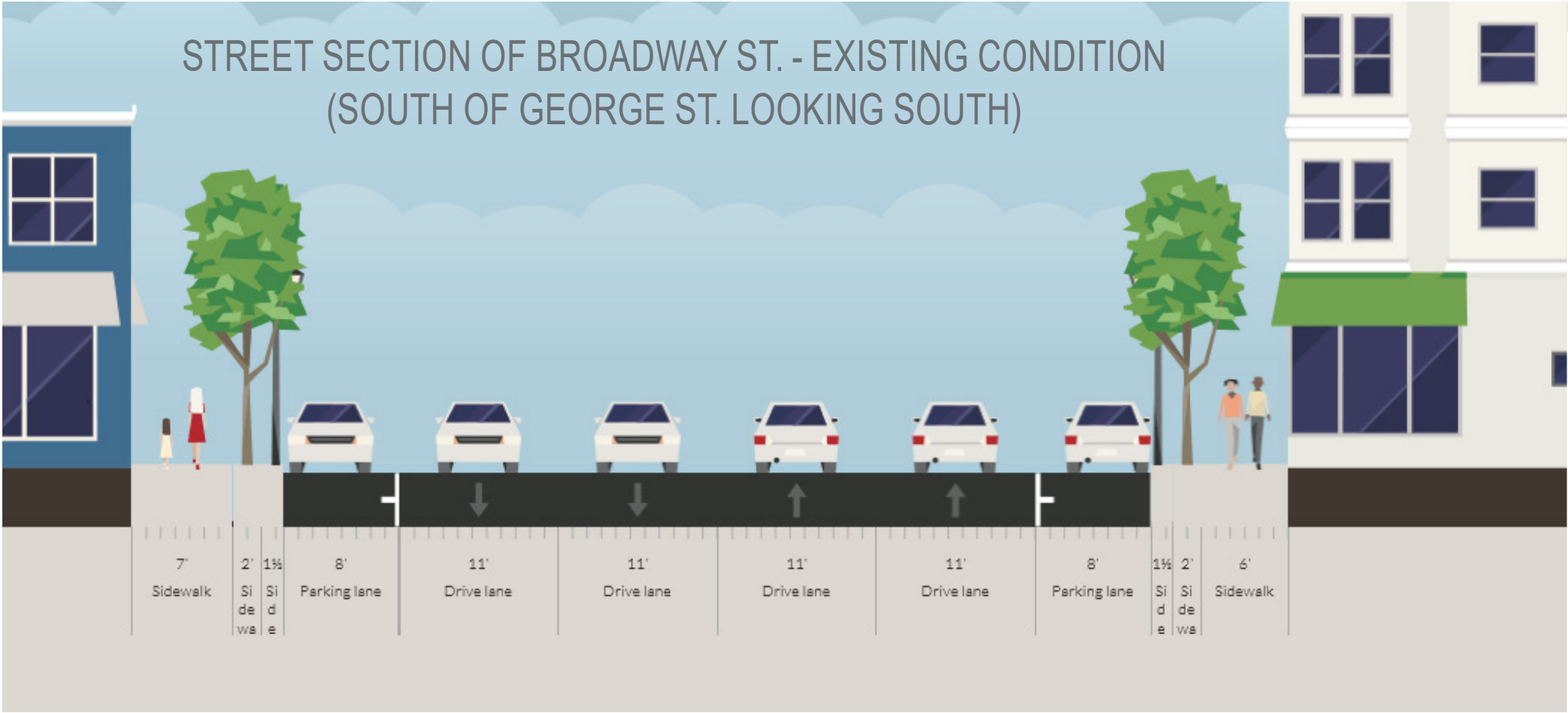
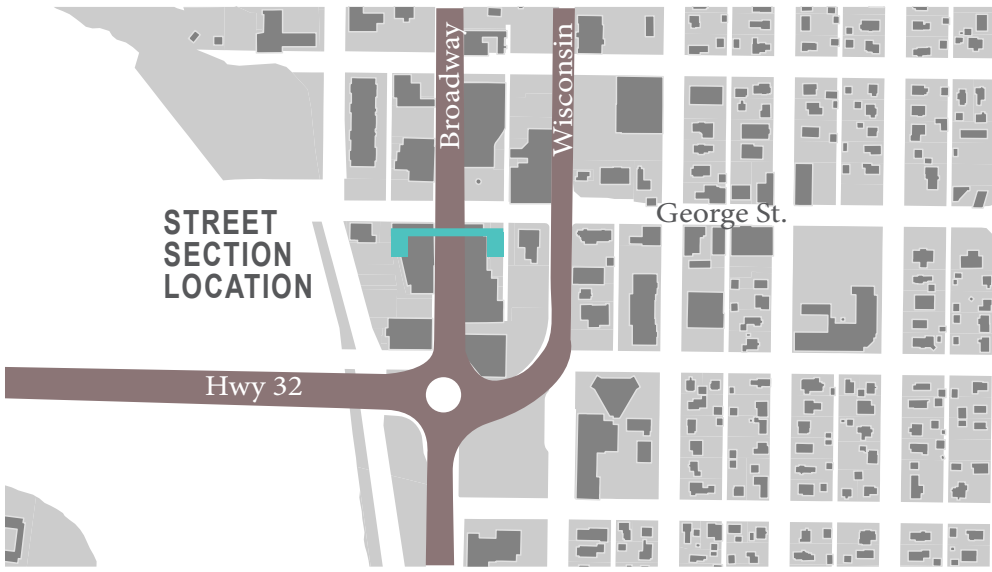
ALTERNATIVE CONCEPT:

REROUTE TRAFFIC EAST OF MULVA CENTER, WOULD REQUIRE CITY HALL/ FIRE/ POLICE RELOCATION



STREET SECTIONS

Splitting large truck and vehicular traffic to a Business Hwy 32 along Wisconsin allows narrowing of the Broadway street section creating a calmer and more traversable street. Reducing Broadway to one vehicular lane in either direction allows for sidewalk expansion from 6' to 8', allows a new 6' bike lane on both sides, and a 2' buffer with an 8' wide on street parallel parking lane to shelter pedestrians and bikers for moving automobile traffic.



DEVELOPMENT SCENARIOS

The design team explored potential development scenarios for the Front Street block to determine possibilities and create a deeper understanding of the challenges of the site. The team worked through physical design concepts simultaneously with a financial model to understand and evaluate development scenarios during the design charrette.

Conceptual alternatives were designed and developed with input and feedback from the steering committee to understand how the block might fit with the vision for the downtown. Given thin operating incomes, other strategies may be needed when site redevelopment occurs, and could include incentive options or different city participation and a strategic approach to density and land use.

The preferred alternative is a study of a potential development scenario, but the reality is any future proposals for private development will not look exactly like the study. The preferred alternative includes objectives to be considered in order to help decision makers determine if future development aligns with plan vision.

The block is challenging to develop per the current zoning code. In particular the parking requirements may necessitate a public/private partnership due to the costs of structured parking. The concepts seek to balance a feasible development with the context of the project goals (Fox River Views and preserving downtown character) and the realities of the current market, which indicates low demand for retail or office. In addition the market for residential absorption along Broadway could be challenged due to vehicular traffic and road adjacency.

Given all of the secondary zone should also be considered as area to promote height and density in a manner that fits the downtown goals.



DEVELOPMENT SCENARIOS

FRONT STREET BLOCK

Based on the input received from the public, and at the direction of the steering committee, several concepts were explored to determine what a low-density option could look like in the downtown and how it might be financially viable.

CONCEPT 1: GALLERIA

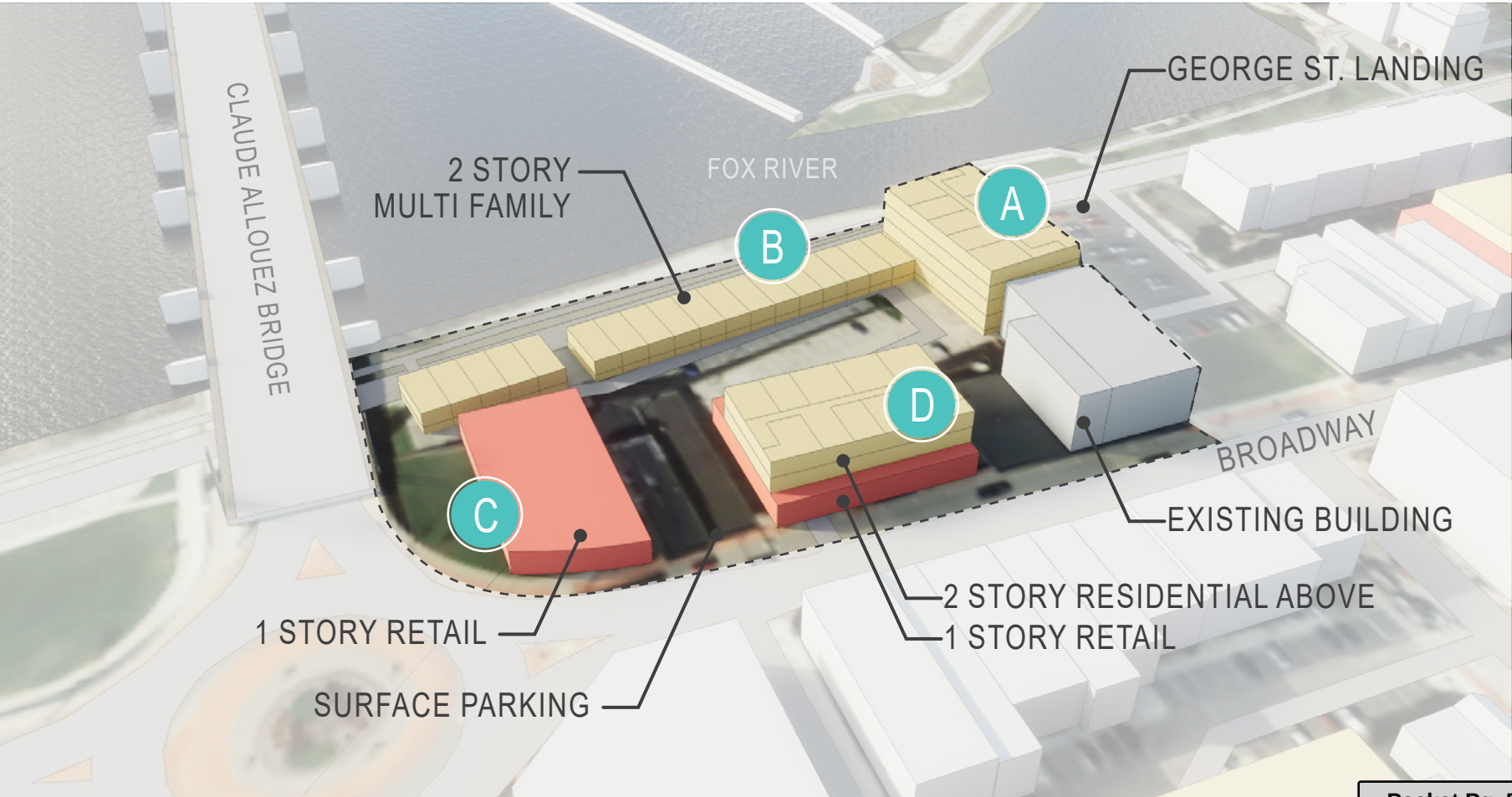
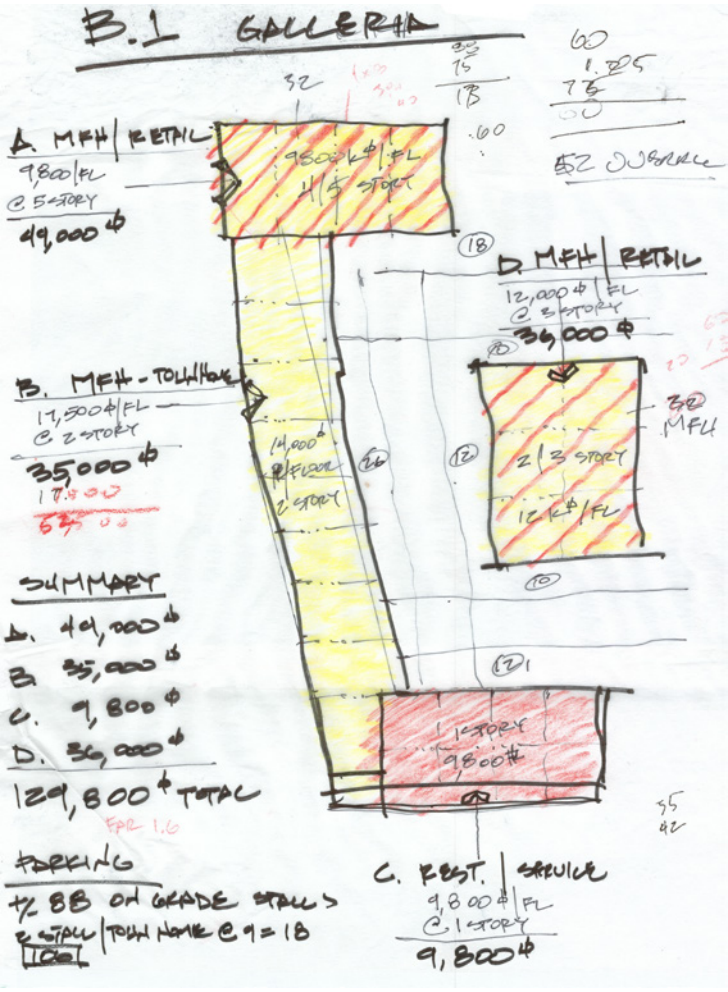
The Galleria concept wrapped the site on three sides and had a free standing center building facing Broadway St. with a driveway and surface parking in a horseshoe shape through the development to capitalize on the rivers views and adjacency to George Street Landing. The concept features an anchor restaurant near the roundabout, two multi-family/retail mixed used buildings and a single row of townhomes.

BUILDING	MFH(SF)	RETAIL(SF)	TOTAL
A	39,200	9,800	49,000
B	35,000	-	35,000
C	-	9,800	9,800
D	24,000	12,000	36,000
TOTAL	98,200	31,600	129,800

PARKING	MFH RESIDENT	MFH VISITOR	RETAIL
PARKING RATIO	1.00/UNIT	.25/UNIT	1.1/1,000 SF*
PARKING STALLS PROVIDED	60	20	8
TOTAL FOR MFH AND RETAIL			88 STALLS
PLUS 2 STALLS PER 18 TOWNHOMES			36 STALLS
TOTAL	106 TOTAL STALLS		

* RETAIL PARKING RATIO INCLUDES MFH VISITOR STALLS

With 78 units of residential (60 apartments and 18 townhomes) and 31,600 sq. ft. of commercial space, this example arrives at a very thin positive Net Operating Income and reaches a payback of a 25% public TIF incentive after 18 years.



DEVELOPMENT SCENARIOS

FRONT STREET BLOCK CONCEPT 2: THE SPLIT BAR

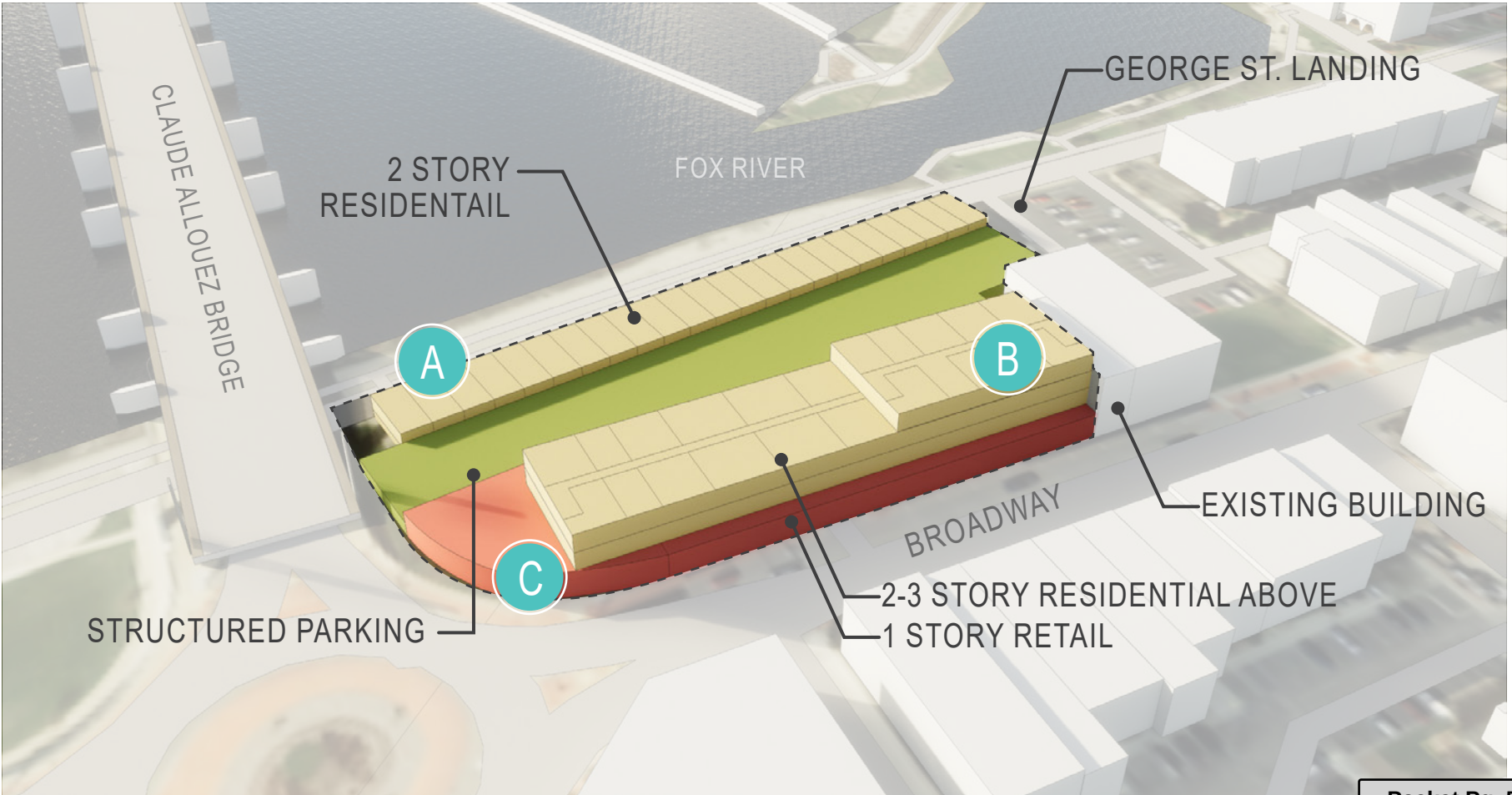
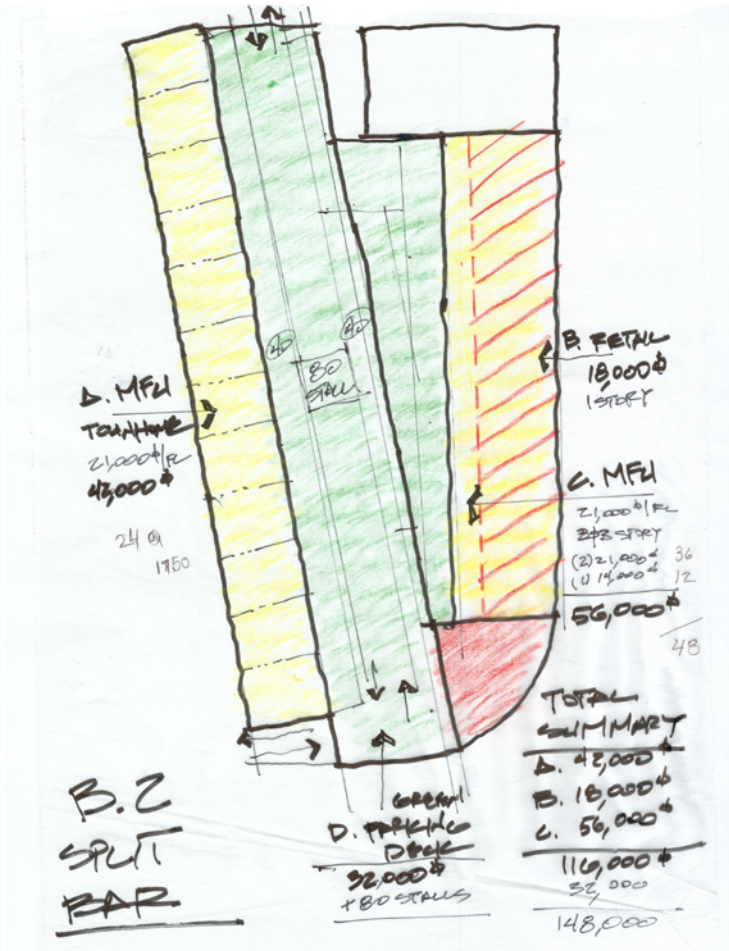
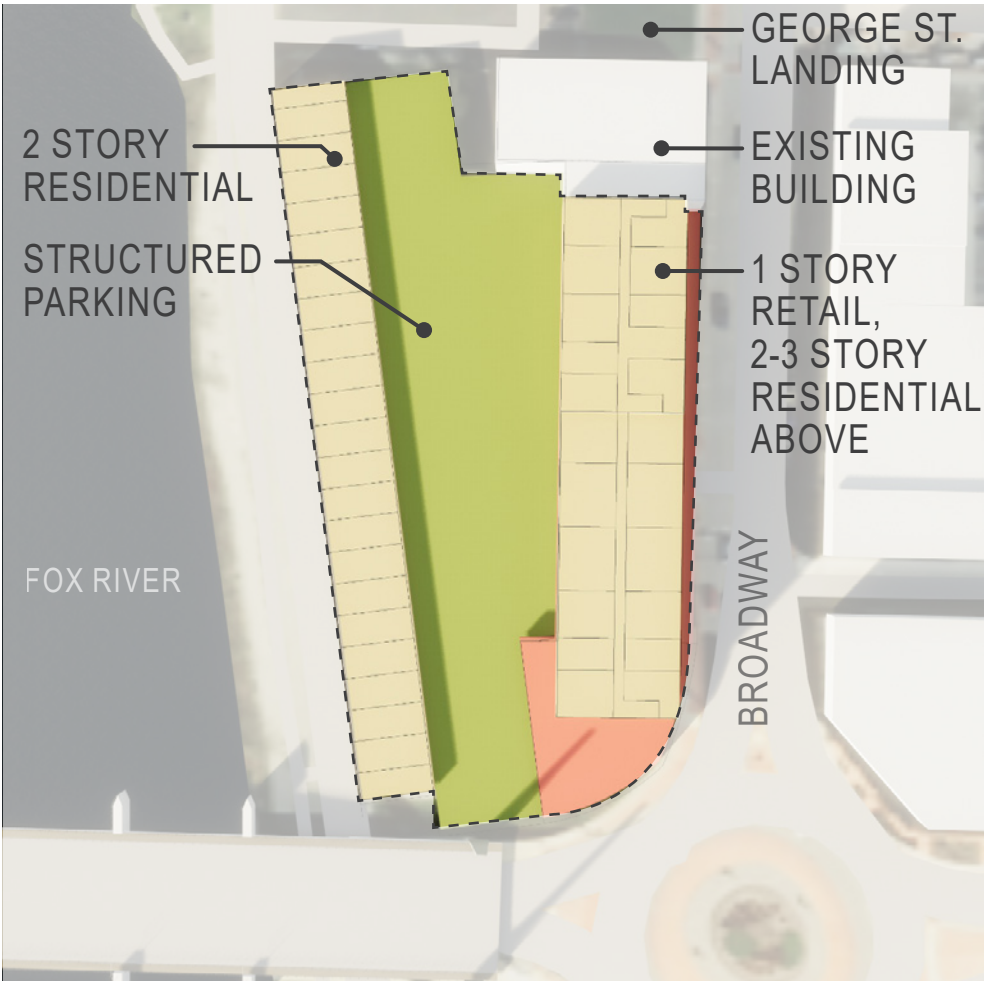
The Split Bar concept was created as an alternative with structured parking, and has a continuous two story facade along Broadway that includes retail on the ground floor and multi-family above. It is a layout designed for massing purposes which had a set of buildings facing the river and a set of buildings facing Broadway St. and a parking structure between. An anchor retail tenant occupies the corner at the roundabout. A green parking structure connects to the townhomes, creating an opportunity to remove driveways from Front Street and create a pedestrian zone or green alley.

BUILDING	MFH(SF)	RETAIL(SF)	TOTAL
A	42,000	-	42,000
B	-	18,000	18,000
C	56,000	-	56,000
PARKING	-	-	32,000
TOTAL	98,000	18,000	148,000

PARKING	MFH RESIDENT	MFH VISITOR	RETAIL
PARKING RATIO	1.00/UNIT	.25/UNIT	1.8/1,000 SF*
PARKING STALLS PROVIDED	48	12	20
TOTAL FOR MFH AND RETAIL			80 STALLS
PLUS 2 STALLS PER 12 TOWNHOMES			24 STALLS
TOTAL	104 TOTAL STALLS		

* RETAIL PARKING RATIO INCLUDES MFH VISITOR STALLS

This example had 48 apartments, 18 townhomes and 18,000 sq. ft. of commercial space with only 80 parking stalls. With a TIF incentive of 25%, this example barely ekes out a positive Net Operating Income and has a 19-year payback period on the incentive.



