

GROW BARABOO: An Economic Development Workplan for the Baraboo Area



2015 Community and Economic Development Plan Update

“You can’t go to this durable Midwestern town without experiencing powerful moments of déjà vu that emerge from the collective unconsciousness of America.”

– Susan Spano, Smithsonian Magazine

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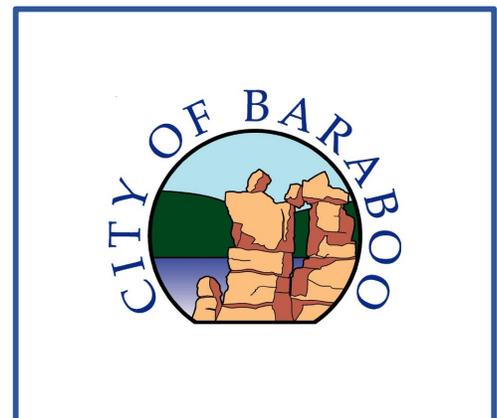
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Our Vision—

The Baraboo area’s long-term economic prosperity will be founded on providing an *exceptional quality of life* for all residents, which includes *a healthy business climate*. As Baraboo continues to grow and advance, it will protect its *abundant natural resources* and retain *the best qualities of its small city atmosphere*. The community leaders will be forward thinking, fiscally responsible, and environmentally conscious as they identify and address critical issues and opportunities.



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GROW BARABOO: An Economic Development Workplan for the Baraboo Area is a challenge to the community to provide an exceptional quality of life to our residents; build a healthy business climate; protect our abundant natural resources; and retain the best qualities of our small town atmosphere. It is a recognition that the Baraboo Area is far more than the city-proper. The economic, social, and environmental health of the Baraboo Area is about the City of Baraboo, the Village of West Baraboo and the Towns of Baraboo and Greenfield. It is about the public, non-profit and private sectors. We commit to joining with our neighbors to plan for the area, while acknowledging that each municipality and the businesses and organizations of the Baraboo area must commit themselves to implementing those plans.

Much has changed in the Baraboo area and beyond since the previous economic development plan was adopted in 2005. Over that time, the area’s population has changed dramatically and make up of the firms, organizations and the civic fabric in which they are located have changed as well. This planning document features an action-oriented workplan, based on thoughtful planning and purposeful assessment. You will find those influences in the appendices to this document. This plan builds on the 2005 City of Baraboo Comprehensive Plan (Chapter 8, Economic Development, in particular), the 2006 Baraboo Riverfront Redevelopment Area Plan, the 2011 Baraboo Retail Market Analysis, and the 2014 Baraboo Economic Development Commission’s (BEDC) Economic Development Priorities Planning Process.

The implementation of this plan recognizes the two essential elements of the BEDC Mission:

- To provide intellect, vision, and advocacy for community development; and
- To serve as a catalyst for diverse economic growth.

The three broad plan goals and objectives seek to make good on the strategic priorities that BEDC articulated after a 2014 community-wide strategic assessment—a diverse regional economy; broad community engagement and strong partnerships; a unique quality of place; efficient and innovative quality public services and amenities; and a robust education system for all age groups. We see this being achieved by dedicating ourselves to three Plan Goals and Objectives:

- Business Development: Supporting and Growing Businesses;
- Community Development: Creating a Place to Visit, Live, Work, and Play;
- Redevelopment: A Commitment to Revitalizing the area.

Essential to the success of each of these are robust partnerships and trusted collaboration.

Each of these Plan Goals and Objectives has a set of unique strategies; some of those strategies address a single goal, and some of them address two or more goals. Some of the strategies will take longer to put in place. Some will cost more in terms of time and money. Some will have immediate impacts and others will take longer to see results. They cannot all be done at the same time, yet they all have merit. Finally, some of these goals, objectives and strategies will fade and new ones will emerge. This is plan written in pencil, intended to be malleable and expected to change as our local conditions and broader economy changes. This agenda is bold and ambitious. There is a lot that is good in this community and the potential is limitless. The leaders of the community today and tomorrow are challenged to commit themselves to the essential elements of this plan and to make the challenging choices that will inevitably confront them.



Ultimately, we are all challenged to make a difference and contribute to **GROW BARABOO**.

GROW BARABOO: An Economic Development Workplan for the Baraboo Area

BUSINESS DEVELOPMENT: SUPPORTING AND GROWING BUSINESSES

Enhancing Our Workforce	Committing to Existing Businesses	Developing New Businesses
1. Conduct a workforce needs assessment and action plan	1. Inventory businesses, sites and buildings	1. Develop and distribute a Baraboo Area-specific business start-up guide
2. Support a workforce development workgroup	2. Conduct a formal business retention and expansion (BR&E) program for large firms	2. Research and target business development opportunities
	3. Conduct a business visitation program for small firms	3. Review and refine the regulatory process for supporting business development
	4. Conduct business exit interviews	

The new economic reality is clear—communities that take care of their existing businesses maintain and generate the most new jobs. In fact, with unemployment at historic lows, and with the pending retirement of many in the baby-boom generation, workers are at a premium. No single effort will have greater return on investment than enhancing the quality and quantity of the workforce for the area’s existing businesses. This is not an issue that can be addressed solely by the public sector. Trusted partnerships and robust collaborations with the business, pre-Kindergarten through grade 12 system, the Technical College, and the University, along with other workforce readiness organizations will be critical to assuring that our existing businesses can thrive and grow.

As important as workforce availability and preparation are, it is incumbent on the City and Village and Towns to be vigilant about the needs and interests of area businesses. Large firms should be regularly surveyed and visited to learn about challenges and opportunities that communities might address in order to assist them. Similarly, small retail and service businesses are critical to the local economy and the vibrancy of the area. A purposeful effort to reach out and understand their needs and interests will allow elected and appointed officials to make sure the conditions for success are met. When a business does close, it is important to learn what led to that decision and make every effort to understand what precipitated the decision and correct for it, if possible. It may be the simple recognition of a call or visit that opens lines of communication and provides assurances that we are all in this together.

Second only to the growth of existing businesses, entrepreneurship is an important element to maintaining a dynamic economy. Helping businesses navigate the maze of rules and regulations and offering assistance to those that are new to the many business challenges can help to move an idea from a garage to Mainstreet. This is important for latent entrepreneurs and there is also a role for communities to play in seeking out potential businesses that might fill a gap in the market. There is no reason that the Baraboo area cannot be one of the most receptive to business development while also maintaining our commitment to an exceptional quality of life.

**COMMUNITY DEVELOPMENT:
CREATING A PLACE TO VISIT, LIVE, WORK, AND PLAY**

Marketing the Baraboo Area	Enhancing Tourism Development	Improving Amenities
1. Identify and inventory assets	1. Promote the area to visitors	1. Maintain and enhance infrastructure and parks and cultural amenities
2. Build and maintain a world-class website	2. Strengthen the linkages between the community and area attractions: State Parks; Environmental Organizations (ICF, ALF, BAAP, etc.); Historic Downtown; River Corridor	2. Provide outstanding access to contemporary technology products and services
3. Implement and maintain a contemporary social marketing effort		3. Feature pedestrian and bike friendly trails, and support active river use
4. Implement a new resident welcome program		4. Offer an array of affordable and attractive housing options

Young people today will choose where they want to live, and then find employment (Rebecca Ryan, “Live First, Work Second”). Add to that the increasing opportunities for telecommuting (working anyplace), and a place like the Baraboo area, with wonderful recreational and cultural amenities, is poised to capitalize. Are we “on the map” and “in the minds” of those looking for a balance of leisure and career? Are we committed to maintaining those special assets we have and enhancing them? To answer “yes” we must commit to identifying our core image and consistently marketing it.

The City, Village and Towns, along with partners such as the Baraboo Area Chamber of Commerce, need to take stock of what our competitive strengths are and be unabashed in our efforts to promote the area—for visitors and newcomers and those returning after adventuring somewhere else. When our visitors come, and when new residents or returnees settle, are we doing enough to welcome them? Like our business community, we need to be committed to retaining and welcoming more people that can contribute to the social and cultural richness that is the Baraboo area.

Whether a visitor on vacation, an area traveler that enjoys our community on day-trips, a new comer, or a life-long resident, we need to engage them in the many activities and opportunities to enjoy our community. We must invest in the recreational, cultural, community, business, and housing infrastructure to be attractive to those with many other choices. The Kiwanis Riverwalk Trail, investments in river access for canoes and kayaks like that in Haskin’s Park, and linkages to the Ice Age Trail are part of this effort. When we ask ourselves if our children, or grandchildren, would find Baraboo a satisfying community in which to live, work, and play, the answer must be yes, or we must shore up whatever it is that makes it a no.

**REDEVELOPMENT:
A COMMITMENT TO REVITALIZATION**

Creating a South Boulevard Redevelopment Plan	Creating an East Entrance Corridor Redevelopment Plan	Creating a West Entrance Corridor Redevelopment Plan	Enhancing the Appearance of the Area
1. Conduct a redevelopment study (along the entire corridor)	1. Conduct a redevelopment study (from Ash Street to the community entrance)	1. Update and refine the retail market study to focus on actively filling vacant retail and service properties in West Baraboo	1. Create attractive entrances and update community wayfinding signage
2. Implement a beautification initiative (including weed control, street tree plantings, public art placement, nuisance ordinance enforcement, etc.)	2. Implement a beautification initiative (including weed control, street tree plantings, public art placement, nuisance ordinance enforcement, etc.)	2. Assess the Highway 12-Highway 33/136 intersection and environs for opportunities for improved functionality and aesthetic appeal	2. Encourage attractive storefronts, signage, and new façade designs
	3. Reassess the Utilization of the Jackson Property	3. Develop strategies to connect the traffic on the bypass with the businesses located at this intersection and environs	3. Implement a beautification initiative (including weed control, street tree plantings, public art placement, nuisance ordinance enforcement, etc.)

What is the first impression we offer to someone coming to town? If you had a choice (we all do), would you invest in a business opportunity in any part of the Baraboo area? When you take visitors around to show off the area, are there parts you avoid? No strategy to Grow Baraboo is complete without a commitment to redevelop those areas within the City, Village and Towns that have challenges.

Just like a heartfelt greeting at our favorite store or restaurant, we need to recommit ourselves to greeting those as they enter our community. Some redevelopment opportunities can be greatly improved with a renewed commitment to aesthetically enhancing building façades, signage, and landscaping. Some improvements require the public to invest in reconstructing roads and trails, or perhaps partnering to make a private investment viable.

Three corridors that deserve the kind of attention (and ultimately success) that the Riverfront Corridor received are the east entrance to the City from County Highway T to Ash Street, the South Boulevard Corridor, and the West Baraboo retail and service hub at the intersection (and beyond) of Highway 12 and Highway 33/136. Some of the efforts will need to be devoted to aesthetic improvements, some to public infrastructure, and some to business development initiatives. This is perhaps one of the area's greatest opportunities for an effective public-private partnership.

If conditions can be improved to allow for greater investment within the existing business corridors, the City of Baraboo may find that development of the Jackson property is not warranted. In the event that conditions today are significantly different than at the time of the property acquisition, it may be prudent to reassess that opportunity and instead invest those resources into redevelopment opportunities.

GROW BARABOO:

An Economic Development Workplan for the Baraboo Area

RESOURCING THE PLAN

The recommendations from the Baraboo Economic Development Commission cover three key areas: Business Development, Community Development, and Redevelopment. Within these three key areas are 10 Goals and 30 Objectives. The objectives have been prioritized with the purpose of addressing our most pressing needs and maximizing the return from our investments. The objectives contain either short-term or long-term activities. The objectives are also identified by those that can be done by existing municipal staff; those appropriate for staff, but which will require more time than existing staff currently has; and activities that may be most effectively contracted out to professional planners and economic development professionals. A dedicated economic development manager might be housed at the Chamber of Commerce, coordinating with other City, Village and Town officials, and partners at the Chamber.

Short-term projects

The recommendation is made under the Community Development and Redevelopment sections that it is important to fix up our main entry ways (including bringing traffic from the bypass to our businesses), improve the area's aesthetic appearance, and that we market the community to attract more people (businesses and employees) to locate here. It would be more cost efficient and work would be done more quickly to contract with a professional consulting firm for this work than to add municipal staff. This would address redevelopment corridors at our entrances. The cost of this study would be approximately \$50,000.

Under the Business Development and Community Development banners, there are a number of items that require work that could best be done by in-house staff, but which exceed the capacity of our current public employee's workload. This would require expanding the investment in Economic Development staff and related costs. Workforce assessment and development needs, business inventory, business retention interviews, inventorying assets, and maintaining the web site and social media campaign could be assigned to this staff person. The initial work would be time consuming but maintaining the investment would be a lesser commitment. The initial estimate of hours required amounts to about a half-time person. Whether this is an expansion of the hours for the contracted CDA Director, hiring someone part-time (including the concept of a contract-economic development person), or an Administrative Professional is still to be determined. For now, it is recommended that a lead person for an economic development management, be hired. The cost would be approximately \$50,000 plus benefits. Supporting clerical staff can do maintenance on web sites and social networking.

Long-term projects

The longer term work involves implementation of the studies done on the entry ways, the marketing plan, following up on targeted businesses, working with business prospects, attracting new talent to the area, following up other better linkages to other tourism sites in Sauk County, and working with local business to improve storefronts. This work will require the economic development manager to coordinate with other departments, many outside entities, and the business community. Existing staff does not have excess capacity (nor the correct expertise) to successfully accomplish this in addition to their current responsibilities.

Other long-term and lower priority objectives like inventories of businesses and sites, conducting exit interviews, addressing broadband issues, and development of housing can be done as time permits. It is also recognized that priorities will shift over time, and new demands and opportunities will emerge and the needs the capability to respond that a dedicated economic development professional provides.

Appendices

1. DETAILED IMPLEMENTATION PLAN WITH SUPPORTING RATIONALE
2. COMMUNITY PROFILE AND DEMOGRAPHIC AND ECONOMIC OUTLOOK:
 - a. 2015 UPDATE: BARABOO AREA COMMUNITY PROFILE
 - b. 2014 DEMOGRAPHIC AND ECONOMIC OVERVIEW FOR THE BARABOO REGION
3. 2014 BEDC ECONOMIC DEVELOPMENT PRIORITIES PLANNING PROCESS REPORT
4. 2011 BARABOO RETAIL MARKET ANALYSIS
5. 2006 BARABOO RIVERFRONT REDEVELOPMENT AREA PLAN
6. 2005 CITY OF BARABOO COMPREHENSIVE PLAN, CHAPTER 8: ECONOMIC DEVELOPMENT

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IMPLEMENTATION PLAN SUPPORTING RATIONALE

BUSINESS DEVELOPMENT

SUPPORTING AND GROWING BARABOO'S BUSINESSES

Goal	Objectives	What's Required, how do we get there	Estimated Cost	Priority 1, 2, 3	Schedule (Short or Long Term)
A. Enhancing Our Workforce	1. Conduct a workforce needs assessment and action plan	Use MadRep form for survey as part of Business retention plan. There are approximately 140 industries on the 2007 list in our area to be survey. A1 and B2 could be done together.		1	280-350 hrs Ongoing. New staff.
	2. Support a workforce development workgroup	Work with MATC and School officials to improve the plan currently in place. The City is in a support role. Develop relationship with Workforce Development.		1	Short term
B. Committing to Existing Businesses	1. Inventory businesses, sites and buildings	This is a program that requires time, organized effort with local realtors and property owners and an electronic system for summarizing data. Short term, links on City's web site and with realtors can be used but a better system needs to be organized long term.		3	
	2. Conduct a formal business retention and expansion (BR&E) program for large firms (employers)	Use MadRep Business retention plan survey form. The starting area would be approximately within 10 miles of Baraboo. There are approximately 140 industries		1	280-350 hrs.
	3. Conduct a business visitation program for small firms	The purpose and data to be collected need to be determined. There are approximately 400 businesses in the Chamber, not all from Baraboo		2	800-hrs
	4. Conduct business exit interviews	A system needs to be developed for obtaining info for business changes and what data will be requested		3	50 hrs ??

C. Developing New Businesses	1. Develop and distribute a Baraboo-specific business start-up guide	This can be done by the ED person or assistant or with current staff in-house		1	20 hrs
	2. Research and target business development opportunities	With the leadership of BEDC and City Council a list of priority businesses would be developed for the ED Dir to follow up. Do A1 and B2 first.		2	
	3. Review and refine the City's process for supporting business development	Recommendations have yet to be developed for this. The specifics on what changes are needed need to be outlined. The shape of the ED position needs to be considered in this. Most of this can be done in-house now.		1	

COMMUNITY DEVELOPMENT

CREATING A PLACE TO VISIT, LIVE, WORK, AND PLAY

Goal	Objectives	What's Required, how do we get there	Estimated Cost	Priority	Schedule
D. Marketing Baraboo	1. Identify and inventory assets	The Baraboo area asset list was developed 4 years ago and now needs to be made a part of an organized marketing effort. The focus may now be changing to being a talent being a "talent attractor". Work with the Chamber, SCDC , MadRep, WEDD on this.		1	
	2. Build and maintain a world-class website	Need to identify the specific points to display and what is to be accomplished. Do #1 first.	5-\$20K	2	
	3. Implement and maintain a contemporary social marketing effort	This will be developed by the ED director with supporting staff assistance. This should be done in conjunction with #2.		2	
	4. Implement a new resident welcome program	In the process of being implemented now by Mayor Palm. Chamber and volunteers are on board.		1	Now
E. Enhancing Tourism Development	1. Promote the area to visitors	A marketing plan needs to be developed by ED director, Chamber and local governments.		3	Long term
	2. Strengthen the linkages between the community and area attractions: State Parks; Environmental Organizations (ICF, ALF, etc.); Historic Downtown; River Corridor	This can be part of the marketing plan. Organizing these groups to meet and work on common issues may also be part of the plan.		2	Short term
F. Improving Amenities	1. Maintain and enhance infrastructure and parks and cultural amenities	The City already compiles a Capital Improvement Plan for infrastructure. Developing the means for more input from other organizations as noted above should		1	Short term

		be considered.			
	2. Provide outstanding access to contemporary technology products and services	Determine what type of technology system for general public access is needed and work toward implementing same with local business involvement.		3	Long term
	3. Feature pedestrian and bike friendly trails	This is an ongoing effort by the City Park Dept. but other local governments need to share in the effort.		3	Long term
	4. Offer an array of affordable and attractive housing options	Continue to offer and develop an array of housing types. It will be important to partner with the school system on new development because of the domino effect new employment and housing would have on schools..		3	Long term

**REDEVELOPMENT:
A COMMITMENT TO REVITALIZING THE CITY**

Goal	Objectives	What's Required, how do we get there	Estimated Cost	Priority	Schedule
G. Creating a South Boulevard Redevelopment Plan	1. Conduct a redevelopment study (along the entire corridor)	Studies of this type will usually take 3-6 months to get public input, organize needs and then to develop a plan changes. The ED Director would organize this effort.	\$10-50k	1	Short term. Do items G, H, I and J in one study
	2. Implement a beautification initiative (including weed control, street tree plantings, public art placement, nuisance ordinance enforcement, etc.)	Weed control is something that can be done now with existing staff. The Administrative Comt needs to make recommendation on new nuisance abatement ordinance.		1	Short term
H. Creating an East Entrance Corridor Redevelopment Plan	1. Conduct a redevelopment study (from Ash Street to the community entrance)	To save money, this could be done at the same time as the South Blvd Study.		1	Short term. Do items G, H, I and J in one study
	2. Implement a beautification initiative (including weed control, street tree plantings, public art placement, nuisance ordinance enforcement, etc.)	Weed control is something that can be done now with existing staff. The Administrative Comt needs to make recommendation on new nuisance abatement ordinance.		1	Short term
	3. Reassess the Utilization of the Jackson Property	This effort can be included in the east and west side corridors to save money.		1	Short term
I. Creating a West Entrance Corridor Redevelopment Plan	1. Update and refine the retail market study to focus on actively filling vacant retail and service properties in West Baraboo	This update could be done as a separate study or possibly, as part of the East Side and South Blvd redevelopment areas. Develop an RFP for one or more options and get bids to determine cost and timing. This initial work would be done by staff. West Baraboo should be a partner in this	?		Short term. Do items G, H, I and J in one study

		study.			
	2. Assess the Highway 12-Highway 33/136 intersection and environs for opportunities for improved functionality and aesthetic appeal				
	3. Develop strategies to connect the traffic on the bypass with the businesses located at this intersection and environs				
J. Enhancing the Appearance of the City	1. Create attractive entrances and update community wayfinding signage			2	Long term. Do design theme as part of study in G, H, and I.
	2. Encourage attractive storefronts, signage, and new façade designs	BID has discussed and even developed the outline for a façade improvement program. This could be done with in-house staff. Funding still needs to be determined based on a refinement of the program.		2	Long term
	3. Implement a beautification initiative (including weed control, street tree plantings, public art placement, nuisance ordinance enforcement, etc.)	Weed control is something that can be done now with existing staff. The Administrative Comt needs to make recommendation on new nuisance abatement ordinance.		1	Short term

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2015 Baraboo Area Community Profile Update

Provided by students under the direction of Professor Musa Ayar, Ph.D., Assistant Professor
Department of Business and Economics, University of Wisconsin Baraboo/Sauk County

1. Labor Force and Employment

A community's labor force is the portion of the population that is employed, available for work, or looking for work. The labor force includes people who are in the armed forces, employed, unemployed, or actively seeking employment. Recent (2009-2013) American Community Surveys done by the U.S. Census show that there are 9,680 people 16 and older in Baraboo but only 6,808 of these people are in the labor force.

Exact percentages will be shown below in table 1. Looking at the table we see that the sales and office occupations contain the highest amount of workers, 30 percent, followed by the management field, 24.1 percent. By industry, the highest percent employed is the educational, health, and social services at 18 percent, followed by manufacturing which has 17.9 percent of workers, and third is retail trade at 17.6 percent. Education and social services is most likely highest due to the UW campus within the city. Teel plastics and other manufacturing companies within the city strengthen this industry, and many retail stores, such as Wal-Mart and many independent retail stores within downtown Baraboo account for this percentage.

Being the largest community in Sauk County, Baraboo is perfect area for growing business as well as retaining it. With the location and amount of businesses it is perfect for economic growth. The UW campus provides many students who are likely to spend their money locally and provide local economic growth, and the manufacturing department continues to provide jobs to a large part of Baraboo.

Table 1

Occupation and Labor Force	2009-2013	Difference	2000
Management, professional, and related occupations	24.1%	-2.1%	26.2%
Sales and office occupations	30.0%	6.2%	23.8%
Service occupations	19.8%	-3.1%	22.9%
Production, transportation and material moving occupations	20.5%	4.0%	16.5%
Natural resources, construction and maintenance occupations	5.7%	N/A	N/A
Construction, extraction and maintenance occupations	N/A	N/A	10.3%
Farming, fishing, and forestry occupations	N/A	N/A	0.4%

Source U.S. Census

Table 2

Industry and Labor Force	2009-2013	Difference	2000
Manufacturing	17.9%	-1.9%	19.8%
Educational, health and social services	18.0%	-0.7%	18.7%
Arts, entertainment, recreation, accommodation and food services	13.3%	-1.6%	14.9%
Retail trade	17.6%	4.1%	13.5%
Public administration	4.4%	-0.9%	5.3%
Construction	2.3%	-2.4%	4.7%
Professional, scientific, management, administrative, waste management services	5.0%	0.5%	4.5%
Finance, insurance, real estate, and rental and leasing	5.6%	1.3%	4.3%
Wholesale Trade	6.1%	1.9%	4.2%
Transportation and warehousing, and utilities	3.4%	-0.2%	3.6%
Other services	3.7%	0.5%	3.2%
Information	1.4%	-0.1%	2.3%
Agriculture, forestry, fishing and hunting, and mining	1.2%	0.0%	1.2%

Source U.S. Census

Comparing Baraboo to the State of Wisconsin, it is seen that Wisconsin has the same top three industries as Baraboo: Education, Manufacturing, and retail trade. Compared to Sauk County, the top three industries are Education, Manufacturing, and Arts, entertainment, recreation, accommodation and food service. Unemployment across the city, county, and state differ. For Baraboo the unemployment rate is 7.7 percent, which is higher than state unemployment at 5.3 percent. Sauk County has the lowest unemployment rate out of all three with an unemployment rate of 4.9 percent. Woods & Poole Economics, Inc., a regional economic and demographic analysis firm, predicts that total employment in Sauk County is growing at an annual rate of 5.57 percent from 1996 to 2020. Total employment in Sauk County is predicted to increase 37 percent over the next 20 years, from approximately 49,425 workers in 2010 to 57,380 workers in 2020. Jobs in the service sector are predicted to experience the most growth during this time span, while the percentage of farming jobs will decrease.

2. Educational Attainment

In Table 3, Baraboo's education status is shown. Of Baraboo's current population of people aged 25 and older, approximately 86 percent have a high school diploma while approximately 20 percent have a bachelor's degree or higher. This shows that Baraboo has a higher high school attainment rate than Delton or Fairfield, and has a higher attainment rate for bachelor's degree or higher compared to Delton. However, Baraboo comes in on the low end

of educational attainment as it is beaten by the State of Wisconsin, Sauk County, and the town of Greenfield in both categories and by Fairfield in bachelor's degree or higher. Since Baraboo is lacking in both fields compared to the state and county averages, the city should help focus on students achieving high school graduation which would help more people attain higher college degrees.

Table 3

Area	High School Diploma 2009-2013	Difference	2000
City of Baraboo	86.5%	3.5%	83.0%
Village of West Baraboo*	84.1%	6.7%	77.4%
Town of Baraboo	N/A	N/A	87.0%
Town of Delton*	85.5%	0.0%	85.5%
Town of Fairfield*	84.8%	0.0%	84.8%
Town of Greenfield	91.3%	1.0%	90.3%
Sauk County	89.4%	5.9%	83.5%
State of WI	90.4%	5.3%	85.1%
Area	Bachelor's Degree or Higher 2009-2013	Difference	2000
City of Baraboo	20.6%	-0.2%	20.8%
Village of West Baraboo*	21.1%	2.30%	18.8%
Town of Baraboo	N/A	N/A	25.0%
Town of Delton*	15.3%	0.0%	15.3%
Town of Fairfield*	21.8%	0.0%	21.8%
Town of Greenfield	27.1%	6.3%	20.8%
Sauk County	21.0%	3.4%	17.6%
State of WI	26.8%	4.4%	22.4%

Source U.S. Census

*Source City-data.com

3. Income Data

Using the information from the 2009-2013 American Community Survey found on the U.S. Census website, table 4 was constructed. According to this data, Baraboo's median household income is approximately nine thousand dollars below that of the states and the county. Baraboo also has the lowest per capita income out of all the others in the category. However, Baraboo has one of the highest percentages of people in the labor force but also has one of the highest unemployment rates out of the others.

Table 4

Area	Median HH Income 2009-2013	Difference	2000	Per Capita Income 2009-2013	Difference	2000
City of Baraboo	\$43,949	\$5,574	\$38,375	\$23,617	\$4,313	\$19,304
Village of West Baraboo*	\$45,165	\$3,547	\$41,618	\$24,816	\$5,903	\$18,283
Town of Baraboo	N/A	N/A	\$48,419	N/A	N/A	\$22,979
Town of Fairfield*	\$61,312	\$10,687	\$50,625	\$28,946	\$6,791	\$22,155
Town of Greenfield	\$50,864	\$1,205	\$49,659	\$30,234	\$9,307	\$20,927
Sauk County	\$52,140	\$10,190	\$41,941	\$25,988	\$6,293	\$19,695
State of WI	\$52,413	\$8,622	\$43,791	\$27,523	\$6,252	\$21,271
Area	Percent in Labor Force 2009-2013	Difference	2000	Percent Unemployed 2009-2013	Difference	2000
City of Baraboo	70.3%	-6.4%	76.7%	7.7%	6.2%	1.5%
Village of West Baraboo*	N/A	N/A	77.5%	5.1%	2.4%	2.7%
Town of Baraboo	N/A	N/A	70.6%	N/A	N/A	2.1%
Town of Fairfield*	N/A	N/A	73.9%	5.1%	2.3%	2.8%
Town of Greenfield	70.3%	-11.3%	81.6%	4.9%	2.0%	2.9%
Sauk County	71.0%	-0.6%	71.6%	4.9%	1.9%	3.0%
State of WI	67.9%	-1.2%	69.1%	5.3%	2.1%	3.2%

Source U.S. Census

*Source City-data.com

4. Commuting Data

According to the census 84 percent of workers 16 and older, 4,940 people, drive to work alone. While only 8.7 percent of people carpool to work. Only two people indicated using public transportation (excluding taxicabs), this due to the fact Baraboo is a small enough city that public transportation is not a heavily demanded sector. 3.4 percent of people reported they walked to work, followed by 2.3% saying they worked at home. Only 1.4% of people indicated using other means of transportation. For the people of Baraboo, the mean travel time to work is 17.3 minutes, while the average for Wisconsin is 21.7 minutes.

5. Migration

According to the census 76.2 percent of the people in Baraboo were born in Wisconsin, the other 33.8 percent came from another state or country. 78.2 percent of the people in the Baraboo had lived in the same house the year before. Residence one year ago in the same county is 14.7 percent. Residence one year ago in the same state is 4.4%.

Table 5

Area	Born WI 2009-2013	Difference	2000	Same House One Year Ago 2009-2013	Same County One Year Ago 2009-2013	Same State One Year Ago 2009-2013
City Of Baraboo	76.2%	-2.0%	72.4%	78.2%	14.7%	4.4%
Area	Same House In 1995	Same County In 1995	Same State In 1995			
City Of Baraboo	53.8%	25.9%	12.8%			

Source U.S. Census

2b

Demographic and Economic Overview for the Baraboo Region

Matt Kures

Center for Community & Economic Development
University of Wisconsin-Extension

April 30, 2014

Using Economic and Demographic Data

Uses:

- Stimulate discussion;
- Affirm or challenge current perceptions;
- Identify local strengths and weaknesses;
- Recognize and prepare for change.

Considerations:

- Looking for patterns, not a single answer;
- More concerned with trends than precision;
- Focus more attention on comparing figures rather than ranking them.

Worker Flow by *Place* for the City of Baraboo – 2011

Employees Working in the City of Baraboo *Place of Residence (n = 11,022)*

County	Count	Share
City of Baraboo	2,229	20.2%
City of Reedsburg	540	4.9%
City of Madison	351	3.2%
Village of Lake Delton	271	2.5%
Village of West Baraboo	265	2.4%
City of Portage	189	1.7%
City of Wisconsin Dells	124	1.1%
Village of Prairie du Sac	108	1.0%
Village of Sauk City	97	0.9%
City of Sun Prairie	84	0.8%
All Other Locations	6,764	61.4%

Employees Residing in the City of Baraboo *Place of Employment (n= 6,277)*

County	Count	Share
City of Baraboo	2,229	35.5%
City of Madison	741	11.8%
City of Wisconsin Dells	484	7.7%
Village of Lake Delton	289	4.6%
City of Reedsburg	185	2.9%
City of Milwaukee	176	2.8%
City of Portage	142	2.3%
Village of West Baraboo	112	1.8%
Village of Sauk City	86	1.4%
City of Middleton	80	1.3%
All Other Locations	1,753	27.9%

Worker Flow by *County* for the City of Baraboo – 2011

Employees Working in the City of Baraboo *County of Residence (n = 11,022)*

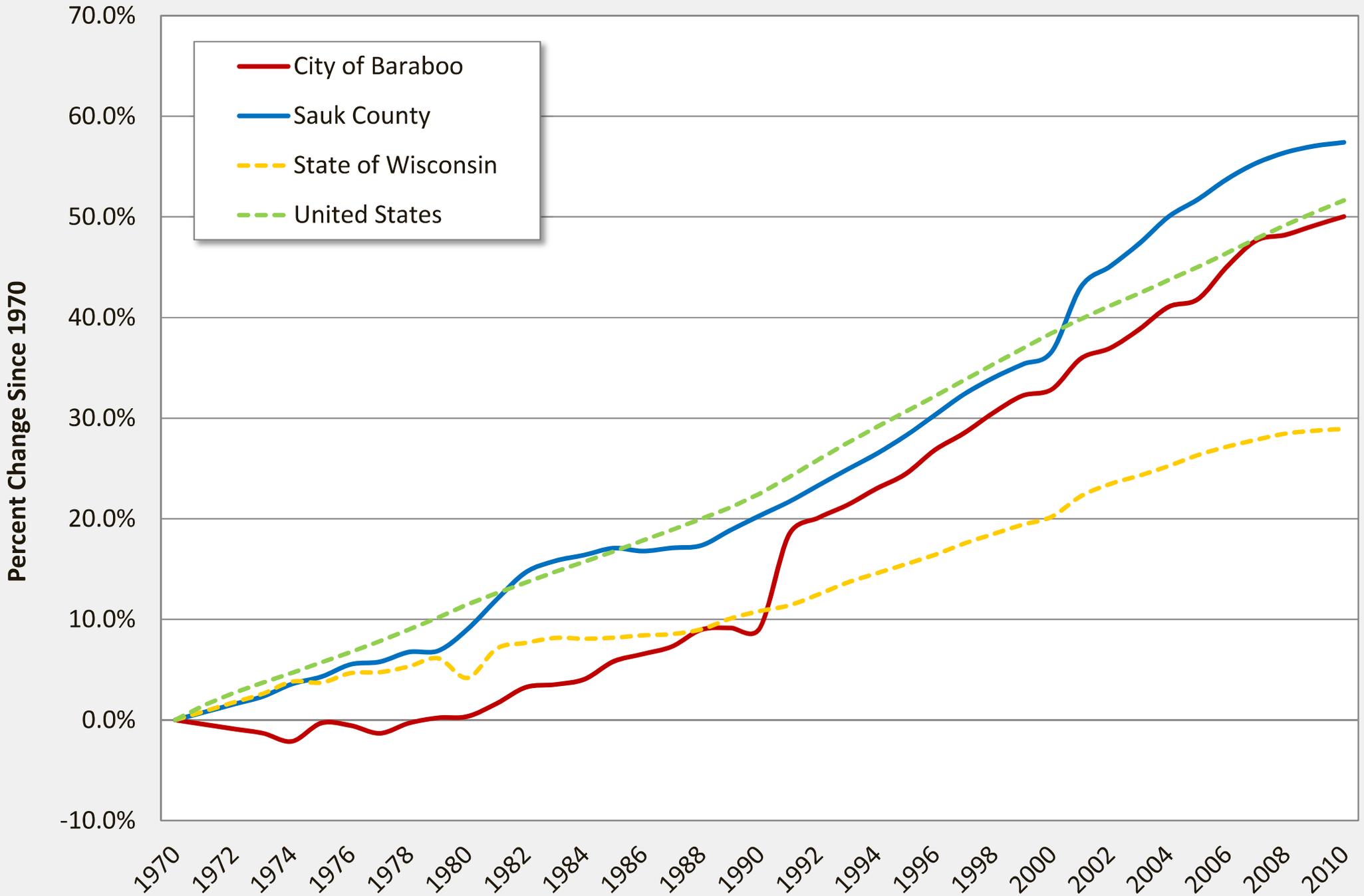
County	Count	Share
Sauk County, WI	5,367	48.7%
Dane County, WI	1,047	9.5%
Columbia County, WI	688	6.2%
Juneau County, WI	362	3.3%
Adams County, WI	284	2.6%
Dodge County, WI	200	1.8%
Rock County, WI	184	1.7%
Wood County, WI	177	1.6%
Monroe County, WI	165	1.5%
Jackson County, WI	144	1.3%
All Other Locations	2,404	21.8%

Employees Residing in the City of Baraboo *County of Employment (n= 6,277)*

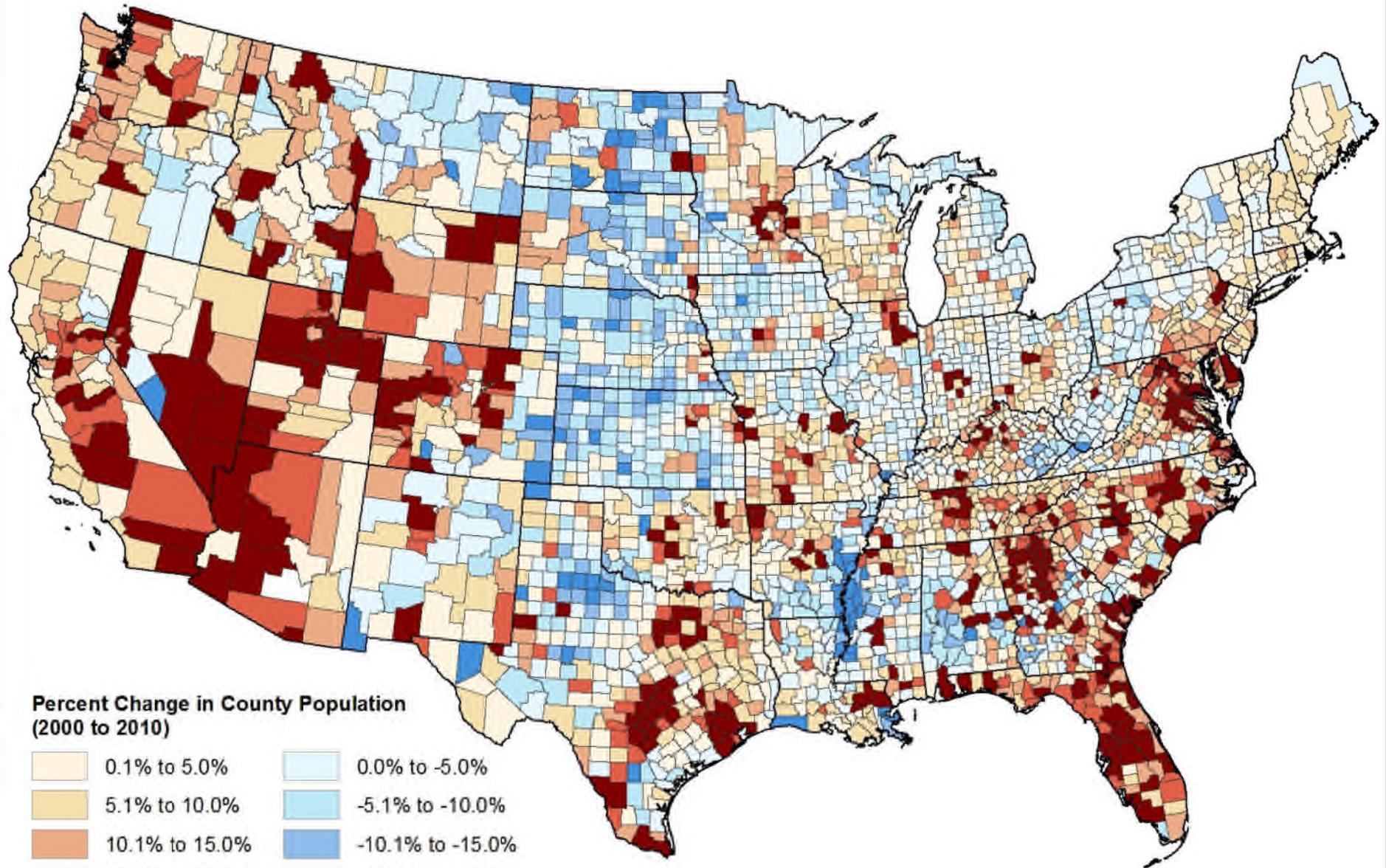
County	Count	Share
Sauk County, WI	3,223	51.3%
Dane County, WI	1,005	16.0%
Columbia County, WI	803	12.8%
Milwaukee County, WI	289	4.6%
Waukesha County, WI	236	3.8%
Fond du Lac County, WI	75	1.2%
Iowa County, WI	72	1.1%
Rock County, WI	69	1.1%
Dodge County, WI	62	1.0%
Winnebago County, WI	56	0.9%
All Other Locations	387	6.2%

Population Growth Trends 1970 to 2012

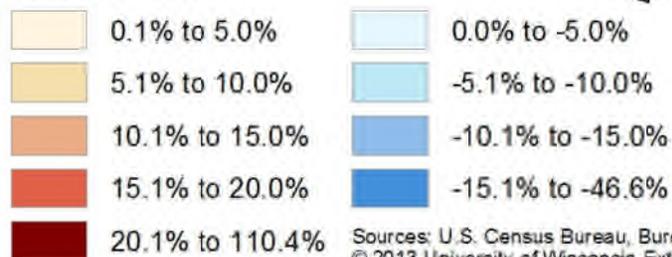
Percent Change in Population Since 1970



Percent Change in Population by County - 2000 to 2010



Percent Change in County Population (2000 to 2010)



Sources: U.S. Census Bureau, Bureau of Economic Analysis and UW-Extension
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Mobility Rates – Residence One Year Ago

2008-2012 Five Year Estimates

Area	City of Baraboo	Sauk County	State of Wisconsin	United States
Population 1 year and over	11,921	61,248	5,620,101	305,340,618
Same house	76.3%	87.5%	85.8%	84.8%
Different house - Same county	16.1%	7.9%	8.9%	9.2%
Different county - Same state*	4.6%	2.9%	3.2%	3.2%
Different county - Different state*	3.0%	1.6%	1.8%	2.3%
Lived Abroad**	~0.0%	0.1%	0.3%	0.6%

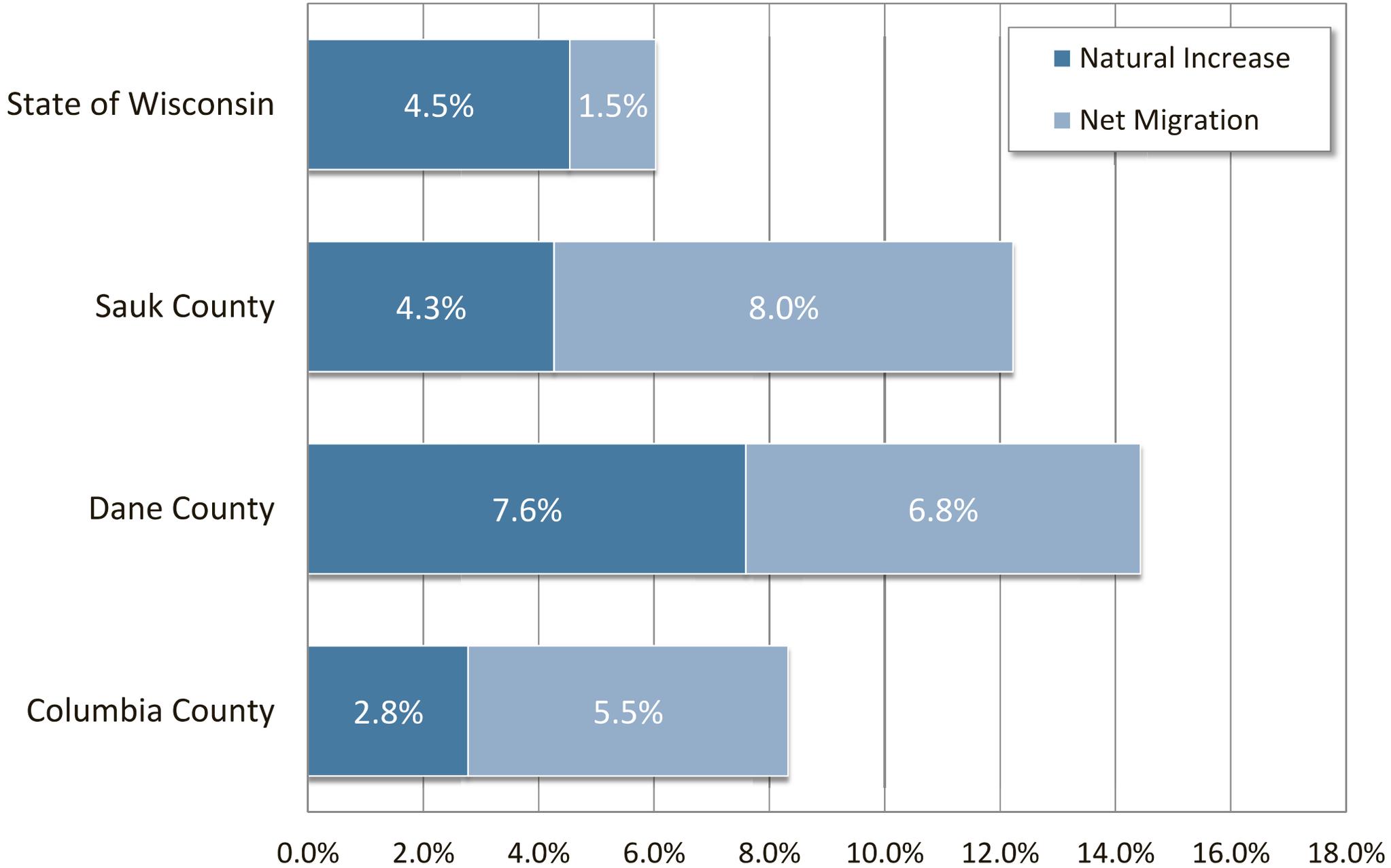
Data Source: U.S. Census Bureau 2008-2012 American Community Survey. Estimates are based on a 90% CI

* Values are not statistically different from Baraboo at the 95% level

** Only national value is statistically different from Baraboo at the 95% level

Population Change 2000 to 2010

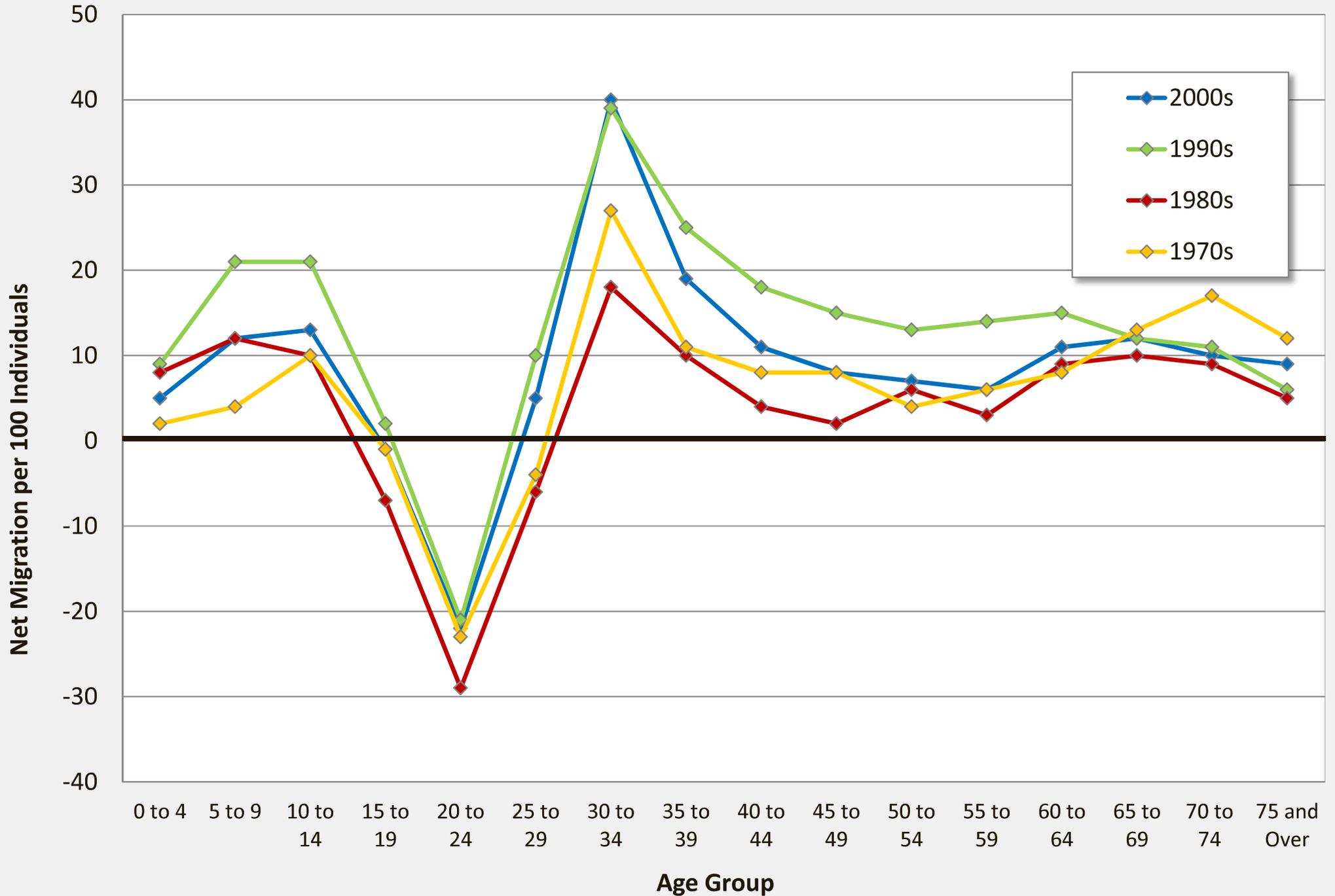
Components of Change



Population Migration 2009 to 2010 – *Origins and Destinations of Movers*

County of Origin/Destination	Movers to Sauk County	Movers from Sauk County	Net Change
Total	2,718	2,699	19
Dane County	593	473	120
Columbia County	381	318	63
Juneau County	202	213	-11
Adams County	97	69	28
Richland County	97	110	-13
Milwaukee County	86	65	21
Iowa County	57	45	12
Cook County, IL	44	27	17
All Other	1,161	1,379	-218

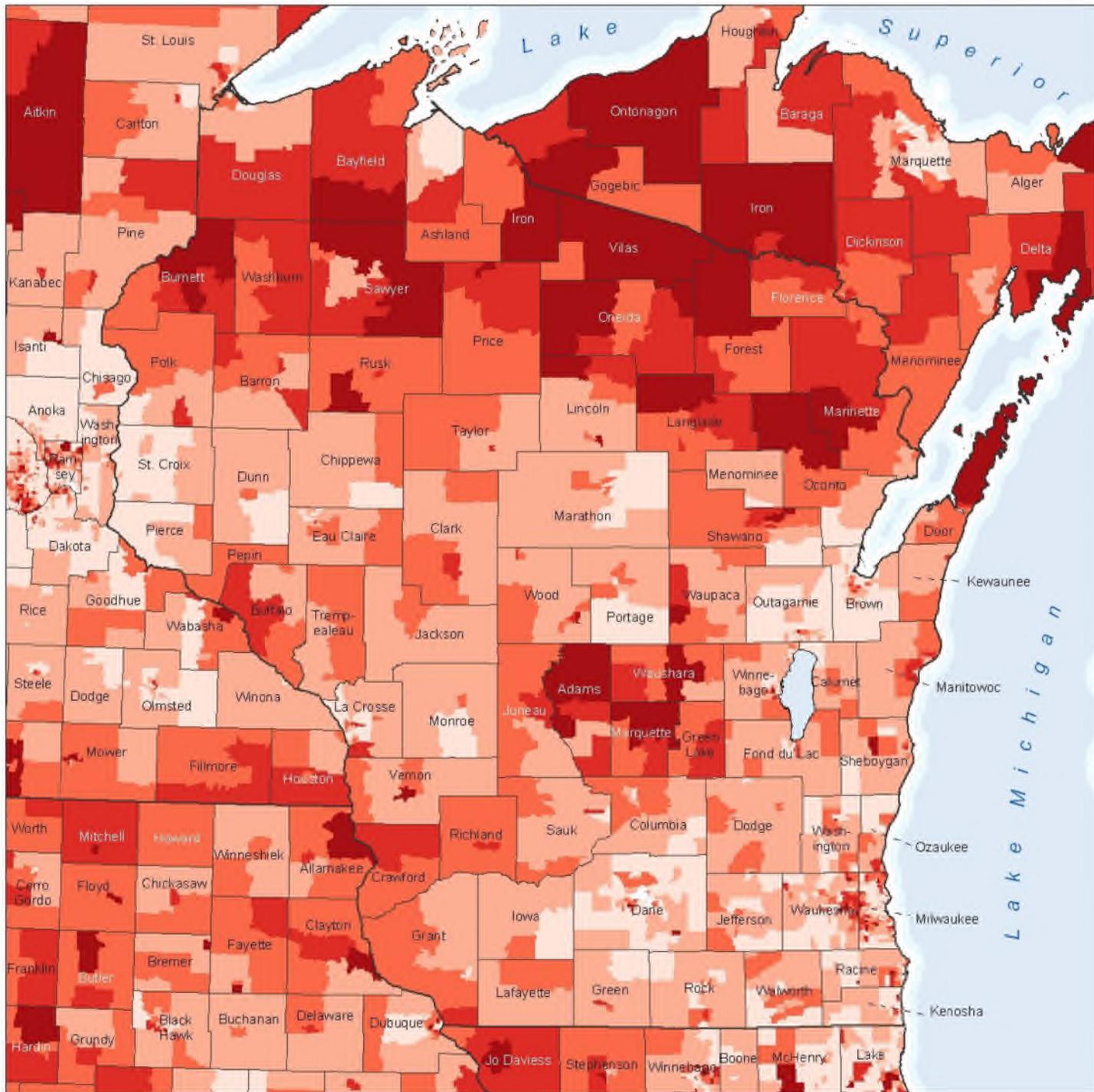
Sauk County Net Migration Rates by Age



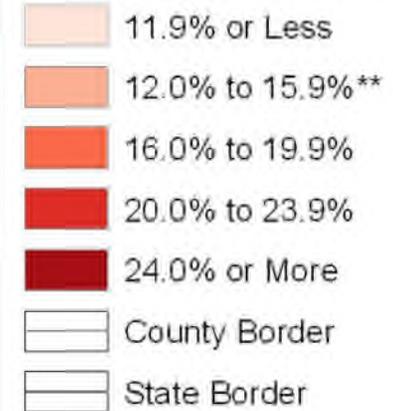
Age Distribution – 2010 Census

Age Cohort	City of Baraboo	Sauk County	State of Wisconsin	United States
Under 5	6.6%	6.4%	6.3%	6.5%
5 to 14	13.3%	13.2%	13.1%	13.3%
15 to 24	12.0%	11.7%	13.8%	14.1%
25 to 34	14.6%	12.5%	12.7%	13.3%
35 to 44	12.9%	13.0%	12.8%	13.3%
45 to 54	14.0%	15.4%	15.4%	14.6%
55 to 64	11.1%	12.8%	12.3%	11.8%
65 to 74	6.7%	7.7%	7.0%	7.0%
75 to 84	15.6% = 5.2%	15.0% = 4.8%	13.6% = 4.5%	13.0% = 4.2%
85 or More	3.7%	2.5%	2.1%	1.8%
Total	12,048	61,976	5,686,986	308,745,538

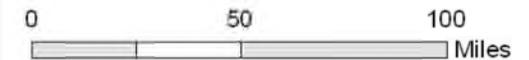
Percent of Population Age 65 and Over by Census Tract - 2010



Percent of Population Age 65 and Over (By Census Tract)*



**Wisconsin's rate in 2010 was 13.7%
National rate in 2010 was 13.0%



Percent of Population Age 65 & Over for Selected Wisconsin Counties:

1. Douglas County	14.4%
2. Ashland County	15.9%
3. Bayfield County	20.7%
4. Burnett County	23.1%
5. Iron County	25.4%
6. Sawyer County	20.7%
7. Washburn County	21.2%
8. Barron County	18.2%

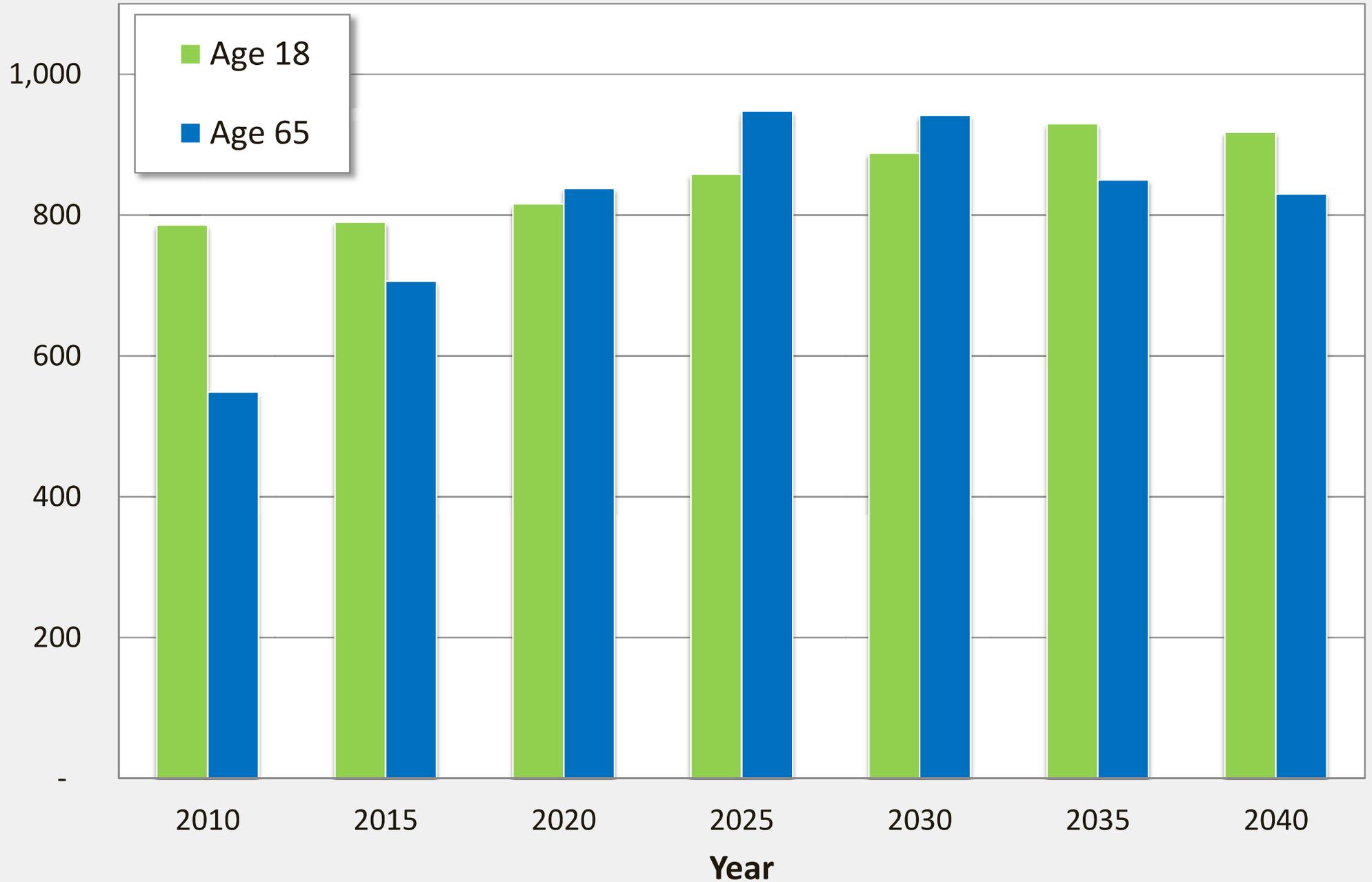
Created by UW-Extension Center for Community and Economic Development
Source: U.S. Census Bureau, 2010 Census

Sauk County Age Distribution

Projected Change 2010 to 2030

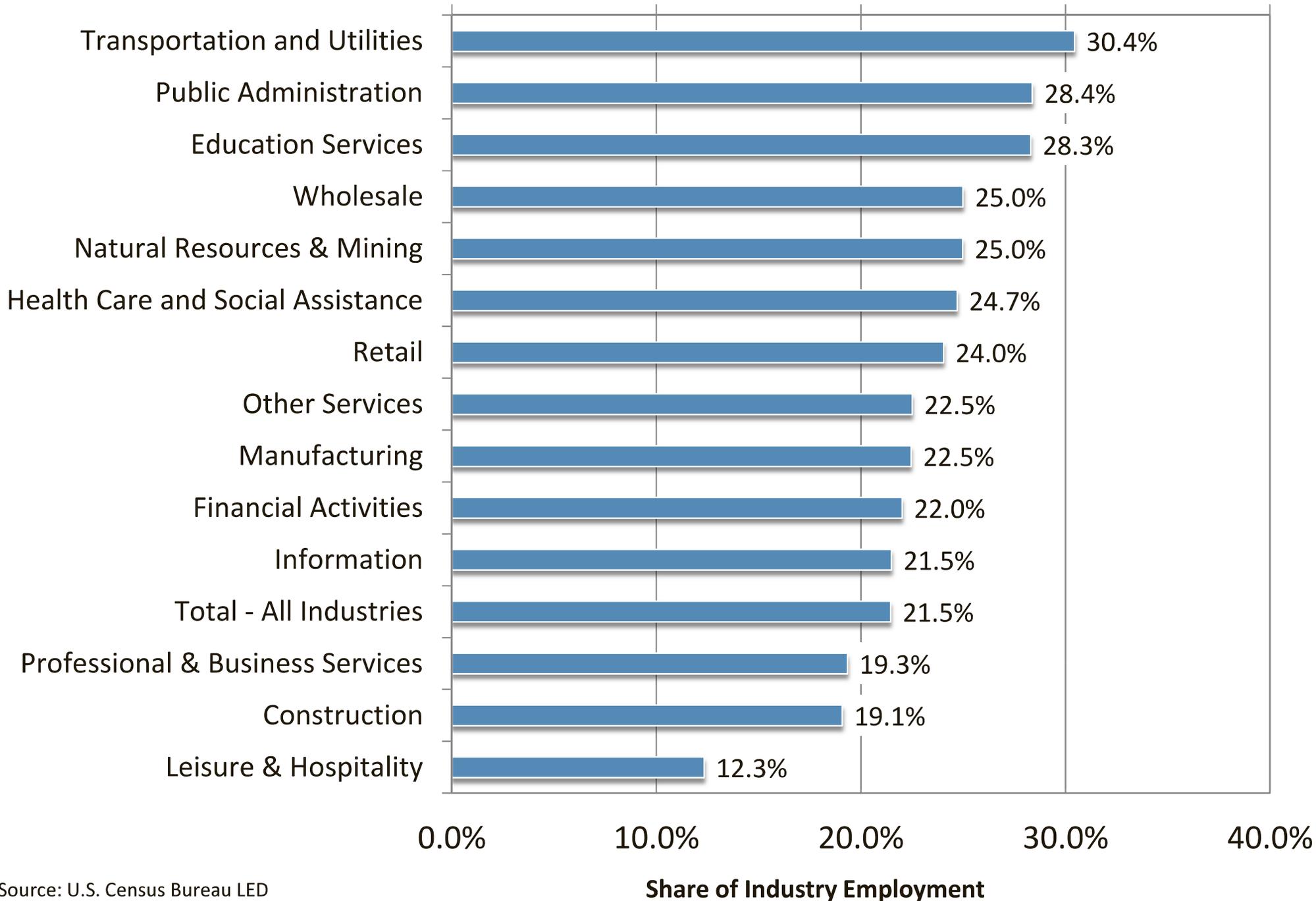
Age Cohort	Sauk County - 2010		Sauk County - 2030	
0 to 4	3,979	6.4%	4,460	5.9%
5 to 14	8,184	13.2%	9,430	12.5%
15 to 24	7,266	11.7%	8,000	10.6%
25 to 34	7,734	12.5%	8,430	11.1%
35 to 44	8,044	13.0%	9,720	12.8%
45 to 54	9,545	15.4%	9,660	12.8%
55 to 64	7,936	12.8%	8,730	11.5%
65 to 74		7.7%		12.1%
75 to 84	15.0%	= 4.8%	22.8%	= 7.9%
85 or More		2.5%		2.8%
Total Population	61,976	100.0%	75,660	100.0%

