



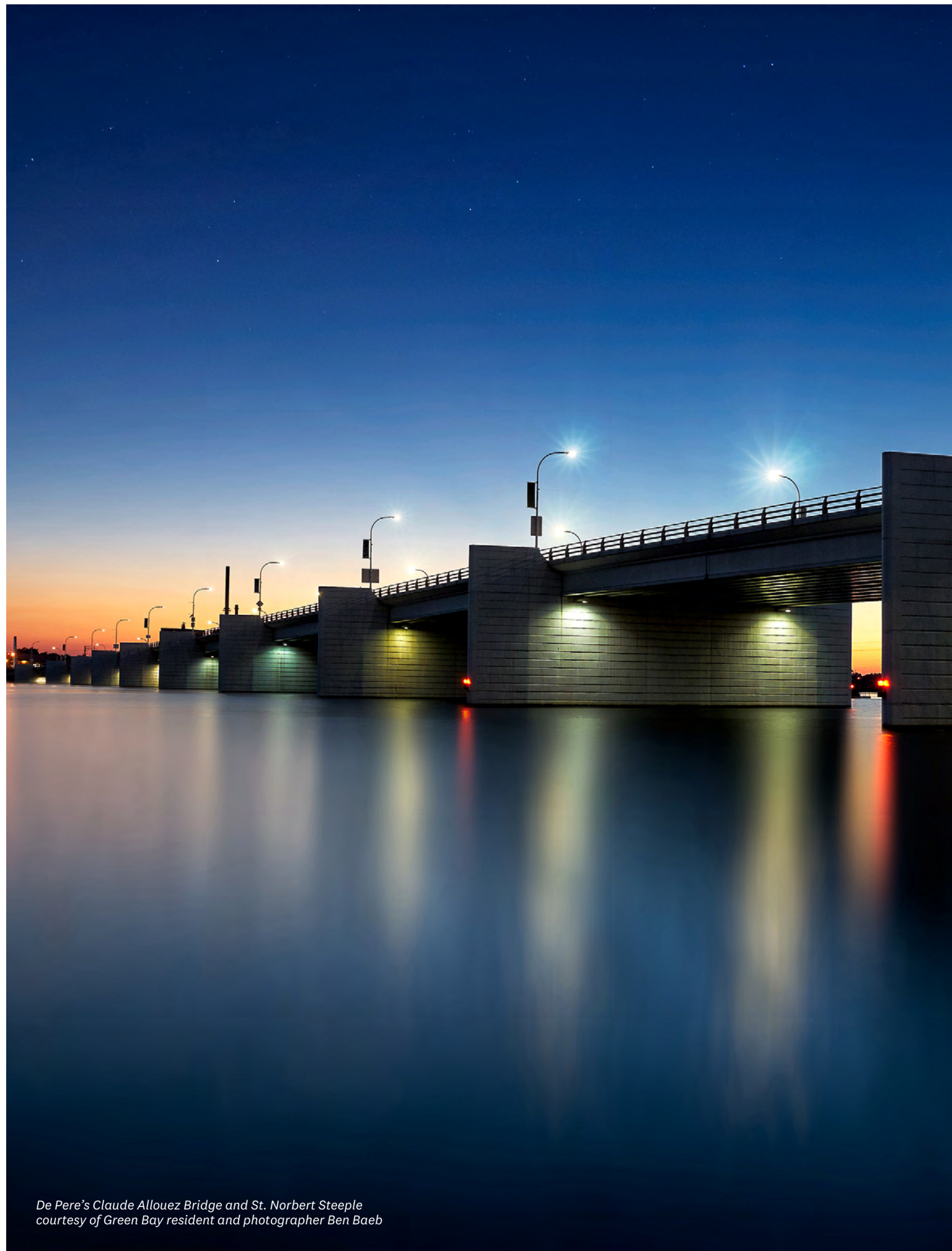
WE *are* DE PERE

CITY OF DE PERE, WI
COMMUNITY PROFILE REPORT
October 2018

prepared by sparco design, inc.

DE PERE





*De Pere's Claude Allouez Bridge and St. Norbert Steeple
courtesy of Green Bay resident and photographer Ben Baeb*

The City of De Pere

*has launched an initiative to develop a shared community vision that will guide the future of the City. The planning and design process will then create a **Vision Statement**, along with a **Mission Statement** and set goals for achieving the desired future.*

*Additionally, the process will develop a new, coordinated and consistent **brand** that resonates both inside the City and with visitors, potential new residents and businesses.*

The City

has hired a team of strategists, graphic designers, technical and creative writers, researchers and planners to help to achieve the following seven stated **objectives of the project**:

1.

Create a public outreach that is broad-reaching (both inside and outside De Pere), diverse (multiple methods), engaging and fun.

2.

Establish a De Pere vision and mission statement that aligns diverse City processes and services.

3.

Develop City specific goals and priorities to guide decisions made during the budget process, the Zoning Code rewrite and other planning initiatives.

4.

Create a brand platform inspired by community input and enthusiastically promoted by external and internal customers.

5.

Establish an authentic De Pere brand to transcend the municipal sector for use by local businesses and partner organizations.

6.

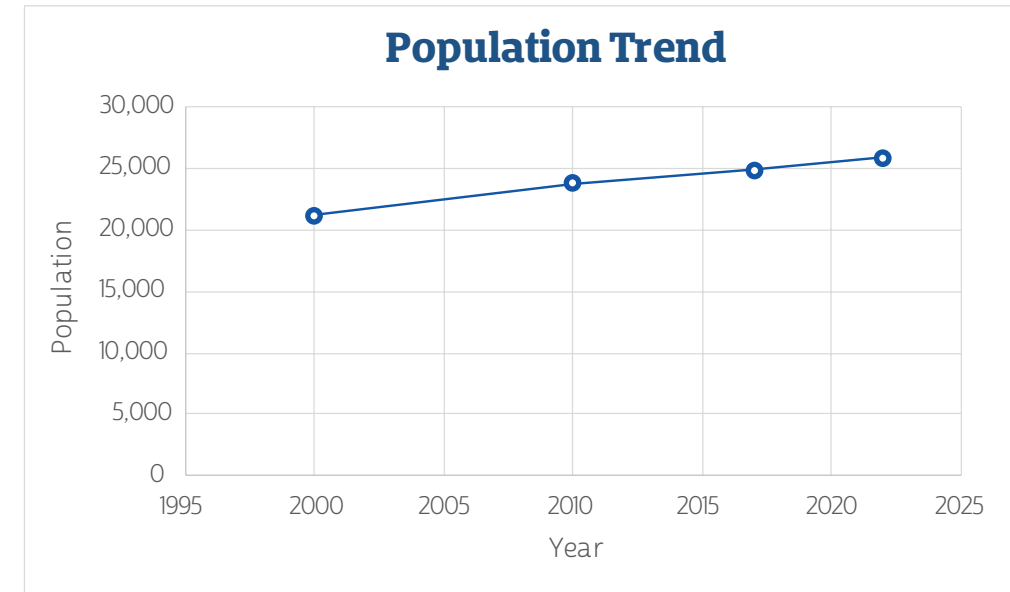
Detail an implementation strategy that brings the brand to life and integrates it into all aspects of the community.

7.

Formulate realistic performance measures and task lists to evaluate brand effectiveness and maintain sustainability.

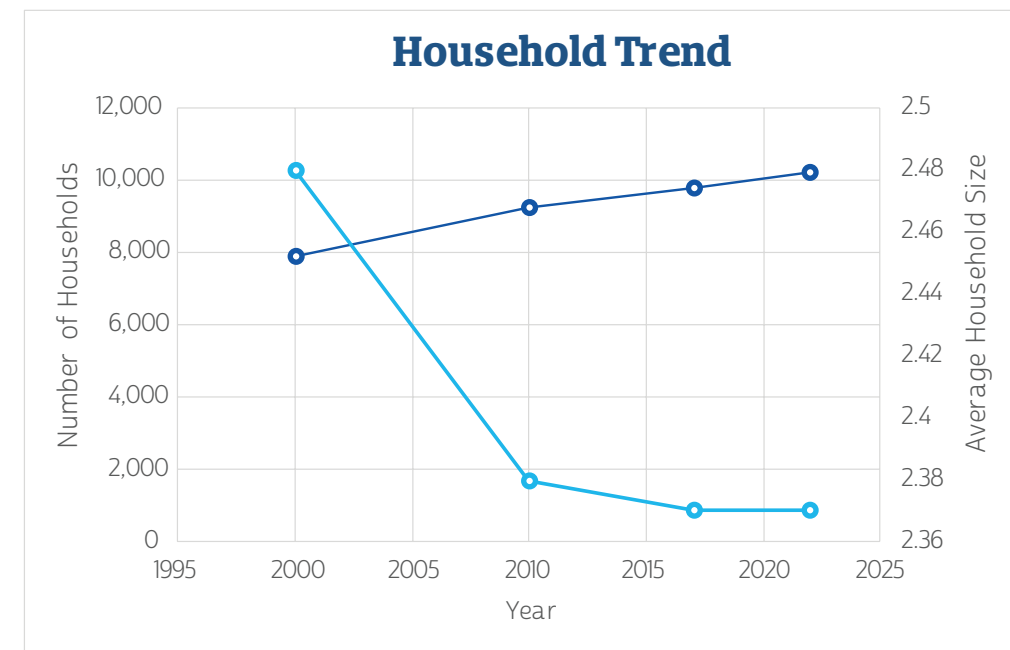
Community Demographics

The team reviewed community demographics to supplement the qualitative and quantitative input collected throughout the process. The following pages highlight key demographics and socioeconomic information and trends that help provide additional support for the community characteristics the team observed and the values and goals identified in interviews, at workshops and in the community survey.



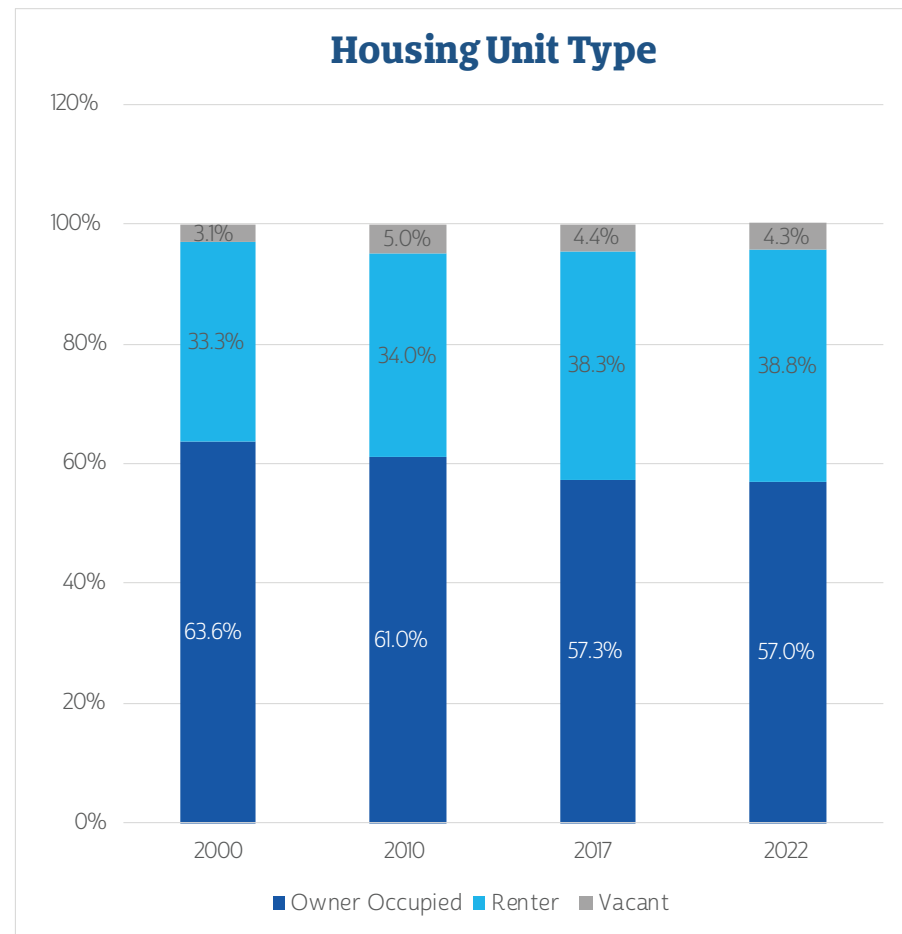
Source: U.S. Census Bureau & Esri

Population in De Pere has steadily risen over the last eight years and is projected to continue to grow.



