

STRONG BUSINESS, STRONG ECONOMY, STRONG WORKFORCE | TOMORROW

WAUPACA | STRONG



COMMON COUNCIL DRAFT | AUGUST 01, 2014

PREPARED BY

| | |
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STRATEGIC PLAN TEAM MEMBERS

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|---------------------|---|
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INTRODUCTION

The City of Waupaca is a vibrant, small city located in east central Wisconsin boasting the beauty and seclusion of a rural setting and all the amenities and conveniences to rival big city living. The City of Waupaca takes great pride in offering a clean, safe, friendly, and progressive community for its residents, commuter workforce, and seasonal visitors. The Waupaca area is among the Midwest's most popular tourist destinations; including the famous Waupaca Chain O' Lakes and events and festivals throughout the year. The City of Waupaca is home to 16 public parks, Hartman Creek State Park, a skate park, sports complex, two golf courses, South Park Beach, nature trails, and numerous bike paths. As abundant outdoor and water-based recreational opportunities continue to beckon thousands to the community, the local economy is also supported by vigorous manufacturing and service industries, providing local employment opportunities as well as goods and services in a global economy.

Residents receive an enviable range of city services at relatively low costs, while our workforce benefits from the vast recreational facilities and trails. Residents and visitors alike enjoy the City's public parks as well as popular special events. We are proud of our top-notch schools, public and private, and growing health care facilities. Whether you think of "quality of life" as leisure activities like sailboarding, water-skiing, or fishing, cultural enrichment, top ranked dining options, having access to top rated schools and medical services, or simply knowing your family is safe in a city that displays a real sense of community, Waupaca exemplifies it.

WHY WAUPACA?

Anyone unfamiliar with the area, let alone the State of Wisconsin, may ask, "Why Waupaca?" In addition to the rural setting, city services, and overall high standard of living, the City of Waupaca offers distinct, strategic advantages over similar communities found not only in the Midwest, but across the country. These advantages: location, transportation, tourism, manufacturing, and Main Street, act as the necessary ingredients to successfully relocate, expand, or open a multitude of businesses.

Location: four major highways intersect in the City, making travel to nearby metro areas such as the Fox Cities, Green Bay, Stevens Point, and Wausau an easy and quick commute. Travel to major metropolitan areas of the Midwest is also within a few hours' drive, being approximately two hours from Madison and Milwaukee, and four hours from Chicago and Minneapolis-St. Paul.

Transportation: the City of Waupaca's transportation network plays a major role in the efficiency, safety, and overall desirability of the area as a place to live and work. The excellent highway system, freight rail service, and aviation assets available in Waupaca are superior to that in other rural, small cities. This means faster customer service, lower costs, and greater profit margins - all while enjoying the amenities of small-town living and scenic beauty.

Four major highways intersect in Waupaca including US Highway 10 (a major east-west route from Lake Michigan to the Twin Cities), and State Highways 22, 54 and 49. Interstate 39 is only twenty minutes to the west, while US Highway 41 is just 30 minutes to the east. A Highway 22/54 bypass, constructed in late 2008, provides a more efficient connection between State Highway 22/54 and US Highway 10.

Waupaca is served by two LTL and truck terminals, two interstate carriers, and 11 intrastate carriers. The City of Waupaca is also served by the Canadian National Railroad, with daily switching service being provided, and a municipal general aviation airport: Brunner Field.

Additionally, the City of Waupaca includes miles of pedestrian trails and bicycling opportunities. The River Ridge Trail is 26 miles that have been designated non-motorized. It winds through the Waupaca area, connecting 17 points of interest. These points of interest include City Hall, Waupaca Middle and High Schools, the Chamber of Commerce, and the Oz Natural Area. The connectivity of such points allows residents and visitors of all ages to experience the urban and natural areas, including unique biological

diversity of the area, and provides alternative, environmentally friendly transportation and greater opportunity to experience and navigate the area. The City of Waupaca has remained committed to expanding cycling and pedestrian opportunities. The River Ridge Trail also connects to South Park. A recipient of the WDNR Stewardship Grant, the City of Waupaca has just completed the final stages of a renovation to the park. Overseen by the Community and Economic Development Department, this renovation will provide greater amenities and accessibility.

