



A G E N D A - A M E N D E D
CITY OF WAUPUN - COMMUNITY DEVELOPMENT
AUTHORITY MEETING
Video, Teleconference, and In-Person (Waupun
City Hall-201 E. Main Street, Waupun WI)
Tuesday, December 21, 2021 at 8:00 AM

Join Zoom Meeting

<https://us02web.zoom.us/j/82821263214?pwd=dTNmRlpkZkRYR01WZXQ5Vy9leFdkdz09>

Meeting ID: 828 2126 3214

Passcode: 408177

-or-

Dial by your location

(312) 626-6799 US (Chicago)

Meeting ID: 828 2126 3214

Passcode: 408177

CALL TO ORDER

ROLL CALL

PERSONS WISHING TO ADDRESS THE COMMUNITY DEVELOPMENT AUTHORITY--*State name, address, and subject of comments. (2 Minutes)*

CONSIDERATION - ACTION

1. Approval of Agenda/Motion to Deviate
- [2.](#) Approval of October 19, 2021 Community Development Authority Meeting
- [3.](#) Approval of October 2021 Financial Statement
- [4.](#) Approval of November 2021 Financial Statement
- [5.](#) Approval of 2022 CDA Budget
- [6.](#) Design for Façade Improvements - Stone + Suede (417 E. Main St.)

CONSIDERATION - ACTION

- [7.](#) Downtown Market Analysis Draft Recommendations
- [8.](#) CDI Grant Update
9. Administrator Report

ADJOURN TO CLOSED SESSION

The Waupun Community Development Authority will adjourn in closed session under Section 19.85 (1) of the WI Statutes for:

(e) Deliberating or negotiating the purchasing of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons require a closed session.

10. 417 E. Main St.

RECONVENE TO OPEN SESSION

The Community Development Authority will reconvene in open session under Section 19.85(2) of the WI Statutes.

ACTION FROM CLOSED SESSION

ADVANCED PLANNING

11. Potential Agenda Items
12. Date of Next Schedule Meeting - January 18, 2022

ADJOURNMENT

Upon reasonable notice, efforts will be made to accommodate disabled individuals through appropriate aids and services. For additional information, contact the City Clerk at 920-324-7915.



MINUTES
CITY OF WAUPUN COMMUNITY DEVELOPMENT
AUTHORITY MEETING
In-Person & Teleconference
Tuesday, October 19, 2021 at 8:00 AM

Committee Members Present:

Gary DeJager
Derek Drews
Julie Nickel
Sue VandeBerg
Jill Vanderkin
Nancy Vanderkin
Cassandra VerHage

Staff Present:

Kathy Schlieve Administrator
Sarah Van Buren Community & Economic Development Coordinator
Dan Vande Zande..... Attorney

Other:

Janelle Kartechner Stone + Suede
Lauren Tillema Stone + Suede

CALL TO ORDER

Mayor Julie Nickel called the meeting of the Community Development Authority to order at 8:01 a.m.

ROLL CALL

Roll call and quorum determined.

PERSONS WISHING TO ADDRESS THE COMMUNITY DEVELOPMENT AUTHORITY

None.

CONSIDERATION - ACTION

1. Approval of Agenda/Motion to Deviate

A motion to approve the agenda, was made by Mr. DeJager and seconded by Ms. J. Vanderkin, passing unanimously.

2. Approval of September 21, 2021 Community Development Authority Open Session Minutes

A motion to approve the September 21, 2021 Community Development Authority open session minutes was made by Ms. N. Vanderkin and seconded by Ms. J. Vanderkin, passing unanimously.

3. Approval of September 21, 2021 Community Development Authority Closed Session Minutes

A motion to approve the September 21, 2021 Community Development Authority closed session minutes was made by Mr. DeJager and seconded by Ms. VerHage, passing unanimously.

4. Approval of September 2021 Financial Statement

A motion to approve the September 2021 financial statement was made by Ms. N. Vanderkin and seconded by Ms. J. Vanderkin, passing unanimously.

