



# Sheboygan's Downtown Districts

a tactical master plan for urban  
design & activation

December 2019



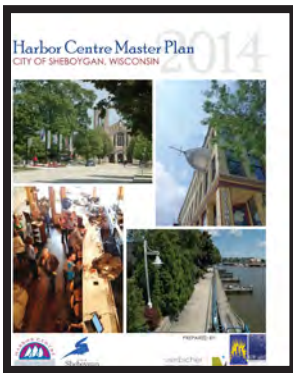


Photo Credit: GRAEF

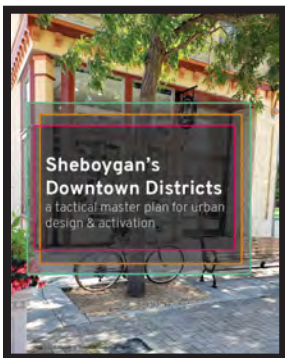


# Introduction and Purpose

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The **2014 Harbor Centre Master Plan** represents the next stage of Sheboygan's ongoing commitment to revitalize the downtown and waterfront, recognizing that these assets set Sheboygan apart as a destination. The 2014 master planning effort builds on previous initiatives and projects which have transformed portions of the lakeshore and riverfront, creating hospitality, entertainment and shopping destinations as well as quality residential neighborhoods complete with attractive public open space amenities. The 2014 plan unites and connects these diverse assets, while also providing strategies for creating additional activity centers along 8th Street and other key locations throughout Harbor Centre.



The purpose of this plan titled **"Sheboygan's Downtown Districts, a tactical master plan for urban design and activation"** is to build upon the framework of the 2014 plan and provide additional activation and placemaking suggestions to continue to make Sheboygan's Downtown Districts including the Downtown, Uptown, Michigan Avenue and Indiana Avenue corridors. The City of Sheboygan staff plans to work with representatives from each of the respective districts to complete placemaking projects based on interest and feedback from key stakeholders in each of these districts. The recommendations in this plan take into account lessons learned from the development that has occurred in the downtown district in recent years.

## Acknowledgments

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### City of Sheboygan

#### Common Council:

- Aldersperson Todd Wolf, Council President, District 2
- Aldersperson Mary Lynne Donohue, Council Vice President, District 3
- Aldersperson Betty Ackley, District 4
- Aldersperson Jim Bohren, District 10
- Aldersperson Dean Dekker, District 6
- Aldersperson Barbara Felde, District 1
- Aldersperson Trey Mitchell, District 9
- Aldersperson Rose Philips, District 7
- Aldersperson Markus Savaglio, District 5
- Aldersperson, Ryan Sorenson, District 8

Chad Pelishek, Director of Planning & Development, Sustainability Coordinator

Steve Sokolowski, Manager of Planning & Zoning

Nancy Maring, Community and Economic Development Planner

### Consultant Team

#### GRAEF Planning + Urban Design Group:

Kristan Sanchez, AICP; Danya Littlefield; Craig Huebner, AICP; Tanya Fonseca, AICP; Larry Witzling

#### Business Districts, Inc.:

Diane Williams





Photo Credit: GRAEF



# Contents

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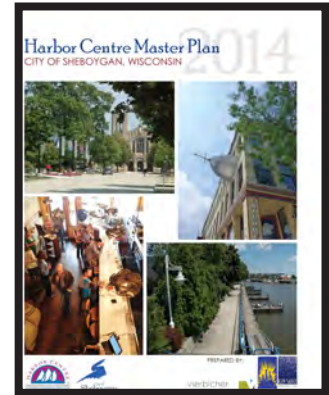
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# Looking Back: Sheboygan Harbor Centre Plan 2014-2019

This 2019 update picks up five years after the 2014 plan was completed. The following pages summarize the accomplishments and progress over that time.

There have been some amazing strides made by the City, Harbor Centre BID, John Michael Kohler Arts Center (JMKAC), local business owners and developers, and other key community partners in the past years to make Sheboygan more vibrant, walkable, and enjoyable for all residents. **Here is just some of what has been accomplished** in the past five years. Look for the **green** check marks and text for items that are underway, in-progress, or completed.



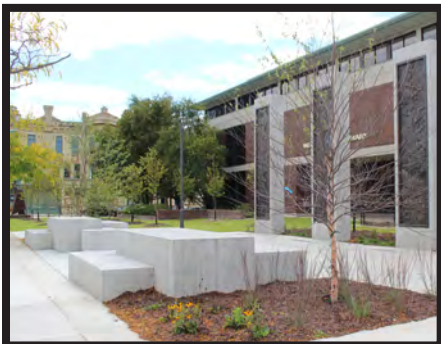
## 2014 Plan Goal and Actions:

### Install streetscape amenities to reinforce the Arts, Culture, and Food District and encourage pedestrian activity throughout downtown.

- ✓ Install arts- and culture-oriented streetscape enhancements, focusing first on key connections, including 8th Street north of the River and Niagara
- ✓ Renovate Halprin fountain to increase utilization of library plaza and create additional event and family-friendly space in the core of downtown



*“Living Room” street furniture project, located at a sidewalk bump-out on 8th Street, across from Library Plaza. Photo: GRAEF.*



*Library Plaza sculptures and seating. Image: City of Sheboygan*

Update: The newly-finished “living room” project creates additional sidewalk seating in an inviting conversation circle on the sidewalk along 8th Street, near the Mead Library and City Green.

Focused on adding color to the streetscape, the city introduced the opportunity for non-profit groups to add decorative metal signs to the downtown planters along N. 8th Street. The concept was first tested in 2018, with metal signs celebrating the Sheboygan Symphony Orchestra’s 100th Anniversary, and the program continued in 2019 with the SCIO Farmers market celebrating their 30th anniversary using colorful signs. The colorful metal signs are fabricated by students at Lakeshore Technical College and have been a well-received addition to the downtown.

Library Plaza is under construction, to be completed in 2019. The redesign intends to increase green space and improve pedestrian connectivity. The photo (left) illustrates panels from the clock tower repurposed into sculptures. The iconic 1976 Halprin Fountain will also undergo repairs.





## 2014 Plan Goals and Action:

**Increase awareness and understanding of Sheboygan market opportunities among property owners, investors, and developers.**

**Preserve downtown property values by improving aesthetics & encouraging quality renovation and development activity.**

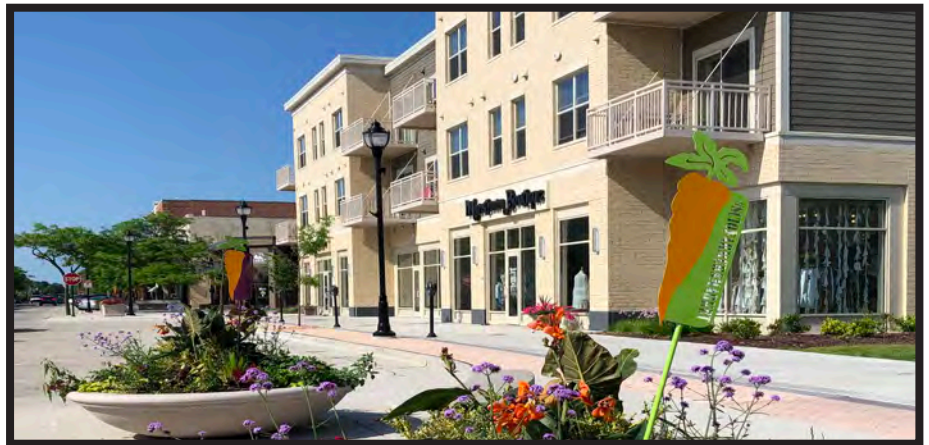
- ✓ Host regional developer summit to provide overview of Sheboygan market, tour available sites, and discuss infill and redevelopment options Provide an additional 50 downtown residential units by 2015

Update: In 2015 and yearly thereafter the City hosted a development summit and invited developers from Wisconsin and around the Midwest to visit the community, hear market information, and tour available sites. Multiple completed developments are a direct result of that outreach and marketing. The summit has become an annual event that has brought hundreds of developers to the community.

The city has seen an increase in the number of people living in and near the downtown through the addition of 260 units. Such projects include the Encore, High Pointe and Portscape which provide luxury rental apartments. Another 184 units are currently under development.



2015 development summit tour. Photo: City of Sheboygan



The Encore apartments on 8th Street added 81 residential units to downtown upon its opening in 2018. Photo: GRAEF.



High Pointe Apartments on South 8th Street. Photo: City of Sheboygan



## 2014 Plan Goals and Actions:

### Establish an Arts, Culture, and Food District.

- ✓ Increase activity at Library Plaza, continue the concert series and Chalk Art Festival, introduce and expand family friendly events
- ✓ Coordinate with the JMKAC to expand public art within the cultural core

### Support coordination among local and regional tourism efforts, events, and consumer marketing to leverage investment and establish common messages.

- ✓ Coordinate local and regional events to maximize attendance and strategically time events to benefit businesses

Update: Since 2014, the City and community organizations have developed spaces, events and public art within a core area of the downtown.

The Levitt AMP summer concert series occurs Thursdays in summer. This event series was made possible through dialog between city stakeholder groups and an effort to activate and program this newly-created civic gathering space. The concerts are funded through a grant program. It has been a success, bringing thousands of visitors per week to the downtown.

As illustrated in the photo, below, the concerts are held at City Green, the central public gathering space downtown. Through city redevelopment efforts, the former Boston Store department store block has been redeveloped into a mixed-use destination of retail stores, apartments, and open space.



A 2019 Levitt AMP concert. Photo credit: City of Sheboygan.



The Levitt AMP concert series occurs Thursdays in summer, currently held at City Green. Photo credit: City of Sheboygan.



# ART IN PUBLIC SPACES

Visit these art installations—they are just a short walk away!

- 1 **P.E.A.R.L. (Prism. Emitting. Abstracted. Radiant. Light.)**  
Located on Sheboygan's City Green  
Michael Moore, artist
- 2 **Natural Bridge Study/Estudio de Puente Natural**  
Located in the alleyway at 826 N. 8th Street  
Mary Anne Kluth, artist



- 3 **Opening (Walk Through #1)**  
Located in the alleyway next to the Korthals Enterprises building in the 500 block of N. 8th Street  
Diana Gabriel, artist

- 4 **Threading a Dream**  
Located on the south wall of the Mead Public Library at 8th and New York  
Nancy Saleme and Patricia Cazorla, artists

**SNAP & SHARE!**  
While you're visiting, step inside the installation and snap a picture.





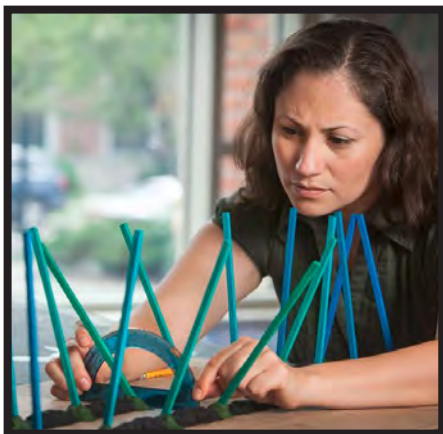
#ccjmkac  
@jmkac

**JOHN MICHAEL KOHLER ARTS CENTER**  
608 New York Ave., Sheboygan, WI • 920.458.6144 • www.jmkac.org

Update: The Art in Public Spaces program includes four public art installations, using underutilized spaces like alleys. Art in Public Spaces is a Connecting Communities collaboration and is supported in part by an award from the National Endowment for the Arts, Bert L. and Patricia S. Steigleder Charitable Trust, Frederic Cornell Kohler Charitable Trust, Kohler Trust for the Arts and Education, Kohler Foundation, Inc., Additional support for Art in Public Space came from The City of Sheboygan, Quasius Construction, Master Gardener Volunteers, and an anonymous donor.



Installation of "Opening (Walk Through #1)" by Diana Gabriel. Photo credit: City of Sheboygan.



Art in Public Spaces artist Diana Gabriel with a mock up of "Opening (Walk Through #1)." Photo courtesy of: City of Sheboygan.



Art in Public Spaces installation titled "P.E.A.R.L." by Mike M. Moore. Photo credit: GRAEF.



Public art at the library. Photo credit: City of Sheboygan.



## 2014 Plan Goals and Actions:

### Improve mobility within the BID by promoting alternative modes of transportation

- ✓ Enhance and connect family-friendly amenities by incorporating bike programs and bike-oriented events
- ✓ Consider locating shared bikes throughout downtown to encourage additional bike trips and facilitate longer connections by visitor groups
- ✓ Explore interim options for seasonal trolley service beyond event days.

### Improve wayfinding and navigation within the BID to encourage visitors to explore additional businesses or amenities

- ✓ Install pedestrian wayfinding signage and maps throughout downtown
- ✓ Work with Lakeshore Technical College, UW Milwaukee, or another local source to develop a wayfinding smartphone app which promotes businesses, events, and provides walking, biking, and driving maps
- ✓ Re-establish and enhance street connections at Wisconsin and New York

Update: Through the redevelopment of the former Boston Store building, major connections between 7th and 8th Streets were re-established. These connections improve walkability and mobility between downtown cultural assets: JMKAC and the Mead Library.

While significant, multi-million dollar improvements have been made downtown with infrastructure projects that increase physical connectivity, additional work can be done to promote bicycle and pedestrian connections within the study areas and between points of interest and cultural assets. This initiative began with bike racks and wayfinding signs that show multi-modal paths. Since 2017, Shoreline Metro's Route 40 trolley service connects popular destinations in downtown, the riverfront and South Pier during the summer.

A bike share program is in development for the City, with roll out expected in Spring 2020. The program intends to provide three docking stations: downtown, South Pier, and the Harbor Centre marina area.



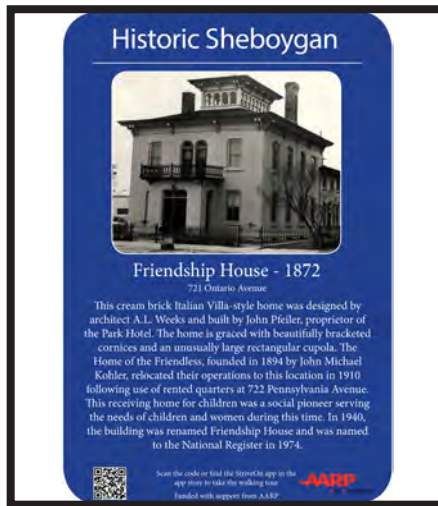
*Aerial view of City Green. Three new pedestrian connections—at Wisconsin Avenue, mid-block through City Green, and at New York Avenue—were developed following the demolition of the former Boston Store building and subsequent development of the City Green and Encore apartment projects. Image source: City of Sheboygan.*





The construction of City Green created a major pedestrian connection within the heart of the Arts, Culture and Food District from 7th to 8th Streets, and connects JMKAC to the Mead Library. View from 8th Street looking east to the JMKAC beyond; Mead Library is directly behind the viewer. Photo credit: GRAEF.

