VILLAGE OF WESTON, WISCONSIN
AGENDA ITEM COVER SHEET

MTG/DATE:	Finance Committee– 04/2/18
FROM:	Daniel Guild, Administrator/CDA Executive Director Jennifer Higgins, Dir. of Planning & Develop./CDA Chief Development Officer
DESCRIPTION:	Resolution No. 2018-019: A resolution of the Finance Committee supporting the enhancement of economic development efforts in the Village of Weston

ACTION:			
	☒ **Approve**	☐ **Ordinance**	☐ **Proclamation**
	☐ **Deny**	☐ **Policy**	☐ **Report**
	☐ **Expenditure**	☐ **Procedure**	☒ **Resolution**

QUESTION:	Should the Finance Committee adopt a resolution showing support of continued economic development efforts in the Village?
BRIEF:	Economic Development is vital to the Village's future growth. The Village's economic health and success are critical to the quality of life of its residents and the ability of village government to provide services now and in the future. Over the last 10 years, Village Staff have been working to towards projects and programs that will help create a robust economy for the future. We are asking the CDA, Plan Commission, Finance Committee, Public Works Committee and the Village Board to adopt similar resolutions to reinforce economic development programs and policies as a vital service of the Village.
RECOMMEND:	Executive Director/CDO recommends approval.
COMMITTEE:	CDA endorsed a similar resolution (Res. No. 2018-CDA-003) on 3/20/18. Similar Resolutions will be going to the following committees/boards in the coming month for their review and approvals: Public Works & Plan Commission (4/9) Board of Trustees (4/16)
REQUEST:	Approve Resolution #2018-019

☒ Are there additional reference documents which have been attached to this report?

VILLAGE OF WESTON, WISCONSIN
RESOLUTION NO. 2018-019

A RESOLUTION, of the Finance Committee supporting the enhancement of economic development efforts in the Village of Weston.

WHEREAS, The village's economic health and success are critical to the quality of life of its residents and the ability of village government to provide services now and in the future.

WHEREAS, The condition of the local economy directly influences local growth and development, and therefore is a central element of planning for a community's future.

WHEREAS, Some municipalities prefer to take a backseat when it comes to economic development, letting the market alone dictate the growth of the community. There are many reasons why the Village of Weston chooses to take an active role:

- To be a partner and stakeholder in managing the changes to come; change is inevitable with the passage of time.
- To oversee spending of taxpayer dollars efficiently and wisely.
- To make logical short-term decisions that culminate in fulfilling long-term community ideals.
- To cultivate the health and growth of the community over the long-term, assuring quality of life and amenities.
- To be proactive in response to the fact that it is the expectation—not the exception—that a municipality will take a part in shaping its own future.
- To reap the benefits of the village, town and State's past and present investments in Weston's growth, and assure a return on those investments.
- To help compensate for diminishing State aids in this era of diminishing State revenues.
- Because its relatively recent incorporation results in the Village of Weston receiving less State Shared Revenues.

WHEREAS, These reasons and others outlined in the Economic Development Chapter of the Village's Comprehensive Plan were put in place to assist the staff and policy makers of the Village in creating a desirable climate in which to build the village's tax base and fund community services, provide family-supporting jobs, and enhance retail and dining options.

WHEREAS, Planning for Economic Development is a required element in the State's Comprehensive Planning Legislation and all communities are required to address economic development efforts within their Comprehensive Plan.

WHEREAS, The Village adopted our current Comprehensive Plan in 2016. This Plan includes *Priority Economic Development Initiatives*, attached in Exhibit A, for the Village to work on over the next 10 to 20 years which include

specific goals, objectives and policies to be implemented to achieve our economic development goals.

WHEREAS, the Finance Committee was instrumental in creating these original Priority Economic Development Initiatives that were ultimately adopted in the Comprehensive Plan.

WHEREAS, the Village staff is actively working to implement the Priority Economic Development Initiatives as outlined in the Village's Comprehensive Plan at the direction of the CDA, Finance Committee, Plan Commission and Village Board.

BE IT RESOLVED by the Finance for the Village of Weston that the CDA reaffirms their commitment to making economic development and the programs that staff is currently working on a priority service provided by the Village.