PREFERRED ALTERNATIVE

Based on input from the public meeting and direction provided by the steering committee, the Public Realm Option B (Land and Water) and The Galleria Development Scenario were selected as the Preferred Alternative. The design team studied these areas in more detail to explore how the riverfront could be leveraged as an asset over the next five years. Converting Broadway to a pedestrian focused road by rerouting truck and vehicular traffic to Wisconsin remains a long term vision the city could like to explore. The overall project goals were refined as follows:

PROJECT GOALS

MAKE DOWNTOWN A DESTINATION THAT:

- Attracts more residents and visitors
- Has an increase vibrancy and vitality
- Is connected to the Fox River
- Is a walkable and unified district
- Provides ample opportunity for public art and cultural amenities

LEVERAGE THE POTENTIAL MULVA CULTURAL CENTER AS A CATALYST TO:

- Promote economic growth
- Emphasize cultural arts

PRESERVE THE CHARM AND QUALITY OF DOWNTOWN DE PERE BY:

- Maintaining existing historic buildings
- Complementing historic character with new development that has an appropriate scale and articulation while strategically locating higher density development to accommodate growth and preserve character
- Balance growth with change, including traffic and parking needs
- Providing a balanced program that serves all ages



PREFERRED ALTERNATIVE CORE ZONE PUBLIC REALM REFINEMENTS

The team studied the core zone along the water as based on the approach outlined in Option B with plan recommendations as follows:

GEORGE STREET LANDING:

- Maintain parking and create an elevated pedestrian deck on grade with George Street
- Create a series of outdoor rooms with art, shade, seating and entertainment elements
- Connect to the island with a pedestrian bridge
- Enable a level vehicular connection to north and south under deck at Front Street

FRONT STREET

- Close Front Street from George Street Landing to Lewis
- Walk-up townhome frontage on Front Street Block
- Add waterfront improvements (fishing, overlook, habitat, art)

WELLS PARK

- Create a connection to Mulva Center over or under Broadway
- Create a terraced plaza for small performances
- Incorporate a splash play and sculpture garden
- Add boardwalk/dock as gathering area, with a pavilion
- Provided rentable and short-term dockage
- Reconfigure parking to the south end of park
- Incorporate an educational stormwater feature

FOX RIVER TRAIL

- Maintain trail, expand signage and art opportunities to establish a De Pere 'brand' on trail



SITE SECTIONS

Sections show proposed relationships in the core zone:

GEORGE STREET LANDING

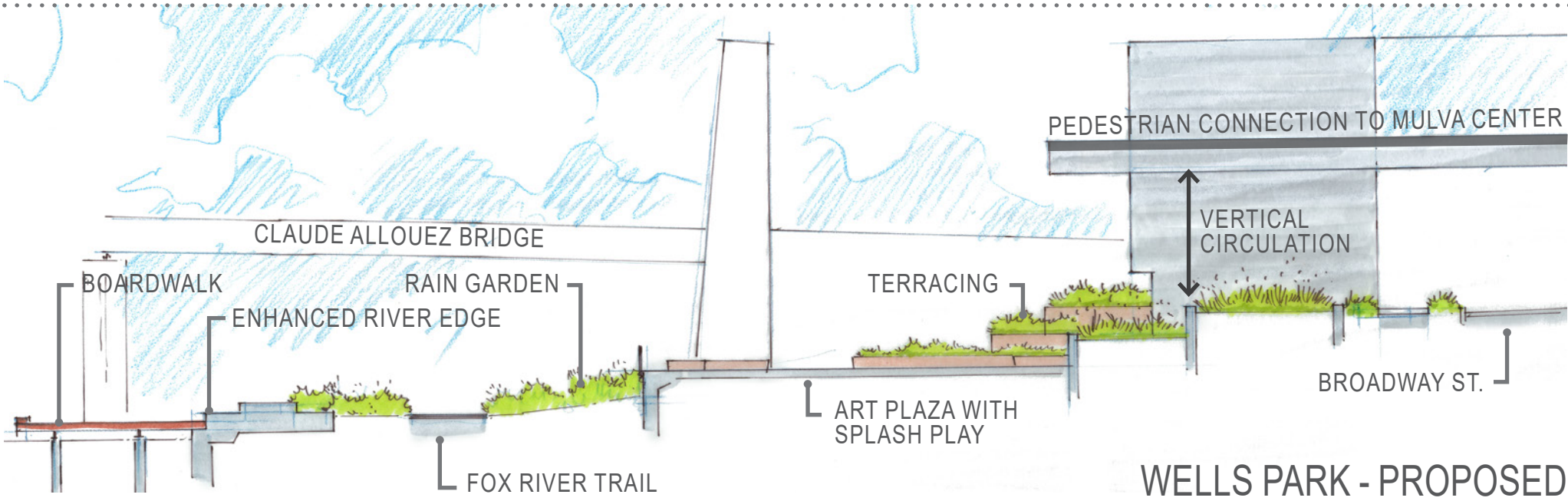
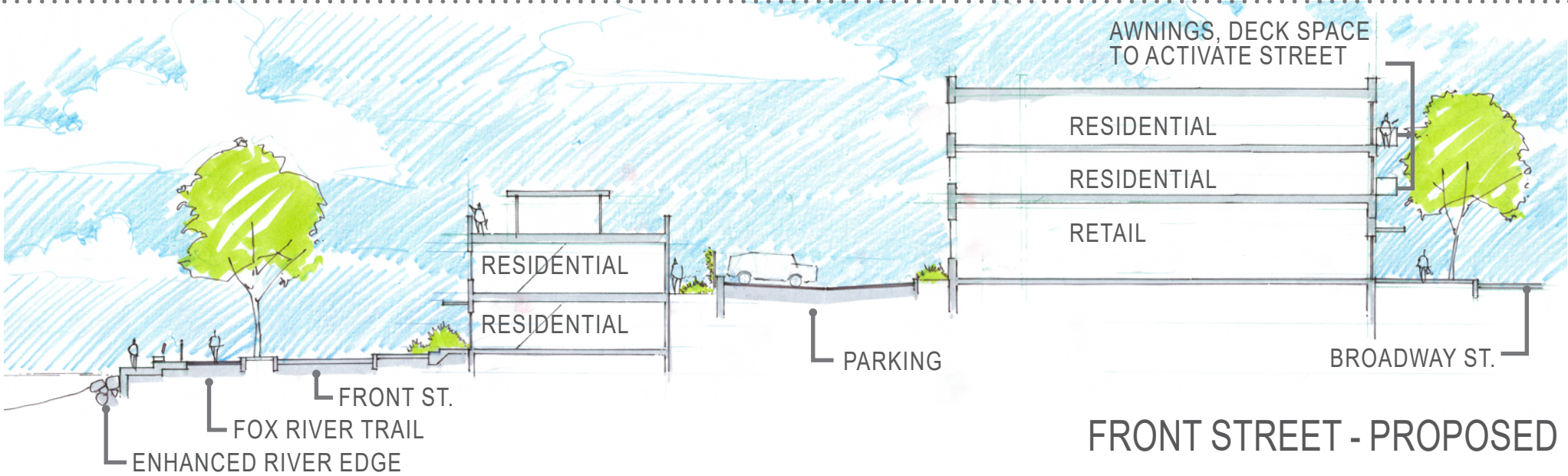
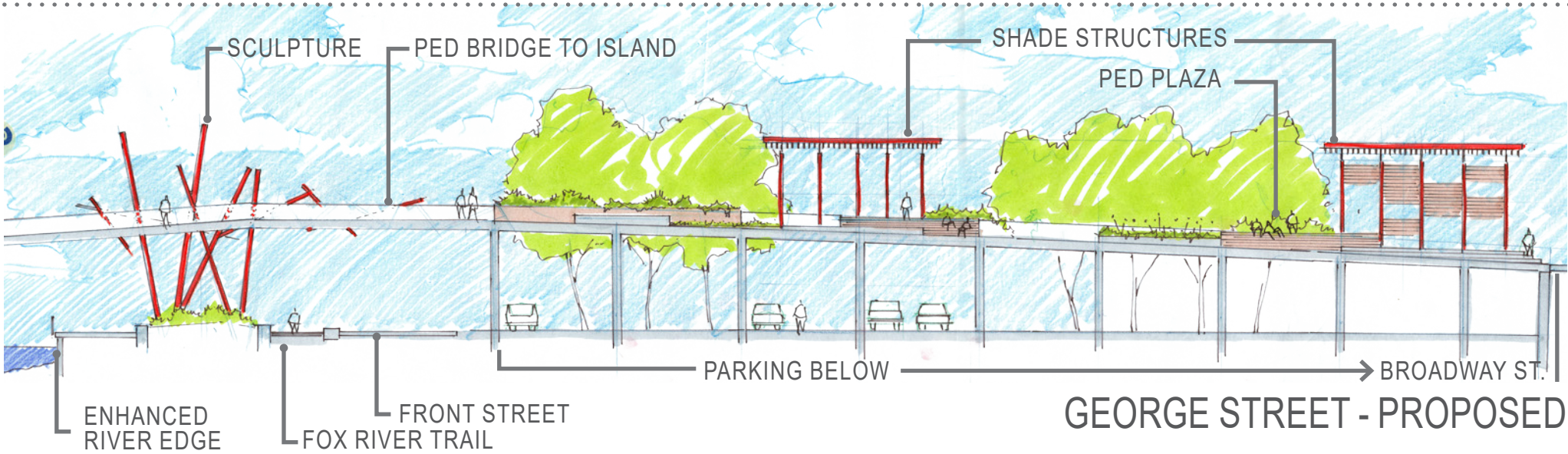
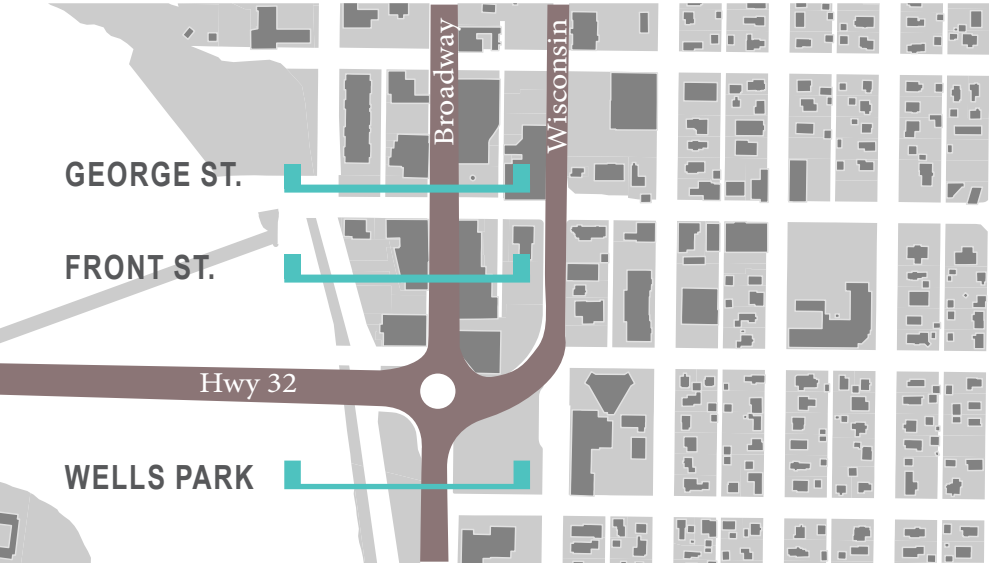
- Transition from Broadway to pedestrian overpass at river with incorporation of art and shelters

FRONT STREET

- Three story buildings on Broadway with parking behind, transitioning to two story townhomes that step down to the Fox River

WELLS PARK

- Overpass and terrace transitioning to boardwalk at the Fox River





GALLERIA MARKET SUMMARY

The Galleria massing and proforma example considers total development costs just under \$37.7 million and does not replace any public parking formerly existing on the site. The parking provided is designed to meet the needs of the commercial and residential tenants within a downtown environment that includes shared parking. If a developer provides 25% equity and the city contributes 25% of the project costs in a TIF incentive, there would be approximately \$19 million of debt in this example. With the project fully leased, the project would generate an estimated Net Operating Income of \$131,000 per year.

Because this exercise is part of a market study and not an actual development, conservative estimates were made in the context of creating working examples for high level feasibility.

RECOMMENDATION:

The commercial space proposed could house a restaurant, an upscale bar, music school, community workspace, organic grocery store, artist production/gallery/exhibit space or other large user of space which would draw people to downtown De Pere.

A note of caution: at a TIF contribution of 25% on a project of this scope and size, the payback period is 18 years. This development will not add positive net tax base until its 19th year, provided it stays leased up and the developer can cash flow the development for that length of time.



VIEW LOOKING NORTHEAST



FINAL RECOMMENDATIONS

PUBLIC REALM RECOMMENDATIONS

The preferred plan reflects the goals of the community by focusing on the its strongest asset, an extensive amount of public land in the downtown along the Fox River. The plan builds upon the goals defined by the city, community, and Steering Committee and supports the metrics established within the study.

RECOMMENDATION:

1. CREATE A RIVERWALK DISTRICT EXPERIENCE THAT HAS A DISTINCT CHARACTER AND FEEL ROOTED IN ART AND CULTURE

2. ENHANCE ENTRIES TO SPACES ALONG THE WATER, ACTIVITIES ALONG THE WATER AND RIVERFRONT EXPERIENCE

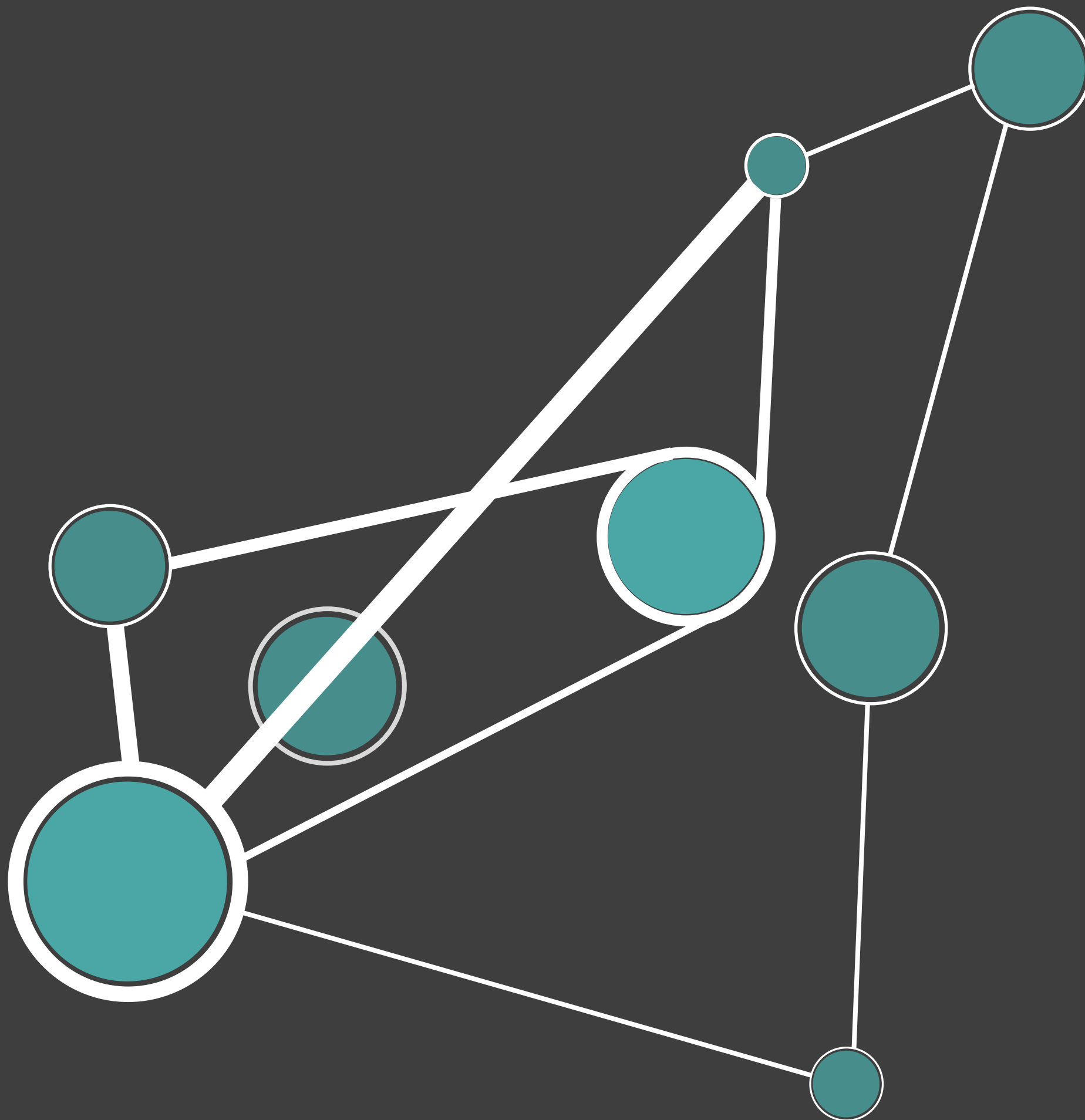
3. PROGRAM ACTIVE USES WITHIN EACH OF THE GREEN SPACES

4. INVEST IN EAST/WEST STREETS TO ENHANCE THE PEDESTRIAN EXPERIENCE ESPECIALLY:

- Develop George Street from Wisconsin Street to the river as the heart of east downtown as a shared street and overlook, connecting to the riverwalk
- Develop James Street as a secondary pedestrian focused street
- Develop an alternate connection to the Mulva Center

5. EXPLORE POTENTIAL FOR CREATING A BUSINESS HIGHWAY 32 ON WISCONSIN.

- Direct future downtown growth to increase height and density on George and Wisconsin in an appropriate manner to preserve views and character of the downtown.



PUBLIC REALM RECOMMENDATIONS

The following plans and imagery demonstrate a preferred approach to develop goals, outcomes and metrics established through the design process, and provide examples of the potential character of improvements.

Create a distinct De Pere feel to the public spaces adjacent to the Fox River Trail by improve entries to the public spaces and program active use as indicated. Enhance east to west connections between the riverwalk downtown. Explore the potential for reconfiguring truck traffic and redevelopment on Broadway. Specific recommendations for each area are as follows:

RIVERWALK

Incorporate enhanced and branded De Pere-centric signage, furniture and art along the section of the Fox River Trail adjacent to the downtown such as: wayfinding, mile markers, counters, bike parking, bike amenities, seating, lighting, and landscaping.

VOYAGEUR PARK

Incorporate kayak rental, dockage, and storage/rental structure downstream from the locks away from boat traffic and prime fishing areas. Preserve and promote Voyageur park as a north anchor of the district that provides a lush and pastoral landscape. Opportunities to fish and kayak- large gathering space.

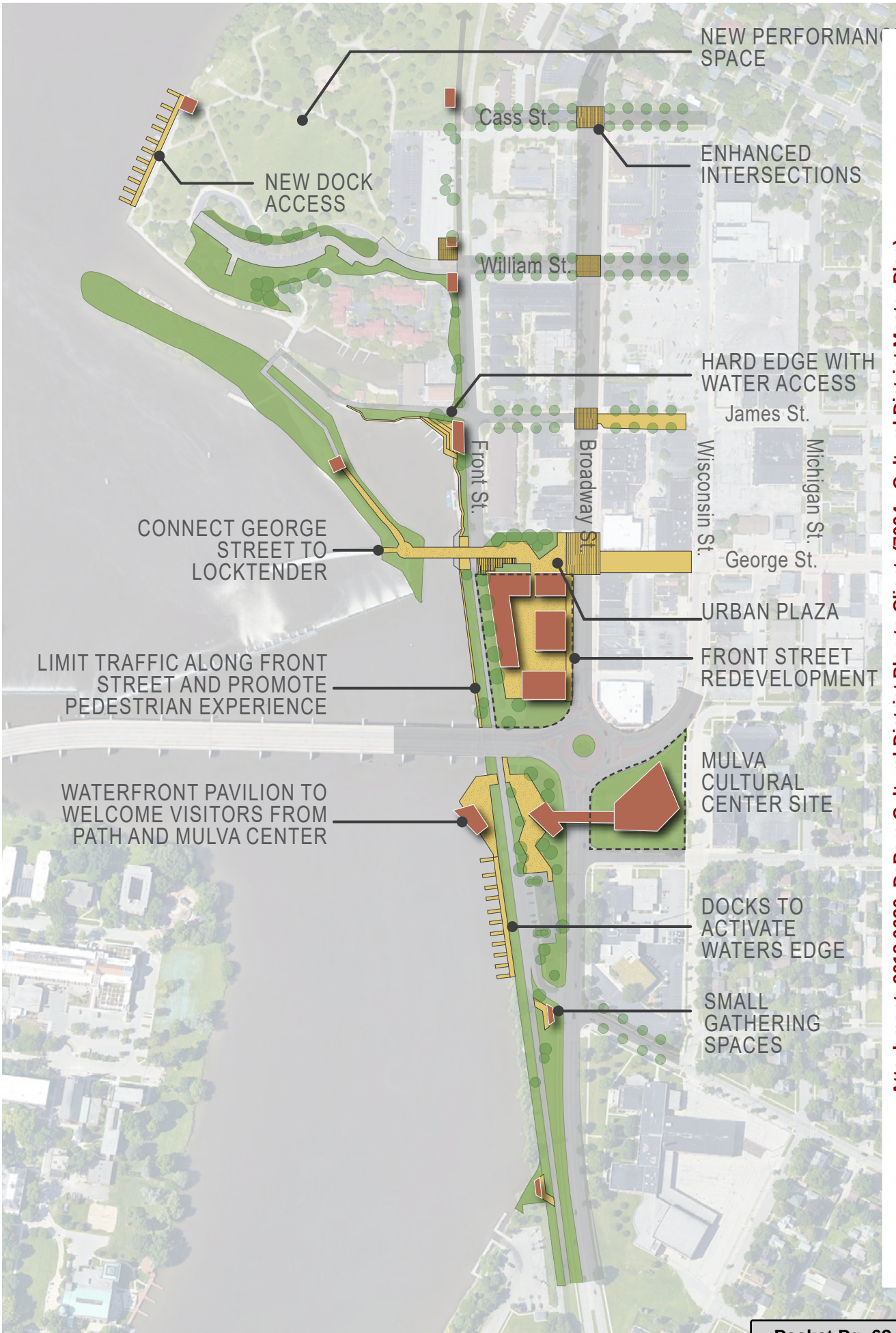
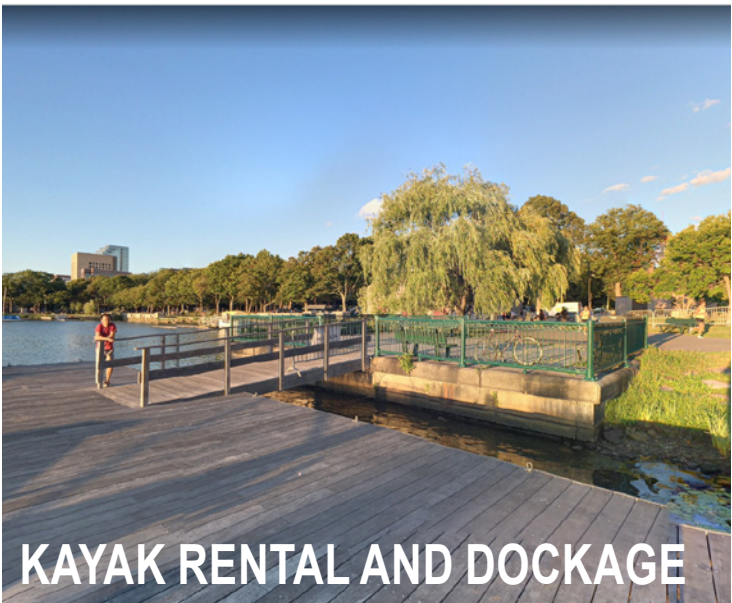
Incorporate an appropriately scaled and designed amphitheater or performance spaces.

CASS STREET

Enhance entry at Voyageur Park to make it feel welcoming and inviting (art, furniture, signage) to create an artful trailhead.

Explore potential for sidewalks and signage.

Capitalize on public spaces by utilizing green space behind library as outdoor reading room or other gathering space.



PUBLIC REALM RECOMMENDATIONS

WILLIAM STREET

Improve the Voyageur Park entry to make it feel more welcoming and intentional by incorporating signage, art and landscaping.

Improve walk connections and streetscape.



JAMES STREET

Improve small plaza at terminus of James Street as a destination. Consider a water feature or sculptural art piece to provide a connection to the Fox River to reflect on the communities history and enhance seating and shoreline between James and George Streets. Add signage and art.