Convergence of the Population Age 18 and Age 65 in Sauk County - 2010 to 2040



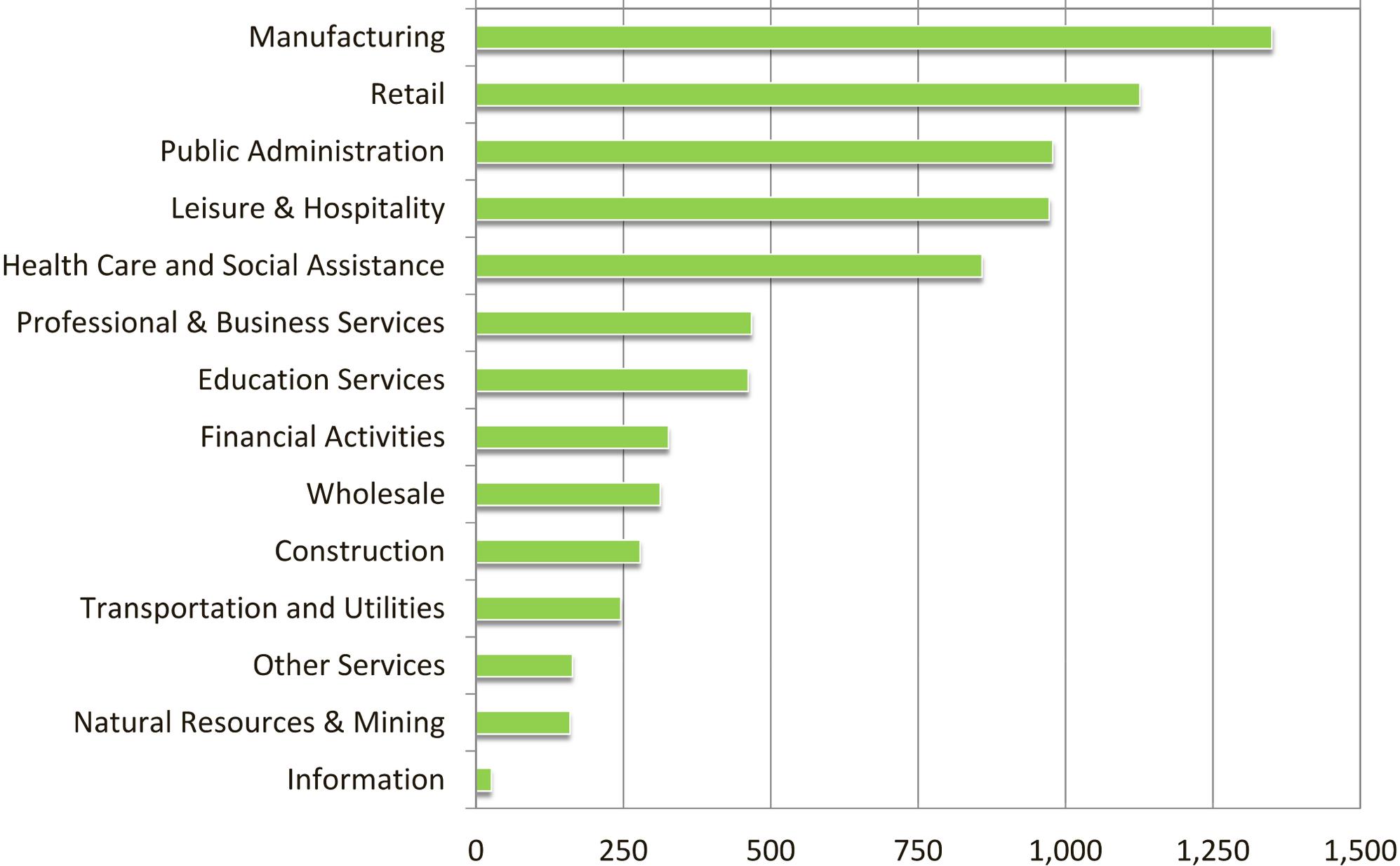
Workers Age 55 or Older by Industry (2012)

Share of Industry Employment in Sauk County



Workers Age 55 or Older by Industry (2012)

Total Number of Workers by Industry

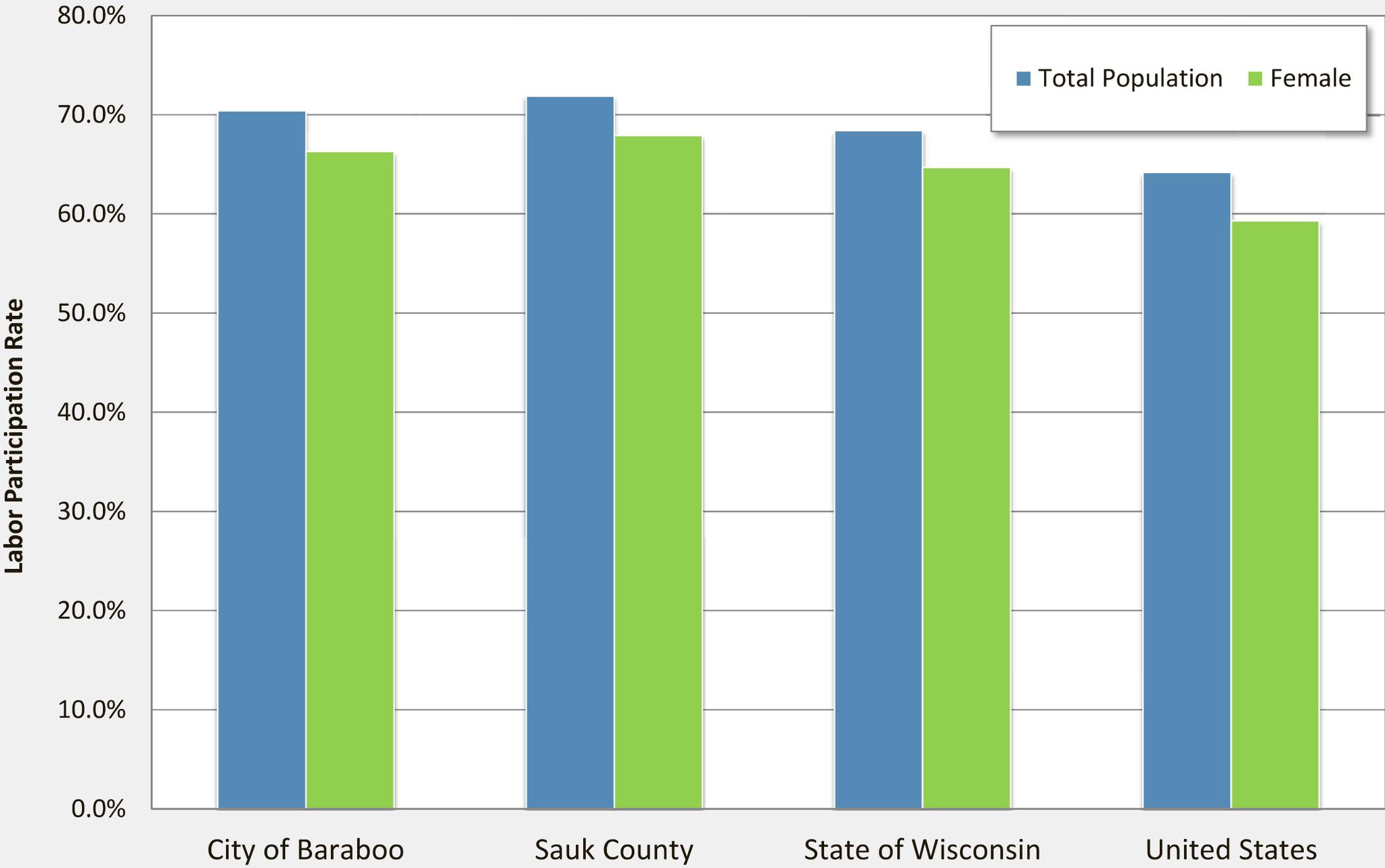


Data Source: U.S. Census Bureau LED

Number of Workers Age 55 or Older

Civilian Labor Participation Rates - Age 16 and Over

2008 to 2012 Five-Year Estimates



Data Source: U.S. Census Bureau 2008-2012 American Community Survey. Estimates are based on a 90% CI
Not all values are statistically different at the 95% level

Possible Strategies for Addressing an Aging Labor Force

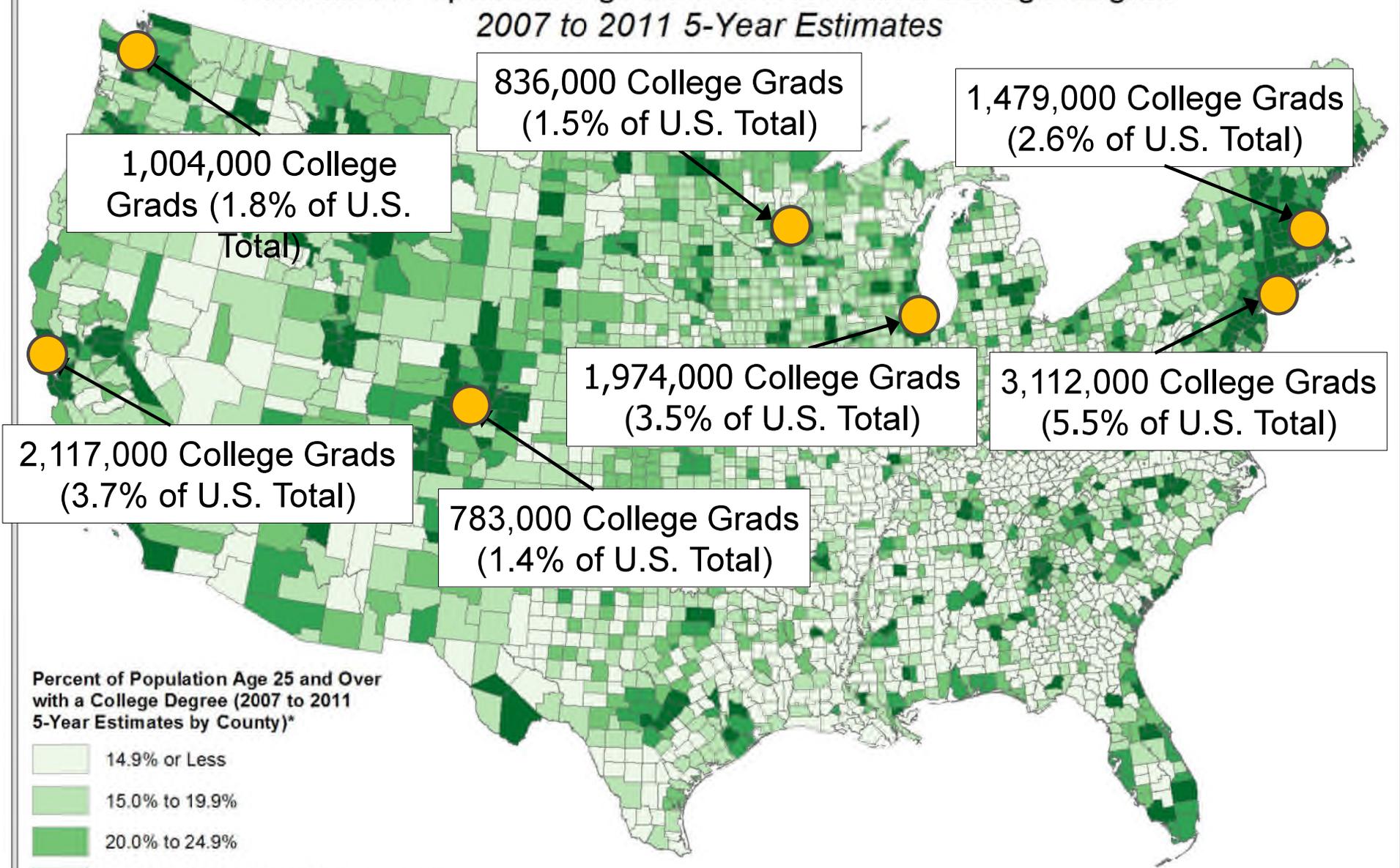
- Talent Attraction and Retention;
- Incumbent Worker Training;
- Flexible Schedules;
- Capital Improvement Funds;
- Telecommuting;
- Seasonal Programs;
- Job Sharing Programs;
- Phased Retirement Programs;
- Knowledge Transfer and Reverse Mentoring.

www.urban.org/retirement_policy/older-age-employment.cfm

Educational Attainment for the Population Age 25 and Over – 2008-2012 Five-Year Estimates

	City of Baraboo	Sauk County	State of Wisconsin	United States
Less than 9th Grade	3.5%	3.1%	3.5%	6.0%
9th - 12th Grade, No Diploma	9.7%	7.5%	6.4%	8.2%
High School Graduate	37.0%	38.0%	33.1%	28.2%
Some College, No Degree	18.9%	21.3%	21.3%	21.3%
Associate Degree	11.3%	9.5%	9.4%	7.7%
Bachelor's Degree	13.1%	14.0%	17.5%	17.9%
Master's/Prof/Doctorate Degree	6.6%	6.5%	8.9%	10.6%
High School Graduate or Higher	86.9%	89.4%	90.2%	85.7%
College Graduate	19.7%	20.5%	26.4%	28.5%

Percent of Population Age 25 and Over with a College Degree 2007 to 2011 5-Year Estimates



Percent of Population Age 25 and Over with a College Degree (2007 to 2011 5-Year Estimates by County)*

- 14.9% or Less
- 15.0% to 19.9%
- 20.0% to 24.9%
- 25.0% to 29.9% (United States = 28.2%)
- 30.0% or More

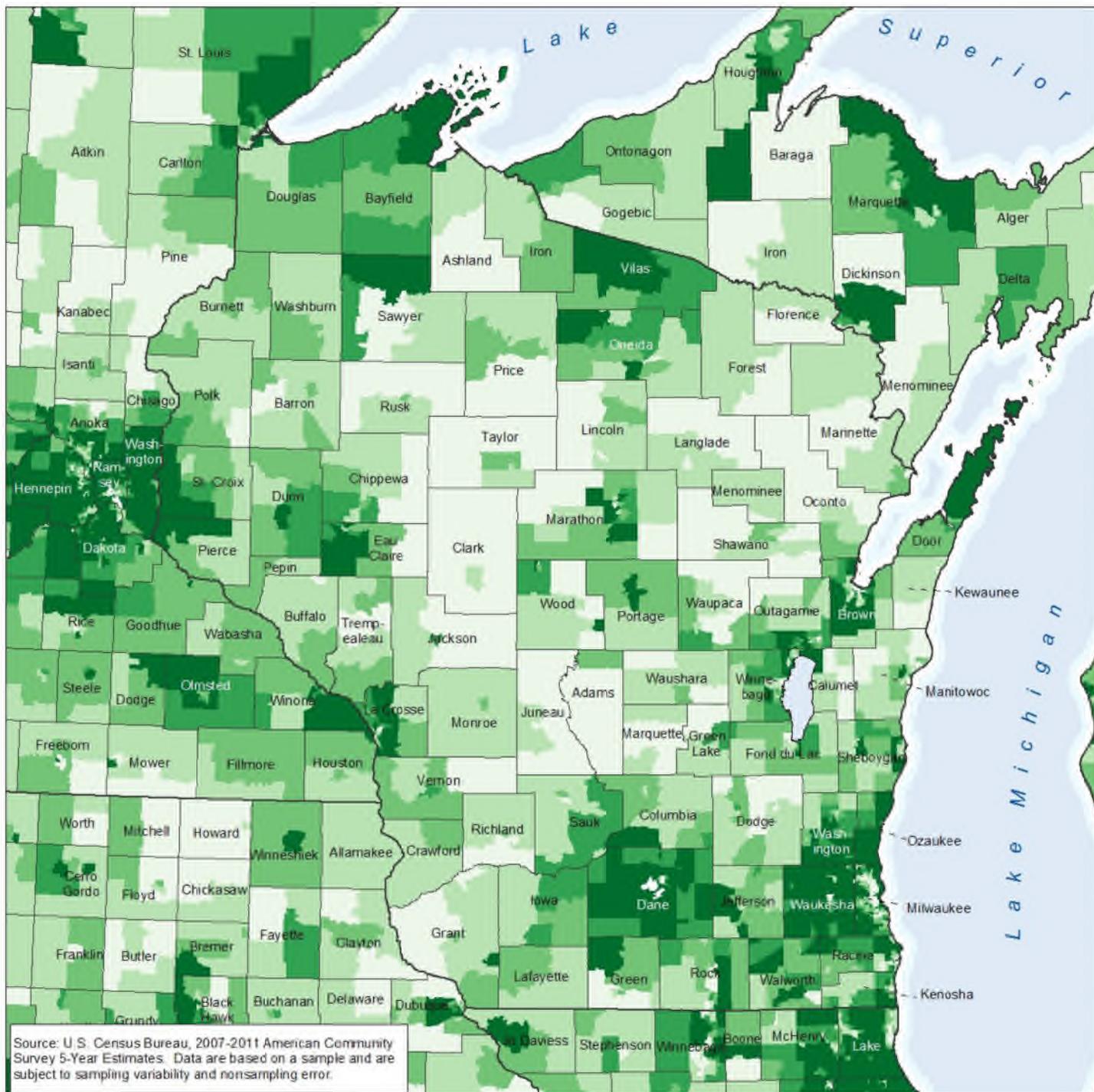
*Important Note: The values for tracts shown in different classes may not be statistically different. A statistical test is needed to make such a determination.

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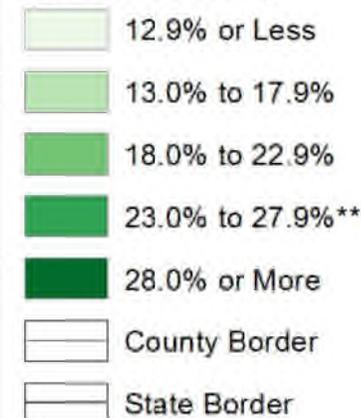
Source: U.S. Census Bureau, 2007-2011 American Community Survey 5-Year Estimates. Data are based on a sample and are subject to sampling variability and nonsampling error.



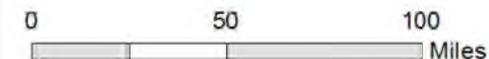
Percent of Population Age 25 and Over with a College Degree - 2007 to 2011 5-Year Estimates



Percent of Population Age 25 and Over with a College Degree (By Census Tract)*



*Important Note: The values for tracts shown in different classes may not be statistically different. A statistical test is needed to make such a determination.



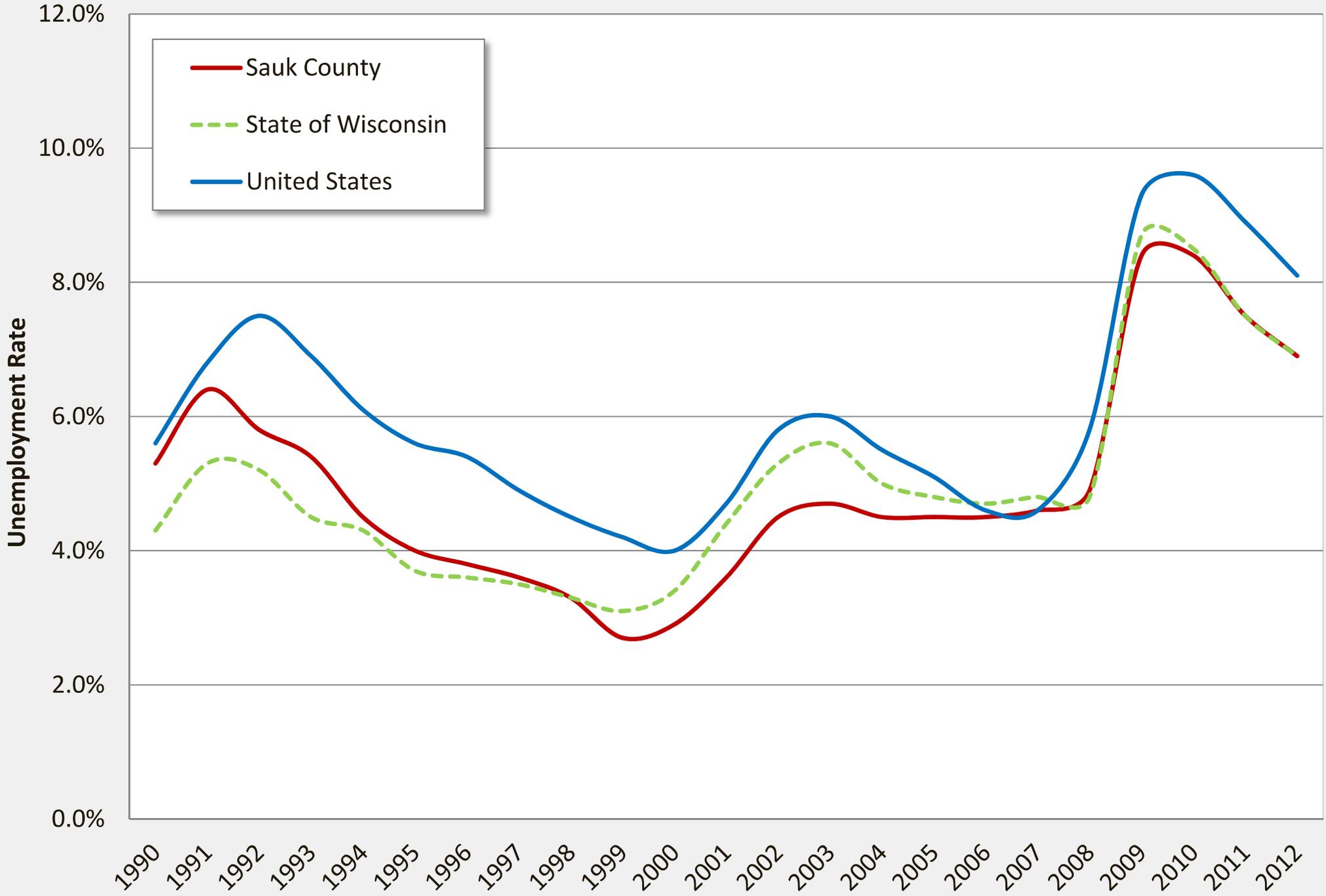
Population (Age 25+) with a College Degree for Surrounding States

County	Value (Margin of Error)
State of Wisconsin	26.0% (+/- 0.2%)
State of Minnesota	31.8% (+/- 0.2%)
State of Michigan	25.3% (+/- 0.1%)
State of Illinois	30.7% (+/- 0.2%)
State of Iowa	24.7% (+/- 0.2%)
United States	28.2% (+/- 0.1%)

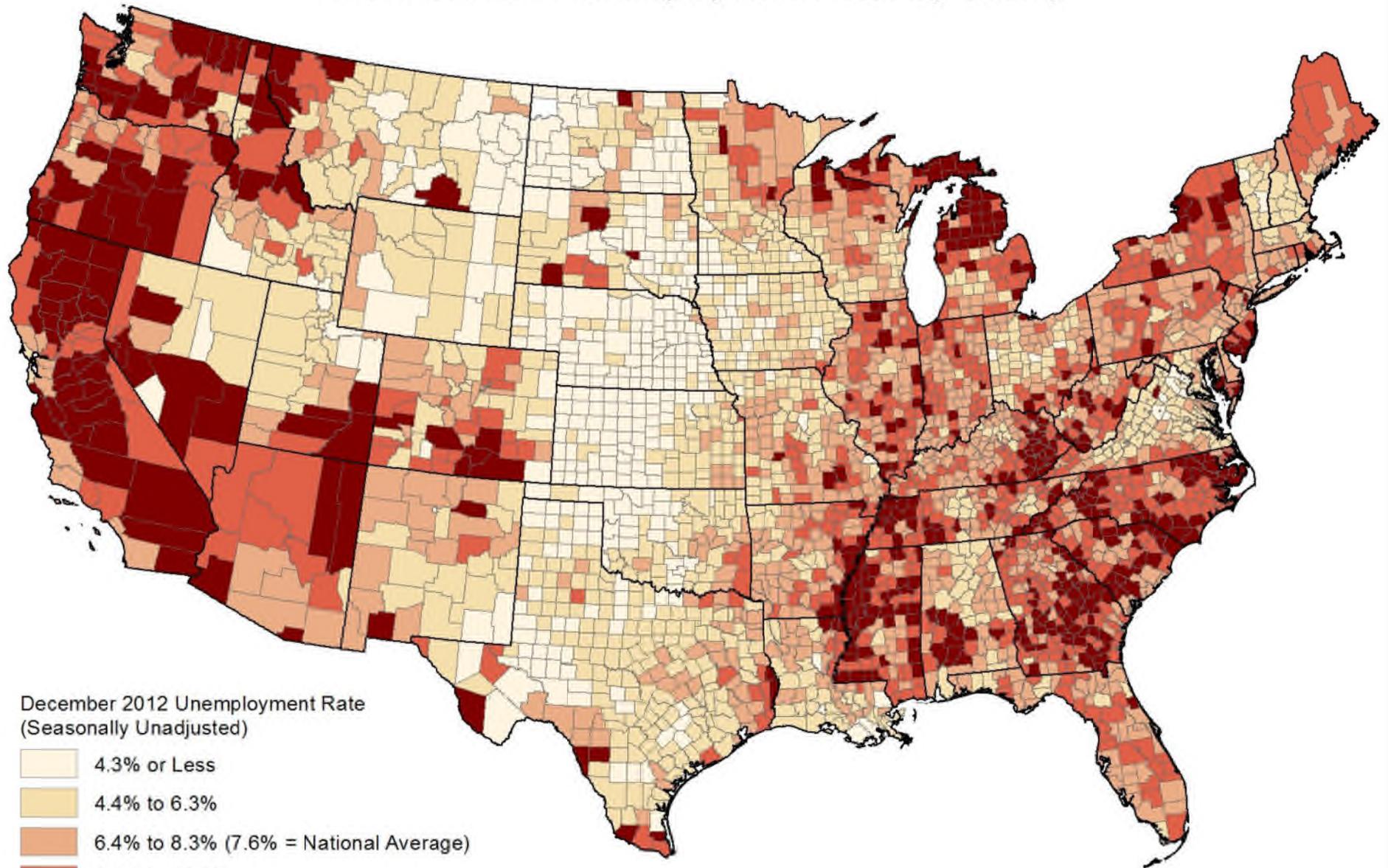
Created by UW-Extension Center for Community and Economic Development

Source: U.S. Census Bureau, 2007-2011 American Community Survey 5-Year Estimates. Data are based on a sample and are subject to sampling variability and nonsampling error.

Annual Average Unemployment Rate – 1990 to 2012



December 2012 Unemployment Rates by County



December 2012 Unemployment Rate
(Seasonally Unadjusted)

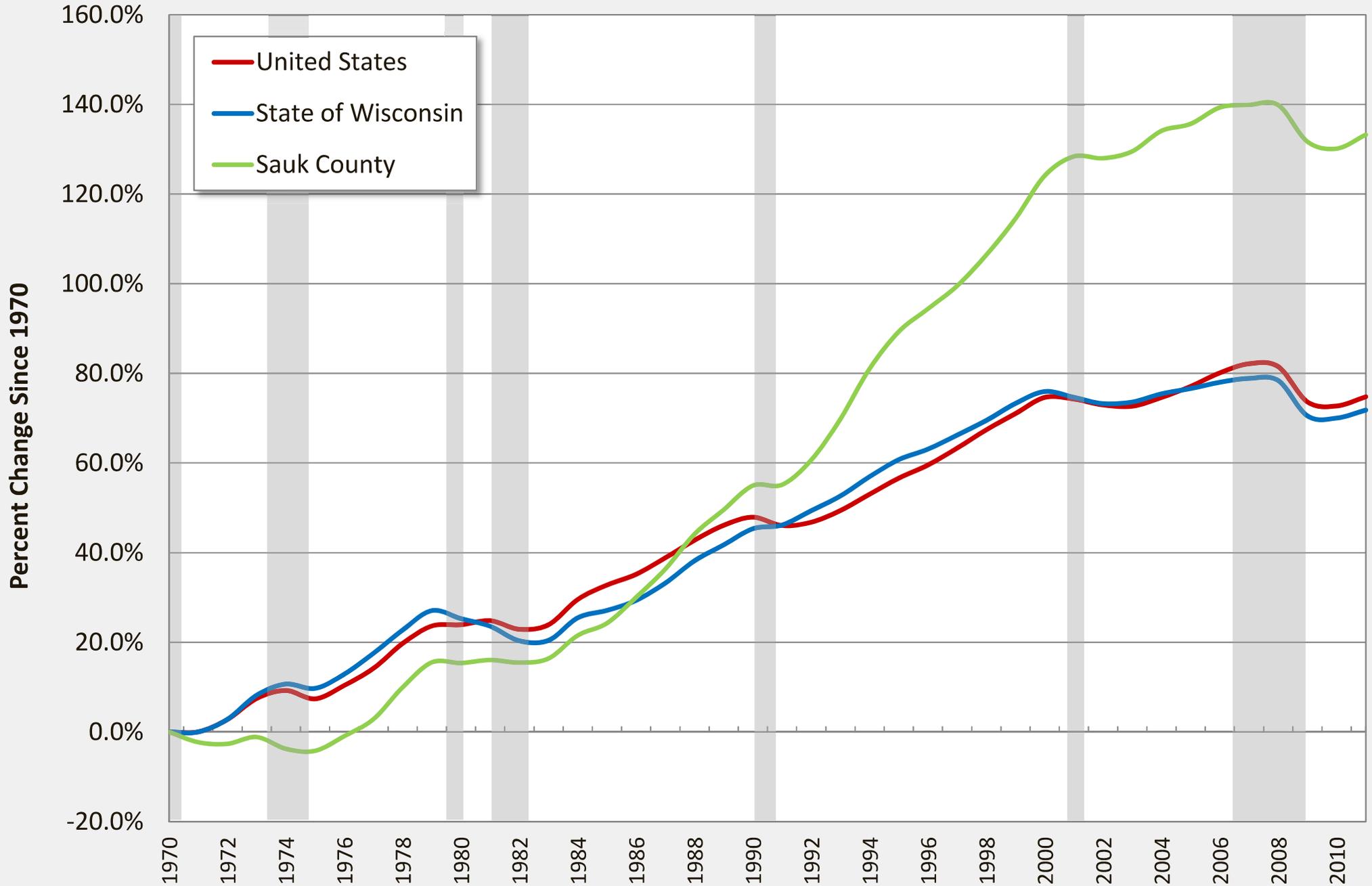
- 4.3% or Less
- 4.4% to 6.3%
- 6.4% to 8.3% (7.6% = National Average)
- 8.4% to 10.3%
- 10.4% or More

The national seasonally unadjusted December unemployment rate was 7.6%.
The seasonally adjusted figure was 7.8%.

Sources: Bureau of Labor Statistics and Wisconsin Department of Workforce Development
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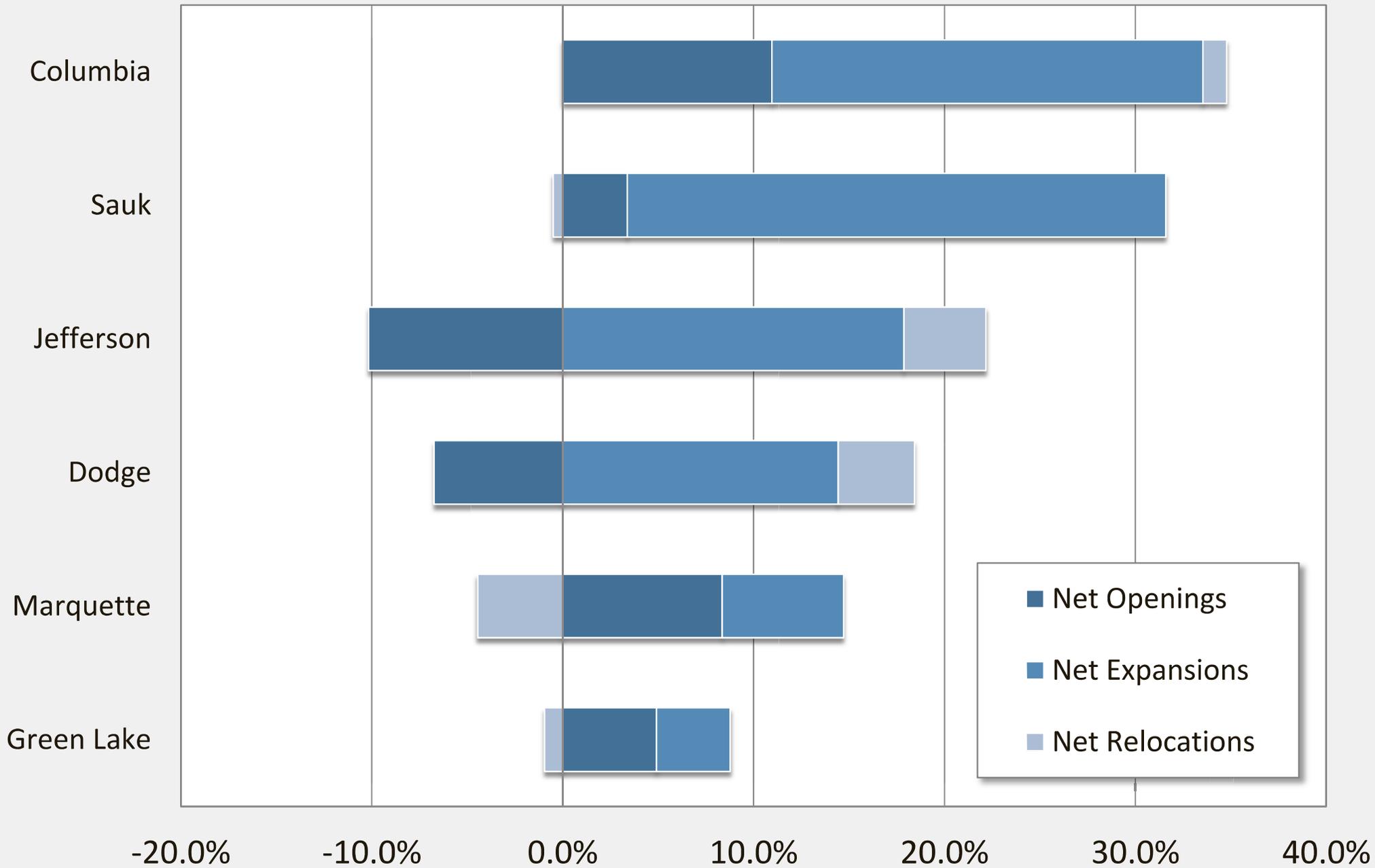
Change in Wage and Salary Employment 1970 to 2011

Percent Change Since 1970



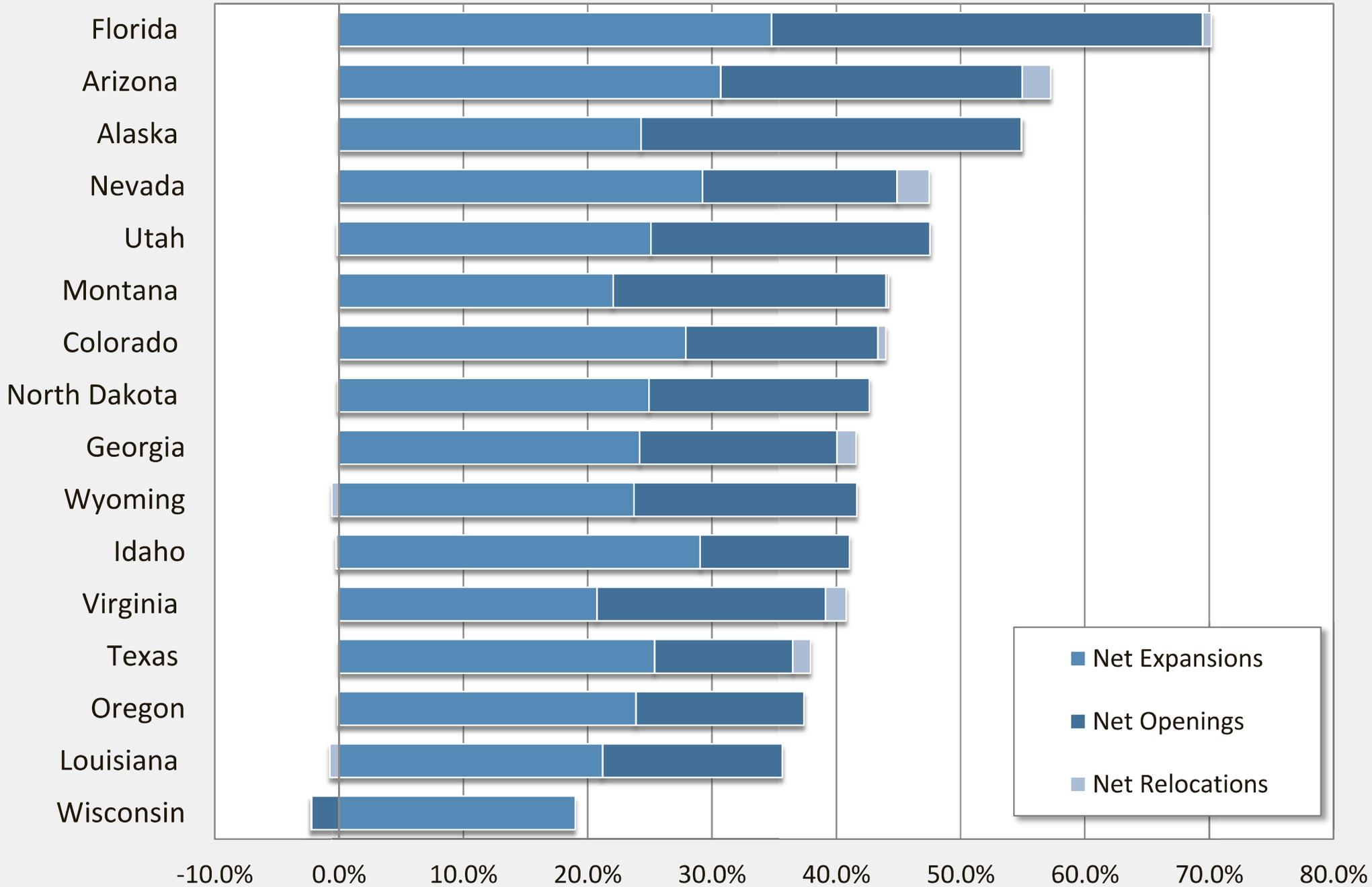
Components of Employment Growth – 1995 to 2012

Sauk County and Selected Nearby Counties



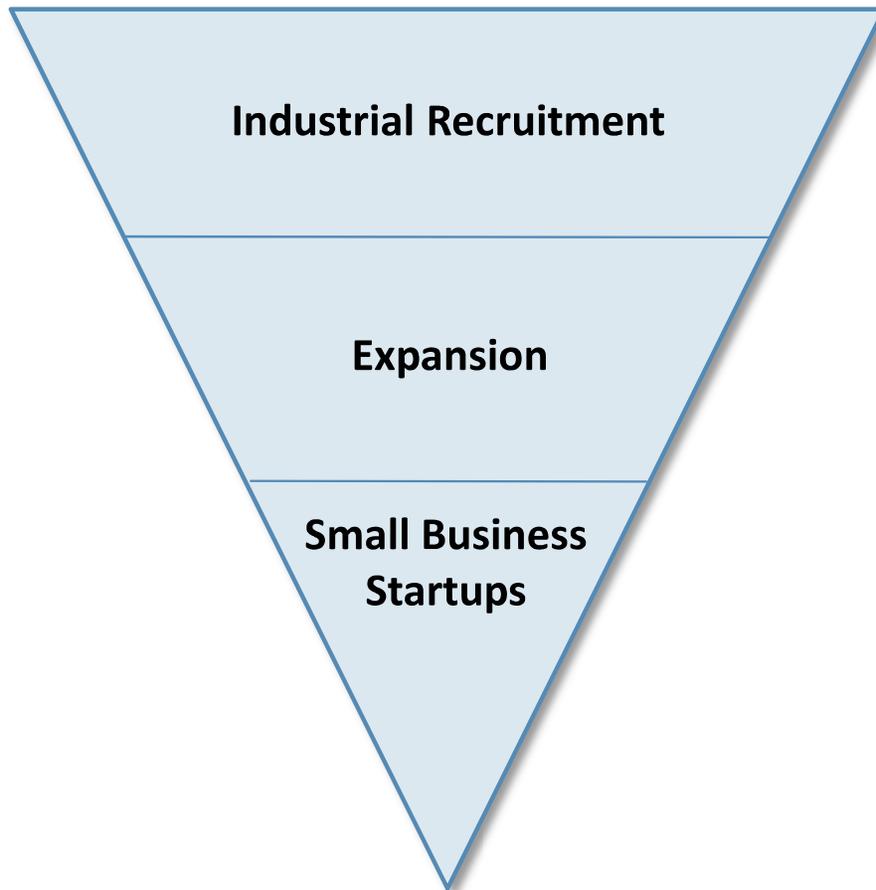
Components of Job Growth

15 States with the Greatest Employment Growth Rates (1995 to 2012)

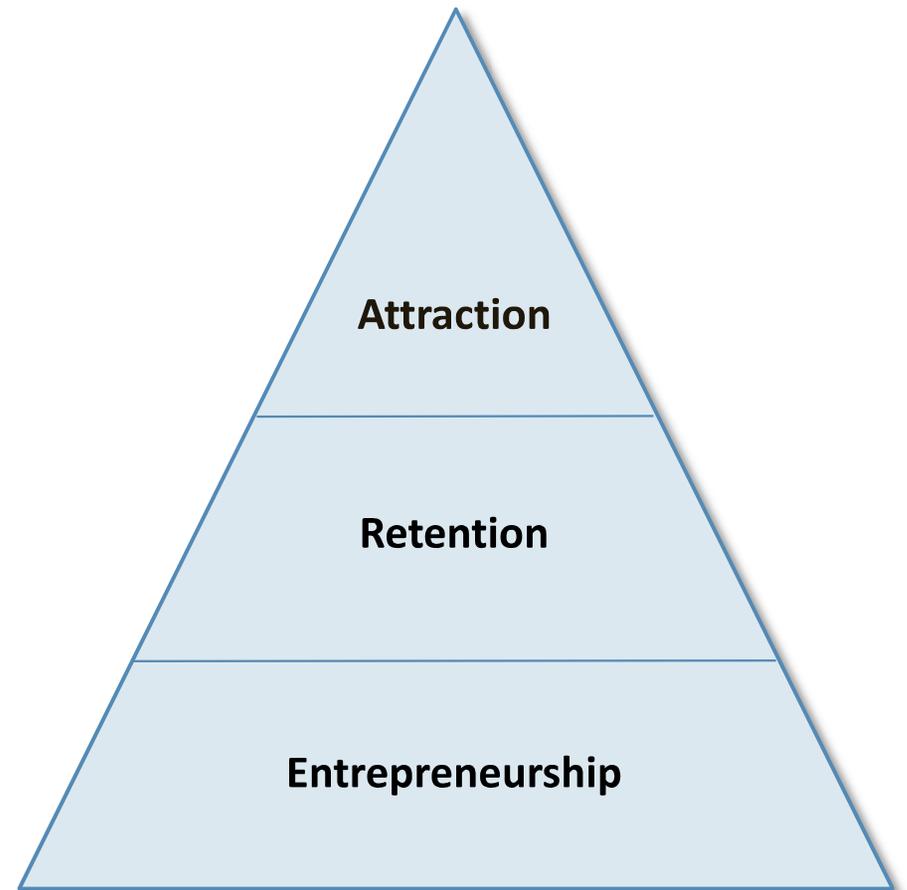


Traditional and New Models of Economic Development

Traditional Model



New Model



Types of Entrepreneurs

Survival Entrepreneurs

- Subsistence income goals;
- Related to professional skill/knowledge;
- Tied to location not market opportunity.

Lifestyle Entrepreneurs

- Sacrifice business success for personal lifestyle choices;
- Typically service sector enterprises;
- Tied to location not market opportunity;
- Often successful, but limited growth and employment.

High Growth Entrepreneurs

- Profit and growth driven;
- Priority placed on maximizing market opportunities;
- Aggressively seeks out resources to fuel growth;
- Creates jobs, wealth, tax base and reinvests in community.

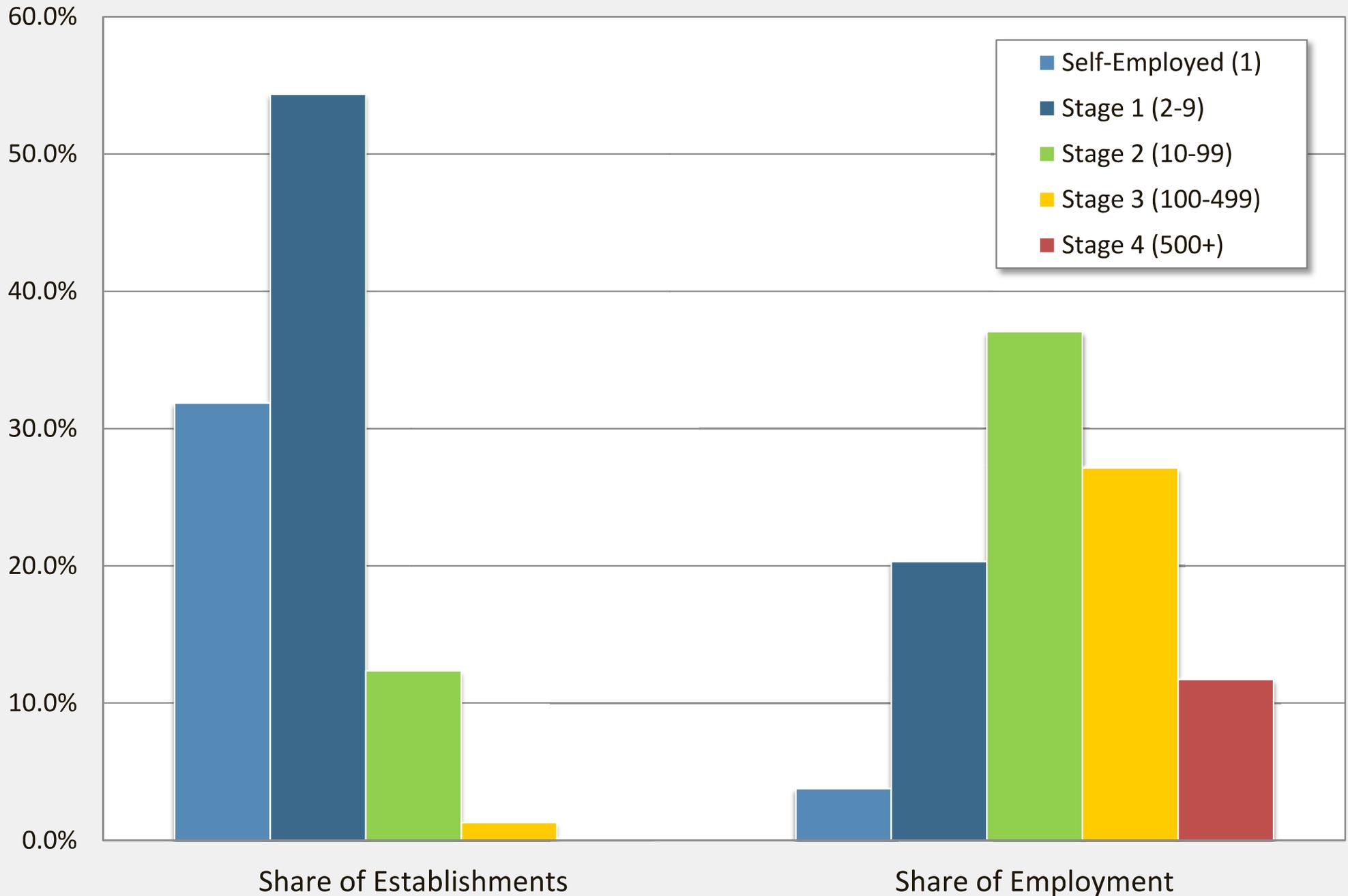
Intrapreneurs

- Spin-offs of existing firms to address new market opportunity.

Business Stages

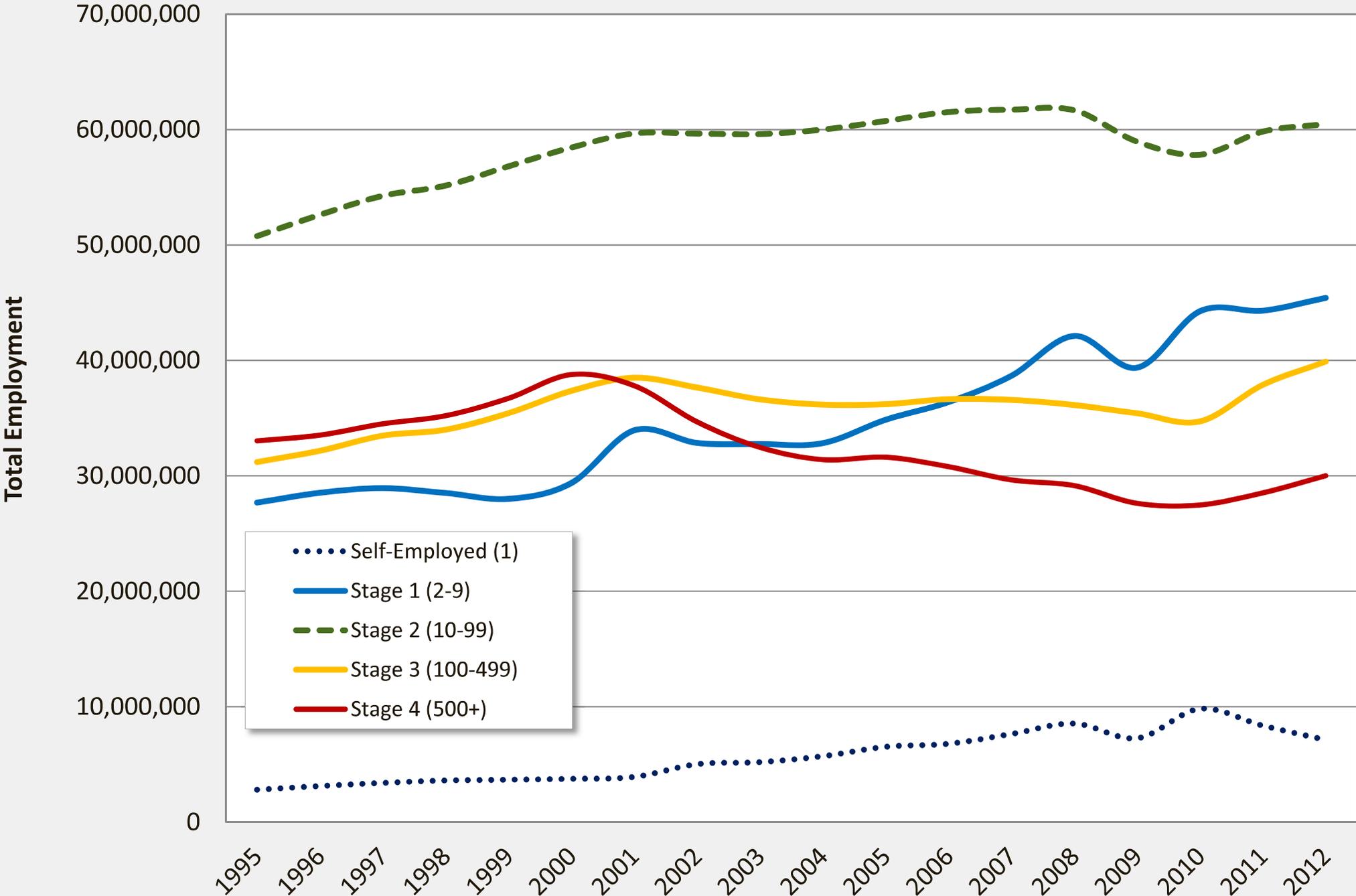
- **Self-Employed (1 employee)** - Small-scale business activity that can be conducted in homes as well as sole proprietorships;
- **Stage 1 (2-9 employees)** – Includes partnerships, lifestyle businesses and startups. Often focused on defining a market, developing a product or service, obtaining capital and finding customers;
- **Stage 2 (10-99 employees)** – A company typically has a proven product, and survival is less of a daily concern. Companies begin to develop infrastructure and standardize operational systems. Leaders delegate more and wear fewer hats;
- **Stage 3 (100-499 employees)** - Expansion is a hallmark as companies broaden their geographic reach, add new products and pursue new markets. Stage 3 companies introduce formal processes and procedures, and the founder is less involved in daily operations and more concerned with managing culture and change;
- **Stage 4 (500 or more employees)** – By Stage 4, an organization is typically dominant in its industry and is focused on maintaining and defending its market position. Key objectives focus on tasks such as controlling expenses, raising productivity, increasing market penetration and managing market niches.

