



"Where business soars with eagles"

SAUK COUNTY

DEVELOPMENT CORPORATION

SAUK COUNTY DEVELOPMENT CORPORATION

STRATEGIC PLAN

2007 – 2010

WORK PLAN

2009

ANNUAL REPORT

2009

SAUK COUNTY DEVELOPMENT CORPORATION

2009

SPONSORS

City of Baraboo
Village of Lake Delton
Village of Plain
Village of Prairie du Sac
City of Reedsburg

Village of Sauk City
Sauk County
Village of Spring Green
Village of West Baraboo

OFFICERS

Merlin Zitzner, President, Baraboo
Jim Bowers, Vice-President, West Baraboo
Roger Friede, Treasurer, Reedsburg
Wendy Crary, Secretary, Spring Green

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Melvin Rose, Sauk County
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Merlin Zitzner, Baraboo

STAFF

Karna O. Hanna, CEcD, Executive Director
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SCDC STRATEGIC PLAN

2007 - 2010

Mission

Promote and retain the diverse economic vitality of Sauk County and its individual communities.

Guiding Principles

The Corporation seeks to fulfill this responsibility by:

Partnering with public bodies and private organizations to nurture a civic and economic climate that supports and encourages local businesses;

Facilitating the development and recruitment of a quality skilled workforce through public and private investment in employee development to meet the needs of Sauk County businesses;

Nurturing and soliciting the growth of diverse industry, tourism, agri-business and other businesses that are compatible with local goals to fill County employment needs;

Promoting stewardship of the County's natural resources and sensitive land development to promote sustainable development;

Enhancing the economic health of the County by identifying trends and responding to new issues and opportunities in this era of global competition and rapid change;

Impartially serving as a resource for all communities, businesses and competing interests within Sauk County recognizing that our ultimate customers are the citizens of Sauk County.

Key Challenges Facing Sauk County

Developing and utilizing high-technology to operate in an ever changing global economy. (e.g. business marketing, communication, production, sales, distribution)

Finding solutions to regional workforce development, retraining, retention and recruitment issues. (e.g. aging workforce, baby-boomer retirements, lack of career paths, low wages, increasing workforce diversity, few jobs to retain a young workforce)

Collaborating to develop an educational system that prepares students to hold a local job with globally competitive skills today. (e.g. proficiency in science and math, problem solving, technology, ability to be innovative, robotics, skilled trades)

Embracing change and the attitude and behavioral shifts it requires as new, complex and competing economic trends manifest themselves. (e.g. thinking out of the box, innovative, risk-taking, collaborative)

Managing the balance between economic growth and sustainability of natural resources using new emerging models. (e.g. integrating sustainability principles into economic development decision making; “Green” concepts; Natural Step model)

Helping local small businesses understand and respond to changing regional buying and marketing patterns. (e.g. e-commerce, catalog sales, regional shopping patterns, niche downtown specialty stores, big box retail)

Maintaining a viable farm economy in the face of changing agri-business trends. (e.g. sustainable, organic, specialty foods, niche market farming, bio-energy production, rising fuel prices for agricultural commodities)

Preserving and enhancing our “sense of place” and quality of life. (e.g. beauty of area, recreation, parks and lakes, arts and culture, good government, work ethic, family values/life, education, health care, caring communities)

Insuring the quality public infrastructure in a time of tight budgets and competing future needs. (e.g. industrial park land, transportation, water, sewer, storm water, utilities)

Assisting entrepreneurial business owners across the industry spectrum to network, grow and thrive. (e.g. regional networking, counseling, E&I club)

Capitalizing on Madison’s proximity and its resources to gain knowledge, workers, technology, and jobs. (e.g. UW-Madison, research & development, collaboration, in-migration)

Learning to minimize territorial boundaries and vested interests in order to work toward common visions of success. (e.g. “community”, “we” vs. “me”, shared visions, communication)

Insuring broadband Internet access to all parts of the County (e.g. for business competitiveness, distance learning, education and training)

Strategic Directions

- Strategy I: Grow Existing Businesses, Nurture Entrepreneurs and Recruit Compatible New Businesses**
- Strategy II: Promote Innovative Economy - Driven Changes to Regional Educational Systems**
- Strategy III: Facilitate the Retention and Recruitment of a Quality Workforce**
- Strategy IV: Foster Regional Economic Development through Countywide Leadership, Communication and Collaboration**
- Strategy V: Encourage the Necessary Balance between Critical Resource Sustainability and Desired Economic Growth**

Strategy I

Grow Existing Businesses, Nurture Entrepreneurs and Recruit Compatible New Businesses

Business Assistance to Existing Businesses

- (1) SCDC will conduct **Industrial/Business Retention surveys and reports for member communities**
 - Prairie du Sac Business Retention Survey & Report
 - Reedsburg Industrial Retention Survey

- (2) SCDC will meet annually with at least 35 existing or prospective county businesses

Existing Businesses

Prairie du Sac Business Retention Survey

- Prairie Digital
- Tower Technologies/Unlimited Renewable Energies
- Davis Deuhr Dean
- Shared Imaging
- Edge Consulting
- Wollersheim Winery
- Heffron Homes
- Village Family Dental
- Klinker Electronics
- Universal Die & Stamping
- Professional Products & Services

Wilderness Hotel & Golf Resort – 2008 Large Business of the Year – Lake Delton

Four Elements Herbals – 2008 Small Business of the Year – Town of Freedom

Green Plan-it – Town of Delton

Pierce's Market – Local Food Project/Thrive - West Baraboo

Energies Direct – Sauk City

Tower Technologies – Prairie du Sac

Mueller Sports Medicine – Prairie du Sac

American Players Theatre – Touchstone Theatre – Spring Green

Teel Plastics – Baraboo

Tommy Bartlett's – Welcome Back Lake Delton – Press Conference

Glenville Timberwrights – financing - Baraboo

Renaissance Farm – Spring Green

Liberty Flags/Planet Turbine – Reedsburg
Reedsburg Chamber Downtown Open House – 16 businesses
Simply Manufacturing – City of Baraboo
Wisconsin Specialty Protein – Grand Opening – Reedsburg
Morning Glory Stone – Business consultation – Town of Delton
Swim Reedsburg – Business consultation – Town of Winfield
Eagle Plaza (10 businesses) – Business after Five – Sauk City
Straight Forward & 3D Training (3) – SCDC Board Meeting – Sauk City
Summit Credit Union – Chamber Business after 5 – Baraboo
Pizza Ranch – West Baraboo
Turtle Island Beads – SCDC Board Meeting – West Baraboo
Sauk County Health Care Center - Reedsburg