STATUS OF OUTSTANDING GRANT APPLICATIONS

5. 312 E. Main Street – Targeted Reinvestment Grant

In the absence of Mr. Collien, Ms. Van Buren provided an update on the project. Due to mold issues discovered during demolition, and delays in the supply chain for things like windows and door, the project is about 3 months behind schedule. The project is anticipated to be completed in the spring and an extension is being requested.

A motion to approve the extend the deadline until April 30, 2022 was made by Ms. N. Vanderkin and seconded by Ms. VerHage, passing unanimously.

6. 312 E. Main Street – Downtown Revitalization Grant

In the absence of Mr. Collien, Ms. Van Buren provided an update on the project. Due to mold issues discovered during demolition, and delays in the supply chain for things like windows and door, the project is about 3 months behind schedule. The project is anticipated to be completed in the spring and an extension is being requested.

A motion to approve the extend the deadline until April 30, 2022 was made by Ms. J. Vanderkin and seconded by Mr DeJager, passing unanimously.

DOWNTOWN SMALL BUSINESS COVID-19 TECHNOLOGY GRANT REQUEST

7. Stone + Suede (417 E. Main St.)

Lauren Tillema, Stone + Suede, submitted a Downtown Small Business COVID-19 Technology Grant application for the business located at 417 E. Main Street, for the development of website for their new business. The total project cost is \$8,000.

A motion to approve up to 75% of eligible project costs, not to exceed \$5,000, was made by Mr. DeJager and seconded by Ms. J. Vanderkin, passing unanimously.

DISCUSSION ITEMS

8. Administrator Report

Administrator Schlieve provided the following updates:

- Continue to work with owner of 431 E. Main St. regarding the needed improvements to the space in order for an interested business to start occupying the space in January. Staff is hoping to present a plan to this group in December.
- Working on CDI grant for 417 E. Main St. and staff is working on getting the appropriate costs estimates for green space and back alley improvements to be included in the request.
- Work continues on the 2022 budget to approval by City Council on November 9th. Funding programs offered by the CDA will look different.
- Public Works Director has finalized the wayfinding signage and has received approval from the Board of Public Works
- Staff has been busing responding to State ARPA grants. There are three projects that are being submitted; the Senior Center, Implementation of McCune Park Master Plan, and new turf for the baseball complex.
- The 2022 budget is being presented to the City Council tonight. The primary drivers for the budget are costs associated to the EMR program, police staffing and retention, and increase to insurance costs.
- Preliminary findings of the transportation utility feasibility study were presented to the Council.
- Continuing through due diligence process of the industrial park project.

ADVANCED PLANNING

9. Potential Agenda Items

- 2022 CDA Budget
- Draft CDI project

11. Date of Next Scheduled Meeting

The next meeting is scheduled for November 16, 2021 at 8:00 a.m.

ADJOURNMENT

A motion to adjourn was made by Ms. N. Vanderkin and seconded by Mr. DeJager passing unanimously. The meeting adjourned at 8:31 a.m.



Community Development Authority Financial Statement
For the Month Ending: **10/31/2021**

BUDGET

Budget Category	2021 Budget	YTD Expense*	Budget Balance
Grants	\$100,000	\$88,300	\$11,700
Market Analysis	\$10,652		\$10,652
Streetscape	\$15,000		\$15,000
Wages	\$11,049	\$3,892	\$7,157
Audit	\$1,200	\$500	\$700
Interest	\$12,000		\$12,000
TID Analysis	\$3,000		\$3,000
Misc. Consultant Fees	\$6,000	\$5,901	\$99
New Business Attraction Effort	\$3,348		\$3,348
Repayment of funds advanced by City	\$9,561		\$9,561
subtotal	\$171,810	\$98,593	\$73,217
Cash Reserve (prior year unspent budget)	\$18,000	\$17,985	\$15
Total	\$189,810	\$116,578	\$73,232

*YTD Expense totals include funds committed for approved grants that have not yet been paid out

GRANT EXPENSE DETAILS

Mtg Date	Applicant	Expiration	Date Paid	Amount paid	Grant Amount	
<i>Technology Grants (Budgeted \$20,000 for 2021)</i>						
4/20/2021	Links Martial Arts	10/20/2021	8/31/2021	\$ 988.41	\$1,145.41	
9/21/2021	Jud-Sons	3/20/2022			\$5,000.00	
10/19/2021	Stone & Suede	4/19/2022			\$5,000.00	
					Year-to-Date Approved Technology Grants	\$11,145.41
					Technology Grant Funds Remaining	\$8,854.59