Sauk County Share of Employment and Share of Establishments by Stage (2012)



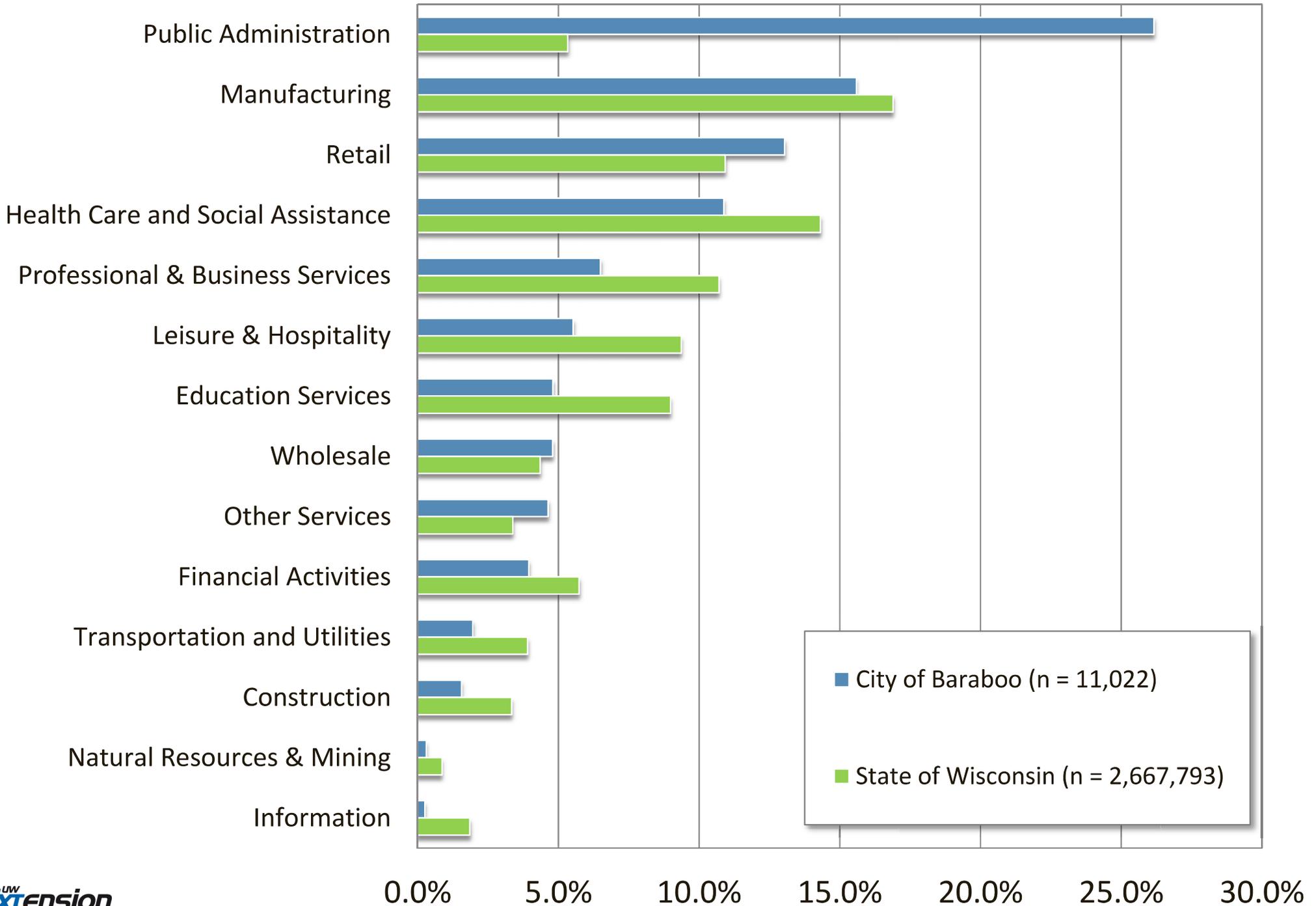
United States Employment 1995 to 2012

Total Employment by Establishment Stage



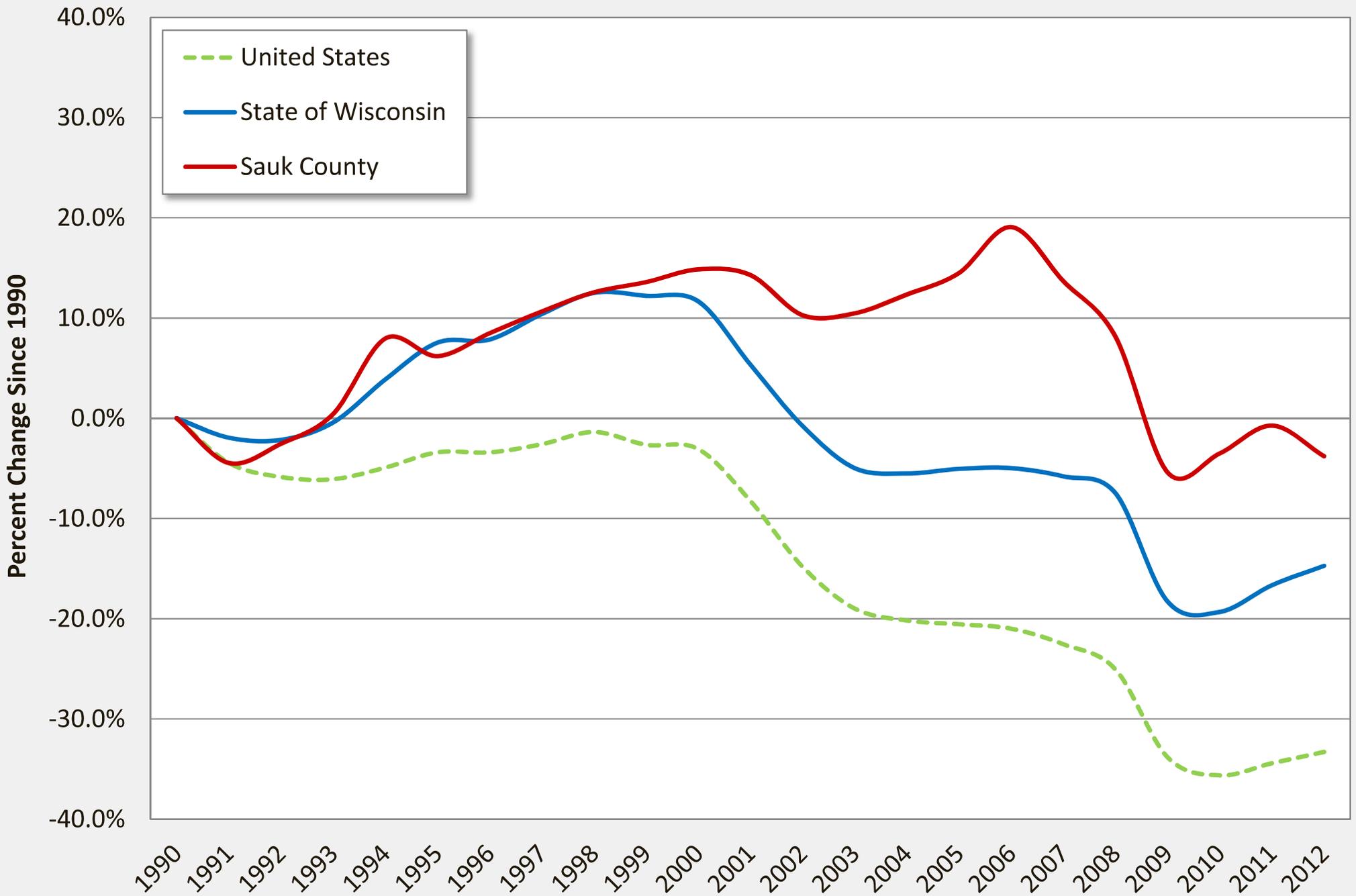
Data Source: National Establishment Time Series Database extracted from YourEconomy.org

Share of Total Employment by Industry

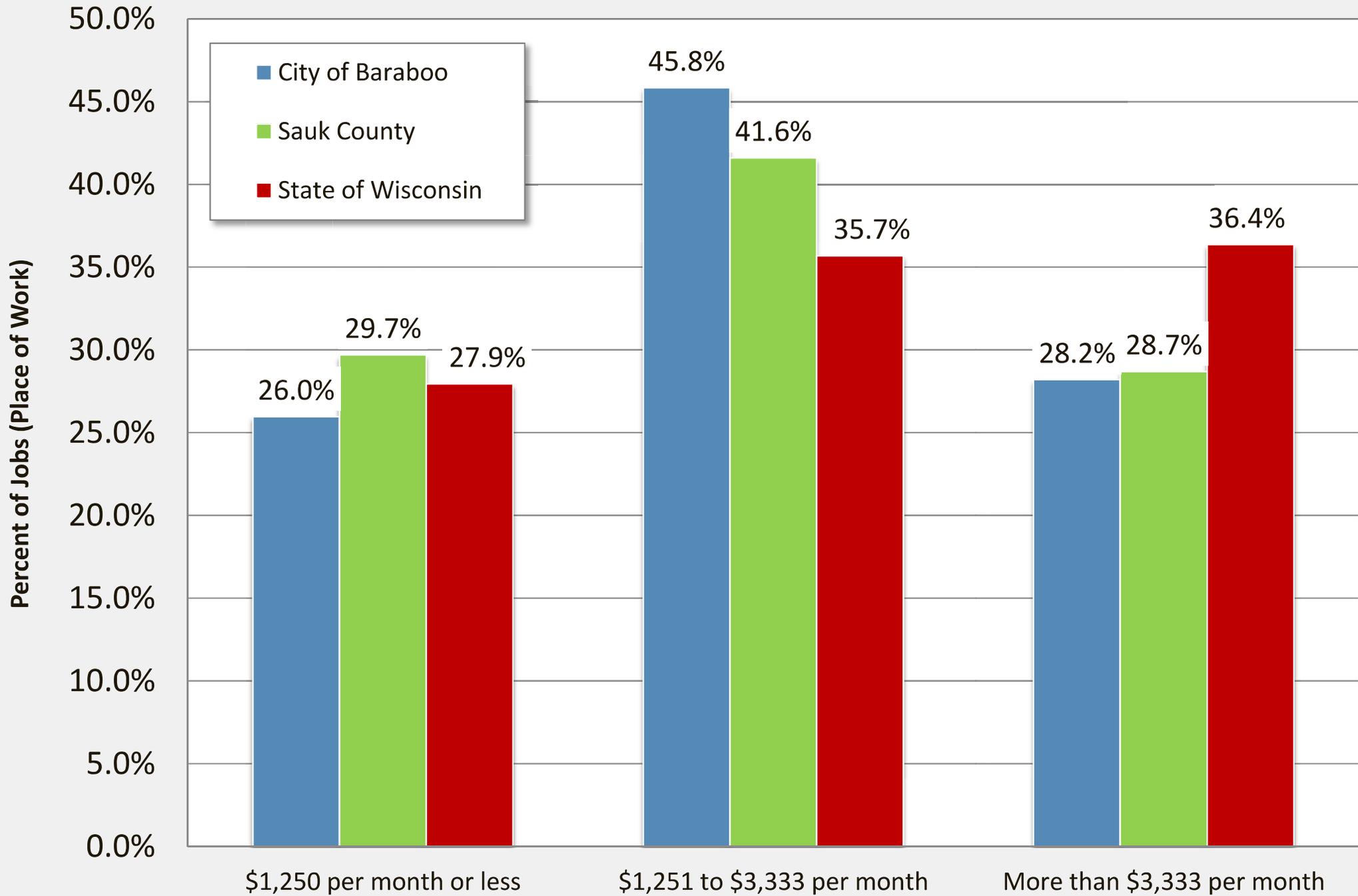


Change in Manufacturing Employment 1990 to 2012

Percent Change Since 1990

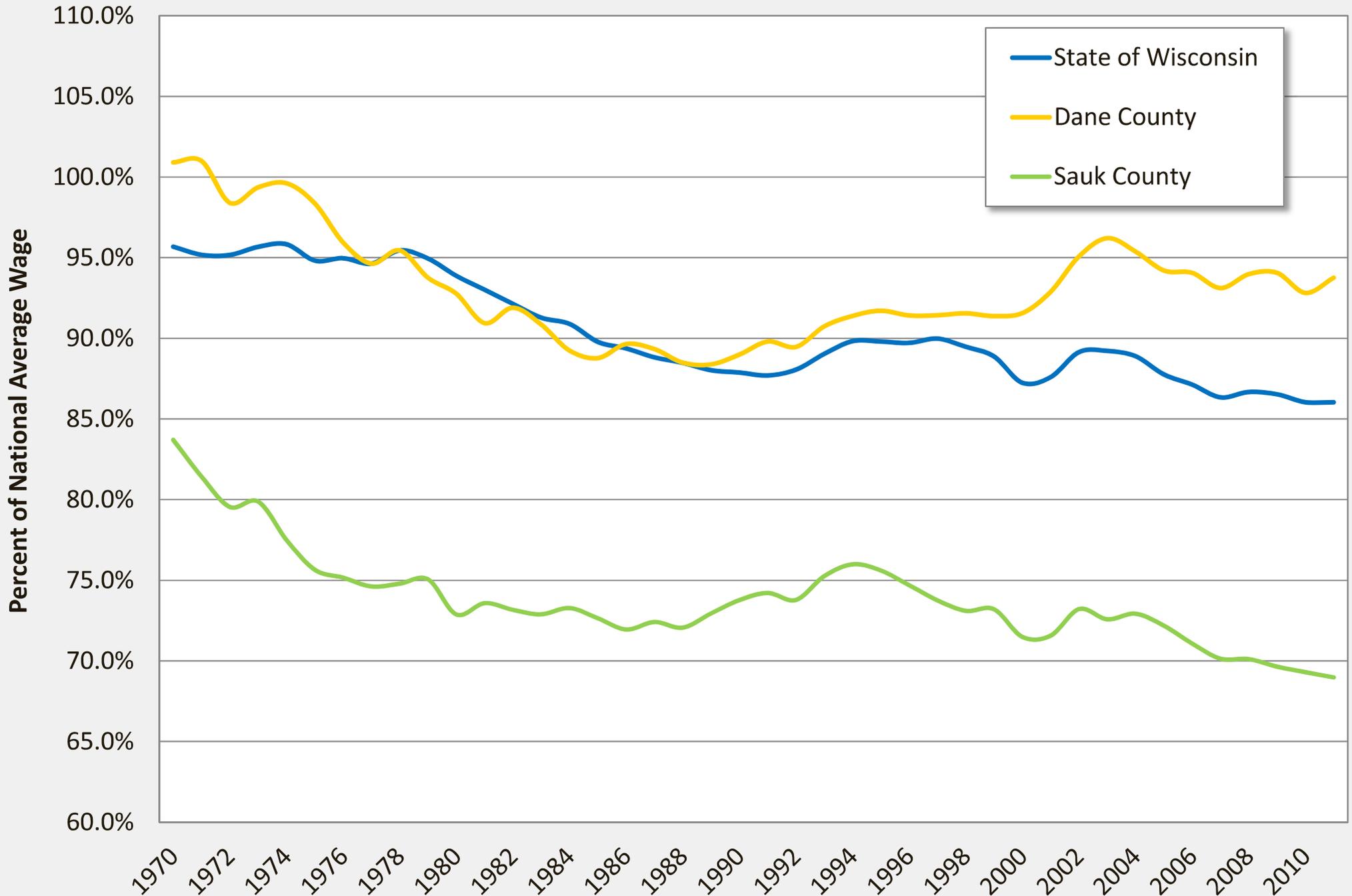


Job Distribution by Monthly Earnings (2011)

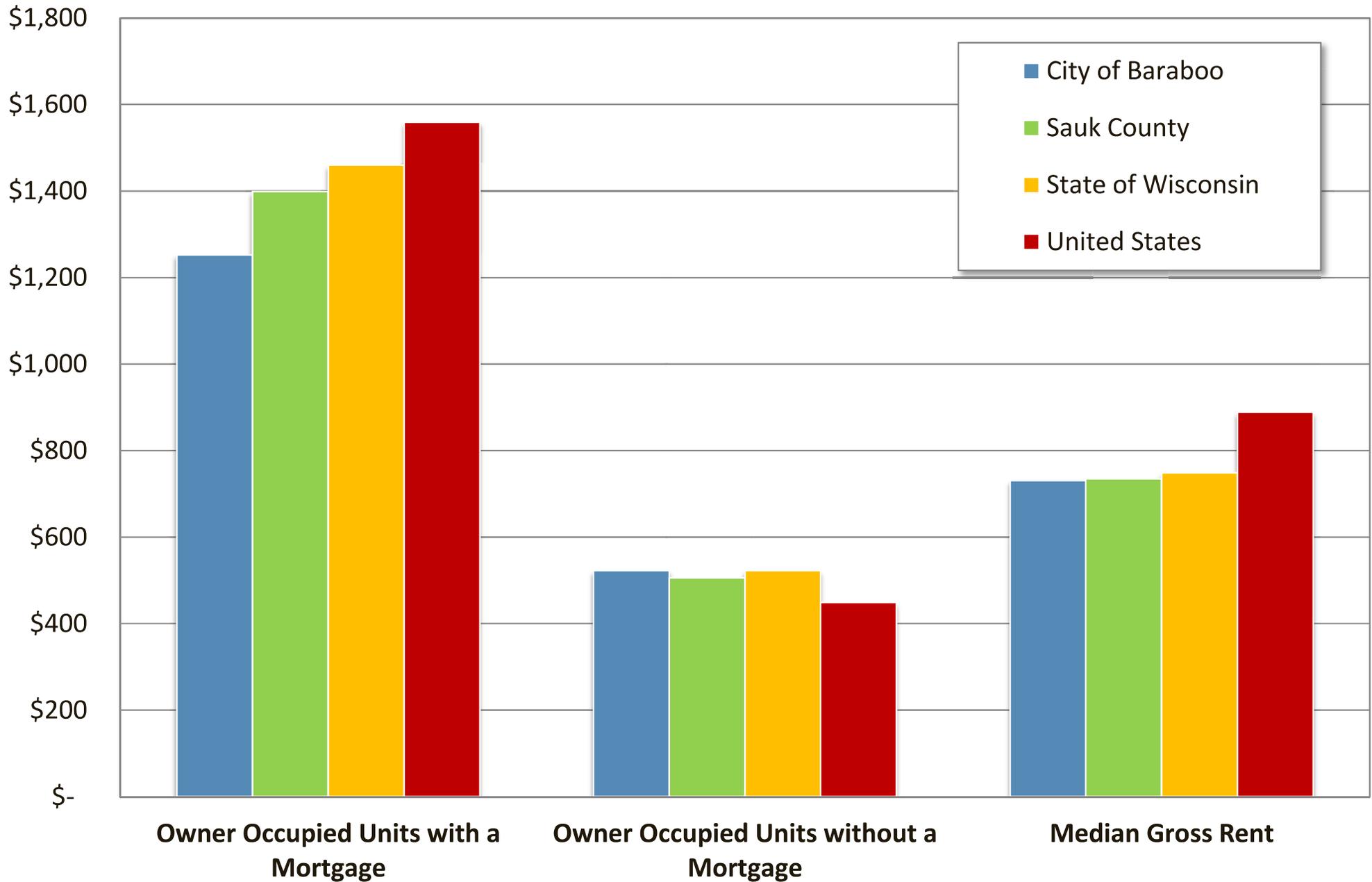


Average Wage per Job 1970 to 2011

Local Average Wage as a Percent of the National Average Wage



Selected Monthly Housing Costs 2008-2012 Five-Year Estimates



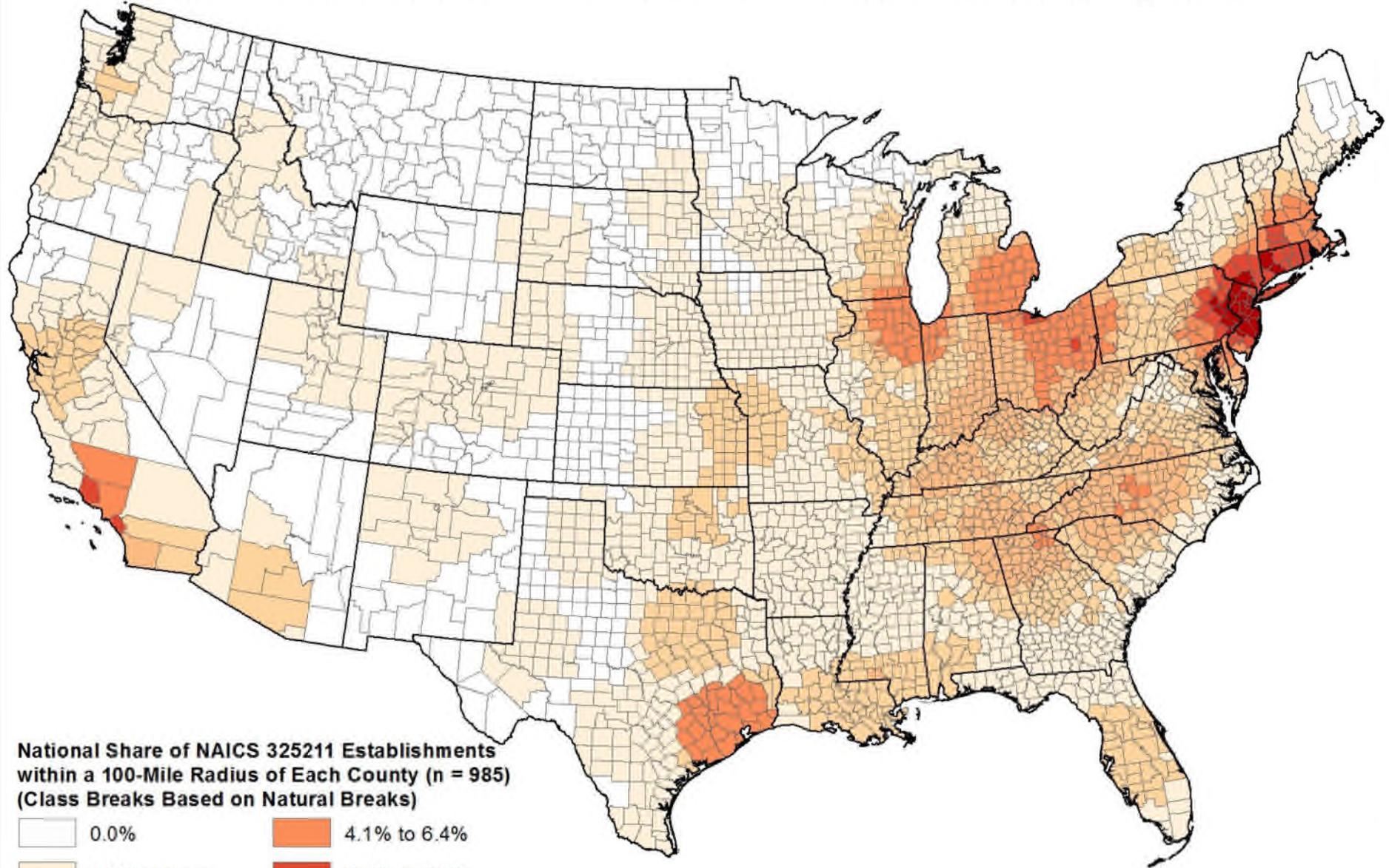
Determining Assets and Locational Advantages

Examples of Other Available Data

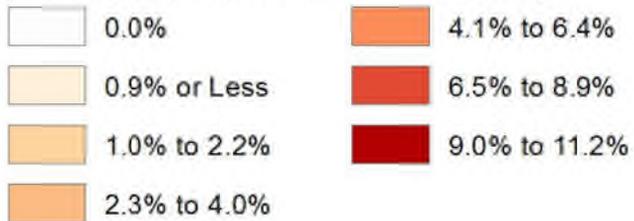
An Emphasis on Assets - *Examples of Asset Categories*

- **Human Capital** - Knowledge and skills of the labor force, community residents, and local institutions;
- **Industrial Capital** – Export, linkage, and population driven industries;
- **Built Capital** – Physical infrastructure, and industrial, commercial and residential sites/buildings;
- **Networks and Social Capital** - The connections among people and organizations;
- **Financial Capital** – Includes financial resources available to support businesses and entrepreneurship and invest in other forms of capital;
- **Natural Capital** – Refers to assets that are inherent to geographic location such as weather, natural resources, and amenities;
- **Political Capital** – Reflects a community's access to power, organizations, and connections to resources and power brokers;
- **Cultural Capital** - Reflects the way people understand their society and how they act within it. Cultural capital influences what opinions are heard, which voices have influence in what areas; and how creativity, innovation, and influence emerge and are nurtured;

Plastics Material and Resin Manufacturing (NAICS 325211) National Share of Establishments within a 100-Mile Radius of Each County - 2010



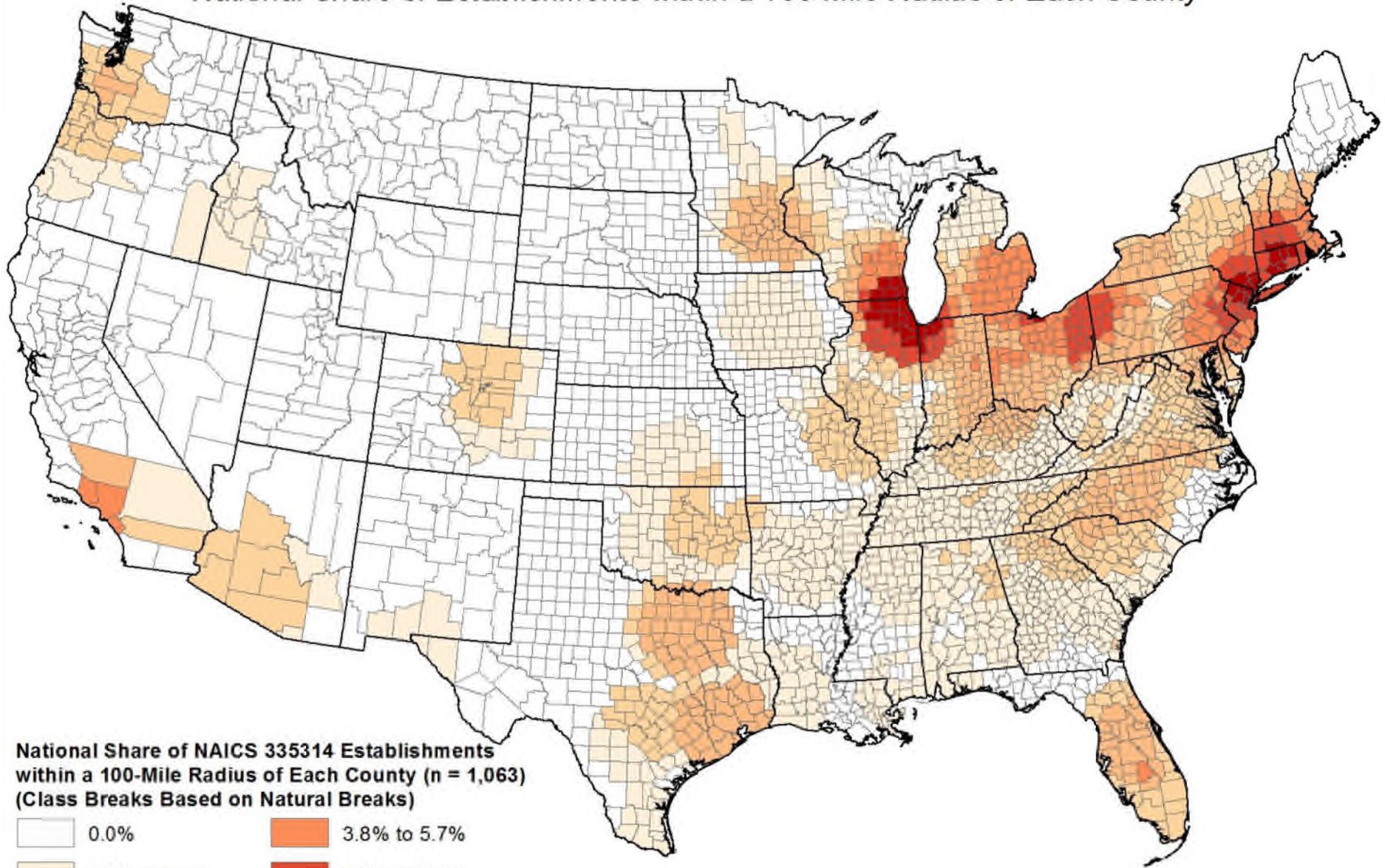
**National Share of NAICS 325211 Establishments
within a 100-Mile Radius of Each County (n = 985)
(Class Breaks Based on Natural Breaks)**



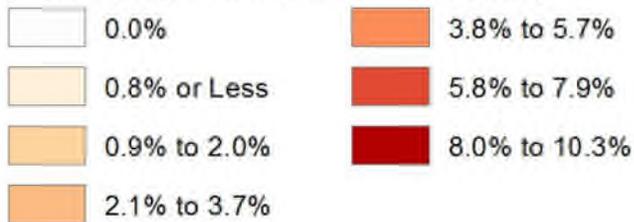
**UW
Extension**

Source: Bureau of Labor Statistics Quarterly Census of Employment and Wages - 2010. Calculations and production by University of Wisconsin-Extension Center for Community and Economic Development

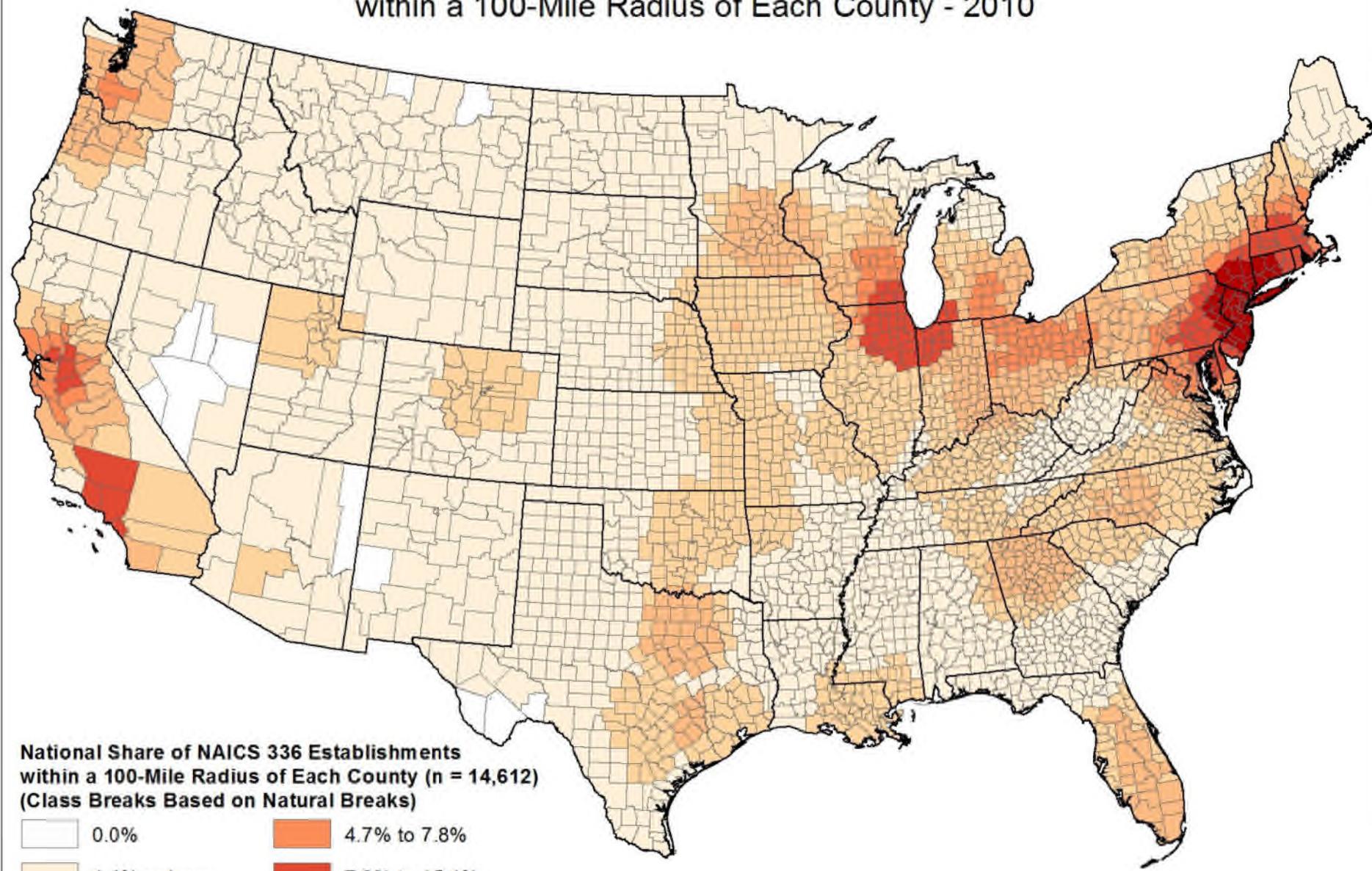
Relay and Industrial Control Manufacturing (NAICS 335314)
National Share of Establishments within a 100-Mile Radius of Each County



National Share of NAICS 335314 Establishments
within a 100-Mile Radius of Each County (n = 1,063)
(Class Breaks Based on Natural Breaks)



Transportation Equipment Manufacturing (NAICS 336) - National Share of Establishments within a 100-Mile Radius of Each County - 2010



National Share of NAICS 336 Establishments within a 100-Mile Radius of Each County (n = 14,612) (Class Breaks Based on Natural Breaks)

	0.0%		4.7% to 7.8%
	1.4% or Less		7.9% to 15.1%
	1.5% to 2.8%		15.2% to 23.4%
	2.9% to 4.6%		



Source: Bureau of Labor Statistics Quarterly Census of Employment and Wages - 2010. Calculations and production by University of Wisconsin-Extension Center for Community and Economic Development

Understanding Interconnected Industries

Primary Inputs

Printed circuit assemblies

Bare printed circuit boards

Semiconductor & related devices

Measuring and controlling devices

Gaskets, packing and sealing devices

Machined, heat-treated, stamped and other finished metal products

Rolled, extruded and other semi-finished metals (ferrous and non-ferrous)

Paints, coatings, abrasives, lubricants and adhesives

Basic inorganic chemicals and synthetic dyes and pigments

Plastic profile shapes, other plastic products and resins

Rubber, glass and ceramics

Electrical Equipment

Switchgear and switchboard apparatus

Relays and industrial controls

Power distribution and specialty transformers

Electric motor and generators

Other Electrical Components

Storage battery manufacturing

Wiring device manufacturing

Carbon and graphite product manufacturing

Communication and energy wire and cable manufacturing

Primary Support

Computer Design and Programming Services

Scientific Research and Development Services

Engineering and Design Services

Legal, Accounting and Financial Services

Management of Companies and Enterprises

Wholesale Trade Distribution Services

Industrial Machinery

Plastic, Metal and Paperboard Packaging

Industrial Process Instruments

Equipment Leasing and Repair

Truck and Rail Transportation

Rail Use by Industry – Top 10 Industries with the Greatest Share of Shipments by Rail (by Tonnage of Shipments)

NAICS	Industry	Share of Product Tonnage Shipped by Rail
212	Mining	31.8%
4245	Farm product raw material merchant wholesalers	26.6%
325	Chemical manufacturing	24.8%
331	Primary metal manufacturing	21.7%
551114	Corporate, subsidiary, and regional managing offices	18.2%
322	Paper manufacturing	16.1%
311	Food manufacturing	10.5%
424	Merchant wholesalers, nondurable goods	8.8%
4239	Miscellaneous durable goods merchant wholesalers	8.2%
321	Wood product manufacturing	6.8%

Selected Goods and Services Used by the Food Manufacturing Industry – South Central and Southwestern Wisconsin

Good or Service Purchased by Food Manufacturing	Total Estimated Usage in 2011	Estimated Percent Purchased in the Region
Paperboard containers	\$167,300,000	15.1%
Metal cans, boxes, and other metal containers (light gauge)	\$141,570,000	41.8%
Flavoring syrups and concentrates	\$134,250,000	8.6%
Plastics bottles	\$76,550,000	5.1%
Plastics packaging materials	\$75,260,000	9.1%
Canned, pickled and dried fruits and vegetables	\$74,610,000	30.2%
Other plastics products	\$44,590,000	18.4%
Glass containers	\$39,430,000	<0.1%
Seasonings and dressings	\$26,140,000	4.9%

Data Source: IMPLAN

For More Information on Today's Presentation

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2014

Baraboo Economic Development Commission



Facilitated by:

Jennifer Erickson

Sauk County UW Extension

August 2014

BARABOO ECONOMIC DEVELOPMENT COMMISSION'S PLANNING PROCESS

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ACKNOWLEDGMENTS

The Baraboo Economic Development Commission's Plan for Economic Development was a three month initiative with many participants and contributors.

Baraboo Economic Development Commission Members

Greg Wise, Chair	Buddy Huffaker
John Alt	Scott Sloan
Andi Anderson	Sonja Stauffacher
Sandy Anderson	Dave Taylor
Musa Ayar	Aural Umhoefer
Melanie Burgi	

Other Planning Participants

Mike Palm, Mayor, City of Baraboo
Ed Geick, City Administrator, City of Baraboo
Pat Cannon, CDA Director, City of Baraboo
Deb Bauer, Executive Director, Baraboo Area Chamber of Commerce
Meg Allen, Director, Baraboo Library

Summary of Planning Process and Results

The Baraboo Economic Development Commission (BEDC) developed a plan for future economic development priorities for the City of Baraboo. The process was designed to build consensus among community leaders on a clear vision for the future and initial strategies to achieve that vision. This process consisted of five planning meetings and four community discussions which allowed for public input on the plan. A brief outline of the planning process including the timeline is included under Appendix A.

The process started with a demographic and economic overview the Baraboo region presented by Matt Kures, GIS Specialist at UW-Extension Center for Community and Economic Development (presentation is available at: http://sauk.uwex.edu/files/2014/04/kures_bedc_april_2014.pdf), and included a brief history of BEDC presented by Ed Geick, Administrator for the City of Baraboo (Appendix B).

BEDC and key partners listed strengths, weaknesses, opportunities and challenges (SWOC) facing the Baraboo region regarding economic development (Appendix C). BEDC members also gathered SWOC feedback from representatives of targeted economic sectors including agriculture, earth sciences, education, healthcare, manufacturing and retail/tourism. From the compiled lists the following KEY strengths, weaknesses, opportunities, and challenges were identified:

KEY STRENGTHS: Strengths are resources or capabilities that promote Baraboo's economic development.

- Proximity to metropolitan areas (i.e. Madison, Twin Cities, Chicago) and natural resources (i.e. Aldo Leopold Foundation, International Crane Foundation, Devil's Lake State Park)
- Infrastructure (i.e. roads, rail, airport, municipal water, sewer, broadband)
- Educational, historical and cultural assets (i.e. K-12 schools, UW-Baraboo/Sauk County and Madison College, quality libraries, Al. Ringling Theatre, Circus World Museum, activities for kids)
- Access to a variety of quality healthcare options
- Charm
- Diverse economy

KEY WEAKNESSES: Weaknesses are deficiencies in resources and capabilities that hinder the Baraboo's economic development.

- Lack of quality employees/workforce (i.e. too many employees are not employable and/or have drug problems)
- Aesthetic issues (i.e. unattractive entrances into Baraboo, unattractive rail/viaduct)
- Lack of communication (i.e. lack of a cohesive, consistent message about Baraboo, lack of social media presence, lack of communication between key partners)
- Is Baraboo unfriendly? Are we doing an effective job of welcoming people?
- Lack of collaboration and sense of community. The whole does appear stronger than the sum of the parts.

KEY OPPORTUNITIES: Opportunities are outside factors or situations that impact Baraboo's economic development in a favorable way.

- Proximity to millions of tourists each year (i.e. Wisconsin Dells, Devil's Lake State Park)
- Retain and recruit young adults. What makes them return to the area?

- Promote entrepreneurial growth and development (potentially focus on IT or e-commerce professionals). What resources are available (i.e. funding, business incubator) How can we build on “Cool Community” assets like the Coffee Bean Connection and the book store?
- Nice place to raise family (i.e. safe, low cost of living, variety of programs for kids)
- Enhance linkages between education and employers (i.e. S.A.W. program at St. Clare Hospital)

KEY CHALLENGES: Challenges are outside factors or situations that affect Baraboo’s economic development in a negative way.

- Highway 12 by-pass (retail sees it as a threat and manufacturing views it as an opportunity)
- How can we work more effectively with regional partners (i.e. West Baraboo) to build on each other’s strengths?
- How can Baraboo continue to grow without losing its identity?
- Address perception and/or reality of “high taxes” and continue to provide a high level of service

Following the SWOC Analysis, BEDC and key partners brainstormed a list of hopes, concerns and vision statements for the community regarding economic development (Appendix D) which were used to inform the initial vision. The vision is a description of what a community will look like if it achieves its full potential. It conveys a compelling, conceptual image of the desired future for the community.

BEDC hosted four community discussions designed to solicit feedback from the public on the initial vision for the community and to develop strategies to achieve the vision. The agenda (including the initial vision) and the meeting notes from all four community discussions are included in Appendix E.

After incorporating the feedback from the community discussions, BEDC members developed consensus on the vision for future economic development for the City of Baraboo. The vision is comprised of five components: Diverse Regional Economy, Community Engagement and Partnerships, Unique Place Characteristics, Amenities, and Education. The Commission members also developed catalytic strategies (patterns of actions, policies, program, projects, resource allocations or decisions) for each of the components of the desired future vision. The “catalytic strategies” are the specific initial activities that could represent the first steps toward realizing a strong and competitive economic vision in the Baraboo area. Finally, BEDC members prioritized the individual vision statements and those votes are recorded in parentheses after each statement.

Vision for Future Economic Development for Baraboo and Catalytic Strategies

The Baraboo area’s long-term economic prosperity will be founded on providing an exceptional quality of life for all residents which includes a healthy business climate. As Baraboo continues to grow and advance, it will protect its abundant natural resources and retain the best qualities of its small city atmosphere. The community leaders will be forward-thinking, fiscally responsible, and environmentally conscious as they identify and address critical issues and opportunities.

Vision for a Diverse Regional Economy

The Baraboo area will have:

- **A diverse economy recognizing its strengths in agriculture, advanced manufacturing, education, healthcare and natural resources.** (6 votes)
- **A supportive, catalytic, yet predictable environment for entrepreneurs and business expansions.** (2 votes)
- **A respected, reliable workforce with diverse skills that earn living wages.** (2 votes)
- **A targeted, proactive business recruitment program built on competitive advantages.** (3 votes)
- **A strong tourism sector based on exceptional outdoor recreational opportunities, a robust arts and culture scene, and a premier dining and shopping experience.** (1 vote)

Catalytic Strategies to Achieve the Vision for a Diverse Regional Economy:

- **Strategy:** Develop and keep current an inventory of all existing businesses.
- **Strategy:** Build strong relationships with employers in order to better understand their challenges, needs, and future plans. This could include reinstating a formal or informal business retention and expansion (BR&E) program, investigating workforce needs, developing BEDC sub-committees focused on specific industry sectors (i.e. agriculture), etc.
- **Strategy:** Conduct “exit” interviews for businesses that are relocating or closing (i.e. Badgerland).
- **Strategy:** Attract and retain local, non-chain retail/restaurant businesses to preserve the Baraboo area’s unique sense of place. This could include implementing a buy local campaign.
- **Strategy:** Develop a comprehensive tourism plan for the Baraboo area. This could include developing a more formal structure for tourism planning (tourism liaison or funded tourism council), strengthening the partnerships with adjacent communities, researching exemplary tourism efforts of comparable communities, etc.
- **Strategy:** Investigate and address the barriers to business startups (i.e. resources, training, policies, and permits). This could include developing a physical and/or virtual small business incubator.
- **Strategy:** Develop and implement a targeted business recruitment plan. This could include hiring a dedicated economic development professional, bolstering incentives, participating in the International Council of Shopping Centers, partnering with regional economic development organizations (i.e. SCDC, MadREP, WEDC) to better understand the Baraboo area’s competitive advantages and disadvantages, potential industry clusters, supply chains, etc.
- **Strategy:** Review and make recommendations to policy makers regarding Baraboo’s land use plan (including infrastructure) for future growth and development. This could include investing in additional land suitable for development, listing vacant land (i.e. Jackson property), revisiting the Riverfront Redevelopment Plan to consider developing smaller parcels, etc. Communicate the plan with key stakeholders (i.e. BEDC).
- **Strategy:** Develop a plan to reinvest in and better utilize existing spaces within the community for economic development. This could include an improved, online searchable inventory of available spaces, maintenance enforcement for vacant, nuisance and substandard buildings, etc. Communicate the plan with key stakeholders (i.e. BEDC).
- **Strategy:** Partner with educational entities and employers to ensure job training corresponds to employer needs. Communicate progress with local businesses and the public.

- Strategy: Learn more about what employees want and/or need from the community and employers.

Vision for Community Engagement and Partnerships

The Baraboo area will have:

- **A shared marketing message that articulates and communicates its unique qualities to current and potential residents, visitors, and businesses. (6 votes)**
- **Local government, education and employers that actively reach out and engage with the community to identify and address critical issues and opportunities. (1 vote)**
- **Local government, education and employers that seamlessly partner to respond to issues and opportunities in their own unique ways as they work collaboratively toward a shared vision for the community. (1 vote)**
- **Strong partnerships with adjacent municipalities based on a culture of collaboration and resource-sharing.**

Catalytic Strategies to Achieve the Vision for Community Engagement and Partnerships:

- Strategy: Align the vision, goals and strategies of the public and private sectors to more effectively address community-wide opportunities and challenges. This could include hosting regular meetings to strengthen relationships, offering dedicated board/committee seats, highlighting successes, etc.
- Strategy: Develop “response teams” comprised of local government, education, and business leaders to respond quickly as issues or opportunities arise.
- Strategy: Develop a public participation plan to engage community members (with a focus on youth) in major decisions (i.e. goal setting and road projects).
- Strategy: Schedule regular joint meetings of the city, village and adjacent townships designed to identify and address common issues and opportunities. This could include exploring a shared economic development strategy.
- Strategy: Partner with key stakeholders (i.e. Baraboo Area Chamber of Commerce, Downtown Baraboo Inc.) to develop a comprehensive, consistent branding and marketing campaign that articulates the Baraboo area’s distinct sense of place. This could include dedicated marketing funds, shared website, messaging, logos, brochures, social media, and signage, etc.

Vision for Unique Place Characteristics

The Baraboo area will have:

- **An attractive and distinct sense of place that reflects the rich cultural heritage and abundant natural resources that shape the community. (3 votes)**
- **A unified effort to better leverage and build on the extraordinary convergence of unique environmental and cultural assets throughout the region. (4 votes)**
- **A strong sense of community pride where diversity is valued and all people feel included. (1 vote)**
- **Cultural, historical and environmental assets that are supported, protected and celebrated. (1 vote)**
- **A vibrant, healthy and safe environment.**

Catalytic Strategies to Achieve the Vision for Unique Place Characteristics:

- **Strategy:** Develop a unified look and feel for the community that demonstrates prosperity and reflects the Baraboo area’s unique assets with a focus on community entrance points. This could include uniform building design standards, beautifying transportation corridors, additional landscaping, etc.
- **Strategy:** Participate in Sauk County’s place-making initiative.
- **Strategy:** Better coordinate and promote community events. This could include developing a comprehensive, online calendar of community events for all organizations, determining target audiences for each event, cross marketing with similar events, better leveraging existing resources/infrastructure (i.e. Sauk County Arts and Culture grants), etc.
- **Strategy:** Better coordinate and promote community social programs and networks. This could include better leveraging the United Way fund, providing programs that stress health and safety, etc.
- **Strategy:** Develop a plan to better leverage the region’s assets. This could include developing a consortium of local environmental groups and UW-Baraboo/Sauk County to protect and enhance the area’s unique natural resources, incorporating Baraboo’s heritage and history into community events (i.e. Circus Parade), developing educational materials/maps that promote the natural resources, organizing community events focused on maintaining natural resources (i.e. invasive species removal), partnering with businesses to utilize photos of natural places in their advertisements, promoting environmental tours, etc.
- **Strategy:** Identify and protect critical assets (i.e. prime agricultural land, natural resources) as the Baraboo area continues to grow and develop. Communicate this plan with key stakeholders (i.e. BEDC).
- **Strategy:** Develop a plan to recruit, welcome and engage new residents in the community. This could include partnering with relocation realtors, developing a “welcome wagon,” hosting community pride/neighborhood events, partnering with employers (i.e. hospital, schools) to welcome their new employees, etc.
- **Strategy:** Better understand the needs and wants of the millennial generation and create a community that attracts and retains 21-25 year olds.
- **Strategy:** Partner with MadREP and local employers to conduct annual assessments designed to measure, recognize, improve and promote the Madison region’s workplace diversity and inclusion practices.

Vision for Amenities

The Baraboo area will have:

- **Efficient, innovative and adequately funded public services (i.e. parks, police, and public works).** (4 votes)
- **Well-maintained and interconnected infrastructure.** (2 vote)
- **A mix of housing options that corresponds to the diverse needs of the community.** (1 vote)

Catalytic Strategies to Achieve the Vision for Amenities:

- **Strategy:** Improve coordination between the school athletic program, club sports and community recreational opportunities in part to develop a stronger “feeder” program.

- Strategy: Develop a comprehensive, innovative parks and open space plan for diverse audiences that stresses the importance of long-term maintenance. This could include a park designed for teens, dedicated spaces for people to gather and create, etc.
- Strategy: Better promote the public transportation system in and around the Baraboo area.
- Strategy: Explore and implement alternative funding sources for infrastructure improvements (i.e. premier resort tax)
- Strategy: Grow and expand broadband access. This could include becoming a 100GB community.
- Strategy: Develop a robust multi-modal transportation infrastructure system. This could include creating a more walkable community, increased parking in the downtown, etc.
- Strategy: Develop a comprehensive housing plan/policy that supports a healthy and vibrant community with a focus on affordable housing. This could include creating an inventory of existing housing, code enforcement for property maintenance, developing attractive housing options in the downtown area, creating incentives for developers to build in the city, etc.

Vision for Education

The Baraboo area will have:

- **Diverse, transformative educational opportunities for all stages of life that help identify and unlock an individual’s passion as well as develop contributing members of society.** (5 votes)
- **A respected education system that attracts residents and businesses to the area.** (1 vote)

Catalytic Strategies to Achieve the Vision for Education:

- Strategy: Identify and address “gaps” in educational offerings. This could include strengthening students’ entrepreneurial skills, promoting opportunities for youth to develop leadership and life skills (i.e. greater participation in the Boys and Girls Club and 4-H), continuing education programs for employees, etc.
- Strategy: Educate the community on the array of opportunities in the technical and manufacturing sectors.
- Strategy: Identify and work to address the strengths, weaknesses, opportunities and challenges within the Baraboo area’s educational system as a community. This could include funding for infrastructure, recognizing and promoting academic excellence (i.e. students and programs).
- Strategy: Strengthen and better leverage the partnerships between the regional educational entities to ensure greater collaboration and coordination (i.e. recruitment, seamless transitions, and internships).
- Strategy: Expand educational programming at UW-Baraboo/Sauk County. This could include offering Bachelor’s and collaborative Master’s degrees, and/or a focus on natural resource related degrees that take advantage of the campus’s proximity to the region’s natural features and environmental organizations.

APPENDIX A: OUTLINE FOR THE BEDC PLANNING PROCESS



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April 3, 2014

To: Mike Palm, Mayor, City of Baraboo and Ed Geick, Administrator, City of Baraboo
From: Jenny Erickson, Sauk County University of Wisconsin - Extension
Re: Draft Outline for the City of Baraboo's Economic Development Planning Process

The following is a draft outline for the City of Baraboo's planning process focused on economic development. This process is designed to build consensus among community leaders regarding the future directions for economic development for the City of Baraboo. The final outputs would include vision statements and initial strategies for economic development for the City of Baraboo. This process would consist of five, two-hour meetings and several focus group discussions:

- 1.) Economic overview of the Baraboo region
- 2.) Identify assets and location advantages
- 3.) Develop consensus-based vision statements focused on economic development
- 4.) Focus group discussions designed to strengthen the vision and identify initial strategies
- 5.) Final strategy formulation

Two key planning bodies are included in this process: the planning committee and the planning participants. The planning committee would guide and periodically review the planning process. The planning committee could consist of Mayor Mike Palm, Ed Geick, Pat Cannon, Greg Wise and Jenny Erickson. The planning participants would be identified by the planning committee, and they would participate in the meetings outlined below.

To ensure an efficient process most of the idea generation or brainstorming work would be completed prior to the meeting. Erickson will develop worksheets that each planning participant will be asked to complete and submit prior to the meeting. Erickson will compile the responses, but individual comments will remain anonymous.

The following is a detailed outline of the planning process, homework and timeline:

April 30th 6-8PM: Setting the Stage for Baraboo's Economic Development Process

- Demographic and economic overview for the Baraboo region presented by Matt Kures, GIS Specialist, UW-Extension Center for Community and Economic Development. *The specific data and metrics shared in the presentation will be determined by the planning committee.*
- Brief review of Baraboo's past economic development strategies and status of each presented by Ed Geick and Mike Palm.
- Facilitated discussion on defining economic development led by Pat Cannon, City of Baraboo and Jenny Erickson, UW-Extension.

May 22nd 6-8PM: Determine Economic Development Related Assets

Internal economic development strengths and weaknesses of the community are identified along with the community's external opportunities and challenges.

- Report feedback from stakeholder interviews previously conducted by BEDC members.
- Identify Baraboo's key economic development assets and location advantages. *Planning participants will be asked to complete a strengths, weaknesses, opportunities and challenges (SWOC) worksheet. Erickson will compile the results for discussion at the second meeting.*

SWOC worksheet completed before the second meeting

June 5th 6-8PM: Develop Draft Economic Development Vision Statements

A vision statement conveys a compelling, conceptual image of the desired future for the community.

- Develop draft consensus vision statements. *The planning participants will be asked to list their hopes, concerns and vision ideas for the City of Baraboo with a focus on economic development (see worksheets). Erickson will compile and identify draft themes that emerge. A small subset of the planning participants may be asked to refine the vision until consensus is achieved.*

Visioning worksheets completed before the third meeting

Focus Group Discussions (held between June 6th and July 9th)

Focus groups that reflect Baraboo's key assets and draft vision would be identified by the planning committee (i.e. healthcare, manufacturing, and education). The purpose of the focus groups would be to further clarify and strengthen the draft vision statements identified by the planning participants and develop initial, industry specific strategies. *Erickson and a representative identified by the planning committee would facilitate the focus group discussions.*

July 10th 6-8PM: Issue/Goal Identification and Initial Strategy Formulation

An issue is a fundamental challenge affecting a community's mandates, mission, product or service level and mix, clients or users, costs, financing, organization, or management.

- Work to achieve consensus on key issues/goals the plan should include. *The planning participants will be asked to brainstorm a list of issues/goals (see worksheet) the plan should address. Erickson will compile and facilitate an issue/goal identification discussion.*

Issue/goal worksheet completed before the fourth meeting

July 24th: Additional Strategy Formulation

A strategy is a pattern of purposes, policies, programs, projects, actions, decisions, and resource allocations that defines what an organization is, what it does, and why it does it.

- Work to achieve consensus on priority strategies for each key goal/issue. *The planning participants will be asked to brainstorm a list of strategies (see worksheet) to address key issues/goals. Erickson will compile and facilitate a strategy formulation discussion.*

Strategy worksheet completed before the fifth meeting

Plan Adoption (August BEDC meeting) and Implementation

The plan will need to be adopted by BEDC and the Baraboo City Council and BEDC will develop an appropriate implementation plan.

Erickson has facilitated dozens of planning processes throughout Sauk County for nonprofit organizations and local units of government. She also serves on the UW-Extension strategic planning team and teaches strategic planning as part of the Professional Economic Developer Certification process through the International Economic Development Council (IEDC). There is no fee for her facilitation services.

Please call (608) 355-3250 or email Jenny at jennifer.erickson@ces.uwex.edu with any questions or concerns.

APPENDIX B: HISTORY OF BEDC

History of the Baraboo Economic Development Commission¹

Formation of BEDC

The Baraboo Economic Development Commission was formed by the City in February 8, 1977 through resolution #77-15. The Commissions duties were to develop data regarding the industrial needs, advantages and sites in the City, cooperate with the Sauk Co. Development Corporation, acquaint prospective industries with the advantages of the City and, in general, to study and make recommendations to the Council for the continuing improvement of the economic and industrial climate of the City.

Prior to 1977 there was the Baraboo Manufacturers Association

A group made up of Wilbur Deppe, George Weber (Baraboo National Bank), Hank Rosser (Plumber), George Martini (builder), Bob Ott, and Kurt Page came together in the 1950's to promote industrial development in Baraboo after the closing of Badger Army Ammunition Plant. The group sold shares to help raise funds for use in buying land, providing buildings or other incentives to attract industry. The first major industry that came to the area was Flambeau.

Baraboo won an award from the State in the 1950's because it had more industry per capita than any other small community. This effort continued through the 1960's and early 1970's. One of the last efforts made by the group was to help in the site acquisition and relocation of businesses for the West Square Building.

The City's industrial development was often influenced by what was happening at the Badger Ammunition Plant. The Plant started in 1941 and was active for the following periods:

1. WWII – 1941 to 1948 (Funding was approved in 1941 when land acquisition started actual construction started in February of 1942. Construction was stopped in 1945 right after the surrender of Japan.)
2. Korean War – 1951 to 1957 (The plant required a complete rehab before it started production and during this time the “Ball Propellant” facility was constructed.)
3. Viet Nam War – 1966 to 1975
4. A web link for more details about Badger is:
http://en.wikipedia.org/wiki/Badger_Armory

The inactive periods at Badger created a surplus of unemployed workers in the Baraboo area and the periods from the late 50's to the mid 60's and again after 1975 are where industrial growth in Baraboo increased.

¹ Prepared by Ed Geick in July 2012 after interviewing former BEDC members and other City leaders.

BEDC's first Goal Setting

In our files the first goal setting session for BEDC that has a written record was done in 1995. The goal setting process done in 1995 was facilitated by Greg Wise who at that time was the Community Development Agent for UW Extension in Sauk Co. The members of the Economic Development Commission at that time were: Chester Corson, Al Dippel, Robert Fleming, Robert Greenwood, Pat Hamilton, Karna Hanna, Mark Howard, Ken Kenniston, Dick Mathews, Al Paschen and Pat Sort. The goals of BEDC in 1995 were:

1. Stay in touch with existing businesses by developing a consistent and effective existing business, industrial and commercial call program.
2. Attract and retain a labor force by maintaining quality of life programs for the area that make people want to live here.
3. Define relationships and establish protocols with the Sauk Co. Development Corporation regarding advertising, contacts, etc.
4. Work on signage for entry and directional, downtown, the industrial parks and other business districts.
5. Put together a response team for both recruitment and retention.
6. Determine and continually assess the goals and contributions of BEDC

The following provides an overview of the recent redevelopment activities in the Ringling Riverfront Area since 2005.

Veolia Site

1. The City did requests for proposals and retained Vandewalle & Associates to provide assistance with preparation of a redevelopment plan for the area from Broadway St, Lynn St, 2nd Ave/St and Circus World.
2. Vandewalle assisted the City with writing grants to the State and the EPA.
3. In 2006 the City won a \$2.2 million "comprehensive grant" from the State. Baraboo was one of three cities selected for this new type of grant. The purpose of the comprehensive grants was to provide long term grant assistance for implementation of detailed redevelopment plans. Baraboo had a concept plan for cleaning up the Alliant and Veolia properties and the grant provided the detailed planning assistance to implement those projects.
4. In 2008 the City completed negotiations with Alliant Energy to purchase their property and to provide relocation of the business to Commerce Ave on the City's west side industrial area.
5. Veolia site was purchased in 2010 and the buildings on this site were removed shortly after purchase.
6. The City has received \$600,000 in USEPA Brownfield Site assessment funds and \$600,000 in site Clean-Up funds since 2006. Those grants are due to expire on July 31, 2012. The funds have been used to do environmental assessments on various properties in the river area.

General Redevelopment Activities

1. City has acquired sites for redevelopment (see red area on attached map)
2. A River Corridor Redevelopment Plan was prepared in 2006.
3. A follow up set of Redevelopment Guidelines was prepared shortly after the plan was done.
4. Lynn St between Broadway Street and Walnut Street was reconstructed in 2011.
5. Grant funding investigations are ongoing.
6. BEDC went through a long discussion about branding the community and the river area in 2009/10.
7. Staff-level economic development work sessions
8. One of the most recent discussions within BEDC has been about focusing on Regional Food & Hospitality Training & Business Development Center Initiatives.
9. Other projects for future consideration are:
 - a. Relocation of 1AM Dairy
 - b. Relocation of the Alliant Substation
 - c. Development or removal of the Jenny Lee properties on 117-123 Walnut St.
 - d. Improvement of the NAPA business site
 - e. Creation of the Oak Street pedestrian way at the old High Bridge abutment.
 - f. Clean up and redevelopment of the 235 Lynn St. property.
 - g. Acquisition of the old train depot and renovation of that building.

APPENDIX C: STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES (SWOC) ANALYSIS

City of Baraboo – Economic Development

Strengths, Weaknesses, Opportunities, and Challenges (SWOC)

The Baraboo Economic Development Commission (BEDC) members brainstormed the strengths, weaknesses, opportunities and challenges related to economic development in the Baraboo region. The ideas from each participant (bullets) have been organized under subject headings but not prioritized.

Strengths: Strengths are resources or capabilities that promote Baraboo’s economic development.

Abundance of Recreational/Tourism Opportunities

- Lots of outdoor options nearby for those who enjoy them and don't want to travel too far
- The diversity of leisure activities
- Significant number of city parks
- Recreational hub
- We have young kids: zoo, church, concerts on the square, going out to eat locally, shopping downtown, nearby outdoor activities
- Devil’s Lake/Wisconsin Dells attracts tourists (2)
- Unique; Circus World Museum
- Fairgrounds – but so much more could be done to attract shows & exhibitions (i.e. Jefferson, Oshkosh)
- Zoo

Location – Proximity to Metro Areas, Tourist Attractions, Government Offices

- The location to Madison; 45- 50 minutes to either side (3)
- Midway between Minneapolis and Chicago (2)
- County Seat (2)
- Quick easy access to Interstate system and soon the new Hwy. 12 (2)
- Improved interstate access with the completion of the Highway 12 bypass
- Location, location, location – for visitors (closeness to Madison and Dells) and businesses (between Minneapolis, Milwaukee and Chicago)
- Governmental center

Small Town Atmosphere

- Small town/community atmosphere
- Nice blend of Rural/Urban Setting
- Safe; little crime
- Clean

- Raising our family in a healthy rural environment.
- Manageable size – we aren't a metropolitan sized community which requires much more planning and care.
- Rural

Diverse Economy

- Nice downtown with specialty stores (not common for small towns); strong downtown (2)
- Image is better than most towns, people envy the town square.
- Economic diversity
- The diversity of industry
- Baraboo is a magnet because of its strengths to the surrounding communities

Strong Education System

- UW Baraboo Campus with a potential to deliver additional baccalaureate degrees (2)
- Good School System/UW campus in city
- The diversity of educational resources
- Report of good schools

Natural Resources/Scenery

- Scenic area; geologically unique; aesthetically pleasing
- The Bluffs
- Natural resources

Arts and Cultural Amenities

- Culture: art Fairs, concerts, theatre productions
- Historic preservation
- More cultural opportunities than other similar communities in terms of size/location

Strong Healthcare System

- The opportunity arose 30 years ago to locate my health practice to Baraboo
- Exceptional healthcare options
- People that have Medicare and most insurances

Misc.

- Strong community organizations (as a relative newcomer, this is largely by report, but I am seeing this to be the case)
- Affordable land and housing
- Rail access

Weaknesses: Weaknesses are deficiencies in resources and capabilities that hinder the Baraboo's economic development.

Lack of New Businesses and Corresponding Support Resources

- Not much “new business” coming in.
- The lack of new business or moving businesses concerns me as a physician who would like to serve more patients (ideally insured patients)
- Lack of development; we have banks & healthcare but not much else. Sauk Prairie area appears to be growing. Reedsburg appears to be expanding. Baraboo is in a holding pattern and stagnant.
- Lack of support structure for businesses (Entrepreneurial Start-Up, “Support Groups for Business Owners”)
- Tax breaks/incentives to businesses who are coming
- Lack of city-owned land that can be developed by businesses

Lack of Inclusiveness/Community Cohesion

- Need to find a way to make the community more cohesive, similar to what Reedsburg has been able to establish.
- Welcome Wagons. Community groups might need to be more forward in approaching people
- Cliques
- Not very friendly; “snooty” (mentioned often)
- Few business players with big pockets control the community
- Hard to get included into existing groups
- I do think there is an established “boys club” which needs infiltrating

Lack of Diversity

- Polarity of economic diversities within the community – in income and social circles.
- Lack of cultural diversity, but this has increased over the last 5 -10 years
- Aging demographic
- Relative lack of diversity (in comparison to urban areas, but more diversity than my hometown)

Poor Street Condition

- Poor city streets (always a main thoroughfare that is in marginal/poor condition – Water Street, Broadway, South Boulevard or 8th which are the “gateways” to the City). This is a major black eye in the City.
- Infrastructure in reference to roads. Main roads as well as many residential streets are in need of extensive repair; approach to the city from the east is not a pleasant drive for example.
- Streets are in a challenged state - especially 8th Street (Hwy. 33)

Lack/Loss of Retail Businesses

- Lack of retail (clothing) stores
- Loss of retail; empty storefronts on east and west side
- Loss of local retail owners due to big box stores (Walmart, Menards)

Lack of Business Expansion

- Lack of business growth
- Lack of expanding businesses
- Tax breaks/incentives to promote staying here

Workforce

- Lack of employable/educated labor force
- "Brain Drain" - Many residents fail to return after leaving for secondary education
- Lack of unemployment – becomes a challenge to create an attractive benefit package for good professional/office employees – increasingly more expensive hire employees.

Lack of Recreational Activities/Amenities

- Lack of indoor family activities; only bowling. A sports complex, equine complex, youth center would be an improvement.
- Lack of “nice” restaurants
- No community festival, i.e. Reedsburg = Butter Fest, Sauk = Cow Chip

Lack of Communication Between the Community and ????

- Lack of communication with residents; (The newspaper is not an accurate source or valuable voice. Where are the banners, signs & social media?)
- We are manageable, yet large enough; we have lost touch in communicating with the community in a cohesive, organized manner.
- There is a need for stronger linkages between business/industry and the K-12 system as well as an understanding of the role of technical versus liberal arts education.

Misc.

- Lack of industry/good paying jobs
- No systematic method to evaluate rental properties. Run down, poorly managed properties detract from the livability of neighborhoods.
- By-pass– can businesses survive or will people drive by?
- Taxes in the city are quite high compared to the surrounding townships

Opportunities: Opportunities are outside factors or situations that impact Baraboo's economic development in a favorable way.

Strengthen Regional Partnerships to Promote Economic Development:

- Utilize regional expertise such as SCDC and MadREP to tap into regional economic development opportunities.
- Look for sustainable economic development partnership opportunities
- Ability to draw upon UW for assistance.
- Surrounded by large tourist attractions (Dells/Devil's Lake) bringing visitors/customers/potential residents and business owners to city

Target Specific Industry Sectors/Start Ups

- Determine what is lacking and bring it here. There are many people without work or low paying jobs. We are close to the Interstate system; need to get distribution centers in the area
- I know that the health care system needs to promote itself to the other communities. We are hardly mentioned in the papers
- Commissioners may act as liaison with their respective assigned sectors
- Challenge for start-up: Expertise and high capital investment

Expand on Infrastructure Assets for Future Development

- Plenty of land surrounding city for expansion/development
- Support countywide broadband connectivity.

Misc.

- Manufacturers are all interested in working with the schools in various ways to assist in the work/school efforts.
- The businesses I spoke to are interested in being listed online for a manufacturers' directory which most cities have (regardless of Chamber membership).

Challenges: Challenges are outside factors or situations that affect Baraboo's economic development in a negative way.

Providing Healthcare in an Aging, Rural Community

- Inability of administration and decision makers (at multiple levels) to see unique advantages and disadvantages to providing health care in a non-urban/mostly rural area. Trying to make what works "in the city" work out here.
- Lack of new patients/customers.
- High need customers (elderly, those with multiple medical problems) outstripping ability of health care to care for them—financial cost, provider availability and expertise.

Developing and Maintaining Infrastructure and Workforce:

- I believe we need a better planned out infrastructure growth plan for the city – planned for increments of growth in incoming corridors, highway/truck traffic, school locations, parks locations, industrial parks and so on.
- Acceleration of infrastructure decline such as roads which are vital to economic development
- Lack of decent paying jobs
- Outflow of young productive people without replacements from outside (due to lack of jobs, desire to live in more urban area, etc.)

Challenges with Surrounding Communities

- Aggressive neighboring cities going after existing/new businesses
- Rural townships surrounding city fighting growth/expansion

Lack of Government Resources (Demand for Additional Services vs. Fiscal Constraints)

- Financial constraints at every level of government operations
- Increasing challenges to law enforcement regarding the proliferation of drug use
- Communications with community, organizations and businesses.

Misc.

- Where is the growth? There is none.
- Don't see many new business opportunities or employers

APPENDIX D: HOPES, CONCERNS AND INITIAL VISION STATEMENTS

Economic Development Plan for the Baraboo Region

Hopes, Concerns and Vision

The Baraboo Economic Development Commission (BEDC) and key stakeholders brainstormed a list of HOPES and CONCERNS for their community (bulleted). The ideas have been organized but not prioritized. These hopes and concerns were utilized to develop the vision statements.

CONCERNS

Need for more reliable skilled workforce (skilled trades and young professionals)

- One of my major concerns is establishing a long term workforce. We need to establish a training program that will supply workers to all types of employment. We need to acknowledge retail and tourism as a viable force, but long term employment will lead to better schools and housing.
- Workforce development...when a company goes through 230 applications to get 21 employees, we are in a bad state of not having skilled workers for our area. We need to be ready to work with our major businesses to get them to use shared worker shifts to get some of those retired people back into the workforce for four hours a day/pair them up.
- Skill set of employees especially the trades. We have found it difficult to hire a full time plumber or electrician in the past.
- Workforce- how do we supply workers that want to work?
- Need to attract and maintain skilled workforce as well as attracting young professionals
- We seem to lack a workforce with the skills to be successful in the job opportunities that are available. For example, are we encouraging young people not only to the college track but also to the skilled trades?
- Insufficient infrastructure dollars to handle workforce, education centers, roads, old pipelines, etc. For a strong infrastructure to exist in an area, it is critical that there is adequate investment in both physical and social types of infrastructure; I am concerned we will not dedicate enough to make us competitive.

