

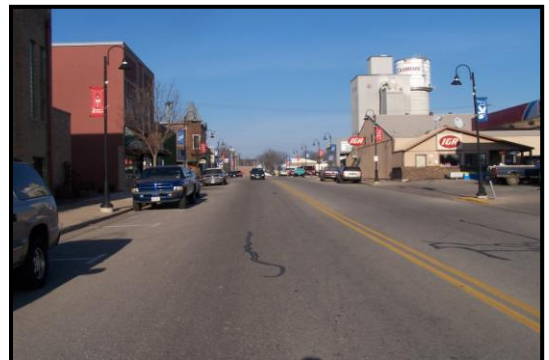
Village of Cashton Downtown Revitalization and State Highway 33 Corridor Plan

July 31, 2015

Prepared by the Mississippi River
Regional Planning Commission
under the direction of the Village
of Cashton– July 2015.



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Abstract

Title: Village of Cashton Downtown Revitalization and State Highway 33 Corridor Plan

Planning Period: March 2014 – July 2015

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- Wisconsin Department of Administration
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- Cashton Village Board
- Village of Cashton Business Representatives and Residents

CASHTON PLAN

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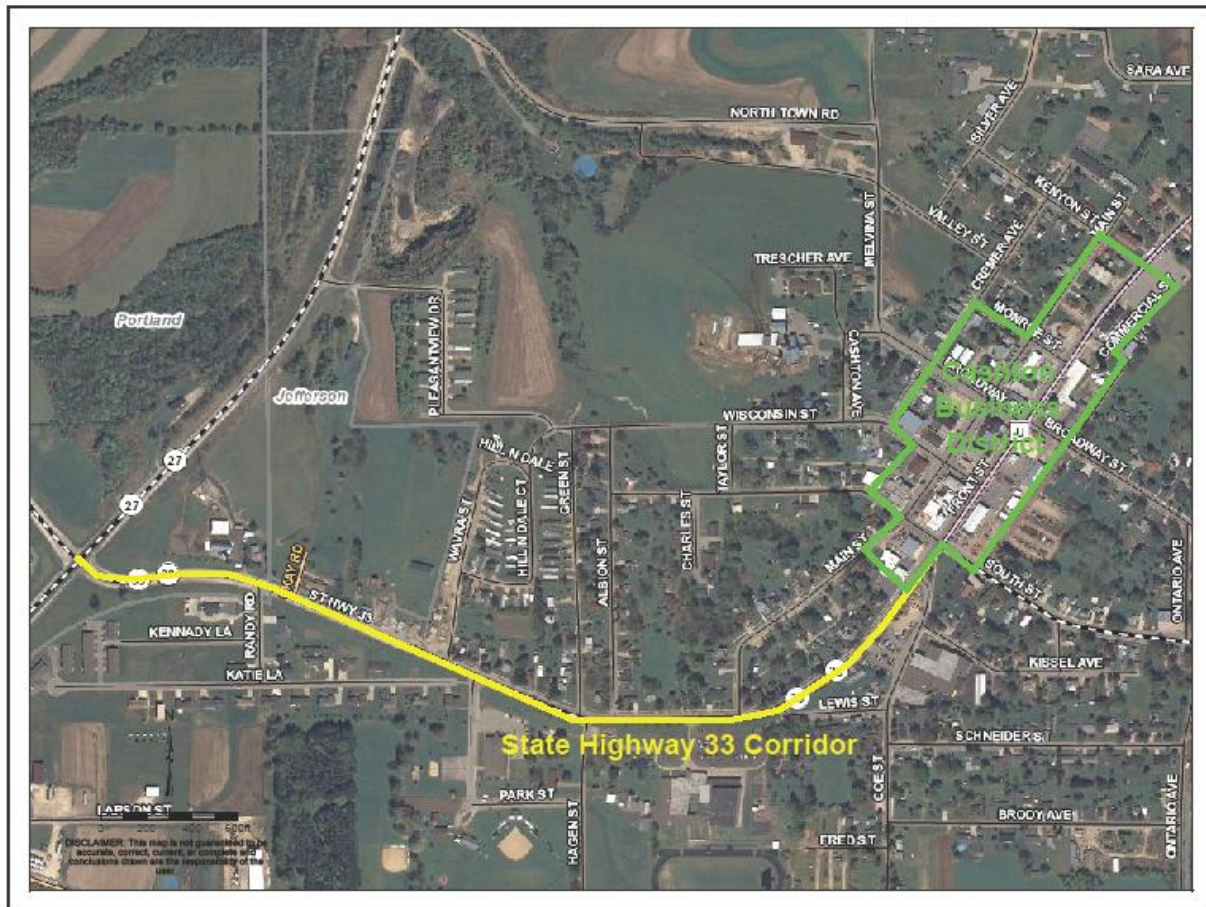
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APPENDICES

SECTION 1. INTRODUCTION

In 2014, the Village of Cashton was awarded a Community Development Block – Community Planning Grant (50% funding) from the Wisconsin Department of Administration to prepare a Village of Cashton Downtown Revitalization and State Highway 33 Corridor Plan. The plan will focus on two areas; the Cashton Business District (Downtown) and State Highway 33 corridor from the intersection of State Highway 27 (Cashton Green's Energy Park) on the west side of the Village to the business district (Figure 1).

Figure 1. Village of Cashton Planning Project Area Map



The portion of the plan addressing downtown Cashton (Figure 2) focuses on business district (downtown) revitalization by establishing goals and actions that assists in creating a vision for the downtown business district. The plan identifies aesthetic improvements, infrastructure improvements, business assistance and retention activities.

A key element of the planning process involved conducting a market evaluation. Specifically, a business survey was developed and interviews were conducted with all business owners in the business district (downtown) willing to participate. A purpose of the survey was to identify business needs and opinions on Cashton, future business plans (expansion), preferences regarding public and/or private aesthetic and infrastructure improvements. A consumer survey was also conducted as part of a market evaluation to help gather opinions from consumers about downtown Cashton. The plan helps identify the types of businesses/services needed to maintain an economically sustainable business district.

Figure 2. Cashton Business District



Figure 3. State Highway 33 Corridor



A component of the plan also addresses the reconstruction of State Highway 33 that travels through the Village. The reconstruction will take place in 2017. The State Highway 33 corridor is the “gateway” to the downtown business district and vital to connecting the business park (Cashton Green’s Energy Park along State Highway 27 on the west side of the Village) to downtown Cashton (Figure 3). The plan evaluates multimodal (bike, pedestrian, buggy, etc.) accommodations to be incorporated into scheduled Wisconsin Department of Transportation improvements to State Highway 33. The plan also evaluates aesthetic and lighting improvements recommended for the corridor.

The Village of Cashton is also committed to health and wellness and believes bike/pedestrian connections throughout the Village are important. The Village recognizes that by connecting the downtown area to the school, the Village Park and the business park are vital to downtown revitalization and economic sustainability. The State Highway 33 Corridor planning process evaluated a broader trail system that connects the State Highway 33 bike/pedestrian improvements to a bike/pedestrian loop in the northwest quadrant of the Village.

A critical element of the planning process is for residents to be able to visualize plan recommendations. The Village contracted with a consulting firm that provided enhanced images of specific locations in downtown Cashton. The illustrations were valuable to the project as businesses, residents and local officials could see the impact of recommendations on downtown Cashton. In addition, The Village was designated for a Capstone Project through the University of Wisconsin-Madison Department of Landscape and Architecture. The Capstone Project designated a student to work with the Village in the planning process and develop conceptual drawings of selected locations.

SECTION 2. PUBLIC INPUT AND THE PLANNING PROCESS

Gathering input and having the involvement of the business community, elected officials and residents of the Village was critical to the planning process. An ad-hoc committee referred as the “Citizens Participation Committee” was created to help oversee the planning process. The informal committee consists of business owners, residents, Village staff and elected officials. The “Citizens Participation Committee” met numerous times throughout the planning process. The meetings offered the opportunity for businesses and residents to provide input on the plan and plan concepts as they were developed. The role of the committee was to guide the planning process by review planning information and planning documents. The committee was instrumental in the most challenging aspect of the planning process which was to take the public input and ideas generated from varying sources, evaluate them and create a planning document that reflected the overriding themes desired by business owners and residents.

In addition to Citizen Participation Committee meetings, public input was gathered through a variety of venues/opportunities. Previous planning and community improvement plans/projects were also reviewed and provided valuable insight and direction as project documents were prepared based on extensive public input. Described below are methods in which community input was gathered along with a summary of the input received.

CDBG Public Hearings

Community input on the plan was gained by adherence to Community Development Block Grant (CDBG) requirements, as CDBG program required two public hearings which focused on providing the opportunity for residents to learn more about the planning process and provide feedback during the planning process. The Village Board conducted one public hearing in the Spring and one in the Fall of 2014 which provided the opportunity for residents and local officials to provide input on the plan and planning process. The public hearings generated no negative public comments regarding the plan or planning process.

WISDOT Public Meetings

The Wisconsin Department of Transportation also conducted two public meetings during the planning process to gather community input on the 2017 reconstruction of State Highway 33 (State Highway 33 Corridor) through the Village of Cashton and the reconstruction of the hazardous State Highway 33/State Highway 27 intersection on the west end of the State Highway 33 corridor scheduled for 2016. The two WISDOT projects were well received by the public at the public information meetings. The only issue that generated some concern in the community was removing parking along the State Highway 33 corridor. The parking issue was resolved as it was decided to allow parking on one side (westside) of State Highway 33.

Business Owner Survey

Business owner input was key to identifying ways to revitalize downtown Cashton as well as planning for the State Highway 33 Corridor. To gather business owner input, a series of questions were developed and in person interviews were conducted with the majority of business owners/operators (A few businesses chose not to be interviewed). The survey responses provided valuable information that guided the development of the planning document. The results of the business owner survey are discussed in the “Market Evaluation” section of the plan.

Consumer Survey

A consumer survey was also conducted during the planning process which provided critical information directly from consumers regarding shopping destinations, habits, and opinions on downtown Cashton. Surveys were made available to the public at downtown businesses, the Village office, and were distributed by major employers. The consumer survey responses provided valuable information that assisted in developing the planning document. The results of the consumer survey are discussed in the “Market Evaluation” section of the plan.

Cashton Website

The Cashton website (Cashton.com) continually posted planning documents as they were prepared allowing everyone the opportunity to follow the planning process or take an active role if they desired. The website provided a great opportunity to keep residents and business owners informed throughout the planning process.

Review of Existing Plans

Previous planning documents prepared for the Village were developed with significant public input. Therefore a review of these documents was conducted to help gather insight on opinions expressed by residents and businesses during past planning processes.

Village of Cashton Comprehensive Plan

The Village of Cashton in 2009 completed a Comprehensive Plan in conjunction with neighboring local units of government. The following goals, policies and actions were approved for the Village of Cashton in the Economic Development Element and Transportation Element of the Comprehensive Plan.

The Village of Cashton Transportation Goal from the Comprehensive plan was “To provide a safe, esthetic, and cost-effective Village street system that serves the economic development needs and potentials of the Village”. Policies within the planning document addressed improvements to address safety of the State Highway 27/33 intersection, enhance aesthetic gateways to the Village on the state highways, and provide pedestrian and bicycle facilities to maintain the potential to walk and bike throughout the Village.

The Economic Development Element of the Village Comprehensive Plan recommended the following policies/programs for the Village:

- Support existing businesses and promote the area for new businesses.
- Work to retain existing businesses and assist with business expansions.
- Develop concepts and projects for esthetic improvements for downtown Cashton. Such an effort could reflect a community image or theme reflected in signage, plant material, paving, and linking of the downtown and school facilities to other areas of the community, including the growth area along Highway 27.
- Develop a Cashton downtown revitalization plan and business promotion plan, including a community design theme.

Cashton Keeps and Changes

In 2012, as part of a series of meetings of community leaders, business owners, and residents a “Keeps and Changes” exercise was conducted. Meeting attendee’s were asked if they could keep three things about Cashton what would they keep, and if they could change three things about Cashton what would they change. The answers provided by respondents aid in understanding the positive and negative attributes of the Village.

A summary of things people listed they would “Keep”:

- | | |
|--|-----------------------------------|
| - Positive working relationships | - Downtown Historic Look |
| - Can do attitude, tolerance of new things | - Spirit of community/cooperation |
| - Community Hall | - Rural Character |
| - Schools | - Small Town Feeling |
| - Scenic Bluffs and Organic Valley | |

A summary of things people listed they would “Change”:

- | | |
|--|--|
| - Restore buildings | - Restoration/productive use of old buildings |
| - Storefronts | - Traffic confusion |
| - Sidewalks to be more accessible to all | - Access to outdoor walking/jogging paths |
| - Vacant old buildings | - Need connecting trails, kids pedestrian trails |
| - More sidewalks | - Re-face some of the older buildings |

Cashton Community Visioning 2012 Project

In the spring of 2012 Scenic Bluffs Community Health Centers, led a community visioning project through a photo visioning process. The purpose of the project was to develop a better understanding of the quality of life in Cashton. The information gained from this activity is used to provide information to a number of community planning activities underway in Cashton and to assist in developing strategies for making Cashton a healthier place to live, work and grow. Participants (14) took photos in and around Cashton related to the following categories:

- What places or spaces in the community allow you to lead an active and healthy lifestyle?
- What areas of Cashton should we preserve or restore?
- What images of Cashton make you most proud?
- What makes it difficult to walk or bike more in the community?

Photographs and themes were displayed at the 2012 Cashton Fall Festival and input was received from over 200 people that viewed the display. Based on photographs, interviews, and public input the following themes/programs/actions emerged:

- The need for a walking/biking/multipurpose trail in Cashton.
- Preservation/restoration of historical buildings.
- Community pride in the Veteran's Memorial, Amish heritage, and Cashton Public Schools.
- Unsafe and/or inadequate transportation routes (sidewalks and roads).
- Create a Business Retention and Expansion (BRE) Program, such that the community is regularly gathering information about existing local businesses that are very important generators of new jobs.
- Cashton Ambassador Program - the potential for Cashton to attract active retirees and encourage greater involvement from those already living in Cashton as a community development strategy.
- Cashton Community Reads Program - The idea is simple: the entire community is encouraged to read and then discuss the same book over a particular period of time.

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SECTION 3. DEMOGRAPHICS, EXISTING CONDITIONS, AND COMMUNITY RESOURCES

To properly evaluate the Village of Cashton and prepare a State Highway 33 Corridor and Downtown Revitalization Plan it is important to have an understanding of the Village's existing population, housing characteristics, economic base, and workforce skills. This section analyzes the Village's existing conditions to help evaluate impacts to future development in the Village. The various tables also include data from neighboring jurisdictions as well and information as to how the Village compares to the County, State, and U.S.

Population

The Village's population has continued to grow since 1990 with a 28.8% increase between 1990 and 2000 (Table 1). From 2000 to 2010 the population increased by 9.7% greater than both Monroe County and the State of Wisconsin. Cashton's population is projected to continue to grow over the next 25 years to 1,355 by 2040, a 23% increase from the Village's 2010 population.

Table 1. Population Trends and Projections - Cashton, Surrounding Communities, County, State & Nation

	Population					% Chg 70-80	% Chg 80-90	% Chg 90-00	% Chg 00-10
	1970 ⁽¹⁾	1980 ⁽¹⁾	1990 ⁽¹⁾	2000 ⁽¹⁾	2010 ⁽¹⁾				
T Clinton	830	920	1,093	1,354	1,358	10.8	18.8	23.9	0.3
T Jefferson	756	710	815	800	819	-6.1	14.8	-1.8	2.4
T Portland	695	755	733	686	808	8.6	-2.9	-6.4	17.8
T Sheldon	540	524	521	682	727	-3.0	-0.6	30.9	6.6
T Wells	423	474	442	529	519	12.1	-6.8	19.7	-1.9
V Cashton	824	827	780	1,005	1,102	0.4	-5.7	28.8	9.7
Monroe Co.	31,610	35,074	36,633	40,896	44,673	11.0	4.4	11.6	9.2
State of Wis.	4,417,821	4,705,642	4,891,769	5,363,715	5,686,986	6.5	4.0	9.6	6.0
U.S.	203,302,031	226,542,199	248,709,873	281,421,906	308,745,538	11.4	9.8	13.2	9.7

	2020 ⁽²⁾	2025 ⁽²⁾	2030 ⁽²⁾	2035 ⁽²⁾	2040 ⁽²⁾	Prj % Chg 20-25	Prj % Chg 25- 30	Prj % Chg 30- 35	Prj % Chg 10-40
T Clinton	1,480	1,560	1,640	1,680	1,695	5.4	5.1	2.4	24.8
T Jefferson	870	900	920	925	920	3.4	2.2	0.5	12.3
T Portland	905	960	1,005	1,035	1,050	6.1	4.7	3.0	30.0
T Sheldon	805	850	890	910	925	5.6	4.7	2.2	27.2
T Wells	545	560	570	570	565	2.8	1.8	0.0	8.9
V Cashton	1,195	1,260	1,310	1,340	1,355	5.4	4.0	2.3	23.0
Monroe Co.	48,600	50,975	52,950	53,970	54,410	4.9	3.9	1.9	21.8
State of Wis.	6,005,080	6,203,850	6,375,910	6,476,270	6,491,635	3.3	2.8	1.6	14.1
U.S.	NA	NA	NA	NA	NA	NA	NA	NA	NA

Source: (1) U. S. Department of Commerce, Bureau of Census; (2) Wis. Dept. of Administration Population Projections

Age

Table 2 shows that as of the 2010 Census the median age in the Village was 34.7 which was significantly lower than the County, State and Nation. Over twenty percent of the Village's population was between the ages of 20-34 years old and only 9.1% of the Village's population was between the ages of 55-64 years old as of the 2010 Census. These percentages account for the low median age of Village residents.

Table 2. Population by Age (2010 Census) - Cashton, Surrounding Communities, County, State & Nation

	Percent of Population						Median Age
	Under 5 Years	5-19 yrs	20-34 yrs	35-54 yrs	55-64 yrs	65+	
T. Clinton (Vernon Co.)	14.5	34.6	15.0	19.8	7.8	8.2	20.7
T. Jefferson	8.8	31.6	14.7	24.5	9.8	10.6	29.5
T. Portland	8	25.0	13.0	29.5	11.9	12.6	38.6
T. Sheldon	9.9	33.7	14.2	22.5	10.2	9.5	26.9
T. Wells	5.8	20.4	11.9	29.4	17.4	15.0	44.5
V Cashton	8.8	21.6	20.4	25.0	9.1	15.3	34.7
Monroe County	7.2	21.2	16.9	27.8	13.0	13.9	39.1
State of Wis.	6.3	20.1	19.5	28.1	12.3	13.7	38.5
United States	6.5	20.4	20.3	27.9	11.8	13.0	37.2

U.S. Dept. of Commerce-Bureau of the Census

Gender

As of the 2010 Census 49.5 percent of the Village's population was male and 50.5 percent was female (Table 3). These percentages are consistent with the State and Nation.

Table 3. Population by Gender (2010 Census) - V. Cashton, Surrounding Communities, County, State & Nation

	Male	Percent	Female	Percent	Total
T. Clinton (Vernon Co.)	681	50.1	677	49.9	1,358
T. Jefferson	413	50.4	406	49.6	819
T. Portland	417	51.6	391	48.4	808
T. Sheldon	379	52.1	348	47.9	727
T. Wells	267	51.4	252	48.6	519
V Cashton	545	49.5	557	50.5	1,102
Monroe County	22,648	50.7	22,025	49.3	44,673
State of Wis.	2,822,400	49.6	2,864,586	50.4	5,686,986
United States	151,781,326	49.2	156,964,212	50.8	308,745,538

U.S. Dept. of Commerce-Bureau of the Census

Labor Force and Employment

Table 4 shows that the Village of Cashton had 570 residents or 71.3% of its residents age 16 and older, in the civilian labor force and 553 (69.1%) were employed as of 2012. The employment numbers are higher than Monroe County, the State of Wisconsin and the Nation and the Village's estimated unemployment rate of 2.1% was significantly lower than the County, State and Nation.

Table 4. Employment - Cashton, Surrounding Municipalities, County, State and Nation

	Population 16 years and Over	In Labor Force	%	Civilian Labor Force	%	Employed	%	Unemployed	%	Not In Labor Force	%
T. Clinton (Vernon)	758	355	46.8%	355	46.8%	332	43.8%	23	3.0%	403	53.2%
T. Jefferson	624	443	71.0%	439	70.4%	428	68.6%	11	1.8%	181	29.0%
T. Portland	571	388	68.0%	388	68.0%	374	65.5%	14	2.5%	183	32.0%
T. Sheldon	480	246	51.3%	246	51.3%	232	48.3%	14	2.9%	234	48.8%
T. Wells	365	258	70.7%	258	70.7%	242	66.3%	16	4.4%	107	29.3%
V Cashton	800	573	71.6%	570	71.3%	553	69.1%	17	2.1%	227	28.4%
Monroe County	34,490	23,159	67.1%	22,654	65.7%	21,290	61.7%	1,364	4.0%	11,331	32.9%
State of Wis.	4,512,525	3,090,671	68.5%	3,086,774	68.4%	2,856,318	63.3%	230,456	5.1%	1,421,854	31.5%
Unites States	243,810,053	157,664,311	64.7%	156,533,205	64.2%	141,996,548	58.2%	14,536,657	6.0%	86,145,742	35.3%

Source: U.S. Department of Commerce-Census Bureau, American Factfinder, 2012 Five-Year ACS Estimates

Labor Force Unemployment Rates

Table 5 below shows Monroe County unemployment rates over the last fourteen years have ranged from a low of 3.7 in 2000 to a high of 7.8 in 2009. During this 14 year period the County's unemployment rate has been lower than the Nation for the entire time period and lower the State except for 2000 and 2001.

Table 5. Unemployment Rate Trends - County, State and Nation

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Monroe County	3.7	4.6	4.9	5.0	4.2	4.1	4.3	4.5	4.6	7.8	7.4	6.7	6.7	6.5
State of Wis.	3.4	4.4	5.3	5.6	5.0	4.8	4.7	4.8	4.8	8.7	8.5	7.5	6.9	6.7
United States	4.0	4.7	5.8	6.0	5.5	5.1	4.6	4.6	5.8	9.3	9.6	8.9	8.1	7.4

Source: Wis. Dept. of Workforce Development, Labor Market Information, <http://WORKnet.Wisconsin.gov>, 8/25/2014

Labor Force Occupations

Table 6 shows occupation group totals as determined by the American Community Survey Estimates for the Village of Cashton, Monroe County, State of Wisconsin and Nation. As of the 2012 estimates, the largest occupation groups in the Village was Management, Business, Science, and Arts occupations (27.1%) followed by Sales and Office occupations (22.6%).

Table 6. Cashton, Surrounding Municipalities, County, State and Nation Occupation

	Civilian employed population 16 years and over	Management, business, science, and arts occupations		Service occupations		Sales and office occupations		Natural resources, construction, and mtce occupations		Production, transportation, and material moving occupations	
		No.	%	No.	%	No.	%	No.	%	No.	%
T. Clinton (Vernon)	332	144	43.4%	41	12.3%	46	13.9%	45	13.6%	56	16.9%
T. Jefferson	428	159	37.1%	52	12.1%	62	14.5%	74	17.3%	81	18.9%
T. Portland	374	111	29.7%	56	15.0%	60	16.0%	61	16.3%	86	23.0%
T. Sheldon	232	68	29.3%	40	17.2%	26	11.2%	52	22.4%	46	19.8%
T. Wells	242	73	30.2%	42	17.4%	52	21.5%	30	12.4%	45	18.6%
V. Cashton	553	150	27.1%	80	14.5%	125	22.6%	83	15.0%	115	20.8%
Monroe County	21,290	6,056	28.4%	4,010	18.8%	4,150	19.5%	2,411	11.3%	4,663	21.9%
Wisconsin	2,856,318	961,679	33.7%	475,342	16.6%	683,794	23.9%	251,171	8.8%	484,332	17.0%
United States	141,996,548	50,976,044	35.9%	25,311,187	17.8%	35,338,663	24.9%	13,186,262	9.3%	17,184,392	12.1%

Source: U.S. Department of Commerce-Census Bureau, American Factfinder, 2012 Five-Year ACS Estimates

Labor Force Class of Worker

Table 7 shows that private wage and salary workers made up 73.1% of the Village workforce in 2012 compared to 70.2% for the County, 81.7% for the State of Wisconsin and 78.7% for the Nation. Self-employed in own not incorporated businesses workers make up 9.4% of the Village workforce compared to 8.8% for the County, 5.5% for the State of Wisconsin and 6.3% for the Nation.

Table 7. Cashton, Surrounding Municipalities, County, State and Nation Labor Force Class of Worker

	Private wage and salary workers	%	Government workers	%	Self-employed in own not incorporated business workers	%	Unpaid family workers	%
T. Clinton (Vernon)	181	54.5	23	6.9	105	31.6	23	6.9
T. Jefferson	404	73.1	97	17.5	52	9.4	0	0.0
T. Portland	281	75.1	37	9.9	56	15.0	0	0.0
T. Sheldon	150	64.7	27	11.6	48	20.7	7	3.0
T. Wells	143	59.1	46	19.0	51	21.1	2	0.8
V. Cashton	404	73.1	97	17.5	52	9.4	0	0.0
Monroe County	14,937	70.2	4,389	20.6	1,866	8.8	98	0.5
Wisconsin	2,334,843	81.7	360,345	12.6	156,752	5.5	4,378	0.2
United States	111,686,094	78.7	21,192,565	14.9	8,907,425	6.3	210,464	0.1

Source: U.S. Department of Commerce-Census Bureau, American Factfinder, 2012 Five-Year ACS Estimates

Employment by Industry

Table 8 shows employment by industry for the Village, County, State and Nation as determined by the American Community Survey Estimates 2008-2012. These estimates indicate the largest employment sectors in the Village are Educational Services, Healthcare and Social Services (30%) and Manufacturing (16.6%).

Table 8. Cashton, Surrounding Municipalities, County, State and Nation Employment by Industry

	Ag, forestry, fishing & hunting, & mining		Construction		Manufacturing		Wholesale trade		Retail trade		Transportation & warehousing, & utilities		Information	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
T. Clinton (Vernon)	103	31.0%	11	3.3%	48	14.5%	9	2.7%	25	7.5%	3	0.9%	6	1.8%
T. Jefferson	115	26.9%	45	10.5%	96	22.4%	16	3.7%	18	4.2%	15	3.5%	0	0.0%
T. Portland	59	15.8%	24	6.4%	46	12.3%	21	5.6%	37	9.9%	27	7.2%	2	0.5%
T. Sheldon	63	27.2%	27	11.6%	36	15.5%	0	0.0%	11	4.7%	11	4.7%	10	4.3%
T. Wells	14	5.8%	17	7.0%	26	10.7%	16	6.6%	16	6.6%	29	12.0%	0	0.0%
V. Cashton	37	6.7%	28	5.1%	92	16.6%	36	6.5%	61	11.0%	35	6.3%	8	1.4%
Monroe County	1,259	5.9%	1,276	6.0%	3,634	17.1%	452	2.1%	2,410	11.3%	1,276	6.0%	249	1.2%
Wisconsin	69,929	2.4%	159,488	5.6%	524,289	18.4%	78,915	2.8%	325,089	11.4%	127,572	4.5%	51,519	1.8%
United States	2,699,250	1.9%	9,221,878	6.5%	15,079,996	10.6%	4,018,762	2.8%	16,422,596	11.6%	7,096,633	5.0%	3,139,327	2.2%

Table 8. Cashton, Surrounding Municipalities, County, State and Nation Employment by Industry (continued)....

