



**Village of Waunakee**

**Economic Development Strategic Vision Plan**

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**February 23, 2009**



## TABLE OF CONTENTS

<b>Executive Summary</b>	2
<b>What Types of Economic Development do Residents Desire?</b>	4
<b>Waunakee’s Economic Development Competitive Advantage</b>	6
<b>Gaps/Opportunities in the Waunakee Economic Development System</b>	16
<b>Recommendations</b>	18
1. Link Economic Development to the School System	
2. Selectively Market Waunakee for Economic Development	
3. Work with the Existing Business Base	
4. Foster Selective Project Development	
5. Build Organizational Capabilities for Economic Development	
<b>Appendix:</b>	24
Strategy Process	
About Ticknor & Associates	



## Executive Summary

**Economic development betters the community by providing high-paying local jobs and building the local tax base.** The Village of Waunakee commissioned this economic development visioning strategy to set a more proactive course in shaping its economic development future.

**The essence of good strategy is to develop and build from strength.**

Led by very high quality schools and continued development of superior housing within very well planned subdivisions, **the Village has become one of greater Madison’s prime residential areas.** It has experienced retail growth because of the growing number of residents. Light manufacturers and construction firms characterize its current economic base. The Village has zoned and set aside land for future office and technology development hoping to diversify the community economic base in the future.

Based on a community survey and input from the Development Advisory Committee, community interviews, and focus groups, **Village residents want more opportunities to shop in Waunakee, a stronger non-residential tax base, and more technology and office jobs for village residents. They support the application of aggressive Village economic development tools, including land assembly and Tax Increment Financing.**

**Project analysis of competitive strengths and weaknesses indicates that Waunakee’s brightest future growth will continue to be high quality residential development, while limited highway access and its imperfect regional location relative to existing and well established retail, office, and tech centers will limit non-residential development over the next three to five years.**

**The continued pattern of growth that characterized Waunakee over the past decade will continue to provide a good fiscal base for the Village and the Waunakee school system.** New homes are of sufficiently higher average value than existing homes, and non-residential development has almost kept pace with residential development, serving to slightly reduce the equalized Village tax rate since 2001. The Village also plans for 125 additional single family homes each year--which through the Wisconsin school funding formula allows the Waunakee Village School District to retain or, in some cases, increase educational services.

**Village Growth Trends**

	<b>2000</b>	<b>2008</b>	<b>% Increase</b>
Population	8,995	11,105	22.5
Total Equalized Property Value	\$530,175,600	\$1,272,512,400	140.0
Residential Assessed Value	\$367,282,900	\$978,155,000	166.3
Village Tax Rate/\$1,000	6.3030	6.1821	(1.9)
Gross Tax Rate/\$1,000	25.3676	20.7210	(18.1)

Source: Village of Waunakee



Much of Waunakee's future job growth will be in small and mid-sized retail, health and professional services, creating demand for smaller office or mixed use retail/office buildings and for home offices.

Though the more limited nature of local development opportunities does not require the level of development staff and budget found in Middleton or Fitchburg, **the Village needs to fill important gaps in the current Waunakee economic development delivery system in order to maximize development potential, create new job opportunities, and enhance the tax base.**

**Major recommendations are:**

- 1. Link Economic Development to the School System**
- 2. Selectively Market Waunakee for Economic Development**
- 3. Work with the Existing Business Base**
- 4. Foster Selected Project Development**
- 5. Build Organizational Capabilities for Economic Development**

This year will be one of planning, building capability, and gain from assigning broader economic development duties to the new Village Administrator. These recommendations will fully utilize the unallocated \$50,000 economic development allocation within the current 2009 Village budget. Additional expenditures will be necessary in 2010 and in the future to fully implement the plan. This will be an investment in the Village's future.

## What Types of Economic Development Do Residents Desire?

**Responses strongly favor proactive economic development.** The Village gained plan input through a community survey that yielded a very strong response rate (917 responses among the community's approximately 4,000 households).

**Residents' economic development goals are broad-ranging.** Strong majorities rated the importance of the following economic development goals as high or very high:

- 86% for having more local opportunities to shop
- 80% for creating more nonresidential tax base
- 78% for having more local employment options for the Village
- 78% for creating an active downtown center
- 72% for having more office and technology based employment

**Residents also strongly favor aggressive Village economic development programs.**

- 81% agree or strongly agree that the Village should promote economic development and provide development tools to attract businesses comparable to the efforts provided by neighbor communities such as Middleton, Fitchburg, and Verona.
- 68% agree or strongly agree that the Village should continue to use public financing tools (e.g. Tax Increment Financing) to construct infrastructure and maintain an inventory of developable lots in Wauunakee's business parks to build the future non-residential tax base.

**Residents also endorsed the land use and locational principles contained in the Comprehensive Plan and Central Business District Master Plan regarding economic development.**

- 79% agree or strongly agree that the Village should continue its current policies of locating new non-retail business and industrial development in planned business parks on the east side of the community.
- 69% agree or strongly agree that the Village should allow new retail development along major highways into the Village.
- 60% agree or strongly agree that the existing Central Business District (the historic Downtown and business development on W. Main Street and Century Avenue) should remain the primary commercial area in the community.
- 79% agree or strongly agree that the Village should implement design guidelines to manage the appearance and architectural character of development in the historic district.
- 74% agree or strongly agree that the Village should maintain current policies of requiring new buildings in the business park to meet relatively high architectural and design standards.

## Waunakee’s Competitive Economic Advantage

**Although knowing community goals is an important first step, developing a successful strategy requires analysis of Waunakee’s economic development strengths and weaknesses and assessment of the village’s competitive advantage within the Madison region.** The project consultant conducted this analysis in two important ways. He engaged in a wide number of interviews with regional developers, employers, planners, and economic development representatives of Madison, Middleton, Fitchburg and Verona. And he applied his long-term experience as an economic development consultant to communities and employers, including recent economic development strategy work for the City of Madison.

Despite expectations that the current recession will last through 2009 and perhaps into 2010, the Madison region as a whole continues to enjoy very favorable longer-term economic development conditions. The concentration of university and state government employment provide economic stability. University spin-off technology companies and the highly educated local population are major economic development advantages. **The vast majority of the region’s employment growth will continue to come from new business formation and the growth of existing employers rather than from the attraction of outside employers new to the region. Community growth will therefore depend upon where regional businesses and families choose to locate.**

**Families will continue to value Waunakee—its residential development prospects remain very high.** Waunakee enjoys one of the highest average residential home values and highest average family income in the region.

