



Mazo 2020

Village of Mazomanie Economic Positioning Strategy



Document Prepared by:



January 20, 2016

Table of Contents

1. Introduction	4
Purpose of Document	5
Strategic Goals	5
Inputs and Study	6
2. Summary of Findings	8
Overall Identified Issues	9
Identified Key Assets and Opportunities	10
3. Recommendations	14
Vision	15
Heart of the Brand	16
Positioning Platform	17
Economic Positioning Strategy Framework	18
Quick Moving Projects	18
Framework Pull-Out Section	19
Additional Detail for Downtown Projects	23
Strategic Implementation	26

Ad Hoc Committee:

Julie Cymbalak
Mark Elworthy
Gary Harrop
Andre Kliczak
Ben Lubchansky
Erin Mitchell
Mary Beth Schall

Subconsultants:

Vandewalle & Associates, Inc.
CCL Consulting, LLC

Document prepared by:
Vandewalle & Associates, Inc. in association with
CCL Consulting and the Village of Mazomanie

1. Introduction

The Village of Mazomanie, established in 1855 as a regional rail and economic center, remains an authentic small town framed within the beautiful natural landscape of Wisconsin's Driftless region and the lower Wisconsin River valley. Located in the state's fastest-growing county, 25 miles from downtown Madison and the State Capitol, the Village has a quaintly historic downtown district and is today ideally located to become a vibrant "gateway" community connecting Dane County's expanding urban center with the rural lifestyle and abundant natural resources of the Driftless region of southwest Wisconsin.

The Village brings a wealth of assets to leverage future community growth and new economic opportunity—a genuine "open door" quality of life, top-rated schools, and a business-friendly attitude. In recent years, there also has been a growing appreciation of the role of the outdoors in building the community's quality of life, and of the strategic importance of developing new outdoor recreation opportunities to retain residents, attract visitors, and bring new business downtown. In seeking a path for economic and community development, the Village also has consulted with major local institutions, recognizing the critical need of local employers to find ways to attract new workers, and for the Wisconsin Heights School District to remain on the path of growth and sustainability. This planning effort is an outgrowth of the stated economic need to attract employees and residents.

Purpose of the Document

This document summarizes the process, findings, and recommendations of the Economic Positioning Strategy effort. It presents a clear Vision for the community that can help guide public and private decision-making toward a vibrant and sustainable future. The Vision presented is an achievable, place-based goal for a future Mazomanie around which residents, local entrepreneurs, and other interested parties can structure their own efforts from now to 2020 and beyond.

The recommendation section of the document offers a pull-out Framework outlining key projects that the community should pursue in the next five years to begin the process of becoming a vibrant and unique Mazomanie; a Framework that understands Mazomanie's abundant natural resources is vital to the community's future, and that is attractive to residents, job-seekers, families, visitors, and businesses.

Strategic Goals

Three strategic goals were established for the project, to guide and evaluate the economic strategies and activities:

1. **Attract Workforce/School Enrollment**
2. **Improve Quality of Life for Residents and Enhance Destination for Visitors**
3. **Help Ensure the Community gets ROI on Past Efforts**

Inputs and Study

Topics at the Forefront

During an upfront scoping session, the Ad Hoc Committee discussed the community's marketable qualities and assets and identified several broad themes and questions for further exploration by special focus groups.

- **Historic but Disconnected Downtown.** Downtown Mazomanie has been described as a “movie set with no movie.” After shifts in consumer habits and growth of the highway commercial corridor, Downtown Mazomanie has been bypassed for local and visitor activity. Great efforts to restore and preserve historic building facades have resulted in a variety of new shops attempting to make a start over the years, yet failing to thrive. The question arises: how can these historic structures be better utilized? How can the downtown support a healthy mix of restaurants, shops that would boost activity?
- **Highway Rebuilding & Streetscaping.** With the approval of the future Highway 14 improvements and streetscaping project, it is essential to examine highway improvements that will enhance the community and sense of place, and what other related issues could be addressed in order to incorporate these into an efficient plan. High on the list was the need to tie a disconnected downtown to the Highway 14 traffic corridor and bring people back downtown. Specifically, what improvements can be made at the intersection of the Highway and Broadhead to project the essence of Mazomanie and improve downtown access? How can the Village control unplanned, continuous strip commercial development along high-speed corridors?
- **Vital Natural Resources.** As an outgrowth of the 2015 Comprehensive Outdoor Recreation Plan, projects such as the Lake Marion improvements and the Wolf Run Trail were elevated to highest priority. Other issues such as the sustainable use of Black Earth Creek, conflicting uses of the River and other recreational areas, and potential uses of the extensive county and state public lands adjacent to Mazomanie provide the opportunity to further shape the Mazomanie of the future. Knowing how essential Mazomanie's abundant natural resources and recreational opportunities are to the character and quality of life in our community, how do we leverage and enhance the area's natural resources and public places?
- **Positioning Mazomanie amidst Surrounding Communities and in the Region.** How does Mazomanie talk about its best assets and make them part of its identity? How does Mazomanie differentiate itself in the eyes of residents, visitors, and businesses? Does it compete with, or complement the markets in Black Earth and Cross Plains for residents, tourists, and business? How does it compete with larger area communities such as Mt. Horeb and Spring Green that have lively downtowns with growing destination “mojo?” Does it want to position for the kind of growth seen in Sun Prairie or Middleton?
- **Regional Branding.** How can we work together to market Western Dane County; the rail and river communities in this subregion of the Driftless area?

Focus Groups: October 12, 2015

Community members and thought leaders representing a broad cross-section of community demographics and interests were recruited for a series of 90-minute conversations moderated by the consultant team. The discussions were broken into four topics areas. Summaries of those discussions were provided to the Committee and can be found in the Findings section of this document.

Youth, Families, and Community Participants

Cora Gullickson, Teacher
Dale Green, Elementary Principal
Dick Royston, Lion's Park
Dennis Schafer, Friends of L. Marion
Jim Wick, Local resident

Craftsmen, Creatives, and Music Participants

Marcia Miquelon, Rumpus Room
Don Meyer, Gandy Dancer
Jacob Mills, Rumpus Room
Jennifer Ogorek, Pickled Pottery
James and Deb Schroeder, Mazo Music Conservancy

Natural Resources/Outdoor Recreation Participants

Ted Marthe, Hoofbeat Ridge
Dale Reeve, Hunter
Scott Stokes, Wolf Run Association
Jeff Valek, Biker

Local & Regional Food/Food Destination Participants

Mike Lohre, Mike's Mix
Mary Beth Schall, Base Camp
Nancy Viste, Old Feed Mill
Jeff & Nancy Wirth, Wall St. Bistro

2. Summary of Findings

Overall Identified Issues

Following broad-based discussion, community input and focus groups, the Committee identified several key areas of opportunity for improving quality of life for local residents and to begin creating a new framework for local economic development.

