



LYNDON STATION

2015

Economic Development Plan

Final Draft
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Executive Summary

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

The objective of this project is to develop a plan that will help Lyndon Station better position itself favorably in response to emerging market trends. The Village of Lyndon Station desires to complete a comprehensive Economic Development Plan that will assess the Village's existing and future marketplace, evaluate the Village's commercial and industrial areas for redevelopment opportunities, and develop a strategic implementation plan that will capitalize on the market opportunities identified during the planning process.

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



CHAPTER ONE: INTRODUCTION**Planning Process**

This Plan was discussed and developed between August 2014 and January 2015. Involving people who are directly affected by the Economic Development Plan, especially the local businesses, were an important step in this planning process. In the beginning of this planning process, a business and consumer questionnaire was dispersed and collected, accessing the local business market and needs of the community. Additionally, MSA presented to the Lyndon Station Community Chamber midway through the project to inform of the results of the surveys and the market analysis, and provided opportunities to provide feedback and ask questions. Other steps taken are summarized in the project milestones listed below.

Project Milestones**Wetland Delineation Conducted***August 22 - September 2, 2014***Village Board Update***October 13, 2014***Online Survey Administered***October 6-19, 2014***Business Survey Hand Delivered
(& Administered)***October 6-17, 2014***Lyndon Station Community Chamber***December 15, 2014***Village Board Update***January 12, 2015***Public Hearing***January 29, 2015***CHAPTER TWO: MARKET ANALYSIS****Context and Profile**

Lyndon Station is in a region of the state that is a popular tourist destination (due primarily to the Wisconsin Dells). Due to its proximity to the Wisconsin Dells and I-90/94, tourists and work commuters also impact the Village's economy in addition to the local population.

Data from the Wisconsin Department of Administration show that Lyndon Station's population of approximately 500 is projected to grow by 5% by the year 2040. This is considered slow growth and will not assert much of an impact on Lyndon Station's marketplace growth. Though age of this population will impact the marketplace as it is an indicator for tastes and preferences.

Though currently Lyndon Station has a lower median age than that of Juneau County as a whole, the trend of a large and increasing senior population is affecting the community. Particularly as more baby-boomers retire in the area, needs are going to change. For instance, the demand for senior housing and assisted living facilities will increase. If the Village wants to retain this population and help Boomers age in place, it should increase the number of housing options for this group as well as ensure there are sufficient general goods and services near these facilities which will be more convenient for seniors to frequent.

Income also indicates spending power and consumer preferences. The Village has low median family and household incomes compared to the County and State. The rate of income increase has been increasing over the past decade at a rate of 25-50%. If the trend for increasing income takes hold, the demand for goods and services in Lyndon Station will likely also increase.

Income is impacted by educational attainment. Education attainment influences the jobs consumers are able to hold and thus their income levels. The percentage of those in Lyndon

Station with a college degree is 12%, which is low compared to the state. In order to improve the area's job market, the Village may want to consider increasing locally available educational opportunities for older adults to increase their skills and education and possibly open them up to new and higher paying job options.

Lifestyle Segmentation ties together the population's demographic and socioeconomic data and attempts to make sense of how different groups choose to spend their money and what their priorities are. The population living in Lyndon Station's Convenience Trade Area can be generalized by the following qualities:

- ▶ Enjoy time spent outdoors - boating, camping, hunting, fishing and/or working in their gardens,
- ▶ Are likely to have pets, and
- ▶ Are do-it-yourselfers.

Trade Areas

Trade areas are regions that generate customers to a certain retail area. The two types of trade areas, Convenience Trade Area (CTA) and Destination Trade Area (DTA), were calculated for Lyndon Station. The CTA is where most of the customers are coming from are shop due mainly to the convenience of the location. The DTA is a larger area where customers are drawn from due to comparison shopping and price point or the fact that they need to drive further to do their convenience type shopping.



Retail Analysis

The Retail Gap Analysis showed that Lyndon Station's marketplace is seeing significant leakages to other marketplaces. It is always expected that a community will lose sales to some other marketplaces and even online, but a marketplace should try and soak up some of these leakages where it can.

The only industry in Lyndon Station that saw spending from outside the trade area was gasoline stations and drinking establishments. There are some industry groups that are adequately serving the area, but could increase their market share; building materials and supply dealers, used merchandise stores, and auto parts/tire stores.

Although there is unmet demand for most industries, not all businesses in this category are good candidates to attempt to recruit to Lyndon Station. People are always going to comparison shop, but demand is not always large enough to merit a new store opening it's doors in the Village.

