

Status Report on 2020 City Goals
Prepared by City Manager's Office
December 11, 2020
Updated December 30, 2020

Goals or objectives identified as "ongoing" are recommended for inclusion in 2021 Goals and Objectives

Objectives identified as "New for 2021" were identified during December 28, 2020 review of progress on 2020 Goal and Objectives and recommended for adding in 2021; not intended to be a comprehensive listing of new 2021 objectives.

City of Two Rivers Strategic Goals and Objectives (Adopted by City Council June 1, 2020)

The following goals and objectives are presented for discussion and adoption by the Two Rivers City Council to provide clear direction for the City through 2020 and into 2021.

The City Council is for not only responsible for adopting these goals and objectives, but for monitoring the City's progress in pursuit of these goals and supporting the City Manager and staff as they development and implement policies, programmatic initiatives and capital investment in support of these goals and objectives.

The City Manager, as appointed Chief Executive Officer for the City, is responsible for coordinating city government's actions and leading City staff in pursuit of these goals and objectives; he is accountable to the City Council for success in achieving these goals and objectives.

Every City department must be aware of these goals and objectives and is expected to contribute to their pursuit and attainment. City staff will review these goals and objectives with the various citizen boards and committees of the City, seeking members' objective feedback and support for these efforts.

The City Council and City Manager recognize that the effective pursuit of these goals and objectives requires not only the support, hard work and cooperation of the City Council, City Manager, Department Heads and staff, but also requires the cooperation and support of many community partners.

After all WE ARE TWO RIVERS!

2020 Strategic Goals & Objectives

I. Focus relentlessly on fiscal new revenue streams and operational sustainability. (Ongoing)

A. Encourage and facilitate projects that will increase City tax base—both new construction and increase in market value of existing properties (Ongoing)

- City actively supported expansion of Riverside Foods' Two Rivers plant, with a \$400,000 TID 8 grant (to be paid out over 5 years) and a \$300,000 Economic Development Loan (to be repaid over three years). Also worked with the company on an application for New Load Market Pricing next three years, which assures Riverside of reduced electric rates for at least the next three years. \$8 million project, 30 jobs, completed Fall 2020.
- Development and marketing of the Sandy Bay Subdivision by the City and its realtor resulted in five residential lot sales in 2020. \$129,834 in revenue from sales. Construction of new homes on those lots should add at least \$1.5 million in tax base. (Ongoing)
- City has continued to work with John Lukas/Abbey Ridge III, LLC to build additional condo units at Washington Highlands. Development Agreement amended Fall 2020; construction now underway for three new duplex condo structures. Construction of these units projected to add \$1.2 million in tax base. While the City allowed the developer some relief regarding a penalty clause in the Development Agreement, developer will be subject to a payment of \$12,000 to \$24,000 in 2021, related to the delay in building these units.
- City played a pivotal role in development of the new Cobblestone Hotel on the downtown waterfront, including land assembly, funding assistance through a newly-created TIF District (\$750,000 TID 12 grant) and funding assistance through a \$250,000 WEDC grant. Project completed and opened August 2020, creating 55 new hotel rooms on the waterfront in a formerly blighted area. Estimated \$2.8 million in new tax base.
- City made \$100,000 available for small business COVID grants, through cost-cutting and amendment to the 2020 Budget. \$89,816.23 awarded to 35 of Two Rivers' small businesses.
- City created TID No. 13 in early 2020. While the impetus for creating this new TID was to assist a Culver's development at the SW corner of Washington and 22nd--a project cancelled by the developer in July due to COVID-related issues-- this new TID can be a tool for encouraging private investment in the north end of the City's downtown business district. (Ongoing)
- City Manager and Community Development Director have met with several prospective developers over the course of 2020, regarding several key redevelopment sites and greenfield sites in the city, including:

--Former Hansen the Florist site
--Former Eggers West plant

- Former Emmanuel Methodist Church
- Former Eggers East site
- Former Paragon site
- Former Jehovah's Witness' Kingdom Hall
- Former Shed Bar
- Various properties on Washington Street
- NE corner of Monroe and 16th Streets (former Ginny's Resale)
- SW corner of Washington and 22nd Streets
- Former M & M Restaurant
- Sites in the Columbus and Woodland Industrial Parks

(Ongoing)

- Community Development Office has taken the lead in developing new digital and print marketing materials for several of the priority redevelopment sites, both privately-owned and City-owned (Ongoing)
- After declining 15 percent from 2009 to 2018, the equalized valuation of properties in Two Rivers increased by 6 percent in 2019 and 4 percent in 2020, according to analysis by the WI Department of Revenue. The values of existing homes increased by 5 percent in 2019 and 4 percent in 2020.