	Finance & ins., & real estate & rental & leasing		Professional, scientific, & mgt, and admin, and waste mgt services		Educational services, & health care & social assistance		Arts, entertainment, & recreation, & accommodation & food services		Other services, except public administration		Public administration		Civilian employed population 16 years and over
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
T. Clinton (Vernon)	12	3.6%	19	5.7%	68	20.5%	12	3.6%	16	4.8%	0	0.0%	332
T. Jefferson	9	2.1%	20	4.7%	63	14.7%	14	3.3%	8	1.9%	9	2.1%	428
T. Portland	12	3.2%	13	3.5%	94	25.1%	13	3.5%	24	6.4%	2	0.5%	374
T. Sheldon	6	2.6%	2	0.9%	38	16.4%	14	6.0%	6	2.6%	8	3.4%	232
T. Wells	0	0.0%	10	4.1%	65	26.9%	9	3.7%	14	5.8%	26	10.7%	242
V. Cashton	23	4.2%	27	4.9%	166	30.0%	20	3.6%	6	1.1%	14	2.5%	553
Monroe County	679	3.2%	1,004	4.7%	4,531	21.3%	1,736	8.2%	813	3.8%	1,971	9.3%	21,290
Wisconsin	178,649	6.3%	225,068	7.9%	653,542	22.9%	242,999	8.5%	117,852	4.1%	101,407	3.6%	2,856,318
United States	9,574,851	6.7%	15,141,136	10.7%	32,513,621	22.9%	13,039,332	9.2%	7,027,803	4.9%	7,021,363	4.9%	141,996,548

Source: U.S. Department of Commerce-Census Bureau, American Factfinder, 2012 Five-Year ACS Estimates

Major Employers

Table 9 identifies the largest employers in the Village. As identified in the previous table the largest industry categories by employment in the Village are Educational Services, Healthcare and Social Services and Manufacturing.



Organic Valley Distribution Center

Table 9. Village of Cashton Major Employers

Establishment	Product or Service
Organic Valley Dist. Center	Dairy Products (except dried or canned) Merchant Wholesalers
Cashton Public Schools	Elementary and Secondary Schools
Scenic Bluffs Community Health Ctr	Health Care
Pasture Pride Cheese	Dairy Products
Hundt Implement	Sales and service of snowmobiles, ATVs, utility vehicles, tractors,
Heartland Country Cooperative	Farm Supplies
Cashton Greens Business Park	Energy Production (Cashton Greens Energy Park)
Badger Crossing Pub & Eatery	Restaurant/Bar
Portland Implement	Farm Equipment
MLSNA Dairy Supply, Inc.	Dairy Supplies
Cashton Building Supply	Building Supplies
Lind's Home Center	Hardware Store
Cashton Farm Supply/CFS	Organic Feed Manufacturing
Hansen's IGA	Grocery Retailer
Central Express	Convenience Store/Gas Station
Maple Valley Syrup	Maple Syrup

Source: Village of Cashton Website

Employment by Industry and Occupation Projections

Tables 10 and 11 illustrate that industry employment and occupation projections for the Western Wisconsin Workforce Development Area that includes Buffalo, Crawford, Jackson, Juneau, La Crosse, Monroe, Trempealeau and Vernon Counties from 2010-2020. Employment for this region is projected to increase by 5.04% during this 10 year period. Industry Sectors with the highest projected growth are Natural Resources and Mining/Construction, Professional and Business Services, and Leisure and Hospitality. The sector projected to lose the most employees is Government.

The occupations that are project to have the most employment percentage increases are Computer and Mathematical Occupations, Healthcare Practitioners and Technical Occupations, and Healthcare Support Occupations. The occupations that are projected to have the most annual job openings are Food Preparation and Serving Related Occupations, Office and Administrative Support Occupations, and Sales and Related Occupations.

Table 11 also illustrates estimated salaries and wages. The salary and wage percentiles indicate the percentage of employees that earn more than the dollar value listed. For example, the "Wage 25% Percentile" illustrates that seventy-five percent of the estimated employment in this occupation earn more on an annual basis, while 25 percent earn below this figure.

Table 10. Western Area Industry Employment (Buffalo, Crawford, Jackson, Juneau, La Crosse, Monroe, Trempealeau, and Vernon counties)

NAICS Title	2010 Annual Employment	2020 Projected Employment	Change (2010-2020)	Employment percent
TOTAL ALL INDUSTRIES	144,884	161,906	17,022	11.75
Goods-Producing	25,959	28,552	2,593	9.99
Natural Resources and Mining / Construction	4,398	5,572	1,174	27.77
Manufacturing	21,561	22,980	1,419	6.58
Services-Providing	110,019	123,999	13,980	12.71
Trade, Transportation, and Utilities	29,518	32,360	2,842	9.63
Information	1,502	1,567	65	4.33
Financial Activities	5,781	6,611	830	14.36
Professional and Business Services	8,792	10,850	2,058	23.41
Education and Health Services, including State and Local Government	32,306	37,297	4,991	15.45
Leisure and Hospitality	12,703	15,384	2,681	21.11
Other Services (Except Government)	5,888	6,539	651	11.06
Government	13,529	13,391	-138	-1.02
Total Self-Employed and Unpaid Family Workers, All Jobs	8,906	9,355	449	5.04

Due to confidentiality of the data there are industries that suppression and detail may not add to totals.

Source: Office of Economic Advisors, Wisconsin Department of Workforce Development October 2013.

Table 11. Western Workforce Development Areas Occupational Projections, 2010-2020

(Buffalo, Crawford, Jackson, Juneau, La Crosse, Monroe, Trempealeau, and Vernon counties)

SOC Code	Occupation	Estimated Employment				Annual Openings*			Estimated Salary & Wages		
		2010 Annual Employment	2020 Projected Employment	Change (2010-2020)	Employment Percent	New Jobs	Replacements	Total	Wage 25 percentile	Wage 50 percentile	Wage 75 percentile
00-0000	Total, All Occupations	144,884	161,906	17,022	11.75	1,750	3,460	5,210	21,571	31,007	44,413
11-0000	Mgt Occupations	5,584	5,952	368	6.59	39	123	162	52,218	75,057	99,714
13-0000	Business & Financial Operations Occupations	5,118	5,873	755	14.75	76	103	179	39,114	50,987	65,411
15-0000	Computer and Mathematical Occupations	2,054	2,488	434	21.13	44	39	83	43,540	59,040	77,709
17-0000	Architecture and Engineering Occupations	1,673	1,750	77	4.60	10	37	47	47,108	62,561	80,421
19-0000	Life, Physical, & Social Science Occupations	867	938	71	8.19	8	25	33	37,175	50,621	67,561
21-0000	Community & Social Services Occupations	2,120	2,349	229	10.80	23	47	70	29,761	40,473	50,810
23-0000	Legal Occupations	547	598	51	9.32	5	10	15	37,013	51,784	90,271
25-0000	Education, Training, & Library Occupations	8,272	8,828	556	6.72	56	186	242	30,789	43,308	53,572
27-0000	Arts, Design, Entertain., Sports, & Media Occup.	2,581	2,746	165	6.39	19	68	87	22,224	32,518	46,094
29-0000	Healthcare Practitioners & Technical Occup.	10,230	12,205	1,975	19.31	198	204	402	39,901	52,623	70,407
31-0000	Healthcare Support Occupations	5,635	6,716	1,081	19.18	109	80	189	22,634	26,839	31,398
33-0000	Protective Service Occupations	3,012	3,196	184	6.11	19	96	115	22,071	35,013	45,481
35-0000	Food Prep. & Serving Related Occupations	12,963	15,316	2,353	18.15	235	463	698	16,398	18,292	22,272
37-0000	Bldg & Grounds Cleaning & Mtce Occup.	5,428	6,034	606	11.16	61	97	158	17,973	23,047	29,464
39-0000	Personal Care and Service Occupations	4,826	5,588	762	15.79	76	100	176	17,774	20,672	24,356
41-0000	Sales and Related Occupations	14,453	15,490	1,037	7.17	104	461	565	17,741	21,904	34,118
43-0000	Office & Admin. Support Occupations	19,500	21,233	1,733	8.89	195	445	640	22,339	28,646	36,091
45-0000	Farming, Fishing, & Forestry Occupations	265	279	14	5.28	1	8	9	19,505	25,657	33,564
47-0000	Construction & Extraction Occupations	4,557	5,326	769	16.88	77	95	172	30,749	38,221	49,400
49-0000	Installation, Mtce, & Repair Occupations	5,833	6,529	696	11.93	71	132	203	29,492	37,165	46,262
51-0000	Production Occupations	15,735	16,809	1,074	6.83	120	319	439	23,603	30,460	37,803
53-0000	Transportation & Material Moving Occup.	13,631	15,663	2,032	14.91	204	324	528	24,918	32,666	39,383

Source: Office of Economic Advisors, Wisconsin Department of Workforce Development, October 2013

***New Jobs:** Average number of annual job openings expected to be created during the projection period due to employment growth. **Replacement:** Average number of annual job openings expected to be created during the projection period due to the need to replace worker who leave the occupation. **Total:** Average number of annual job openings expected to be created during the projection period due to the need to replace worker who leave the occupation.

******http://www.bls.gov/emp/ep_definitions_edtrain.pdf

Information is derived using the 2010 OES Survey, 2010 QCEW and 2010 CES data. Unpublished data from the US Bureau of Labor Statistics and US Census Bureau was also used.

To the extent possible, the projections take into account anticipated changes in Wisconsin's economy from 2010 to 2020. It is important to note that unanticipated events may affect the accuracy of these projections.

Table 12 illustrates the how Village residents get to work. The majority of residents 76.9% drove alone with mean travel time to work slightly over 26 minutes. Approximately 5% of people walked to work and 5.5% work at home.

Table 12. Cashton, Surrounding Municipalities, County, State and Nation Commuting To Work

	Workers 16 years and over	Car, truck, or van -- drove alone		Car, truck, or van - - carpooled		Public transportation (excluding taxicab)		Walked		Other means		Worked at home		Mean travel time to work (minutes)
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
T. Clinton (Vernon)	325	156	48.0%	27	8.3%	0	0.0%	22	6.8%	10	3.1%	110	33.8%	25.9
T. Jefferson	432	206	47.7%	26	6.0%	0	0.0%	43	10.0%	14	3.2%	143	33.1%	21.7
T. Portland	365	275	75.3%	28	7.7%	3	0.8%	19	5.2%	3	0.8%	37	10.1%	28.2
T. Sheldon	213	136	63.8%	23	10.8%	3	1.4%	0	0.0%	2	0.9%	49	23.0%	28.5
T. Wells	242	211	87.2%	15	6.2%	0	0.0%	4	1.7%	2	0.8%	10	4.1%	29.5
V. Cashton	545	419	76.9%	65	11.9%	0	0.0%	28	5.1%	3	0.6%	30	5.5%	26.3
Monroe County	21,306	16,664	78.2%	2,251	10.6%	91	0.4%	659	3.1%	545	2.6%	1,096	5.1%	20.1
Wisconsin	2,807,856	2,244,032	79.9%	258,420	9.2%	50,891	1.8%	92,860	3.3%	48,409	1.7%	113,244	4.0%	21.6
United States	139,893,639	106,519,805	76.1%	14,032,099	10.0%	6,967,689	5.0%	3,938,418	2.8%	2,457,999	1.8%	5,977,629	4.3%	25.4

Source: U.S. Department of Commerce-Census Bureau, American Factfinder, 2012 Five-Year ACS Estimates

Housing Data

Also critical to economic development and particularly important to the Village of Cashton is the availability of housing. With the potential for new jobs at Organic Valley's facilities and other growing industries in Cashton having an adequate supply of housing will be an ongoing challenge for the Village. Table 13 illustrates the number of housing units in Cashton over the last 40 years. The number of housing units has steadily increased since 1970 with a housing spurt occurring between 1990 and 2000.

Table 13. Housing Trends - Cashton, Surrounding Communities, County, State & Nation

TOTAL HOUSING UNITS									
	1970	1980	1990	2000	2010	% Chg 70-80	% Chg 80-90	% Chg 90-00	% Chg 00-10
T Clinton	218	255	295	351	371	17.0	15.7	19.0	5.7
T Jefferson	182	202	225	236	257	11.0	11.4	4.9	8.9
T Portland	214	254	261	273	327	18.7	2.8	4.6	19.8
T Sheldon	155	178	166	214	255	14.8	-6.7	28.9	19.2
T Wells	114	143	156	191	229	25.4	9.1	22.4	19.9
V Cashton	318	353	366	463	497	11.0	3.7	26.5	7.3
Monroe Co.	70,176,647	90,274,524	104,319,354	118,225,785	134,329,088	28.6	15.6	13.3	13.6
State of Wis.	1,472,332	1,863,897	2,055,676	2,321,144	2,624,358	26.6	10.3	12.9	13.1
U.S.	68,704,315	88,410,627	102,263,678	115,904,641	131,704,730	28.7	15.7	13.3	13.6

U.S. Dept. of Commerce-Bureau of the Census

Housing Occupancy

The Village of Cashton had 497 housing units as of the 2010 census (Table 14). Over 90% of these units were occupied and about 10% were vacant. The percent of vacant housing units in the Village was lower than the County and State and Nation. Just over 76% of occupied units were owner occupied and 23% were renter occupied. The Village had a higher percentage of owner occupied units than the County, State and Nation.

Table 14. Housing Unit Occupancy Characteristics 2010 - Cashton, Surrounding Communities, County, State & Nation

	Total	Occupied housing units		Vacant housing units		Owner occupied		Renter occupied	
	No.	No.	%	No.	%	No.	%	No.	%
T. Clinton (Vernon Co.)	371	332	89.5	39	10.5	270	81.3	62	18.7
T. Jefferson	257	239	93	18	7	200	83.7	39	16.3
T. Portland	327	290	88.7	37	11.3	253	87.2	37	12.8
T. Sheldon	255	208	81.6	47	18.4	169	81.3	39	18.8
T. Wells	229	206	90	23	10	186	90.3	20	9.7
V Cashton	497	448	90.1	49	9.9	341	76.1	107	23.9
Monroe County	2,624,358	2,279,768	86.9	344,590	13.1	1,551,558	68.1	728,210	31.9
Wisconsin	2,624,358	2,279,768	86.9	344,590	13.1	1,551,558	68.1	728,210	31.9
United States	131,704,730	116,716,292	88.6	14,988,438	11.4	75,986,074	65.1	40,730,218	34.9

General Housing Characteristics: 2010 - 2010 Census Summary File 1

DEFINITIONS:

Housing Unit - A house, an apartment, a mobile home or trailer, a group of rooms, or a single room occupied as separate living quarters, or if vacant, intended for occupancy as separate living quarters. Separate living quarters are those in which the occupants live separately from any other individuals in the building and which have direct access from outside the building or through a common hall. For vacant units, the criteria of separateness and direct access are applied to the intended occupants whenever possible.

Owner-occupied housing unit - A housing unit is owner occupied if the owner or co-owner lives in the unit even if it is mortgaged or not fully paid for.

Renter-occupied housing unit - All occupied units which are not owner occupied, whether they are rented for cash rent or occupied without payment of cash rent, are classified as renter-occupied.

Table 15 below shows the vacant housing unit characteristics. Major reasons for vacancies were vacant rental units. As of the 2010 census, the Village had a higher number of vacant units for rent than the County, State or Nation.

Table 15. Vacant Housing Units Occupancy Characteristics - Cashton, Surrounding Communities, County, State & Nation

	Total Vacant housing units		Vacant housing units - For rent		Vacant housing units - Rented, not occupied		Vacant housing units - For sale only		Vacant housing units - Sold, not occupied		Vacant Hsing Units - for seasonal, recreational, or occasional use		All other vacants	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
T. Clinton (Vernon Co)	39	10.5	0	0	0	0	1	0.3	0	0	28	7.5	10	2.7
T. Jefferson	18	7	4	1.6	0	0	2	0.8	0	0	6	2.3	6	2.3
T. Portland	37	11.3	2	0.6	0	0	4	1.2	0	0	22	6.7	9	2.8
T. Sheldon	47	18.4	3	1.2	0	0	1	0.4	1	0.4	30	11.8	12	4.7
T. Wells	23	10	2	0.9	0	0	3	1.3	2	0.9	13	5.7	3	1.3
V. Cashton	49	9.9	20	4	1	0.2	4	0.8	2	0.4	4	0.8	18	3.6
Monroe County	1,828	9.5	387	2	26	0.1	214	1.1	55	0.3	705	3.7	441	2.3
Wisconsin	344,590	13.1	63,268	2.4	3,695	0.1	34,219	1.3	5,741	0.2	193,046	7.4	44,621	1.7
United States	14,988,438	11.4	4,137,567	3.1	206,825	0.2	1,896,796	1.4	421,032	0.3	4,649,298	3.5	3,676,920	2.8

Source: 2010 Demographic Profile Data - Profile of General Population and Housing Characteristics

The Village's homeowner vacancy rate was lower than the County, State and Nation as of the 2010 Census (Table 16). The Village had a significantly higher rental vacancy rate (15.6%) than the County, State or Nation. The Village has lower average household sizes in both owner occupied units and renter occupied units than the County and the Nation (Table 17).

Table 16. Vacancy Rates, 2010 - Cashton, Surrounding Communities, County, State & Nation

	Homeowner vacancy rate %	Rental vacancy rate %
T. Clinton (Vernon Co.)	0.4	0
T. Jefferson	1	9.3
T. Portland	1.6	5.1
T. Sheldon	0.6	7.1
T. Wells	1.6	9.1
V Cashton	1.2	15.6
Monroe County	1.7	7.2
Wisconsin	2.2	8
United States	2.4	9.2

Source: 2010 Census - Profile of General Population and Housing Characteristics

Table 17. Average Household Size - Cashton, Surrounding Communities, County, State & Nation

	Owner-occupied units	Renter-occupied housing units
T. Clinton (Vernon Co.)	4.31	3.13
T. Jefferson	3.59	2.56
T. Portland	2.84	2.43
T. Sheldon	3.38	4
T. Wells	2.52	2.55
V Cashton	2.6	2.03
Monroe County	2.64	2.23
Wisconsin	2.56	2.16
United States	2.65	2.44

Source: 2010 Demographic Profile Data - Profile of General Population and Housing Characteristics

Many questions asked on the 2000 Census were not asked on the 2010 Census. Additional information is available from the American Community Survey website at http://www.census.gov/acs/www/guidance_for_data_users/comparing_2010/. The primary purpose of the American Community Survey is to provide a portrait of the social, housing, economic, and demographic characteristics of the U.S. population. As a result, the American Community Survey does not provide official counts of the population or housing. The ACS data below was used to describe housing characteristics but does not offer official decennial census data.

American Community Survey Estimates 2008-2012 show over 68% of the Village housing units were single unit structures, over 15% were multi-unit structures and 15% were mobile homes. The Village has a higher rate of single family structures than the State and Nation but a lower rate than Monroe County.

Table 18. Housing Units by Type - Cashton, Surrounding Communities, County, State & Nation

	Total Hsg Units	1-unit, detached		1-unit, attached		2 units		3 or 4 units		5 or more units		Mobile home		Boat, RV, van, etc.	
		Estimate	%	Estimate	%	Estimate	%	Estimate	%	Estimate	%	Estimate	%	Est.	%
T. Clinton (Vernon Co.)	393	351	89.3%	5	1.3%	8	2.0%	2	0.5%	0	0	27	6.9%	0	0.0%
T. Jefferson	273	239	87.5%	0	0.0%	0	0.0%	2	0.7%	0	0	32	11.7%	0	0.0%
T. Portland	319	263	82.4%	2	0.6%	5	1.6%	2	0.6%	5	1.60%	42	13.2%	0	0.0%
T. Sheldon	224	216	96.4%	0	0.0%	0	0.0%	3	1.3%	0	0	5	2.2%	0	0.0%
T. Wells	220	204	92.7%	2	0.9%	0	0.0%	0	0.0%	0	0	14	6.4%	0	0.0%
V. Cashton	477	328	68.8%	0	0.0%	24	5.0%	13	2.7%	39	8.20%	73	15.3%	0	0.0%
Monroe County	19,248	13,804	71.7%	383	2.0%	857	4.5%	726	3.8%	1,535	8.00%	1,943	10.1%	0	0.0%
Wisconsin	2,620,401	1,743,064	66.5%	115,098	4.4%	177,240	6.8%	100,435	3.8%	386,020	14.70%	98,118	3.7%	426	0.0%
United States	131,642,457	81,221,016	61.7%	7,618,882	5.8%	5,004,472	3.8%	5,843,944	4.4%	23,261,646	17.70%	8,583,843	6.5%	108,654	0.1%

Source: U.S. Census Bureau, 2008-2012, American Community Survey

The Village's housing inventory is older than the County, State and Nation (Table 19). American Community Survey Estimates 2008-2012 estimated that over 54% of the Village's housing stock was built prior to 1969.

Table 19. Year Structure Built - Cashton, Surrounding Communities, County, State & Nation

	Total Hsg Units	Built 2010 or later		Built 2000 to 2009		Built 1990 to 1999		Built 1980 to 1989		Built 1970 to 1979		Built 1940-1969		Built 1939 or earlier	
		Est.	%	Est.	%	Est.	%	Est.	%	Est.	%	Est.	%	Est.	%
T. Clinton (Vernon)	393	0	0.0%	80	20.4%	69	17.6%	20	5.1%	33	8.4%	14	3.6%	177	45.0%
T. Jefferson	273	0	0.0%	24	8.8%	36	13.2%	22	8.1%	81	29.7%	33	12.1%	77	28.2%
T. Portland	319	0	0.0%	59	18.5%	37	11.6%	34	10.7%	37	11.6%	34	10.7%	118	37.0%
T. Sheldon	224	0	0.0%	51	22.8%	18	8.0%	29	12.9%	33	14.7%	29	13.0%	64	28.6%
T. Wells	220	6	2.7%	41	18.6%	24	10.9%	25	11.4%	26	11.8%	16	7.3%	82	37.3%
V. Cashton	477	8	1.7%	39	8.2%	65	13.6%	46	9.6%	59	12.4%	118	24.7%	142	29.8%
Monroe County	19,248	59	0.3%	3,014	15.7%	2,878	15.0%	2,396	12.4%	2,952	15.3%	3,651	19.0%	4,298	22.3%
Wisconsin	2,620,401	5,508	0.2%	325,514	12.4%	367,339	14.0%	256,478	9.8%	394,291	15.0%	713,265	27.2%	558,006	21.3%
United States	131,642,457	382,680	0.3%	18,670,035	14.2%	18,378,750	14.0%	18,413,257	14.0%	21,175,542	16.1%	36,612,168	27.9%	18,010,025	13.7%

Source: U.S. Census Bureau, 2008-2012, American Community Survey

ACS 5-Year estimates show about 47% of householders moved in their present household between 2000-2009 and 12 % moved in after 2010 (Table 20).

Table 20. Year Householder Moved In Unit - Cashton, Surrounding Communities, County, State & Nation

	Occupied	Moved in 2010 or later		Moved in 2000 to 2009		Moved in 1990 to 1999		Moved in 1980 to 1989		Moved in 1970 to 1979		Moved in 1969 or earlier	
	hsg units	Est.	%	Est.	%	Est.	%	Est.	%	Est.	%	Est.	%
T. Clinton (Vernon Co)	342	23	6.7%	154	45.0%	84	24.6%	28	8.2%	19	5.6%	34	9.9%
T. Jefferson	236	26	11.0%	68	28.8%	38	16.1%	37	15.7%	41	17.4%	26	11.0%
T. Portland	275	12	4.4%	147	53.5%	44	16.0%	15	5.5%	17	6.2%	40	14.5%
T. Sheldon	193	11	5.7%	79	40.9%	32	16.6%	19	9.8%	30	15.5%	22	11.4%
T. Wells	193	6	3.1%	85	44.0%	46	23.8%	20	10.4%	23	11.9%	13	6.7%
V. Cashton	440	53	12.0%	207	47.0%	86	19.5%	40	9.1%	34	7.7%	20	4.5%
Monroe County	17,444	1,927	11.0%	8,235	47.2%	3,303	18.9%	1,825	10.5%	1,174	6.7%	980	5.6%
Wisconsin	2,286,339	222,479	9.7%	1,141,971	49.9%	448,682	19.6%	203,494	8.9%	145,668	6.4%	124,045	5.4%
United States	115,226,802	12,418,709	10.8%	59,544,010	51.7%	21,269,029	18.5%	9,978,731	8.7%	6,598,756	5.7%	5,417,567	4.7%

Source: U.S. Census Bureau, 2008-2012, American Community Survey

The Village's median value of an owner occupied housing unit is \$89,000 significantly lower than the County (\$134,400), State (\$169,000) and Nation (\$181,400). Approximately 39% of homes in Cashton are value between \$50,000 and \$99,000 (Table 21).

Table 21. Housing Value (Owner Occupied Units) - Cashton, Surrounding Communities, County, State & Nation

	Owner-occupied units	Less than \$50,000		\$50,000 to \$99,999		\$100,000 to \$199,999		\$200,000 to \$299,999		\$300,000 to \$499,999		\$500,000 to \$999,999		\$1,000,000 or more		Median (dollars)
		Est.	%	Est.	%	Est.	%	Est.	%	Est.	%	Est.	%	Est.	%	
T. Clinton (Vernon)	279	24	8.6	29	10.4	141	50.5	67	24.0	16	5.7	0	0.0	2	0.7	165,100
T. Jefferson	186	7	3.8	17	9.1	73	39.3	52	28.0	32	17.2	5	2.7	0	0.0	174,300
T. Portland	218	29	13.3	32	14.7	58	26.6	44	20.2	42	19.3	8	3.7	5	2.3	170,100
T. Sheldon	149	13	8.7	9	6.0	54	36.3	33	22.1	31	20.8	7	4.7	2	1.3	173,700
T. Wells	165	3	1.8	36	21.8	54	32.7	44	26.7	25	15.2	3	1.8	0	0.0	176,100
V. Cashton	343	65	19.0	135	39.4	119	34.7	24	7.0	0	0.0	0	0.0	0	0.0	89,400
Monroe Co.	12,116	1,280	10.6	2,698	22.3	4,996	41.2	2,060	17.0	817	6.7	194	1.6	71	0.6	134,400
Wisconsin	1,568,375	80,448	5.1	211,002	13.5	682,332	43.5	360,453	23.0	173,162	11.0	49,096	3.1	11,882	0.8	169,000
U.S.	75,484,661	6,507,037	8.6	11,459,242	15.2	23,244,191	30.8	13,962,144	18.5	12,119,827	16.1	6,546,005	8.7	1,646,215	2.2	181,400

Source: U.S. Census Bureau, 2008-2012, American Community Survey

Table 22 illustrates the mortgage status (number and percentage) of homes in the Village of Cashton. 60.9% of housing units in Cashton have a mortgage which is a lower percentage than the County, State and Nation.