<i>Revitalization Grants (Budgeted \$40,000 for 2021)</i>						
4/20/2021	ABB+J Inv. Prop./Jeff Collien	4/30/2022			\$9,550.00	
5/18/2021	Clothing Pallet	11/18/2021	8/31/2021	\$ 3,876.53	\$4,744.28	
6/15/2021	The Parlor Hair Boutique/A. Vandekolk	12/15/2021			\$225.00	
6/15/2021	Cassandra VerHage	12/15/2021			\$2,935.86	
6/15/2021	J. Leonard/Thrivent Financial	12/15/2021	10/21/2021	\$ 3,701.09	\$4,500.00	
7/20/2021	Snow Law	1/20/2022			\$9,950.00	
					Year-to-Date Approved Revitalization Grants	\$31,905.14
					Revitalization Grant funds remaining	\$8,094.86

<i>Targeted Investment Grant Requests (Budgeted \$40,000 for 2021)</i>						
4/20/2021	ABB+J Inv. Prop./Jeff Collien	4/30/2022			\$15,000.00	
4/20/2021	Real Sportscards - T. Kulczewski	10/20/2021	10/21/2021	\$ 20,000.00	\$20,000.00	
4/20/2021	The Parlor Hair Boutique	10/20/2021	10/7/2021	\$ 10,249.83	\$10,249.83	
					Year-to-Date Approved Targeted Investment Grants	\$45,249.83
					Targeted Investment Grant Funds Remainin	-\$5,249.83

NON-GRANT EXPENSE DETAILS

Date Paid	Payment Description	Vendor Name	Amount	
1/31/2021	Benches & Trash Receptacles/downtown	Lee Recreation	\$17,835.00	
1/31/2021	Wages		\$218.03	
2/28/2021	Wages		\$328.45	
3/31/2021	Wages		\$400.50	
3/31/2021	2020 audit fees	Baker Tilly	\$419.83	
3/31/2021	Annual TID Certification Fee	WI DOR	\$150.00	
4/30/2021	Wages		\$573.34	
4/30/2021	2020 audit fees	Baker Tilly	\$80.16	
5/31/2021	Wages		\$313.95	
6/30/2021	Wages		\$382.23	
7/31/2021	Wages		\$659.33	
7/31/2021	MSA/Research 310 & 312 Main St.	MSA	\$1,238.40	
8/31/2021	MSA/Research 310 & 312 Main St.	MSA	\$2,528.40	
8/31/2021	Wages		\$357.03	
9/30/2021	MSA/Research 310 & 312 Main St.	MSA	\$1,906.10	
9/30/2021	Wages		\$342.94	
10/7/2021	MSA/Research 310 & 312 Main St.	MSA	\$228.00	
10/31/2021	Wages		\$316.18	
			Year-to-Date Non-Grant Expenses	\$28,277.87
			Total YTD Expenses	\$116,578.25



Community Development Authority Financial Statement
For the Month Ending: 11/30/2021

BUDGET

Budget Category	2021 Budget	YTD Expense*	Budget Balance
Grants	\$100,000	\$88,300	\$11,700
Market Analysis	\$10,652		\$10,652
Streetscape/Wayfaring	\$15,000	\$868	\$14,132
Wages	\$11,049	\$4,616	\$6,433
Audit	\$1,200	\$500	\$700
Interest	\$12,000		\$12,000
TID Analysis	\$3,000		\$3,000
Misc. Consultant Fees	\$6,000	\$6,126	-\$126
New Business Attraction Effort	\$3,348		\$3,348
Repayment of funds advanced by City	\$9,561		\$9,561
subtotal	\$171,810	\$100,410	\$71,400
Cash Reserve (prior year unspent budget)	\$18,000	\$17,985	\$15
Total	\$189,810	\$118,395	\$71,415

*YTD Expense totals include funds committed for approved grants that have not yet been paid out