The City of Sheboygan has participated in the AARP Livable Communities program and is a 2019 Community Challenge grant recipient. The grant is for a program to enhance the city's downtown historical walking tour of historic structures and events with signage, and online app, and paper maps. Development was completed Fall 2019.



Signage identifying historic points of interest along new historical walking tour. Image credit: City of Sheboygan



Shoreline Metro's Route 40 trolley service. Photo credit: City of Sheboygan

### 2014 Plan Goals and Actions:

#### Improve economic returns and reduce vacancy for property owners in the downtown district

- ✓ Establish design standards to encourage quality design and support private investment in building improvements
- ✓ Revise/implement parking policy and design guidelines to encourage higher density development in key locations

#### Preserve downtown property values by improving aesthetics and encouraging quality renovation and development activity

Update: The City has design guidelines that are used as a tool when potential new development projects are reviewed. A downtown parking study was completed in 2017 and a parking app is to be rolled out in 2020 through the Sheboygan Parking Utility (a division of the Transit & Parking Commission).



DWN  
TWN  
Food

EHRMAN'S  
Fine Jewelry Outlet

Engineers  
Architects  
Planners  
Scientists  
**SEH**

SEE  
BOY  
CAN

DWN  
TWN





# The 2019 Update

## New Approach & Goals

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For the 2019 update of the Harbor Centre Master Plan, the City of Sheboygan has expanded the focus of the plan from one downtown district to four study areas: the Downtown (Harbor Centre) district, Michigan Avenue, Uptown, and Indiana Avenue.

The City has also focused this plan update on a just a few overarching goals regarding economic development, market opportunity, and ideas and strategies for placemaking enhancements and urban design solutions that will help each of these four areas thrive.

In addition to the goals from the 2014 plan outlined in the previous pages and the ongoing work that is underway to make these goals into a reality, this plan is focused around the following new & updated goals:



- 1 Continue to create placemaking enhancements at key locations to reinforce district identities, celebrate strengths, and address challenges, and provide visual cues to aid in wayfinding throughout downtown**
- 2 Improve mobility within the downtown districts by promoting alternative modes of transportation**
- 3 Continue to support coordination among local and regional tourism, event and consumer marketing to leverage investment and establish common messages**
- 4 Preserve downtown property values by encouraging quality renovation, façade improvement and development activity**





# What is Placemaking?

Placemaking is a collaborative process where community members, business partners, property owners, and municipal governments work together to re-imagine public spaces, including commercial corridors, through urban design, events, and programs. The goal of placemaking projects is to help people feel more connected to places: more excited to walk to lunch, shop locally, and play with their kids in community parks.

We believe that using a placemaking approach in the City's treasured commercial districts will allow Sheboygan to thrive. Residents will feel more connected to their city and business owners will see more foot traffic. Engaging commercial districts with amenities and a sense of place will help employers attract new employees, and help residential building owners fill their units. Most importantly, a placemaking approach will breathe new life into Sheboygan's amazing places, and new public places may emerge.

The photographs on the preceding pages show just a few of the streetscape and urban design elements that help define the sense of place in Sheboygan currently. The recommendations in this plan are meant to build on the successes and accomplishments of the past and complement Sheboygan's current built and programmatic environment.





sidewalk seating



planters and trees



markets & festivals

Image source: Visit Sheboygan



downtown district signs



seating areas

Image source: City of Sheboygan



community events

Image source: City of Sheboygan





ARTS Center  
→ North Beach  
→ Boat Launch

4-WAY

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# How To Use This Plan

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These pages contain ideas and strategies for further activating the streets of Sheboygan, a city on Lake Michigan with a thriving marina area and downtown districts on the rise.

## WHO?

The plan has been designed so that anyone can contribute to making Sheboygan a more engaging, fun, and creative place - whether you are a business or property owner, you work for the city, or you live in Sheboygan, there are ideas for projects that could use your creativity and energy to help make them a reality.

Throughout the plan, recommendations are labeled like this:



to show which sector would most likely be the primary actor for this type of project. Many projects have more than one way they could be accomplished! In the **HOW TO** section of each recommendation, the specific groups of people who could and should be involved in a particular placemaking project are outlined under the **PEOPLE** heading.

## WHERE?

This plan is focused on four districts within Sheboygan: Michigan Avenue, Uptown, Downtown, and Indiana Avenue (see map, page 21). However, many of the strategies and recommendations presented here will be relevant to other districts within the City.

Throughout the plan, recommendations are also labeled like this:



to indicate which recommendations are most applicable to each of the districts. Each district also has priority recommendations, which can be seen on **Pg 20 - 27**.

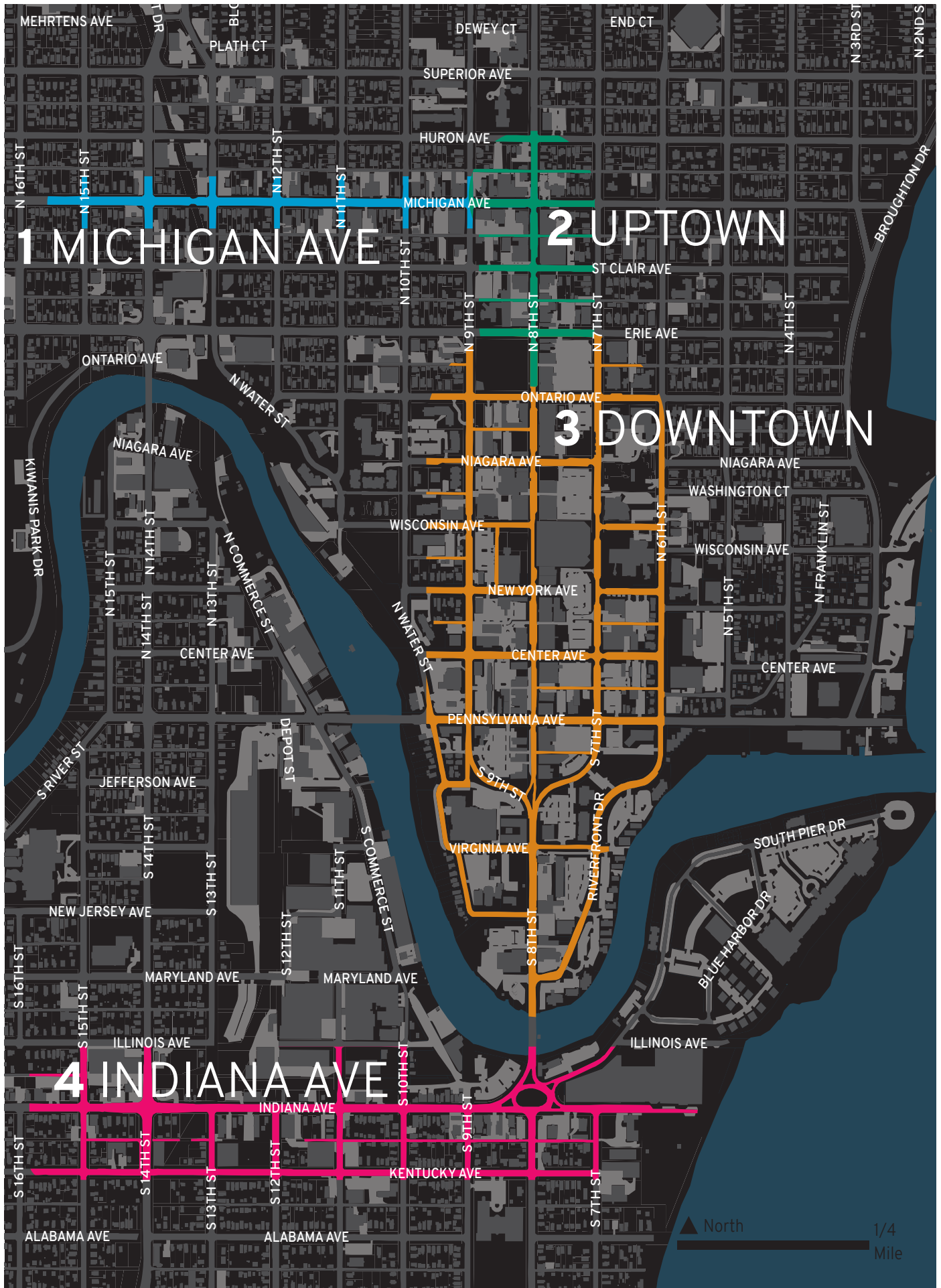
## HOW MUCH?

Each of the recommendations includes a symbolic price range between \$ - \$\$\$\$ to show the **COST** level, and also includes a suggestion about how the recommendation could be funded. The **IMPACT** of each recommendation is also categorized as high, medium, or low to help the City of Sheboygan and partners prioritize which strategies to tackle first.



**the Study Areas**







# MICHIGAN AVE

The gateway to the lakefront, Michigan Avenue boasts a variety of popular and successful neighborhood businesses as well as a thriving local nightlife scene.



## PRIORITY RECOMMENDATIONS

for a complete list of all recommendations, see pg 67

- » **Rightsize the Roadway on Michigan Avenue**  
*with delineated parking lanes and bike lanes – see page 56.*
- » **Strategic Nodes of Art Lighting**  
*see page 52.*
- » **District Gateway & Entrance Marker**  
*at Michigan & 14th Street – see page 44.*
- » **Facade Improvement Projects**  
*throughout the district – see page 58.*

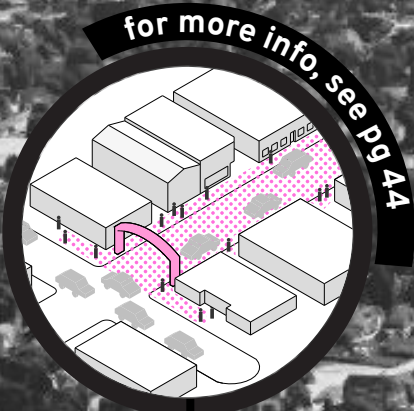
## ECONOMIC PROFILE, ISSUES, & ACTIONS

Michigan Avenue's linear corridor serves as a nightlife and entertainment center for the City and the region. The business mix is eclectic, including multiple restaurants featuring ethnic cuisines and bars providing nightlife. Michigan Avenue also includes unique shops and services serving diverse customers. As with Indiana Avenue, Michigan Avenue's mix includes successful Latino businesses also serving regional customers. The corridor is also home to one of Sheboygan's legacy (and destination) businesses, Martens Trilling True Value Hardware Store. Some have described Michigan Ave as having a "funk" factor, with cheap rents that enable the growth of new start-up businesses.

Three market-supported opportunities for the future:

- » Small-scale investment by Michigan Avenue businesses and property owners is needed to improve the appearance of buildings
- » Support start-ups and small businesses through development of a comprehensive set of resources
- » Collaboration between the owners of entertainment and late-night venues, the City and the police department, and the neighbors will ensure that businesses can succeed and residential areas are respected.





8th Street

11th Street

12th Street

13th Street

Michigan Avenue



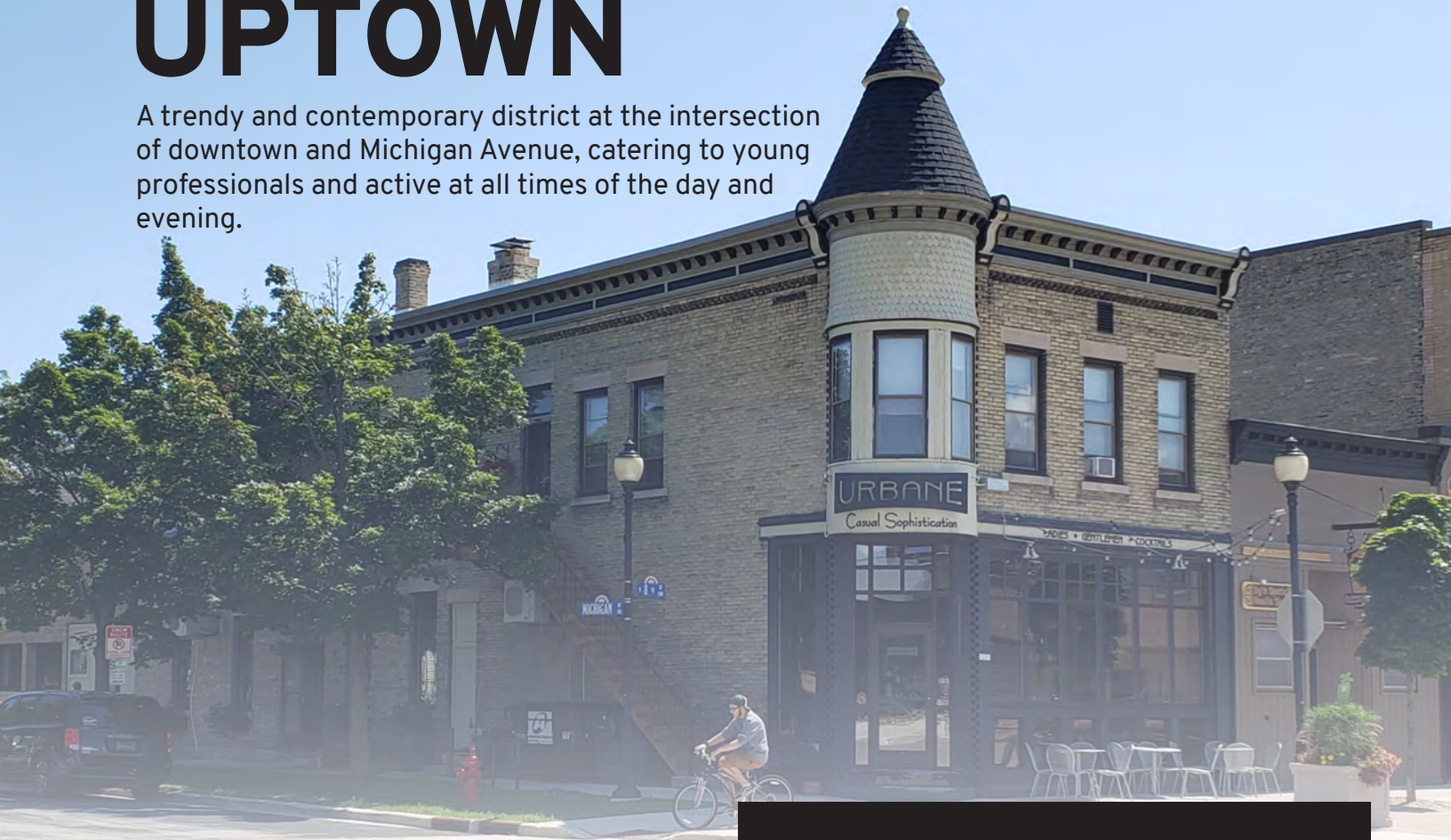
14th Street





# UPTOWN

A trendy and contemporary district at the intersection of downtown and Michigan Avenue, catering to young professionals and active at all times of the day and evening.