Small Business Counseling

Existing business – succession planning & employee compensation – Baraboo
Seneca Foods – employee training a expansion financing – Baraboo
Existing service business – financing assistance – Spring Green
Existing service business – refinancing assistance – Reedsburg
Existing service business – training opportunities – Lake Delton
Existing landscape business – financing assistance – North Freedom
Existing retail/service business – business planning – Reedsburg
Existing manufacturer - expansion – financing & marketing assistance –
Town of Prairie du Sac/Village of Prairie du Sac
Existing retail/service business – relocation & financing assistance – Baraboo
Existing manufacturing business – financing assistance – Town of Delton
Existing service business – financing & marketing – Sauk City
Existing business – marketing & energy efficiency assistance – Town of Winfield
Existing business expansion – meeting & follow-up with business/Village/Dept of
Commerce - financing – Spring Green
Existing business acquisition – financing – Rock Springs

Green Plan-it – business planning – Town of Delton
Start-up cleaning business – Baraboo
Start-up restaurant – financing - Baraboo
Start-up business – food preparation - Reedsburg
Start-up business – green energy consulting – Baraboo
Restaurant – business plan & financing – Lake Delton
Start-up business – Reedsburg
Start-up business – franchise option – Prairie du Sac
Start-up business – Reedsburg
Start-up business – business planning – Prairie du Sac
Start-up paralegal business – training opportunities - Baraboo
Start-up service business – Baraboo
Start-up service business – start-up, financing, marketing – Lake Delton

Start-up business – La Valle
Invention assistance – entrepreneur – Lone Rock

Prospective Business Recruitment

North Ridge Business Park – marketing strategy
Retail Business Recruitment – Partnering with RIDC – Reedsburg
Adams Columbia Electrical Co-op – Revolving Loan Fund
Green Business Park Registration – Gateway Business Park & Reedsburg
Business Park
Service Business Prospect – Labor force & demographic profile information,
financing assistance , labor force recruitment assistance – Sauk City
Manufacturing prospect (small start-up) – financing assistance – Sauk Prairie

Project Magnolia – Manufacturing/distribution prospect from Forward WI and WI Department of Commerce – upper Midwest (Seven sites were shown in five Sauk County communities. All prospective sites in Wisconsin were eliminated because they were not competitive with financial incentives in other locations.)

Flood Relief Assistance

- Sauk County FRSB Loan Reviews
- EDA/WI Department of commerce – coordination & assistance with grant applications (Town of Spring Green, Village of Plain, City of Reedsburg/MATC, Sauk County)
- **CDBG – EAP Amended Application (Sauk County received \$3.5 million to award to businesses impacted by the flood. In 2009 \$1,499,148 was awarded. To date in 2010 an additional \$1.2 million has been awarded or committed.)**
- **Prairie House Motel – financing assistance – Town of Spring Green**
- Arrange for SBDC Counseling for businesses impacted by 2008 flood

(3) SCDC will work intensively with at least 10 existing or prospective businesses.

SCDC had extensive involvement with nine existing and prospective businesses in 2009. These businesses are highlighted in the above listing of companies. In addition, SCDC worked extensively with numerous existing and prospective business start-ups, and businesses that were impacted by the June 2008 floods.

(4) SCDC will communicate as needed to provide special information, alerts, advice and services through multi-media

- Press releases for Columbia & Sauk Entrepreneurs & Inventors' Club
- Email communication to selected businesses, elected and appointed officials, educators, bankers, and other economic development partners relaying pertinent information from SCDC, the WI Department of Commerce, Sauk County Job Center, Workforce Development Board, and other economic development partners

- (5) **SCDC will provide information to existing and prospective businesses** (including available financial, technical, utility, and training assistance) to promote business development.
- SCDC regularly provided information to existing and prospective businesses through the SCDC web site, by phone, mail, email, and in person.
 - SCDC hosted an Economic Recovery Workshop for Sauk County businesses on July 8, 2009 with participation from the SBA, SBDC, and WWBIC.
- (6) **SCDC will work closely with communities, businesses, and organizations within the county to help find solutions to business and community issues.**
- Flood relief to businesses – partnered with communities and county government, WI Department of Commerce, EDA, and WWBIC.
 - SCDC partnered with Sauk County to submit an application to the WI Department of Commerce for CDBG-EAP funds to assist business affected by the 2008 floods and the SCDC Director serves as a technical advisor to the RLF committee overseeing the grants/forgivable loans from this program.
 - SCDC Executive Director serves as an advisor to the Sauk County Revolving Loan Fund Committee and serves as member of the Community Action Council RLF Committee.
 - Ringling Riverfront Redevelopment – partnered with City of Baraboo, EPA, Vandewalle & Associates
- (7) **SCDC will hold its annual competition recognizing outstanding businesses of Sauk County (Business of the Year Banquet) for their contributions to the economy.**
- SCDC held its 2008 Business of the Year Banquet in January of 2009 at the Wilderness and recognized Four Elements Herbals from the Town of Fairfield in the Small Business category, the Wilderness Hotel and Golf Resort located in the Village of Lake Delton in the Large Business category, and St. Clare Hospital and Health Services located in the City of Baraboo, City of Wisconsin Dells, and the Village of Lake Delton in the new non-profit business category.
 - In early 2010, the Corporation conducted the selection of the 2009 winners, which were recognized on April 1, 2010 at a celebration held at the Clarion Convention Center in West Baraboo. Winners of the 2009 Businesses of the Year competition were Wildside Adventure Sports from Baraboo in the Small Business category, Culvers Franchising System from the Village of Prairie du

Sac in the Large Business category, and Homeless Haven of Sauk County in the Non-Profit Business category.