GRANT EXPENSE DETAILS

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Year-to-Date Approved Technology Grants					\$11,145.41
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7/20/2021	Snow Law	1/20/2022	11/12/2021	\$ 9,950.00	\$9,950.00
Year-to-Date Approved Revitalization Grants					\$31,905.14
Revitalization Grant funds remaining					\$8,094.86
<i>Targeted Investment Grant Requests (Budgeted \$40,000 for 2021)</i>					
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4/20/2021	The Parlor Hair Boutique	10/20/2021	10/7/2021	\$ 10,249.83	\$10,249.83
Year-to-Date Approved Targeted Investment Grants					\$45,249.83
Targeted Investment Grant Funds Remaining					-\$5,249.83

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9/30/2021	Wages		\$342.94
10/7/2021	MSA/Research 310 & 312 Main St.	MSA	\$228.00
10/31/2021	Wages		\$316.18
11/23/2021	Wayfaring Signs	Traffic & Parking Control Co.	\$868.35
11/23/2021	MSA/Research 310 & 312 Main St.	MSA	\$225.00
11/30/2021	Wages		\$723.75
Year-to-Date Non-Grant Expenses			\$30,094.97
Total YTD Expenses			\$118,395.35

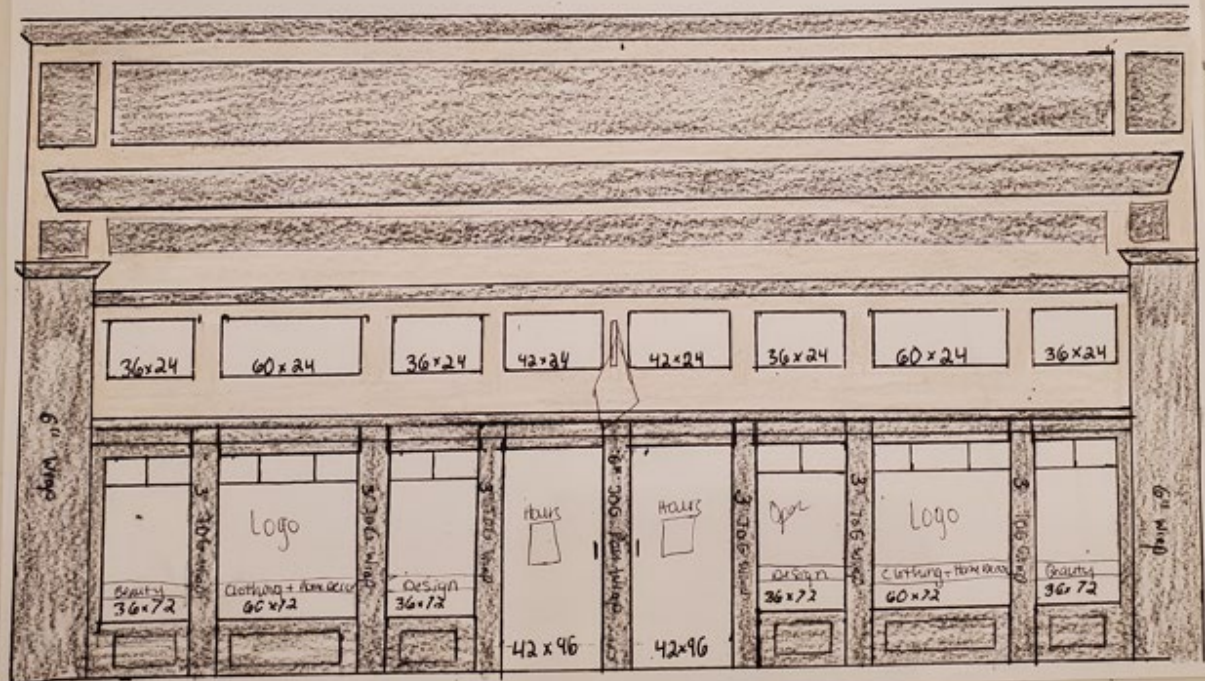
WAUPUN COMMUNITY DEVELOPMENT AUTHORITY

Budget for 2022 Calendar Year

Income	Budget
Carryover for 2021 Projects	\$37,898
2022 TID #3 Revenue	\$179,412
Total Income	\$217,310

Expenses	Budget
Wages	14,238
Interest (on advance from city)	13,050
Audit fees	1,000
Repayment (of city advance)	16,124
Payout for 2021 Projects	37,898
Consultant Fees	5,000
Improvement Projects	30,000
CDI Grant Contribution	50,000
Targeted Investment	50,000
Total Expenses	\$217,310

1/4 = 1 foot



Waupun Downtown Market Analysis

Recommendations DRAFT of Issues/Goals/Strategies

12/14/2021

Purpose of Recommendations DRAFT: Preliminary list of goals to obtain stakeholder input and generate new ideas to address issues.