PASSED BY THE FINANCE COMMITTEE OF THE VILLAGE OF WESTON, at a regular meeting thereof, this 2nd day of the month of April 2018.

VILLAGE OF WESTON, a Municipal Corporation of the State of Wisconsin.

By: _____
SCOTT BERGER, Chair

ATTEST:

By: _____
SARA PINSONNEAULT, Clerk

EXHIBIT A

Chapter 4: Economic Development

- Outline a strategy for economic growth
- Provide a framework to enhance Weston's business climate and retain and expand businesses and jobs

Weston will continue to create a desirable climate in which to build the village's tax base and fund community services, provide family-supporting jobs, and enhance retail and dining options. Weston will position itself as a great place to live, work, and set up or expand a business. Targets include healthcare, retail, dining, and manufacturing. Whether its great people or great businesses, the village aims to attract and keep them, their talent, and their contributions to the community.

Priority Economic Development Initiatives

Initiative (Follow links for further details)	Description	Funding	Responsibility
Attract Retailers in Targeted Sectors	Weston has both economic strengths and gaps, which suggest particular business sector targets to grow the local economy and provide goods and services to Weston residents. In particular, the village will seek to add and help expand retail operations and restaurant types in short supply.	Tax incremental financing; grants; taxes	Village Administrator and Director of Planning & Development, in collaboration with local developers, site selectors, real estate professionals, and retailers
Adopt a Business Retention and Expansion Program	Communities have the best chance of growing jobs through retaining and expanding existing businesses. The village intends to establish a formal business retention and expansion program, perhaps in collaboration with the Marathon County Economic Development Corporation and using a similar model.	Grants from the Wisconsin Economic Development Corporation (WEDC), CDBG, and others; taxes	Village Administrator, in collaboration with other village staff, and regional and local economic development groups
Implement "It's Right Here" Marketing Effort	The village has invested in an effort to rebrand and market the community. Weston will communicate this new brand to target markets via its Web page, media outlets, conferences and trade shows, and replacement community signage.	Grants; taxes	Village Administrator, Village Relations Department

4.1. Purpose

The Village's economic health and success are critical to the quality of life of its residents and the ability of village government to provide services. There have been significant changes in the local, regional, and national economy over the ten years preceding adoption of this Comprehensive Plan. Through this chapter, the village puts forward a strategy to grow in this changing economy.

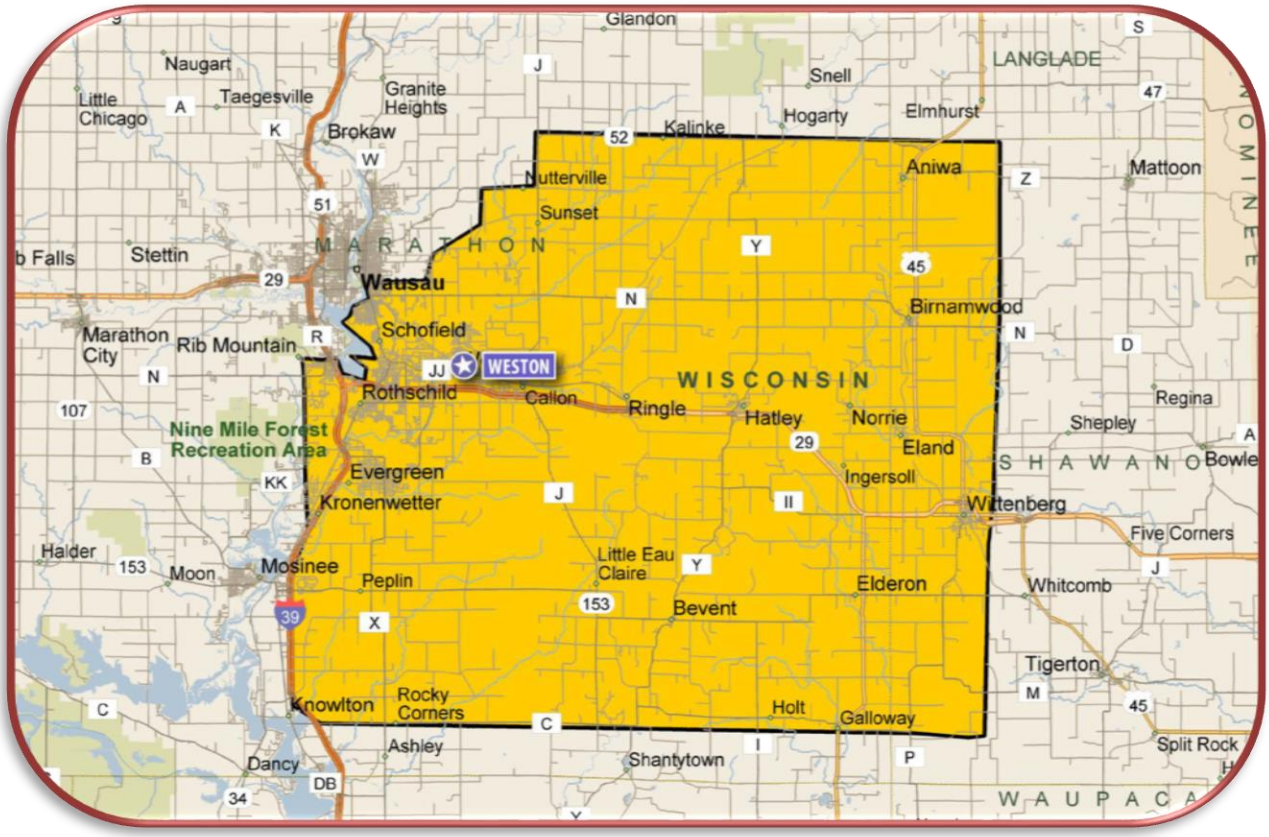
Some municipalities prefer to take a backseat when it comes to economic development, letting the market alone dictate the growth of the community. There are many reasons why the Village of Weston chooses to take an active role:

- To be a partner and stakeholder in managing the changes to come; change is inevitable with the passage of time.
- To oversee spending of taxpayer dollars efficiently and wisely.
- To make logical short-term decisions that culminate in fulfilling long-term community ideals.
- To cultivate the health and growth of the community over the long-term, assuring quality of life and amenities.
- To be proactive in response to the fact that it is the expectation—not the exception—that a municipality will take a part in shaping its own future.
- To reap the benefits of the village, town and State's past and present investments in Weston's growth, and assure a return on those investments.
- To help compensate for diminishing State aids in this era of diminishing State revenues.
- Because its relatively recent incorporation results in the Village of Weston receiving less State Shared Revenues.

Several other chapters in this volume are intended to enhance economic development. Further, the village has, or intends to complete, the following other related plans: Camp Phillips Corridor Plan (including its "Southeast Quadrant" component), project plans for Tax Incremental Districts 1 and 2 (including possible future amendments), a Retail Recruitment Strategy, a Tourism Plan, and a Broadband Technology Plan. There is also the possibility of a Schofield Avenue Corridor Plan in the future.

Most of the village's trade area is located to the west and south of its borders. This means that most of Weston's customer base will draw not from Wausau, but from more rural areas utilizing Weston as a convenient place to shop and/or commutable place to work. The yellow area in Figure 4-1 is a representation of Weston's primary retail trade area as identified by a recent market profile.

Figure 4-1: Village of Weston Retail Trade Area, 2014



Weston contracted with The Retail Coach to assist in a retail recruitment strategy. This map reflects Weston's primary retail trade area—where customers retailing in Weston live. Weston's secondary retail trade area extends as far north as Antigo and as far east as Shawano.

4.2. Goal

Weston will support business retention and development that adds jobs, products, services, and value to the village to maintain our affordable tax rate and enhance our vitality.

4.3. Objectives

1. Help existing Weston businesses expand employment and increase sales.
2. Support family-supporting jobs to increase village household incomes.
3. Increase the number of retailers, restaurants, and service providers within the village.
4. Increase visitors and tourists to the village.

4.4. Policies

1. Utilize the zoning ordinance and incentives where possible to streamline development approval processes and promote high-quality economic growth.
2. Maintain a positive, business-friendly environment by integrating customer service and a business-first attitude throughout village government.
3. Collaborate with regional and local business development agencies to advance economic development, retain existing businesses and help them succeed and grow, and provide business services and networking.
4. Utilize Chapter 3: Land Use to geographically guide and adequately plan for economic development areas, providing logical transitions to residential areas and connections to the broader region.
5. Support the redevelopment, infill, and rehabilitation of underutilized sites that are planned for commercial, industrial, and mixed uses in the community.
6. Continue to support infrastructure improvements that drive economic activity, such as improvements to the utility, highway, and broadband networks.