(8) SCDC will maintain information databases valuable to existing and prospective business and partners/community leaders

- Directory of Manufacturing and Related Service Business database (includes business, employment information, and contact information)
- Web site: www.scdc.com (contains information about SCDC, Community and County profiles, Economic and Demographic Information, Available Buildings and Sites, Labor Force Information, Workforce and Education Resources and related links to Business Assistance and Financing, Columbia & Sauk Entrepreneurs' Guide – 2009 Update, Tourism, Community, Education, and state departments and association web sites)

Marketing/Recruitment to target niche industries/businesses

(9) SCDC will maximize opportunities for regional collaboration in business development and marketing.

SCDC continued its partnership with member communities, Sauk County Chambers of Commerce, WDVCB, and THRIVE to maximize regional opportunities for business development and marketing. Highlights of the year included:

- Active Sauk and Columbia Tourism Taskforce – web page initiative
- Sauk County Travel Planner – SCDC full-page ad
- Active Thrive ED Pros Committee
- Active media relations with all Sauk County newspapers, THRIVE Newsletter, and Capital Region Business Journal

(10) SCDC will work with member communities to target “niche” businesses that could fill needs and wants of the community and that can be realistically recruited.

Each community has identified preferred economic development directions through Smart Growth comprehensive plans and other marketing studies that provide direction for each community.

SCDC works in a variety of ways in collaboration with member communities to identify appropriate “niche” businesses. SCDC member communities and the county have now adopted their Smart Growth comprehensive plans, all of which contain an Economic Development element. Following is a brief synopsis of preferred economic development directions as contained in the comprehensive

plans and highlights of 2009 activities related to economic development in each member jurisdiction:

Baraboo identified two main economic development goals in its plan which was adopted in July of 2005:

- A. *Attract and retain businesses that enhance Baraboo’s desired “small town” character and build upon existing strengths*** (which include its strategic location in regard to tourism; location between Milwaukee, Chicago, and the Twin Cities; proximity to Madison/Middleton and an expanding regional market; excellent transportation access; good schools, safe neighborhoods, and good community facilities; educated workforce; “small town” atmosphere in premiere natural setting; growing airport presence).
- B. *Strengthen and diversify the non-residential tax base and employment opportunities.***

Accompanying objectives, policies, and recommendations focus heavily on high quality design, infill development, pro-active revitalization of downtown and the Water Street/Baraboo River corridor, development of industrial and commercial properties to the east of the USH 12 Bypass, retention of locally grown businesses, commercial development that caters to local consumers in order to stem retail leakage to Madison, brownfield redevelopment, and housing targeted to young professionals, empty nesters, and retirees.

Economic activity in the City slowed dramatically in 2009 as the result of the recession. Many businesses had to lay off employees as a result of reduced demand for their products and several building and remodeling projects did not get off the ground due to lack of financing. The Baraboo Economic Development Commission used the lull to regroup and begin laying plans for the future.

Projects of note that happened in 2009 were as follows:

- Equity Co-op Livestock Sales completed their new corporate headquarters on Commerce Avenue, north of the Deppe Mandt Business Park. This was a relocation from their old facility on USH 12 in the Town of Delton and was precipitated by an expansion of their landlord, Accelerated Genetics.
- Alliant Energy completed construction of its new facility on property north of the Deppe Mandt Business Park on Commerce Avenue. This was a relocation from their old building in the Ringling Riverfront Redevelopment District. The City acquired the old building and will demolish it, clean up the environmental contamination, and make the property available for redevelopment.
- The City received an additional \$200,000 Brownfield grant from the US EPA do in-depth studies of sites in the Ringling Riverfront Redevelopment District. This is addition to previously received grants of

\$2.5 million from the state Department of Commerce that kicked off the river redevelopment program and \$1.8 million in grants for environmental review and cleanup.

- The City continued to negotiate with Veolia to relocate their facility out of the Ringling Riverfront Redevelopment District. The property was eventually acquired by the City for \$1.3 million. The City has been actively seeking developers for the land.
- The City acquired the Boo-Canoe property and had a prospective office development that eventually collapsed due to lack of a tenant and financing.
- A spectacular Great Circus Parade returned to Milwaukee on July 12th.
- Circus World Museum held another very successful “Circus of the Chefs” fundraiser on September 13th.
- St. Clare Meadows announced that they would be expanding.

The number of new housing units that were permitted in Baraboo in 2009 dropped 82%, from 2008. In 2009, the City issued six single family permits, four duplex permits (8 units), and no multi-family units. This compared to 2008 when the City issued 13 single family permits, four duplex permits (8 units), and multi-family permits with a total of 58 units.

Lake Delton continued to implement its Smart Growth Comprehensive Plan which was adopted in 2003. The Economic Development component of the plan includes the following seven goals:

- 1) *Continue efforts to position the Lake Delton area as the leading tourism destination in the Midwestern United States.*
- 2) *Continue to develop infrastructure that accommodates and encourages future development and growth.*
- 3) *Develop multi-modal transportation options that encourage movement and access throughout the Dells area.*
- 4) *Maintain and enhance existing service and retail operations to serve residents of the Village and the surrounding area.*
- 5) *Develop and enhance health care services and facilities to accommodate increasing demands for advanced and accessible service*
- 6) *Promote and enhancement of a range of housing options, especially affordable single-family homes, to attract the diversity of workers necessary to maintain a vibrant local economy*
- 7) *Continue to invest revenue generated through the room tax in the Visitor and Convention Bureau to enhance local marketing and promotion efforts.*

According to the Wisconsin Dells Visitor and Convention Bureau and Davidson-Peterson Associates, the Wisconsin Dells area took in \$1.029 billion in visitor expenditures in 2009, representing a 3.8 % decrease from 2008. The amount translates to a total impact of \$434.2 million in income to residents that supports 23,558 full-time equivalent direct and indirect jobs. The WDVCB said that “Despite the worst economic downturn since the Great Depression, visitor counts to Wisconsin Dells in 2009 were actually estimated to be up by 8% from the year prior.”