Table 22. Mortgage Status - Cashton, Surrounding Communities, County, State & Nation

	Owner-occupied units	Housing units with a mortgage		Housing units without a mortgage	
		Est.	%	Est.	%
T. Clinton (Vernon Co)	279	116	41.6%	163	58.4%
T. Jefferson	186	102	54.8%	84	45.2%
T. Portland	218	139	63.8%	79	36.2%
T. Sheldon	149	81	54.4%	68	45.6%
T. Wells	165	92	55.8%	73	44.2%
V. Cashton	343	209	60.9%	134	39.1%
Monroe County	12,116	7,645	63.1%	4,471	36.9%
Wisconsin	1,568,375	1,062,565	67.7%	505,810	32.3%
United States	75,484,661	50,671,257	67.1%	24,813,404	32.9%

Source: U.S. Census Bureau, 2008-2012, American Community Survey

Estimates from the American Community Survey 2008-2012 estimate about 35% of Village residents who own their housing and have a mortgage spend 20% or less of their household income on monthly housing costs (Table 23). Table 24 illustrates that for homeowners without a mortgage, 68.6% of the homeowners spend less than 19.9% of their household income on homeowner costs.

Table 23. Selected Monthly Owner Costs as % of Household Income (SMOCAPI) - Cashton, Surrounding Communities, County, State & Nation

Housing units with a mortgage (excluding units where SMOCAPI cannot be computed)

	Total Units	Less than 20.0 percent		20.0 to 24.9 percent		25.0 to 29.9 percent		30.0 to 34.9 percent		35.0 percent or more		Not computed
		Est.	%	Est.	%	Est.	%	Est.	%	Est.	%	
T. Clinton (Vernon Co)	116	33	28.4%	16	13.8%	21	18.1%	2	1.7%	44	37.9%	0
T. Jefferson	102	35	35.0%	5	5.0%	5	5.0%	14	14.0%	41	41.0%	2
T. Portland	139	40	28.8%	23	16.5%	16	11.5%	20	14.4%	40	28.8%	0
T. Sheldon	81	29	37.2%	0	0.0%	7	9.0%	4	5.1%	38	48.7%	3
T. Wells	92	34	37.0%	25	27.2%	7	7.6%	4	4.3%	22	23.9%	0
V. Cashton	209	73	34.9%	52	24.9%	41	19.6%	12	5.7%	31	14.8%	0
Monroe County	7,645	2,897	38.0%	1,288	16.9%	908	11.9%	772	10.1%	1,757	23.1%	23
Wisconsin	1,062,565	370,258	34.9%	194,014	18.3%	142,782	13.5%	94,494	8.9%	257,899	24.3%	3,118
United States	50,671,257	17,603,354	34.9%	8,111,630	16.1%	6,169,595	12.2%	4,414,966	8.8%	14,132,336	28.0%	239,376

Source: U.S. Census Bureau, 2008-2012, American Community Survey

Table 24. Selected Monthly Owner Costs as % Of Household Income (SMOCAPI) - Cashton, Surrounding Communities, County, State & Nation

Housing unit without a mortgage (excluding units where SMOCAPI cannot be computed)

	Total Units	Less than 10.0 percent		10.0 to 14.9 percent		15.0 to 19.9 percent		20.0 to 24.9 percent		25.0 to 29.9 percent		30.0 to 34.9 percent		35.0 percent or more		Not computed
		Est.	%	Est.	%	Est.	%	Est.	%	Est.	%	Est.	%	Est.	%	
T. Clinton (Vernon)	151	80	53.0	35	23.2	11	7.3	6	4.0	2	1.3	12	7.9	5	3.3	12
T. Jefferson	84	41	48.8	21	25.0	6	7.1	8	9.5	4	4.8	0	0.0	4	4.8	0
T. Portland	79	22	27.8	9	11.4	9	11.4	7	8.9	8	10.1	5	6.3	19	24.1	0
T. Sheldon	68	26	38.2	13	19.1	15	22.1	9	13.2	0	0.0	3	4.4	2	2.9	0
T. Wells	73	36	49.3	9	12.3	10	13.7	3	4.1	3	4.1	0	0.0	12	16.4	0
V. Cashton	134	29	21.6	29	21.6	34	25.4	13	9.7	3	2.2	5	3.7	21	15.7	0
Monroe County	4,452	1,619	36.4	962	21.6	594	13.3	396	8.9	203	4.6	196	4.4	482	10.8	19
Wisconsin	501,482	164,853	32.9	110,897	22.1	68,213	13.6	45,830	9.1	30,062	6.0	20,178	4.0	61,449	12.3	4,328
United States	24,521,949	9,702,022	39.6	4,911,966	20.0	2,998,995	12.2	1,879,847	7.7	1,244,241	5.1	849,874	3.5	2,935,004	12.0	291,455

Source: U.S. Census Bureau, 2008-2012, American Community Survey

Table 25 shows the gross rent paid by renters in the Village of Cashton. There are approximately 80 rental units in the Village with 20% of the units pay \$500 to \$749 per month and 28.8% pay \$750 to \$999 per month. Cashton has more rental units by percentage for less than \$299 per month (20.2%) than the County (6.5%), State (4.9%), and Nation (5.1%).

Table 25. Gross Rent - Cashton, Surrounding Communities, County, State & Nation

	Occupied units paying rent	Less than \$200		\$200 to \$299		\$300 to \$499		\$500 to \$749		\$750 to \$999		\$1,000 to \$1,499		\$1,500 or more		Median \$'s	No rent paid
T. Clinton (Vernon)	42	9	21.4	14	33.3	2	4.8	17	40.5	0	0.0	0	0.0	0	0.0	292	21
T. Jefferson	20	0	0.0	2	10.0	3	15.0	8	40.0	5	25.0	2	10.0	0	0.0	592	30
T. Portland	48	0	0.0	0	0.0	3	6.3	14	29.2	14	29.2	17	35.4	0	0.0	833	9
T. Sheldon	30	0	0.0	0	0.0	0	0.0	9	30.0	8	26.7	11	36.7	2	6.7	960	14
T. Wells	19	0	0.0	0	0.0	0	0.0	10	52.6	5	26.3	4	21.1	0	0.0	738	9
V. Cashton	80	9	11.3	7	8.8	11	13.8	16	20.0	23	28.8	14	17.5	0	0.0	720	17
Monroe Co	4,760	52	1.1	255	5.4	656	13.8	1,578	33.2	1,485	31.2	662	13.9	72	1.5	728	568
Wisconsin	687,221	8,853	1.3	24,655	3.6	73,051	10.6	238,216	34.7	202,648	29.5	115,154	16.8	24,644	3.6	749	30,743
U.S.	37,562,111	661,898	1.8	1,235,834	3.3	3,081,587	8.2	8,502,029	22.6	9,074,445	24.2	9,665,632	25.7	5,340,686	14.2	889	2,180,030

Source: U.S. Census Bureau, 2008-2012, American Community Survey

Table 26 illustrates the gross rent as a % of household income. For 51.3% of renters in Cashton their rent takes between 20%-29.9% of their monthly household income. Compared to the County, State, and Nation that percentage is high only because in the County, State, and Nation a larger percentage of renters have 35% or more of their income going to their monthly rent.

Table 26. Gross Rent As % Of Household Income (GRAPI) - Cashton, Surrounding Communities, County, State & Nation

Occupied units paying rent (excluding units where GRAPI cannot be computed)														
	Occupied Units	Less than 15.0 percent		15.0 to 19.9 percent		20.0 to 24.9 percent		25.0 to 29.9 percent		30.0 to 34.9 percent		35.0 percent or more		Not computed
T. Clinton (Vernon Co)	33	7	21.2%	8	24.2%	4	12.1%	2	6.1%	0	0.0%	12	36.4%	30
T. Jefferson	20	4	20.0%	6	30.0%	0	0.0%	0	0.0%	6	30.0%	4	20.0%	30
T. Portland	48	15	31.3%	0	0.0%	3	6.3%	13	27.1%	3	6.3%	14	29.2%	9
T. Sheldon	30	7	23.3%	6	20.0%	7	23.3%	2	6.7%	0	0.0%	8	26.7%	14
T. Wells	19	0	0.0%	0	0.0%	0	0.0%	4	21.1%	3	15.8%	12	63.2%	9
V. Cashton	80	16	20.0%	5	6.3%	23	28.8%	18	22.5%	5	6.3%	13	16.3%	17
Monroe County	4,688	787	16.8%	754	16.1%	668	14.2%	576	12.3%	321	6.8%	1,582	33.7%	640
Wisconsin	676,445	87,872	13.0%	93,453	13.8%	89,974	13.3%	79,421	11.7%	57,971	8.6%	267,754	39.6%	41,519
United States	36,736,730	4,301,702	11.7%	4,446,355	12.1%	4,606,906	12.5%	4,258,786	11.6%	3,344,207	9.1%	15,778,774	43.0%	3,005,411

Source: U.S. Census Bureau, 2008-2012, American Community Survey

Table 27 shows how houses in Cashton are heated. The large majority of housing units 73.4% are heated by utility gas (natural gas).

Table 27. House Heating Fuel - Cashton, Surrounding Communities, County, State & Nation

	Occupied Housing Units	Utility gas		Bottled, tank, or LP gas		Electricity		Fuel oil, kerosene, etc.		Coal or coke		Wood		Solar energy		Other fuel		No fuel used	
		Est.	%	Est.	%	Est.	%	Est.	%	Est.	%	Est.	%	Est.	%	Est.	%	Est.	%
T. Clinton	342	4	1.2	82	24.0	8	2.3	23	6.7	0	0.0	222	64.9	0	0.0	3	0.9	0	0.0
T. Jefferson	236	5	2.1	60	25.4	13	5.5	31	13.1	0	0.0	125	53.0	0	0.0	2	0.8	0	0.0
T. Portland	275	11	4.0	142	51.6	19	6.9	44	16.0	0	0.0	49	17.8	0	0.0	8	2.9	2	0.7
T. Sheldon	193	2	1.0	60	31.1	4	2.1	20	10.4	0	0.0	107	55.4	0	0.0	0	0.0	0	0.0
T. Wells	193	10	5.2	91	47.2	9	4.7	24	12.4	0	0.0	57	29.5	0	0.0	2	1.0	0	0.0
V. Cashton	440	323	73.4	3	0.7	66	15.0	42	9.5	0	0.0	3	0.7	3	0.7	0	0.0	0	0.0
Monroe Co	17,444	7,757	44.5	4,103	23.5	2,376	13.6	896	5.1	3	0.0	2,015	11.6	3	0.0	243	1.4	48	0.3
Wisconsin	2,286,339	1,503,766	65.8	246,965	10.8	318,867	13.9	82,998	3.6	290	0.0	104,207	4.6	472	0.0	20,434	0.9	8,340	0.4
U.S.	115,226,802	56,946,717	49.4	5,797,150	5.0	40,920,801	35.5	7,444,637	6.5	133,994	0.1	2,398,110	2.1	42,747	0.0	501,131	0.4	1,041,515	0.9

Source: U.S. Census Bureau, 2008-2012, American Community Survey

Income Data

Table 28 illustrates income and benefits for Cashton households for 2012. The median household income for Cashton is \$47,955. The highest percentage of households (27%) have a household income between \$50,000 and \$74,999. In general the household income for the Village is lower than the County, State, and Nation.

Table 28. Income & Benefits (In 2012 Inflation-Adjusted \$'s) - Cashton, Surrounding Communities, County, State & Nation

	Less than \$10,000		\$10,000 to \$14,999		\$15,000 to \$24,999		\$25,000 to \$34,999		\$35,000 to \$49,999		Median household income (dollars)
	No HsehlDs	%	No HsehlDs	%	No HsehlDs	%	No HsehlDs	%	No HsehlDs	%	
T. Clinton (Vernon)	43	12.6%	12	3.5%	29	8.5%	35	10.2%	92	26.9%	45,625
T. Jefferson	6	2.5%	11	4.7%	32	13.6%	37	15.7%	44	18.6%	44,583
T. Portland	8	2.9%	15	5.5%	39	14.2%	26	9.5%	37	13.5%	55,208
T. Sheldon	8	4.1%	22	11.4%	16	8.3%	8	4.1%	48	24.9%	47,250
T. Wells	10	5.2%	8	4.1%	28	14.5%	15	7.8%	10	5.2%	71,250
V. Cashton	30	6.8%	32	7.3%	43	9.8%	37	8.4%	96	21.8%	47,955
Monroe County	1,001	5.7%	791	4.5%	2,112	12.1%	2,235	12.8%	2,858	16.4%	48,768
Wisconsin	135,623	5.9%	121,262	5.3%	247,257	10.8%	246,322	10.8%	337,849	14.8%	52,627
United States	8,272,970	7.2%	6,260,673	5.4%	12,309,201	10.7%	11,939,777	10.4%	15,779,346	13.7%	53,046

	\$50,000 to \$74,999		\$75,000 to \$99,999		\$100,000 to \$149,999		\$150,000 to \$199,999		\$200,000 or more		Total Households
	No HsehlDs	%	No HsehlDs	%	No HsehlDs	%	No HsehlDs	%	No HsehlDs	%	
T. Clinton (Vernon)	73	21.3%	27	7.9%	19	5.6%	12	3.5%	0	0.0%	342
T. Jefferson	46	19.5%	32	13.6%	16	6.8%	9	3.8%	3	1.3%	236
T. Portland	71	25.8%	43	15.6%	28	10.2%	6	2.2%	2	0.7%	275
T. Sheldon	46	23.8%	20	10.4%	21	10.9%	4	2.1%	0	0.0%	193
T. Wells	39	20.2%	61	31.6%	13	6.7%	9	4.7%	0	0.0%	193
V. Cashton	119	27.0%	39	8.9%	41	9.3%	3	0.7%	0	0.0%	440
Monroe County	3,526	20.2%	2,520	14.4%	1,868	10.7%	326	1.9%	207	1.2%	17,444
Wisconsin	458,496	20.1%	311,322	13.6%	283,280	12.4%	79,140	3.5%	65,788	2.9%	2,286,339
United States	20,929,952	18.2%	14,110,448	12.2%	14,768,587	12.8%	5,510,639	4.8%	5,345,209	4.6%	115,226,802

Source: U.S. Department of Commerce-Census Bureau, American Factfinder, 2012 Five-Year ACS Estimates (S1901)

Poverty Statistics

Table 29 illustrates the percentage of Cashton families whose income over the last 12 months is below poverty level. Per ACS Estimates, the poverty rate for all families in the Village in 2012 was 13.8% which was higher than the County, State, and Nation.

Table 29. Percentage of Families and People Whose Income in The Past 12 Months Is Below The Poverty Level - Cashton, Surrounding Communities, County, State & Nation

	All families			Married couple families			Families with female householder, no husband present			All people
		With related children under 18 years	With related children under 5 years only		With related children under 18 years	With related children under 5 years only		With related children under 18 years	With related children under 5 years only	
T. Clinton (Vernon)	21.9%	27.2%	18.2%	20.8%	26.0%	18.2%	45.5%	100.0%	-	23.0%
T. Jefferson	8.3%	12.5%	0.0%	9.2%	14.3%	0.0%	0.0%	0.0%	-	12.2%
T. Portland	12.2%	29.6%	0.0%	5.3%	12.5%	0.0%	60.0%	69.2%	0.0%	19.3%
T. Sheldon	15.2%	31.5%	100.0%	11.9%	26.2%	100.0%	70.0%	70.0%	-	26.7%
T. Wells	1.4%	4.3%	0.0%	1.7%	6.1%	0.0%	0.0%	0.0%	0.0%	5.4%
V. Cashton	13.8%	23.3%	26.1%	7.9%	11.2%	0.0%	38.9%	58.3%	100.0%	15.9%
Monroe County	11.1%	19.7%	28.7%	6.2%	10.7%	5.7%	34.6%	43.0%	81.0%	15.0%
Wisconsin	8.4%	14.3%	16.8%	3.4%	5.2%	4.7%	30.1%	38.5%	49.6%	12.5%
United States	10.9%	17.2%	18.2%	5.4%	7.9%	6.9%	30.1%	39.1%	46.6%	14.9%

Source: U.S. Department of Commerce-Census Bureau, American Factfinder, 2012 Five-Year ACS Estimates

Vehicles and Traffic

Table 30 shows the vehicles available per housing units in the Village of Cashton. 3.2% of housing units have no vehicles available while 50% of households have two or more vehicles available.

Table 30. Vehicles Available - Cashton, Surrounding Communities, County, State & Nation

	Occupied housing units	No vehicles available		1 vehicle available		2 vehicles available		3 or more vehicles available	
		Est.	%	Est.	%	Est.	%	Est.	%
T. Clinton (Vernon Co)	342	182	53.2%	46	13.5%	64	18.7%	50	14.6%
T. Jefferson	236	26	11.0%	19	8.1%	113	47.9%	78	33.1%
T. Portland	275	4	1.5%	45	16.4%	138	50.2%	88	32.0%
T. Sheldon	193	30	15.5%	28	14.5%	60	31.1%	75	38.9%
T. Wells	193	3	1.6%	44	22.8%	54	28.0%	92	47.7%
V. Cashton	440	14	3.2%	140	31.8%	220	50.0%	66	15.0%
Monroe County	17,444	1,063	6.1%	4,976	28.5%	7,111	40.8%	4,294	24.6%
Wisconsin	2,286,339	158,965	7.0%	735,127	32.2%	926,720	40.5%	465,527	20.4%
United States	115,226,802	10,405,375	9.0%	38,794,193	33.7%	43,369,234	37.6%	22,658,000	19.7%

Source: U.S. Census Bureau, 2008-2012, American Community Survey

Traffic

Traffic Counts in and around Cashton over the last 15 years have fluctuated but for the most part have remained about the same. Approximately 3,800 vehicles a day travel State Highway 33 by the Cashton Public School facilities. Traffic counts indicate that about 3,000 vehicles utilize Front St. in downtown Cashton each day. 1,700 vehicles a day utilize State Highway 33 east of the Village. State Highway 27 as it passes by the Cashton Energy Park is used by approximately 4,300 vehicles a day.

Community and Area Businesses, Institutions and Amenities

The Village of Cashton and the surrounding area has a lot to offer. The rich history, agricultural traditions and community amenities make Cashton a special place. This section of the plan discusses community amenities, business developments, as well as recreational opportunities in and around the Village.

Organic Valley

Organic Valley was organized in 1988 with a mission of saving family farms through organic farming. As a farmer-owned cooperative, sustainability is a core value at Organic Valley. In July of 2007 Organic Valley's \$17.5 million distribution center began its operations in the Village of Cashton. The distribution center serves as the primary warehouse and distribution center for Organic Valley (OV), America's largest cooperative of organic farmers. In 2013 OV announced a \$25 million expansion of its distribution center in Cashton and the construction of a new headquarters. As part of this project the Village of Cashton received a \$1.4 million Transportation Economic Assistance (TEA) grant to assist in road construction projects supporting Organic Valley's growing business operations in the Village. Work was completed in July 2013 on a 35,000-square-foot addition to the distribution center and the new 40,000 square foot office building currently under construction is slated to be finished by 2016. The distribution center brings about 350 trucks through the Cashton site each week, shipping about 330,000 cases of product. Organic Valley is a major employer in the Village.

Scenic Bluffs

Scenic Bluffs Community Health Centers, a community-based primary care service provider located in Cashton delivers affordable high quality health care in the form of medical, behavior health, pharmacy, chiropractic and dental services. The 12,045 square foot facility in Cashton houses seven medical exam rooms, two chiropractic exam rooms, two behavioral health treatment rooms, 14 dental operatories, a pharmacy, and two treatment rooms. The center also offers wellness programs and fitness classes. Scenic Bluffs also offers a sliding fee scale (Healthy Neighbor Plan); depending on your family's size and income, your charges for health care could be reduced.

Scenic Bluffs acts as a partner in the Cashton area maintaining good relationships with local school districts; Monroe, Vernon and La Crosse County Public Health Departments; local police and fire departments; local civic organizations; regional health care systems etc.

Energy Park

Cashton expanded their business park through teamwork and a looking forward attitude. Organic Valley and Gundersen Health System collaborated on the Cashton Greens Wind Farm project, Wisconsin's first community wind project. The \$10.5 million renewable energy project features two wind turbines generating about 5 megawatts of energy for Cashton's power grid, enough electricity to offset the energy use for Organic Valley's corporate headquarters and distribution center in Cashton, as well as 5% of Gundersen Health System's energy needs. The two wind turbines standing 485 feet tall and weighing 2,000 tons each, started operating in 2012. Cashton Greens is Wisconsin largest customer-owned renewable energy installation. The project is an example of a renewable energy system that will support Wisconsin's Economy all while protecting the environment.

Cooperatives

Cashton is also the location of many successful cooperatives. Cooperatives are an association of persons voluntarily united to meet common economic and social needs through a jointly owned and democratically controlled enterprise. Organic Valley, America's largest cooperative of Organic farmers has facilities in Cashton. Maple Valley Cooperative is also located in Cashton producing 100% pure, certified organic maple products. Other cooperatives in the Village include a branch of the WCCU Credit Union and Heartland Cooperative, a farm equipment and supply dealer.

Pasture Pride Cheese in Cashton collaborates with Old Country Farms Coop to convert small Amish family farm milk into quality cheese. Old Country Farms Co-op is located in the heart of the Amish county accepting milk from over 200 Amish milk producers. There is also a large grower's produce auction that operates throughout the spring and summer in near Cashton. These cooperatives are important assets to the Village of Cashton economy.

Cashton Schools

Cashton Public Schools located at 540 Coe Street had a 2013-2014 school enrollment of 563. The Cashton School District is proud of their small class sizes, technology, literacy, and curriculum. Their facilities use some of the latest advancements in technology with mobile computer labs, SMART boards and a wireless environment.

Cashton Public Schools offer a full range of before and after school co-curricular opportunities in both middle and high school. High school sports programs include softball, baseball, football, basketball, wrestling, cross country, track and field, volleyball, gymnastics, and cheerleading. Other co-curricular opportunities include Art Club, FFA, Spanish Club, Band, Choir, etc.



Cashton Elementary School

In 2013 a \$12.3 million dollar referendum was approved by school district residents for a school building and improvement program. The funding authorized to be used in the following ways:

- Heating ventilation and air-conditioning improvements at the high/middle and elementary schools,
- Construction and equipping of classrooms and a cafeteria at the elementary school,
- Renovation and reconfiguration of school building entrances and office spaces,
- Security improvements to District buildings,
- Construction, equipping, and furnishing of a multipurpose center,
- Acquisition of land for additional greenspace and parking,
- Other improvements to school facilities.

Improvements to the Elementary School were completed in 2014 and the Middle/High School Facility improvements will be constructed in 2015 and 2016.

Private School

Sacred Heart, a private school located in Cashton had a 2014 enrollment of 44.

Village Park

The beautiful 20-acre Cashton Village Park features lighted baseball and football fields with bleachers, a football press box, softball field, tennis courts, and a playground. The park has a shelter building and flush toilets. It is also home to the Cashton Eagles football team and the annual Fall Festival. Fall Festival activities include an Antique Tractor Pull, a Run/Walk, Carnival, Arts & Crafts Show, and musical groups performing.

In 2014 the Village approved the construction of an 18 hole disc golf course on the west side of the park (wooded area). The disc golf course is scheduled to be completed by 2016.



Cashton Park

Historic Community Hall

The historic Cashton Community Hall located at 810 Main Street was built in 1934. The Community Hall is a two-story building originally constructed as a gymnasium/auditorium through a federal work relief program pushed by the Franklin Roosevelt administration during the economic collapse of the 1930s. In the case of Cashton, this gymnasium/auditorium was a much-needed facility, since the local high school had no such facility and would not have one until 1955. The Community Hall has brick walls and at the main or west elevation, it has a parapet roofline. The main elevation is dominated by a massive arch housing the main entrance. The buildings constructed through the work relief programs are significant and a tangible resource related to this era. The community hall is an important asset in the Village.

Recreation Opportunities Near Cashton

Located in the driftless area of Western Wisconsin, Cashton is rich in outdoor recreation opportunities. Some of the most unique opportunities are described below.

The *Kickapoo Valley Reserve Center* is located 20 miles southeast of Cashton between the Village of La Farge and Ontario. The 8,569-acre Kickapoo Valley Reserve features equestrian and mountain biking trails, canoeing, camping, hiking, hunting, fishing, trapping, environmental education, winter activities, and prehistoric archeological sites.

Wildcat Mountain State Park located about 13 miles southeast of Cashton is located on a steep ridge overlooking the Kickapoo River. The 3,603 acre State Park offers hunting and trapping, fishing, canoeing and kayaking, 20 miles of hiking trails, 15 miles of equestrian trails, cross-country ski trails, a nature building, scenic vistas, picnic areas, playground, and camping (24 equestrian campsites, 25 family campsites, 20 cart-in campsites, and 3 group campsites).

Jersey Valley County Park located five miles south of Cashton on County Road X offers swimming, fishing, boating, hiking, and fishing.

The *Kickapoo River*, one of the oldest river systems in the world travels through Wildcat Mountain State Park and the Kickapoo Valley Reserve. The river offers fishing, canoeing/kayaking, hunting, camping recreational opportunities.

Eureka Maple Woods State Natural Area (135 acres) is located west of the Village of Cashton. Eureka Maple Woods lie on a steep, north-facing slope above Timber Coulee Creek and the forest is dominated by small to medium sized sugar maple and basswood, along with red oak, yellow birch, white ash and red elm. Hiking, fishing, cross-county skiing, hunting, trapping and wildlife viewing are allowed.

Outdoor recreation activities offered at *Pineview Recreation Area* (Fort McCoy military reservation) 25 miles northeast of Cashton are camping, playgrounds, beach, canoes, kayaks, biking/hiking, disc golf, and volleyball/basketball.

Norskedalen Nature and Heritage Center located 15 miles west of Cashton offers is a nature and heritage center dedicated to preserving, interpreting and sharing the natural environment and cultural heritage of the area surrounding Coon Valley in southwest Wisconsin. Norskedalen hosts a variety of special events throughout the year (candlelight snowshoe hike, Midsummer Fest, Art fair and wine tasting, twilight tour, Ghoulies in the Coulees, and old fashioned Christmas).

Three golf courses are located near Cashton; River Run in Sparta (18 holes), Snowflake Ski and Golf near Westby (9 holes) and Viroqua Hills golf course (Viroqua).

Several State bike trails are located near Cashton: The popular 32.5 mile *Elroy/Sparta Trail* between Sparta and Elroy features three rock tunnels and was the first rail-to-trail in the U.S. The 21.5 *Great River State Trail* is a connecting link with the Elroy-Sparta trail featuring miles of scenic beauty. The 22-mile “400” *State Bike Trail* between Reedsburg and Elroy offers beautiful scenery, wildlife, sandstone outcroppings, and rolling farmland.

Trout fishing at *Timber Coulee* (one of the top trout stream in America as named by Trout Unlimited) is located a short distance from Cashton.

The annual Westby *Snowflake Ski Jumping Tournament* has National and International jumpers competing. The Westby Snowflake Ski Club also features a cross-county ski course. Cashton is also close to some great downhill skiing/tubing facilities; Mt. La Crosse, Whitetail Ridge Ski Area, and Justin Trails Resort.

Amish Community

The Cashton area has a large Amish community. The Amish have a simple farm life in the rural settings of Monroe County. The Amish have made the Cashton area a popular tourist attraction with Amish farm tours and the Amish selling their high quality Amish made furniture, woodworking, quilts and food products.

The Wisconsin Amish population is estimated to be the 4th largest in the U.S. and the Cashton Amish settlement is Wisconsin's largest Amish community with about 300 families. The Cashton Amish Community, founded in 1966, is a conservative community that doesn't use indoor plumbing for bathrooms or electricity, and have only cold water in their homes. The first Amish families came to rural Cashton because of the excellent farmland and relatively low land prices.

