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BLACK RIVER FALLS

Retail Market Strategic Plan

March 14, 2019



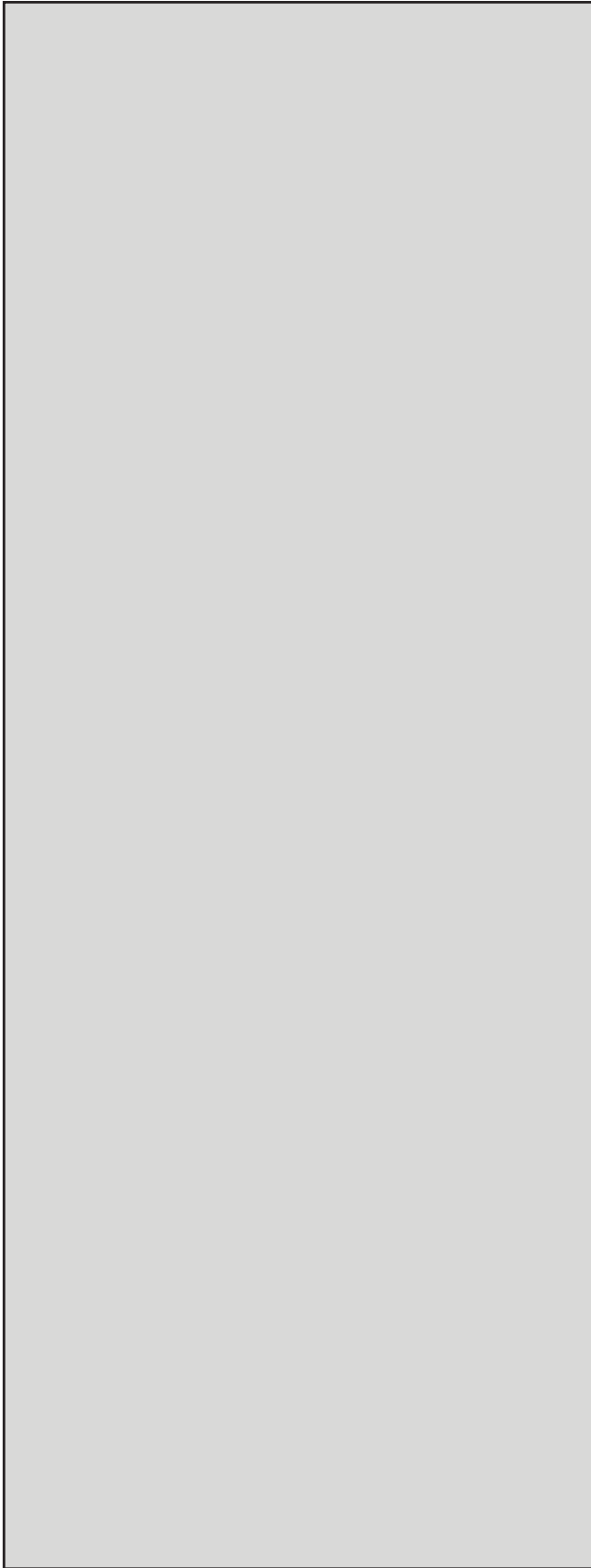


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CHAPTER 1

INTRO & PUBLIC INPUT

1 Plan Purpose & Process

1 Key Stakeholder Input

Markets (e.g. housing, retail, development, etc.) are always in flux, impacted by national, regional, and local conditions. The last decade is a stark reminder of this fact. The Great Recession significantly impacted development and growth in most sectors of the marketplace; and while there has been a slow and modest recovery, the effects have been long lasting. Demographics are also shifting both in Wisconsin and nationally where there is a growing senior citizen population (due to the baby-boomers generation), as well as more families delaying (or not having) children. These population shifts affect housing needs and increases the desire for more varied types of housing developments. There is also a growing demand for better bike and pedestrian accommodations, as well as a desire for more walkable commercial centers.

1.1 PLAN PURPOSE & PROCESS

This Plan was developed between August 2018 and January 2019. The process involved the general public, including the local businesses, through interviews, focus groups and public informational meeting.

The objective of this project is to develop a plan that will help Black River Falls better position itself favorably in response to emerging market trends. Black River Falls desires to complete a retail market and strategic plan that will assess the City's existing and future marketplace, evaluate the City's commercial areas for redevelopment opportunities, and develop a strategies that will capitalize on the market opportunities identified during the planning process.

This can be accomplished by making smart infrastructure improvements, fostering sustainable business growth, and effectively marketing those development types that meet an undeserved market sector - especially those market sectors that Black River Falls shows a competitive advantage in. And finally, this Plan provides realistic funding programs that will allow for implementation of the Plan's strategies and recommendations.

1.2 KEY STAKEHOLDER INPUT

MSA facilitated focus groups and interviews with a variety of stakeholders with knowledge of the Black River Falls retail market. Those contacted for interviews include the following:

- » ***Western Technical Commission***
- » ***Moe's Hardware Hank (Owner)***
- » ***The Merchant Store (Owner)***
- » ***Revitalize Our Hometown, LLC (Owners)***
- » ***Black River Falls Area Foundation***
- » ***Black River Falls Tourism Commission***
- » ***Jackson County ATV Club***
- » ***Jackson County Fair Board***

Two focus groups were hosted at the Chamber of Commerce office in downtown Black River Falls. The ***Chamber of Commerce focus group*** was held on September 20, 2018 and roughly 12-15 people were in attendance. The ***Downtown Association focus group*** was held

on October 17, 2018 and had roughly 20 people were in attendance. The Downtown Association focus group included a general invitation to City residents and business owners to attend. The next several pages summarizes the feedback received in the focus group and individual interviews.

Strengths of Black River Falls?

- » Community does buy local.
- » Everyone knows each other and feels part of the community.
- » Business owners present in the community and at events.
- » Community is welcoming to new residents.
- » Downtown has a “hometown-feel”.
- » Geographic benefit (i.e., halfway between major markets, three major regional highways (12/27/54) and 2 interchanges)
- » Existing recreation amenities (kayaking, ATV-ing, hockey, etc.).
- » Western Technical College presence since 1991 and move to the downtown in 2011. On-campus enrollment is typically around 100 persons (lower in the summer session).
- » Lunda Charitable Fund, Inc., Revitalize Our Hometown LLC., Black River Falls Foundation, etc.

Things to Improve in the Downtown?

- » Aged streetscape needs improvement, specifically decorative terrace and street lights.
- » Historic Preservation / Historic District
- » Building facades. Noted potential increasing of the facade grant monies (using funds allocated for a Downtown Association office).
- » Poor upper floor housing and tenant profile.
- » Illegal activity and other safety concerns (*but noted improvement with increased police presence, increased business/customer activity, etc.*).

- » Add downtown lighting in alleys and public parking lots.
- » Increase business hours and days of operation.
- » Relatively low foot traffic (as compared to similar downtowns).
- » Bring community events and farmer’s market back downtown. Vacant building across from post office noted as possible indoor market and event space. The original bandstand in Field of Honor Memorial Park noted as a potential event space.
- » Add public speakers in the streetscape.
- » Moe’s Hardware Hank and Sand Creek Brewery are anchors to the downtown, but more anchors are needed
- » Relocate the County garage (and replace with new development)
- » Need for bike racks
- » Murals need updating due to age and conditions of existing murals.
- » Need more smaller events hosted downtown (sidewalk art, sidewalk sales, etc.).
- » Parking and housing (see next two questions)

Any Parking Issues in the Downtown?

- » 2-hour parking is not working and not being enforced. [*Some noted improvement since time limit was amended*]
- » Those in attendance seem amenable to increasing the time limit on side streets but maintaining (and enforcing) 2-hour limit on Main Street.
- » Parking is full in some sections of downtown, while others don’t have any cars parked (e.g., 2nd / Harrison).
- » Better parking signage is needed.
- » Employees do park in front of businesses they work at (taking prime customer parking)

- » Lack of efficient lighting of parking lots and alleys provides the potential of safety risks for businesses that close late in the evening (resulting in lack of parking lot usage).

Housing Concerns/Needs?

- » Need for temporary housing (supporting hospital staff), senior housing and apartments for young adults (\$500 rent per bedroom)
- » Need for affordable market rate housing, but concerned with adding additional low- to moderate-housing options in the downtown.
- » Actions suggested to improve current housing conditions downtown include inspection and strictly enforcing housing standards, and adding security cameras around building entries to upper units.
- » Two locations identified for affordable housing: 1) County to consolidate their garage (to WIS 54 office location); and, 2) Vacant school site.

Mobility Issues?

- » City funded shared ride taxi is limited (noted that City would have to budget more funds to increase hours of operation - fixed federal/state subsidies).
- » Ho-Chunk used to have a shuttle between hotels and Casino, but terminated it due to failure to find reliable provider.
- » Some discussion/interest in working with area hotels to establish a transit loop connecting hotel accommodations, downtown and other local amenities.
- » Noted issue with getting current downtown housing population (who lack access to a vehicle) transportation to needed goods generally found in the highway commercial corridors.
- » Need for better bike/pedestrian facilities between downtown and activity centers, especially between the hospital and downtown.

Major Issues Facing Businesses?

- » Retaining employees / Lack of workforce into the future, as current workforce is getting older and younger population is leaving for school and not returning.
- » Limited housing options / Not enough apartments
- » Not enough day care providers (only two exist)
- » Limited public transportation (shared taxi service limited, no late night service, etc.)

Current Market?

- » Tourism and pass-through motorists are a major consumer of goods/services in the City
- » Area Tournaments do help, but people generally come for the day and only stop in for a short bit before/after or between games.
- » People travel to Tomah, Sparta, and Eau Claire for larger shopping trips
- » Online shopping is the biggest competitor for most businesses.

Community/Private Events that Increase Traffic & Sales?

- » Oktoberfest
- » 5k race
- » Jackson County Fair and other fairground events throughout the summer
- » Nearby Cranfest
- » Hockey tournaments (at County Fairgrounds)
- » Basketball tournaments (at the community center)
- » Christkindl Festival (to a lesser degree)

Top Businesses to Recruit?

- » Childcare facility
- » Shoe store (providing name brand shoes)
- » Another big-box retail (like Target)
- » Indoor family entertainment venues (movie theater, bowling alley, water park, etc.).
- » Conference Center
- » Multi-cultural facility - possibly on the river
- » Niche business
- » Bed & Breakfast
- » Outdoor Recreation goods and services (e.g., guided tours).

Other Topics?

- » Stagnant/Declining population even with new facilities/amenities getting built (e.g., Community Center, Aquatic Center, Foundation Trail, etc.) - "Build it and they will come" not working.
- » Pop Up Storefront Program was tried during one month (December) and the two businesses occupied the space for free and didn't remain beyond that month.
- » Increase in downtown events was noted, but attendees believed an event coordinator would be needed to successfully administer increased event activities.
- » Need to increase vocational training programs.
- » Consider adding painted windows on blank walls.
- » The original Main Street bridge over the Black River had nice lamppost and decorative railings, providing a nice gateway to the downtown. The replacement bridge is basic, and does nothing to enhance this primary entry into the downtown.
- » Motorist stop off the interchange but do not travel to the downtown.

CHAPTER 2

MARKET ANALYSIS

- 5 Regional Context
- 6 Resident Profile
- 11 Retail Market Evaluation
- 16 Retail Market Opportunities

To identify Black River Falls' strategic market position it is important to first evaluate the City's existing marketplace - both in the local economy as well as the County as a whole. The results of this analysis will supply the markets and businesses in which Black River Falls shows a competitive advantage. Tourists, commuters, and local residents all impact Black River Falls' economy.

2.1 REGIONAL CONTEXT

The City of Black River Falls is located in Jackson County, in west-central Wisconsin. It is the most populous municipality (3,606 person in 2018) and is Jackson County's county seat. Over the last two decades the City has maintained, but not grown, in population (with 3,622 persons back in 2000). Yet, the city continues to be the primary employment center for the County (see Figure 2.2 on the next page for more details).

Outside of being Jackson County's primary employment center, Black River Falls also benefits from its location along the Interstate 94 corridor (carrying an average of 24,000-26,000 vehicles per day). Black River Falls has convenient access to two interchanges along the northern and eastern edges of city. This convenient access to the regional highway system provides a good stopping point for travelers heading to and from Madison (128 mi.), Minneapolis/St. Paul (142 mi.), Milwaukee, (196 mi.) and all areas between. The City is also bisected north/south by WIS 27, which carries an average of 8,000-10,000 vehicles a day. This strong regional connectivity has a positive impact on the retail marketplace in Black River Falls.

Figure 2.1: Regional Context

Source: ESRI Business Analyst



Another major draw to Black River Falls is the variety of entertainment and recreational amenities found in the region, including:

- » Ho-Chunk Casino providing entertainment.
- » Black River providing paddleboat and fishing recreation opportunities.
- » Wazee Lake, which is Wisconsin's deepest lake, provides one of the best diving lakes in the Midwest.

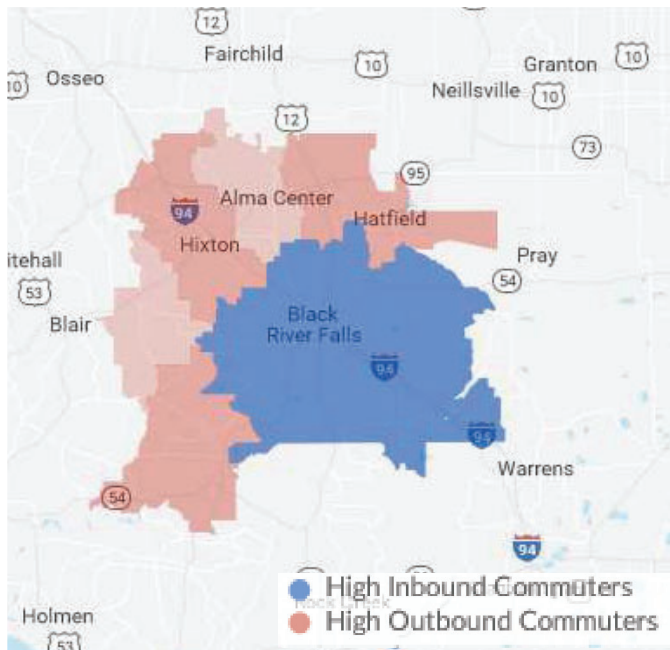
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- » Lake Arbutus, 774 acre in total, provides boating, beaches and fishing opportunities.
- » ATV trail system is extensive with over 100 miles of trails in Jackson County and additional 100 miles in neighboring Clark County. (Voted Best Place to go Four Wheeling by the 2018 La Crosse Tribune)
- » Black River State Forest provides opportunities for camping, hunting, hiking, skiing and ATViing.
- » Jackson County Forest provides approximately 120,000 acre forest with a trail system and opportunities for camping.



Figure 2.2: Place of Work vs. Place of Residence

Source: Economic Review for Barron County (EMSI)



Where Talent Lives

ZIP	Name	2018 Workers
54615	Black River Falls, WI (in...	5,740
54642	Melrose, WI (in Jackso...	1,333
54754	Merrillan, WI (in Jacks...	1,067
54635	Hixton, WI (in Jackson...	1,054
54611	Alma Center, WI (in Ja...	598

Where Talent Works

ZIP	Name	2018 Employment
54615	Black River Falls, WI (in...	7,639
54642	Melrose, WI (in Jackso...	686
54659	Taylor, WI (in Jackson c...	524
54635	Hixton, WI (in Jackson...	483
54611	Alma Center, WI (in Ja...	402

Figure 2.2 (above) shows place of work vs. place of residence in 2018. Black River Falls has the highest number of inbound commuters, indicating the city provides jobs for communities outside of the city limits. Based on the 2018 Economy Overview (completed by EMSI), there were 10,689 workers in Jackson County with 7,639 workers employed in Black River Falls. Of those working in Black River Falls, 5,740 also live in Black River Falls. This equates to 25% of the City's workforce commuting to the City.

2.2 RESIDENT PROFILE

To more fully understand Black River Falls’ retail marketplace, it is necessary to review key indicators to decipher resident spending potential and habits. This analysis will also compare Black River Falls’ marketplace profile with statistics from other comparable peer communities - Cities of Bloomer, Mauston and Mosinee. These peer communities were chosen as being comparable to Black River Falls due to their total population, age, proximity to larger marketplaces/highway and income levels. The next few pages will detail the similarities and differences between Black River Falls and the peer communities based on their resident profile (per ESRI Business Analyst Online (BAO) application).

Population & Age

Population data can demonstrate how many current and potential “future” consumers are in an area. According to BAO, Black River Falls’ 2018 population was estimated at 3,457. All peer communities are larger in size (3,727-4,169) with the City of Bloomer closest in size.

Age is an indicator for tastes, preferences and needs. As shown in Figure 3 (on the next page), Black River Falls’ median age is 43.3. This is higher than the regional peer communities which ranged from 39.4 (Mosinee) to 41.9 (Bloomer). This older demographic has a direct impact on the types of goods and services businesses should provide.

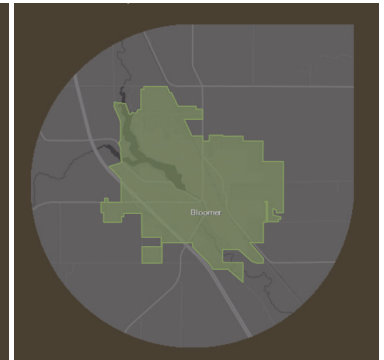
Households

The City of Black River Falls has an estimated 1,666 households as of 2018, which is between the peer communities (ranging from 1,546-1,749 households). All communities reviewed average approximately 2.1-2.2 persons per household. Nationwide the number of person per household has been on the decline with more people choosing to not have as many children, as well as more individuals choosing to live alone.

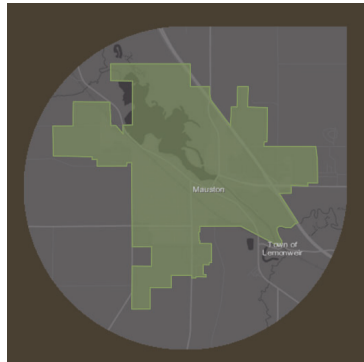
Black River Falls, WI



Bloomer, WI



Mauston, WI



Mosinee, WI

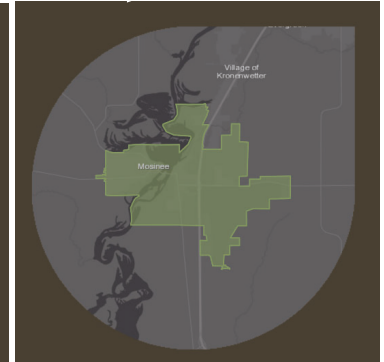
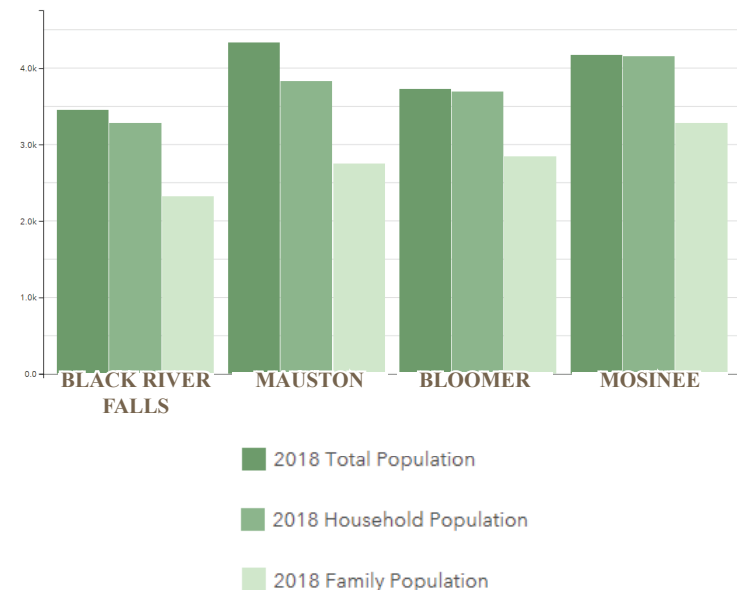


Table 2.1: Comparison of Community Size

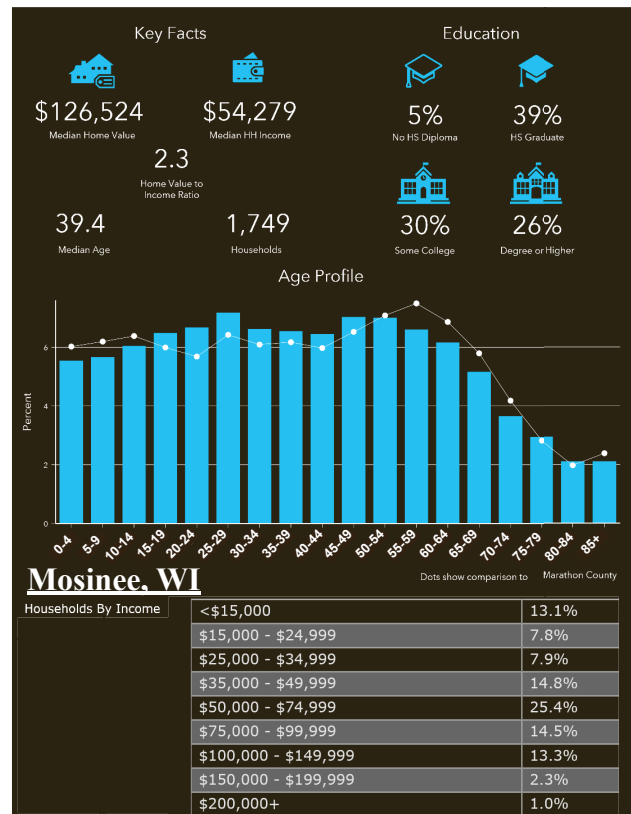
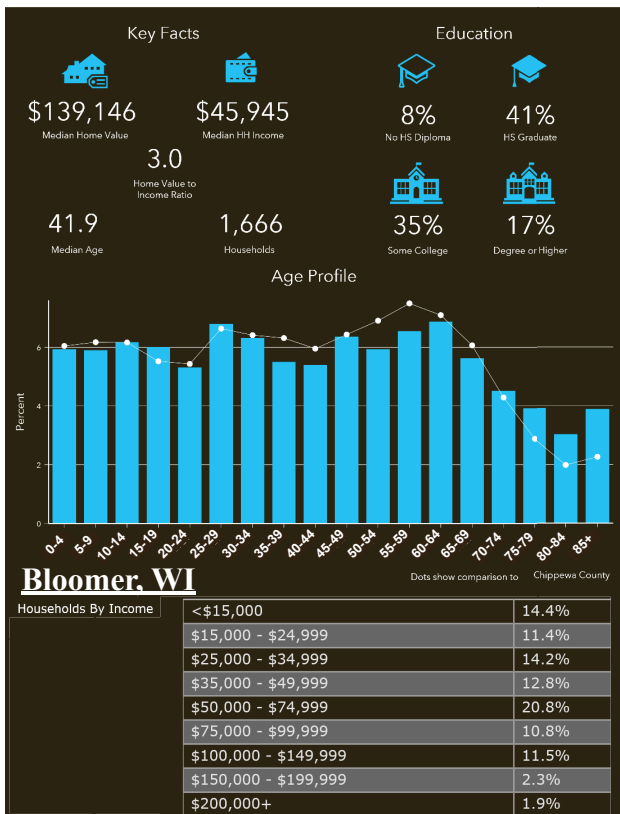
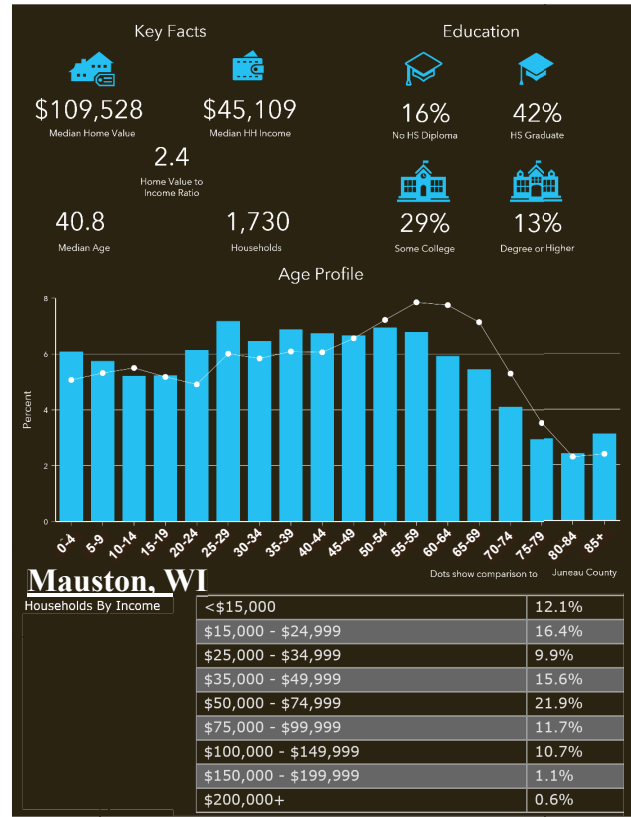
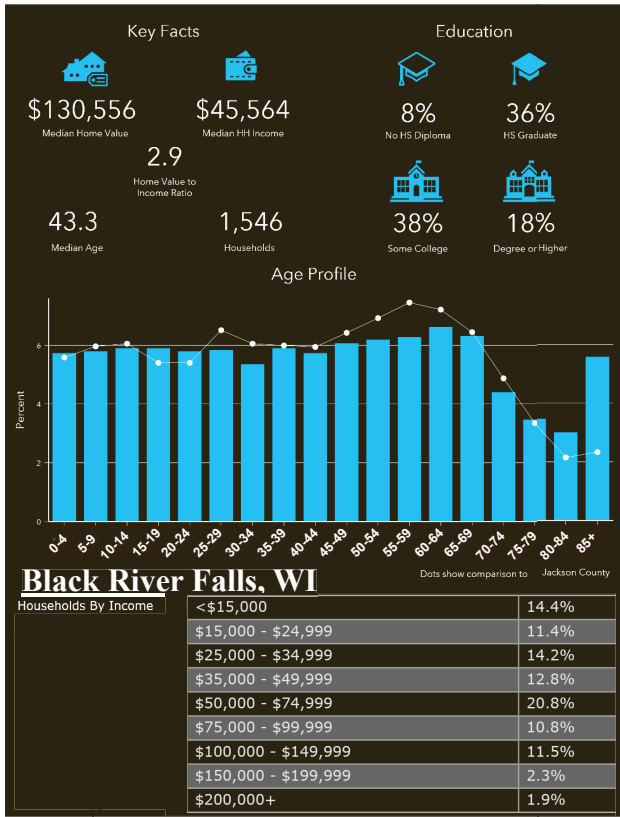
Source: ESRI Business Analyst



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Figure 2.3: Resident Profiles, Black River Falls and Peer Communities

Source: ESRI Business Analyst



Income Indicators

Income indicators (e.g. per capita income, median family income, and median household income) help identify disposable income within a community, which gives clues to consumer purchasing preferences. For example, as income rises so does spending on luxury items (e.g. buying name brand vs. generic). Of the peer communities, Black River Falls' median household income (MHI) is similar to Mauston and Bloomer (around \$46,000) with Mosinee having a slightly higher MHI.

