

2013

Demographic Profile

Market Analysis

Downtown Overview

Competitive Position

Strategies & Funding



CITY OF ELROY DOWNTOWN REVITALIZATION PLAN

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Executive Summary

This Downtown Revitalization Plan is the result of a five-month planning process, managed by the newly formed Community Development Authority, which took place in spring and summer of 2013. The Plan was influenced by a series of public input sessions held by the City in 2011 and 2012, and also looks to capitalize on the City's planning related to its own facilities to maximize the City's ability to leverage private investment in conjunction with public projects.

The planning process included two public meetings, which were held to present information and solicit feedback on issues and opportunities important to the community. The results from these meetings are included in Chapter 4. Additional targeted outreach was conducted with property owners, business owners, real estate professionals, and economic development professionals familiar with the community to determine what factors exist which present opportunities or pose challenges to successfully implementing this Plan.

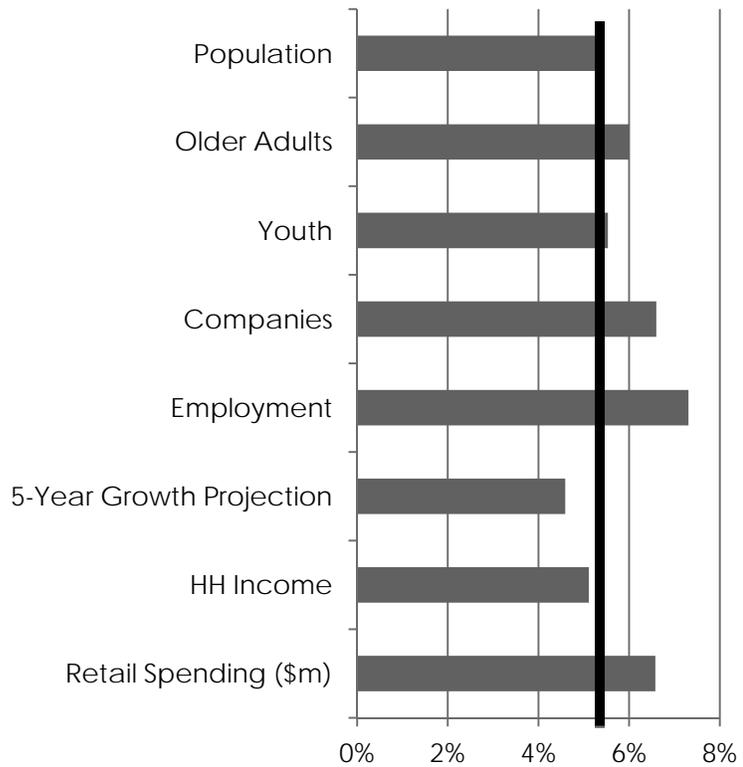
Project Timeline



Elroy's long history as a manufacturing and railroad center created the foundation for its present-day status as an employment and commerce center in southern Juneau County. Located in the picturesque hill country and with significant name recognition as part of a groundbreaking bike trail system, Elroy has many inherent assets, but has fallen behind other area communities in enhancing and marketing its assets to the outside world.

The chart at right illustrates Elroy's competitive position within Juneau County based on a variety of demographic and economic variables. These variables indicate Elroy's relative strength in various sectors. For instance, Elroy represents 5.4 percent of the County's population base, but has significantly more than its share of businesses and employment and also attracts employees and retail spending from the surrounding region. Both of these are positive factors which can be tapped to grow the local economy. However, Elroy's population has not grown as rapidly as its neighboring communities, and actually shrank between 2000 and 2010. This decline has been largely concentrated in young and middle-aged population segments, resulting in an aging population and declining household income. The potential to attract a greater percentage of relocating households in the retiree segment presents a growth opportunity for Elroy, although the City should also pursue a strategic effort to retain and attract younger families. Attracting this currently underrepresented population will require the engagement of younger demographics in planning for the future of the community while also catering to an emerging retiree market that has demonstrated interest in the region.

Elroy Market Share (of County)



Source: US Census, Economic Census, ESRI

Elroy's downtown comprises a two-block stretch of largely intact historic structures located along the State Highway 80/82 corridor and one-block removed from the regional trail system. Current storefronts include a mix of retail, service, office and restaurant uses, although there are also 11 vacant storefronts. Businesses located in downtown serve a fairly broad geographic area, with primary customer traffic coming from communities within a 15 minute drive of Elroy. Although the intersection of three highways for the Main Street corridor generates traffic just shy of 5,000 cars per day, most convenience oriented retail is located on the Highway 80/82 corridor north of town, reducing opportunities for downtown retailers to capture crossover traffic from these frequently visited destinations. However, opportunities exist to expand business offerings to area employees and visitors, which are underserved in the community.

As a result of significant public input and stakeholder interviews with downtown businesses, property owners, and City employers, it is clear that the community favors programs and projects which focus on meeting the needs of existing residents and strengthening the sense of

community that originally drew residents to Elroy. However, by strategically marketing its assets and businesses, the community can also take advantage of the significant market opportunity represented by the strong regional tourism market to supplement local customer demand. The overall market for retail and service offerings can be expanded by designing locally supported projects which also attract tourist spending. Future initiatives should also accommodate the needs of a growing senior population while simultaneously working to recruit and retain young families to the community.

The plan to revitalize downtown Elroy incorporates recommendations in three broad strategy areas which are intended to drive activity in the short term by capitalizing on existing market strengths, while also setting the foundation for additional initiatives in later years. These categories include:

- Physical Infrastructure Improvements
- Sustainable Business Growth
- Organization, Marketing and Outreach

Short term initiatives focus on improving the efficiency and coordination of existing organizations and on effectively marketing the community. A significant component of a marketing plan will be an expanded online presence, which supports initiatives already underway by the City and is a cost effective way of increasing knowledge of Elroy among prospective visitors. Additional marketing will also target prospective residents or businesses and promote specific opportunities available in the community. Short term initiatives will incorporate visual enhancements such as streetscaping, plantings, murals or banners as part of all projects to help sustain momentum and demonstrate the City's long-term commitment to revitalizing the downtown.

Other initiatives recommended for future years will provide infrastructure to improve the connections, aesthetics and utilization of properties within downtown to support desired businesses and encourage private investment by developers, property owners and businesses. Longer term strategies include improvements to facilitate redevelopment and reuse of vacant properties, enhance connections between City amenities, and encourage the provision of spaces suitable for supported business uses downtown. A general overview of initiatives within each of these categories is provided below, with more detailed information on recommendations and implementation planning provided in Chapters 6 and 7.



Elroy has a number of existing streetscape elements which can be expanded throughout downtown.

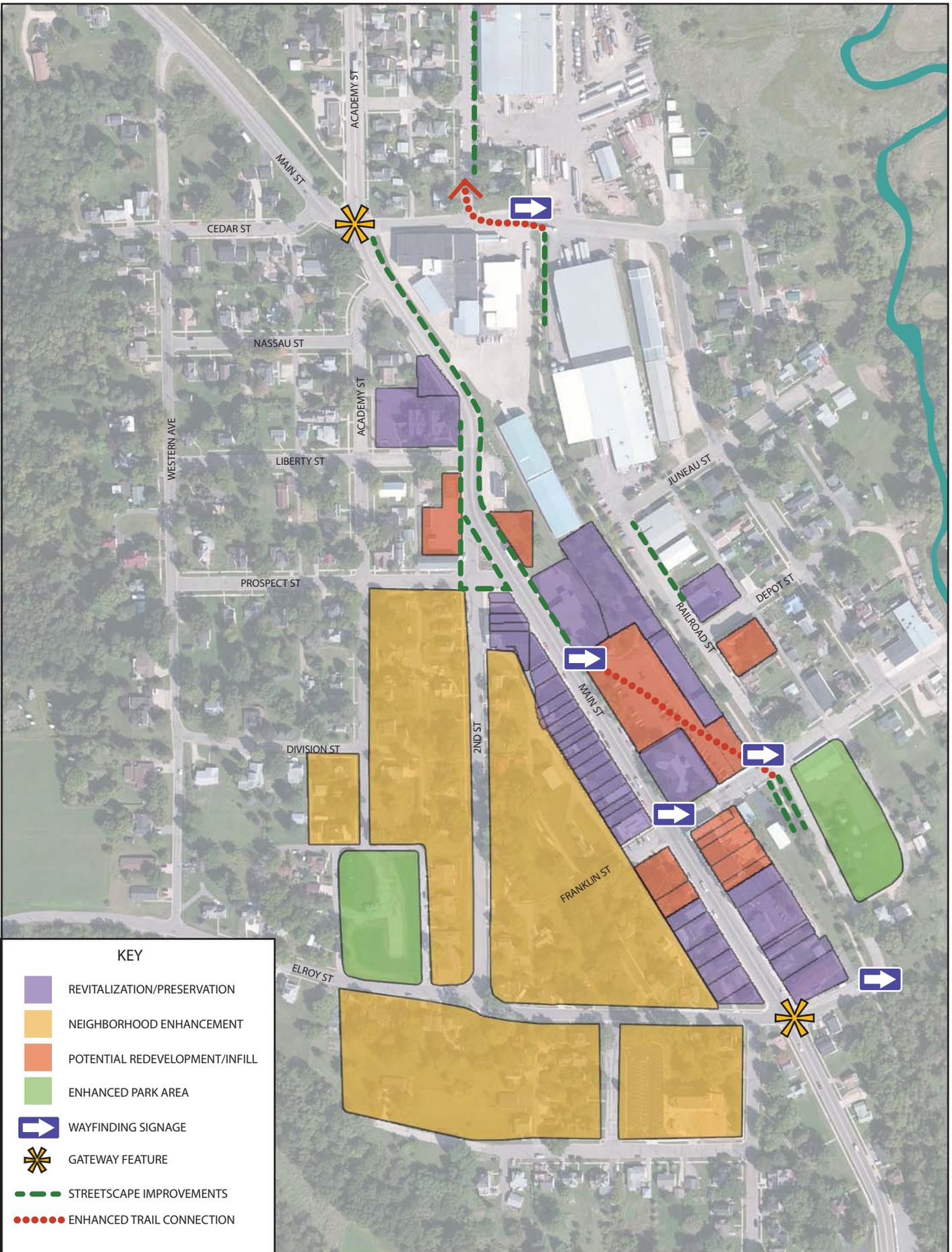
Redevelopment Planning & Physical Infrastructure Improvements

This Plan envisions a downtown which preserves the highest quality historic structures while promoting redevelopment to accommodate locally demanded businesses and residential units. As the local economy has changed over time, there is reduced overall demand for commercial space in the City. However, the total square footage of commercial space has increased over the same period as some businesses have moved to the north end of the City to newer and larger facilities. As a result, there are multiple storefront vacancies in downtown structures which will require significant updates to meet modern space standards and are unlikely to attract commercial tenants even if updates are made. Focusing preservation efforts on contiguous, occupied, and architecturally significant properties will enhance the overall aesthetics of downtown while accommodating the conversion of surplus commercial space to other productive uses. A small amount of commercial space can be strategically added within redevelopments to provide space sizes or amenities which would be cost prohibitive elsewhere in downtown but which would be necessary to attract certain types of businesses.

Apartment and senior housing were identified by the market analysis as an area of need within the City. Both types of housing can be accommodated through downtown redevelopment. Promoting infill residential development in key locations near downtown will not only provide housing opportunities for workers and families, but also create a larger market for downtown merchants and increase foot traffic and vitality downtown. Potential locations for new development are indicated in red in the map on the following page and profiled more thoroughly in Chapter 6.



Rendering of potential residential development on southwest corner of Main Street and Franklin Street.



Additionally, physical infrastructure enhancements are recommended for key intersections and pathways surrounding downtown. Improving directional signage and bike/pedestrian connections between the state trail, campground and downtown is essential for retention of spending within the community. Including signage to and from specific destinations such as the library and museum will help increase awareness of local amenities while also encouraging exploration of the community by visitors.

Sustainable Business Growth

Although filling vacant spaces downtown is a primary objective of this Plan, supporting the viability and growth of existing businesses is equally important. Consequently, the Plan includes:

- Marketing strategies to expand awareness of the community as a whole
- Redevelopment projects to increase the number of local customers,
- Targeted initiatives to support existing businesses, such as
 - Provision of educational programming and resource development for commonly desired topics such as marketing and business succession planning,
 - Direct assistance for façade improvements
 - Joint purchasing opportunities for the purchase of marketing materials, signage or other common cost items.



Elroy residents support programs which encourage area residents to frequent local businesses. Credit 350.org

Market analysis conducted as part of this Plan identified several retail and service business types with unmet local demand, meaning that local customers are currently traveling elsewhere for purchases that could be satisfied locally. Categories where the amount of spending leaving the community would be sufficient to support an additional business locally include hardware, health and personal care, and limited service restaurants (i.e. fast food). General merchandisers and home goods which complement existing offerings may also be successful. Additionally, based on the ratio of businesses to residents in certain service sectors, there may be opportunities to attract health and beauty providers and medical services (i.e. optometry). Although there is significant spending potentially available in each of these categories, the realities of modern retail will require many new businesses to incorporate many different business offerings within one space, or conduct a significant percentage of business online, to supplement local income. This is especially true of businesses which rely on tourism traffic for a substantial portion of revenues. While several of these businesses might be suitable candidates for existing vacant spaces downtown, others may require more extensive improvements and be best suited to new construction.

Organization, Marketing & Outreach

Downtown revitalization requires participation and support from a wide variety of organizations and individuals. In addition to the City and Community Development Authority (CDA) the Chamber, civic organizations, churches and social service organizations will all play a significant role in the downtown revitalization effort. These coordinated entities will assist with a variety of recommended strategies including development planning, community development, business assistance and strategic marketing, each of which requires unique strengths and knowledge. Additionally, these various groups will need to work together to maximize effectiveness and leverage local resources. As a long-term strategy, each of these organizations should also make a significant effort to cultivate young leaders within the community to focus on marketing and outreach initiatives and provide buy-in from the next generation of leaders.

Outreach to various stakeholder groups will need to be conducted to obtain buy-in. For instance, improving the Hillside Neighborhood adjacent to downtown will require establishment of a committee of residents and property owners in the Hillside area. This committee will coordinate with the CDBG Housing Committee and/or CDA and be responsible for outreach and implementation of programs in this neighborhood. A number of concerns about the appearance and quality of housing in this area were expressed by citizens and other stakeholders as part of this project and during previous planning efforts. The neighborhood, one of the City's oldest, includes a number of well-preserved historic homes, features tremendous views, and remains largely owner occupied. However, there are some properties which have not been adequately maintained and contribute to an appearance of decline. There are many existing programs and effective strategies which can be employed to significantly improve this neighborhood and create a desirable residential destination in a key area of the City. These strategies and resources are discussed beginning on page 39.

The third component of early outreach efforts will focus on marketing initiatives to increase exposure for existing businesses. Elroy is not capturing significant visitor spending, likely due in part to a lack of online market presence. Currently, online map providers only indicate six businesses downtown, of which only two are consumer-driven. This limited broader exposure makes it difficult for visitors to the region to easily identify destinations and/or plan a stop in Elroy as part of their trip. Increased online presence, as well as initiatives focused at area residents, commuters, and visitors will help increase awareness of Elroy businesses. The ability to coordinate free and low cost online and social media marketing among existing businesses, together with reliance on existing programs such as 350.org to promote local business, offers a cost-effective strategy to expand the City's existing customer base.

Each of these recommendations is explored in greater detail in Chapter 6, and is also associated with a funding strategy and potential implementation partners in Chapter 7. The entire plan



The hillside neighborhood has potential to be a signature residential area in Elroy.



provides a 5-year timeline for revitalizing downtown, with tools and strategies for sustaining community engagement throughout the implementation phase. By involving the larger community, the Plan leverages local resources and creates a wide base of support for downtown as the center of the community.

Chapter 1: Location, Population & Demographic Trends

Location

Elroy is located in Juneau County, in west central Wisconsin. The community is connected to the broader region via State Highways 80 and 82, which link Elroy to Mauston and New Lisbon to the north and to Hillsboro and Wonewoc to the south. Highway 71 travels west from Elroy to Sparta and Tomah/Interstate 90 (via 131). The three highways are joined as they pass through downtown Elroy. Peak traffic counts in the City reach 4,900 along North Main Street, as shown in the map at right. This traffic count is roughly equivalent to the level of traffic in downtown New Lisbon, and significantly higher than counts in either Wonewoc or Lyndon Station. For comparison, Interstate 90/94 in Juneau County carries 31,000 cars per day. Although Elroy was originally a railroad-oriented community, the line was converted to the Elroy-Sparta trail in 1974 as one of the nation's first rails to trails conversion projects.

Although the state has since added nearly 2,000 miles of bike trail facilities, the Elroy-Sparta trail remains a popular draw because of its tunnels, which create a unique experience and draws upwards of 50,000 riders per year according to a 2008 study. The state's continuing expansion of trail facilities has connected the Elroy-Sparta trail to the 400/Omaha and the Hillsboro Trails.

Elroy enjoys significant name recognition, both due to the popularity of its namesake trail, and also as the birthplace of former governor Tommy Thompson. The nearest large City is Mauston, which is just over 12 miles away on Interstate 90-94. This area of the state is a popular tourism destination, with the Wisconsin Dells, Castle Rock Lake and various state parks within a 30-mile radius.

Location & Traffic Counts



Source: 2010 DOT

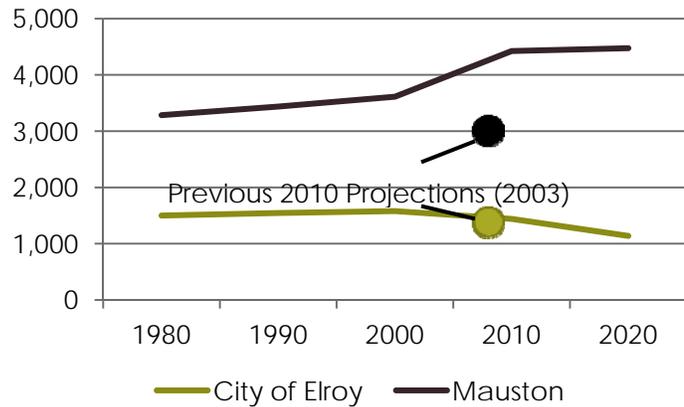
Population

Elroy's 2010 population was 1,442, following a 2.3% decline from 2000 through 2010. This decline includes population loss in all age groups, although the greatest decline was in the 30-50 age range, which has consistently lost population by double digit margins in each of the preceding two decades. This loss was in contrast to previous projections, which anticipated population growth in the community. The dots on the graph at right indicate the previous 2010 projections as identified in the City and County comprehensive plans from 2003. In reality, all of the projected growth for the City went to Mauston, which gained nearly 1,000 more residents than anticipated, with a significant number of new households attracted to modern apartment facilities added in the community. Elroy's population loss over the past decade is an anomaly in the County, which grew by more than 14 percent over the same period.

Projections by demographics provider ESRI anticipate a further 15 percent decline in the City's population through 2017, while the rest of the County is expected to see a flat to slightly declining residential population.

The aging of Elroy's population and resulting smaller household sizes has led to the City's population decline. The table at right illustrates the shrinking percentage of families with children and increasing percentage of senior households. The growth in senior households also impacts local consumer demand, with a 15 percent increase over the past decade in City households without any earnings income, relying instead on fixed income retirement or social security payments. Despite this decline in City population, growth in surrounding rural areas has held school enrollment fairly consistent and also stabilized consumer spending potential in the trade area. The City has the opportunity to position itself favorably for the emerging economic recovery if it can capture more of the regional residential growth. The City would also need to accommodate the type of housing desired by the targeted demographic groups, or to provide a tool to help interested buyers improve existing housing stock.