**Measures of Community Wealth**

Community	Mean Residential Value-2007	Median Household Income-2007
Waunakee	\$304,445	\$73,194
McFarland	269,537	77,767
Mt. Horeb	248,865	68,559
Middleton	307,371	68,721
DeForest	223,938	68,361
Sun Prairie	245,655	63,412
Verona	276,219	80,729
Stoughton	219,835	58,827
Fitchburg	347,896	62,285
Madison	245,833	50,991
Waunakee Rank	3rd	3rd

Source: [www.City-data.com](http://www.City-data.com)

The August, 2008 issue of Madison Magazine, for example, rated Waunakee second overall among 17 Madison suburbs (trailing only Mount Horeb and tied with Cross Plains). Had the magazine ranked housing costs by most expensive housing rather than



by least expensive, Waunakee would have ranked first. Waunakee’s standing among key ranking components included:

- Highest average value home sales
- Highest ranking school system
- Second highest ranking park system (behind Shorewood Hills)
- Third lowest crime rate (behind Deerfield and Cross Plains)
- Third best appreciation in home sale values (behind Maple Bluff and Verona).

The Waunakee school system placed first in most Madison Magazine categories.

**Selected School Ranking Categories**

<b>Community</b>	<b>3<sup>rd</sup> Grade Test</b>	<b>KACE Av. Score<sup>1</sup></b>	<b>ACT</b>	<b>HS Grad Rate</b>	<b>Student-Teacher Ratio</b>
Waunakee	96	90	23.3	97.3	12.2
McFarland	92	88	24.3	94.6	12.3
Mt. Horeb	85	85	23.3	93.3	12.7
Middleton	88	87	24.5	91.1	11.4
DeForest	88	87	22.6	93.8	12.7
Sun Prairie	86	84	23.2	94.6	11.4
Verona	84	87	23.5	95.6	11.0
Stoughton	82	85	22.1	93.5	12.0
Fitchburg	85	85	24.6	93.3	10.8

1. Average of 3<sup>rd</sup>, 4<sup>th</sup>, 8<sup>th</sup> and 10<sup>th</sup> graders scoring proficient or advanced.  
Source: Madison Magazine

**Can Waunakee develop an employment base more reflective of its residential population?** Here the prognosis is more cautious due to Waunakee’s location within the regional highway network (see Map, following page).

**Residential Development**

**Within the region, Waunakee continues to enjoy important development advantages for continued residential development.**

- It has one of the very best school systems.
- Taxes are comparatively low.
- Waunakee’s subdivisions are well planned and highly attractive.
- The village attracts high quality builders and has had a disproportionate number of selections in the Parade of Homes.
- There is a wide variety of quality housing types.
- There is ample land for future residential development.
- Residential neighborhoods are an easy commute to west or east Madison.
- Madison’s major shopping districts are within easy reach of Waunakee.
- Waunakee enjoys a very strong regional reputation as a superior residential community.



Since FY 1999, Waunakee’s residential tax base has grown slightly faster (284%) than its commercial (264%) or manufacturing (251%) tax base.

**Stable Residential/Nonresidential Balance**

<b>FY</b>	<b>Residential</b>	<b>%</b>	<b>Commercial</b>	<b>%</b>	<b>Manufacturing</b>	<b>%</b>
<b>1999</b>	\$430,741,300	80.1%	\$53,033,800	12.3%	\$19,817,900	4.6%
<b>2008</b>	\$1,184,692,800	82.6%	\$139,866,700	11.8%	\$44,600,500	3.8%
<b>% Growth</b>	284%		264%		251%	

Source: Village of Waunakee

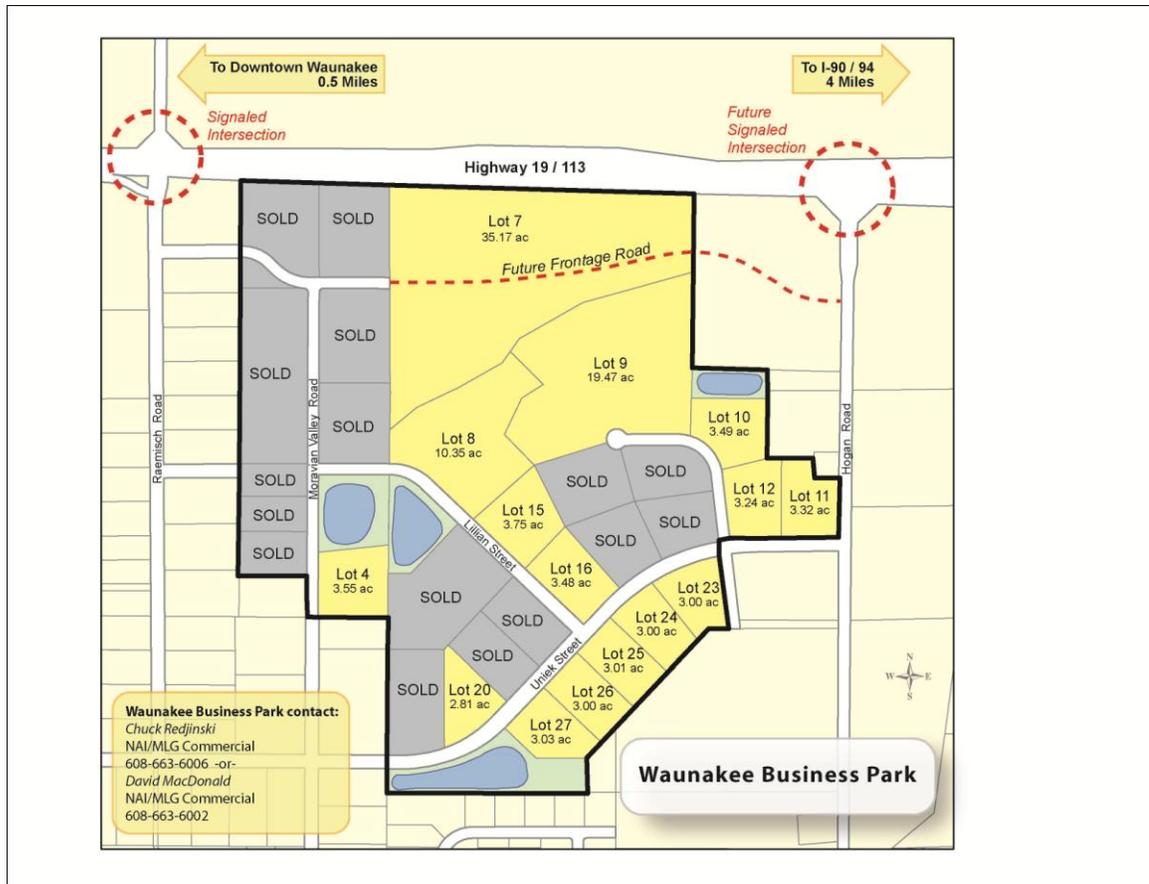
**Residential development is economic development for Waunakee in two important ways.**

1. The average home within Waunakee has sufficient value to pay more in village property taxes than village residential services required. In addition, the state school formula rewards growing systems, so local school officials report that the current rate of student growth is a fiscal benefit to the local school system.
2. Although we do not know the precise number of professionals and business persons whose major office is at home, this is an invisible but increasing source of job growth within quality residential communities. A growing number of quality communities, especially out west, are recognizing the importance of the “lone eagle” professional or business person for their job base.

