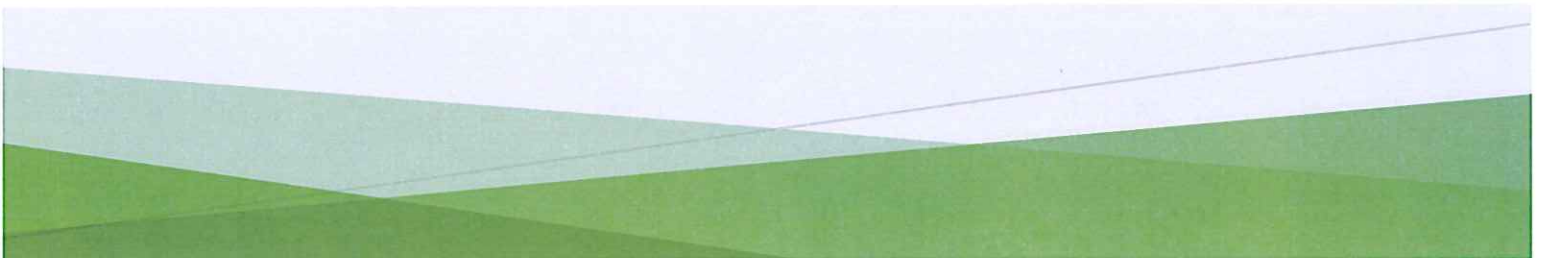




2020-2023 LANGLADE COUNTY ECONOMIC DEVELOPMENT STRATEGIC PLAN

Langlade County

Langlade County Economic Development Corporation Three Year Strategic Plan focusing on Economic Development priorities to advance and maximize opportunities in Langlade County for businesses, communities, and people.





Langlade County Economic Development Corporation

3-Year Strategic Plan

2020 – 2022

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Executive Summary

Through its actions, the Langlade County Economic Development Corporation (LCEDC) aspires to promote a collaborative culture, fueled by public-private partnerships, that helps the Langlade County economy to thrive.

The Langlade County Economic Development Corporation (LCEDC) was founded in January, 2008, as a not-for-profit organization, for the civic betterment and Economic Development (ED) of Langlade County, Wisconsin, through the attraction and expansion of new and existing industrial, recreational and commercial enterprises.

LCEDC's primary customers are Langlade County, the City of Antigo, the community, school districts, businesses, residents, tourists and new businesses. Angie Close is the fulltime Executive Director and Keri Beck is the fulltime Operations Manager. To satisfy customers and fulfill their purpose, Angie and Keri plan, organize and execute key initiatives including business development/retention, workforce development, entrepreneurship, education, tourism and broadband, as well as numerous meetings and administration.

Tangible value has been delivered to customers through LCEDC's administration of a revolving loan fund (98 businesses), Community Development Block Grant ED projects, assistance with several business expansion projects, administration of Downtown Antigo Entrepreneur Grant Program (14 businesses), the creation and implementation of an Entrepreneur Training Program (52 graduates), administration of the Façade Grant Program (51 businesses), marketing of Langlade County for both tourist and business development, ongoing strong community leadership in ED and workforce development, and assistance with broadband development (832 households connected).

Going forward, the organization will continue its leadership efforts in the areas of ED project support, loan and grant administration, workforce development and training, and retaining and attracting people to Langlade County. LCEDC re-affirms its critical role in tourism, and will expand tourism efforts in the future.

Most organizational support and funding is through local governments and donations/grants. Today there is increasing pressure on those scarce resources, and they are not as predictably assured as they once were in the past. To maintain and grow initiatives into the future, it will become necessary to creatively diversify funding sources. Possible sources include more community investors, grant-writing and exploring the possibility of a for-profit arm of LCEDC. Staffing plans will be adjusted in accordance with additional value-adding efforts and commensurate funding.

Introduction

This Strategic Plan is a means of connecting the Vision and Mission of Langlade County Economic Development Corporation (LCEDC) through planned actions. Through its actions, LCEDC aspires to promote a collaborative culture, fueled by public-private partnerships, that helps the Langlade County economy to thrive.