Deteriorating infrastructure and aesthetics

- I'm concerned that our physical environment, the roads, and housing, and the aesthetics of our businesses and their signs, etc. are poor. We are not seemingly concerned about the image that this sends to visitors and friends and family and those "shopping us" for their future. I'm all for easing the regulations and not burdening new developments, but let's establish some standards that we can be proud of and let those that cannot live up to even modest expectations go somewhere else. Let's challenge those that think our taxes are too high to support enough government that we can have adequate public services.

- The city needs to invest in itself. I don't believe that we can wait for improvements to happen with state or federal funds. The result may be an increase in taxes, but if there is growth it should offset these increases. The transportation infrastructure cannot be ignored.
- Insufficient infrastructure dollars to handle workforce, education centers, roads, old pipelines, etc. For a strong infrastructure to exist in an area, it is critical that there is adequate investment in both physical and social types of infrastructure; I am concerned we will not dedicate enough to make us competitive.
- Cost of Infrastructure vs. property tax- are there other funding sources?
- Road repair is a major concern for the Baraboo region.
- The City of Baraboo has fallen behind in maintaining adequate facilities for city services and infrastructure. This does not reflect in a positive way on the City as a destination for new businesses.

Reluctance to change

- A vast majority of the citizenry will look around them and say, "this is the way we have done it for decades, what's the problem; if it isn't broke no need to fix it" attitude that has struck down many communities that have great potential to have it even better than today.
- Too many people will continue to look at our unique natural features and allow that short sightedness to continue to not allow innovations that work with the natural features so we can have the better communication capabilities, have great new industrial areas, etc.
- Impact of By-pass for Highway 12.
- The by-pass is an issue. It seems like it is going to be difficult to get into Baraboo. I still hear people complain about the round-a-bouts. And I have seen people have difficulty maneuvering. I wonder if people will avoid Baraboo to avoid the round-a-bouts.
- How to grow economic development without radically changing the character of the community.

Need for stronger support for business expansion and efforts that encourage entrepreneurship

- I'm concerned that we will not have a balanced approach. I feel we need to have a modest effort in the business recruitment game, primarily utilizing SCDC. Our biggest effort should be devoted to existing businesses to support their viability and continued growth. Our second greatest effort should be devoted to providing the conditions and support necessary for entrepreneurial activity, including new business startups. Most new jobs are created from existing businesses and new startups and the greatest risk is not being attentive to the ones we have.
- Support from the city for new or expanding business- Land, \$\$ incentives, coordination.
- Baraboo has a reputation for being a tough city to do business in, creating a clear path or assisting new or expanding business in the process.

Need for greater regional cooperation in economic development

- Cooperation. We need to embrace West Baraboo, the entire county and the areas that surround us. It is a global economy that we live in. We cannot just look within our borders for the solutions. The Mayor has done a nice job at reaching out to our neighbors. We need to continue along this line.
- Better working relationship with surrounding governmental entities.
- Sauk County is one economic region, but there is competition rather than cooperation among municipalities (cities, villages, and townships). We need an example of the benefits to all parties that will demonstrate the advantages of partnerships.

Need for more living wage jobs

- Jobs that provide a living wage.
- It is my perception that there is a lack of jobs that pay a livable wage and provide benefits. It seems that many of the jobs currently available are service sector jobs or others which pay minimum wage and may not offer paid leave (e.g., so a parent can stay home with a sick child).

Need for greater emphasis on public safety and health

- Growing heroin related crime in county and city
- Public safety is also a high priority. While crime is not a major problem, we still need to address emergency medical transportation and availability.

Need for greater focus on quality of life as a tool for economic development

- I'm concerned that we are not devoting enough attention to enhancing and marketing our special quality of life. We are beginning to understand that the economic development rules are changing. Whereas we used to attract businesses that would attract people to work in them, today's reality is that communities need to attract people who will be the workforce that existing businesses need and that new businesses will come because of. The drivers are not land and buildings or incentives (although we need to be competitive with others on them), but quality of life assets that make this a robust place to live and work.

HOPES

A unified effort to better leverage the unique environmental, cultural and tourism assets located throughout the Baraboo region

- I hope that Baraboo does something to build on this extraordinary convergence of environmental assets—ICF, TNC, BRP, ALF, State Parks and Natural Areas, BAAP site, the River, City Parks and Trails, the new Boo-U Sciences Building, etc. When you throw them together with the cultural gems including the Historic Courthouse Square, Al. Ringling Theatre and Mansion, the Railway Museum, Circus World Museum, and more, there are some truly one-of-a-kind attractions and the combination is impressive.
- As a member of the Sauk County Economic Development Committee as well as a Baraboo School Board Member (sitting on BECD), my hope is that these individual silos of activity can be unified into a cohesive whole. Sauk County is looking at a process of “Place-making”: There are THREE major draws to our region each of a distinctive character and all of which run right by BARABOO. So our challenge will be to offer something non-competitive but integral to DRAW those varied visitors to Baraboo. It will be important for Baraboo to define itself as part of that process.
 - (1) Wisconsin Dells is the “Water Park Capital of the World” (FAMILY)
 - (2) Ho-Chunk Casino (gaming) between Baraboo and the Dells (ADULT)
 - (3) Devil’s Lake (and hopefully Badger Option 4) along with Leopold, Crane, and other Environmental Arenas (FAMILY)
- Better leverage not only our natural resources also leverage our proximity to the Dells.
- My HOPES for the Baraboo Region specifically are to enhance the “gems” which already exist here and were listed at the last meeting:
 - First and foremost, DEVIL’S LAKE as the primary focus of “tourist” to potential “residents” by finding a way to bring more people into the heart of Baraboo (I propose through developing the train-line linkage between Devil’s Lake, Baraboo, and North Freedom Train Museum. In addition, one day “commuter” rail service from Madison thru Sauk County (Rails & Trails) may become a reality which would fit nicely into this construct.)
 - Second, I believe our unique differentiation is in the abundance of ECOLOGICAL & ENVIRONMENTAL facilities within a “stone’s throw” of each other: The Leopold Center, Crane Foundation, and potentially the Option 4 Proposal for Badger as well as many others noted.
 - With home prices in Dane County going thru the roof, Baraboo offers an easy commute but also a “small town” atmosphere with excellent schools (including the unique positioning of UW Sauk/Baraboo across from the Baraboo High School). One of the reasons I am a proponent of the development of the Baraboo Cooperative Grocery Store (located in Downtown/Adjacent) is to address the needs of both our “ecological/environmental” visitors as well as to draw these to Baraboo as full-time residents, this increasing property sales and therefore home values ultimately adding to our tax base.
- Establish tourism as a major player in our local economy. We need to bring people in for short term visits and allow them to patronize our local stores. We have some nice ones that we can promote nationally

- Leverage the tourism at Devil's Lake and the Wisconsin Dells
- Unified environmental consortium that celebrates our unique environmental heritage

Greater support for business development, recruitment and expansion that offer living wage jobs

- Create a well laid out path for new or existing business to follow when looking to do business in Baraboo whether they are Sysco or a new yarn shop (these paths may be different, but we need to provide them direction).
- Out of the box thinking to attract manufacturing and that encourage entrepreneurial business startup.
- Draw companies (or nurture existing) to create higher paying jobs.
- Start a business incubator (e.g. Coulee Region Business Center).
- Entrepreneurial hotbed of small startups.
- Develop business incubators for small business startup.

Baraboo area employers have strong partnerships with regional educational entities.

- I hope that the Baraboo School District, MATC Reedsburg, and Boo-U can create a robust arrangement with the business community to support school-to-work programs for those for whom it makes sense. This can be done while supporting those that desire to achieve a higher degree.
- There needs to be a direct correlation between educational offerings and a living wage.
- Have a joint education summit put on by the SCDC but partnered with the local communities, school districts, UW-BSC and Madison College; all done in total partnership with our manufacturers and businesses. We all need to be talking to each other, not in little segmented groups...I have hope we can do this together.
- Partner with the schools to create a sustainable work force, career shadowing, career mentoring.
- Strong business ties to UW Baraboo/ Sauk County
- More cooperation among the city, the education stakeholders, and business
- An increased partnership between the city, businesses and the school district. Again, cooperation in development and placement of new housing has a major effect on the schools.
- Excellent educational opportunities for career education as well as life- long educational opportunities.

The Baraboo area is a great place to live - it is attractive, lively, inclusive and safe.

- A city that promotes clean, livable neighborhoods through equitable enforcement of dwelling codes. Non-compliant landlords need to be held accountable.
- I would like to see some additional housing stock being developed. This includes both multi-family as well as single family homes. Diversity in the housing stock is a key. It allows a family to begin here and move through the family cycle without leaving the community.
- Safe inviting family oriented community with strong parks and recreation offerings as well as quality community events.

- Economic development that enhances the livability of our city, makes it vital and engaging for community members while maintaining the charm and natural beauty. We need to think about the impact of sprawl and to plan carefully.
- Housing, affordable single family homes and fewer apartments. Apartments really hurt the tax structure that supports the schools.

The Baraboo area communicates a clear, consistent, cohesive marketing message.

- Increase communication to residents, potential residents, businesses, etc. (social media, print, Nixle, sky writers!)
- An image campaign for the community, I think we are off to a good start. This needs to include roads and entrances into the city.
- Need to be the voice on social media so we can attract those Gen X and Ys to our community to work in our facilities and to come here as entrepreneurs and begin a new phase of manufacturing in the community. I have the hope we will accomplish this. This may require some major changes to our ordinances to allow for the innovation that they can bring but don't fit into the normal zoning requirements of today's Baraboo.
- Establish a clear message for Baraboo "Business and Families call us Home" and use it consistently
- Establish a primary web home for Baraboo and make it great packed with information.
 - Business Info (land available/buildings public and private, lending resources, employment stats)
 - Housing information (educational options (including alt), rec programs, cultural (theatre programs, library, concerts, dance, button club!)
 - Explanation of tax use
 - Gems
 - Utilities – accessibility
- That we can unify the major players – Chamber, City, Downtown, county. To get everyone speaking the same language.

Improved infrastructure and aesthetics (including sustainable funding)

- Long term funding for public infrastructure. The roads leave a lasting impression. Making them drivable makes people happy to be here.
- Public transportation
- An exceptional library
- Develop better funding for infrastructure
- Well-kept rail, air and road system
- Attractive and welcoming entryways to the City

Greater focus on regional economic development

- We need to be an integral part of a regional economic development entity.

- Not working with West Baraboo as a partner for economic development. We cannot afford to have the two communities working at odds with each other. Both have strengths that can be used to a major advantage to grow and strengthen both communities. I have hope that both are strong enough and hungry enough that they will put the egos away when discussing economic vitality for our area.
- That we can find a common ground where economic growth, the natural features (environment) and neighboring communities can all work together to preserve but also have economic prosperity in the production of products.
- Leverage our proximity between the Twin Cities and Chicago.
- Develop more economic development partnerships

Emphasize local foods as a tool for economic development

- Having special opportunities locally where farmers' market booths sell produce and other products at a reasonable price (they have no middleman, the mark up should not be a lot more than a local grocery store); have many community gardens.
- Take advantage of our agricultural roots and work to build a farm to table culture that is a draw to young people looking for that quality of place.

Misc.

- I hope that we can look beyond anecdotes and proud, but parochial, interests to what are the real trends and majority interests. We need to see the big picture and set the community on a sustainable path (we do not do this when we make short-term decisions that benefit only a few or maximize the current return instead of the long-term).
- Diverse economy that compliments who we are
- Successfully blend the downtown and the river front area into a hybrid of mixed use district (arts, food, shopping, residential, entertainment, etc.
- Engage in planning that encourages the use of quality measurements. We need a dynamic planning document that focuses on major drivers.
- Less dwelling on the negatives and more concentration on what we can do to make our community a stronger, vibrant community that every type of person would want to live in, where every business would like to try their hand at being entrepreneurial in, where everyone would want to come back time and again to just experience what we have.
- I have hope that we will stop belaboring things we cannot change—jail location, speaking negatively about any business/manufacturer in the community, telling developers that once they have begun development of certain area that we should have never allowed it. I am hoping that we will keep those companies and those developers and they will develop and bring that bigger tax base to Baraboo.

Vision for the Future

The vision is a description of what a community will look like if it achieves its full potential. It conveys a compelling, conceptual image of the desired future. BEDC and key stakeholders brainstormed a list of vision statements related to economic development for the Baraboo area (bulleted). The ideas have been organized but not prioritized.

The Baraboo area is business and family friendly with a thriving and diverse economy.

- Baraboo is a business and family friendly community with a thriving and diverse economy.
- I believe that our economic base should be well rounded and that employment should be targeted to medium sized business (100-250 employees). We don't want to be married to one company and enjoy their good times but suffer when their market is on the down turn.
- Mixed use centers with energy and synergy for new entertainment and retail ventures and new office park nodes with room for small ventures and big names are being developed throughout the community.
- BETTER hotels, not a ton, just better quality. Boutique hotels
- Vibrant box store corridor in West Baraboo
- Varied (ages and skills) workforce and varied employer base
- Diverse housing opportunities of high quality, including historic homes, affordable homes, rentals, condominiums and homes for the elderly and disadvantaged are available.
- Financial incentives from the City of Baraboo and Sauk County to drive new business to our town.
- There are ample opportunities for development; coordination exists between public improvements and private development, as well as a streamlined and clear development processes has been developed and is supported by the community and the political framework.
- The City values its business community and works hard to meet their needs—existing employers and emerging entrepreneurs; large and small businesses; those that serve the local market and those that have a global reach. The business community reciprocates by supporting those assets that make Baraboo special, especially its people who earn living wages.

The Baraboo area offers access to exceptional educational resources at all levels.

- I would like to see an effort to bolster the school system and to help increase their overall performance scores. Parents often look at the schools as a decision factor in selecting a place to live.
- All levels of education are available. Parents are involved.
- The reputation of the schools. I think it is better than what is portrayed. They may need an image campaign
- Making education a high city wide priority will benefit everyone. But it won't happen overnight
- The region needs to focus on just in time education as well as just in case. Just in case is a big gamble and does not meet the needs of both existing and future job creators.
- Technological changes provide easy access to information and education for all Baraboo residents. Nurturing our youth is a priority and youth are encouraged to be involved in all aspects of our community.

The Baraboo area offers exceptional infrastructure including roads, rail, air and public services.

- I would like to see a region that is adequately served by sufficient infrastructure which will include green alternatives as well
- The City's built environment emphasizes quality and aesthetic integrity.
- High quality services and infrastructure from the city and the county
- Improved infrastructure
- Baraboo is a community with a strong infrastructure of roads, rail, air and public services.
- A growing market of consumers and workers, and an improved infrastructure for consumer and service transportation needs is present.

The Baraboo area is a great place to live - it is attractive, lively, inclusive and safe.

- Linked downtown and riverfront area, lively. Activities all the time
- Cultural diversity creates challenges and local residents meet the challenge. General happiness, personal, spiritual growth, and families are encouraged and promoted.
- Cultural diversity enhances community festivals and events.
- It is a welcoming place that includes all voices in decisions, large and small.
- The riverfront is a focus of economic, entertainment and recreational activity
- Parks have adequate bikeways and walking paths. Neighborhood parks provide a focus for recreation; a range of recreation options is available.
- Continued focus on quality of life, bike trails, community events, public art, etc.
- Baraboo is a safe community with many public events and recreational offerings.

The cultural and environmental assets in the Baraboo area are supported and valued.

- Continued support for the arts
- UW-BSC provides a focus for cultural events which promote the value of the area.
- Public art, cultural events and activities, and museums are displayed and supported by the community.
- Cultural diversity creates challenges and local residents meet the challenge. General happiness, personal, spiritual growth, and families are encouraged and promoted.
- The Baraboo area is known for its unique cultural and environmental gems. People come to visit and to live here because it has such a significant quality of life including its educational opportunities; leisure activities; and opportunities to build businesses and pursue careers.

The Baraboo area clearly communicates its value to current and potential residents, visitors, and businesses.

- An agreed upon marketing plan for the area. In our SWOT meetings, we found many local groups were having the same "conversation". There is a need for better communication between groups for a common message.
- Markings from the bypass that clearly communicate Baraboo "has it going on!"

- I think an agreed upon marketing plan for everyone would be ideal. Each group will have its own variation, but a common message is needed.
- Good signage (communication) from major entry points into town alerting residence or travelers of a Baraboo's Gems (Maybe an App)
- Disconnect between City (all entities) and residents.

The Baraboo area is an integral part of a strong regional economy.

- I would like to see a region that aggressively partners with surrounding communities to develop a dynamic economic development plan.
- Culture of collaboration, partnership, and resource-sharing
- Because the community has this positive self-assuredness, it has welcomed neighboring communities as partners, and promotes itself as a more robust region because of this. The community's approach to community and economic development is a sustainable one. There are lots of partners that participate and help to shape the community's development.

Baraboo area employers have strong partnerships with regional educational entities. (Purpose?)

- Enhanced cooperation between education programs and employers.
- There is a strong business/school partnership.

The Baraboo area has a respected, reliable, skilled workforce.

Misc.

- Single contact point for economic development – a focused and dedicated service to gather information for businesses interested in the Baraboo area, well-publicized both within our community and outside.
- I would like to see the city develop and stay the course with a comprehensive financial plan. This includes adequate funding levels for the high priorities as established by the city. It will be difficult with levy limits and debt limits that the city faces. A long term financial plan that the city adheres to, will help in the long term.
- I would like to see a region that is served by fewer economic development organizations. We simply have too many.
- I would like to see BEDC become a position that citizens want to serve on. It may require that the organization "divorce" itself from the City and become a privately owned and operated Corporation. People often refer to Reedsburg and their economic development group as a nice model that does not include the city. It may be worth exploring if it gives us additional abilities to structure land sales.

APPENDIX E: AGENDA AND NOTES FROM FOUR COMMUNITY DISCUSSIONS

Community Discussions – Focus on Vision and Strategies

Agenda:

5 minutes	Welcome, Introductions & Overview of Planning Purpose and Process <i>Jenny Erickson, Community Development Educator, UWEX Sauk County</i>
20 minutes	Response to Baraboo’s Economic Development Vision Statements
60 minutes	Initial Strategy Development
5 minutes	THANK YOU & Next Steps

Draft Economic Development Vision for the Baraboo Area

The vision is a description of what a community will look like if it achieves its full potential. It conveys a compelling, conceptual image of the desired future. The Baraboo Economic Development Commission (BEDC) and key stakeholders developed the following vision related to economic development for the Baraboo area:

The Baraboo area is a thriving, dynamic, and proud community where people want to live, raise a family, work, recreate and relax. It is a safe, attractive place with a diverse economy and a strong sense of community where all people are welcome and feel included. Baraboo is also forward-thinking and environmentally conscious.

- The Baraboo area is and continues to be a leader in a thriving regional economy founded on a respected, reliable, and skilled workforce.
- The Baraboo area offers diverse, innovative educational opportunities for all ages and stages in life. Education is defined not only as preparatory but also transformative; it is designed to help identify and unlock an individual’s passion as well as develop contributing members of society.
- Regional educational entities are actively engaged with the Baraboo area community in part through strong, innovative partnerships with employers and local government.
- The cultural, historical and environmental assets in the Baraboo area are supported, protected and celebrated.
- The Baraboo’s public services and infrastructure are properly staffed, well-maintained, efficient and interconnected, and the long-range fiscal and environmental impacts are thoughtfully considered in the planning process.
- The Baraboo area clearly demonstrates its value to current and potential residents, visitors, and businesses.

1.) Are any key vision pieces missing? Is there anything you strongly disagree with?

2.) What can Baraboo do to achieve the vision outlined above?

Example strategy: Partner with the Baraboo Area Chamber to develop and implement a comprehensive marketing plan for the City.

Community Discussion Meeting Schedule

Monday, June 16th 11:00AM - Noon at the Baraboo Area Chamber of Commerce

Tuesday, June 17th 6:00PM - 7:30PM at Baraboo High School

Wednesday, June 18th 1:00PM - 2:30PM at Baraboo Library

Thursday, June 19th 7:00AM - 8:30AM at St. Clare (Ho Chunk Room)

The following are the meeting notes from the community discussion that took place on June 16, 2014 at the Baraboo Area Chamber of Commerce. The participants offered feedback on the draft vision statement developed by BEDC and suggested possible strategies for moving forward.

Feedback on draft vision:

- Clearly state partnership with school districts (3rd bullet point)
- Rewording of last bullet point emphasizing the value and welcoming of teachers/residents/businesses
- A central, comprehensive events/communication resource
- Possible strategy: library as a host for an online community calendar
- Funding for additional security measures to reduce criminal activity
- Rephrasing and rewording of second paragraph of vision (e.g. “recreate”)
- Move “forward-thinking and environmentally conscious” to beginning of vision statement
- Further define the meaning of “value” (6th bullet point)
 - Additional language of the small town, rural atmosphere
- *Revise bullet*: Residents, visitors, and businesses find value at... (examples of community services that provide specific important values) (6th bullet point)
- *Flip the bullet* to make the statement active for employers and local government (3rd bullet point)
- General use of active vs. passive wording in the vision

What can Baraboo do to achieve the vision outlined above?

- Support the Baraboo Public Library as a key economic driver
 - Ex. Summer Reading Program
- Proactive continued and renewed interest to meet with and interview businesses
- Identify businesses and services that interest families and residents
- Marketing plan for the school to better showcase educational strengths of the Baraboo School District
 - Beyond the numbers, use more examples
- Partnership with employers and realtors to be a first point of contact and help recruit potential residents to Baraboo
- “Package” to communicate the value of the area as a home and workplace to potential residents
- A 100 gigabyte broadband service for the Baraboo Area
 - Partnership between the city and Charter services
- Reconsider development for the river front to consider smaller parcels
- Ensure protection of natural areas and environmental attractions in Baraboo despite increased traffic
- A strategy to better understand the needs and wants of the millennial generation
- City and school district partnership to boost the school’s athletic program
 - Emphasis on younger children and developing fundamental skills
- Greater cooperation between park and recreation, club, and school athletic programs

The following are the meeting notes from the community discussion that took place on June 17, 2014 at the Baraboo High School. The participants offered feedback on the draft vision statement developed by BEDC and suggested possible strategies for moving forward.

Feedback on draft vision:

- Revise vision to include affordable housing and good paying jobs
- Emphasis the importance of education in providing employable Baraboo residents
- Provide list of public services (5th bullet point)
- Educational entities are emphasized as a priority in the economic development of Baraboo
- Consider revising the 1st bullet point to future tense, and emphasize the “pushing of the envelope” and a continual progression
- Add “diverse” to 1st bullet point description of workforce
- Include the importance of charitable work and organizations to describe further the generous nature of Baraboo residents
- Reinforce the theme of partnerships and the idea of marching in the same direction
- Reinforce the idea of the school district, government, and economic development working cohesively
- Greater emphasis on, tie in, and draw for recreational and environmental opportunities available

What can Baraboo do to achieve the vision?

- Grant opportunities from partnerships discussed above
- Market to young professionals
 - How to become engaged in the community (leadership, volunteer, etc. roles)
- Make UW-Sauk County more attractive to out of city students interested in college education
 - Strengthen available coursework in natural resources and conservation
 - Way to further utilize the resources and services in the surrounding Baraboo Area
 - Transition from two-year schooling to four-year
- Small business incubators that draws innovative ideas to the community and removes barriers to small-business start up
- Schools and partnerships to prepare students as entrepreneurs and support system for those ideas following graduation
- UW-Sauk County and MATC work with the employers to make sure graduates are learned in skills necessary for jobs and over-arching life skills
 - Curriculum changes and over-haul
- Making sure we all have the same definition of work
- Stronger connections between family members and families with the community as a way to develop life skills and increase community engagement
- More opportunities for developing sense of self, leadership skills, and life skills in young students
 - Boys & Girls Club, 4-H, etc.
- Comprehensive marketing plan for residents and to attract potential residents, visitors, and businesses to Baraboo
- Walkable, sustainable community

- Further innovations of park and recreations locations and use of space
 - Tailor to different age brackets (children, teens, adults)
 - Increase number of parks in West Baraboo
 - New ways to introduce group sports, community recreational opportunities
- Support for the arts: mural paintings that showcase what community has to offer
- Affordable housing and city zoning
- Incentives to get business to come to Baraboo
- Working with surrounding communities to form a cohesive unit and rebuilding those partnerships

The following are the meeting notes from the community discussion that took place on June 18, 2014 at the Baraboo Library. The participants offered feedback on the draft vision statement developed by BEDC and suggested possible strategies for moving forward.

Feedback on draft vision:

- Strengthen the first paragraph and initial statement. Follow up with bullet points highlighting various strategies
- Emphasis on building a diverse economy through better marketing of the Baraboo Area to potential businesses
- Attracting and retaining businesses.
- Revise first paragraph to differentiate the Baraboo Area from surrounding areas
- Include an appreciation for agriculture and protection of farmland. Importance of maintaining a rural, close-knit community feeling.
- Importance of food-related resources for growing the community.
- Greater focus on health services as an economic driver.
- Better coordinate social networks, similar to the United Way in Dane County
- Looking for and making connections to engage the youth and young professionals in the community
- Develop a work force training program for poor, underserved, and disadvantaged Baraboo residents
- Revise vision statement to emphasize the uniqueness of the Baraboo Area
 - Tourism, Agriculture, Natural Resources

What can Baraboo do to achieve the vision?

- Targeting and recruiting larger employers
- Business example: car wash
- Develop a marketing plan unique to Baraboo
- Better understand the competitive advantages and disadvantages of starting a business in Baraboo (in comparison to other communities and regionally)
- Overall plan for city aesthetics, including buildings and landscaping in order to achieve a unified look
- Marketing plan to connect the best pieces of Baraboo, like agriculture, available natural resources, etc.
- A greater focus on the agricultural sector
- Utilize the resources, MAD-REP, WMC, and WEDC, as Baraboo
- Focus on infrastructure and pros and cons for Baraboo
- Demonstrate prosperity and continual growth as a community
- Planning to communicate what makes Baraboo a special place and why people should move here
- Emphasis aspects in Baraboo that make for favorable economic development
 - Access to broadband, airport, interstate/highway, and access to other metropolitan areas
- Strategies and services for business start-up
 - Revisiting these services and investigating barriers to

- Explore what financial resources the community of Baraboo has for beginning businesses
- Look into land acquisition for the city of Baraboo
- Potential for a growth plan with respect to preserving agricultural land and additional factors
- Stronger partnership with West Baraboo
- Continue looking into building design standards, use of building space, general city aesthetics etc.
 - With respect to city entry points
- Importance of work force development resources and similar services
 - Coordinate job training with job needs
- People Helping People

The following are the meeting notes from the community discussion that took place on June 19, 2014 at St. Clare Hospital. The participants offered feedback on the draft vision statement developed by BEDC and suggested possible strategies for moving forward.

Feedback on draft vision:

- Include statement on pursuing and encouraging business growth in Baraboo
- Stronger emphasis on robust business recruiting program
- Create an environment where people ages 18 to 25 want to stay
- Emphasis on maintenance of the small town atmosphere and protection of current resources, rather than growth
- Balance between seeking robust business recruitment and maintaining small town atmosphere
- Better utilize tourism market
- Change in diction of “workforce” to something more all-encompassing like “citizens”
- Stronger partnerships with surrounding municipalities

What can Baraboo do to enact the vision?

- Time-shares near the golf course as a tourism destination
 - And affordable condos
- Public transit within the community and nearby region
- More aesthetically appealing city entry ways, collaboration with West Baraboo
- How to bring together key community stakeholders regularly to collaborate and work towards the vision
- Investment in public spaces that are gathering and creative spaces
- Communicate what makes Baraboo unique and special to residents and potential residents. Emphasis on Community Pride.
- Maintaining non-chain, unique businesses that contribute to Baraboo’s sense of place
 - Including restaurants
- Program to support, foster, and educate new businesses
- Business incubator program
- Attract visitors through better showcasing Baraboo’s unique sense of place
- Incentive to reuse existing, empty spaces in Baraboo for further economic development
- Revisit city policies on infilling and reusing city spaces
- Issue around lack of middle sized retail spaces (20,000 ft²). Seek a mix of retail spaces with respect to size.
- Safer, easier routes between places of attraction and tourism destinations
 - Oak Park Place and routes to Devil’s Lake State Park
- More attractive downtown housing options
 - Next to the Civic Center, better utilize parking lot space
 - Warren Hotel

4



Downtown



Ringling Riverfront



Route 12 Corridor



Route 33 Corridor



South Boulevard Corridor

Baraboo Retail Market Analysis

A Study of Business Retention, Expansion and Recruitment Opportunities

2011

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Executive Summary

The Baraboo Retail Market Analysis is a community-led research effort that examines business retention, expansion and recruitment opportunities in the retail sector. The analysis was completed in 2011 as a resource to guide the Baraboo Economic Development Commission (BEDC) and business leaders representing each of five distinct retail districts: Downtown, Ringling Riverfront, South Boulevard Corridor, the Route 12 Corridor, and the Route 33 Corridor (east side). The analysis also serves as a resource for existing and prospective entrepreneurs, site selectors, and others seeking a comprehensive analysis to support business decisions.

The following are some of the insights on the Baraboo retail market identified in this analysis:

- Baraboo has a Convenience Trade Area with a population of almost 30,000 and a Destination Trade Area with a population of almost 93,000. The community also serves both commuters and non-locals, including a significant number of tourists and visitors. See section 2.
- Demographic trends in the trade areas (compared to the state of Wisconsin) indicate that Baraboo has a moderately growing population, slightly lower per capita and household incomes, lower levels of college graduation, and higher levels of retail, construction, and public administration occupations. See section 3.
- Baraboo's regional attractions, aesthetic appeal, natural resources, and location can help position the community as an alternative as well as a complement to the Wisconsin Dells (a destination with significant tourist influx). See section 4.
- Downtown Baraboo has a higher concentration of businesses in certain retail categories including art dealers, book, gift, personal care services and fitness centers, specialty food, and used merchandise/antiques. These businesses provide potential themes that can help downtown become a retail destination. Downtown Baraboo has a lower concentration in retail categories such as beauty salons, general merchandise, grocery, hardware, home furnishing, optical goods, shoe, sporting goods, and woman's clothing. These categories may signal the need for further analysis. See section 5.
- Baraboo's retailers are currently challenged by changes in consumer behavior, competition from online sales and an increased business operating costs. Important issues noted by business operators that will impact their future success include Highway 12 improvements, marketing of the Baraboo area to outsiders, state of the economy and taxes, and business restrictions. See section 6.
- Household consumer spending potential in the trade areas is lower than the U.S. average in all categories. Using the ESRI Spending Potential Index (whereby U.S. = 100),

the indices for the Destination Trade Area ranges from apparel (lowest at 61) to health care (highest at 96). See section 7.

- Estimates provided by ESRI for combined retail, food and drink sales indicate that supply (estimated sales) is 27 percent higher than demand (resident spending potential) for both the Convenience and Destination Trade Areas. This underscores the importance of the tourist market to local businesses. See section 7.

The market analysis concludes with preliminary retail development strategies based on the input of 25 business and community leaders serving on the study team. Their ideas were based on a review of data collected in this market analysis coupled with their insight and perspectives on the community. Strategies are presented in Section 8 as follows:

- A. Establish a Retail Retention/Expansion and Recruitment Process – a 12 step process that establishes operating principles for an effective retail development program.
Supported by B, C and D
- B. Opportunities by Retail Category – interpretation of market analysis data to identify retail opportunities including full-service restaurants, food stores, specialized clothing stores, outdoor recreation stores, and miscellaneous retail categories.
- C. Opportunities by District and Location – recommendations of business placement and clustering including: downtown as a place for specialty retail, dining and entertainment in the historic and cultural center; and Ringling Riverfront as a place for specialty retail, residential, public open-space, dining and entertainment.
- D. Opportunities to Improve Marketing - recommendations related to increasing market capture through promotion, branding, and tourism development.

These strategies are evolving and serve as work-in-progress. Additional input from users of this market analysis is requested and strongly encouraged.

Send additional input to:

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Introduction

This section provides background information on the Baraboo Retail Market Analysis including its purpose and goals, study components, business districts, and the study team. Selected strengths and weaknesses of the local business districts, as reported by study team members at the launch of this study, are also presented.

Purpose and Goals of Study

The purpose of this market analysis is to provide the Baraboo Economic Development Commission (BEDC) and other business and community leaders with objective information to guide retail development efforts in Baraboo and its business districts. The study assembles market information to support business retention, expansion and recruitment efforts. This information can be used to identify retail gaps in the community and to fill empty and new commercial space. The study also develops strategies for each district to help them establish a position in the market that is clearly defined and complementary to other districts. Specific goals for retail development in Baraboo include the following:

1. Increase access to retail and service businesses that improve quality of life for residents and visitors.
2. Improve profitability of existing businesses through increased penetration of the regional retail market.
3. Minimize retail vacancy and encourage in-fill development that supports wise land use and retail-density in the distinct districts.
4. For the downtown district, build on its unique character, distinctive architecture, and its role as the physical and cultural center of the community.
5. Build cooperation among business leaders in the five districts.
6. Develop retail as one among numerous economic development strategies, linked to tourism, outdoor recreation, entertainment, and the cultural arts.

This study provides information to guide retail development at the community level. While it does not attempt to provide business-level marketing advice, it can be used to help business operators understand market characteristics in their efforts to reach new customers.

Study Components

Tasks involved in this market analysis, as described in individual sections of this report, are listed and illustrated in the diagram below:

- Trade Area (Section 2) – analysis of the Convenience Trade Area, Destination Trade Area, non-local market segments (including tourists) and commuters
- Resident Market (Section 3) – analysis of demographics, lifestyles, and spending potential
- Tourist and Visitor Market (Section 4) –analysis of attractions and purpose of visit
- Downtown Business Mix Comparison (Section 5) – a comparison of downtown Baraboo to downtowns in peer communities
- Perspectives of Business Operators (Section 6) – survey of a sample of local business operators regarding ways to strengthen the retail heath of the community
- Demand and Supply Analysis of Trade Area Residents (Section 7) – analysis of the spending potential of local residents by business category
- Retail Strategies and Action Plan (Section 8) – strategies developed by the study group that build on the data collected as well as the study team’s knowledge of the local market



Study Team

This study was completed collaboratively with a local study team working with University of Wisconsin-Extension. The study team provided local insight and was instrumental in developing locally-relevant conclusions from the data collected. Participants are listed below.

Core Study Group leading effort:

- Sandy Anderson
- Musa Ayar
- Deb Bauer
- Gene Dalhoff
- John Kessenich
- Liz Nevers
- Mike Palm
- Walt Smith

Others Assisting in the Research:

- Heath Anderson
- Gaila Gilliland
- Kevin Grohskopf
- Lori Halverson
- Buddy Huffaker
- Christine Kortbein
- Cindy McVenus
- Steve Schmelzer
- Bekah Stelling
- Nancy Thompson
- Todd Wickus

Consultants Engaged in the Study

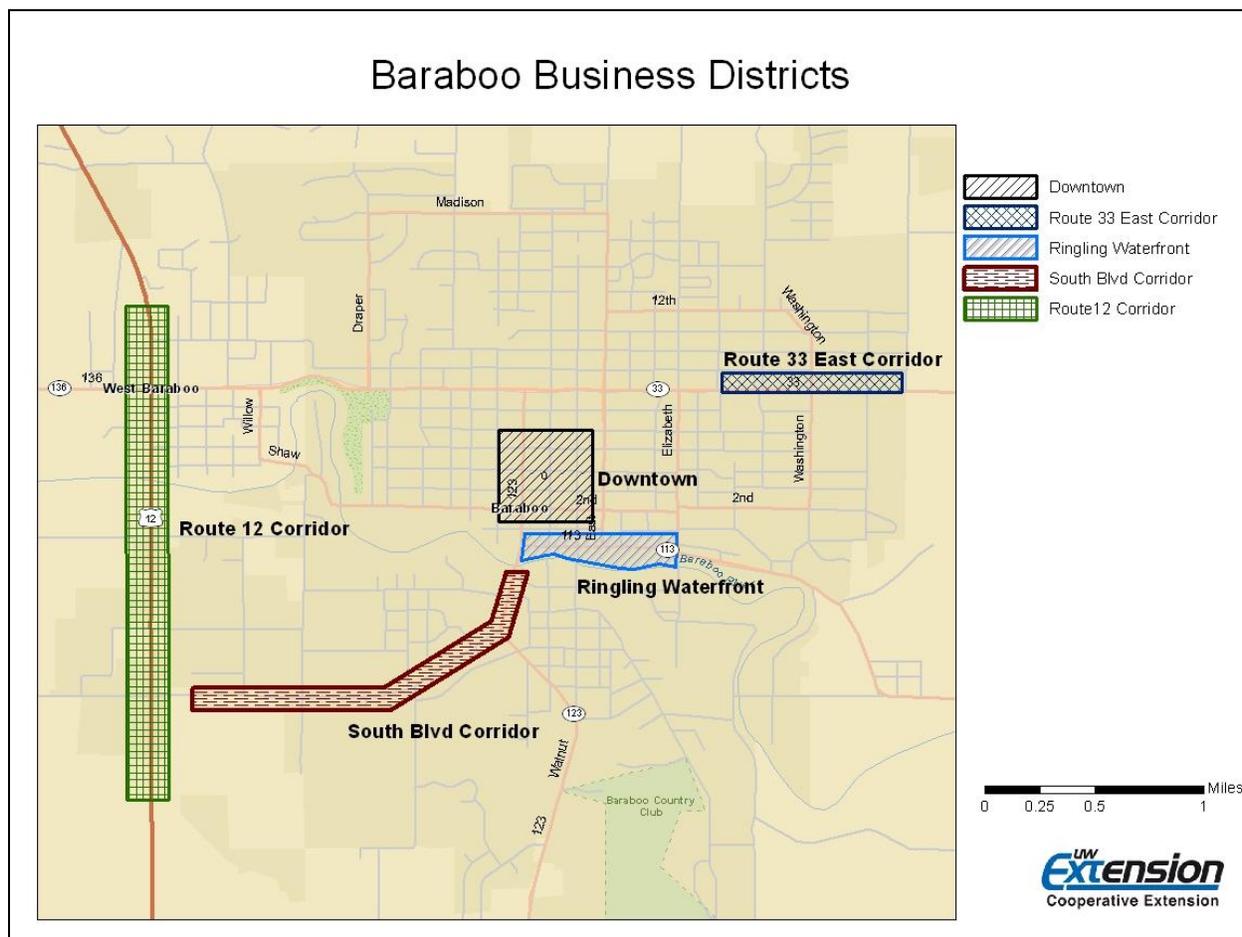
- David Scheler, Diversified Tactics & Strategies (guidance on tourism development)
- Deborah Ersland, Redevelopment Resources (guidance on retail strategy development)

University of Wisconsin-Extension Research Participants

- Jenny Erickson – Community Development Educator, University of Wisconsin-Extension/Sauk County
- Bill Ryan – Community Business Development Educator, University of Wisconsin-Extension/Center for Community & Economic Development
- Angie Tackaberry – graduate student at the University of Wisconsin-Madison
- Jangik Jin –PhD student at the University of Wisconsin-Madison
- Glenn Halstead - graduate student at the University of Wisconsin-Madison
- Robert Rodriguez – undergraduate student at the University of Wisconsin-Oshkosh

Business Districts Studied

The purpose of this analysis is to help the Baraboo Economic Development Commission (BEDC) and business leaders in each of five distinct retail districts understand potential business opportunities and support business retention, expansion and recruitment efforts. These districts are illustrated in the following map:



The following are short descriptions of each business district. Also provided is a brief summary of some of the perceived strengths and weaknesses of these districts as reported by study participants during a focus group session at the beginning of the market analysis process. Perceived strengths and weaknesses of each district are unedited and randomly presented.

Downtown

The Downtown district represents the traditional and central business district of the community. It is located between Broadway and Ash Street and 2nd and 5th Avenue. County and city government offices including the courthouse are downtown making this area a hub for legal, insurance, real estate and other professional services. Downtown has a number of

independent retail stores that serve both convenience and destination shoppers. It is also the home to a number of restaurants, bars and coffee shops. Its historical character is anchored by the Al. Ringling Theatre. According to the Wisconsin Department of Transportation, annual average daily traffic volume in 2008 in this district was between 9,000 and 15,000 vehicles per day. Perceived strengths and weaknesses of the district as reported by focus group participants are presented below:

Strengths:

- Convenience
- Variety of retail and business
- Culture – Al. Ringling, Summer concerts
- Dining
- Public social services
- Parking
- Historic buildings
- Unified merchants group
- Al. Ringling Theatre
- Density of businesses and employees
- Banks
- Courthouse and Square
- Professional services
- Unique stores: music, kitchen, drug, furniture, other stores
- Antique shops
- Garden Party, Jen’s and Little Village
- Grainery
- Hair salons
- Fitness centers
- Year-long activities and fairs
- Walkable
- Long-term stores

Weaknesses:

- Perception of inconvenient parking (4)
- Unaware of downtown (2)
- No major grocery store (2)
- Undeveloped river
- Store hours
- Distance from Hwy. 12
- Inconsistent/no uniform store hours
- Shortage of staple items
- No family clothing
- No deli or fine restaurant
- Lodging
- Some poorly maintained buildings

Ringling Riverfront

The Ringling Riverfront is a half-mile long redevelopment area located four blocks south of the Courthouse Square in Baraboo. It follows both sides of the Baraboo River between Water Street and Lynn Street from Broadway to the Circus World Museum complex. Its river frontage provides character and theme for a mixed-use redevelopment with open public spaces and trails. According to the Wisconsin Department of Transportation, annual average daily traffic volume in 2008 in this district was between 5,000 and 6,000 vehicles per day. Perceived strengths and weaknesses of the district as reported by focus group participants are presented below:

Strengths:

- Circus World Museum (4)
- Ice Age Trail/Riverwalk (2)
- Riverfront property (2)
- Location has potential
- Primed and ready
- Near downtown
- A few salvageable historic buildings
- Vacant land
- City ownership
- Exciting redevelopment potential

Weaknesses:

- Some blighted/shabby properties (2)
- No retail there yet
- Lack of promotion of river for recreation
- Have not reached critical mass for development
- Off most traveled corridor
- Seasonality in traffic
- Distance from Hwy 12
- No lodging (major hotel)
- Parking

South Boulevard Corridor

This 1.3 mile South Boulevard corridor serves as a primary entry way to downtown from Highway 12. The largest store in this corridor is Farm & Fleet. Other uses include service businesses and light manufacturing. Retail uses are limited and mixed at this time. The corridor has high traffic volume and opportunity to connect retail activity downtown with the Route 12 Corridor. According to the Wisconsin Department of Transportation, annual average daily traffic volume in 2008 in this district was between 10,000 and 13,000 vehicles per day. Road improvements are planned for 2014-2015. Perceived strengths and weaknesses of the district as reported by focus group participants are presented below:

Strengths:

- Gateway to downtown (3)
- High traffic area (2)
- Main entry into Devil's Lake
- Large population base
- Vacant land for development
- Proximity to Devil's Lake
- Interesting business
- Building/construction business concentration
- Gateway to Farm & Fleet/Wal-Mart/Menards
- Mostly transportation route

Weaknesses:

- Rough road/Condition of street (4)
- No sidewalks (2)
- Question it being eclectic
- Old business area
- Visual quality
- Mostly transportation route
- Ugly
- Not inviting
- No neighborhood feel
- Visibility issues

The Route 12 Corridor

This 1.6 mile corridor contains most of Baraboo's national chain retail and is anchored on the south by Menards (Mine Road) and in the north by the Clarion Hotel and Convention Center and the Best Western Baraboo Inn (Berkley Boulevard). In between are a few strip retail centers, some fast food restaurants, and a large manufacturer. Just beyond the north end of the district are a number of lodging establishments. Three of the community's four grocery stores are located in this corridor. The corridor will be bypassed with the eventual rerouting of U.S. 12, but will remain the most visible and prominent retail district for travelers through the

area. According to the Wisconsin Department of Transportation, annual average daily traffic volume in 2008 in this district was between 14,000 and 20,000 vehicles per day. Perceived strengths and weaknesses of the district as reported by focus group participants are presented below:

Strengths:

- Volume of traffic (2)
- Easy access by car (2)
- By-pass will increase visibility of corridor (2)
- Streetscape
- Development opportunities
- Regional shopping area
- Lots of parking

Weaknesses:

- If we don't develop a unique entry to community, Hwy. 12 could be a weakness
- Access to some businesses
- Heavy traffic
- Cost of doing business (rent)
- No neighborhood feel
- By-pass influence
- Spotty development

The Route 33 Corridor (east side)

This half-mile mile corridor stretches along Ringling Boulevard (State Route 33) from Jefferson Street to Taft Avenue. The corridor has underutilized retail space affording many opportunities and a limited number of businesses including restaurants, a grocery store, bank branches and lodging establishments. The corridor has moderate traffic volume and accommodates travelers accessing the interstate to the east. According to the Wisconsin Department of Transportation, annual average daily traffic volume in 2008 in this district was between 11,000 and 15,000 vehicles per day. Perceived strengths and weaknesses of the district as reported by focus group participants are presented below:

Strengths:

- Traffic flow/High traffic count (2)
- Proximity to hospital and clinic (health care niche opportunity)
- Proximity to new housing development
- Gateway for Interstate
- Available buildings
- Viking Store/gas, etc.
- County fairgrounds (underutilized)
- Easy access by car
- Availability of stores
- Restaurants
- Future development of the 120 acre Jackson Property
- Most new residential development with be near the east side.

Weaknesses:

- Lack of activity at fairgrounds (2)
- Nothing big to draw
- If we don't develop a unique entry to community, Hwy. 33 could be a weakness
- Lack of current activity
- Distance from Hwy. 12
- Lack of curb appeal
- Need housing and community development
- Lost businesses
- No neighborhood feel
- Empty stores look bad

Trade Area

This section analyzes the extent and shape of Baraboo’s trade areas. The trade area boundaries defined here will serve as the basis for additional analyses throughout this report.

Baraboo, Wisconsin is located in south central Wisconsin, 40 miles northwest of Madison and approximately halfway between Milwaukee and La Crosse. The Baraboo area is served by US Highway 12 and State Highways 113, 33, 136 and 123. The area can be reached from Interstates 90/94 via US Highway 12 (9 miles) or State Trunk Highway 33 (13 miles).

The trade areas that Baraboo retail businesses serve are influenced by regional shopping in neighboring communities. The following map illustrates the location of Baraboo relative to the large concentration of shopping centers in Madison as well as the distribution of Wal-Mart stores in region.

A trade area is the geographic area from which a community generates the majority of its customers. Knowing the size and shape of each trade area is extremely important because its boundaries allow for measurement of the number of potential customers, their demographics, and their spending potential. Each individual business in Baraboo has a unique

Baraboo Region and Selected Retail Destinations



trade area. The distinct trade area for an establishment will depend on factors ranging from the type of business to the variety of products and services sold. Certain business types will only attract local customers, while other categories have the potential to draw customers from a broader region. For purposes of this analysis, two types of trade areas are examined: a convenience trade area; and a destination trade area.

A convenience trade area is based on the purchase of products and services needed on a regular basis, such as gasoline, groceries, and hair care. Because these purchases are relatively frequent, people usually find it more convenient to buy these products and services from businesses located close to their home or workplace. A grocery store's trade area can often be used to represent a community's convenience trade area.

A destination trade area is based on the purchase of "major" products and services, such as appliances or furniture, or of products and services that are distinctive in a way, such as deeply discounted products and services. People are willing to travel longer distances to do comparison shopping and purchase these kinds of items. A large discount department store's trade area can often be used to represent a community's destination trade area.

In addition to differing by types of goods and services, a business district differs in the types of customers who shop there. Three common market segments are:

1. Local residents within the trade area. As they reside locally year-round, they provide the majority of spending potential for most businesses.
2. Daytime employees including those who may live in the trade area and others who commute from other communities. They have the potential to make purchases within the trade area during the workday.
3. Non-locals/visitors can offer a large amount of spending potential. While they are not permanent residents, tourists and other visitors shop while visiting the area.

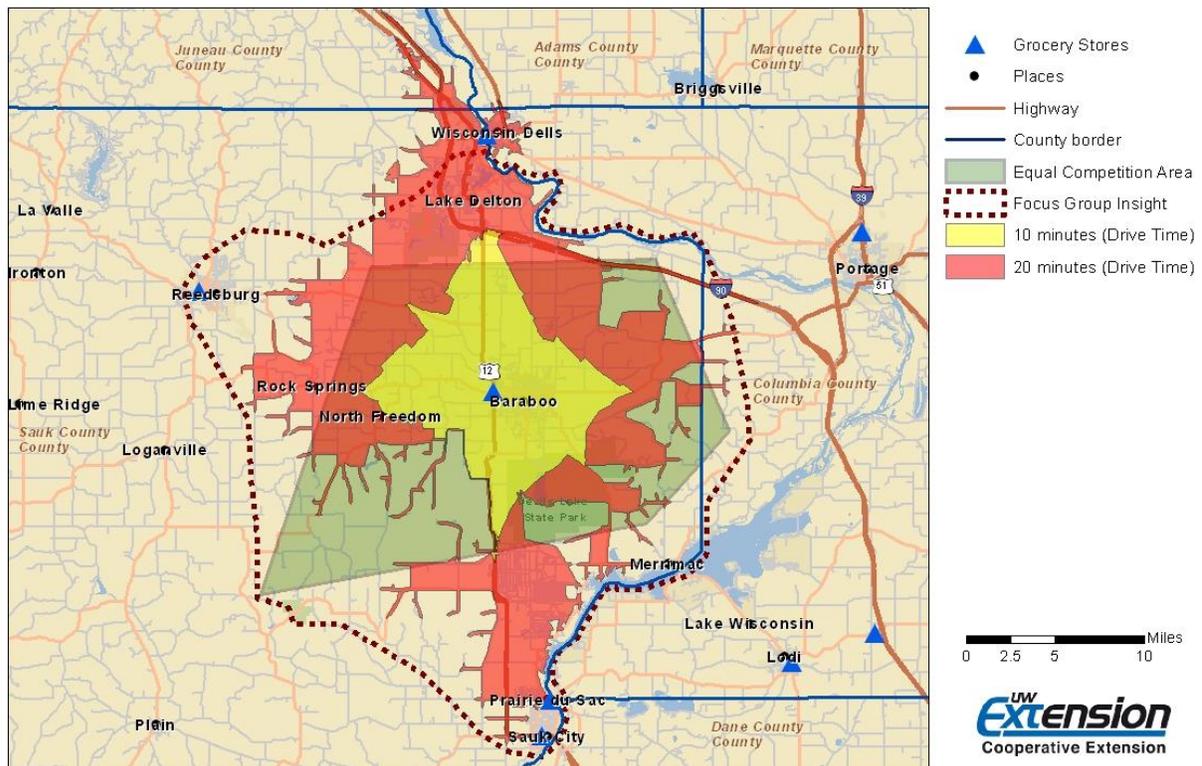
The maps on the following pages illustrate Baraboo's local resident trade areas based on store locations, drive-times, and input from the study group.

Convenience Trade Area

A Convenience Trade Area map for Baraboo was created using the following information:

- The locations of retail grocery stores
- Insight from the focus group to create a boundary line
- Calculated travel times along streets to grocery stores
- An equal competition area showing “as-the-crow-flies” distances

Exhibit 2.1 Convenience Trade Area Map

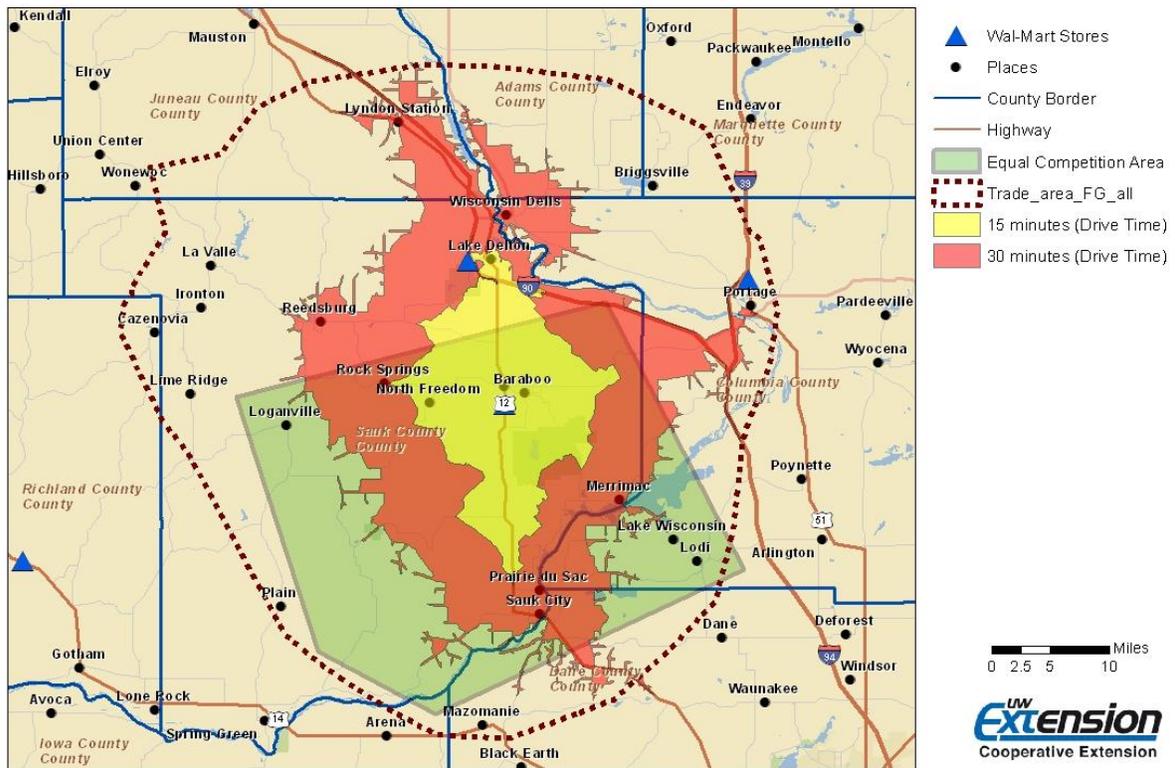


Destination Trade Area

The following map was created for the Destination Trade Area by using the following information and guidelines:

- Locations of general merchandise stores
- Insight from the focus group to create a boundary line
- Calculated travel times along streets to Wal-Mart stores
- An equal competition area showing “as-the-crow-flies” distances

Exhibit 2.2 Destination Trade Area Map



Commuter Market

Another important geographic trend to analyze is the commuter market; both the incoming and outgoing markets for Baraboo. Employees residing outside of the City of Baraboo who spend weekdays working within the area represent a market segment that should be acknowledged as a source of potential external dollars coming into the community. Conversely, Baraboo residents whom work outside of the area could be viewed as a segment potentially leaking local dollars to other jurisdictions (if they shop where they work and not where they live). It is important to acknowledge these patterns and the potential opportunities that may exist to keep local money circulating within the City of Baraboo.

A 2009 Job Count on inflows and outflows of workers illustrates the following information:

- 1,798 people both lived and worked in the City of Baraboo
- Approximately 7,500 people lived outside of the city and commuted in to work
- Almost 3,800 workers resided within city boundaries but worked elsewhere.

Data was also collected from 2002-2009 at the county level, and detailed the below information:

- Nearly half, 49 percent, of employed Baraboo residents worked in Sauk County
- Almost 10 percent worked in Dane County
- The majority of the rest worked in eight other Wisconsin counties

Conversely, when examining the same time period's sample of Baraboo workers, the following is learned:

- Slightly over half, 51 percent, resided within Sauk County
- Over 16 percent commuted from Dane County
- Approximately 11 percent commuted from Columbia County

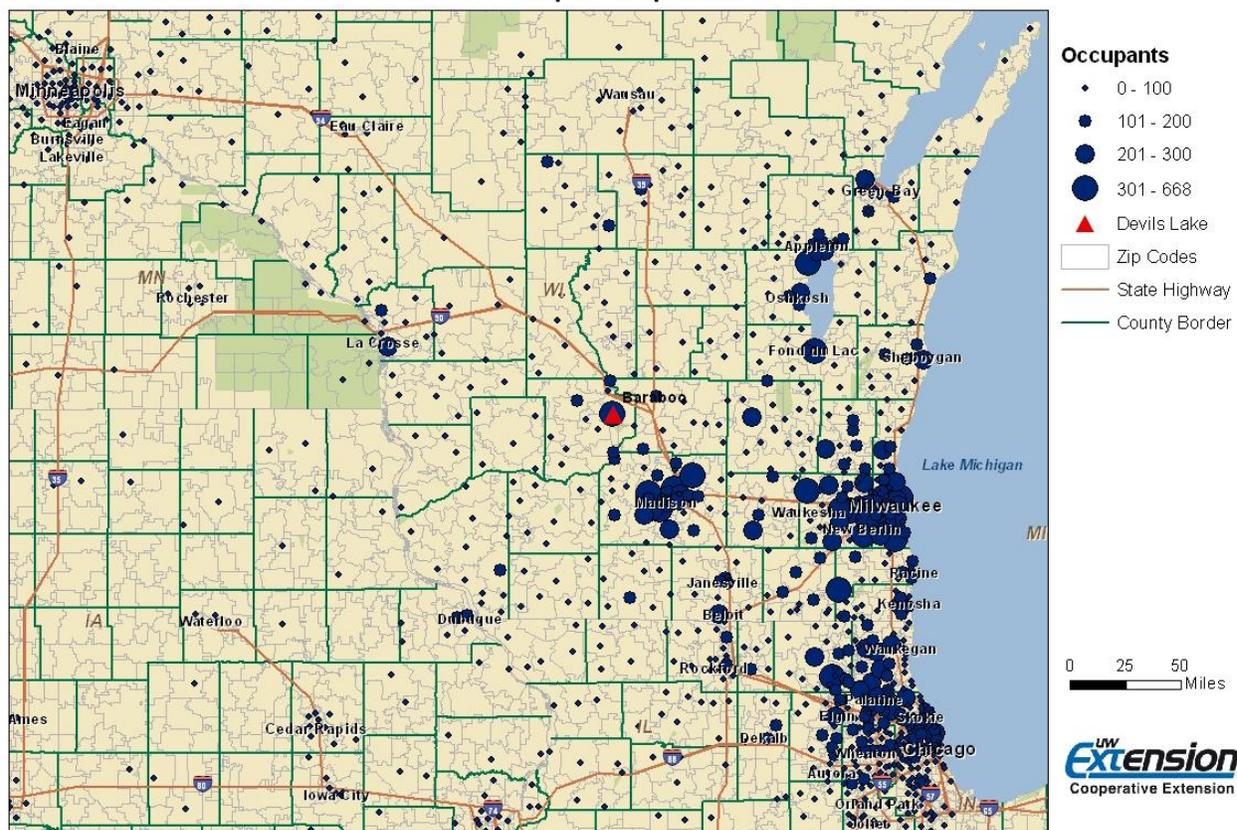
Both the city and county level figures provide a sense of commuter patterns demonstrating the amount of workers entering and leaving both the city and county on a daily basis. The data is important to consider when analyzing comprehensive marketing strategies.

Non Local and Visitor Markets

Customer zip codes from tourist and destination sites were collected to pinpoint general geographic origins of Baraboo area customers. This analysis allows relationships among customers to be examined (areas of high and low percentage, directional nature of customers, contiguous vs. fractured origin patterns, etc.). Defining a trade area for tourists poses special challenges because tourist origins can be widely distributed and a single trade area does not fully represent where these customers are coming from. Instead, tourists can be clustered into multiple trade areas to better represent the geographic pockets where they are concentrated.

The following map illustrating the origin of Devil’s Lake State Park campers is an example of the type of origination point of visitor maps that were created for various destination sites. Information from the state park was mapped and analyzed using Geographic Information Systems (GIS).

Exhibit 2.3 2010 Devil’s Lake State Park Campers Map



Business specific mapping was completed for the following sample businesses, organizations, or attractions, with descriptive findings:

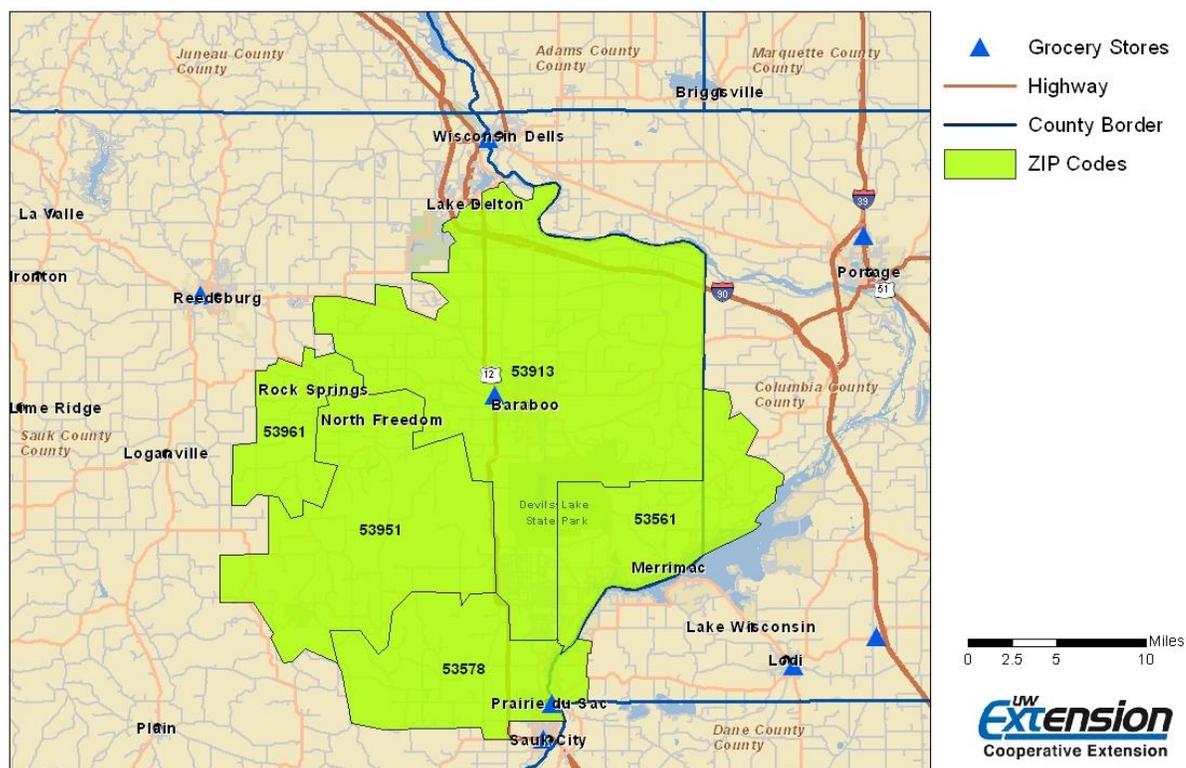
- Devil's Lake State Park-The park draws customers from the large urban centers of Chicago, Milwaukee, and Minneapolis/St. Paul as well as many smaller locales within the state of Wisconsin.
- Art Faire on the Square-The pattern of customer origins for this event shows the art fair serves a convenience trade area. The majority of customers came from six surrounding zip codes.
- The Grainery Whole Foods & Supplements-Due to the unique product offerings and widely dispersed customer base, this specialized grocery store exists as a destination site.
- St. Clare Hospital Radiation Oncology-This health care facility receives clients from a fifty mile radius, resulting in its distinction as a destination site.
- Mid-Continent Railway Museum-The museum draws both local and non-local visitors.
- Al. Ringling Theater-The theater also draws customers from a variety of locales, appealing to both residents and non-locals.