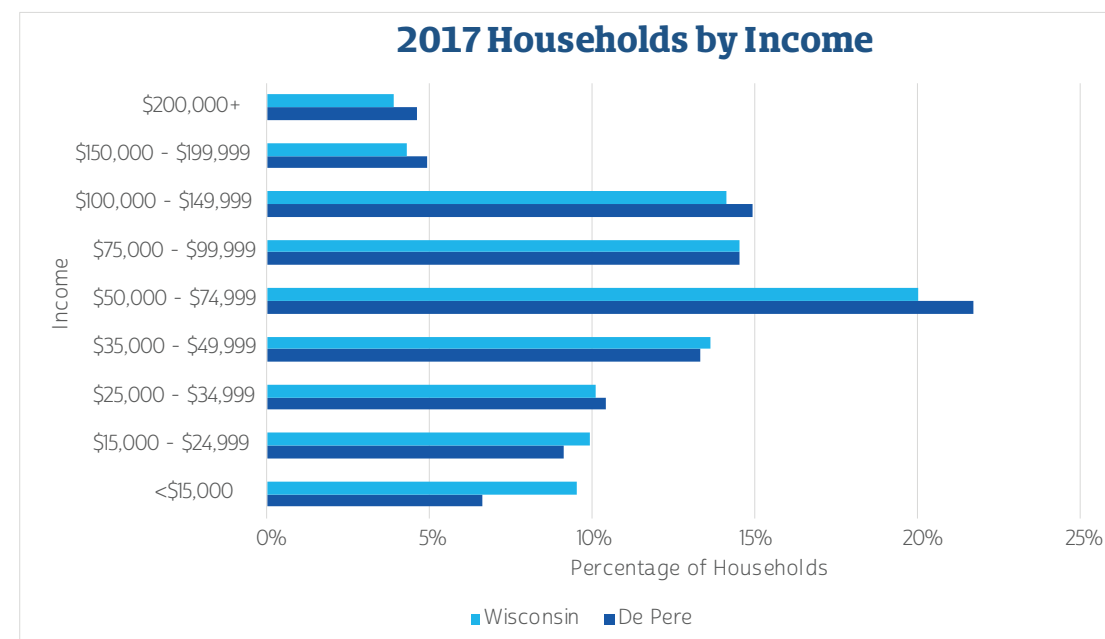
Source: U.S. Census Bureau & Esri

Households have grown along with population, however the average household size has decreased.



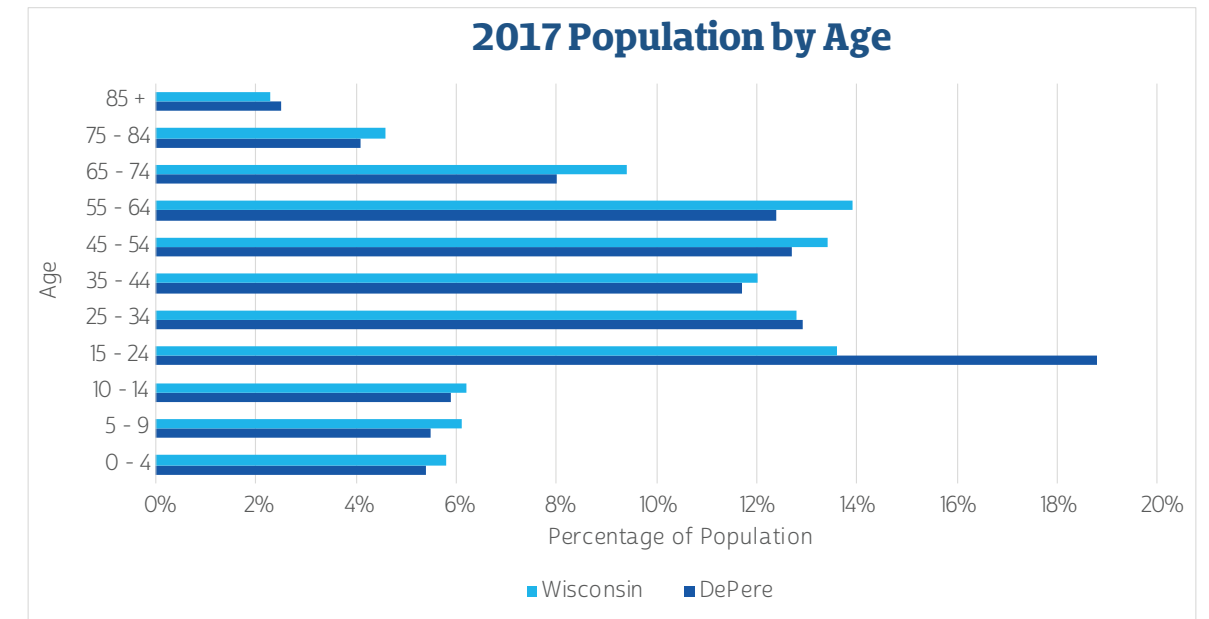
Source: U.S. Census Bureau & Esri

There has been a steady increase in the percentage of rental units within De Pere.



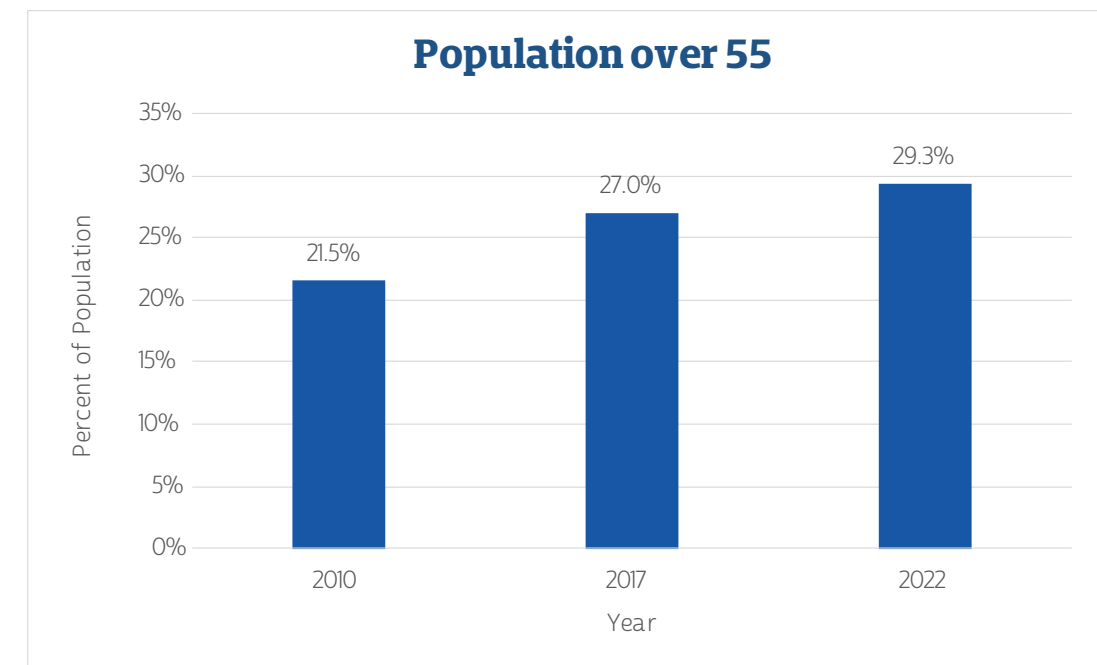
Source: U.S. Census Bureau & Esri

De Pere's household income is higher than the State



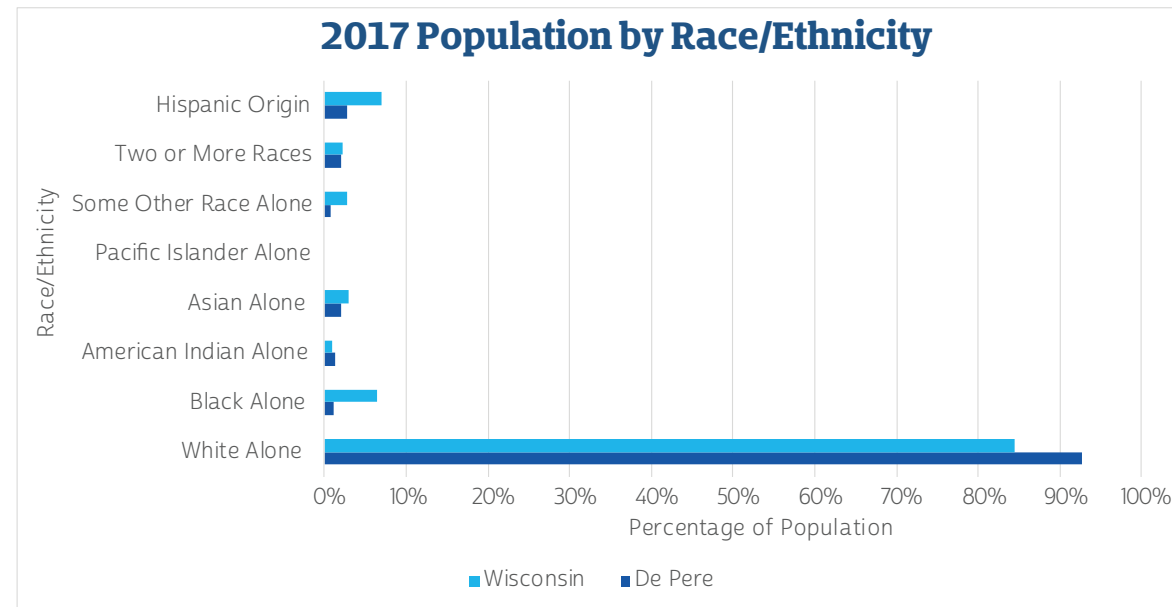
Source: U.S. Census Bureau & Esri

De Pere's population trends similarly to the State of Wisconsin with two exceptions. There is a higher percentage over the age of 85 and there are significantly more 15 to 24 year-olds, likely driven by the presence of St. Norberts.