4.5. Initiatives

The following pages further describe the implementation priorities included on the cover page of this Chapter, and other economic development initiatives the village may undertake or promote.

4.5.1. Attract Retailers in Targeted Sectors

The Village of Weston intends to actively promote and encourage growth in targeted business sectors, in order to capitalize on its particular strengths or assets and/or fill perceived community needs.

Weston's residents have consistently requested an increase in retail and dining opportunities in the Village. Many would prefer to support village-based businesses instead of driving to shopping centers elsewhere in the Wausau area. Based on a recent analysis by The Retail Coach (see sidebar to right), the data supports the perception that Weston is missing some key retail and dining sectors.

The village will work through zoning, outreach, marketing, and incentives where possible to attract new businesses in these sectors, and assist existing businesses to grow or expand their product lines. The Retail Coach analysis focused on potential regional and national retailers. Developing and recruiting homegrown and Wausau Area businesses is also important; these types of businesses keep more profits local and contribute to a unique sense of place in Weston. Growth in retail and dining is also linked very closely to a growing population, an issue that is addressed in Initiative 4.5.3 on the following page.

Targeted Retail Opportunities

In 2014, the village hired The Retail Coach—a retail analytics firm—to help develop a retail recruitment strategy. The Retail Coach analysis identified:

- Significant areas of leakage to neighboring retail areas—or sales that *could* have happened in Weston—due to their lack of availability in Weston: clothing and accessories, building materials and garden supplies, furniture and home furnishings, car dealerships and parts, miscellaneous retailers, sporting goods and hobbies, gas stations, health and personal care, electronics and appliances, food and drinking places, and food stores.
- The most common demographic segments in Weston's trade area, and their retail needs.
- 25 national and regional retailers and restaurants—and developers that work for them—as recruiting targets.
- An action plan, including direct contacts and event exhibiting.

The complete results of The Retail Coach analysis are a component of Volume 3 of the Comprehensive Plan.

4.5.2. Help Expand and Attract Industries in Targeted Sectors

The village is well-positioned to support other businesses and industries that will contribute to its tax and job base.

Expansion of existing health care operations, and support of the development of additional care-related and care-support businesses, are priorities. These businesses may include manufacturing or distribution operations in the village's industrial parks that support regional health care providers, along with additional hotels, restaurants, and other services required by visitors to the hospital and other health care providers. These visitors include patients and their families, and outside health care professionals attending training or conferences.

Senior and assisted housing is another market in which Weston is strong. While the village welcomes seniors to the community, it will take a cautious approach toward approving many, large senior housing projects due to service costs and concerns over the viability of these uses 20 to 40 years later. The Housing and Neighborhoods chapter contains related information and advice.

In addition to these local strengths, Weston will attempt to attract and retain employers that are strong in central Wisconsin and appropriate to the village. Through its 2013 Wisconsin Economic Future Study: Central Region the MPI Group identified 20 driver industries. Prominent driver industries in the Central Region include manufacturing of paper, wood products, machinery, dairy products, and fabricated metals. Of service related industries, the Central Region is strong in insurance carriers and electronic shopping/mail-order houses.

Weston has the potential to attract more tech-based, light manufacturing businesses similar to Precision Replacement Parts or Greenheck Fan Corporation, both long-time area employers. The village also offers a quality of life that is attractive to the "millennial" employees that often staff non-store retail establishments and information technology businesses.

4.5.3. Attract Families and Young Professionals to Weston

Having an available supply of vacant residential lots on which to build a starter or move-up home is critical to attract and retain families. At the time of writing, the village had a dwindling supply of vacant lots, and no significant new subdivision activity in the prior several years. The village will work with residential developers and builders to expand the supply of attractive new home sites in a variety of neighborhood settings. These will include suburban settings common to newer developed areas in the village, along with smaller lots designed to attract young professionals to the community. The Future Land Use map in Chapter 3: Land Use identifies areas that are well-suited for new neighborhood development.