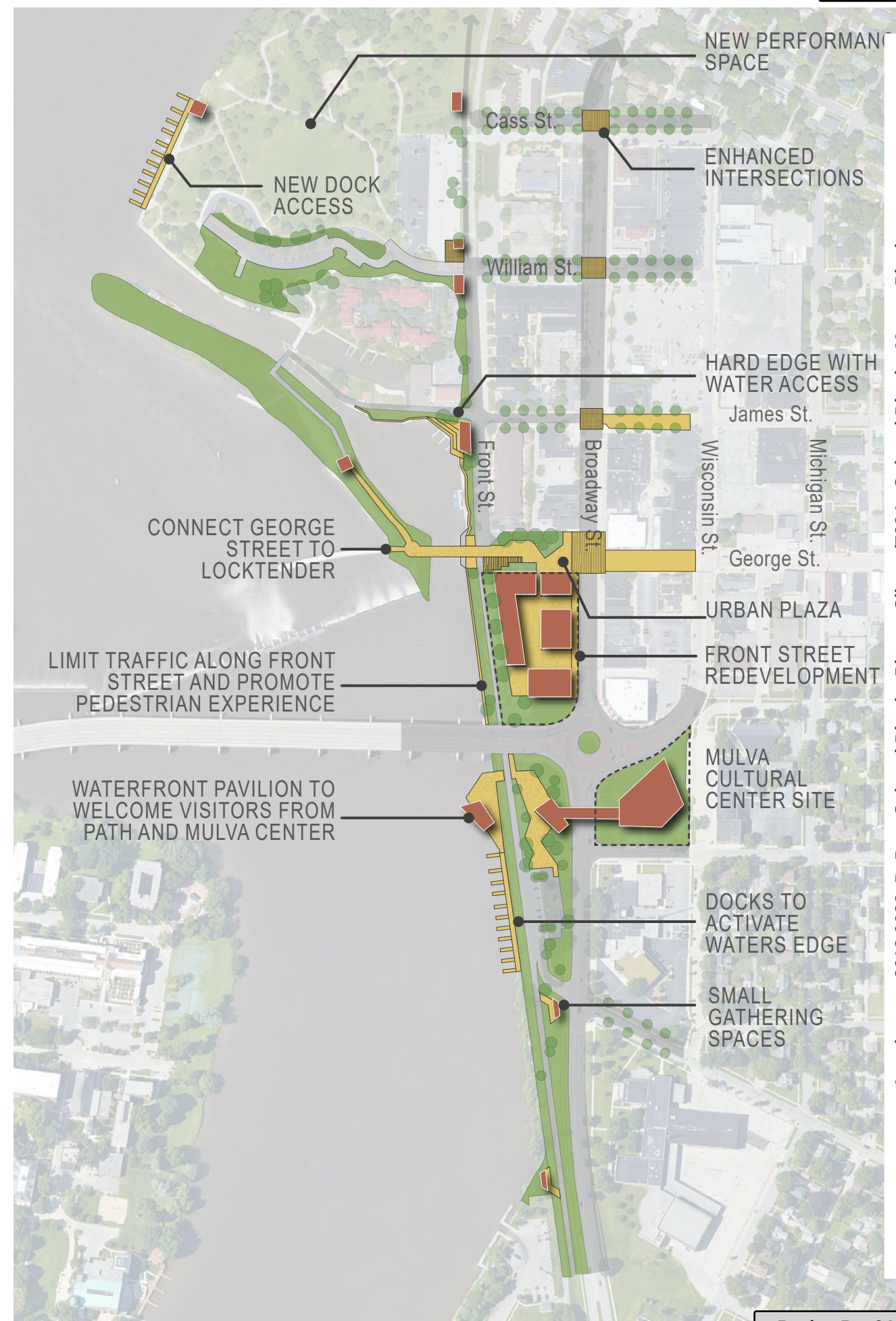
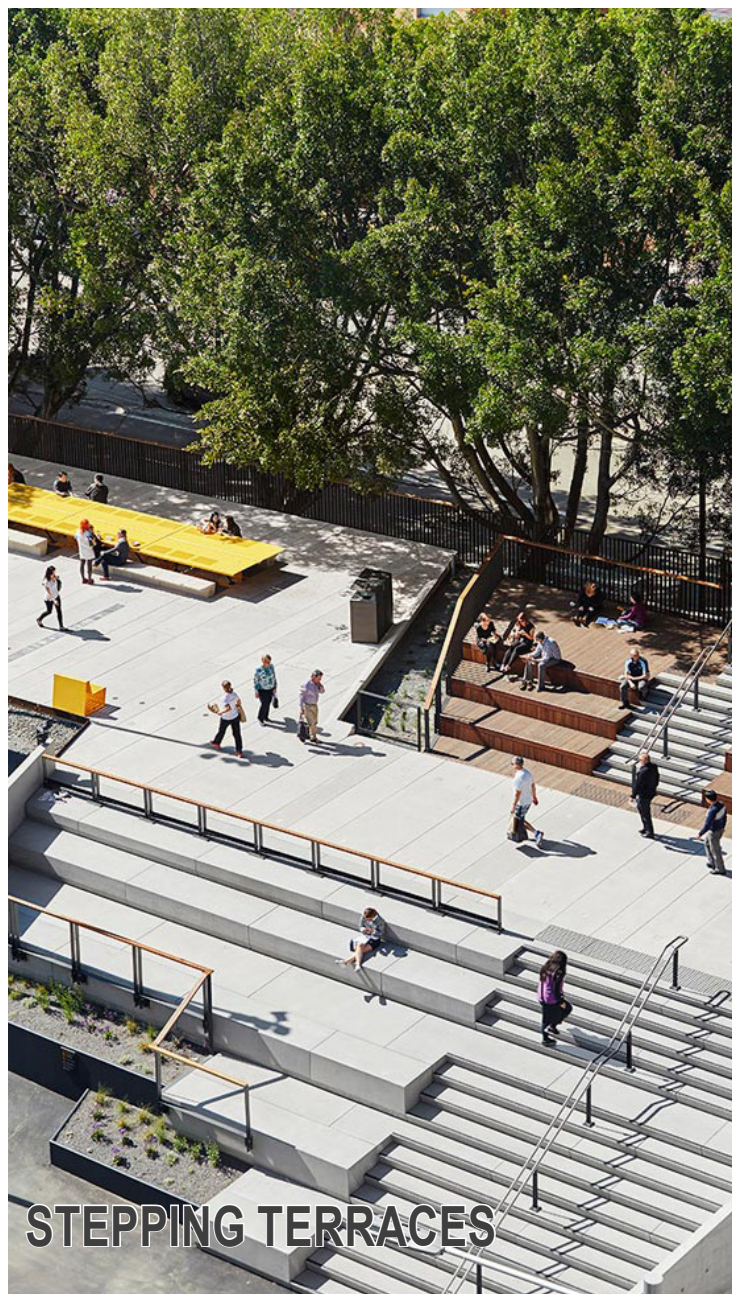
Explore shared street or concept between Broadway and Wisconsin Street.

GEORGE STREET

Create a pedestrian plaza on George between Wisconsin and Broadway Streets as shared street or (a curbless street that allows cars, but can be shut down and fully accessible and flexible for events like the farmers market, and art event or buskers). Promote and provide design for all season use.

Create pedestrian deck over parking at grade with Broadway with a series of rooms, sculptural shade structures and all ages activities.

Extend connection to the riverwalk via pedestrian bridge.



PUBLIC REALM RECOMMENDATIONS

FRONT STREET

Close to vehicular access from George south to Lewis Street, expand pedestrian space, and create urban destination spaces on water.

CLAUDE ALLOEUX BRIDGE

Explore artistic improvements such as lighting, and capitalize on space under and adjacent to the bridge as a potential gathering area for ‘movie nights’ or other activities.

WELLS PARK

High visibility, proximity to the Mulva Center, and a blank canvas create opportunity for Wells Park to be a public realm anchor for the downtown, and it should be developed as a urban park, with terraced seating and a small performance area, splash play and an art plaza that is the crescendo of the art walk. In addition, a waterfront pavilion and boating access could provide opportunities to invite additional visitors, and activate the riverfront.

BOMIER BOAT LAUNCH:

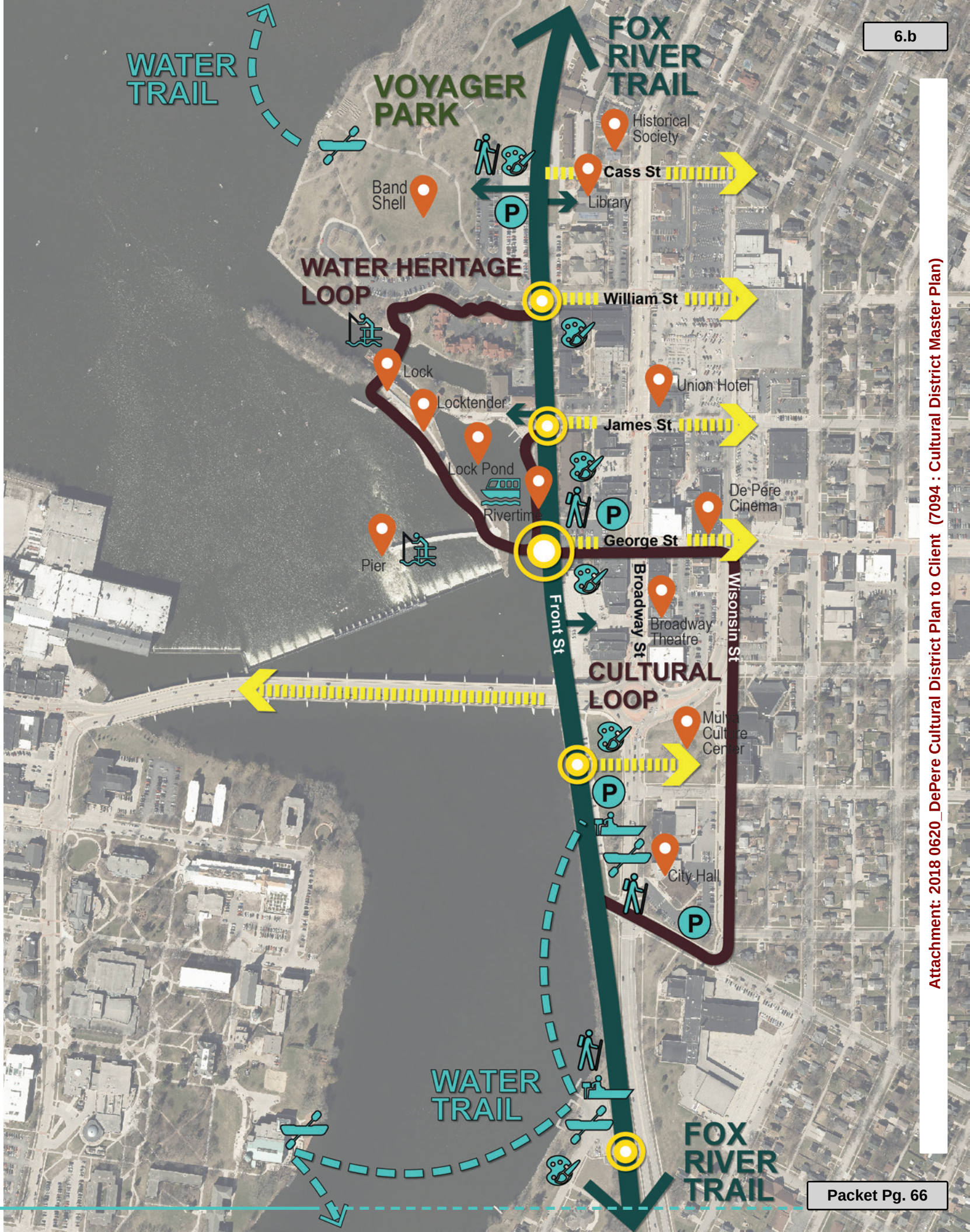
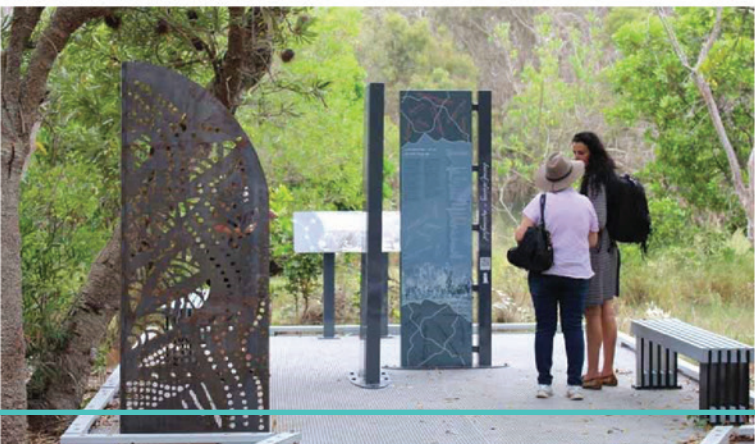
Add branded signage, trailhead markers, and public art to begin a delineated corridor. Designate downtown sections as trail.



Attachment: 2018 0620_DePere Cultural District Plan to Client (7094 : Cultural District Master Plan)

AN OPEN SPACE DISTRICT

Define, enhance and brand a series of loop trails that establish a distinct and unified character for De Pere as a district and emphasize culture to capitalize on the public spaces along the river and promote arts and culture. Routes could include a heritage loop, a cultural loop and a water trail.

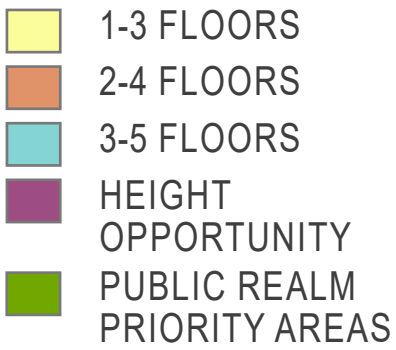


MASSING AND DEVELOPMENT

As the downtown grows, there will be a demand for additional height and density in the future. The adjacent diagram explores a strategy to encourage growth and density while preserving downtown character and river views. The basis of the concept is to focus on George street as the heart of the downtown, complementing the investments in the public realm. Wisconsin Street offers an opportunity to add height without compromising adjacent views. As a general approach, height and density ‘steps down’ towards the adjacent neighborhood and the river. However, the quality of design of each development is important, and a detailed review of every individual project should be used to ensure they meet the goals of the district.

The following are conceptual options showing what height might look like if the following objectives are met:

- Preserve important view vistas, particularly at each end of the Claude Allouez Bridge
- Maintain and promote river views
- Height 'steps back' starting from the river and moving east in order to provide river views from the upper stories of more interior buildings.
- Use Wisconsin and George Streets as the downtown core
- Transition appropriately from taller buildings to surrounding neighborhoods.
- Height promoted along Wisconsin Ave due to greater redevelopment opportunity and lower historic housing stock.
- Additional setback for any building that is more than one story above adjacency



FRONT STREET DEVELOPMENT SCENARIO

GALLERIA CONCEPT

Of the options explored during the charrette, the steering committee and public favored the Galleria concept. The concept is one illustration of what could work for the site, but still results in a very thin net operating income. The lower density option includes first floor retail on Broadway with an anchor restaurant near the roundabout. Second and third story multifamily units face Broadway, and a single row of townhomes faces the river. A 5 story multifamily building anchors the north end of the site and would be perceived as a smaller structure from Broadway. The buildings wrap an internal parking lot that could be designed with a parking plaza character. Future development may vary from the proposed concept, but should consider the following:

1. COMPLEMENT THE SCALE, HEIGHT AND CONTEXT OF THE SURROUNDING BUILDINGS
2. MAINTAIN VIEWS TO THE FOX RIVER , BY MAINTAINING LOW HEIGHTS ALONG THE RIVER AND ENCOURAGING INCREASED HEIGHTS THAT STEP FROM THE RIVER MOVING EAST.
3. TRANSITION IN HEIGHT AND DENSITY FROM SOUTH TO NORTH: SOUTH END 1-3 STORIES, NORTH 3-5 STORIES
4. INCLUDE 1ST FLOOR RETAIL ON BROADWAY
5. STRIVE TO INCORPORATE RETAIL OPPORTUNITIES ON FRONT STREET IF VIABLE
6. INCLUDE A MIX OF RETAIL AND RESIDENTIAL
7. PROVIDE SUFFICIENT PARKING CONSISTENT WITH DOWNTOWN DEVELOPMENT AND SUPPORTED BY MARKET STUDY THAT INDICATES USES AND ABSORPTION

A. MULTI FAMILY HOME / RETAIL

9,800 ft²/FL @ 5 story
49,000 ft²

B. MULTI FAMILY HOME-TOWNHOME

17,500 ft²/FL @ 2 story
35,000 ft²

C. REST / SERVICE

9,800 ft²/FL @ 1 story
9,800 ft²

D. MULTI FAMILY HOME / RETAIL

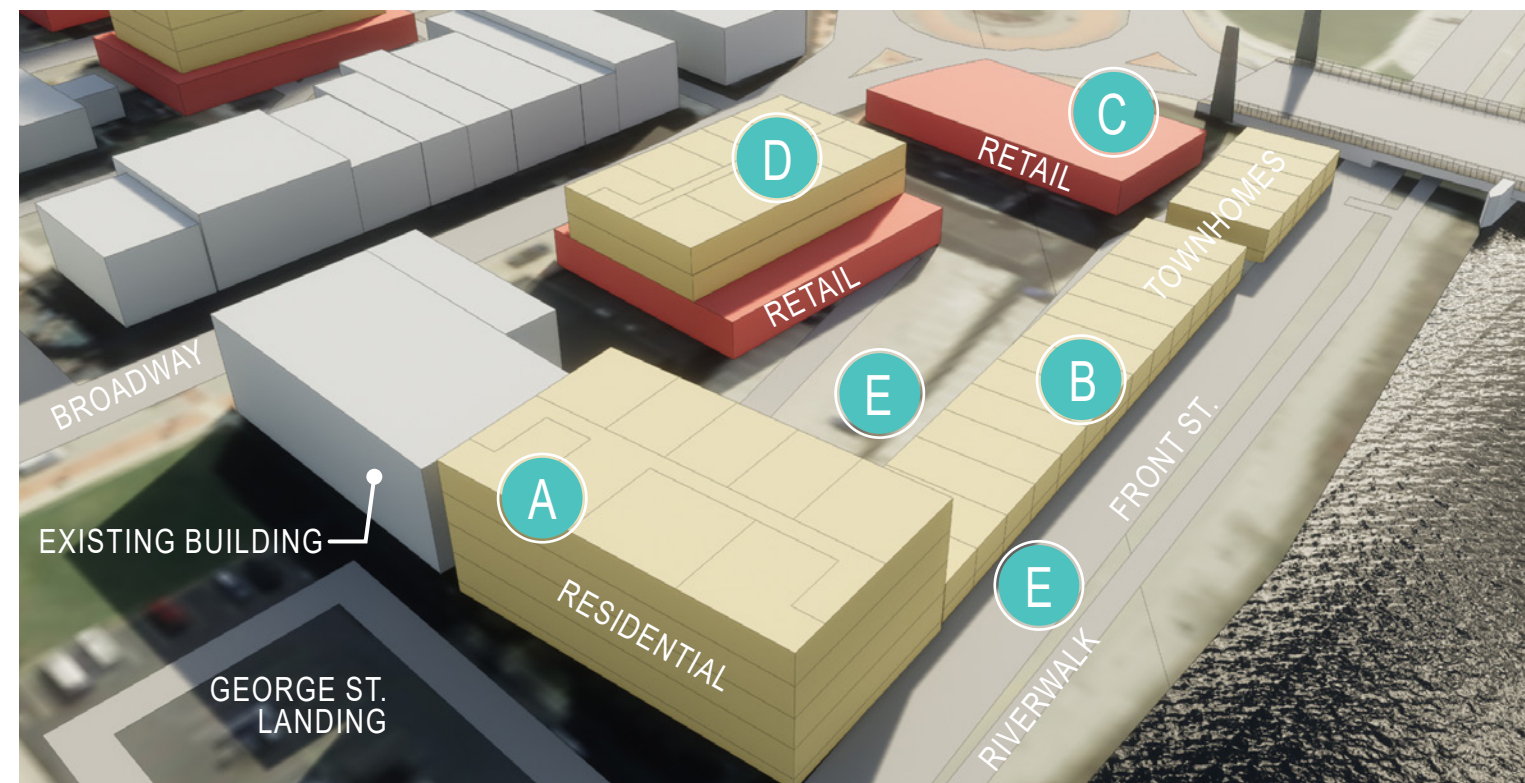
12,000 ft²/FL @ 3 story
36,000 ft²

E. PARKING

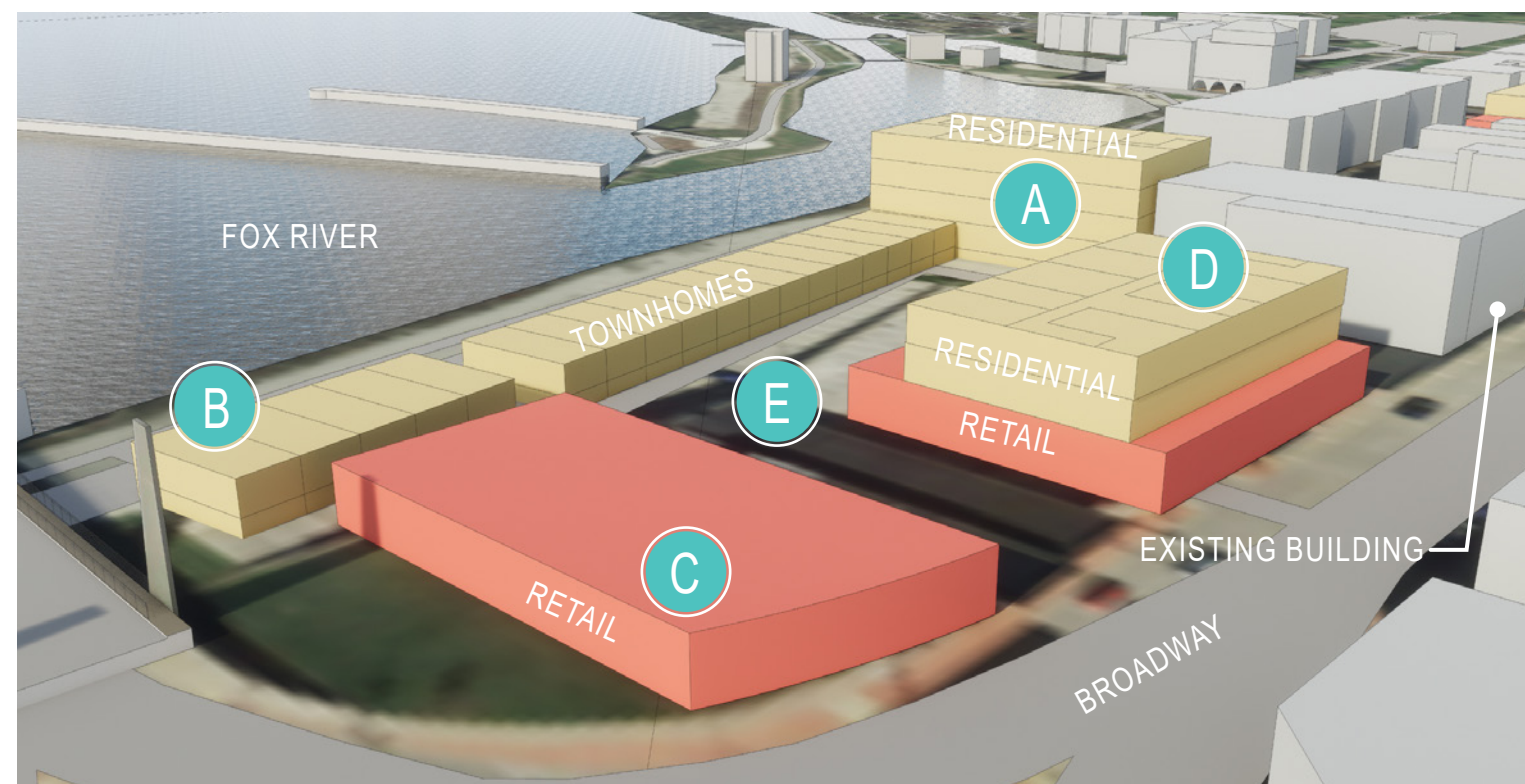
+/- 88 on Grade Stalls
2 Stalls/Townhome @ 9 = 18 Stalls
100 Total Stalls

SUMMARY

A. 49,000 FT²
B. 35,000 FT²
C. 9,800 FT²
D. 36,000 FT²
129,800 FT² TOTAL



VIEW LOOKING SOUTHEAST



VIEW LOOKING NORTHWEST

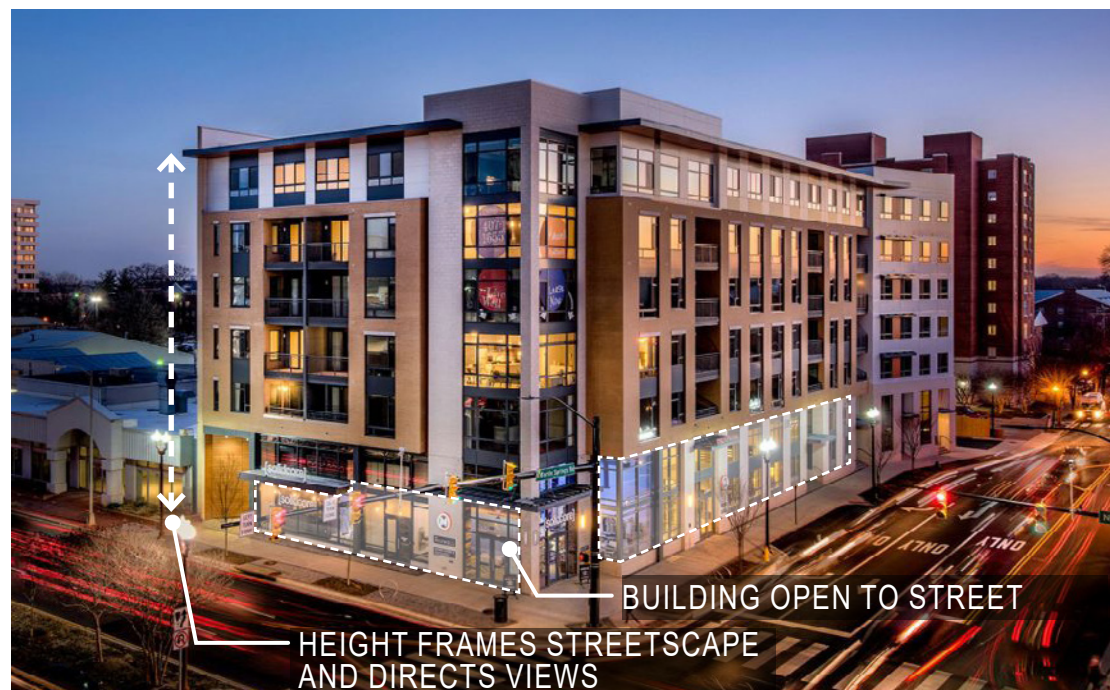
MIXED USE AND NON-RESIDENTIAL BUILDING FORMS

COMMERCIAL BLOCK BUILDING

The multi-story buildings located at the sidewalk create street walls that frames the streetscape and form view corridors.

They create a sheltered pedestrian streetscape while defining the edges of plazas and public spaces.

This multi-story building allows for a mix of commercial or office uses on the ground floor and office and/or residential uses above. Storefronts ground floor are typical.

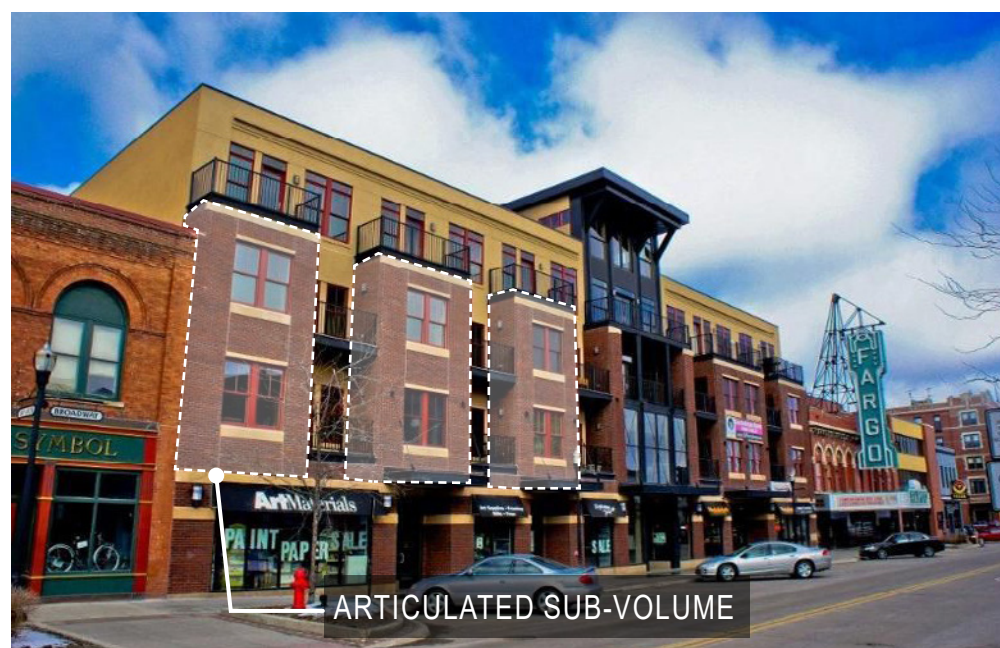


PODIUM BUILDING

Podium buildings help define the character of pedestrian-oriented streets and building frontages through levels of setbacks on upper stories.

