



City of Milton
Junction Square Master Plan



2015



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Part I: Background and Introduction

THE MAKING OF MILTON

The City of Milton is unique amongst small cities for its two, distinct downtown business districts. This unique formation is a byproduct of the 1967 merger between the communities of Old Milton and Milton Junction. Prior to the merger, these two communities each had their own economies, religious and civic institutions, utilities, and school systems. Yet, clear synergies existed and resulted in early collaborations. As encroaching growth from a booming Janesville threatened to engulf both communities, discussions of merger became more serious and impassioned. Leadership from both communities concluded that a united Milton could do more to create a thriving environment for business, industry, and residents, than two separate communities fighting to survive. The village boards moved quickly to pass the referendum in 1967, and in 1969 Milton was officially chartered the City of Milton. However, the legacy of “two Milton’s” survives still today in the memories of Milton’s longtime residents.

PROJECT BACKGROUND

The City of Milton recognizes today, as it did in 1967, that continued success demands all facets of the community thrive together, including both downtowns. While distinct, these downtowns share synergies much like the communities they served. Goodrich Square is the oldest settled part of the community and served as the downtown for Old Milton. Today, it is a family-oriented service center of Milton with uses including hair salons, banks, splash pad, and East Elementary School. Junction Square, formerly Merchant Row, served Milton Junction. With several food and drink destinations intermixed with specialty shops, the Junction is a popular entertainment destination for many residents.

In 2010, the City prepared a downtown plan for Goodrich Square in order to define and enhance the downtown’s character, plan for the now complete Highway 26 Bypass, and leverage TIF funding. The success of the Goodrich plan spurred the interest of the City, Chamber (MAAC), and downtown businesses (DDAC) in analyzing Junction Square. To this end, this Junction Square Master Plan (The Plan) sets a vision for the downtown, identifies opportunities for growth, and details strategies for realizing goals.

KEY REASONS FOR INITIATING THE JUNCTION SQUARE PLAN

Building on Previous Plans and Strategies - The City of Milton is in the process of updating its Comprehensive Plan. With community support for a Junction Square Plan, the City took advantage of economies of scale and pursued both plans simultaneously. This process will build upon the 2008 Comprehensive Plan and 2010 Goodrich Square Plan development efforts. Strategies for Junction Square in the Comprehensive Plan included spurring economic development in the downtown through incentives, actively supporting the return of passenger rail with a stop mapped in Junction Square, developing an urban park with rail themed amenities, and others. The Junction Square Plan will update these adopted strategies, and provide Junction-specific redevelopment opportunities and analysis.

Vision Development and Collaboration

The Goodrich Square Plan was highly impactful and well received in large part because it provided a defined vision and achievable, near-term strategies accompanied by cost projections. Similarly, the Junction Square Plan will provide key strategies that further the vision for the area as defined by business owners and residents. To ensure that both downtowns work seamlessly together and limit direct competition, the Junction Square plan will define a vision and goals that complement Goodrich Square while differentiating the Junction's amenities and offerings.

JUNCTION SQUARE'S HISTORY

Junction Square's railroad history has long made it a place for commerce and community. Once a popular stop for passenger rail, today only industrial trains rumble along the tracks. Nevertheless, rail has, and continues to leave a mark on the community. The former Depot station (now Klig's Union Depot), Railroad Park, and this downtown's own name, Junction Square, celebrate this culture. This history has earned part of Junction Square a nomination in the National Register of Historic Places. The concentrated, well defined commercial corridor has several prominent buildings with unique architecture that adds to the attractiveness of the established neighborhood they characterize. When the community of Milton merged with Milton Junction, Junction maintained its reputation as a community destination, quickly becoming a dining and shopping district. Building off this history and longstanding culture will be critical to ensuring downtown Junction Square succeeds well into the future.

PLANNING PROCESS

The City, Chamber, and other downtown organizations and stakeholders recognized that in order to realize continued growth of Junction Square, a forward-looking vision and plan was needed. This group launched the process of creating the Plan in early 2015 by engaging Vandewalle & Associates to assist in its development. The opportunities, strategies, and recommendations identified in this plan were developed through a process that included the following steps:

- **Data Collection and Analysis** – This included collecting and analyzing key information on demographics and economics of the Junction Square market area and doing a parcel-by-parcel evaluation of the physical conditions of the District (both summarized in the following sections).
- **Stakeholder Interviews and Business Roundtable** – On April 14th, representatives from Vandewalle & Associates spent the day in Milton to kick-off the project. This full-day included:
 - A meeting with City Staff and community leaders,
 - A walking and driving tour of the City and Junction Square with staff,
 - Convening of a Downtown Business Roundtable attended by several business and property owners in the District to gain insights into the business climate and any challenges, and

- Other focus group meetings including Education & Recreation, Workforce Development, Historic & Tourism, Economic Development, and a meeting with representatives from the City Council and the Plan Commission.
- **Community Charrette** – A Charrette is a highly-interactive visioning and feedback session focused on generating public input about all aspects of the downtown in order to best inform the plan’s development. The City hosted a Community Charrette that jointly focused on Junction Square and the Comprehensive Plan. The Charrette consisted of three stations: a Comprehensive Plan station, a Junction Square station, and a station focused on Public and Open space in Junction Square. The community was engaged around specific issues pertaining to each topic or area of opportunity. A summary of the results of the Charrette is provided in Appendix I of this document.
- **Junction Square Plan Open House** – The City hosted an Open House to present the vision for Junction Square, the strategies, and recommendations of the plan. Citizens were given the opportunity to evaluate the concept plans and recommendations for Junction Square. A questionnaire was used to give attendees the opportunity to provide their input on what recommendations and improvements they believe are most important. A summary of the results of this event are provided in Appendix II.

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Part II: Community and Regional Setting

OVERVIEW OF MARKET INDICATORS

Areas of Analysis and Trade Area Definition

The first step in analyzing Junction Square’s business climate was defining the trade area. Trade areas are geographical zones that encapsulate the primary clientele who are served by a particular business, service, or in this case, business district. Identifying this zone helps to best inform the planning process by clearly identifying the target demographic whose market behavior and preferences most impact Junction Square businesses.

Figure 1 shows the trade area used to generate the analysis and findings used in this Plan. The school district boundary formed the base of this area which was further manipulated to account for drive times, the “community affinity” of residents (i.e., whether they identify with a particular district as part of their community), and other factors. This area is careful to exclude Janesville as the commercial activity would be skewed by the prevalence of big box stores and other retailers in that market. The Town of Newville was added to capture the spending activity of campers who are key clientele for many businesses throughout the City. In this way, the trade area differs from that used in the Goodrich Square Plan. Table 1 shows the population located within this trade area at 1, 3, and 5 mile radii from the center of the City. As this table shows, roughly 19,500 people live within Junction Square’s trade area and could be serviced by Junction businesses.

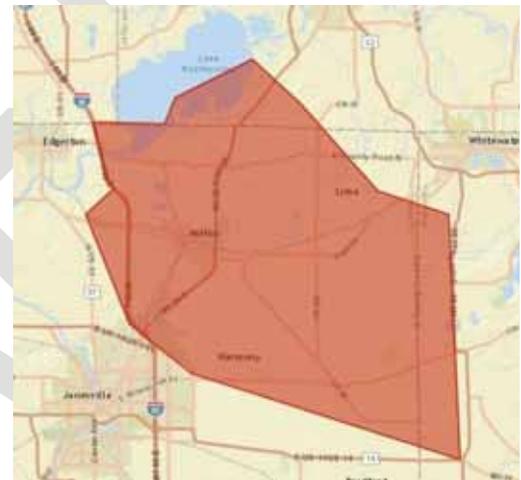


FIGURE 1: MILTON TRADE AREA

TABLE 1: POPULATION OF COMPARISON AREAS, 2015

	2015 Total Population
Milton Market Area with Newville	19,467
Milton Radii (1 mile)	4,406
Milton Radii (3 miles)	8,520
Milton Radii (5 miles)	20,220
Rock County	160,208
Wisconsin	5,742,139

Income Comparison

The following chart graphs household incomes of residents within varying radii. The radii assess incomes of individuals and households using the center of Milton as a starting point. Findings show that while incomes do increase as you include more of the surrounding population, even Milton’s lower incomes are still consistent with or exceed the county and state incomes.

TABLE 2: MEDIAN HOUSEHOLD INCOME, 2015

	2015 Per Capita Income	2015 Median Household Income	2015 Average Household Income
Milton Market Area with Newville	\$29,559	\$67,344	\$76,835
Milton Radii (3 miles)	\$27,443	\$60,101	\$70,540
Milton Radii (5 miles)	\$29,738	\$66,093	\$76,337
Rock County	\$24,403	\$48,219	\$61,353
Wisconsin	\$27,779	\$52,390	\$68,135

Source: ESRI Business Analyst, 2015

Educational Attainment Comparison

The adult population of the City of Milton reports higher rates of educational attainment than others in Rock County. Many (91.8%) have graduated high school compared to 87.7% having done the same in the County. While few residents have a bachelor’s degree or higher, this number also exceeds the county average with 24% of residents having higher degrees versus 19% countywide. This high rate of education may be due to Milton’s close proximity to UW-Madison and UW-Whitewater, and Milton’s growing reputation as a bedroom community for professionals working in Janesville and Madison.

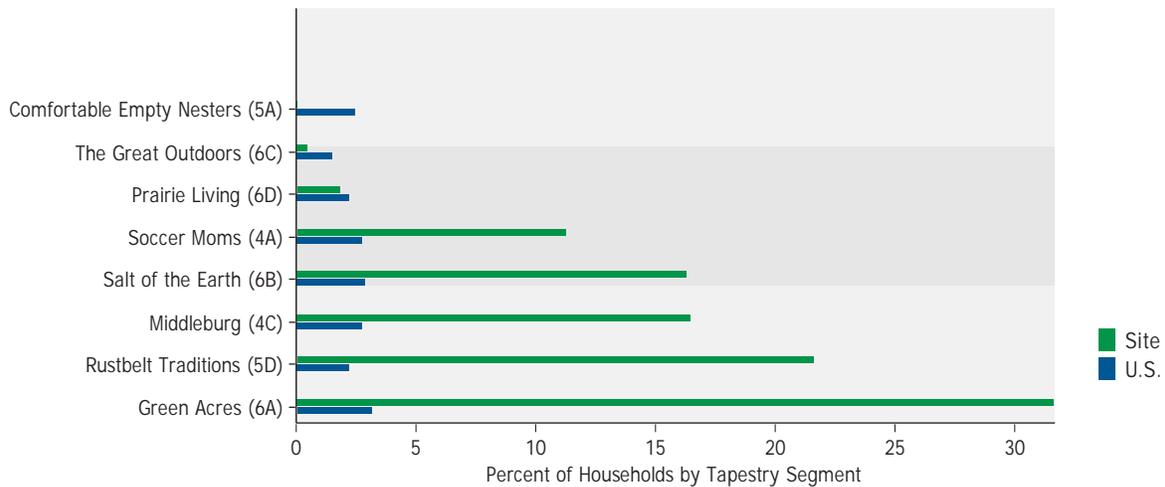
Tapestry Profile

Tapestry is a household “segmentation” system that uses a variety of demographic and consumer behavior information to divide every household in the U.S. into one of 67 unique segments. Businesses use this market segmentation to better understand their market, target their clientele, and identify underserved markets. The segments offer a more illustrative analysis of the data and offers a fuller picture about the local market area. This analysis is valuable to the Junction Square planning process because it provides Junction businesses with the data needed to accurately tailor their store hours, service offerings, events, marketing, and merchandise to attract their target market. Tapestry is a system created by ESRI, a company that provides software, data, and other tools to analyze spatial information.

The chart below highlights the eight Tapestry market segments most common within the area encompassed by the Junction Square trade area (the approximate boundaries of the Milton School District plus Newville). These top five segments represent 97% of the population of the area. The characteristics of these segments are described below:

FIGURE 2: TAPESTRY PROFILE OF THE TRADE AREA

Top Ten Tapestry Segments Site vs. U.S.



Source: ESRI Business Analyst, 2015

Characteristics and Consumer Spending Patterns of the Top Five Segments:

1. Green Acres

- Home Owners
- Active in the community
- Own late model SUVs, Trucks, and/or ATVs
- Favor DIY projects and gardening
- Typically Frugal
- Enjoy fishing and hunting
- A “little bit country” in their tastes and self-identity

2. Rustbelt Traditions

- Own two or more vehicles
- Budget-conscious
- Favor American made products
- Have more than one TV
- Frequent family restaurants
- Utilize convenience stores

3. Middleburg

- Thrifty but carry some debt
- Utilize the latest technology
- Own trucks and SUVs, and occasionally convertibles or motorcycles

- Frequent family restaurants
- Visit theme parks
- Rent movies
- Spending priorities focus on family
- Sports include hunting, bowling, and baseball

4. Salt of the Earth

- Avid gardeners
- Enjoy camping, fishing, or boating
- Expert with DIY projects
- Cost-conscious and brand loyal
- Truck and ATV ownership is high
- Purchase equipment to tackle big jobs
- Own a satellite dish

5. Soccer Moms

- Own 2+ vehicles
- Carry a mortgage and auto loans
- Own 4+ TVs
- Purchases are family-oriented including toys and children's apparel
- Activities include bicycling, jogging, golfing
- Visit theme parks or zoos
- Home maintenance is frequently contracted

Retail Gap Analysis

A challenge for small communities is providing residents with a robust variety of goods or services. To best understand what retail offerings are currently provided or undersupplied, retail sector gap or “leakage” analysis was analyzed. This analysis compares existing levels of retail sales within a defined trade area to the potential retail sales based on the demographic characteristics and the number of households in the area. If retail sales (supply) exceed potential sales (demand), it is generally assumed that the market for that sector is saturated and there is no room for additional stores. If retail demand exceeds supply, it indicates that the trade area is experiencing retail “leakage”. This means that consumers in the trade area may be leaving the area to purchase these goods at stores located in other communities. This is a “leakage” of revenue for Milton, and Milton area businesses.

Within Junction Square’s trade area, there is leakage in eight of the 13 categories assessed. The unmet retail demand could be addressed by small, community serving shops and restaurants. Table 3 highlights several key findings from this report.

It is important to note that while oversupplied categories exceed the demand locally, they may be supported by communities outside the trade area and create a destination that benefits the City as a whole. For example, the trade area has six Specialty Food stores with over \$9 million in sales, only

\$863,717 of which is generated by consumers located within the trade area. These stores are attracting over \$8 million in sales from people traveling into the area. Another important note is that undersupply does not suggest a business filling that role will be successful. The retail gap analysis is simply a tool to offer a snapshot of the current state of the market and to suggest potential areas for further research.

TABLE 3: RETAIL GAP ANALYSIS

	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap (Leakage or Oversupply)
Grocery Stores	\$32,048,397	\$11,953,113	\$20,095,284
Health & Personal Care Stores	\$19,685,142	\$7,225,215	\$12,459,927
Clothing & Clothing Accessories Stores	\$11,674,150	\$1,348,936	\$10,325,214
Automobile Dealers	\$41,036,153	\$32,176,529	\$8,859,624
Electronics & Appliance	\$7,377,886	\$1,526,861	\$5,851,025
Limited-Service Eating Places	\$12,900,551	\$9,555,253	\$3,345,298
Furniture & Home Furnishings Store	\$4,656,209	\$664,853	\$3,991,356
Auto Parts, Accessories & Tire Stores	\$2,819,266	\$336,630	\$2,482,636
Book, Periodical, and Music Stores	\$1,118,210	\$105,659	\$1,012,551
Office Supplies, Stationery & Gift Stores	\$1,493,836	\$3,355,050	-\$1,861,214
Sporting Goods/Hobby	\$3,805,968	\$8,141,540	-\$4,335,572
Specialty Food Stores	\$863,717	\$9,188,977	-\$8,325,260
General Merchandise	\$33,927,069	\$55,220,018	-\$21,292,949
Gasoline Stations	\$26,321,527	\$70,753,325	-\$44,431,798

Source: ESRI Business Analyst, 2015

KEY FINDINGS FROM DATA ANALYSIS

The key demographic and economic findings relate to and help drive the key issues and opportunities discussed in the following sections of this Plan. The following are key takeaways from these findings:

- The Junction Square “Trade Area” roughly mimics the Milton School District boundary and stretches north to Newville to capture the spending activity of campers who often frequent Milton.
- Residents are community oriented and have an affinity for the shops and restaurants located in their backyard. As Junction Square’s commercial activity is concentrated along Merchant Row and surrounded by single-family homes, it is more likely to be frequented by local residents who consider it a part of their neighborhood.
- Educational attainment rates and household incomes suggest that the City of Milton is a middle class/working class community with few outliers (either wealthy or low income). This is consistent with the findings in the 2010 Goodrich Square Plan which implies that the community is stable. Additionally, education rates and incomes for Milton exceed those of Rock County and are on par with national averages.
- There is retail sales leakage in eight of 13 markets assessed as people leave the community to shop for goods elsewhere. Leakage markets of note include Grocery Stores, Health & Personal Care stores, and Clothing & Clothing Accessories Stores. There is an opportunity for this leakage to be captured in community serving stores located in Junction Square.
- There is a substantial surplus of Gas Stations, General Merchandise Stores, and Specialty Food stores as people from outside the identified trade area enter the community to consume these goods and services.
- Overall, Junction Square excels in providing many of the restaurants and drinking establishments that service the neighborhood and broader Milton community. This downtown is also a destination for several unique retail businesses that attract people from around the region to the City. Maximizing this asset, particularly by capturing more of the camper market, should be a focus moving forward.

Part III: Downtown's Opportunity Analysis

SITE SURVEY PHYSICAL ANALYSIS

Boundaries & Land Use

Downtown Junction Square is located in Milton's west end and is roughly bounded by Madison Avenue, Front Street, Vernal Avenue, and First Street. As Map 1 shows, most of the businesses associated with this downtown are located along Merchant Row and Front St. However, several businesses front Vernal Ave., and even First Ln as this community-serving downtown transitions into a quiet residential neighborhood. The Fire Station on the north end of Madison Ave. and Liberty Park along the southern tracks are also included in the downtown, adding to the diversity of uses within the district. It is this proximity to the surrounding neighborhood and diversity of uses that truly makes Junction Square a community asset.

