



Wisconsin Connecting Entrepreneurial Communities Conference

Strengthening Rural Wisconsin's Entrepreneurial Ecosystem by Engaging
Rural Entrepreneurs, Leaders, and Innovators in Rural Communities

May 30-31, 2024

Track 1: Economic Development Strategy, Roles, and Tactics

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City of Richland Center, WI



CECC Topics

- What is Economic Development
- Roles & Responsibilities in Municipal Government
- The Complexity of a City
- Project Decision Flow Chart
- Project Successes & Failures
- City Planning: The Comprehensive Plan
- City Planning Project: Orange St. and Downtown Redevelopment
- City Planning Project: Stori Field
- Thank You!

What is Economic Development

What is Economic Development?

Economic Development is developing the systems by which production, consumption, and exchange of goods and services occurs in a particular region. (by JG)



What is Economic Development?

A Few KEY Considerations

- It is extremely BROAD!
- Watch out for the error of “We need to make it like theirs”
 - Are you operating on real need or felt need?
- What generates maximum ROI & how are you measuring it?



Categories of Economic Development?

I like to split Economic Development into 4 General Categories

- 1) City or County Government
 - City or County Employee
 - Policy, Ordinances, City Planning, State & Federal Grants, TIF – But For, Infrastructure
 - Do we have a good economic environment
- 2) State & Federal Government
 - Training, counseling, job training, business planning, Grants
- 3) Non-Profit / Philanthropic
 - More project specific, community Initiatives and amenities
- 4) For Profit
 - Larger Corporations – Their name is everywhere





Jasen Glasbrenner

Serving Richland Center

608-475-0766

#1 - Housing

Focuses

**#2 -
Workforce
Attraction &
Retention**

**#3 - Quality
of Life
Resources**

**Mission:
Fostering A Community
of Opportunity,
Success, & Excellence**

Focuses



#1 - Housing

- All types
- In fill programs – empty lots
- Considering incentive programs
- Working on preliminary plans for future developments
- TIF Districts

#2 - Workforce Retention and Attraction

- The Marketing Element – branding and wayfinding
- WEDC Talent Attraction
- Employer Seminars
- Grants
- Did I Mention Housing???

#3 - Quality of Life Resources

- Dialysis Center and Pharmacy
- Tech Com – commercial building
- Childcare – Sunshine & Giggles, Rock Bridge
- City Auditorium Project
- Lone Rock – Village Center Park
- Orange St Redevelopment



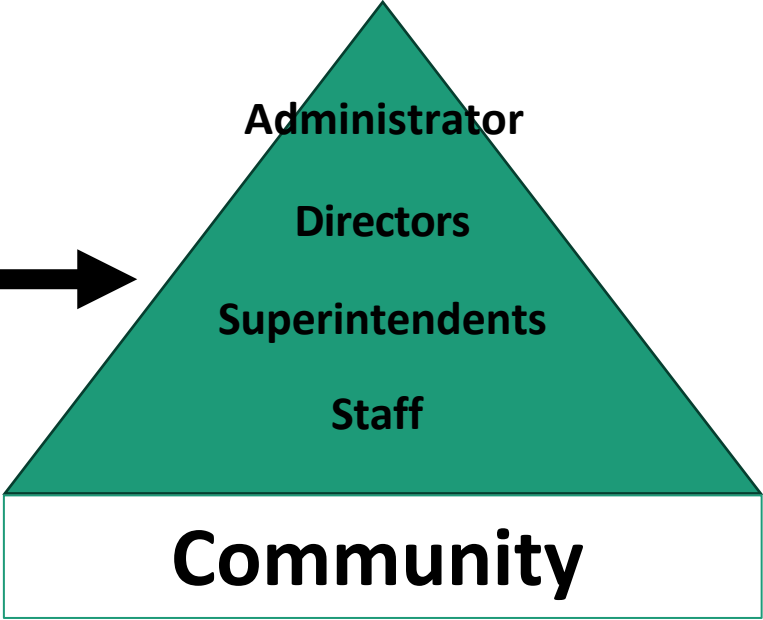
Roles & Responsibilities
in
Municipal Government

Roles & Responsibilities

Policy
General Goals
Comprehensive Plans



Procedure, Tactic
Programs, Execution



Crossover should rarely occur except in the case of Negligence, Gross Misconduct or Violation of the Law.