- **After school activities for kids** are needed in the community.
- **New employees** need 'landing pad' apartment housing attractive to young talent.
- **Mazomanie lacks a suitable music venue** to host its active existing music scene.
- **More restaurants** are needed: "the more the better."
- **Downtown needs shops and restaurants;** it has quality historic buildings and authentic character, but lack of activity or reasons to go there.
- **Downtown needs people;** currently it lacks both new housing to bring residents there, as well as new restaurants, shops, and entertainment destinations to serve them.
- **The vibrancy cycle:** A Downtown without shops doesn't draw people; without people it cannot sustain shops, service businesses, and restaurants.
- **The community's image** from highway and gateways does not show off the community's assets or provide a sense of community pride.
- **Mazomanie's many rec opportunities** should get greater emphasis.
- **Black Earth Creek** is a valuable asset and Class A fishing stream, but should be used lightly.

"Every new business thinks it wants to be located on the highway."

"We are more than just the Mazo beach."

"Winter comes and the (downtown) shop goes under."

"There is no group to drive community events or promote the Driftless area."

Identified Key Assets and Opportunities

The following Key Assets and Opportunities were identified during the course of the four Community Focus Groups: Youth, Families, and Community; Craftsmen, Creatives, and Music; Natural Resources, Outdoor Recreation; and Local and Regional Food.

Youth, Families, and Community

Opportunities:

Enhance Soccer Fields to best in class for west county region. Soccer is a growing sport in the region and draws families from around the region to Mazomanie for games. Often it is these visitors' first introduction to Mazomanie.

Safe Crossing Points on Hwy 14. In a community known as a safe place to raise kids and foster their love of the outdoors, it is important for families to be able to safely allow kids the "freedom" to walk or bike around the community for play, getting to school, or attending events. Highway 14 currently creates a notable barrier to safe crossing at points beyond the bike trails. Completing the trail connections and adding multiple safe crossing points along Highway 14 can help unify the community and foster additional safe activities for kids.

Additional K-6 After-School Activities for Kids. Many Mazomanie parents commute to their jobs, and are eager to find additional after-school activities for their kids. There is an opportunity to expand on program activities such as those offered by the Rumpus Room, area horseback riding camps, visual and performance activities, outdoor skills groups, and more. A coordinated public and private effort and sharing of resources can help extend the available area resources to more families.

Housing for Young Professionals and Seniors. Area businesses have suggested that Mazomanie has the opportunity to add additional quality market-rate apartment housing to accommodate young professionals. This would help make recruitment of young talent easier for area companies. Families residing in Mazomanie have expressed the need for housing options that allow them to "age in place" in their chosen community. This is particularly important in a rural community that has limited offerings for health care and other services needed by seniors.

Key Assets:

- Quality school system
- Safe, small town
- Pool
- Drama and music
- Soccer fields
- Lake Marion and Parks
- Kids camps
- Affordable housing
- Bike trail near schools

Craftsmen, Creatives, and Music

Opportunities:

Music Venue Opportunity. With Mazomanie's active bluegrass and folk music talents and events, and its unique and varied performance groups, the community has the potential to create an "Americana Music" destination venue.

Expand to become a Recreational Hub to Region.

Mazomanie is ideally located in the Driftless region. With the completion of its trail connections and leverage/enhancement to other resources, Mazomanie will become a land and water recreational crossroads with potential to serve as a hub for a wide variety of activities such as biking, hiking, climbing, hunting, fishing, paddlesports, horseback riding, and camping. Mazomanie’s current “Base Camp” cafe is aptly named, and this or another entity/entities could be expanded to become a regional resource that offers residents and visitors extended trail, rental, and/or overnight accommodation information, equipment, and other support.

Gandy Dancer Festival Expansion in Square. Now in its 10th year, the Gandy Dancer Festival has become a popular annual event in Mazomanie, drawing thousands of local residents and out of town visitors to two outdoor stages featuring bluegrass, folk, and roots music. The Village currently closes down the streets in the main Downtown district to accommodate overflow from the Festival. Originally produced by a regional railroad museum, the Festival is now sponsored by a community nonprofit. There is an opportunity to move more of the activity from the Park to the Downtown Village “square” to create a more unique and authentic home-grown experience that will mutually benefit the image and energy of both the Downtown and of the Festival.

Themed Train Excursion Opportunity. Excursion trains have been successful in bringing large numbers of new visitors here in the past, and were part of the success of the Gandy Dancer Festival. With that service no longer available, Gandy Dancer will have to rework its configuration if it is to continue into the future. Bringing the train back for themed tours such as the Christmas train from Middleton, Gandy Dancer Festival, bike and other organized events, local food tour, can help draw day and weekend visitors from the Madison metro area in a memorable experience.

Key Assets:

- Mazomanie Music Conservancy
- Artists/Craftsmen
- Gandy Dancer bluegrass festival
- Car Museum
- Local “Americana” bands and musicians
- History Museum
- Circus history and Rumpus Room activities

Natural Resources and Outdoor Recreation

Opportunities:

Connect/Expand Trail System. The Village hosts a number of popular multi-use recreational trails serving walkers, bicyclists, and seasonal snowmobilers. There is opportunity to create additional trails and make connections between trails that will create new routes and activities and further enhance the value of these unique community assets. The recently completed Wolf Run Trail is the first link of the planned regional recreational trail from Mazomanie to Middleton.

Key Assets:

- Trails
- Black Earth Creek
- Wisconsin Riverway
- Canoe/Kayak trips on Wisconsin River
- Horseback riding
- DNR/County land
- Proximity to Devil’s Lake and Governor Dodge
- Driftless landscape

The Lake Marion Trail planned for construction in summer 2016 will link the county's on-road County Highway KP bicycle trail to Downtown Mazomanie. Planning is now underway for the Great Sauk Trail envisioned for bike and pedestrian use between Devil's Lake State Park and Mazomanie.