Tourism: with a residential population estimated at 6,047, the summer seasonal population is estimated to be five times that at approximately 30,000. With 45% of City land open spaces, including 16 public parks, Waupaca offers a variety of activities drawing visitors from across the Midwest. Allowing for a variety of water activities, Waupaca is also the base for the well-known spring fed Chain 'O Lakes which is comprised of 22 lakes and a total of 728 acres.

Manufacturing: manufacturing plays a crucial role in the economic vitality of the City of Waupaca and Waupaca County. In the County manufacturing is the second highest employer by Standard Industrial Classification (SIC) at 22.89%, second only to services at 34.26%.

The Waupaca Foundry, which focuses on iron castings, employs more than 3,700 employees, with approximately 250 having been with the company for more than 25 years. It is this blend of world class manufacturing, with strong generational, community ties that epitomizes the community of Waupaca and will be a strong component of the new Strategic Plan.

Main Street: The healthiest communities in the country all have one thing in common: a strong “Main Street.” While the City of Waupaca boasts several distinct retail areas, the heart of the City is Main Street. Along Main Street visitors will find dozens of locally owned shops and restaurants, each providing its own unique contribution to the character of Waupaca. Main Street is filled with historic buildings, convenient access to the river, pedestrian walkways, and public amenities, including the Waupaca Area Public Library. Having a distinct and well defined Main Street area has allowed the City to separate itself, making it the cultural hub of the greater area. The principles that will guide the Strategic Plan and its goals have been based in large part on the leaders of Main Street and their contributions to the area.

CITY OF WAUPACA—YEAR 2030 COMPREHENSIVE PLAN

In October 2007 Waupaca completed its 2030 Comprehensive Plan. Intended as a guide for community decision making for the next 20 to 25 years; the planning effort commenced in 2003 after Waupaca County was awarded a Comprehensive Planning Grant by the Wisconsin Department of Administration. Meeting the requirements of the State’s Comprehensive Planning Law, the comprehensive plan is based on four fundamental questions: where is the community now, how did the community get here, where does the community want to be in the future, and how does the community get where it wants to be. A key component of answering these questions is economic development. The 2030 Comprehensive Plan provides an economic characteristics summary for the City of Waupaca, analyses of its strengths and weaknesses, goals and objectives, and policy recommendations. Broadly defined, recommendations include supporting new business development efforts, encouraging industries that provide educational and training programs and provide higher paying jobs, working with and participating in local and regional groups, and promoting the retention and expansion of existing businesses through public and private means.

The Economic Development Strategic Plan acts as an extension to the 2030 Comprehensive Plan. It shares the community vision presented in the Comprehensive Plan, but provides updated answers to questions presented, using new information and the experiences of the past 10 years since the planning effort first commenced for the Comprehensive Plan. Furthermore, the Economic Development Strategic Plan provides more definitive goals and expectations for the Community and Economic Development Department and the City of Waupaca, while still aligning itself to the Comprehensive plan. The intent of the strategic plan is to identify specific actions, priorities,

programs, and metrics to enable the City of Waupaca to achieve and measure its economic development goals by building upon the City's economic assets and identifying new opportunities. These activities will increase employment, facilitate the robust growth and expansion of businesses, improve the quality of life of all residents, diversify the tax base, further promote and develop the downtown, and position the City's high quality of life for its residents and the surrounding area. Such desired outcomes were first established in the 2030 Comprehensive Plan.

PLACEMAKING PRINCIPLES

As the City of Waupaca moved forward with the Strategic Plan and summarized the competitiveness of the community, it became increasingly evident of the importance of reflecting on what main principles the City has held and should continue to hold moving forward. Although economic development principles are found in every community, allowing for possible comparable principles, the City of Waupaca strives to have its principles reflect the present community, with its unique values and characteristics.