## ECONOMIC PROFILE, ISSUES, & ACTIONS

Uptown straddles the identities of Sheboygan's downtown and of the Michigan Avenue corridor. Certain businesses resemble Michigan Avenue businesses more than those in the downtown core. Other businesses in Uptown's south block readily fit with the downtown's northern blocks and appear as an extension of Sheboygan's downtown.

The Uptown business mix includes service, institutional, and automotive uses, in addition to several established food and beverage businesses, such as 8th Street Ale Haus and Paradigm Coffee & Music. Paradigm exemplifies the new way that business is done by small business owners: it's a traditional coffee shop, a music venue, a co-op, a meeting place for progressive thinkers, and a recycler. They have created a community of customers.

Those that were interviewed as a part of this plan expressed varied opinions about what the Uptown area was, its boundaries, and what differentiated Uptown from downtown Sheboygan or Michigan Avenue. Uptown already has attractive buildings and spaces and interesting businesses. The primary market opportunity for the district is to confirm how its businesses, Sheboygan's residents and employees, and area visitors define Uptown. Through this process, the district can begin to solidify its image and market position, tell the area's story, and support any resulting Uptown brand.

## PRIORITY RECOMMENDATIONS

for a complete list of recommendations, see pg 67

- » **Strategic Nodes of Art Lighting**  
*see page 52.*
- » **Sidewalk seating**  
*for restaurants and pedestrians – see page 55.*
- » **Facade Improvement Projects**  
*throughout the district – see page 58.*





for more info, see pg 55



N 7th Street

Erie Avenue

N 8th Street

St. Clair Avenue

for more info, see pg 52



for more info, see pg 58



Michigan Avenue



# DOWNTOWN

The heart of entertainment and the professional employment base of the City, Downtown Sheboygan welcomes people from outside of the city to work and play on a daily basis.

## ECONOMIC PROFILE, ISSUES, & ACTIONS

Sheboygan's traditional downtown includes a diverse range of uses—commercial, residential, and institutional. The downtown core is home to regional cultural institutions, such as Kohler Arts Center, local and county government, and local institutions. Downtown Sheboygan has also experienced both new business growth and residential development in recent years. Sheboygan's downtown core also includes a substantial percentage of women-owned businesses, such as Relish Kitchen Store.

Multiple newer downtown businesses exemplify how entrepreneurs successfully operate in a downtown market context. Downtown Sheboygan's business mix also includes some important clusters, particularly in dining. The owner of Trattoria Stefano has created three (3) destination restaurants and plans to open a specialty grocer downtown. These businesses, combined with downtown's other restaurants and bars, create a cluster functioning as a downtown anchor.

Any local view of the role of the downtown in their community, including Sheboygan, is too often nostalgic. Local residents remember how downtown was. But the function of downtowns, as commercial centers, has changed dramatically. Ultimately, downtown's economic vitality means a focus on the future, sustaining strong business growth, local opportunities for residential and employee growth, and strategic market positioning.

Five actions will help downtown's businesses grow:

- » Focus on downtown employment growth, especially through startups and smaller businesses
- » Support and market Sheboygan's women-owned businesses
- » Develop a comprehensive new business owner resource and support network to fill vacancies and ensure a unique downtown business mix
- » Focus on addressing parking management issues through enforcement and app-based technology
- » Develop strong partnerships between businesses, downtown institutions, and other entities to ensure long-term downtown success

## PRIORITY RECOMMENDATIONS

for a complete list of recommendations, see pg 67

- » **Strategic Nodes of Art Lighting**  
*see page 52.*
- » **Sidewalk seating**  
*for restaurants and pedestrians – see page 55.*
- » **Facade Improvement Projects**  
*throughout the district – see page 58.*





Erie Avenue

Ontario Avenue

Wisconsin Avenue

Niagara Avenue

New York Avenue



Center Avenue



for more info, see pg 52

N 8th Street

Pennsylvania Avenue



for more info, see pg 58



# INDIANA AVE

The new “Fresh Tech” innovation district built from a strong employment base, cultural diversity in the district, County-wide innovation legacy, and a strong connection between downtown institutions and new development along the corridor.



## ECONOMIC PROFILE, ISSUES, & ACTIONS

Sheboygan’s Indiana Avenue serves as the southern gateway to the City’s lakefront, the riverfront, and downtown – both visually and physically. Indiana Avenue includes multiple small businesses serving both residents and visitors. Among these businesses are successful regional Latino businesses, including the grocer La Conquistadora, and iconic local businesses such as Z Spot Coffee House. Understanding the ways that these successful local businesses attract and serve their customers will demonstrate how ground level businesses can succeed along the corridor.

Indiana Avenue’s economic future will depend upon the outcomes of two ongoing catalytic projects: The emerging Fresh Tech district, emphasizing a new and collaborative approach to ‘grow your own’ business success and employment growth through innovation; and the Badger Lofts development, which will provide a new housing type for the City and continued riverfront revitalization. In addition, multiple redevelopment sites exist along Indiana Avenue to support new development over the long-term. The anticipated results of these catalytic projects are new area residents, new employers, and their employees – user groups who will want nearby amenities.

Smaller scale investments will also matter for Indiana Avenue. Appearance and connectivity-related investments are important to the corridor’s future because of its gateway function. Vintage buildings represent opportunities for improving and crafting Indiana Avenue’s unique appearance, expanding the overall business mix, and crafting a unique image – but these buildings require façade and interior improvements. Increased reinvestment by existing owners will indicate visible change along Indiana Avenue to residents, visitors, and potential new businesses. A viable tenant is needed for the former restaurant property at 8th Street. New tenancies that complement existing businesses and serve the area’s shared markets represent another category of opportunities.

Related to gateway improvements, several interviewees suggested major improvements to the roundabout at South 8th Street and Indiana Avenue. These interviewees indicated that the roundabout is confusing for visitors to Sheboygan, inhibits accessibility to corridor businesses, and circulation between Indiana Avenue, the South Pier/ Blue Harbor areas, the downtown core, and the riverfront.

## PRIORITY RECOMMENDATIONS

for a complete list of recommendations, see pg 67

- » **District-specific Street Furniture**  
*celebrating the Fresh Tech district and connecting to community – see page 60.*
- » **Strategic Nodes of Art Lighting**  
*see page 52.*
- » **District Gateway & Entrance Marker**  
*at Indiana Avenue & 14th Street – see page 44.*
- » **Facade Improvement Projects**  
*throughout the district – see page 58.*
- » **Bike path signage & landscaping**  
*along routes– see page 59.*



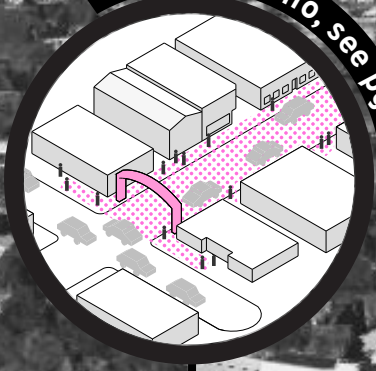
for more info, see pg 52



for more info, see pg 60



for more info, see pg 44



Indiana Avenue

10th Street

11th Street

S Commerce Street

for more info, see pg 59



for more info, see pg 58



S 8th Street





ST CLAIR

8

GRAPHICS



# Economic Profiles

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As part of this Harbor Centre Master Plan update, economic profiles were developed for the Plan's four study areas – Harbor Centre (Downtown), Uptown, Michigan Avenue, and Indiana Avenue. The profiles were developed based upon demographic data, market analysis, and eight stakeholder interviews with commercial interests in all four areas. In addition to the market data described in the next section, market-based and local opportunities are noted for each area.

It is important to note that the four study areas defined in this plan share a series of overlapping market geographies. A five minute drive separates the Indiana Avenue corridor from the Michigan Avenue corridor, with Uptown and Sheboygan's downtown core located in between. While each commercial area has unique attributes and local businesses, these four defined locales share markets and customers.

These same shared markets and demographics are also affected by broader market trends, which have important implications for local business growth and investment in the four areas. How these shared markets define and differentiate themselves within each individual study area is also described.

The economic profiles detailed on the following pages informed the recommendations for each study area.



# SHEBOYGAN’S ECONOMIC PROFILES

## Overview

As part of this Harbor Centre Master Plan update, economic profiles were developed for the Plan’s four (4) study areas--Harbor Centre (downtown); Uptown, Michigan Avenue, and Indiana Avenue. The profiles were developed based upon demographic data, market analysis, and eight stakeholder interviews with commercial interests in all four areas. In addition to the market data described in the next section, market-based and local opportunities are noted for each area.

Most important, Sheboygan’s four (4) study areas share a series of overlapping market geographies. A five (5) minute drive separates the Indiana Avenue corridor from the Michigan Avenue corridor, with Uptown and Sheboygan’s downtown core located in between. While each commercial area has unique attributes and local businesses, these four (4) defined locales share markets and customers. These same shared markets and demographics are affected by broader market trends. These trends have important implications for local business growth and investment in the four (4) areas and what their economic vitality will mean in the future. How these shared markets define and differentiate each individual study area is described in the economic profiles that follow.

## Markets and Demographics

Table 1 below displays the demographics for each study area and for the City of Sheboygan.

Table 1: Study Area Demographics

Selected Demographics: 4 Study Areas and City

	Downtown/BID	Uptown	Michigan	Indiana	City of Sheboygan
Total Population	441	35	322	290	49,385
Population Density (Pop/Sq Mi)	1,743.87	2,710.35	9,964.13	5,901.04	3,508.31
Total Households (HHs)	251	25	122	127	20,455
Average HH Size	1.8	1.4	2.6	2.3	2.4
					-1.3%
					-1
					-1.3%
Projected Population Growth by 2023	0.8%	1.9%	-5.4%	-3.1%	.3%
Median Age	37.7	40.3	30.3	30.8	37.4
Average HH Income	\$45,885	\$45,850	\$43,017	\$45,686	\$57,572
Median HH Income	\$33,281	\$32,422	\$30,191	\$37,791	\$45,439
Per Capita Income	\$27,707	\$35,483	\$16,279	\$20,099	\$24,061
Employees	2,029	176	103	236	22,867
Jobs/HH	8.1	7.0	0.8	1.9	1.1

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All of the study areas have smaller populations and employee numbers. While nearby residents are always frequent users of any commercial district’s businesses and amenities, the study area populations shown are insufficient to ensure either business success or growth in any area. To succeed, businesses in all districts are attracting customers from much wider market geographies. Depending upon the individual business,



their primary market may be a convenience drive time, the City itself, or a larger destination market, including visitors to Blue Harbor Resort, South Pier, and Sheboygan’s riverfront.

In addition to nearby residents, consumers residing within a convenient drive-time, typically a 5-minute drive or 10-minute bike ride, are also more frequent users of their nearby commercial areas. The demographics for each area are shown below followed by an illustration of these overlapping drive times.

Table 2: Convenience Drive Time Demographics

Selected Demographics: 5 Minute Drive Times

	Downtown/BID	Uptown	Michigan	Indiana
Total Population	17,289	18,748	21,666	18,823
Total Households	7,203	7,659	8,959	7,877
Average Household Size	2.4	2.4	2.4	2.4
Projected Population Change by 2023	-2.2%	-2.4%	-2.3%	-2.0%
Population Density (per Sq. Mi.)	4,976.55	5,171.79	5,026.61	4,188.85
Median Age	33.8	33.8	34.5	35.4
Average Household Income	\$47,832	\$52,610	\$53,750	\$47,930
Median Household Income	\$37,647	\$39,227	\$41,071	\$39,183
Per Capita Income	\$20,122	\$21,687	\$22,418	\$20,313
Employees	10,338	10,687	11,687	12,691
Estimated Total Consumer Expenditures	\$243,941,235	\$269,280,391	\$323,383,921	\$273,667,649

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Illustration 1: Convenience Drive Times for Each Study Area



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The demographics for the convenience drive times (Table 2) are similar and encompass much of the City. The four (4) study areas are either proximate or contiguous, and despite natural barriers, driving between districts is convenient. The Indiana Avenue market is less dense, given the vacant land included within that market geography and its access to I-43. This Indiana Avenue market also includes more employees. Michigan Avenue includes some additional residential to the north. The projected 2023 population decrease is similar to the projection for the City of Sheboygan.

In addition to attracting neighborhood and nearby customers, street level businesses also depend upon patrons from a larger destination, or 30-minute drive time, market. The percentages of sales generated from destination customers vary by business type. Sales from this larger market are often critical to operating margins for individual businesses. Given Sheboygan is an established regional destination, the market will be important to all businesses. Adding to the destination market, the advent of online shopping, particularly the use of mobile phones, has significantly changed consumer behaviors. This same destination market also represents the 'Near Me' market. Consumers making purchases online for same day pick-up will typically drive up to 30 minutes to obtain their online purchase. Similar behavior is noted in considering dining options. The demographics for the 30-minute drive times are shown below and followed by a map of the overlapping destination drive times.