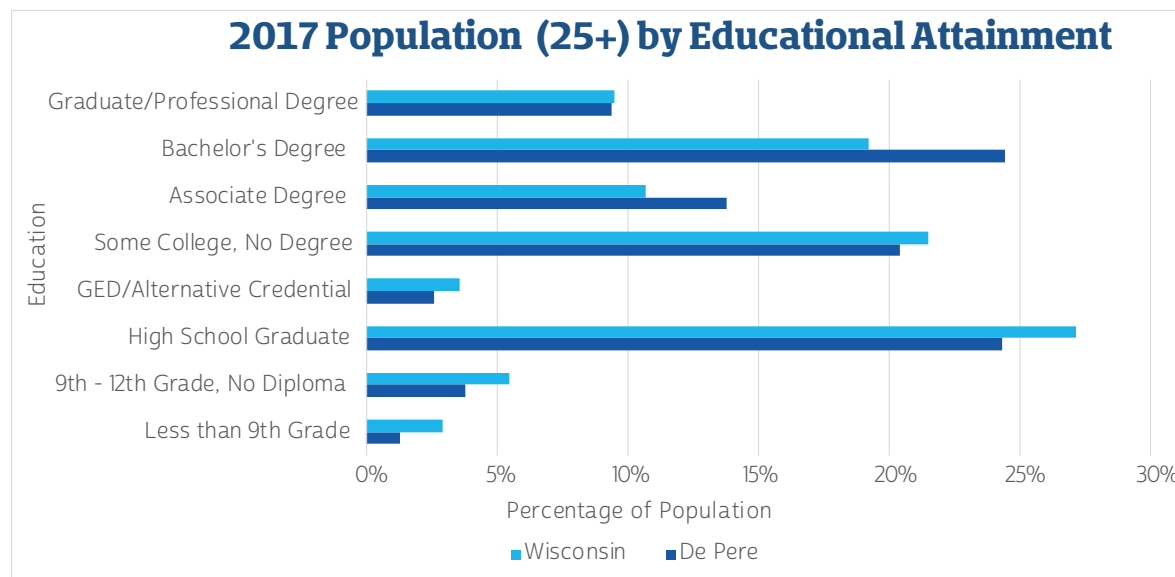
Source: U.S. Census Bureau & Esri

Like most of the country, De Pere's population is aging in place and is expected to continue on that trend, with an increasing population over 55.



Source: U.S. Census Bureau & Esri

De Pere's population is less diverse than the State of Wisconsin as a whole.



Source: U.S. Census Bureau & Esri

De Pere's population has a higher level of education than the State of Wisconsin as a whole.

Tapestry Segmentation

Tapestry Segmentation is a classification tool that uses demographics and socioeconomic characteristics to describe U.S. neighborhoods. There are a total of 67 potential unique segments. In order to understand the City of De Pere a few highlights have been provided for the top three represented segments in the City. While not all inclusive of the range of people within the community, these three segments provide a picture of some of the different groups, their current preferences for housing, recreation and use of disposable income.

Segment	Bright Young Professionals	Middleburg	In Style
Percent of Population	24.0%	20.9%	14.4%
Average Household Size	2.41	2.75	2.35
Median Age	33	36.1	42
Median Household Income	\$54,000.00	\$59,800.00	\$73,000.00
Characteristics	<ul style="list-style-type: none"> Young, educated, working professionals. 57% rent. Up on latest technology. Get most of their information from the internet. Find leisure in going to bars/clubs and attending concerts. Like a variety of sports, including backpacking, running and yoga. 	<ul style="list-style-type: none"> Younger, emerging families in semi-rural areas. 73% own homes. Traditional values. Prefer to buy American. Spending priorities on family and DIY projects. Family-oriented entertainment and dining important. Participate in hunting, fishing, bowling and baseball. 	<ul style="list-style-type: none"> Professional couples or single households without children. 68% own homes. Gravitate for more urban environments. Connected and knowledgeable. Attentive to price - use coupons, especially mobile coupons. Preference for organic foods. Actively support arts, theater, concerts and museums.

Source: Esri

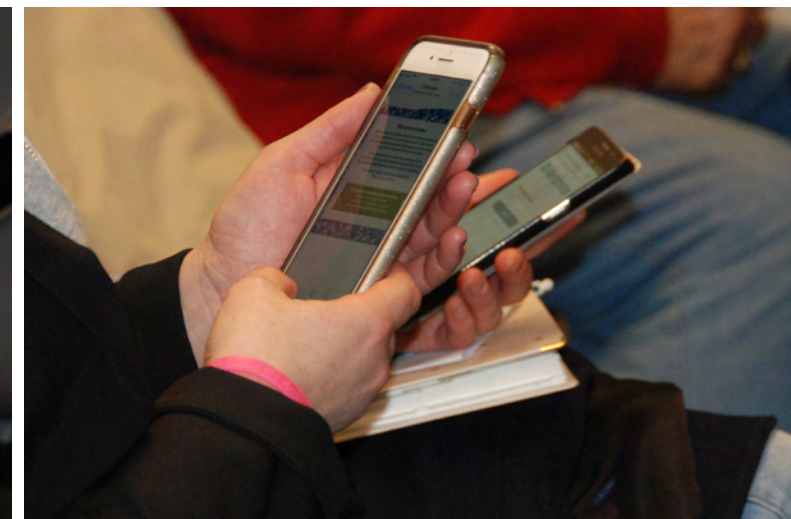
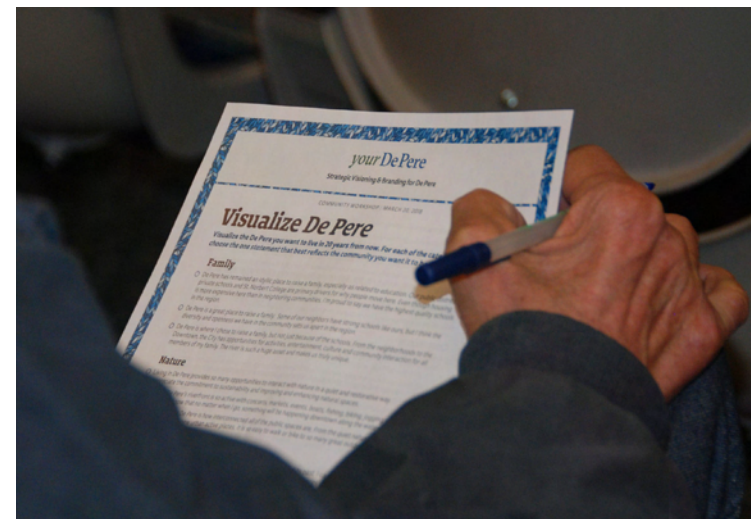
As a First Step

toward meeting the project objectives, it was critical to understand the character of the community, its history, the values of the people who live and work here, and the goals for the future. To accomplish this, the process required collection of both qualitative and quantitative information from the community along with information and input regarding the City's strengths and challenges. This information assists in developing both an appropriate vision and brand that embody the values and goals of the community.

The consulting team completed the first phase of the process by conducting outreach and research to build an understanding of the community. This was done through a series of activities:

- ▶ Stakeholder Interviews
- ▶ Public Input Open House
- ▶ Community Survey
- ▶ Public Vision Work Shop
- ▶ Strengths, Weaknesses, Opportunities and Threats (S.W.O.T.) Analysis

This document provides an overview of these activities, including the key takeaways from each. Additionally, a synthesis of the common themes is provided to help inform next steps and support the team in the preparation of a final Vision, Mission and Goals for the City as well as a Brand Architecture, Brand Standards and Implementation Plan.



Stakeholder Interviews

Using a discussion guide for consistency, 20 one-on-one and one-on-a-few interviews gave us insights — and a few surprises — into the personality of De Pere, its citizens and visitors; what it’s like to live, work and shop in De Pere; as well as interviewees hopes and suggestions for the De Pere of the future. These interviews were primarily conducted on November 1st and 3rd, 2017, with one additional interview completed on March 20th, 2018.

Stakeholders interviewed represented the following sectors of the community.

- ▶ City employees, including public safety
- ▶ Educators
- ▶ Parents/homeowners
- ▶ Healthcare/public health professionals
- ▶ Business owners and leaders
- ▶ Young professionals
- ▶ Faith leaders
- ▶ Community activists
- ▶ Working/retired residents



Take-aways

▶ De Pere Character

- General contentment with city and lifestyle: “I wouldn’t want to live anywhere else.”
- Family-focused
- Some dichotomy on how newcomers fit in — some say yes, while others say not so much
 - “We like newcomers who share our homogenous concept.” vs.
 - “We don’t need a Newcomers organization — we just welcome everyone naturally.”
- Strong sense of community support, e.g. *Pink Flamingo Classic*

▶ Issues

- Housing
 - Not enough available
 - Need more affordable housing for millennials
 - *102 On Broadway* a good idea, but perception it’s all seniors
- Closing East De Pere pool means disadvantaged kids on east side of the river lose access
- Southern bypass bridge critical for the growth of De Pere
- De Pere would benefit from greater diversity — helps keep millennials here
- The development of Nicolet Square is bogged down — it’s critical to the future of the City
- Need more retail & entertainment that create a more urban environment for downtown
- Fewer bars or more responsible tavern owners in West De Pere

▶ Assets

- Excellent schools and school programs
- Charm of an old city
- People take pride in — and care of — their property
- St. Norbert — not just the students, what they offer the city
- Safety — “I know I should probably lock my doors ... but I don’t”
- Business-friendly environment — “The city makes it pretty easy”
- No political controversy — “We’re not Green Bay” — referring to internecine wars between Green Bay mayor and city council
- Great service organizations

Take-aways *cont'd*

► Hurdles

- Reputation: “De Pere?... never heard of it”.
 - “We need to be better known... to help our businesses”, vs.
 - “Let’s keep De Pere a well-kept secret”
- Empty store fronts
- Police are understaffed
- Old mindset — “Let’s not let 70s/80s ideas take hold — that’s what emptied out downtown”
- Need a more “urban” environment to attract and keep engineers and tech people
- Traffic — primarily beginning and end of work days
- Parking

► Wish List

- More restaurants
 - More variety, e.g. other cultures
 - More affordable choices
 - More destination quality/great chefs
- More bike/pedestrian safety, e.g. bike lanes
- Maintain green space, river views and historic/quaint atmosphere
- Take more advantage of the river (e.g. water taxi, paddle boats) and Voyager Park
- More family/kid friendly after school and weekend activities — particularly in winter
- YMCA or Boys’ & Girls’ Club
- More energy from the city to “push for change”, “Think Bigger!”
- The Mulva Center
- More grocery shopping options
- Athletic store

