



CHAPTER 8: ACTION AND IMPLEMENTATION



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8.1: Action and Implementation Plan

The following pages include a strategic action and implementation plan to guide implementation of the District Plan. The action and implementation plan is sorted by the core recommendations and action items. This action and implementation plan is intended to serve as a guide for both Sun Prairie and its partners and to be feasible given existing budgets and staffing. Some of the items are targeted for year one completion while others are ongoing projects necessary to the success of the District. This plan serves as the 1-2, 3-5, and 5+ year action and implementation plans. While the action plan attempts to provide a sufficient level of detail to focus and guide efforts, it also includes sufficient flexibility to allow the Sun Prairie to adapt to the requirements of future funders or to attract partners who will be able to take ownership of individual initiatives.

Within the action and implementation plan, each action item is associated with a specific timeframe, anticipated cost, and potential implementation and funding partners. Given the limited staffing and resources, this prioritization will allow the Sun Prairie staff to focus first on high-priority year-one items and address lower priority items as time allows, and recruit local partners to take the lead in these areas. Typical implementation plans group tasks or action items by many typical planning topics, such as land use, design, transportation, transit, parks, open space, etc., with only a few loosely connected subtasks. However, this implementation plan groups action items that would typically be located in the previously defined categories into targeted subject topics. This targeted approach allows implementation committees to form around a common objective(s) and action items. The subject implementation focus areas are:

- Land Use Placemaking
- Pedestrian, Bicycle, and Transit
- Infrastructure
- Business Development

8.2: Funding Sources

There are opportunities to seek funding from sources inside and outside Sun Prairie for several initiatives. The most promising opportunities are listed below. In general, the ability to demonstrate to funding agencies that an individual project is incorporated within a larger vision and that the community has demonstrated success with related initiatives significantly increases the potential of receiving funding. The following section outlines several funding programs which may be a good fit for action items included in this Plan. Private sector funds will also be critical to this Plan's success and will be attracted as a result of the increased economic activity, increased property values, and predictable development climate created through implementation of Plan recommendations.

Tax Increment Financing (TIF)

Sun Prairie has successfully used TIF in a variety of projects throughout Sun Prairie. TIF is useful in support of real estate and infrastructure projects which will directly result in an increase in taxable value for properties within a tax increment district (TID). TID No. 11 Project Plan, as referenced earlier in this Plan, makes several recommendations for improvement to the District primarily focused on incentivizing mixed-use redevelopment. In the future, Sun Prairie may be able to capitalize on closing other districts to create an affordable housing loan fund, which could be used to assist with affordable housing construction or rehabilitation in the District. If the municipality has paid off its project costs before the maximum life of the TID, they may adopt a resolution to extend the life of the TID for no more than one (1) year and authorize the allocation of tax increments to improve the municipality's housing stock or assist with affordable housing. This approach does not require JRB approval.

Brownfield Site Assessment Grant (WEDC)

The Wisconsin Economic Development Corporation administers a Brownfield Site Assessment Grant (SAG). The WEDC program helps local governments conduct initial activities and investigations of known or suspected environmentally contaminated property. The program requires a 50% match. The

grant funds can be used to conduct Phase I and Phase II environmental assessments, site investigations, structural demolition, and underground storage tank removal. Grant funds are based on a project's ability to promote economic development and the level of environmental impact the project will have on the area.

Environmental Improvement Assistance For Redevelopment (WEDC)

Wisconsin's Brownfields Grant Program provides grant funds to assist with the assessment and remediation of environmental contamination of abandoned, idle or underused industrial or commercial facilities or sites. This program helps convert contaminated sites into productive properties that are attractive and ready for redevelopment. Phase I and Phase II Environmental Reports must be completed prior to seeking Brownfields Grant Program funding. Grant recipients are required to contribute at least 50 percent of the amount of the grant to the project. Brownfields Grant Program funds may be used for brownfields redevelopment or associated environmental remediation activities on sites with demonstrated soil, groundwater or vapor contamination. Eligible costs are determined during a review of the grant application. However, grant funds may typically be used for the following activities:

- The environmental investigation, remediation or monitoring of the site
- The removal of hazardous waste containers
- Soil removal, capping, barrier installation and vapor intrusion systems
- Demolition activities that will facilitate redevelopment in a brownfield project

Community Development Investment Grant (WEDC)

Applications for the WEDC program can be submitted in one of three tiers of projects. The program has a rolling deadline as long as funds are available and are focused on funding catalytic projects in a community. Examples include preservation of a landmark historic structure, redevelopment of a key site, and gap financing to make a large development project move forward. However, a City can only submit one application for a larger-tier project per year (\$250,000 and up), and the grant can only comprise 25% of project costs. Smaller planning or feasibility study projects of up to \$50,000 can also be submitted.

Ready for Reuse Grant/Loan (DNR)

The Wisconsin Department of Natural Resources (DNR) also administers funding through the Wisconsin Brownfields Coalition (WBC) for the Ready for Reuse (RR) Loan and Grant Program. The RR program accepts applications for mitigation of hazardous substances year-round, and proposed sites must meet the federal definition of an eligible brownfield site. Loans are only available for entities defined as "municipalities" under Wisconsin Statutes. Municipalities, tribes, and nonprofit organizations are eligible for grant funding under the terms of this program.

Dane County - Community Development Block Grant (CDBG)

The Community Development Block Grant (CDBG) Entitlement Program provides annual grants on a formula basis to entitled cities and counties to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons. The program is authorized under Title 1 of the Housing and Community Development Act of 1974, as amended. The funds that Dane County receives from HUD are distributed across the County (outside of Madison) and available to a variety of sub-recipients including municipalities, non-profit, and for-profit entities. Funds may be used for the acquisition, construction, reconstruction, rehabilitation, or installation of public improvements or public facilities. Funds may also be used for the acquisition of land, buildings, machinery, and equipment; site preparation; clearance of land; rehabilitation of buildings; and working capital.

Dane County - HOME Investment Partnership (HOME)

The HOME Investment Partnership (HOME) Program is the largest Federal block grant to State and local governments designed exclusively to create affordable housing for low-income households. HOME provides formula grants to States and localities that communities use, often in partnership with local nonprofit groups, to fund a wide range of activities that build, buy, and/or rehabilitate affordable housing for rent homeownership or provide direct rental assistance to low-income people.

Dane County Revolving Loan Fund

The Office of Economic and Workforce Development offers low-interest loans to businesses and organizations located outside of Madison that commit to creating or retaining jobs for low- and moderate- income residents of Dane County. CDBG loans are generally intended for high-risk borrowers that have difficulty securing financing from non-federal sources. Loans must be used for eligible CDBG activities, including (but not limited to): fixed assets; machinery and equipment; and working capital. Dane County has two revolving loan funds (RLFs) that have separate, on-going application cycles. Both funds have been crucial in providing funding for small business development and expansion in the Dane County Urban Consortium.

- Commercial Revitalization Loan Fund (CRLF) provides financing to businesses and real estate development projects that help revitalize downtown and commercial districts.
- Economic Development Revolving Loan Fund (ED-RLF) provides gap financing to businesses that create jobs, 51% of which must go to low- and moderate- income persons.

The objectives of the Dane County RLF programs are to:

- Expand or modernize existing or locally owned and managed enterprises.
- Promote infill development and commercial redevelopment in downtown and traditional business districts.
- Encourage the creation or retention of employment opportunities for low and moderate income County residents.
- Leverage new private investment in downtown business districts and traditional business districts.
- Promote developments that are pedestrian friendly, that encourage a range of transportation options, and that enhance civic life.
- To implement Dane County and local community revitalization goals and objectives.