Company Description

LCEDC leads economic development efforts by providing resources, operational support and financial assistance to existing and start-up companies, partners and communities in Langlade County. Working with partners across the state, including regional economic development organizations, Wisconsin Department of Tourism, academic institutions and industry clusters, LCEDC develops and delivers solutions that help businesses, communities and people maximize their potential in Langlade County.

Mission

To advance and maximize opportunities in Langlade County for businesses, communities, and people.

Vision

By leveraging strategic partnerships, LCEDC aspires to be a leading and respected economic development organization by helping Langlade County elevate its quality of life and long-term economic prosperity for all residents.

LCEDC History

LCEDC was created in 2008 as a Community Development Corporation, and established as a non-profit 501(C)3 organization. It was funded by investments from both City of Antigo and Langlade County. At that time, its affiliation to Langlade County was being the recipient of funding and “in-kind” contributions such as office space, payroll, administration and health insurance; and its staff were employees of Langlade County. The Langlade County Board has no direct authority to control the activities of the Community Development Corporation, and the Community Development Corporation is run by its own Board of Directors which presently includes County Board members and City of Antigo Council members due to the funding given from both entities.

On June 23, 2011, the name was changed to Langlade County Economic Development Corporation, and on September 19, 2011 became its own entity - separating from Langlade County. A Memorandum of Understanding and other agreements were established with the City and the County for contracted services. LCEDC was then separate and autonomous from Langlade County; its Director and Assistant are now employees of the LCEDC.

LCEDC Purpose

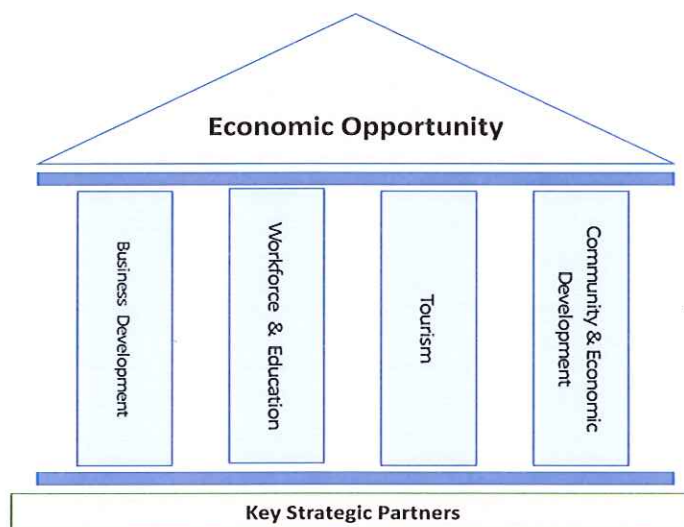
The purpose of the Langlade County Economic Development Corporation is exclusively for the civic betterment and Economic Development of Langlade County, Wisconsin: The Langlade County Economic Development Corporation is organized exclusively for charitable, educational, or recreational purposes within the meaning of Section 501(C)3 of the Internal Revenue Code.

According to the Articles of Incorporation: The purpose of the corporation shall be to:

- Item 1.** Retain and expand local commercial, retail, agri-business, and industry throughout the County, and encourage the growth of new economic development activity.
- Item 2.** Encourage intergovernmental coordination and cooperation at all levels throughout the County. Assist local units of government to coordinate community development efforts.
- Item 3.** Develop and implement a comprehensive marketing plan for Langlade County to attract new business development, and improve employment opportunities and incomes for County residents. Tourism, recreation, commercial, retail, and industry are all important elements of the marketing plan.
- Item 4.** Promote improved infrastructure and technology to encourage economic growth. Energy availability, transportation systems, and high speed communications are all important elements.
- Item 5.** Encourage labor force availability to meet the employment needs of local business and industry, as well as local residents. Promote education and training programs designed to assist local residents. to develop the knowledge and skills required by business and industry.
- Item 6.** Assist in providing housing and homeownership opportunities for local and new employee residents of the County. Work with local realtors, financial institutions, and State and Federal government agencies to development and coordinate efforts.
- Item 7.** Assemble and coordinate resources including land, site improvements, buildings, equipment, working capital, labor force, and financial commitments for the purpose of expanding existing business and industry, as well as for new business development.
- Item 8.** Conduct any other activities allowed by law which are directed toward improving Langlade County's overall community and economy in an environmentally sound manner.