**Light Industrial Development**

In terms of employment, Waunakee is known within the region for its light industrial and skilled trades economic activities. It has attracted companies such as Nord Gear, Erdman, Suttle Straus, and Scientific Protein Laboratories as well as a number of contractors and firms serving the construction industry. It has available land for continued industrial development (see map following) and a proven ability to attract a blue-collar workforce from surrounding communities. Favorable electric rates through Waunakee Utilities also support industrial growth.

Industrial development brings two advantages: tax base and high employee compensation. With assessed values of \$6.5 to \$10 million, major individual local manufacturers contribute .6% to as much as .9% of the village tax base. Manufacturing earnings also average three times more than retail earnings, including stronger health care and retirement benefit packages. Some continued business park growth is also necessary to pay off outstanding Village TIF bonds.



The disadvantages of manufacturing development for Waunakee are also evident. Manufacturing is a rapidly declining share of US and regional employment. Locally, even before the recession, recent manufacturing development within the Waunakee Industrial Park and Waunakee Business Park has been slow. And except for its property tax contribution, continued manufacturing development does not add to Waunakee’s quality of residential life.

Village leaders wish to attract quality manufacturers that employ higher skilled workers. Local manufacturing opportunities depend upon market recovery, Village goals, and the ability to develop a more aggressive regional marketing strategy in cooperation with Mooney-LaSage Group, the owners of the Waunakee Business Park.

## **Retail Development**

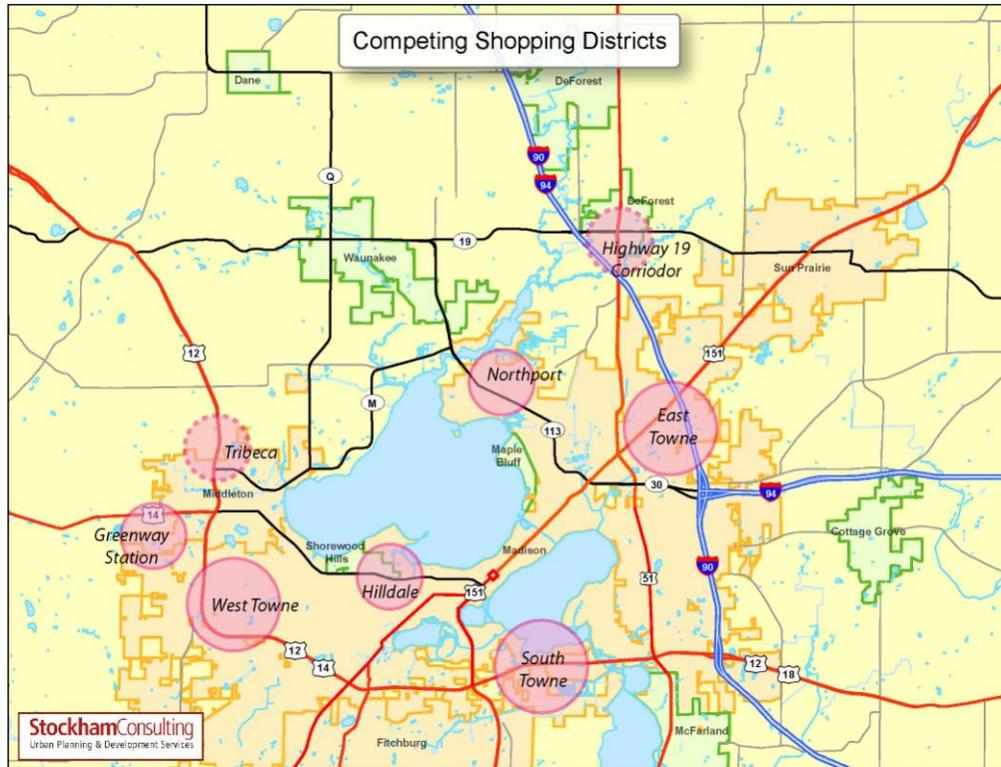
**Retail location is purely a matter of market density.**

Waunakee's existing retail business base includes a full service grocery, a pharmacy, and two hardware stores.

**Despite the wish among village residents for greater local retail opportunities, regional transportation and demographic patterns place severe limits on Waunakee's retail potential** (see Map, following page).

- Waunakee's immediate environs remain sparsely populated and the demographics of the Northport Drive area of north Madison do not support extensive new retail development.
- Strong competitive larger-scale retail, whether in shopping malls or power centers anchored by big-box retailers, is already established in Middleton, and at surrounding West Towne Mall, Hilldale Mall, and East Towne Mall.
- Northport Drive and Route 19 do not make Waunakee a future transportation center. Much better sites for larger-scale new retail development exist on US 12/14 in Middleton or at the I-90/94 and I-39 exits.
- Competitive larger-scale retail development sites are already under developer control, and in the case of Middleton, already under development.
- There has been limited interest among smaller big-box operators in Waunakee, leading to some future potential for smaller general merchandise stores or potentially smaller franchise bookstores, green grocers, or other retail.
- There will continue to be fast food restaurant opportunities.
- To date there has been very limited developer interest in packaging more than neighborhood convenience retail.

**As a result, Waunakee's future retail potential is largely limited to convenience and neighborhood retail serving the growing village population.** The Village *Comprehensive Plan* and *Central Business District Master Plan* identify retail business expansion areas within and adjacent to the existing Central Business District and at key intersection sites where there are opportunities for convenience and neighborhood-scale shopping districts.



Retail gap analysis comparing demand and supply for 2007 indicates the following major retail gaps within a three mile radius of 500 W. Main Street.