Community Owned

In addition to serving the community, Junction Square represents a community investment. Several of the property owners within the district, serve as the main tenant in their respective buildings. Several other building owners live in the City or nearby. This ownership pattern, while mundane to many Milton residents, is unique and has positive repercussions for the success of the business district. Many cities lack this community buy-in, and their downtowns struggle with poor property maintenance, high vacancy rates, and little community engagement. A number of public space assets add to the community's stake in Junction Square. As the bold red line in Map 2 shows, there are several parks and recreational assets in this downtown that are open to the public.

Historic Core

The Merchant Row Historic District is pending designation as a historic place in the National Register of Historic Places. This district includes 212, 216, 218-220, 228-230 Merchant Row & 553, 537, 541 Vernal Ave. The National Register is the official list of historic places in the United States. Once listed, a site or district is recognized as a place with significant historical value worthy of preservation. To be considered, a site or district's age, architecture, and significance is assessed. If approved, the site is listed on the NR website and eligible for specific preservation incentives including Historic Tax credits or federal preservation grants for rehabilitation.

Assets & Issues

Junction Square serves as an entertainment and recreation destination for the City with its many restaurants, bars, and unique shops complementing the offerings at family-oriented Goodrich Square. When the community and City leadership were engaged about this district, they identified the following assets and issues.

Key Downtown Assets

Solid Building Stock: The high number of quality, historic buildings located in the district have earned a segment of the Junction a nomination in the National Register of Historic Places. This building stock has maintained its historic character for over a century in some cases and has been gently adapted to modern day uses.

Multiple Eating and Drinking Establishments: There are eight drinking and dining establishments offering visitors their choice of fine dining, casual dining, a pub atmosphere, or a more family-friendly environment.

Stable Adjoining Neighborhood: With low vacancy rates and high property maintenance, the neighborhood surrounding Junction Square is perceived as a safe, attractive place to live. This stability buffers Junction Square and contributes to the positive business climate.

Diverse Anchor Businesses: Long-standing anchor tenants such as Kwik Trip, Red Rooster and First Community Bank continue to make Junction Square a community destination.

Public Open Spaces: Railroad Park, Liberty Park, Ice Age Trail, Snowmobile trail and parking area provide Junction Square visitors with open green space and recreational activities.

Key Downtown Issues

1. **Need to improve pedestrian connections:** There are too few places for pedestrians to safely cross Madison Ave. to enter Junction Square and a blind corner where Vernal Ave. approaches Merchant Row.
2. **Need to create visual and functional unifying elements:** There are few visual elements that are consistent throughout the Junction and surrounding neighborhood. This lack of cohesion makes it difficult for visitors to clearly define the downtown.
3. **Need to ensure land uses and aesthetic of Madison Ave, Front St, and Vernal Ave are reflective of Junction Square character:** Several of the land uses in the broader Junction Square neighborhood are not in keeping with the downtown character of the district
4. **Need to create a true gateway to Junction Square:** Junction Square's narrow, nestled layout contributes to its charm, but greatly inhibits navigation as its entrance is lost to first-time visitors. In focus groups, several businesses shared anecdotes about the longtime resident who discovers their store for the first time. Gateways at major junctions are necessary to attract residents and visitors to the business district.
5. **Need to diversify drinking and dining establishments available to Junction Square visitors and residents:** The number of drinking and dining establishments, while plentiful, lack culinary diversity. Food options in addition to what is currently offered would be well received.

6. **Need to increase traffic flow to southern portion of downtown:** Junction Square visitors often leave the downtown without visiting the restaurants along Merchant Row's southern edge. This segment of the block experiences lower visibility and higher vacancies.
7. **Need to activate open spaces and recreational assets:** The districts vast open space amenities are largely undeveloped and unused, doing little to connect park visitors to the downtown.
8. **Need to define responsibilities between the City, various groups, and business owners:** In order to efficiently and effectively support both downtowns, the City, Chamber of Commerce, and other downtown stakeholders need to identify roles and responsibilities.
9. **Need to increase the number of people living downtown:** Junction is surrounded by an attractive residential neighborhood. Increasing the number of consumers within walking distance through the development of several infill sites, would attract and prolong day-to-day activity in the downtown.
10. **Downtown Junction Square Vision**

“Historic Junction Square is making a name for itself as Milton’s community-serving, locally-owned, entertainment destination with one-of-a-kind specialty shops, fine art and craftsmen, dynamic casual dining, activities fun for all ages, and a unique experience for visitors and residents alike. Discover this unique crossroads of local flavor, commerce, and community at Junction Square.”

Downtown Junction Square is a thriving business district that has been serving the Milton community for more than a century. Many of the business owners are longtime residents demonstrating a commitment to community that typifies small town America. This charm and communal culture attracts visitors from miles around and makes Junction Square a valuable City asset. The Junction Square vision seeks to maximize these existing strengths and set an ambitious tone for the future. By successfully implementing the strategies detailed in this plan and aligning partners around this vision, Junction businesses will reap the benefits.

Assets & Issues

ASSETS



1. Solid Building Stock



2. Multiple Eating and Drinking Establishments



3. Stable Adjoining Neighborhood



4. Diverse Anchor Businesses



5. Centered on Public Space

Vision

Historic Junction Square is making a new name for itself as Milton's locally-owned, community-serving entertainment destination with one-of-a-kind specialty shops, fine art and craftsmen, dynamic casual dining, recreational fun for all ages, and a unique experience for visitors and residents alike. Discover this unique crossroads of local flavor, commerce, and community at Junction Square.

Strategic Initiatives

1. Program a unique Junction Square "experience" that will serve as an attractive destination for residents and visitors

 - Program experiences around products and services of existing businesses and assets
 - Formally and consistently program and market events
 - Promote and attract niche / specialty food retailers and diverse dining options in order to establish Junction Square as Milton's arts and entertainment district
 - Market Junction Square amenities to campers and seasonal visitors
 - Promote and attract artists and craftsmen to the Junction to create a vibrant arts destination for Milton-area artists and collectors
 - Increase outdoor dining opportunities
2. Integrate a unifying Junction Square theme and define gateway entries

 - Integrate streetscaping and theme elements on Merchant Row, Vernal, Front St. and Madison Ave. to create a cohesive downtown core
 - Establish Junction Square gateways at Madison Avenue and Vernal Avenue by adding compelling visual elements and landscaping
 - Add vehicular access from Merchant Row to Front Street
 - Create a unifying logo, color theme, and tag line that brands Junction Square
 - Define surrounding neighborhood as a downtown neighborhood
 - Enhance property maintenance standards
 - Create and maintain an available sites database
3. Reuse vacant buildings and properties in Junction Square

 - Work with owners of vacant buildings to identify and attract potential reuse or lease opportunities
 - Establish a regular farmer's market in vacant or open space
 - Assist prospective developers in accessing a financial resources
 - Consider additional housing development opportunities on infill sites
 - Develop a museum or showroom that exhibits the work of artists and craftspeople
 - Create and maintain a database of available sites
 - Pursue grants for downtown redevelopment
4. Maximize open space, pedestrian access, and recreational assets

 - Create a pedestrian walk connection and respite through Junction Square
 - Create one or more additional recreational amenities in Railroad Park and /or Liberty Park to attract users to an on-going basis
 - Consider low impact adult sports in the downtown
 - Improve Liberty Park facilities and consider other adaptable uses
 - Capitalize on Ice Age Trail proximity
 - Activate Railroad Park with railroad themed elements
 - Realign ball park entrances/exits to encourage users to visit downtown establishments
 - Provide safe pedestrian access from Madison Avenue into Junction Square
5. Establish an organizational structure and funding mechanism for managing Junction Square

 - Establish joint marketing efforts, common store hours, and events etc.
 - Clearly define roles and responsibilities between City and other downtown organizations
 - Look for opportunities to jointly market businesses and events at both downtowns
 - Consider hiring an events coordinator to manage events in both downtowns
 - Identify a dedicated funding source
 - Focus on assisting entrepreneurs with starting new restaurant, entertainment, and arts/culture businesses in the downtown

ISSUES

1. Need to improve pedestrian connections
2. Need to create visual and functional unifying elements
3. Need to ensure land uses and aesthetic of Madison Ave, Front St. and Vernal St are reflective of Junction Square character
4. Need to create a true gateway to Junction Square
5. Need to diversify drinking and dining establishments available to Junction Square visitors and residents
6. Need to adjust traffic pattern to increase traffic flow to southern portion of downtown
7. Need to activate open spaces and recreational assets
8. Need to define responsibilities between the City, various groups, and business owners
9. Need to increase the number of people living downtown



CITY OF MILTON
Junction Square Plan

Part IV: Strategic Initiatives

The five strategic initiatives summarized in the Opportunity Analysis chart and detailed below represent a plan of action that aims to address prevailing challenges in Junction Square and maximize its many assets and successes. These initiatives were informed by the planning process, which included public feedback and participation of key stakeholders, particularly Junction Square businesses. The strategies are listed in order of priority as determined by the Plan Commission, as are the specific action items. These impactful strategies are not meant to be an exhaustive list of Junction Square initiatives, rather they recommend a strategic starting place for catalyzing future success in the district. To that end, the strategies, and the action items that support them, are designed to be near-term, high-impact, and achievable. In light of the finite City resources, it is anticipated that pursuit of these actions will be phased and additional partners aligned to support implementation.

STRATEGIC INITIATIVE 1: PROGRAM A UNIQUE JUNCTION SQUARE “EXPERIENCE” THAT WILL SERVE AS AN ATTRACTIVE DESTINATION FOR RESIDENTS AND VISITORS

Junction Square is a vibrant community-oriented shopping destination. However, with such a unique concentration of specialty shops and businesses, there is an opportunity for the Junction to serve as something more. This strategy aims to position the Junction as a specialty entertainment district that invites visitors to get out of their cars and stay awhile. In contrast to the uniform, commercialized shopping centers with full-service big box stores commonplace in larger cities, Junction Square offers visitors a full “experience” unreplicated in the region.

PROGRAM EXPERIENCES AROUND PRODUCTS AND SERVICES OF EXISTING BUSINESSES AND ASSETS

Junction square visitors can find drinking and dining options to fit any occasion from fine dining at Fredrick’s Supper Club, to the family-friendly Milton Family Restaurant, to the laid back atmosphere of Junction Pub. Specialty retail shops like Red Rooster mix function with nostalgia as they sell unique furnishings and other items suitable for the home or as gifts. An emerging arts theme is a perfect fit for a district where you can observe the creation of, and purchase, a one-of-a-kind, hand-made metal sculpture.

City and downtown leadership should maximize these assets by programing experiences that invite visitors to celebrate and interact with these businesses, particularly those with the most visibility. A showcase that displays a before & after of the classic cars restoration process or metalwork creations would attract the attention of passersby and draw them into the downtown. Ice cream making classes at Junction shops may provide a fun summer activity for the family while introducing them to the business. Scheduling a Milton Restaurant week in collaboration with Goodrich Square will provide residents and newcomers alike with a fresh opportunity to explore the culinary experiences in their own backyard.

FORMALLY AND CONSISTENTLY PROGRAM AND MARKET EVENTS

Several events have been hosted in both downtowns and received widespread praise. Concerts and “movies on the green” in Junction Square have provided fun for all ages and drawn participation from throughout the region. The community supports local activities. Establishing events that are consistently hosted in Junction Square will increase downtown visitors, provide visibility for all businesses and create a lasting experience that will keep people coming back year after year. Well run events are a great tool for spreading word of mouth about a city or downtown. If consistently organized, this positive experience becomes synonymous with a visit to Junction Square.

MARKET JUNCTION SQUARE AMENITIES TO CAMPERS AND SEASONAL VISITORS

The campers who are drawn to Lake Koshkonong each year are a transient, yet profitable market for businesses they frequent. However, with several services located on or near the camp resorts, Milton businesses often struggle to attract these summer residents. Leadership should consider direct marketing of Junction Square amenities like the laundromat, restaurants, and sports bars to campers. There is also an opportunity to communicate to campers that a trip to Milton’s Junction Square is just the type of excursion they vacation for. Businesses could offer “Campers Night” where campers enjoy certain specials, or provide casual entertainment that campers are sure to put on their itinerary. The City and downtown leadership should also be sure to provide campers with a “Your Guide to Milton” itinerary or brochure that highlights all the City and both downtowns have to offer as far as goods, services, and entertainment. For the campers, this offers a new experience, takes the headache out of research, and makes Milton the easiest option for a daytrip or excursion.

PROMOTE AND ATTRACT NICHE / SPECIALTY FOOD RETAILERS AND DIVERSE DINING OPTIONS IN ORDER TO ESTABLISH JUNCTION SQUARE AS MILTON’S ARTS AND ENTERTAINMENT DISTRICT

Specialty shops, particularly for food goods, are growing in popularity as people demand to know more about their food and its lifecycle. Consumers are putting their money where their mouth is and choosing the personalized touch of the local shop over the long lines and casual service of supermarket retailers. Milton is especially positioned to capitalize on this growing preference. Not only does the community enjoy a long and thriving agricultural industry, the City has a growing number of niche and specialty food retailers that are drawing the bulk of their revenues from outside the Milton trade area. In fact, of the \$9,188,977 in sales generated by these retailers, only 11% was generated from within the trade area (roughly defined by the Milton School District and the Town of Newville). Promoting these retailers and attracting others will contribute to Milton’s growing reputation as a specialty foods destination.

People are not the only ones who benefit from access to specialty food retailers. Restaurants are increasingly looking for opportunities to offer “farm to table” options that add a sustainable and local flair to their menus. The City and downtown leadership should consider promoting Milton’s specialty food offerings and agricultural heritage to attract restaurants interested in serving the freshest ingredients and sustainable food. These restaurants are often a destination for foodies who are willing to travel and make a day trip to explore the food offerings of districts throughout the country. By attracting these travelers

to diverse food options in Junction Square, the City will also be exposing them to the unique retailers and craftsmen that make this downtown unique.

PROMOTE AND ATTRACT ARTISTS AND CRAFTSMEN TO THE JUNCTION TO CREATE A VIBRANT ARTS

DESTINATION FOR MILTON-AREA ARTISTS AND COLLECTORS

Another destination-shaping force is the arts. Junction Square is currently home to a master metalworker and several craft shops. These uses not only draw visitors, but they generate buzz about the Junction and contribute greatly to the City's arts and culture vibe. The arts are increasingly viewed as a hallmark of thriving communities and with the district's history and charm, there are many artists who may find the Junction inspiring. Additionally, artists are turning towards small towns as a place where they can find affordable space and supportive, dependable clientele. The City should boost its existing arts and skilled craft resources, and attract additional artisans in order to create an attractive district that celebrates and promotes Milton's culture.

INCREASE OUTDOOR DINING OPPORTUNITIES

Business mix is important to creating a successful downtown. Showcasing activity in these business is also important. Customers are often attracted to districts that have high foot traffic and visibility. This traffic signals to potential customers that the businesses in the district are popular and that the district is safe. Outdoor dining is one way in which many downtowns convey this message. Not only does outdoor seating allow diners to enjoy the outdoors on a nice day, but it offers them "free" entertainment in the form of people watching and other outdoor activities that may be taking place in the downtown. Some restaurants in Junction Square offer outdoor dining. These spaces should be enhanced, and additional opportunities at other restaurants in the district should be explored.

STRATEGIC INITIATIVE 2: INTEGRATE A UNIFYING JUNCTION SQUARE THEME AND DEFINE GATEWAY ENTRIES

Junction Square's narrow, neighborhood-oriented development adds to its cozy, boutique charm. However, it creates a challenge with navigation as its main north entrance on Madison Ave is nondescript and easily overlooked, and its southern half has even less visibility. Integrating a theme will help market Junction Square as a unified district of unique retailers and restaurants and encourage visitors to explore the full experience

CREATE A UNIFYING LOGO, COLOR THEME, AND TAG LINE THAT BRANDS JUNCTION SQUARE

A unifying logo, color scheme, and tag line will brand Junction Square. Through these elements, the City and downtown leadership will be able to control visual aspects of the district's character and communicate Junction Square's unique vibe and history to the public. Not only will this better help visitors trying to navigate to the district, but it will highlight businesses located in the district and communicate a more downtown feel. Businesses and residents may feel an increased sense of belonging and collaborate to ensure the district thrives as a unit. Additionally, when visitors consider a trip, they are more likely to

choose Junction Square, viewing the district as a more robust shopping destination. See Graphic 1 for examples of these potential logos)

INTEGRATE STREETSCAPING AND THEME ELEMENTS ON MERCHANT ROW, VERNAL AVE., FRONT ST. AND MADISON AVE. TO CREATE A COHESIVE DOWNTOWN CORE

The City and leadership should consider clearly defining the downtown Junction Square boundary using streetscaping elements. Defining the boundary will concentrate business activity in the district and decrease spillage into the residential neighborhood. This will also encourage tenants who want the benefit of being visually aligned with Junction Square to locate in the district's vacant buildings. Streetscaping will add to the aesthetics of the district and communicate a positive image to shoppers.

ESTABLISH JUNCTION SQUARE GATEWAYS AT MADISON AVENUE AND VERNAL AVENUE BY ADDING COMPELLING VISUAL ELEMENTS AND LANDSCAPING

Junction Square's main gateways are located along Madison and Vernal Avenue. These gateways serve as the "front door" to the community. They are at tasked with grabbing the attention of passersby and communicating an attractive message about the many business within the district. For this reason, particular thought should be given to how these gateways are presented. Prominent entry pillar features and/or signage are some examples of potential options. Landscaping at these nodes should be maintained and some of the unifying visual elements should be discernable.

ADD VEHICULAR ACCESS FROM MERCHANT ROW TO FRONT STREET

A mid-block, two-way connector as graphically depicted in Map 3 would ease traffic flow and allow for access from Front Street, into the heart of the business district and vice versa. In addition to easing navigation, this access will increase mid-block visibility and access to businesses located in the southern portion of the site who previously were dependent on access from Madison Ave, or Vernal Ave.