City of Sun Prairie Revolving Loan Fund
Community Development Block Grant (CDBG) funds are received from the U.S. Department of Housing and Urban Development. The Department of Administration (DOA) is the recipient and contracts with the Wisconsin Economic Development Corporation to manage activities

associated with Economic Development. To encourage private redevelopment consistent with the objectives of this Plan, Sun Prairie, through its CDA, may provide loans or grants to eligible property owners in the District. Loan or grant recipients will be required to sign an agreement specifying the nature of the property improvements to be made. Eligible improvements will be those that are likely to improve the value of the property, enhance the visual appearance of the property and surrounding area, correct safety deficiencies, or as otherwise specified by the CDA in the program manual. Any funds returned to the CDA from the repayment of loans made are not considered revenues to the District, and will not be used to offset District Project Costs. Instead, these funds may be placed into a revolving loan fund and will continue to be used for the program purposes stated above. Any funds provided to the CDA for purposes of implementing this program are considered eligible Project Costs.

Local and Municipal Bonds

General Obligation (G.O.) Bonds or Notes

Sun Prairie may issue G.O. Bonds or Notes to finance the cost of projects included within this Plan. The Wisconsin State Constitution limits the principal amount of G.O. debt that the community may have outstanding at any point in time to an amount not greater than five percent of its total equalized value.

Bonds Issued to Developers (“Pay as You Go” Financing)

Sun Prairie may issue a bond or other obligation to one or more developers who provide financing for projects included in this Plan. Repayment of the amounts due to the developer under the bonds or other obligations are limited to an agreed percentage of the available annual tax increments collected that result from the improvements made by the developer. To the extent the tax increments collected are insufficient to make annual payments or to repay the entire obligation over the life of the District, Sun Prairie's obligation is limited to not more than the agreed percentage of the actual increments collected. Bonds or other obligations issued to developers in this fashion are not general obligations of Sun Prairie and, therefore, do not count against Sun Prairie's statutory borrowing capacity.

Tax Increment Revenue Bonds

Sun Prairie has the authority to issue revenue bonds secured by the tax increments to be collected. These bonds may be issued directly by Sun Prairie or as a form of lease revenue bond by a Community Development Authority. Tax Increment Revenue Bonds and Lease Revenue Bonds are not general obligations of Sun Prairie and therefore do not count against Sun Prairie's statutory borrowing capacity. To the extent tax increments collected are insufficient to meet the annual debt service requirements of the revenue bonds, Sun Prairie may be subject to either a permissive or mandatory requirement to appropriate on an annual basis a sum equal to the actual or projected shortfall.

Utility Revenue Bonds

Sun Prairie can issue revenue bonds to be repaid from revenues of its various systems, including revenues paid by Sun Prairie that represent service of the system to the City. There is neither a statutory nor constitutional limitation on the amount of revenue bonds that can be issued, however, water rates are controlled by the Wisconsin Public Service Commission and Sun Prairie must demonstrate to bond purchasers its ability to repay revenue debt with the assigned rates. To the extent Sun Prairie utilizes utility revenues other than tax increments to repay a portion of the bonds Sun Prairie must reduce the total eligible Project Costs in an equal amount.

Special Assessment "B" Bonds

Sun Prairie has the ability to levy special assessments against benefited properties to pay part of the costs for street, curb, gutter, sewer, water, storm sewers and other infrastructure. In the event Sun Prairie determines that special assessments are appropriate, Sun Prairie can issue Special Assessment B bonds pledging revenues from special assessment installments to the extent assessment payments are outstanding. These bonds are not counted against Sun Prairie's statutory borrowing capacity. If special assessments are levied, Sun Prairie must reduce the total eligible Project Costs under this Plan in an amount equal to the total collected.

Low-Income Housing Tax Credit (WHEDA)

The Low-Income Housing Tax Credit (LIHTC) program was created in 1986 to encourage private investment in the development and rehabilitation of rental housing for low- to moderate-income families, seniors, and persons with special needs. LIHTCs are governed by Section 42 of the Internal Revenue Code and corresponding Federal Regulations. The Federal government allocates LIHTCs to each state according to a population-based formula. At the state level, Housing Credit Agencies administer the LIHTCs to owners of housing developments according to their state Qualified Allocation Plan, which must meet Federal guidelines. The Wisconsin Housing and Economic Development Authority is responsible for allocating and administering LIHTCs in Wisconsin. Since the inception of the LIHTC program, WHEDA has allocated \$326.2 million in tax credits, creating 51,940 units of housing in 1,135 developments across the state. These developments are located in 69 counties and 303 municipalities throughout Wisconsin.