In a nutshell, 2009 was all about recovery from the June 2008 floods that caused a breach in Lake Delton and resulted in the total drainage of Lake Delton. The community rallied in spectacular fashion to track down assistance from local, state and federal resources to get infrastructure repaired, the lake refilled, restocked with fish, and back open for business. A successful nationwide marketing effort was lead by the WDVCB to let people know that the Dells was open for business. In spite of the recession, people came back in record numbers.

Events that were a highlight of 2009 included:

- Lake Delton was successfully refilled for the start of the summer tourism season. Governor Doyle conducted a press conference in Lake Delton for the grand re-opening of Lake Delton held at Tommy Bartlett’s.
- Tanger Outlet Mall had some churning in the businesses located in the mall, but overall was going strong.
- Subway expanded.
- The Village received \$302,260 in CDBG-EAP money to assist with the expenses of reconstructing public infrastructure damaged in the June 2008 flood.
- The Wilderness constructed a new zip line across Lost Canyon.
- Famous Dave’s restaurant opened.
- The Wisconsin Dells School District referendum passed which will allow for the expansion of the grade school in Lake Delton.

In 2009, The Village of Lake Delton issued permits for six single family units. This compared with 2007 figures when the Village issued three single family permits, no duplex permits, no multi-family permits, and no condominium or time-share permits. The national recession has seriously curtained the second-home housing market which makes up a large share of the housing market in the Dells.

Plain completed its Smart Growth Comprehensive Plan in October, 2008. The document contains the following goals for economic growth:

Goal 1: Redevelop Downtown

Goal 2: Create Future Business Opportunities

Plain residents indicate that they would like to see more light and clean manufacturing businesses, retention of existing businesses and improved retail. They also indicated that heavy industry, specifically “smokestack business, is not desirable in the village. Luring business investment can include utilizing TIF districts, revitalizing downtowns, and actively seeking out development opportunities.

5.5 Opportunities to Attract and Retain Business

Much like other communities in Sauk County, Plain is affected by a lack of local businesses where good and services can be purchased. The outcome leads to missed opportunities for the community to retain some of that wealth and consumers that must drive to other communities to do the majority of their shopping. The establishment of essential local services would assist in retaining economic tax base for the Village and offer increased convenience to the consumer by reducing the reliance on an automobile for long trips to make purchases. To provide assistance in achieving a more localized economy, the Village must develop strategies for attracting retaining local business, which may involve creating incentives and partnering with the Sauk County Development Corporation.

The rapidly growing tourism industry also provides economic opportunities for numerous Sauk County communities. Plain is located in a central area of Sauk County and has potential to access the artisan, agricultural, historical, natural beauty and hospitality subsidiaries of the tourism economy. The Village has an opportunity to develop downtown business guidelines that incorporate unique historical features and redevelop some of the historical downtown structure to create a location that has the potential to “stand out” from other area communities. Other “niche market” businesses such as bed and breakfasts, artisan products and locally made/direct to market shops might be a successful compliment to the tourism industry and establish Plain as a must visit destination.

Highlights of economic activity in the Village in 2009 included:

- The Village of Plain applied for an EDA grant to get infrastructure into the new Plain Honey Creek Business Park and construct a Green Technology and Training Enterprise Center to act as the anchor for the park. The Village appointed a steering committee for the project which began to meet in anticipation of the award.

- The State Department of Commerce awarded Plain a \$1 million Community Development Block Grant for the project, pending receipt of the EDA grant.
- Ace's Restaurant & Bowling Alley, formally The Palace, closed.

The Village of Plain issued one single family residential building permit in 2009, compared none in 2008.

Prairie du Sac and Sauk City and the Town of Prairie du Sac adopted their joint comprehensive plan in November of 2005. There is a strong emphasis on collaboration, quality design to preserve community character, downtown revitalization and local development. The Plan contains one economic development goal and six objectives:

Goal: Emphasize the Sauk Prairie area as a local center of jobs, shopping, and services, while preserving the character of the communities.

Objectives:

- *Cooperate on economic development for the mutual benefit of all Sauk Prairie area communities.*
- *Direct non-farm related business development to the Villages, while encouraging farming and agricultural support businesses in the Town.*
- *Actively encourage revitalization of downtowns and other underused properties served by utilities.*
- *Enhance the downtowns as the centers of government services, businesses, and tourism.*
- *Provide new shopping and commercial service opportunities in concentrated, planned areas serving the community and surrounding neighborhoods, rather than in long unbroken strips.*
- *Maintain business and industrial parks that are attractive, contribute to the economic stability of the area, and are compatible with preservation of natural and historical resources.*

In 2005, the Sauk Prairie Area Chamber completed work on the Sauk Prairie Marketing study that was conducted by the UW Extension Center for Community Economic Development for the Sauk Prairie Area Chamber with assistance from SCDC. The study identified feasible commercial and service business opportunities for the area, capitalizing on Sauk Prairie's strategic location on the Wisconsin River. The complete study is available on the Sauk Prairie Area Chamber of Commerce and the SCDC web sites. The Chamber, Villages, and SCDC are now working to implement the study.