Attracting and retaining young professionals is another interest. Weston is not unique in losing some of its young population to more dynamic cities and metro areas. However, Weston and the Wausau metro area have become places known for quality job opportunities and ample activities, particularly in the realm of outdoor activities. Encouraging high-end rental housing in mixed use settings—such as the revitalized Camp Phillips Corridor—is one approach to make Weston more attractive to young professionals and potentially returning residents. Expanding retail, dining, and recreational opportunities is another. Networking events that target D.C. Everest alumni, such as reunions, can also start the conversation for bringing younger people back home.

In collaboration with the Chamber or other local entities, the village may develop a more formal approach to welcome new residents to the village once they arrive, to assure they are aware of all of Weston's offerings and desire to remain residents for a long time.

4.5.4. Attract More Visitors to Weston

Weston has great potential to market itself as a destination not just for commerce and industry, but for recreation. Marathon County is known for its ample recreation opportunities in all seasons, and Weston seeks to expand its role and the economic development it generates, such as for lodging and dining. Visitor expansion opportunities are explored in detail in Chapter 7: Parks and Recreation and in the village's Tourism Plan, which will be part of Volume 3.

4.5.5. Adopt a Business Retention and Expansion Program

Retaining and expanding businesses that are already in the village is the most cost-effective way to grow the local economy. In addition to assisting local businesses, such activities also create an attractive business climate for new investment from others.

The village desires to support existing businesses in Weston. In the past, efforts have included providing utilities, new or expanded roads, and sometimes tax incentives. While these are still tools many businesses need or want, they are expensive and not always indicative of what it really takes to retain local businesses and promote growth.

The village, therefore, intends to develop, adopt, and implement a formal business retention and expansion program, perhaps in concert with the Marathon County Development Corporation, Chamber, and others. There are different business retention and expansion models, including that described in the sidebar to the right.

Regardless of model, as part of its business retention and expansion program, the village will establish and maintain contact with existing local businesses in a format and frequency desired by each local business. This may include regular contact and assistance for one business, and simply staying out of the way for another. The village intends to stay in front of existing businesses with value-added propositions to show its commitment to their success and subsequently use those relationships to aid in attracting new businesses.

Economic Gardening

One method of promoting growth in existing industries is to adopt an economic gardening model. This would involve the village identifying companies who are on the cusp of growth. Typically, these are companies with fewer than 100 employees, having experienced moderate success, and whose owners and managers are not only interested in expansion, but have the drive to expand as well. With the right coaching, these companies can identify their strengths and refine their focus and management in a way that supports sustainable expansion, creating steady jobs and a dependable tax base for the community. The Marathon County Development Corporation (MCDEVCO) offers a Business Retention & Expansion program, using a similar model.

4.5.6. Assist Budding Entrepreneurs to Start and Grow Local Businesses

Business incubators provide a way to reach beyond business retention efforts by offering assistance to those who wish to start a new business. Most job growth comes from small and midsized businesses, especially those with loyalty to their location. Dedication to startup and early-stage companies is what business incubation is about. Given the right resources, homegrown ideas can be encouraged to develop into viable companies.

The village will consider providing its local entrepreneurs with the space, and other needed support, to succeed. Two locations in the village hold business incubation potential to develop in partnership with Northcentral Technical College, UW Extension resources, or Marathon County:

- **Weston Business and Technology Park.** With the provisions of high-speed wireless internet, three-phase power and ample water & sewer capacity, this location could easily support a startup light manufacturing or technical manufacturing focused business.
- **The Village of Weston Municipal Center Campus**. A small restaurant or other clean, quiet incubator business could be hosted in this location, such as a co-working space for service industries. An incubator facility including a commercial kitchen is scheduled to be part of a master plan for the municipal campus, (see Chapter 8: Community Facilities and Utilities). An incubator facility may also double as a satellite campus for higher education.

Local Resources for Startups

Central Wisconsin Economic Development Inc. (CWED)—a non-stock, non-profit entity—encourages economic growth in the area by working with entrepreneurs and their lenders.