In regards to spending habits, ESRI BAO estimates that annual household spending in Black River Falls is broken down as follows:

- » \$4,548 on healthcare
- » \$3,799 on groceries
- » \$2,432 on eating out
- » \$1,489 on apparel & services
- » \$109 on computers & hardware

Table 2.2: Comparison of Household Units

Source: ESRI Business Analyst

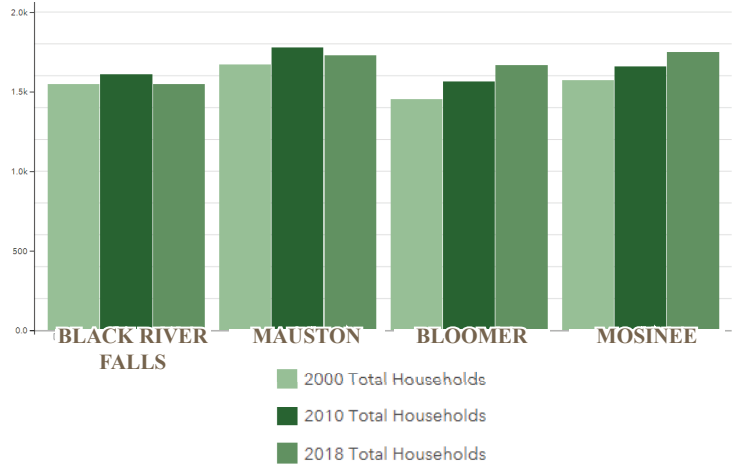
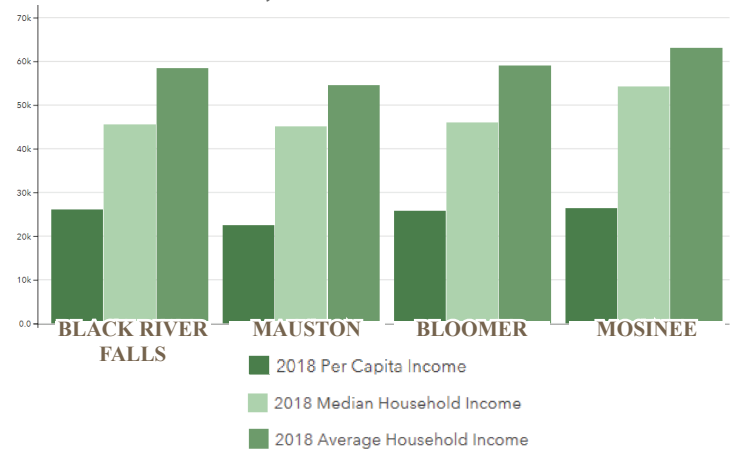


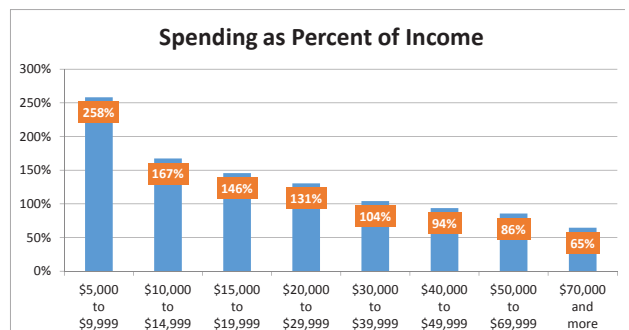
Table 2.3: Comparison of Income Indicators

Source: ESRI Business Analyst



Third-party data is limiting due to the prevalence of cash-only businesses and fixed income households. This results in lower local retail supply than is truly available in a trade area.

The figure on the right illustrates spending as percent of income for specific income brackets. The households with the least amount of money spend over 250% of their earnings. This is possible because many have alternative sources of income that go unreported (e.g. cash transactions and family assistance). Although their purchasing is limited, their overall consumption is equal to a household two to three times their reported income. Therefore, nondiscretionary items are likely higher than projected.



Source: 2013 Consumer Expenditure Survey

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Lifestyle Segmentation

Lifestyle Segmentation is a holistic way of looking at a consumer’s demographic and socioeconomic data to gain information on their lifestyle and how they spend money. Of the 67 lifestyle classifications, Black River Falls is comprised primarily of three:

- » “Small Town Simplicity” (51%), characterized as young families and senior householders that are bound by community ties;
- » “Midlife Constants” (35%), characterized as seniors at or approaching retirement with above average net worth; and,
- » “Heartland Communities” (14%), characterized as semirural and semiretired.

Of the peer communities (see Figure 2.4 below), Mauston’s lifestyle segmentation matches the closest to the City of Black River Falls.

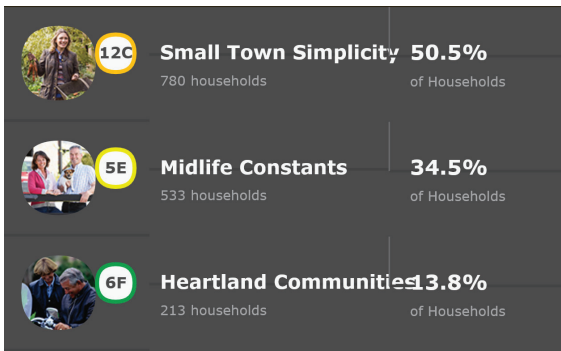
While these groupings emphasize generalities, they are useful for identifying common elements of the largest consumer segments. Based on the identified lifestyle segmentation in the City of Black River Falls, the following can be generalized of a typical consumer:

- » Are active outdoors - partake in hunting, fishing, ATVing, gardening, walking and camping;
- » Visit doctors and health practitioners regularly;
- » Vehicle maintenance is a priority - many own domestic trucks and SUVs;
- » Sociable - church-going, belong to veterans’ clubs, charitable organizations, etc.;
- » DIY homebodies;
- » Favor convenience of frozen meals and fast food; and

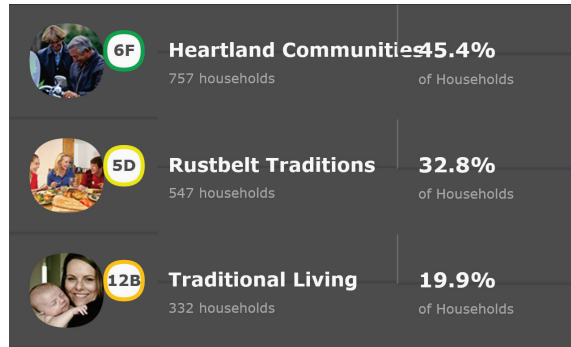
Figure 2.4: Primary Tapestry Segments, Black River Falls and Peer Communities

Source: ESRI Business Analyst

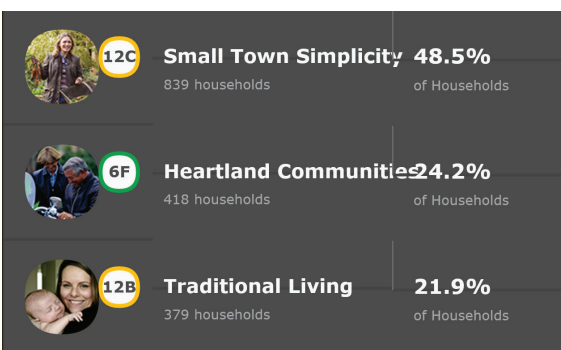
Black River Falls, WI



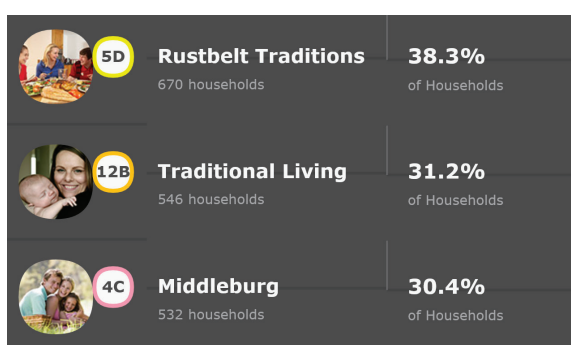
Bloomer, WI



Mauston, WI



Mosinee, WI



- » Participate in public activities to support the local community.

The lifestyle classifications can be further broken down into two groups, as described here:

- » **LifeMode Groups** have a shared experience like being born in the same time period.
- » **Urbanization Groups** characterizes segments according to where they live, ranging from large cities to the most rural farm lands.

The predominant LifeMode in Black River Falls is “Hometown” (50% of the residents), which is characterized as single householders who grow up and stay close to home. They tend to rent in small multi-unit buildings or own old, single-family homes. They visit discount stores and purchase used vehicles to get to and from nearby jobs.

The other LifeMode group in Black River Falls’ is “GenXurban” (34% of residents), which is characterized as middle aged families with fewer kids and a mortgage. About one-fifth of these residents are 65 or older. They live in older single-family homes and live and work in the same county, creating shorter commute times. They invest wisely, are well insured and are news junkies (read a daily newspaper, watch news on TV, and go online for news).

Black River Falls’ Urbanization Group is “Semirural” (64%) and “Suburban Periphery” (35%). These two groups are living anywhere from smaller cities to rural places that are still within reach of some amenities.

2.3 RETAIL MARKET EVALUATION

Retail development is driven by a few basic fundamentals that should be considered when planning for retail use. First, retailers look for established markets with sustained traffic. Second, retailers generally focus on the statistical portrait of an area (i.e., “buying power”) before moving to the location, including population/household density, population/household growth and demographic make-up of potential customers (i.e., population tapestry). Third, retail operators have been optimizing their market share by minimizing the number of stores; thus, maximizing profitability while reducing potential of “sales transfer” from one location to another. Lastly, retailers prefer to cluster with compatible merchants to increase their probability of drawing sufficient traffic vs. relying solely on their own drawing power.

Black River Falls Trade Areas

A trade area is typically generalized based on drive time or distance from a single point. However, there are other factors that can impact

TRADE AREA

A trade area is the geographic region that generates the majority of customers to a shopping area. A trade area can vary depending on the type of business; however, in general retail spending is broken into two trade areas - Convenience Trade Area and Destination Trade Area (see descriptions below). These trade areas are resident-based, and therefore do not account for commuter/tourist purchases.

- » A **convenience trade area (CTA)** is the geographic area from which most consumers are coming in order to make regular purchases. Shopping convenience / proximity is the major driver, especially on purchases that are made frequently (e.g. gas and groceries).
- » A **destination trade area (DTA)** is a larger geographic area from which customers are drawn due to comparison shopping, brand loyalty, and price point. The DTA also includes consumers in rural areas who, out of necessity, drive further to get their convenience-type shopping (as none are located closer).

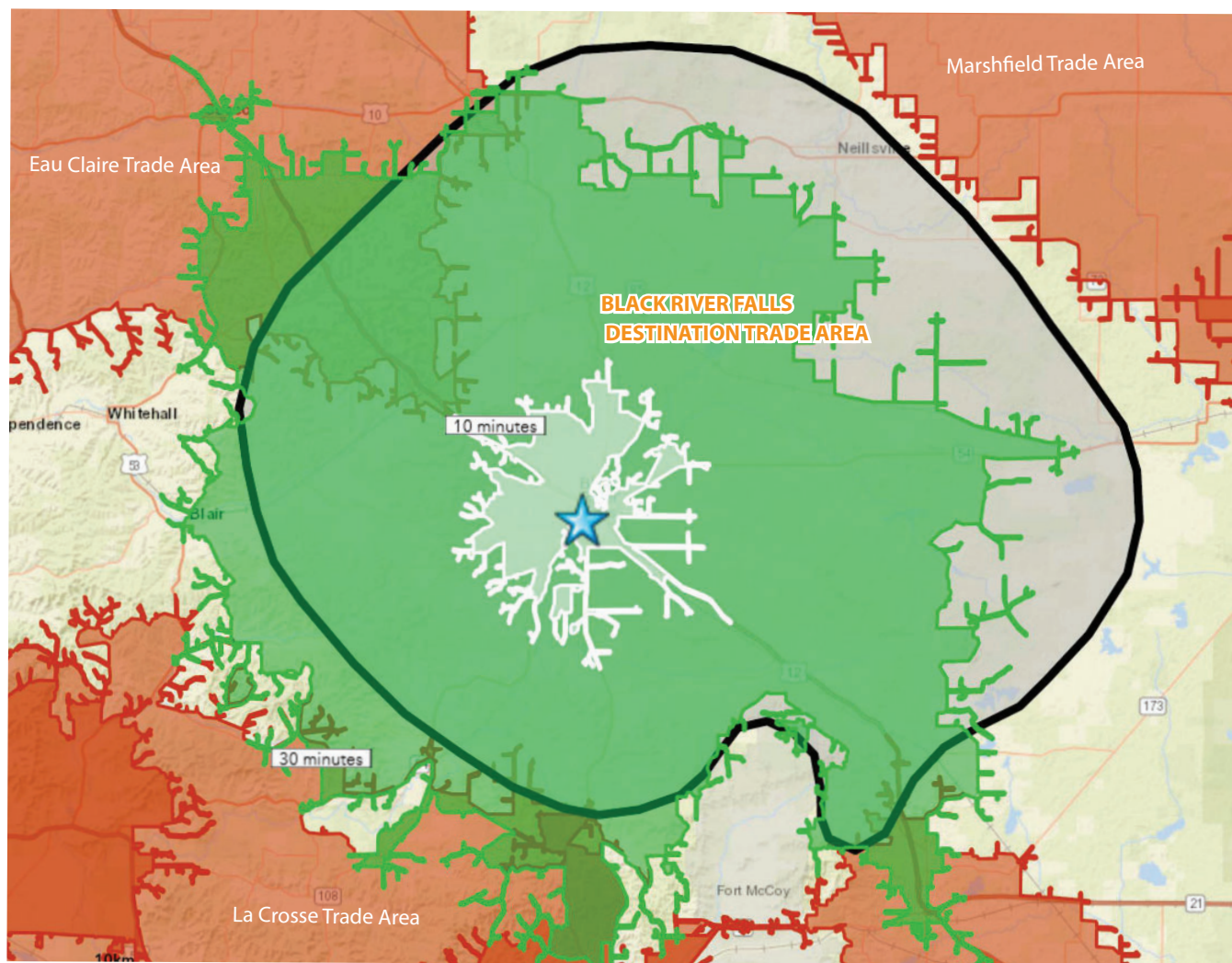
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where consumers shop, such as business/retail mix, store types, and accessibility. Since community size can be directly linked to larger shopping districts having these other factors, those marketplaces cover a larger geographic area (i.e., having a greater pull factor). To this end, it was important to establish how the nearby competing marketplaces will affect Black River Falls' trade areas.

As shown in Figure 2.5 (below), areas outside of Black River Falls' 10-minute drive shed CTA (white outline) have limited retail options (i.e., not within other community generalized trade areas). The closest comparable/larger marketplace is the City of Eau Claire (50 minutes northwest) and the City of La Crosse (50 minutes southwest). These two markets have a greater pull factor; thus, consumers to the northwest and southwest of Black River Falls are more likely to travel to

Figure 2.5: Black River Falls Trade Areas

Source: ESRI Business Analyst



these larger retail marketplaces. For example, the City of Osseo is roughly 30 minutes from Black River Falls and 20 minutes from the edges of Eau Claire. Thus, it is likely that the majority of consumers leaving Osseo for retail (and entertainment) will choose to drive to Eau Claire due to a shorter drive time and greater quantity of goods and services available. **This suggests a 30-minute drive shed destination trade area (DTA), except northwest and southwest (towards Eau Claire and La Crosse) which covers only a 20-25-minute drive shed.** In total, Black River Falls' DTA contains nearly 26,000 people.

In identifying the smaller convenience trade area, we considered the larger destination trade area, competing marketplaces, and general distances consumers are willing to drive for specific types of goods and services (shown in sidebar above). **This suggests a 10-minute drive shed for convenience trade area (CTA).** In total, Black River Falls' CTA contains approximately 7,000 people.

PREFERRED DISTANCES TO GOODS & SERVICES

Less than 10-Minute Drive

- Fast Food Restaurant
- Tavern/Bar

Less than 20-Minute Drive

- Groceries (convenience)
- Family (Sit-down) Restaurant
- Donut Shop / Bakery
- Coffee Shop / Deli

Less Than 30-Minute Drive

- Groceries (destination – big box)
- Personal Care / Cosmetics

Less than 60-Minute Drive

- Electronics
- General Goods
- Department Stores
- Apparel

Retail Gap Analysis

Retail gap is the difference between the demand (potential) sales and actual retail sales. The demand is the expected amount spent by consumers at retail establishments, and the total supply is the estimated sales to consumers by establishments.

Based on the retail gap summary (shown in Table 2.4), Black River Falls' CTA is seeing a retail trade and food/drink demand of approximately \$95 million in retail and food/drink sales, while the DTA has a demand for approximately \$350 million. Based on the supply in these trade areas, there are surpluses of \$61 million in the CTA and \$125 million in the DTA. This suggests the Black River Falls marketplace is providing goods and services to consumers beyond the residential base living within the CTA and DTA. Thus, visitor, tourists and nearby rural residents are supporting Black River Falls' businesses.

Table 2.4: Black River Falls Retail Gap Summary

Source: ESRI Business Analyst

Retail Market (Industry Summary)	CTA (10 minutes)	DTA (Approx. 30 minutes)
Trade Area Population	6,916	25,940
Retail Trade (NAICS 44-45)		
Demand	\$87,220,998	\$320,833,054
Supply	\$142,609,635	\$449,165,913
Retail Gap	-\$55,388,637	-\$128,332,859
Surplus / Leakage Factor	-24.1	-16.7
Number of Businesses	46	131
Food & Drink (NAICS 722)		
Demand	\$8,149,527	\$28,950,419
Supply	\$13,697,753	\$25,577,620
Retail Gap	-\$5,548,226	\$3,372,799
Surplus / Leakage Factor	-25.4	6.2
Number of Businesses	29	81
Retail Trade and Food & Drink (NAICS 44-45, 722)		
Demand	\$95,370,525	\$349,783,473
Supply	\$156,307,387	\$474,743,532
Retail Gap	-\$60,936,862	-\$124,960,059
Surplus / Leakage Factor	-24.2	-15.2
Number of Businesses	76	211

Chapter 2 Market Analysis

Despite an overall surplus within the DTA, there are several industries that do have gaps in demand. Those that provide the best opportunity are industries with the largest gap dollars to the overall demand dollars. Table 2.5 (below) shows industries that have significant demand gap.

Trade Area Business Demand

As discussed in the previous section, there are retail industries that show demand gap; however, not all are potential candidates for recruitment to the City of Black River Falls. One reason is certain businesses almost always see leakage of sales due to comparison shopping (e.g. car dealerships) or have brand/store loyalty (e.g. clothing stores). Another reason is the demand is not large enough to sustain a store. Table 6 (on the next page) shows industry group's gaps in the Black River Falls DTA compared with (2012) Wisconsin average sales per establishment. Those businesses with the greatest potential for Black River Falls are highlighted in red bolded text.

In general, a community is not expected to retain all of its local demand, as people will always choose to make a certain number of purchases in other communities or online. Therefore, the number of stores is relative and should not suggest the exact number of businesses that will thrive in Black River Falls, rather it indicates the business types that are highly marketable.

Also noteworthy, is the sales data classifies supercenters, such as Walmart, as General Merchandise Store (NAICS 452). This means the sales don't get separated out by products (e.g., grocery, sporting goods, etc.) and reclassified into other industries. This further reduces several categories potential demand gap. This especially significant regarding grocery stores, where the grocer section at Walmart can account for half of their total sales.