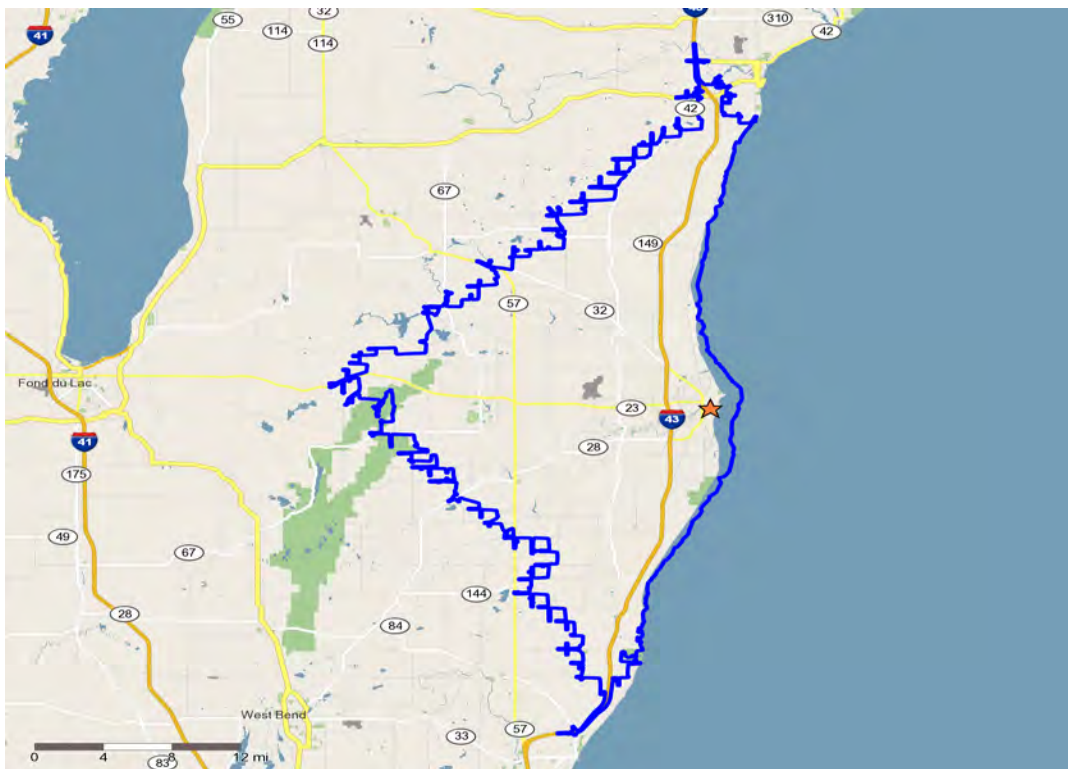
Table 3: Destination Drive Time Demographics

Selected Demographics: 30 Minute Drive Times

	Downtown/BID	Uptown	Michigan	Indiana
Total Population	113,775	119,644	121,378	115,428
Total Households	46,360	48,658	49,461	47,027
Average Household Size	2.5	2.5	2.5	2.5
Projected Population Change by 2023	2.7%	2.7%	2.7%	2.7%
Population Density (per Sq. Mi.)	249.09	237.04	237.09	244.33
Median Age	41.5	41.7	41.8	41.5
Average Household Income	\$70,335	\$70,274	\$70,263	\$70,720
Median Household Income	\$56,477	\$56,450	\$56,412	\$56,788
Per Capita Income	\$28,870	\$28,795	\$28,849	\$29,018
Employees	60,585	64,763	66,157	60,840
Estimated Total Consumer Expenditures	\$2,116,092,186	\$2,220,580,233	\$2,255,780,489	\$2,148,493,204

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Illustration 2: Destination Drive Times for Each Study Area



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There is more significant market overlap among the 30-minute drive times. While each of the four (4) study areas is distinct in its business mix and opportunities, the areas share consumers from this 30-minute drive time as Table 3. (The center points for each area overlap in this market’s geography, as displayed in Illustration 2.) Most important for the future is that the total population within the destination market is projected to increase versus the declines projected for the City and smaller market geographies. The estimated consumer spending is between \$2.1 and \$2.2 billion, with the opportunity to capture additional consumer dollars. For the study areas, capitalizing on their assets to appeal to destination consumers will be key to the future economic success of each area.



## Broader Market Trends

When most consumers think of traditional commercial districts, like these four (4) Sheboygan study areas, street level businesses, particularly retailers and restaurants, come to mind. Like all sectors, the retail and restaurant sectors are transforming, primarily the result of major market shifts prompted by technological change. The continued impact of technology will remain as a factor in the market trends affecting all uses.

Three (3) major sector trends reflect how consumers now shop and dine in all markets—large, small, urban, suburban, and rural. These trends are also affecting shopping locales, regardless whether a traditional downtown, a neighborhood commercial district, or a shopping mall. For larger retailers, both national and regional, these altered consumer behaviors translate into smaller stores and fewer locations. Stronger independent retailers are capitalizing on these same changing behaviors through their online presences, serving more distant customers without incurring the cost of opening additional stores. All types of restaurants are applying technologies to support online sales, customer service, and delivery. Restaurants are also developing non-store formats to reduce operating costs, such as specialized kitchens for preparing delivery orders only. The three (3) major trends include:

- ‘The Experience.’ For customer attraction, business sales performance, and image positioning for any commercial district, delivering a unique experience is critical to success. Whether an event, strong business clusters, or physical appearance, residents and visitors want a quality ‘experience’ that creates memories and fosters a personal connection with that commercial area. As an example, distinctive local and historic character often serves as the market differentiator within target geographies for traditional downtowns or neighborhood districts. Satisfying consumer expectations for quality products and efficient and personalized service are additional aspects of this trend.
- ‘Click and Mortar.’ As described above, the advent of online and mobile-enabled shopping, or an ‘omni-channel’ market presence, is forcing the entire sector to adapt. Retailers and restaurants continue to make it easier for customers to make purchases efficiently. Store footprints and location numbers are shrinking, and how and where sales occur continues to evolve. For successful independent retailers, storefronts function as a delivery mechanism for their community of customers via their optimal sales channels. The increasing numbers of ‘internet resilient’ tenants in all types of commercial districts is another aspect of this trend. Wellness, personal services, and increasing restaurant numbers are categories of ‘internet resilient’ businesses occupying available lease space and becoming larger percentages of the business mixes in commercial locales of all types.
- New Ways and Uses. Bringing goods to people versus bringing people to goods is the fundamental basis for new, evolving business categories and formats throughout the broader retail sector. Temporary uses, such as shared space, seasonal retail, and short-term pop-ups, have challenged not only the traditional idea of storefront businesses, but how available space is occupied, leased, and regulated. Major retailers, such as Nordstrom, now open seasonal retail outlets for the holiday shopping season. Independent businesses offer both products and targeted events to provide value to their customer bases. For restaurants, temporary uses, such as food trucks or pop-up dinners, enable owners to test and promote new concepts. Outdoor dining also increases sales and operating margins. These altered ways of doing business have implications for commercial districts of all types. Most important, they present the opportunity to create and cultivate the unique ‘experiences’ described above.



## Future Considerations for Sheboygan's Study Areas

In the stakeholder interviews conducted in developing these profiles, five (5) themes emerged for Sheboygan's future economy; all have implications for the four (4) study areas. These themes included:

- The need for population growth. The demographics indicate that the City and most study area markets are projected to lose population by 2023. The City has focused on downtown residential development, attracting new younger residents. Retaining some of those new residents will be important to the City's future and leadership. The City, the Sheboygan County Economic Development Corporation, and major employers worked together in identifying downtown housing options. The next step may be how to retain some of these new residents in Sheboygan.
- Investment considerations. In discussing new development with all interviewees, the potential lease rates do not always support market-rate development within the study areas. A perceived gap exists between required rents, project costs, potential returns, incentives, and tenant attraction for commercial and residential uses. As an example, independent businesses rarely occupy newly built space. National or regional chains will pay for newly built space but are increasingly selective and data driven about their preferred locations. With reduced tenancing options, this results in long-term vacancies or unintended tenancies. Considering how this gap affects the financial viability of future development projects in each study area will enable market confidence.
- Tenancing and vacancies. Related to investment consideration is tenancing and vacancies. While total vacancies appear typical in each study area, the most obvious vacancies are in newer developments. The City, the Harbor Centre BID, and the owners and brokers leasing these vacancies can work together to fill the vacancies. In addition to referring prospective tenant inquiries to the owners and brokers marketing these vacancies, the City and the BID can work to facilitate tenant-related approvals. Ongoing communications about what prospective tenants are seeking in lease space and what they require will provide value to all property owners and brokers and will ensure that investment can continue.
- Study area identities. While each study area is different and locals generally understand these differences, these distinctions are less obvious to visitors, investors, and possibly even some residents, or each area's shared destination customers. Determining what sets each area apart, based upon input from area businesses or institutions and area and City residents, can serve as the basis for each area's identity.
- Capitalizing on study area assets. Each study area, as described in the Economic Profiles, has obvious assets, including access to Lake Michigan, to the river, or to Sheboygan's neighborhoods. The story of each area is also a compelling part of Sheboygan's identity. Each area has a collection of successful small business owners that define the district. Each area has a unique history. Investment in historic and vintage properties is also needed in all areas and can help define and tell these stories.



## Sheboygan's Indiana Avenue: Economic Profile

Sheboygan's Indiana Avenue serves as the visual and physical gateway to the City's lakefront, the riverfront, and the downtown and Harbor Centre. Indiana Avenue includes multiple small businesses serving both residents and visitors. Among these businesses are successful, regional Latino businesses, including the grocer, La Conquistadora, and iconic local businesses, such as Z Stop Coffee House. For Indiana Avenue, how these successful local businesses attract and serve their customers will demonstrate how ground level businesses can succeed along the corridor.

Indiana Avenue's economic future will depend upon the outcomes of two (2) ongoing catalytic projects. Fresh Tech emphasizes a new and collaborative approach to 'grow your own' business success, supporting new business and employment growth through innovation. The Badger Lofts development will provide a new housing type for the City and continued riverfront revitalization. In addition, multiple redevelopment sites exist along Indiana Avenue to support new development over the long-term. The anticipated results of both catalytic projects, new area residents and new employers and their employees, will want nearby amenities.

Smaller scale investments will also matter for Indiana Avenue's future. Appearance-related investment will be important to the corridor's future because of its gateway function. Indiana Avenue's vintage buildings represent opportunities for improving Indiana Avenue's appearance, expanding the overall business mix, and crafting a unique image. These vintage commercial buildings, particularly closer to 8<sup>th</sup> Street, require façade and interior improvements. A viable tenant is needed for the former restaurant property at 8<sup>th</sup> Street. Increased reinvestment by current or existing owners will indicate visible change along Indiana Avenue to residents, visitors, and potential new businesses. New tenancies, complementing existing businesses and serving the area's shared markets, represent another category of opportunities.

Indiana Avenue's market supported opportunities and gateway improvements will enhance both the corridor, its ability to attract more businesses, and Sheboygan's image and market position, including for visitors and part-time residents at South Pier and Blue Harbor. Related to gateway improvements, several interviewees suggested major improvements to the roundabout at South 8<sup>th</sup> Street and Indiana Avenue. These interviewees indicated that the roundabout is confusing for visitors to Sheboygan, inhibits accessibility to corridor businesses, and inhibits circulation between Indiana Avenue, the South Pier/Blue Harbor areas, the downtown core, and the riverfront.



## Sheboygan's Michigan Avenue: Economic Profile

Michigan Avenue's linear corridor serves as a nightlife and entertainment center for the City and the region. The business mix is eclectic, including multiple restaurants featuring ethnic cuisines and bars providing nightlife. Michigan Avenue also includes unique shops and services serving diverse customers. As with Indiana Avenue, Michigan Avenue's mix includes successful Latino businesses also serving regional customers. The corridor is also home to one of Sheboygan's legacy (and destination) businesses, Martens Trilling True Value Hardware Store. In the stakeholder interviews to prepare these economic profiles, Michigan Avenue was characterized as having a 'funk' factor, with cheap rents enabling the growth of new start-up businesses.

From an economic perspective, Michigan Avenue presents three (3) market-supported opportunities for the future:

- Like the Indiana Avenue corridor, smaller scale investment by Michigan Avenue businesses and property owners is needed to improve the appearance of the area's buildings. Applying local design guidelines would ensure that
- Michigan Avenue's 'funk' factor results from a business start-up culture. Whether organic or formally supported, neighborhood commercial districts with a start-up cluster can be fostered. As with the other study areas, the development and availability of resources to support business owners and their success can be applied to Michigan Avenue's start-ups. This will ensure that growth can continue on the corridor, and that the business mix can continue to differentiate Michigan Avenue.
- Michigan Avenue connects neighborhoods with the corridor's businesses and downtown Sheboygan. Because of this neighborhood connection, collaborations between the owners of entertainment and late night venues, the City and its police department, and neighbors will ensure that businesses succeed and that residential areas are respected.



## Sheboygan's Uptown: Economic Profile

The Uptown area has a lower profile and less defined market position than the other three (3) study areas. The Uptown business mix includes services, and institutions, in addition to several established food and beverage businesses, such as Urbane, 8<sup>th</sup> Street Ale Haus and Paradigm Coffee & Music. As described in the Overview of these Economic Profiles, Paradigm exemplifies the new way that business is done by small business owners. It's a traditional coffee shop, a music venue, a co-op, a meeting place for progressive thinkers, and a recycler. They have created a community of customers.

As a study area, Uptown straddles the identities of Sheboygan's downtown and of the Michigan Avenue corridor. Certain businesses resemble Michigan Avenue businesses more than those in the downtown core. Other businesses in Uptown's south block readily fit with the downtown's northern blocks and appear as an extension of Sheboygan's downtown and the Harbor Centre BID (or Business Improvement District).

In creating these Economic Profiles, stakeholder interviewees expressed varied opinions about what the Uptown area was, its boundaries, and what differentiated Uptown from downtown Sheboygan or Michigan Avenue. Uptown already has attractive buildings and spaces and interesting businesses. Uptown's initial market opportunity is to confirm how its businesses, Sheboygan's residents and employees, and area visitors define Uptown to begin to solidify its image and market position. For the area's future, actions and events to support any resulting Uptown brand and tell the area's story will be important.

## Sheboygan’s Downtown: Economic Profile

Sheboygan’s downtown is managed by the Harbor Centre BID, as one of three (3) commercial areas located within the BID’s legally defined boundaries.<sup>1</sup> BIDs generate proceeds from a self-tax on commercial real properties and tenancies located within their boundaries. These tax proceeds, often supplemented by local funding sources, pay for BID programming. The Harbor Centre BID also manages South Pier and River Front. As a BID-funded, managed commercial district, downtown Sheboygan benefits from programming and events to create visibility for BID businesses and beautification and physical improvements to the BID district.

Like most managed districts, Sheboygan’s traditional downtown includes a diverse range of uses—commercial, residential, and institutional. The downtown core is home to regional cultural institutions, such as Kohler Arts Center, local and county government, and local institutions. Downtown Sheboygan has also experienced both new business growth and residential development in recent years. Sheboygan’s downtown core also includes a substantial percentage of women-owned businesses, such as Relish Kitchen Store. Like Uptown’s Paradigm Coffee & Music, multiple newer downtown businesses exemplify how entrepreneurs successfully operate in a downtown market context. Downtown Sheboygan’s business mix also includes some important clusters, particularly in dining. The owner of Trattoria Stefano has created three (3) destination restaurants and plans to open a specialty grocer downtown. These businesses, combined with downtown’s other restaurants and bars, create a cluster functioning as a downtown anchor.