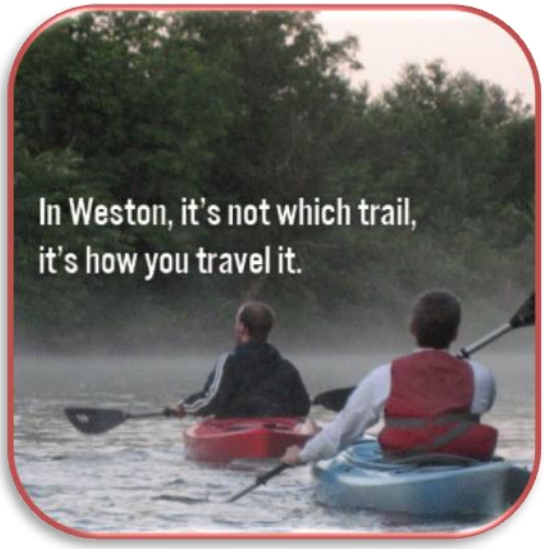
CWED supports business development by offering loans that usually have low interest rates, reduced collateral requirements, and flexible terms to a seven-county area including Marathon County.

Eligible applicants will be for-profit businesses that have a financial need associated with business start-up or expansion. Owners must have 10% equity in the project and an emphasis on job creation for the area.

More information can be found at www.cwedfund.com.

4.5.7. Implement "It's Right Here" Marketing Effort

Municipal marketing is the promotion of a city or village with the aim of encouraging certain activities to take place within its boundaries. It is used to alter the external perceptions of a place in order to promote business development, encourage tourism, and/or attract inward migration of residents. The development of cities and villages as marketable products has led to competition among them for private investment and government funding.



Place branding is the essential first step to the economic development process, as stated in an essay written by Selena McLean-Moore in 2011, who conducted interviews with experts in both place branding and economic development strategic planning. The essay, called The Value of Place Branding in Economic Development, explains that place branding can be a community's bridge between community action and economic development strategy. In other words, the brand is a motivator to residents.

While the citizens of Weston may not generally pay much attention to the village's strategy for economic development, they are able to make the connection when they see it as their identity and brand. The brand ignites community passion, engaging and involving residents in the process of their own economic development.

The next step in a successful branding effort is distributing responsibility. Place Branding: New Tools for Economic Development is an article written by George Allen, published in the spring 2007 issue of dmi:Review:

> "Brand strategy should be used as a tool of a broader economic development strategy that includes public and private infrastructure development, the quality of the built environment, service design, and planning and public policy, among others."

The Village of Weston has created a new brand identity and marketing messages and materials to use to attract new businesses and residents. The rebranding has included a new logo (featured throughout this document) and tag line: It's Right Here. The effort has been guided by Flapjack, a local marketing firm. Samples of the messages and materials are provided on the pages that follow. These digital files can be manipulated to serve a variety of the village's needs.

In general, now is time for the critical step of letting the marketing targets know that whatever they may be looking for—from dining opportunities, to quality schools, to recreational amenities, to steady industries—is right here in Weston. This means getting the message out to media outlets and at conferences to leverage Weston's success differentiators. The village will also continue to erect rebranded community entry and wayfinding signage as opportunities present themselves, such as within the Camp Phillips Corridor.

THE VILLAGE OF Weston

It's Right Here. www.westonwisconsin.org

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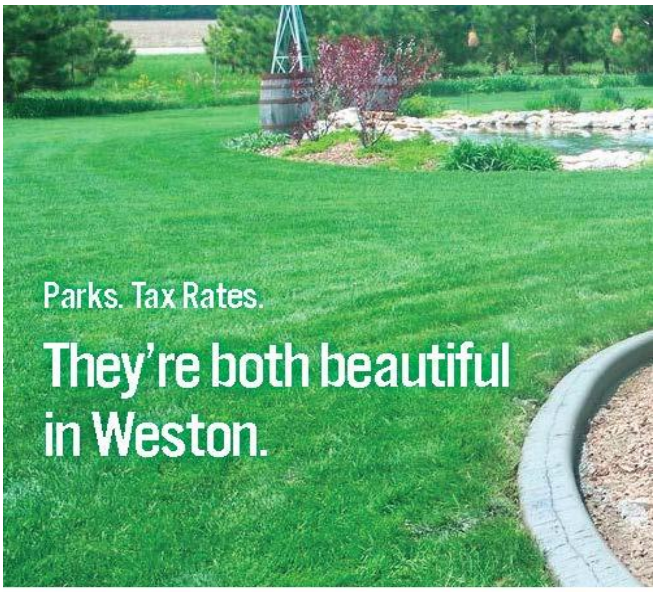

THE VILLAGE OF Weston

It's Right Here. www.westonwisconsin.org

When you're in Weston, being part of something comes easy. It's not about fitting in, it's about finding what's here for you. Because once you've arrived there's a lot to choose from. And we wouldn't have it any other way.