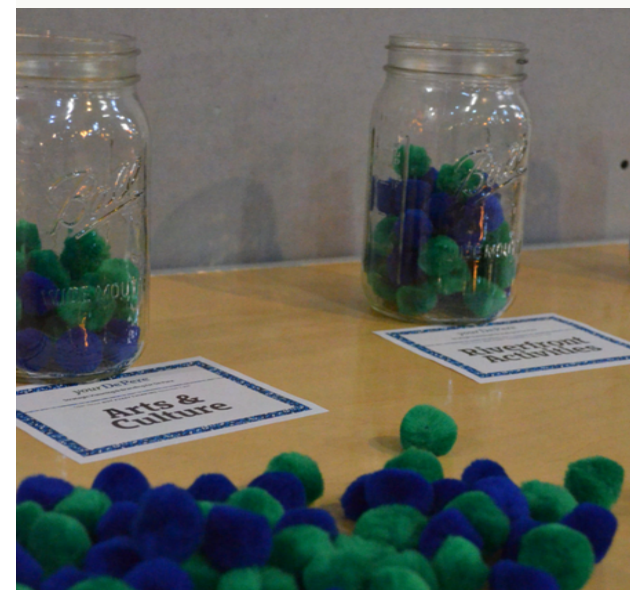
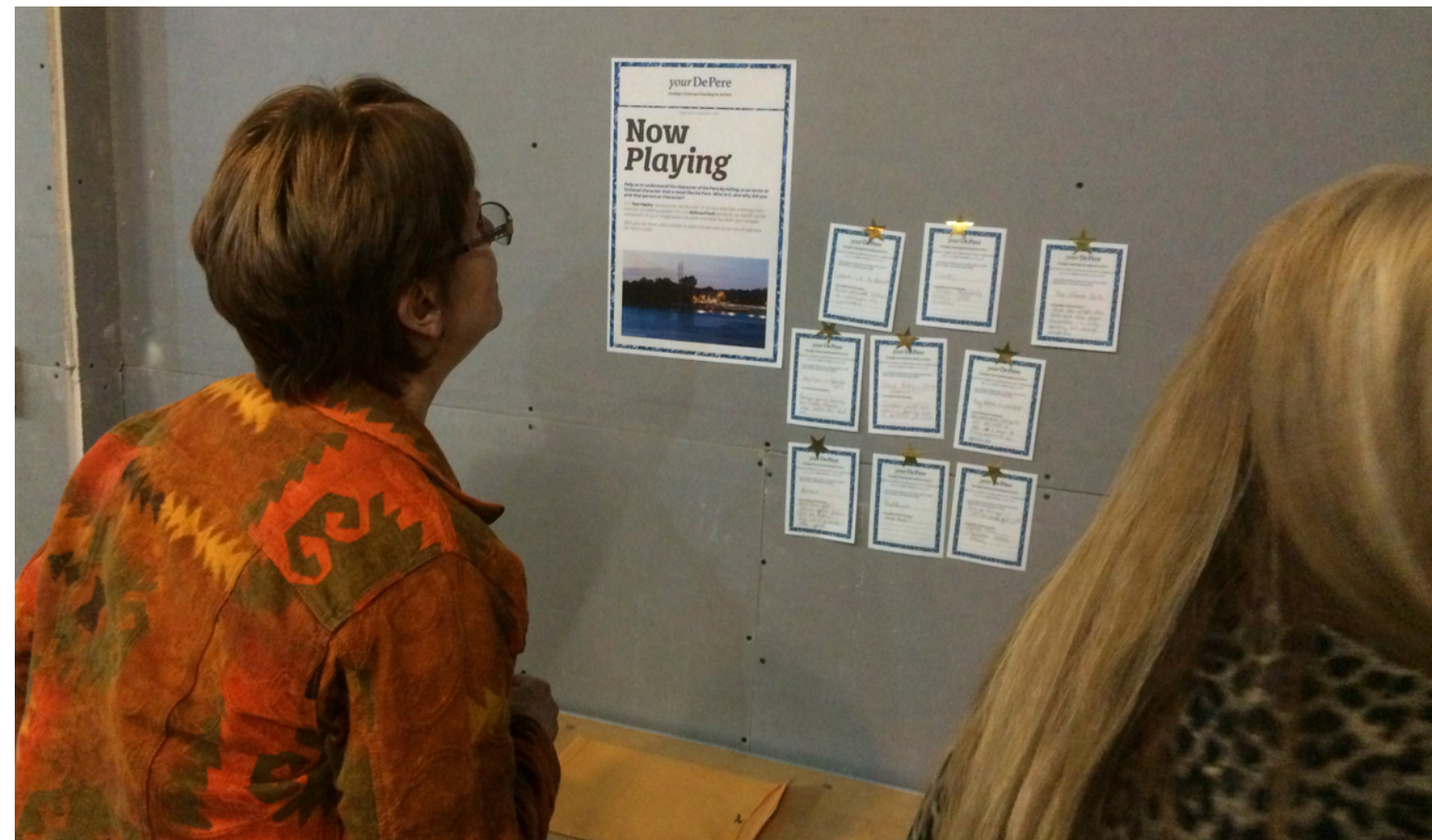


Public Open House

The consultant team conducted a public open house on November 7th, 2017 to collect general input about the community and its values. The event was held in the vacant retail first floor space in the 102 On Broadway building. The open room was set up with a series of activities and stations where participants could review and provide input at their own pace.

These stations included the following:

- ▶ *Best in Show* - Give De Pere an award for what it is the best at.
- ▶ *Now Playing* - What actor or fictional character best represents De Pere and why?
- ▶ *Not Fuzzy Thinking* - Vote on one thing most important to the City's future.
- ▶ *Fast Forward* - Suggestions for what De Pere should do to achieve goals in the future.
- ▶ *The Dust Bin* - Identify what the City should not do to achieve success.



Take-aways

► **De Pere was recognized by participants for the following:**

- Beauty of the Fox River Trail & viewing pier
- Best chocolate in the world
- Small business loyalty
- Great place to raise a family
- Potential — De Pere is on the edge of something great, it just needs a little momentum

► **The following words or phrases were used to describe the character of the community:**

- Family
- Classy
- Charming
- Determined
- Love of the environment
- Trustworthy
- Fun
- Sophisticated
- Small town
- Friendly

► **Important to the future**

- Riverfront Activities: 40 votes
- Arts & Culture: 22 votes
- New Restaurants: 13 votes
- Family Activities: 13 votes

Important to the Future



► **Suggestions for what the City should focus efforts on included:**

- Respect history and historic buildings
- Cultural center
- River development
- “Green” the City
- More restaurants
- Downtown streetscape
- Affordable downtown living
- Support small businesses
- Traffic calming downtown
- Bikeability
- More events
- Better public places
- Diversity
- Grocery/co-op
- Southern bridge
- Engage young professionals

► **The City should avoid doing the following in the future:**

- Allow chain stores
- Build parking garages
- Approve teardowns of historic buildings
- Allow buildings on the old bridge site

Community Survey

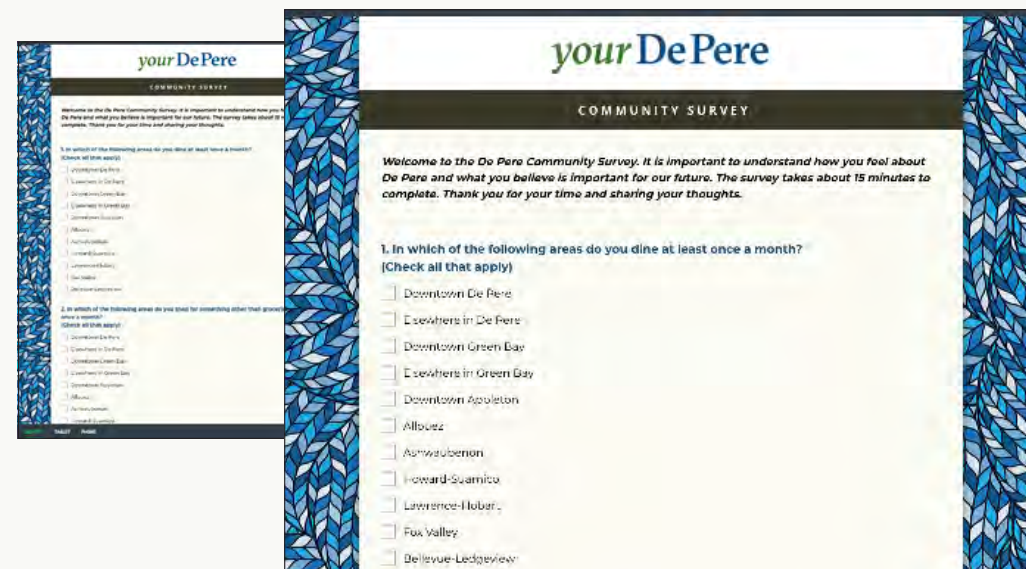
The *sparc* team conducted an online community survey to obtain statistically valid, quantitative data to complement the qualitative information gathered in other previous stages of research and engagement.

Most specifically, this survey was structured to determine:

- ▶ Current image of De Pere.
- ▶ Current shopping/dining habits in De Pere and other communities.
- ▶ Barriers to greater use of De Pere shops/restaurants.
- ▶ Reaction to positioning statements and determination of which are strongest and have greatest resonance.

The results were gathered from December 20, 2017 to January 22, 2018, with the survey taking an average of 12 minutes for participants to complete.

In total, 1,611 completed surveys were returned. The make-up of respondents was 61% De Pere residents and 39% in nearby communities. The survey respondents from De Pere were demographically similar to De Pere residents (as reported in US census data), except that they skewed slightly higher in the 36-55 age group and slightly lower in the 66+ age group.



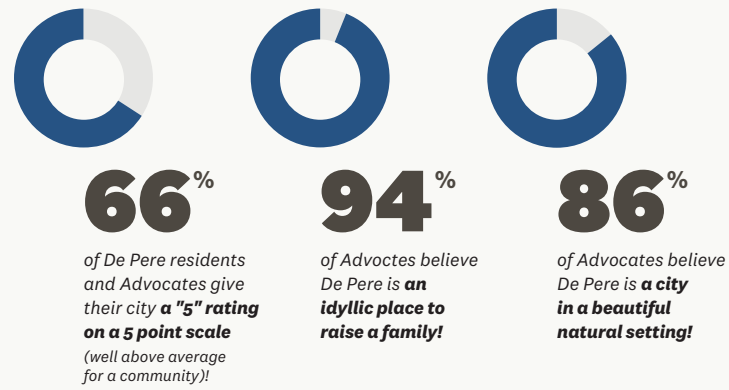
Survey respondents were contacted through a survey link that was emailed and distributed to:

- ▶ All City Employees
- ▶ Redevelopment Authority
- ▶ Plan Commission
- ▶ Definitely De Pere — Economic Enhancement Committee
- ▶ Historic Preservation Commission
- ▶ City Council
- ▶ Newsletter Email List (separate from Newsletter)
- ▶ Steering Committee
- ▶ De Pere Chamber
- ▶ De Pere Kiwanis
- ▶ White Pillars (via Allyson Watson)
- ▶ Greater Green Bay Chamber
- ▶ Local Schools (United, East and Notre Dame — United shared via direct message to parents)
- ▶ Mulva Center Team
- ▶ Church leaders at First United, St. Anne’s, Journey, Christ the Rock, Life Church, St. John’s Lutheran, Destiny, St. Mary’s, SNC
- ▶ St. Norbert College
- ▶ Key manufacturers (Belmark, Infinity, Wild Blue)
- ▶ Those invited for individual interviews who could not attend (including Board of Health members)

Links to the survey were also distributed through various websites and social media, including:

- ▶ City Website
- ▶ City Facebook Page
- ▶ Police Facebook Page
- ▶ Public Works Facebook Page
- ▶ Fire Facebook Page
- ▶ Parks Facebook Page
- ▶ Key staff’s personal social media (LinkedIn, Twitter, Facebook, Nextdoor)
- ▶ “You knew you grew up in De Pere” Closed Facebook Page
- ▶ Multiple Mom’s Green Bay/De Pere Closed Facebook Pages

Additionally, information about the survey was published in the City Newsletter (online and print version) and advertised on the local news.



De Pere Brand Advocates The respondents who gave De Pere a top box rating ("5" on a 1-5 scale) in marketing, are considered to be Brand Advocates, defined as those who are very highly satisfied and likely to speak favorably about De Pere. Their opinions are therefore of great importance.

