

8.0 Purpose

Through its comprehensive planning process, the Town of Excelsior has identified a desire to foster local independent business ventures as they relate to the service industry and tourism as well as everyday support businesses for residents. The Town has also recognized the importance of ensuring quality development that is not only attractive, but of a mix and location to attract consumers. This Chapter provides an overview of economic activity both in the Town and for Sauk County overall. It also provides a listing of local and state programs focused on economic development.

8.1 Area Employment and Economic Activity

An investigation of commuting patterns, regional employment and income characteristics, tourism economic impacts and agriculture economic impacts provides insight to the county's economic vitality.

Commuting Patterns

In terms of commuting patterns, the 2000 Census indicates that 7.6 % of Excelsior residents work at home. It is assumed that the majority of these residents are involved in farming. For those who commute to their jobs, 81.1% drive alone while 8.9% carpool. The average commuting time to work is approximately 20.2 minutes.

Employment Characteristics in Excelsior and Sauk County

Sauk County provides many employment opportunities, as is reflected in the low unemployment rates, occupation type and major employers in the area.

According to the State of Wisconsin Department of Workforce Development (DWD), the Sauk County Annual Average Unemployment Rate for 2010 was 7.8%. Unemployment for Sauk County 2009 was 8.2%. The DWD does not break down employment trends for individual Towns, however the 2000 census identified that of the 974 Town of Excelsior residents over 16 only 26 persons (or 2.7%) were unemployed while 606 persons (or 74.3% of the population) were employed. The remaining 342 people (or 23.5%) either claim disability or are retired. In 2000 there were no residents in the Armed Forces. That statistic may well have changed in the past years.

Area Economic Viability and Employment Opportunities

The potential for economic opportunities within commuting distance of Excelsior continues to improve. The City of Reedsburg is host to a number of Tax Increment Finance Districts (TIF) to facilitate the industrial tax base and high-end manufacturing jobs. The City has also established a Business Center Redevelopment District focused on promoting industrial development in the City's business center. The agricultural, retail sales and services sectors of the economy are strong. Tourism is playing an increasing role in this area with the 400 Trail and historically maintained downtown area.

The major county employers provide diverse employment opportunities for residents of the Town of Excelsior. *Tables E1 and E2* show the top 20 employers during 2002, divided into Manufacturers/Distributors and Non-Manufacturers. While most of the county is within commuting distance of Excelsior, the major employment areas of Baraboo, Lake Delton / Wisconsin Dells, and Reedsburg are within the average commute time of 20.2 minutes from Excelsior. Of the top 20 employers, the Baraboo area contains Baraboo Sysco Foods, Perry Judd's, Flambeau Plastic, Sauk County Government, Baraboo School System and St. Clare Hospital, together employing 3,627 persons. In the Sauk City-Prairie du Sac area, Milwaukee Valve, Sauk Prairie School District and Sauk Prairie Memorial Hospital together employ 1,250 persons. In the Spring Green area, Cardinal IG and Cardinal CG employ 1,061 persons. Of the top 20 in the Reedsburg area are Land's End, Grede Foundries, Seats Inc., NUK, and Reedsburg School Systems, together employing 3,061 persons. The Town of Delton has the Ho-Chunk Casino, Hotel and Convention Center with 1,375

employees and the Village of Lake Delton has the Kalahari Resort and Convention Center, Noah's Ark and Wilderness Lodge together with 2,420 employees.

In addition to business opportunities outside of the Town, the Town does continue to provide a number of jobs in the agriculture industry.

Table E1: Sauk County Top 10 Manufacturers/Distributors by Employment

Employer	Product	Employees	Location
Lands' End	Clothing/Distribution & Telemarketing	1,100	Reedsburg
Grede Foundries, Inc.	Ductile Iron Castings	840	Reedsburg
Flambeau Plastic Co.	Plastics	650	Baraboo
Baraboo Sysco Foods	Wholesale Food Distribution	650	Baraboo
Perry Judd's, Inc.	Commercial Printing	675	Baraboo
Cardinal IG	Insulated Glass	630	Spring Green
Milwaukee Valve Co. – PDS Division	Brass Foundry	360	Prairie du Sac
Cardinal CG.	Coated Glass	431	Spring Green
Seat's Inc.	Seats	430	Reedsburg
Gerber Products Plastics	Baby Supplies	305	Reedsburg