Roles & Responsibilities



Why is this so Critically Important?

Because, it is likely that your community is either moving in the direction of efficiency, clarity, order and excellence through clear delineation of responsibility or your community is being stifled in a system where there is a fair amount of confusion, chaos, dissatisfaction and a lack of accountability.

Plus – A Municipality is complex! (See Complexity of the City Slide)

Procedure, Tactic
Programs, Execution



of Negligence, Gross
Misconduct or Violation
of the Law.



Complexity of the City

The Complexity of the City

Mayor & 8 Alderpersons Full-Time Positions: All Position Types: Annual City Budget Buildings & Equipment Road and Utility Infrastructure The Dike	≈ 45 and ≈ 60 including Utilities ≈ 125 ≈ \$8 to 10 Million ≈ \$100 Million ≈ 34 miles of City Road (Not State Hwy) ≈ \$180 Million ≈ \$25 Million	Departments	
		<ul style="list-style-type: none"> • Administration • Clerk/Treasurer • Economic Development • Assessor • Police • Library 	<ul style="list-style-type: none"> • Tourism • Parks & Recreation • Public Works • Zoning • Building Inspection • Utilities

Committees	Commissions	Boards		Authorities
<ul style="list-style-type: none"> • Personnel • Finance • Public Safety • Public Works 	<ul style="list-style-type: none"> • Utility • Tourism • Police • Planning 	<ul style="list-style-type: none"> • Library Board <ul style="list-style-type: none"> • Fire • Ambulance • Natatorium • Park 	<ul style="list-style-type: none"> • Tree • BOA • BOR • JRB 	<ul style="list-style-type: none"> • Housing Authority • Redevelopment

Local Ordinances - Over 1200 pages of regulation to be administered by personnel

State Regulatory Agencies		Federal Regulatory Agencies	
<ul style="list-style-type: none"> • DOT • DNR • DOA 	<ul style="list-style-type: none"> • DOR • State Board of Elections 	<ul style="list-style-type: none"> • HUD • EPA • PSC 	<ul style="list-style-type: none"> • USDA • FEMA

The Complexity of the City

And Don't Forget Your Partnering Agencies and Associations

- Regional Planning Commission
- Prosperity Southwest Wisconsin
 - SBA
 - SBDC

- WEDC
- WHEDA
- WEDA
- LWM

- Wisconsin Department of Tourism
 - UW-Extension
 - USEDA

Wait.... I know I am forgetting something or someone!

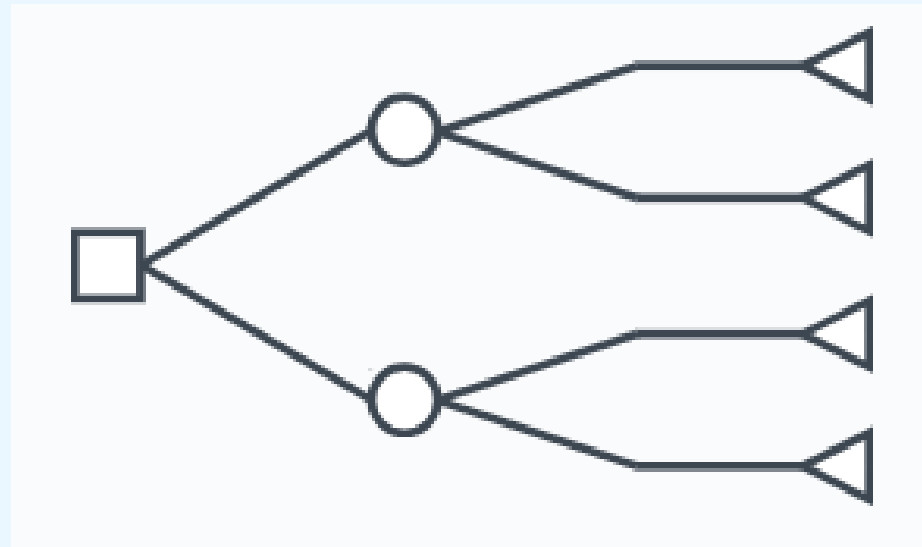


Economic Development

Project Decision Flow Chart

Richland Center Economic Development

- Project Decision Flow Chart -



Four Main Questions

1) Do your Constituents want the development?