Key Take-aways

► Image of De Pere is overwhelmingly positive

- 97% give De Pere a positive rating as a pleasant place to be (live, work, visit)
- 66% rate it a "5" on a 5-point scale, where 5 is the most positive rating
- Both residents and non-residents have strong positive image
- Most positive image among those who both live and work in De Pere
- Least positive was image among Millennials who are not De Pere residents

► Satisfaction with most areas of De Pere very high

- School quality and accessibility have the highest scores
- Outdoor amenities and the beauty and number of the City's parks and nature areas also have exceptional satisfaction
- Other areas of high satisfaction include;
 - City services
 - Walkability of the downtown area
 - Accessibility of outdoor areas such as parks and pools
 - Number of pet-friendly amenities
 - Attractiveness of the downtown area
 - Number of sports/fitness facilities

► Some areas with lower satisfaction are:

- Number of entertainment options (received the lowest score)
- Number of interesting events
- Number of things to do downtown
- Amount of arts and culture available
- Number of dining options
- Amount of activities for families/children

► Residents strongly supportive of activation of the river front:

- Active programming and events have the greatest support
- An active park and an active boardwalk also have strong support
- Passive trails and kayak/paddleboard launch/rentals have reasonable support
- Private projects have some support, though much lower

► There is not currently high use of downtown

- Less than a quarter shop downtown once a month or more
- Less than half dine in downtown De Pere a once month or more
- Most popular shopping area is Ashwaubenon
- Most popular dining area is De Pere, though outside of the downtown area.

► Biggest barrier to shopping and dining more often in De Pere is

- lack of unique restaurants, affordable shops or just more interesting things to do elsewhere in the region.
- Lack of outdoor amenities (plazas, seating) and parking also slight barriers
 - Safety concerns or problems with noise or rowdy nightlife were not identified as barriers

► Respondents would like to see growth in downtown De Pere

- be 2-4 story mixed-use buildings
- Preferred style is a mix of brick and stone.
 - Images with articulation and architectural features rated higher
 - High ranking image examples are:



► Two preliminary brand messages were appealing, believable and considered unique in the area. These were:

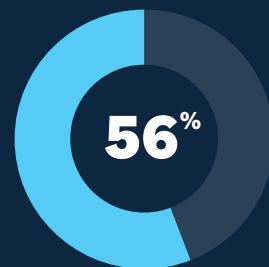
- De Pere's appeal as a place to raise a family.
- De Pere's charming historic setting.
- Another potential message that addressed De Pere's beautiful natural setting was compelling and believable, but not considered unique
- There was interest in talking about De Pere as an exciting community with many things to do, but this is not yet believable for De Pere

By the Numbers

A snapshot of our online survey highlights.

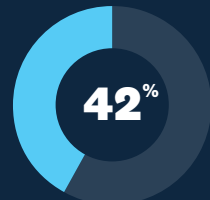
983 De Pere residents
+ 628 Non-residents
1,611 completed surveys

De Pere & Dining



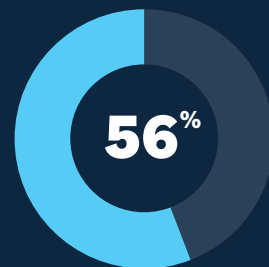
56% of people dine most often **outside of Downtown De Pere** once a month or more

compared with



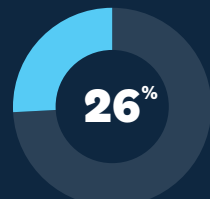
42% of people dine most often **in Downtown De Pere** once a month or more

De Pere & Shopping



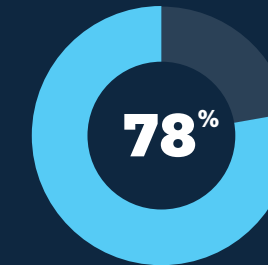
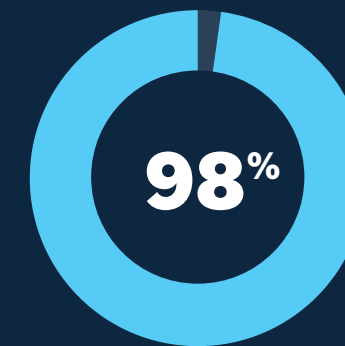
56% of people shop most often **in Ashwaubenon** for something other than groceries once a month or more

compared with



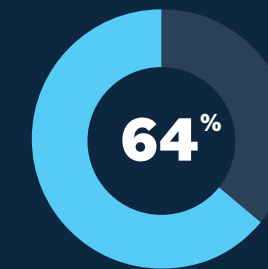
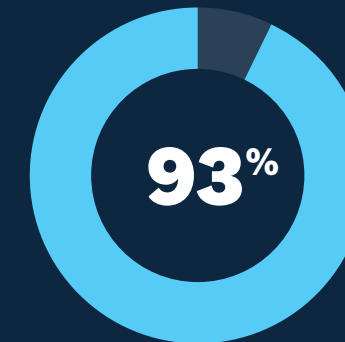
26% of people shop most often **in Downtown De Pere** once a month or more

De Pere's Satisfaction Ratings



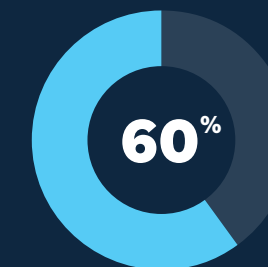
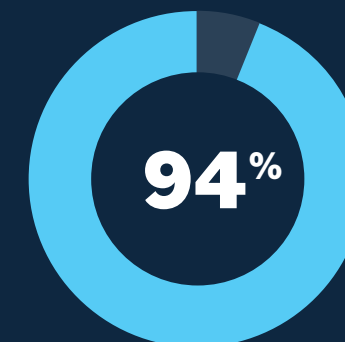
Quality of Schools

98% total satisfaction
78% very satisfied



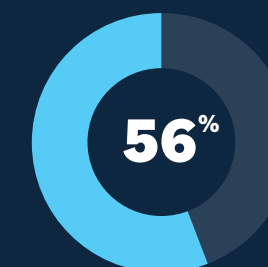
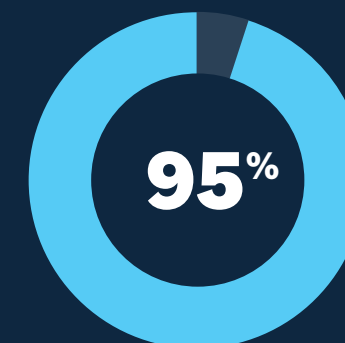
Accessibility of Schools

93% total satisfaction
64% very satisfied



Availability of Outdoor Amenities

94% total satisfaction
60% very satisfied



Beauty of City Parks & Nature

95% total satisfaction
56% very satisfied

Take-aways

- ▶ **Family and community are critically important values to the residents, both now and in the future**
- ▶ **While schools are important factor in deciding to live and raise a family in De Pere, residents want the City to provide a range of cultural opportunities and natural resources**
 - Having a more vibrant downtown with increased entertainment and restaurant opportunities is important
 - Accessibility and interconnectedness of open spaces is very important
- ▶ **Diverse but high-quality and well-designed buildings are more important than recreating a specific time period of architecture or having all the buildings look similar**
- ▶ **Residents generally understand that growing De Pere is important to achieving community goals**
 - Growth needs to be managed so that it does not take away from the unique character of the community
 - The preferred way to grow is through attracting new businesses, though increased tourism and more residents are also generally supported
- ▶ **Providing a wide range of housing opportunities to support the community was seen as very important, and something that the City could improve upon**
- ▶ **The growth of the Downtown will be critical to the future success of the community.**
 - There is general agreement that the east and west sides of the Downtown should develop independently and build on their unique assets and strengths
 - Context is critical as it relates to larger buildings – maintain character and views of the river should be considered
 - Enhancements in streetscape and public plazas, high quality architecture and integration of public art and cultural amenities are all seen as things that will help maintain the desired character of the downtown as it grows

Community Visioning Workshop

The goal of the Community Visioning Workshop was to collect additional qualitative information and detail on the future vision for the community and identify what tradeoffs the community was willing to accept to attain certain goals.

The event was held from 5:00 to 7:00 pm in the City Council Chambers of City Hall on March 20th, 2018.

The workshop began with a presentation that provided an overview of the information collected through the stakeholder interviews, open house and community survey. Additionally, the presentation discussed demographics of the City and national and regional trends that have the potential to impact future goals.

Following the presentation, there was a series of questions that audience members were able to answer, either through live polling via their smart phone or on a paper ballot. Additionally, the event was streamed live on the internet, allowing for people to watch and participate from outside of City Hall. There were approximately 62 people in attendance in the room, though some opted for paper ballots or voted as a couple. In total there were 53 participating voters made up of people both inside and outside the room, though not everyone voted on every question.



S.W.O.T. Analysis

The consultant team synthesized the input received and completed an analysis identifying the Strengths, Weaknesses, Opportunities and Threats (S.W.O.T.) to De Pere.

The draft S.W.O.T. analysis was presented to the Steering Committee on March 21st, 2018 for review and input.

The revised analysis is presented here.

Strengths

- Good schools (both private & public)
- Existing downtown
- Historic buildings
- Educated community
- Highly regarded community
- Location along Fox River
- St. Norbert College
- Business friendly government
- Family-oriented character
- Parks and natural areas
- More progressive than other communities
- Loyalty
- Business-friendly community

Weaknesses

- Not enough housing
- Lacking affordable housing
- Lack of diversity
- Need for more entertainment
- Desire for more restaurants
- Not associated with a strong, distinctive character
- Not enough shopping in downtown

Opportunities

- Development of a Cultural Plan
- Continue to strengthen bicycle and pedestrian facilities
- More family-friendly activities and venues
- Further embrace the river
- Make downtown a destination
- Southern bridge to support further growth
- Young professionals wanting to live in urban areas
- Aging population
- Partnering with higher education
- Retain young professionals

Threats

- Online retail
- Not fully perceived as a welcoming community
- Mindset potentially not keeping current
- Increased parking demands with development
- Less positive view of De Pere from younger regional population
- Aging population

Summary of Key Points

The information collected from the community through the first phase of this process has been consistent, providing clear guidance for the next phases of the process.

De Pere of Today

- Very strong image as a pleasant place to live in or visit
- Strong sense of community
- School quality and accessibility highly valued
- Access to natural resources, especially the Fox River, is important
- The authentic and historic downtown is an asset and sets the community apart from other similar sized cities in the region
- High satisfaction with the City and services provided
- Business friendly attitude from the government and community as a whole

De Pere of Tomorrow

- There is a general desire to increase the vibrancy of the community and the downtown
- New cultural and entertainment options are very important so that De Pere can grow into a well-rounded City that continues to provide a high quality of life
- There is a desire to increase connectivity and improve access between the natural resources and open spaces in the community
- Increased activation of the riverfront is supported, to take advantage of this unique resource
- As De Pere grows, there is a desire to provide a range of housing types to provide opportunities for different age and income groups within the community
- The community wants to continue to be supportive of growing businesses in De Pere



For more information

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Development Services Director
City of De Pere
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De Pere S.W.O.T. Analysis



CITY OF DE PERE, WI
October 2018

prepared by
sparc design, inc.

