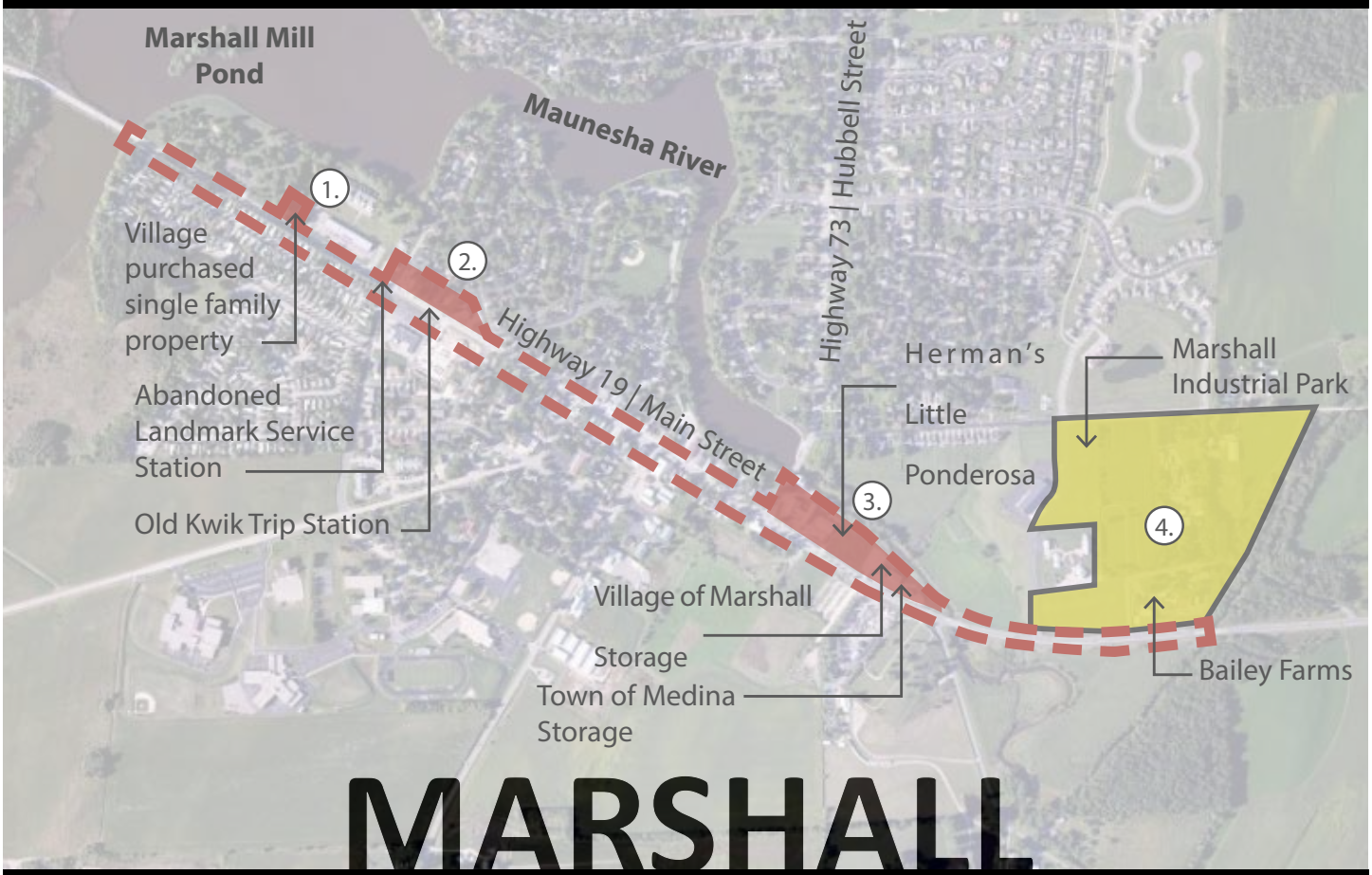

HIGHWAY 19 CORRIDOR

REDEVELOPMENT PLAN

Adopted
March 9, 2017

MSA PROFESSIONAL SERVICES

RESOLUTION 2017-01
Resolution to Adopt the Village of Marshall Highway 19 Corridor Redevelopment Plan

WHEREAS, the Village of Marshall adopted a Downtown Master Plan in 2007; and

WHEREAS, the Downtown Master Plan provided guidance on the long-term development of properties along Main Street (Highway 19) in Marshall but did not include detailed plans for properties located along the eastern and western gateways into the Village along Highway 19; and

WHEREAS, significant changes have occurred in the marketplace since the Downtown Master Plan was created along Highway 19, including the acquisition of property by the Village, the relocation of a gas station, removal of a car wash, and the deterioration of buildings; and

WHEREAS, the Village desires to redevelop underutilized properties along Highway 19 to improve property aesthetics, increase property values, increase employment opportunities, increase and diversify retail and service business, improve housing, and to eliminate blighted properties and nuisance uses; and

WHEREAS, the Village obtained a grant from Dane County's Better Urban Infill Development (BUILD) program to partially fund completion of the Highway 19 Corridor Redevelopment Plan; and

WHEREAS, the Village Board appointed a Special Steering Committee to work with the Village's planning consultant MSA Professional Services, Inc. to develop the Highway 19 Corridor Redevelopment Plan with said membership consisting of a diverse set of community stakeholders; and

WHEREAS, the Steering Committee met several times with MSA to develop the corridor plan, and held two public information meetings to obtain public feedback during the planning process; and

WHEREAS, the corridor plan provides recommendations and conceptual redevelopment site plans for a number of key properties along the Highway 19 corridor, and updated retail market analysis, and guidance on the continued implementation of recommendations contained in the 2007 Downtown Master Plan; and

WHEREAS, the corridor plan is intended to serve as a supplement to the 2007 Downtown Master Plan and as a general land use and planning guide for the Village.

WHEREAS, the corridor plan has been recommended for adoption by the Special Steering Committee.

NOW, THEREFORE, BE IT HEREBY RESOLVED that the Village Board of the Village of Marshall adopts the Highway 19 Corridor Redevelopment Plan

Marlin E. Hensler Jr., Village President

ATTEST:

Sue Peck, Village Administrator/Treasurer/Deputy Clerk II

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Acknowledgements

The following people are responsible for the creation, refinement, and adoption of this Plan

Marshall Village Board
Mary Brunch *Trustee*
Chad Diedrick *Trustee*
Ryan Frey *trustee*
Tara Gibbons *trustee*
John Schuepbach *trustee*
Mark Shepler *trustee*

Marshall BUILD Plan Committee
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John Schuepbach
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Shane Siedschlag
Steve Tweed

MSA Professional Services, Inc.
Andrew Bremer *AICP*
Becky Binz
Stephen Tremlett *AICP, CNU-A*

Marshall residents, property owners, and business owners attended meetings, reviewed draft materials, and submitted comments that have improved this Plan.

BUILD Program Funding
This Plan is paid in part by a grant from Dane County's Better Urban Infill Development (BUILD) program. The BUILD program partners with Dane County communities to plan and implement infill development through planning grants. The funding supports the assistance of planning consultants who help communities with preparation of infill plans.

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CHAPTER 1

INTRODUCTION

1 Purpose & Objectives
1 Planning Process
2 Study Area
3 Relevant Plans
3 2007 Downtown Plan Review

1.1 Purpose & Objectives

This proposed planning effort is in response to the changing markets since the Great Recession that have stalled the implementation of the 2007 Downtown Plan. This prior plan needs to be re-accessed and be reconsidered. While some improvements have been implemented by the Village, such as decorative street lighting along WIS 19, the Downtown Plan did not sufficiently address the gateways of the community. In addition, since the 2007 plan was completed the Village has acquired parcels for redevelopment and new parcels have become available for redevelopment, these sites were not addressed in the 2007 Downtown Plan. There is also an area on the eastern edge of the Village that is thought to be impacting community growth and development, and this plan provides alternatives redevelopment concepts for this area. This planning process will enable the Village to build off of previous planning efforts such as the 2007 Downtown Plan to address new economic development opportunities.

Plan Objectives

- Update and expand the existing Downtown Plan to include the western and eastern entry points of the Village along WIS 19.
- Plan for better vehicular, bicycle and pedestrian access and circulation to proposed development sites and existing neighborhoods throughout the corridor.
- Re-imagine underutilized and abandoned properties along WIS 19.
- Improve Village entry and gateway image and aesthetics.
- Develop a plan that attracts businesses to the existing Village Industrial Park.
- Improve the curb appeal of existing buildings along Main Street/WIS 19, creating a unique and memorable sense of place that increases property values.
- Address impacts of proposed developments and determine market feasibility.
- Provide the Village with a plan for infill development for underutilized and abandoned properties.

1.2 Planning Process

This planning process was led by a special committee consisting of residents, local business owners and Village officials. The Plan was discussed and developed through several meetings between June 2016 and February 2017.

All meetings were public meetings and traditionally noticed as such. In addition, the downtown property owners were expressly invited to attend and participate in two public informational meetings via direct notices.

PROJECT MILESTONES

June 2016	***SC Mtg #1*** *(Kickoff)*
Aug 2016	***PIM Mtg #1*** *(Public Kickoff)*
Sept 2016	***SC Mtg #2*** *(Market & Concepts)*
Jan 2017	***SC Mtg #3*** *(Draft Plan Review)*
Mar 2017	**SC Mtg #4 / PIM #2** *(Draft Plan)*
Mar 2017	***Village Board*** *(Plan Adoption)*

1.3 Study Area

The Highway 19 Corridor, also known as Main Street, runs east-west through the Village of Marshall in Dane County. The eastern gateway to the Village occurs as Highway 19/Main Street crosses the Maunesha River. After crossing the River the first thing a motorist sees coming into the Village from the east is the Bailey's Farm property, an animal rendering facility, located north of Highway 19 off Karem Drive. The western most limit to the corridor is once again where the highway crosses the Maunesha River by Riley Deppe County Park.

Several properties have been identified as potential infill redevelopment opportunities along Highway 19, they are numbered 1 through 5 on the location map below and include:

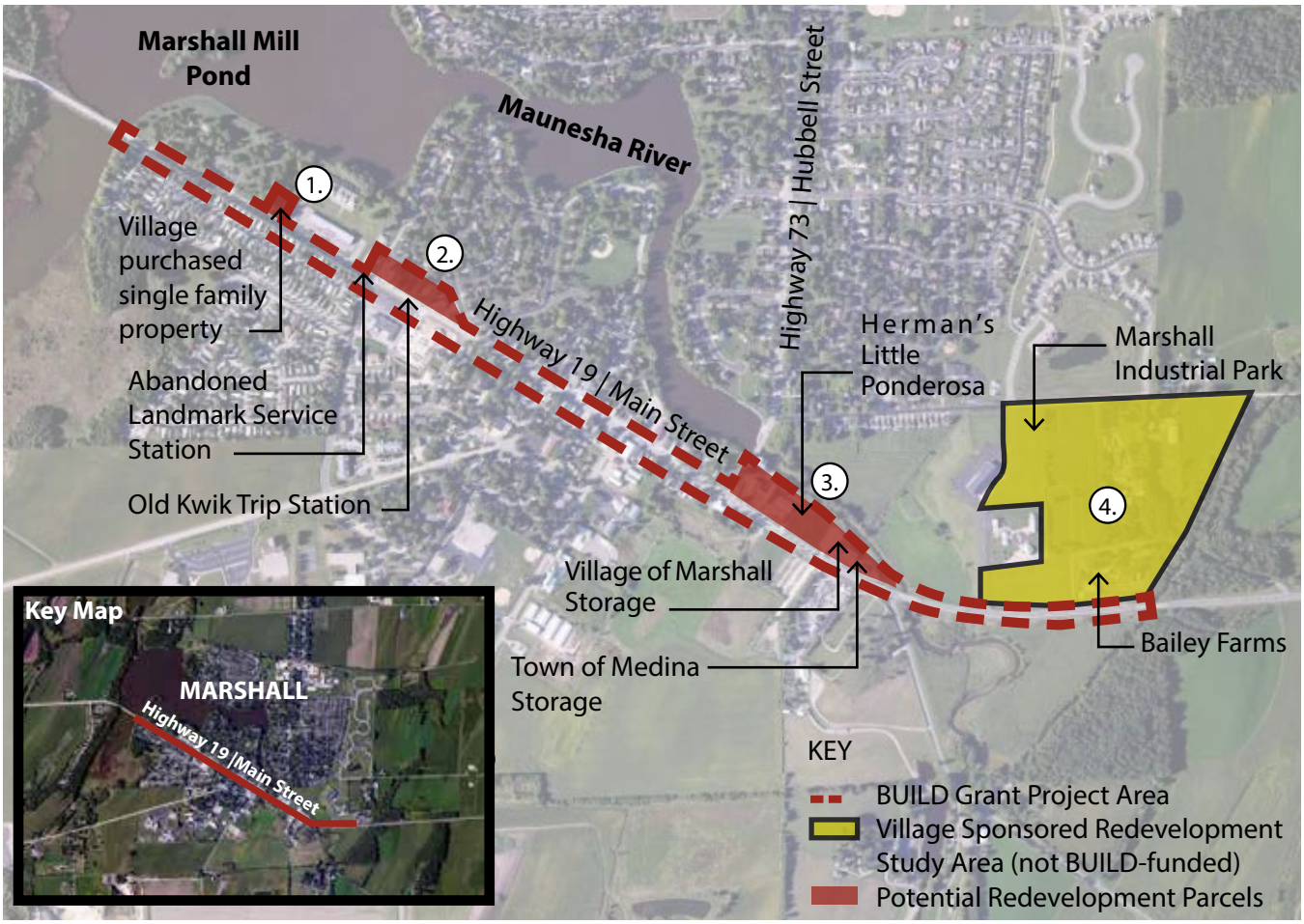
Area 1: A 1.2-acre residential parcel recently acquired by the Village located on the north side of Highway 19 west of Waters Edge Court and east of Riley Deppe Park (834 W. Main St.).

Area 2: A 1.5-acre area consisting of a single family residence, a vacant parcel (formerly a car wash) and a parcel with the old Kwik Trip located between Lothe Street and Midvale Drive on the north side of Highway 19 (436-510 W. Main St).

Area 3: A 6.3-acre area consisting of the Herman's Little Ponderosa farm property, Blaschka Mill Feed and Seed, the Village of Marshall storage building, and the Town of Medina storage building east of Hubbell Street on the north side of Highway 19.

Area 4: This 48-acres redevelopment area includes the Marshall Industrial Park, Bailey Farm (render-

Figure 1.1: Study Area



ing plant), cemetery and agricultural land. Approximately half of the site is currently not within the Village or the Village's Urban Service Area. The redevelopment parcel would be bound by Industrial Drive to the west, Waterloo Road to the north, the river to the west and Highway 19 to the south.

1.4 Relevant Plans

There have been multiple planning processes over the past decade that address some aspects of this portion of Marshall (see list below). The visions crafted and decisions made in those plans are incorporated in this Plan. See Section 1.5 for detail on the 2007 Downtown Plan.

RECENT PLANNING EFFORTS

- Village Retail Gap Analysis, 2010
- Village Zoning Map, 2010
- Village of Marshall Downtown Plan, 2007
- Village of Marshall Comprehensive Plan, 2007
- Tax Increment District No. 1, as amended 2005
- Landscape Plan Standards, 2004

1.5 2007 Downtown Plan Review

In review of the 2007 Downtown Plan, there are several important goals, actions and strategies that should be restated in this Plan. Some of the action items have been implemented, while many still remain as opportunities to improve the Highway 19 Corridor and the Downtown.

Key Goals for the Downtown

1. ***Reestablish a mixed use, pedestrian-friendly downtown.*** Encourage a mix of uses in a compact area to create an active and vibrant district where people are able to walk between destinations.
2. ***Create a recreational-based community.*** Marshall has all of the ingredients to attract recreational-based activities including the lake, the river, bike connections, parks and open spaces, Little Amerricka, and a new campground. By building upon these existing recreational elements, and creating a vision with supporting infrastructure, Marshall can provide both residents and tourists a wide variety of high-quality recreational-based experiences.
3. ***Guide future development.*** Design guidelines serve as a road map to guide future growth of the downtown. *(The 2007 Plan developed guidelines that have been updated in this Plan - see Chapter 4)*
4. ***Provide new opportunities.*** New development and redevelopment should include the creation of high-value housing, other residential products, school expansion, additional parks and recreational areas, and the creation of employment center(s).

Vision for the Downtown

- A pedestrian-friendly and active Main Street to welcome and serve the community.
- Development that fits the character of the community.
- Cohesive open space connecting the downtown to surrounding areas.

Downtown Concepts

Figures 1.2-1.3 (on the next page) are two conceptual illustrations which indicate potential sites for redevelopment at two levels of intensity. There is only one redevelopment site that overlaps with the current planning process (i.e., Herman's Little Ponderosa - see map on previous page). Therefore, the illustrations from the 2007 Plan should still be considered when reviewing future private development in the Highway 19 Corridor.

These concepts not only showed potential redevelopment concepts for site not addressed in this plan, but they also suggested opportunities for public improvements that can enhance the safety and aesthetic within the corridor. This included traffic calming measures that were vetted by Wisconsin Department of Transportation (WisDOT) at the time the plan was created.