2) Is the development needed?



3) Is the City able to provide assistance?



4) SHOULD the City provide assistance?



Four Main Questions

1) Do your
Constituents
want a
_____?



Yes / No / Maybe

Four Main Questions

2) Is a _____
needed?

YES

NO

STOP

Considerations

- 1) Is there a lack of your development type?
 - List of all current businesses
 - Current business #1
 - Current business #2
 - Current business #3
 - Current business #4
- 2) Tangential Economic Benefits
 - Jobs
 - National name brand recognition and marketing
 - Positive growth image
 - Destination shopping
 - Increased sales tax revenues
- 3) Has this development been identified by decision makers as a strategic goal?

3) Is the City able to provide assistance?

YES

NO

STOP

Must Answer the Following Questions

Does the City have Borrowing Capacity?

YES
Approx 12% used

Can they City Levy for Debt?

YES

Does the City have Fund Balances that could be leveraged or used?

YES

TIF or Grants?

LIKELY

4) SHOULD the City provide assistance?

YES

NO

STOP

Must Answer the Following Questions

<p>Does this project meet the Public Purpose Doctrine? (Derived from the WI Constitution and outlined in WI Supreme Court Legal Cases)</p>	<p>Is it for a public purpose & in the public's best interest?</p> <ul style="list-style-type: none"><input type="checkbox"/> Promotes public health, safety, and welfare<input type="checkbox"/> Promotes economic development or infrastructure development<input type="checkbox"/> Promotes education or other broad societal benefits.
<p>Is the "But For" test met?</p>	<p>"But For" the investment of public funds the project is not economically feasible and would not occur.</p>
<p>Is there Undue Enrichment?</p>	<p>Is the financial gain to the developer within a normal or average range for the investment type, or does the public investment create a situation of Undue Enrichment?</p>
<p>Is there a precedent being set?</p>	<p>Legal, Financial, or Other? Is it good or bad?</p>

Four Main Questions

1) Do your Constituents want the development?



2) Is the development needed?



3) Is the City able to provide assistance?



4) SHOULD the City provide assistance?



Four Main Questions

What is the
Consensus?

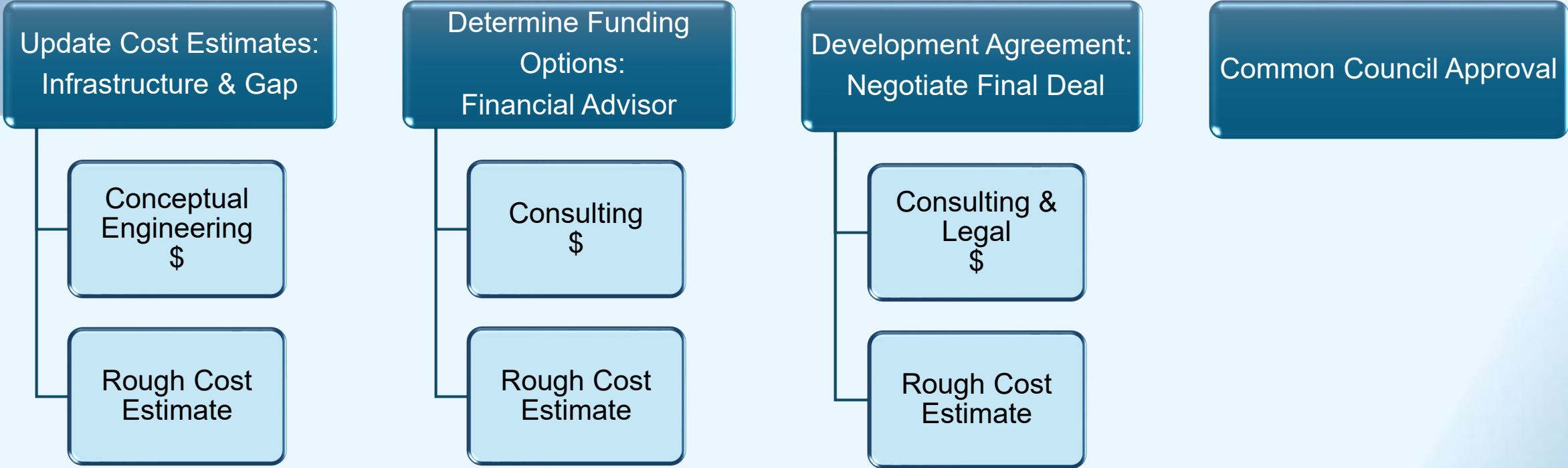
Must Answer the Following Questions	
1) Do your Constituents want the proposed development?	YES NO MAYBE
2) Is the development needed?	YES NO MAYBE
3) Is the City able to provide assistance?	YES NO MAYBE
4) SHOULD the City provide assistance?	YES NO MAYBE