LCEDC Strategic Pillars and Focus Areas

LCEDC focuses on four key catalysts of growth, which form the basis of our Strategic Pillars, to help activate and accelerate economic opportunities in Langlade County. The Strategic Pillars rest on a sound foundation of Key Strategic Partners.



Business Development/Retention/Expansion and Entrepreneurship

We leverage Langlade County's economic assets, as well as our partners in education, research and industry, to support startups, business growth, and attract new and expanding business to our County.

Strategic Economic Competitiveness-Workforce and Education

Through programs, partners, and initiatives that foster an environment of innovation and success, we are a partner in developing the next generation of skilled workers and engaging and building relationships with our youth eager to take advantage of the opportunities Langlade County offers.

Tourism

LCEDC leverages Langlade County recreational assets and works with strategic partners to market Langlade County as a travel destination for relaxation and fun. LCEDC plays a significant role in delivering exceptional customer service, provides reliable travel information that in return generates an economic impact to businesses and Langlade County.

Community & Economic Opportunity

LCEDC work helps improve the quality of life in Langlade County. LCEDC helps create opportunities for economic activity by partnering with communities to help redevelop idle sites, encourage minority business growth, supports broadband efforts and downtown/community revitalization.

Key Strategic Partners

Key strategic partners are the foundation of LCEDC's operations and results.

Organizational Outcomes and Value Provided to Langlade County

Through sustained advancement of LCEDC objectives, Langlade County has benefitted tremendously from organizational efforts over the past years. Highlights of both direct and indirect benefit include:



CoVantage Credit Union 2018-2019 Expansion



Waukesha Bearings 2019 Expansion

- ADMINISTERED A LOAN PORTFOLIO OF 98 BUSINESSES
Total Amount RLF Funds Invested: \$9,213,128 (million)
Total Amount Leveraged: \$21,471,971 (million)
Job Creation/Retained: For Every \$35,000 borrowed 1 full time job created or retained = 263 jobs created/428 jobs retained
- ASSISTED BUSINESS EXPANSION PROJECTS AND ADMINISTERED CDBG ED Projects
Merit Gear Expansion Project 2009-2011
Amron Expansion Project 2011-2012
Volm Bag Fresh Tech Expansion Projects: 2012-2013
Antigo Neon/Zeon New Business Buy Out Program: 2014 & 2018
Hydratight Expansion Project: 2016
CoVantage Credit Union-2018-2019
Waukesha Bearings Project: 2019



Hydratight 2016 Expansion

- 2015 ADMINISTER DOWNTOWN ANTIGO ENTREPRENEUR GRANT PROGRAM:

14 Downtown Antigo Businesses
 Total Amount Grant Funds Awarded: \$131,997
 Total Amount Leveraged: \$518,884
 Job Creation: 21



Downtown Entrepreneur Grant Program

- 2015 CREATED AND IMPLEMENTED ENTREPRENEUR TRAINING PROGRAM: 2015

Total Amount Grant Funds Received from Private Foundations: \$65,000
 Number of Graduates from Program: 52 Students
 New Business Starts: 14 in Langlade County 3 in surrounding Areas (White Lake, Elcho, Lily, Antigo)
 Granted Funds: \$28,000
 Business/Students Served for Business Educational Series: 68