STRENGTHS

- Good schools (both private & public)
- Existing downtown
- Historic buildings
- Educated community
- Highly regarded community
- Location along Fox River
- St. Norbert College
- Business friendly government
- Family-oriented character
- Parks and natural areas
- More progressive than other communities
- Loyalty
- Business-friendly community

OPPORTUNITIES

- Development of a Cultural Plan
- Continue to strengthen bicycle and pedestrian facilities
- More family-friendly activities and venues
- Further embrace the river
- Make downtown a destination
- Southern bridge to support further growth
- Young professionals wanting to live in urban areas
- Aging population
- Partnering with higher education
- Retain young professionals

WEAKNESSES

- Not enough housing
- Lacking affordable housing
- Lack of diversity
- Need for more entertainment
- Desire for more restaurants
- Not associated with a strong, distinctive character
- Not enough shopping in downtown

THREATS

- Online retail
- Not fully perceived as a welcoming community
- Mindset potentially not keeping current
- Increased parking demands with development
- Less positive view of De Pere from younger regional population
- Aging population



OUR VISION *of* DE PERE

CITY OF DE PERE, WI
STRATEGIC VISION REPORT
October 2018

prepared by sparco design, inc.



Beginning in the Fall of 2017, the City of De Pere undertook a planning process to develop a Strategic Vision Plan for the City to guide future decision making by defining a vision and mission for the City. This vision and mission reflect the character of the community, the values of the residents and workers of De Pere, and the goals for the future.

Mayor Michael Walsh

Introduction

Beginning in the Fall of 2017, the City of De Pere undertook a planning process to develop a Strategic Vision Plan for the City to guide future decision making by defining a vision and mission for the City. This vision and mission reflect the character of the community, the values of the residents and workers of De Pere, and the goals for the future. The Vision Statement sets an aspirational goal for where the community wants to move towards, and the Mission Statement defines how the City will achieve the Vision. Additionally, a series of goals and strategies support the Vision and Mission Statements, providing more detail and guidance on how to realize the vision.

The process to develop the vision and mission for the City included significant interactions with the community and a project Steering Committee. This included the following components:

- Stakeholder InterviewsPublic Open House
- Online Community Survey
- Visioning Workshop
- Presentations to City Council
- Monthly Steering Committee Meetings
- Strengths, Weaknesses, Opportunities, Threats (S.W.O.T.) Analysis

For more detail on these individual components and the input collected from them, please refer to the Community Profile Report.

This document, the Strategic Vision Plan, collects the final outcomes of the process. As mentioned above, this includes the Vision and Mission Statements, as well as a series of goals and strategies for reaching the established vision. There are four defined goals, with each goal supported by several strategies. For each strategy, this document identifies action items for moving the strategy forward, it also identifies potential metrics the City can track to evaluate the success of the strategy, a timeline for accomplishing the strategy and an estimate of the costs involved with that strategy. Additional imagery is provided to help illustrate some of these strategies.

This document should be used by City staff and leadership to work towards the established vision. The document should not be static, but instead should be revisited in the future and adjusted based on unforeseeable changes in the community. At some point, the City will wholly or partially achieve the vision and should go through a process to update it, so that it always serves the purpose of being aspirational and setting a target on the horizon to strive for.

PRIMARY RESOURCES

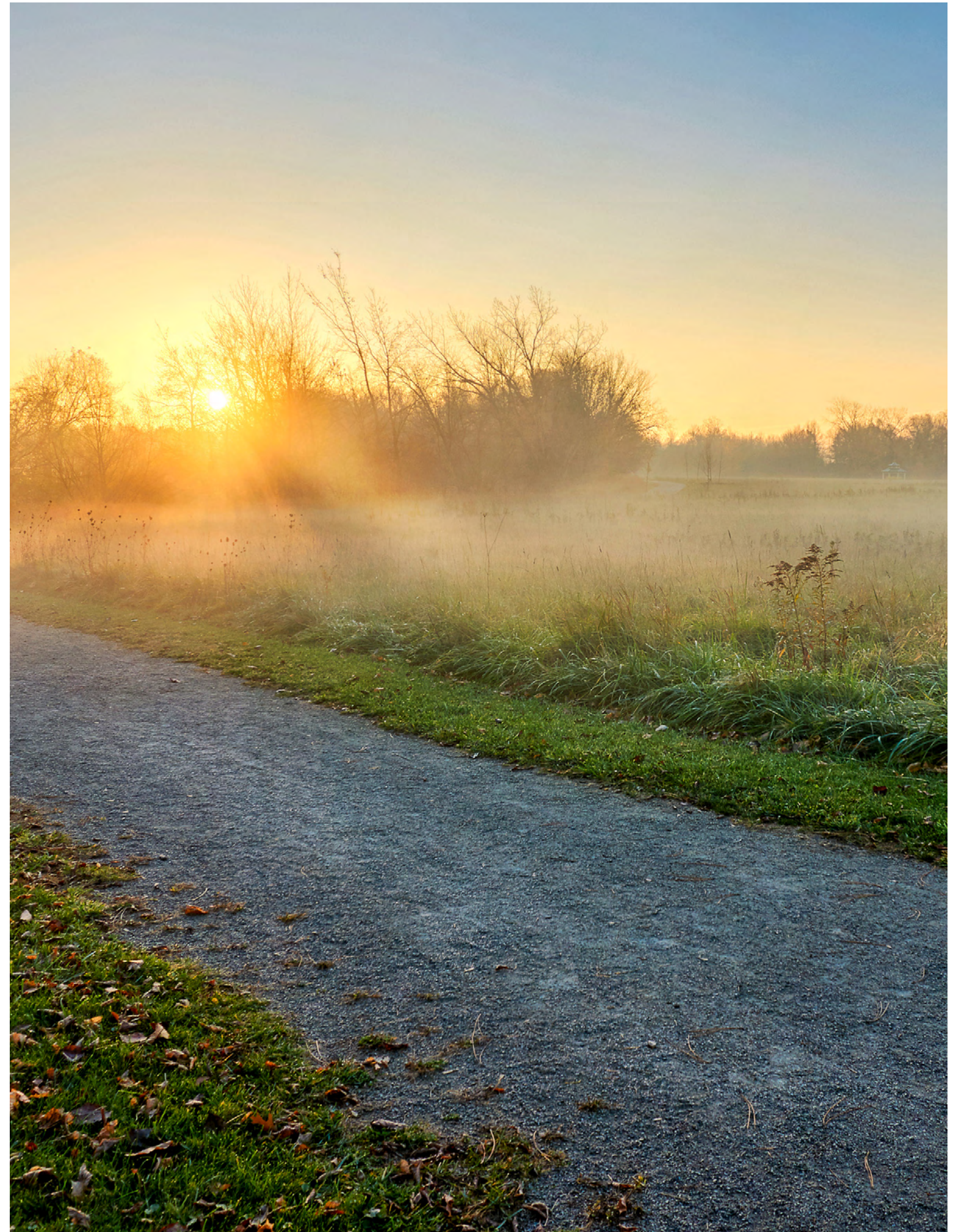
- 2010 Downtown Master Plan
- 2014 Main Street De Pere Design Guidelines
- 2010 Neighborhood Preservation Plan
- 2018 Definitely De Pere Streetscape Tech Visit Report
- 2018 Cultural District Master Plan
- City of De Pere Zoning Code
- City of De Pere Comprehensive Plan

KEY PARTNERS

- Definitely De Pere
- Wisconsin Economic Development Corporation (WEDC) – Main Street Program
- Wisconsin Historical Society
- De Pere Area Chamber of Commerce
- Greater Green Bay Chamber
- Green Bay Visitors and Convention Bureau

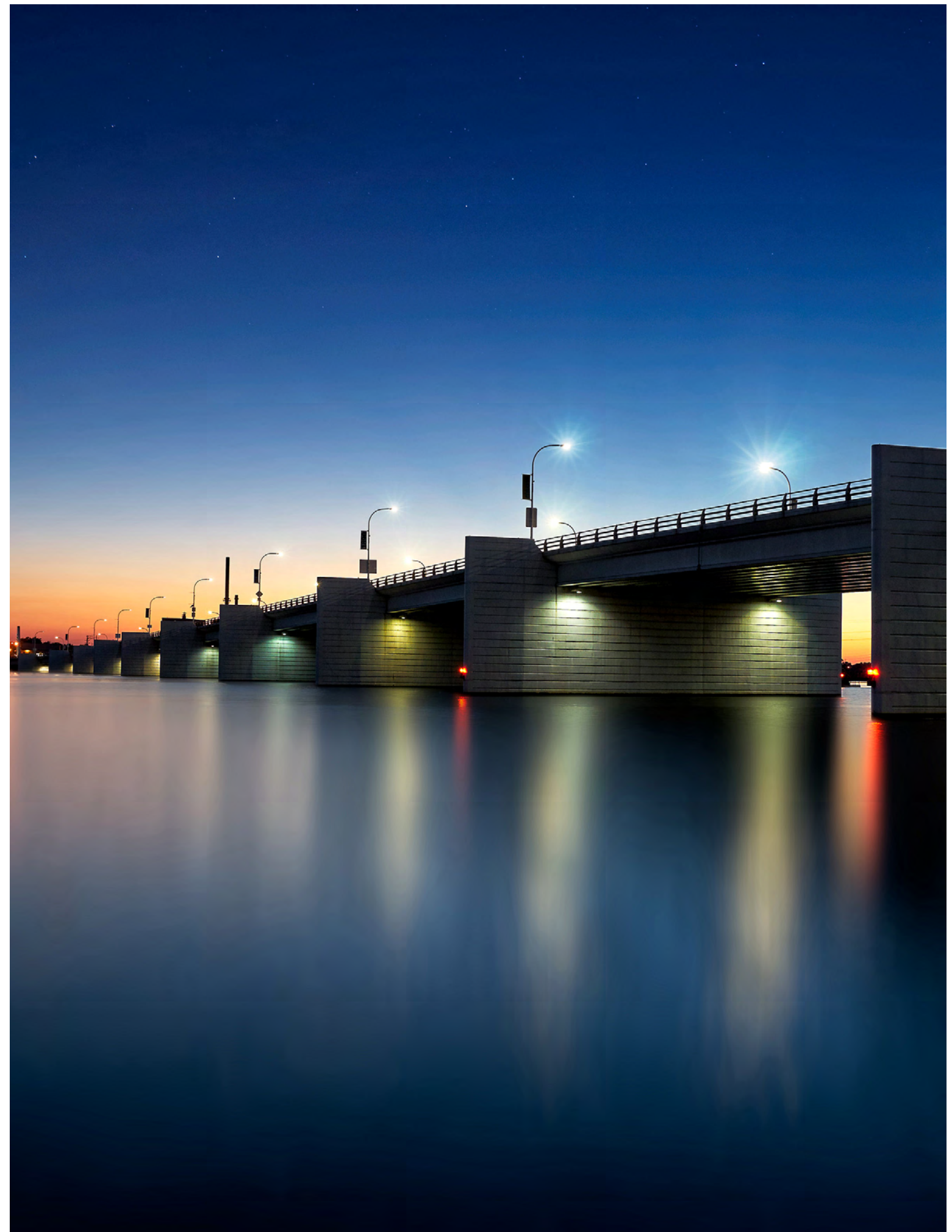
Our Vision

*De Pere's unwavering focus on quality of life
sets a national standard for a vibrant community.*



Our Mission

De Pere will foster an engaged community spirit and encourage forward thinking to seize on opportunities for education, business, recreation, and culture — with steadfast support for the city's history and character.