Population Trends and Projections



Previous 2010 Projections (2003)

Elroy Population: 1,572

Mauston Population: 3,520

Long-Term Population Trends

Year	City Population	Share of County
1960	1,505	8.4%
1970	1,513	8.2%
1980	1,504	7.1%
1990	1,533	7.1%
2000	1,578	6.5%
2010	1,442	5.2%

Source: US Census, City Comprehensive Plans, North Central Wisconsin Regional Planning Commission, Department of Workforce Development

Change in Household Composition

	2000	2010
HH w/ Children	31.5%	23%
HH w/ Seniors (65+)	15%	27%

Source: US Census

Demographic Trends

In addition to an increasing percent of the population on a fixed income, the average household income remains depressed following the recession, although it has fared better than statewide averages. Since 2009, the City's median household income declined by 2.1 percent, in contrast to a 3.9 percent decline in statewide incomes.

A positive trend among younger residents is the increasing percentage of college graduates. The percent of college graduates among residents 25 years and older has increased from 13 percent to nearly 15 percent over the decade ending in 2010, and more than half of residents aged 20 to 24 were attending college in 2010. This trend is anticipated to continue in the near term as higher graduation rates continue among younger demographics. However, accelerating this trend by facilitating locally available education opportunities for older adults would help support more aggressive growth in local income and provide access to convenient training for local employers.

Although the composition of the local population has shifted over the past five years, the consumer lifestyle analysis provided as part of the 2008 Juneau County Retail Market Analysis performed by the UW Extension still provides an accurate picture of local demographic groupings and shopping preferences. The Lifestyle Analysis is a tool which profiles households based on common demographic patterns which influence spending and behavior. The categories identified in 2008 remain the primary groupings present in the community today, including the "Rooted Rural," "Rustbelt Traditions," and "Heartland Communities." While these groupings emphasize generalities and will not be perfectly reflective of the local character, they are useful for identifying common consumer behaviors and trends to better focus outreach and marketing activities. Some common elements of the largest customer segments in the Elroy trade area include:

- Spend money on autos, auto parts and motor sports (including motorized recreational vehicles)
- Appreciate home improvement, gardening and hobbies/crafts
- Are likely to have pets.

These demographic and spending preferences can be used by local retailers in tailoring marketing and outreach efforts to areas of common interest in the community.

Key Findings:

- 1) **Elroy did not receive its share of residential growth during the past 10-15 years. As a result, the number of younger households in the community has declined, although these families continue to locate in the surrounding towns. Providing residential options and marketing to these residents will be important to retain the demographic balance in the community.**
- 2) **A growing local senior population and regional increase in retirees presents options to provide a walkable downtown which caters to these groups to increase daytime customers.**

Chapter 2: Downtown Overview

Elroy's historic downtown core spans a two-block area along Main Street. The study area for this project includes the historic core, an adjacent one-block commercial area to the north, and the blocks on either side, including the area between downtown and the 400 State bike trail. This area is shown on the graphic below.

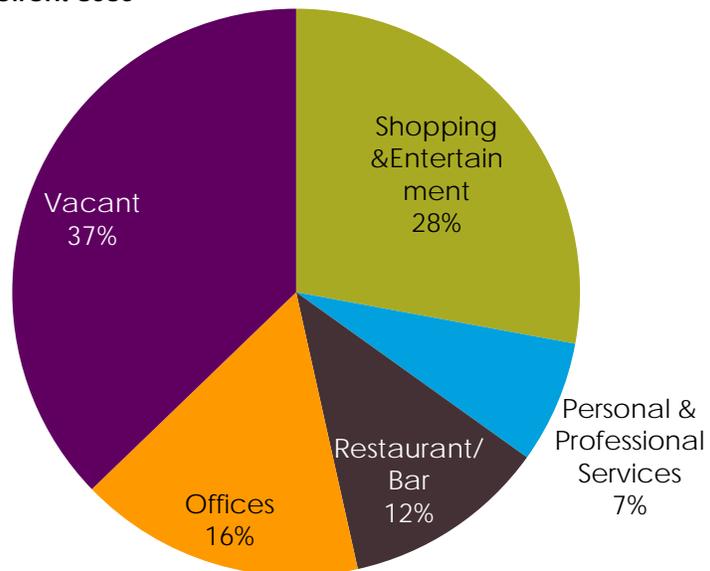
Project Study Area



Existing Conditions

Currently, the downtown tenant mix includes a well rounded mix of office, service, retail and restaurant offerings. However, there are also 11 vacant storefronts, and not all of the existing retailers offer regular evening or weekend hours, which limits foot traffic during prime shopping times. The division of storefront establishments by type of use is illustrated in the graph at right. In comparison to other downtown districts, Elroy has a healthy distribution of uses amongst its active businesses, although there are fewer service firms than would typically be expected. Service uses include establishments which provide direct to consumer services as a

Storefront Uses



primary form of business, such as hair salons, chiropractic offices, dentists and laundromats/dry cleaners, among others. As local retail has diminished in importance, office and service uses combined typically represent 50-65 percent of downtown tenants, but only comprise 23 percent of Elroy's storefront occupants.

Another measure of downtown vibrancy is the ratio between daytime and evening operating hours. A vibrant downtown will have roughly equal amounts of shopping and entertainment uses and restaurants, with one-third to one half of these businesses open after 5 or on weekends. Of downtown Elroy businesses which have posted customer hours, 29 percent are open in the evening (after 6pm) at least one day per week and 57 percent are open on weekends. This percentage of evening and weekend activity is higher than many small communities, and is partly a result of the significant restaurant /bar presence. Consumer spending studies show that a full 70 percent of retail spending nationally is done after 6pm as of 2012 (Destination Development International). This is in part to the increasing relevance of online shopping, but is also a reflection of the impact of daytime commuter populations on spending habits. Elroy's retailers are better positioned than many communities to respond to this demand, with many having established evening hours to cater to the needs of the local population. However, of businesses open on the weekend, a majority are open 4 hours or less, and these hours do not necessarily overlap between businesses, limiting the ability for customers to visit more than one destination in a single trip. Facilitating a discussion among merchants regarding levels of customer traffic during various periods of time can help merchants to coordinate hours to coincide with peak customer demand and increase local opportunities for customers to visit multiple establishments.

Of the 11 vacant storefronts, several include interior buildout suitable for restaurant uses, with the remainder best suited for office or service uses. Many have been occupied in the recent past, allowing them to be readily occupied by new tenants, although the buildings they are in may need substantial repairs. Even if all of the spaces could be readily occupied, the market analysis presented in Chapter 3 indicates that there is insufficient current commercial demand to support the existing commercial square footage in downtown. Therefore, it will be necessary to convert or redevelop some commercial space to accommodate uses such as a pharmacy or fast food establishment. Projects such as the proposed Opera House renovation which target uses not currently available in downtown and also create additional market demand by adding daytime customers should also be encouraged.

Downtown redevelopment activities will require the assembly of multiple properties to create a site large enough for modern development. Sites for potential redevelopment were identified by the presence of multiple contiguous buildings for sale, structures that have significant deferred maintenance, or sites that are currently underutilized based on the ratio of improvement value to land value. These topics are explored in greater detail in the following chapters.

Because of ongoing concerns associated with the impact of long-term drainage issues associated with the topography of downtown on the structural integrity of downtown buildings, structural assessments of several representative buildings within the downtown study area were conducted. The results of this assessment concluded that most of the historic structures are

structurally sound and that restoration would be feasible. Exceptions to this include the freestanding structure at 119 Main Street and 214 Railroad Street, which were found to have significant water damage and structural issues for which the cost of remediation would exceed the building value. The cost to address structural issues in any of the other surveyed properties ranged from \$1,000 to \$20,000, and could be integrated into any improvements needed by new tenants in commercial areas. Additionally, the survey found that although City Hall is in good repair, the interior of City Hall will be unable to be significantly renovated due to a large safe which is structurally integrated into the building. This finding may impact the future space decisions related to City agencies. The property at 119 Main Street has been included as part of a priority redevelopment site within this plan, while the Railroad Street property may represent a secondary opportunity for the right project which could utilize historic elements of the building.

Improvement Value to Land Value

The relationship between the value of improvements (structures) on a property and the value of the underlying land is one way to determine if a property is being fully utilized based on its location in the community. If the ratio is 1.0, the improvements and land are of equal value. Ratios of more than 1.0 indicate that improvements have a higher value than the land. The higher the value of the land, the greater intensity of use it should be able to sustain. In most communities, a ratio of less than 2.0 indicates that the land is not being used to its economic potential.

The map on page 13 displays improvement value to land value ratios for properties in the City of Eroy. It is evident that the properties with the highest ratios (and therefore the highest and best use of land) are major employers, large lot home sites, and residential and commercial properties on the north end of town. Properties in the downtown are less well utilized, with several properties having a ratio of less than 2.0 despite generally small lot sizes and zero lot line buildings. This reflects the findings of the structural assessments, which determined that the cost of repairs for some structures may outweigh the residual value of the property. While this does not mean that the buildings cannot be restored and used, it does suggest that public subsidy may be necessary to encourage restoration.

Also notable are the number of residential properties located in the Hillside Neighborhood west of downtown which have improvement ratios of 2 or less. A number of individuals have pointed to older housing units which are used as rentals and



The residential neighborhood adjacent to downtown offers historic character and tremendous views, although concentrated rental properties and older homes also present challenges.

attract more 'transient' residents. This concern over the quality of tenants and rental properties was expressed by a number of individuals, and also mentioned as an issue for the perception of the community by outsiders. Although Elroy's crime rate is comparatively low and census data does not indicate a higher than average resident turnover in the community, it is true that there are a larger percentage of rental households in the City making less than minimum wage as compared to surrounding communities. A concentration of limited income customers in properties immediately adjacent to downtown limits the number of regular customers to downtown businesses, as residents and workers within walking distance of retail spend as much as 250 percent more per week than those requiring a car to access retail options (2012, International Council of Shopping Centers). The neighborhood is also home to a significant number of historic properties, and its lots have some of the best views in the City and should be viewed as prime residential real estate.

The neighborhood in question (the area stretching north and south from Center Street to Liberty Street and extending west from Main Street to Western Avenue) has 55 renter occupied parcels. This represents 36 percent of total properties, which is equivalent to the percentage in the City as a whole. Although there are likely several properties with more than one unit, the impact of rental units is not as great as perceived by the public, and is limited to a few individual properties. However, the average improvement to land value is 18 percent lower for rental units, indicating that some of the rental housing stock has not been kept up to the same standards as owner occupied units.

Hillside Neighborhood Properties		
	Number of Properties	Average Value
Owner Occupied	99	\$65,039
Rental*	55	\$47,300

*Assessor records do not indicate the number of rental units in formerly single family units

Ownership of rental properties is divided among 42 separate individuals, although 38 percent of rental properties are owned by residents of Elroy, meaning that the landlord is available and able to monitor the property. Both the presence of a significant number of owner-occupied units and local rental landlords is a positive factor for future revitalization of the area. There are a number of neighborhood revitalization strategies which are introduced in the recommendations section which will help revitalize this neighborhood in conjunction with downtown commercial properties.

Key Findings:

- 1) **Elroy has fewer professional and service uses in downtown than would be expected for comparably sized downtowns. Recruiting additional businesses in these categories will help create a diversified downtown and fill vacant storefronts.**
- 2) **Coordinating evening and weekend hours among downtown retailers can help increase foot traffic during prime shopping hours.**
- 3) **Improvement value ratios indicate that many downtown properties and homes in adjacent neighborhoods may not be fully utilized, as they are not producing income sufficient to meet common market valuations. Reducing the number of properties competing for the same business by removing buildings with structural issues can support investment in remaining structures.**

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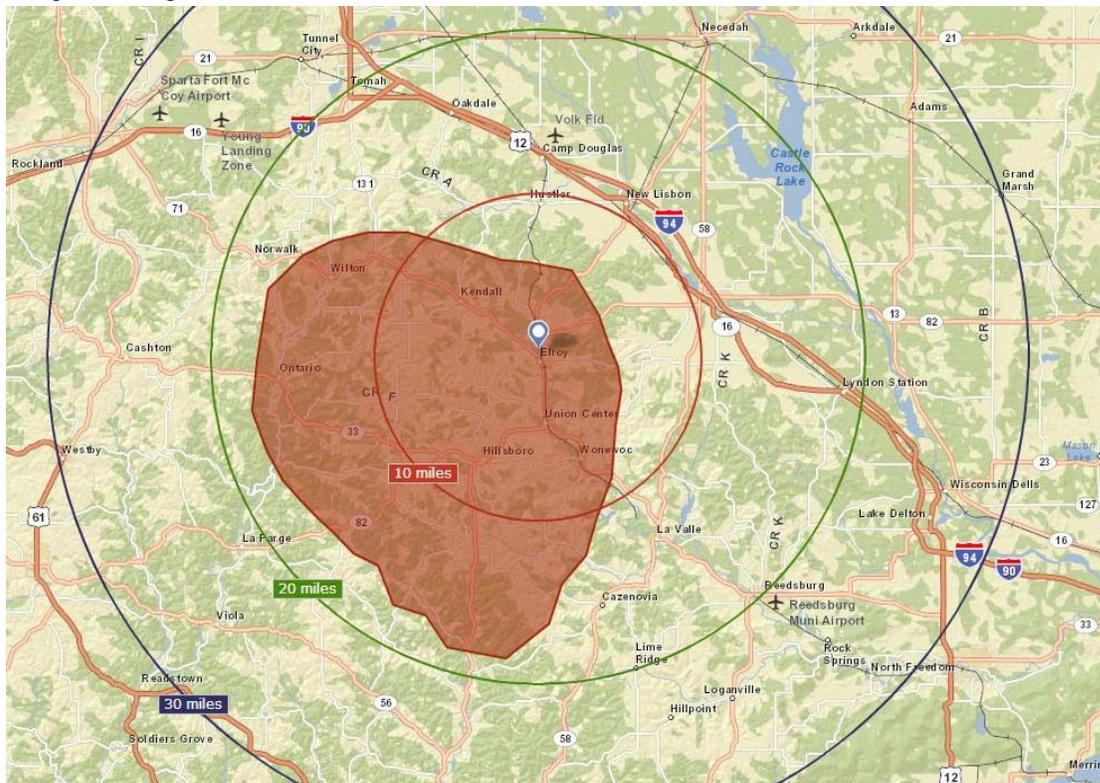
Chapter 3: Market Analysis

Retail Market Analysis

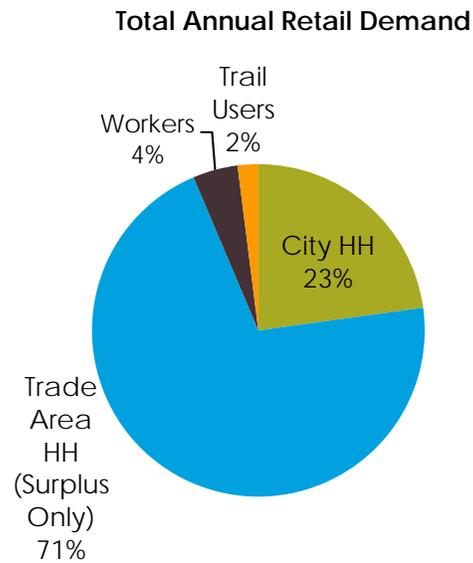
Elroy's retail market is supported by spending from a variety of consumer groups. The bulk of expenditures are made from customers within the Primary Trade Area, which represents the geographic area from which consumers are most likely to choose Elroy for shopping, if suitable options are available. For Elroy, this area is generally the area extending 10-20 miles south and west of the City. Retailers generally confirmed that customers travel from 15-20 miles to their establishments. The ability to capture primary trade (grocery and convenience item) consumers from the north and east is limited, as Mauston and New Lisbon provide more retail offerings and consumers are more likely to travel to these destinations if the travel time is roughly equivalent. However, specialty retailers may draw customers from this area based on offering a unique good or service or providing a desirable customer experience that customers are willing to travel to receive. This destination trade area can include a much broader geographic area, but because it will vary by business, it is more difficult to define a specific boundary and spending figures.

Elroy's primary trade area is shown on the following map. This trade area is slightly larger than the area identified in the 2008 County-wide retail study because it considers areas beyond the County limits, and also takes into account commuting trends which indicate the degree to which individuals are accustomed to travel between communities.

Elroy Primary Market Trade Area



It is important to note that the trade area outside of the City limits provides nearly three times as much spending power as City residents alone, and the travel patterns of these individuals are an important consideration for locating future developments. Additional spending demand comes from supplementary population groups such as local employees and visitors (including trail users) who pass through the community and may be encouraged to make purchases during their visit, including dining, personal errands or gifts or other soft goods purchases. The relative spending potential of these groups are reflected in the graph at right. Although the total number of trail users and workers are significant, they represent a smaller percent of overall demand because of their relatively limited market demand. For instance, purchases made by workers are largely limited to gas, lunch and convenience items, in contrast to trade area residents who can also be targeted for household goods and other common shopping needs. A third potential consumer group represents residents of the regional trade area who may be persuaded to drive to the community for shopping or entertainment. These purchases are usually driven by the availability of a unique good, service or shopping experience for which people are willing to travel. In Elroy, the Elroy Theatre and Trailside Art Gallery represent potential destination retailers which draw visitors from a wider trade area. However, the potential demand generated by this market cannot be estimated, as only a portion of the spending demand by these residents will be available to Elroy businesses, and only for limited retail types.



A comparison of local consumer demand versus actual spending in the trade area shows a significant leakage of sales to other communities, with Elroy retailers capturing roughly 40 percent of local demand. Although it is not expected that any community will be able to retain all of its local demand – people will always choose to make a certain percentage of purchases online or travel to other places to comparison shop for larger purchases – it is desirable to accommodate convenience and staple goods and services within the community. Spending from within the trade area tends to provide a more stable source of revenue for local businesses. Businesses with a sustainable source of revenue are better positioned to actively market to outside markets, increasing overall spending in the community.

Elroy has a number of business categories which already enjoy substantial spending from outside customer groups. These categories include gasoline stations, used merchandise and bars. The City also has several additional retail categories whose businesses adequately meet local demand and may present opportunities to increase marketing in order to attract additional market share. These categories include grocery, jewelry, and full service restaurants. The remaining categories of retail demonstrate significant gaps between local demand and local sales, with greater demand than supply.

Although there is unmet demand in many retail categories, not all of these categories are candidates for additional local retail store recruitment. In some cases this spending gap is due to a lack of locally available goods, which serves to reduce overall spending in a category (i.e. fast food), while other gaps are the result of residents choosing to travel elsewhere for purchases (i.e. new cars). Although a new fast food restaurant would likely attract many local residents seeking fast food, most residents looking for new cars would likely continue to travel to larger communities to comparison shop, even if a local dealership was added.

Additionally, the magnitude of local demand is a consideration. For instance, although there is an estimated \$196,000 in unmet demand for shoe stores, the average shoe store in Juneau County has net revenues of \$145,000, and it is unrealistic to think that a new shoe store would be able to capture almost all available local demand. Based on these considerations, the table below indicates categories where sufficient surplus demand exists in a retail category which has the potential to be supported in Elroy. In some cases these categories may overlap with existing retailers, or retailers that have closed in the community previously (such as Hardware Hank). While this is a consideration for discussions with potential retailers, there may be other business models or management structures that would attract additional spending or be better suited to meet the needs of ancillary customers, and the fact that a related business exists or closed may not impact the success of a future store in the same category.