Table 2.5: Percentage Gap to Demand , DTA

Source: ESRI Business Analyst

NAICS: Industry Group	Demand	Supply	Retail Gap	% Gap to
Clothing Stores	\$7,339,140	\$0	\$7,339,140	100%
Shoe Stores	\$1,657,109	\$0	\$1,657,109	100%
Book, Periodical & Music Stores	\$1,070,670	\$0	\$1,070,670	100%
Nonstore Retailers	\$9,389,874	\$0	\$9,389,874	100%
Electronic Shopping & Mail-Order Houses	\$7,171,254	\$0	\$7,171,254	100%
Vending Machine Operators	\$646,172	\$0	\$646,172	100%
Direct Selling Establishments	\$1,572,448	\$0	\$1,572,448	100%
Clothing & Clothing Accessories Stores	\$10,993,904	\$409,301	\$10,584,603	96%
Jewelry, Luggage & Leather Goods Stores	\$1,997,655	\$132,041	\$1,865,614	93%
Beer, Wine & Liquor Stores	\$2,455,952	\$418,501	\$2,037,451	83%
Other General Merchandise Stores	\$13,402,112	\$2,924,928	\$10,477,184	78%
Sporting Goods, Hobby, Book & Music Stores	\$7,319,189	\$1,666,482	\$5,652,707	77%
Sporting Goods/Hobby/Musical Instr Stores	\$6,248,519	\$1,666,482	\$4,582,037	73%
Furniture Stores	\$5,231,036	\$1,538,659	\$3,692,377	71%
Specialty Food Stores	\$3,500,644	\$1,244,124	\$2,256,520	64%
Bldg Material & Supplies Dealers	\$21,626,726	\$8,183,594	\$13,443,132	62%
Furniture & Home Furnishings Stores	\$8,820,854	\$3,413,704	\$5,407,150	61%
Health & Personal Care Stores	\$21,221,638	\$9,388,306	\$11,833,332	56%
Special Food Services	\$787,762	\$378,429	\$409,333	52%

Table 2.6: Retail Store Demand by Industry Gap, DTA*

Source: ESRI Business Analyst, 2012 Economic Census

NAICS Code	Industry Group	Avg. Sales / Store (2012 Wisconsin)	Gap	# of Businesses
4411	Automobile dealers	\$13,322,725	\$29,007,841	2.2
4412	Other motor vehicle dealers	\$2,853,829	-\$1,271,915	-0.4
4413	Automotive parts, accessories, and tire stores	\$1,293,787	\$1,059,722	0.8
4421	Furniture stores	\$1,940,618	\$3,692,377	1.9
4422	Home furnishings stores	\$1,076,304	\$1,714,773	1.6
443	Electronics and appliance stores	\$1,734,152	-\$66,202,959	-38.2
4441	Building material and supplies dealers	\$3,709,493	\$13,443,132	3.6
44411	Home centers	\$20,767,624		
44412	Paint and wallpaper stores	\$1,096,872		
44413	Hardware stores	\$1,625,753		
44419	Other building material dealers	\$2,150,820		
4442	Lawn and garden equipment and supplies stores	\$3,294,063	-\$16,131,679	-4.9
4451	Grocery stores	\$8,333,052	-\$1,208,686	-0.1
4452	Specialty food stores	\$770,688	\$2,256,520	2.9
4453	Beer, wine, and liquor stores	\$1,048,612	\$2,037,451	1.9
446	Health and personal care stores	\$3,479,633	\$11,833,332	3.4
44611	Pharmacies and drug stores	\$6,253,953		
44612	Cosmetics, beauty supplies, and perfume stores	\$976,061		
44613	Optical goods stores	\$650,168		
44619	Other health and personal care stores	\$967,678		
447	Gasoline stations	\$5,157,751	-\$139,312,225	-27.0
4481	Clothing stores	\$1,196,446	\$7,339,140	6.1
44811	Men's clothing stores	\$788,851		
44812	Women's clothing stores	\$799,036		
44813	Children's and infants' clothing stores	\$1,062,901		
44814	Family clothing stores	\$2,234,228		
44815	Clothing accessories stores	\$698,491		
44819	Other clothing stores	\$889,089		
4482	Shoe stores	\$1,109,458	\$1,657,109	1.5
4483	Jewelry, luggage, and leather goods stores	\$963,616	\$1,865,614	1.9
44831	Jewelry stores	\$975,560		
44832	Luggage and leather goods stores	\$335,714		
4511	Sporting goods, hobby, and musical instrument stores	\$1,388,246	\$4,582,037	3.3
45111	Sporting goods stores	\$1,622,487		
45112	Hobby, toy, and game stores	\$1,350,508		
45113	Sewing, needlework, and piece goods stores	\$776,955		
45114	Musical instrument and supplies stores	\$907,723		
4512	Book stores and news dealers	\$1,191,974	\$1,070,670	0.9
4521	Department stores	\$17,775,404	-\$1,890,830	-0.1
4529	Other general merchandise stores	\$12,638,925	\$10,477,184	0.8
4531	Florists	\$293,059	\$58,153	0.2
4532	Office supplies, stationery, and gift stores	\$711,182	-\$6,615,419	-9.3
4533	Used merchandise stores	\$684,748	-\$179,954	-0.3
4539	Other miscellaneous store retailers	\$993,374	\$3,307,729	3.3
45391	Pet and pet supplies stores	\$1,487,199		
45392	Art dealers	\$241,651		
45393	Manufactured (mobile) home dealers	\$1,129,875		
45399	All other miscellaneous store retailers	\$945,963		
7223	Special food services	\$790,562	\$409,333	0.5
7224	Drinking places (alcoholic beverages)	\$238,307	-\$1,093,234	-4.6
7225	Restaurants and other eating places	\$718,390	\$4,056,701	5.6
722511	Full-service restaurants	\$677,942		
722513	Limited-service restaurants	\$818,476		

* See previous page for Trade Area Business Demand disclaimer on the number of businesses suggested in this table.

2.4 RETAIL MARKET OPPORTUNITIES

Based on Existing Demand

- » **Specialty Food Store:** This includes meat markets (butcher shop), fish/seafood markets, fruit and vegetable markets, and other specialty food stores. These establishments are always desired in communities the size of Black River Falls, providing a different atmosphere and service than a larger grocery stores offers. Currently Black River Falls does not have a local bakery, deli or butcher shop, which can provide fresh product to a niche local population. For comparison, Mauston has one deli (and cheese) shop, Bloomer has a butcher shop and two bakeries. Mosinee lacks all three specialty shops.
- » **Restaurant:** There is a potential market for full- and limited-service restaurants. According to ESRI Business Analyst, there are cur-

rently 46 restaurants in the Black River Falls DTA. Limited-service (fast food) establishments receive a good portion of their patronage from commuters and visitors, which is not factored into the retail gap analysis (i.e., based solely on trade area residents' purchasing power). Black River Falls has two Interstate 94 interchanges, which is ideal location for fast-food establishments. Table 2.7 (below) inventories the fast food restaurants available at each interchange within 20 miles of Black River Falls. Dunkin Donuts, Dairy Queen and Taco Bell are the franchises that exist in the 20-mile range, but are not present at or near the Black River Falls exits (note: Taco Johns is at Black River Falls exit #116). Table 2.8 identifies existing market availabilities and basic site requirements should one of these franchises look to take advantage of the Black River Falls Interstate 94 interchange locations.

Table 2.7: Fast Food Establishment Inventory, Interstate 94 Review (20 Miles)

Interchange Exits	Dunkin Donuts	Dairy Queen	Taco Bell	Taco Johns	KFC	Subway	Hardees	Dennys	Culvers	Burger King	Arbys	McDonalds
Exit 88 (Osseo)		X		X		X	X					X
Exit 98 (Hixton)												
Exit 105 (Hixton)												
Exit 115 (BRF)					X	X	X	X				
Exit 116 (BRF)				X		X			X	X	X	X
Exit 128 (Millston)												
Exit 135 (Warrens)												
Exit 143 (Tomah)	X		X		X	X			X	X	X	X

Table 2.8: Fast Food Franchise Site Requirements & Market Availability

	Site Size (acres)	Building Size (sq.ft.)	Parking Needs (space per)	Amenities	Market Availability
Dunkin' Donuts	0.25-2.0	1,200-2,600	3 seats	morning side of street, drive thru, high visibility from major arteries, option for 24 hours, easy ingress/egress (no more than 2 turns)	Currently reserved for existing franchisees
DQ Grill & Chill	0.48-0.68	1,886-2,612	43 spaces	144-ft frontage minimum	Available market areas in Wisconsin (unknown)
Dairy Queen / Orange Julius	0.41-0.43	1,000-1,800			
Taco Bell	0.4	1,000-1,645	2 seats	seven car stack for single window drive-thru, generally an End Cap or small free standing building in rural conditions	No protected territory, but has a impact policy

- » **Clothing (and Clothing Accessories) Store:** *There is a potential market for a clothing business in the City. However, brand and comparative shopping opportunities generally dictate where clothing stores locate. Based on local knowledge, the majority of non-grocery shopping is being done in the Eau Claire area. Plus, there are a couple of big box stores in Black River Falls that sell clothing, but their sales show up under General Merchandise in Table 3. Lastly, more and more clothing purchases are being done online (vs. in a “brick and mortar” store). Therefore, this opportunity may prove to be unsustainable, unless the business can pull customers from beyond the Black River Falls trade area. This generally requires a boutique selling unique items not found at major retailers or a chain retailer (with brand recognition and marketing dollars) that is not present within 90 minutes of Black River Falls.*
- » **Building Material & Supplies Dealers:** *This includes home centers, paint and wallpaper stores, hardware stores and other building material dealers. Based on a Google search, Black River Falls does have a similar number of establishments found in the peer communities at this time. Black River Falls currently has two hardware stores, one lumber company and two big box stores that sell some home repair materials; Mosinee has one hardware store; Bloomer has two hardware stores; and Mauston has two hardware stores and one lumber store. As noted in Table 6, a big box home center requires more sales on average than the Black River Falls existing retail gap; therefore, the opportunity is towards smaller specialized businesses (e.g., paint and wallpaper stores).*
- » **Health and Personal Care Store:** *This category includes pharmacies, drug stores, cosmetic/beauty supplies, optical products, etc. There are currently three pharmacy/drug store locations in the City. For comparison, Mosinee and Bloomer each have one location, and Mauston has two locations. The likely market is for a smaller specialized business (e.g., cosmetic/beauty supplies and optical products), as drug store/pharmacy requires significantly more sales on average to be successful (see Table 6).*
- » **Sporting Goods, Hobby, and Musical Instrument Stores:** *There may be a need for a business providing some of the above goods; however, several existing stores in Black River Falls already provide sporting goods and hobby supplies. For comparison, Mosinee and Bloomer have none of these types of stores; and Mauston has one sporting goods store. The most likely business would support the area’s recreation opportunities. Currently Black River Falls has two paddle rental shops.*
- » **Other Misc. Retailers (e.g., Pet Supply Store, Art Dealers, Mobile Home Dealers, etc.):** *A pet supply store is one such business in the “other misc. retailers” category. Currently there are two locations in Black River Falls that sell pet supplies: Theisen’s and Walmart (both chain retailers that do not specialize in pets).*
- » **Automobile Dealer:** *There may be a gap in dealerships selling new and used vehicles (e.g., automobiles, light trucks, SUVs, and passenger/cargo vans). Currently there is only one dealership (i.e., Gross Chevrolet, Buick, GMC, Chrysler, Dodge, Jeep, RAM of Black River Falls). Other motor vehicle dealers (e.g., those selling motorcycles, boats, ATVs, etc.) is being met in the trade area.*

Other Market Considerations

- » **Hair/nail salons and barbershops:** *These businesses thrive in numbers in any market, as proximity, local preference and customer service are most important to a sustainable business. More importantly, individual businesses generally have a limit to the number of clientele it can serve based on the typical 1-5 employees per business. Based on a Google search, Black River Falls does have a similar number of establishments found in the peer communities at this time.*

Hair/Nail Salon, Plus Barbershops

- » *Black River Falls: 13*
- » *Mauston: 12*
- » *Bloomer: 5*
- » *Mosinee: 14*

Chapter 2 Market Analysis

- » **Chiropractic, Dentist and Doctor Offices:** *Another consideration should be given to services that associate with number of providers per residents, rather than retail gap. For instance, a local chiropractic, dentist and doctor office can support up to 1,500 patients (depending on insurance and coverage). The City has a population of 3,600 and roughly 7,000 residents in the City's convenience trade area. Based on a Google search, Table 2.9 (below) summarizes the number of businesses in Black River Falls and in each of the comparable communities. It appears there could be demand for another chiropractic office.*
- » **Expand Existing Good/Service:** *There are additional industry groups that are adequately servicing the trade area, but have potential to increase their market share. These industry groups include furniture stores, home furnishings stores, beer/wine/liquor stores, shoe stores, and jewelry/luggage/leather goods stores.*
- » **Add Supplementary Good/Service:** *In some cases there are industry groups that cannot be sustained on their own, but could be added to an existing business to make it a viable option, such as automotive parts/accessories/tires, books/news, and other general merchandise stores.*

Table 2.9: Inventory of Chiropractor, Dentist, & Vision Offices

	Chiropractor	Dentist	Vision
Black River Falls	3	4	3
Mauston	4	4	2
Bloomer	4	2	1
Mosinee	3	4	1

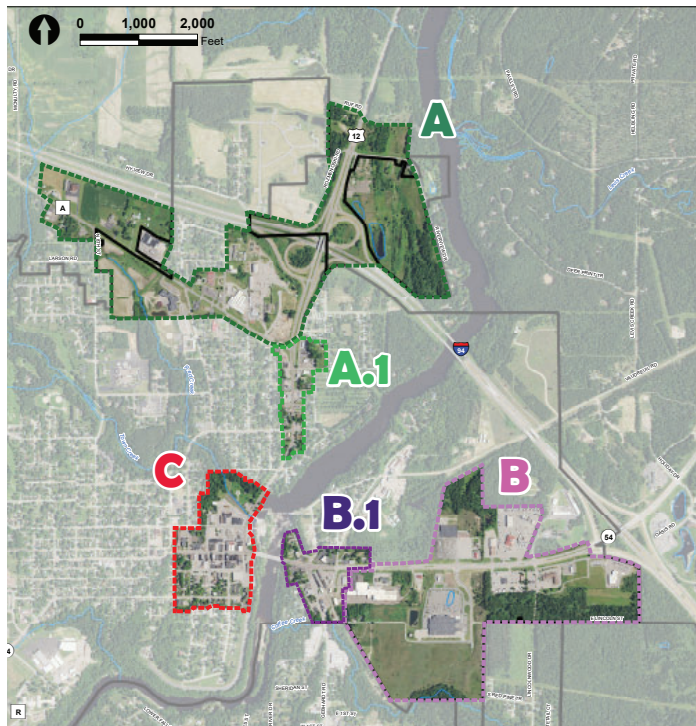
CHAPTER 3

PHYSICAL ASSESSMENT

- 19 Commercial Districts
- 21 North Interchange
- 26 East Interchange
- 31 Downtown

A key purpose of this plan is to provide guidance for property owners, developers, and City officials/staff on the preferred location and design of redevelopment projects in Black River Falls - in particular the commercial districts. Such guidelines should be grounded in an understanding of the districts as they exist today (2019). This section offers an assessment of the current status of the districts, including an identification of assets to protect and shortcomings to overcome.

Figure 3.1: Commercial Districts



3.1 COMMERCIAL DISTRICTS

There are three primary and two secondary commercial districts in the City - the I-94 / US-12 Interchange (inclusive of the North Gateway Corridor), I-94 / WIS-54 Interchange (inclusive of the East Gateway District), and the Downtown Core.

- A. The North Interchange District includes parcels abutting US-12 (Water Street) and CTH A (to CTH F) surrounding the Interstate 94 interchange.
 - A1. The North Gateway is a secondary district between the North I-94 interchange and the Downtown District. These parcels have dual exposure of both districts - one primarily based on “community center” foot-traffic and the other vehicle “commuter” traffic.
- B. The East Interchange District includes parcels abutting WIS-54 (Main Street) east of the Interstate 94 interchange. The west side of the interchange is in the Town of Brockway.
 - B1. The East Gateway is a secondary district between the East I-94 interchange and the Downtown District. These parcels have dual exposure of both districts - one primarily based on “community center” foot-traffic and the other vehicle “commuter” traffic.
- C. The Downtown Core is primary bound by 4th Street to west, Harrison Street to the north, Black River to the east, and Pierce Street to the south.

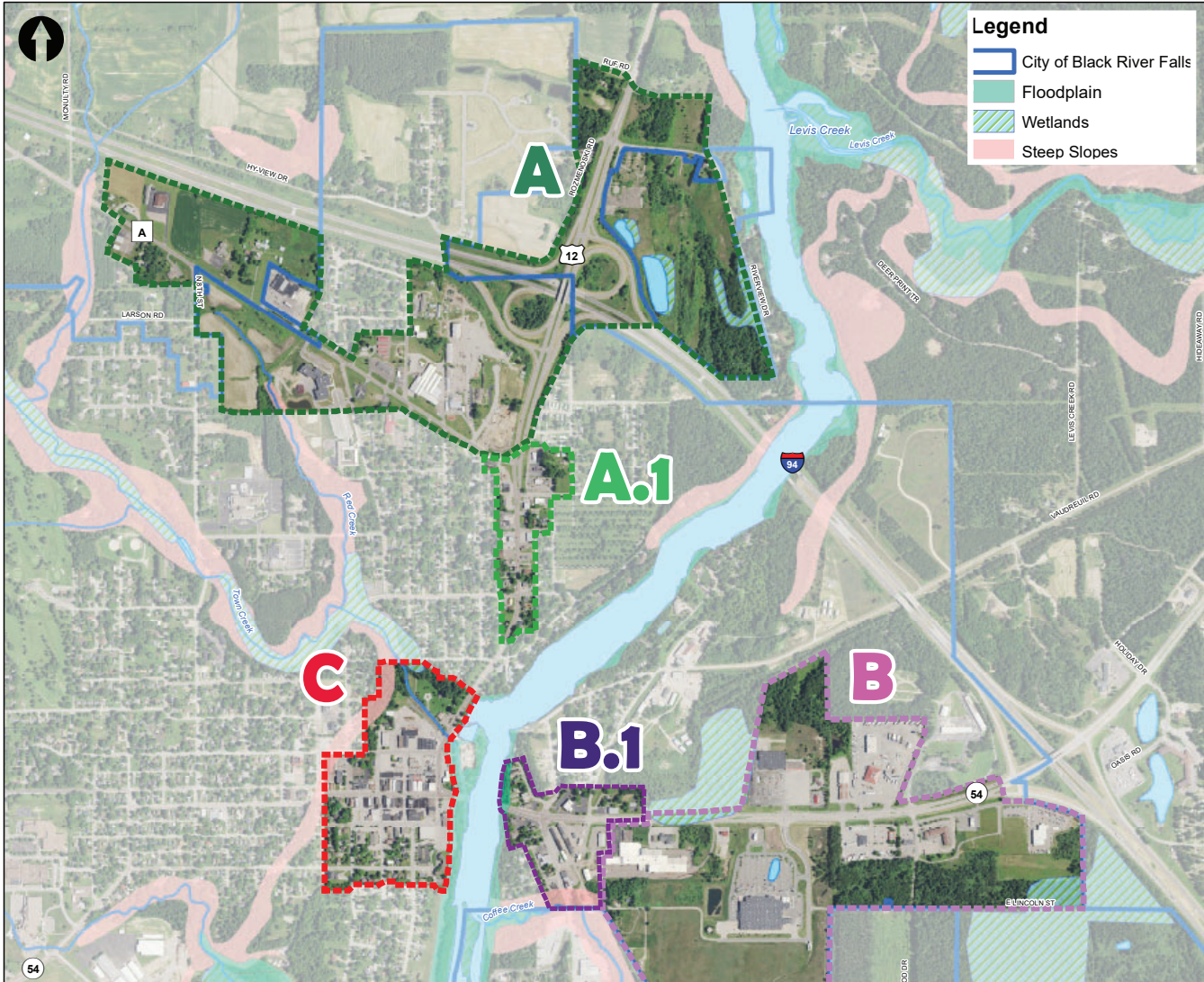
Chapter 3 Physical Assessment

Development Limitations

Developable land is limited by several natural features, including floodplains, steep slopes (i.e. slopes greater than 20%) and wetlands. Figure 3.2 (below) identifies several parcels with development limitations due to natural constraints, as follows:

- A. North Interchange District includes soils with wetland-indicators in the undeveloped land in the northeast corner of the interchange, and some steep slopes around the Red Creek behind the school property.
- A1. North Gateway has no known development limitations.
- B. East Interchange District includes soils with wetland-indicators in the undeveloped land in the southwest corner of the interchange, and some steep slopes around the Coffee Creek in the southern undeveloped lands.
- B1. East Gateway includes parcels in the 100-year floodplain along the Black River, and some steep slopes along Coffee Creek.
- C. The Downtown Core has no known development limitations.

Figure 3.2: Development Limitations Map



3.2 NORTH INTERCHANGE

Interstate 94 (I-94) runs along the northern and eastern portions of the City. This interstate connects the Twin Cities to Chicago, and locally Eau Claire with Madison. The City has two interchanges with I-94 with the northern interchange bisecting WIS 27 / US 12 / Water Street. The visibility and access to the interstate has and will continue to have a large impact on the marketability of properties within close proximity to the interchange, including on CTH A (which runs east/west to Water Street). This commercial district is broken into two areas based on the overall character of each area (i.e.,

large highway commercial along the interstate and smaller neighborhood commercial properties along Water Street - identified in this Plan as the North Gateway Corridor). The remainder of this section will assess the North Interchange Commercial District in more detail.

Land Use

As shown in Table 3.1 (on the next page and Figure 3.3, this district has a diverse mix of uses with the majority of the area undeveloped, plus another five acres being farmed. These open/un-developed lands are potential growth areas for interstate-related businesses. Only 15% of the

Figure 3.3: Existing Land Use Map, North Interchange

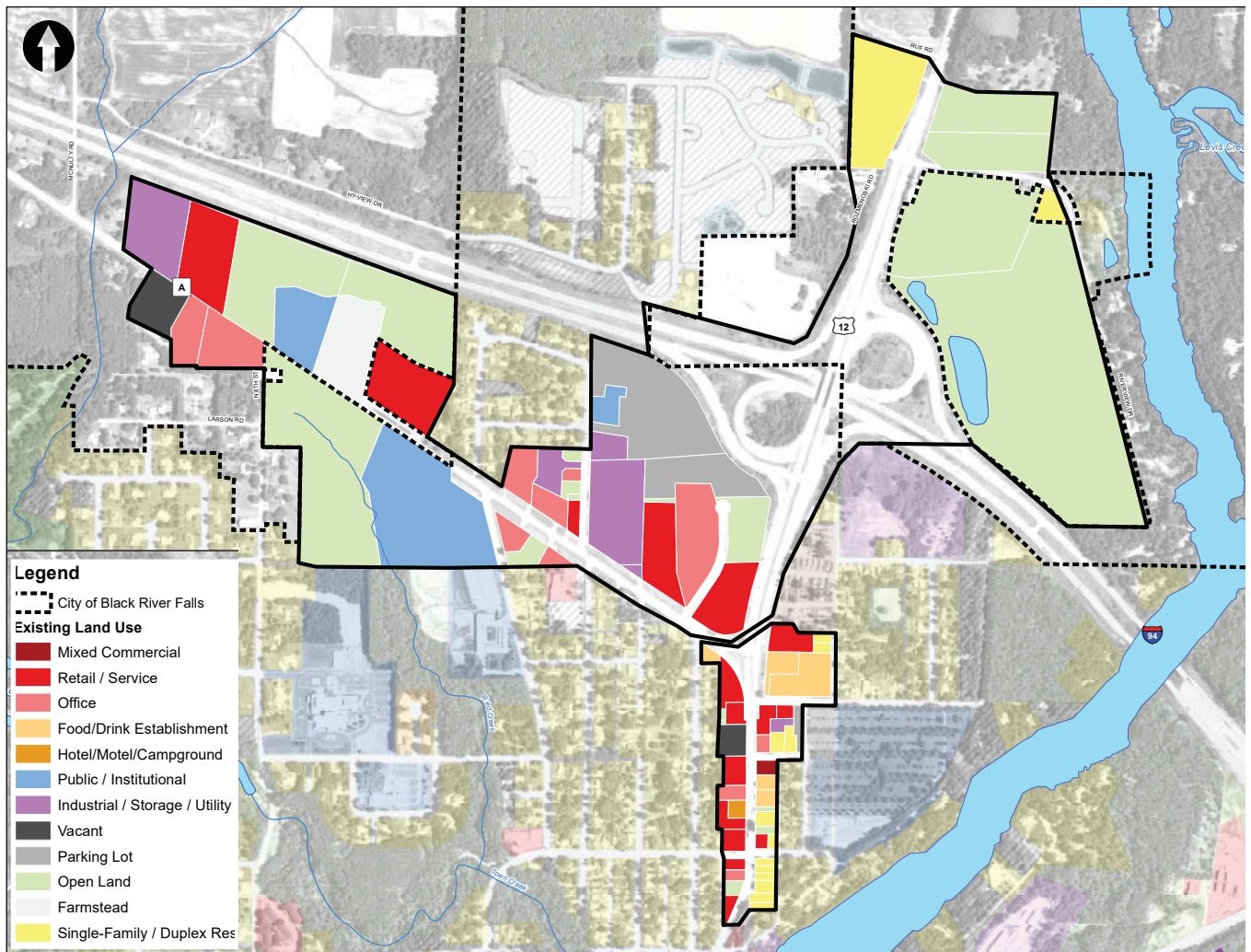


Table 3.1: Land Use Summary, North Interchange District

EXISTING LAND USES	# of Parcel	% of Parcels	Total Acreage	% of Acreage
Bar / Restaurant	5	6%	4.03	2%
Farmstead	1	1%	5.27	2%
Hotel / Motel	1	1%	0.34	0%
Industrial / Storage	6	7%	13.52	5%
Mixed Commercial	1	1%	0.33	0%
Office	11	13%	14.67	6%
Open Land	21	24%	140.29	55%
Parking	3	3%	14.47	6%
Public/Civic/Institutional	4	5%	27.15	11%
Retail / Service	16	18%	20.24	8%
Single-Family / Duplex	16	18%	11.95	5%
Vacant	2	2%	3.49	1%
TOTAL	87		255.75	

area (40 of 256 acres) provides a commercial use, and another five percent is industrial/storage. Of the potential markets, both commercial and industrial should expand in this area due to its locational benefits. Roughly five percent of the area is single-family/duplex homes with the majority residing along Water Street south of CTH A. Over time these homes could potentially be repurposed for commercial businesses, which has happened in a few cases.

