



Strategic Plan

2009-2014

December 2008

2009 – 2014
STRATEGIC PLAN

*Kewaunee County
Economic Development Corporation*

November, 2008

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I. Summary of Planning Effort

In spring of 2008, leadership of the *Kewaunee County Economic Development Corporation (KCEDC)* began a strategic planning effort. The organization, founded in 2005, had recently undergone a change in executive leadership and was ready to chart a course for the next five years. KCEDC enlisted Kewaunee County UW-Extension to provide facilitation and educational assistance for the process with the goal of having a working plan by the end of the year.

Members of the KCEDC board and staff and UW-Extension conducted a pre-planning meeting to discuss and agree on a process and expectations for the plan. The group committed to and implemented the agreed upon process, which was based on John Bryson's model for strategic planning. Below is a summary of the key process milestones with document references, as appropriate.

1. **Clarify expectations and review the planning process.** The group developed a "Profile of the Planning Effort" found in Appendix A. The group also reviewed economic trends affecting Kewaunee County from secondary sources. A list of the data with sources can be found in Appendix F; the actual data can be obtained by request from KCEDC or UWEX.
2. **Clarify mandates, vision & values; conduct stakeholder analysis.** The group affirmed the existing organizational vision and values. Notes from organizational mandates discussion are in Appendix B and notes from the stakeholder analysis are in Appendix C.
3. **SWOT analysis; Collect Stakeholder Input.** Notes from the SWOT analysis discussion are in Appendix D. A summary of results from a survey of stakeholders is in Appendix E.
4. **Frame and Prioritize Key Issues.** The group then went through a multi-stage process that identified, framed, focused, and prioritized a set of key issues that became the foundation for strategic goal setting. A digest of these meetings can be found in Appendix F.
5. **Develop Strategies & Action Plans.** Once key issues were prioritized, strategic goals were formed, specific action steps were identified, and judgment of feasibility, accountabilities and timeframes were assigned. The results of these steps are summarized in Chapter 3 of the Strategic Plan.
6. **Draft and Adopt Strategic Plan.** The work was then compiled into a singular document for easy reference and plan implementation.

KCEDC leadership intends this plan to be reviewed at least once per year by the entire board and staff, and serve as the foundation for an annual operating plan.

II. Top Priorities for Future Action

In compiling the strategic plan, a number of organizational and programmatic priorities rose to the top and should be addressed in the first quarter of 2009.

- Investor Cultivation – staff and board members will proactively cultivate relationships with KCEDC investors to educate them about the strategic planning effort, to garner their perspectives and input on various initiatives, and to solicit stronger support for KCEDC’s mission, services and activities.
- Board Engagement – immediately begin implementation of strategic goal 1.a. regarding board development, recruitment, committees, projects and responsibilities in order to effectively carry out the strategic initiatives identified in this plan.
- Business Retention Program – immediately begin implementation of strategic goal 3.a. regarding development of the Business Retention Program as a baseline and prerequisite for many strategic initiatives.
- Menu of Services – clarify and communicate the menu of services as outlined in 1.b. to investors, stakeholders, and the broader community as a basis for demonstrating the value KCEDC brings to Kewaunee County.
- Agricultural Sector – take immediate steps in reaching out to agricultural-based businesses in stakeholder cultivation, business retention, and educational programming efforts.
- Operating Plan – develop and/or update annual operating plan to support development of strategic initiatives, organizational accountabilities, and evaluation of efforts over the years. The operating plan should include specific assignments and be renewed each year based on progress toward strategic goals and action steps.

III. Goals, Action Steps, Timeline, Accountability

KCEDC identified four main goals to accomplish over the next five years.

1. KCEDC is organizationally mature and financially stable.
2. Businesses have a skilled and plentiful workforce.
3. Businesses have the support and tools they need to grow and expand.
4. Kewaunee County is seen as a place for business, and KCEDC is seen as a resource for business.

Below are action steps, timelines, accountabilities, and evaluation for each of the goals.

1. KCEDC is organizationally mature and financially stable.

a. Strengthen board engagement with various economic development initiatives.

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|---|---------------------------|-------------|
| i. Expand board experience base to include educators, marketing professionals, media representatives, agriculture and other skills that are currently underrepresented. | Board Nominations | 2009-2013 |
| ii. Increase number of volunteers to support Business Retention Call program and other strategic efforts. | Business Committee / E.D. | 2009-2013 |
| iii. Committees and committee structure has increased accountability for overseeing and implementing Strategic Plan. | Board of Directors | 2009 |
| iv. An on-going board development program is developed and implemented. | Board Nominations / E.D. | 2009 – 2013 |
| v. Every board member has a committee or project assignment and is engaged in the Community Calendar of Commitments. | Board Nominations / E.D. | 2009 – 2013 |

b. Growth strategy to finance operations and strategic initiatives of KCEDC.

- | | | |
|---|---------------------------|-----------|
| i. Determine five year financial needs of organization to implement strategic plan. | E.D. | 2009 |
| ii. Proactively research, identify and cultivate prospective donors; match donors with appropriate strategic plan initiatives. | E.D. | 2009 |
| iii. Proactively cultivate current investors, especially municipal and County sources. | E.D. | 2009 |
| iv. Gradually build and diversify total revenue sources to achieve: 25% government, 25% businesses, 25% individuals / foundations for special initiatives, and 25% earned income. | Board of Directors / E.D. | 2009-2013 |

1. KCEDC is organizationally mature and financially stable (*continued*)

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|---|---------------------------|-----------|
| c. Gradually increase staffing capacity to implement strategic goals and activities. | | |
| i. Assess staffing needs of strategic goals and activities over the five year time frame. | Board / E.D. | 2009 |
| ii. Consider costs and capabilities of various staff structures – (e.g. increase current part-time assistant hours, hire project-specific individuals, utilize interns, creative use of volunteers, other.) | Business Committee / E.D. | 2009-2013 |
| d. Evaluate progress toward goal #1. | Board / E.D. | annually |