Any local view of the role of the downtown in their community, including Sheboygan, is too often nostalgic. Local residents remember how downtown was. But the function of downtowns, as commercial centers, has changed dramatically. Downtowns will continue to change, based upon the broader market trends affecting all uses. Downtowns are now gathering places with unique businesses of all types serving local and regional consumers. They can be districts that foster arts and culture, inclusiveness, or entrepreneurship. Downtown anchors are no longer major retailers. Anchors today can include complementary or competitive business clusters, one or more destination businesses, or cultural institutions. Businesses locating downtown, even if multi-location, are typically independently owned. Downtowns also need to look good to compete and to attract customers. Well-maintained buildings, attractive sidewalks and streets, easy access, and cleanliness are important to residents, visitors, and investors in downtowns. Ultimately, downtown’s economic vitality means a focus on the future, sustaining strong business growth, local opportunities for residential and employee growth, and strategic market positioning.

For Sheboygan’s downtown, five (5) actions will help downtown’s businesses grow:

- Residential growth has been important to downtown Sheboygan, but downtown employment growth also represents a future opportunity. Like residents and visitors, downtown employees also spend money downtown. Jake’s Café continues to provide local office space for start-ups and gig workers. Employers with less than 50 employees, particularly in knowledge businesses, often select a downtown office location based upon nearby amenities. The FreshTech initiative, while focused on Indiana Avenue, may develop new business tenants suitable for downtown office locations.
- The women-owned businesses, noted above, also present an opportunity for promoting the downtown as a place to do business, regardless of business type, and as a point of market differentiation.
- Developing a new business owner resources and support network is another aspect of the women-owned businesses opportunity. These owners have worked with the SBA, SCORE, WWBIC, and others to formulate their business plans and operating strategies. Putting together this type of comprehensive support network for growth can be important in filling vacancies and ensuring a unique downtown business mix.
- Parking management was noted as a downtown issue. Aspects of this issue included enforcement,

<sup>1</sup> BIDs are established and annually renewed through the municipal legislative process detailed in Wisconsin’s enabling legislation, Wisconsin Statutes 66.1109 et al.



parking times not matching the needs of nearby businesses, potential tenant access to parking, and fines less than the daily parking rate. Examining parking time periods by location and technology, such as a parking app, were suggested as possible solutions.

- Partnerships remain critical to the success of any downtown. In communities with the most successful downtowns, collaborations between the public, private, and institutional sectors ensure that downtown revitalization work gets done. Collaboration also extends to downtown businesses working together to increase sales and customer numbers. Each downtown entity is invested in Sheboygan's downtown, and each has a role to play in the future. Identifying how to work together, whether on an ad hoc project or on a long-term initiative, will lead to even greater economic success.

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## STAKEHOLDERS

Thank you to the stakeholders from the four study areas that engaged with the project team for this effort:

Jeff Zenk, Z Spot Coffee  
Jane Davis Wood, Relish Kitchen  
Paul Gottsacker, Gottsacker Commercial  
Paul Weaver, Developer  
Michael Morey, Oak Brook Corporation  
Greg Parmley, Trillings Hardware

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**the Recommendations**





# GATEWAY SIGNAGE AT KEY INTERSECTIONS



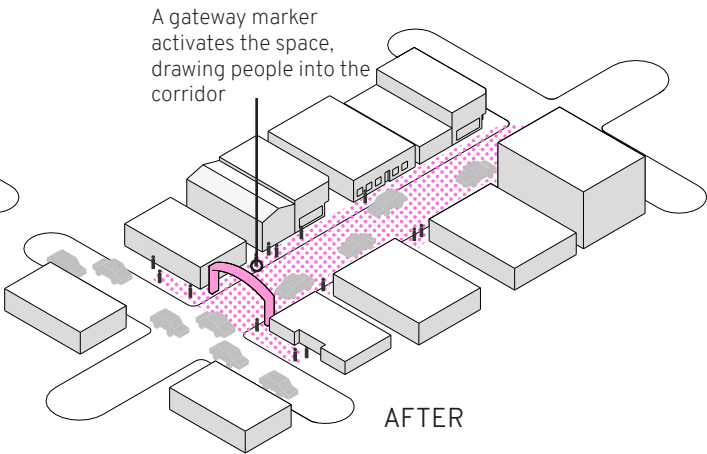
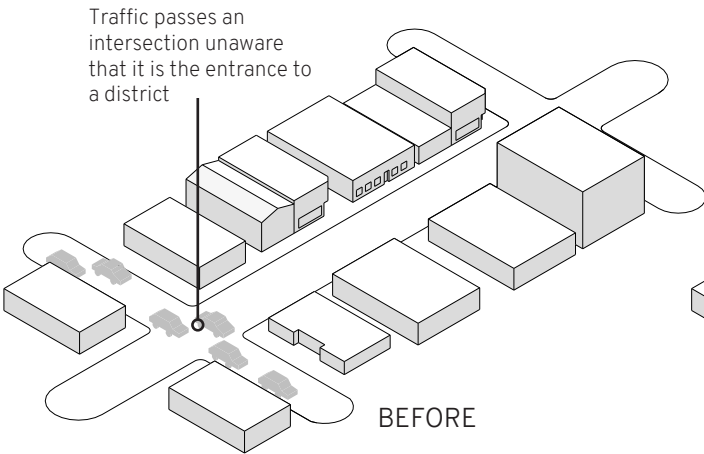
Concept showing an entrance marker at Michigan & N 14th St - a priority area for activation. Currently, many residents and visitors pass this intersection without understanding it as an entrance to the Michigan Ave district and a direct connection to the lakefront.

Each of Sheboygan’s downtown districts that are part of this plan have their own distinct character that makes them special—whether that be beautiful public spaces or beloved neighborhood bakeries. However, as people walk, bike, or drive between these areas, it is often difficult to tell where one starts and another begins. Establishing formal gateway markers for each district is one way to help with wayfinding,

letting people know that they are entering a special area with a distinct identity. Each of the four districts could benefit from gateway signage that would let people know that exciting things await just beyond.

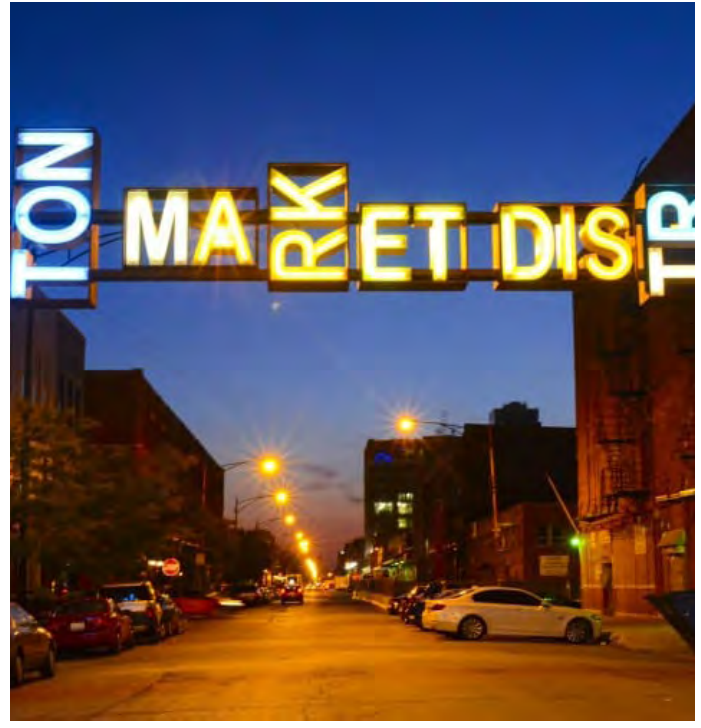
One particular area that the City [and the public] have identified as a priority area for a gateway marker is the intersection of Michigan Avenue and N 14th Street. This intersection

bookends the western end of the Michigan Avenue district, and also serves as an entrance to Uptown, Downtown, and Lake Michigan. A gateway marker at this intersection would help to activate the space and draw traffic from 14th Street through the district.





Downtown wayfinding signage in Littleton, Colorado.  
 Image source: Littleton, Colorado <https://www.littleton.gov/business-resources/downtown-wayfinding-signage>



Fulton Market District signage in Chicago, Illinois  
 Image source: West Central Association

## HOW TO:

A district gateway marker would likely be constructed within the right-of-way or on public land as a project of the City of Sheboygan. However, this could also be accomplished with strategic business partners, and with input from community members. For example, the City of Sheboygan could work with a local designer to design the gateway or hold a design competition, could partner with a local business to fund a gateway marker, or could have a process for gathering public input on potential gateway marker designs.

### COST

\$\$-\$\$\$\$

Price could vary depending on the style & size of the marker and the materials used.

### FINANCING

- City funding
- Seek funding through private partnerships with district businesses

### MAINTENANCE

Gateway structure would be maintained by the Sheboygan Public Works Department

### IMPACT

high

- Permanent installation
- Impacts sense of place, district identity, & economic development

### PEOPLE

#### CITY, BUSINESS OWNERS, DESIGNERS, COMMUNITY MEMBERS

On Michigan Avenue, consider partnerships with long-time businesses such as Trillings Hardware or City Bakery as well as the businesses whose buildings are adjacent to the potential gateway location.

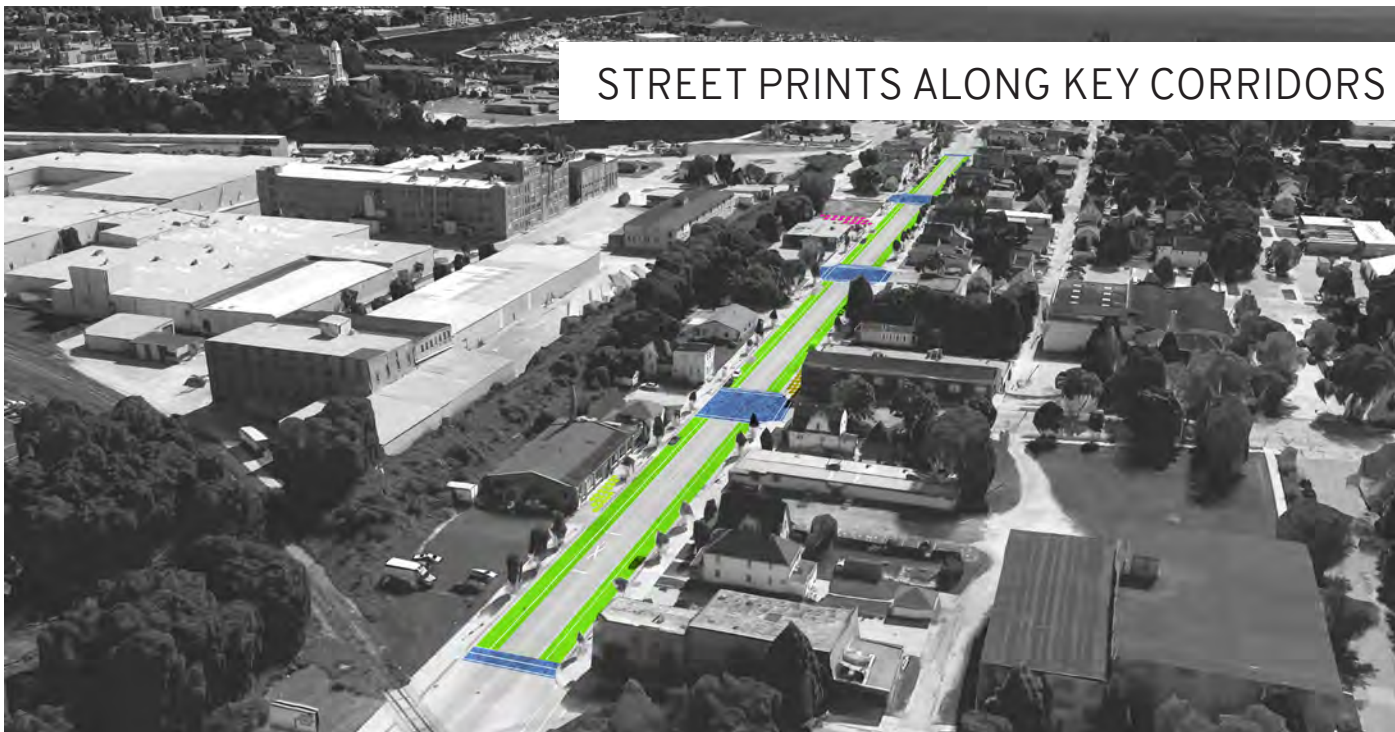
### DISCIPLINES

**DESIGN:** urban designer, landscape architect, or artist; structural engineer

**CONSTRUCTION:** general contractor, artist, engineer



# STREET PRINTS ALONG KEY CORRIDORS



Concept showing a street print approach to the parking and bicycle lanes, intersections, and sidewalks on Indiana Avenue. Colorful artwork along the corridor would serve to slow traffic and unify the existing businesses and neighborhood with the new Fresh Tech development.

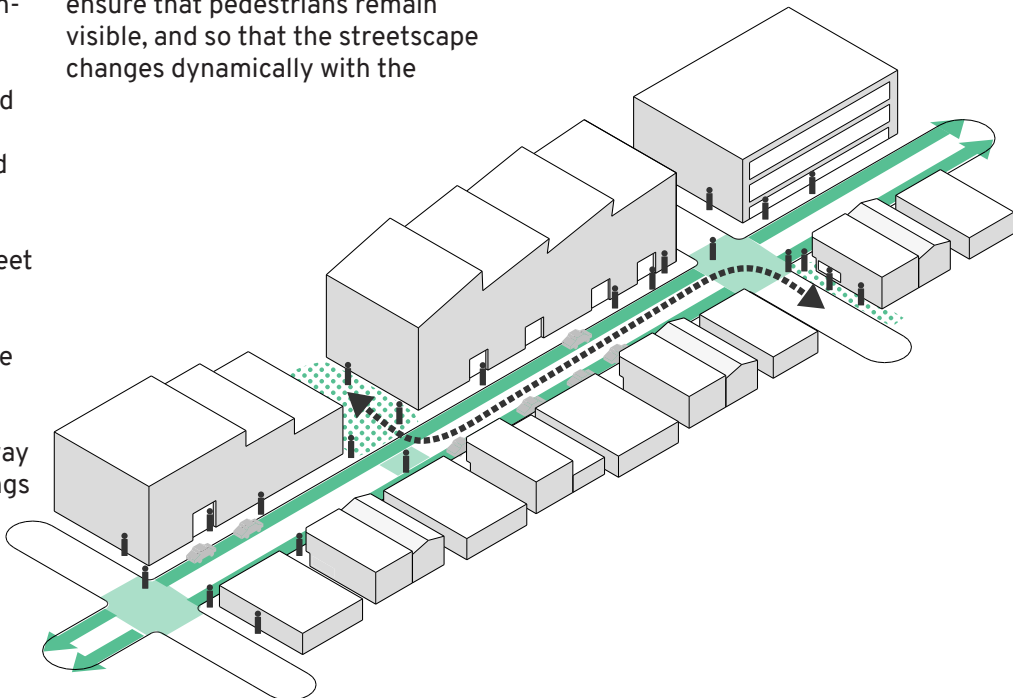
Decorated streets, sidewalks, crosswalks, and intersections are often used to indicate to drivers and pedestrians that they are entering a shared space, where traffic should slow down and drivers should look up and be aware of their surroundings. Though intersection painting can be implemented at a neighborhood scale by community members, high-quality pavement treatments such as the StreetBond line manufactured by Gallagher Asphalt has been used in some urban areas as a semi-permanent way to incorporate bold artwork into the streetscape.