Retail Sector	Demand (Consumer Expenditures)	Supply (Retail Sales)	Opportunity Gap
Automotive Dealers	\$38,497,911	\$844,387	\$37,653,524
General Merchandise Stores	27,812,206	3,774,537	24,037,669
Building Materials & Supplies	28,813,056	6,093,617	17,719,439
Home Centers	9,107,948	0	9,107,948
Full Service Restaurants	9,018,702	2,972,015	6,046,687
Family Clothing Stores	4,302,689	0	4,302,609
Total*	226,467,801	154,787,340	71,680,461

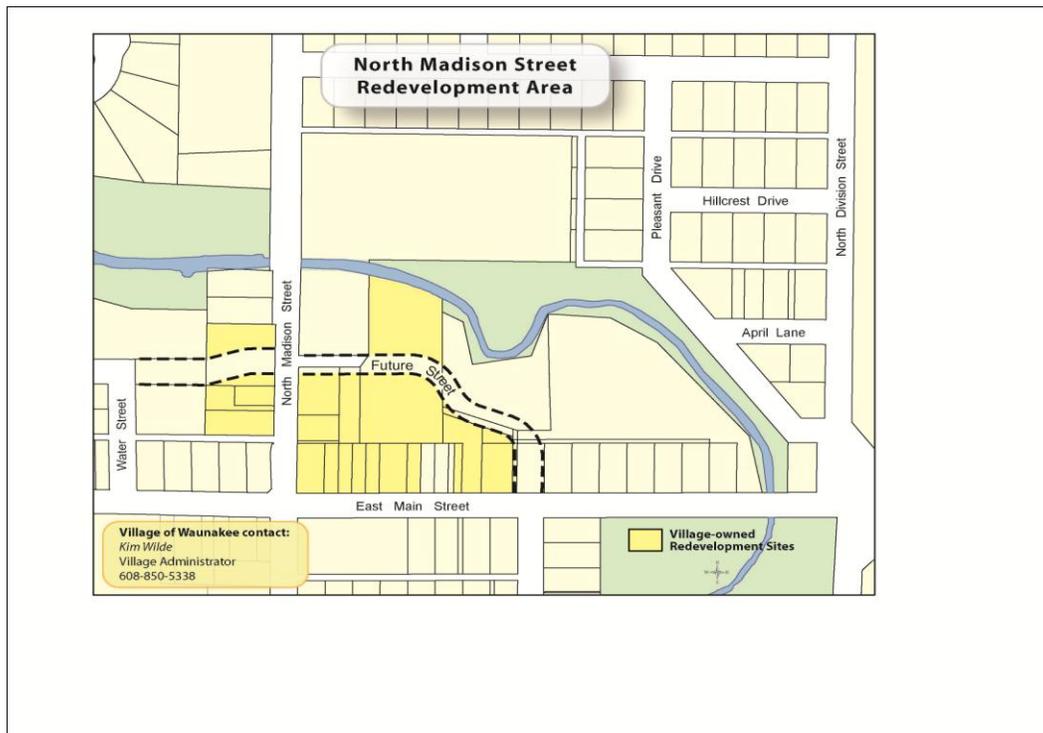
\* Total is less than sum of major gaps due to surpluses in other areas such as Lawn, Garden Equipment (\$12.4 million) and Gasoline Stations with Convenience Stores (\$33.4 million).

Source: Claritas Market Place provided by John Stockham.

**Village goals as well as transportation/demographic patterns will affect future retail development in these retail gap sectors.** Village leadership does not wish to pursue automotive dealers. Prominent big box retail stores such as Costco, Target and BestBuy are already established elsewhere within the market area. Opportunities do exist for smaller general merchandise, restaurants, and perhaps family clothing.

Some communities take a laissez-faire approach to retail development, respecting the ability of the private sector to identify and fill market gaps. Other communities, including Madison, Middleton, and Fitchburg, are more aggressive. Some form Business Improvement Districts in which retailers elect to pay special assessments to promote and develop their district. They engage in retail recruitment, targeting desirable retailers that fit their community. And in some cases they utilize Tax Increment Financing to assemble sites and support higher quality retail investment than would otherwise be possible.

Waukeewauke residents particularly want to encourage retail development within the historic downtown along W. Main Street and Century Avenue. The strength of the central business district development strategy is that the Village has already created a TIF District and invested in land assembly and clearance of an attractive parcel at the Main Street/Madison Street corner.



The weaknesses of the central business district for development are the perceptions among most merchants and many shoppers that traffic patterns inhibit pedestrian use. Existing retailers raise parking concerns. There is softness in the current condo and apartment markets that would support a mixed-use downtown project. There is also uncertainty about library funding, timing, and siting.

There is opportunity to develop a stronger cluster of downtown businesses that are better linked together. Mill House Quilts and Waukeewauke Furniture, for example, draw a large number of out-of-towners, but there are no antique stores and other craft stores and too few galleries and other specialty shops or restaurants to take advantage of their presence.

Newell Gallery is a promising addition to this mix. There is no downtown merchant group. There are also no maps to encourage out-of-towners visiting one store to explore the rest of downtown. There also need to be more promotions to encourage newer Waunakee residents to discover downtown.

Opportunities depend upon the Village’s success in finding a developer with a strong commitment to Waunakee with the vision and resources to package a successful mixed-use project. There is also opportunity to better help out-of-towners find their way.

**Office Development**

**Office development is also a matter of central location to be able to draw a competitive workforce from a large labor pool.** As larger employers compete for key talent, easy workforce access is increasingly important.

- The same demographic and transportation factors that limit retail limit office development capacity.
- Waunakee is not the site of growing technology businesses that may generate office space needs for research or customer service.
- There has been poor past developer success in filling speculative office or tech/flex space within Waunakee. The existing office areas do not have food service or retail amenities to help to attract and retain workers.
- There is currently very little interest in future speculative office development.



**The Village needs to make certain that it designates space for smaller office/retail or office/residential projects. It can also seek to better understand and support the home-office segment.** Finally, it can bank on future strong housing development bringing more individuals with college, graduate school, and professional education to the community—the backbone of internally generated high-caliber job growth.

**Community Educational Achievement**

Community	Population > 25	
	BA or Higher	Grad. Or Prof. Degree
Waunakee	32.3%	7.7%
McFarland	35.6	8.4
Mt. Horeb	27.5	8.3
Middleton	50.3	21.2
DeForest	24.7	5.9
Sun Prairie	34.4	7.5
Verona	39.8	14.2
Stoughton	27.7	6.4
Fitchburg	42.1	16.0
Madison	48.2	20.9
Waunakee Rank	7 <sup>th</sup>	8 <sup>th</sup>

Source: www.City-data.com.