New Markets Tax Credit Program (WHEDA)

The federal New Markets Tax Credit (NMTC) program serves as a resource to help fuel job creation and economic development efforts by promoting equity investment in low-income urban and rural communities. WHEDA awards NMTCs to enhance financing for projects in highly distressed areas throughout Wisconsin that have demonstrable community impact.

Employment-Based Fifth (EB5) Program

The purpose of the EB5 program is to encourage immigrants to invest in, or manage, U.S. companies that benefit the U.S. economy. If an individual wishes to immigrate to the U.S. and is willing to invest \$500,000, they and their family (spouse and any unmarried children under 21) can receive a "conditional" green card valid for two years. After two years, if they have maintained the investment and created at least 10 jobs,

the conditional status is removed and they become a “permanent” green card holder, eligible for U.S. citizenship. As an EB5 immigrant, they may either invest in their own company or invest their money (along with other EB5 immigrants) in qualified projects.

8.3: Community Development Partners

Sun Prairie should partner with the following organizations where necessary to implement the various elements of this Plan.

- City of Sun Prairie
- Dane County
- Sun Prairie Business and Education Partnership
- Madison Region Economic Partnership (MadREP)
- Wisconsin Economic Development Corporation (WEDC)
- Workforce Development Board of South Central Wisconsin (WDBSCW)
- Sun Prairie Chamber of Commerce
- Dane County Economic Development Resources
- Sun Prairie Business Improvement District (BID) (for lessons learned)
- Land Owners
- Developers

Figure 8.1: Action & Implementation Table

Objective	Implementation Strategies										Funding Source	Timeframe	Cost
	City					Other							
	Elected Officials	City Administration	City Public Works/Engineering	City Parks & Recreation	Planning Community Development	BID	County	Service Clubs	Residents/Property Owners		Federal, State, Local, Nonprofit, Private Sources	Priority and Timing	Project and/or capital improvement cost
Placemaking													
Develop community-wide wayfinding signage system.					L*				S		Local	1-2 years	\$
Establish gateway features at all community entrances.					L				S		Local	1-2 years	\$
Create Multi-family Housing Strategy- Identify sites and promote sites to developers for new, infill, or rehabilitation.					L						Local	1-2 years	\$
Consider adaptive reuse by turning old warehouses or large vacant buildings into live-work uses.					L						Local, Private, State, Federal	3-5 years	\$
Create a flexible street program to allow for temporary street closures for economic development and recreational uses.		C	L			S	S	S	S		Local, Private, Nonprofit	3-5 years	\$\$
Work with the Chamber to create an identifiable brand to market the city.	S	S				L*	S	S			Local, Nonprofit	1-2 years	\$
Create streetscape design standards (banners, lighting, awnings, street furniture) based on the output of marketing/branding campaign.		C	S		L*	S		S			Local	1-2 years/3-5 years	\$\$
Establish an arts, culture, and entertainment focus as a way to stimulate development and create a sense of place.					L	L			S		Local, Private, Nonprofit	1-2 years/3-5 years	\$\$-\$
Implement and promote use of design guidelines for public and private improvements.		S			L				S		Local	1-2 years	\$
Improve landscaping at community entrances.			S		L						Local, Private, Nonprofit	1-2 years	\$
Pedestrian, Bicycle, and Transit													
Sidewalks - require sidewalks in developments.		L	S		C						Local, Private	Ongoing	\$
Repair sidewalks to address safety concerns within the corridor.	S	S	L								Local	1-2 years	\$\$
Continue to work with Metro Transit for future transit stops in the corridor.	S	C	S		L						Local, Nonprofit	Ongoing	\$\$-\$\$\$
Update the Safe Routes to School Plan.	S	C			L*		S	S	S		Local	3-5 years	\$\$
Provide bike racks within the corridor. This should match the design style as set forth in the streetscape design guidelines.	C		L		S	S		S	S		Local, Private, Nonprofit	1-2 years	\$\$
Install signage/wayfinding directing users to points of interests throughout the corridor and community.	C	C		L							Local, Nonprofit	1-2 years	\$\$
<p>L - Lead Role/ Responsible Party C - Coordinator Role S - Support Role</p> <p>*Consultant needed if no inhouse expertise</p> <p>\$ - Primary internal staff time with limited outside funding \$\$ - Outside consultant services assistance needed and/or capital improvements greater than \$25,000 but less than \$100,000 \$\$\$ - Capital improvements greater than \$100,000 but less than \$1,000,000 \$\$\$\$ - Multi-Million dollar public private capital project investment</p>													