Similar positive results are expected for 2021, based on a robust local housing market; new residential construction that will hit the tax rolls in 2022 should provide a further boost.

While growth in equalized value does not necessarily mean more property tax revenue for the City—only growth due to new construction results in new revenues—growth in equalized valuation is a major indicator of local economic health.

Also of note: Maintaining many outdoor activities during the Spring/Summer/Fall months, combined with many contractors in the area working on the two major solar projects at Point Beach in 2020, combined to help support area lodging and food/drink businesses. One indicator: Room tax revenues for 2020 have been running about 15 percent ahead of 2019, even during the COVID-19 pandemic.

- B. Recruit businesses that can take advantage of available water and wastewater treatment capacity, to help stabilize or reduce rates for those utilities (Ongoing)

Need to develop a targeted strategy for marketing these assets: high quality water and available water and sewer capacity (2 mgd water, at least 0.5 mgd sewer). This additional capacity can be utilized with no increase in fixed costs, very small In variable costs.

New business development like Riverside Foods expansion and new hotel in 2020 have helped expand the utilities' revenue base.

- C. Increase the General Fund's Unrestricted Fund Balance to \$2 million—improve by at least \$250,000 per year (Ongoing)

- 2020 Budget projections call for year-end operating surplus of just over \$200,000.
 - Have made effective use of Routes to Recovery from State of WI to offset costs incurred by City for COVID-related activities, helping contribute to projected operating budget surplus and funding capital improvements that will benefit the City both now and post-COVID.
 - Reductions in other funds' deficits will serve to increase General Fund **unrestricted** fund balance, as well. Such deficits are projected to be reduced by more than \$1 million over the course of 2020, both due to inter-fund loans to cover utility cash deficits and due to improved operating results for the utilities.
 - General Fund Unrestricted Fund Balance projected to improve from negative \$1,270,662 at 2019 year-end to a negative number less than \$200,000 at 2020 year-end.
- D. Eliminate Water Utility deficit—reduce by at least \$180,000 per year (NOTE: Water Utility Deficit Balance was \$1,913,413 at 2019 year-end) (Ongoing)
- Water Utility operations for 2020 are projected to reduce deficit by \$348,000, or 18 percent.
 - Water Utility cash deficit was reduced by \$500,000 in 2020 through an inter-fund loan from TID 7, to be repaid over six years.
 - 2021 Water operating budget conservatively reflects a deficit reduction of \$65,742 from operations.
- (NOTE: Water Utility annual debt service payments will drop by about \$300,000 in 2024—this, combined with continued positive operating results, should allow the utility to erase its deficit and be “in the black” by 2026)
- Reduction in Water Utility deficit is being accomplished while continuing to invest in the intake, treatment and distribution systems, including investment to eliminate lead service laterals (LSL's) (Ongoing)
- E. Capitalize on sale/development of City-owned properties—short-term revenue from sales; long-term property tax and utility revenue from redevelopment (Ongoing)
- See earlier comment on Sandy Bay Subdivision lot sales. (Ongoing)
 - Community Development office and City Manager have engaged with several prospects showing interest in residential development on the City-owned former Eggers East site. (Ongoing)
 - City has been engaged in efforts to market/redevelop the former Paragon Electric property since taking ownership through foreclosure in October 2019. Several parties have toured the facility; the City has entertained several offers to

purchase and did enter into a purchase agreement with an interested manufacturer, who ultimately withdrew their offer.

Staff has spent considerable time researching funding opportunities to assist in redevelopment of this property, for either private use or continued public ownership (i.e. as a multi-tenant incubator).

Redevelopment of this property will continue to be a major focus in 2021.
(Ongoing)

- City acquired the former gas station/convenience store at 2023 Washington Street for redevelopment in May 2020, through assignment of tax foreclosure rights by Manitowoc County—required securing approval for a Sec 75.106 Agreement with WI DNR. Language has been included in project plans for TID’s 8 and 13 for possible funding assistance for redevelopment.

