

Downtown Delavan Strategic Plan

City of Delavan, Wisconsin



May 14, 2013

City of Delavan

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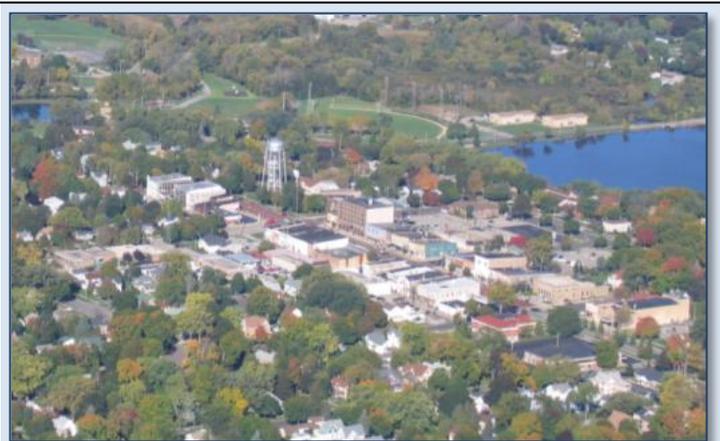
INTRODUCTION: A Call for Unity and Action

Downtown Delavan’s rich history, small town charm, and long-standing businesses provide a strong foundation for future success and prosperity. However, Downtown Delavan’s economic role and function is evolving. The City and its partners need to unite behind a new vision and fresh ideas for the heart of their community.

Known for its red brick streets, unique past, and authentic businesses, Downtown Delavan is a classic Wisconsin town center – full of rich history, quaint buildings, and small-town charm. However, Downtown Delavan is facing challenges. The City’s retail center of gravity has shifted from Downtown to the Highway 50/Interstate 43 interchange, many of the anchor buildings in the Downtown have gone vacant (including the former Delavan hotel), and several signature buildings have fallen into disrepair. Like many central business districts in small communities, Downtown Delavan is losing its relevance and function as a retail destination. The City of Delavan, and other stakeholders interested in Downtown Delavan’s future, need to redefine the use and function of the Downtown to align it with changing times and the evolving economic reality of the role Downtown districts play in the business environments of their communities.

Though the challenges are great, Downtown Delavan has many reasons for hope and numerous emerging opportunities for new directions. Strategically positioned on the I-43 corridor, the City of Delavan is home to a growing highway-oriented retail district at the Highway 50 interchange and the Downtown is just a few miles west. Further, Delavan is located among some of the Wisconsin’s most well-known recreation and leisure destinations including Walworth County’s scenic lakes and Kettle Moraine State Park. In addition to the advantages of its location, Downtown Delavan is seeing new energy and new businesses spurred by Hispanic entrepreneurs, and the Delavan Historical Society is leading an effort to bring the Downtown’s most historic site (the Temperance House) back into economically productive use. Also noteworthy, the City of Delavan recently established a Tax Increment Financing District (TID #4) in the Downtown, thereby creating an important financial tool that can assist with Downtown improvements.

With its charm, authentic businesses, new entrepreneurial energy, strategic location, and new projects, Downtown Delavan has great potential. A careful strategic plan and a few targeted investments in catalytic opportunities could dramatically change the trajectory of Downtown Delavan’s future while respecting and embracing its past. Achieving this potential success will happen, however, only if the community can unite behind a common vision for the Downtown’s future and join forces to pursue that vision.



The core of Downtown Delavan is the Walworth Avenue corridor with its signature brick streets and historic storefronts. Comus Lake is visible just north of the Downtown.

This Downtown Delavan Strategic Plan (herein referred to as “the Plan”) is simply a document and is only a first step. The Plan provides a roadmap of strategies and recommendations to point the way to success. It will be up to Delavan’s civic leadership, merchants, property owners, citizens, and others with a shared stake in their Downtown to unite behind the pursuit of a prosperous vision for its future.

SUMMARY: What is this Plan and How to Use it

This document is a strategic plan for Downtown Delavan. It is intended to identify challenges and issues facing the Downtown, offer opportunities to bolster the Downtown as a business district, provide a vision for Downtown’s future, and identify pathways to achieve the vision.

This document is not a detailed land use plan with specific recommendations for every property. Rather, it is a *strategic plan* that focuses on programs, initiatives, and catalytic projects to improve the Downtown through targeted investments and actions. These recommendations are supported by a conceptual streetscape framework for Downtown’s roadways and a conceptual redevelopment strategy for key locations. The Plan is intended to complement the City’s Comprehensive Plan and provide project ideas that dovetail with the City’s recently adopted Downtown Tax Increment Finance District (TIF #5).

This Plan is designed to be a living document. The overarching concepts and broad strategic directions should guide decision making for Downtown Delavan for the next 5 to 10 years. However, the detailed recommendations and specific action plan items are likely to continue to change as new opportunities arise and new challenges must be met. The most important thing is that the City and its strategic partners use this Plan as a tool to ignite action and pursue projects.

The Plan is organized into the following nine sections and two appendices:

- **Section 1: Overview of Key Market Indicators** – The first section summarizes some key market data that provides insight into the opportunities for projects and reinvestment in Downtown Delavan
- **Section 2: Regional Context and Asset Analysis** – The second section looks at Delavan within the context of the broader region and identifies key qualitative assets of the region, as well as key assets of the City of Delavan, and the Downtown. These “*place-based*” assets are critical to shaping the opportunities that emerge later in the Plan.
- **Section 3: Issues and Challenges** – Primarily based on stakeholder and public input, Section Three summarizes the key issues and challenges facing the Downtown.
- **Section 4: Downtown Vision** – The Downtown Vision is a future-oriented and aspirational statement intended to portray what Delavan could become in five to ten years if it leverages its strengths and pursues the strategies offered by the plan.
- **Section 5: Strategic Framework** – The Strategic Framework is the “roadmap” of broad strategies and detailed recommendations for the Downtown to achieve Vision. It identifies five overarching “Strategic Directions” and numerous recommendations that correspond to each.
- **Section 6: Catalytic Projects** – Drawing from the detailed recommendations, Section 6 identifies four “Catalytic Projects.” These are the Catalytic Projects are a five targeted projects that could “kick-start” revitalization in Downtown Delavan.

- **Section 7: Conceptual Streetscape Framework** – The conceptual Streetscape Framework defines a hierarchal categorization of streets in Downtown Delavan based on their location and function, and provides recommendations for the types of streetscape investments to pursue for each category.
- **Section 8: Targeted Site Development Opportunities** – Intertwined with the Catalytic Projects, the targeted site development opportunities illustrate how a few key locations in the Downtown could be repositioned for public and private sector reinvestment.
- **Section 9: Wayfinding/Gateway Signage** – Section nine provides guidance on the locations for gateway and wayfinding signage to articulate the entrances to Downtown, guide people into the Downtown, and direct people within the Downtown.
- **Section 9: Implementation Strategy** – The Implementation Strategy lays out a process to move forward including an organizational strategy, prioritization of projects, a timeline, and funding strategy.
- **Appendix I: Detailed Market Data Summary** – Appendix I includes charts and tables of quantitative demographic and market data that is summarized in Section 1.
- **Appendix II: Summary of Stakeholder and Public Input** – As part of this planning effort, the City of Delavan and the consulting team conducted a series of stakeholder interviews with key groups, as well as a public input session. Appendix II summarizes the results of this process.

SECTION I: Overview of Key Market Indicators

The analysis of key market data reveals that Delavan is a place with a shifting demographic profile, a powerful regional retail sector, and a small local population but located within a two hour drive of over 12 million people.

The market data analysis is intended to help understand Downtown Delavan's market position and role in the region. Evaluating a few key data indicators provides valuable insight into the strengths, weaknesses, and potential opportunities for the Downtown. However, it is important to note that quantitative analysis is simply one tool for evaluating past conditions and current trends. Data alone does not paint a complete picture of a community and its opportunities for the future. This analysis is one tool among many that helps identify priorities and opportunities for the Downtown.

Appendix I provides a more detailed data summary that includes tables of data collected at various geographic scales. Below is a summary of key findings from that analysis.

Key Findings from data:

1. The most notable demographic trend in Delavan is the rapid growth in the City's Hispanic Population. **Between 2000 and 2010, Delavan added over 800 new Hispanic residents and the Hispanic population now comprises nearly 30% of all Delavan residents.** On average, the Hispanic population also is significantly younger than the non-Hispanic population. Delavan is clearly a location of choice for Hispanic families. For the Downtown, this growth is reflected in the numerous new businesses started by Hispanic entrepreneurs in recent years.
2. For both Delavan, and its immediate area, the population is relatively stable in terms of total numbers of residents. However, the age profile of residents is shifting significantly. **The City and its surrounding area are seeing growth in the older age groups (65+) and no growth or decline in every other age group.** For Delavan to avoid stagnation or decline, the City should focus on ways to both keep aging "baby boomers" in the community as they shift toward retirement, and ways to attract younger people to the community as well. The strategies and ideas for the Downtown should recognize this shifting age profile and focus on meeting changing community needs.
3. **Median incomes in Delavan are below average compared to County and statewide benchmarks. However, many of the areas surrounding the City have very high levels of wealth and income.** The strategies to improve Downtown Delavan strike a balance between emphasizing businesses and services focused on local needs, while catering to the higher net-worth customer base and visitors attracted to the nearby lake communities of Walworth County.
4. Delavan is a powerful regional retail destination. **Retail sales per capita in the City are almost four times the state benchmark.** This high level of retail sales is primarily due to the offerings at the Highway 50/I-43 interchange. As a full service interchange centrally located among Walworth County's population centers, the Highway 50 interchange area has sprouted an extensive array of retail businesses. One key challenge and opportunity for the Downtown is to

find ways to capitalize on this and to encourage people to include a visit to the Downtown when they are in Delavan to shop at the big box stores along the interchange.

5. Though Delavan itself is a relatively small community in a rural area, **the City is within a one-hour drive of nearly 3 million people, and a two hour drive of over 12 million.** Delavan's proximity to major markets including the Chicago area, Milwaukee, Madison, and the Rock River Valley (Janesville, Beloit, and Rockford) is a key asset and opportunity.
6. **Homes in Delavan are relatively inexpensive compared to state and county averages.** Further, Delavan has a significantly higher than average percentage of rental housing. For the Downtown, there may be opportunities to add additional housing that would help add "foot-traffic" and activity to the district. With the City's large population of seniors, a high-quality senior apartment project in or near the Downtown could potentially see success of property developed.

SECTION III: Issues and Challenges

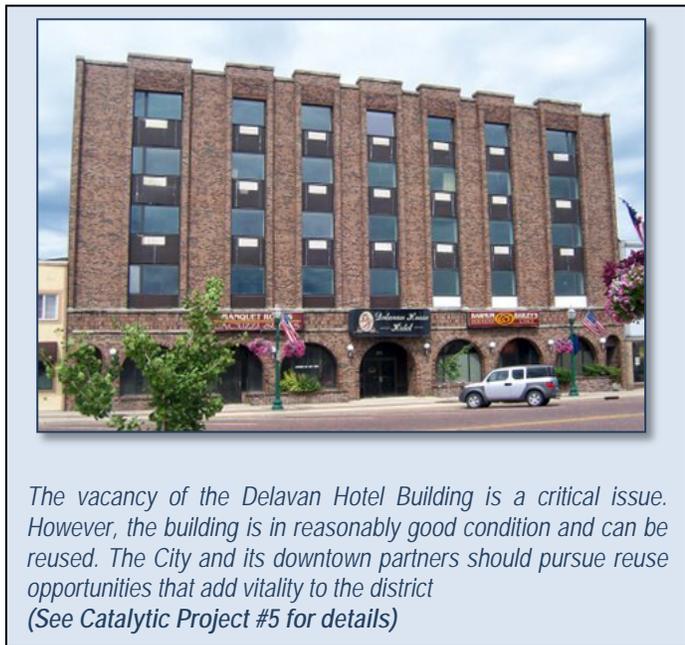
Downtown Delavan’s key challenges primarily stem from a need to redefine the district’s “regional market position” and role in the community, as well as a need for stronger coordination and unity among stakeholders who share an interest in Downtown Delavan’s future.

As part of the data gathering process, the City and its consulting team conducted interviews with seven different stakeholder groups with an interest in the Downtown and ideas for its future. These stakeholder groups included business owners, local and regional economic development officials, real estate professionals, social service organizations, the Delavan Chamber of Commerce, the Delavan Historic Society, and local and regional elected officials. Each group provided unique insight into the Downtown, but many of the topics that were discussed in the interviews overlapped and many of the stakeholders agreed on the key issues facing the Downtown and the community.

In addition to the stakeholder interviews, the City and its consulting team hosted a public input session to gather insights and ideas from Delavan residents. This session was attended by over 30 people and included a facilitated discussion of key issues as well as a mapping exercise to identify priority areas.

Appendix II provides a detailed summary of the public input sessions. The following is a list the topics that emerged from both the stakeholder interviews and the public input session as the key issues and challenges facing the Downtown.

- Lack of Connection between the Hispanic and Non-Hispanic Business Communities** - The influx of Hispanic residents into Delavan over the last several years has brought new businesses, new energy, and vibrant culture to the community and the Downtown. However, as with any change to the status quo, the growth of Delavan’s Hispanic population has brought challenges. Going forward, Delavan needs to find ways to better integrate new residents, new businesses, and new cultures into the established fabric of the community and the Downtown business environment. Everyone who shares an interest in a successful future for Downtown Delavan - Hispanic and non-Hispanic alike – must work together to embrace the growing Hispanic population. For Downtown Delavan, the growth of Hispanic community is both its greatest opportunity and most complex challenge.
- Vacant Hotel** - The Delavan Hotel is another central challenge facing the Downtown area. The hotel was once a key Downtown anchor that brought people and activity into the district, which in turn supported



The vacancy of the Delavan Hotel Building is a critical issue. However, the building is in reasonably good condition and can be reused. The City and its downtown partners should pursue reuse opportunities that add vitality to the district (See Catalytic Project #5 for details)

surrounding businesses. Bringing the hotel back into some type of economically-productive use was identified by stakeholders and Downtown business owners as a key priority. The hotel building is reportedly in reasonably good condition and ready for reuse. The challenge now is to find some type of market-viable use for the building that will add vitality and vibrancy to the building and to the Downtown.

- **Lack of Access to Comus Lake** - Comus Lake is one of the most interesting and attractive features of Downtown Delavan. Smaller and more tranquil than other lakes in the Walworth County visitor area, Comus Lake offers a more serene lake experience and is located immediately adjacent to Downtown Delavan. The problem, however, is that Comus Lake is essentially hidden from view and has limited access. Finding ways to highlight the lake and celebrate it as part of Downtown Delavan should be a key goal for the Plan. This includes creating sight lines that give the lake a visual connection to the Downtown, as well as creating opportunities for active recreation (paddle sports, fishing, sailing, etc.) and perhaps a bike/pedestrian path along the lake's shoreline.
- **Vacant Storefronts** - Though Downtown Delavan has numerous successful new and old businesses, it also has many retail storefronts that have gone vacant. These vacancies have a strong negative impact on the image of the Downtown and the success of surrounding businesses. Implementing strategies to fill these vacant storefronts is important to the long term vitality of Downtown Delavan as a business district.
- **Some Poor Condition Buildings** - Some of the buildings in Downtown Delavan are in poor physical condition. As with vacancies, a small number of buildings that are in poor physical condition can have a dramatic negative impact on the image and character of the Downtown and can detract from the buildings that are well-maintained. Working with property owners to develop and implement strategies to improve facades and interiors of deteriorating downtown buildings is a key priority.
- **Competition/Coordination with Surrounding Communities** - Delavan's location among the lake communities of Walworth County is a key asset. However, in some respects, Delavan competes with nearby lake towns for visitors, retail spending, etc. The City of Lake Geneva and the communities flanking Geneva Lake are more widely-known as visitor destinations than Delavan and attract more visitors. The challenge for the City of Delavan and Downtown Delavan is finding ways to build on Delavan's own unique identity and carve out niche roles that are complementary to these nearby communities.
- **Lack of "Wayfinding" from the Interstate** - Delavan's access to the interstate corridor is another one of its key assets. Downtown Delavan is just a few minutes from the interstate and easily accessible via either of the two Delavan interchanges. However, the City currently lacks adequate signage and other "visual cues" to guide motorists from the interstate into the Downtown. Be it with more or better signs, or just better marketing strategies, motorists passing by on I-43 or shopping at the I-43/Highway 50 interchange should be made aware of the unique offerings that are available just a few minutes off the interstate in Downtown Delavan.
- **Need for Coordinated Marketing** - As with many communities, Delavan lacks a clear, coordinated, and unified system to market its Downtown district and drive actions focused on

Downtown improvements. Suburban shopping malls typically have a management company in charge of maintaining the spaces, marketing vacant storefronts, coordinating events, setting hours of operation, and so forth. Conversely, small Downtown commercial districts like Delavan's are a mix of independent businesses with no clear organizational structure and no one explicitly in charge of the whole district. This diverse mix of businesses is part of why places like Downtown Delavan have much more charm and character than suburban shopping malls, but it is also why they are generally less organized. The challenge is finding a balance between maintaining the independence and uniqueness of the Downtown's eclectic businesses and storefronts, while having coordination, oversight, and joint marketing. With the City of Delavan, the Delavan Chamber, and the Downtown Business Association, there are at least three formal organizations with some level of interest in the success of the Downtown as a business district. However, each of these three has somewhat different missions, organizational strengths, and staff capacity. One of the most important outcomes of the Plan needs to be creating an organizational structure that defines roles and coordinates the efforts of groups and individuals involved in marketing and maintaining Downtown Delavan.