Our Goals

- 1. Grow the downtown to provide new commercial, entertainment, cultural, and housing opportunities for De Pere without losing the authentic character the community has built*
- 2. Encourage the growth of business*
- 3. Embrace, enhance, connect and activate the open space networks throughout the City*
- 4. Increase and coordinate unique activities that enliven the City and increase the sense of community*



to Grow GOAL #1

Grow the downtown to provide new commercial, entertainment, cultural, and housing opportunities for De Pere without losing the authentic character the community has built.

Strategy 1.1

Develop expanded building design standards that value high-quality design, materials, and respect for the surrounding context.

Recommended Action Items

- Conduct Visioning/Strategy session for the west side of Downtown to refresh the 2010 Downtown Master Plan.
- Incorporate recommendations from the 2010 Downtown Master Plan and 2018 Cultural District Master Plan into the Zoning Code rewrite.
- Pursue grants and funding opportunities for redevelopment projects (like the WEDC Community Development Investment grant).
- Develop illustrative design guidelines and standards:
- Review Main Street De Pere Design Guidelines from 2014, Neighborhood Preservation Plan from 2010, and Zoning Ordinance.
- Identify issues or elements that need additional attention.
- Review design guidelines from relevant comparable communities.
- Draft guidelines internally or hire consultant to prepare.
- Review the development approval process for new projects in order to determine if changes need to be made in order to elevate the role of design review.



Metrics to Track

- Increase in property values
- Decrease in vacancies
- New development and redevelopment follows and urban form.

Timeframe

- 2 years

Cost Range

- \$40,000-\$75,000 (\$)



Strategy 1.2

Enhance the public realm in streetscape, plazas and parks, prioritizing the experience of pedestrians and bicyclists, while recognizing the inherent challenges of the State Highways.

Recommended Action Items

- Implement small scale but impactful public realm projects in 2018 and 2019, including but not limited to:
 - Nicolet Square Alley
 - Kayak Launch at Voyageur Park
 - James Street Streetscape
 - Wayfinding Signage and Fox River trail nodes
 - Stadium Tax Excess Streetscape Improvements
- Target applicable grants where feasible in order to construct key public spaces.
- Work with partner organizations to actively program public spaces.
- Consider fundraising and/or sponsorship opportunities for key investments.
- Create an implementation strategy for future public realm investments.
 - List future projects using relevant planning documents.
 - Develop preliminary concepts and budgets.
 - Phase and budget within the CIP or funding mechanism.

Metrics to Track

- Increase in visitors/foot traffic (potential for smart device tracking)
- Increased registration in programs and events
- Decrease in pedestrian/vehicular accidents

Timeframe

- 10-15 years

Cost Range

- \$5,000,000-\$10,000,000 (\$\$\$\$)*

*Costs may overlap with Strategies 1.6, 2.2, 2.4, 3.1, 3.2, 3.3



Strategy 1.3

Increase awareness and education of the benefits of enhanced walkability and bikeability on health, tourism, and economic development.

Recommended Action Items

- Develop outreach programs with local school district, non-for-profits, local hospitals, and faith-based organizations to share resources on benefits.
- Develop and install coordinated wayfinding that provides walking/biking focused information (i.e. utilizing length of time to walk to destination rather than distance).
- Work with key partners to incorporate and promote walking and biking into City events.
- Consider partnering with a bike share program like LimeBike.
- Encourage large employers and private entities in the City to develop transportation demand management programs for their organization.

Metrics to Track

- Increase in non-motorized transportation
- Increase business types that cater to and benefit from foot traffic
- Increase in programmatic improvement supporting walking and biking at local schools, hospitals and other organizations
- Increase in private transportation demand management programs

Timeframe

- 1-3 years

Cost Range

- \$5,000-\$25,000 (most work likely completed by City Staff) (\$-\$)*

*Costs may overlap with Strategies 3.2, 3.3

Strategy 1.4

Incorporate increased public art throughout the downtown.

Recommended Action Items

- Consider developing a Public Art Plan, as recommended in the Cultural Arts District Master Plan — short term projects may include:
 - Art and/or lighting on the Claude Allouez Bridge
 - Murals and sculpture
- Incorporate an aspect of public art in every public realm improvement project.
- Consider “percent-for-art” type program to establish consistent funding for public art or other art based local funding resources.
- Partner with Definitely De Pere, support the mural project and identify other opportunities.
- Continue and grow successful art based programming and events like Art Walk and Art in the Park.
- Consider establishing one or more formal cultural districts.

Metrics to Track

- Increase in number of murals or art installations
- Increase in number of art based programs and events

Timeframe

- 1-2 years

Cost Range

- \$100,000-\$200,000 (\$\$)*

*Costs may overlap with Strategy 2.2



Strategy 1.5

Increase diversity in housing options that provide lifecycle housing for the community, addressing a wide range of ages and income levels.

Recommended Action Items

- Continue discussion during City re-zoning process to investigate opportunities to provide appropriate flexibility for housing.
- Create resource guide for homeowners with funding programs available for housing rehabilitation and housing investment.
- Conduct outreach to developers to increase awareness of community goals and opportunities.
- Consider a detailed housing study to understand market and roadblocks to increased diversity in housing stock.
- In certain areas, consider permitting accessory dwelling units in order to increase density while preserving neighborhood scale.
- Utilize the TID Last Year provision in order to develop a program encouraging residential rehabilitation and investment.
- Consider supporting increased, but appropriate, density in near downtown residential neighborhoods in order to provide new unit types like townhomes.

Metrics to Track

- More even distribution of housing units by value
- Current growth projections for 2022 show increase by percentage of units over \$250,000 and decrease by percentage of units under \$200,000
- Track through residential building permits by market rate and value, and by tracking real estate transfer tax stamps

Timeframe

- 2 years

Cost Range

- \$50,000-\$100,000 (\$\$)

Strategy 1.6

Support growth of different districts within the downtown, each building upon its own unique assets and character.

Recommended Action Items

- Identify attributes of each district and lead discussion of district goals.
- Consider developing subtle sub-brands for different districts in the downtown.
- Ensure that identity and unique characteristics are incorporated into any future public infrastructure project, such as streetscape enhancements.
- Align programming and event planning with unique assets and character.
- Consider encouraging cluster areas of certain business types in order to enhance walkability, synergy and vitality.

Metrics to Track

- Increase in recognition/awareness of different districts within the downtown by residents
- Increase in recognition/awareness of different districts within the downtown by visitors and residents of surrounding communities

Timeframe

- 5 years

Cost Range

- \$300,000-\$500,000 (\$\$\$)*

*Costs may overlap with Strategies 1.2, 2.2, 4.1, 4.2

to Encourage GOAL#2

Encourage the growth of business.

Strategy 2.1

Continue a proactive and business friendly approach to growth.

Recommended Action Items

- Continue participation with and support of relevant partner organizations like the NEW North, Greater Green Bay Chamber, De Pere Chamber and Definitely De Pere.
- Consider writing a formal policy that reflects current customer service and business forward focused approach to development.
- Continue interdepartmental and team based approach to economic development.
- Work with partner organizations to establish a database of local businesses in order to provide fast and effective communication about City issues.
- Utilize funding from the CDBG-ED-RLF Close program to design and implement a funding resource for business growth and development.

Metrics to Track

- Stable or increased positive feedback about City
- Stable or reduced complaints

Timeframe

- On-going

Cost Range

- Staff time (\$)



Strategy 2.2

Enhance an authentic sense of place that speaks to a high quality of life and attracts and retains a diverse range of residents.

Recommended Action Items

- Continue to evaluate and update relevant guiding documents like the Comprehensive Plan and Zoning Code.
- Support private and public efforts to develop unique projects.
- Develop creative public private partnership opportunities in order to spur growth.
- Complete Area Development Plan and goals for the southeast growth area.
- Support policies and programs that advance affordable housing initiatives.
- Support and implement policies that promote diversity and inclusiveness.
- Support and implement policies that encourage and support community engagement.

Metrics to Track

- Increase diversity in population
- Increase in sense of community well-being/cohesion

Timeframe

- 5 years

Cost Range

- \$3,000,000-\$5,000,000 (\$\$\$\$)*

*Costs may overlap with Strategies 1.2, 1.4, 1.6, 2.3, 3.2, 3.3, 4.1, 4.2, 4.3, 4.4

Strategy 2.3

Use the new City brand to reach new audiences and educate them on the assets of De Pere.

Recommended Action Items

- Begin implementing the new City brand in alignment with the Brand Implementation Plan.

Metrics to Track

- Increase awareness of City brand
- Increase in website visits
- Increase visibility of brand

Timeframe

- 2 years

Cost Range

- \$100,000-\$200,000 (\$\$)*

*Costs may overlap with Strategies 2.2, 3.2



Strategy 2.4

Improve and expand infrastructure and enhance transportation access and connectivity in the City, including the southern bridge.

Recommended Action Items

- Maintain an up-to-date Capital Improvement Program (CIP).
- Include road, trail, and sidewalk projects – both new connections and maintenance of existing – in the CIP.
- Strongly support and promote the design and construction of the Southern Bridge.

Metrics to Track

- Increase Walk Score
- Decreased Level of Traffic Stress
- More diverse spending by transit mode – variety in allocation of capital
- Maintain or increase the City's Pavement Condition Index (PCI)
- Increase linear feet of sidewalks, path, and trails

Timeframe

- 2 years

Cost Range

- \$30,000-\$50,000 (\$)*

*Costs may overlap with Strategies 1.2, 3.1, 3.2, 3.3

Strategy 2.5

Leverage St. Norbert College and the new Medical College of Wisconsin to encourage new business creation and attract and retain talent and related companies.

Recommended Action Items

- Partner with St. Norbert College, University of Wisconsin-Green Bay and Northeast Wisconsin Technical College to maintain strong communication and support of common goals.

Metrics to Track

- Increase the number of students retained as residents
- Increase number of businesses established by graduates

Timeframe

- 2 years

Cost Range

- \$30,000-\$50,000 (\$)



Strategy 2.6

Expand existing and establish new programs and policies that encourage and support entrepreneurs, small businesses, innovation, and grow local talent.

Recommended Action Items

- Consider mentorship program.
- Consider establishing incubator space or maker-space in the City.