Buildings & Parcels

Individual parcels/buildings can have a lasting impression on a person's perception of an area, either positively or negatively. For instance, a building could be so well-designed, unique, or historically significant that it is the first thing someone thinks of when someone mentions Black River Falls. Contrarily, a poorly designed or dead public space, a rundown/falling apart building, or a large vacant parcel can leave a negative impression.

Building Conditions

Figure 3.4 (on the next page) illustrates the building conditions of commercial and industrial uses within the North Interchange Commercial District. These evaluations were assessed in September 2018, and are based on the exterior appearance of each building viewed from the street. In general, the majority of the properties with buildings were in good to fair condition with just three properties that have buildings in fair to poor condition (see *Table 3.2 on the next page for more information*).

Property Values

Land and improvement (building) values are assessed annually and provide an objective evaluation of the state of private property in the City. Based on 2017 assessed values (*excluding tax exempt parcels*), Black River Falls' total property value in the North Interchange Commercial District is \$14.7 million with land value at \$4.8 million and improvement value at \$9.9 million.

Figure 3.5 (on page 24) illustrates the relationship between the value of improvements and the value of the land for each parcel. A low number is an indication of opportunity for redevelopment - it means that the parcel is not contributing strongly to the tax base and the cost to remove/replace existing improvements is relatively low.

Figure 3.4: Building Conditions Map, North Interchange

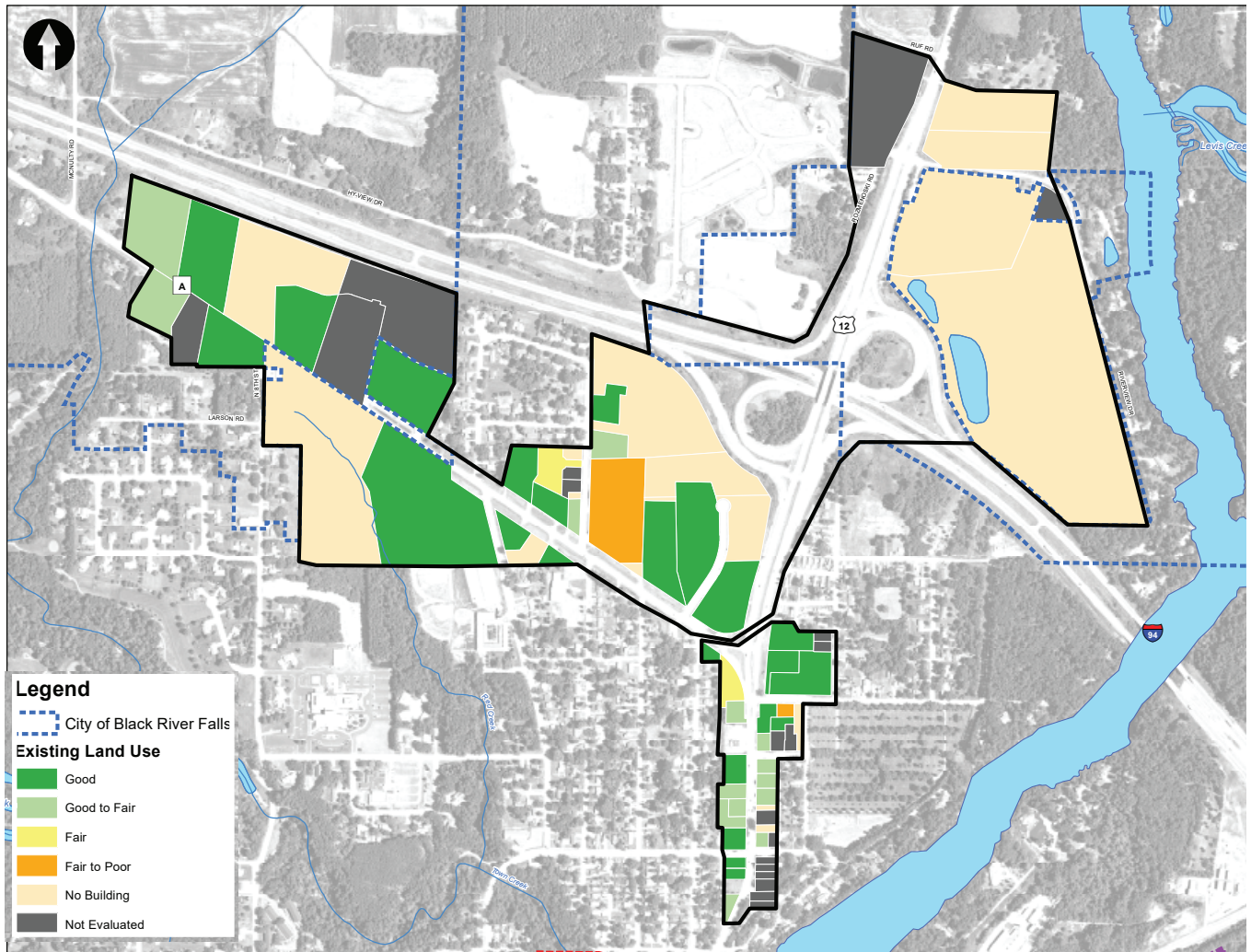


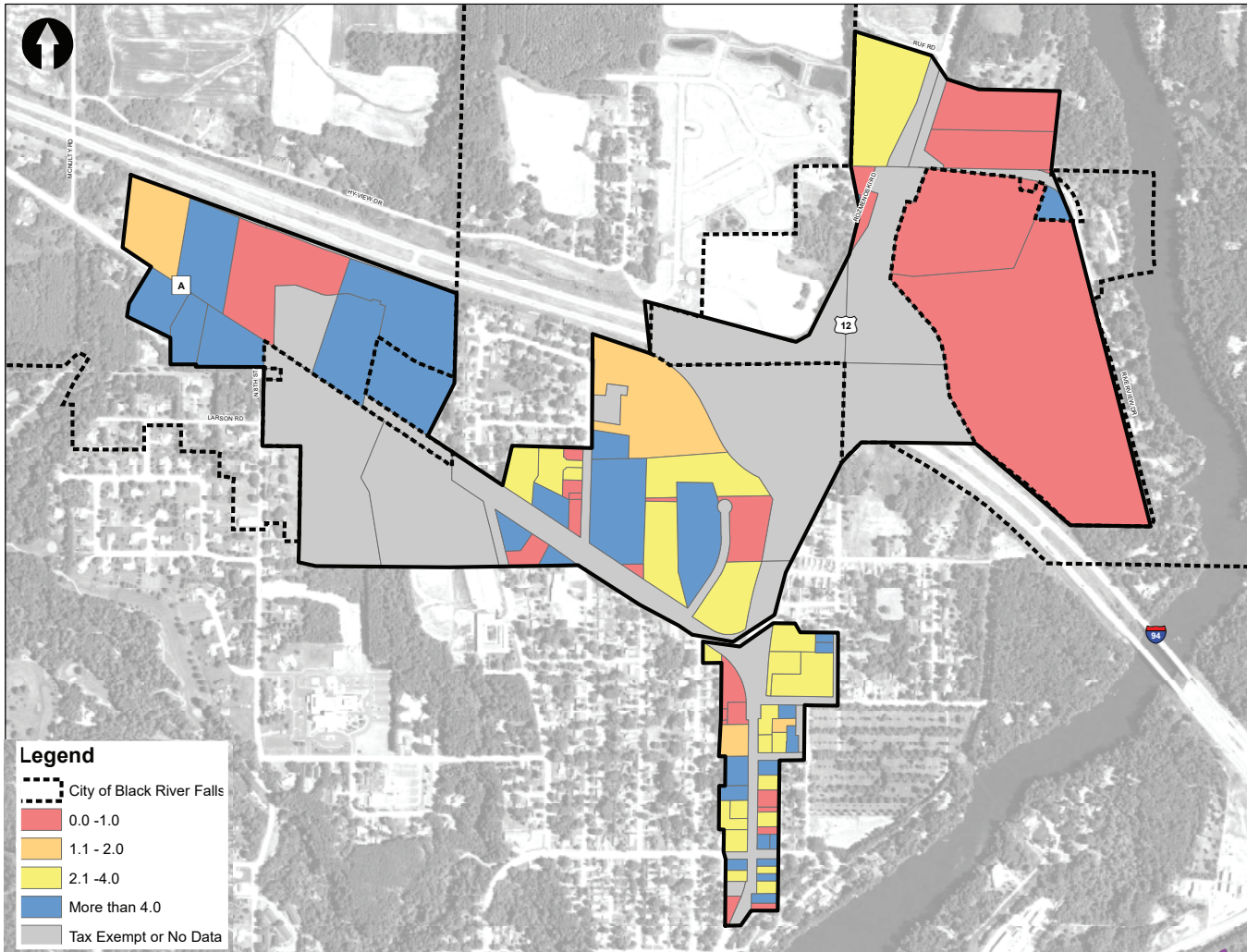
Table 3.2: Building Conditions Summary, North Interchange District

BUILDING CONDITIONS	# of Parcel	% of Parcels	Total Acreage	% of Acreage
Good	23	26%	59.09	23%
Good to Fair	11	13%	12.54	5%
Fair	5	6%	2.22	1%
Fair to Poor	2	2%	5.96	2%
Poor	1	1%	0.98	0%
No Building	20	23%	141.66	55%
No Evaluation	25	29%	33.29	13%
TOTAL	87		255.75	

Table 3.3: Property Value Ratio Summary, North Interchange District

PROPERTY VALUE RATIO	# of Parcel	% of Parcels	Total Acreage	% of Acreage
0.0-1.0	32	37%	163.14	64%
1.1-2.0	4	5%	16.29	6%
2.1-4.0	22	25%	27.37	11%
More than 4.0	29	33%	48.95	19%
TOTAL	87		255.75	

Figure 3.5: Property Value Ratio Map, North Interchange



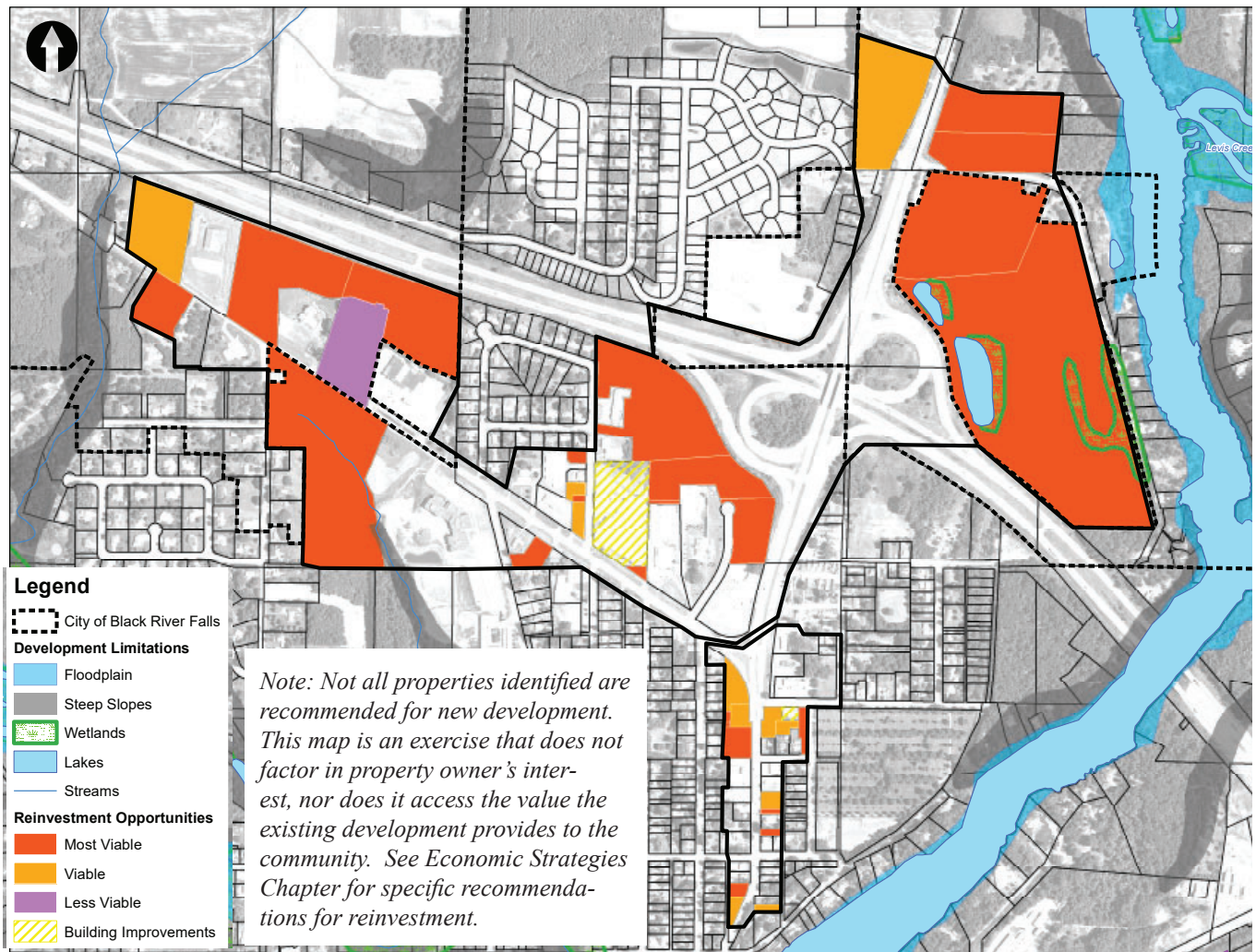
There are two factors that are evident:

1. The majority of the land is currently vacant. Thus, providing little to no taxable value to the City.
2. Of those properties that are developed, the majority are providing significant value to the City (i.e. more than 4.0).

Reinvestment Opportunities

Parcels that are strong candidates for reinvestment are either vacant or are for sale, have low improvement value (relative to land value), have buildings that are in poor condition, or have uses that are incompatible with the primary development type and uses (i.e., single-family housing near mostly large format commercial and industrial uses). Figure 3.6 (on the next page) illustrates reinvestment opportunities within the interstate area.

Figure 3.6: Reinvestment Opportunities Map, North Interchange



- ▶ **Red** parcels are the **most viable** for reinvestment/redevelopment, as they do not have structures or they are currently for sale. Red outlined properties are currently vacant and may be quite viable for redevelopment if the buildings are habitually vacant.
- ▶ **Orange** parcels (or hatch) are **viable** for reinvestment/redevelopment due to low values, but they are not for sale and they are not vacant.
- ▶ **Purple** parcels are **least viable** for redevelopment due to the parcels not being for sale and the buildings having significant value; however, these sites are better suited

for other uses and could be relocated/removed (e.g., single family residential uses). Since these properties are positively contributing to the City's tax base, this should only be considered in order to expand a redevelopment area to suit a proposed (re)development. For instance, if adjacent properties are viable redevelopment sites (i.e., shown in red and orange).

- ▶ **Yellow hatched** parcels are candidates for reinvestment to improve poor exterior conditions.

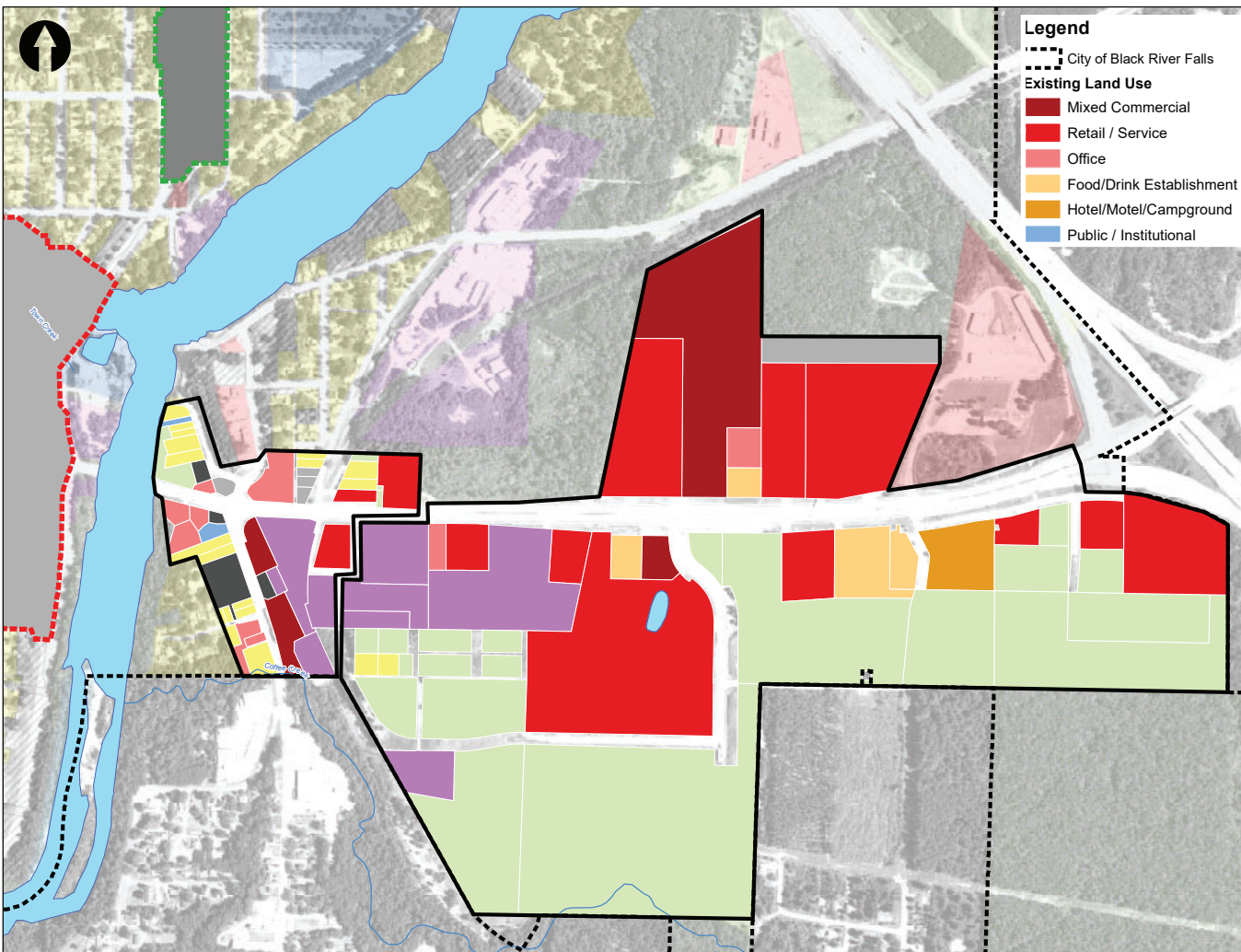
3.3 EAST INTERCHANGE

Interstate 94 (I-94) also runs along the eastern edge of the City with an interchange along WIS 54. The visibility and access to the interstate has and will continue to have a large impact on the marketability of properties within close proximity to the interchange. The character and development type changes along this corridor from large lot highway commercial to smaller sites with a mix of uses along Roosevelt Street (US 12 / WIS 27) - identified in this Plan as the East Gateway Corridor). The remainder of this section will assess the East Interchange Commercial District in more detail.

Land Use

As shown in Figure 3.7 and Table 3.4 (on the next page), the East Interchange Commercial District has a strong commercial presence along Main Street / WIS 54. A secondary commercial district (dubbed East Gateway) is located around Main / Roosevelt intersection and provides smaller lots with a variety of uses from single-family homes to office buildings to industrial properties. However, 43% of the district is undeveloped (open land), providing good opportunities for growth, taking advantage of the access and visibility of Interstate 94 interchange and proximity to the downtown.

Figure 3.7: Existing Land Use Map, East Interchange



Just over a third (36%) of the district provides commercial uses, and another eight percent is industrial/storage. Of the potential markets, both commercial and industrial should expand in this area due to its locational benefits. Roughly five percent of the area is single-family/duplex homes with the majority residing along Water Street south of CTH A. Over time these homes could potentially be re-purposed for commercial businesses, which has happened in a few cases.

Table 3.4: Land Use Summary, East Interchange District

EXISTING LAND USES	# of Parcel	% of Parcels	Total Acreage	% of Acreage
Bar / Restaurant	4	4%	5.85	2%
Hotel / Motel	1	1%	3.32	1%
Industrial / Storage	9	10%	20.90	8%
Mixed Commercial	4	4%	19.07	7%
Office	9	10%	4.93	2%
Open Land	20	22%	111.83	43%
Parking	5	5%	4.17	2%
Public/Civic/Institutional	3	3%	20.03	8%
Retail / Service	13	14%	60.60	24%
Single-Family / Duplex	19	21%	5.13	2%
Vacant	4	4%	2.01	1%
TOTAL	91		257.84	

Buildings & Parcels

As stated previously, individual parcels/buildings can have a lasting impression on a person's perception of an area, either positively or negatively. This section discusses the overall building conditions and value of properties within the district.

Building Conditions

Figure 3.8 (on the next page) illustrates the building conditions of commercial and industrial uses within the East Interchange Commercial District. These evaluations were assessed in September 2018, and are based on the exterior appearance of each building viewed from the street. Roughly a quarter (23%) of the properties have buildings that are in good condition with no properties found to be dilapidated (*see Table 3.5 on the next page for more information*).

Property Values

Land and improvement (building) values provide an objective evaluation of the state of private property in the City. Based on 2017 assessed values (*excluding tax exempt parcels*), Black River Falls' total property value in the East Interchange Commercial District is \$42.2 million (\$458,266 average per parcel) with land value at \$11.7 million and improvement value at \$30.5 million.

Figure 3.9 (on page 31) illustrates the relationship between the value of improvements and the value of the land for each parcel. Nearly 70% of the land within the district has improvements less than double the land costs, which is a typical measure if the parcel is contributing strongly to the tax base. In general, these properties (red and orange parcels in the map) could be ripe for redevelopment either because they lack improvements or the cost to remove the existing improvements is relatively low.