DEFINE SURROUNDING NEIGHBORHOOD AS A DOWNTOWN NEIGHBORHOOD

The surrounding neighborhood is a great asset for Junction Square. With people nearby 24/7, Junction businesses have a consistent customer base. There are also commercial businesses on First Lane which adds to the community-serving charm of Junction Square. Crandall Street dead ends on a vacant church site which may serve as a potential infill site. Overall, visually communicating this connection of Junction Square with the surrounding neighborhood is another option for the community to consider. This may come in the form of street signs that bear the same color scheme or logo as those in the business district. Other options may include similar lighting or streetscaping.

ENHANCE PROPERTY MAINTENANCE STANDARDS

Maintaining a positive community image and reputation is greatly dependent on the maintenance of downtown properties. This is often a challenge for historic communities whose buildings are typified by aging architecture and expensive upkeep. However, setting design and maintenance standards for the district will create uniform expectations for property owners and encourage consistent maintenance throughout the downtown.

CREATE AND MAINTAIN AN AVAILABLE SITES DATABASE

When entrepreneurs or businesses are looking to locate in small communities, they often struggle to find a comprehensive list of available sites. The City and downtown leadership should create a comprehensive list of available properties located within both downtowns in order to best market and manage these sites.

STRATEGIC INITIATIVE 3: REUSE VACANT BUILDINGS AND PROPERTIES IN JUNCTION SQUARE

Maintaining a vibrant downtown often hinges on the occupancy rate of storefronts. Reusing vacant buildings and properties will contribute to a more vibrant downtown whose various businesses attract residents and visitors alike.

WORK WITH OWNERS OF VACANT BUILDINGS TO IDENTIFY AND ATTRACT POTENTIAL REUSE OR LEASE OPPORTUNITIES

One of the key assets of Junction Square is that many of the properties, both occupied and vacant, are owned by people living in or near the City of Milton. Sometimes these property owners struggle to attract and secure new tenants into their properties. The City should take advantage of this proximity and work closely with property owners to sell or lease their property to an active user.

CONSIDER ADDITIONAL HOUSING DEVELOPMENT OPPORTUNITIES ON INFILL SITES

Downtowns thrive when residents have easy access to various retailers. Residents are able to live within walking distance to the downtown businesses, providing a 24/7 customer base. There are infill sites within the broader Junction Square neighborhood that could be redeveloped to provide additional, multi-family housing in the area (see Map 3). This housing could be townhomes or apartments that blend with the style of the other homes in the neighborhood so as not to disrupt the existing neighborhood character.

As the fire station and Cenex located prominently along Madison Avenue consider redevelopment, there is the potential to catalyze these sites in a way that generates increased activity in the downtown.

ESTABLISH A REGULAR FARMER'S MARKET IN VACANT OR OPEN SPACE

Interest in a Wednesday evening farmer's market was a major takeaway from the community engagement process that informed this Plan. Residents enjoyed the Saturday farmer's market that used to be located in the City, but felt that competition from other Saturday markets and events in the region detracted from its success. A Wednesday night market located in Railroad Park would create a draw that rallies the entire community at the Junction.

ASSIST PROSPECTIVE DEVELOPERS IN ACCESSING FINANCIAL RESOURCES

There are several funding sources that can be used to assist developers in redeveloping a site. The most common source is Tax Increment Financing or TIF. TIF district #7 currently encompasses the Junction Square area and has various properties eligible for redevelopment. Map 5 shows the boundary of this Tax Increment District (TID) and prioritizes these potential sites. Site #1 is the church building and vacant lot

along Second Street and 3rd Lane. The close proximity of these sites to downtown Junction Square and redevelopment potential make them a top priority in the TID. The City should work to redevelop these and the other labeled sites in order to generate additional increment for downtown redevelopment. Business Improvement Districts (BIDs) are another option. Private property owners agree to a tax or levy to be collected from properties within the designated district. These funds can then be used on redevelopment projects, special events, security, maintenance, marketing, and many other costs to be shared by the district.

DEVELOP A MUSEUM OR SHOWROOM THAT EXHIBITS THE WORK OF ARTISTS AND CRAFTSPEOPLE

There is a lot of talent within Junction Square and the City of Milton as a whole. The City should consider constructing a museum or showcase space where the art and crafts of various artisans could be displayed. As shown in Map 3, there is an available lot just south of the Junction Square Kwik Trip that could be used for this purpose. The site as drawn has roughly ~5,000sf of space and has great visibility from Madison Avenue.

PURSUE GRANTS FOR DOWNTOWN REDEVELOPMENT

Grants are another common source for funds to support downtown redevelopment. The Wisconsin Economic Development Corporations, United States Economic Development Agency, US Department of Agriculture, and many other state and federal agencies often solicit applications for projects that will generate economic development and support downtowns. These grants are detailed in the Implementation Strategy section, and should be explored as the City pursues these various initiatives.

STRATEGIC INITIATIVE 4: MAXIMIZE OPEN SPACE, PEDESTRIAN ACCESS, AND RECREATIONAL ASSETS

Vibrant downtowns are bustling cauldrons with activity, and activity is created where people feel safe and invited to socialize and engage. Walkable districts with adaptable open spaces, interactive features, and recreational activities perfectly complement a thriving business climate. Not only do they provide a proximate retreat during a long day of shopping, but they attract people to the district for uses beyond shopping. This increases the potential customer base for businesses and creates activity downtown that thrives independent of a fully occupied business district. Maps 3 and 4 show a concept plan for maximizing the public space in Junction Square.

CREATE A PEDESTRIAN WALK CONNECTION AND RESPITE THROUGH JUNCTION SQUARE

Improve the pedestrian-friendliness of Junction Square by providing safe access points into the downtown for visitors crossing Madison Avenue or crossing at Vernal and Merchant Row to the south. These are frequently used access points for pedestrians who often feel unsafe at these crossings. Additionally, the City should consider constructing a formalized bike/pedestrian/snowmobile path that runs behind Front Street businesses along the spine of Junction Square. This path, as highlighted in Map 3 in brown, will reduce pedestrian, bicycle, and snowmobile interaction with cars increasing safety and navigability of

Junction Square for all users. Additionally, by providing visible, formalized amenities for alternative modes of transportation, people will be less dependent on their cars which will free up valuable parking spaces.

A trail user respite area is also shown in Map 3 just north of the parking lot. This area could be adapted for various functions depending on the season, event, or users. In the winter, the respite would serve as parking for snowmobilers traveling the trail. During warmer weather, bike racks and horse hitching stations could be provided. Trail maps, seating, and shade would invite trail users to pause and relax in Junction Square where they then can be invited into downtown businesses.

CREATE ONE OR MORE ADDITIONAL RECREATIONAL AMENITIES IN RAILROAD PARK AND /OR LIBERTY PARK TO ATTRACT USERS TO ON AN ON-GOING BASIS

A common challenge for cities is activating public spaces consistently year-round use. Nevertheless, on-going activities is necessary to keeping public spaces viable and attractive. With the Junction's close proximity to the Ice Age Trail that runs along Vernal Ave, the Rock County Snowmobile Trail, which cuts through the downtown, and Little League diamond located in Liberty Park, there are several recreational activities that could be enriched to cultivate year-round park use.

During the cold-weather season, Railroad Park could be turned into a "Winter Wonderland" with lights dotting the trees, and other festive decorations that could enhance the park in celebration of the season. Ice and snow sculpting competitions could be hosted in Railroad Park, and the entries could remain on display for weeks creating a winter ice garden. The ballfield in Liberty Park could be transformed into an ice skating rink that would draw residents and provide a destination excursion for snowmobilers traveling on the path. A temporary shelter could be constructed to sell users hot chocolate, hand warmers, and rent ice skates. A snowmobile sales, rental, and repair shop could also be located in Junction Square to service trail users.

In warmer seasons, the snowmobile shop could transition to bikes and service bicyclists, particularly long-distance Ice Age Trail users who may need mechanical work. In addition to users relaxing in the park, morning yoga classes, evening star gazing events, and library book fairs could draw people into the space. All this activity means more people in downtown Junction, more visibility for businesses, and more customers "discovering" what Junction has to offer.

CONSIDER LOW IMPACT ADULT SPORTS IN THE DOWNTOWN

Liberty Park ballfield is used for Little League games roughly four nights a week with no games Friday through Sunday. The City and downtown leadership should consider encouraging adult leagues who may want to use the space for low-impact sports like volleyball, whiffle ball, or kickball. These sports could use the small field for games. Teams could be sponsored by local restaurants and bars where teams could retire after matches. These games would have little, if any, impact on the Little League games as a Friday-Sunday schedule is more agreeable for working adults.

IMPROVE LIBERTY PARK FACILITIES AND CONSIDER OTHER ADAPTABLE USES

Liberty Park includes the large stretch of land with the water tower that sits west of the ballfield. There are restrooms and a small playground located here. The City should consider improving these facilities to increase their attractiveness and usage. Adaptable uses like an ice skating rink or free play zone should be considered for this safe, fenced field. Other facilities or functional enhancements, as detailed in Map 3, may include a small cul-de-sac to facilitate drop-offs and pick-ups during games. A vehicle connector leading from the field to Vincent Street would help ease traffic flow and take pressure off the tight, neighborhood streets.

HIGHLIGHT ICE AGE TRAIL WITH VISUAL ELEMENTS

The Ice Age Trail is a 1,000 mile trail located entirely within the state of Wisconsin. This national treasure takes users on a geographical tour of the glacial landscapes of the state. The trail has over 1.25 million users year round making it one of the premier recreational assets in the state and a tremendous generator of revenue for Wisconsin's tourism and recreation industries. This trail generates approximately \$113 million for local economies, and runs along the base of Junction Square. Such a valuable asset should be celebrated, clearly marked, and advertised to residents and visitors along Vernal.

Additionally, there is an opportunity to ensure that existing Junction Square businesses are accessing a portion of economic activity generated by this trail. The City and leaders should consider placing trail-oriented signage that guides trail users into the Junction before they follow the trail along Vernal Ave. and out of the neighborhood. Uses that could service trail users should be attracted to Junction. These could include a bike shop, a hiker outpost that provides shade and a water bottle refill station, even pamphlets that provide information about both downtowns and the City as a whole.

ACTIVATE RAILROAD PARK WITH RAILROAD THEMED ELEMENTS

Railroad Park should have a more discernible railroad theme that celebrates the rail activity that is Junction Square's namesake. One option is to bring the City-owned locomotive located next to the ballfield, into Railroad Park. This would not only provide an interested show piece in the park, but it could form the backdrop of a stage that could be used for small concerts, open mic events, or outdoor presentations (see Graphic 1). When not being used by events, the stage could have simple seating that would allow visitors and hobbyist to get up close and personal with the technology that still drives commerce in the region.

REALIGN BALL PARK ENTRANCES/EXITS TO ENCOURAGE USERS TO VISIT DOWNTOWN ESTABLISHMENTS

The Liberty Park ballfield attracts large crowds to the area with some visitors laying out on blankets in Railroad Park to watch a game. However, there is no trail or discernible access point from the park into Junction Square. As a result, many people enter the neighborhood without stepping foot into the heart of the business district. This is a loss for the restaurants, bars, and retailers who could benefit from serving these users before, during, and after a game. By creating a formal path for users, more business will be created in the downtown. Teams will be more likely to unwind at a local restaurant. Parents may decide to shop while their child is warming up for a game. Adult sports teams may relax at their local water hole after a match. A path allows downtown Junction to benefit from activity that is already present.

STRATEGIC INITIATIVE 5: ESTABLISH A FORMAL ORGANIZATIONAL STRUCTURE AND FUNDING MECHANISM FOR MANAGING JUNCTION SQUARE

Milton is a unique community with two downtowns. To ensure that both downtowns are thriving together, it is important to define a formal organizational structure through which decisions can be made and roles communicated. Providing a stable funding source for this structure will be key to ensuring its success.

ESTABLISH JOINT MARKETING EFFORTS, COMMON STORE HOURS, AND EVENTS ETC.

One of the frequent concerns of downtown visitors is that a lack of coordination will result in many stores or restaurants being closed during their visit. A lack of consistency in marketing, store hours, and downtown events can make the visit a hassle instead of an excursion. The downtown businesses and stakeholders should consider establishing common times and marketing collateral that presents the public with a unified Junction Square that is open for business. As events can be expensive and cost prohibitive for one property owner to attempt on their own, it is important for downtown businesses to collaborate on initiatives that draw attention to the district as a whole. This will increase the ability of Junction Square to present events regularly and strengthen the reputation of the Junction as the City's entertainment destination.

CLEARLY DEFINE ROLES AND RESPONSIBILITIES BETWEEN CITY AND OTHER DOWNTOWN ORGANIZATIONS

The City, Chamber of Commerce, DDAC, Tourism Development Committee, and Economic Development Commission are all engaged in supporting Milton's two downtowns. With DDAC joining the Chamber, there has been some consolidation of efforts. Moving forward, these entities should consider clearly defining their roles and responsibilities in the promotion of Milton's business districts. See the Implementation Strategy section (Part V) for a recommended separation of roles and responsibilities for each action item.

CONSIDER HIRING AN EVENTS COORDINATOR TO MANAGE EVENTS IN BOTH DOWNTOWNS AND IDENTIFY A DEDICATED FUNDING SOURCE

TIF and BIDs are potential funding sources that could be used to hire a downtown events manager and implement many of the other initiatives recommended for Junction Square. The City, in conjunction with the downtown organizational structure, should work together to maximize use of TIF 7 and explore additional funding streams.

FOCUS ON ASSISTING ENTREPRENEURS WITH STARTING NEW RESTAURANT, ENTERTAINMENT, AND ARTS/CULTURE BUSINESSES IN THE DOWNTOWN

One way to encourage new businesses to locate in the area is by assisting local entrepreneurs in getting started. Often, these small businesses require assistance maneuvering the business development process, but have a viable idea ready for a storefront. The downtown organizational structure would provide a clear mechanism through which entrepreneurs could receive assistance and have their questions

answered. These businesses could be encouraged to occupy the vacant buildings located in Junction Square's southern boundary.

LOOK FOR OPPORTUNITIES TO JOINTLY MARKET BUSINESSES AND EVENTS AT BOTH DOWNTOWNS

Collaboration between Milton's two downtowns is a priority for the City and is key to enhancing business growth and development in either downtown. For this reason, the City in partnership with the downtown organizational structure should identify and pursue opportunities to jointly market businesses and events at both downtowns. One example of this might be advertising Junction Square restaurants and shops to Milton House visitors. Another cross marketing opportunity may be providing Ice Age Trail users with maps that highlight on and off street routes to Goodrich Square.

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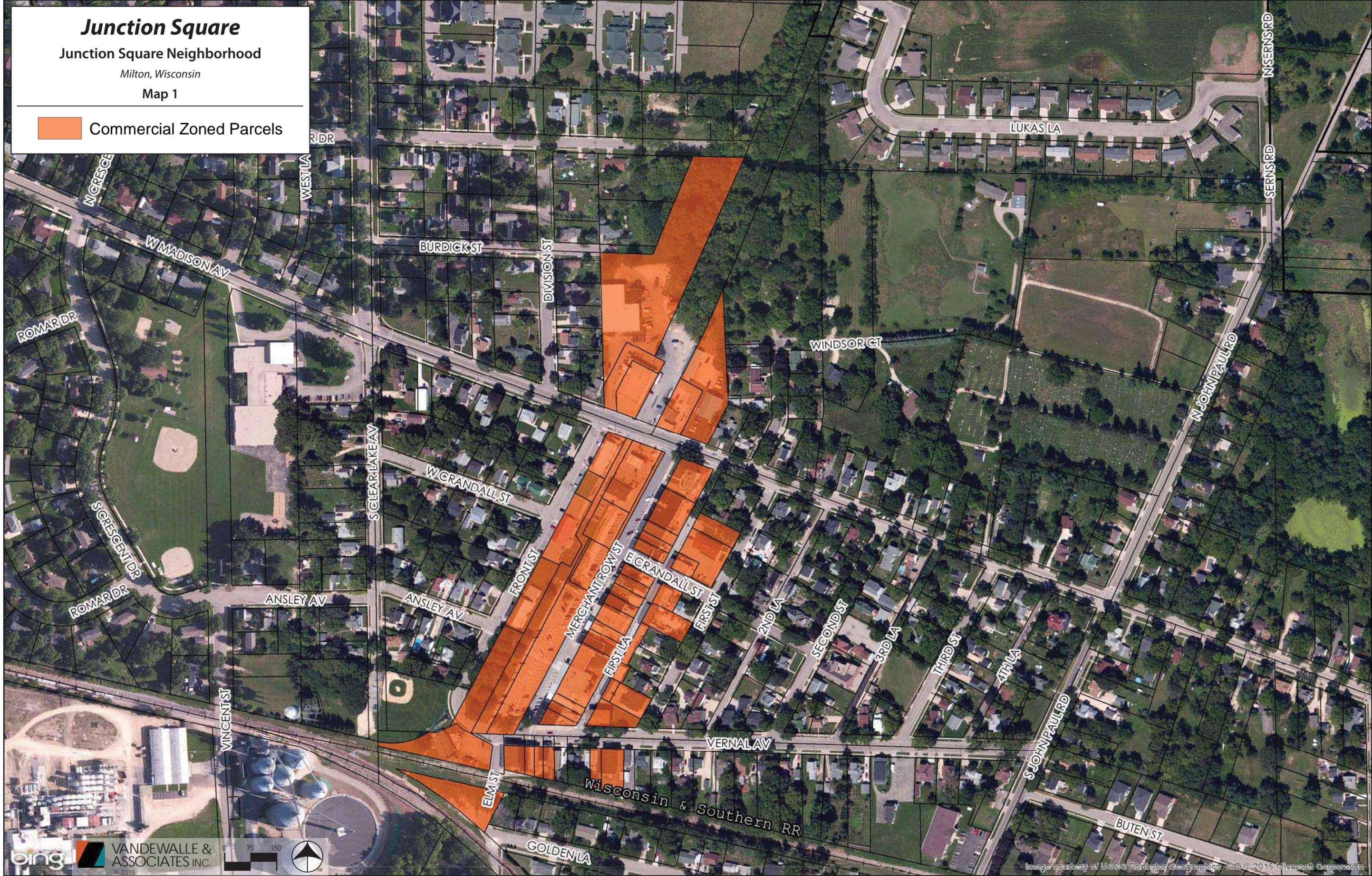
Junction Square