Financially Stable: oftentimes sound economic development fails to happen in a community because of a lack of funding. It is critical that the City of Waupaca, with its partners, be solvent and not dependent on government subsidies, particularly for everyday maintenance. For long term financial commitments the City must also have a proper tax base and resources to help guarantee projects come to fruition.

Partnerships: a successful community is connected across departments, with vested public and private partners, including those across the region to ultimately create community interdependence. This interdependence allows groups to voice ideas and concerns, ultimately unifying interests and pooling resources. Such groups can include residents, private businesses, and regional governmental agencies.

Vibrant and Diverse: the City must have a local economy that is built on a variety of businesses. This occurs by supporting sound business creation and expansion across a variety of types; whether manufacturing, service, professional, or retail. Additionally promoting diversity is crucial, with particular attention to different age groups, so that the City can be sustainable.

Customer Orientation: in order to be successful economic development initiatives must define who the customers are, what needs and expectations they have, and how to use input from them to implement specific programs. Customers may include businesses, nonprofits, and residents.

Comprehensive Strategy: it is crucial that the City have a comprehensive strategy that defines specific goals with regards to creating equity, a capable and motivated workforce, and overall quality of life for residents. The City of Waupaca—Year 2030 Comprehensive Plan can be found below and the Strategic Plan will further define goals and have community efforts line up.

Measurement and Evolution: the final principle is how do the City and its partners measure the action strategies and policies that have been implemented and how and when should they be assessed. The community is the expert, particularly on economic development, and the policies and plans must change based on what is being learned from it.

DEVELOPING THE ECONOMIC DEVELOPMENT STRATEGIC PLAN

Beginning in February 2014 City staff, with local and regional partners, began conducting four educational sessions focusing on key areas of economic development. At the completion of these educational sessions, staff compiled information gained from each session and prepared a five year strategic plan. This plan targets specific areas of need and a framework and set of tasks and assignments required to be completed by different stakeholders.

The final report will guide the City into the future maintaining Waupaca’s small town feel, but more importantly developing and implementing programs and infrastructure for economic success.

Vision Statement

“The City of Waupaca is committed to a high quality of life by developing a strong business community, strong workforce, and strong place-based economy for today and tomorrow.”

Mission Statement

“The City of Waupaca seeks to establish a new direction by being transformational in thinking, identifying opportunities to differentiate Waupaca locally and regionally as a community, and ensure continued growth of a diverse and sustainable economy for residents, seasonal visitors, and businesses.”

GOALS

Throughout the four planning sessions information was shared from independent partners, staff members, and ultimately the common council. Following the final session the Common Council identified six goals, which have been identified and defined below.

GOAL 01 | Maintain Existing Businesses and Diversify Local Economy:

- Foster relationships with regional, large, and small businesses
 - Continue to update company profiles
 - Prioritize businesses
 - Meet 20% annually
 - Rotate to reach 100% over five year span
- Develop business round table meetings
 - Host quarterly with local (small) business leaders to discuss concerns and identify solutions
 - Host quarterly with manufacturing leaders to discuss concerns and identify solutions
 - Promote global export opportunities
- Create small business council
 - Attend King & In Between Meetings
- Publish year-end report and hold summit

GOAL 02 | Develop a Competitive and Business Friendly Environment:

- Establish Community Development Authority (CDA)
 - Create TIF and loan program policies and applications
 - Create alternate loan programs for business expansions and entrepreneurial start-ups
 - Localized Revolving Loan Fund (RLF) and Façade Improvement Grants
 - Work with WEDC to assist/promote County finance programs
- Improve relationship with local and regional assistance agencies
 - SBDC, Small Business Venture Center, SCORE, Job Center of Waupaca
- Revise zoning code to be more streamlined and user friendly
- Improve and fast-track commercial and industrial application permit processes
- Continue revision of City Community and Economic Development Website
 - Maintain up-to-date information, accessibility of forms and applications, and opportunities related to site selection and zoning and permitting
 - Create and disperse “Before You Start” literature
- Research incubator, co-sharing, and co-work spaces for aspiring entrepreneurs