On Indiana Avenue, the idea of Street Prints and decorated asphalt has received support from community members. Large artworks along the street that spill into the sidewalk areas of local businesses and new tech employers would serve as a way to unify the smaller vintage buildings

with new development, drawing new employees and resident to existing businesses and welcoming community members to the Fresh Tech district.

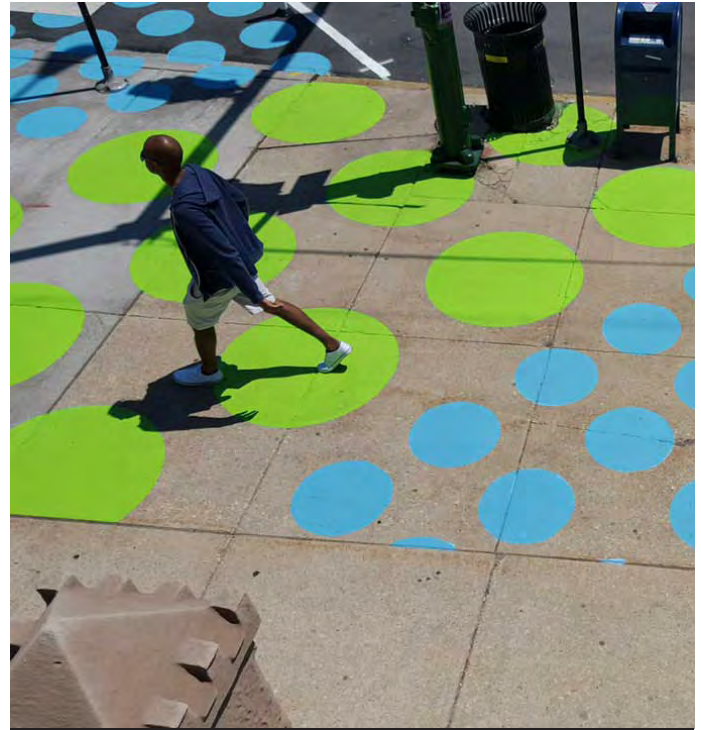
On Michigan Avenue, the Street Print approach could be used at strategic crossing locations to ensure that pedestrians remain visible, and so that the streetscape changes dynamically with the

surrounding context. For example, a Street Print approach could be used in the crosswalk area where the bike path crosses Michigan, or at the intersection closest to Trillings Hardware to indicate that pedestrian and bike activity from surrounding neighborhoods and along the corridor is welcome.





Art paving system installed by DrainPave using StreetPrint in Perth  
 Image source: DrainPave, Beaufort Street via Land8 <https://land8.com/streetprint-the-most-innovative-and-decorative-paving-system-on-the-market/>



Sidewalk and intersection decorated with StreetPrint in Chicago, IL  
 Image source: Gallagher Asphalt <https://www.gallagherasphalt.com/streetprint/photo-gallery/>

## HOW TO:

In a commercial district setting, a durable pavement decoration system should be used. Such installations are longer-lasting than paint, but generally are semi-permanent, meant to last for about three years in Midwest winter conditions. In Sheboygan’s districts, a street print approach would necessitate public funding, but could be bolstered with private funding to extend the design in front of businesses or public parks.

### COST

**\$\$-\$\$\$\$**

Price will vary depending on artwork design and size

### FINANCING

- City funding
- Partner with district businesses to extend design into the sidewalk in front of their building

### MAINTENANCE

No maintenance required – designed to be semi-permanent for three years. Could be re-applied or changed after three years

### IMPACT

**high**

- Changes the experience of the pedestrian, driver, and bicyclist, drawing attention to the street in a creative way

### PEOPLE

#### CITY, BUSINESS OWNERS, DESIGNERS, ARTISTS

Consider partnership with existing businesses, such as La Conquistadora along Indiana Avenue, as well as new Fresh Tech tenants.

### DISCIPLINES

**DESIGN:** urban designer, landscape architect, or artist; civil engineer

**CONSTRUCTION:** general contractor, Department of Public Works



# DISTRICT ENTRANCE MURAL ON STRATEGIC BUILDINGS



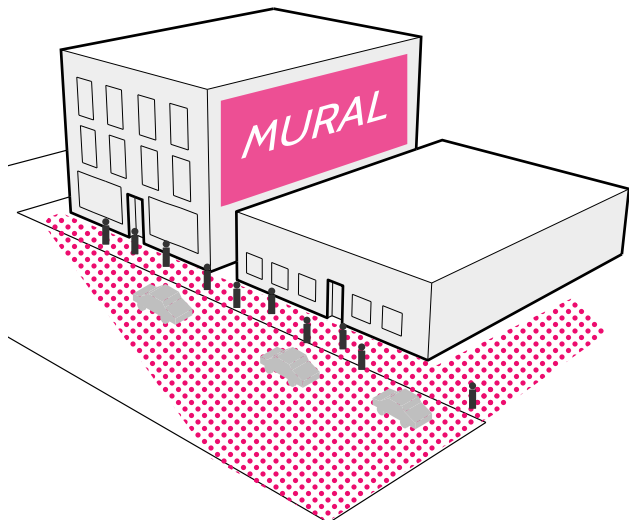
Concept showing a mural on a blank facade at the corner of 8th and Michigan, showing blank facades as a district entrance mural welcoming residents and visitors to Uptown.

Murals can serve as an alternative to a district entrance marker or gateway if located at a strategic location or intersection. Incorporating the district name or iconic Sheboygan imagery into mural artwork would serve as a bold statement and reinforce district identity.

The public feedback received as part of this planning process

indicated that there may be limited locations that murals would work in Sheboygan's commercial districts. When planning murals on a district scale, stakeholder should consider the visual rhythm of murals throughout a corridor - it is best to space murals so that they can be enjoyed and viewed from an appropriate distance, and also to consider prioritizing walls and

surfaces that otherwise do not have visual interest. Initial field study of Sheboygan's districts indicate that there are several walls and surfaces that would be appropriate for a mural project, but further strategizing with private business owners and district stakeholders should be undertaken to determine the best location for new artwork.



### project profile: The Sheboygan Project

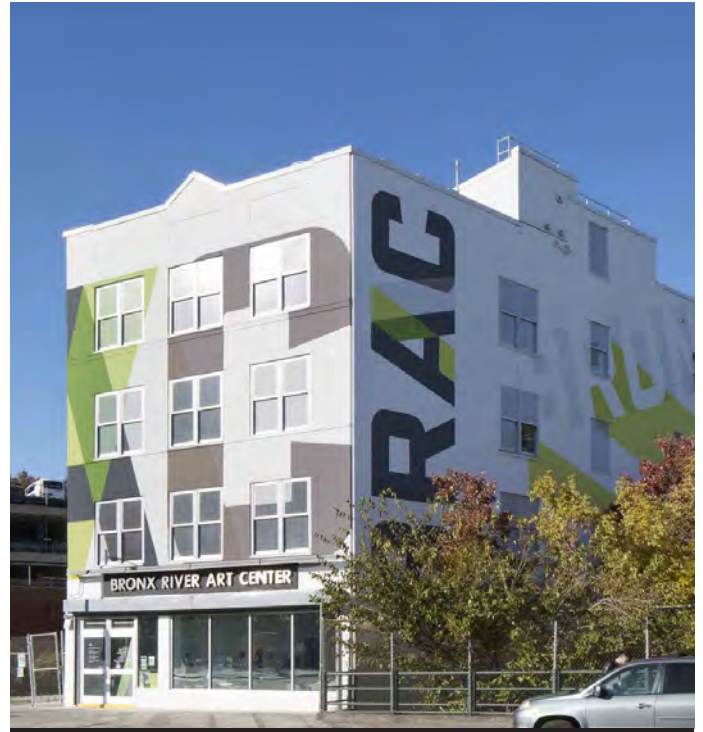
In 2013 the John Michael Kohler Arts Center received grant funding to install 15 murals in Sheboygan. More information about the project and a map of the murals can be found here:

<https://www.jmkac.org/explore-discover/sheboygan-project.html>

Image Source: JMAC. Mural by Chris Stain.



Mural painted on the side of Sheboygan's Above & Beyond Children's Museum from 2018 -19 by local artist Jessica Rassel as part of #TheHappinessProject, led by local high schooler Maddie Green. Image source: Above & Beyond Children's Museum



Graphic mural on the Bronx River Arts Center adds to the sense of place and identity of the area. Image source: Bronx River Arts Center

## HOW TO:

Murals are a very visible display of a district or neighborhood identity and culture. As such, their design and placement should be decided with community input. For example, a group of district stakeholders could gather to prioritize a few locations in the district that would be suitable for a mural, and then work with a local artist to install the artwork. An individual business owner could install a mural that responds to the district's name, identity, or character, or incorporate ideas and imagery from community members.

### COST

**\$\$-\$\$\$**

Price will vary depending on the size of the mural and the artist fee

### FINANCING

- Financed by the property owner
- Grant funding may be available for mural projects

### MAINTENANCE

Murals should be maintained by property owners to ensure that they retain their aesthetic appearance

### IMPACT

**high**

- Permanent installation when properly maintained
- Impacts sense of place, district identity, and community connection

### PEOPLE

PROPERTY OWNERS, ARTISTS, COMMUNITY MEMBERS, LOCAL INSTITUTIONS

### DISCIPLINES

**DESIGN:** artists, community members, arts institutions (John Michael Kohler Arts Center)

**CONSTRUCTION:** artists, community members



# PARKLETS FOR TREES AND SEATING



Concept showing parklets installed in Downtown Sheboygan in an area lacking street trees. This concept would take the space of four parking spaces, adding trees, plants, and attractive seating.

Parklets have gained popularity over the past several years as businesses and cities work to retrofit urban contexts dominated by pavement by incorporating green space and seating areas. Trees, plants, and seating areas draw foot traffic and encourages pedestrians to walk through commercial districts.

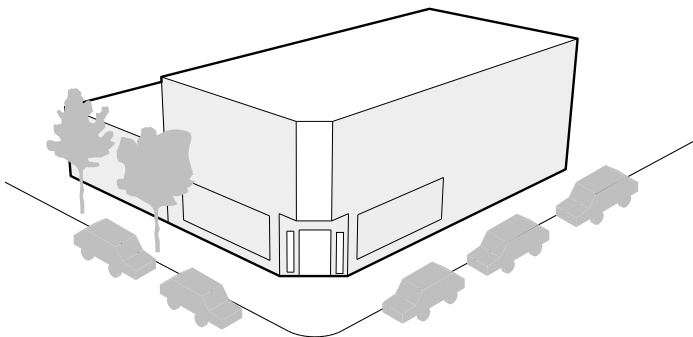
There are many different ways to install a parklet into a streetscape. A small planting and seating area could be installed directly on the street on top of the pavement, or could be built into the street itself on a more permanent basis.

Parking is an important consideration in all commercial districts, in Sheboygan and elsewhere. There may be known areas where a parklet could be accommodated without interrupting business parking. In addition, the program could be set up so that business owners may request permission to install the parklet. In the right locations, the businesses understand the positive impacts of the activity parklets generate. Parklets that are privately funded and maintained could also serve as outdoor seating for restaurants in areas where the sidewalk may not

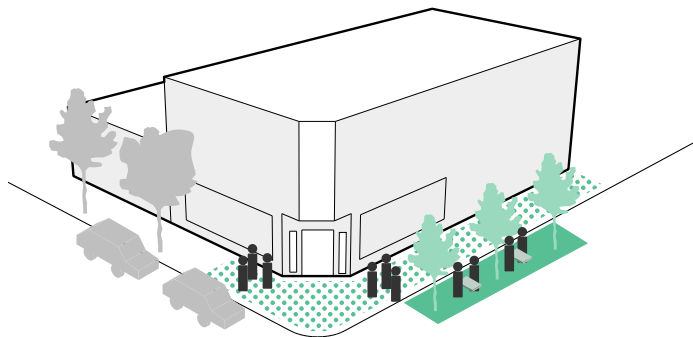
be wide enough to accommodate sidewalk seating.

In order to move forward with parklet projects in the private sector, the City of Sheboygan will need to develop an intuitive permitting process that allows business owners to easily understand the design considerations and constraints of parklets. To move forward with public or partnership-drive parklets, the City will need to identify target areas where more seating or trees are needed in Sheboygan districts. Initial community feedback indicates that this strategy might be most welcome Downtown and along Indiana Avenue.

BEFORE



AFTER





Parked Bench portable micro-park in London, designed by WMB studio. Image source: Ed Butler via archello



Parklet incorporating seating and planters in Minneapolis. Image source: City of Minneapolis

## HOW TO:

Parklets could be installed in Sheboygan commercial districts using several different models. The parklets could be owned and maintained by either the city or a private business/property owner, or jointly funded, and could be permanent or designed as temporary installations. In areas of Sheboygan with minimal landscaping, trees, or seating, the project team recommends permanent or long-term parklets. In areas with some existing streetscape elements, a temporary parklet installation set the stage for further investment.

### COST

**\$-\$\$\$**

Per-parklet costs to consider include design, permitting, materials, and construction.

