

## Sauk County

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# MAKING SAUK: A PLACE PLAN

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Mapping A Vibrant Future For Sauk County



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## 1.0 Executive Summary

Change is the only constant. Places are continuously changing. Communities grow and evolve and natural events alter the characteristics of the landscape. Changes to infrastructure, technology, and the economy influence how decisions are made, and people involved in the process make choices that influence what a place looks like far into the future. Settlements that were started in 1940 in the Sauk Prairie area focused on wheat farming and raising hops, but quickly evolved with the influence of the railroad a mere 20 years later. As dairy and row crop production expanded, the landscape of Sauk County began to change into what it is today, ultimately influenced by the introduction of industry and tourism throughout the twentieth century. The landscape of Sauk County will continue to evolve; decisions made now will heavily influence what this place looks like far into the future.

People, businesses, organizations and municipalities across Sauk County are actively engaged in conversations about the future of this amazing place. These conversations often focus on quality of life, sustainable growth, and the abundance of rich resources that this area has been blessed with. These resources include vast natural, agricultural, and cultural resources that distinguish Sauk County from the other 71 counties in the state. It also includes a strong community of hardworking people who focus their daily efforts on improving the communities around them.

Sauk County has so much to offer, not only to its residents and the people who grew up here, but to the world. As the gateway to the Driftless region, Sauk County is unlike any other place, but it is difficult to gauge how many people recognize that. There is evidence that Sauk County needs be more progressive in its approach to attract and retain people: businesses have available jobs sitting empty; world-class organizations are experiencing declining numbers of patrons walking through their doors; and school districts have declining enrollments.

While a Place Plan is not a traditional means of long-range planning, this Plan identifies strategies that will promote cooperation, collaboration, and the preservation and utilization of the County's assets as an opportunity to distinguish it as a unique place. It focuses on connecting people to each other and to their communities, as well as to the assets that this region has to offer. It focuses on promoting a high quality-of-life, creating authentic experiences, and ultimately creating emotional connections to Sauk County. It is these emotional ties that will prompt people to choose Sauk County when they are considering where they want to live, work, and visit.

## **2.0 Background & Purpose**

### **2.1 Placemaking Initiative**

In the spring of 2014, Sauk County community leaders convened at an intergovernmental meeting in Baraboo to discuss ideas associated with attracting people to Sauk County to live, work, and play. A large portion of this meeting included a presentation by Norene Rueckert, the Director of Tourism for Green County. Ms. Rueckert highlighted the branding process that Green County had undertaken in its effort to establish a countywide brand and the strategies behind some of the tourism agency's efforts during this process. After this presentation, a discussion was facilitated around the idea of Placemaking, or creating "person-centric communities". In order to attract people to Sauk County to live, work, and play, it was necessary for leaders to understand what people are looking for and value in the places they choose. Leaders believed they could work towards demonstrating that Sauk County has all of the things people are looking for, and agreed to collaboratively embark on a Placemaking initiative.

While this initiative did not yet have a clear direction, there was consensus amongst those in attendance that Sauk County would need to develop a multi-pronged strategy to attract and retain people within the region. Concern had been growing over workforce development and the lack of people available to fill vacant jobs, as well as the aging demographic profile that was not being replaced by younger people. Particularly noticeable in a rural county, there was a clear change in dynamics occurring between older and younger generations. Large metropolitan centers with more elaborate amenities to offer are attracting the younger generation at a much higher pace than rural areas.

However, Sauk County is rich with its own amenities. With a robust natural resources network, outstanding safety ratings, excellent school districts, and strong employment opportunities, the County has many of the assets that people of all demographics are looking for. The intent of the Placemaking initiative was to develop strategies that conveyed this information to others and focused on leveraging assets and creating great communities where people choose to live first.

### **2.2 Millennial Task Force**

In 2015 Sauk County formally initiated its Placemaking effort via development of the Next Generation Sauk County committee. This initiative intended to focus on developing strategies to attract and retain the millennial population, those born between approximately 1980 and 2000, to live and work in Sauk County. A Millennial Task Force was formed, comprised of eight young professionals from across Sauk County, to gather data and develop strategies about how best to tackle this mission. This task force worked over the course of four months to gather information about millennials who were currently living in Sauk County and develop recommendations to increase the number of millennials moving into Sauk County from

outside the area.

One of the tasks of the Millennial Task Force was to create a strategy related to the development of a place brand that would help to market the County to the millennial population and highlight everything the County has to offer, thereby promoting Sauk County as a desirable place to live and work. Through a thorough information gathering process, the Task Force learned about the desirable attributes of a community from the millennial population, and utilized this information to develop recommendations related to creation of a place brand.

This strategy, which was to develop a place brand to attract and retain young adults to Sauk County, utilized the concept of “Gather and Grow in Sauk County” as the basis for a new brand. The Task Force identified the fact that Sauk County is recognized for its “*scenic natural beauty, safe communities, affordability, quality education and a wide and diverse variety of activities and events*” from which to establish this brand. These “pillars” or attractive attributes, would enhance Sauk County as the place to ‘gather’ (for events, socializing, volunteering) and to ‘grow’ (community, knowledge, family, career and with reference to the scenic natural environment and the prominent agricultural sector of Sauk County).”

The Millennial Task Force outlined an implementation strategy that included developing a “*robust, multi-platform, geo-targeted social media campaign that gathers and disseminates information about events and activities from throughout Sauk County (from arts and culture to festivals to dining to recreational activities) in one central location.*” It was felt that this strategy would become a valuable asset not only for attracting new residents, but also for employers to use to attract potential workforce. This network could also be used to potentially help promote job and volunteer opportunities throughout the County.

With the development of this Place Plan, the Millennial Task Force was again charged with furthering their original goal. The members of the Task Force were reconvened and engaged in the development of a Social Media Implementation Strategy (Appendix C) to further the ideas outlined in their previous efforts. The purpose of the Social Media Implementation Strategy document is to identify and outline all of the elements necessary to implement the recommendation made by the Millennial Task Force to develop an integrated social media strategy in an effort to attract and retain young adults to Sauk County.

### **2.3 Evolution of a Place Plan**

The Millennial Task Force had completed its recommendations in February of 2016, and the County subsequently attempted to hire a new employee to fill the role of a new Placemaking Planner position within the Department of Conservation, Planning and Zoning. With no success in filling this position, the County hired a consultant in the fall of 2017 to move the Placemaking initiative forward. The approach outlined by the consultant was to spend substantial time speaking with stakeholders across the County to gain a better understanding of the challenges and opportunities associated with making Sauk County the best place to live, work and visit. Creating great communities, and all of the efforts of community

development that support that effort, are often done at the local and business level, so it was important to understand these ideas from the people who were involved with making things happen within Sauk County communities.

Individual interviews and focus groups were conducted over a period of seven months. From that input, this Place Plan was created. It is important to note that it was during this time that the ‘Placemaking’ initiative evolved into the creation of a ‘Place Plan’, rather than a Placemaking Plan. After working with stakeholders for several months, it was clear that the notion of ‘Placemaking’ is difficult to implement at a County level. Placemaking typically occurs at a local or even private property level, and focuses on creating spaces where people want to be. While the goal of the Placemaking initiative is to create a large network of amazing communities, this is not something the County can directly influence at the local level. It also became clear that the topics being revealed through public input were much broader than those most closely associated with Placemaking. These broad variety of topics were appropriate for discussions about attracting and retaining people to Sauk County, and included such things as availability and diversity of housing stock, access to broadband, supporting and promoting organizations and activities, and a variety of other ideas outlined in the Action Plan in this document. However, they did not all fall under the umbrella of Placemaking, but were just as important to the overall mission. Ultimately, it was decided that all of these pieces fit together to define a ‘place’. So the evolution of this project became the creation a ‘Place Plan’, and identifying the various assets at the County level to determine what makes Sauk County the place that it is, and what kind of place it should become in the future. More information regarding this idea can be found in Section 4.0.

The consultant participated in numerous working groups over the course of the planning process, as outlined in this document, in order to assist with developing their initiatives related to the impact on Sauk County’s goals. In addition, the consultant worked with a number of municipalities on their own local initiatives. It is crucial to comprehend that all of these initiatives do not end with the completion of this Action Plan. In fact, many of them are in their infancy, and will require support to move forward. They will continue to grow and evolve, and it is important that the County stay involved in order to understand and participate in those efforts.

The consultant met with the Sauk County Economic Development Committee on a monthly basis to provide updates and gather input about progress to date. The complete Place Plan was presented in its entirety to the Committee on May 24, 2017. An overview of the Plan was then presented to the Sauk County Board of Supervisors on June 20, 2017, and before all Sauk County municipalities at an intergovernmental meeting held on June 22, 2017. An inventory of the representatives from the across Sauk County who provided input to the process is included in Appendix H. This inventory does not include the list of names of people participating in large, public group meetings where input was recorded.

## 2.4 Purpose & Overview

The intent of this Place Plan is to outline a variety of short-, medium-, and long-term goals and initiatives that, collaboratively, will create a cohesive plan to assist communities and organizations in becoming places that people are drawn to and assist with attracting and retaining people within Sauk County. This encompasses the social, physical, economic and regulatory aspects that influence this goal. The initiatives outlined in the Action Plan included in Appendix A are broken down into five categories, including:

- Implementation
- County-Wide Assets
- Social Architecture & Communications
- Community Placemaking
- Infrastructure
- Entrepreneurialism

It is clear that these four categories do not encompass all of the elements related to community development or quality of life. However, all of the information and data collected through this process was siphoned down to understand which individual pieces may be missing, lacking, or might require additional resources to develop. The elements discussed under each of these topics were considered those that might have the potential to make the greatest impact or could be most heavily supported at the County level, while recognizing there are many other activities happening within organizations and municipalities throughout the County that also work towards these same goals. The info-graphic on the following page demonstrates how all of these pieces fit together to work towards the overarching goal.

The Action Plan in Appendix A is intended to be a working document that is continuously evolving. It is a place for conversation to begin about different topics and ideas, but it provides flexibility for these ideas to grow and change as conversations develop and collaborations emerge. It is intended to outline a support network for communities and organizations to explore new ideas and encourage creative approaches to challenges that may be traditional in nature. It is also intended to be collaborative. None of these things can happen within a vacuum, and consistent and open communication will be critical to the entire County emerging as a place of choice within the state.

**Exhibit A: Elements of a Place**



## 3.0 Sauk Today

### 3.1 Demographics

In May of 2017, Dan Veroff of the Applied Population Laboratory at the University of Wisconsin Extension presented an overview of Sauk County population and demographic trends. This data included population changes as well as detailed demographic data changes. The following is an overview of the data presented by Mr. Veroff.

#### Population Changes

Between 2000 and 2010, Sauk County saw a substantial increase in population with a 12% growth rate from 55,225 residents in 2000 to 61,967 residents in 2010, a rate much faster than the state overall and many other counties. This was attributed largely to the County's proximity to Dane County and the residential development occurring prior to the recession. The increase was largely net in-migration from people in the Dane County region and an increasing Latino population. After the recession hit, population growth quickly came to a halt and in some communities actually started to decline. However, the growth rate between 2010 and 2016 was substantially smaller, with a projected 2016 population of 62,187, an increase of only 220 people over a six-year period.

Patterns of migration show that over the past three decades, the young population starts to leave the County after high school and later return in their early 30's. It also shows, consistently, that people of retirement age also move back to the County. Similarly to much of the nation, the largest population demographic currently within Sauk County is the Baby Boom generation, those born between 1946 and 1964. A 2015 estimate indicates a population of approximately 11,000 residents, representing 17 percent of the population. However, between 2000 and 2020, the number of residents age 65+ within the County is anticipated to grow by 38 percent. The Applied Population Laboratory anticipates that by 2040, nearly 25% of the County's population will be senior citizens, with more than 6,500 residents over the age of 80.

Sauk County has seen a substantial increase in diversity since 2000, particularly within the Latino population. A 2015 estimate indicates a growth of 235% in Latino population from 1,000 residents in 2000 to approximately 3,200 residents in 2015. The growth rate of African American (235%) and Asian (180%) populations have also seen substantial increases, but in far fewer numbers than the Latino population. American Indian populations have steadily increased (53%), largely due to the presence of the Ho Chunk Nation within the County.

#### Home Ownership

Home ownership rates with townships, villages, and cities within the County ranges from between 70 and 90%, with a median value of those homes at \$166,000. The median income for homeowners averages \$64,613, with approximately half having moved into their homes prior to 2000. There has also been a substantial increase in seasonal homes since 2000, with the highest quantities of seasonal home ownership

in Lake Delton (658), La Valle (585), and Merrimac (250).

### **Employment & Income**

Unlike many counties that see Manufacturing and Educational Services as their top industry sectors, Sauk County is leading employment in 2015 with Accommodation and Food Services, due to the activities occurring in Lake Delton, which also makes Retail Trade a prominent employment industry in the County and demonstrates the importance of tourism to the overall economy. Manufacturing also falls within the top three industry sectors. The median income within Sauk County in 2015 is \$51,000. The lowest paying industry sector is Arts & Culture, with an average income of only \$17,000.

Approximately 50% of residents work within Sauk County. But for residents who are commuting, almost 2/3 of the population travels more than 10 miles to get to their place of employment, and more than 10,000 residents travel more than 25 miles. Dane County is the primary destination for people who do not work within Sauk County.

### **Targeting Millennials**

As part of the original Placemaking initiative, millennials were targeted as an important group of people to attract to the region. The 2010 census data identified a millennial population of 11.8% within Sauk County, which is projected to decrease to 10.5% by 2020. However, the Millennial Task Force was charged with developing strategies that would reverse this anticipated decline and instead increase the millennial population to 13% by 2020 and 15% by 2030, utilizing census data. A full copy of the Next Generation Sauk County Initiative Report can be found on the Sauk County University of Wisconsin- Extension website.

Demographic profiles and the influence each generation has on rural communities are dramatic. In 2016, the millennial generation officially surpassed baby boomers as the nation's largest living generation. As many communities have spent years planning for and building senior housing and care facilities, not nearly as many of those communities have focused on developing infrastructure to attract the younger millennial population, or even the generation after them: Generation Z. Each generation makes decisions differently than the one before them, and places emphasis on different values. While the baby boomers are disciplined, hard workers who value job stability and opportunities for growth, their younger, passionate counterparts are well connected and focused more on quality of life. They place more emphasis on a work-life balance and flexibility, which will ultimately impact where they choose to live, and potentially raise a family.

### **Looking Ahead to Generation Z**

It is important to not be short sighted when planning for the long-term. Generation Z - those born since 2001 - are now entering their teenage years and will be in demand over the next ten years as they graduate from college and enter the workforce. But Generation Z is much different than their predecessors. For example, these students have never experienced a life without technology. The Internet has always been available to them, nearly anywhere they go. Access to technology is not a luxury in their world; it is a

demand. They expect it to be not only available, but also convenient, fast, and without problems. They are accustomed to utilizing phone apps for gathering information and make choices that have substantial economic impacts based on their access to this information.

Based on insights from psychologist Tim Elmore, founder of Growing Leaders, the following preliminary characteristics of this growing and changing group are emerging:

1. They seem to be more cynical than their predecessors, being more realistic than idealistic. This is potentially the result of the things happening in the world during their life thus far, including terrorism and a difficult economy.
2. They are more private than the previous generation, preferring not to be publicly tracked. This is largely why more private apps such as Snapchat have seen substantial growth, while more publicly viewed Facebook has seen a decline since 2011.
3. They are even more entrepreneurial-minded than the millennial generation. Elmore cites “72% of current high school students want to start a business.”
4. Generation Z are the ultimate multi-taskers. Thanks to technology, these students can navigate many screens at once and will have a more difficult time paying attention to one thing at a time.
5. This generation is hyper-aware of their surroundings at all times. Researchers and academics have indicated that they think in four dimensions, likely due to their minds paying attention to so many pieces of information and screens at once.
6. As stated above, these students are technology-reliant. In surveys, these students “put technology in the same category as air and water.”

## 4.0 Defining Place

### 4.1 Placemaking vs. Place

#### What is Placemaking?

Depending on whom you speak with, Placemaking can take on many different forms. Most traditionally, Placemaking focuses on the physical design and attributes of a space that make it a desirable place to be. The scale of this physical space varies significantly, but ultimately it is about the characteristics of that space that make it welcoming to people. But as Placemaking has evolved and grown to be applied in different ways, it often focuses more on identifying and leveraging the assets that make a place unique. But in every scenario, it is about enhancing the opportunities for people to form emotional connections to a place.

The Project for Public Spaces (PPS) states that “communities succeed or fail at the human scale.” The notion of Placemaking places the emphasis on creating successful communities that have incorporated all of the sights, smells, sounds, tastes, experiences, and opportunities for interaction that are desired by humans within a space. When these characteristics are considered and designed appropriately, spaces are created that attract people. When enough of these spaces are strung together within a region, that region ultimately becomes a place where people want to live, work, and play.

PPS has a theory called The Power of 10+, which demonstrates how cumulative Placemaking efforts at various scales produces substantial results. The theory indicates that the most successful places are those that provide at least ten reasons for a person to be there. Examples include listening to music, eating food, meeting people, enjoying art, sitting on a bench, etc. This space is even more successful if some of these experiences are authentic or unique to that particular location. Subsequently, when communities have ten or more of these destinations, “their public perception begins to shift amongst both locals and tourists,” meaning they start to become a destination of choice. Lastly, when a region has ten or more destinations, they become recognized on a larger scale as place of attraction. This theory demonstrates how creating the smallest of incremental changes in a small way can have a dramatic effect on a much larger landscape, and this is how Placemaking has the ability to change communities.

#### What is Place & How Do You Create It?

A “sense of place” is one of the most difficult things to define in the realm of community development, and it is not necessarily separate from Placemaking – they must overlap. People experience places in different ways based on their personal values and history. Places often evoke certain emotions within a person that influence their interactions with that place and with other people. Relationships form between people and places based on their experiences there and emotional connections that have developed there. Places with a strong sense of place may be historic in nature, leveraging their history and authenticity to create a unique experience for the user. Or they may be brand new, utilizing unique design and Placemaking techniques to create a sense of place that is different than other. Ultimately, communities that have a strong sense of place often have that character embedded in their community identity. This sense of place encourages

frequent contact with residents and visitors, thereby supporting the local economy and drawing a diverse population from a much larger context.

Developing a sense of place may appear to be a much larger task than that of Placemaking. While Placemaking tends to focus on individual sites or small areas, creating a sense of place is a community-wide effort. This reaches out into all aspects of a place, such as architecture and design, events and activities, management and stewardship, transportation, land use, historic preservation, sustainability, etc. Establishing a sense of place is an ongoing, consistent process that must always consider the community or region's identity in every decision that is made.

### Creating Emotional Connections

Regardless of whether one is talking about Placemaking or creating a sense of place, the critical element of making either work is focusing on creating emotional connections, and this occurs through the personal experience. In a world where technology reigns, more and more people are seeking out authentic experiences and environments. With the world available at the touch of the fingertip, communities hold the opportunity to create personal interactions and environments that promote these experiences. And it is through these experiences that people will become attached to a place. The sights, sounds, smells, tastes, personal interactions, and interactions with nature can develop an overall personal experience. And when the experience is superior to others, people will develop an emotional connection to a place and continue to return. This emotional connection will ultimately be what helps them decide where they want to work, raise a family, live, and spend their days. Therefore, leveraging assets and creating authentic experiences will be the key to creating emotional connections to Sauk County.

## **4.2 Sauk County Strengths & Weaknesses**

Dozens of stakeholder interviews were conducted with people from across Sauk County as part of this planning process, representing stakeholders, residents, businesses, organizations, and municipalities. Each person interviewed was asked about what they felt the strengths and weaknesses were within the County currently, and a variety of responses were provided. That person's role and the length of time they have lived here often influenced their response. And more often than not, the responses were also influenced by that person's age and personal values. Many of the strengths that emerged will likely not surprise anyone who is familiar with Sauk County, and the weaknesses mentioned were often part of the reason for the creation of this plan. Some of the overarching themes that emerged from interviews include:

Strengths:

- Rich in natural resources: very rich environment and beautiful landscape.
- People love their community, the setting and the rural character.
- Rich in cultural resources.
- Rich in agricultural resources (emerging sustainable food movement).

- World-class organizations.
- Strong work ethic.
- Strong educational systems that collaborate with businesses and organizations (public school districts and higher education)
- Strong employment base.
- Strong health care framework.

Weaknesses:

- Large senior population is not being replaced by younger generation.
- Major labor shortage.
- Lack of rental housing.
- Distance between towns is psychologically much further than it actually is; creates a divide between communities that doesn't need to be there - too territorial.
- Newcomers have a difficult time integrating into their communities.
- The amenities that young people want are not here.
- Need more support and programming for young families.
- Lack of diversity.
- Lack of broadband in rural areas.
- Lack of resources for entrepreneurs or small-scale business.

All of these, in addition to many more, were considered in development of the Action Plan in Appendix A. As the Action Plan was created, the strengths were considered as ways to differentiate Sauk County from other areas within the State. The rich and abundant natural resources within the County were brought up many times, and is a clear distinguishing factor that is unique to this area. Therefore, it would make sense that this be a strong platform to develop Sauk County's sense of place, so long as it is done in a way that preserves these resources. A full inventory of all comments received during stakeholder interviews is included in Appendix H.

### 4.3 Being Effective at A County Level

Much of the discussion in the early stages of this planning process was trying to understand how Placemaking could occur at a County level. What did that actually mean? How does the County promote the creation of unique communities when they are not involved in how municipalities function? It was clear, particularly after meeting with stakeholders that this Plan needed to take a multi-pronged approach and function from the perspective of creating new countywide networks and collaborations while also developing opportunities to support localized efforts. Both pieces of this puzzle must function together to reach the goals being discussed. By providing support through staffing, financial contributions, or other efforts, the County can assist municipalities, businesses, and organizations reach individual goals that will help to reach the overarching mission. Some of the ideas presented in Section 5.0 may sway from the traditional means of operating from a County government perspective, but they create opportunities for

collaboration and hopefully provide the means to work in tandem with groups that are helping to make Sauk County the best that it can be.

## 5.0 Action Plan

The Action Plan is intended to be the “nuts and bolts” of this document. It provides all of the goals, recommendations and strategies related to furthering Sauk County’s mission to be a place of choice within the State of Wisconsin to live, work and visit. This goal is a lofty one, and it inherently encompasses a wide variety of topics and ideas. However, this Action Plan is not exhaustive. There are many ideas and recommendations included that will continue to evolve and help shape where the County wants to go, but in order to be effective, this document must continue to live and develop. If it becomes stagnant, the ideas introduced here may not have the opportunity to be realized. The Economic Development Committee must be responsible for maintaining it and ensuring that it continues to evolve. Many of the discussions and ideas outlined in the Action Plan have only started to be investigated. Depending on the engagement and interest of different stakeholders throughout the County, many of them may morph into something that hasn’t yet been conceived.

### 5.1 Nuts & Bolts: How This Plan Works

There are two separate pieces to the Action Plan element of this document. The first piece is the narrative included throughout Section 5.0 that discusses the ideas behind each of the goals, strategies and recommendations. The second piece is the Action Plan Matrix included in Appendix A of this document. This Action Plan outlines all of the same goals, strategies, and recommendations, but breaks each of the recommendations down into implementation-oriented action items. Each recommendation is accompanied by indicators that identify the priority level of that particular recommendation, based on the anticipated impact on the overall goals of this plan, the potential cost associated with it, necessary partners, and the ideal timeframe for completion. This is intended to provide the County with a very detailed framework that helps evaluate which of those items to tackle in what order, and provide a better level of understanding about which items will be most easily implemented and provide the most opportunity for success.

The goals, strategies and recommendations included in the Action Plan are broken down into the following six categories:

- Implementation
- County-Wide Assets
- Social Architecture & Communications
- Community Placemaking
- Infrastructure
- Entrepreneurialism

These categories address a wide swath of community development topics, but all are important to creating

strong communities. It should be noted that not all potential topics within a category have actual goals or recommendations. For example, there are many elements that are considered infrastructure, but this Plan does not address all of those elements. It only addresses those that may have a strong impact on attracting and retaining people to Sauk County. For example, it includes housing, but does not include utilities.

## **5.2 Measuring Return on Investment (ROI)**

The creation of a Place Plan is a relatively new concept at the County level. Sauk County recognizes that this plan, and some of the recommendations it contains, is not traditional in nature. This plan also recognizes that the County itself is not able to implement many of the ideas contained herein. The Action Plan outlines opportunities for the County to support and do things that differ from what might be considered the traditional County role. The Economic Development Committee has been budgeting funds for several years to put toward this effort. However, these funds are not unlimited and the Committee will likely not be able to implement all of the ideas contained within this Plan. Therefore, the members of the Board of Supervisors serving on the Economic Development Committee will need to evaluate the potential cost of implementation for any of the recommendations against the potential risk of innovative approaches that may not deliver the intended results. Many of the recommendations included herein have not been tried locally; therefore, there is inherent risk in creating new programs or developing new ideas that haven't previously been tested. Within this document, there are merely ideas that have been generated based on the discussions and research of people across the county. Further consideration or research may be necessary prior to implementation to better understand the feasible market for any particular idea and the risks associated with it before the Committee will be able to move forward with implementation. It will be necessary for the Committee to weigh their priorities against the potential impact of ideas, and, ultimately, decide which recommendations they are interested in moving forward with.

## **5.3 Next Steps**

This Action Plan is intended to provide a roadmap for implementation. Several of the ideas contained within this document, including the 'Grow in Sauk' Social Media Implementation Plan (Appendix B), the Sauk County Leadership Laboratory (Appendix C) and the 'Small Towns: Big Ideas' Grant Program (Appendix D) have been developed much further than some of the other recommendations that are continuously evolving and not yet ready for implementation. For these amorphous ideas, it will be important for someone from the County to be involved in their evolution to assist with developing programming that meets the goals of this Plan. There are two general recommendations outlined at the beginning of the Action Plan narrative, which suggest creating new staffing positions to support these efforts. The Economic Development Committee must evaluate and determine which of the pieces within this Plan should move forward, and what kind of additional support or staffing will be necessary to assist with implementation.

Ultimately, the recommendations included within the Action Plan have been developed to help further the

goal of the County to create places where people want to live, work and visit. However, they also include ideas that may be outside of the County’s control, but help to further this mission. In these instances, it is very important that the County develop strong relationships with partners who have similar goals and can work cooperatively to create new opportunities. Other pieces, such as ‘Access To Technology,’ are challenges that are common across the State and require the cooperative effort of all levels of government in order to address them. While these challenges and recommendations are included within this Plan to recognize that this is a critical piece to attracting people to live and do business within our communities, they may require major discussions and policy changes at the state-level to find a resolution.

## 5.4 Implementation

The vast majority of recommendations outlined in this plan are focused on a particular piece of enhancing what Sauk County has to offer and what makes it unique. However, recommendations are empty without the framework in place to move them forward. These implementation goals and strategies focus on the staffing needs to adequately implement this plan.

Many of the strategies recommended in this document are not yet at a point of being implemented. They are in the early phases of brainstorming and discussion, and will need substantial time and guidance to come to fruition, or at least morph into something tangible. Other pieces have been developed in great detail, but there may not currently be adequate staffing in place at the County to take them on as new initiatives. The strategies outlined below highlight the recommended staffing requirements needed to facilitate this plan.

**GOAL NO. 1:** Provide the staffing support necessary to implement the recommendations outlined in this Plan.

One of the most common pieces of feedback received throughout this process from organizations across the County was that there is limited time and resources available to take on anything else. Most organizations are operating at maximum capacity, often through volunteer hours, to work towards their mission. While staff are often volunteering their time towards new initiatives and collaborations, there is typically no one able to step up to lead any particular charge. Similarly, business owners and other institutions are often only able to focus on what they need to accomplish to keep moving forward and for their doors to remain open. There is a lack of coordination across the County due to the limited resources of any particular agency to step up and lead an effort.

**STRATEGY NO. 1:** Hire a new “Community Liaison” position within Sauk County to work collaboratively with municipalities and organizations.

It is strongly recommended that the County hire a person responsible for working with organizations, agencies and municipalities across Sauk County to move ideas and initiatives forward. If these ideas are truly meant to have an impact on the entire county, then someone at the county level should be coordinating and leading them. This person should be working with municipalities to develop and implement ideas related to Placemaking as outlined throughout this Plan. They should also be coordinating and facilitating discussions with groups representing our natural, agricultural and cultural assets to develop new ideas and opportunities for collaboration.

This person should serve as staff to the Economic Development Committee in regards to Placemaking within the County, and should have the leeway to conduct business across the County on a flexible schedule. A detailed job description for this position is included in Appendix B of this document.

**STRATEGY NO. 2:** Hire/consult a Director for the “Grow In Sauk Social Media Implementation Strategy.”

Appendix C of this document outlines the “Grow in Sauk Social Media Implementation Strategy,” as developed in cooperation with the Millennial Task Force. The intent of this strategy is to develop a cohesive and comprehensive digital platform for communicating with residents, businesses, and visitors about everything that Sauk County has to offer. The Implementation Strategy document outlines a variety of techniques to use to effectively communicate through social media. However, the time needed to effectively implement these techniques is substantial and will require a dedicated full-time person to be successful. This person will spend time across the County attending events, networking, and staying up to date on everything happening within the region.

The Strategy document in Appendix C includes a job description for someone to lead this effort. However, at this time, it has not been determined whether this person will be a County employee, likely housed in the Administrator’s office, or if this person will be a private consultant. Both scenarios are feasible, but the job description will need to be revised accordingly.

**STRATEGY NO. 3:** Work with the University of Wisconsin Extension to develop a new position focused on leadership development, young professional development and connecting people with place, as identified in the Sauk County Leadership Laboratory process outline.

As outlined in Section 5.6, there is a focus within this plan to integrate people with one another, as well as with Sauk County and their own communities. Creating a strong framework for social architecture, and encouraging opportunities for personal interaction and the sharing of thoughts and ideas, is a priority that will help new people within the area, and even existing residents, expand their network and make them feel more connected to this area as their home. Appendix D of this document includes an outline for a

facilitated process titled the “Sauk County Leadership Laboratory.” This process is intended to provide the opportunity for stakeholders to brainstorm about ways to “connect people to place and to each other” and ultimately recreate a new framework and programming that does this. The Sauk County Institute of Leadership would like to lead the charge on this effort, but whatever is developed will likely need staffing. However, this person would likely not be needed until 2018 when the programming is better understood.

With the reorganization of the University of Wisconsin Extension office, there is an opportunity to redefine how UW Extension operates within Sauk County. While the UW Extension Sauk County office has not previously had a staff person dedicated to Leadership Development and the other elements outlined here, what this collaboration looks like can be reevaluated based on the needs of the County. The purview of this programming falls in line with what UW Extension focuses on in terms of community education and leadership development, and would be a natural fit for that office.

<p><b>STRATEGY NO. 4:</b> Provide financial assistance for the implementation of projects that help reach the goals of this plan.</p>
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Implementation of this plan will rely on many stakeholders across the County. While many of the pieces within this Action Plan are important to making Sauk County a destination of choice, many of them are outside of the abilities of the County to implement. In order to support and encourage the implementation of these items, the County should establish a new grant program to support the efforts of others towards reaching this goal. The new grant program “Small Towns: Big Ideas” will provide funding to entities wishing to implement initiatives that fall within the purview of this plan. The details of this program are outlined in further detail in Appendix G.

## 5.5 County-Wide Assets

When trying to establish the essence of a place, it is critically important to identify what sets that place apart from others. What makes it unique? If people had to use one word, or two, to describe it, what words would they use? And what assets exist there that do not exist anywhere else? These assets are often based on the history of a place, and determine what makes the experience in this region authentic. What are the experiences that Sauk County is able to provide that cannot be provided elsewhere? What unique experiences bring people to Sauk County?

A recurring theme when answering these questions is the natural resources that exist within the County. The abundance and concentration of natural resources is unique and provides a vast array of opportunities. In addition, we have a highly concentrated number of cultural resources, as well as agricultural resources. An inventory of these assets is included in Appendix E. Utilizing these assets, as well as developing a framework to enhance and preserve them, is an opportunity to attract and retain people who are searching for similar values in their lifestyle of choice. It would be impossible for other regions to duplicate the gifts

we have been provided through these resources. However, they are not infinite. Their long-term viability can only be secured through preservation, advocacy and education. Once these rich resources have been used up or mistreated, they are gone; there is no ability for recovery.

The goals and recommendations outlined in this section outline a wide array of opportunities. The first goal is a long-term vision that would likely evolve based on the many discussions and brainstorming sessions that would be necessary to investigate its feasibility. But in addition, smaller goals have been developed that focus more on developing individual pieces of this puzzle.

**GOAL NO. 1:** Create a collaborative framework that protects, promotes and utilizes the natural, agricultural and cultural resource assets that exist within the County, while supporting the individual efforts of all organizations and businesses that rely on these resources.

While Sauk County does not have a place brand, the county's physical resources should be considered the backbone for developing a brand identity moving forward. That does not necessarily mean the immediate creation of a visual brand and marketing plan for brand development and recognition. That means that the County, and its communities, can make choices that help to promote our area as a leader in the arenas of sustainable natural, cultural, and agricultural resource preservation.

This effort focuses on creating a mindset and a framework that makes natural, agricultural and cultural resources a priority, which will ultimately attract people who are drawn to these elements of our County, and the values that they represent. Incorporating these aspects into how we collaborate amongst organizations and develop programming will allow Sauk County to differentiate itself and be the leader at a statewide level. This is similar to what has happened in Vernon County with the City of Viroqua and its surrounding area. This area has established itself as a hub for sustainable food production and has thereby attracted people from all over the country who are seeking out this type of environment to raise their family. By promoting natural systems that enhance and promote our abundant natural resources, we can attract and retain people who find value in this as important to a high quality of life, and lend to the long-term viability and vibrancy of our region as a place of choice. However, this also means that all decisions that impact land use should focus on what we can do to enhance these systems, and creating frameworks and programming that promote these systems.

The strategies outlined in this section provide a broad approach to developing Sauk County as a leader in regards to these resources. In many cases, this means considering policy and regulation changes that differ from those currently in place in order to preserve and promote these resources, or providing policies or incentives to further the development of these resources. Some are small, while others would require the creation of entirely new departments or agencies. This list should be considered a menu of options that can be customized; however, the County's reputation, and ultimately the identity it creates for itself, will become stronger as more of these individual pieces are implemented.

**STRATEGY NO. 1:** Develop an umbrella organization that is responsible for the integrated collaboration and promotion of all aspects related to natural resources, agricultural resources, and cultural resources.

This long-term strategy creates an ideal vision of a department or agency that would be ultimately be responsible for the long-term viability and preservation of these resources, and would be responsible for developing an integrated framework within the County responsible for unique collaborations, innovative efforts, and extensive educational and preservation models. While one might automatically assume that this organization would operate as a tourism agency, the recommended approach suggests a bigger vision. Ideally, this organization could be responsible for multiple facets of these resources, including but not limited to:

- a) Promotion and marketing of eco-tourism, agri-tourism, and cultural tourism and working with organizations across the County to develop strategies, campaigns, and events to encourage tourism in these areas. This aspect could revolve around the following questions:
  - a. What does eco-tourism, agri-tourism and cultural tourism currently look like in Sauk County?
  - b. If Sauk County were to be a leader in these arenas, what does that look like?
  - c. What are our current strengths in this arena? What are our current weaknesses?
  - d. Where are the opportunities to improve?
  
- b) Facilitating the development of unique educational opportunities at all levels. This agency would be responsible for working with school districts to create unique educational models for school-aged children and creating customized experiential learning models for all ages. It would also be responsible for coordinating adult education, communicating with residents, visitors, elected officials and others about why these resources are critical and the impact they have not only on the County, but also on the world. Development would be focused on creating unique, customized types of learning experiences. Discussion could revolve around the following questions:
  - a. How are we currently utilizing our agricultural, natural, and cultural resources within our school districts?
  - b. What opportunities exist to expose children and adults to these resources and use them as a platform for education?
  - c. What collaborations can occur that would strengthen this effort?
  - d. How do we utilize these resources as a model for education in an innovative way?
  - e. How can we utilize these resources in a way that will promote their long-term preservation through education?

- c) The advocacy of policies and regulations that ensure the long-term viability of these resources. A representative of this organization could serve as the liaison between local and regional units of government and the non-profit resource agencies, helping both to understand how their decisions impact the other and hopefully guiding discussions that could have an impact on the long-term viability of the natural and agricultural resources. This aspect could revolve around the following questions:
  - a. What policies and regulations are in place that makes long-term preservation of these resources difficult?
  - b. What policies and regulations could be created that would help Sauk County emerge as the leader in the preservation of these resources?
  - c. How do we help people understand the economic impact of our natural resources and the importance of their long-term preservation?
  - d. How can non-profit agencies work collaboratively with local and regional units of government to make decisions that are in the best interest of both?
  - e. How can representatives of agricultural and natural resources work collaboratively to benefit each other?

Limiting this organization to a niche tourism agency would be short sighted, but creating a dynamic, collaborative cross-sector initiative would be innovative and allow for integrated efforts. County government could certainly house such an agency, or it could be developed as a separate 501(c)(3) organization that was funded through a public-private partnership. However, creation of this agency would need to occur organically to create buy-in from county stakeholders. The ideas and initiatives around an agency that represented these resources would need to be built on the ideals and needs of the organizations that represent these resources. Without their buy-in and participation, this agency lacks the opportunity for collaboration that must occur in order for it to be successful.

The network of natural resources, cultural resources, and agricultural resources are incredibly strong on a countywide level, yet there is no agency responsible for leveraging the opportunities they present. Rather, all of the individual entities that make up these resources are doing the best they are able with the limited time, money and resources they have available. By pooling resources, and developing an agency or department that assists in creating unique collaborations and opportunities, they can be much stronger together and Sauk County can become an example of collaboration within the region. These sectors will attract a niche market, which will assist with creating custom opportunities and emotional connections for visitors, and thereby attracting people to the County to live, work and explore. Ultimately, when there is opportunity to grow, this organization can house multiple full-time staff members responsible for the collaboration and coordination among entities to be successful in the arenas of tourism, education and advocacy.

Recommendations for Implementation:

- a) Develop committees amongst all three sectors to investigate the feasibility of collaboration and develop consensus regarding mission and goals. It is important to understand this concept from the perspective of the producers and organizations responsible for resources to determine if there is enough interest from these stakeholders in furthering this idea. Provide resources and a facilitator to help each sector discuss opportunities, challenges and concerns regarding a collaborative approach.
  - a. As part of this process, a large group of natural resource stakeholders convened for a series of meetings held in the winter of 2016/2017. There was substantial discussion about opportunities for collaboration, and the group is currently in the process of conducting an economic survey of natural resource agencies across Sauk County to better understand the basic economic impacts that these groups have within the county. There is currently the potential for this group to merge with the Sauk County Conservation Network, which started meeting in 2016 and was discussing many similar topics related to collaboration and advocacy. Ideally, the Sauk County Place Planner should continue to be involved in the evolution of this group.
  - b. A focus group of sustainable agriculture stakeholders was convened in April of 2016, the notes of which are included in Appendix H. This initial focus group provided the opportunity for participants to discuss challenges and opportunities within the region, and all were extremely interested in moving the conversation forward. This should be one of the responsibilities of the Sauk County Place Planner.
- b) Conduct a thorough inventory of the County's existing and potential future resources in each of these areas and create a countywide map of all resources. An inventory has been started in Appendix E, but is not exhaustive and has not been mapped.
- c) Develop a phased organizational framework for such an entity, to include detailed goals and strategies, staffing requirements, annual budget, responsibilities, fundraising duties, etc.
- d) Develop a cohesive brand for this organization that highlights its assets and distinguishes itself from the rest of the region.
- e) If not housed within the County, assist with the incubation of this organization and create a long-term funding plan for transition to a public-private partnership.

If the County is to develop a sense of place and brand essence around the idea of being forward-thinking and proactive in the arenas of resource preservation, the policies and regulations in place, which ultimately

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affect decisions that impact these resources, are a critical part of the supporting framework. If policies and regulations are counterproductive to these ideas, this plan will be ineffective and the region will not be as successful at demonstrating actions that support its values.

Recommendations for Implementation:

- a) Work with non-profit agencies that represent these sectors to understand where the challenges and opportunities lie in regards to policy and regulation.
- b) Conduct a review of County regulations and any planning documents that regulate land use to identify requirements that may be inconsistent with the intent of these goals.

STRATEGY NO. 2: Develop an inventory and case studies of recommended policy and regulations changes that work to support the long-term viability of these resources.

Recommendations for Implementation:

- a) Work with stakeholders throughout the County to better understand the opportunities to preserve these resources from a regulatory perspective and work collaboratively to develop a plan that identifies the mission, goals and strategies for long-term conservation of these resources and a collaborative implementation framework.

STRATEGY NO. 3: Work collaboratively with municipalities within Sauk County to strengthen local policies, regulations and programming that support these resources.

Recommendations for Implementation:

- a) Support the development of a region-wide green infrastructure plan that promotes the conservation and utilization of green infrastructure throughout the County, to include rivers, lakes, natural resources, etc.
- b) Support and work with agencies and organizations that are developing and promoting these efforts.
- c) Encourage and support the development of businesses that promote the conservation and sustainable utilization of these resources.
- d) Encourage the creation of niche entrepreneurial incubators focused on businesses contributing to the sustainability of these resources.

## TOURISM

Tourism should be thought of as a handshake. It is the way that people are introduced to a place. It is often the lens through which they experience a place for the first time. Therefore, if the ultimate goal is to continue to attract people to Sauk County, either just as visitors or as prospective residents, tourism may be

GOAL NO. 1: Become a leader within the State in the arenas of agri-tourism, eco-tourism, and cultural tourism, while maintaining preservation of those resources as a top priority.

the way that they become familiar with the region. In order to establish Sauk County as a leader in the resources we've outlined in this section, it is important that we clearly demonstrate to visitors that this is what is important here. Developing tourism around these resources will further promote Sauk County's identity in these arenas and help it to attract people that want those experiences.

Carrying forward the theme of utilizing and leveraging assets to create an authentic experience, focusing on a niche area of tourism would be consistent with establishing a focused brand identity. While all counties are trying to attract tourism, there is a unique opportunity to differentiate the type of visitor that is attracted to Sauk County based on the resources we have. Focusing on developing a strong framework for these niche types of tourism will differentiate the County as a place for visitors seeking this type of experience. However, creating this framework requires the participation from many stakeholders, and is something that can either be allowed to flourish, or will be squandered, based on the County's regulations and policies.

**STRATEGY NO. 1:** Create a regulatory environment that supports and promotes the opportunities for these forms of specialty tourism.

Recommendations for Implementation:

- a) Facilitate a stakeholder focus group with representatives of the natural, agricultural and cultural resource sectors to better understand what this arena of specialty tourism looks like (in regards to activities on site, special requirements, etc.) and which policies and regulations are currently in place that might make it difficult for these forms of tourism to thrive in the county.
- b) Conduct an inventory of all County regulations that impact the ability to support this effort and revise to promote this region as a leader in these efforts. Regulations may or may not include those that impact the following:
  - 1. Food production and service;
  - 2. Special events and serving alcohol;
  - 3. Overnight accommodations;
  - 4. Insurance and accessibility; and
  - 5. Marketing and signage.

**STRATEGY NO. 2:** Promote and support opportunities for collaboration between organizations to create unique opportunities to promote specialty tourism in the region.

Recommendations for Implementation:

- a) Convene a focus group of stakeholders from the Highway 23 corridor to facilitate a process to

- determine the feasibility of creating a “cultural corridor”.
- b) Promote and support collaboration between organizations to create bundled day and weekend itineraries and packages for visitors.

## NATURAL RESOURCES

When identifying the County’s strongest assets and what differentiates it, it is clear that the natural resources enjoyed here are what attract many people to the area. The wonder and beauty of the creations of the landscape within the County attract people from all over the Midwest to come and enjoy what we have to offer. Therefore, when distinguishing us from others, the natural resources that exist here naturally fall at the top of this list. And while these resources attract more than 2 million visitors a year, and are enjoyed year-round by residents, it is critical that they be preserved indefinitely. All programs, policies and practices should be focused on the preservation of these resources first and foremost, with education being a critical component to ensuring people understand their history, importance and economic impact on the County.

GOAL NO. 1: Promote the long-term preservation, advocacy and education of natural resources within the County.

STRATEGY NO. 1: Enhance opportunities for education related to these resources and promote open dialogue between local units of government and natural resource organizations.

Education is a key element to any productive dialogue. All parties involved must be aware and educated about what they are working towards, what other stakeholders are working towards, and how decisions influence other elements within a system. Promoting communication and education is critical for all parties to understand everyone’s intent and to establish buy-in in order to create a system that is working towards a common goal.

### Recommendations for Implementation:

- A. Encourage local or regional Committees or Boards that make decisions that impact natural resource preservation and regulations to include a representative from the natural resources community to serve as a liaison and advocate.
- B. Encourage governmental leaders to visit sites of significance throughout the County and speak with representatives who work to preserve these resources.
  - a. There may be an opportunity to coordinate tours or events focused on bringing leaders to sites to experience them and hear about everything they have to offer, and what stakeholders are working towards.

## SUSTAINABLE AGRICULTURE

The State of Wisconsin has emerged as an important area within the country for sustainable agriculture production, and Sauk County, in particular, has a critical mass of activity related to sustainable agriculture. Sustainable agriculture is meant to include not only the small-scale producers that grow whole foods ideal for public and environmental health, but also the supply chain that utilizes these products and also makes them available to the general public. Producers cannot be successful if they do not have a way of getting their products into the hands of the people who need it. Creating a framework to support these efforts will be important to furthering the food resiliency of the County as well as promoting public health from the perspective of eating whole foods and reducing long-term costs for medical assistance. Getting whole foods into the hands of children, and teaching them where their food comes from and how to prepare it, will be critical to fighting a national epidemic of growing health concerns and escalating healthcare rates. Promoting these systems will also attract like-minded residents to place a value on consuming locally-grown, sustainably-sourced foods. This is not intended to replace the robust agricultural framework within the County that relies on more traditional production and distribution methods. It is only meant to enhance the opportunity for smaller-scale, local production to be a more sustainable and available source of food within Sauk County, as well as a means of enhancing economic viability for small-scale producers and businesses that support these producers.

GOAL NO. 1: Support the creation of a sustainable and resilient local food network.

STRATEGY NO. 1: Expand opportunities for education related to sustainable agriculture production and the use of whole food to promote public health and food resiliency.

### Recommendations for Implementation:

- A. Work with institutes of higher education to develop a custom training model for small-scale agriculture and related services for people who may be interested in becoming small-scale farmers or developing a support business.
- B. Encourage opportunities for school-aged children to access whole foods, visit the farms where their food comes from, and learn how to prepare these foods.
- C. Promote opportunities that allow people to gain exposure to how food is produced and encourages them to learn about how to utilize whole food products.
- D. Encourage regional Committees and Boards to include a representative of the sustainable agriculture community to be an advocate and liaison between area government and this community.

STRATEGY NO. 2: Promote the development of a regional supply chain between producers and users.

Recommendations for Implementation:

- A. Encourage the development of a local food broker system to assist in creating a simple way for producers and users to connect and exchange goods.
- B. Encourage the use of local foods in regional institutions, including but not limited to schools and hospitals.