Several parties have toured the facility; City has consulted with WDNR about approvals required for redevelopment of the property. Realtor RFP issued November 2020; listing agreement to be presented to Community Development Authority on December 15. (Ongoing)

- New for 2021: Pursue acquisition for redevelopment of the vacant parcel fronting on south side of 12th Street, between Adams and Monroe Streets.

F. Educate City Council and community on the fiscal constraints placed on cities by Wisconsin’s statutory and institutional framework for financing local government; work through the WI League of Municipalities and other state-level organizations to bring about changes in the system for financing local services. (Ongoing)

- Addressed through Legislative/Intergovernmental update at regular Council meetings. (Ongoing)
- Plan to address through informational videos on City Government. (Ongoing)
- Pursue re-engineering/reinvigorating Two Rivers’ Citizen Academy—a program started in the Police Department in the 1980’s. The City of Two Rivers was a national pioneer in the development of Citizen Academy. Evaluate virtual academy options, to either replace or supplement traditional classroom and hands-on approach to Citizen Academy. (Ongoing)
- Highlight cost containment and efficiency measures achieved by the City. (Ongoing) Examples:

2020 General Fund Budget is only 10 percent higher than 10 years ago.

City is modernizing its aged vehicle fleet in a cost-effective manner through capital leasing with Enterprise.

Outstanding cost containment on employee health care costs, with total cost to City (health premium plus HSA contribution) up less than 5 percent in ten years.

II. Deliver outstanding city services & innovations for both sustainability and to support future growth. (Ongoing)

A. Develop, implement and act upon feedback mechanisms for local residents and businesses (Ongoing)

- Current initiative: On-line community survey on Comprehensive Plan.
- Recent New Opportunities for Citizen Engagement: Re-activating the Environmental Advisory Board (EAB) and appointing citizen members, making the Branding Committee a permanent City committee, with several new citizen appointees; creating a special citizen committee for planning a splash pad/ice rink project.
- Need to consider regularly-scheduled community forums, with participation by City Council, City Manager and Department Heads. (Ongoing)
- Resume “Coffee With a Cop” at local coffee shop, post-COVID. Consider similar initiatives by other City departments. (Ongoing)
- Add for 2021: Enhance opportunities for citizen outreach to City Council, City Manager and Department Heads through messaging via the City’s website.
- Add for 2021: Create a mechanism for citizens to provide “Input from the Public” in advance of City Council meetings, via the City’s website.

B. Invest in technology to drive delivery of quality services and to achieve economies (Ongoing)

- Recent investment in Granicus software for Council meetings and other public meetings will be a significant enhancement for the public to access what goes on at public meetings. (Ongoing)
- “Explore Two Rivers” website was launched in Summer 2020, providing a single source for information on City-organized and community events. Major effort by City Manager’s Office, Community Development Office and Lester Library, working with consultants and the City’s Branding and Marketing Committee. Goal of this new site is to build user friendly experiences for both area residents and visitors. (Ongoing)
- Other digital and social media initiatives, currently in process, include a “Made in Two Rivers” website, aimed at providing resources to local companies who want to leverage City branding resources and assist the City in communicating its brand story, and recently-established Instagram and Twitter accounts. (Ongoing)

- LED street lighting conversion, now about 90 percent complete, has reduced annual budget for street lighting from \$230,000 in 2017 to \$165,000 today. (Ongoing)
- Economies from automated utility meter reading initiatives, currently underway. (About .25 FTE reduction in part-time meter reader hours worked/paid; Customer Service staff time freed up for other duties.) (Ongoing)
- Investment in process optimization for corrosion control in water distribution system helps assure optimal customer protection from lead in public and private water systems, will help minimize chemical and operating costs. (Ongoing)
- Library on-line services and implementation of drive-through service have allowed a continued high level of service despite COVID restrictions; will enable improved service delivery into the post-pandemic future. (Ongoing)
- Police Department technology upgrades continue to improve service delivery; examples include latest generation of body cameras and budgeted purchase of new software for editing/redacting video and audio records to respond to records requests. (Ongoing)
- Addition of 0.5 FTE Police support staff and investment in software related to efficiently and properly responding to Police Department public records requests—an improvement related to both transparency and customer service.
- Recent security system upgrades at City Hall—not only replacement of the building’s outdated security system, but improvements that will enhance employee and customer safety (ability to remotely and instantly “lock down” the building, for example) and facilitate after hours use by community groups without additional staff costs.
- Cameras in parks to enhance public safety, deter vandalism and pursue ordinance violations when they occur (vandalism, illegal dumping, other offenses) (Ongoing) New for 2021: Add signage about presence of cameras, as an advisory to the public and deterrent to criminal activity.
- Temporary cameras available through Police Department to help businesses and residents address possible criminal activity.