The recommendations, projects, and strategies presented in the following sections of the Plan are focused on addressing these core challenges and issues facing Downtown Delavan.

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SECTION IV: Regional Context and Asset Analysis

Creating and implementing new ideas for Downtown Delavan requires an understanding of the larger context of the greater region. Knowing how Downtown Delavan fits into the economy and landscape of its region is critical to understanding the opportunities that will shape a prosperous future for the Downtown as a business district and historic community center.

This **Regional Setting and Community Asset Analysis** looks at Downtown Delavan from three distinct vantage points to identify unique assets, features, and competitive advantages that can translate into new opportunities for the Downtown area. Specifically, this analysis evaluates Downtown Delavan's assets from these three perspectives:

1. **Regional Assets** – For the purposes of this analysis, the Delavan “region” is a loosely-defined, non-jurisdictional term that refers to southeastern Wisconsin and far northeastern Illinois. This area defines the “setting” for Downtown Delavan. From an economic standpoint, this area corresponds to the widest-likely trade area for Downtown Delavan retail and the “commuter-shed” for Delavan’s workforce. Delavan’s region is a unique blend of agriculture, tourism, and small communities, but with proximity to major cities including Milwaukee, Chicago, Madison and the Rock River Valley communities (Janesville, Beloit, and Rockford).
2. **Local Assets** – “Local Assets” refer to the features and characteristics of the City of Delavan. Delavan is a unique small community with a rich history and interesting emerging trends which will help shape the opportunities for its Downtown.
3. **Downtown Assets** – This final layer zooms in on the Downtown area itself. This Plan for Downtown Delavan’s future is focused on building from the district’s strong foundation of assets, while finding ways to redefine, reposition, and leverage them to embrace new opportunities.

The key assets for each of the three layers are identified and described on the following pages. The subsequent Regional Context and Assets Map depicts these assets geographically.

Regional Assets

- **Proximity to Major Urban Markets and Highway Accessibility** - Another of Delavan’s key regional assets is its location and accessibility. Though Delavan itself is a quaint, small community and its immediate surroundings largely consist of lakes and farmlands, Delavan is located within an hour’s drive of approximately 2.7 million people¹. Moreover, the City is at a strategic location along the Interstate 43 corridor at the approximate midpoint between Milwaukee and the cities of the Rock River Valley (Rockford, Beloit, and Janesville). Furthermore, the northwest suburbs of Chicago are reachable with an easy one-hour drive and the entire Chicago Metro area is within about a two hour drive. Few places offer Delavan’s combination of quaint small town charm and rural surroundings, combined with proximity to such a large population.

¹ ESRI Business Analyst – Drive Time Analysis

- **Location within Walworth County’s Lake Leisure and Recreation Area** - Delavan’s region is well-known for its clear, deep-water lakes and the area has long-been a leisure and recreation destination. Walworth County’s tourism industry attracts over \$400 million in visitor spending annually and the County is sixth in the state in terms of its tourism economy². Every year, thousands of families flock to Walworth County’s scenic lakes for summer vacationing. With the area’s proximity to the Chicago and Milwaukee markets, Walworth County’s lakes are a convenient summer gateway for residents of these nearby urban areas.



- **Proximity to Kettle Moraine Cycling Region** - Kettle Moraine State Park is just northwest of Delavan. Shaped by the most recent ice-age, the Park offers an array of outdoor activities. Most notably, Kettle Moraine is one of the Midwest’s most-visited areas for mountain biking. With undulating terrain, Kettle Moraine is one of the only places in southeastern Wisconsin and near northeastern Illinois that offers hilly, challenging mountain bike trails, as well as scenic roads and paths for on-road cycling.

- **Rich Agricultural Land and Emerging Regional Food Businesses and Destinations** - Cities and regions across the county are increasingly looking to local and regional food as an economic development driver. Delavan’s region is rich in opportunities to embrace local and regional food as a focus are for repositioning the market appeal of the Downtown. Just west of Downtown Delavan, the “Rock Prairie” area includes some of the state’s richest soils and most diverse agricultural production area. Further, the region includes several successful small wineries and other small independent agricultural operations producing boutique products. With its combination of interesting food-related regional assets and location in a tourism region, Delavan should explore embracing its regional food system as an attractive force and business-creator for Downtown.



² Wisconsin Department of Tourism, Traveler Expenditures by County, 2011

Local Assets

- Retail destination with Full-service Highway Interchange** – Delavan’s strategic location on Interstate 43 at the midpoint between Milwaukee and Beloit has made Delavan a growing retail destination (the City draws approximately 10 times the retail spending as what would be expected given the local population alone). This retail power is largely due to the concentration of new stores at the Highway 50 / Interstate 43 interchange. The interchange area has a range of retail, restaurant, and lodging options that is not found at any other location in the I-43 corridor between Rockford and Milwaukee. The challenge for the Downtown is to find ways to capitalize on this existing retail by finding ways to draw some of these shoppers into the Downtown.



Delavan's Interstate 43 / Highway 50 interchange is a regional retail hub and key asset that draws people to the community. The challenge is encouraging visitors shopping at the interchange area to venture into the Downtown too.

- Unique History and People** - For community of its size, Delavan has an unusually rich and interesting history. The earliest permanent European-blooded settlers in Delavan were Samuel and Henry Phoenix who came to the site that became Delavan with the intention of starting a “Temperance Colony” that would be a settlement “pledged to temperance, sobriety and religion; and where should a poor, despised colored man chance to set his foot, he might do it in safety” according to the writings in Samuel’s journal.³ Later, Delavan became a seasonal home for traveling circus performers and in the 1850’s, the Wisconsin School for the Deaf was opened near Downtown and still operates today. More recently, a burgeoning community of Hispanic residents is coming to Delavan to launch businesses, start families, and live the American Dream. All told, Delavan has a long history as a place for new beginnings and bold ideas. The City’s past has been shaped by a unique combination of idealists, eccentrics, performers, and entrepreneurs. This remarkable history “sets the stage” for what Downtown Delavan can and should be going forward.

- Delavan Lake** - Though located a few miles from Downtown, Lake Lawn Resort continues to be a visitor destination that attracts people to the City. Moreover, Delavan Lake is a multi-generational visitor destination with families that have been coming to the area for decades and feel a strong connection to the lake and the community.



- Rich Hispanic Culture and Hispanic Entrepreneurism** - Delavan has a growing Hispanic population and a flourishing mix of Hispanic

³ Delavan Historical Society Website, (delavanhistory.org), accessed December 2012.

businesses. While the Delavan’s retail activity has shifted from the Downtown to the Highway 50 interchange, Hispanic entrepreneurs have been filling the voids left in the Downtown and starting numerous businesses. Many of these businesses are food-related, including a Hispanic grocery and numerous Mexican restaurants. Assimilating new Hispanic-owned businesses into the culture and social fabric of Downtown Delavan has been and will continue to be a challenge; however, the growing Hispanic cultural influence and businesses will ultimately add richness, vibrancy, and new energy to the Downtown that can help set the foundation for more business growth and activity.

Existing Downtown Assets

- **Historic charm and character** – Downtown’s attractive brick streets, charming buildings, and historic character are a key asset for the community. Celebrating and building on the City’s history and existing charm to bring new life and energy to the Downtown should be central to the overall Downtown strategy.

- **Comus Lake** - Though Delavan Lake and other larger lakes in the region are widely known to locals and visitors, the smaller Comus Lake is somewhat “off-the-radar” even though it’s immediately adjacent to Downtown. Unlike Lake Geneva, where the proximity to the lake is celebrated and showcased by the way its Downtown is designed and oriented, most visitors to Downtown Delavan probably do not even realize that they are within a few short blocks of Lake Comus. A few strategic investments to create site lines to the Lake, overlooks, and perhaps pathways that give access to the Lake could dramatically change the character of Downtown Delavan and give it a stronger identity as a true “lake community” with a downtown that abuts an attractive lake.

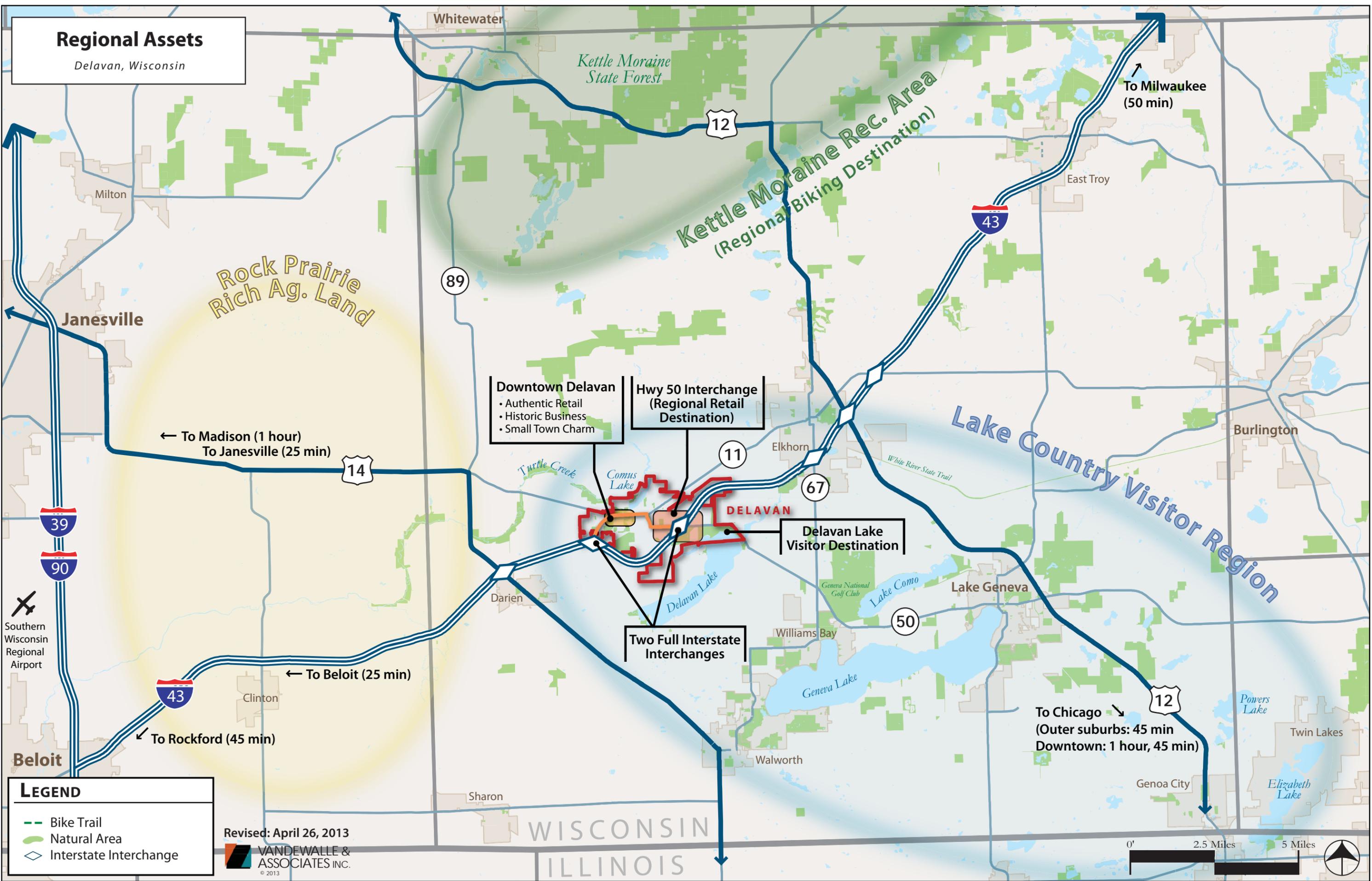


- **High quality, authentic, long-standing anchor businesses** - Though Downtown Delavan would benefit from more business activity, the Downtown does have several successful and long-standing businesses that have been prospering in the district for generations. As the city moves forward with strategies to improve the Downtown business environment, the first priority should be to maintain open lines of communication with existing businesses and strive to maintain and nurture the businesses that are already located in the Downtown. The most successful and vibrant downtown commercial areas are ones that blend their seasoned and deep-rooted stores and restaurants with new businesses.



Regional Assets

Delavan, Wisconsin



LEGEND

- Bike Trail
- Natural Area
- Interstate Interchange

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SECTION V: Downtown Vision

The previous sections of the plan (market analysis, identification of existing place-based assets, and the description of key issues and challenges) provide an understanding of Downtown Delavan’s existing conditions and strengths. The **Downtown Vision** draws on this analysis of Downtown’s current state to offer a picture of what it could become. The Vision is intended to be bold and aspirational, yet realistic and achievable. It is rooted in the unique assets and history of Downtown Delavan but focused on its future.

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Downtown Delavan Vision



Authentic & Charming

Downtown Delavan is Walworth County's **authentic destination** for small town charm. Steeped in a rich past, the historic buildings, traditional shops, and brick streets provide a unique destination



Diverse & Delicious

With cuisine shaped by cultural diversity and rich soils, Delavan takes food seriously. Downtown's culinary delights range from authentic Hispanic cuisine, to locally-grown produce, to lovingly-crafted wines. Downtown Delavan is southeast Wisconsin's **small town hub for local food, art, and vibrant Hispanic flavor**



A Calm Oasis

Sometimes you need a vacation from your vacation. Downtown Delavan offers a quiet escape from Walworth County's bustling lake country with cozy B&B's, old fashioned stores, and a **slower-paced atmosphere**. Comus Lake provides a break from jet skis and speedboats with calm waters for canoeing, fishing, and kayaking.



Attractive & Flourishing

With refurbished storefronts, long-standing retailers offering unique products, and new entrepreneurs proudly launching new businesses, Downtown Delavan perfectly blends its established businesses with new energy and **entrepreneurial spirit**.

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SECTION VI: Strategic Framework

Downtown Delavan’s existing place-based assets provide the foundation for its vision for future success. The **Strategic Framework** creates the roadmap to achieve that success and vision. The Strategic Framework is a tool to define goals, organize recommendations, and guide the actions and focus areas of the City of Delavan and partnering organizations as they endeavor to improve the Downtown.

The Strategic Framework is built on five primary “Strategic Directions” that provides a superstructure and categorization for more specific recommendations. The Framework is designed to provide a clear yet flexible system to organize the City’s Downtown development focus areas, to unite leadership, and to lay out priorities. Within each of the five Strategic Directions are several “Recommendations.” The Recommendations provide more specific and tactical suggestions for how to pursue each Strategic Direction.

STRATEGIC DIRECTION #1) Cultivate Business Startups, Address Property Deterioration, and Fill Vacant Spaces

Compared to many communities, Downtown Delavan is in reasonably good physical condition. The brick streets are charming, many of the historic buildings are still attractive, and the Downtown has distinctive features that add interest and character including the clock tower and water tower park. The key challenges to the Downtown are economic. Several of the Downtown’s signature buildings are vacant, underused, or poorly maintained. Some buildings have minor cosmetic issues like peeling paint or dirty windows while others have more serious issues and very noticeable aesthetic defects. Other buildings have sustained unfortunate alternations that are out of alignment with the historic character of the Downtown. In addition to building deterioration, Downtown Delavan has a high level of vacancy in its retail storefronts. Though the Downtown district has several long term retailers that continue to succeed, the area has difficulty bringing in new businesses.

Strategic Direction #1 is focused on addressing these interrelated issues of property deterioration, storefront vacancies, and the need to attract new businesses. Overall, this Strategic Direction emphasizes the need to redefine and enhance the market position of Downtown Delavan as a business district and strengthen the area’s economic viability.