### FINANCING

- City funded for target areas
- Private funding if privately owned
- Partnership could include shared construction/maintenance costs

### MAINTENANCE

Whether parklet is temporary or seasonal maintenance and repairs would be needed. If parklet is temporary, installation and storage would be needed each year

### IMPACT

**high**

- Either semi-permanent or temporary installation
- Adds visual interest, shade and/or native plants, and seating areas to the street

### PEOPLE

CITY, BUSINESS OWNERS, DESIGNERS, COMMUNITY MEMBERS

### DISCIPLINES

**DESIGN:** urban designer, landscape architect  
**CONSTRUCTION:** builder, installation crew



## STRATEGIC NODES OF ART LIGHTING



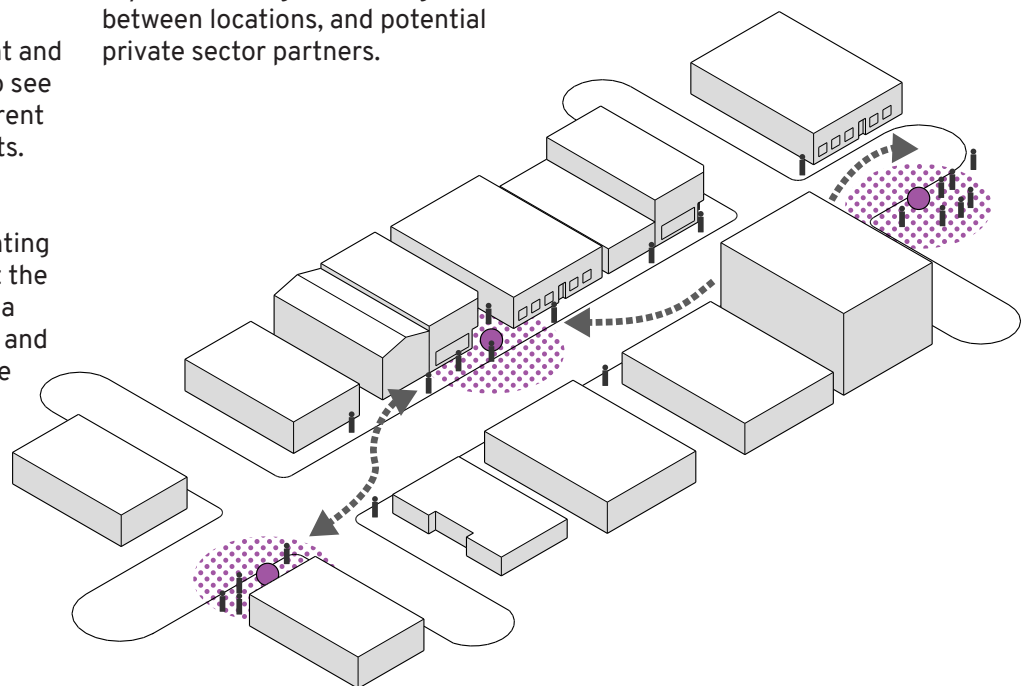
Concept showing nodes of art lighting/sculptures installed in Uptown and Downtown Sheboygan. Art lighting elements should be placed so that they are visible from each other, drawing pedestrians and drivers through Sheboygan's commercial districts.

A placemaking and art-based activation trend that has received support in Sheboygan after initial community engagement is the installation of art lighting elements throughout the district at strategic nodes of activity. These nodes of light art would lead visitors and residents through the district, providing visual interest at night and perhaps even driving tourism to see the installation across the different parts of the City and the districts.

One important consideration in planning for a system of art lighting would be the visual rhythm that the art lighting creates throughout a corridor or district. Pedestrians and drivers should be able to see the

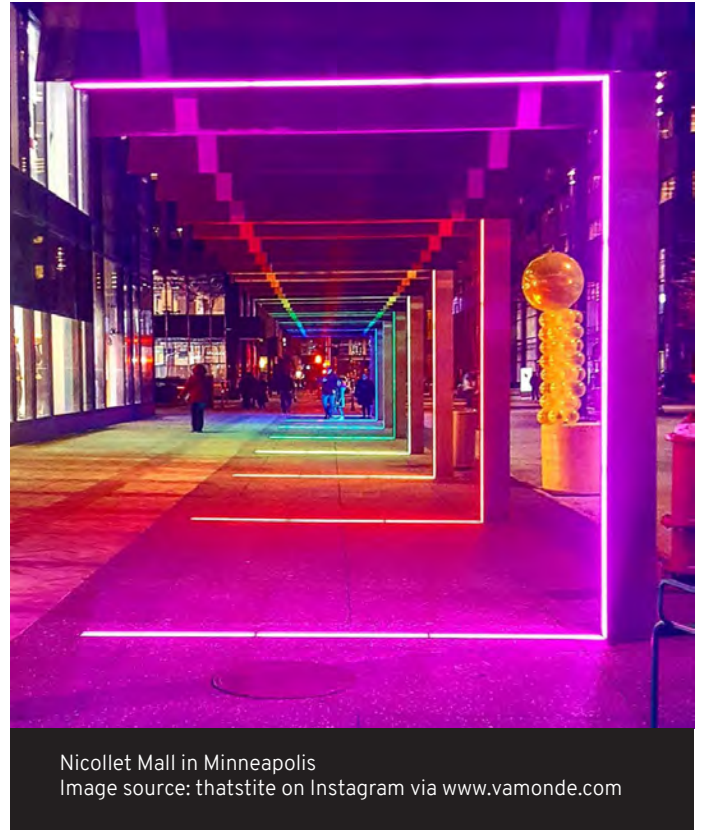
next art lighting installation if they are standing at an individual piece, encouraging movement throughout the City. The project lead for this strategy should create an overall plan for the art lighting locations, taking into consideration both visual rhythm, walking and driving time between locations, and potential private sector partners.

This strategy would work well in any of the four study areas in Sheboygan, but would be especially appropriate downtown in partnership with the John Michael Kohler Arts Center.





Art lighting installation on a tree-lined urban street



Nicollet Mall in Minneapolis  
Image source: thatstite on Instagram via www.vamonde.com

## HOW TO:

An art lighting project at the district scale could be implemented in a few different ways - either through public funding, or by partnering with local businesses and property owners who might want to sponsor public light art sculptures close to their property. Regardless of the financing and ownership structure, a cohesive plan should be made before installation begins to ensure that lighting elements are well spaced and placed.

### COST

\$\$-\$\$\$

Price per light installation could vary depending on design and materials

### FINANCING

- City funding
- Seek funding through grant programs

### MAINTENANCE

Art lighting would be maintained by the City.

### IMPACT

high

- Permanent, semi-permanent, or temporary installation
- Impacts sense of place, discovery, and movement throughout the City

### PEOPLE

#### ARTISTS, CITY, INSTITUTIONAL PARTNERS

Create a call for or artist/designer proposals for art lighting sculptures/nodes throughout Sheboygan. Either one or multiple artists could be selected.

### DISCIPLINES

**DESIGN:** urban designer, landscape architect, or artist; structural engineer

**CONSTRUCTION:** general contractor, artist, engineer





## ACTIVATING VACANT STOREFRONTS



At left: A temporary store in New Haven, CT (Image source: project Storefronts New Haven)

At right: *Eulogy on my Humble Abode* by Hui-Ying Tsai in a San Francisco storefront (Image source: San Francisco Arts Commission)

One persistent issue in commercial districts of various sizes across the country is downtown vacancies and vacant storefronts. While a certain vacancy rate is normal and healthy in a retail district, vacant storefronts detract from the visual vibrancy of a commercial area, and can make commercial areas seem less appealing to potential new tenants or

business owners.

Sheboygan is already addressing this issue in the downtown district through a program called Pop Up Shop, highlighted at right. In the future, the City of Sheboygan should consider expanding this program to other commercial areas in Sheboygan.

Another program could be implemented to fill vacant storefronts with art installations. Even though storefronts with art installations would not be open for business, the art would add visual interest to the street, and send a message to visitors and potential new tenants that the area is alive and being cared for.

The Pop Up Shop Program in Sheboygan is designed to provide low-rent or free commercial space to entrepreneurs and fill vacant storefronts in Sheboygan's downtown district at the same time. The program was piloted in 2019, with potential businesses submitting proposals through an application process. Visit: <https://harborcentre.com/pop-up-shop/>

### HOW TO:

#### COST

**\$-\$\$**

Costs will vary based on space available and length of temporary lease

#### FINANCING

- Temporary space may be negotiated with current building owners

#### MAINTENANCE

Meant to be temporary

#### IMPACT

**med-high**

- Decreases the negative effects of empty storefronts, increases foot traffic, allows way for local businesses to grow

#### PEOPLE

##### BUSINESS OWNERS, CITY, BUILDING OWNERS

Building owners with potential space available should contact the city.

## SIDEWALK & ALLEY SEATING FOR RESTAURANTS



At left: Alley seating and lighting in downtown Sheboygan (Image source: City of Sheboygan)

At right: Sidewalk seating at DRAM in Missoula, MT (Image source: The Dram Shop – [www.dramshopmt.com](http://www.dramshopmt.com))

The City and its partners have made great strides in updating alleys downtown to include landscaping and lighting in recent years and installing art in some of the unused spaces—notably, the JMKAC Art in Public Spaces program (see pages 8-9). These projects encourage pedestrian movement throughout downtown and improve the City’s aesthetics. The next phase of this approach is to encourage greater activity in the alleys. One

way to encourage activity is to form partnerships with adjacent businesses, allowing them to use alley space as spill-over seating and dining areas. Going forward, alley renovation projects should be coordinated with neighboring businesses to plan for activation of the space. The city could provide design guidance to restaurant owners, encouraging planters, umbrellas, and festive lighting in sidewalk and alley seating areas.

The City of Sheboygan already has a permitting process for restaurant seating on sidewalks. The City should engage with business owners to understand what the barriers to implementing sidewalk seating are for local businesses. For example, the City might put a cap on the annual fee required for sidewalk cafe seating or waive the fee if enhanced design guidelines for sidewalk or alley seating are met.

### HOW TO:

#### COST

**\$-\$\$\$**

Price could vary depending on the style of seating provided

#### PEOPLE

##### BUSINESS OWNERS, DESIGNERS

Business owners should consider working with a designer or landscape architect to design and plan for appealing outdoor seating areas.

#### FINANCING

- Seating and maintenance would be funded by private business owners, allowed through a permitting process with the City

#### MAINTENANCE

Outdoor seating associated with restaurants or other private businesses would be maintained by the private business

#### IMPACT

**med-high**

- Providing more opportunities to sit and interact with others will draw more visitors



# RIGHT-SIZING THE ROADWAY - MICHIGAN AVE



At left: Bumpouts incorporate landscaping and seating on San Juan Island (Image source: San Juan Islander)  
At right: Green striped bike lanes on Humbolt Avenue in Milwaukee (Image source: City of Milwaukee)

Michigan Avenue is not only one of Sheboygan’s primary commercial corridors—it is a major connection from 14th Street to the lakefront and downtown. Currently, the roadway is 48 feet wide from curb to curb, with two 17-foot travel lanes and an area for parking alongside either curb. [Note: dimensions are approximate.] While Michigan Avenue currently does include striped stalls for

metered, on-street parking, it does not delineate bike lanes. Given that a standard travel lane is 12 feet (or even sometimes 11 feet is standard), and WisDOT’s standard curb to curb dimension is 36 feet, the roadway could be considered overbuilt by most local standards.

Community members have indicated that parking along Michigan

Avenue is working for the district. Highly designed and landscaped bumpouts are recommended for all intersections from N 13th Street to N 8th Street. Bumpouts can be designed to incorporate seating and landscaping with minimal impact on parking spaces. Michigan Avenue’s width can accommodate bike lanes in addition to driving lanes if the road is re-stripped through a “road diet.”

## HOW TO:

Right-sizing the roadway is usually a project that is funded by the public sector, but often initiated by community members advocating for safer bicycle and pedestrian experience.

### COST

\$\$\$\$

Well-designed bumpouts and landscaping will require design as well as construction costs

### FINANCING

- City-funded

### MAINTENANCE

Great design requires maintenance to ensure it continues to look good. For roadway rightsizing, this means maintenance to landscape at bumpouts and bike lane painting on the road itself.

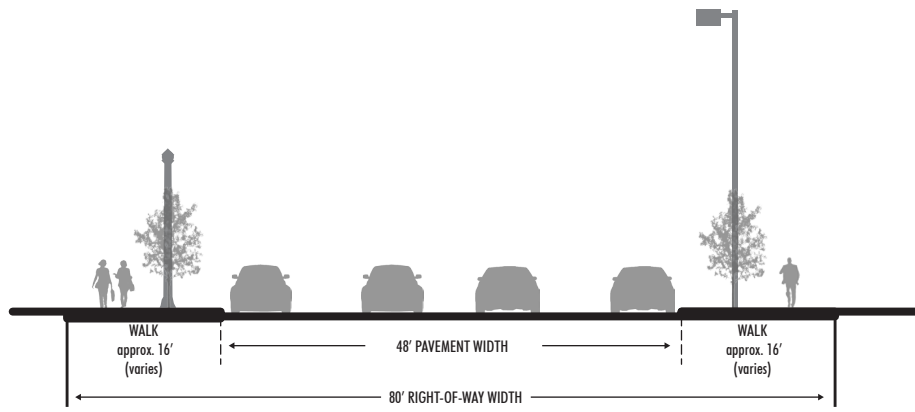
### IMPACT

high

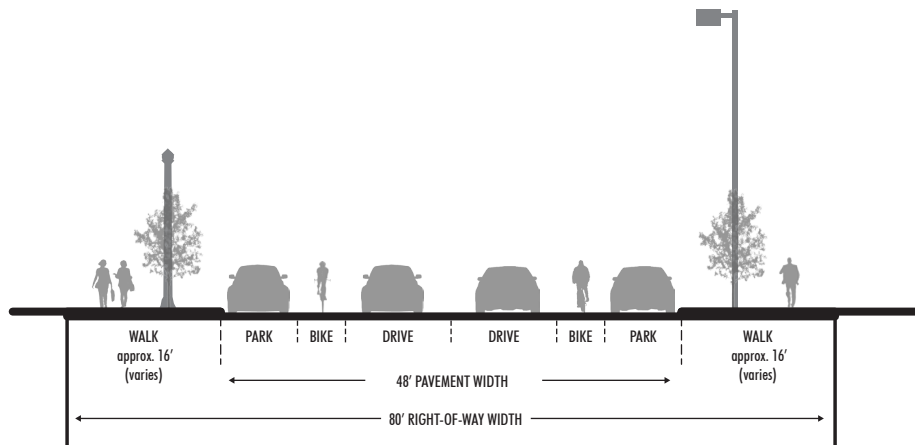
- Permanent change to infrastructure and streetscape
- Encourages active mobility and pedestrian activity by enhancing experience and adding safety features

### DISCIPLINES

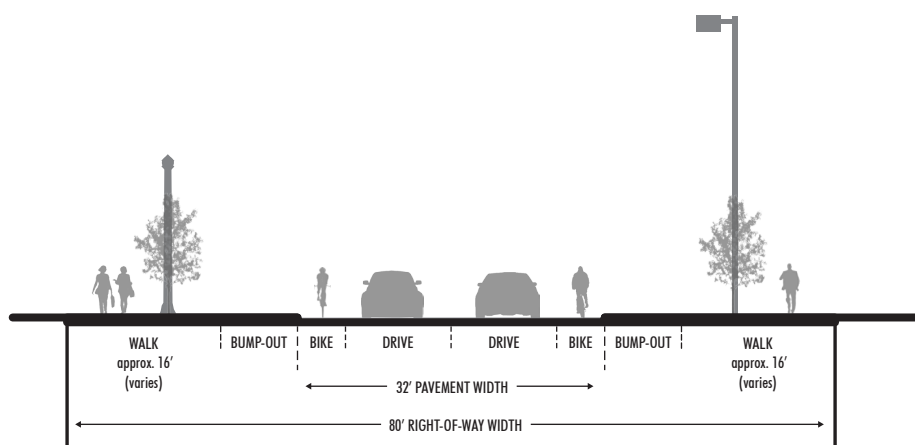
**DESIGN:** urban designer, landscape architect, transportation/civil engineer  
**CONSTRUCTION:** contractor, Department of Public Works



EXISTING STREET SECTION



PROPOSED STREET SECTION MID-BLOCK WITH BIKE LANES



PROPOSED STREET SECTION AT CORNER BUMP-OUT WITH BIKE LANES

[Note: dimensions are approximate.]