Conclusions

The Baraboo trade areas reflect the potential convenience and destination drawing power of Baraboo’s business districts. However, they do not reflect the exact trade areas of individual businesses. Furthermore, the trade areas reflect future potential, not simply what is captured today. The boundaries of these trade areas are fluid in nature. Specifically, customers within these trade areas will travel to other shopping destinations, while customers from outside the trade areas may shop at Baraboo businesses.

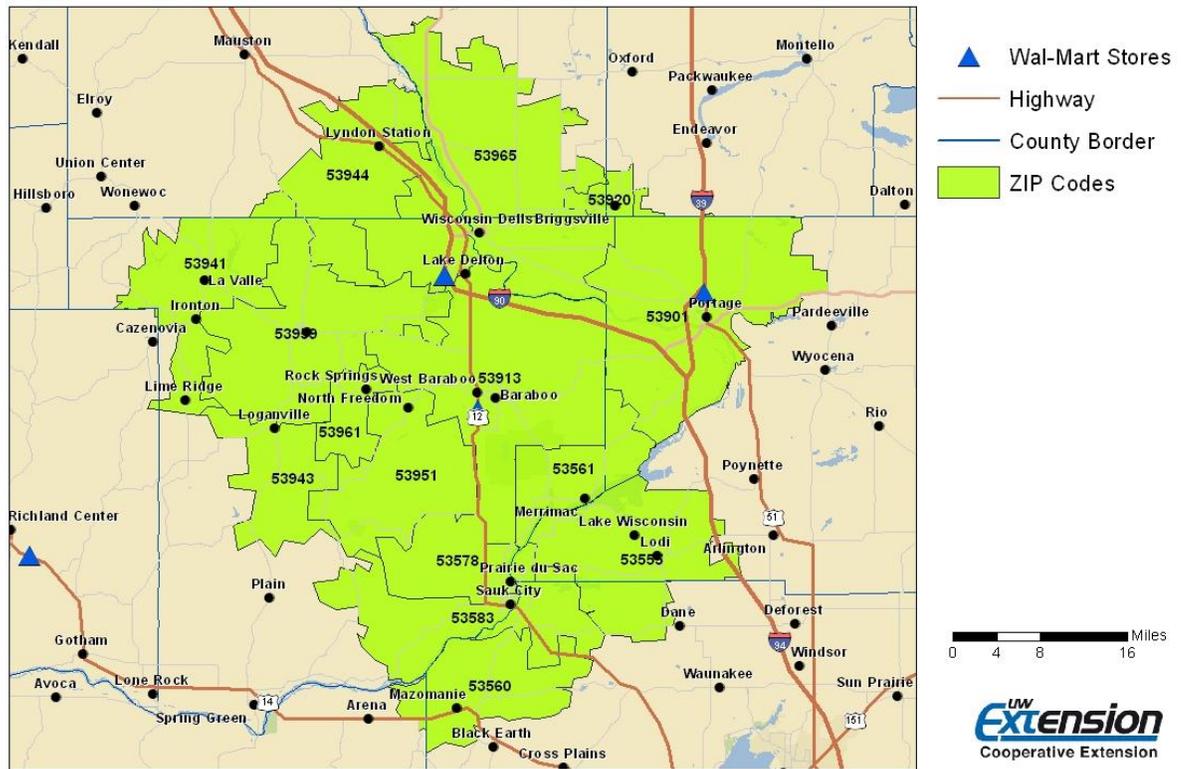
1. Based on previously listed mapping criteria to create a Convenience Trade Area, the following zip codes were identified as being in the geographic area. This area has a population of almost 30,000 (see Section 3).

Exhibit 2.4 Convenience Trade Area



- Based on previously listed mapping criteria to create a Destination Trade Area, the following zip codes were identified as being in the geographic area. This area has a population of almost 93,000 (see Section 3).

Exhibit 2.5 Destination Trade Area



- In addition to these traditional trade areas, Baraboo also serves both commuters and non-locals, including visitors. Due to a substantial number of commuting workers from neighboring jurisdictions and the number of tourist sites in the area attracting visitors from near and far, it is important to consider these two additional trade areas when analyzing Baraboo’s entire market.

Section 3

Resident Market

The demographic and lifestyle characteristics of trade area residents provide valuable information for a market analysis. This section will provide information on demographic and lifestyle data.

Demographic Analysis

To assist in understanding the characteristics of residents, data was gathered from the Baraboo Convenience Trade Area, the Baraboo Destination Trade Area, and the state of Wisconsin. Comparing demographics of each of these geographic areas helps to differentiate local consumers and may identify potential customer niches.

Demographic characteristics are derived from public and private datasets, including Environmental Systems Research Institute Business Information Solutions (ESRI BIS) and the 2000 Decennial Census. The demographics for each geographic area are not mutually exclusive.

Population

Population data helps quantify both current market size and future market growth, both of which are used to measure consumer demand. Population is defined as all persons living in a geographic area. The City of Baraboo's 2010 population is 14,275. However, the Convenience and Destination Trade Areas have respective populations of 29,897 and 92,552 respectively. Projected growth for the Convenience Trade Area and the Destination Trade Area are 0.57 percent and 0.58 percent, respectively. Both of these rates are somewhat more than the projected rate for the state of Wisconsin population, which is 0.47 percent, reflecting the area's dynamic nature.

Exhibit 3.1 Population

	Baraboo Convenience Trade Area	Baraboo Destination Trade Area	State of Wisconsin
2000 Total Population	27,281	84,279	5,363,675
2000 Group Quarters	445	2,116	155,958
2010 Total Population	29,897	92,552	5,741,617
2015 Total Population	30,752	95,273	5,877,143
2010 - 2015 Annual Rate	0.57%	0.58%	0.47%

Source: ESRI Market Profile Report

Per-Capita Income and Household Income

Household income can be an indicator of the spending power of residents. Household income positively correlates with retail expenditures in many product categories. Some retailers may also target specific income ranges based on their target market segment.

Median household income for the Convenience Trade Area and Destination Trade Area is \$54,151 and \$54,287, respectively, which is slightly less than the state average of \$55,895. The average per capita incomes for both trade areas are also slightly less than the state average per capita income. Despite this, both the Baraboo Convenience Area, at 54.5 percent, and the Baraboo Destination Area, at 53.4 percent, has a higher percentage of household incomes in the \$25,000 to \$75,000 range than the state average, which is 44.7 percent.

Exhibit 3.2 Household Income

Household Income	Baraboo Convenience Trade Area	Baraboo Destination Trade Area	State of Wisconsin
2000	\$42,242	\$42,763	\$43,849
2010	\$54,151	\$54,287	\$55,895
2015 (Projected)	\$60,946	\$61,429	\$63,391

Source: ESRI Market Profile Report

Exhibit 3.3 Per Capita Income

Per Capita Income	Baraboo Convenience Trade Area	Baraboo Destination Trade Area	State of Wisconsin
2000	\$20,561	\$20,351	\$21,271
2010	\$25,537	\$25,199	\$26,503
2015 (Projected)	\$29,263	\$28,972	\$30,547

Source: ESRI Market Profile Report

Age Profile – 2010 Data

Age often affects a person's tastes and preferences. Understanding the population age distribution helps businesses effectively address the needs of the market. Accordingly, retail, service, and restaurants often target certain age groups. The following table presents age data.

Exhibit 3.4 Age Profile

	Baraboo Convenience Trade Area	Baraboo Destination Trade Area	State of Wisconsin
Total	29,897	92,552	5,741,617
Age 0 - 4	6.4%	6.2%	6.4%
Age 5 - 9	6.3%	6.2%	6.4%
Age 10 – 14	6.3%	6.3%	6.4%
Age 15 – 19	6.5%	6.3%	7.1%
Age 20 – 24	6.0%	6.0%	7.2%
Age 25 – 34	11.7%	11.7%	12.7%
Age 35 – 44	13.8%	13.4%	13.0%
Age 45 – 54	15.6%	16.0%	15.2%
Age 55 – 64	13.3%	13.3%	12.2%
Age 65 -74	7.3%	7.6%	6.8%
Age 75 - 84	4.4%	4.8%	4.4%
Age 85+	2.4%	2.4%	2.2%
Age 18 +	77.7%	77.5%	76.8%

Source: ESRI Market Profile Report

Both the Baraboo Convenience Area and the Baraboo Destination Area have a large percentage of their population in the age range of 25 – 74 years old, with approximately 62 percent of the populations in both areas belonging to this age range.

Race/Ethnicity - 2010

Spending patterns often differ with ethnicity. Effective market segmentation based on ethnic groups must be authentic and accurate. Understanding the ethnic distribution of a population is the first step to meeting the needs of different ethnic groups.

In terms of diversity, the populations of both the Baraboo Convenience Area and the Baraboo Destination Area are less diverse than the state average. The percent of residents living in the Baraboo Convenience Area who identify as White Alone is 95.5, percent and is 95.6 percent in the Baraboo Destination Area, while the state average is 87 percent. The largest minority population group is Hispanic Origin. Specialty stores and restaurants catering to that group have opened in the area in the past few years.

Exhibit 3.5 Race/Ethnicity

	Baraboo Convenience Trade Area	Baraboo Destination Trade Area	State of Wisconsin
Total	29,897	92,552	5,741,617
White Alone	95.5%	95.6%	87.0%
Black Alone	0.6%	0.9%	5.8%
American Indian Alone	1.1%	1.2%	1.0%
Asian/Pacific Islander Alone	0.6%	0.5%	2.1%
Some Other Race Alone	1.2%	0.9%	2.4%
Two or More Races	1.0%	1.0%	1.7%
Hispanic Origin	3.4%	2.7%	5.5%
Diversity Index	14.8	13.3	31.8

Source: ESRI Market Profile Report

Education – 2010 (Population 25+ years old by Educational Attainment)

Education can be an indicator of the socio-economic status of an area. Not only do education levels affect income, they also impact consumer tastes and preferences.

The Baraboo Convenience Area and the Baraboo Destination Area have a slightly lower percentage of residents who have an Associate degree or higher (33.7 percent in the Baraboo Convenience Area, 30.7 percent and the Baraboo Destination Area, and 35.9 in Wisconsin).

Exhibit 3.6 Educational Attainment

	Baraboo Convenience Trade Area	Baraboo Destination Trade Area	State of Wisconsin
Total	20,470	63,978	3,825,131
Less than 9 th Grade	3.2%	3.5%	3.6%
9 th -12 th Grade, No Diploma	7.1%	7.2%	6.7%
High School Graduate	35.3%	37.6%	34.2%
Some College, No Degree	20.6%	21.1%	20.0%
Associate Degree	9.5%	9.8%	9.3%
Bachelor's Degree	16.6%	14.1%	17.3%
Master's/Prof/Doctorate	7.6%	6.8%	9.0%

Source: ESRI Market Profile Report

Occupations

Occupation concentrations of white-collar, blue-collar, or service workers are used as another gauge of a market's spending patterns.

In terms of manufacturing, both the Baraboo Convenience Area, at 13.2 percent, and the Baraboo Destination Area, at 14 percent, have lower percentages of workers in manufacturing than the state average, which is 16.5 percent. The trade areas have higher percentages of workers in the retail trade and construction fields than the state average, as well as in public administration occupations. The reason for the greater percentage of public administration workers could be related to the fact that Baraboo is the county seat.

Exhibit 3.7 Occupations

	Baraboo Convenience Trade Area	Baraboo Destination Trade Area	State of Wisconsin
Total	16,142	47,648	2,730,342
White Collar	55.5%	54.9%	59.2%
Management/Business/Financial	13.0%	13.8%	13.5%
Professional	19.5%	17.7%	21.6%
Sales	11.9%	11.1%	10.9%
Administrative Support	11.1%	12.3%	13.3%
Services	21.0%	19.0%	16.3%
Blue Collar	23.4%	26.1%	24.5%
Farming/Forestry/Fishing	1.3%	1.4%	1.1%
Construction/Extraction	5.2%	5.8%	4.3%
Installation/Maintenance/Repair	3.8%	4.1%	3.5%
Production	7.4%	8.3%	9.3%
Transportation/Material Moving	5.8%	6.5%	6.3%

Source: ESRI Market Profile Report

Exhibit 3.8 Employment Occupations – 2010 NAICS Business Summary

	Baraboo Convenience Trade Area	Baraboo Destination Trade Area	Wisconsin State Average
Total	16,142	47,648	2,730,342
Agriculture/Mining	3.4%	3.7%	2.6%
Construction	6.1%	7.0%	5.2%
Manufacturing	13.2%	14.0%	16.5%
Wholesale Trade	4.0%	3.2%	3.2%
Retail Trade	13.2%	12.9%	11.7%
Transportation/Utilities	3.4%	3.7%	4.1%
Information	1.5%	1.4%	1.9%
Finance/Insurance/Real Estate	4.7%	5.1%	6.5%
Services	46.0%	44.4%	44.6%
Public Administration	4.6%	4.6%	3.7%

Source: ESRI Market Profile Report

Lifestyles

The Baraboo Trade Area resident lifestyles can also be studied using lifestyle segmentation information. Lifestyle segmentation systems examine the buying habits and preferences of consumers in a geographic area. One lifestyle segmentation system is Tapestry™, by ESRI Business Information Solutions. Consumers are classified into 65 demographic and behaviorally distinct segments. The segments are based on type of neighborhood (urban, suburban, rural); the residents' socioeconomic status (age, income, occupation, type and value of residence); and their buying behaviors. Tapestry Segmentation can help identify the best markets, find the most profitable consumer types, tailor marketing messages, and define product and service preferences.

The top three lifestyle tapestry segments in the Baraboo Convenience area are: "Green Acres," at 27.3 percent, "Midlife Junction," at 15.6 percent, and "Crossroads," at 13.0 percent. Below are descriptions on these three lifestyle tapestry segments, as described by ESRI:

Green Acres

The majority of households in Green Acres neighborhoods (71 percent) are married couples with and without children. Educated and hard-working, more than one-fourth of Green Acres residents hold a bachelor's or graduate degree; more than half have attended college. Although Green Acres neighborhoods are located throughout the country, they are found primarily in the Midwest and South, with the highest concentrations in Michigan, Ohio, and Pennsylvania. Country living describes the lifestyle of Green Acres residents. Green Acres residents are more likely than other segments to ride their mountain bikes and go fishing, canoeing, and kayaking. Other sample characteristics relevant to Baraboo are listed below:

- This group likes the outdoors including kayaking and canoeing, especially ties to an established event (i.e. Galena, IL outdoor event tied with their fall wine tasting event)
- Many are pet owners
- Businesses needed: sporting goods store; pet supply store; home improvement store; garden centers; fabric store; clothing stores for both dress and casual wear
- Restaurants frequented: Olive Garden

Midlife Junction

Midlife Junction residents' median age is 41.5 years; nearly 20 percent are aged 65 years or older. A third of the Midlife Junction households receive Social Security. Although scattered in suburbs across the country, these Midlife Junction neighborhoods are found more frequently in the South and Midwest. Midlife Junction residents live quiet, settled lives as they move from child-rearing into retirement. To finance their retirement, they own certificates of deposit, savings bonds, and IRAs. Other sample characteristics relevant to Baraboo are listed below:

- This group travels and the area sees many in this lifestyle type in the fall

- Current events cater to this group (Fall Art Tour, Fall Faire on the Square, Mid-Continent Railway Fall Train Rides)
- Businesses needed: Financial planning services; sporting goods store and other outdoor activities (crosses with Green Acres lifestyle)
- Restaurants frequented: Full service; specialty

Crossroads

Crossroads neighborhoods are growing communities in small towns in the South, Midwest, and West. Married couples with and without children and single parents are the primary household types in these areas. Crossroads residents' median household income is somewhat below the U.S. median. Crossroads residents' home ownership is 74 percent and the median home value is much lower than the U.S. median. More than half of the housing is mobile homes; 36 percent are single-family dwellings. Most were built after 1969. Crossroads households budget for what they buy and choose selectively where to spend their money. They shop at discount department stores such as Wal-Mart. Crossroads residents watch NASCAR racing and other sports on TV. Typically, they own a satellite dish or subscribe to cable. Other sample characteristics relevant to Baraboo are listed below:

- Children are the focus of their lives; this group will spend money as long as it's on their kids; they tend to live paycheck to paycheck
- Family activities; sponsor a children's event downtown that would draw parents
- Businesses needed: Discount stores; children's products and children's clothing stores
- Restaurants frequented: Ponderosa, buffet-type all-you-can-eat

Conclusions

Based on the demographic, lifestyle, and spending data in the Baraboo trade areas, a number of conclusions can be drawn:

1. Demographic trends in the trade areas (compared to the state of Wisconsin) indicate that Baraboo has:
 - A moderately growing population, growing at a faster rate than the state
 - Slightly lower home values
 - Slightly lower per capita and household incomes
 - A slightly higher percentage of household income in the \$25,000 to \$75,000 range
 - Limited ethnic diversity
 - Higher level of high school graduation
 - Lower level of college graduation
 - High level of retail, construction, and public administration occupations

2. Most of the households in the Baraboo trade areas are described by the ESRI Tapestry segmentation system in the following categories:
 - *Green Acres*- Green Acres residents tend to be married couples with and without children, who are hardworking and live primarily in the Midwest and South. These residents prefer living a country lifestyle and enjoying outdoor recreation.

 - *Midlife Junction* – Median Junction residents prefer to live in quiet, settled areas, as they transition from the child-rearing phase of life into retirement. Most depend on social security, IRAs, and other savings for livelihood.

 - *Crossroads* – Crossroads residents are married couples with or without children with a high level of home ownership rate. These residents are on a budget and are selective regarding their consumer goods.

3. Based on consumer behavior and purchasing patterns of the Baraboo trade areas, residents have lower purchasing potential per household than the U.S. (as discussed in Section 7).

Section 4

Tourism and Visitor Market

The City of Baraboo is uniquely positioned to build on the tourism sector as part of a retail development strategy. This section contains information gathered on local and regional attractions, and describes the size and significance of the tourism and visitor market in Baraboo. Core elements of tourism development are presented as adapted from an April 2011 report provided by David Scheler, Diversified Tactics and Strategies (DTS).

The Benefits of Tourism

The benefits of capturing visitor spending in smaller cities such as Baraboo, Wisconsin, can help sustain and help grow many local businesses such as restaurants, some service businesses and retailers. This in turn can also create a higher-quality selection of goods and services for local residents. As a consequence of attracting tourism, more money is earned within the community and can then be retained and re-spent within the community—a win-win situation for businesses and residents alike.

Area Attractions

Baraboo has a critical mass of regional tourism attractions. Section two of this document contains maps of the destination trade area as well as tourist origin for selected Baraboo area attractions demonstrating the drawing power of the attractions across the state and region. The following is a list of major Baraboo area attractions including a brief description and the approximate number of annual visitors.



- **Devil's Lake State Park:** *Wisconsin's Most Popular State Park celebrating its 100th year.* (1.8 million annual visitors)
- **Ho-Chunk Gaming:** *A hotel and full-service casino with 24-hour slot machines, bingo, blackjack and other games.*
- **Devil's Head Resort and Convention Center:** *Mountain resort amenities for Midwest family reunions, business conferences, winter ski vacations, golf vacations, weddings, and summer escapes.* (135,000 annual visitors)
- **Circus World Museum:** *Aerialists, magic shows, elephants, clowns and a collection of historic circus wagons* (65,000 annual visitors)
- **Mid-Continent Railway Museum:** *An outdoor living history museum and operating railroad recreating, preserving, and interpreting the small town/short line way of life.*
- **International Crane Foundation:** *The International Crane Foundation maintains a collection of 15 species of captive cranes, which allows pursuit of two vital techniques for crane preservation: captive breeding and reintroduction into the wild.*
- **Aldo Leopold Foundation/Shack:** *The Leopold Center garnered more LEED points than any other building in the United States, making it the "greenest" building in the US. The Center fosters land ethics through the legacy of Aldo Leopold.* (10,000 annual visitors)
- **Cascade Mountain:** *The 460-foot ski hill offers 34 trails, four terrain parks, and two half pipes.* (170,000 annual visitors)

Along with the region's strengths and opportunities, numerous threats and weaknesses need to be addressed. Baraboo in and of itself may not have the financial wherewithal and independent brand recognition to afford the significant investment required for in-depth market penetration as a stand-alone destination in comparison to Wisconsin Dells (see below). However, compared to many Wisconsin communities of a similar population, Baraboo is uniquely positioned to benefit from further promotion as an overnight destination for travelers, and has the potential to capture more of the local and regional tourism economy given the volume of travelers to the Dells and other area attractions. As the volume of travelers increases in Baraboo, an analysis would need to be conducted to determine lodging supply and demand as well as the most appropriate types of lodging for the Baraboo market.

It should be noted that with so much to see and do in the Baraboo area, travelers may have motivation to spend one to two nights in Baraboo. Based on information used in the Wisconsin Department of Tourism's 2009 study, *The Economic Impact of Traveler Expenditures on Wisconsin*, conducted by Davidson-Peterson and Associates, overnight lodging patrons in resort areas spend significantly more on a per-person per-day basis than those using alternative lodging options. Statewide, visitors using hotels, motels, resorts and B&Bs account for over one-half (51%) of total visitor spending in all expenditure categories while day trips accounted for less than a tenth (7%).

The City of Baraboo is located 12 miles south of the Wisconsin Dells, *The Waterpark Capital of the World*[®], and with nearly three million visitors to the Dells in 2010 it is an obvious source of potential visitors to the Baraboo area. To better understand the size and scope of the Wisconsin Dells tourist market a portion of the *2010 Economic Impact of Expenditures by Travelers on the Wisconsin Dells Area* report developed by Davidson-Peterson Associates is summarized below:

The Wisconsin Dells area captured \$1.06 billion in traveler expenditures in 2010. Nearly half of this influx (48%) occurred during the summer with 15 percent in the fall, 16 percent in the winter, and 21 percent in the spring. This total represents an increase of nearly three percent from 2009 figures.

Nearly three-quarters (74%) of this money was spent by travelers staying overnight in hotels/resorts/motel and B&Bs. Half of the Wisconsin Dells Area total estimated travel expenditures were spent on shopping and food; 19% on lodging; 23% on recreation (in order of spending: wagering, events, sports, historic, liquor, sightseeing, and 8% on ground transportation.

Baraboo and its retail business community can position itself to serve as an alternative as well as a complement to segments of the Dells' significant tourist influx, to the numerous visitors drawn by other regional attractions, and to those enjoying the area's natural resources, particularly those visiting anchor attractions offered by nearby state parks and State Historical Society sites.

Tourism Activity Sets

The Baraboo area offers a variety of tourism related activities. The Wisconsin Department of Tourism has determined common linkages between different types of activities by surveying Wisconsin tourists on their spending and recreational behaviors. These activity sets may inform local retailers of potential or growing markets. Below are the activity sets relevant to tourism and recreation in Baraboo and the surrounding area:

- People who like gambling also like fishing, downhill skiing, dining, historic sites, indoor water parks, and nightlife.
- People who like water parks also like walking/hiking, zoos, dining and gambling.
- People who like camping also like hiking, fishing, biking, boating, hunting and cross country skiing.
- People who like parks/forests also like historic sites, museums, sightseeing, shopping, dining.
- People who like music/arts/theater also liked fairs/festivals, dining, museums.

Communities that Capture Visitor Spending

For a community to effectively capture visitor spending, it must balance natural, historic and cultural resources with the right mix of manufactured attractions including retail. An article in [Urban Land](#) provides ideas from successful retail centers located in major North American resort communities. These ideas may be relevant to downtown Baraboo.

Successful tourist-based retail centers have some similar characteristics. They typically:

- provide an intimate, distinct atmosphere and a strong pedestrian character;
- offer an experience and increase the lifestyle appeal of the community;
- have distinctive and consistent design (perhaps based on a historic theme);
- offer a variety of eating and drinking places that create a social ambiance;
- lack traditional anchor tenants;
- include logo or merchandise shops with commemorative or iconic appeal; and
- offer ongoing special events and activities.

Finding the right mix of businesses to complement these retail centers is difficult as tourism and retail are both sensitive to changing consumer, economic and social trends. The following six principles can help identify the right mix of services, facilities and tenants in a tourist-based retail center:

The Retail Center Should Build on the Attributes of the Surrounding Area

Tourism destinations depend on the special attributes of their locations. These attributes might include unique natural attractions such as a spectacular river or lake front setting. They can also include unique historic and cultural characteristics of the community. The retail center should build on these special attributes to achieve a unified and authentic theme that complements the surrounding area.

Have a Year-Round and Diverse Appeal

Successful tourism related retailers appeal to more than one market segment. They look at the various types of visitors by season to identify opportunities to increase year-round sales. For example, a shop that sells and services bicycles in the summer may be able to sell ski equipment in the winter. Successful retailers also try to appeal to a diverse mix of customers including overnight visitors, day trippers, conference attendees, local residents and employees.

Cluster Retail Near Town Center

The appeal of tourism-based retail is increased when a wide variety of shops are clustered around each other and near local services. Local services can include visitor information, post office, library, medical center, banks, realtors, conference and lodging facilities. These services provide spin-off for local retailers and build a sense of community.

Retail Mix

The mix of retail, restaurants and entertainment should reflect the needs and interests of the primary market segments. Today's tourist destinations provide a variety of retail and services beyond souvenirs and fast food. Examples of specialty retailers found in resort communities include: cheese, skin and health care, jewelry, lifestyle apparel, golf/sports/outdoor equipment, novelty gifts, antiques, home accessories, restaurants, coffee shop, high-tech entertainment, bakery products/cookies, chocolates/candy, heritage/ethnic gifts, art gallery, crafts, t-shirts and clothing, gourmet foods, books, photography, factory outlet products, Christmas items, flowers, toys, wildlife art, cards, liquor and wines and perfumes/soaps. In addition, general merchandise stores that sell drugs, groceries, hardware and convenience items are also important in servicing visitors.

The Right Products

Many resort retailers sell products related to health, wellness and feeling good. Such products include small indulgences such as specialty coffees, ice cream, cookies and chocolate, toys as well as outdoor accessories such as sunglasses, sweaters and footwear. Locally produced products are also appealing to tourists. Retailers should adjust their merchandise seasonally and carry products that also appeal to the local resident market.

Appearance of the Retail District

Appearance of the retail district can strengthen the area's identity and sales. Consistency in signage, shop fronts and merchandising can be achieved through the following:

- landscaping (and street-scaping) to clearly define the retail area;
- building size;
- pedestrian orientation;
- signs and icons reflecting local cultural, natural, recreational or historical features;
- mobile kiosks;
- colorful storefronts/facades with inviting window displays, entrances, awnings, umbrellas, banners and signage; and
- outdoor entertainment.

Retailers should try to stimulate impulse shopping, even for things that the visitor could buy back home. However, it is important not to look too commercial.

Ingredients of an Outstanding Destination (National Extension Tourism Conference, 2000)

Presented by Rodger Brooks, Destination Development

1. Pedestrian-friendly, intimate setting
2. Locals have to want to hang out there too
3. First impression-a great community and downtown gateway, locate where it looks the best
4. Give shopping districts names
5. Good wayfinding-signage program that matches marketing, also for pedestrians
6. Create gathering places
7. Women account for 80 percent of spending
8. Convenient long term parking
9. Widen sidewalks, narrow streets, good cross walks-lots of greenery
10. Aim for 10 food places, 10 retail shops, and 10 places open after 6 pm in three lineal blocks
11. Consistent hours and days, open late
12. People are drawn to experiences-not cities
13. Activities after 6 pm (70 percent of spending is after 6 pm)
14. Curb appeal-great signage, invitations not rejections-we will be open...
15. Public restrooms
16. Create community branding, development and marketing action plan

Businesses that Capture Visitor Spending

To help understand what types of businesses may appeal to Baraboo's visitor market, research findings from a market study for the Rhinelander, Wisconsin Main Street Program was used. In this study, eight vibrant tourism-oriented downtowns were studied to understand their business mix and overall downtown dynamics. These communities included: Brainerd, MN; Fergus Falls, MN; Gaylord, MI; Petoskey, MI; Traverse City, MI; Galena, IL; Lake Geneva, WI; and Sturgeon Bay, WI. Downtown leaders from each community were asked to identify businesses that make significant contributions to downtown vitality. Interviews were conducted with owners and/or managers from each of these "key" businesses and short case studies were prepared for inclusion in the Innovative Downtown Business Database. The key businesses identified can be grouped into one of five broad categories. These groups are presented below.

Destination Restaurant

Many of the communities studied had one or more large destination restaurants as key generators of downtown visitation. These restaurants typically have large seating areas split into different rooms with a more intimate feel. Most are in the middle (\$12 - \$25) price range for dinner entrées and feature live music one or more times per week.

Unique/Regional Gift Store

Many of the businesses studied were gift stores that offer unique, quality products that are not found in large retail stores. These product offerings are highlighted by items that reflect local/regional culture, such as cherries and wine in Sturgeon Bay, Wisconsin, and Swiss-themed

products in Gaylord, Michigan. Notable store characteristics are attention to detail, quality products, and superior customer service. Many of the retailers interviewed stressed the need to differentiate themselves from both discount retailers, and from one another.

Downtown “Hangout” or Gathering Place

Downtown hangouts are businesses that provide a place where local residents socialize in a “public living room.” Many of these establishments are coffee shops, often featuring an outdoor sidewalk or courtyard seating during appropriate weather and offering baked goods that are produced locally. Some coffee shops are integrated or co-located with other businesses, such as book stores. These businesses facilitate downtown vibrancy by providing a place where people gather, and increase foot traffic on the street and in nearby establishments.

Entertainment

Theaters complement other downtown businesses by drawing crowds of people who then visit nearby establishments. They also promote downtown living by providing residents with easily accessible entertainment options. The State Theatre in Traverse City, MI, and Fergus Theatre in Fergus Falls, MN are examples. They do not compete directly with large movie theatres that show mainstream Hollywood films, but rather feature independent and foreign films, live music and theatre productions, special events (high school film, art exhibitions, film series), and occasionally second-releases of Hollywood Films.

Hospitality/Lodging

Two hotels were identified in this study: Stone Harbor Resort in Sturgeon Bay, WI, and Stafford’s Perry Hotel, in Petoskey, MI. Each is locally owned and operated. Both provide a steady stream of visitors that patronize other nearby establishments day and night. They also host large meetings, conferences, weddings, and other events that regularly draw additional traffic. Integrated restaurant/bar/grill elements in each hotel serve as an additional draw. It is important to note that both facilities occupy lakefront property, providing a connection between the commercial district and the water.

Operating Characteristics

A number of operating characteristics contribute to the uniqueness and appeal of these key downtown businesses. These are presented below:

- Locally owned and operated - All of the businesses studied are locally owned and operated. Five of the twenty-five businesses have more than one location, either within the same city or region.
- Located in historic buildings - Sixty percent of the businesses surveyed are located in buildings listed on national or local historic registries. A number of businesses in recently

renovated buildings indicated that after historical restorations were complete, business significantly improved.

- Place-based - In addition to locations in preserved historic structures, successful downtown businesses often feature, complement, and build on local or regional culture.
- Active in downtown business community - Owners and managers organize or participate in community events and charities, and work directly with other businesses in their community. Participation in downtown community activities is critical to the success of the individual businesses and to the overall downtown.
- In order to co-exist successfully with large chain affiliated businesses, these innovative businesses have adopted and developed techniques to further distinguish themselves.
- Customer Service - By focusing on personal customer service, the establishments have built a positive reputation and created repeat customers.
- Quality Products and Services - Rather than focusing on low prices, these businesses focus on offering quality products at reasonable prices. Small businesses cannot compete directly with large retailers on price but by offering superior quality products, they can create their own niche.
- Unique Product Offerings - Retail establishments have an especially difficult time competing with large store competitors that offer the same products. Businesses in this study offered unique products to distinguish themselves from large retailers – as well as from one another.

Downtowns in tourism communities can attract visitors by including destination restaurants, gift shops, gathering places, entertainment and lodging facilities in the business mix. The successful businesses studied are distinctly different from the chains, build on local character and the environment, and are engaged in the community. They provide an authentic experience for the visitor and reason to come downtown.

* from article by Joshua Clements published in the University of Wisconsin newsletter: Community Economics. <http://www.uwex.edu/ces/cced/downtowns/lrb/index.cfm>

Importance of Branding

The Baraboo area already has a wealth of popular attractions. However, it is imperative to the overall success of the City of Baraboo's business community that the Baraboo area's rich mix of amenities and attractions is perceived by the traveler as part of the Baraboo brand. Currently, many of the Baraboo area's tourism attractions have, to some extent, been annexed by the Wisconsin Dells tourism industry. This is particularly evidenced on internet listings for the attractions and the Wisconsin Dells' website. This is ultimately a benefit, given the Dells' substantial popularity and marketing budget, rather than a competitive threat. As Baraboo develops its "curb appeal" and lodging infrastructure it can become a stronger destination in and of itself.

The Wisconsin Department of Transportation provides financial assistance with signage through their TOPS and SIS tourism signage programs, which should become extremely important with the development of the bypass around Baraboo. Developing strong brand recognition through public relations efforts, a solid marketing campaign and additional major events will help Baraboo.

Publicity/Advertising

If Baraboo's business community wants to benefit from increased tourism activity, it would be most beneficial for the retail community to have Baraboo become a central point of access to the numerous area attractions. These attractions are already extremely well-publicized both as stand-alone destinations and through the marketing power of Wisconsin Dells and the Wisconsin Department of Tourism.

Baraboo needs to consider positioning itself as a key overnight destination in order to maximize the benefits of travel to the area attractions. In supporting this growth through increased travel volume, increased retail business will follow. However, in order for the retail community to maximize the benefits from this potential for growth, Baraboo needs the added marketing exposure to draw in more travelers to the community.

In order for a destination to become included in the "consideration set" of possible places to visit and stay overnight, the destination must first be identified as an option: this is the job of marketing and public relations. Once this is accomplished, ease of locating planning information is critical to the overall success.

Conclusions

In order for the Baraboo retail business community to maximize its growth from tourism, a visitor marketing plan should be created that builds on the city's attractions, aesthetic appeal, and retail product offerings. The plan should also explore Baraboo's potential to become a more recognized overnight destination.

1. Baraboo and its retail business community can position itself to serve as an alternative as well as a complement to segments of the Dells' significant tourist influx, to the numerous visitors drawn by other regional attractions, and to those enjoying the area's natural resources.
2. Finding the right mix of businesses to complement retail centers is difficult as tourism and retail are both sensitive to changing consumer, economic and social trends. The following six principles can help identify the right mix of services, facilities and tenants in a tourist-based retail center:
 - The Retail Center Should Build on the Attributes of the Surrounding Area
 - Have a Year-Round and Diverse Appeal
 - Cluster Retail Near Town Center
 - Retail Mix
 - The Right Products
 - Appearance of the Retail District
3. It is important to foster successful and attractive businesses to create and maintain a vibrant downtown. Based on an analysis of dynamic tourism-oriented downtowns, the following categories of businesses were identified as being significant contributors to downtown vitality:
 - Destination Restaurant
 - Unique/Regional Gift Store
 - Downtown "Hangout" or Gathering Place
 - Entertainment
 - Hospitality/Lodging

Downtown Business Mix Comparison

This section compares the mix of businesses in downtown Baraboo with that of similar size communities in Wisconsin. Comparisons are also made with selected peer communities that serve similar market segments as downtown Baraboo. These comparisons represent one approach useful in identifying potential business opportunities for the downtown district.

Downtown Baraboo

While downtown Baraboo is only one of five business districts studied in this market analysis, for many it represents the central place in the community from both a social and economic perspective. Once the primary retail center of the community, the uses of downtown buildings have changed from primarily retail to a variety of specialty retail, services, dining and entertainment.

Downtown Baraboo is a vibrant and attractive central business district. It has:

- over 100 businesses
- over 600 employees
- a Business Improvement District (BID) representing the core district (within the .5-mile ring)
- commercial buildings within the BID assessed at approximately \$31M
- combined property taxes in 2010 in the BID of approximately \$700,000.

In this section we examine the current business mix in the area formed by a half-mile radius around the middle of downtown Baraboo. A business inventory was completed by a study subcommittee to describe commercial activity within this geographic area (see following page).

The downtown Baraboo inventory is then compared to other communities as one approach in identifying potential business opportunities for the downtown district.



Downtown Baraboo Retail and Service Business Inventory

Downtown	Ameriprise Financial	Pete's Glass
First Presbyterian Church	Specially Hers	Recycled Sally's
Turning Point Studio	Ardyth's Sew-N-Shoppe	Raven House
Massage Therapy	Jen's Alpine Cafe	Just Betty's
Rural Insurance	Glacier Paint & Decorating	Thredz Fashion
Greenwood Appraisal	Hill's Gallery and Gifts	Mama Mia's Pizza
Badger Insurance	Coffee Bean Connection	Bananaboat Ad/Graphics
Children Services Society of WI	Supreme Awards	Mike's Barber Shop
Projected Planning Financial planning	Hair on the Square	Bekah Kate's
Ash Street Law Office	CenturyLink	Sand County Contracting
Café of Life Health Center	City of Baraboo, Police and Fire	All Wisconsin Mortgage
Cenex Gas Station	Zachs Tap	Tech Monkeys
It's All About You Yoga	Thompson's Jewelry	Back Door Antiques
Baraboo Office Supply	Wells Fargo Bank NA	Upscale Boutique LLC
Presbyterian Church	Jerry's Hallmark	The Grainery
Herman's Machine Shop	Corner Drug Store	Baraboo Music
Kruse Motor Sales, Ltd.	k. walter vintage	The Downtowner Bar
Hatz Investments	Nichols Philipp Legal & Mediation Services	Beckman Promotions
Chucks Tire	Topham Photography	Spin Shack
Schwarz Insurance	Von Klaus Winery	Spa Serenity
Johnsen Insurance	Village Booksmith	Square Market
Premo & Premo	Amber Moon	LifeLine Books
Midwest Labor	Oak Street Antiques and Yarn	Tangles Salon
Edward Jones	Kut Hut	Total Design Salon
McGann's Furniture	Baraboo Broadcasting Co.	Touch of Your Life Massage Therapy
Nordic Group	Elite Bakery	Downtown Family Dental of Baraboo
Nature Conservancy	Garden Party Cafe & Interlude Lounge	Karobyx Promotion Sales
Recover Health	Green Room Gifts	H&R Block
Fresh Start Legal Services	Very Wild Flowers	Middle Earth Pizza
Baraboo Range Preservation	Little Art Shoppe	Sauk County Courthouse & West Square Bldg.
Wells Fargo drive up Bank	Boardman, Quale, Hartmann	
United First Methodist Church	Don Rick Insurance	
Smith Oil & A.J.'s Brakes and Repair	Harry Machtan Realty	
Imperial Multimedia	National Tax Service	Ringling Riverfront
Fit With Me Fitness Studio	Vodak's Radio Shack	Sonsalla Tax & Insurance services
Kwik Wash Laundry	Christina Beam Photography	Napa Auto Parts
Town & Country Cleaners	Farmers Insurance	ARO Behavioral Services
Baraboo Public Library	Baraboo Perfect Home Sales and Rentals	Deppe Enterprises
Elks Club	Sam's Barber Shop	R&M Body Shop
Gavin Bros. Auctioneer	Knead a Rubb Massage	The Sewing Room
Conway & Seefeld Attorneys	The Jug Saloon	Towns & Associates
Baraboo District Ambulance	Open Road Tattoo	Parker Bros. Used Appliances
Cinderellas Hair Salon	Poor Richards Saloon	This That and Everything Re-SaleShop
Land Title Service	Oak Street Market	Riverside Rental
Fan Faire Costume & Dance	Curves Fitness	Brazilian Jiu-Jitsu Academy
International Clown Hall of Fame	Badger Dry Cleaners	Gem City Saloon
Jerry's Cash Register	Baraboo School District Administration Office	Sun Shades Window Tinting
Smith CPA, LLC	Masonic Temple	Panache Academy of Beauty
Specially Hers II	Baraboo National Drive up Bank	Bravo Dance Studio
The Memory Bank	Wegner CPA	Lake States Railway Historical Society
Gem City Candy	Tracey Financial Services	Next Gear Spin & Fitness
Pemberton & Englund	Krueger & Hernandez Attorneys	Baraboo Arts Banquet Hall
Just for Kicks	VFW Post	Snap Fitness
Monks Bar & Grill	American Legion Hall	Circus World Museum
Just Imagine Toys	Baraboo Surplus Store	Inspirations By Boots
Square Tavern	Cross, Jenks, Mercer & Maffei Attorneys	Raven House
Al Ringling Theatre	Curves Fitness	Just Betty's
Sauk County Art Assoc.	Baraboo National Bank	Thredz Fashion
Martinez & Ruby, LLP	Sauk County Abstract and Title	Mama Mia's Pizza
RE/MAX Grand	Area Wide Appliance	Bananaboat Ad/Graphics
Srenock & Srenock	Ploetz Furniture	Mike's Barber Shop
Little Village Cafe	Rejuvenations	Bekah Kate's
Next Level Communications	Viney and Viney	Sand County Contracting
Elite Self Defense	Burkhalter Travel & Cruise	All Wisconsin Mortgage
Cornerstone Gallery	McGann Furniture	Tech Monkeys
Attic Correctional Services	The Service Company	Back Door Antiques
Birdie's Cafe	South Central Education Association	Upscale Boutique LLC

Comparison to Downtowns in Similar Size Wisconsin Communities

The first comparison group represents all Wisconsin communities (39 cities and villages) with populations between 10,000 and 25,000. The average number of businesses per downtown in these communities was calculated in a UW-Extension study and is presented in Table 5.1.

Communities in this group include:

Baraboo	Beaver Dam	Cedarburg	Chippewa Falls
Cudahy	De Pere	Fitchburg	Fort Atkinson
Germantown	Glendale	Grafton	Hartford
Kaukauna	Little Chute	Marinette	Marshfield
Menasha	Menomonie	Mequon	Merrill
Middleton	Monroe	Muskego	Neenah
Oconomowoc	Onalaska	Pleasant Prairie	Plover
Port Washington	River Falls	South Milwaukee	Stevens Point
Stoughton	Sun Prairie	Two Rivers	Watertown
Waupun	Whitewater	Wisconsin Rapids	

Note: The results for Baraboo were also included in the cumulative data from the 39 Wisconsin communities. The data for Antigo, Fort Atkinson, and Watertown are also included in the cumulative data for both the seven peer communities and the 39 Wisconsin communities.

Comparison to Selected Peer Communities

The study subcommittee also identified seven “peer communities” that have relatively vibrant downtowns and share market characteristics similar to those of Baraboo. Like Baraboo, many of these are “Micropolitan Statistical Area” communities as defined by the United States Office of Management and Budget. Micropolitan Statistical Area communities are urban areas in the United States based around a core city or town with a population of 10,000 to 49,999. The average number of businesses, by category, in these seven downtowns is also provided in Exhibit 5.1.

Antigo, WI

Antigo is a city of 8,560 people, and is located in northeastern Wisconsin. Antigo is known for its agriculture, lumber and manufacturing industries. It is a nationally recognized cheese producer and manufactures most of the National Basketball Associations’ hardwood flooring. It is also considered the gateway to Wisconsin’s Northwoods. The city has a historic downtown, which is currently developing new ways to bring in new businesses. In April of 2011, the City had approved plans to construct a new office building to house Wittenberg Wireless and other outside businesses as part of their revitalization plan for the downtown.

Burlington, IA

Burlington is a city of 25,663 people, and is located in the southeast corner of Iowa on the Mississippi River. The city is a transportation and manufacturing center for the area, and is also known for its beautiful bluffs along the river. Their downtown is known for its historical buildings and its abundance of church spires that appear on its skyline. The Burlington downtown features a riverfront farmers' market and summertime live music.

Carlsbad, NM

Carlsbad is a city of 26,138 people. Located in the southeast corner of New Mexico, the city is situated in the Chihuahuan Desert near the Guadalupe Mountains and Carlsbad Caverns. Their downtown features a museum and art center, a historical walking tour, fall festival and farmers market promoted by their Main Street program. The program provides funding for activities to maintain and improve downtown such as façade improvements, new street signs, and a clean-up effort to attract both tourists and residents to their downtown area.

Fort Atkinson, WI

Fort Atkinson is a city of 11,621 people located in southeastern Wisconsin. The city is known for the original military fort, as well as its Indian effigy mounds. Their vibrant downtown features many buildings on the National Register of Historic Places, and features many shops, restaurants, and recreation opportunities as well as a newly constructed Riverwalk along the Rock River. Fort Atkinson has a diverse commercial mix in their downtown, making it attractive for both out-of-town visitors and local residents.

Granbury, TX

Granbury is a city of 5,718 and is located in the center of Texas. The city is known for its historic Granbury Opera House, as well as being the home and resting place of Davy Crockett's wife Elizabeth. The Granbury historic downtown consists of over 50 shops, two live theaters and a drive-in movie theater and many recreational opportunities along Lake Granbury. The city has gone to great lengths to preserve their unique sense of place and history, and has received many awards on their redevelopment of their courthouse square. The city has recently constructed a large conference center along the boardwalk in downtown Granbury that draws in many weddings, receptions and business events to the downtown.

Watertown, WI

Watertown is a city of 21,598 and is located in southeast Wisconsin along the Rock River between Madison and Milwaukee. The city is known as home to the first Kindergarten class as well as the Octagon House Museum. Their downtown features historical and diverse mix of museums, shops, and restaurants. Downtown Watertown benefits from having a Main Street program which, along with their day to day downtown assistance, plans large events such as the Fall Festival, Maxwell Street Days and the annual Street Dance to bolster economic activity.

Waynesville, OH

Waynesville is a village of 2,550 people located in the southwest corner of Ohio and is known for being the "Antiques Capital of the Midwest". The look of Waynesville's downtown has been

preserved by the adoption of a historic preservation district, ensuring the character of the downtown is maintained. Over 60 antique and specialty shops, make it a unique place to shop and dine, or take a walking tour of historic “Old Main Street”. The downtown also features art galleries, museums, and is home to the annual Ohio Sauerkraut Festival attracting over 450 vendors and 350,000 visitors.

Comparison Analysis

For purposes of this study, retail and service business categories that are typically found on street levels of downtowns were used for the comparison. For each of the comparison groups (“Wisconsin Average” and the “Peer Cities Average”), data from InfoUSA was used to identify the average number of businesses by NAICS code (five digit) within one-half mile of the center of their respective downtowns. This information was then compared to actual data collected for Baraboo’s downtown. The results of the comparison are presented in the exhibit that follows.

Important Notes about the Comparison

1. In some cases, a particular business may offer products or services that fall under multiple NAICS codes. For this analysis, it is listed under one primary code. For example, a business may be listed as a furniture store but also sell home furnishings.
2. Baraboo is on the lower end of the population range of the “Wisconsin Average” group that was studied. Accordingly, many of the communities included in the comparison data may have a larger market to support downtown retail.
3. While the raw data may indicate opportunity for a business type within a half mile of the downtown, other businesses serving those needs may already exist in the Baraboo area outside of the downtown. This could then nullify the opportunity for a new business in that category.
4. As with any statistical sources, there may be inaccuracies in the number of businesses attributed to a specific NAICS code for any given community.
5. The business mix analysis only measures a count of establishments and does not offer more useful information such as sales or square feet of space. Further, it does not attempt to measure the competitiveness of the businesses included in the comparison.

Exhibit 5.1 Baraboo Downtown Business Mix Comparison

NAICS	Name	Downtown Baraboo	Wisconsin Average*	Peer Cities Average
72210000	Full-service restaurants	4	9.85	11.00
81211200	Beauty salons	4	7.13	6.00
72240000	Drinking places (alcoholic beverages)	6	6.36	4.71
45322000	Gift, novelty, & souvenir stores	6	2.49	5.86
81111000	Automotive mechanical & electrical repair	1	2.31	3.29
71390000	Other amusement (bowling, golf, fitness)	3	2.18	1.29
45330000	Used merchandise stores	6	2.10	4.43
44710000	Gasoline stations	2	1.54	2.43
81211100	Barber shops	3	1.54	1.71
45310000	Florists	1	1.49	1.29
44831000	Jewelry stores	1	1.46	1.57
45111000	Sporting goods stores	1	1.41	0.71
44510000	Grocery stores	0	1.38	1.43
54192000	Photographic services	2	1.38	1.29
72220000	Limited-service eating places	2	1.38	0.86
44311000	Appliance, television, & other electronics stores	1	1.33	1.00
44419000	Specialized building material dealers	0	1.10	0.57
44130000	Automotive parts, accessories, & tire stores	1	1.08	2.14
44520000	Specialty food stores	5	1.03	0.71
44611000	Pharmacies & drug stores	1	0.97	1.29
44812000	Women's clothing stores	1	0.95	1.57
45200000	General merchandise stores	0	0.92	0.71
81211300	Nail salons	1	0.90	1.43
44220000	Home furnishings stores	0	0.79	1.00
45121000	Book stores	3	0.77	1.00
81232000	Dry cleaning & laundry (except coin-operated)	1	0.74	0.71
44210000	Furniture stores	2	0.72	1.43
45112000	Hobby, toy, & game stores	1	0.72	1.14
44819000	Specialized clothing stores (dress, etc.)	1	0.64	0.57
44112000	Used car dealers	1	0.62	1.29
44530000	Beer, wine, & liquor stores	1	0.62	1.00
45392000	Art dealers	2	0.56	0.71
44312000	Computer & software stores	0	0.54	0.86
81291000	Pet care (except veterinary) services	0	0.54	0.43
81141000	Home/garden equipment & appliance repair	1	0.46	0.14
45321000	Office supplies & stationery stores	2	0.44	0.71
44821000	Shoe stores	0	0.41	0.29
44413000	Hardware stores	0	0.38	0.29
45391000	Pet & pet supplies stores	0	0.38	0.43
44420000	Lawn & garden equipment & supplies stores	0	0.36	0.14
45114000	Musical instrument & supplies stores	1	0.36	0.29
44619000	Other health care (vitamin, medical equip)	0	0.33	0.71
45113000	Sewing, needlework, & piece goods stores	1	0.33	0.43
51213000	Motion picture & video exhibition	1	0.31	0.29
44412000	Paint & wallpaper stores	1	0.28	0.14
44613000	Optical goods stores	0	0.26	0.29
44815000	Clothing accessories stores	0	0.26	0.00
44811000	Men's clothing stores	0	0.23	0.14
44813000	Children's & infants' clothing stores	1	0.23	0.14
81143000	Footwear & leather goods repair	0	0.18	0.29
44612000	Cosmetics, beauty supplies, perfume stores	0	0.15	0.14
44814000	Family clothing stores	0	0.15	0.29
53230000	General rental centers	0	0.15	0.57
45122000	Tape, compact disc, & record stores	1	0.13	0.29
81219000	Other personal care services(tattoos, spas, piercing)	3	0.10	0.14
53222000	Formal wear & costume rental	2	0.08	0.00

*Wisconsin. Cities/Villages with 10,000-25,000 Population. Average of 39 Downtowns. Data source: Retail and Service Business Mix Analysis of Wisconsin's Downtowns by Bill Ryan, Beverly Stencil, and Jangik Jin, September 2010. University of Wisconsin-Extension

Conclusions

The following conclusions about downtown Baraboo's business mix can be drawn from this data. Special attention was given to those business categories that are most suitable for downtown storefront location and that were found in many of the comparison downtowns.

1. Downtown Baraboo has a higher concentration of businesses in certain categories as listed alphabetically below. The clustering of these and related businesses (current and future) may provide an opportunity to create a downtown market niche. Accordingly, while downtown Baraboo may appear to have an adequate supply of these businesses, they provide potential themes that can help build downtown Baraboo as a retail destination.
 - Art dealers
 - Book stores
 - Gift, novelty & souvenir stores
 - Other personal care services and fitness
 - Specialty food stores
 - Used merchandise stores
2. Downtown Baraboo has a lower concentration (or no businesses at all) in the categories listed alphabetically below. The potential market gap in these categories may signal the need for further analysis to more accurately assess market demand and supply conditions in these categories.
 - Beauty salons
 - Full service restaurants
 - General merchandise stores
 - Grocery stores
 - Hardware stores
 - Home furnishing stores
 - Optical goods stores
 - Pet care (other than veterinary) services and supplies
 - Shoe stores
 - Sporting goods
 - Woman's clothing stores

Perspectives of Business Operators

This section analyzes information obtained from a business operator survey, created and distributed for the purposes of this market analysis. The survey was not scientific, and the sampling of opinions gathered were merely used in a directional nature to help contribute toward market analysis recommendations.

Survey Overview

A web-based business owner survey invited a sample of business owners to share their perspectives regarding the current and future economic health of the retail business districts. Selected business operators within the City of Baraboo were emailed invitations to participate in the online Zoomerang survey in April, 2011. Twenty-nine responses were received.

The survey was designed to gather background information from businesses on their needs and opportunities, business characteristics, and market and marketing data. The overall goal of these questions was to learn how to make Baraboo a more profitable place to do business. Survey questions covered the following topics:

- Background information on each business
- Biggest challenges facing businesses
- Programs to improve business
- Impact of community events on business
- Preferences for new business in the different business districts
- Prevailing issues with marketing, taxes, and business restrictions
- Aesthetic enhancements to improve the retail environment

The survey was based in part on the standardized business operator's survey developed by the Wisconsin Main Street program and previous business surveys implemented by University of Wisconsin-Extension. The survey was then modified by the study committee to reflect research questions specific to Baraboo.

During the month of April, 2011, 88 business operators were emailed an invitation to take part in the online Zoomerang business operator survey. Of the 88, 29 surveys were completed, and two were partially completed. All online survey responses went directly to UW-Extension and were kept confidential. The final rate of return for the survey was 33 percent.

Background Information on Respondents

Various questions were asked to better understand general characteristics of the business operators responding to the survey. These questions and responses are as follows:

What best describes your business? (Q1)

The majority of respondents (84 percent) characterized their business as “retail.” The second most prevalent response was “service business” at 14 percent.

Where is your location? (Q2)

Nearly half of survey respondents operated businesses in the Downtown Baraboo district (45 percent). The distribution of survey response is as follows:

- Downtown-45%
- Ringling Riverfront-no respondents
- South Boulevard Corridor-no respondents
- The Route 12 Corridor-21%
- The Route 33 Corridor (east side)-7%
- Outside of City-21%
- Other areas in City-7%

How long has your business been in operation? (Q3)

The majority of businesses have been in operation for over 11 years, with 25 percent selecting the 11-20 year category and 46 percent selecting the over 20 year’s category.

Do you have any plans to change your business in the coming year? (Q10)

31 percent of participants stated they planned to expand their business in the coming year; 7 percent intended to move locations and about 3 percent stated they would close. An additional 14 percent expressed hopes to see improvements in their business in the coming year.

To the best of your knowledge, what are the three busiest and three slowest months of the year for this business? (Q5)

Regarding busy times of operation, the most frequently selected month was July (16.3%), followed by August (15.3%), June (11.2%) and December (10.2%). This data suggests that retail activity is linked to the

	Busiest	Slowest
January	2.0%	20.0%
February	5.1%	17.6%
March	4.1%	17.6%
April	4.1%	8.2%
May	4.1%	3.5%
June	11.2%	3.5%
July	16.3%	3.5%
August	15.3%	0.0%
September	9.2%	2.4%
October	9.2%	5.9%
November	9.2%	9.4%
December	10.2%	8.2%

summer and holiday shopping seasons. The slowest months were mainly the post-holiday winter months of January (20.0%), February (17.6%), and March (17.6%).

Do you own or rent your current location? (Q6)

55 percent were owners of their business location and 45 percent rented their space.

Is this your only location? If yes, please skip this question. If no, please include other business locations below. (Q7)

24% responded no to this question, with specific location descriptions ranging from thousands of other stores nationwide, to statewide branches, and one to two other locations.

What are the biggest challenges faced by your business in Baraboo today? Please select up to five responses. (Q8)

The most popularly selected responses dealt with changing consumer behavior patterns and the increased cost of business. 45 percent of respondents chose “changing consumer behavior” as one of up to five current business challenges, while “competition from online sales” and “larger chain stores pulling customers away from my business” each received 38 percent and 31 percent respondent votes, respectively. “Increased business operating costs, including payroll” was also selected by 38 percent of the participants.

Exhibit 6.2 Business Challenges

Challenge	Selection Percentage
Changing consumer behavior	45%
Competition from online sales	38%
Increased business operating costs, including payroll	38%
Larger chain stores pulling customers away from my business	31%
Property taxes	28%
Access to financing	24%
Rerouting of Highway 12	24%
Dollars leaving the community for shopping in Madison	21%
Attracting and retaining competent employees	17%
Geographic separation of various business districts	17%
Other, please specify	17%
Cost and availability of insurance	10%
City regulations and governmental red tape	10%
Lack of parking	10%
Infrastructure improvements	10%
Lack of events that bring tourists to Baraboo	7%
Dollars leaving the community for shopping in Wisconsin Dells	7%
Finding a location suitable for a new business or expansion	3%
Identifying unique business niche	3%
Lack of networking opportunities for local businesses	3%
Aesthetics of the community	3%
Lack of mentorship in helping new businesses to thrive	0%
Maintaining good suppliers	0%

What issues are most important to the future prosperity of your business and to the overall level of retail activity in Baraboo? (Q23)

Participants identified four main categories of issues important to the future prosperity and activity of their businesses. These issues included the Highway 12 improvements, marketing of Baraboo, taxes and the current state of the economy, and business restrictions. Specific grievances and suggestions are listed below:

Highway 12 Improvements

Respondents wished to be better informed on the exact construction dates and expected bypass completion date of Highway 12, and to be kept abreast of progress updates on the project. Having better signage guiding traffic from the new rerouted Highway 12 to the downtown was also suggested. The fact that the rerouting of traffic is taking traffic away from certain businesses was listed as a hindrance to prosperity and retail activity.

Marketing

Overall, respondents noted the need to enhance marketing efforts, both to locals and tourists, to encourage more people to frequent both the larger area and the downtown. Suggestions ranged from showcasing the natural beauty in and around Baraboo to regional and national markets, to improving infrastructure as a means of elevating civic pride and marketing the area as a “great place to live, work, and play.” The highway 136 area was said to be a destination center, with “nothing to bring people” out to this location. To encourage more people to come downtown, suggestions were made to “fix” South Boulevard and the Riverfront, as well as to encourage more general merchandise and non-specialty shops in the downtown. Encouraging a focus on arts and emphasizing the need to do more local shopping instead of Madison shopping were also suggested.

Economy and Taxes

Based on the responses of many participants, it appears that the economic downturn has been and still is an important concern for the Baraboo retail market. Participants reported that their business costs have increased due to the increase in fuel prices, and the compilation of these increases with decreases in consumer spending has hurt business. Conversely, one respondent noticed the increase in fuel prices has helped encourage Baraboo residents to spend money locally, the respondent hopes that this trend can be sustained if/when gas prices fall. Participants also suggested that tax cuts are needed to curtail the economic woes. One participant noted that both real estate and business improvement district (BID) taxes have gotten too high for small businesses in Baraboo. Overall, the need for consumer confidence and spending to improve was noted as an important issue for future prosperity and retail activity.

Business restrictions

Several suggestions were made to improve the business atmosphere in Baraboo. Making it easier to open a new business and to lessen restrictions on “building and property expansion” were suggested. Additionally, enforcing the two hour parking limit to ensure that customers

have adequate parking in front of businesses was recommended. Eliminating county employees' parking was also proposed.

Rate the impact on your sales from the following events, either during or following the event (Q11)

Respondents were asked to rate the impact of various community events on their businesses and were to select "high impact," "medium impact," "low impact," "no impact," or "negative impact" for each event listed below. Most of the respondents selected low or no impact for a majority of the events. The selections of "high impact" and "medium impact" were combined to demonstrate the most favorably viewed community events for participating businesses. These percentages are listed below.

Exhibit 6.3 Community Event Impacts on Business

Event	Combined "high impact" and "medium impact" response percentage
Faire on the Square (Arts and Crafts)	25%
Summer Art Classic 3	25%
Downtown Baraboo Wine Walks	18%
Old Fashioned Festival	18%
Downtown Baraboo Christmas Light Parade	18%
Fall Art Tour	18%
Badger Steam & Gas Engine Show	15%
Very Merry Holiday Fair	15%
Shop 'Til You Drop 3	15%
Sauk County Fair	14%
Victorian Weekend in Downtown Baraboo	11%
Native American Artifact & Antique Show	8%
Baraboo River Rendezvous	8%
Paws for a Cause Dog Walk & Festival	7%
Fourth of July Fireworks	7%
American Cancer Society Relay for Life	4%
St Joseph Annual Festival	4%
Boo! Fest	4%
Annual Leopold Center Family Day	0%
Zoo Crew Day	0%
<i>Boo! Fest * 21% negative impact</i>	

What educational programs or technical assistance could be useful to the Baraboo business community in its efforts to increase retail activity? (Q9)

Participants recommended educational training opportunities both for local business owners and for local consumers. Program topics such as small business development, marketing

strategies, an apprenticeship program, small business loans and grants, how to get tax breaks, social networking/social media advertising, and client retention were suggested. Additionally, the need for educating local consumers on the importance of buying local was put forth. Improving networking among local businesses and working together to implement joint promotions was recommended, as well as coming to communal consensus on Baraboo marketing and growth development plans.