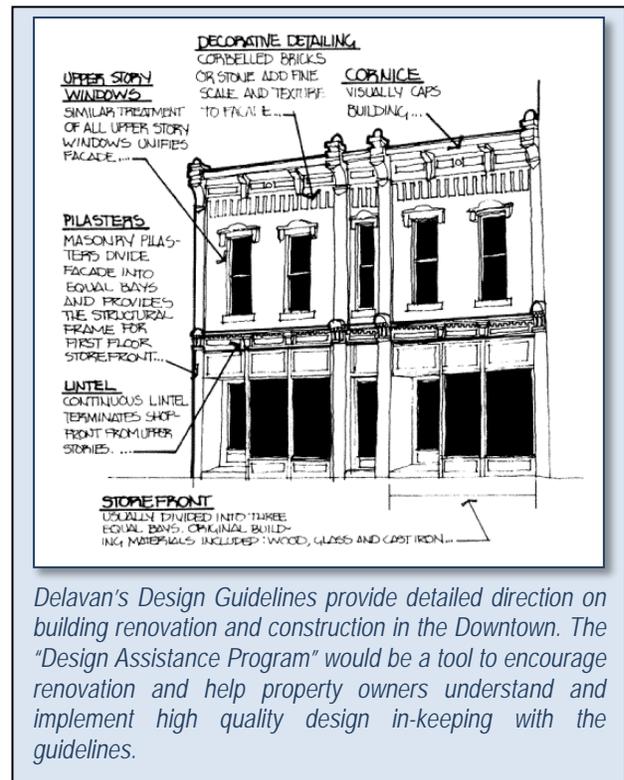
Recommendations

- 1.1) Launch a building improvement funding program** - A building improvement program could help provide financing to small businesses and property owners to make small-scale improvements to the interiors and exteriors of their buildings. This program could be targeted specifically to improvements on Walworth Avenue as well as to potential retrofit projects that would help launch small businesses in residential structures on the side

streets. Such a program could use a revolving loan funding structure seeded by the recently-adopted downtown Tax Incremental Financing District. Funding could be used for façade improvements to contribute to the historic character of the Downtown, as well as for interior retrofits to make spaces functional for new businesses.

- 1.2) Implement Design Assistance Program** – Delavan’s downtown is rich in historic character and this is one of the districts key assets that should be protected. The City’s detailed Downtown Design guidelines provide a comprehensive framework to guide improvements in the Downtown such that they are consistent and contributory to the character of the district. The City’s Design Review process for exterior changes buildings in the Downtown and Project Review process for more major renovations then provide the process for controlling design in the Downtown. The challenge with formalizing design guidelines to preserve a

downtown’s historic character is striking the right balance between encouraging historically-sensitive and high quality design without burdening business and property owners with excessive rules that ultimately create a disincentive for investment. This balance is particularly important for Delavan as a place that is struggling to keep its retail storefronts occupied. In order to maximize the value and benefit of the City’s design guidelines while encouraging property owners to invest in their buildings, the City should consider a Design Assistance program whereby the City could facilitate consultations with design experts to help property owners with up-front planning for renovations and improvements. Under this system, a business or property owner interested in redeveloping a site or updating a building would have the opportunity to consult with and be given suggestions on windows, color schemes, signage, canopies, etc. The property owner would know in advance what the guidelines are and how to creatively and effectively design renovations that meet the guidelines. This Design Assistance program could be coupled with incentives that would help property owners fund improvements if they participate in the Assistance program.



Delavan’s Design Guidelines provide detailed direction on building renovation and construction in the Downtown. The “Design Assistance Program” would be a tool to encourage renovation and help property owners understand and implement high quality design in-keeping with the guidelines.

- 1.3) Create a Downtown Delavan entrepreneurship support network** - Working with the Chamber, Walworth County Economic Development Alliance, Gateway Technical College, and/or UW-Whitewater, the City should explore opportunities to provide business start-up assistance programs to potential entrepreneurs. This could include assistance with preparing business plans, market analysis, or classes focused on how to start and/or operate small businesses. Further, the City and its partners could work with regional economic development officials on developing relationships with financial institutions and private investment pools to help would-

be Downtown entrepreneurs access capital. Delavan should strive to seek out latent entrepreneurs in the community who may have an interest in launching a Downtown business.

- **1.4) Create a center-point for marketing available Downtown space** - Though there are numerous available spaces for retail and office businesses in Downtown Delavan, there is no central database or point-of-contact for prospective business tenants. Whether it is the City of Delavan, the Chamber, or the DBA, someone in Delavan should take on the role of marketing available spaces in the Downtown and becoming the “go to” source of information on available Downtown real estate. This should include providing a website, developing contacts with realtors, and actively seeking out local and regional residents who have an interest in starting their own business.
- **1.5) Focus on attracting small office and personal service tenants** - While there appear to be opportunities for additional retail stores and restaurants in Downtown Delavan (and attracting these uses should remain a priority to keep the area vibrant), there also are opportunities for additional professional offices and personal services. Attracting professional service uses and office tenants can add foot-traffic that makes the Downtown more active and lively. The City, DBA, Chamber and other stakeholders should watch for and pursue opportunities to attract businesses that are “office-retail hybrids” like dentist offices, small attorney offices, yoga studios, accountants, pet groomers, art studios, tailors, etc. In particular, these types of businesses may prove to be viable reuses for some of the vacant storefronts that may no longer be functional for traditional retail, as well as the upper floors of Downtown commercial buildings. In addition to those individuals who are just starting a business, other potential targets include those currently working from home but reaching the point where an outside space is required. With Delavan’s unique location within about a one-hour drive from Milwaukee, the Chicago suburbs, Janesville, Beloit, and Madison, Downtown could be an ideal location for independent regional sales people or others who value proximity to major markets but do not necessarily need to be located directly within a large city.
- **1.6) Work with property owners to fill vacant spaces** – According to some of the current Downtown businesses, one of the barriers to reuse of currently-vacant storefronts is that the property owners are demanding rents that are too high for the types of businesses that could succeed at these locations. This is a common challenge in small downtowns with older commercial buildings, particularly if the owners are not actively managing their properties. The City of Delavan, the Downtown Business Association, and the Chamber should explore strategies to encourage owners of vacant buildings to more actively pursue tenants and structure rents that will work for the market. This could include offering incentives to help cover tenant improvements needed to make space usable as well as “match-making” to link potential businesses to potential space. For commercial property owners who may be aging and no longer capable of property managing their spaces, the City also should work with the local real estate community to help property owners market and sell their buildings. Most importantly, the City should maintain an open and active dialogue with downtown property owners that includes helping them see the benefits of keeping their spaces occupied and viable.
- **1.7) Build on Downtown Delavan’s reputation for high quality niche retail offerings** – Several of Downtown Delavan’s existing retail businesses are highly-specialized niche businesses that attract loyal customers from a wide trade area. They do this by offering unique, authentic

products and a high-level of customer services. Businesses like these do not necessarily rely on “drive-by” traffic or visibility. Rather, they build a long term base of customers through their distinctive products, expertise, and exceptional customer services. Because most of the day-to-day retail in Delavan is now located at the Highway 50 / I-43 interchange, the City and its partners should embrace Downtown’s role as a regional location for niche retailers. As part of the process of creating the Plan, the City of Delavan and the consulting team hosted a “business roundtable” discussion with local business owners. One of the interesting findings from this discussion was that several of the Downtown’s key businesses do not rely on much marketing and yet draw customers from a very large trade area, and people make the trip to Delavan specifically for these stores. They businesses achieve this draw because they offer an extremely high level of expertise of their industry and unique high-quality products. Finding more boutique retailers and craftsmen and bringing them to Downtown Delavan could help build a reputation for the high caliber of the Downtown district’s offerings.

STRATEGIC DIRECTION #2) Make Downtown a Destination

Walworth County is a very successful tourism destination. It is the sixth most visited County in Wisconsin and generates over \$400 million in annual tourism-related economic activity. Delavan should strive to become a higher-profile destination that leverages the region’s visitor pull as an economic driver for the Downtown. Building Downtown Delavan’s tourism attractiveness requires continuing to serve local residents and maintaining the Downtown’s historic charm while embracing opportunities to bring more visitors to the area to support Downtown businesses. Downtown Delavan should strive to become Walworth County’s most authentic and truly charming historic Downtown area. As a quaint, slower-paced, and more historic area, Downtown Delavan can differentiate itself from nearby communities in a way that will help draw visitors.

Recommendations

- **2.1) Create access to Comus Lake** – As noted previously, Comus Lake is one of the Downtown’s key assets but is underappreciated. As a way to better “brand” Downtown Delavan as a lake community, the City should strive to create better visual connections and access points to Comus Lake. The City should explore creating a pathway along the lake and supporting opportunities for more active lake recreation adjacent to the Downtown.
- **2.2) Embrace unique history** – Delavan’s history is one of the unique features of the community and differentiates it from other nearby cities. The City should continue to embrace Delavan’s role in circus history as part of the Downtown experience, celebrate the City’s history as an arts colony, and should work with the Historical Society on the Temperance House project. One way to embrace history as part of making Downtown Delavan a destination would be to create a network of kiosks highlighting historic sites, facts, and interesting stories about Delavan’s past. These kiosks could not only help to encourage outsiders to visit Downtown Delavan, but would help build community pride and support local businesses. The kiosks would have a consistent design and would provide information and images related to specific sites or specific events in Delavan’s history. The purpose would be to help connect key historic assets and points of interest.

- **2.3) Revive Delavan’s History as an Arts Colony** – One of the interesting eras in Delavan’s history was its role as arts colony at the turn of the last century. As part of making the Downtown a destination, the City should implement ideas that recreate the idea of Downtown as a hub for artists and public arts. This includes implementing more downtown public art installations like sculptures and murals (Including the planned Walldog Mural project in 2015).

- **2.4) Make Downtown Delavan a food destination** – Discussed in detail in Strategic Direction #5, Downtown Delavan could leverage its local and regional food assets as a way to draw more people to the community and create a powerful destination.

- **2.5) Capitalize on the Phoenix Park Band Shell** – The Phoenix Park Band Shell is one of Downtown Delavan’s important features and a community success story. The “Friends of the Phoenix Park Band Shell” (Friends of the Band Shell) have done an outstanding job with programming the facility and attracting a mix of performers to the stage. As a result, people are coming to Downtown Delavan to see performances in the Park. As part of making the Downtown a stronger destination, the City and its Downtown partners should coordinate with the Friends of the Band Shell to better leverage the events in the park to bring more people into the Downtown core. At a physical planning level, this should include accentuating the streetscapes on Second Street and Main Street to create a stronger sense of connection between the Park and Walworth Street (see the Streetscape Framework of the Plan). On a programmatic level, the City should create activities or encourage Downtown businesses to host special events on evenings of performances in the Band Shell to bring people into the Downtown core. Additionally, the Friends of the Band Shell and the City should strategically coordinate parking for events to encourage attendees to park in the Downtown Core and walk to Phoenix Park thus causing them to see the businesses and activities in the Downtown when they are going to events at the Park.

**EXAMPLE PROJECT:
Sheridan, WY Downtown Public Arts Initiative**



Sheridan, Wyoming is a small city of 17,000 people. As part of their 1992 Downtown Plan, the city identified public art as a priority and the plan identified a downtown location for public art and street fairs (Grinnell Street Plaza). The City then formed a public arts committee with the mission of promoting art in the plaza.

The city developed written guidelines for public art, hosted art events, and the committee requested proposals from artists nationwide to select numerous sculptures as permanent installations. The Committee also works with the local arts community on rotating exhibits, arts education.

<http://sheridanpublicarts.com/>

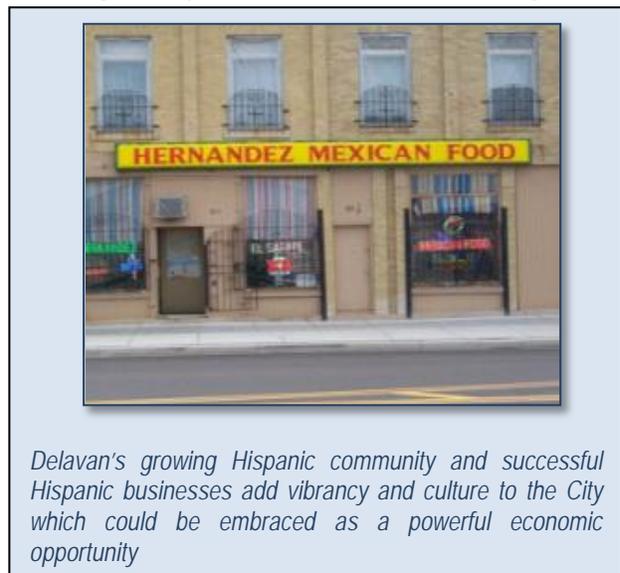
- **2.6) Launch more Downtown Events** – Downtown Delavan has several successful annual events that bring people to the District and support the businesses. These include the Scarecrow

Festival, Delavan Daze, and the Fresh Market. Events like these are critical to the success of Downtown business districts because they bring people to the area, and, just as importantly, make people aware of the Downtown’s offerings and keep them coming back. The current events that take place in Downtown Delavan are well-attended and well-organized, but more are needed. The Chamber, DBA, and City should strive to host at least one major event every season (Spring, Summer, Fall, Winter) and at least another minor event monthly. The minor events can be relatively simple things like sidewalk sales or discount days. As mentioned in the previous recommendation, coordinating these events with the Friends of the Band Shell could synergistically increase their draw. Finding ways to dovetail with other events taking place in and around the community, particularly events at Lake Lawn (for example Winterfest and the Car Show), and marketing the Downtown to people attending these nearby events is also important. According to several Downtown business owners, the Car Show was an important draw to the Downtown before it moved to Lake Lawn. Bringing the Car Show back Downtown (or perhaps a portion of the show), should be considered.

STRATEGIC DIRECTION #3) Embrace Growing Hispanic Entrepreneurism and Culture

The growth of Delavan’s Hispanic population and the development of Hispanic-owned businesses is adding a rich cultural feature to Delavan and helping breathe life into Downtown storefronts that would otherwise likely be vacant. However, as with any community with rapidly shifting demographics, the growth of Delavan’s Hispanic community has created challenges. As part of the Downtown Strategic Plan, the City of Delavan and its partners in the community should strive to fully-embrace the growth of the Hispanic community and should leverage it as an economic development catalyst for the Downtown and the City as a whole.

- **3.1) Organize Businesses** – The City and its partners should coordinate an effort to achieve more engagement with the Hispanic business community and higher levels of participation among Hispanic businesses in organizations like the Chamber and DBA.



- **3.2) Support Hispanic Cultural Events** – Community and family-oriented events are an important part of Hispanic tradition. The City, Chamber, DBA, and others should reach out to the Downtown Hispanic-owned businesses to organize an event or two in Downtown Delavan to celebrate the area’s Hispanic culture. This would be another unique feature of Downtown Delavan that would draw visitors because it is something special and distinctive from other small town festivals and events in the area.

- **3.3) Celebrate Hispanic Food** – With renown Mexican restaurants like Hernandez, unique Mexican groceries like Acapulco Gold, and numerous other Hispanic-owned food-related businesses, Delavan is a hotbed for Hispanic food. This unique feature of the Downtown should be celebrated and marketed. Downtown Delavan can become Southeastern Wisconsin’s hub for authentic Hispanic cuisine. This could include hosting an outdoor “taste of Latino Delavan” event, organizing Mexican cooking lessons for visitors, and/or hosting other events that celebrate Hispanic culinary traditions around key times of year with strong food customs including the Day of the Dead, Cinco De Mayo, and Candlemas.

STRATEGIC DIRECTION #4) Focus on Outdoor Recreation/Eco Tourism

As discussed in the Market Data Summary (Part I of the Plan) one of Delavan’s interesting features is that it is a small town in a very rural location, but is within a short drive of millions of people. Further, the rural landscape surrounding Delavan is very scenic; the area includes many lakes, and the City is close to Kettle Moraine State Park (a popular destination for outdoor activities). Delavan’s location among scenic landscapes and outdoor recreation destinations could be leveraged to make Downtown Delavan an outdoor recreation hub.

Recommendations:

- **4.1) Make Delavan a regional “trailhead” for cycling in Walworth County and Kettle Moraine** – Walworth County has excellent scenic country roads and bike trails that make the area a destination for bicycle touring. In addition, Kettle Moraine State Park is a popular destination for Mountain Biking. Downtown Delavan should explore opportunities to become a regional “trailhead” for cycling.
- **4.2) Position Comus Lake as a destination for paddlesports, sailing, fishing, and other non-motorized water recreation** - As a small and more relaxed lake compared to other Walworth County lakes, and one that is located immediately adjacent to Downtown Delavan, the City should embrace the opportunity to position Comus Lake as a hub for non-motorized lake activities.

STRATEGIC DIRECTION #5) Leverage Local/Regional Food as an Economic Driver

Walworth County’s rich agricultural land and high concentration of visitors, combined with Downtown Delavan’s existing mix of food entrepreneurs and food businesses create unique opportunities to enhance the Downtown’s role as a food destination. Delavan’s regional food related assets are numerous. Just east of Delavan, the “Rock Prairie” region is home to some of the state’s richest and most productive agricultural land producing a wide array of foods. Delavan and its surrounding region are home to a number of unique and successful food-based businesses. These food businesses include café/bistros featuring local food, regional wineries, well-known Mexican restaurants, and Hispanic groceries. Further, one of Delavan’s largest employers, Andes Candies, is a household name known for its iconic mint chocolates in green wrappers. Few communities can boast this unique blend of culturally-inspired food businesses combined with a strong and growing local and regional food sector.