Chapter 3 Physical Assessment

Figure 3.8: Building Conditions Map, East Interchange

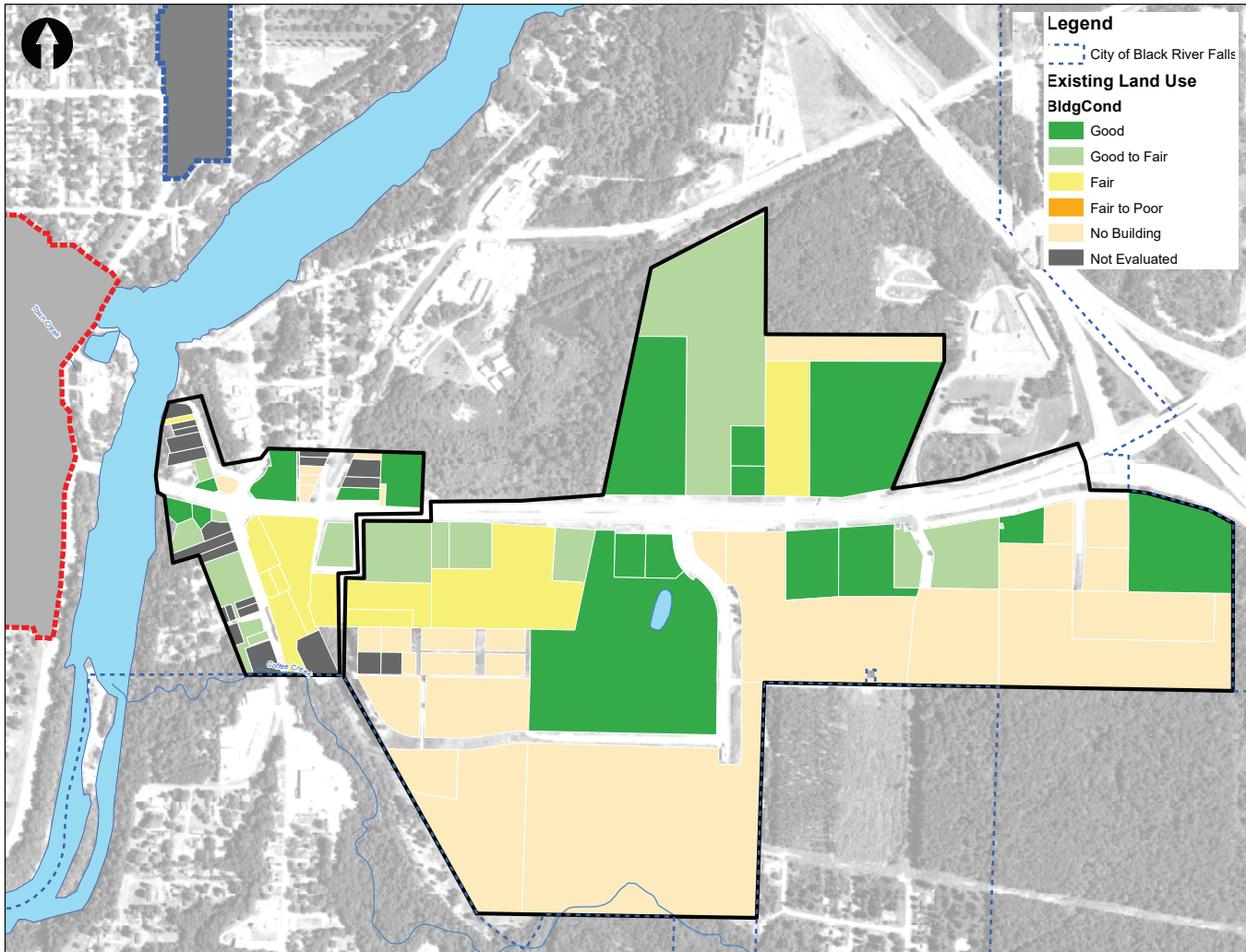


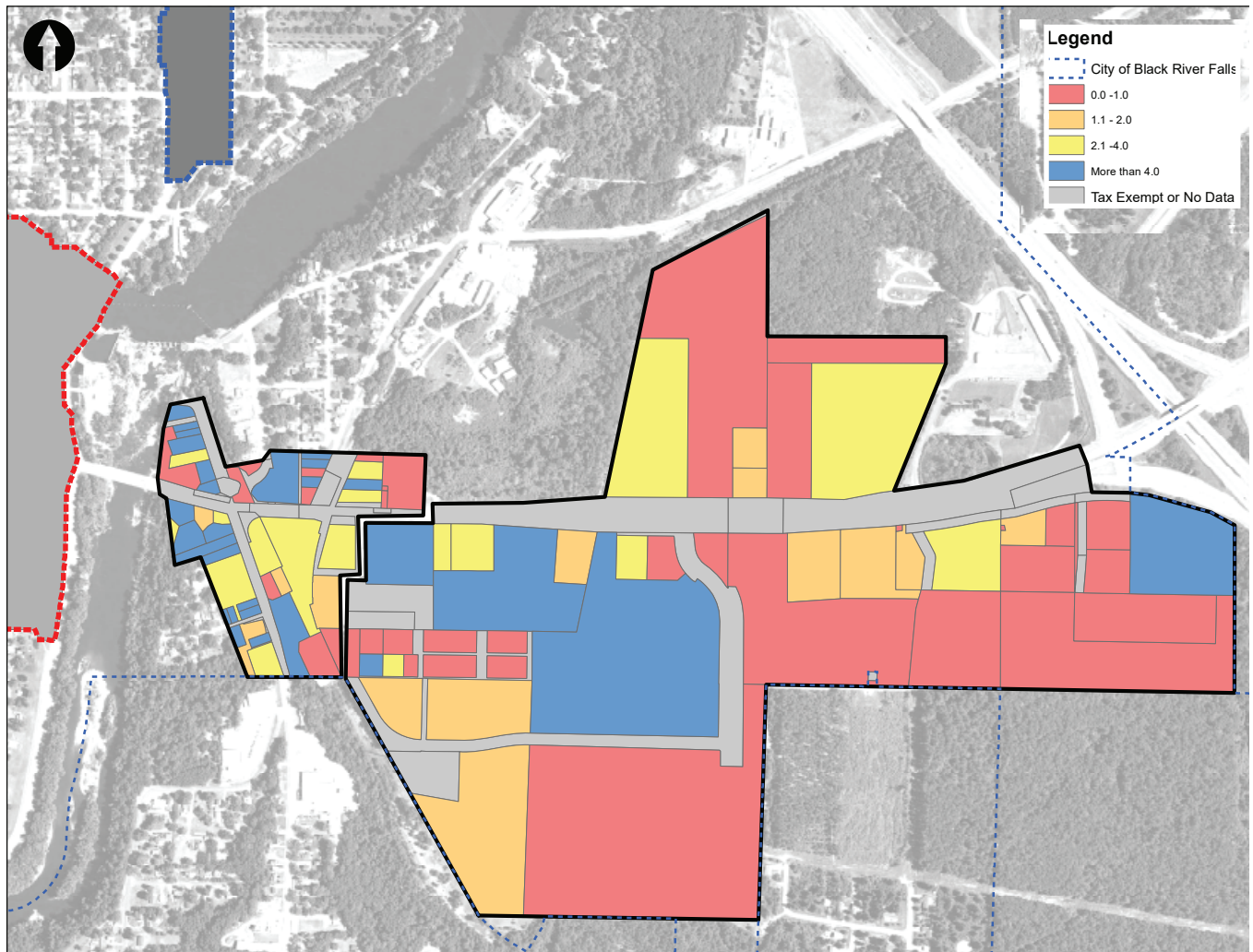
Table 3.5: Building Conditions Summary, East Interchange District

BUILDING CONDITIONS	# of Parcel	% of Parcels	Total Acreage	% of Acreage
Good	17	19%	59.67	23%
Good to Fair	14	15%	30.80	12%
Fair	11	12%	21.89	8%
Fair to Poor	0	0%	0.00	0%
Poor	0	0%	0.00	0%
No Building	27	30%	119.59	46%
No Evaluation	22	24%	25.89	10%
TOTAL	91		257.84	

Table 3.6: Property Value Ratio Summary, East Interchange District

PROPERTY VALUE RATIO	# of Parcel	% of Parcels	Total Acreage	% of Acreage
0.0-1.0	36	39%	150.31	58%
1.1-2.0	12	13%	28.78	11%
2.1-4.0	15	16%	32.28	13%
More than 4.0	29	32%	46.47	18%
TOTAL	92		257.84	

Figure 3.9: Property Value Ratio Map, East Interchange

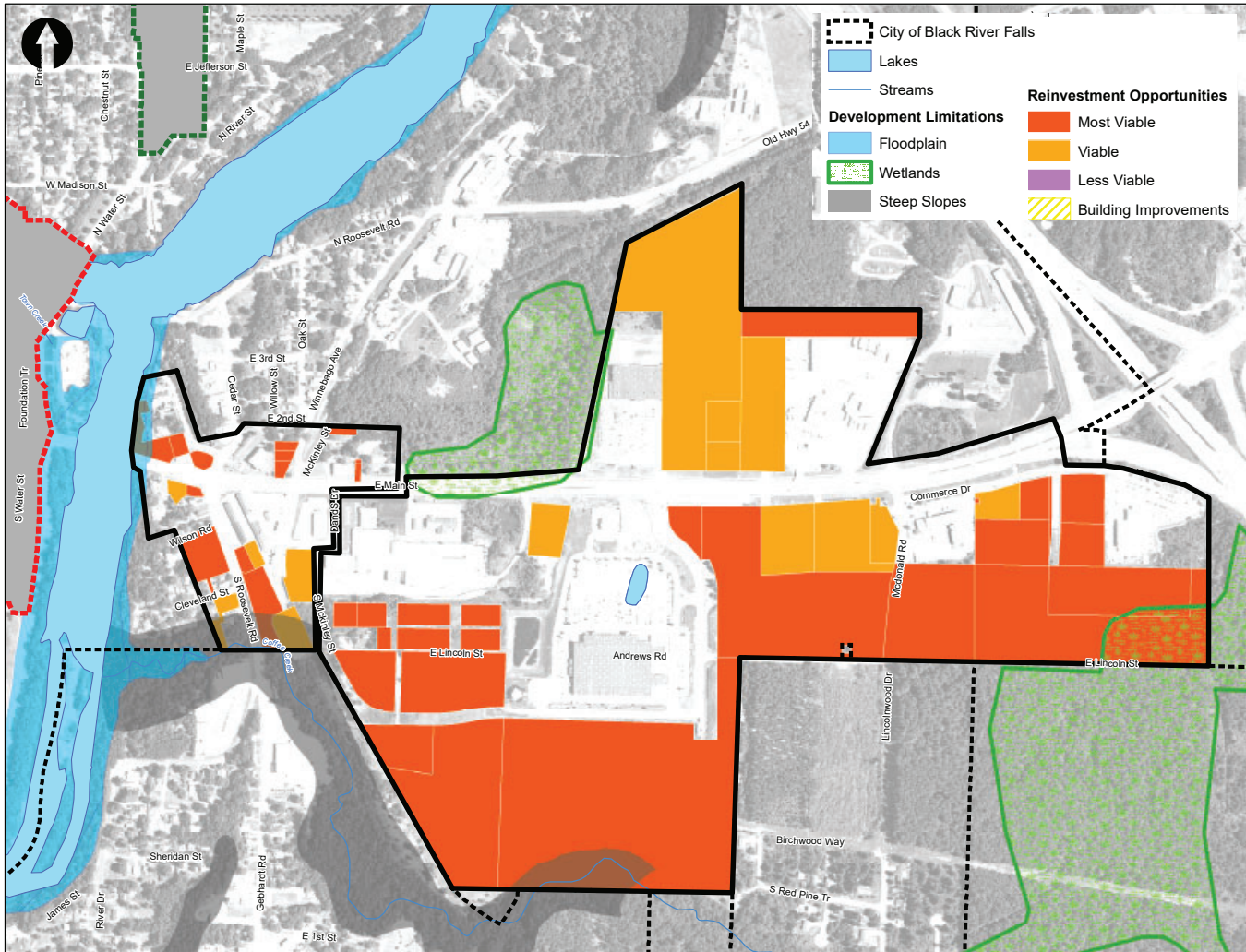


Reinvestment Opportunities

Parcels that are strong candidates for reinvestment are either vacant or are for sale, have low improvement value (relative to land value), have buildings that are in poor condition, or have uses that are incompatible with the primary development type and uses (i.e., single-family housing near mostly large format commercial and industrial uses). Figure 3.10 (on the next page) illustrates reinvestment opportunities within the interstate area.

- ▶ **Red** parcels are the **most viable** for reinvestment/redevelopment, as they do not have structures, are vacant or they are currently for sale.
- ▶ **Orange** parcels are **viable** for reinvestment/redevelopment due to low values, but they are not for sale and they are not vacant.
- ▶ **Purple** parcels are **least viable** for redevelopment due to the parcels not being for sale and the buildings having significant value; however, these sites are better suited for other uses and could be relocated/

Figure 3.10: Reinvestment Opportunities Map, East Interchange



removed (e.g., single family residential uses). Since these properties are positively contributing to the City’s tax base, this should only be considered in order to expand a redevelopment area to suit a proposed (re)development. For instance, if adjacent properties are viable redevelopment sites (i.e., shown in red and orange).

- **Yellow hatched** parcels are candidates for reinvestment to improve poor exterior conditions.

Note: Not all properties identified are recommended for new development. This map is an exercise that does not factor in property owner’s interest, nor does it access the value the existing development provides to the community. See Economic Strategies Chapter for specific recommendations for reinvestment.

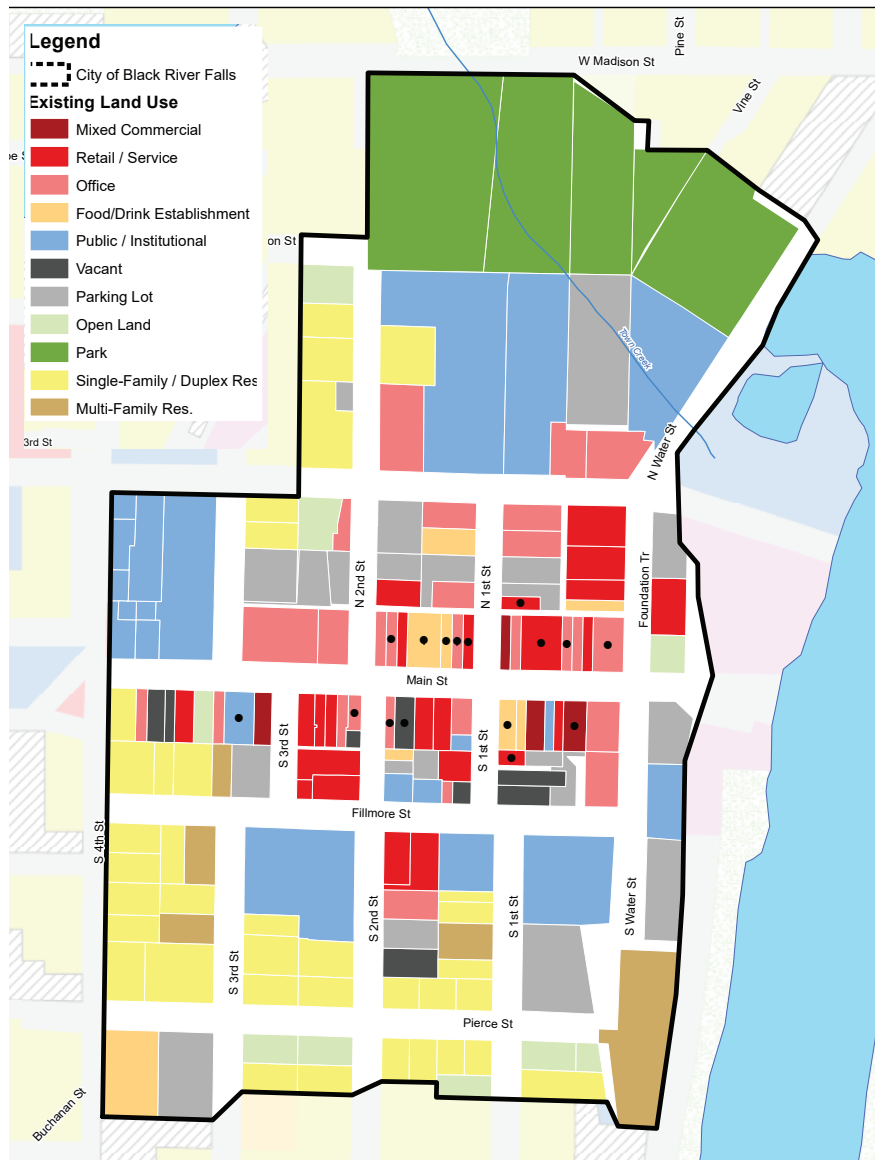
3.4 DOWNTOWN DISTRICT

The downtown is a pedestrian-oriented commercial district with traditional storefront buildings with many civic, public and institutional uses to draw from the City population and beyond. For the purposes of this study, the downtown is defined by Pierce Street to the south, 4th Street to west, Harrison Street to the north, and the Black River to the east. Pierce Street lacks the downtown character in its current state; however, the Sand Creek Brewing Company is a major desti-

nation that should be better linked to the downtown core. Over time Pierce Street and the cross streets linking back to the downtown core should be retrofitted with streetscaping elements found in the downtown core.

Unlike the other two commercial corridors, there is a sense of place that has been developed through the building form and placement (i.e., streetwall), art/murals, streetscaping and other placemaking strategies. This section will discuss in more detail the assets to strengthen and liabilities to improve or replace over time.

Figure 3.11: Existing Land Use Map, Downtown



Land Use

Figure 3.11 and Table 3.7 (on the next page) shows the ground floor land uses in the downtown. There are 16 downtown buildings with upper floors (identified with a black dot on the map); however, this study will be only reviewing the ground floor uses. In general, the upper stories in the downtown are being used for storage or low-rent apartments.

Overall the downtown has a diverse mix of uses with commercial making up 38% of the properties, but only 26% of the land area. Of these commercial properties, there are 24 retail/service, 27 office, 8 bar/restaurants, and 4 mixed commercial (i.e., multiple commercial uses - retail, service, office, etc.). There are eight additional properties that are currently vacant that can provide for additional commercial space.

This low number of vacant properties (covering only 0.81 acres) shows the strength of

Table 3.7: Land Use Summary, Downtown

EXISTING LAND USES	# of Parcel	% of Parcels	Total Acreage	% of Acreage
Bar / Restaurant	8	5%	1.31	3%
Mixed Commercial	4	2%	0.43	1%
Office	27	16%	6.77	15%
Open Land	8	5%	1.33	3%
Parking	20	12%	5.37	12%
Park	5	3%	7.66	17%
Public/Civic/Institutional	21	13%	8.80	20%
Retail / Service	24	14%	3.15	7%
Single-Family / Duplex	36	22%	7.35	16%
Multi-Family	5	3%	2.01	4%
Vacant	8	5%	0.81	2%
TOTAL	166		44.99	

the downtown in its current state. This doesn't show the full story, as there has been an influx of new businesses that filled vacant storefronts over the last year. It will be important to continue to update and fill the remaining buildings, while working with all businesses (new and old) to support a healthy downtown commercial core. One use that is relatively short on supply is restaurant establishments, as compared to typical Wisconsin downtowns of similar size (refer to Table 2.6).

Twenty percent of the downtown, by area, is dedicated to public and civic/institutional uses. This includes City Hall, the public library, Jackson County Courthouse, Jackson County Historical Society Museum, post office, Western Technical College, churches, etc. This diversity of public and civic/institutional uses are a great asset to the downtown both socially and economically. They are essential components of healthy downtowns, as these facilities draw residents, business/property owners, and others from the city itself, as well as from the greater region. In addition, these facilities require daily workers to be in the downtown. This results in providing pedestrian activity and supplies customers to downtown businesses during the day and before/after work.

Another anchor is not a business, but rather a distinctive City park (Field of Honor Memorial Park). Located on the north edge of the downtown, this park provides ample space to host events and to access the City-wide Foundation Trail. This is a hidden gem that should be enhanced both in its surrounding uses and in its physical and visual access from the downtown.

One use that is not found in Downtown Black River Falls that is typically found is industrial properties. These generally were the backbone to a downtown in past eras, providing jobs to the surrounding neighborhoods. However, these facilities typically are not pedestrian-friendly in character as they are typically large one-story buildings devoid of architectural character with expansive parking/storage area. Again this not the case for Black River Falls; however, the Jackson County Highway Department properties along Harrison Street do mimic industrial characteristics, especially the expansive parking lot. In total, this use covers more than four acres of land with great views of Field of Honor Memorial Park and access to the Foundation Trail.

Buildings & Parcels

As stated in the prior section, individual parcels/buildings can have a lasting impression on a person's perception of an area, either positively or negatively. The tables below look at both the conditions of the buildings and value the property brings to the City.

Building Conditions

Figure 3.8 (on the next page) illustrates the building conditions within the downtown area. These evaluations were assessed in September 2018, and are based on the exterior appearance of each building viewed from the street. Of those evaluated, nearly 88% of properties have buildings that are in fair to good condition. However, there are a thirteen properties that have deficiencies (or a dilapidate), which can become detractors to the area (*identified in orange and red in Figure 3.12*).