*Waupun BID, CDA, Downtown Promotions & Chamber of Commerce Leadership,
Please review the strategic issues, recommended goals and potential strategies - your assistance is needed to refine and adopt the goals, then prioritize and define the objectives/timeframe/resources need for success.*

Overarching Goal of the Downtown Market Analysis Program:

Build an economic development culture based on data resources to understand, support and strengthen the businesses operating downtown or elsewhere in the City.

Action Plan

Through the Waupun Downtown Market Analysis, five key strategic issues were drafted to help formulate strategies that address this goal.

According to John Bryson, Author of *Strategic Planning for Public and Nonprofit Organizations*, a strategic issue is “a fundamental policy choice or change challenge affecting an organization’s mandate, mission, product or service level and mix, clients or users, costs, financing, structure, processes, or management.”

The following issues and strategies have been informed by community-led research conducted between June and October 2021. This includes studying the trade area, its demographics, business mix, a consumer survey, business operator survey and insight from comparable communities. After analyzing the data we collected through this process, the following recommendations were assembled to help provide direction for downtown stakeholders. While not exhaustive, these ideas were developed to build on and bolster economic development efforts that support retail, food and drink and service businesses and identified as strategic issues for the downtown business district.

Implementation of these strategies will be sustained by a collective approach with community residents, the Business Improvement District, Chamber of Commerce, Downtown Promotions and the CDA/City. Success will also be defined by cooperative action.

The recommendations shared below are also aligned with the Main Street America’s Pillars/Four Points for Transformational Strategies: Economic Vitality, Design Promotion and Organization.

Strategic Issue #1: ORGANIZATION. How can we build collective capacity through organizations working together?

Issue specific goals/outcomes include internal and external community efforts. Participants were asked to prioritize each goal, identify resources needed to implement initiatives, and specific action steps in the next six to twelve months with party responsible.

1. Increase shared community capacity amongst downtown stakeholder organizations.
 - A. The Chamber will be working with Envision on a plan for greater coordination (Zac)
 - B. Organizations and nonprofits continue to develop a working relationship in order to effectively work together with each organization/ committee. Determine consensus for the following and other operational strategies:
 - Determine a central working/meeting location (outside city hall) to meet, collaborate on event planning, and to stay in touch with what each organization is planning or needing some help with.
 - Determine how one person from each group/committee/organization/city board attends meetings with each other at the very least once a month or more to start organizing dates, events, volunteers etc.
 - C. Develop a system of leadership and responsibility among the CDA, Downtown Promotions and Chamber of Commerce to ensure completion for evolving activities that require working together such as: Business to business initiatives such as cross marketing, entrepreneurial ecosystem (example: Ignite model), more downtown festival/events, clean ups and community initiatives, restoration fund, basic façade work, window displays
2. Increase idea sharing and learning network externally with comparable downtown communities.
 - A. Continue to identify and learn with peer communities both in state and nationwide (Merrill, Portage, etc...)
 - B. Develop and maintain community relationships to support regional vitality through the sharing of new ideas in a changing market (Ripon, Beaver Dam, Appleton, Fond du Lac, etc...)

Strategic Issue #2: *ECONOMIC VITALITY*. How can we increase synergy among existing businesses while pursuing new downtown investment?

Participants were asked to prioritize each goal, identify resources needed to implement initiatives, and specific action steps in the next six months with party responsible.