Recommendations:

- **5.1) Create a regional specialty food market** – Delavan should explore the opportunity to create a regional specialty food market that blends regionally-grown produce, locally-made food products, and Hispanic specialty grocery items. This concept is discussed in greater detail in the following section (Catalytic Project #2)
- **5.2) Create more food-related Downtown events** – The City, Chamber, and DBA should consider organizing more events focused on food in Downtown Delavan. For example, a “Flavors of Delavan” event where the Downtown becomes an outdoor restaurant and local restaurateurs sell small-plate versions of their signature dishes
- **5.3) Attract more food businesses that could become regional draws** – With Walworth County’s high concentration of visitors, a few more niche food businesses that could draw regional visitors could potentially find success in Downtown Delavan. For example, a themed brew pub that produces and sells high quality craft beers and hosts brewing and tasting classes is the type of thing that could draw visitor traffic to the Downtown from Milwaukee, Madison, and Janesville. Or, a specialty meat market that caters to home cooks interested in grilling the perfect steak or distinctive sausage could draw summer vacationers from Geneva Lake and other places.



SECTION VII: Catalytic Projects

Implementation of a few specific and exciting projects would have the potential to ignite interest, shift perceptions, and change the market for Downtown Delavan

The Strategic Framework provides five broad strategic directions to organize Downtown improvement efforts and numerous specific recommendations that fall within each of the five. It is important to have this comprehensive and organized list of strategies and recommendations to guide actions over the next several years. However, as a small community with limited city staff time and resources, this complete list is a bit overwhelming. The following **“Catalytic Project”** are a few specific ideas for Downtown Delavan that could be the focus of the City’s initial implementation efforts and could jumpstart further initiatives.

There are no “silver bullets” to revitalizing a Downtown. However, there are often opportunities to leverage the existing strengths and emerging opportunities of a place with a few targeted projects that have the potential to significantly advance the strength of the Downtown. These “catalytic projects” are concepts that have the potential to ignite an increased level of involvement, motivate key stakeholders, and significantly change the economic direction and market viability of the Downtown with one or two exciting project.

CATALYTIC PROJECT #1) Temperance House Reutilization

The Delavan Historical Society is in the midst of an effort exploring reuse opportunities for the Temperance House. As Delavan's most historic building that is located at a key site on the western edge of the core of the Downtown, implementing a distinctive reuse project at the Temperance House would be a wonderful boost to the Downtown. What is most exciting about this project is that the Historical Society is looking at ways to preserve the historic character of the building, but to update it for new uses that will attract people and add vibrancy to the Downtown. The current ideas being considered include a brewpub concept that would be a gathering place focused on the production of craft beers, or an arts concept that would provide studio space and market opportunities for the local and regional arts community. Either of these concepts would be powerful catalysts for the Downtown. The City of Delavan should work hand-in-hand with the Historical Society to implement reuse opportunities.



Next Steps:

- Convene a meeting with the Historical Society and their architect to discuss the plans for the facility and lay out a strategy for how the City of Delavan can help
- Work with the Historical Society to recruit the right operator and developer to complete the project

CATALYTIC PROJECT #2) Create a Regional Specialty Food Market

As discussed previously, one of Delavan’s most promising assets is its existing and emerging local and regional food features. Creating a regional public market and/or other food-related events and destinations in the Downtown could be a catalytic project that builds on Delavan’s food assets. A large

market that blends the local Hispanic Influence with the regional food could be the centerpiece of this effort. The offerings at this market would be a mix of unique meats, spices, prepared foods, and produce.

Local restaurateurs, regional farmers, local wineries, and local food

processors could all be potential tenants at the facility. This could create a true regional destination that draws residents and visitors from a wide area.



EXAMPLE PROJECT: Mercado Central, Minneapolis, MN



The Mercado Central in Minneapolis is a member-owned cooperative Latino businesses offering a mix of authentic Latin American foods and products. It is a vibrant and active public space and a destination for Hispanic and Non-Hispanic residents and Visitors alike. A similarly “Mercado” concept in Delavan that celebrates the City’s Hispanic culinary offerings, as well as the City’s local food offerings could be a powerful draw and a exciting catalytic project.

<http://mercadocentral.net/>

Currently, Delavan’s “Fresh Market” operates on Thursday afternoons throughout the summer at Water



Tower Park and is growing in popularity. The regional specialty foods market would build on this success with a year-round market featuring produce, as well as more prepared foods and specialty items.

Next Steps:

- Convene a meeting with all of the food-related businesses in Delavan to gauge interest in partnering with the Specialty Food Market
- Meet with the organizers of the local farmer’s market to gauge vendor interest in being part of a year round indoor market
- Conduct a site assessment to evaluate the potential of locating the market on the vacant property on the eastern edge of Downtown (see redevelopment sites map)



- Conduct a feasibility study to analyze the market potential of this concept and start developing a business plan
- Create a preliminary design for the building
- Pursue grant opportunities for seed capital to implement the project

CATALYTIC PROJECT #3) Cycling Trailhead

Delavan is located just east of Kettle Moraine State Park which is a very popular destination for both road and mountain biking. Kettle Moraine is a rare natural feature left by receding glaciers at the end of the last ice age. The Moraine is a ridgeline that stretches across southeastern Wisconsin and the Lower

EXAMPLE PROJECT
Trailhead Bike Shop and Coffee House, Penryn, CA



Located among some of Northern California's best on and off road biking, the Trailhead Coffee & Cycling Lounge has become a destination for coffee and cycling enthusiasts from all around the region. Established in 2008, this unique business is a combination of a bike shop, trailhead, coffee house, and bike service center. The business has become a regional gathering place and destination for cyclists. With the right mix of amenities and potentially a catalytic private business like this, Downtown Delavan could become Walworth County's cycling hub.

<http://www.coffeeandbikes.com/>

Unit of Kettle Moraine State Park is just ten mile west of Downtown Delavan. Many visitors from northern Illinois, southeast Wisconsin, and other places visit the Park each year to bike on its single-track mountain bike trails or just tour through its rolling forested landscape.



As the nearest community on the eastern side of the main biking area in the Park, Delavan has the opportunity to position itself as a trailhead for bike-tourism to Kettle Moraine and throughout Walworth County. With amenities including a bike store, bike rental, long term covered bike storage, water fountains, information stations with trail maps, overnight accommodations, nearby restaurants, and possible guided tours, Delavan could establish itself as the place to begin and end a Kettle Moraine Bike Trip or road tour through the area. Water Tower Park could become the regional trailhead and cycling hub providing map kiosks.



Next Steps:

- Meet with UW Extension, Walworth County, the Wisconsin Bike Federation, DNR, and WisDOT to discuss current bicycling planning and related initiatives in the region and how Delavan fits.
- Identify potential bike shop operators within a two-hour drive of Delavan who might be interested in opening a new shop in Delavan
- Create a concept plan for Water Tower Park that includes the incorporation of the trailhead concept. This should include the installation of trail map kiosks, provision of a pressurized air pump, a public bike repair stand, restrooms, and other “trailhead” amenities.
- Meet with Kettle Moraine State Park managers to discuss joint promotional efforts
- Identify local bike enthusiasts and work with the DBA or Chamber to organize group rides that start in Downtown Delavan
- Coordinate with local lodging to promote bike-based tourism



CATALYTIC PROJECT #4) Paddlesports Hub

EXAMPLE PROJECT Wingra Boats, Madison, WI



Madison's Lake Wingra shares many similarities with Delavan's Comus Lake – they are about the same size, both used primarily for non-motorized recreation, and both flanked by natural areas including arboretums. Wingra Boats is a paddle sports hub located on the shore of Lake Wingra. It is a family-operated small business, but is located in a public park and utilizes a city-owned boathouse building. Wingra Boats offers hourly and daily rentals for canoes, kayaks, and paddleboards, as well as concessions, marina services for small sailboats, and numerous camps and classes. Packed throughout the summer, the business draws locals and visitors alike. In Delavan, the concession building at Veterans Memorial Park could be converted to perform a similar function

<http://www.wingraboats.com/>

Downtown Delavan and Comus Lake could become the region's premier area for paddle sports and other non-motorized lake recreation. The western shore of the lake fronts Delavan's 25-acre Veterans Memorial Park and is immediately adjacent to Downtown Delavan. The City should explore utilizing Veterans Memorial Park and Comus Lake to create a boathouse and paddle sports hub that includes a launch area for small boats, a boathouse with canoe, kayak, and paddleboard rentals, and areas for shoreline fishing. The City, Chamber, and DBA should then organize classes, races, and other events focused on Comus Lake as a paddle sports destination



Next Steps:

- Develop a detailed plan for Veterans Memorial Park and the Comus Lake shoreline showing how it could become a paddle sports hub
- Identify potential businesses in the area that could be the operators of the boathouse and/or attract a paddle sports/fishing outfitter retail store in the Downtown
- Work with the Chamber, DBA, and others to organize paddling, sailing, fishing, etc. classes and events on Comus Lake
- Begin working with property owners (public and private) to plan for a potential lakefront trail

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Downtown/Comus Lake Open Space Connections

Delavan, Wisconsin



Phase 1 lakeside trail connection to Arboretum

Long-term boat launch parking along drive on park property

COMUS LAKE

VETERANS MEMORIAL PARK

Canoe and kayak launch
Safe pedestrian crossing

Canoe launch loading and short-term parking

Private or public recreational equipment rental and concession building (canoes, kayaks, bikes, fishing/tackle/bait, ice skates, cross country skis, snowshoes)

Rental boat storage

Accessible and short-term parking stalls on access drive

Potential long-term lakeside trail easement

Sidewalk connections

Added trees in parking lot islands

Playground

Park Shelter

Skate Park

Driveway access to private residence

New formalized park entrance gives park an increased downtown presence, with gateway features and crosswalks

McDOWELL STREET

Opportunity to expand swimming area

Swimming Pond

SWAN CREEK

Relocate park maintenance facilities away from highway

DOWNTOWN

Increase park's functionality by formalizing the space into a "town square" that can hold events and accommodate farmers market

Sidewalk connection to existing path system along creek in Terrace Park

Relocated Walworth Ave entrance to increase safety of intersection

PARK PLACE

Create a bike trailhead

TOWER PARK

Consider selectively removing evergreen trees that limit visibility across the site, while maintaining holiday trees

11

WALWORTH AVENUE

TERRACE STREET

MAIN STREET

SECOND STREET

THIRD STREET

TERRACE PARK

Consider relocating circus themed features to vacant lot across Walworth Ave and adding historical and water themed features such as a splash park

Revised: April 26, 2013

VANDEWALLE & ASSOCIATES INC. © 2013



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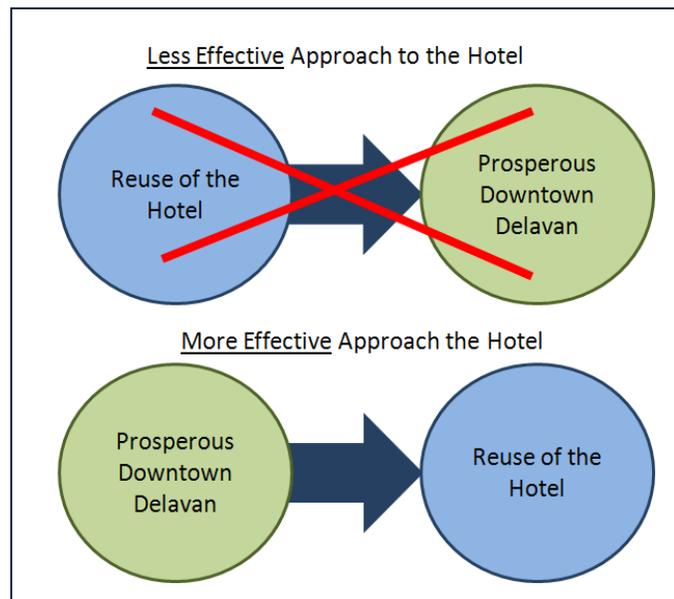
CATALYTIC PROJECT #5) Hotel Reuse

The Delavan Hotel is the largest building and highest-profile property in the Downtown. The hotel's current vacancy has been a barrier to economic growth and vibrancy in Downtown Delavan for almost a decade. Bringing the hotel back into some type of economically productive use would be an enormous boost to the district and was identified as the highest priority among the downtown steering committee, downtown businesses, and residents.



One of the most important things to understand about the hotel is that its ultimate future and its prospects for reuse will be a mostly likely be an **outcome** of implementing a long term strategy to make Downtown Delavan more vibrant, prosperous, and successful. Though the Hotel is and should continue to be a high profile site and the City should strive to recruit new uses to the hotel, ultimately the best solution to the hotel will happen organically if the rest of the Downtown can become more successful as a business district. Once the City and its downtown partners successfully start implementing some of the recommendations and projects described in the Plan, the market of the district will strengthen and the hotel will become a more attractive property to potential investors and developers.

Further, because the hotel is privately owned, the City's toolbox of options for addressing the hotel is somewhat limited and the building's future is somewhat outside the control of the City. This again highlights the importance of focusing on the larger environment of the hotel's surroundings in the Downtown as a way to change the market and drive change.



That being said, there are certainly strategies the City and its partners can pursue to encourage reuse of the hotel and create incentives to bringing the building back to a use that will help support the downtown business district. Several ideas have been discussed regarding potential uses for the building including senior living quarters, an arts colony, and reuse as a hotel. Any of these could be a viable opportunity but the discussion of reuse is somewhat premature given the current status of the property. Rather than focus on what specific uses could be accommodated in the building, the City and its downtown partners should **focus on creating and implementing a process to develop and implement a future vision for the property.**

Efforts to redevelop or reuse large-scale projects like the hotel tend to be very complex undertakings. The City can be powerful catalysts for initiating and accelerating revitalization efforts, but it takes time, resources, and often outside expertise. It is possible that a developer will come forward to renovate and reuse the hotel without the City's needed to be aggressively involved. What is more likely to achieve success, however, is that the City undertakes a long term strategy to develop a vision for the property and pursue that vision with a proactive commitment to implementing a project.

The following is a step-by-step process for how the City, Chamber, DBA, and other partners can begin undertaking a reuse strategy for the hotel. The specific strategy may vary based on a variety of factors, but the process outlined below provides a baseline to get started.

Step 1: Cultivate a Relationship with the Property Owner

- Meet with the current owner of the property
- Listen carefully to the owner's purpose for buying the site and long term interest
- Find out what the owners financial expectations are for the property
- Gauge their interest in specific reuse ideas

Step 2: Develop a Vision

- Identify the City's overall goals for the future of the property
- Identify potential long term reuse opportunities for the property
- Conduct preliminary feasibility assessments of the specific potential uses identified
 - Hotel
 - Housing
 - Commercial/Restaurant
 - Arts Lofts
 - Office
 - Other
- Based on the vision, goals, uses, and feasibility study results, develop a "program" for the structure showing uses for each floor of the building
- If concepts involve exterior changes to the building, develop architectural sketches
- Create a preliminary budget to achieve the vision
- Present the vision to the community and potential partners
- Create a business plan that describes the proposed uses for the building, gives financial information on the project's return on investment, and creates a marketing strategy to attract tenants and developers
- Develop a whitepaper or brochure to clearly communicate the vision and to build momentum among stakeholders and potential funders

Step 3: Identify Partners and Roles

- Create a project team of partners to assist in pursuing the project including:
 - Government (City of Delavan, Walworth County, state partners (WEDC))
 - Education (Community College, UW-Whitewater Extension)
 - Private (Local businesses)
 - Non-profit
- Identify clear roles and responsibilities for the team

Step 4: Prepare a detailed funding strategy

- Identify potential funding providers needed to implement the vision including
 - Private developer investment
 - Grants and tax credits
 - Community Development Block Grant Funding (Public Facilities grant program)
 - Section 108 Loan
 - Enterprise Zone
 - WEDC Grants and Tax Credits
 - Project-Specific State Grants (ag, tourism, open space, environmental restoration, transportation, etc.)
 - Affordable Housing Tax Credits
 - New Markets Tax Credits
 - Historic Preservation Tax Credits
 - EDA Grant
 - Project-Specific Federal Grants (alternative energy, food access, transportation, etc.)
 - Local programs and resources
 - TIF
 - Business Improvement District (BID)
 - Community Fundraising
 - Local business fundraising
 - Direct city funding
 - General Obligation Bonds

Step 5: Secure the Site

- Work with the property owner to gain site control of the site or a formal agreement to partner on reuse
 - Develop a draft letter of intent or memorandum of understanding outlining the approach to site control or partnership
 - If possible, purchase the property. Otherwise, negotiate an option to purchase, exclusive right to negotiate, or other agreement that gives the City some level of control over the future of the site so that developer recruitment can take place.