What we know so far:

- 1) List the general details of the project as they stand
- 2) -
- 3) -
- 4) -
- 5) -
- 6) -
- 7) -
- 8) -
- 9) -

Next Steps:

Dependent upon decision makers stance on the project as previously discussed.



Project
Successes
&
Failures

Childcare Facility in the Industrial Park



Richland County Case Study: Lone Rock Village Center Park



City Auditorium – Access Project



Dialysis Center and Pharmacy



Tech-Com Building



460 W 1st St – ENS Housing





City Planning

The Comprehensive Plan

Comprehensive Plan for Richland Center, Wisconsin 2022-2032



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Figure 12: Richland Center Zoning Map, 2022

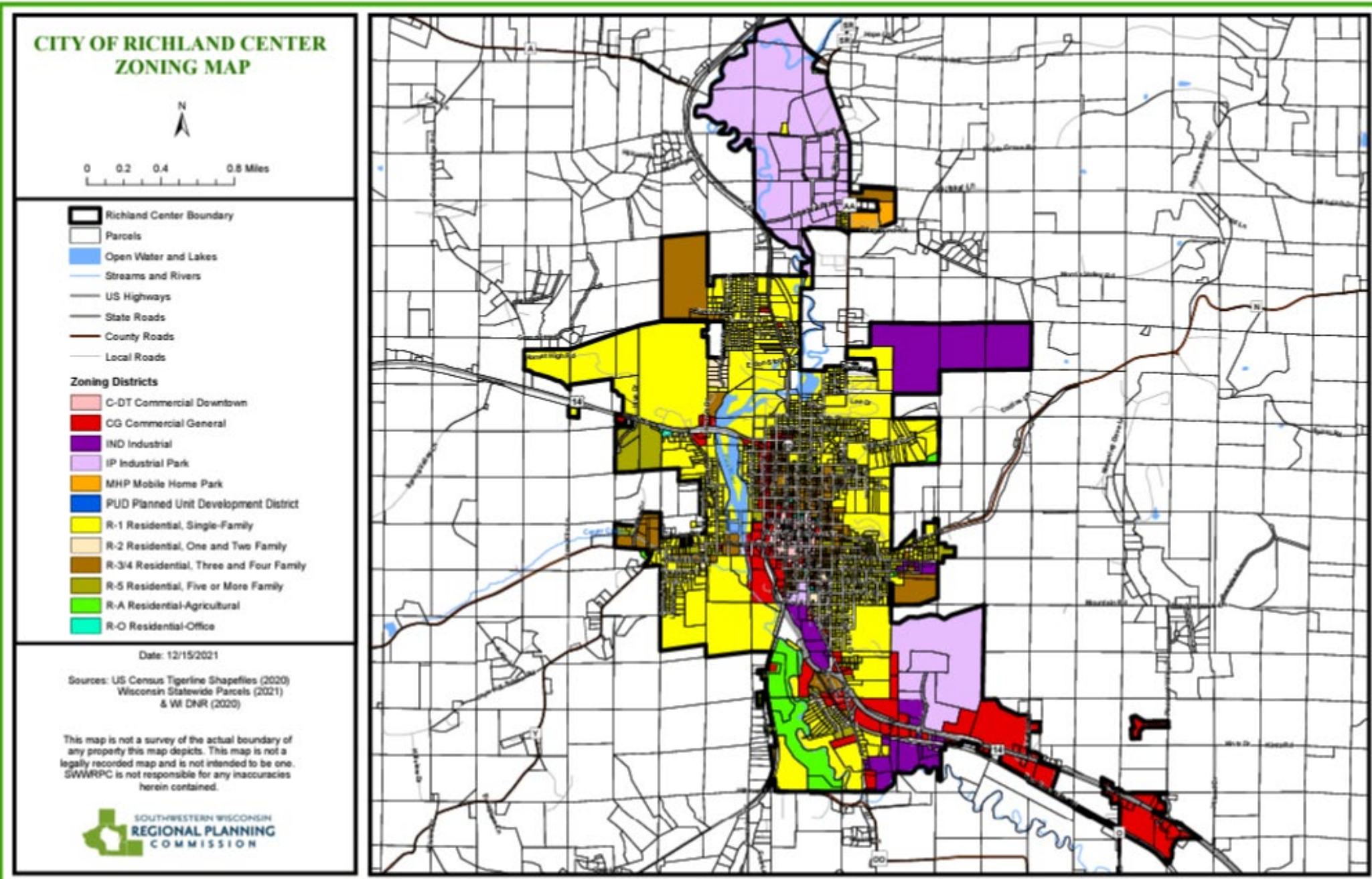
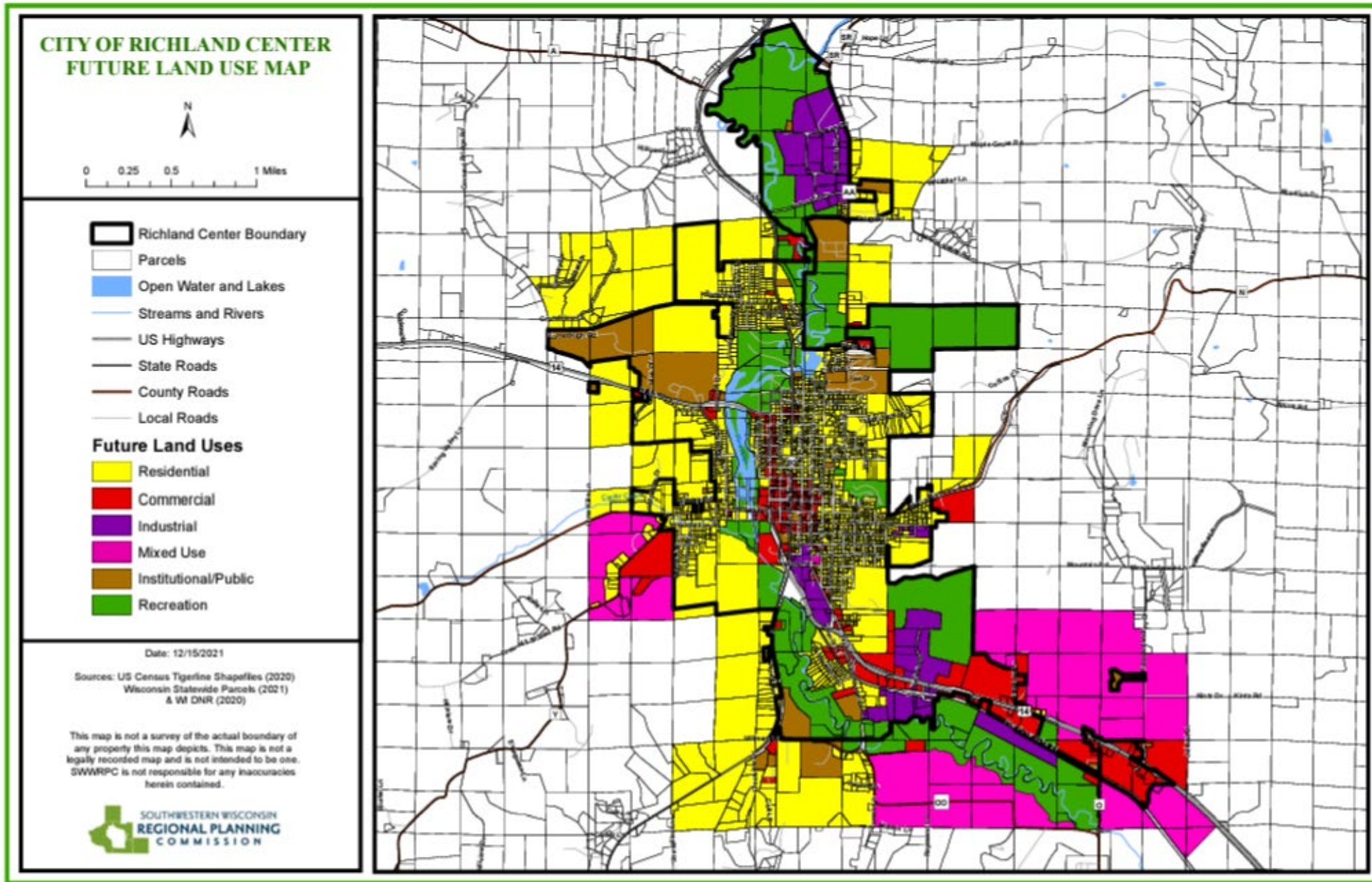