2. Businesses have a skilled and plentiful workforce.

- | | | |
|--|---------------------|-------------|
| a. Determine training and workforce development needs of various business sectors (goods and service producing companies). | | |
| i. Identify workforce development needs by sector (through survey, business retention calls, focus groups, or other) | Workforce Committee | 2009 – 2010 |
| ii. Identify and analyze workforce development offerings at area educational institutions | Workforce Committee | 2010 |
| iii. Identify gaps that need to be filled. | Workforce Committee | 2010 |
| b. Establish a local or regional group/ team/ committee dedicated to developing business and education partnerships. | | |
| i. Develop “workforce development” sub-group of Education Committee - recruit additional experts for this group. | Ed. Committee | 2009 |
| ii. Provide additional support (“manpower”) to beef up DKBEP effort in Kew. Co. | Workforce Committee | 2009 - 2010 |
| iii. Re-engage L-C School District and maintain engagement of Kewaunee & Algoma. | Workforce Committee | 2009 |
| iv. KCEDC representation on Bay Area Workforce Development Board | Workforce Committee | 2009 – 2010 |
| c. Strengthen/formalize linkages with area educational institutions to support workforce development and other training needs. | | |
| i. Research prospective synergies with area Ed institutions (NWTC, UWGB, others) | | 2009 |
| ii. Recruit representatives from education institutions for the board & committees | | 2009 - 2010 |
| iii. Formalize this in bylaws | | 2009 |

2. Businesses have a skilled and plentiful workforce (*continued*)

- d. Develop more skills development opportunities for young people: i.e. work study, internships, and apprenticeships.
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|---|-----------------------|--|
| i. Leverage more DKBEP co-op opportunities for Kewaunee area (i.e. construction or other more relevant projects). | Workforce Dev. / E.D. | 2009 – ongoing |
| ii. Develop parameters for a workforce development program – parameters for worker and business involvement, how schools and other community orgs might be involved, and the role KCEDC would play. | Workforce Dev. / E.D. | 2010-2011 feasibility
2011 – 12 Impl. |
| iii. Include questions pertaining to this idea in the workforce development needs assessment. | Workforce Dev. | 2009 |
| iv. N.E.W. Curative Rehabilitation – leverage & determine if “Green Thumb” is appropriate. | Workforce Dev. | 2010 |
- e. Create a business mentoring program for new/emerging business leaders.
- | | | |
|--|----------------|--------------------------|
| i. Begin with more R&D on what is happening elsewhere and what might fit for Kewaunee – SCORE? | Workforce Dev. | 2010 R&D
2011 – impl. |
|--|----------------|--------------------------|
- f. Offer more skills training for employees of local businesses (customer service, other) and more “train the trainer” type of trainings
- | | | |
|--|----------------|---------|
| i. Review stated needs from Business Retention calls | Workforce Dev. | Annual |
| ii. Cross reference with other community partner(NWTC, UWGB) offerings | Workforce Dev. | Ongoing |
| iii. Fill niches as appropriate | Workforce Dev. | Ongoing |
- g. Identify and develop more workforce opportunities for older workers
- | | | |
|---|----------------|---------------|
| i. assess workforce demographics | Workforce Dev. | 2009 |
| ii. develop appropriate collaborative relationships (N.E.W. Curative, Bay Area Workforce Development Board) | Workforce Dev. | 2010 |
| iii. Develop business/public education component that stresses the value older workers bring to business | Workforce Dev. | 2011 - beyond |

SUCCESS MEASURES:

- Compare current workforce development needs from Business Retention Calls with needs in 5 years to determine if needs were met.
- Increase in training/education opportunities in collaboration with partnerships that were established to help support this goal.
- Self-assessment of how stakeholders judge our success in this area.
- “Economic climate” question in business retention survey.

3. Businesses have the support and tools they need to grow & expand.

a. Strengthen Business Retention Program

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|---|---------------------------|----------------|
| i. Develop clear guidelines and goals for BR calls (25 calls per year, one point of contact between KCEDC and businesses, proactive and consistent business visits, develop regional subcommittees, commit to Executive Pulse). | Bus Committee | 2009 |
| ii. Recruit, train, mentor 5-10 volunteers per year to implement BR calls (Beacon, retired business leaders, others). | Business Committee / E.D. | 2009-ongoing |
| iii. Track calls in database, provide regular reports on BR program, use data to fine-tune and develop "Menu of Services" | Bus Committee/ Volunteers | 2010 – ongoing |

b. Develop a "Leadership Forum" roundtable series.

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|---|----------------------|------|
| i. Conduct needs assessment, research & development for project. | Bus Committee / E.D. | 2009 |
| ii. Develop/define concept, curriculum, program parameters and composition. | Bus Committee E.D. | 2010 |
| iii. Find facilitator, recruit and advertise, launch program if feasible. | E.D. | 2011 |

c. Promote Buy Local Initiative and cooperative relationships resulting from it.

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|--|--------------------------|-----------------|
| i. Provide coordination, support, and responds to directives of the Buy Local Group; provide fundraising assistance where appropriate. | E.D. and Buy Local group | 2009 - ongoing |
| ii. Provide fiscal sponsorship, advertise and take credit for initiative efforts where credit is due. | E.D. and Buy Local group | 2009 – Ongoing. |

d. Continue improving Power Breakfasts; ensure they respond to business needs.