Top ranked schools and a state of the art hospital systems. Attractive neighborhoods with appealing tax rates and a diverse selection of recreational opportunities. Shopping centers and nightlife choices. All of these just scratch the surface of what you'll find here.

We're proud to be part of Wisconsin Central Time. It's that unique way we do things around here, how we go about our lives and most importantly, just enjoying where we live. Because if there's one thing we understand in Weston, it's time; whether that's "time well-spent", "me-time" or simply realizing that "it's about time".

We're always looking ahead trying to find a way to make things better, make things happen. That's why once you arrive in Weston, like the rest of us, you'll find yourself asking, "What's Next?"

Is it our young families? Or our proven principles? Whatever it may be, Weston is a place where it's not which trail you take, it's how you travel it. Then again, it could be that we're close enough to everything, but far enough away to live in the moment.

So if it's finding a certain lifestyle or maybe that balance you've always been looking for, It's Right Here. And we're sure that once you've stepped foot into Weston, you'll be proud to be part of it, too.

THE VILLAGE OF Weston

4.5.8. Collaborate on a Wausau Metro Area Economic Strategy

Creating a regional environment that benefits strong and steady business is not something the village can do on its own. Collaboration offers the village a way to help strengthen the regional economy while promoting its own brand and economic growth. Wausau and its surrounding communities have roughly 90,000 people and 43,000 jobs. Together, Wausau Area communities, including the Village of Weston, can compete with mid-market communities growing and diversifying the economic base of the region. A clear strategy will help leadership communicate their role and ensure that County and communities' efforts are collaborative and complimentary, increasing the ability to grow the metro area's economy.

Wausau, Weston, Schofield, Rothschild, Rib Mountain, Kronenwetter, and Mosinee have worked with Marathon County and the Northcentral Wisconsin Regional Planning Commission (NCWRPC) to develop an approach for a regional economic development strategy. The strategy would introduce specific action items for each community, focusing on each's unique strengths, ultimately growing the regional economy. Once complete, the strategy would include specific action items for each municipality, the County, the regional economic development organization (Centergy), and NCWRPC. For the Village of Weston, MCDEVCO would facilitate further development of such a strategy, in consultation with the NCWRPC, sometime within the next couple of years.

The Wausau Region Chamber of Commerce would be a key collaborator on this regional effort. The Chamber's membership includes many of the area's major and emerging businesses. Networking and educational programming comprise much of the Chamber's activities. Locally, the village would keep the South Area Business Association (SABA) informed. SABA offers networking opportunities and support for emerging and established businesses, and understands its mission as one that encourages the community's growth.

4.5.9. Pursue Redevelopment in Smart Growth Areas

Increased economic activity is a primary desired outcome of proposed redevelopment in the village's designated Smart Growth areas. See Chapter 3: Land Use for further details.

4.5.10. Implement Other Economic Initiatives in this Comprehensive Plan

Each chapter of this Comprehensive Plan was prepared with an eye towards economic development. Specific economic development related initiatives in other chapters include:

- 3.5.2. Promote Redevelopment and Infill in Smart Growth Areas (Chapter 3: Land Use)
- 6.5.2. Create Memorable Places and Experiences (Chapter 6: Natural, Agricultural, and Cultural Resources)
- 6.5.3. Improve the Appearance and Function of Weston's Commercial Corridors (Chapter 6: Natural, Agricultural, and Cultural Resources)
- 7.5.2. Explore Recreational Opportunities on Weston's South Side (Chapter 7: Parks and Recreation)
- 9.5.4. Support Additional Bicycle and Pedestrian Transportation Options (Chapter 9: Transportation
- 10.5.2. Collaborate on Economic Growth, Tourism, and Recreation (Chapter 10: Intergovernmental Cooperation)