Figure 13: Richland Center Future Land Use Map, 2022



City Planning

Orange Street & Downtown Redevelopment



Orange & Court Street Redevelopment in Richland Center, WI

Regionally-Directed Technical Assistance





Figure 6: Rendering of public space programming



1	Hotel and Restaurant 38,000 SF A 4-story hotel with 60 rooms with full amenities and a ground floor restaurant
2	Retail / Food 9,000 - 18,000 SF A 1 to 2-story building with approximately 4 establishments providing retail or food and beverage services
3	Mixed-Use Residential 21,600 SF - 28,800 SF A 3 to 4-story building with approximately 12 to 18 residential units completed with first floor office spaces, as well as opportunity for a small cafe.

Figure 5: Preferred Alternative site plan

Regionally-Directed Brownfields Technical Assistance

- This program with the Environmental Protection Agency, the Wisconsin DNR and ICF has been underway since 2022
- The program has included -
 - Community Engagement, Visioning, and Planning
 - Market Analyses and Economic Research
 - Brownfields Site Design and Revitalization Planning
- The grants / in-kind technical service that the city has received for this planning is valued at \$105,000
- An additional \$12,500 has been spent on a Hotel Study to validate the project Plans

Challenges + Opportunities

- The property offer immediate opportunities for redevelopment and are considered priorities for stimulating activity on brownfields redevelopment across the city.
- Hotels in the City are frequently at capacity and reflect demand for more hotel rooms.
- Additional public spaces is needed in the city to support existing public events such as farmers' markets that are quickly outgrowing available space.



Figure 3: The Ferguson properties

RICHLAND CENTER, WI

DOWNTOWN REVITALIZATION PLAN

March 2013 Concept Plan



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Historic
Downtown



Birthplace of
FLW

ACKNOWLEDGEMENTS

CITY COUNCIL

Mayor Paul Corcoran, Susan Fruit, Judy Shireman,
Bill Kloehn, Jay Bachanan Mueller, Marie Rakow,
Lester Parker, Steven Deets, & Lorna Dilley

PLANNING & ZONING COMMISSION

Mayor Paul Corcoran, Alderperson Judy Shireman,
Alderperson Marie Rakow, Jack Bauer, Allen Kock,
Lisa Miller, & Shelly Reyzek

DOWNTOWN STEERING COMMITTEE

Mayor Paul Corcoran, Lorna Dilley, Chris Fink,
Linda Post, Bill Kloehn, Joel Rewald, & Melinda Jones