Metrics to Track

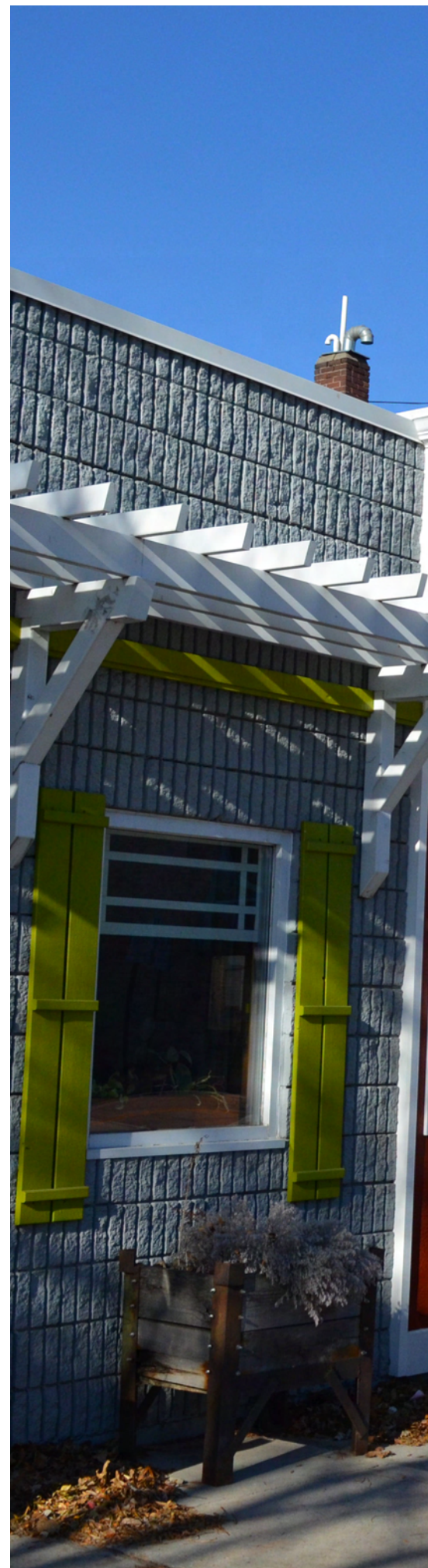
- Increase in number of businesses that successfully graduate from a local incubator program
- Increase in number of businesses started per year

Timeframe

- 2 years

Cost Range

- \$30,000-\$50,000 (\$)



Embrace GOAL#3

Embrace, enhance, connect and activate the open space networks throughout the City.

Strategy 3.1

Investment in trails, greenways, and connections between the river, parks, schools, and the downtown.

Recommended Action Items

- Update the Bicycle and Pedestrian Plan from the City's 2010 Comprehensive Plan, or develop new Non-Motorized Transportation Plan for the City.
- Maintain up-to-date Capital Improvement Program (CIP).
- Include trail and sidewalk projects — both new connections and maintenance of existing — in the CIP.

Metrics to Track

- Increase linear feet of sidewalks, path, and trails
- Increase Walk Score
- Increase in number of marked cross-walks

Timeframe

- 3-5 years

Cost Range

- Varies (\$\$\$\$)*

*Costs may overlap with Strategies 1.2, 2.4, 3.2, 3.3



Strategy 3.2

Develop clear wayfinding signage that helps visitors and active community members of all ages navigate the pedestrian and bicycle networks of the City.

Recommended Action Items

- Develop Wayfinding Master Plan for the City.
- Develop a phased approach for implementing the plan.

Metrics to Track

- Increase quantity of wayfinding signs
- Decrease in pedestrian/vehicular accidents
- Increase in visitors/foot traffic (potential for smart device tracking)

Timeframe

- 2-4 years

Cost Range

- \$200,000-\$500,000 (\$\$\$)*

*Costs may overlap with Strategies 1.2, 1.3, 2.2, 2.3, 2.4, 3.1





Strategy 3.3

Establish a complete streets approach that appropriately balances all modes of transportation.

Recommended Action Items

- Maintain an up to date Complete Streets policy.
- Update the Bicycle and Pedestrian Plan from the City’s 2010 Comprehensive Plan, or develop new Non-Motorized Transportation Plan for the City.
- Maintain up-to-date Capital Improvement Program (CIP).

Metrics to Track

- Increase in Walk Score
- More diverse spending by transit mode
- Decreased Level of Traffic Stress

Timeframe

- 2 years

Cost Range

- \$30,000-\$50,000 (\$)*

*Costs may overlap with Strategies 1.2, 1.3, 2.2, 2.4, 3.1

Strategy 3.4

Continue maintenance of the open space network by both City departments, partner organizations and volunteer groups.

Recommended Action Items

- Coordinate with Friends of the Fox River Trail on potential partnerships and activities.
- Investigate interest in establishing a Friends of the Parks group to assist with on-going maintenance and enhancement activities in the City’s parks.

Metrics to Track

- Maintain or increase the quality and condition of the parks
- Maintain or increase the parks level of service
- Increase in number of volunteer hours

Timeframe

- On-going

Cost Range

- Varies (\$\$\$)

to Enliven GOAL#4

Increase and coordinate unique activities that enliven the City and increase the sense of community.

Strategy 4.1

Increase recreational programming along the riverfront provided by the City's Recreation Department and other entities.

Recommended Action Items

- Conduct evaluation of current programs and their lifecycles.
- Identify opportunities to add, refresh, or modify programs to focus on the river.

Metrics to Track

- Increased number of new recreation programs
- Increased participation in recreation programs
- Increased usage of riverfront parks and public spaces

Timeframe

- 6 months

Cost Range

- \$30,000-\$50,000 (\$)*

*Costs may overlap with Strategies 1.6, 2.2



Strategy 4.2

Create and promote smaller yet visible special events, and larger “signature” events throughout the year, which complement existing established events and draw visitors from the surrounding region.

Strategy 4.3

Coordinate with Definitely De Pere, De Pere Area Chamber of Commerce, St. Norbert College, Greater Green Bay Chamber, Green Bay Visitors and Convention Bureau and other partner organizations for support.

Strategy 4.4

Create or partner with an organization to create a coordinated community events calendar and an increased campaign to raise awareness of existing events.

Recommended Action Items

- Develop a community events task force with representative members of the various agencies.
- Create a community events calendar website and mailing list program that collects and communicates events from the individual agencies.
- Review the calendar as a task force to identify gaps that could be filled with new events.
- Conduct a brainstorming session with the task force to develop and move forward new events.

Metrics to Track

- Increased diversity of participation from groups
- Increased number of events
- Increased number of visitors
- Increased direct revenue from events
- Increased sales at local businesses around events
- Increase in quantity of visitors to online site
- Increased attendance of events

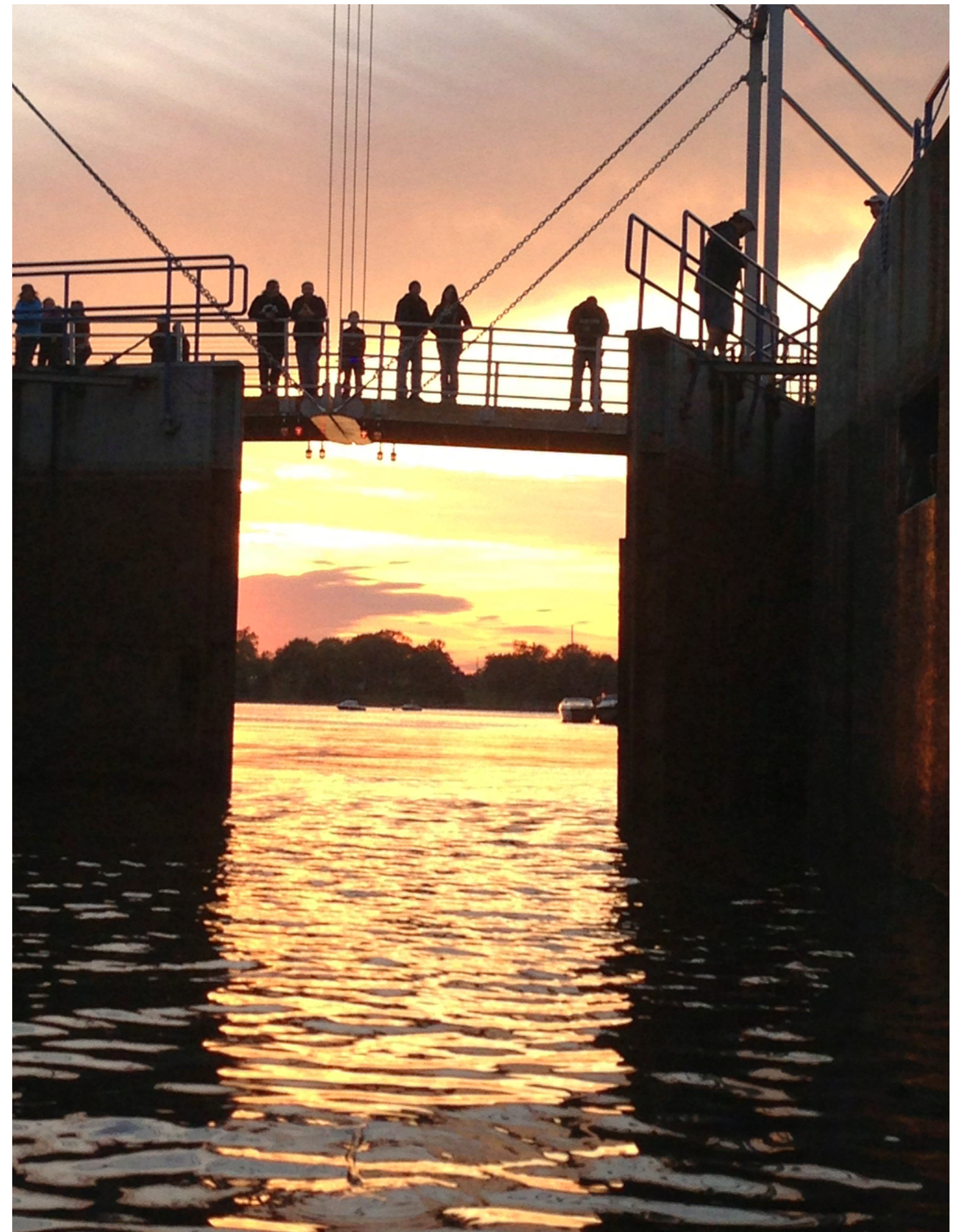
Timeframe

- 1 year

Cost Range

- \$20,000-\$30,000 (\$)*

*Costs may overlap with Strategies 1.6, 2.2



Photos on pages 7, 9 and 21 kindly provided by local photographer and resident Ben Baeb.



For more information

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De Pere Brand Architecture



CITY OF DE PERE, WI
October 2018

prepared by
sparc design, inc.

DE PERE'S VISION

De Pere's unwavering focus on quality of life will set a national standard for a vibrant community.

DE PERE'S MISSION

De Pere will foster an engaged community spirit and encourage forward thinking to seize on opportunities for education, business, recreation, and culture — with steadfast support for the city's history and character.

THE BRAND PROMISE to external audiences

De Pere is the destination for anyone looking for exceptional opportunities offered by a business-friendly environment, great schools, respect for history, vibrant culture, and recreation — and new ideas.

THE BRAND PROMISE to internal audiences

De Pere will honor the community spirit, values, and appetite for new ideas that have made us a leader in education, recreation, culture, and a welcoming business climate.

POSITIONING in the marketplace / POINTS OF DIFFERENTIATION

By every important measure — education, culture, recreation, business climate, respect for history — De Pere is a true leader.

BRAND PERSONALITY

Genuine. Down to earth. Forward thinking. Rooted in strong values.

De Pere Runs Deeper

KEY MESSAGE #1

"City Hall makes it easy to do business here."

Proof Point(s)

Stakeholder interviews and quantitative research from 2017

KEY MESSAGE #2

Uncommon level of focus on culture

Proof Point(s)

Cultural District Master Plan

KEY MESSAGE #3

High performing elementary, middle, and high schools

Proof Point(s)

WI Dept. of Public Instruction 2017 De Pere District Report Card
"Significantly Exceeds Expectations"

"A" grade from Niche
"Best School Districts in Wisconsin"

KEY MESSAGE #4

Great outdoor recreation and fishing

Proof Point(s)

"...the hottest walleye action I've seen in my 50-plus years of fishing."
Wisconsin State Journal

"Preserve environmentally sensitive and historically significant areas."
Comprehensive Outdoor Recreation Plan 2018-2023