The Amish and their simple way of life have become one of the biggest tourism draws for the Village of Cashton. Amish farmers work their land with horse-drawn plows and raise barns by hand. Their horse-drawn buggies share the road with motorists. Their old world skills produce beautiful quilts, hand crafted furniture and baskets, baked goods and candies. Amish farmers supply milk to a local Cashton cheese factory and operate other Amish run businesses such as greenhouses, bakeries, cabinet/furniture shops, bulk food stores, hardware store and clock repair shop. The Amish also hold large auctions on Memorial and Labor Days to sell their artisan goods, and weekly produce auctions are held throughout the spring and summer.

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SECTION 4. MARKET EVALUATION

As part of the planning process, a market evaluation of Cashton with an emphasis on downtown Cashton was conducted. The evaluation defined the trade area of the Village, analyzed demographic/economic data, and business owner and consumer surveys were conducted to gather business owner/consumer opinions about downtown Cashton. The purpose of the evaluation was to help determine what future businesses, business expansions, community actions, and improvements would be viable and help create a vibrant and sustainable downtown area. In part because of Cashton's size, detailed market and demographic data specific to the Village was not always available. To supplement the economic data, information gathered through meetings, the business survey and the consumer survey were critical to the market evaluation. By combining the information from the three sources, a picture of Cashton's local market and the market potential emerges.

Trade Area

The first step in the market evaluation was determining the trade area for the Village of Cashton. A trade area can be defined as "a trade area is the geographic area from which a community generates the majority of its customers. This often is the geographic area that represents 75-percent of current customers.¹ The trade area for Cashton (Figure 4) was developed based on input from business owners and a consumer survey. The map represents the trade area where majority of current customers reside.

The Trade Area for the Village of Cashton encompasses the Village of Cashton and all or parts of four adjacent Towns. The population of the trade area is estimated to be 3,679 people who reside in approximately 1,344 housing units. It is projected that by the year 2030 the population of the trade area will increase to approximately 4,422 people.

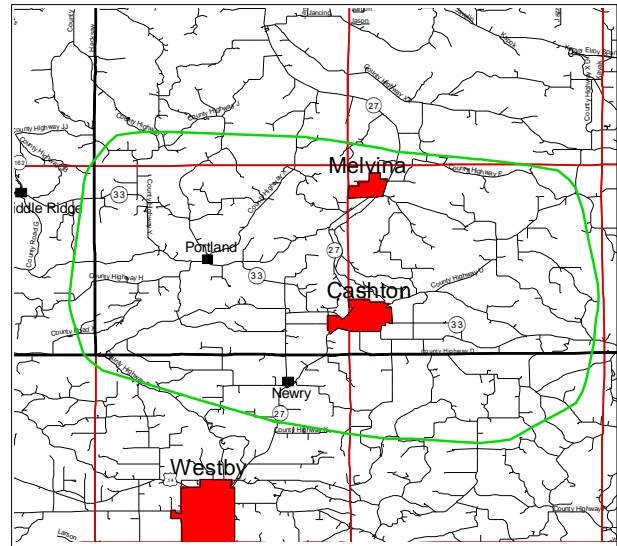


Figure 4. Cashton Trade Area

Economic Data Analysis

To assist in evaluating Cashton's "market", information was drawn from three areas; data (demographic, economic, etc.), business owners (business survey), and consumers (consumer survey). Economic and demographic data presented in Tables 1 through 12 in the previous section of this plan provide a demographic and economic profile of the Village of Cashton. As discussed earlier Cashton is a small community and data availability at the local level is not readily available or collected. Most industry and employment projections are done at the regional level and the majority of economic comparisons are conducted at the county, region, state or national level. To get a market profile specific to Cashton, local economic data was utilized and Cashton "specific" data was created as part of the market evaluation.

Population Trends

Trends in population growth or decline can be used as a general measure of economic performance. Communities with growing or rapidly growing populations typically have stronger job growth. Also, by looking at population projections helps determine what does the current workforce look like? and what will the workforce look like in the future? Data from Table 1 in Section 3 of the plan shows that population growth in the Village the past twenty years exceeded County, State, and Nation growth rates. The population of Cashton is projected to grow by 23% over the next thirty years compared to 21.8% for the County and 14.1% for the State. Based on the data, Cashton will have a stable and growing workforce and the potential for strong job growth in the future.

¹ University of Wisconsin Extension, "Downtown and Business District Market Analysis"

Labor Force Trends

Table 4 “Labor Force and Employment” in the previous Section illustrated that the percentage of Cashton’s population in the labor force (71.6%) was higher than the County (67.1%), State (68.5%), and the Nation (64.7%). This indicates a strong and stable labor force exists in Cashton and Monroe County and is strength of the local economy.

Population: Employment Ratio

Utilizing population and employment by industry data from Section 3, Population: Employment (P:E) ratios were developed for the Village of Cashton, Monroe County, the State of Wisconsin, and the United States and are illustrated in Table 31. The P:E ratios can help define Cashton’s performance in capturing local markets as well as assess the level of relative dependence on a particular industry. In terms of dependence on specific industries, if the P:E ratio is small it indicates a higher level of dependence on a specific industry. If the P:E ratio is high it represents lower levels of dependence on a particular industry. Highlighted in yellow on Table 31 are industries that the P/E ratio indicated the Village of Cashton is dependent. The industries Cashton is dependent on are *Ag, forestry, fishing and hunting, and mining; Wholesale trade; Transportation and warehousing and utilities; Educational services and health care and social assistance*. The determination is based on how the Village P/E ratio compares to the Nation, State and County P/E ratios.

In reviewing the P:E ratio as it related to capturing local markets, population represents demand while employment represents supply. A larger ratio represents a poorer performance in capturing the local market. The Village of Cashton has significantly larger P/E ratios than the State and Nation in *Arts, entertainment, and recreation, and accommodation and food services; Professional, scientific, and management, and administration, and waste management services; Finance and insurance, and real estate and rental and leasing* meaning Cashton does not capture the local market and represents a weakness in the local economy. The Village of Cashton performs well in the *Construction, Manufacturing, and Retail Trade* industries. Utilizing this measure the strength of the local economy is in the *Ag, forestry, fishing and hunting, and mining; Wholesale Trade; Transportation and Warehousing, and Utilities; Educational services, and health care and social assistance* industries.

Table 31. Population: Employment Ratio

	Ag, forestry, fishing & hunting, & mining	Construction	Manufacturing	Wholesale trade	Retail trade	Transportation & warehousing, & utilities
	Popul/Empty	Popul/Empty	Popul/Empty	Popul/Empty	Popul/Empty	Popul/Empty
V. Cashton	30:1	39:1	12:1	31:1	18:1	31:1
Monroe County	35:1	35:1	12:1	99:1	19:1	35:1
Wisconsin	81:1	36:1	11:1	72:1	17:1	45:1
United States	114:1	33:1	20:1	77:1	19:1	44:1
	Information	Finance & ins., & real estate & rental & leasing	Professional, scientific, & mgt, and admin, and waste mgt services	Educational services, & health care & social assistance	Arts, entertainment, & recreation, & accommodation & food services	Public administration
	Popul/Empty	Popul/Empty	Popul/Empty	Popul/Empty	Popul/Empty	Popul/Empty
V. Cashton	138:1	48:1	41:1	7:1	55:1	79:1
Monroe County	179:1	66:1	44:1	10:1	26:1	56:1
Wisconsin	110:1	32:1	25:1	9:1	23:1	66:1
United States	98:1	32:1	20:1	9:1	24:1	44:1

Source: Ratio derived from 2010 Census Population data and 2012 ACS Employment by Industry estimates.

Location Quotients

Location Quotients (LQ’s) are another common tool used to analyze local economic strengths and weaknesses. LQ’s are ratios that allow an area’s distribution of employment by industry to be compared to a reference or base area’s distribution. LQ’s measure the ability of the local market to capture local economic activity. The Location Quotient’s critical value is one. Cashton’s LQ was developed for three reference areas Monroe County, the State of Wisconsin, and the Nation (Table 32). If the computed LQ is greater than one for any sector, then that sector is said to be a strength of that community (highlighted in yellow); therefore, if the LQ is less than one, then the community is weak in that sector.

The LQ was calculated by dividing local (Cashton) industry employment by the all industry total of local (Cashton) employment. Second, the reference areas (County, State, and Nation) industry employment was divided by all industry employment total for the reference area (County, State, and Nation). Finally, the Cashton ratio was divided by the County, State, and Nation ratio.

The LQ's indicate strengths of the Village of Cashton with Monroe County as the reference area are *Ag, forestry, fishing and hunting, and mining; Wholesale trade; Finance and insurance, and real estate and rental and leasing; Educational services, and health care and social assistance* employment sectors. Weaknesses in comparison to Monroe County are the *Arts, entertainment, and recreation, and accommodation and food services; and Public Administration* employment sectors.

The LQ's illustrate strengths of the Village of Cashton with the State of Wisconsin as the reference area are the *Ag, forestry, fishing and hunting, and mining; Wholesale trade; Transportation and warehousing, and utilities; Educational services, and health care and social assistance* employment sectors. Weaknesses of the community in reference to the State of Wisconsin are *Arts, entertainment, and recreation, and accommodation and food services; Professional, scientific, and management, and administration, and waste management services; Finance and insurance, and real estate and rental and leasing; and Information* employment sectors.

The LQ's illustrate strengths of the Village of Cashton with the United States as the reference area are the *Ag, forestry, fishing and hunting, and mining; Manufacturing; Wholesale trade; Transportation and warehousing, and utilities; Educational services, and health care and social assistance* employment sectors. Weaknesses of the community in reference to the United States are *Arts, entertainment, and recreation, and accommodation and food services; Professional, scientific, and management, and administration, and waste management services; Finance and insurance, and real estate and rental and leasing; Public Administration; and Information* employment sectors.

Table 32. Location Quotients for Village of Cashton – Reference Areas Monroe County, State of Wisconsin, and the U.S.

	Ag, forestry, fishing & hunting, & mining	Construction	Manufacturing	Wholesale trade	Retail trade	Transportation & warehousing, & utilities
	<i>Locat/Quot</i>	<i>Locat/Quot</i>	<i>Locat/Quot</i>	<i>Locat/Quot</i>	<i>Locat/Quot</i>	<i>Locat/Quot</i>
Cashton/County	1.17	.83	1.00	3.50	1.00	1.00
Cashton/State	3.50	.83	.94	2.33	1.00	1.5
Cashton/US	3.5	.83	1.55	2.33	.92	1.2
	Information	Finance & ins., & real estate & rental & leasing	Professional, scientific, & mgt, and admin, and waste mgt services	Educational services, & health care & social assistance	Arts, entertainment, & recreation, & accommodation & food services	Public administration
	<i>Locat/Quot</i>	<i>Locat/Quot</i>	<i>Locat/Quot</i>	<i>Locat/Quot</i>	<i>Locat/Quot</i>	<i>Locat/Quot</i>
Cashton/County	1.00	1.33	1.00	1.43	.50	.33
Cashton/State	.50	.67	.63	1.03	.44	.75
Cashton/US	.50	.57	.45	1.30	.44	.60

Source: Location Quotients derived from 2012 ACS Employment by Industry estimates.

Entrepreneurial Activity

Entrepreneurial activity is difficult to measure. One method used to gauge entrepreneurial activity is evaluating the number of self-employed people in community. Labor force Class of Worker information in Table 7 in the previous section illustrated that 9.4% of workers in the Village of Cashton are self-employed. This is slightly higher than the County (8.8%), the State (5.5%) and the Nation (6.3%). This is not a perfect measure but it does indicate that there is entrepreneurial activity in the Village.

Business/Institutions Employment

The Village of Cashton's three largest employers are Organic Valley, Cashton Public Schools, and Scenic Bluffs Health Center. As previously discussed, Organic Valley has facilities on State Highway 27 on the western edge of the Village. Organic Valley currently employs approximately 150 employees and is projected to employ nearly 500 employees by 2017-2019. One of the concerns expressed by Organic Valley based on input received from employees at or projected to be at the

Cashton facility was the need for increased daycare facilities in the Village. This information is valuable as Cashton wants the Village to be the home of as many families as possible. In the future as Organic Valley continues to grow, it will remain a positive impact on the local economy.

Cashton Public School's facilities are prominently located on the State Highway 33 Corridor a few blocks from downtown Cashton. The school employs approximately 115 fulltime/part time employees and has an enrollment of approximately 560 students annually. Approximately 33% of fulltime/part time employees live within the Village. The school district significantly impacts the local economy not only by providing jobs but students and parents visit the school and Cashton daily and purchase goods and services from local businesses.

Scenic Bluffs Health Center is a regional healthcare provider that employs approximately 70 people at two locations in the Village. Scenic Bluffs facilities serve approximately 125 patients daily. Approximately 30% of employees live within Cashton or close proximity to the Village.

The large local employers provide stable employment and draw people to Cashton daily increasing the daytime population of Cashton to approximately 1,500 people. Their success will also aid in reassuring prospective businesses of the positive business climate in the Village.



Scenic Bluffs Healthcare Center

Business Owner Survey Information

Information critical to the revitalization of downtown Cashton was to determine what types of businesses will benefit Cashton and will have the best opportunity for sustained success/growth. Business owners and residents of Cashton want a more vibrant downtown and new or expanding businesses are one way to assist in revitalizing the downtown area. More businesses in Cashton will provide more variety and help create a "full service community" (a community where most of the needs for residents can be provided within the community).

As previously mentioned, public input was gathered throughout the planning process at the numerous public meetings held while preparing the plan, CDBG public hearings, and the WIDOT public meetings on the reconstruction of State Highway 33 in Cashton. It was realized that business owner input was key to identifying ways to revitalize downtown Cashton as well as planning for the State Highway 33 Corridor. To gather business owner input, a survey was developed and interviews were conducted with the majority of business owners/operators (A few businesses chose not to be interviewed). Below are examples of questions that the discussions with individual business owners centered around.

What is missing in the business mix downtown? What types of businesses are currently not present, but would be welcome additions?

What brings people to your business? How do you attract customers?

What improvements to the street and sidewalks would help to attract more people downtown?

What amenities would help attract more people downtown (check all that apply): farmers' market; way-finding signage; bicycle parking and signage; drinking fountains; public square or other gathering spot; other?

What type of businesses in downtown Cashton would be most welcome for people traveling through the area?

What type of businesses in downtown Cashton would be most welcome for residents of the Village?

How is your business different now from the way it was 5 years ago?

When you plan for the next five or ten years, what conditions do you anticipate will be most important to your business?"

Over all discussions with businesses were very positive as business owners recognized the potential of Cashton and the downtown area. Equally important business owners were cognizant of obstacles that the Village of Cashton must overcome

to improve the downtown area. In meeting with businesses, it was noticeable that business owners take pride in their businesses as well as Cashton. It was also evident that businesses were enthusiastic over potential improvements to the downtown area. During the discussions several trends and common themes emerged and are listed below (Appendix A details more specific business input relating to aesthetic improvements and business needs).

- ▶ More aesthetic improvements in entire downtown (build upon Front St. improvements trees, uniform lighting, planters, banners, etc.)
- ▶ More traffic generating business(s)
- ▶ A gathering place (people mentioned it varying forms a coffee shop, food coop., a public space)
- ▶ Amish Connection –better capitalize on the people the Amish community brings to the area (tourists, goods, etc.)
- ▶ Vehicle and pedestrian traffic improvements (pedestrian safety, defined vehicle and pedestrian patterns, etc.)
- ▶ Hwy. 33/Front Street intersection recognized as the “gateway to the downtown” and a great opportunity to attract visitors to downtown Cashton
- ▶ A need for a community brand or identity (What symbolizes Cashton?)

When business owners were asked “what types of businesses are not currently present but would be welcomed additions to downtown Cashton?” the following businesses/business types were identified:

- Retail (gift/specialty shops, Amish outlet, clothing, drugstore, dollar store)
- Service businesses (legal, accounting, insurance, etc.)
- Restaurant/Food (sandwich shop, coffee shop, etc.)

When business owners were asked “what types of businesses they feel residents/visitors would desire?” the following businesses/business types were identified:

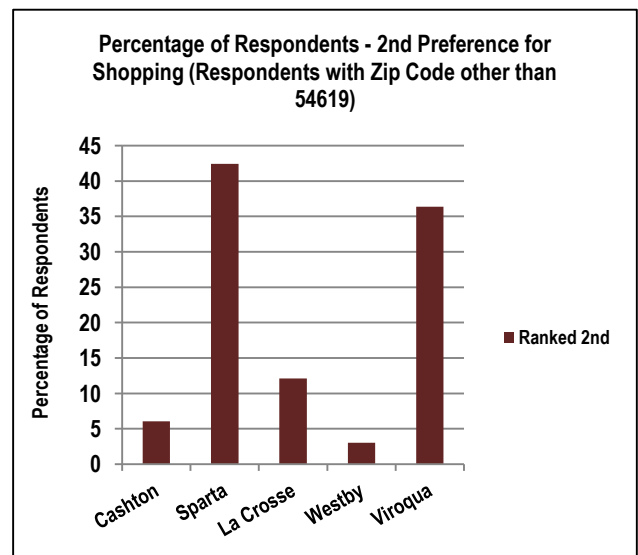
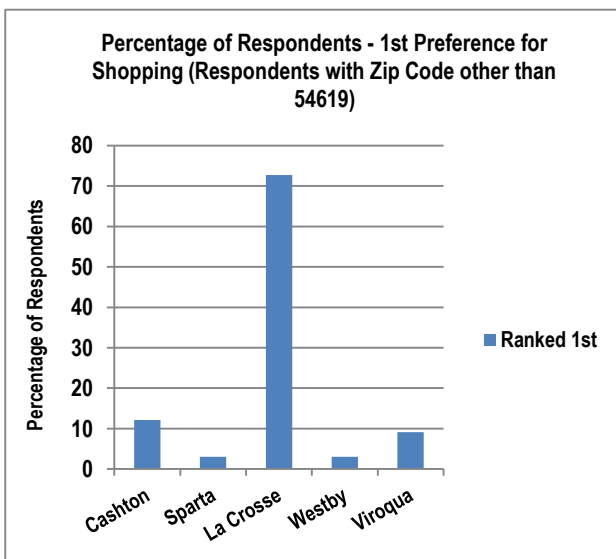
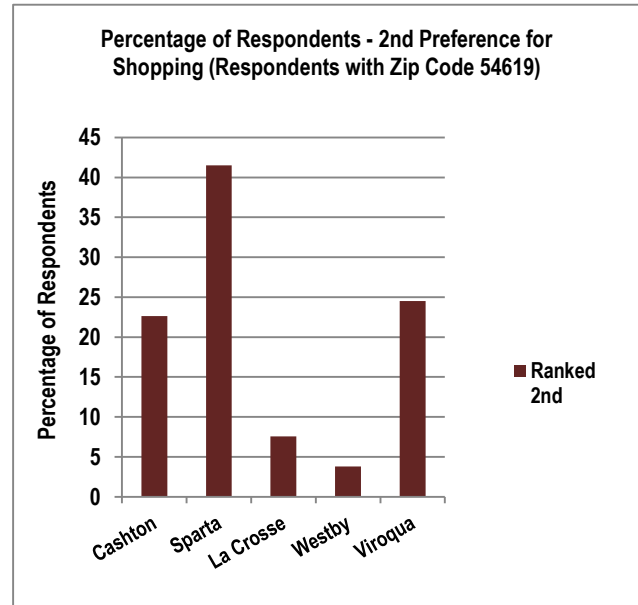
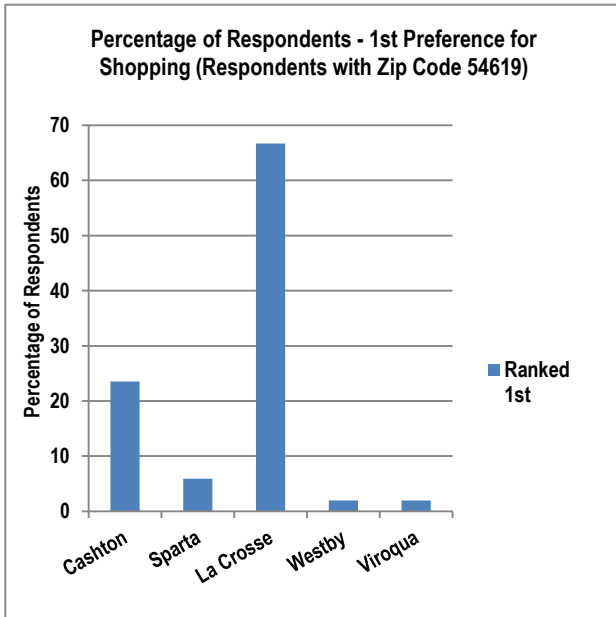
- Retail (Amish outlet, ice cream shop, Organic Valley outlet, etc.)
- Lodging (motel)
- Restaurant/Food (sandwich shop, restaurant, coffee shop – outdoor seating, etc.)

Consumer Survey Information

To gather information and opinions from the areas consumers regarding downtown Cashton, a consumer survey was conducted during a two week period. The survey (attached as Appendix B) was provided to employers and businesses to distribute to employees and business patrons. Eighty-eight surveys were returned and tabulated. The survey asked consumers to respond to questions seeking information on shopping location preferences, frequency of visits to downtown Cashton, specific store and product preferences, opinions on improvements (stores and downtown aesthetics), and advertising effectiveness. For selected questions tabulated results are presented from respondents residing in the Cashton zip code area (53 responses) versus respondents residing outside the Cashton zip code area (35 responses). The results of the consumer survey are as follows:

Question 1: Please rank communities in order of shopping preference.

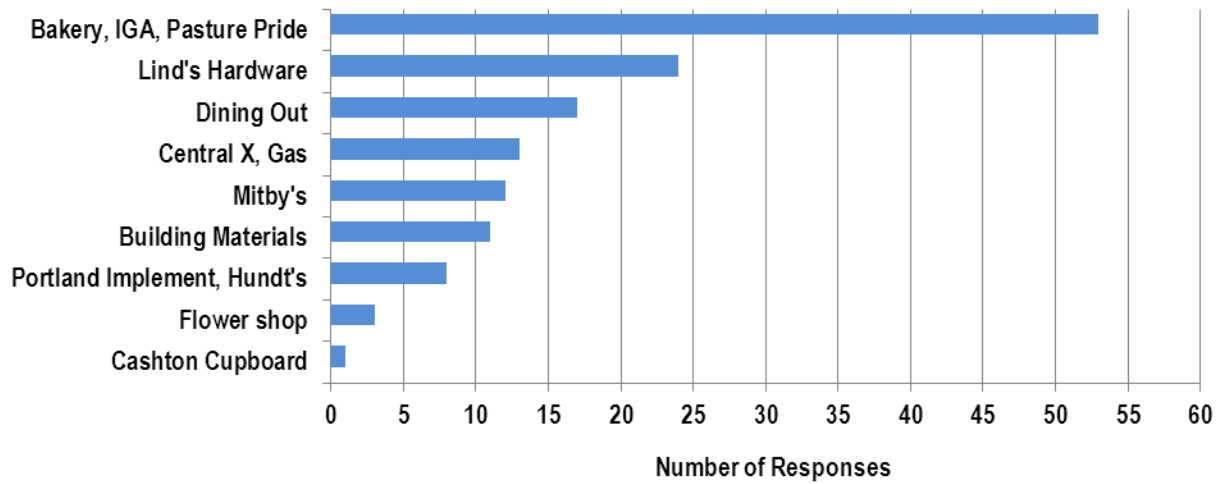
Responses to this statement were broken down by zip code of respondents. Sixty-seven percent of people residing in the Cashton zip code area ranked La Crosse as their first preference for shopping followed by twenty-four percent of respondents ranking Cashton as their first preference for shopping. Respondents living outside the Cashton zip code area also ranked La Crosse as their first preference for shopping at 73 %, followed by Cashton at 12%. Respondents with Cashton zip codes and those outside the Cashton zip code area both ranked Sparta as their second preference for shopping followed by Viroqua. It is not surprising that La Crosse received the highest ranking due to its size, shopping options and other amenities.



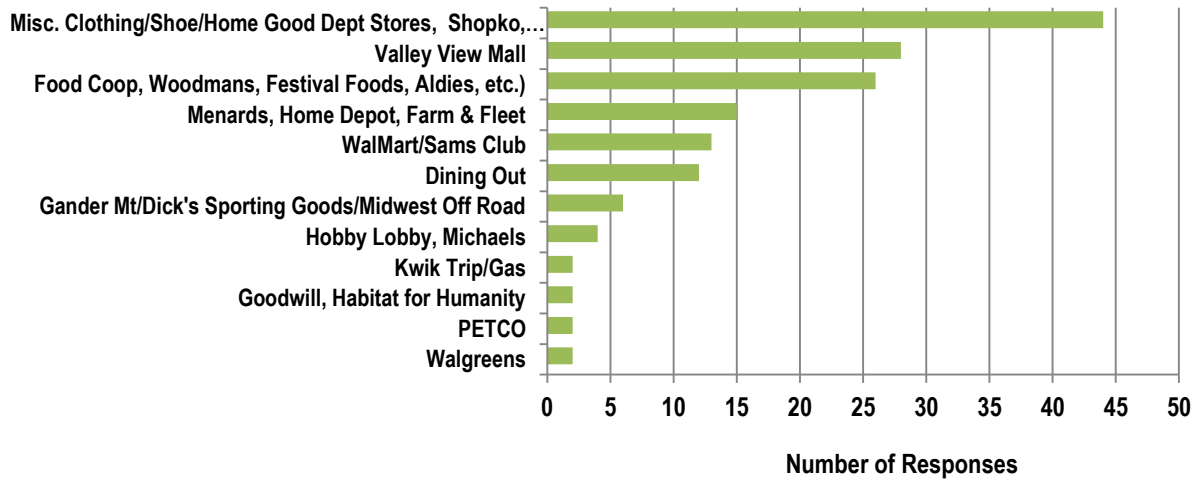
Q4: If any what specific stores draw you to the following shopping areas?