**Technology Employers**

**While they are a strong part of Madison’s economy, true technology companies conducting research and development or producing innovative technology products are not now well represented in the Waunakee economy.**

- In contrast to Middleton, Fitchburg, and now Verona, for reasons of transportation and location, Waunakee is not on the “migratory flight path” of expanding companies that are leaving the University Research Park (see Map following).
- Waunakee’s family residential character does not appeal to younger, single knowledge workers who prefer a more urban lifestyle.
- Technology companies tend to locate in proximity to each other. A critical mass of restaurants, conference facilities, incubators, bike paths and recreational centers, technology workers, and other technology companies is very appealing.
- Unlike Madison and Fitchburg, Waunakee has not created incubators for emerging technology companies.
- Waunakee’s existing tech/flex space, which can be highly suitable for emerging tech companies, has had slow absorption.
- One of the few true local technology companies is dissatisfied with the local business park/amenity environment and is considering relocation from Waunakee.
- Prominent tech entrepreneurs who live in Waunakee observe that the community lacks the critical mass of other tech businesses, restaurants, and other amenities to place their businesses within the village.



**As with the office sector, future technology sector development will depend upon Waunakee’s continued growth as a prime residential community.** Building critical mass within the technology sector over the next three to five years will be very difficult, if not impossible. There can be more successes of technology-oriented manufacturers, such as Scientific Protein Laboratories. There can also be a limited number of innovators who choose to place their business in Waunakee because they live here.

**Summary of Sector Opportunities**

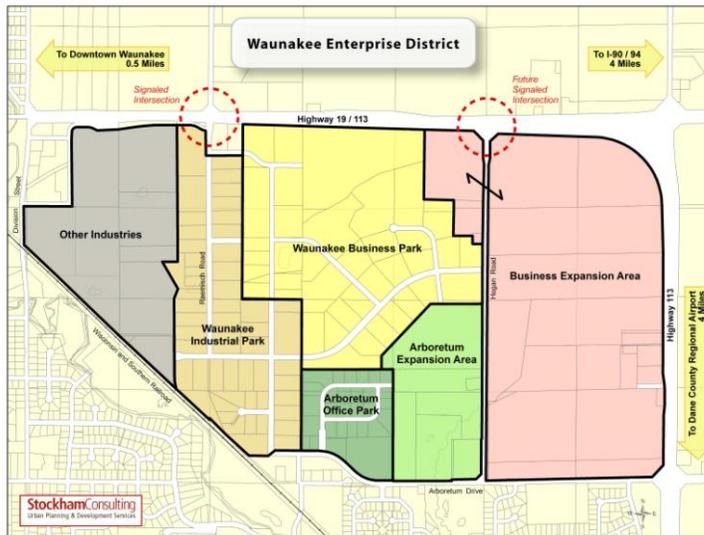
**Sector Summary**

Sector	Waunakee Market		Effective Impact			Feasibility of ED Stimulus	Priority
	Recent	2015	Tax	Resident Jobs	Quality of Life		
Residential	Strong	Strong	Strong	Moderate	Strong	Moderate	High
Advanced Mfg.	Moderate	Low/Mod	Moderate	Low	Very low	Low/Mod	Mid
Tech	Low	TBD	Low	Low	Low	Low	Low
Office	Low	Low	Low	Moderate	Low	Low	Low
CBD	Low	Low	Low	Low	Moderate	Mod/High	High
General Retail	Moderate	Moderate	Moderate	Low	Moderate	Moderate	Mid
Lone Eagle	Moderate	High	Low/Mod	High	Low/Mod	TBD	Mid

## Gaps/Opportunities in the Waunakee Economic Development System

**Waunakee cannot control its location or regional transportation patterns. It can provide a good climate to realize its market potential. In this regard the community has laid a strong foundation.**

- It has reserved land for commercial and industrial development through the Village planning process.



- It has committed tax increment financing to create the infrastructure required to develop business parks and create sites for downtown development.
- It has developed other required infrastructure and the community center while maintaining a comparatively low tax rate.

### Current Village Economic Development Resources

<b>Staff</b>	Growing part of Village Administrator Role 50% of Management Analyst Role Contracted Village Planning Consultant
<b>Resources</b>	\$50,000 annual set-aside (use or lose) \$25,000 annual Chamber grant, est. value of free rent
<b>Incentives</b>	Tax Increment Financing (Projects > \$1 million are eligible) Brownfield Redevelopment Assistance Storefront Façade Assistance
<b>Outstanding TIF Obligations</b>	Arboretum Office Park (.9 million remaining*) MLG Business Park (\$8.4 million remaining*) CBD Redevelopment (\$2.87 remaining)

\* Arboretum and MLG projects have developer letter of credit guarantee, minimizing risk to the Village.

Compared with public economic development efforts in Madison, Middleton, Fitchburg, and the best practices among comparable Midwestern communities in terms of size, quality, and development opportunities, the following gaps exist within the current Waunakee economic development delivery system. **These are all opportunities to improve economic development performance through a stronger future proactive commitment.**

1. This strategy gives the Village clarity of economic development purpose and priorities.
2. The Village can increase its proactive economic development program budget and economic development staff allocation.
3. It can clarify Development Advisory Committee's roles and responsibilities.
4. It can build from prior efforts to create a sustained Village business retention and expansion program on a best practice level gaining business intelligence and achieving business problem solving.
5. The Village can better market its economic development potential through its website and local media.
6. The Development Advisory Committee and the Village can effectively utilize Task Forces staffed with interested members recruited for their expertise to focus on specific economic development issues.
7. The Village can foster creation of an active association for co-marketing and promoting the downtown business district (such as a Business Improvement District or a Main Street Program).
8. Many businesses in the community are not active in the Chamber of Commerce or other comparable community business groups. Unlike many communities, therefore, Waunakee lacks sufficient depth within the private sector and budget strength within the Chamber of Commerce to place the local economic development effort into a public/private non-profit corporation.

## Recommendations

**Focused actions with stronger resources are necessary for Waunakee to reach its full economic development potential.** Because its opportunities are not as strong as in Middleton or Fitchburg, Waunakee need not try to match their development resources. But it should build upon its residential strength and engage in targeted economic/community development actions to maximize opportunities from its competitive advantage.

- 1. Build through the School System**
- 2. Selectively Market Waunakee for Economic Development**
- 3. Work with the Existing Business Base**
- 4. Foster Selective Project Development**
- 5. Build Organizational Capabilities for Economic Development**

Policy responsibility for these recommendations rests with the Village Board. Its role is to adopt this plan and require an annual report on its implementation.