## 5.6 Social Architecture & Communications

Throughout the interviews during this process, numerous comments were made about how difficult it was for people relocating to the County to become integrated into smaller communities. They are often left feeling like outsiders and do not always become connected, which sometimes causes them to leave. It is important that people become integrated into their communities so that they remain and become part of the fabric of our culture, investing their time, efforts and dollars into making Sauk County a more vibrant place to live. However, the rural nature of Sauk County sometimes makes it difficult to meet people, or at least find people with similar interests. The idea behind this category of recommendations focuses on trying to connect people to each other who might not have otherwise had the chance to meet, and educating people about their communities and everything that our region has to offer.

### A. SOCIAL ARCHITECTURE

<p><u>GOAL NO. 1:</u> Promote and facilitate opportunities to connect people to place and to each other. <u>STRATEGY NO. 1:</u> Develop and support a framework to promote personal integration, interaction, leadership development, professional development, and communications between new and existing residents.</p>
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Recommendations for Implementation:

- a) Create a countywide organizational network that establishes an interactive network for new and existing residents and provides a framework for community integration, professional development, leadership development and community involvement. *See Appendix D for context and process outline.*
  - 1. Create an organizational plan that outlines the vision, mission, goals, framework, staffing requirements, budget, etc.
  - 2. Create a brand for a new group focused on Leadership Development and Young Professionals.
  - 3. Work with UW Extension to explore opportunities for staffing a full-time person for this organization.
  - 4. Work collaboratively with SCDC to develop a branch of this organization that is focused on entrepreneurialism and business growth for Young Professionals.

STRATEGY NO. 2: Encourage other entities that can play a role to implement methods of connecting with new people and helping them to feel integrated into their community. This includes employers, municipalities, local Chambers of Commerce, and others.

Recommendations for Implementation:

- A. Work with other entities who impact this initiative to develop programs or efforts that will further this goal. The exhibit below identifies a variety of connection points for new residents within the County, and identifies a few examples of how these institutions may be able to assist in this effort. The resources necessary to implement this idea include a person to spend time working with these agencies to develop some strategies for integration. This could be one of the responsibilities of the new Community Liaison position.

## Exhibit B: Opportunities To Integrate People Into Their Communities

Image provided courtesy of Madison Region Economic Partnership



## USE OF TECHNOLOGY

With the constant evolution of online platforms as a means of communication, it is very important that the County, along with its businesses and organizations, utilize digital communications as a tool to convey information and reach out to residents and visitors. Websites and various social media platforms are very quick, efficient, and cost-effective ways to communicate not just with people within the County, but also with people throughout the world, about everything happening here and what we have to offer. As demographics change, more and more young people rely on online means of communication for all of their news and information.

GOAL NO. 1: Promote the innovative use of technology to better communicate and promote the County and its resources.

STRATEGY NO. 1: Provide convenient, efficient access to information to residents and visitors about what the County has to offer.

### Recommendations for Implementation:

- a) Support the development of a comprehensive website and social media plan that focuses on distributing information about activities within the County, organizations, businesses, services, educational systems, and other topics that help promote what Sauk County has to offer. See APPENDIX C for “Grow in Sauk” Social Media Implementation Strategy and additional context.

STRATEGY NO. 2: Develop, or support the development of, training resources for organizations, businesses and local units of government to better utilize technology to communicate with their target audiences about resources and activities.

### Recommendations for Implementation:

- a) Support the development of social media training systems for non-profit organizations, businesses, and local units of government. The use of online resources should not be limited to promotion of activities and events. Social media, in particular, has been a critical opportunity for many small businesses and organizations to be able to bring attention to their efforts and grow, doing so without the heavy costs of traditional marketing techniques. While some local Chambers of Commerce are attempting to provide some training to local businesses about how best to utilize social media to connect with potential customers and clients, there is a large opportunity to further this effort. Providing training to interested parties about how to effectively use social media as a means for business or organizational growth is a resource that could benefit many of the small, or even large, entities that exist across the County.

## SUPPORTING FAMILIES

With much of the original discussion of the Placemaking initiative focused on attracting millennials, there is a natural desire to make Sauk County as friendly as possible to young families. This generation will be deciding where they want to live to raise their families based on the local quality of life and opportunities that any particular community offers. Therefore, it will be important to develop an infrastructure that focuses on supporting young families from both the perspective of the children as well as that of the young parents. However, this effort will rely heavily on collaboration and participation from stakeholders countywide. While this Plan recognizes the need for these resources, and will encourage and support the development of those efforts, the primary role will be to help facilitate these discussions and providing support when desirable programming or activities develop.

GOAL NO. 1: Create a network of desirable resources that promote the opportunity for young families to feel connected, grow, and thrive in Sauk County.

STRATEGY NO. 1: Support the development of educational systems that have not previously existed within the County.

### Recommendations for Implementation:

- a) Promote collaboration between school districts with organizations to create innovative and unique learning models that will attract young families to find value in the unique assets Sauk County offer.
- b) Support the introduction of alternative models of formal education, including but not limited to Waldorf Education and Montessori Education. While these models of education are private systems, they focus on an educational model that differs from the traditional public school system model. Having additional options available would attract those families who seek out these forms of education and locate their family based on the proximity to these types of schools. This has been done successfully in the City of Viroqua with the introduction of a Waldorf school in the 1980s, which has seen substantial growth and attracted people from across the Midwest.

STRATEGY NO. 2: Encourage and support the creation of business resources and policies that are friendly to young families and parents.

### Recommendations for Implementation

- a) Work with businesses to encourage infrastructure that supports young families. The following are examples of what some businesses are able to do, but this relies heavily on the individual business:
  - a. Creating an environment for a flexible work schedule that accommodates coming and

- going to respond to children’s schedules and needs;
- b. Providing assistance with child care arrangements, potentially by providing opportunities to for child care on site, partnering with area providers to make it easier to find adequate child care, or having programming that assists with the cost of child care;
- c. Providing a dedicated space for breast-feeding mothers, as well as the flexibility in schedule to accommodate breast-feeding after going back to work;
- d. Paternity leave, which offers a leave of absence for the father of a newborn child.

STRATEGY NO. 3: Support the creation of opportunities for social interaction amongst young families.

Recommendations for Implementation:

- a) Encourage unique infrastructure that encourages play and interaction. Some examples include:
  - a. Natural play systems, which is consistent with developing Sauk County’s brand related to natural resources. Natural play systems are common in Europe and are becoming more relevant in the United States, appearing as close as in the City of Madison. Natural play systems focus on utilizing the natural landscape and elements within it as the structures for play, rather than removing those elements and replacing them with manufactured play structures. Some examples of these systems are highlighted in the following images of parks from around the country.



*Images provided courtesy of the National Wildlife Federation and TheIntertwine.org*

- b) Children’s museums. Communities as small as the Village of Black Earth in Dane County are developing local children’s museums. By incorporating places where people want to go (i.e. museums or dance and gymnastics studios), rather than places they have to go (attorney or accounting offices, hair salons, etc.), into downtown areas, they are creating vibrancy and activity. Parents will go out of their way to find unique experiences for their children, so developing amenities such as children’s museums or other unique attractions will lead to the overall vibrancy of a community.
- c) Encourage and support the development of family-focused community and organizational programming. Such activities could include:
1. Family-friendly festivals.
  2. Cultural activities, such as programs and classes with local artists, programs with local cultural attractions, creating local pop-up art installations;
  3. Projects and classes with area artists.

4. Kids On The Landscape: activities focused on hiking, biking, fishing, snowshoeing, skiing, and other outdoor recreational activities.
5. Promote programming and classes to promote skill development (trades, STEM, cooking, etc.)

## 5.7 Community Placemaking

The idea of Placemaking is about creating experiences. What is the experience that a person has within a space to make it a desirable locale? How does this change when someone is experiencing a region? This personal experience is what determines the level of comfort within a space, and a person's desire to extend or repeat that experience. From a County level, people are experiencing things every second across the region that give them a positive or negative reaction to our area. The goal of Placemaking from the County's perspective should be to focus on supporting the creation of environments that encourage positive experiences to occur. This will include encouraging and supporting the creation of great spaces at the community level, but also explore experiences and frameworks at the regional level.

### RURAL CREATIVE PLACEMAKING

Rural Creative Placemaking is a concept that focuses on the use of creativity and art in rural areas to promote a sense of place. While Placemaking in more urban locations is focused heavily on the design of public spaces, Rural Creative Placemaking is meant to focus on taking a unique approach to the amenities and assets available in the region and building upon those to create unique experiences. Fortunately, Sauk County has become an example of Rural Creative Placemaking with the recent conception and evolution of Fermentation Fest.

Initially developed as part of a Smithsonian exhibit that was featured in Reedsburg in 2009, Fermentation Fest focuses on the intersection of arts and the landscape, highlighting the urban-rural divide and utilizing agriculture and the organic development of cultures to highlight the Sauk County landscape.

Headquartered in Reedsburg over the past seven years, Fermentation Fest has grown to include a 50-mile guided driving tour that winds through the Sauk County countryside, featuring artist installations along the route. Coined the "Farm/Art D'Tour", the route also includes several stops that feature local sustainable food producers, live music performances and performing arts. The festival features guest speakers, artists, and producers and includes a variety of fermentation-based classes, dining events, musical productions, facilitated panel discussions, and a variety of other interesting productions that highlight art, culture, and agriculture within our region.

The County provided financial assistance to The Wormfarm Institute, the organization responsible for developing Fermentation Fest, early in its conception. This funding required that the Farm/Art D'Tour route be relocated every three years to ensure it benefited different areas of the County, but could maintain a headquarters in Reedsburg. Now in its eighth year, Fermentation Fest producers have decided to host

the Farm/Art D'Tour portion of the festival biannually, or every other year, instead of annually. With the amount of funding and production needed to implement this vision every year, the founders have indicated that it is too difficult to implement on an annual basis without additional resources.

Fermentation Fest brings people from all over the country to enjoy the bounty of this area. Visitors enjoy driving through the landscape and stopping to meet people along the way. They learn about the rich culture and production of Sauk County and are eager to return each year to explore the new art installations and ideas that emerge. The festival has grown steadily and now draws more than 20,000 visitors annually to its ten days of activity. Fermentation Fest is known throughout the country and has brought substantial attention to the area that would never have existed otherwise. The founders of the festival have been invited to speak about the festival at conferences and in interviews all over the country, and Reedsburg is now known as the host of Fermentation Fest.

However, there remains substantial opportunity to grow and evolve this festival into something that more regularly attracts visitors and encourages residents to explore their region, and has the potential to dramatically influence the level of education about the resources we have here. In 2017, The Wormfarm Institute has evolved its programming to include more regular programming throughout the region, outside of Fermentation Fest, to explore some similar topics, but in a manner that provides more frequent opportunities for exploration.

There are substantial opportunities surrounding the evolution of Fermentation Fest and utilizing it as a catalyst within Sauk County. It could be a vehicle by which to expand the region's educational opportunities related to art, culture and agricultural, and expose people of all lifestyles to everything this region has to offer. However, that will take substantial planning and collaboration. Until this point, The Wormfarm Institute has maintained control of all aspects of the festival. In order to evolve the festival into something that has a more substantial regional impact, it will likely require a number of partners from across the county. However, if it could evolve into something representative of a more permanent installation that could draw visitors year-round, there is an opportunity to introduce Sauk County not only to more visitors, but also to residents who have not explored the landscape and its bounty.

The Crooked Road in Virginia has been cited as a good example of Rural Creative Placemaking that has leveraged the history of that particular region to highlight the amazing skills and music culture of the area. This self-guided driving tour through southwest Virginia covers 19 counties and features a series of musical venues and stops that highlight the cultural history and evolution of music in the region. Fermentation Fest could potentially evolve to be something similar and establish a year-round destination.

When given the opportunity to explore what this evolution might look like, some ideas have emerged:

1. A permanent route through the County highlighting environmental features, rich landscapes, and producers. The route could include rotating annual artist installations on the landscape as well as permanent installations of such things as Field Notes and venues for Pasture Performances.

2. The creation of a headquarters building along the route that would serve as space for visitor guidance, display of temporary or past art installations, a museum of cultural or agricultural history within the region, event space, a potential commercial kitchen to support the start-up of entrepreneurial efforts of small-scale value-added producers, and a gift shop.
3. Year-round programming throughout communities in Sauk County highlighting all of the values represented by Fermentation Fest. These could include guest lectures, panel discussions, local food events, classes, music events, artist galleries, and the like. The intent of these events should be to incorporate them throughout the County, highlighting what each individual community has to offer.

GOAL NO. 1: Utilize Rural Creative Placemaking as a technique for promoting the County’s natural, agricultural and cultural resources as a means of attracting residents and visitors to and educating them about the rich landscape of Sauk County.

STRATEGY NO. 1: Utilize and grow Fermentation Fest as a countywide framework for development of a regional model for Rural Creative Placemaking.

The goals and strategies recommended here are meant to further this discussion and facilitate some working groups around the idea of long-term visioning for Fermentation Fest from a county perspective.

Recommendations for Implementation:

- a) Facilitate a series of working meetings to brainstorm and develop a large-scale vision for Fermentation Fest as a permanent cultural element within Sauk County.
- b) Identify and support the development of year-round activities and programming related to Fermentation Fest. Outline similar activities that can be coordinated in different communities either simultaneously, or that spread these events out to different communities over a period of time. Such activities could include live music events, classes, demonstrations, dinners, pop-up shops, festival offshoots such as a hot sauce events, yogurt events, etc.
- c) Identify opportunities to permanently integrate individual components and installations of Fermentation Fest into the landscape and develop a strategic, long-term plan for a guided countywide tour highlighting the assets of Sauk County.
- d) Investigate the opportunity to create a permanent location to house a headquarters, that could

include the opportunity for the display of past installations, rotating gallery work, a community kitchen or incubator, sale of locally-made food products, and so forth. This headquarters would be the central location to promote and educate visitors about Rural Creative Placemaking in Sauk County.

- e) Create an Action Plan that identifies and discusses the ideas, improvements, relationships, costs, phasing and resources necessary to successfully implement a long-term vision, including marketing and promotions plans for this framework.

## COMMUNITY PLACEMAKING

This Place Plan was first initiated on the idea of Community Placemaking, which focuses on the creation of amazing places where people want to be. As discussed throughout Section 4.0, Placemaking is traditionally about the characteristics that, when aligned, create an environment that is comfortable, engaging, and inviting for people to visit and spend time in. However, it is difficult to implement Community Placemaking at a county level, because county government does not participate in the design or implementation of spaces at the community level.

This Place Plan outlines strategies that attempt to attract and retain people in Sauk County, and creating amazing communities is at the core of these opportunities. In order to support efforts at the local level, and encourage active Placemaking programs within Sauk County communities, it will be necessary for the County to provide staffing support that move these ideas and initiatives forward. As proven throughout the process of developing this plan, each community has very different challenges and ideas in regards to Placemaking. Therefore, blanket programs will be less effective than customized support.

GOAL NO. 1: Develop and support local Placemaking initiatives in Sauk County communities.

STRATEGY NO. 1: Encourage and support the participation of Sauk County communities in the UW Extension Community Design Team program.

The University of Wisconsin Extension office has recently implemented a new program titled the “Community Design Team.” This initiative draws a group of professional volunteers from around the Midwest to convene in a community for an intense weekend charrette process. The professional volunteers spend two days intensely gathering data and developing recommendations for the future of the community. Volunteers within the community coordinate the logistics of the weekend, and the fundraising to pay for the \$5,000 participation fee must be raised at the local level. The community must also participate in the process of providing input about their community, filling out a survey and participating in a community public workshop. The professional volunteers, made up of a wide variety of professional backgrounds

including architects, landscape architects, planners, economic development professionals, marketing professionals, illustrators, etc., develop and leave behind drawings and recommendations for the community to use for implementation. Some of these recommendations are low-cost, simple items that can quickly be implemented. Others are long-term, visionary projects that will require several years of efforts to come to fruition.

The benefit of this low-cost program is that it provides a very intense, yet quick, assessment of existing conditions and brings communities together to develop a cohesive vision for the future. This develops a large amount of momentum and gathers community support. It also provides the perspective of outside professionals who have no vested interest in the local politics or relationships within a community. The City of Reedsburg recently participated in this process on May 5<sup>th</sup>-6<sup>th</sup>, 2017. An overview of their process and results of the event is included in Appendix F.

Recommendations for Implementation:

- a) Encourage participation in this program by local communities and provide funding support for those that choose to participate.

STRATEGY NO. 2: Provide staffing support to assist with Placemaking efforts at the local level and develop a toolbox of resources to help local communities with Placemaking efforts.

While some of the larger communities within Sauk County are equipped with staff to focus on community development efforts, most do not have the resources or toolbox available to consider Placemaking as a piece of the discussion when thinking about the future of their community or working on individual projects. Most are eager to participate in Placemaking initiatives, but lack the staffing to provide assistance in this arena. If community Placemaking is to be on the forefront of discussions at the local level, and programs to be developed that assist in implementing initiatives, the County will need to provide some staffing assistance to help communities further this discussion. A staff person should work collaboratively with individual communities to develop resources, assist with individual projects, and promote tools that encourage Placemaking initiatives, in an effort to enhance our communities from the perspective of creating great places. This support could be provided via the Community Liaison position outlined earlier.

Recommendations for Implementation:

- a) Encourage and support the participation of downtown community groups with the WEDC Connect Communities program.
- b) Encourage beautification programs that enhance entryways into communities.
- c) Work with municipalities and property owners to develop physical spaces that encourage patronage utilizing the principles outlined in “Principles and Practice of Community Placemaking,” published by UW Extension.
- d) Collaborate with municipalities to identify opportunities and strategies to activate empty

buildings.

- e) Provide or develop resources to assist communities with actively participating in Placemaking, as outlined in “Principles and Practice of Community Placemaking,” written by Steve Grabow and published by UW Extension.

## PROGRAMMING

Programming focuses on the activities presented in a space that help to attract people to it, and can be very simple or very elaborate. Programming can be introduced by any stakeholder interested in getting people involved in something, whether it be to support a specific cause, for profit, for community building, to target a particular demographic, or just for fun. A wide variety of programming types and styles are needed to support all different types of demographics within the County.

**GOAL NO. 1:** Develop and support local unique programming in Sauk County communities that encourage participation by a wide variety of residents and visitors.

**STRATEGY NO. 1:** Promote year-round programming within communities that develops active participation and use of resources during all season.

Sauk County hosts a wide variety of activities between May and October, while the season is warm and people want to be outdoors. However, this seasonality has a detrimental effect on businesses that rely on activity to keep their doors open. If Sauk County is to rely on its natural resources as a primary means of attracting people and promote its brand based on these resources, the County needs to be active twelve months of the year. Creating unique activities that get people outdoors will not only promote the unique opportunities that exist here during the winter months, but also support small-scale businesses that have a difficult time remaining open during winter months due to reduced patronage. Winter in Sauk County needs to be fun, and active programming will help create that environment.

### Recommendations for Implementation:

- a) Encourage and support programming ideas and implementation techniques that will promote winter activities to enhance patronage during non-peak seasons. Some ideas for programming include, but are not limited to:
  - a. Ice skating rinks
  - b. Igloo building
  - c. Fat tire biking events on the trails
  - d. A winter market with bonfires, s'mores, artists, producers, kids activities, etc.
  - e. Ice fishing events for kids
  - f. Shovel racing
  - g. Snowshoe hikes & races

- h. Sleigh rides
- i. Sledding hills
- j. Cross country ski routes
- k. Torch-lit ski parades
- l. A fire festival with fire sculptures
- m. Ice carving competition
- n. Snowman building events
- o. Pond hockey/outdoor hockey events
- p. A winter component for Fermentation Fest
- q. Food festivals focused on winter favorites:
  - i. Chocolate & Coffee Festival
  - ii. Chili Festival & Competition

**STRATEGY NO. 2:** Create unique programming opportunities throughout the County that encourage residents and visitors to explore their region.

Unique programming should not be limited to festivals or community-wide celebrations. Programming does not even have to be focused on a particular event, so long as it creates a unique, public opportunity for the community and visitors. An example of non-event oriented programming could be public art installations. Businesses are often able to offer innovative programming, as are non-profit organizations, schools, and other groups who want to engage the community. The “Small Towns: Big Ideas” grant outline, included in Appendix G of this document, is intended to help support new and unique programming ideas that can draw residents and visitors to engage with each other and with their communities.

Recommendations for Implementation:

- a) Encourage and support programming ideas and implementation techniques that will create diverse and unique social and explorative opportunities for residents and visitors alike. To be eligible for financial support through the Small Towns: Big Ideas grant program, proposed activities must be unique and innovative.

## 5.8 Infrastructure

Infrastructure is one element of community development that is a requirement for quality communities. The characteristics of an area’s infrastructure affect local quality of life and must be maintained and improved to remain vibrant. The following infrastructure concerns were identified as prohibitive to retaining and attracting people to Sauk County. While some of the recommendations made here are very long-term challenges, and some are even influenced by state regulations, they are nonetheless very high priorities to ensuring we have communities that are desirable for new and existing residents. It should be

noted that use of the term ‘Infrastructure’ is not necessarily meant to encompass all elements of traditional infrastructure. It is meant to encompass those pieces critical to community functions that will have a substantial impact on the attraction and retention of people.

## **ACCESS TO BROADBAND**

While not unique to Sauk County, rural areas within the state are seeing a strong pressure to enhance their access to broadband technology in order to attract residents. With much of today’s workforce operating via the Internet, and people literally working from anywhere in the world, it is difficult for rural areas with limited access to technology to compete with more urban areas. People who need the Internet on a daily basis to conduct their business have no other choice than to locate in areas that have reliable, high-speed access to broadband technology. With the rural character of the area, this is a significant area of concern for large portions of the county. Policy changes at the state level have deemed it illegal to establish any additional municipally-owned utilities, and the market dictates where private lines are extend to provide additional access. Therefore, it is incredibly difficult to address this issue without putting pressure on statewide policy changes that promote the ability and opportunity to expand broadband technology into new areas.

In 2014, the State of Wisconsin created the Broadband Expansion Grant Program, which allocated \$500,000 annually in matching funds in an effort to enhance access to broadband technology. Unfortunately, the costs associated with expansion of this infrastructure are so vast, that this amount of money has provided little impact. The Public Service Commissions’ State Broadband Office is currently promoting the ‘Broadband Forward!’ Certification, focused on signaling to private broadband providers that “a local unit of government has taken steps to reduce obstacles to broadband infrastructure investment.” The Office supplies a model ordinance for communities interested in becoming certified, which satisfies the minimum requirements under Wis. State. § 196.504 for this effort.

Vilas County has recently taken the initiative to tackle the rural broadband challenge by joining forces and demonstrating their need to the private industry leaders. The Vilas County Economic Development Corporation (VCEDC) led the effort to survey residents, businesses, institutions, state and local government, and others that were in need of better access to reliable, high-speed Internet. After understanding the demand, they approached the private industry providers in a cooperative manner, rather than as individual entities. The VCEDC has worked with several providers to develop a plan for the County that expands high-speed Internet service to more than 90% of the county over a three-year period. The costs of this expansion are being subsidized by the Connect America Fund II program, which is administered by the Federal Communications Commission. Wisconsin is second only to California in the amount of dollars allocated to states for this funding.

Fortunately, Sauk County does include one municipally-owned utility in the Reedsburg Utility Commission, which was established prior to statewide policy changes. This utility operates within and around the City of Reedsburg. There may be opportunities to work with the utility to develop a strategy that expands service opportunities further around the Reedsburg area, but the feasibility of that has not yet

been investigated.

The strategies surrounding this goal are general in nature; however, they focus on advocating for sweeping changes that would enhance opportunities that allow rural areas to have access to better broadband technology. It is unlikely that these strategies can be implemented quickly, or that they will be changes that occur only in Sauk County. However, it is important that when the opportunities arise to move this issue forward, that Sauk County is helping to lead the charge and fighting to provide broadband access in its rural areas.

GOAL NO. 1: Enhance countywide access to broadband technology to allow residents and visitors to conduct business and personal interactions with speed and efficiency from throughout the County.

STRATEGY NO. 1: Work with municipally-owned utilities, where possible, to promote the expansion of services into rural areas.

STRATEGY NO. 2: Advocate for changes in statewide policies and regulations that would create opportunities for better access to technology in rural areas.

Strategies 3 and 4, as outlined below, focus on the use of technology as a means of promoting activity and patronage in spaces. With access to technology, people are often more likely to stay in a place for a longer period of time. Coffee shops that offer Wi-Fi services attract more people than those without such services. It allows people to stay connected and be productive, when they otherwise might hurry to leave. Working with public and private providers, as well destination businesses, to provide public access to Wi-Fi, can be a strategic way to enhance a visitor's experience.

STRATEGY NO. 3: Encourage hospitality, retail and destination businesses to offer public Internet access to their visitors to encourage patronage and extend length of visit.

STRATEGY NO. 4: Work with Internet providers to offer free public Wi-Fi in primary public spaces, to encourage patronage and extend length of visits.

## HOUSING

In interviews across the County, one of the primary challenges that continued to emerge was that of housing. There is a substantial obstacle with housing options and availability, particularly in the rental market. Communities are noting that local businesses have gotten to the point of losing prospective candidates for open positions due to the lack of housing available. While this scenario differs across the County, with each community facing its own situation and challenges, there is a clear need for additional

housing options to meet market demand and provide diversity in our housing stock. The City of Reedsburg is facing not only a shortage of rental units, but also a deteriorating housing stock. The Village of Spring Green faces a lack of rental housing due to the need for seasonal housing by American Players Theatre, which rents any available housing in the community. The City of Baraboo senses a need for more diverse housing stock, noting there are few options particularly in the downtown area for anything other than single-family homes. The Sauk Prairie area also cites a lack of diversity in housing stock. In addition to this, the younger demographic is choosing not to purchase housing as early as former generations, creating higher demand within the rental market. Single-family homes are no longer the obvious choice for housing developers.

**GOAL NO. 1:** Offer an adequate supply of diverse housing options throughout the County for all family profiles and income brackets, in quantities to meet market demand.

**STRATEGY NO. 1:** Develop an understanding of the current housing situation within the County in terms of supply and demand, as well as approval process for new housing stock.

Recommendations for Implementation:

1. Support SCDC with conducting a countywide housing study to understand the inventory and opportunities associated with housing growth. A discussion with SCDC Director, Ed White, in April of 2017 indicated that the organization is hoping to conduct a Countywide housing study in 2018 as part of their housing initiative. This study would work with each of the municipalities to conduct a thorough inventory of all available housing stock, with accompanying data. It would also consider demand, affordability, and diversity of this stock. Focused on targeting housing developers, the analysis will include an inventory of the housing development process, noting costs, timeline, available lots, and other details associated with developing in any particular municipality. The results of this effort would be a document that would be used to solicit and attract housing developers with the intent of creating new housing stock within Sauk County. Each individual community could also utilize this information to further develop other programs or support materials to further their own goals and housing challenges.

**STRATEGY NO. 2:** Assist communities in understanding alternative housing models that may not exist in the County currently, and encourage them to promote the development of housing types that will meet the needs of future residents.

Recommendations for Implementation:

1. Develop and provide information to communities about various types of housing styles such as

- live/work spaces, tiny home models, artist and makerspace models, row housing, etc.
2. Work with communities to better understand the market opportunities for these types of housing and remove barriers from their development.
  3. Provide staffing assistance to communities that are interested in creating new programming to improve their current housing stock or that need assistance in furthering local housing efforts.
  4. Provide sample Requests for Proposals to communities that are looking to create housing development projects that will fill existing gaps while meeting an unmet demand for a diverse housing stock. Also, provide assistance, as needed, through the RFP process.

## TRANSPORTATION

The development of alternative modes of transportation, as well as the increasing choice by the younger generation to not own a vehicle, makes transportation to and from, as well as within Sauk County a key component to moving people and goods. Fortunately, Sauk County has a strong foundation in place to promote bicycle traffic, particularly traffic originating in Dane County and along its major dedicated bike trails. However, there are opportunities to further promote the use of bicycles as a primary means of transportation within each of the individual communities, to reduce dependence on fossil fuels and encourage public health, as well as further promote the area's natural resources. In terms of infrastructure, the Baraboo airport, in particular, provides substantial opportunities for receiving goods within Sauk County and is well placed to quickly and efficiently distribute those goods.

GOAL NO. 1: Promote opportunities to create a safe framework for alternative modes of transportation, both for residents and visitors.

STRATEGY NO. 1: Develop opportunities for people that do not have a vehicle to visit Sauk County, particularly from Madison where there is a higher population of people without vehicles.

### Recommendations for Implementation:

1. Conduct a transportation survey of residents and businesses to better understand the challenges and opportunities for transportation networks within the County.
2. Investigate and develop case studies for programs that promote transportation between locales.
3. Determine the feasibility of implementing programs that can provide opportunities for people to access Sauk Co. from other locations without the use of a personal vehicle.

GOAL NO. 2: Improve opportunities for non-traditional vehicles and modes of transportation that reduce reliance on fossil fuels.

**STRATEGY NO. 1:** Encourage infrastructure that supports non-traditional modes of transportation.

Recommendations for Implementation:

1. Encourage the installation of charging stations for electric vehicles throughout the County to encourage and promote those persons that own such a vehicle to travel to Sauk County.

**STRATEGY NO. 2:** Promote the development of interconnected bikeways within communities and throughout the region.

Recommendations for Implementation:

1. Work cooperatively with municipalities and organizations to expand the network of biking trails and support facilities throughout the County.

**STRATEGY NO. 3:** Promote the utilization and growth of the Baraboo airport as an economic driver within the County.

Recommendations for Implementation:

1. Work with airport officials and stakeholders to better understand the opportunities associated with airport growth and long-term plans.

## 5.9 Entrepreneurialism

There is often a misconception that Placemaking and Economic Development are the same thing, and the two are therefore spoken of in the same breath. It is important to note that they are not, in fact, the same. However, they do work together collaboratively. Placemaking efforts can and should enhance the opportunity for success of local economic development efforts. This is not intended to be a Plan focused on Economic Development; however, there are elements of making a great place that relate to some of the individual components of economic development. Fostering an environment of creativity, innovation and entrepreneurialism will ultimately affect the brand of a place and what that region is known for. In an attempt to further promote Sauk County as an area of opportunity, these components must be considered in the overall Plan.

While SCDC is responsible for many of the pieces of economic development that relate to needs of the industrial, healthcare and hospitality industries, there are other pieces that are not accounted for. The

County does not have a dedicated economic development department, and many of the communities within Sauk County are too small to have dedicated economic development professionals. Therefore, the recommendations included within this plan regarding entrepreneurialism attempt to address a gap that exists that will ultimately enhance the opportunity to attract and retain individuals within the County that are looking for those resources.

GOAL NO. 1: Enhance opportunities to create and support new businesses within Sauk County.

STRATEGY NO. 1: Support the creation and successful operation of business incubators within each community.

Recommendations for Implementation:

- a) Provide staff support via the Community Liaison position outlined earlier, to work with local officials and stakeholders to identify opportunities.
- b) Develop resources to assist with the facilitation of business start-up and growth.
- c) Work with communities and appropriate organizations to develop resource materials related to starting new businesses within the County, and in individual communities.

Business incubators are important to creating start-up opportunities and flexible space for businesses that do not need substantial dedicated resources. Providing more opportunities for flexibility creates more opportunities for business. In addition, providing shared work space provides additional resources and flexibility for people who may work from their home but need some flexible space to work from periodically or host meetings in.

STRATEGY NO. 2: Develop a mentoring program to assist with the facilitation of business start-up and growth, creating an educational framework that provides valuable oversight for new business owners.

Recommendations for Implementation:

1. Collaborate with the Sauk County Development Corporation and the Small Business Development Council to develop a mentoring program within the county that will assist new business owners. This program can bring in experts on a weekly basis to business incubators throughout the County to provide guidance and resources to entrepreneurs and small start-up businesses. The Small Business Development Council currently provides some services that work with business start-up. SCDC and Columbia County are working more with SBDC to bring services and opportunities to the region related to these topics. This could be further developed in order to become a framework that specifically supports the creation of new business within the County, which could potentially be housed as a program within

community incubators.

STRATEGY NO. 3: Work with communities and appropriate organizations to develop resource materials related to starting new business within the County, and in individual communities.

Recommendations for Implementation:

1. Provide staff support to develop digital and written materials that can provide information about business assistance within each community.

## **APPENDICES**

Appendix A: Action Plan Matrix

Appendix B: Job Description for Sauk County Place Planner

Appendix C: “Grow in Sauk” Social Media Plan

Appendix D: Sauk County Leadership Laboratory: A Process to Connect People to Place and to Each Other

Appendix E: Inventory of Non-Business Assets

Appendix F: Design Reedsburg: A Community Design Team Event

Appendix C: Outline for “Small Towns: Big Ideas” Grant Program

Appendix E: Overview of Information Gathering Process & Interview Notes

## **Appendix A: Action Plan Matrix**

The following pages identify the goals, strategies and recommendations made throughout Section 5.0 of this Plan. Each item is broken down by category, and includes implementation-focused characteristics, including Level of Difficulty, Cost of Implementation, Partners, and Responsible Party. This is meant to assist in the identification of priorities and be a working document that Sauk County can use to move initiatives forward. This matrix should continue to evolve, being added to and revised as more details are understood and items are developed. In essence, this matrix should be the primary living portion of this plan, being utilized as the vehicle for tracking progress.

## A. IMPLEMENTATION

RECOMMENDED STRATEGY	STEPS FOR IMPLEMENTATION	LEVEL OF DIFFICULTY*	TIMEFRAME **	COST ***	POTENTIAL PARTNERS	RESPONSIBLE PARTY
<b>1. RECOGNITION &amp; UTILIZATION OF COUNTY-WIDE ASSETS</b>						
<b>Goal No. 1: Provide the support necessary to implement the recommendations outlined in this Plan.</b>						
A. Hire a new "Community Liaison" position within Sauk County.	a. Revise job description in Appendix B, as necessary, to reflect desires of CPZ and Committee. b. Post job listing and accept resumes. c. Conduct interviews. d. Offer position to selected candidate.		1	\$\$\$	ED Committee	Sauk County Administrator
B. Hire/consult a Director for the "Grow in Sauk Social Media Implementation Strategy"	a. Revise job description in Appendix B, as necessary, to reflect desires of Committee. b. Post job listing to non-traditional locations and accept resumes. c. Conduct interviews. d. Offer position to selected candidate.		1	\$\$\$	Millennial Task Force Members	ED Committee; Administrator's Office
C. Work with UW Extension to develop a new position focused on leadership development, young professional development and connecting people with place, as identified in the Sauk County Leadership Laboratory process outline in Appendix D.	a. Facilitate meetings with UW Extension to better understand opportunities for new staffing format. b. Once facilitation of Sauk Co. Leadership Laboratory is complete, work cooperatively with UW Extension to develop a job description.		2	\$\$\$	UW Extension	ED Committee; Board of Supervisors
D. Provide financial assistance for the implementation of projects that help reach the goals of this plan.	1. Support issues that arise outside of budgeted dollars that require one-time expenditures to support the efforts of this plan.		1	\$-\$\$\$	Stakeholders	ED Committee; Board of Supervisors
	2. Create a grant program that provides funding to agencies and organizations that implement action items outlined in this plan.		2	\$\$\$	Stakeholders	Community Liaison; ED Committee

\*LEVEL OF DIFFICULTY: Green = Easy; Yellow = Medium; Red = High

\*\*TIMEFRAME: 1 = Immediate (0-6 months); 2 = Near-Term (6-24 months); 3 = Long-Term (24-60 months)

\*\*\*COST: \$ = Low (\$0-\$5,000); \$\$ = Medium (\$5,000 - \$20,000); \$\$\$ = High (\$20,000+)

B. COUNTY-WIDE ASSETS						
RECOMMENDED STRATEGY	STEPS FOR IMPLEMENTATION	LEVEL OF DIFFICULTY*	TIMEFRAME **	COST ***	POTENTIAL PARTNERS	RESPONSIBLE PARTY
<b>1. RECOGNITION &amp; UTILIZATION OF COUNTY-WIDE ASSETS</b>						
<b>Goal No. 1: Create a collaborative framework that protects, promotes and utilizes the natural, agricultural and cultural resource assets that exist within the County, while supporting the individual efforts of all organizations and businesses that work to support these resources.</b>						
A. Develop an umbrella organization that is responsible for the integrated collaboration and promotion of all aspects related to natural resources, agricultural resources, and cultural resources.	1. Develop committees amongst all three sectors to investigate the feasibility of collaboration and develop consensus regarding mission and goals. It is important to understand this concept from the perspective of the producers and organizations responsible for resources to determine if there is enough interest from these stakeholders in collaborating further. Provide resources and a facilitator to help each sector discuss opportunities, challenges and concerns regarding a collaborative approach.		2	\$	UW Extension; Sauk Co. Conservation Network; Sustainable Agriculture Stakeholders; Cultural Resource Stakeholders	Community Liaison
	2. Conduct a thorough inventory of the County's existing and potential future resources in each of these areas and create a County-wide map of all resources.		2	\$		Community Liaison
	3. Develop a phased organizational framework for such an entity, to include detailed goals and strategies, staffing requirements, annual budget, responsibilities, fundraising duties, etc.		2	\$		Community Liaison
	4. Develop a cohesive brand for this organization that highlights its assets and distinguishes itself from the rest of the region.		3	\$\$		Marketing Consultant
	5. If not housed within the County, assist with incubation of this organization and create a long-term funding plan for transition to a public-private partnership.		3	\$\$\$ (Long-term)		Community Liaison
<b>Goal No. 2: Create a framework of policies, regulations, and programming that support and promote the long-term sustainability of the County's natural, agricultural and cultural resources.</b>						
A. Develop an understanding of the existing obstacles from a regulatory perspective that make preservation and long-term viability of these resources difficult.	1. Develop a Committee (Sauk County Resource Team) made up of County staff representing departments that impact land use decisions to oversee these initiatives.		2	\$	Sauk County Departments	Community Liaison
	2. Conduct a review of the County regulations and any planning documents that regulate land use to identify requirements that may be inconsistent with the intent of these goals.		2	\$	Sauk Co. Resource Team	Community Liaison
B. Develop an inventory and case studies of recommended policy and regulation changes that work to support the long-term viability of these resources.	1. Work with stakeholders throughout the County to better understand the opportunities to preserve these resources from a regulatory perspective and work collaboratively to develop a plan that identifies the mission, goals and strategies for long-term conservation of these resources and a collaborative implementation framework.		3	\$	Sauk Co. Resource Team; Natural, Agricultural & Cultural Resource Stakeholders	Community Liaison
C. Work collaboratively with municipalities and stakeholders within Sauk County to strengthen local policies, regulations and programming that support these resources.	1. Encourage the development of a regional green infrastructure plan that promotes the conservation and utilization of green infrastructure throughout the County.		3	\$\$	Municipalities	Community Liaison & Resource Team
	2. Work with municipalities to promote policies and regulations at the local level to promote the long-term sustainability of these resources.		3	\$\$	Municipalities	Community Liaison & Resource Team
	3. Encourage and support the development of businesses that promote the conservation and sustainable utilization of these resources.		3	\$	SCDC; SBDC	Sauk Co. Resource Team

	4. Encourage the creation of niche entrepreneurial incubators focused on businesses contributing to the sustainability of these resources.		3	\$\$\$	SCDC; SBDC	Sauk Co. Resource Team
<b>2. NATURAL RESOURCES</b>						
<b>Goal No. 1: Promote the long-term preservation, advocacy and education of natural resources within the County.</b>						
A. Enhance opportunities for education related to these resources and promote open dialogue between local units of government and natural resource organizations.	1. Encourage local or regional Committees or Boards that make decisions that impact natural resource preservation and regulations to include a representative from the natural resources community to serve as a liaison and advocate.		2	\$	Municipalities; Natural Resource Stakeholders	Sauk Co. Board
<b>3. SUSTAINABLE AGRICULTURE</b>						
<b>Goal No. 1: Support the creation of a sustainable and resilient local food network.</b>						
A. Expand opportunities for education related to sustainable agriculture production and the use of whole food to promote public health and food resiliency.	1. Work with institutes of higher education to develop a custom training model for small-scale agriculture and related services for people who may be interested in becoming small-scale farmers or developing a support business.					Madison College; UW Baraboo
	2. Encourage opportunities for school-aged children to access whole foods, visit the farms where their food comes from, and learn how to prepare these foods.					Area School Districts; Area Farmers
	3. Promote opportunities that allow people to gain exposure to how food is produced and encourages them to learn about how to utilize whole food products.					Area Farmers & Food-Based Organizations
	4. Encourage regional Committees and Boards to include a representative of the sustainable agriculture community to be an advocate and liaison between area government and this group of stakeholders.					Municipalities
B. Promote the further development of a regional supply chain between producers and users.	1. Encourage the development of a local food broker system to assist in creating an efficient way for producers and users to connect and exchange goods.					Food-Based Stakeholders
	2. Encourage the use of local foods in regional institutions, including but not limited to schools and hospitals.					School Districts; Hospitals, Etc.
<b>4. TOURISM</b>						
<b>Goal No. 1: Become a leader within the State in the arenas of agri-tourism, eco-tourism and cultural tourism, while maintaining preservation of those resources as a top priority.</b>						
A. Create a regulatory environment that supports and promotes the opportunities for these forms of specialty tourism.	1. Facilitate a stakeholder focus group(s) with representatives of the natural, agricultural and cultural resource sectors to better understand what this arena of specialty tourism looks like (in regards to activities on site, special requirements, etc.) and which policies or regulations are currently in place that might make it difficult for these forms of tourism to thrive in the county.		2	\$	Natural, agricultural & cultural resource stakeholders; Area Chambers of Commerce	Community Liaison
	2. Conduct an inventory of all County regulations that impact the ability to support this effort and revise as needed to promote this region as a leader in these efforts.		2	\$		Sauk Co. Resource Team
B. Promote and support opportunities for collaboration between organizations to create unique opportunities to promote specialty tourism in the region.	A. Promote and support collaboration to create a Highway 23 Cultural Corridor Marketing Plan					Area Chambers of Commerce/Corridor Stakeholders
	B. Promote and support collaboration between organizations to create bundled day and weekend itineraries and packages for visitors.					Natural, Agricultural or Cultural Resource Stakeholders

\*LEVEL OF DIFFICULTY: Green = Easy; Yellow = Medium; Red = High  
 \*\*TIMEFRAME: 1 = Immediate (0-6 months); 2 = Near-Term (6-24 months); 3 = Long-Term (24-60 months)  
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C. SOCIAL ARCHITECTURE & COMMUNICATIONS							
RECOMMENDED STRATEGY	STEPS FOR IMPLEMENTATION	LEVEL OF DIFFICULTY*	TIMEFRAME **	COST ***	PARTNERS	RESPONSIBLE PARTY	
<b>1. SOCIAL ARCHITECTURE</b>							
<b>Goal No. 1: Promote and facilitate opportunities to connect people to place and to each other.</b>							
A. Develop and support a framework to promote personal integration, interaction, leadership development, professional development, and communications between new and existing residents.	1.) Create a County-wide Young Professionals network to create an interactive network for young residents and which provides a framework for community integration, professional development, leadership development and community involvement.		1	\$\$	SCIL; SCDC	CONSULTANT	
B. Encourage other entities that can play a role to implement methods of connecting with new people and helping them to feel integrated into their community.	1. Work with area Chambers of Commerce, employers, municipalities and others to develop strategies for integrated people into their community and places of employment.		2	\$	SCDC; Area Chambers of Commerce; Municipalities	Head of new program from Strategy #1	
<b>2. USE OF TECHNOLOGY</b>							
<b>Goal No. 1: Promote the innovative use of technology to better communicate and promote the County and its resources.</b>							
A. Provide convenient, efficient access of information to residents and visitors about all the County has to offer.	1.) Support the development of a comprehensive website and social media plan that focuses on distributing information about activities within the County, organizations, businesses, services, educational systems, and other topics that help promote all that Sauk County has. See APPENDIX C for "Grow in Sauk" Social Media Implementation Strategy.		1	\$\$\$	Millennial Task Force	CONSULTANT or New Hire	
	2.) Develop a County-wide app that provides access to an inventory of resources. (i.e. hospital, school, safety phone numbers, websites, etc.) Include a mapping component and a calendar of events element, if possible.		3	\$\$		Director of "Grow In Sauk"	
B. Encourage small businesses throughout the County to utilize the power of social media and the Internet to better promote and market their business.	1.) Develop, or support the development of, training resources for organizations, businesses and local units of government to better utilize technology to communicate with their target audiences about resources and activities.		3	\$\$	SBDC	Area Chambers of Commerce	
<b>5. SUPPORTING FAMILIES</b>							
<b>Goal No. 1: Create a network of desirable resources that promote the opportunity for young families to feel connected, grow and thrive in Sauk County.</b>							
A. Support the development of educational models and programming that do not currently exist within the County.	1. Promote innovative collaboration between school districts and with organizations to create innovative and unique learning models that will attract young families to find value in the unique assets Sauk County has to offer.					School District	
	2. Support the introduction of alternative models of education into the County.					Stakeholders	
B. Encourage and support the creation of business resources and policies that are friendly to young families and parents.	1. Work with businesses to encourage infrastructure that attract young families, such as flexible work schedules, child care assistance, dedicated space for breastfeeding mothers, paternity leave, etc.				SC DC	Individual Businesses	
C. Support the creation of opportunities for social interaction amongst young families.	1. Support the development of unique infrastructure that will attract young families, such as natural play systems, children's museums, etc.					Municipalities; Stakeholders	
	2. Encourage and support the development of unique and innovative family-focused community and organizational programming.					Stakeholders	

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D. COMMUNITY PLACEMAKING						
RECOMMENDED STRATEGY	STEPS FOR IMPLEMENTATION	LEVEL OF DIFFICULTY*	TIMEFRAME* *	COST ***	PARTNERS	RESPONSIBLE PARTY
<b>1. RURAL CREATIVE PLACEMAKING</b>						
<b>Goal No. 1: Utilize Rural Creative Placemaking as a technique for promoting the County's natural, agricultural and cultural resources as a means of attracting residents and visitors to, and educating them about, the rich landscape of Sauk County.</b>						
A. Utilize and grow Fermentation Fest as the county-wide framework for development of a regional model for Rural Creative Placemaking.	1. Facilitate a series of working meetings with Fermentation Fest organizers to develop a large-scale vision for Fermentation Fest as a permanent cultural element within Sauk County.		2	\$	UW Extension	Community Liaison & Wormfarm Institute
	2. Identify and support the development of year-round activities and programming related to Fermentation Fest throughout the County.		2	\$		Wormfarm Institute
	3. Identify opportunities to permanently integrate individual components and installations of Fermentation Fest onto the landscape and develop a strategic, long-term plan for a guided county-wide tour highlighting the culture and resources of Sauk County.		2	\$	Municipalities; Property Owners; Artists	Wormfarm Institute & Community Liaison
	4. Create an Action Plan that identifies and discusses the ideas, improvements, relationships, costs, phasing and resources necessary to successfully implement a long-term vision, including funding, for this framework.		2	\$		Wormfarm Institute & Community Liaison
	5. Support the implementation of the long-term vision developed through this process.		3	\$\$\$		All Stakeholders
<b>2. COMMUNITY PLACEMAKING</b>						
<b>Goal No. 1: Develop and support local placemaking initiatives in Sauk County communities.</b>						
A. Encourage and support the participation of Sauk Co. communities in UW Extensions' Community Design Team Program.	1.) Provide staffing and funding support for municipalities that choose to participate in this program. Full details are included in Appendix F.		2	\$	Municipalities; UW Extension	Community Liaison
B. Provide staff support to assist with placemaking efforts at the local level and develop a toolbox of resources to help local communities with placemaking efforts.	1.) Encourage and support the participation of Community Downtown Groups with WEDC Connect Communities program.		2	\$	Municipalities	Community Liaison
	2.) Encourage beautification programs that enhance entryways into communities.		3	\$		Community Liaison
	3.) Work with municipalities and property owners to develop physical spaces that encourage patronage utilizing the principles of Placemaking as outlined in "Principles and Practice of Community Placemaking," published by UW Extension.		2	\$		Community Liaison
	4.) Collaborate with municipalities to identify opportunities and strategies to activate empty buildings.		2	\$\$		Community Liaison