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|--|---------------------|----------------|
| i. Continue evaluating and improving forums; determine business needs through BR program; review regional trends and tap for workshop ideas. | Educ. Committee | 2009 – ongoing |
| ii. Strengthen & develop Ag topics. | Education Committee | 2009 - ongoing |

e. Support Agriculture Sector Development

- | | | |
|---|--|-------------|
| i. Conduct needs assessment for Ag sector; develop plan for support. | | 2009 - 2010 |
| ii. Develop collaborative relationships with FFA, Farm Bureau, Dairy Promotions | | |

**3. Businesses have the support and tools they need to grow & expand
(continued)**

f. Support Tourism Sector Development

- | | | |
|--|---------------|----------------|
| i. Provide coordination, support, and responds to directives of the VKCP; provide fundraising assistance where appropriate | E.D. and VKCP | 2009 – ongoing |
| ii. Provide fiscal sponsorship, advertise and take credit for initiative efforts where credit is due. | E.D. and VKCP | 2009 - ongoing |

SUCCESS MEASURES:

- Businesses state (through BRC’s, surveys, other) that they have received or see a value in participating in BRC’s.
- County board has unequivocal support for KCEDC
- Businesses report they have been able to grow or expand due to direct KCEDC assistance.
- Attendance at KCEDC Educational programs continues to grow and session evaluations are positive.
- Maintain cohesion and successfully launch Buy Local and Tourism efforts.

4. Kewaunee County is seen as a place for business and KCEDC is seen as a resource for business.

a. Develop a “menu” of services/products/programs offered by KCEDC

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|---|--------------|------|
| i. List/ID items that we currently offer and what we need to offer in the future to accomplish strategic goals. | E.D. w/Board | 2009 |
| ii. Complete a Business Attraction Profile for prospective businesses looking to relocate to Kewaunee County. | E.D. | 2009 |

b. Complete marketing/media plan for external media and internally developed pieces.

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|-----------------------------------|---------------------------|-------------|
| i. Write and implement basic plan | Ad-Hoc Advisory committee | 2009 - 2010 |
|-----------------------------------|---------------------------|-------------|

c. Develop an information and referral service through local community partners

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|---|-------------------------|------|
| i. ID partners, clearly communicate “menu” to them. Specifically ask partners to refer where appropriate. | E.D. Board of Directors | 2009 |
|---|-------------------------|------|

4. Kewaunee County is seen as a place for business and KCEDC is seen as a resource for business (continued).

- d. Maintain awareness about technology and infrastructure development opportunities as they arise.
 - i. Monitor government policies, programs and funding opportunities that fit the needs of Kewaunee County 2009 - ongoing

- e. Recruit marketing & promotions savvy volunteers to board, advisory committee, or as ad-hoc committee members.
 - i. ID expertise /experience needed (KSA's, fits into KCEDC org culture), recruit and orient volunteers the organization; SCORE may be a good regional resource Board 2009 - ongoing

- f. Develop a Speakers Bureau for local community organizations, schools, etc.
 - i. ID prospective speakers and topics Marketing 2010
 - ii. Develop guidelines for speakers and discussion topics - "Ask the Expert" type format 2011
 - iii. incorporate into media plan/menu of services 2011

- g. Develop a Kewaunee County "Brand" platform, strategy, and etc.
 - i. Build on existing Buy Local/VKCP efforts to show "quick wins" on a collaborative front. E.D. Marketing 2009
 - ii. Grow these efforts into a full scale branding effort with consultant expertise. 2010

- h. Continue Developing BEACON
 - i. Explore more ways that BEACON can support strategic goals of KCEDC Ad hoc 2009

SUCCESS MEASURES:

- County Board unequivocal support
- Marketing committee has expertise needed to fulfill objectives
- # of exposures in N.E.W. media increases
- Consistent & repeat involvement and cooperation of area Chambers
- Media packet is up-to-date; increasing # of requests for it

III. Appendices

Appendix A: Profile of the Planning Effort

1. Whose plan is it? The long-range plan is for (check all that apply):
After some discussion, the group came to consensus that the plan needs to include strategy planning for both KCEDC as an organization and for Kewaunee County as a whole. Once strategies are identified, it may make sense to include a separate plan for a major industry/cluster/geographic region however this is not the goal of planning from the outset.
2. What period of time will the plan cover?
The group agreed that a full strategic plan with action steps be developed for three years and that strategies may be outlined for a five year time frame. It was commented that the strategic plan should be revisited after three years.
3. Who is (are) the process sponsors/champions?
The board of the KCEDC, and Jennifer.
4. Who should be involved in the development of the plan?
This falls with the board, and Jennifer. Support from the advisory board, and expertise and input from other stakeholders and the business community.
5. Who should be involved in the review of the plan?
The board, all community investors, the County Board – must keep them informed throughout the process.
6. What type of written plan do you envision?
Consensus was that we should shoot for a longer and more detailed but without most operational elements. The strategic plan is implemented through an annual “operating plan” which is a tactical version of the strategic plan.
7. What hopes or concerns do you have about the strategic planning process?
 - *Concerns that board and other participants will not have the time or commitment to fully participate in the process.*
 - *Concerns that we don’t have enough support staff for the project: UWEX can provide assistance here.*
 - *Hope the process will fully engage the advisory team.*
 - *Hope that it will bring a stronger purpose for organization*

