

*"Rediscover Downtown Brillion:
The Center of a Great Community"*



Downtown Master Plan

Brillion, Wisconsin

May 2009

UWM School of Architecture and Urban Planning

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1

Introduction and Background

1.1 Summary of Planning Process

The planning process for this Downtown Master Plan began in early February 2009. Five Urban Planning Graduate Students from the University of Wisconsin-Milwaukee's School of Architecture and Urban Planning committed to the development of a Downtown Master Plan for Brillion. After attaining valuable background information from the City and conducting individual research, a formal site inspection was undertaken on February 13, 2009. During this visit, the students were introduced to the physical, social and business environment of Downtown Brillion. The students made visits to various Downtown businesses, in order to obtain a greater understanding of the existing and expected conditions. Additionally, an informal focus group was held with government officials, city staff, business leaders and other members of the community. This focus group provided a valuable base of information for the development of many of the ideas contained within this plan.

The students spent the next two months consolidating their understanding of existing conditions and formulating recommendations for inclusion within the Downtown Master Plan. *The City and Town of Brillion Coordinated Comprehensive Plan, Downtown Revitalization Strategic Plan 2002, a Summary of Observations* prepared by Lyn Falk of Retailworks, Inc., *City of Brillion Downtown Design Guidelines*, and the



2002 Brillion Business District Retail and Service Market Analysis were specifically researched. Existing regulations within the Municipal Code, general development patterns and historical documentation were also reviewed. In addition, comparable communities were researched, visited and documented. Lastly of specific note, a survey of Downtown Business proprietors was conducted to gather additional input regarding the business conditions of Downtown Brillion. Based on all of this research, a series of recommendations for the revitalization of Downtown Brillion was compiled for public review.

Downtown Brillion Master Plan Project Area



0 125 250 500 Feet
1 inch = 250 feet

On April 8, 2009, recommendations for inclusion within the Downtown Master Plan were presented at a second focus group, which was open to the public. Participants included government officials, city staff, business proprietors and citizens. The draft recommendations were presented for comment and modification. A portion of the second focus group was dedicated to defining a vision for Downtown Brillion. This vision will be used to guide the next ten years of Downtown revitalization and development. The students left this session with further insight for finalizing the contents and recommendations found within this plan. After an additional month of planning, revisions and review, Brillion's Downtown Master Plan was formally presented to City Staff on May 5, 2009.

1.2 Current Conditions

Downtown Brillion has served the City and its residents well for over one hundred years. This is still the case today, in that the many Brillionites identify Downtown as the heart of the City and utilize its business and services to fulfill many of their needs. Importantly, many civic, social, business, recreation and entertainment amenities remain concentrated in Downtown. However, over the last few decades, Downtown Brillion has seen its share of businesses come and go, or relocate to other parts of the City. The Downtown has also accepted developments that have changed the way it functions as a traditional Main Street. The City of Brillion is at a point in time where decisions need to be made regarding the preferred operation and use of its Downtown District. With increasing pressure from nearby urbanized and metropolitan areas, Brillion needs to take action to keep itself and its Downtown competitive, so that it may continue to grow and thrive.

1.3 Strengths

There are many positive features that exist within Brillion and its Downtown that provide noteworthy

opportunity. First and foremost, the City of Brillion evidences a strong social community that can be utilized to channel future growth and prosperity. In addition, Brillion's strong industrial base draws outside population into the city, and provides ample employment opportunities for people in and around Brillion. As a result, there is a great number of potential consumers in the City on any given day. The location of Brillion, "being 30 miles from everywhere," is another strength that can be capitalized upon. Brillion has the potential to one day become a regional destination in its own right. Thirdly, Downtown Brillion, which is situated on County Hwy PP and lies just south of State Hwy 10, witnesses a significant amount of daily traffic. The City also boasts a very attractive and widely used Community Center, which daily draws people



into Downtown. Activities ranging from swim lessons to hula hoop class are available for men, women and children of all ages. Based partly on these strengths, several new developments (Econo Foods, Best Advantage Credit Union) have taken place in Downtown Brillion within the past few years. Such developments can serve as a catalyst for future development within the Downtown. Lastly, the built environment contains a number of historical buildings that can be restored and serve as attractions within Downtown Brillion, by evidencing the "small-town" atmosphere that many tourists desire and other cities are trying to recreate.

1.4 Weaknesses

Although Downtown Brillion has many positive elements, there are also a number of blemishes that hinder the chances of Brillion truly becoming the local and regional hub it aims to be. Downtown's problem and conflict areas must be addressed in order to keep Brillion successfully moving into the future. Vacant buildings are a major disadvantage to the business community, as well as to the City. According to market research, existing residents, businesses and industries are currently lacking the complimentary business and services that might increase Brillion's overall competitiveness. Another detriment to the Downtown Brillion business community is a lack of organization and marketing. There is potential in Brillion for businesses to sustain themselves and be successful, but that potential needs to be carefully developed. In terms of the built environment, current building and land uses in Downtown Brillion need to be addressed for their highest and best use. Parking, circulation and accessibility is an issue for many businesses and residents who are deterred from shopping Downtown. Lastly, the appearance of Downtown is currently less than optimal. Vacant parcels detract from the ambience of Downtown, and there is a general lack of conformity within built environment. Many buildings present an unattractive mix of historical and modern materials and design elements.



1.5 Problem Statement

Downtown Brillion suffers from a lack of identity, a "tired" appearance, business vacancies and obstacles, real and perceived, to accessibility and circulation. First and foremost, although Brillion has incredible hometown pride, there is little outward evidence of this to non-residents. Brillion has been unable to create a niche or promote a unique vision for itself to boost its economic viability. Downtown Brillion also suffers from underutilization. The lack of economic activity is evidenced by numerous building vacancies, many of which have lasted for years. In terms of its architectural stock, Downtown Brillion has a disjointed mix of historic, modern and new developments. While this pattern evidences decades of investment, the overall look of the entire Downtown can best be described as "tired" or "old." Lastly, in order to regain its competitive advantage, the circulation and access within Downtown needs to be prioritized. Additional opportunities for calming traffic, pedestrian and non-motorized mobility, and parking efficiency could boost activity and the viability of Downtown.

The creation of this Downtown Master Plan for Brillion addresses these issues of identity, utilization, appearance and circulation, and recommends alternatives for revitalization. The creation of this plan identifies original ideas and reflects the evident pride and commitment that the citizens of Brillion have in their community.

2

Vision

*“Rediscover Downtown Brillion:
The Center of a Great Community”*



Within ten years, Downtown Brillion will be a local and regional destination full of year-round activity that reflects existing community pride and attracts new businesses, residents and visitors to the City. Brillion’s “small town” atmosphere, where people are proud to raise a family and enjoy an unparalleled quality of life, will remain the community’s greatest asset. Downtown will retain its central role within Brillion’s strong community. Downtown Brillion will be well linked to residential neighborhoods and surrounding communities, will contain greater business, service, residential and employment options, and will feature quality improvements to the built environment.

This Vision statement was developed through valuable community involvement with the citizens of Brillion, government officials, city staff, and business proprietors. It also complements numerous hours of research. It serves as a much needed statement of consensus to move Downtown Brillion into the future. It should be used by the City and Downtown community as the standard by which future decisions are made.



2.1 Current Conditions

Historically, Downtown Brillion has provided its citizens with employment, retail and professional services, entertainment and recreational activities. Over time, Brillion has fallen behind in some of these areas, especially when compared to surrounding communities with greater amounts and varieties of goods and services. This has resulted in a leakage of consumer dollars and diminished local confidence within Brillion. The current state of affairs in Downtown Brillion has resulted in a sense of urgency for revitalization from local leaders.

2.2 Visioning Process

After an initial Focus Group aimed at project orientation and months of research, a second Focus Group with attendees consisting of business proprietors, building owners, citizens, government officials and city staff were presented with a set of questions in regard to the present state and expected future of Brillion.

- What do you see Brillion looking like in ten years?
- What competitive advantages does Brillion have that should be capitalized on?
- What is the best thing about Brillion, today and in the future?
- What should Brillion work on improving?

Prior to presenting the attendees with these questions, the focus group was presented with draft recommendations pertaining to accessibility and circulation, design standards, and the business atmosphere of Downtown Brillion. The opinions shared at this meeting were used to develop the Vision, Goals, Strategies and Recommendations found throughout this plan. A complete summary of this Focus Group may be found in Appendix E.

2.3 Goals and Strategies

The following Goals and Strategies further define this plan's Vision:



Goal: Downtown Brillion will feature business destinations that satisfy local consumer demand and attract residents from the nearby region.

Strategy: The City of Brillion should strategically market Downtown as an opportunity to host unique businesses and services.

Strategy: Downtown Brillion should look for opportunities to work with local industry and develop complementary services and businesses that can satisfy local needs.

Goal: Downtown Brillion will remain a competitive place to do business.

Strategy: The City of Brillion should strategically utilize funding mechanisms to retain and attract developments that can take advantage of localized density.

Strategy: The Downtown Business community should strengthen their organization and highlight the benefits of shared services (economies of scale).



Goal: Downtown Brillion will be a well-maintained and architecturally distinct part of the City that features complementary aesthetic principles.

Strategy: The City of Brillion should formally adopt and require the use of Design Guidelines for all improvements within the Downtown Commercial District.

Strategy: The City should expand the role of architectural review to an entity more dedicated to its implementation.

Strategy: The City should promote its Design Guidelines to new and existing developments.

Strategy: The City and other local organizations should make funds available for building and business owners willing to restore, preserve or update the infrastructure of Downtown Brillion.



Goal: Downtown Brillion will evidence civic pride and be an attractive place to live, work, play, visit and conduct business.

Strategy: The City of Brillion should recognize the historic, social and physical centrality of Downtown, by retaining and promoting civic functions within its Downtown.

Strategy: The City of Brillion should be prepared to allocate money for public improvements that enhance and highlight pride in the community.

Goal: Downtown Brillion will be safe and accessible to local residents, persons within the nearby region and tourists via multiple modes of transportation.

Strategy: Improvements within the Downtown district should be viewed from multiple transportation perspectives, including those of the pedestrian, bicyclist, recreation vehicle and handicapped user.

Strategy: Downtown Brillion should be promoted with signage that increases awareness of Downtown and its features from inside and outside of the district.



Goal: Downtown Brillion will highlight its best uses and minimize the negative aspects of development.

Strategy: Development within Downtown Brillion should be scaled first and foremost to the pedestrian.

Strategy: The City should be prepared to more strictly regulate the placement of buildings, parking and screening.

Strategy: The use of shared parking should be encouraged.

Strategy: The City should maintain and invest in strategically disbursed municipal parking.



3

Design

3.1 Current Conditions

The appearance of Downtown Brillion is haphazard and inconsistent. New development stands starkly aside traditional “Main Street” buildings. Vast expanses of parking break-up the landscape, and the general condition of many older buildings is fading. In a recently commissioned report from a design specialist, it was reported that approximately 46% of building facades within Downtown needed significant renovation. However, not all of the conditions are bad. The recent appearance of new development signals a commitment to Downtown Brillion and the feasibility of new development Downtown. Many older buildings contain promise if properly renovated, and inconsistent development patterns can be adjusted with appropriately designed infill developments.

3.2 Comparable Communities

In order to assess the existing conditions and get an understanding for realistic expectations, this study looked at the Downtown environment of nearby, comparable communities. These communities specifically included, Chilton, Kiel and Sheboygan Falls. While each community, including Brillion, proudly displays its own identity, lessons may be learned from one another.

Sheboygan Falls: As a literal poster-child of Wisconsin’s Main Street Program. Thoughtful investment has taken place in Sheboygan Falls, and



the community’s downtown thrives with activity. There are few vacancies, and none of them appear to be long term. Community friendly uses which include a dime store, shoe store, fitness club, coffee shop, restaurants, galleries and home furniture show rooms. The building stock has been carefully restored to its near-original condition. Window-filled storefronts abound, which provide both a pedestrian and consumer friendly atmosphere. The prevalence of controlled intersections minimizes potential conflicts between pedestrians and automobiles.

Chilton: The Uptown district of Chilton currently suffers from a high vacancy rate, and numerous buildings are in need of renovation. However, there are a few buildings which evidence thoughtful renovation and restoration that can be referenced as positive examples. There is an attractive public gathering space and the general development



pattern is pedestrian friendly with little-to-no interruption in the built landscape. Additionally, a new senior housing development is currently under construction, which will likely bring greater activity to Uptown Chilton.

Kiel: Similar in its architectural environment and community demographics, Kiel offers a good comparison for Downtown Brillion. The main difference between these two downtowns is the site configuration of the built environment. Downtown Kiel retains its traditional side-by-side construction, which occurred prior to the dominance of auto-oriented developments. In the same respect, much of Kiel's historic architecture remains intact. In terms of use, Downtown Kiel supports a variety of professional services, which are not as prevalent in Brillion. These services include realtors, pet grooming, optometrists, accountants, lawyers, jewelers, insurance agents and computer services. It also features many family operated business that have been in existence for generations.



3.3 Purpose of Guidelines

While some communities may be hesitant to adopt design guidelines, fearing that they will impose undue burden and cost on existing proprietors, the value of properly composed design guidelines can be clearly documented. Guidelines provide cohesive parameters for the development and redevelopment of districts which seek to strengthen their competitive advantage within local market places. Design guidelines help to ensure complementary developments that add value to the entire district.

As a key concept within Wisconsin's Main Street Four Point Approach, design guidelines seek to enhance the physical and economic vitality of the district by attracting customers, tenants and investors. This is accomplished through rehabilitated buildings, attractive storefronts, inviting signage, and clean and functional streets and sidewalks. Wisconsin Main Street's 2007-2008 Annual Report notes that revitalized Main Streets with design related guidelines produce increased sales, traffic, employment, occupancy and rent, all of which can be utilized to offset the cost of rehabilitation or increased property taxes. Furthermore, the multiplier effect of local business increases the retention of money within the local economy and results in greater economic vitality for the entire community.

Design guidelines are not designed to be burdensome or cost prohibitive. They do not dictate style, but rather allow for variety and creativity within the contextual framework of the existing or historical traditions of Downtown Brillion. They contain built-in flexibility, which if properly implemented, can assist in the development of a successful and sustainable downtown environment.

Importantly, design guidelines need to be embraced by the community and officials responsible for

their enforcement and maintenance. These guidelines are intended for both existing buildings as well as future developments. The guidelines provided within this plan provide “solutions” to the design problems noted in the assessment of current conditions within Downtown Brillion. They should be seen as part of a plan that can be amended as situations evolve and new practices and procedures arise.

3.4 Existing Guidelines

In 2003 the City of Brillion Plan Commission “endorsed” a set of Design Guidelines developed by the Community Development Director and the Redevelopment Authority Commission. The Downtown Revitalization Committee of 2002 and the Community Development Committee indicated that “Early Brillion” should remain the architectural scheme of Brillion’s Downtown Commercial District. These guidelines include many of the proposed elements within this Downtown Master Plan, and should continue to be referenced. However, without formal adoption by the City, they remain weak in implementation. They have not been made a part of the municipal code.

Whether intentional or not, there are other existing codes and regulations already in place in Brillion that affect the design of Downtown. Set in place by local and state regulations, there is a general acceptance of codes and guidelines that protect the safety and general welfare of building users and occupants. These standards affect ingress and egress of buildings, handicap accessibility and fire prevention among others. Similarly, regulations relating to transportation and parking needs often dictate site configuration. These guidelines are sometimes drafted with little regard to their aesthetic consequences, and the economic, social and physical benefits of well designed space can be minimized as a result. As a result, a set of design guidelines should be embraced as a complementary component of these existing requirements, which

were also designed in the community’s best interests.

Downtown Brillion has already enacted a few code requirements that relate to design. In its municipal code, Brillion has set forth that building permits for permitted uses in the C-1 Commercial District shall not be issued without review by the building inspector. This code has been designed to “encourage a business environment that is compatible with the historic and residential character” of the district (106-94(j)). The code further states that reviews and approvals shall be concerned with the “general layout, building plans, architectural design, ingress, egress, parking, landscaping and open space utilization.” The code also contains regulations specific to Building Design and Construction (106-94(g)). These guidelines detail approved building materials for the district. Lastly, Brillion has enacted standards for signage within city limits and has sections of its code relating to permitted signage within all districts without a permit (106-191), as well as permitted signage within commercial districts with a permit (106-193).

While these measures are a great first-step, more detailed design regulations can be used to assist the Building Inspector, Redevelopment Authority Commission or Plan Commission, in their review of development and redevelopment within Downtown Brillion. Having detailed, yet flexible standards in place, will make it easier to attract and develop the complementary environment that Brillion is already seeking.

3.5 Recommendations

Building and Architectural Elements



Composition: Base, Middle, Top

Traditional buildings within the Downtown Commercial District are composed of a base, middle and top. In order to further establish visual interest and complement historical development patterns, all new construction within the district shall contain base, middle and top elements. The base of the building shall serve as a visual anchor to the ground. The middle of a building should articulate the building's use, and the top of the building provides visual termination with the sky.



Expression Lines and Silhouette

The transition between building components should be defined. This articulation may be accomplished through use of horizontal bands, contrasting materials, window openings or ornamental elements. These elements form expression lines that, when developed in conjunction with neighboring properties, provide visual cohesion to the downtown. "Top features," such as cornices and parapets, have the ability to provide a distinguishing silhouette to the building and serve as a capping element to the other components, all of which should be complementary.



Proportionality

Traditional development within Downtown Brillion was scaled for pedestrian activity and human interaction. This was accomplished through incorporating building elements, such as windows, doors and other architectural elements, into a vertically proportioned design. The renovation of existing buildings and all new construction should follow suite. In particular, buildings with a total width greater than its height shall incorporate techniques to emphasize verticality within the façade. This may be accomplished through the expression of structural bays, material variation, roofline articulation and/or vertically proportioned windows.



Solids and Voids

A building façade should provide visual cues to the passerby, whether pedestrian or motorist, of the building's function. Buildings within Downtown Brillion should be appropriately comprised of solids and voids, which provide opportunities for interaction with the street. Solids can be defined as structural or surface treatments, and voids are comprised of windows and entrances. A proper mixture of these elements will reinforce the traditional built environment.

Buildings within the Downtown Business District should be comprised of first-floor treatments that are predominantly void and second-story treatments that are predominantly solid. The historical composition of buildings should be respected, and filled-in or boarded-up windows or doors should be converted to their original function as void space.

Windows

Windows provide a critical opportunity for interaction between the public and private realms in the Downtown Commercial District. An adequate proportion of transparent windows improves the pedestrian experience and provides opportunity to witness the interior uses of a building. Transparent windows also provide the increased ability for display and advertising for Downtown business proprietors.