Low-Impact Local Use of Black Earth Creek. A recently completed series of restoration projects on lower Black Earth Creek at Mazomanie has opened up this picturesque spring-fed creek to new angling and family recreational paddling opportunities, easily accessed from local roadways and by Wolf Run Trail. There is an opportunity for the Village to work with local user groups, the Wisconsin Department of Natural Resources, and other partners to add amenities such as parking areas, handicapped access, and put-in and take-out points while recognizing this relatively small stream's limitations in terms of multiple recreational uses and overall capacity issues in order to maintain a quality experience for all users.

Winter Sports Expansion. The rolling countryside and open expanses of the Driftless region make the Mazomanie area popular for snowmobiling, cross-country skiing, and snowshoeing. The Village should seek to work with local snowmobiling and skiing clubs to identify opportunities to expand the winter trail system and serve as a base for winter recreational events.

Position as Hub for Many Outdoor Activities; Fishing, Hunting, Biking, Kayak/Canoeing, Rock climbing. The Village is emerging as a "hub" for a variety of outdoor pursuits available in the immediate area as well as within easy driving distance. The Lower Wisconsin State Riverway, Devil's Lake State Park, and Governor Dodge State Park each offer multiple outdoor recreation opportunities. There is an opportunity to draw both new residents and visitors attracted to the community's proximity to these amenities, positioning the Village and its Downtown business district to serve as a "base camp" offering facilities and services in support of this remarkable range of outdoor pursuits.

Camping and Picnicking. The network of land and water trails in the immediate vicinity of the Village creates opportunities for new family camping and picnicking facilities. With Dane County preparing to begin work on a new long-term master plan for Walking Iron Park--a 320-acre facility located directly across Black Earth Creek from Lion's Park--the Village will have an opportunity to provide input about further development, including family camping and picnicking facilities. A similar opportunity may exist with the Eva Wolf Conservancy, the 6-acre undeveloped wooded property that lies in the Village between Black Earth Creek, Halfway Prairie Creek, and Wisconsin & Southern Railroad.

Encourage Additional Active Uses of Adjacent County and State Public Lands. There are thousands of acres of mostly undeveloped county and state public recreation lands that lie to the north between the Village and the lower Wisconsin River. These public lands hold exciting potential for developing multiple compatible outdoor recreational uses and facilities and a direct trail connection from the Village to the Lower Wisconsin State Riverway (LWSR). The Village should seek opportunities to become an active participant in county and state long-term master planning initiatives for these vast tracts of public land located so close at hand. Development of new recreational facilities and expanded public use of LWSR lands at the Mazomanie Beach area may in future influence state policy regarding public access to the scenic natural beach.

Local and Regional Food

Opportunities:

Explore Grocery Store. A number of Focus Group participants said they routinely shop in Sauk City or in Madison at large grocery destinations like Costco on a weekly or bi-weekly basis. While most agree it would be convenient to have a local grocer, most express being “used to it” and have found they can source basic staples such as milk and bread at local convenience stores. Neighboring Black Earth, Berry, and Arena also share this challenge. Looking at a store serving a combined market would make a grocer more feasible. Local producers, farm stands, and CSAs could be tapped for their interest in participating in creation of a larger local food presence. There is also opportunity to expand local grocery delivery services.

APT Connection Opportunity. Visitors already come through Mazomanie on the way to the American Players Theatre in Spring Green. However, there is opportunity to get them to make Mazomanie much more of a weekend destination experience of its own. Mazomanie could complement a visit to Spring Green by offering dining, lodging, and even train transport to grow this business in Mazomanie dramatically. It could also position and create additional entertainment amenities to capture tourism traffic between the Dells and Spring Green.

Additional Dining Downtown. By offering additional dining downtown, Mazomanie could be more of a weekend destination. There is potential to offer local fare, and to expand into “gastropub” food offerings as the market is built over time.

Demand for Lodging/Niche. Guests to weddings and other celebrations held in the Mazomanie area are currently directed to seek overnight accommodation at the only B&B in the community, or look to Middleton as their closest option. At such times (largely seasonal) there is a demonstrated need for local lodging. There is also potential for getting visitors to stop in Mazomanie and stay a while on the way to the Dells or Spring Green, or make Mazomanie a multi-day recreation destination, with the addition of new lodging options for families. This becomes more feasible if the lodging market is expanded to include Black Earth and Cross Plains.

Local Food Destination Opportunity. With the community’s large agricultural base and several active farm stands, Mazomanie has the potential to grow the farm market concept in a central destination, possibly taking advantage of the currently underutilized Promenade facility. The addition of parking adjacent to the Promenade would facilitate the ease of access and set-up for farm market vendors. The successful Carr Valley Cheese is an example of a local business occupying a highly visible position on Highway 14. Mike’s Mix, currently located in the Downtown, makes protein foods for sports enthusiasts. There is potential to make local offerings like these into more of a destination by expanding the venue and creating an expanded tour, gift shop, and/or on-site dining.

Key Assets:

- Local restaurants
- Local food producers and CSAs
- Food processing(?) businesses
- Roadside farm stands
- B&B

3. Recommendations

Vision

The following Vision for Mazo 2020 grew out of a variety of community and professional inputs. This is a Vision for Mazomanie that can be used to guide future decision-making and align area assets and activities to create a cohesive direction. The focus and tone of the Vision are resident- and visitor-targeted rather than specifically business-directed. Businesses are served with this positioning and vision via employee attraction and quality of life enhancement. This balance directly responds to the original **Strategic Goal 1: Attracting Workforce/School Enrollment, and Strategic Goal 2: Improve Quality of Life for Residents and Enhance Destination for Visitors.**