	Magnitude of Demand Gap	Average Juneau County Revenue per Business	Average Revenue per Store (chains)
Building Materials & Supplies	\$1.8 million	\$885,000	\$350,000 - \$400,000
Health & Personal Care	\$1.6 million	\$145,000	\$200,000-\$300,000
Limited Service Restaurants	\$6.1 million	\$320,000	\$400,000-\$800,000

Sources: ESRI, Economic Census, Franchiser Information

Several additional categories with unmet demand in the trade area may also represent opportunities for Elroy, although these categories of retailers will face greater competition, as nearby communities are currently attracting a majority of this spending. These categories include the following:

- General Merchandisers (i.e. Dollar Stores) - \$4.3 million in surplus demand
- Furniture Stores - \$1.9 million in surplus demand

In addition to identified industries with measurable spending gaps, there are some service businesses for which demand is typically associated with a number of providers per 1,000 residents. This is especially true for medical service providers such as chiropractic, dentistry and doctors. The typical rule of thumb is that one specialty medical office (dentist, chiropractor) can support 1,500 patients, although this can vary based on the type of insurance coverage offered by major local employers and the needs of the local population. Virtually all of Elroy’s medical providers are located on Academy Street and include medical, dental and chiropractic. However, there may be an opportunity to provide additional mental health or specialty services oriented to the needs of older residents. Combining these services with community-desired civic

space such as daycare, or youth or senior center program space can make downtown a compelling option for these businesses by creating exposure to their target market.

Hair salons and barbers are another service provider which can thrive in small communities. Elroy has only one salon and one barbershop, which is less than would be expected for a community of its size. For instance, similarly sized Hillsboro has five salons. This type of business is frequently found in downtowns, and may represent an opportunity to fill currently vacant storefronts. A larger space may also support an expanded health care facility, offering additional health and beauty services to supplement income (i.e. fitness, nutrition).

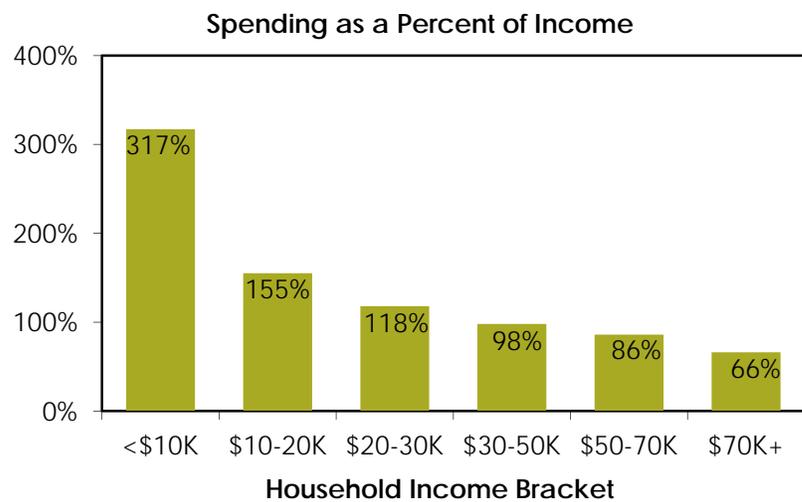
Other categories with demand gaps that are too small to support a new business may present opportunities for existing retailers to expand offerings to provide these goods and increase market share. Examples might include provision of additional sporting goods at a retailer in the commons (demand gap of \$785,000), or additional clothing or accessory items (\$879,000 demand gap).

One limiting factor in using third-party data as a gauge of local spending potential is the prevalence of cash-only businesses and fixed income households. The presence of a significant cash economy often artificially lowers the projections of local retail supply, not only

because of the potential for business underreporting of sales

but also because lower income households often have alternate sources of income that are unreported and therefore untracked. The chart above indicates the spending patterns for households within various income brackets. The poorest households often have actual spending at up to three times their reported income due to cash transactions, family assistance and other factors. Although their consumption is still limited, overall consumption is roughly equal to households with two or three times the reported income, which is often not reflected in potential spending calculations. Taking this into consideration, the market for spending on non-discretionary items is likely much higher locally than projected.

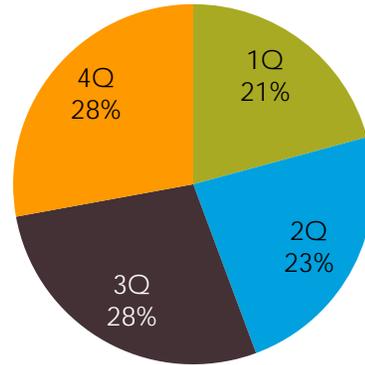
Because of the presence of the trail and other nearby tourism destinations, it would seem that tourism spending would represent a large potential demand segment locally. According to trails.com, the Elroy-Sparta trail still ranks as the twelfth most popular bike trail in the state in terms of ridership, and has a five-star user rating.



Source: 2002 Consumer Expenditure Survey

However, County sales tax collections do not display the significant seasonal shift that would be expected from a seasonal recreation spending pattern. There is only a slight increase in spending for third quarter, which represents the summer months, and the fourth quarter holiday season, as shown on the graph at right. Additionally, although statewide tourism has begun to rebound following the recession, Juneau County was the only County which saw a decline in visitor spending between 2010 and 2011, the most recent years data is available. Despite minimal capture of visitor spending by local retailers, information from the 2008 retail study points to the large multi-state draw and attractive demographics of individuals currently visiting the area for lodging, camping, and attending special events. The potential to attract and retain this type of spending represents a significant revenue opportunity.

2012 County Sales Tax Collections



Source: Department of Revenue

Retail spending in Elroy is divided between spending at downtown businesses, and spending at businesses further north on Highway 80/82. Generally, downtown businesses offer local and regionally focused goods and services, while north 80/82 provides convenience destinations for pass-through traffic and day-to-day retail and service needs, including the IGA, Kwik Trip, and the Elroy Family Medical Center. Despite the fact that only one mile separates these two nodes, there is minimal consumer crossover based on business feedback, with customers primarily visiting one area or the other on an individual trip. Based on consumer demand and spending data estimated by ESRI, a leading retail data provider, downtown businesses conduct \$3.5 million in taxable sales annually. This retail activity is equal to just over one percent of all spending demand in the trade area. What spending is captured downtown is largely in the bar and restaurant categories. Due to the large percentage of business conducted as cash transactions, these estimates are likely low, but even if actual collections are twice what is forecasted, downtown businesses represent a very small percentage of local consumer trade.



Elroy's two commercial districts cater to distinct retail types within the community.

The limited number of retail and service businesses within Elroy makes it difficult to assess the competitive position of business establishments within the community, as the US Census bureau does not segregate data into categories of fewer than 10 businesses. However, economic census data suggests that

consumer-oriented businesses in the City are as profitable as those in the County as a whole. However, Juneau County as a whole significantly under performs the state, with average business revenues just over half that of the state for most discretionary products (beauty, dining), and 80 percent of the state average for primary goods (grocery, convenience).

The declining local population, increased mobility of customers and addition of retail on the north side of town has had a cumulative impact on the demand for commercial space in Elroy. Although some former retail spaces can be absorbed by office and service uses, the first floor square footage for the three-block downtown is greater than is supported by the local market. Assuming that Elroy is able to capture its share of consumer spending from all of the available markets, the total commercial space occupied would be just less than 300,000 square feet for the City as a whole. Currently, the City is capturing only 55 percent of available demand, or sales supporting 165,000 square feet of commercial space. Commercial space on the north side of town is roughly equivalent to 65,000 square feet, leaving 100,000 square feet of demand for downtown businesses. The current downtown is home to 187,000 square feet of commercial space. A revitalized local economy could attract a greater share of local demand, but this additional capture is also likely to be split between downtown businesses and other areas of the City, ultimately requiring a reduced commercial footprint in downtown. Despite this overall surplus of space, it may also be necessary to develop new properties which can accommodate specific space needs of supported uses. For instance, a pharmacy will need an accessible facility, preferably with a drive through window. Similarly, some health and personal care business may require larger spaces, or more extensive electrical or plumbing than older buildings can require, and therefore would need to be accommodated in newer facilities.

Key Findings:

- 1) A majority of customers for Elroy businesses travel from an area extending as far as 20 miles from the City, especially to the south and west.**
- 2) Regional residents represent the largest segment of customer demand, or 71 percent of customer spending, versus 29 percent of spending from City residents, workers and visitor traffic.**
- 3) There is local demand sufficient to support new businesses in hardware and building supply, health and beauty and fast food restaurants. There may also be additional demand for medical services in Elroy such as chiropractors, optometrists or dentists. A majority of these uses may be suitable for downtown storefronts. Other professional businesses such as legal, insurance and accountants which have larger (or undefined) geographic trade areas may also be suitable tenants for downtown buildings.**
- 4) The declining local population and addition of new retail on the north end of town has created a surplus of commercial space downtown which cannot be supported by local demand. This surplus is equivalent to between 60,000 and 90,000 square feet of space which will need to be redeveloped or occupied by non-commercial uses. At the same time, accommodating locally supported uses may require construction of new commercial space with specific amenities (i.e. drive through windows, accessible entrances, etc)**

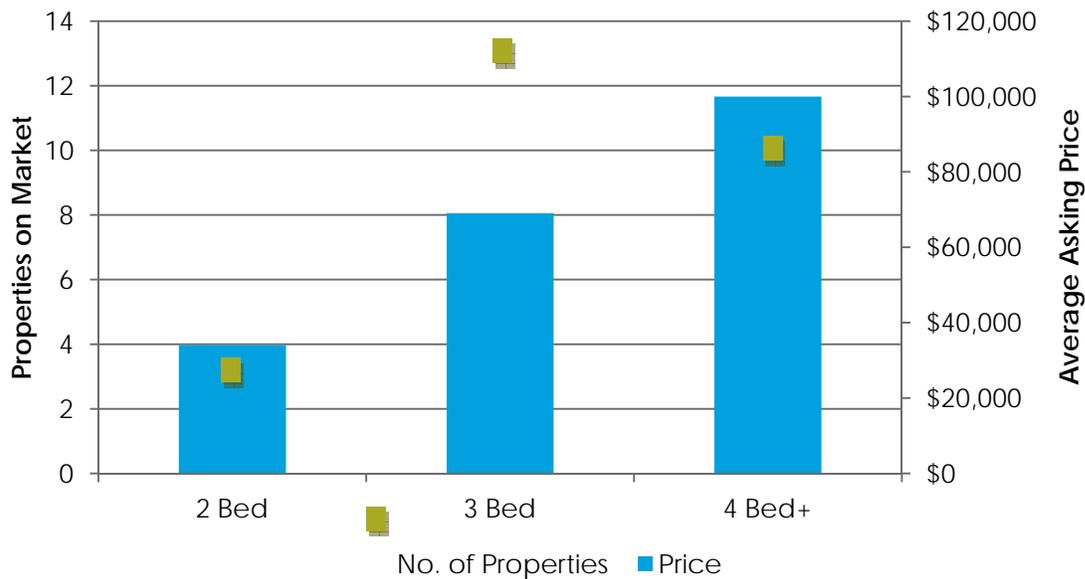
Residential Market Analysis

There has been limited new residential development to meet changing demand created by shifting demographics and household composition in Elroy. Only 3 new housing units have been developed in the community since 2000, compared to 59 added in the preceding decade. More than half of the City's housing units were built before 1939, versus 20 percent of units County-wide. This lack of new construction has contributed to further changes in demographic trends, as households headed by individuals aged 30 to 50 have continually declined, likely seeking newer or larger accommodations for growing families. As of January 2013, there were 30 residential units for sale in the community, representing 7 percent of owner-occupied units in the City. The average list price for these properties was \$69,000. The 53929 zip code has one of the lowest asking price averages in the County, 32 percent lower than prices in New Lisbon and 22 percent less than Hillsboro and Lyndon Station. No homes on the market were built after 1980.



These duplex units are an example of housing products which appeal to professional households and enjoy low vacancy rates as a result of strong local demand for newer product.

Residential Listings March 2013 (Zip code 53929)



Rental Market

Elroy's rental vacancy rate, according to the 2010 census, was 14.8 percent, up from 12.5 percent a decade earlier. Owner-occupied units also experienced a rise in vacancy, although only 3 percent of these units were vacant in 2011. The high rental vacancy is in contrast with a tightening apartment market nationally and statewide since 2006, and is likely due to the age and condition of rental units within the City. The City's percentage of rental units is on par with the state average, with one-third of all units occupied by renters. However, despite a generally low median rent of \$529 per month, over half of all renters spend more than 30 percent of their income on rent. The high percentage of rental units in nearby Mauston (39.2%) suggest that

households looking to rent rather than own are attracted to newer more modern units in surrounding communities. Renters in Mauston paid a median rent of \$673 in 2011, and far fewer paid more than 30 percent of their income on rent, indicating a higher percentage of working individuals.

A significant number of downtown Elroy buildings have second story residential units. Based on estimates from City information and interviews, downtown is home to approximately 25 upper floor residential units. Of these, 20 percent are occupied by owners or managers of downstairs businesses, just under half are occupied by unrelated renters, and the remainder are vacant. Vacant units include units in buildings currently for sale, as well as the units above City Hall, which are purposely kept off the market to avoid competing with private property owners for tenants. In order to better determine the reason behind local residential vacancy, five owners of rental properties in the community were surveyed. These owners each rent 10 or more units within the community and include a majority of newer or recently renovated properties, both multifamily and single family or duplex units. These individuals each indicated strong local demand for their properties, and expressed little difficulty in renting units when vacancies occurred, with some properties having wait lists for units. Discussions with City staff, residents and a visual survey of the community identified multiple vacant units, with a majority located in properties on the market for sale or as non-traditional units in former single family homes. A majority of these units represent low-end sale or rental units which lack significant modern amenities. Despite the potential to provide low-cost entry housing, the deferred maintenance and obsolete design of these units leads to significant and prolonged vacancy for many of these properties. It is likely that these units comprise a majority of the census-identified vacant units in 2010. Replacing obsolete units with a mix of affordable and market rate units which can accommodate current market demands will allow the City to better recruit its share of a growing rural population and local workforce coupled with evidence of a strong quality rental market point to apartment development as a potential opportunity sector for the City.

Because of the recent decline in local population, new apartment developments in Elroy will need to capture additional rental demand from nearby communities, or attract current workers to relocate to the community. This limited local market increases marketing costs and likely lease-up time for the project, thereby increasing risk associated with multifamily development. Identifying local partners to help offset this risk, either through the lease of first floor commercial space for use as a new City Hall or community center, or through local employer assistance to guarantee or pre-lease a percentage of units to support employee retention and recruitment efforts can help offset some of this risk to create a viable project as an initial catalyst for future investment. Additional renter pools can be attracted from a variety of sources depending on the unit type, including downsizing seniors, local employees and regional residents. This demand for quality rental units coincides with the market analysis findings to support new modern apartment development in the community. The following section further explores the quantity and type of demand which could be accommodated in this new development. These assumptions assume that Elroy can provide residential options which will help capture its share of local growth in various sectors and increase the number of local employees living in the City.

Based on regional growth projections within the demographic segments most likely to rent, survey data from local employers and wage information, there is current demand for 64 new

rental units in the City, as indicated in the chart at right. Applying the typical rental to ownership ratio by age group to Elroy's households, there are 34 more households living in owner occupied housing than would be expected. These households are concentrated largely in the younger and older segments of the population. Although locally affordable housing prices make ownership an option for a larger percentage of households than in comparable communities, there are still a significant number of these households which would likely prefer alternate options. For instance, older households which would prefer to downsize to a rental unit are unable to do so, or when young households who typically prefer more flexible arrangements are forced to purchase a home in order to live in Elroy given a lack of quality rental options. The remaining 30 units of rental demand are the result of current Elroy workers traveling more than 25 miles to work daily. The average commuting distance in Juneau County is 20 miles. For the purpose of this study, it was assumed that half of commuters working in Elroy and traveling 25-50 miles each way would be candidates for potential relocation to the City, and that 75 percent of all commuters traveling more than 50 miles each way would be potential candidates. There are a total of 90 households which fall into this category. If one-third of these households rent (in keeping with regional averages), then there are 30 households with likely desire to rent in Elroy if suitable properties were available.

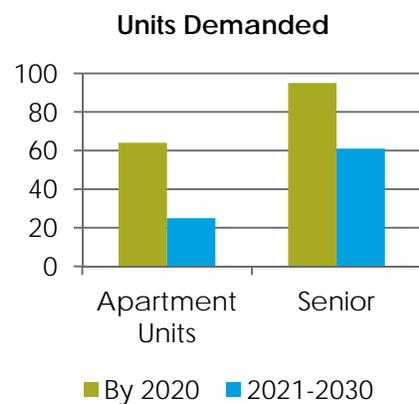
Elroy Surplus Rental Demand

Category	Units
Rental Demand from Existing Population*	213
Rental Demand from Distance Commuters	30
Current City Rental Units	178
Surplus Demand	64

*based on typical rental preferences by age group
Source: US Census 2010, Vierbicher

Analyzing the workforce demand also provides an indication of the potential rental breakdown of these target populations based on wages. Ninety-two percent of working families in the City have both partners in the labor force. Assuming that households spend one-quarter of their income on housing, the distribution of demand is illustrated on the following table. Based on the 2013 HUD standards, Juneau County has a median household income of \$57,500. Under these guidelines, a 4-person household making \$46,900 would qualify for affordable housing programs, and could afford to pay \$1,033 per month in rent. These units, aimed at employed families, are frequently referred to as workforce-housing. The table below illustrates that demand for units in Elroy is split between workforce-oriented units and market rate units.

Affordable Rent Thresholds (Based on Worker Earnings)	Monthly Rent Under \$625/ month	Monthly Rent Between \$625 and \$1,670/month	Monthly Rent Over \$1,670/ month
Percent of Workers with Relocation Potential	36%	38%	26%



Senior Housing

The demand for senior housing units is driven strictly by demographic trends such as population growth, age, and income. While there is a tendency for facilities to be located in larger communities to serve as a magnet for regional populations, the only strict criteria is that they be within 15 miles of a hospital. With hospital facilities in Hillsboro and Mauston, Elroy has the potential to support senior housing development. The City is already home to Georgetown House, which is a County Housing Authority project which includes 22 low income senior apartments, and also by the presence of Heritage Manor which represents nearly 40 percent of the County's nursing care units. This current facility is doing well, and has considered expanding to provide additional rooms and services, including assisted living. The table below highlights existing units of senior housing in Juneau County by type, including independent and assisted living facilities which are not currently available in Elroy. There is also potential for the former Pine Crest retirement home to be returned to use as an assisted living facility.

Unit Type	Number of Units	Locations
Residential Care Apartment Complex (RCAC or Assisted Living)	40	Necedah
Community Based Residential Facility (CBRF) -including Alzheimer's	82	Mauston, New Lisbon, Necedah, Wonewoc
Nursing Care	196	Elroy, Mauston, New Lisbon

Based on the continued aging of the population, there will be 365 additional households headed by individuals over age 65 in Juneau County by 2020, and 46 households over age 75. This represents a 12% increase in retirement age individuals from 2000 through 2010. This growth accelerates from 2020 through 2030, with the over 65 population growing by 45 percent and adding 1,532 additional households headed by individuals over 65 and 386 over age 75. The Wisconsin Department of Administration noted the anticipated rise in retiree populations in Juneau County in its 2030 population forecast, identifying the Wisconsin River area as a likely retirement destination. If Elroy hopes to provide suitable facilities to retain its aging population and capture its share of older residents within the region, the City would need as many as 96 units of senior housing to support the growth in households headed by individuals over age 75 alone.

While a certain percentage of residents will remain in their homes for the majority of their retirement, and others will leave to live near adult children, there is still a significant population which will desire low maintenance homes, and many which will require some form of assisted living.

Residential Quality of Life Measures

Quality of life is used in economic development circles to refer to a wide range of tangible and intangible amenities which generally reflect the aspects that make a community unique. While quality of life and sense of place impact every aspect of the local economy, they have the most impact on the residential market. While employers and industry may consider community reputation or amenities when selecting a location, real estate, raw materials and other cost

factors are equally or more important. Moreover, since a company's workforce is drawn from a regional area, the immediate community amenities have less direct influence on business site selection, with the exception of highly competitive sectors where workforce recruitment is an issue. In contrast, households, especially those with children, are much more dependent on the ability of the community to satisfy personal needs associated with services, retail, and recreation opportunities.