Junction Square Neighborhood

Milton, Wisconsin

Map 1

 Commercial Zoned Parcels



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Junction Square

City-owned Properties in Junction Square

Milton, Wisconsin

Map 2

-  Junction Square Area Boundary
-  City Owned Parcels in Junction Square
-  Other Parcels in Junction Square



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Junction Square Concept Plan - Phase 1

Milton, Wisconsin

Map 3

- A** Junction Square gateway signage
- B** Junction Square entry pillar features and crosswalk
- C** Additional Junction Square wayfinding signage
- D** 10' bike/pedestrian path (compatible with winter snowmobile use)
- E** Potential infill site
- F** Trail user respite area (snowmobile parking, bike racks, horse hitching post, trail maps, seating, etc)
- G** Convert Crandall Street to two-way traffic
- H** Mid-block, two-way vehicle connection
- I** Building reuse
- J** Moveable pots and paint in short term bump-outs; crosswalk enhancements
- K** Park focal point; relocated train engine with platform/covered stage area and lawn seating area
- L** Railroad Park Sign and welcome to Junction Square trail kiosk
- M** Liberty Park sign
- N** Path connection between Railroad and Liberty Parks



Revised: August 20, 2015



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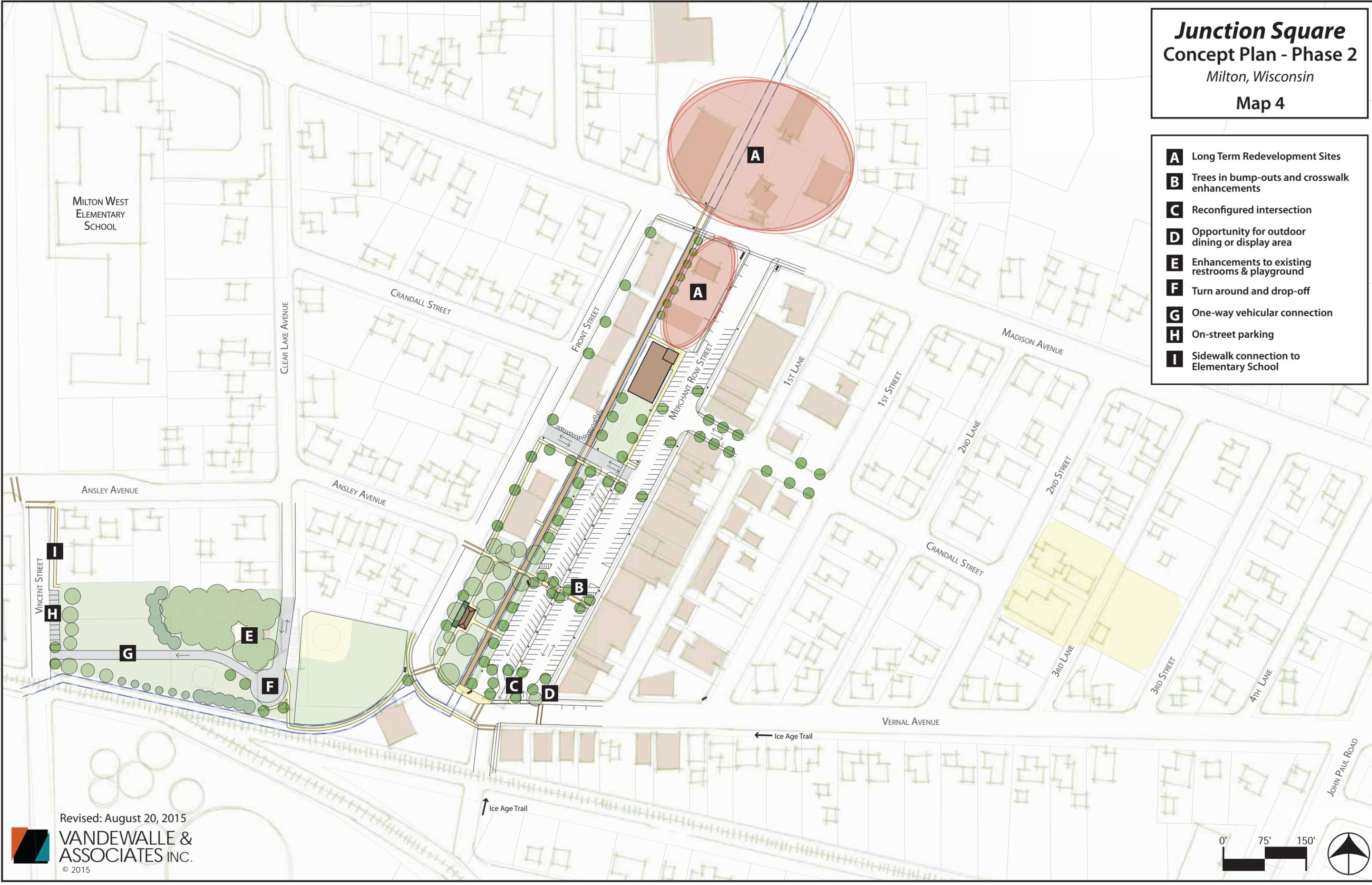
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Junction Square Concept Plan - Phase 2

Milton, Wisconsin

Map 4

- A** Long Term Redevelopment Sites
- B** Trees in bump-outs and crosswalk enhancements
- C** Reconfigured intersection
- D** Opportunity for outdoor dining or display area
- E** Enhancements to existing restrooms & playground
- F** Turn around and drop-off
- G** One-way vehicular connection
- H** On-street parking
- I** Sidewalk connection to Elementary School



Revised: August 20, 2015



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Junction Square
Downtown Junction
Square Logo Examples

Milton, Wisconsin

Graphic 1

JUNCTION

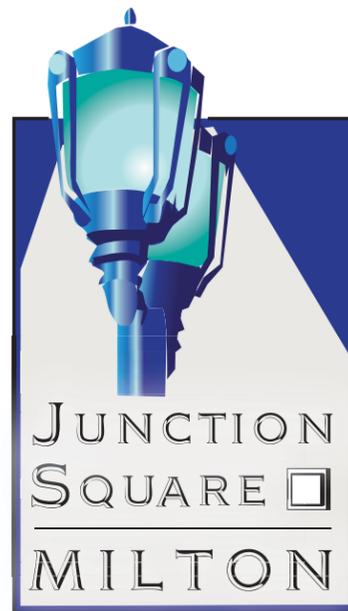


SQUARE MILTON

JUNCTION



SQUARE MILTON



JUNCTION



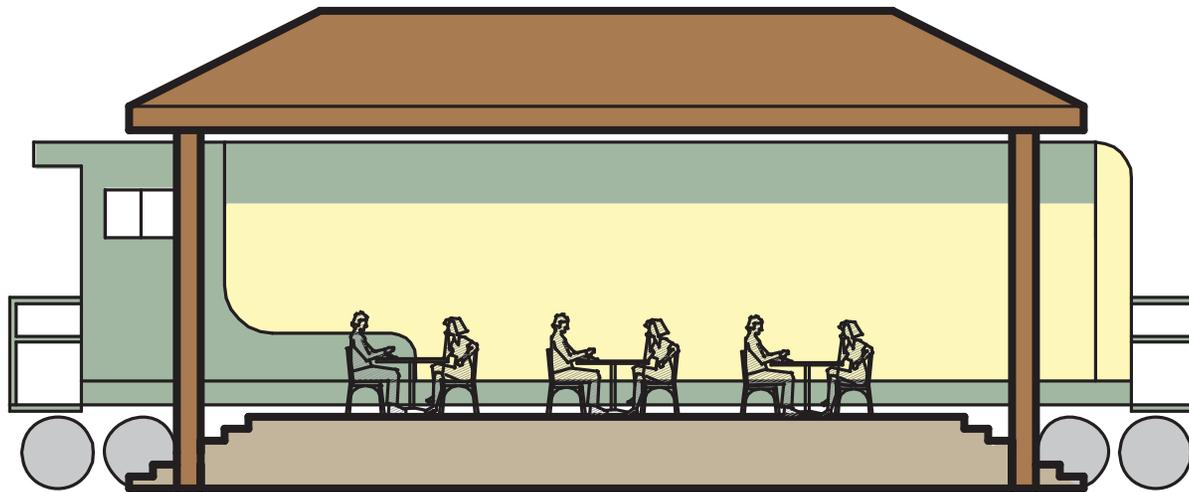
SQUARE MILTON

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Junction Square
Railroad Themed Staging Area

Milton, Wisconsin

Graphic 2



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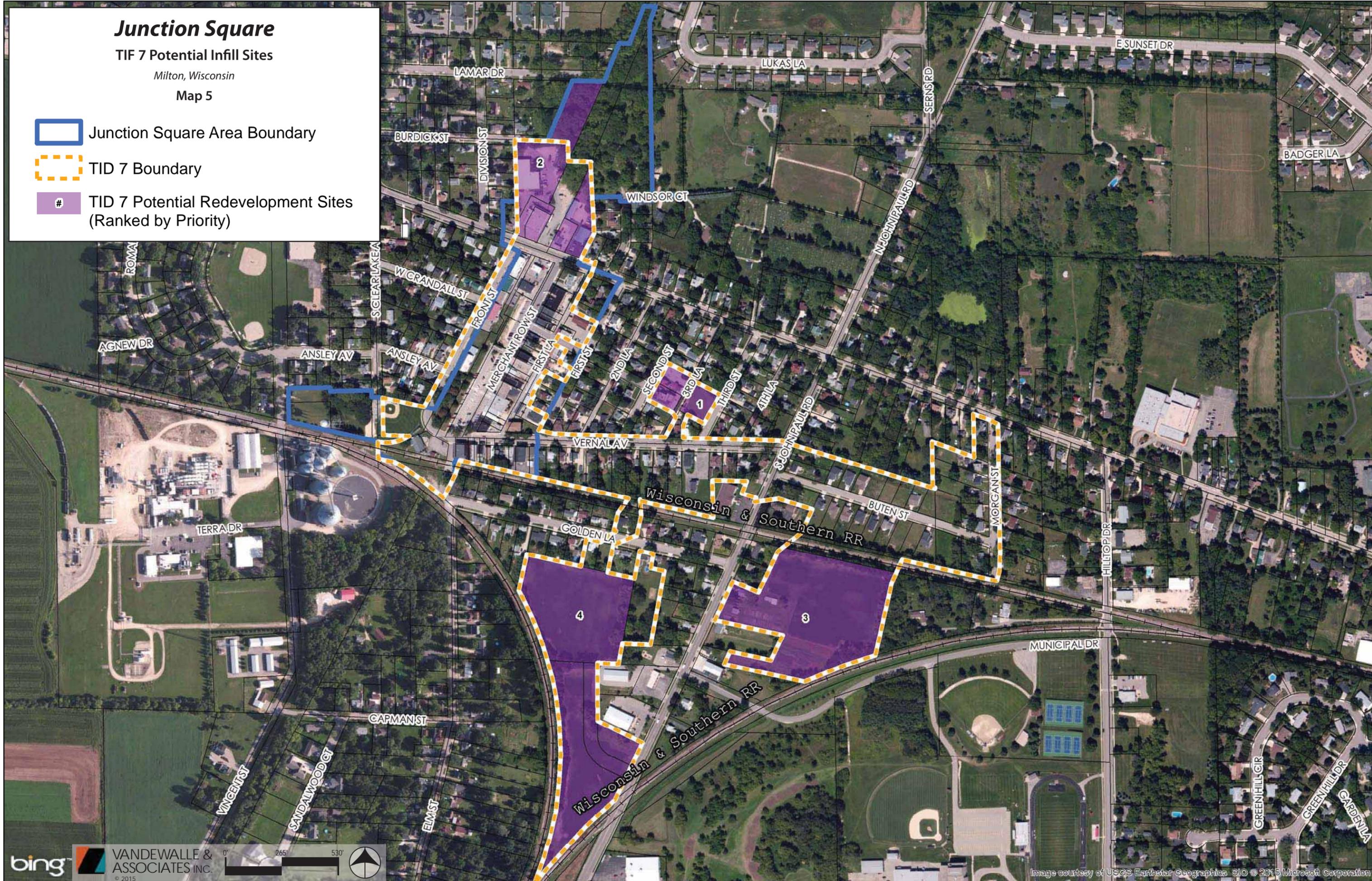
Junction Square

TIF 7 Potential Infill Sites

Milton, Wisconsin

Map 5

-  Junction Square Area Boundary
-  TID 7 Boundary
-  TID 7 Potential Redevelopment Sites (Ranked by Priority)



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Part V: Implementation Strategy

The Implementation Strategy section identifies costs, lead partners, and funding sources for the catalytic recommendations and concepts detailed in the previous sections and graphics.

PROJECT COST ESTIMATES

The project costs section identifies the quantity and costs of Junction Square public improvements. The concepts are preliminary recommendations and thus, the costs are rough estimates intended for planning purposes only. The City and partners should complete a more detailed master plan as they pursue implementation. Additionally, these costs are phased to reflect the projects identified in the Phase 1 and Phase 2 concept plans (see Map 3 and Map 4). Phasing allows the City and key partners to pursue implementation of near-term, catalytic projects while preparing for future implementation of the more robust initiatives.

IMPLEMENTATION MATRIX

The five strategic initiatives and 33 action items were sequenced by the Plan Commission and Junction Square businesses. The sequencing of these action steps is presented in the Junction Square Downtown Plan –Opportunity Analysis and Vision Chart (see Part III) and the following Implementation Matrix. The Matrix suggests lead partners and local, state, federal and foundation based funding sources. These suggestions are a starting point and may include additional partners and opportunities as opportunities arise.

The Matrix is intended to be an evolving document. It is recommended that the City and key partners informally review and evaluate the action items listed in the Matrix once a year and update project priorities. At this time, complete action items can be removed and emerging initiatives added.

POTENTIAL FUNDING OPPORTUNITIES

The Downtown Opportunity Analysis & Vision includes a wide range of potential projects and strategies to revitalize the downtown district. Many of these ideas will require a funding strategy and a long term commitment by the City and its partners. Several of the recommended projects are well-aligned for grant opportunities.

This section provides a list of potential grant or funding sources that Milton should consider pursuing to implement the strategies, recommendations, and catalytic projects identified in the Plan. Additional research into these opportunities, meetings with representatives from these agencies, and further thought and refinement of the ideas in the Plan will be needed to pursue any of these opportunities.

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Milton Junction Square - Public Improvements

Cost Estimates - For planning purposes only, actual costs may vary

Phase 1

	Quantity	Unit	Cost	Total
Mobilization, bonds, insurance, permits	1	each	\$ 20,000	\$ 20,000
Streetscape/Circulation				
Wayfinding Signage	3	ea	\$ 500	\$ 1,500
Gateway Signage (Madison Ave)	1	ea	\$ 10,000	\$ 10,000
Gateway pillar features (Madison Ave)	3	ea	\$ 5,000	\$ 15,000
Madison Avenue Crossing				
Preformed Thermoplastic paint	600	sq ft	\$ 24	\$ 14,400
Merchant Row Bump outs				
Pots (4 in each)	10	ea	\$ 1,600	\$ 16,000
Paint	10	ea	\$ 100	\$ 1,000
Crosswalks in parking area (paint)	2	ea	\$ 100	\$ 200
Mid-block Vehicle Connection				
Asphalt Paving	4,300	sq ft	\$ 6	\$ 25,800
Curb & Gutter	360	ln ft	\$ 15	\$ 5,400
Sidewalk	180	ln ft	\$ 30	\$ 5,400
Crosswalk (concrete)	250	sq ft	\$ 6	\$ 1,500
Front St Trees				
Front St Sidewalk	8	ea	\$ 600	\$ 4,800
	225	ln ft	\$ 30	\$ 6,750
Crandall Street				
Asphalt Paving	6	ea	\$ 600	\$ 3,600
	600	sq ft	\$ 6	\$ 3,600
Curb & Gutter	200	ln ft	\$ 15	\$ 3,000
Sidewalk	200	ln ft	\$ 30	\$ 6,000
Trees	11	ea	\$ 600	\$ 6,600
Gateway Signage (Vernal Ave)				
	1	ea	\$ 5,000	\$ 5,000
Path Connection				
Bike Ped Path (crushed granite 10' wide)	925	ln ft	\$ 3	\$ 2,775
Path Concrete Edging (1' wide)	1,850	ln ft	\$ 5	\$ 9,250
Trail respite area				
Signage	1	ea	\$ 3,000	\$ 3,000
Benches	2	ea	\$ 1,500	\$ 3,000
Bike racks	2	ea	\$ 1,500	\$ 3,000
Hitching post	1	ea	\$ 1,500	\$ 1,500
Trash Receptacle	1	ea	\$ 1,000	\$ 1,000
Trees	6	ea	\$ 600	\$ 3,600
Lawn	7,500	sq ft	\$ 0.5	\$ 3,750
Trail respite area sidewalk	140	ln ft	\$ 30	\$ 4,200

Railroad Park					
Sidewalk	475	ln ft	\$ 30	\$ 14,250	
Trees	9	ea	\$ 600	\$ 5,400	
Tree removal	5	ea	\$ 200	\$ 1,000	
Train Engine Relocation	1	ea	\$ 5,000	\$ 5,000	
Pavilion (640 sf)	1	ea	\$ 30,000	\$ 30,000	
Park signage	1	ea	\$ 2,000	\$ 2,000	
Vernal Ave Crosswalks	3	ea	\$ 100	\$ 300	
Ice Age Trail Plaza / Info Kiosk					
Colored Concrete	550	sq ft	\$ 15	\$ 8,250	
Signage/Trail Map	1	ea	\$ 3,000	\$ 3,000	
Bike racks	2	ea	\$ 1,500	\$ 3,000	
Trash Receptacle	1	ea	\$ 1,000	\$ 1,000	
Liberty Park					
Park signage	1	ea	\$ 2,000	\$ 2,000	
Sidewalk	325	ln ft	\$ 30	\$ 9,750	
Trees	1	ea	\$ 600	\$ 600	
				Subtotal	\$ 276,175
				Contingency (20%)	\$ 55,235
				Design and Engineering (15%)	\$ 49,712
				TOTAL	\$ 381,122

