

Appendix A

Public Participation Plan

VILLAGE OF LITTLE CHUTE

RESOLUTION NO. 4 , SERIES OF 2014

**A RESOLUTION APPROVING THE PUBLIC PARTICIPATION PLAN FOR A
“Smart Growth” Comprehensive Plan Update
Village of Little Chute
Outagamie County, Wisconsin**

WHERE AS:

In order for the Comprehensive Plan to operate effectively and according to the law and to address the needs of citizens of the Village of Little Chute, the residents must be kept informed and be provided an opportunity to participate in the planning process. In addition, pursuant to s.66.1001 (4)(a) of the statutes, written notice shall specifically be provided to owners of property, or to persons who have a leasehold interest in property pursuant to which the persons may extract nonmetallic mineral resources in or on property, in which the allowable use or intensity of use of the property is changed by the comprehensive plan. Further, public participation will be used to collect data and opinions that can be obtained in no other way. The information received will be used to determine the needs of the Village and develop community goals and objectives.

Public Participation Efforts

1. Interviews
2. Meeting notices posted at the Village Hall and other locations as designated
3. Notices and information listed on the Village of Little Chute Government web site
4. Conduct periodic public informational planning meetings
5. Public hearing
6. Receive and respond to written requests
7. Thirty days prior to the public hearing provide written notice to interested - individuals via first class mail in compliance with s.66.1001 (4)(a) of the statutes

Methodology

- Hold interviews with village & county officials, interested citizens and other agency personnel.
- Display notices of Village of Little Chute Planning Commission meetings and any public informational planning meetings in a manner consistent with the usual village meeting notice procedures. Notices will also be posted at the Village Hall located at 108 West Main Street, Little Chute, WI.
- Listing of progress reports, draft plan reports and support information on the Village of Little Chute Government web site:
<http://www.littlechutewi.org>
- Conduct periodic public informational meetings that are open to the public and invite participation by the public. Encourage citizen participation to identify problems and potentials for the Village.
- Provide progress reports to the Village of Little Chute Planning Commission. Provide the same information, including the handouts, to the public as received by the Commission.
- Hold at least one public hearing as described in the plan.
- The official notice for the public hearing(s) will be by public notice in the official newspaper with a class one notice at least 30 days preceding the hearing. In addition, the public notice shall be posted on the Village’s web site www.littlechutewi.org and at the Village Hall,

located at 108 West Main Street, Little Chute, Wisconsin. These notices will include the following information: time, place and date of hearing; summary of the proposed Comprehensive Plan or amendment to such plan; name of a village employee who may provide additional information regarding the proposed Comprehensive Plan, and information relating to where and when the proposed Comprehensive Plan or amendment to such will be passed; how a copy of the plan or amendment to such plan may be inspected before the hearing; and how a copy of the plan or amendment may be obtained.

- Citizens may submit written comments or questions on the Comprehensive Plan update to James Moes, Community Development Director, 108 West Main Street, Little Chute, WI. 54140 or by e-mail to <jim@littlechutewi.org>. The Village will respond in writing to those comments or questions if requested to do so.

BE IT RESOLVED, by the Village Board of Trustees, Village of Little Chute, as follows:

1. That the afore described Public Participation Plan be adopted

Introduced, approved and adopted: Oct. 13, 2014

VILLAGE OF LITTLE CHUTE

By: Michael R. Vanden Berg
Michael R. Vanden Berg, Village President

Attest: Laurie Decker
Laurie Decker, Village Clerk

Appendix B

December 9, 2014 Public Workshop Summary

Results of December 9, 2014 Public Informational Meeting & Workshop Village of Little Chute Comprehensive Plan Update-2014

On December 9, 2014, 17 village residents and business professionals gathered at the Village Community Center to discuss the direction of the Village in an effort to update the Village's Comprehensive Plan.

After a presentation on demographic, transportation, environmental and land use trends, the participants engaged in an affinity process to provide answers to two basic questions:

What are Little Chutes Strengths?

What are ways to improve Little Chute?

These are the same two questions that were asked as part of the 1994 village comprehensive planning effort and again in 2003 as part of the update process. The intent of asking the questions again was to see if the village was addressing the comments of earlier planning efforts.

Participants recorded each answer on a separate "post it" card. There was no limit to the amount of answers a person could submit per question. Post it cards were then handed to facilitators who organized the cards by similar themes on white boards.