Appendix B: Organizational Mandates

Mandate	Source of Mandate	Key Requirements of Mandate	Effect of Mandate on what is expected of KCEDC and how it does business.
Retain, expand, develop, attract businesses for Kewaunee County.	Mission	Provide products, services and programs that enable mission fulfillment.	Must plan strategically. Must identify and track outcomes and ROI.
Maintain and grow TIF expertise.	Expectations from DoR and municipalities.	Liaise between DoR and municipalities; knowledge of TIF requirements.	Must maintain healthy productive relationships with municipalities and DoR. Must stay current on TIF requirements and opportunities.
Active participation in State association.	Wisconsin Economic Development Association (WEEDA)	Share information on economic climate and report to state associations. Pay dues and attend meetings. Help with problem solving on projects.	Must stay up-to-date on various ED tools and trends; bring these to Kewaunee County.
Help local businesses access Dept of Commerce programs.	Informal expectation from Commerce.	Act as eyes and ears for the program; if a relevant opportunity exists locally it is up to KCEDC to bring Commerce to the County.	Must stay up-to-date on DoC programs and requirements. Must stay knowledgeable of local business projects and needs.
Show a return on investment (ROI).	County Board expectations connected to funding of KCEDC.	Identify outcomes and, over time, show positive returns on investment on various strategic priorities, but specifically including job retention and expansion of tax base. Educate County Board about what is reasonable ROI.	Must plan strategically. Must identify and track outcomes and ROI. Must continually educate County Board about our work – political effectiveness and public relations must be strong.
Ensure solid Revolving Loan Fund investments.	Appointment of KCEDC executive to RLF Committee.	Serve on RLF Committee; promote the RLF to area businesses	Must stay knowledgeable of local business projects and needs. Need to educate and refer prospective applicants as appropriate for business counseling and RLF application. Should promote RLF investments that are in alignment

Appendix B: Organizational Mandates – Continued

Mandate	Source of Mandate	Key Requirements of Mandate	Effect of Mandate on what is expected of KCEDC and how it does business.
Active participation in regional association.	Northeast Wisconsin Regional Economic Partnership (NEWREP)	Review tax credit applications from 13 county region; attend meetings, sharing information about regional economic development issues and trends; help judge regional business plan competition.	Must be knowledgeable of regional economic developments. Must stay knowledgeable of local business projects and needs to determine if tax credits are an option. Must advocate for local businesses to receive tax credits if eligible.
Promote public awareness on issues related to Agricultural Business.	Memorandum of Understanding with Agriculture & Environmental Steering Committee (AESC)	KCEDC is fiscal sponsor and umbrella organization. Organizations have mutual representation on boards and other committees.	Must maintain thorough understanding and promote public awareness of the important link between Ag and Economic Development. Must continue to seek ways to ensure an Agriculture is a component to ED programming.
Collaborate on various DKBEP initiatives	Contract.	Time and representation on the partnership committee. Provide opportunities for workforce development programming.	Must work to reach youth for career development and to showcase local employment opportunities. Must understand and track current workforce trends – both supply and demand. Must maintain and promote the connection between workforce development and economic development.

Appendix C: Stakeholder Analysis

Stakeholder group: MUNICIPALITIES

What Criteria do they use to assess our performance?

- They want to know what is “in it” for their municipality.
- Are there any new businesses? Jobs? Increase tax base? Retention?
- How we communicate with them
- Have they been the recipients of grant money
- Media coverage
- Technical assistance with specific local economic development projects/tools
- Is the overall economic climate positive
- They want quick wins

What is our sense of their judgment about our performance?

- They are not sure what we’re doing
- Villages and Cities likely think we’re doing “okay”
- Townships likely judge us “poor”

How does this stakeholder group influence us?

- Through their financial support of KCEDC
- How they cooperate w/businesses & EDC (Zoning e.g. permitting ease, fairness and flexibility in financing)
- How eager are they for economic development, in general

What do we need from them?

- Cooperation Buy-in/commitment for ED
- View the broader ED climate – local ED is affected by regional/systems trends
- Understanding/appreciation of connection between bus dev & tax revenues

How important are they to mission achievement?

- Cities and Villages – “extremely important”
- Towns – “reasonably important:

Stakeholder group: CHAMBERS OF COMMERCE

What Criteria do they use to assess our performance?

- They are interested in what businesses we are bringing to their community.
- They want information on ED, such as a “tool box” for Ed or entrepreneurial training
- What education can we provide – especially for small business
- Promoting new and existing business relationships through healthy competition
- Providing information and education around business trends/consumption trends

What is our sense of their judgment about our performance?

- Okay

How does this stakeholder group influence us?

- They provide information to us about their local community
- Their membership is our target audience
- We need their cooperation on various initiatives

What do we need from them?

- We need their cooperation on various initiatives
- We need their trust in the purpose and mission of KCEDC
- Their partnership
- Their resources (i.e. lists, connections)

How important are they to mission achievement?

If strong, extremely important.

Stakeholder group: COUNTY GOVERNMENT

What Criteria do they use to assess our performance?

- They need results - Increase tax base & Increased business
- What is their ROI – we need to determine this for them and for ourselves
 - Need to ID some metrics on this
- Quick wins – Technical Assistance to municipalities e.g. TIF

What is our sense of their judgment about our performance?

- They think we're doing an "okay" job.

How does this stakeholder group influence us?

- Through their financial support of our organization
- Cooperation, commitment, optimism & positive reinforcement
- Their influence over the media

What do we need from them?

- Their financial support
- Verbal support, trust in the KCEDC
- Open mindedness
- Tell us what are their specific expectations of KCEDC?
- Give us their feedback on how we're doing.

How important are they?

- Extremely

Stakeholder group: SCHOOL DISTRICTS

What Criteria do they use to assess our performance?

- Programs offered to schools – educational opportunities for students
- Jobs for graduates – esp non-college bound students
- How to attract college grads – jobs for college grads
- Keeping them informed about job markets; what is needed, esp. trades
- Knowledge of our potential role as EDC – e.g. partnership w/DKBEP

What is our sense of their judgment about our performance?

- Okay, perhaps they don't have an opinion n/a?

How does this stakeholder group influence us?