	5.) Provide or develop resources to assist communities with actively participating in Placemaking. Examples of such tools are outlined in Section 5.0.		2	\$		Community Liaison
<b>3. PROGRAMMING</b>						
<b>Goal No. 1: Create a rich and diverse calendar of programming within the County that supports participation from all demographics during all times of the year.</b>						
A. Promote year-round programming within communities that develops the active use of our communities and resources during all seasons.	1). Encourage and support programming ideas and implementation techniques that will promote winter activities to enhance patronage during non-peak seasons.		2	\$		Stakeholders
B. Create unique programming opportunities throughout the County that encourage residents and visitors to explore their region.	1.) Encourage and support programming ideas and implementation techniques that will create diverse and unique social and explorative opportunities for residents and visitors alike. To be eligible for financial support, proposed activities must be unique and innovative.		2	\$		Stakeholders

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\*\*TIMEFRAME: 1 = Immediate (0-12 months); 2 = Near-Term (12-36 months); 3 = Long-Term (36-60 months)

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E. INFRASTRUCTURE						
RECOMMENDED STRATEGY	STEPS FOR IMPLEMENTATION	LEVEL OF DIFFICULTY*	TIMEFRAME **	COST ***	PARTNERS	RESPONSIBLE PARTY
<b>1. ACCESS TO BROADBAND TECHNOLOGY</b>						
<b>Goal No. 1: Enhance county-wide access to Broadband technology to allow residents and visitors to conduct business and personal interactions with speed and efficiency from throughout the County.</b>						
A. Work with private and municipally-owned utilities, where possible, to expand service within rural areas.	1. Meet with directors of the Reedsburg Utility Commission to understand future plans for expansion and work to improve access in rural areas.		2	\$\$\$	Reedsburg Utility Commission	Community Liaison
B. Advocate for changes in statewide policies and regulations that would create opportunities for better access to technology in rural areas.	1. Meet with State representatives and stay up-to-date on proposed legislative changes.		3	\$\$		County Board; Administrator
C. Encourage hospitality, retail and destination businesses to offer public Internet access to their visitors to encourage patronage and extend length of visit.	1. Develop collateral materials that identify the benefits of providing public access to Wi-Fi services and meet with distribute when meeting with area stakeholders.		2	\$		Community Liaison
D. Work with Internet providers to offer free public Wi-Fi in primary public spaces, to encourage patronage and extend length of visits.	1. Meet with public and private utility providers to understand the feasibility and advocate for opportunities to offer these services.		2	\$	Reedsburg Utility Commission; Private Providers	Community Liaison
<b>2. HOUSING</b>						
<b>Goal No. 1: Offer an adequate supply of diverse housing options throughout the County for all family profiles and income brackets, to meet demand.</b>						
A. Develop an understanding of the current housing situation within the County in terms of supply and demand, as well as approval process for new housing stock.	1.) Support SCDC with conducting a county-wide housing study to understand the inventory and opportunities associated with housing growth.		2	\$\$	ED Committee	SCDC
B. Assist communities in understanding alternative housing models that may not currently exist in the County, and encourage them to promote the development of housing that will meet the needs of future residents.	1.) Develop and provide information to communities about various types of housing styles, such as live/work spaces, tiny home models, artist and makerspace models, row housing, etc.		2	\$	Municipalities, SCDC	Place Planner
	2.) Work with communities to better understand the market opportunities for various types of housing and remove barriers from the development.		3	\$	Municipalities, SCDC	Place Planner
	3.) Provide staffing assistance to communities that are interested in creating new programming to improve their current housing stock or that need assistance in furthering local housing efforts.		3	\$	Municipalities, SCDC	Place Planner
	4.) Provide sample Requests for Proposals to communities that are looking to create housing development projects that will fill existing gaps while meeting an unmet demand for a diverse housing stock. Also, provide assistance, as needed through the RFP process.		3	\$	Municipalities, SCDC	Place Planner
<b>3. TRANSPORTATION</b>						
<b>Goal No. 1: Promote opportunities to create a safe framework for alternative modes of transportation, both for residents and visitors.</b>						

A. Develop opportunities for people that do not have a vehicle to visit Sauk County, particularly from Dane County.	1.) Investigate and develop case studies for programs that promote transportation between locales.	Yellow	3	\$		Place Planner
	2.) Determine the feasibility of implementing programs that can provide opportunities for people to access Sauk Co. from other locations without the use of a personal vehicle.	Brown	3	\$	Unknown at this time	Place Planner & Stakeholders
<b>Goal No. 2: Improve opportunities for non-traditional vehicles and modes of transportation that reduce reliance on fossil fuels.</b>						
A. Encourage infrastructure that support non-traditional modes of transportation.	1.) Encourage the installation of charging stations for electric vehicles throughout the County to encourage and promote those persons that own such a vehicle to travel to Sauk County.	Yellow	2	\$	Municipalities; Businesses	Place Planner
B. Promote the development of interconnected bikeways within communities and throughout the region.	1.) Work cooperatively with municipalities and organizations to expand the network of biking trails and support facilities throughout the County.	Yellow	2	\$\$\$	Municipalities	Dept. CPZ
	2.) Encourage the development of networks for other forms of transportation, such as UTVs, as a way of moving people between places.	Brown	3	\$\$\$	Municipalities; DNR	Dept. CPZ
C. Promote the utilization and growth of the Baraboo-Dells airport as the potential to be an economic driver within the County.	1.) Work with airport officials and stakeholders to better understand the opportunities associated with airport growth and long-term plans.	Brown	3	\$\$\$	Baraboo-Dells Airport	County Resource Team

\*LEVEL OF DIFFICULTY: Green = Easy; Yellow = Medium; Blue = High

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## F. ENTREPRENEURIALISM

RECOMMENDED STRATEGY	STEPS FOR IMPLEMENTATION	LEVEL OF DIFFICULTY*	TIMEFRAME **	COST ***	PARTNERS	RESPONSIBLE PARTY
<b>Goa No. 1: Enhance opportunities to create and support new businesses within Sauk County.</b>						
A. Support the creation and successful operation of business incubators within each community.	a. Provide staff support.		2	\$	SCDC; SBDC	Community Liaison
	b. Develop resources to assist with the facilitation of business start-up and growth.		2	\$	SBDC	Community Liaison; SCDC
	c. Work with communities and appropriate organizations to develop resource materials related to starting new business within the County, and in particular communities.		2	\$	SBDC	Community Liaison; SCDC
B. Develop a mentoring program to assist with the facilitation of business start-up and growth, creating an educational framework that provides valuable oversight for new business ventures.	a. Collaborate with SCDC and SBDC to develop a program that can provide value throughout the county.		3	\$	SBDC	Community Liaison; SCDC
C. Work with communities and appropriate organizations to develop resource materials related to starting new businesses within the County, and in individual communities.	a. Provide staff support to develop digital and written materials that can provide information about business assistance within each community.		2	\$		Community Liaison; SCDC

LEVEL OF DIFFICULTY: Green = Easy; Yellow = Medium; Blue = High

TIMEFRAME: 1 = Immediate (0-12 months); 2 = Near-Term (12-36 months); 3 = Long-Term (36-60 months)

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## **Appendix B:**

### **Job Description for Sauk County Community Liaison**

The following job description can be used to attract someone with the appropriate knowledge and skills necessary to successfully implement the ideas outlined in this document. A copy of the Place Plan document should be provided to all applicants as a critical source of information for understanding the expectations for this position.

## **COMMUNITY LIAISON**

### **About This Job**

Do you have a passion for creating vibrant, active, authentic communities with a sense of place? We are offering an opportunity to implement a dynamic program to attract and retain people in Sauk County. Sauk County has recently completed “Making Sauk: A Place Plan” as part of its Placemaking initiative, a strategic plan focused on highlighting everything the county has to offer. We are looking for the right person who is eager to take on new challenges and turn visions into reality.

As Sauk County’s Community Liaison, you will have the opportunity to craft and implement new initiatives by being creative, engaging, and a catalyst to helping Sauk County build strong frameworks that make this the place of choice to live work, and visit. You’ll be responsible for moving the ideas outlined in “Making Sauk: A Place Plan” forward. This entails working with people, organizations and municipalities throughout the County to develop new programming, coordinate initiatives, and create opportunities to distinguish Sauk County as a desirable place of choice within the state.

### **What You Will Be Doing**

The Community Liaison will provide strong, strategic leadership to achieve measurable results and continuous implementation of Sauk County’s Place Plan. Interested applicants should review the Action Plan Matrix for a greater understanding of the individual components they will be responsible for developing.

The Community Liaison will:

- Develop partnerships with public, private, non-profit, and community organizations that will collectively work together to position Sauk County as a premier location for new residents.
- Work collaboratively with natural, agricultural and cultural resource organizations and stakeholders to investigate opportunities to develop these resources.
- Work with municipalities and the Sauk County Development Corporation to further initiatives related to Housing across the county.

- Work to develop systems for Rural Creative Placemaking throughout the County.
- Develop, promote, and implement a new grant program supporting the initiatives outlined in the Place Plan.
- Review and analyze existing policies and regulations as they pertain to the goals outlined in the Place Plan to identify opportunities for revision. The Community Liaison will be work to draft revisions, or collaborate with other professionals, to propose revisions, as appropriate.
- Assist municipalities in developing, adopting and implementing their own unique Placemaking initiatives.

## What You Need For This Position

- Required: Bachelor's degree in Public Administration, Planning, Community Development, Urban/Community Design or related field, three years related experience, or any combination of education and experience that provides equivalent knowledge, skills, and abilities.
- Preferred: Master's degree or combination of equivalent experience.

### Competencies

- Possession of strong interpersonal skills to develop good working relationships at various levels;
- Possession of strong public speaking skills and an ability to convey information in a clear and concise manner to intended audiences;
- Knowledge of rural, small town, and urban planning techniques as they relate to Placemaking;
- Manage time and diverse projects under deadlines while delivering quality results;
- Work and communicate effectively with a diverse group of people including elected officials, county and municipal staff, media, and the public;
- Use functional reasoning in performing influence functions such as leading, directing, and controlling projects (project and people management)

## Salary & Benefits

Salary range is \$56,065 - \$59,266 plus a comprehensive benefits package including health and life insurance and Wisconsin Retirement Fund. Additional voluntary life, supplemental, dental, vision, accident, and short-term disability plans are available along with deferred compensation.

## Appendix C: “Grow in Sauk” Social Media Implementation Plan

The ‘Grow in Sauk’ Social Media Implementation Plan, included in its entirety after this introduction, is intended to be a stand-alone document that was developed as one particular recommendation within this Action Plan. This document can be acquired on the Sauk County webpage or by contacting the Sauk County Department of Conservation, Planning and Zoning.

In 2015 Sauk County and its Economic Development Committee initiated the first formal effort under a Placemaking initiative via development of the Next Generation Sauk County framework. This initiative intended to focus on developing strategies to attract and retain the millennial population, those born between approximately 1980 and 2000, to live and work in Sauk County. A Millennial Task Force was formed, comprised of eight young professionals from across Sauk County, to gather data and develop strategies about how best to tackle this mission.

This task force worked over the course of four months to gather information about millennials who were currently living in Sauk County and develop recommendations to increase the number of millennials moving into Sauk County from outside of the area. The 2010 census data identified a millennial population of 11.8% within Sauk County, which is projected to decrease to 10.5% by 2020. However, the Millennial Task Force was charged with developing strategies that would reverse this anticipated decline and instead increase the millennial population to 13% by 2020 and 15% by 2030, utilizing census data. A full copy of the Next Generation Sauk County Initiative Report can be found on the Sauk County University of Wisconsin- Extension website.

One of the tasks of the Millennial Task Force was to create a strategy related to the development of a place brand that would help to market the County to the millennial population and highlight everything the County has to offer, thereby promoting Sauk County as a desirable place to live and work. Through a thorough information gathering process, the Task Force learned about the desirable attributes of a community from the millennial population, and utilized this information to develop recommendations related to creation of a place brand.

This strategy, which was to develop a place brand to attract and retain young adults to Sauk County, utilized the concept of “Gather and Grow in Sauk County” as the basis for a new brand. The Task Force identified the fact that Sauk County is recognized for its “*scenic natural beauty, safe communities, affordability, quality education and a wide and diverse variety of activities and events*” from which to establish this brand. These “pillars” or attractive attributes, would enhance Sauk County as the place to ‘gather’ (for events, socializing, volunteering) and to ‘grow’ (community, knowledge, family, career and with reference to the scenic natural environment and the prominent agricultural sector of Sauk County).”

The Millennial Task Force outlined an implementation strategy that included developing a “*robust, multi-platform, geo-targeted social media campaign that gathers and disseminates information about events and activities from throughout Sauk County (from arts and culture to festivals to dining to recreational activities) in one central location.*” It was felt that this strategy would become a valuable asset not only for attracting new residents, but also for employers to use to attract potential workforce. This network could also be used to potentially help promote job and volunteer opportunities throughout the County.

The purpose of this Social Media Implementation Strategy document is to identify and outline all of the elements necessary to implement the recommendation made by the Millennial Task Force to develop an integrated social media strategy in an effort to attract and retain young adults to Sauk County. This document contains all of the necessary information for the appropriate person or agency to move forward with successful implementation of this strategy with an integrated, multi-platform approach to highlighting everything Sauk County has to offer.

## Sauk County

West Square Building  
505 Broadway, Baraboo WI 53913  
608.356.5581  
[www.co.sauk.wi.us.com](http://www.co.sauk.wi.us.com)

# GROW IN SAUK

June 22, 2017

A Social Media Implementation Strategy

## To The Administrator Of This Grand Vision,

The document before you has been developed as a roadmap for a vision that hopes to spark activity, interest, awareness, participation, and creativity amongst a wide variety of individuals. Some of those individuals were born here, are passionate about this place, and take pride in all that it has to offer. They are our cheerleaders and the ones who will not hesitate to spend an afternoon telling you about everything you're missing out on by not exploring our countryside. Others have never stepped foot within our boundaries, yet desire to seek out the opportunities and possibilities that it has to offer. They will be amazed when they visit our natural wonders for the first time, taste the natural bounty that we have been blessed with, explore our quaint downtowns and wonder how they didn't know these places existed. These people - all of them - make up the rich fabric of our culture in Sauk County.

The goal of 'Grow in Sauk' is to create a dynamic resource to explore everything that Sauk County has to offer. While this particular document is very technical in nature, the implementation of these ideas should be just the opposite. They should be creative and inspired. They should not be limited to those that have been seen before, but should be encouraged to "go rogue", and try things that haven't been considered. How about a Go-Pro attached to the helmet of a kayaker on the Baraboo River? What about unique behind-the-scenes video tours and interviews at our regional events? Or what about a campaign with high-profile people using circus Snapchat filters? That hasn't likely been done before and is sure to garner some attention. Let the viewer consider the sounds, smells, tastes, and sights that Sauk County has to offer. Ultimately, it's about the experience. The goal of this plan is about creating an experience that makes people desire to be here. To attend our events, visit our attractions, support our organizations, buy a home, start a business, raise a family here, or just enjoy what we have to offer.

This roadmap provides the technical "how-to" to bring a cohesive campaign together and effectively engage in on-line and social media communications. This document outlines the idea, but it will be the personality of the idea, and what it represents, that will make it successful. So please be inspired to take this framework and fill it with life. Grow ideas. Grow relationships. Grow opportunities. Grow, with us, in Sauk.

Sincerely,

Millennial Task Force

Andy Bingle  
Jeff Boll  
Ann Calhoun  
Blake Duren  
Lindsey Giese

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## APPENDICES

- Appendix A: Editorial Calendar Template
- Appendix B: Inventory of Content Resources
- Appendix C: Job Description
- Appendix D: Branding Ideas

# ACKNOWLEDGEMENTS

## **Millennial Task Force Members**

Andy Bingle  
Jeff Boll  
Ann Calhoun  
Blake Duren  
Lindsey Giese

## **Sauk County Economic Development Committee**

Andy Andrews  
Nat Johnson  
Marty Krueger, Chair  
Andrea Lombard  
Brian Peper  
Dennis Polivka  
Andrea Lombard  
Peter Vedro

*Document Created by Sarah M. Pittz, Ganem Consulting LLC © 2017*

March 23, 2017

To those persons responsible for implementation of this grand vision:

The document before you has been developed as a roadmap for a vision that hopes to spark activity, interest, awareness, participation, and creativity amongst a wide variety of individuals. Some of those individuals were born here, are passionate about this place, and take pride in all that it has to offer. They are our cheerleaders and the ones who will not hesitate to spend an afternoon telling you about everything you're missing out on by not exploring our countryside. Others have never stepped foot within our boundaries, yet desire to seek out the opportunities and possibilities that it has to offer. They will be amazed when they visit our natural wonders for the first time, taste the natural bounty that we have been blessed with, explore our quaint downtowns and wonder how they didn't know these places existed. These people – all of them - make up the rich fabric of our culture in Sauk County.

The goal of 'Grow in Sauk' is to create a dynamic resource to explore everything that Sauk County has to offer. While this particular document is very technical in nature, the implementation of these ideas should be just the opposite. They should be creative and inspired. They should not be limited to those that have been seen before, but should be encouraged to "go rogue", and try things that haven't been considered. How about a Go-Pro attached to the helmet of a kayaker on the Baraboo River? What about unique behind-the-scenes video tours and interviews at our regional events? Or what about a campaign with high-profile people using circus Snapchat filters? That hasn't likely been done before and is sure to garner some attention. Let the viewer consider the sounds, smells, tastes, and sights that Sauk County has to offer. Ultimately, it's about the experience. The goal of this plan is about creating an experience that makes people desire to be here. To attend our events, visit our attractions, support our organizations, buy a home, start a business, raise a family here, or just enjoy what we have to offer.

This roadmap provides the technical "how-to" to bring a cohesive campaign together and effectively engage in online and social media communications. This document outlines the idea, but it will be the personality of the idea, and what it represents, that will make it successful. So please be inspired to take this framework and fill it with life. Grow ideas. Grow relationships. Grow opportunities. Grow, with us, in Sauk.

Sincerely,

Millennial Task Force Members

Andy Bingle

Jeff Boll

Ann Calhoun

Blake Duren

Lindsey Giese

## 1.0 Background & Purpose

In 2015, Sauk County and its Economic Development Committee initiated the first formal effort under a Placemaking initiative via development of the Next Generation Sauk County framework. This initiative intended to focus on developing strategies to attract and retain the millennial population, those born between approximately 1980 and 2000, to live and work in Sauk County. A Millennial Task Force was formed, comprised of eight young professionals from across Sauk County, to gather data and develop strategies about how best to tackle this mission.

This task force worked over the course of four months to gather information about Millennials who were currently living in Sauk County and develop recommendations to increase the number of Millennials moving into Sauk County from outside of the area. The 2010 census data identified a millennial population of 11.8% within Sauk County, which is projected to decrease to 10.5% by 2020. However, the Millennial Task Force was charged with developing strategies that would reverse this anticipated decline and instead increase the millennial population to 13% by 2020 and 15% by 2030, utilizing census data. A full copy of the Next Generation Sauk County Initiative Report can be found on the Sauk County University of Wisconsin- Extension website.

One of the tasks of the Millennial Task Force was to create a strategy related to the development of a place brand that would help to market the County to the millennial population and highlight everything the County has to offer, thereby promoting Sauk County as a desirable place to live and work. Through a thorough information gathering process, the Task Force learned about the desirable attributes of a community from the millennial population, and utilized this information to develop recommendations related to creation of a place brand.

This strategy, which was to develop a place brand to attract and retain young adults to Sauk County, utilized the concept of “Gather and Grow in Sauk County” as the basis for a new brand. The Task Force identified the fact that Sauk County is recognized for its “*scenic natural beauty, safe communities, affordability, quality education and a wide and diverse variety of activities and events*” from which to establish this brand. These “pillars” or attractive attributes, would enhance Sauk County as the place to ‘gather’ (for events, socializing, volunteering) and to ‘grow’ (community, knowledge, family, career and with reference to the scenic natural environment and the prominent agricultural sector of Sauk County).”

The Millennial Task Force outlined an implementation strategy, which included developing a “*robust, multi-platform, geo-targeted social media campaign that gathers and disseminates information about events and activities from throughout Sauk County (from arts and culture to festivals to dining to recreational activities) in one central location.*” It was felt that this strategy would become a valuable asset not only for attracting new residents, but also for employers to use to attract potential workforce. This network could also be used to potentially help promote job and volunteer opportunities throughout the County.

The purpose of this Social Media Implementation Strategy document is to identify and outline all of the elements necessary to implement the recommendation made by the Millennial Task Force to develop an integrated social media strategy in an effort to attract and retain young adults to Sauk County. This document contains all of the necessary information for the appropriate person or agency to move forward with successful implementation of this strategy with an integrated, multi-platform approach to highlighting everything Sauk County has to offer.

It is important to note that this Implementation Strategy is intended to be the first phase of a more comprehensive strategy targeted at attracting and retaining millennials in Sauk County. While this social media plan can stand alone as one particular tool aimed at promoting everything Sauk County has to offer, it cannot by itself create the ability to draw larger numbers of millennial residents to the area. It is a promotional and educational tool that is intended to make people aware of what we have to offer and also make them feel more connected to this place. Additional recommended strategies are outlined in “Making Sauk: A Place Plan” and “Next Generation Sauk County: A Leadership Development Network Strategy,” both of which are initiatives outlined as part of Sauk County’s Placemaking efforts.

## **2.0 Goals**

The goals of this social media strategy must be cohesive across all platforms, so as to create a consistent brand and set of messages. Without consistency, viewers will receive information that is not targeted and may become confused, therefore reducing the opportunity to actively engage the viewer. New relationships with viewers will be developed as content is posted to social media platforms. With the development of these relationships and portrayal of information, the following goals will be maintained as the core behind each new message:

- 1.) Promote activities and events;
- 2.) Highlight community attributes;
- 3.) Highlight opportunities to enjoy and conserve scenic beauty and natural resources;
- 4.) Feature innovative or unique businesses;
- 5.) Introduce community leaders and those developing Sauk County’s sense of place;
- 6.) Support and promote innovative ideas;
- 7.) Highlight infrastructure that supports a high quality of life (i.e. housing, schools, etc.);
- 8.) Support and promote the development of a strong entrepreneurial framework;
- 9.) Highlight organizations and opportunities for volunteering;
- 10.) Highlight historical and cultural aspects of the County.

All social media communications will keep these goals in mind, and any content or communications that are not in line with these goals may not be appropriate for including within the social media platforms. If content is proposed that may be questionable, it should be compared to these goals to determine whether it fits into the overall framework of this implementation strategy.

## 3.0 Target Audience

The intent of this Social Media Strategy is to target the millennial population, which are those people born between approximately 1980 and 2000. This population, estimated to comprise approximately 12.2% of the Sauk County population in 2014 as estimated by the Applied Population Laboratory at the University of Wisconsin Madison – Extension, is continuing to become a more important area of focus for communities. This generation is the largest in American history, and will be critical to the County’s next wave of economic growth, workforce development, housing investment, and community development. The lifestyle preferences and choices being made by this population are different than previous generations, and those choices will heavily impact the dynamic of community growth and workforce development over the following decades. In addition to filling critical jobs necessary for economic growth within the County, attracting the Millennial population will be important for the economic vitality of our communities, maintaining quality school systems and public services, and growing our base for creative talent and innovation.

However, it is important to note that while this strategy is utilizing the millennials as a targeted audience for messaging, it is not in any way trying to limit the engaged audience to only millennials. People of all demographic characteristics will be drawn to the messages of this brand, as they will focus on an enhanced quality of life, activities and opportunities, etc. The brand will appeal to far more than just the millennial population, which is the benefit of this approach. This strategy hopes that by developing messaging targeting a millennial population that is attracted to what Sauk County has to offer, that it will ultimately attract a wide variety of people who are also attracted to those same things.

### 3.1 Why Target Millennials?

According to the U.S. Census Current Population Surveys data, millennials became the largest generation of Wisconsin’s labor force in 2014 (33.4%), surpassing both generation X (32.4%) and the baby boomers (31.8%). However, as population growth falls behind industry growth, an increasing gap is developing in communities throughout the state in terms of available workforce. The DWD Office of Economic Advisors anticipates that by 2022, the demand for labor within Wisconsin will exceed the supply of workers by more than 46,000. This is a growing concern for area businesses that are already experiencing a shortage of available workforce. As the baby boomer generation is retiring, employers may have a difficult time filling those vacant positions.

The millennial population is highly educated; however, they have substantially higher amounts of debt than their parents and are not jumping into the financial commitments that previous generations did. They’re waiting longer to purchase vehicles, homes, or to even move out of their parents’ homes. And when they do graduate and look for a job, they are requiring more from that job. They are looking for assistance in paying off their school loans, a living wage and quality benefits, a flexible working environment and opportunities for relocation or transportation assistance. They want the opportunity to support a cause and are looking for a job that helps them reach a sense of purpose. And while this

generation may be frugal, they are willing to go out of their way to support causes that align with their beliefs.

If a job does attract a millennial to Sauk County, that alone will not be enough to keep them here. Millennials require active communities with an enhanced quality of life. While their parents may have been content with staying in one location because of job security, the millennial population is seeking more satisfaction in their daily routines. A job alone is not going to keep them rooted in place. Millennials are bucking the trend of “cookie cutter” communities and requiring authentic experiences. While urban environments have been tagged as the ideal millennial environment, a study released by The Demand Institute in September 2016 indicates, “*As millennials start families, they will head for the suburbs.*” This implies that community attributes that suburbs offer, such as school systems, a higher safety rating, and more space, will continue to be important factors. This indicates that more rural environments may in fact have a better chance of attracting the millennial population than previously thought.

This is all good news for Sauk County, since it has an abundance of resources and high quality-of-life. With the framework outlined in “Making Sauk: A Place Plan”, which establishes a robust framework for supporting unique projects and initiatives, as well as supports the entrepreneurial drive that so many Millennials are drawn to, Sauk County has the opportunity to become a desirable destination for a younger population. The abundance of natural resources, events, strong school districts, safe communities, and high quality of living are all attributes that the millennial population is searching for.

### 3.2 Use of Social Media as a Communication Strategy

The use of social media has emerged as a cost-effective means to communicate not only with the millennial population, but also with all populations. Various platforms have arisen to meet a variety needs, and different demographics are drawn to each one for various reasons. While the use of printed and radio ads are diminishing as viable ways to communicate about events and activities, social media provides an opportunity to quickly distribute information to a very large audience. With constantly evolving tools and techniques to engage an audience, social media now provides opportunities to not only convey information, but schedule events on an individual’s calendar, stream live video footage, share videos, and communicate in real-time. When carefully planned through a comprehensive, multi-platform strategy, social media provides the opportunity to reach audiences across the entire globe in a matter of seconds. The difference between this approach and traditional communication or marketing techniques is that it creates the opportunity to develop relationships in a way that was not previously available. *Through an effective plan that provides access to experiences, individuals, organizations, businesses, behind the scenes footage, and daily activities, viewers begin to develop personal, albeit online, relationships with the accounts that they follow.* This becomes particularly true when there is a face or personality behind the brand. *Viewers begin to relate to a*

***brand, build a confidence in their abilities, rely on them to provide valuable information, and ultimately become loyal to them.***

This implementation strategy aims to create a comprehensive approach for the use of social media that will successfully develop relationships with the viewer, thereby creating loyalty and bringing awareness to the unique opportunities and resources available in Sauk County, which in turn creates a greater level of interest and participation in what Sauk County has to offer. Ultimately, this is intended, in cooperation with other tools, to create a stronger social network as well as draw people to Sauk County to live, work and visit.

### *3.2 Description of Target Subscriber/Viewer*

The overriding goal of this program is to ultimately market the unique lifestyle and resources that Sauk County has to offer. Similar to any effective marketing strategy, knowing and understanding the target audience – as outlined above – is critical to being successful with developing a cohesive message and successfully attracting the audience that is attracted to what we have to offer. This does not mean that viewers and subscribers outside of that target demographic profile are not also desired. By virtue of trying to attract a particular viewer, the program will also attract other viewers that have similar interests, regardless of what particular age cohort they fall into.

If a private business were developing a marketing plan that included a comprehensive approach to social media, they would develop an “ideal client” profile. They would essentially develop an “imaginary client” who represented the ideal person they would like to attract through their campaigns. When developing content and deciding what is worthy or not, they would continuously review this client profile and determine whether that content is something that their ideal client would value. If not, the content does not get posted. The very effort of successful marketing recognizes that a single entity cannot, and should not, be all things to all people. Therefore, if the goal is to attract a particular type of subscriber, you need to have that particular subscriber mapped out. The following paragraph outlines the “ideal subscriber” who is being targeted through this implementation strategy. This viewer should be considered through the development of all content, with an effort on always trying to post information that is something they would value or spend time interacting with. This should not be misinterpreted to portray that this is the only type of viewer desired. This merely provides a way to filter information in a way that will speak to those people who might desire the unique assets Sauk County has to offer.

#### *Ideal Subscriber Profile:*

*The ideal subscriber for the “Grow in Sauk County” social media campaign is approximately 29 years old and holds a Bachelor’s degree from the University of Wisconsin Madison, which was obtained after having graduated from a high school in or around Sauk County. Because the female head of household often has a large influence on where families settle, we will assume that the ideal subscriber is female. She has been in the workforce for several years,*

*working to build experience on her resume and is considering obtaining a Master's degree, potentially through an online program. She moved in with her boyfriend to downtown Madison after graduation, and the couple has married within the past year. In their downtime, the couple likes to escape from the city and explore the small towns surrounding Dane County. They enjoy experiences surrounding natural beauty and the outdoors, and seek out unique opportunities to enjoy the landscape. Conservation of these resources is important to them, and they often volunteer for organizations that clean up and support the area's natural features. They enjoy finding unique retail stores and cafes that are not crowded, but also enjoy the activity of area festivals. They are also heavily interested in local, small-scale food production and currently subscribe to a CSA just outside of Madison. They know that at some point they want to have children, and at that time will find a small, safe community to live in that has an excellent school district and maintains many of the small-town attributes that they both grew up with. However, this community must have an active cultural scene, and provide opportunities for networking and career development, as well as strong infrastructure to support young families.*

Under this scenario, posts made through the Grow in Sauk network will be written and marketed in a way that appeals to this viewer. This viewer profile can be developed in much more detail, if desired by the program administrator. An ideal viewer profile would include information about where this viewer works, where they shop, what their income is, if they have pets, where they spend their time on-line, some of their hobbies, etc. The more detailed the viewer profile, the better understanding the administrator has of what types of information to post and how to post it in a way that will attract those viewers.

One item of note is that while this ideal profile identifies a target audience that does not currently live in Sauk County, part of the goal of this plan is to also get people engaged that either have already relocated to Sauk County, or have lived here their entire lives. The activities and resources the region has available may not necessarily be familiar to those people who are already here any more than they are to people who live elsewhere. Therefore, the messaging should be just as attractive to current and long-time residents as it is to those who are being introduced to the area for the first time.

This is an alternative approach from the way many government-based social media accounts function. Government-run accounts typically disseminate information in a report format that often lacks personality or branding. While this may be an effective way to communicate basic information, it is not going to achieve any additional goals outside of making people aware of resources or events. If the goal of the "Grow in Sauk" campaign is to really attract people to explore the County, a model that utilizes more of a marketing approach is going to be much more successful. However, it is important to recognize that this model will also require substantially more time to implement, thereby increasing the resource needs for implementation. This also means that the person responsible for implementation needs to have an understanding of marketing and how to effectively pull all of these concepts together to develop an identity and ultimately, a brand. Sauk County does not currently have a countywide tourism agency, but this strategy could potentially be viewed as the first opportunity to market the county at a regional level with the opportunity to grow in the future.

## 4.0 Branding

The brand idea, “Grow & Gather in Sauk,” was developed from the original ideas of the Millennial Task Force. It was felt that this brand could be very adaptable to many different ideas and scenarios. There is a high level of flexibility and opportunity to be creative with this brand. Several logo ideas were developed by volunteers at the Sauk Prairie Chamber of Commerce and are included in Appendix D of this document. However, the brand has not been developed any further than this. Through development of this document, there was a brainstorming session held by the Millennial Task Force to consider other options for the brand name. While the Task Force ultimately did not develop anything they preferred to this brand, they were not opposed to considering other ideas. The administrator of this project should not be limited by the branding ideas posed here, and should feel open to considering alternative brand names and ideas if they embody the goals and ideas outlined in this document.

## 5.0 Social Media Audit

A social media audit was conducted to identify existing organizations utilizing social media as a means of promoting what Sauk County has to offer. It is important to understand whether or not the goals, as outlined in Section 2.0 above, are already being fulfilled by the efforts of others. The promotion of events, activities, and other attributes that are attractive to millennials can be accomplished by any number of individuals, businesses or organizations. Therefore, it is important to understand who is already moving these efforts forward in order to be most effective and not duplicate resources, or to identify opportunities to collaborate with these groups and enhance what they are doing.

A search of Facebook, Instagram, and Twitter was conducted by searching “Sauk”, “Sauk County”, “Baraboo”, “Sauk Prairie”, “Reedsburg”, and “Spring Green”. This list is not meant to be exhaustive, but is meant to identify the primary organizations leading social media communications. There are very likely many more individual organizations, agencies and businesses within the County that are also promoting ideas, events and activities. However, it does not appear that there is a individual agency identified that has the goal of compiling activities, events and resources with the intent of promoting Sauk County as a whole as a desirable place to live and work, particularly from the perspective of the Millennial population. The inventory outlined in Table 5.1 below was compiled as the overarching social media resources currently available for this purpose.

**Table 5.1: Social Media Audit**

Social Network	URL	Profile Name/ Owner	Followers	Last Activity	Posting Frequency
Facebook	<a href="https://www.facebook.com/nextgensaukc/">https://www.facebook.com/nextgensaukc/</a>	Next Generation Sauk County	70	4/21/16	Inactive
Facebook	<a href="https://www.facebook.com/groups/237339406412417/?hc_ref=SEARCH">https://www.facebook.com/groups/237339406412417/?hc_ref=SEARCH</a>	Sauk Prairie Young Connection	Private - 107 Members	Public = 2x/month	Unknown

Facebook	<a href="https://www.facebook.com/downtownbaraboo/">https://www.facebook.com/downtownbaraboo/</a>	Downtown Baraboo Inc.	1,582	2/16/17	Multiple/Week
Facebook	<a href="https://www.facebook.com/reedsburgrevitalizationorganization/">https://www.facebook.com/reedsburgrevitalizationorganization/</a>	Reedsburg Revit. Org.	534	2/18/17	2x/mo
Facebook	<a href="https://www.facebook.com/SaukCountySheriff/">https://www.facebook.com/SaukCountySheriff/</a>	Sauk Co. Sheriff's Office	5,137	2/10/17	Weekly
Facebook	<a href="https://www.facebook.com/Sauk-County-Veterans-Service-Office-141873968952/">https://www.facebook.com/Sauk-County-Veterans-Service-Office-141873968952/</a>	Sauk Co. Veteran Service Office	164	2/21/17	Weekly
Facebook	<a href="https://www.facebook.com/pg/ReedsburgArea-Chamber-of-Commerce-160340347355676/likes/?ref=page_internal">https://www.facebook.com/pg/ReedsburgArea-Chamber-of-Commerce-160340347355676/likes/?ref=page_internal</a>	Reedsburg Area Chamber of Commerce	761	2/21/17	Weekly
Facebook	<a href="https://www.facebook.com/search/top/?q=baraboo%20area%20chamber%20of%20commerce">https://www.facebook.com/search/top/?q=baraboo%20area%20chamber%20of%20commerce</a>	Baraboo Area Chamber of Commerce	1,864	2/15/17	Multiple/Week
Facebook	<a href="https://www.facebook.com/springgreenareachamberofcommerce/?hc_ref=SEARCH&amp;fref=nf">https://www.facebook.com/springgreenareachamberofcommerce/?hc_ref=SEARCH&amp;fref=nf</a>	Spring Green Area Chamber of Commerce	876	2/22/17	Weekly
Facebook	<a href="https://www.facebook.com/search/top/?q=sauk%20prairie%20area%20chamber%20of%20commerce">https://www.facebook.com/search/top/?q=sauk%20prairie%20area%20chamber%20of%20commerce</a>	Sauk Prairie Area Chamber of Commerce	2,332	2/22/17	Daily
Instagram	<a href="https://www.instagram.com/saukprairieriverway/">https://www.instagram.com/saukprairieriverway/</a>	Sauk Prairie Riverway (Chamber)	95	2016	Inactive
Instagram	<a href="https://www.instagram.com/sauk_prairie_vision/">https://www.instagram.com/sauk_prairie_vision/</a>	Sauk Prairie Conservation Alliance	11	2016	Inactive
Instagram	<a href="https://www.instagram.com/downtownbaraboo/">https://www.instagram.com/downtownbaraboo/</a>	Downtown Baraboo Inc.	434	2 weeks	Biweekly
Instagram	<a href="https://www.instagram.com/spring.green.area/">https://www.instagram.com/spring.green.area/</a>	Spring Green Chamber	57	2016	Inactive
Twitter	<a href="https://twitter.com/ReedsburgLib?lang=en">https://twitter.com/ReedsburgLib?lang=en</a>	Reedsburg Public Library	766	2/3/17	Weekly
Twitter	<a href="https://twitter.com/SGLibraryWI?lang=en">https://twitter.com/SGLibraryWI?lang=en</a>	Spring Green Public Library	231	11/16/16	Inactive 3+ Months
Google+	<a href="https://plus.google.com/114678268444782298270">https://plus.google.com/114678268444782298270</a>	Sauk Prairie Riverway	6	01/2016	Inactive

Each of the community's local Chambers of Commerce has an active Facebook presence. These pages are responsible for promoting local businesses and activities in an effort to gather support both from within the community and from people visiting their community from outside of the area. The County government also has several department pages that are owned by the Sheriff's office and the Veteran's Service Office; however, neither of these pages relates to the goals of this plan.

It is important to note that the only active social media sites targeting millennials in Sauk County is the Sauk Prairie Young Connections Facebook page. This page is owned and operated by the Young Professionals branch of the Sauk Prairie Chamber of Commerce. While both the Baraboo and Reedsburg Area Chambers of Commerce have recently started their own Young Professionals networks, they are both in the early stages and do not yet have active social media accounts. The Next Generation Sauk County network, which this initiative was developed under, does have a Facebook page, but it has not been active

for a number of months.

The results of this audit indicate the need that has been identified is not being filled elsewhere by another organization. While the collective impact of these individual pages may help fill the gap that exists to communicate information about Sauk County, there is not a single resource that residents, employees, visitors or anyone else can utilize to better understand what Sauk County has to offer.

## **6.0 Communication Strategy**

The goal of this strategy is to use a multi-platform, comprehensive approach to social media communications. All of the content for social media posting should be developed and housed in an Editorial Calendar, an example of which is provided in Appendix A. Section 3.0 outlines the specific strategies that should be utilized to implement this social media plan. It should be noted that management of each of these threads would require time and attention. Outside of just creating content for each platform, it will be necessary to interact and develop relationships with the users of each platform. This includes responding to comments, complaints, people sharing information, people with grievances, etc. In order to be properly managed, there must be a consistent two-way dialogue between the administrators and the users of each individual platform.

### **6.1 Social Media Platforms & Frequency of Communications**

There are a plethora of social media platforms available to use for various purposes. It would be unrealistic to employ all of these available platforms from a purely logistics perspective; however, it would also be inappropriate to utilize all of them as they are not all used by our target audience, and some communicate in ways that are inconsistent with the goals of this Plan. Therefore, the platforms outlined below have been identified as appropriate for use in the implementation of this strategy. However, it is important to note that this plan should be reviewed annually and these strategies revised based on the level of success of each particular platform, or the introduction of new platforms.

#### *Website*

It is important that a dedicated website be developed as a home base for this new infrastructure. The website will provide the opportunity to house a master calendar, which is a valuable tool for developing a loyal following, and creates value for people looking for activities within Sauk County. This master calendar should also be manipulated in a way that allows an e-mail list server to send a weekly list of activities to subscribers. The website can also house a master photo gallery, a video library, a blog, and live streams of social media platform posts. This is the foundational piece of digital communications and provides a place for people who are curious to explore further, as well as make contact for further information.

It is anticipated that the website would evolve over time to provide a larger amount of information.

Initially hosting a master community calendar, it could ultimately become the hub for people to find out about volunteer opportunities, job postings, housing opportunities, etc. It could also host a blog, which would be an appropriate place to develop more in-depth information related to all of the different elements that are being promoted through the social media platforms. A website map has not yet been created for this website.

#### *Phone App*

This platform is seen as an opportunity to be considered in a later phase and not during the initial creation of the brand. Once the website and social media platforms are in operation and becoming effective, there may be an opportunity to investigate the value of developing a phone app. It would provide a master calendar in a similar way as the website, but it would be much more convenient and accessible to people who are out doing things. The cost, return on investment, and difficulty of implementing this idea are currently unknown. All of these factors should be investigated and evaluated prior to considering implementation.

#### *Facebook*

Facebook is the most widely used social media platform with more than one billion people worldwide holding accounts. It also provides the opportunity for hosting photographs, videos, and live streaming. Facebook easily allows you to connect and promote other organizations and events, and strongly encourages engagement from the viewing audience. As the most flexible and popular platform, it will be a critical piece of this strategy. Based on Facebook's algorithms, it is the first goal of any public page to increase the opportunities for audience engagement. The more engagement that can be garnered, the more the target audience will see posts that are being made on the public page. In addition, in order to remain high in Facebook's algorithm, it is important to maintain consistent, frequent posting. It is recommended that the Facebook page receive at a minimum, one post per day. Two posts per day would be ideal, if the content provides value to the viewer. Live streaming is an important new feature to Facebook and should be utilized primarily at events. By providing viewers with the opportunity to view what is happening in real time, it provides the experience of being there without actually being there in person. This helps to develop a relationship, but also creates a sense of wanting to be involved, which in turn encourages them to attend upcoming events in person. Use of video posts on Facebook is important, but should be done strategically. The average Facebook user watches a video for no more than 15 seconds before deciding if they want to invest any more time in it. Therefore, videos posted to the site need to engage the viewer immediately in order to maintain engagement. All videos posted on Facebook should be housed elsewhere, with the link posted on Facebook to the location of the original content, which is preferably a dedicated YouTube channel. One benefit of posting to Facebook is that content can be pre-scheduled for posting. This means that all posts for a week can be scheduled at one time, which aggregates the time needed to develop and post content and allows you to develop posts further in advance.

#### *Twitter*

Twitter provides the opportunity to update in real-time as often as there is valuable content to share.

With a limit of 140 characters, posts must be strategic and often refer the viewers to information in other locations. Links to valuable articles, blog posts, videos, or other relevant information can be easily shared. In addition, the ability to use hashtags through Twitter is a valuable tool that allows an account to quickly reach and engage a broader population. Because Twitter functions in real-time, it can be updated as much as needed without the fear of clogging up someone's newsfeed. Tweets that are not viewed at the time of posting will quickly become buried in the viewers feed, so more frequent posts are appropriate. However, the use of hashtags will allow viewers to find content they are searching for after the post has moved down their newsfeed. The goal for tweeting should be a minimum of two times per day.

### *Instagram*

Similar to Twitter, Instagram has the power to utilize hashtags and tag other users to quickly expand an audience. A more visual social media platform, originally used by photographers and other visual creatives, Instagram has grown in size to be second behind Facebook. Instagram was recently acquired by Facebook, and also utilizes an algorithm that predicts what the viewer wants to see based on previous engagement. The more a viewer engages, as well as hovers over an image or clicks through to a link, the higher likelihood that particular user will show up in the algorithm for the user's feed. Therefore, it is important to strategically craft posts that create value for the viewer and encourage a higher rate of engagement. With the effective use of hashtags, Instagram posts can remain relevant for a longer period of time, and can be found more than a day or two after they are posted. Therefore, posting at least once daily to Instagram can be a very effective strategy for staying in front of the viewer. Instagram also accommodates short videos, which are viewed with more frequency due to the limited length of 15 seconds. Most recently, Instagram has introduced "stories", which allow users to post a series of photographs or videos to incorporate more content, although each of these is also limited in length. These video stories can be posted at any time and will be viewed at the time decided by the audience, so they do not get removed from the viewer's account until they have either been seen, or been updated by the administrator. Instagram posts should be made at least once a day, with Instagram stories ideally being updated at least three times per week, and even daily, if possible.

### *Snapchat*

Snapchat is a social media platform that has become popular most recently and has become the platform of choice for a very young demographic, namely teenagers and young millennials. Snapchat is unique in that it only conveys visual correspondence under time restrictions. Snapchat requires use of a photograph to send a message and the images are deleted after being viewed by the recipient. Therefore, there is no history of activity saved within the platform. Once images are sent, they remain visible for only a short amount of time. With Snapchat, you only reach the audience who has chosen to follow you. Your snaps remain on their page until they have opened and viewed them; therefore, the strategy to getting a viewer engaged and retaining them is creating fun and quirky content. The essence of Snapchat focuses on short, quick interactions and is not conducive to lengthy posts or content. Use of this platform should be focused on showing fun and outside-of-the-box creative thinking. Filters could be a unique opportunity to brand the region as well as promote relationships. For example,

utilizing fun filters with high-profile people throughout the County would demonstrate the personalities of people running our businesses and our communities. If teenagers and young millennials are a targeted audience, Snapchat will be integral to reaching this particular audience. Posts should be made at least twice per day.

## **6.2 Content Creation**

It is recommended that a single person or agency be identified for content creation and social media management. This person will be responsible for all original creation and production of content and management of the Editorial Calendar.

If the organization would like to have a brand presence, meaning a personality representing the brand, it should be the administrator, as it is unlikely that budget will accommodate both an administrator and a host during the implementation and startup phases. A brand host can be the common face that represents the brand and is viewed in videos and correspondence. For example, this would be the person conducting interviews, participating in activities, giving tours, explaining experiences, etc. While this is not required for a successful campaign, it does create a consistent presence and representation of the brand, similar to a news anchor would do for a particular news channel.

It is not recommended that people outside of this department or agency be provided with access to page administration for posting purposes, as it is important to maintain a cohesive brand and message. Mixing voices and styles, without strategically identifying how they provide value to the viewer, or posting material inappropriate with the goals of this plan, will confuse the viewer and lead to a diminished return on engagement.

However, it will be critical for the administrator of the various pages to develop a large variety of working relationships with people throughout the County who can be relied on to provide photographs and content for events and other information for sharing. It would be unfeasible for a single person to be able to attend all of the activities that should be promoted. Therefore, trusted relationships can provide the opportunity to share and promote activities and events without having to be at each one in person. A separate email address should be set up that people from across Sauk County could send information to. This separate email account will allow content to be housed in one location, as well as catalogued and referenced for later use.

Finally, this brand should not rely only on content of its own creation. There are a variety of existing social media platforms owned by organizations and businesses from across the County that are full of valuable information and insight. This brand should work to promote those organizations and businesses by also sharing their information. This helps to create a cooperative atmosphere and develop further relationships and opportunity to build working relationships.