Figure 3.12: Building Conditions Map, Downtown

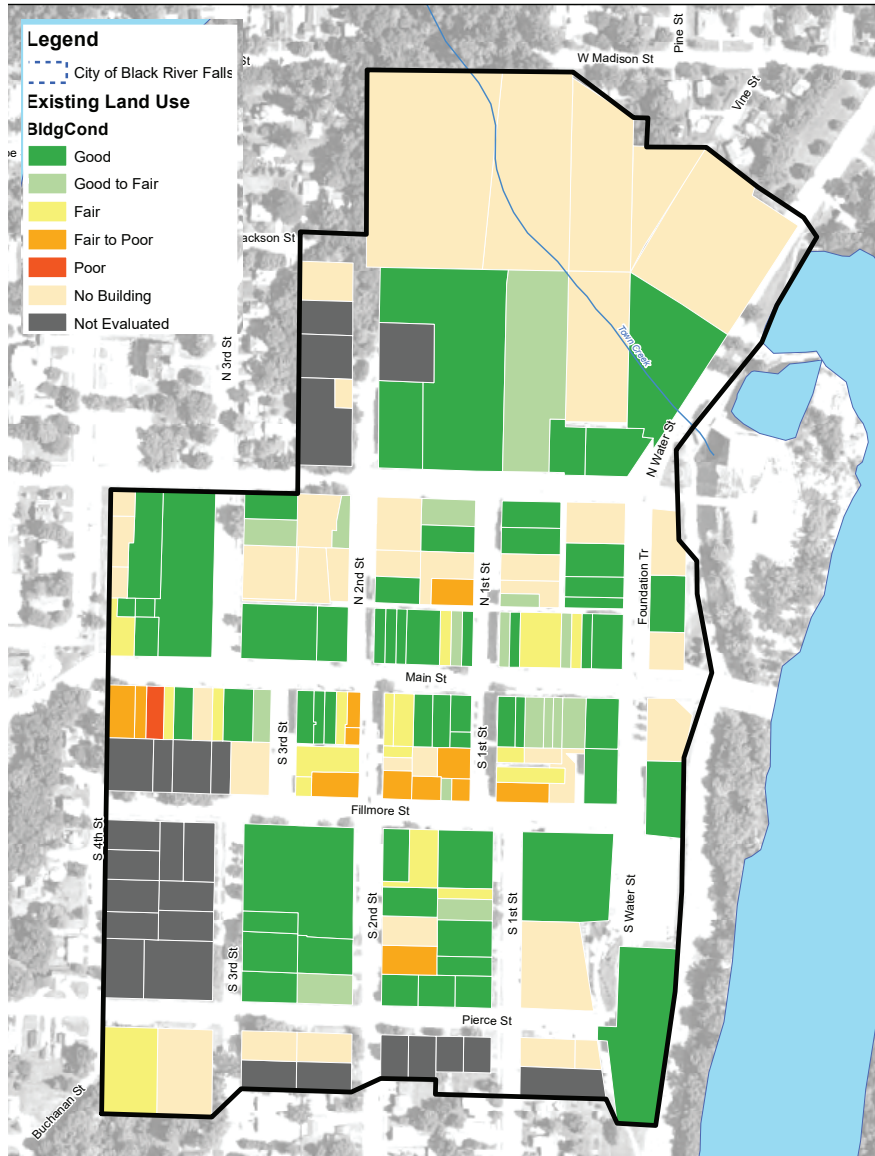
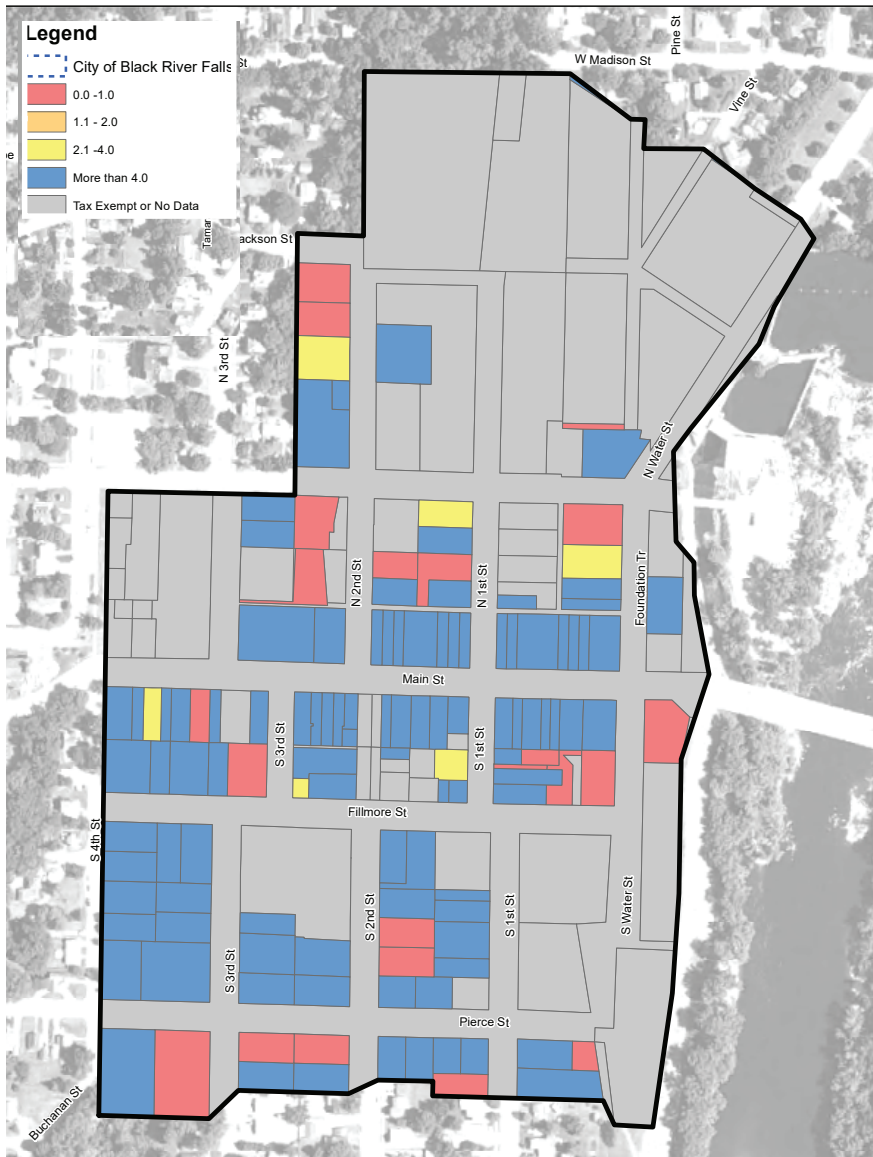


Table 3.8: Building Conditions Summary, Downtown

BUILDING CONDITIONS	# of Parcel	% of Parcels	Total Acreage	% of Acreage
Good	58	35%	17.93	40%
Good to Fair	16	10%	2.90	6%
Fair	17	10%	2.24	5%
Fair to Poor	12	7%	1.26	3%
Poor	1	1%	0.11	0%
No Building	37	22%	14.93	33%
No Evaluation	25	15%	5.62	12%
TOTAL	166		44.99	

Chapter 3 Physical Assessment

Figure 3.13: Property Value Ratio Map, Downtown



Property Values

Based on 2017 assessed values (excluding tax exempt parcels), Black River Falls' total property value in the downtown is \$14.5 million with land value of \$1.7 million and improvement value near \$12.8 million.

Table 3.9 and Figure 3.13 (on the next page) illustrates the relationship between the value of improvements and the value of the land for each parcel.

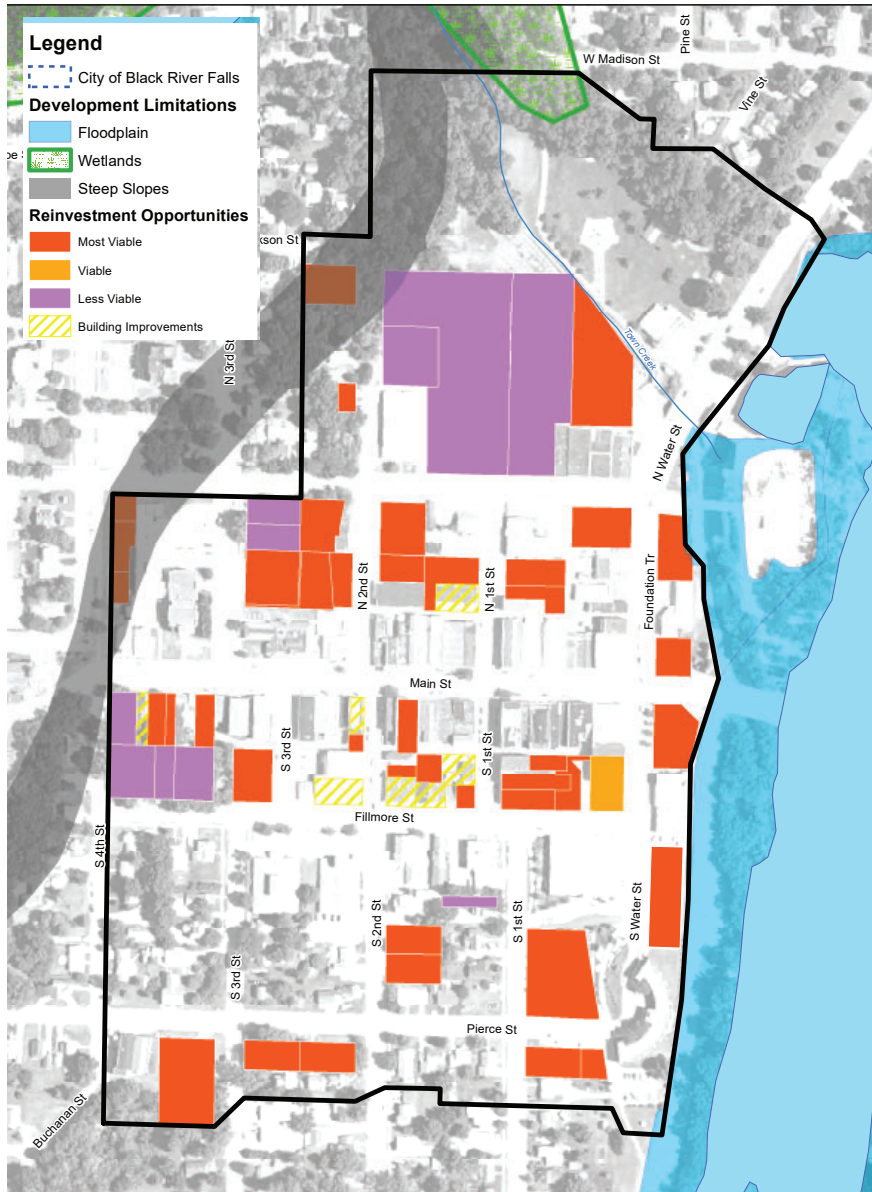
There are two factors that are evident:

1. There is substantial area in the downtown that is tax exempt. This is due to the large portion of the downtown that is public or civic/institutional. In general, the social and economic benefit of these facilities far outweigh the reduction to the City's tax base.
2. The majority of the properties with a low value ratio provide parking to the surrounding uses. Parking is necessary to bring customers to the area, but they can be detrimental to the look of a downtown if not properly maintained and buffered from the street.
3. The majority of taxable development is contributing strongly to the City's tax base.

Table 3.9: Property Value Ratio

PROPERTY VALUE RATIO	# of Parcel	% of Parcels	Total Acreage	% of Acreage
0.0-1.0	62	37%	28.92	64%
1.1-2.0	0	0%	0.00	0%
2.1-4.0	6	4%	0.94	2%
More than 4.0	98	59%	15.13	34%
TOTAL	166		44.99	

Figure 3.14: Reinvestment Opportunities Map, Downtown



Note: Not all properties identified are recommended for new development. This map is an exercise that does not factor in property owner's interest, nor does it access the value the existing development provides to the community. See Economic Strategies Chapter for specific recommendations for reinvestment.

Reinvestment Opportunities

Parcels that are strong candidates for reinvestment are either vacant or are for sale, have low improvement value (relative to land value), have buildings that are in poor condition, or have uses that are incompatible with the downtown environment. Figure 3.14 illustrates reinvestment opportunities within the downtown, and are described below.

- ▶ **Red** parcels are the **most viable** for reinvestment/redevelopment, as they do not have structures, are vacant or they are currently for sale.
- ▶ **Orange** parcels are **viable** for reinvestment/redevelopment due to low values, but they are not for sale and they are not vacant.
- ▶ **Purple** parcels are **least viable** for redevelopment due to the parcels not being for sale and the buildings having significant value; however, these site are better suited for other uses and could be relocated/removed (e.g., single family residential uses in business zoning district). Since these properties are positively contributing to the City's tax base, this should only be considered in order to expand a redevelopment area to suit a proposed (re)development. For instance, if adjacent properties are viable redevelopment sites (i.e., shown in red and orange).
- ▶ **Yellow hatched** parcels are candidates for reinvestment to improve poor exterior conditions.

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CHAPTER 4

ED STRATEGIES

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- 46 Redevelopment Opportunities

Choosing the right economic development strategy can be difficult for a small- to mid-sized community due to a lack of critical mass, remoteness, and/or proximity to metropolitan areas. Therefore it is important to look beyond just the traditional needs-based economic development approach, and consider pursuing asset-based economic development strategies. An asset-based strategy involves a community leveraging its existing local resources (i.e. natural environment, socio-cultural, and economic advantages) to strengthen its local economy. These include existing industry clusters, human capital, natural resources/amenities, infrastructure network, and reuse of underutilized buildings/sites. This Chapter will discuss Black River Falls' economic development strategies, which will focus on both needs-based and asset-based strategies. See **Chapter 5** for recommended funding to help implement the actions described in this chapter.

4.1 ADMINISTRATION (A)

Many of the strategies identified in this section presume the use of existing City implementation tools. These include operational tools (e.g. annual budget process, capital improvement program), regulatory tools (e.g. land use regulations, building codes, housing codes), and funding tools (e.g. tax increment financing, and state / federal grant programs). To further enhance the marketability of Black River Falls, the City may also consider the administrative actions listed within this section.

A-1: Organization

During this study it was apparent that there are several organizations working to further goals and development in the City; however, they are working together and independently to varying degrees. It imperative that there is one organization spearheading the effort and keeping the other organizations well informed and involved. The City could consider forming an Economic Development Commission/Board with representatives from varying groups (e.g., broad range of people, including the City Council, Chamber of Commerce, Downtown Association, Downtown Business Improvement District (BID), local businesses, residents and regional partners). Consider asking this members to commit to a 3-year term of service, with expectations that projects will be initiated and completed within that period. This commission/board should meet at least every quarter to discuss and push forward the varied actions outlined in this Plan (see **Chapter 5**). The commission/board initiatives can include, but are not limited to, applying for economic development related grants, marketing potential development sites and events, and forming mutually-beneficial partnerships with local and regional entities. It is also encouraged to consider setting up an educational component, such as presentations from local/regional partners (e.g. 7 Rivers Alliance).

A-2: TIF District Creation

The City currently has six active TIF Districts (TIDs). As shown in Figure 4.1 (on the next page), TIDs #3-6 are within the City's commercial corridors discussed in this Plan. The Down-

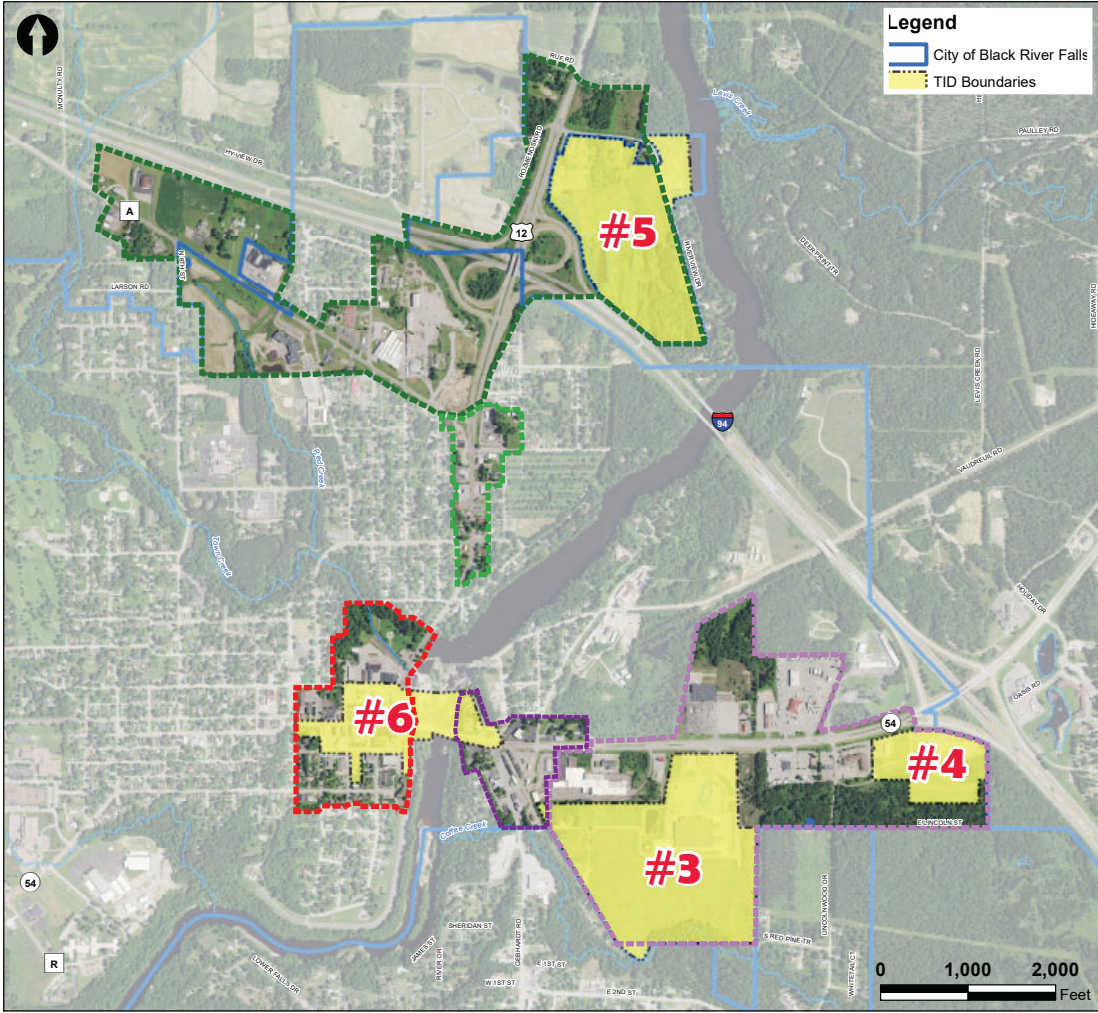
Chapter 4 ED Strategies

town TID (#6) was just opened in 2017 with TID #3 providing donor increment (i.e., transfer of increment from another active TID to be used to play for eligible expenditures in the receiving TID boundary). Eligible projects relevant to this study include (but are not limited to) developer incentives/grants/loans (except in TID #5), streetscaping features, street lighting, parking infrastructure, transportation improvements, utility improvements, and economic development.

Each TID should be reviewed to determine long-range financial performance and their ability to contribute to revitalization implementation strategies. TID amendment strategies would include

adding additional territory, removing properties, adding projects within existing TID, consideration of adding “Act 57” projects within a 1/2 mile of existing TID (to cover streetscape improvements outside of the currently TID boundary), and potentially setting up donor TID(s) to further support downtown activities (only TID #6 is eligible to receive donor increment). TIDs #3 and #4 expenditure periods are set to end in 2020, and TID #5 expenditure period ends in 2022. Future TIDs may be beneficial in the commercial districts once these existing TIDs are closed, especially around the County Highway Department campus on Harrison Street should this area become a re-development site.

Figure 4.1: Commercial Districts - Active TIDs Map



A-3: Historic District Designation

There has been an effort to designate the downtown as a historic district. This could add to the authenticity of identifying “Historic Downtown” as is noted on the existing gateway signage. In addition, the state and federal governments provide several more tangible benefits:

- *Eligibility for state and federal income tax credits for rehabilitating listed historic properties*
- *Eligibility for federal grants, when available*
- *Consideration in the planning of federally assisted and state assisted projects, as well as projects of local governments and school boards, when those projects affect the property*
- *Eligibility to use the state’s Historic Building Code, which may facilitate rehabilitation*
- *Qualification for state and federal charitable income tax deductions for the donation of historic preservation easements*
- *Eligibility for official State Register of Historic Places plaques*

The opportunity to tell the story of Black River Falls’ past history with plaques and informative signage will make the downtown itself a destination (not just the businesses).

A-4: Revolving Loan Fund

Utilize the Mississippi River Regional Planning Commission’s revolving loan fund (RLF) to expand businesses that will create jobs within the County.

A-5: Micro Loan Program

Develop and/or expand a micro loan program (i.e., very small, short-term loan with a low-interest rate) to support self-employed individuals, small businesses and new startups with very low capital requirements.

A-6: Facade Improvement Grant Program

Development provides the City with economic stability and provides goods, services and jobs for its residents. However, over time building facades can become tired or fall in disrepair. This can negatively impact the perception of an area, hurting business sales and marketability of the area. The City already provides up to \$1,000 matching facade grant through the BID. This has been successful in the downtown; however, the funds have been limiting to its full potential. Therefore, the City should consider developing a larger facade improvement program to help stimulate exterior building improvements. This program should help fund preservation, restoration and maintenance within the downtown by providing matching grant funds (or low-interest financing).

A-7: City Requirements & Enforcement

Monitor implementation of development to ensure consistency of zoning and building codes. Schedule regular inspections for all section of the City to ensure a consistent implementation of policies, especially within the downtown and use of the upper stories. Strictly enforce building codes and work with property owners with violations to provide a list of grants and other monies (e.g., Community Development Block Grant) to support renovating to minimum code standards.

A-8: Rental Property Registration & Annual Inspection Program

The current rental units in the upper stories of downtown buildings have been an issue that is impacting the safety and perception of the area. A negative perception can impact consumers choice of where to shop, dine and socialize. To ensure and maintain property standards, the City could consider requiring registration of residential rental units/properties as part of a rental property inspection program. See *State Statute 66.0104* for more details.

4.2 RETENTION & EXPANSION (RE)

Business retention and expansion is the foundation of effective economic development. Why invest time and resources to recruit new businesses while losing others due to lack of attention to changing needs or emerging obstacles? The following strategies will help promote an effective retention and expansion program based on accurate knowledge of the business community and constant communication.

RE-1: Business Call Program

Develop and establish a business call program to strengthen relationships between Black River Falls leadership and businesses. Prioritize business categories by size and impact to the community. Use a combination of outreach efforts with in-person contact as much as possible, especially with the largest companies/employers.

RE-2: Biannual Roundtable Discussions

Implement a biannual roundtable discussion for market sector groups to encourage dialogue among industry leaders. This gives the industry leaders the chance to discuss issues and learn from others.

RE-3: Business Survey

Maintain or institute an annual business survey, coordinated with the Chamber of Commerce. In addition to the business call program, this can maintain open communication among all the business community. The survey should identify issues they are facing, any business changes planned in the next year, if the City/Chamber are doing enough to help their business and any public improvements/efforts they see would benefit the business community.

RE-4: New Business Welcome Packet

Develop a welcome packet for new businesses, providing contact information of City departments /staff and organizations that are available to support their business. Also provide a list of community events, community amenities/destinations and recent news that may benefit their business.

RE-5: Business Hour Coordination

Work with downtown business owners to create a consistent and predictable set of downtown business operations (days and hours). A consistent set of hours and operations has been effective in other communities to increase business and establish regular visitors. This is especially important to weekend hours, which typically are limited. At a minimum, work towards having most stores open in the morning to early afternoon on a Saturday (and possible Sunday) once/twice a month.

RE-6: Tap into Western Technical College

Work with Western Technical College to enhance their presence in the downtown. Cross promote the downtown and the education/training opportunities at the college. The college has a large conference room (for rent) that could be utilized, and their student lounge has a bulletin board that could post community events. Businesses could offer student discounts or coupons to entice patronage of downtown and other local businesses.

4.3 MARKETING AND EVENTS (ME)

Efforts to increase residents, tourists and retail traffic to Black River Falls' businesses will lead to a stronger local economy, increasing the marketability for additional commercial and industrial businesses. An important part of this effort is marketing, outreach and event promotions, as described below.

ME-1: Buy Local Program

Generally, the majority of business sales comes from the local population, especially for convenience and food goods/services. For this reason, it is important to encourage local residents to shop locally. Since area businesses also rely on residents in rural sections of the County and on neighboring small communities, it is important to get this message out to those areas as well. Below are a few examples of other "buy local" campaigns.

» Send a happy holiday card with or without a coupon (or gift card) to a random number of area residents, or place an advertisement in a local media outlet. This message should state the gift/coupon is offered up by their locally owned businesses and that buying local throughout the year will build a more vibrant and healthy local community.

» Create a shop local week that could either be just within Black River Falls or cover a broader market. This event could be accompanied by a bingo or monopoly-esque game requiring contestants to purchase an item at enough business to complete the board. Each participating business would provide a prize to be awarded to winning contestant(s). This could be downloadable from a City website, Community Chamber website (if created), and/or located at participating business locations.



» Use a vacant storefront to advertise the “buy local” campaign. This could be further enhanced by sponsoring an annual “buy local” store window decorating contest, which would be voted by the general public with the winning business receiving a plaque, or kudos on the City or Chamber website (if created). The general public would be enticed to vote by offering eligibility in drawing to win a gift bag provided by area businesses.



ME-2: Online Presence

Today consumers rely heavily on websites and information that can be found online, including where to travel, where to eat, where to shop and what to do. Below describes several recommended online business marketing opportunities.

ME-2.1: City & Chamber Websites

The City’s website already has a strong presence, as it is the top hit on search engines, and it has a simple drop-down menu design. Overall the website provides sufficient community information, and provides quick links to outside informative sites (such as the Black River Area Chamber of Commerce). The primary action is to build up the Economic Development page similar to what has been done for the Industrial Park web page on the City’s site. Currently the Economic Development page leads with City documents, and providing more of a story, stats and images will benefit the effectiveness of this page. A chamber link on this web page may prove to be beneficial as well.

The Black River Area Chamber of Commerce has a very effective website. However, their website does not come up in the top half of the page when searching Black River Falls. As an entity promoting the greater area, it’s understandable that a specific search for Black River Falls does not return the Chamber near the top of the list. This suggests the City should maintain visible links to direct visitors to the Chamber of Commerce’s website on all social mediums.

ME-2.2: Business Website / Reviews

Advertising and tourism studies have shown that the majority of consumers research their destinations prior to deciding on making their first visit to a business/location. Currently a good portion of Black River Falls businesses do have a website, while others only have a Facebook page. Facebook is primarily used by computer savvy people so a traditional website is still an important tool and would benefit Black River Falls businesses. Another important step is to make sure that a business website appears on search engine result pages when the business type is searched near Black River falls. If it does not, verify that your website content includes keywords that would be found by search engines and make sure your business profile on these search engine sites is filled out completely.