Once all themes were completed for both questions, the participants were given three dots and asked to vote for their three favorite choices (themes) per question. Each dot had a weighted value. Red dots represented their first priority, and were worth a value of five (5) points. Green dots were their second priority and were worth a value of three (3) points. Yellow dots were their third and final priority and worth only one (1) point.

All white sheets were collected, the dots counted and weighted values calculated. The final voting results from the workshop are presented as follows:

What are Little Chutes Strengths?

Strengths with Weighted Score

Community Services (31)

One 1st place vote, eight 2nd place votes, two 3rd place votes

Specific comments were as follows: curbside services, good infrastructure, good police force, high level of services, great curbside service, good streets, share services, excellent public services, good roads & sidewalks, quality of services, excellent fire & police department (very responsive), sound infrastructure

Highway Access (27)

Four 1st place votes, one 2nd place vote, four 3rd place votes

Specific comments were as follows: access to (Hwy) 41, efficient transportation system, near major highways, Hwy 41, transportation off Hwy 41

Economic Development Opportunities (22)

Three 1st place votes, two 2nd place votes, one 3rd place vote

Specific comments were as follows: highway land (is) available, good location near bigger cities, availability of business property, location between Appleton & Green Bay, empty land available for potential (development), location access to Appleton & Green Bay but (has) small town feel, potential investment capital availability right here, near larger cities (market), local employment opportunities

Parks and Recreation (19)

Three 1st place votes, one 2nd place vote, one 3rd place vote

Specific comments were as follows: large offerings of successful recreation programs, parks are plentiful and (in) good quality, parks (2), walking & bike lanes/trails, great park system, park systems, village amenities i.e. pool/slide, great parks, parks & trails, excellent parks, park & recreation system.

Schools (15)

Two 1st place votes, one 2nd place vote, two 3rd place votes

Specific comments were as follows: school system, excellent schools, modern schools, good schools, St John parochial school, and quality schools

Sense of Place (15)

Two 1st place votes, one 2nd place vote, two 3rd place votes

Specific comments were as follows: small town feel, historical character & preservation, sense of community, sense of pride & “heritage”, good community morals, strong citizen involvement, affordable housing, clean

Safe (11)

One 1st place vote, one 2nd place vote, two 3rd place votes

Specific comments were as follows: low crime(2), public safety, quality of life (is) safe, safe, safety-low crime rate

Administrative Services (5)

One 1st place vote, no other votes

Specific comments were as follows: competitive tax base, affordable taxes, great administrator, fiscally strong, strong village finances, competitive fee structure

Downtown (4)

no 1st place votes, one 2nd place vote, one 3rd place vote

Specific comments were as follows: vibrant business community, creative development-example (is) windmill, downtown being improved, windmill, open space downtown

Shopping (3)

One 2nd place vote, no other votes

Specific comments were as follows: convenience to local business, convenience stores in walking distance, dining options, “close by” shopping

Social Climate (1)

One 3rd place vote, no other votes

Specific comments were as follows: friendly people, religious diversity, strong middle class, community minded, kid friendly, family oriented environment

Quality of Life (Resources) (0)

No votes

Specific comments were as follows: Fox River, quality of life, location of the Fox River, close proximity of natural resources-Fox River, river front

What are ways to improve Little Chute?

Improvements with Weighted Score

Improve Housing Choices (43)

Six 1st place votes, four 2nd place votes, one 3rd place vote

Specific comments were as follows: high quality senior housing, elderly housing, Increase in assisted living, more condos for aging population, improve development of housing for the elderly, invest in current housing stock, revitalize older single family neighborhoods, lack of housing choices, keep handle on blight (rentals)

Utilize the Fox River and Other Resources as Assets (32)

Four 1st place votes, two 2nd place votes, six 3rd place votes

Specific comments were as follows: develop the Fox River – land for socialization and entertainment, develop river access and link river to downtown, utilize the Fox River, boat access to river, promote use of river/access, provide property for a community garden

Business/Industrial Growth & Retention (30)

Three 1st place votes, three 2nd place votes, six 3rd place votes)

Specific comments were as follows: vibrant downtown, leverage 41/141 corridor, incentivize business growth (retain & new), leverage windmill for growth, stop the “bleed” from larger cities (keep it local), better small business zoning policies, help downtown business, market/promote village as a destination, (need) more creative thinking on development of commercial center around the wind mill, lack of jobs for younger generation, invest in more industrial park land, lack of economic growth, promote green technology, (need) tech oriented industry

Improve Village Administration, Procedures & Community Outreach (29)