Please provide any ideas you may have to enhance aesthetics that would contribute to the retail environment downtown and in other Baraboo business districts. (Q24)

Many of the suggestions to improve aesthetics dealt with landscaping and green space issues. Planting more trees and increasing setbacks for parking areas and businesses with perennial plant buffers was recommended. Taking proper care of existing trees, mowing the grass, and removing derelict buildings were specific suggestions for the West Side of Baraboo district. For Downtown Baraboo, removing “eyesore retail stores and bars” and adding parking to keep business owners and employees from parking on the square was suggested. Encouraging activities already in place in the Downtown for areas such as Hwy 136 (West Side?) was recommended as a means to improve the area.

Businesses to Enhance Retail Vitality

Participants were asked to select genres of business types that they believed would add to the retail vitality in the five main business districts in Baraboo. These five business districts were identified as Downtown Baraboo, the West Side of Baraboo and Highway 12 Corridor (Menards to Walgreens), the East Side of Baraboo (Fairgrounds/Highway 33), the Ringling Riverfront Area (Broadway to Circus World along the river), and South Boulevard (Highway 12 to Broadway Bridge). For each of these districts, participants were to select up to six business genres from a provided list. This list was compiled from the North American Industry Classification System (NAICS), and is listed below.

What additional business types would add to the retail vitality in...? (Q12-Q21)

The most selected response for all districts was “full-service restaurants.” Other eating related establishments such as “limited-service eating places” and “drinking places (alcoholic beverages)” were popular in many of the districts as well. This indicates that participants see a lack of dining options within the city as a whole.

Downtown Baraboo

As noted above, “full-service restaurants” was a popular response for Downtown Baraboo, garnering 64 percent of participants’ votes. This was followed by “clothing” with 50 percent and “grocery” with 43 percent. Participants provided some specific suggestions for restaurant types and other chain and local companies. In terms of restaurants, bar and grills such as the Great Dane Brew Pub, TGI Friday’s, Buffalo Wild Wings and Blue Spoon Restaurant were mentioned. Coffee shops such as Starbucks and Barriques were also suggested, along with an ice cream

parlor or soda shop. For non-food related businesses, Orange Shoe, the North Face Outlet, Staples, Play It Again Sports, and Wildside Adventure Sports were suggested.

Exhibit 6.4 Suggested Business Types for Downtown Baraboo

Top Five Responses for Downtown Baraboo (Q12)	
Full-service restaurants	64%
Clothing	50%
Grocery	43%
General merchandise department store	29%
Home improvement, hardware and garden	29%
Pet & pet supplies	29%
Specialty food (bakery, meats, cheese, etc.)	29%
Sporting goods	29%

West Side of Baraboo

In addition to the popularly selected “full-service restaurants” category, participants also identified a need for a variety of consumer goods, such as appliances, books, and office supplies. Specific suggestions for the West Side included a Payless Shoe Store, large bookstore, Best Buy, Staples, and Kohls. Restaurants suggestions were also supplied and included Great Dane Brew Pub, Applebee’s, the Olive Garden, Chili’s, and Starbucks.

Exhibit 6.5 Suggested Business Types for the West Side of Baraboo

Top Five Responses for West Side of Baraboo and Highway 12 Corridor, Menards to Walgreens (Q14)	
Full-service restaurants	55%
Drinking places (alcoholic beverages)	32%
Appliance, television, computers, cameras	27%
Specialty food (bakery, meats, cheese, etc.)	27%
Beer, wine & liquor	23%
Books and music	23%
Office Supplies	23%
Pet & pet supplies	23%

East Side of Baraboo

The responses for the East Side of Baraboo were more widely dispersed than responses in other districts. The top three selections dealt with food service and retail, with “full-service restaurants” and “limited-service eating places” garnering 40 percent and 35 percent of participant votes, respectively, with “grocery” taking in 35 percent of participant votes. Specific suggestions provided leaned more toward stores like Hobby Lobby, Lowes, Costco, Kohls, and Best Buy. Food service suggestions included Jimmy Johns, Noodles & Company, and Starbucks.

Exhibit 6.6 Suggested Business Types for the East Side of Baraboo

Top Five Responses for East Side of Baraboo, Fairgrounds Highway 33 (Q16)	
Full-service restaurants	40%
Grocery	35%
Limited-service eating places	35%
Appliance, television, computers, cameras	30%
Home improvement, hardware, and garden	30%

Ringling Riverfront Area

80 percent of participants selected “full-service” restaurants as one of their six selections for the Ringling Riverfront Area. This was followed by “gift, art, novelty & souvenir” at 60 percent. “Other” was also a top selection with 28 percent, and these suggestions included several notations for boutique hotels and regular hotels, as well as antiques, a bicycle store, and a brewery. One participant noted that they were “not in favor of the river walk.” Specific retail suggestions included Blue Spoon, Starbucks, Caribou Coffee, Great Dane Brew Pub, and Wildside. The general consensus was to enhance the areas aesthetics by encouraging more art, higher end lodging, and specialty dining.

Exhibit 6.7 Suggested Business Types for the Ringling Riverfront Area

Top Five Responses for Ringling Riverfront Area, Broadway to Circus World along river (Q18)	
Full-service restaurants	80%
Gift, art, novelty & souvenir	60%
Limited-service eating places	48%
Specialty food (bakery, meats, cheese, etc.)	36%
Other	28%

South Boulevard

Eating and drinking establishments were popular selections for the South Boulevard area. Other suggestions included: “general aesthetic improvements,” “not a long-term viable location,” “hotel or inn,” and “I would like to enhance the home improvement theme we have now.” In terms of specific retail suggestions, Days Inn, Comfort Suites, and Staples were suggested. Other participants used this opportunity to offer comments such as “we already have enough along that corridor,” and “It’s an ugly entrance to the downtown, but I’m not sure how you could improve it without gutting it all.”

Exhibit 6.8 Suggested Business Types for South Boulevard

Top Five Responses for South Boulevard, Highway 12 to Broadway Bridge (Q20)	
Full-service restaurants	57%
Limited-service eating places	50%
Drinking places (alcoholic beverages)	29%
Other	29%
Grocery	21%
Office Supplies	21%

What additional restaurant choices would add to the vitality in Baraboo (taking the entire area into consideration, not just specific districts of the city)? (Q22)

Participants were asked to select up to six types of restaurants they believe would add Baraboo’s vitality overall (no longer focusing solely on the specific business districts). Out of 33 options, the most highly selected restaurant type was “steakhouse” with 52 percent of respondent selection, followed by “brew pub” with 48 percent. Four options did not receive any votes; those being “donuts,” “fast food,” “Middle Eastern,” and “pizza.”

Exhibit 6.9 Suggested Restaurants for Baraboo

Top Responses for Restaurant Choice	
Steakhouse	52%
Brew pub	48%
Deli	31%
Italian	31%
American	28%
Seafood	28%
<i>*Note: 0% - Donuts, Fast Food, Middle Eastern, Pizza</i>	

Consumer Survey – a University of Wisconsin, Milwaukee Graduate Student Project

The following survey findings were obtained from the 2011 report: Baraboo Downtown & Riverfront-Promoting Commerce in Baraboo's Downtown and Riverfront corridors. The work was completed by Heath Anderson, a graduate student in Urban & Regional Planning & GIS at the University of Wisconsin, Milwaukee. It can be used to supplement the information that was generated from the business operators survey.

A consumer survey was created to gather insights from Baraboo residents regarding the Baraboo Downtown and Riverfront Area (BDR). The overall goal of the survey was to learn how current BDR residents and visitors perceive the area, and how to make the BDR a more attractive and enjoyable place.

- Identify uses that you would like to see incorporated into the BDR.
- Identify uses you feel are too prevalent in the BDR.
- How often do you visit the BDR?
- How would you rate the overall appearance of the BDR?

The consumer survey was made available online and advertised in the local paper. 71 online surveys were gathered during the time of availability. Online participants were asked to supply the following information after completing the survey: home zip code, age, gender, occupation, number in household, and annual income. The sample of survey participants who visited the BDR was approximately two-thirds female and one-third male. Most of the females fell in the range of 25 to 74 years of age, while the males had more age variety. Below are a sample of some of the findings gleaned from this survey:

- The majority of respondents, 57 percent, stated that they visited the BDR two or more times a week.
- Respondents generally felt that the overall appearance of the BDR was in good to fair condition
- Many of respondents wished to see eateries such as restaurants and cafes incorporated into the BDR
- Common responses to a question regarding issues with the Downtown was that it is "vacant and nothing in the BDR" and "prices are too high with not enough variation."

Survey: http://www.designwake.com/Heath/Baraboo_Survey.html

After analyzing the survey results, it is evident that the respondents are in favor of more variety among business uses in Downtown Baraboo. A larger variety of choices among restaurant types and food prices would be appreciated. Food is one of the largest drivers attracting people to an area, as seen in the parking analysis of Baraboo's Downtown and Riverfront; however, there are other items that warrant consideration when attempting to energize an area.

Conclusions

The following conclusions regarding participant responses can be drawn from analysis on the Baraboo Survey of Retail Operators:

1. The majority of respondents, 71 percent, had been in operation over 11 years. Over 30 percent of participants planned to expand their businesses in the coming year, while 14 percent expressed economic difficulty and hoped for improvements in the next year.
2. The biggest challenge to business success for participating Baraboo retail operators is changing consumer behavior, followed closely by competition from online sales and an increased business operating costs.
3. Important issues noted by participants that contribute to potential future success for Baraboo retail businesses include:
 - Highway 12 Improvements
 - Marketing of the Baraboo area to outsiders
 - State of the economy and taxes
 - Business restrictions
4. Overall, the most popularly selected type of business to add to each of the five Baraboo business districts was full-service restaurants. The top choices for each district are summarized below:
 - Downtown Baraboo – full service restaurants; clothing; grocery
 - West Side of Baraboo – full service restaurants; drinking places; appliance; television, computers, cameras; specialty food
 - East Side of Baraboo – full service restaurants; grocer; limited service eating places
 - Ringling Riverfront Area – full service restaurants; gift, art, novelty & souvenir
 - South Boulevard – full service restaurants; limited service eating places; drinking places
5. Top restaurant choices for the entire City of Baraboo included:
 - Steakhouse
 - Brew pub
 - Deli
 - Italian
 - American

Section 7

Demand and Supply Analysis – Trade Area Residents

This section uses demographic information to calculate resident spending potential for specific business categories for both the Convenience and Destination Trade Areas. Demand estimates calculated in this section can be compared with corresponding “supply” estimates (sales or square feet of existing space) to identify potential gaps in the market. For a more complete comparison, potential demand from non-locals (including tourists) can also be included.

Spending Patterns of Baraboo Households Compared to the U.S.

Spending is influenced by demographic, economic and geographic factors. Demographic and lifestyle characteristics of the two trade areas help describe the type of consumers residing in these areas, and their likely purchasing preferences and behaviors.¹ Compared to the state of Wisconsin, the data indicates that residents of both trade areas have lower home values, a growing elderly population, lower incomes, limited ethnic diversity, lower overall educational attainment, and a high proportion of service based employees.

As a general overview of consumer spending by trade area residents, it is helpful to compare local household spending with average U.S. household spending. One method to compare trade area spending with the U.S. is the Spending Potential Index (SPI). The SPI for selected product categories are listed in Exhibit 7.1.

Exhibit 7.1 – Spending Potential Index of Baraboo Households in 2010

	Convenience Trade Area SPI	Destination Trade Area SPI
Apparel and Services	61	61
Computers and Accessories	89	88
Entertainment and Recreation	92	92
Food at Home	90	90
Food Away from Home	89	88
Health Care	95	96
Household Furnishing and Equipment	78	78
Retail Goods	87	88
TV/Video/Audio	89	89

Source: ESRI Market Profile Report 2010

¹ Note: For businesses categories with trade areas different than those identified in Section 2, demographic and lifestyle data can be assembled with assistance from a private data firm. Online services from providers like ESRI Business Information Solutions and Claritas can help define these trade areas and provide the associated data.

Consumer spending potential in the trade areas is lower than the U.S. average in all categories. The SPI index is lowest for apparel and highest for health care.

Sales Potential of Baraboo Trade Area Residents

Opportunities for business expansion and recruitment can be analyzed using estimates of sales potential (demand). These demand estimates can be generated using public and private secondary data sources. Consumer spending does not equal actual business revenue, but rather the potential revenue that trade area residents could generate. Non-resident demand from consumers traveling to or through the community is not included in these estimates.

Potential sales by business category in the trade area can be calculated as follows (*example presented for grocery store demand in the Convenience Trade Area*):

- U.S. sales per capita by business category based on the U.S. Economic Census (\$1,631)
- The ratio of local trade area per capita income to U.S. per capita income (\$25,537/\$26,739)
- Trade area population (29,897)
- Multiplication of above figures is equal to the "Potential Sales in Trade Area" (\$46 million for grocery stores)
- Square foot demand for retail space (\$46M/\$479 per SF = 96,000 SF)

The following tables (7.2 and 7.3) present the potential sales estimates for the trade areas. These estimates assume that everyone in each trade area only shops in that area; likewise it assumes no one from outside of the trade area shops in that area. Therefore, it does not take into consideration any surplus or leakage in or out of the trade area.

Also in the table is a column that estimates an equivalent number of square feet of retail shopping space that could be supported by the sales that have been calculated. These estimates can be used in a demand and supply analysis that measures potential (demand) vs. existing (supply) space by business category.

It should be noted that due to the large geography of the Destination Trade Area, some of the potential sales presented here would likely be captured by neighboring (and competing) trade areas including Madison, Wisconsin Dells and Portage.

Demand estimates are also complicated by the fact that store categories may not adequately reflect the breadth of sales. For instance, the category "general merchandise stores" includes Wal-Mart, which is nationally one of the largest grocers and one of the largest pharmacies, but which is reported as general merchandise. Thus, when using the following tables, it is important to consider the variety of projects that are sold by Wal-Mart and other large format stores as they complicate traditional store classifications.

Exhibit 7.2 Sales Potential of Baraboo Convenience Trade Area Residents in 2010

Convenience Trade Area Gap Analysis							
NAICS	Store Category	Potential Sales in Trade Area	Sq. Ft Demand	NAICS	Store Category	Potential Sales in Trade Area	Sq. Ft Demand
44111	New car dealers	64,379,429	-	45113	Sewing, needlework, & piece goods stor	410,803	2,947
44112	Used car dealers	7,559,686	-	45114	Musical instrument & supplies stores	558,077	-
44121	Recreational vehicle dealers	1,822,792	-	45121	Book Stores	1,729,865	7,500
44122	Motorcycle, boat, & other motor vehicle	4,565,153	-	45122	Tape, compact disc, & record stores	351,277	1,202
44130	Automotive parts, accessories, & tires	7,030,518	40,662	45200	General merchandise stores	54,177,316	387,285
44210	Furniture stores	5,558,105	10,400	45310	Florists	681,225	2,776
44220	Home furnishings stores	4,864,479	17,784	45321	Office supplies & stationery stores	2,176,499	10,756
44311	Appliance, television, & other electron	8,080,280	22,010	45322	Gift, novelty, & souvenir stores	1,697,226	9,290
44312	Computer & software stores	1,923,367	939	45330	Used merchandise stores	1,041,644	-
44313	Camera & photographic supplies sto	373,471	647	45391	Pet & pet supplies stores	1,113,013	4,736
44411	Home centers	12,632,835	32,504	45392	Art dealers	905,018	1,865
44412	Paint & wallpaper stores	951,979	-	51213	Motion picture & video exhibition	1,189,400	14,335
44413	Hardware stores	1,924,591	13,324	53210	Automotive equipment rental & leasing	4,309,956	-
44419	Specialized building material dealers	11,095,242	-	53222	Formal wear & costume rental	94,397	313
44420	Lawn & garden equipment & supplies	3,474,992	-	53223	Video tape & disc rental	884,369	5,339
44510	Grocery stores	46,043,594	96,086	53230	General rental centers	430,348	847
44520	Specialty food stores	1,751,682	8,195	54192	Photographic services	895,532	2,819
44530	Beer, wine, & liquor stores	3,586,490	9,051	71310	Amusement parks & arcades	1,298,828	16,354
44611	Pharmacies & drug stores	18,937,974	47,347	71390	Other amusement (bowling, golf, fitness	6,036,719	-
44612	Cosmetics and beauty supplies	1,102,328	3,020	72210	Full-service restaurants	18,373,169	45,670
44613	Optical goods stores	772,371	2,172	72220	Limited-service eating places	17,450,172	51,300
44619	Other health care (vitamin, medical eq	1,412,336	-	72240	Drinking places (alcoholic beverages)	1,870,841	-
44710	Gasoline stations	42,310,600	32,022	81111	Automotive mechanical & electrical repair	4,772,182	-
44811	Men's clothing stores	822,026	3,156	81112	Automotive body, paint, interior, & glass	3,183,178	-
44812	Women's clothing stores	3,776,121	14,797	81119	Other automotive repair & maintenance	1,454,905	-
44813	Children's & infants' clothing stores	899,158	2,850	81141	Home/garden equipment & appliance re	391,474	-
44814	Family clothing stores	7,920,753	23,354	81142	Reupholstery & furniture repair	177,986	-
44815	Clothing accessories stores	598,171	1,703	81143	Footwear & leather goods repair	28,982	110
44819	Specialized clothing stores (dress, et	1,128,521	3,358	81149	Personal goods repair (watch, boat, garr	844,079	-
44821	Shoe stores	2,511,568	10,115	81211	Barber shops, beauty salons, nail salons	3,637,589	16,464
44831	Jewelry stores	2,905,060	4,682	81219	Other personal care services	759,067	2,464
44832	Luggage & leather goods stores	182,843	619	81231	Coin-operated laundries & drycleaners	397,844	5,276
45111	Sporting goods stores	3,364,736	12,262	81232	Drycleaning & laundry (except coin-oper	853,664	5,771
45112	Hobby, toy, & game stores	1,539,412	6,688	81291	Pet care (except veterinary) services	341,782	-
				81292	Photofinishing	219,864	-

Calculations based on U.S. Economic Census (2007), ESRI Market Profile Report (2010), and Urban Land Institute shopping center sales data (2007)
Calculations are provided for the study of economic concepts and should not be used as the sole determinant in business feasibility analysis.

The following points should be considered when using these sales potential estimates:

- Data in this table (for the Convenience Trade Area) should be used for studying market demand for convenience shopping businesses like hardware, grocery, and drug stores as well as service businesses such as barber shops and beauty salons.
- These estimates are based on a Convenience Trade Area population of 30,000.
- Spending potential from non-residents including tourists are not captured in the above table.
- This data can be used with actual business information (sales estimates or square feet of space) to construct a preliminary “demand-supply analysis.”

Exhibit 7.3 Sales Potential of Baraboo Destination Trade Area Residents in 2010

Trade Area Gap Analysis							
NAICS	Store Category	Potential Sales in Trade Area	Sq. Ft Demand	NAICS	Store Category	Potential Sales in Trade Area	Sq. Ft Demand
44111	New car dealers	196,661,227	-	45113	Sewing, needlework, & piece goods stor	1,254,888	9,001
44112	Used car dealers	23,092,735	-	45114	Musical instrument & supplies stores	1,704,770	-
44121	Recreational vehicle dealers	5,568,123	-	45121	Book Stores	5,284,256	22,909
44122	Motorcycle, boat, & other motor vehicle	13,945,273	-	45122	Tape, compact disc, & record stores	1,073,053	3,672
44130	Automotive parts, accessories, & tires	21,476,275	124,212	45200	General merchandise stores	165,496,613	1,183,048
44210	Furniture stores	16,978,463	31,770	45310	Florists	2,080,951	8,479
44220	Home furnishings stores	14,859,627	54,326	45321	Office supplies & stationery stores	6,648,599	32,857
44311	Appliance, television, & other electron	24,683,006	67,233	45322	Gift, novelty, & souvenir stores	5,184,553	28,379
44312	Computer & software stores	5,875,350	2,868	45330	Used merchandise stores	3,181,933	-
44313	Camera & photographic supplies sto	1,140,850	1,976	45391	Pet & pet supplies stores	3,399,946	14,467
44411	Home centers	38,589,793	99,292	45392	Art dealers	2,764,578	5,698
44412	Paint & wallpaper stores	2,908,029	-	51213	Motion picture & video exhibition	3,633,285	43,790
44413	Hardware stores	5,879,088	40,703	53210	Automotive equipment rental & leasing	13,165,715	-
44419	Specialized building material dealers	33,892,875	-	53222	Formal wear & costume rental	288,358	956
44420	Lawn & garden equipment & supplies	10,615,132	-	53223	Video tape & disc rental	2,701,500	16,310
44510	Grocery stores	140,650,359	293,517	53230	General rental centers	1,314,592	2,587
44520	Specialty food stores	5,350,900	25,034	54192	Photographic services	2,735,600	8,611
44530	Beer, wine, & liquor stores	10,955,727	27,647	71310	Amusement parks & arcades	3,967,556	49,957
44611	Pharmacies & drug stores	57,850,236	144,633	71390	Other amusement (bowling, golf, fitness	18,440,496	-
44612	Cosmetics and beauty supplies	3,367,305	9,225	72210	Full-service restaurants	56,124,916	139,508
44613	Optical goods stores	2,359,380	6,636	72220	Limited-service eating places	53,305,416	156,708
44619	Other health care (vitamin, medical ed	4,314,292	-	72240	Drinking places (alcoholic beverages)	5,714,897	-
44710	Gasoline stations	129,247,101	97,818	81111	Automotive mechanical & electrical repair	14,577,687	-
44811	Men's clothing stores	2,511,060	9,640	81112	Automotive body, paint, interior, & glass	9,723,722	-
44812	Women's clothing stores	11,534,999	45,200	81119	Other automotive repair & maintenance	4,444,329	-
44813	Children's & infants' clothing stores	2,746,677	8,705	81141	Home/garden equipment & appliance re	1,195,843	-
44814	Family clothing stores	24,195,695	71,341	81142	Reupholstery & furniture repair	543,696	-
44815	Clothing accessories stores	1,827,247	5,203	81143	Footwear & leather goods repair	88,533	335
44819	Specialized clothing stores (dress, et	3,447,316	10,257	81149	Personal goods repair (watch, boat, garr	2,578,426	-
44821	Shoe stores	7,672,140	30,897	81211	Barber shops, beauty salons, nail salons	11,111,821	50,293
44831	Jewelry stores	8,874,149	14,301	81219	Other personal care services	2,318,740	7,527
44832	Luggage & leather goods stores	558,533	1,889	81231	Coin-operated laundries & drycleaners	1,215,303	16,116
45111	Sporting goods stores	10,278,330	37,457	81232	Drycleaning & laundry (except coin-oper	2,607,706	17,628
45112	Hobby, toy, & game stores	4,702,476	20,429	81291	Pet care (except veterinary) services	1,044,048	-
				81292	Photofinishing	671,622	-

Calculations based on U.S. Economic Census (2007), ESRI Market Profile Report (2010), and Urban Land Institute shopping center sales data (2007)
 Calculations are provided for the study of economic concepts and should not be used as the sole determinant in business feasibility analysis.

The following points should be considered when using these sales potential estimates:

- Data in this table (for the Destination Trade Area) should be used for studying market demand for destination and comparison shopping businesses like furniture, apparel and jewelry stores.
- These estimates are based on a Destination Trade Area population of 93,000, more than three times the number in the Convenience Trade Area.
- Spending potential from non-residents including tourists are not captured in the above table.
- This data can be used with actual business information (sales estimates or square feet of space) to construct a preliminary “demand-supply analysis.”

Estimates of Overall Market Demand and Supply, ESRI

Estimates of demand and supply for retail trade (including food and drink) as developed by ESRI are presented in table 7.4. ESRI uses their own methodology to estimate demand and supply. For purposes of this market analysis, only aggregate retail demand and supply data are presented here.

The table indicates that retail supply (estimated sales) exceeds retail demand (estimated spending potential) in both the Baraboo Convenience Trade Area and the Baraboo Destination Trade Area. Additional detail, not shown in the table below, suggests that this surplus (sales greater than demand) occurs in many of the specific NAICS retail categories. The overall conclusion is that the Baraboo trade areas are capturing a significant amount of non-resident (tourists and others) spending.

Exhibit 7.4 Overall Estimates of Market Demand and Supply, 2010 by ESRI

	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap (Demand - Supply)
Convenience Trade Area:			
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	\$300,661,008	\$382,277,119	-\$81,616,111
Total Retail Trade (NAICS 44-45)	\$256,479,813	\$317,620,130	-\$61,140,317
Total Food & Drink (NAICS 722)	\$44,181,195	\$64,656,989	-\$20,475,794
Destination Trade Area:			
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	\$916,297,041	\$1,165,315,956	-\$249,018,915
Total Retail Trade (NAICS 44-45)	\$784,178,599	\$942,770,114	-\$158,591,515
Total Food & Drink (NAICS 722)	\$132,118,442	\$222,545,842	-\$90,427,400
<i>Source: ESRI Retail MarketPlace Profile, 2010</i>			

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 following points should be considered when using these demand and supply estimates:

- The combined retail, food and drink data reported by ESRI indicates that supply (estimated sales) is 27 percent higher than demand (resident spending potential) for both the Convenience and Destination Trade Areas.
- The food and drink estimated sales surplus is even greater. In the Destination Trade Area, food and drink estimate sales are 68 percent higher resident spending potential.
- The importance of the tourist market to local businesses is significant.

Selected National Trends Effecting Retail Demand and Supply

Economic trends will have a significant impact on near-term retail development in the country, state and local trade areas. The following section describes contemporary trends in the retail industry as contributed by Deborah Erslund of Redevelopment Resources. Ms. Erslund is a real estate consultant hired to assist the Baraboo Market Analysis study team.

The economy of recent years has totally changed the face of retailing. For the majority of consumers, buying habits have dramatically shifted away from the “wants” to the “needs”, and from the higher price points to the affordable price points.

A good monitor of these trends is to look at which national retailers are opening the most new stores in 2011. The number next to each name is the total number of U.S. stores each retailer anticipates opening domestically sometime in 2011: Dollar General (625), Dunkin Donuts (350), Family Dollar (300), Quizno’s (300), CVS (275), Walgreens (225), Advance Auto Parts (200), Five Guys Burgers and Fries (200), GameStop (200), Uniglo-Casual clothes from Japan (200), Auto Zone (140), and Popeye’s (130). These retailers reflect affordable price points, or do-it-yourself such as Advance Auto Parts and Auto Zone.

Entrepreneur Magazine identified 10 franchise categories to watch in 2011. They were services that “people can’t afford to live without, such as child care and healthcare, or luxuries made more affordable through franchising, like fitness and spa services, these are businesses that kept growing right through the recession and show no signs of slowing.” They include: child care, fitness, eco-conscious businesses, health services, moving & storage, pets, sandwiches, senior care, spa services, and tutoring.

Other consumer and retail trends to consider:

1. Customers are more connected and in control. By 2015, technology will pervade our living and shopping experiences. Consumers will have even more instant access to comparison pricing, “deals of the day” websites, and of course the ability to shop the world on-line.
2. The future of retail is selling less of more. With expanded access, consumers will buy less of what’s “popular” and more of what “suits me”. Retailers that can figure out how to deliver what niche markets are looking for will reap the profits.
3. Retailers will need to allow their customers to purchase when and where they want to. That includes traditional in-store commerce, e-commerce, m-commerce (mobile), f-commerce (Facebook), s-commerce (social) and v-commerce (video enabled like YouTube).
4. Vintage retail (secondhand) will continue to be an emerging trend. Used will be huge, it is eco-conscious and affordable.
5. Retailers will define themselves more by the customers they serve, rather than the products they sell. Retailers will grow by positioning themselves as more than just purveyors of “stuff” but also as one-stop purveyors of lifestyles or need states.
6. Shopping centers of the future will shift with the demise of the anchor store as the main draw. The place becomes the destination. Consumers will be attracted to areas that offer the ultimate in simplification and convenience – a “pre-packaged total lifestyle experience” where busy consumers can shop, work, socialize, eat, be entertained and live.

Conclusions

Two general conclusions can be drawn from this section:

1. Household consumer spending potential in the trade areas is lower than the U.S. average in all categories. Using the ESRI Spending Potential Index (whereby U.S. = 100), the indices for the Destination Trade Area ranges from apparel (lowest at 61) to health care (highest at 96).
2. Alternative estimates provided by ESRI for combined retail, food and drink sales indicate that supply (estimated sales) is 27 percent higher than demand (resident spending potential) for both the Convenience and Destination Trade Areas. The food and drink estimated sales surplus is even greater. These estimates underscore the importance of the tourist market to local businesses.

Using Demand and Supply Data

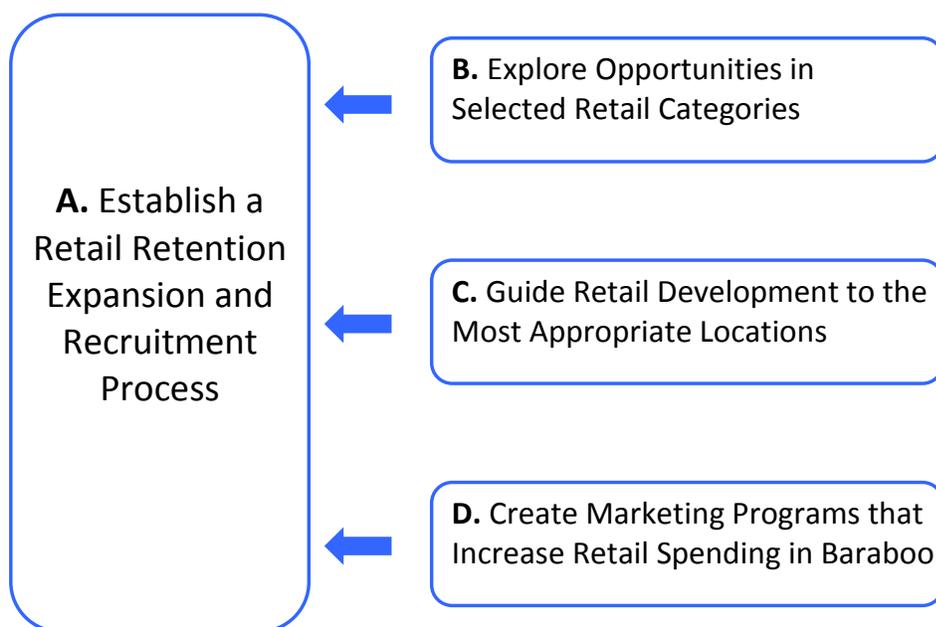
The tables presented in this section (7.2 and 7.3) provide potential sales estimates for residents of the Convenience Trade Area (population of 30,000) and Destination Trade Area (population of 93,000). These estimates assume that everyone in each trade area only shops in that area; likewise it assumes no one from outside of the trade area shops in that area. Therefore, it does not take into consideration any surplus or leakage in or out of the trade area. This data can be used with actual business information (sales estimates or square feet of space) to construct a preliminary “demand-supply analysis.”

It should be noted that due to the large geography of the Destination Trade Area, some of the potential sales presented here would likely be captured by neighboring (and competing) trade areas including Madison, Wisconsin Dells and Portage.

Retail Strategies and Action Plan

The retail development strategies and action plan that follows were based on the input of 25 business and community leaders serving as study team participants in the Baraboo Retail Market Analysis. Their ideas were based on a review of data collected in this market analysis coupled with their insight and perspectives of the community.

A strategy development session was conducted in June, 2011 in which study team participants were asked to identify potential ideas around six themes: business retention, entrepreneurship, business recruitment, niche development, building/space use, and marketing. In addition two outside consultants, David Scheler of Diversified Tactics & Strategies development, and Deborah Ersland of Redevelopment Resources contributed their expertise. As a result, four interrelated strategies have been created to support retail development in Baraboo. These strategies are presented in the diagram and discussed on the following pages.



Additional strategies to establish a retail retention, expansion and recruitment process are available in the *Downtown and Business District Market Analysis toolbox* at: <http://fyi.uwex.edu/downtown-market-analysis/putting-your-research-to-work/business-recruitment/>

A. Establish a Retail Retention/Expansion and Recruitment Process

Create a Retail Retention/Expansion and Recruitment process. A brief outline of steps as summarized by Deborah Erslund of Redevelopment Resources follows.

1. **Form a Business Retention/Expansion and Recruitment Committee:** The founding members of this group are extremely important for establishing the enthusiasm, momentum, professionalism and organization that will be needed. The initial impetus for forming this group may involve members of BEDC, Baraboo Area Chamber of Commerce, SBDC, BID, DBI, the CDA and others. The committee should represent a diverse group (i.e. accountants, attorneys, property owners, retailers, realtors) who can represent the community. They need to be problem solvers, and action oriented. This committee and process needs effective leadership to stay on track and organized. Carefully choose a committed and enthusiastic leader. Funding and in-kind services will be important to this committee.

2. **Draft a Work Plan:** The first step for this group is to start with an initial work plan. All initial steps should be listed and prioritized. These steps might include the following:
 - gather data about the community from this market analysis;
 - inventory the real estate in the various business districts, particularly the vacant or underutilized buildings;
 - meet with the property owners of these buildings to garner their support in the process;
 - outline all incentives for business development, create a simple sales package;
 - develop your prospect list, etc.

Realistic timeframes need to be assigned to every step. The right committee member(s) need to be assigned to every step (match skills to tasks). Most importantly, involve the Baraboo community in your work and seek assistance, ideas and contacts through the process. This work plan should be reviewed, updated and modified as needed.

3. **Laying the Groundwork for Business Retention/Expansion:** Business Retention programs assist businesses to prevent their relocation, to help them survive in difficult times, and to help them create a retirement/succession plan. Retention programs typically involve partnerships among public and private organizations that assess the assets and opportunities of individual companies through period surveys, interviews and visitations. The purpose is to establish relationships between community businesses and economic developers to strengthen existing companies, establish early warning systems to flag at-risk businesses that require assistance, and ensure that public programs meet local business needs. Baraboo needs to concentrate efforts on ways to keep their healthy businesses strong and to provide necessary support to those that are not. This support might include technical assistance, workshops, speakers, connections and referrals on topics such as:
 - in store merchandising;
 - inventory control;
 - internet sales;

- financial planning;
- marketing;
- customer service;
- employee hiring/retention; and
- succession planning.

Programs that offer financing assistance, joint marketing, promotions or events to build traffic are also helpful.

4. Lay the Groundwork for Business Recruitment: Business recruitment involves selling your community in the right way, to the right parties.

- use the market analysis to present data about Baraboo and its trade areas: size of trade areas, demographics, peer city comparisons, tourist characteristics, business operator perspectives, resident spending potential, etc.;
- assemble other information such as available financial incentives, planned improvements, zoning and building code conditions or restrictions;
- secure the cooperation of the building owners and the real estate brokers if the property is listed for sale or lease;
- survey the business situation: look at the present businesses and why they are working, who are the “anchor” tenants, the previous failures or relocations. Identify all of the national retailers within and around the trade areas; and
- study surrounding market areas for ideas on tenant types that may find Baraboo a good match.

All of the data should be analyzed to identify trends or niches that seem apparent, and used to support your community profile and image. Develop a simple sales package that is interesting, informative, honest and current, one that describes Baraboo as a good place to do business.

5. Strengthen Business and Retail Entrepreneurship: Entrepreneurship initiatives are a vital component of economic and community development. In Baraboo, these initiatives might include:

- creating entrepreneurship activities that showcase resources available to entrepreneurs;
- building a network of entrepreneurs utilizing various media such as Facebook and Twitter;
- identify local investors; provide marketing assistance for emerging entrepreneurs;
- provide a single source for local, regional and statewide incentive data;
- assist in the business development approval process;
- identify and manage current and potential physical and virtual incubators;
- develop a co-working arrangement with space to work, meet and connect with a professional creative community (i.e. Milwaukee’s “Bucketworks”); and
- consider housing and work space opportunities for artists/craftsmen.

6. Design an Ideal Tenant Mix: This requires using the information on Baraboo's targeted retail categories (see part 2 of this section) as well as where business in these categories should be physically placed (see part 3 of this section). Compare these categories with available real estate. Ideal businesses will blend with and enhance existing businesses, utilize the available vacant space wisely, create synergy and offer unique merchandise or style. It may be useful to first list your vacancies on paper. Create a lease plan of the business districts and insert all current businesses and note the anchor tenants. Identify the vacancies and acknowledge their size and relationships to other businesses. Test your ideas in the vacant spaces and see if the idea has merit.

7. Identifying Prospective Tenants: For each business category targeted:

- research this category online;
- purchase business lists;
- utilize online telephone directories and city directories;
- collect retail merchant lists from other communities;
- look for frequent advertisers in local and regional newspapers;
- see if there is a trade association for this retail or business category and advertise in their trade publications;
- utilize national retail tenant directories;
- visit other communities; and
- network.

Additionally, consider businesses that are currently operating out of homes, expansions of existing businesses, struggling businesses that might benefit from a more appropriate niche strategy, or current store managers that want to start their own business.

8. Making Contact with Prospective Tenants: The first contact one has with a prospective tenant is important. Whenever possible a personal contact is the best – whether in person or by phone. If the first contact must be via written correspondence, make sure it is well-written letter and ready to garner their attention. Be personal when making a contact, and impress them with your knowledge of their business. You need to express why you feel Baraboo would be an appropriate match for their business. Don't forget to talk about any incentives, and how your community is prepared and ready to assist a new business. Be patient with your contacts. Provide them with any other information they might need.

9. Getting a Prospect to Say Yes: It is important to make it very simple for the prospect to work with you. Be prepared to handle their objections, their concerns, and any obstacles that might come up. If they are concerned about financing improvements, take them to see the local banker. If they want outside dining but the zoning doesn't allow for it, help them work through the process with the City. If they object to some of the lease terms, assist in negotiating with the landlord. It's important to provide a single contact person responsible for keeping negotiations moving and follow-up on details.

10. **Retaining the Businesses You Recruit:** Your work is not complete once you have successfully found a new business for your community. It's important to generate a welcome for this business and make sure that they are settled in and operating according to their plans. Keep up contact with your business in both good times and bad. Involve the new business in community activities and organizations, and by all means, involve them in your future business recruitment efforts! They can speak about the process and what changes could be made to improve it.

11. **Develop Your Sales System:** During your business retention/recruitment process, you need to critique your work plan and update it based on the experience you have had. You want to create a repeatable sales process that will work again. Keep all your contact files and sales materials updated. Reevaluate your retention and recruitment criteria for the next situation and modify it as necessary. Don't forget to get whatever help you need from consultants, realtors, leasing agents, developers, bankers, Wisconsin Department of Development, UW-Extension, merchandising analysts, national demographic firms, etc.

12. **Maximize Your Success:** When you have been successful in recruiting a new business or expanding an existing one, all efforts and contributions should be recognized. Celebrate a grand opening with your new business, run a special ad announcing the new business or expansion in your local paper, get the local paper to run a feature article about the business recruitment/retention work and your success, speak at the Rotary, Lions, etc. about your accomplishments. After the "dust has settled" make sure you get testimonials from the new business, their landlord, from elected officials, other businesses, etc. that you can use in your next round of recruitment.

B. Explore Opportunities in Selected Retail Categories

The retail retention/expansion and recruitment committee should continue to explore retail categories with high potential for business success. Possible opportunities identified from the market analysis are presented below:

NAICS Code	Category	Market Opportunities	Supported in Study:				
			Initial Focus Group	Resident Market	Tourist and Visitors	Downtown Bus. Mix	Business Survey
442	Furniture/Furnishings					X	
443	Electron/Appliance			X			X
444	Building material and garden equip dealers	Garden store Hardware store	X	X		X	X
445	Food and beverage stores	Grocery store Specialty food stores (local foods, meats, cheese, wine, etc.) Convenience store	X	X	X	X	X
446	Health and personal care stores			X		X	
447	Gasoline stations				X		
448	Clothing and clothing accessories stores	Specialized clothing stores	X	X	X	X	X
451	Sporting goods, hobby, book, and music stores	Outdoor recreation stores (bicycles, outdoors wear, etc.)		X	X	X	X
452	General merchandise stores	Small household merchandise store	X	X		X	X
453	Miscellaneous store retailers	Gift shops, incubator and galleries Office supply store Pet supply store	X	X	X	X	X
722	Eating and Drinking Places	steakhouse, seafood, Italian, brew pub, deli Coffee shops and other "place-making" businesses (from ice cream to jazz bar) Fine dining and full-service restaurants	X	X	X	X	X
812	Personal services					X	
	Other	Pop-up (second location) businesses such as outdoor recreation stores with rentals Lodging (small hotel, B&B or hostel)	X		X		

C. Guide Retail Development to the Most Appropriate Locations

Develop a retail placement plan with the City that offers recommendations for physical location of future retail development. Keep relevant leasing information current.

Develop a business mix and clustering strategy for each of the business districts. Identify opportunities that could form a retail cluster/niche in specific business districts such as:

District	Retail Niche or Cluster Strategy
Downtown/Courthouse Square	Specialty retail, dining and entertainment in Baraboo's historic and cultural center
Ringling Riverfront	Specialty retail, residential, public open-space, dining and entertainment
South Boulevard Corridor	Agricultural, home improvement, automotive service and sales
The Route 12 Corridor	National retail and hospitality
The Route 33 Gateway Corridor (east side)	Neighborhood retail and health care support

Identify and support the development of "high potential" retail building and parcels. Inventory retail space and develop relationships with retail property owners and real estate brokers.

Encourage retail businesses on first floor and services or residential housing (for a variety of income levels) upstairs. Maintain street-level retail uses at key locations downtown. Explore opportunities for businesses to co-locate.

Better utilize streets and sidewalks to support retail activity. Example action steps can include:

- More outdoor seating, racks on sidewalks, events on courthouse lawn.
- Encourage carts, stands and "pop-up" stores after re-examining ordinances.
- Encourage existing retailers to "spill" inventory out their front doors.
- Develop continuous uninterrupted storefronts downtown.
- Pedestrian friendly environments to help strengthen each district's "sense of place."
- Create convenient parking for customers downtown, ensuring that employees save parking spots for customers. Create maps/signage to help customers park.
- Utilize space around roundabouts on Hwy 12 and Hwy 33 with welcoming floral landscape design and signage.

Continue to improve building aesthetics. Example action steps can include:

- Involve local service groups in improving building facades (painting, etc.)
- Monitor weeds, trash, un-swept sidewalks, etc.
- Make vacant properties more appealing with window displays (educational, historical, or feature local businesses, industries, non-profits, etc.
- Retrofit old buildings for retail space. Divide large east side stores into smaller spaces or alternative uses (i.e. senior center).

D. Create Marketing Programs that Increase Retail Spending in Baraboo

Establish marketing programs that respond to the shift in consumer behaviors. Example action steps can include:

- Demonstrate to the potential consumer the economic benefits and value provided by doing business locally.
- Provide hours of operation that are sensitive to the needs of local residents including out-commuters who cannot shop locally on weekdays between 10AM and 6PM.
- Help potential customers (and businesses) understand the value of selecting products or services on the bases of local customer service and convenience.
- Encourage businesses to adjust their product mix to address consumer buying habits that have shifted away from the “wants” to the “needs” and from the higher price points to the affordable price points.
- Encourage businesses to meet consumer shopping needs in terms of selection, hours, value, etc.
- Help selected businesses develop an online presence to expand their sales beyond their physical building.
- Make placemaking and promotional changes for each district in advance of new consumer travel patterns resulting from the planned U.S. 12 bypass.

Create a unique brand for each retail business district. Example action steps can include:

- Utilize a marketing expert to more fully understand what is required to achieve a positive retail image for Baraboo.
- Develop a compelling message to distinguish Baraboo’s unique opportunities that set it apart from other communities.
- Create a unique brand for each business district. For example, downtown Baraboo is home to local specialty shops and it is an ideal place for strolling.
- Develop branding and marketing for all local communities in the region including North Freedom, Merrimac, Reedsburg, Sauk Prairie, etc.
- Coordinate branding and logos.

Develop better cross-marketing campaigns among businesses. Example action steps can include:

- Continue to encourage ways for business owners to get to know other business owners.
- Establish a liaison to oversee and communicate activities and events of importance to all local retailers.
- Help businesses leverage these events and the potential customer traffic that can be generated.
- Facilitate collaboration among business and community leaders representing the different business districts.

- Facilitate collaboration with regional tourism entities.
- Use social media to connect businesses with businesses (as well as to potential consumers).
- Create a Highway 33 East District committee and a South Boulevard District committee.

Create a retail and tourism marketing program. Example action steps can include:

- Solicit ongoing feedback from tourists like Devil's Lake State Park campers (and other local area attractions) about what goods/services they would like to purchase.
- Create specialized events for tourists and residents (perhaps along riverfront).
- Implement system of consistent hours of operation and day(s) with evening hours. Make sure stores are open when tourists are in town (and when residents want to shop) and advertise it with common flags outside each door.
- Support future trail connections between Devil's Lake State Park, downtown and Mirror Lake State Park (Ice Age Trail).
- Develop programs to lengthen visitor stays in community.
- Provide and promote free downtown wireless internet.
- Improve the visitor experience through customer service training, signage, kiosks, and other methods.
- Support the Baraboo Chamber of Commerce in efforts to coordinate and implement a comprehensive tourism marketing campaign.

Next Steps-Refining the Strategies and Action Plan

Business and community leaders are asked to share additional ideas related to the strategies presented in this section. The study team seeks additional and creative responses to the following four questions:

- A. What could be added to the Retail Retention/Expansion and Recruitment Process in Baraboo to ensure its success?
- B. What high potential retail categories should be targeted?
- C. What are the most appropriate locations for new retail and what are appropriate niches for each district?
- D. What additional marketing ideas could be implemented to increase retail spending in each of Baraboo's business districts?

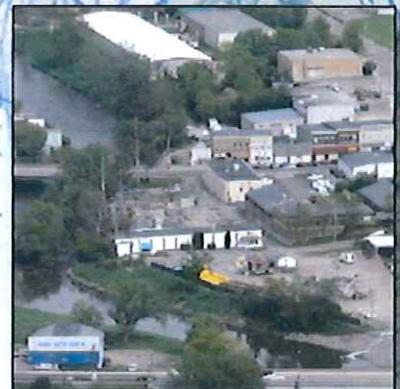
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5

CITY OF BARABOO Riverfront Redevelopment Area Plan

Adopted: August 2006



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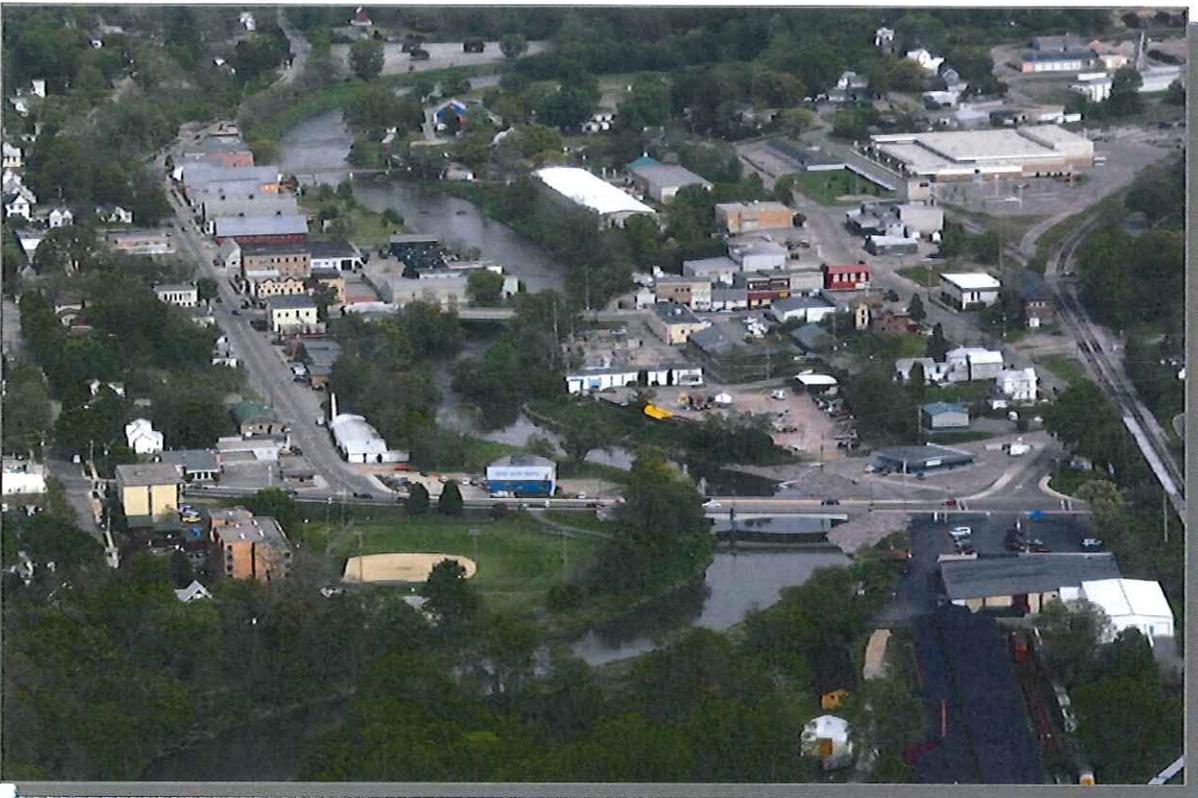
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Introduction

Baraboo is located between Madison and the Wisconsin Dells and nestled between the northern and southern bluffs of the Baraboo Range. Though economically influenced by these two metro areas and natural beauty, Baraboo is its own community with its own identity and strong sense of civic pride. The portion of the Baraboo River which flows through the city is known as the Baraboo Rapids. The Rapids historically contained many dams that provided power for businesses such as woolen mills and saw mills. The last dam was removed in 2001, returning the rapids to a natural state. After this event, Baraboo residents soon realized the free-flowing river was an underutilized amenity.



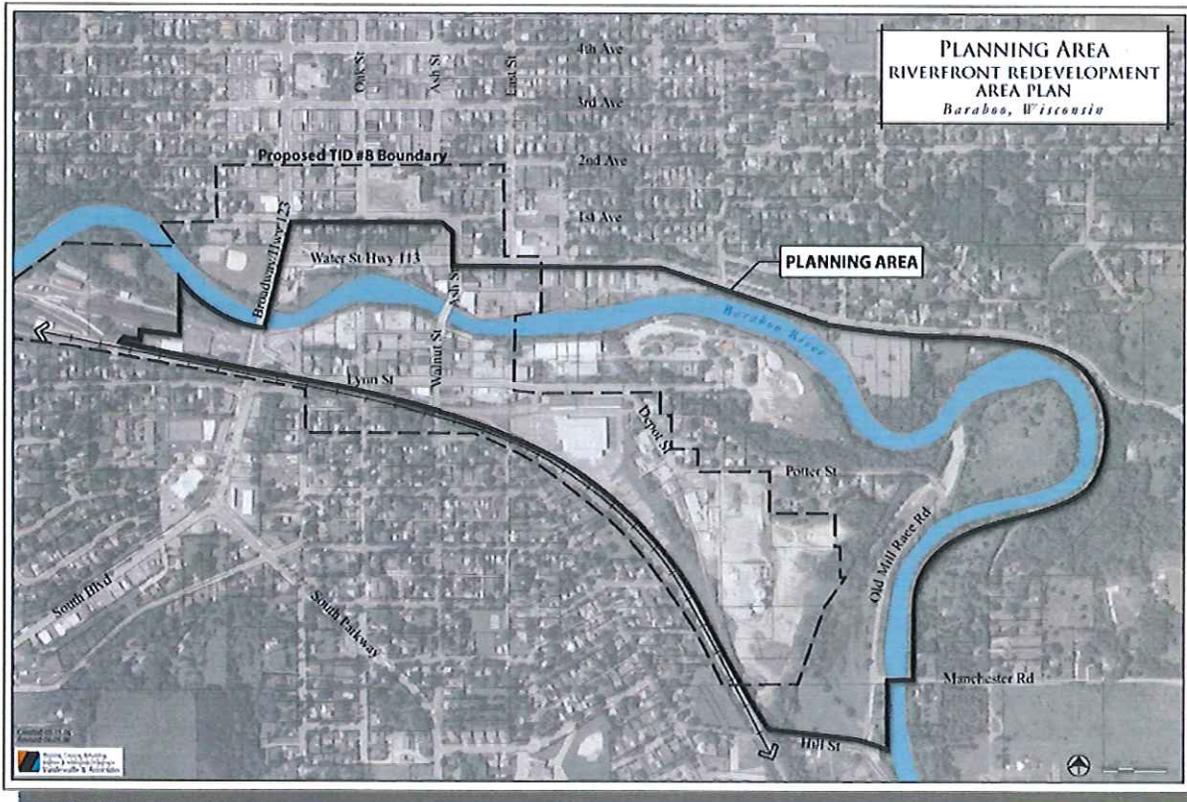
Planning Purpose

The City of Baraboo retained Vandewalle & Associates, a Madison-based economic planning and design firm, to complete a Riverfront Redevelopment Area Plan to explore the development potential along the Baraboo Rapids. This plan includes two parts – an Opportunities Analysis and a Redevelopment Area Plan. This plan analyzes Baraboo's role in the regional economy, explores untapped market opportunities, and provides long-range planning guidance.

Planning Boundary

The planning area is bound by Broadway to the west, Old Mill Race Road to the east, First Avenue to the North and Lynn Street to the south. The planning boundary generally follows the proposed TID #8 boundary.

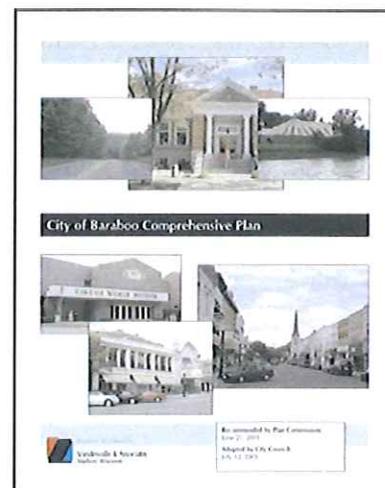
Map 1: Planning Area



Comprehensive Plan & Department of Commerce Grant

The planning work described in this document resulted from a recommendation in the Baraboo Comprehensive Plan (adopted by the City Council on July 12, 2005). The recommendation is to focus redevelopment efforts along the riverfront. This issue surfaced numerous times throughout the public information gathering stage of the comprehensive plan, and was a high public priority for future City efforts.

In March of 2006, the City of Baraboo received a Wisconsin Department of Commerce Grant for \$2,500,000 to revitalize the riverfront area. This money will be used to relocate existing riverside businesses such as Alliant Energy, clean environmentally contaminated properties, provide financial assistance to the Circus World Museum, and fund this redevelopment plan.



Planning Process

Background Research

Vandewalle & Associates reviewed a series of planning documents relevant to the riverfront area, including:

- City of Baraboo Comprehensive Plan, 2005
- A Brief History of the Dams of the Baraboo River, 2004
- Sauk County Highway 12 Corridor Growth Management Plan, 2003
- Baraboo Rapids Strategic Plan, 2002

Stakeholder Interviews, Site Assessment & Steering Committee Kick-Off Meeting

On April 12, 2006, Vandewalle & Associates participated in a day-long kick-off meeting. Activities included stakeholder interviews, a visual site assessment, and a kick-off meeting with the project steering committee, Baraboo Economic Development Commission (BEDC).

Vandewalle & Associates conducted eleven interviews with various community stakeholders to learn the local economic trends, private property plans, and citizens' future vision for the riverfront. Interviewees included groups of civic leaders, business owners, city and county staff, parties with vested interest in the Baraboo River, and large property owners in the planning area.

Vandewalle & Associates conducted a visual assessment of the study area to analyze existing site conditions and verify base map information. During the steering committee kick-off meeting, generalized stakeholder comments were discussed. Also, BEDC members provided initial ideas for the redevelopment of the riverfront.

Draft Opportunities Analysis Presentation

On May 16, 2006, Vandewalle & Associates presented draft redevelopment opportunities at a joint BEDC/Plan Commission meeting. BEDC, the Plan Commission, and citizens provided feedback on the initial opportunities.

Final Opportunities Analysis and Draft Redevelopment Area Plan Presentation

On June 5, 2006, Vandewalle & Associates presented the revised Opportunities Analysis incorporating comments from the previous steering committee meeting. At the same meeting, Vandewalle & Associates presented the draft Riverfront Redevelopment Area Plan. BEDC and the public provided feedback on the draft plan.

Final Presentation

One July 11, 2006, Vandewalle & Associates presented the final Opportunities Analysis and Draft Redevelopment Area Plan to BEDC and the City Council.

Opportunities Analysis

Regional Market Influences

To understand the market for future development along the river, first regional market influences must be understood. The following six markets influence the successful redevelopment of the Baraboo riverfront:

Wisconsin Recreation Area

Baraboo is centrally located in a part of Wisconsin containing a rich environmental heritage and recreation activities. This area has a unique and diverse landscape and geographic form defined by the Northern and Southern Baraboo Ranges, the Wisconsin River, and Devil's Lake. The area surrounding Baraboo is rich in Wisconsin's environmental and arts history. The legacy includes important figures such as Aldo Leopold, August Derleth, Frank Lloyd Wright, John Muir, Marshall Erdman, and Phil Lewis.

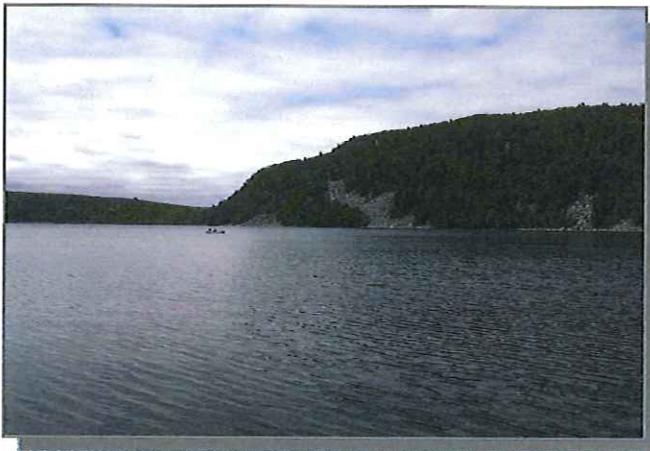


Several large state parks are located in this area including Devil's Lake, Rocky Arbor, Mirror Lake and Buckhorn. Popular lake recreation areas include Lake Wisconsin, Castle Rock Lake, Devil's Lake, and many other public and private lakes and waterways. This natural setting has attracted environmental preservation organizations such as the International Crane Foundation, The Nature Conservancy, and The Aldo Leopold Foundation.

This area is a major destination for recreation activities including hunting, fishing, camping, biking, boating, hiking, and winter activities.

Wisconsin Dells

This Midwestern recreation/tourist attraction hosts 3 million visitors annually. It combines the natural beauty along the river with a mix of amusement attractions, lodging, retail, recreation and entertainment uses. The area is a major location for vacation homes, condominiums and second homes.



Devil's Lake

This state park is one of the most popular parks in Wisconsin and hosts 1.2 million visitors annually. Located in the South Baraboo Range, this park's beauty is defined by steep cliffs rising above Devil's Lake. The park is planned to connect to Baraboo via the future Ice Age Trail. Recreation activities at this park include camping, hiking, biking, boating, rock climbing, swimming, and cross-country skiing.

Madison Metro Area

This capital city is home to a major state university and approximately 500,000 people. Located 45 minutes south of Baraboo, the Madison Metro Area is accessible from USH 12 and I39/90/94. Citizens embark on day trips throughout southwest Wisconsin to explore small towns, the driftless area, recreation opportunities, state parks, the Wisconsin Dells, and seasonal activities & festivals.

Ice Age Trail

The Ice Age Trail, being planned by the National Park Service, follows the route of the terminal Moraine during the last glaciations. In the Baraboo area, the trail route is planned from Devil's Lake to the north side of the riverfront redevelopment area, through downtown, and then west toward Highway 12. The trail will connect to the planned riverwalk.

Heritage Rail Excursion Train

This planned passenger train will travel between Madison and Reedsburg. It will host both day and seasonal trips, such as one focusing on autumn colors. The leisurely train ride will stop in the following locations: Lodi, Waunakee, Merrimac, Devil's Lake, Baraboo, North Freedom and Rock Springs.

City of Baraboo

In addition to regional market influences, the City of Baraboo has its own characteristics which are attractive for quality development, including its historic downtown/square, small town atmosphere and natural setting. The City of Baraboo has its own unique identity, separate from the nearby Wisconsin Dells, and its citizens take great pride in this strong community. Finally, the citizens feel an opportunity exists to redevelop the riverfront, which would connect the Circus World Museum to downtown Baraboo.



REGIONAL MARKET INFLUENCES

Baraboo, Wisconsin

Wisconsin Recreation Area

- Unique & diverse landscape & geologic forms
- Area rich in Wisconsin environmental history/legacy - Aldo Leopold, John Muir, August Derleth
- State Parks - Devil's Lake, Rocky Arbor, Mirror Lake, Buckhorn, etc.
- Lake Recreation - Lake Wisconsin, Castle Rock, Devil's Lake, etc.
- Environmental preservation organizations - The Nature Conservancy, International Crane Foundation, Aldo Leopold Foundation, etc
- Hunting, fishing, camping, biking, boating, hiking, etc.