GOAL 03 | Market Developable Land:

- Conduct market study: Trade Area Analysis/LQ Analysis to identify target industry clusters
- Establish local and regional online directory of commercial and industrial properties
 - Locate in Wisconsin and City of Waupaca website
- Create home ownership and neighborhood reinvestment programs
 - Community Land Trust
 - Neighborhood Investment Program (NIP)
- Increase City presence at trade shows and business networking events
- Connect with site selectors and developers to highlight land and business opportunities
- Develop marketing materials
 - Produce new Welcome to Waupaca Video
 - Improve marketing packet: mix of information related to demographics, living here, regional economic data, and available land

GOAL 04 | Improve Communication on Economic Development Initiatives

- Publish monthly economic development newsletter and year-end report
 - Include specifics on code updates, events, programs, services, and initiatives
- Promote bi-monthly blog and social media
 - Continue expanding online presence by promoting economic development, such as business related news and announcements
- Develop and maintain relations with land owners and commercial brokers
 - Obtain information regarding interest in development ready sites
 - Offer City support to expedite meetings and for code concerns
- Invite legislators to local council meetings

GOAL 05 | Strengthen Partnership with outside local, regional, and State agencies:

- Partner with agencies to promote existing, and develop future, programs, including:
 - Wisconsin Economic Development Corporation (WEDC)
 - Communicate regularly with regional representatives for economic and community development
 - Wisconsin Economic Development Association (WEDA)
 - Maintain membership
 - Regularly attend events
 - New North, Inc.
 - Attend Annual Summit
 - Northeast Wisconsin Regional Economic Partnership (NEWREP)
 - Attend semi-monthly meetings
 - Volunteer as alternative member (representing Waupaca County)
 - Make use of Executive Pulse Database as business retention software
 - Free via Waupaca County's membership
 - East Central Wisconsin Regional Planning Commission
 - Actively participate in the annual Comprehensive Economic Development Strategy (CEDS) process
 - Work with staff to evaluate EDA funding potential for local/regional economic development projects
 - Request, as needed, EMSI economic scenario analyses for specific projects/initiatives
 - Actively participate in Oshkosh Area Defense Industry Diversification Initiative, specifically regarding airport development opportunities

- Request small-scale project assistance annually through East Central’s Technical Assistance Program
 - Fox Valley Workforce Development
 - Communicate regularly with regional representative
 - Waupaca County Economic Development Corporation (WCEDC)
 - Assist in the development and implementation of a targeted skilled workforce development program
 - Waupaca Area Chamber of Commerce
 - Foster relationships with middle and high schools
 - Continue regular attendance at Business Enhancement Workforce Development Committee
 - Support Manufacturing Month initiative
- Hold yearly summit of policy makers
 - I.e. School District of Waupaca
- Establish localized online job board
 - Cross promote with Waupaca Area Job Center
- Expand marketing and promotional tools

GOAL 06 | Increase Retail and Service sector, including a Vibrant and Livable Downtown

- Complete ongoing Downtown/Main Street Visioning Committee work and support implementation of recommendations
 - Revitalize downtown to be more pedestrian friendly
- Re-instate Waupaca Main Street Program
 - Work with Waupaca Area Chamber of Commerce to create monthly after hours events
 - Sidewalk sales, specific Christmas shopping hours/days
 - Promote “Chamber Bucks” to attract area workers and their families to Waupaca
 - Support Chamber to increase cross promotion
 - Encourage local businesses to partner up for such things as “Dinner and a Show,” golf days, or hotel and restaurant packages
- Foster local brand identity
 - Create new City Seal to better reflect Waupaca
 - Unify signage, landscaping, street fixtures, and equipment to create an overall theme
- Enhance way finding signage
 - Develop a comprehensive plan, including highway, off highway, and in the downtown area
- Implement vacant storefront regulations
 - Prompt owners of vacant buildings to maintain window displays
 - Possible displays could include community information or local art
- Create downtown Business Improvement District (BID)
 - Use money raised to maintain roads, keep area clean and safe, and for promotion

Implementation

The 2014-2018 Economic Development Strategic Plan is designed to begin its implementation immediately following its adoption by the Common Council. The Implementation Matrix contains the six goals and action steps designed to meet each goal. Furthermore, the Implementation Matrix assigns specific implementation timeframes, with regards to budget and department considerations. Each year the City of Waupaca will review the entire plan and submit detailed progress reports to the Common Council and City departments. Continued annual review will allow staff to evaluate the plan’s effectiveness and make adjustments as feedback becomes available from departments, regional partners, and the community. This allows for adjustments to be made based on evolving priorities and budget considerations.