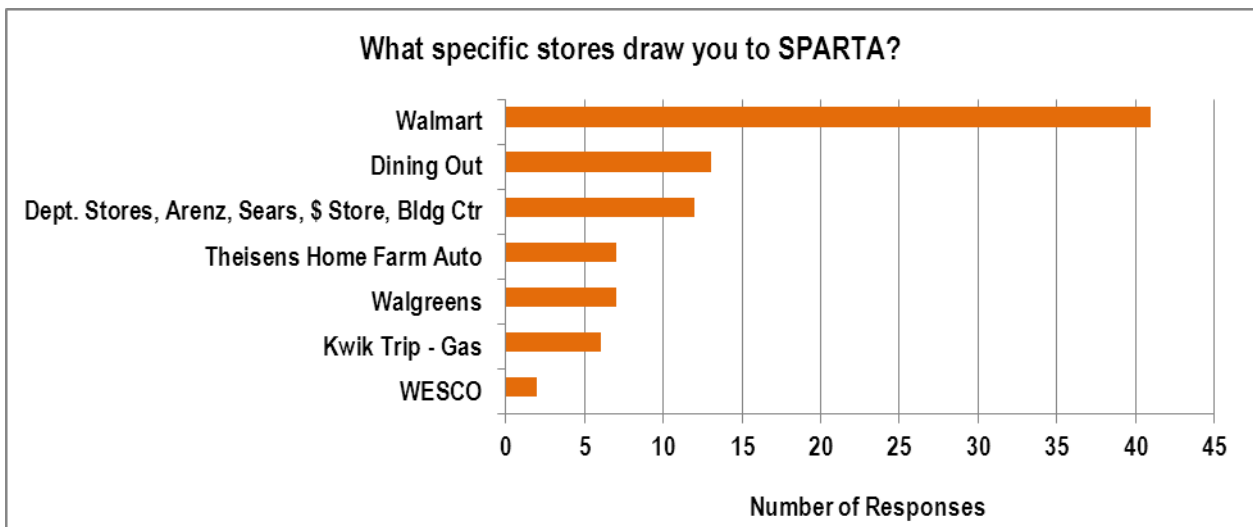
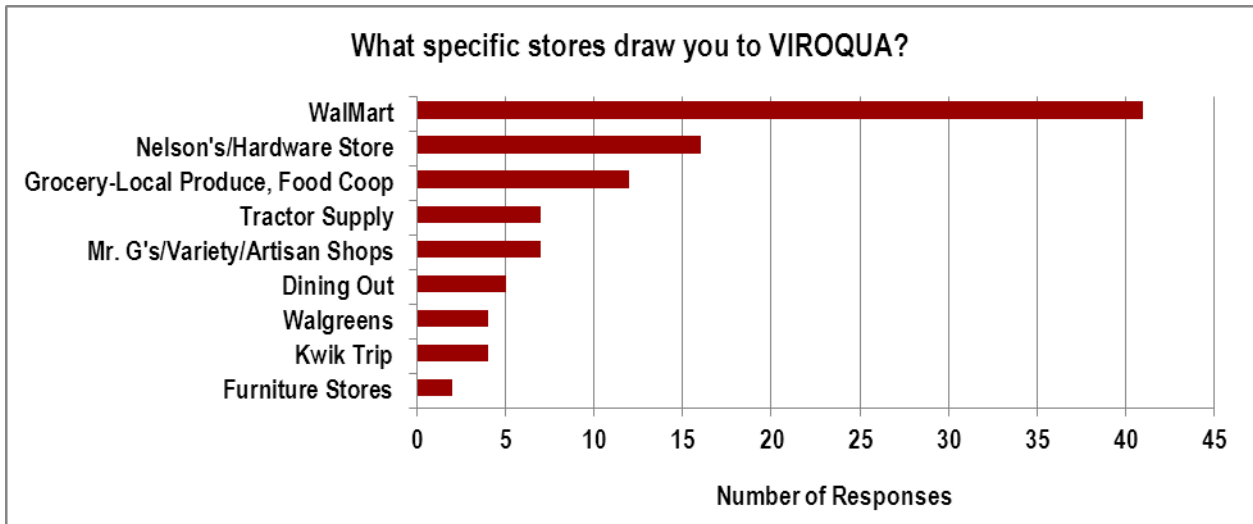
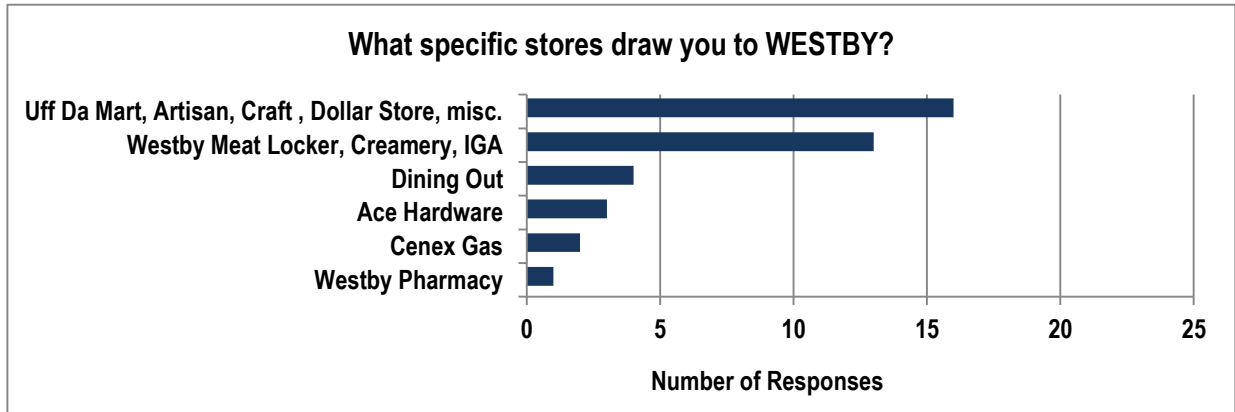
Question 4 helps provide definition to the shopping preference rankings in Question 1 as respondents were requested to identify specific stores that draw them to a specific location. Respondents were drawn to La Crosse for clothing/shoes and larger department stores. The Valley View Mall and large grocery stores were a popular draw along with home improvement stores. Respondents indicated they were drawn to Cashton for bakery, IGA, and Pasture Pride as well as Lind's Hardware. Westby drew people primarily for crafts, Dollar Store, Westby Meat Locker, the creamery and IGA. Respondents were drawn to Viroqua primarily for Walmart followed by Nelson's Agri-center/hardware. Respondents frequent Sparta mostly for Walmart, dining out, and larger "big box" stores.

What specific stores draw you to downtown CASHTON?



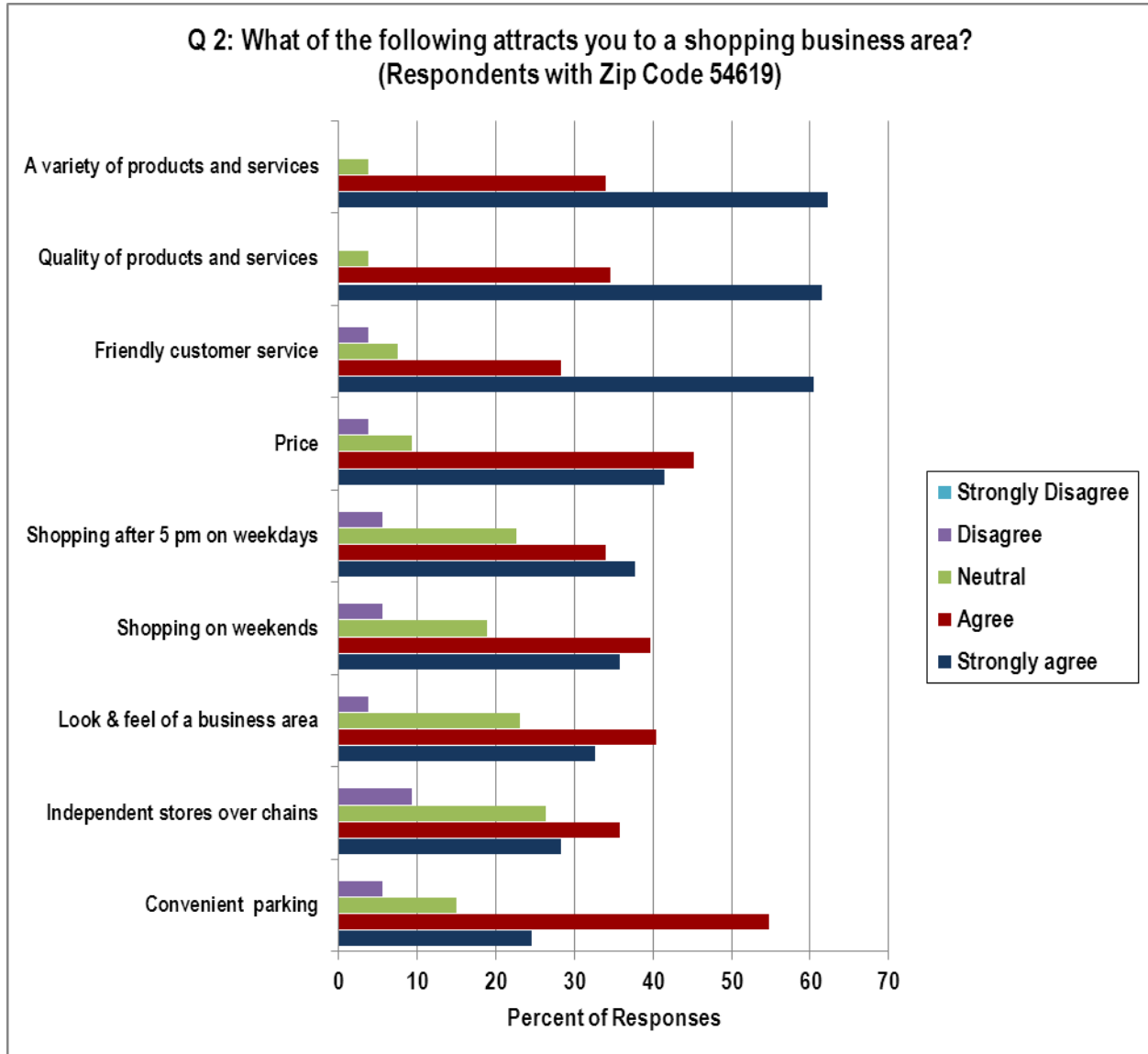
What specific stores draw you to LA CROSSE?



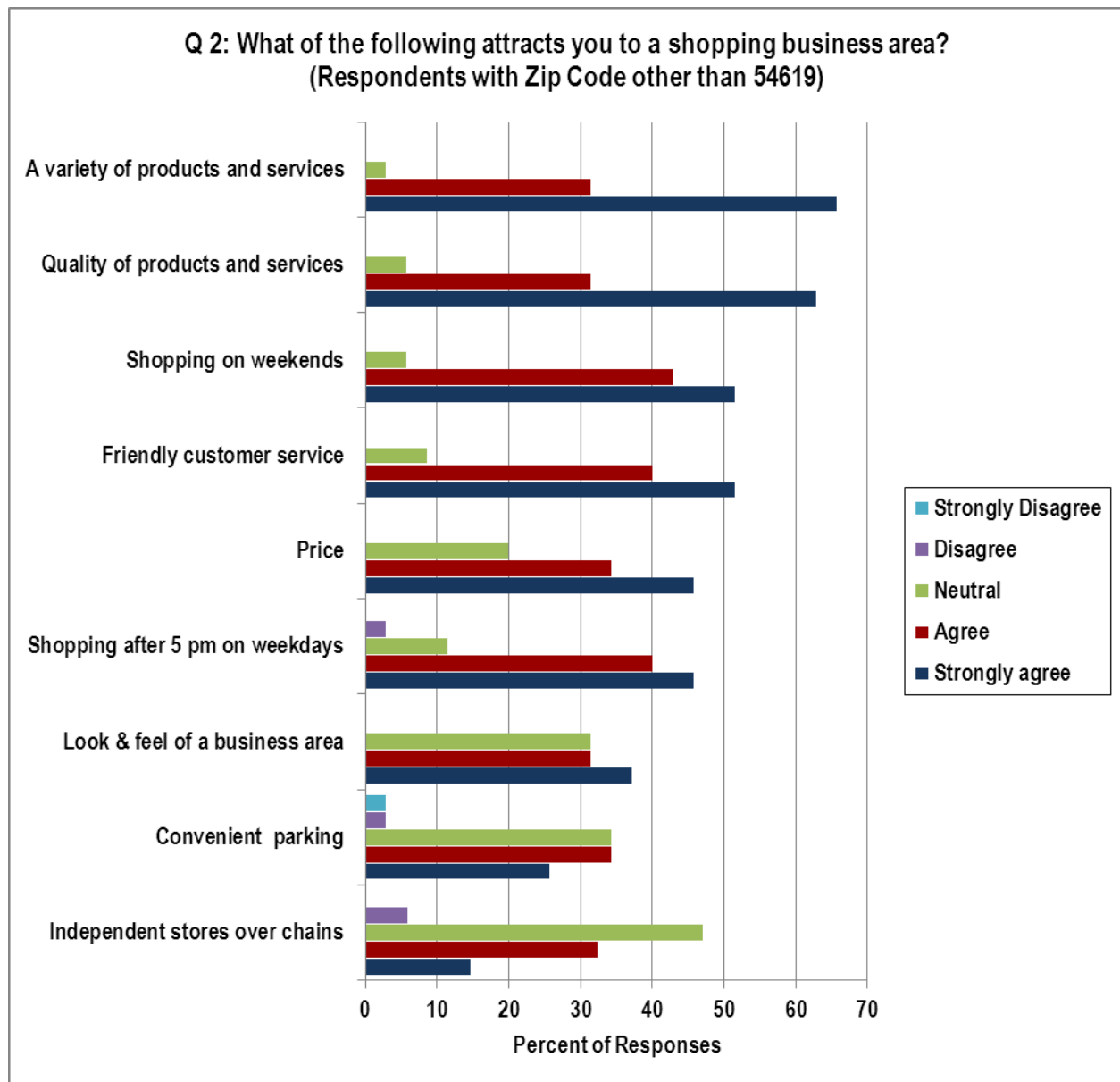


Q 2: What of the following attracts you to a shopping/business area?

Question 2 asked respondents what attracts them to a shopping/business area. Respondents in the Cashton zip code area indicated they “strongly agreed” that a *variety of products and services* (62%), *quality of products and services* (61%), and *friendly customer service* (60%) attracts them to a shopping area/business area. Respondents also “agreed” that *convenient parking* (55%) and *price* (45%) also attract them to a shopping/business area.

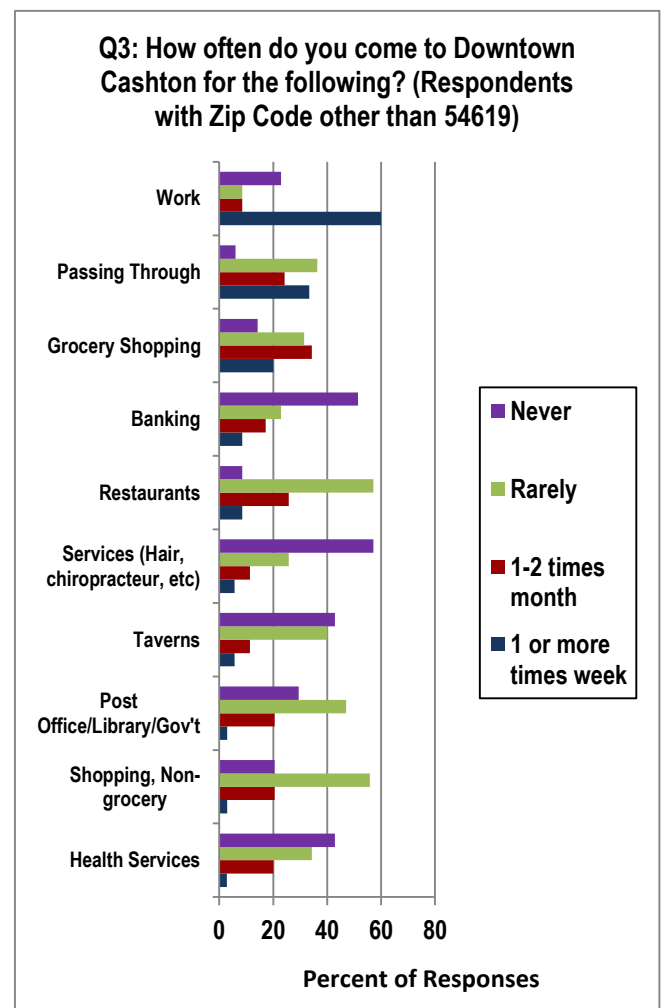
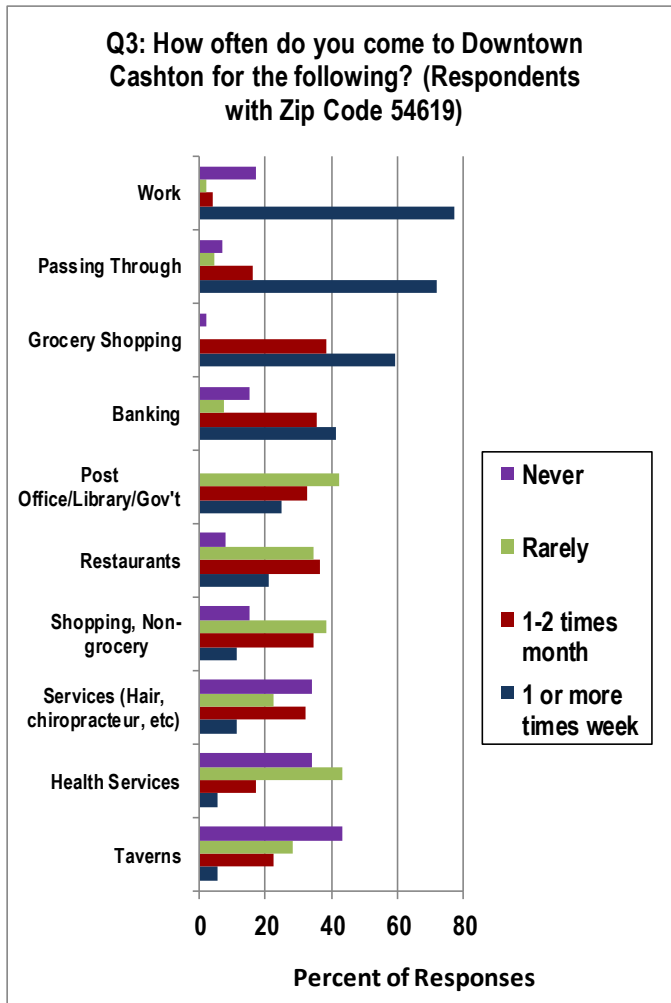


Respondents outside the Cashton zip code area indicated they “strongly agreed” that a *variety of products and services* (66%), *quality of products and services* (63%), *friendly customer service* (51%), and *shopping on weekends* (51%) attracts them to a shopping area/business area.



Q3: How often do you come to Downtown Cashton for the following?

Question 3 asks people how often they come to downtown Cashton for various services and activities. Respondents in the Cashton zip code area indicated that *work* (77%), *passing through* (72%), *grocery shopping*(60%), or *banking*(42%), were the main activities that brought them to downtown Cashton one or more times a week. Respondents outside the Cashton zip code area indicated that *work* (60%) was the main activity that brought them to downtown Cashton one or more times a week.

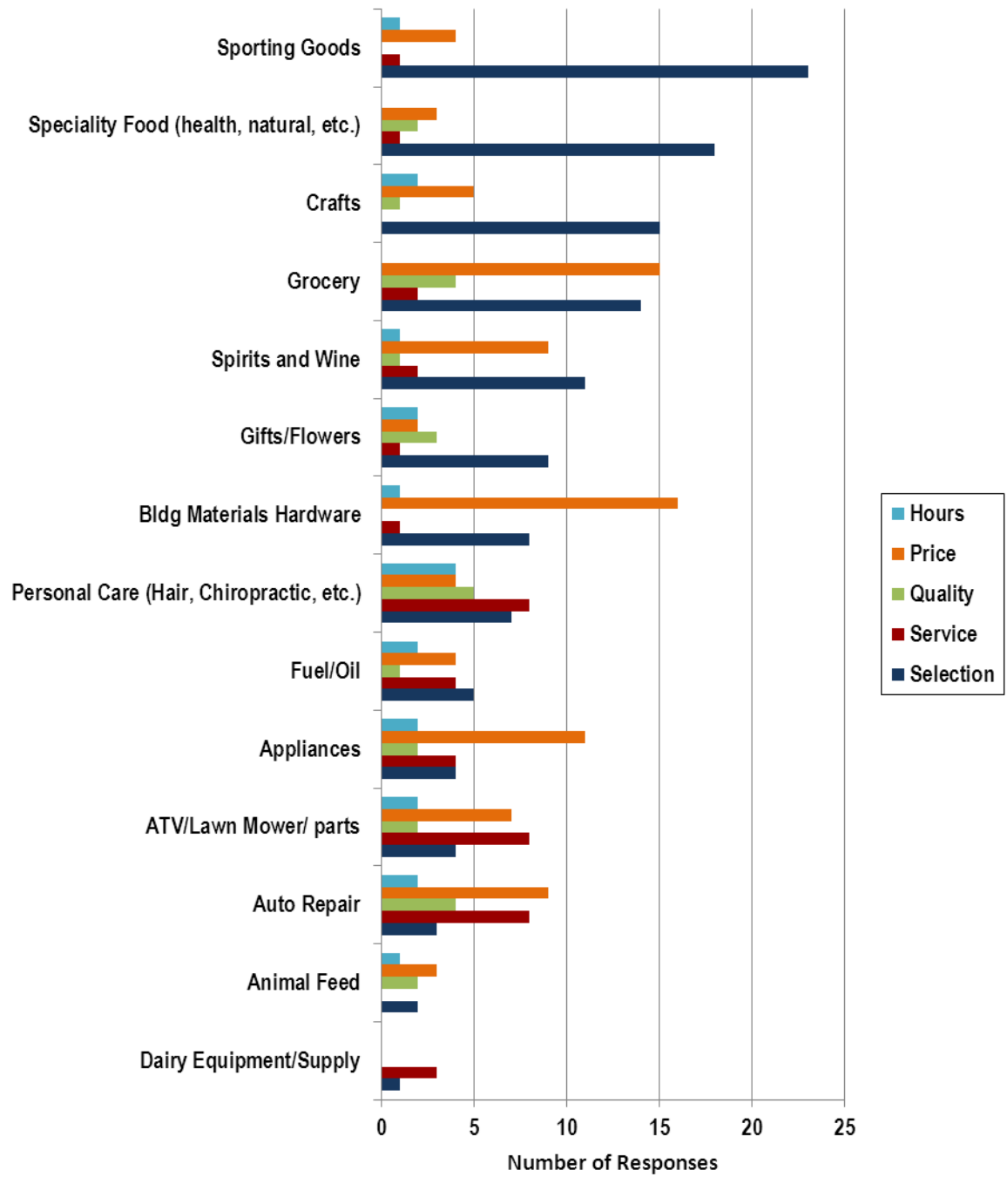


Q 5: If you do not shop in Downtown Cashton for following, why do you shop elsewhere?

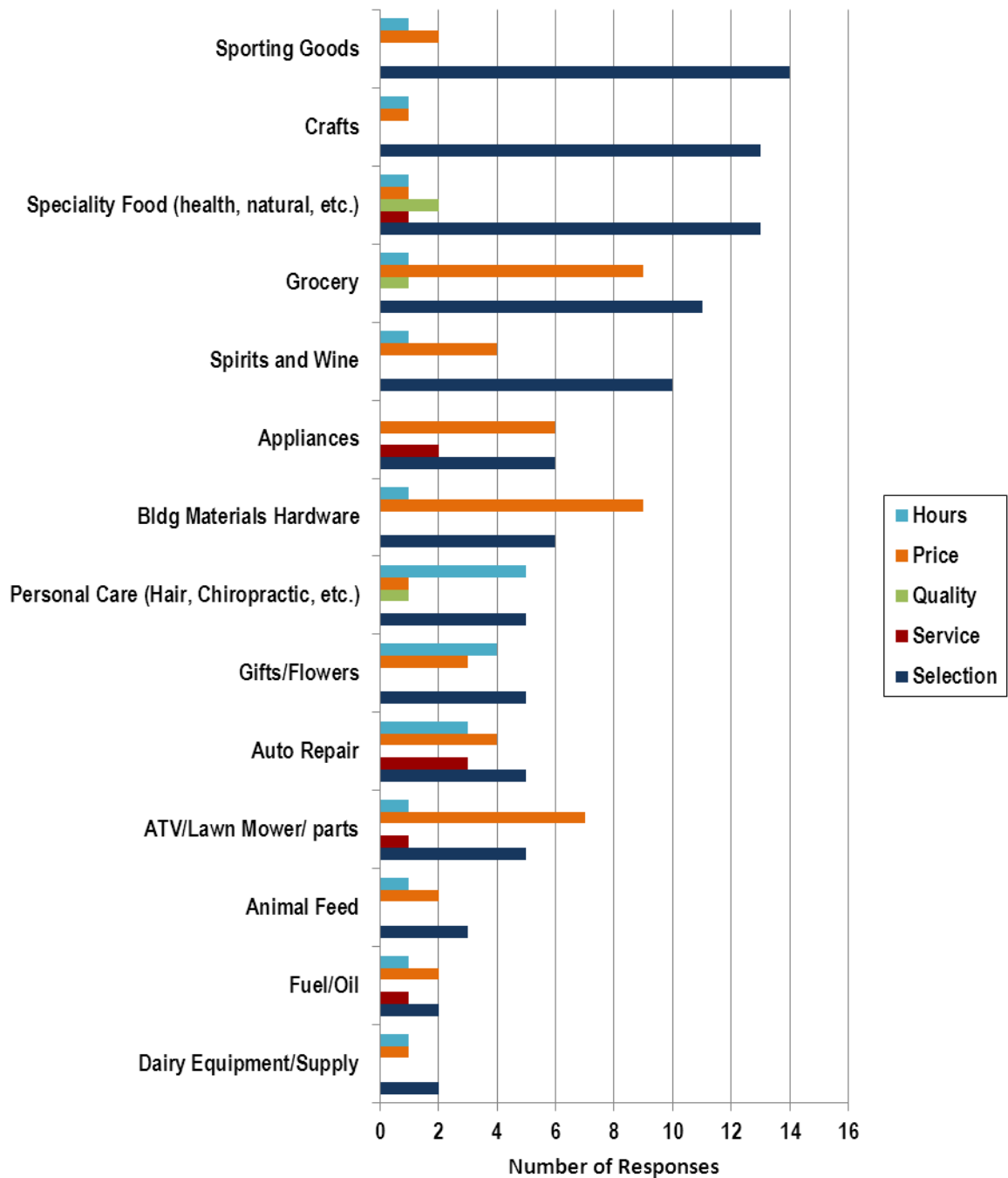
Question 5 requests input on why consumers shop elsewhere rather than downtown Cashton. Important to note is how the question is phrased. *If you do not shop in downtown Cashton now, why do you shop elsewhere?* The question is seeking input on why respondents shop elsewhere if the products and services are available in Cashton. When looking at the responses, some categories have very few responses indicating that in some cases the product/service is purchased in Cashton and the consumer is satisfied. The responses to this question helps gauge the reasons why consumers go elsewhere for products/services available in Cashton. Respondents who reside within the Cashton zip code area indicated they go elsewhere for products predominantly because of selection or price. Similarly, respondents who reside outside the Cashton zip code area indicated they go elsewhere for products because of selection or price as well.

This information will be helpful to local businesses because even if the respondents reasons for shopping elsewhere are not valid, it is still what is perceived by respondents. This information informs local businesses of what they must overcome based on perceptions. In addition, if respondents concerns are valid this can help local businesses address the issues.