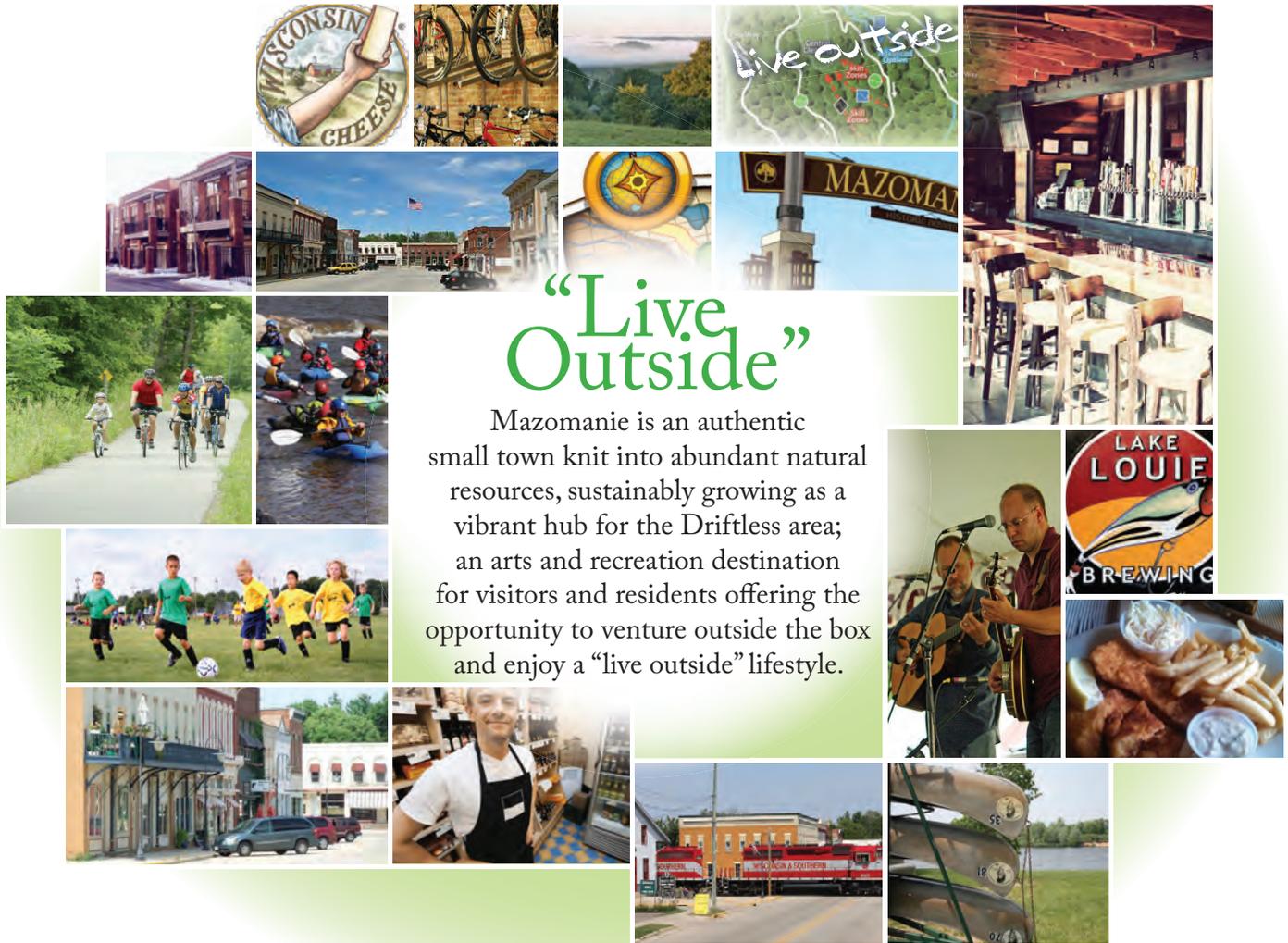
Economic Positioning Vision:

“Mazomanie is an authentic small town knit into abundant natural resources, sustainably growing as a vibrant hub for the Driftless area; an arts and recreation destination for visitors and residents offering the opportunity to venture outside the box and enjoy a ‘live outside’ lifestyle.”



Heart of the Brand

“Live Outside” has been crafted to be a positioning line that serves as the heart of the Mazomanie Brand. It quickly captures and expresses the essence of Mazomanie’s Vision and the core ideas around which it is positioning itself in the minds of new employees, residents, and visitors.



Positioning Platform

How do we talk about the brand?

Below is a set of benefit-oriented talking points that can be used throughout marketing efforts and materials. Once the brand is launched and some of the key projects in this Economic Positioning Strategy are implemented, these points can guide how Mazomanie should view and talk about itself. They add a back story to the Mazomanie brand, answer some of the most common questions asked by new employees, potential residents, or visitors, and offer “proof” to claims in the positioning that may alter the audience’s past experiences with or perceptions of Mazomanie.

Why live here? Mazomanie offers young workforce and families the freedom to pursue a genuine quality of life--with easy access to a wide range of prime outdoor recreation, top-notch schools, easy access to culture both in nearby Madison and region, and the close knit community and safety that are associated with being outside the “big city.”

Why work or grow a business here? The Village’s “open, business friendly” attitude and policies are attractive to small business. Mazomanie is flexible and ready to help anyone who wants to live and work “outside the box” or be their own boss, including small businesses, fledging retail, entrepreneurs, artists, and craftspeople.

Can we find a good quality of life here? Mazomanie is defined by its friendly, authentic downtown, top rated schools, and stunning landscape. Its synergistic natural resources can become a part of living, working, and playing here. This helps give Mazomanie residents of all ages opportunities for an excellent quality of life, with the area’s assets easier than ever to incorporate into daily living.

What makes Mazomanie more than a place to go through? As today’s Mazomanie comes into its own, it is generating a growing regional buzz and becoming a naturally defined visitor destination for unique and authentic outdoor experiences. Mazomanie’s businesses attract top talent with these abundant recreational assets and quality of life. Commercial and retail enterprises here embrace a genuine, home-grown and “outside the box” flavoring in their offerings, and work together to create, complement, and enhance a full palette of unique area experiences for residents and visitors.

What is changing to make this brand authentic and real? The Village is working to connect the dots: adding the right mix of amenities/projects that will support an “outside” orientation for the community, filling in the gaps, creating a synthesized new vibrancy Downtown and on the highway, all while protecting and promoting appropriate uses of natural resources.

How are we securing this unique brand for Mazomanie? The Village is helping the community’s businesses find ways to utilize and complement area assets and amenities, market themselves with authenticity, grow and connect to create a critical mass, and work together to generate a larger buzz.

Economic Positioning Strategy Framework

At right is a four-page fold-out Economic Positioning Strategy Framework that can help prioritize project implementation, outline actions, assign lead roles and responsibilities, and suggest partners for implementation. It is organized by page into four project/activity categories:

- **Workforce and Family Attraction**
- **Downtown Revival**
- **Image and Community Building**
- **Driftless Region Building**

Quick Moving Projects

Several of the projects listed in the full Framework are either already underway or are slated to begin implementation in 2016. A quick summary of these first projects is provided below.