- By being open and cooperating with initiatives
- Good schools attract employers; provide work force
- Impact and effect overall quality of life

What do we need from them?

- We need them to understand/appreciate impact of connection between bus/ed/schools
- We need a good workforce
- Their partnership on DKBEP
- Post-secondary opportunities – choose to stay in Kewaunee
- Help keeping options open career-wise for all students, even non-college bound students

How important are they to mission achievement?

Reasonably – very important

Stakeholder group: EXISTING BUSINESSES

What Criteria do they use to assess our performance?

- How to help them achieve their objectives: Financial assistance/incentives & Educational programs for employees
- How aware are they of us?
- Can they “see” us?; what is our visibility/accessibilities; are we easy to work with?
- What specific tools or technical assistance can we provide?
- Recruitment & retention of businesses

What is our sense of their judgment about our performance?

- Okay, but improving – many are still unsure of our work

How does this stakeholder group influence us?

- They are our reason for our existence!
- Our largest customer group
- They are our investors

- If we're not meeting their needs – we're not doing our job
- They “steer us” to areas of concern/priority

What do we need from them?

- We need feedback on their needs – what are they?
- Financial support; verbal support and trust
- Feedback oh how CKEDC is doing
- Their time – to meet w/Jennifer; their participation

How important are they to mission achievement?

Extremely important.

Stakeholder group: ROTARY

What Criteria do they use to assess our performance?

- Media influences citizen perceptions; we need good PR
- Economic climate – what jobs are available in community
- Specific programs that expand job base
- Opportunities for young people/next generation of workers
- Retention of good jobs/businesses
- Are we a good investment – their perspective of us

What is our sense of their judgment about our performance?

- Okay, low end of okay

How does this stakeholder group influence us?

- Through influencing elected officials
- Negative or positive or neutral – all have an impact

What do we need from them?

- Awareness of EDC and issues; successes of EDC
- We need their trust in the purpose and mission of KCEDC - Why economic development is important

How important are they to mission achievement?

Yes, important

Stakeholder group: FARM MARKET KITCHEN

What Criteria do they use to assess our performance?

- Training and educational offerings and opportunities
- Financial resources/Business planning assistance
- Accessibility and helpfulness

What is our sense of their judgment about our performance?

- Don't know

How does this stakeholder group influence us?

- By contacting us for resources – if we can help, word of mouth takes over.
- They are the future and potential businesses
- They are more loyal to the area – to Kewaunee's success

What do we need from them?

- Good word of mouth if we have been helpful to them.
- We need them to know we're a point of contact.
- We need them to know we can help them succeed.

How important are they to mission achievement?

Extremely important.

Stakeholder group: Kewaunee County Dairy Promotion/AESC/Ag Business

What Criteria do they use to assess our performance?

- Training and educational opportunities related to Agriculture.
- Financial resources – eg. RLF
- Quality of workforce – availability of workers
- Assistance with government programs
- That we're acknowledging Ag Business at an important sector
- Retention of sector – employers/jobs

What is our sense of their judgment about our performance?

- Okay, AESC is a subsidiary too good

How does this stakeholder group influence us?

- They are a major component of economy
- They have influence in towns and elected officials - affects support for funding.

What do we need from them?

- Feedback from them on their needs/expectations
- What are the specific business challenges, how can we help?
- Open minded, two-way communication
- Their resources (i.e. lists, connections)

Appendix D: SWOT Analysis

Strengths

- Recent hire of Jennifer has strengthened our organization.
- We have knowledge & expertise in business development – we have new services to offer to municipalities
- We have good community and industry representation on our board; communication with those areas is a strength.
- We have a “fresh slate” – we can make our own way in the County – this makes it “easy” to make a positive effect.
- We have good cooperative partnerships, especially regionally.
- Our organization has a willingness to recognize a need for a strategic plan.

Weaknesses

- We are still in the “infant stage” of our organization; therefore we don’t have many results to tout.
- Jennifer doesn’t have much support – staffing wise.
- There is a lack of awareness of KCEDC and our mission, products, services, et5c especially at local/municipal level.
- There is a lack of communication (or less than is necessary) to local government.
- We need stronger educational strategy to communicate value of ED an knowledge and expertise of KCEDC.
- There is lower board participation than what is needed.
- There is no school representation on board – need more knowledge of emerging workforce.
- We need more knowledge/expertise on board regarding how technology impacts ED.

Opportunities/Hopes

- We hope to improve outside and local investment in ED opportunities – add to services and jobs to the area.
- We have opportunities to develop more partnerships to advance workforce development; we have good workers in KC and need to develop them.
- Political representatives now see the value of ED and see KCEDC as a benefit; they are more inclined to support our efforts so this is an opportunity.
- We hope to develop more consistent policies for Business Industrial parks on general issues (e.g. permitting).
- We hope that Algoma, Kewaunee and Luxemburg can collaborate more on workforce development programming.
- The “Buy Local” initiative offers some opportunity for change.

Opportunities/Hopes (continued)

- Opportunity for more education regarding State and Federal programs that help business; organize local businesses (like Ag) to become more politically savvy.
- Economic opportunities for Agriculture are high (e.g. price of milk and other commodities very high).
- Small businesses have opportunities to be more flexible and have ability to respond more quickly to market forces.
- KCEDC has the opportunity to develop relationships that enable it to be more proactive than reactive when issues arise.
- Opportunity to develop technology education for the workforce and to develop the technology infrastructure.
- Opportunity to access the “retired” workforce; this is an untapped resource.