Unless historically inaccurate, clear glazing should account for no less than 60% of a building's façade on the ground level. This guideline aims to replicate historical development patterns, and is intended for both new construction and façade renovations. Transom windows, clerestories and transparent doors are encouraged to meet this requirement. The use of reflective or dark-tinted glass is strongly discouraged. Concern over excessive sunlight may be managed by awnings and canopies and interior window treatments.



Entrances

Clear and abundant entrances to buildings provide welcoming elements for customers. Entrances also serve as a sheltering function, providing patrons a transition from the interior to the exterior, and vice versa. The main public entry of a building should be a prominent feature of the building and should be easily identifiable.



Buildings within the Downtown Business District shall have no less than one public entrance fronting the public right-of-way. In the case of corner-lot buildings sides entrance no less than 25 ft from the Main Street right-of-way may be permissible. In the case of buildings with a length over 60 ft, multiple entrances should be considered. If possible, individual entrances should be provided for each building tenant. All service entries shall be placed away from public view, preferably at the side or rear of the building.

All entrances shall be offset from other components of the building to signify their existence. This may be accomplished through architectural offsets, awnings, canopies or other covered entry features. The placement of accessory components, such as signage, planters or lighting would also suffice. Awnings should be constructed out of durable materials such as cloth or canvas, as opposed to plastic or vinyl materials.



Materials

Buildings within the Downtown Business District should be designed for both architectural quality and longevity. Buildings should also be designed to complement the historic composition of the built environment. The close interaction between

buildings within the Downtown Business District and pedestrians further requires the use of quality materials. As such, high quality materials shall be required for both building renovations and new construction.

Acceptable materials include, brick, stone, other masonry units and finish-grade painted wood products. Lesser-quality materials should only be used to treat non-principal facades. These materials include EIFS, metal, and vinyl or aluminum siding. Prohibited materials include concrete block, vertically oriented siding and gravel aggregate. The Plan Commission shall have determination of materials not explicitly included within these guidelines.

Colors

In order to present a cohesive visual atmosphere within the Downtown Business District, the use of color on buildings shall be complementary to the entire district. The predominant color of buildings shall be neutral in tone. Accent colors shall be permissible, but may not be excessively bright, day-glo or fluorescent in nature. Bright colors are appropriate only as secondary colors to highlight building details. Color samples for buildings within Downtown should be submitted to the Plan Commission for review, prior to implementation.



Height Restrictions

Working in concert with existing height restrictions, the minimum height of new downtown development should be regulated to ensure conformity with the historical context of downtown. In order to maintain this rhythm, a one-story building within the Downtown Commercial District should have a minimum height of 18 ft. This should relate to a minimum floor-to-ceiling dimension of 12 ft for the interior of the building. The same 12 ft. minimum first floor dimensions shall apply to all buildings, including those greater than one story. The height of neighboring buildings and their architectural elements should be considered when reviewing new proposals in relation to these guidelines.



Four-sided Architecture

Blank walls and incompatible building elements detract from the visual character of the Downtown Business District. In addition, since secondary entrances are often located at the rear or side of buildings, attention to the design of secondary facades should be considered when renovating existing buildings or undergoing new construction. In order to ensure the architectural integrity of buildings and visual appearance of the Downtown Commercial District, four-sided architecture shall be encouraged.

All sides of a building must be composed of quality materials, design and articulation. Standards for front elevations shall be more rigorous; however, side and rear elevations should not be ignored. Side and rear elevations shall be composed of complementary building materials from the front facade, contain articulation or other visual features to break up blank walls, and contain windows and entrances when compatible with neighboring properties and interior uses. The secondary façade(s) of any building facing a public street (such as a corner building) shall utilize design elements featured in the primary façade.



Site Configuration

"Build-to" Lines

In order to increase the visual conformity of Downtown Brillion and encourage pedestrian activity, "build-to" lines should be followed in Downtown Brillion. Rather than regulating how far



buildings are to be set back, “build-to” lines delineate where the front edge of the building shall be located. As a result, when any new construction occurs in Downtown Brillion, this “build-to” boundary will help to establish a continuous edge between the street and buildings.

Structures shall be set back from the street right-of-way a minimum of zero (0) feet and a maximum of five (5) feet. The placement of adjacent buildings should be considered when designing any set backs.

Parking Lots

Parking is a critical component within the Downtown Business Districts. However, parking should be a secondary element of the Downtown’s composition. The availability of attractive and useable parking can also encourage both greater business and pedestrian activity. This can be accomplished through thoughtful placement, connections and screening.



Parking lots shall be placed at the rear or side of a building. A landscape buffer of no less than six (6) feet shall be installed along the parking lot’s public frontage or boundary with residential properties. Landscaping shall be incorporated into parking areas at a ratio of no less than 10% landscaping to parking. In addition to meeting handicap

accessibility requirements, all parking lots shall have dedicated pedestrian access paths delineated on site leading from the dedicated parking area to building entrances and the public right-of-way. Poured concrete curbs are encouraged to define the parking area, and individual parking stops are prohibited. Shared parking between properties is highly recommended.



Landscaping and Streetscaping

Landscape and streetscape elements provide aesthetic transitions within the Downtown Business District’s built environment. These elements may act as attractive additions to the street or building context, or they may serve as a valuable screen from unsightly features. Properly designed landscape elements may also mitigate storm water problems.

Landscaping and streetscaping shall be used to enhance the built-environment, define open space and screen unsightly uses. Flower boxes and planters are encouraged, but shall not interfere with accessibility or protrude into the public right-

of-way, unless privilege is granted. Unkempt boxes shall not be tolerated. Landscaping and fencing between buildings to shield views of unattractive alleys should also be considered. When acting as a screen or feature within a parking field, landscaping shall be designed for practical impact. Native plants with low water and pesticide needs are highly encouraged.



Lighting

Lighting can be a valuable addition to the public realm within any Downtown Business District. Proper lighting strategies can highlight architectural features, signal the existence of entrances and provide a safer-feeling environment for pedestrian activity. However, improper lighting can just as easily lessen the quality of the district. Lighting should not produce glare or light pollution.

Exterior lighting on buildings within the Downtown Business District should complement the features or character of the building as well as be designed to minimize glare and light pollution. Light shall not be allowed to project above 90 degrees from vertical, nor shall it be allowed to splay onto neighboring properties.



Service Areas and Equipment

Service areas are a necessity for functional businesses. However, these features are often unattractive in nature. Therefore, service areas and equipment should be placed out of public site, when possible. Proper placement and screening of service functions can complement the appearance of the Downtown Business District.

Trash and recycling containers shall not be permanently placed at the front of a building, nor shall they be permanently placed on the side yard within 20 ft. of the building's street frontage. In addition, mechanical equipment, such as gas meters, air conditioners, television equipment and electrical hook-ups, shall preferably be located at the rear or side of a building, which is not in view of the public's site. All permanent site and building features related to service functions, including dedicated refuse areas, shall be screened from site with materials compatible with other site features.



Signage

Signs are a major aesthetic component of the downtown and business environments, and should be complementary to the Downtown Commercial District. Attractive signage creates a more desirable pedestrian experience. In order to accomplish these goals, Downtown Signage shall conform to the following requirements:

1. Type: Signs within Downtown Brillion shall be pedestrian oriented. Signage may be wall mounted (facing the street), projecting

(perpendicular to the street), located on an awning or incorporated into a window.

2. Placement: Signs shall not be placed in a manner that interferes with a building's cornice or above its roofline.

3. Size: Buildings within Downtown Brillion may be allowed up to .8 sq. ft. of signage per building frontage, or to a maximum of 150 sq. ft. The total allotment shall be allocated per tenant.

4. Design: Sign materials shall be constructed in a professional manner with finished-quality materials. Exclusively flat wall signage shall be prohibited. Signs shall incorporate a dimensional border of no less than three (3) inches, be of a unique shape or contain individual elements. Signs should complement the building's architecture or features, or highlight the business use, and shall not contain distractive elements or colors.



5. Illumination: Signage may be illuminated internally or externally. If internally lit, the sign are preferred to consist of individual letters mounted to a discrete raceway. In the case of a cabinet sign, an opaque background shall be included within the design. Lighting from external sources shall be discretely incorporated. This may be accomplished with attractive light fixtures or backlighting. Lighting shall not interfere with pedestrians or traffic activity, and shall not splay onto neighboring

properties. Flashing and scrolling elements shall not be allowed. Message centers may not change more than once every five (5) seconds.

6. Variances: Variances for signage, including unique designs or historical elements that do not strictly conform to standards shall be taken to the Plan Commission for consideration.

3.6 Implementation Recommendations

In order to take advantage of the positive aspects that design related guidelines can provide to downtown revitalization efforts, implementation of the following recommendations should be considered.

Action: Expand or transfer the responsibility of architectural review to the Redevelopment Authority or Plan Commission.

Responsible Party: Common Council

Timeframe: Within 1 year

Priority: High

Action: Formally adopt a set of Design Guidelines that must be utilized for all improvements within the C-1 Commercial District which require a building permit.

Responsible Party: Recommended by the Redevelopment Authority Commission or Plan Commission, adopted by Common Council

Timeframe: Within 2 years

Priority: High

Action: Implement a sign improvement program that would offer up to \$500 in matching funds for signs that are approved by either the existing Plan Commission or a new Downtown Review Board.

Responsible Party: Plan Commission, Redevelopment Authority Commission or new dedicated Downtown Committee

Timeframe: Within 2 years

Priority: Medium

Action: Organize an annual clean-up of Downtown every Spring that encourages landscape improvements, paint touch-ups and trash removal within Downtown.

Responsible Party: Downtown Business Organization (preferred) or Chamber of Commerce

Timeframe: Within 1 year

Priority: Medium

Action: Continue to promote Downtown Façade renovations through awareness of the existing revolving loan program.

Responsible Party: Redevelopment Authority

Timeframe: Immediate

Priority: Medium

Action: Establish and maintain an active relationship with a Design Specialist to propose and/or review color choices to maintain consistency and historical accuracy.

Responsible Party: Person or Commission in charge of Architectural Review

Timeframe: Within 1 year

Priority: Low

Zoning Recommendations for C-1 Commercial District-Downtown

Update 106-94 (e) to include the following condition: (1) credit may be given for off-street parking located within 400 ft, including municipal and on-street parking.

Update 106-94 (f) to include first floor minimum height standards for principal buildings of at least 18 feet.

Update 106-94 (g) to discuss “build-to” lines within 5 feet of the public right-of-way along Main Street.

Update 106-94 (j) to transfer architectural review from the building inspector to the Redevelopment

Authority Commission or Plan Commission. Architectural review shall include, design, ingress, egress, parking, landscaping and open space.

Update 106-94 (c) (3) to indicate that off-street parking shall not occur in the front yard of any lot.



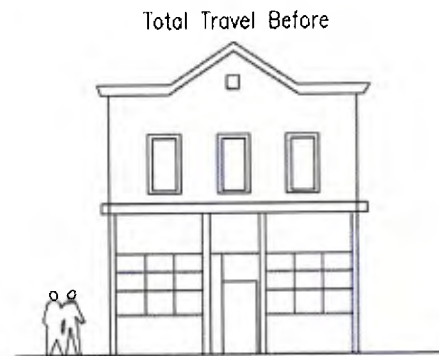
3.7 Facade Renovations



- Pedestrian Friendly Windows
- Proportionality
- Composition



- Four Sided Architecture
- Signage
- Pedestrian Friendly



Total Travel Before



Total Travel After

- Windows
- Composition
- Materials



Willow Mill



Willow Mill Before

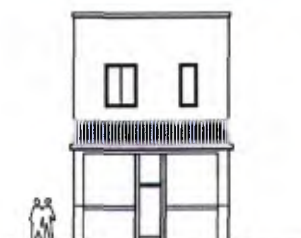


Willow Mill After

- Windows
- Entrance on Main Street
- Solids and Voids
- Composition (Parapet & Cornice)



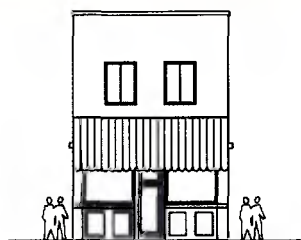
Styles Building Currently



Styles Building Current Form

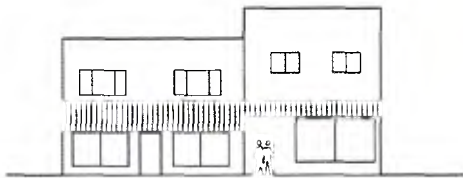


Styles Building Artisticly Rendered



Styles Building After

- Awnings
- Windows
- Composition
- Proportionality



Schroth Floral Before



Schroth Floral After



Schroth Floral After



- Composition
- Solids and Voids

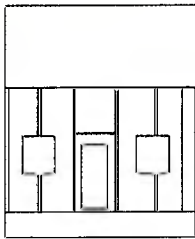
- Complementary New Construction
- Expression Lines



- Signage
- Gateway Feature



Currently



Currently



After

- Windows
- Entrances



- Pedestrian Friendly
- Human Scale
- Bold Redevelopment
- Colors
- Materials



- Awnings
- Signage

4

Circulation and Accessibility

4.1 Current Conditions

While issues related to current Downtown parking conditions suggest that Brillion may have a parking “problem,” they are equally indicative of a still-active Downtown that provides services for local residents and visitors alike. Based on recent counts of existing parking spaces and calculations, a rather significant parking deficit based on existing regulations does exist Downtown. This deficit is derived by utilizing Brillion’s off-street parking code requirements for the uses within Downtown Brillion. Current estimates place this deficit at around 400 spaces, suggesting either a need for more parking within Downtown or adjustment to current regulations. (See Appendices F, G, H, and J for more information on parking counts, parking requirements, and parking deficits.) In either case, it is important to note that accurate parking counts are hampered by numerous factors. These factors include the existence of unpaved lots, which make it difficult to accurately estimate the number of parking spaces provided. Business vacancies further impede efforts to accurately calculate the parking needs Downtown since filling those vacant spaces with parking intensive uses may increase this deficit significantly.

While it is safe to say that the number of available parking spaces does not match the number of required spaces for all uses Downtown, differentials in times of use amongst various use categories

tend to erase that deficit. For example, since many personal and professional services, such as hair care, photography, and banking, take place during the day, their parking needs tend not to interfere with other uses that are more likely to attract their clientele in the evening, such as taverns and bowling alleys. In fact, the number of parking spaces Brillion requires for taverns Downtown (approximately 260) constitute the bulk of the existing parking deficit. Since taverns typically do not compete with many other uses, the true parking deficit Downtown is much smaller than that created through off-street parking requirements.



Results of a recent survey of Downtown business owners indicate that business owners feel strongly about parking. Their sentiments indicate that too little parking exists Downtown rather than too much, supporting the conclusion that a parking deficit may exist Downtown. While they may feel that parking is inadequate, their objections are

more related to where parking is located rather than its sufficiency. Much of the parking Downtown is concentrated in several large lots dominated by a few businesses, while smaller businesses depend on shared on-street parking and small parking lots hidden behind buildings. These spots are often either occupied or difficult to find, creating problems for potential Downtown customers. In fact, one new business complained that the clientele of smaller Downtown businesses park in their large parking lot and have no intention of patronizing their business. Thus, this new parking alternative seemed to create a new dynamic in the circulation and parking patterns of Downtown traffic.

The transportation systems and circulation patterns within Downtown are rather typical for a small community. The street system is laid out in a grid pattern and connects seamlessly to the rest



of the City. Main Street is also a Calumet County trunk highway, which attracts substantial truck and agricultural traffic into Downtown. The current pavement width of Main Street is approximately 44 feet. Traffic counts indicate that approximately 7,000 vehicles pass through Downtown Brillion daily on Main Street. Most of the Downtown streets have sidewalks on both sides. There are no bicycle lanes identified throughout the Downtown. While not part of the current transportation network,

a railroad line previously ran through Downtown Brillion on a general east-west route. Adjoining private property owners have since acquired the former railroad right-of-way, eliminating some of the potential for reuse.

4.2 Existing Guidelines

The City of Brillion Code of Ordinances is the most important tool to understand the existing circulation and accessibility conditions within Downtown Brillion. This code addresses issues such as speed limits, on- and off-street parking requirements, and alternative forms of transportation.

Brillion generally calculates parking needs based on the number of employees on the largest shift combined with the square footage for each specific use, which accounts for both the needs of customers and employees. The general standard for a retail use is one space per 150 square feet of gross floor area of customer sales and service, plus one space per employee for the work shift with the largest number of employees. The general standard for professional offices is one space per 250 square feet of gross floor area, plus one space per employee for the work shift with the largest number of employees. See Table 4.1 for a comparison of these requirements to those of other communities. These examples are two of the many guidelines Brillion uses to determine the parking needs for individual uses. City ordinances also require that parking be within a distance of 400 feet of the principal use. Brillion does not, at least within its Code of Ordinances, address shared parking between businesses.

On-street parking is available Downtown in the form of both marked and unmarked spaces, primarily along Main Street. However, short stretches exist along Main Street where Brillion prohibits on-street parking. These are typically near street intersections and driveways. Brillion also prohibits parking on North Custer and West Center Streets



behind the Main Street Square Shopping Center, along Francis Street east of Downtown, along the south side of West Water Street, and along the north side of East Beach Street from Main Street to Francis Street. The City restricts parking in these locations for different reasons, including to restrict parking along an important route for larger commercial and agricultural vehicles or because the street in question is a one-way route.

Most of the on-street parking in Downtown is restricted to two hours. These parking areas are primarily found on Main, East Calumet, and West Jackson Streets. Exceptions to the two-hour parking rule Downtown include short stretches along the west side of North Custer Street to the south of West Center Street, where Brillion allows parking for 10 minutes, and on the east side of North Main Street from Park Street to Oak Street, where Brillion allows parking for 30 minutes. Typically, Brillion only restricts parking in the two-hour parking zones from between 7:00 a.m. and 9:00 p.m. on Fridays and from 7:00 a.m. to 6:00 p.m. on any other day except for Sundays and holidays. The City does not allow parking within these areas between 1:00 a.m. and 6:00 a.m. from November to April. Off-street public parking is also available in the City-owned parking lots of the Main Street Square Shopping Center, the Community Center, and City Hall. The sole restriction placed on parking in these lots is that the City does not allow parking within these spaces between 1:00 a.m. and 6:00 a.m. from November to April.