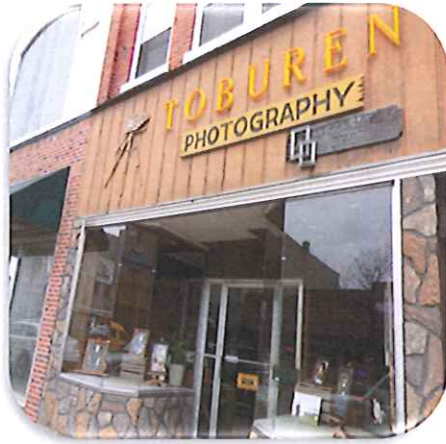


- ADMINISTERED FAÇADE GRANT PROGRAM

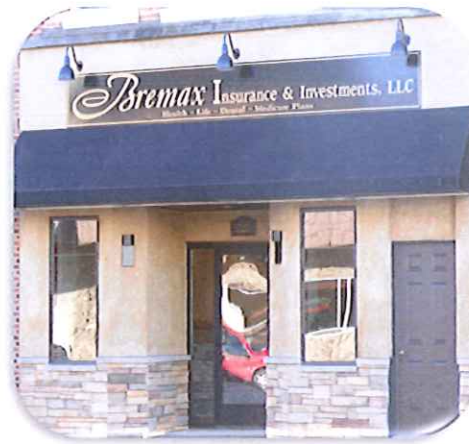
Number of Business Granted: 51

Amount Grant Funds Awarded: \$103,000

Amount Leveraged: \$591,300



Before



After

- MARKET LANGLADE COUNTY FOR BOTH TOURISM AND BUSINESS DEVELOPMENT

Increased Sales Tax from 2010-2018 by \$454,118

Increased direct Visitor Spending from \$37.8 Million in 2010 to \$47.8 Million in 2018

Administer and marketed 57 Langlade County Commercial Properties on Locate in Wisconsin

- COMMUNITY INVOLVEMENT

Supported efforts of local communities related to economic & workforce development

Antigo: Comprehensive Plan, Tourism/Business Marketing Efforts, Education Partners with NTC/Unified School District, Aspirus Langlade Hospital

Elcho: Elcho School District, Tourism Marketing Efforts

White Lake: Comprehensive Plan, Tourism Marketing Efforts, Northlakes Community Clinic, White Lake School, Village of White Lake Assistance with CDBG Program

- BROADBAND DEVELOPMENT

Assisted Wittenberg Wireless (Cirrinity) and supported broadband development through Wisconsin Public Service Commission Grants

832 households connected

\$1,492,348 Invested

\$632,000 grants received



- **FACILITATED COMMUNITY IMPROVEMENT TEAMS**

Stood up diverse community teams in 2019, focused on:

- Youth Retention – Making it easier for students and employers to keep high schoolers/graduates employed here.
- Establishing and marketing an Antigo Job Center
- Rebranding 5th Avenue/Langlade County
- Attracting young families to Langlade County

Strategic Analysis

LCEDC serves many stakeholders and constituents. To determine which of many competing issues are most important, and where future efforts will return the most benefit to the overall community, LCEDC has aligned itself with key stakeholders' plans and needs. In addition to an abundance of knowledge gained from day-to-day interactions, three key documents served as foundational resources during strategic planning. These were the City of Antigo Comprehensive Plan, the Langlade County Comprehensive Plan and the 2018-2019 Economic Development Summit Report.

Relevant strategies from these documents include:

City of Antigo Comprehensive Plan

Enhancing economic competitiveness is one of the principles of livability. A community can improve economic competitiveness through reliable and timely access to employment centers, educational opportunities, services and other basic needs by workers, as well as expanded business access to markets.

1. Stimulate community and economic growth and development by supporting business expansion and retention in competitive sectors.
2. Revitalize the older and industrial areas in Antigo
3. Cultivate a professional lifestyle environment that attracts and retains professionals and businesses, including excellent public infrastructure and municipal services and high quality of life

Langlade County Comprehensive Plan

To promote the stabilization, retention, or expansion of the economic base and quality employment opportunities.

Goals

1. Maintain, diversify and expand the economy in the county, while maintaining the rural character of the county.
2. Encourage the coordination of economic development efforts with the city, village and towns, as well as other organizations.