Elroy compares favorably with other communities when it comes to major categories of amenities, with access to local health care, groceries and restaurants, as well as a modern library, pool, and local and regional parks. The local school district performs well by many measures, with test scores above state levels. However, a majority of local municipalities can also make similar claims, and feature higher graduation rates and a wider variety of retail and service offerings than Elroy. Elroy has not attracted its share of growth associated with regional recreation development. Despite serving as a hub for its namesake trail, Elroy has the same or less trail-serving retail and lodging establishments as communities one third its size.

Feedback from the public at the 2011 and 2012 roundtable discussions identified several safety related issues among the top challenges facing the community. Included in this list were concerns about drug and alcohol use, transient populations, limited police presence and vandalism/burglaries. Using the 2011 nationwide database published by the Federal Bureau of Investigation, the 53929 zip code has a safety index of 62 out of 100. Elroy is statistically safer than most nearby communities, including Mauston (26), Lyndon Station (42) and Reedsburg (57). LaValle's index is slightly better, at 70. Based on this information, it is likely that the issue is one of perception more than reality. Implementing strategies to increase the perception of eyes on the street and minimize the appearance of criminal-type activity (i.e. removing graffiti quickly, providing a community center for youth to reduce the number of individuals loitering in public places) and other related strategies can create dramatic short-term improvements in perceived safety.

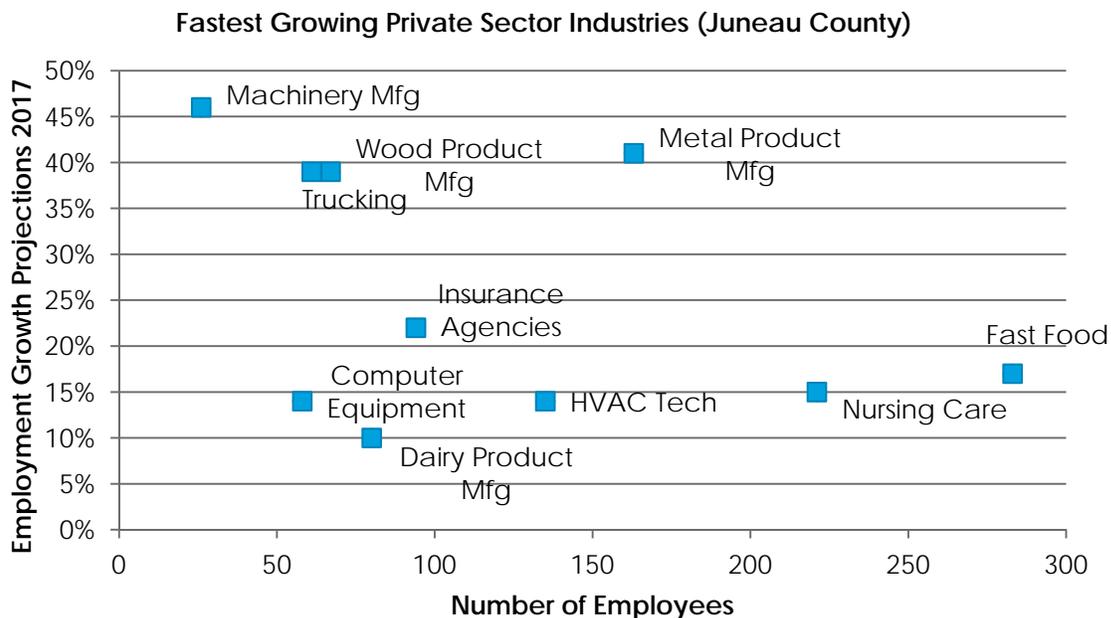
Key Findings:

- 1) Elroy has had very limited new residential construction in recent years. Based on existing demand and 5-year projections, Elroy could support 64 new apartment units, with a focus on market-rate units. There may also be a market for new, modern, entry-level homes which are affordable to the local workforce.**
- 2) The aging local and regional population and presence of local medical facilities make Elroy a desirable location for additional senior housing facilities. By 2020, local demand for all types of senior housing will require 100 additional units.**
- 3) There is some perception locally and regionally that Elroy has an issue with transient populations and/or criminal activity. Based on crime statistics and rental housing analysis, there is little evidence that Elroy performs worse than surrounding communities on these issues. Proactive activities and outreach to reduce visual signs associated with crime while also increasing the visual presence of a broader visitor and resident population will help address these negative perceptions.**

Workforce & Industry Assessment

The business and employee mix in a community has a significant influence on local real estate, retail and service sectors. The number and type of workers present in the community influence the daytime consumer market, and the presence of large employers supports a variety of local retail and service amenities, including financial services, gas stations, hardware stores, caterers, printers, and technology companies. Additionally, service companies are frequently candidates for mixed-use properties and/or storefront spaces and require less costly space buildout.

Elroy has a number of mid to large private sector employers in the community. Areas of particular strength include metal fabrication and metal product or equipment manufacturing, plastic molding and dairy product manufacturing. With the exception of dairy product manufacturing, the other sectors are strongly represented within the County as a whole, employing a combined 781 individuals. Of Elroy's major business sectors, metal fabricating and dairy product manufacturing are projected to have the largest substantial employment gains over the next five years, adding jobs at a rate of 41 percent and 10 percent, respectively. Collectively, this growth is projected to result in 75 new jobs in the county by the end of 2017. Slower growth in other prominent sectors does not necessary mean that individual businesses may not experience growth, but it does suggest a more limited need for significant business expansion in the near future. In fact, interviews with local employers identified some interest in future expansion by nearly all local businesses. The graph below highlights industries with a strong presence in the County and which are also expected to gain employees over the next five years.

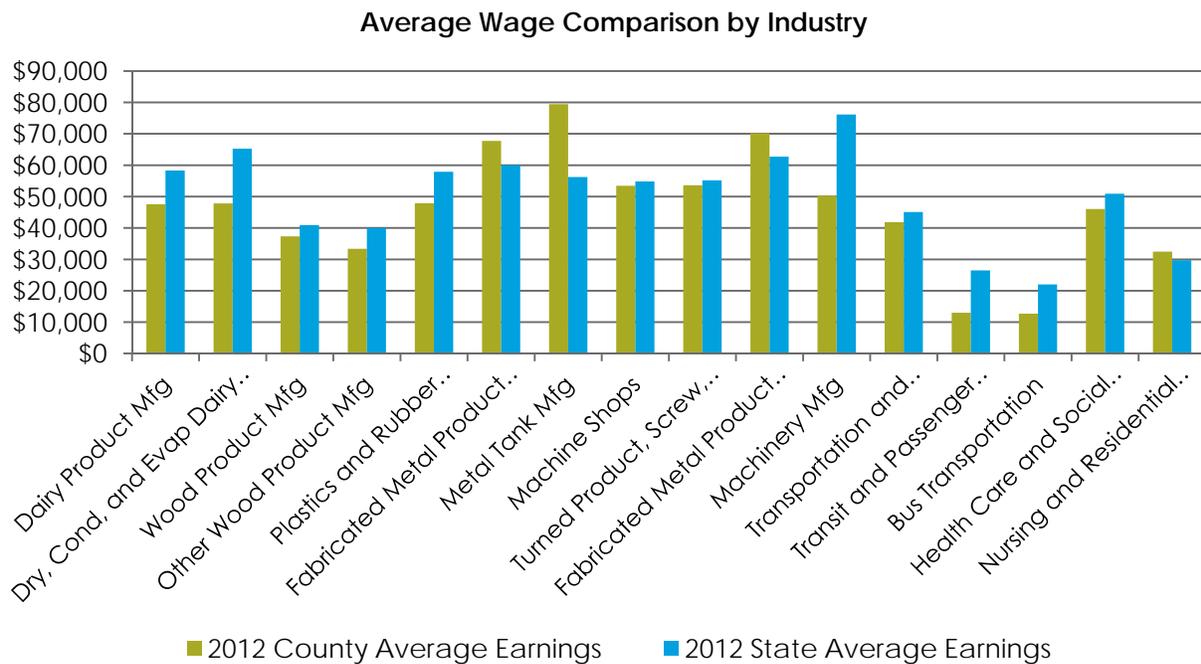


Source: EMSI

The average wage of workers influences the ability of local businesses to retain and recruit new talent, and also impacts the amount of money available for the purchase of housing and discretionary spending. Each of the top five industries in Elroy is among the top thirty industries for

average worker earnings, paying average wages of \$50,645. Metal tank manufacturing pays the highest average wage at \$79,000 per employee annually.

On average, Juneau County employers in the top sectors pay wages equivalent to 87% of the statewide average, which is locally competitive given the 10 percent lower cost of living in the County. However, several County industries pay wages at or above the state average for the industry, including machine shops, metal tank manufacturing and nursing care. These higher wages reflect either a scarcity of highly qualified workers in these fields or businesses which are dominant in their field and competitive on a regional basis for employee recruitment.



Workforce Analysis

In addition to the residential population, the local market includes 694 employees. In contrast to residential trends, employment growth has been strong within the City and region. Over the long term, employment growth increased by 55 percent from 1970 to 2010 in the County, versus a 44 percent increase in residents. More recently, Elroy lost employees during the recession, but has seen small employment gains in the years following, although employment is still down from a peak of nearly 830 employees in 2003. Nearly one quarter (24.6%) of all employees in the City are over age 55, which represents a significant segment of the workforce which will retire over the next two decades. This is in contrast with the local residential workforce, which has a slightly younger than average age. This younger local talent pool presents an opportunity to fill future positions, but the residential workforce is largely employed in other trades, including professional employment, construction and trades, and retail or tourism based businesses, rather than the manufacturing and transportation/distribution jobs largely held by retiring workers.

A significant factor in recruiting additional workers to the community will be the ability of businesses to pay competitive wages. Currently, wages in Juneau County are equivalent to 84 percent of statewide averages. Even adjusting for a 10 percent reduction in cost of living for the County, only Natural Resources, Education, Healthcare and Public Administration pay competitive wages. Professional employment, including Financial and Business Services, offer average wages that are less than half of the statewide average, making recruitment of younger populations more difficult, as these employees tend to be more highly concentrated in jobs within these sectors.

Although the easiest transportation connections are to the north and east along Highways 82 and 80, a majority of commuting activity (both inbound and outbound) occurs toward the south and east. Residents who commute out of the City for employment primarily travel to Reedsburg, while businesses in the City recruit the bulk of their employees (55%) from within ten miles in all directions. However, 13 percent of employees commuting to the City travel more than 25 miles, coming from the area between Hillsboro, Wonewoc and Richland Center. Although overall employment has changed over time, the geographic trends associated with employee commuting have remained fairly stable.

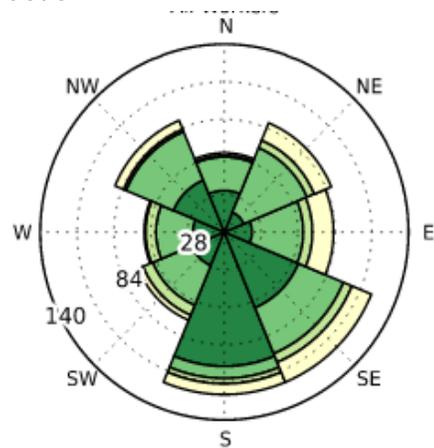
An additional consideration from an employment perspective is the number of self-employed individuals in the community. In many rural communities, individuals who are unable to secure employment in their trained profession often pursue remote employment or start their own firms. Nationally, approximately 16 percent of workers are self-employed in this manner.

However, Elroy's population of self-employed individuals is slightly lower, at just over 13 percent. A majority of these individuals in Elroy are employed in traditional fields such as construction (i.e. carpentry or handyman services), retail (i.e. Mary Kay), or food services (i.e. catering). If the City intends to attract additional younger families, it may be necessary to provide connections with regional resources to support this type of employment. If one spouse secures employment locally, making it easier for the remaining spouse to become self-employed increases the likelihood of the household living in Elroy over a situation where the spouse must commute to a neighboring community. The nationally recognized entrepreneurship program in Juneau County may provide tools to facilitate this decision.

Key Findings:

- 1) **Elroy has a strong local workforce base, with several industries expected to grow and add employment over the next decade. In many cases, these companies will attract employees from a broad region and pay competitive regional wages.**

Employee Commuting by Distance and Direction



Color gradations represent 25% of workforce.

Source: 2010 Economic Census

- 2) The older average age of the City's employees indicates that local employers will need to recruit significant numbers of additional workers to account for retirees over the next 10-20 years.
- 3) Elroy has few local non-manufacturing jobs to provide employment options for local residents. This may present a challenge when recruiting younger dual-income families, as one worker will likely need to travel greater distances for employment. Coordinating with regional partners to support entrepreneurship, home based businesses and small business development can help address this lack of local employment options.

Chapter 4: Public & Stakeholder Input Summary

Information and input from the general public and groups of stakeholders were conducted as part of the process of drafting this plan. The opinions and perceptions of these groups are summarized in this chapter. In some cases perceptions may differ from current realities, however, uncovering and addressing common perceptions about the community are essential to developing relevant and compelling marketing materials about the community. The City conducted a number of public roundtables in 2011 and 2012 to identify major strengths and challenges facing the community. The top responses from these roundtables are presented in the following table. Because of this existing baseline information, questions asked as part of this planning process focused specifically on downtown, including positive features embraced and used by the community, and elements which are underutilized or could better meet the needs of the community. Additionally, business leaders and industry representatives were asked targeted questions about the economic opportunity in Elroy specific to their industry to identify business sector-specific opportunities or challenges.

Elroy Strengths and Weaknesses (2011 Roundtable Results)

Strengths (top responses or categories of responses)	Weaknesses (top responses or categories of responses)
Community Infrastructure (Schools, Library, Health Care)	Condition of housing
State Highway Traffic	Perception of safety (vandalism, transiency, unsupervised youth, lack of police presence)
Recreation Amenities	Aesthetics (lack of entrance features, facades, maintenance, vacant lots)
Employment Base	
Social Infrastructure (friendly people, civic involvement)	

Public Open House Input

The first public open house event, held on March 18th, 2013 attracted two dozen participants. In addition to a presentation on local market opportunities and challenges, participants were asked to provide feedback as part of two interactive activities. The first activity asked participants to place colored dots on an aerial of downtown Elroy. Red dots represented businesses or establishments that they had visited in the past month. Green dots corresponded to specific opportunities or desires by participants to have additional amenities, retailers or services in downtown. Participants were asked to identify buildings or sites that they felt were currently underutilized, and to provide feedback on what uses or changes they feel could be made to meet a local opportunity or need. The image below shows the concentration of dots on the bank, post office, and library, as well as a wide variety of downtown retailers, indicating that Elroy residents make good use of downtown destinations.

Public Open House Dot Map Results



Responses to the 'I wish this were' question were concentrated on filling vacant buildings in downtown. The most frequently cited responses included specific retail uses, especially a pharmacy and hardware store, which received a combined 50 percent of responses. A community or senior center was also a popular response. Other specialty retail uses mentioned included a nail salon, brewery/soda fountain, bakery, a Subway restaurant, and a yarn/craft shop.

The second activity at the first meeting built on previous input received at City open houses. Small groups were asked to identify three priority opportunities or challenges and identify a program or activity that they would be willing to support for Elroy associated with each topic. There were several themes which emerged during this exercise as well, with responses listed below based on the frequency of response.

- Develop a community center – include senior housing, ancillary retail and offices (pharmacy, City Hall) and schedule activities for the community as a whole.
- Capitalize on truck traffic by providing truck parking, marketing to truckers and potentially diesel fuel at stations.
- Improve downtown structures, facades and signage through a grant/loan program.
- Assist small businesses to market through coordinated efforts (physical and online).
- Build on manufacturing jobs and medical presence by marketing to existing or potential workers and seniors.
- Expand activities/events offered in commons.
- Increase community pride and create a welcoming environment – explore customer service training for businesses.

The second public open house was held on October 9th. Participants were provided with a presentation of initial plan findings and recommendations. Participants were asked to help define what successful plan implementation would look like in one year, including items that should be completed, and others that would be underway. Information on underway initiatives

which could complement these efforts was also provided. Participants reviewed the action items and proposed timeline, and discussed strategies for encouraging individuals and groups within the community to get involved in helping to implement the plan. As an exit activity, participants were asked to help prioritize municipal spending on physical improvements to downtown. Participants were given ten pennies and asked to spend them on any combination of signage, street trees, street furniture, lighting and façade improvement. Each item required an investment relative to its real cost, ranging from \$0.02 per sign to \$0.10 per façade renovation. The overwhelming preference was for investment in façade renovation, with contributions of \$1.10, or the equivalent of 11 façade renovations. Wayfinding signage was the second choice investment, with 15 wayfinding signs purchased. Investments in other street furniture and lighting elements were fairly minimal, but provided sufficient funds for 1 block of street trees and 1.5 blocks each of benches and streetlights.



Participants were able to prioritize spending for downtown infrastructure elements.

Stakeholder Input

In addition to the public open houses, a series of interviews was conducted with local business and civic leaders, as well as with regional industry professionals with knowledge of the City. In total, this outreach included 14 individuals. In general the input received from this group was positive. Many indicated support for a strategic plan to help retain businesses in Elroy and felt that local resources were sufficient to successfully implement a realistic plan.

Although many individuals mentioned regional conditions as a challenge, a majority felt that Elroy is competitive within the region and that local initiatives to improve downtown and promote revitalization would be positively received and would be effective in attracting private investment. Despite this broad support, many individuals and groups identified various specific issues which are of particular interest to them. The final plan will need to incorporate strategies which allow each of these groups to feel that they are working toward common goals and which encourages involvement from a broad spectrum of the population.



Discussion at the second public meeting.

Major employers in the community were especially committed to the City, as supported by numerous recent and planned expansions. The City was identified as a good partner for day to day operations as well as for coordinating expansion or other projects requiring permitting or other regulatory actions. Employers felt that they had sufficient land and resources available to

continue expanding in Elroy, and that the local manufacturing cluster was a positive factor in recruiting new employees. Although a difficulty recruiting certain skills sets was identified as an issue, employers felt that relocating to any other rural community would present similar challenges.

Although there were few negative comments about the City, interviews with staff at various companies found that a vast majority do not patronize local businesses either before, during, or after work. With the exception of service stations, and rarely, the grocery store, employees largely brought lunch from home and left Elroy without making any purchases. These individuals represent an existing customer base with significant spending potential in several categories which can be retained in Elroy. Recommendations to help accommodate work schedules and attract additional workforce spending are provided in the implementation section.

Elroy landlords and regional real estate representatives indicated that Elroy is competitive in the local market, and attracts its share of prospective residents and businesses. Landlords owning residential property indicated that they have little difficulty recruiting new tenants to fill rental units, and several have waiting lists of individuals. In contrast to the well-managed properties, low-end rental and for-sale properties experience persistent vacancy and limited demand, even with rents/mortgages as low as \$300 per month.

Prospect activity for both commercial and residential property comes from a wide variety of sources, including local employees, regional residents and retirees familiar with the area from past work or travel. Economic development and service organizations identified a lower percentage of entrepreneurial interest in Elroy as compared to surrounding communities, but felt that the community was well positioned to carry out the results of this plan and that there is strong support for progress.

