

A STRATEGIC PLAN  
FOR  
THE VILLAGE OF WAUSAUKEE  
ECONOMIC  
DEVELOPMENT  
COMMITTEE

March 2007



# Wausaukee Economic Development Committee

2007-2010

## Strategic Plan Overview and History

---

### **Situation**

*The Village and Town of Wausaukee (total pop. under 2,000), central Marinette County, have been experiencing population and relative income decline over the last 20 years. Leaders decided form the Wausaukee Economic Development(ED) Committee in effort to revitalize the community and downtown area in preparation for the rebuilding of their main street, which is also US Highway 141. The Wausaukee Economic Development Committee's re-formed as combination of Village, Town, and Business Leaders and residents in 2004. The Village government created a resolution stating the group's purpose was to address economic development issues.*

### **Process Timeline**

*In 2005 the Committee determined that because of significant changes in the external environment such as project financing concerns and upcoming comprehensive planning, a new strategic plan should be developed. At the end of 2005, the Wausaukee Economic Development Committee Members discussed and approved a general planning process outline and agreed to bring in a neutral facilitator to assist with the process. They invited UW-Extension and the Marinette County Economic Development (ED) Corporation-EDC Director to assist with their new committee and planning process. Shawn Kaskie, Community Resource Development Educator with UW-Extension Marinette County, was asked to serve as the planning process facilitator. Kaskie worked with the Committee's Chairperson to develop a facilitated stakeholder session that was consistent with the Members' expectations of the strategic planning process.*

*To gain public input into the planning process, several methods were used from various groups of stakeholders throughout the year prior to the planning process. Community economic development education was a necessary first step for newly formed volunteer committee. The early meetings during summer-fall 2004 consisted of small town ED principles/ theory followed up with the new group using UW-Extension's Community Economic Development Preparedness Index: over the course of the fall 2004 meetings. A community-wide survey was developed & sent to property owners & the returned surveys (just over 30%) were tabulated. The Chairperson and Secretary of WEDC explained the results to the respective Village & Town Boards in a PR/ educational effort to build support for ED projects which ranked as community priorities. In addition to the public opinion survey, committee members routinely attended, updated and gained feedback from elected officials during Town and Village meetings. The group visited / toured local manufacturing facilities to better understand employer needs, concerns and development plans. Finally, in March of 2006, the committee hosted a business roundtable to help oriented this group of stakeholders.*

*The Wausaukee Economic Development Committee Members agreed that the purpose of the planning process was to identify key strategic issues facing the organization as it addresses economic development issues in Wausaukee.*

As a result of the strategic planning process the organization adopted mission and vision statements, five strategic issues, and strategies for addressing those strategic issues from 2006 until 2010. (Detailed proceedings of the planning process can be found in the plan's appendix.)

## **MISSION STATEMENT**

Define, Develop and Promote the  
Economic Climate of the  
Greater Wausauke Community.

## **VISION STATEMENT**

The Greater Wausauke Community is an  
Economic Center & Place of Community Pride  
Where Businesses & Families Thrive.

# STRATEGIC OBJECTIVES

## STRATEGIC ISSUE #1: Economic Development

Question: How does the Wausaukee Economic Development effectively retain & expand business & industry?

Strategy #1: We will formulate an achievable and sustainable economic plan to encourage and retain business and industry and to attract new businesses.

## STRATEGIC ISSUE #2: Economic Development & Community

Question: How does the Wausaukee Economic Development address the changing housing needs of the community?

Strategy #1: We will promote development of single & multi-family dwellings & facilitate avenues of financial assistance for potential owners & renters thus maintaining the vitality of the community.

## STRATEGIC ISSUE #3: Economic Development & Community

Question: How does the Wausaukee Economic Development maintain a high quality of life for families?

Strategy #1: As WEDC promotes growth in the community, protecting the quality of life Wausaukee residents enjoy will remain a prime mandate.

## STRATEGIC ISSUE #4: Organizational

Question: How does the Wausaukee Economic Development Committee Plan for, Define, measure & promote goals & issues of the Economic Development Committee & their successes?