In terms of street functions, Downtown Brillion maintains both standard and non-standard practices. Current speed limits within Downtown do not exceed 25 miles per hour, which is typical for many communities. Brillion is atypical in that it allows all-terrain vehicles and electric vehicles, such as golf carts, within City limits, given that operators pay a fee before operating them on City streets. The City also allows snowmobile operation

within City limits, provided that snowmobilers only use the street network to reach their destination, whether it is their residence, a business, or the trails outside the City. Brillion does not allow snowmobile operation on Main Street.

Brillion has also established ordinance-designated "Pedestrian Safety Zones" within the City. These zones are designed to protect pedestrians while crossing the street. "Safety Zone" locations include the crossings outside of the Brillion Iron Works, the Community Center, and Trinity Lutheran School. See Appendix I at the end of the plan and Map 4.1 in this chapter for more information on current guidelines, conditions, issues, and opportunities related to circulation and accessibility.



4.3 Comparable Community Guidelines

Regulations from nearby communities were referenced as recommendations to resolve issues related to accessibility and circulation within Downtown Brillion were developed. Guidelines from Kiel, Chilton, and Sheboygan Falls, were utilized to better understand how comparable communities addressed the same problems Brillion faces relating to access and accessibility. Overall, Chilton seems to have developed the most innovative solutions for addressing parking between the four communities, including Brillion.

Each of these communities calculate their parking needs differently. (See Table 4.1) Of these examples, Chilton is the most unique in that it does not require that businesses provide any parking within its central business district. Rather than requiring private off-street parking, public parking facilities and on-street parking are provided to accommodate Chilton's parking needs.

with the City Plan Commission. It further requires that shared parking arrangements address parking deficiencies for each subject business.

On-street parking is available in all three comparable communities, with the general standard being a two-hour limit with regulations similar to that of Brillion. Each community places unique limitations

4.1 Comparable Community Parking Space Requirements				
	Brillion	Kiel	Chilton	Sheboygan Falls
Office Uses	One space per 250 square feet of floor space plus one space per employee on largest shift	One space per 300 square feet of floor space	No spaces required	One space per 200 square feet of floor space
Retail Uses	One space per 150 square feet of floor space plus one space per employee on largest shift	One space per 200 square feet of floor space	No spaces required	One space per 200 square feet of floor space

These communities also differ in regulating how far spaces may be located from individual businesses. Brillion requires that spaces be located within 400 ft of the designated business. Outside of its downtown, where businesses do not need to provide off-street parking spaces, Chilton requires that parking be within 800 feet of the principal use. This is also the standard used in Kiel. Sheboygan Falls has no such distance requirement. Chilton is unique in that it allows downtown businesses to use public parking spaces when calculating parking needs, as long as those parking spaces are within 250 feet of the principal use.

The only community that addresses shared parking between businesses is Chilton. The City of Chilton requires that permission for shared parking be filed

on parking within off-street municipal parking lots. Municipal parking lot use is limited to 12 hours in Sheboygan Falls, 48 hours in Chilton, and 72 hours in Kiel. Kiel issues permits for parking beyond 72 hours on one city lot. Brillion, Chilton and Sheboygan Falls restrict parking overnight between November and April, although Kiel does allow parking during these times.

Street functions were also reviewed between comparable communities. The speed limits set within these communities are generally the same as they are in Brillion. None of the limits exceeds 25 miles per hour in each community's downtown. Chilton allows snowmobile and all-terrain vehicle traffic within the city, but only on designated routes. However, Chilton prohibits the use of snowmobiles

and all-terrain vehicles during the overnight hours in the city. Chilton allows the use of electric vehicles, such as golf carts, on most city streets. Kiel mentions snowmobiles within its Code, but does not specify whether their use is permitted. None of the comparable communities researched include any "Pedestrian Safety Zone" designation within their codes similar to what Brillion offers.

4.4 Recommendations

The following eight recommendations address the accessibility and circulation problems in Downtown Brillion. The first goal of these recommendations is to improve parking access and availability for business patrons and visitors. Secondly, these recommendations seek to improve circulation and accessibility for pedestrians, motorists, and users of other forms of transportation to make Downtown more welcoming to all forms of transportation. The third goal of these recommendations is to enhance the safety of the users of all forms of transportation circulating throughout Downtown. Finally, these recommendations are designed to give the City of Brillion tools that it can use to enhance and protect the vision that this Downtown Master Plan proposes. These recommendations are presented in order based primarily on their relative impact on the goals addressed within this plan.

Recommendation 1: Encourage Shared Parking Agreements amongst Downtown Businesses

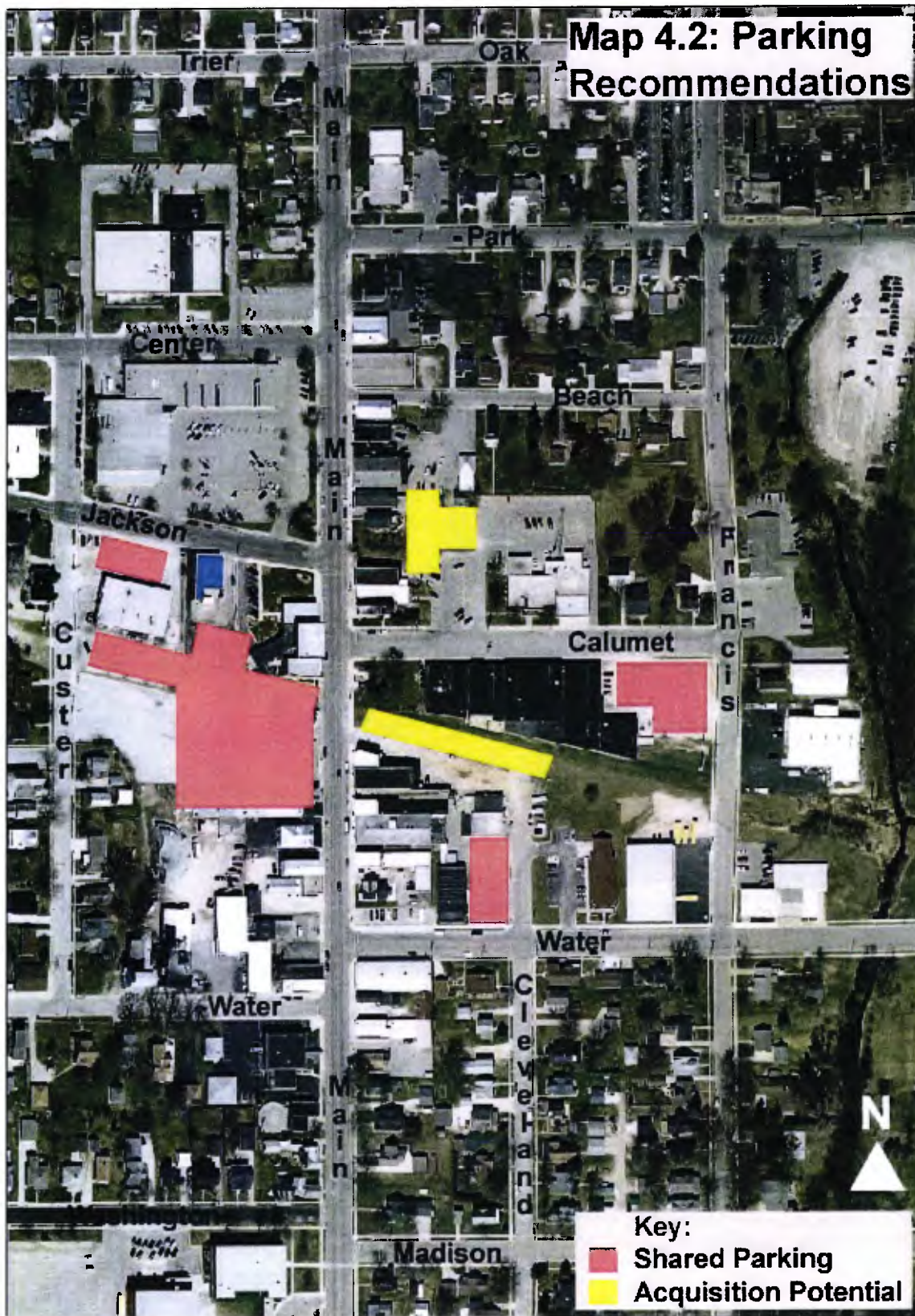
In many cases, the parking needs of individual Downtown business uses do not interfere with each other, since their prime hours of operation are distributed throughout the day. Taverns and banks do not operate at the same times, and are thus unlikely to compete with each other from a parking standpoint. In order to reduce the parking deficits in Downtown, it is recommended that Downtown businesses be encouraged to enter into shared parking agreements. Under a shared parking agreement, one business with large

parking facilities provides use of parking spaces to other businesses that do not have enough parking spaces for their patrons or employees. Under this type of arrangement, the business with a parking deficit has access to a sufficient number of parking spaces during their hours of operation, while the business with more parking spaces receives some benefit, such as rent payments from the smaller business or financial assistance with parking lot maintenance or snow removal. Establishing a master shared parking agreement amongst all Downtown businesses could address parking deficits that may exist amongst individual businesses.

Shared parking could also alleviate the need for additional parking facilities and reduce the number of curb cuts feeding out onto Main Street. Reducing the number of curb cuts could improve vision triangles along Main Street and increase space for on-street parking facilities.



Due to the size of their facilities and their central location within the "Superblock," preferred options for shared parking spaces include the new EconoFoods' grocery store, the Calumet County Bank, and the new Best Advantage Credit Union. Other large parking areas that might provide additional parking include the unpaved Ariens Museum parking lot and the parking lot at the northwest corner of South Cleveland and East





Water Streets. See Map 4.2 for more information on recommended locations of shared parking facilities.

Recommendation 2: Improve Crosswalk Facilities within Downtown

It is critical for Brillion to improve the ability for pedestrians to circulate throughout the entire Downtown sidewalk network. Special attention must also be paid to pedestrian movement across Main Street. Brillion currently addresses this need with crosswalks, which are provided at many Downtown intersections. Unfortunately, many of the crosswalks are faded and very difficult for motorists, pedestrians, and bicyclists to see. As Main Street is a Calumet County trunk highway and a relatively heavily traveled thoroughfare, providing features that safely enhance the presence of crosswalks to pedestrians, bicyclists, and motorists is crucial. Brillion can accomplish this goal by regularly repainting all crosswalks within Downtown at a minimum width of six feet and with crosshatches to increase visibility. (See Map 4.3) Brillion can mark crosswalks using a plastic or epoxy material embedded with reflective glass beads. Although more expensive, these crosswalk marking materials are longer-lasting and a better value over time, as they require less maintenance.

Brillion can also anchor permanent signage in the curb at the ends of the crosswalk or use solar-powered flashing lights to indicate the presence of pedestrians during specified hours. Brillion can also place temporary signage in the middle of the roadway at crosswalks during high-traffic rush hours and on the weekends. These permanent and temporary signs are similar to those already used in school zones. The crossing points that could use signage include the following intersections (See Map 4.3):

- Main and Oak/Trier Streets
- Center and Main Streets
- Jackson and Main Streets

- West Water and Main Streets
- Washington and Main Streets
- West Center and North Custer Streets
- At the Community Center
- In front of Econo Foods

Brillion should also install a crosswalk between the new EconoFoods' grocery store and the businesses on the east side of Main Street since the walking distance (by legally using existing crosswalks to traverse Main Street) between those two points is considerable. Brillion should also consider installing pedestrian bumpouts at these signed crosswalks to reduce the distance required for pedestrians to cross the street. When Brillion establishes the location of the pedestrian crossings that will include signage, the City Council should act to add those crossings to their list of "Pedestrian Safety Zones," thereby protecting the pedestrians crossing Main Street via ordinance.



Recommendation 3: Strengthen Ordinances Governing Design and Location of Parking Facilities

Brillion should address how proposals for new development orient individual parking spaces within their parking lots. In one recent Downtown development, the developer aligned parking spaces at a 90-degree angle to the driving lanes within the parking lot. While this layout provides enough space for two-way traffic, the spatial needs of this

layout creates significant inefficiencies in the usage of space, resulting in a greater dedication of space to parking than necessary. An angled parking layout of either 45 or 60 degrees, on the other hand, requires less space for driving lanes. Allowing only one-way traffic down each driving lane within a parking lot could reduce further the space required for parking. This more compact arrangement could also calm traffic within parking lots, discouraging motorists from driving faster than necessary.

Angled parking arrangements are also an excellent parking alternative for small downtown lots which are often irregularly shaped, making the use of 90-degree angled parking more difficult. If the City could encourage that all future development would use one-way driving lanes and 45- or 60-degree angled parking, the amount of land that could become available for other uses may increase, such as pedestrian pathways within parking lots and landscaping.

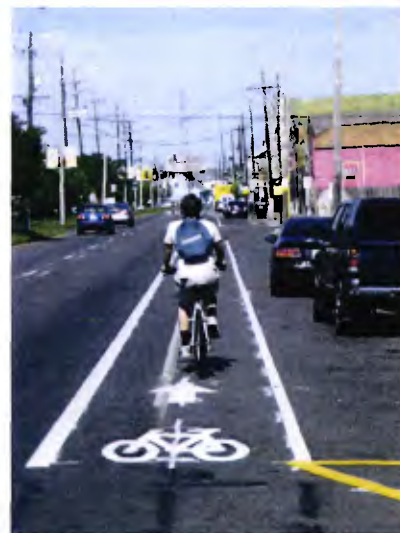
Another concern with parking in Brillion is that several new Downtown businesses are sited in a suburban fashion. They are set far back from the roadway with a large parking lot separating the building from the street that it faces. This creates voids that detract from Brillion's downtown environment. Brillion could combat this in the future by enacting restrictions on where future businesses may place parking facilities, focusing on creating parking opportunities behind or beside the principal structure, thus reducing the likelihood that future development will use a suburban-style site and parking layout.

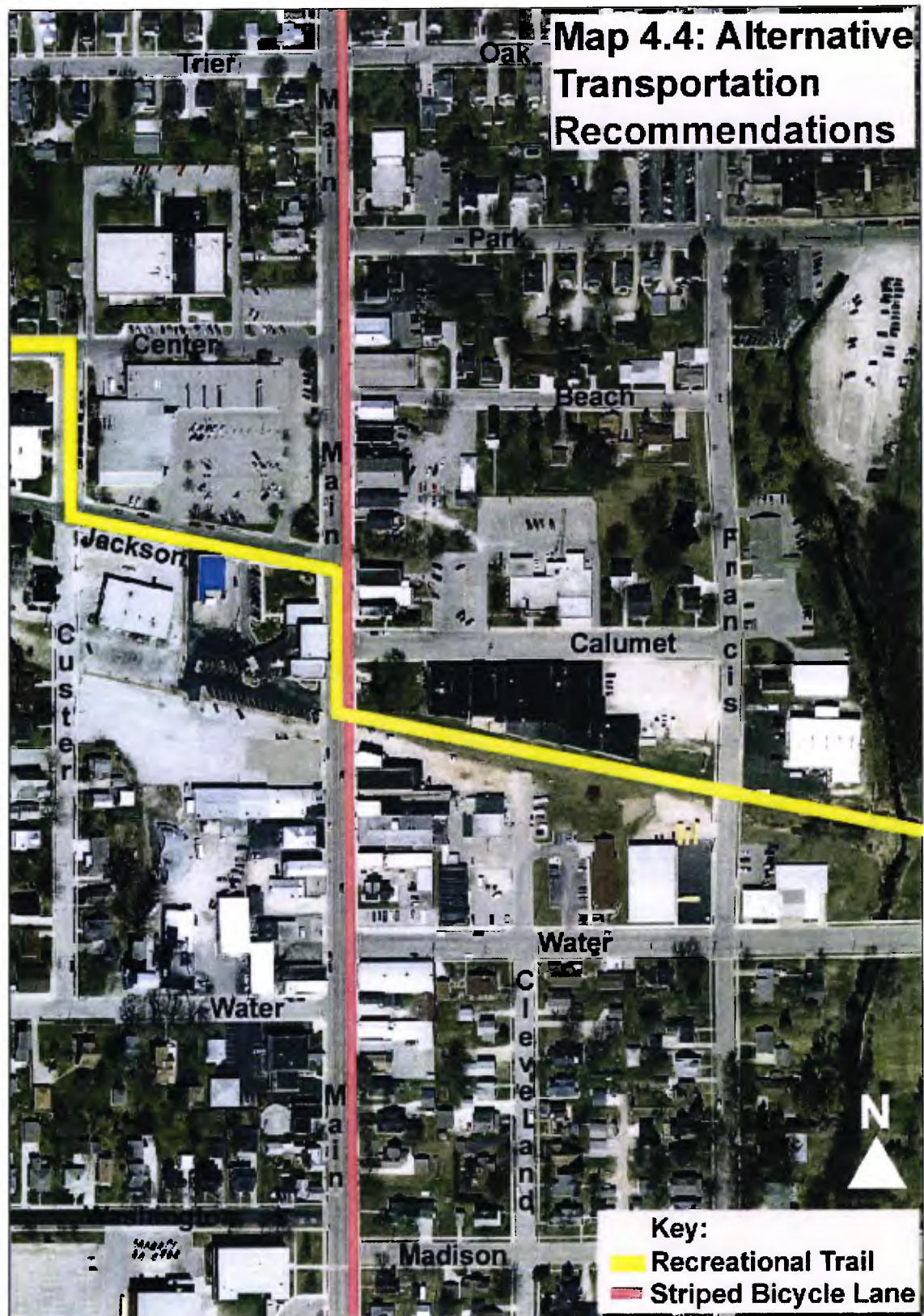
Recommendation 4: Expand Access for Alternative Forms of Transportation

Downtown Brillion should take advantage of the use of alternative forms of transportation within and around the City. This includes the use of all-terrain vehicles, snowmobiles, and bicycles. The users of these alternative forms of transportation

have the potential to become patrons of Brillion's Downtown businesses. Brillion currently does not have a clear snowmobile route within City limits to connect snowmobilers with businesses Downtown. If Brillion were to establish a marked route connecting Downtown with trail systems outside of the City, including a crossing point on Main Street at the site of the former railroad line, some Downtown businesses may be able to draw snowmobilers to their establishments. Also, all-terrain vehicles and electric vehicles such as golf carts are currently able to circulate throughout the City, but are limited since individuals must have a license in order to operate them on City streets. If a route existed for non-license holders for people from outside of Brillion to travel Downtown without violating this ordinance, it could further increase the possibilities for businesses to tap an otherwise limited market.