These multi-story buildings step back from a lower storefront base to provide natural light to the street level while creating outdoor terraces on the upper floors.

They employ a combination of setbacks, upper-story setback, and articulated sub-volumes to sensitively and adequately transition to adjacent lower height buildings.



RESIDENTIAL BUILDING FORMS

SINGLE-FAMILY ATTACHED BUILDING, TOWNHOUSE, ROWHOUSE

Two-three story rowhouses establish consistent design character through coordinated type, color, and material while maintaining pattern, rhythm, and inherent variety within the individual units in order to create visual interest.

They use features such as porches and stoops to relate to the street level, while their individual form and roof lines add variety and interest to mitigate apparent massing.

They maintain the pedestrian scale through simple harmonious proportions to reflect the neighborhood context.



IMPLEMENTATION STRATEGY

PHASING

The City of De Pere should invest in the public realm and seek to attract both residential and commercial development to spur growth the downtown. The Mulva Center has the potential to anchor a Cultural Arts District, but the city will need to attract a greater density of cultural amenities and establish priorities for art in the downtown to create the feel of a district. The following implementation strategy outlines a potential approach to developing public spaces, attracting private development and activating the downtown through arts centric programming.

Public Realm investment should acknowledge the work done to date, and seek to build upon recent and current efforts such as the branding initiative and concepts for James Street. Future projects should be prioritized by balancing impact, demand and feasibility. The highest impact projects often happen concurrently with adjacent projects, and the timeline for implementation may vary as project schedules, funding and private investment evolve over time and could be adjusted in order to take advantage of opportunities like grant funding, fundraising, etc.

Public Realm investments should be prioritized as following:

- Phase 1:** Continue with current public realm proposals
- Improve James Street as a pedestrian centric street between Wisconsin and Broadway, highlight connections to the River (currently underway)
 - Build on the branding initiative to explore district signage design and opportunities (particularly at nodes along the riverwalk)
 - Design a Kayak Launch and Rental, and explore an amphitheater at Voyageur Park
- Phase 2:** Improve Wells Park in conjunction with the Mulva Center
- Phase 3:** Create a pedestrian center at George Street
- Create a shared street between Wisconsin and Broadway
 - Create an elevated pedestrian plaza and bridge that connects to the island and riverwalk
- Phase 4:** Develop the riverfront at the Front Street block concurrent with adjacent development
- Phase 5:** Improve the existing Riverwalk from Cass to George, and from Wells to Bomier boat launch as a De Pere branded section of the Fox River Trail integrated with public art

Long Term: Explore potential for future re-route of truck traffic on Wisconsin Avenue in order to facilitate a road diet on Broadway.



RECOMMENDATIONS

Regulatory recommendations are important to maintaining the character of the downtown as well as facilitate an environment for capturing an increase in property taxes. Through zoning codes and design guidelines, the City can inform and enhance redevelopment to create economic growth and support the cultural arts by establishing a cohesive district and attractive pedestrian realm. At the same time, these requirements must be balanced to not overly restrict development opportunities. The current design guidelines should be updated to remove conflicts, address new infill projects and to provide developers with a consistent message. The guidelines should address the following to promote a high quality urban realm:

- Establish standards for the aesthetic, scale, and character of downtown
 - Site Planning to promote urban form: orientation to the street, location of driveways, entries
 - Site Design: landscaping, lighting, and pedestrian open space
- Building Design: character, architectural elements, details, materials. Create an active first floor
 - Retail, restaurant/bar, experiential entertainment uses should be encouraged on first floor space to drive pedestrian traffic and encourage pedestrian interaction with multiple venues
 - If first floor residential is allowed, provide for setbacks, patios, and landscaping
- Implement Downtown Design Guidelines with goal of maintaining continuity and high-quality building design, recommendations could include but not be limited to:
 - Building height – articulate a specific height opposed to a FAR to allow for taller buildings in key areas to facilitate growth and preserve character.
 - Articulation – specify building material such as glass, brick, use of garage doors etc. and utilize carefull integration of traditional facade features, that may be interpreted in new and contemporary ways, yet contribute to the overall character of the downtown.
 - Scale: consider the proportion of height and mass to the building footprint, and maintain a human scale rather than a monolithic or monumental scale.
 - Consider strategic setbacks for Broadway infill where viable to increase pedestrian realm.

INCENTIVE POLICY

Incentives should be based on a proven need and provided to enhance economic development and the arts. Specific incentives could include:

- Grants or loans
 - Review existing programs and revise to meet goals of new Cultural Arts District
 - Grants, if offered, should used as matching funds to high quality improvements
 - TIF incentives, if offered, should be based on proven need (after review of financials)

- Rather than a developer grant, use TIF funds to pay off a property owner's construction loan. Work with a local bank to ensure payoff. Value is created before the incentive is provided.
- Each project deserves a unique solution, so standard incentive policies are not always recommended.
- General TIF tips:
 - * Owners must have cash/equity in project equal to or greater than TIF incentive, proportionately
 - * Payback period should be seriously considered/weighed against the desire for the project in a specific location
 - * Incentive doesn't always have to be cash. Could be infrastructure support, loan (or forgivable when metrics are met), technical assistance. The question should be asked, "What do you need?"
 - * TIF funds could seed a commercial rehab loan program with a consortium of local banks also providing funds
 - * TIF funds could be used to provide owners with high quality architectural renderings of what their buildings could look like
- Single site:
 - Clty of De Pere should consider purchasing severely blighted property, remediating with TIF funds and offering building back to private sector. This is especially useful to ensure the proper redevelopment of integral properties. WEDC Community Improvement Grants would support this effort.

OPERATIONAL AND PROGRAMMING

Promoting the arts through activation of the public realm is imperative to establishing a place as a district. The following activities can help promote arts and culture in the downtown and enhance activity and create economic development.

- Evaluate current events, plan and promote a regular schedule of downtown events such as: Festivals, art walks, outdoor performances, concerts, street performers, film festivals, or game nights. Evaluate current events for improvements.
- Brand downtown De Pere as a District: with unique and helpful signage that lets visitors know they have arrived somewhere special. (current vision and branding efforts will support this)
- Create a Public Art Plan: to integrate art into the community, whether on an art walk, located at key public spaces, or integrated into new development
- Create Spaces for Artists: that could include galleries, exhibit or live work locations

An example of Design Guidelines Specific to Art/Tech, Entertainment and Water (shared by Olympia Washington)

A. Art/Tech i. General objectives and description:

- Utility is a design driver for the informal Artisan/Tech District, suggesting opportunities for adaptive reuse of existing buildings, and low-cost street improvements that promote new pedestrian and bike

uses. The incorporation of "warm industrial" materials—weathered wood, metal, etc.—and design elements—garage doors or large entryways that engage the street, parklets, etc.—are examples of how architecture and streetscape designs might complement the area's do-it-yourself character

- Design vision elements
- Utilitarian, workshop character
 - Warm industrial materials – weathered wood, metal, etc.
 - Diverse, eclectic, water and energy efficient architecture
 - Adaptive reuse of existing buildings
 - Low cost street improvements that promote new pedestrian and bike uses
 - Outdoor work activities and storage of materials may be appropriate.

B. Entertainment

- General objectives and description: Art and creative expression defines this hub of dining, nightlife, and the performing arts. Design elements here may reflect aspects of the Core the Art/Tech Districts, but a focus on art, theatricality, imagination, and glittery night lighting will distinguish this area. Opportunities may include an art-themed corridor, permanent public art features, temporary art installations, performances, and creative detailing that perhaps features a hint of glitz. Buildings and streetscapes should support entertainment needs, such as wide sidewalks and pedestrian spaces, consistent and inviting lighting, and clear wayfinding.

- Design vision elements
 - An artsy, creative imaginative character
 - Substantial night lighting, perhaps with theatrical elements
 - Buildings and streetscapes should support entertainment needs (e.g., wider sidewalks, consistent lighting, clear wayfinding, etc.
 - Facades may have some similar elements as Core and Art/Tech Districts.

C. Waterfront

- General objectives and description: Better connecting Downtown to its waterfront location—visually, physically, and symbolically—is a primary goal of this District. Design elements found at Percival Landing—furnishings, light fixtures, marine hardware, wood pilings and boardwalks, rope, etc.—may be incorporated into streetscape improvements and new developments to help draw the aesthetics of the waterfront deeper into Downtown. Designs and materials may reflect additional waterfront themes of shoreline ecology, Northwest Native American history, historic industrial uses, sailing and boating, fishing and aquaculture, and commercial trading at the Port.

- Design vision elements:
- Visual, physical, and symbolic connections to the water
- Incorporate design features found at Percival Landing
- Reflect themes of shoreline ecology, local maritime activities, NW Native American history, historic industrial uses, sailing & boating, fishing and aquaculture and commercial trading

PERFORMANCE METRICS:

Understanding measurable outcomes to the plan is essential for decision making. For each goal, we have provided a measurable outcome to guide decision making. These metrics help define the form and structure of the plan, can inform more detailed design through implementation, and can be measured over time as to demonstrate success for the project.

When possible, planning decisions should be reviewed for the effect they have on both the project goals and the measurable outcomes of the plan.

PROJECT GOALS

METRIC

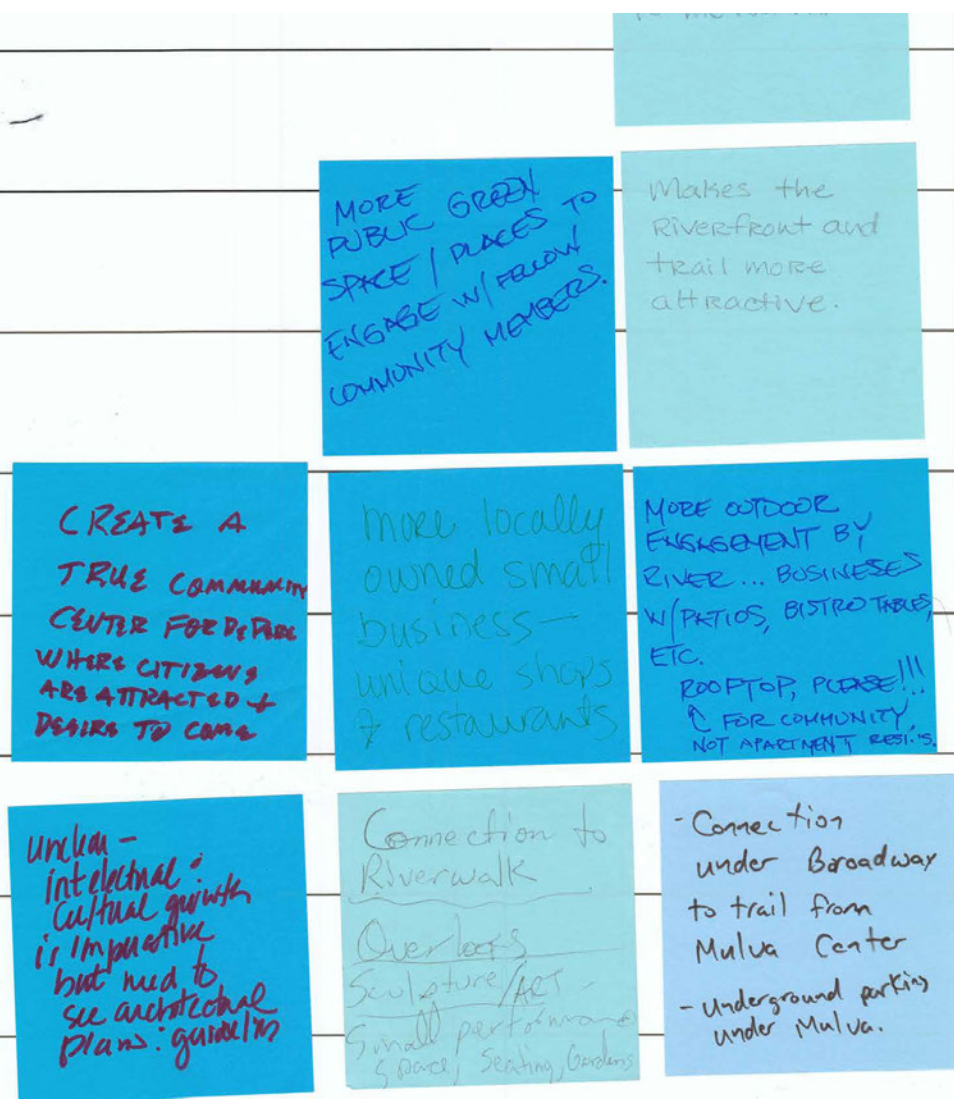
ATTRACT MORE RESIDENTS AND VISITORS	➤	PERCENTAGE INCREASE OF RESIDENTS AND VISITORS, DOWNTOWN REDEVELOPMENT
INCREASE VIBRANCY AND VITALITY	➤	SUCCESS OF PROGRAMED ACTIVITIES AND NUMBER OF PEOPLE IN PUBLIC SPACES
CONNECT TO THE FOX RIVER	➤	NUMBER OF DOWNTOWN USERS ARRIVING FROM THE FOX RIVER TRAIL
WALKABLE AND UNIFIED DISTRICT	➤	MORE URBAN FORM THAT INCREASES NUMBER OF USERS, A UNIFIED CHARACTER, SIGNAGE AND BRANDING
PROMOTE ECONOMIC GROWTH	➤	INCREASED NUMBER OF CULTURAL, ENTERTAINMENT, RESTAURANT AND RETAIL BUSINESSES ON THE FIRST FLOOR, INCREASED OUTDOOR AND ROOFTOP DINING OPPORTUNITIES.
EMPHASIZE CULTURAL ARTS	➤	VISIBLE ARTS (MURAL, ARTWALK, SCULPTURE), ARTS-RELATED PROGRAMMING
MAINTAINING EXISTING HISTORIC BUILDINGS	➤	RENOVATE AND PRESERVE HISTORIC AND CONTRIBUTING BUILDINGS
COMPLEMENT HISTORIC CHARACTER WITH NEW DEVELOPMENT THAT HAS A SIMILAR SCALE AND ARTICULATION	➤	GUIDELINES FOR HEIGHT, SCALE AND CHARACTER OF BUILDINGS
BALANCE GROWTH WITH CHANGE, INCLUDING TRAFFIC AND PARKING NEEDS	➤	URBAN FORM ACCOMPANIED WITH HIGH QUALITY PUBLIC REALM, PROVIDE PARKING, INCREASE USE ALTERNATIVE TRANSPORTATION
PROVIDE A BALANCED PROGRAM THAT SERVES ALL AGES	➤	INCREASE IN ALL AGE DEMOGRAPHICS



APPENDIX

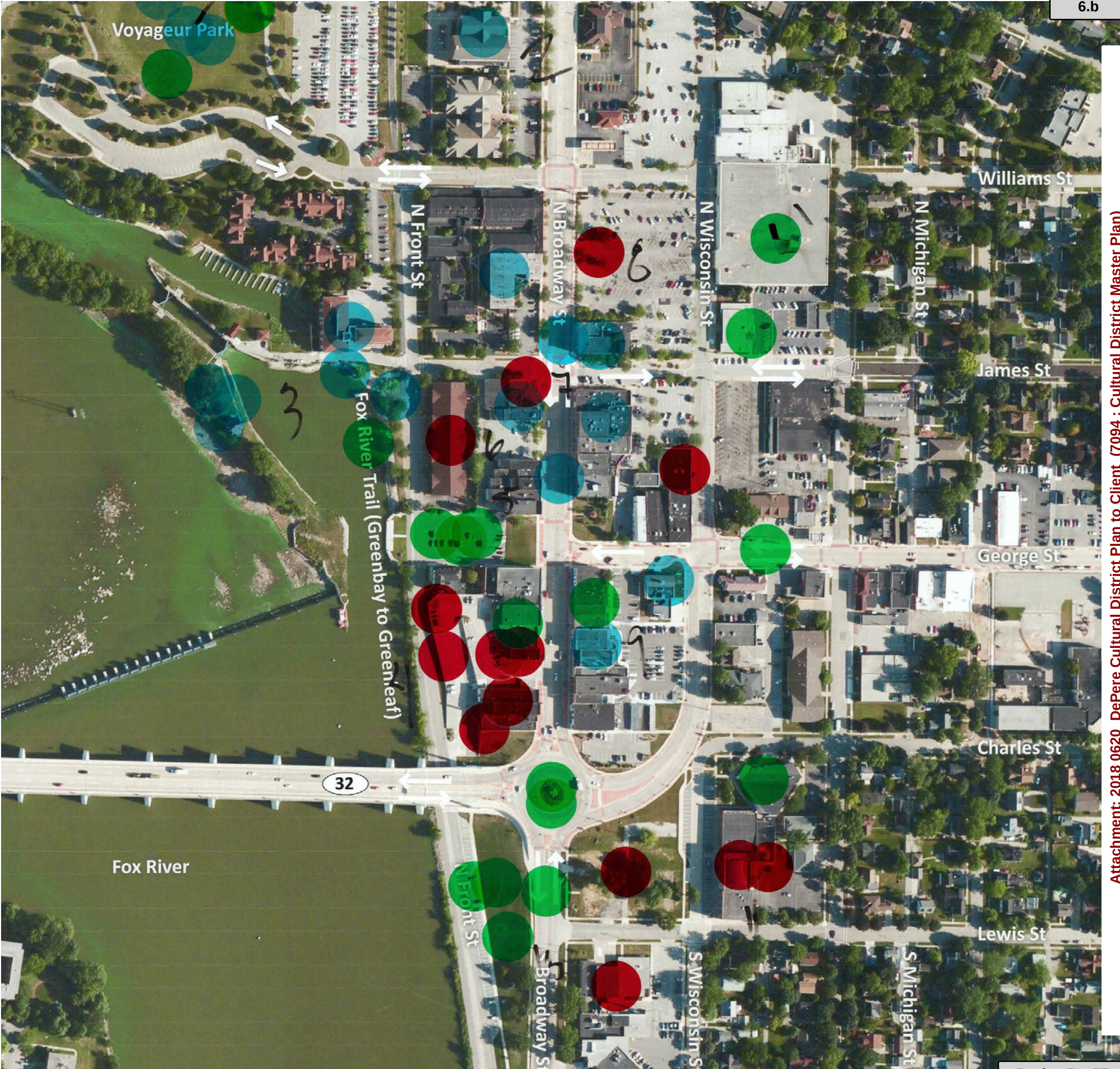
PUBLIC OUTREACH

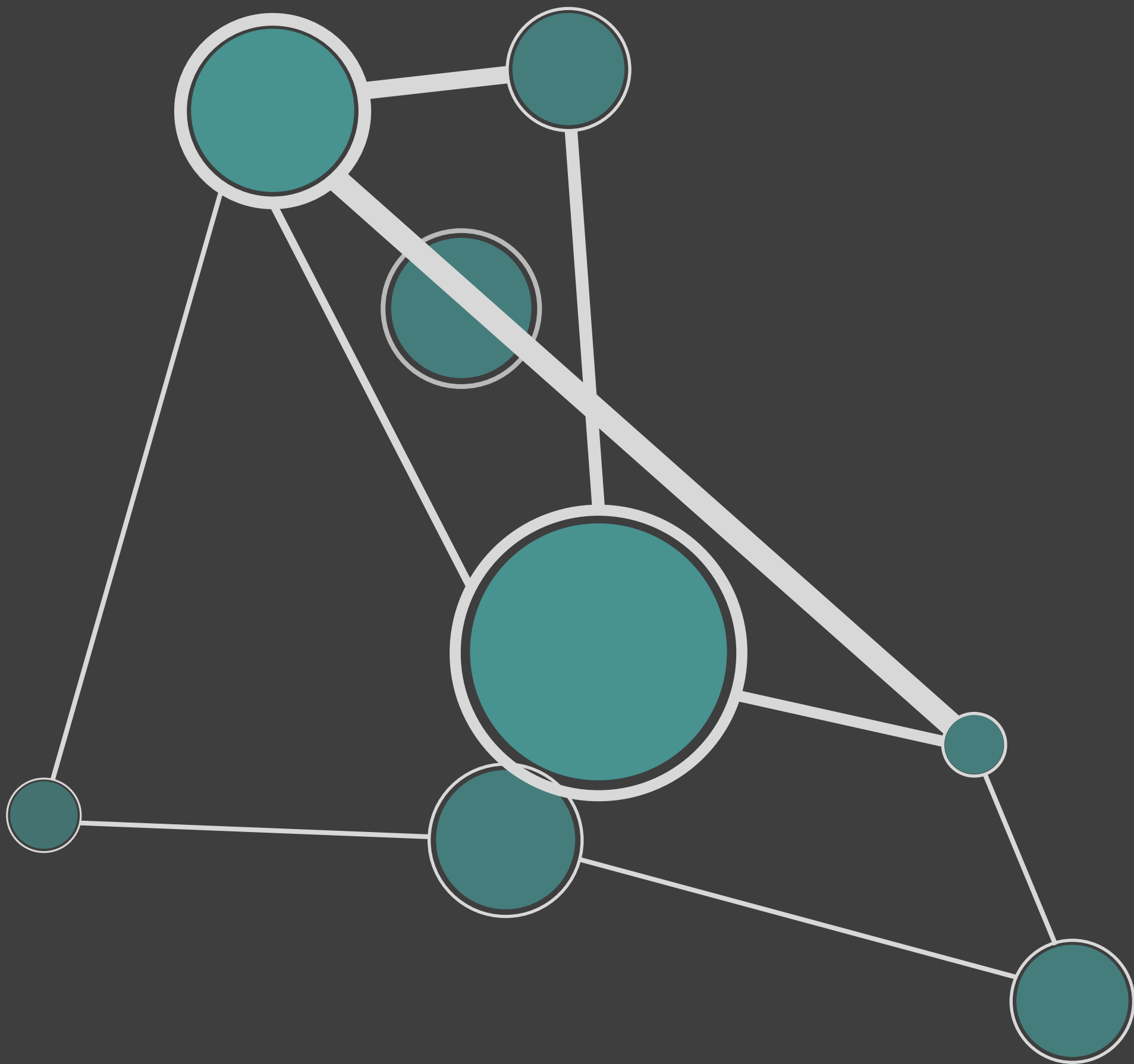
WHAT MAKES THIS PROJECT SUCCESSFUL?



PUBLIC OUTREACH

- WHAT IS SACRED?
- WHAT NEEDS TO GO?
- WHAT NEEDS IMPROVED?





DE PERE MARKET ANALYSIS

May 2018



June 11, 2018

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INTRODUCTION

De Pere has a unique opportunity to capitalize on private sector investment in downtown, particularly the East Side. Growth has occurred in the residential market (single family homes, multifamily units), and the market appears to be fairly tight, with low inventory of single family homes in a mid-range price point. Commercial leasing is good as there are few vacant retail spaces in downtown.

Redevelopment Resources was engaged to team with Smith Group JJR on the Cultural District Master Plan project in response to the City's desire to ensure downtown can capitalize on all its opportunities and leverage potential planned investments by the private sector.

There is a small opportunity for more retail and commercial development which is apparent by reviewing the Retail Marketplace Profile for the 5- and 10-minute drive times. Specialty foods, beer/wine/liquor, and books/music stores are showing a gap in the 5- and 10-minute drive times. However, many retail needs are being met within five minutes of downtown and particularly within 10-minutes of downtown.

Economic and Community development are not for the impatient. It's a long-term game of investing in the community and creating the environment in which others will want to invest as well. Putting the necessary infrastructure in place to ensure a vibrant marketplace and dynamic community takes time and an eye toward the future. Some of the activities will be preventative, some will be small, and some will be big and bold. However, they should all be looked at from the perspective of investments in the future of downtown in the City of De Pere, for existing residents and the residents of the future.



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RESEARCH – MARKET POSITIONING

Being a smaller community located adjacent to a thriving metro market like Green Bay, can be a benefit as well as a hurdle for cities like De Pere. Growth of the Green Bay market to the north and Appleton market to the South provides De Pere residents with faster and more convenient access to retail, service, medical, and employment opportunities.

This relationship to Green Bay is certainly a benefit to De Pere, but it will always dilute De Pere's ability to draw retail in the overall marketplace. Add to that that the marketplace is ever shifting and changing due to forces that are not controllable, including large retail developments just outside the borders of Green Bay, and the ever-increasing draw to the internet for shopping by busy dual income families.

This pull from Green Bay and Appleton, and the effects of an ever-changing market should consistently be on De Pere's radar. De Pere should not be viewed in isolation of these factors, and an understanding of shopping habits combined with commuting patterns is important to grasp.

A Snapshot of De Pere's Market

There are typically two ways the market can be measured. One is as a destination trade area, and the other is as a convenience trade area. Both measurements have factors that influence the results. These factors can be the critical mass of retail/service business area within the community, any significant destinations that would draw market out of the ordinary, traffic patterns that might steer traffic away or towards the community, overall population, and proximity to other major metro areas. More complex market analysis work can be done such as gravity modeling, consumer and business modeling, competition areas, zip code analysis, radial studies, and cluster analysis.