Strategy #1: The Economic Development Committee will focus its efforts on at least one strategic issue every 6-12 months & will self-evaluate overall progress every 3 years. The Economic Development Committee will keep the community aware & up to date on its projects.

## STRATEGIC ISSUE #5: Community

Question: How does the Wausaukee Economic Development sustain & develop Community pride?

Strategy #1: WEDC will promote pride & cohesion as fundamental to sustaining a growing community.

**ACTION PLAN**  
for the  
VILLAGE OF WAUSAUKEE  
**Economic Development Committee**



## ACTION PLAN

Strategy # (1):  
(Three/Four/Five Years)

We will formulate an achievable and sustainable economic plan to encourage and retain business and industry and to attract new businesses.

OBJECTIVES: (Twelve Months)	START – COMPLETE DATES	PERSON RESPONS IBLE:	STATUS:	NEXT STEP:	MTG. DATES:
1. Explore suitable sites & work with local governments to develop an industrial park.	Long term				Jan. ___ Feb. ___ Mar. ___
2. Encourage employers to develop incentives for employee retention.	6-12 months				Apr. ___ May ___
3. Facilitate a collaborative relationship between business & industry & the Wausaukee School District to improve the caliber of the entry level labor force.	<6 months	Rosie			Jun. ___
4. Assemble an informational packet & investigate venues to promote the Village of Wausaukee to potential businesses & industries.	6-12 months & ongoing				Jul. ___ Aug. ___
5. Work with local governments in developing economic incentives for new businesses & industries.	12 months				Sep. ___ Oct. ___
6.					Nov. ___ Dec. ___

## ACTION PLAN

STRATEGY # (2): We will promote development of single & multi-family dwellings & facilitate avenues of financial assistance for potential owners & renters thus maintaining the vitality of the community.  
(Three/Four/Five Years)

ACTIONS AND TASKS: <small>(Twelve Months)</small>	START – COMPLETE DATES	PERSON RESPONSIBLE:	STATUS:	NEXT STEP:	MTG. DATES:
1. WEDC will foster a positive climate towards growth & development in the community.					Jan. ____
2. WEDC will explore redevelopment of properties in & around the Village of Wausaukee.					Feb. ____ Mar. ____
3. WEDC will provide awareness of funding & financing sources for economic development.					Apr. ____ May ____
4. WEDC will work to increase the Village’s appeal in the community by improving the appearance of public & private properties through incentives & matching funds.					Jun. ____ Jul. ____
5. WEDC will develop a plan to expand recreation areas & activities.					Aug. ____ Sep. ____ Oct. ____

## ACTION PLAN

STRATEGY # (3): As WEDC promotes growth in the community, protecting the quality of life Wausaukee residents enjoy will remain a prime mandate.  
(Three/Four/Five Years)

OBJECTIVES: <small>(Twelve Months)</small>	START – COMPLETE DATES	PERSON RESPONSIBLE:	STATUS:	NEXT STEP:	MTG. DATES:
1. WEDC will promote awareness of local ordinances & encourage the enforcement of same.	12 months				Jan. ___ Feb. ___
2. When the WEDC implements actions, we will always keep quality of life for young & old in mind.	On going				Mar. ___ Apr. ___
3. The WEDC will develop funding from local residents, businesses & industry for post secondary continuing education to benefit local residents.	<6 months	Ann			May ___ Jun. ___
4. WEDC will promote representation on the Marinette County Tourism Alliance & work with this committee to promote tourism.	6-12 months				Jul. ___ Aug. ___
5. Working with Friends of the Library & local government, WEDC will encourage growth & assist in implementing their future plans.	On going				Sep. ___ Oct. ___

## ACTION PLAN

STRATEGY # (4): WEDC will focus its efforts on at least one strategic issue every 6-12 months & will self-evaluate overall progress every 3 years. The Economic Development Committee will keep the community aware & up to date on its projects.  
(Three/Four/Five Years)