1. Chamber can create the space for informal discussion/networking events among existing businesses. We will be hosting coffee hours / after hours events in 2022 to invite conversation (Zac). Topic recommendations include:
 - A. How well do businesses know what each other sells/serves to public? Tell neighbor businesses more about your customers/service/products to help develop cross marketing opportunities and business to business sales
 - B. Downtown has an opportunity to strengthen it's unique role that would set itself apart from other comparable sized communities; consider proven efforts that address niche segments
2. Use findings from survey results to inform direction on business attraction around six niche strategies in: Dining/Entertainment/Food and Beverage; Personal Services; Professional Services; Recreation/fitness; Retail (apparel and accessories); Retail-home improvement
 - A. Identify ways to strengthen the niches that are recognized (Who is included? Why are the businesses located there? What are the reasons people come downtown?). What is Waupun considered to be known for based on current business mix?
 - B. What additional types of businesses that complement existing niche categories should be engaged?

Strategic Issue #3: DESIGN. What Place-Making efforts would improve aesthetics of the entire district to enhance the environment?

Issue specific goals/outcomes include enhancing the physical and visual assets that demonstrate uniqueness of downtown. Participants were asked to prioritize each goal, identify resources needed to implement initiatives, and specific action steps in the next six months with party responsible.

1. With WI-49, make changes while at the same time recognizing importance of DOT's cooperation.
2. As identified, examples include fully implementing Downtown Streetscaping Plan, trees and green space, traffic calming, restructure parking to be more shopper-friendly, cleaning crew, back alley improvements, adjacent neighborhood improvements, pedestrian-friendly
3. Further highlight historical, cultural assets and sculptures to bring out the uniqueness of Waupun
4. Add additional strategies when identified...

Strategic Issue #4: PROMOTION. What new approaches are needed to market to, reach different market segments, and attract more visitors?

Issue specific goals/outcomes include understanding and connecting with markets. Participants were asked to prioritize each goal, identify resources needed to implement initiatives, and specific action steps in the next six months with party responsible.

1. Using ESRI's Tapestry and other data sources identified in the market analysis, conduct continuous education to business operators on the resident base: (Ex: seniors and others.... Name/share characteristics of largest consumer groups...) Assess current efforts and find downtown's purpose: What is the compelling reason for visitors and resident loyalty to come downtown?
 - A. Visitors/highway travelers: Destination (with specialty businesses), visitor Center (consider adding old chamber location prime location-kiosk with info function to new chamber location to have visitor-type feature. Determine what would be helpful to learn from major visitor generators such as the Marsh, youth and collegiate level baseball. Also, how bring highway travelers further into town? (Ex: Get downtown businesses on Google- potential intern project for Chamber)
 - The Chamber has been plotting the path for a strong and welcoming visitor center in Waupun's downtown, which may be another opportunity to better coordinate downtown efforts. (Zac)
 - A large map in the downtown area (probably chamber building) that has the downtown businesses, expanding to the outer edges of town businesses,

tourist attractions and helpful tips to navigate the area. (Victoria)

- The historical society can play a more active role, which we do have the resources to do. Between photographs, directories, and other materials, a better understanding of Waupun's downtown can be gained. We're a tool that the community has available, so however we can be of assistance (there was at one point discussion of a Historic Preservation Committee, etc.) we are happy to help! (Zac)
- Further, over the summer when I would be volunteering frequently at the museum, we would get consistent tourists wanting to learn more about Shaler and the sculptures, which our exhibits share. However, further professionalization is needed for them to effectively convey the breadth of information. I am unsure what partnerships are available to assist in these efforts, but it would certainly be worthwhile to explore. (Zac)

B. Daytime residents/employees-

- Booklets for any new residence to introduce them to the city including a small amount of info on the recreations, shopping categories, and events (Victoria)

C. Trade area characteristics of resident base

2. Effective community marketing - Build on branding effort: colors, logo, verbage 'naturally adventurous' Conduct community-marketing research; develop brand and implementation strategies (seen in benches- reed grass) Horicon Marsh, Marsh Haven
3. Determine feasibility of transportation program to improve access:
 - Determine financial feasibility of expanding transportation program
 - Would the taxi service increase the customer base (disabled, senior and/or unemployed)?

Strategic Issue #5: Determine the role of housing in downtown development.

Downtown housing is clearly an emerging issue facing most downtowns. It should be noted that this market analysis did not address housing demand and future absorption (see Waupun Housing Study).