1. Implementation Committee:

- Create Implementation Committee with makeup similar to Project Committee
- Helps spearhead and advance key projects
- Reports to the Village Board

2. Marketing:

- Web Site, logo, and poster/trail map
- Explore regional economic positioning - partners

3. Streetscaping, Trails, and Enhancements:

- Complete Lake Marion Trails and connection to Lions Park
- Create Downtown trailhead
- Visually connect Brodhead/Downtown to Hwy 14
- Hwy 14 safety improvements
- Gateway enhancements and signage

4. Redevelopment:

- Investigate downtown housing project opportunities
- Explore music venue Tap House with private sector/interested parties

Strategic Development Plan – Mazomanie Implementation Framework

PRIORITY PROJECT FOCUS	PROJECT ID	PROJECT/INITIATIVE	ACTIONS	TIMEFRAME:			LEVEL OF EFFORT/COST (LOW/MED/HI)	LEAD	PARTNERS
				2016	2017 - 2018	2019 - 2020+			
1. WORKFORCE & FAMILY ATTRACTION	W.1	After school programs & outdoor skills WHSD programming niche	Work w/schools & partners to develop niche programming	2016			high	Implementation Committee (IC), WHSD	WHSD admin/faculty, Dane County Parks, Private providers
	W.2	Lake Marion trails	Secure grants, determine alignment and design, and construct	2016			medium	IC, DPW	Friends of Lake Marion, Dane County Parks, WSOR, WDOT
	W.3	Connection to Lion's Park	Secure grants, determine alignment and design, and construct		2017-2018		medium		Lion's Club, Dane County Parks, WSOR, WDOT
	W.4	Soccer fields	Create dedicated parking, improve fields, add signage and wayfinding to downtown	2016			medium	P&R, DPW	Soccer clubs, Lion's Club
	W.5	Safe crossing points on Hwy 14	Integrate into Highway 14 DOT reconstruction		2017-2018		medium	DPW	IC, WDOT
	W.6	Quality apartments for workforce	Work with property owners, recruit developers aligned with vision	2016			medium	IC	Developers
	W.7	Active Senior housing	Develop niche concept, secure site, recruit developer	2016			medium	IC	Developers
	W.8	Grocery service	Meet w/current & potential providers, pilot small-scale model		2018		medium	IC	Providers, private sector grocers (Regional or state economic development agency role here?)
	W.9	Support Community Splashpad Effort	Work with community on Wisconsin Heights Splashpad as they secure financing resources	2016			low	Splash Pad Committee	Splash Pad Committee, Mazomanie Charitable Alliance, DPW
	W.10	Improve Broadband/High Speed Internet Service for towns in School District	Develop strategy and work with potential providers to improve service in Towns of Mazomanie & Black Earth	2016			low	IC, WHSD	WHSD, Providers, State Agencies
	W.11	Support Eva Wolf Run Conservancy Property Enhancement	Partner with Wolf Run Association to develop long-term physical and financial plan and agreements for improvements and maintenance of this property as part of Mazo 2020 effort	2016			low	Wolf Run Association	Village, Wolf Run Association
	W.12	Investigate a community-led bike sharing program	Investigate low-cost, small town models and work with local partners to implement		2017		low	IC, Chamber	Wolf Run

Strategic Development Plan – Mazomanie Implementation Framework

PRIORITY PROJECT FOCUS	PROJECT ID	PROJECT/INITIATIVE	ACTIONS	TIMEFRAME:			LEVEL OF EFFORT/COST (LOW/MED/HI)	LEAD	PARTNERS
				2016	2017 - 2018	2019 - 2020+			
2. DOWNTOWN REVIVAL	D.1	Connect Highway 14 to Downtown	<i>Develop design plans for 14/Broadhead gateway signage and Broadhead streetscape</i>	Early 2016				IC, DPW	Chamber of Commerce
	D.2	Link downtown to creek/enhance as amenity	<i>Investigate with property owners, prepare concept plan, and determine financial approach and potential grants</i>		2017		high	IC, DPW	Property owners, Friends of Lower Black Earth Creek, Mazomanie Community Foundation, Madison Community Foundation
	D.3	Create a central music destination such as a tap house, etc.	<i>Investigate with potential private sector / entrepreneurs</i>	2016			medium	IC	Mazo Music Conservancy, Selected Developer, Chamber of Commerce
	D.4	“Connect the dots” music / arts events (walks)	<i>Map key creatives and arts destination places in community</i>	2016			low	IC, Chamber of Commerce	Arts Community, Mazo Music Conservancy, Chamber of Commerce, DPW
	D.5	Public “Square” (signature flex/closed-off streets/space for events like Gandy Dancer)	<i>Investigate potential options for key downtown events with organizers</i>	2016			low	IC, Chamber of Commerce	Arts community, organizers, providers, vendors, DPW
	D.6	Increase downtown housing	<i>Test market potential and interest with credible apartment developers</i>		2017		high	IC	Developers, Chamber, Property Owners
	D.7	Target specific synergistic mix of business uses	<i>Develop desired use mix target list and use vision for community services and regional destination</i>		2016		medium	IC	Chamber
	D.8	Create downtown trailhead and streetscaping	<i>Develop signage and site plan for improvements, determine budget</i>	2016			medium	IC, DPW,	Chamber, Dane County Parks
	D.9	Explore potential connection from Brodhead to Cramer	<i>Work with property owners on long term plan</i>		2017		medium	IC, DPW	Chamber, private property owners on South side of RR corridor