Threats/Concerns

- Outside investors can be a threat because they don't have the same vision as local residents; they also don't have ties or loyalty to the local community.
- Companies have a difficult time finding workers because the skilled workforce is declining in numbers – many workers are community to Green Bay where more opportunities exist along with higher pay scales.
- When elected officials change, changes in ED priorities can take place. Financial and other support for KCEDC could threaten development.
- Incomplete or inaccurate perceptions of KCEDC and ED in general reflect negatively on our efforts.
- Some school districts are contracting; this is a threat to workforce development programming especially in Algoma and Kewaunee.
- Parochial culture has slowed ED County-wide; this negatively affects individual businesses.
- We have little political influence at State/National level; we need to increase our political effectiveness so that regulations can benefit KC.
- Housing and related sectors are currently under duress.
- Inflation – affects families and business alike.
- Larger employers especially are at risk with the recent economic downturn; if one was in danger of closing we have limited resources and incentives to keep them here.
- Our technology infrastructure is not competitive – it is difficult to attract businesses, especially technologically dependent businesses because of this.

Appendix E:

KCEDC Economic Development Survey Summary of Results May 30, 2006

1. What are the three most important short-term (1-2 years) economic development opportunities that should be addressed in the near future in Kewaunee County? N = 63, answers were separated and coded accordingly. Full response set on pages 7-9.

- **General Business Development** – 58 responses indicated that general business development needed to occur. Of those:
 - **Jobs** - 18 individuals focused their attention specifically on job creation and increases in employment.
 - **Existing Business** - 12 thought the development focus should remain on current or existing businesses.
 - **New Business** - 12 thought the focus should be on attracting and developing new businesses in the County..”
 - **Other** - 15 general comments such as: “diversification of business,” “downtown revitalization,” and “buying local .”

- **Tourism** – 39 responses focused on tourism and recreation opportunities as one of the most important opportunities for development. This category broadly covers comments related to the fishing industry as well. Some sample comments: “implementation of Kewaunee County as a tourist destination” and “promote Kewaunee County as a top county for fishing in Midwest.”

- **Manufacturing** – 13 responses focused on the attraction, expansion and retention of manufacturing industry as the most important short-term solution. Comments include: “increasing manufacturing capacity in County” and “Incentives to attract new manufacturing business.”

- **Marketing** – 13 responses indicated that improved marketing of Kewaunee County, its business, labor force and amenities was the best opportunity for improving economic development. Sample comments include: “How to spend advertising dollars most effectively” and “Upgrade the County’s image.”

- **Workforce Development** – 10 responses indicated the need for workforce development. Comments include: “training of our young people” and “skilled labor development” and “retention/recruitment of educated managers/leaders to the county to live and work.”

- **Agriculture** – 9 responses indicated that supporting Ag business was important.
- **Amenities** – 9 responses identified various community amenities as important.
- **Other** – others indicated issues and opportunities related to the arts, land use, and other comments.

2. What economic sectors do you believe hold the greatest long-term potential for Kewaunee County? N=61, answers were separated and coded accordingly. Full response set on pages 10-12.

- **Tourism** - 46 responses indicated that the Tourism industry provided the greatest ED opportunity for Kewaunee; of those 8 specified fishing as a sub-sector of the Tourism industry.
- **Business Development** – 24 responses pertained to various general business development opportunities, such as business expansion, retention, attraction, jobs, focusing on small business, the retail sector, among others.
- **Agriculture** – 22 responses indicated that agricultural and related businesses are a good opportunity.
- **Manufacturing** – 20 responses identified the manufacturing sector as a good opportunity.
- **Technology** – 8 responses felt e-commerce and other aspects of the technology sector as an important economic development opportunity.
- **Natural Resources, Energy, Education, Arts** – a handful of responses felt each of these sectors warranted further attention.

3. What threats or constraints could prevent Kewaunee County from reaching its full economic potential? N= 62 answers were separated and coded accordingly. Full response set on pages 13-15.

- **Leadership** – 27 responses pertained to lack of leadership or poor coordination among leadership entities.
- **Economy** – 26 responses cited various economic factors, such as the recent economic slow-down, lack of jobs, high prices of fuel, and global competition.
- **Resistance to Change** – 17 responses indicated a local attitude that is generally resistant to change.
- **Workforce** – 14 responses were related to workforce retention and development issues.
- **Taxes** – 11 responses cited high taxes as a barrier.
- **Competition** – 10 responses indicated that businesses in Kewaunee are generally not competing very well with neighboring areas (for tourism, local dollars).
- **Policies** – 8 responses indicated that various policies and regulations may inhibit growth, such as zoning, DNR, among others.
- **Direction** – 8 responses indicated that current development efforts are not going in the right direction, or that planning is not adequate.
- **Infrastructure** – 6 responses cited various infrastructure limitations, specifically transportation infrastructure.

4. Please check the statement that reflects your primary occupation:

Response	Percent Response	Count
I am a business owner/executive/manager	67.6%	46
I am an elected official	8.8%	6
I work for the school system	10.3%	7
I work for a community/nonprofit organization	4.4%	3
Other (please specify)	8.8%	6

answered question 68

5. Please identify the primary sector your business falls under:

Response	Percent Response	Count
Agriculture/value added agriculture	6.7%	3
Finance, insurance, or real estate	22.2%	10
Lodging	8.9%	4
Manufacturing	4.4%	2
Professional services	15.6%	7
Restaurant/bar	4.4%	2
Retail	13.3%	6
Other (please specify)	24.4%	11

answered question 45

skipped question 23

6. What is the primary reason for locating this business in Kewaunee County? Please choose the most important factor.

Response	Percent Response	Count
Proximity to personal residence	13.6%	6
Physical Infrastructure	6.8%	3
Workforce	2.3%	1
Transportation Infrastructure	0.0%	0
Quality of Life	25.0%	11
Real Estate Affordability	6.8%	3
Family Reasons	4.5%	2
Proximity to customers	22.7%	10
Other (please specify)	18.2%	8

answered question 44

skipped question 24

7. How long has this business (under current ownership) operated in Kewaunee?

Response	Percent Response	Count
0-2 years	15.9%	7
3-5 years	20.5%	9
6-10 years	9.1%	4
10-15 years	9.1%	4
15 years or more	45.5%	20

answered question 44
skipped question 24

8. Please describe the statement that best describes the ownership of this business:

Response	Percent Response	Count
The owner(s) started and built it from the ground up.	50.0%	22
The owner(s) purchased the business and built it into what it is today.	29.5%	13
This was/is a family business.	6.8%	3
Other (please specify)	13.6%	6

answered question 44
skipped question 24

9. How would you describe Kewaunee County's business climate today as compared to five years ago? Has it improved, is it stable, or has it deteriorated?