**Q5: Why do you shop elsewhere for the following goods and services?
(Respondents with Zip Code of 54619)**

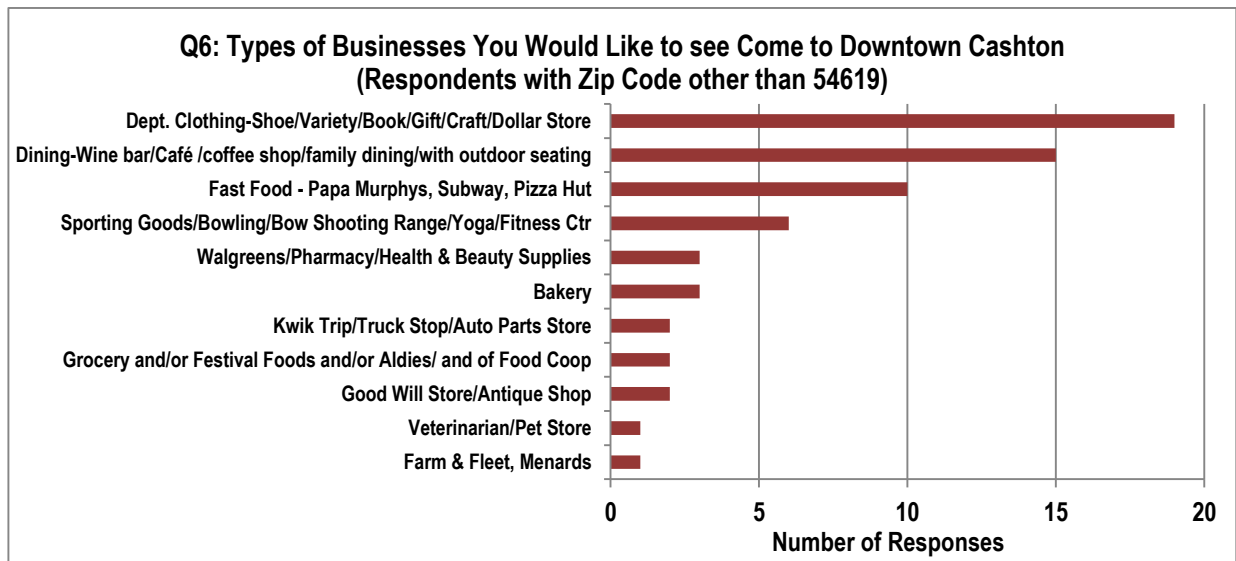
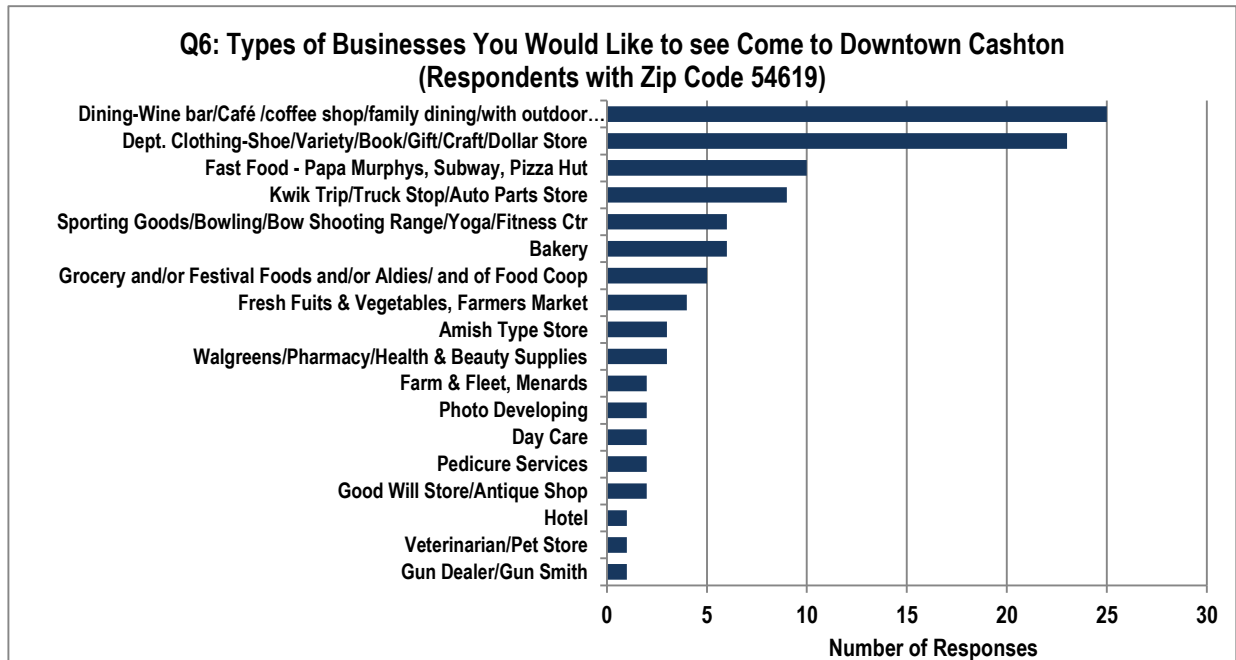


**Q5: Why do you shop elsewhere for the following goods and services?
(Respondents with Zip Code other than 54619)**



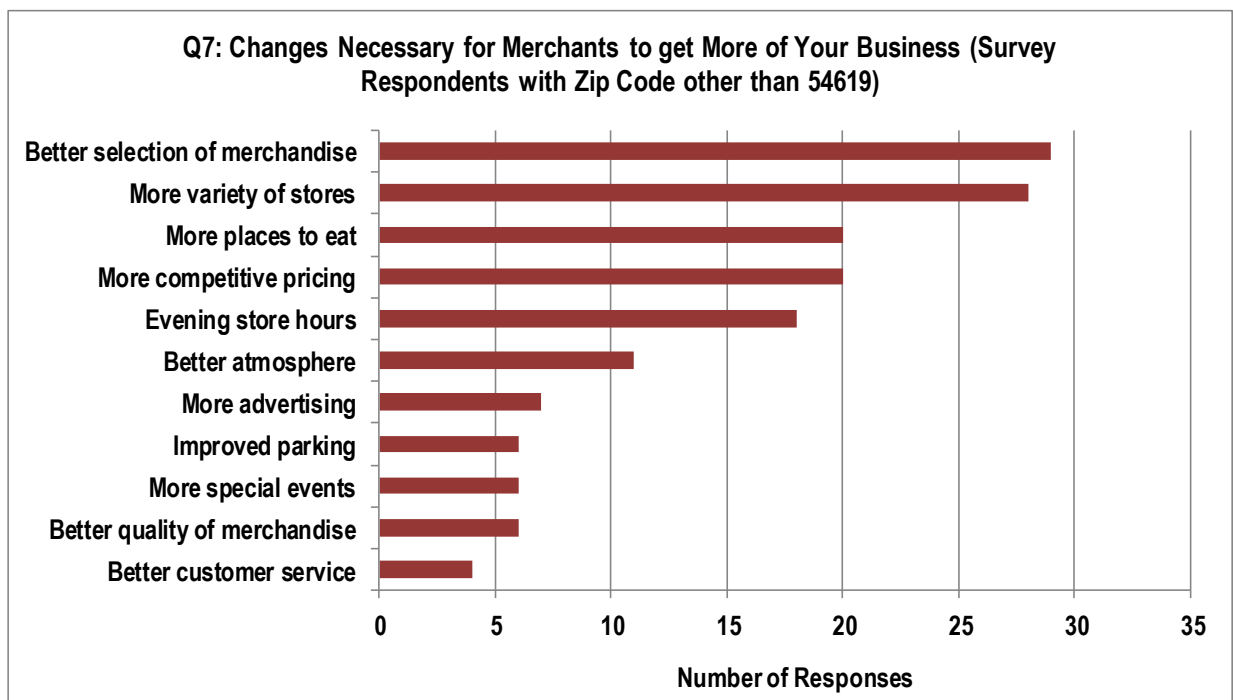
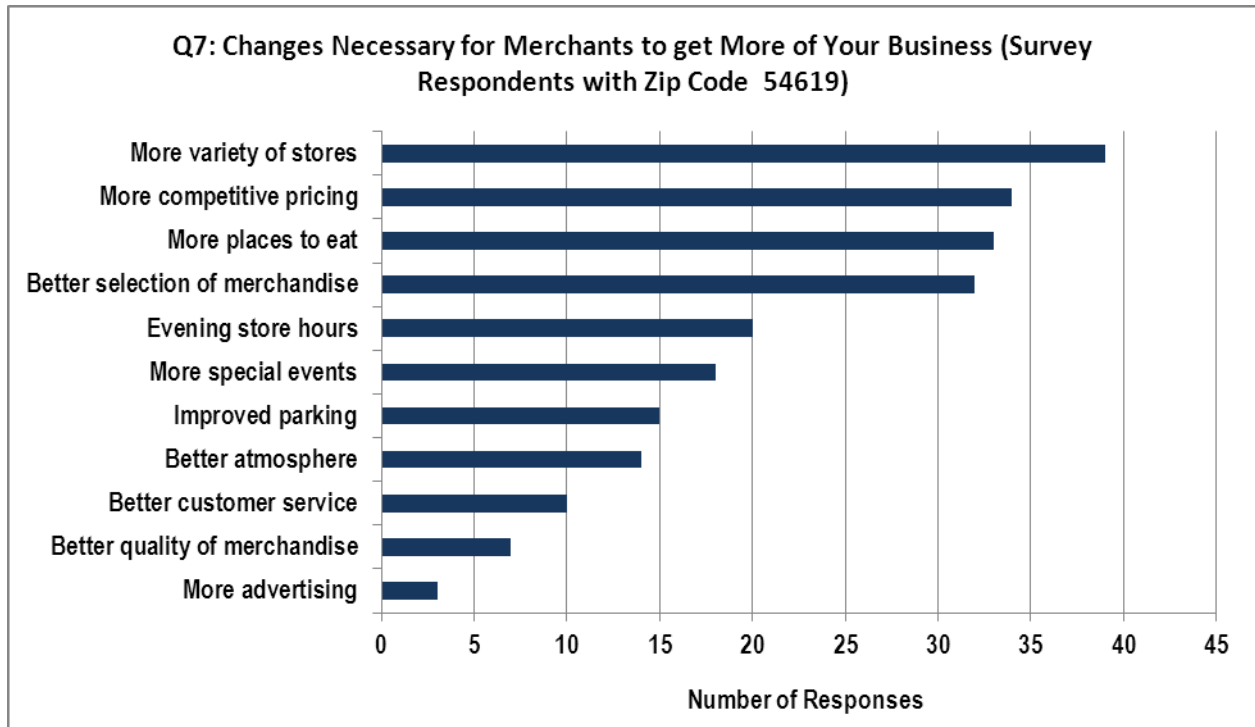
Q6: Name 3 types of business you would like to see come downtown Cashton.

Respondents were asked to identify businesses that they would like to see in downtown Cashton. People in the Cashton zip code area indicated they would like to see more restaurant/coffee shop/café businesses followed by variety stores offering gifts, books, crafts, or a Dollar Store type business. People outside the Cashton zip code area indicated they would like to see variety stores offering gifts, books, crafts, or a Dollar Store type business followed restaurant/coffee shop/café businesses and possibly a fast food establishment.



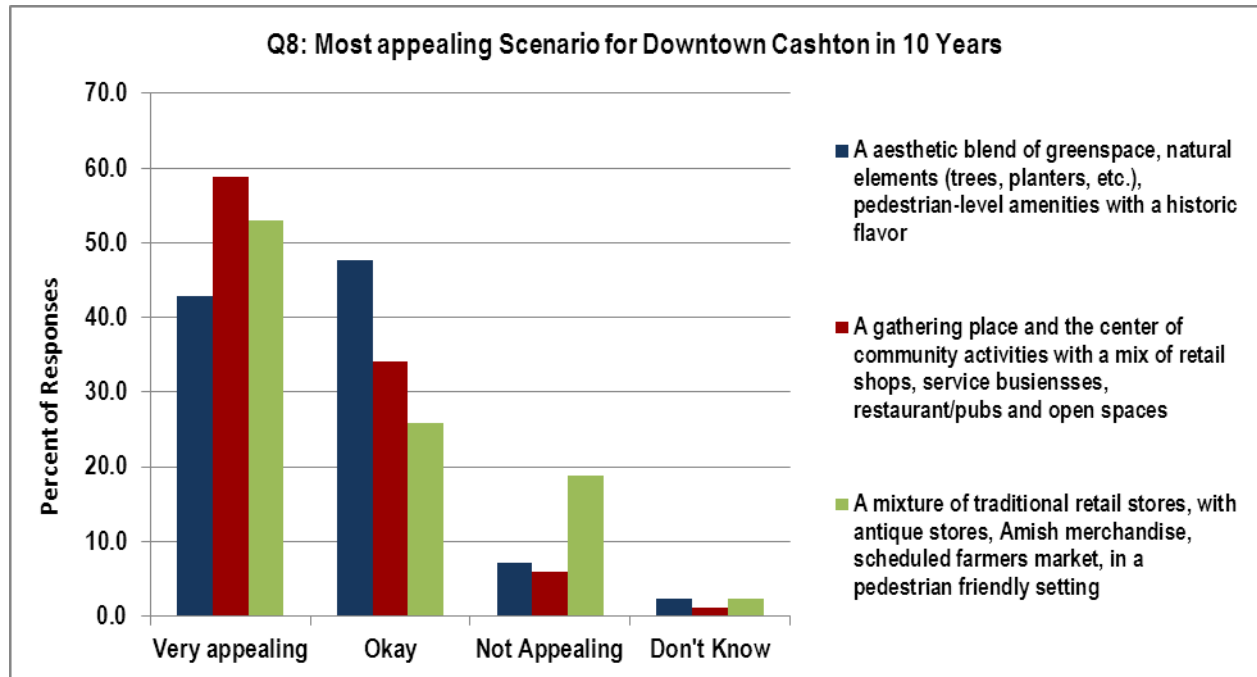
Q7: Considering only downtown, check (5) changes that are necessary to get even more of your business?

Question 7 asked respondents to provide feedback on what changes to the downtown or businesses would help to get more patronage from the respondents. The most frequent responses for people living in the Cashton zip code area were *more variety of stores*, *more competitive pricing*, *more places to eat*, and *better selection of merchandise*. The most frequent responses for people living outside the Cashton zip code area were *better selection of merchandise*, *more variety of stores*, *more places to eat*, *more competitive pricing*, and *evening store hours*.



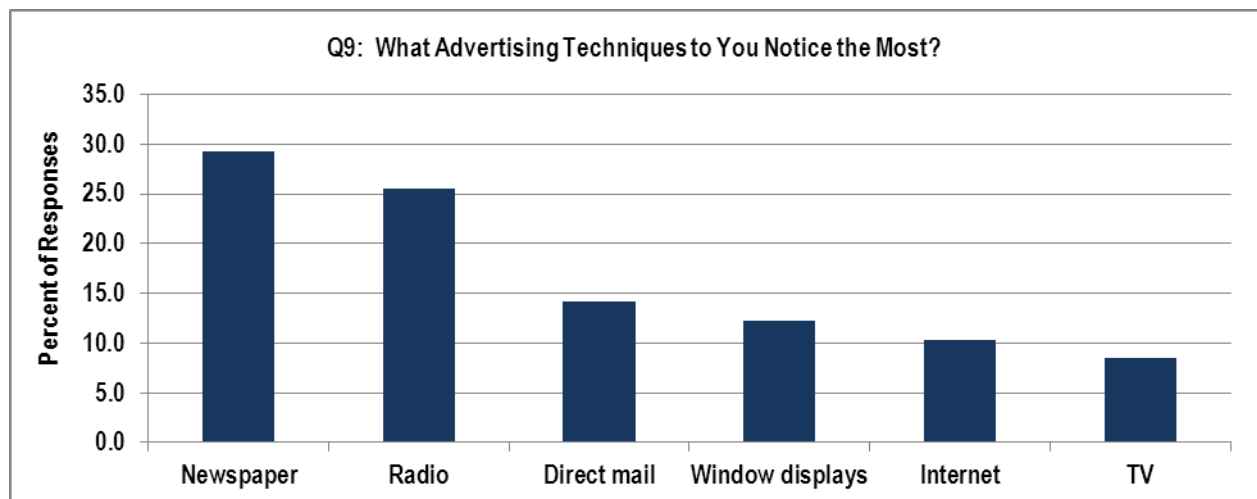
Q8: Imagine the Downtown of Cashton in 10 years - How appealing are these future scenarios?

Question 8 addresses future improvements to downtown Cashton and what would be the most appealing scenarios. People indicated that the downtown as a gathering place and center of community activities with a mix of retail shops, service businesses, restaurants/pubs and open spaces was the most appealing. Based on the responses, it is clear that any scenario presented would be okay or very appealing to respondents and this indicates that people feel that improvements area desired for the downtown area.



Q9: What (3) advertising techniques used by local merchants do you notice the most?

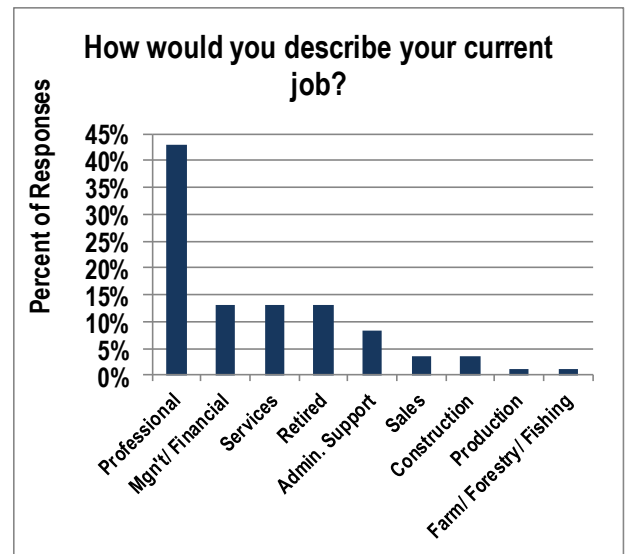
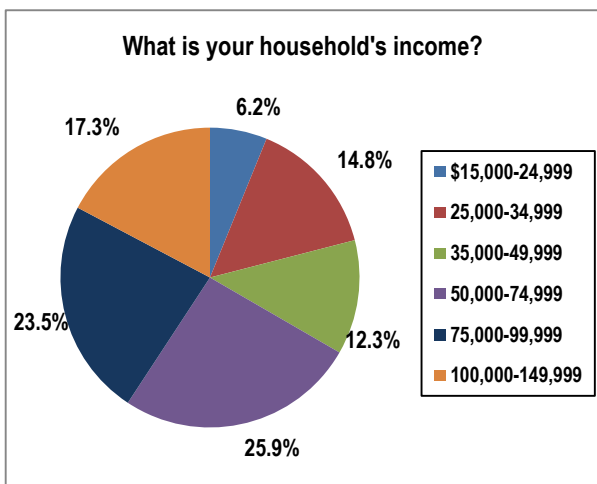
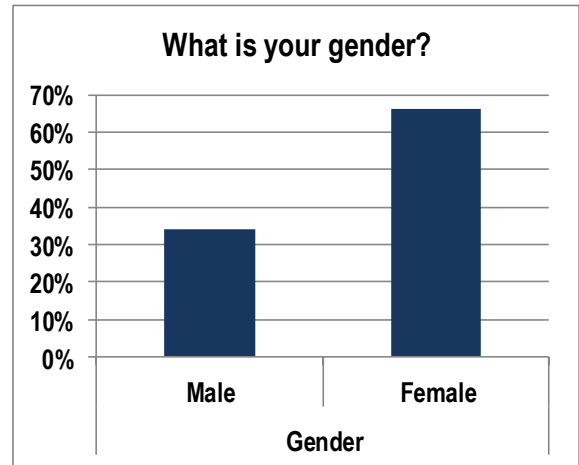
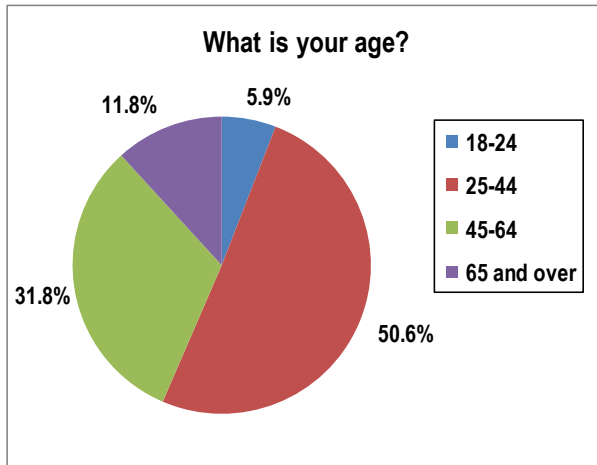
Question 9 helps provide insight into what advertising methods respondents notice the most. The survey results indicate that newspaper (29%) and radio (26%) ads are most noticed by survey respondents followed by direct mailings, window displays, and the internet at all under 15%. This information is beneficial for local businesses when determining which advertising techniques would be most effective for their businesses to utilize and reach the most consumers.



Questions 10 through 13 asked questions pertaining to the demographics of survey respondents.

Over 50% of respondents were between the ages of 25 and 44. Approximately 67% of respondents were female.

Approximately 50% of respondents households have an income between \$50,000 and \$99,000 and over 40% of respondents classified their current job as *professional*.



Summary of Economic Data Analysis, Business Survey, Consumer Survey

The analysis of data, particularly the Population: Employment Ratio and Location Quotients analysis of the Village of Cashton, indicate that the *Ag, forestry, fishing and hunting, and mining; Wholesale trade; Transportation and warehousing, and utilities; Educational services, and health care and social assistance* are strengths of the Village of Cashton. Both measures also illustrate that the *Arts, entertainment, and recreation, and accommodation and food services; Professional, scientific, and management, and administration, and waste mgt services; Finance and insurance, and real estate and rental and leasing; Information; and Public administration* employment sectors are weaknesses of the local economy utilizing these measures. Based on this analysis, businesses in the weak employment sectors would help diversify the local economy and have the greatest opportunity for success in Cashton based on demand indicators.

These data findings to a certain extent correlate with input receive from business surveys and consumer surveys with regard to business/future business opportunities in downtown Cashton. Business owner surveys and consumer surveys indicated

that additional retail stores (more variety) would benefit downtown Cashton. The survey results also illustrated that more food and dining opportunities as well as lodging would also be a benefit. These survey results match the economic data as the *Arts, entertainment, and recreation, and accommodation and food services* sectors were identified as weaknesses of the local economy.

Market Evaluation Findings

The market evaluation helped identify the strengths and weaknesses of Cashton's local market. This information is valuable as it aides in identifying opportunities to improve downtown Cashton and the Village as a whole. Based on the market evaluation the following opportunities came to the forefront:

Outdoor Recreation/tourism, Agri-tourism

Being located in western Wisconsin the Village of Cashton is in the heart of the outdoor recreation and agri-tourism industry. However, based on economic data the *Arts, entertainment, and recreation, and accommodation and food services* sector is a weakness in the local economy. In addition, based on business owner and consumer input it is believed Cashton could better capitalize on its location by becoming better connected to the outdoor recreation and agri-tourism industry (including Amish). Addressing this weakness in part can be accomplished by attracting more businesses that supplement the industry sector, such as retail outlets of local grown/produced products, overnight lodging opportunities (keep people in town), food and drink establishments (out-door café's, etc.). These type businesses generate consumer traffic in the downtown, and strengthen the connection between the downtown and area residents, businesses, farmers, etc.

Overnight Lodging

Additional overnight lodging opportunities were identified in the business owner survey as needed in the Village. The market evaluation also identified the *Arts, entertainment, and recreation, and accommodation and food service employment* sector as a local economy weakness. As previously mentioned, overnight lodging would supplement agri-tourism in the community by keeping visitors in the community overnight. It makes it easier for Cashton to become a destination versus "a community to visit for a few hours". Also with the projected growth of businesses in the Energy Park, community services such as overnight lodging are critical in making the Village of Cashton a "full-service" community.

Professional Services Businesses

Based on Cashton's market weaknesses the Village should promote business opportunities in the *Arts, entertainment, and recreation, and accommodation and food services; Professional, scientific, and management, and administration, and waste management services; Finance and insurance, and real estate and rental and leasing; and Information* employment sectors. Specifically survey information identified the need for professional business services such as legal, accounting, and insurance type businesses in the Village of Cashton downtown.

Daycare

With development taking place in the Energy Park (Organic Valley) and the addition of up to 300 additional jobs in the next several years improving the community's capacity to meet employee needs is critical to Cashton's future. During the planning process, additional daycare options in the Village were identified as a need in the Village to help accommodate job growth. Locations throughout the Village should be evaluated as daycare facility options. In addition, one of the goals of the plan was to better connect the Energy Park and its employees to downtown Cashton and the location/development of a daycare facility in the downtown area would aid in reaching the goal.

Downtown Aesthetic Improvements

Input received from business surveys and consumer surveys illustrated that downtown aesthetic improvements are desired and needed. Business owners and residents recognize the potential of downtown Cashton and throughout the planning process it was never once mentioned that "the downtown is fine the way it is". Downtown improvement scenarios were presented in the consumer survey and all options received support, another indication that changes are desired.

More People in the Downtown Area

The consumer survey responses indicated that the majority of people are coming to downtown for work or just passing through. The survey results illustrated that the majority of people are not coming to downtown Cashton for the goods and services offered or because of downtown amenities or events. Input received from surveys and the economic analysis of Cashton indicates what people feel is missing from downtown Cashton. Addressing these concerns presents an opportunity for downtown Cashton to attract more people to the downtown area.

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SECTION 5. COMMUNITY ASSETS

Another step in the planning process was to identify assets in the community based on input received from residents and businesses. Community assets were identified for the downtown area and the State Highway 33 Corridor. Recognizing, preserving and enhancing the community assets was identified as being critical to the plan. The community assets also demonstrate the great potential that exists for the Village.

Community Assets - Downtown Cashton

- *Wide streets (space)* – Wide streets within the business district provide incredible opportunities for street scape improvements and public spaces.
- *Parking*- The downtown area has plentiful parking and wide sidewalks.
- *Active business community* - Businesses have been active participants in the planning process and recognize the potential for downtown Cashton.
- *Renovated Community Hall* - The renovated “Community Hall” provides a visually dominant historic structure in downtown Cashton as well as providing public facilities in the downtown area.
- *Amish community/agricultural heritage* - Historically, Cashton’s agricultural heritage and Amish influence have been very important to the community and business district. The Amish shop in local businesses and also bring visitors to the area. The Amish play an important role in the local economy and agriculture remains viable in the Cashton area.
- *Improvements already completed* - The Village has made efforts to enhance Front St. with banners, decorative lighting, and landscaping. Several businesses have also made façade improvements which help illustrate the potential of the business district.
- *Tax Incremental Financing District* - The business district is in a Tax Incremental Financing District that was created in 1998 to address blight elimination.
- *State Highway 33/Front St. Intersection* - is a natural “gateway to the downtown” and the entrance to the businesses district. Village owned property is also located adjacent to the intersection.
- *The Cashton Area Development Corporation* – The CADC was created in 1968 and is a 501C4 non stock corporation. The CADC is deeply connected to the community and when opportunities arise to improve Cashton they assist by any means possible. The CADC assisted in the creation of Scenic Bluffs Community Health Center, helped develop elderly housing apartments/assisted care living for Cashton, assisted in the creation of the Cashton Library and the development of Cashton Greens Energy Park.

Community Assets - State Highway 33 Corridor

- *Land uses already determined* – The Village of Cashton completed a Comprehensive Plan in 2008 which determined future land uses along the State Highway 33 corridor. Viewing the corridor heading south and east from the Front St./State Highway 33 intersection, on the south and east side of the street there are approximately two blocks of Cashton Public Schools owned property followed by commercial and residential uses to the State Highway 27/33 intersection. On the north and west side of State Highway 33 from the Front St./Highway 33 intersection there are single family residences for several blocks followed by a mix of commercial and open space uses to the State Highway 27/33 intersection.



State Highway 33 Corridor

- *Cashton Public Schools* – The Village of Cashton has an excellent school system with facilities located adjacent to the State Highway 33 in the project area. The school is undergoing renovations to facilities that will create an improved learning environment and improved vehicle and pedestrian access to the facilities.
- *The State Highway 33 Corridor will be reconstructed in 2017* – In 2017 the Wisconsin DOT will be reconstructing State Highway 33 through the Village. The reconstructed highway will include sidewalks on each side of the road throughout the developed portion of the project area. A sidewalk or multi-use path will also be constructed adjacent to the south side of the highway extending to the State Highway 33/27 intersection. The project will provide adequate space for buggy/bicycle traffic and improve intersection alignments as well as pedestrian crossings.
- *Connecting the Energy Park to the Downtown Area* - The reconstruction of State Highway 33 from the intersection of State Highway 27 on the west side of the Village will assist in providing a multi-modal connection between the business park and downtown Cashton.
- *Intersection Safety (33/27) to be addressed* - In 2016 the Wisconsin DOT will be constructing a “roundabout” at the State Highway 33/State Highway 27 intersection to address the safety issues associated with the intersection. It is imperative that the major connection (State Highway 33) and entrance to downtown Cashton can be safely accessed from State Highway 27.