Step 6: Recruit Developers

- Make initial contacts with developers who have experience with the types of projects identified in the vision
- Create an Request For Proposals (RFP) for the site that includes a detailed description of the City's intended uses, preliminary architectural sketches, and expectations of the developer
- Distribute to RFP to the development community and collect response
- Evaluate proposals and select a develop
- Enter into an exclusive right to negotiate with the chosen developer
- Begin negotiating the City's expectations from the developer and responsibilities to the project

Step 7: Negotiate Development Agreement

- After the developer conducts initial analysis and creates their own concepts plans, begin negotiating a development agreement to transfer the site and structure financing plan
 - Create project parameters and expectations
 - Develop a cost sharing strategy for the project
 - Determine the project budget
 - Work with the developer on plans for any exterior changes to the building
 - Establish timeframes and phasing
 - Execute Agreement

Step 8: Work With the Developer to Secure Tenants and Financing

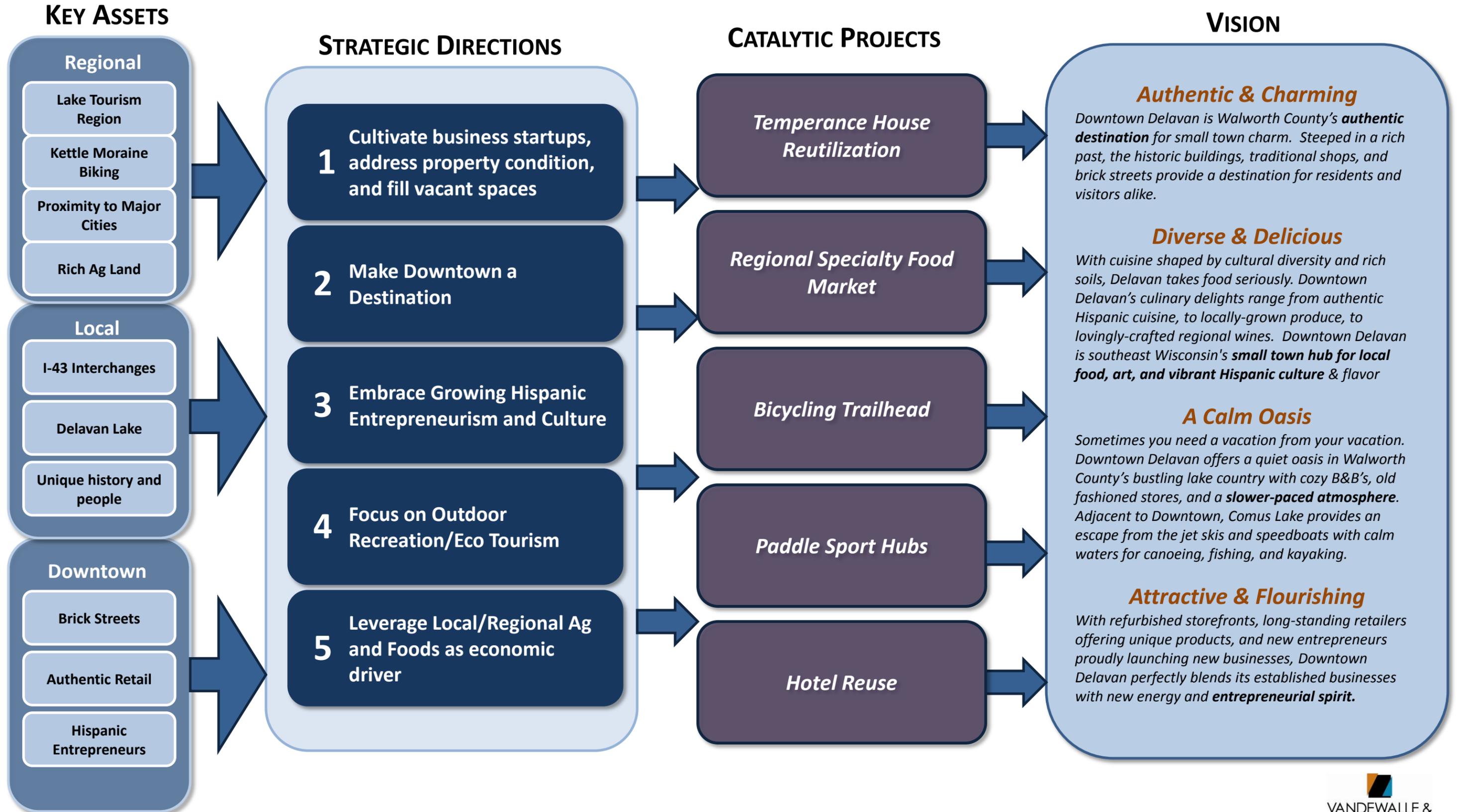
- Develop marketing plans for the project
- Outreach to potential tenants
- Create and execute lease agreements
- Secure financing commitments

Step 9: Pre-Construction

- Finalize project design
- Secure development approvals and permits
- Engage contractors

Step 10: Begin Renovation Project

Strategic Framework



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SECTION VIII: Targeted Investment Opportunity Sites

There are several key opportunities for strategic public and private sector investments that could bring quality projects to sites that are currently underutilized. The following Targeted Redevelopment Opportunity Site map identifies three key areas of the Downtown that should be the focus of larger-scale redevelopment efforts. Within each of these three target areas, there are several potential redevelopment sites, building reuse opportunities, and/or overall strategies to improve the area's contribution to the Downtown.

Priority Investment Areas:

1. Comus Lake Downtown Connection and Paddle Sports Area

Connecting the Downtown Delavan Business District to Comus Lake and creating opportunities for lake access and recreation is a key opportunity for the Downtown. The City of Delavan should use Comus Lake and Veterans Memorial Park as an opportunity to create a Downtown outdoor recreation destination. Specific projects in this area include:

- Formalize vehicular entrance to Veterans Memorial Park from Terrace Street
- Create a boathouse with canoe, kayak, paddleboard, and small sailboat rentals on the eastside of Veterans Memorial Park
- Improve the shoreline and build a paddle sports boat launch for Comus Lake on the east side of Terrace Street
- Identify potential locations for a Comus Lake overlook and/or fishing pier to create a visual connection between Downtown and the Lake
- Work with property owners to implement the first phase of a Comus Lake pedestrian/bicycle path

2. Downtown Core

The Downtown Core is the heart and soul of Delavan. The City should strive to preserve existing successful businesses in this area, improve and revitalize vacant and deteriorating buildings, and update the public spaces to create community gathering places and destinations. Specific redevelopment and investment opportunities for this area include:

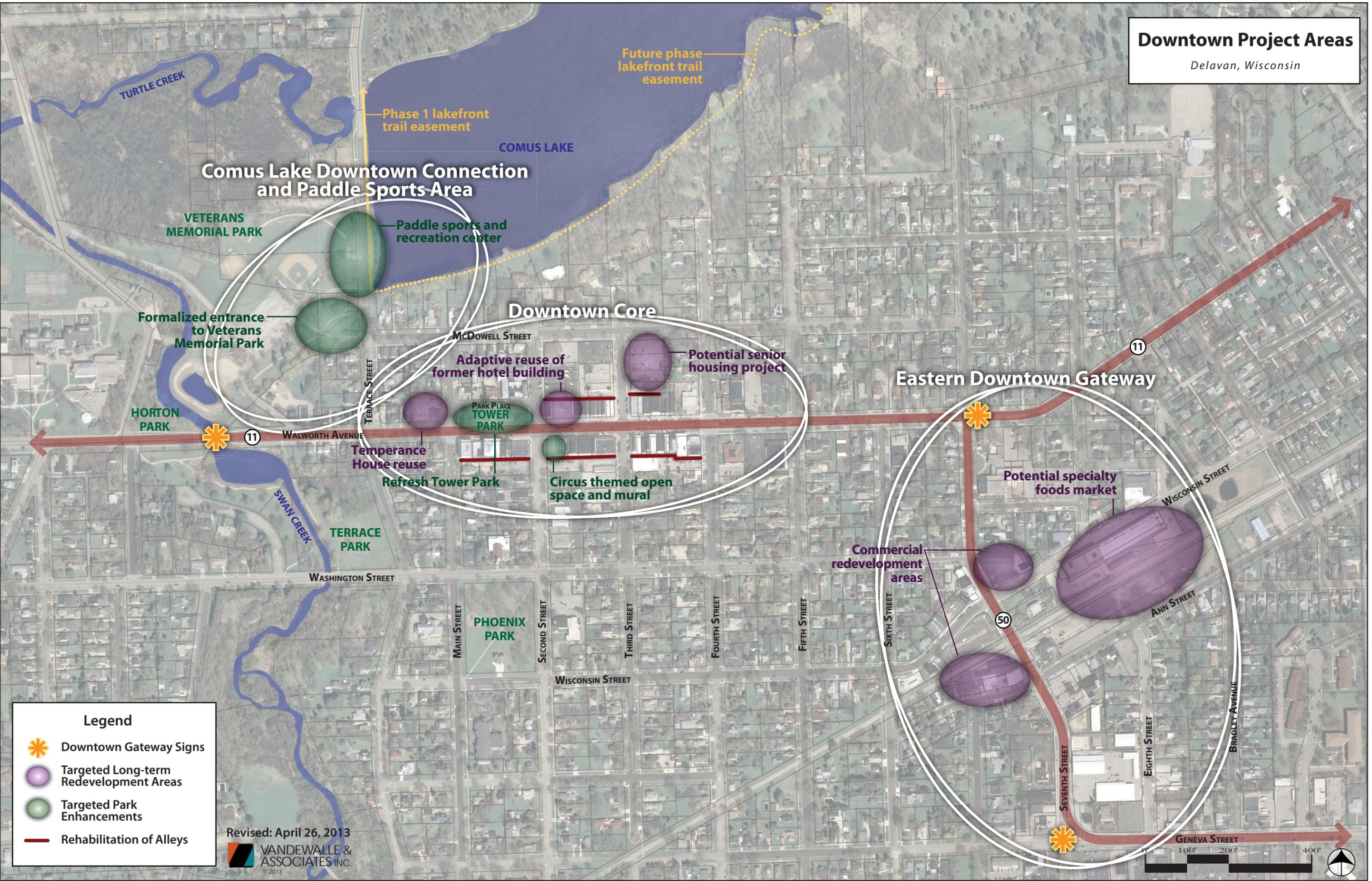
- Create and implement an updated vision for Water Tower Park that makes the park more visible, attractive, and usable as an event space. This plan should include bicycle trailhead facilities, and more formal places for events and activities.
- Utilize the vacant lot at the corner of Second Street and Walworth for an active, kid-friendly small open space. This could include a circus-themed playground or splashpad, as well as the potential to use the adjacent wall for a related mural.
- Work with the owners of the Delavan Hotel to find a new use for the facility
- Explore redevelopment of the large parking lot on the corner of Third Street and McDowell Street as a senior house project with below-building parking
- Work with the Delavan Historical Society on the Temperance House Reuse concept

3. Eastern Downtown Gateway

The “Eastern Gateway” area is a key part of Downtown Delavan. It is distinct from the Downtown core but still an important part of Delavan’s central business area and is the first part of the Downtown people will see when entering from the Highway 50 / Interstate 43 interchange. Specific redevelopment investments for this area include:

- Explore redeveloping vacant property on the eastern side of Downtown to create a Regional Specialty Food Market (Catalytic Project #2).
- Improve the intersection of Seventh Street and Geneva Street and add a Downtown gateway feature at this site
- Work with property owners, create redevelopment plans, and identify developers to pursue redevelopment projects for vacant and underused properties along Seventh Street

Downtown Project Areas
Delavan, Wisconsin



Legend

-  Downtown Gateway Signs
-  Targeted Long-term Redevelopment Areas
-  Targeted Park Enhancements
-  Rehabilitation of Alleys

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3rd Street Independent Senior Housing Concept Plan

One of the sites identified as a potential redevelopment opportunity within the “Downtown Core” is the City-owned parking lot at the corner of McDowell and Third Street. This site was identified as a develop opportunity for several reasons. For one, as a city-owned parcel that is relatively “shovel-ready,” the site presents an opportunity to get a new project built in Downtown Delavan quickly. This would start to build momentum, increase “foot traffic” by bringing new residents, and create some tax base in the City’s newly adopted Tax Incremental Finance (TIF) District. Further, because it is a city-owned and vacant property, the tax base created from any new development on this site will be new increment in a newly-created TIF and therefore very beneficial for helping create resources to support future downtown projects including the hotel.

The following concept plan illustrates the potential of this site to support a three to five story apartment building with 35 to 40 units catering to independent seniors. Based on Delavan’s demographics, location, and amenities, the City has the potential to support high quality independent senior housing. These units would be marketed to active seniors and recent empty-nesters that would be looking to downsize from their single-family homes and have an interest in living in a vibrant and quaint downtown setting. In addition to local residents who might have an interest in downsizing to a smaller, maintenance-free home as they age, Delavan is an excellent location for regional residents from Milwaukee, the Chicago suburbs, or other places who might be interested in located in a charming downtown with a slower-paced atmosphere.

Because of its size, location, and features, this site would be an ideal location for a high quality independent senior apartment project. The proposed building would be three to five stories and would fit in well with the character and scale of the surrounding buildings. On the north side, the upper floors would likely offer views of Comus Lake which would be a marketing advantage for the units. The proposed concept plan suggested under-building parking as well as some on and off-street surface parking for visitors and to replace the parking that would be lost with the removal of the parking lot.

Because the city owns the site, it’s a clear property, and there is market demand for this type of housing in the area, this project could move forward relatively quickly. The concept plan could be converted into a developer-recruitment brochure and a Request for Proposals (RFP) and the City could immediately start outreach to developers.

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Independent Senior Housing Concept

Delavan, Wisconsin

Potential Development

- ~ 3-5 stories
- ~ 10,000 sf footprint
- ~ 35-40 units
- ~ 25 underground parking stalls
- ~ 16 surface parking stalls

Old Settlers Cemetery

McDOWELL STREET

Maintain diagonal on-street parking

Add additional on-street parking (+5 spaces)

Entrance

Drop-off/ loading area

Preserve existing street trees

Underground parking entrance

Entrance

Landscape screening

N. 3RD STREET

Post Office

BUILDING EXAMPLES



EAST WALWORTH AVENUE

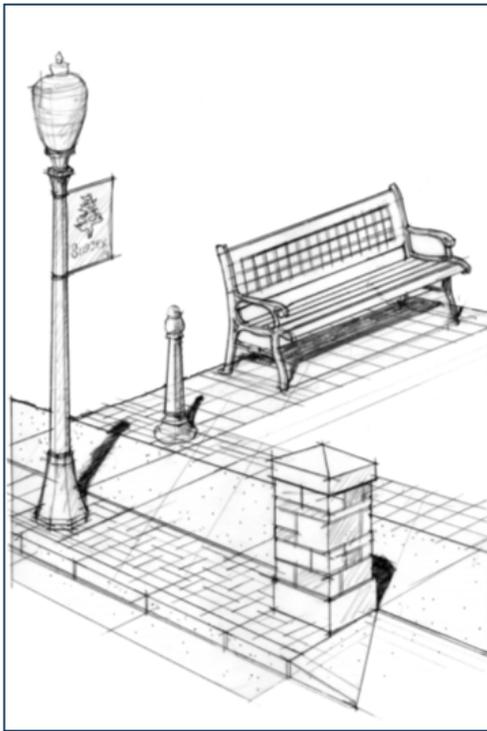
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SECTION IX: Streetscape Framework

The “streetscape” is the foundation of the character and charm of historic Downtown Delavan and should communicate the role and function of each connecting street



Improving the appearance and functionality of the “streetscape” within Downtown Delavan is a key priority to enhancing the Downtown’s marketability. A streetscape is generally described as the combination of infrastructure and amenities that line public streets and may include things like lamp posts, crosswalks, benches, sidewalks, trash and cigarette receptacles, etc. An improved streetscape that is consistent with the historic character of the area, as well as improved pedestrian access and connections, will be an important part of efforts to improve both the aesthetics and market strength of Downtown Delavan.

The Streetscape Framework provides direction on the types of investment needed to improve the streetscapes in Downtown Delavan according to the use and function of each corridor. The Framework describes a hierarchy of streetscape adornment based on how each roadway within the Downtown contributes to the overall character of the district.

- 1) **Downtown Core** - The Downtown Core is essentially Walworth Avenue between Main Street and Fourth Street. This three-block corridor is the heart and soul of Delavan, and the streetscape should reflect that. Currently, the streetscape of the Downtown Core is in reasonably good condition. The iconic brick streets are the area’s most striking feature and the lamp posts, signage, parking areas, and sidewalks work well. The key streetscape need in the Downtown Core is additional “street furniture” including benches, planters, trash receptacles, and other items that provide pedestrians with opportunities to rest and that add interesting features that “break-up” the street into sections. The scale and focus in the Downtown Core should be on the needs of pedestrians rather than motorists and should be designed to complement and serve the businesses lining the Walworth Avenue corridor. The City of Delavan’s support for and commitment to public art should be most reflected in the downtown core. The Streetscape of the Downtown core should include permanent public art installations and should consider creating spaces design for art shows and for rotating exhibits and pieces. (see Recommendation 2.3)
- 2) **Downtown Entrances** - The Downtown Entrances are the corridors that lead into the Downtown Core from the surrounding highway network. These corridors should be designed to communicate a sense of arrival into the Downtown and serve as transition areas between the more contemporary and auto-oriented parts of Delavan and the historic, and pedestrian-

oriented Downtown. Key improvements to these streetscapes should include pedestrian-scaled street lights with flags, additional sidewalks where gaps exist, and median enhancements.