Through this process, upper level living was recognized as an underutilized opportunity for investment. According to business leaders in Waupun's Housing Study, "the biggest housing challenge is a lack of good quality 1 and 2 bedroom apartments coupled with the need for higher end homes..."

Existing barriers to updated housing units identified include: Code violations, ADA challenges, unattractive/accessibility needs for seniors (growing population), Demand from) Younger people(?), Parking (back alley improvements),

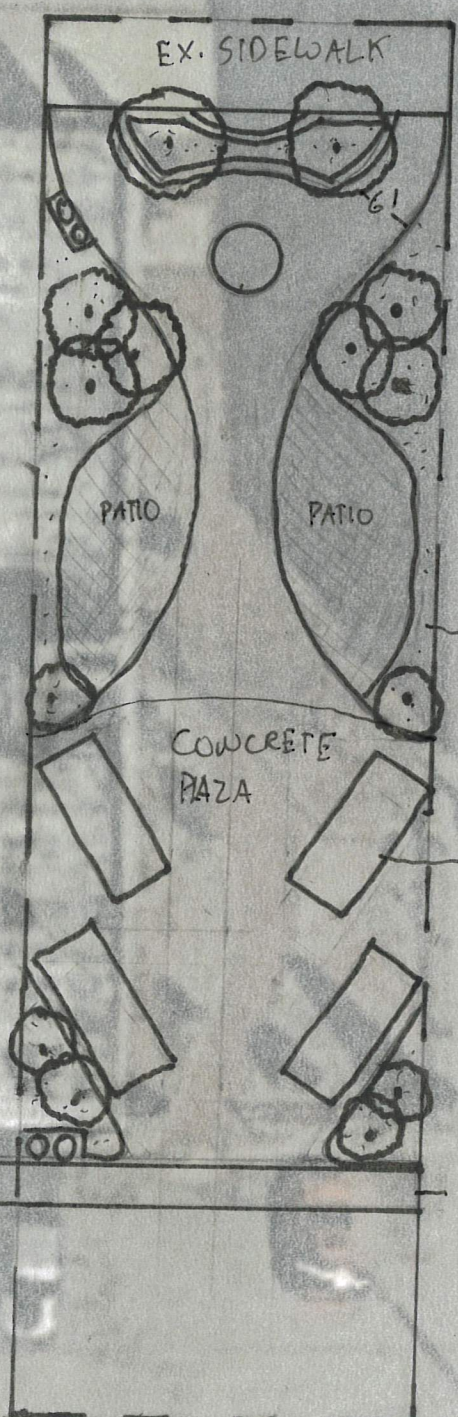
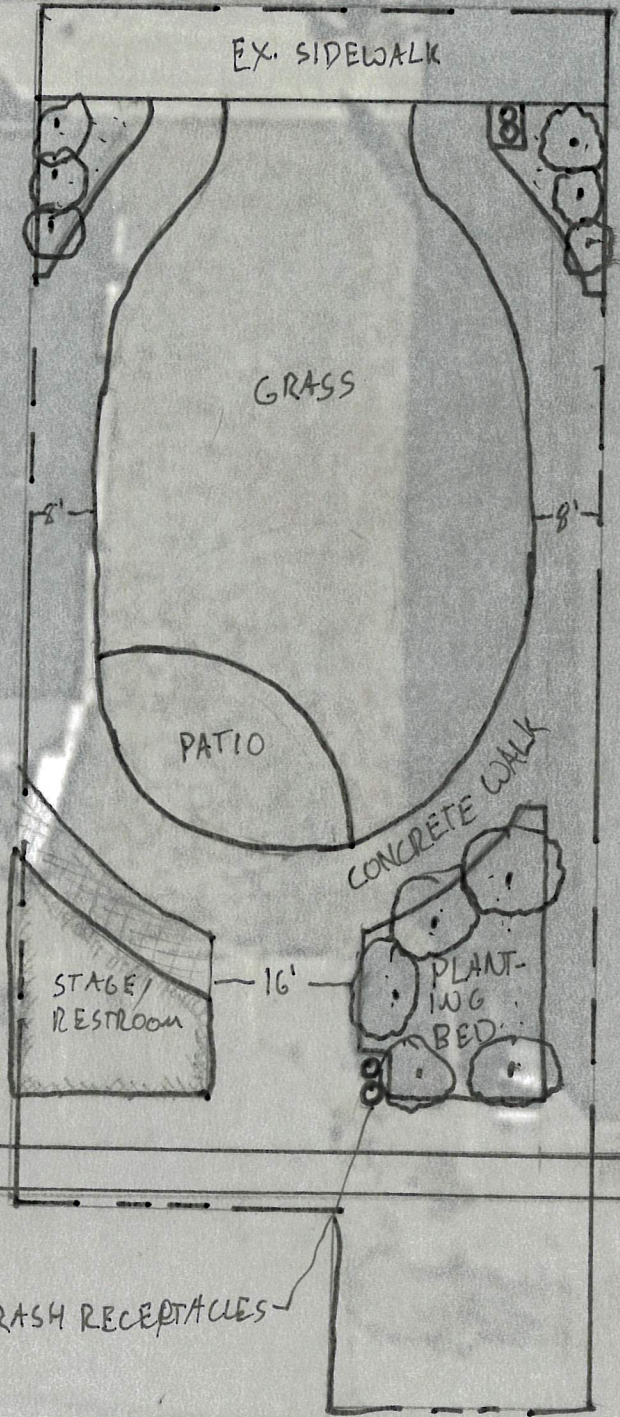
For reference: Housing Need #5: Rehabilitation of the older housing stock & Housing Need #6 – Create more senior housing options so older residence can remain in Waupun