If business funds are limited, a lack of individual online presence can be mitigated with the help of other actions. For instance, the City and Community Chamber websites could provide useful information on local businesses that can be easily searched on the top search engines. Also online reviews on the major business sites (e.g. Google, Yelp, Urbanspoon and Trip Advisor) can play a big role in the decisions made by visitors and tourists. Therefore, it is recommended online business reviews on the major websites (listed above) be promoted. One way to entice online reviews is to post stickers or posters at area businesses encouraging visitors to write reviews about their business experience. Additionally, a business could offer a small discount to anyone who puts up a review on one of the review sites.

ME-2.3: Media Outlet Advertisements

Although the internet is a very popular way for people to get information, people still use traditional types of media to get news and information - particularly the older demographic. Businesses should consider marketing efforts to the local media outlets in-conjunction with special events or on a quarterly basis. Since this can be costly for individual businesses, consider having the Chamber take out a large ad with space for smaller individual business ads.

ME-3: Interstate Signage

Another way to market existing businesses is to have a presence on I-94 through WisDOT's Specific Information Sign (SIS) logo program around the Black River Falls' interchanges. This logo program is designed to direct motorists to services located up to five miles from the interchange. Categories that can be signed include gas, food, lodging, and campgrounds; however, there are minimum business operations (i.e., hours and days) requirements. There are several businesses already taking advantage of this program, but the City/Chamber could make sure businesses are aware of the opportunity. There is an annual cost to this program. See WisDOT's website for more information. The City/Chamber may also

consider a shared (digital) billboard to promote businesses and events.

ME-4: Welcome Packet

A welcome packet gives the City an opportunity to welcome a new resident, as well as inform them about Black River Falls' history, services, public/civic buildings and businesses. It should include a business directory, and potentially local business coupons. Funding can be provided by sponsored businesses or the Community Chamber.

ME-5: Community Events

Public events provide community pride, sense of place, and economic benefits. Currently the City hosts several events; however, many of the larger events have been moved to the County Fairgrounds. There are opportunities to host many small events that do not require as much space and parking (e.g., ladies night, movie night, sidewalk sales, car show, art installments, etc.). Other larger events, such as farmer's market, concert, etc., will require a larger space than presently available. Short-term the Field of Honor Memorial Park could provide the space for the event with potentially establishing an agreement to use the Jackson County Highway Department paved areas for parking (plus, all other public parking lots and on-street parking). Long-term considerations are redeveloping the County Highway Department site (if relocated), or along S. Water Street (if Fire Department moves and the existing parking lots are repurposed).

4.4 RECRUITMENT & ATTRACTION (RA)

Business recruitment and attraction programs lead to growth in jobs and needed goods and services. To be most successful in business attraction, target companies that will either fill a gap in meeting the needs of local residents, provide goods or services your existing businesses or industries need to purchase, or complement a growing or pronounced specialty that you have developed. This section offers several strategies to support business attraction.

RA-1: Inventory Existing Opportunities

Create an inventory of all currently available properties, buildings and tenant spaces. Provide contact information, real estate information (e.g., size, building amenities, prices, etc.), and photos. Produce a map and/or online interactive map identifying locations of each available property/building/space.

RA-2: Business Tool-kit

Create and promote a business tool-kit, providing a one-stop shop for questions and guidance. The tool-kit should include permitting/entitlement process and timeline, incentives available and funding processes, and network opportunities. Distribute this business tool-kit through locations of printed materials, as well as digitally through City's economic development related websites (e.g., City and Chamber websites).

RA-3: Gain "Shovel-Ready" Status

Establish "shovel-ready" status for high priority undeveloped/vacant sites. In general, "shovel-ready" status removes as many barriers to developing the site. Considerations should be given to:

- *removing any known contaminations;*
- *delineating any potential wetland on the site;*
- *compiling ALTA surveys for individual properties,*
- *developing master drainage plans;*
- *providing utilities to the location (if lacking);*
- *building roads to the site (if lacking);*
- *building necessary stormwater management infrastructure (generally as a regional facility, if possible); and,*
- *changing zoning (and future land use map) to meet the preferred development type.*

RA-4: Promote Key Redevelopment Sites

Work with property owners of lands with high-probability for (re)develop to establish

conceptual plans for potential development (to market), identify where the City could facilitate development interest (e.g., develop master plan, promote on City/Chamber websites, plan for and/or build roads/utilities, etc.).

RA-5: Infrastructure Improvements

The City will consider directing public investments to wherever appropriate to attract consumers, help catalyze redevelopment, and attract additional investment. This Plan recommends publicly-funded improvements to downtown parking areas and road/streetscape.

RA-5.1: Streetscaping Guidelines

A major step in revitalizing a downtown is to improve the streetscape, showing residents and business owners that the City is taking the initiative in revitalizing the area. These improvements also help to create an identity for the downtown, which separates it from other areas within the City. A well designed streetscape incorporates crosswalks, sidewalks, light fixtures, trees, planters, trash receptacles, banners/flags, benches and green spaces within the public right of way. There is no single component that will meet the preceding goals, but a balanced mix of these components can lead to a successful revitalization of the downtown. Guidelines in this section are intended to assist in the reconstruction of streets.

Below describes general guidelines to address streetscaping issues within the community. The City should consult these recommendations prior to reconstruction of the public right-of-way or other streetscaping improvement projects. See the subsequent section for more specific recommendations.

- *All downtown streets should include sidewalks, and any street with sidewalks should have ramps that are ADA compliant.*
- *Maintain a minimum of five feet of clear path, where possible. Refrain from placing fire hydrants, light and electrical poles, traffic lights,*

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signs, benches, etc. in the clear path zone.

- *Clearly mark crosswalks. Those crossing high traffic roads shall be enhanced by additional striping or change of material.*
- *Provide at least two benches and a trash receptacle on every block, especially near high-volumed pedestrian crosswalks. Bolt the benches to pavement to prevent vandalism. In general, benches placed in the street terrace should be backless if parallel to the street and with backs perpendicular to the street. People want to see up and down the street (vs. facing buildings with their back to the street). Intersection bumpouts are the ideal location for benches perpendicular to the street.*
- *Provide bike racks at major destinations and near large parking lots. Use racks that allow the bike frame to be locked up (e.g., A- or U-frame).*

RA-5.2: Downtown Streetscaping Projects

The streetscape within the downtown district has some deficiencies, and it's current condition was one of the top issues from stakeholders. Below describes several strategies to improve the downtown streetscape.

(A) Sidewalks: Current sidewalk on Main Street is wider than the standard 5-foot sidewalk with a colored concrete terrace and bumpouts. Over time the colored concrete has faded and many cracks exist throughout the corridor. If the sidewalks are reconstructed, consider a treatment that expands on the historic character found in the downtown. One option is to replace the same terrace and bumpout areas with brick (or pavers) with a concrete base. Brick is authentic nod to past street design, but with the modernization of a concrete base. This base helps to mitigate settling issues found in traditional install methods. Another option is to use colored concrete in the parking lane (and maintain a standard sidewalk terrace). The first option will not only beautify the street landscape using a historic material, but it

creates a visual separation between vehicles and pedestrians. However, this treatment is found in many communities and would not set Black River Falls' downtown apart from them. The second option would be unique to the region, and help to reduce driving speeds (as it helps to narrow the roadway) and visually expand the sidewalk width from building to curb face. See the examples below for each optional treatment. Consider similar treatments on Fillmore Street, W and cross streets (especially Water Street). Consider sidewalks in the future on Pierce Street, S 2nd Street, S 3rd Street and S 4th Street.



Option 1: Decorative terrace distinguishes the sidewalk from the furniture, tree and utility zone. Use of brick/pavers with a concrete base provides for authentic historic character that mitigates settling issues.



Option 2: Decorative parking treatment distinguishes the parking area from the travel lane, creating a visual separation between the street and the sidewalk (perceived safety) and enhances the streetscape.

B) Lighting: Main Street uses a decorative double harp post up fixture. This type of street light evokes the historical nature of the downtown and is iconically represented in the City's logo. There has been stakeholder input that these light poles should be updated and lighting should be improved between public parking lots and Main Street. To further expand this brand identity, it is recommended this light fixture be extended to (by priority) Water Street, Fillmore Street, 1st-3rd Streets (from Harrison to Fillmore), and Harrison Street.

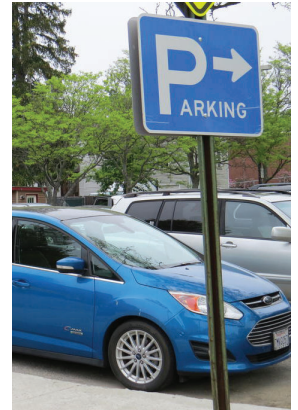
(C) Crosswalks: Marked crosswalks improve safety, as well as add to the attractiveness and cohesiveness of the area. Currently most crosswalks in and around the downtown are either unmarked or have fading painted lines. Since Main Street has significant vehicle traffic, few intersections may warrant enhanced border treatment (e.g. colored pavement or brick (with concrete base) at crossings. Both treatments will add to the downtown character, as well as help to reduce speeds and will provide awareness of the pedestrian crossing.

(D) Street Furniture: Main Street has benches and trash receptacles. These features should be provided on Fillmore Street, as well as the cross streets (i.e., Water Street and 1st-3rd Street). If reconstructing any of these streets, consider reducing the parking and travel lanes to minimum standards to incorporate a larger terrace (especially on Fillmore Street). Bike racks should be incorporated in the streetscape and at public parking lots. Street furniture style and color should complement the historic light fixtures.

(E) Sound System: Consider providing a sound system in the downtown street infrastructure to add to the ambiance and charm of the downtown. The sound system can provide background music on a typical day, but it could also transmit live music or a public announcer during events.

RA-5.3: Wayfinding Signage

Community signage helps to inform and/or direct motorists to community assets/destinations. Two common types of community signs are entry (gateway) signs and wayfinding (directional) signs. Black River Falls has some form of both sign types. The City should consider developing a wayfinding signage plan that looks to improve and expand the wayfinding signage in the downtown and to other major streets in the City. The main intent is to promote and direct motorists to the variety of amenities and destinations in the City. Signage should be legible at the speeds of travel and minimized to 3-4 destinations per sign (WisDOT-regulated roads only allows three destinations per sign). Directional signage for public parking might be better served separate from this signage system so it doesn't get lost in the sign. Use of the international blue "P" sign may be advantageous.



RA-5.4: Parking Improvement Strategies

Parking is one of the first experiences that people have when traveling to a destination. Convenient and affordable parking is considered a sign of welcome. Parking that is difficult to find, inadequate, or inconvenient will frustrate users and can contribute to spillover parking problems in adjacent, often residential, areas. As identified by the stakeholders during this study, parking has been a concern within the community for some time. The following are strategies to alleviate parking issues without the need for adding additional parking (resulting in a loss in urban character and taxable development).

- ▣ ***Hourly Parking Restrictions*** - The use of parking restrictions can alter where and how long people park. Blocks with high demand should require more stringent parking limits, while

areas with little to no demand should be less stringent or even unrestricted. Currently in the downtown there is a 2-hr parking limit on almost all downtown streets. Consider increasing the time limit to 4-hrs on cross street (i.e., 1st - 3rd Street) between Fillmore and Harrison. These hourly restrictions need to be strictly enforced to be effective.

- **Provide Short Term Parking** - Bakery, coffee shops, florists, and markets all have customers that want to get in and out quickly, so short term spaces can allow for continuous turnover. However, this change should be made only in consultation with business owners to confirm interest.
- **Use Parking Areas Efficiently** - As fuel efficiency has become a priority, many people are driving cars less than 16 feet in length. Look for opportunities to gain additional spaces by designating some rows for compact cars only. These spaces are also appropriate for most electric vehicles. The provision of public charging stations (or utilities to accommodate future installation) should be considered when building new parking lots or structures.
- **Ensure Nighttime Safety** - All downtown users should feel safe walking to or from their cars after dark. Adequate lighting should be provided along pedestrian routes, especially near parking lots. New lighting should be full cut-off, dark-sky compliant, to eliminate unnecessary glare.
- **Ongoing Employee Education** - These strategies will be hard to implement if employees and employers do not park in designated areas away from the front door, which should be left for the consumers. This is especially important on the Main Street. Provide flyers and pamphlets to downtown businesses that can be distributed to their employees educating them on places to park within the downtown. Employee turnover necessitates an educational effort on a regular schedule (semi-annual preferred) to identify the most appropriate places for employees to park.

4.5 (RE)DEVELOPMENT OPPORTUNITIES (RO)

Private development and reinvestment provides both public and business benefits, including enhancing the City's image, providing additional tax base, and becoming catalysts for additional private development. As described and illustrated in **Chapter 3**, there are many strong candidates for redevelopment and reinvestment in the City. However, not all sites have a high probability for redevelopment due to existing ownership, location, and conditions. Therefore, this section will describe those sites that are most marketable for commercial redevelopment in both the downtown and around the Interstate interchange. It is generally assumed that these projects can and will be initiated by private landowners and developers, but the City may choose to take an active role with property acquisition and assemblage in some cases.

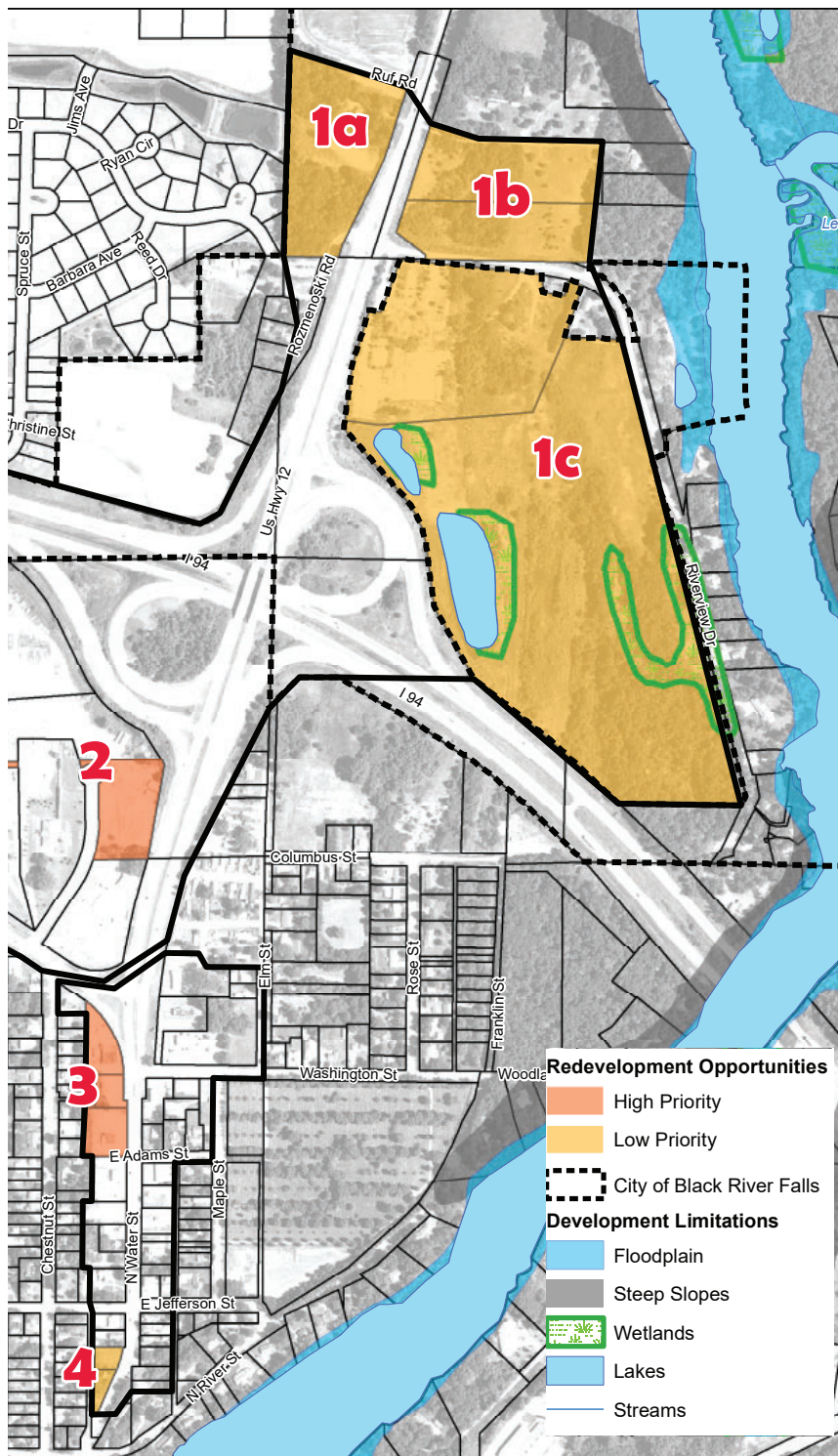
RO-1: North Interchange Opportunities

An interchange is an important economic driver for most communities, but is especially significant for communities the size of Black River Falls. The direct access to, and visibility of, a regional highway carrying 24,000+ vehicles a day plays a key role in the marketability for these lands. There are several existing businesses, but the most of the opportunities are on undeveloped land. Refer to Figure 4.2 (on the next page) for redevelopment sites identified below.

RO-1.1: Highway Commercial (or Residential) *(Low Priority)*

There is five vacant platted lots around the Riverview/Rozmenoski and WIS 27 intersection: a) 7.74-acre property in the northwest corner; b) nearly 10-acres (2 properties) in the northeast corner; and, c) just over 57 acres (2 properties) in the southeast corner. Current limitations to this redevelopment area is a lack of utilities on all properties, site "a" and "b" are not currently in the city, and some wetland on site "c". TID #5 is in place to support site "c", including potentially extending city utilities to the site. Priority #1 lots

Figure 4,2: (Re)development Opportunities Map, North Interchange



should be primarily marketed towards highway commercial users. As discussed in **Chapter 2**, several strong opportunities include a fast-food restaurant (e.g., Taco Bell, Dairy Queen), chain sit-down restaurant, or an auto dealership. Other options include a gas station (as the only gas station at this interchange is south of I-94), outlet mall (drawing from tourist/commuter and local demand with nearest outlet malls in Eau Claire and Wisconsin Dells), hotel or residential.

RO-1.2: Office (High Priority)

This is a single 2.76-acre parcel that is currently storing semi trailers and under ownership of the adjacent construction company. The likely use for this site, based on its location and adjacent uses, is an office use (e.g., chiropractor office).

RO-1.3: Neighborhood Commercial (High Priority)

This 2.43-acre redevelopment area includes two active businesses with limited improvements (i.e., Ace Rental Place and Amy’s Crafts) and a vacant building/site. The primary site is the vacant property at 502 N. Water Street; however, inclusion of the two other sites (which are both owned by the same entity) could provide a larger development of higher value. The 0.97-acre site has a roughly 2,300-SF (plus, attached shed) vacant building in poor condition (per exterior maintenance). Re-use of the existing building could provide space for a local retail or food shop with low rent possibilities. Ideally the site would redevelop with or without the

adjoining properties to the north to provide for a larger development that efficiently uses the space and likely includes 1-2 buildings with a shared parking area. As highlighted in **Chapter 2**, there is a market for smaller specialized building material and supplies, clothing, health and personal care, pet store, etc.

RO-1.4: Neighborhood Commercial (or Residential) *(Low Priority)*

This 0.58-acre redevelopment area includes two lots under one ownership. The northern site is the primary redevelopment area, as it is an open lot. The southern lot has an existing business (i.e., Country Cabin Salon), so the opportunity is to provide for a larger development (if desired). The lot size and shape is only conducive to 1-2 small niche establishments, or an apartment building.

RO-2: East Interchange Opportunities

Again the interchange and its 24,000+ vehicles a day plays a key role in the marketability of these lands. There are substantially more growth opportunities along this corridor, including significant amount of undeveloped land. There are also two active TIDs in the corridor. Refer to Figure 4.3 (on the next page) for redevelopment sites identified below.

RO-2.1: Recreation-based Business *(High Priority)*

This 1.05-acre redevelopment area includes two lots under separate ownership. A 0.24-acre site has roughly a 3,000-SF vacant automotive shop (address: 12 N Roosevelt Rd). This site could be reused for its previous use (automotive shop). Otherwise, it could also become a recreation-based store such as a small watercraft rental company. The other lot along the Black River would provide access to the river and potential for additional parking. Currently the other lot has only remnants of a previous parking lot. As a developable site on its own merit, it is largely hindered by the amount of land within the 100-year floodplain and lack of visibility.

RO-2.2: Neighborhood Commercial *(High Priority)*

This 1.40-acre property is a vacant site, with a roughly 12,500-SF building and parking with a back loading area. Ideally this property would be re-purposed and renovated for a new use. As highlighted in **Chapter 2**, there is a market for smaller specialized building material and supplies store (e.g., paint shop), clothing store, health and personal care store, pet store, butcher or other specialty food store, etc.

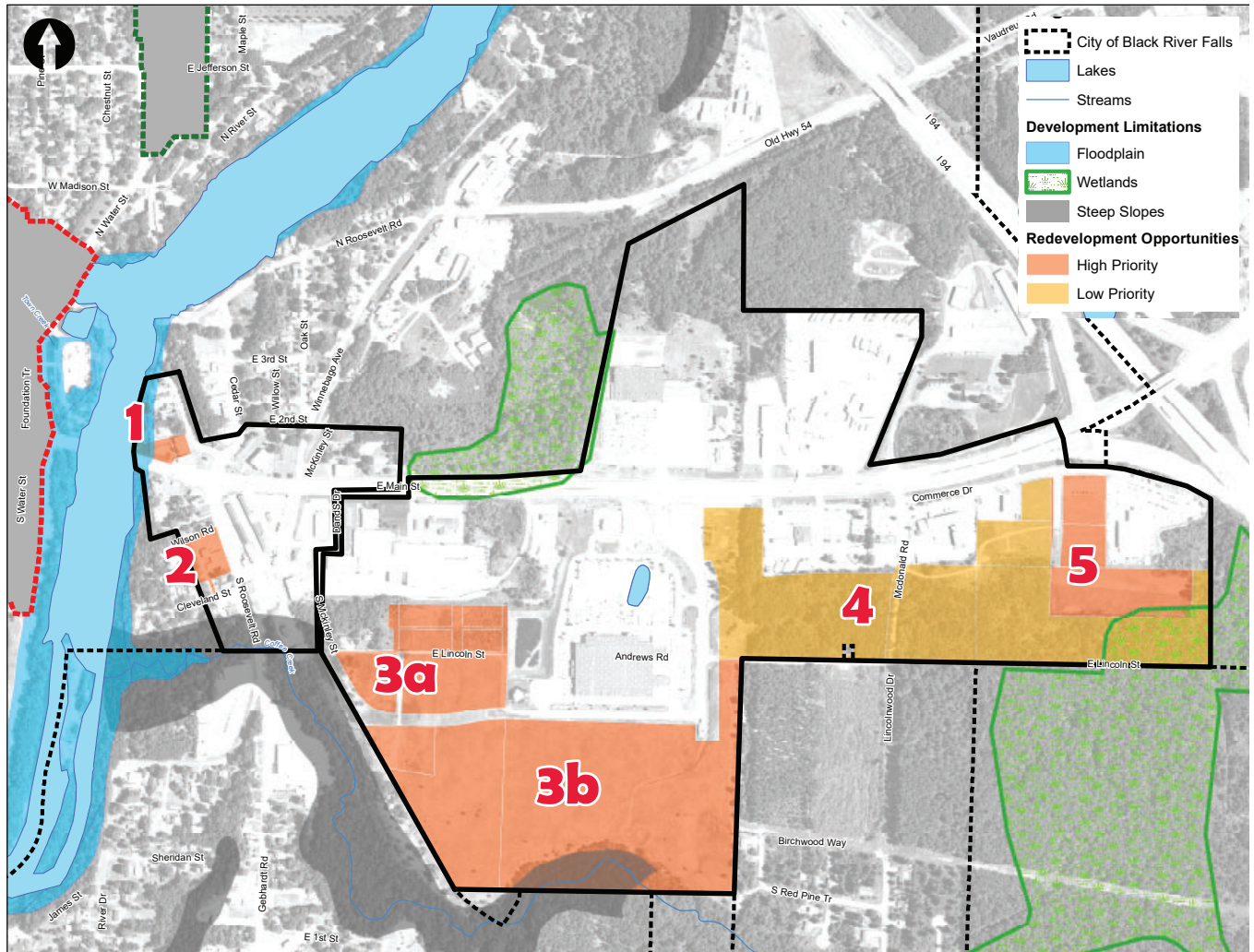
RO-2.3: Mixed Commercial & Industrial Uses *(High Priority)*

This 50.76-acre development area offers prime land for a mix of commercial and industrial uses. The City plans to extend Andrews Road to US-12 and McKinley Street to Andrews Road in 2019, which increase its marketability. The McKinley Street extension will divide this land into two areas with 10.24 acres (on site "a") on the north and roughly 40.5 acres (on site "b") on the south. Potential uses include a bowling alley, movie theater, mid- to big-box store, and other commercial uses. Industrial and office uses would also be potentially marketable in this location. The entire development area is within TID #6, which could help assist in marketing the site (including road construction).