### **6.3 Diversity of Content**

It is important that the information being posted to social media is diverse in its content, so as to entice the viewer to engage in the page, and thereby enhancing the opportunity for the follower to see content being posted. Several social media platforms have algorithms that change based on how often a follower is “Liking” or “Commenting” on a public page’s content. If a follower consistently engages with your content, it tells Facebook or Instagram that you are an important public page for that viewer, and your news will show up more often in their feed. Therefore, it is important for people who follow the page to hit “Like” or “Comment” on content as much as possible.

However, as with all marketing, there is substantial strategy involved in how to effectively engage people in social media. Much like commercials during a television show, if a public page is always promoting itself and what it does, viewers will quickly become uninterested in its content. The key to keeping people engaged is to provide the appropriate diversity of content. While some self-promotion is acceptable and expected, the page must also promote and encourage the actions of others, as well as provide personality. People will only start to develop a relationship with the brand if they feel a personal connection to it, which is another reason to support the idea of a person as the face of the brand. If this person provides insight into personal relationships, behind-the-scenes footage, and glimpses of life that wouldn’t be available on a typical public page, that brand is instantly more relatable. However, most importantly, the content must provide an adequate amount of value to the follower. The more valuable a public page is to the follower, the more engaged they would likely be. The act of providing tidbits they couldn’t get elsewhere, or access to things they couldn’t have otherwise seen, will be what ultimately helps to establish the “virtual” relationship and build trust amongst followers. Therefore, an appropriate mix of content that includes self-promotion, promotion of others, value-added content, and ‘personal’ interactions with the brand is critical to developing a trusting relationship. It is only after this trust is established that they will look to you as a resource to follow consistently and become a loyal subscriber.

The template for an Editorial Calendar, an example of which is included in Appendix A, should be utilized to ensure an adequate diversity of content for posting.

### **6.4 Timing of Posting**

Some social media platforms, particularly Facebook, receive a vastly different number of views depending on what time of day content is posted. Twitter is a platform that moves very quickly, so posts can quickly become buried, and the strategy for timing of posts should focus on those times of the day when the highest number of viewers will see the post. Other platforms, such as Snapchat, the timing of posts is not as critical because the content stays current until the viewer chooses to view it.

Items that are posted in the early morning, near lunchtime, and in the late evening are viewed far more frequently than those posted during the mid-morning or afternoon timeframes. This is due to the nature of more people viewing social media at those times of the day. Therefore, when possible, posts should be scheduled in advance to occur at times that would naturally garner more organic views from followers. This data will also be tracked with each post in order to better understand what timing is most effective and the administrator should make revisions based on results of those changes.

## **6.5 Use of Hashtags**

Hashtags have become a commonly used tool within social media platforms to identify and track individuals, businesses, and organizations. A custom hashtag allows others to tag an organization, across platforms, providing recognition and marketing opportunities for said organization. Use of the hashtag keeps all documented content available in a single location. It also allows anyone interested in finding out more about an organization to go to the hashtag link and view all posts associated with that hashtag. A hashtag will be used on all organic posts created under this strategy. This hashtag should also be promoted in all marketing materials in order to encourage other people to use this tool. The power of hashtags is realized as more and more people continue to tag their own posts with your hashtag.

The unique hashtag for the “Grow in Sauk” initiative will be: **#growinsauk**

## **6.6 Content Promotion**

Nearly all social media platforms provide the chance for the user to pay for the opportunity to gain higher visibility on their posts, events and promotions. As an emerging form of advertising, businesses have utilized this approach to increase their engagement through social media. And while some of these strategies do provide the potential for an excellent level of return on investment, they should be used strategically. For example, “boosting” a post on Facebook to grow awareness for a certain event may provide the opportunity for several thousand people to become aware of it for a minimal investment of \$20. The intent of marketing a post is similar to that of paying for a written ad, in a newspaper, for example. The boost guarantees that your post reaches a larger audience by putting it in front of more people. In Facebook, when boosting a post, the administrator has the option to identify what audience they would like it to reach, which is potentially a very effective way of expanding an audience, when done correctly. This also leads to more visibility for your site amongst people who may not be familiar with your organization, thereby generating more leads, followers, and engagement. When compared to typical “marketing” dollars that would be spent advertising in other ways, the return on investment of these dollars is substantially higher and can be tracked through analytics.

However, this type of promotion should be used sparingly until it is determined which posts and promotions warrant monetary expenditures. Paid content promotion should be included as a line item

in the annual operating budget for social media communications, and used strategically throughout the year to provide the highest potential return.

## **7.0 Social Media Policies**

The intent of utilizing social media is to create an online community that can be supportive of efforts within the County, and demonstrate the high quality of life and opportunities in the region. By creating a comprehensive social media package, an organization can effectively cast a large net to audiences that might otherwise be difficult to reach. However, in order for this strategy to be successful, it will be critically important that the messages and viewpoints of what is posted originates from a positive perspective and develops a reliable brand with the viewer. If messages become conflicted, contradictory, or do not help reach the goals as outlined in this plan, the result will be loss in engagement and effectiveness. This will be an opportunity to celebrate Sauk County as its first priority.

This strategy will not accommodate political or religious viewpoints and such opinions or rants from viewers will also not be tolerated. The administrator reserves the right to remove comments or posts to social media pages that attempt to discredit, belittle or attack content, highlighted individuals or other users on any level. While civil debate is appropriate at times, negativity or attacks will not be tolerated and will be promptly removed.

### **7.1 Privacy and Permissions**

Due to the public nature of this strategy, privacy and permissions may be required depending on where this program is housed. If it is housed within the County government, there will likely be privacy and permission required by the County's corporation counsel. However, these requirements may differ if this plan is implemented through a non-government entity. The ultimate determination of privacy and permission requirements should be discussed and developed with a legal entity once the entity responsible for implementation is identified.

### **7.2 Record Retention**

If this strategy is housed under the umbrella of a government organization, all information posted to social media must abide by that entity's record retention requirements. This includes all posts, comments, messages and all other correspondence related to conducting business. Therefore, any comments, posts, messages or other content removed from any social media pages, for any reason, will need to be documented thoroughly on a Social Media Record Retention Inventory. If this strategy is not housed within a government office, this record retention requirement may not be as stringent. However, the administrative entity must be responsible for defining requirements with that organization's corporate counsel prior to implementation.

## 8.0 Content Strategy

In order to effectively manage a comprehensive social media strategy, an ongoing and active Editorial Calendar must be developed and maintained for the calendar year. It is recommended that the Editorial Calendar always be planned at least twelve weeks in advance, with content completed at least two weeks out. An example of such a Plan is included in Appendix A of this document. The intent of the Editorial Calendar is to thoroughly and thoughtfully schedule all of the appropriate social media posts, identify opportunities to cross-post content, and best utilize each platform to its highest potential. The Editorial Calendar will also provide the ability to ensure adequate timelines to develop content, complete interviews, do site visits, and conduct all business required to successfully convey information. The Editorial Calendar also ensures that the appropriate combination of content types and styles are being utilized, and there is adequate value being communicated to the viewer. Each social media platform is best utilized through slightly different approaches, even with the same information, so the Editorial Calendar should assist in ensuring that posts are being thoughtfully drafted based on the strengths of each platform.

### 8.1 Types of Information Communicated

As indicated throughout this Plan, it is important to provide a wide range of content for viewers. The following list creates an inventory of opportunities within Sauk County that could be utilized to populate the Editorial Calendar. This list is non-exhaustive and should continue to be updated and revised to reflect new and changing opportunities. This list will naturally rely heavily around a schedule of events; however, it should not rely solely on events. Utilizing events as the basis for a calendar year, it should also highlight all of the other things that Sauk County has to offer. This inventory is just the start of a list that should continue to evolve as this project proceeds and additional contacts are made. A more detailed list of all of inventory is included in Appendix B.

- i) Community Events
- ii) Community Groups & Organizations
- iii) Recreational & Natural Resources
- iv) Agricultural & Culinary Resources
- v) Cultural Resources
- vi) Entertainment
- vii) Family Resources
- viii) Businesses
- ix) Housing Options
- x) Education
- xi) Healthcare
- xii) Teaching Moments
- xiii) Camping & Lodging
- xiv) Experiences

## **8.2 What Type of Information Will NOT Be Communicated?**

Consistent with the policies and best practices outlined in this Plan, there is some content and information that will not be shared on the social media platforms. This content includes personal and political opinions, rants, or expressions that are not consistent with the goals of this Plan. If proposed content or comments do not further the goals of this Plan, they shall not be shared or construed to represent this organization.

## **9.0 Analytics**

The Editorial Calendar will include an analytics matrix for every post that is made. This matrix will be updated each week to track progress and gain a better understanding of which efforts are most effective and those areas where we need to improve. This matrix will become a very valuable tool for demonstrating the audience reach of social media efforts and provide a guide for revising strategies based on results. In turn, social media strategies can be constantly revised based on the feedback these analytics provide.

It may be appropriate, after utilizing this social media strategy for at least twelve months, to conduct an electronic survey of viewers, which can be done through the social media platforms. A survey would allow the Administrator to determine how many people have actually attended events or activities in Sauk County, or participated in something new, based on information they received through the social media sites. This would provide quantitative feedback on the effectiveness of the strategy.

In addition, businesses should be able to utilize this resource as a recruitment tool for new employees. By having a strong resource that demonstrates the high quality of life offered in Sauk County, businesses may be able to attract employees that might not otherwise have considered this region as a destination of choice. It may be appropriate to survey County businesses after at least 18 months of utilizing this strategy to determine how effective it has been as a recruitment or retention model for their business.

## **10.0 Resource Requirements**

The original Millennial Task Force recommendations identified the responsibility of this social media program as being managed by a placemaking professional housed in Sauk County's Conservation, Planning and Zoning Department, who was to be hired in 2016. That particular position, with the desire to hire someone with communication and public relations skills, was already budgeted for, so no additional budget was identified for that purpose. However, this recommendation did not identify what percentage of that person's time was to be dedicated to this particular project. As outlined in this Plan, a comprehensive approach to social media is a substantial undertaking and could easily require the time of a full-time

position. In addition to the salary cost for this person, an additional \$20,000 was recommended for annual budgeting for marketing purposes. It was not recommended that the first phase of this process include an intensive branding campaign, which could occur as a later phase once the program is established and gaining traction.

An alternative to hiring in-house staff for social media administration is contracting a private person or agency for this purpose. There are private social media firms that focus on developing and effectively executing social media campaigns, anywhere from very basic to comprehensive. The cost to utilize this approach would need to be acquired through a Request for Proposals process with proposals submitted by qualified and interested firms.

Table 10.1 below outlines the anticipated budget needs to implement and grow this social media strategy, with Tables 10.2 and 10.3 outlining anticipated budgetary needs for the following two years.

**Table 10.1 Resource Requirements for Implementation**

Expenditure Item	Anticipated Annual Cost (Year 1)	Anticipated Timeframe
Branding Assistance	\$2,500	Month 1
Website Development	\$10,000	Months 1-3
Collateral Materials	\$2,500	Month 3
Launch Campaign Marketing & Collateral Materials	\$5,000	Month 4
Social Media Administrator (Staff)	\$40,000	Months 1 - 12
Mileage Reimbursement	\$2,500	Months 4-12
Annual Marketing Budget	\$7,500	Months 4-12
<b>TOTAL</b>	<b>\$70,000</b>	

**Table 10.2 Resource Requirements for Year 2**

Expenditure Item	Anticipated Annual Cost (Year 2)
Collateral Materials	\$5,000
Social Media Administrator (Staff)	\$40,000
Annual Marketing Budget	\$15,000
<b>TOTAL</b>	<b>\$60,000</b>

**Table 10.3 Resource Requirements for Year 3**

Expenditure Item	Anticipated Annual Cost (Year 2)
Collateral Materials	\$5,000
Social Media Administrator (Staff)	\$40,000
Annual Marketing Budget	\$15,000
<b>TOTAL</b>	<b>\$60,000</b>

### 10.1 Phasing Plan for Funding

As part of Sauk County’s Placemaking initiative, the implementation of a comprehensive social media strategy is a high priority that has been evolving for several years. The Economic Development Committee is eager to see this initiative move forward so it can develop some legs and connect people to everything Sauk County has to offer. While the County will incubate this project, it will not live under the umbrella of County government indefinitely. The funding plan for this program, as outlined in Table 10.4 below, outlines a five-year phasing plan for funding. This includes two full years of funding, and then three years of transition time with reduced funding each year. The County will remain a public partner in this project, and will continue to provide some funds towards the project. However, this should become a public-private partnership. This five-year transition process is intended to get the program off the ground and time to establish itself, and then provide adequate time for the Director and its Board to establish outside means of funding.

**Table 10.4 5-Year Phasing Plan for Funding**

	Funding from County	Outside Funding	Total Budget
Year 1	\$70,000	\$0	\$70,000
Year 2	\$60,000	\$0	\$60,000
Year 3	\$40,000	\$20,000	\$60,000
Year 4	\$30,000	\$30,000	\$60,000
Year 5	\$20,000	\$40,000	\$60,000

## APPENDIX A: Example of Editorial Calendar Template

Sauk Co. VSO 2017 Social Media Content Calendar									
DATE OF POSTING	PLATFORM	POST CONTENT	STATUS	COMPLETED	# of VIEWS	# OF COMMENTS	# of SHARES	REACH	TOTAL ENGAGEMENT
<b>JANUARY</b>									
1/1/17	Twitter 1	Picture at New Year's Day Event							
1/1/17	Instagram	Photo from NY Day hike @ Devil's Lake							
1/1/17	Snapchat	Video from top of Devil's Lake							
1/1/17	Blog	Introduce series of New Year's Resolutions to develop and keep in Sauk Co. (exploring hikes, farms, volunteering, etc.)							
1/1/17	Facebook 1	Live feed from NY Day event							
1/1/17	Facebook 2	Sharing blog post.							
<b>FEBRUARY</b>									
<b>MARCH</b>									

## APPENDIX B: Inventory of Content Resources

This inventory is meant to be a starting point for gathering information about resources and events in Sauk County. It is not exhaustive and will continuously evolve. However, it should provide a place to start developing ideas for content creation, as well as opportunities to develop relationships with the various organizations in place throughout the County.

1. Community Groups & Organizations
  - a) Missions
  - b) Activities
  - c) Volunteer Opportunities
  
2. Recreational & Natural Resources
  - a) Trails
    - i) 400 State Trail
    - ii) Devil's Lake State Park
    - iii) Ferry Bluff State Natural Area
    - iv) Ice Age National Scenic Trail
    - v) Kiwanis River Walk
    - vi) Lower Wisconsin Riverway - Blackhawk Unit
    - vii) Mirror Lake State Park
    - viii) Natural Bridge State Park
    - ix) Parfrey's Glen State Natural Area
    - x) Pewit's Nest
    - xi) Sauk City Riverwalk
    - xii) Spring Green Preserve State Natural Area
    - xiii) Tower Hill State Park
    - xiv) Frank Lloyd Wright Biking Tour
    - xv) Merrimac Ferry Biking Tour
    - xvi) Devil's Head Resort Area Trails
  - b) Baraboo River
  - c) Organizations
    - i) Aldo Leopold Legacy Center
    - ii) Flyways Waterfowl Museum
    - iii) International Crane Foundation
  - d) Golfing
    - i) Baraboo Country Club
    - ii) Reedsburg Country Club
    - iii) Lake Wisconsin Country Club
    - iv) Fairfield Hills Golf Course
  - e) Wisconsin Scenic ByWay
  - f) Rustic Road 49
  - g) Rustic Road 21

3. Agricultural & Culinary Resources
  - a) All entities identified in the Sauk County Farm Connect Guide, published by UW Extension – Sauk County
  - b) Carr Valley Cheese
  - c) Driftless Glen Distillery
  - d) Wollersheim Winery
  - e) Baraboo Candy Company
  - f) Farmers’ Markets
    - i) Baraboo (Wednesday & Saturday 7:30am-1:00pm)
    - ii) Baraboo (Sundays 10am-3pm)
    - iii) Reedsburg (Fridays 11am-2:00pm)
    - iv) Spring Green (Saturdays 8am-12pm)
    - v) Sauk Prairie (Saturdays 8am-12pm)
    - vi) LaValle (Saturdays 8am-1pm)
  
4. Cultural Resources
  - a) Al. Ringling Mansion
  - b) Al. Ringling Theatre
  - c) CAL Center Theatre
  - d) Circus World
  - e) Frank Lloyd Wright & Taliesin
  - f) Merrimac Ferry
  - g) Norman Rockwell Display
  - h) Mid-Continent Railway Museum
  - i) Reedsburg Pioneer Log Village
  - j) River Arts on Water Gallery
  - k) Tripp Heritage Museum
  - l) Wisconsin Big Cat Rescue
  
5. Entertainment
  - a) Live Music
    - i) Baraboo Concerts on the Square (Thursdays 7pm)
    - ii) Devil’s Lake Music in the Park (Last Sunday of the month 6pm)
    - iii) Devil’s Lake Big Band Concerts (2<sup>nd</sup> & 4<sup>th</sup> Saturdays 7:30-10:30pm)
    - iv) Reedsburg Concerts in the Park (Wednesdays 6:30-8:30pm)
    - v) Sauk Prairie Riverway Concerts in the Park (Tuesdays in June 6:30)
  - b) Theaters
    - i) American Players Theatre
    - ii) Al. Ringling Theatre
    - iii) Bonham Theatre
    - iv) CAL Center Theatre
    - v) Summerset Theatre
    - vi) River Arts Center
    - vii) White Church Theatre Projects
  - c) Ho-Chunk Gaming

6. Family Resources
  - a) Oschner Park & Zoo
  - b) Merrimac Ferry
  - c) Circus World
  - d) Mid-Continent Railway Museum
7. Businesses
  - a) Unique models, innovative approaches, welcoming environments, etc.
8. Interviews
9. Tours
10. Experiences
11. Teaching Moments/ “How To’s...”
12. Housing
  - a) This category will need to be developed with assistance from area realtors, apartment owners, and as new projects are developed. The intent is to highlight the affordability of housing within the area, the variety of housing types available, and housing programs that can assist new residents or buyers.
13. Education
  - a) School districts
  - b) Higher education
  - c) Private classes
14. Healthcare
  - a) Sauk Prairie Healthcare
  - b) Reedsburg Area Medical Center
  - c) SSM Health
15. Unique Overnight Accommodations
  - a) Al. Ringling Bed & Breakfast, Baraboo
  - b) Parkview Bed & Breakfast, Reedsburg
  - c) Pine Grove Park Bed & Breakfast, Reedsburg
  - d) Valley Springs Farm Bed & Breakfast, Reedsburg
  - e) Pinehaven Bed & Breakfast, Baraboo
  - f) Inn at Wawanissee Point, Baraboo
  - g) Bowman’s Oak House Bed & Breakfast, Baraboo
  - h) Hill Street Bed & Breakfast, Spring Green
  - i) The Silver Star Bed & Breakfast, Spring Green
  - j) Walking Iron Bed & Breakfast, Sauk City
  - k) Kraemer House Bed & Breakfast, Plain

- l) Sugar Grove Bed & Breakfast, Plain
- m) Bettinger House, Plain
- n) September Farms Bed & Breakfast, Wonewoc

16. Fairs, Festivals & Parades

- a) This information provided through the annual Sauk County Visitor's Guide, prepared by the local area Chambers of Commerce.

# FAIRS, FESTIVALS & PARADES!

DATE	EVENT	LOCATION
May 7, 2016	<b>Taste of Spring Green &amp; Wine Walk</b>	Spring Green
May 13-14, 2016	<b>Madison Magazine BBQ Festival</b>	Meyer Oak Grove Park, Sauk City
May 14, 2016	<b>Fair on the Square</b>	Downtown Square Baraboo
May 14, 2016	<b>Wonewoc Old Fashioned Day</b>	Wonewoc
May 21, 2016	<b>PAWS Pledge Walk &amp; Fun Festival</b>	Baraboo
May 29, 2016	<b>19th Annual BobFest (Memorial Day Weekend)</b>	Spring Green
May 30, 2016	<b>Memorial Day Parade &amp; Ceremony</b>	Greenwood Cemetery, Reedsburg
June 18, 2016	<b>Art June</b>	Downtown Square Baraboo
June 13-19, 2016	<b>Reedsburg Butterfest</b>	Reedsburg
June 24, 2016	<b>Summer Brew Ha-Ha</b>	Downtown Baraboo
June 25-26, 2016	<b>Spring Green Arts &amp; Crafts Fair</b>	Jefferson St., Spring Green
July 2, 2016	<b>Fire on the River</b>	Sauk City Riverwalk, Sauk City
July 2, 2016	<b>Fireworks Over the Mill Pond</b>	LaValle
July 4, 2016	<b>Witwen 4th of July Parade</b>	Witwen
July 4, 2016	<b>Freedom Fest &amp; Fireworks</b>	Reedsburg
July 4, 2016	<b>Merrimac Firemen's Fireworks</b>	Merrimac
July 11-17, 2016	<b>Sauk County Fair</b>	Sauk County Fairgrounds, Baraboo
July 23-24, 2016	<b>Baraboo's Big Top Parade &amp; Circus Celebration</b>	Downtown Square, Baraboo
July 29, 2016	<b>Reedikulus Day and the Reedikulus Art Crawl</b>	Reedsburg
August 6, 2016	<b>Merrimac Community Festival</b>	Merrimac
August 7, 2016	<b>LaValle Fire Department Celebration</b>	LaValle
August 12-13, 2016	<b>Heroes for Honor</b>	Westwynde Park, Prairie du Sac
August 13, 2016	<b>Big Cat Car Show</b>	Fireman's Park, Rock Springs
August 19-21, 2016	<b>Badger Steam &amp; Gas Show</b>	Baraboo
August 20, 2016	<b>Spring Green Car Show</b>	Spring Green
August 21, 2016	<b>4Petesake Day In The Park</b>	Spring Green
August 27, 2016	<b>Loganville Fire Department Celebration</b>	Loganville
September 2-3, 2016	<b>Wisconsin State Cow Chip Throw and Festival</b>	Marion Park, Prairie du Sac
September 5, 2016	<b>8th Annual Beatfest (Labor Day Weekend)</b>	Spring Green
September 10, 2016	<b>Heritage Day - Pioneer Log Village</b>	Reedsburg
October 1-9, 2016	<b>Fermentation Fest</b>	Reedsburg
October 8, 2016	<b>Fall Fair on the Square</b>	Downtown Square, Baraboo
October 8, 2016	<b>Fall Festival In The River Valley</b>	Spring Green
October 8, 2016	<b>Fall Festival at Durward's Glen</b>	Baraboo
October 29, 2016	<b>Downtown Baraboo Kid's Fall Festival</b>	Downtown Baraboo
November 12, 2016	<b>8th Annual Bilingual Music Festival</b>	United Methodist Church, Reedsburg
November 18, 2016	<b>Holiday Light Parade &amp; Fireworks</b>	Marion Park, Prairie du Sac
November 19, 2016	<b>Christmas Light Parade</b>	Downtown Square Baraboo
November 25 - December 11, 2016	<b>Spring Green Country Christmas</b>	Spring Green
December 9-10, 2016	<b>A Very Merry Holiday Fair</b>	Baraboo
December 10, 2016	<b>Wonewoc's Lighted Christmas Parade</b>	Wonewoc
January 13-14, 2017	<b>Eagle Watching Days</b>	Prairie du Sac

17. Community Events

- a) Utilize the annual Sauk County Visitor’s Guide as a compilation of annual community activities. The following is a sample of an inventory format that can be developed from the events outlined in the Guide.

**2017 Sauk County Community Events**

EVENT	DATE	DAY OF WEEK	LOCATION	TYPE
<b>APRIL</b>				
Made In The Valley Market	4/1/17	First Friday of Each Month	Spring Green General Store	Market
Reedsburg VetFest	4/9/17	Saturday	Reedsburg	Public Run
International Crane Foundation Opening Day	4/15/17	Friday	Baraboo	
Midwest Crane Count	4/16/17	Saturday	Baraboo	Volunteering
Reedsburg Area Chamber Community Connection Day	4/16/17	Saturday	Reedsburg	Informative
North Freedom Walleye Feed	4/16/17	Saturday	North Freedom	Community Meal
Encore! Art 8 Reuse, Recycle, Rethink	4/24/17	Sunday	UW Baraboo Sauk Campus	Gallery
Sauk County Earth Day Event (10-3)	4/24/17	Sunday	UW Baraboo Sauk Campus	Family
Reedsburg Fire Dept. Spaghetti Dinner	4/26/17	Tuesday	Reedsburg	Family
Baraboo Arbor Day Celebration	4/29/17	Friday	Hill Street, Baraboo	Ceremony
Reedsburg Downtown Wine Walk	4/29/17	Friday	Reedsburg	Community

## **APPENDIX C: Job Description**

The following job description can be used to attract someone with the appropriate knowledge and skills necessary to successfully implement the ideas outlined in this document. A copy of this document should also be provided to all applicants as a critical source of information for understanding the goals and objectives of this initiative.

### **SOCIAL MEDIA ADMINISTRATOR**

#### **About This Job**

If you are interested in launching a new campaign focused on celebrating and promoting everything Sauk County has to offer, please read on!

As the Social Media Manager for a new County-based brand, you will be the catalyst for creating and launching a dynamic, interactive public social media campaign. You will be responsible for growing the voice and reach of the brand and will lead all efforts related to developing strategies, relationships, creating content, and so forth. Sauk County has so much to offer, and we want you to help us spread the word!

#### **What You Will Be Doing**

- Implement the ‘Grow in Sauk Social Media Implementation Strategy’
- Work with a consultant to develop and maintain a website based around a community calendar.
- Establish, grow and engage social communities on all social platforms from concept to execution.
- Drive engagement (liking posts, reaching out to community, syndicating content, etc);
- Build metrics that measure the health of the brand and use them to understand our audience; revise plans accordingly;
- Create content calendars/publishing schedule to manage content and plan specific, timely campaigns.
- Write and edit social media copy that demonstrates correct voice, subject-matter expertise and best practices.
- Develop graphics that are compelling and effectively communicate, when needed.
- Make recommendations on goals, benchmarks and social media platform use.
- Analyze, review and report on effectiveness of various tactics using digital analytics and media tracking tools.
- Monitor and engage in relevant discussions.

#### **What You Need For This Position**

- Meticulous attention to detail in writing and editing.
- Must be a multi-tasking ninja.
- Display ability to effectively communicate information and ideas in written and video format.
- Creative streak, willing to experiment and break new ground;
- Display in-depth knowledge and understanding of Social Media platforms and their respective

participants (Facebook, Twitter, Instagram, YouTube, Snapchat, etc) and how each platform can be implemented in different scenarios.

- Have confidence to take initiative and lead the efforts in content creation and development, online reputation management, etc.
- Exceeds at building and maintaining relationships online and off.
- Experience with the following is a plus: Adobe Creative Suite, photography, blogging or vlogging, video editing, website management.
- Exhibits the ability to jump from the creative side of marketing to the analytical side and be able to demonstrate understanding of analytics, as well as adapting to data.
- Familiarity with social media monitoring tools (e.g., Sprout Social, Google Analytics).
- Comfortable in front of the camera is a plus.
- Knowledge of Sauk County is a plus.
- Bachelor's degree.
- Minimum two years managing digital and social communities with proven success.

### **What's In It For You?**

This isn't your typical 8-to-5 desk job. This position will provide the ultimate in flexibility to network, attend events, develop relationships, be super creative, and do your work from nearly anywhere in the region. You'll be exploring everything there is to do and see throughout Sauk County, and develop an amazing network of people and resources to help you do them. For the right person, it will be an exciting way to be creative and have fun at work every day.

Annual Compensation: \$40,000 per year + Mileage Reimbursement + County Benefits

### **Travel Required**

The qualified person is expected to attend and promote events throughout the County. While this position is not expected to attend events elsewhere, the amount of travel within Sauk County will be substantial.

Note: This job description is not intended to be an exhaustive list of all duties, responsibilities, or qualifications associated with the job.

**APPENDIX D: Branding Concepts**

GATHER AND GROW  
*in* SAUK CO. 



**Appendix D:**  
**Sauk County Leadership Laboratory: A Process for**  
**Connecting People To Place and To Each Other**

Sauk County

West Square Building  
505 Broadway, Baraboo WI 53913  
608.356.5581  
[www.co.sauk.wi.us.com](http://www.co.sauk.wi.us.com)

# SAUK COUNTY LEADERSHIP LABORATORY

June 22, 2017

A Process for Connecting People  
To Place and To Each Other



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## **ACKNOWLEDGEMENTS**

### **Sauk County Institute of Leadership Board Members**

- Konya Antonetti, President
- Rael LaBreche, Vice President
- Chuck Ecklund, Treasurer
- Kristie Meier, Secretary
- Aaron Andres
- Amy Bachhuber
- John Bachhuber
- Bobbie Boettcher
- Stuart Fields
- Beverly Hoeg
- Darren Jorgenson
- Bev Vaillancourt

### Non-voting Members:

- Jenny Erickson, UW Extension
- Joann Mundth-Douglas, SCIL Coordinator

### **Sauk County Economic Development Committee**

- Supervisor Marty Krueger, Chair
- Supervisor Andy Andrews
- Supervisor Nate Johnson
- Supervisor Andrea Lombard
- Supervisor Brian Peper
- Supervisor Dennis Polivka
- Supervisor Peter Vedro

## 1.0 Background & Purpose

In 2015 Sauk County and its Economic Development Committee initiated the first formal effort under a Placemaking initiative via development of the Next Generation Sauk County framework. This initiative intended to focus on developing strategies to attract and retain the Millennial population, those born between approximately 1980 and 2000, to live and work in Sauk County. A Millennial Task Force was formed, comprised of eight young professionals from across Sauk County, to gather data and develop strategies about how best to tackle this mission. Subsequent recommendations were made through by the Task Force, which focused on developing a comprehensive social media plan and working with the Sauk County Development Corporation to focus on business and entrepreneurial resources for this demographic cohort.

In the fall of 2016, the Economic Development Committee hired a Consultant to move the County's Placemaking efforts forward. This included creation of the "Grow in Sauk Social Media Implementation Strategy," as recommended by the Millennial Task Force. The process also included hosting interviews with a substantial number of stakeholders from across the County, trying to better understand what the challenges and opportunities were associated with attracting and retaining people in Sauk County, and how to help the region define its own sense of place.

As part of the County's Placemaking initiative, connection to place and to each other is a critical piece of a comprehensive Place Plan. Stakeholder interviews revealed that many people from outside of the region find it hard to make social connections, create a social network, and become integrated into their communities. Without integration, their relocation to the area is often short-lived and they move on to a new locale. The goal of this process is to identify unique opportunities to establish methods and programs that can get people integrated into their communities as well as create a strong support network, while developing future leaders that will strengthen and contribute to the region.

**In order for people to become engrained and stay, they need to feel  
connected to their region and to each other.**

The Sauk County Institute of Leadership (SCIL), an organization that has been at the forefront of Leadership Development within Sauk County for twenty years, has stepped up to move this effort forward. Their strong reputation and vast network provides a good basis to evaluate opportunities moving forward. Discussions with their Board have revealed that they are at a point of wanting to re-evaluate their programming, and would be excited to expand their discussion to include the larger impact of social architecture within Sauk County under the Placemaking umbrella. This organization wants to be the leaders in making Sauk County the example of social architecture and leadership development within the state. They are so committed to this idea that the Board of Directors, at its April 11<sup>th</sup>, 2017 meeting, voted to postpone their programming for one year to dedicate themselves to this effort. Their goal is to unveil the new vision, framework and programming in 2018.

This document outlines a vision and process that representatives of the SCIL Board, in addition to a variety of targeted stakeholders across the County, would go through to develop a new framework for these efforts. Essentially, this means starting with a blank slate, developing an understanding of the need, and building programming and resources to fill that need. This process should be conducted with a variety of stakeholders who have an interest and will be participants in moving this initiative forward. It is unknown what the results of this process may look like when it is complete, but there is a level of excitement about creating an opportunity to enhance everything that Sauk County has to offer.

## 2.0 Goals

Through impact mapping, which is explained further in Section 6.0, the process hopes to identify how new resources and programming can impact the creation of relationships between individuals who might not otherwise have crossed paths, as well as impact opportunities for people to feel connected to their communities and region.

The goals of this process are broad in nature, and will require substantial discussion and brainstorming to evolve into tangible ideas. But that also means excitement and creativity can lead to amazing results. Being too regimented in the beginning with specific ideas will limit the opportunities that could be created through this process. By looking first at what final impacts are desired, and working backwards to figure out ways to make those impacts happen, the stakeholders involved in this process have the opportunity to create a custom and innovative approach to social architecture and leadership development.

While SCIL is willing to take the lead in this process, it is about much more than just developing community leaders. And ultimately, this process may determine that other efforts are required to meet the determined needs of this framework or recommendations that may come out of it. However, the first and primary goal is to facilitate a process that allows those discussions to occur and strategies to be developed.

## 3.0 Sauk County Groups Working On These Efforts

### 3.1 *Young Professionals Groups*

Vibrant Young Professionals (YP) groups are often found in urban locations, creating strong social networks of motivated individuals eager to expand their circle, knowledge and abilities. Urban centers are more densely populated, thereby providing a wide pool of applicants to participate in such programs. However, Young Professionals groups in rural areas are often more difficult to find success, as there is typically a much more limited number of potential participants, and the geographic distribution of this population covers a much larger area. In Sauk County, the history of Young Professionals groups has been housed in the area Chambers of Commerce. Local communities understand the importance of getting young professionals engaged within their area businesses and establishing a supportive network that can be a resource for developing active community members.

The Sauk Prairie Young Connection is a local branch of the Sauk Prairie Area Chamber of Commerce, and is currently the most active YP group within Sauk County. With approximately fifty active members, the group aims to “recruit, engage, develop and retain young talent in the Sauk Prairie Riverway area. The primary goal is to captivate the young professional audience and initiate their involvement in the business community. We do this through professional development events, leadership development activities and social networking opportunities that seek to engage our “creative class” of individuals age 21-40.”

The Reedsburg Area Chamber of Commerce had an active YP group in 2014 of approximately a dozen participants, but it was disbanded later that year when the person responsible for its organization relocated outside of Sauk County. After two years without a YP group, they are in the process of re-establishing this branch of the Chamber and have met several times with a group of approximately ten participants. While still in its infancy, the Baraboo Area Chamber of Commerce is also in the process of newly establishing a YP element to its organization. The Spring Green Area Chamber of Commerce does not currently have a Young Professionals piece to its programming.

There has also been some recent collaboration between the Sauk Prairie Young Connection and the Reedsburg Chamber YP group. 2017 programming for the two groups includes two coordinated events to be held at Devil's Lake and on the 400 State Bicycle Trail. This takes advantage of the opportunity to expand local networking to a more regional level, thereby enhancing the professional network and resources available to everyone that participates.

The difficulty of hosting a successful YP group in a somewhat rural area can be greatly enhanced by broadening the approach to a regional level, and the opportunity to do this should be more a focus of discussions moving forward.

### *3.2 Leadership Development*

The Sauk County Institute of Leadership was formed in 1997 with a mission to “develop informed, civic minded leaders who are committed to a vibrant Sauk County.” With over 200 students completing the annual class in that timeframe, the SCIL program focuses on “building social capital county-wide, connecting leaders through ongoing learning opportunities and continual service in our communities.” Originally formed as a collaboration between the Sauk County Development Corporation, area Chambers of Commerce, and UW Extension – Sauk County, the program is the only one of its kind in Sauk County.

The SCIL program consists of an initial two-day retreat and nine individual sessions, held for one day each month between September and April of each year, with graduation occurring in May. Sessions include a focus on the following topics:

- Team Building and Leadership Concepts
- Local Government and Land Use Planning
- Family and Community Issues
- Community and Economic Development
- Public Safety
- Education and the Arts
- Health Care
- Agriculture and Natural Resources

Between 20 and 25 students participate on an annual basis, some of which are sponsored by area businesses. The curriculum is designed to provide an in-depth understanding of issues within Sauk County communities and to develop leaders who are interested and engaged in their local communities.

While the SCIL program had initial staffing through UW Extension, it was drastically reduced in 2004 with the turnover in staff. Since that time, it has had limited resources to execute its mission and has relied heavily on the time commitment and talents of its Board of Directors. The Board members have been responsible for the design, coordination and implementation of all curriculum. The program does have one part-time paid coordinator that has limited funds to implement the logistical aspects of class coordination. The cost for applicants to participate in the program is \$400, which basically covers the cost of the classes. The program has an additional \$4,000 in annual funding provided through Sauk County to cover the cost of the coordinator position.

While the program has been successful with maintaining its original vision and recruiting a full class each year, there has not been much change in format over the past twenty years. With an entirely volunteer

workforce, the Board of Directors has been limited in what they are able to alter or revise on an annual basis, due to time and resource constraints. This format also makes it difficult to maintain consistency because each class program is reliant on the knowledge, skills and network of the board member responsible for coordinating it. As Board members change, varying skill sets may influence the quality or effectiveness of any particular session. This situation could be improved by having an Executive Director with an understanding of adult learning models and leadership development dedicated to curriculum and networking.

The graduates of SCIL have consistently provided positive critique and feedback about the benefits of the program. In particular, students have strongly expanded their social and professional networks through the program, and alumni continue to be strongly involved in the SCIL network many years later, often serving on the Board of Directors. However, critiques have indicated that curriculum could be greatly enhanced and provide substantial value to the time people are spending in the classroom.

The ultimate goal of SCIL is to provide superior Leadership Development opportunities that engrain residents and stakeholders into Sauk County communities and get them involved at the local level. By revising and reformatting what SCIL looks like and how it operates can ultimately create more value, thereby creating a higher demand for the program, a greater value to its participants, a larger and stronger network, and more resources to make greater positive impact within Sauk County.

## **4.0 Proposed Participants**

While the SCIL Board of Directors has volunteered to lead this effort, it will be critical to create a creative team of thinkers that will be responsible for participating in this process and, ultimately, creating the framework for future program development. Representatives serving on this Committee should be those who are willing to bring a fresh perspective to the ideas being discussed and open to developing unique and innovative approaches and solutions.

In addition to the SCIL Executive Committee members, it is recommended that representatives from the following groups be included on the working committee:

1. A recent SCIL graduate
2. UW Extension
3. Sauk County Development Corporation
4. Sauk Prairie Area Chamber of Commerce
5. Reedsburg Area Chamber of Commerce
6. Baraboo Area Chamber of Commerce
7. Spring Green Area Chamber of Commerce
8. Sauk Prairie Young Connection
9. Sauk County
10. Madison College
11. University of Wisconsin Baraboo
12. At least 1 representative from the Healthcare Industry
13. At least 1 representative from the Manufacturing Industry or the Sauk-Columbia Manufacturing Council
14. At least 1 representative from the Hospitality Industry
15. At least 1 representative from the Agriculture Industry
16. At least 1 person representing Arts & Culture

## 5.0 Proposed Process & Timeline

Rather than a traditional planning process, this approach should be organized around the idea of creating an “Impact Map.” This approach ensures that the discussion stays focused on those pieces most relevant to accomplishing the objectives of our particular scenario – namely, making sure the recommendations being developed are meeting the goals of the program. In essence, it allows an organization or business to outline the desired outcomes and impacts that you want to have, and work backward to understand what the framework of a program should look like to have those intended impacts. The Impact Map will require the group to give thoughtful consideration about how best to develop programming on the front end that will have the desired long-term impacts within the County. This process essentially is organized around the following questions:

1. What impact do you want to have?
2. What conditions need to occur to have that impact?
3. What strategies need to develop to make those conditions possible?
4. What activities will implement those strategies?
5. What resources do you need to make those activities happen?

The general outline for the process will include the following components.

Phase	Goals & Objectives	Timeline
Pre-Planning	<ul style="list-style-type: none"> <li>• Meet with SCIL Board to identify partners for Committee</li> <li>• Extend an invitation to solicited Committee members</li> <li>• Finalize all processes and planning materials</li> </ul>	Month 1
Working Committee Meetings No. 1 & No. 2 (2 meetings or 1 extended workshop)	<ul style="list-style-type: none"> <li>• Facilitate introductory discussion with Committee members about the long-term goals and vision. Work through Impact Mapping Question #1: What Impact Do We Want To Have?</li> <li>• What is working? What is not working?</li> <li>• Outline survey goals and process</li> </ul> <p><b>Committee Task:</b> Develop an inventory and contact database for people who should be included in young professional’s survey distribution.</p>	Month 2
Information Gathering	<ul style="list-style-type: none"> <li>• Develop and conduct survey of SCIL alumni to identify strengths and weaknesses</li> <li>• Develop and conduct survey of young professionals to determine their interests and desires for professional support, networking, and development</li> <li>• Create overview of feedback from SCIL programming.</li> <li>• Compile information about challenges and opportunities related to YP groups from around</li> </ul>	Months 2-4

	County.	
Working Committee Meeting No. 3	<ul style="list-style-type: none"> <li>Finalize and approve surveys for distribution and implement distribution plan.</li> <li>Facilitate working meeting with the Committee to answer Impact Map Question #2: What Conditions Need To Occur To Have That Impact?</li> </ul> <p><b>Committee Task:</b> Make plans to follow up with contacts who received the survey to encourage participation.</p>	Month 3
Working Committee Meeting No. 4	<ul style="list-style-type: none"> <li>Facilitate working meeting with the Committee to answer Impact Mapping Question #3: What strategies need to develop to make those conditions possible?</li> </ul> <p><b>Committee Task:</b> Conduct research to identify unique models, organizations, or case studies across the County that are doing what we want to be doing. Bring at least one example back to the next meeting.</p>	Month 4
Working Committee Meetings No. 4 & No. 5 (2 meetings or 1 extended workshop)	<ul style="list-style-type: none"> <li>Review and discussion of tabulated survey results.</li> <li>Facilitate working meeting with the Committee to answer Impact Mapping Question #4: What activities will implement those strategies?</li> <li>Committee review of ideas from research homework.</li> </ul>	Months 5 - 6
Working Committee Meeting No. 6	<ul style="list-style-type: none"> <li>Facilitate working meeting with the Committee to answer Impact Mapping Question #5: What resources do you need to make those activities happen?</li> </ul>	Month 7
Working Committee Meeting No. 7	<ul style="list-style-type: none"> <li>Review of drafted Impact Map.</li> <li>Outline ideas for implementation strategies.</li> </ul>	Month 8
Working Committee Meeting No. 8	<ul style="list-style-type: none"> <li>Facilitate discussion regarding implementation of strategies and necessary resources.</li> <li>Identifying next steps and persons responsible.</li> </ul>	Month 9
Floating Working Meeting	Space should be reserved for at least one additional 'floating' meeting of the working Committee in order to continue discussion on any particular piece. It is anticipated that discussion and brainstorming will be intense and require substantial time. Each part of the discussion may require multiple meetings, but this will be unknown until the process is underway. Some steps have already accommodated for an extra meeting.	Anytime During Planning Process

A more detailed Scope of Services should be acquired from the desired Consultant to identify and understand the details of each phase and to ensure that the process and timeline are feasible as outlined. Any particular Consultant will have ideas and recommendations about how best to conduct the process, and those suggestions should be incorporated into the overall planning framework and timeline.

## **6.0 Resource Requirements**

The costs of this process would be associated with the hiring of an outside facilitator and the logistics of the process as outlined earlier in this document. The group feels that it is important to bring in someone with an outside perspective who has not previously been involved in these efforts within Sauk County. This person should be able to bring a fresh set of eyes to the group and facilitate from an unbiased position. This person will be responsible for coordination and management of this process, and following up with responsible people on individual tasks. They will keep the process moving forward and facilitate the resolution of conflicts as they arise. It is the goal of this process to have the Committee members take ownership of some of the tasks, which will help to reduce the costs of the process and create buy-in from those who will ultimately be implementing the plan. They will also be responsible for developing a plan for implementation once the process is complete, in order to move the entire program forward into the next phase. The anticipated cost range of this Consultant, based on the Scope outline above and without having solicited individual proposals (which may change the Scope and ultimately the anticipated budget), is \$10,000 - \$20,000.

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## Appendix E: Inventory of Non-Business Assets

This inventory is meant to be a starting point for gathering information about resources and events in Sauk County. It is not exhaustive and will continuously evolve. However, it should provide a place to start developing relationships and identifying potential collaborations.