Wisconsin Dells

- Midwestern recreation/tourist attraction
- ~ 3 million visitors annually
- Destination retail, entertainment, and lodging

Baraboo

- Small town atmosphere/civic pride
- Historic downtown
- Circus World Museum
- Riverfront redevelopment opportunities
- Central location
- Gateway for driftless area
- Center of natural amenities

Devil's Lake

- State Park
- Recreation destination - camping, hiking, biking, boating, rock climbing, swimming, skiing
- ~ 1.2 million visitors annually
- Park will connect to Baraboo via the future Ice Age Trail

Heritage Rail Excursion

- Trips between Reedsburg and Madison
- Stops in Rock Springs, North Freedom, Baraboo, Devil's Lake, Merrimac, Waunakee, and Lodi

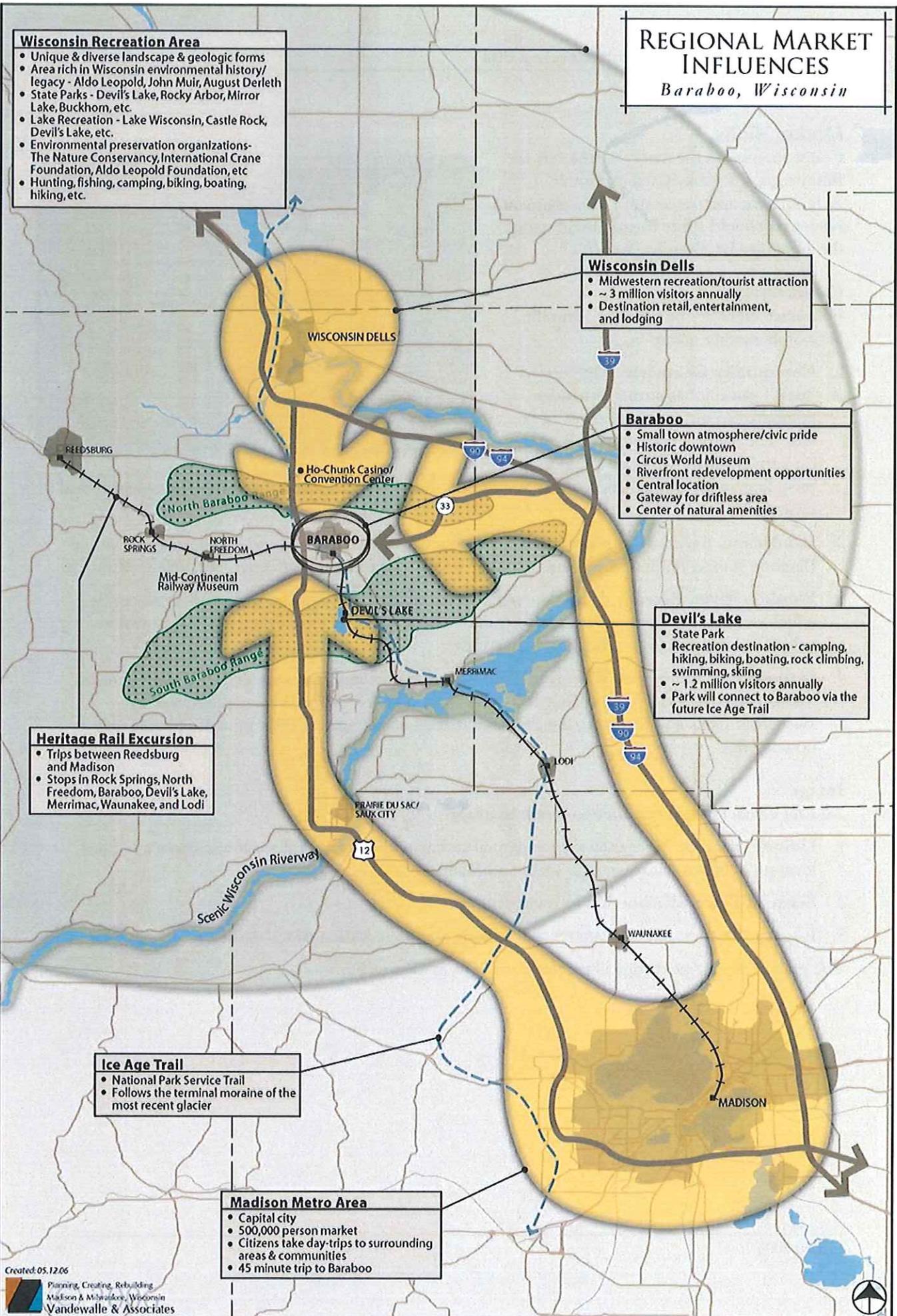
Ice Age Trail

- National Park Service Trail
- Follows the terminal moraine of the most recent glacier

Madison Metro Area

- Capital city
- 500,000 person market
- Citizens take day-trips to surrounding areas & communities
- 45 minute trip to Baraboo

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Market Niche

Concentrating on the market niche sets the foundation for place-based economic development and successful redevelopment. New uses should relate to, and build upon, the amenities Baraboo has to offer.

Characteristics

Four characteristics of Baraboo form the base of its market niche:

1. **Community Character.** Baraboo is a “neat” place; it has strong amenities compared to other communities of its size. The historic downtown is centered on a town square with thriving businesses including a mix of retail and entertainment uses. Baraboo offers a strong community identity and civic pride.
2. **Landscape.** Because of its location in a valley between the northern and southern bluffs of the Baraboo Range, Baraboo possesses a unique beauty not found in the other parts of the Midwest.
3. **Baraboo River.** Recently dams were removed to create a free flowing river with small rapids, which resulted in improved water quality and fish habitat. The river valley is a “valley within a valley” nestled within the Baraboo Range valley.
4. **Settlement Pattern.** The Wisconsin Dells attracts 3 million tourists annually, and the Madison Metro population is approximately 500,000 people. Since Baraboo is located between the Wisconsin Dells and Madison, the city has a market advantage for drawing these people into downtown.



Image

All four characteristics combine to create an image.

1. **Unique.** Baraboo has a truly unique natural setting with a thriving downtown. It has a unique location between the Wisconsin Dells and Madison.
2. **Sense of Place.** Baraboo has its own identity.
3. **Legacy.** Baraboo has a strong record of study and preservation of the natural environment.

The graphic on the next page illustrates Baraboo’s market niche.

Unique

richness

1 Community Character

- Historic Downtown
- Healthy Square
- Community Identity

3 Baraboo River

- Free-flowing with rapids
- Located in a "Valley within a Valley"

2 Landscape

- Baraboo is located between the bluffs of the Baraboo Range

Sense of Place

character

4 Settlement Pattern

- Baraboo is nestled between a midwestern tourism destination (Wisconsin Dells) and a thriving metropolitan area (Madison)

Legacy



Market Opportunities Related to the Market Niche

While the Market Niche provides the foundation for place-based economic development, the following are major market opportunities that are guided by the market niche.

1. Riverfront Residential

- Provides a central downtown place for people to live adjacent to water
- Accommodates all housing markets: young professionals desiring to be near downtown and riverfront activities, Madison transplants, and aging baby boomers.



2. Riverwalk Entertainment/Retail

- Capitalizes on the river as an asset
- Adds activities to complement downtown and the Circus World Museum
- Orients restaurants to the river
- Creates building access to the river and riverwalk
- Hosts four season activities (e.g. ice rink)

3. Range View Housing

- Provides a new housing neighborhood near the downtown and riverfront
- Captures views of the area's natural attractions
- Serves as a "window" to the Southern Baraboo Range

4. Lodging

- Establishes an urban hotel on the river/riverwalk
- Accessible from Hwy 12, Wisconsin Dells, Madison, and Devil's Lake
- Features rooms that overlook the river

5. Riverwalk

- Creates trails along both sides of the river
- Restores the river edge with native vegetation
- Ensures public access to the river
- Orients land uses and activities to the river



6. Employment - Knowledge Worker

- The newly created riverfront market will drive some niche office users
- Offers employment downtown or along river
- Generates office space above the first stories of mixed use buildings
- Establishes another level of economic development

Preservation and Redevelopment Analysis

This graphic illustrates two levels of information: the building analysis for future development and proposed redevelopment sites. This analysis sets the framework for future development locations.

This visual analysis was conducted to determine which buildings should be preserved, renovated or redeveloped. As shown in the Preservation and Redevelopment Analysis, a concentration of historic buildings is located along Ash and Walnut Streets, and the Circus World Museum buildings along Water Street also classify as historic. Priority redevelopment sites are located along the Baraboo River between 1st Avenue and Lynn Street including the Onyx, Alliant and Napa sites. Long-term redevelopment sites include the Co-op, Servo, St. Vincent DePaul and Boo Canoe sites.



Building Analysis Definitions

1. **Significant Historic.** “Significant historic” buildings include those identified as key buildings in historic preservation studies as well as through Vandewalle & Associates’ visual analysis of existing conditions. To the extent possible, buildings designated as significant historic should be restored to state and federal historic standards. Pure renovation of historic buildings can be impossible due to the need to meet all City building code requirements. City ordinances and guidelines should be reviewed to ensure they promote historic renovation. Actual application to the National Register of Historic Places should be on a building-by-building basis. Historic tax credits have been used as an incentive in the past to help with the adaptive reuse and renovation of buildings and should continue to serve in that capacity.
2. **Significant New.** “Significant new” buildings are new investments in Baraboo’s riverfront within the last decade that are viewed as part of the downtown’s architectural character. These buildings are “modern” in terms of building code. It is understood that these buildings will be part of the lively riverfront fabric for the next forty to fifty years, such as the new City Services building.

3. **Architecturally Contributing.** The category “architecturally contributing” represents properties that are not necessarily significant historic or significant new, but are adjacent to, across the street from, or in the view corridors of the aforementioned categories. In terms of architectural design standards, renovations and/or reuse of these properties should be in harmony with the buildings around them. These buildings appear structurally sound and functional.
4. **Non-architecturally Contributing.** Buildings designated non-architecturally contributing may be solid buildings that neither contribute to nor detract from the upcoming phase of redevelopment.
5. **Renovation Targets.** Renovation targets are buildings that have been identified as those that are the most important for immediate renovation and adaptive reuses. Most likely, these buildings are currently underutilized and developers should be recruited to renovate them.

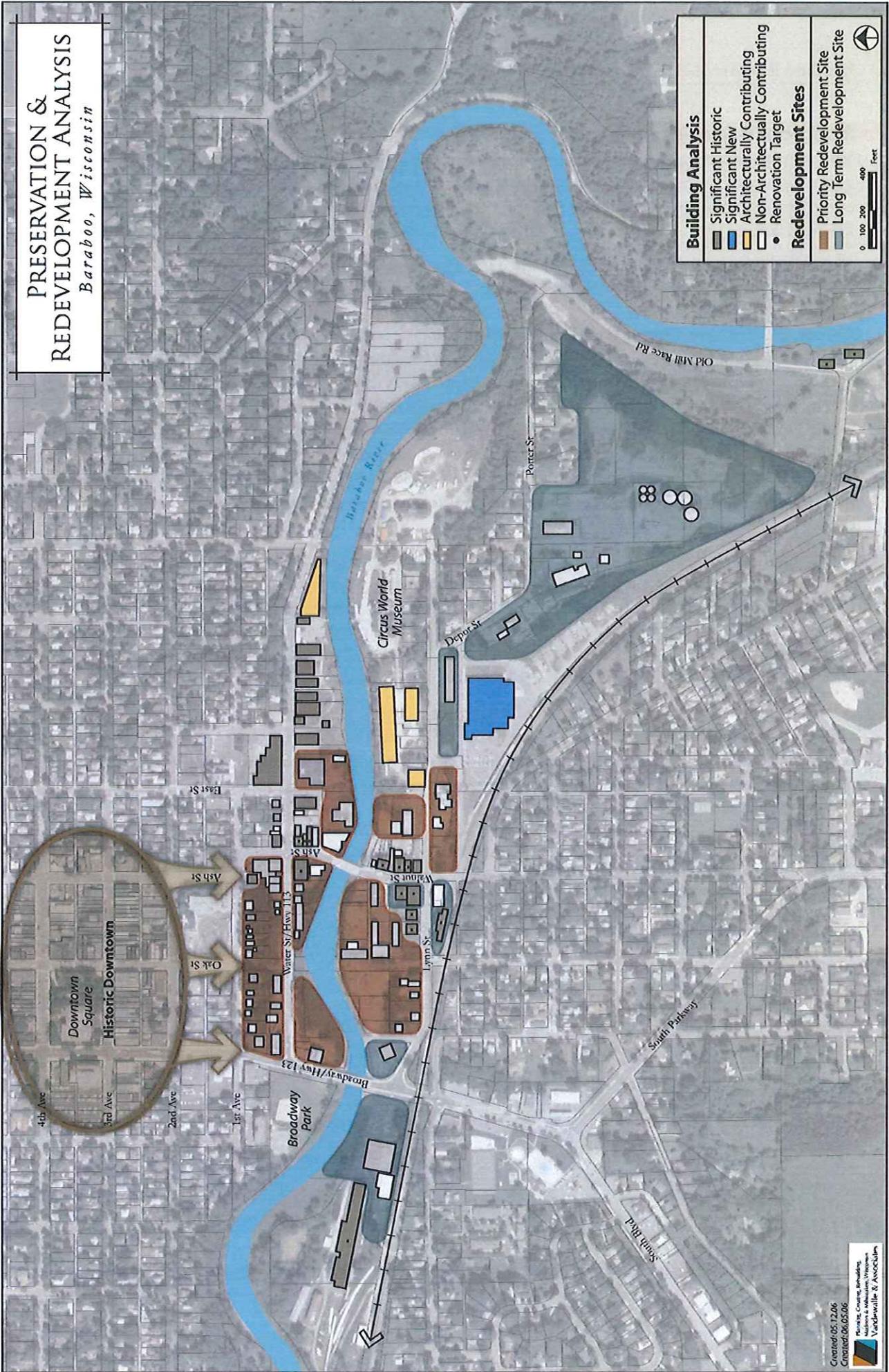
Redevelopment Sites

1. **Priority redevelopment sites** are defined as sites recommended to redevelop in 0-5 years. These sites include large property owners such as Onyx and Alliant, properties currently owned by the City, and sites important to the successful redevelopment of the riverfront area.
2. **Long-term redevelopment sites** will likely redevelop after 5 years and after priority redevelopment sites. These sites may require existing businesses to relocate to more appropriate areas of the City, which will require time and cooperation with the City. Some businesses in long-term redevelopment sites may be appropriate uses for the riverfront area, but would be better served in an alternative building configuration.

The map on the next page illustrates the building analysis and redevelopment site locations.

PRESERVATION & REDEVELOPMENT ANALYSIS

Baraboo, Wisconsin



Building Analysis	
[Brown Box]	Significant Historic
[Blue Box]	Significant New
[Yellow Box]	Architecturally Contributing
[White Box]	Non-Architecturally Contributing
[Black Dot]	Renovation Target
Redevelopment Sites	
[Orange Box]	Priority Redevelopment Site
[Grey Box]	Long Term Redevelopment Site

0 100 200 400 Feet



Riverfront Concept Plan

This graphic illustrates general locations for land uses suggested in the Market Niche. The overall goal of the concept plan is to create a vibrant, sustainable riverfront with a mix of uses that complement downtown businesses and the Circus World Museum, as well as, connect the two destinations.

The following proposed planning areas provide a sustainable mix of uses to redevelop the riverfront area into a vibrant area of Baraboo:

Riverwalk Entertainment, Retail & Housing

The land located on both sides of the river between Broadway and Walnut/Ash Street should contain a mix of entertainment, retail, and residential uses that orient toward the river and capitalize on the river as a development amenity. Uses could include restaurants, a brew pub, public spaces along the riverwalk, and four season activities. Housing could be located above entertainment uses along the river and be stand alone buildings toward Lynn Street and 1st Avenue. To improve and then sustain river water quality, new development should utilize environmentally friendly stormwater practices, such as rain gardens, bio-swales, and subterranean cisterns to minimize runoff into the river.

A strong pedestrian connection should be created along Oak Street to connect the downtown to the riverfront. Currently, the City is planning an overlook at the intersection of Oak and Water Streets, which will close Oak Street to automobile traffic between 1st Avenue and Water Street. It is imperative to the success of a riverfront district that a pedestrian connection remains along Oak Street between 1st Avenue and Water Street. A switch back trail system may need to be installed to traverse the grade of Oak Street and meet ADA design standards.

A special section of the riverwalk should be branded as the Riverwalk Entertainment Loop, which connects entertainment/retail uses on both sides of the river and houses the concentration of public activity areas along the river. The loop would connect across the river at Broadway and Walnut/Ash Street. Business entrances and outdoor patios should have direct access to the Riverwalk Entertainment Loop.

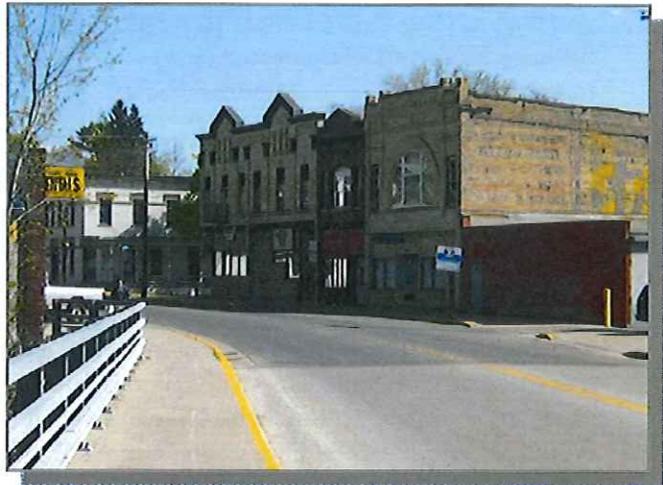


Broadway Corridor

Gateway projects on the corners of Lynn/Water Streets and Broadway will provide first impressions of the riverfront redevelopment. These projects should contain a mix of retail, entertainment, and residential uses. High quality architecture and site design will set precedent to the redevelopment character of sites to the east. Other buildings along Broadway should contain a mix of commercial uses with residential above and have a strong pedestrian connection to downtown, which will make the corridor walkable and welcoming.

Ash/Walnut Corridor

This area was historically a commercial corridor and contains the quality historic building stock needed to create a walkable retail area. Renovation of these buildings to include ground level retail with residential and office uses above should be implemented. Pedestrian and vehicular transportation improvements should be installed along the corridor to create an obvious connection to downtown.



Riverfront Housing

Condominiums and apartments are recommended on the above stories in the entertainment and retail areas. There is the opportunity for other stand-alone projects along Lynn Street, the St. Vincent DePaul site, and the Co-op sites.

Riverfront Hospitality

As the riverfront area redevelops with a mix of commercial, retail and recreational uses, the market will demand a small hotel. This hotel is envisioned to have between 50 and 60 rooms and could be located along the river on the current Onyx site. The location serves Circus World Museum visitors, riverfront redevelopment patrons, and riverwalk users. A hotel at this location would utilize the river as a development amenity, though the hotel could be located in other locations in the planning area if the market dictates.

Niche Employment

The new market created by new riverfront development will be attractive to small, creative businesses. These types of start-up businesses seek interesting locations such as downtowns and riverfronts, as well as, interesting architectural spaces. Historic buildings along Water Street, near the Circus World Museum, have already been converted into office spaces. Existing historic buildings could provide office spaces on the upper floors of the buildings along Walnut and Ash Streets. The historic train depot may be able to be converted into functional office space. Other redevelopment areas, such as along Lynn Street, could house new office buildings. This urban employment setting allows people to live downtown and commute to work by foot.

Other Recommendations

1. **Circus World Museum.** The Circus World Museum has played an important role in Baraboo's heritage and downtown vitality. New development along the riverfront should supply additional visitors to the museum. The Circus World Museum, should develop a sustainable, long-term business plan with the cooperation of all interested parties to ensure the museum continues to be a lively activity anchor of Downtown Baraboo. The museum grounds could incorporate other complementing attractions, such as a children's museum.

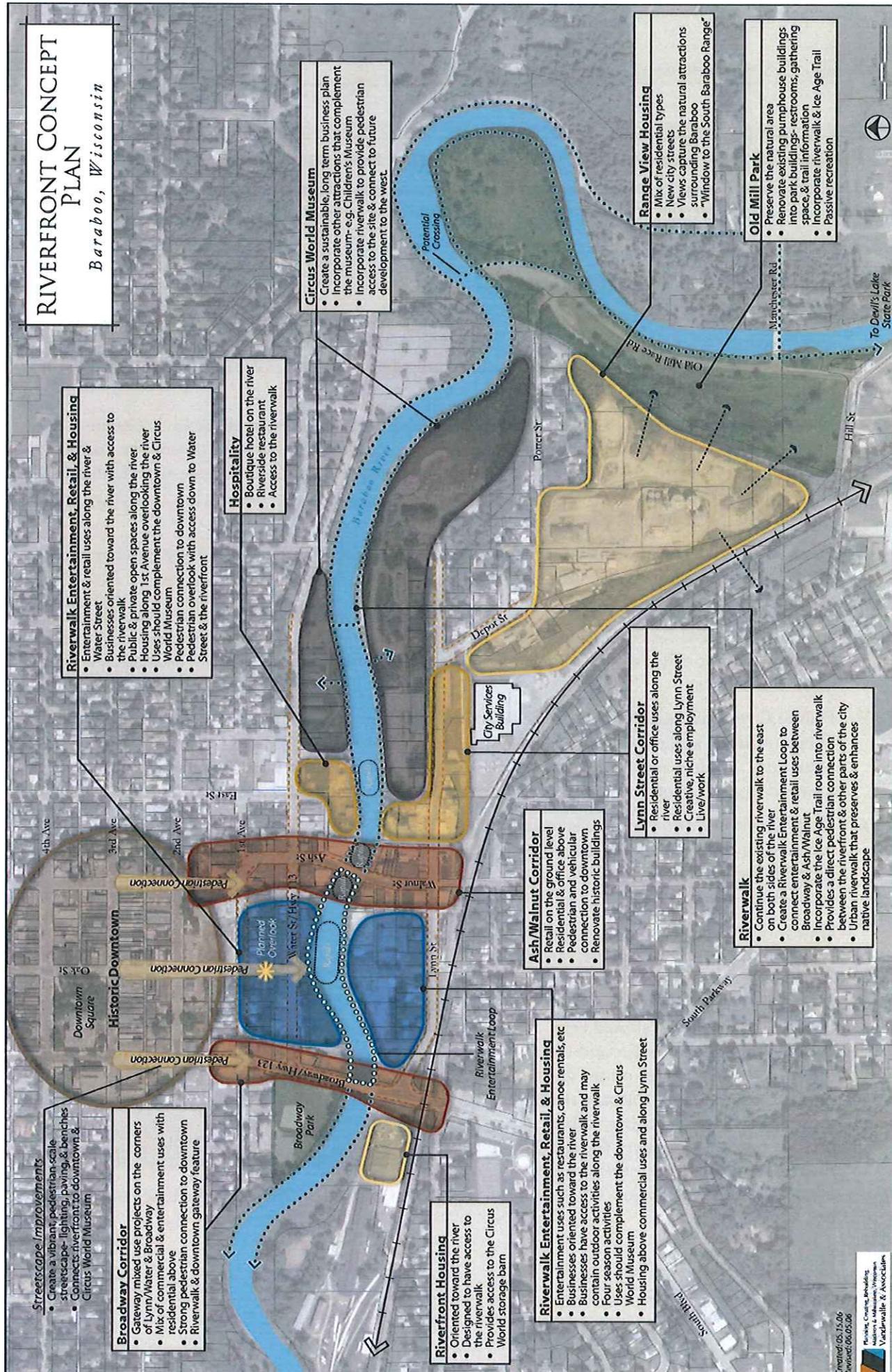


- The riverwalk should be incorporated into the site to allow pedestrian access into the site and connect the Circus World Museum to future riverfront development.
2. **Old Mill Park.** The natural areas along Old Mill Race Road should be preserved to create a passive recreation park. The riverwalk should continue through this park, connect to the Ice Age Trail, and continue on to Devil's Lake State Park. The existing pump house buildings could be renovated into park buildings containing restrooms, trail information, and a gathering space. A public canoe launch would complement the other launches along the Baraboo River.
 3. **Pedestrian Connections.** The riverwalk provides east/west connections between riverfront uses. North/south connections also need to be strengthened for successful redevelopment. Streetscape improvements are recommended between the downtown and the riverfront, located along Broadway, Oak Street, Ash Street, Walnut Street, Water Street and Lynn Street. Improvements should include a consistent palette of pedestrian-scale street lights, benches, trash receptacles, light pole banners, improved sidewalks, designated cross walks and improved street curbs where needed.

The map on the next page illustrates the riverfront redevelopment concept.

RIVERFRONT CONCEPT PLAN

Baraboo, Wisconsin



Streetscape Improvements

- Create a vibrant, pedestrian-scale streetscape—lighting, paving, & benches
- Connects riverfront to downtown & Circus World Museum

Broadway Corridor

- Gateway mixed use projects on the corners of Lynn/Water & Broadway
- Mix of commercial & entertainment uses with residential above
- Strong pedestrian connection to downtown
- Riverwalk & downtown gateway feature

Riverwalk Entertainment, Retail, & Housing

- Entertainment & retail uses along the river & the riverwalk
- Businesses oriented toward the river with access to Water Street
- Public & private open spaces along the river
- Housing along 1st Avenue overlooking the river
- Uses should complement the downtown & Circus World Museum
- Pedestrian connection to downtown
- Pedestrian overlook with access down to Water Street & the riverfront

Hospitality

- Boutique hotel on the river
- Riverside restaurant
- Access to the riverwalk

Circus World Museum

- Create a sustainable, long term business plan
- Incorporate other attractions that complement the museum—e.g. Children's Museum
- Incorporate riverwalk to provide pedestrian access to the site & connect to future development to the west.

Riverfront Housing

- Oriented toward the river
- Designed to have access to the riverwalk
- Provides access to the Circus World storage barn

Riverwalk Entertainment, Retail, & Housing

- Entertainment uses such as restaurants, canoe rentals, etc
- Businesses oriented toward the river
- Businesses have access to the riverwalk and may contain outdoor activities along the riverwalk
- Four season activities
- Uses should complement the downtown & Circus World Museum
- Housing above commercial uses and along Lynn Street

Ash/Walnut Corridor

- Retail on the ground level
- Residential & office above
- Pedestrian and vehicular connection to downtown
- Renovate historic buildings

Lynn Street Corridor

- Residential or office uses along the river
- Residential uses along Lynn Street
- Creative, niche employment
- Live/work

Riverwalk

- Continue the existing riverwalk to the east on both sides of the river
- Create a Riverwalk Entertainment Loop to connect entertainment & retail uses between Broadway & Ash/Walnut
- Incorporate the Ice Age Trail route into riverwalk
- Provides a direct pedestrian connection between the riverfront & other parts of the city
- Urban riverwalk that preserves & enhances native landscape

Range View Housing

- Mix of residential types
- New city streets
- Views capture the natural attractions surrounding Baraboo
- "Window to the South Baraboo Range"

Old Mill Park

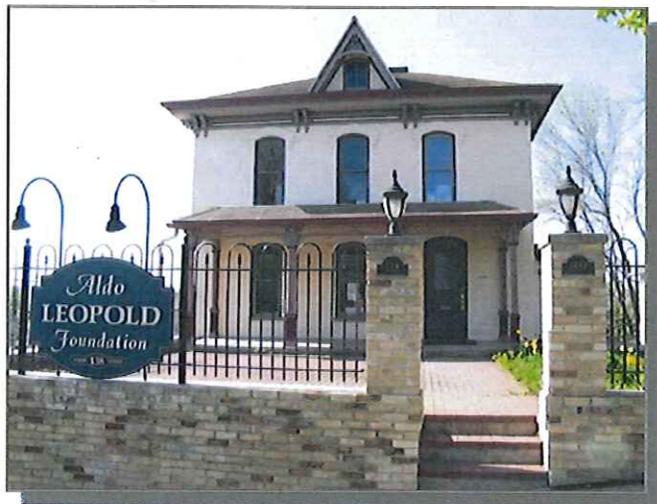
- Preserve the natural area
- Renovate existing pump-house buildings into park buildings—restrooms, gathering space & trail information
- Incorporate riverwalk & Ice Age Trail
- Passive recreation

Riverfront Redevelopment Area Plan (see Map on page 23)

The Riverfront Redevelopment Area Plan builds upon the ideas proposed in the Riverfront Concept Plan and provides detailed recommendations. Also land uses are recommended for each property within the study area.

Development Recommendations:

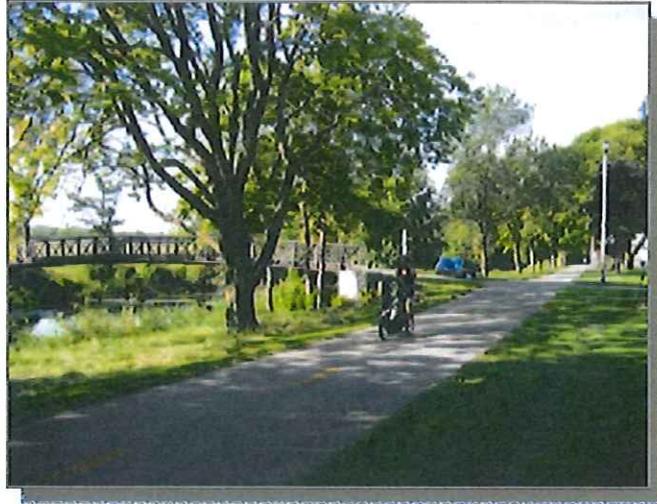
1. **Downtown Streetscape Connection:** Install streetscape improvements between the downtown and planning area, along Broadway, Oak Street and Ash Street. Improvements include a consistent design of paving, pedestrian-scale lighting, benches, light pole banners, and trash receptacles.
2. **New Building:** Construct a new commercial building on the west edge of the Civic Center property. This building will continue the street face of buildings between the downtown and the riverfront, and will provide a wind break in the winter. The result is a more pedestrian friendly connection between the downtown and the riverfront. This building may contain residential on the above floors if sufficient parking is provided.
3. **High-Density Residential Project:** Parcels should be combined to create a large condominium project. This project may contain a variety of housing styles with views of the river.
4. **Commercial Corners:** The corners where Water Street intersects with Broadway and Ash Street should be reserved for commercial uses on the ground levels. This could be a variety of retail, entertainment or office uses. Parking limitations will determine the amount of commercial space at these locations.
5. **Public Overlook and Pedestrian Connection:** The City of Baraboo is currently planning a public overlook at the southern end of Oak Street, which will result in the closure of Oak Street between 1st Avenue and Water Street. A pedestrian pathway should be maintained in this location to allow people to walk between the downtown and the riverfront redevelopment area.
6. **Aldo Leopold Foundation:** Maintain the existing historic building that houses the Aldo Leopold Foundation as commercial use.
7. **Gateway Project:** Develop a mixed-use project at the corner of Broadway and Water Street to serve as a riverfront gateway project. This building or collection of buildings should have commercial uses on the ground floor and office or residential uses on the above floors. Quality architecture and materials must be used on this highly-visible project. Uses should orient toward the riverfront and Water Street. Residential uses should have balconies. The floodplain should be surveyed to determine the exact amount of buildable land.



8. **Public Park** A public park is proposed at the terminus of Oak Street to provide public access to the Baraboo River. This park will be connected to the riverwalk and on direct axis with the pedestrian path to downtown.

9. **Riverwalk West**

- a. **Riverwalk:** The riverwalk should extend from the west along both sides of the Baraboo River. The river valley has a moderate slope in this area. The riverwalk is proposed to be located in the middle of this slope with stabilized riverbanks and native vegetation both along the riverbank and between the riverwalk and development. In addition to improving river water quality, this results in a natural appearance from the river and a perceived separation between the public riverwalk and private development. Commercial uses should directly connect to the riverwalk.

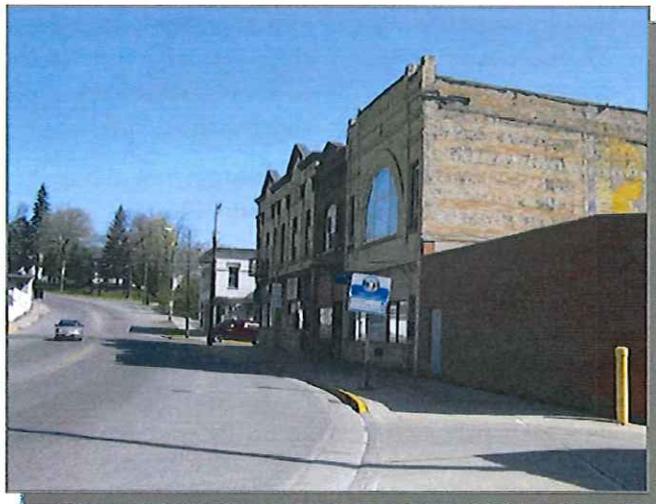


- b. **Riverwalk Entertainment Loop:** The portion of the riverwalk between Broadway and Ash/Walnut Street should be branded as the Riverwalk Entertainment Loop. This riverwalk will connect entertainment and retail uses on both sides of the river. Commercial uses should have direct access to the Loop and outdoor activity areas such as patios should align the Loop.
10. **Water Street Commercial:** A mix of entertainment and retail uses should be encouraged along the riverfront. Limited amounts of office may occur in this area. Narrow parcels and floodplain limit the amount of development in this area, which may result in the renovation of the existing building.

11. **Historic Renovation:** This building, which is currently used as apartments, should be renovated to include commercial ground floor uses with apartments above.

12. **Ash Street Commercial:** This site should be redeveloped into quality commercial space which complements the surrounding historic structures. The building will be part of the Ash/Walnut Corridor which contains ground level commercial uses.

13. **Ash Street Historic Buildings:** These buildings should be renovated to their historic appearance. Commercial uses should be on the ground floor with



niche employment or apartments above. The two modern buildings on Water Street should be removed to allow space for additional parking.

14. **Onyx Site:** The Onyx Site should be redeveloped into a riverside restaurant and a 50-60 room boutique hotel. These hospitality uses will complement the downtown, the riverfront entertainment loop, and Circus World Museum visitors.
15. **Riverwalk East:** The river valley is very steep in this section of the river, which requires the riverwalk to be located along the river ledge. Native landscaping should be installed between the riverwalk and river ledge where possible. The riverwalk should open to the ledge periodically to provide access to the river. Public seating should be installed at these locations to allow people to enjoy river views.
16. **Circus World Museum:** A strategic plan should be created for the Circus World Museum. Part of the planning effort should inventory the grounds to determine if lands are available for complementary attractions such as a children's museum, indoor activity space, or other four-season tourism amenity/attractions. The riverfront should be incorporated into the Circus World Museum grounds to allow easy pedestrian access into the site.
17. **Riverwalk Housing:** Condominiums should be constructed to maximize the views of the riverfront. The housing may be high-density along the river and transition to a lower density toward the existing single family neighborhood. A new public street should be constructed to provide access to the Circus World train car storage barn.
18. **Alliant Energy Site (Expanded):** The Alliant Energy Site is currently prioritized for redevelopment. The properties surrounding the site should be included in this redevelopment project. The site should be redeveloped into a mix of commercial and residential uses. Details of this project are described in the "Riverfront Plan – Detailed Sites" section of this document.
19. **Excursion Train Depot:** The existing depot should be renovated when the excursion train becomes operational through Baraboo. This train will provide day trips between Baraboo and Madison. A renovated historic depot will provide a friendly welcome to future visitors. The corner of Lynn and Walnut Streets, adjacent to the depot, should be reserved for depot related commercial uses such as a coffee shop, café, or historic gift shop.
20. **Walnut Street Historic Buildings:** These buildings should be renovated to their historic appearance. Commercial uses should be on the ground floor with niche employment or apartments above.
21. **Co-op Country Partners Site:** This site, which currently houses a gas station and various light industrial buildings, could be redeveloped into two buildings containing residential or commercial uses. The building adjacent to the river could contain apartments and/or office space, while the building along Lynn Street would be suitable for apartments. If no underground parking is provided, the site would contain one building.



22. **Lynn Street Residential:** The strip of land between the City Services building and Lynn Street should be redeveloped into residential as a long-term project. Housing styles may be apartments or townhomes and orient toward Lynn Street.

23. **Single Family Homes:** The area between the Circus World Museum and the proposed range view housing should remain as single-family residential.

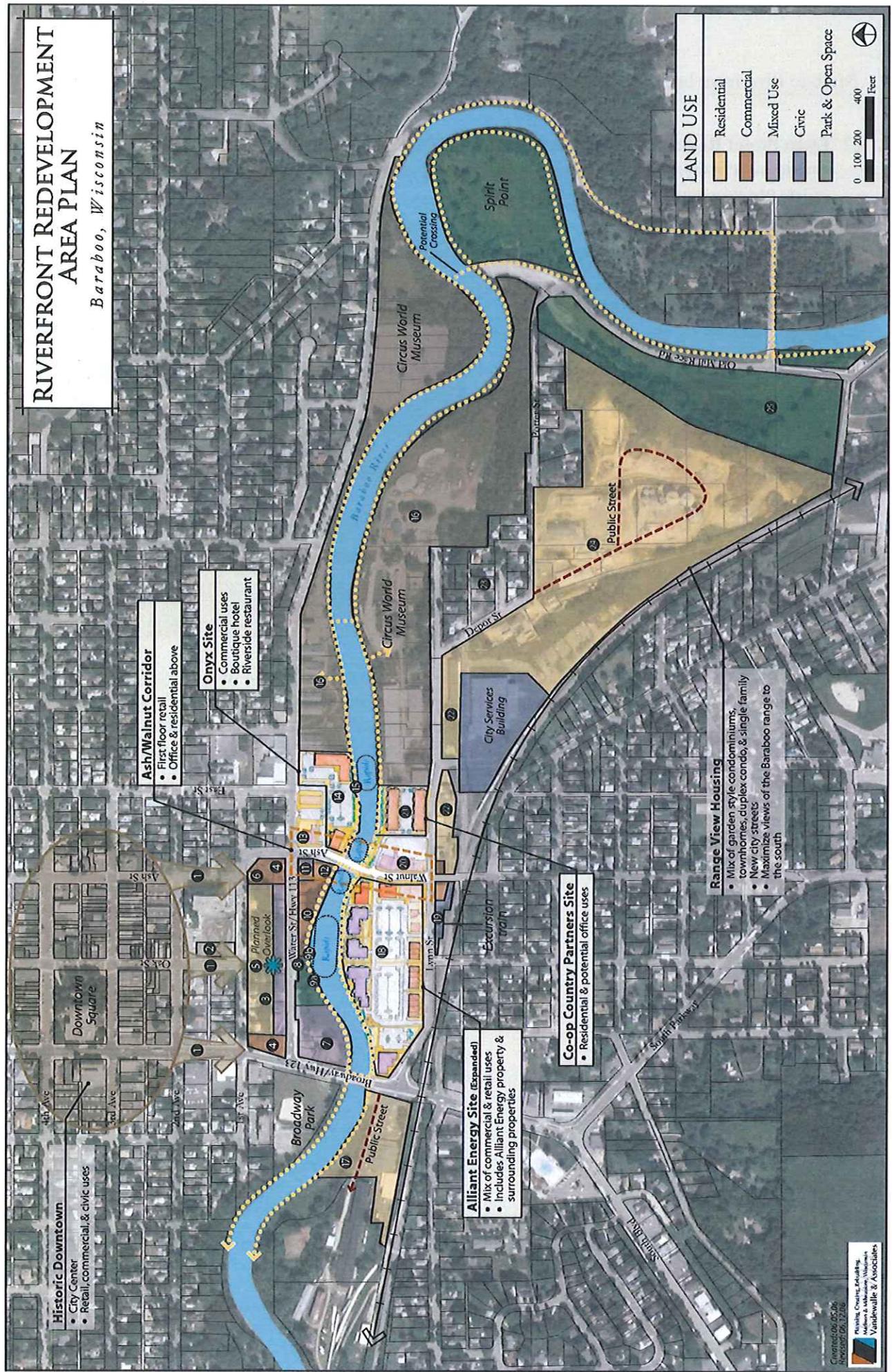
24. **Range View Housing:** Spectacular views of the Southern Baraboo Range and Devil's Lake bluffs can be seen from the Co-op and City-owned sites. This area should be redeveloped into a higher and better use. A mix of residential housing types should be located on the site. This may include garden-style condominiums, townhomes, duplex condos and single family homes. Higher density residential should be located along the southern edge of the site to maximize views to the south. The existing Co-op should be relocated to an industrial location of Baraboo. New public streets will need to be constructed to provide access into the site.



25. **Old Mill Park:** This natural lowland was once a mill run, and should be preserved as a public natural area. The riverwalk should extend through this site and connect to the Ice Age Trail, which links to Devil's Lake State Park. The existing pump house buildings should be renovated into park buildings containing restrooms and trail information. A banquet/gathering space could be constructed to rent to the public as funds become available.

RIVERFRONT REDEVELOPMENT AREA PLAN

Baraboo, Wisconsin



Historic Downtown

- City Center
- Retail, commercial, & civic uses

Ash/Walnut Corridor

- First floor retail
- Office & residential above

Onyx Site

- Commercial uses
- Boutique hotel
- Riverside restaurant

Alliant Energy Site (expanded)

- Mix of commercial & retail uses
- Includes Alliant Energy property & surrounding properties

Co-op Country Partners Site

- Residential & potential office uses

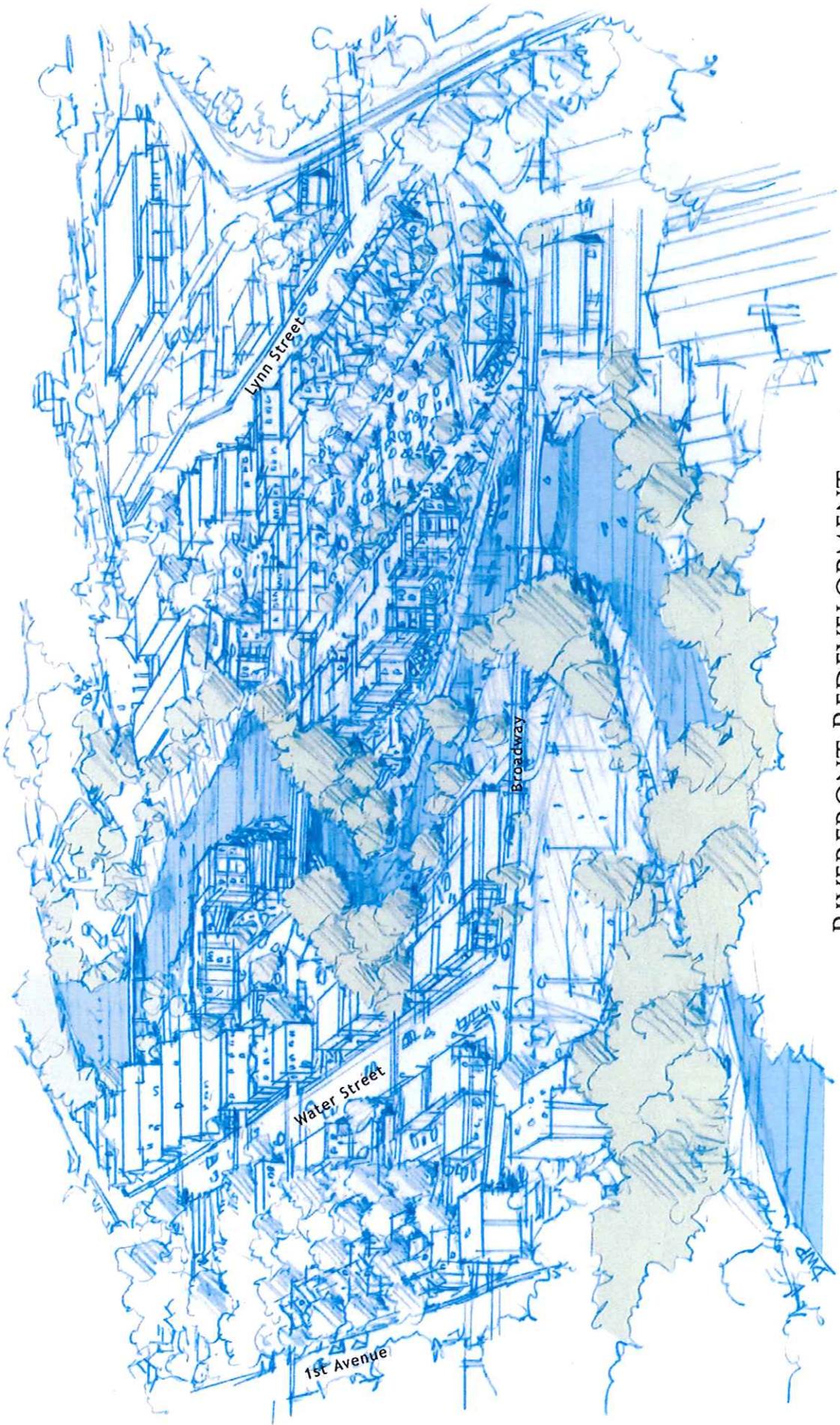
Range View Housing

- Mix of garden style condominiums, townhomes, duplex condo, & single family
- New city streets
- Maximize views of the Baraboo range to the south

LAND USE

- Residential
- Commercial
- Mixed Use
- Civic
- Park & Open Space

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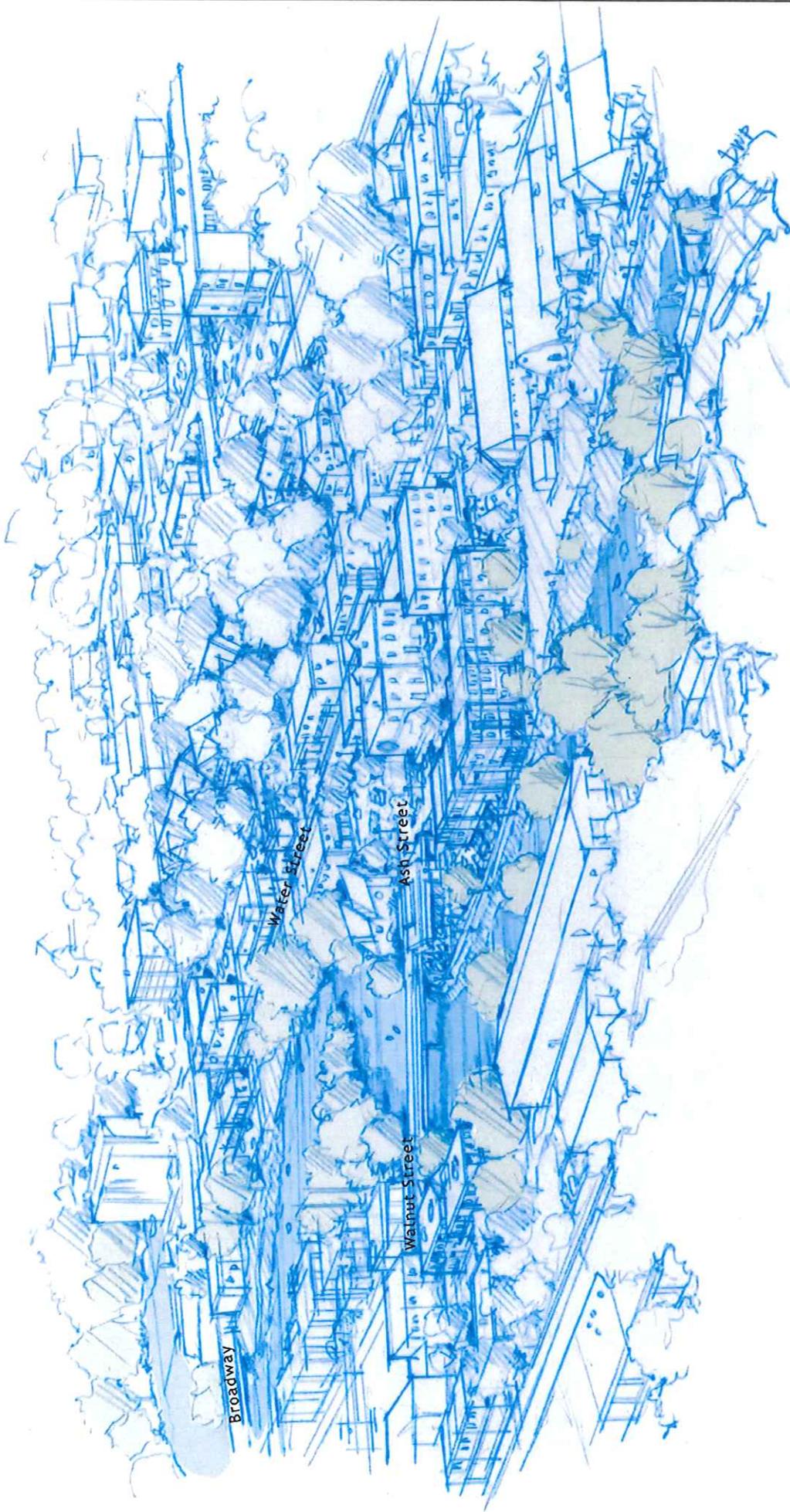


RIVERFRONT REDEVELOPMENT (Looking East)

Baraboo, Wisconsin



Vandewalle & Associates, 2006



RIVERFRONT REDEVELOPMENT (Looking West)

Baraboo, Wisconsin



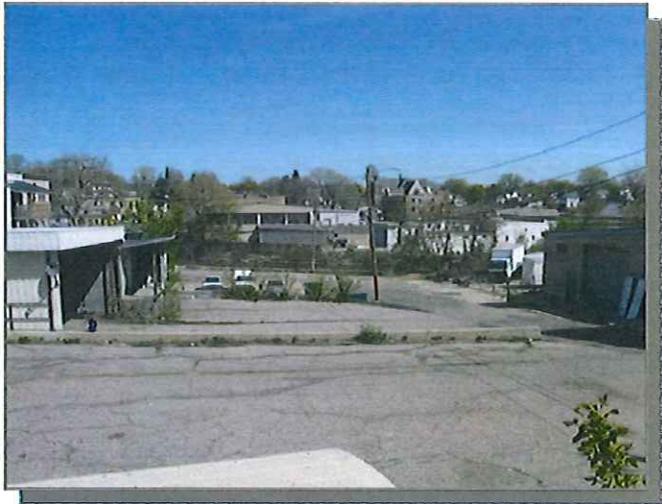
Vandewalle & Associates, 2006

Riverfront Redevelopment Area Plan – Detailed Sites (see Map on page 29)

This graphic describes the three Detailed Planning Areas – Alliant Energy Site (Expanded), Onyx Site, and Co-op Country Partners Site. The Ash/Walnut Corridor, which links the three sites together, is also discussed.

Alliant Energy Site (Expanded)

At the time of this planning effort, the City was working to relocate Alliant Energy to a non-riverside location in Baraboo. To effectively plan the riverfront, the entire block, in which Alliant Energy is located, should be considered for redevelopment. This current industrial site should be redeveloped into a mix of entertainment, commercial, and residential uses that maximize the under-utilized river amenity. A public riverwalk spans the entire site. The riverwalk includes a pedestrian path as well as stabilized river edge with native plantings. A few buildings along Walnut and Lynn Street are recommended to remain, otherwise all buildings are recommended for redevelopment.



Land Uses

A variety of residential and retail uses are proposed on the site. A mixed use building sited at the corner of Broadway and Lynn Street creates a gateway to the riverfront neighborhood. This building should contain retail and commercial uses on the ground floor with apartments above. Commercial



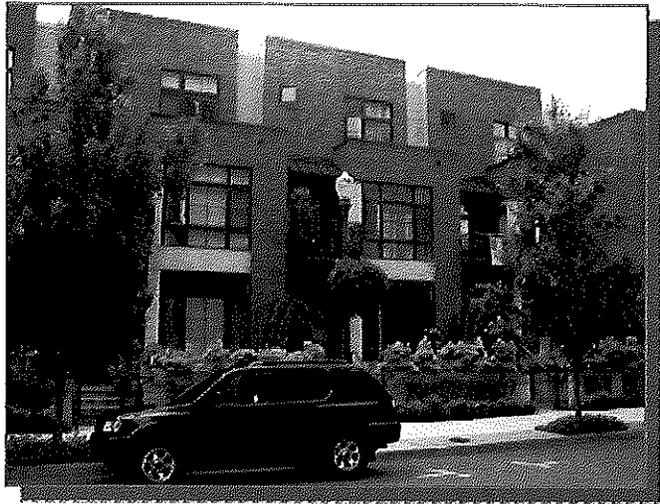
uses could include a café, coffee shop or canoe rentals. Outdoor seating should be provided on the river side, and the river edge should be naturalized. Quality architecture and materials should be encouraged for this highly visible project.

Residential development is the most market-feasible first phase redevelopment in the riverfront district and will drive the increment creation which will make retail, office, and entertainment markets more feasible. Riverfront condominiums provide an urban living option with direct access to the Baraboo River. Two riverfront mixed-use buildings are proposed on the Alliant Site. The market

may dictate these buildings to initially contain residential uses on the ground floors. The floor-to-ceiling heights should be designed to allow the residential uses to be replaced with commercial uses when the market is ready. Commercial uses could include restaurants, a brew pub, or small retail spaces. Each building could be three to four stories in height with secured underground parking.

The individual units should orient toward the river and balconies should be constructed on all sides of the buildings. Condominiums that are not on the riverside should overlook open space amenities.

Townhouse condominiums are proposed between the riverfront condominiums and Lynn Street. These urban-style homes provide another housing option for downtown living. The townhomes should orient toward Lynn Street, with garages in the rear of buildings. A pedestrian walkway connects the townhomes to the riverfront.



A new restaurant/pub should be located at the corner of the Baraboo River and Walnut Street. This location is optimal for a restaurant, because it is located adjacent to the river rapids and future retail shops. Outdoor seating should be provided on the riverside of the restaurant and the business should be accessible from the riverwalk.

The historic homes along Lynn Street and the historic buildings currently occupied by the Servo Company should be long-term commercial renovation projects. The homes could be renovated into niche office or bed and breakfast uses. The Servo buildings could be renovated into retail uses that compliment future adjacent retail shops.

The current sub-station site is also a long-term redeveloped site. A mixed-use building could be constructed including commercial uses on the ground level with condominiums above. Underground parking should be provided for residential use. Businesses should orient toward the riverwalk.

A public canoe/kayak launch could be developed between the mixed-use building on the corner of Broadway and Lynn Street and the riverfront condominiums. The launch provides public access to the Baraboo River for townhome and apartment residents, as well as, citizens who live outside the neighborhood. The launch could include a dock, on-street parking, seating and potential secured boat storage.

Circulation and Parking

The buildings on the Alliant Energy Site will be accessible by a public drive spanning from Walnut Street to Lynn Street. This drive should contain a sidewalk on at least one side of the drive. Parallel and perpendicular parking should line the drive whenever possible. A public parking lot in the interior of the site would provide shared parking for retail and commercial uses along the river and Walnut and Lynn Streets. Future commercial uses on the sub-station site could also be served by this parking lot. In general, condominiums should contain secured underground or first story parking and apartments may utilize at-grade parking. The parking lot to the east of the gateway mixed-use building is envisioned as a private parking lot serving that building.

Onyx Site

The Onyx site is envisioned to redevelop into hospitality uses that complement the Circus World Museum. These uses include a hotel and restaurant, with the riverwalk spanning the river edge of the site. A boutique hotel could be located along the river to serve downtown, riverfront and Circus World Museum visitors. The hotel could contain 50 to 60 rooms and would have views of the Baraboo Rapids and Circus World Museum. The building should be designed so it does not dominate the riverfront and should blend with the historic, surrounding architecture.



To be successful, a hotel will require a critical mass of complementary development such as riverfront retail, restaurants, and activity areas. For this reason, a hotel will be a later development phase. Market will demand the exact hotel location, which may differ from the proposed riverside site. One other potential location may be the block formed between Broadway, First Avenue, Ash Street, and Water Street.



A riverside restaurant at the corner of Ash Street and the Baraboo River provides an entertainment use overlooking the river. This restaurant should open to the river and have

outdoor seating and direct access to the riverwalk. The restaurant could be themed to represent the historic district in which it resides. Themes could be reminiscent of the historic mills or the Circus World Museum. Parking located between the restaurant and the hotel could be shared between the hospitality uses. The proposed businesses would be accessible from both Water and Ash Streets.

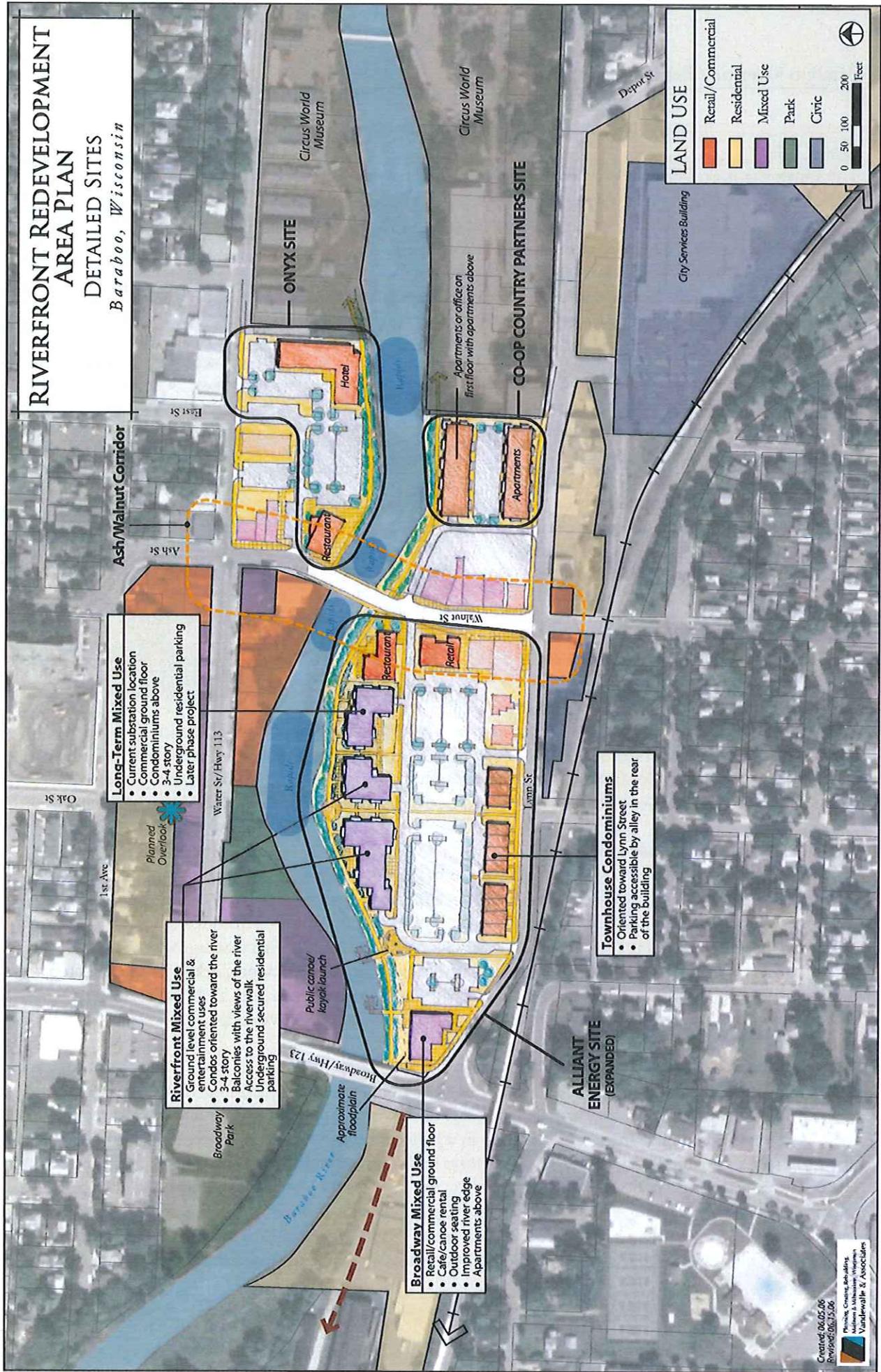
Co-op Country Partners Site

This riverfront site could be redeveloped into two buildings with parking between the buildings. The building adjacent to the river has two potential development options. First, the building could be developed into apartments with parking underneath. The second option is to develop office on the ground floor with apartments above. This option would require additional underground parking. The building closest to Lynn Street could be apartments. If no underground parking is constructed, then the site would contain one building. Like other sites along the river, the architecture should take advantage of river views, and the riverwalk should run along the river edge.

Ash/Walnut Corridor

This corridor contains the largest collection of historic buildings in the planning area. This critical mass of buildings along with the direct connection to downtown, lend this corridor toward retail uses. People enjoy walking from shop to shop in a historic setting, which is one reason the downtown has remained successful. These historic buildings should contain retail uses on the ground level with niche office space or apartments above. Careful attention should be paid to retail uses locating in this area. Uses should not directly compete with businesses on the downtown square. Uses relating to the river, outdoors and Circus World Museum should be encouraged in this area. New buildings on the west side of the corridor should replace non-historic buildings.

RIVERFRONT REDEVELOPMENT AREA PLAN DETAILED SITES Baraboo, Wisconsin



- Lons-Term Mixed Use**
- Current substation location
 - Commercial ground floor
 - Condominiums above
 - 3-4 story
 - Underground residential parking
 - Later phase project

- Riverfront Mixed Use**
- Ground level commercial & entertainment uses
 - Condos oriented toward the river
 - 3-4 story
 - Balconies with views of the river
 - Access to the riverwalk
 - Underground secured residential parking

- Broadway Mixed Use**
- Retail/commercial ground floor
 - Cafe/canoe rental
 - Outdoor seating
 - Improved river edge
 - Apartments above

- Townhouse Condominiums**
- Oriented toward Lynn Street
 - Parking accessible by alley in the rear of the building

LAND USE

- Retail/Commercial
- Residential
- Mixed Use
- Park
- Civic

0 50 100 200 Feet

Implementation

Implementation Strategy Overview

The City of Baraboo already has a strong start toward implementing the Riverfront Redevelopment Area Plan, due to proactive City Staff and strong City Council leadership. Concurrent with the preparation of this Redevelopment Area Plan, the City is in the process of creating and adopting TID #8, which will help to finance public sector improvements within the project area. The City is also fortunate to have received a Wisconsin Department of Commerce grant to fund initial riverfront redevelopment activities and “jump start” implementation. The following section recommends an implementation strategy that includes implementation roles, specific implementation activities, and a proposed project phasing.

Implementation Roles

Successful implementation requires a coordinated effort of numerous agencies and commissions with complementary roles. These groups typically include:

City Council

The City Council will continue to be the policy and decision makers with regards to funding and public expenditures. The Council will continue to have the ultimate approval authority for proposed redevelopment projects and will direct the Community Development Authority.

Community Development Authority (CDA)

The Community Development Authority should lead redevelopment efforts in the riverfront area. CDA powers, which must be approved by the City Council, may include:

- Own, lease, sell, acquire, and operate property/housing projects
- Bond, borrow, invest, and raise funds
- Acquire, assemble, relocate, demolish, and prepare sites in relation to redevelopment sites
- Recruit developers
- Administer redevelopment projects

Plan Commission

The Plan Commission will continue to review private development proposals, determining proposed land use compatibility with this Plan, the Comprehensive Plan, and City zoning and land division ordinances.