Highlights of 2009 economic activity in the Sauk Prairie Area included:

- The Village of Prairie du Sac joined the Pink Lady Rail Commission.
- Heritage Credit Union opened an office on Prairie Street in Prairie du Sac.
- The Village of Prairie du Sac and Alliant Energy and WPPI came to agreement as to which company will provide service in specific locations.
- Hwy 78 reconstruction went on most of the year.
- Culvers donated their old corporate headquarters to the Village of Prairie du Sac for a new library. The Village will refurbish the building. The Village is investigating their options for the facility, including an expansion to the building. A consultant was hired to assess funding options and timing.
- The Northridge Business Park in Prairie du Sac, opened with the \$10 million headquarters for Culver's Franchising as the anchor tenant. Kraemer Brothers was the general contractor.
- Sentry completed a major façade renovation to its grocery store.
- Mueller Sports Medicine broke ground on their new warehouse in the Town of Prairie du Sac next to their headquarters.
- The Villages of Sauk Prairie, Sauk City and the Town of Prairie du Sac held a joint meeting to hear from Sauk Prairie Memorial Hospital about their plans to build a new facility on USH 12. The matter is quite controversial due to concern about the location in proximity to the airport, the need to amend the plan timeline, and concern over what will happen to the current building.
- The Joint Comprehensive Plan Committee hosted a well-attended meeting to discuss rail and trail issues.
- LaRowe, Gerlach, and Roy completed their new office in the new Sauk City Business Park.
- The Scanlon property at the NW corner of USH 12 and Water Street in Sauk City underwent a major renovation and is available for lease.
- MSA is completed an award-winning Sauk City Riverfront Redevelopment Plan which incorporates the entire downtown.
- The Sauk City Village Board passed a 3% room tax designated to go to the Chamber.
- Sauk City is planning the construction of a municipal parking lot to serve the downtown. Three residences will be demolished.

- The Sauk City Board voted to delay the Hwy 12 improvement and is looking for additional funds. WisDOT is now requesting that the Village put up \$1.3 million to fund its portion of the project.
- The Village of Sauk City purchased the vacant lot in downtown that was the former home of Ganser's, the variety store that destroyed in a fire a few years ago. The Village is going to fill in the lot and market the property.

In 2009, the Village of Prairie du Sac issued ten single family building permits. This compared to 2008 when the Village issued 12 single family permits, no duplex permits, and no multi-family permits.

In Sauk City in 2009, the Village issued nine single family building permits and one duplex (2 units) permit. This compared favorably to 2008 when the Village issued nine single family permits.

Reedsburg *continued with the implementation of its Industrial Development Plan to help existing businesses expand and new businesses to locate in the Industrial and Business Parks. The City is seeking both industrial and service businesses and has ready-to-build sites in its Business Park and Industrial Park where rail service is available. Reedsburg is seeking businesses that will be compatible with the City's existing strong industrial base that includes metal fabrication, plastics, and food processing clusters.*

The economic development component of the City's Smart Growth Comprehensive Plan which was adopted in 2003 also identifies high-tech industries as preferred niche businesses for Reedsburg. The City views its municipally owned and operated fiber optic system as a key differentiating factor in setting the community apart as a preferred place to live and do business.

In 2007, the City received a grant from the Department of Commerce to fund a targeted industry study to identify which industries which would be a good match for the City's business park capitalizing on the rich, city-owned fiber optic network and communications utility. The study, conducted by Vierbicher Associates, was completed in 2008 and is now posted on the City and Sauk County Development Corporation web sites. SCDC helped to fund the study which sites financial services, data centers, technology based manufacturing, transportation and logistics, electronic shopping and mail order, R & D in physical engineering and life sciences, call centers, and software publishing as types of businesses to target.

Highlights of 2009 economic activity in Reedsburg included:

- City was a co-applicant along with Madison College, the City of Portage, and the City of Waterloo for an EDA grant. Reedsburg's part of the application was for industrial park expansion and infrastructure and changes to the Utility

Commission building to accommodate a mobile advanced manufacturing training lab. The City was eligible for the grant due to the 2008 flooding.

- Wisconsin Specialty Protein opened in the Reedsburg Business Park, adding 20 new jobs to the community. The grand opening was held on September 25th. Wisconsin Specialty Protein (WSP) announced a line of new products called “Tara’s Whey” that are now being sold in Whole Foods and other retail locations as well as on-line.
- A new Italian restaurant, Collabria, opened in downtown in the property vacated by the Wooden Spoon.
- Croell Redi-Mix Concrete started production in the Industrial Park on May 15th.
- The Grede Foundry was heavily impacted by the recession and the decline in the automobile industry, had to lay off hundreds of employees, went into bankruptcy and was eventually sold to a new owner. The city was left with a big unpaid utility bill. By the end of the year, employment had risen to 550.
- The City received a \$1,565,881 CDBG-EAP grant to make storm and sanitary sewer improvements, 12.5% local match for HMGP projects, and construction of a new well outside the flood plain.
- The City of Reedsburg received FEMA money to buy 19 houses that were damaged in the 2008 flood.
- The City contracted with Friede and Associates for a major rehab project to the basement of the fire station.
- Madison College installed a walkway between the campus and the new Sauk County Health Care Center. Spring enrollment increased by 16% and fall enrollment by 22%.
- Reedsburg High School football team beat West De Pere to win the state championship in their division at Camp Randall.
- The new Sauk County Health Center located adjacent to the Madison College Campus opened to rave reviews. Kraemer Brothers was the general contractor.
- Columbia Par Car received a contract with the federal government for 799 electric vehicles.
- The Wormfarm Institute received notification that they would be the recipient of a grant to host the Smithsonian “Key Ingredients – America by Food”

exhibit in 2010. The event will be held at the Woolen Mill in downtown Reedsburg.

- Silverstone Partners proposed building a 48 unit \$6 million senior housing project (Park Place) in downtown Reedsburg.
- The City is applied for a \$2.8 million CDBG-EAP flood mitigation grant to assist in re-opening the movie theater in downtown, the Park Place Senior Housing project, and storm sewer development.

Residential construction in Reedsburg in 2009 was down 67% from the growth exhibited in 2008. In 2009, there were 14 single family, no duplex permits, and no multi-family permits issued. In 2008, Reedsburg issued 26 single family permits and eight duplex permits (16 units).

Sauk County adopted its Smart Growth Comprehensive Plan, “Positioning Sauk County for the Future” on December 15, 2009. The plan contains the following economic development element:

5.0 Overview

The economy is one of the driving forces of a vibrant community, strongly affecting residents’ lives and daily decisions. People live where they can find work and make enough money to support themselves and their families. Additionally, the quality of jobs is essential. Workers want jobs with benefits that meet their needs, particularly regarding issues such as health care insurance. Recognizing the important role the economy plays in society, Sauk County consistently works to strengthen its economy. Not only does a thriving, vibrant economy make a community a more enjoyable place to live for residents, but it attracts new residents and businesses. Without a flourishing economy, local governments and organizations may struggle to provide necessary services to residents.