Three 1st place votes, four 2nd place votes, two 3rd place votes

Specific comments were as follows: Inform residents, automate processes, need to provide customer friendly approach to village services (ease of doing business), promote self-help amenities, update website, improve reaching out to other ethnic groups, create-improve intergovernmental partnerships, cooperation, identify ways to become more efficient, involve residents, be pro-active in dealing with outreach to future diverse populations, improve use of social media for communications, (need) more participation from public, communication

Utility and Service Improvements (11)

One 1st place vote, two 2nd place votes, no 3rd place votes

Specific comments were as follows: (need) improved assessment policies, water (drinking) quality, increasing cost of regulations Little Chute needs to meet, become more forward on alternative utility resources

Grow the Village in Size (6)

No 1st place votes, two 2nd place votes, no 3rd place votes

Specific comments were as follows: grow the village by size, grow school district, lack of population growth

Affordable Health Care (0)

No votes

Specific comments were as follows: affordable health care

Appendix C

Housing – Growth in Rental Demand



Urban Wire :: Housing and Housing Finance

The voices of Urban Institute's researchers and staff



We are not prepared for the growth in rental demand



Laurie Goodman, Rolf Pendall, Jun Zhu | June 24, 2015

TWEETWORTHY

From 2010 to 2030, we'll see five new renters for every three new homeowners

After completing a major demographic study projecting headship and homeownership rates through 2030, we concluded that demand for rental housing over the next 15 years will dramatically increase—and we as a nation are not prepared.

Our analysis projects that from 2010 to 2030, the **growth in rental households will exceed that of homeowners by 4 million**, with an increase of 13 million rental households and 9 million homeowner households. That's five renters for every three homeowners. Compared with the previous 20 years, the increase in homeowners was almost twice that of renters, even with the housing crash: 8.8 million new rental households and 16.1 million new homeowner households.

But what's driving the large growth in renters? It's a perfect storm of factors.

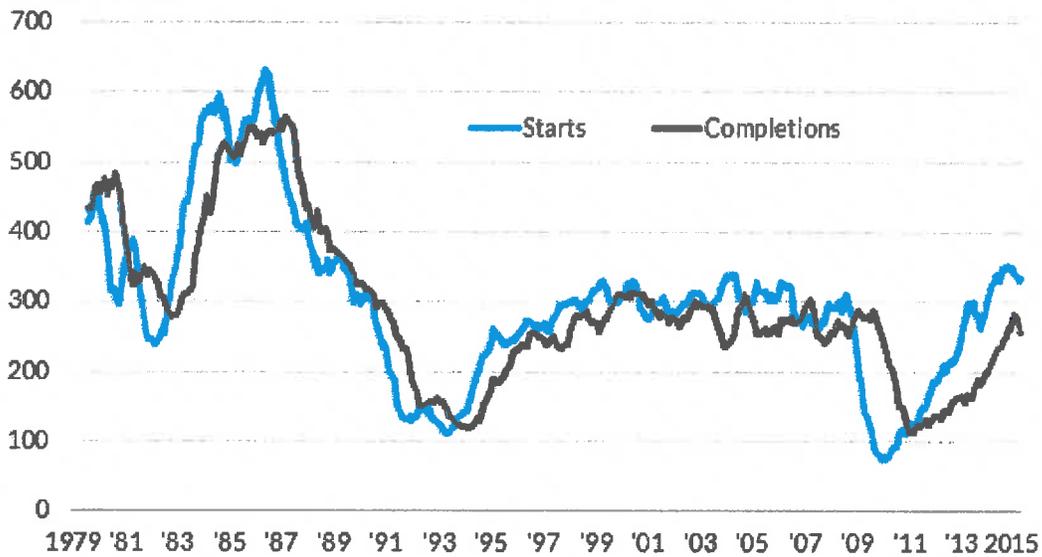
- **Millennials are finally launched:** The large millennial generation—still mostly in their mid- to late 20s—is beginning to build their first independent households, which has always meant more renting. Once they enter their late 30s and 40s, about 10 years from now, they will help homeownership recover, as it historically has as generations have gotten older.
- **The young population is becoming increasingly ethnically diverse,** a trend that will almost certainly intensify. We estimate household formation will be 77 percent non-white from 2010-2020 and 88 percent non-white from 2020-2030, and African Americans and Hispanics typically have higher rental rates than whites.
- **Behavior has changed.** Longer-term trends have also reduced young adults' homeownership rates. They're delaying marriage and childbearing, and fewer may want to buy houses than in the past.
- **The recession still lingers.** We're still recovering slowly from the recession, in which 7.5 million homes were lost to foreclosure. Many of these borrowers have not re-entered the market. Stagnant incomes and, to an extent, even greater student loan debt also are partly hangers from the recession.
- **Credit is tight.** Mortgage credit is overly tight, making it difficult for many to qualify for a home loan.