There are several industries that Lyndon Station's trade area could support:

- ▶ A food & beverage store (grocer), and
- ▶ A clothing store.

Both these business types show just enough demand for a store, which can be concerning since it is generally unrealistic to think that a new store would capture all the local demand. Also noteworthy is several industry groups lack enough sales for a new store, but could be targeted by existing business as a supplementary good or service.

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. Even though the Village only has a population of 500, the Village's primary (destination) trade area includes roughly 4,500 residents (1,000 of which are in the CTA).

Business Mix

Business mix impacts the variety of workers and salaries in a community and also increases the opportunity for businesses to cluster with related businesses and suppliers.

There are 39 total businesses in Lyndon Station and a majority are small businesses (1-4 employees). The industries with the most establishments are Accommodation and Food Services, Retail Trade, and Construction, however Manufacturing and Retail Trade businesses employ the most workers.

Another way of looking at business mix is by analyzing the location quotient which compares employment by sector in a target area to a base area to determine which sectors drive the local economy. Comparing Juneau County to the State of Wisconsin demonstrated that the top five industries that drive the local economy are: Crop Production, Fabricated Metal Product Manufacturing, Gasoline Stations, Wood Product Manufacturing, and Truck Transportation. Based on the industries that have a competitive advantage in the Village and in Juneau County, it is suggested that wood product manufacturing and truck transportation are the strongest markets to target. Though fabricated metal production and crop production are also worth considering.

Wood Product Manufacturing

Businesses that are compatible with wood product manufacturing include:

- ▣ Forestry and loggers
- ▣ Mills
- ▣ Furniture production
- ▣ Paper manufacturing
- ▣ Printing company
- ▣ Hardware stores
- ▣ Truck/freight transport services
- ▣ Construction companies
- ▣ Logging equipment suppliers
- ▣ Home manufacturers

Truck Transportation

The importance of specific items will differ, but each new location decision usually involves an examination of issues such as:

- ▣ Ability to access key markets
- ▣ Interaction with the transportation network
- ▣ Modal choice
- ▣ Labor and workforce
- ▣ Total cost environment
- ▣ Utilities
- ▣ Availability of suitable facilities
- ▣ Permitting and regulation
- ▣ Tax environment
- ▣ Public assistance and incentives
- ▣ Climate and natural hazards

Fabricated Metal Production

Businesses that are compatible with the fabricated metal industry include:

- ▣ Truck & freight transportation services
- ▣ Foundries
- ▣ Other metal end-product manufacturing
- ▣ Metal production and processing
- ▣ Research and development services

Crop Production

Businesses that are compatible with crop production include:

- ▣ Tractor sales
- ▣ Research and Development services
- ▣ Warehouse and storage services
- ▣ Rail transportation
- ▣ Truck and freight transportation services
- ▣ Wholesale trade
- ▣ Irrigation and water supply companies
- ▣ Greenhouses & nurseries
- ▣ Forestry & logging
- ▣ Crop harvesting
- ▣ Food processing

Tourism

The Village of Lyndon Station has the potential to pull more tourism spending from the Wisconsin Dells than it currently does. Currently Juneau County only received 5% of the Dells region’s director visitor spending. The Village could do this by using the right marketing and having the right attractions to draw people to the area. If the Village were to offer more tourist-oriented businesses and hold more events that bring people into the community there may even be additional demand that is not represented in the retail gap analysis. The Village needs to consider businesses and attractions that are under-represented in the region.

Housing Market

There is significant data available on demographic trends in the area and now a renewed focus on economic development which may have the effect of changing the makeup of the population. It is certain that the number of Baby Boomers will increase, but it will be important to be aware of any other changes that occur in the Village. The Village should focus on new construction to