The following goals and objectives are designed to increase the strength of the Sauk County economy by empowering individuals while protecting the County from becoming dependent on any one industry for economic success.

5.1 Financial Self-Sufficiency

Financial Self-Sufficiency Defined

Financial self-sufficiency is indicated by economic independence and financial stability for individuals and families. It includes the ability to not only be able to meet current expenses, but to save for future needs, such as retirement or education. It also means building equity to be able to leverage additional financial resources when needed.

Individuals and families who are financially self sufficient contribute to a more resilient local economy and a community that is less dependent on government services or non-profit organizations to meet basic needs. It is necessary that residents have access to resources that enable them to seize economic opportunities and better plan for their financial future.

Financial Self-Sufficiency Goal

Financially self-sufficient individuals and families.

Financial Self-Sufficiency Objectives

Objective 1

Develop programs to help individuals more effectively manage their finances.

Objective 2

Expand job-training programs for current and dislocated workers that will enable them to compete in a globally competitive economy.

Objective 3

Develop programs to remove barriers to employment (i.e. transportation, day care, and educational issues).

Objective 4

Identify more affordable and accessible health care options.

Objective 5

Expand communications between local schools and the business community regarding skills graduates need.

5.2 Economic Diversity

Economic Diversity Defined

A diverse economy is one that relies on a wide range of industries, services, and agricultural activities that contribute to varied employment opportunities and total output of the local economy. This helps to ensure that any one economic sector does not account for the majority of employment opportunities or output, creating a more resilient community by reducing dependence on any one economic sector.

Fostering a diversity of economic sectors serves to protect or cushion communities from economic downturns, stabilizing community employment and output during potentially difficult times. A diverse economy contributes to the overall stability of the community and the long term economic success of the County.

Economic Diversity Goal

A diversified and non-depleting (sustainable) economy.

Economic Diversity Objectives

Objective 1

Support local business start-ups.

Objective 2

Support the expansion of existing businesses into new markets.

Objective 3

Develop collaborations with local and regional organizations to promote the Sauk County region.

Objective 4

Promote and support the development of environmentally focused businesses/manufacturers.

Objective 5

Research and identify the mix of businesses where Sauk County has a competitive advantage.

Objective 6

Improve utility and transportation infrastructure (i.e. high-speed internet, freight rail, highway, and energy).

Objective 7

Attract/create employers that offer high wage jobs.

Sauk County was recognized in 2009 by the Policom Corporation as having the 21th strongest Micropolitan economy out of 576 Micropolitan Statistical Areas in the U.S. based on 2008 data. Policom addresses the conditions of an economy from the viewpoint of its impact upon the “standard of living” of the people who live and work in an area. The highest ranked areas have had rapid, consistent growth in both size and quality for an extended period of time. The lowest ranked areas have been in volatile decline for an extended period of time.

2009 Sauk County sales tax revenue was down 7.33% from the prior year, but exceeded the target budget by 1.31%, or \$85,852. The County had wisely projected that sales tax revenue would drop and had planned accordingly.

According to the Wisconsin Realtors Association, 2009 home sales were up over 9.3% from 2008. The median sales price dropped 7.7% from \$151,750 to \$140,000 as a result of declining prices and governmental incentives for first-time home buyers.

In 2009, Sauk County again held the #3 slot out of 72 counties in the amount of tourism revenue generated - \$1.014 billion, a decrease of 3.55% from 2008. This spending accounted for 8.38 % of all traveler expenditures in the state. Traveler spending in 2009 supported 23,493 full-time equivalent jobs and \$27.4 million in wages and salaries in Sauk County. Travel spending in Sauk County generated a total impact of \$52.2 million in taxes and other fees for local government in 2008 and \$124.2 million in state revenues.

Following are the County's 2009 economic development highlights:

- The County solicited developers interested in redeveloping all or a portion of the old Sauk County Nursing Home. There were no takers, so the County moved to obtain bids to demolish the property.
- The County contributed \$25,000 towards an engineering study of the condition of the Merrimac rail bridge. Wisconsin Southern Railroad Company contributed the remainder for the \$90,000 study which was conducted by Ayers Engineering during the spring and summer. Study results will be used to inform the Rails to Trails discussion in the Sauk Prairie area and the continuance of reliable rail service in Sauk County.
- Sauk County applied for an EDA grant to expand the County's broadband fiber optic network building on a \$3.1 million investment that the County made for the fiber loop and towers to upgrade safety communications throughout Sauk County.
- The County Board passed a resolution to lease four strands of dark fiber to Hilbert Communications, a parent company of Bug Tussel Wireless. The County is expected to receive \$2.4 M in revenue within a minimum of 10 years.
- Badger Army Ammunition Plant (BAAP) –
 - Additional buildings were demolished and sites cleaned up
 - Railroad ROW was transferred to the State Department of Transportation
 - USDA Dairy Forage Research held an informational meeting regarding their activities and expansion plans.
 - The contaminated aquifer under the plant continued to migrate. Tests are on-going.
- The County Health Care Center was completed on-time and on-budget. Residents of the old nursing home were smoothly moved into their new home on November 17, 2009 by a small army of staff and volunteers. The Board sold two houses on the old site and is working with Waste Cap to arrange for the demolition of the main building in the spring.

- Sauk County received a \$2,662,500 CDBG-EAP grant for HMGP buyouts and assistance to businesses damaged in the June 2008 floods. In 2009 \$1,499,148 was awarded to businesses as grants or forgivable loans.
- The County Board approved a one-year contract with KDL to lease two strands of fiber from Spring Green to Reedsburg. The ultimate customer is Lands' End.
- Sustain Sauk, the ad hoc sustainability committee formed in 2007 continued to blossom in 2009. Committee members have been involved in projects around the county to promote sustainable development and quality of life.
- WisDOT made substantial progress on the north phase of the USH 12 bypass project to be completed in 2011.