SECTION 6. GOAL STATEMENTS AND ACTIONS

Numerous thoughts and ideas to improve the State Highway 33 Corridor and downtown Cashton were discussed during the planning process. Many of these ideas have been informally discussed in the Village over the years as businesses and residents looked for ways to improve the Village. However, in the past there was not a structured process to evaluate the merit of each idea and determine if there was community support. The major challenge for Cashton in the planning process was to evaluate the thoughts and ideas generated and select those that will have the greatest impact and best opportunity for success. Being able to focus the energy of the community and business district around mutually agreed upon actions make the recommendations achievable over time.

Public and business input provided guidance when determining goals and actions to improve downtown Cashton and the State Highway 33 Corridor as it leads to the downtown business district. Based on public input goals and actions were developed to aid in the revitalization of downtown Cashton and improve the State Highway 33 Corridor.

Downtown Cashton Goals and Actions

Input and discussion during the planning process indicated that it is important for downtown Cashton to have more people (residents, visitors, shoppers, etc.) regularly frequent the downtown area. It was the consensus that the downtown area needs more traffic generating businesses, events, or activities that will continually bring people to downtown Cashton. This is not meant to minimize the importance of existing businesses. It is just the realization that having more businesses in the downtown area provide more reasons for people to visit downtown Cashton. Existing business owners are well aware that if more people frequent the downtown area it provides an opportunity to attract more people to their business. The goals and actions developed for downtown Cashton focus on improving the downtown area and identifying opportunities to attract more people and business to downtown Cashton. The goals, actions, and enhanced images also assist in creating a vision of downtown Cashton that the community desires.

Goal A. Create a quaint and vibrant downtown by aesthetically enhancing the built environment to attract new businesses and visitors to Cashton and increase opportunities for existing downtown businesses to grow.

■ *Aesthetic improvements Throughout the Downtown Area*

During the planning process, business owners and residents agreed that more aesthetic improvements are needed in the downtown area. Aesthetic improvements already made to Front Street were commended, but there is a need to carry those improvements to additional streets in the downtown area. It is recommended that the decorative lighting, uniformed street signage, banners, and landscaping, etc. be expanded to the primary streets in the downtown area (Wisconsin Street, Broadway Street, and Main Street).

- Utilize landscaping and design elements displayed in the enhanced images (pg. 58) to improve streets/intersections in downtown Cashton.
- Seek assistance technical assistance for landscaping and enhancements through the Connect Communities Program.
- The modifications proposed for specific downtown streets (discussed in Goal D) will provide an excellent opportunity and space to expand the aesthetic improvements.



Enhanced Image of Front St. Sidewalk
Prepared as part of the Capstone Project

■ *Front Street/Highway 33 Intersection*

When discussing the downtown area with businesses and residents everyone concluded that the Front Street/State Highway 33 intersection presents a great opportunity as a “gateway” to downtown Cashton. Further benefiting the location is the public open space on the southeast quadrant of the intersection which if improved would emphasize the entrance to the downtown area. Recommendations for the intersection and open space:



St. Hwy. 33/Front St./South St. Intersection

- Ensure the intersection is pedestrian friendly so the downtown area is safely accessible by pedestrians. With the school facilities, public open space and the downtown area all within blocks of the intersection it is important that seamless pedestrian access is created and maintained.
- Improve the public open space with landscaping, benches, etc. that are consistent with the downtown area forming a visual connection to the downtown area.
- Establish a distinguishable feature(s) at the intersection (Village property) that would be unique and symbolize Cashton.
- Consider utilizing landscaping and design elements displayed in the following enhanced images to improve the intersection.

Funding

Tax Incremental Financing should be considered as the Downtown Business District is located in a Tax Incremental Financing District.

Improvement scenarios for the intersection and public open space were prepared as part of the planning process to help aid in determining future aesthetic enhancements.



**Design concept for vacant Village owned property adjacent to the
St. Hwy. 33/South St. Intersection (Southeast Quadrant)
Prepared as part of the Capstone Project**



Existing View of State Highway 33 and the South St./Front St. Intersection



Enhanced View of State Highway 33 and the South St./Front St. Intersection

■ *Cashton Community Hall*

The Village of Cashton historic Community Hall (renovated in 2008) is a key public facility with public access via Front St. and Main St. The facility is regularly used for community events, a meal site, wedding receptions and additional activities. The Community Hall is community fixture and important to the future of the downtown area. Through additional advertising/promotion and renovations the Community Hall could generate more activity in the downtown area.

- Determine future uses for the Community Hall (updated meeting and banquet facilities, etc.)
- Evaluate additional improvements/renovations to the Community Hall to expand its use.
- Create a dedicated webpage for the Community Hall/on-line advertising/promotion.
- Establish on line reservation services, calendar, fees, etc.



Cashton Community Hall

Funding

Consider establishing an annual Village budget item addressing Community Hall promotion.

■ *Farmer's Market*

In the business owner survey conducted as part of the planning process the concept of a regularly scheduled Farmers Market in the downtown Cashton received strong support. The Farmer's Market could be held on Main St. between Wisconsin St. and Broadway St. or on Village owned property on Main St. (southwest corners of Main Street/Broadway St.). The proposed modifications to Main St. detailed in Goal D could help facilitate a Farmer's Market on Main St. A key element of a Farmer's Market in downtown Cashton would be to ensure the facilities and infrastructure are in place to make it a successful reoccurring event. Having the Community Hall on Main St. is an added benefit to a Farmer's Market because of its restroom and food/drink facilities as well as a shelter in case of inclement weather.

A downtown Farmer's Market would provide an outlet for Amish goods and Amish interaction with local businesses. It would also serve as an inexpensive outlet for local "crafters" or entrepreneurs to sell or gain exposure to their products. In addition, it would serve as a regular event that would bring people to downtown Cashton and help generate "traffic" in the downtown area.

- Designate a committee/organization to manage the Farmer's Market retail spaces (develop/rent/schedule).
- Coordinate Farmer's Market with street improvements to provide public space and infrastructure for a Farmer's Market

Funding

Explore the "Farmers Market Promotion Program Grants" available through USDA Award Floor \$15,000 – Ceiling \$100,000

■ *Main St. Redevelopment Site(s)*

The Village of Cashton and the Cashton Area Development Corporation own two properties on the west side of Main St. that are vacant and/or underutilized. The CADC owns the vacant structure at 813 Main St. (formerly Main Street Cafe) and the Village owns the vacant parcel (currently a parking lot) at the southwest corner of Main St. and Broadway St. These properties alone or in conjunction with current Village/Police Offices present the opportunity for



813 Main St. Formerly the Main St. Cafe

development/redevelopment on Main St. During the planning process the concept of a business incubator was discussed as well as development space for a food cooperative/retail center. These properties or a combination of these properties could be developed/redeveloped to accommodate those uses.

- If the Village/Police Offices are ever considered for relocation as part of a downtown revitalization project, it is recommended that they are incorporated into the development and remain in the downtown area as they are integral part of downtown Cashton and its image. The offices also generate traffic to the downtown area which is vital to local businesses and a vibrant downtown area.



Village/CADC Potential Development Properties

Funding

Consider applying for a WEDC site planning grant for the redevelopment of the Village and/or Cashton Area Development Corporation owned properties on the west side of Main St.

■ *Community Gathering Place*

A term that was continually brought up in discussions with downtown business owners and Village residents is the need for a gathering place. In general, the term “gathering place” can be defined as a place in the Village where people regularly interact and meet while conducting their daily activities. A gathering place generally is not created by formally designating a location or a business as a gathering place. Community gathering places are created through daily movements and habits of people in the community. In Cashton a “gathering place” was brought up in several different forms; a coffee shop, a community facility, a food cooperative, but it was clear that people believe Cashton needs a location/business that would commonly be recognized as a community gathering place.

- A potential “gathering place” for the downtown area discussed during the planning process was a food cooperative or similar type facility. It is recommended the Village Board and/or CADC explore possible options with interested parties.

Funding

This project may be done in conjunction with the *Main St. Redevelopment Site(s)* previously discussed.

Goal B. Create opportunities to better connect residents, businesses, and tourists to the Amish community/ Amish goods and additional agricultural resources in and around Cashton.

■ *Amish Connection*

In business interviews during the planning process, the connection and importance of the Amish community to Cashton was emphasized. Many businesses referenced how many visitors to the Village stop into their businesses looking for Amish goods or in particular directions and/or insight into contacting the Amish. Business owners recognized that there is a need for the Village and its business to better take advantage of tourist traffic that the Amish community generates in Cashton. Recommendations included:

- A designated visitor center that would provide directions and information on accessing Amish goods and services.
- Business or businesses in the downtown area that offer Amish goods (some visitors may not be comfortable travelling to the rural areas and visiting private residences)
- Connecting with the Amish Community with a scheduled Farmer’s Market in downtown Cashton. A market would provide the Amish with a retail outlet for their products as well as provide residents and tourists easy access to Amish products.

Funding

Limited cost associated with the recommendation if a local business or businesses would serve as the designated visitor center.

■ *Agri-tourism*

Agri-tourism in the State of Wisconsin is a growing element of tourism that has origins and continues to flourish in Western Wisconsin. The Village of Cashton and downtown businesses are in an ideal position to take advantage of growth in agri-tourism. Visitors are seeking opportunities to connect to the rural lifestyle and home grown/produced products. Whether it be wine, cheese/dairy, syrup, antiques, furniture, produce, or the rural experience tourists desire access to these products. The Village of Cashton is fortunate to be located where all these products are accessible. Equipped with this information the Village and businesses can:

- Explore opportunities to make Cashton the focal point of motorcycle tours, bike tours, bus tours, car tours. Identify communities that have been successful in attracting tours and meet with and/or visit such communities to learn from their experiences.
- Designate a visitor center that would provide directions and access to Amish goods/services along with agri-tourism products.
- Create opportunities for visitors to have access to agri-tourism products in the downtown area (Farmer's Market, retail outlet facility, etc.).
- Continue to improve and maintain the website for the Village that serves as a portal for tourism information and includes resource information for businesses or people considering locating in the Village.

Funding

Explore assistance from WEDC, Monroe County Economic Development Agency, and the Connect Communities Program.

Goal C. Promote downtown Cashton and identify assistance programs/resources to assist new and/or existing businesses in Downtown Cashton.

■ *Village Identity*

A theme that became apparent during the planning process was the need for an identity or a "brand" for the Village of Cashton. There are numerous definitions for community brands but in general terms a brand can be defined as - a name, term, design, symbol, that identifies a community as distinct from other communities and generally represents what a community stands for in terms of non-tangible concerns. In other words, what should Cashton be identified as? What defines Cashton? The brand would become identifiable to Cashton so when people mention the Village their thoughts are immediately associated with the brand. The Village brand would need to be constantly promoted overtime by the Village, businesses, and residents.

- The Village of Cashton and/or designated resident's or business owners should evaluate community branding options and identify a cost effective branding process for the Village.

Funding

The potential for expertise and assistance in community branding should be explored through the "Connect Communities" program and UW-Extension.

■ *Business Incubator*

An issue brought up in the planning process was the need for space in the Village of Cashton (downtown area) for a business incubator which would provide small, entrepreneurial businesses with affordable space, shared support, and business development services such as financing, marketing, and management. In the short term, a business incubator would assist young businesses survive and grow during the start-up period when they are most financially vulnerable. A long-term benefit of a business incubator would be for small businesses to grow and relocate within Cashton to existing vacant storefronts or buildings. Initial steps to developing a business incubator in Cashton include:

- Identify space/location for a business incubator.
- Utilize findings from the market evaluation discussed in Section 4 of this plan to guide the development of the business incubator. The business incubator could assist in addressing the short comings of the local economy by creating opportunities in the *Arts, entertainment, and recreation, and accommodation and food services; Professional, scientific, and*

management, and administration, and waste management services; Finance and insurance, and real estate and rental and leasing; and Information employment sectors.

Funding

- Work with local/state/federal economic development agencies (WEDC, EDA, etc.) to assist in the development and funding a business incubator.
- Rural Micro-entrepreneur Assistance Program (RMAP) - Loans to capitalize revolving microloan funds and grants for micro-lenders to assist their applicants and borrowers and to build their own capacity. RMAP's goal is to help new & existing rural micro-entrepreneurs by providing funds to microenterprise development organizations for micro-lending and technical assistance to their microloan prospects & borrowers.

■ *Business Networking, Communication, and Assistance*

Within the Village of Cashton there is not an active chamber of commerce or business association that facilitates regular communication and/or networking for existing business owners. Business owners primarily have contact with each other on an as needed basis or when their daily business activities cause them to cross paths. As previously discussed the Village does have the Cashton Area Development Corporation which historically has served as the “development arm” of the Village and when called upon has been aggressive in community development activities. The CADC's purpose has not been to act as a business association or chamber of commerce. In the planning process, access to/information about business assistance programs (technical assistance, financing, etc.) were brought up by several business owners. Business owners that attended the planning meetings believed it would be beneficial for downtown businesses to schedule regular meetings (quarterly/semi-annual) creating a forum for shared discussion on downtown issues and provide the opportunity to have economic development professionals share information on business assistance programs. Such a setting would also provide a forum to address and promote Downtown Revitalization and State Highway 33 Corridor Plan initiatives.

- Continue quarterly or semi-annual meetings of downtown businesses to facilitate communication on community projects and business assistance opportunities. The business meetings would also be utilized to oversee and assist in the implementation and prioritization of the downtown revitalization recommendations included in this plan. Specifically the meetings would include discussions on the *Community Hall, Farmers Market, Amish Connection, Agri-tourism, Village Identity, and Pedestrian and Vehicle Movement Improvement* recommendations.
- Utilize technical assistance available to the Village through the “Connect Communities” program to learn about business assistance programs.
- Develop strong partnerships with existing regional organizations that currently oversee activities that promote recreation and tourism resources in the area
- Evaluate other programs potentially available to Cashton or Cashton businesses such as:

County/Regional Programs

- **CMV Growth Development Fund:** The CMV Growth Development Revolving Loan Fund (RLF) is designed to foster growth in economic base activities that are the dominant force in affecting economic growth or decline in the Tri-county area of Crawford, Monroe and Vernon counties. The fund is targeted to manufacturers, tourism and selected service industries that create jobs.
- **Monroe County Revolving Loan Fund:** The Monroe County Revolving Loan Fund is designed to promote local economic development by providing a source of long term, fixed rate, low interest financing for new and existing business projects that are located in Monroe County. For further information on these programs, call 608.785.9396 or email plan@mrrpc.com.

Selected State of Wisconsin –Wisconsin Economic Development Corporation (WEDC) Programs/Resources

- **Brownfield Program**
Environmental Improvement Assistance for Redevelopment

Wisconsin's Brownfield Program provides grant funds to assist local governments, businesses and individuals with assessing and remediating the environmental contamination of an abandoned, idle or underused industrial or commercial facility or site. This program will help convert contaminated sites into productive properties that are attractive and ready for redevelopment.

How It Works

Any city, Village, town, county, individual or business may apply for funds, provided that the party that caused the environmental contamination and any person who possessed or controlled the environmental contaminant is unknown, cannot be located, or is financially unable to pay for the remediation of the soil and/or groundwater.

- **Wisconsin Women's Business Initiative Corporation (WWBIC)**

The Wisconsin Women's Business Initiative Corporation (WWBIC) is a statewide economic development corporation that provides quality business education and financing to Wisconsin's entrepreneurs and small business owners. WWBIC makes loans up to \$100,000 to small and micro businesses that meet a specific set of criteria and qualifications.

- **Center for Technology Commercialization Micro-grants**

The Center for Technology Commercialization (CTC), housed in the University of Wisconsin-Extension, assists Wisconsin technology-based small businesses in their efforts to obtain R&D funding necessary to advance the commercialization of their technologies. Eligible companies can apply for a micro-grant, funded by WEDC, to obtain the services of a qualified provider to develop competitive proposals for federal Small Business Innovation Research (SBIR)/Small Business Technology Transfer (STTR) Program grants, which fund research and development activities of innovative small businesses in the U.S. In addition to SBIR/STTR assistance, CTC consultants provide assistance with business and commercialization planning, as well as market research supporting the development of such plans.

- **Technology Development Loans**

Flexible Lending Options for New Technology Development In Wisconsin

Companies that provide high-tech or innovative solutions with national or global market potential may be eligible for WEDC Technology Development Loans, which are tailored to the evolving needs businesses face as they move through their development cycle:

<u>Stage of Development</u>	<u>Loan Limit</u>
Product/Process Development	Up to \$250,000
Product Launch/Commercialization	Up to \$500,000
Growth Expansion	Variable

Among the criteria WEDC uses to make investment decisions are financial need, private investment leverage, management team experience, the potential to increase production, and the potential for long-term, positive economic impact in Wisconsin. WEDC financing is generally limited to 25 percent or less of an identified project or funding cycle. WEDC may require the balance of funding to be committed and/or available prior to loan closing.

- **Entrepreneurial Training Program**

Delivered by the Small Business Development Centers (SBDC's) of the University of Wisconsin-Extension, the Entrepreneurial Training Program provides expert guidance on business plan development to Wisconsin entrepreneurs and small businesses through an 8 to 12-week course. A majority of program costs are reimbursed through funding provided by WEDC upon successful completion of the course.

- **SBIR Matching Grant Program**

With funding provided by WEDC, the Center for Technology Commercialization (CTC) at the University of Wisconsin-Extension administers SBIR Advance. The competitive grant program provides eligible technology-based businesses in or relocating to Wisconsin with funding of up to 50% of federal awards received under the Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs.

- **Impact Seven Programs**

A community development corporation (CDC) that offers a variety of loans and venture capital for growing Wisconsin businesses through its four major financing programs, Impact Seven offers low cost deals and flexible terms. **Greater Wisconsin Fund** Impact Seven has assembled a number of different revolving loan funds to create this program, which serves the entire state of Wisconsin. Loans from this program are generally from \$35,000 to \$1,000,000. Most new and expanding businesses are eligible. **Venture Capital Fund** Impact Seven's Venture Capital Fund is one of few such pools in Wisconsin. It is available statewide for ventures that have high growth potential and will consider sharing equity. **SBA Microloan Program** Impact Seven is an intermediary for the U.S. Small Business Administration (SBA) MicroLoan Program, an alternative loan program providing technical assistance and loans of up to \$50,000 to new and expanding small businesses. Generally, if you are the owner of a for-profit small business in Wisconsin, you are eligible for this program.

- **Special Project Loan Fund**

Expanding Business

Wisconsin's Special Project Loan Fund provides loans or loan guaranties to eligible companies preparing for future growth, diversifying operations, markets or product lines to increase competitiveness, or preparing a project site for future commercial development.

How It Works

Special Project loans or loan guaranties generally cannot exceed \$250,000. Special Project Loan Fund requests will first be referred to the appropriate local or area regional loan fund when available.

Eligible Uses

Recipients may use Special Project Loan funds for purposes that include:

- Working capital, equipment purchases, brownfield remediation, new product development

- **Small Business Association (SBA) 504 Loan Program**

The U.S. Small Business Administration (SBA) 504 loan program was developed by Congress to assist growing businesses by offering an attractive financing option for real estate and equipment needs. The SBA utilizes Certified Development Companies (CDCs) to process and administer the loan program on its behalf. There are currently 270 CDCs nationwide, each covering a specific geographic area.

- **Wisconsin Housing and Economic Development Authority (WHEDA) Programs**

WHEDA offers a number of programs and services in support of business development within the State of Wisconsin. **Guarantee**

Programs: Loan guarantees targeted to specific types of economic development projects. **Participation Lending:** Partnerships with lending institutions to provide commercial credit for larger projects. **State Small Business Credit Initiative:** Capital access, private equity and other programs that promote job creation and retention. **New Markets Tax Credit (NMTC) Program:** Serves as a resource to help fuel job creation and economic development efforts by promoting equity investment in low-income urban and rural communities. Businesses involved in NMTC deals can obtain benefits including lower interest rates on loans, interest-only payments for seven years, non-traditional financing not available in the marketplace, access to a reduced cost of capital, and more. Projects must be located in highly distressed census tracts, which are determined by factors such as poverty rates and percentage of median family income.

- **Training Grants**

Improving Work Skills Through Job Training

Wisconsin provides Training Grants to assist businesses in workforce retention and expansion into new markets and technology. The program provides grant funds to businesses to upgrade or improve the job-related skills of its full-time employees. Grant funds may be approved for eligible training and provided to existing and new employees in full-time jobs.

How It Works

Any business making a firm commitment to locate a new facility in Wisconsin or expand an existing facility within the state, and is upgrading a product, process or service that requires training in new technology and industrial skills, may be eligible for a Training Grant. Training grants are limited to 50 percent of the eligible training costs or up to \$5,000 per employee trained, whichever is less.

- **Jobs Tax Credit**

Assisting Business Expansion and Relocation

Businesses located in or relocating to Wisconsin that are creating full-time jobs may be eligible for Jobs Tax Credits.

How It Works

A certified business may qualify for tax credits only for eligible activities that occur after an eligibility date established by WEDC. Positions that are created as a result of the tax credits claimed shall be maintained for at least five years after the certification date established by WEDC. To be certified for Jobs Tax Credits, businesses will be required to submit an application along with supporting documentation. A business will be required to enter into a contract with WEDC for the tax credits prior to any certification or verification of tax credits by WEDC. The contract will include penalties for non-compliance.

Funding

Limited cost as the Village or local businesses could organize and sponsor each quarterly or semi-annual meeting.

Goal D. Improve pedestrian and vehicle facilities (intersections, pavement marking, signage, etc.) to increase vehicle and pedestrian safety in the downtown area.

■ *Pedestrian and Vehicle Movement Improvements*

Improvements to pedestrian and vehicle movements in an effort to make downtown Cashton more pedestrian friendly were identified as key to improving downtown Cashton. The wide streets (primarily Main St., Broadway St., Wisconsin St.) present great opportunities for improvements.

- Public input during the planning process supported the option of creating pedestrian bump outs at specific intersections in downtown Cashton. The wide streets and angle parking in their present configuration cause confusion



Cashton's Main Street

for motorists and crossing the streets can be very intimidating especially to children and the elderly. Bump outs would address these issues by clearly defining vehicle stop/start locations, providing clear sight distances, and creating shorter distances and safe havens for pedestrians to navigate downtown intersections. The bump outs would also assist in defining the angle parking patterns in the downtown area. Public input stressed the importance of maintaining angle parking on streets where it currently exists. An added benefit to pedestrian bump outs will be the additional area created for landscaping and aesthetic improvements to the Village streets.

Bump outs are recommended at the Main Street/Broadway St. intersection making the location a focal point (as both streets are wide) of the downtown. Bump outs are also recommended at the Wisconsin St./Main St. intersection, Front Street/Wisconsin St. intersection and the Front Street/Broadway St. intersection. The bump outs proposed for the Front Street intersections would not protrude into Front St. as their primary purpose would be to aid pedestrians in crossing Broadway St. and Wisconsin St. and serve as a transition to the Main St. intersections that would have larger bump outs (Appendix C - Map 1 illustrates the locations of proposed bump outs). The following enhanced images of two downtown Cashton intersections were created to illustrate potential curb bump outs and street improvements.



Existing View of Broadway Street and Main Street Intersection



Enhanced Image (street improvements) of Broadway Street and Main Street Intersection



Existing View of Wisconsin Street and Main Street Intersection



Enhanced Image (street improvements) of Wisconsin Street and Main Street Intersection

Cost estimates for bump outs vary based on intersection size, infrastructure, landscaping enhancements, etc. Preliminary cost estimates were prepared for adding bump outs at five intersections in downtown Cashton. The estimates do not include costs for resurfacing/reconstruction of the streets, colored pavement or crosswalk striping. The estimates are intended to provide a general idea of costs associated with constructing bump outs and bump out aesthetic enhancements.

Preliminary Cost Estimate for Curb Bump Outs and Intersection Improvements (Main St./Broadway St.)

Improvement	Unit/Number	Price Per Unit	Total Cost
New Curb	488 Ft.	\$20.00	\$9,760.00
New Sidewalk	720 Sq. Ft.	\$ 5.00	\$3,600.00
Sidewalk Detection Pads	4	\$160.00	\$640.00
Street Trees/Planting Areas	4	\$750.00	\$3,000.00
Planters	4	\$800.00	\$3,200.00
Catch Basin Relocation (if needed)	2	\$2,500.00	\$5,000.00
Total Cost (Preliminary Estimate)			\$25,200.00

Preliminary Cost Estimate for Curb Bump Outs and Intersection Improvements (Main St./Wisconsin St.)

Improvement	Unit/Number	Price Per Unit	Total Cost
New Curb	392 Ft.	\$20.00	\$7,840.00
New Sidewalk	540 Sq. Ft.	\$ 5.00	\$2,700.00
Sidewalk Detection Pads	4	\$160.00	\$640.00
Street Trees/Planting Areas	4	\$750.00	\$3,000.00
Planters	4	\$800.00	\$3,200.00
Catch Basin Relocation (if needed)	2	\$2,500.00	\$5,000.00
Total Cost (Preliminary Estimate)			\$22,380.00

Preliminary Cost Estimate for Curb Bump Outs and Intersection Improvements (Broadway St./Front St.)

Improvement	Unit/Number	Price Per Unit	Total Cost
New Curb	108 Ft.	\$20.00	\$2,160.00
New Sidewalk	180 Sq. Ft.	\$ 5.00	\$900.00
Sidewalk Detection Pads	2	\$160.00	\$320.00
Street Trees/Planting Areas	2	\$750.00	\$1,500.00
Planters	2	\$800.00	\$1,600.00
Catch Basin Relocation (if needed)	1	\$2,500.00	\$2,500.00
Total Cost (Preliminary Estimate)			\$8,980.00

Preliminary Cost Estimate for Curb Bump Outs and Intersection Improvements (Wisconsin St./Front St.)

Improvement	Unit/Number	Price Per Unit	Total Cost
New Curb	70 Ft.	\$20.00	\$1,400.00
New Sidewalk	100 Sq. Ft.	\$ 5.00	\$500.00
Sidewalk Detection Pads	2	\$160.00	\$320.00
Street Trees/Planting Areas	2	\$750.00	\$1,500.00
Planters	2	\$800.00	\$1,600.00
Catch Basin Relocation (if needed)	1	\$2,500.00	\$2,500.00
Total Cost (Preliminary Estimate)			\$7,820.00

Preliminary Cost Estimate for Curb Bump Outs and Intersection Improvements (South St./Front St.)

Improvement	Unit/Number	Price Per Unit	Total Cost
New Curb	70 Ft.	\$20.00	\$1,400.00
New Sidewalk	100 Sq. Ft.	\$ 5.00	\$500.00
Sidewalk Detection Pads	2	\$160.00	\$320.00
Street Trees/Planting Areas	2	\$750.00	\$1,500.00
Planters	2	\$800.00	\$1,600.00
Catch Basin Relocation (if needed)	1	\$2,500.00	\$2,500.00
Total Cost (Preliminary Estimate)			\$7,820.00

- A second scenario recommended for consideration in downtown Cashton in lieu of bump outs (Main St. only) would be to have the angle parking in the center of the street creating a median used as a parking area. This would assist in opening space along the sidewalks (cars/bumpers would not protrude on pedestrian areas) on Main St. and provide clear sidewalk space for businesses/activities along Main St. The parking area in the center of the street would also provide a safe island for pedestrians when crossing Main St. intersections. With this option bump outs are still recommended for the remaining streets previously identified.