C. Develop and implement a strategy for better informing the public about city services and infrastructure and their contribution to economic development and community quality of life (Ongoing)

- Presentations to community groups and service clubs by City Manager and Department Heads are ongoing (Ongoing)
- Plan to work with new Communications Coordinator to implement short informational videos on various City services. (Ongoing)

III. Drive strategic community development. (Ongoing)

A. Develop and implement programs to encourage reinvestment in existing housing stock (Ongoing)

Community Development Director has started work on a proposal for a new housing rehab program, possibly using resources from existing Housing RLF, TIF affordable housing setasides, regional housing loan fund and City TIF districts. Such a program could be “target” resources to designated areas, to have a meaningful impact on those areas of the city where the greatest need for housing improvements exist. Consider recommendations from 2019 housing study by Rawley Point Consultants in developing this program. (Ongoing)

B. Emphasize continued redevelopment in the City’s downtown and downtown waterfront areas (Ongoing)

- Summer 2020 saw completion and opening of new downtown hotel, a project in which the City played a big role. \$6.3 million investment in a formerly blighted block. (See related com(Ongoing)ments under Goal I).
- ~~Ongoing~~ Efforts to secure a new Culver’s restaurant; proposed location at Washington and 22nd Streets did not go forward, due to COVID issues impacting franchisee/developer. There was considerable investment of City time and resources in creating a new TIF district, crafting a Development Agreement, completing zoning and site plan review, etc.
- City is still working bring a Culver’s to Two Rivers and is optimistic about the likelihood for success in 2021. TID 13 is in place and can aid with other redevelopment activities in the north end of downtown. (Ongoing)
- City is working with a developer who proposes a commercial at the NW corner of Washington and 12th Streets, on the former M&M Lunch site and an adjacent parcel owned by Twin Cities Marina. An amendment to TID No. 12 is in process, as is a development agreement providing for TIF grant assistance to an estimate \$3.6 million project. (Ongoing)
- Efforts to secure the former Hamilton property for redevelopment (Ongoing)
- Efforts to redevelop a portion of the former Eggers East property—that portion not being used for storm water management facilities. (Ongoing)

- Completed South Breakwater Trail Project, with installation of pavement markings, directional and interpretive signage. \$120,000 project, assisted with \$48,000 Coastal Management Grant and \$30,000 West Foundation Grant. Currently in process of closing out grant, seeking official designation of the trail as a spur off the Ice Age Trail.

Friends of Mariners Trail has expressed an interest in helping fund “Phase 2” of this project—a trail segment south along the shoreline, behind DWP and back out to Mariners Trail just north of the Lighthouse Inn property. (Ongoing)

- 2021 Budget provides funding for:
 - Downtown façade and sign grants, \$22,000 to supplement to Main Street funds (Ongoing)
 - Planning and preliminary design for proposed downtown splash pad and ice skating rink (Ongoing)
- City Council rep and City Manager actively participate as members of the Main Street Board: 2021 projects initiatives include expanded façade/sign grant program in cooperation with City; grant program for start-up businesses; new hanging planters downtown and informational kiosks at Neshotah Beach and Memorial Drive Wayside. (Ongoing)

City reps have met with Main Street’s Board President and Director to address these priority projects and the need to work together with City to assure success of these and other initiatives related to downtown.

Add for 2021: Goal specifically addressing development of new, market-rate housing (rental or condo) on the downtown waterfront to aid in revitalizing downtown.