OBJECTIVES: <small>(Twelve Months)</small>	START – COMPLETE DATES	PERSON RESPONS IBLE:	STATUS:	NEXT STEP:	MTG. DATES:
1. WEDC officer(s) will update committee members on pertinent issues in the Village or Town of Wausaukee, Marinette County & State of Wisconsin that may impact the area.	Monthly	Rosie			First Tuesdays
2. Property values will increase by 1% above inflation. 2007 values: \$22,620,500	Yearly	Ann			Jan. ___ Feb. ___
3. The available medium income rental units will increase by 4 units per year. 2000: 21 units with rent >/= \$500/month	Over 3 years	Ann			Mar. ___ Apr. ___
4. Median income in the Village of Wausaukee will increase by 10% over inflation. 2000 median income: \$25,313	2000 - 2010	Ann			May ___ Jun. ___
5. The Village of Wausaukee will grow by one (1) new business each year. Jan 2007 Main Street Businesses = 49	Yearly	Ann			Jul. ___ Aug. ___
6. The Village of Wausaukee will have a net vacancy rate of businesses on Main Street of <1%. Jan 2007 Vacant Businesses = 3 or 6%	Yearly	Ann			Sep. ___ Oct. ___
7. WEDC will develop an informational/promotional website that is also a resource for Village programs, application forms, etc.	6-12 months	Brian			Nov. ___ Dec. ___

## ACTION PLAN

<b>Strategy# (5):</b> <small>(Three/Four/Five Years)</small>	WEDC will promote pride & cohesion as fundamental to sustaining a growing community.
---	--

<b>OBJECTIVES:</b> <small>(Twelve Months)</small>	START – COMPLETE DATES	PERSON RESPONS IBLE:	STATUS:	NEXT STEP:	MTG. DATES:
1. WEDC will promote & support community events.					Jan. ___
2. WEDC will increase awareness of organizations & events in the community by using a website, news releases, etc.					Feb. ___ Mar. ___
3. WEDC will continue working to improve the Village’s look & appeal.					Apr. ___ May ___
4. WEDC will promote awareness of & participation in local government.					Jun. ___ Jul. ___
5.					Aug. ___ Sep. ___
6.					Oct. ___ Nov. ___ Dec. ___



# Strategic Planning Process Proceedings

March 2006 – March 2007



*Strategic planning is "a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it." - John M. Bryson, 1995*

## ***Planning Process Overview***

*According to John M. Bryson, there are ten steps in a strategic planning cycle:*

1. *Plan for Plan (includes Stakeholder Identification)*
2. *Organizational Mandates*
3. *Mission and Values*
4. *Environmental Scan*
5. *Identification of Strategic Issues*
6. *Formation of Strategies*
7. *Review/Adoption of Strategies and Strategic Plan*
8. *Organizational Vision*
9. *Implementation Process*
10. *Reassessment of Plan*

### ***Plan for the Plan***

*The Village and Town of Wausaukee (total pop. under 2,000), central Marinette County, have been experiencing population and relative income decline over the last 20 years. Village and Town leaders decided form the Wausaukee Economic Development Committee in effort to revitalize the community and downtown area in preparation for the rebuilding of their main street, which is also US Highway 141 in 2013. They invited UW-Extension and the County Economic Development Corporation Director to assist with their new committee. From a local resident survey conducted in 2005, the Committee determined that significant changes in the external environment and continued funding pressures were reasons for writing a current strategic plan for the organization. At their March 2, 2006 meeting, the Wausaukee Economic Development Committee discussed and approved a general planning process outline and agreed to bring in a neutral facilitator to assist with the process. Shawn Kaskie, Community Resource Development Educator with UW-Extension Wausaukee, was asked to serve as the planning process facilitator. Kaskie worked with the Committee to develop a facilitated stakeholder session that was consistent with the Committee's expectations of the strategic planning process. The Wausaukee Economic Development Committee agreed that the **purpose of the planning process was to identify key strategic issues facing the organization as it addresses economic development issues in Wausaukee Community.***

## *Stakeholder Identification*

The Wausaukee Economic Development Committee maintains a comprehensive list of organizational stakeholders that is continually updated. Therefore, no formal stakeholder analysis was conducted as part of this planning process.