Funding

Tax Incremental Financing should be considered as the Downtown Business District is located in a Tax Incremental Financing District.

Wisconsin's Tax Incremental Finance (TIF) program was approved by the legislature in 1975, and the first districts (TIDs) were created in 1976. Its purpose is to provide a way for a municipality to promote tax base expansion through its own initiative and effort. The legislature found municipalities were postponing or canceling public improvements that would allow new development because their taxpayers paid the price, while everyone that shared the expanded tax base profited. Establishing a tax incremental system relieved this inequity. Plus it benefited Wisconsin's people by improving and otherwise promoting their health, safety, welfare, and prosperity.

IF is aimed at eliminating blight, rehabilitating declining property values, promoting industry, or encouraging mixed-use development. TIF works because it provides its own financing resource. It is basically a financing tool that municipalities can use to promote tax base expansion. When a TIF district is created the aggregate equalized value of taxable and certain municipal owned property is established by the Department of Revenue (DOR); this is called the Tax Incremental Base. The municipality then installs public improvements and property values grow. Taxes paid on the increased value are used to pay for projects undertaken by the municipality. This is the Tax Increment. It is based on the increased values in the TID and levies of all the taxing jurisdictions that share the tax base.

The Community Development Investment Grant Program (CDI) - CDI will support urban, small city and rural community redevelopment efforts by providing financial incentives for shovel-ready projects with emphasis on, but not limited to, downtown community driven efforts. Funded activities should lead to measurable benefits in job opportunities, property values and/or leveraged investment by local and private partners. This grant opportunity is available through two different competitions: high-impact projects and planning or marketing development.

Program Goal:

The program will support local initiatives with a downtown emphasis and incentivize economic development for communities. These initiatives are anticipated to provide a number of benefits, including the following:

- The creation and retention of jobs, increases to the local tax base, and the creation of a strong commercial district.
- The promotion of vibrant downtown districts that symbolize economic health, quality of life, sense of community, pride and history which are relevant factors in residential, industrial, commercial, and professional recruitment.
- Reductions in sprawl and efficient use of infrastructure, tax dollars, and land resources
- The promotion of traditional commercial districts

Eligibility Requirements:

Municipalities (including counties, cities, Villages, and towns) tribal entities and other governmental entities. The grants will be limited to 25% of project costs up to \$500,000.

Dairyland Power Financial Assistance Loan Programs – Dairyland Power offers an array of financing programs for new or expanding business including loans, loan guarantees, grants, tax incentives, jobs training, etc. Funds can be available for a number of business and community development purposes such as real estate, building, equipment, and infrastructure improvements.

State Highway 33 Corridor Goals and Actions

The State Highway 33 corridor connects State Highway 27 to downtown Cashton businesses, residential neighborhoods, school facilities and the Village Park. The goals and actions developed for the State Highway 33 Corridor focus on pedestrian safety, intersection safety, aesthetic improvements, and providing sidewalk and trail connections throughout the corridor.

Goal E. Support and encourage the Wisconsin Department of Transportation efforts to improve traffic and pedestrian safety at the State Highway 33/State Highway 27 intersection.

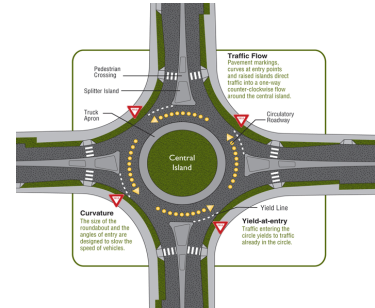
■ State Highway 33/State Highway 27 Intersection Safety

As discussed in the community assets evaluation, in 2016 the Wisconsin DOT is planning to address the safety issues associated with the State Highway 33 and State Highway 27 intersection. It is imperative that the major connection and entrance to downtown Cashton (State Highway 33) can be safely accessed from State Highway 27.



Roundabout to be constructed at the St. Hwy. 33/27 intersection in 2016

- Support WISDOT efforts to address the safety issues at the State Highway 27/33 intersection in 2016.
- Explore landscaping/enhancements to the center island of the roundabout with the Wisconsin Department of Transportation.



Conceptual Diagram of a Roundabout

Goal F. Aesthetically enhance the State Highway 33 corridor as “the gateway to the downtown business district”.

■ *State Highway 33 Corridor Improvements*

State Highway 33 as it heads east from State Highway 27 creates the main multi-modal connection to downtown Cashton and is a critical link between residents and businesses on State Highway 27 to the downtown area. As the corridor enters the downtown area it becomes the “gateway” to the downtown business district. Significant established uses are located along the corridor as it leads to the downtown. The Scenic Bluffs Healthcare Center has become a regional provider of health and dental services. The Cashton Public School facilities are located adjacent to State Highway 33 and the campus stretches approximately two blocks on the south/east side of State Highway 33. Since this corridor is the predominant travel corridor serving the Village and very visible to State Highway 27 travelers, it is important that it is enhanced aesthetically to attract travelers to Cashton and the downtown area. A visible and aesthetically pleasing corridor will also be a positive reflection on the community. The State Highway 33 Corridor will be reconstructed in 2017 and the following recommendations address the corridor:

- Sidewalks be constructed on both sides of the corridor in developed areas and a sidewalk or multi-use trail be constructed on the south side of the State Highway 33 from Hagen St. extending to the State Highway 33/27 intersection.
- Highly visible pedestrian crosswalks be established at Kissel Street/Hwy. 33 intersection and at the pedestrian crossing in front of the Cashton Elementary School (just west of the Main Street/Hwy. 33 intersection). It is recommended that the Village work with the Wisconsin Department of Transportation and consider colored/stamped concrete at selected intersections to further emphasize pedestrian crossings. It is also recommended that pedestrian activated rapid flashing beacons be located at selected crossings.
- Since the corridor will serve as the backbone and main connector of Village pedestrian/bike routes it is recommended that adequate lighting be installed along the corridor (at the very least) from the Scenic bluffs property east to the downtown area.



Example of a Rapid Flashing Beacon

Goal. G Establish a system of trails/sidewalk connections in the Village connecting the downtown business district, Energy Park, neighborhoods, park and school facilities.

■ *Designated Safe Routes to School and Community Facilities*

In its present configuration State Highway 33 provides a vehicular connection to State Highway 27 for downtown businesses, schools, Energy Park tenants, and many neighborhoods in the Village. With the State Highway 33 reconstruction in 2017

better pedestrian, bike and buggy facilities will be located within the travel corridor. The Village views this multi-modal corridor as the future backbone of the Village's pedestrian/bicycle routes.

A desired outcome of the planning process was to make Cashton a pedestrian/bicycle friendly community with a trail/sidewalk system that fully connects the major components of the Village (residential neighborhoods, downtown Cashton, public schools, Village Park, Hwy. 27 Energy Park and businesses). To address this, during the planning process a Village Safe Routes to School and Community Facilities Map was developed (Appendix C - Map 2). In addition to existing sidewalk and trail segments, proposed connections (sidewalks/trails) are also designated that when completed will establish a bike/pedestrian loop in the northwest quadrant of the Village and make Cashton a pedestrian/biking connected community. The routes designated are recommended for residents to utilize when walking or biking throughout the community.

The routes are meant to be recognized as preferred corridors that additional neighborhood streets, sidewalks, and pathways feed. The routes selected are not free of challenges for pedestrians and bicyclists as in several areas sidewalks and intersections /crosswalks need improvements. The following recommendations address trail/sidewalk connections in the Village:

- In the future, when improvements to sidewalks/intersections are made it is recommended that segments on the Safe Routes to School and Community Facilities Map/Routes map are treated with preference as they represent established safe routes.
- In 2017 along with the reconstruction to State Highway 33, it is recommended that a sidewalk or multi-use path be extended on the south side of the highway for the entire length of State Highway 33 to the State Highway 33/27 intersection.
- Promote the routes and promote walking and biking in the schools and community. Consider developing walking school buses as a means of promoting walking to students.
- Educate students on utilizing crossings with "pedestrian flashing beacons".

Funding and Implementation of State Highway 33 Corridor Plan Recommendations

The recommendations for the State Highway 33 Corridor will primarily be implemented in 2016 and 2017. The Village was fortunate that the Downtown Revitalization/State Highway 33 Corridor Plan was being prepared as the Wisconsin Department of Transportation was in the process of their planning and engineering for the reconstruction of State Highway 33 in 2017 and the construction of a roundabout at the State Highway 33/State Highway 27 Intersection in 2016. As a result, as recommendations for the corridor were developed they were integrated into the Wisconsin Department of Transportation plans.

The State Highway 33/State Highway 27 Intersection will be reconstructed into a rural single lane "roundabout" as part of a Wisconsin Department of Transportation Safety Improvement Project. The "roundabout" will reduce the potential vehicle contact points from thirty-two to eight greatly reducing the possibility of vehicle accidents. The potential for severe accidents will also be greatly reduced as perpendicular or "T-bone" accidents will be eliminated by the construction of the "roundabout". The roundabout will also reduce the speed of traffic on State Highway 27 from the posted speed of 55 MPH to 15 to 25 MPH while entering or navigating the "roundabout". Reducing traffic speed on State Highway 33 has long been a goal of the Village as development along State Highway 27 has increased. The roundabout will also help create an identity for the Village as a progressive community (Energy Park, wind turbines, etc.) as rural roundabouts are rare throughout the State of Wisconsin.

The reconstruction of State Highway 33 throughout the Village in 2017 will also aide in implementing the majority of recommendations for State Highway 33 (Appendix C - Map 1 illustrates improvements associated with the reconstruction project). The improvements will assist in making the community more bike/pedestrian friendly with wide lanes and paved shoulders to accommodate buggies and bicycles. Parking will be permissible on only one side of State Highway 33 providing unobstructed bike and buggy access along the corridor. Sidewalks will be added to both sides of State Highway 33 to facilitate walking throughout the community. Lighting and intersections improvements (two rapid flashing beacons) will aide in improving ease of crossing and pedestrian safety within the corridor. Pedestrian crossings will be enhanced to increase safety and facilitate a safe walking routes to the downtown area from the school facilities and the State Highway 33 Corridor. A multi-use path/sidewalk will be constructed from Park St. to the Cashton Village Apartments complex near the State Highway

27/ 33 intersection where a roundabout will be constructed in 2016. These improvements to the State Highway 33 Corridor (the backbone of the Villages bike/pedestrian trail system) will enhance connections between the downtown area, schools, Village Park, neighborhoods, and the Energy Park.

Conclusion

Bringing economic development and revitalizing communities is not easy. If it were, every community's main street and business district would be flourishing. What separates communities and makes some successful is the energy, enthusiasm, and determination of the businesses and people in the community. The great thing about Cashton is that the energy, enthusiasm, and determination exists, as demonstrated by participation and input received during the planning process. The primary purpose of this plan is to focus the energy and enthusiasm and provide a blueprint for businesses, elected officials and residents to follow in order to accomplish improvements/actions identified in the plan. Completing the plan is just the first step for Cashton; determination to implement the plan is the next and most important step. In reality, an excellent plan will do nothing for a community unless residents, businesses and elected officials have the energy, enthusiasm, and determination to see it through. Cashton has those qualities, it is just a matter of taking advantage of the opportunity.

APPENDIX A

Business Survey Results

1. What types of businesses are currently not present, but would be welcome additions?

Retail

- Gift shop, specialty shops, gift shop, gift/toy shop (4)
- dollar store, dollar store, Dollar General, Dollar General (4)
- Clothing store, Clothing, Clothing store, Clothing store (4)
- Amish products, Amish goods shop, Amish store (3)
- drug store (Walgreens), Walgreens (2)
- Produce market, produce market (2)
- Organic Valley retail store, Organic Valley outlet (2)
- Farmers market, farmer's market (2)
- Other grocery options
- Natural foods cooperative
- furniture, furniture
- 2nd hand store
- craft like store

Service Businesses

- law office, attorney (2)
- movie theater
- food pantry
- dental lab
- accountant/tax preparer
- Insurance agency

Restaurant Food

- Sandwich shop (Subway), sandwich shop, Subway/other fast food (3)
- bakery/coffee shop/breakfast place, coffee shop, gathering place (2)
- sit-down restaurant

Lodging

- Motel

Other

- Splash park
- General retail, recreation, especially for kids
- Any business would be welcome.

2. What improvements to the street and sidewalks would help to attract more people downtown?

Pedestrian Friendly Improvements

- Wide streets need more/better markings.
- Our traffic design for foot and vehicle needs to be appealing so people see how to navigate the downtown areas safely and in straight line type of travel.
- Bump-outs are a great way to establish sight lines for visual connection. Then also make it easier to see pedestrians.
- All good ideas, especially bump-outs at cross-walks
- Colored crosswalks, plus crosswalk flashing light (people just don't stop otherwise)
- Better painted crosswalks at identified intersections and stop signs (right-of-way is difficult to establish sometimes)
- Bump outs, any improvements would be helpful
- Bump outs – would like to see options
- Better markings at large intersections – no yields have stop signs
- Eliminate curb at crosswalks (i.e., have ramps);
- Need good sidewalks, pedestrian friendly.

- Planters provide definition to areas and establish routes for travel. Colored crosswalks provide a visual difference for heavy crossing zones for pedestrians.

Aesthetic/Streetscape Improvements

- More old-time look; antique lamps and sign posts on Front St. are a good start
- Need good lighting
- Benches or other places to sit
- More trees – nice on Front St., should also have them on Main St.; same with street lights; have a uniform look throughout downtown
- More trash cans, too, to cut down on litter.
- A big planting in the intersection of Main and Broadway would help signal that cars need to stop. Access to Front St. from Broadway is difficult because parked cars limit visibility - Planters would be nice.
- benches and planters, angle parking; trees are great, but need more; also, plant flowers!
- Improvements to the street scape are needed in front of the community hall, general reuse of the width of streets is an opportunity for redevelopment in the downtown. Street lighting on Front Street was a huge aesthetic improvement.

Front St./Hwy. 33 Intersection

- Better vista at curve in Highway 33 – something attractive to entice people downtown
- Water feature would be nice across from fire department
- Would like to see more events at area between the fire station and the Lutheran church
- City clock across from fire station would be great
- Improvements to the street scape are needed-The corner intersection for highway 33
- A gateway presence at the intersection of Highway 33/Downtown is a great idea.

Store Front Improvement/Maintenance

- Improve, repair, and clean up storefronts and properties
- some storefronts have really spruced up in recent years – except Village offices; general need to improve storefronts and keep them up
- Main Street Café needs renovation,
- Need clean buildings

Power lines

- Burying the utility lines would be an improvement.
- Power lines underground would be great, but expensive maintenance;
- Getting power lines moved to alleys or buried in certain areas create a better look without major infrastructure development is a step in the right direction.

Bike Racks/Facilities

- All of these; plus bike racks
- all items listed and bike racks

Additional Items

- Walking/biking path connecting downtown with park, Places to gather outdoors
- More places to eat outside would be nice
- All of these ideas sound good; town square would be nice
- All items listed and a town square would be nice

3. What amenities would help attract more people downtown (check all that apply)?

- Farmers Market, Farmers market, Farmers market, Farmers market, Farmer's market, Farmers market with user friendly facilities, Farmers market, Farmers market farmers market (8)
- public gathering spot, public gathering spot, Public gathering spot could lead to a successful farmers market (3)
- Place to sit outside at lunchtime, Diner with outside seating (2)
- Clock; place for outdoor concerts (bandshell)
- Main St. buildings on west and northwest side need fixing and cleaning up
- Drinking fountains; square by high school could be improved, if there's a good plan (gazebo, Christmas tree sale, benches, etc.)

- Having farmers market infrastructure in the downtown would attract vendors which then attracts visitors to the area. Locally produced goods are an Amish hallmark. It should be a weekly destination which is unique not just a farmers market.
- Having a downtown synergy with Organic Valley and local foods are great features to accent.
- better signage by Hwy 27
- Amish signage to show where Amish farms are, Subway or fast food restaurant
- Community Hall used quite a bit; would be great to have a place outside there; maybe expand walk-through garden next to it
- Bike infrastructure – capitalize on Amish country and proximity to Sparta-Elroy Trail
- Library upgrade
- Less Bars
- More downtown activities
- Summertime outdoor concerts
- Fountain
- Bike parking and paths (auto parking is problematic for bikes)
- Pool would be nice, but expensive
- Some kind of feature that people driving through would remember
- All of these ideas listed
- Amish auction and more green space

4. What type of businesses in downtown Cashton would be most welcome for residents or visitors of the Village?

Retail

- Amish Furniture, Amish shop, Amish products shop, Amish goods shop, Amish stores, Amish goods, Amish shop(7)
- Organic Valley store, Organic Valley store food cooperative, Food co-op, groceries (4)
- ice cream shop would be nice (an old-fashioned one, with fountains, counter, candy, etc.) ice cream shop, Ice cream shop that is not a gas station (3)
- Farmers Market, Farmers Market, Farmer's market (3)
- dollar store, Dollar Tree (2)
 - drug store (Walgreens), Drug store (2)
- Cheese shop, cheese shop (2)
- meat locker, Meat market (2)
- gift shop gift shop, Boutiques and small shops (2)
- horse-oriented business (tack store, etc.),
- clothing
- furniture
- Consignment shop with variety of products, staffed by the owners
- video game store
- Bakery should move downtown and open extended hours

Service Businesses

- Daycare

Lodging

- lodging, Motel, Lodging, motel, lodging (5)

Restaurant Food

- Sandwich shop (Subway), Fast food, Fast food; quick lunch place (4)
- Restaurants, Restaurant that's not a bar, restaurants, Restaurant that's not a bar (4)
- coffee shop/diner, dedicated coffee shop- a gathering place (2)
- outdoor seating for restaurant, Outdoor dining (2)
- Food
- Local foods restaurant

Other Comments

- Technology and other new-economy businesses would lead to more job opportunities and make the place more attractive for young people.
- Need to have unified theme for signage and marketing (and do it right, not on the cheap)
- Christmas music played on loudspeakers and Santa Claus display over street; something active for kids (e.g., roller skating, bowling, archery, etc.)
- Village festivals and events (too many communities schedule events on same weekends; need more coordination)
- Signage about what's already downtown
- Make Cashton a start and stop place, rather than a pass-through place
- Seasonal downtown focus and could be a destination for residents or tourists.
- Flea market; polka-fest

APPENDIX B

Consumer Survey

The Village of Cashton is asking for your input that will help us in preparing a downtown revitalization plan for Cashton. The attached survey allows you to tell us about your preferences and describe the types of businesses and amenities you might support if they were available in the Downtown Cashton.

- **Why should I fill out this survey?** To help us develop a plan to revitalize the Downtown Cashton based on your input.
- **Everyone (residents, visitors, workers, etc.) is invited to fill out the survey.**
- **Do I have to fill in all the questions?** The more information you provide, the more accurate and useful our analysis will be. All information is confidential.
- **How do I return my survey?** Drop off at the Village Office or the business location you received the survey or mail to the Village of Cashton offices:

Village of Cashton, P.O. Box 108, Cashton WI 54619

Thank You for your input and help.

1. Please rank these communities in order of your shopping preference, with 1 as your first choice and 5 as your last choice.

_____ Cashton _____ La Crosse _____ Viroqua
 _____ Sparta _____ Westby _____ Other _____

2. What of the following attracts you to a shopping/business area? Mark (X) ONE for EACH.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
A variety of products and services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of products and services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The look and feel of a business area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friendly customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Independent stores over chains	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shopping after 5pm on weekdays	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shopping on weekends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Convenient parking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. How often do you come to the Downtown Cashton for the following? Mark (X) ALL that apply.

	One or more times / Week	One to Two times / Month	Occasionally or Rarely	Never
Work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Grocery Shopping	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shopping, Non-Grocery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Restaurants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Taverns	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Post Office/Library/Gov't	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Banking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Services (Hair, chiropractor, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Passing Through	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. If any, what specific store(s) draw you to the following shopping areas?

Downtown Cashton _____

La Crosse _____

Westby _____

Viroqua _____

Sparta _____

Other _____

5. If you do not shop in the Downtown Cashton for the following goods/services, indicate why you shop elsewhere. (leave blank if you do not purchase) Mark (X) ONE reason for each store type.

	Selection	Service	Quality	Price	Hours
ATV/Lawn Mower/ Parts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Specialty Food (health, natural, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Building Materials/Hardware	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Spirits & Wine	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Crafts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Auto Repair	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Appliances	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gifts/Flowers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Grocery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sporting goods	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Personal Care (Hair, Chiropractic, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dairy Equipment/Supply	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Animal Feed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fuel/Oil	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Name three types of businesses you would like to see come to Downtown Cashton. (Name a specific store type, i.e. coffee shop, family clothing store, bakery, etc.):

1) _____

2) _____

3) _____

7. Considering only Downtown Cashton, check five (5) changes that are necessary for merchants to get even more of your business.

_____ Improved parking	_____ More competitive pricing
_____ More variety of stores	_____ Better selection of merchandise
_____ Better quality of merchandise	_____ Better customer service
_____ Better atmosphere	_____ Evening store hours
_____ More places to eat	_____ More advertising
_____ More special events	_____ Other (please specify) _____

8. Imagine the Downtown Cashton in ten years. How appealing are these future scenarios?

Downtown Cashton is...	Very Appealing	Okay	Not Appealing	Don't Know
An aesthetic blend of greenspace, natural elements (trees, planters, etc.), pedestrian-level amenities with a historic flavor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A gathering place and the center of community activities with a mix of retail shops, service businesses, restaurant/pubs, and open spaces.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A mixture of traditional retail stores, with antique stores, Amish merchandise, scheduled farmers market, in a pedestrian friendly setting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please share any alternative scenarios you may have: _____

9. What three (3) advertising techniques used by local merchants do you notice the most?

- ☐ Newspaper
☐ Radio
☐ Direct mail
☐ TV
☐ Window displays
☐ Internet
☐ Other (please specify) _____

10. Please provide any additional comments to help us improve Downtown Cashton:

Please Tell Us a Little About Yourself:

What is your home zip code: _____ **Number living in your household:** _____

What is your age?	18 or under	18-24	25-44	45-64	65 and over	Gender?	Male	Female
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>

What is your household's annual income? Mark (X) ONE

- | | | |
|--|---------------------------------------|---|
| <input type="radio"/> Less than \$15,000 | <input type="radio"/> \$35,000-49,999 | <input type="radio"/> \$100,000-149,999 |
| <input type="radio"/> \$15,000-24,999 | <input type="radio"/> \$50,000-74,999 | <input type="radio"/> \$150,000-199,999 |
| <input type="radio"/> \$25,000-34,999 | <input type="radio"/> \$75,000-99,999 | <input type="radio"/> \$200,000 or more |

How would you describe your current job? Mark (X) ONE.

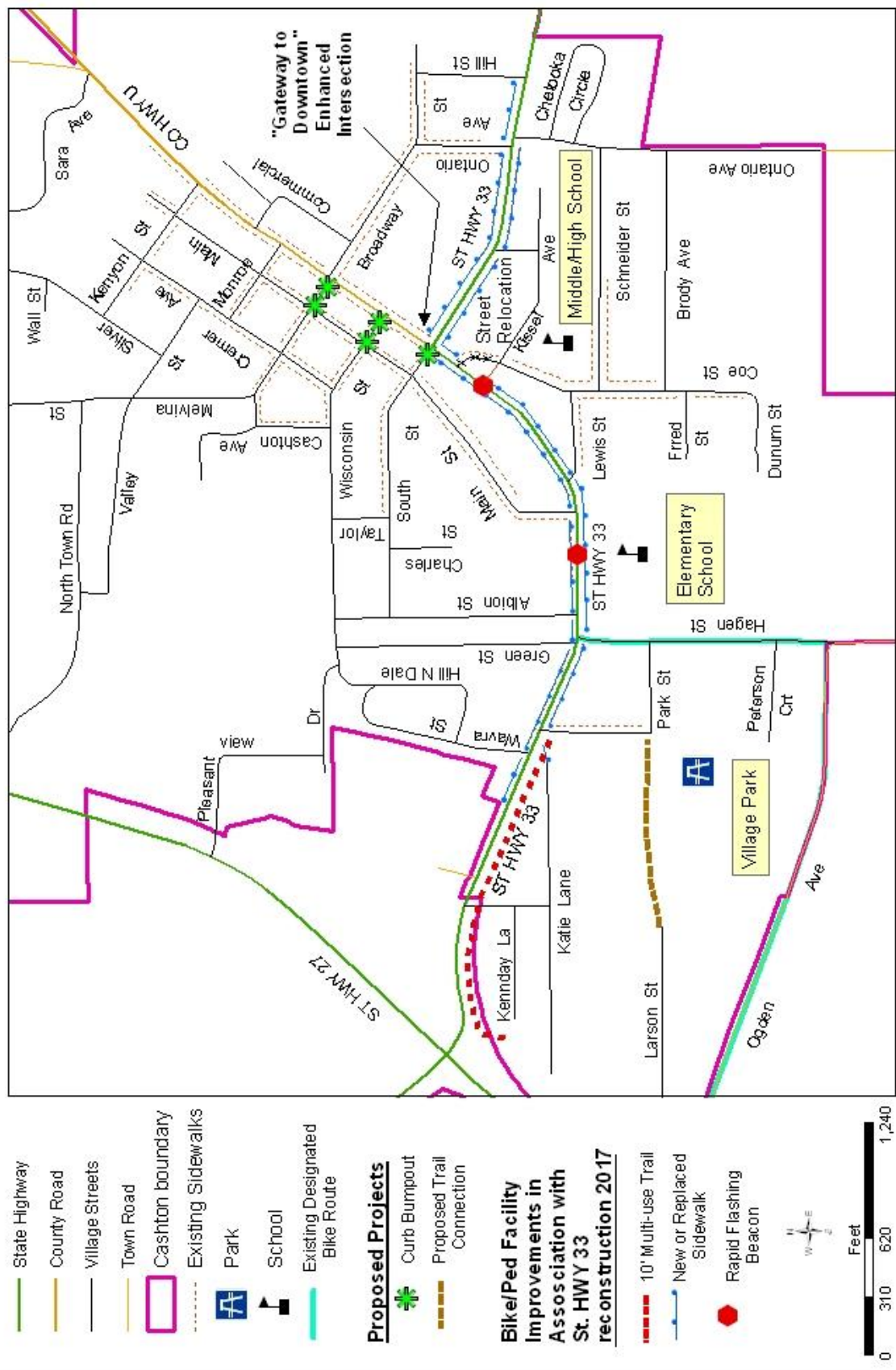
- | | | | |
|---------------------------------------|---|--------------------------------------|--|
| <input type="radio"/> Mgn't/Financial | <input type="radio"/> Services | <input type="radio"/> Production | <input type="radio"/> Looking For Work |
| <input type="radio"/> Professional | <input type="radio"/> Farm/Forestry/Fishing | <input type="radio"/> Transportation | <input type="radio"/> College Student |
| <input type="radio"/> Sales | <input type="radio"/> Construction | <input type="radio"/> Stay-at-home | |
| <input type="radio"/> Admin. Support | <input type="radio"/> Installation/Maint. | <input type="radio"/> Retired | |

Thank You For Completing The Survey

APPENDIX C

Maps

Map 1



Map 2 Proposed Safe Routes to School and Communities Facilities