C. Emphasize redevelopment investment along Memorial Drive (Ongoing)

- Transfers of State and County-owned lands along Memorial Drive to City of Two Rivers were finalized in January 2020.
- City took over maintenance of these areas and facilities, Spring 2020.
- Designed and installed new signage for Spirit of the Rivers Monument and Wayside; installed September 2020
- Deferred action on implementing a safe crossing location to Mariners Trail at 12th, Madison or Columbus Street; needs to be pursued in 2021. (Ongoing)

- Implemented a resurfacing project on 1.5 mile of Mariners Trail, assisted by a \$67,000 WDNR Trails Grant and \$10,000 from Friends of Mariners Trail. Phase 1 of this \$137,000 project was completed in Fall 2020; Phase 2 will be completed in Spring. (Ongoing)
- Deferred action on improvements between Washington Street bridge and Jefferson Street (East Gateway Corridor), which included an improved, off-street trail; this \$100,000 improvement needs to be completed in 2021. (Ongoing)
- Need to more aggressively pursue acquisition of CN Railroad right-of-way to aid in redevelopment in this corridor. (Ongoing)

D. Invest in critical infrastructure, leveraging available funding from non-City sources to maximize investment (Ongoing)

- Street/utility reconstruction projects budgeted for 2021 total approximately **\$4,250,000**. Of that amount:
 - \$251,325** of public sewer infrastructure will be funded through Clean Water Fund Program principal forgiveness
 - \$348,800** of public water infrastructure will be funded through Safe Drinking Water Fund principal forgiveness
 - \$250,000** of private water lateral costs will be funded through Safe Drinking Water Fund principal forgiveness

Anticipate TID No. 8 funding for **\$1,200,000** out of total borrowing of \$1,650,000 for public water and sewer infrastructure

These funding sources account for \$2,050,152, or about 48 percent of project costs.

(Ongoing)

- City has leveraged \$850,000 for lead water lateral replacement, 2017-19; was invited to participate on panels as part of DNR's roll-out of its new private side LSL replacement grant program.
- Recent preliminary application (ITA) for CDBG grant for drive-up window at Senior Center; seeking \$88,000 in grant funding to cover 100 percent of project costs. (Ongoing).

E. Complete update of 2010 Comprehensive Plan and related City plans; emphasize community development and redevelopment needs and priorities in new Comp Plan (Ongoing)

- Process underway; City has secured funding for 50 percent of project through WI Coastal Zone Management Program, has contracted for work

with Bay-Lake Regional planning Commission. On-line Community Survey is underway.

F. In pursuit of all the above goals, make strategic use of development incentives (Ongoing)

- City is making strategic use of TIF for housing initiative cited above and for 2021 infrastructure work cited above. Will be reviewing opportunities for additional activities to be funded by TID 7 (Old Hospital), such as neighborhood infrastructure and Neshotah Park improvements. This TIF should have the ability to fund up to \$1 million in additional neighborhood investment. (Ongoing)
- City staff continues to stay on top of State and Federal funding programs that may assist with local development, including Community Development Block Grant funding and various funding programs offered through the WEDC (Idle Sites, Community Development Investment Grants, etc.), any special COVID relief funding. (Ongoing)

IV. Continue to grow a vibrant, sustainable, safe & connected community while respecting our traditions & history to attract new residents, visitors & new businesses. (Ongoing)

A. Develop design standards and incentives for investment in historic properties (Ongoing)

This goal has been a subject of discussion at several meetings of the TR Main Street Design Committee, including consultation with representatives of the State Historical Society. A current topic with that committee.

B. Develop design standards and incentives for new development and redevelopment in the downtown and downtown waterfront areas. (Ongoing)

In process.in tandem with A above. Incentives include City and Main Street façade and sign grants, possible TIF assistance.

C. Develop and adopt a local historic preservation ordinance including creation of a City Historical Commission. (Ongoing)

In process in tandem with A and B above.

D. Update and continue implementation of 2013 Bike/Ped Facilities Plan (Ongoing)

No action to date. Want this activity to be coordinated with Comprehensive Plan Update during 2021.

E. Foster development of the local arts community as an integral component of community quality of life and economic development (Ongoing)

Need more dialogue on this subject. City is working with TR Main Street on possible downtown mural projects. (Ongoing)

New for 2021: New music festival, expanded street banner art, downtown mural(s)—initiatives under the umbrella of the Two Rivers Main Street Program, with the cooperation of the City.

V. Encourage employees' personal and professional development, invest in employees to deliver the highest quality services for our community today and tomorrow while being a preferred city for career opportunities. (Ongoing)

- A. Recruit and retain employees whose professional and educational backgrounds and interests are consistent with the City's goals (Ongoing)

Successfully recruited and hired two new department heads: Parks and Recreation Director and City Clerk. New Police Chief and Assistant Chief promoted from within, first quarter 2020.