ECONOMIC DEVELOPMENT STRATEGIC PLAN IMPLEMENTATION MATRIX: 2014-2018

CED = Community & Economic Development; CDA = Community Development Authority;
 WC = Waupaca Chamber; WCEDC = Waupaca County Economic Development Corporation;
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| | SUPPORTING AGENCY | TIMEFRAME | | | | | BUDGET NEEDED | |
|---|-------------------|-----------|------|------|------|------|---------------|------|
| | | ONGOING | 2014 | 2015 | 2016 | 2017 | | 2018 |
| MAINTAIN EXISTING BUSINESS AND DIVERSIFY LOCAL ECONOMY | | | | | | | | |
| Foster relationships with regional, large, and small businesses | | X | | | | | N/A | |
| · Continue to update company profiles | CED/WCEDC/CDA | | X | X | X | X | X | N/A |
| · Prioritize businesses | CED/CDA | | X | X | X | X | X | N/A |
| Meet 20% annually (including new) | CED | | | | | | | |
| Rotate to reach 100% over five year span | CED | | | | | | | |
| Develop business roundtable meetings | | | X | | | | | N/A |
| · Host quarterly with local (small) businesses to discuss concerns and identify solutions | CED/CDA | | | X | X | X | X | \$ |
| · Host quarterly with manufacturing to discuss concerns and identify solutions | CED/CDA | | | X | X | X | X | \$ |
| Promote global export opportunities | | | | | | | | |
| Create small business council | | | X | | | | | N/A |
| · Attend King & In Between Meetings | CED | | X | X | X | X | X | N/A |
| Publish year-end report and hold summit | | | X | X | X | X | X | \$ |

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| | SUPPORTING AGENCY | TIMEFRAME | | | | | | BUDGET NEEDED |
|--|-------------------|-----------|------|------|------|------|------|---------------|
| | | ONGOING | 2014 | 2015 | 2016 | 2017 | 2018 | |
| 2 DEVELOP A COMPETITIVE AND BUSINESS FRIENDLY ENVIRONMENT | | | | | | | | |
| Establish Community Development Authority (CDA) | | | X | | | | | N/A |
| · Create TIF and loan program policies and applications | CDA | | | X | | | | N/A |
| · Create alternate loan programs for business expansions and entrepreneurial start-ups | CDA | | | X | | | | \$\$\$\$ |
| · Localized Revolving Loan Fund (RLF) and Façade Improvement Grants | CDA | | | | X | | | \$\$\$\$ |
| · Work with WEDC to assist/promote County finance programs | CED/CDA/WCEDC | X | | | | | | N/A |
| Improve relationship with local and regional assistance agencies | | X | | | | | | N/A |
| · SBDC, Small Business Venture Center, SCORE, Job Center of Waupaca | CED/WC | X | | | | | | |
| Revise Zoning Code to be more streamlined and user friendly | CED | | X | X | | | | \$\$ |
| Improve and fast-track commercial and industrial application permit processes | CED | | X | X | | | | N/A |
| Continue revision of City Community and Economic Development website | CED | X | | | | | | N/A |
| · Maintain up-to-date information, accesibility of forms and applications, and opportunities related to site selection and zoning and permitting | CED | X | | | | | | N/A |
| · Create and disperse "Before You Start" literature | CED | | X | | | | | \$ |
| Research incubator, co-sharing, and co-work spaces for aspiring entrepreneurs | CED | | | | X | X | X | \$\$ |