The basis for the demographic section of this report uses information supplied by ESRI, a national leader in economic and demographic data. For the purposes of the study a variety of demographic data sets on the resident market were examined. An important consideration for many businesses and developers is population within drive-times, vs. municipal boundaries or radius boundaries. Depending on location, one can drive 10 minutes and travel only 3 miles or drive 10 minutes another direction and travel 8 miles. Therefore, a point in downtown De Pere was selected and the number of people within a certain drive-time was calculated. For the purposes of this report, a center point in downtown (east side) De Pere was used.



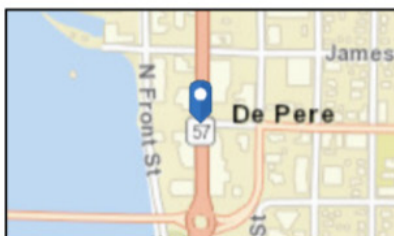
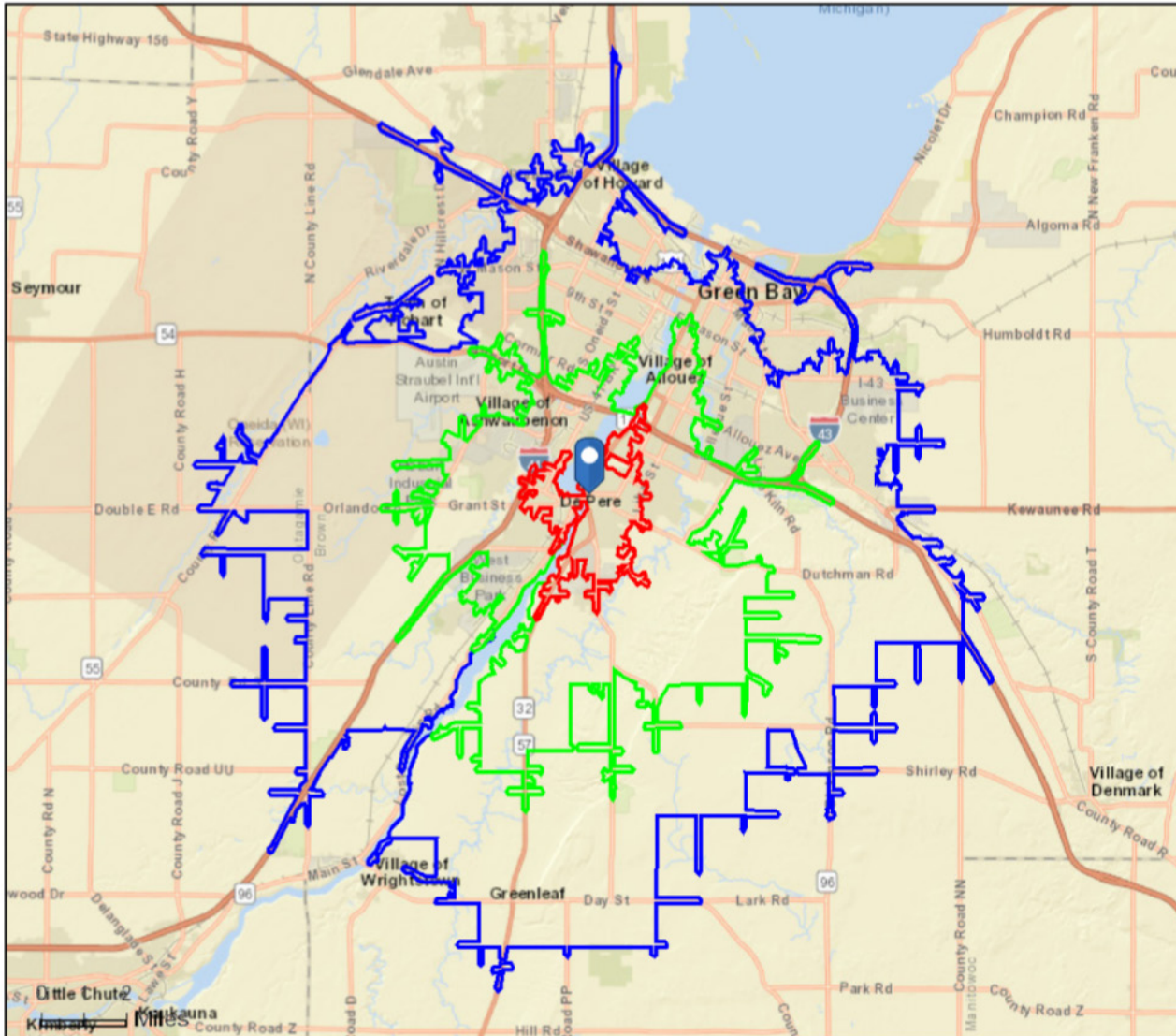
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Drive Time Map



S Broadway & George St, De Pere, Wisconsin, 54115
 Drive Time: 5, 10, 15 minute radii

Prepared by Esri
 Latitude: 44.44897
 Longitude: -88.06048





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Drive Time and Demographics

The map above shows the core of the City of De Pere falling within an approximate 5-minute drive time. The 10-minute drive time expands out almost to Allouez to the north, and Ashwaubenon to the west. The 15-minute drive time includes Hobart to the north, and Wrightstown to the south.

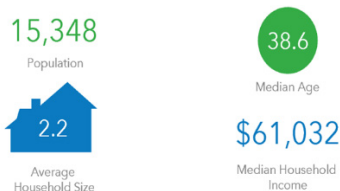
The 10 and 15-minute drive times can typically be considered a “Convenience Trade Area”. A Convenience Trade Area is based on the purchase of products and services needed on a regular basis, such as gasoline, groceries, dry-cleaners, banking, pharmacy, hair care, fast food, restaurants, physical fitness, etc. - services people are more likely to frequent due to convenience to their home or sometime workplace.

The City of De Pere has approximately 25,000 residents. However, reviewing drive-time population data (ESRI 2017 Forecast), within a 5-minute drive time there is a population of approximately 15,348; within a 10-minute drive time it jumps to 53,793, and within a 15-minute drive time the population is approximately 160,263.

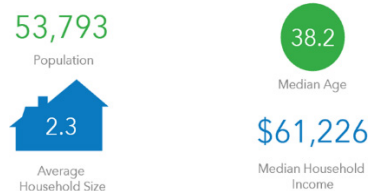
The median age in the 5-minute drive time is 38.6, within 10 minutes is 38.2, and 15 minutes is 37.0. Although the ages seem very similar, the older age of the De Pere resident is important to note.

Median household income in the 5-minute drive time is \$61,032, within the 10-minute drive time is \$61,226, and within the 15-minute drive time is \$53,662. De Pere’s residents’ income is higher than that of Brown County, the City of Green Bay, the state and the nation. Average household size in the 5-minute drive time is 2.20, in the 10-minute drive time is 2.33, and in the 15-minute drive time is 2.38.

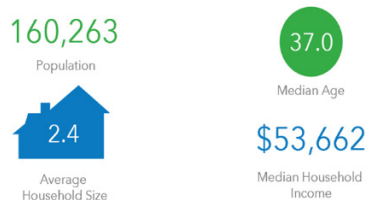
Five-Minute Drive Time



Ten-Minute Drive Time



Fifteen-Minute Drive Time



Other points of interest regarding the population within these drive times:

Average home value in the 5-minute drive time is \$221,895, within the 10-minute drive time is \$223,584, and within the 15-minute drive time is \$193,198.

Owner occupied housing units in the 5-minute drive time is 57.5%, in the 10-minute drive time is 59.3%, and in the 15-minute drive time is 54.9%.

Median disposable income (ESRI 2017 Forecast) in the 5-minute drive time is \$49,080, within the 10-minute drive time is \$49,244, and in the 15-minute drive time is \$42,668. Disposable income is after-tax household income.



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Annual Lifestyle Spending

Five-Minute Drive Time



Ten-Minute Drive Time

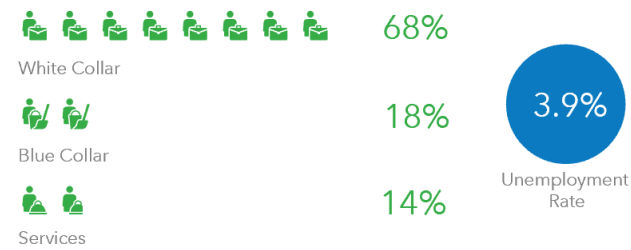


Fifteen-Minute Drive Time

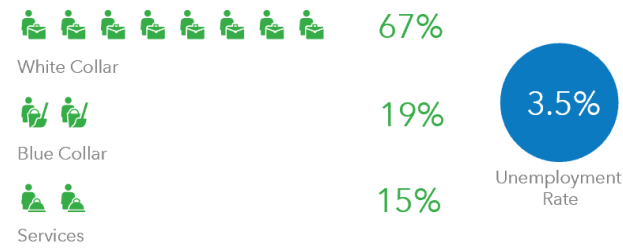


Employment

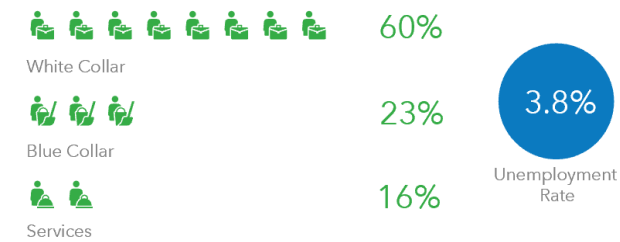
Five-Minute Drive Time



Ten-Minute Drive Time



Fifteen-Minute Drive Time





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Drive Time and Community Tapestry

The De Pere area resident lifestyles can also be studied using lifestyle segmentation information. People who share the same demographic characteristics may have widely divergent desires, spending patterns and preferences. Lifestyle segmentation systems examine the buying habits and preferences of consumers in a geographic area. Community Tapestry data (developed by ESRI Business Information Solutions) categorizes neighborhoods throughout the nation into 65 consumer groups or market segments. Neighborhoods are geographically defined by census blocks, which are analyzed and sorted by a variety of demographic and socioeconomic characteristics, as well as other determinants of consumer behavior.

Community Tapestry descriptions help bring to life demographic variables by sharing information regarding the consumer spending habits, household types, hobbies and preferences of local market segments. Existing and prospective businesses can gain valuable insights to the needs and interests of the local shopper base through understanding lifestyle tendencies.

Tapestry Segmentation can help identify the best markets, find the most profitable consumer types, tailor marketing messages, and define product and service preferences. Both the 5 and 10-Minute Drive Times share two of the same lifestyle segments, which are In Style, and Middleburg. Here are their specific percentages in those drive-times:

5-Minute Drive Time

In Style	16.7%
Middleburg	14.5%
Old and Newcomers	11.9%

10-Minute Drive Time

Bright Young Professionals	18.0%
In Style	17.3%
Middleburg	9.6%

The top three lifestyle segments in the 15-Minute Drive Time are Bright Young Professionals, Rustbelt Traditions and Soccer Moms. Here are the specific percentages of this drive-time:

15-Minute Drive Time

Bright Young Professionals	12.1%
Rustbelt Traditions	11.4%
Soccer Moms	8.2%

The low percentages among the top three segments indicate a very diverse market.

A full description of each dominant Tapestry segment can be found in the appendix. A brief description for the most prominent follows:

In Style denizens embrace an urbane lifestyle that includes support of the arts, travel, and extensive reading. They are connected and make full use of the advantages of mobile devices. Professional couples or single households without children, they have the time to focus on their homes and their interests. The population is slightly older and already planning for their retirement.

Middleburg neighborhoods transformed from the easy pace of country living to semirural subdivisions in the last decade, when the housing boom reached out. Residents are conservative, family-oriented consumers. Still more country than rock and roll, they are thrifty but willing to carry some debt and are already investing in their futures.



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They rely on their smartphones and mobile devices to stay in touch and pride themselves on their expertise. They prefer to buy American and travel in the US. This market is younger but growing in size and assets.

Bright Young Professionals is a large market, primarily located in urban outskirts of large metropolitan areas. These communities are home to young, educated, working professionals. More than one out of three householders are under the age of 35. Slightly more diverse couples dominate this market, with more renters than homeowners. More than two-fifths of the households live in single-family homes; over a third live in 5+ unit buildings. Labor force participation is high, generally white-collar work, with a mix of food service and part-time jobs (among the college students). Median household income, median home value, and average rent are close to the US values. Residents of this segment are physically active and up on the latest technology.

Old and Newcomers features singles' lifestyles, on a budget. The focus is more on convenience than consumerism, economy over acquisition. Old and Newcomers is composed of neighborhoods in transition, populated by renters who are just beginning their careers or retiring. Some are still in college; some are taking adult education classes. They support charity causes and are environmentally conscious. Age is not always obvious from their choices.

Leisure Activity Index

From a review of Sports and Leisure activities, interesting insights can be gained from a look at the DePere market compared with the specific leisure activity choices of residents within the 15-minute drive time. Other activities are measured beyond those listed in the following table. The comparisons made below show the concentration for people likely to be interested in the arts is stronger within a five and ten-minute drive than within 15 minutes from downtown De Pere.

Leisure Activities	5 minutes		10 minutes		15 minutes	
Population 18+	12,495		42,441		123,655	
Households	6,466		21,974		65,694	
	% adults, households	MPI*	% adults, households	MPI*	% adults, households	MPI*
Product/Consumer Behavior						
Attended adult education course in last 12 months	1,059	114	3,592	114	9,674	106
Went to an art gallery in last 12 months	1,184	128	3,662	116	8,973	98
Did birdwatching in last 12 months	674	119	2,244	117	5,964	107
Played a board game in last 12 months	2,135	127	6,879	120	18,240	110
Did crossword puzzle in last 12 months	1,585	127	4,951	117	13,219	107
Attended dance performance in last 12 months	730	132	2,135	113	5,282	96
Went to museum in last 12 months	1,742	113	5,587	107	14,298	94
Attended classical music performance in last 12 months	651	130	1,924	113	4,737	96
Played musical instrument in last 12 months	961	120	3,162	116	8,259	104
Did painting/drawing in last 12 months	983	125	3,040	114	8,286	107
Did photo album/scrapbooking in last 12 months	798	118	2,449	106	6,836	102
Did photography in last 12 months	1,512	117	4,850	110	13,011	101
Went to live theater in last 12 months	1,932	119	6,044	109	15,452	96
Bought a digital book in last 12 months	1,977	112	6,677	111	17,686	101
Bought book in last 12 months at bookstore (not B&N)	1,798	129	5,405	114	14,521	105

*An MPI (Market Potential Index) measures the likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.



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Other leisure activities which rank with a high MPI in the five-minute drive time include rock climbing and playing ping pong. Other leisure activities which rank high in the ten-minute drive time include rock climbing, watching golf on TV, attending a college football game, played a board game and participated in a fantasy sports league. Leisure activities which rank highest in the 15-minute drive time include participated in a fantasy sports league, went bowling, watched high school sports on tv, rock climbing, went to a bar/nightclub, attended a college football game and played a board game.

IMPACT OF ARTS VENUES ON DOWNTOWNS

The vitality of a downtown is often hard to assign to a single source or cause. What makes a downtown alive and dynamic may be easy to identify in some cases, but often there are a host of contributors to the energy which makes a downtown a vibrant place.

Residential density, anchor venues or attractions, small shops, good restaurants, coffee shops, bars, live music venues, professional services as well as convenience retail establishments all contribute to the whole of what makes a downtown a vibrant, dynamic place. How much each entity contributes to the whole varies by time of day, time of year, age and income level of the customer, purpose for the trip into the area and a variety of other specific circumstances.

The proposed Mulva Cultural Center will have a moderate economic impact on the community, however, the success of the downtown should not depend on this as a be-all end-all economic engine. It's important to foster the growth and development of all the commercial establishments and there are many ways to do so.

Downtown market expert N. David Milder completed a study in July of 2017: *The Impacts of the Arts on Smaller Downtowns. The Arts as An Important Downtown Revitalization Tool*.

<http://www.ndavidmilder.com/2017/07/lets-get-real-about-the-impacts-of-the-arts-on-smaller-downtowns-the-arts-as-an-important-downtown-revitalization-tool-redux-part-2>

Milder makes a point that the arts/culture venue in a smaller community (25,000 people or less) doesn't spend enough money in the downtown to make an impact itself, and the attendees of the venue may or may not make a significant impact with the dollars they spend while visiting the arts venue. An example of the scale of impact which could be experienced is included below:

"A new small-town theater is a big hit and attracts a large audience that generates enough potential diners that someone opens a new restaurant. That may sound simple but may not happen all that easily. A typical full-service restaurant nationally will need sales of between \$150 PSF and \$250 PSF to break even. A restaurant with 1,500 SF would need annual sales of between \$275,000 to \$375,000 to make it; one with 2,500 SF would need between \$375,000 to \$625,000 (1). Among a sample of 23 communities with populations below 25,000, the median amount of expenditures for meals and drinks generated by their arts events' audiences was \$994,542. The 1,500 SF eatery would need to capture between 15% and 25% of the audience expenditures for meals and drinks; the 2,500 SF restaurant between 38% and 63%. Of course, other consumer expenditure factors might also come into play in the determination of whether a new restaurant will open, e.g., the incomes, spending habits and preferences of the local trade area's residents and non-resident members of the downtown's daytime population."

Milder also concludes the biggest impact from audience/attendee spending goes to hospitality niches (accommodations, food and drink) and possibly gifts/souvenirs, but not clothing or other retail.

A primary driver of commercial success is residential density. Supporting multi-family housing, town homes, condos and single-family housing in the area will provide a built-in market for restaurants, retail shops and service related businesses downtown. Additional commercial anchors or draws would also support all of the activity downtown.



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GAP ANALYSIS FOR DOWNTOWN DE PERE

Destination Trade Area

In a full-blown market analysis, one would also look at the Destination Trade Area. This trade area is based on the purchase of major products and services such as appliances, furniture, electronics or cars, or those goods where consumers may wish to have a variety of options when shopping, i.e. clothing and shoes. The trade area for each product category as well as the retail setting they are in determines their draw or Destination Trade Area. De Pere's location adjacent to Green Bay and the Appleton area shopping and commercial districts, offers shoppers from within a 30+ mile radius a myriad of products and services in a variety of settings. From small specialty stores to super-regional centers, they will always pull an extraordinary amount of sales out of smaller communities into the larger metropolitan area.

Demand and Supply Analysis

Spending is influenced by demographic, economic and geographic factors. Demographic and lifestyle characteristics of the market area help describe the type of consumers residing in the area and their likely purchasing preferences and behaviors.

Estimates of demand and supply for retail trade (including food and drink) as developed by ESRI are presented here. ESRI uses their own methodology to estimate demand and supply data. Supply (retail sales) indicates sales to consumers by establishments, (business to business sales are excluded). Demand (retail potential) shows the expected amount spent by consumers at retail establishments. The analysis develops a predicted amount of spending in a given study area based on the population and typical per capita spending in each retail category.

Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges for +100 (total leakage) to -100 (total surplus). A positive value (green) represents "leakage" of retail opportunity outside the trade area – or that projected spending is more than what can be accommodated by the retail space in a given area. It is then presumed that the excess spending is done outside the study area. A negative value (red) represents a surplus of retail sales, a market where customers are drawn in from outside the trade area – or that the amount of retail space in a category is expected to accommodate the projected demand for the population in that area. A large surplus might indicate that the area is saturated with that kind of retail, or that consumers are being attracted from outside of the study area. The comparison of supply and demand provides a sound and reasonable assessment of the market place.

The Retail Gap represents the difference between Retail Potential and Retail Sales. ESRI uses the North American Industry Classification System (NAICS) to classify business by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector.

Keep in mind that these figures reflect only the difference in estimated demand and sales for the resident market area and do not include demand generated by area employees, passers-by and visitors. Also, retail competition throughout the region will always take a portion of shopping dollars out of a community or market area. This is less true for convenience goods, such as grocery, gasoline and drugstore items that are most often purchased close to home. However, some retail sectors which are supported by a broad cross-section of consumers, such as restaurants – which are especially utilized by visitors – may have a significantly higher demand than presented.

For the purposes of looking at supply and demand in the convenience trade area, we will utilize the Retail MarketPlace Profile in the 10-minute drive time. The 5-minute drive time is too small to accurately portray the supply and demand in the area. The 15-minute drive time is helpful because it includes area to the west, south,



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and southeast, but the areas to the north show data too far into Green Bay and skews the results significantly. Consumers comparison shop or have multiple store options for these types of purchases and are willing to drive well beyond the convenience trade area to seek them out. The internet has helped create savvy shoppers, knowing where desired products can be found in stock and at what price...compelling shoppers to drive even further for the best value.

Before reviewing the supply and demand data, here are some things to consider:

1. Sometimes a business opens because the owner has a passion for something, i.e. knitting, baking, antiques, pets, etc. and that is enough to push them forward, regardless of market demand or population support.
2. Sometimes a business opens in a certain location, simply because it is close to the owner's home, regardless of market demand or population support.
3. Sometimes a business opens in a certain location because the rent is very inexpensive, lessening the owner's risk.
4. It is not uncommon that smaller, independently owned businesses do not understand or research the market demand for their business model.
5. Simply because there is a market demand defined in a gap report, doesn't mean that a business can fill that demand and be successful. There are many other factors that contribute to a successful business, such as specific location, size of their space, management, sound financial footing, customer service, etc.
6. Anomalies will exist in the retail and service sector - businesses that manage to do well despite what appears to be the lack of market. Also, a business owner's measure of success is not always tied to profit – but sometimes they are just happier running their own business than working for someone else.
7. Most national businesses have specific requirements about a future site. The market demand might be there, but if a specific site doesn't provide the right property size, necessary traffic counts, access, controlled intersection, appropriate adjoining businesses, etc. – they might not pull the trigger in on that site.
8. A specific demand may be met within the community by a particular national or regional business, but they are franchise locations. The national chain might be very interested in the market area, but only if a local franchisee/operator can be located.

Retail Gap Analysis Data

The retail environment in De Pere is relatively healthy.

When a review of the retail marketplace was conducted, there were no significant gaps in retail availability which cannot be served within a 10-minute drive time. Within a five-minute drive time from the center of downtown (east) De Pere, for total retail trade and food & drink, there is a \$5,938,000 surplus, or more sales than the local demand is actually responsible for. This means people from outside the area are supporting the retail/food/drink market in the amount of nearly \$6 million. The corresponding figure in the 10-minute drive time is \$560 million.

General merchandise stores, (including department stores and other general merchandise stores) show a \$26 million gap in the five-minute drive time but that is the most significant gap within five minutes of downtown. Specialty food stores and beer/wine/liquor stores also show a small gap within the five and ten-minute drive times. Other gaps which may show up on a gap report are not significant enough to support or call out for a new store.



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This means the retail demands of the community are being satisfied within a 10-minute drive time from downtown De Pere.

10 Minute Drive Time

Summary Demographics						
2017 Population						53,793
2017 Households						21,974
2017 Median Disposable Income						\$49,244
2017 Per Capita Income						\$33,342
Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$854,458,185	\$1,414,536,082	-\$560,077,897	-24.7	541
Total Retail Trade	44-45	\$770,794,482	\$1,272,721,706	-\$501,927,224	-24.6	371
Total Food & Drink	722	\$83,663,703	\$141,814,376	-\$58,150,673	-25.8	171
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$165,081,473	\$208,442,218	-\$43,360,745	-11.6	28
Automobile Dealers	4411	\$130,718,924	\$185,769,586	-\$55,050,662	-17.4	10
Other Motor Vehicle Dealers	4412	\$21,056,372	\$12,348,428	\$8,707,944	26.1	5
Auto Parts, Accessories & Tire Stores	4413	\$13,306,177	\$10,324,203	\$2,981,974	12.6	13
Furniture & Home Furnishings Stores	442	\$25,325,122	\$109,754,339	-\$84,429,217	-62.5	32
Furniture Stores	4421	\$15,143,476	\$88,732,842	-\$73,589,366	-70.8	13
Home Furnishings Stores	4422	\$10,181,646	\$21,021,497	-\$10,839,851	-34.7	19
Electronics & Appliance Stores	443	\$25,637,987	\$60,803,013	-\$35,165,026	-40.7	18
Bldg Materials, Garden Equip. & Supply Stores	444	\$52,216,716	\$110,183,459	-\$57,966,743	-35.7	27
Bldg Material & Supplies Dealers	4441	\$47,088,561	\$100,304,113	-\$53,215,552	-36.1	23
Lawn & Garden Equip & Supply Stores	4442	\$5,128,155	\$9,879,347	-\$4,751,192	-31.7	5
Food & Beverage Stores	445	\$119,986,353	\$121,087,173	-\$1,100,820	-0.5	25
Grocery Stores	4451	\$104,491,359	\$112,337,734	-\$7,846,375	-3.6	12
Specialty Food Stores	4452	\$8,629,621	\$6,340,214	\$2,289,407	15.3	10
Beer, Wine & Liquor Stores	4453	\$6,865,373	\$2,409,225	\$4,456,148	48.0	3
Health & Personal Care Stores	446,4461	\$48,482,696	\$86,701,019	-\$38,218,323	-28.3	35
Gasoline Stations	447,4471	\$91,097,098	\$124,041,722	-\$32,944,624	-15.3	28
Clothing & Clothing Accessories Stores	448	\$33,556,174	\$107,011,416	-\$73,455,242	-52.3	85
Clothing Stores	4481	\$21,766,333	\$87,587,843	-\$65,821,510	-60.2	60
Shoe Stores	4482	\$4,868,823	\$12,693,743	-\$7,824,920	-44.6	13
Jewelry, Luggage & Leather Goods Stores	4483	\$6,921,019	\$6,729,829	\$191,190	1.4	12
Sporting Goods, Hobby, Book & Music Stores	451	\$20,027,468	\$46,453,091	-\$26,425,623	-39.7	26
Sporting Goods/Hobby/Musical Instr Stores	4511	\$16,854,605	\$43,875,313	-\$27,020,708	-44.5	22
Book, Periodical & Music Stores	4512	\$3,172,863	\$2,577,777	\$595,086	10.3	4
General Merchandise Stores	452	\$137,199,976	\$265,552,663	-\$128,352,687	-31.9	14
Department Stores Excluding Leased Depts.	4521	\$104,436,755	\$181,187,900	-\$76,751,145	-26.9	9
Other General Merchandise Stores	4529	\$32,763,222	\$84,364,763	-\$51,601,541	-44.1	5
Miscellaneous Store Retailers	453	\$29,942,922	\$29,156,835	\$786,087	1.3	49
Florists	4531	\$1,423,494	\$5,453,637	-\$4,030,143	-58.6	9
Office Supplies, Stationery & Gift Stores	4532	\$7,099,246	\$9,838,416	-\$2,739,170	-16.2	15
Used Merchandise Stores	4533	\$6,836,866	\$4,343,012	\$2,493,854	22.3	10
Other Miscellaneous Store Retailers	4539	\$14,583,317	\$9,521,770	\$5,061,547	21.0	15
Nonstore Retailers	454	\$22,240,495	\$3,534,758	\$18,705,737	72.6	4
Electronic Shopping & Mail-Order Houses	4541	\$18,238,462	\$870,370	\$17,368,092	90.9	1
Vending Machine Operators	4542	\$1,640,873	\$150,600	\$1,490,273	83.2	1
Direct Selling Establishments	4543	\$2,361,160	\$2,513,787	-\$152,627	-3.1	2
Food Services & Drinking Places	722	\$83,663,703	\$141,814,376	-\$58,150,673	-25.8	171
Special Food Services	7223	\$2,044,742	\$14,281,914	-\$12,237,172	-75.0	5
Drinking Places - Alcoholic Beverages	7224	\$6,067,454	\$3,617,317	\$2,450,137	25.3	13
Restaurants/Other Eating Places	7225	\$75,551,507	\$123,915,144	-\$48,363,637	-24.2	153

Attachment: Market Analysis DePere (7094 : Cultural District Master Plan)



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Understanding there are no true gaps to fill, but for possibly some specialty food and alcohol stores and possibly some “other miscellaneous store retailers” here are some concepts which would do well in downtown De Pere, given the vision for the future of the east side:

1. Music school. Private instruction for piano, violin, etc.
2. Specialty grocery, i.e. butcher shop, ethnic foods, local foods, organic foods.
3. Upscale bar with food. Handcrafted cocktails, fine wine selections, with outdoor seating.
4. Higher end resale goods – fashion and furniture.
5. Coffee shop with a retail angle, possibly a book store
6. Home décor, kitchen accessories store
7. Affordable but funky furniture (think IKEA lite)
8. Gallery space with artist production units where artists can exhibit and create their work in their own small rented space. Space could host classes, have equipment artists could share (such as a potter's wheel, high quality printer, computers), could serve as an “arts incubator”
9. Community workspace (see <http://unicornhatchlabs.com>)
10. Microbrewery/brewpub/distillery
11. Wine store/ wine bar

INVENTORY OF DOWNTOWN (study area) BUSINESSES

An inventory of a business district's business types is informative for understanding the mix and balance of who is working and conducting business in the district and what sectors may have a prevalence or be missing entirely.