In 2009, Sauk County issued 33 single family building permits. This represents a 59% decline in permits from 2008 when the Sauk County Planning and Zoning Department issued 81 single family building permits. The permits in 2009 were dispersed throughout the county but with a preponderance showing up in the northern tier of towns, similar to the prior year.

Spring Green and the Town of Spring Green adopted a joint comprehensive plan in 2005. The plan has one economic development goal and six objectives:

Goal: Promote strong retail, service and industrial businesses in the Village that serve local and regional residents and tourists visiting the area.

Objectives:

- *Maintain an economically balanced community with a mixture of retail, service, office, and industrial development.*
- *Attract businesses and industries that create well-paying jobs, contribute substantially to the tax base and are stable businesses that will be in the community for a long period.*
- *Attract “clean” businesses and industries that will not have adverse environmental impacts or be incompatible with the character and quality of the community.*
- *Coordinate retail and service businesses in Spring Green with other attractions in the region so that visitors to the general areas are attracted to Spring Green businesses*

- *Provide an adequate inventory of developable business and industrial park sites so that existing businesses have sufficient expansion area and new businesses can be attracted to the area*
- *Attract businesses that contribute towards and build upon the cultural resources and traditions of the Spring Green area.*

Following are the 2009 highlights of economic activity in the Spring Green area.

- The Village and the Town of Spring Green continued to deal with the aftermath of the 2008 June flood. The River Valley Flood Investigation Report was completed by Jewell & Associates and both the Village and Town Boards accepted the study.
- Chad Kannenburg built a 7 unit mini-storage warehouse on property located on Hoxie Street near the new Fire Station.
- The Village completed a stormwater project north of the Village along the Sprecher farm land. A forty foot drainage easement was refurbished with a barrier installed to prevent crop land from encroaching into the easement. In addition, a sewer lining project was completed, which will prevent stormwater from infiltrating the sanitary sewer which was the main cause for the Waste Water Treatment Plant being down during the 2008 flood.
- The Village put the post office up for sale to raise money to build a new Village Hall & Police Station.
- The Village received a \$50,000 Energy Grant to from the federal stimulus package to analyze Spring Green's municipal buildings.
- The June Spring Green Arts and Craft Fair was a huge success.
- The Fall Art Tour, showcasing artists from the Baraboo, Spring Green and Mineral Point area was very successful.
- American Players Theater completed their new Touchstone indoor theater and opened productions to rave reviews.
- The Town of Spring Green and Sauk County applied for an EDA grant to construct a drainage way from Big Hollow to the Wisconsin River to mitigate future flooding in the valley.

In 2009 Spring Green issued two single family building. This compared to 2008 when Spring Green issued four single family building permits and one multi-family permit (five units).

West Baraboo completed its Smart Growth Comprehensive Plan with assistance from MSA Professional Services in 2004. There is a strong recognition that the future economic health of the Village is tied to the overall prosperity of the region. The plan contains the following eight economic development goals:

- *An active and growing basic sector in the Baraboo regional economy.*
 - *An active and growing tourism sector in the Baraboo regional economy.*
 - *The existing alignment of USH 12 continues to provide traffic access to West Baraboo's commercial district for the foreseeable future.*
 - *A growing retail and commercial sector based on linear development along USH 12 consistent with the village's preference for development appropriate to its gateway role.*
 - *A successful, theme-based regional tourism sector of which the village is an active participant.*
 - *The village works with Sauk County, the City of Baraboo, the Ho-Chunk Nation and the Town of Baraboo and other towns to create a retail and tourist entertainment corridor along the existing USH 12.*
 - *To the greatest extent possible, remediation and reuse of all brownfield sites located in the village.*
 - *A well-developed strategy to help local businesses cope with the proposed westward realignment of USH 12.*
-
- After drilling two test wells, the Village settled on a good location for its new well. Construction began and will be completed in 2010. The Village received \$720,000 federal stimulus funds to help pay for the new well.
 - WisDOT begun construction of the USH 12 bypass from Terrytown Road to I90/94.
 - Kristina's Restaurant was purchased by new owners and renamed The Westside Grill.
 - Bethesda Thrift Store opened in the Westdayl Shopping Center.
 - Mailboxes, the packaging and mailing store, was sold to new owners.

In 2009 the Village of West Baraboo issued three duplex permits (six units). This compared favorable to 2008 when no new residential building permits were issued.

- (11) SCDC will implement business attraction efforts to attract niche businesses (in target industries) that could complement individual communities' economic**

bases

- Sauk County 2009/10 Travel Planner full-page ad
- SCDC worked with the Department of Commerce, Alliant Energy, and Thrive to help promote Sauk County communities, buildings, and sites.

Support for local entrepreneurs

(12) SCDC will support local entrepreneurs to create new businesses by providing information and assistance and operating as a WEN Outreach Center

- SCDC participated in WEN teleconferences and workshops and served as an intake center for entrepreneurs seeking start-up business assistance
- SCDC co-hosted a SBDC First-Step Business Exploration Class with participation from the SBDC and Alliant Energy.
- SCDC co-sponsored an eight-week NX Level business fundamentals business planning class with the SBDC, MATC, CCEDC, UW Baraboo/Sauk County, and Alliant Energy. The class which was taught in the fall at MATC-Reedsburg and had 23 participants.
- SCDC co-hosted a Small Business Breakfast Workshop with the SBDC on Customer Service.
- SCDC co-hosted a Small Business Breakfast Workshop with the SBDC on Marketing.
- SCDC co-hosted a “Money-Matters” Workshop on personal and business money management for prospective entrepreneurs with the Columbia County Economic Development Corporation and WWBIC.
- Darin, Mark, and Larry Carignan, members of the Columbia and Sauk Entrepreneurs and Inventors’ Club won the grand prize for their Firststrike Fish Strike Indicator at the UW-Whitewater Inventors Showcase and Competition that was held at Chula Vista in October.

(13) SCDC will collaborate with Columbia County Economic Development Corporation and MATC to administer and promote the Entrepreneurs and Inventors’ Club.