3) Adjacent Neighborhoods - The streets identified as Adjacent Neighborhoods corridors are a mix



of residential areas and businesses. These streets are part of Downtown Delavan but are transition areas into the residential neighborhood areas that flank the Downtown. These streetscapes, therefore, should pick up on the themes and elements of the Downtown Core but with a more scaled-back treatment that respects their role as quieter and more residential parts of the city.

The following **Streetscape Framework Map** identifies the corridors that fall into these three categories. The subsequent cross sections show the appropriate character and function of each.

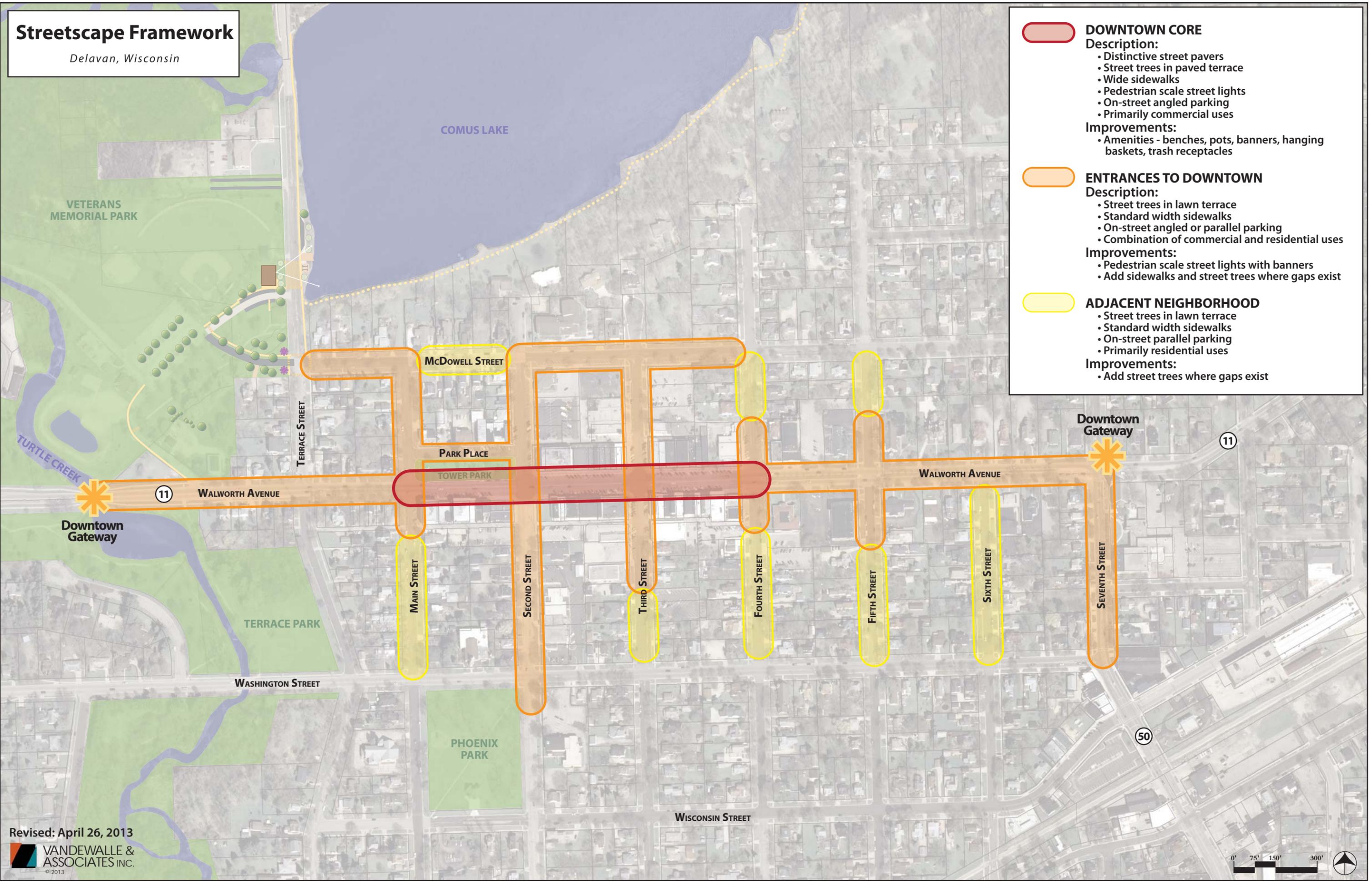
Streetscape Framework

Delavan, Wisconsin

- DOWNTOWN CORE**
 Description:
 - Distinctive street pavers
 - Street trees in paved terrace
 - Wide sidewalks
 - Pedestrian scale street lights
 - On-street angled parking
 - Primarily commercial uses
 Improvements:
 - Amenities - benches, pots, banners, hanging baskets, trash receptacles

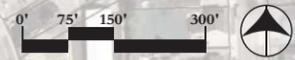
- ENTRANCES TO DOWNTOWN**
 Description:
 - Street trees in lawn terrace
 - Standard width sidewalks
 - On-street angled or parallel parking
 - Combination of commercial and residential uses
 Improvements:
 - Pedestrian scale street lights with banners
 - Add sidewalks and street trees where gaps exist

- ADJACENT NEIGHBORHOOD**
 Description:
 - Street trees in lawn terrace
 - Standard width sidewalks
 - On-street parallel parking
 - Primarily residential uses
 Improvements:
 - Add street trees where gaps exist



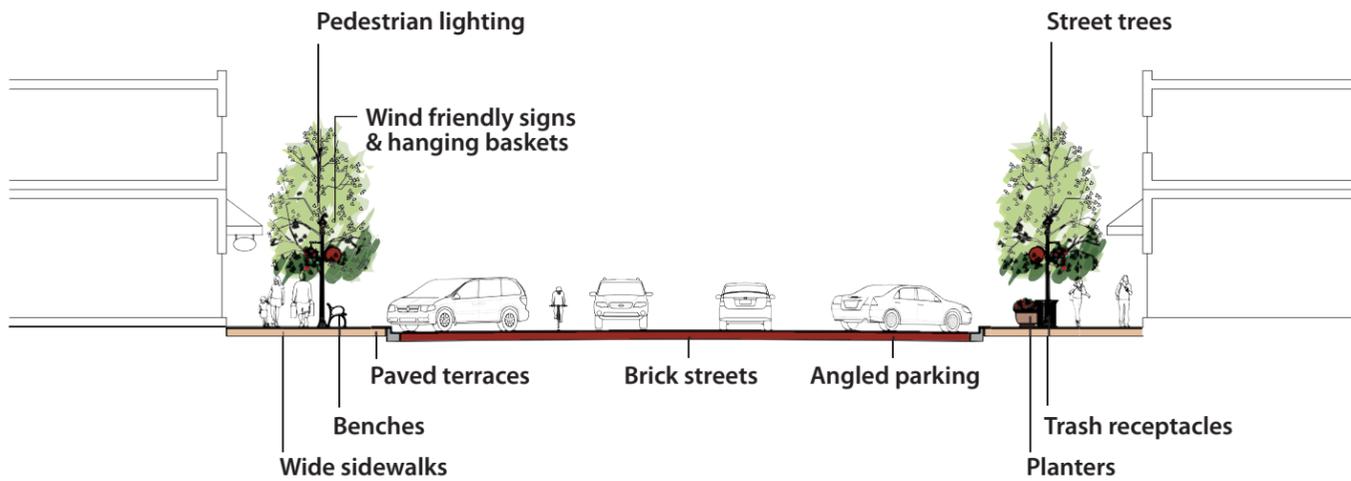
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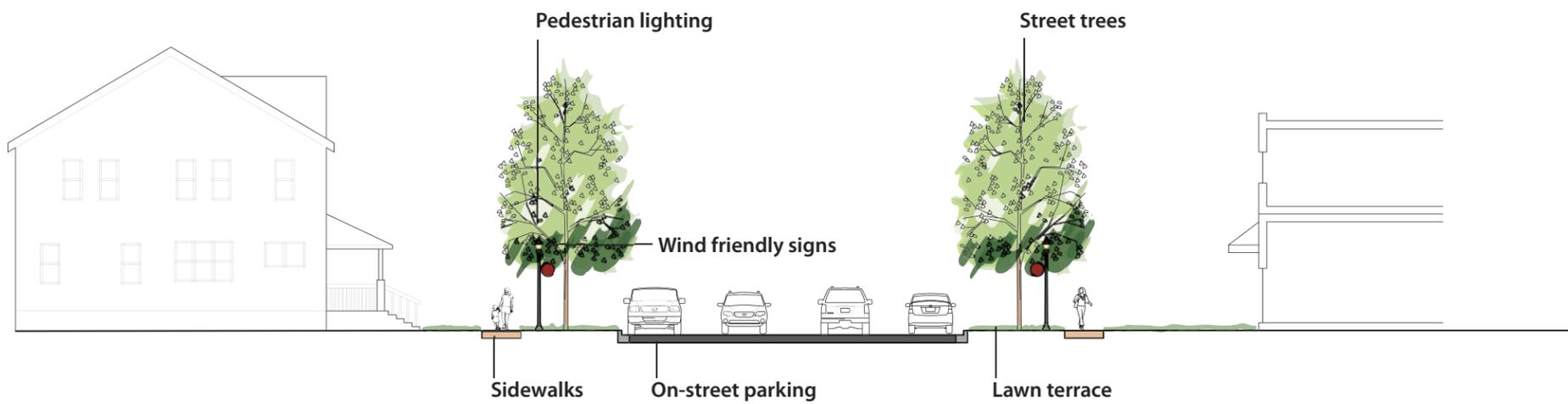


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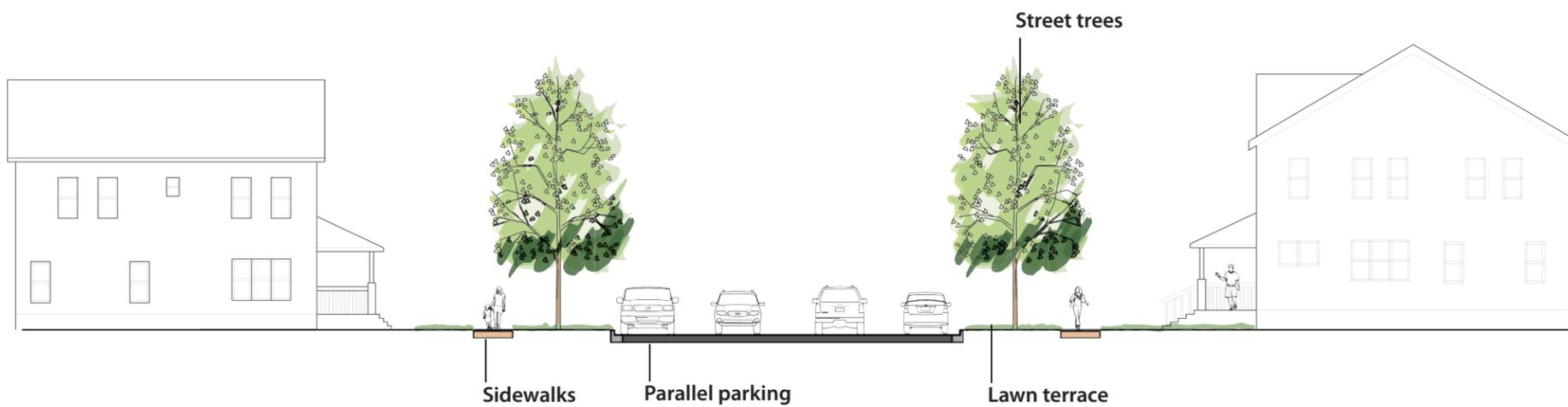
DOWNTOWN CORE



ENTRANCES TO DOWNTOWN



ADJACENT NEIGHBORHOOD



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SECTION X: “Wayfinding” and “Gateway” Signage Network

“Wayfinding” signage is an important tool cities can use to direct people towards the different parts of the community and to communicate the character of a downtown district. In the case of Delavan, a thorough and well-designed wayfinding signage system is particularly important as a tool draw people into the downtown from the interstate. As stated previously, with two Interstate Interchanges and a major retail area at the Highway 50 Interchange, Delavan has exceptional highway access and is a regional shopping destination. Therefore, having signage at the Interchanges and other key traffic corridors could be very effective to build awareness of the fact that the Downtown is just a few miles up the road and offers a rich array of businesses. In addition to directing people into the downtown from the outskirts of the City, wayfinding signage also should be used to direct people to key locations within the Downtown, particularly parking areas, Phoenix Park, City Hall, Comus Lake, Tower Park, and the Library. The existing wayfinding signage in Downtown Delavan is attractive but limited and does not effectively provide the information needed to guide people into and within the Downtown.

In addition to wayfinding signage directing people to Downtown Delavan, the district also should have gateway/welcome signage at entry-points. These signs should create a sense of arrival into a special place and their design should reflect the character of that place. Specific locations where the City should consider erecting gateway and/or wayfinding signage include:

- The Interstate 43/Highway 50 interchange should have one or two large, clear signs that guide motorists to Downtown. Further, the signage should perhaps be designed to indicate that the Downtown is only about five minutes to the west and that drivers can visit Downtown and then gain access back to Interstate 43 at Delavan’s southwestern interchange at County X.
- The Interstate 43/County Road X interchange should similarly have signage pointing people into the downtown.
- The Intersection of Walworth Avenue and County Road X should include a sign that directs people east on Walworth into the Downtown.
- The intersection of Highway 50 and 7th Street should include a sign in the median island that serves as a welcome/gateway to the Downtown
- Another gateway/informational sign should be placed on Walworth Avenue near the Terrace Street intersection and should provide arrows toward parking lots, Phoenix Park, and Comus Lake.

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SECTION XI: Implementation Action Plan

Implementation Matrix

The Downtown Delavan Strategic Plan includes five broad “Strategic Directions” which define the overarching goals and concepts, twenty-one individual “Recommendations” that fall within those Strategic Directions, and four “Catalytic Projects” that are designed to be high-impact initiatives that could motivate partners and kick-start the revitalization of the Downtown. For a small city like Delavan, this combination of projects and initiatives is too much to handle all at once and the City cannot do it alone. The following “Implementation Matrix” is intended to guide near term decision making about how the City and its partners can focus their efforts to start achieving results from the Plan.

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City of Delavan Downtown Strategic Plan Implementation Matrix

Strategic Directions	Recommendations	Priority Level	Lead Partners	Potential Funding Sources*
		1=Immediate		*Local funding partners may include cash and in-kind contributions. see "funding strategy" section of the Plan for details on listed grant programs
		2=Moderate		
		3=Long Term		
1) Cultivate Business Startups, Address Property Deterioration, and Fill Vacant Spaces	1.1) Launch a building improvement funding program	2	City	TIF / WEDC (CDBG) / cash and In-kind contributions
	1.2) Implement Design Assistance Program	2	City/DBA	TIF
	1.3) Create a Downtown Delavan entrepreneurship support network	3	Chamber/DBA/UW-Extension	TIF/WEDC (CDBG)
	1.4) Create a center-point for marketing available Downtown space	1	Chamber/DBA/City	Chamber/TIF/City
	1.5) Focus on attracting small office and personal service tenants	3	Chamber/DBA/City	Chamber/TIF/City
	1.6) Work with property owners to fill vacant spaces	1	DBA/City	TIF/WEDC
	1.7) Build on high quality niche retail offerings	3	DBA/City	Chamber/TIF/City
2) Make Downtown a Destination	2.1) Create access to Comus Lake	2	City	TIF/WEDC-Public Facilities/DNR Trails
	2.2) Embrace unique history	3	City/Historical Society	State Tourism (JEM) Grant / Delavan Historic Foundation
	2.3) Revive Delavan's History as an Arts Colony	2	City/DBA/Historical Society	TIF/State Tourism Grant / NEA "Our Town" Grant
	2.4) Make Downtown Delavan a food destination	3	City/Chamber/DBA	USDA-Farmers Market Grant or UDDA Rural Dev
	2.5) Capitalize on the Phoenix Park Band Shell	2	City/Friends	Friends of the Band Shell/City
	2.6) Launch more Downtown Events	1	Chamber/DBA	Chamber/DBA/TIF
3) Embrace Growing Hispanic Entrepreneurism and Culture	3.1) Organize Businesses	2	Chamber/DBA	Chamber/DBA/TIF/Foundation
	3.2) Support Hispanic Cultural Events	2	Chamber/DBA	Chamber/DBA/TIF
	3.3) Celebrate Hispanic Food	3	DBA/Chamber	Chamber/DBA/TIF
4) Focus on Outdoor Recreation/ Eco Tourism	4.1) Make Delavan a regional "trailhead" for cycling	2	City/ UW Extension	TIF/WISDOT-TE
	4.2) Position Comus Lake as a a non-motorized water recreation hub	1	City/L. Comus Rehabilitation District	TIF/JEM/DNR/L. Comus Rehabilitation District
5) Leverage Local/Regional Food as an Economic Driver	5.1) Create a public market	2	City/Chamber/DBA	FMPPI/JEM/USDA-Rural Development
	5.2) Create more food-related Downtown Events	2	Chamber/DBA	JEM/TIF/Chamber/DBA
	5.3) Attract more food businesses that could become regional draws	3	DBA/Chamber/UW-Extension	TIF
Catalytic Projects	1) Temperance House Reutilization	2	Historical Society	JEM/Historic Tax Credits/TIF
	2) Create a Regional Specialty Food Market	3	City	USDA-Farmers Market Grant/State Tourism Grant
	3) Cycling Trailhead	2	City	TIF/WISDOT-Transportation Enhancements
	4) Paddlesports Hub	1	City	TIF/State Tourism Grant (JEM) /DNR
	5) Hotel Reuse	1	City	TIF/ Private funding / Tax Credits / WEDC

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Organizational Structure and Roles

There are numerous individuals and organizations that share an interest in Downtown Delavan and a commitment to some aspect of its long term success. These organizations include the City of Delavan itself (City), the Chamber of Commerce (Chamber), the Downtown Business Association (DBA), the Friends of the Phoenix Park Band Shell (Friends of the Band Shell), the Historical Society, and others. Though each of these organizations has a shared interest in the economic health and vitality of Downtown Delavan, they each have different priorities, focus areas, and other responsibilities as well. The Chamber, for example, is focused on supporting Delavan businesses not only in the Downtown but throughout the entire City. The DBA is specifically focused on support Downtown businesses, but it is a small organization with no staff and limited funding. The Friends of the Band Shell and Historical Society are more narrowly-focused on programming of events in Phoenix Park and preserving the history of the community, but both are nonetheless other key downtown stakeholders. The City of Delavan itself is similarly committed to Downtown improvement but, as with the other organizations, the City has limited staff and many additional responsibilities and priorities.