Figure 1.2: Less Intensive Concept Plan (2007 Downtown Plan)

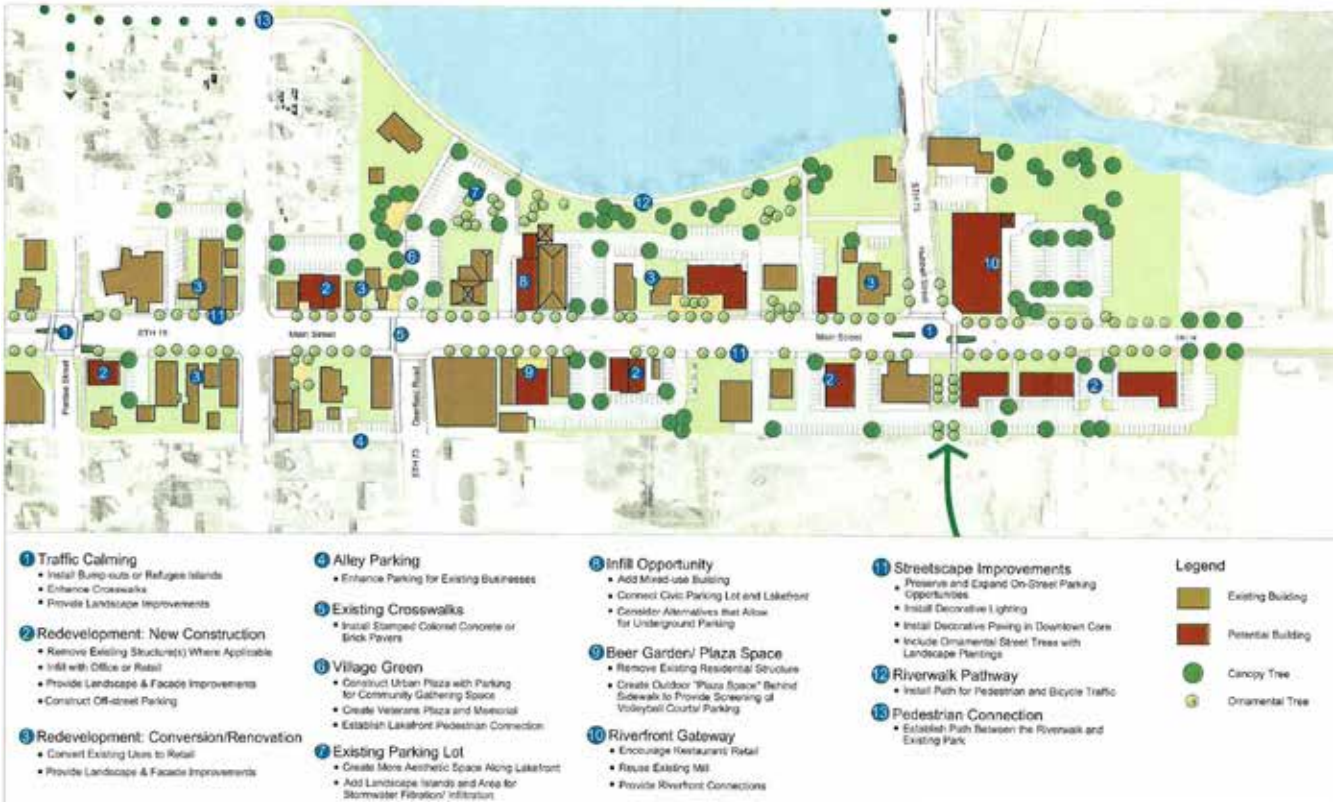
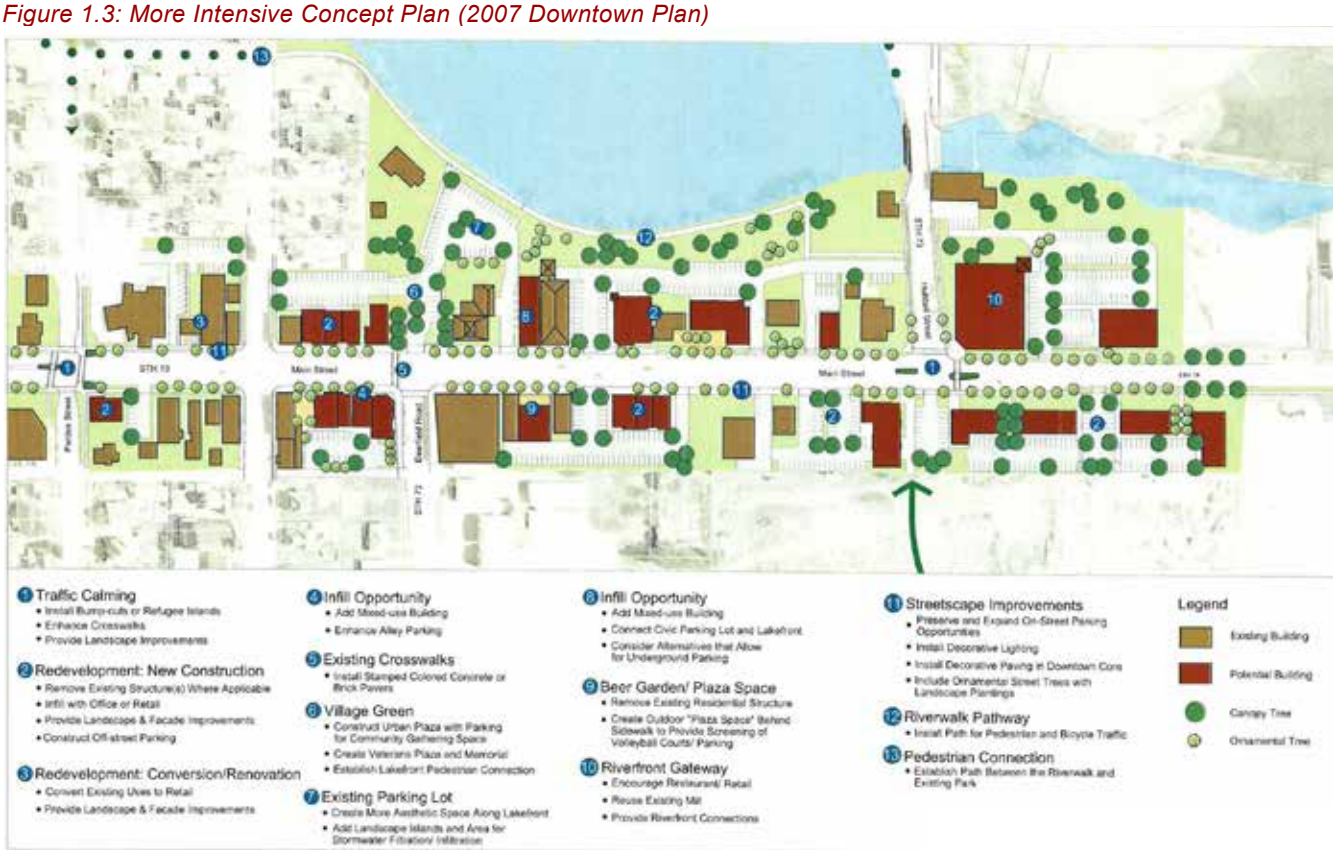


Figure 1.3: More Intensive Concept Plan (2007 Downtown Plan)



The following outlines the public improvements illustrated in the concepts that could still be initiated by the Village.

- (#1) Traffic calming at Pardee Street, including bumpouts, refuge island, enhanced crosswalk and potential landscaping improvements.
- (#4) Enhance alley parking behind Main Street businesses between Deerfield Road and Beebe Street.
- (#5) Install decorative paving in crosswalks in the following intersections: Pardee Street, Deerfield Road, and Hubbell Street.
- (#6-#7) Add a Public Plaza, reconstruct parking to be more efficient, attractive, and incorporate stormwater management
- (#11) Make streetscape improvements, including install decorative paving and add ornamental street trees with landscaping plantings. (Decorative lighting has been installed since the 2007 Plan)
- (#12) Install a riverwalk pathway for pedestrians and bicyclist from Elm Street to Hubbell Street (STH 73). (As depicted in the new concepts for the Herman's Little Ponderosa property this pathway could continue east and meet up with Main Street (HWY 19) at the Maunesha River bridge)

Downtown Actions

As a result of the 2007 Plan, the following actions were established.

- Form a review board including key Village staff, stakeholders and design professionals (or hire a consultant to help in the review).
- Obtain key parcels for redevelopment dependent on fair and cost-effective acquisitions.
- Update and create ordinance provisions for landscape standards, downtown overlay district and lakefront district.
- Implement streetscape improvements on Main Street.
- Meet with current and potential property owners to discuss current and future needs.
- Work with WisDOT to implement traffic calming measures along Main Street.
- Contact potential developers.
- Plan community events centered on the downtown and lakefront.

Design Review Board & Review Process

The Downtown Plan suggest creating a design review board (of Village staff, stakeholders and design professionals), outlines a design review process that includes several pre-submittal meetings with the design review committee, and suggests requiring a developer's agreement that includes compensation for the review board's time. This process is well thought out, but is cumbersome for a community the size of Marshall. The request for covering the Village's time will also impact the level of interest from developers to build in the Village.

This plan suggests that the Plan Commission can be the reviewing body and that the current regulations encouraging submittees to meet with the Village prior to their submittal will be sufficient for the purposes of development review. If additional review from a design professional is required, the Village can use it's contracted planning and design consulting firm. Based on these sentiments, the design review board and the corresponding review process outlined in the 2007 Downtown Plan would become null and void upon adoption of this WIS19 Corridor Plan.

Design Guidelines

The design guidelines produced at the time of 2007 Downtown Plan was broken into to sections: General Design Guidelines (Appendix A) and Additional District Design Guidelines (Appendix B).

As written both design guideline sections provide advisory statements (i.e., the use of the words "should" and encourage"), and by themselves would not be requirements of a property owner/developer. Yet, the current zoning code states the design guidelines <u>shall</u> apply to the Downtown and Central Business District (B-C). This can be interpreted in two ways: 1) a property owner/developer shall review the design guidelines and are not required to meet the guidelines, or 2) a property owner/

developer are required to meet the guidelines even though, as written, they are advisory. The stipulation in the zoning code would result in the second statement occurring in most cases, unless the Village specifically states to the property owner/developer that this is not the case. Nevertheless, it can/will be misinterpreted, creating confusion and require unnecessary communications to clarify the meaning of the requirement.

Another potential issue is the way the design guidelines are organized. There is a significant amount of qualifying text that makes it difficult to decipher the specific guideline and/or standard (if construed as requirements). This extremely detailed description can minimize its effectiveness as a regulating document. A second concern is the organization of the document. In many instances there are guidelines and recommendations listed for the property owner / developer, while there are also statements directed to the Village (e.g., trail connections, crosswalk enhancements, parking ratio restrictions, etc.). If this document is being used as an official regulating document, these guidelines should be specific to their audience.

To alleviate these concerns, there a couple alternatives the Village could pursue:

1. Review and update/rewrite the design guidelines to include guidelines and some requirements (use of the word "shall" and "prohibited" to identify important design features that must be met), or
2. Replace the "Site Design and Architectural Requirements" section similarly to what is found in the other zoning districts. Also consider reviewing and amending the other districts to verify what's a recommendation (guideline) vs. a requirement (standard).

The second option may be the quickest and most cost efficient response; however, the first option provides a good opportunity to consolidate the "Site Design and Architectural Requirements" for at least the commercial zoning districts into a handbook that illustratively and descriptively explains the requirements and guidelines. This user-friendly handbook would provide a clearer picture of the Village's vision for the WIS19 corridor, and make it easier for Village staff and officials to make decisions on development submittals. This results in a more predictable review process, benefiting everyone involved (including developers, property owners, Village staff and Village officials).

If the Village were to amend their zoning code (using either option presented), it will provide an opportunity to also review the other zoning district's design requirements. This can clean up any miss uses of the word "should" and "shall", as well as verifying the statements/requirements still resonate with the Village's planning goals.

The ultimate goal is to have regulations that the Village wants to, and is willing to, enforce, and that is not an impediment to new development in the community.

CHAPTER 2

MARKET ANALYSIS

7 Regional Context
8 Snapshot of Marshall
9 Resident Profile
12 Retail Market Analysis

To identify Marshall's strategic market position it is important to first evaluate the Village's existing marketplace. The results of this analysis will supply the retail businesses in which Marshall shows a competitive advantage. The following chapter provides an update to the 2010 Retail Gap Analysis to reflect more currently available data.

2.1 REGIONAL CONTEXT

Marshall is in Dane County approximately eighteen miles northeast of Downtown Madison, and approximately eight miles east of downtown Sun Prairie. Marshall was incorporated as a Village in 1905, and has seen roughly 64% population growth over the last two decades (i.e., 2,400 in 1990 to 3,928 in 2014). The Village is well connected to the highway system with WIS19, WIS 73 and I-94 just four miles south of the Village. WIS19 runs east/west through the heart of downtown, carrying roughly 6,300-10,800 vehicles per day. WIS 73, carrying approximately 4,000 vehicles per day, runs north/south and connects to Interstate 94. Interstate 94 carries roughly 40,000 vehicles per day, and provides the main link to the Madison and Milwaukee markets. Marshall's interchange (exit #250) sees approximately 650-3,100 vehicles per day with the majority of vehicles headed to, or coming from, the west (Madison area).

There are two major attractions in Marshall, which draws from the regional population. The primary attraction is Little Amerricka, which is an amusement park that caters primarily to families and teenagers with restored classic rides, including a 2-mile long train railway. The second is recreation sites in the Village, including the Riley-Deppe County Park, Village parks, existing multi-use trail, and the recent approval of campground site just south of Little Amerricka. These assets will greatly improve the marketplace beyond the local residential population, especially as it relates to Village businesses selling convenience items (e.g., gas, food, beverages, etc.)

Figure 2.1: Regional Map

2.2 Snapshot of Marshall

Table 2.1: Population Trends and Projections

	Village of Marshall	Town of Medina	Dane County	Wisconsin
1980	2,363	1,019	323,545	4,705,642
1990	2,329	1,124	367,085	4,891,769
2000	3,435	1,235	426,526	5,363,675
2010	3,862	1,376	488,073	5,686,986
2015	3,864	1,380	523,800	5,783,015
2020	4,577	1,453	558,977	6,005,080
2025	4,900	1,512	592,888	6,203,850
2030	5,204	1,564	624,454	6,375,910

Source: 2010 Census; Wisconsin Dept. of Adminstration

Table 2.2: Income

		Avg. 2006-2010	Avg. 2009-2013
Village of Marshall	Per Capita	$23,268	$23,556
	Median Family	$69,000	$69,250
	Median Household	$53,457	$57,563
	Below Poverty	4.1%	17.9%
Town	Per Capita	$30,169	$30,634
	Median Family	$95,739	$83,269
	Median Household	$88,594	$77,258
	Below Poverty	1.5%	3.4%
County	Per Capita	$24,985	$33,712
	Median Family	$62,964	$83,509
	Median Household	$49,223	$61,721
	Below Poverty	7.6%	12.9%
Wisconsin	Per Capita	$21,271	$27,523
	Median Family	$52,911	$66,534
	Median Household	$43,791	$52,413
	Below Poverty	8.7%	13.0%

Source: Census Bureau

Table 2.3: Household Counts

	Village of Marshall		Town of Medina		Dane County		Wisconsin	
	Number	*Persons Per**	*Number*	*Persons Per**	*Number*	*Persons Per**	*Number*	*Persons Per**
1980	n/a	n/a	n/a	n/a	120,601	2.70	1,652,261	2.85
1990	n/a	n/a	n/a	n/a	142,786	2.60	2,055,774	2.38
2000	1,266	2.69	447	2.76	173,484	2.50	2,084,544	2.57
2010	1,437	2.68	493	2.79	203,750	2.50	2,279,768	2.49
2015	1,449	2.67	497	2.78	210,573	2.49	2,329,913	2.48
2020	1,725	2.65	526	2.76	225,844	2.48	2,431,538	2.47
2025	1,856	2.64	550	2.75	240,748	2.46	2,524,646	2.46
2030	1,981	2.63	572	2.73	254,840	2.45	2,607,704	2.45

** Forecasted Years (2015-2030) assumes a 1% decline per decade (past decline ranged from 1.0-4%, excluding State figures)*

Source: Census Bureau

Table 2.4: Age and Sex

	Village of Marshall		Town of Medina		Dane County	
	Number	*Percent*	*Number*	*Percent*	*Number*	*Percent*
Male	1,970	51.0%	706	51.3%	241,411	49.5%
Female	1,892	49.0%	670	48.7%	246,662	50.5%
Under 10	624	16.2%	160	4.1%	60,114	12.3%
10-19 years	604	15.6%	233	6.0%	61,742	12.7%
20-34 years	733	19.0%	165	4.3%	126,105	25.8%
35-54 years	1,136	29.4%	462	12.0%	133,593	27.4%
55-64 years	364	9.4%	222	5.7%	56,375	11.6%
65-74 years	234	6.1%	87	2.3%	26,559	5.4%
75-84 years	119	3.1%	33	0.9%	15,811	3.2%
85 & Over	48	1.2%	14	0.4%	7,774	1.6%
18 & Under	1,228	31.8%	393	10.2%	366,217	75.0%
65 & Over	401	10.4%	134	3.5%	50,144	10.3%
Totals	3,862	100%	1,376	100%	488,073	100%

Source: 2010 Census Data

2.3 Resident Profile

To more fully understand Marshall's marketplace, it is necessary to review key area indicators to decipher resident spending potential and habits. This analysis will contrast Marshall's market share to other comparable communities (i.e. Lodi, Oostburg and Waterloo). For this analysis, the demographics are based on each municipality's convenience trade area, which covers a 2-mile radius around the central business district, usng ESRI's Business Analyst software. See ***Section 2.4*** for more information on Convenience Trade Areas (CTAs).

Population & Age

Population data can demonstrate how many current and potential "future" consumers are in an area. Table 2.5 details Marshall's Convenience Trade Area (CTA), as compared to the comparable communities. As of 2016, Marshall's CTA had roughly 4,510 residents. Oostburg's CTA is similar in size to Marshall's CTA with Lodi and Waterloo being slightly smaller (both approximately 3,600 residents). Based on Census data, Marshall's population spiked between 1990 and 2000. Since 2000, Marshall's population has fluctuated similarly to Dane County with this trend projected to continue through 2040.

Age is another indicator for tastes, preferences and needs. Based on ESRI's 2016 data, Marshall's median age is 37.1, which is lower than all comparable marketplaces: Oostburg (41.5), Lodi (42.0), and Waterloo (38.9). In general, Marshall and Waterloo have the most similar sized age cohorts. In comparison to Oostburg and Lodi, Marshall has a lower percentage of residents in the 65 and older age bracket with significantly more in the "below 25" and "25-44" age brackets. As Table 2.4 (on previous page) demonstrates, there is and will be needs to be met for seniors in the next decade that should be considered as the community continues to grow.