Resources: Tax Incremental Financing - Affordable Housing Extension; CDBG; Expand CDA (see Appendix B: Housing Programs and Funding Opportunities)

Summary of Public Space Concept from MSA

West Space: Ideal space for events with a raised stage (excluding/including public restrooms?). The concrete walk surrounds a central lawn with a paved patio (colored concrete or pavers (w/ concrete underlayment)). The northwest corner could include a downtown kiosk/map. The flanking side shows receptacles. Benches are not shown, but could be open-back along the back edge of street sidewalk (allowing seating on both sides), and/or along the outer-ring walkway. The stage placement allows the space to extend south, while blocking views of the rear parking on the adjacent building. A concrete walk (w/ curbing), establishes a connection from Madison Street. As presented in the previous concepts (also attached), parking is not lost but pushed south if the dumpsters across the alley are relocated.

East Space: Provides outdoor seating and space for outdoor vendors (food/sales truck/trailer/cart) along the back. The entry point illustrates a raised planter bed, allowing people to sit around the wall edge. The circle just behind this raised bed can be a kiosk, artwork, or plaque in the ground. The remaining planting beds are assumed to be at grade, unless additional seating is desired in the three tree clusters just beyond the circle walkway (i.e., we can have raised wall). The patio areas are assumed to have tables and chairs and are differentiated by a different material than standard concrete (e.g., colored concrete, pavers, or varying aggregate). A few benches could be introduced on the north side of the three-tree cluster (looking towards street), and between the patio and the “concrete plaza” space. The “concrete plaza” will need to be reinforced concrete to allow for vehicles and can have a different look than the walkway at the entry. I think it might be good to have a central walkway design that differentiates walkway from the vendor space to not only look aesthetic pleasing during off-event time but to clearly mark where the vehicles need to remain out of during service. This design allows vehicles to enter a central aisle and angle into place. We are proposing the back walkway extend to this space, connecting all the way back to Madison Street. The sidewalk could have a rolled curb in front of this aisle allowing the vehicles to go over it, while providing a parking edge during off-event times. If additional vending space is desired, the parking could be temporarily prohibited along this new sidewalk to provide space for outdoor vendors to service from the back sidewalk (likely behind the west space where there is a larger walkway).



PLANTING BED, TYP.

FOOD TRUCKS, TYP.

CONCRETE SIDEWALK CONNECTION

TRASH RECEPTACLES



PROJECT NAME
 CLIENT NAME
 LOCATION



ENGINEERING | ARCHITECTURE | SURVEYING
 FUNDING | PLANNING | ENVIRONMENTAL

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OPTION 2