- SCDC co-sponsored the Columbia and Sauk Entrepreneurs and Inventors Club which met on the fourth Wednesday of the month, alternating meetings between Baraboo and Portage.

Strategy II:

Promote Integrated Innovative Economy-Driven Changes to Regional Educational Systems

(1) SCDC will promote and facilitate forums with education partners and

community leaders seeking to promote necessary changes to educational systems that demonstrate knowledge/skills of the global economy and sustainable development

- Sauk County Workforce Education Summit II – SCDC held its second workforce/education summit on November 13, 2010. The very successful summit was a highly collaborative effort among educators, employers, and workforce professionals. The new Workforce/Education Resources section of the SCDC web site was introduced.

(2) SCDC will identify needs/promote changes in education/training for the Sauk County economy utilizing partnership information, focus groups, written surveys and face-to-face interviews

SCDC worked with employers and educators to identify and promote needed changes to educational offerings for students and recumbent workers. This was accomplished through work with:

- Workforce Development Board of South Central Wisconsin
- WDB SCW WIRED grant
- MATC K-16 Partnership
- UW Baraboo/Sauk County Community Advisory Board
- Baraboo School to Careers Advisory Council
- Sauk County Workforce/Education Summit
- SCDC Industrial & Business Surveys (Prairie du Sac and Reedsburg)
- Sauk County Job Center Business Services Team

(3) SCDC will continue its active involvement with and support for School/Business programs and high school apprenticeships.

- MATC K-16 Partnership
- UW Baraboo/Sauk County Community Advisory Board
- Baraboo School to Careers Advisory Council
- Promotion and recruitment for the Manufacturing Skills Standard Certification (MSSC) training program

Strategy III:

Facilitate the Retention and Recruitment of a Quality Workforce

(1) SCDC will strengthen its partnership network to help existing and prospective employers find solutions to critical existing and future employee retention, recruitment and training issues.

SCDC worked to accomplish this goal through active participation on the:

- Sauk County Job Center Business Service Team

- MATC K-16 Partnership
 - MATC Customized Labor Training Initiative
 - Workforce Development Board of South Central WI
 - Sauk County Workforce Education Summit II
- (2) **SCDC will be a key partner in the Sauk County Comprehensive Job Center partnership.**
- SCDC continued to serve as an active partner in the Comprehensive Sauk County Job Center, throughout 2009. SCDC participated on the Business Services Team and the Operations Team.
- (3) **SCDC will collaborate on the sponsorship of Job Fairs, Career Days and Employer Breakfasts.**
- 2009 represented another transitional year for the Sauk County Job Center as The Workforce Development Board of South Central WI implemented a new organizational structure with its staff. A job fair was seriously explored with employers, but due to a decline in jobs related to the recession, was not deemed necessary.

Strategy IV:

Foster Regional Economic Development through Countywide Leadership, Communication and Collaboration

- (1) **SCDC will maximize its involvement with THRIVE to take collaboration in business development and marketing to the next level for Sauk County.**
- SCDC partnered with Thrive to promote the region and was featured in their annual report video.
 - SCDC Executive Director served on the THRIVE Collaboration Council, was active in the THRIVE Economic Development Professionals (ED Pros) group.
- (2) **SCDC will strengthen cooperation among Sauk County units of governments, businesses and non-profits to strengthen relationships and to recognize interdependencies among communities on matters related to economic development and community building.**

- SCDC Board meeting Community Reports
 - Participation on Sustain Sauk, network of businesses, non-profits, and units of government to promote sustainable communities and economies
 - Participation on Sauk & Columbia Tourism Committee
 - Participation on the Sauk County Comprehensive Smart Growth Plan
- (3) SCDC will be responsive to the economic development needs of its member communities**
- SCDC participated actively with all of its member communities to address individual needs throughout the year.
 - The SCDC Executive Director met regularly with the Baraboo Economic Development Commission, the Reedsburg Industrial and Commercial Development Commission, the Sauk Prairie Chamber Economic Development Committee, the Sauk County Economic Development Committee, and the Sauk and Columbia Tourism Committee.
 - The 2008 floods represented the greatest need to respond as quickly and agilely as possible to acute economic needs throughout the county. SCDC devoted substantial time and effort in 2009 to continue to assist businesses impacted by the flood to receive financial aid and business counseling from a variety of sources (SBA, SBDC, Central WI Community Action Council, Sauk County FRSB loans, Sauk County CDBG-EAP loans and grants, and WWBIC).
- (4) SCDC will continue building leadership in Sauk County through its involvement in the annual implementation of the Sauk County Institute of Leadership (SCIL).**
- SCDC was a founding partner in the Sauk County Institute of Leadership (SCIL) which is now in its thirteenth year of operation. In 2009/2010, the SCDC Executive Director served on the SCIL board, taught in the Economic/Community Development Seminar, and co-hosted the Health Care Seminar for the 2009/2010 class.

Strategy V:

Encourage the Necessary Balance between Critical Resource Sustainability and Desired Economic Growth

- (1) SCDC will help educate citizens, elected officials and business people about**

sustainability, well-balanced growth and take an active role in efforts that promote the same.

- Participation on Sustain Sauk, network of businesses, non-profits, units of government, and interested citizens to promote sustainable communities and economies
- When speaking with various organizations and businesses about development in Sauk County, the Executive Director always stressed the need to manage growth in Sauk County in order to preserve and maintain natural resources and encourage growth where it can be served by public services and is in compliance with the jurisdiction's comprehensive plan.

(2) SCDC will actively participate in matters pertaining to future development of industrial/commercial land and encourage development compliant with town/municipal and county Smart Growth plans.

- The SCDC Executive Director advised all business prospects and entrepreneurs of the need to be in conformance with local comprehensive plans and in compliance with local zoning codes.
- The SCDC Executive Director served on the Sauk County Technical Advisory Team to be a resource to all local units of government going through the Smart Growth comprehensive planning process. In 2009, the SCDC Executive Director assisted Sauk County with its open house/workshop held in Reedsburg and reviewed and made recommendations for the economic development section of the Sauk County Comprehensive Plan.