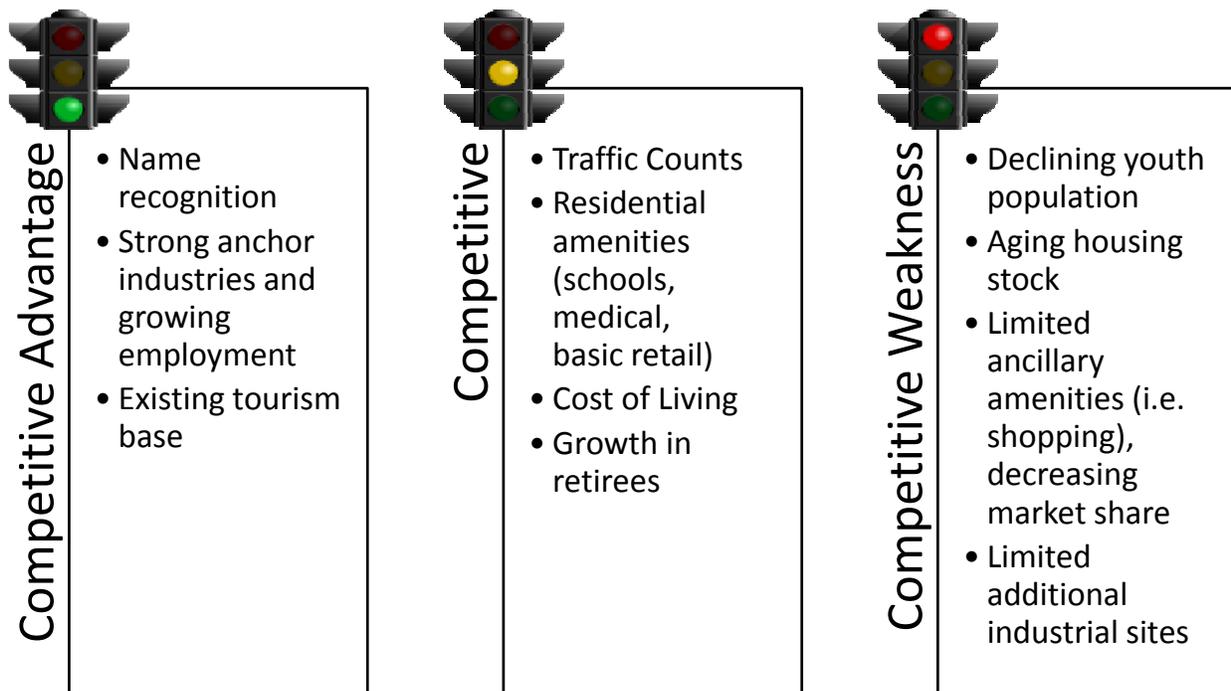
Interviews concluded by asking individuals to identify critical factors which they felt would help improve downtown. The most common response was that an effort to recruit additional younger families would have the greatest impact. This response was common among service and retail businesses as well as employers. Several individuals mentioned the departure of the hardware store as a concern, including some businesses which now leave the community for certain purchases that they would prefer to make locally.

Key Findings:

- 1) Community members have realistic expectations about the type of businesses which can be supported in the community, and largely identified business types for recruitment which reflect the market analysis findings.**
- 2) The local workforce is a large untapped source of existing customers which could be recruited to shop locally.**

Chapter 5: Opportunities & Challenges

Key opportunities and challenges associated with future growth and development potential are summarized in the following chart. This information is used to summarize information from the market analysis and stakeholder input phases of this plan. The ability of Elroy to successfully recruit businesses and implement strategies will require the City have a unique competitive advantage in that area. For instance, although Elroy has experienced a significant increase in older adult populations, this is a national trend. While Elroy can still capitalize on this market, it will have more competition for this market than for projects which leverage the existing workforce, or the unique namesake bike trail, which have more limited competition



Elroy's three greatest competitive advantages are its name recognition, the potential for increased tourism capture, and the strong local employment base. Other areas where Elroy can increase its local market share include marketing to highway travelers and marketing to regional family households and local retirees, especially rural households and seasonal home owners. However, in order to capitalize on these assets, it may also be necessary to address potential weaknesses, whether through the development of programs, infrastructure improvements or targeted marketing. In some cases, weaknesses may be relatively permanent, such as the lack of industrial park land based on local topography. Other competitive weaknesses may be issues of perception more than reality, and can be mitigated through marketing efforts or program development, such as the redevelopment of blighted areas, development of new single family housing and targeted marketing at young families to capture the City's share of younger household formation.

In addition to these general advantages, there are other unique advantages that are relevant to specific market segments. As an example, the regional concentration of welders and

metalworking professionals is an advantage for attracting additional industrial companies, while the presence of medical services makes senior housing more feasible than in other small communities. These specific advantages can be highlighted as part of targeted outreach to prospective businesses, residents or developers.

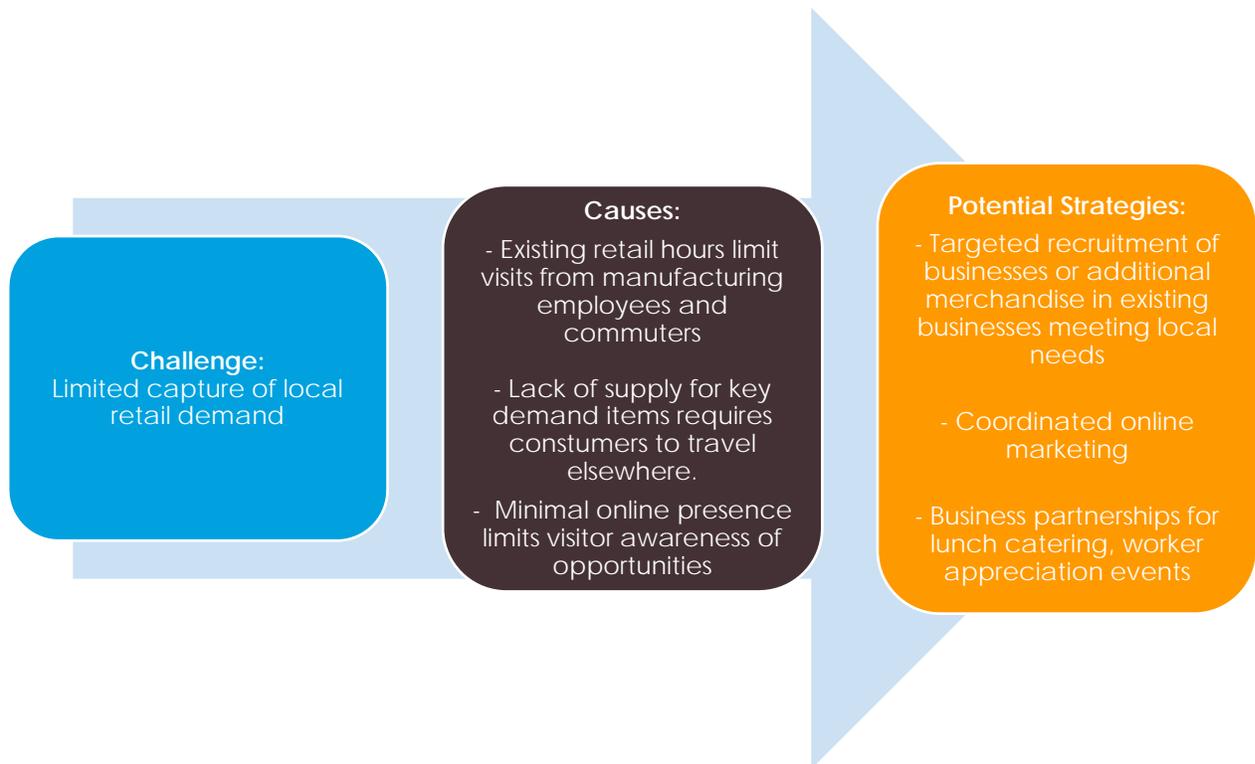
Regional Competitiveness

In the immediate area, there are a number of communities that have initiated innovative or unique economic development programs. Hillsboro initiated development of a new residential housing subdivision, and in 2012 approved infrastructure spending for four additional industrial development sites within its business park. Mauston, which has benefitted from Elroy's limited rental housing market, has similarly invested in new industrial park development. The Greater Mauston Area Development Corporation (GMADC) was created as a staffed public-private economic development corporation to support economic development initiatives in and around the City of Mauston.

The goal of this assessment is to identify opportunities where Elroy has a unique niche that it can capitalize on to attract specific types of business or activity, to identify ways that the City can remain competitive in the region for key areas of strength or anticipated growth, and to address any specific challenges which are currently limiting its ability to fully capitalize on existing or future opportunities.

Chapter 6: Recommended Strategies

Translating Elroy's competitive position into specific initiatives which can address challenges and build on opportunities is the final step of the planning process. The graphic below illustrates the process used to translate challenges into strategies by identifying and addressing underlying issues.



As with any economic development program, some initiatives may take multiple years to have a substantial impact, such as projects requiring acquisition of multiple properties or existing business support programs to encourage expansion. In order to sustain program momentum, initiatives are grouped into three timeframes, including:

- **Short term initiatives** which will occur in the next two years, and which will provide visual signs of progress to maintain public interest, demonstrates local commitment to success in order to attract future project partners, and build the foundation for larger initiatives in later years.
- **Mid-term initiatives** include projects that take two to five years to implement (i.e. real estate development) or require partnerships or funding sources which need to be cultivated. Some marketing initiatives are also included in this category, as successful implementation of short-term projects will provide content and relevance for marketing materials.

- **Long-term initiatives** include projects which require greater public engagement or regional participation. They are also more likely to be successful if they occur after previous initiatives have cultivated an expanded local economic base and foundation of knowledge, public support and funding to support expanded initiative development. Long term initiatives are envisioned to occur five years or more in the future.

Within each of the short, mid and long-term timeframes, recommendations have been identified which influence critical elements of an economically prosperous downtown. These elements include the following categories:

- Physical Infrastructure Improvements
- Sustainable Business Growth, and
- Organization, Outreach and Marketing.

This chapter includes detailed descriptions of projects and programs which are recommended within each of these key areas. These descriptions include an explanation of the goal of the program, potential partnerships available to help implement the project, and where available, examples of successful programs in other communities.

Each of the strategies introduced in this chapter is also associated with potential funding programs and included in the implementation matrix as part of Chapter 7 and beginning on page 59.

Physical Infrastructure Improvements

For the purpose of this plan, physical infrastructure improvements include both public and private-sector projects which create a visible, physical change in downtown. These changes range from aesthetic improvements such as façade enhancements, to practical improvements such as bike lanes as well as full-scale redevelopments including demolition of structures and new construction. In combination, these improvements will enhance the experience and function of downtown as a residential, commercial and retail hub for the community.

Although recommendations in the business growth and marketing sections are designed to impact downtown Elroy as a whole, recommended physical and infrastructure improvements are focused on specific sites or buildings in order to create a cohesive and economically viable downtown environment. Targeted activities are associated with a specific building or intersection, or a larger area such as a block or neighborhood. The map on the following page shows the recommended location for these strategies. The map identifies several specific areas of focus, including:

- **Preservation and Rehabilitation:** Properties located in this area are generally structurally sound, often include operating businesses, and include the best examples of historic architecture in the City. These properties should be preserved and enhanced as the commercial core of downtown. Neighborhood revitalization areas, also indicated on the map, focuses on preserving and rehabilitating the Hillside Neighborhood.
- **Redevelopment and Infill:** Properties located in these areas may be structurally unsound, have limited economic potential, or are located on a site which has redevelopment potential which will support investment in downtown. These properties would be redeveloped to provide needed residential or targeted commercial facilities.
- **Targeted Enhancements:** Several key intersections and nodes within the community have been identified for targeted enhancements. These areas include major landmarks, locations which define downtown to visitors, and areas which can be improved to make downtown more inviting and encourage visitors to stay longer or visit additional destinations during their trip.

Preservation & Rehabilitation



Preserve and restore historic buildings along Main Street to retain traditional downtown feel.

Redevelopment & Infill

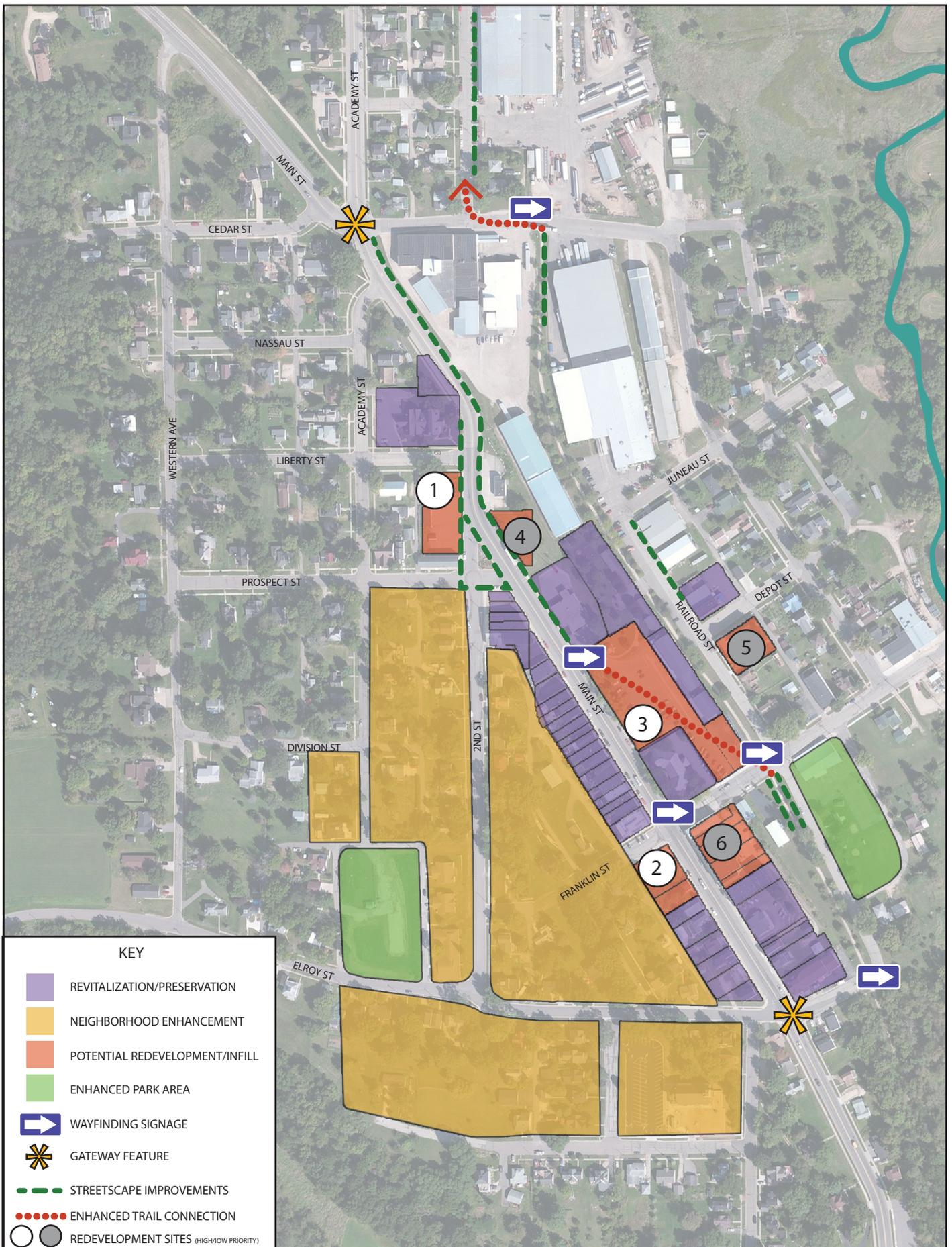


Strategically redevelop underutilized parcels to meet local demand for commercial or residential spaces.

Targeted Enhancements



Improve connections and pedestrian experience in key areas of downtown to encourage visitors to extend their visit.



Preservation & Rehabilitation

Two areas were identified as targeted preservation and rehabilitation areas. These include the block between Franklin and Prospect Streets which includes City Hall and the History Museum, as well as the half block north of Elroy Street including the Trailside Art Gallery and Elroy Theatre. These areas include the best examples of historic architecture, and represent contiguous and walkable downtown commercial areas.

As part of the downtown planning process, structural assessments were conducted for several buildings that have suffered long term vacancy or water damage and were suspected to be structurally unsound. Fortunately, a majority of structures were found to be structurally sound. However, assessments found two instances of structures which had significant water or structural damage (119 Main Street and 214 Railroad Street) for which the cost of rehabilitation would significantly exceed the existing building value as well as the cost of new construction. Based on the fact that the amount of existing commercial space in the community was determined to be larger than the community can support, the redevelopment of structurally unsound properties can help restore the balance of uses in downtown.

To encourage the rehabilitation of cosmetic and deferred maintenance issues downtown, this Plan recommends that the City introduce a façade improvement grant program which provides matching funds to property owners as an incentive to improve signage and façade treatments. Additionally, the City should explore the potential to provide property owners with additional incentives to renovate in the form of one-time architectural and design assistance or coordinated purchasing of common services, such as brick tuckpointing, which can reduce costs and maximize the visual impact of improvements. Western Technical College in LaCrosse has a design program which may be able to work with the City and property owners on façade and interior treatments which would enhance the downtown and help market vacant properties by illustrating a viable redesign of the space. The City can simultaneously adopt ordinances which require the removal of signage for businesses which have closed, eliminating the confusing array of signage downtown. To make preservation of historic properties more economically viable, the City should consider applying a portion of any future CDBG housing funds or TIF revenues toward upper floor residential renovations which can improve the number and quality of residential units downtown.

One focus of the plan was an assessment of opportunities to accommodate public space. The City has made considerable investments in structural and systems upgrades to the current City



The current City Hall serves as an anchor for downtown and should be renovated as an example of high quality preservation.



Architectural renderings of recommended façade enhancements can encourage property owners to move forward with renovation plans.

Hall, but space needs of the City and Police Department are greater than can be accommodated in the existing facility. The City has explored other potential sites for municipal facilities and is willing to coordinate this decision with the implementation of the plan to leverage this public investment. The structural assessment of City properties determined that the cost of necessary improvements to the Fire and EMS facility would be relatively minor compared to the cost of new construction, and that grants may be available to assist with these costs. The City Hall was also determined to be structurally sound, although a large safe which occupies a significant central portion of the first floor is considered a structural element and could not be removed as part of a renovation. Overall, costs to renovate either of these facilities would be significantly less than the cost of a new facility, which in the case of City Hall, would not be eligible for any grant funding. Ultimately, retaining City Hall as an anchor for downtown is important for retaining foot traffic and daytime activity. The City Hall facility should serve as an example of the type of preservation desired for the rest of downtown. However, the police station experiences operational difficulties based on the size and location of the current space. Relocating this portion of the facility, along with a potential new Chamber of Commerce office, to the Commons space could help improve operating efficiencies, enhance activity in the Commons and reduce staffing costs associated with operating the trailside facility. As part of facility planning, an upstairs use for City Hall should be identified, either as training or meeting space for civic organizations, as a temporary community center or other civic purpose which can be conceived which would not require installation of an elevator.



City presence on the trail provides easy access and opportunities to co-locate and save costs.

Neighborhood Revitalization

Enhancing the Hillside Neighborhood presents an opportunity to increase the customer base for downtown businesses and improve the downtown experience. A common source of frustration by City residents currently, the location and character of the neighborhood present an opportunity to improve overall perceptions of the City by focusing on individual neighborhoods and empowering residents to address issues. The City's CDBG Housing Committee is well suited to take the lead in this effort, working closely with representatives from the neighborhood. In addition, there are agencies which specialize in neighborhood development and may be able to help the City obtain and administer grant funds to achieve greater results in the near future. The South Central Wisconsin Community Action Program is one potential candidate to fill this role in Elroy.

To further maximize housing renewal in a short period, programs can be combined with a marketing rollout of information on existing programs such as the USDA Home Renewal Loan and Grant program, including outreach through local churches, can be an effective and concentrated impact. The City would also have the option of creating a larger-scale formal

housing program, which could include funding for demolition of blighted housing, rehabilitation of housing and construction of new units and may be eligible for additional funding, discussed in Chapter 7.

Redevelopment & Infill

In contrast to the preservation and rehabilitation areas, the redevelopment and infill sites include underutilized properties, including undeveloped lots, buildings with persistent vacancy, structurally unsound properties, or properties located at key intersections or nodes which could define an entrance to downtown. These sites, as indicated in the map on page 40, include the two parcels located on Main Street south of Franklin Street, the vacant lot north of the Post Office, the underutilized parcels west of Main Street north of Prospect Street, and sites adjacent to the commons, including the

parking lot/tennis courts and current residential property at the southeast corner of Railroad and Depot Street. The parking lot is largely owned by the bank and leased to the City for public parking. The current lease expires in 2016, presenting an opportunity to strategically plan for the future of this area. Any potential expansion by the bank in this area may also pose an opportunity for associated development to occur at this location.