### 1. Education

- University of Wisconsin Baraboo
- Madison College – Reedsburg Campus
- Reedsburg Area School District
- River Valley School District
- Baraboo Area School District
- Sauk Prairie Area School District

### 2. Recreational & Natural Resources

- a) Trails
  - i) 400 State Trail
  - ii) Devil’s Lake State Park
  - iii) Ferry Bluff State Natural Area
  - iv) Ice Age National Scenic Trail
  - v) Kiwanis River Walk
  - vi) Lower Wisconsin Riverway – Blackhawk Unit
  - vii) Mirror Lake State Park
  - viii) Natural Bridge State Park
  - ix) Parfrey’s Glen State Natural Area
  - x) Pewit’s Nest
  - xi) Sauk City Riverwalk
  - xii) Spring Green Preserve State Natural Area
  - xiii) Tower Hill State Park
  - xiv) Frank Lloyd Wright Biking Tour
  - xv) Merrimac Ferry Biking Tour
  - xvi) Devil’s Head Resort Area Trails
- b) Baraboo River
- c) Lake Redstone
- d) Dutch Hollow Lake
- e) Mirror Lake
- f) Organizations
  - i) Aldo Leopold Foundation
  - ii) Baraboo Range Preservation Association
  - iii) Citizens for Safe Water Around Badger
  - iv) Durward’s Glen
  - v) Driftless Area Land Conservancy
  - vi) Ferry Bluff Eagle Council
  - vii) Forest Stewards Guild

- viii) Friends of the 400 State Trail
- ix) Friends of Devil's Lake
- x) Friends of the Great Sauk Trail
- xi) Friends of the Lower Wisconsin River
- xii) Friends of Mirror Lake
- xiii) Ice Age Trail Alliance
- xiv) International Crane Foundation
- xv) Lake Wisconsin Association
- xvi) Mirror Lake Association
- xvii) Natural Resources Foundation of Wisconsin (lead tours in Sauk Co.)
- xviii) Pheasants Forever, Sauk County Chapter
- xix) Riverland Conservancy
- xx) Sauk Area Climate Awareness and Action
- xxi) Sauk County Sportsmen's Alliance
- xxii) Sauk Prairie Conservation Alliance
- xxiii) Sauk Prairie River P.A.L.
- xxiv) The Nature Conservancy - Baraboo Hills Office
- xxv) The Prairie Enthusiasts, Sauk Empire Chapter
- xxvi) Trout Unlimited, Aldo Leopold Chapter
- xxvii) Wisconsin Climbers Association
- xxviii) Wisconsin Society for Ornithology (own land in Sauk Co.)
- xxix) Wisconsin Woodland Owners Association (members in Sauk Co.)
- xxx) Flyways Waterfowl Museum
- g) Golfing
  - i) Baraboo Country Club
  - ii) Reedsburg Country Club
  - iii) Lake Wisconsin Country Club
  - iv) Fairfield Hills Golf Course
- h) Wisconsin Scenic ByWay
  - i) Rustic Road 49
  - j) Rustic Road 21
  - k) Merrimac Ferry

2. Agricultural & Culinary Resources

- a) All entities identified in the Sauk County Farm Connect Guide, published by UW Extension - Sauk County
- b) Carr Valley Cheese
- c) Driftless Glen Distillery
- d) Wollersheim Winery (Dane Co.)
- e) Baraboo Candy Company
- f) Farmers' Markets
  - i) Baraboo (Wednesday & Saturday 7:30am-1:00pm)
  - ii) Baraboo (Sundays 10am-3pm)
  - iii) Reedsburg (Fridays 11am-2:00pm)
  - iv) Spring Green (Saturdays 8am-12pm)
  - v) Sauk Prairie (Saturdays 8am-12pm)
  - vi) LaValle (Saturdays 8am-1pm)

3. Cultural Resources
  - a) Al. Ringling Mansion
  - b) Al. Ringling Theatre
  - c) American Players Theatre (Dane County)
  - d) Bonham Theatre
  - e) CAL Center Theatre
  - f) Circus World
  - g) Frank Lloyd Wright & Taliesin (Iowa County)
  - h) Ho-Chunk Nation
  - i) Merrimac Ferry
  - j) Norman Rockwell Display
  - k) Mid-Continent Railway Museum
  - l) Reedsburg Pioneer Log Village
  - m) River Arts on Water Gallery
  - n) Summerset Theatre
  - o) Tripp Heritage Museum
  - p) White Church Project (Iowa County)
  - q) Wisconsin Big Cat Rescue
  - r) Live Music
    - i) Baraboo Concerts on the Square (Thursdays 7pm)
    - ii) Devil's Lake Music in the Park (Last Sunday of the month 6pm)
    - iii) Devil's Lake Big Band Concerts (2<sup>nd</sup> & 4<sup>th</sup> Saturdays 7:30-10:30pm)
    - iv) Reedsburg Concerts in the Park (Wednesdays 6:30-8:30pm)
    - v) Sauk Prairie Riverway Concerts in the Park (Tuesdays in June 6:30)
  
4. Hospitals
  - a) Sauk Prairie Hospital
  - b) Reedsburg Area Medical Center
  - c) SSM Health, Baraboo
  
5. Unique Overnight Accommodations
  - a) Al. Ringling Bed & Breakfast, Baraboo
  - b) Parkview Bed & Breakfast, Reedsburg
  - c) Pine Grove Park Bed & Breakfast, Reedsburg
  - d) Valley Springs Farm Bed & Breakfast, Reedsburg
  - e) Pinehaven Bed & Breakfast, Baraboo
  - f) Inn at Wawanssee Point, Baraboo
  - g) Bowman's Oak House Bed & Breakfast, Baraboo
  - h) Hill Street Bed & Breakfast, Spring Green
  - i) Walking Iron Bed & Breakfast, Sauk City
  - j) Kraemer House Bed & Breakfast, Plain
  - k) Sugar Grove Bed & Breakfast, Plain
  - l) Bettinger House, Plain
  - m) September Farms Bed & Breakfast, Wonewoc

**Appendix F:**  
**Design Reedsburg: A Community Design Team Event**

# Sauk County

West Square Building  
505 Broadway, Baraboo WI 53913  
608.356.5581  
[www.co.sauk.wi.us.com](http://www.co.sauk.wi.us.com)

# DESIGN REEDSBURG

June 22, 2017

A Wisconsin Design Team Community Project

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## ACKNOWLEDGEMENTS

<b>Wisconsin Design Team</b>	Errin Welty	Patti Hulse
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Sam Dennis		Kari Walker
Ed Freer	<u>Facilitator</u>	
Steve Goltry	Jenny Erickson, UW	<u>Committee Members</u>
Mariah Goode	Extension Sauk County	Peggy Albert
Steve Grabow		Nick Bauer
Rob Graves	<u>Co-Chairs</u>	Robin Brenner
Beth Janetski	Brian Duvalle, City of	Ervin Borleske
Todd Johnson	Reedsburg	Stephen Compton
Anne Katz	Kristine Koenecke,	Dori Conlin
Daniel Lindstrom	Reedsburg Area Chamber of	Carrie Covell
Neil Reardon	Commerce	Andrew Denman
Julie Roth	Sarah Pittz	Cindy Dries
Kristin Runge		Zach Meyer
Nathan Sandwick	<u>Executive Committee</u>	Rita Montgomery
David Timmerman	Blake Duren	

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## 1.0 Background

The Community Design Team initiative is a relatively new program within the state coordinated and hosted by Todd Johnson at the University of Wisconsin Extension – River Falls. It is focused on creating resilient cities via a collaborative, grassroots process. This initiative is modeled from a program that has been in place in the State of Minnesota for several decades that has helped communities all over the state create a vision for their future.

The program works by bringing a group of volunteer professionals from around the Midwest to a community for an intense two day “design charrette.” In the months leading up to the event, the volunteer team collects information and data about the community, and attempts to understand the history and current challenges and opportunities within the community. Meanwhile, a local community team is busy with fundraising, planning the logistics of the charrette weekend, and gathering local support for the initiative.

After months of planning, the professional volunteers travel to the community to work collaboratively with local stakeholders to develop a vision for the community. During the weekend of the event, the first day is spent speaking with local stakeholders and touring the community to continue to gather information. This day is culminated by a community workshop in the evening where the entire community is invited to participate and provide their input. The second day is an intense workday by the Design Team spent developing recommendations, which are then presented at a public event later that evening.

This unique approach to community development minimizes the time spent planning and focuses instead on implementation, providing a variety of short- and long-term recommendations that are based directly on the priorities identified by the community. Another benefit to this process is the low cost, compared to the level of value that the community receives. The \$5,000 cost to participate covers the cost associated with conducting the event, but all of the professional Design Team members volunteer their time to participate. Hiring a person or professional firm to conduct the same type of exercise would cost substantially more, and would likely be out of reach for any small- to medium-sized community. Having the opportunity to access world-class assistance from these professionals is something that many communities would not otherwise be able to achieve. This format also allows the professionals to provide insight that isn’t under the restrictions of a paid contract, relieving the normal stress and expectations, rather making the event a fun interaction for all involved.

In 2016, in the City of Reedsburg, located in Sauk County, a small number of citizens, who called their small group ‘Placemaking 53959’, were discussing opportunities to make the City of Reedsburg a more vibrant community and brainstorming about a vision for the future. One of the members of this group attended a regional conference and witnessed a presentation by Todd Johnson from UW Extension that outlined the Community Design Team initiative. Knowing this initiative was in line with the discussions being held locally and might be an opportunity to explore further, she brought the idea back to the group,

who agreed and invited Todd to talk about the idea of hosting this event in Reedsburg. It was thought this might be a way of getting the entire community on board with the creation of a vision and creating momentum to focus on implementation.

## **2.0 Determining Feasibility**

In the fall of 2016, the Placemaking 53959 group invited Todd Johnson from UW-Extension to the City of Reedsburg to speak with the team and a small group of potential stakeholders about the Wisconsin Design Team program, process and intent. This provided the team with a better understanding of how the program worked and the opportunity to speak with Todd about whether this would be a good fit for the City of Reedsburg. Up until this point, the program had only worked with small communities of several thousand residents or less. With a population of approximately 10,000 people, there was concern about scaling up the program to meet the needs of the City. However, Todd felt this was achievable and voiced his excitement for the City to be a participant. At this time, it was determined that the Placemaking 53959 group would coordinate a community-wide public meeting and Todd would return to present the program to a larger group of stakeholders.

In order to host a successful event, it is necessary to have a larger number of community stakeholders contribute to the process. Contributions include not only substantial volunteer time, but also financial contributions and in-kind donations. Also, one of the key events during the Design Team weekend requires participation from the community to provide input into the process in order for the Team to develop a vision. Without adequate participation, the vision would be based on the ideas of only a few outspoken individuals, and may not accurately represent the desires of the community moving forward. Therefore, it was very critical that the Placemaking 53959 group feel comfortable that they would be able to generate enough excitement and support for the event before deciding to submit an application. The public meeting where Todd would present to the community would be critical for determining feasibility of participating.

The follow-up meeting was scheduled for December of 2016 and more than 100 stakeholders throughout the community attended to find out more about the Wisconsin Design Team program. A facilitated discussion at the end of that meeting determined that the attendees were excited about they heard and were eager to participate and bring the Team to the community. It was determined at this time that the Placemaking 53959 group would move forward with setting up a Committee and developing an application to UW Extension to be a host community for the Wisconsin Design Team in the Spring of 2017. Todd Johnson indicated that coordination of the event typically takes approximately six to eight months, but can be done in as little as four to six months if the team works efficiently. Initiating a volunteer committee in January meant the group would have approximately four months to coordinate and host the event, which was ultimately scheduled for May 4 - 7, 2017.

### 3.0 Planning & Logistics

A list of volunteers was gathered from the December community meeting of stakeholders interested in participating on a committee to prepare the application and coordinate the logistics of the event. Approximately twenty people signed up and the Design Reedsburg Committee was formed. Initially meeting during the second week of January, the Committee met on a weekly basis between January and the weekend of the event.

The Design Reedsburg Committee was divided into the following sub-groups:

- Lodging
  - o Lodging for all of the Wisconsin Design Team members is provided via donated homestays in local residences. This sub-committee was responsible for identifying the hosts and coordinating all logistics related to preparing for the homestays, as well as troubleshooting anything related to lodging during the event weekend.
- Public Events
  - o This sub-committee was responsible for coordinating all logistics related to the public events to be hosted during the event weekend. This includes the Community Potluck & Workshop on Friday night, as well as the Reveal of Recommendations on Saturday night.
- Youth Engagement
  - o UW Extension requires the process to include reaching out to youth within the community to engage in the process and provide input about what they'd like to see for the future of Reedsburg. This sub-committee was responsible for working with the local schools and completing these exercises.
- Presentations, Focus Groups & Community Tour
  - o The Design Team's first day within the community includes intense information gathering, including a round of presentations, three focus groups, as well as a comprehensive tour of the community. This sub-group was responsible for coordinating all of the participants and logistics of these events.

Each sub-committee assigned a leader who would also serve as a member of the Executive Committee.

The entire working Committee met twice a month, while the Executive Committee, which included the three co-chairs and those representing the leaders of each of the sub-committees, also met twice per month separate from the working committee. The agendas and minutes from each of the working committee meetings are included in Appendix A.

While the working committee was responsible for coordinating all of the logistics of the event weekend, the

Executive Committee was responsible for the overriding components of the project, including establishing and managing the budget, developing and executing a fundraising plan, and developing and executing a communications plan.

### **3.1 Budget & Fundraising**

The cost to the community for participating in the Wisconsin Design Team program is \$5,000. This basically covers the costs incurred to bring all of the Design Team members to the community and for materials utilized during the event weekend. All of the Design Team members volunteer their time to participate in the event, so the value associated with the amount of time contributed is substantially higher than the cost charged by the program. The initial \$5,000 was generated rather quickly upon determining that an application would be submitted for the program. Todd Johnson promotes the money for the program is raised via small donations through community-wide efforts, as a way of generating community support. However, there was so much support for participating in the program that large contributions were provided via four individual donations from major stakeholders, including:

- Sauk County Economic Development Committee (\$2,500)
- City of Reedsburg (\$1,000)
- Reedsburg Revitalization Organization (\$1,000)
- Reedsburg Area Chamber of Commerce (\$500)

An initial budget was outlined based on the needs for hosting a Design Team of 20 participants and all of the activities that would occur over the four days they would be visiting. The budget also included costs associated with communications and other necessary expenditures prior to the Design Team weekend. However, the actual costs for the project fluctuated throughout the entire planning process based on the in-kind contributions that were provided from community members and organizations. The initial budget identified approximately \$2,500 in additional costs to be covered for the project. As in-kind contributions were donated, out-of-pocket costs were ultimately reduced to \$1,235, as identified on the final budget worksheet. Through small-scale fundraising efforts, the Design Reedsburg Committee was able to raise \$1,870, which covered the costs incurred as well as provide seed money for implementation. Committee members were responsible for soliciting donations from local businesses as a means of raising these funds.

A copy of the final Design Reedsburg budget is included in Appendix B and is held electronically by the UW Extension Sauk County office.

### **3.2 Communications Plan**

The Executive Committee developed a Communications Plan to guide promotion of the event. This multi-faceted approach included development of a logo to create identity for the process, which was created by a volunteer on the Design Reedsburg committee. Digital communications were an important part of the

Communications Plan. A website was also created as a platform for information and a place for people to go to learn about the event. Facebook was utilized as a cost-effective way to reach a wide variety of people, and was updated several times each week throughout the duration of the planning process, as well as utilized heavily during the weekend of the event.

Non-digital forms of communication were also utilized, including monthly updates on News & Views on the local radio station, as well as monthly press releases in both the Reedsburg Independent and Reedsburg Times-Press newspapers. The media support throughout the process was very positive and they were eager to get information to the community about the Design Reedsburg event.

Communications also included developing a poster that was hung at businesses throughout the community, as well as Save-The-Date postcards and fliers that were provided to businesses, direct mailings, and students. These postcards were also distributed during large community events, including the downtown Wine Walk. Committee members also presented to civic organizations throughout the community about the intent of the event and to solicit participation.

A copy of the Communications Plan is included in Appendix C and is held electronically by UW Extension Sauk County. In addition to communications about the event, there were consistent communications via letters for fundraising, with the host families, and with businesses and organizations that were contributing to the event. Samples of these letters are included in Appendix D.

## **4.0 Community Support & Input**

There were a variety of opportunities to build community support and gather input throughout the planning process, in addition to the Design Team event weekend. Much of this support was gathered during the fundraising process and solicitation of donations for the Design Team weekend.

The first major opportunity for input occurred early in the planning process with distribution of a community-wide survey. The survey provided a list of approximately thirty community development and quality-of-life measures and allowed participants to indicate their level of desire and personal feelings about that particular aspect. Approximately 1,000 community members took the digital survey, which was an impressive response rate. The results of the survey are outlined in a presentation made by the Design Team and included in Appendix E.

The goal of the process was to gather diverse input from a broad spectrum of community members. Therefore, one targeted demographic was children and teenagers, since they are the future generations of the community. It was important to bring them into the discussion and encourage them to think about what it means to live in Reedsburg. Students of all ages, in both the public school district as well as the local parochial schools, were asked to partake in a variety of activities. Elementary-aged students were asked

to draw pictures of what they liked about their community, while middle school-aged students were asked to write essays about what they liked or didn't like about Reedsburg. High school students were asked to participate in the public survey, but were also asked to take pictures of features throughout the community that they considered positive or negative elements within the community. In addition, the video class at the high school compiled a video about these ideas. The student video, images and essays can be viewed on the project website at [www.designreedsburg.com](http://www.designreedsburg.com).

## 5.0 Design Reedsburg Event

The events of the Design Reedsburg weekend started on the evening of Thursday, May 4<sup>th</sup> and continued through Sunday, May 7<sup>th</sup> and included twenty-one volunteers from around the State of Wisconsin, as well as two participants from the State of Minnesota. The team was comprised of a variety of professionals, including a number of UW Extension representatives, architects, landscape architects, planners, economic development professionals, artists and illustrators.

### 5.1 Welcoming Reception

The Committee hosted a welcoming reception for the Wisconsin Design Team on Thursday, May 4<sup>th</sup>, at Corner Pub in downtown Reedsburg. As Team members arrived from all over the state, they were greeted with food and drinks, which were all contributed by the owner of Corner Pub. Name tags were distributed to all Team members, Committee members, and host families. The reception provided an opportunity for everyone to meet each other, and for the Team volunteers to meet their host families.

### 5.2 Presentations

The morning of Friday, May 5<sup>th</sup> began at the Fusch Community Center with three hours of presentations by community stakeholders. Presentations were conducted in a rapid-fire style, with each presenter having seven minutes to convey the most important pieces of information related to their topic. The intent of these presentations was to immerse the Design Team members very quickly in many different aspects of Reedsburg. These topics and presenters included:

TOPIC	PRESENTER
City Government & Services	Stephen Compton, City Administrator Steve Zibell, City Engineer

Public Health	Jodie Molitor Linda Olson
Economic Development	Kurt Muchow, Vierbicher Associates
Placemaking Initiative	Sarah Pittz
Education	Tom Benson, School District of Reedsburg Jim Falco, Madison College
Transportation & Safety	Brian Duvall, City Planner Tim Becker, Reedsburg Police Chief
Arts & Culture	Barb Mortimore, CAL Center Donna Neuwirth, Wormfarm Institute
Volunteerism	Orris Smith Tammy Koenecke
Communications	Brett Schuppner, Reedsburg Utility Commission Jeff Seering
Natural Resources	Art Shrader
Community Resources	Sue Ann Kucher, Reedsburg Public Library
History	Paul Wolter Lee Gnatzig
Quality of Life	Carla Mercer Joann Mundth Douglas
Recreation & Tourism	Jim Heuer, Reedsburg Parks Department Kristine Koenecke, Chamber of Commerce

### 5.3 Focus Groups

The Design Team had a working lunch meeting with focus groups at the Fusch Community Center. Focus groups included millennials, senior citizens, and business representatives. The volunteer committee was tasked with identifying stakeholders within the community who would be able to provide valuable insight

from specific viewpoints. These focus groups provided the Design Team with an hour to learn about the challenges and opportunities within the City from the perspective of different demographics and stakeholders. All of this input was then utilized by the Design Team to generate recommendations and ideas. The Fusch Community Center generously donated lunch for all of the Design Team and focus group participants.

## **5.4 Community Tour**

The School District of Reedsburg donated a school bus and a driver to provide the Design Team with a tour of the community. The intent of this tour was to provide the Design Team with a better understanding of the community and to provide a visual representation of all of the research and input they had heard thus far. Coordinated by one of the sub-committees, the Team spent approximately two hours riding around Reedsburg learning about features, infrastructure, challenges and opportunities related to community development and future growth. When the Design Team got to the downtown area, they got off of the bus and were guided on foot throughout the downtown to get a closer look at the buildings, infrastructure, and amenities. At the conclusion of this tour, the Design Team then proceeded to the Reedsburg Chamber of Commerce to have a Team meeting prior to the Community Potluck & Workshop.

## **5.5 Community Potluck & Workshop**

The most important event during the Design Team weekend is the Community Potluck & Workshop, which was held in the cafeteria of Webb Middle School. This community-wide event invites community stakeholders to provide their input and opinions about the City of Reedsburg in regards to challenges and opportunities for the future. It was critical to get broad and diverse participation in this workshop to ensure a wide variety of input. All of the communications over the previous four months had been aimed at encouraging people to attend this event. The Design Reedsburg event had approximately 150 people attend. While the volunteer committee budgeted for and purchased the main dish for the community potluck, attendees were encouraged to bring a side dish, salad or dessert to share.

Todd Johnson and the Wisconsin Design Team facilitated the public workshop. The format for the workshop included dividing all of the attendees up at their individual tables with one representative from the Wisconsin Design Team. Attendees were provided with four notecards to record their anonymous answers to four individual questions. The Team then asked attendees the following questions:

1. What is your favorite place in Reedsburg, and why?
2. Who would not feel comfortable in Reedsburg?
3. What needs to change and how could that occur?
4. What do you want to see in 20 years?

The Team then collected all of the written cards and anonymously exchanged them with different tables.

At each table, a Wisconsin Design Team representative recorded all of the comments for each questions as they were read out loud by people at their table. At the end of this exercise, all of the comments were recorded on large-format sticky paper, which were then all hung on the walls in the hallway.

Each attendee was provided with four sticky dots and asked to vote for their preferred answer under each individual question by placing a sticker next to it. Ultimately, this would demonstrate the priorities and preferences of the attendees, which would guide the discussion and creation of recommendations during the next day's working session.

## **5.6 Work Day**

At 8 a.m. on Saturday, May 6<sup>th</sup>, the Wisconsin Design Team met at the Reedsburg campus of Madison College for an intense workday. They would remain here for the next ten hours and work in groups to organize all of the information and input they had gathered the previous day. Their goal was to identify the community's top priorities and develop both short- and long-term recommendations to improve each of these priorities. Keeping in mind that Reedsburg is a much larger community than the Wisconsin Design Team has typically worked with, and the limited time restrictions, the professionals indicated after the event was over that remaining focused on only a couple of key areas was a challenge throughout the day. The target for the Design Team was to develop an analysis and recommendations to present to the community at a public presentation that same evening.

The Design Reedsburg Committee had coordinated with several organizations and businesses for donated snacks, lunch and dinner to be delivered to the Design Team as they were working.

## **5.7 Reveal of Recommendations**

After a long day of productivity, the Design Team presented all of their recommendations at a community-wide presentation at Webb Middle School on Saturday evening. Attended by approximately 50 members of the community, representatives from the Design Team presented their analysis of the community based on the information collected and all of the public input they had solicited. They then proceeded to review each of the drawings and recommendations they had created during the workday. The recommendations included a variety of small- and large-scale changes that would enhance local quality of life. The theme of the recommendations focused on creating connections, which is also a theme of the City's brand. An overview of the recommendations is outlined in Section 6.0.

After the presentation concluded, attendees were invited to convene in the hallway where all of the individual drawings were hung. The Design Team members who worked on each drawing were standing beside them to collect comments from the community, and where necessary, make revisions. Community members were also provided with the opportunity to sign up to participate in implementation moving forward.

At the conclusion of the event, Design Team and Committee members were invited to a reception hosted and contributed by Touchdown Tavern in downtown Reedsburg.

## 5.8 Farewell Breakfast

Hosted and contributed by one of the Design Reedsburg Committee Co-Chairs, an in-home farewell breakfast was held on the morning of Sunday, May 7<sup>th</sup>. While many Design Team members had returned to their own homes on Saturday evening after the public presentation of recommendations, approximately a dozen members stayed overnight with their host families. Prior to leaving town on Sunday morning, they convened to rehash the previous day's events, enjoy a breakfast and say good-bye.

## 6.0 Results

The Wisconsin Design Team developed a variety of short- and long-term recommendations which affect a variety of elements of community development that affect local quality of life, economic resiliency and sense of place. These recommendations were intended to respond to the priorities outlined by the community during the Public Workshop the previous evening, as well as those comments collected through the information gathering process of the previous day. They are intended to include some low-cost items that can be implemented very quickly and can help the community gain momentum, as well as higher-cost, more complicated implementation items that will require more extensive collaboration. A full copy of the presentation of recommendations is included in Appendix F.

An overview of recommendations includes:

- Creating opportunities for social connections, including public infrastructure for human interaction and starting a movement for little free libraries;
- Creating artist-designed crosswalks throughout the community, as seen currently in front of the Chamber of Commerce;
- Creating a better bicycle infrastructure throughout the community;
- Identifying sites for infill housing development, as well as four recommended housing formats that are currently lacking within the community;
- Restoring the historic facades within the downtown core and reducing the size of downtown awnings;
- Removing semi-truck traffic from the downtown core by rerouting truck traffic to the south side of the City;
- Making Main Street more pedestrian friendly via alternative cross-sections or with the addition of traffic-calming measures;
- Putting more attention on the Baraboo River and utilizing it as an amenity.

## **7.0 Moving Forward**

The Design Reedsburg Working Committee was comprised of a group of volunteers who convened to carry out the goal of successfully hosting and facilitating the Wisconsin Design Team event for the City of Reedsburg. After many months and hundreds of hours of volunteer efforts, that goal has been completed, and that particular Committee will no longer convene. The Committee held their final meeting on Tuesday, May 9<sup>th</sup> to review the efforts and results of the weekend and determine next steps. After this meeting, the group evolved to include a new mix of people who signed up to participate after the reveal of recommendations, as well as other stakeholders who had shown an interest in participating with implementation.

While this new committee has not yet met as of the drafting of this report, it will likely evolve to include a variety of groups focused on different areas of implementation. These groups may or may not include participation from the City of Reedsburg, depending on their focus and the types of projects they are charged with. But to be successful, every group will need to continue to work with stakeholders from across the City to build support and gain momentum.

Todd Johnson from UW Extension will be preparing a report of the event, which will be provided to the Committee as documentation of all efforts and recommendations. In addition, he will be getting in touch with the group approximately six months after the event to determine what has happened since the Design Team weekend. In theory, with some of the small-scale projects that were recommended, some of these projects may be implemented by then. UW Extension has also offered their continued support moving forward with provide resources and contacts, as needed, to assist with implementation and being successful with the vision that has been developed.

## **8.0 Opportunity for Sauk County Communities**

The Wisconsin Design Team project through UW Extension is relatively new within the State of Wisconsin; however, it provides a substantial opportunity for small communities with limited resources. Through a grassroots, community-led effort, it provides the opportunity for stakeholders to come together to create a vision for the future of their community. By providing external input, from non-biased participants, it also removes local politics that are often in place in small communities. Hearing recommendations from professionals who are not familiar with a community is going to be received much differently by community stakeholders than when it is presented from a local stakeholder. And by creating this vision via a condensed timeframe and under intense charrette conditions, it minimizes the fatigue often associated with traditional planning processes. Community members are able to quickly switch from planning for the event to planning actual projects. The Design Team always includes recommendations

that are considered “low-hanging fruit” that can be implemented quickly and for little cost to build momentum and show visual results that will get the community on board with these efforts.

The impact that the Wisconsin Design Team can have on a community is immense. The value of this program far exceeds the minimal cost incurred by the community, and also creates a larger network of resources for that community to reach out to in the future. By developing recommendations that create the greatest opportunity for success, the Wisconsin Design Team program is an ideal fit for Sauk County communities and they should be encouraged to participate. This is why it has been included as a recommended resource within “Making Sauk: A Place Plan.”

# **Appendix A: Agendas & Minutes of Design Reedsburg Working Committee Meetings**

# **Design Downtown Reedsburg (DDR) Meeting Agenda**

Monday, January 16<sup>th</sup> 5:30PM – 7:30PM

Reedsburg Public Library Community Room, 370 Vine Street

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- 5:30PM            **Welcome and Purpose for the Meeting**  
*Sarah Pittz Ganem, Placemaking 53959 and Sauk County Placemaking Planner*  
Important dates: WI Design Team Visit – May 4-6<sup>th</sup> and Design Downtown Reedsburg meeting dates  
– 1<sup>st</sup> and 3<sup>rd</sup> Tuesday of each month from 5:30PM to 7:30PM at the library.
- 5:45PM            **Walk through Design Wisconsin Workbook**  
*Todd Johnson, UW-Extension Land Use & Community Development Specialist via Google Hangout*
- 6:15PM            **DDR Workgroups Sign Up**  
*Jenny Erickson, Sauk County UW-Extension Community Development Educator*
- 6:45PM            **WI Design Team Application Process**  
*Jenny Erickson, Sauk County UW-Extension Community Development Educator*  
- Worksheet 1-5 (Complete worksheet 2 at the meeting)  
- Activity 1  
- Pay ½ of fee (\$2500)
- Who should we ask for letters of support?**  
\*Letters should be addressed to UW-Extension Community Vitality & Placemaking Team, but sent to Reedsburg Area Chamber of Commerce
- How should we communicate with Reedsburg area residents about this effort?**  
\*The DDR Exec workgroup will develop a detailed communication plan based on this feedback.
- 7:30PM            **Adjourn**

Next meeting date: February 7<sup>th</sup> from 5:30-7:30PM at the Reedsburg Library

# Design Reedsburg (DR) Meeting Agenda

Tuesday, February 7<sup>th</sup> 5:30PM – 7:30PM

Reedsburg Public Library Community Room, 370 Vine Street

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- 5:30PM            **Welcome and Introductions**  
*Sarah Pittz, Placemaking 53959 and Sauk County Placemaking Planner*  
Important dates: WI Design Team Visit – May 4-6<sup>th</sup> and Design Downtown Reedsburg meeting dates – 1<sup>st</sup> and 3<sup>rd</sup> Tuesday of each month from 5:30PM to 7:30PM at the library.  
Materials on Google Drive
- 5:40PM            **How does the Design Reedsburg Want to Make Decisions?**  
2/3 representation from exec workgroup and workgroup leads must be present then by majority vote???  
*Jen Erickson, Sauk County UW-Extension*
- 5:50PM            **Status on WI Design Team Application**  
*Kristine Koenecke, Reedsburg Area Chamber of Commerce*
- 6:10PM            **Review and Feedback on DR’s Budget & Communication Plan**  
*Sarah Pittz, Placemaking 53959 and Sauk County Placemaking Planner*
- 6:40PM            **Review and Feedback on Community Survey Outreach Plan** *Brian Duvalle, Planner, City of Reedsburg*
- 7:05PM            **Locations and Meeting Rooms for WI Design Team Visit**  
*Kristine Koenecke, Reedsburg Area Chamber of Commerce and Kari Walker, Touchdown Tavern*
- 7:15PM            **Review and Feedback on Focus Groups** (business leaders, senior citizens and ???)  
*Kristine Koenecke, Reedsburg Area Chamber of Commerce*
- 7:30PM            **Adjourn**

Next meeting date: February 21<sup>st</sup> from 5:30-7:30PM at the Reedsburg Library

### Executive Workgroup and Leads for Remaining Workgroups:

Sarah Pittz (Exec.), Brian Duvalle (Community Survey), Kristine Koenecke (Presentation), Zachary Meyer (Youth Engagement), Jeff Steinhorst (Lodging), Kari Walker (Community Events), Robert Cole, Blake Duren Patti Halse, Joann Mundth-Douglas, Donna Neuwirth, Jay Salinas, and Vicki Schulenburg.

Design Reedsburg Meeting Minutes  
Tuesday, February 7<sup>th</sup> 5:30-7:30 PM  
Reedsburg Public Library Community Room, 370 Vine Street

Welcome and Introductions. Sarah Pittz, Placemaking 53959 and Sauk County Placemaking Planner

- Important dates: WI Design Team Visit – May 4-6th and Design Downtown Reedsburg meeting dates – 1st and 3rd Tuesday of each month from 5:30PM to 7:30PM at the library.
- Materials on Google Drive. Sarah reviews Google Drive and the four folders she has set up. You do not need Google Drive to open them. Everyone on the email distribution list has permission to access the folders. There are letters of support all scanned in one document. Letters of support are still coming in and can continue to be added. Into another folder? The Chamber is acting as clearing house for the letters of support.

How does the Design Reedsburg Want to Make Decisions? Jen Erickson, Sauk County UW-Extension

- 2/3 representation from exec workgroup and workgroup leads must be present then by majority vote??? It is determined that if 2/3 of the Executive Team and Leaders or their proxy are present, a vote could be determined by majority vote of all present.

Status on WI Design Team Application. Kristine Koenecke, Reedsburg Area Chamber of Commerce

- The application is ready to send. February 8 was the goal to receive 30 letters of support and complete application. Kristine plans to mail the completed the application by the end. 29 letters of support have been submitted.
- Maps can be mailed to Bryan DuValle, City of Reedsburg

Review and Feedback on DR's Budget & Communication Plan. Sarah Pittz, Placemaking 53959 and Sauk County Placemaking Planner

- Budget: Received \$2500 from Economic Development Committee. Meets the application requirements however additional buy-in from the community would be indicated by many smaller donations. Sarah has developed a spreadsheet with the budgets for daily activities and projected expenses along with a breakdown of already sponsored line items. This is a fluid working document to outline what is still needed and where various support is coming from. There will be additional discussions regarding the anticipated budget needs at the next meeting
- Communication. How to get buy-in from the community. Posters, flyers? And how distributed?
  - Involvement by students with posters, recording of radio spots answering the questions what you like about Reedsburg and what Reedsburg could do better. With spring break approaching, any student involved activities would need to get underway in the next couple of weeks. Sarah will follow up with school district contact regarding what sort of permission is required from parents and district.
  - Nick of Disconsin is willing to develop a poster with Design Reedsburg mission and visit highlights to post around town and from that also some invitations with 4-5 talking points to be handed out directly by and to individuals. What else should be done in the way of way of printed material?
  - Social Media Management. Design Reedsburg will develop its own Facebook page separate from Place Making 53959. Hashtag Design Reedsburg in social media. Link to YouTube video. Develop a DesignReedsburg video?
  - Presentations to service organizations.
  - ssible YouTube video #DesignerReedsburg ToLinkSocialMediasU

Review and Feedback on Community Survey Outreach Plan Brian Duvalle, Planner, City of Reedsburg  
The survey is now available. Brian will email the group the link and a tag line. The survey will remain open until March 20. Online is the most efficient way to respond although paper copies will be available for those groups without online access. If printed surveys are circulated they should be completed, collected and returned and not left in unattended stacks. They shouldn't take more than 3-4 minutes to complete

Locations and Meeting Rooms for WI Design Team Visit. Kristine Koenecke, Reedsburg Area Chamber of Commerce and Kari Walker, Touchdown Tavern

Chamber will host the initial site on Thursday evening for an anticipated 50 to 60 people however if another venue is available that Chamber would prefer not to take on that obligation. The upstairs of the former Blue Heron/Associated Bank/Now LK Design is suggested but would require attendees to climb stairs. The Fusch Center is available on Friday. There is now a question of availability of Sacred Heart auditorium for the Friday night, so other venues should be explored...Madison College, Methodist Church, Middle School, High School? A Saturday meeting space is also needed -- a location with printers, copiers and other office machinery would be preferable...Vierbichers?

Review and Feedback on Focus Groups (business leaders, senior citizens and ???) Kristine Koenecke, Reedsburg Area Chamber of Commerce

Two focus groups are already established (Seniors and Business Leaders) and it is recommended that 3-4 should be determined as representative of Reedsburg. Another group or two might include...millennials age group 21 to 35, the disabled, ethnically diverse, rural township members.

Adjourn. For February 21 plan to further discuss host families, youth group photos, executive fundraising, committee plan updates, May 5 presenters, Design Reedsburg poster and invite, community rooms.

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References:

- Executive Workgroup and Leads for Remaining Workgroups: Sarah Pittz (Exec.), Brian Duvalle (Community Survey), Kristine Koenecke (Presentation), Zachary Meyer (Youth Engagement), Jeff Steinhorst (Lodging), Kari Walker (Community Events), Robert Cole, Blake Duren Patti Halse, Joann Mundth-Douglas, Donna Neuwirth, Jay Salinas, and Vicki Schulenburg
- Design Team introductory video: Link needed
- Video Possibility (Robert Cole): <https://youtu.be/ovOJB9g2YTw>
- Survey: link needed

# Design Reedsburg (DR) Meeting Agenda

Tuesday, February 21<sup>st</sup> 5:30PM – 7:30PM

Reedsburg Public Library Community Room, 370 Vine Street

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- 5:30PM            **Welcome and Introductions**  
*Sarah Pittz, Placemaking 53959 and Sauk County Placemaking Planner*  
Review and approve minutes from 2/7/17  
Status of WI Design Team application
- 5:40PM            **Design Reedsburg Communication Plan**  
*Sarah Pittz, Placemaking 53959 and Sauk County Placemaking Planner*  
Review DR Poster, Invitation, Facebook & Website
- 6:10PM            **Review DR's Budget & Fundraising Plan**  
*Sarah Pittz, Placemaking 53959 and Sauk County Placemaking Planner*
- 6:30PM            **Reports from Work Groups**
- **Approve Locations and Meeting Rooms for Visit**  
*Kristine Koenecke, Reedsburg Area Chamber of Commerce & Kari Walker, Touchdown Tavern*
  - **Status of Community Survey & Outreach Plan**  
*Brian Duvalle, Planner, City of Reedsburg*
  - **Status of Host Families and Thursday Reception**  
*Jeff Steinhorts, Lodging Work Group*
  - **Review Plan for Youth Pictures and Photos**  
*Zach Meyer, Youth Engagement Work Group*
  - **Review Initial list of Presenters for May 5<sup>th</sup>**  
*Kristine Koenecke, Presentation Workgroup*
- 7:30PM            **Adjourn**

Next meeting date: March 7<sup>th</sup> from 5:30-7:30PM at the Reedsburg Library

**Executive Workgroup and Leads for Remaining Workgroups (or proxy):**

Sarah Pittz (Exec.), Brian Duvalle (Community Survey), Kristine Koenecke (Presentation), Zachary Meyer (Youth Engagement), Jeff Steinhorst (Lodging), Kari Walker (Community Events), Robert Cole, Patti Hulse, Joann Mundth-Douglas, Donna Neuwirth, Jay Salinas, and Vicki Schulenburg.

Design Reedsburg Meeting Minutes  
Tuesday, February 21<sup>th</sup> 5:30-7:30 PM  
Reedsburg Public Library Community Room, 370 Vine Street

### **Welcome and Introductions**

The group went around the room with introductions.

### **Review and approve minutes from 2/7/17**

The 2/7/17 minutes were approved.

### **Status of WI Design Team application**

Kristine Koenecke stated that the application was sent in with about 31 support letters.

### **Design Reedsburg Communication Plan**

Nick Bauer presented several examples for a logo. Discussion was held on the different options, colors, and designs. The group favored the County and star logo but with different colors. Discussion was also held on the website status and developing posters to include the logo.

### **Review DR's Budget**

The proposed budget was reviewed. The initial \$5000 was raised but there will be a gap of several thousand dollars to cover the workshop expenses. Any budget requests should be sent to Sarah.

### **Reports from Work Groups**

#### **Locations and Meeting Rooms for DR Visit**

The meet and greet with the design team and their hosts will be held at Corner Pub. The schedule will also include the following:

- Friday noon – Fusch Center – no charge for center, maybe for food at this time
- Friday night at Webb MS
- Saturday at Madison College
- Saturday evening at Webb
- Saturday night at Touchdown Tavern
- Sunday morning at Sarah's house
- Reedsburg School district will cover the cost of using Webb MS

Discussion was held on having Tommy Lee Bychinski film the Friday evening workshop and include interviews.

### **Status of Community Survey & Outreach Plan**

Discussion was held on the survey and the term 'perception'. The executive committee made a change to the wording which Todd Johnson disagreed with. The group then asked for a re-wording while keeping the concept the same.

### **Status of Host Families and Thursday Reception**

Jeff Steinhorst reviewed the lodging status. Host families will need to provide certain meals and have a spare bedroom and bathroom. They have about 13 of the 20 needed at this point.

### **Review Plan for Youth Pictures and Photos**

Patti Halse and Vicki Schulenburg have appointments this week to meet with several schools and they may present to the school board. Discussion was held on high school photos and grade school drawings.

### **Discuss Options for Bus Tour**

Discussion was held on from who a bus could be reserved. Blake Duren is currently looking into options for it.

### **Adjourn**

The meeting was adjourned at 6:57PM.

Next meeting date: March 7<sup>th</sup> from 5:30-7:30PM at the Reedsburg Library

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#### References:

- Executive Workgroup and Leads for Remaining Workgroups: Sarah Pittz (Exec.), Brian Duvalle (Community Survey), Kristine Koenecke (Presentation), Zachary Meyer (Youth Engagement), Jeff Steinhorst (Lodging), Kari Walker (Community Events), Robert Cole, Blake Duren Patti Halse, Joann Mundth-Douglas, Donna Neuwirth, Jay Salinas, and Vicki Schulenburg

# Design Reedsburg (DR) Meeting Agenda

Tuesday, March 7<sup>th</sup> 5:30PM – 7:30PM

Reedsburg Public Library Community Room, 370 Vine Street

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5:30PM

## Welcome and Introductions

*Sarah Pittz, Placemaking 53959 and Sauk County Placemaking Planner*

Review minutes from 2/21/17

5:40PM

## Design Reedsburg Communication Plan

*Sarah Pittz, Placemaking 53959 and Sauk County Placemaking Planner*

Approve DR Poster, Invitation/Save the Date, Facebook & Website

Printing and Distribution of posters/cards

6:10PM

## Review DR's Budget & Fundraising Plan

*Sarah Pittz, Placemaking 53959 and Sauk County Placemaking Planner*

Donations from Design Reedsburg

6:30PM

## Reports from Work Groups

- **Review and Approve list of presenters for May 5<sup>th</sup>**  
*Kristine Koenecke, Reedsburg Area Chamber of Commerce*
- **Discuss Options for Bus Tour**  
*Blake Duren, Exec Workgroup*
- **Status of Community Survey Outreach**  
*Brian Duvalle, Planner, City of Reedsburg*  
*Survey closes on April 1<sup>st</sup>*
- **Status on Planning for Friday potluck and Saturday evening**  
*Robin Brenner & Kari Walker*
- **Status of Host Families and Thursday Reception**  
*Jeff Steinhorst, Lodging Work Group*
- **Status of Youth Pictures and Photos**  
*Zach Meyer, Youth Engagement Work Group*  
*Photos due to Todd on April 1<sup>st</sup>*

7:30PM

## Adjourn

Next meeting date: March 21<sup>th</sup> from 5:30-7:30PM at the Reedsburg Library

### Executive Workgroup and Leads for Remaining Workgroups (or proxy):

Sarah Pittz (Exec.), Brian Duvalle (Community Survey), Kristine Koenecke (Presentation), Zachary Meyer (Youth Engagement), Jeff Steinhorst (Lodging), Robin Brenner (Community Events), Robert Cole, Kari Walker, Patti Hulse, Joann Mundth-Douglas, Donna Neuwirth, Jay Salinas, and Vicki Schulenburg.

Design Reedsburg Meeting Minutes  
Tuesday, March 7<sup>th</sup> 5:30-7:30 PM  
Reedsburg Public Library Community Room, 370 Vine Street

Welcome and Introductions. Sarah Pittz, Placemaking 53959 and Sauk County Placemaking Planner

- Review minutes from 2/21/17.

Design Reedsburg Communication Plan. Sarah Pittz, Placemaking 53959 and Sauk County Placemaking Planner

- Approve DR Poster, Invitation/Save the Date. Posters are underway, and will be available for review at the next meeting They will be uploaded to Google drive and digitally available. The save the dates are printed, and can be taken for distribution tonight.
- Facebook & Website Printing and Website. The facebook page has been created—like it. Nick has an updated logo on the Facebook page. The estimate for a banner is out of the budget. Website discussion is tabled until later in the meeting. Facebook metrics can be improved by sharing and posting between 6-9 AM and 6-8 PM.
- Distribution of posters/cards. The save the date card time must be changed, (cross it out and write it in) The potluck is correct at 6 PM, but the design team presentation of results should be at 7 PM.
- Additionally: The Times Press has covered Design Reedsburg, staffers will go into the March utility bills, print copies of the survey are available at the Chamber and the Library and online to answer until April 1. Network at other events such as the upcoming Fire Department Spaghetti Supper, and the Police Association's Easter. *\$40 would be the cost to advertise in the Reedsburg Wine Walk brochure on April 28. There is a motion and a second to advertise in the wine walk brochure; motion carries.*

Review DR's Budget & Fundraising Plan Sarah Pittz, Placemaking 53959 and Sauk County Placemaking Planner Donations from Design Reedsburg

- Friday morning snack and lunch is going to be covered by RAMC
- Saturday at MATC is sponsored by Pizza Ranch able check to ours has pledged \$100 pretty brothers has pledged \$100. MATC we have 400
- Ask your friends and especially the businesses you frequent to pledge to this event. Able Trek has contributed \$100, Friede Brothers has pledged \$100
- \$6100 is the goal for fundraising, including in-kind donations. The spreadsheet of line items and sponsors will be updated
- Touchdown tavern is going to sponsor a trivia night on March 18 from 7 PM -10? \$200 is projected for Trivia teams, strip cards towards another \$500

Reports from Work Groups

Review and Approve list of presenters for May 5<sup>th</sup>. Kristine Koenecke, Reedsburg Area Chamber of Commerce

- Presenters to be confirmed, each presenter will provide a snapshots of the selected subject from their perspective, no "team/partner" prep is expected.
- Two focus groups are preestablished by the workbook, and another to be selected by the community. Three focus groups are recommended, four is a maximum. There is a discussion regarding the selection of groups and how to populate "Underrepresented Populations" It is

determined to establish “Millenials” as a third focus group, and to include representation of minorities, ethnic groups and other perceived as underrepresented populations within the three focus groups. “Work Here...Online” will also be absorbed into the established focus groups.

Discuss Options for Bus Tour Blake Duren, Exec Workgroup

- The bus tour as designed has been similarly routed previously and can be completed in approximately 1-1/2 hours. Any feedback regarding the points of interest can be made at the next meeting. The Bus and Driver has been sponsored.
- 

Status of Community Survey Outreach Brian Duvalle, Planner, City of Reedsburg Survey closes on April 1<sup>st</sup>.

- As reported above. A spike in responses from 180 – 700 could be in part due to the High School’s response.

Status on Planning for Friday potluck and Saturday evening Robin Brenner & Kari Walker

- Robin contacted the St. John’s Community Meal team since they provide a monthly meal to 150-200 attendees. They provide food, milk, water, juice for \$300. Kari plans to meet with the Fire Department whether they might supply a spaghetti supper and what it would cost. The discussion results a decision to explore providing a main course/sandwich provided by Design Reedsburg with other potluck dishes provided by attendees.

Status of Host Families and Thursday Reception Jeff Steinhorst, Lodging Work Group

- Currently working on a menu and numbers for Thursday night’s reception at Corner Pub. Housing has 16 confirmed hosts and 11 maybe hosts with 20 design team members in need of housing. A survey will go out to inventory any special requirements regarding allergies, pet concerned, and mobility issues

Return to website presentation:

- Cindy presents a current draft of the website. Updates and changes are discussed to implement. Cindy will obtain domain and publish. She is looking for photos. Photos can be emailed to [cindy.j.dries@gmail.com](mailto:cindy.j.dries@gmail.com)

Status of Youth Pictures and Photos Zach Meyer, Youth Engagement Work Group Photos due to Todd on April 1st 7:30PM

- Middle school 7-8 grade classes to create a composition project in which they will write persuasive letters of 300-500 words
- Tech Ed will create a video of likes, improvements (won’t be ready until mid-April)
- Elementary students will provide art pieces
- Sacred Heart and St Peter’s 7-8 grade will contribute photos
- Culver’s will donate certificates for students who participate, this is not presented as a pre-incentive, but as a post-reward.

Adjourn. Next meeting date: March 21th from 5:30-7:30PM at the Reedsburg Library

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References:

- Executive Workgroup and Leads for Remaining Workgroups: Sarah Pittz (Exec.), Brian Duvalle (Community Survey), Kristine Koenecke (Presentation), Zachary Meyer (Youth Engagement), Jeff Steinhorst (Lodging), Kari Walker (Community Events), Robert Cole, Blake Duren Patti Halse, Joann Mundth-Douglas, Donna Neuwirth, Jay Salinas, and Vicki Schulenburg
- Survey: [https://uwex.co1.qualtrics.com/jfe/form/SV\\_5gKryh0jc1BSGR7](https://uwex.co1.qualtrics.com/jfe/form/SV_5gKryh0jc1BSGR7)
- <https://www.facebook.com/designreedsburg/>

# Design Reedsburg (DR) Meeting Agenda

Tuesday, March 21<sup>st</sup> 5:30PM – 7:30PM

Reedsburg Public Library Community Room, 370 Vine Street

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5:30PM

## Welcome and Introductions

*Sarah Pittz, Placemaking 53959 and Sauk County Placemaking Planner*  
Review minutes from 3/7/17

5:40PM

## Design Reedsburg Communication

*Sarah Pittz, Placemaking 53959 and Sauk County Placemaking Planner*  
Share Design Reedsburg website  
Distribution plan for posters

6:10PM

## Review DR's Budget & Fundraising Status

*Sarah Pittz, Placemaking 53959 and Sauk County Placemaking Planner*

6:30PM

## Reports from Work Groups

- **Community Survey Outreach – Final push**  
*Brian Duvall, Planner, City of Reedsburg*  
*All paper surveys to Haley @ UWEX ASAP*  
*Survey closes on April 1<sup>st</sup>*
- **Review Youth Pictures and Photos (Activity 3)**  
*Zach Meyer, Youth Engagement Work Group*  
*Photos/Map due to Todd on April 1<sup>st</sup>*
- **Approve Presenters, Focus Group Invitees, and Tour Route**  
*Kristine Koenecke, Reedsburg Area Chamber of Commerce*
- **Status of Host Families and Thursday Reception**  
*Jeff Steinhorst, Lodging Work Group*
- **Status of Friday potluck and Saturday evening**  
*Robin Brenner & Kari Walker*

7:30PM

## Adjourn

Reserve May 9<sup>th</sup> for Design Team post-weekend Meeting 5:30-7:30 @ Library  
Next meeting date: April 4<sup>th</sup> from 5:30-7:30PM at the Reedsburg Library

### Executive Workgroup and Leads for Remaining Workgroups (or proxy):

Sarah Pittz (Exec.), Brian Duvall (Community Survey), Kristine Koenecke (Presentation), Zachary Meyer (Youth Engagement), Jeff Steinhorst (Lodging), Robin Brenner (Community Events), Robert Cole, Kari Walker, Patti Hulse, Joann Mundth-Douglas, Donna Neuwirth, Jay Salinas, and Vicki Schulenburg.