Source: Sauk County Development Corporation, 2005

Table E2: Top 10 Sauk County Non-Manufacturers by Employment

Employer	Product	Employees	Location
Ho-Chunk Casino, Hotel & Convention Center	Gaming, Hotel, Convention Center	1,375	Town of Delton
Wilderness Lodge	Hotel/Resort	1200	Village of Lake Delton
Sauk County	Government	675	City of Baraboo
Kalahari Resort & Convention Center	Hotel/Resort/Convention Center	700	Village of Lake Delton
Baraboo School System	Education	504	City of Baraboo
Noah's Ark	Water Park	520	Village of Lake Delton
Sauk Prairie Memorial Hospital & Clinics	Health Care	465	Villages of Prairie du Sac/Sauk City
St. Clare Hospital	Health Care	473	City of Baraboo
Sauk Prairie School District	Education	425	Villages of Prairie du Sac/Sauk City
Reedsburg School System	Education	386	City of Reedsburg

Source: Sauk County Development Corporation, 2005

Area Income Comparison

According to the 2000 Census, the median income for residents in Excelsior was \$54,375. **Table E3 Regional Income Comparisons** shows that compared to the neighboring Towns, the County and the State, Excelsior has the second highest median income.

Table E3: Regional Income Comparisons

Household Income in 1999	Income Distribution, Regional Comparison, 1999							
	Percent of Households							
	Excelsior	Reedsburg	Dellona	Delton	Freedom	Baraboo	Sauk County	Wisconsin
Less than \$10,000	6.30%	4.50%	3.90%	3.40%	0.00%	8.00%	6.75%	3.54%
\$10,000 to \$14,999	3.40%	6.30%	5.30%	4.00%	3.10%	3.60%	5.80%	3.01%
\$15,000 to \$24,999	9.00%	7.60%	10.60%	13.70%	11.10%	11.80%	13.35%	9.14%
\$25,000 to \$34,999	9.90%	9.10%	13.20%	14.70%	10.50%	9.50%	13.80%	11.56%
\$35,000 to \$49,999	15.00%	23.90%	21.10%	20.40%	18.50%	20.30%	21.03%	18.67%
\$50,000 to \$74,999	30.10%	24.40%	22.50%	27.80%	38.30%	25.80%	23.16%	27.58%
\$75,000 to \$99,999	14.10%	11.30%	13.90%	10.50%	7.40%	9.80%	9.13%	14.09%
\$100,000 to \$149,999	9.00%	8.30%	6.50%	3.90%	4.30%	7.60%	4.71%	8.49%
\$150,000 to \$199,999	0.80%	2.00%	1.40%	1.20%	5.60%	1.30%	1.07%	1.94%
\$200,000 or more	2.50%	2.50%	1.60%	0.40%	1.20%	2.30%	1.21%	1.98%
Median Household Income	\$54,375.00	\$49,236.00	\$46,630.00	\$45,625.00	\$55,000.00	\$48,419.00	\$41,941.00	\$52,911.00

Source: US Census, 2000, DP-3

Agriculture Economic Activity

The most recently compiled and fully analyzed data available for state agriculture economic characteristics is from 1997, broken down by county. This information is provided in Tables E4 and E5 as indicators of the important economic impact agriculture has on communities. Table E4 indicates that from 1992 to 1997, Sauk County farms increased the number of hired workers by 22.30%. The annual payment indicates that most are seasonal employees.

Table E4: Characteristics of Hired Farm Labor, Sauk County and the State of Wisconsin 1997

Characteristics of Hired Farm Labor by Wisconsin Counties, 1992 - 1997						
	Percent of farms with any hired labor	Number of hired farm workers	Change in hired farm workers net change 1992 - 1997	Change in hired farm workers, percent change 1992 - 1997	Hired farm worker payroll (dollars)	Average annual payment per worker (dollars)
Sauk County	35.40%	1,764	322	22.30%	\$9,195,000.00	\$5,213.00
State of Wisconsin	38.40%	96,482	-12,962	-11.80%	\$409,009,000.00	\$4,239.00

Source: USDA Census of Agriculture, Wisconsin County Agriculture Trends in the 1990's, Program on Agriculture Technology Studies, UW Madison, August 2001

Table E5: Farm Receipts, Capital, and Income, Sauk County vs. State of Wisconsin, 1997

Average Value of all Farmland and Buildings - 1997						
	Value of all farm receipts	Percent of receipts from Dairy sales	Per Farm	Per Acre	Average value of machinery and equipment per farm	Average net farm income per farm
Sauk County, 1997	\$121,224,000.00	50.00%	\$285,633.00	\$1,212.00	\$46,411.00	\$17,953.00
State of Wisconsin, 1997	\$5,579,861,000.00	49.20%	\$282,135.00	\$1,244.00	\$66,731.00	\$20,110.00