The market analysis uncovered a significant need for newer and more modern residential housing opportunities within Elroy to retain and recruit households locally. This need includes virtually all types of residential units, but the demand for both apartment and senior housing units may represent a significant opportunity for downtown. By promoting infill residential development in key locations near downtown, the City can not only provide housing opportunities for workers and families that want to live in Elroy, but also boost the market for downtown merchants. Elroy is a potential candidate for workforce and senior housing funded through the Wisconsin Housing and Economic Development Authority (WHEDA) under the Section 42 tax credit program. These programs are different than the projects built by the County which are funded with Community Development Block Grant (CDBG) dollars from the Department of Housing and Urban Development (HUD). These tax credits are competitive, and Elroy will need to demonstrate to developers and the Wisconsin Housing and Economic Development Authority (WHEDA) that a local project ranks highly. Although Juneau County is in a high priority area for housing investment based on median incomes, the high

Mapped Redevelopment Sites

Site #	Site Size	Assessed Value	Potential Use
1	.54 acres	\$146,400	Commercial
2	.34 acres	\$55,000	Apartment
3	1.27 acres	\$60,000	Commercial or Mixed Use
4	.35 acres (Need to acquire remnant adjacent)	\$0 (City)	Commercial
5	.28 acres	\$56,900	Mixed Use
6	.30 acres	\$192,700	Senior Housing

Source: Juneau County Assessor



Projects in Reedsburg (top) and Darlington introduced new residential options into downtown.

apartment vacancy rate recorded in the census, will require the City to demonstrate significant employment growth (5%) in the City which requires additional development. A letter from large employers supporting the project would also be required. Alternate funding sources might include USDA Housing and Community Facilities and Guaranteed Housing Loans. Two sample development financial statements for a mixed-use apartment and senior housing project (with and without tax credits) are included in the appendix. A rendering of the Main Street and Franklin intersection incorporating this type of redevelopment is shown below.



Financial projections were developed for buildings such as those shown in the above illustration. Based on local demand, such development was found to be feasible with City support, in the form of Tax Increment Finance or use of a new City Hall or community center as an anchor tenant. A summary of the anticipated cost structure for these projects is provided below, with more detailed financial projections provided in the appendix.

Project Type	Apartments	Senior Housing
Number of Units	20 units	24 Units
Project Description	20 apartment units on two floors with first floor commercial. Some surface parking in rear.	24 units of senior housing on two floors with partial underground parking.
Anticipated Project Cost	\$3.3 million	\$4.1 million
Potential City Contribution	Assistance with land assembly and demolition, or share of future increment.	Land Purchase, Assembly and Demolition
Additional Funding		WHEDA Section 42 Tax Credits

Because of the lack of new development and declining population projections, new residential development within the community will be perceived as potentially risky by developers and financial partners. Depending on the development type, this risk can be offset by grants or tax credits in return for developments targeting lower income individuals, including seniors. However,

attracting a greater percentage of the local workforce, especially management-level staff, to live in the community may require a partnership with local employers to guarantee a base level of occupancy at startup. This type of guarantee can be a positive move for businesses desiring a more stable workforce. There are examples of similar programs around the United States. Two are profiled in the case study on the following page, which promote home purchases by workers, while other employers with high relocation requirements may offer similar guarantees supporting apartment housing developments as part of a relocation program.

Community input identified a local desire for additional community center space. Community-oriented education, health and wellness uses, as well as space for human services such as early childhood programs, elderly drop-in programming or meal service could be accommodated in this type of space. Funding for the development could potentially be obtained through USDA or CDBG public facilities grants. Located adjacent to the Commons, this type of facility could utilize existing public amenities, and potentially provide showers or other services for cyclists. If combined with another proposed use, this space could serve as a first floor anchor for a Main Street redevelopment. A second alternative would be to utilize a portion of the existing City Hall, or locate adjacent to a new City Hall or police station to maximize existing municipally-owned property.

Additional market demand was identified for uses such as general merchandising, health care, building materials and limited service restaurants. Many of these uses may be unable to find an existing first floor vacancy which can accommodate size, space features, loading and/or access requirements unique to these businesses. Accommodating new businesses in these categories may require new space construction, such as the site plan provided at right which illustrates the potential to accommodate a standard dollar store format on redevelopment site number one.



Example infill development to accommodate market supported retail uses.

The City owns several residential lots in the community which can be marketed as single family housing sites in the near term. The City has developed a program to offer these lots for \$5,000 with a \$4,500 refund upon construction and first year tax rebate of \$3,000. This program, especially coupled with WHEDA and other financing tools available in the County is a compelling offer. The City should provide information on this program to area home builders and banks, and may also want to consider allowing home builders to develop speculative homes on the sites through a variation of this program. In the short run, this may be necessary to attract buyers who have shorter timeframes or are overwhelmed by the prospect of designing a new home.

Coordinating efforts to market these sites with focused neighborhood revitalization efforts could maximize grant dollars and expand the program's impact on the neighborhood. Efforts should be made to encourage infill residential development through centralized marketing of lots to local residents and builders and by providing information on the City's website. The City may also want to encourage a rebate program to further encourage development on these lots. Examples might include a grant of 5% of the improvement value once the project achieves a certificate of occupancy.

In addition to tangible assistance in property assembly, demolition or financing for new projects, the City should coordinate planning for necessary infrastructure improvements to leverage grant dollars or City borrowing associated with these upgrades as a mechanism to simultaneously provide supportive enhancements to utilities, alleys and streets adjacent to new developments. Specific known improvements include water main upgrades along Franklin Street and the Alley west of Main Street and storm sewer connections between downtown and the river which will help mitigate water damage to historic structures.

Meriter Hospital/City of Madison Healthy Neighborhood Initiative



The program provides home buying assistance to employees purchasing homes within the neighborhood surrounding the hospital. Forgivable grants of \$20,000 to an employee who purchases a home, lives in it and continues to work at the hospital for a period of five years. The City of Madison provides an additional \$10,000 match for the program, which has increased home ownership and contributed to neighborhood revitalization.

Baltimore Live Near Your Work Program



This program is a partnership between employers and the City of Baltimore. Employees purchasing their first home in the City at one of more than 80 local employers receive a \$5,000 grant with the cost borne 50/50 by the City and employer.

Targeted Enhancements

In the long-term, improving the connections between major destinations in downtown with other local destinations will help increase total visitor spending by encouraging visitors to stay in Elroy for longer periods of time. Visually connecting the trail, downtown, and campground, and improving the pedestrian experience between major destinations such as the library and museum will make downtown Elroy a place where visitors enjoy spending time. Currently, walking from the library to downtown requires pedestrians to cross a large parking lot and multiple streets without any stop signs for oncoming traffic. Similarly, traveling from downtown to the Elroy Sparta Trail requires crossing Highway 80/82 and also requires cyclists to travel between employee cars parked on 2nd Main Street. Although signage exists to point cyclists to the next trail segment, the corridor does not seem like a bike route and is not welcoming. Enhanced streetscape elements and directional signage in these and other areas can be used to increase awareness of local businesses and amenities and encourage individuals to visit local businesses.

The City can also improve the feeling of downtown as a defined area by expanding signage elements already in place at key entrance points. The Elroy Commons signage in several locations around downtown could be expanded and enhanced with additional landscaping treatments to build on the 'Where the Trails Meet' slogan for the City. Introducing changing streetscape amenities can also capture interest from highway traffic. Examples might include holiday lighting or a rotating overhead banner which highlights local businesses and events. Watertown's Main Street association used a rotating banner program to highlight a different downtown business each month with an overhead banner. This large and changing visual captures interest from motorists.



Bicycle and pedestrian improvements in key areas would make visitors more comfortable exploring additional areas of the community.



Clearly marked pedestrian areas and directional signage increase pedestrian comfort and encourage exploration.



Common signage helps reinforce downtown as a welcoming destination for visitors.

Sustainable Business Growth

Based on the market analysis, there were several business sectors which demonstrated existing local need for additional goods and services. Each of these business types has a typical square footage and location profile which should be accommodated in the infrastructure planning process. It is important to note that in small communities, a growing trend is for retail and service businesses to offer an expanded array of complementary services rather than a single-purpose storefront. This strategy diversifies revenues, expands the potential customer base and enhances the marketing presence of an individual business in the community. Examples of this trend locally include the auto parts/furniture store. Other potential examples supported by local market demand might include yarn/quilting/hobby shops which also offer coffee and educational classes or hair/nail salons which also offer nutrition or fitness counseling or fitness equipment.

Business Type	Typical Square Footage (for comparable markets)	Site Requirements
Hardware Store	5,000 – 12,000	Parking and loading are essential.
Health and Beauty (Pharmacy)	900-2,500	Drive up window helpful for pharmacy. Convenient short term handicapped accessible parking.
Limited Service Restaurant (i.e. Subway, McDonald's)	1,200-2,200 (varies greatly)	Fast food restaurants prefer traffic counts approaching 10,000 cars per day, although they will consider lesser counts in order to enter a market. Prefer proximity to other convenience retail.
Hair Stylist/Nail Salon	1,000 – 1,500	Ability to add plumbing in a cost-effective manner (i.e. slab poured structures are typically difficult)
Medical Services (Optometrist, Chiropractic, Dentist)	1,200	Convenient handicapped accessible parking. Interior plumbing (dentists).

In a vast majority of cases, starting a retail store requires a significant capital outlay, including tenant improvements, inventory and startup marketing and staffing. For instance, a new True Value Hardware location typically requires \$470,000 in startup costs, 40% of which should be cash on hand. This high startup cost is one reason that communities frequently utilize tenant improvement grants or revolving loan funds to help subsidize these costs for desirable businesses.

In order to further support retention and expansion of existing businesses, additional programs should focus on retaining local dollars in the community. This includes programs to increase the number of residents and workers that purchase goods and services in the community. Some examples of effective programs include:

- **Buy local programs.** Elroy has participated in programs such as 350.org in the past, which encourage residents to shop local. Because Elroy's 'local' market also includes surrounding towns, the campaign should be expanded to allow these rural residents to

participate as 'locals' and be recognized when they shop in Elroy. Additional complementary strategies such as 'shop local week', individual business recognition of their top 10 local customers, and contests rewarding residents who patronize the largest number of local businesses within a set timeframe can help keep the program fresh.

- **Manufacturing worker lunch programs.** Many manufacturing employees have limited time for lunch, may eat lunch at odd hours based on shift timing, and end work before most happy hours begin. These factors contribute to limited workforce spending at traditional businesses. Working with local businesses and restaurants to offer a rotating lunchtime catering program that allows workers to sign up for a timed delivery of boxed lunches from a rotating array of local restaurants serves both to introduce workers to local businesses while also creating an additional revenue stream for restaurants. Annual worker appreciation events, done in coordination with local employers and offering workers a sponsored picnic lunch provided by local restaurants coupled with entertainment (such as a band in the commons), can also encourage connections between workers and local merchants.

In addition to supporting and expanding local retail activity, the City and its partners should support continued local employment growth. As much as 80 percent of employment growth can be expected to come from existing businesses expanding within a community. Because the City does not have a traditional industrial park, or land suitable for such a park, it will need to focus on retaining and expanding existing manufacturing businesses while supporting professional, service and sales companies to locate in downtown or elsewhere in the City. The growth in professional and service sector employment will help balance the local economy and provide employment options for more individuals, including spouses of employees at existing businesses. The following strategies directly address these business support functions.

- **Manufacturing sector expansion:** Several existing businesses identified the potential need to expand in the next five years. Supporting these businesses to fully utilize existing sites, enhance transportation connections around downtown and improve aesthetics as part of these projects is desirable. Adjustments to the City's Tax



Existing manufacturing employers including NTM, Bardo, Brunner, Walker, Sprinkman and others have demonstrated consistent expansion activity in the City.

Increment Finance program may also allow the City to support these expansions while providing additional funds to address blighting conditions and infrastructure issues in the surrounding area, including downtown.

- **Small business and entrepreneurial support:** Despite the presence of an award winning entrepreneurial development program in Juneau County, Elroy currently has a smaller share of self-employed individuals than is typical of rural communities. Utilizing excess commercial space downtown to provide a supportive co-working or entrepreneurial type environment could help encourage and sustain those businesses which are started locally to thrive and grow in the City. Having a central location for small business offices, similar to the one proposed for Main Street, increases networking among businesses and improves the ability to coordinate services and resources to support these businesses.
- **Creation of a revolving loan fund:** Juneau County has an existing revolving loan fund available to Elroy businesses with the potential to add jobs as the result of an expansion. However, the City may wish to be able to assist with non-employment related business investments such as restaurant buildout, marketing activities or other targeted items and would benefit from a locally controlled fund. There are a number of mechanisms available to capitalize a revolving loan fund. These include proceeds from Tax Increment Finance Districts, grants or loans from USDA, or partnerships with utility districts. Revolving loan funds to rehabilitate housing within the City can be established using the final year of increment from a closing TIF district. The City must notify the Department of Revenue of its intent to fund a Housing Renewal Program, and may then use one year of increment to fund initiatives which support enhancements to existing housing stock and introduce/improve affordable housing.
- **Increase utilization of storefront space:** To address the short term perception of blight created by multiple downtown vacancies, the City can work with owners of vacant buildings or existing businesses to provide a low-cost and low-risk startup environment. One example of this strategy is the introduction of PopUp Shops which provide short-term no-cost rent for vacant storefronts during key periods such as summer tourism or holiday shopping periods to generate interest in downtown and provide businesses with a chance to test the market. Encouraging existing businesses to form partnerships with entrepreneurs for shared kitchens, or for use of space as an evening live music or performance venue can increase retail options and help incubate additional businesses.

Organization, Outreach & Marketing

Implementation of the plan recommendations will require participation from a broad range of partners, including City committees, business groups, civic organizations and regional partners. Coordinating the roles and responsibilities of each of these groups will be important to leverage local skills and effectively use limited resources. The Elroy Chamber can help to facilitate coordinated marketing and business activities. Because of the need to attract younger residents, it is also recommended that a young leaders group be created to help direct planning and marketing efforts focused at this demographic group. The young leaders group can be a subset of an existing entity or an ad hoc group, and does not need to meet regularly,

but should be comprised of individuals who can help with messaging, marketing and outreach to younger residents and business owners.

In order to capture a greater share of area spending, downtown businesses will need to increase awareness in the broader trade area, and also to return currently vacant storefronts to productive uses. A significant early effort will include marketing to increase exposure for existing businesses. Currently, retail sales revenue in the City does not show significant seasonal variation, indicating that Elroy is not capturing visitor traffic from recreational visitors to the region. In part, this may be due to a lack of readily available information on local retail opportunities. This limited exposure makes it difficult for visitors to the region to easily identify destinations and/or plan a stop in Elroy as part of their trip.

Organization

The creation of the Community Development Authority (CDA) is a positive first step to plan implementation, as this body includes representation from many critical groups. The discussions underway between the local business community and Chamber will also represent a key player in implementation, especially from a marketing and education perspective. The area is also home to a number of active civic organizations to support local initiatives, including the American Legion, Brunner Foundation, Garden Club, local Churches, and the Library and Museum. In order to successfully implement the recommendations of this plan, it is recommended that a committee be formed which includes representatives from each of these groups to meet quarterly to provide updates and accountability for meeting project deadlines. This will be especially important for the development of grant applications which will be strengthened by the support of key organizations in the community.

In addition to the previously mentioned formal organizations, it is recommended that less formal meetings be held on a quarterly basis for the first year with downtown business owners. These individuals should be encouraged to coordinate marketing, event-related activities and other initiatives which can capitalize on ongoing and future plan recommendations. These meetings can also feature an educational component, such as presentations by local partners such as the Wisconsin Women's Business Initiative Corporation (WWBIC) or Juneau County Economic Development on marketing, customer service, accounting or other topics of interest.

Outreach

Strategies designed to maximize participation in community initiatives are included in the outreach section. Due to Elroy's small size, it will be essential to engage a large group of local stakeholders to work on various elements of the plan, and also to leverage regional and statewide resources. Maintaining support and participation from this diverse group of individuals and organizations will require targeted effort to communicate effectively with various groups regarding plan progress and upcoming initiatives. Additionally, effective initial outreach may allow some programs to be managed by outside groups, freeing up City resources. An example of this is the Elroy garden club, which fills a vital role in the community by planning and maintaining various garden areas within the downtown. The City supports the effort, but does not have to spend staff time managing or coordinating the effort. There are several other categories of initiatives for which a similar supportive approach may be able to leverage greater local activity than a more formal program. In some cases, the City may be able to help

secure grant funding or solidify relationships with partner organizations that can help initiate a project which will ultimately be carried out by other groups.

Online Presence

The City has already made a number of positive steps toward an improved online presence, including upgrades to the City website, improved address matching on some internet mapping sites, and the planned addition of Wifi at the Commons. However, the target audiences for many of the City's objectives (younger residents, visitors) are heavily reliant on online information to plan trips, whether vacation stops, business purchases or meals. According to research by Atlas Advertising, and supported by Department of Tourism studies, 60-80 percent of individuals use the internet to research destinations before visiting for the first time, and as many as 55 percent of adults with the Internet will research a business before visiting, using either Facebook, websites or online search results to make a decision. Business organizations or citizens groups are well-positioned to carry out this type of initiative. The online ratings activity conducted as part of the second public meeting was also intended to help advance this issue for the community. In order to help Elroy businesses expand their online presence, the following tactics are recommended:

- **Update information on search engines** such as Google. Currently, only Bikers Haven, Kaz's Bar and the Train Shop appear on a Google search for downtown Elroy (along with other closed businesses), Visibility on Google is directly tied to the completeness of business information in the Google business profile. There are few businesses in Elroy that appear on the high level Google (or other provider) maps.
- **Encourage visitor reviews** on sites such as Citysearch and Yelp. Currently, the only business in Elroy with a Yelp review is the Kwik Trip (a positive reference for the biking community). Although most people know that reviews are not entirely accurate, they still serve to provide information on the type of goods or services they can expect from a business, and also confirm that the business still exists, which is a concern in small communities.

Marketing

As mentioned previously, nearly all of the recommended initiatives will incorporate some form of marketing, whether internal or external. In order to successfully carry out new initiatives, future objectives will need to be communicated to volunteers, partners and intended recipients of the programs to encourage participation. Community leaders will also need to publicly recognize and promote small successes in order to maintain interest and leverage outside investment in the community based on its track record of success. Additional specific types of marketing which should be encouraged and facilitated as part of the marketing implementation plan include:

- **Business advertising.** Many local businesses have limited advertising dollars, and new mom and pop businesses which open in the future are also likely to have limited marketing budgets. The Chamber or other business group can help coordinate advertising purchases to achieve greater marketing presence. For instance, if the Chamber purchases a quarterly half page ad in a regional publication and then

coordinates smaller business ads within this space, rates are typically cheaper than individual purchases. Similar structures can be coordinated for TV, radio or billboards. By establishing an advance set of advertising dates, businesses are required to think proactively about marketing and are more likely to coordinate marketing and events based on a common schedule. Support for joint advertising was a desired activity by business owners at the first public open house event. Elroy's advertising on the trail is also less prominent than that for other communities or businesses. Lil's in Norwalk, for instance, has significant signage along the length of the trail, and several other communities provide wayfinding signage with information on local businesses.