Strategic Development Plan – Mazomanie Implementation Framework

PRIORITY PROJECT FOCUS	PROJECT ID	PROJECT/INITIATIVE	ACTIONS	TIMEFRAME:			LEVEL OF EFFORT/COST (LOW/MED/HI)	LEAD	PARTNERS
				2016	2017 - 2018	2019 - 2020+			
3. IMAGE & COMMUNITY BUILDING	I.1	Highway 14 image and safety improvements	<i>Ensure pedestrian and aesthetic improvements incorporated into DOT Highway 14 reconstruction plans</i>		2017		medium	IC, DPW	WDOT, Chamber
	I.2	Develop and apply brand and unique selling points	<i>Create a working framework of unique selling points, and benefit-oriented messages for residents, tourists, business audiences; roll out in web site</i>	2016			Low	IC, Marketing subcommittee or consultant TBD	
	I.3	Local marketing: “Live Outside” poster or trails map	<i>Create poster with trails, destinations that can be displayed at local businesses (poster) or given out at kiosks (map)</i>	2016			low	IC, Marketing subcommittee or consultant TBD	Chamber, Friends groups,
	I.4	Logo and Web site upgrade	<i>Develop logo that captures key benefits and forward vision of community. Upgrade website with new positioning vision and format, ensuring site is able to accommodate new features in future</i>	2016			medium	IC, Web workgroup, Marketing subcommittee or consultant TBD	Chamber
	I.5	Community Image Celebration and Participation Event	<i>Plan a summer community event to roll out positioning, celebrate Mazomanie’s unique assets, and empower community members to use the positioning to advance their own aligned businesses and activities</i>	2016			Low	IC, Chamber of Commerce. Web workgroup, Marketing subcommittee or consultant TBD	
	I.6	Enhance community gateways	<i>Identify key sites and improvements to be completed over time</i>			2019 and beyond	medium	IC, DPW, Marketing subcommittee or consultant TBD	Arts community. Maybe Dane County Arts Council grant.
	I.7	Grow signature events (Gandy Dancer etc)	<i>Plan for a larger marketing effort for 2017 event. investigate community organization to help organize/manage</i>		2017		medium	IC, Chamber of Commerce, Marketing subcommittee or consultant TBD	Arts community, organizers, providers, vendors, State Tourism Dept
	I.8	Leverage existing food enterprises to create a local food destination	<i>Continue to investigate potential entrepreneurial role in local food industry</i>		2017		medium	IC, Marketing subcommittee or consultant TBD	
	I.9	Marketing Mazomanie	<i>Determine simple, low-cost tactics to tell the Mazo story to the broader region</i>		2017			Marketing subcommittee or consultant TBD	Local providers

Strategic Development Plan – Mazomanie Implementation Framework

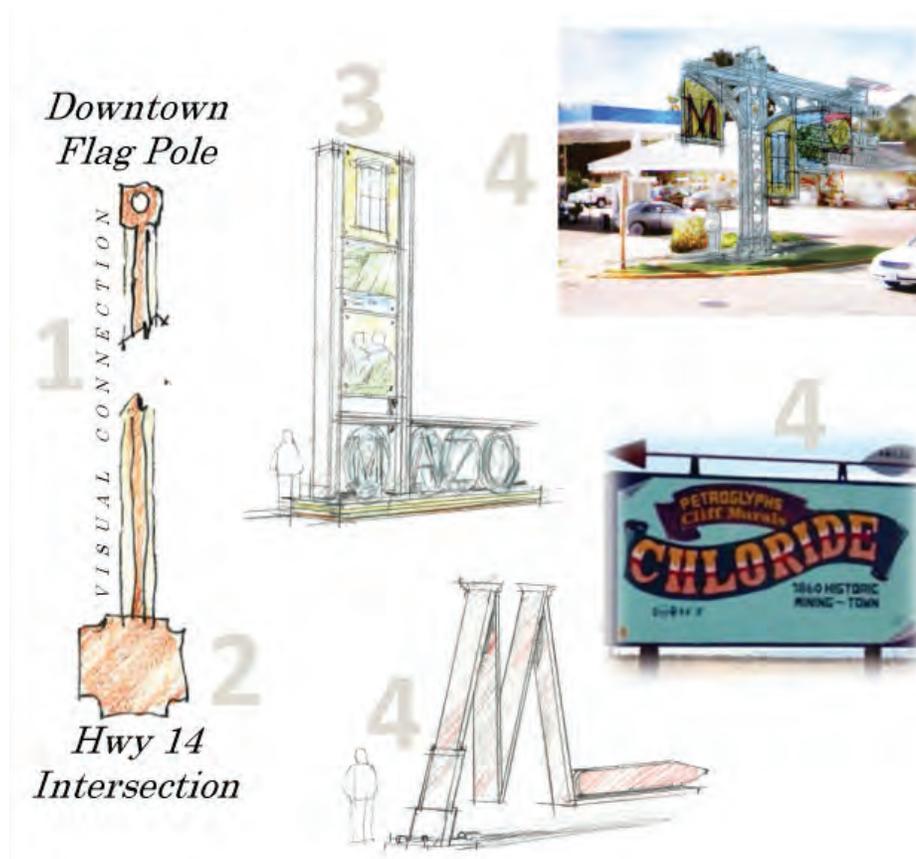
PRIORITY PROJECT FOCUS	PROJECT ID	PROJECT/INITIATIVE	ACTIONS	TIMEFRAME:			LEVEL OF EFFORT/COST (LOW/MED/HI)	LEAD	PARTNERS
				2016	2017 - 2018	2019 - 2020+			
4. DRIFTLESS REGION BUILDING	R.1	Create Regional Recreation Hub resources	<i>Determine unique ways to grow and market as a hub including map and private or public facilities</i>		2017		short	IC, Marketing subcommittee or consultant TBD	Chamber, State Tourism Dept
	R.2	Investigate market demand and niches for Lodging	<i>Private sector discussion to determine potential demand and niche</i>		2017		low	IC	Area Destinations/Employers State Tourism Dept, WEDC
	R.3	Complete trail connections	<i>Prepare master trail/resources master plan with regional partners</i>		2017		high	IC. DPW	Wolf Run Association, Friends of Lower Black Earth Creek, Dane County Parks, Department of Natural Resources, etc.
	R.4	Investigate excursion rail with operator	<i>Meet with rail operator to discuss opportunities</i>		2017		medium	IC, Chamber of Commerce	Chamber, Operator
	R.5	Explore regional economic positioning opportunity for creek and river communities	<i>Hold private/public event to share common opportunities and gauge interest</i>	2016			low	IC	Vandewalle, Chamber, State Tourism Dept., WEDC

Additional Detail for Downtown Revival Projects

The revival of the Downtown is a highly complex issue that will take involvement of many parties over the short and long term. Below is additional detail on the suggested Projects and Activities to supplement those provided in the Framework chart.