MSA PROFESSIONAL SERVICES

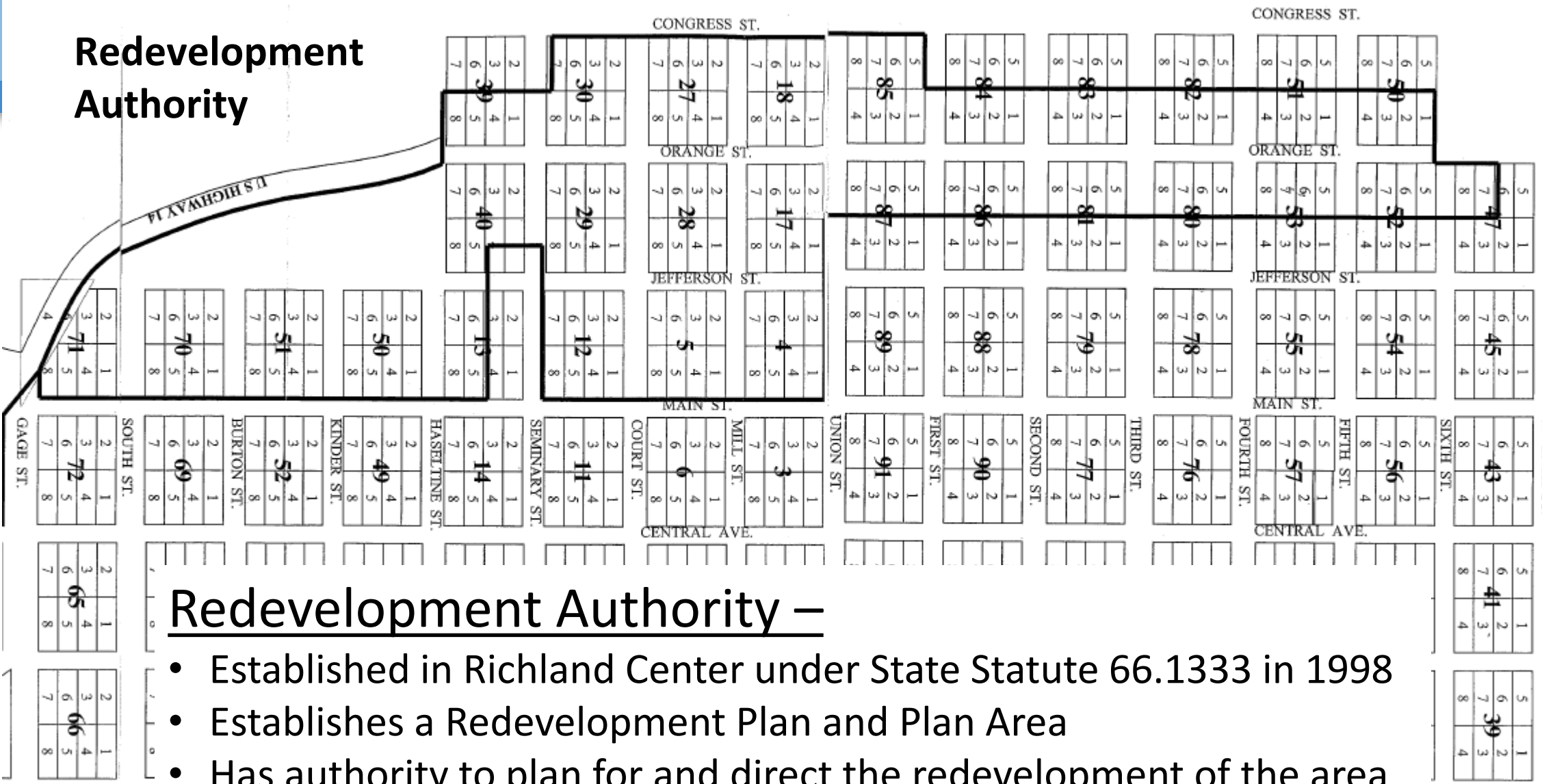
Chuck Sulik, AICP, Stephen Tremlett, AICP,
Jason Valerius, AICP & Sarah McDonald

FINAL DRAFT MARCH 2013

March 2013 Concept Plan



MAP 1 - Redevelopment Boundaries



Redevelopment Authority

Redevelopment Authority –

- Established in Richland Center under State Statute 66.1333 in 1998
- Establishes a Redevelopment Plan and Plan Area
- Has authority to plan for and direct the redevelopment of the area



City Planning

Stori Field

STORI FIELD
RICHLAND CENTER, WI

1/11/23

CONCEPT PLAN
OPTION #1

Legend

- Duplex
- Stormwater
- Green Space



Track 1: Economic Development Strategy, Roles, and Tactics

Jasen Glasbrenner
Economic Development Director
City of Richland Center, WI



Thank You!