**External** stakeholders include:

- Local Taxpayers
- Local Government Officials (Village, Town, and County)
- Economic Development Professionals (i.e. MCABI Directors, UWEX)
- Economic Development Entities (i.e. Wisconsin Housing and Economic Development Authority, Job Center)
- Business and Industry
- Education (i.e. Wausaukee School District, NWTC & UW-Marquette)

**Internal** stakeholders include:

The Wausaukee Economic Development Committee (with representation from external stakeholders list)

- Village Board Members in Attendance

## *Mandates*

The Wausaukee Economic Development Committee identified one formal and four informal mandates. These mandates were discussed and confirmed by the Committee.

### *Formal*

1. Village of Wausaukee Resolution states the purpose the committee is to research, develop, and make recommendations to the Village of Wausaukee Board on Economic Development in the Village and Town of Wausaukee.

### *Informal*

2. Use community contributions wisely.
3. Take efforts to consider the priorities of all socio-economic segments of the community.
4. Refrain from making promises on behalf of the communities.
5. Work with new *and* existing businesses.

## *Environmental Scan*

*To assist with assessing the external environment, the Committee's Chairperson provided stakeholders participating in a March 2006 facilitated session with the Village businesses. She also provided session participants with a list of current economic trends and comments from organizational stakeholders that were made during recent business retention visits and listening sessions. (Appendix A)*

*During the facilitated session, committee members discussed trends in the external environment that are affecting the local economy and businesses in either a positive or negative manner. They were then asked to select trends that should be a priority for the Wausaukee Economic Development Committee to address over the next three years. As a large group those ideas were categorized into themes (see below in no particular order). The participants discussed each of the identified trends and decided if each is either an **asset/opportunity or threat/liability**. In the majority of cases, these trends are a challenge for both the County and the Wausaukee Economic Development Committee.*

*Trends that should be a priority for the Wausaukee Economic Development Committee to address in the next three years:*

### Workforce

- Major employers continue to expand and bring in out of region employment due to lack of local availability
- Aging of population - workforce leaves the county for employment
- Residential Migration

### Housing

- Increase availability of quality family housing for expected workforce increase
- Increase availability of quality senior housing for Aging of population
- Residential Migration

### Maintaining a Sense of Community

- A once commonly held sense of community is less prevalent
- Involvement in community has declined
- Residential migration from the cities/villages to rural countryside has fragmented our sense of community
- Lack of a common vision and purpose - other communities outside Wausaukee have already formed coalitions and banded together

### Education

- Brain Drain (individuals leaving area for education and work)
- Educational quality, in particular our technical education, is high (Note: discussed that the challenge is maintaining that quality.)
- Business owners need education on current changes/trends in order to remain viable

### Technology

- Electronic (Internet) Connections and rural broadband access

### External Perceptions

- Government leadership has "no growth" attitude (Not consistently found throughout the county.)
- (Need to) "Market" Community (to others)
- Other community's have formed coalitions and bonded together with common vision and purpose

## Change

- Acceptance of change
- Education (on changes and how to adapt)
- An aging population is resulting in changed demands and needs for housing, services and transportation

## Cost of Doing Business

- Cost of health insurance is growing too high

## Leadership (added later during discussion)

- (Lack of) people stepping up to address issues, lead initiatives
- Lack of fire-starters
- (Difficulty) growing entrepreneurs and local businesses

## *Identifying Strategic Issues/Priorities*

*Using the information generated during the environmental scan discussion, participants in the July 5, 2006 facilitated session identified four questions of strategic organizational interest to the Wausaukee Economic Development Committee. These issues will clearly impact the ability of the organization to be successful in the long-term. Work on these issues will enhance the organization's ability to successfully achieve its intended community outcomes by building support, stakeholders and capital resources. Using the information collected from the other stakeholders' collection methods, community and economic development issues were also added. These strategic community and economic development issues will clearly impact the long-term economic success of Wausaukee.*

### Strengths

- The people of the Community
- Safe environment
- Small town atmosphere
- 4 major businesses/industries
- Evergreen Park & the Menominee River
- Local government ties with business

### Opportunities

- Potential fairgrounds development
- Thompson Park development
- Develop park & rivers
- Evergreen Park & the Menominee River
- Develop an industrial park
- Rehabilitate the old school

*Participants in the facilitated session were also asked to identify internal **challenges** present for the Wausaukee Economic Development Committee.*