Percent of Farms by Value of Sales - 1997							
	Percent of farms with positive net income	Value of total government payments	Percent of farms receiving government payments	under \$10,000	\$10,000 to \$49,999	\$50,000 to \$99,999	\$100,000 Plus
Sauk County, 1997	48.10%	\$3,235,000.00	62.90%	39.10%	24.00%	12.30%	24.60%
State of Wisconsin, 1997	54.20%	\$137,274,000.00	56.30%	38.60%	23.90%	13.40%	22.70%

Source: Wisconsin County Agriculture Trend in the 1990's, UW Program on Agriculture Technology Studies, 2001

Table E5 Farm Receipts, Capital, and Income Sauk County vs. State of Wisconsin, 1997 shows that in Sauk County, half of all farm receipts (the gross market value of all agriculture products sold) came from dairy sales (sale of milk and milk products) during 1997. The average value of farmland buildings and the value of machinery and equipment are based on market value. The fact that 63.10% of the farms had a sales value of less than \$50,000 per year in 1997 indicates that many of the farms in Sauk County are relatively small, family-farm operations. Many of these farms depend on off-farm work or investments for their main source of income. Overall, economic development strategies for agriculture include looking at opportunities for diversification in products produced, producing for niche markets, direct marketing, agri-tourism and participating in grower cooperatives.

□ Tourism Economic Impact and Opportunity

According to the 2006 Wisconsin Department of Revenue report on tourism, Sauk County is the second most popular tourism destination in the State, behind only Milwaukee County. The overall statewide economic impact of travelers is broken down in two ways: Direct impacts, the employee wages and taxes paid from establishments where travelers purchase goods or services; and indirect impacts, the money spent by these employees on goods and services in the area.

Traveler expenditures fall into some obvious categories. More than half of the total expenditures are on shopping and recreation (including event and entertainment fees, wagering, sightseeing and cultural events) expenditures. Food expenditures represent 25%, and lodging expenses represent 13% of the total estimated traveler expenditures. Six percent of Wisconsin traveler expenditures covered transportation within the State (Wisconsin Department of Tourism, 2002). Forty-six percent of traveler expenditures occurred in summer, 29% percent of expenditures were in the winter/spring season and 24% of expenditures were during the fall season.

Table E6 Travel Expenditures and Economic Impact, shows that the Wisconsin Department of Tourism estimated traveling expenditures within Sauk County at approximately \$947 million dollars during 2003, up \$91 million from 2002. This expenditure supported 25,302 jobs.

Table E6: Travel Expenditures and Economic Impact

Travel Expenditures and Economic Impact							
	2002 Expenditures	2001 Expenditures	Percent Change	Full-Time Job Equivalents	Resident Income	State Revenues	Local Revenues
Sauk County	\$856,181,017	\$828,423,253	3.35%	24,532	\$530,631,384	\$66,666,331	\$65,527,817
State of WI	11,676,615,166	11,446,492,521	2.01%	323,759	\$6,602,720,000	\$1,077,135,000	\$777,910,000

Source: Wisconsin Department of Tourism, 2001 Note: This is the most current data provided by the Department of Tourism.

The northeastern portion of Sauk County has many opportunities for recreational based tourism. Some of the sites visited in or near the Town of Excelsior include the 400 Trail for biking in the summer and snowmobiling in the winter, Mirror Lake State Park for camping, and the Baraboo River and Narrows Creek for paddling and fishing opportunities. Private recreational opportunities in the Town of Excelsior include swimming and boating on Lake Virginia; the Mid-Continent Railway Historical Society Museum; and the Reedsburg Country Club.

The Town of Excelsior’s proximity to so many regional tourism locations presents an opportunity to expand its economic base. The Town could focus on promoting its cottage industry businesses and low-impact tourism opportunities. However, it will be important to ensure that both cottage industries and low-impact tourism opportunities reflect and protect the Town’s history, natural resources and current residents. The Town should encourage the formation of a unique niche market for tourism that would carefully compliment the recreational tourist industry of the Wisconsin Dells area as well as the resource-based recreational attractions such as Mirror Lake and Devil’s Lake State Park, without attempting to duplicate intensive, large-scale commercial recreational tourism areas.

8.2 Local Employment and Economic Activity

The Town of Excelsior and Sauk County provide many local employment opportunities as is reflected in the education levels, labor force and occupation characteristics of Excelsior.

□ Education, Income Levels and Employment Activity

Table E7 Educational Attainment, Excelsior shows that the percentage of Excelsior residents with a high school diploma increased by 8.0% from 1990 to 2000, a little less than the rate of

Sauk County Department of Planning and Zoning

Table E7 Educational Attainment

Educational Attainment, 1990-2000				
	High School Diploma, Excelsior	Bachelors Degree or Higher, Excelsior	High School Diploma, Sauk County	Bachelors Degree or Higher, Sauk County
1990	77.1%	12.6%	74.7%	12.9%
2000	85.1%	16.0%	83.5%	17.6%

Source: U.S. Census 1990-2000

Sauk County at 8.8%. The percentages of those with a Bachelor's Degree increased for both Excelsior and Sauk County from 1990 to 2000 by roughly 4%.