Phase 2

	Quantity	Unit	Cost	Total	
Mobilization, bonds, insurance, permits	1	each	\$ 20,000	\$ 20,000	
				\$ -	
Streetscape/Circulation				\$ -	
Merchant Row Bump-outs					
Colored Concrete (each 200)	2,000	sq ft	\$ 15	\$ 30,000	
Curb & Gutter (each 30)	300	ln ft	\$ 15	\$ 4,500	
Trees	10	ea	\$ 2,000	\$ 20,000	
Crosswalks (Colored Concrete)	240	sq ft	\$ 15	\$ 3,600	
South Entrance Reconfigure					
Asphalt Paving	3,500	sq ft	\$ 6	\$ 21,000	
Curb & Gutter	350	ln ft	\$ 15	\$ 5,250	
Trees	8	ea	\$ 600	\$ 4,800	
Liberty Park					
Vehicular Connection - Paving	12,500	sq ft	\$ 6	\$ 75,000	
Enhancements to restrooms/playground	1	each	\$ 10,000	\$ 10,000	
Trees	5	ea	\$ 600	\$ 3,000	
Parking on Vincent Street					
Asphalt Paving	2,000	sq ft	\$ 6	\$ 12,000	
Curb & Gutter	140	ln ft	\$ 15	\$ 2,100	
Sidewalk	200	ln ft	\$ 30	\$ 6,000	
				Subtotal	\$ 217,250
				Contingency (20%)	\$ 43,450
				Design and Engineering (15%)	\$ 39,105
				TOTAL	\$ 299,805

City of Milton Junction Square Strategic Plan
Implementation Matrix

Strategic Directions	Recommendations	Priority Projects (checked)	Lead Partners	Potential Funding Sources* <small>*Local funding partners may include cash and in-kind contributions. see "funding strategy" section of the Plan for details on listed grant programs</small>
1) Program a unique Junction Square "experience" that will serve as an attractive destination for residents and visitors	1.1) Program experiences around products and services of existing businesses and assets	✓	MACC	BID
	1.2) Formally and consistently program and market new and existing events	✓	MACC, Tourism	BID
	1.3) Promote and attract niche/ specialty food retailers and diverse dining and options in order to establish Junction Square as Milton's culinary and entertainment district	✓	MACC, Economic Development Commission	WEDC-CDI
	1.4) Market Junction Square amenities and events to campers and seasonal visitors		MACC, Tourism	WI Tourism-JEM
	1.5) Promote and attract artists and craftsmen to the Junction to create a vibrant arts destination for Milton-area artists and collectors		MACC	NEA, WI Tourism-JEM
	1.6) Increase outdoor dining opportunities		MACC	
2) Integrate a unifying Junction Square theme and define gateway entries	2.1) Integrate streetscaping and theme elements on Merchant Row, Vernal, Front St. and Madison Ave. to create a cohesive downtown core	✓	City, MACC	BID, WEDC-CDI
	2.2) Establish Junction Square gateways at Madison Ave & Vernal Ave by adding compelling visual elements and landscaping	✓	City, MACC	BID, NEA
	2.3) Add vehicular access from Merchant Row to Front Street	✓	City	US EDA- EAA/Public Works
	2.4) Create a unifying logo, color theme, and tag line that brands Junction Square		MACC	BID,WEDC-CDI
	2.5) Define surrounding neighborhood as a downtown neighborhood		City	
	2.6) Enhance property maintenance standards		City	
	2.7) Create and maintain an available sites database		Economic Development Commission	BID
3) Reuse vacant buildings and properties in Junction Square	3.1) Work with owners of vacant buildings to identify and attract potential reuse or lease opportunities	✓	City, Economic Development Commission	US EDA- EAA/Public Works
	3.2) Establish a regular farmer's market in vacant or open space	✓	MACC	BID
	3.3) Pursue grants for downtown redevelopment	✓	City	
	3.4) Consider additional housing development opportunities on infill sites		City	
	3.5) Assist prospective developers in accessing a financial resources		City, Economic Development Commission	TIF
	3.6) Develop a museum or showroom that exhibits the work of artists and craftspeople		City, MACC	WEDC-CDI, US EDA-EAA/Public Works
4) Maximize open space, recreational assets, pedestrian access	4.1) Activate Railroad Park with railroad themed elements	✓	City,MACC	NEA, WI DNR-ADLP
	4.2) Capitalize on Ice Age Trail proximity	✓	All	WI DNR-RTA
	4.3) Create a pedestrian walk connection and respite through Junction Square	✓	City	WI DNR-Various, PeopleForBikes
	4.4) Create one or more additional recreational amenities in Railroad Park and /or Liberty Park to attract users to on an on-going basis		City, MACC	BID, WI DNR-ADLP
	4.5) Consider low impact adult sports in the downtown		MACC	
	4.6) Improve Liberty Park facilities and consider other adaptable uses		City, MACC	BID, WI DNR-ADLP
	4.7) Realign ball park entrances/exits to encourage users to visit downtown establishments		City	WI DNR- ADLP
	4.8) Provide safe pedestrian access from Madison Avenue into Junction Square		City	
5) Establish a formal organizational structure for managing downtown	5.1) Establish joint marketing efforts, common store hours, and events etc.	✓	MACC	WI Tourism-JEM, WEDC-CDI
	5.2) Clearly define roles and responsibilities between City and other downtown organizations	✓	All	
	5.3) Look for opportunities to jointly market businesses and events at both downtown	✓	MACC	BID
	5.4) Consider hiring an events coordinator to manage events in both downtowns		MACC	BID
	5.5) Identify a dedicated funding source		All	
	5.6) Focus on assisting entrepreneurs with starting new restaurant, entertainment, and arts/culture businesses in the downtown		Economic Development Commission	WEDC, SBA

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Due	Program	Uses	About	Funding Information	Match	Eligible Applicant
PLANNING, PUBLIC WORKS, & STREETS						
Next TAP award cycle will begin in fall 2015	Transportation Alternatives Program (TAP) WisDOT http://www.dot.state.wi.us/localgov/aid/tap.htm	<ul style="list-style-type: none"> Construction, planning, and design of on-road and off-road trail facilities for pedestrians, bicyclists, and other non-motorized forms of transportation Construction, planning, and design of infrastructure-related projects and systems that will provide safe routes for non-drivers Conversion and use of abandoned railroad corridors for trails for pedestrians, bicyclists, or other non-motorized transportation users. Construction of turnouts, overlooks, and viewing areas. Community improvement activities 	TAP incorporates the following three WisDOT multi-modal transportation improvement programs: <ul style="list-style-type: none"> Safe Routes to School (SRTS); Transportation Enhancements (TE); The Bicycle & Pedestrian Facilities Program (BPPF). 		20%	<ul style="list-style-type: none"> Local governments; Regional transportation authorities; Transit agencies; Natural resource or public land agencies; School districts, Local education agencies, or schools; Tribal governments; Any other local or regional governmental entity with responsibility for oversight of transportation or recreational trails (other than a metropolitan planning organization or a State agency)
Due: May 1, 2016	Knowles-Nelson Stewardship Local Assistance grant program WI DNR http://dnr.wi.gov/topic/stewardship/grants/applyLUG.html	<ul style="list-style-type: none"> Land Purchases Development and renovation projects for the purpose of nature-based outdoor recreation Trails Development and renovation of support facilities 	Knowles-Nelson Stewardship Local Assistance grant programs: <ul style="list-style-type: none"> Aids for the Acquisition and Development of Local Parks (ADLP) Urban Green Space (UGS) grants Urban Rivers (UR) grants Acquisition of Development Rights (ADR) 	\$6M/year 50%- Acquisition & Development 20% Urban Rivers 20% Urban Green Space 10% Acquisition of Development Rights	City match not to exceed 50% of project cost	Local governments and tribal governments Nonprofit conservation organizations School districts Lake sanitary districts and public inland lake protections
Last Due: April 17th 2015	Community Development Investment Grants WEDC http://inwisconsin.com/inside-wedc/transparency/programs/community-development-investment/	<ul style="list-style-type: none"> Shovel-ready site development; Branding and marketing; Streetscaping 	The Community Development Investment Grant program will support local initiatives and incentivize economic development for communities. A downtown emphasis is anticipated to provide a number of benefits	<ul style="list-style-type: none"> Total Funding: \$4,500,000; Award max: \$500,000 depending on the type of project being funded. \$50,000 for planning, feasibility and branding 	75%	<ul style="list-style-type: none"> Counties, Cities, Villages and towns
Last Due: July 31, 2015 Awards announced: November 23, 2015	Surface Transportation Program (STP) WisDOT http://www.dot.state.wi.us/localgov/highways/stp-urban.htm	The roadway must be functionally classified as a Collector or higher, and be federal-aid-eligible to be eligible for funding. See "About" cell for additional requirements. Activities include: <ul style="list-style-type: none"> Resurfacing, Pavement Replacement, Reconditioning, Reconstruction, Resurfacing w/Structure, Pavement Replacement w/ Structure, Reconditioning w/ Structure, Reconstruction w/ Structure, Combination 	<ul style="list-style-type: none"> Allocates federal funds to complete a variety of improvements to federal-aid-eligible roads and streets in urban areas. The roadway must be located within the urban area boundary. Because urbanized areas receive a fixed allocation, they may choose to extend a project outside the urbanized area boundary to the planning area boundary. Local improvement projects on connecting highways are not eligible for STP-Urban funds 		20%-50%	
Quarterly- Last due: March 12, 2015; June 12, 2015	Public Works and ED Assistance Program EDA http://www.eda.gov/funding-opportunities/	Solicits applications from applicants in rural and urban areas to provide investments that support: <ul style="list-style-type: none"> Construction, Non-construction, Technical assistance, Revolving loan fund projects 	Through the Public Works and Economic Adjustment Assistance (EAA) programs, EDA provides strategic investment to support economic development, foster job creation, and attract private investment in economically distressed areas of the United States	Average Size of Public Works investments has been \$1.4M with a range from \$200,000 to \$3,000,000. The average size of an EAA investment has been ~ \$820,000 and ranges from \$100,000 to \$1,250,000.	50%	<ul style="list-style-type: none"> State, A political subdivision of a state, District organization, Indian tribe, Private institution of higher education, Non-profit acting in coordination with a political subdivision of a state
LOCAL FOOD & AGRICULTURE						
Pre-Proposals due to DATCP: September 14th, 2015 Invitation to submit full proposals: Early October 2015 Full Proposals due to DATCP: November 2nd, 2015	Buy Local, Buy Wisconsin (BLBW) Grants DATCP http://datcp.wi.gov/Business/Buy_Local_Buy_Wisconsin/BLBW_Grants/index.aspx	Eligible project expenses during grant contract include, but are not limited to: <ul style="list-style-type: none"> Operating expenses, including expenses for salaries and wages, contract and consulting services, travel,*supplies and public information. Real estate and equipment rental or leasing The purchase of equipment whose full value is ordinarily depreciable within one year. Reasonable depreciation expense incurred for capital equipment during the grant contract term. * Travel expenses must follow state per diem guidelines.	Pre-proposals are due to DATCP by 4:00 pm on September 14, 2015. Pre-proposals include a cover page, budget template and three-page project description.	\$200,000 for fiscal year 2016; Max grant of \$50,000	50% of total project cost (1:1)	individuals, groups, businesses and organizations involved in Wisconsin agriculture, Wisconsin food processing, Wisconsin food distribution, Wisconsin food warehousing, Wisconsin retail food establishments, or Wisconsin agricultural tourism
Last Due: May 14, 2015 Funding Available: Sept. 30, 2015	Farmer's Market Promotion Program (FMPP) USDA http://www.ams.usda.gov/services/grants/fmpp	<ul style="list-style-type: none"> Farmer, rancher, or manager training and education Farmer, rancher, or manager organization and networking Advertising, promotion or outreach for the market including agritourism Market startup including infrastructure, expansion, or enhancement Product introduction or improvement, adding value, branding Market analysis and planning, customer and producer survey Vendor and customer recruitment 	The Farmers' Market Promotion Program provides funds on a competitive basis to support the development, improvement, and expansion of domestic farmers markets, roadside stands, community-supported agriculture programs, agritourism activities, and other direct producer-to-consumer market opportunities through: <ol style="list-style-type: none"> Increasing domestic consumption of and access to locally and regionally produced agricultural products; or Developing new market opportunities for farm and ranch operations serving local markets by developing, improving, and expanding, and providing outreach, training, and technical assistance. 	\$15,000- \$100,000 per grant; \$13M total available	None	Agricultural Businesses Agricultural Cooperatives Producer Networks Producer Associations Community Supported Agriculture (CSA) Networks CSA Associations Local Governments Non profits Economic Development Corporations Regional Farmers Market Authorities Tribal Governments

Due	Program	Uses	About	Funding Information	Match	Eligible Applicant
Last Due: May 14, 2015 Funding Available: Sept. 30, 2016	Local Food Promotion Program (LFPP) USDA http://www.ams.usda.gov/services/grants/lfpp	LFPP offers both planning and implementation awards: Planning Awards: • Used in the planning stages of establishing or expanding a local and regional food business enterprise. Eligible activities can include but are not limited to market research, feasibility studies, and business planning. • A minimum of \$5,000 and a maximum of \$25,000 will be awarded for any one proposal. Implementation Awards: • Used to establish a new local and regional food business enterprise, or to improve or expand an existing local or regional food business enterprise. Eligible activities can include but are not limited to training and technical assistance for the business enterprise and/or for producers working with the business enterprise; outreach and marketing to buyers and consumers; and non-construction infrastructure improvements to business enterprise facilities or information technology systems. • A minimum of \$25,000 and a maximum of \$100,000 will be awarded for any one proposal	LFPP provides funds on a competitive basis to support planning or implementation projects designed to assist in the development, improvement, and/or expansion of local and regional food business enterprises that have the capacity to: 1. Increase domestic consumption of, and access to, locally and regionally produced agricultural products; and 2. Develop new market opportunities for farm and ranch operations serving local markets.	\$5,000- \$100,000 per grant; \$13M total available	25%	Agricultural Businesses Agricultural Cooperatives Producer Networks Producer Associations Community Supported Agriculture (CSA) Networks CSA Associations Local Governments Non profits Economic Development Corporations Regional Farmers Market Authorities Tribal Governments Public Benefit Corporations

TRAILS & RECREATION

May 1st Annually	Recreational Trails Aid (RTA) WI DNR http://dnr.wi.gov/Aid/RTA.html	<ul style="list-style-type: none"> Maintenance or restoration of existing trails Development or rehabilitation of trailside/trailhead facilities and trail linkages Construction of new trails Property acquisition for trails 	Municipal governments and incorporated organizations are eligible to receive reimbursement for development and maintenance of recreational trails and trail-related facilities for both motorized and non-motorized recreational trail uses. Eligible sponsors may be reimbursed for up to 50 percent of the total project costs. This program may be used in conjunction with the state snowmobile or ATV programs and Stewardship development projects	\$45,000 (\$200,000 every third calendar year);	50%	<ul style="list-style-type: none"> Municipal governments Incorporated organizations whose primary purpose is trails or trail usage
Due: November 1st 2015 *awarded Nov 1 in odd-numbered years	Conservation Capacity: Ice Age Trail WI DNR http://dnr.wi.gov/Aid/CapacityIAT.html	<ul style="list-style-type: none"> Support the work of volunteers who develop, maintain and promote the Ice Age Trail. Build partnerships in the Ice Age Trail area with local governments and nonprofit organizations. Promote the protection of the Ice Age Trail corridor by providing information about land acquisition and trail easements. Strengthen community support for the Ice Age Trail by recruiting and training volunteers and by coordinating the activities of interest groups. Promote tourism associated with the Ice Age Trail. 	An organization receiving this capacity grant may use the grant for activities related to the development, maintenance, protection and promotion of the ice age trail area	Award max: \$74,200 each year for two years	25%	Applicant must meet all the following: <ul style="list-style-type: none"> Be organized in the state of Wisconsin; Be a nonprofit described under section 501(c)(3) or (4) Have a board of directors and/or advisory council or whose members represent different geographic areas along the Ice Age Trail corridor, and at least one-third of whom are current or former Ice Age Trail volunteers.
Two cycles a year. Check website for updated schedule	PeopleForBikes Community Grant PeopleForBikes http://www.peopleforbikes.org/pages/apply-now	<p>PeopleForBikes focuses most grant funds on bicycle infrastructure projects such as:</p> <ul style="list-style-type: none"> Bike paths, lanes, trails, and bridges Mountain bike facilities Bike parks and pump tracks BMX facilities End-of-trip facilities such as bike racks, bike parking, and bike storage <p>We also fund some advocacy projects, such as:</p> <ul style="list-style-type: none"> Programs that transform city streets, such as Ciclovías or Open Streets Days Initiatives designed to increase ridership or the investment in bicycle infrastructure <p>PeopleForBikes will fund engineering and design work, construction costs including materials, labor, and equipment rental, and reasonable volunteer support costs. For advocacy projects, we will fund staffing that is directly related to accomplishing the goals of the initiative.</p>	The PeopleForBikes Community Grant Program supports bicycle infrastructure projects and targeted advocacy initiatives that make it easier and safer for people of all ages and abilities to ride.	Award Max: \$10,000	51% or more	<ul style="list-style-type: none"> Non-profit organizations with a focus on bicycling, active transportation, or community development, City or county agencies or departments State or federal agencies working locally