### Weaknesses

- Poor sense of Community
- Village is landlocked
- Lack of resources for the young
- Look of the Village needs improvement
- Little or no medium income housing

## Challenges

- Overcoming entrenched ideas & attitudes
- The increasing age of the population
- Loss of grads to the cities
- Attracting small businesses with medium income jobs

## *Formulating Strategies*

*The Wausaukee Economic Development Committee is faced with a number of strategic organizational issues and strategic economic development issues. To be successful the organization will need to address all of these issues. They are not mutually exclusive, and are of equal importance. At times the strategies for addressing these issues will overlap with one another.*

### ***Strategic Issue #1: Economic Development***

#### **HOW DOES THE WAUSAUKEE ECONOMIC DEVELOPMENT COMMITTEE EFFECTIVELY RETAIN & EXPAND BUSINESS & INDUSTRY?**

We will formulate an achievable and sustainable economic plan to encourage and retain business and industry and to attract new businesses.

- 1) Work to acquire land suitable for an industrial park development
- 2) Attract & retain the labor force
  - a. Facilitate a collaborative environment between business & the WSD
  - b. Refer to strategies for Objective 5 re: increasing housing availability
- 3) Promotion
  - a. Informational packet
    - i. Brochure about the Wausaukee Area
    - ii. Information from utilities, MCABI, Marinette County Economic Development
  - b. Facilitate alternative funding sources
    - i. County & UDAG revolving loan funds
    - ii. Capital investors
    - iii. Rural development business loans
  - c. Promotional advertising
    - i. Co-op with other county entities to attract businesses
    - ii. Use tools like the LOIS site & economic development publications
    - iii. Organize & facilitate cooperative advertising to promote local business patronage
- 4) Economic & tax incentive packages to attract new businesses

## *Strategic Issue #2: Economic Development & Community*

### **HOW CAN THE WEDC ADDRESS THE CHANGING HOUSING NEEDS IN THE COMMUNITY?**

We will promote development of single & multi-family dwellings & facilitate avenues of financial assistance for potential owners & renters.

1. Financing
  - a. Revolving loan funds
    - i. Grants
    - ii. Village
  - b. State & federal agencies
    - i. Rural development
    - ii. WHEDA
    - iii. Dept of commerce
  - c. Local banks
  - d. Private funding sources
    - i. Venture capitalists
    - ii. Scholarships
2. Housing development
  - a. Redevelop existing lots
  - b. Annexation of land
  - c. Sewer & water extension/upgrading
  - d. Marketing of lots for development

We will lower the median age of area residents to develop, promote & maintain the vitality of the community.

1. Develop activities geared to 20-40 year olds & families
2. Improve the appearance of public & private lands in the Village to increase appeal
  - e. Landscaping on & near Main Street
  - f. Incentives for property owners to maintain their property
  - g. Façade improvement revolving loan fund
  - h. Ordinances to maintain property
3. Playscape
4. Organized sports & activities programs for children & teens

### *Strategic Issue #3: Economic Development & Community*

#### **HOW CAN THE WEDC MAINTAIN A HIGH QUALITY OF LIFE FOR FAMILIES?**

As WEDC promotes growth in the community, protecting the quality of life Wausaukee residents enjoy will remain a prime mandate.

- 1) Identify and Meet challenges for the community
  - a. Housing for the elderly
  - b. Keep wages competitive
  - c. Low cost of living & moderately priced housing
  - d. Keep small town atmosphere, but promote growth
  - e. Keeping knowledgeable about the plans for the upgrade to Main St
  - f. Maintain Rescue Squad and Fire Dept quality of service
  
- 2) Promote outstanding educational opportunities that are close by
  - a. Marinette University
  - b. Technical College
  
- 3) Promote recreational opportunities to attract people to the area
  - a. snowmobiling
  - b. boating
  - c. rafting
  - d. golf
  - e. fishing & hunting
  
- 4) Promote family oriented community
  - a. Strong work ethics
  - b. Maintains low crime rate
  - c. Family owned businesses
  - d. Community picnics & events
  - e. Churches
  
- 5) Promote bank loan funding available
  - a. competitive rates
  - b. works with you to achieve your housing or business goals

## ***Strategic Issue #4: Organizational***

### **HOW CAN THE WEDC DEFINE, MEASURE & PROMOTE GOALS & ISSUES OF THE ECONOMIC DEVELOPMENT COMMITTEE & THEIR SUCCESSES?**

The Economic Development Committee will focus its efforts on at least one strategic issue every 6-12 months & will self-evaluate overall progress every 3 years. The Economic Development Committee will keep the community aware & up to date on its projects.