For De Pere, the east side of downtown is surprisingly service business heavy, and on top of that, the business to business services category is dominant. Financial services, marketing agencies, accounting, architects and insurance have made the downtown their home. While these professional services are nice businesses to have in a business district, they don't draw the foot traffic the downtown needs to thrive.

Education and service providers include schools, a college planning business, Junior Achievement Office, and a math/reading center.

Entertainment includes the cinema and bowling alley.

Financial Services includes insurance agencies, banks, financial planning businesses, and mortgage companies.

Government includes the Post Office, Library and City Hall/Fire/Police Departments.

Healthcare and Fitness includes clinics, opticians, chiropractors, counseling services and fitness studios.

Restaurants and bars include all listed restaurants and bars in the tables located in the appendix of this market analysis. Recently closed or soon to be opening restaurants were not counted. Caterers were included in restaurants, but bakeries are included in retail.

Retail shows a nice mix of establishments from clothing to bakery, to general merchandise to children's stores and those focused on a hobby (quilting).

Salons includes adult, children and pet grooming.

Service to business includes marketing and advertising agencies, engineering and architectural firms, printing companies, attorneys and accountants



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Service to consumers includes interior design, photography, television and communications.

There were a small handful of industry/manufacturing/construction related businesses as well.

De Pere Business Inventory by Category Downtown Eastside Study Area	
<u>Category</u>	<u>Number</u>
Church	2
Education (providers & services)	6
Entertainment	2
Financial Service (including insurance)	17
Government	3
Healthcare & Fitness	8
Restaurant/Bar	10
Retail	22
Salons	7
Service (to business)	13
Service (to consumer)	23

The Business Locator report in the Appendix shows sixteen pages of businesses by distance from the center of the study area. Pages 1-10 were used in this count and show the business most closely related to the study area of this project.

It's interesting to note there are 74 service related businesses between education, financial services, salons, health and fitness, business to business and business to consumer companies downtown. That leaves 34 other actual businesses (churches and government subtracted) which make up the entertainment, restaurant/bar and retail categories. The latter categories are those which should be the focus of recruitment efforts by the City and Definitely De Pere. The imbalance shows one perspective of the actual activity taking place now in the downtown. To draw more residents and visitors to want to come to the downtown, more retail, restaurant and experiential entertainment venues will need to move in.

CONSIDERING MULTI-FAMILY RESIDENTIAL

Noting there are no real gaps in the retail offerings from the marketplace profile, one of the strongest ways to increase the appeal to retailers and restaurants is to increase the number of residents. High density multi-family residential development would be an appropriate target for the Front Street/Broadway block between George Street and the roundabout.

Redevelopment Resources and SmithGroupJJR modeled several concepts of development for that block in keeping with what was shared through public listening/input sessions during the three-day charrette held in late May 2018.

The block currently hosts a public parking ramp with approximately 110 spaces, and a handful of commercial buildings, some of which are occupied by operating businesses and some of which are not. To re-program the



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block with an impactful development, a massing exercise was undertaken which included a simplified proforma analysis to determine what levels of construction would need to be developed to make the project produce a positive net operating income and make a redevelopment project on this site financially feasible.

1. The consultants' first task was to determine if development under the current zoning code, a floor area ratio (FAR) of 2.8, would produce enough positive operating capital to pay for itself. A model was calculated where the developer would replace the public parking currently on-site and build enough parking to meet the needs of the new development. This model did not generate a positive net operating income (NOI), see financial models in the Appendix.
2. The next example reviewed was one where a development was constructed at the current zoning (FAR 2.8) without replacing the public parking but with enough parking to serve the new development. This example also did not result in a positive NOI.
3. We calculated the NOI on a development at current zoning code without parking but with a 25% tax increment financing (TIF) incentive. This model also did not generate a positive NOI. This is because there is not enough potential to capture revenue from a development with only enough density to meet the current zoning code. The cost of construction and the amount of debt on the project (with owner's equity of 25%) does not provide enough income to service the debt and meet expenses. The taxes generated on these examples would take 18 years to pay back a 25% TIF incentive.
4. The Floor Area Ratio was increased to 3.5 to provide a higher level of density on the site. In this model, taller buildings were imagined on the north end of the development (up to 5 stories) and buildings 2-3 stories were placed on the corner near the roundabout. This model was calculated with parking to serve just the development (not replacing public parking) and included 90 apartment units, 18 townhomes and 12,000 square feet of commercial space. With a 25% TIF incentive, this project barely results in a positive NOI and has a payback period on the incentive of 18 years.
5. An example we called Split Bar is a layout used for massing purposes which had a set of buildings facing the river and one facing Broadway St. with a parking structure in the middle. This example had 66 residential units and 18,000 sq. ft. of commercial space with only 80 parking stalls. With a TIF incentive of 25%, this example barely ekes out a positive NOI and has a 19-year payback period on the incentive.
6. The final example we ran, we called Galleria because the development wrapped the site on three sides and had a center building facing Broadway St. with a driveway and surface parking in a horseshoe shape through the development. With 78 units of residential and 21,500 sq. ft. of commercial space, this example also arrives at a very thin positive NOI and reaches a payback of public incentives after 18 years.

None of the above examples generate extremely solid formulas from a net operating income perspective but the exercise shows there is a way to achieve a moderate density on the site while still preserving desired building heights, preserving views of the river and maximizing value on this block. Each example was calculated with the City contributing to the project for \$1, the existing site on which the public parking sits.

Notes: Demolition and clearance of the site was considered within the acquisition price.

Soft costs include contingency, professional fees, financing fees for construction and permanent financing (including appraisals), insurance, taxes, rent-up expense, marketing, etc. Soft costs at 17% of total construction and acquisition costs provide a general estimate of what these costs could be. This number was consolidated for simplicity.

Commercial and residential construction costs were assigned a global cost of \$225 per square foot based on industry standard for mid-to-upper level quality of commercial construction. This was confirmed by a Fox Valley based construction/development firm and checked against current construction costs in other areas of Wisconsin.



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Parking stall costs were assigned a cost of \$25,000 per stall to construct, confirmed by a Fox Valley based construction/development firm and verified against parking construction costs throughout the state of Wisconsin.

It was assumed the developer would contribute 25% cash/equity to the project, and if there was an incentive used in an example, it was estimated also at 25% of the project. Debt would then have been at either 50% or 75% of the project depending on if a TIF incentive was assumed.

The operating budget assumed full lease up on day 1 for simplicity. This is not a realistic scenario, but it was applied consistently across examples. The time it takes to fully lease the residential and commercial units will negatively impact the NOI, making most of the examples riskier and would justify the need for more density on the site.

Expenses at 35% of income is an industry standard applied to all examples.

Debt service was calculated at 6% interest over 30 years.

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APPENDIX

Tapestry Descriptions



LifeMode Group: Middle Ground

Bright Young Professionals

8C

Households: 2,750,200

Average Household Size: 2.41

Median Age: 33.0

Median Household Income: \$54,000

WHO ARE WE?

Bright Young Professionals is a large market, primarily located in urban outskirts of large metropolitan areas. These communities are home to young, educated, working professionals. More than one out of three householders is under the age of 35. Slightly more diverse couples dominate this market, with more renters than homeowners. More than two-fifths of the households live in single-family homes; over a third live in 5+ unit buildings. Labor force participation is high, generally white-collar work, with a mix of food service and part-time jobs (among the college students). Median household income, median home value, and average rent are close to the US values. Residents of this segment are physically active and up on the latest technology.

OUR NEIGHBORHOOD

- Approximately 57% of the households rent; 43% own their homes.
- Household type is primarily couples, married (or unmarried), with above average concentrations of both single-parent (Index 125) and single-person (Index 115) households.
- Multitunit buildings or row housing make up 56% of the housing stock (row housing (Index 178), buildings with 5–19 units (Index 275)); 43% built 1980–99.
- Average rent mirrors the US (Index 100).
- Lower vacancy rate is at 8.2%.

SOCIOECONOMIC TRAITS

- Education completed: 35% with some college or an associate's degree, 33% with a bachelor's degree or higher.
- Unemployment rate is lower at 4.7%, and labor force participation rate of 72% is higher than the US rate.
- These consumers are up on the latest technology.
- They get most of their information from the Internet.
- Concern about the environment, impacts their purchasing decisions.



**TAPESTRY
SEGMENTATION**

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Note: The index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.

8C

LifeMode Group: Middle Ground

Bright Young Professionals



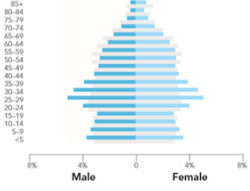
**TAPESTRY
SEGMENTATION**

esri.com/tapestry

AGE BY SEX (Est. data)

Median Age: **33.0** US: 38.2

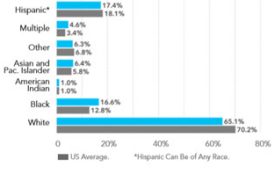
■ Indicates US



RACE AND ETHNICITY (Est. data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: **67.5** US: 64.0

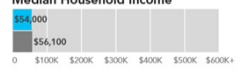


■ US Average. *Hispanic Can Be of Any Race.

INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

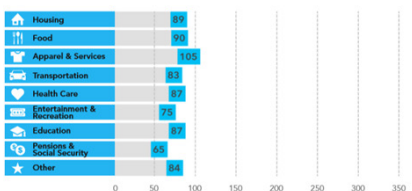


Median Net Worth



AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.





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8C LifeMode Group: Middle Ground Bright Young Professionals

TAPESTRY SEGMENTATION
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MARKET PROFILE (Consumer preferences are estimated from data by GfK MR)

- Own retirement savings and student loans.
- Own newer computers (desktop, laptop, or both), iPods, and 2+ TVs.
- Go online and use mobile devices for banking, access YouTube or Facebook, visit blogs, download movies, and play games.
- Use cell phones to text, redeem mobile coupons, listen to music, and check for news and financial information.
- Find leisure going to bars/clubs, attending concerts, going to the beach, and renting DVDs from Redbox or Netflix.
- Enjoy a variety of sports, including backpacking, rock climbing, football, Pilates, running, and yoga.
- Eat out often at fast-food and family restaurants.

HOUSING

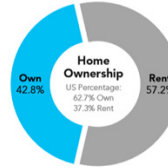
Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



Typical Housing:
Single Family;
Multi-Units

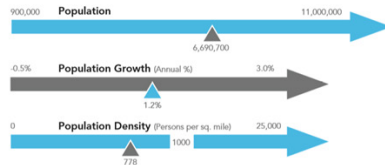
Average Rent:
\$1,042

US Average: \$1,038



POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.

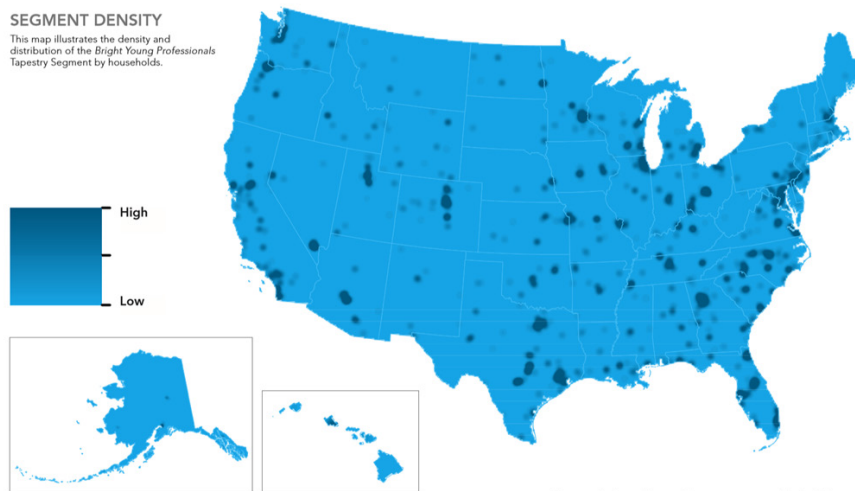


8C LifeMode Group: Middle Ground Bright Young Professionals

TAPESTRY SEGMENTATION
esri.com/tapestry

SEGMENT DENSITY

This map illustrates the density and distribution of the Bright Young Professionals Tapestry Segment by households.



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OF
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LifeMode Group: GenXurban

In Style

5B

Households: 2,675,000

Average Household Size: 2.33

Median Age: 41.1

Median Household Income: \$66,000

WHO ARE WE?

In Style denizens embrace an urbane lifestyle that includes support of the arts, travel, and extensive reading. They are connected and make full use of the advantages of mobile devices. Professional couples or single households without children, they have the time to focus on their homes and their interests. The population is slightly older and already planning for their retirement.

OUR NEIGHBORHOOD

- City dwellers of large metropolitan areas.
- Married couples, primarily with no children (Index 112) or single households (Index 109); average household size at 2.33.
- Home ownership average at 69% (Index 108); more than half, 51%, mortgaged (Index 112).
- Primarily single-family homes, in older neighborhoods (built before 1980), with a mix of town homes (Index 133) and smaller (5–19 units) apartment buildings (Index 110).
- Median home value at \$213,500.
- Vacant housing units at 8.8%.

SOCIOECONOMIC TRAITS

- College educated: 46% are graduates (Index 162); 75% with some college education.
- Low unemployment is at 5.6% (Index 65); higher labor force participation rate is at 68% (Index 108) with proportionately more 2-worker households (Index 112).
- Median household income of \$65,600 reveals an affluent market with income supplemented by investments (Index 143) and a substantial net worth (Index 179).
- Connected and knowledgeable, they carry smartphones and use many of the features.
- Attentive to price, they use coupons, especially mobile coupons.



Note: The index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by ESRI, Inc.

5B

LifeMode Group: GenXurban

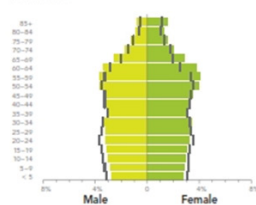
In Style



AGE BY SEX (Est. data)

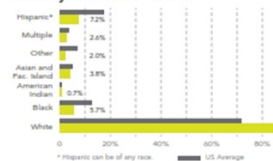
Median Age: 41.1 US: 37.6

1 Indicates US

**RACE AND ETHNICITY** (Est. data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

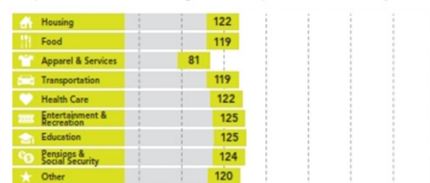
Diversity Index: 36.9 US: 62.1

**INCOME AND NET WORTH**

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income**Median Net Worth****AVERAGE HOUSEHOLD BUDGET INDEX**

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.

**OCCUPATION BY EARNINGS**

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.





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5B

LifeMode Group: GenXurban

In Style

TAPESTRY
SEGMENTATION
esri.com/tapestry

MARKET PROFILE(Consumer preferences are estimated from data by QSR, MHI)

- Partial to late model SUVs or trucks.
- Homes integral part of their style; invest in home remodeling/maintenance, DIY or contractors; housekeeping hired.
- Prefer organic foods, including growing their own vegetables.
- Financially active, from a variety of investments to home equity lines of credit.
- Meticulous planners, both well insured and well invested in retirement savings.
- Generous with support of various charities and causes.
- Actively support the arts, theater, concerts, and museums.

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



Typical Housing:
Single Family
Median Value:
\$214,000
US Median: \$177,000

**POPULATION CHARACTERISTICS**

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.

**ESRI INDEXES**

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.



5B

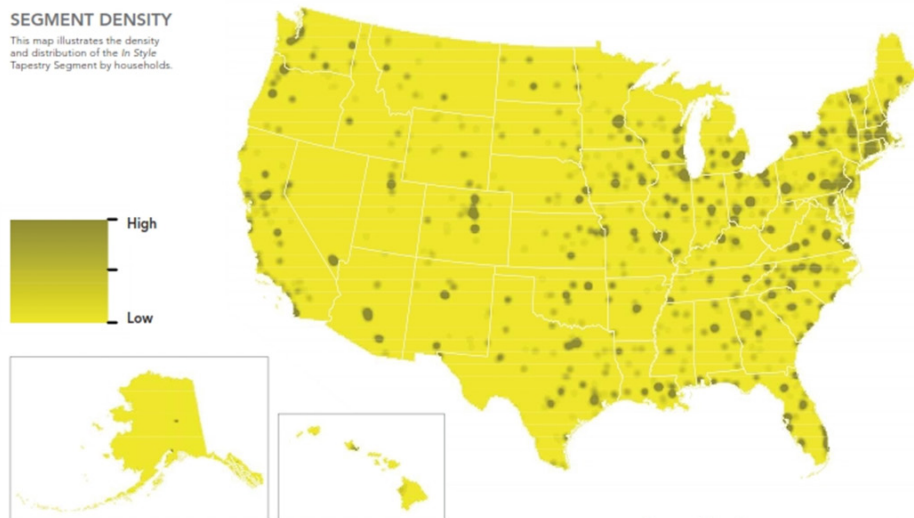
LifeMode Group: GenXurban

In Style

TAPESTRY
SEGMENTATION
esri.com/tapestry

SEGMENT DENSITY

This map illustrates the density and distribution of the In Style Tapestry Segment by households.



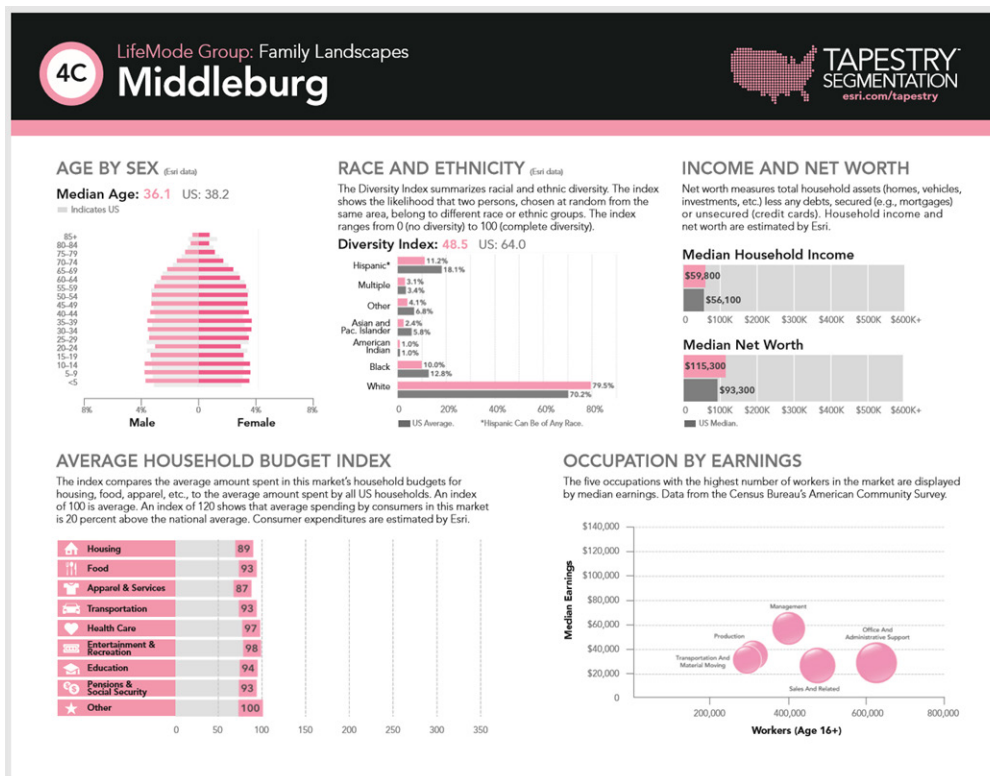
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For more information

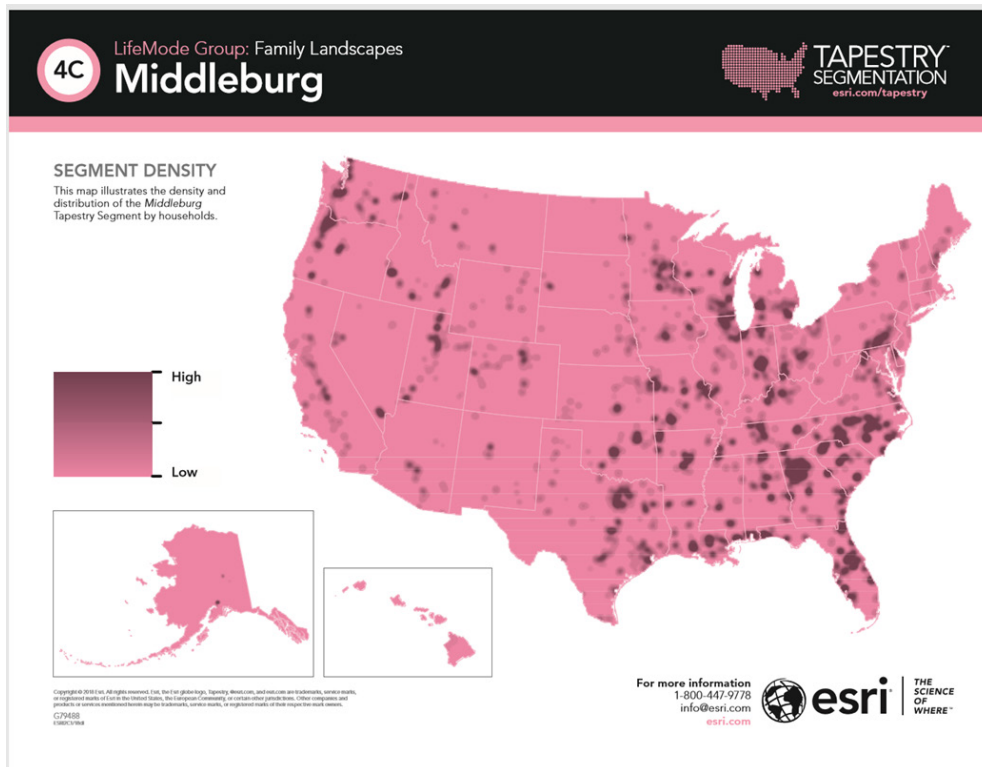
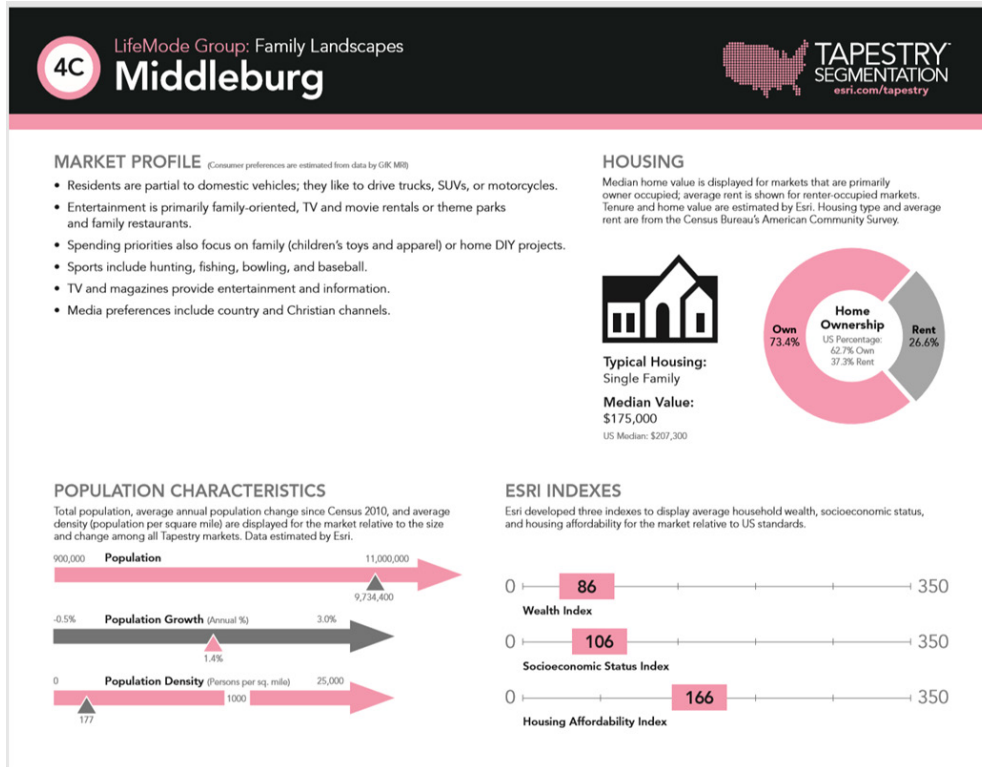
1-800-447-9778

info@esri.comesri.com

June 11, 2018



June 11, 2018



June 11, 2018



LifeMode Group: Middle Ground

Old and Newcomers

8F

Households: 2,859,200

Average Household Size: 2.12

Median Age: 39.4

Median Household Income: \$44,900

WHO ARE WE?