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Pedestrian, Bicycle, and Transit Continued													
Ensure clear visibility between pedestrians and vehicles at intersections.		C	S		L			S			Local	3-5 years	\$\$
Implement traffic calming techniques through the corridor as a way to slow vehicular traffic and increase pedestrian and bicycle traffic.	C		S		L		S				Local, State, Federal	3-5 years	\$\$
Provide signage alerting motorists of pedestrian crossings.		C	L		S			S			Local, State, Federal	3-5 years	\$\$
Change paving material at intersections and mid-block crossings to increase awareness of pedestrian zones.		C	S		L			S			Local, State, Federal	3-5 years	\$\$
Continue working with the County and WisDOT to collaborate on any future roadway or bicycle improvements and additions.		C	L				S				Local, State, Federal	Ongoing	\$
Infrastructure													
Continue to plan for future infrastructure needs for accessibility, safety, and connection points within the corridor.					L*	S	S	S	S		Local	Ongoing	\$\$\$
Optimize utilization of existing parking.			S		L				S		Local, private	1-2 years	\$
Install streetscape amenities to match marketing/branding efforts. This should include trees/planters, pedestrian scaled street lighting, benches/sitting zones, banners, and trash receptacles all designed to exude a sense of place.		C	S	S	L*	S		S	S		Local, Private, Nonprofit	3-5 years	\$\$
Install highspeed internet in the Main Street Corridor for business and resident usage.	S	C	L			S		S	S		Local, Private, Nonprofit	3-5 years	\$\$\$\$
Business Development													
Conduct annual business climate meetings with business owners within the corridor.	L	C					S	S			Local	Ongoing	\$
Create a Business Recruitment Committee to recruit business to the city and fill vacant retail sites.		C			L	S	S	S			Local	1-2 years	\$
Create a Business Retention and Expansion (BRE) program to foster business and customer relationships.		C			L*	S	S	S			Local	1-2 years	\$\$\$
Update Market Analysis bi-annually to track retail needs of the city.		C			L*						Local	Ongoing	\$\$
Update Economic Development Strategy every five years.		C			L*						Local	Ongoing	\$\$
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	Business Development Continued													
	Explore starting a Business Improvement District program to assist with business development and programmatic opportunities in the corridor.		C			L	S		S	S		Local, Nonprofit	1-2 years/3-5 years	\$
	Coordinate with Madison College Small Business Initiative and UW Law School Center for Entrepreneurship to provide entrepreneurship classes and workshops aimed at growing businesses in the City and corridor.		S				C	S	S			Local, Nonprofit	Ongoing	\$
	Create a commercial property rehabilitation program.		C			L			S	S		Local	1-2 years	\$
	Encourage reuse of underutilized sites.		S			L				S		-	Ongoing	\$
	Streamline business startup and development process.		C			L						Local	Ongoing	\$
Create marketing brochure to promote available sites within the Corridor.		C	S		L		S				Local	1-2 years	\$	
Work with property owners in the corridor on succession planning and annual needs assesment.		C			L		S		S		Local	1-2 years	\$	
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