Income Levels

As detailed in the Housing Chapter, of the 525 households in Excelsior, 79 (15.1%) were in the \$35,000 to \$49,999 income bracket. Another 158 (30.1%) of the households were in the \$50,000 to \$74,999 income bracket. This is compared to Sauk County, with 21.03% of the households in the \$35,000 to \$49,999 income bracket and 23.16% of the households in the \$50,000 to \$74,999 income bracket.

Another tool in the assessment of income distribution is the comparison of the median household income with the average household income for a particular year. A median value represents the middle value in an ordered list of data values. It divides the values into two equal parts with one half of the values falling below the median and one half falling above the median. An average value is found by dividing a sum of values by its total number of values. Average household income is calculated by dividing aggregate household income by the number of households in a given geographic area for a given year. Aggregate household income is the sum of the incomes of a sample of households in a given geographic area.

Table E8 Distribution of Household Income, 1999 shows that in 1999, the median household income for the Town of Excelsior was \$54,375 while the average household income was \$61,636. The ratio of the average to the median income is 1.13. As a comparison, the Town of Reedsburg's median household income is \$49,326, the Town of Dellona's is \$46,630, the Town of Delton's is \$45,625, the Town of Baraboo's is \$48,419, and the Town of Freedom's is at \$55,000.

Table E8: Distribution of Household Income, 1999

Distribution of Household Income, 1999	% of Households	% of Households	% of Households
	Town of Excelsior	Sauk County	Wisconsin
Less than \$10,000	6.3%	6.7%	3.5%
\$10,000 to \$14,999	3.4%	5.8%	3.0%
\$15,000 to \$24,999	9.0%	13.4%	9.1%
\$25,000 to \$34,999	9.9%	13.8%	11.6%
\$35,000 to \$49,999	15.0%	21.0%	18.7%
\$50,000 to \$74,999	30.1%	23.2%	27.6%
\$75,000 to \$99,999	14.1%	9.1%	14.1%
\$100,000 to \$149,999	9.0%	4.7%	8.5%
\$150,000 to \$199,999	0.8%	1.1%	1.9%
\$200,000 or more	2.5%	1.2%	2.0%
Median Household Income	\$54,375	\$41,941	\$52,911
No. of Households	525	21,647	2,086,304
Aggregate Household Income	\$26,397,300	\$1,076,409,500	\$112,374,261,000
Avg. Household Income	\$61,636	\$49,726	\$53,863
Ratio of mean to median HH Income	1.13	1.19	1.02

Source: US Census 2000

From 1990 to 2000, both Sauk County and the State of Wisconsin saw the ratio of average income to median income increase slightly, the County from 1.17 to 1.19, the State from 1.19 to 1.23. This implies that the number of values on the upper end of the spectrum has increased slightly during the past decade.

Employment

Table E9 Labor Force and Employment shows that, of the 974 persons age 16 or older in Excelsior during 2000, 632 persons are in the labor force, while an additional 342 persons are not in the labor force. Of those in the labor force, 26, or 4.1%, are unemployed. This is close to the unemployment rate for Sauk County of 4.2%, according to the 2000 Census.

Table E9: Labor Force and Employment

Category	Labor Force Status, 1990-2000			
	Town of Excelsior, 1990	Town of Excelsior, 2000	Sauk County, 1990	Sauk County, 2000
Population 16 years and over	920	974	35,509	42,480
In labor force	694	632	24,491	30,395
Civilian labor force	694	632	24,457	30,374
Employed	654	606	22,987	29,108
Unemployed	40	26	1,470	1,266
Armed Forces	0	0	34	21
Not in Labor Force	226	342	11,018	12,085
Unemployment Rate	3.5%	4.1%	6.0%	4.2%

Source: U.S. Census, 2000, P-3

Forecasting future employment and available labor helps a community understand the age and gender make-up of their future workforce (people between the ages of 15 and 64), the size of the future work

force and how it will affect the overall population and the demand on certain future jobs in the community. A future workforce profile also assists a Town in planning for desired future levels and types of employment within the economy on an area. Typically, a workforce projection is based upon an analysis of the age group distribution and the change in population over time. However, it is

difficult to complete these projections for the Town of Excelsior due to insufficient Census data on future age distribution at the town level. One way to assess the future labor force is to consider possible future age group distribution in the Town of Excelsior based on data for age group trends in Sauk County from 2000 to 2020. This assumes that the Town of Excelsior will experience changes in age group categories parallel to those occurring in Sauk County.