Interim monitoring of implementation progress as well as responsibility of plan updates rests with the Village Administrator with the assistance of the Development Advisory Committee and in some cases, the Plan Commission.

Implementation responsibility rests with the Village Administrator. He will develop the necessary budget recommendations and determine whether it is advisable to expand the Management Analyst role to include greater economic development assistance.

Budget expenditures for 2009 will utilize the current \$50,000 Village economic development line. The Village Administrator will recommend the future economic development implementation budget based upon 2009 experience and projected 2010 economic conditions. We anticipate that 2010 and 2011 budgets will exceed the \$50,000 figure as the Village implements the marketing strategy, limited retail recruitment, and provides planning resources to the School System and Marketing task forces. Waunakee Utilities as well as the Village general fund would be likely sources of new funding.

**1. Build through the School System**

<p><b>Rationale</b></p> <ul style="list-style-type: none"> <li>▪ Already a major asset, the excellence of the school system is a critical anchor for continued residential development and for attracting lone eagles and potential technology entrepreneurs.</li> <li>▪ Larger communities with strong public private development partnerships are increasingly building bridges between economic development and education.</li> <li>▪ The Waukeez schools already have a strong innovative record in helping students learn beyond the classroom.</li> </ul>
<p><b>Goal</b></p> <ul style="list-style-type: none"> <li>▪ Enhance opportunities for learning and teaching for both the college-bound and potential gold-collar workers.</li> <li>▪ Further enhance and emphasize STEM excellence (science, technology, engineering, and math).</li> <li>▪ Meld the Waukeez economic development image to the schools.</li> </ul>
<p><b>Village Role</b></p> <ul style="list-style-type: none"> <li>▪ The Village and the Development Advisory Committee can play a convener role, bringing together the School system, the Chamber, and key business leaders.</li> <li>▪ It can help to underwrite grant-writing in the future.</li> </ul>
<p><b>Major Actions</b></p> <ul style="list-style-type: none"> <li>▪ Gain school district approval to collaborate at the executive level.</li> <li>▪ Form an oversight Task Force, if necessary subject area Task Groups, with clear mission statements, goals, and timelines for preliminary recommendations.</li> <li>▪ Inventory school district and regional resources.</li> <li>▪ Conduct an Environmental Scan of good practices within the region and elsewhere.</li> <li>▪ Make specific implementation recommendations.</li> </ul>
<p><b>Preliminary Village Budget Recommendations (subject to Village Administrator)</b></p> <ul style="list-style-type: none"> <li>▪ \$10,000 to support environmental scan.</li> <li>▪ Should support grant-writing, fundraising for school foundation to support recommended activities in the future.</li> </ul>

**Implementation Overview**

<b>Major Action</b>	<b>Timing</b>	<b>Key Leadership</b>
<ul style="list-style-type: none"> <li>▪ Gain School District Approval</li> </ul>	1Q, 2009	Village Administrator Village President DAC Chair
<ul style="list-style-type: none"> <li>▪ Form Oversight Task Force</li> </ul>	1Q, 2009	Village Administrator DAC Chair School Superintendent School Board Member
<ul style="list-style-type: none"> <li>▪ Inventory Resources</li> </ul>	1-2Q, 2009	Task Force Chair
<ul style="list-style-type: none"> <li>▪ Environmental Scan</li> </ul>	1-2Q, 2009	Task Force Chair
<ul style="list-style-type: none"> <li>▪ Make Specific Recommendations</li> </ul>	September 15, 2009	Task Force Chair

## 2. Selectively Market Waunakee for Economic Development

<p><b>Rationale</b></p> <ul style="list-style-type: none"> <li>▪ With the exception of the supplement to In-Business Magazine, Waunakee’s marketing and promotional efforts are reactive.</li> <li>▪ Fitchburg is a strong local example of a community that has developed a strong, progressive identity.</li> </ul>
<p><b>Goal</b></p> <ul style="list-style-type: none"> <li>▪ Reinforce Waunakee’s reputation as a premier residential community with a highly superior school system.</li> <li>▪ Use the halo effect of the residential and educational reputation to promote quality development. This will take the form of a tagline, community banners, internal promotion, and selective external regional promotion (not redoing the Waunakee logo).</li> </ul>
<p><b>Village Role</b></p> <ul style="list-style-type: none"> <li>▪ Lead.</li> <li>▪ Selectively involve Chamber, downtown merchants, MLG, school system.</li> </ul>
<p><b>Major Actions</b></p> <ul style="list-style-type: none"> <li>▪ Form a Task Force of communication professionals with a clear mission statement, goals, and timelines under DAC auspices to evaluate alternative Waunakee brands and evaluate alternatives to the marketing mix.</li> <li>▪ Develop signage/banners, better internal newsletter communications, update the Village website, and develop a regional public relations initiative to implement the strategy.</li> <li>▪ Explore options such as a Business Improvement District or MainStreet program to promote and develop the Central Business District.</li> <li>▪ Develop a joint advanced manufacturing marketing campaign with MLG and Waunakee Utilities directed at expanding regional companies.</li> <li>▪ Become part of the greater Madison commercial &amp; industrial developer/broker network.</li> <li>▪ Build information to conduct limited retail recruitment.</li> <li>▪ Build the business response team to host potential new business prospects.</li> </ul>
<p><b>Preliminary Village Budget Recommendations (subject to Village Administrator)</b></p> <ul style="list-style-type: none"> <li>▪ \$17,500 to form the marketing plan.</li> <li>▪ \$40,000 to \$75,000 annually to implement the plan (\$170,000 over a 3-year period).</li> <li>▪ \$4,000 to \$7,500 for networking and retail recruitment.</li> </ul>

### Implementation Overview

Major Action	Timing	Key Leadership
<ul style="list-style-type: none"> <li>▪ Form Marketing Task Force to conduct marketing plan.</li> </ul>	1Q-3Q, 2009	Village Administrator DAC oversight
<ul style="list-style-type: none"> <li>▪ Implement 3-year marketing plan.</li> </ul>	2010-2012	Village Administrator DAC oversight
<ul style="list-style-type: none"> <li>▪ BID or MainStreet feasibility</li> </ul>	2010	Village Administrator
<ul style="list-style-type: none"> <li>▪ Joint marketing with MLG.</li> </ul>	2010-2012	Village Administrator
<ul style="list-style-type: none"> <li>▪ Build Commercial &amp; Industrial network</li> </ul>	1Q, 2009 and ongoing	Village Administrator Village Planner
<ul style="list-style-type: none"> <li>▪ Conduct limited retail recruitment</li> </ul>	4Q, 2009 and ongoing	Village Planner (data) Village Administrator
<ul style="list-style-type: none"> <li>▪ Response team</li> </ul>	3Q, 2009 and ongoing	Village Administrator