Income Indicators

Income indicators (e.g. per capita income, median family income, and median household income) help identify spending power (i.e. disposal income) within a trade area, which gives clues to consumer purchasing preferences. For example, as income rises so does spending on luxury items (e.g. buying name brand versus generic). As illustrated in Table 2.6, Marshall lags behind Oostburg and Lodi in per capita income and average household income, but surpasses both in median family income. This could indicate increased income inequality because per capita income (an average) is being distorted by lower wage earners.

Table 2.5: Age / Population within CTA

	Marshall	Oostburg	Lodi	Waterloo
	4,510	3,933	3,566	3,615
Below 25	1,575	1,272	1,114	1,158
25-44	1,158	856	783	956
45-64	1,214	1,135	1,088	1,022
65 & Older	563	670	581	479
Median Age	37.1	41.5	42.0	38.9

Source: ESRI Business Analyst, 2016

Figure 2.2: Population Change by Decade

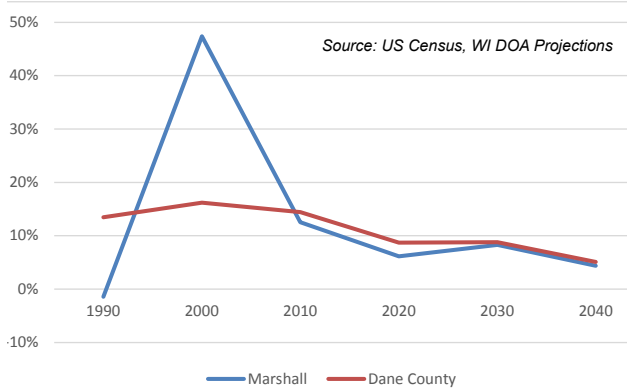


Table 2.6: 2016 Income Trends within CTA

	Marshall	Oostburg	Lodi	Waterloo
Per Capita Income	$26,932	$28,550	$29,495	$25,942
Median Family Income	$63,458	$61,305	$59,070	$53,844
Average Household Income	$72,116	$74,205	$73,243	$64,184

Source: ESRI Business Analyst, 2016

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 developed by ESRI, Marshall's CTA is comprised of three classifications: "Middleburg" (59%), characterized as conservative, family-oriented consumers; "Soccer Moms" (36%), characterized as affluent, family-oriented with a country flair; and "Green Acres" (5%), characterized as country living do-it yourselfers. While these groupings emphasize generalities, they are useful for identifying common elements of the largest consumer segments.

In the case of the Marshall CTA, the following can be generalized of a typical consumer:

- Participates in outdoor/active activities (e.g. hunting, bowling, baseball, jogging, boating, golfing),
- Makes family-oriented purchases (e.g. toys, visits to theme parks, family restaurants),
- Prefers to buy American-made products.

Table 2.7: LifeMode Groups

	Marshall	Oostburg	Lodi	Waterloo
Family Landscapes	**95%**	0%	40%	**49%**
GenXurban	0%	0%	**55%**	44%
Cozy Country Living	5%	**100%**	0%	6%
Affluent Estates	0%	0%	5%	0%

Source: ESRI Business Analyst

Table 2.8: Urbanization Groups

	Marshall	Oostburg	Lodi	Waterloo
Suburban Periphery	36%	0%	**60%**	46%
Semirural	**59%**	0%	40%	**48%**
Rural	5%	**100%**	0%	6%

Source: ESRI Business Analyst

The lifestyle classifications can be further broken down into two groups: LifeMode Groups and Urbanization Groups.

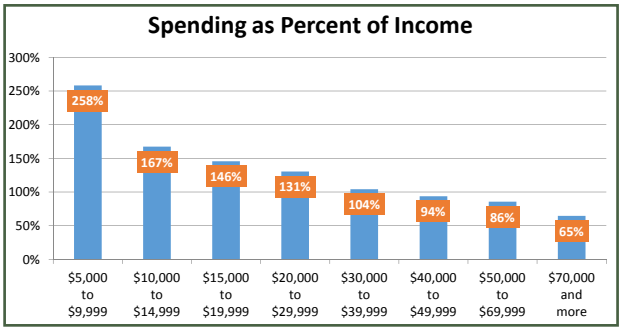
- **LifeMode Groups** have a shared experience like being born in the same time period.
- **Urbanization Groups** characterizes segments according to where they live, ranging from large cities to the most rural farmlands.

The predominant LifeMode in Marshall's CTA is "Family Landscapes" (95% of the residents), which is made up of successful young families in their first homes. Many have a mortgage and two workers in the family. The other LifeMode group in Marshall is "Cozy Country Living" (5% of residents), which is characterized as empty nesters living in the country.

Marshall's Urbanization Group is Semirural (59%), Suburban Periphery (36%), and Rural (5%). These three groups are living anywhere from the suburbs to country living with single-family homes/farms on large lots. In review of the comparable marketplaces, Marshall is similar to both Lodi and Waterloo; Oostburg's entire population is living in "rural conditions".

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

Key Findings

- ***Population:*** Based on WI DOA, the Village is projected to grow by 35% between 2010 and 2030, resulting in an increase of more than 1,300 residents. This exceeds the projected growth County-wide, which is estimated at 28% during the same period. This growth will increase the marketability for more commercial, as more people results in more dollars to spend locally.

- ***Age:*** As more baby-boomers retire, the needs of this growing population will become an even greater challenge for communities large and small. Marshall has a slightly lower percentage of those age 65 and older (12%) compared to comparable communities, but also has an additional 27% between the ages of 45-64. As Marshall residents age, there will be demand for senior housing and assisted living facilities in the coming decade. Currently, there are two assisted living facilities (Sienna Crest and Shady Rest Elder House) and two memory care facilities (So Close to Home and Sunny Ridge) in Marshall. To help seniors "age in place", the Village should consider developing independent housing for seniors who do not need assistance and then look for ways to provide general goods in close proximity to these facilities. The presence of more seniors will likely increase the number of daytime customers in Marshall.

- ***Income Indicators:*** The Village has a higher median family income than the three comparable marketplaces, but falls behind Lodi and Oostburg in per capita and average households incomes. This could indicate that more of the population is earning lower incomes in Marshall, and more of the population is earning near the median in both Oostburg and Lodi. This will have impact on purchasing power in the Village trade area.

- ***Lifestyle Segmentation:*** Most residents in the Marshall CTA are characterized as active, family-oriented, and prefer to buy American-made products. Residents also use services that save them time, presumably so they can spend more time with their families as this group tends to make family-oriented purchases. These characteristics suggest a need for businesses related to outdoor and family-oriented purchases.

2.4 Retail Market Study

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.

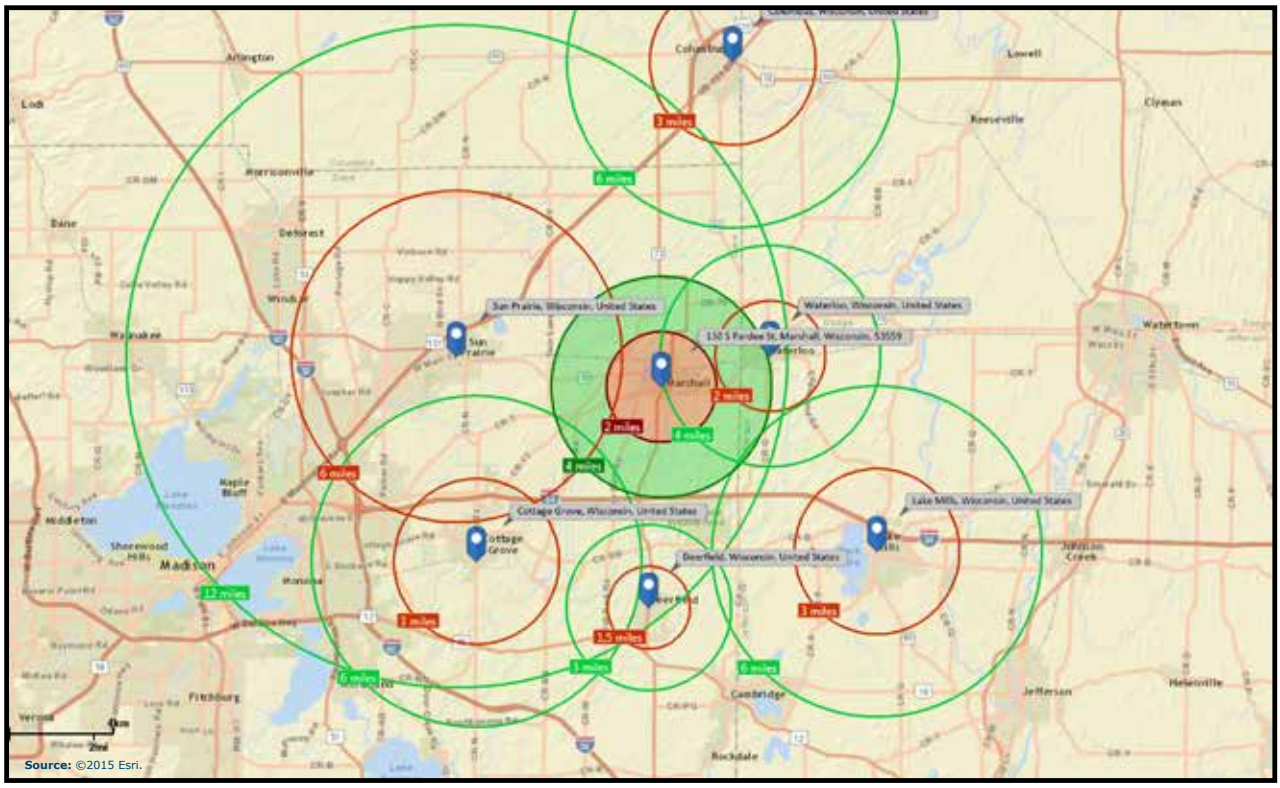
- A **convenience trade area (CTA)** is the geographic area from which most consumers are coming in order to make regular purchases. Shopping convenience / proximity is the major driver, especially on purchases that are made frequently (e.g. gas and groceries).
- A **destination trade area (DTA)** is 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).

Marshall Trade Areas

A trade area is typically generalized based on drive time or distance from a single point, as proximity plays a major role in where consumers shop. Yet, there are other factors that can attract consumers, including business/retail mix, product/brand selection, store types, and accessibility. Generally the larger the community, the greater amount of retail options and store mix. This greater mix allows a larger community to attract more consumers from a greater geographic area (e.g., pull factor). Therefore, the surrounding marketplaces can influence Marshall's retail opportunities.

To this end, it was important to establish how the nearby competing marketplaces will affect Marshall's trade areas. Therefore, each community surrounding Marshall received generalized trade areas based on their community size, as shown in Figure 2.3 (below). Then using the Village Hall as the central point in Marshall, a 2-mile radius was created for the Village's convenience trade area (CTA). This covers about a five minute drive from the Village's central node. Marshall's destination trade area (DTA) is

Figure 2.3: Trade Areas Map



based on a generalized 4-mile radius. In total, Marshall's DTA covers approximately 50 square miles and contains 7,256 people.

The City of Sun Prairie is between a 15-20 minute drive from Marshall. Sun Prairie's CTA (6 miles) and DTA (12 miles) both have a stronger pull on consumers as the City is much larger than Marshall and surrounding communities, thus it offers a wider variety of retail opportunities. Other nearby communities (i.e., Cottage Grove, Deerfield, Lake Mills, Waterloo and Columbus) have similar marketplaces to Marshall, and are unlikely to attract Marshall residents for their everyday "convenience" shopping. Madison's East Towne Mall area and Sun Prairie's Shops at Prairie Lakes provide a variety of goods that impact Marshall's marketplace, as it is only a roughly 20-25 minutes distance from the Village.

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 2.9 (below), Marshall's marketplace is seeing significant leakage of sales to other marketplaces. In total, the CTA has a demand for nearly $65 million in retail and food/drink sales, while the DTA has a demand for approximately $105 million. Based on the supply in these trade areas, there is a retail and food/drink demand gap of a nearly $57 million in the CTA and a $91 million gap in the DTA.

There are many industries within Marshall that have significant demand (retail) gaps; however, those that provide the greatest opportunity are industries with the largest gap dollars to the overall demand dollars. This can be further subdivided between those retail industries that have current sales in the trade area and those that are not currently offered in the trade area. There are many factors that could explain why an industry is not being offered currently in the marketplace, including not enough market dollars to warrant a store/business (see the next section for information) or it is not marketable in the specific area/region (e.g., too much online competition). Therefore, there are two separate tables on the next page: Table 2.10: business types that have current sales and significant demand gap; and Table 2.11: those that have demand because there is no current competition. Each provide opportunities with varying degrees of risk.

Table 2.9: Marshall Retail Market Summary Table

Retail Market *(Industry Summary)*	Convenience Trade Area *(2 miles)*	Destination Trade Area *(4 miles)*
Retail Trade (NAICS 44-45)		
Demand	$58,724,394	$94,913,939
Supply	$7,408,790	$12,395,072
Retail Gap	**$51,315,604**	**$82,518,867**
Food & Drink (NAICS 722)		
Demand	$6,062,802	$9,831,303
Supply	$811,387	$1,417,235
Retail Gap	**$5,251,415**	**$8,414,068**
Retail Trade and Food & Drink (NAICS 44-45, 722)		
Demand	$64,787,197	$104,745,242
Supply	$8,220,177	$13,812,308
Retail Gap	**$56,567,020**	**$90,932,934**

Source: ESRI Business Analyst

Table 2.10: Top 10 Retail Industry Opportunities with Current Sales, Marshall Marketplace

	CTA	Demand	Supply	Retail Gap	% of Gap to Demand
1	General Merchandise Stores	$10,928,111	$540,691	$10,387,420	95%
2	Office Supplies, Stationery & Gift Stores	$593,912	$35,601	$558,311	94%
3	Limited-Service Eating Places	$2,374,784	$225,972	$2,148,812	90%
4	Furniture & Home Furnishings Stores	$1,717,873	$204,318	$1,513,555	88%
5	Food Services & Drinking Places	$6,062,802	$811,387	$5,251,415	87%
6	Bldg Material & Supplies Dealers	$2,333,106	$318,258	$2,014,848	86%
7	Drinking Places - Alcoholic Beverages	$318,790	$44,354	$274,436	86%
8	Full-Service Restaurants	$3,234,571	$541,061	$2,693,510	83%
9	Furniture Stores	$1,122,249	$204,318	$917,931	82%
10	Bldg Materials, Garden Equip. & Supply Stores	$2,862,898	$651,255	$2,211,643	77%

	DTA	Demand	Supply	Retail Gap	% of Gap to Demand
1	Food & Beverage Stores	$15,682,454	$183,165	$15,499,289	99%
2	Grocery Stores	$13,957,218	$183,165	$13,774,053	99%
3	Motor Vehicle & Parts Dealers	$22,378,191	$514,410	$21,863,781	98%
4	General Merchandise Stores	$17,651,749	$622,304	$17,029,445	96%
5	Office Supplies, Stationery & Gift Stores	$960,201	$40,975	$919,226	96%
6	Health & Personal Care Stores	$6,766,192	$726,534	$6,039,658	89%
7	Limited-Service Eating Places	$3,840,884	$464,140	$3,376,744	88%
8	Furniture & Home Furnishings Stores	$2,749,643	$340,530	$2,409,113	88%
9	Full-Service Restaurants	$5,246,334	$667,185	$4,579,149	87%
10	Food Services & Drinking Places	$9,831,303	$1,417,235	$8,414,068	86%

Source: ESRI Business Analyst

Table 2.11: Top 10 with Demand & No Current Sales in the Marketplace

	CTA	Demand
1	Motor Vehicle & Parts Dealers	$13,961,162
2	Automobile Dealers	$11,318,199
3	Food & Beverage Stores	$9,631,930
4	Department Stores Excluding Leased Depts.	$9,214,935
5	Grocery Stores	$8,573,683
6	Health & Personal Care Stores	$4,161,220
7	Electronics & Appliance Stores	$3,406,472
8	Clothing & Clothing Accessories Stores	$2,542,951
9	Other Motor Vehicle Dealers	$1,834,569
10	Clothing Stores	$1,518,729

	DTA	Demand
1	Automobile Dealers	$18,097,610
2	Department Stores Excluding Leased Depts.	$14,865,755
3	Electronics & Appliance Stores	$5,527,836
4	Clothing & Clothing Accessories Stores	$4,105,652
5	Other Motor Vehicle Dealers	$2,957,017
6	Clothing Stores	$2,458,454
7	Nonstore Retailers	$2,083,644
8	Electronic Shopping & Mail-Order Houses	$1,495,938
9	Specialty Food Stores	$1,083,402
10	Home Furnishings Stores	$965,722

ESRI Business Analyst

There are many industry groups that are adequately servicing the destination trade area, but have potential to increase their market share.

Some of these industry groups include:

- Food & Beverage Stores ($15.5 Million gap - 99% gap to demand ratio in DTA),
- Grocery Stores ($13.8 Million - 99%); and
- Motor Vehicle & Parts Dealers ($21.9 Million - 98%).

Trade Area Business Demand

Although there is unmet demand, not all of these industries are potential candidates for recruitment to the Village of Marshall. 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. Subsequently, select industry groups were compared with average US Sales per business/store.

Despite 100% leakages in most industries, Table 2.12 (below) suggests that there are several primary opportunities with a few secondary (supplementary) opportunities for Marshall at this time. 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 Marshall, rather it indicates the business types that are highly marketable.***

Since it is unrealistic that a new store would capture all the local demand, it will be imperative that any of the potential business opportunities target beyond their trade area, pulling from supplementary consumers (i.e. visitors and commuters) and residents from nearby marketplaces in order to sustain a profitable business.

Also noteworthy, several industry groups lack enough sales for a new store, but could be targeted by existing business as a supplementary good or service.