- 1) WEDC meets monthly to keep up on current issues that the Village and Town face.
  - c. Water & Sewer upgrades
  - d. Land purchases
  - e. Maintaining major employer
  - f. Main street parking issues
  - g. Maintaining quality education for K-12
  - h. Gain public input into the planning of community growth
- 2) Evaluating economic improvement
  - i. Increased property values
  - j. Increases in home ownership
  - k. Increases in rentals & rents
  - l. Higher median income
  - m. Lower unemployment rates
  - n. Neighborhood rehabilitation
  - o. Few commercial vacancies
  - p. Increases in business diversity
  - q. Use federal, state & local demographics, comparing changes. (i.e. census data, sales tax data, local valuation, etc.)
- 3) Evaluation level of education in the community
  - a. Increases in the median education level
  - b. Increased number of high school grads entering tech school or 2 & 4 year colleges
  - c. Increased number of high school, college & tech school graduates
  - d. Use federal, state & local demographics, comparing changes. (i.e. census data, local statistics, etc.)
- 4) Promotion
  - a. Develop a website that will facilitate information dissemination & contact with WEDC
  - b. Link to relevant sites locally, statewide & on the nation level

### ***Strategic Issue #5: Community***

#### **HOW DOES THE WAUSAUKEE ECONOMIC DEVELOPMENT SUSTAIN & DEVELOP COMMUNITY PRIDE?**

WEDC will promote pride & cohesion as fundamental to sustaining a growing community.

5. Improve the visual impact of the Village
  - a. Use incentives, ordinances, etc. to encourage landowners to landscape their properties & fix-up their buildings
  - b. Use the highway rebuilding to modernize the look of Main Street
    - i. New lighting
    - ii. Burying WPS & other lines
    - iii. Benches & trash receptacles
6. Promote service organizations
  - i. Encourage growth & new ideas in existing organizations
  - j. Welcome new & younger members
  - k. Use various media venues to promote organizations & events
    - i. Website
    - ii. News releases
    - iii. posters
7. Increase involvement of residents in local government
  - a. Raise awareness of issues confronting the Village
  - b. Publicize regular & special meetings

# *Adoption of Strategic Plan*

*The Wausaukee Economic Development Committee has reviewed this strategic planning document and agree that the eight strategic issues identified should be addressed because they are critical to the long-term success of the organization. We commit to following through on addressing these eight strategic issues through the implementation of the outlined strategies, or any other strategies that are, at a later date, deemed to be appropriate.*

*The Wausaukee Economic Development Committee agrees to assess progress on addressing the strategic issues and achieving the outlined strategies on a regular basis (a minimum of six times a year). As part of this commitment we will keep this strategic plan alive until the strategic issues have been addressed, or until the Committee and staff agree mutually that the strategic issues are no longer relevant.*

*Date Adopted:* 06 March 2007

*Date Approved:* 18 April 2007

*Date(s) Formally Reviewed:* \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## *Appendix A*

Current Trends recorded during discussion throughout all strategic planning meetings

- Global economy means business must measure themselves against “world market” benchmarks.
- Technology continues to change the way we live and work.
- Education is the biggest threat to American employment (K-12 especially).
- It’s all about Competition! What will it take in education, infrastructure & R&D?
- The character of our jobs and the skills used are “knowledge-based” – and continually changing.
- Workforce identifies more with where they live than where they work (Gen X’ers).
- Workforce of future requires deep skill sets in technology.
- By age 32, young talent has had an average of nine jobs.
- Four out of five new businesses will be started by Gen X’ers.
- 92% of the growth is in developing countries (Pakistan, Nigeria, Bangladesh).

Retention Visit and Listening Session Comments (Summarized)

- Need more industry.
- Need more jobs so that we can attract young people.
- Need better understanding of the impact of our existing businesses.