Table E10 Labor Force Change by Age Group in Sauk County, 2000-2020 and **Chart E11 Sauk County Labor Force Trends by Age 2000-2020** show the age group data forecast for the Sauk County labor force. In looking at **Table E10**, notable trends include the older age groups (55-61, 62-69 and 70+) showing the greatest amount of increase, and the 35-54 age group (the age group in their prime earning years) showing the least change (1%). According to **Table E10**, the age group 62-69 grows the most, exhibiting a 106% increase (or 1,482 people). From 2000 to 2020, the age group 55-61 increases by 86% (or 2,481 people) and the age group 70+ increases by 29% (or 217 people).

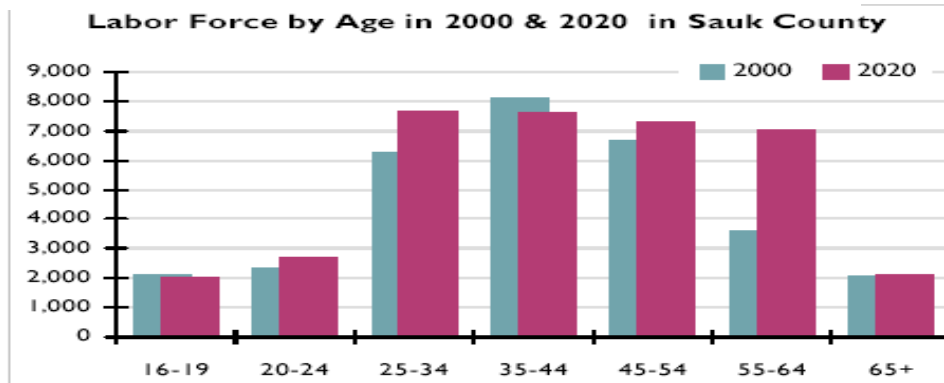
Table E10: Labor Force Change by Age Group in Sauk County, 2000-2020

Forecasted Labor Force by Age Group in Sauk County, 2000-2020										
Age Groups	2000	2005	2010	2015	2020		Forecasted Labor Force Change from 2000-2020 (number of persons)	Forecasted Labor Force Change from 2000-2020 (percent)	Projected Population Change from 2000-2020 (number of persons)	Projected Population Change from 2000-2020 (percent)
16-19	2,122	2,314	2,112	2,015	2,025		-97	-5%	-140	-4%
20-24	2,346	2,922	3,167	2,863	2,719		373	16%	434	16%
25-34	6,261	6,134	6,803	7,758	7,671		1,411	23%	1,599	23%
35-54	14,746	15,545	15,552	14,942	14,940		194	1%	216	1%
55-61	2,870	3,677	4,527	5,179	5,351		2,481	86%	3,124	86%
62-69	1,398	1,570	1,970	2,469	2,880		1,482	106%	3,526	105%
70+	748	751	763	824	965		217	29%	1,644	27%
Total, 16 and Over	30,491	32,914	34,894	36,049	36,551		6,060	20%	10,403	24%

Source: Eric Grosso, State Labor Market Economist, WI Department of Workforce Development

Chart E11 clarifies that within the 35-54 age group, those 35 to 44 will decrease and those 45 to 54 will increase over the next twenty years within the county. It also emphasizes the large increase in the older population 55-64.

Chart E11: Sauk County Labor Force Trends by Age 2000-2020



Source: Sauk County

Workforce Profile, www.dwd.state.wi.us/lmi/cp_pdf/S111cpw.pdf

Table E10 also demonstrates general workforce trends. Overall, the workforce in Sauk County is expected to increase by 20% or 6,060 people from 2000 to 2020. In comparing this number to the overall projected population increase of 10,403 people, it is evident that about 60% of the new population will be part of the labor force. This is a lower participation rate than that recorded by the Bureau of Labor Statistics for all workforce participation in Sauk County: 86.5%. It is also evident in **Table E10** that the population 16 and older in Sauk County is expected to grow 4% faster than the labor force of people 16 and older. However, when compared to the State of Wisconsin labor force

projections by age group (shown in *Table E12 Forecasted Labor Force by Age Group in Wisconsin, 2000-2020*), it is evident that Sauk County shows less of a gap (4%) between expected population growth and expected labor force participation than the State of Wisconsin (6%) and that the labor force in Sauk County is projected to grow more quickly than the state labor force (20% vs. 11%).