Primary Opportunities

- Food Services & Drinking Places
- Clothing & Accessories Stores
- Electronics & Appliance Stores
- Grocery Stores
- Specialty Food Stores
- General Merchandise Stores

Potential (Supplementary) Opportunities

- Building Material & Garden Equipment & Supplies Dealers
- Pharmacies & Drug Stores

Table 2.12: Business Demand, Destination Trade Area

		U.S. Sales Data	Destination Trade Area	
NAICS	Business Type	Average Sales / Store	Retail Gap	# of Businesses (Demand)
44111000	*New car dealers*	$31,614,997	$21,863,781	0.6
44112000	*Used car dealers*	$2,807,851	*included in New Car Dealers*	
44121000	*Recreational vehicle dealers*	$5,412,980	$2,957,017	0.4
44122000	*Motorcycle, boat, & other motor vehicles*	$2,813,701	*included in Recreational Vehicle Owners*	
44130000	*Automotive parts, accessories, & tire stores*	$1,437,129	$809,154	0.6
44210000	*Furniture stores*	$2,060,605	$1,443,390	0.7
44220000	*Home furnishings stores*	$1,443,586	$965,722	0.7
44310000	**Electronics and appliance stores**	**$2,123,245**	**$5,527,836**	**2.6**
44400000	***Building material and garden equipment and supplies dealer***	$3,587,059	***$3,385,573***	***0.9***
44510000	**Grocery stores**	**$6,043,286**	**$13,774,053**	**2.3**
44520000	**Specialty food stores**	**$790,264**	**$1,083,402**	**1.4**
44530000	*Beer, wine, & liquor stores*	$1,322,900	$641,834	0.5
44611000	***Pharmacies & drug stores***	$5,307,817	***$6,039,658***	***0.8***
44612000	*Cosmetics, beauty supplies, perfume*	$958,793	*included in Pharmacies & drug stores*	
44613000	*Optical goods stores*	$758,317	*included in Pharmacies & drug stores*	
44619000	*Other health and personal care stores*	$844,325	*included in Pharmacies & drug stores*	
44710000	*Gasoline stations*	$4,852,276	*$2,764,158*	*0.6*
44800000	**Clothing and clothing accessories stores**	**$1,578,857**	**$4,105,652**	**2.6**
45100000	Sporting goods, hobby, musical instrument, and book stores	**$1,684,299**	$1,220,044	0.7
45200000	**General merchandise stores**	**$13,022,934**	**$17,029,445**	**1.3**
45300000	Miscellaneous store retailers	**$917,688**	$590,673	0.6
72200000	**Food services and drinking places**	**$861,490**	**$8,414,068**	**9.8**

Source: ESRI Business Analyst (2016) and 2012 Economic Census

ADDITIONAL RETAIL SERVICES

	Marshall	Oostburg	Lodi	Waterloo
Health Clinics	-	-	3	2
Chiropractor	1	3	3	3
Dentists	1	1	2	2
Pharmacies	1	-	1	-
Hair/Nail Salon/Barbershop	5	4	4	2

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 Village has a population of 3,862 and roughly 7,256 residents in the Village's destination trade area. The table above summaries the number of businesses in Marshall and in each of the comparable communities. It appears there could be need for an additional chiropractor and/or dentist office. There is likely not demand in Marshall for a health clinic as there are two in Waterloo, which is only a 10-minute drive from Marshall.

Key Findings

- **Grocery Store/Speciality Food Store:** There are no grocery stores located within the Village; however, there are seven stores within a 15 minute drive time of the Village. Both Oostburg and Lodi have a Piggly Wiggly grocery store with Waterloo having a specialty mexican grocery store. Based on the demand gap (see Tables 2.10 and 2.12) and the existing stores in the comparable markets, there appears to be a market for a grocery store in the Village of Marshall. However, it should be noted that a good portion of the Village residents work outside of the Village and generally make stops at grocery stores between their work and home. Also there is a growing trend of small grocers closing, so if a grocer could be marketed in Marshall the best opportunity is towards a smaller chain grocer such as Piggly Wiggly. There generally building footprint is roughly 15,000-20,000 square feet, and can be built as standalone store or within a neighborhood shopping center.

- **Food Establishment / Drinking Places:** There is competition in the surrounding communities, especially in Sun Prairie and the City of Madison. However, there is a demand gap and many times convenience supersede preferences. Plus, there is additional market beyond the residential base, such as commuter traffic to Madison (via WIS73 and WIS19), Little Amerricka visitors, and recreational users to parks and the future campground users. The most likely food establishment would be locally run business, as it may be more difficult to land a chain restaurant. When small communities have been surveyed, the consumers in the local markets general request a family restaurant, delis, bakeries, ice cream shops and coffee shops.

- **Clothing Store/General Merchandise:** For those choosing to shop in stores instead of online, it is likely that many from Marshall are travelling to the Madison, Sun Prairie or other larger communities with more selection and brand options. Therefore, a clothing store is likely unsustainable in Marshall. However, there is potential for a general merchandise store (which can also sell clothing products).

- **Electronics and Appliance Stores:** Electronics stores have struggled over the past decade due largely to the abil-

ity to shop online. Also big- to mid-box stores (e.g., Target, Walmart, Best Buy, Home Depot, Menards, etc.) sell electronics and appliances, and these types of stores would not be marketable in the Marshall. Therefore, even though there is demand based on the market analysis, the current market conditions temper the demand for this type of store. This merchandise could be a supplemental good provided at an existing business to boost sales (see Add Supplementary Good/Service).

- **Additional Retail Services:** Based on comparative markets and resident population in the DTA, there may be an opportunity for an additional chiropractor office and dentist office.

- **Expand Existing Goods/Services:** There are additional industry groups that are adequately servicing the trade area, but have potential to increase their market share. These industry groups include general merchandise stores; limited-service eating places; office supplies, stationary and gift stores; building material/ garden equipment, and food services and drinking places.

- **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 auto parts; home furnishings; beer, wine and liquor; pharmacies; sporting goods, hobby, musical instruments and books; electronic and appliances; and other miscellaneous retailers.

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CHAPTER 3

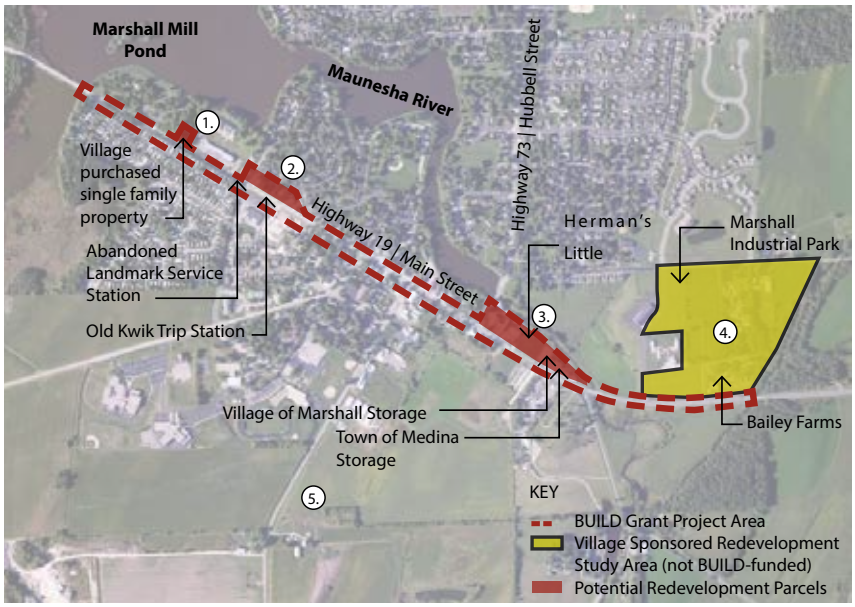
REDEVELOPMENT

20 Area #1
22 Area #2
25 Area #3
29 Area #4

Redevelopment projects can rejuvenate an area. They can provide signs of rebirth in districts that have previously fallen in disrepair and can be a sign of growth in an area that has remained unchanged for a long period of time. It is important that these sites are redeveloped to meet the Village's and residents' vision for the corridor.

One of the challenges of planning for redevelopment is envisioning how an area could be different than it is today. The following chapter presents conceptual development approaches to the four areas that were identified as redevelopment opportunities, as discussed in ***Chapter 1*** (see Figure 3.1). All concept approaches are desirable by the Village and can be considered appropriate for their locations.

Figure 3.1: Redevelopment Area Overview Map



Area 1

Area 2

Area 3

Area 4

3.1 Area #1

Area #1 is a 1.2-acre former residential parcel recently acquired by the Village located on the north side of Highway 19 west of Waters Edge Court and east of Riley Deppe County Park (i.e., 834 W. Main St.). As shown in Figure 3.2, this redevelopment site is located adjacent to a County park, multi-unit condo development, and a strip commercial mall. Across Main Street to the south lies a large mobile home park. There is sidewalk on Main Street, but none is present on Waters Edge Court.

The property is currently vacant and is zoned General Business (B-G). The assessed value is zero, as the property is tax exempt (owned by the Village of Marshall).

The parcel includes a 2-story duplex home (2,600 SF), a 2-story tall shed/garage building (1,000 SF), and paved driveways. The home is in good to fair condition, while the shed/garage building is in fair to poor condition.

There are two access points to the property - both from WIS19. Even though the site is roughly 230 feet from the millpond, it remains outside of the floodplain. Also there are no known wetland ecosystems on the property.

Figure 3.2: Area #1 - Existing Conditions Summary

Redevelopment Concepts

As shown in Figure 3.3 (on the next page), this site provides a good opportunity to expand the adjacent condo development, or redevelop as a signature commercial property. Both scenarios are described here.

Scenario A

If the condo development expands, the site could include two additional buildings: one with three units (Building A) and one with four units (Building B). Each building is shown with garages with additional parking available in the private driveways. All access will be from Waters Edge Court. Many of the existing trees could be preserved to beautify the site and to screen views of WIS19. The rear/side views of Riley Deppe County Park and Marshall Millpond provide significant value to these potential condo units. Stormwater can be managed through grading within the yard space.

Scenario B

If the site is marketed towards commercial, a 1.5-story 8,000 SF building would be ideal for this location. Retail and food establishment(s) are preferred uses for the site. As illustrated in the concept (on the next page), fifty parking spaces could support the commercial space with ample open space to

Figure 3.3: Area #1 - Redevelopment Concepts

landscape, screen and sign the business. Access to the business would be from both WIS19 and Waters Edge Court; however, the existing WIS19 access point closest to the intersection should be removed for safety purposes (or be restricted to service use only). The majority, if not all, the existing trees would be removed for visibility and minimize up-keep and maintenance of the site; however, ample landscaping should be planted around the building foundation, around any free-standing signs, and in/around parking areas.

The views of the County Park and Marshall Millpond can attract consumers, especially if an outdoor seating area/plaza is incorporated (see above illustration for an example - pink area). Stormwater is managed in the northeast portion of the site between the parking and the property line.

During the planning preference the BUILD Steering Committee indicated a preference for commercial use of this site with the a restaurant as the preferred use or another type of business that would fit within the Village's vision to be a recreational oriented community.

3.2 Area #2

As shown in Figure 3.4, the second redevelopment area is bound by Lothe Street to the west, Midvale Drive to the east, Hillside Drive to the north and Main Street / WIS19 to the south. There are four parcels in the redevelopment area with three property owners (i.e., 436-510 W. Main Street). The existing uses are a single family residence, a vacant parcel (formerly a car wash) and a vacant Kwik Trip gas station (includes two parcels). Adjacent uses include single-family residential development to the north and east, and commercial development to the west and south. Sidewalks exist on Main Street and on Midvale Drive with none on Lothe Road and Hillside Drive.

All sites are zoned General Business (B-G), and if combined equal 1.5 acres with a combined assessed value of roughly $440,000. The following text describes each site in greater detail.

Site 1 is 0.30 acres with an assessed value of $153,300. It has a two-story single family residence with approximately 2,900 SF of livable space (excluding basement area) that is in fair condition. There are two driveway access points: one from Main Street (WIS19) and a second from Midvale Drive.

Site 2 is 0.47 acres with an assessed value of $66,400. The site is vacant and had formerly had a car wash business. The building has since been demolished with only a deteriorating asphalt drive remaining. There are two access points on Hillside Drive with none on Main Street (WIS 19). At the time this plan was completed Site 2 was for sale with a listing price of $59,900.

Figure 3.4: Area #2 - Existing Conditions Summary

Site 3 is 0.73 acres and includes two properties with a combined assessed value of $218,800. The existing 1-story building is approximately 2,600 SF and is in fair condition. This is the former location of the Kwik Trip prior to building a new store across the street. As a part of this transition, the existing gas tanks, gas canopy and two WIS19 driveways were removed. As shown in Figure 3.4, the remaining access points are to Midvale Drive and Hillside Drive. At the time tis plan was completed Site 3 was for sale with a list price of $100,000.

Redevelopment Concepts

As shown on the subsequent pages (Figures 3.5 and 3.6), this redevelopment area is ideal for commercial uses. In both scenarios food-related businesses are included,

as there is a demand gap for this industry in Marshall's convenience trade area (see ***Chapter 2***). Also both scenarios show Building "B" more than the permitted setback maximum (i.e., 20 feet in the B-G Zoning District) in order to use the existing access point on Midvale Drive.

The visibility and access on Midvale Drive will be an important connection with no direct access to Main Street (WIS19), and therefore, assumes a variance on this restriction.

One major difference between the two scenarios is if the single-family home remains long-term, or if it is included in the redevelopment area. There are two limiting factors to the redevelopment area if the home is not included: 1) Minimizes the redevelopment area, and 2) the single family parcel provides the only remaining access point to Main Street (WIS19). Below describes each scenario.

Scenario A

This scenario does not include the single-family home in the redevelopment area; however (of the two scenarios), this option includes the most commercial space, totaling 12,150 SF. To make this feasible, the parking must be efficiently laid out and shared between the two buildings with the primary uses not sharing the same peak parking demands. As shown, there are approximately 58 parking spaces possible in the proposed configuration. Access to the development is provided from Midvale Drive and Hillside Drive.

Scenario B

Even though this scenario includes additional land (i.e., single-family property), it is shown with less commercial space (10,600 SF). There is two reason for this: 1) the parking is laid out to service the individual buildings (not shared between them), and 2) one of the buildings is designed as a fast-food restaurant which requires additional pavement dedicated to the drive-thru service. As shown, there are approximately 64 spaces possible in the proposed parking configuration. The access drive from

Figure 3.5: Area #2 - Redevelopment Concept (A)

Figure 3.6: Area #2 - Redevelopment Concepts (B & C)

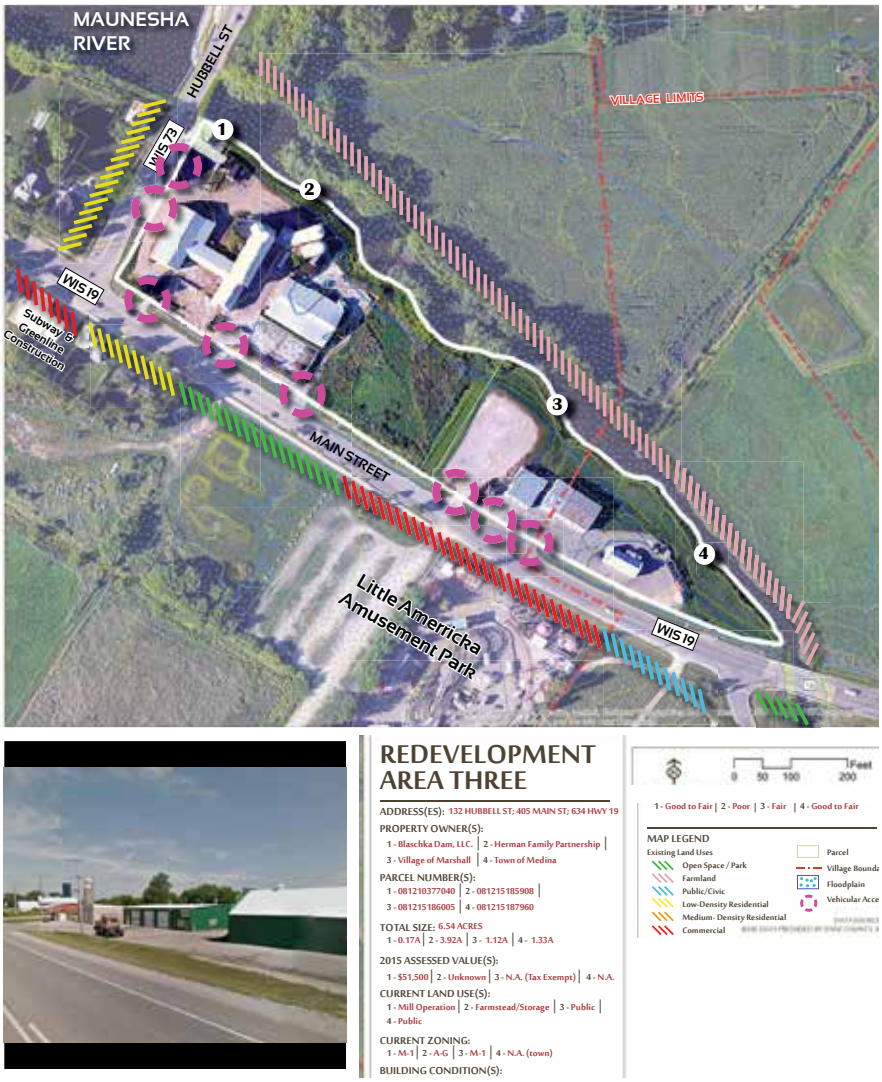
Main Street (WIS19) is shown more centrally located than the existing driveway, which services the site better and provides better spacing between driveways on Main Street. Additional access is provided from Midvale Drive and Hillside Drive.