- B. Retain good employees by encouraging ongoing professional development, supported by City budgeted resources and through active pursuit of grant funding(Ongoing).

Ongoing emphasis on staff development. New for 2021: Highlight professional development activities through periodic reports at City Council meetings.

- C. Recruit and retain good employees by maintaining competitive, market-based pay scales (Ongoing)

2021 budget provides for base wage adjustments of 3 percent per Police and Fire union contracts, 2 percent for non-union, maintains competitive benefits. Also completes investment in additional wage lift for Police lieutenants, to address wage compression issue.

New for 2021: Lay groundwork to implement performance appraisal process and merit pay adjustments at department head level in 2022.

- D. Develop and maintain succession plans for positions of City Manager, department heads and other key positions (Ongoing)
- Police Department succession planning benefitted the City in February 2020, as Assistant Chief Brian Kohlmeier was promoted to Chief upon the retirement of Chief Joe Collins; in April, Lieutenant Ben Meinnert was promoted to Assistant Chief.

- Implemented succession plan, begun in 2018, for Electric Utility Director. New director, formerly Head Lineworker, has been designated as Assistant Director since mid-year 2020; takes over direction of the utility in January 2021. (This succession also results in the reduction of 1 FTE at that utility, reducing the operating budget by more than \$11,000.)
- More work is needed in the area of employee succession, for other key management positions. Emphasis in 2021: Succession planning for City Manager position.

VI. Enhance and promote the City's identity and brand story throughout the region.
(Ongoing)

- A. Tell Two Rivers' story through effective implementation of branding strategy, using the most effective communication channels, digital and traditional (Ongoing)
1. Branding Committee and City Staff developed and implemented a cost-effective implementation plan for initial introduction of the City's brand identity; that plan is being updated to identify 2021 activities to further promote the City's brand (Ongoing)
 2. Introduced the community to the brand story at "Celebrate Two Rivers" event in August—event was well-attended and generated positive feedback. Second annual Celebrate Two Rivers being planned for 2021 (Ongoing)
 3. Purchased and installed downtown banners featuring new logo.
 4. Created, recruited for and filled new, half-time contract position of Communications Coordinator mid-2020. Funded position through an amendment to the 2020 Budget; included in 2021 Budget.

This position has already been integral to roll-out of the City's branding campaign, has assisted in development of digital marketing materials for various applications and is involved in developing strategies for more effective use of social media for economic, residential and tourism development.

5. Committee members and staff have worked together to place logo wear in local retail outlets on a consignment basis, to promote the brand and generate net revenue to support City branding activities and special events. Consignment sales authorized by Council action in September 2020. (Ongoing)
6. Have completed the necessary filings for trademark protection of logo and artwork associated with the Two Rivers brand.

- B. Target message to drive economic development, new residential growth, and tourism. (Ongoing)

Committee Chair and Community Development Director have met with several local businesses about leveraging branding materials to benefit their businesses, and about the “Made in Two Rivers” component of the brand implementation plan, to highlight and celebrate products made in Two Rivers.

Several local companies are moving forward with use of “Made in Two Rivers” logo on their products and/or packaging: Riverside Foods, Renee’s Chocolates, VT Industries Eggers Division. (Ongoing)

“Made in Two Rivers” website is being developed by City staff. (Ongoing)

- C. Leverage community and regional resources to help promote Two Rivers’ brand story, including:

--TRBA—City Manager has provided updates on branding project

--Two Rivers Main Street—City continues partnership with funding assistance to Main Street, development and promotion of special events.

--Two Rivers Historical Society

--Hamilton Wood Type and Printing Museum—participation in Special Branding Committee; coordination on design matters.

--Woodland Dunes Nature Center

--Local Arts Community

--Area Realtors—need to set up event in early 2021

--Local Employers—meetings about “Made in Two Rivers” by Brand Ambassadors

--Progress Lakeshore—upcoming presentation by Branding Committee Chair

--Manitowoc Area Visitor and Convention Bureau—New Ad for Visitor Guide featuring new logo; city cooperation with TR Main Street on new pull-out ad/map of TR for Visitor Guide.

--Chamber of Manitowoc County

(Ongoing)

Brand message, combined with maintaining a nearly full schedule of City- and community-organized outdoor events in 2020, despite the COVID pandemic, has enhanced Two Rivers’ image as a community offering diverse outdoor recreational activities and special events.