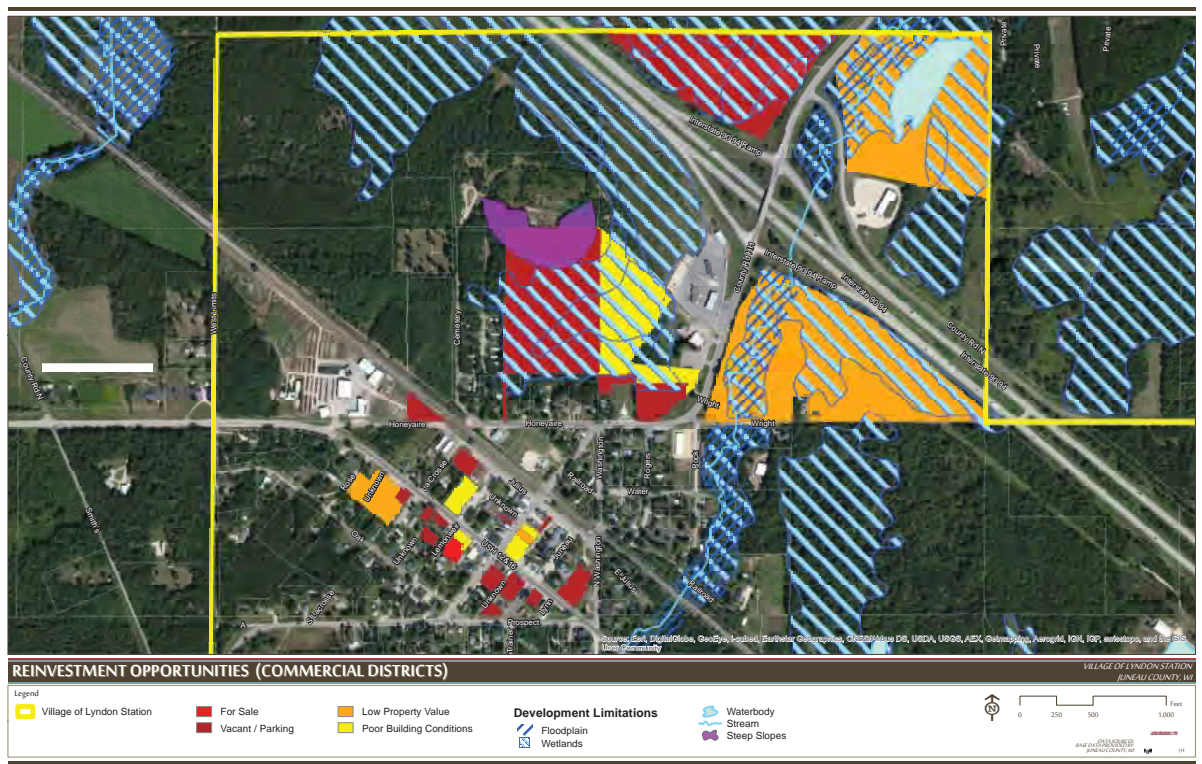
meet these changing demands, in particular for seniors. It will be important to ensure that any new housing construction offer affordable rents to the population living there to avoid gentrification.

CHAPTER THREE: PHYSICAL ASSESSMENT

Redevelopment Opportunities

Parcels that are strong candidates for reinvestment are either vacant or are for sale, have low improvement value (relative to land value), have buildings that are in poor condition, or have uses that are ill-suited for a downtown environment. The map shown above illustrates reinvestment opportunities within the downtown.

- ▶ **Red** parcels are the **most viable** for reinvestment/ redevelopment, as they do not have structures or they are currently for sale.
- ▶ **Orange** parcels are **viable** for reinvestment/ redevelopment due to low values, but they are not for sale and they are not vacant.
- ▶ **Yellow** parcels are **less viable** for redevelopment due to stronger values, but are candidates for reinvestment to improve poor exterior conditions.



CHAPTER FOUR: ED STRATEGIES

The economic development strategy for the Village is an asset-based strategy which involves leveraging its local resources (i.e. natural resources, socio-cultural, and economic advantages). Based on this strategy several over-arching strategies are being recommended.

Administration (A)

A-1: Organize a working group/committee made up of members from the Village Board, Chamber of Commerce, local businesses, residents, and regional partners. This group will meet regularly and discuss and push forward all of the actions outlined in this plan.

A-2: Create a Tax Increment District. This will be used as a financial tool by the Village to promote tax base expansion, increase employment, and generally revitalize the community.

A-3: Create a Village Revolving Loan Fund. This will allow the Village to assist with non-employment related business investments.

A-4: Develop a facade improvement grant program. This will help stimulate exterior building improvements and improve the perception of the Village.

Marketing and Events (ME)

ME-1: Expand the Village's Buy Local Program. For the economic health of the community it is important to encourage residents and those living in small communities around Lyndon Station, to shop in the Village.

ME-2: Enhance the Village's online presence as society is increasingly receiving a large portion of its information from online sources. Specific tactics here involve expanding the presence of the Village's websites online, creating a Chamber website, and encourage customers to review local businesses online.

ME-3: Businesses should use traditional media sources for advertising including the radio and

newspapers. Although the internet is a popular way to get information, people still use other types of media to get news and information - particularly the older demographic.