Scenario C

This scenario incorporates a 3-story mixed use building using Sites 2 and 3 (excludes single-family home property). The building provides roughly 5,000 square feet of commercial space (and nine parking spaces) on the ground floor with 16 residential units on the upper two floors (averaging 1,000 square foot per unit). There is also a detached garage building shown along the Hillside Drive frontage, providing five single car garages (with access to Hillside Drive) and a two-car garage (with access from the parking lot). The design for the covered parking stalls allows the developer/owner to market the residential units with having one covered parking stall per unit without the capital costs of building underground parking. The roughly 44 stall surface parking lot provides additional parking for the residential units and the commercial space. Access to the development is limited to Midvale Drive and Hillside Drive.

SPECIAL NOTE: SITE 3 MAY BE RESTRICTED FROM CERTAIN USES (E.G. FUEL, CAR WASH, TOBACCO, COFFEE, FAST FOOD) AS A CONDITION OF SALE BY THE CURRENT OWNER.

Figure 3.7: Area #3 - Existing Conditions Summary



3.3 Area #3

As shown in Figure 3.7 (above), the third redevelopment area (i.e., 132 Hubbell Street, 405 Main Street, 634 HWY 19) consists of a mill operation (Blaschka Milling), a farm used for storage (Herman's Little Ponderosa), Village storage facility and Town of Medina storage facility. The redevelopment area is bound by Hubbell Street to the west, Maunesha River to the east and north, and Main Street / WIS19 to the south. The Town of Medina storage facility (Site 4) is not currently in the Village limits; however, it is in the urban service area. There is no sidewalk along either street frontage. Between the four parcels there is 6.5 acres. Each property is zoned different (see Figure 3.7 for zoning designations).

SPECIAL NOTE: WISCONSIN DNR'S WATER DATA VIEWER SHOWS THE MAJORITY OF THE REDEVELOPMENT AREA HAVING WETLAND INDICATORS (HYDRIC SOILS) - A DELINEATION WILL BE REQUIRED TO VERIFY WETLAND BOUNDARIES.

Site 1 is 0.17 acres with an assessed value of $51,500. It has a two-and-a-half-story, 4,500 SF building (plus basement) that is in fair to good condition. The building's foundation sits in the waterway with portions of the building in the floodplain. There is also a 400 SF shed building in fair condition. Access is provided along Hubbell Street. The property is zoned M-I Industrial.

Site 2 is 3.92 acres with an assessed value of around $60,000 (exact value is unknown due to transfer of value to another property). There are three shed/barn buildings connected to one other, totaling roughly 15,000 SF, as well as an additional 9,200 SF shed building further west. All buildings have lacked on-going maintenance and are in poor condition. The site also has three silos of varying heights with each in varying degrees of condition from good to fair. There is a large portion in the eastern half of the site that is in the floodplain with the majority having been left in its natural state. There are four access points to the site with one along Hubbell Street and three along Main Street (WIS19). The property is zoned Urban Agricultural.

Site 3 is 1.12 acres with a 2,700 SF garage building and a 200 SF shed building. Both structures are in fair condition. As shown in Figure 3.7 (on the previous page), only the gravel parking area on the west side of the buildings is outside of the floodplain. The site has two access points along Main Street (WIS19). The assessed value is zero, as the property is tax exempt (owned by the Village of Marshall). The property is zoned M-I Industrial.

Site 4 is 1.33 acres with two garage buildings, totalling 6,600 SF (west building: 4,800 SF; east building: 1,800 SF). The western building is in good to fair condition, while the eastern building is in fair condition. As shown in Figure 3.7 (on the previous page), only the paved area south and east of the building is outside of the floodplain. There is two access points on Main Street

Figure 3.8: Area #3 - Redevelopment Concept (A)

Figure 3.9: Area #3 - Redevelopment Concepts (B & C)

(WIS19). The assessed value is zero, as the property is tax exempt (owned by the Town of Medina). The property is zoned R1-A under Dane County Zoning.

Redevelopment Concepts

The location of Area 3 at the corner of WIS 19 and WIS 73 provides the best commercial visibility of all the redevelopment areas. However, there are some limiting factors as well. Specifically, the amount of floodplain and the potential for wetland ecosystems - both of which limit the development potential on the site. Each scenario keeps buildings outside of the floodplain, but does include paved areas in the floodplain. In order to meet floodplain standards, stormwater management techniques (e.g., rain gardens, bio-swales, pervious/porous pavement materials and/or other stormwater management techniques) to control post-development runoff into the river and to mitigate raising the flood elevation downstream. Other limiting factors are that none of the sites were listed for sale at the time this plan was created.

As shown in Figure 3.8 (on page 26) and Figure 3.9 (on the previous page), this area is ideal for a mix of small and larger commercial and/or mixed use buildings. More specifically, food-related and grocer-type businesses were incorporated in each scenario, as there is a demand gap based on the market study completed during this planning process (see ***Chapter 2***). All buildings were considered for demolition, except for the Mill (i.e., Site 1), which was determined to have significant historical value to the community.

Scenario A

A major focus of this scenario was to incorporate urban character (expanding the downtown walkable district), while minimizing the development impact on the environment.

Some of the key attributes of this concept include the following:

- Buildings were designed close to the street with the parking behind or to the side of the buildings.
- A substantial amount of open space remains, especially along the river's edge and between the two development sites.
- A regional pond handles the majority of the stormwater with additional storage possible in the remaining open space areas.
- Incorporates roughly 40,000 SF of commercial space with limited amount of paved areas (i.e., parking, driveway, etc.). This was accomplished by designing compact parking areas that share parking spaces amongst the different adjacent users. For example, on Site "A" the Mill, the office building at the corner and the mixed-commercial building (potentially with a grocery store) share 126 parking spaces. If these uses had individual (unshared) parking areas, the needed spaces would increase. Site "B" incorporates the same shared parking arrangement between a food establishment and an office building with roughly 65 parking spaces.

Scenario B

The focus of this scenario was also to create a walkable urban area, but there is a bit more land disturbance (as compared to Scenario A) due to the increased intensity of the site. Instead of a large single-story mixed commercial building, this scenario incorporates a 3-story mixed use building. Potentially some of the needed parking could be placed underground; however, this increases the cost to build which in turn increases the rent (if apartment units) or purchase price (if condo units) - potentially pricing it out of the market.

Some of the key attributes of this concept include the following:

- Buildings are close to the street with parking in the rear or along the side of the buildings.
- A riverwalk path connecting Hubbell Street (WIS73) to Main Street (WIS19) at Box Elder Road.
- Stormwater is handled by a large regional pond and several smaller stormwater facilities along the back portions of the development on the south side of the riverwalk path.
- Incorporates 30,000-35,000 SF of commercial space, 25-30 residential units and roughly 230 parking spaces shared amongst adjacent buildings.

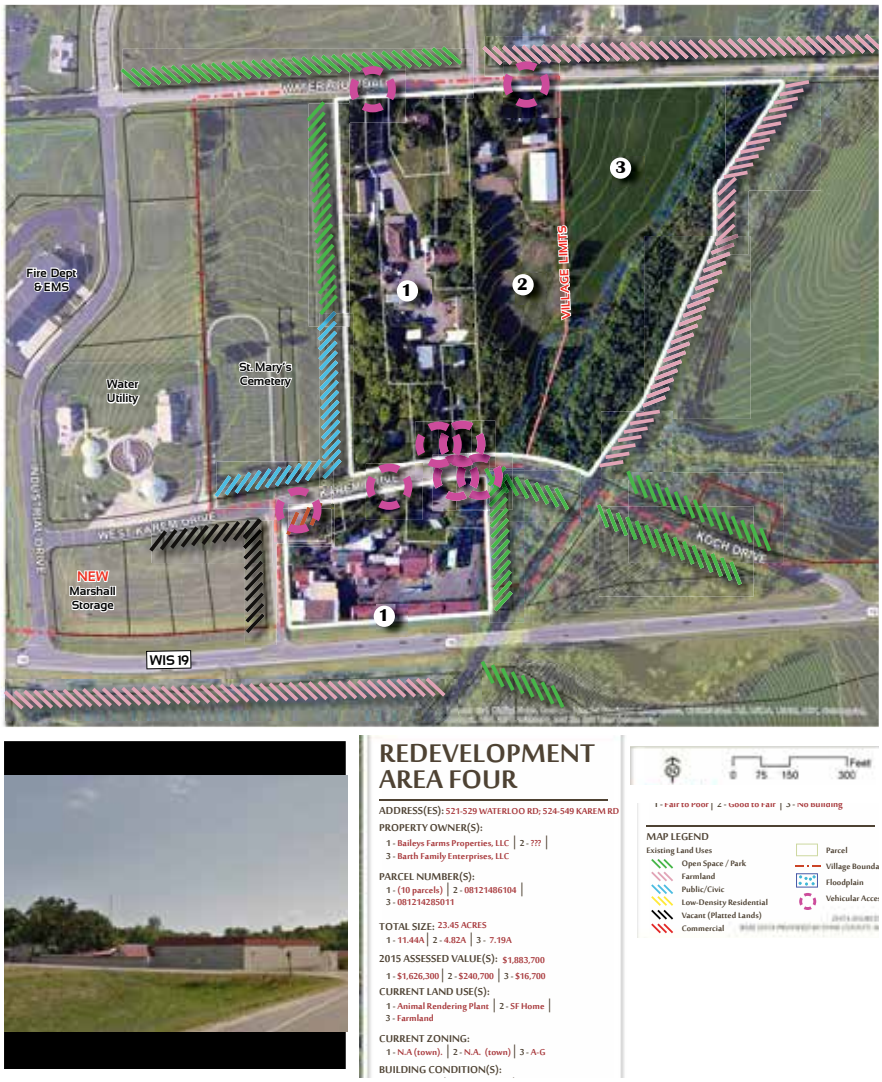
Scenario C

This scenario is more relaxed on the urban downtown character, allowing for more flexibility for users types that require front yard parking and specific building/parking configurations.

Some of the key attributes of this concept include the following:

- A riverwalk path connecting Hubbell Street (WIS73) to Main Street (WIS19) at Box Elder Road.
- Stormwater is handled by a large regional pond and several smaller stormwater facilities along the back and front portions of the development.
- Incorporates 33,000 SF of commercial space with roughly 225 parking spaces. This amount of parking far exceeds the required parking ratio due to general practice by assumed users shown in the concept (drug/grocer, restaurant, and fast food restaurant). Plus, parking areas are not designed to be efficiently shared amongst developments; however, access points have been shared to improve ingress/egress on to Main Street (WIS19).

Figure 3.10: Area #4 - Existing Conditions Summary



3.4 Area #4

As shown in Figure 3.10 (above), the fourth redevelopment area (i.e., 521-529 Waterloo Road, 529-549 Karem Road) consists of a rendering farm (i.e., Bailey Farm), a large rural residence and a farmland property. The redevelopment area is bound by a cemetery to the west, Maunesha River to the east, Waterloo Road to the north, and Main Street / WIS19 to the south. The rendering farm (Site 1) and large rural residence (Site 2) are not currently in the Village limits or in the Village's urban service area. They are zoned a combination of C-2, R-3 and R-4 under Dane County Zoning. There are no sidewalks along public roadways within the redevelopment area. Between the three sites (twelve parcels total) there is 23.45 acres. Site 3 (farmland) is zoned A-G, while the other two sites are not currently in the Village. Below describes each site in more detail.

Site 1 is a key gateway into the community. Odors from the rendering operation create a nuisance for adjacent business and residential properties. In addition, the site is comprised of a hodgepodge of industrial buildings with multiple additions in various states of blight and disrepair and at least three homes in fair condition. The entire Bailey's Farm property has about twenty buildings and includes homes, industrial sheds with several expansions and garages. In total, there is approximately 86,000 SF of building space (i.e., 56,000 SF south of Karen Drive and 30,000 SF north of Karen Drive). The Village believes the farm may be under one or more orders from DATCP to clean up and repair buildings associated with this rendering facility. In total, this site includes ten parcels - three south of Karem Drive and seven north of Karem Drive - with an assessed value of $1,626,300 on 11.44 acres.

Site 2 is 4.82 acres with an assessed value of $240,700. There is a 2-story home (2,000 SF) and five shed/barn buildings (totaling roughly 12,200 SF and ranging form 775 SF to 7,800 SF). The overall general condition of the buildings range from good to fair. Access is provided from Waterloo Road. A small portion in the southeast corner of the property may have development limitations due to floodplain and hydric soils (indication of potential wetland ecosystems).

Site 3 is only a portion of a much larger property that spans east past the river with this portion of the parcel covering 7.19 acres. The site is currently being farmed with the river corridor remaining in its natural state. Access to the property would be from Waterloo Road. There is floodplain on the property, but this is limited to the wooded river corridor. The Wisconsin DNR's water data viewer suggest this river corridor, plus lands west, have wetland-type soils (hydric soils). A wetland delineation would be needed to verify what lands would have wetland ecosystems, limiting its development potential.

Redevelopment Concepts

Long term redevelopment of this area can provide substantial benefit to the Village, including the following:

- Enhancing the entry into the community from the east, and
- Mitigating the negative impacts of the current operations affecting growth surrounding the use.
- Increased tax base
- Increased access to the Maunesha River

The size of the redevelopment area provides a great opportunity to develop either a residential neighborhood (Figure 3.11 on page 31) or expand the adjacent business park (Figure 3.12 on page 32). Though the uses are different between the two concepts both suggest building a public street that connects Karem Drive to Philips Drive, and incorporating a bike path using the former Karem Drive over the river. These improvements would help to expand the mobility options within the Village. Stormwater is also presented similarly in both concepts using the natural contours in locating regional ponds to handle the majority of the required stormwater management. However, each site may still require additional stormwater management facilities/techniques to handle infiltration standards. The following descriptions detail each scenarios.

Scenario A

This scenario provides a mixed use neighborhood with 22-25 single family and/or duplex units, 72-87 multi-family units (e.g., rowhousing, multi-unit buildings, senior housing, etc.), and 33,000 SF of commercial space.

As shown, this scenario assumes the redevelopment area would have to expand to the west to make a single family neighborhood possible. This is largely due to the need to have a double-loaded street (i.e., lots on both side of the road), which allows the developer to recoup the cost of building a public street and utilities, especially in such a small subdivision. Currently this additional land is undeveloped, but is owned by the adjacent cemetery. For this concept to be possible, future discussions would be needed with cemetery property owner. An additional public street is shown in the concept off of Waterloo Road, providing access to uses in Site 3 (i.e., rowhousing buildings and a multi-unit (senior housing) building). This cul-de-sac street could be a private drive (vs. a public street) depending on the developer's intentions and the Village's approval.

Figure 3.11: Area #4 - Redevelopment Concept (A)

Figure 3.12: Area #4 - Redevelopment Concept (B)

Scenario B

This scenario proposes extending the existing industrial/business park to include up to 200,000-250,000 SF more development. Uses shown include light manufacturing, office, and service-related businesses. The lot breakdown is flexible and should be based on having a particular user in mind, and/or understanding of the market at the time of redevelopment. If possible, it would be good to have larger user with a well-designed building located along WIS 19 (i.e., Site F), as its the gateway to the community and to the business park from the east.

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CHAPTER 4

IMPLEMENTATION

35 Financial Review
38 Funding Opportunities
41 Action Plan

This Chapter provides a compilation of strategies, actions and estimated costs to move each redevelopment area to "shovel ready" status. 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.

4.1 Financial Review

Private development and reinvestment provides both public and business benefits, including enhancing the Village's image, providing additional tax base, job creation, and becoming catalysts for additional private development. It is generally assumed that these projects can and will be initiated by private landowners and developers, but the Village may choose to take an active role with property acquisition and assemblage in some cases.

This section provides an estimate for the primary costs for the Village, or private developer, to take an active role in preparing the sites for redevelopment. These costs are presented as rough costs to help the Village access future actions and strategies and to budget for those actions. See ***Appendix A*** for assumptions used to establish cost estimates.

Revenue estimates are also provided for each redevelopment concept and are expressed as the estimated assessment value of the properties upon complete buildout. See ***Appendix A*** for assumptions used to establish revenue value assumptions.

The financial review also includes a review of potential Tax Incremental Finance (TIF) revenues and borrowing capacities. While some of the sites may redevelop without the need for TIF this section of the plan assumes each site is placed into a TIF District. Each scenario presented in this Plan will be reviewed as if each redevelopment area was placed in individual TIF districts (also known as TIDs). There may be some advantages to combining redevelopment areas within a larger TID (vs. individual TIDs), but for the purposes of this analysis each redevelopment area is reviewed as if they were their own TID. See ***Appendix A*** for assumptions used to establish TIF revenues and borrowing capacities.

See ***Section 4.2*** for additional funding sources (outside of the general fund and TIF) that Village could consider to offset the costs presented in this section.

Redevelopment Area #1

This redevelopment area includes one vacant duplex unit parcel owned by the Village with two structures. The costs to bring it to shovel-ready status only includes building demolition (2,600 SF home and 1,000 SF shed) and site preparation, as the property is already under Village ownership and there is no indication of need for an environmental assessment and existing Village water and sewer utilities are adjacent to the property.

Cost Assumptions

The total cost to get this site shovel ready is estimated at ***$27,500***. The breakdown of costs is listed below.

Property Acquisition:	*n.a.*
Environ. Assessment:	*n.a.*
Demolition Costs:	*$25,000*
10% Contingency:	*$ 2,500*
Total	$27,500

Revenue Assumptions

The amount of potential revenue is shown below for each scenario and is based on value of the improvements depicted in Figure 3.3 (on page 21). Scenario "A" provides two

condo buildings (7 units in 18,300 SF), while Scenario "B" provides a 8,000 SF retail building.

Scenario "A" = $1,199,750
- Land: $101,750
- Improvements: $1,098,000

Scenario "B" = $1,054,375
- Land: $254,375
- Improvements: $800,000

Preliminary TIF Review

Scenario "A"
- Annual Tax Increment: $26,629
- Total Tax Increment (25 yrs): $665,732
- Borrowing Capacity: $350,000
- Annual Debt Service: $26,571
- Total Debt Service: $531,426
- Total Net Increment: $134,307

Scenario "B"
- Annual Tax Increment: $23,403
- Total Tax Increment (25 yrs): $585,065
- Borrowing Capacity: $300,000
- Annual Debt Service: $22,775
- Total Debt Service: $455,508
- Total Net Increment: $129,557

The preliminary TIF analysis indicates that the potential tax increment revenue from either redevelopment scenario should be sufficient to cover the total costs to bring the site to shovel ready status, plus allow for potential additional development incentives at the Village's discretion.