D.1 Connect Highway 14 to Downtown. The historic Downtown “Square” is not clearly visible from the main traffic route on Highway 14, due to distance, topography, and lack of visual cues. There are several potential strategies for achieving a stronger connection from Highway 14 to the Downtown Square. They include:

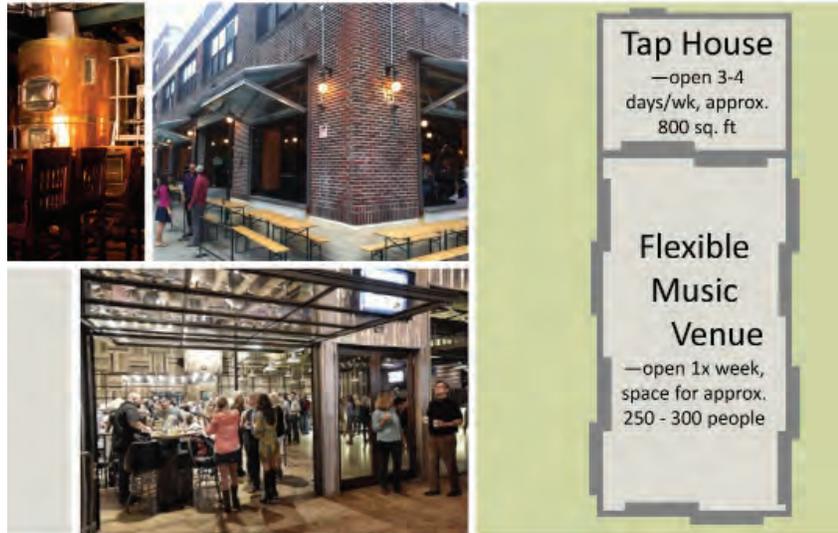
1. **Connect the Downtown to Hwy 14 visually with “bookend” features,** (i.e. two towers) and streetscaping, or create linear connection (art or bricks, etc.) from Highway 14 down Brodhead
2. **Emphasize crossing at Hwy 14 and Brodhead Intersection** with paver pattern at crossings
3. **Bring elements of style/materials from the Downtown out to Hwy 14**
4. **“Point” to Downtown** with a large public art piece on Highway 14 and Brodhead



D.2 Link Downtown to Creek/enhance as an amenity. Black Earth Creek is literally steps from the Downtown “Square,” yet is not visible from any Downtown vantage point. Making the Creek a visible and usable public feature of the Downtown could quickly add much-needed new energy and activity to the Downtown district. Several parcels along Hudson Street touch both the Downtown and the Creek, and could be enhanced to take advantage of the opportunity. (See *Figure 1 at right.*)

D.3 Create a central music destination such as a tap house, etc. A small-scale music venue in a central location would bring new activity Downtown

while leveraging Mazomanie’s existing Americana/ folk music scene. The venue could be anchored by a tap house that operates 3 to 4 days a week, which could open for performances on weekends or for scheduled music events into a separate yet attached music venue with capacity of 100 to 250 people.



D.4 “Connect the Dots” music/art events/walks. To very quickly create a greater whole from the individual members of Mazomanie’s existing art scene, existing artists could be mapped, and organized “gallery walk” open house events could be created to familiarize residents and visitors with arts amenities. This would be an easily implemented way to generate awareness and energy for what is unique about Mazomanie, and could be organized in the first year of implementation.

D.5 Public “Square” (signature flex/closed-off streets/space for events like Gandy Dancer).

Another quick project that could receive immediate implementation is to begin closing the Downtown “Square” formed by the streets of Hudson and Brodhead to automotive traffic during events such as Gandy Dancer, and making them open to pedestrian oriented gathering activities, booths, bands etc. (See *Figure 1 at right.*)

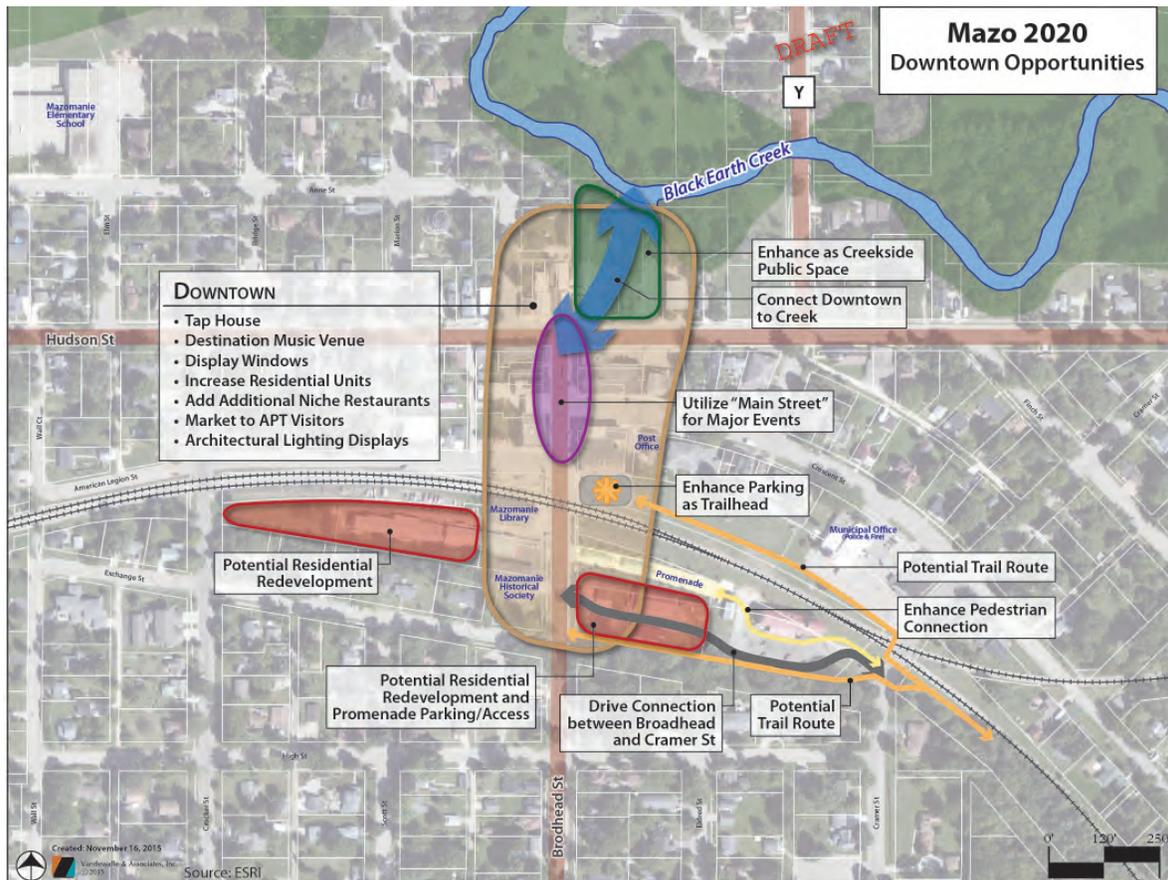
D.6 Increase Downtown housing. The task of bringing new Downtown housing should happen simultaneously with other projects that add new business mixes to the Downtown. This helps ensure that there will be people to support new business, and business services to support new Downtown residents. The implementation committee should begin work with developers and Downtown property owners to explore options for redevelopment with high quality residential apartments on one or two key sites. (See *Figure 1 at right.*)

D.7 Target specific synergistic mix of business uses. Downtown Mazomanie is not likely to again become a major retail destination for residents. However, it should anchor some basic services (dining, shopping, and other services) to locals as new residential units are added, along with a layer of a niche businesses to make it a destination for unique entertainment, arts, or other creative uses. These niche opportunities uses should be carefully cultivated as the next round of physical improvements are completed (trail, connection to Creek, etc.). As the market evolves it can examine successes and opportunities to foster an integrated combination of uses that create related synergies, expanding on some of the things that make it unique such as its recreational focus, Driftless area location, music, or arts focus.