Table E12: Forecasted Labor Force by Age Group in Wisconsin, 2000-2020

Forecasted Labor Force by Age Group in Wisconsin, 2000-2020										
Age Group	2000	2005	2010	2015	2020		Forecasted Labor Force Change from 2000-2020 (numeric)	Forecasted Labor Force Change from 2000-2020 (percent)	Projected Population Change from 2000-2020 (numeric)	Projected Population Change from 2000-2020 (percent)
16-19	204,474	209,459	205,313	190,368	193,314		-11,160	-5%	-17,822	-5%
20-24	291,507	327,964	335,817	328,731	304,855		13,349	5%	16,360	5%
25-34	600,925	590,998	644,596	689,271	689,754		88,829	15%	103,995	15%
35-54	1,386,418	1,429,481	1,392,374	1,332,601	1,312,861		-73,556	-5%	-86,884	-5%
55-61	236,733	299,752	361,141	405,905	417,308		180,575	76%	254,493	76%
62-69	101,251	111,407	137,344	170,602	196,085		94,834	94%	283,480	93%
70+	49,489	50,502	51,952	56,215	66,101		16,612	34%	158,573	30%
Total, 16 and Over	2,870,797	3,019,563	3,128,535	3,173,693	3,180,278		309,481	11%	712,195	17%

Source: Eric Grosso, State Labor Market Economist, WI Department of Workforce Development

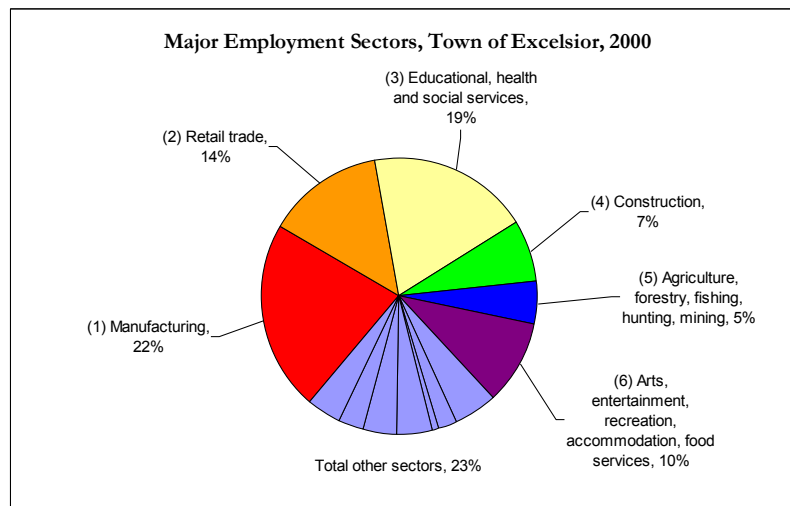
While assessing the types of employment opportunities in the Town of Excelsior *Table E13 Employment by Occupation, Town of Excelsior* shows that the manufacturing industry as the major employer in 1990 and 2000. Most occupations remained relatively constant, with two exceptions. The agriculture, forestry, fishing, hunting, and mining industry decreased in size by 60 people, while the arts, entertainment, recreation, accommodation, and food service sector increased by over 70 people. *Chart E14 Major Employment Sectors, Town of Excelsior* graphically shows the major employment arenas in the Town while *Table E15 Employment by Occupation, Sauk County* provides a comparison to the region.

Table E13: Employment by Occupation, Town of Excelsior

Town of Excelsior, Employment by Industry, 1990-2000						
Industry	Town of Excelsior, 1990	Town of Excelsior 1990, Percent of Employed Population	Town of Excelsior, 2000	Town of Excelsior 2000, Percent of Employed Population	Change in number of employees per industry, 1990-2000	Change in percent employment per industry, 1990-2000
Agriculture, Forestry, Fishing and Hunting, and Mining	100	15.3%	40	4.9%	-60	-10.4%
Construction	58	8.9%	60	7.3%	2	-1.6%
Manufacturing	148	22.6%	182	22.2%	34	-0.4%
Wholesale trade	20	3.1%	26	3.2%	6	0.1%
Retail trade	111	17.0%	111	13.5%	0	-3.4%
Transportation and warehousing, and utilities	36	5.5%	41	5.0%	5	-0.5%
Information	10	1.5%	8	1.0%	-2	-0.6%
Finance, insurance, real estate, and rental and leasing	22	3.4%	32	3.9%	10	0.5%
Professional, scientific, management, administrative, and waste management services	14	2.1%	36	4.4%	22	2.2%
Educational, health and social services	98	15.0%	153	18.7%	55	3.7%
Arts, entertainment, recreation, accommodation and food services	8	1.2%	79	9.6%	71	8.4%
Other services (except public Administration)	21	3.2%	34	4.1%	13	0.9%
Public Administration	8	1.2%	18	2.2%	10	1.0%
Industry Total	654	100.0%	820	100.0%	166	0.0%

Source: US Census 1990, 2000. Note: U.S. Census 1990 Occupation classes are grouped differently. The 1990 data are grouped together as best as able for comparison to the U.S. Census 2000.