ART & PUBLIC SPACE

Due: September 21, 2015 Announced: April 2016	Our Town NEA http://arts.gov/grants-organizations/our-town/introduction	Our Town offers support for projects in two areas: <ul style="list-style-type: none"> Arts Engagement, Cultural Planning, and Design Projects that represent the distinct character and quality of their communities Projects that Build Knowledge About Creative Placemaking 	Through Our Town, subject to the availability of funding, the National Endowment for the Arts will provide a limited number of grants for creative placemaking projects that contribute towards the livability of communities and help transform them into lively, beautiful, and resilient places with the arts at their core.	Arts Engagement: <ul style="list-style-type: none"> Matching grants Awards: \$25k-\$200k Creative Placemaking Awards: \$25k-\$100k 	1:1	Our Town prioritizes partnerships between: <ul style="list-style-type: none"> Arts organizations Governments, Private, and nonprofit organizations
Round Announced: January 2016	National Grants Program ArtPlace http://www.artplaceamerica.org/our-work/national-grants-program/introduction	Successful ArtPlace creative placemaking applicants do four things: <ul style="list-style-type: none"> Define a community based in geography, such as a block, a neighborhood, a city, or a region Articulate a change the group of people living and working in that community would like to see Propose an arts-based intervention to help achieve that change Develop a way to know whether the change occurred 	The National Grants Program invests in creative placemaking projects where the arts play a central role in a community's planning and development strategies. ArtPlace actively seeks to build a grant portfolio that is a microcosm of the varied creative placemaking strategies used across the United States.	\$50K-\$500K for an 18-month grant period. In 2015, approximately \$10 million was disbursed.	None	Any individual or organization within the US and its territories is eligible for the National Grants Program.
Last Due: April 16, 2015 Projects Begin: January 1, 2016	Challenge America NEA http://arts.gov/grants-organizations/challenge-america/grant-program-description	This category encourages and supports the following two objectives: <ul style="list-style-type: none"> Engagement: Engaging the public with diverse and excellent art. Livability: The strengthening of communities through the arts. 	The Challenge America category offers support for projects that extend the reach of the arts to underserved populations -- those whose opportunities to experience the arts are limited by geography, ethnicity, economics, or disability. Age alone (e.g., youth, seniors) does not qualify a group as underserved; at least one of the underserved characteristics noted above also must be present. Grants are available for professional arts programming and for projects that emphasize the potential of the arts in community development.	Award Max: \$10,000	1:1	<ul style="list-style-type: none"> Primarily to small and mid-sized organizations

TOURISM

Due: November 1, 2015 'Reviewed four times a year, in August 1, November 1, February 1 and April 1	Joint Effort Marketing Grant Program WI-Tourism http://industry.travelwisconsin.com/grants/joint-effort-marketing-jem-grant-program	<ul style="list-style-type: none"> E-mail marketing, Print and broadcast ads, Direct mail, Publicity, Billboards 	The Joint Effort Marketing (JEM) Grant Program offers cash and guidance to make a promotion or event come to fruition. The grant reimburses Wisconsin non-profit organizations for qualified advertising costs. There are five categories of JEM grants and the application for each one is written differently.	Max Award: \$39,550 in marketing reimbursement.	25%	
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Appendix I: Summary of Charrette Input

Twenty forms were collected from participants during the Community Charrette held June 22, 2015. Discussion tables for the Comprehensive Plan, Public Space configuration, and Junction Square Plan were convened. The following is a summary of the results:

Table A: Comprehensive Plan

Asset Prioritization Results

1. Strong education system & Residents who care deeply about their community
2. Low crime community & High-quality city services
3. Small town character with modern conveniences & Crossroads Business Park
4. Goodrich Square and Junction Square
5. Easy access to Highway 26 and the Interstate
6. Quality park facilities
7. Well-connected to larger cities & Convenient navigation within the city
8. Historic buildings and homes with character & Lake Koshkonong and several large campgrounds & Ice Age Trail connection

Written in Assets

- Bike routes
- Recreation Opportunities
- Recreational facilities expansion

Questions

1. If you could change one thing about the city, what would it be?
 - Larger roundabout
 - Enforce crosswalk/Pedestrian respect
 - More unique shops
 - More innovation, more arts & cultural offerings, more community festivals
 - Public transportation available
 - Event coordinator
 - Increase communication and sharing between city and MREC
 - Improve Building facades
 - More progressive attitude
 - Get all invested in a shared vision
 - Add more venues to bring people to town i.e. soccer fields, basketball, volleyball gyms
 - More school traffic off Madison Ave. with another road connecting 59 to 26

2. In 1-3 words, how would you describe Milton today?

- Relaxation
- Recovering community
- Evolving community
- Strong community identity
- Friendly(2)
- Unengaged
- Boring
- Happy
- Simple
- Unaware
- Cautious
- Community
- Slow-changing
- Small Town Friendliness
- Small town character
- Cohesive community
- Growing
- Great Community
- Great potential
- Place to live
- Comfortable
- My home

3. In 1-3 words, how would you describe the Milton you'd like to see in the future?

- Relevant
- Friendly
- Destination
- Organized growth
- Growth
- Vision
- Viable
- Vibrant (2)
- Welcoming
- Affordable
- Diverse
- Premier community in Rock County
- Continued growth in bringing people to town to spend money
- Lively and Engaged
- More Entertainment
- Innovative
- Lively
- Attractive
- Still friendly and convenient
- Proud of its assets
- Happy
- Re-invested
- Thriving

Table B: Junction Square Public Space

Priority Ranking Responses

1. Trail Connections
2. Railroad Park
3. Liberty Park

Questions

1. How do you use the park space in Junction Square now?
 - Snowmobile trails
 - Watch friends kids play baseball
 - Don't use at all (5)
 - Scenery
 - Food & Drink (2)
 - I don't believe the community uses it much at all
 - Not. There is not a nice place to sit
 - I park in front of it daily, however, rarely use the park
2. What type of park activities do you think would draw more people to Junction Square?
 - Volleyball
 - Adult activities
 - Concerts (6)
 - Farmers Market (4)
 - Casual Concerts
 - Any bike activity
 - Music (2)
 - Fairs
 - Festivals
 - Craft Fair
 - Art Shows
 - Junction Function –Each Month in Summer
 - Dining (taste of event)
 - Art
 - Rail History
 - People will not play volleyball without alcohol or MREC
 - Destination
 - Offering more activities for all age groups
 - Community engagement
 - Different activities or opportunities
 - Plays/Theatre
 - Events
 - Gatherings

Written-In "Other" Priorities

- Liberty park was just redone
- Shops
- Professional offices
- Madison Ave. entrance
- Vernal Ave entrance
- Nicer signing

Table C: Junction Square

Ranking of Issues

1. Improve pedestrian connections
2. Create visual and functional unifying elements
3. Ensure land uses and aesthetic of Madison Ave, Front St, and Vernal Ave are reflective of Junction Square character
4. Create a true gateway to Junction Square
5. Diversify drinking and dining establishments available to Junction Square visitors and residents
6. Adjust traffic pattern to increase traffic flow to southern portion of downtown & Activate open spaces and recreational assets
7. Define responsibilities between the City, various groups, and business owners
8. Increase the number of people living downtown

Write in "Other" Responses

- Improve building facades
- Visual Standards
- City Marketing

Questions

1. Are there other issues not covered in the matrix above that you would like to see addressed?
 - Importance of open space activities –coordination
 - Pedestrian traffic near Milton Family Restaurant
 - Add picnic tables
 - Work out the parking behind Kwik Trip
 - Very specialized shelter to have bike racks included we need more
 - promotion of Ice age and bike trails with events.
 - The parking is ugly and needs greenery/some art like murals
 - Professional employment opportunities downtown will assist in developing these areas
2. What other potential businesses or services would you like to see in Junction Square?
 - Deli (2)
 - Coffee shop
 - Services are good. Its gathering that we need
 - Professional services
 - Picnic tables for Kwik Trip coffee- Lunch venues/specials
 - More free classes in the park during the day for all ages
 - Professional offices (2)
 - New development
 - Bike shop
 - Specialty shop –unique experience
 - Noted on chart
 - Farmer's Market
 - Tours of the Masonic Temple
3. Please share any additional thoughts you have about this project and Junction Square below:
 - Like the charrettes
 - Signature entryway
 - Pleasing entrance at both ends (bump outs) encourage Kwik Trip to rearrange store layout on lot
 - Don't forget about the other side of town -> Coordinate/ consolidate 2 plans into one
 - Relocate/Reconfigure Kwik Trip
 - Train education
 - Station leading stations
 - People -> tourist like things to take photos with
 - Selfie stations

Appendix II: Summary of Open House Input

Pending

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Appendix III: ESRI Biz Data

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Market Profile

Milton Market Area with Newville
Area: 148.51 square miles

Prepared by Esri
Latitude: 42.76727892
Longitude: -88.8847009

Population Summary	
2000 Total Population	15,404
2010 Total Population	19,271
2015 Total Population	19,467
2015 Group Quarters	25
2020 Total Population	19,682
2015-2020 Annual Rate	0.22%
Household Summary	
2000 Households	5,772
2000 Average Household Size	2.66
2010 Households	7,349
2010 Average Household Size	2.62
2015 Households	7,476
2015 Average Household Size	2.60
2020 Households	7,569
2020 Average Household Size	2.60
2015-2020 Annual Rate	0.25%
2010 Families	5,465
2010 Average Family Size	3.01
2015 Families	5,539
2015 Average Family Size	2.99
2020 Families	5,595
2020 Average Family Size	2.99
2015-2020 Annual Rate	0.20%
Housing Unit Summary	
2000 Housing Units	6,287
Owner Occupied Housing Units	72.2%
Renter Occupied Housing Units	19.6%
Vacant Housing Units	8.2%
2010 Housing Units	8,072
Owner Occupied Housing Units	74.1%
Renter Occupied Housing Units	16.9%
Vacant Housing Units	9.0%
2015 Housing Units	8,147
Owner Occupied Housing Units	73.6%
Renter Occupied Housing Units	18.2%
Vacant Housing Units	8.2%
2020 Housing Units	8,246
Owner Occupied Housing Units	73.7%
Renter Occupied Housing Units	18.1%
Vacant Housing Units	8.2%
Median Household Income	
2015	\$67,344
2020	\$78,964
Median Home Value	
2015	\$173,014
2020	\$221,324
Per Capita Income	
2015	\$29,559
2020	\$33,948
Median Age	
2010	39.3
2015	40.5
2020	41.3

Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020. Esri converted Census 2000 data into 2010 geography.



Market Profile

Milton Market Area with Newville
Area: 148.51 square miles

Prepared by Esri
Latitude: 42.76727892
Longitude: -88.8847009

2015 Households by Income

Household Income Base	7,476
<\$15,000	6.7%
\$15,000 - \$24,999	8.6%
\$25,000 - \$34,999	8.7%
\$35,000 - \$49,999	10.9%
\$50,000 - \$74,999	19.7%
\$75,000 - \$99,999	19.2%
\$100,000 - \$149,999	19.6%
\$150,000 - \$199,999	4.4%
\$200,000+	2.3%
Average Household Income	\$76,835

2020 Households by Income

Household Income Base	7,569
<\$15,000	5.8%
\$15,000 - \$24,999	5.8%
\$25,000 - \$34,999	6.4%
\$35,000 - \$49,999	9.6%
\$50,000 - \$74,999	17.7%
\$75,000 - \$99,999	21.9%
\$100,000 - \$149,999	23.4%
\$150,000 - \$199,999	6.7%
\$200,000+	2.7%
Average Household Income	\$88,142

2015 Owner Occupied Housing Units by Value

Total	5,994
<\$50,000	0.9%
\$50,000 - \$99,999	8.9%
\$100,000 - \$149,999	27.1%
\$150,000 - \$199,999	28.6%
\$200,000 - \$249,999	17.1%
\$250,000 - \$299,999	9.1%
\$300,000 - \$399,999	6.1%
\$400,000 - \$499,999	1.4%
\$500,000 - \$749,999	0.5%
\$750,000 - \$999,999	0.1%
\$1,000,000 +	0.3%
Average Home Value	\$189,139

2020 Owner Occupied Housing Units by Value

Total	6,075
<\$50,000	0.4%
\$50,000 - \$99,999	3.8%
\$100,000 - \$149,999	10.1%
\$150,000 - \$199,999	25.0%
\$200,000 - \$249,999	25.3%
\$250,000 - \$299,999	17.4%
\$300,000 - \$399,999	12.9%
\$400,000 - \$499,999	3.5%
\$500,000 - \$749,999	1.1%
\$750,000 - \$999,999	0.1%
\$1,000,000 +	0.3%
Average Home Value	\$237,712

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020. Esri converted Census 2000 data into 2010 geography.



Market Profile

Milton Market Area with Newville
Area: 148.51 square miles

Prepared by Esri
Latitude: 42.76727892
Longitude: -88.8847009

2010 Population by Age	
Total	19,271
0 - 4	6.1%
5 - 9	7.6%
10 - 14	7.7%
15 - 24	11.0%
25 - 34	11.6%
35 - 44	14.8%
45 - 54	16.1%
55 - 64	12.6%
65 - 74	7.4%
75 - 84	3.8%
85 +	1.3%
18 +	73.7%
2015 Population by Age	
Total	19,468
0 - 4	5.8%
5 - 9	6.7%
10 - 14	7.6%
15 - 24	11.8%
25 - 34	10.8%
35 - 44	13.9%
45 - 54	15.2%
55 - 64	14.0%
65 - 74	9.0%
75 - 84	3.8%
85 +	1.4%
18 +	75.4%
2020 Population by Age	
Total	19,682
0 - 4	5.6%
5 - 9	6.4%
10 - 14	7.1%
15 - 24	11.5%
25 - 34	10.6%
35 - 44	14.0%
45 - 54	14.1%
55 - 64	14.2%
65 - 74	10.5%
75 - 84	4.6%
85 +	1.4%
18 +	76.2%
2010 Population by Sex	
Males	9,620
Females	9,651
2015 Population by Sex	
Males	9,752
Females	9,715
2020 Population by Sex	
Males	9,888
Females	9,795

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020. Esri converted Census 2000 data into 2010 geography.



Market Profile

Milton Market Area with Newville
Area: 148.51 square miles

Prepared by Esri
Latitude: 42.76727892
Longitude: -88.8847009

2010 Population by Race/Ethnicity

Total	19,271
White Alone	96.2%
Black Alone	0.5%
American Indian Alone	0.1%
Asian Alone	1.2%
Pacific Islander Alone	0.0%
Some Other Race Alone	0.9%
Two or More Races	1.1%
Hispanic Origin	2.9%
Diversity Index	12.7

2015 Population by Race/Ethnicity

Total	19,467
White Alone	95.6%
Black Alone	0.6%
American Indian Alone	0.1%
Asian Alone	1.4%
Pacific Islander Alone	0.0%
Some Other Race Alone	1.0%
Two or More Races	1.2%
Hispanic Origin	3.4%
Diversity Index	14.5

2020 Population by Race/Ethnicity

Total	19,683
White Alone	94.9%
Black Alone	0.6%
American Indian Alone	0.1%
Asian Alone	1.6%
Pacific Islander Alone	0.0%
Some Other Race Alone	1.2%
Two or More Races	1.5%
Hispanic Origin	4.0%
Diversity Index	16.8

2010 Population by Relationship and Household Type

Total	19,271
In Households	99.9%
In Family Households	87.5%
Householder	28.4%
Spouse	23.6%
Child	31.7%
Other relative	1.6%
Nonrelative	2.3%
In Nonfamily Households	12.3%
In Group Quarters	0.1%
Institutionalized Population	0.0%
Noninstitutionalized Population	0.1%

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020. Esri converted Census 2000 data into 2010 geography.



Market Profile

Milton Market Area with Newville
Area: 148.51 square miles

Prepared by Esri
Latitude: 42.76727892
Longitude: -88.8847009

2015 Population 25+ by Educational Attainment

Total	13,254
Less than 9th Grade	1.3%
9th - 12th Grade, No Diploma	4.1%
High School Graduate	27.3%
GED/Alternative Credential	4.3%
Some College, No Degree	20.2%
Associate Degree	13.5%
Bachelor's Degree	18.7%
Graduate/Professional Degree	10.6%

2015 Population 15+ by Marital Status

Total	15,557
Never Married	23.5%
Married	61.6%
Widowed	4.5%
Divorced	10.4%

2015 Civilian Population 16+ in Labor Force

Civilian Employed	95.0%
Civilian Unemployed	5.0%

2015 Employed Population 16+ by Industry

Total	11,007
Agriculture/Mining	2.4%
Construction	6.9%
Manufacturing	18.3%
Wholesale Trade	4.4%
Retail Trade	13.4%
Transportation/Utilities	4.4%
Information	2.6%
Finance/Insurance/Real Estate	4.7%
Services	39.3%
Public Administration	3.7%

2015 Employed Population 16+ by Occupation

Total	11,008
White Collar	58.3%
Management/Business/Financial	13.6%
Professional	21.7%
Sales	11.3%
Administrative Support	11.6%
Services	14.1%
Blue Collar	27.6%
Farming/Forestry/Fishing	0.7%
Construction/Extraction	7.0%
Installation/Maintenance/Repair	4.5%
Production	9.1%
Transportation/Material Moving	6.4%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020. Esri converted Census 2000 data into 2010 geography.



Market Profile

Milton Market Area with Newville
Area: 148.51 square miles

Prepared by Esri
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2010 Households by Type

Total	7,350
Households with 1 Person	20.2%
Households with 2+ People	79.8%
Family Households	74.4%
Husband-wife Families	61.8%
With Related Children	27.3%
Other Family (No Spouse Present)	12.6%
Other Family with Male Householder	4.5%
With Related Children	3.0%
Other Family with Female Householder	8.1%
With Related Children	5.5%
Nonfamily Households	5.5%
All Households with Children	36.5%
Multigenerational Households	2.1%
Unmarried Partner Households	7.2%
Male-female	6.7%
Same-sex	0.5%

2010 Households by Size

Total	7,349
1 Person Household	20.2%
2 Person Household	37.8%
3 Person Household	16.7%
4 Person Household	15.7%
5 Person Household	6.4%
6 Person Household	2.3%
7 + Person Household	1.0%

2010 Households by Tenure and Mortgage Status

Total	7,349
Owner Occupied	81.4%
Owned with a Mortgage/Loan	62.3%
Owned Free and Clear	19.1%
Renter Occupied	18.6%

Data Note: Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020. Esri converted Census 2000 data into 2010 geography.