This market features singles' lifestyles, on a budget. The focus is more on convenience than consumerism, economy over acquisition. *Old and Newcomers* is composed of neighborhoods in transition, populated by renters who are just beginning their careers or retiring. Some are still in college; some are taking adult education classes. They support charity causes and are environmentally conscious. Age is not always obvious from their choices.

OUR NEIGHBORHOOD

- Metropolitan city dwellers.
- Predominantly single households (Index 148), with a mix of married couples (no children); average household size lower at 2.12.
- 55% renter occupied; average rent, \$880, (Index 85).
- 45% of housing units are single-family dwellings; 45% are multiunit buildings in older neighborhoods, built before 1980.
- Average vacancy rate at 11%.

SOCIOECONOMIC TRAITS

- Unemployment is lower at 5.1% (Index 93), with an average labor force participation rate of 62.6%, despite the increasing number of retired workers.
- 32% of households are currently receiving Social Security.
- 31% have a college degree (Index 99), 33% have some college education, 9% are still enrolled in college (Index 121).
- Consumers are price aware and coupon clippers, but open to impulse buys.
- They are attentive to environmental concerns.
- They are more comfortable with the latest technology than buying a car.



Note: The index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MR.

8F

LifeMode Group: Middle Ground

Old and Newcomers

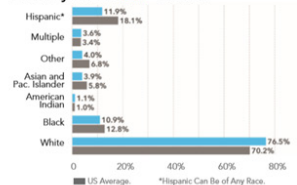
AGE BY SEX (Esri data)

Median Age: **39.4** US: 38.2

**RACE AND ETHNICITY** (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

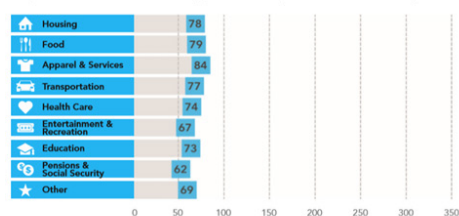
Diversity Index: **52.7** US: 64.0

**INCOME AND NET WORTH**

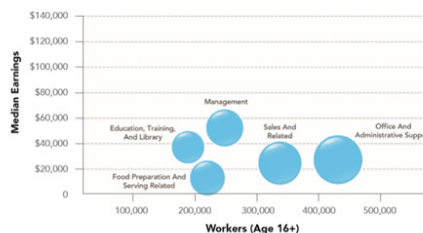
Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income**Median Net Worth****AVERAGE HOUSEHOLD BUDGET INDEX**

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.

**OCCUPATION BY EARNINGS**

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.





June 11, 2018

8F LifeMode Group: Middle Ground Old and Newcomers



MARKET PROFILE (Consumer preferences are estimated from data by GfK MR)

- Residents have a strong sense of community. They volunteer for charities, help fund raise, and recycle.
- They prefer cell phones to landlines.
- Entertainment features the Internet (employment searches, rating products, updating social media profiles), watching movies at home, listening to country music, and reading the paper.
- Vehicles are basically just a means of transportation.
- Food features convenience, frozen and fast food.
- They do banking as likely in person as online.

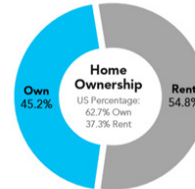
HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



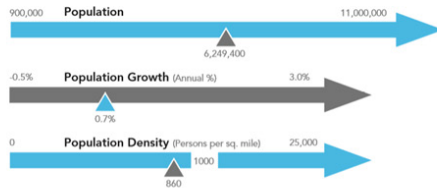
Typical Housing:
Single Family;
Multi-Units

Average Rent:
\$880
US Average: \$1,038



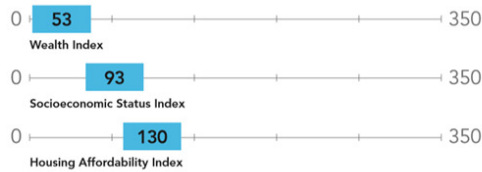
POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.

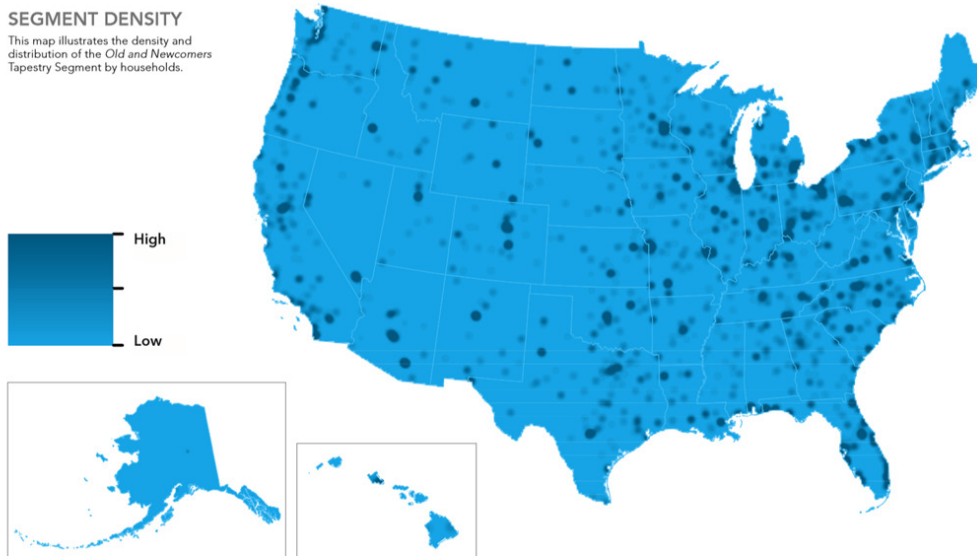


8F LifeMode Group: Middle Ground Old and Newcomers



SEGMENT DENSITY

This map illustrates the density and distribution of the *Old and Newcomers* Tapestry Segment by households.



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G29488

For more information
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info@esri.com
esri.com





June 11, 2018

Market Profile



Market Profile

S Broadway & George St, De Pere, Wisconsin, 54115
Drive Time: 5, 10, 15 minute radii

Prepared by Esri
Latitude: 44.44897
Longitude: -88.06048

	5 minutes	10 minutes	15 minutes
Population Summary			
2000 Total Population	14,303	46,037	143,621
2010 Total Population	14,780	50,829	152,880
2017 Total Population	15,348	53,793	160,263
2017 Group Quarters	1,130	2,653	3,732
2022 Total Population	15,819	56,074	166,141
2017-2022 Annual Rate	0.61%	0.83%	0.72%
2017 Total Daytime Population	14,583	85,318	203,426
Workers	7,263	60,447	125,710
Residents	7,320	24,871	77,716
Household Summary			
2000 Households	5,662	17,535	56,706
2000 Average Household Size	2.33	2.42	2.44
2010 Households	6,159	20,649	62,500
2010 Average Household Size	2.21	2.33	2.39
2017 Households	6,466	21,974	65,694
2017 Average Household Size	2.20	2.33	2.38
2022 Households	6,703	22,974	68,195
2022 Average Household Size	2.19	2.33	2.38
2017-2022 Annual Rate	0.72%	0.89%	0.75%
2010 Families	3,733	13,107	38,780
2010 Average Family Size	2.83	2.91	2.99
2017 Families	3,857	13,813	40,310
2017 Average Family Size	2.83	2.91	2.99
2022 Families	3,966	14,377	41,643
2022 Average Family Size	2.82	2.91	3.00
2017-2022 Annual Rate	0.56%	0.80%	0.65%
Housing Unit Summary			
2000 Housing Units	5,829	18,112	58,568
Owner Occupied Housing Units	65.7%	67.5%	60.2%
Renter Occupied Housing Units	31.4%	29.3%	36.6%
Vacant Housing Units	2.9%	3.2%	3.2%
2010 Housing Units	6,495	21,872	66,441
Owner Occupied Housing Units	60.9%	62.5%	58.0%
Renter Occupied Housing Units	33.9%	31.9%	36.1%
Vacant Housing Units	5.2%	5.6%	5.9%
2017 Housing Units	6,793	23,113	69,547
Owner Occupied Housing Units	57.5%	59.3%	54.9%
Renter Occupied Housing Units	37.7%	35.7%	39.6%
Vacant Housing Units	4.8%	4.9%	5.5%
2022 Housing Units	7,039	24,074	72,062
Owner Occupied Housing Units	57.3%	59.3%	54.8%
Renter Occupied Housing Units	37.9%	36.2%	39.8%
Vacant Housing Units	4.8%	4.6%	5.4%
Median Household Income			
2017	\$61,032	\$61,226	\$53,662
2022	\$71,665	\$71,895	\$60,745
Median Home Value			
2017	\$178,709	\$182,217	\$160,777
2022	\$193,889	\$197,996	\$172,893
Per Capita Income			
2017	\$34,441	\$33,342	\$29,384
2022	\$39,857	\$38,500	\$33,853
Median Age			
2010	37.1	37.1	35.9
2017	38.6	38.2	37.0
2022	39.8	38.6	37.6

Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.

May 03, 2018



June 11, 2018



Market Profile

S Broadway & George St, De Pere, Wisconsin, 54115
Drive Time: 5, 10, 15 minute radii

Prepared by Esri
Latitude: 44.44897
Longitude: -88.06048

	5 minutes	10 minutes	15 minutes
2017 Households by Income			
Household Income Base	6,466	21,974	65,694
<\$15,000	6.7%	6.1%	9.1%
\$15,000 - \$24,999	10.1%	9.0%	10.7%
\$25,000 - \$34,999	10.3%	9.6%	10.8%
\$35,000 - \$49,999	11.8%	14.0%	15.2%
\$50,000 - \$74,999	20.5%	20.6%	20.1%
\$75,000 - \$99,999	14.1%	15.2%	13.8%
\$100,000 - \$149,999	15.1%	15.3%	12.7%
\$150,000 - \$199,999	5.7%	4.8%	3.8%
\$200,000+	5.8%	5.4%	3.8%
Average Household Income	\$82,766	\$81,786	\$71,429
2022 Households by Income			
Household Income Base	6,703	22,974	68,195
<\$15,000	6.1%	5.6%	8.6%
\$15,000 - \$24,999	8.7%	7.7%	9.5%
\$25,000 - \$34,999	8.6%	8.0%	9.2%
\$35,000 - \$49,999	9.6%	11.3%	12.6%
\$50,000 - \$74,999	19.0%	19.1%	19.0%
\$75,000 - \$99,999	16.6%	17.9%	16.5%
\$100,000 - \$149,999	17.7%	18.1%	15.2%
\$150,000 - \$199,999	6.8%	5.7%	4.6%
\$200,000+	7.0%	6.6%	4.7%
Average Household Income	\$95,821	\$94,377	\$82,311
2017 Owner Occupied Housing Units by Value			
Total	3,905	13,716	38,174
<\$50,000	1.9%	1.7%	4.1%
\$50,000 - \$99,999	3.4%	3.8%	9.9%
\$100,000 - \$149,999	29.0%	26.3%	30.6%
\$150,000 - \$199,999	27.3%	28.3%	25.0%
\$200,000 - \$249,999	16.5%	15.4%	11.8%
\$250,000 - \$299,999	6.9%	7.9%	6.5%
\$300,000 - \$399,999	6.8%	8.4%	6.3%
\$400,000 - \$499,999	4.0%	3.8%	2.6%
\$500,000 - \$749,999	1.9%	2.8%	2.2%
\$750,000 - \$999,999	0.7%	0.8%	0.5%
\$1,000,000 +	1.5%	0.8%	0.5%
Average Home Value	\$221,895	\$223,584	\$193,198
2022 Owner Occupied Housing Units by Value			
Total	4,036	14,271	39,502
<\$50,000	1.4%	1.2%	3.3%
\$50,000 - \$99,999	2.8%	3.1%	8.6%
\$100,000 - \$149,999	25.3%	22.9%	28.1%
\$150,000 - \$199,999	23.3%	23.9%	21.8%
\$200,000 - \$249,999	16.3%	14.8%	11.8%
\$250,000 - \$299,999	7.7%	8.6%	7.4%
\$300,000 - \$399,999	9.4%	11.7%	9.0%
\$400,000 - \$499,999	7.3%	6.4%	4.5%
\$500,000 - \$749,999	3.0%	4.9%	3.9%
\$750,000 - \$999,999	0.8%	1.1%	0.8%
\$1,000,000 +	2.6%	1.4%	0.9%
Average Home Value	\$257,198	\$258,265	\$221,115

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.

May 03, 2018



June 11, 2018



Market Profile

S Broadway & George St, De Pere, Wisconsin, 54115
Drive Time: 5, 10, 15 minute radii

Prepared by Esri
Latitude: 44.44897
Longitude: -88.06048

	5 minutes	10 minutes	15 minutes
2010 Population by Age			
Total	14,780	50,826	152,883
0 - 4	5.2%	6.1%	7.0%
5 - 9	5.8%	6.5%	6.8%
10 - 14	6.9%	6.7%	6.7%
15 - 24	18.3%	14.3%	13.7%
25 - 34	11.8%	13.9%	14.6%
35 - 44	11.5%	13.0%	13.1%
45 - 54	14.3%	15.1%	14.9%
55 - 64	10.9%	11.3%	11.2%
65 - 74	6.8%	6.3%	6.1%
75 - 84	5.4%	4.5%	4.0%
85 +	3.3%	2.4%	1.9%
18 +	78.0%	76.6%	75.4%
2017 Population by Age			
Total	15,347	53,791	160,264
0 - 4	4.8%	5.6%	6.5%
5 - 9	4.9%	5.7%	6.4%
10 - 14	5.3%	6.1%	6.3%
15 - 24	18.9%	14.7%	13.3%
25 - 34	11.9%	13.8%	14.9%
35 - 44	10.8%	12.3%	12.7%
45 - 54	12.7%	13.1%	12.9%
55 - 64	13.0%	13.0%	12.8%
65 - 74	9.0%	8.5%	8.2%
75 - 84	5.2%	4.5%	4.1%
85 +	3.5%	2.6%	2.1%
18 +	81.4%	78.9%	77.2%
2022 Population by Age			
Total	15,819	56,072	166,142
0 - 4	4.8%	5.7%	6.5%
5 - 9	4.7%	5.5%	6.2%
10 - 14	4.9%	5.7%	6.2%
15 - 24	17.4%	14.0%	12.8%
25 - 34	12.6%	14.5%	14.8%
35 - 44	11.3%	12.6%	13.2%
45 - 54	10.7%	11.5%	11.5%
55 - 64	13.1%	12.7%	12.4%
65 - 74	10.9%	10.1%	9.6%
75 - 84	6.0%	5.2%	4.8%
85 +	3.4%	2.5%	2.0%
18 +	82.4%	79.5%	77.5%
2010 Population by Sex			
Males	7,091	25,126	75,448
Females	7,689	25,703	77,432
2017 Population by Sex			
Males	7,397	26,574	79,140
Females	7,951	27,219	81,123
2022 Population by Sex			
Males	7,638	27,686	82,050
Females	8,180	28,387	84,091

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.

May 03, 2018

Attachment: Market Analysis DePere (7094 : Cultural District Master Plan)



June 11, 2018



Market Profile

S Broadway & George St, De Pere, Wisconsin, 54115
Drive Time: 5, 10, 15 minute radii

Prepared by Esri
Latitude: 44.44897
Longitude: -88.06048

	5 minutes	10 minutes	15 minutes
2010 Population by Race/Ethnicity			
Total	14,780	50,829	152,880
White Alone	94.7%	92.0%	84.9%
Black Alone	0.8%	2.2%	2.7%
American Indian Alone	1.0%	1.3%	3.1%
Asian Alone	1.4%	1.8%	3.2%
Pacific Islander Alone	0.0%	0.0%	0.0%
Some Other Race Alone	0.6%	0.9%	3.7%
Two or More Races	1.4%	1.7%	2.4%
Hispanic Origin	2.1%	2.5%	7.3%
Diversity Index	13.9	19.3	37.4
2017 Population by Race/Ethnicity			
Total	15,348	53,793	160,263
White Alone	93.3%	90.3%	82.1%
Black Alone	1.1%	2.6%	3.3%
American Indian Alone	1.0%	1.3%	3.2%
Asian Alone	1.9%	2.4%	4.0%
Pacific Islander Alone	0.0%	0.0%	0.0%
Some Other Race Alone	0.8%	1.1%	4.5%
Two or More Races	1.8%	2.2%	2.9%
Hispanic Origin	2.8%	3.3%	8.9%
Diversity Index	17.7	23.6	43.3
2022 Population by Race/Ethnicity			
Total	15,818	56,074	166,140
White Alone	92.0%	88.7%	79.6%
Black Alone	1.4%	3.0%	3.9%
American Indian Alone	1.1%	1.4%	3.3%
Asian Alone	2.3%	2.9%	4.6%
Pacific Islander Alone	0.0%	0.0%	0.0%
Some Other Race Alone	1.1%	1.4%	5.3%
Two or More Races	2.2%	2.6%	3.3%
Hispanic Origin	3.5%	4.1%	10.5%
Diversity Index	21.1	27.4	48.2
2010 Population by Relationship and Household Type			
Total	14,780	50,829	152,880
In Households	92.3%	94.7%	97.5%
In Family Households	73.1%	76.7%	78.2%
Householder	24.5%	25.5%	25.3%
Spouse	19.4%	20.4%	18.9%
Child	26.5%	27.9%	29.4%
Other relative	1.2%	1.3%	2.3%
Nonrelative	1.5%	1.6%	2.3%
In Nonfamily Households	19.2%	18.0%	19.3%
In Group Quarters	7.7%	5.3%	2.5%
Institutionalized Population	1.0%	3.0%	1.5%
Noninstitutionalized Population	6.8%	2.3%	1.0%

Attachment: Market Analysis DePere (7094 : Cultural District Master Plan)

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.

May 03, 2018



June 11, 2018



Market Profile

S Broadway & George St, De Pere, Wisconsin, 54115
Drive Time: 5, 10, 15 minute radii

Prepared by Esri
Latitude: 44.44897
Longitude: -88.06048

	5 minutes	10 minutes	15 minutes
2017 Population 25+ by Educational Attainment			
Total	10,144	36,525	108,205
Less than 9th Grade	1.4%	1.8%	3.8%
9th - 12th Grade, No Diploma	3.3%	3.9%	5.5%
High School Graduate	23.5%	21.5%	25.4%
GED/Alternative Credential	2.3%	3.5%	4.0%
Some College, No Degree	19.2%	19.9%	20.6%
Associate Degree	12.7%	13.1%	12.1%
Bachelor's Degree	26.9%	25.5%	20.9%
Graduate/Professional Degree	10.7%	10.7%	7.6%
2017 Population 15+ by Marital Status			
Total	13,041	44,457	129,562
Never Married	31.9%	31.3%	34.3%
Married	52.3%	53.4%	49.9%
Widowed	6.0%	5.3%	5.0%
Divorced	9.8%	10.0%	10.8%
2017 Civilian Population 16+ in Labor Force			
Civilian Employed	96.1%	96.5%	96.2%
Civilian Unemployed (Unemployment Rate)	3.9%	3.5%	3.8%
2017 Employed Population 16+ by Industry			
Total	8,161	28,336	82,815
Agriculture/Mining	1.0%	0.8%	1.4%
Construction	2.9%	4.5%	4.6%
Manufacturing	15.8%	14.9%	16.9%
Wholesale Trade	2.6%	2.8%	3.0%
Retail Trade	11.6%	10.5%	10.7%
Transportation/Utilities	5.9%	5.7%	5.8%
Information	1.4%	1.5%	1.3%
Finance/Insurance/Real Estate	7.1%	8.0%	7.2%
Services	48.1%	47.5%	45.7%
Public Administration	3.6%	3.8%	3.4%
2017 Employed Population 16+ by Occupation			
Total	8,163	28,336	82,816
White Collar	65.8%	63.7%	57.5%
Management/Business/Financial	16.0%	15.5%	14.5%
Professional	26.1%	23.7%	19.3%
Sales	10.8%	10.7%	9.6%
Administrative Support	12.9%	13.8%	14.1%
Services	16.1%	17.7%	19.1%
Blue Collar	18.1%	18.6%	23.4%
Farming/Forestry/Fishing	0.8%	0.6%	1.1%
Construction/Extraction	2.4%	3.1%	3.2%
Installation/Maintenance/Repair	1.8%	2.0%	2.5%
Production	7.9%	7.3%	9.2%
Transportation/Material Moving	5.2%	5.7%	7.3%
2010 Population By Urban/ Rural Status			
Total Population	14,780	50,829	152,880
Population Inside Urbanized Area	97.9%	93.3%	92.9%
Population Inside Urbanized Cluster	0.0%	0.0%	0.0%
Rural Population	2.1%	6.7%	7.1%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.

May 03, 2018



June 11, 2018



Market Profile

S Broadway & George St, De Pere, Wisconsin, 54115
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Prepared by Esri
Latitude: 44.44897
Longitude: -88.06048

	5 minutes	10 minutes	15 minutes
2010 Households by Type			
Total	6,158	20,650	62,501
Households with 1 Person	32.7%	29.5%	30.1%
Households with 2+ People	67.3%	70.5%	69.9%
Family Households	60.6%	63.5%	62.0%
Husband-wife Families	48.0%	50.9%	46.4%
With Related Children	19.8%	22.0%	20.2%
Other Family (No Spouse Present)	12.6%	12.6%	15.7%
Other Family with Male Householder	3.9%	3.8%	4.7%
With Related Children	2.8%	2.6%	3.1%
Other Family with Female Householder	8.7%	8.9%	10.9%
With Related Children	6.2%	6.3%	8.0%
Nonfamily Households	6.7%	7.1%	7.9%
All Households with Children	29.1%	31.3%	31.8%
Multigenerational Households	1.3%	1.3%	2.0%
Unmarried Partner Households	6.3%	6.8%	8.4%
Male-female	5.9%	6.3%	7.8%
Same-sex	0.4%	0.5%	0.6%
2010 Households by Size			
Total	6,159	20,647	62,501
1 Person Household	32.7%	29.5%	30.1%
2 Person Household	34.4%	35.5%	34.5%
3 Person Household	14.1%	14.9%	14.9%
4 Person Household	11.8%	12.8%	12.2%
5 Person Household	4.7%	5.1%	5.2%
6 Person Household	1.6%	1.5%	1.9%
7 + Person Household	0.7%	0.7%	1.2%
2010 Households by Tenure and Mortgage Status			
Total	6,159	20,649	62,500
Owner Occupied	64.3%	66.2%	61.6%
Owned with a Mortgage/Loan	46.0%	48.7%	45.1%
Owned Free and Clear	18.2%	17.5%	16.5%
Renter Occupied	35.7%	33.8%	38.4%
2010 Housing Units By Urban/ Rural Status			
Total Housing Units	6,495	21,872	66,441
Housing Units Inside Urbanized Area	97.8%	94.1%	93.7%
Housing Units Inside Urbanized Cluster	0.0%	0.0%	0.1%
Rural Housing Units	2.2%	5.9%	6.2%

Attachment: Market Analysis DePere (7094 : Cultural District Master Plan)

Data Note: Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.

May 03, 2018



June 11, 2018



Market Profile

S Broadway & George St, De Pere, Wisconsin, 54115
Drive Time: 5, 10, 15 minute radii

Prepared by Esri
Latitude: 44.44897
Longitude: -88.06048

	5 minutes	10 minutes	15 minutes
Top 3 Tapestry Segments			
1. In Style (5B)	Bright Young Professionals	Bright Young Professionals	
2. Middleburg (4C)	In Style (5B)	Rustbelt Traditions (5D)	
3. Old and Newcomers (8F)	Middleburg (4C)	Soccer Moms (4A)	
2017 Consumer Spending			
Apparel & Services: Total \$	\$14,347,833	\$48,359,911	\$127,070,463
Average Spent	\$2,218.97	\$2,200.78	\$1,934.28
Spending Potential Index	103	102	90
Education: Total \$	\$9,881,660	\$32,576,067	\$85,345,522
Average Spent	\$1,528.25	\$1,482.48	\$1,299.14
Spending Potential Index	105	102	89
Entertainment/Recreation: Total \$	\$20,703,024	\$69,407,009	\$181,677,702
Average Spent	\$3,201.83	\$3,158.60	\$2,765.51
Spending Potential Index	103	101	89
Food at Home: Total \$	\$33,522,018	\$111,917,249	\$298,639,940
Average Spent	\$5,184.35	\$5,093.17	\$4,545.92
Spending Potential Index	103	101	90
Food Away from Home: Total \$	\$22,417,445	\$75,408,947	\$198,311,739
Average Spent	\$3,466.97	\$3,431.74	\$3,018.72
Spending Potential Index	104	103	91
Health Care: Total \$	\$37,180,270	\$123,822,769	\$322,449,687
Average Spent	\$5,750.12	\$5,634.97	\$4,908.36
Spending Potential Index	103	101	88
HH Furnishings & Equipment: Total \$	\$13,028,375	\$43,854,947	\$114,461,824
Average Spent	\$2,014.90	\$1,995.77	\$1,742.35
Spending Potential Index	104	103	90
Personal Care Products & Services: Total \$	\$5,345,162	\$17,937,961	\$46,860,570
Average Spent	\$826.66	\$816.33	\$713.32
Spending Potential Index	104	103	90
Shelter: Total \$	\$108,458,605	\$362,354,559	\$958,015,112
Average Spent	\$16,773.68	\$16,490.15	\$14,582.99
Spending Potential Index	103	102	90
Support Payments/Cash Contributions/Gifts in Kind: Total \$	\$15,652,078	\$52,333,830	\$134,557,353
Average Spent	\$2,420.67	\$2,381.63	\$2,048.24
Spending Potential Index	103	102	87
Travel: Total \$	\$13,628,851	\$45,984,331	\$117,745,731
Average Spent	\$2,107.77	\$2,092.67	\$1,792.34
Spending Potential Index	102	101	87
Vehicle Maintenance & Repairs: Total \$	\$7,137,901	\$23,894,446	\$62,859,733
Average Spent	\$1,103.91	\$1,087.40	\$956.86
Spending Potential Index	103	101	89

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

Source: Consumer Spending data are derived from the 2013 and 2014 Consumer Expenditure Surveys, Bureau of Labor Statistics. Esri.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.