Schematic concept showing possible location of bumpouts and bike lanes along Michigan Avenue



# FACADE IMPROVEMENT PROJECTS & SUPPORT



At left: Paradigm Coffee & Music in Sheboygan after their recent facade renovation (Image source: GRAEF)  
At right: Renovated storefronts in downtown Sheboygan (Photo source: City of Sheboygan)

The City of Sheboygan’s current facade improvement program is focused on preservation of buildings of historic significance in the Harbor Centre area only. The planning team recommends exploring the expansion of this program to other areas of the city, and/or the adoption of a new program that would help update and improve those facades most in need of rehab, maintenance, or complete redesign in Sheboygan’s

commercial areas. The program currently provides design assistance to re-envision the facade to ensure that a very high standard of design is met, and could perhaps also provide a matching grant up to a certain amount for improvements that match the design developed through the program. Facade improvements that could be explored include restoration of original brick exteriors and windows, paint, awnings,

creative and updated signage, and lighting.

Other communities throughout Wisconsin that have established similar programs limit the program to a certain number of facades or a certain amount of money spent per year. Property owners can be recruited directly by city staff to participate in the program or could enter an application process with a set time line each year.

## HOW TO:

### COST

\$\$-\$\$\$\$

Price could vary depending on the extent of renovation necessary

### FINANCING

- Facade projects would be partially city-funded up to a percentage of project cost
- Remainder would be funded by property owners

### MAINTENANCE

Maintenance of private building facades is the responsibility of individual property owners. Maintenance of facades would be required as part of the grant program

### IMPACT

high

- Improved building facades will have a high impact on district aesthetic and on the marketability of vacant commercial spaces to new tenants

### PEOPLE

CITY, PROPERTY OWNERS, DESIGNERS

Business owners should be required to work with a designer to reimagine and redesign their building’s facade.

## BIKE PATH SIGNAGE AND LANDSCAPING



At left: Orlando Urban Trail marker, part of a system of maps and signs used throughout the city (Image source: City of Orlando)

At right: Gateway, light installations, and plantings along the 606 bike trail in Chicago, IL (Image source: the 606 <https://www.the606.org>)

The Shoreland 400 Rail Trail runs through the heart of downtown Sheboygan, crossing Michigan Avenue just east of 14th Street. In recent years, bumpouts were installed at the Michigan Avenue crossing to enhance pedestrian and bike safety at the bike trail crossing.

However, this trail crossing does not have a significant visual impact on the Michigan Avenue streetscape.

Enhancing the entrances to this urban bike trail at Michigan Avenue could encourage residents to navigate Sheboygan by bicycle on a more regular basis, and add excitement and interest to Michigan Avenue's streetscape. Bike path entrances and landscaping could incorporate plants, sculpture, informational signage about the trail system.

As part of the upcoming Fresh Tech development along Indiana Avenue, the City of Sheboygan plans to extend the Shoreland 400 Rail Trail bike path into the district along a former right of way, allowing Sheboyganites to more easily bike to work in the new district. The planning team recommends celebrating this trail connection with enhanced landscaping and entrance signage at this location, as well.

## HOW TO:

### COST

**\$-\$\$**

Price per crossing could vary based on landscape and sculptural elements

### FINANCING

- City funded
- Private donors and sponsors could be sought for sculptural landscape elements

### MAINTENANCE

Landscape and sculptural elements would be maintained by the Department of Public Works

### IMPACT

**medium**

- Encourage bicycle transportation within Sheboygan and add visual interest to the Michigan & Indiana Avenue streetscapes

### PEOPLE

CITY, LANDSCAPE ARCHITECT, URBAN DESIGNER, ARTIST





# TECH DISTRICT-SPECIFIC STREET FURNITURE

At left: Zighizaghi Garden by OFL Architecture in Favara, Italy. (Image source: Giuseppe Guarneri via Land 8)  
 At right: Innovation Plaza in the University City District in Philadelphia, PA. (Image source: Project for Public Spaces)

Sheboygan’s new Fresh Tech district along Indiana Avenue aims to provide an innovation-focused hub of activity just south of Downtown. The Fresh Tech district will transform Indiana Avenue, emphasizing a new and collaborative approach to ‘grow your own’ business success and employment growth. As we have noted elsewhere in this plan, the

successful transformation of Indiana Avenue will depend not only on new employment uses, but on successful connection with and support of existing businesses and communities living along Indiana Avenue.

One strategy for encouraging both interaction and cohesive identity along the corridor is tech-focused,

district-specific street furniture along Indiana Avenue. The City of Sheboygan and new employers should work with a designer to develop a network of furniture that can spill from the new tech uses to the existing community uses, contributing to the street’s vibrancy while setting the tone for the district’s new and innovative identity.

## HOW TO:

### COST

\$-\$\$

Price could vary per piece of furniture depending on size and design

### FINANCING

- Tech-focused street furniture could be jointly funded by the City of Sheboygan and new Fresh Tech employers

### MAINTENANCE

Street furniture should be maintained by the City of Sheboygan when it is in the public right-of-way, and by private businesses when on private land

### IMPACT

med-high

- a cohesive district strategy for street furniture will contribute to new district identity and pedestrian activity

### PEOPLE

DESIGNERS, CITY OF SHEBOYGAN, FRESH TECH EMPLOYERS, COMMUNITY MEMBERS

### DISCIPLINES

DESIGN: urban designer, landscape architect

## WAYFINDING STRATEGY TO ENCOURAGE WALKING AND BIKING



At left: Map kiosk in Waco, TX (Image source: Rod Aydelotte for the Waco Tribune-Herald)

At right: Biking distance signage located at bike share stations in Madison, WI (Image source: GRAEF)

Wayfinding for bike and walkability is already a priority in Sheboygan. As noted earlier in this plan, “you are here” maps have been installed in the Harbor Centre BID on light posts and at key locations.

There are two potential elements that could be combined with existing elements to form a cohesive wayfinding system in Sheboygan’s commercial districts. **Map kiosks** located in prominent places

throughout Sheboygan’s commercial areas would allow visitors and residents to place themselves in the larger context of Sheboygan, and understand the ease with which they could walk or bike from one area to another. Map kiosks are often placed at key intersections or district entrances, serving as both a large visual orientation marker, and also allowing enough space for groups to gather around a map get their bearings.

In addition to map kiosks, smaller **signs that indicate walking or biking distance or time to key locations** in the district or neighborhood can serve as fun visual reminders of the potential for active transportation. A wayfinding system throughout Sheboygan’s commercial district could follow a single graphic identity, or could change slightly to indicate that the pedestrian has entered a new district.

### HOW TO:

#### COST

**\$-\$\$\$**

Cost depends on design, size, and materials.

#### PEOPLE

CITY, DESIGNERS (graphic designer, urban designer, landscape architect)

#### FINANCING

- Public sector funding - individual business owners should not get preferential treatment on maps

#### MAINTENANCE

Wayfinding elements would be maintained by the City of Sheboygan Department of Public Works

#### IMPACT

**med-high**

- Visual markers help orient pedestrians and bicyclists and larger kiosks provide visual interest at key intersections



PUBLIC

PRIVATE

PARTNERSHIP

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Bicycle repair station downtown Sheboygan  
Image source: City of Sheboygan

## BIKE CORRALS & REPAIR STATIONS

Bike corrals and repair stations on the sidewalk serve as a strong visual indicator that bicycling is desired and supported. Bicycle corrals are essentially a concentrated area with many bicycle racks, usually placed in walkable commercial area so that cyclists can get off their bikes and walk. They can be placed in the street in a parking space or in a designated area of the sidewalk. Currently there are five bike repair stations in the city, and more can be added.

### HOW TO:

**COST** | \$-\$\$

**FINANCING** | City or BID funded

**MAINTENANCE** | City or BID

**IMPACT** | medium

**PEOPLE** | CITY, BUSINESS OWNERS

PUBLIC

PRIVATE

PARTNERSHIP

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Parking adjacent to green infrastructure stormwater management  
Image source: GRAEF

## PARKING LOT EDGE PROJECTS

Surface parking lots can break up the rhythm of a district if they are located along a commercial corridor. One way to soften the impact of a parking lot in a commercial district is to concentrate on the edge of the lot where it interfaces with the sidewalk. Planting trees, stormwater gardens, and attractive landscaping provides a visual buffer and improved aesthetics for these parking areas. The City of Sheboygan should consider a grant program, similar to a facade improvement program, to work with property owners on landscape improvements to parking lots edges.

### HOW TO:

**COST** | \$\$-\$\$\$

**FINANCING** | Private property owners; possible city grant funding

**MAINTENANCE** | Private property owners

**IMPACT** | medium

**PEOPLE** | CITY, PROPERTY OWNERS, DESIGNER LAND

**DISCIPLINES** | landscape architect/designer

PUBLIC

PRIVATE

PARTNERSHIP

M

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Permanent metal street flag in Washington, D.C.

## DISTRICT-SPECIFIC BANNERS

The downtown district along 8th Street has district-specific banners on the light posts, providing a visual cue that a driver, pedestrian, or cyclist has entered a commercial area. Expanding this approach to each of Sheboygan's districts would provide visual harmony between districts, and allow the individual commercial areas in the City to develop their own brand and style, helping residents and visitors navigate the City.

### HOW TO:

**COST** | \$-\$\$\$

**FINANCING** | City / public sector

**MAINTENANCE** | City

**IMPACT** | medium

**PEOPLE** | CITY, DESIGNER, COMMUNITY MEMBERS





#SCIOFARMERSMARKET



Rentals  
eos  
SURF

SLY'S  
MIDTOWN  
SALOON  
GRILL • A/C

PADDLE SURF EXPLORE  
CLOTHING SHOES

NO PARKING  
anytime  
any day

Breakfast  
menu daily  
8am-11am  
every day



# Next Steps

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- 1 Continue to create placemaking enhancements at key locations to reinforce district identities, celebrate strengths, and address challenges, and provide visual cues to aid in wayfinding throughout downtown

**Action Items:**

- a. Establish additional street connection through Pentair site to provide additional access to South Pier and mitigate event traffic.
- b. **[NEW]** Fund placemaking and activation projects within the City’s Capital Improvement Plan and annual budget.

- 2 Continue to develop the Arts, Culture, and Food District brand recognition downtown through placemaking and programs

**Action Items:**

- a. Continue to market “buy local” campaigns throughout the City (ongoing examples: Small Business Saturday, Buy Local, and Restaurant Week). Explore options for a “Buy Local, Dine Local” marketing campaign.
- b. Explore potential for arts co-op or arts incubator space in downtown to grow local arts presence.

- 3 Improve mobility within the BID by promoting alternative modes of transportation

**Action Items:**

- a. **[NEW]** Delineate bike lanes where feasible and provide markings and wayfinding for bike routes.
- b. **[NEW]** Provide signage that connects nodes of activity and places of interest and provides information on time, distance, and routes for multi-modal connections.

- 4 Continue to support coordination among local and regional tourism, event and consumer marketing to leverage investment and establish common messages

**Action Items:**

- a. Clarify marketing roles and resources within the County, City, BID, and community cultural assets to establish a system of communication and cross marketing among regional and local entities.
- b. Continue to work with local businesses to expand locally demanded consumer goods and local food options.
- c. Investigate the formation of a downtown residential organization to coordinate and communicate with downtown residents

- 5 Preserve downtown property values by encouraging quality renovation, façade improvement and development activity

**Action Items:**

- a. Continue the work towards the formation of a local investment group or trust which can purchase, restore and operate properties in Harbor Centre.
- b. Partner with an existing foundation, or create a separate 501c3 charitable arm, for the BID to accept private and foundation contributions to support plan implementation.



# Implementation Guide

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This plan is designed to give all of Sheboygan’s commercial districts ideas about how to thrive and contribute to the wellbeing of the community through placemaking and design. Each of the strategies presented in this plan could be used anywhere in Sheboygan, and are flexible enough to change over time according to resident and business owner interest and available funding.

The table at right lists the recommended strategies for Sheboygan’s commercial districts. Each strategy is then marked as a “possible strategy” or a “priority strategy” in each of the four districts. Each strategy is then categorized as a private, public, or partnership investment. This table can be used as a key to forming a customized and flexible strategy for each of Sheboygan’s districts.

	Michigan Avenue	Uptown	Downtown	Indiana Avenue	Type of Investment
Gateway signage & markers at district entrances	●	●	●	●	PUBLIC PARTNERSHIP
Street prints along key corridors at intersections or crosswalks	●	●	●	●	PUBLIC PARTNERSHIP PRIVATE
Murals on key buildings	●	●	●	●	PUBLIC PRIVATE
Parklets with plants, trees, and seating	●	●	●	●	PUBLIC PARTNERSHIP PRIVATE
Strategic nodes of art lighting	●	●	●	●	PUBLIC PARTNERSHIP PRIVATE
District map kiosks	●	●	●	●	PUBLIC
Incorporate more awnings & umbrellas on the street	●	●	●	●	PUBLIC PRIVATE
District-specific street signs	●	●	●	●	PUBLIC
Parking lot edge planting & landscaping	●	●	●	●	PUBLIC PRIVATE
Bicycle corrals and repair stations	●	●	●	●	PUBLIC
Sidewalk & alley seating for restaurants	●	●	●	●	PRIVATE
Facade improvement projects	●	●	●	●	PARTNERSHIP PRIVATE
Art installations in vacant storefronts	●	●	●	●	PARTNERSHIP PRIVATE
Transit-oriented signs to encourage walking & biking	●	●	●	●	PUBLIC
Bike path signage and landscaping along routes	●	●	●	●	PUBLIC
Right-sizing the roadway through tactical & permanent interventions	●	●	●	●	PUBLIC
District-specific street furniture style	●	●	●	●	PUBLIC PARTNERSHIP PRIVATE
Wayfinding to encourage walking and biking	●	●	●	●	PUBLIC

● = possible strategy ● = high priority strategy