Redevelopment Area #2

This redevelopment area includes up to three parcels with a single-family residential property, former car wash site and a the former Kwik Trip site. The two commercial sites are currently for sale at below assessed values. It should be noted that Kwik Trip current sale prices is less than half the assessed value, which could be partially due to the use restriction deeded to the property (i.e., no fuel, car wash, tobacco, fast food, coffee, etc.). The costs to bring it to shovel-ready status includes land acquisition (three properties), building demolition (2,900 SF home and 2,600 SF retail building) and site preparation. It assumed a Phase I ESA will be needed for the former car wash and gas station sites.

Cost Assumptions

The total cost to get all three site shovel ready is estimated at roughly ***$435,000***. The table below details the breakdown of costs.

Property Acquisition:	*$353,000*
Environ. Assessment:	*$ 4,000*
Demolition Costs:	*$ 38,000*
10% Contingency:	*$ 40,000*
Total	*$435,000*

Revenue Assumptions

The amount of potential revenue is shown below for each scenario and is based on value of the improvements depicted in Figure 3.5 (on page 23). Scenario "A" provides 12,150 SF commercial on three parcels, while Scenario "B" provides 12,600 SF commercial on four parcels.

Scenario "A" = $1,360,000
- Land: $ 240,000
- Improvements: $1,120,000

Scenario "B" = $1,210,000
- Land: $ 300,000
- Improvements: $ 910,000

Scenario "C" = $1,630,000
- Land: $ 270,000
- Improvements: $1,360,000

Preliminary TIF Review

Scenario "A"
- Annual Tax Increment: $23,856
- Total Tax Increment (25 yrs): $596,399
- Borrowing Capacity: $310,000
- Annual Debt Service: $23,535
- Total Debt Service: $470,691
- Total Net Increment: $125,078

Scenario "B"
- Annual Tax Increment: $17,124
- Total Tax Increment (25 yrs): $428,100
- Borrowing Capacity: $225,000
- Annual Debt Service: $17,082
- Total Debt Service: $341,631
- Total Net Increment: $86,469

Scenario "C"
- Annual Tax Increment: $29,849
- Total Tax Increment (25 yrs): $746,220
- Borrowing Capacity: $360,000
- Annual Debt Service: $27,331
- Total Debt Service: $546,609
- Total Net Increment: $199,611

The preliminary TIF analysis indicates that the potential tax increment revenue from either redevelopment scenario should be sufficient to cover the total costs to bring the site to shovel ready status, plus allow for potential additional development incentives at the Village's discretion.

Redevelopment Area #3

This redevelopment area includes up to four parcels. Yet, it is assumed that the Mill property will remain with some coordination and agreements needed (to provide shared access and possible reorganization of paved areas). The other three sites include a farm property being used for storage (24,000 SF of building space), a Village storage facility (3,000 SF) and the Town of Median storage facility (6,600 SF). There is an assumed need for an environmental assessment of all three sites, including Phase 1 ESA and lead-paint assessment. There is an assumed cost to relocation, but actual cost will need to be negotiated. It is also assumed that the Village may participate in costs to install sidewalks along Main Street (WIS19) and Hubbell Street (WIS 73).

Cost Assumptions

The cost to get this redevelopment area shovel ready is estimated at roughly ***$776,000***. The table below details the breakdown of costs.

Property Acquisition:	*$480,000*
Relocation:	*$ 30,000*
Environ. Assessment:	*$ 8,500*
Demolition Costs:	*$175,000*
Public Sidewalk:	*$ 12,500*
10% Contingency:	*$ 70,000*
Total	*$776,000*

Revenue Assumptions

The amount of potential revenue is shown below for each scenario and is based on value of the improvements depicted in Figure 3.7-3.8 (on page 25-26). Scenario "A" provides 46,600 commercial. Scenario "B" provides roughly 30,000 SF of commercial and 25-30 residential units. Scenario "C" provides 33,000 SF of commercial.

Scenario "A" = $5,525,000
- Land: $1,195,000
- Improvements: $4,330,000

Scenario "B" = $4,810,000
- Land: $1,328,000
- Improvements: $3,482,000

Scenario "C" = $4,500,000
- Land: $1,330,000
- Improvements: $3,170,000

Preliminary TIF Review

Scenario "A"
- Annual Tax Increment: $120,157
- Total Tax Increment (25 yrs): $3,003,912
- Borrowing Capacity: $1,550,000
- Annual Debt Service: $117,673
- Total Debt Service: $2,353,456
- Total Net Increment: $650,456

Scenario "B"
- Annual Tax Increment: $104,287
- Total Tax Increment (25 yrs): $2,607,163
- Borrowing Capacity: $1,350,000
- Annual Debt Service: $102,489
- Total Debt Service: $2,049,784
- Total Net Increment: $557,379

Scenario "C"
- Annual Tax Increment: $101,794
- Total Tax Increment (25 yrs): $2,544,859
- Borrowing Capacity: $1,300,000
- Annual Debt Service: $98,693
- Total Debt Service: $1,973,866
- Total Net Increment: $570,993

The preliminary TIF analysis indicates that the potential tax increment revenue from either redevelopment scenario should be sufficient to cover the total costs to bring the site to shovel ready status, plus allow for potential additional development incentives at the Village's discretion.

Redevelopment Area #4

This redevelopment area includes twelve parcels with three property owners. Ten of these parcels are part of the Bailey's Farm operation with a mix of residential and industrial/shed buildings (20 buildings totalling 86,000 SF). The other two site include a large rural residence (12,200 SF of building space) and undeveloped farm field. There is an assumed need for an environmental assessment of all Bailey's Farm properties. There is a substantial relocation cost shown due to the business operation and the potential for several residential tenant (use of homes on the property is unknown at this time). It is also assumed that the Village may participate in costs to build an new roadway connecting Karem Drive to Phillips Drive, plus utilities and corresponding stormwater facilities.

Cost Assumptions

The cost to get this redevelopment area shovel ready is estimated at around ***$4,340,000***. The table below details the breakdown of costs.

Property Acquisition:	*$2,380,000*
Relocation:	*$ 100,000*
Environ. Assessment:	*$ 15,000*
Demolition Costs:	*$ 730,000*
Public Road/Utilities:	*$ 715,000*
10% Contingency:	*$ 400,000*
Total	*$4,340,000*

Revenue Assumptions

The amount of potential revenue is shown below for each scenario and is based on value of the improvements depicted in Figure 3.5 (on page 23). Scenario "A" provides a mix of 22-25 single family lots, 72-87 multi-family units (4 buildings), and 30,300 SF of commercial space. Scenario "B" provides around 230,000 SF manufacturing and office/service.

Scenario "A" = $15,650,000

- Land: $ 2,150,000
- Improvements: $13,500,000

Scenario "B" = $12,450,000

- Land: $ 1,640,000
- Improvements: $10,810,000

Preliminary TIF Review

Scenario "A"

- Annual Tax Increment: $305,553
- Total Tax Increment (25 yrs): $7,638,819
- Borrowing Capacity: $4,000,000
- Annual Debt Service: $303,672
- Total Debt Service: $6,073,434
- Total Net Increment: $1,565,385

Scenario "B"

- Annual Tax Increment: $234,527
- Total Tax Increment (25 yrs): $5,863,163
- Borrowing Capacity: $3,000,000
- Annual Debt Service: $227,754
- Total Debt Service: $4,555,076
- Total Net Increment: $1,308,087

The preliminary TIF analysis indicates that the potential tax increment revenue from either redevelopment scenario should be sufficient to cover the total costs to bring the site to shovel ready status, plus allow for potential additional development incentives at the Village's discretion.

4.2 Funding Opportunities

Many of the strategies identified in this section presume the use of existing Village 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). Below describes the funding strategies that may benefit the Village in moving forward with redevelopment in the WIS19 Corridor.

The financial analysis discussed in ***Section 4.1*** does not assume any costs are offset by other funding sources. For instance, there are a number of grant programs the Village could apply for aid in either property acquisition, remediation, or site improvements. The three granting agencies most likely to assist with the redevelopment of the study area include the Wisconsin Department of Natural Resources (DNR), Wisconsin Economic Development Corporation (WEDC), and the Environmental Protection Agency (EPA).

Grant Programs

Grant programs that appear viable for the Village to pursue are described below. In addition, the following pages provide matrices of brownfield grant programs offered by the DNR, WEDC, and EPA. Program goals and eligibility criteria can change; therefore, it is best to consult with each granting agency.

- The Village could approach WEDC for Site Assessment Grants (SAG) money for site investigation. The Village must show that it has access to the property to conduct the audit and demonstrate that the party that caused the contamination is unknown, can't be located, or does not have the resources to contribute to the environmental investigation of the soil and/or groundwater. Eligible activities include the investigation of environmental contamination, demolition of structures or buildings, and asbestos abatement. Applications may be submitted on an on-going basis.

- Ready for ReUse loans and grants from the DNR might be applicable for remediation

BROWNFIELDS FUNDING MATRIX

PUB # RR-932

February 2013

State-Administered Funding Programs

Department of Natural Resources

	WAM Contractor Services	Ready for Reuse Grants	Ready for Reuse 0% Interest Loans
Covered Costs	▪ Hazardous & Petroleum ▪ Phase I & II assessments ▪ Limited NR716 Site Investigation	▪ Hazardous & Petroleum ▪ Cleanup ▪ Remedial Action Plan ▪ Demo/Site Prep/ Asbestos abatement (if necessary to do cleanup)	▪ Short-term monitoring ▪ Consulting & WDNR fees ▪ Public participation costs ▪ Tank removal
Eligible Entities	LGUs, private entities, other public entities, Tribes, non-profits Applications accepted as long as funding is available	LGUs, non-profits, Tribes (applicant must own property) Applications accepted year-round	LGUs Applications accepted year-round
Conditions	▪ Must meet the federal definition of a brownfield* ▪ Intended for smaller (<10 acres) closed / closing manufacturing sites, but does not need to be a WPRI site or a recent closing ▪ Applicant does not have to own site, but must have access agreement in place	Must meet the federal definition of a brownfield* Current owner has no CERCLA liability: ▪ Did not cause contamination; ▪ Completed AAI; ▪ Bona Fide Prospective Purchaser or Involuntary Acquisition; and ▪ Did not own property when discharge occured	
Terms	▪ Minimum award: Phase I services ▪ Maximum award: Approx. $35,000 (for all services) ▪ May be awarded to site where causer is known (case-by-case)	▪ Public Participation component ▪ Applicant must provide 22% match	
More Info	dnr.wi.gov/topic/Brownfields/csa.html	dnr.wi.gov/topic/Brownfields/rlf.html	

Wisconsin Economic Development Corporation

	Brownfields Grant Program	Site Assessment Grants (SAG)
Covered Costs	▪ Property acquisition ▪ Site investigation ▪ Remediation ▪ Removal of abandoned containers ▪ Demolition, asbestos abatement ▪ Groundwater monitoring ▪ Building rehab	▪ Removal of USTs ▪Phase I & II assessments ▪ Site Investigation ▪ Removal of abandoned containers ▪ Demolition, including asbestos abatement
Eligible Entities	Municipalities, Tribes, individuals, businesses, non-profits Applications accepted year-round	Municipalities, Tribes, redevelopment, community development and housing authorities Applications accepted year-round
Conditions	▪ Must meet the state definition of a brownfield** ▪ RP unknown, can't be located, or unable to pay ▪ Applicant cannot have caused contamination or owned the contaminant ▪ Phase I & II need to be completed	▪ Must meet the state definition of a brownfield** ▪ RP unknown, can't be located, or unable to pay ▪ Applicant cannot have caused contamination or owned the contaminant
Terms	▪ Grant < $300,000 → 20% match ▪ $300,000 <Grant < $500,000 → 35% match ▪ Match can be cash or in-kind	Match required
More Info	Community Account Managers inwisconsin.com/cam-contacts WISCONSIN ECONOMIC DEVELOPMENT CORPORATION inwisconsin.com	

Wisconsin Department of Natural Resources
P.O. Box 7921
Madison, WI 53707
dnr.wi.gov, search "Brownfields"

Information on other state and federal brownfields financial resources can be found in the Financial Resource Guide (PUB RR-539) at dnr.wi.gov/topic/Brownfields/Financial.html

Federally Administered Funding Programs

U.S. Environmental Protection Agency

	Brownfield Assessment Grant-Community-Wide	Brownfield Assessment Grant-Site-Specific	Brownfield Assessment Grant-Coalition	Brownfield Revolving Loan Fund Grant-Individual	Brownfield Revolving Loan Fund Grant-Coalition	Brownfield Cleanup Grant
Covered Costs	▪ Inventory characterization ▪ Phase I & II assessments ▪ Site Investigation ▪ Remediation planning & design ▪ Community Involvement	▪ LGUs may use 10% toward health monitoring, enforcement of institutional controls, other related program development and activities ▪ Environmental insurance		▪ Clean up ▪ Remedial Action Plan ▪ Demolition/Site Prep (must be pre-approved) ▪ Asbestos and lead abatement ▪ Short-term monitoring	▪ Environmental consulting fees ▪ Public Participation costs ▪ Tank removal ▪ Programmatic management	▪ Clean up ▪ Demolition, if part of clean up ▪ Removal of some abandoned containers & USTs
Eligible Entities	Governmental Entities: LGU, land clearance authority, state agency, regional council, redevelopment agency, school district, Tribe ▪ Non-profits not eligible		3 or more eligible entities	▪ Governmental Entities ▪ Non-profits are not eligible	2 or more eligible entities	▪ Governmental Entities ▪ Non-profits
	Applications are due in late fall					
Conditions	▪ Area-wide assessment ▪ Can also apply for a site- specific grant	▪ Single site ▪ May only apply for one site-specific grant per grant cycle	▪ Area-wide assessment ▪ Memorandum of Agreement ▪ Cannot be part of another coalition or be applying individually	Cannot be part of a RLF Coalition	▪ May not have an active RLF grant ▪ May not subgrant to coalition members	▪ Site-specific ▪ Applicants must own site and maintain ownership for duration of cleanup ▪ Completed Phase I and Phase II
Terms	▪ Up to $200,000 for hazardous and/or $200,000 for petroleum (max. combine $400,000) ▪ No waiver of funding limit ▪ Three year grant	▪ Up to $200,000 hazardous or petroleum ▪ May request a waiver for up to $350,000 ▪ Three year grant	▪ Up to $600,000 in combined hazardous and petroleum ▪ Minimum of five sites must be assessed ▪ Three year grant	▪ Up to $1,000,000 ▪ 20% cost share ▪ At least 50% loans ▪ Limit of $200,000 subgrant per site ▪ Five year grant period	▪ Up to $1,000,000 per coalition member ▪ May not subgrant to coalition members ▪ At least 50% loans ▪ Limit of $200,000 subgrant per site ▪ Five year grant period	▪ $200,000 max (combined) per site ▪ 20% cost share ▪ Up to 3 proposals per applicant ▪ Must submit eligibility letter for petroleum sites
More Info	EPA United States Environmental Protection Agency www.epa.gov/brownfields/grant_info/					

* Federal definition of brownfield: 42 U.S.C. δ9601, amended 2002
** State definition of brownfield: sec. 560.13, Wisc. Stats.

This document contains information about certain state statutes and administrative rules, but does not necessarily include all of the details found in the statutes and rules. Readers should consult the actual language of the statutes and rules to answer specific questions. The Wisconsin Department of Natural Resources provides equal opportunity in its employment, programs, services and functions under an Affirmative Action Plan. If you have any questions, please write to Equal Opportunity Office, Department of Interior, Washington, D.C. 20204. This publication is available in alternative format upon request. Please call 608-267-3543 for more information.

costs if the community can meet the eligibility requirements (e.g. the Village must own the property, there must be no persons responsible for the contamination that are both subject to an environmental enforcement action and able to pay for the cleanup, etc.). All loans are zero interest and generally for projects over $250,000. The maximum grant amount is $200,000 with a 22% local match. Eligible Activities include cleanup actions, demolition or site preparation (only if demolition is required to access contaminated soils beneath a structure, monitoring, consulting fees, etc.). Applications may be submitted on an on-going basis.

- Blight Elimination/Brownfield Redevelopment (BEBR) grants from WEDC could apply, if the Village can show a prospective purchaser with job creation. In addition to clean up activities, the grants can be used for property acquisition. Grants require a 20% to 50% match depending on the size of the grant award. Applications may be submitted on an on-going basis.

- The DNR's Knowles-Nelson Stewardship Program and Recreational Trails program could provide the Village with 50% matching funds for the acquisition of property or the development of recreational trails. Any land or easements acquired with grant dollars would be required to stay in public ownership. Grant dollars can only be used for nature based outdoor recreation improvements. Applications are due annual on May 1.

TIF District Creation

Tax Incremental Financing (TIF) is a financial tool used to promote tax base expansion, improved business climate, increased employment, elimination of unsafe/unsightly buildings and conservation of natural resources. Eligible projects relevant to Marshall include (but are not limited to) developer incentives/grants/loans, streetscaping features, street lighting, parking infrastructure, transportation improvements, utility improvements, promotion and economic development.

At the time this plan was developed the Village had one active TIF District, TID #1. TID #1 was adopted by the Village Board on May 10, 1994 and includes many properties along Main Street including Redevelopment Areas 2 and 3. The project expenditure period for TID #1 ended on May 10, 2016; therefore, no new projects can be done within the TID. The TID is scheduled to terminate in 2021. Unfortunately the value increment of TID #1 is more then 12% of the Village's total municipal equalized value. Therefore, until TID #1 closes a new TID can not be created to further support redevelopment along the entire WIS 19 corridor. Given that redevelopment of all Redevelopment Areas 1-4 is unlikely to occur within the next four years this plan assumes that the Village will have an opportunity to create TIF District #2 in the future to assist with redevelopment of Areas 1-4 and other properties along Main Street.