May 03, 2018

Attachment: Market Analysis DePere (7094 : Cultural District Master Plan)



June 11, 2018

Massing Model Proformas for Front Street Block

De Pere: Front Street/Broadway/George Street Redevelopment Project Estimated Project Costs - At Current Zoning, 2.8 FAR Model

Assumes developer acquires parking ramp for \$1 and replaces approximately 110 parking stalls for public use.

CONSTRUCTION

Commercial Site Acquisition		\$	3,000,000		
Construction - building	125,000	\$	28,125,000	\$	225
Construction - parking	350	\$	8,750,000	\$	25,000
Total Site and Construction		\$	39,875,000		
Soft costs	17%	\$	6,778,750		
Total Development Costs		\$	<u>46,653,750</u>		

FINANCING

Equity	25%	\$	11,663,438
Debt		\$	34,990,313

OPERATING BUDGET

Income		\$	2,145,600	
Expenses	35% of income	\$	750,960	
Debt Service		\$	2,517,420	annual
NOI		\$	(1,122,780)	

* 64 units at \$1800/month average rent, 18 townhomes at \$2200/month average rent

12,000 sq. ft. commercial space at \$24.00 gross

Does not consider phasing, assumes full occupancy



June 11, 2018

De Pere: Front Street/Broadway/George Street Redevelopment Project Estimated Project Costs - At Current Zoning, 2.8 FAR Model

Assumes developer acquires parking ramp for \$1 and does not replace public parking

CONSTRUCTION

Commercial Site Acquisition		\$	3,000,000		
Construction - building	125,000	\$	28,125,000	\$	225
Construction - parking	240	\$	6,000,000	\$	25,000
Total Site and Construction		\$	37,125,000		
Soft costs	17%	\$	6,311,250		
Total Development Costs		\$	<u>43,436,250</u>		

FINANCING

Equity	25%	\$	10,859,063
Debt		\$	32,577,188

OPERATING BUDGET

Income		\$	2,145,600	
Expenses	35% of income	\$	750,960	
Debt Service		\$	2,343,804	annual
NOI		\$	(949,164)	

* 64 units at \$1800/month average rent, 18 townhomes at \$2200/month average rent

12,000 sq. ft. commercial space at \$24.00 gross

Does not consider phasing, assumes full
occupancy



June 11, 2018

De Pere: Front Street/Broadway/George Street Redevelopment Project Estimated Project Costs - At Current Zoning, 2.8 FAR Model

Assumes developer acquires parking ramp for \$1 and replaces approximately 110 parking stalls for public use.

CONSTRUCTION

Commercial Site Acquisition		\$	3,000,000	
Construction - building	125,000	\$	28,125,000	\$ 225
Construction - parking	350	\$	8,750,000	\$ 25,000
Total Site and Construction		\$	39,875,000	
Soft costs	17%	\$	6,778,750	
Total Development Costs		\$	<u>46,653,750</u>	

FINANCING

Equity	25%	\$	11,663,438	
TIF Incentive	25%	\$	11,663,438	** equals a payback of approximately 18 years
Debt		\$	23,326,875	

OPERATING BUDGET

Income		\$	2,145,600	
Expenses	35% of income	\$	750,960	
Debt Service		\$	1,678,272	annual
NOI		\$	(283,632)	

* 64 units at \$1800/month average rent, 18 townhomes at \$2200/month average rent
12,000 sq. ft. commercial space at \$24.00 gross

**TIF payback period: assessed value used was 80% total construction cost x tax rate of \$21.83/thousand

Does not consider phasing, assumes full occupancy



June 11, 2018

De Pere: Front Street/Broadway/George Street Redevelopment Project

Estimated Project Costs - 3.15 FAR Model

Assumes developer acquires parking ramp for \$1 and does not replace public parking.

CONSTRUCTION

Commercial Site Acquisition		\$	3,000,000	
Construction - building	152,000	\$	28,125,000	\$ 225
Construction - parking	240	\$	6,000,000	\$ 25,000
Total Site and Construction		\$	37,125,000	
Soft costs	17%	\$	6,311,250	
Total Development Costs		\$	<u>43,436,250</u>	

FINANCING

Equity	25%	\$	10,859,063	
TIF Incentive	25%	\$	10,859,063	** equals a payback of approximately 18 years
Debt		\$	21,718,125	

OPERATING BUDGET

Income		\$	2,707,200	
Expenses	35% of income	\$	947,520	
Debt Service		\$	1,562,532	annual
NOI		\$	197,148	

* 90 units at \$1800/month average rent, 18 townhomes at \$2200/month average rent

12,000 sq. ft. commercial space at \$24.00 gross

**TIF payback period: assessed value used was 80% total construction cost x tax rate of \$21.83/thousand

Does not consider phasing, assumes full occupancy

Attachment: Market Analysis DePere (7094 : Cultural District Master Plan)



June 11, 2018

De Pere: Front Street/Broadway/George Street Redevelopment Project

Estimated Project Costs - Split Bar Concept

Assumes developer acquires parking ramp for \$1 and does not replace public parking.

CONSTRUCTION

Commercial Site Acquisition		\$	3,000,000	
Construction - building	116,000	\$	23,200,000	\$ 200
Construction - parking	80	\$	2,000,000	\$ 25,000
Total Site and Construction		\$	28,200,000	
Soft costs	17%	\$	4,794,000	
Total Development Costs		\$	<u>32,994,000</u>	

FINANCING

Equity	25%	\$	8,248,500	
TIF Incentive	25%	\$	8,248,500	** equals a payback of approximately 19 years
Debt		\$	16,497,000	

OPERATING BUDGET

Income		\$	1,944,000	
Expenses	35% of income	\$	680,400	
Debt Service		\$	1,186,896	annual
NOI		\$	76,704	

* 48 units at \$1800/month average rent, 18 townhomes at \$2200/month average rent

18,000 sq. ft. commercial space at \$24.00 gross

**TIF payback period: assessed value used was 80% total construction cost x tax rate of \$21.83/thousand

Does not consider phasing, assumes full occupancy

Attachment: Market Analysis DePere (7094 : Cultural District Master Plan)



June 11, 2018

De Pere: Front Street/Broadway/George Street Redevelopment Project Estimated Project Costs - Galleria

Assumes developer acquires parking ramp for \$1 and does not replace public parking.

CONSTRUCTION

Commercial Site Acquisition		\$	3,000,000	
Construction - building	129,800	\$	29,205,000	\$ 225
Construction - parking	0	\$	-	\$ 25,000
Total Site and Construction		\$	32,205,000	
Soft costs	17%	\$	5,474,850	
Total Development Costs		\$	<u>37,679,850</u>	

FINANCING

Equity	25%	\$	9,419,963	
TIF Incentive	25%	\$	9,419,963	** equals a payback of approximately 18 years
Debt		\$	18,839,925	

OPERATING BUDGET

Income		\$	2,287,200	
Expenses	35% of income	\$	800,520	
Debt Service		\$	1,355,436	annual
NOI		\$	131,244	

* 60 units at \$1800/month average rent, 18 townhomes at \$2200/month average rent

21,500 sq. ft. commercial space at \$24.00 gross

**TIF payback period: assessed value used was 80% total construction costs x tax rate of \$21.83/thousand

Does not consider phasing, assumes full occupancy

Attachment: Market Analysis DePere (7094 : Cultural District Master Plan)



June 11, 2018

Retail Marketplace Profile



Retail MarketPlace Profile

S Broadway & George St, De Pere, Wisconsin, 54115
Drive Time: 5 minute radius

Prepared by Esri
Latitude: 44.44897
Longitude: -88.06048

Summary Demographics

2017 Population	15,348
2017 Households	6,466
2017 Median Disposable Income	\$49,080
2017 Per Capita Income	\$34,441

Industry Summary

	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$255,192,209	\$261,129,708	-\$5,937,499	-1.1	114
Total Retail Trade	44-45	\$230,346,078	\$234,615,699	-\$4,269,621	-0.9	65
Total Food & Drink	722	\$24,846,130	\$26,514,009	-\$1,667,879	-3.2	49

Industry Group

	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$49,280,521	\$93,006,937	-\$43,726,416	-30.7	5
Automobile Dealers	4411	\$39,024,534	\$89,701,126	-\$50,676,592	-39.4	1
Other Motor Vehicle Dealers	4412	\$6,275,668	\$2,224,785	\$4,050,883	47.7	1
Auto Parts, Accessories & Tire Stores	4413	\$3,980,320	\$1,081,026	\$2,899,294	57.3	2
Furniture & Home Furnishings Stores	442	\$7,499,135	\$5,575,437	\$1,923,698	14.7	5
Furniture Stores	4421	\$4,497,578	\$3,570,754	\$926,824	11.5	1
Home Furnishings Stores	4422	\$3,001,557	\$2,004,683	\$996,874	19.9	4
Electronics & Appliance Stores	443	\$7,631,235	\$8,710,837	-\$1,079,602	-6.6	5
Bldg Materials, Garden Equip. & Supply Stores	444	\$15,534,626	\$3,317,983	\$12,216,643	64.8	3
Bldg Material & Supplies Dealers	4441	\$13,990,439	\$3,261,940	\$10,728,499	62.2	3
Lawn & Garden Equip & Supply Stores	4442	\$1,544,187	\$0	\$1,544,187	100.0	0
Food & Beverage Stores	445	\$35,969,678	\$39,693,809	-\$3,724,131	-4.9	8
Grocery Stores	4451	\$31,332,185	\$38,973,141	-\$7,640,956	-10.9	5
Specialty Food Stores	4452	\$2,585,164	\$678,222	\$1,906,942	58.4	3
Beer, Wine & Liquor Stores	4453	\$2,052,329	\$0	\$2,052,329	100.0	0
Health & Personal Care Stores	446,4461	\$14,644,398	\$20,666,443	-\$6,022,045	-17.1	8
Gasoline Stations	447,4471	\$27,321,051	\$43,751,678	-\$16,430,627	-23.1	10
Clothing & Clothing Accessories Stores	448	\$9,969,292	\$2,817,619	\$7,151,673	55.9	8
Clothing Stores	4481	\$6,474,712	\$965,492	\$5,509,220	74.0	4
Shoe Stores	4482	\$1,437,646	\$1,139,568	\$298,078	11.6	2
Jewelry, Luggage & Leather Goods Stores	4483	\$2,056,933	\$712,559	\$1,344,374	48.5	2
Sporting Goods, Hobby, Book & Music Stores	451	\$5,951,462	\$1,067,554	\$4,883,908	69.6	5
Sporting Goods/Hobby/Musical Instr Stores	4511	\$5,000,428	\$996,334	\$4,004,094	66.8	4
Book, Periodical & Music Stores	4512	\$951,034	\$71,220	\$879,814	86.1	1
General Merchandise Stores	452	\$40,921,940	\$14,581,538	\$26,340,402	47.5	2
Department Stores Excluding Leased Depts.	4521	\$31,121,691	\$13,797,062	\$17,324,629	38.6	1
Other General Merchandise Stores	4529	\$9,800,249	\$784,476	\$9,015,773	85.2	1
Miscellaneous Store Retailers	453	\$8,971,938	\$1,425,862	\$7,546,076	72.6	7
Florists	4531	\$424,472	\$619,903	-\$195,431	-18.7	2
Office Supplies, Stationery & Gift Stores	4532	\$2,112,067	\$206,177	\$1,905,890	82.2	2
Used Merchandise Stores	4533	\$2,038,692	\$179,014	\$1,859,678	83.9	1
Other Miscellaneous Store Retailers	4539	\$4,396,707	\$420,768	\$3,975,939	82.5	1
Nonstore Retailers	454	\$6,650,801	\$0	\$6,650,801	100.0	0
Electronic Shopping & Mail-Order Houses	4541	\$5,422,217	\$0	\$5,422,217	100.0	0
Vending Machine Operators	4542	\$490,444	\$0	\$490,444	100.0	0
Direct Selling Establishments	4543	\$738,140	\$0	\$738,140	100.0	0
Food Services & Drinking Places	722	\$24,846,130	\$26,514,009	-\$1,667,879	-3.2	49
Special Food Services	7223	\$605,285	\$2,051,638	-\$1,446,353	-54.4	2
Drinking Places - Alcoholic Beverages	7224	\$1,802,071	\$979,171	\$822,900	29.6	5
Restaurants/Other Eating Places	7225	\$22,438,774	\$23,483,199	-\$1,044,425	-2.3	43

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.
<http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

Source: Esri and Infogroup. Retail MarketPlace 2017. Copyright 2017 Infogroup, Inc. All rights reserved.

May 03, 2018

Attachment: Market Analysis DePere (7094 : Cultural District Master Plan)



June 11, 2018



Retail MarketPlace Profile

S Broadway & George St, De Pere, Wisconsin, 54115
Drive Time: 10 minute radius

Prepared by Esri
Latitude: 44.44897
Longitude: -88.06048

Summary Demographics

2017 Population	53,793
2017 Households	21,974
2017 Median Disposable Income	\$49,244
2017 Per Capita Income	\$33,342

Industry Summary

	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$854,458,185	\$1,414,536,082	-\$560,077,897	-24.7	541
Total Retail Trade	44-45	\$770,794,482	\$1,272,721,706	-\$501,927,224	-24.6	371
Total Food & Drink	722	\$83,663,703	\$141,814,376	-\$58,150,673	-25.8	171

Industry Group

	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$165,081,473	\$208,442,218	-\$43,360,745	-11.6	28
Automobile Dealers	4411	\$130,718,924	\$185,769,586	-\$55,050,662	-17.4	10
Other Motor Vehicle Dealers	4412	\$21,056,372	\$12,348,428	\$8,707,944	26.1	5
Auto Parts, Accessories & Tire Stores	4413	\$13,306,177	\$10,324,203	\$2,981,974	12.6	13
Furniture & Home Furnishings Stores	442	\$25,325,122	\$109,754,339	-\$84,429,217	-62.5	32
Furniture Stores	4421	\$15,143,476	\$88,732,842	-\$73,589,366	-70.8	13
Home Furnishings Stores	4422	\$10,181,646	\$21,021,497	-\$10,839,851	-34.7	19
Electronics & Appliance Stores	443	\$25,637,987	\$60,803,013	-\$35,165,026	-40.7	18
Bldg Materials, Garden Equip. & Supply Stores	444	\$52,216,716	\$110,183,459	-\$57,966,743	-35.7	27
Bldg Material & Supplies Dealers	4441	\$47,088,561	\$100,304,113	-\$53,215,552	-36.1	23
Lawn & Garden Equip & Supply Stores	4442	\$5,128,155	\$9,879,347	-\$4,751,192	-31.7	5
Food & Beverage Stores	445	\$119,986,353	\$121,087,173	-\$1,100,820	-0.5	25
Grocery Stores	4451	\$104,491,359	\$112,337,734	-\$7,846,375	-3.6	12
Specialty Food Stores	4452	\$8,629,621	\$6,340,214	\$2,289,407	15.3	10
Beer, Wine & Liquor Stores	4453	\$6,865,373	\$2,409,225	\$4,456,148	48.0	3
Health & Personal Care Stores	446,4461	\$48,482,696	\$86,701,019	-\$38,218,323	-28.3	35
Gasoline Stations	447,4471	\$91,097,098	\$124,041,722	-\$32,944,624	-15.3	28
Clothing & Clothing Accessories Stores	448	\$33,556,174	\$107,011,416	-\$73,455,242	-52.3	85
Clothing Stores	4481	\$21,766,333	\$87,587,843	-\$65,821,510	-60.2	60
Shoe Stores	4482	\$4,868,823	\$12,693,743	-\$7,824,920	-44.6	13
Jewelry, Luggage & Leather Goods Stores	4483	\$6,921,019	\$6,729,829	\$191,190	1.4	12
Sporting Goods, Hobby, Book & Music Stores	451	\$20,027,468	\$46,453,091	-\$26,425,623	-39.7	26
Sporting Goods/Hobby/Musical Instr Stores	4511	\$16,854,605	\$43,875,313	-\$27,020,708	-44.5	22
Book, Periodical & Music Stores	4512	\$3,172,863	\$2,577,777	\$595,086	10.3	4
General Merchandise Stores	452	\$137,199,976	\$265,552,663	-\$128,352,687	-31.9	14
Department Stores Excluding Leased Depts.	4521	\$104,436,755	\$181,187,900	-\$76,751,145	-26.9	9
Other General Merchandise Stores	4529	\$32,763,222	\$84,364,763	-\$51,601,541	-44.1	5
Miscellaneous Store Retailers	453	\$29,942,922	\$29,156,835	\$786,087	1.3	49
Florists	4531	\$1,423,494	\$5,453,637	-\$4,030,143	-58.6	9
Office Supplies, Stationery & Gift Stores	4532	\$7,099,246	\$9,838,416	-\$2,739,170	-16.2	15
Used Merchandise Stores	4533	\$6,836,866	\$4,343,012	\$2,493,854	22.3	10
Other Miscellaneous Store Retailers	4539	\$14,583,317	\$9,521,770	\$5,061,547	21.0	15
Nonstore Retailers	454	\$22,240,495	\$3,534,758	\$18,705,737	72.6	4
Electronic Shopping & Mail-Order Houses	4541	\$18,238,462	\$870,370	\$17,368,092	90.9	1
Vending Machine Operators	4542	\$1,640,873	\$150,600	\$1,490,273	83.2	1
Direct Selling Establishments	4543	\$2,361,160	\$2,513,787	-\$152,627	-3.1	2
Food Services & Drinking Places	722	\$83,663,703	\$141,814,376	-\$58,150,673	-25.8	171
Special Food Services	7223	\$2,044,742	\$14,281,914	-\$12,237,172	-75.0	5
Drinking Places - Alcoholic Beverages	7224	\$6,067,454	\$3,617,317	\$2,450,137	25.3	13
Restaurants/Other Eating Places	7225	\$75,551,507	\$123,915,144	-\$48,363,637	-24.2	153

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.
<http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

Source: Esri and Infogroup. Retail MarketPlace 2017. Copyright 2017 Infogroup, Inc. All rights reserved.

May 03, 2018



June 11, 2018



Retail MarketPlace Profile

S Broadway & George St, De Pere, Wisconsin, 54115
Drive Time: 15 minute radius

Prepared by Esri
Latitude: 44.44897
Longitude: -88.06048

Summary Demographics

2017 Population	160,263
2017 Households	65,694
2017 Median Disposable Income	\$42,668
2017 Per Capita Income	\$29,384

Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$2,246,269,029	\$3,529,973,309	-\$1,283,704,280	-22.2	1,327
Total Retail Trade	44-45	\$2,027,252,238	\$3,228,025,635	-\$1,200,773,397	-22.8	915
Total Food & Drink	722	\$219,016,791	\$301,947,675	-\$82,930,884	-15.9	412
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$434,012,301	\$543,023,934	-\$109,011,633	-11.2	94
Automobile Dealers	4411	\$343,887,754	\$482,845,636	-\$138,957,882	-16.8	39
Other Motor Vehicle Dealers	4412	\$55,170,317	\$34,150,701	\$21,019,616	23.5	22
Auto Parts, Accessories & Tire Stores	4413	\$34,954,231	\$26,027,596	\$8,926,635	14.6	33
Furniture & Home Furnishings Stores	442	\$66,047,476	\$187,547,816	-\$121,500,340	-47.9	60
Furniture Stores	4421	\$39,761,579	\$142,966,839	-\$103,205,260	-56.5	25
Home Furnishings Stores	4422	\$26,285,897	\$44,580,977	-\$18,295,080	-25.8	35
Electronics & Appliance Stores	443	\$67,189,107	\$131,526,914	-\$64,337,807	-32.4	52
Bldg Materials, Garden Equip. & Supply Stores	444	\$135,413,608	\$298,218,508	-\$162,804,900	-37.5	79
Bldg Material & Supplies Dealers	4441	\$122,099,297	\$267,682,208	-\$145,582,911	-37.3	64
Lawn & Garden Equip & Supply Stores	4442	\$13,314,311	\$30,536,300	-\$17,221,989	-39.3	14
Food & Beverage Stores	445	\$317,416,487	\$520,019,207	-\$202,602,720	-24.2	67
Grocery Stores	4451	\$276,604,010	\$369,102,942	-\$92,498,932	-14.3	39
Specialty Food Stores	4452	\$22,859,498	\$145,398,288	-\$122,538,790	-72.8	20
Beer, Wine & Liquor Stores	4453	\$17,952,979	\$5,517,977	\$12,435,002	53.0	8
Health & Personal Care Stores	446,4461	\$127,274,746	\$169,425,652	-\$42,150,906	-14.2	80
Gasoline Stations	447,4471	\$241,562,226	\$311,580,937	-\$70,018,711	-12.7	76
Clothing & Clothing Accessories Stores	448	\$87,762,443	\$152,806,893	-\$65,044,450	-27.0	138
Clothing Stores	4481	\$57,092,079	\$121,216,873	-\$64,124,794	-36.0	97
Shoe Stores	4482	\$12,803,489	\$19,501,222	-\$6,697,733	-20.7	20
Jewelry, Luggage & Leather Goods Stores	4483	\$17,866,875	\$12,088,798	\$5,778,077	19.3	21
Sporting Goods, Hobby, Book & Music Stores	451	\$52,540,555	\$114,014,604	-\$61,474,049	-36.9	76
Sporting Goods/Hobby/Musical Instr Stores	4511	\$44,168,621	\$110,726,665	-\$66,558,044	-43.0	66
Book, Periodical & Music Stores	4512	\$8,371,934	\$3,287,938	\$5,083,996	43.6	10
General Merchandise Stores	452	\$360,984,429	\$676,056,306	-\$315,071,877	-30.4	44
Department Stores Excluding Leased Depts.	4521	\$274,492,148	\$421,047,374	-\$146,555,226	-21.1	24
Other General Merchandise Stores	4529	\$86,492,280	\$255,008,931	-\$168,516,651	-49.3	21
Miscellaneous Store Retailers	453	\$78,686,402	\$74,794,677	\$3,891,725	2.5	139
Florists	4531	\$3,647,651	\$7,864,788	-\$4,217,137	-36.6	19
Office Supplies, Stationery & Gift Stores	4532	\$18,573,465	\$23,005,587	-\$4,432,122	-10.7	35
Used Merchandise Stores	4533	\$17,927,020	\$14,727,691	\$3,199,329	9.8	30
Other Miscellaneous Store Retailers	4539	\$38,538,265	\$29,196,610	\$9,341,655	13.8	55
Nonstore Retailers	454	\$58,362,458	\$49,010,186	\$9,352,272	8.7	10
Electronic Shopping & Mail-Order Houses	4541	\$47,846,168	\$2,064,421	\$45,781,747	91.7	3
Vending Machine Operators	4542	\$4,336,413	\$43,499,279	-\$39,162,866	-81.9	4
Direct Selling Establishments	4543	\$6,179,877	\$3,446,486	\$2,733,391	28.4	4
Food Services & Drinking Places	722	\$219,016,791	\$301,947,675	-\$82,930,884	-15.9	412
Special Food Services	7223	\$5,375,134	\$35,676,901	-\$30,301,767	-73.8	12
Drinking Places - Alcoholic Beverages	7224	\$15,762,508	\$14,556,031	\$1,206,477	4.0	53
Restaurants/Other Eating Places	7225	\$197,879,149	\$251,714,743	-\$53,835,594	-12.0	347

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.
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May 03, 2018

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Attachment: Market Analysis DePere (7094 : Cultural District Master Plan)



June 11, 2018

Final note:

Roger Brooks is the President and CEO of Roger Brooks International. He is considered one of the world's leading specialist on community branding, product development, marketing and tourism. Along with his team of professionals, Mr. Brooks has assisted nearly a thousand communities with their efforts to become an outstanding destination. – for business, local residents and visitors.

After spending several years in tour management for international performers in the concert industry, Mr. Brooks has also helped brand several renowned destination resorts. Including, Whistler, British Columbia (2010 Winter Olympics), Wisconsin Dells, WI and Hilton Head Island.

Roger Brooks International offers many live webinars that help communities in their decision making process. In addition, he will conduct onsite training dedicated to a local municipality.

1. The heart and soul of every community, besides its people is its downtown. The health of the community can instantly be portrayed by the vitality of its downtown. It is the litmus test for all economic development efforts – both tourism and non-tourism.
2. The number one activity of visitors throughout the world is shopping, dining and entertainment in a pedestrian friendly setting. It is typically not the reason we go to a destination, but it is the top diversionary activity of visitors once they are there.
3. Secondary activities are where 80% of all visitor spending takes place. It's okay to be a "diversionary" activity. When we're out hiking, biking, or watching our kids play soccer, we are not spending money. But when we are done, we are off looking for the nearest watering hole, shops, restaurants and entertainment.
4. Curb appeal can account for 70% of sales at restaurants, retail shops, lodging, etc. Your downtown district needs to speak to visitors by presenting a defined area, well-kept storefronts, benches, attractive signage, great window displays, guidance to parking, etc.
5. If local residents do not hang out in your downtown, neither will visitors. Visitors are not looking for "best kept secrets" or "solitude" when downtown. They are looking for places with other people go. They want to be in a lively, thriving environment.
6. 70% of all consumer spending (locals and visitors alike) takes place after 6:00 pm. Are you open?