Response	Percent Response	Count	Improved
	27.3%	12	
Stable	38.6%	17	
Deteriorated	20.5%	9	
Not in business 5 years ago	3.6%	6	

answered question 44
skipped question 24

10. What business changes are you considering over the next 12 months? Please check all that apply.

Response	Percent Response	Count
Expanding services or product lines	48.8%	21
Expanding or renovating space	37.2%	16
Hiring additional employees	27.9%	12
Selling or closing business	2.3%	1
Relocating business	4.7%	2
No changes are being considered	25.6%	11
Don't know	9.3%	4

answered question 43
skipped question 25

11. Have your business revenues increased, decreased or stayed the same over the past 5 years?

Response	Percent Response	Count
Increased a lot	28.6%	12
Increased a little	47.6%	20
Stayed the same	9.5%	4
Decreased a little	11.9%	5
Decreased a lot	2.4%	1

answered question 42
skipped question 26

12. Please identify the top factor(s) that adversely affect your business today. N=42 answers were separated and coded accordingly. Full response set on pages 16-17.

- **Costs** - 20 respondents identified high costs as a negative.
- **Economy** – 19 respondents said the economic downturn was affecting them.
- **Workforce** – 10 respondents have difficulty finding adequate employees.
- **Local Market** – 10 respondents stated reasons related to local market conditions.
- **Competition** – 9 respondents identified increased competition.
- **Taxes, Facilities, Policies/Regulations** and **Other** reasons were listed in limited numbers.

13. Please identify the top factor(s) that benefit your business today. N=41 answers were separated and coded accordingly. Full response set on pages 18-19.

- **Demand** - 14 respondents identified factors related to healthy demand for their products and/or services.
- **Employees** – 13 responses were related to high quality employees.
- **Reputation** – 11 responses related to the good reputation of their company.
- **Customer Service** – 9 responses benefited from good customer relations.
- **Facilities, Location, Management, Natural Resources, and Community Support** were other topics identified as benefiting local business.

14. On average, how many employees does this business employ? Please enter whole numbers only.

Response	Average	ResponseTotal	ResponseCount
Full-time (year round):	27.40	959	35
Part-time (year round):	6.04	163	27
Seasonal:	3.79	91	24

answered question 41
skipped question 27

15. Is Kewaunee County’s labor force suitable to your business needs? Put another way, can you find an adequate number of qualified applicants locally? Please indicate the answer that most closely resembles your situation.

Response	Percent	ResponseCount
Yes, we can easily find an adequate number of qualified applicants from Kewaunee County.	27.5%	11
We need to do some searching, but can usually find suitable help locally.	35.0%	14
We rarely find suitable help locally and have to cast our net regionally.	10.0%	4
Other (please specify)	27.5%	11

answered question 40
skipped question 28

16. From your perspective, what are the greatest workforce development needs or opportunities for Kewaunee County? N=51 answers were separated and coded accordingly. Full response set on pages 20-21.

- **Technical Education** – technology training and technical education is needed for industry
- **Next Generation** – retaining and attracting younger workers.
- **Job Skills** – general and basic job skills training including customer service.
- **Jobs** – in general, are needed.

17. Are there other comments you would like the KCEDC to consider as it moves ahead with strategic planning?

- 38 individuals responded this question. Comments varied widely, see page 22 for full response list.

Appendix F: Framing Key Issues

The group set about a process for identifying key issues and forming a question around each issue that could be answered with reasonable actions taken by KCEDC to address or solve the issue. Then, the group discussed various factors that make it an issue and the consequences of failing to address the issue as a strategic focus. Participants then rated the issues based on relative importance. After this discussion, consensus was that the KCEDC ***focus first on three of the most important, relevant and urgent issues***, which are:

- Existing Business Growth
- Workforce Development
- Marketing and Promoting KCEDC

Separate strategies, goals and objectives may be developed for the other issues later on in the process. Or, specific concerns related to the other issues may be addressed through strategy development of the top three issues. Below is the synopsis of the discussion.

Workforce Development

Summary Question: How can KCEDC develop or improve education partnerships to address the impending workforce issues including the shortage of workers and the lack of skilled workers?

- How can KCEDC bridge the gap between the education community and the business community in Kewaunee County?
- How can KCEDC maximize opportunities for the aging demographic in the County's economy and workforce?

Factors that make this an issue:

- Educational institutions are an important stakeholder group of KCEDC. Their ability to respond to workforce needs could be a threat or opportunity to County's economy.
- Aging and other changing demographics of the workforce is an external threat to companies who may be unprepared to address the associated workforce challenges.
- Business stakeholders have expectations and needs for specific employee skill sets.

Consequences of not addressing this issue:

- Business expansion will be limited until the local labor pool meets company needs.
- It will be difficult to attract/keep good workers in the County if businesses do not understand/appreciate the needs of new worker demographics (next generation of workers and aging workforce, other).