ME-4: Develop a community logo to give a visual representation of Lyndon Station. This logo should be simple, unique and easily recognizable.

ME-5: Improve existing and create new signage for the community and businesses in the community. The Village should capitalize on the proximity of I-90/94 and attempt to draw new commuters and visitors to the area.

ME-6: Tourist Attraction Packaging that includes multiple activities or businesses at a reduced cost. Consider looking into other smaller communities in close proximity to the Dells that could combine with Stalker Paintball (and/or others) to attract tourist and/or regional residents.

ME-7: Create welcome packets that welcomes new visitors and informs them about Lyndon Station's history, services, and businesses.

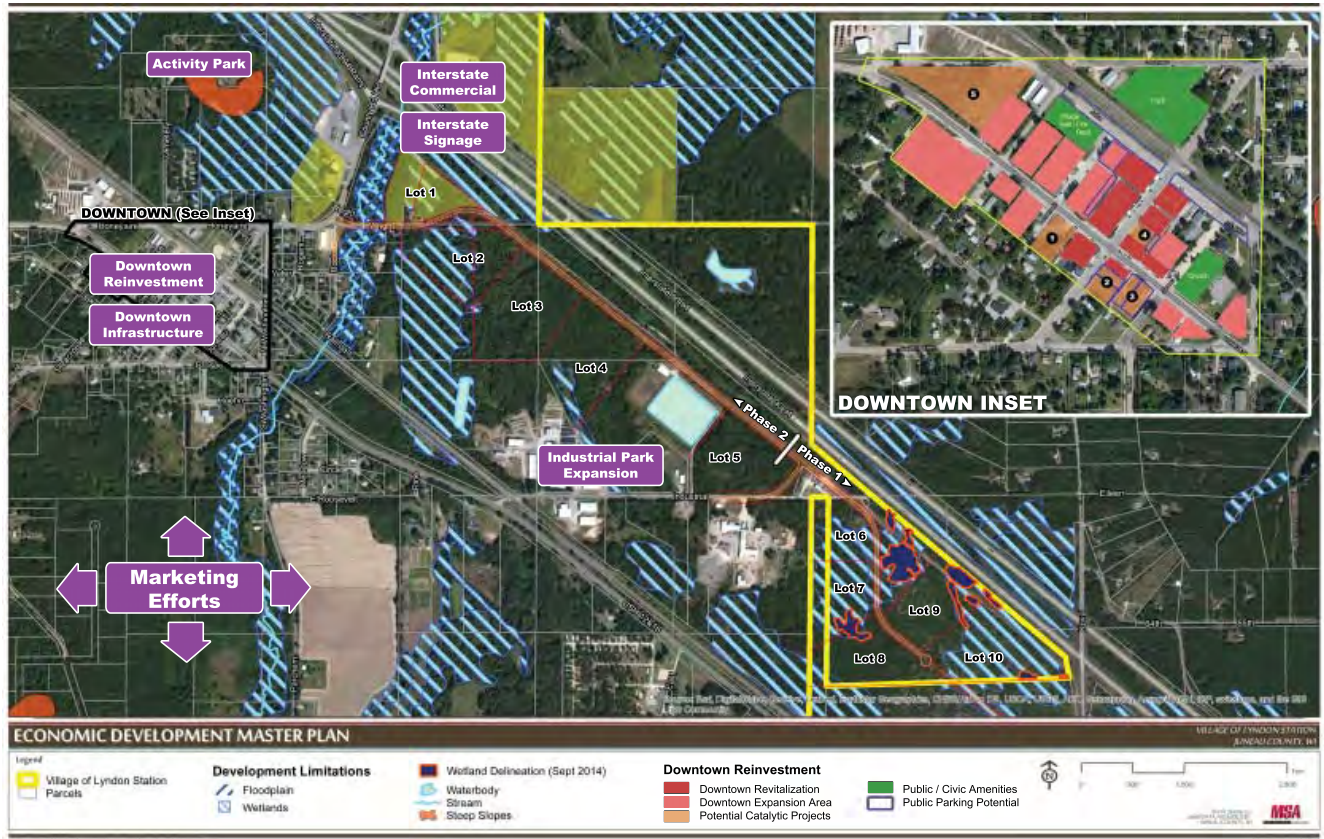
ME-8: Market existing community events to a wider audience and consider hosting new events such as art installation, farmer's markets, concerts, movie nights, and sidewalk sales.