- **Event marketing.** Attendees at existing events are a priority target both for communicating local residential, consumer and business advantages and opportunities. Existing events include the Elroy Fair, Poker Run, the Apple Dumpling Festival, the Tunnel Trails Half Marathon and local events such as the farmer's market and theater showings.
- **Expanding online bookings for City campground.** There are currently very few camping facilities actively marketed to trail riders that are searchable and reservable online. As the 'original' rails to trails project, the Elroy-Sparta and associated trails had little competition during early years, and as a result did little marketing. In today's market, despite the fact that the trail remains a unique outdoor recreation destination in Wisconsin, there are few establishments actively marketing facilities in proximity to the trail. There are various online reservation systems which could be adapted for this purpose, or the City could partner with other regional facilities or with local groups such as scouting organizations who could actively market and manage the park in exchange for a percentage of the proceeds.
- **Encouraging coordinated merchant events.** Encouraging local businesses to coordinate local sales or themed evenings can sway regional residents or visitors to travel to Elroy for the evening. These events could include coordinated specials to coincide with events in the commons, such as a local foods menu on farmer's market days, or themed restaurant menus associated with movies playing at the theater. The Elroy Theatre is a unique asset (and, evidenced by its 1,400 Facebook likes, a popular attraction) for the community, and has recently completed a digital conversion. Working with theater management to add additional events to diversify revenue can help retain this asset. Adding performing arts, art house cinema and other off-night activities can result in dramatic increases in revenues. The AI Ringling Theater in Baraboo was successful in experimenting with alternate programming including art house films, classic movie festivals, coordinated community events and amenities including box dinner and carry in beer and wine nights, which resulted in a doubling of sales and attendance within one year. Given the current limited time availability of the current ownership group to manage additional events, it may be practical to create a separate non-profit 'friends of the theatre' group to coordinate additional activities within a predetermined set of times, with a management fee or percentage of sales paid to the ownership group.
- **Regional/State coordination.** There are a number of organizations actively working on related marketing that Elroy could tap into to leverage limited local dollars. Potential

marketing partners include Juneau County Tourism, the Wisconsin Bike Federation, and the Wisconsin Department of Tourism, among others.

Other targeted marketing can help to address the lack of certain types of amenities in the short term. Encouraging the use of housing rental sites such as airbnb.com or frbo.com can create opportunities for visitors to stay locally. Partnerships with regional destinations, such as the Tunnel Trail Campground, to accept overflow traffic at the Elroy campground can help expand the local market presence. Other examples of targeted marketing might include coordinated marketing for events or regional destinations, similar to the coordinated business marketing concept introduced in the sustainable business growth section. Promoting package deals in conjunction with regional destinations to promote bike and stay packages, or outdoor experience packages encouraging visitors to climb Devil's Lake, bike the Elroy-Sparta and canoe the Baraboo River all in one weekend. Similar opportunities targeted at alternate audiences might feature a business or destination in Elroy as a stop on regional driving tour such as the Juneau County Amish driving tour.

Chapter 7: Implementation & Funding Plan

Detailed recommendations from Chapter 6 are summarized in the implementation matrix beginning on page 59. The matrix is intended to serve as a summary document and work plan which the City and its partners can use to track progress and identify upcoming initiatives. This plan is divided into the sections laid out in Chapter 6, which are:

- Physical Infrastructure Improvements
- Sustainable Business Growth
- Organization, Outreach and Marketing

Initiatives associated with these major categories are included within each section. Each initiative has been identified as appropriate for short, medium or long term action in the center timeline. In addition, potential sources of funding, partnership opportunities and other relevant planning considerations are identified in the columns on the right.

Infrastructure & Program Funding

Potential sources of funding for individual initiatives are provided for each of the plan recommendations. However, the following section provides a more detailed description of commonly accessed funding sources associated with recommended initiatives. Many of these funding sources require specific criteria, timelines or local matching fund percentages. Incorporating these individual requirements during the planning phase is important to ensure that projects move forward efficiently and facilitate reporting to funding agencies following project completion. It will also be important to keep in mind that some funding sources can be used together, while the use of other funding types may restrict the type of funds available for future project phases.

The detailed work plan provided in the appendix indicates a recommended series of initiatives which promotes revitalization in multiple areas simultaneously. This timeline also takes into consideration grant funding cycles for anticipated near term projects. These cycles often require applications a year or more in advance of

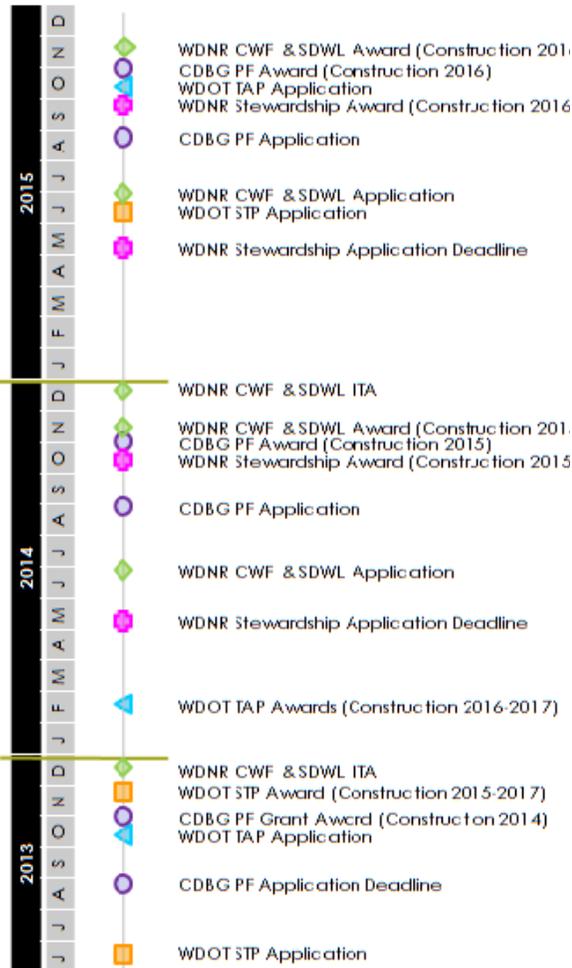
Steps to Securing a Grant

Many of the funding opportunities are associated with obtaining grant funding for a portion of project costs. Although each grant program varies slightly, the following steps represent a best practice for securing grant funding.

- 1) **Background research:** Make sure you know what the grant funds, when the application cycles begin, and what the local match requirements are. It is also a good idea to look up examples of past projects that were funded to determine the type of projects that have been awarded in the past.
- 2) **Schedule a meeting:** Once a project has been identified that meets the general criteria set forth by the fund and sufficient information has been developed to discuss potential cost and timing for implementation in broad steps, the City should schedule a meeting with an individual associated with the grant administration and review. This meeting should discuss any project adjustments that might make the project stronger, identify potential complementary sources of funding, and fine tune budget and timing issues to best coordinate with the requirements of the grant.
- 3) **Submit a detailed application:** Develop a detailed grant application which provides all requested information. Plan to complete the application early, and have a grant administrator review the document and recommend additional changes or clarifications. Secure letters of support from key individuals or businesses in the community.

anticipated project completion, as indicated on the timeline below. The City will also need to budget in advance to accommodate the need for matching funds in the case of grant award during a particular calendar year.

Grant Application Deadlines



USDA Rural Development

Most likely projects: Neighborhood Revitalization, Small Business Lending

Funding Tools:

Community Facilities Program – offers long term (20-year) loans at 3.75% interest.
 Sewer & Water Program – combines grant and loan dollars to fund up to 45% of qualified utility projects.
 Housing Renewal Program – low interest loans or grants directly to income-qualified homeowners (or apartment owners) to improve existing housing stock.

Criteria: Funding based on median household income. In 2012, Elroy qualifies as a grant eligible community with a Median Household Income of \$31,859, and is eligible to receive grant as well as low interest loan funds.

Comments: Limited funding statewide, program can be competitive.

Community Development Block Grant (CDBG)

Most likely projects: Housing rehabilitation, new housing development, public infrastructure

Funding Tools:

Housing – funds creation or renovation of low to moderate income housing for specific term, also supports first time home buyer programs and renter transition..

Public Facilities for Economic Development – funds industrial development projects which support job retention and creation at up to \$25,000 per job created/retained.

CDBG Public Facilities LMI – funds community facilities or projects benefitting specifically low to moderate income populations (i.e. seniors). Community facilities and downtown revitalization receive smaller allocations annually and fund community and senior centers, health clinics and daycares as well as programs which help revitalize downtown structures.

Criteria: 51% benefit to LMI individuals, 50% local match. Elroy’s community survey identified 51.99% LMI. Blight elimination projects require that an area has previously been declared blighted (Elroy’s blight elimination TID would qualify).

Comments: The CDBG program has been re-located to the Department of Administration, and now accepts applications annually in November for most programs.

Wisconsin Department of Tourism

Most likely projects: Events and associated marketing

Funding Tools: Events, Marketing and Tourism-related matching grants

Criteria: Startup events within the first three years are eligible for 25-75% of promotional costs.

Comments: Grants are based on the number of visitors anticipated to attend an event.

Additional funds exist for expansion of existing events or one-time events.

Department of Natural Resources

Most likely projects: Trail enhancements, coordinated infrastructure improvements

Funding Tools:

Stewardship grants – fund local parks and trail projects

Clean Water Fund – fund projects associated with sanitary sewer and stormwater management through subsidized loans and grants (1.6% for 20 years)

Stormwater & Water Quality – fund projects which improve water quality by addressing stormwater and runoff.

Safe Drinking Water Loan Program – subsidized loans and grants at 1.6% interest for 20 years on projects which improve municipal water systems.

Criteria: Project must be included in the City's comprehensive outdoor recreation plan, and a 50% local match is provided. There are separate pots of funds for acquisition and construction.

Wisconsin Department of Transportation

Most likely projects: Major Street and Trail reconstruction projects

Funding Tools:

Enhancement grants to fund upgrades to trails, streetscape, etc associated with street projects.

Criteria:

Comments: This grant requires significant administrative oversight, and is best suited for large-scale projects with a total budget of at least \$800,000. However, the grant will fund up to 80% of the project cost.

Tax Increment Financing

Most likely projects: Business incubator, property assembly for redevelopment, streetscape

Funding Tools: Varies based on TIF type and project plan. For Elroy, amending existing project plans to support donor TIDs and use of the half mile project radius will increase opportunities for downtown project funding.

Criteria: Larger projects will need to create increment or serve as a catalyst for additional development. Senior housing projects operated by nonprofits are not applicable, as they do not generate additional tax revenue.

Comments: The Tax Increment Finance analysis and recommendations conducted in tandem with this study provides specific

Residential Rehabilitation Funding

Initiatives associated with neighborhood revitalization and the potential development of infill housing can leverage additional pools of money than the infrastructure and commercial interests commonly associated with downtown revitalization. The following funding programs, alone or in combination, may be useful for residential-oriented initiatives.

USDA Home Renewal Loan Program

Provides low interest loans or grants to older or low-income residents for repairs to windows, doors, roofs and HVAC repairs.

WHEDA Homeowner Purchase Program

Juneau County is a targeted county for homeownership, which provides no downpayment and low fixed interest rates for qualifying households.

Central Wisconsin Community Action Council

Provides assistance with home buyer down payment, home repair, and rental housing development.

DOA Neighborhood Stabilization Funding

There are a huge number of successful examples of communities using NSP funds to totally rehab dated or obsolete housing by purchasing homes, rehabbing them and putting them back on the market. If you have a local contractor that could partner with you, or if the County can run the program, it can make a huge difference.

Community Development Block Grant (CDBG) Housing Program

Similar to the Public Facilities program, the City can apply for a grant through CDBG to implement a housing program with a goal of providing 'decent, safe and sanitary' housing for low-to-moderate (LMI) residents. These projects can include a broad range of projects ranging from rehabilitation, development and blight elimination, and awards are typically for a comprehensive program including multiple strategies. Up to 20% of funds can be spent on acquisition and demolition, and up to 15% on administration of the program.

Housing and Urban Development

Housing Authorities can use funds from a variety of sources for housing demolition as part of a comprehensive housing program. **HOME funds** are specifically designed to include demolition of dilapidated housing. Elroy could apply for funds to be managed by the CDA, or work with Juneau County on a joint project. HUD also offers several mortgage insurance programs (such as Section 207) to support multifamily purchase, development and renovation which may also provide a source of funding for some components of a comprehensive housing program.

STRATEGIES, TIMING AND INVESTMENT

Tactics (sorted by strategy)	Description	Timeline				Lead Party & Partners	Cost & Funding
		First Year	1-2 Years	3-5 Years	Long-Term (5+ Years)		
Level of Priority		High	Medium	Low			
Strategy: Physical & Infrastructure Improvements							
TIF District Amendment	Amend project plan and/or create new district to accommodate donor districts, additional project elements and incorporate half mile radius for projects.	•				City	\$12,000 TIF
Façade Improvement Program	Create matching façade and signage program to encourage maintenance, enhancements and updates of historic structures downtown once TIF revenues are available.	•				CDA	\$40,000 TIF
Promote High Quality Design	Explore opportunities to provide free or low cost design advice for businesses and property owners.	•				CDA	Minimal - Stipend for students, printing
Housing Stock Renewal Program	Coordinate with Central Wisconsin Community Action Program, USDA and local churches, civic groups to identify, repair, demolish or replace housing units.	•				City	\$150,000 CWCAP, USDA
Neighborhood Improvement Program	Target 3-6 block areas for two-year initiatives to enhance and revitalize residential neighborhoods. Include programs (dumpster days, tree-a-thon) and incentives (façade or landscape grants) to foster revitalization within individual neighborhoods.			•	•	Civic Group Lead, CDA/City Support	\$5,000/year WHEDA/TIF
Leverage Public Facility Spaces	Leverage need for new City offices and police facilities to support private development or incorporate demanded public amenities (i.e. community center). Demonstrate desired character of new downtown development.			•		city	Unknown USDA, CDBG
Infill Development	Assemble and market infill development sites in and around downtown to accommodate multi-family or mixed-use development.	•				CDA	Property Acquisition TIF, WEDC
Multifamily Housing Development	Solicit local investors or area developers to construct new apartment, senior or multi-family development in downtown Elroy to increase customer traffic and provide new and modern housing opportunities. Combine funding sources to assemble, demolish and finance new development with private partners.		•			CDA	Varies CDBG/TIF/WHEDA/USDA

STRATEGIES, TIMING AND INVESTMENT

Tactics (sorted by strategy)	Description	Timeline				Lead Party & Partners	Cost & Funding
		First Year	1-2 Years	3-5 Years	Long-Term (5+ Years)		
Worker Relocation Incentive Program	Explore potential of partnering with local businesses to offer live near work programs or similar incentives to encourage workers to locate in or relocate to Elroy.		•			City Lead, Business Partnerships	\$25,000 TIF, WHEDA
New Housing Development	Promote existing City owned residential lot incentives with local banks and home building associations.	•				CDA	Minimal
Improve connections and aesthetics of street and trail corridors	Combine multiple trail and street projects to create a competitive project eligible for DOT enhancement funds. This project can upgrade major entrances to downtown and upgrade trail connections and aesthetics within downtown.				•	City	\$800,000 minimum DOT, DNR, WEDC
Streetscaping to attract commuters	Consider downtown streetscaping and signage treatments which capture the attention of traffic by offering unique and changing signage and lighting to draw attention to local businesses.			•		City Lead, Chamber Support	\$10,000 WEDC, Utilities
Public Infrastructure Improvements	Update/Maintain strategic infrastructure plan to incorporate stormwater, utility, street and right of way improvements in coordination with future development. Leverage improvements to support private investment projects and grant dollars.	Plan	Apply	Implement		City	Varies CDBG, TIF

STRATEGIES, TIMING AND INVESTMENT

Tactics (sorted by strategy)	Description	Timeline				Lead Party & Partners	Cost & Funding
		First Year	1-2 Years	3-5 Years	Long-Term (5+ Years)		
Strategy: Sustainable Business Growth							
Entrepreneur Support	Coordinate with Elroy Chamber, Juneau County ED, SBDC and WWBIC to match local small and home-based businesses with training, mentorship and financial assistance. Encourage professional office incubator or co-work environment.		•			Chamber Lead, WWBIC, JCEDC Support	\$25,000 TIF, CDBG
Recruit Downtown Businesses	Assist property owners in marketing vacant spaces. Consider providing supportive incentive structures to fill vacant spaces with market supported uses.		•			CDA	\$30,000 TIF
Buy Local Program	Market and support a buy local program in partnership with surrounding communities to promote local businesses and the benefits of shopping locally. Recognize merchants and customers who are strong participants in the community.		•			Chamber	Minimal
Worker Outreach Program	Facilitate coordination of local employers and businesses to introduce businesses to workers in the form of rotating lunch catering, happy hour specials or worker appreciation days.	•				Chamber	Minimal
Support Employment Growth	Identify, acquire and market parcels for industrial or commercial use to provide opportunities for businesses to expand or relocate in Elroy.	•				CDA	Cost of Land, Infrastructure TIF, CDBG
Revolving Loan Fund	Consider development of a revolving loan fund geared toward purchase of startup inventory and capital equipment, especially for retail businesses.		•			CDA	\$250,000 seed fund USDA, Land Sale Funds

STRATEGIES, TIMING AND INVESTMENT

Tactics (sorted by strategy)	Description	Timeline				Lead Party & Partners	Cost & Funding
		First Year	1-2 Years	3-5 Years	Long-Term (5+ Years)		
Encourage Business Partnerships	Encourage joint tenancy for downtown storefronts. Shared occupancy costs can maximize business profits by allowing a morning coffee shop to transition to an afternoon meeting space and evening music venue, shared kitchen spaces or accommodating multiple smaller uses in one storefront.			•		Chamber Lead, CDA Support	Minimal WWBIC
PopUp Shops	Encourage PopUp retail shops to coincide with downtown and seasonal events. Offer temporary use of vacant storefronts for a small fee and use foot traffic to generate interest in the spaces.	•				Chamber	\$1,000 (utilities)
Business Succession Planning	Coordinate with County and service providers to develop business success planning program to address issue of aging proprietors and encourage successful transition/retention of existing businesses.				•	Chamber Lead, JCEDC Support	Minimal USDA, Tech Colleges, JCEDC

STRATEGIES, TIMING AND INVESTMENT

Tactics (sorted by strategy)	Description	Timeline				Lead Party & Partners	Cost & Funding
		First Year	1-2 Years	3-5 Years	Long-Term (5+ Years)		
Strategy: Organization, Marketing & Outreach							
Implementation Planning	Implement work planning and performance tracking process for Strategic Plan elements. Identify and approach partners for near-term action items.	•				CDA	None
Expand Online Presence	Focus effort on increasing the online presence of existing businesses in the community. Populating business profiles in Google and online review sites will increase Elroy presence in internet map and search results.	•				Chamber	None
Young Leadership Group	Work with civic organizations to create a young leaders group for Elroy. Group efforts should be focused on activities, rather than meetings.		•			Chamber Lead, Royal School District Partnership	Minimal
Downtown Events	Encourage (or provide seed money for) downtown events which involve multiple businesses, or events corresponding to regional initiatives. For example, screenings of holiday movies at the Theatre in conjunction with activities at other downtown businesses (themed dinners, craft activities, etc).		•			Chamber Lead, Wisconsin Tourism, City Support	\$1,000 (match for grant)
Expand Campground Marketing	Work to capitalize on campground presence by introducing online registration system and explore potential to allow groups to market and/or program the campground for specific periods in exchange for a percentage of the increased revenue.			•		City	Minimal
Tourism Marketing	Work with regional and statewide groups (Wisconsin Bike Federation, Juneau County Tourism) to make Elroy part of stay and play packages. Increase exposure for City campground on trail websites and add more detailed site photos and information.	•				Chamber	\$500 (first round of shared advertising)
Trail Signage	Increase on and near-trail wayfinding signage to direct cyclists to local attractions. Coordinated pavement striping or other streetscape treatments to clearly indicate path between downtown and the trail.		•			City	\$5,000
SUBTOTAL	Note: costs may be shared among partner entities or supported through grants or other funding sources.						Year 1: \$233,000 Year 2: \$6,500

STRATEGIES, TIMING AND INVESTMENT

Tactics (sorted by strategy)	Description	Timeline				Lead Party & Partners	Cost & Funding
		First Year	1-2 Years	3-5 Years	Long-Term (5+ Years)		

Guide to Funding & Partner Agency Abbreviations:

CDA	Community Development Authority
CDBG	Community Development Block Grant
CWCAP	Central Wisconsin Community Action Program
DNR	Department of Natural Resources
DOT	Department of Transportation
JCEDC	Juneau County Economic Development Authority
SBDC	Small Business Development Center
TIF	Tax Increment Finance
USDA	United States Department of Agriculture
WEDC	Wisconsin Economic Development Corporation
WHEDA	Wisconsin Housing and Economic Development Authority
WWBIC	Wisconsin Women's Business Initiative Corporation

Appendix

**Retail Supply and Demand Gap Analysis
Sample Development Pro Formas
24-Month Detailed Work Plan**



Retail MarketPlace Profile

Elroy Trade Area
Area: 427.41 Square Miles

Summary Demographics

2010 Population	14,325
2010 Households	5,301
2010 Median Disposable Income	\$31,971
2010 Per Capita Income	\$18,039

Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$106,732,535	\$58,400,199	\$48,332,337	29.3	105
Total Retail Trade	44-45	\$93,919,503	\$53,880,819	\$40,038,684	27.1	70
Total Food & Drink	722	\$12,813,032	\$4,519,380	\$8,293,652	47.9	35

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$22,114,857	\$1,689,208	\$20,425,649	85.8	5
Automobile Dealers	4411	\$18,908,765	\$1,263,701	\$17,645,065	87.5	3
Other Motor Vehicle Dealers	4412	\$2,102,002	\$227,803	\$1,874,199	80.4	1
Auto Parts, Accessories & Tire Stores	4413	\$1,104,089	\$197,704	\$906,386	69.6	1
Furniture & Home Furnishings Stores	442	\$2,623,201	\$298,634	\$2,324,567	79.6	2
Furniture Stores	4421	\$1,906,388	\$0	\$1,906,388	100.0	0
Home Furnishings Stores	4422	\$716,813	\$298,634	\$418,179	41.2	2
Electronics & Appliance Stores	4431	\$2,237,704	\$764,186	\$1,473,518	49.1	2
Bldg Materials, Garden Equip. & Supply Stores	444	\$3,719,985	\$1,135,290	\$2,584,695	53.2	14
Bldg Material & Supplies Dealers	4441	\$2,877,102	\$1,042,060	\$1,835,042	46.8	12
Lawn & Garden Equip & Supply Stores	4442	\$842,882	\$93,230	\$749,653	80.1	1
Food & Beverage Stores	445	\$18,518,198	\$16,157,045	\$2,361,153	6.8	12
Grocery Stores	4451	\$16,752,935	\$14,488,650	\$2,264,285	7.2	9
Specialty Food Stores	4452	\$1,511,198	\$1,668,395	-\$157,197	-4.9	3
Beer, Wine & Liquor Stores	4453	\$254,065	\$0	\$254,065	100.0	0
Health & Personal Care Stores	446,4461	\$3,673,117	\$2,018,210	\$1,654,907	29.1	3
Gasoline Stations	447,4471	\$22,663,593	\$20,891,765	\$1,771,828	4.1	5
Clothing & Clothing Accessories Stores	448	\$1,358,978	\$479,839	\$879,139	47.8	7
Clothing Stores	4481	\$765,181	\$288,838	\$476,344	45.2	5
Shoe Stores	4482	\$196,106	\$0	\$196,106	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$397,690	\$191,001	\$206,689	35.1	3
Sporting Goods, Hobby, Book & Music Stores	451	\$1,284,571	\$291,764	\$992,807	63.0	4
Sporting Goods/Hobby/Musical Instr Stores	4511	\$1,076,972	\$291,764	\$785,208	57.4	4
Book, Periodical & Music Stores	4512	\$207,599	\$0	\$207,599	100.0	0
General Merchandise Stores	452	\$13,308,189	\$9,038,027	\$4,270,163	19.1	4
Department Stores Excluding Leased Depts.	4521	\$9,209,820	\$0	\$9,209,820	100.0	0
Other General Merchandise Stores	4529	\$4,098,369	\$9,038,027	-\$4,939,657	-37.6	4
Miscellaneous Store Retailers	453	\$1,528,961	\$1,116,851	\$412,110	15.6	13
Florists	4531	\$108,691	\$46,628	\$62,063	40.0	2
Office Supplies, Stationery & Gift Stores	4532	\$361,275	\$191,683	\$169,591	30.7	6
Used Merchandise Stores	4533	\$230,772	\$568,688	-\$337,916	-42.3	2
Other Miscellaneous Store Retailers	4539	\$828,223	\$309,852	\$518,371	45.5	3
Nonstore Retailers	454	\$888,150	\$0	\$888,150	100.0	0
Electronic Shopping & Mail-Order Houses	4541	\$303,305	\$0	\$303,305	100.0	0
Vending Machine Operators	4542	\$212,309	\$0	\$212,309	100.0	0
Direct Selling Establishments	4543	\$372,536	\$0	\$372,536	100.0	0
Food Services & Drinking Places	722	\$12,813,032	\$4,519,380	\$8,293,652	47.9	35
Full-Service Restaurants	7221	\$5,126,618	\$2,430,745	\$2,695,873	35.7	17
Limited-Service Eating Places	7222	\$6,516,076	\$362,663	\$6,153,414	89.5	1
Special Food Services	7223	\$217,790	\$0	\$217,790	100.0	0
Drinking Places - Alcoholic Beverages	7224	\$952,548	\$1,725,972	-\$773,424	-28.9	17

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please view the methodology statement at <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>.

Source: Esri and Infogroup

January 04, 2013

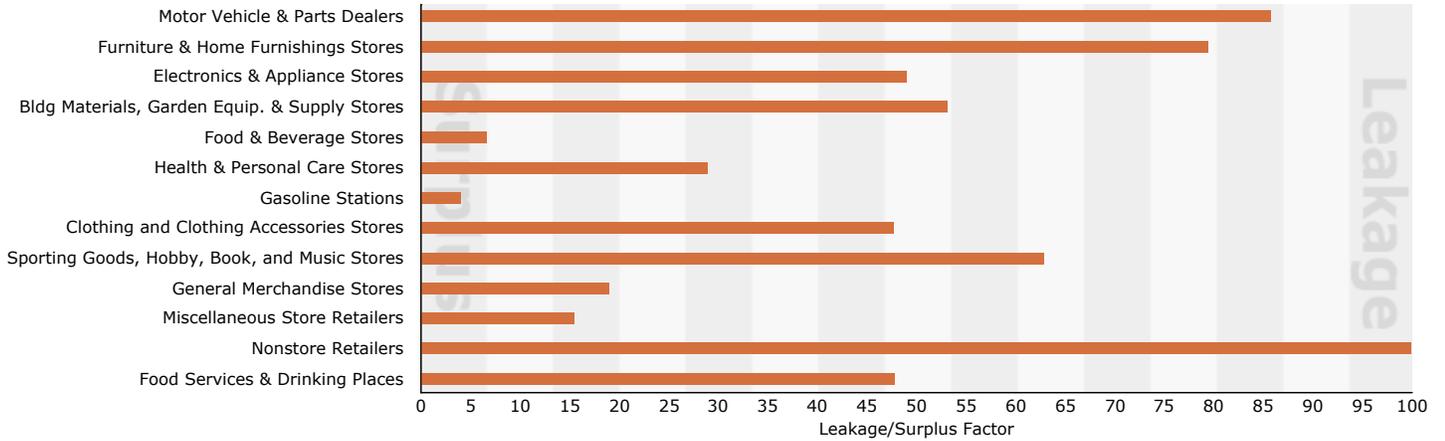
Made with Esri Business Analyst



Retail MarketPlace Profile

Elroy Trade Area
Area: 427.41 Square Miles

Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



Source: Esri and Infogroup

January 04, 2013

Made with Esri Business Analyst

Sample Apartment Project - 119-125 W Main Street

Land Area	SF
Entire Site	14,966
Current Assessed Value	\$55,000

Land Cost	Purchase Price
2 Parcels Assessed Value	\$55,000
Demolition (\$5 per SF)	\$30,000

Building Area

Project Component	Rentable Area	Rental Housing (Net SF)	Commercial (Net SF)
Multi-family building, first floor commercial	25,000	17,425	4,500

Parking

Residential Parking Stalls	No. of Underground Stalls	No. of Surface Stalls	Subtotals
1 stall per unit	0	20	20

COST

Land Cost	Proposed	Per SF-Land	Per Unit
Purchase	\$55,000	\$3.67	
Total Land Cost	\$55,000		\$2,750

Demolition & Remediation Cost	Proposed	Per SF - Land	Per Unit
Demolition (\$5 per SF)	\$30,000	\$2	\$1,500
Total Demolition & Remediation Cost	\$30,000		1,500

Residential Hard Cost (Per Component)	Proposed	Per GSF	Per Unit
Building construction	\$2,592,450	\$21	\$25,925
Project management/fees	\$77,774	\$1	\$778
Total Hard Cost	\$2,670,224	\$22	
Add: Contingency	\$133,511		
Total Residential Hard Cost	\$2,803,735	\$23	\$28,037

Sample Apartment Project - 119-125 W Main Street

Parking Hard Cost	Proposed	Per GSF
Surface	\$12,000	\$50
Total Parking Hard Cost	\$12,000	

Soft Cost	Proposed	% of Hard Cost
Permitting, Architecture, Engineering	\$259,200	9.2%
Landscape, Finishes	\$20,000	0.7%
Financing Costs	\$35,000	1.2%
Total Soft Cost	\$314,200	11.2%

TOTAL COST	\$3,214,935
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SOURCES AND USES

Value Assumptions	Proposed
Residential Rental	\$1,500,000
Commercial Rental	\$150,000
Total Value of Project	\$1,650,000

Rental Rates	Proposed
Apartments	\$775-\$950/unit
Commercial Space	\$4.50/SF

Ratios	Cap Rate
Residential	0.11

Sources of Funds	Proposed
Loan	\$2,250,454
Equity	\$642,987
Total Sources	\$2,893,441
Less: Total Cost (Uses)	\$3,214,935
SURPLUS (GAP)	\$(321,493)

Total Equity %
20%

RETURN ON EQUITY

Return on Equity	Proposed
Annual Stabilized Net Income	\$126,502
Less: Annual Mortgage	\$109,776
Less: Return of Equity	
Return on Equity	\$16,726

Timeline	Proposed	Est. Start Date	Est. End Date
Construction Period (Years)	10 months	03/01/13	04/01/14
Sales Period (Years)	12 months	03/01/13	04/01/14
Lease-up Period to Stabilization (Years)	6 months (residential)	04/01/13	10/01/13
Investment Period (Years)	12		
Annual Return on Equity %	0.22%		

Est. Value Yr. 12 \$ 1,317,946

Annual Return % Including Developer & Construction Mgmt. Fee	1.22%
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Sample Apartment Project - 119-125 W Main Street

IRR Analysis

Year	Year	Initial Investment	Cash Flow	Sale Price	Total Cash Flow
1	2013	\$ (514,390)			\$ (514,390)
2	2014		\$ 51,621		\$ 51,621
3	2015		\$ 94,330		\$ 94,330
4	2016		\$ 96,997		\$ 96,997
5	2017		\$ 101,712		\$ 101,712
6	2018		\$ 103,676		\$ 103,676
7	2019		\$ 105,400		\$ 105,400
8	2020		\$ 107,147		\$ 107,147
9	2021		\$ 109,052		\$ 109,052
10	2022		\$ 110,983		\$ 110,983
11	2023		\$ 112,802		\$ 112,802
12	2024			\$ 1,317,946	\$ 1,317,946
Total		\$ (514,390)	\$ 993,720	\$ 1,317,946	\$ 1,797,277
	IRR				22%

Sample Senior Housing Project - 103-142 W Main Street

Land Area	SF
Entire Site	13,190
Current Assessed Value	\$192,700

Land Cost	Purchase Price
4 Parcels Assessed Value	\$192,700
Demolition (\$5 per SF)	\$65,940

Building Area

Project Component (Identify Use)	Gross Area	Rental Housing (Net SF)	Commercial (Net SF)
Senior Housing Including Parking	31,656	24,742	0

Parking

Residential Parking Stalls (Per Component)	No. of Underground Stalls	No. of Surface Stalls	Subtotals
	24	0	24

COST

Land Cost	Proposed	Per SF-Land	Per Unit
Purchase	\$192,700	\$14.61	
Total Land Cost	\$192,700		\$8,029

Demolition & Remediation Cost	Proposed	Per SF - Land	Per Unit
Remediation (Asbestos/Lead)	\$20,000	\$1	\$833
Total Demolition & Remediation Cost	\$85,940		833

Residential Hard Cost (Per Component)	Proposed	Per GSF	Per Unit
Building construction	\$2,710,000	\$22	\$27,100
Project management/fees	\$81,300	\$1	\$813
Total Hard Cost	\$2,791,300	\$23	
Add: Contingency	\$83,739		
Total Residential Hard Cost	\$2,875,039	\$24	\$28,750

Sample Senior Housing Project - 103-142 W Main Street

Parking Hard Cost	Proposed	Per GSF
Structured	\$360,000	\$50
Total Parking Hard Cost	\$360,000	

Soft Cost	Proposed	% of Hard Cost
Permitting, Architecture, Engineering	\$176,150	6.1%
Landscape, Finishes	\$50,000	1.7%
Financing Costs	\$35,000	1.2%
Total Soft Cost	\$261,150	9.1%

TOTAL COST	\$3,774,829
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SOURCES AND USES

Value Assumptions	Proposed
Residential Rental	\$1,500,000
Total Value of Project	\$1,500,000

Rental Rates	Proposed
Residential	\$650-\$950/Unit

Ratios	Cap Rate
Residential	0.11

Sources of Funds	Proposed
Loan	\$754,966
Equity (Tax Credits)	\$2,200,000
Grant or TIF	\$500,000
City Land Purchase & Demo	\$258,640
Total Sources	\$3,713,606
Less: Total Cost (Uses)	\$3,774,829
SURPLUS (GAP)	\$(61,223)

Total Equity %
72%

Assumptions:

Section 42 Grant funding for construction via tax credit sales.
Additional CDBG or TIF funds for Eng/Design/Infrastructure.
City assistance for acquisition & demolition (not supported by credits)

RETURN ON EQUITY

Return on Equity	Proposed
Annual Stabilized Net Income	\$133,710
Less: Annual Mortgage	\$59,256
Less: Return of Equity	
Return on Equity	\$74,454

Timeline	Proposed	Est. Start Date	Est. End Date
Construction Period (Years)	10 months	03/01/13	04/01/14
Sales Period (Years)	12 months	03/01/13	04/01/14
Lease-up Period to Stabilization (Years)	6 months (residential)	04/01/13	10/01/13
Investment Period (Years)	12		
Annual Return on Equity %	0.28%		

Est. Value Yr. 12 \$ 1,344,034

Annual Return % Including Developer & Construction Mgmt. Fee	0.59%
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Sample Senior Housing Project - 103-142 W Main Street

IRR Analysis

Year	Year	Initial Investment	Cash Flow	Sale Price	Total Cash Flow
1	2013	\$ (1,760,000)			\$ (1,760,000)
2	2014		\$ 80,820		\$ 80,820
3	2015		\$ 101,538		\$ 101,538
4	2016		\$ 103,236		\$ 103,236
5	2017		\$ 104,954		\$ 104,954
6	2018		\$ 106,691		\$ 106,691
7	2019		\$ 108,447		\$ 108,447
8	2020		\$ 110,223		\$ 110,223
9	2021		\$ 112,019		\$ 112,019
10	2022		\$ 113,835		\$ 113,835
11	2023		\$ 115,672		\$ 115,672
12	2024			\$ 1,344,034	\$ 1,344,034
Total		\$ (1,760,000)	\$ 1,057,435	\$ 1,344,034	\$ 641,469
IRR					4%

Elroy Detailed 24-Month Work Plan

Task	Goal	2014												2015												Cost	Source	Lead Party/ Partners
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
Amend TID 4 Project Plan to transfer funds to TIDs 2 & 3 and allow half mile expenditures	Create near term funding for downtown projects	x	x	x	x	x																			\$12,000	TIF	City	
Create additional TID when new development is pending	Develop future funding stream		x	x	x	x	x	x	x	x	x	x													\$12,000	TIF	City	
Create downtown Façade and Tenant Improvement matching grant program	Improve downtown aesthetics & function				x	x	x	x	x																\$40,000	TIF, Foundations	CDA	
Explore partnership with architecture program for design assistance	Improve downtown aesthetics	x	x	x	x																				\$500	TIF	CDA	
Coordinate with WWBIC and Juneau County ED to provide small business training	Business Retention and expansion		x																						\$25,000	CDBG, WWBIC	Chamber/City, WWBIC, JCEDC	
Explore creation of incubator or shared work location in downtown	Business Retention and expansion					x			x			x				x									\$0		Chamber/ Property Owners	
Coordinate buy local and worker outreach program	Business Retention and expansion						x																		\$1,500	Business Donations, TIF	Chamber	
Secure options, establish incentives package and market infill commercial sites for market supported uses.	Business Retention and expansion	x																							\$30,000	TIF, WEDC	CDA	
Work with owners of vacant property to create window displays or accommodate event-based or seasonal uses for cost of utilities	Business Retention and expansion						x																		\$1,000	TIF	Chamber/City	
Participate in Central Wisconsin home builder association meeting to promote Elroy infill site options and rebate program.	Infill Redevelopment																				x				\$0		CDA	
Create marketing pieces on redevelopment sites	Infill Redevelopment			x																					\$500	TIF	CDA	
List available buildings and sites (including residential lots) on City/County website, Locate in Wisconsin and promote at County and to media	Infill Redevelopment			x																					\$0		City/Chamber	
Create public facilities plan	Infill Redevelopment					x																			\$0	City	City	
Quantify community facility needs and priorities (daycare, community center, police, offices).	Infill Redevelopment					x																			\$0		City	

Elroy Detailed 24-Month Work Plan

Task	Goal	2014												2015												Cost	Source	Lead Party/ Partners
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
Select preferred site(s) for municipal projects and work to leverage additional private investment in coordination with City facilities	Infill Redevelopment																									TBD	CDBG, USDA	City
Solicit developer for workforce housing project downtown	Infill Redevelopment																									\$0		CDA
Work with developer on WHEDA and/or other funding applications	Infill Redevelopment																									\$0	WHEDA, WEDC	City/CDA
Notice of WHEDA award and development start	Infill Redevelopment																									\$150,000	TIF	WHEDA
Create 5-year infrastructure plan for Street, utility and trail improvements to coordinate future grant applications	Infrastructure & Connectivity																									\$2,500	TIF, City	City
Apply for top priority infrastructure grant for 2016/17 projects	Infrastructure & Connectivity																									\$0	Commitment of % of project cost CDBG, WEDC, DNR	City
Designate committee to oversee housing programs	Neighborhood revitalization																									\$0		City Council
Create Hillside resident committee	Neighborhood revitalization																									\$0		City
Contact South Central Wisconsin Community Action Program about CDBG program development	Neighborhood revitalization																									\$0		City
Identify developer to partner on housing projects	Neighborhood revitalization																									\$0		CDA
Identify future project sites, scope and phasing	Neighborhood revitalization																									\$0		CDA
Housing grant application (HOME, CDBG & other)	Neighborhood revitalization																									\$0		City, CDA, SCWCAP
Establish coordinated neighborhood improvement projects to address repair and aesthetics of remaining homes	Neighborhood revitalization																									\$5,000	TIF, HOME, CDBG	City, CDA, SCWCAP, Hillside Neighbors
Coordinate with churches/service providers to coordinate applicants for USDA housing renewal program	Neighborhood revitalization																									\$0		City, Chamber, Hillside Neighbors
Create marketing committee to facilitate expanded awareness and event plan	Marketing																									\$1,000	Tourism Grant	Chamber
Coordinate marketing of community assets and events (campground, theater, trail signage)	Marketing																									\$7,500	City, Chamber, TIF	Chamber/City, Businesses