This plan recommends the creation of a "recreation easement" along the former railroad right-of-way, which all-terrain vehicles, snowmobiles, bicyclists, and pedestrians could use. This path would connect Downtown to trails outside of the City. (See Map 4.4) Since developers converted some of the former railroad right-of-way west of Main Street into a parking lot for new businesses within the "Superblock", Brillion would need to extend the





trail system to the remaining open railroad-right-of-way west of the city by establishing an official trail route along City streets. Brillion should permit access to this trail for visiting all-terrain vehicle and golf cart operators that do not possess a valid permit issued by the City for these uses. Bringing all-terrain vehicle and snowmobile operators into Downtown Brillion could result in the creation of a “trailhead,” and provide improved access to features throughout the area, including Horn Park and Brillion Marsh.

Brillion should also stripe bicycle lanes in areas where interactions between bicyclists, motorists, and pedestrians may be high. (See Map 4.4) This includes Main Street from the south end of the elementary school north to Oak/Trier Streets. Bike lanes can be accommodated between on-street parking and driving lanes on city streets. Another area that Brillion might consider improving its status as a regional trailhead is along the Spring Creek. A trail system for pedestrian, bicyclists and recreation users could be added here to further connect Downtown and the Brillion Iron Works.

Recommendation 5: Acquire Land for Additional Off-Street Municipal Parking Facilities

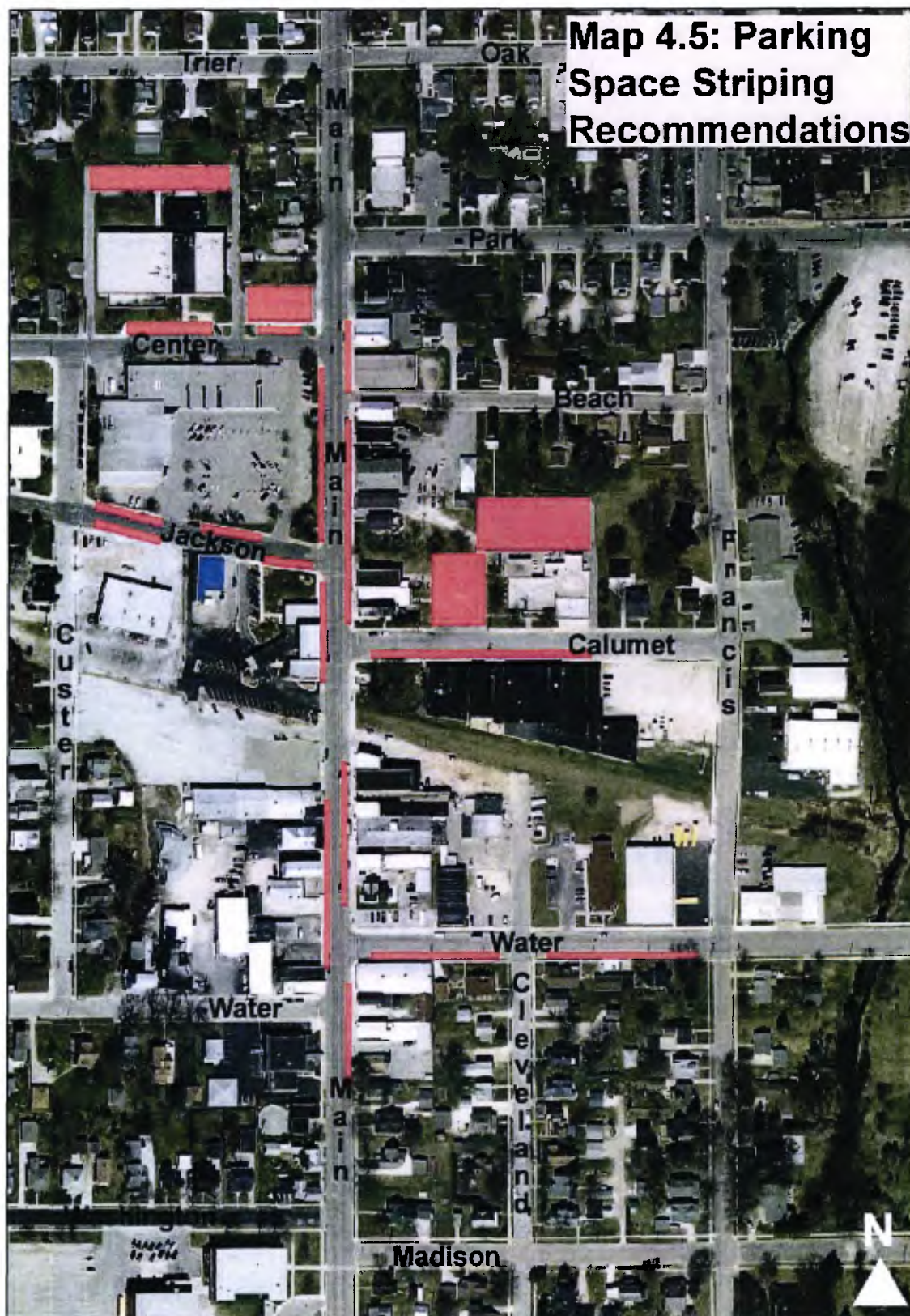
Recently, a Downtown business noted that the motorists using its parking lot are not only patronizing their business, but other Downtown businesses as well. Beyond real or perceived parking deficiencies, a more likely explanation for this behavior is that patrons will use the parking facilities closest to the business(es) they seek to patronize, regardless of who owns the parking they wish to utilize. Since a few large and highly visible parking lots dominate the current arrangement of parking Downtown, interspersing smaller parking lots amongst Downtown businesses that are visible to motorists on Main Street may reduce the demand on the larger parking lots. This also has the possible benefit of creating opportunities

for development possibilities within those larger parking spaces, especially at the Main Street Square Shopping Center parking lot.

As a result of these circumstances, Brillion should consider acquiring land to expand rear- or side-parking opportunities to intersperse parking within Downtown, thereby improving the ease of motorist access to individual businesses and reducing the dependence on larger parking lots located Downtown. (See Map 4.2) Two potential locations for new parking facilities include a portion of the former railroad right-of-way south of the Ariens Museum and portions of the open space between City Hall and the businesses west of City Hall on Main Street. Locations on the south end of Downtown should also be considered for municipal parking facilities.

Recommendation 6: Expand the Content and Usage of Wayfinding Signage

Another method to improve circulation into and throughout Downtown is through increasing the use of wayfinding signage. Wayfinding signage is currently limited in Downtown Brillion to directing travelers to major municipal features, such as City Hall and the Community Center. Expanded wayfinding signage could provide visual cues directing travelers to additional features, such as parking, crosswalks, and unique features like the Ariens Museum. Brillion should install signage for snowmobilers, bicyclists, and all-terrain vehicle operators, leading them into and around Downtown in places where off-road trails are otherwise unavailable. Brillion should also install this type of signage beyond Downtown, especially for motorists traveling between Manitowoc and Appleton on US Highway 10 that may not even be aware of Downtown Brillion. Brillion needs to establish a method to attract casual visitors to explore Brillion beyond the highway. Wayfinding should also include “gateway” features at the north and south ends of Downtown on Main Street,



which would welcome visitors Downtown. This recommendation was also outlined in streetscaping plans adopted by the Redevelopment Authority Commission. Alternatives to a literal gateway include statuary, similar to the lion found at Brillion High School, or a painted mural on existing blank walls within Downtown.



Recommendation 7: Enforce Speed Limits and Time Limits for Parking

Traffic calming measures should be used to create circulation patterns more conducive to all forms of transportation as it passes through Downtown. Wayfinding signage, crosswalk improvements, and streetscaping elements, such as pedestrian bump-outs, which have already been discussed complement this strategy. However, another relatively easy method to calm traffic through Downtown is through active enforcement of the current 25 mile per hour speed limit. This would

require that the Brillion Police Department step up speed limit enforcement Downtown, focusing on the most heavily trafficked periods throughout the week. Even the mere presence of police officers along a roadway will often have an impact on traffic speeds. Brillion could also reduce speeds through passive means, such as by placing a speed trailer or permanent signage on the north or south ends of Downtown on Main Street with a graphic showing how fast passing cars are traveling.

Some business owners also expressed concern over what they perceived as an abuse of parking privileges in some cases. They have cited instances where employees and patrons will use marked on-street parking spaces along Main Street in Downtown for more than the period allotted for each user. Brillion could take advantage of the increased police presence Downtown for speed limit enforcement to enforce parking time limit regulations as well. This will maintain proper circulation of parking spaces, especially along Main Street.



Recommendation 8: Stripe On- and Off-Street Parking Spaces

Brillion should also address the striping of on- and off-street public parking spaces. (See Map 4.5) Due to the need for snow removal activities and the inadequate frequency of maintenance, many of the marked parking spaces Downtown are difficult to see. This creates inefficiencies in parking and reduces the available parking spaces for all motorists. Two public parking areas that are in dire need of restriping are the spaces in front of the Community Center and the on-street parking spaces along Main Street. Due to resident concerns over low-quality vision triangles along Main Street, Brillion should also use this opportunity to identify opportunities to reconfigure parking along Main Street so that marked spaces do not encroach upon the driveways and streets feeding out onto Main Street.

Opportunities also exist to stripe new on-street spaces on public streets that allow parking, which the City has not yet striped. These include areas along Jackson Street near the old Hub and the new Credit Union. These areas allow 2-hour, but the parking remains unstriped. Striping them would prevent motorists from parking in a fashion that wastes valuable parking space Downtown.

Another area of Downtown, along East Calumet Street, presents an opportunity for additional highly concentrated on-street parking. The width of East Calumet Street between Francis and Main Streets (approximately 45 feet, making the street as wide as Main Street) provides an opportunity for shifting both driving lanes to the north side of Calumet Street, and installing 45-degree angled on-street parking on the south side of Calumet Street in front of the Ariens Museum. The addition of these parking spaces should be designed to not interfere with the circulation of fire trucks at the Brillion Fire Department, whose driveway is located 370 feet east of Main Street.

4.5 Implementation Recommendations

Action: Encourage Shared Parking Agreements amongst Downtown Businesses

Responsible Party: City Plan Commission and Common Council

Priority: High

Time Frame: Within 1 Year

Action: Improve Crosswalk Facilities within Downtown

Responsible Party: Common Council and Department of Public Works

Priority: High

Time Frame: Within 2 Years

Action: Strengthen Ordinances Governing Design and Location of Parking Facilities

Responsible Party: City Plan Commission and Common Council

Priority: Medium

Time Frame: Within 2 Years

Action: Expand Access for Alternative Forms of Transportation

Responsible Party: Common Council

Priority: Medium

Time Frame: Within 10 Years

Action: Acquire Land for Additional Off-Street Municipal Parking Facilities

Responsible Party: Common Council or Redevelopment Authority Commission

Priority: Medium

Time Frame: Within 10 Years

Action: Expand the Content and Usage of Wayfinding Signage

Responsible Party: Redevelopment Authority Commission and Common Council

Priority: Medium

Time Frame: Within 2 Years

Action: Enforce Speed Limits and Time Limits for Parking

Responsible Party: City Police Department

Priority: Medium

Time Frame: Within 1 Year

Action: Stripe On- and Off-Street Parking Spaces

Responsible Party: Common Council and Department of Public Works

Priority: Low

Time Frame: Within 2 Years



5

Business and Business Community

5.1 Current Conditions

The Downtown Brillion business community is centered around Main Street. Within the overall Downtown Brillion Master Plan area, almost all of the businesses front Main Street, though there are a limited number that are on a street perpendicular to Main Street. The map on the following page identifies the location of businesses by what type of business function they perform. The business community plays an important role in the lives of the residents of Brillion and the vitality of Downtown Brillion is dependent upon the strength and success of the business community. Although some specific types of businesses are more plentiful in Downtown Brillion than other general types of businesses, an adequate mixture of businesses exists in Brillion. This mixture of businesses provides the opportunity to obtain goods and services that fulfill most of each household's daily needs. Certain types of business, however, are absent from Downtown Brillion, which means unmet demand likely exists.

In March 2009, a survey was mailed to business proprietors in Downtown Brillion. The results of this survey indicate that, as far as business proprietors are concerned, there is unmet demand for certain types of businesses in Downtown Brillion. (For complete survey information, results and summary please see Appendix D). The two primary categories of businesses are retail stores

Downtown Brillion Businesses	
Type of Business	Total Within Downtown Brillion
Financial	3
Hair Care	4
Health Care	2
Industrial	2
Retail	12
Service	8
Tavern	6
Restaurant	1
Total Businesses in Downtown Brillion	38

and restaurants. Overall, the survey results point to the need for additional options in both of these categories. Additionally, the results indicate that business proprietors would patronize additional retail and restaurant options in Downtown Brillion.

Other results from the survey indicated that the business community has additional concerns regarding vacancies and the organization of the business community. First, the business community is concerned about the number of vacant buildings in Downtown Brillion. When asked what task is the greatest need, 75% of those surveyed indicated that filling vacant buildings should be addressed first. The final question of

Types of Businesses in Downtown Brillion



the survey, an open ended question, was also used by participants to show concern regarding vacant buildings. A lack of unity among business owners and an inability by the business owners to attract sufficient local patronage of their businesses was also indicated in the survey. Together, these issues show a deficiency in the actions of the business community to maintain sufficient local demand for their goods and services.

In 2002, the City of Brillion and the Brillion Chamber of Commerce organized a detailed market analysis of the Brillion trade area. (For a complete summary of the Brillion Market Analysis, see Appendix C). At the initial meeting of the Brillion Market Analysis Committee, areas of concern were identified relating to Brillion's downtown area. Among others, some of the issues identified to be facing Brillion were downtown vacancies, historic preservation, façade improvements, and the loss of consumer dollars to surrounding areas. In a business mix comparison section of the Market Analysis, Brillion's mix of retail and service businesses were compared to those of fourteen similar communities located in Wisconsin and throughout the Midwest. In doing so, it was identified that Brillion lacks such potentially viable retail businesses as antique stores, specialty food stores, building material stores, and sporting goods stores. Some of the service businesses found in the fourteen comparable communities that were not evident in Brillion were auto repair and lodging.

Also included in the Market Analysis was a consumer attitudes section that compiled information garnered from a City and Town of Brillion Community Survey, a Downtown Revitalization Survey, both of which were conducted in 2001, and personal interviews of local businesses administered by the city in 2000. Some specific results indicate that Brillion has a marketing problem. Participants stated that outside of the Brillion News, there is no other broadcast mechanism for local businesses. It was also felt by some that there is limited business

access in Brillion, and that businesses need to extend their operating and service hours.

5.2 Business Recommendations

As previously identified throughout the plan, there are several vacant buildings in Downtown Brillion. Some buildings have been vacant for only a short period of time, while others have been vacant for significantly longer. The survey results point to filling these vacancies as a top priority for the Downtown Brillion business community. Though these vacancies represent an aspect of the problem facing Downtown Brillion, they also represent an opportunity. This opportunity can be realized through startup cost savings for a new downtown business since moving into an existing building is significantly less expensive than having to construct a new building. The following map identifies all of the vacant buildings and parcels in Downtown Brillion. For each of the vacant buildings, a general category of business use has been recommended that has a potential to be successful in that location.

Recommendation 1: Former T & C Grocery Store 205 N. Main Street Retail Store



This particular building within the overall Main Street Square site is the largest vacant building within Downtown Brillion. That fact represents

Downtown Brillion Vacancies



Legend

Occupied Vacant

0 125 250 500 Feet
1 inch = 250 feet

both an opportunity and a challenge. It is important to first note that the building has been vacant only since March 2009, which means it is likely still in good, working condition. Many facets of the building make it an excellent opportunity for several types of businesses. The loading dock in the rear of the building allows for deliveries from all sizes of trucks. The division of the building into a storage area and display area allows for a retailer to move in without making major structural changes. The large number of parking spaces in the front of the building is something that many retailers seek in a site. The only significant changes needed to the building are perhaps rearranging the interior layout to accommodate a new use.

Due to these factors, a retail store selling consumer goods is recommended for this site. An example of a specific type of use that fits with this store is a new and used sporting goods store. The large parking lot could accommodate large influxes of customers during different times of the year. The loading dock at the rear of the store allows for deliveries of large items as well as for the deliveries to take place without obstructing the flow of traffic on the street or in the parking lot. Minor improvements would be needed throughout the store to accommodate the display of any potential retailer's products.

The concept of a used sporting goods store was specifically identified by one of the respondents as a business that would be successful in Downtown Brillion. Likely due to the rural and "woody" geography of Brillion and its primary trade area, it is stated in the 2002 Market Analysis that Brillion is considered to be a "Sportsmans" niche market. This market contains sporting goods such as guns, ammunition, camping and fishing supplies, and hunting services among others. It was also identified as a business recruitment opportunity that Brillion should further consider. The Market Analysis also indicates through its Business Mix Comparison that "Sporting Goods" stores, with

products ranging from bikes to fishing tackle, are underserved in the Brillion trade area. Additionally, though the Downtown Brillion Business Community survey did not as enthusiastically support a sporting goods store, nearly a majority of respondents still support a sporting goods store. Other types of retail businesses also were strongly supported, which indicates the potential for success of a variety of retail options. As is the case with the other recommendations, a retail store of a variety of specific types at this site offers the opportunity to meet the needs of the residents of Brillion and to attract customers from other communities. Accomplishing this overall task is essential to the growth of Downtown Brillion.

Recommendation 2:
Former Richards Furniture Store
104 S. Main Street
Retail Store

This site offers an opportunity for a business that is looking for showroom or "floor" space where customers can browse for items, as well as some



storage space in the rear of the building. The location across the street from the Tadych's Econo Foods grocery store results in high levels of customer traffic. The building has been vacant for several years and as a result will likely require some interior and exterior improvements. Despite this, the building has the upside of high visibility

in Downtown Brillion with historic architecture and large, intact windows along Main Street that will assist in the display of products and the attraction of customers. Additionally, sufficient on-street parking exists in front of the building along Main Street.

A retail store selling consumer goods is recommended for this site. A specific example of a particular type of use is a new and used clothing store. The large windows along Main Street offer the opportunity to display products that will attract customers passing by. The existing storage area allows for the storage of products that are waiting to be displayed or that are duplicates of what is on display. Though some improvements will be required to bring the interior and exterior of the space to working order, those costs are significantly less than constructing a new store. This fact, as with the other vacant buildings, presents an opportunity for businesses to open with less startup capital.