Infrastructure Improvements (II)

II-1: Lack of parking can impact business vitality. To offset upcoming parking losses, the plan recommends improving parking efficiency, creating more parking, and adding signage directing people to public parking lots.

II-2: Streetscaping shows that residents and business owners take pride in the Village and are taking initiative to revitalize the area. General streetscaping guidelines are given in this plan and a specific streetscaping plan is laid out which addresses sidewalks, lighting, bumpouts, crosswalks, and street furniture.

II-3: Extend fiber optic cable to Lyndon Station. High-speed internet will aid in business



development and make the Village more attractive to companies that depend on fast internet speeds to do business.

II-4: Create an outdoor activity park. The Dells is a major tourist area and one way to tap into this market is to offer something that the Dells can't - this plan is suggesting a mountain bike trail on an existing Village-owned site.

II-5: Expand the Industrial Park. There are two opportunities to expand the industrial park which should be taken in the sequential order outlined at the end of this report.

Redevelopment Opportunities

RO-1: There are five potential catalytic redevelopment sites within the downtown that could capitalize on the demand gap within the Lyndon Station marketplace. The above map illustrates these potential sites (see downtown inset), and are described briefly here.

RO-1.1: Mixed Use / Commercial Site: This 0.57-acre redevelopment area has good visibility along US 12 and is just a half block off of the downtown core. Potential uses for the site include a pharmacy, a local eatery (e.g. bakery, deli and restaurant), a medical office, or a multi-tenant building. Smaller businesses needed in the community that could fill a small multi-tenant building include a health and beauty store, nail salon, and clothing boutique store. There is also potential to include upper story residential dependent on the overall size of the building and total parking needs.

RO-1.2: Office/Retail / Mixed-Use Site: This 0.43-acre redevelopment area is at the edge of the downtown core and is just off of US 12. Potential uses for the site include a local eatery (e.g. bakery, deli and restaurant) or medical office.

RO-1.2/3: Commercial Site: If a larger development is desired, there is potential to include both Redevelopment Sites #2 and #3. This would increase the redevelopment area to 0.89 acres, providing more development options such as a dollar store, a pharmacy, or a multi-tenant building.

RO-1.4: Downtown Retail Site: This redevelopment site is an vacant portion of an existing development in the downtown core. The entire property is 0.43 acres with the vacant portion covering roughly 0.25 acres. Redevelopment options include subdividing the parcel and building a new small retail store, or build an addition to the existing building with new or expanded businesses.

RO-1.5: Housing / Commercial Site: This 2.4-acre site provides the largest opportunity for redevelopment due to its size, and its location close to the downtown core and along US 12. The most ideal development option is senior or condo housing. If a commercial use is desired, consider a pharmacy or dollar store.

RO-2: Proximity to the interstate also presents an opportunity to consider adding commuter-driven commercial businesses near the interstate interchange. Based on existing marketplace and franchise requirements, KFC and Taco Bell are the most compatible with the Lyndon Station interchange. There is even an opportunity to combine these two franchisees with a multi-brand store. Another option could be a locally run food and beverage establishment, especially one that provides coffee, bakery and/or sandwich goods. Several sites surrounding the interchange are discussed within the plan.

CHAPTER FIVE: IMPLEMENTATION PLAN

This section features a compilation of economic development actions and strategies identified in **Chapter 4**. Each action/strategy includes a completion timeframe (i.e. short-, mid- and long-term). In the right column are those actions that are on-going, as-needed, and are recommended to be completed between 2015-2018. Where other sources of potential funding may exist, such as grant programs, these are noted in this Chapter. See **Appendix A** for more detail on specific funding strategies, as available at the time this plan was adopted.

On-going Actions	Funding
ME-1	
ME-2.3	
ME-2.4	
ME-3	JEM
ME-5.3	
ME-6	
ME-8	JEM
SS-1	
RO-1	State Trust Fund Loan, USDA, TIF
RO-2	State Infrastructure Bank, State Trust Fund Loan, USDA, TIF, TEA

"As Needed" Actions	Funding
II-1.2	CDBG, State Trust Fund Loan, TEA, TIF

Short Term Actions (2015-2018)	Funding
A-1	
A-2	TIF (creation costs can be charged to the TID)
A-3	TIF, USDA, utility districts
ME-2.1	
ME-4	
ME-5.1	
ME-5.2	
ME-7	sponsored businesses, Community Chamber
II-1.1	CDBG, State Trust Fund Loan, TEA, TIF
II-1.3	CDBG, State Trust Fund Loan, TEA, TIF
SS-2	CDBG, TIF, TEA