### 3. Work with the Existing Business Base

<p><b>Rationale</b></p> <ul style="list-style-type: none"> <li>▪ Existing Waukegan businesses will be the greatest source of local non-retail job creation.</li> <li>▪ Existing taxpayers deserve the attention of Village ED staff.</li> <li>▪ Learning from and mobilizing existing businesses is the best way to market to outside firms.</li> <li>▪ The 2007 local survey is insufficient to meet these goals.</li> </ul>
<p><b>Goal</b></p> <ul style="list-style-type: none"> <li>▪ Form personal relationships with leading Waukegan employers and developers. All interviews should be conducted by the Village Administrator and/or Village economic development staff, not volunteers.</li> <li>▪ Gather regular intelligence regarding local competitiveness, Village and Waukegan Utility services, expansion plans, any solvable problems preventing local expansion, and possible marketing prospects.</li> </ul>
<p><b>Village Role</b></p> <ul style="list-style-type: none"> <li>▪ Ongoing project leader.</li> <li>▪ Closely involve Waukegan Utilities.</li> <li>▪ Create a DAC Task Force of local employers to oversee and help interpret the results.</li> </ul>
<p><b>Major Actions</b></p> <ul style="list-style-type: none"> <li>▪ Develop the implementation plan. Prioritize meeting targets. Build from the prior Waukegan/Westport Chamber effort through the Wisconsin Department of Commerce to develop a more analytical set of questions.</li> <li>▪ Evaluate and purchase either the Synchronist or ExecutivePulse retention and expansion questionnaire, analytic, and contact management software.</li> <li>▪ Develop a coordinated response team comprised of Village Department Heads, Waukegan Utilities, MATC, and THRIVE.</li> <li>▪ Conduct and interpret interviews (annually). Follow-up immediately on red-flags within economic develop or municipal services purview.</li> <li>▪ Form selected affinity groups to meet with the Village Administrator quarterly (starting with local manufacturers and downtown merchants and eventually adding tech companies and Lone Eagles).</li> </ul>
<p><b>Preliminary Village Budget Recommendations (subject to Village Administrator)</b></p> <ul style="list-style-type: none"> <li>▪ 30 days staff time per annum.</li> <li>▪ \$8,000 to purchase Synchronist or ExecutivePulse.</li> </ul>

#### Implementation Overview

Major Action	Timing	Key Leadership
▪ Develop Plan	2Q, 2009	Village Administrator
▪ Purchase & Maintain software	3Q, 2009	Management Analyst
▪ Develop response team	2-3Q, 2009	Village Administrator
▪ Conduct interviews/Respond	4Q, 2009, ongoing	Village Administrator Village Utility
▪ Form selected affinity groups	1Q, 2010, ongoing	Village Administrator

#### 4. Foster Selected Project Development

<p><b>Rationale</b></p> <ul style="list-style-type: none"> <li>▪ The Main/Madison corner meets resident needs, has high potential, is an important symbol, and has already received considerable Village time and TIF support. Current development plans have not proved feasible in today’s market.</li> <li>▪ The Waunakee Business Park and Arboretum Office Park are sufficient for mid-term needs, but future development areas are also necessary.</li> </ul>
<p><b>Goal</b></p> <ul style="list-style-type: none"> <li>▪ Select a developer and approve a development plan for the Main/Madison corner (and hopefully additional parcels as well) as a stimulus to central business district development.</li> <li>▪ Preserve land for future business development until future market development trends are more apparent.</li> </ul>
<p><b>Village Role</b></p> <ul style="list-style-type: none"> <li>▪ Ongoing development partner for Main/Madison site.</li> <li>▪ Village planning and eventual infrastructure support for future business park needs.</li> </ul>
<p><b>Major Actions</b></p> <ul style="list-style-type: none"> <li>▪ Re-issue the developer competition to select a developer to develop a mixed-use project, likely with a restaurant, shops, and housing on upper floors, at the Main/Madison corner.</li> <li>▪ Negotiate incentives to enhance the quality and extent of the Main/Madison project.</li> <li>▪ Continue to preserve the Business Expansion Area east of Hogan Road.</li> </ul>
<p><b>Village Budget Requirements</b></p> <ul style="list-style-type: none"> <li>▪ To be determined through specific developer negotiations for the Main/Madison corner.</li> </ul>

#### Implementation Overview

Major Action	Timing	Key Leadership
<ul style="list-style-type: none"> <li>▪ Re-issue Main/Madison developer competition.</li> </ul>	3Q, 2009	Plan Commission Village Administrator Village Planner
<ul style="list-style-type: none"> <li>▪ Negotiate Main/Madison development incentives.</li> </ul>	TBD	Village Administrator Village Planner Village President
<ul style="list-style-type: none"> <li>▪ Continue to preserve Business Expansion Area</li> </ul>	Through 2012	Plan Commission

**5. Build Organizational Capabilities for Economic Development**

<p><b>Rationale</b></p> <ul style="list-style-type: none"> <li>▪ Taking a more proactive strategy requires dedicated high-level Village staff resources.</li> <li>▪ Proactive measures are not free.</li> <li>▪ All economic development efforts benefit from public/private partnership. It is essential for the Village to reach out more effectively to the private sector through the Development Advisory Committee and specific Task Forces to build a more effective program.</li> </ul>
<p><b>Goal</b></p> <ul style="list-style-type: none"> <li>▪ Develop the resources among Village staff, volunteers, the Village budget, and possibly future foundation and/or non-profit development corporation resources to implement the plan.</li> </ul>
<p><b>Village Role</b></p> <ul style="list-style-type: none"> <li>▪ Leading and funding proactive efforts.</li> <li>▪ Maximize resources by developing a collaborative environment.</li> </ul>
<p><b>Major Actions</b></p> <ul style="list-style-type: none"> <li>▪ Retain a Village Administrator with the vision, passion, communications and teambuilding leadership skills to drive the economic development effort.</li> <li>▪ If requested by the Village Administrator, create an Economic Development Specialist position to support the Administrator and the DAC.</li> <li>▪ Invest heavily in staff economic development education and training, including Certified Economic Developer training.</li> <li>▪ Strengthen the Development Advisory Committee. <ul style="list-style-type: none"> <li>• Make the DAC responsible for plan implementation, reporting quarterly to the Village Board and issuing an Annual Report to the Board and the community.</li> <li>• Reconstitute the DAC to have the skills and passion required to assist with plan implementation.</li> <li>• Give it responsibility for staffing and managing Task Forces for the Business/Education Partnership, Marketing, and Business Retention &amp; Expansion.</li> <li>• Have the Village Administrator submit its annual economic development budget to the Village Board through the DAC.</li> </ul> </li> <li>▪ Monitor this strategy annually and update it in 2012.</li> </ul>
<p><b>Preliminary Village Budget Recommendations (subject to Village Administrator)</b></p> <ul style="list-style-type: none"> <li>▪ \$2,500 to \$3,750 for staff ED training.</li> <li>▪ \$15,000 in 2009 to launch and support Task Forces.</li> </ul>