RO-2.4: Mixed Commercial (or Residential) *(Low Priority)*

This development area includes five parcels of varying sizes, totaling 29.8-acre (excluding wetland acreage). There are no current plans to pave Lincoln Street along the back of the property, so not all lands are currently accessible (except by a substandard dirt road). This area could provide restaurants (fast food or sit-down), office and residential use.

Figure 4.3: (Re)development Opportunities Map, East Interchange



RO-2.5: Highway Commercial

(High Priority)

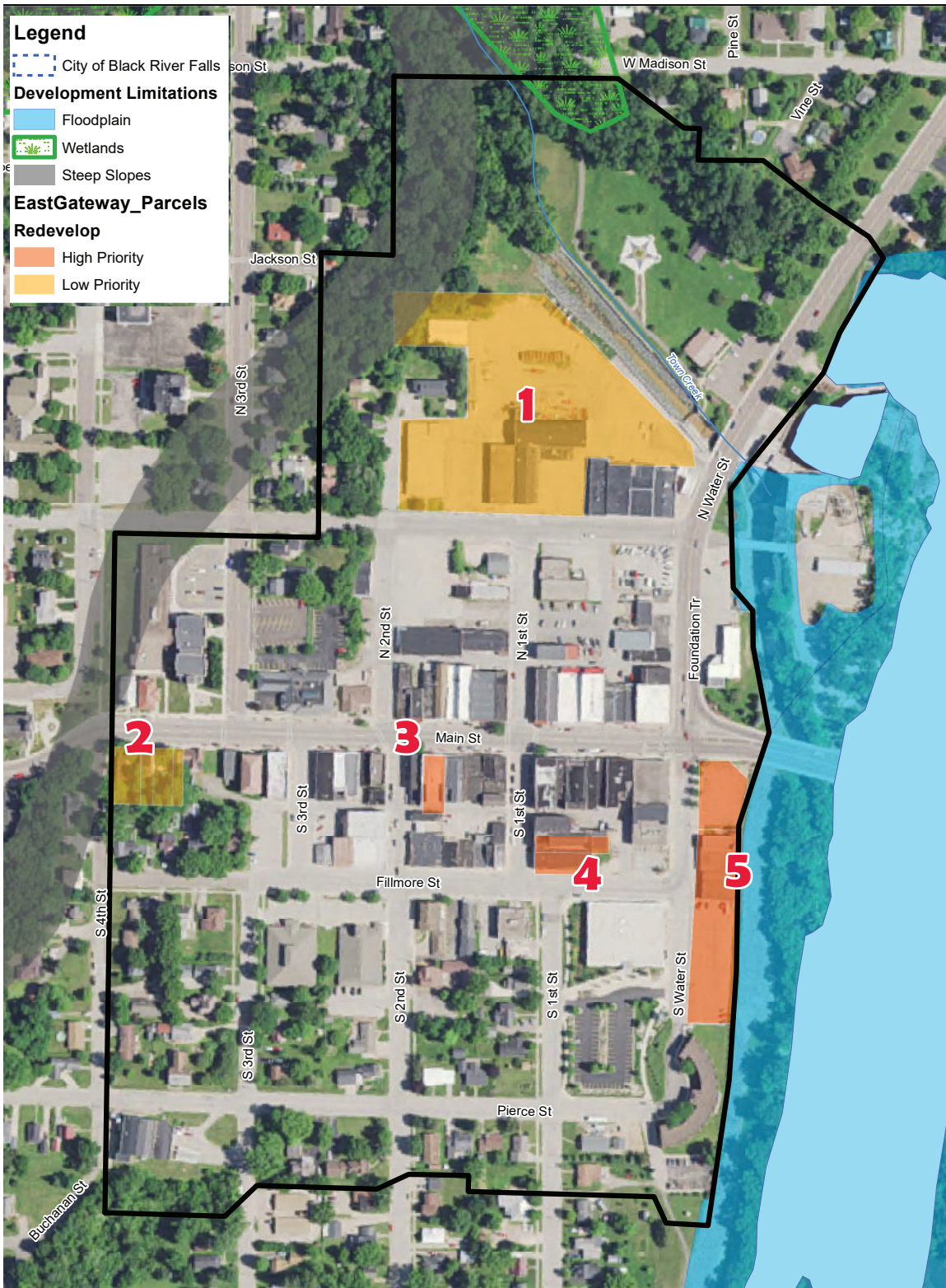
This 8.38-acre development area includes three parcels that are all in TID #4. Two of the properties are owned by the dealership, but are not currently paved. The largest property, roughly 5 acres, is owned by First National Bank of Bangor. A paved (unnamed) road provides access to all three parcels. Since this is in TID with an expenditure period set to end in 2020, it should be a high priority to market these open lots for potential development. This area could provide restaurants (fast food or sit-down), and/or an extension of the adjacent car dealership.

RO-3: Downtown Primary Opportunities

As the social and economic center of the City, the downtown offers an ideal location for small retail, service and office businesses to cluster around one another with the potential for upper-story residential units. As highlighted in **Chapter 2**, there are several business types that are potential opportunities in the Black River Falls marketplace and in particular are a good fit for the downtown area. Figure 4.4 (on the next page) and the following text describes the primary catalytic redevelopment sites within the downtown.

Chapter 4 ED Strategies

Figure 4.4: Redevelopment Opportunities Map, Downtown



RO-3.1: Mixed Use/Residential (or Park)*(Low Priority)*

This 4.33-acres redevelopment area includes the Jackson County Highway Department properties and a city parking lot. This site is only a redevelopment site should the County relocate their facility (possibly consolidating to their WIS 54 site). This site provides great potential for a variety of uses, but preference should be given to residential and public use. This could be a location to provide new (affordable) workforce housing and/or mixed use with retail/public use on the first floor. A park space could also be incorporated in the design with potentially a bandstand outdoor farmer's market space.

RO-3.2: Mixed-Use Site (or Residential)*(Low Priority)*

The primary redevelopment site is 338-356 Main Street (0.42 acres). There are four properties in total, including a single-family home (zoned B-1), shed building site, vacant property, and a law office in a building that appears to be in fair to poor condition (per outside maintenance). This redevelopment area could be expanded to 0.66-acres with the addition of the existing Train on Main property (332 Main Street) and a vacant property. 332 Main Street has a nice building and an active business (i.e., Train on Main), so this larger redevelopment would have to support a larger development of higher quality that may incorporate this business in the final design. The ideal use is a mixed use building with retail on the first floor and housing in the upper stories. With the location of this site (at the end of the downtown), the entire building could be residential (e.g., senior housing), providing additional purchasing power (i.e., expendable incomes) in close proximity to downtown. Design elements to consider are placing the building 0-5 feet from the sidewalk and including parking either along the back or partially underground (using the terrain to provide garage access furthest to the east).

RO-3.3: Re-Use for Mixed Use (High Priority)

124 Main Street (0.12 acres) is currently vacant, offering potential for a renovated mixed use building with upper apartments (catering to long-term leasers or short-term vacation rentals), or renovated for a bed and breakfast. The two-story building is roughly 10,500 square feet and has many of the original historic Main Street characteristics. There are opportunities to bring this property back to its former glory by cleaning the brick, adding back in transom windows along the storefront, adding awnings, replacing the upper windows to the original aperture size and adding projecting signage.

RO-3.4: Re-Use for Mixed Use (High Priority)

This redevelopment area (26-34 S. 1st Street) includes two properties that are currently vacant with one actively for sale. 34 S.1st Street is a roughly 5,200-SF single-story garage-style building (with two garage doors on Fillmore Street) and a traditional storefront on 1st Street. This building could be re-used for a bar or restaurant utilizing the storefront and garage door style openings for indoor/outdoor seating arrangements. 26 S. 1st Street is an approximately 8,000-SF building with single-story additions along the back totaling roughly 1,500-SF. As a former cinema, the interior layout may need to be gutted to be used for a new use. There is potential to combine these two buildings for a public or quasi-public use, such as an indoor market, conference center, or (multi-) cultural center. Both buildings should be renovated. Renovations to consider include:

- **26 S. 1st Street:** build back a traditional storefront with awnings (removing bay windows, siding and metal canopy) and remove the shutters.
- **34 S. 1st Street:** replace windows to their original sizes and locations (including transom windows) along the front and side of the building, replace or infill the garage doors, and paint or add a high-quality veneer to the side of the building.

RO-3.5: Mixed Use Site (or Park)

(High Priority)

This 1.03-acre redevelopment area includes two properties. The primary property for redevelopment is the Fire Station, and is only likely if the space needs assessment (to be completed in 2019) suggests moving the Fire Station away from this site. The other property abuts Main Street and provides parking for Jackson County Bank. Parking for the bank could be reallocated in a larger redevelopment project in this area. The location along the entry to the downtown and visibility of the Black River suggest a high-impact development with multiple stories providing retail or public use (e.g., conference or (multi-) cultural center) on the first floor with residential above). Design elements to consider include placing the building near the corner of Main and Water with parking likely on the south end of the development. Another option is to build a signature park with parking remaining as a major component of the design (potentially offering a location for the farmer's market).

CHAPTER 5

IMPLEMENTATION PLAN

53 *Action Plan*

5.1 ACTION PLAN

The following section features a compilation of economic development actions and strategies identified in **Chapter 4** that are likely to increase investment and economic activity in the City based on its current market conditions (see **Chapter 2**) and based on its current assets and opportunities (see **Chapter 3**). Each action/strategy includes a completion timeframe (i.e. short-, mid- and long-term), covering the following topics:

- Administration
- (Business) Retention & Expansion
- Marketing & Events
- (Business) Recruitment & Attraction
- Redevelopment Opportunities

Most of these actions require some cost. It is presumed that most could be supported by tax revenue from the City's general fund. Where other sources of potential funding may exist, such as grant programs, these are noted. See **Appendix A** for potential funding opportunities.

Chapter 5 Implementation Plan

Actions		Recommended Timeline				Funding	
		On-Going	Short Term (2019-2020)	Mid Term (2021-2025)	Long Term (2026-2035)		
ADMINISTRATION (A)							
A-1	Create an Economic Development Commission/Board.		X				
A-2	Determine Long-Range Financial Performance of existing/future Tax Incremental Financing Districts.	X	X			TIF	
A-3	Consider Designation of the Downtown as a Historic District.		X				
A-4	Utilize Mississippi River RPC Revolving Loan Fund (RLF).	X					
A-5	Develop and/or Expand Micro Loan Program.	X				TIF, USDA	
A-6	Expand the Façade Improvement Grant Program.	X				BID, TIF	
A-7	Monitor Implementation of Development to Ensure Consistency to Zoning/Building Codes.	X					
A-8	Consider requiring registration of rental properties as a part of a rental inspection program.	X	X				
BUSINESS RETENTION & EXPANSION (RE)							
RE-1	Setup a Business Call Program.	X	X				
RE-2	Bi-annual Roundtable Discussion with Industry Leaders.	X					
RE-3	Maintain/Institute an Annual Business Survey.	X	X				
RE-4	Develop a New Business Welcome Packet.	X	X				
RE-5	Business Hour Coordination.	X	X				
RE-6	Tap into Western Technical College as a Downtown Anchor.	X					
MARKETING AND EVENTS (ME)							
ME-1	Establish/Expand the City's Buy Local Campaign.	X	X				
ME-2.1	Improve the Economic Development Page on the City's Website (& Update Regularly).	X	X				
ME-2.2	Work with businesses to Improve their Online Media.	X	X				
ME-2.3	Produce Media Advertisements.	X				JEM, BID	
ME-3	Promote Business Identification on WisDOT's SIS Logo Program.	X					
ME-3a	Consider a Shared (Digital) Billboard near the Interstate.			X		Chamber	
ME-4	Create a Welcome Packet for New Residents.		X			BID, Chamber	
ME-5	Establish/Host Small Events in the Downtown.	X				JEM, Chamber, BID	
ME-5a	Move the Community Events Back Downtown (once space is found).		X			BID	
BUSINESS RECRUITMENT & ATTRACTION (RA)							
RA-1	Inventory Existing Opportunities and Produce a Map.	X					
RA-2	Develop a Business Tool-kit.		X				
RA-3	Gain "Shovel-Ready" Status for High-Priority Sites.	----- As Needed -----					
RA-4	Develop Concept Plans to Promote Key Redevelopment Sites.	----- As Needed -----					
RA-5.1	Consider Streetscaping Guidelines in Current Downtown Road Projects.	X					
RA-5.2	Improve/Extend Streetscape in the Downtown.			X		CDBG, TIF, TEA	
RA-5.3	Develop and Implement a Wayfinding Signage Plan (including improving Public Parking Signage).			X		CDBG, State Trust Fund Loan, TEA, TIF	
RA-5.4	Improve Downtown Parking by Initiating Parking Strategies (outlined in this plan).	----- As Needed -----					TIF

Actions	Recommended Timeline				Funding	
	On-Going	Short Term (2019-2020)	Mid Term (2021-2025)	Long Term (2026-2035)		
REDEVELOPMENT OPPORTUNITIES						
RO-1.1	Promote this Area for Highway Commercial and/or Residential.	X				CDBG, USDA, TIF, SIB, State Trust Fund Loan
RO-1.2	Work with Property Owner and Promote for Office Development.		X			
RO-1.3	Discuss Future Plans with Property Owners. If Redevelopable, Promote for Neighborhood Commercial Redevelopment.		X			
RO-1.4	Discuss Future Plans with Property Owner. If Redevelopable, Promote for Neighborhood Commercial (Re)Development.			X		
RO-2.1	Promote the Two Lots for Recreation-based Business.		X			TIF
RO-2.2	Promote this Vacant Building for Neighborhood Commercial.		X			
RO-2.3	Extend Roads/Utilities to Promote Mixed Commercial and Industrial Development.			X		SIB, State Trust Fund Loan, USDA, TIF, TEA
RO-2.4	Extend Roads/Utilities to Promote Mixed Commercial and Residential Development.				X	SIB, State Trust Fund Loan, USDA, TIF, TEA
RO-2.5	Discuss Future Plans with Property Owner. If Redevelopable, Promote for Highway Commercial Development.			X		TIF
RO-3.1	Discuss Potential County Facility Relocation. Develop a Plan for the Area with a Focus on Housing and Park Space (should the County be open to relocating the facility).				X	CDBG, WI Stewardship Program, Future TID
RO-3.2	Discuss Future Plans with Property Owners. If Redevelopable, Promote for Mixed-Use and/or Residential				X	CDBG, Future TID
RO-3.3	Work with Property Owner to Update and Re-Use Building for Mixed Use (w/ long-term rental or short-term vacation units above).		X			TIF, CDBG
RO-3.4	Promote Renovating both Vacant Buildings, and Re-Using for Mixed Use, (Quasi-)Public Space and/or Restaurant/Bar.		X			TIF
RO-3.5	Evaluate Need to Move Existing Fire Station. If Moving the Facility, Consider for Signature Mixed-Use Building, or Park Space.				X	TIF

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APPENDIX A

FUNDING STRATEGIES

Most actions within this plan require some cost. It is presumed that most could be supported by tax revenue from the City's general fund; however, there are other sources that can help offset or cover the cost to fund specific actions as noted in **Chapter 5**. This appendix provides detail on those specific funding strategies, as available at the time this plan was adopted.

FUNDING PROGRAMS BY CATEGORY	MAXIMUM AWARD	APPLICATION DUE DATE	GRANTING AGENCY
GENERAL ECONOMIC DEVELOPMENT			
Community Development Block Grant Program			
* Awarded to local governments to assist businesses to create or retain jobs for individuals with low and moderate incomes. Examples of eligible activities include: constructing, reconstructing, rehabilitating and/or acquiring buildings; purchasing equipment; acquiring property; job training.	\$1,000,000. Max award per job created or retained is \$35,000/job. The assisted business must demonstrate match of at least 50% of total project.	No deadlines. Applications reviewed as they are received.	Wisconsin Department of Administration
Incubator Development Fund			
* Fund earnings will be used for annual grants (unrestricted) and the principal will be available for low-cost economic development loans to the City of Black River Falls and Jackson County (designated).	NA	Annually - April 15 (and opens on March 1st)	Black River Area Foundation
Brownfield Grant Program			
* Wisconsin's Brownfield Program provides grant funds to assist local governments, businesses and individuals with assessing and remediating the environmental contamination of an abandoned, idle or underused industrial or commercial facility or site.	30%-50% up to \$500,000+ (demand of program generally requires above the statutory 50% match)	No deadlines. Applications reviewed as they are received.	Wisconsin Economic Development Corporation
MARKETING & EVENTS			
Joint Effort Marketing (JEM) Grant			
* Offers cash and guidance to implement promotions and events. Advertising and promotional costs are covered under this grant program. Eligible expenses include: email marketing, print and broadcast ads, direct mail, publicity, and billboards.	\$39,550	2 deadlines: April 1 and November 1.	Wisconsin Department of Tourism

Appendix A Funding Strategies

FUNDING PROGRAMS BY CATEGORY	MAXIMUM AWARD	APPLICATION DUE DATE	GRANTING AGENCY
INFRASTRUCTURE OPPORTUNITIES			
<i>Community Development Block Grants (CDBG)</i>			
* Public Facilities (PF) funds must directly benefit low-to-moderate income (LMI) households. Eligible activities include critical infrastructure projects, downtown enhancements, libraries, fire stations, etc.	*PF: Maximum award is \$500,000. Typical grant award is \$300,000-\$500,000 (or 25% - 50% of total project cost). 50% local match required.	*PF: Annual basis - TBD (previous 5/24/18)	Wisconsin Department of Administration
* Public Facilities for Economic Development (PFED) funds improvements to public facilities such as water systems, sewerage systems, and streets which will principally benefit businesses; and as a result will induce businesses to create jobs and invest in the community.	*PFED: Maximum grant for any single application is \$10,000 for each job created/retained or \$750,000. 50% - 70% match required plus private investment.	*PFED: No deadline-may be submitted at any time.	
<i>State Infrastructure Bank (SIB)</i>			
* Program operates similar to a bank and offers a range of loans and credit options to help finance eligible surface transportation projects. This program offers the ability to undertake transportation projects that would otherwise go unfunded or experience substantial delays.	No maximum (though program is currently funded at \$1,875,000). A 50% local match is required.	No deadline - applications are on a first come, first served basis.	Wisconsin Department of Transportation
<i>State Trust Fund Loan</i>			
* Loans may be used for public purpose projects such as school repairs, improvements, energy efficiency and building renovation, local infrastructure such as roads, town halls, airports, water, stormwater, and/or sewerage systems, trucks, emergency vehicles, TIF projects, economic development and downtown revitalization projects.	No limit except General Obligation or other borrowing limits set by statute.	No deadlines. Rolling applications.	Wisconsin Board of Commissioners of Public Lands
<i>Transportation Economic Assistance (TEA)</i>			
* Eligible grant activities include road, rail, harbor and airport projects that help attract employers to Wisconsin or encourage business to remain and expand in the state.	Maximum award is 50% of project costs. Grants of up to \$1 million are available. A 50% local match is required.	No deadline - applications are on a first come, first served basis.	Wisconsin Department of Transportation

FUNDING PROGRAMS BY CATEGORY	MAXIMUM AWARD	APPLICATION DUE DATE	GRANTING AGENCY
BUSINESS RECRUITMENT & RETENTION			
<i>Workforce Training Grant Program</i>			
* The program incentivizes job training that focuses on new technology, industrial skills, manufacturing processes, or leadership development. The training must not be currently available through other resources such as Wisconsin Technical College System, Microsoft Office training, OSHA courses, DWD Fast Forward, unless the program timeline does not coincide with business needs.	50% of eligible training costs, up to \$5,000 per employee trained.	Applications accepted on an ongoing basis.	Wisconsin Economic Development Corporation
<i>Business & Industry Loan Guarantees</i>			
* Given to businesses which save or create rural jobs. Borrowers can be public or private. Can be used for the purchase of land, equipment, buildings, tourist and recreation facilities and housing development.	80% guaranteed for loans of \$5 million or less; 70% guaranteed for \$5 - \$10 million; 60% guaranteed for \$10 - \$25 million	Applications accepted on an ongoing basis.	USDA Rural Development
<i>Economic Development, Enterprise Zone, and Jobs Tax Credits</i>			
* Available to assist Wisconsin businesses that have major expansion projects or are relocating major business operations from other states to WI. Tax credits earned through job creation, job retention, capital investment, employee training, and supply chain purchases from Wisconsin Vendors	Variable; based on job creation/retention, training costs, capital investment made.	No deadline.	Wisconsin Economic Development Corporation
<i>Rural Business Enterprise Grants</i>			
* Program finances the development of small and emerging business enterprises in rural areas. Grants may be used for acquisition and development of land, construction of buildings, machinery, roads, utilities, the creation of rural distance learning programs, technical assistance for businesses, industrial park improvements.	No maximum; however, smaller requests are given higher priority (generally range from \$10,000-\$500,000)	Annual basis - TBD (previous 4/30/18)	USDA Rural Development
<i>Worker Training Grants for WI Transportation, Logistics & Distribution Occupations</i>			
* Grant provides financial and technical assistance to businesses to meet their labor needs in partnership with worker training organizations throughout the state. Grant may be used for any training related expenses.	\$400,000	No deadline; however, award on a quarter basis.	Wisconsin Department of Workforce Development

Appendix A Funding Strategies

FUNDING PROGRAMS BY CATEGORY	MAXIMUM AWARD	APPLICATION DUE DATE	GRANTING AGENCY
PARKS & RECREATION			
<i>Community & Organization Funds</i>			
* Any non-profit organization in Jackson County can apply for a grant for any worthwhile project (other than salaries). Existing funds impacting the City of Black River Falls include "Lunda Community Park Maintenance Fund", "City of Black River Falls - Public Library Fund", etc.	NA	Annually - April 15 (and opens on March 1st)	Black River Area Foundation
<i>PeopleForBikes Community Grants</i>			
* Funds bicycle infrastructure projects such as bike paths, lanes, trails, and bridges, mountain bike facilities, bike parks and pump tracks, BMX facilities, end-of-trip facilities (bike racks, storage), and more.	50% of projects up to \$10,000.	1-2 Grant Cycles / Year	PeopleForBikes
<i>Recreational Trails Aid (RTA) Program</i>			
* Eligible costs include: maintenance or restoration of existing trails, development or rehabilitation of trailside/trailhead facilities and trail linkages, construction of new trails and property acquisition for trails.	Up to 50% of project costs.	Deadline likely to be May 1.	Wisconsin Department of Natural Resources
<i>Wisconsin Stewardship Program</i>			
* Priorities are nature-based, outdoor recreation projects. Funding is available for land acquisition, development, and renovation for outdoor recreation projects. Funds may also be used for facilities that support these activities (i.e. parking, restroom, shelter facilities). * Eligible development projects may include (but are not limited to): hiking or biking trails, cross-country ski trails, camping areas and picnic areas.	Maximum grant award of 50% of project costs. The typical award is \$50,000 - \$250,000. 50% match required.	Annual basis - next deadline is 5/1/2019	Wisconsin Department of Natural Resources