Objectives

1. Promote the retention and expansion of the current economic base
2. Encourage the creation of new businesses
3. Promote the relocation of compatible business to the county
4. Maintain and enhance public facilities and services
5. Pursue increased funding from both public and private sources
6. Preserve and enhance the quality of life

Community Key Stakeholders: 2018-2019 Economic Development Summit Report

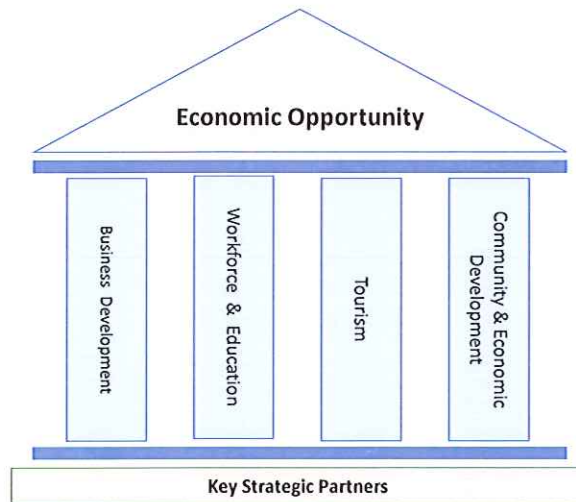
This summit, conducted on June 6, 2018, was a public-private collaboration addressing Economic Development priorities and challenges of both business and governments, to improve the efficiency and effectiveness of collective efforts in Langlade County. The Summit analysis and group consensus follow-up meetings concluded with the recommendation that LCEDC focus efforts on these project areas:

1. Labor Pool Retention
2. Labor Pool Attraction
3. Downtown Antigo Enhancement

Strategy and Tactics – Operational Plans

The LCEDC Board of Directors Executive Committee, Executive Director and Operations Manager met in September, 2019 to develop this organizational strategic plan for the next 3 years. The group reviewed company history and purpose, current organizational profile and strategic analysis mentioned above.

After discussion and consideration, the current direction of LCEDC was re-affirmed. Besides re-affirming the four Strategic Pillars, the organization will increase its focus on tourism, diversify revenue streams, and increase collaboration with other civic organizations sharing similar objectives - to unify overlapping efforts and improve overall community efficiency.



Action Plan

Future organizational objectives include:

- Business development/retention/expansion and entrepreneurship
- Strategic economic competitiveness – workforce and education
- Community and economic opportunity
- Tourism – rebranding and marketing
- Revenue stream diversification

Tourism efforts will increase to reflect a growing community need in this area. This will include a combination of rebranding Langlade County, more aggressive and effective marketing, and more cooperative efforts to attract people and events to the region.

LCEDC will continue to lead community-based economic development projects to accomplish objectives coming from Economic Development Summits. The summits will be held every other year to determine Langlade County's most pressing, current needs. The summits identify current economic priorities to government leaders, business owners and the community, with outcome projects focused sharply on improving the identified needs. LCEDC will continue to lead and facilitate those outcome projects.

LCEDC staffing will flex to achieve desired annual business outcomes. Priority will be given to sustainable employment options such as resource-sharing with other organizations or agencies, and part-time employment.

Budgets and operating plans will continue to be developed annually for Board approval. The budgets and operating plans will support annual initiatives and funding resource levels. LCEDC will seek more

diversified revenue streams, to reduce financial and operational risk. Possible diverse revenue streams include:

- Sponsorships – local businesses or individuals may invest in specific ED efforts
- Investor letters – Asking stakeholders to financially support the continued community benefits received from LCEDC
- Tourism tax – expanding opportunities with room tax dollars throughout the County
- Grant opportunities – utilizing existing programs, foundations and agencies resources
- For-profit economic development opportunities such as purchase and refurbishment of distressed commercial property

LCEDC Organizational Objectives



Monitoring, Management Review, and Communications

LCEDC will continue to measure its business and community outcomes using meaningful metrics, and will make those metrics available to stakeholders. See the LCEDC Measurement Report [here](#).

Periodic management reviews will take place with the Board of Directors for feedback and continuous improvement.

LCEDC will utilize its webpage as a means of publicly disseminating Economic Development information and connecting Langlade County's current and prospective residents, businesses, tourists and other site visitors with valuable resources.

LCEDC Oversight and Accountability

Demonstrated results and transparency