**Design Reedsburg  
Minutes of the Bi-weekly Meeting of the Design Reedsburg Planning Committee  
Working Meeting  
March 21, 2017  
5:30 Pm PM**

**Location of Meeting:**

Reedsburg Public Library  
370 Vine St  
Reedsburg, Wisconsin 53959

**Present at Meeting:** Joann Mundth-Douglas, Erv Borleske, Jay Salinas, Kristine Koeneke, Brian Duvalle, Sarah Pittz, Donna Neuwirth, Vicki Schulenburg, Rita Montgomery, Kari Walker, Sori Conlin, Nick Baurer, Peggy Albert, Andrew Denman, Claire, Steve Compton

**Absent from Meeting:**

The regular meeting of the Design Reedsburg Planning Committee Working Meeting of Design Reedsburg was called to order at 5:30 PM on March 21, 2017 at Reedsburg Public Library by Sarah Pittz.

**I. Approval of Agenda**

The agenda for the meeting was distributed and unanimously approved.

**II. Review of Previous Minutes**

The minutes of the previous meeting were reviewed and unanimously approved.

**III. Consideration of Open Issues**

1. Member Introductions
2. Communication Plan
  - a) Cindy Dries was not able to attend meeting but is/will continue to work on DR website.
  - b) Andrew will update posters for Design Reedsburg Community Potluck and Workshop. Posters will be distributed the first week of April. 125 - 11 x 17 posters will be printed at a cost of \$48.00.
  - c) Kristine Koenecke will be speaking about D R at the Rotary meeting 3/22/17
  - d) Donna Neuwirth will be speaking about DR at Networking for Success.
  - e) per Brian Utility Flyer will be enclosed in Reedsburg residents utility bill later this week.
  - f) Sarah will email an electronic version of the "Save the Date" postcard for members that wish to print.
  - g) Joann expressed concerns about privacy/anonymity when someone wishes to post a SWOT analysis photo on Facebook. Photos can be emailed to Sarah and she can post pictures or provide to our Design Team.
  - h) "Save the Date" postcards and posters will be available at the Reedsburg Uncorked Wine Walk on April 28th, Reedsburg Fireman's Spaghetti Supper on April 25th, Buckthorn Roundup at Webb Park/Popple Nature Center each Saturday in April and Jeff Seering's retirement party.

3. Budget & Fundraising
  - a) Per Kari Walker \$670 was raised for DR at Touch Down Tavern's Trivia Night. (Thank you Kari and Mike!)
  - b) \$100 donation from Able Trek Tours was received since last meeting.
  - c) Per Sarah Pittz once the \$2500 is received from Sauk County our fundraising total is \$6070. This is just \$200 short of our goal/budgeted needs.
  - d) DR will continue to actively request donations as we will need funds to proceed with projects after the DR event. Checks are to be made out to the City of Reedsburg.
  - e) Sarah Pittz will post "Thank you/Reminder" letter template in Google Drive. Each committee is asked to use this template to send to their donors as it would be challenging for one person to be expected send all.
  
4. Community Survey  
Brian Duvall
  - a) 760 surveys have been completed to date.
  - b) Survey deadline is March 20th. Paper surveys should be returned to Brian ASAP so they can be entered into the online version.
  
5. Youth Engagement
  - a) Zach Meyer was unable to attend but reported to Andrew that things are progressing as planned.
  - b) Regarding the "What do I love about my town" pictures. Vicki stated that she is not getting as much participation from grade schools as she had hoped. She will continue to ask for participation from teachers and students.
  
6. Presentation/Focus Groups/City Tour  
Kristine Koenecke
  - a) Kristine has contacted presenters. Most have responded and are excited to be a part of the DR event. Kristine will have the list of presenters by the next meeting.
  - b) Kristine has started contacting Focus Group individuals, she will continue making contact.
  - c) Brian will plot a map for the Design Team's city tour.
  - d) There was some discussion on whether Senator Marklein and Representative Brooks should be invited to speak during the presentation portion of the event. It was decided that it best to invite them as community members to participate in the process but not as the area's political representatives.
  
7. Lodging  
Joann Mundth-Douglas  
Jeff Steinhorst was unable to attend, Joann spoke for the committee.
  - a) Preliminary list of Design Team has been sent to Sarah. There will likely be 23 to 25 team members to secure lodging for. Lodging committee is confident that there will not be a shortage of hosts.
  - b) Sarah will forward information about the Design Team lodging requests to the committee, i.e. allergies, smoker, gender, etc..
  - c) There was some discussion about what the host is asked to provide for their team guest in regards to breakfast foods and accommodations.
  - d) A letter will be created for host family to give them info about their DT guest.

8. Large Community Events

RE: Friday evening Community Potluck

a) Dori received an estimate from Viking Village for sliced hot turkey & ham served with mini buns. We initially were looking at serving 200 but following discussion will increase to enough sandwiches for 250. Meat and buns will cost approximately \$300.

b) Touch Town will donate mustard and mayo packets

c) Paper products (plates, napkins, cups & forks) is estimated to cost \$65. There should be enough paper products to cover the community potluck and the weekend of provided meals/snacks for the DT.

Donna will check to see if Worm Farm has any extra plates that they can donate.

d) Dori will contact Webb Middle to find out seating capacity of commons area and if the tables are an adult friendly size.

e) Check Advance in Reedsburg has donated 30 cases of bottled water for the event.

f) DR will provide water and lemonade at potluck. Event posters will state that Ham & Turkey sandwiches, water & lemonade will be provided. If able community is asked to bring a salad or dessert to share.

#### **IV. Consideration of New Business**

1. Wrap-Up Meeting

Sarah Pittz

Tue, May 9, 2017

5:30 pm at Reedsburg Public Library

A wrap up meeting to discuss the previous weekend's event and our Design Team's vision and summary report for our community.

#### **V. Agenda and Time of Next Meeting**

The next meeting will be held at 5:30 PM on April 4, 2017 at:

Reedsburg Public Library

370 Vine St

Reedsburg, Wisconsin 53959

The agenda for the next meeting is as follows:

Design Team Members

Community Presenters

Focus Groups

The meeting was adjourned at 7:00 PM by Sarah Pittz.

Minutes submitted by: Dori Conlin

Minutes approved by:

# Design Reedsburg (DR) Meeting Agenda

Tuesday, April 4<sup>th</sup> 5:30PM – 7:30PM

Reedsburg Public Library Community Room, 370 Vine Street

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5:30PM

## Welcome and Introductions

*Sarah Pittz, Placemaking 53959 and Sauk County Placemaking Planner*  
Review minutes from 3/21/17

5:40PM

## Design Reedsburg Communication

*Sarah Pittz, Placemaking 53959 and Sauk County Placemaking Planner*  
Share Design Reedsburg website  
Distribution plan for posters

6:00PM

## Review DR's Budget & Fundraising Status

*Sarah Pittz, Placemaking 53959 and Sauk County Placemaking Planner*

6:15PM

## Reports from Work Groups

- **Community Survey Outreach – Final push**  
*Brian Duvall, Planner, City of Reedsburg*  
*All paper surveys to Haley @ UWEX ASAP*  
*Survey closed on April 1<sup>st</sup>*
- **Review Youth Pictures and Photos (Activity 3)**  
*Zach Meyer, Youth Engagement Work Group*  
*Photos/Map due to Todd on April 1<sup>st</sup>*
- **Approve Presenters, Focus Group Invitees, and Tour Route**  
*Kristine Koenecke, Reedsburg Area Chamber of Commerce*
- **Status of Host Families and Thursday Reception**  
*Jeff Steinhorst, Lodging Work Group*
- **Status of Friday potluck and Saturday evening**  
*Robin Brenner & Kari Walker*

7:30PM

## Adjourn

Reserve May 9<sup>th</sup> for Design Team post-weekend Meeting 5:30-7:30 @ Library  
Next meeting date: April 18<sup>th</sup> from 5:30-7:30PM at the Reedsburg Library

### Executive Workgroup and Leads for Remaining Workgroups (or proxy):

Sarah Pittz (Exec.), Brian Duvall (Community Survey), Kristine Koenecke (Presentation), Zachary Meyer (Youth Engagement), Jeff Steinhorst (Lodging), Robin Brenner (Community Events), Robert Cole, Kari Walker, Patti Hulse, Joann Mundth-Douglas, Donna Neuwirth, Jay Salinas, and Vicki Schulenburg.

# Design Reedsburg Planning Committee Meeting

Minutes Working Meeting April 18, 2017 at 5:30 pm  
Reedsburg Public Library

**Present at the meeting:** Donna Neuwirth, Cindy Dries, Vicki Schulenburg, Patty Halse, Robin Brenner, Ervin Borleske, Joann Mundth Douglas, Marti Prorok, Kistine Koenecke, Dori Conlin, Brian Duvlle and Sara Pittz

I. 4/4/17 DR Planning Committee meeting minutes approved.

## II. Budget Report

- a. Sauk Co Economic Development still committed to the \$2500, process moving slowly.
- b. Contributions to date are at approximately \$6670. Budgeted need is at approximately \$6000.

## III. Walk through DR Weekend

- a. Worksheet (9) handout of the walk through for the DR weekend events.
- b. Discussion from committees of what is planned, set, and what still needs to be confirmed. When and where committee members are asked to attend and assist throughout the weekend.
- c. Tristin Rothwell has been asked and will take pictures at the May 5<sup>th</sup> DR Community Potluck & Workshop.

## IV. Youth Pictures and Photos

- a. Have collected art/drawing from area schools. Sacred Heart students and staff have been the major contributing participant in the project. Patty and Cindy will post a few of the pieces on the DR website.

## V. Charettes – Display and preservation

- a. Discussion as to where and how to display Design Team charettes at the May 6th presentation at Webb Middle School. Likely in the main entrance just off the commons area.
- b. Discussion as to how best to display and preserve the charrettes for years to come. Erv will provide large pieces of cardboard to create a portfolio for now. Plan is to have them laminated as budget allows.

## VI. DR Event Promotion in final weeks

- a. Unable to promote event at the Reedsburg Fire Department's Spaghetti Supper.
- b. There will be a press release in local papers, Cindy will continue to update DR website. <http://designreedsburg.com/>
- c. Reminder that google drive has all previous communications, minutes, worksheets etc.
- d. Reminders for committees to send Thank You/reminder letters to their contributors soon / one to two weeks prior to the event.

Next meeting for DR Committee Leads is Tuesday, April 25, 2017 at 5:30 pm at the Reedsburg Public Library

Next meeting for Planning Committee is Tuesday, May 2, 2017 at 5:30 pm at the Reedsburg Public Library

May 9, 2017 at 5:30 pm at the Reedsburg Public Library. DR Planning Committee Post Weekend Follow-up and review of the Design Teams recommendations for our community.

Submitted by Dori Conlin

# Design Reedsburg (DR) Meeting Agenda

Tuesday, May 2<sup>nd</sup> 5:30PM – 7:30PM

Reedsburg Public Library Community Room, 370 Vine Street

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- 5:30PM            **Welcome and Introductions**  
*Sarah Pittz, Placemaking 53959 and Sauk County Placemaking Planner*  
Review minutes from 4/18/17
- 5:35PM            **Design Reedsburg Communication**  
*Sarah Pittz, Placemaking 53959 and Sauk County Placemaking Planner*  
Check in on efforts to promote the May 5<sup>th</sup> event (posters, postcards, flyers)
- 5:45PM            **Thank you letters to Donors/Contributors**  
*Sarah Pittz, Placemaking 53959*
- 6:00PM            **Review Workshop Program**  
*Sarah Pittz, Placemaking 53959*
- 6:15PM            **Review Volunteer Roster**  
*Jenny Erickson, Sauk County UWEX*
- 6:45PM            **Reports from Work Groups**
- **Final Community Event Check-In**  
*Kari Walker, Community Event Work Group*
  - **Final Lodging Check -In**  
*Joann Mundth-Douglas, Lodging Work Group*
- 7:15PM            **What are we forgetting?**
- 7:30PM            **Adjourn**  
Next meeting date: May 9<sup>th</sup> for Design Team Post-weekend Meeting 5:30-7:30 @  
Library

**Executive Workgroup and Leads for Remaining Workgroups (or proxy):**

Sarah Pittz (Exec.), Brian Duvalle (Community Survey), Kristine Koenecke (Presentation), Zachary Meyer (Youth Engagement), Jeff Steinhorst (Lodging), Robin Brenner (Community Events), Robert Cole, Kari Walker, Patti Hulse, Joann Mundth-Douglas, Donna Neuwirth, Jay Salinas, and Vicki Schulenburg.

# Design Reedsburg Planning Committee Meeting

Working Meeting May 2, 2017 at 5:30 pm  
Reedsburg Public Library

**Present at the meeting:** Donna Neuwirth, Jay Salinas, Cindy Dries, Vicki Schulenburg, Patty Halse, Robin Brenner, Ervin Borleske, Joann Mundth Douglas, Marti Prorok, Kistine Koenecke, Dori Conlin, Brian Duvlle and Sarah Pittz, Rita Montgomery, Jenny Erickson and Claire

- I. **Sarah Hill** w/Blue Cherry Art Studio has a city mural (4' x 7') she would like to promote at the Fri evening workshop. Her hope/plan is to sell the mural to raise funds for a second mural that will be placed on the outside of her studio. Sarah will have a one page letter available for community at the workshop.

## II. Communication

- a. <http://designreedsburg.com/> website address
- b. Sarah completed an interview with Tommy Lee, it will air on local access several times daily this week.
- c. Kristine will be on News and Views Thursday morning on WRDB

## III. Thank You Letters

- a. Reminders to committees to send out your Thank You letters to donors & contributors

## IV. Workshop Program

- a. Proofed and edited the program for Friday evening's Community Workshop

## V. Review Volunteer Roster

- a. Reviewed volunteer availability over the event weekend and their contact info

## VI. Work Groups Reports

- a. **Housing**
  1. Thursday evening meet and greet at the Corner Pub
  2. Pete will have everything set up; will not need DR team to assist with prep.
  3. DR committee members should arrive no later than 7:00 pm to be available to help if needed, greet WI Design Team members and host families.
- b. **Potluck & Workshop**
  1. Committee will arrive at Webb Middle at 4:00 pm to start set up, ask that other DR committee members arrive by 5:00 pm to assist, continue set up and prepare to greet community as they arrive for the "main event" potluck and workshop.

NEXT MEETING: May 9, 2017 at 5:30 pm at the **Reedsburg Rec Center** at 134 S Locust St (across street from library, lower level of City Hall). DR Planning Committee Post Weekend Follow-up and review of the WI Design Teams recommendations for our community.

Submitted by Dori Conlin

## **Design Reedsburg (DR) Meeting Agenda**

Tuesday, May 9<sup>th</sup> 5:30PM – 7:30PM

Reedsburg Public Library Community Room, 370 Vine Street

---

- 5:30PM            **Welcome and Introductions**  
*Sarah Pittz, Placemaking 53959 and Sauk County Placemaking Planner*  
Review minutes from 5/2/17
- 5:35PM            **Review Status of Thank you letters to Donors/Contributors**  
*Sarah Pittz, Placemaking 53959 and Sauk County Placemaking Planner*
- 5:45PM            **Design Reedsburg Debrief**  
*Jenny Erickson, Sauk County UWEX*
- 6:45PM            **Next Steps**  
*Jenny Erickson, Sauk County UWEX*
- 7:30PM            **Adjourn**  
Next meeting date?

**Executive Workgroup and Leads for Remaining Workgroups (or proxy):**

Sarah Pittz (Exec.), Brian Duvalle (Community Survey), Kristine Koenecke (Presentation), Zachary Meyer (Youth Engagement), Jeff Steinhorst (Lodging), Robin Brenner (Community Events), Robert Cole, Kari Walker, Patti Hulse, Joann Mundth-Douglas, Donna Neuwirth, Jay Salinas, and Vicki Schulenburg.

# Appendix B: Design Reedsburg Budget

**Design Downtown Reedsburg Budget 2017**

CATEGORY/ITEM	DETAILS	PROVIDED BY	COST/ VALUE	CASH OR IN- KIND	ACTUAL COST
<b>PROGRAMMING COST</b>					
\$2,500 DEPOSIT		RRO, Chamber of Commerce	\$2,500	CASH	\$2,500
\$2,500 BALANCE		Sauk County	\$2,500	CASH	\$2,500
<b>SUBTOTAL:</b>			<b>\$5,000</b>		<b>\$5,000</b>
<b>PRE/POST WORKSHOP ACTIVITIES</b>					
Paper copies of community survey			\$100	UWEX will make copies	\$0
Promotion & Media	125 copies of poster by Econoprint		\$45		\$45
Youth Engagement Materials	SWOT photos; letters of support from teachers		\$0		\$0
Wine walk add			\$40		\$40
Utility Stuffer	Reedsburg		\$0		\$0
Honorarium for photographer for Friday and Saturday public	turned down honorarium and donated her services.)		\$100	IN KIND	\$0
Honorarium for photographer for Friday day events	Bill Schuette		\$50		\$50
<b>SUBTOTAL:</b>	<b>Vicki will ask Tristin</b>		<b>\$145</b>		<b>\$85</b>
<b>LODGING</b>					
Guest #1			\$225	IN KIND	\$0
Guest #2			\$225	IN KIND	\$0
Guest #3			\$225	IN KIND	\$0
Guest #4			\$225	IN KIND	\$0
Guest #5			\$225	IN KIND	\$0
Guest #6			\$225	IN KIND	\$0
Guest #7			\$225	IN KIND	\$0
Guest #8			\$225	IN KIND	\$0
Guest #9			\$225	IN KIND	\$0
Guest #10			\$225	IN KIND	\$0
Guest #11			\$225	IN KIND	\$0
Guest #12			\$225	IN KIND	\$0
Guest #13			\$225	IN KIND	\$0
Guest #14			\$225	IN KIND	\$0
Guest #15			\$225	IN KIND	\$0
Guest #16			\$225	IN KIND	\$0
Guest #17			\$225	IN KIND	\$0
Guest #18			\$225	IN KIND	\$0
Guest #19			\$225	IN KIND	\$0
Guest #20			\$225	IN KIND	\$0

Guest #21			\$225	IN KIND	\$0
<b>SUBTOTAL:</b>			<b>\$4,725</b>		<b>\$0</b>
<b>THURSDAY, MAY 4TH (Evening Reception for Design Team Members and Host Families)</b>					
Room for Reception	No AV equipment needed	Corner Pub	\$250	IN KIND	\$0
Food for Reception	60 people @ \$4/person (Hot sandwiches, salad, veggie)	Corner Pub	\$500	IN KIND & CASH	\$250
Beverages for Reception	Beer, wine and soda	Corner Pub	\$250	IN KIND	\$0
Supplies	Plates, Napkins, Glasses, Silverware, Garbage Bags		\$65	CASH	\$65
Supplies for Reception	Name Tags/lanyard for design team and DR team	Chamber and Vicki	\$10	IN KIND	\$
<b>SUBTOTAL:</b>			<b>\$1,075</b>		<b>\$315</b>
<b>FRIDAY, MAY 5TH</b>					
Room for Presentations	Requires seating for 20+	FUSCH CENTER	\$75	IN KIND	\$0
AV Equipment for Presentations	Projector, computer, microphone	FUSCH CENTER	\$0	IN KIND	\$0
Moderator for Presentations	Kristine	Chamber	\$0	IN KIND	\$0
Refreshments for Presentations	Coffee & Breakfast Snacks	FUSCH CENTER	\$100	IN KIND	\$0
Room for Focus Group #1		FUSCH CENTER	\$0	IN KIND	\$0
Lunch for Focus Group #1	Assume \$10 per person: 12-15 people	FUSCH CENTER	\$150	IN KIND	\$0
Room for Focus Group #2		FUSCH CENTER	\$	IN KIND	\$0
Lunch for Focus Group #2	Assume \$10 per person: 12-15 people		\$150	IN KIND	\$0
Room for Focus Group #3		FUSCH CENTER	\$0	IN KIND	\$0
Lunch for Focus Group #3	Assume \$10 per person: 12-15 people	FUSCH CENTER	\$150	IN KIND	\$0
3 Sets of Flip Charts & Markers for Focus Groups		UWEX	\$25	IN KIND	\$0
Transportation for City Tour and driver	80 Fund	Reedsburg School District (Tom Benson)	\$250	IIN Kind	\$0
Develop/Print Maps for Tour Route	City of Reedsburg		\$10	IN KIND	\$
Identify a Tour Guide	Kristine and Donna		\$0	IN KIND	\$0
Potential AV Equipment for Tour		UWEX	\$0	IN KIND	\$0
Design Team meeting		Reedsburg Chamber	\$0	IN Kind	\$0
Refreshments/SNACKS for Design Team		(veggie, fruit, water/soda) Patti?	\$50	In Kind?	\$0
Room for Community Workshop		WEBB MIDDLE SCHOOL	\$300	IN KIND	\$0
Tables & Chairs for Workshop		Included	\$0	INCLUDED	\$0
Food for Workshop	250 sandwiches	Kari Walker	\$300		\$300

Beverages for Workshop	Water donated. Checking on cost for lemonade.		\$0		\$0
Plates/Napkins/Glasses/Silverware			\$65		\$65
Insurance for Friday and Saturday Community Events	Sauk County UWEX		\$25	In Kind	\$0
Paper/Marker Materials for Workshop		UWEX	\$0		\$0
Tommy Lee Video on Fri and Sat			\$200		\$200
<b>SUBTOTAL:</b>			<b>\$1,850</b>		<b>\$565</b>
<b>SATURDAY, MAY 6TH</b>					
Working Room for Design Team	Tables/Chairs; Room to Spread Out	Madison College	\$0	IN KIND	\$0
Supplies for Design Team	Trace paper; flip charts; markers; pens; etc.	UW Extension	\$0		\$0
COFFEE & Morning SNACKS for Design Team	Assume up to 20 people	KK and BD	\$100	IN KIND	\$50
LUNCH for Design Team	are being donated and delivered.	by West Side Business Association	\$200	IN KIND	\$0
DINNER for Design Team	Assume \$15 per person, up to 20 people	Pizza Rance	\$150		\$0
Refreshments/SNACKS for Design Team	Assume up to 20 people	KK	\$100	IN KIND	\$100
Room for Community Presentation		Webb Middle School	\$175	IN KIND	\$0
AV Equipment for Presentation	Computer, Projector, Microphone	Webb Middle School	\$	INCLUDED	\$
Supplies for Presentation	Comment Cards, Pens, Name Tags	UW Extension	\$10	IN KIND	\$
Post-Event Refreshments		Donated & Hosted by Touchdown Tavern	\$200	IN KIND	\$0
<b>SUBTOTAL:</b>			<b>\$935</b>		<b>\$150</b>
<b>SUNDAY, MAY 7TH</b>					
Breakfast for Design Team	Assume up to 25 people @ \$7.50/person.	Donated & Hosted by Sarah Pittz	\$188	IN KIND	\$0
			\$		\$
<b>SUBTOTAL:</b>			<b>\$188</b>		<b>\$0</b>
<b>OTHER</b>					
Lamination of Drawings			\$120		\$120
<b>SUBTOTAL:</b>			<b>\$120</b>		<b>\$120</b>
<b>TOTAL</b>			<b>\$14,038</b>		<b>\$6,235</b>

# Appendix C: Design Reedsburg Communications Plan

*1. Who are we trying to communicate with?*

The Design Downtown Reedsburg initiative is intended to involve all residents, business representatives, organizations and stakeholders who have an interest in the current status or future vision of our community. Therefore, we are trying to reach a very broad range of people who have a diverse set of personal or professional interests. These stakeholders represent all age categories, all ethnicities, all affiliations, and have a broad set of reasons for wanting to be involved. With such a diverse population, we must use a broad cross-section of communication techniques and styles to reach these stakeholders.

*2. What are we trying to communicate?*

Up through the weekend of the event, we are trying to promote the charrette and the importance of involvement, and recruit people to participate in the activities of that weekend. We need to raise awareness about why this event is important, as well as demonstrate the opportunity that it could provide to the community. By helping people understand the why and how, hopefully we can create an emotional connection between them as residents or business owners and the importance and influence of their opinion on the future of the City. It is our intent to create buy-in and ownership of this process within the community and demonstrate the necessity of their participation to its success.

On the weekend of the event, it is important to regularly communicate what is happening, to keep people up to speed on the activities that are occurring and how the plans are being developed. This will help to create ownership in the process and demonstrate that what is developing is based on the input and perspectives of those people who are contributing to the process.

*3. How are we going to communicate with different groups of stakeholders?*

The methods of communication outlined below will be used throughout the planning process and during the weekend event. The specific scheduling of individual communication efforts is outline in the calendar below, in addition to the focus of each of those efforts.

- a. Press Releases
- b. Newspaper Coverage (Brian issuing press releases)
- c. Local radio station (Sarah to contact Tom DeMean)
- d. Local TV station (Who will coordinate with Tommy Lee?)
- e. Event Website (Sarah to coordinate with Cindy)
- f. Social Media: Develop a separate FB page (Sarah to coordinate/manage)
  - a. Use of #designreedsburg
- g. City's Website (Brian)
- h. Other municipal websites (Town of LaValle)
- i. Posters (Disconsin to design)
- j. Save-the-Date Postcard (Disconsin to design)
- k. Presentations to community groups
  - a. Rotary (KK)
  - b. Kiwanis (KK)

- c. Lion's Club (KK)
  - d. Knights of Columbus (Sarah)
  - e. American Legion (Brian)
  - f. Jaycees (Sarah)
  - g. VFW (Brian)
  - h. RIDC (Brian)
  - i. Networking for Success (Vicki)
  - j. RRO (Kari)
  - k. Common Council (Brian)
  - l. Churches
  - m. Reedsburg Women's Club (KK)
- l. Word of mouth
- m. Manned table at Viking Village distributing info/surveys (Who? When?)

**COMMUNICATIONS CALENDAR**

Item	Responsible Party	Start Date	End Date	Cost	Distribution	Status
<b>JANUARY</b>						
Get info on City website	Brian			N/A		Complete
Draft & issue press release about process and event	Brian	1/25/17		N/A	Sent to media on 1/27	R-T-P Article: 2/1/17; Indy: 2/2/17
<b>FEBRUARY - MARCH</b>						
Develop logo	Nick	2/8/17	2/21/17			Complete
Develop promotional poster	Brian/ Nick	2/8/17	2/21/17			Complete
Develop Save-the-Date postcard	Nick	2/8/17	2/21/17		Who will print? Get cost estimates.	Complete
Interview on News & Views	Kristine	3/2/17				Complete
Food Fair Farmers Mkt	Jay	3/4/17				Complete
Electronic Survey about best way to convey info	Kristine	3/8/17				Complete
Save the date and survey link in Utility bill to residents and businesses (4000)	Brian	3/6/17	3/20/17		\$400	Complete
Develop electronic Save-the-Date for e-mailing	Nick/ Sarah	2/28/17	3/7/17			Complete
E-mail		3/7/17				Complete

Save-the-Date to listserve						
Develop website	Cindy	2/25/17	3/7/17			Being drafted
Investigate video creation w/ high school	Sarah	2/8/17	2/21/17			
Social media updates	Sarah	3x/wk		N/A		
Set up presentations with local organizations	All	2/24/17		N/A		Completed by end of March
Distribute save the date at Business after 5 at Arts Link	Joann	3/2/17				Complete
Print and distribute promotional posters	All	3/8/17	3/20/17		Econoprint	Complete
Press Release with status & updates	Brian	3/15/17				Article Published
Continue present to local organizations	All	3/15/17	4/15/17			
<b>APRIL</b>						
Distribute poster		4/1/17	4/8/17			Complete
E-mail link to social media calendar		4/17/17				Complete
Press release to media	Brian	4/19/17				Complete
Interview on News & Views	Kristine	4/28/17				
Social Media Updates	Sarah	3x/wk				Complete
Potential street banner	Patti will look into					Not Happening
Distribute Save the date at Fire Dept spaghetti Dinner	Kari Sarah Kristine	4/25/17	4/25/17			Not Happening
Ad in Wine Walk brochure	LK Design	4/28/17			\$40	Complete
Poster Distribution Downtown	Peggy	4/14/17				Complete

Industry East Side/banks Towns West Side Rock Springs/North Freedom Lands End City locations	Brian Robin  Erv Vicki  Jay  Kristine ???					
Create one page doc to send home home with school kids	Kristine	4/11/17				Complete
Distribute to all local schools	Robin and Brian	4/18/17				Complete
Courtyards newsletter to mobile home park	Robin	4/15/17				Complete
Lands End and RAMC, MATC internal newsletter	Kristine	4/15/17				Complete
Table tent at Deli Bean & Corner Pub	Joann	4/15/17				
Table tent at Touchdown	Kari	4/15/17				Complete
<b>EVENT WEEKEND</b>						
Recording by local TV station						
Interview with local radio	Todd & Sarah?					
Social media updates						
<b>POST EVENT WEEKEND</b>						

**PRESENTATIONS COMPLETED**

GROUP	DATE	PRESENTER
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Reedsburg Area Historical Society	2/14/17	Kristine Koenecke
RRO	2/16/17	Kristine Koenecke
Rotary	3/22/17	Kristine Koenecke
Networking for Success		Vicki Schulenburg

VFW  
 American Legion  
 Lions Club  
 Knights of Columbus  
 Kiwanis  
 Women's Club

Brian  
 Brian  
 Brian  
 Vicki  
 Kristine  
 Donna

**Appendix D: Communications by Design Reedsburg  
Executive Committee**

# DESIGN REEDSBURG

• Community Collaboration •

(Date), 2017

West Side Business Association  
c/o Vicki Schulenburg  
Reedsburg, WI 53959

Re: Design Reedsburg Contribution

Dear West Side Business Association Members,

On behalf of the Design Reedsburg Committee and all of its volunteers, we'd like to extend a large thank you for your contribution to help make the Design Reedsburg event a success. The Design Reedsburg initiative, in cooperation with UW Extension, will allow the City of Reedsburg to create a community-based vision for its future as well as develop a strong network of support moving forward. We are gearing up for a large network of professional volunteers to help us craft that vision, and the contribution you've provided is so important to making this event a success. ***Your donation can be dropped off at Madison College, located at 300 Alexander Avenue in Reedsburg, at 11:45am on Saturday, May 6<sup>th</sup>.***

If you haven't saved the date on your calendar yet, please reserve the evening of **Friday, May 5<sup>th</sup>** for the **Community Potluck and Workshop**. This event will be held at *Webb Middle School at 6:00pm* and will provide an opportunity for interested stakeholders to provide their input to the professional design team, which will help guide the creation of their implementation strategies. Sandwiches and beverages will be provided, but we encourage attendees to bring a side, salad or dessert to contribute to the community potluck. The design team will then present those recommendations on **Saturday, May 6<sup>th</sup>** at *7:00pm at Webb Middle School*. Any stakeholders interested in the future of Reedsburg are encouraged to attend both events.

If you should have any questions about the program or events moving forward, please do not hesitate to contact one of the Design Reedsburg Co-Chairs. Again, we cannot thank you enough for your support!

Sincerely,

Design Reedsburg (Insert Committee Name Here)  
(List of Committee Members)

*Join the movement @designreedsburg on Facebook!*

# DESIGN REEDSBURG

• *Community Collaboration* •

BE A PART OF CREATING A VISION FOR  
THE FUTURE OF REEDSBURG

## COMMUNITY POTLUCK AND WORKSHOP

WEBB MIDDLE SCHOOL • FRIDAY, MAY 5<sup>TH</sup> • 6:00 p.m.

Serving Hot Ham & Turkey Sandwiches

REFRESHMENTS, PLATES, AND UTENSILS PROVIDED

PLEASE BRING A SIDE, SALAD, OR DESSERT

## PRESENTATION OF DESIGN TEAM RECOMMENDATIONS

SATURDAY, MAY 6<sup>TH</sup> AT 7:00 P.M.  
WEBB MIDDLE SCHOOL

*DESIGN REEDSBURG is a local initiative, in cooperation with UW-Extension, to bring a volunteer team of design professionals to the Reedsburg community. This design team will be comprised of professionals from various fields, including architecture, city planning, economic development, engineering, and many others, to create a vision for our community moving FORWARD.*

FOLLOW THE COMMUNITY COLLABORATION EFFORT BY FOLLOWING [DESIGN REEDSBURG](#)  
ON FACEBOOK AND VISIT US ON THE WEB AT [DESIGNREEDSBURG.COM](http://DESIGNREEDSBURG.COM)



# DESIGN REEDSBURG

• Community Collaboration •

## YOUR INPUT IS NEEDED!

Design Reedsburg is a local, grassroots initiative, in cooperation with UW Extension, to bring a volunteer team of design professionals to Reedsburg from May 4<sup>th</sup> through May 7<sup>th</sup> to gather information, assess existing conditions, and create a vision for Reedsburg moving forward. This team, comprised of architects, planners, landscape architects, economic development professionals, and others, will work with us intensely over these three days to create a variety of initiatives for implementation.

This process encourages everyone who is interested in the future of Reedsburg to participate. Friday night's workshop will allow you to provide input about your desires for Reedsburg, while Saturday's reveal of recommendations will outline what the Design Team develops as ideas that might be realized.

## SAVE THE DATES

### Community Potluck & Workshop

**FRIDAY, MAY 5TH**

WEBB MIDDLE SCHOOL  
6:00PM

During this community workshop, the Design Team wants to hear about what is important to YOU for the future of Reedsburg. Your input will be critical to the development of their recommendations.

*Main course provided. Please contribute a side dish, salad or dessert, if you are able.*

### Design Team Reveal of Results

**SATURDAY, MAY 6TH**

WEBB MIDDLE SCHOOL  
7:00PM

After an intense day of developing ideas, the Design Team will present all of their recommendations to the community at this event. The recommendations are intended to include a wide variety of ideas, some of which can be implemented quickly and easily, while others will be longer-term visions.

*Join the movement @designreedsburg on Facebook!*

**Appendix E: Wisconsin Design Team Presentation of Recommendations**

Reedsburg

connected



Reedsburg(2017)

Design Wisconsin Team

extension



Reedsburg(2017)

Design Wisconsin Team





Paul Wolter

CITY OF REEDSBURG  
INTENSIVE SURVEY  
A History of Reedsburg, WI



**Reedsburg(2017)**  
Design Wisconsin Team





**Reedsburg(2017)**

Design Wisconsin Team





**Reedsburg(2017)**  
Design Wisconsin Team





**Reedsburg(2017)**

Design Wisconsin Team



## Favorite Place in Reedsburg

- Downtown – Walkable amenities and shopping
- City Parks
- Baraboo River

## What needs to change?

- Utilize Baraboo River
- Need non-sport activities for kids
- Shop local
- Business development on west side



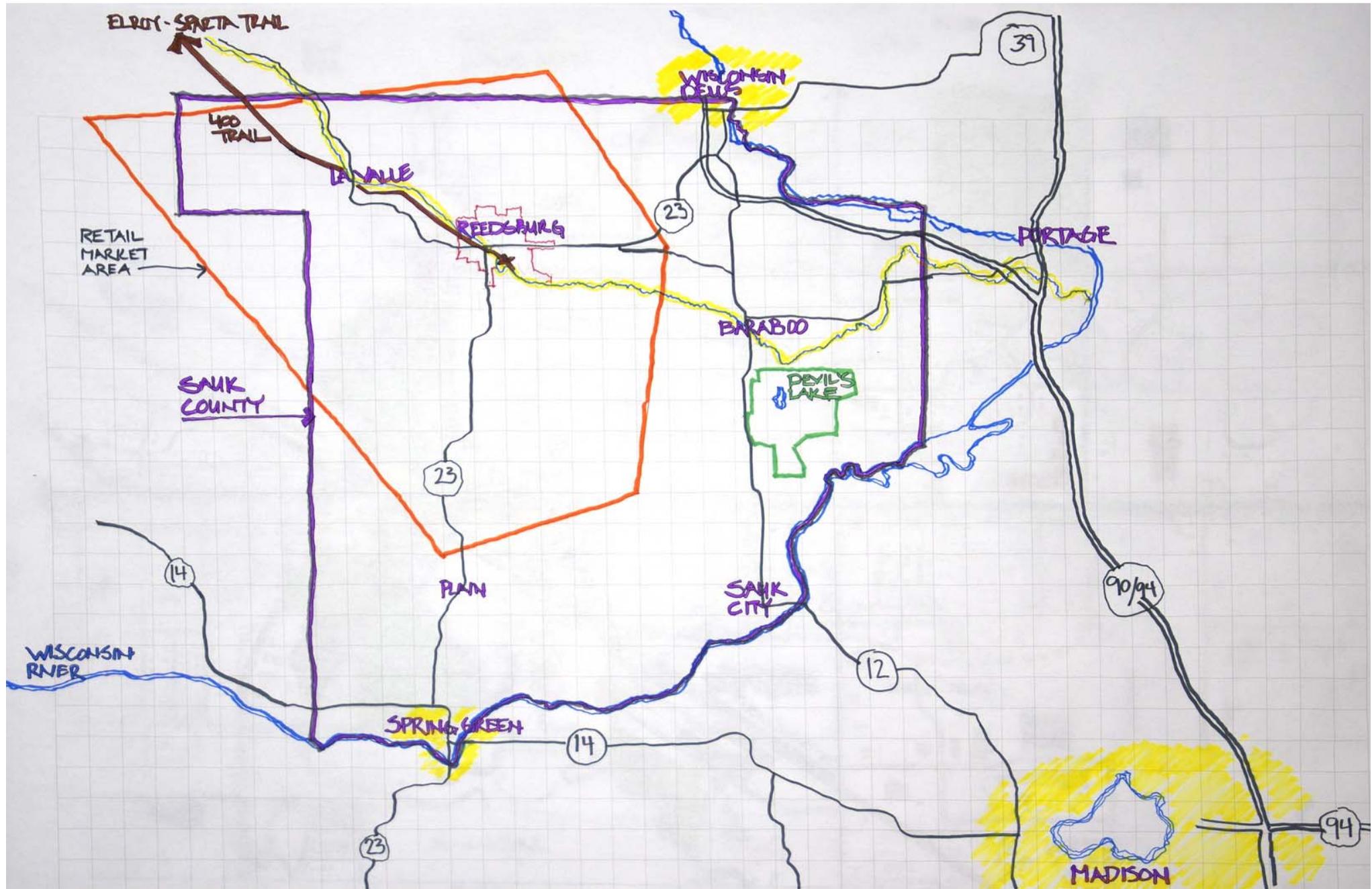
# Who wouldn't feel comfortable living in Reedsburg and what can be done?

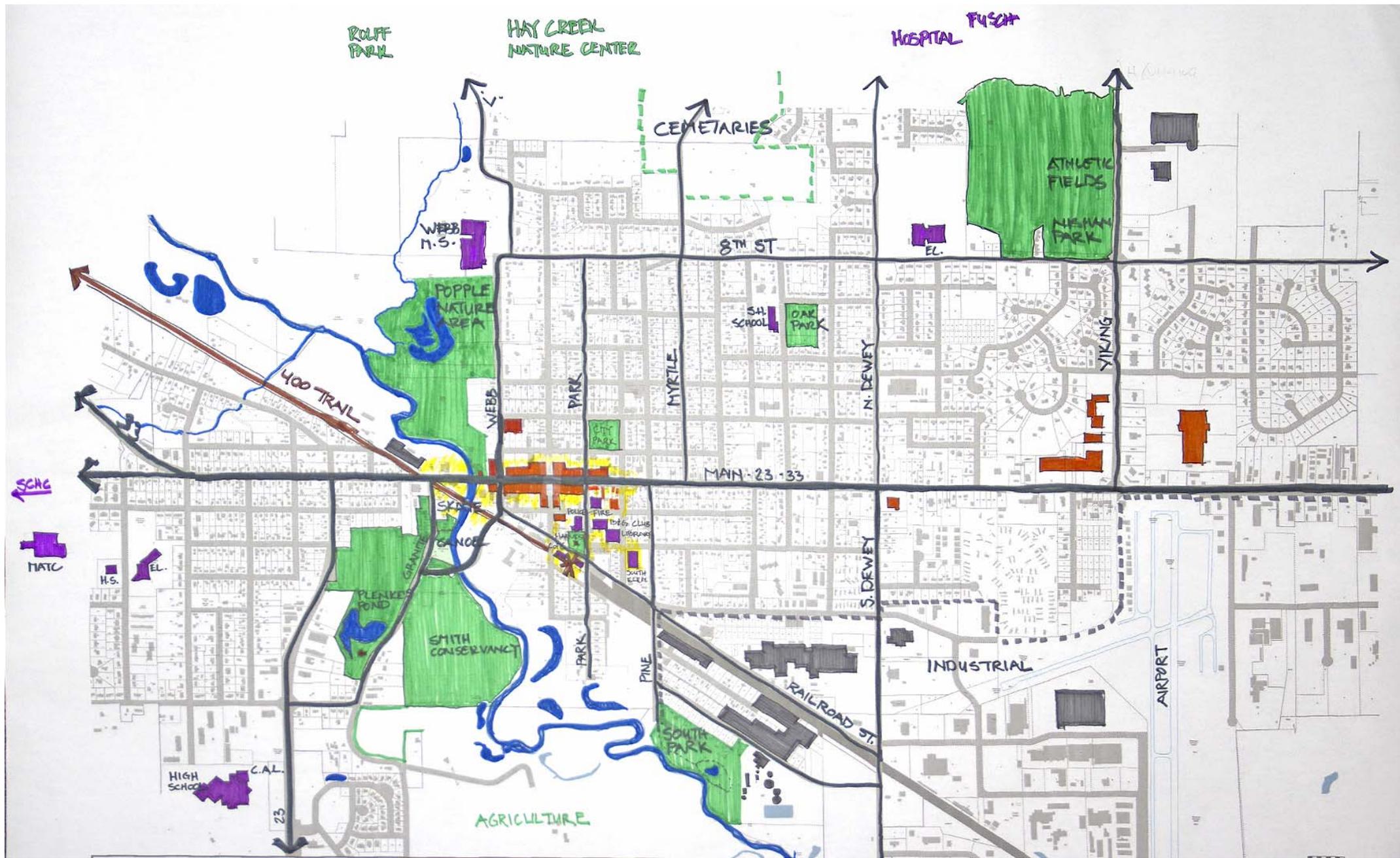
- Minorities
- Middle-aged, educated
- Young professionals
- City people

# 20 years from now what would you like to see?

- Riverwalk and trails connected across town
- More developed west side
- More manufacturing, better pay and benefits to keep young kids here







# Connecting: People



**Reedsburg**(2017)

Design Wisconsin Team



# Connecting Community Assets

- Beautiful environment
- Caring community
- Community-based connections to build upon
- Fiber-optic internet



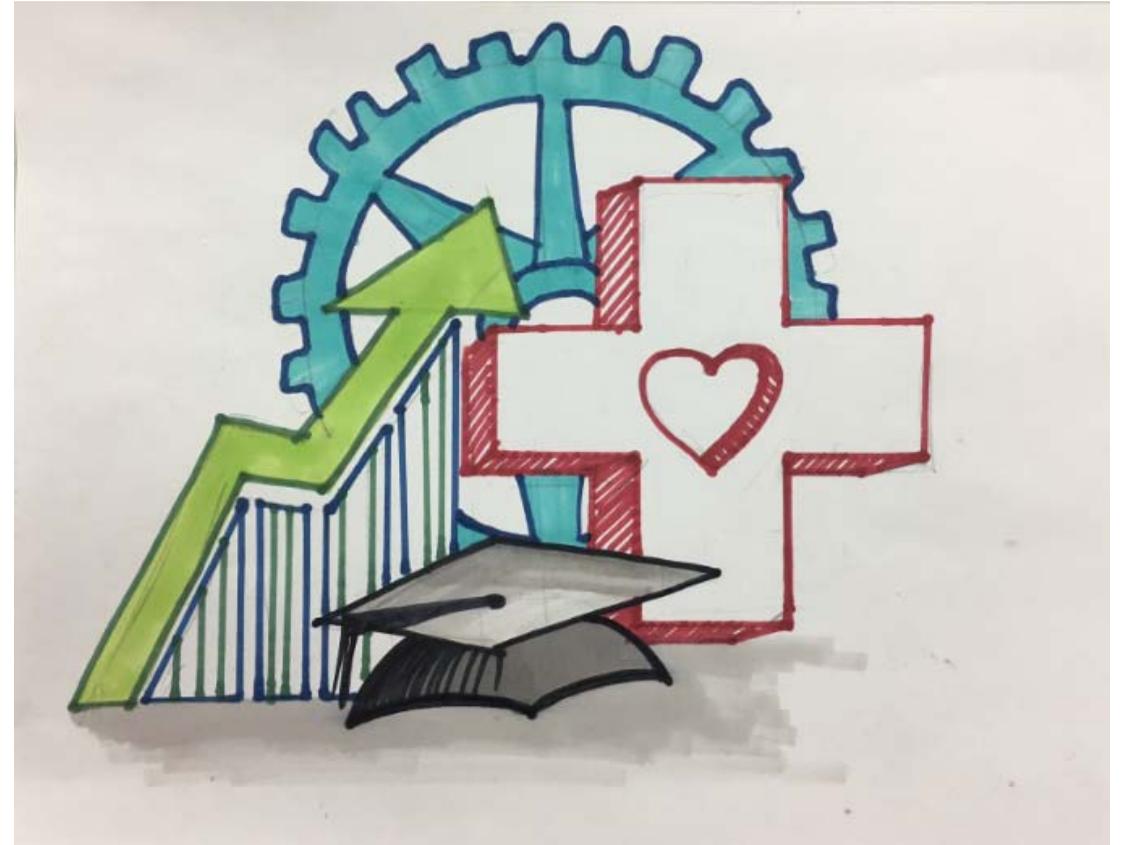
<http://bit.ly/2pNFIhn>

*Add This ...  
Little Free Library*



# Connecting Organizations

- East, west, and downtown business coalition
- Business/Education/Health coalition
- Service club coalition



*Add This ...  
Mentoring Program  
Ambassador Program  
Volunteer Center*



Reedsburg(2017)

Design Wisconsin Team

extension

# Connecting Newcomers

*Add This ...*

- *Newcomer's Club*
- *Young Professionals*
- *Volunteer Center*
- *Coffee Shop/3<sup>rd</sup> Place*



**Reedsburg**(2017)

Design Wisconsin Team

extension

# Connecting Families

*Add This ...*

- *Evening and weekend programming, activities*
- *Volunteer Center*
- *More day care centers (hospital? senior center?)*



Reedsburg(2017)

Design Wisconsin Team

extension

# Connecting Teenagers

*Add this ....*

- Connecting with peers: “third spaces”
  - “Disorganized” sports (e.g., climbing wall, trampoline)
  - Outdoor fire pit/hang out space (riverfront)
  - Coffee shop
  - Take down skate park fence; add benches & bathrooms



Reedsburg(2017)