The first and foremost implementation priority of the Downtown Strategic Plan should be to organize these groups behind a common vision, sort out their roles, and get everyone working together. Finding alignment behind a shared vision and coordinating the efforts of these groups is the critical first step to creating a brighter future for Downtown Delavan. This should start by create a permanent Downtown Delavan Steering Committee. This Committee should include representatives from the City, Chamber, DBA, Friends of the Band Shell, and Historic Society.

Downtown Delavan Project Management Team (DD-PMT)

In order to coordinate and fully-utilize the resources of the groups listed above, Delavan should create the “Downtown Delavan Project Management Team” (DD-PMT) to prioritize, coordinate, and manage implementation of the Plan’s recommendations. The DD-PMT would be the spearhead for the Plan implementation process.

The DD-PMT structure should not necessarily be designed to replace any existing organizations or create a new entity. Rather, it should create a mechanism to better coordinate activist of existing organizations and to “move the ball forward” on projects related to the Downtown. The DD-PMT should be loosely organized into several “Action Teams” corresponding to the highest priority projects and recommendations in the plan. These Action Teams should be small groups (3 to 5 people) that are focused on advancing individual projects as part of the broader downtown effort. The DD-PMT members should take leadership roles within action teams that align with their personal or professional interests in the downtown.

DDPMT Action Teams

The stakeholder interviews and public input sessions held at the onset of the planning process starting to share the focus areas and priorities of the Plan. Later in the process, the Downtown Steering Committee reviewed the plan and identified and ranked priority projects. The following four items emerged as the highest priorities. Therefore, these four items should form the initial four “Action Teams” within the DD-PMT. As discussed above, these four Action Teams should be small, project-specific groups focused on advancing these efforts. The Action Teams should have periodic work sessions and report their progress to the DD-PMT.

Action Team #1: Hotel Reuse

Addressing the vacant hotel was identified as the highest priority for the downtown. Action Team 1 should carefully review the suggested approach to the hotel described in the “Catalytic Project #5” section of the Plan. A key first step should be to meet with the current property owner as soon as possible to understand their long term interest in the property.

Action Team 1 should review the Catalytic Project #5 Section of the Plan

Action Team #2: Storefront Marketing

Addressing Downtown Delavan’s persistent vacant storefronts and issues related to absentee landlords and poorly-kept buildings was another high-priority item. Action Team 2 should begin by collecting and reviewing an inventory of every commercial property in the downtown, note whether the commercial space is occupied, and evaluate the buildings condition. With this database established, the Team should reach out to the owners of vacant buildings to start a dialogue about working together to fill the space. Action Team #2 should focus on create a

Action Team 2 should review Recommendations 1.2, 1.4, and 1.6 of the Plan

Action Team #3: Comus Lake Access and Paddle Sports Hub

Connecting Downtown Delavan to Comus Lake and making the lake a hub for paddle sports and other non-motorized lake recreation was identified as a priority for the Downtown. This includes beginning to implement a lake shore path, and building a canoe/kayak rental operation at Veterans Memorial Park.

Action Team 3 should review Recommendation 4.2 and Catalytic Project #4 in the Plan

Action Team #4: Events

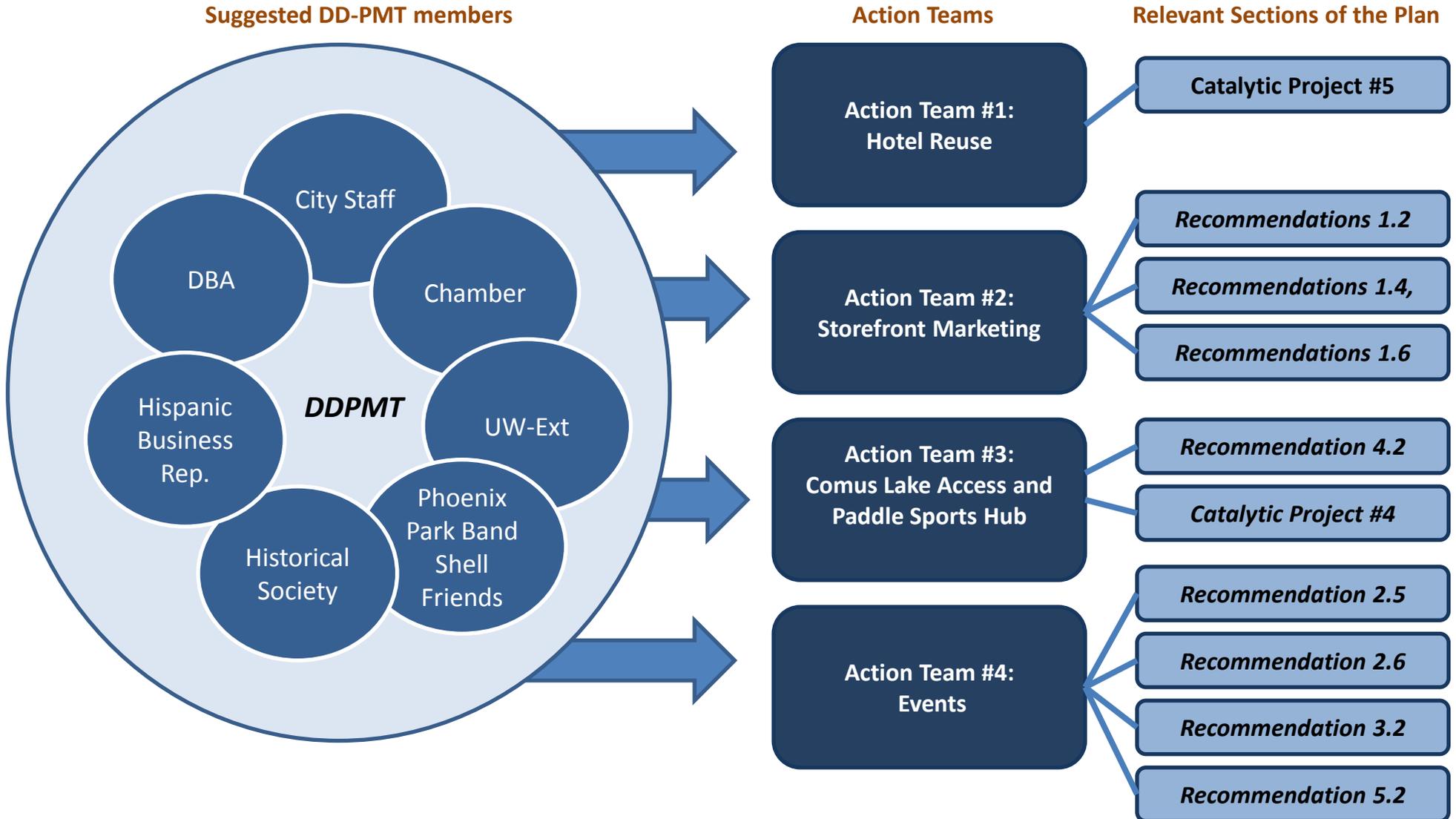
The Downtown Steering Committee, businesses, and stakeholders identified events as a way to draw more people and activity into the area. Action Team 4 should focus on coordinating downtown Delavan’s existing special events and organization additional events.

Action Team 4 should carefully review Recommendation 2.5, 2.6, 3.2, 5.2 of the Plan

Downtown Delavan Strategic Plan

Downtown Delavan Project Management Team (DD-PMT) Structure and “Action Teams”

As part of the implementation process, the Plan’s Steering Committee should evolve into the “Downtown Delavan Project Management Team” (DD-PMT). The DD-PMT should then be organized into several “Action Teams” corresponding to the highest priority projects and recommendations in the plan. The Action Teams should be small groups (3 to 5 members) focused on advancing these key projects. Each Action Team should carefully review the sections of the Plan most relevant to their focus area.



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Funding Strategy

The Downtown Delavan Strategic Plan includes a wide range of potential projects and strategies to revitalize the Downtown district. Many of these ideas will require a funding strategy and a long term commitment by the City and its partners. Several of the recommended projects are well-aligned for grant opportunities.

The following is a list of potential grant opportunities that Delavan should consider pursuing to implement the strategies, recommendations, and catalytic projects identified in the Plan. Additional research into these opportunities, meetings with representatives from these agencies, and further thought and refinement of the ideas in the Plan will be needed to pursue any of these opportunities.

- **Wisconsin Economic Development Corporation – CDBG-Public Facilities Grant (CDBG-PF)** - The Downtown Delavan Strategic Plan was funded in part by the Community Development Block Grant program for non-entitlement communities through the Wisconsin Economic Development Corporation. In addition to the CDBG-Planning program, there are other CDBG programs that Delavan could be eligible for which could provide funding to implement the plan. The CDBG-Public Facilities Program (CDBG-PF) provides funding to local units of government for infrastructure and public building projects (excluding buildings for the conduct of government). This program is designed to enhance the vitality of a community by undertaking public investment that contributes to its overall community and economic development. CDBG-PF funds could be used for public streetscape improvements, business façade improvements, potentially the Temperance House Project, potentially the Specialty Market project, and other public investments in Downtown Delavan. Additional information and application materials for this program can be found online at: <http://www.commerce.state.wi.us/cd/CD-bcf-cdbg-pf.html>
- **Wisconsin Department of Natural Resources - Recreational Trails Program (DNR-Trails)** - The Recreational Trails Program through the Wisconsin Department of Natural Resources provides funding for the for development and maintenance of recreational trails and trail-related facilities for both motorized and non-motorized recreational trail uses. Cities are eligible to apply for these funds but must provide a 50% match. Eligible projects include “Development and rehabilitation of trailside and trailhead facilities and trail linkages” so this could potential by a funding source to implement the trailhead concept identified in plan and/or to implement all or a portion of the proposed trails to and around Comus Lake.
- **Wisconsin Department of Transportation - Transportation Enhancement Program (TE)** - The TE Program is federal funding that is administered by the Wisconsin DOT and provides funding for projects that promote multi-modal transportation or enhance transportation facilities and infrastructure. The TE Program is funded in two-year cycles. The program can provide up to 80% of costs for a wide variety of projects such as bicycle or pedestrian facilities, landscaping or streetscaping and the preservation of historic transportation structures. The Bicycle and Pedestrian Facilities Program (BPPF) is a sub-component of the TE Program focused exclusively on non-motorized transportation. A variety of components of the Downtown Delavan Plan could be eligible for traditional TE funding including the trailhead concept, streetscape improvements, or the Comus Lake trail.

- **Wisconsin Department of Tourism Joint Effort Marketing Program (JEM)** - Several of the recommendations in the Plan relate to building on the historic theme of the area to make it a stronger regional visitor destination. The Wisconsin Department of Tourism's Joint Effort Marketing Program could be a resource for tourism-related efforts. This could include support the specialty food market concept, building on the City's "arts colony" idea, and potentially assisting the Comus Lake improvements.
- **USDA Rural Development Program Grants (USDA-RD)** - The United States Department of Agriculture's Rural Development division provides funding for community and economic development initiatives in rural areas. Delavan may be eligible for Rural Development funds that could support targeted efforts to strengthen businesses or provide needed infrastructure in the Downtown. The City should contact the USDA Rural Development "Area Director" to discuss possible opportunities to utilize Rural Development Funding.
- **USDA Farmers Market Promotion Program (FMPP)** - the USDA's FMPP program - offers grants to help improve and expand domestic farmers' markets, roadside stands, community-supported agriculture programs, agri-tourism activities, and other direct producer-to-consumer market opportunities. Agricultural cooperatives, producer networks, producer associations, local governments, nonprofit corporations, public benefit corporations, economic development corporations, regional farmers' market authorities and Tribal governments are among those eligible to apply. This could be a funding source to support the concept of the Downtown Delavan specialty food market as a project that will create a unique visitor destination and support local and regional food production.
- **National Endowment for the Arts - "Our Town" Public Art Grant (NEA)** - Through Our Town, subject to the availability of funding, the National Endowment for the Arts will provide a limited number of grants, ranging from \$25,000 to \$200,000, for creative "placemaking" projects that contribute toward the livability of communities and help transform them into lively, beautiful, and sustainable places with the arts at their core. With Delavan's unique arts-related history and commitment to public art as part of its Downtown Strategic Plan, the City could be a competitive applicant for this funding if the right project were development and presented.

Appendix I: Market Data

Areas of Analysis

The data is collected at several different scales including the City of Delavan and Walworth County, as well as non-jurisdictional geographies including radius and drivetime distances from the center of Downtown. Specific areas of analysis are:

- City of Delavan
- Walworth County
- State of Wisconsin
- 1-mile, 3-mile, and 5-mile radii rings from Downtown
- 30-minute, 1-hour, and two hour drive times (the areas that can be reached by car within these times given the roadway speeds and access)

Demographic Indicators

Population

According to the 2010 Census, Delavan’s current population is approximately 8,500. The City’s population has grown consistently over the last few years at a rate that tracks with population growth for the State as a whole. However, Walworth County as a whole is growing somewhat faster than the City of Delavan.

Table 1: Population Growth Comparisons

	1990	2000	2010	Annual Growth Rate (2000-2010)
Delavan	6,160	7,956	8,463	0.64%
Walworth County	75,000	93,759	102,228	0.90%
Wisconsin	4,891,769	5,363,675	5,686,986	0.60%
Source: U.S. Census				

The area encompassed by a 1-mile radius from the center of Downtown Delavan has a population of approximately 6,500. The 3-mile radius encompasses 11,000 people and the 5-mile radius picks up 17,500 residents. According to projections, the 1-mile and 3-mile rings will lose population over the next several years, while the 5-mile ring will see a population gain. This dynamic of population stagnation/decline near the center of the community with growth on the outskirts is a common phenomenon in similarly-sized communities.

Table 2: Population Projections for 1, 3, and 5 mile radii

	1-mile	3-mile	5-mile
2010 Population	6,517	11,040	17,534
2016 Population	6,416	11,013	17,892
2010-2016 Population Growth	-101	-27	358
Source: ESRI Business Analyst			

Looking at the population for drive time distances from the center of Downtown Delavan highlights an interesting feature of the regional landscape and market potential. Although Delavan itself is a small community, the area that is reachable from Delavan in 30-minutes encompasses a population of 260,000. When the drive time area is extended to 1-hour or 2-hours, the population swells to 2.7 million and 12.3 million respectively.

Table 3: Population for 30, 60, and 120 minute drive time areas

Area	2010 Population
30-minute drive	258,883
60-minute drive	2,733,930
120-minute drive	12,290,161
Source: ESRI Business Analyst	

Age Profile

Delavan’s residents are generally a little younger than average when compared to the County and State as a whole. As with most communities, the bulk of the City’s population is in the 18 to 65 year old range, but almost one third is under 18.

Table 4: Delavan Population by Age Groups

City of Delavan- Population by Age	Number of people	Percentage of City
Persons 0 to 4 years	760	8.98%
Persons 5 to 17 years	1,620	19.14%
Persons 18 to 64 years	5,010	59.20%
Persons 65 years and over	1,073	12.68%

When compared with Walworth County and the state of Wisconsin, Delavan’s population has a significantly higher share of residents who are under 18.