Existing Business Growth

Summary Question: How can KCEDC develop or improve relationships with existing businesses?

- How can KCECD make existing businesses aware of the services and learning opportunities KCEDC offers?
- How can KCEDC become the "go to" business assistance" resource in the county?

Factors that make this an issue:

- The opportunity for an existing business to grow and add to the local economy is easier and more likely than other potential strategies.
- KCEDC has a greater ability to affect positive change in this area – opportunity.
- Existing Businesses are one of KCEDC's biggest stakeholders – initiatives in this area would be highly visible and meet their expectations.

Consequences of not addressing this issue:

- Potential business relocations.
- Less opportunities for workforce; skill set of workforce may not match new opportunities.

Marketing & Promoting KCEDC

Summary Question: How can KCEDC effectively promote itself and raise awareness for economic development within the County?

- What can KCEDC do to encourage participation in KCEDC?

Factors that make this an issue:

- Promotion of KCEDC can be either an external opportunity or threat, depending on how the media portrays us.
- Stakeholders don't know about projects/services.
- Stakeholders don't understand Economic Development.

Consequences of not addressing this issue:

- Missed opportunities to help a stakeholder.
- Lack of financial and other support.
- Work for no recognition.

Partnerships & Collaborations

Summary Question: What partnerships should KCEDC concentrate on forwarding or developing to promote collaborative efforts to assist us in accomplishing KCEDC's strategic goals and objectives?

Factors that make this an issue:

- There is strength in numbers – key influences – helps strengthen internal opportunities
- Cast the net wider – external expertise needed

Consequences of not addressing this issue:

- Less effective in programming if work alone.
- Missed opportunities – both directions.

Government Relations

Summary Question: How can KCEDC demonstrate the value of the economic development corporation to the public sector?

- How can KCEDC strengthen partnerships with local governments and establish itself as the economic development resource for the public sector?
- How can KCEDC establish its identity and better communicate its needs regionally and at the state level?

Factors that make this an issue:

- Key funding source – County and local governments are a major stakeholder
- Their cooperation essential to KCEDC mission fulfillment – Infrastructure & Communication
- They are key influencers in the county

Consequences of not addressing this issue:

- No \$ we don't exist
- No purpose – can't attract businesses
- No investment in Economic Development will deteriorate business support

Tourism & NR

Summary Question: How can KCEDC foster long-term relationships with local, regional and state level organizations to maximize the potential of all of the County's diverse resources?

- And capitalize on those partnerships to promote tourism?

Factors that make this an issue:

- Growth potential – external opportunity – and a Quick Win!
- Adds to quality of life – citizens may enjoy amenities that tourists enjoy as well.
- Easy to market – people easily relate to this – is highly visible.

Consequences of not addressing this issue:

- Negative feedback from employers in sector – we're not meeting their expectations.
- Quality of life factors may not be developed.
- Natural Resources amenities may degrade.
- Missed opportunities (ie resort?).
- Losing existing jobs in tourism sector.

New Business

Summary Question: How can KCEDC market the County's favorable amenities and economic climate to nurture business start-ups and attract new business to the area?

Factors that make this an issue:

- New business development/attraction can help fill the void left by businesses that are in decline, choose to move, or go out of business. The natural business cycle needs to be renewed, if not, this is a threat.
- New businesses help create jobs/employment – contributes to mission fulfillment.
- Small businesses are responsible for largest growth in economies.
- Helps diversify an economy that heavily relies on manufacturing.
- Stakeholders expect new business development.

Consequences of not addressing this issue:

- The economy is less likely to grow – loss of tax base.
- Labor recruitment – skilled labor is difficult.
- Lost opportunities to diversify the local economy
- Appearance of success to public is lost

Technical Infrastructure

What can be done to expand/improve the technology infrastructure and market it to prospective business?

Factors that make this an issue:

- Affects majority of stakeholders.

Consequences of not addressing this issue:

- Difficult to plan for – not cheap.
- Missed opportunities.
 - Can't attract certain businesses without strong technical infrastructure.

Influencing Relationships

- Marketing & Promo influences all, communications.
- Existing & New Businesses influenced by workforce development.
- Partnerships: Collaborations influences all.
- Gov't relations influences. New business, existing business, technology.
- New & existing business growth can influence Natural Resources/Tourism & vice versa.

Appendix F: Economic Trends - Bibliography

The following trend data were used to provide context and background information for the strategic planning effort. These data were reviewed by KCEDC board and staff members, and are on file at the KCEDC office and at UWEX-Kewaunee County.

Data	Source
Kewaunee County Population Growth	US Census
Kewaunee County Age Trends	Woods and Poole, Inc.
Wisconsin State Age Profile	Wisconsin Population 2030
Industry Forecasts – Lakeshore Sub Region 2001-2025 <ul style="list-style-type: none"> • Growth in Employment • Top 5 Job Openings • Top 5 Fastest Growing Jobs 	Northeast Wisconsin Economic Opportunity Study
Kewaunee County Educational Attainment data and analysis	US Census Northeast Wisconsin Economic Opportunity Study
Per Capita Income	US Bureau of Economic Analysis
Kewaunee County's Largest Public & Private Sector Employers	WORKnet
Top Employers in Kewaunee County	WI DWD, Bureau of Workforce Training
Manufacturing Industry Workforce Profile	WI DWD
Kewaunee County Comprehensive Plan	Bay Lakes Regional Planning Commission
Net New Construction for Kewaunee, Door and Manitowoc Counties	
TIF Districts in Kewaunee County	WI Dept of Revenue
Kewaunee County Retail Sector Analysis	Buy Local Forum - UWEX
Kewaunee County Tourism Sector Analysis	UWEX
Kewaunee County Service Sector Analysis	UWEX

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