4.3 Action Plan

The first two sections of this chapter discuss the cost associated with getting the sites shovel ready, and potential ways to fund the projects. This section will discuss the potential actions and strategies to fullfil the vision for each of these sites. Also noteworthy is the actions that were suggested in the 2007 Downtown Plan that will help to improve the conditions and aesthetics in the WIS19 Corridor, which can have an impact on the marketability for these redevelopment areas. The Village should consider the downtown plan's actions and the specific actions for each redevelopment area outlined here.

Downtown (& Corridor) Action Strategies

Action Strategy DC.1: Add traffic calming at Pardee Street, including bumpouts, refuge island, enhanced crosswalk and potential landscaping improvements.

Action Strategy DC.2: Enhance alley parking behind Main Street businesses between Deerfield Road and Beebe Street.

Action Strategy DC.3: Install decorative paving in crosswalks in the following intersections: Pardee Street, Deerfield Road, and Hubbell Street.

Action Strategy DC.4: Add a Public Plaza, reconstruct parking to be more efficient, attractive, and incorporate stormwater management.

Action Strategy DC.5: Make streetscape improvements, including install decorative paving, community wayfinding signage, and add ornamental street trees with landscaping plantings.

Action Strategy DC.6: Install a riverwalk pathway for pedestrians and bicyclist from Elm Street to Hubbell Street (STH 73). (As depicted in the new concepts for the Herman's Little Ponderosa property this pathway could continue east and meet up with Main Street (HWY 19) at the Maunesha River bridge.

Action Strategy DC.7: Consider amending the zoning code to guide and restrict development in the Downtown Business District either with specific standards in the zoning district or in a revised/new design standards handbook. *[This action has been revised per recommendations in this Corridor Plan - See pages 5-6.]*

General Economic Development Action Strategies

Action Strategy ED.1: Consider creating a new TIF district(s) once the current one is closed to include Redevelopment Areas 1-4 as well as properties along Main Street. Properties currently not within the Village in Redevelopment Areas 3 and 4 would first need to be annexed to the Village.

Action Strategy ED.2: Add a section on the Village website highlighting commercial and industrial properties that are for sale and/or for lease. Information to provide includes site address, site/building description, current asking price, contact information, etc. Alternatively, the web page could provide a link to sales sheets for the available parcels or a link to the WEDC website InWisconsin.

Redevelopment Area #1 Action Strategies

Action Strategy R1.1: Tear down existing structures on the site, but maintain trees (if in good health) until a specific user is identified.

Action Strategy R1.2: Put property on the market, and hire a broker. Market Redevelopment Area #1 for commercial use – possibly a food establishment. Add this site to the Village website (see Action Strategy ED.2).

Action Strategy R1.3: If the site sits idle due to a lack of commercial interest, the Village should consider marketing towards multi-family. Village could contact the developer of the Water's Edge Condominiums complex to see if there is interest (see Scenario A).

Redevelopment Area #2 Action Strategies

Action Strategy R2.1: Work with Big Squirt Car Wash Inc. (Site 2) and Kwik Trip Inc. (Site 3) to find a willing buyer of their former location. Add these two sites to the Village website (see Action Strategy ED.2).

Action Strategy R2.2: If the Kwik Trip building (Site 3) remains idle for more than six months, consider working with Kwik Trip to fill the space temporarily while they continue to look for a willing buyer. The Village/CDA could consider providing public assistance to tenant by covering part (or full payment) of the lease up to three months. This strategy (known as a "pop up" store) helps to fill vacant space, while supporting startup business and local entrepreneurship. There would be unique restrictions on the temporary tenant, including requiring them to relocate should Kwik Trip Inc. find a willing buyer for the site.

Action Strategy R2.3: Consider purchasing the properties, remove the former Kwik Trip building, and market the property for sale at a reduced cost as a development in-

centive. Ideally this would occur in conjunction with creation of a new TIF district to enable the Village to recapture its investments through the collection of future tax increment.

Redevelopment Area #3 Action Strategies

Action Strategy R3.1: Reach out to Hermann Farm property owners and Town officials (regarding their storage facility) annually to understand their future intentions for their site and or willingness to sale their properties.

Action Strategy R3.2: Rezone the Hermann Farm Property (Site 2) to General Business (B-G) to ensure future uses of the property are for commercial and not agricultural uses.

Action Strategy R3.3: If these sites have not redeveloped once the TID #1 has been closed, consider including this site in a new TIF district.

Action Strategy R3.4: Get consent from existing owners to conduct a wetland delineation and floodplain analysis of the entire redevelopment area (Sites 1-4). If determined that the floodplain boundary is inaccurate and a larger portion of the sites may be developable, consider submitting a Letter of Map Revision (LOMR) to FEMA on behalf of all land owners.

Action Strategy R3.5: Discuss with the Town of Medina about purchasing their property (Site 4). Prior to purchase weigh the development potential of the property (developable land outside of floodplain and wetland boundaries) against the proposed purchase price. If an equitable deal can be reached, annex the town property into the Village and zone it Business General (B-G). Rezone the Village parcel (Site 3) also to the B-G zoning district. Tear down all buildings on both sites, and put both properties up for sale for commercial use.

Action Strategy R3.6: Purchase the Hermann Farm property (Site 2) and zone the parcel to B-G (if not already rezoned - see Action Strategy R3.2). Tear down the buildings and remove any pavement areas in poor condition.

Action Strategy R3.7: Develop a request for development proposals for the Hermann Farm Property (Site 2). The Village's storage facility property (Site 3) could be included if not already redeveloped (see Action Strategy R3.4). Require the said proposal to be mixed commercial or mixed use with a requirement of a anchor tenant/building of not less than 10,000 square feet with preference towards uses that meet the demand gap presented in this plan (or provided by developer through their own market analysis). Require the design to include sidewalk on WIS19 and a riverwalk along the Maunesha River connecting WIS 73 to WIS19 at Box Elder Road. Some of the costs can be partially (or fully) paid for by the TID if created (see Action Strategy ED.1 and R3.2).

Redevelopment Area #4 Action Strategies

Action Strategy R4.1: Reach out to Bailey's Farm property/business owners annually to understand their future intentions for their site.

Action Strategy R4.2: Discuss and negotiate relocation of Bailey's Farm to a more suitable location that would not impact existing or planned residential neighborhoods. If an agreement could be reached, the Village should develop a memoranda of understanding (MOA), or put in the purchase order, a requirement that the land be annexed into the Village and a TID can be approved before purchase.

Action Strategy R4.3: Based on the current use, the Village should conduct an environmental review of the parcels (e.g., Phase I ESA and lead-paint assessment). The Village should submit for grant monies to help acquire, remediate and clean up the site through SAG, WEDC and/or DNR funding programs (see ***Section 4.2***).

Action Strategy R4.4: After remediation, the Village should tear down all buildings, excluding possibly 521 Waterloo Road. After demo of 539 Karem Drive (land between WIS19 and Karem Drive), market the site towards mixed commercial use. The property should be marketed on the Village's website (see Action Strategy ED.2), and a real estate agent could be hired.

Action Strategy R4.5: If a deal could be reached on the relocation of the Bailey's Farm (see Action

Strategy R4.2), discuss and negotiate purchase the remaining town property in redevelopment area (i.e., 521 Waterloo Road). Tear down all buildings.

Action Strategy R4.6: Consider conducting an updated market study specific to this redevelopment area, especially if more than five years have passed since the latest market review. As presented in this Plan, this redevelopment area could provide a residential neighborhood (Scenario A) or an extension of the business park (Scenario B).

Action Strategy R4.7: Build a public roadway with curb/gutter connecting Karem Drive to Phillips Drive. As a part of the road construction include all utilities (i.e., storm sewer, sanitary sewer and water systems). If a residential street is developed, it is recommended the road be wide enough to allow on-street parking with sidewalks on both sides of the street. If a business park is developed, parking could be reduced/eliminated allowing for wider drive lanes with potential sidewalk/path on one side of the road. A regional storm pond could be built as a part of this project to handle the roadway, as well as handle stormwater from the development sites.

Action Strategy R4.8: Work with the local telecommunications company to bring fiber optics to the business park, and include in new roadway if built (see Action Strategy R4.7).

Action Strategy R4.9: Plot the land based on the recommendation of the updated market study, and market the sites. If the redevelopment area is ideal for a business park expansion, consider purchasing the Barth Family Enterprises, LLC property to allow deeper and larger industrial/office uses along the newly created roadway (see Scenario B). If a single-family neighborhood is desired, consider purchasing land from the cemetery (see Scenario A).

APPENDIX A

Financial Assumptions

The following text describes the assumptions used in estimating the costs to assess environmental conditions, remove buildings, prepare the site, acquire properties, and make any assumed public improvement/assistance. See ***Section 4.1*** for the financial review for each redevelopment site.

Environmental Conditions Cost Assumptions

Properties with existing or past uses that have the potential for environmental issues where assumed to need at least a Phase I Environmental Site Assessment. It is also assumed that all buildings must be inspected for the presence of asbestos-containing materials (ACM) prior to demolition. For disposal purposes, concrete materials shall be tested for lead-based paint (containing more than 0.06% by weight), as there are limits regarding recycling and landfill disposing the rubble. Additional environmental assessments and clean-up actions may be required as a result of these initial assessments.

(Building) Demolition Cost Assumptions

The cost estimates to remove buildings were provided by Town & Country Construction, Inc. (Mayville, WI) and were provided as rough estimates site unseen. In general, demolition costs range between $3-$15 per square foot depending on a number of factors including whether any lead or asbestos abatement is required. As provided, Town & Country's estimates range from $3-$8.50 per square foot dependent on building type. These costs do not include permits, water/sewer capping, or abatement of buildings. To cover additional site cleanup (i.e., driveways and other paved areas, trash, etc.), the final building estimates were increased by roughly twenty percent.

Land Acquisition Cost Assumptions

This study did not include completing an appraisal report for each of the study parcels. If there is an active sale listing for a property, this price is used, plus 6% real estate fees. For parcels not currently for sale, the assumed acquisition cost is 120% of the 2014 assessed value. This 20% mark-up (over the assessed values) covers a lag in assessed values to true market value, owner's expectations of price, real estate fees, and closing fees. In the cases where there is no assessed values available (e.g., tax exempt parcels), a comparable site within the community was used to calculate assumed assessed values.

SPECIAL NOTE: THE LAND ACQUISITION COSTS ASSUME PAYING A PREMIUM PRICE FOR PROPERTIES THAT DOES NOT TAKE INTO CONSIDERATION OFFSETTING COSTS FOR POTENTIAL ENVIRONMENTAL CLEAN-UP OR DEMOLITION OF OBSOLETE BUILDINGS, WHICH WOULD BE EXPECTED TO BE REFLECTED IN THE FINAL OFFER TO PURCHASE.

Public Infrastructure Cost Assumptions

A new urban (curb/gutter) road with utilities (i.e., stormwater, sanitary sewer and water), plus storm pond, would cost roughly $500 per lineal foot. This cost estimate does not include removals, which has been estimated in the site demolition costs. SIdewalk/Trail construction costs assumes a $10 per lineal foot. The actual cost will vary based on width and material.

Relocation Cost Assumptions

There are several factors that come into play when relocating a property owner including number of businesses, residential owners, tenants and properties involved. An appraisal would be required to pay fair market value for the property, which can cost approximately $3,000-$5,000 per appraisal or more, depending on the complexity of the appraisal.

A business that has owned and occupied their business or farm for at least one year before initiation of negotiations is entitled to a replacement business payment of up to $50,000. Business tenants are eligible for a replacement business payment of up to $30,000. Plus a business, farm or nonprofit organization may be eligible for a payment of up to $10,000 for expenses actually incurred in relocating and reestablishing at a replacement site, plus moving costs.

A residential homeowner that has occupied their home for at least 180 days prior to the initiation of negotiations and purchase a replacement property is entitled to a replacement housing payment of up to $25,000-$31,000 or more depending on the funding source. The residential property owners/tenants are also entitled to a home/apartment that provides the same (if not assumed need) of unit size and number of bedrooms based on family size. If the comparable unit in the Village of Marshall costs more than their current mortgage/rent, they are entitled to the difference for two years.

SPECIAL NOTE: RELOCATION COSTS MAY NOT BE REQUIRED DEPENDING ON THE SPECIFICS OF ANY POTENTIAL ACQUISITION. TO PROVIDE A CONSERVATIVE COST ESTIMATE TO BRING SITES TO SHOVEL READY STATUS RELOCATION COSTS ARE ASSUMED FOR REDEVELOPMENT AREAS 3 AND 4.

New Value Projection Assumptions

Table A.1 (on the next page) is the breakdown of values for the redevelopment areas based on the value assumptions below.

Land Value

- Land ratio for new development is based on the general ratios provided in the Estimated Value table (below), adjusted based on adjacent parcels with same land use(s).
- To be conservative the low end values were used in the estimates.
- Properties that will benefit from public infrastructure improvements (i.e. public road) will see an increase comparable to adjacent parcels in the same condition (e.g. road access, land use, etc.)
- Land Ratio for properties that do not see public infrastructure improvements remain unchanged

Building Values

- Based on general construction costs using gross square footage (see table below).
- To be conservative the low end values were used in the estimates.

Figure A.1: Estimated Value (per square foot)
Sources: MSA Professional Services

BUILDING & PARKING	Low	High
Single-Family/Duplex	$90	$140
Multi-Unit Residential (3-9 U):	$60	$90
Multi-Unit Residential (10+ U):	$50	$75
Mixed Use Building:	$80	$120
Manufacturing:	$40	$70
Office:	$75	$125
Retail:	$100	$150

LAND	Low	High
Single-Family/Duplex	$2.00	$4.00
Multi-Unit Residential (4-9 U):	$2.00	$4.00
Multi-Unit Residential (10+ U):	$3.00	$6.00
Mixed Use Building:	$5.00	$8.00
Manufacturing:	$1.50	$3.00
Office:	$4.00	$6.00
Retail:	$5.00	$10.00

Table A.1: Estimated Value per Redevelopment Area
Sources: MSA Professional Services

AREA #1: Scenario A	SF	$$/SF	Cost
Condo Building (3-Units)	7,800	$60	$468,000
Condo Building (4-Units)	10,500	$60	$630,000
Land Value	50,875	$2	$101,750
TOTAL ESTIMATE			$1,199,750

AREA #1: Scenario B	Size		Cost
Retail/Food	8,000	$100	$800,000
Land Value	50,875	$5	$254,375
TOTAL ESTIMATE			$1,054,375

AREA #2: Scenario A	SF	$$/SF	Cost
Office	3,750	$75	$281,250
Land Value	20,490	$4.00	$81,960
Retail/Food	8,400	$100	$840,000
Land Value	32,120	$5.00	$160,600
TOTAL ESTIMATE			$1,363,810

AREA #2: Scenario B	Size		Cost
Retail/Food	4,600	$100	$460,000
Land Value	33,500	$5	$167,500
Office	6,000	$75	$450,000
Land Value	32,120	$4	$128,480
TOTAL ESTIMATE			$1,205,980

AREA #2: Scenario C	Size		Cost
Mixed Use	13,600	$100	$1,360,000
Land Value	53,900	$5	$269,500
TOTAL ESTIMATE			$1,629,500

AREA #3: Scenario A	SF	$$/SF	Cost
Office	4,800	$75	$360,000
Retail/Grocer	25,000	$100	$2,500,000
Land Value	170,525	$4.50	$767,363
Retail/Food	8,400	$100	$840,000
Land Value	48,770	$4.00	$195,080
Office	8,400	$75	$630,000
Land Value	58,017	$4.00	$232,068
TOTAL ESTIMATE			$5,524,511

AREA #3: Scenario B	SF	$$/SF	Cost
Office	6,500	$75	$487,500
Mixed Use	25,000	$80	$2,000,000
Land Value	170,525	$5.00	$852,625
Retail/Food	5,900	$100	$590,000
Land Value	48,770	$5.00	$243,850
Office	5,400	$75	$405,000
Land Value	58,017	$4.00	$232,068
TOTAL ESTIMATE			$4,811,043

AREA #3: Scenario C	SF	$$/SF	Cost
Retail	13,700	$100	$1,370,000
Retail/Food	9,400	$100	$940,000
Land Value	170,525	$5.00	$852,625
Retail/Food	4,600	$100	$460,000
Land Value	48,770	$5.00	$243,850
Office	5,300	$75	$397,500
Land Value	58,017	$4.00	$232,068
TOTAL ESTIMATE			$4,496,043

AREA #4: Scenario A	SF	$$/SF	Cost
25 SF/Duplex Lots (2,500 SF Homes)	62,500	$90	$5,625,000
Land Value	393,000	$2.00	$786,000
3 Rowhousing Bldgs (5,800 SF / Bldg)	17,400	$60	$1,044,000
Land Value	65,800	$2.00	$131,600
MF Building (2 Stories)	41,200	$50	$2,060,000
Land Value	97,000	$3.00	$291,000
MF Building (3 Stories)	34,800	$50	$1,740,000
Land Value	58,017	$1.50	$87,026
Retail	25,500	$100	$2,550,000
Retail/Food	4,800	$100	$480,000
Land Value	171,450	$5.00	$857,250
TOTAL ESTIMATE			$15,651,876

AREA #4: Scenario B	SF	$$/SF	Cost
Manufacturing	49,300	$40	$1,972,000
Land Value	155,900	$1.50	$233,850
Office/Service	27,600	$75	$2,070,000
Land Value	127,400	$4.00	$509,600
Office/Service	21,800	$75	$1,635,000
Land Value	83,700	$4.00	$334,800
Manufacturing	18,600	$40	$744,000
Land Value	77,200	$1.50	$115,800
Manufacturing	36,200	$40	$1,448,000
Land Value	125,800	$1.50	$188,700
Manufacturing	73,500	$40	$2,940,000
Land Value	171,450	$1.50	$257,175
TOTAL ESTIMATE			$12,448,925

- Includes exterior materials, finished interiors, parking, and landscaping
- A range of low to high is provided, as structure type (wood "pole" building vs. rigid frame steel building), exterior building materials, etc. affect the overall value of the building(s).