Project Management Team (PMT)

The redevelopment of the Baraboo Riverfront will take years to complete and a significant ongoing time commitment. To assist with implementation, the City should create a Project Management Team, which administers the day-to-day implementation operations. Members of the PMT often include representation from City Administration, Public Works, Planning, Engineering, a financial consultant, and a redevelopment consultant. Under the CDA’s direction, the PMT typically provides the following services:

- Guide day-to-day redevelopment activities such as facilitating development, preparing intergovernmental agreements, initiating regulatory changes, and conducting technical reviews of development projects.
- Develop marketing materials, direct developer recruitment, and prepare requests for proposals.

- Work closely with local real estate developers and brokers, and conduct regional searches as necessary for higher profile projects.
- Distribute marketing information and field inquiries from potential developers.
- Provide legal advice in negotiating development agreements, preparing documents for the acquisition or sale of property, and ensuring compliance with statutory and ordinance requirements.
- Manage the design, bidding, and construction of public improvements such as street, utility, and stormwater upgrades.
- Monitor the construction of private developments to ensure compliance with approved site plans, building plans, and development agreements.
- Provide TIF management including: advise on long-term debt financing and execute borrowings; evaluate the financial soundness, business plans and tax increment impacts of projects seeking development assistance or requiring public improvements; audit the TID #8 financial statements; and prepare the annual compliance report.
- Continually evaluate the financial condition of TID #8 and satisfy all governmental reporting requirements for the district.
- Provide regular reports to the City Council regarding meetings held with potential developers.
- Revise and update the Riverfront Redevelopment Area Plan, as needed.

Baraboo Economic Development Commission (BEDC)

BEDC has been the advisory committee reviewing the development of this Riverfront Redevelopment Area Plan. With a strong commitment to redevelopment in the area, and considerable knowledge of the Baraboo business and development community, BEDC will continue to serve as the first point of discussion of redevelopment projects in the area as implementation proceeds. Working closely with the PMT, BEDC will review initial proposals and concept plans for projects as they are proposed, paying close attention to the proposals' use, design and compatibility with the vision for the Riverfront Corridor outlined in this plan. BEDC will recommend changes to these considerations if inconsistent with the Plan and will forward concepts on to the Plan Commission for further scrutiny and consistency with the City's Codes and Ordinances as plans are finalized for approval by City Council. BEDC will also serve as a conduit to the general public regarding the overall implementation activities in the Riverfront Corridor.

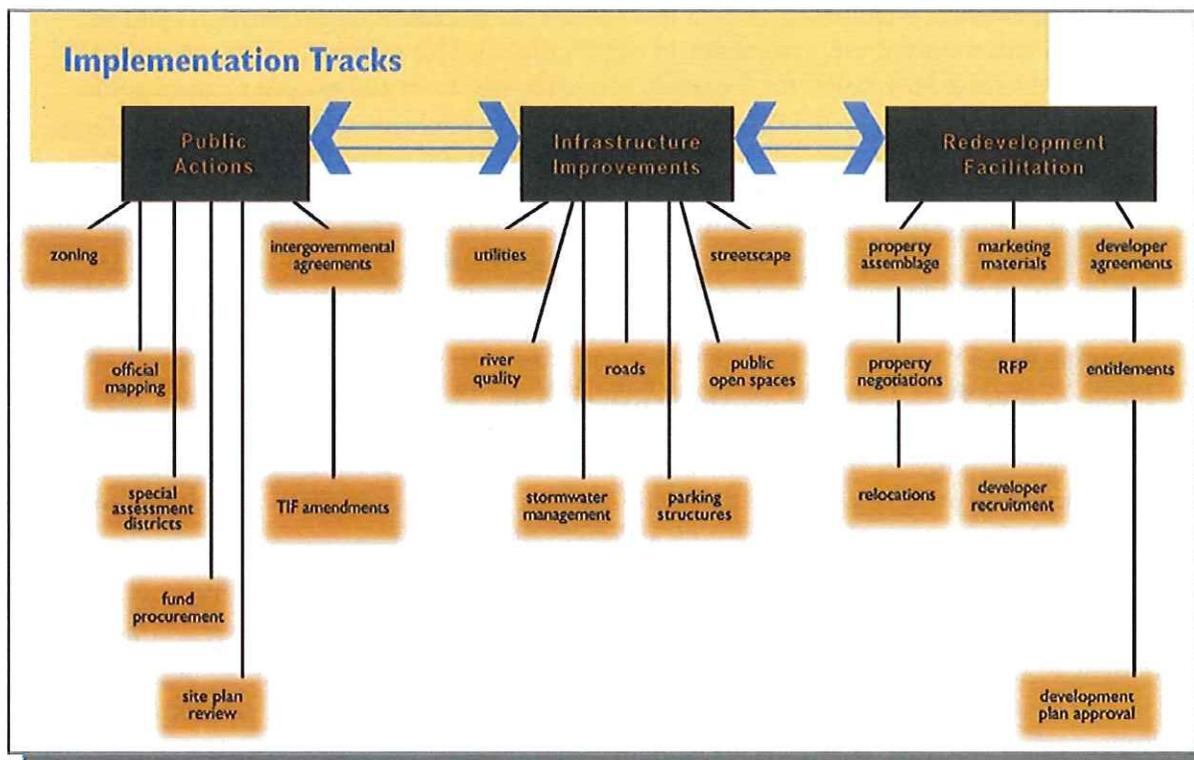
Other Public Agencies

Other groups or agencies that will play a role in redevelopment success are the Wisconsin Department of Transportation (WisDOT), the Wisconsin Department of Natural Resources (WisDNR), the U.S. Army Corps of Engineers, and the Citizens for Waterfront Revitalization (CWR). WisDOT will be involved with all improvements made to Highway 113 and Highway 123. All environmental planning efforts, such as those related to the Baraboo Rapids or potentially contaminated sites, must be coordinated with WisDNR. All floodplain and floodway issues related to the Baraboo Rapids must be coordinated with the U.S. Army Corps of Engineers. The Citizens for Waterfront Revitalization has played an imperative role in the riverfront redevelopment process, spearheading public awareness, and creating the original vision for the future riverfront. CWR members contain vast knowledge of the Baraboo Rapids and history of the riverfront. It is important that this group continue to be involved in future implementation activities and that their knowledge be utilized.

Implementation Tracks

The vision and recommendations in this Plan will require the City and CDA to use various coordinated implementation tools. These tools fall within three interrelated implementation tracks – public actions, infrastructure improvements, and redevelopment facilitation. Public actions include regulatory tools such as rezoning, official maps, TIF creation, statutory redevelopment plans, and special assessment districts. Infrastructure improvements include public infrastructure needed for development such as roads, utilities, river improvements, parking lots, and streetscapes. Redevelopment facilitation includes processes needed for private redevelopment projects such as property assemblage, business relocation, marketing, developer recruitment, and project entitlement.

Figure 3: Implementation Tracks



Implementation Recommendations

The following detailed recommendations follow the framework set forth in the Implementation Tracks description:

- **Establish a Project Management Team.** Redevelopment is a difficult task requiring the coordination of public and private resources. To effectively implement this Plan, the creation of a Project Management Team is recommended to manage daily implementation activities.
- **Prepare a Statutory Redevelopment Plan.** The Statutory Redevelopment Plan provides a legal vehicle for the City and CDA to participate in redevelopment activities. The plan, which establishes the boundaries of the redevelopment district, is implemented by the CDA. The plan also identifies blighted properties for purposes of qualifying as a redevelopment district and implements the redevelopment goals of the Riverfront Redevelopment Area Plan.

- **Create Design Guidelines and a River Corridor Overlay Zoning District.** Detailed design guidelines should be created to present a unified vision for the riverfront redevelopment area. The guidelines should describe the architectural style, materials and height of proposed buildings. Building placement on the site, and site amenities should be described in the guidelines. Stormwater management standards should also be included in the guidelines, and encourage environmentally friendly practices to improve river water quality. These rules for development should be included in a River Corridor Overlay District, which will set uniform design standards for the riverfront. These standards are in addition to those applicable to the underlying base zoning. The overlay zoning district may also include the design review process for development proposals within the overlay district, as well as; the City agencies responsible for the review.
- **Undertake a District-wide Marketing Initiative.** The CDA is encouraged to create a marketing initiative establishing a brand that reflects the riverfront transformation from an industrial area to mixed use, entertainment neighborhood. This marketing initiative should describe the mixed-use vision for the newly accessible riverfront and explain planned public improvements, such as the riverwalk. Marketing materials could include printed and electronic media formats that celebrate the riverfront transformation and would then be used to recruit developers that invest private capital in the project area.
- **Seek Additional Grants for Implementation.** The City of Baraboo has received a Wisconsin Department of Commerce grant for activities such as property acquisition and business relocation. The CDA, with the aid of the PMT, should seek additional grant money for public improvements, brownfield assessment and clean-up, historic preservation and streetscape improvements.
- **Make Zoning Decisions that are consistent with the Vision of this Plan.** Based on further evaluation by the PMT, certain properties may need to be rezoned to assure that future redevelopment projects are consistent with the vision of this Plan. The City Council and Plan Commission must be vigilant in its review of rezoning requests, conditional use permits, and site plans to assure that incremental decisions all lead to the vision.

Project Implementation Phasing

The Project Phasing Graphic on the following page and Phasing Table on page 36, depict the Development Increment Assumptions that are anticipated to occur in several phases over the next fifteen years. Estimated Costs of Public Improvements associated with these redevelopment project assumptions are also listed. These development assumptions and cost estimates were prepared based upon the proposed mix of uses in the vision set forth in this Redevelopment Area Plan. At the time these estimates and assumptions were developed, a developer(s) for the proposed redevelopment projects had not yet been identified. The cost estimates were also not confirmed by engineering design studies. Therefore, further refinement of these assumptions and cost estimates is expected to occur throughout the process of implementation, and estimates are subject to change based upon economic and market conditions in the City of Baraboo.

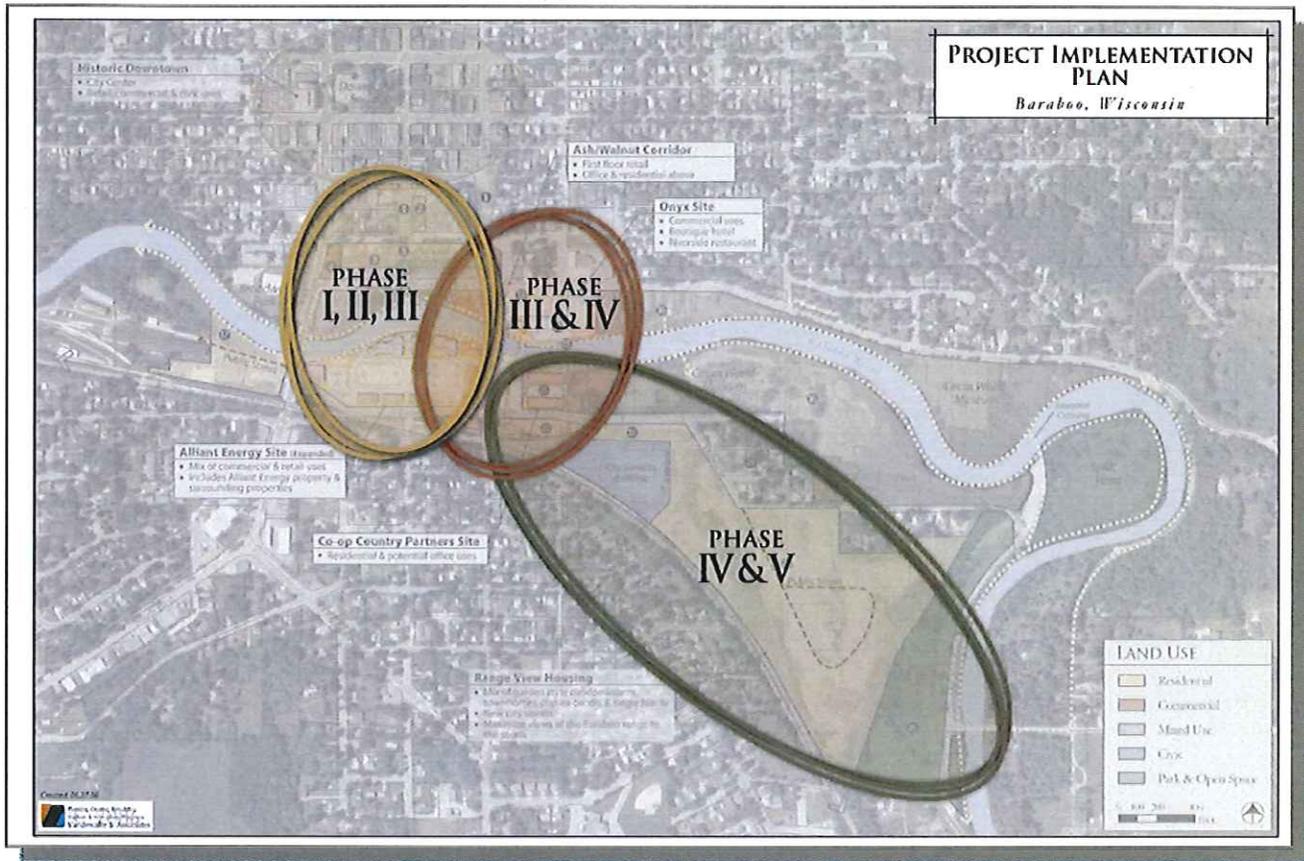
Although the redevelopment projects are subject to market forces, the phasing graphic and table still provide a blueprint for the City of Baraboo to utilize as it begins the process of using TID #8 to bond for public improvements that will be necessary to induce development to occur in the project area. For example, in order for Phase I redevelopment (at least one residential and one commercial development project) to occur, this phasing strategy recommends that the City undertake initial utility, roadway, and streetscape improvements in the district, as well as provide significant initial investment along the riverfront itself such as river bank stabilization, riverwalk design, and

engineering. Riverfront development sites will become significantly more developable and marketable to the private development community when visible public Riverwalk improvements begin. Funds for acquisition, demolition and environmental assessment and clean-up will probably also be necessary as incentives to developers.

In Phase II, additional redevelopment along both sides of the river will require the finalization of the Riverwalk between Broadway and Walnut Street, and further east towards Circus World as funds avail. Additional utility roadway, parking, streetscape and wayfinding improvements will also be required as incentives for additional residential, commercial and riverfront restaurant development to occur. The strategy also proposes funding for façade improvements to assist with the improvement of existing buildings along Water, Ash and Walnut Streets in this phase.

Phase III proposes the completion of the Riverwalk improvements east of Walnut Street, the ongoing provision of public infrastructure needed to provide access to, and parking for, commercial and residential development in the area, as well as on-going signage, wayfinding, and façade improvements to further stimulate activity in the area. Funding for on-going environmental assessment, remediation, acquisition, and demolition may also be necessary to provide developable sites to the private sector if the market continues to need that form of an incentive. However, as the overall project area redevelops and a critical mass of residential and commercial projects has been built, the City will typically not need to provide as much of this developable land incentive to the development community.

Map 8: Implementation Phasing

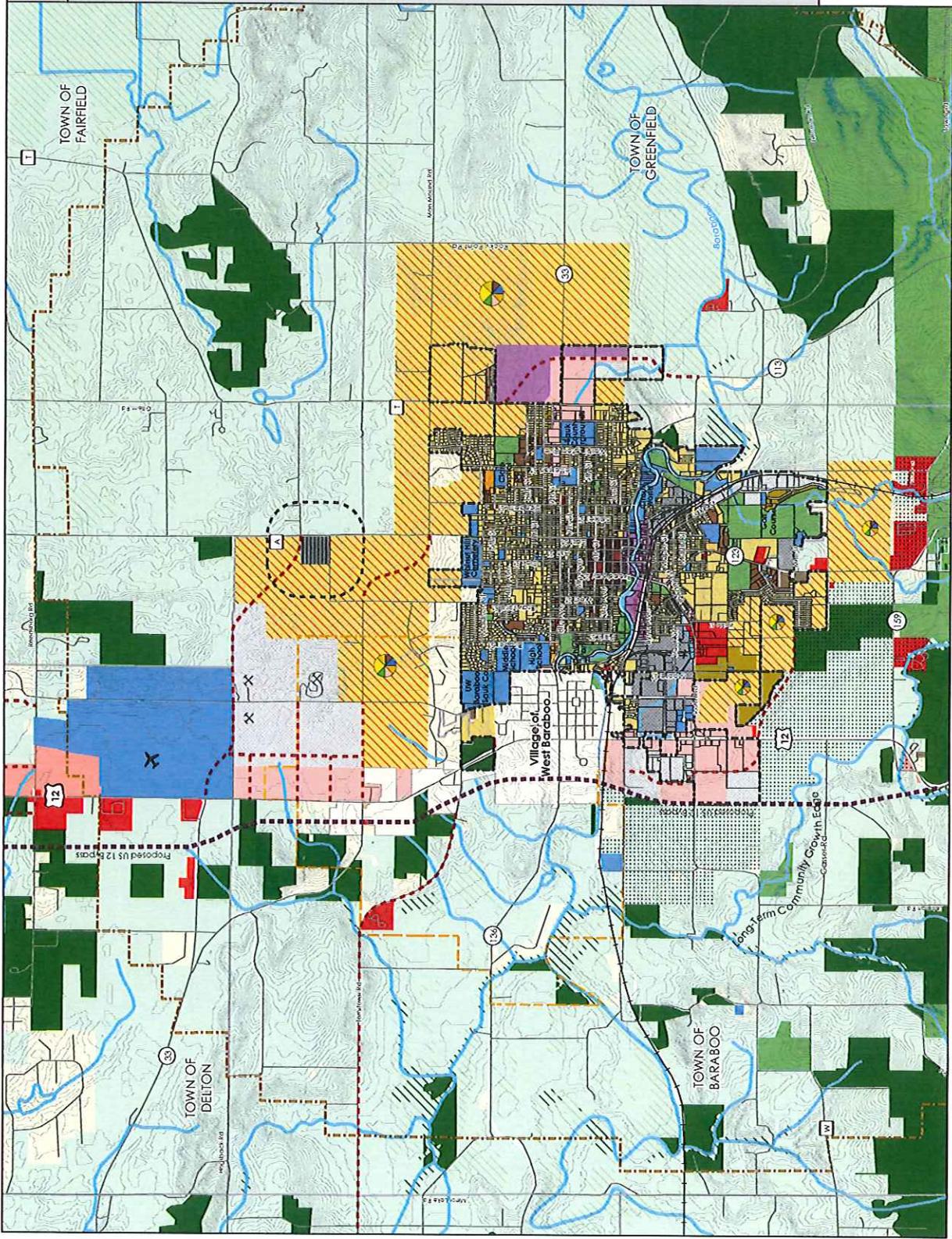
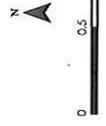


Phases IV and V anticipate the final public improvements necessary to provide residential development pads along Depot Street-extended into the proposed Range View Housing area. This area, designated for a mix of residential housing types, is anticipated to develop following the completion of the mixed use area between Broadway and Walnut Streets along the Riverfront, and the public improvements necessary to complete these projects include roadways, utilities and potentially some assistance with acquisition, relocation, and environmental work in the area. It should be noted, however, that although the phasing strategy anticipates this area developing later since the market may be somewhat reliant on the timing and success of redevelopment along the riverfront first, the City should not be discouraged from pursuing this redevelopment project sooner. To the contrary, the City should co-market both the riverfront and range view areas simultaneously, developing marketing materials for the entire Riverfront Redevelopment Area to familiarize prospective developers along the river with the potential for residences in the range view area that will support the commercial projects along Water, Walnut and Lynn Streets.

Planned Land Use - City

- Roads
 - Highway 12 Bypass
 - Proposed Roads
 - Railroads
 - Village of West Baraboo
 - Township Boundary
 - Pavets
 - Baraboo Municipal Boundary
 - 3-Mile ETJ
 - 1.5 Mile ETJ
 - 1/4-Mile Land Hill Buffer
 - Rivers, Streams & Creeks
 - Operating Extraction Site
- Land Use**
- Agriculture/Rural/Vacant
 - Single Family Residential
 - Two Family Residential
 - Mixed Residential
 - Planned Neighborhood
 - Neighborhood Office
 - Planned Business
 - General Business
 - Central Mixed Use
 - Planned Mixed Use
 - Planned Industrial
 - General Industrial
 - Landfill/Extraction
 - Surface Water
 - Institutional
 - Parks/Open Space
 - Public Lands
 - Environmental Corridor
 - Urban Reserve Area

Shapes on map represent general recommendations for future land use. Actual boundaries between different land use types are not shown. Land use types are based on the future developed land use category are immediately appropriate for development, rezoning, or subdivision.



6



City of Baraboo

Comprehensive Plan

2005

PLAN COMMISSION RESOLUTION 2005-____
ADOPTING AND RECOMMENDING THE COMPREHENSIVE PLAN
FOR THE CITY OF BARABOO IN SAUK COUNTY, WISCONSIN

WHEREAS, Section 66.1001(4), Wisconsin Statutes, establishes the required procedure for a local government to adopt a comprehensive plan, and section 66.1001(2) identifies the required elements of a comprehensive plan; and

WHEREAS, The City of Baraboo Plan Commission has the authority to recommend that the Common Council adopt a "comprehensive plan" under section 66.1001(4)(b); and

WHEREAS, The City has prepared the attached document, titled *CITY OF BARABOO COMPREHENSIVE PLAN*, containing all maps and other descriptive materials, to be the comprehensive plan for the City under section 66.1001, Wisconsin Statutes; and

NOW, THEREFORE, BE IT RESOLVED that the Plan Commission of the City of Baraboo hereby adopts the attached *Comprehensive Plan* as the City's comprehensive plan under section 66.1001(4), Wisconsin Statutes; and

BE IT FURTHER RESOLVED that the Secretary of the Plan Commission certifies a copy of the attached Comprehensive Plan to the Common Council; and

BE IT FINALLY RESOLVED that the Plan Commission hereby recommends that, following a public hearing, the Common Council adopt an ordinance to constitute official City approval of the *CITY OF BARABOO COMPREHENSIVE PLAN* as the City's comprehensive plan under section 66.1001, Wisconsin Statutes.

Adopted this 21st day of June, 2005.

Patrick Liston, Plan Commission Chair

Attest:

Kris Jackson, Plan Commission Secretary

ORDINANCE NO. 2005-____
AN ORDINANCE TO ADOPT THE COMPREHENSIVE PLAN
OF THE CITY OF BARABOO, WISCONSIN.

The Common Council of the City of Baraboo, Wisconsin, does ordain as follows:

SECTION 1. Pursuant to sections 60.22(3) and 62.23(2) and (3) of Wisconsin Statutes, the City of Baraboo is authorized to prepare and adopt a comprehensive plan as defined in sections 66.1001(1)(a) and 66.1001(2) of Wisconsin Statutes.

SECTION 2. The Common Council of the City of Baraboo has adopted and followed written procedures designed to foster public participation in every stage of the preparation of a comprehensive plan as required by section 66.1001(4)(a) of Wisconsin Statutes.

SECTION 3. The Plan Commission of the City of Baraboo, by a majority vote of the entire Commission recorded in its official minutes, has adopted a resolution recommending to the Common Council the adoption of the document entitled *CITY OF BARABOO COMPREHENSIVE PLAN*, containing all of the elements specified in section 66.1001(2) of the Wisconsin Statutes.

SECTION 4. The City of Baraboo has held at least one public hearing on this ordinance, in compliance with the requirements of section 66.1001(4)(d) of Wisconsin Statutes, and provided numerous other opportunities for public involvement per its adopted public participation strategy and procedures.

SECTION 5: The Common Council of the City of Baraboo, Wisconsin, does, by enactment of this ordinance, formally adopt the document entitled, *CITY OF BARABOO COMPREHENSIVE PLAN*, pursuant to section 66.1001(4)(c) of Wisconsin Statutes.

SECTION 6: This ordinance shall take effect upon passage by a majority vote of the members-elect of the Common Council and publication/posting as required by law.

Adopted this 12th day of July, 2005.

Patrick Liston, Mayor

Attest:

Cheryl M. Giese, City Clerk

Published/Posted on: _____, 2005

ACKNOWLEDGEMENTS

COMMON COUNCIL:

Mayor Patrick Liston	Jerry McCammond
William Bowden	Sean McNevin
Michael Cone	Brett Topham
Olaf Kivioja	Phil Wedekind
Betty Marquardt	Russell Will

CITY PLAN COMMISSION:

Mayor Patrick Liston	Nancy Nelson
Michael Cone	Gretchen Viney
Robert Janke	Greg Wise
James O'Neill	

CITY STAFF:

William Bance, Building Inspector
 James C. Bohl, City Attorney
 Mark R. Reitz, City Attorney
 Chuck Bongard, City Engineer
 Edward A. Geick, City Administrator
 Cheryl M. Giese, City Clerk/Finance Director
 Patricia Hamilton, CDA Executive Director
 Dennis Kluge, Police Chief

Robert Koss, DPW/Street Superintendent
 Terry Kramer, Utility Superintendent
 Tim O'Keefe, Parks and Rec. Director
 Kevin Stieve, Fire Chief
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This planning effort was partially funded by a comprehensive planning grant from the State of Wisconsin.

CHAPTER EIGHT: ECONOMIC DEVELOPMENT

CHAPTER EIGHT: ECONOMIC DEVELOPMENT

This chapter of the *Plan* contains a compilation of background information, goals, objectives, policies and recommended programs to promote the retention and stabilization of the economic base in the City of Baraboo. As required by §66.1001, Wisconsin Statutes, this chapter includes an assessment of new businesses and industries that are desired in the City, an assessment of the City's strengths and weaknesses with respect to attracting and retaining businesses and industries, and an inventory of environmentally contaminated sites.

A. Economic Development Framework

The highest percentages of workers in the City of Baraboo are employed in professional and managerial occupations, and sales and office occupations throughout the area and region. Perry-Judds, Ho-Chunk Casino, County government, the School District, Sysco Foods, and Flambeau are some of the larger employers *within* the community. There are also a large number of smaller businesses. The following section provides more information on Baraboo's economic profile.

1. Labor Force and Employment Trends and Forecasts

A community's *labor force* is the portion of the population that is employed or available for work. The labor force includes people who are in the armed forces, employed, unemployed, or actively seeking employment. According to 2000 U.S. Census data, 5,999 City residents aged 16 and older were included in the labor force.

The percentage of the City's labor force employed by sector in 2000 is shown in Table 22. Table 23 shows the employment by industry. Nearly 20 percent of the labor force is employed in the Manufacturing sector, and another nineteen percent in the Health, Education and Social Services Sector. This reflects the presence of major manufacturing firms in the City, and also St. Clair Hospital, the UW-Baraboo and the City's eight schools including both a middle school and high school.

Baraboo possesses a strong, growing economy. As the largest community in Sauk County, the City is a focal point for a diverse range of employers because of its highly educated workforce and urban amenities. Baraboo's location has helped the community attract new and retain existing businesses. The City has a diverse commercial/industrial base and it is home to a wide variety of businesses. According to the 1997 Economic Census, the largest industry located in the City was manufacturing, with 28 establishments employing 2,021 workers. The next largest industry was retail trade with 76 establishments employing 663 workers.

Table 22: Occupation and Labor Force, 2000

Occupational Group	Percent
Management, professional, and related occupations	26.2%
Sales and office occupations	23.8%
Service occupations	22.9%
Production, transportation, and material moving occupations	16.5%
Construction, extraction and maintenance occupations	10.3%
Farming, fishing, and forestry occupations	0.4%

Source: U.S. Census, 2000

Table 23: Industry and Labor Force, 2000

Industrial Group	Percent
Manufacturing	19.8%
Educational, health and social services	18.7%
Arts, entertainment, recreation, accommodation and food services	14.9%
Retail trade	13.5%
Public administration	5.3%
Construction	4.7%
Professional, scientific, management, administrative, waste management services	4.5%
Finance, insurance, real estate, and rental and leasing	4.3%
Wholesale Trade	4.2%
Transportation and warehousing, and utilities	3.6%
Other services	3.2%
Information	2.3%
Agriculture, forestry, fishing and hunting, and mining	1.2%

Source: U.S. Census, 2000

In comparison to the City of Baraboo, Sauk County's labor force in 2002 consisted of 36,369 persons who were 16 years of age or older. Of this labor force, 34,772 persons were employed and 1,597 were unemployed, for an unemployment rate of 4.4 percent. The retail trade and leisure and hospitality sectors were the dominant industries in the county.

Employment growth forecasts have been provided for Sauk County. Woods & Poole Economics, Inc., a regional economic and demographic analysis firm, projects total employment in Sauk County growing at an annual rate of 5.57 percent from 1996 to 2020. The services and retail sectors are expected to have the highest annual growth rate during this period. Total employment in Sauk County is projected to increase 37 percent over the next 20 years, from approximately 41,810 workers in 2000 to 57,380 workers in 2020. Jobs in the service sector are projected to experience the highest growth during this time period, while the percentage of farming jobs will decrease.

2. Educational Attainment

As illustrated in Table 24, over four-fifths of the City's population age 25 and older had attained a high school level education. And approximately one-fifth had attained a college level degree (bachelor's degree or higher). These rates are much higher than many of the surrounding communities, Sauk County, or the State. This may be attributed to the presence of the University of Wisconsin-Baraboo campus and the fact that the City is the county seat for Sauk County. Both factors can result in a higher proportion of professionals living in the City.

Table 24: Baraboo Area Education Attainment, 2000

	High School Graduates	Bachelor's Degree or Higher
City of Baraboo	83.0%	20.8%
Village of West Baraboo	77.4%	18.8%
Town of Baraboo	87.0%	25.0%
Town of Delton	85.5%	15.3%
Town of Fairfield	84.8%	21.8%
Town of Greenfield	90.3%	20.8%
Sauk County	83.5%	17.6%
State of Wisconsin	85.1%	22.4%

Source: U.S. Census of Population and Housing, 2000

3. Income Data

Income data for the City is available from several sources. According to 2000 census data, the median household income in the City of Baraboo in 1999 was \$38,375. The per-capita income was \$19,304. Table 25 compares the 2000 U.S. Census figures for median household and per-capita incomes for the City and surrounding communities.

Table 25: Baraboo Area Employment Characteristics, 2000

	Median HH Income	Per Capita Income	Percent in Labor Force	Percent Unemployed
City of Baraboo	\$38,375	\$19,304	76.7	1.5
Village of West Baraboo	\$41,618	\$18,283	77.5	2.7
Town of Baraboo	\$48,419	\$22,979	70.6	2.1
Town of Fairfield	\$50,625	\$22,155	73.9	2.8
Town of Greenfield	\$49,659	\$20,927	81.6	2.9
Sauk County	\$41,941	\$19,695	71.6	3.0
State of Wisconsin	\$43,791	\$21,271	69.1	3.2

Source: U.S. Census of Population and Housing, 2000

Income data is also available from the Wisconsin Department of Revenue. Based on income tax returns filed between July 1, 2002 and June 30, 2003, the adjusted average gross income per tax return for Baraboo residents was \$40,746. By comparison, the adjusted gross income per tax return for all residents in Sauk County was \$35,689; for residents in the Village of West Baraboo \$36,671 and the Towns of Baraboo \$32,379; Fairfield \$40,611 and Greenfield \$44,139. This data includes only income subject to tax and

income of persons filing tax returns; it does not include non-taxable income and income of persons not filing returns. It does not directly reflect household incomes because tax returns do not necessarily correspond with households.

4. Commuting Data

Most Baraboo residents drive alone to their place of work, according to 2000 U.S. Census data. Nearly 80 percent of all local workers age 16 or older indicated that they drove themselves to work, while about 11 percent indicated that they carpooled to work. About 1.5 percent reported taking public transportation, including taxicabs, to their place of work, and, surprisingly, nearly 5 percent reported walking to work. About 4 percent of the local workforce indicated that they work from home. For all census respondents who travel to work, the average travel time was 16 minutes. Finally, the number of Baraboo residents who travel outside Sauk County to their place of work was 14.4 percent.

5. Migration

Over 70-percent of the City’s 10,740 residents were born in Wisconsin; the remaining 25 percent were either born in a different state or country (see Table 20). The 2000 U.S. Census reported that of the 10,062 City residents who were age 5 or older, just over half (53.8%) lived in the same house in 1995. Approximately 26 percent of the City’s residents had lived elsewhere within Sauk County, and nearly 7-percent had lived in another state in 1995. Migrants moving into Sauk County from other states or other Wisconsin counties are probably following education, employment or metropolitan amenities.

Table 26: Place of Residence Data, 2000

	Born in Wisconsin	Same House in 1995*	Same County in 1995*	Same State in 1995*
City of Baraboo	72.4%	53.8%	25.9%	12.8%

*Residents aged five years and older in 2000
Source: U.S. Census of Population and Housing, 2000*

6. Environmentally Contaminated Sites

The Wisconsin DNR’s Environmental Remediation and Redevelopment Program maintains a list of contaminated sites, or “brownfields,” in the state. The WisDNR defines brownfields as “abandoned or under-utilized commercial or industrial properties where expansion or redevelopment is hindered by real or perceived contamination.” Examples of brownfields might include a large abandoned industrial site or a small corner gas station. Properties listed in the DNR database are self-reported, and do not necessarily represent a comprehensive listing of possible brownfields in a community.

The sites represented on the DNR database in the planning area include areas contaminated through spills or leaking underground storage tanks. There are 84 contaminated sites within the City of Baraboo. Specific locations, property ownership information, and status of remediation efforts for these sites are available from the DNR. These properties may need special attention for successful redevelopment to occur. The locations of these environmentally contaminated sites were considered when making the land use recommendations in this *Plan*. The City promotes appropriate cleanup and reuse of these sites.

7. Economic Development Programs

City of Baraboo Community Development Authority (CDA)

The Community Development Authority (CDA) of the City of Baraboo was established in 1978 by combining the Baraboo Housing Authority with the Redevelopment Authority. The CDA is governed by the 8 members of the Board of Commissioners. The Commissioners are appointed by the Mayor, and two of

the members are required to be members of the Common Council. The CDA operates two apartment complexes as agent for the City, administers the Community Development Block Grant program for housing rehabilitation and Economic Development loans for expansion of existing business, as well as loans for start-up businesses. The CDA has loaned funds to large industries with hundreds of employees as well as new ventures with the owner being the only employee. Funds are available at 4% interest if repayment starts at project completion or 5% if both interest and principal are deferred for the first year. Job retention and creation is considered when loans are reviewed.

The CDA also administers other programs for the City including flood related Block Grants, economic development loans for public facilities as well as economic development loans from the Wisconsin Department of Commerce for larger projects that cannot be funded through the Revolving Loan Fund program.

The state's Community Based Economic Development Program (CBED) provides funding assistance to local governments and community-based organizations that undertake planning, development and technical assistance projects that support business development. Using CBED program funds, local governments can finance economic development plans, small business and technology-based incubator grants, revolving loan programs, and entrepreneur training programs for at-risk youth. Any Wisconsin city, village, town, county, tribe or community-based organization is eligible to apply for grant funding. Funds are available on an annual basis through a competitive application process. Some grants must be matched by local funds. Application materials are available from the Wisconsin Department of Commerce.

The U.S. Small Business Administration's Certified Development Company (504) Loan Program provides growing businesses with long-term, fixed-rate financing for major fixed assets, such as land and buildings. 504 loans can be used to fund land purchases and improvements, grading, street improvements, utilities, parking lots and landscaping, construction of new facilities, or modernizing, renovating or converting existing facilities. A Certified Development Company (CDC) is a nonprofit corporation set up to contribute to the economic development of its community.

Sauk County Development Corporation (SCDC)

Sauk County Development Corporation's mission is to promote and retain the diverse economic vitality of Sauk County and its individual communities. The Corporation seeks to fulfill this responsibility by:

- Actively seeking to develop partnerships with public bodies and private organizations to nurture a civic and economic climate that will support and encourage local businesses;
- Facilitating the development of a quality skilled workforce to meet the needs of County businesses through both public and private investment in employee development;
- Promoting and soliciting the growth of diverse industry, tourism, agribusiness and other businesses that are compatible with local goals to fill existing and future employment needs of County residents;
- Promoting stewardship of the County's natural resources and sensitive land development;
- Preserving and enhancing the economic health of the County by identifying and responding to new issues and opportunities in this era of rapid change; and,
- Impartially serving as a resource for all communities, businesses and competing interests within Sauk County because we recognize that our ultimate customers are the citizens of Sauk County.

Baraboo Area Chamber of Commerce (BACC)

The Baraboo Area Chamber of Commerce is a membership organization of area businesses working together to ensure the economic well-being of our area, both now and in the future. Over 300 local Chamber member businesses share the common goal of promoting and improving the economic environment of this area. As identified in our Chamber's mission statement, **"The purpose of this corporation shall be to provide leadership for the Baraboo area to improve the economic environment and assist community development."**

8. Community and Neighborhood Economic Development Areas

The City promotes economic development employment opportunities that are sustainable, high in quality, and sensitive to the existing character of the City. Maps 4, 5a, and 5b illustrate several areas that the City has identified as particularly suitable for future economic development and planned land uses for these areas.

Table 27: Strengths and Weaknesses for Economic Development

Strengths	Weaknesses
City's is in the heart of the leading tourist destination area in the State—Wisconsin Dells and Devil's Lake State Park.	Limited land available for commercial or industrial development.
City's proximity to Madison/Middleton and expanding regional market.	Perception of the Common Council as "no growth" proponents.
City's strategic location between Chicago, Milwaukee, Madison, Minneapolis, and the Quad Cities.	Perception of an unpredictable development review process.
Excellent transportation access (I-94, US 12 and US 12 Bypass, rail).	Historically, industrial and commercial development has not been high quality.
Good schools, safe neighborhoods, and good community facilities.	Perception as a residential "bedroom community" competing with Reedsburg.
Educated workforce in City and surrounding area.	Roadways are in poor shape.
City's "small town" atmosphere in premiere natural setting.	
Growing airport presence.	

B. Economic Development Goals, Objectives, and Policies

Goal: Attract and retain businesses that enhance Baraboo's desired "small town" character and build upon existing strengths.

Goal: Strengthen and diversify the non-residential tax base and employment opportunities.

Objectives:

- a. Continue to provide a strong supply of easy to access, serviced and developable land in the City devoted for industrial and commercial land uses.
- b. Provide for planned commercial development in concentrated areas and discourage unplanned, incremental strip commercial development along major community corridors, particularly along portions of US Highway 12 and STH 33.
- c. Improve the quality of new non-residential development in community entryway corridors, and particularly at community gateway locations. *(See Map 4)*
- d. Maintain and enhance downtown Baraboo as the center of unique shopping and entertainment opportunities, and professional and government services.
- e. Actively encourage infill of vacant parcels and redevelopment of underutilized properties that are already served by utilities.

- f. Diversify the range of employment opportunities available in the community, with a particular focus on skilled professional and technical jobs.
- g. Infrastructure maintenance and support

Policies:

- Implement the Planned Land Use Map to provide efficient and logical expansion areas for an office/business/light industrial park at the southwest side of the community, and reserve designated sites for such development from premature development by other land uses.
- Implement the Planned Land Use Map to provide for new commercial development opportunities on both the east and west sides of the community, and reserve designated sites for such development from premature development by other land uses.
- Implement the Redevelopment Opportunities Map to promote/encourage the infill development, redevelopment, and rehabilitation opportunities outlined.
- Work with the Town of Baraboo to provide for the logical and safe expansion of non-residential development area located along existing USH 12.
- Cooperate with the Village of West Baraboo, the Town of Baraboo, and the County to develop and implement common design guidelines for non-residential development projects along the existing USH 12 corridor and the proposed USH 12 Bypass corridor.
- Support mixed use development projects that integrate non-residential and residential uses into high-quality, unified places.
- Require the planning of larger-scale commercial uses within the context of Neighborhood Development Plans in order to maximize consumer safety and convenience, improve traffic flow, and enhance economic viability.
- Provide appropriate incentives, including tax increment financing, to support *infill and redevelopment* for economic purposes and new *industrial and office* development in planned areas of the City.
- Support proposals that provide a range of commercial development opportunities, while considering the importance of preserving Baraboo's unique small city character and the historic downtown.
- Strongly encourage intervening non-commercial uses and shared driveways, shared parking spaces, and coordinated site plan designs to avoid the creation of new commercial strips.
- Consider the impact of proposed commercial rezoning on the economic viability of existing commercial areas in the community before making a decision on the request.

C. Economic Development Recommendations

This section of the Plan provides key recommendations for economic development strategies in the City.

1. Adopt Stronger Standards for Most Office, Commercial, Industrial and Mixed-Use Development

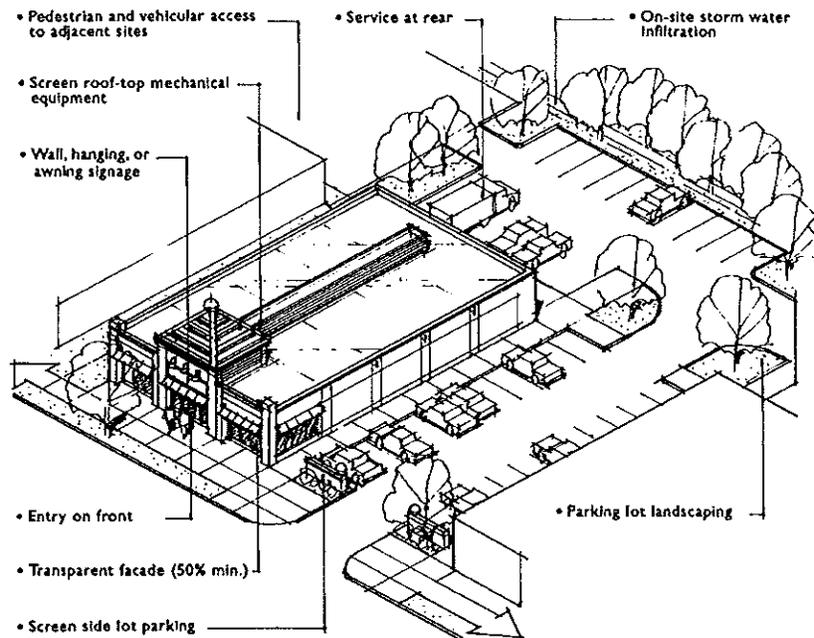
The City's recently adopted Tourist Entertainment Corridor Design Guidelines provides a wide variety of standards for achieving appropriate community context, site design and traffic circulation, building design, building materials, signage, lighting, and development review to the areas north of the City along existing USH 12. However, similar standards do not apply to projects within the City that are, and will continue to be, the dominant form of development in the community. This recommendation will be a critical strategy for attaining both the City's economic development strategies, and its community character objectives.

This *Plan* recommends that the City strengthen and enforce design standards for commercial, industrial, and mixed use development projects to ensure high-quality, lasting projects that are compatible with the City's desired character. These standards should apply to all new development and redevelopment in the

City. However, somewhat less stringent standards for building design, building materials and landscaping should be considered for the areas designated as *General Business* and *General Industrial* on the Land Use Plan Map (see Maps 6a and 6b), whereas more stringent standards should be applied for areas designated as *Planned Business*, *Planned Industrial* and especially the *Planned Office* and *Planned Mixed Use*. Within these areas, likely to be dominated by both medium- and large-scale buildings, conventional “best practices” design standards are applicable. However, a different set of high-quality standards will be needed in areas designated as *Neighborhood Office* and *Neighborhood Business*. Within these areas, design standards should emphasize adhering to residential type site layouts, building designs, building materials, and landscaping and lighting approaches.

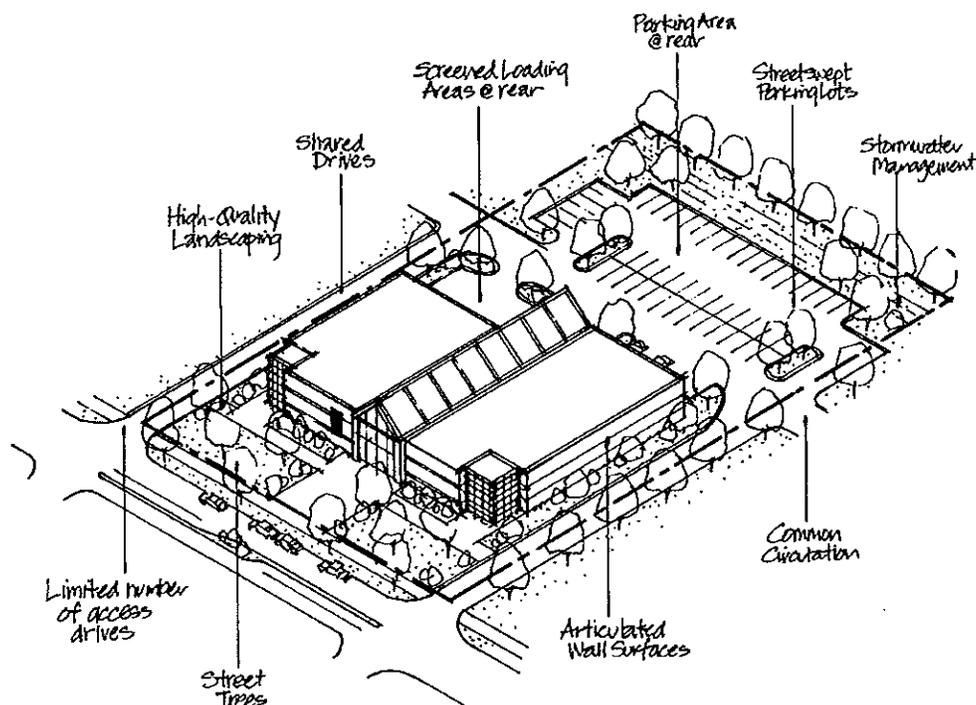
All of these new standards should be incorporated into the Zoning Ordinance, and strictly adhered to during site plan review and/or land division processes. For new and expanded *commercial* uses, the standards listed below and illustrated in the following Figure 8 are advised:

- New driveways with adequate throat depths to allow for proper vehicle stacking.
- Limited number of access drives along arterial and collector streets.
- Common driveways serving more than one commercial use, wherever possible.
- High quality landscaping treatment of bufferyards, street frontages, paved areas and building foundations.
- Street trees along all public street frontages.
- Intensive activity areas such as building entrances, service and loading areas, parking lots, and trash receptacle storage areas oriented away from less intensive land uses.
- Parking lots heavily landscaped with perimeter landscaping and/or landscaped islands, along with screening to block views from streets and residential uses.
- Parking to the sides and rear of buildings, rather than having all parking in the front.
- Signage that is high quality and not excessive in height or total square footage.
- Location of loading docks, dumpsters, mechanical equipment, and outdoor storage areas behind buildings and away from less intensive land uses.
- Complete screening of loading docks, dumpsters, mechanical equipment, and outdoor storage areas through use of landscaping, walls, and architectural features.
- Safe, convenient, and separated pedestrian and bicycle access to the site from the parking areas to the buildings, and to adjacent commercial developments.
- Site design features that allow pedestrians to walk parallel to moving cars.
- Illumination from lighting kept on site through use of cut-off luminaires.
- High quality building materials, such as brick, wood, stone, and tinted masonry.
- Canopies, awnings, trellises, bays, and windows to add visual interest to facades.
- Variations in building height and roof lines, including parapets, multi-planed, and pitched roofs and staggered building facades (variations in wall depth and/or direction).
- All building façades containing architectural details and of similar quality as the front building façade.
- Central features that add to community character, such as patios and benches.

Figure 8: Desired New Commercial Project Layout

For new and expanded *industrial* uses, the standards listed below and illustrated in Figure 9 are advised:

- New driveways with adequate throat depths to allow for proper vehicle stacking.
- Limited number of access drives along arterial and collector streets.
- High quality landscaping treatment of bufferyards, street frontages, paved areas and building foundations.
- Screening where industrial uses abut non-industrial uses, in the form of hedges, evergreen trees, berms, decorative fences or a combination.
- Screening of parking lots from public rights-of-way and non-industrial uses.
- Complete screening of all loading areas, outdoor storage areas, mechanical equipment, and dumpsters using berms, hedges, or decorative walls or fences.
- Street trees along all public road frontages.
- High quality building materials, such as brick, wood, stone, tinted masonry, pre-cast concrete, and architectural metal.
- Location of loading areas at the rear of buildings.
- Separation of pedestrian walkways from vehicular traffic and loading areas.
- Design of parking and circulation areas so that vehicles are able to move from one area of the site to another without re-entering a street.
- Variable building setbacks and vegetation in strategic locations along foundations.

Figure 9: Desired New Industrial Project Layout

Increasingly, communities are planning areas for mixed-use development that contains a mix of non-residential and residential uses—particularly commercial and residential uses. This mixture occurs on the same site, in the same building, or both. This type of development scheme has several advantages, including providing built-in residential markets for commercial enterprises, promoting walking and limiting auto trips, creating active, vibrant places, and diversifying development risk. This *Comprehensive Plan* advises Planned Mixed Use development and redevelopment in several parts of the City (see *Map 4*). The design standards for these areas included on the following page illustrate some general design standards for these types of areas. Obviously, each area has different issues, geography, size, existing development, and other characteristics that must be considered in their design. Of critical importance to these areas is ensuring very careful planning and high-quality design.

The graphic illustrated in Figure 6 in Chapter Seven: Housing & Neighborhood Development highlights the components and considerations for successful mixed-use development.

2. Advance Downtown and Water Street Area Redevelopment and Revitalization Efforts

Participation during this planning process, as well as the City's past Comprehensive Plans, have called for continued downtown area redevelopment and revitalization. The partnership of the City, property owners, and development community has generally been limited in the past, and this has been cited as a reason for limited private investment in certain areas of the community. However, several opportunities of revitalization and redevelopment remain in the downtown and along the Baraboo River corridor as a whole—particularly where a number of properties are aging poorly and are in need of rehabilitation or redevelopment. (See *Map 4*.)

Experience in the City, and around the country, clearly indicate that the redevelopment and rehabilitation sites identified on Map 4 do not redevelop themselves – even in places with proximity to high traffic counts and high-income wage earners. Instead, careful planning, site assessment, public-private partnerships, redevelopment incentives, and persistence over a number of years are required. Proactive Plan

Commission, Common Council and Community Development Authority (CDA) involvement is critical, as are coordination with property owners, neighborhood organizations, and area businesses. To guide such efforts, a carefully crafted sequence of steps and redevelopment tools are needed, followed by an integrated set of implementation activities. A statutory Redevelopment Plan should be prepared for each of these areas, and would serve as the primary coordination mechanism.

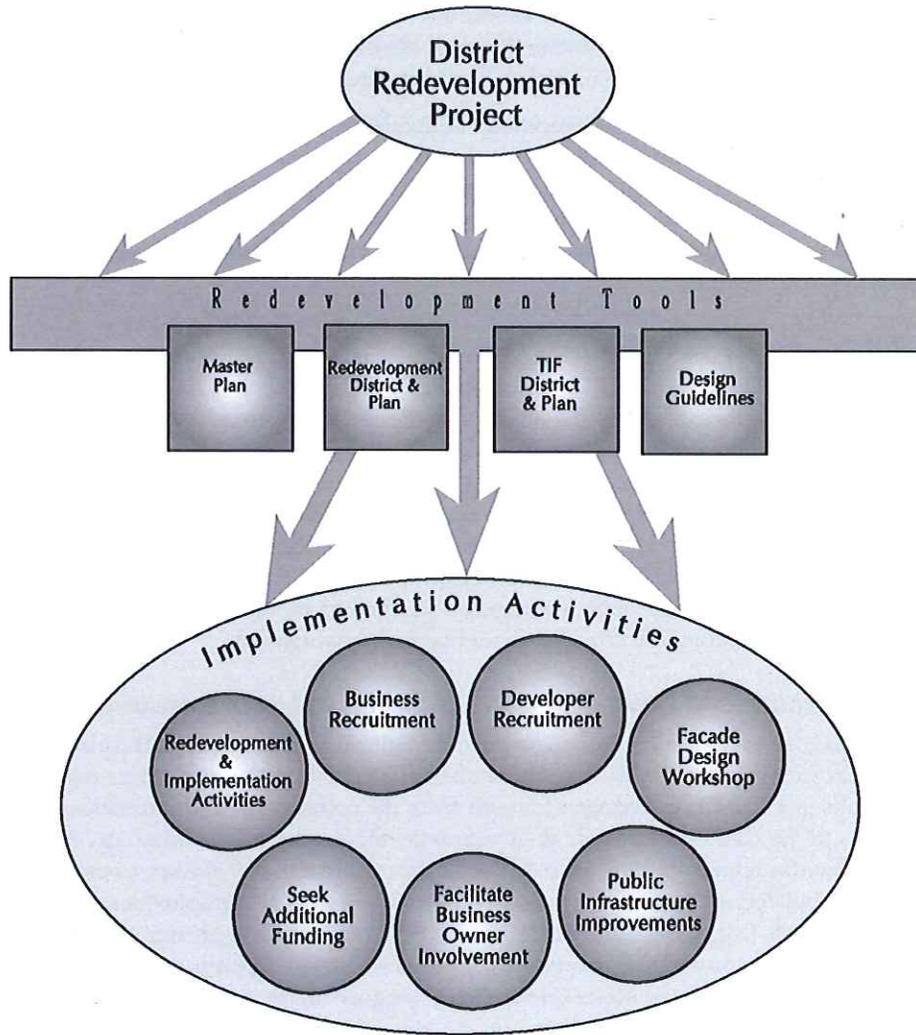
Typically, this type of detailed planning and implementation process includes:

- Evaluating the planning area's condition including size, visibility, viewsheds, access, building quality, existing use viability, adjacent land uses, topographic or environmental constraints, brownfield site assessment and existing infrastructure and amenities.
- Conducting a regional and local economic opportunities analysis to focus on the City's location, amenities, and business mix, as well as the assessment of the regional factors such as economics, transportation patterns and intergovernmental relationships.
- Identifying goals and objectives for the redevelopment area through cooperative efforts with the private property owners and other key stakeholders. This step also typically identifies and prioritizes redevelopment sites within the planning area.
- Conducting a market assessment for the redevelopment site to determine the role of the site within the marketplace, provide demographic trade area information to assist in the solicitation of potential developers or site users, and identify the range of specific issues and challenges to site redevelopment.
- Preparing a redevelopment strategy and district concept plan map that identifies the highest and best land uses, site characteristics, design approaches, and implementation strategies for the planning area, with particular attention to priority redevelopment sites.
- Aggressively pursuing implementation through techniques such as adoption of a statutory redevelopment plan; establishment of a redevelopment tax increment financing district; possible brownfield remediation; possible site acquisition, consolidation, and demolition; and developer recruitment.

The graphic on the following page outlines a redevelopment planning and implementation process that has proven successful on numerous projects in comparable situations in the Midwest.

Additionally, this Plan recommends that the City conduct a study of the "first ring" properties surrounding the downtown for potential as the Neighborhood Business or the Neighborhood Office Zoning District. These districts are compatible with limited residential development. The edges of the downtown are beginning the experience development and conversion of residences into professional offices and small-scale retail. The use of most existing structures in these areas for both commercial and residential opportunities should be encouraged, provided that the non-residential development incorporates residential characteristics in site design and architecture.

Figure 10: Redevelopment Planning and Implementation Process



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3. Plan for Economic Development Opportunities in the USH 12 Bypass Corridor

An important recommendation of this Plan is to direct substantial industrial and commercial growth to the area east of the proposed USH 12 Bypass. Before development of the urban reserve area is allowed west of the Bypass, the City should encourage/facilitate a detailed neighborhood planning process as outlined in Chapter Four: Land Use to outline roadways, infrastructure needs, the preservation of natural features, and to delineate development character and guidelines.

Residential development is encouraged to the east of existing USH 12 to be in close proximity of the expanded highway and provide a transition to the foothills. Again, this Plan calls for a detailed neighborhood planning process in the urban reserve area illustrated on Map 5a. The extension of Mine Road is integral to development in this area, and provides an excellent alternative means of reaching highway corridor and the Bypass.

Attracting commercial development to the east side will be more challenging – because of historic strip commercial development patterns to the west side of the community – on the historic main commuting

routes to central Dane County. It will be likely that significant commercial development will not occur along the east edge of the City until a substantial number of residential “rooftops” are built in the vicinity as outlined in the Eastside Growth Area. To ensure a long-term development pattern that is balanced, the City must remain firmly resolved to reserving the areas shown on the Planned Land Use Map (Maps 5a and 5b) as *Planned Commercial* and *Planned Mixed Use* development, for such uses.

This Plan encourages the City to pursue/promote “redundant power” or “dual-fed power” source opportunities. These sources include photovoltaics, wind turbines, fuel cells, and natural gas turbines. Multiple source, distributed energy technologies that are clean, renewable, and reliable will attract high-quality employers and employment opportunities. Energy security is of critical importance for “green” and “restoration economy” industries and developments. Moreover, conventional industries may be attracted to cleaner, off-grid power sources.

4. Work to Retain Locally Grown Businesses

Baraboo has a rich supply of great locally-owned businesses that provide unique goods and services, and contribute strongly to the community’s strong identity. Since the owners of such businesses usually live within the community, there is a strong likelihood that the profits from such enterprises will be spent locally, and recycle through the local economy. Local business retention, creation and growth should be emphasized as an important concern of the City’s economic development strategy. Support through development approval assistance, business mentoring and small business loans are important ways that the City can continue to promote locally grown businesses. The City should avoid allowing commercial uses on along the USH 12 corridor that directly compete with the historic downtown area. Specifically, the scale and intensity of uses along the corridor should be highway oriented.

5. Pursue New Commercial Development that Caters to Local Consumers

Baraboo is similar to many other communities around Madison in that there is a mismatch between the purchasing power of local households and the number of local establishments where purchases can be made. This results in a significant leakage of wealth from the community, and unnecessary automobile trips as residents of the City travel outside the community for much of their shopping. A greater quantity and variety of everyday retail shopping geared specifically toward the *local* market would help re-circulate local wealth while bolstering City tax revenues. More local shopping and employment would also put less strain on regional roads (e.g., USH 12) resulting in less auto pollution and greater convenience. Much of this new retail can be accommodated within the proposed westward expansion of the commercial development area (shown in the *Planned Mixed Use* land use category on the west side, and within the *Planned Business* and *Neighborhood Business* areas shown on the east side.)

6. Actively Pursue Brownfield Redevelopment

There are several opportunities for brownfield redevelopment in the City. While brownfield redevelopment can present complicated problems, these sites provide a tremendous opportunity to engage public and private funding sources in a plan for long-term economic development. Brownfields are more than a public health and environmental issue. In many communities, brownfields pose a number of economic development constraints such as lowering surrounding property values and contributing to a neighborhood’s blighted condition. Successful redevelopment of brownfields can revitalize older neighborhoods and increase local tax revenue. Brownfield redevelopment is also an effective growth management tool, attracting business development back into areas where municipal services are already provided rather than on undeveloped lands (e.g., farmland, open space) at a community’s edge.

Redevelopment strategies for each brownfield are extremely site-specific, dependent upon factors such as previous ownership, past land use, and the type of potential environmental contamination. A detailed environmental site assessment and market analysis is recommended before proceeding in any brownfield redevelopment project. There are a range of funding sources and implementation tools available from both public and private agencies to assist communities, businesses, lenders, and private citizens in the

clean-up and redevelopment of brownfields in Wisconsin. After the site assessment process, the City and private property owners should prepare a unique redevelopment strategy for the property, following the general steps to redevelopment planning described earlier in this chapter.

The City’s first priority should be to cooperate with the Community Development Authority in the redevelopment of the Water Street/Baraboo River corridor through the creation of a statutory redevelopment plan and Tax Increment Financing District to remediate blighted parcels and the assemble properties. This will attract private investment by exhibiting City commitment in the form of policies and monies to the area.

7. Encourage Housing that Targets Young Professionals, Empty Nesters and Retirees

Many communities have an aversion to higher-density, multi-family housing. This perception is largely based on the belief that such housing strains public resources, depresses property values, and is aesthetically incompatible with “small city” settings. It disregards the fact that many affluent householders are aging and would like to downsize their lives without leaving the community, and that traditional single-family homes on large lots may actually place the greatest overall strain on public services. Further, some households in these higher density developments are in the early stages of careers and have high income potential. Such households either can’t afford or do not want to maintain their own home and would prefer a high-quality alternative. Many communities have come to view these types of developments as tax base revenue builders (see sidebar).

A well-balanced and “sustainable” community requires a greater choice of housing for people at various stages of their careers and lives. In addition, quality, affordable housing along with solid public services and protected natural resources have emerged as primary business attraction factors for new economy industries. Excellent opportunities exist for this kind of development in the redevelopment areas located between the downtown and the Baraboo River and shown in the *Planned Mixed Use* category, and adjacent to environmental corridor boundaries that are present at the margins of most of the proposed *Planned Neighborhoods* on Map 5b.

8. Pursue Economic Development in a Pro-active, Yet Judicious Manner

Economic development, if it is to be done well, involves much more than zoning lands for commercial or industrial development and letting the market take its course. Zoning cannot actively recruit or hand-select the best business or developer for a given project or site. Business recruitment and retention pro-

Retirement Housing as a Tax Base Revenue Builder

Economic development programs in most communities are concerned with essentially two core issues—jobs and taxes. In communities where unemployment is low and wages high, economic development objectives are really more about building tax base than advancing broader economic goals. Communities have the option of pursuing a number of alternative strategies to increase tax revenues without having to rely solely on new office or industrial employment. Two complementary strategies include: increasing the number of retail and service businesses, and increasing the number of households (and housing types) that place comparatively few demands on public services; namely, housing that is both compact in form and caters to relatively affluent, childless households such as empty nesters, retirees, and young professionals. Such a strategy can help broaden the tax base without offsetting the high-service needs that accompanies traditional single-family housing on larger lots.

By incorporating retirement housing into a compact mixed-use development that also features retail and services, the need for auto trips and parking is reduced and a built-in market to help assure the success of the businesses is created. This type of development strategy could help both the City’s tax picture and revitalize downtown or other underutilized areas identified in this *Plan*.



grams must be developed, properties assembled, requests for proposals written, inquires answered, developer agreements executed, and incentive programs administered. Such programs must be staffed and funded.

Thoughtful planning and preparation will continue to allow the City to remain selective in the future. Public participation throughout this planning process demonstrated that it is recognized that the City's physical environment and community facilities are a tremendous asset, and that quality development will encourage yet more quality development. Through this *Plan*, developers will better understand the community's expectations for new development at the outset, and be more confident that their investment will be protected by sound planning decisions down the road. Weak planning, by contrast, creates uncertainty in real estate markets and discourages top-notch design. Basic upgrades to the City's Zoning Ordinance will readily forward these objectives.