The Downtown Brillion Business Community Survey results show that a clothing store was the most common answer for a store type that would be successful in Downtown Brillion and that 60% of the participants indicated they would patronize a clothing store in Downtown Brillion. Other types of retail store received support from between 45% and 60% of the respondents. Additionally, an "Other" answer indicated that a second hand clothing store would likely be successful in Brillion as well as one that the business owners would patronize. The examination of the 2002 Market Analysis also points to opportunities for success. In the Analysis of Retail Opportunities for Brillion, and utilizing standardized retail categories from the North American Industry Classification System, it was identified that Brillion and its primary trade area could support almost 15,000 square feet of retail space dedicated toward apparel for men, women, children and families. Also, the opportunity exists to attract a unique retailer who provides the service

of offering both new and used clothing. Ultimately, any retail business filling this space would have the opportunity to be successful due to the high traffic volume associated with being located across the street from a grocery store. This situation creates the potential to attract customers who live in both Brillion and surrounding communities.

Recommendation 3:
Former Mike's Cabinets Building
202 S. Main Street
Retail Store



This site offers an opportunity for a use that requires considerable floor space as well as side street access for convenient pickups or deliveries along Water Street. The current interior setup is ideal for a retail use with a show room in the front and warehouse and assembly space in the rear of the building. This does not mean, however, that the interior cannot be remodeled to accommodate a different style of use. The good exterior physical condition of the building presents a strong opportunity for any business looking to move into Brillion. The availability of on-street parking adds to the attractiveness of the site.

Given these sets of conditions, a retail store selling consumer goods is recommended for this site. A specific example of this type of use with unmet demand in Brillion is an antique and consignment store. The large warehouse space could be converted to either storage or showroom space.

The front showroom space could be preserved or expanded to display products, or could be eliminated to create one uniform interior space. The easy street access allows for quick pickup and delivery of larger items that cannot fit through a regular door. The windows that face Main Street provide the opportunity to display eye-catching products to entice customers to enter the store and browse the available items.

While the Downtown Business Community Survey dealt with specific types of retail stores, the overall support for a variety of retail stores indicates the potential for success of new retail options. Between 45 and 60% of respondents indicated they would patronize new retail options within Downtown Brillion. Additionally, in the 2002 Brillion Community Market Analysis, it was identified that Brillion had fewer retail businesses than most of the other fourteen communities. This means that retail is a category that is underserved in Brillion. In the overall Recommendations of the Market Analysis, "Antiques" was identified as a possible niche market for Brillion, stating that the historic downtown buildings could provide an appropriate setting for such businesses. The knick-knacks and crafts store across the street attract consumers who are looking to purchase items to add to their home. These consumers might also find items in a retail store such as an antique store that would compliment something they purchased at Willow Mill. Or at least they would be willing to walk across the street to browse an antique store before or after shopping there or at another Downtown Brillion establishment. Lastly, the building itself creates the potential for success because of its good condition and the low start up costs associated with this building.

Recommendation 4:
Former Hometown Insurance
111 S. Main Street
Restaurant



This building offers an opportunity for someone looking to move to Main Street and occupy an older building that has character. The front of the building is significantly newer than the rest of the building and, depending on the occupant, could be retained or removed. While the building represents an opportunity in general, the physical condition of the exterior presents some challenges for a future occupant and owner. Additionally, the building has been vacant for several years, which brings into question the interior condition of the building.

A restaurant is recommended for this site. The overall size of the building would work well for a sit-down type of restaurant. Depending on the wishes of the restaurant and building owner, the second floor could be used for either general seating or an office for the business operations. The newer front part of the building could be retained as a seating room or could be removed and replaced with a porch area for outdoor seating. The physical condition of the building does pose a challenge to any new business, however. As a result, the building owner or the restaurant owner would need to obtain capital to perform the necessary improvements and renovations in order to operate a restaurant within the building.

The Downtown Brillion Business Community survey results indicate that 60% of the respondents would patronize a new family restaurant in Downtown Brillion. Though many places exist in Downtown Brillion to purchase prepared food, most of them also obtain a large amount of business from alcohol sales. A restaurant with a different set of offerings would have its primary source of revenue be from food sales. As a unique dining option in Brillion, this type of restaurant would be able to attract residents looking for a new dining option. According to the Business Mix Comparison in the Market Analysis, Brillion is calculated to be underserved in "Eating Places," including fast food or family restaurants. For the Brillion trade area identified as Consumer Type 7A: Middle America, it is stated that this type of population tends to prefer dining-in at fast food places and family style restaurants over ethnic style restaurants. Some possible restaurant concepts were identified in the Analysis of Restaurant Opportunities in the Market Analysis. They were a Chinese carry-out, a coffee shop and bakery with sandwiches, a fast food restaurant and a steakhouse among others. Restaurants were also identified in the Key Findings of the Market Analysis to be an expansion and recruitment opportunity for Brillion to further consider.

Recommendation 5:
Former O'Connor Pharmacy
205 N. Main Street
Retail Store



This building, adjacent to the former T & C Grocery Store, is also within the Main Street Square site.

It enjoys the same advantage of a large parking lot immediately in front of the store. The interior space is smaller than other vacant buildings within Downtown Brillion, but this presents an opportunity to attract a business owner who requires fewer square feet to operate their business. As is the case with the former grocery store, this building has been vacant only since March 2009 which means that it too is likely still in good, working order.

A retail store selling consumer goods is recommended for this site. An example of a specific type of use is a craft and hobby supply store. The interior arrangement of the store could easily be converted to display various supplies for each type of product carried. The large parking lot represents an opportunity to attract a large number of customers to the store. Minor improvements may possibly be required to change the interior from that of a sterile pharmacy.

As is the case with the other types of retail stores previously recommended, retail received strong support in the Downtown Brillion Business Community Survey. Though this specific type of store was not listed as an initial option on the Downtown Brillion Business Community survey, a respondent did list it under the "Other" category. This shows that at least some Downtown Brillion business proprietors would both patronize this type of store and believes it to be an opportunity for success. The 2002 Market Study indicates that the population of the Brillion trade area is considered by ACORN (A Classification of Residential Neighborhoods) to be Consumer Type 7A: Middle America, whose buying habits include leisure activities such as hunting, fishing and needlework among other activities. Lastly, the close location to the Brillion Community Center presents the opportunity to purchase supplies at the store and meet with a group for a class or event pertaining to an individual's hobby of choice.

Recommendation 6:
Former Best Advantage Credit Union
220 N. Francis Street
Office



While this building is a block off a Main Street, it represents an opportunity to add sizeable floor space to connect with businesses on Main Street. The building became vacant in March 2009 when the Best Advantage Credit Union moved. Parking lots exist on both the north and south sides of the building. The exterior is in good condition and does not require any improvements. The interior is also currently in good condition. A lobby area is inside the entrance with several personal offices of varying sizes adjacent to it. Also, a larger work space is in the northeast section of the building and in the basement of the building.

Given these conditions, a continued office use is recommended for this site. Examples of an office use include professional offices or medical offices. The current lobby area could be remodeled to accommodate a seating area. The individual offices could be altered to meet the specific needs of the occupant. The larger work spaces offer an opportunity for a business that requires multiple individuals to work on the same project at once. Handicap accessible entrances already exist from both parking lots, which opens the opportunity

for a medical related office. The interior is in a condition suitable for all types of office. The exterior condition does not require any significant changes.

The Downtown Brillion Business Community Survey results do not directly address an office use in Downtown. None the less, opportunity for an office use exists in Downtown Brillion. Several of the current businesses, including the banks and credit union, could need various types of "back office" support that could be located in this building. Identified under the Analysis of Service Business Opportunities in the 2002 Market analysis, there is a potential service need for "Offices of Physicians and other Medical Providers." It was also stated that this type of service should be discussed further for economic development. There is also an interest by the citizens of Brillion, as stated in the Market Analysis, for health care facilities and services that can utilize and occupy available office space.

Recommendation 7:
Vacant Residence
319 N. Main Street
Office



Though this building was originally constructed as a private residence, it has a history of office use. The architectural features of the exterior

are eye catching and present an opportunity for a business looking to occupy a unique building within Downtown Brillion. The shed at the rear of the side yard is dilapidated and needs to be removed. The side yard represents an opportunity for an accessory use as needed by the business. The overall size of the building lends itself to a smaller business that perhaps does not have a large number of customers inside at any given time.

Due to these factors, a small office use is recommended for this site. Examples of an office use includes professional offices or medical offices. The exterior characteristics would provide an opportunity to attract interest in the site. The interior layout of a house could create a warm and welcoming atmosphere. The front porch and front yard, as well as the side yard, could serve as an associated outdoor use. Though some interior remodeling may be required to bring the building in line with specific needs of the occupant, the start up costs would not be insurmountable for businesses.

The Downtown Brillion Business Community Survey did not directly address office types of businesses. Despite this, the unique architectural characteristics and smaller size of this site offers an opportunity for a business needing limited square feet of office space. As indicated in the Business Mix Comparison from the Market Analysis, Brillion is underserved in service businesses in contrast to the fourteen other comparable communities. For some of these service businesses absent in Brillion, it is likely that they would occupy office space.

5.3 Business Implementation Recommendations

It is that in each of the seven recommendations, the City of Brillion is not the current property owner, which limits the City's ability to directly fill the vacancy. Despite this, the city could take several actions to assist. The following steps are

recommended as part of the City's efforts to fill the seven vacancies identified above.

1. Explore hiring a business recruitment consultant to advise the City on specific tactics to recruit specific firms to fill the vacancies in Downtown Brillion.
2. Form a task force comprised of representatives from both the Downtown Brillion business community and the City of Brillion government to engage in recruitment of new businesses and act as a host group when prospective businesses are visiting Brillion.
3. Maintain an active working relationship with the property owners of each of the vacant buildings and work to ensure coordination of business recruitment efforts.
4. Attend conferences and trade shows, such as those held by the International Council of Shopping Centers, where business owners are present. While at the conferences, network with the business owners and encourage them to consider Brillion as a location for their business.
5. Create and maintain working relationships with representatives from local and national commercial real estate firms to attempt to capitalize on relocation opportunities.

Each vacancy has a negative impact upon Downtown Brillion, but some vacancies are more visible and disrupt the fabric of Downtown more than others. No time line is able to be created for the implementation of these recommendations because it is not possible to know when a business will be interested in moving into one of these buildings. The following order, based upon visibility within Downtown Brillion, is the priority for filling the vacant buildings within Downtown.

1. Former T & C Grocery Store, 205 N. Main Street
2. Former Richards Clothing Store, 104 S. Main Street
3. Former Mike's Cabinets, 202 S. Main Street

4. Former Hometown Insurance, 111 S. Main Street
5. Former O'Connor Pharmacy, 205 N. Main Street
6. Best Advantage Credit Union, 220 N. Francis Street
7. Vacant House, 319 N. Main Street

5.4 Business Community

Recommendations and Implementation

Recommendation 1: Create a Downtown Brillion Chapter of the Brillion Chamber of Commerce

The current Brillion Chamber of Commerce structure makes no distinction between businesses in Downtown Brillion and businesses located elsewhere. The creation of a separate Downtown Brillion Chapter would allow for the unique needs of the Downtown business community to be addressed. Multiple specific actions are recommended to accompany the formation of a Downtown Chapter.

1. Create a Downtown Brillion Committee to lead the Downtown Chapter of the Brillion Chamber of Commerce.
2. Create a separate section of the Brillion Chamber of Commerce Website specifically devoted to Downtown Brillion.
3. Partner with Brillion High School or local college or technical college students for the design of the Website.

Analysis: Several business owners indicated in both Focus Groups 1 and 2 and the survey, that problems exist with the organization of businesses in Downtown Brillion. The creation of a separate Chapter of the Brillion Chamber of Commerce would provide a distinct organization aimed at assisting the business proprietors of Downtown Brillion. For those interested in leading new initiatives, the newly formed Downtown Committee would provide the perfect opportunity. The Downtown Chapter, and its leadership from the Downtown

Committee, is able to serve as the starting point for the ongoing leadership of all new Downtown business community related activities.



The creation of a separate section on the existing Brillion Chamber of Commerce Website allows the Downtown Committee an opportunity to promote upcoming events. Promotion of events is an essential method to attract residents of Brillion who shop elsewhere to Downtown businesses. The use of local students in the design process allows for a low cost option that benefits both the student and the Chamber of Commerce. Additionally, the Website provides a location to list all of the businesses specifically within Downtown Brillion. The listing of the businesses in Downtown Brillion provides an opportunity for residents to learn about what goods and services are available within Downtown. Finally, the Website provides an online forum for business owners to communicate with one another to identify methods to attract and retain customers.

Implementation: The primary actor in the implementation of this recommendation is the Brillion Chamber of Commerce. The Chamber will need to initiate the efforts to create the Downtown Chapter and recruit members of the existing Chamber of Commerce and the Downtown Brillion

business community to serve on the Downtown Committee. Once the Downtown Committee is formed, the Downtown Committee will then lead the implementation of the Website changes, including the design process and the launch of the altered website. The City of Brillion will endorse the changes to the Chamber of Commerce to further legitimize the changes.

Phase 1: The Downtown Chapter and accompanying Downtown Committee should be created within one year of receipt of the plan by the City of Brillion.

Phase 2: Within one year after the creation of the Downtown Committee the Website should be fully created and operational.

Recommendation 2: Create a Downtown Brillion Businesses Flyer

Currently, business owners indicate that they believe the residents of Brillion do not patronize their business at a sufficient rate. In order to increase awareness and local patronage of Downtown businesses, the business owners should coordinate the development of a monthly promotional flyer. The following items are recommended for inclusion.

1. List all businesses in Downtown Brillion.
2. List any specials or promotions that any business is offering the month following the distribution of the flyer.
3. List any future events where multiple businesses are collaborating on specials or promotions.
4. Partner with Brillion High School art or computer classes for assistance with design of the flyer.

Analysis: The creation of a Downtown Brillion businesses flyer will serve to directly promote the goods and services offered in Downtown to the residents and visitors of Brillion. While the Downtown Brillion Chapter of the Brillion Chamber of Commerce website does have the ability to list

everything contained within the flyer, residents need to take the action of going to the website, whereas the flyer is delivered directly to their home. By providing a listing of the businesses in Downtown Brillion the flyer informs residents of Brillion of the goods and services provided in Downtown Brillion. The current promotions offered at each individual business section of the flyer will benefit businesses by directly attracting customers interested in their promotion. Neighboring businesses could also see a benefit if customers choose to browse other stores once they are already shopping in Downtown Brillion. The intent of the future events section is to promote a larger set of sales or promotions at several of the stores. These types of events would likely only occur a few times a year and thus the advance notice would serve to create anticipation and excitement about the types of goods and services that would be offered at a reduced price. By creating anticipation and excitement, more residents of Brillion would at least browse the stores on the day(s) of the special sale. This would help to create more patronage of local businesses. The use of local high school students for the design of the flyer engages potential customers in the process, provides a low cost option for the businesses, and provides a valuable experience for the student. The overall printing costs, when shared among all of the participating businesses, will be minimal. The opportunity exists to partner with the Brillion News for distribution.



Implementation: The Downtown Chapter of the Brillion Chamber of Commerce will coordinate the creation and distribution of the Downtown Brillion Businesses Flyer. The Downtown Committee will compile the listing information for each of the Downtown businesses. The Downtown Committee will also be the point of contact for each of the businesses wishing to list any specials or promotions in the flyer. Lastly, the Downtown Committee will supervise the design, production and distribution of the flyer.

Phase 1: Within two years of receipt of the plan the Downtown Committee should distribute a complete first flyer.

Ongoing: After distribution of the first flyer, the flyer should continue to be distributed on a monthly basis.

Recommendation 3: Create a Downtown Brillion Frequent Shopper Program

More than one approach is needed to attract residents to Downtown Brillion to purchase goods and services. In order to increase local patronage of Downtown businesses, a frequent shopper program is needed. The following are the recommended aspects of the program.

1. Reach an agreement with Downtown businesses willing to participate in the program.
2. Create a "punch card" that shoppers can use at any of the participating Downtown businesses.
3. Obtain a unique punch device and authorization method to prevent fraud.
4. Within the agreement, delineate how much each shopper would need to spend to earn a "punch" in the punch card at participating businesses.
5. Identify the rewards offered by each participating business when a shopper earns enough total punches in their card.
6. Delineate special days when shoppers can earn extra punches for their purchases or can double the amount of the rewards.



Analysis: The creation of a Frequent Shopper program among the Downtown Brillion businesses will provide an incentive for customers to make shopping in Downtown a regular habit. When this proposal was presented at Focus Group #2, participants enthusiastically voiced support. By creating a versatile card that can be used at multiple businesses, customers will be able to earn sufficient "punches" for a reward sooner than with shopping at a single business. The incentive of the reward will encourage customers to consider continuing to shop Downtown or change their spending habits to purchase from more businesses in Downtown. Currently, many businesses across Wisconsin and America, including grocery stores, restaurants and retail stores, find this type of system to be successful in encouraging customers to return several times. Due to the prevalence of this type of system, it is likely the business owners would be willing to participate. Additionally, the prevalence means that the customers will understand how the system works, which will result in more individuals deciding to obtain a card and use it when shopping in Downtown Brillion. The days throughout the year when the incentive of additional punches or rewards are offered provide the opportunity for business owners to showcase their products to a likely heavier flow of customers. This means that businesses have the opportunity to increase their volume of business without any additional promotions. Additionally, if desired, these days could be combined with other promotions to further entice customers to Downtown Brillion businesses.

Implementation: The Downtown Committee of the Downtown Chapter of the Brillion Chamber of Commerce will coordinate the creation and implementation of the Downtown Brillion Frequent Shopper Program. The Committee will recruit businesses to participate and negotiate the parameters of their participation, including the amount spent in order to qualify for a punch and the amount of the reward. The Committee will design the punch card, promote the frequent shopper program to the residents of Brillion and distribute the card to businesses and shoppers. Lastly, the Committee will coordinate with the participating businesses for the identification of days when shoppers will be able to earn additional punches or rewards.

Phase 1: Within two years of receipt of the Downtown Brillion Master Plan, the Downtown Committee should have all agreements with business owners fully negotiated and have the punch cards distributed.

Ongoing: The Downtown Committee should continue to recruit more businesses to the program after the initial implementation. Additionally, the Downtown Committee should continue to facilitate the program and work to mediate disputes that may arise pertaining to the program.

6

Implementation

The recommendations identified in Chapters 3, 4 and 5 are specific to each of their respective topics. However, each recommendation should not be implemented independent of the others, but rather in conjunction as part of a continuous implementation timeline. In order to ensure that all recommendations are implemented in a coordinated fashion, an implementation timeline has been provided. The timeline serves both as a comprehensive listing of the recommendations and as a reference point for reviewing the Downtown Brillion Master Plan. The implementation timeline indicates when a recommendation should have begun implementation. Many of the recommendations involve ongoing efforts. To avoid duplication of each recommendation within the timeline, each recommendation is only listed in the year it should begin. If the recommendation is intended to be ongoing, then a notation indicating this suggestion has been included in the timeline.