Chart E14 Major Employment Sectors, Town of Excelsior



Source: U.S. Census 2000

Table E15: Employment by Occupation, Sauk County

Sauk County, Employment by Industry, 1990-2000						
Industry	Sauk County 1990	Sauk County 1990 Percent of Employed Population	Sauk County, 2000	Sauk County 2000, Percent of Employed Population	Change in number of employees per industry, 1990-2000	Change in percent employment per industry, 1990-2000
Agriculture, Forestry, Fishing and Hunting, and Mining	2,458	10.7%	1,557	5.3%	-901	-5.3%
Construction	1,751	7.6%	2,282	7.8%	531	0.2%
Manufacturing	5,528	24.0%	5,554	19.1%	26	-5.0%
Wholesale trade	888	3.9%	935	3.2%	47	-0.7%
Retail trade	3,757	16.3%	3,843	13.2%	86	-3.1%
Transportation and warehousing, and utilities	865	3.8%	1,150	4.0%	285	0.2%
Information	268	1.2%	425	1.5%	157	0.3%
Finance, insurance, real estate, and rental and leasing	945	4.1%	1,255	4.3%	310	0.2%
Professional, scientific, management, administrative, and waste management services	1,381	6.0%	1,521	5.2%	140	-0.8%
Educational, health and social services	3,105	13.5%	5,130	17.6%	2,025	4.1%
Arts, entertainment, recreation, accommodation and food services	242	1.1%	3,525	12.1%	3,283	11.1%
other services (except public Administration)	1,144	5.0%	915	3.1%	-229	-1.8%
Public Administration	655	2.8%	1,016	3.5%	361	0.6%
Industry Total	22,987	100.0%	29,108	100.0%	6,121	0.0%

Source: US Census 1990, 2000 Note: U.S. Census 1990 Occupation classes are grouped differently. The 1990 data are grouped together as best as able for comparison to the U.S. Census 2000.

Commuting Patterns

Commuting patterns in rural areas are typically reflective of both the number of on-site agriculture operations as well as numbers of rural residential homes not related to agriculture activities. The Town of Excelsior has added a moderate number of homes in the last 20 years, while the quantity of farms have substantially declined. This decline could account for the increase in commuters driving alone and the decrease in those working at home (i.e., on-site agriculture operations). The number of residents who commute alone increased from 74.8% in 1990 to 81.1% in 2000, and the number of residents who work at home decreased by 4%.

Table E16: Commuting Patterns

Commuting Patterns	Excelsior 1990	Percent Excelsior, 1990	Sauk County 1990	Percent Sauk County, 1990	Excelsior 2000	Percent Excelsior, 2000	Sauk County 2000
Drove Alone	488	74.8%	16,004	70.4%	653	81.1%	22,213
Carpooled	82	12.6%	2,952	13.0%	72	8.9%	3,196
Public Transportation	0	0.0%	87	0.4%	8	1.0%	139
Walked or Worked at Home	76	11.7%	3,498	15.4%	65	8.1%	2,916
Other Means	6	0.9%	185	0.8%	7	0.9%	230

Source: U.S. Census 1990-2000

Note: The category "walked" and "work at home" are combined in the U.S. Census 1990 data.

Local Employment Opportunities

Along with the employment opportunities in surrounding towns, a number of small business exist within the Town of Excelsior. Small businesses not of the cottage industry type are located in the commercial designations within the Town.

8.3 Opportunities to Attract and Retain Business

As stated earlier, it will be important for Excelsior to foster cottage industries and low-impact tourism opportunities that both reflect and protect the Town's history, natural resources and current residents. The Town should encourage the formation of a unique niche market for tourism, and prohibit business development similar to that in Wisconsin Dells and other large-scale tourism areas.

8.4 Other Programs and Partnerships

Sauk County Development Corporation

Sauk County Development Corporation's mission is to promote and retain the diverse economic vitality of Sauk County and its individual communities.