Design Wisconsin Team

extension

# Connecting Teenagers

*Add this ....*

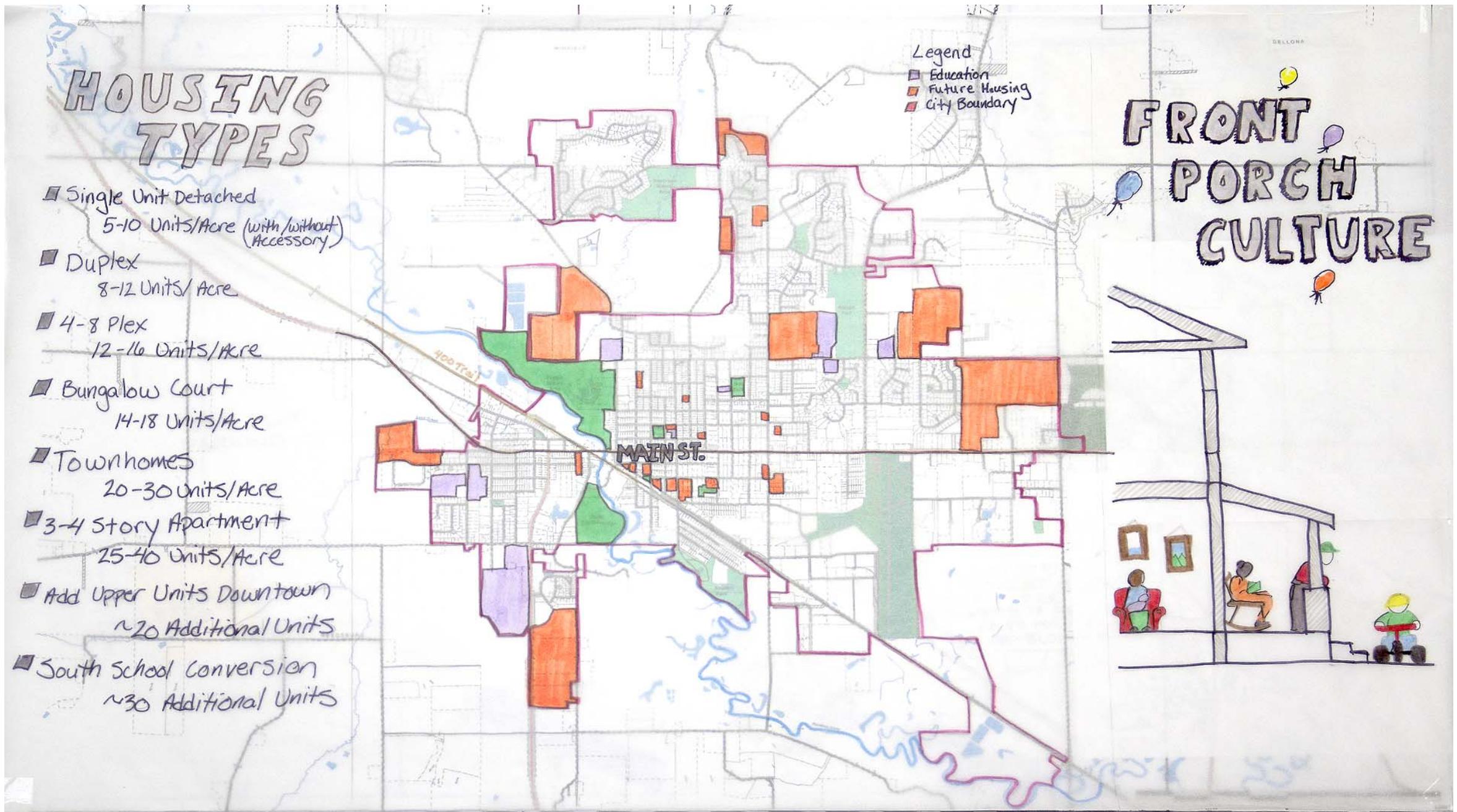
- Connect with “elders”
  - Mini-mentoring program
  - Oral history project with seniors, veterans



Reedsburg(2017)

Design Wisconsin Team

extension



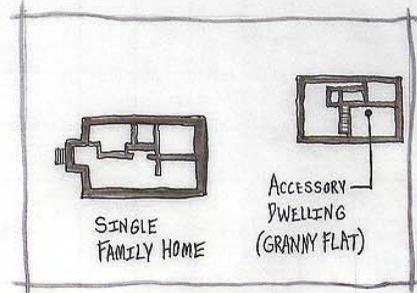
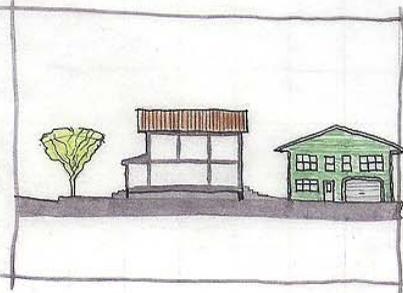
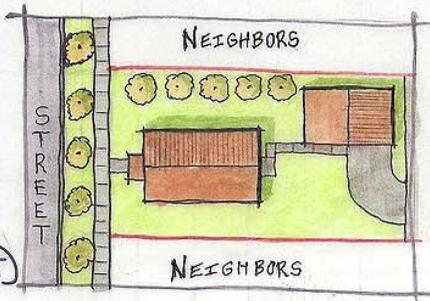
Reedsburg(2017)

Design Wisconsin Team

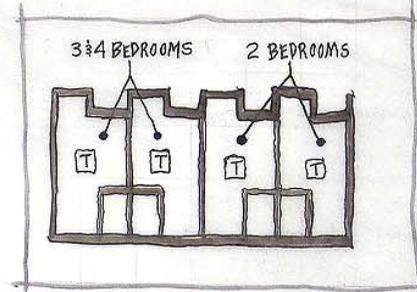
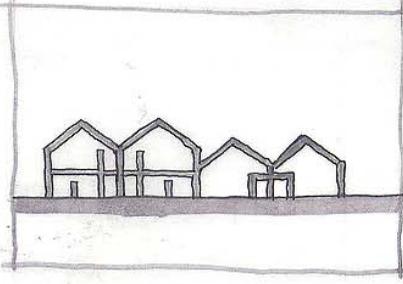
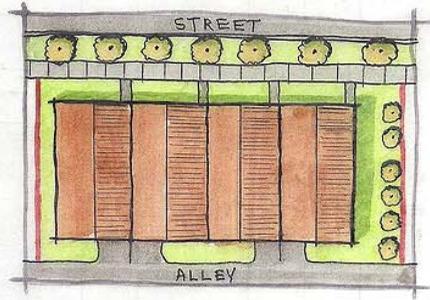
extension

# Housing in Reedsburg

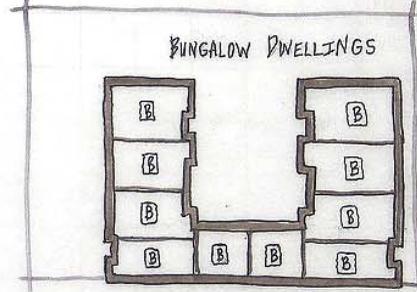
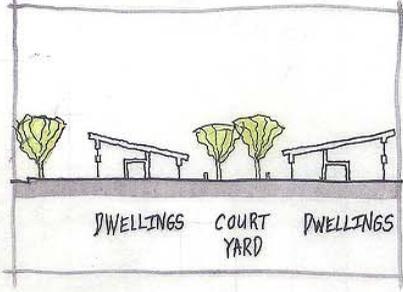
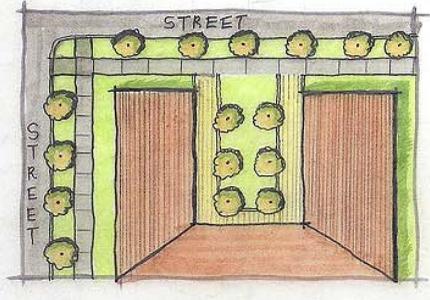
SINGLE FAMILY HOME WITH A.D.U. (ACCESSORY DWELLING UNIT)



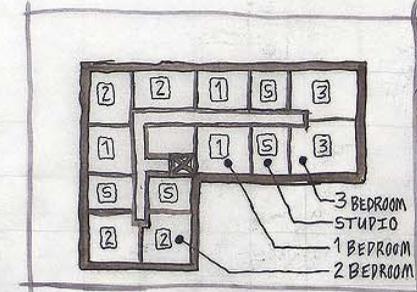
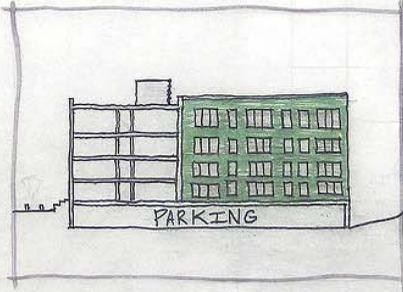
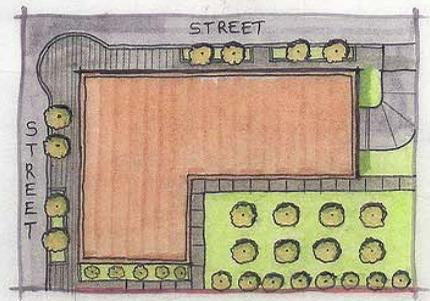
TOWNHOME COTTAGES



BUNGALOW COURT



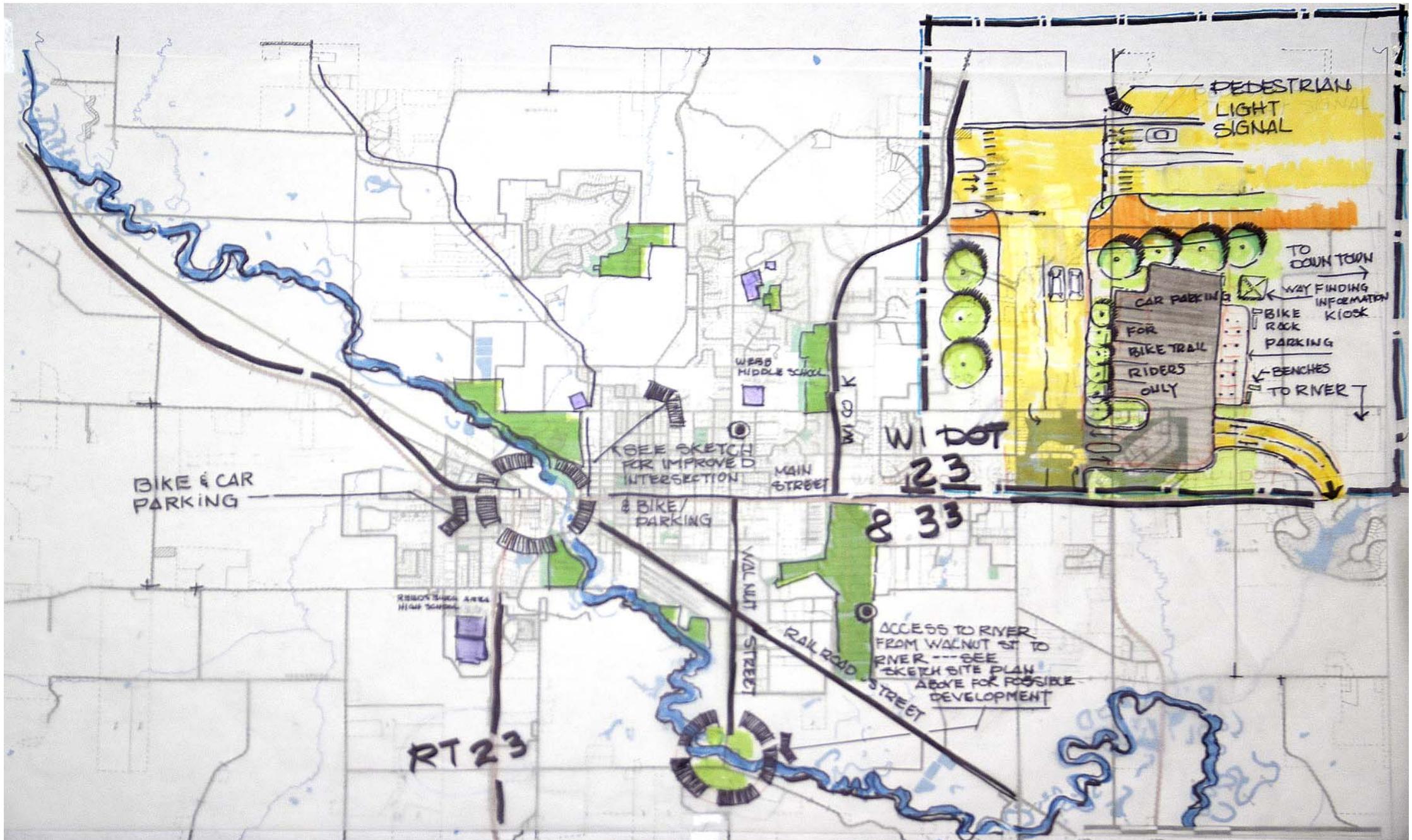
APARTMENT BUILDING

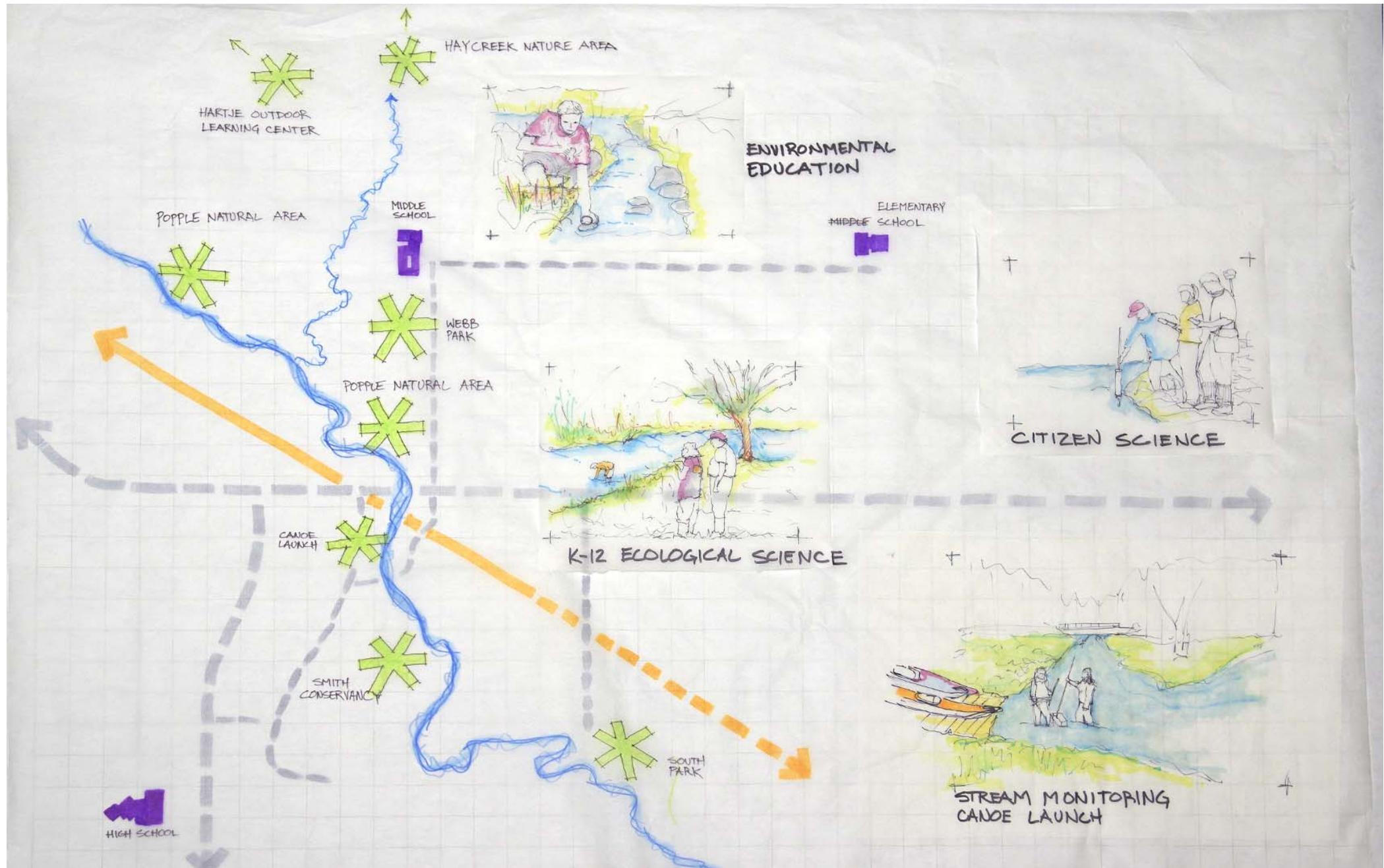


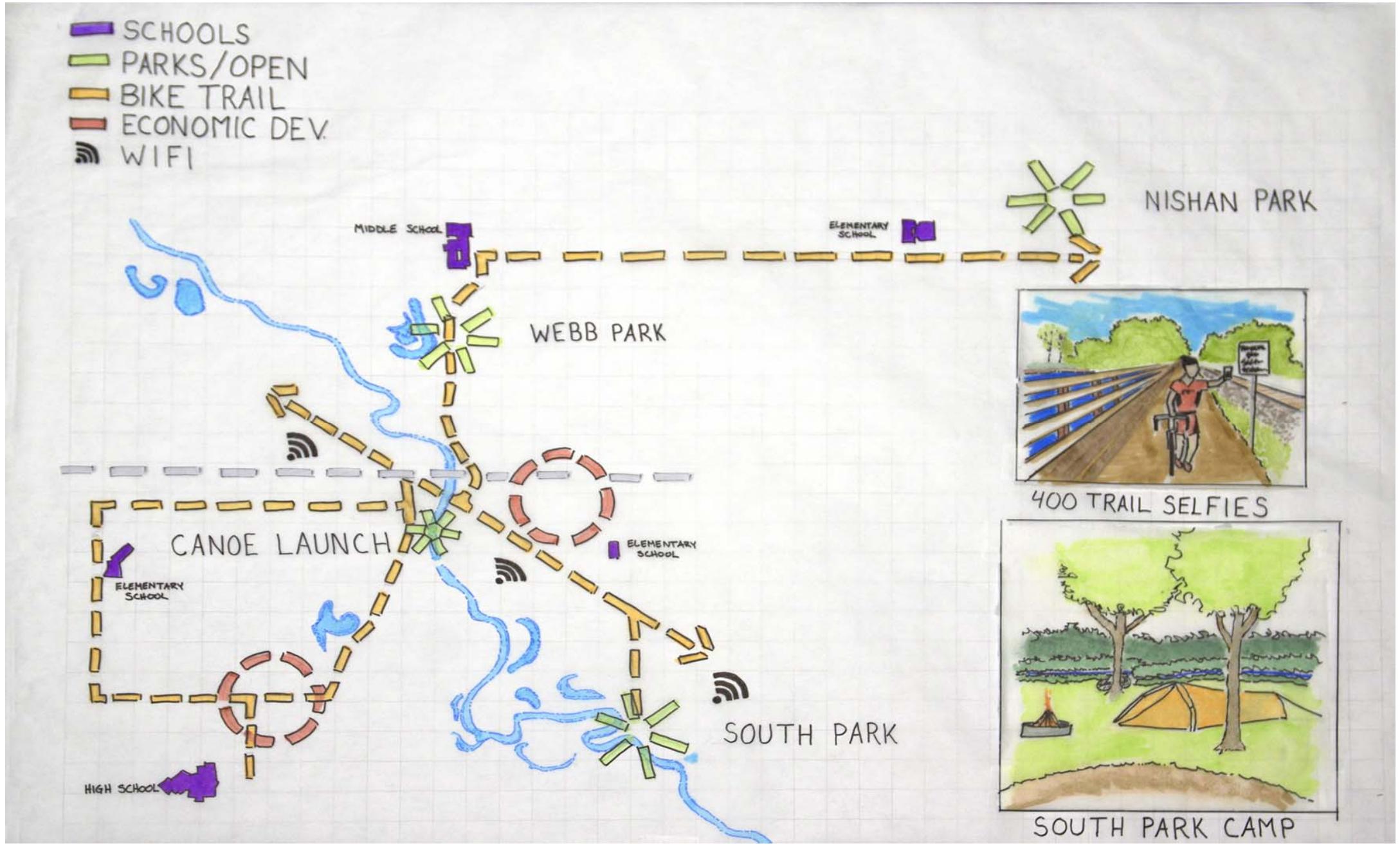
HOUSING DIVERSITY CONSISTS OF :

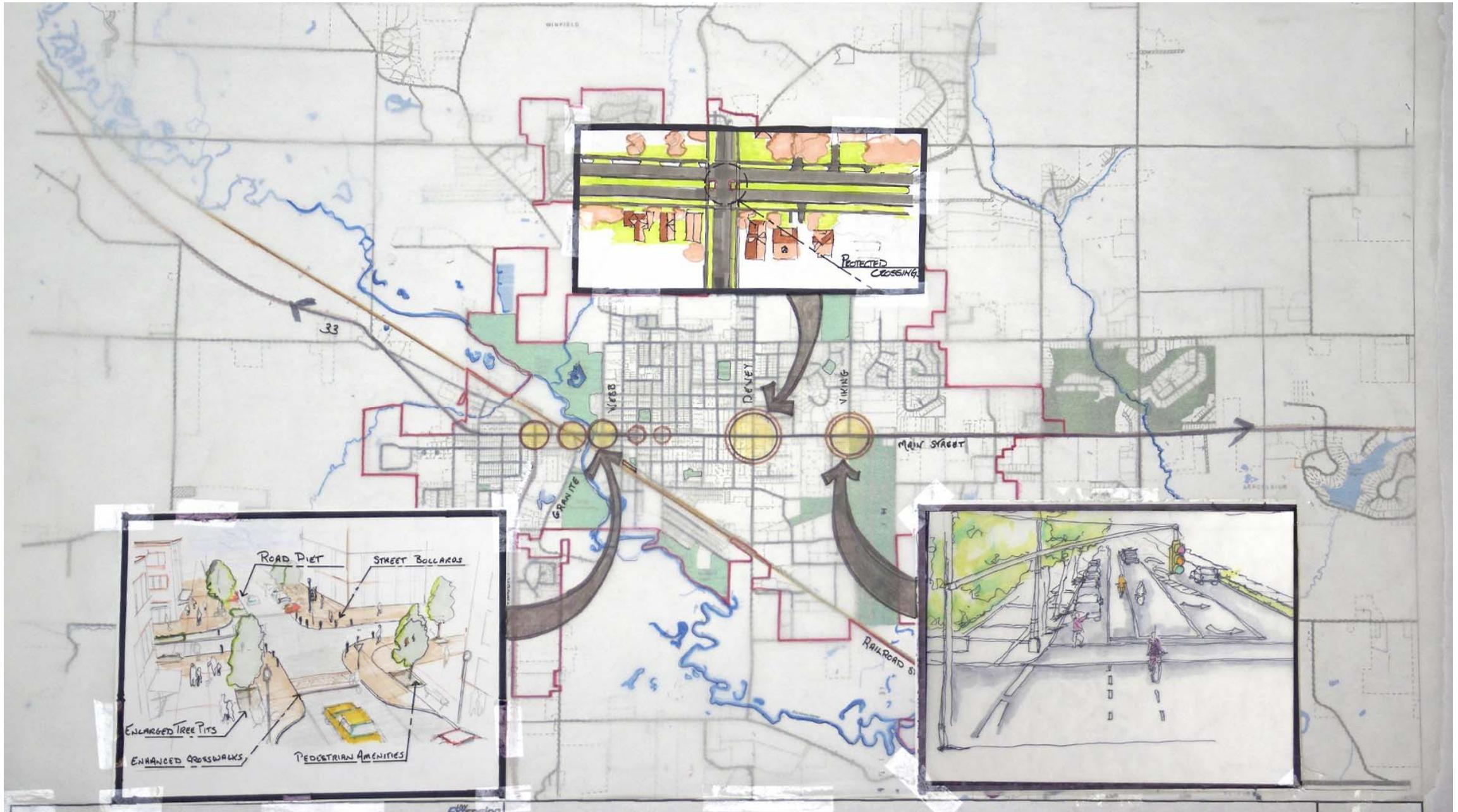
- COST
- SIZE
- TYPE
- LOCATION
- AGE OF BUILDING

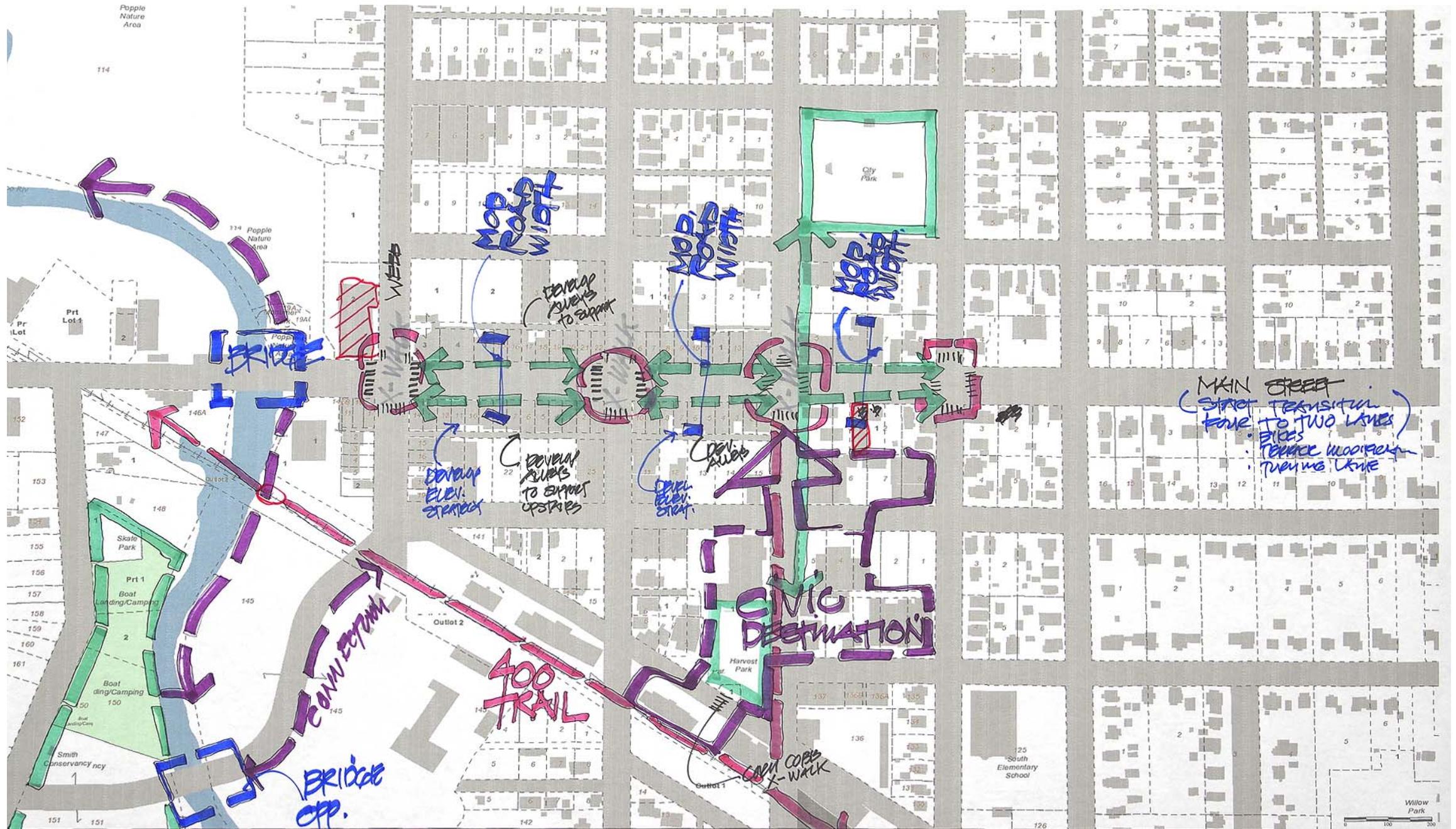




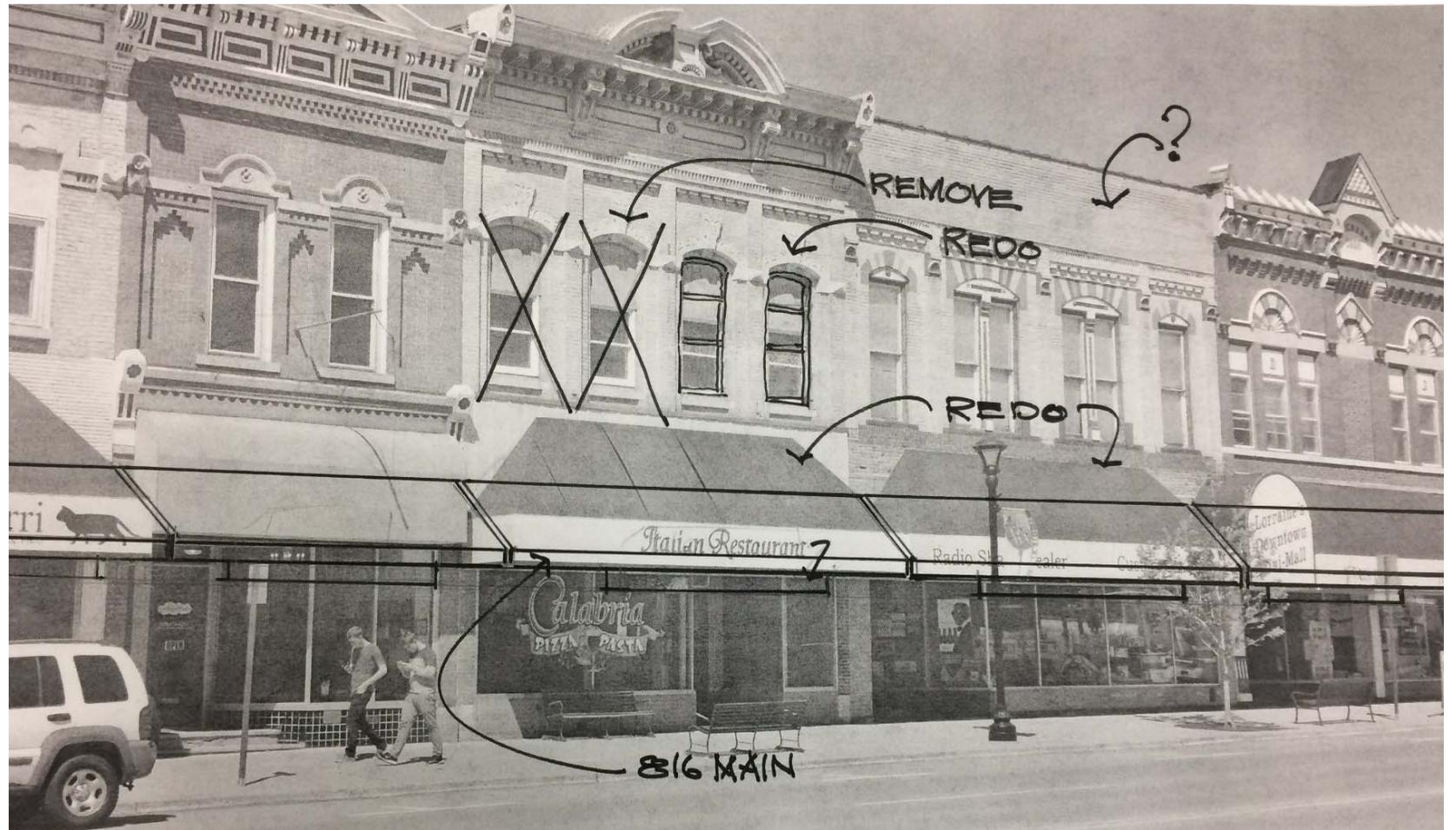




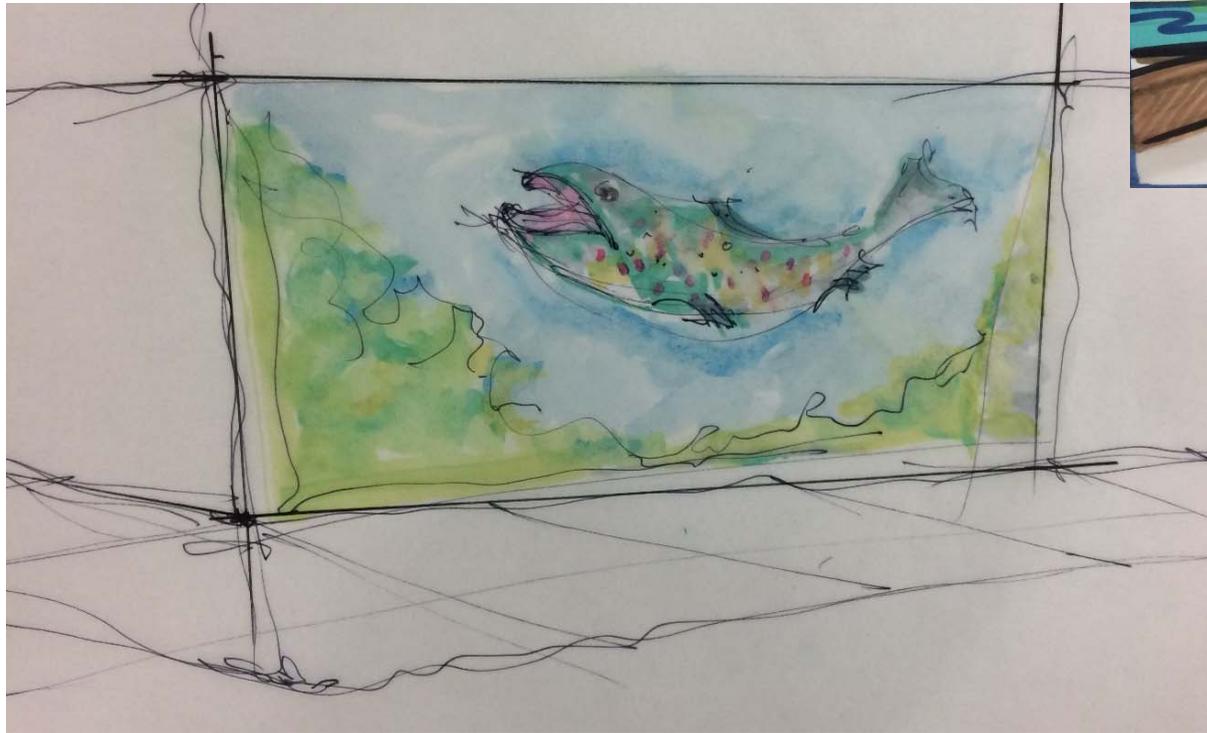




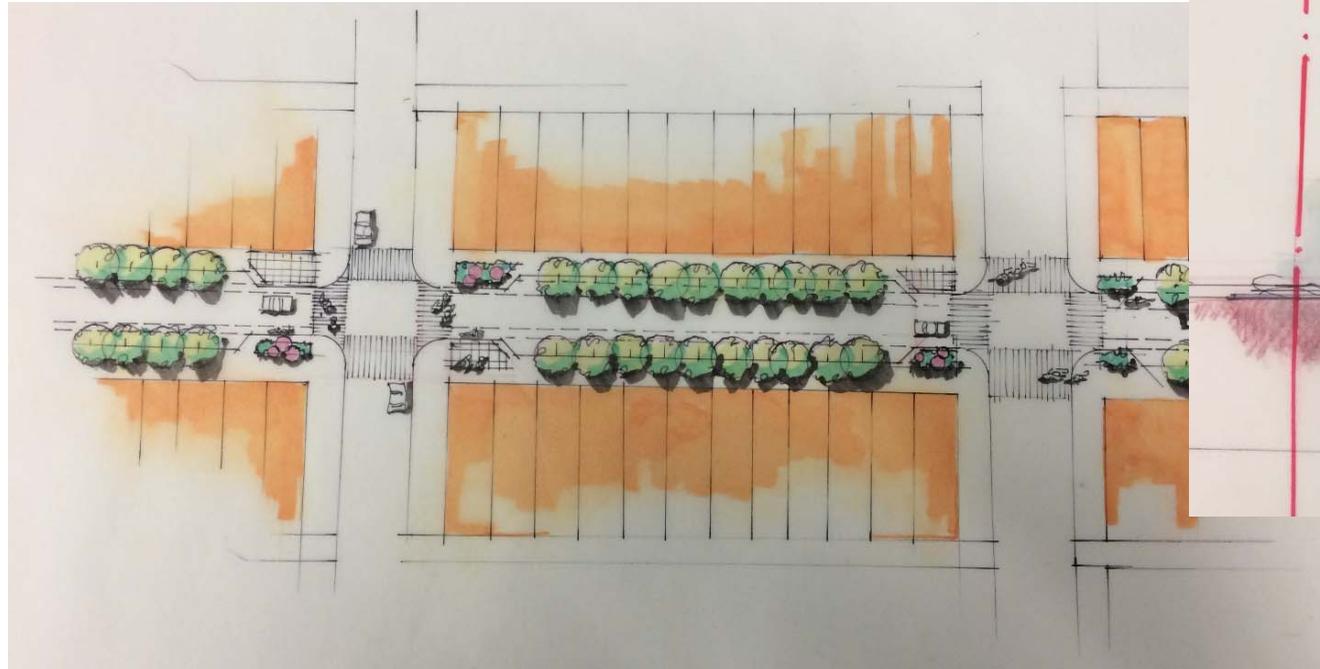
- Clean up aesthetics (incremental, manageable size)
  - Facades
  - Signage
  - Consistency
- Repurpose large second floor
- Organize retailers
  - Promotions
  - Lights on at night
  - Hours



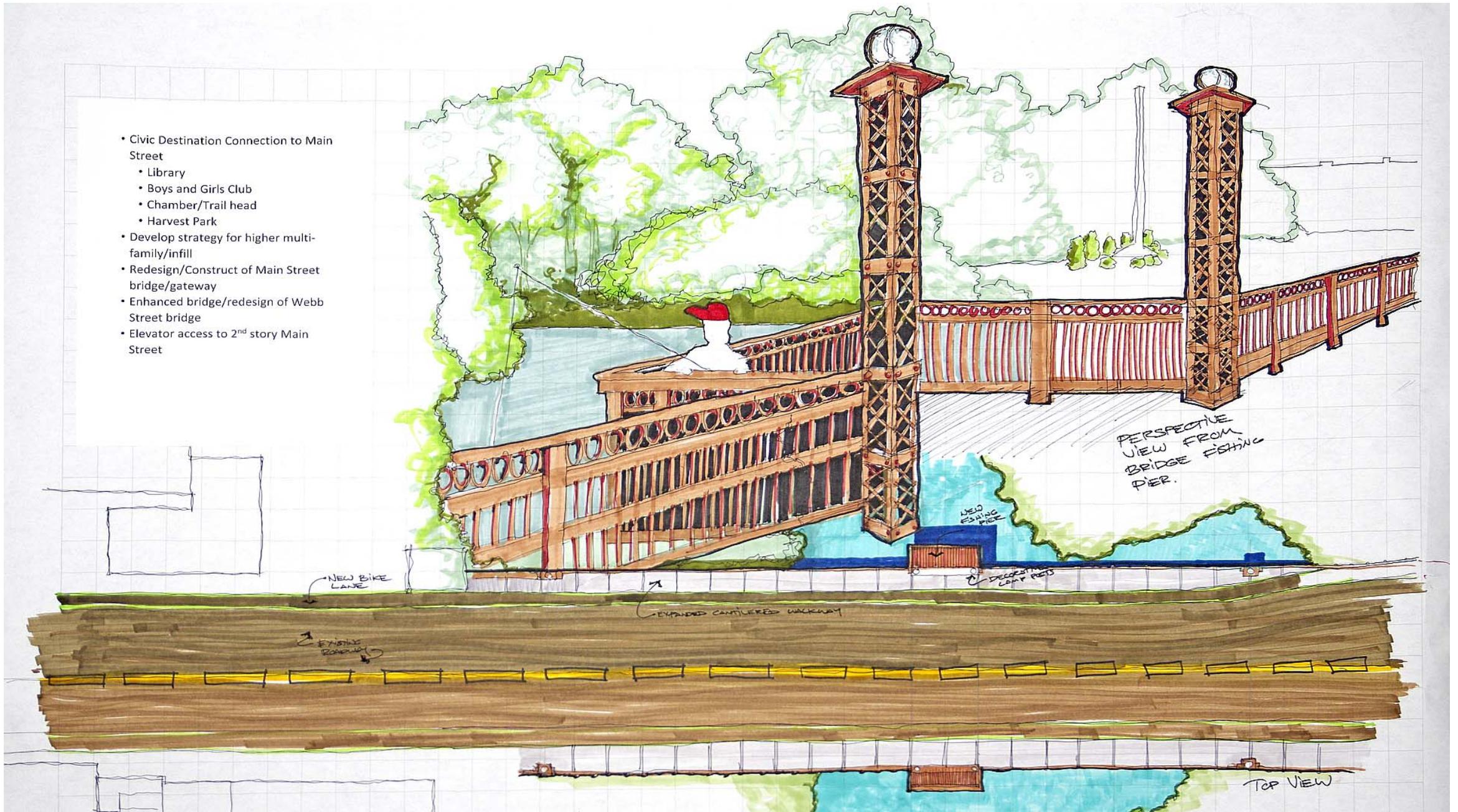
- New food and beverage
- Incremental infill smallish retail
- Renovation and streetscape (temporary installations, pop-ups)
- Better river connection (movie theater)



- Reroute truck traffic to/around industrial park (airport??)
- Reroute thru traffic around town
- Center median-Main Street parking OR reduce to two lanes AND/OR bumpouts

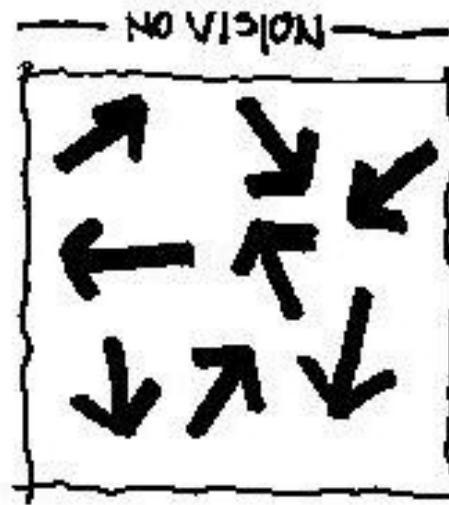


- Civic Destination Connection to Main Street
  - Library
  - Boys and Girls Club
  - Chamber/Trail head
  - Harvest Park
- Develop strategy for higher multi-family/infill
- Redesign/Construct of Main Street bridge/gateway
- Enhanced bridge/redesign of Webb Street bridge
- Elevator access to 2<sup>nd</sup> story Main Street

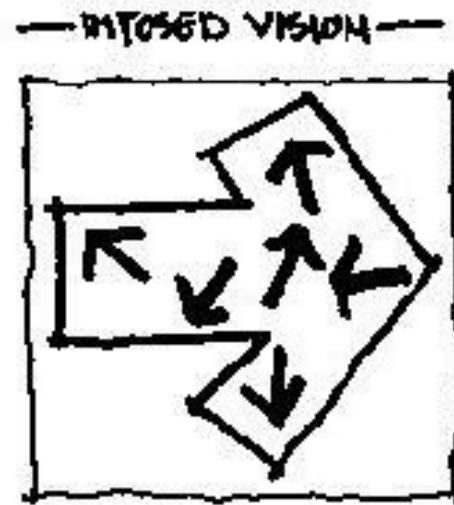


- Enhance pedestrian crossing
- Smart phone app for historic/art tour

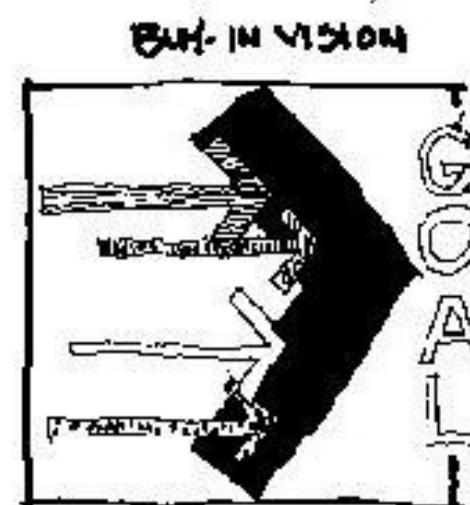




- GROUPS MOVE IN MANY DIRECTIONS
- NO PLAN OR COORDINATION



- PLAN MADE W/OUT COMMUNITY INVOLVEMENT
- LOTS OF ENERGY, LITTLE MOMENTUM
- NO FORWARD MOMENTUM



- PLANNING CONSULTS COMMUNITY
- ENERGY USED SELLING VISION
- TYPE & AMOUNT OF MOMENTUM VARIES W/ GROUP



- GRASSROOTS PLANNING
- ALL GROUPS ACTING IN CONCERT
- FORWARD MOVEMENT & MOMENTUM
- PLANS BECOME REALITY



# What the Experts say:

- Establishing Urgency: You brought us here!
- Forming Coalitions: You formed a Coordinating Committee for Community Design!
- Create a Vision: We created a vision for Reedsburg today!
- Communicating the Vision: We started tonight!
- Empowering Action:
  - Who has the passion?
  - Who has the commitment?
  - Who has the ability and skills?
- Sign up tonight!



# What the Experts say:

- Planning and Creating “Wins” for the Community”:
  - Use Reedsburg’s existing community groups to tackle these projects.
  - If an existing group can’t do what needs to be done, create a new work group!
  - Use our suggestions tonight to start progress: Quick Connections!
- Produce still more change: Make Reedsburg a leader for Community Placemaking!



# What it means to you!

- You brought us here!
- Together we have laid the foundation for community change!
- Now it's up to you to build the Reedsburg you want!
- Small steps are great, just keep walking!
  
- We'll be around to help:
  - Jenny Erickson, Sauk County UW-Extension
  - Todd Johnson, Community Development Specialist
    - He'll do a formal check-in six months from now!
  - They can connect you to UW-Extension Specialists and Centers
    - Urban and Regional Planning, Landscape Architects, Community and Economic Development, and more!



**Appendix G: Outline for “Small Towns : Big Ideas” Grant Program**

# Sauk County

West Square Building  
505 Broadway, Baraboo WI 53913  
608.356.5581  
[www.co.sauk.wi.us.com](http://www.co.sauk.wi.us.com)

# SMALL TOWNS: BIG IDEAS

June 22, 2017

Catalyzing Creativity & Innovation  
in Sauk County

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## **Sauk County Economic Development Committee**

Andy Andrews  
Nate Johnson  
Marty Krueger, Chair  
Andrea Lombard  
Brian Peper  
Dennis Polivka  
Andrea Lombard  
Peter Vedro

*Document Created by Sarah M. Pittz  
Ganem Consulting LLC © 2017  
sarahmpittz@gmail.com*

## 1.0 Purpose

“Small Towns: Big Ideas” is an initiative under the Sauk County Place program to celebrate the individuals and organizations within the County who are striving to make positive changes and establish the region’s “sense of place.” The Place program recognizes that creating unique, authentic experiences will promote the creation of emotional connections to Sauk County, and ultimately help it become a destination of choice to live, work and, play. The cumulative impact of small efforts affects the overall vitality and health of our county, communities, and neighborhoods. By supporting ideas and initiatives that promote Sauk County as a desirable destination and place to live, this program focuses on driving the grassroots efforts that strengthen the social, environmental and economic framework of the County.

Sauk County is a relatively rural region punctuated by a string of unique, small communities. While developed largely on agricultural resources, which are still plentiful, Sauk County also has a landscape rich in natural and cultural resources. In fact, creative Placemaking and innovative thinking have created opportunities to highlight our rural character, and have provided the flexibility for outside-of-the-box thinking.