Market Profile

Milton Market Area with Newville
Area: 148.51 square miles

Prepared by Esri
Latitude: 42.76727892
Longitude: -88.8847009

Top 3 Tapestry Segments

1. Green Acres (6A)
2. Rustbelt Traditions (5D)
3. Middleburg (4C)

2015 Consumer Spending

Apparel & Services: Total \$	\$17,255,831
Average Spent	\$2,308.16
Spending Potential Index	100
Computers & Accessories: Total \$	\$1,950,202
Average Spent	\$260.86
Spending Potential Index	103
Education: Total \$	\$11,167,290
Average Spent	\$1,493.75
Spending Potential Index	98
Entertainment/Recreation: Total \$	\$25,782,754
Average Spent	\$3,448.74
Spending Potential Index	104
Food at Home: Total \$	\$39,671,344
Average Spent	\$5,306.49
Spending Potential Index	102
Food Away from Home: Total \$	\$24,918,976
Average Spent	\$3,333.20
Spending Potential Index	101
Health Care: Total \$	\$38,567,998
Average Spent	\$5,158.91
Spending Potential Index	109
HH Furnishings & Equipment: Total \$	\$14,393,042
Average Spent	\$1,925.23
Spending Potential Index	105
Investments: Total \$	\$15,995,356
Average Spent	\$2,139.56
Spending Potential Index	78
Retail Goods: Total \$	\$198,882,691
Average Spent	\$26,602.82
Spending Potential Index	104
Shelter: Total \$	\$120,857,380
Average Spent	\$16,166.05
Spending Potential Index	98
TV/Video/Audio: Total \$	\$10,001,448
Average Spent	\$1,337.81
Spending Potential Index	102
Travel: Total \$	\$15,237,288
Average Spent	\$2,038.16
Spending Potential Index	104
Vehicle Maintenance & Repairs: Total \$	\$8,631,777
Average Spent	\$1,154.60
Spending Potential Index	103

Data Note: Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and Average Amount Spent Per Household represent annual figures. The Spending Potential Index represents the amount spent in the area relative to a national average of 100.

Source: Consumer Spending data are derived from the 2011 and 2012 Consumer Expenditure Surveys, Bureau of Labor Statistics. Esri.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020. Esri converted Census 2000 data into 2010 geography.

July 16, 2015



Retail MarketPlace Profile

Milton Market Area with Newville
Area: 148.51 square miles

Latitude: 42.76721288
Longitude: -88.8846753

Summary Demographics

2015 Population	19,467
2015 Households	7,476
2015 Median Disposable Income	\$51,790
2015 Per Capita Income	\$29,559

Industry Summary

	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$246,413,714	\$235,707,053	\$10,706,661	2.2	134
Total Retail Trade	44-45	\$221,837,476	\$217,159,722	\$4,677,754	1.1	106
Total Food & Drink	722	\$24,576,238	\$18,547,331	\$6,028,907	14.0	29

Industry Group

	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$47,000,957	\$34,286,826	\$12,714,131	15.6	11
Automobile Dealers	4411	\$41,036,153	\$32,176,529	\$8,859,624	12.1	5
Other Motor Vehicle Dealers	4412	\$3,145,538	\$1,773,668	\$1,371,870	27.9	4
Auto Parts, Accessories & Tire Stores	4413	\$2,819,266	\$336,630	\$2,482,636	78.7	2
Furniture & Home Furnishings Stores	442	\$4,656,209	\$664,853	\$3,991,356	75.0	4
Furniture Stores	4421	\$2,881,106	\$202,090	\$2,679,016	86.9	1
Home Furnishings Stores	4422	\$1,775,103	\$462,763	\$1,312,340	58.6	3
Electronics & Appliance Stores	443	\$7,377,886	\$1,526,861	\$5,851,025	65.7	4
Bldg Materials, Garden Equip. & Supply Stores	444	\$7,964,326	\$8,334,856	-\$370,530	-2.3	12
Bldg Material & Supplies Dealers	4441	\$6,519,394	\$6,793,126	-\$273,732	-2.1	9
Lawn & Garden Equip & Supply Stores	4442	\$1,444,932	\$1,541,730	-\$96,798	-3.2	3
Food & Beverage Stores	445	\$34,617,872	\$21,863,244	\$12,754,628	22.6	14
Grocery Stores	4451	\$32,048,397	\$11,953,113	\$20,095,284	45.7	8
Specialty Food Stores	4452	\$863,717	\$9,188,977	-\$8,325,260	-82.8	6
Beer, Wine & Liquor Stores	4453	\$1,705,758	\$721,154	\$984,604	40.6	1
Health & Personal Care Stores	446,4461	\$19,685,142	\$7,225,215	\$12,459,927	46.3	3
Gasoline Stations	447,4471	\$26,321,527	\$70,753,325	-\$44,431,798	-45.8	5
Clothing & Clothing Accessories Stores	448	\$11,674,150	\$1,348,936	\$10,325,214	79.3	6
Clothing Stores	4481	\$7,719,834	\$733,907	\$6,985,927	82.6	4
Shoe Stores	4482	\$1,998,787	\$0	\$1,998,787	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$1,955,529	\$615,029	\$1,340,500	52.1	2
Sporting Goods, Hobby, Book & Music Stores	451	\$4,924,178	\$8,247,199	-\$3,323,021	-25.2	18
Sporting Goods/Hobby/Musical Instr Stores	4511	\$3,805,968	\$8,141,540	-\$4,335,572	-36.3	17
Book, Periodical & Music Stores	4512	\$1,118,210	\$105,659	\$1,012,551	82.7	1
General Merchandise Stores	452	\$33,927,069	\$55,220,018	-\$21,292,949	-23.9	5
Department Stores Excluding Leased Depts.	4521	\$16,300,442	\$1,004,733	\$15,295,709	88.4	2
Other General Merchandise Stores	4529	\$17,626,627	\$54,215,285	-\$36,588,658	-50.9	3
Miscellaneous Store Retailers	453	\$4,779,178	\$7,241,432	-\$2,462,254	-20.5	21
Florists	4531	\$252,709	\$238,034	\$14,675	3.0	4
Office Supplies, Stationery & Gift Stores	4532	\$1,493,836	\$3,355,050	-\$1,861,214	-38.4	4
Used Merchandise Stores	4533	\$936,470	\$428,184	\$508,286	37.2	5
Other Miscellaneous Store Retailers	4539	\$2,096,162	\$3,220,165	-\$1,124,003	-21.1	8
Nonstore Retailers	454	\$18,908,982	\$446,955	\$18,462,027	95.4	2
Electronic Shopping & Mail-Order Houses	4541	\$16,148,468	\$0	\$16,148,468	100.0	0
Vending Machine Operators	4542	\$782,105	\$177,241	\$604,864	63.0	1
Direct Selling Establishments	4543	\$1,978,409	\$269,714	\$1,708,695	76.0	1
Food Services & Drinking Places	722	\$24,576,238	\$18,547,331	\$6,028,907	14.0	29
Full-Service Restaurants	7221	\$8,909,545	\$8,415,022	\$494,523	2.9	10
Limited-Service Eating Places	7222	\$12,900,551	\$9,555,253	\$3,345,298	14.9	14
Special Food Services	7223	\$1,153,840	\$95,145	\$1,058,695	84.8	1
Drinking Places - Alcoholic Beverages	7224	\$1,612,302	\$481,912	\$1,130,390	54.0	4

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please view the methodology statement at <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>.

Source: Esri and Dun & Bradstreet. Copyright 2015 Dun & Bradstreet, Inc. All rights reserved.

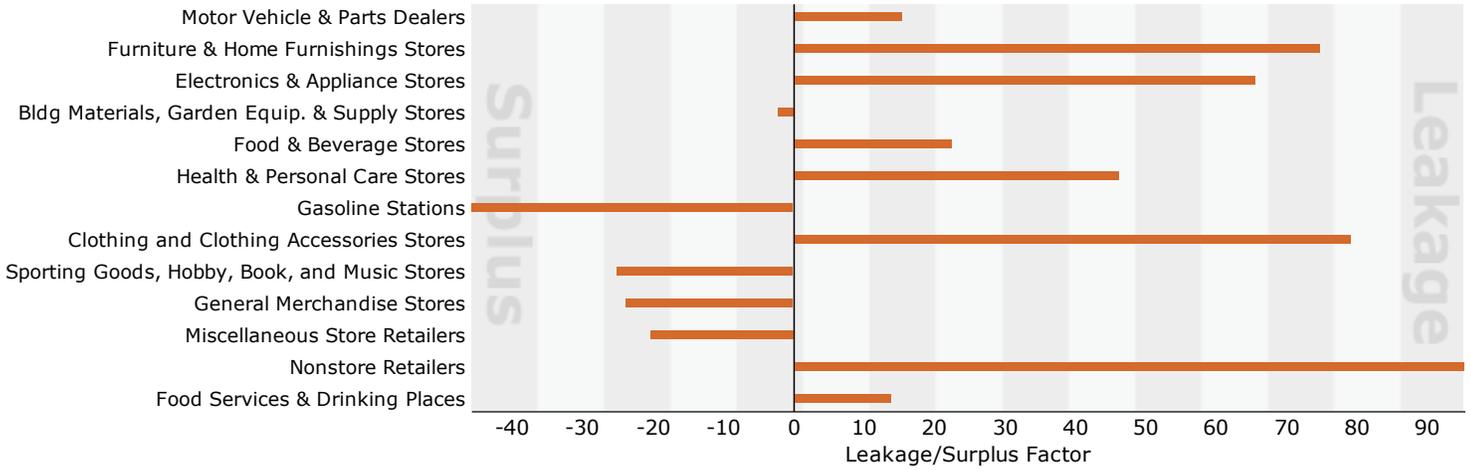


Retail MarketPlace Profile

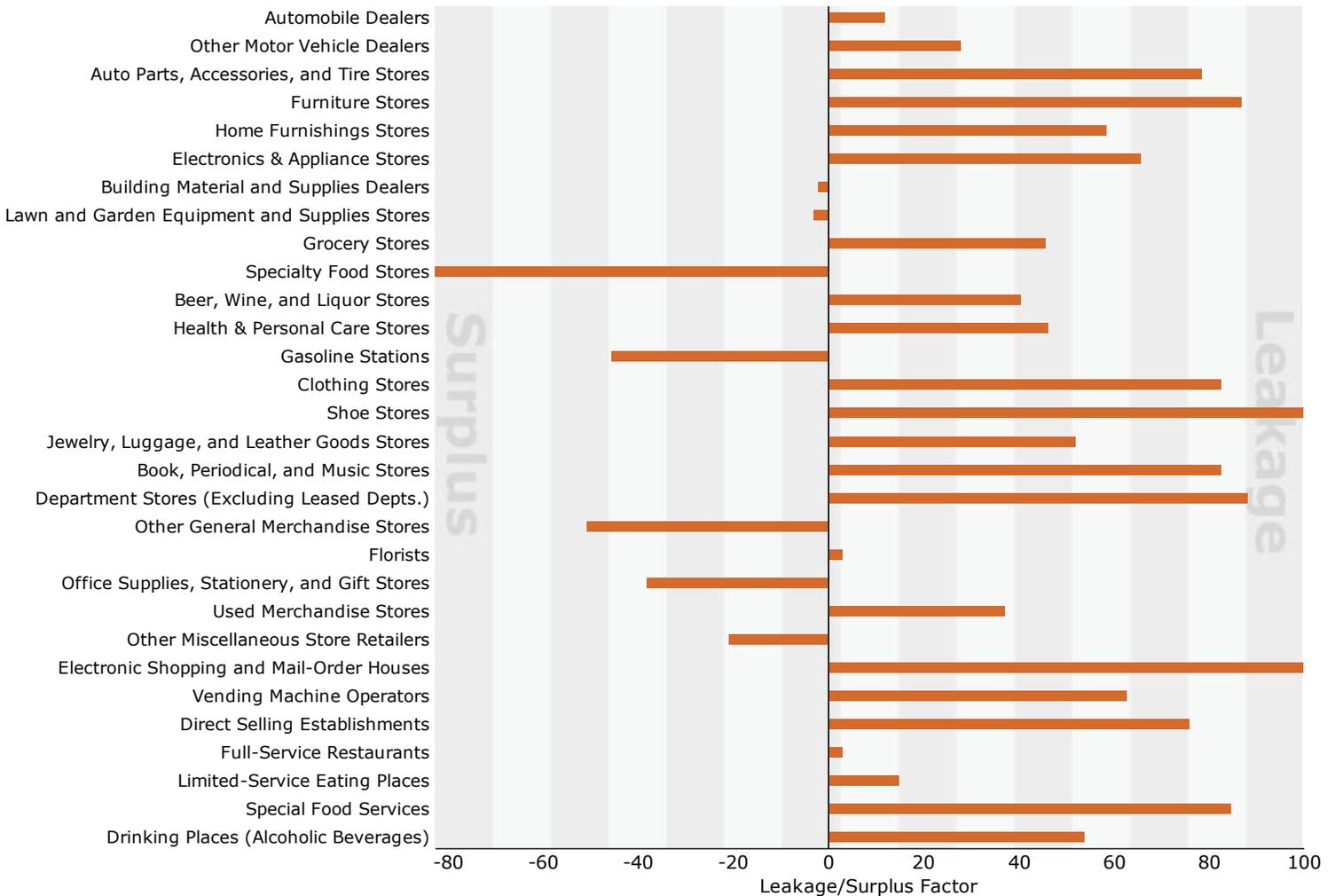
Milton Market Area with Newville
 Area: 148.51 square miles

Latitude: 42.76721288
 Longitude: -88.8846753

Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



Source: Esri and Dun & Bradstreet. Copyright 2015 Dun & Bradstreet, Inc. All rights reserved.



Tapestry Segmentation Area Profile

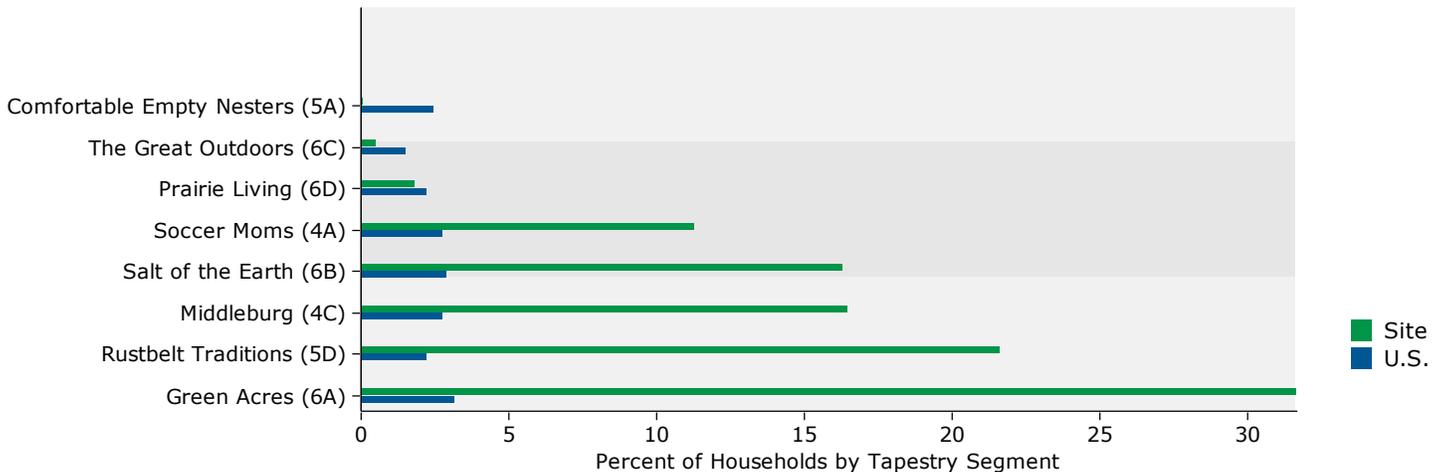
Milton Market Area with Newville
 Area: 148.51 square miles

Latitude: 42.76721288
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Top Twenty Tapestry Segments

Rank	Tapestry Segment	2015 Households		2015 U.S. Households		Index
		Percent	Cumulative Percent	Percent	Cumulative Percent	
1	Green Acres (6A)	31.7%	31.7%	3.2%	3.2%	993
2	Rustbelt Traditions (5D)	21.6%	53.3%	2.2%	5.4%	964
3	Middleburg (4C)	16.5%	69.8%	2.8%	8.2%	591
4	Salt of the Earth (6B)	16.3%	86.1%	2.9%	11.1%	555
5	Soccer Moms (4A)	11.3%	97.4%	2.8%	13.9%	401
Subtotal		97.4%		13.9%		
6	Prairie Living (6D)	1.9%	99.3%	2.2%	16.1%	83
7	The Great Outdoors (6C)	0.5%	99.8%	1.6%	17.7%	34
8	Comfortable Empty Nesters (5A)	0.1%	99.9%	2.5%	20.2%	4
Subtotal		2.5%		6.3%		
Total		100.0%		20.3%		493

Top Ten Tapestry Segments Site vs. U.S.



Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the US average.