End of Year 1:

- Establish the Downtown Chapter of the Brillion Chamber of Commerce.
- Establish the Downtown Committee of the Brillion Chamber of Commerce.
- Expand or transfer the Architectural Review function to the Brillion Plan Commission.
- Charge the Brillion Plan Commission to recommend design guidelines to the Common Council.

- Increase awareness of existing façade improvement revolving loan fund. (ongoing)
- Organize an annual clean-up of Downtown every Spring that encourages landscape improvements, paint touch-ups and trash removal within Downtown. (ongoing)



- Establish and maintain an active relationship with a Design Specialist to propose and/or review color choices to maintain consistency and historical accuracy. (ongoing)
- Form a task force comprised of representatives from both the Downtown Brillion business community and the City of Brillion government to engage in recruitment of new businesses and act as a host group when prospective businesses are visiting Brillion. (ongoing)

- Complete explorations and considerations concerning hiring business recruitment consultant.
- Maintain an active working relationship with the property owners of each of the vacant buildings and work to ensure coordination of business recruitment efforts. (ongoing)
- Attend conferences and trade shows, such as those held by the International Council of Shopping Centers, where business owners are present. (ongoing)
- Create and maintain working relationships with representatives from local and national commercial real estate firms to attempt to capitalize on relocation opportunities. (ongoing)
- Encourage Shared Parking Agreements amongst Downtown Businesses.
- Enforce Speed Limits on Main Street and Time Limits for Parking on Main Street. (ongoing)

End of Year 2:

- Formally adopt a set Design Guidelines that must be utilized for all improvements within the C-1 Commercial District which require a building permit.
- Create the Downtown Brillion Business Community Flyer and establish monthly distribution program.
- Create the Downtown Brillion Frequent Shopper Program, distribute the punch cards and begin offering rewards to eligible customers.
- Design and implement changes to the Brillion Chamber of Commerce Website.
- Implement a sign improvement program that would offer up to \$500 in matching funds for signs that are approved by either the existing Plan Commission or a new Downtown Review Board.
- Implement all C-1 Zoning District Zoning Code design recommendations.

- Improve Crosswalk Facilities within Downtown.
- Strengthen Ordinances Governing Design and Location of Parking Facilities.
- Expand the Content and Usage of Wayfinding Signage.
- Stripe On- and Off-Street Parking Spaces throughout Downtown Brillion. (ongoing)

End of Year 5:

- No more than five vacant buildings will exist in Downtown Brillion.
- Award matching sign grants to at least five businesses.
- Disburse revolving loan funds for façade improvements to at least three property owners.

End of Year 10:

- No more than two vacant buildings will exist in Downtown Brillion.
- Award matching sign grants to five additional businesses.
- Disburse revolving loan funds for façade improvements to three additional property owners.
- Expand Access for Alternative Forms of Transportation.
- Acquire land for Additional Off-Street Municipal Parking Facilities.



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Appendix A

Focus Group #1: Project Orientation

On Friday, February 13, 2009, the UWM Downtown Master Plan Student Team participated in a roundtable focus group luncheon at Brillion City Hall. Wayne Volkman, Community Development Director, organized the event. Members of the Common Council, the Mayor, City Staff, and members of the Main Street business community participated in the event. The event lasted over an hour and a half and covered a wide range of topics. The Student Team led off the roundtable by asking questions or providing suggestions for feedback. Often the comments of one participant would spark a suggestion from another participant. The main areas of conversation included: design and image of downtown, urban planning related items, business needs, housing needs, activities downtown, accessibility of downtown, and downtown pride.

Those in attendance at the focus group expressed a need for the development of a comprehensive Downtown Master Plan that would detail specific steps towards revitalization. The team will use information from this initial Focus Group as an introduction to the situation in Downtown Brillion. Furthermore, the comments and suggestions will serve as a guide in the formation of the Student Team's Scope of Work and the Plan's objectives and criteria.

Below is a listing of the comments and ideas shared during the event. The comments are organized based upon which topic they are addressing.

Design/Image

- Facades would be a low cost update and are the most important part of a building to upgrade
- Currently there is no central theme; City could provide ideas to business owners for façade improvements
- Codes dealing with aesthetics should be refined
- The general public had some complaints with the pro-masonry guidelines that would not allow vinyl siding in the downtown redevelopment authority plan because they felt those improvements were too costly
- Heritage theme in the city – have a cultural theme, Ex: Stoughton with a Norwegian theme
- Downtown is characterized by a mixture of historic and newer buildings
- Hilbert, Little Chute, West Bend, Ripon, Shawano, Cambridge, Kiel, Chilton, Sheboygan Falls – attractive, sharper and more cohesive
- Princeton has a flea market and specialty stores and has done a good job with mixing old and new buildings and types of uses
- Algoma archway is attractive gateway feature

Planning

- We need to sell the master plan and design guidelines to the businesses
- Credit Union and grocery TIF (TIF #2) established 5-6 years ago
- Trends: No reason why the new construction cannot continue

Business

- No recent relocations to Brillion from elsewhere
- No real variety of choice, and several types of businesses are lacking
- Needs clothing, shoe store
- Potter does have a lumberyard, but Brillion does not
- Need plumbing services and retail shop
- Home improvement store
- Eyecare and Footwear for factory workers
- Needs a local meat market
- Organize as a business community to sponsor events– business community should contribute \$
- Community is not marketed well enough – business community should contribute \$
- Work on quality and availability of products
- Businesses should seek a balance between targeting local and tourist customers
- Establish a cooperative relationship between industry and local business
- Central technologies – offers computers, cell phones, and computer repair
- Sporting goods , sporting goods store that caters to local as well as expanded rural communities – a bigger general and sportsmans store, but might be hard to compete with large retailers
- Agricultural supply – distribution covers a large area
- It is essential for businesses to be able to mix service and retail and thus offer you something more than the big box stores and strip centers that Brillion consumers currently frequent
- The new hotel on highway 10 will help with attracting tourists, though a national chain would work better.
- Downtown conference center/hotel has been considered (support from the big 4)
- The City website needs to do more to attract tourism and promote the businesses downtown
- Funding is a key issue, and some in downtown are thinking about a Business Improvement District (BID)

Housing

- Interest in high-end residential downtown, including condos and single family units, which would help increase number of households close to downtown business district
- Forest Junction residential developments more visible than Brillion's developments, but building restrictions more stringent in Brillion

Activities

- Brillion Fest (second weekend in June Th – Sat, F – electric parade)
- Horn Park is not downtown, which results in a lower rate of use because of lower visibility
- Preparation for events is expensive
- Jaycees Christmas in the park
- Need opportunities for more events
- City did try to have a harvest fest – a lot of competition and wanted it tied to Homecoming, so it wouldn't have been the same week each year, which would have hurt attendance as well
- Look at hosting an ATV event, because there is a large organized ATV club (Farm Country ATVers) and many residents own ATVs

- Ariens museum is unique feature
- Could have daytime bus tours of Manitowoc, Calumet Counties – Have tours of Brillion industries and farm technology setups
- Harley MDA ride
- Memorial Weekend parade
- Farmer's Market: every Saturday in front of T&C (June – Sept)
- Firemen's Parade
- Holiday lighting at Horn Park
- Promote the annual "breakfast on the farm"
- Peters Park and The Hub parking lot are used for community events

Accessibility

- People can drive ATVs on city streets
- Marsh areas are useable
- Friendship Trail and link to Fox River Trail
- City has an ATV park on old landfill property
- ATV trails are being proposed, but they too would not be marked and thus would be under used and the opportunity to link them to downtown would be missed, just like with snow mobile trails
- Snowmobile trails not marked off, so no one knows that they can use them or where they are

Downtown Pride

- The grocery store saw a benefit in staying downtown, though that is not a new business but rather just a relocation of an existing one, thus no actual growth
- Need to develop a reason for people to come to Brillion
- School referendum was defeated – general feeling that school should remain downtown
- Proud of homegrown industries, especially big 4 industrial firms – bus tours
- Outdoor dining is desired downtown

Note: The following is a list of events held in Downtown Brillion discussed during this orientation.

Calendar of events

February

- Brillion FD Brat Fry

March/April

- Lions Easter Egg Hunt
- Nature Center Spring Banquet

May

- Memorial Day parade and service

June

- BrillionFest
- Optimists Electric Parade
- Nature Center Fish Boil
- Parade of Rummage Sales

- Library Programs through August

July

- Farmers Market (Saturdays until October)

August

- Nature Center Rendezvous

September/October

- Nature Center Pumpkin Walk
- Community Center Halloween Party
- Harvest Fest

November

- Historical Society Parade of Christmas Trees
- Operation Decorate Downtown
- Children's Book Week

December

- Lions Christmas Decoration Contest
- Jaycees Christmas in the Park

Appendix B

Objectives & Criteria

Objective 1: Create a vision for Downtown Brillion that reflects and enhances the pride in community shared by Brillion residents.

Criterion 1: The master plan establishes an identity for Downtown Brillion consistent with the views expressed by stakeholders within the Brillion community.

Criterion 2: The master plan will establish an identity for Downtown Brillion and will enhance the existing architectural, historical, cultural, and natural features within Downtown Brillion.

Objective 2: Improve the appearance and function of the built environment in Downtown Brillion.

Criterion 1: The master plan contains a comprehensive set of design guidelines for façade construction or improvements within Downtown Brillion that addresses building composition, materials, glazing, signage and accessory components.

Criterion 2: The master plan establishes guidelines to improve pedestrian, motorized and non-motorized vehicular movement throughout Downtown Brillion and addresses conflicts between modes.

Criterion 3: The master plan identifies buildings that detract from the appearance and function of Downtown Brillion that the City should target for façade improvement or replacement.

Criterion 4: The master plan identifies opportunities for infill development that will increase commercial and residential use within Downtown Brillion.

Objective 3: Enhance the variety of businesses and services within Downtown Brillion.

Criterion 1: The master plan identifies unmet local demand and business needs within Downtown Brillion.

Criterion 2: The master plan identifies desirable business opportunities for the vacant buildings and parcels within Downtown Brillion.

Criterion 3: The master plan establishes recommendations to increase downtown business community participation by addressing business associations, attraction, cultivation, and promotion.

Appendix C

2002 Brillion Business District Retail and Service Market Analysis Summary

In 2002, the City of Brillion teamed with the Brillion Chamber of Commerce (COC) to form the Market Analysis Committee and undertake an extensive market analysis for Brillion's business community and its surrounding area. Brillion's business district was designated as the Downtown Main Street strip extending north to Hwy 10, and extending slightly east and more significantly west. An initial meeting of the Market Analysis Committee revealed specific areas of concern including Downtown vacancies, historic preservation, façade improvements, consumer spending leaking outside Brillion, and the commuter workforce. An inventory of Brillion's businesses was presented, identifying the name, type and location of each business.

In Section 2, a comparison between the retail and service businesses located in Brillion were compared to fourteen other similar communities and their businesses. The majority of the communities were located in Wisconsin and the Midwest with only one being located in the State of Virginia. Populations of each comparable community ranged from 2,200 in Sigourney, IA being the lowest, to 8,300 in Rice Lake, WI being the highest. Brillion was near the bottom with a population of 2,900. The number of both service and retail businesses were presented for each community, as well as the number of business types. Studying the geography of Brillion in comparison to the surrounding areas, a drive time analysis was performed, which examined the amount of time it takes to drive somewhere based on current road networks. The analysis presented a 15 minute drive time for "convenience" purchases extending outward from Brillion, Appleton, Chilton, Green Bay and Manitowoc. The fifteen minute drive time from Brillion presented a slight overlap only onto the drive time area of Chilton and none of the other surrounding areas. An analysis of customer and employee commuting patterns was conducted. It was concluded that a 9-mile diameter ring surrounding Brillion would be its primary trade area.

Utilizing the now defined 9-mile trade area surrounding Brillion, demographic information such as population, households, age, income, employment and education was presented. Each of these demographics was compared to the Appleton Metropolitan Statistical Area (MSA) as well as the State of Wisconsin. The Lifestyle Segmentation of the people within Brillion's trade area, based on A Classification of Residential Neighborhoods (ACORN) consumer classification data, fell within the Consumer Type 7A: Middle America. Buying habit characteristics of this consumer type include: hunting equipment, fishing equipment, camping equipment, children's apparel, children's toys and crafts supplies. Income, earnings and employment as well as in-commuter spending for the trade area were discussed. Traffic counts for Downtown Brillion and the Hwy 10 area concluded the section.

In order to assess consumer attitudes, interviews and surveys of Brillion and the business community were conducted. Personal interviews of local businesses included strengths and weaknesses, ideas and opportunities communicated by each business. A business survey was administered to all businesses within Brillion in regard to quality, pricing, branding and service. A community survey was sent out to all citizens in the Town and City of Brillion as part of the Comprehensive Plan planning process going on at the time. Only comments from the community survey that were pertinent to the Market Analysis Study were

included. Key conclusions from the interviews and surveys include:

- There is a strong sense of trust by residents/consumers in business owners, especially for bigger ticket items
- Consumers perceive a need to leave Brillion to get a better deal than what can be found locally (the idea of driving 20-30 miles to save \$.25 on a gallon of milk)
- Interest in health care facilities and services
- Limited business access – need more extended service hours

2002 Market Analysis Conclusions Summary		
Type of Retail Store	Apparel Store	Computer and Software Stores
Supply in Square Feet	0	0
Demand in Square Feet	14,901	1,809
Key Comments	Strong support from residents for local apparel store. Will need a specialized or unique type of store to compete in trade area.	A store previously existed and was quite successful. The closing did not pertain to business reasons. Thus, a computer and software store could be equally successful.
Type of Retail Store	Beer/Wine/Liquor Store	Department Stores
Supply in Square Feet	2300	0
Demand in Square Feet	3,354	86,939
Key Comments	There is a possibility for existing retailers to expand sales by adding niche items to existing sales areas	The potential exists to consider a Big Lots or Family Dollar type of store.
Type of Retail Store	Book Stores	Jewelry Stores
Supply in Square Feet	0	0
Demand in Square Feet	2,793	2,752
Key Comments	A bookstore must be more specialized, perhaps geared toward children or a religious niche. Possibly coupled with a small gift store.	There is a possible opportunity for jewelry to be sold if clustered with another store(s) type such as apparel, bridal or ear/body piercing.
Type of Retail Store	Motorcycle/Boat/Other	Shoe Stores
Supply in Square Feet	NA	0
Demand in Square Feet	NA	4,745

Key Comments	There could be a good potential for this category in combination with RV sales, especially with a strong service/supply component offered.	Successful shoe stores in the past in Brillion offered repair service in addition to shoe sales. A shoe store in Brillion would likely not stand alone. It would need to be part of a department store.
Type of Retail Store	Office Supply Stores	Specialty Food Stores
Supply in Square Feet	0	Unrecorded
Demand in Square Feet	1,827	2,615
Key Comments	Good potential. Inventories may be too daunting to maintain in the smaller community, but could include printing and other office services.	The Bakery is only open one day per week. It may have more traffic if it were open more regularly. Other specialty food stores could have an opportunity in highly visible locations.
Type of Retail Store	Recreational Vehicle	Sporting Goods
Supply in Square Feet	NA	0
Demand in Square Feet	NA	6,436
Key Comments	There could be good potential for this category in combination with motorcycle and other equipment sales, especially with a strong service/supply component offered.	According to demographic findings, consumers in this area do a great deal of outdoor sporting activities. Offering last minute supplies for these activities may prove to be a valuable convenience.
Type of Retail Store	Tape/CD/Record Stores	
Supply in Square Feet	0	
Demand in Square Feet	1,437	
Key Comments	The Public Library, Express Video and the internet would be strong competitors. It is not advisable to pursue this category.	

Next, the document examined the specific supply of retail businesses within Brillion in comparison to the surrounding areas. Maps were provided to depict where the competition of businesses in Brillion were located. The following table is a summary of the conclusions from this section of the analysis.

The Restaurant Opportunities Analysis looked at spending habits and demand potential of Brillion citizens, as well as potential consumers from outside the community. The supply of restaurants in Brillion was presented along with the name and type of restaurant, peak meal times and volume, and other comments of each restaurant. The section concluded with possible restaurant opportunities that might be successful in Brillion. Such opportunities included a Chinese restaurant, a coffee/bakery/delicatessen shop, a German/brew pub, a fast food restaurant and a steakhouse.

Service Opportunities Analysis

A list of sample service businesses that are important to and can usually be found in small town business districts was given. Three specific opportunities for service businesses were identified and looked at in-depth. They were rental agencies, computer related businesses and youth entertainment possibilities. Current rental agencies in Brillion were examined with the possibility of room to expand and grow their range of rentals. Computer related businesses were also examined to potentially be within the surrounding areas of Brillion. Thirdly, youth entertainment possibilities were discussed. A few other opportunities for service businesses in Brillion were listed and included an optometrist, dry cleaning, shoe repair, and physicians and other medical providers.

Key findings of the market analysis are presented where business retention, expansion and recruitment opportunities are discussed. Possible niche segments and strategies are identified as well. These niche segments include the Sportsman Niche, Antiques and Community-centered goods and services. Also discussed is the existing space in Brillion and how existing and future businesses might utilize this space. The report concludes with some marketing recommendations for the present and future of Brillion's business community.

Appendix D

Business Community Survey

Introduction

As part of the Downtown Master Plan effort, the master plan team conducted a survey to gather public input on the status of the downtown business community and downtown improvement priorities.

The survey was developed with input from City of Brillion staff as well as course instructors Carolyn Esswein and Nancy Frank. The questions addressed potential businesses for downtown as well as priorities for improving the appearance and function of Downtown Brillion.

The survey was mailed to 34 downtown business proprietors. Those who received the survey were selected because they operated a business in downtown Brillion. All businesses that are located within the Downtown Master Plan study area received the survey. See below for a listing of the 34 individuals who received the survey.

The survey was completed in March 2009. One mailing took place where both the survey and a cover letter signed by the student team was sent to each of the 34 participants. The letter asked participants to return the survey by March 18th in the included addressed, stamped envelope.