Our communities are made up of an intricate quilt of history, business, industry, and individuals who believe in the opportunities available here. These individuals are continuously striving to enhance the local quality of life and are the fabric of our region. The grassroots efforts initiated by these individuals and their representative organizations are responsible for many of the resources and activities in place throughout Sauk County today.

Ultimately, Sauk County strives to set itself apart as a place where people can be excited to pursue ideas that will enhance the quality of life of Sauk County. The intent of “Small Towns: Big Ideas” promotes the exploration of those ideas that will promote this idea, and in turn, hopes to enhance the vibrancy of our communities and our sense of place.

## 2.0 What We Fund

Small Towns: Big Ideas is a 50/50 matching grant program operated and maintained by Sauk County. This program offers small seed grants of \$500 to \$5,000 to support the startup of innovative and creative ideas and programs focused on enhancing Sauk County’s “sense of place”. All eligible projects should be focused on improving Sauk County as a desirable community to live, work and visit and are encouraged to be creative. Applicants that introduce new concepts and ideas to Sauk County are preferable. Applications are anticipated to be very diverse and offer a wide variety of opportunities, but should fall within the goals and recommendations outlined in “Making Sauk: A Place Plan.” Potential applicants should meet with the program Administrator prior to filing an application to discuss the details of the project and determine whether it is a good fit for this program. Projects that focus on any of the following characteristics are encouraged, but applications may be accepted that fall outside of the realm of these guidelines as long as

they fall under the recommendations of the Place Plan.

1. Promotes creative Placemaking;
2. Enhances public spaces or creates new community spaces (pocket parks, trails, pedestrian plazas, community gardens, etc) utilizing unique or unconventional models for enhancement;
3. Promotes culture and the arts;
4. Helps to create a social network that promotes integration of people with their communities;
5. Promotes the preservation of natural resources;
6. Strengthens the resiliency of the sustainable local food system;
7. Enhances sustainability;
8. Provides family and children's programming;
9. Promotes unique collaborations (one must be the primary applicant);
10. Enhances civic engagement;
11. Promotes diversity;
12. Develops unique educational opportunities;
13. Promotes specialty eco- and agri-tourism.

## **3.0 Program Details**

### **3.1 Funding Details**

Funding Amount: This program will fund up to fifty percent (50%) of the total projected project cost. Awards cannot exceed \$5,000. The value of the grant awarded must be matched dollar for dollar. Matching funds may include project revenue, cash contributions, in-kind contributions, or a combination of the three. In-kind services must come from an external source outside the applicant's resources and may include contributions of space, materials, loaned equipment, and donated professional services. Professional services should be calculated based on reasonable rates customary to the area, and will be carefully reviewed by the Administrator. Nonprofessional volunteer time can only be valued at minimum wage. The County may, at its sole discretion, award amounts less than those requested by the applicant.

Project Budget: This program is focused on small, start-up projects and programs. Due to this, overall project budgets typically will not exceed \$50,000.

Number of Grants per Year: The County has \$XX,XXX budgeted for this program annually. The number of grants awarded on an annual basis will be based on the number of successful applications and their requested funding levels.

Timing: There is no deadline for applications, which will be accepted at anytime throughout the year.

### 3.2 Eligibility Information

Small Towns: Big Ideas accepts applications from nonprofit organizations, coalitions of organizations (only one organization is eligible to apply), community groups, public schools, and individuals who have an innovative idea for implementation that enhances our region as a place to live, work, and visit and helps to create a sense of place. The intent of this program is focused on implementation of an idea and projects will only be eligible one time. This program does not provide ongoing annual funding to individual projects. All of the grant funds allocated must be used for projects located within Sauk County, Wisconsin.

Eligible project costs include:

- a. Supplies and materials;
- b. Marketing and promotion;
- c. Training;
- d. Website development;
- e. Professional fees associated with creation or implementation of an organization.

Ineligible project costs include:

- a. Operating expenses
- b. Hired employees
- c. Endowments
- d. Newsletters
- e. Tuition
- f. Insurance
- g. Travel
- h. Food or refreshments
- i. Deficits incurred from prior activities
- j. Activities that occurred prior to successful acquisition of Small Towns: Big Ideas grant funding
- k. Fundraising
- l. Profit-making activities
- m. Commercial or private ventures

### 3.3 Other Funding Sources

Sauk County encourages applicants to secure additional funding sources for their small projects. However, the intent of this program is to provide assistance to projects to provide maximum opportunity, so the Small Towns: Big Ideas funding should be a catalytic source of funds for any applicant. This program should not be used as a supplement or match for those applicants who have already received large grants from other sources. If such funds are requested, it should be identified for the creation or expansion of a new element or format that has not previously existed and would provide a benefit to the community.

### **3.4 Budget Guidelines**

This program is intended to provide the support necessary for implementation of a project or idea. While administrative costs and fees are an acceptable component in any application, they should not exceed 15 percent of the total funding request.

### **3.5 Evaluation of Applications**

The questions outlined below should be considered by the reviewing agency when reviewing applications. Because of the diverse nature of potential projects, not all questions will apply to every application.

- Does the project propose a unique and innovative idea?
- Is the proposed project likely to enhance Sauk County as a place to live, work or visit?
- Does the project present a solution to a community problem?
- Does the project promote Sauk County's sense of place?
- Does the proposal already exist or occur in Sauk County? Does it already exist or occur within the proposed community?
- Is the project collaborative?
- Is the proposed project likely to make a long-term difference within the County?
- Will the project inform or inspire others?
- Does the project promote long-term sustainability within Sauk County?

The County will give special consideration to proposals that have a wide impact or reach rural outlying communities in Sauk County.

### **3.6 Application Requirements**

The following elements will be required for a complete application:

- a. Application Form
- b. Detailed timeline of project.
- c. Proposed budget for project.

### **3.7 Application & Funding Deadlines**

Application: There are no application deadlines for the Small Towns: Big Ideas grants. Applicants are welcome to apply at any time by submitting their application materials to the Sauk County Department of Conservation, Planning and Zoning.

Implementation: Projects must be completed within one year of grant award being approved.

Project Completion: Within one month of completion of project, applicant must submit photos of the project (if applicable), along with a written description outlining the impact of the project from a community or regional perspective.

### **3.8 Disbursement of Funds**

Funds will be reimbursed as follows:

- a. Submit proof of how funds were spent. Acceptable formats include invoices, signed contracts, receipts and cancelled checks.
- b. The applicant must make request for reimbursement within one month of completion of the project.
- c. Reimbursement will only be distributed once all documentation is received and verified by Sauk County.
- d. Checks will be issued after approval by Sauk County Finance Committee, which meets once per month.

## **4.0 Materials to Be Developed**

1. Application Requirements & Forms
2. Applicant Support/FAQ
3. Selection Criteria
4. Legal Documentation, If Necessary

## Appendix H: Overview of Process and Interview Notes

Sarah Pittz (Consultant) of Ganem Consulting, LLC was contracted in September of 2016 to help further the efforts of the County's 'Placemaking' initiative. The goals of this initiative were to develop and implement strategies that would support bringing people to Sauk County to live, work and visit. Previous efforts within this initiative were the creation of the Millennial Task Force, as well as the attempted hiring of a new Sauk County Placemaking Planner. The intent of the Millennial Task Force was to focus on opportunities to attract the Millennial generation to the County. The intent of the Placemaking Planner position was to assist with the implementation of recommendations made by the Millennial Task Force, as well as develop other new strategies and programming to support these goals. With the hiring of this position unsuccessful for approximately six months, the initiative was stagnant. The approach outlined by Ganem Consulting was to spend substantial time speaking with stakeholders across the County to gain a better understanding of the challenges and opportunities associated with making Sauk County the best it could be. Creating great communities, and all of the pieces that support that effort, are often done at the local and business level, so it was important to understand this perspective from the "boots on the ground." Individual interviews and focus groups were conducted over a period of seven months. From that input, this Action Plan was created. The Consultant participated in numerous other working groups over the course of that time, as outlined in this document, in order to assist with developing their initiatives related to the impact on Sauk County Placemaking. In addition, she worked with a number of municipalities that have their own local initiatives. It is important to note that all of these initiatives do not end with the completion of this Action Plan. They will continue to grow and evolve, and it is important that the County stay involved in order to understand and participate in those efforts.

The following is a list of all of the individuals involved in the information gathering process via interviews and focus groups:

### Business Representatives

Emily Patterson, Culver's Franchise Marketing  
Director  
Deborah Morton, Driftless Depot, Spring Green  
Zach Dahl, Dahl Financial, Prairie du Sac  
Peter Van der Hagen, Edward Jones, Sauk City  
Jessica Main, Straight Forward, Prairie du Sac  
Deciduous Learning Network, Baraboo  
Deciduous Learning Network, Baraboo  
Kurt Muchow, Vierbicher & Associates,  
Reedsburg  
Blake Duren, Duren Law Office, Reedsburg  
Lacey Steffes, Spa Serenity, Baraboo  
Kehaulani Jones, Rowley Creek Lavender Farm,

Baraboo

Laura McReynolds, New Life Lavender & Cherry  
Farm, Baraboo  
Devil's Lake Lavender Farm, Baraboo  
Lindsey Kaney, LK Design Studio, Reedsburg

### Non-Profit Organizations

Kris Stoddard, Spring Green Area Chamber of  
Commerce  
Kristine Koenecke, Reedsburg Area Chamber of  
Commerce  
Bobbie Boettcher, Baraboo Area Chamber of  
Commerce

Tywana German, Sauk Prairie Area Chamber of Commerce  
Keri Olson, Sauk County Development Corporation  
Gene Dalhoff, MadREP  
Donna Neuwirth, Fermentation Fest  
Jennifer Kobylecky, Aldo Leopold Foundation, Baraboo  
Buddy Hoefekker, Aldo Leopold Foundation, Baraboo  
Chuck Ecklund, Sauk County Institute of Leadership  
Rauol LaBreche, Sauk County Institute of Leadership  
Nancy Kaney, Mid-Continent Railway Museum  
Scott O'Donnell, Circus World  
Charlie Luthin, Sauk Prairie Conservation Alliance  
Friends of the 400 Trail  
Joann Mundth Douglas, Reedsburg ArtsLink  
Kari Walker, Reedsburg Revitalization Organization  
Ann Calhoun, The Nature Conservancy  
Lindsey Giese, Arts on Water Gallery  
John Paul Roney, Secret Circus

#### Services Agencies

John Alt, Dean Emeritus, Madison College  
Jim Falco, Madison College  
Jeff Wright, Superintendent, Sauk Prairie School District  
Lori Mueller, Baraboo School District  
Heidi Feller, Reedsburg School District  
Tom Wermuth, Spring Green School District  
Bob Van Meeteren, Reedsburg Area Medical Center

#### Sustainable Agriculture Focus Group

Jay Salinas, Neu Erth Wormfarm

Robin Meister, Dinner Thieves  
Melissa Brandt, Dinner Thieves  
Deborah Morton, Driftless Depot  
Laura Mortimore, Orange Cat Community Farm  
Bob Wills, Cedar Grove Cheese  
Lea Dolan Stroncek, Seven Seeds Farm  
Dorothy Harms, Valley Springs Farm Bed & Breakfast  
Ron Bula, Pleasant Valley Farm & Badgerland Financial

#### Millennial Task Force

Blake Duren, Reedsburg  
Lindsey Giese, Sauk City  
Ann Calhoun, Sauk City  
Jeff Boll, Sauk City  
Andy Bingle, Baraboo

#### Government Meetings & Representatives

Marty Krueger, Sauk County Board of Directors  
Andy Andrews, Sauk County Board of Directors  
Brian Simmert, Sauk County Conservation, Planning & Zoning  
Jenny Erickson, UW Extension Sauk County  
Steve Compton, City of Reedsburg  
Brian DuValle, City of Reedsburg  
Ray Ring, Village of Plain  
Village of Lake Delton Board of Trustees  
Village of North Freedom Board of Trustees  
Village of Prairie du Sac Board of Trustees  
Village of Lake Delton Board of Trustees  
Village of Plain Board of Trustees  
Village of West Baraboo Board of Trustees  
City of Baraboo Board of Supervisors

The following is an outline of thoughts and ideas from interviews and focus groups conducted throughout this process.

### General Comments

- People who live here need to have an appreciation for our area and support it.
- What is the value of living in this area? Nature-loving, small community, nice shops and downtowns.
- Large population in senior living - what else are we going to end up with if we don't work on this now?
- Why aren't we doing any outreach to new residents? Someone should be contacting new residents and providing them with information about resources, attractions, welcoming them, etc. Start to get them engrained in the community.
- This region has a problem in recruiting and retraining people. (i.e. Spring Green is an aging-in-place community - they NEED to attract people, or what will happen to them?)
- How do we maintain communities? Why is OK for them to wither on the vine? We need to fight for these small communities.
- Sauk Prairie is focusing on being a great place to grow a family, not necessarily a great place to grow a business. Being a great place to grow a family will in turn create a great place to grow a business. But it's not necessarily true the other way around. If business wants to come that doesn't necessarily pay a living wage, the community might not want it. Those employees can't necessarily live in our community, or build a family in our community, because they don't earn a living wage. Want to attract businesses that will pay their people to live here. Employers will follow people. Do that first, and business will come.
- Introduce activities in downtowns where people are doing things they WANT to do rather than what they HAVE to do (i.e. dance, theater, lessons, galleries vs. legal, accounting, salon, etc.)
- Friction between different communities.
- Distance between towns is psychologically much further than it actually is. People seem to think going to a different town is a big deal.
- Small towns feel inferior to larger towns.
- Too territorial - pride of place is strong. How could this be leveraged instead of it being a challenge?
- How do we leverage micro-climates?
- How do we adjust mentally think on a regional level instead of just within our corporate boundaries?
- Not as affluent as Dane County, but much more so than Juneau or Adams Counties.

### Outsiders' Perspectives

- Poorness doesn't seem to be as noticeable here.
- People love their community and the setting and the rural character.
- People don't need a lot here; there is not the pressure here for such a high standard.

- How are we including newcomers in our communities? Work with realtors, Chambers, etc. for when people come to town. People will stay if they feel connected and involved.
- Came to this region because they like the attraction of owning a small farm, but not being unique in that (lots of small farms).
- Brought here by the landscape without employment, knew they could find that later.
- Amazing natural amenities.
- Sense of community in the region – people are connected.
- The land is premium (i.e. no water issues, land available, small scale).
- Very rich environment and beautiful landscape.
- Competes on a global level in terms of quality of life.
- Level of community involvement is high – almost everyone is involved in something at their local level.
- Unique natural and human history within the region.
- Strong work ethic.
- People develop strong personal relationships.
- From an outsider’s perspective, meeting people in the area is very difficult. Tried to establish new interest groups based on their personal preferences; there was interest, but they couldn’t get anyone to show up for anything. They participated in other groups, but very few other people did, so there was no value in participating. Are seeing that people don’t do much here; they don’t go out looking for activities and won’t commit to things. There is lots of interest, but no follow-through.

### Seasonality

- Need winter activities! Communities die during the winter months and no one comes out of their homes.
- 40K of trails now owned by House on the Rock – no longer utilized or accessible. Ski hill was closed. Winter activities are going away and need to be replaced, or businesses in the area will die in the winter.
- Nothing on weekends in Sauk County, especially during winter months.
- Make winter fun: ice rinks, winter festivals, snow forts, impromptu events, snowman competition = intentional community building.
- If we focus so heavily on our natural resources as assets, then we cannot rely on those assets only during the warm months. Natural resources need to be a twelve-month resource.

### Organizational

- How do we quit overlapping efforts so we’re not reinventing the wheel over and over? Something will start, not work out, go away for a few years, and then someone else will try it a few years later only to learn that it had been tried already.
- Which organizations are in place, what are they all doing, and how are they communicating? Need to reduce the redundancy and break down silos.
- How can organizations collaborate to be more effective?

### Young Families & Education

- Would love more nature-based play spaces, which are starting to show up in Madison. There's no reason Sauk County couldn't capitalize on its resources and be the model for nature-based play...things like actually having trees in parks, rather than removing them to put up play structures.
- Businesses (from an employer perspective) need to be more flexible/receptive to mothers and families.
- The education format two mothers from outside of the area were looking for here didn't exist, so they created the Deciduous Learning Network, a forest-based experiential learning model. A forest-based model of learning allows children to be out on the land and get their lessons from interactions. They are learning lifelong skills, problem solving and experiential learning, rather than in a classroom. DLN is very open to outreach with local school districts to develop after-school programs, girl's enrichment programming, parenting workshops, etc. Could be a major asset for the school districts. They would like to see this school grow and expand.
- Aldo Leopold Foundation has a curriculum for grades 6-12 based on the essays of A Sand County Almanac.

### Higher Education

- Nursing programs starting in both fall and spring at Madison College in Reedsburg are full with 28 students, all walking out with jobs.
- 70% of Madison College graduates stay within the district (100% are from within the State) compared to only 25% of UW grads stay in the state.
- Large influx of working adults are coming back to get degrees, certifications, etc.
- People laid off in 2008, coming back for employment, but employers are then requiring credentials = requiring they go back to school.
- Bigger push by employers for credentials.
- Career Readiness Certificate (NCRC) by ACT: Free exam and local job center. You can rank bronze, silver, gold, platinum, and it tells an employer are "employable" you are.
- "Disruptive Education": More and more of that being introduced because it gets people in jobs. Small pieces of education.
- How can we reformat rural schools to offer something unique? Tower Rock as an example. Yes, budgets are difficult, but if we go around closing rural branches of our school districts, we are destroying those communities. Those small communities are what we've grown upon, so we're cutting off our own arm. Protecting schools = protecting communities.
- Aldo Leopold Foundation has a fellows program that allows students just out of college to get some professional experience. ALF also utilizes this as a recruitment tool for staff and bring some of those fellows on. A new building is under construction that will house residential and educational space for this program, so they are working to make it grow. Had approximately 10 people involved in the program last year, some of those were only for 6 weeks, a couple were for 9 months.
- 96% of Reedsburg Madison College graduates stay in the community. They are largely focused on healthcare; that's where good jobs will be in this County, along with industry.
- Funding for education is a key issue. The students coming out of our school districts are the

emerging workforce. Madison College has a full-time person in charge of collaborating with the school districts.

- Student debt is a major issue – how do you address that? We now have a substantial population of elderly people that have taken on student debt for their grandchildren and are getting caught in difficult situations when they can't pay it back.

### Diversity

- Need to promote diversity of populations within the County. It's hard to meet a mission of being a diverse organization when the County lacks other initiatives that promote the same thing.
- We need to accept diversity = increasing population.
- Madison College is looking to introduce ESL and other classes in Spanish.

### Social Networks & Young Professionals

- A YP group cannot rely on monthly get-togethers to succeed; getting people to commit is difficult. Many of them have young families, or blended families, and too many other commitments that require their time.
- One individual was hesitant to move to the County, because he thought he would spend all of his personal time in Madison, which was true initially until he expanded his person network in this area. But even then, he wouldn't invite friends up from Madison to socialize, because there was no social scene in his community. Bars are closed at 8:00, and what else is there to do? No nice places to socialize in the evenings and weekends, which is one of the biggest obstacles for attracting young people: social opportunities.
- What are the characteristics of millennials? They want to be OUTDOORS. We can't necessarily attract the younger ones looking for an urban environment, but we can attract the ones looking for natural resources.
- Area is lacking in the nightlife, entertainment and shopping that a younger demographic is looking for in a place to live.
- YP membership in Sauk Prairie is consistent, but not growing.
- The next generation after millennials is hugely technology driven. What are we doing to prepare for that generation?
- It's about experiences. There aren't many fun bars or businesses catering to a younger crowd.
- We're doing a terrible job of catering to the 18-30 age demographic. People are spending all of their money in Madison because there's nothing keeping them to spend it here.
- A lot of younger people are making the commute from Madison to Sauk Prairie; SP is close enough for them to stay in Madison and make the daily commute for work.
- Should advance the Millennial Task Force into a better networking resource, but not sure how successful it can be at the County level. County is too spread out; people will not travel as far. Is there an opportunity to create local groups that are a focus of a larger framework, and that framework gets together once or twice a year?
- Hosts Sauk Prairie Young Connection: having a difficult time getting volunteers to take over aspects of the organization. Participation and attendance at events is sporadic, sometimes really

good, many times not. Have played with it a lot in terms of programming, timing, etc., have not found a successful recipe. Would love to see this concept revamped at County level. How do you create demand to be involved? How can SCIL be incorporated? Can SCIL be re-formatted to introduce new topics, new formats, etc? Seems to be the same businesses participating over and over, and Chambers are having to pull teeth to participate. Good program with long-standing reputation but needs some attention.

- The amenities that young people want aren't here.

### Workforce Development & Business Culture

- There are amazing jobs here that don't require a traditional form of higher education, why aren't local kids capitalizing on that? i.e. Agriculture, cheese production, trades. They don't have to leave to get a higher education, plenty of employers are eager to take on young students that want to learn. How do we get kids into trades?
- Could businesses create partnerships to help locate new employees? Other communities are offering tax incentives, will help with job recruiting through municipal job centers, and provide incentives for job recruitment. Seems to be more of a partnership between businesses and the community for workforce development in other locations. This is based on research from trying to locate a new facility expansion.
- One regional business has a new women's group, focused on empowering and supporting women. Have programming such as lunch 'n' learns, self defense classes, etc.)
- Starting to see some flexibility in the workplace. There will be slow shifts as leadership transition occurs from traditional leadership to a younger generation.
- Opportunities for businesses to partner with local school districts for career development.
- Finding workers is hard, finding quality workers is even more difficult. No one seems to have the skills for basic jobs.
- Major labor shortage.
- Mindshift is needed to focus less on how much time you spend at your desk and more about how much work you are getting done.
- People moving to Sauk County for good paying jobs are moving here for healthcare. Hospitals are natural recruiters. What partnerships are necessary to support the primary hospitals and their efforts?
- Hospital pays \$16/hour for CNA - is that enough to live on? Has anyone done a study of what a living wage actually is in this region? Who is interviewing the workers about what it takes to actually work and live here? Is it possible for businesses to subsidize housing costs as part of their benefits package? i.e. \$400/month towards housing?
- How do you make paradigm shifts? Is it generational?
- Can school districts lead the way in teaching our kids workforce development? Could have different specialties in different districts (i.e. performing arts in River Valley, foreign language in Sauk Prairie, etc.)

### Entrepreneurialism & Emerging Business Models

- The SCORE group comes to the Sauk Prairie Chamber to talk to people about their business ideas. This could be a resource provided by the County or SCDC to assist each community to facilitate business start-up and growth. There are currently not enough resources or emphasis on developing young businesses.
- Could SCDC and the County partner to develop an arm that is Millennial SCDC? Could this be under the umbrella of a new Young Professionals organization?
- Promote business incubators. Every community should have one.
- There's currently not enough emphasis or resources on developing young businesses.
- Pair people with mentors/mentees and create potential succession plans.
- Need to develop more multi-use spaces (i.e. Blue Heron/Kettle & Cup). This multi-use format, where you have multiple businesses sharing a space, could be both a draw and an opportunity for entrepreneurs to get started and create more viable layouts for small-scale businesses. Which uses partner naturally that could look at this model?
- How can we create a County-wide information exchange system? How do you create this as an opportunity, rather than something people will feel is too competitive? Could this be housed by SCDC?
- Creating flexible spaces will be important. Lots of entrepreneurs want/need work/life balance and are looking for flexible spaces to work from. We will need to provide the technology infrastructure to accommodate them.
- What new collaborations occur between businesses? What uses make sense to team up and create unique offerings?
- How can we make better options for technology-related businesses?
- How can we make it easier for people who work virtually to work within our communities?
- Lack of succession plans for baby boomer businesses is a problem already, and will continue to be.

### Tourism & Communications

- There should be a Highway 23 travel/destination guide that packages and markets the entire corridor from Darlington to the Dells as a regional attraction. There have been previous discussions to move this forward, but they didn't go anywhere.
- Need a social media coordinator, probably housed under County Tourism and targeted directly to outsiders.
- Could we develop a smart phone app that communicates information about Sauk County? Not just attractions, but resources such as schools, police, parks, etc.
- Baraboo Chamber of Commerce started to put together day packages that could be looked at again.
- Would be great to have a County-wide tourism entity that could bundle packages and really market to the tour bus groups. There is a lot of potential revenue left sitting on the table because we aren't doing this.
- Pokémon GO was a huge boost for local cultural attractions, because people were coming there who wouldn't have just for the game. Could we do something on a larger scale that gave people an opportunity to explore the County through a game?
- A County-wide tourism entity would not be detrimental, but it should not overlap. Funding is

already tight – wouldn't want to diminish the funding opportunities for the local chambers.

- Outlying areas don't realize that the Chambers are promoting them even though those communities are not necessarily contributing to the financial cost of promotion.
- How do you fund County-wide tourism? Room tax agreements with local Chambers.
- Create a Highway 23 Cultural Corridor from Mineral Point to the Dells
- AirBnB is illegal from Sauk Co. perspective. How do we make it doable to reach our goals of promoting our culture and history? What other zoning is prohibiting common sense things that should work?
- How are we promoting the use of small-scale overnight accommodations? i.e. Use of AirBnB should be promoted. What regulations are in place that hinder it? Is this necessary? How can we remove obstacles to promoting this? Maybe develop a resource packet for people looking to do it, to let people know it's an opportunity. Promoting small-scale accommodations becomes part of your brand and what you represent – it's all about creating an experience.

### Natural Resources

- Aldo Leopold Foundation and International Crane Foundation are working together more to develop a growing crane experience. Every fall, starting around Halloween, thousands of sandhill cranes land on the islands behind the shack. They have a shipping container they've converted to a pseudo bird blind and allow people to come out and view the birds. They can see this programming becoming much more substantial, but need to balance the opportunity with conservation of the land and space.
- This County is an international destination for conservation groups, yet few people here – outside of the circle of conservationists – recognize that.
- When complete, the demonstration area at the former Badger Ammunition plant will be the largest restored prairie in Wisconsin.
- The Baraboo River Coalition and Friends of the Baraboo River will be a huge opportunity, and more communities and individuals should get involved.

### Funding

- If grants are developed or made accessible, it's important that they not be too specific in terms of who can apply. For example, because Aldo Leopold Foundation doesn't utilize volunteers, they aren't able to apply for Sauk Co. Community Foundation grants. Many grants are so specific that they weed out various organizations for what seems to be unnecessary reasons.

### 400 State Trail

- DNR is not support the 400 Trail like they used to. The Elroy-Sparta Trail is biggest competition because of its tunnels; however, people using E/S trail are probably visiting 400 Trail also.
- Free campgrounds along trail, so there are wonderful options for overnight.
- Geology/geography of region is the attraction for the 400 Trail.
- Maintenance of trails is becoming a problem.
- DNR weeded out unique signage, so the 400 Trail no longer has the education elements it used to

have. Interpretive education along route is important, but more difficult to achieve as of late.

- What other types of outdoor activities do these people want that we could provide? How do we keep them in the area longer?

#### Fostering Collaborations Amongst Natural Resources Working Group

This is an on-going group of representatives from local natural resources organizations, as well as economic development professionals from throughout Sauk County, who are discussing opportunities to collaborate and better utilize natural resources as a form of economic development within the region, as well as promoting the education and advocacy of these resources. Meetings begin in September 2016 and are continuing to occur through the spring of 2017. Ideas discussed include:

- Branding in the realm of conservation
- Eco-tourism models – what does that brand look like and how does it function?
- How do we funnel more \$ into the natural resources?
- How do we promote the private industry that are doing things that support these ideas?
- What are other entities doing? What are examples of other BMPs?
- How do we streamline efforts? Everyone is currently working separately.
- What is included in the framework needed to support eco-tourism?
- We want the mission of this group to include the PROTECTION of natural resources.
- Where does advocacy fit in?
- We need to get Natural Resources people on local government boards.
- Travel Green Wisconsin could be a good model.
- What businesses can help support these efforts as part of what they do?
- What are the appropriate partners?

#### Sustainable Agriculture & Agri-Tourism

##### Challenges

- Education is needed in stores that are selling local products; people aren't connecting the dots between where their food comes from.
- Local regulations are not necessarily conducive to activities on the farm that are outside of production. Trying to establish an on-site retail store on the farm, but zoning may not allow it.
- A local cheese producer has cut their organic price over the past year by 25%, but customers are still telling them it's too high. They can't go any lower, or they won't be able to produce anymore. This cheese producer is in a national leadership position, based on their outstanding practices and methods, but local people see it as a job, not an opportunity. They find it hard to find people who are in it for more than a job, it's not a "cool" job here. Wishing they could find people that want to learn the craft and are invested in it.
- Farm tourism could be an extension to production agriculture, but most farms cannot accommodate public events on site, due to permitting.
- One CSA producer tried to do a growers network a few years ago, but admits it may have been too early for it to be successful. Timing might be better now than it was then, as this movement grows.

- Supply chain difficulties: i.e. Can't buy Organic Valley directly, have to go through supplier from Minneapolis to get it.
- How could we develop a regional food broker that picks up food and distributes it? Having a difficult time finding one locally.
- People are hesitant to spend money on quality food, but once resources are gone – such as the Plain Co-op – they will miss it. People are proud of their communities, but not necessarily supporting them.
- Monsanto is pushing their agenda in schools, doing a lot of funding of school programs via FFA.
- Crops are subsidized, but vegetables are not. Should be a subsidy for organic certification.
- People don't think of a farm as a business, they think of it as a lifestyle.
- American Grocers Association is spending huge amounts of money on trying to crush organic and sustainable agriculture.
- Difficulty letting people know where the farm is. Need opportunities for signage and to get people to the farm.
- Local people need to see their community through someone else's eyes – they don't realize the value of what they have here.
- Farmers have limited time to participate in initiatives.
- Marketing is a huge challenge.
- Helping farmers market their products. How do you avoid having to go through large distributors?
- There's a gap between growers and users.

#### Opportunities

- Create educational opportunities; internships. People want to learn, but don't know how to get into it. How do we train people to manage people, finances, etc., in addition to the farming aspect. Rotational training opportunity? Could interns rotate through a series of food-based businesses to gain experience in growing, marketing, retail, preparation, business, etc.?
- How can we promote value-added products? The Pickle Bill is in place, The Cookie Bill may come through. There is a commercial kitchen starting in Reedsburg. Need this to be economically sustainable.
- Need to cultivate relationships amongst system.
- AG TOURISM! Create policy changes that will promote, not prohibit, agri-tourism. This can be a prime economic engine for small farms, but policies have to allow it. i.e overnight accommodations that are not traditional, allowing public events on site, etc.
- Sauk County has a large enough population base to support a reasonably sized, small-scale CSA (i.e. 150 shares), so you don't have to go to Dane County to try and sell your products.
- How do we get real food into schools? Need to teach kids about food.
- Huge opportunity for agri-tourism; we have a very large base of specialty agriculture producers and value-added products.
- Farm-stay type lodging is nearly impossible to get approved from a regulation perspective, even though is a great way to inject financial resources into our rural areas.
- Start a Lavender Fest; Baraboo area hosts the only lavender farms in the State outside of

Washington Island in Door County.

- Ag regulations should be revised to allow sales & value-added product development on-site. i.e. Ski-Hi can't sell its own hard cider.
- Should be a place devoted to agriculture – maybe a farm museum? Could include an event center, food sales, museum (history of farm development in this region?), host conferences, etc.
- How do we get real food into large institutions? I.e. schools, hospitals, etc. Hospitals are competing for patients; one way they are differentiating themselves is through food.
- Madison College is cranking out chefs in their expansion. Madison is saturated with chefs now, but that means there are opportunities for them to come here.
- Get Chambers of Commerce together to talk about marketing on a regional level.
- More youth gardening projects.
- Need to move the supply chain to a local level.
- Farms that bring groups need to focus on kids, education is key. Kids need to be brought into the food system.
- Sauk County food and holiday baskets promoting local product.
- Farm-to-Table meals around the County.

#### Arts & Cultural Resources

- Should be a pool of volunteers that different organizations could share. One organization currently doesn't utilize volunteers because it would take more investment in time than they might get in return. And once you have a few volunteers, then you need a coordinator, which takes more of someone's time.
- Mid-Continent Railway Museum can't find volunteers, even though anyone can drive the trains and they will teach people how to be operators. Volunteers run all of the weekend events, see a lot of the same faces every time, even driving from as far as southern Illinois to volunteer for a weekend.
- Bridge owned by Mid-Continent was destroyed in 2008 by flood and will cost over \$1 million to fix it. They can't access the main line until the bridge is fixed. However, they haven't been guaranteed access to the main line through regulators, so they don't even know if they'd be allowed to access it. By accessing the main line, they can go many other places: Devil's Lake, Reedsburg, Merrimac, etc. That is how they got the circus parade train to Milwaukee when it used to run. Used to do other excursions. Now with bridge closed, can only do their 3.5-mile track back and forth.
- The demographic that is nostalgic for trains is aging out. If those are two of our largest cultural draws, then what do we do? Thankfully young children's programming has helped the train industry (i.e. Thomas the Train), which has been huge for ridership.
- The demographic that associates with the circus is aging. This is still one of the key demographic to attract to the site, they are bringing their grandchildren to introduce them to the "entertainment" of their era.
- Circus World is developing a stronger relationship with the local school district, for all age levels. Elementary level learns about circus history, largely focused through music; middle school focuses on volunteerism, and high school focuses on marketing, video production, travel and

entertainment.

- Tried to do a Baraboo Discovery Pass, but only lasted two years. It packaged together the cultural attractions in Baraboo and offered to tourists for a 35% discount. Each attraction was asked to contribute \$500 to marketing costs – in the end, only two paid their dues and the entire cost fell on their shoulders. Difficult to get buy-in and commitment from businesses.
- There are so many organizations doing their own little piece – how do you educate about what each one is doing? What is their responsibility? How do they impact you? Why should you care? Nobody is communicating as well as they should to their respective communities, largely because of a lack of time and resources to do so. How can we be more effective as a group?
- Phantom Galleries (i.e. Create Portage County): Pop-up, unknown location art galleries that constantly change and move.

### Housing

- Housing choices are difficult in the rental market; there is not a lot of variety.
- How do our codes allow for live/work spaces? Particularly within downtown areas? Need low-income live/work space for artists/makers, etc. These spaces often require a shared creative space (makerspace).
- Cities need to provide incentives to develop those types of housing projects.
- Housing diversity is a problem. Could someone from County help communities write RFP's for the kind of housing we want to attract? This seems to be a gap for municipalities.
- How do we protect and invest in our existing housing stock? We have a lot of older homes that are deteriorating, and no one is putting money into fixing them. Looks poorly on the community, diminishes the overall value of housing stock, deters others from investing in their own properties. What kind of programs could be developed that would promote investment?
- How could we promote tiny house villages or culture? Could alleviate some of the housing concerns throughout the county, by attracting a certain demographic that are looking for that. Regulations are probably in place that make this difficult to implement.

### Transportation

- Lack of transportation options is difficult. Why isn't there an option to get people back and forth to Madison? There are people interested in coming to them from Madison, but those people don't necessarily all own vehicles, so there is no way for them to visit.
- We need to completely reconsider how we are moving goods and services. The cost for roadways is \$1 million/mile of road. How can we create alternative scenarios? Why always do things the same way? i.e. – widen the runways at the Baraboo airport and make it a major regional hub. i.e. utilize and expand the public trail system to create more transportation networks for alternative kinds of transportation. Why can't I drive my UTV on a trail between Reedsburg and Baraboo? Why isn't the 400 Trail open in the winter for UTV/ATV/snowmobile use? Stop limiting uses on our trail system and encourage a more diverse set of uses instead. The Great American Cheese Trail is a major source of economic development for some southern counties.

### Technology

- Should be using a geocoded smartphone app to send people information about events.
- Investment should be put into infrastructure, including major efforts toward broadband in rural areas.
- Why hasn't Reedsburg capitalized on their public utility?
- The rural areas need reliable Internet to attract younger people. How can we promote work-from-home scenarios when people can't access reliable, high-speed Internet in their own homes?
- FIX TECHNOLOGY!! Public utilities are now illegal, how do we force change in the private sector? Is there pressure from a tourism perspective? Can we create opportunities for partnerships? Could Sauk Co. provide incentive to private users to expand service? Offer cell tower for free?

### Health Care

- Plenty of jobs - short on PEOPLE
- More females are filling physician jobs. Their spouses are working, but not in blue collar positions. Very few opportunities for spouses to find jobs. That's the new demographic of medicine. Males are taking a more specialized role in public health.
- Working with Reedsburg MATC to train and fill jobs.
- Low turnover rate with young students/professionals
- Nursing students tend to stay for the long-term.
- What are property taxes being used to pay for? Rates are outrageous, where does it all go? There's a reason people are building outside of town.
- With the network of elderly care facilities, Reedsburg is set on meeting healthcare needs for a while.
- Hospital is going to move toward tele-medicine - using some already. Within a year or two, will have teleconferencing for appointments. Doesn't reduce need for physical people - fills a void for physicians that were not going to come here regardless.
- Get entry-level CNA's during summer breaks from college, but rest of the year is difficult. Competition with Dells for entry-level workers is substantial. How do we compete with Dells for lower-end jobs when they can pay better in the private service industry? Consistent turnover because of this competition.

### Sauk County Institute of Leadership

- Met with SCIL executive board members to discuss opportunity to evolve SCIL to be part of a larger framework. Talked about incorporating SCIL as a program into a Young Professional's type model focused on professional development, leadership development, and community involvement. The logistics of this could happen in a variety of ways, but there is a consensus that SCIL has reached the maximum of what it can do with the resources that it has. In order to do anything else, they need consistent staffing and resources. However, they all agreed that they are ready to evolve to the next level and make SCIL even better. The Executive Board felt that this was a conversation worth pursuing and having with the entire board of directors. There was willingness to talk about turning SCIL into this other organization. They would not like to see SCIL

diminished because it had to be absorbed by a different, new organization, or the County. They would rather take the lead and utilize their reputation and network to turn the opportunity into something that is a bigger resource for the County.

### Fermentation Fest

- Could we develop a cultural/entrepreneurial incubator (“starter culture”) around FF? Targeted Entrepreneurial Program focused on starting a new opportunity every year for the festival, with assistance from County resources?
- Pop-ups: How can we better utilize spaces?
- The Crooked Road (300-mile driving tour of Virginia) should be an example of what we should aim for.
- Tied to seasons of the land: attract people from urban areas and exploit opportunities for urban-rural flow
- Each town should have a museum.
- Dr. Evermore is an asset and should be leveraged.
- Alternative Living Models
- At one time there was an effort between the Chambers to apply for a GEM Marketing Grant for the region (Destination Marketing Grant for \$35,000/year)
- Could Land Conservation assist with logistics of land owners, sign locations, etc.?
- Eliminate roadblocks, create partnerships.
- Could County trucks on road help put signs in, etc?
- What departments could be bigger partners?
- How do we better understand what the economic impact is on a County-wide basis for agri-tourism?
- What public/private projects has the County participated in? What have finance packages looked like for those? What are the policies for innovative rural development strategies?

### INDIVIDUAL COMMUNITIES

#### City of Reedsburg

- Currently working through Design Reedsburg process, a placemaking charrette conducted through UW Extension. This model could be done elsewhere in County.
- Reedsburg used to have a very strong CDA that took on a variety of redevelopment projects, including housing. The CDBG Revolving Loan Fund is under the authority of the CDA and is a substantial asset, even though it’s tied to blight elimination. The rehabilitation of older housing stock could fall under the CDBG RLF to improve exterior appearance, HVAC, etc. Tied to the LMI of owner or tenant. Surplus TIF funds could supplement CDBG.
- Reedsburg is in dire need of a targeted housing program to improve existing housing stock as well as introduce new models.
- The City should develop a phased Highway Corridor Plan, starting at the eastern edge of the City and working its way all the way to the west. A River plan is also needed that turns it into an asset.

- If bicycles are so important to the City that we decided to incorporate them into our logo, why do we have such a horrible biking system throughout the City? Sure, we have the 400 Trail and a few other small trails, but in general, bikes have to ride on wide open streets throughout the community. Let's actually plan and implement a community-wide biking system, which can be done through an Outdoor Recreation Plan, which there are funding opportunities to support.
- Reedsburg needs a small business pamphlet, a guiding force that can be a resource for new business owners.
- Need to enhance storefronts in downtown area.
- How can we clean up the river and make it an amenity?
- River development is necessary.
- Need to pull in niche retail options.
- Design standards in downtown Reedsburg are necessary.
- BID dissolved nearly ten years ago, but the City has not put any money into doing the things the BID used to do. The RRO is doing the best it can to take over some of those things, but with limited resources, many things have gone away. This should be more of a joint effort.
- 49% of students in Reedsburg School District do not go on to formal education.
- 25% of graduates in Reedsburg School District go straight to the military.
- 51% of Reedsburg School District is on free/reduced lunch program.
- Reedsburg in dire need of quality restaurants (Could a Community Supported Restaurant be an option?)
- CAL Center should invest in small 50-seat theater in downtown.
- Log village could have a downtown storefront.
- New non-profit formed for protecting & preserving the assets of the area (Bumper to Bumper building, Norman Rockwell Church, etc.)
- Lakeside Foods & River access is an important parcel.

#### Reedsburg Area School District

- House flipping program with Mike McCarville. Some volunteers, some paid contractors. Houses donated by City or people who owned them. 12 in the first class, 24 students signed up for this year. Already have next 3 houses lined up. Once they sell the first house, will have more budget available moving forward.
- Growing bilingual program at Westside Elementary
- Garden @ Pineview
- Trying to develop culinary training with Wisconsin Dells and local Country Club.
- Developing a food cart program at the high school.
- Trying to develop a garden at the high school.
- Hartje Center is a major resource.
- Elementary schools now participating in First Tee Program. Pulled into curriculum by Phys. Ed teachers.
- Exploratory components of middle school, i.e.: world language, family & consumer services, art, tech ed., agriculture, strong drama & music program.

- High school has strong programs, i.e. drama, music, auto, welding, etc.
- MATC Campus partnership for transcript credits.
- Good connection to public library.
- CLC program @ Westside Elementary, serves as skill development & daycare.

### Sauk Prairie Area

- Sauk Prairie area has a very supportive community, which is why they've seen a lot of development over the past decade. Ideas are talked about and supported if they seem to be reasonable. You don't have to worry about no one wanting to try something, they are open to it. Not sure how that environment developed, but it's a great one to be involved in.
- Are in the process of conducting a market analysis with UW Extension, which will be presented in January. Part of the analysis focuses on culinary tourism, capitalizing on businesses and farms that exist in the area. (i.e. Carr Valley kitchen, Willow Creek, etc.)

### Village of Spring Green

- ATC is proposing high power energy lines from Dubuque to Middleton; people are fighting hard to not let it go through the Spring Green area.
- Spring Green needs a more aggressive business development plan. There are empty buildings along the railroad tracks.
- Major lack of rental properties in the area, for all ages and demographics. This is largely because American Players Theatre rents out all available properties on an annual basis. Local businesses have lost employees due to the lack of rental housing available.
- Chamber focuses on tourism first; business second. Annual budget of approximately \$70,000.
- Declining school populations: parents have established groups to try and fight schools that are closing (Lone Rock in 2017 and Arena in 2018).
- Lots of individual organizations popping up that pit people against each other. They are taking away from the volunteer base available to legitimate organizations. Many of these groups are not associated with any particular group, they just form on their own and try to do this rather than working with established groups that can make things happen by working together. It creates little pockets everywhere with no one working together. They usually fade out after a little bit.
- The Village has room to grow, but they need development. Don't have much housing inventory on the market. Why isn't anyone building housing?
- Attracting more retirement age moving into the community for cultural amenities. APT and Taliesin tend to attract an older demographic. Taliesin is easily the #1 attraction in the region.
- White Church Theater Project (mime school in Iowa Co.) is pulling an international audience. They are also running into a housing issue.
- Because the region is largely service base, there are a lot of jobs on the lower end of the pay scale; these employees need affordable housing.
- Community is lacking signage. i.e.: people don't know that Spring Green has a downtown, regardless of the signage that currently exists.
- Spring Green School District has 120 less students in K-5 than 10 years ago. Sharp decline in

enrollment.

- APT employees live here and their kids attend our schools – they have a substantial influence in the program offerings, making them more culturally rich and dynamic.
- Number of new housing starts in rural areas is indicative of retirees. Growing in retirement population, but not in the younger population.

### City of Baraboo

- Lots of large-scale empty retail. How do we activate Pierce's complex, Shoe Box, etc.
- New municipal building on riverfront could jumpstart the revitalization of that corridor.
- Need entryway beautification! Public plantings are not well maintained.
- Currently developing a façade grant program through the BID.
- Need more business-class residential in and surrounding the downtown; want to attract a higher-end residential user. Riverfront corridor could be a great place for upscale residential.
- Train Depot is being gifted to the City: what do we do with it?
- How can the City help take the burden of rent off of artists to promote them moving into a space and revitalizing it?
- It's hard to find adequate lodging in Baraboo to host conferences or large events.
- Would love to expand BID to include the river corridor. Hopefully with new development along that corridor there will be enough entities interested and it could be extended.
- Baraboo Chamber of Commerce is doing a tourism assessment for their entire community. Asking community leaders to do individual interviews to understand why people are there and what their reactions are.
- Just starting a tourism assessment in cooperation with the WI Dept. of Tourism with a goal of applying for a GEM Grant to use towards rebranding the entire region. Drew Nussbaum hosted a kick-off meeting with community stakeholders, who will be doing surveys over the course of the next 6 weeks.
- The biggest question right now is how do we turn the new Hwy 14 into an opportunity?

### Baraboo Area School District

- Business Advisory Council: Business leaders in classrooms, or providing workers to work in classrooms. Collaborations with Madison College & St. Claire Hospital. Collaborate w/ Ambulance service to certify students to become EMTs.
- BARR: Baraboo Community Classroom Connections – partnering with businesses to come into classrooms.
- Direct pipelines into job opportunities & certifications.
- Important to have strong athletic programs to build community pride & support for the district.
- Difficulty with newspapers sabotaging school pride.
- Shortage of highly qualified candidates for teachers?
- 500 employees: (Survey shows) 40% of responders have 10+ years, 20% of responders have 1-2 years
- Changes to UW system have hit the community hard. Lost a lot of professors that were important

to community.

- High schoolers take youth option courses, can walk to UW Baraboo.
- Partnered with UW Whitewater & Steven's Point for professional development for teachers to get certifications. They come every Wednesday for training at the district.
- Recently started partnership with Circus World.
- Middle school ambassadors for Circus World.
- Circus World struggling to get millennials. School might develop marketing materials for C.W.
- Aren't certified people to teach culinary arts programs.
- School garden at kindergarten and greenhouse at high school.

### Village of Plain

- Has gained some recent momentum with their first 'Plainfest'; very successful and had 44 businesses participate.
- Recent discussion has focused on developing their Bavarian heritage and creating a community around this style of design.
- New village entryway signage has been ordered, in addition to street signs in German and new downtown lighting.
- Redesign will focus on downtown business district.
- New year's Plainfest has already been rebranded around a Bavarian theme.
- Currently working on getting downtown businesses onboard, as well as looking at ordinances for implementation. Need to develop design guidelines.
- How do you incentive businesses to convert? Discussing limited tax assessment increases. Maxed out on TIF with their industrial park.
- Look at Helen, Georgia as an example.
- Have business owners that are looking to retire in near future, but are unlikely to find buyers. Could this be an opportunity for them to increase the value of their business by bringing more people through their door?