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3

| | SUPPORTING AGENCY | TIMEFRAME | | | | | | BUDGET NEEDED |
|--|-------------------|-----------|------|------|------|------|------|---------------|
| | | ONGOING | 2014 | 2015 | 2016 | 2017 | 2018 | |
| MARKET DEVELOPABLE LAND | | | | | | | | |
| Conduct market study: Trade Analysis/LQ analysis to identify target industry clusters | CED/WCEDC | | | X | | | | \$\$\$\$ |
| Establish local and regional online directory of commercial and industrial properties | CED/WC | | | X | | | | \$\$ |
| · Locate in Wisconsin and City of Waupaca website | CED/WC | | | X | | | | \$\$ |
| Create home ownership and neighborhood reinvestment programs | CED | | | | X | | | N/A |
| · Community Land Trust | CED | | | | X | | | \$\$\$\$ |
| · Neighborhood Investment Program (NIP) | CED | | | | X | | | \$\$\$\$ |
| Increase City presence at trade shows and business networking events | CED/WCEDC | | X | X | X | X | X | \$ |
| Connect with site selectors and developers to highlight land and business opportunities | CED/WCEDC | X | | | | | | N/A |
| Develop marketing materials | CED/CDA | | X | X | | | | \$ |
| · Produce new Welcome to Waupaca Video | CED | | | X | | | | \$\$\$ |
| · Improve marketing packet: information related to demographics, living here, regional economic data, and available land | CED | | | X | | | | \$ |

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| | SUPPORTING AGENCY | TIMEFRAME | | | | | BUDGET NEEDED | |
|---|-------------------|-----------|------|------|------|------|---------------|------|
| | | ONGOING | 2014 | 2015 | 2016 | 2017 | | 2018 |
| 4 IMPROVE COMMUNICATION ON ECONOMIC DEVELOPMENT INITIATIVES | | | | | | | | |
| Publish monthly economic development newsletter and year-end report | | X | | | | | N/A | |
| · Include specifics on code updates, events, programs, services, and initiatives | CED | | X | X | X | X | X | N/A |
| Promote bi-monthly blog and social media | | | X | X | X | X | X | N/A |
| · Continue expanding online presence by promoting economic development, such as business related news and announcements | CED | X | | | | | | N/A |
| Develop and maintain relations with land owners and commercial brokers | | X | | | | | | N/A |
| · Obtain information regarding interest in development ready sites | CED/WC/WCEDC | X | | | | | | N/A |
| · Offer City support to expedite meetings and for code concerns | CED | X | | | | | | N/A |
| Invite legislators to local council meetings | | | X | X | X | X | X | N/A |