Source: Esri

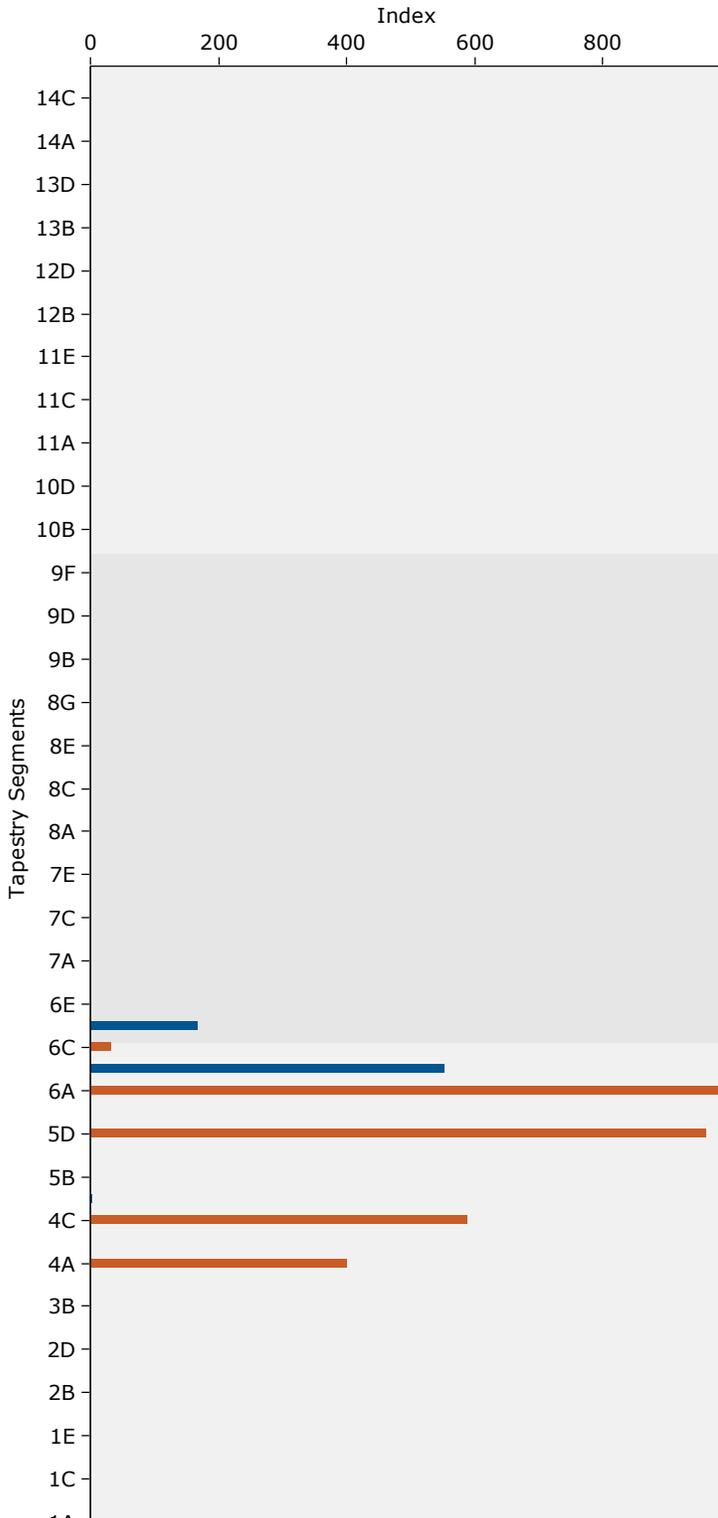


Tapestry Segmentation Area Profile

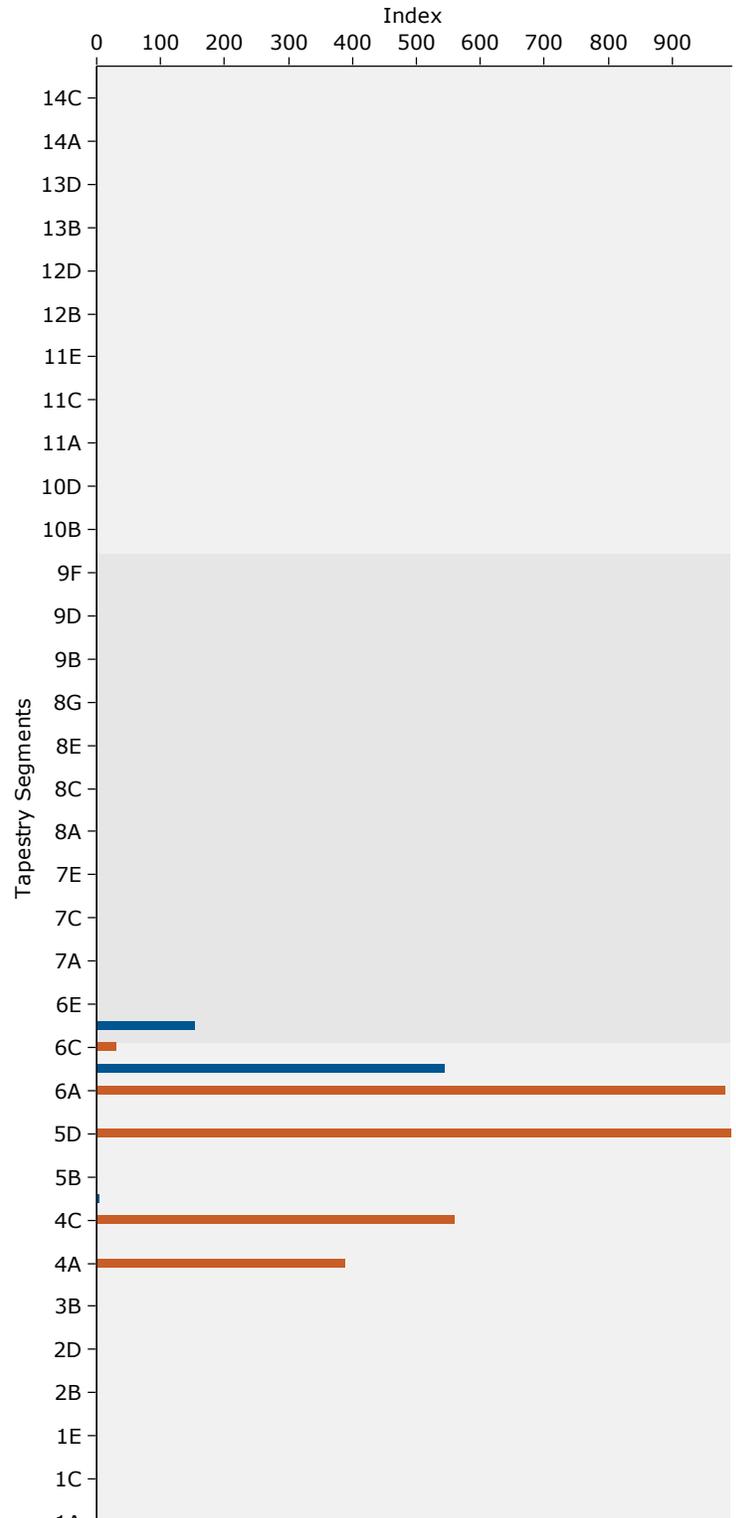
Milton Market Area with Newville
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Latitude: 42.76721288
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2015 Tapestry Indexes by Households



2015 Tapestry Indexes by Population



Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the US average.

Source: Esri



Tapestry Segmentation Area Profile

Milton Market Area with Newville
 Area: 148.51 square miles

Latitude: 42.76721288
 Longitude: -88.8846753

Tapestry LifeMode Groups	2015 Households			2015 Population		
	Number	Percent	Index	Number	Percent	Index
Total:	7,476	100.0%		19,467	100.0%	
1. Affluent Estates	0	0.0%	0	0	0.0%	0
Top Tier (1A)	0	0.0%	0	0	0.0%	0
Professional Pride (1B)	0	0.0%	0	0	0.0%	0
Boomburbs (1C)	0	0.0%	0	0	0.0%	0
Savvy Suburbanites (1D)	0	0.0%	0	0	0.0%	0
Exurbanites (1E)	0	0.0%	0	0	0.0%	0
2. Upscale Avenues	0	0.0%	0	0	0.0%	0
Urban Chic (2A)	0	0.0%	0	0	0.0%	0
Pleasantville (2B)	0	0.0%	0	0	0.0%	0
Pacific Heights (2C)	0	0.0%	0	0	0.0%	0
Enterprising Professionals (2D)	0	0.0%	0	0	0.0%	0
3. Uptown Individuals	0	0.0%	0	0	0.0%	0
Laptops and Lattes (3A)	0	0.0%	0	0	0.0%	0
Metro Renters (3B)	0	0.0%	0	0	0.0%	0
Trendsetters (3C)	0	0.0%	0	0	0.0%	0
4. Family Landscapes	2,080	27.8%	379	5,603	28.8%	362
Soccer Moms (4A)	844	11.3%	401	2,405	12.4%	391
Home Improvement (4B)	0	0.0%	0	0	0.0%	0
Middleburg (4C)	1,236	16.5%	591	3,198	16.4%	562
5. GenXurban	1,626	21.7%	188	4,094	21.0%	196
Comfortable Empty Nesters (5A)	8	0.1%	4	22	0.1%	5
In Style (5B)	0	0.0%	0	0	0.0%	0
Parks and Rec (5C)	0	0.0%	0	0	0.0%	0
Rustbelt Traditions (5D)	1,618	21.6%	964	4,072	20.9%	994
Midlife Constants (5E)	0	0.0%	0	0	0.0%	0
6. Cozy Country Living	3,770	50.4%	413	9,770	50.2%	427
Green Acres (6A)	2,370	31.7%	993	6,281	32.3%	985
Salt of the Earth (6B)	1,221	16.3%	555	3,079	15.8%	545
The Great Outdoors (6C)	40	0.5%	34	92	0.5%	32
Prairie Living (6D)	139	1.9%	169	318	1.6%	155
Rural Resort Dwellers (6E)	0	0.0%	0	0	0.0%	0
Heartland Communities (6F)	0	0.0%	0	0	0.0%	0
7. Ethnic Enclaves	0	0.0%	0	0	0.0%	0
Up and Coming Families (7A)	0	0.0%	0	0	0.0%	0
Urban Villages (7B)	0	0.0%	0	0	0.0%	0
American Dreamers (7C)	0	0.0%	0	0	0.0%	0
Barrios Urbanos (7D)	0	0.0%	0	0	0.0%	0
Valley Growers (7E)	0	0.0%	0	0	0.0%	0
Southwestern Families (7F)	0	0.0%	0	0	0.0%	0

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the US average.

Source: Esri



Tapestry Segmentation Area Profile

Milton Market Area with Newville
 Area: 148.51 square miles

Latitude: 42.76721288
 Longitude: -88.8846753

Tapestry LifeMode Groups	2015 Households			2015 Population		
	Number	Percent	Index	Number	Percent	Index
Total:	7,476	100.0%		19,467	100.0%	
8. Middle Ground	0	0.0%	0	0	0.0%	0
City Lights (8A)	0	0.0%	0	0	0.0%	0
Emerald City (8B)	0	0.0%	0	0	0.0%	0
Bright Young Professionals (8C)	0	0.0%	0	0	0.0%	0
Downtown Melting Pot (8D)	0	0.0%	0	0	0.0%	0
Front Porches (8E)	0	0.0%	0	0	0.0%	0
Old and Newcomers (8F)	0	0.0%	0	0	0.0%	0
Hardscrabble Road (8G)	0	0.0%	0	0	0.0%	0
9. Senior Styles	0	0.0%	0	0	0.0%	0
Silver & Gold (9A)	0	0.0%	0	0	0.0%	0
Golden Years (9B)	0	0.0%	0	0	0.0%	0
The Elders (9C)	0	0.0%	0	0	0.0%	0
Senior Escapes (9D)	0	0.0%	0	0	0.0%	0
Retirement Communities (9E)	0	0.0%	0	0	0.0%	0
Social Security Set (9F)	0	0.0%	0	0	0.0%	0
10. Rustic Outposts	0	0.0%	0	0	0.0%	0
Southern Satellites (10A)	0	0.0%	0	0	0.0%	0
Rooted Rural (10B)	0	0.0%	0	0	0.0%	0
Diners & Miners (10C)	0	0.0%	0	0	0.0%	0
Down the Road (10D)	0	0.0%	0	0	0.0%	0
Rural Bypasses (10E)	0	0.0%	0	0	0.0%	0
11. Midtown Singles	0	0.0%	0	0	0.0%	0
City Strivers (11A)	0	0.0%	0	0	0.0%	0
Young and Restless (11B)	0	0.0%	0	0	0.0%	0
Metro Fusion (11C)	0	0.0%	0	0	0.0%	0
Set to Impress (11D)	0	0.0%	0	0	0.0%	0
City Commons (11E)	0	0.0%	0	0	0.0%	0
12. Hometown	0	0.0%	0	0	0.0%	0
Family Foundations (12A)	0	0.0%	0	0	0.0%	0
Traditional Living (12B)	0	0.0%	0	0	0.0%	0
Small Town Simplicity (12C)	0	0.0%	0	0	0.0%	0
Modest Income Homes (12D)	0	0.0%	0	0	0.0%	0
13. Next Wave	0	0.0%	0	0	0.0%	0
International Marketplace (13A)	0	0.0%	0	0	0.0%	0
Las Casas (13B)	0	0.0%	0	0	0.0%	0
NeWest Residents (13C)	0	0.0%	0	0	0.0%	0
Fresh Ambitions (13D)	0	0.0%	0	0	0.0%	0
High Rise Renters (13E)	0	0.0%	0	0	0.0%	0
14. Scholars and Patriots	0	0.0%	0	0	0.0%	0
Military Proximity (14A)	0	0.0%	0	0	0.0%	0
College Towns (14B)	0	0.0%	0	0	0.0%	0
Dorms to Diplomas (14C)	0	0.0%	0	0	0.0%	0
Unclassified (15)	0	0.0%	0	0	0.0%	0

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the US average.

Source: Esri



Tapestry Segmentation Area Profile

Milton Market Area with Newville
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Tapestry Urbanization Groups	2015 Households			2015 Population		
	Number	Percent	Index	Number	Percent	Index
Total:	7,476	100.0%		19,467	100.0%	
1. Principal Urban Center	0	0.0%	0	0	0.0%	0
Laptops and Lattes (3A)	0	0.0%	0	0	0.0%	0
Metro Renters (3B)	0	0.0%	0	0	0.0%	0
Trendsetters (3C)	0	0.0%	0	0	0.0%	0
Downtown Melting Pot (8D)	0	0.0%	0	0	0.0%	0
City Strivers (11A)	0	0.0%	0	0	0.0%	0
NeWest Residents (13C)	0	0.0%	0	0	0.0%	0
Fresh Ambitions (13D)	0	0.0%	0	0	0.0%	0
High Rise Renters (13E)	0	0.0%	0	0	0.0%	0
2. Urban Periphery	1,618	21.6%	128	4,072	20.9%	112
Pacific Heights (2C)	0	0.0%	0	0	0.0%	0
Rustbelt Traditions (5D)	1,618	21.6%	964	4,072	20.9%	994
Urban Villages (7B)	0	0.0%	0	0	0.0%	0
American Dreamers (7C)	0	0.0%	0	0	0.0%	0
Barrios Urbanos (7D)	0	0.0%	0	0	0.0%	0
Southwestern Families (7F)	0	0.0%	0	0	0.0%	0
City Lights (8A)	0	0.0%	0	0	0.0%	0
Bright Young Professionals (8C)	0	0.0%	0	0	0.0%	0
Metro Fusion (11C)	0	0.0%	0	0	0.0%	0
Family Foundations (12A)	0	0.0%	0	0	0.0%	0
Modest Income Homes (12D)	0	0.0%	0	0	0.0%	0
International Marketplace (13A)	0	0.0%	0	0	0.0%	0
Las Casas (13B)	0	0.0%	0	0	0.0%	0
3. Metro Cities	0	0.0%	0	0	0.0%	0
In Style (5B)	0	0.0%	0	0	0.0%	0
Emerald City (8B)	0	0.0%	0	0	0.0%	0
Front Porches (8E)	0	0.0%	0	0	0.0%	0
Old and Newcomers (8F)	0	0.0%	0	0	0.0%	0
Hardscrabble Road (8G)	0	0.0%	0	0	0.0%	0
Retirement Communities (9E)	0	0.0%	0	0	0.0%	0
Social Security Set (9F)	0	0.0%	0	0	0.0%	0
Young and Restless (11B)	0	0.0%	0	0	0.0%	0
Set to Impress (11D)	0	0.0%	0	0	0.0%	0
City Commons (11E)	0	0.0%	0	0	0.0%	0
Traditional Living (12B)	0	0.0%	0	0	0.0%	0
College Towns (14B)	0	0.0%	0	0	0.0%	0
Dorms to Diplomas (14C)	0	0.0%	0	0	0.0%	0

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Total:	7,476	100.0%		19,467	100.0%	
4. Suburban Periphery	852	11.4%	36	2,427	12.5%	39
Top Tier (1A)	0	0.0%	0	0	0.0%	0
Professional Pride (1B)	0	0.0%	0	0	0.0%	0
Boomburbs (1C)	0	0.0%	0	0	0.0%	0
Savvy Suburbanites (1D)	0	0.0%	0	0	0.0%	0
Exurbanites (1E)	0	0.0%	0	0	0.0%	0
Urban Chic (2A)	0	0.0%	0	0	0.0%	0
Pleasantville (2B)	0	0.0%	0	0	0.0%	0
Enterprising Professionals (2D)	0	0.0%	0	0	0.0%	0
Soccer Moms (4A)	844	11.3%	401	2,405	12.4%	391
Home Improvement (4B)	0	0.0%	0	0	0.0%	0
Comfortable Empty Nesters (5A)	8	0.1%	4	22	0.1%	5
Parks and Rec (5C)	0	0.0%	0	0	0.0%	0
Midlife Constants (5E)	0	0.0%	0	0	0.0%	0
Up and Coming Families (7A)	0	0.0%	0	0	0.0%	0
Silver & Gold (9A)	0	0.0%	0	0	0.0%	0
Golden Years (9B)	0	0.0%	0	0	0.0%	0
The Elders (9C)	0	0.0%	0	0	0.0%	0
Military Proximity (14A)	0	0.0%	0	0	0.0%	0
5. Semirural	1,236	16.5%	176	3,198	16.4%	179
Middleburg (4C)	1,236	16.5%	591	3,198	16.4%	562
Heartland Communities (6F)	0	0.0%	0	0	0.0%	0
Valley Growers (7E)	0	0.0%	0	0	0.0%	0
Senior Escapes (9D)	0	0.0%	0	0	0.0%	0
Down the Road (10D)	0	0.0%	0	0	0.0%	0
Small Town Simplicity (12C)	0	0.0%	0	0	0.0%	0
6. Rural	3,770	50.4%	295	9,770	50.2%	298
Green Acres (6A)	2,370	31.7%	993	6,281	32.3%	985
Salt of the Earth (6B)	1,221	16.3%	555	3,079	15.8%	545
The Great Outdoors (6C)	40	0.5%	34	92	0.5%	32
Prairie Living (6D)	139	1.9%	169	318	1.6%	155
Rural Resort Dwellers (6E)	0	0.0%	0	0	0.0%	0
Southern Satellites (10A)	0	0.0%	0	0	0.0%	0
Rooted Rural (10B)	0	0.0%	0	0	0.0%	0
Diners & Miners (10C)	0	0.0%	0	0	0.0%	0
Rural Bypasses (10E)	0	0.0%	0	0	0.0%	0
Unclassified (15)	0	0.0%	0	0	0.0%	0

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