**Implementation Overview**

<b>Major Action</b>	<b>Timing</b>	<b>Responsibility</b>
▪ Hire Village Administrator	1Q, 2009	Village Board
▪ Weight need for ED Specialist role	Through 2009	Village Administrator
▪ Invest in staff ED training	Ongoing	Village Administrator
▪ Strengthen the DAC	1Q, with plan adoption.	Village Board DAC Chair



## Appendix

### Strategy Development Process

We wish to thank the many individuals who participated in interviews, focus groups, and retreats to develop this strategy as well as the 917 respondents to the village Economic Development Survey.

#### Village of Waunakee Development Advisory Committee

Al Dassow	Clifton Gunderson, LLP
John Laubmeier	Village President, Waunakee School Teacher
Kevin Phelps	VP of UW Bookstore
Sarah Reiter	Brownhouse Designs
Sue Springman	Village Trustee, President of Executive Management
Phil Willems	Village Trustee, Culver's Owner & Retired Entrepreneur

#### Strategy Retreat Participants

Al Dassow	Development Advisory Committee
John Laubmeier	Development Advisory Committee, Village Trustee
Kevin Phelps	Development Advisory Committee
Sarah Reiter	Development Advisory Committee
Sue Springman	Development Advisory Committee, Village Trustee
Phil Willems	Development Advisory Committee, Village Trustee
Karen Haag	Village Trustee
Gary Herzberg	Village Trustee
Steve Kraus	Village Trustee, MG&E
Chris Zellner	Village Trustee
Bill Barlow	Village Administrator
Cameron Clapper	Management Analyst
Kevin Even	Village Engineer
Kevin Plendl	Village Police Chief
John Stockham	Village Planner, Stockham Consulting
Roberta Bauman	Waunakee Tribune
Monica Butler	Waunakee Public Schools
Joe McFarland	Trowbridge Group
Monique Mobley	Waunakee Chamber
Jason Nachreiner	Ryme Business Solutions
Ellen Schaaf	Executive Director Chamber of Commerce
Mike Simonds	NAI MLG Commercial
Geoff Vine	VP Stevens Construction
Brandon Volley	Owner, UPS Store



**Persons Interviewed**

Mike Zimmerman	Fitchburg Economic Development Director
Larry Saeger	Retired Verona City Manager
Eileen Kelley	City of Middleton Senior Planner
Don Tierney	Founder of Livable Communities
Helen Bradbury	President of StoneHouse Development, LLC
Al Dassow	DAC Member, Clifton Gunderson
Sean Kelley	President of InfinIT (Infinity)
Tom Reis	Reis Properties
Peggy Acker-Farber	Realtor
Bob Vanden Burgt	Yahara Software
Geoff Vine	VP Stevens Construction
Mark McGuire	High Tech Start-ups
Dick Pilsner	Local Developer
Tim Herlitzka	Waunakee Utilities
Tamara Sondgeroth	WPPI
David May	May Vision Center
Carissa Peterson	Associated Bank
Jason Nachreiner	Ryme Business Solutions
Monica Butler	Waunakee Public Schools
Geoff Vine	Stevens Construction
Monique Mobley	Waunakee Chamber
Rich Wipperfurth	Piggly Wiggly
Rich Murphy	Former Village President
Gary Epping	Real Estate Investor
James Chancellor	
Sandy Taylor	Waunakee Furniture
Shelly Moffat	
Brent Ziegler	H&R Carpet
Kevin Phelps	DAC Member, VP—UW Bookstore
Don Tierney	Founder of Livable Communities, Arboretum Office Park
Joe McFarland	Trowbridge Group
Nancy Mistele	Prairie Condos
Gordon Meffert	Land Owner
Mike Robinson	Real Estate Development
Heather Robinson	Real Estate Development
Randy Guttenberg	District Administrator Waunakee School
Steve Summers	Business Manager Waunakee Schools
Chuck Redjinski	Broker - NAI MLG Commercial
Sarah Reiter	DAC Member, Brownhouse Designs



John Stockham	Village Planner, Stockham Consulting
Kim Wilde	Village Administrator
John Laubmeier	Village President, Waunakee School Teacher
Phil Willems	Village Trustee, Retired Entrepreneur
Ellen Schaaf	Executive Director Chamber of Commerce
Jason Nachreiner	Chamber Board President, Ryme Business Solutions
Paul Larsen	Owner, Millhouse Quilts
Roger "Mojo" Endres, Jr.	TC Builders, Mojo's Pub, Local Entrepreneur
Tammy Reefe	Edward Jones Investments
Genna Eaton	Waunakee Connection
Jackie VonBehron	Rome Business Solutions
Abby Koltes	Koltes Lumber
Michael Lawrence	State Bank of Cross Plains
Helen Brausen	Breakout Apparel
Heather Ziegler	Heather's Gifts & Gourmet

### **About Ticknor & Associates**

Tom Ticknor is one of America's leading independent economic development consultants. His track record spans more than 175 economic development and site location assignments with insights from work in 43 states and provinces and 7 countries.

Past clients include the City of Madison, the City of Franklin, the Bloomington (IN) Economic Development Corporation, Duke Energy, the Hamilton County (IN) Alliance, the North Carolina Department of Commerce, and the Ontario Ministry of Economic Development and Trade.

Prior to forming Ticknor & Associates, he was Principal in charge of the Fantus Consulting Development Advisory practice (now part of Deloitte) and a member of the Fantus Executive Committee. He participated in numerous site location assignments at Fantus.

He co-directs economic development Executive Education courses at Northwestern University's Kellogg School of Management and served for six years on the Council for Urban Economic Development Board of Directors.