Wisconsin Department of Commerce

Provides a broad range of financial resources to help businesses and communities undertake economic development. These programs include:

- **Community Development Block Grant (CDBG) – Economic Development Program**
Provides grants to communities to promote local job creation and retention.
- **CDBG – Public Facilities** helps eligible local governments upgrade community facilities, infrastructure, and utilities to benefit low to moderate income residents
- **Rural Economic Development Program** offers low-interest loans for businesses with fewer than 25 employees.
- **US Small Business Administration (SBA)** provided loan guarantees that are used in conjunction with bank financing to improve loan terms.
- **Wisconsin Housing and Economic Development Authority (WHEDA)** a program that buys down commercial interest rates, enabling Wisconsin lenders to offer short-term, below-market rate loans to small, minority- or women-owned businesses.
- **Industrial Revenue Bonds (IRBs)** are municipal bonds whose proceeds are loaned to private persons or to businesses to finance capital investment projects. All Wisconsin municipalities – cities, villages, and towns are authorized to issue IRBs.
- **Major Economic Development Program (MED)** is designed to provide financial assistance for Wisconsin business startup or expansions.
- **Customized Labor Training Program (CLT)** encourages businesses to invest in the retooling and upgrading of equipment in order to increase the productivity of its labor force by providing a grant of up to 50% of the cost of a workforce training program.
- **Technology Development Fund Program (TDF)** is designed to provide assistance to businesses embarking on technical research projects aimed at developing new products or processes, or improving existing products or processes.

- **Forward Wisconsin** is a non-profit economic development-marketing corporation for the State of Wisconsin. This organization creates marketing strategies aimed at luring businesses and industry from other states within the United States and other countries throughout the world to improve the corporate climate in Wisconsin. The organization assists in locating companies throughout the State, based on those companies' needs. Assistance is available to aid with community development projects and marketing.
- **Agriculture Development Zone (South-Central)** is a new agricultural economic development program in the State of Wisconsin that provides tax credits to farm operators and business owners who make new investments in agricultural operations. These tax incentives are offered for three basic categories of investment including job creation, environmental remediation, or capital investments in technology/new equipment. This program is administered by the Wisconsin Department of Commerce.

8.5 Environmentally Contaminated Sites

The Comprehensive Planning Legislation requires communities to evaluate and promote the use of environmentally contaminated sites for commercial or industrial uses. The Wisconsin Department of Natural Resources (DNR) Environmental Remediation and Redevelopment Program maintains a list of contaminated sites.

The Town of Excelsior does not have any open sites. Site 09-57-293909, an underground storage tank leak has since been closed with no action required. The use at this location is commercial and future use is planned as commercial.

The Sauk County Landfill closed in (add a paragraph here)

DNR Definitions:

- **Brownfields:** The DNR identifies brownfields as abandoned or underutilized commercial or industrial properties where expansion or redevelopment is hindered by real or perceived contamination
- **Open:** Spills, LUST, ERP, VPLE and abandoned container activities in need of clean up or where cleanup is still underway. Not applicable to activity types of "General Property" and "No Action Required by RR Program."
- **Closed:** Activities where investigation and cleanup of the contamination has been completed and the state has approved all cleanup actions. Not applicable to activity types of "General Property" and "No Action Required by RR Program."
- **Historic:** Spills where cleanups may have been completed prior to 1996 and no end date is shown. Spill activities in this category show Historic status. Please contact regional spills coordinator (WDNR) if you need more information.
- **NAR:** No action required by RR Program. There was or may have been a discharge to the environment and based on known information, DNR has determined that the responsible party does not need to undertake an investigation or cleanup in response to that discharge. NAR activities in BRRTS(Bureau for Remediation and Redevelopment Tracking System) have an activity number prefix of 09.
- **Leaking Underground Storage Tank (LUST):** A LUST site has contaminated soil and/or groundwater with petroleum, which includes toxic and cancer causing substances. However, given time, petroleum contamination naturally breaks down in the environment

(biodegradation) Some LUST sites may emit potentially explosive vapors. LUST activities in BRRTS have an activity number prefix of 03

8.6 Economic Development Goal, Objectives and Policies

Economic Development Goal:

Promote economic success of residents and businesses that reflect and are compatible with the rural character of the Town.

Economic Development Objectives and Policies:

EDO-1 Encourage the maintenance and development of home-based businesses, cottage industries, farming, and farm related businesses that complement the agrarian and rural character of the Town.

EDP-1a The Town will work with Sauk County to develop new zoning options that will allow for innovative opportunities for economic development related to agriculture, home based businesses, cottage industries and farm related businesses to negate the need to rezone, but rather incorporate a system of special exception or conditional uses under the predominant zoning district.

EDO-2 Promote alternative and renewable forms of energy as a form of economic development and self-sustainability.

EDO-3 Consider the location of new residential development to prevent future conflicts with agricultural uses.

EDP-3a Allow commercial zoning only within Extra Territorial (ET) areas next to Reedsburg and those lands directly adjacent to the Reedsburg ET District that are designated "Future Commercial" on the Town's Future Land Use Map. Land zoned commercial that is adjacent to land zoned residential shall consider appropriate buffers as approved by the plan commission.