D.8 Create Downtown trailhead and streetscape enhancements. A trailhead facility should be added Downtown, with public parking added. Two potential options exist for creating a recreational trail route in the Downtown area that would bring new activity to Downtown; one option located to the north of the rail line with public crossing at Brodhead, and one option to the south with public crossing at Cramer. These alternatives should be the subject of future study. The trail alternatives and trailhead location are shown in *Figure 1* below.

D.9 Explore potential connection from Brodhead to Cramer. A stronger connection should be established between Brodhead and Cramer in order to more fully realize the potential of the Promenade. *Figure 1* shows a potential drive connection to the east of and aligned with the existing W. Exchange Street. Additional pedestrian enhancements are also suggested to create a stronger connection. These options should be considered in conjunction with the trailhead enhancements.

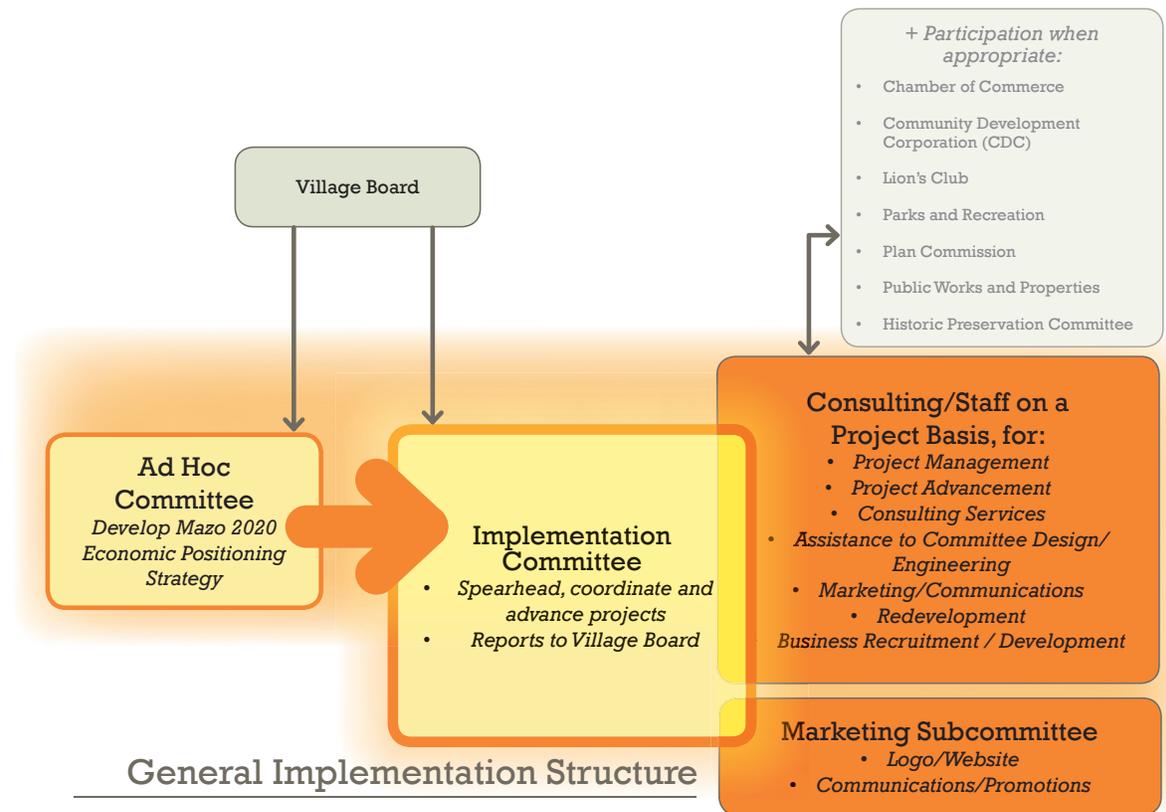
Figure 1.



Strategic Implementation

Implementation Committee

The multifaceted project opportunities identified in this strategy will take implementation efforts from a broad cadre of public and private partners. The strategy, while driven by the Village Board, should offer numerous opportunities to empower individuals, volunteers, and self-organized groups to take active roles in community projects and new business opportunities that are consistent with the Vision. To ensure the momentum generated during the planning process is leveraged to advance the implementing of the initial projects, it will be critical to have a committed group of leaders who can help coordinate and advance the projects. It is recommended that a Mazo 2020 Implementation Committee be appointed to drive implementation. This committee should be small and nimble (8-10 members) and could be largely made up of members of the Strategy Planning Committee. This group would be charged with advancing projects, and would report to the Village Board.



Implementation Assistance on a Project Basis

As the Implementation Committee works to advance projects, various tasks will likely need additional consulting capacity and professional skill sets to develop, design, and facilitate projects. At times for efficiency and productivity, the committee will likely need a project manager/facilitator role to help move efforts between meetings, coordinate with various agencies, develop and manage detailed task lists, write grants, develop agreements, work with community partners and committees, and manage sub-contractor efforts.

Village Committees, Community Development Corporation, and CDA

Due to the diverse nature of the projects in the strategy including physical improvements, signage, property acquisition and redevelopment, park and trail improvements and marketing, various Village committees will be involved. During 2016, clarity of roles and powers of the CDA, CDC, and others should be refreshed to ensure efficient project advancement.

Marketing Subcommittee

Positioning Mazomanie to help attract employees, residents, and investment will take external communications that highlight Mazomanie's successes, destinations, and events. Specific communication tactics and vehicles will need to be determined and executed when the time is right and in a cost effective manner. A Marketing Subcommittee of the Implementation Committee should be established to be deployed when needed utilizing local talent. There may be efforts when additional marketing consultants may be necessary to help tell the Mazo story and promote major events and new developments and successes.