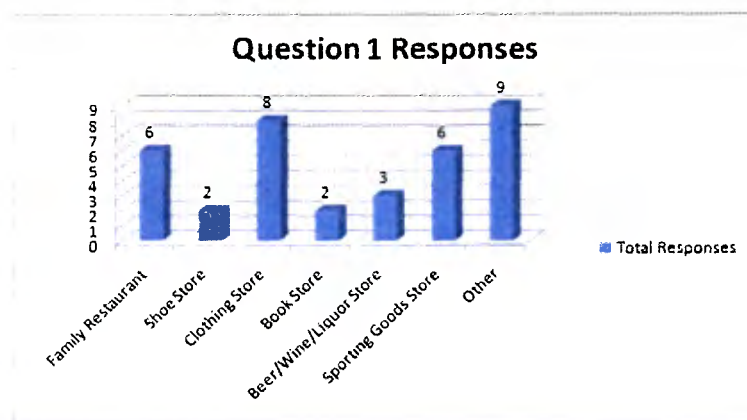
Of the 34 surveys mailed, 20 surveys were returned. All of the surveys were completed and usable. The final response rate was 59% (20/34).

Summary of Survey Results

The following tables and lists show the results for the mail survey.

Question 1: Please indicate which of the following types of businesses could be successful in Downtown Brillion. (Check all that apply)

Question 1 Distribution Chart



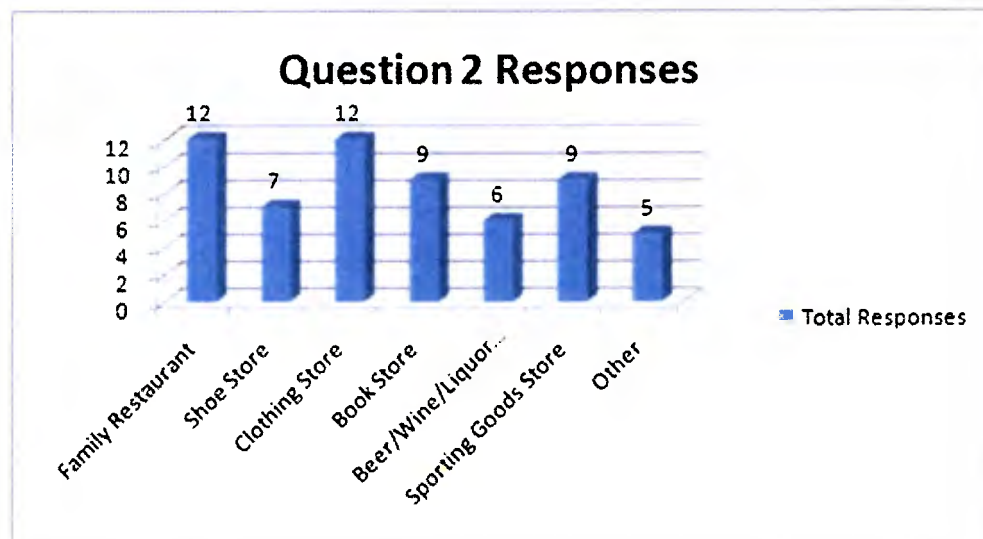
"Other" Responses:

- Ice Cream – Frogg's in Sherwood
- Café – Mud Creek Café in Stockbridge
- Clothing and Book Store Together
- Fast Food (listed twice)
- Chinese Restaurant
- Hobby/Crafts Store
- Lawn & Garden equipment rental
- Plumbing Contractor
- Hardware
- Appliances
- Second Hand Store

The preceding is a chart that shows the distribution of answers to question number 1. As one can see, no single business type is a clear favorite. Despite that, there are two categories for the overall answers. The first category is comprised of Family Restaurant, Clothing Store and Sporting Goods Store. These three all were more indicated than the other options. Those other options all had similarly low response rates. They were: Shoe Store, Book Store, Beer/Wine/Liquor Store and Other. Other is included here because though 9 individuals selected "other", almost of those responses were in unique categories. The only response in other that could be potentially be grouped with the existing categories are the Chinese Restaurant and Fast Food responses.

Question 2: Please indicate which of the following types of businesses you would patronize in Downtown Brillion. (Check all that apply)

Question 2 Distribution Chart



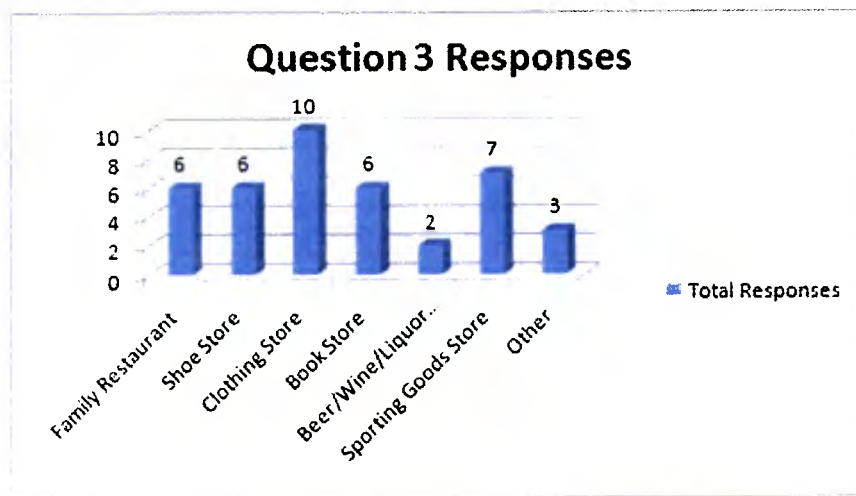
“Other” Responses:

- Fast Food (listed twice)
- Chinese Restaurant
- Lawn & Garden equipment rental
- Plumbing Contractor
- Hardware
- Appliances
- Second Hand Store

The preceding is a chart that shows the distribution of answers to question number 2. As one can see, again no single business type is a clear favorite. This time the answers do not present as clear of groups as in question 1, but the two top responses are Family Restaurant and Clothing Store. A second group is Book Store and Sporting Goods Store. The other responses of Shoe Store, Beer/Wine/Liquor Store and Other were all of varying amounts but still less than the top two categories.

Question 3: Which of the following would attract customers that would patronize your business as well?
(Check all that apply)

Question 3 Distribution Chart



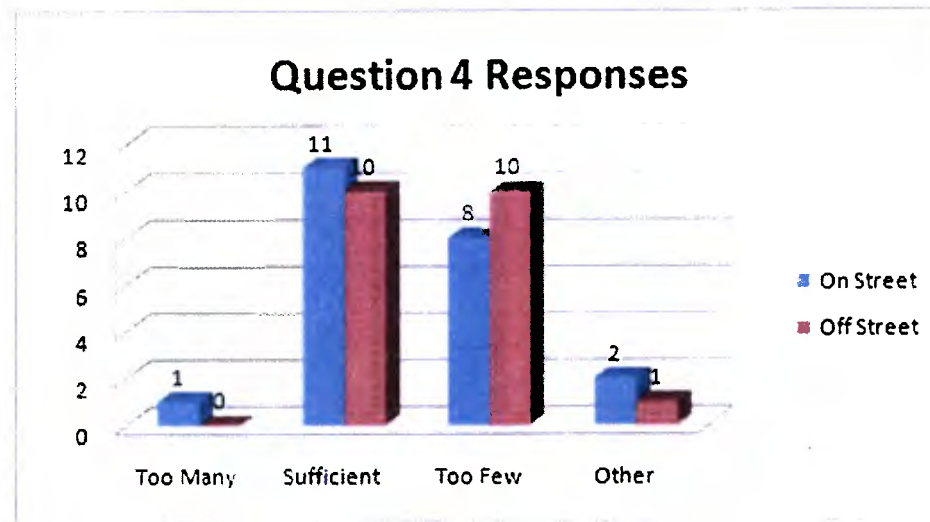
“Other” Responses:

- Fast Food
- Lawn & Garden equipment rental
- Plumbing Contractor

The preceding is a chart that shows the distribution of answers to question number 3. The answer with the highest number of responses was Clothing Store. Sporting Goods Store, Shoe Store and Book Store all had a comparable number of responses, which formed a second tier grouping. The third, or bottom tier, was Beer/Wine/Liquor Store and Other.

Question 4: For both on street and off street parking in Downtown Brillion, please assess their quantity and determine if there are too many, a sufficient amount, or too few spaces.

Question 4 Distribution Chart



"Other" Responses:

On Street:

- More on street parking needed (Listed twice)

Off Street:

- Improve the surface conditions of parking

The preceding is a chart that shows the distribution of answers to question number 4. For both On Street and Off Street parking, the sentiment is that there is not too much parking within Downtown Brillion. Instead, for On Street parking, Sufficient was the majority response, though Too Few did receive a sizable percentage of the responses. For Off Street parking, the answers were evenly divided between Sufficient and Too Few. Some individuals responded with both a regular answer as well as a clarifying statement in the "other" category, which results in more than 20 total responses for both On Street and Off Street parking.

Question 5: Please rank the following issues in terms of their importance to you as a downtown business owner, with 1 being the most important and 4 being the least important.

Question 5 Distribution Chart

Question 5 Responses					
Order of Actions	1	2	3	4	5
Improve Storefront Appearances	1	6	9	3	0
Filling Vacant Storefronts	13	4	2	0	0
Improving Circulation	0	4	4	9	2
Increase Business Variety	3	5	4	6	1
Other	2	1	0	0	0

“Other” Responses:

#1 Ranking:

- Get the population to support current stores
- More parking

#2 Ranking:

- Enforcing current ordinances on taverns, making them clean up

#5 Ranking:

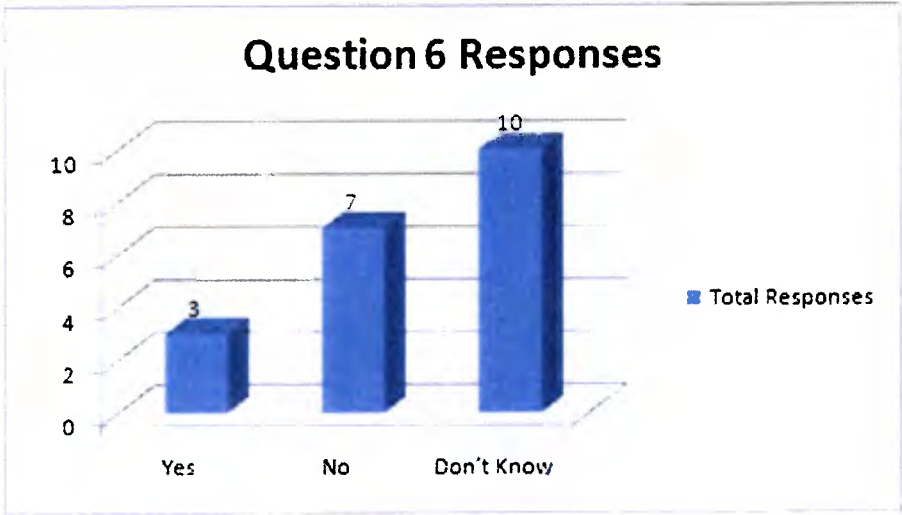
- Install the planters along Main Street

When examining these results, it is important to note that a rank of 5 was only used in the four instances that a participant listed an action in the “Other” category. Otherwise, the participants only used the rank of 1, 2, 3 or 4. The majority of participants, 70%, ranked “Filling Vacant Storefronts” as the top priority. The responses were fairly evenly distributed for which task should be ranked second. Half of the responses, the highest number for Improving Storefront Appearances, ranked this the third priority. Nearly half of the responses, again the highest number for this option, ranked Increasing Business Variety fourth.

Question 6: In many small downtown areas around the state, business owners participate in a business association or Business Improvement District to create a pool of funds to market the downtown and make physical improvements to private property. We are interesting in learning whether this is an approach that Brillion businesses are ready to explore.

Would you be willing to contribute financially to an initiative that would promote businesses downtown and improve the appearance of downtown Brillion?

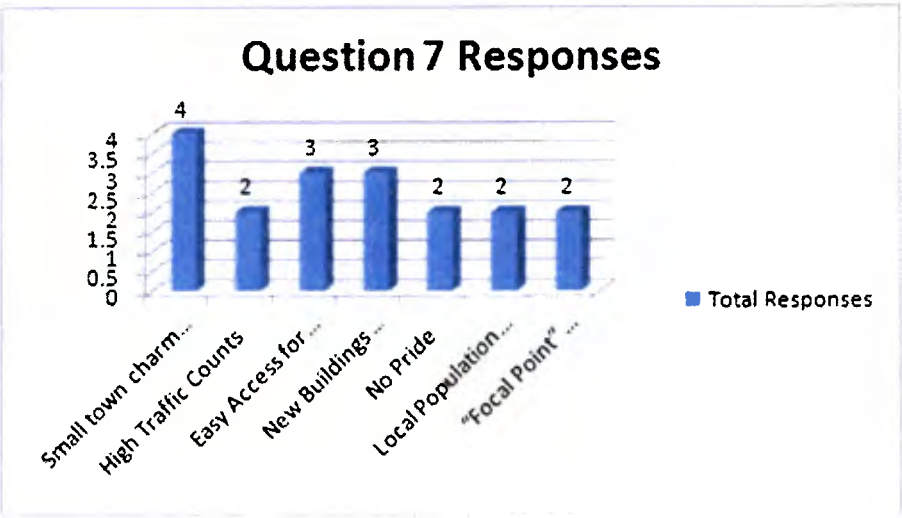
Question 6 Distribution Chart



The preceding chart shows the distribution of answers to question number 6. The option of Do Not Know was checked on half of the surveys. Of the other ten respondents, 7 indicated No, with only 3 of the total 20 respondents marking Yes.

Question 7: What aspect of Downtown makes you most proud to operate a business in Brillion, and why?

Question 7 Distribution Chart



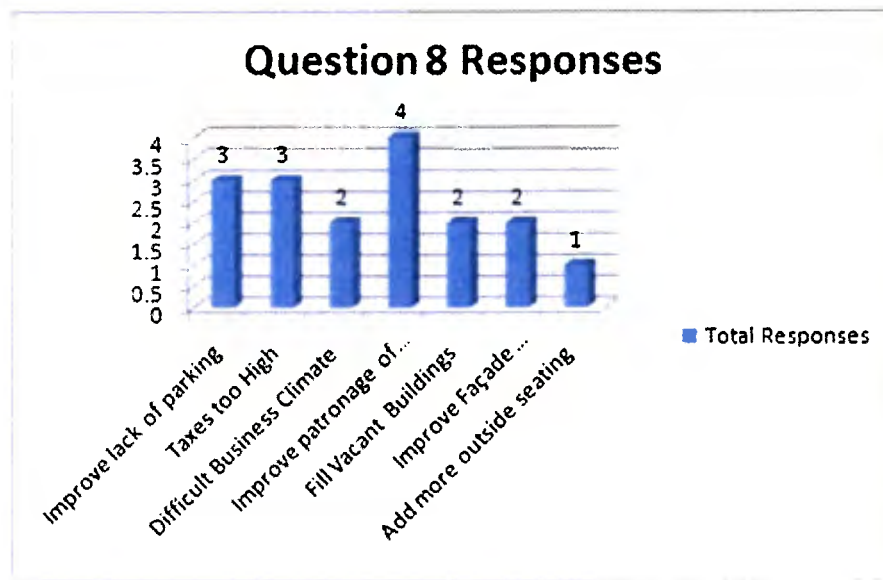
Responses to Question 7:

- Been in town for 40 years. Like the people of this small town city & community. It's too bad large cities are so close by.
- For the population, Brillion is very fortunate to have the two grocery store, two clinics, a pharmacy, florist. If the population would commit to shopping local, more business (variety) would be able to thrive in the community.
- Small town, Friendly people, People eager for changes.
- Easily Accessible High Traffic Area.
- Brillion is looking cleaner – just adding the shrubs, trees and rocks last year added so much!
- Great traffic, there's all the opportunity in the world here if businesses make the right decisions and work together. "think outside the box they grew up in." "value of a product is built"
- The friendly people. For the most part people are willing to help each other out if you need something.
- I am not proud to operate a business in Brillion! Very unfriendly atmosphere. No city co-operation unless you are in the "right circle". Ridiculous TIFs and TIDs. City want to chase out certain businesses while expanding on businesses that are not needed.
- Within walking distance for most people.
- I am proud to be a business owner in Brillion because the people in Brillion take care of each other and my business. Also having a business in downtown is easy for my clients to get to, its all in walking distance.
- I have to draw a lot of people from out of town to make it, otherwise my business would not grow or possibly survive.
- New buildings – progress.
- I'm struggling with having pride in our downtown appearance. I'm happy for the new construction and the businesses that have made a commitment to improvements in our downtown.
- Nice buildings. Brillion is growing and the new buildings bring the downtown together.
- I appreciate the streetscape initiatives (landscaping on the corners). I am very disappointed the City chose not to do planters. I think it is the little things that make it "welcome". Although we are in some rough economic times, remember that if Brillion continues to prosper (as a whole) it will continue to keep the momentum going. Consumer confidence needs a boost too!

The preceding chart shows the distribution of answers to question number 7. Since question 7 was a "free response" question where the answer categories were not provided, the answers varied greatly. Despite that, the answers given were able to be assembled into seven categories. The distribution of the answers yields no clear favorite, but rather an assortment of characteristics that the respondents believe exemplify Downtown Brillion. When examining the results, it is important to note that even though the "Small Town Charm and Atmosphere" category received the highest number of responses, the difference is only one response.

Question 8: Please offer any further comments or opinions regarding the topics covered in the 7 preceding questions.

Question 8 Distribution Chart



Responses to Question 8:

- Any additional businesses from retail will probably not be successful. Need to promote current business to the population and have them not leave town in order to even think of getting more retain business to come to town. Increase community awareness and business support. For example, retail pharmacy normally needs about 5,000 in population to support it successfully. We are very fortunate and thankful that Brillion and the surrounding area utilizes our pharmacy. Two or more pharmacies could not survive. We draw from: Brillion, Potter, Forest Junction, Reedsville, Cato, Whitelaw, etc.
- This town is very loyal to its own. Need to create excitement for people to want to come.
- The number one thing for our downtown now is to work with what we have. Our buildings/ businesses should improve their storefronts (the ones that def. need it). We should also focus on filling up the buildings that are vacant. Continue cleaning up and making main street look good (shrubs . . .garbage cans . . . the water fountain) The new grocery store – too tight of an area to enter & exit store parking lot. Can't see over vehicles parked on roadside.
- The traffic is here!!! Some older businesses need new life, someone to tell them this is what needs to be done. Paint goes a long way. Costly street project and entire store front changes will bankrupt our fragile businesses. When starting my business Willow Mill I found it rated as high risk. Look for other low risk certain businesses such as restaurants. I would usually shop local first, but the need has to be there.
- Huge lack of public parking detrimental to business. Only certain people direct the way downtown should be developed. Business owners & public not listened to. Downtown has been nothing but Bars & Beauty Shops. Glad to see we added another "B" – Banks! Maybe our development director & city administrator could actually live and pay taxes in Brillion!!!
- During the day, parking on street must be for only 2 hours and must be enforced!!! Employees should have to park behind businesses, not in front of someone else's business. With the state the economy is in it will be very difficult for a business to survive in a small town. Rent, utilities, payroll

and taxes – doesn't leave much profit. Brillion has enough family restaurants and isn't big enough to support anymore. Brillion already had a clothing store, shoe store and sporting goods store and all went out of business.