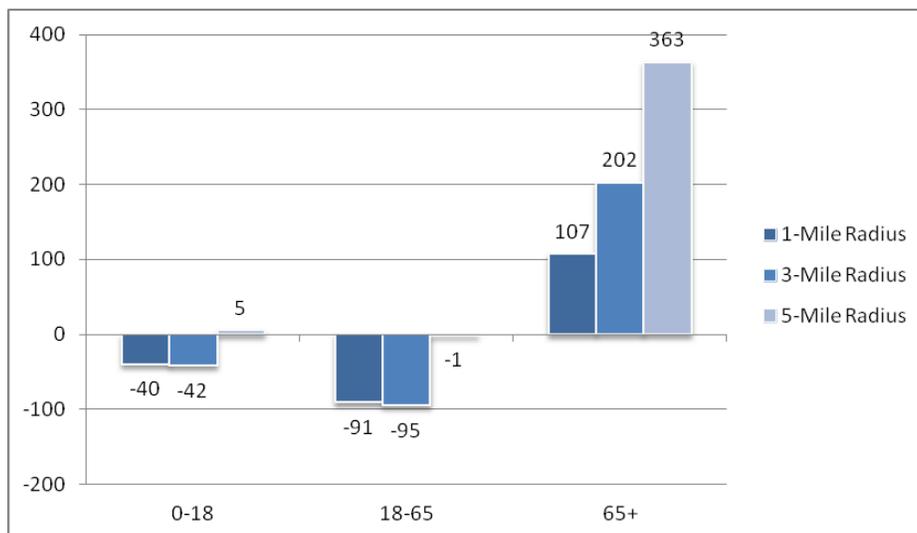
Table 5: Population by Age Comparisons

	City of Delavan	Walworth County	Wisconsin
Persons under 18 years	28.1%	22.9%	23.2%
Persons over 65 years	12.7%	13.6%	13.9%

Looking at project change in population by age group for the 1, 3, and 5 mile radii from Downtown Delavan highlight the shifting demographics of the area. For all three of these areas, the only significant population growth is among older residents, aged 65 and older.

Table 6: Project Population Change by Age for 1, 3, and 5 Mile Radii

Area	2011	2016	Change
1-Mile Radius			
0-18	1,796	1,756	(40)
18-65	3,653	3,562	(91)
65+	990	1,097	107
3-Mile Radius			
0-18	3,130	3,088	(42)
18-65	6,228	6,133	(95)
65+	1,589	1,791	202
5-Mile Radius			
0-18	4,928	4,933	5
18-65	10,112	10,111	(1)
65+	2,486	2,849	363



Diversity

Looking at race and ethnicity data for Delavan reveals a notable change in the demographics of the community. In 2000, Delavan already had a very large Hispanic population, representing 21.2% of the City. By 2010, the Hispanic population had growth to nearly 30% of the City with nearly 2,500 Hispanic residents. Delavan is now one of Wisconsin’s most ethnically diverse communities with a large and growing Hispanic cultural influence.

Table 7: City of Delavan Race and Ethnicity

	2000		2010		Change	
	#	%	#	%	#	% (growth)
White & Non-Hispanic	6,707	84.3%	6,872	81.2%	165	2.5%
African American	88	1.1%	144	1.7%	56	64.4%
Hispanic Origin	1,687	21.2%	2,488	29.4%	801	47.5%

The 2010 median age for different racial and ethnic groups in Delavan further highlights the changing profile of the community. While the white/non-Hispanic population of the city has a relatively old median age of 36.7, the median age for the African American and Hispanic populations is 22. Clearly, the City’s Hispanic and African American population is much younger, on average, than the white population and this points to a more diverse future for Delavan.

Table 8: City of Delavan median age by race and ethnicity

Group	Median Age
Total Population	33.5
White (non-Hispanic)	36.7
African American (non-Hispanic)	22.0
Hispanic Population	22.4

Per capita and median household incomes in Delavan are somewhat below county and statewide benchmarks. However, fewer residents of the City are technically below poverty levels compared to the County and State as a whole

Table 9: Income and poverty comparisons

	City of Delavan	Walworth County	Wisconsin
Median household income 2006-2010	\$45,218	\$54,487	\$51,598
Per Capita Income	\$20,024	\$26,769	\$26,624
Persons below poverty level, percent, 2006-2010	11.6%	11.7%	13.8%

Table 10: Income projections for 1, 3, and 5 mile radii

	1-mile radius	3-mile radius	5-mile radius
Median Household Income	\$45,608	\$48,002	\$49,734
Average Household Income	\$55,618	\$58,126	\$59,592
Per Capita Income	\$22,118	\$22,433	\$22,869

Retail Performance

Retail spending in Delavan far exceeds what would be expected for a community its size. Retail sales per capita in Delavan are approximately \$42,000 annually compared with approximately \$13,000 for the state as a whole. Sub-sector sales in the accommodations and food service sector (hotels and restaurants) are similarly very high in Delavan. This heavy retail activity in Delavan is likely due to the extensive retail offerings at the Highway 50 interchange.

Table 11: Retail and Accommodations/Food Service Sales Per Capita

	Delavan	Wisconsin
Retail Sales Per Capita	\$41,894	\$12,904
Accommodations / Food Service Sales Per Capita	\$5,596	\$1,626

Housing Profile

Homes in the City of Delavan are, on average, less expensive than homes in Walworth County or the State of Wisconsin as a whole. However, the median home in Walworth County is above the statewide median. Delavan’s home ownership rate is significantly lower than the rates for the county and state as a whole. For the Downtown, there may be opportunities to add additional housing that would help add “foot-traffic” and activity to the district. With the City’s large population of seniors, a high-quality senior apartment project in or near the Downtown could potentially see success of property developed.

Table 12: Median Home Value and Home Ownership Rates Comparison

	Delavan	Walworth County	Wisconsin
Median Home Value	\$169,000	\$198,000	\$188,400
Home Ownership Rate	53%	71%	70%

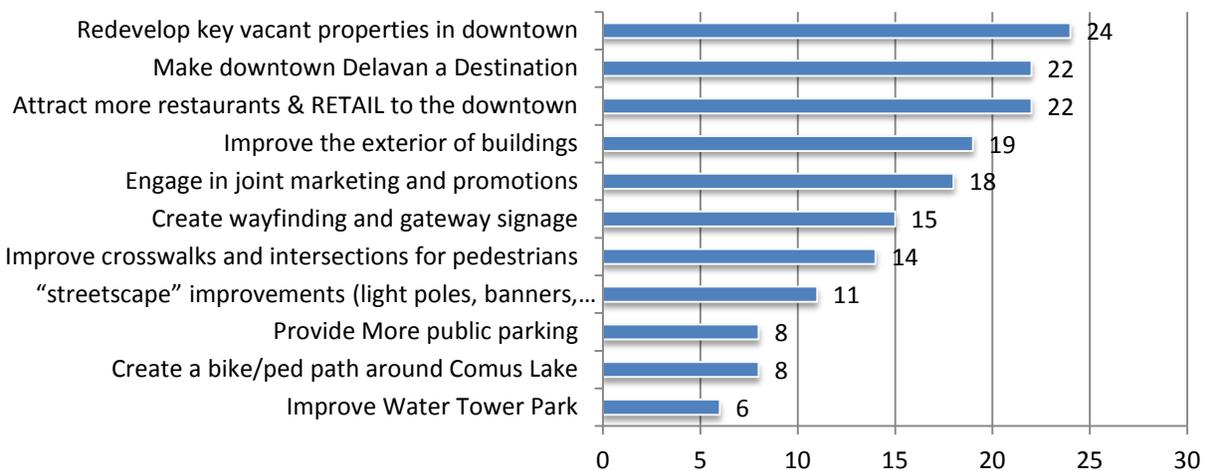
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Appendix II: Summary of Stakeholder and Public Input

On September 18, 2012 the City of Delavan and their consultant team from Vandewalle & Associates led a public “Downtown Delavan Visioning Workshop.” The workshop included an individual worksheet that attendees were asked to complete, as well as a series of interactive group exercises to gather input and direction for the Downtown Delavan Strategic Plan. Over 30 people attended the workshop and 28 individual worksheets were completed. The results of the worksheets and the input provided during the group exercises are helping to shape the recommendations and strategies being developed for the Downtown Strategic Plan. Below is a summary of the input.

Summary of Priority Rankings:

Part of the workshop included completing a worksheet that asked participants to rank the priority of various issues and strategies for Downtown Delavan. The chart below shows the number of participants who gave each topic the highest or second highest priority ranking.



Summary of Answers to Questions:

The worksheet and group exercise focused on answering a series of questions about the downtown. The following is a summary of answers to those questions:

1. Why do you go Downtown? What do you do Downtown?

- For festivals.
- Eat, shop, library, post office
- Eat
- Walking, dining, shopping

- Food services
- To open my business every day and work and try to make a living.
- Restaurants; antique stores
- To shop and support local businesses and attend events
- Business and to meander
- I go to Hispanic businesses for food, bakery, ice cream and specialty foods found only there.
- Food, post office, run errands, eat meals.
- I go to work, shop, and to walk.
- Library, post office, band shell, minimal shopping
- Library, post office, home/work, Pet Pals, Bradley's, Phillips 66
- I go downtown for lunch and occasionally dinner; also shopping down towards Lowes area.
- Food/Café, post office
- Library, post office, café, bars, town meetings
- Shop, work, walk, attend events
- Post office; bank; shop at gift shops, cheese store, clothing store.
- Shop and check on our building retail space.
- I live on North Fourth Street and like to walk to events. Go to small restaurants; Hispanic market; bakery; jewelry store
- Shop/eat - Bradley's, Brick St. Café; Also to municipal building for business info and post office, mill pond/chamber office
- Bradley's, SunMist, library, Elizabeth's, deli, Beef Rest, Brick House, Bibliomaniac, bakery, picture frame store, church
- Go to restaurants and book store

2. What are the MOST APPEALING things about Downtown and what about Downtown is GETTING BETTER?

- The brick street and historical/period buildings.
- Brick street, old buildings, Bradleys, flowers & flags (or special occasions). More active businesses?
- Special (niche) shops
- Historic "fee" - some movement on improvement
- Retail sales of Hispanics are doing well.
- The most appealing thing is to work in my shops. Downtown is not getting better for me and my partner and for many businesses.
- Brick street - boutique of stores
- History, brick street, and some specialty stores
- Events held downtown and events being held at the Phoenix Park Band shell.
- Restaurants and food options.
- Flower baskets, Bradley's windows, street lights, Tower Park
- Parks, flowers, gardens
- Tower Park and Phoenix Park more activities for community; Flowers around/in boulevards.
- The atmosphere; clean, friendly, traditional - very warm feeling.
- Old downtown look, restaurants, things are not getting better.
- Charm! Landscaping - flowers, trees
- Brick streets, history, unique stores, flower baskets, flags, clocks
- Restoration of some buildings, brick street, charm

- Hotel now has been bought.
- Historic qualities - brick road, circus history, light fixtures, flower baskets/flags, old buildings, arboretum, Phoenix Park
- Charm and brick street and feel
- Brick street, boulevard, architecture, buildings

3. What are the LEAST APPEALING things about Downtown and what about Downtown is GETTING WORSE?

- Empty lot; building fronts - some run down; Empty hotel, empty stores; dirty sidewalks
- Out of place storefronts - the ones that are not historic looking.
- Vacant buildings - rundown buildings - messy looking store fronts.
- Empty business buildings and remodeled stores that look so terrible, short windows and facades that look terrible and change the character of the city. Too many trucks rolling down downtown every day and make look like I-90 or other large road.
- Hotel, condition of buildings, gum on the sidewalks, empty lot
- Empty store fronts, buildings that need work
- Empty hotel and increasing empty store fronts.
- Empty storefronts and poorly maintained properties and facades - housekeeping.
- Building look and feel. Seeing around parked cars is difficult. Occupying empty buildings.
- Empty lot, hotel, vacant businesses
- Empty building, especially hotel; gum on sidewalks, buildings needing repair
- Hotel, facades, building upgrades, empty stores
- The disrepair of the hotel; its emptiness; all empty shops
- No one outside, not a lot of young adult activities/areas (just skate park/pond)
- Empty storefronts; more empty storefronts
- Vacant retail; lack of façade upkeep or display; signage
- Hotel; Illegal u-turns; empty buildings; non-maintained buildings, sidewalks - uneven at places, dirty in places; businesses need to maintain sidewalks outside storefronts; trees are all different sizes
- Vacant storefronts; vacant 2nd Street lot
- Empty retail space - need to seek out a commercial anchor - Caribou Coffee, etc. Progressive retail.
- Hotel, buildings with sheet metal fronts, mismatched bricks, neon signs, non-historic colors and signs. Need a ruling/governing group to give permits for storefronts, etc.
- Vacancies
- Trucks, more trucks
- Not enough retail diversity

4. Is there enough PARKING Downtown? If not, where should parking spaces be added? Which parking areas should be removed and reused?

- Yes
- I think enough, if counting lots behind businesses - could we use a beer garden somewhere with lights and live music?
- Yes, at this time.
- Yes, but need better signs.
- I don't think there is enough parking because some buildings take too many spaces.

- Yes
- I think so, need to make people aware of city parking areas.
- Need more near post office.
- No, not enough parking.
- Currently plenty of parking.
- Enough downtown 4th - Main; Not enough for business between 7th and 5th
- Enough
- Not enough, but we do have municipal parking areas, but they are not visible, out of towners don't know - they are underutilized.
- Parking is readily available but not well maintained. Particularly behind businesses on south side of Walworth.
- Depends on the time, but overall we don't have clearly marked/accessible parking lots.
- Yes
- Yes!
- Yes - need signage on Hwy 11 pointing out all our lots.
- Business needs to improve - lots of open parking on Main Street.
- No - employees should park in back. Parking for customers only.
- I don't have a problem with parking issues. Need to clean up back lots and increase lighting. Put up "Public Parking" signs.
- No, back lots, center of blocks
- Yes, for the amount of cars presently.

5. What is MISSING Downtown? What types of uses (i.e. stores, restaurants, parks, trails, etc.) would you like to see added to the Downtown?

- Craft stores; walking trails; trails with signs
- Entertainment - cute shops, places to enjoy out-of-doors eating and drinking.
- Niche restaurants
- Ice cream shop/coffee/hot chocolate; more benches
- More garbage cans and shoppers. Less 5 and 10 cent stores.
- Signage
- Hotel with nice place to eat. Grocery stores like there used to be, need one at least. Beer maker
- Benches
- Small park, murals, beautiful fountain, more family events or specialty events such as bike show etc. Signage.
- Trails and walking paths
- Fine dining restaurant and bar; variety stores; shoes
- Non-business
- Specialty shops, points of interest that would draw people
- Owners, people/tourists, shoppers, advertising of things we do have. Identity draw something that people come for.
- Signs for businesses/people new to the area.
- Medium sized retail (Bed Bath Beyond, Radio Shack, Best Buy)
- Corporate retail
- People; specialty stores - quilt shop; micro brewery; candy/fudge shop; art coop; flower shop; high end shoe store (Clarks, etc); signage directing to downtown; white lights on trees at night year-round; benches; pedal boats at Lake Comus.

- Shops that are varied and unique - arts, hand crafted work
- Big anchor retail - Star Bucks, Caribou Coffee; roof top decks; bicycle path; entertainment venue
- Shoppers, people, events
- More variety of shopping types and more local unique food
- Safety island for slow walkers
- Hotel, boutiques

6. What one thing ABSOLUTELY SHOULD CHANGE Downtown?

- The ownership of all buildings downtown should be locally owned. All facades. A sign attached to each building (over the sidewalk) that states what each business is.
- Hotel. Benches and art work for strollers. Longer shopping hours on one night for sauntering around.
- Clean it up. It looks old not historic. It needs more of a historic look.
- Hotel - vacant lot - store fronts in disrepair
- More shops of better quality merchandise. More antique shops and good quality furniture and accessories for the home. We have too many bicycles rolling down our sidewalks and making it dangerous for pedestrian and customers coming out of the shops and restaurants.
- Empty stores need to be filled.
- Restrict illegal u-turns.
- Vacant hotel! Signage and Tower Park; add water park or small playground and beautiful fountain.
- Building look and feel
- Vacancy rate
- Fix and fill storefronts
- The requirement to follow ordinances to create collective working to build alliances.
- Involvement with the high school.
- Promote business!
- Fill vacancies, bring back alive.
- Hotel - it is an eye sore.
- Need energy and excitement - why come here? Because it's fun and lots to see.
- Green space on roof tops; Trolley - connecting Lake Geneva, Williams Bay, Lake Lawn to Downtown Delavan; bicycle rental downtown.
- Get rid of hotel or fix it - for multi-use entertainment
- Vacancies and keep good repair - street/walks/parks
- Bypass for trucks and hotel

7. What one thing ABSOLUTELY SHOULD NOT CHANGE downtown?

- The quaint buildings; the plantings
- Sidewalk, brick street, lights.
- Historic feel; small town friendliness
- Small town feel
- Don't lose historical feel.
- Brick road; beautiful buildings downtown such as bank.
- Quaint feel
- Small downtown feel, brick street
- Brick street

- Light poles, clock, brick street
- Style, feeling, landscaping with trees/vegetation.
- Old look
- Clocks, landscaping, flowers
- Brick roads and flower baskets; clock
- The architecture - wonderful examples of building styles - great for architectural tours and walks to promote business.
- The brick road and the historic buildings.
- Small town atmosphere
- Brick street/charm, flowers
- Brick street and boulevard, island and park, free parking on Main Street lots.