Appendix A Financial Assumptions

Preliminary TIF Review Assumptions

The TIF Review for Redevelopment Areas 1-4 discussed in Section 4.1 include the following assumptions.

Annual Tax Increment

- Equals the difference between the projected New Value minus the 2016 Assessment Value, multiplied by the 2016 Mill Rate for the Village of 22.20, and divided by 1,000. Annual Tax Increment collect is based on the assumption of full build-out of the redevelopment area.

Total Tax Increment Collected

- Assumes each redevelopment area is placed in either a rehabilitation/conservation or blighted TIF district with a 27-year life span. Assumes full build-out of the redevelopment occurs in year one of the district to enable a full 25 years to collect tax increment. This assumption is less likely for Redevelopment Areas 3 and 4; therefore, total tax increment values maybe less then shown. To offset this liberal revenue assumption the calculations do not assume any inflation of assessed values, construction costs, or increases in the Village's Mill Rate, which are all conservative estimates.

Borrowing Capacity

- The total principal costs for debt issuance supported by the projections of Total Tax Increment Created.

Annual Debt Service

- Annual debt service payments, principal and interest, on the Borrowing Capacity assuming a fixed interest rate of 4.5% financed over 20 years.

Total Debt Service

- Total principal and interest costs on the Borrowing Capacity.

Total Net Increment

- Total Tax Increment minus the Total Debt Service.

SPECIAL NOTE: IT IS ASSUMED THAT PRIOR TO CREATION OF ANY FUTURE TIF DISTRICT THE VILLAGE WOULD REVISE THE PRELIMINARY TIF REVIEW ASSUMPTIONS CONTAINED IN THIS PLAN AS PART OF THE DEVELOPMENT AND APPROVAL ON AN OFFICIAL PROJECT PLAN FOR THE TIF DISTRICT.

APPENDIX B

EXISTING CONDITION MAPS

WIS 19 CORRIDOR STUDY

REDEVELOPMENT AREA ONE

ADDRESS(ES):
834 W MAIN STREET

PROPERTY OWNER(S):
VILLAGE OF MARSHALL

PARCEL NUMBER(S):
083081209482761

TOTAL SIZE:
1.17 ACRES

2015 ASSESSED VALUE(S):
UNKNOWN (TAX EXEMPT)

CURRENT LAND USE(S):
DUPLEX UNIT: VACANT

CURRENT ZONING:
????

BUILDING CONDITION(S):
PRIMARY BUILDING: GOOD TO FAIR
ACCESSORY BUILDING: FAIR TO POOR

MAP LEGEND
- Parcel
- Village Boundary
- Vehicular Access

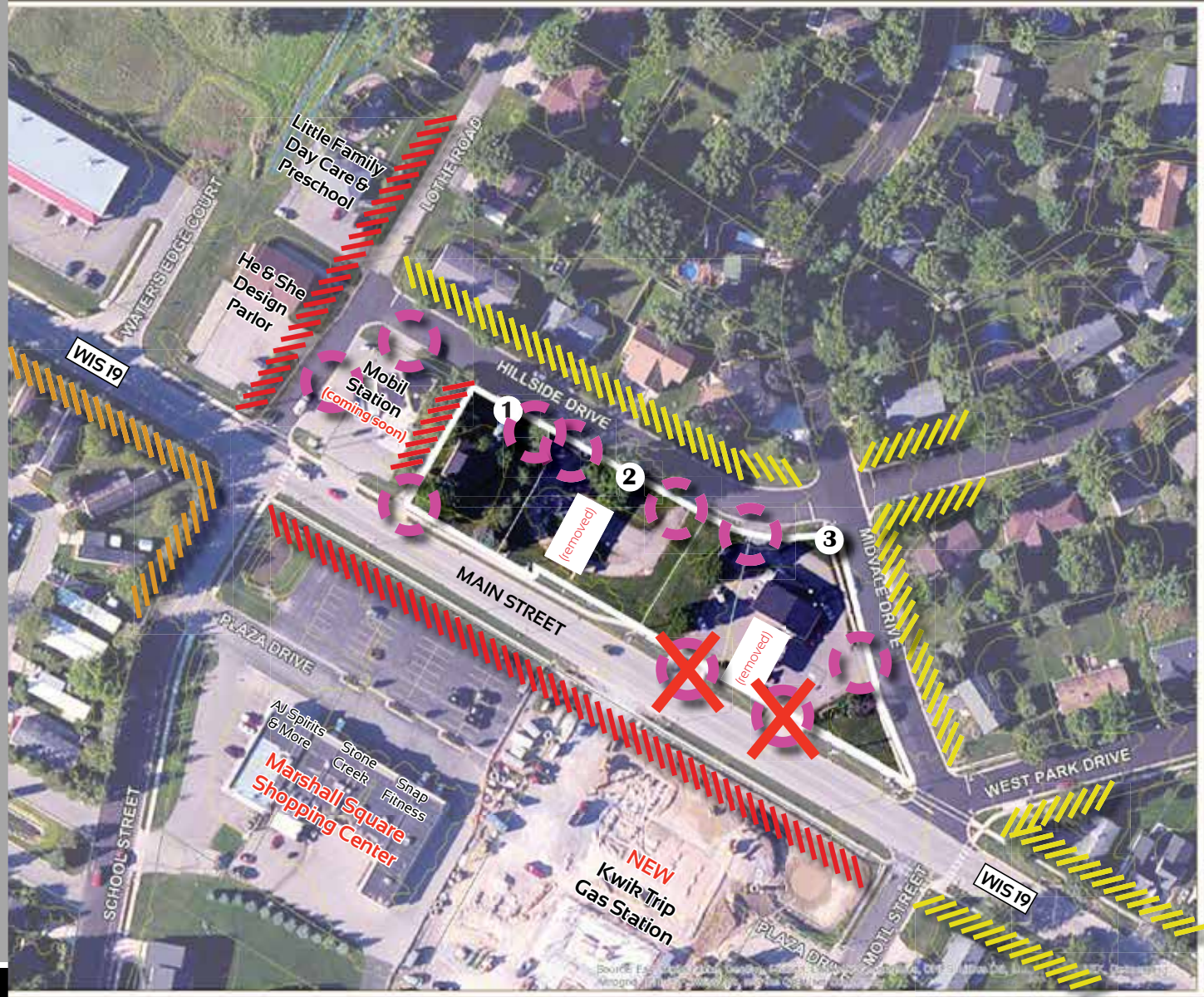
Existing Land Uses
- Open Space / Park
- Low-Density Residential
- Medium- Density Residential
- Commercial

DATA SOURCES:
BASE DATA PROVIDED BY DANE COUNTY, WI.

0 40 80 160 Feet

MSA PROFESSIONAL SERVICES

VILLAGE OF MARSHALL
DANE COUNTY, WI



WIS 19 CORRIDOR STUDY

REDEVELOPMENT AREA TWO

ADDRESS(ES): 436-506 W MAIN STREET

PROPERTY OWNER(S):
1 - Busch | 2 - Big Squirt Car Wash, Inc. | 3 - Kwik Trip, Inc.

PARCEL NUMBER(S):
1 - 081209498109 | 2 - 081210368345 |
3 - 08120368443 & 081210344978

TOTAL SIZE: 1.50 ACRES
1 - 0.30A | 2 - 0.47A | 3 - 0.20A & 0.53A

2015 ASSESSED VALUE(S): $438,500
1 - $153,300 | 2 - $66,400 |
3 - $38,300 & $180,500

CURRENT LAND USE(S):
1 - SF Home | 2 - Vacant | 3 - Vacant

CURRENT ZONING:
1 - B-G | 2 - B-G | 3 - B-G

BUILDING CONDITION(S):
1 - Fair | 2 - No Building | 3 - Fair

MAP LEGEND
- Parcel
- Village Boundary
- Vehicular Access

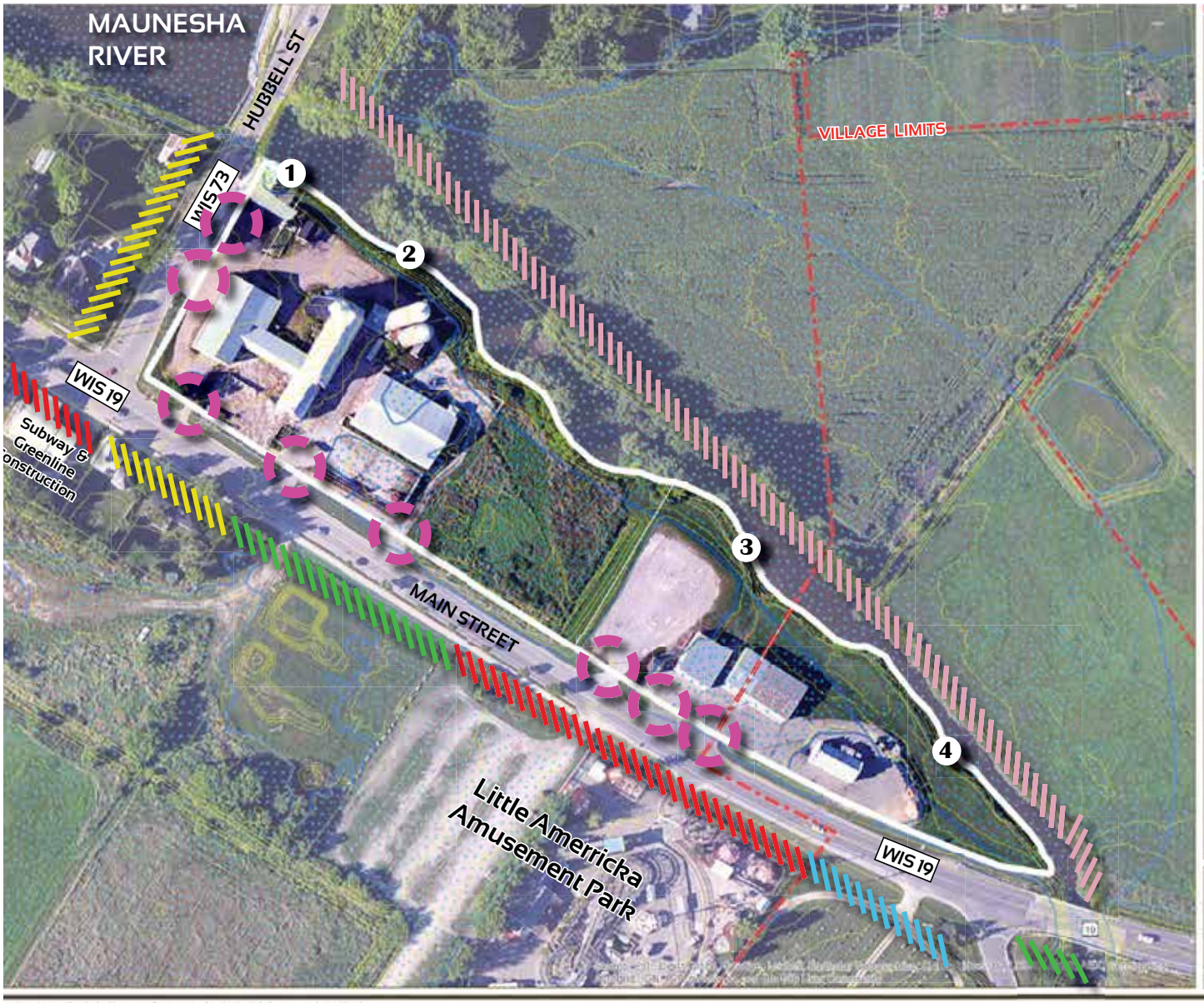
Existing Land Uses
- Open Space / Park
- Low-Density Residential
- Medium- Density Residential
- Commercial

DATA SOURCES:
BASE DATA PROVIDED BY DANE COUNTY, WI.

0 40 80 160 Feet

MSA PROFESSIONAL SERVICES

VILLAGE OF MARSHALL
DANE COUNTY, WI



WIS 19 CORRIDOR STUDY

REDEVELOPMENT AREA THREE

ADDRESS(ES): 132 HUBBELL ST; 405 MAIN ST; 634 HWY 19

PROPERTY OWNER(S):
1 - Blaschka Dam, LLC. | 2 - Herman Family Partnership | 3 - Village of Marshall | 4 - Town of Medina

PARCEL NUMBER(S):
1 - 081210377040 | 2 - 081215185908 | 3 - 081215186005 | 4 - 081215187960

TOTAL SIZE: 6.54 ACRES
1 - 0.17A | 2 - 3.92A | 3 - 1.12A | 4 - 1.33A

2015 ASSESSED VALUE(S):
1 - $51,500 | 2 - Unknown | 3 - N.A. (Tax Exempt) | 4 - N.A.

CURRENT LAND USE(S):
1 - Mill Operation | 2 - Farmstead/Storage | 3 - Public | 4 - Public

CURRENT ZONING:
1 - M-1 | 2 - A-G | 3 - M-1 | 4 - N.A. (town)

BUILDING CONDITION(S):
1 - Good to Fair | 2 - Poor | 3 - Fair | 4 - Good to Fair

MAP LEGEND

Existing Land Uses
- Open Space / Park
- Farmland
- Public/Civic
- Low-Density Residential
- Medium- Density Residential
- Commercial

- Parcel
- Village Boundary
- Floodplain
- Vehicular Access

DATA SOURCES:
BASE DATA PROVIDED BY DANE COUNTY, WI

0 50 100 200 Feet

MSA PROFESSIONAL SERVICES

VILLAGE OF MARSHALL
DANE COUNTY, WI

WIS 19 CORRIDOR STUDY

REDEVELOPMENT AREA FOUR

ADDRESS(ES): 521-529 WATERLOO RD; 524-549 KAREM RD

PROPERTY OWNER(S):
1 - Baileys Farms Properties, LLC | 2 - ??? |
3 - Barth Family Enterprises, LLC

PARCEL NUMBER(S):
1 - (10 parcels) | 2 - 08121486104 |
3 - 081214285011

TOTAL SIZE: 23.45 ACRES
1 - 11.44A | 2 - 4.82A | 3 - 7.19A

2015 ASSESSED VALUE(S): $1,883,700
1 - $1,626,300 | 2 - $240,700 | 3 - $16,700

CURRENT LAND USE(S):
1 - Animal Rendering Plant | 2 - SF Home |
3 - Farmland

CURRENT ZONING:
1 - N.A (town). | 2 - N.A. (town) | 3 - A-G

BUILDING CONDITION(S):
1 - Fair to Poor | 2 - Good to Fair | 3 - No Building

MAP LEGEND

Existing Land Uses
- Open Space / Park
- Farmland
- Public/Civic
- Low-Density Residential
- Vacant (Platted Lands)
- Commercial
- Parcel
- Village Boundary
- Floodplain
- Vehicular Access

DATA SOURCE: BASE DATA PROVIDED BY DANE COUNTY, WI

0 75 150 300 Feet

MSA PROFESSIONAL SERVICES

VILLAGE OF MARSHALL
DANE COUNTY, WI

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APPENDIX C

REDEVELOPMENT CONCEPTS

AREA 1: SCENARIO "A"

DEVELOPMENT INFO

A CONDOMINIUM BUILDING
1.5 STORIES
3 UNITS | GARAGES

B CONDOMINIUM BUILDING
1.5 STORIES
4 UNITS | GARAGES

AREA 1: SCENARIO "B'

DEVELOPMENT INFO

A RETAIL / FOOD ESTABLISHMENT
1.5 STORIES
8,000 SF | 50 PARKING SPACES

AREA 2: SCENARIO "A"

DEVELOPMENT INFO

A RETAIL/OFFICE BUILDING
1.5 STORIES
3,750 | 26 PARKING SPACES (SHARED)

B FOOD ESTABLISHMENT
1.5 STORIES
8,400 SF | 32 PARKING SPACES (SHARED)

AREA 2: SCENARIO "B"

DEVELOPMENT INFO

A DRIVE -THRU ESTABLISHMENT
1.5 STORIES
4,600 SF | 30 PARKING SPACES

B OFFICE BUILDING
1.5 STORIES
6,000 SF | 34 PARKING SPACES

AREA 2: SCENARIO "C"

DEVELOPMENT INFO

A **MIXED USE SITE**
-MIXED USE BUILDING | 3 STORIES
5,000 SF COM | 16 RES UNITS (Floors 2-3)

- 60 PARKING SPACES
44 SURFACE | 16 GARAGE

AREA 3: SCENARIO "A"

DEVELOPMENT INFO

A COMMERCIAL SITE
-GROCERY STORE, PLUS LINER SHOPS
1.5 STORIES | 25,000 SF

-RETAIL/OFFICE BUILDING
1.5 STORIES | 4,800 SF

-126 SPACES (SHARED)

B COMMERCIAL SITE
-FOOD ESTABLISHMENT
1.5 STORIES | 5,400 SF

-RETAIL/OFFICE BUILDING
1.5 STORIES | 5,900 SF

-65 SPACES (SHARED)

AREA 3: SCENARIO "B"

DEVELOPMENT INFO

A MIXED USE SITE
-MIXED USE BUILDING | 3 STORIES
12,000-15,000 SF | 25-30 RES UNITS

-FOOD ESTABLISHMENT
1.5 STORIES | 6,500 SF

-170 SPACES (SHARED)

B COMMERCIAL SITE
-RETAIL/OFFICE BUILDING
1.5 STORIES | 5,900 SF

-RETAIL/OFFICE BUILDING
1.5 STORIES | 5,400 SF

-62 SPACES (SHARED)

AREA 3: SCENARIO "C"

DEVELOPMENT INFO

A DRUG/GROCER SITE
1.5 STORIES | 13,700 SF
- 68 PARKING SPACES

B SIT-DOWN RESTAURANT
1.5 STORIES | 9,400 SF
- 85 PARKING SPACES

C FAST FOOD RESTAURANT
1.5 STORIES | 4,600 SF
- 38 PARKING SPACES

D RETAIL/OFFICE BUILDING
1.5 STORIES | 5,300 SF
- 35 PARKING SPACES

AREA 4: SCENARIO "A"

AREA 4: SCENARIO "B"