- It would be a big improvement if the parking problem would be taken care of. Is it possible to take down the old Home Insurance building for more parking?
- It is very difficult to survive in downtown Brillion if the community doesn't grow. Lower tax rate may attract people & business.
- Fill the old grocery store. We cannot have vacant buildings downtown.
- Hard for businesses to survive because Brillion is too close to Appleton and Green Bay.
- Business owners should pay for their own improvements. There are cheap financing options available already. TIF, Revolving Loan.
- Outside seating for consumers would be a plus. Gathering places along Main Street are a nice start.

The preceding chart shows the distribution of answers to question number 8. Since question 8, like question 8, was a "free response" question, the answers varied greatly. The difference between question 7 and 8, however, was that question 8 provided little direction to the participant. This enhanced the degree to which the participant was free to provide whatever information and comments they believed was relevant to the survey. Again, as with question 7, the answers were assembled into categories, with again 7 categories used. Little separation exists between the number of responses to each category, which shows the diversity of opinions.

Appendix E

Focus Group #2: Visioning

On Wednesday, April 8, 2009 at the Brillion Community Center, the Student Team presented draft recommendations to a focus group of business proprietors, building owners, citizens, government officials and city staff. The meeting lasted approximately 2 hours. Twenty one people were in attendance. The students specifically presented ideas relating to (1) accessibility and circulation; (2) design guidelines; and, (3) business recommendations. The final segment of time was focused on brainstorming a vision for Downtown Brillion. The information learned throughout this presentation was used to help focus the final recommendations found within this plan. A summary of the critical issues and viewpoints follows:

Accessibility and Circulation:

Comments from the attendees emphasize that parking on Main Street is important to the success of the businesses. However, the parking needs to be further regulated for optimal use. The addition of cross walks was also identified as an important that could facilitate better pedestrian movement in Downtown Brillion. Initiatives to increase off street parking options were also supported by the participants.

- If things like upgraded crosswalks are desired, it needs to be determined how they will be financed (City, BID, 50/50 grant, etc.)
- Potential to divert traffic to Glenview
- This has potentially good and bad effects
- Regarding on street parking: Frankenmuth, Michigan officials informed that Brillion should do anything not to lose it
- Surprised that we are not trying to get rid of parking in some places
- Parking meters would cost more money than they would generate. Towns of similar size do not have them.
- Reduce parking w/ shared spaces could be beneficial to streetscaping
- Downtown has a substantial amount of agricultural traffic that could perhaps be re-routed (Glenview by Dairy Queen was suggested)
- It is a good point to note that parking can be located within 400 ft of a business
- I like the crosswalk idea. They will be needed if shared parking is the goal.
- Visibility is difficult on main street for cars pulling out of parking lots
- Need better signage from Hwy 10
- Place mid-block crosswalks on Main Street
- Parking on Main Street often taken by bar patrons (starting in late afternoon)
- Establish a method to deal with uses that require more parking
- Parking isn't necessary in front of Hometown Insurance building
- Find a balance between on-street and off-street parking
- If 2 hour parking is to be initiated, where would it be?
- Timed limits for parking on Main Street is a good idea
- A crosswalk between Schroth Floral and Studio 205 would be a good idea
- Concept of new parking lots is supported

Design Guidelines

Comments from the participants indicated that appearance of the built environment is important to the health of Downtown Brillion. The participants indicated that there is a disconnect between the appearance of the built environment and civic pride. It was noted that design guidelines would be useful, but that requirements should be both useable and enforceable. Concern over the potential cost of improvements was also raised by participants.

- The City has some design guidelines developed by the RDA that should be looked at and upgraded
- The building inspector does not always look at guidelines, but is rather more focused on code enforcement.
- Taverns on main street are the biggest detractors aesthetically, as well as the negative activities they produce
- Aesthetics are key!!! Should be strictly regulated
- Price is a big concern regarding building and façade improvements for businesses
- A number of people are more for filling spaces (vacancies) than for guidelines
- More specificity in the guidelines (Econo foods perfect example with the developer doing what they wanted to do)
- HUB is distracting
- Need money, useable guidelines and a board of review
- Plan for the future – w/o guidelines you get more of the same
- Cannot mandate change
- Architectural disconnect between community and built environment
- Owners need to take pride in their buildings, buildings do not reflect civic pride
- 100 years of hodge-podge
- Cost of improvements is a major issue
- Guidelines should not be retroactive, should only apply to planned improvements
- The City would like to reserve a week in May for a Downtown general clean up. This would require minimal dollars, but be good to communicate effort. This would occur prior to the MDA bike riders who are expected in June.

Business Recommendations

Comments from participants indicate that there is a need for a comprehensive business community/organization, as well as a marketing strategy for Downtown Brillion. Participants also indicated that while people will continue to shop outside of Brillion, consumer education regarding the benefits of shopping locally could be used. Suggestions for business types and services indicate a need for more variety, and hint that connections to the local industrial base should be explored.

- The community has got to have more involvement relating to businesses. There is a core group, but they are not quite there yet. They are moving forward, and it needs to happen.
- The city is aware of the tools, but needs to know what the business community is willing to do.
- Suggestion for “DIG” – Downtown Improvement Group
- Get ALL businesses involved
- Have Brillion buy the vacant parcel adjacent to Richards to significantly reduce the price of the building

- 60% response rate on survey says something about business participation
- Not good enough, but statistically a good response rate
- Need more jobs and different types of jobs
- Provide jobs for citizens who live in town
- Fox Valley is encroaching more and more every year
- Brillion is 30 miles from everywhere
- Brillion wants to become a central location
- Education of the consumer that a trip to the valley is not always cheaper
- Brillion really needs to market their businesses
- Attraction to all ages is necessary
- Strong emphasis on signage and marketing
- Target the people who are coming to the area for shopping, eating, whatever
- Marketing (Chamber bucks, New programs/ideas needed)
- Find a way to bring in people from the surrounding areas
- Support more small businesses
- There needs to be more selection and variety in the products sold in Brillion
- Appliances are missing
- Have a “swap” space in the HUB
- Could use a lawyer
- Focus on industrial base and suppliers
- Investigate supplier connections in the community
- Selection is located in bigger cities
- Things are “cheaper” elsewhere
- People drive by/through Brillion on their way to Appleton
- Brillionites are never going to completely stop shopping elsewhere
- People need to shop locally
- Frequent shopper program is a fantastic idea (Antigo has similar program)
- Need LOCAL business owners and employees
- Challenge: husbands and wives often work separately, which allows greater opportunity to do/buy things outside of Brillion
- When gas prices go up again, shopping locally will make more sense
- Can get most things in Brillion, going elsewhere is not always necessary
- Keep businesses in town so people CAN shop locally
- Growing edges of town
- Traffic can support more business
- Downtown is busiest at night – bar traffic
- Businesses executives no longer live in Brillion
- 50% of people who live in Brillion do not work in Brillion
- The Farmer’s Market is nice, find a way to link it to other activities

Vision

The general consensus of participants was that Brillion has a great quality of life that should be maintained and marketed. Brillion offers stability and is a great place to raise a family. There is a great level of community services offered to residents, and there is room to grow. However, the "small town" atmosphere can also be seen as limiting to some people who are looking for greater variety or opportunity.

- Good schools, good churches, good rec. activities, overall good community
- Quality of life is a plus in Brillion
- Community Center is a great asset
- Look at what keeps people in OR out of Brillion
- Aging population?
- Smaller households
- "Come back home"
- young people need to be able to go out, explore and choose to come back
- Brillion offers stability
- Other places have completely lost their downtown, Brillion still has it
- People should not get wrapped up in the negatives
- Location is asset (jobs, quality of life)
- Brillion is affordable
- Good services (police, fire, etc.,) with room to easily accommodate more (up to 5,000)
- Brillion is safe
- Kids can grow up in Brillion
- Challenge: kids do not come back, professional jobs are limited
- BIB – Brillion is Boring/Best (different response from different people)
- Great industrial base
- Growth or no-growth?
- Very little change in population over recent decades
- Keep and attract residents
- In 10 years Brillion can be the center of the area
- Brillion needs more affordable housing
- Brillion is not atypical for a small town

Appendix F

Parking Needs for Individual Businesses in Downtown Brillion

Parking Needs for Individual Businesses in Downtown Brillion					
Address	Business Name	Block #	Business Spaces	Residential Spaces	Residential & Business Spaces
100 South Main Street	Pete's Barber Shop/Shear Design	8	7	2	9
103 North Main Street	Calumet County Bank	3	38	0	38
104 South Main Street	Richard's Family Clothing	8	24	3	27
106 South Main Street	Juice's Bar and Bowl	8	32	3	35
106 West Water Street	Ace Hardware	3	9	0	9
108 West Water Street	Carstens and Sons	3	12	0	12
110 South Main Street	Studio 205/Salon 360	8	41	6	47
111 South Main Street	Hometown Insurance	3	10	2	12
112 North Main Street	Total Travel	7	8	2	10
114 East Water Street	Superior Floor Covering	8	5	0	5
114 North Main Street	Kalies Chiropractic	7	7	0	7
115 West Jackson Street	Randy's Central	3	60	0	60
116 North Main Street	Giese's Bar	7	46	2	48
116 South Main Street	Main Street Styles	8	10	2	12
119 East Park Avenue	Bay Title and Abstract	6	17	0	17
119 South Main Street	Schroth Floral	3	13	2	15
120 West Center Street	Community Center	1	75	0	75
125 South Francis Street	Sonnabend Buses	8	5	0	5
130 East Calumet Street	City Hall	7	59	0	59
202 South Main Street	Mike's Custom Cabinets	9	4	0	4
205 North Main Street	Main Street Shopping Center	2	132	0	132
205 South Main Street	Willow Mill	3	6	0	6
206 South Main Street	K and J Inn	9	22	2	24
206 North Main Street	Hot Heads Hair Color	7	14	2	16
207 South Main Street	American Family Insurance	3	10	0	10
208 North Main Street	Express Videos	7	9	3	12
210 East Water Street	US Post Office	8	22	0	22
210 South Main Street	Bullseye Screen Printing	9	5	2	7
212 North Main Street	Brillion Bakery	7	2	0	2
214 North Main Street	Shaker's Pool and Darts	7	38	0	38
214 South Main Street	Wascomdt Wash Center	9	6	0	6

215 South Main Street	Wieting Funeral Home	4	50	3	53
218 North Main Street	Tom Kees State Farm Insurance	7	9	2	11
220 North Francis Street	Ex-Best Advantage Credit Union	10	22	0	22
326 North Main Street	Public Library	5	24	0	24
319 North Main Street	Former Beauty Shop	1	1	0	1
314 North Main Street	Bank Mutual	6	15	0	15
306 North Main Street	Bullwinkle's Pub	6	44	2	46
300 North Main Street	Lion's Den	6	52	2	54
109 South Main Street	Tadych's Econo Foods	3	47	0	47
125 West Jackson Street	Best Advantage Credit Union	3	27	0	27
East Calumet Street	Ariens' Museum	8	8	0	8
110 West Francis Street	Brillion Historical Society Museum	10	21	0	21

Totals:	1068	42	1110
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Methodology: Calculation for parking spaces based on ordinance requirements for individual uses. Square footages for parking calculation derived from assessment data and City staff. Estimates of employment levels derived from City staff. Estimates of residential units derived from City staff. Classifications for each use intended to reflect its current primary use. See Brillion Code of Ordinances 106-148(9) for further information on parking space requirements.

Appendix G

Census of Parking Spaces in Downtown Brillion

Census of Parking Spaces in Downtown Brillion					
Block #	Site Description	Regular	Restricted	Total Spaces for Block	Additional Information
1	Trier Street				
1	Main Street	2			
1	Center Street	8			Angle Spaces
1	Community Center	43	4		
1	Parking in SE Corner of Block	20			
1	Total Spaces for Block	73	4	77	
2	The Hub	102	3		
2	Center Street				
2	Custer Street				No Parking Allowed
2	Main Street	10			
2	Jackson Street	10			2 Hour Parking, Unmarked Spaces
2	Total Spaces for Block	122	3	125	
3	New Credit Union	39	2		
3	New Grocery Store	100	4		
3	Jackson Street	4			2 Hour Parking, Unmarked spaces
3	Custer Street				
3	Main Street	14			2 Hour Parking
3	Water Street				
3	Total Spaces for Block	157	6	163	
4	Water Street				No Parking Allowed
4	Main Street				
4	Washington Street				No Parking On School Days
4	Funeral Home	27	1		
4	Total Spaces for Block	27	1	28	
5	Oak Street				No Parking Allowed
5	Main Street	6			
5	Park Avenue	4			2 Hour Parking, Unmarked Spaces
5	Francis Street				No Parking Allowed
5	Library	17	2		

Block #	Site Description	Regular	Restricted	Total Spaces for Block	Additional Information
5	Total Spaces for Block	27	2	29	
6	Main Street	5			2 Hour Parking
6	Beach Street				No Parking
6	Bullwinkle's	7			Maybe 1 Extra
6	Bay Title	14			
6	Bank	7	1		
6	Total Spaces for Block	33	1	34	
7	Calumet Street	3			2 Hour Parking, Unmarked Spaces
7	Main Street	10			2 Hour Parking
7	Beach Street	10			Unmarked Spaces
7	Francis Street				
7	City Hall	71	2		11 Counted Spaces have 2 Hour Limit
7	Behind businesses at Main and Beach	15			
7	Total Spaces for Block	109	2	111	
8	Calumet Street	11			Unmarked Spaces
8	Main Street	14			
8	Francis Street				No Parking
8	Water Street				
8	Ariens	50	1		Estimate based on 300 sq ft per space
8	Parking at SW corner of Main and Water	6	2		Restricted, are tenant only
8	Post Office	11	2		
8	Total Spaces for Block	92	5	97	
9	Main Street	3			
9	Water Street				
9	Cleveland Street				
9	Madison Street				
9	Total Spaces for Block	3	0	3	
10	Water Street				
10	Cleveland Street				
10	Madison Street				
10	Francis Street				
10	Old Credit Union	27	1		
10	Museum	5	1		Estimate
10	Total Spaces for Block	32	2	34	
	Total Spaces for All Blocks	675	26	701	

Note: Blank spaces indicate areas with no posted parking restrictions and no marked spaces. Some unmarked spaces are accounted for here at the rate of 1 space per 20' of parking frontage. Block assignment map available in Appendix.

Methodology: Calculation of parking spaces from walking through Downtown in February 2009 and from past parking assessment data provided by City Staff. Some spaces may have been obstructed by snow.

Only off-street Block 10 spaces counted are in former Credit Union parking lot on Francis Street. "Restricted" spaces are for handicapped use only.

Appendix H

Parking Requirements, Parking Counts and Parking Deficits in Downtown Brillion

Parking Requirements, Parking Counts and Parking Deficits in Downtown Brillion				
Parking Needs By Block			Parking Needs By Use	
Block #	Total		Business Classification	Total
1	76		Tavern	262
2	132		Shopping Center	132
3	236		Financial Institution	102
4	53		General Retail	90
5	24		Government Office	81
6	132		Personal Services	78
7	203		General Recreational	75
8	170		Business Offices	54
9	41		Funeral Home	50
10	43		Grocery Store/Supermarket	47
Grand Total	1110		Residential	42
			Bowling Alley	32
Parking Count For Block		Library	24	
Block #	Total	Museum	21	
1	77	Warehousing	13	
2	125	Medical Offices	7	
3	163	Grand Total	1110	
4	28			
5	29	Parking Space Deficit by Block		
6	34	Block #	Deficit	
7	111	1	1	
8	97	2	-7	
9	3	3	-73	
10	34	4	-25	
Grand Total	701	5	5	
		6	-98	
		7	-92	
		8	-73	
		9	-38	
		10	-9	
		Grand Total	-409	

Note: See block map in Appendix for location of individual blocks. See Appendix for parking space needs as required by ordinance. See Appendix for the estimated parking spaces for each block.

Note: A negative # in "Parking Space Deficit by Block" indicates a deficit of spaces; a positive # indicates a surplus.

Appendix I

Accessibility/Circulation Issues and Opportunities

1. Pedestrian-based
 - Crosswalks are in poor condition
 - Lack of signage for crosswalks
 - No pedestrian pathways in larger parking lots
2. Parking-based
 - On-street parking spaces and parking lots need to be restriped
 - A lot of 2-hour parking along Main Street
 - A lot of off-street parking, especially public parking lots on north side of Downtown
 - Grocery store complains about patrons of other businesses using its lot
 - Some parking areas Downtown are not paved
 - Parking lots have 90-degree angle parking
 - Some on-street parking is not striped
 - Calumet Street is very wide for a side street
 - Some very large parking lots Downtown
 - Some smaller parking lots hidden behind businesses
 - Business vacancies make calculating parking needs difficult
 - Different uses require parking at different times, do not always come into conflict
 - Businesses feel there is too little parking
 - Generally only handicapped spaces in larger lots
3. Ordinance-based
 - Ordinances do not restrict where employees can park
 - Ordinances require parking spaces for patrons and employees
 - Parking needs are greater than existing spaces, especially because of taverns
 - Speed limit is 25 m.p.h.
 - Snowmobiles not allowed on Main Street
 - ATV's and golf carts allowed on City streets with permit
 - Three pedestrian safety zones; one is Downtown near Community Center
 - Businesses allowed to provide parking within 400 feet of business
 - Brillion does not address shared parking
 - Parking not allowed on streets overnight during winter
4. Other
 - Limited Downtown wayfinding signage, especially lacking for parking
 - Former railroad right-of-way cuts through most of Downtown
 - No bicycle paths Downtown
 - Current Main Street traffic count is 7,000 daily
 - Downtown has a typical grid pattern

- Main Street is a Calumet County trunk highway
- Main Street is around 44' wide
- Some streets do not have sidewalks, not a major problem
- Beach Street is only one-way street Downtown
- A limited number of smaller lots where parking lots could be installed
- Some on-street parking spaces interfere with vision triangles for motorists
- Some speeding issues and abuses of parking time limits Downtown

Appendix J

Block Assignments for Parking Counts