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| 5 | STRENGTHEN PARTNERSHIP WITH OUTSIDE LOCAL, REGIONAL, AND STATE AGENCIES | SUPPORTING AGENCY | TIMEFRAME | | | | | BUDGET NEEDED |
|---|--|-------------------|-----------|------|------|------|------|---------------|
| | | | ONGOING | 2014 | 2015 | 2016 | 2017 | |
| | Partner with agencies to promote existing, and develop future, programs, including: | | X | | | | | N/A |
| | · Wisconsin Economic Development Corporation (WEDC) | CED | | | | | | N/A |
| | Communicate regularly with regional representatives for economic and community development | | X | | | | | N/A |
| | · Wisconsin Economic Development Association (WEDA) | CED/WCEDC | | | | | | \$ |
| | Maintain membership | | | X | X | X | X | N/A |
| | Regularly attend events | | X | | | | | N/A |
| | · New North, Inc. | CED/WCEDC/WC | | | | | | \$ |
| | Attend Annual Summit | | | X | X | X | X | X |
| | · NEWREP (Northeast WI Regional Economic Partnership) | CED | | | | | | N/A |
| | Attend semi-monthly meetings | | | X | X | X | X | N/A |
| | Volunteer as alternate member (representing Waupaca County) | | | | X | X | X | X |
| | Make use of Executive Pulse Database as business retention software (Free via Waupaca County membership) | | | | | | | N/A |
| | · East Central Wisconsin Regional Planning Commission | CED/ECWRPC | | | | | | N/A |
| | Actively participate in annual Comprehensive Economic Development Strategy (CEDs) Process | | | | X | X | X | X |
| | Work with staff to evaluate EDA funding potential for local/regional economic development projects | | X | | | | | N/A |
| | Request (as needed) EMSI economic scenario analyses for specific projects/initiatives | | X | | | | | N/A |
| | Actively participate in Oshkosh Area Defense Industry Diversification Initiative, specifically regarding airport development opportunities | | | | X | X | X | X |
| | Request small-scale project assistance annually through East Central's Technical Assistance Program | | X | | | | | N/A |
| | · Fox Valley Workforce Development | CED/WCEDC | | | | | | N/A |
| | Communicate regularly with regional representative | | X | | | | | N/A |
| | · Waupaca County Economic Development Corporation | CED/WCEDC | | | | | | \$ |
| | Assist in the development and implementation of a targeted skilled workforce development program | | | | X | X | | \$\$ |
| | · Waupaca Area Chamber of Commerce | CED/WC | | | | | | N/A |
| | Foster relationships with middle and high schools | | X | | | | | N/A |
| | Continue regular attendance of Business Enhancement Workforce Development Committee | | X | | | | | N/A |
| | Support Manufacturing Month initiative | | X | | | | | N/A |
| | Hold yearly summit of policy makers | CED/WCEDC | | X | X | X | X | X |
| | · I.e. School District of Waupaca | | | | | | | \$ |
| | Establish localized online job board | CED/WC | | | X | | | N/A |
| | · Cross promote with Waupaca Area Job Center | | | | | | | N/A |
| | Expand marketing and promotional tools | CED/WCEDC/WC | | X | X | X | | \$\$\$\$ |

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| | SUPPORTING AGENCY | TIMEFRAME | | | | | BUDGET NEEDED |
|--|-------------------|-----------|------|------|------|------|---------------|
| | | ONGOING | 2014 | 2015 | 2016 | 2017 | |
| INCREASE RETAIL AND SERVICE SECTOR, INCLUDING A VIBRANT AND LIVABLE DOWNTOWN | | | | | | | |
| Complete ongoing Downtown/Main Street Visioning Committee work and support implementation of recommendations | | X | X | | | | \$ |
| · Revitalize downtown to be more pedestrian friendly | CED/ECWRPC/WEDC | | | X | X | X | \$\$\$ |
| Re-instate Waupaca Main Street Program | | | | X | | | \$\$\$ |
| · Work with Waupaca Area Chamber of Commerce to create monthly after hours events | CED/WC/WEDC | | | X | X | X | \$ |
| Sidewalk sales, specific Christmas shopping hours/days | | | | X | X | X | \$ |
| Promote "Chamber Bucks" to attract area workers and their families to Waupaca | | | | X | X | X | \$ |
| · Support Chamber to increase cross promotion | CED/WC | X | | | | | N/A |
| Encourage local businesses to partner up for such things as "Dinner and a Show," golf days, or hotel and restaurant packages | | | X | X | X | X | N/A |
| Foster local brand identity | | | | X | | | N/A |
| · Create new City Seal to better reflect Waupaca | CED | | | X | | | \$\$\$ |
| · Unify signage, landscaping, street fixtures, and equipment to create an overall theme | CED | | | | X | X | \$\$\$ |
| Enhance way finding signage | | | | | | | |
| · Develop a comprehensive plan, including highway, off highway, and in the downtown area | CED/WC/WEDC | | | X | X | | \$\$\$ |
| Implement vacant storefront regulations | | | | X | | | N/A |
| · Prompt owners of vacant buildings to maintain window displays | CED | | | X | X | X | N/A |
| Possible displays could include community information or local art | | | | | | | |
| Create downtown Business Improvement District (BID) | | | | | X | | \$\$\$ |
| · Use money raised to maintain roads, keep area clean and safe, and for promotion | CED/WC | | | | X | X | \$\$\$ |