- **Older homeowners are declining.** Since the growth in renters and owners is a product of new household formation as well as attrition, we also have to look at older generations' roles. Gen X is transitioning out of rental housing, but it has fewer renter households than the incoming millennials, so renter household formation will outpace renter attrition. On the owner side, attrition will increasingly rival formation as baby boomers pass away.

Every one of these factors suggests a falling homeownership rate from now until 2030. The homeownership rate in 2010 was 65.1 percent. Under our average scenario, which assumes that the economy sees modest growth in the coming years, we expect the rate to drop to 62.7 percent in 2020 and to 61.3 percent in 2030. Even so, the absolute number of homeowners will grow because of continued growth in the total number of households, but renters will grow more.

Multifamily housing starts and completions

Thousands of units



Sources: U.S. Census Bureau and Urban Institute calculations.

Note: Rates shown are six month rolling averages of seasonally adjusted annualized rates.

URBAN INSTITUTE

Rental supply must increase

The rapid growth of the rental population will create significant demand for new rental housing construction. The rental demand will shift owner-occupied

dwellings to rental units, a change already in motion: 35 percent of renters were in single family homes in 2012 (the latest data available), up from 31 percent in 2005. But shifting houses into rental units alone will not meet the growing demand; more construction is necessary. The last major burst of rental housing construction was in the early 1980s, when federal tax law encouraged the construction of hundreds of thousands of apartments (see the figure). Since then, rental construction has been slower and steadier. And the only affordable new construction has been a result of the Low Income Tax Credit, which produces around 100,000 new apartments annually.

Against this backdrop of limited growth in rental supply are the current low vacancy rates and already rapidly rising rents—trends likely to continue to in the coming years.

As an organization, the Urban Institute does not take positions on issues. Scholars are independent and empowered to share their evidence-based views and recommendations shaped by research.

TAGS

HOUSING AND HOUSING FINANCE

AFFORDABILITY

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AP Photo/John Bazemore

Appendix D

Economic Development Articles

Is Your Community Adapting to Economic

By Mayor Tim Hanna, Appleton



Our world is changing and with that comes a shift in the paradigm of what we call economic development.

We've all heard people use the phrase the New Economy. It is often used in reference to the globalization of markets or the dependence of business on new technology. More importantly, the American economy is going through a profound structural transformation from

an industrial-based economy to a knowledge-based economy. This has been the trend for much of the last two decades and it's only accelerating. In the Great Recession of 2008, 7.6 of the 8 million jobs lost came in relatively low-educational attainment industries like manufacturing, construction, retail, hospitality, and temporary services. This is compared to only 400,000 jobs lost in the high education sectors like health care, education, finance and insurance, and professional and technical services.

The middle class jobs of tomorrow will be overwhelmingly knowledge-based. In a knowledge-based economy the asset that matters most to employers is talent.

Mayor Tim Hanna is the Mayor of Appleton, an award-winning community named one of the best places to live for families and one of the best places for businesses to grow and succeed. Appleton is a vibrant, diverse community located along Interstate 41 and the Fox River in Northeastern Wisconsin. Home to one of the best liberal arts colleges in the country in Lawrence University, Appleton offers all the amenities of life in a large city with the small community feel. Recreation, retail, culture, entertainment and so much more, Appleton has what you're looking for! Mayor Hanna may be reached at mayor@appleton.org.

THE OLD VS. THE NEW ECONOMY

It's worth spending a few minutes to understand some of the key differences between the Old and New Economy. The Old Economy had a heavy emphasis on industrial manufacturing that was dependent on fossil fuels. In the New Economy, business sector diversity is desired and clustering of industry sectors is ideal. New Economy businesses are dependent on communications and smart about energy usage.

In the Old Economy, location mattered, especially as it related to transportation and raw materials. A dirty, poor outside environment was common but did not necessarily prevent the company from growing. A connection to global opportunities was not essential. Today, clean and green with access to open spaces and recreational opportunities are key. Connections to global opportunities are critical to business and locations with a high quality of life matter more.

In the past, success was based on a fixed competitive advantage in some resource or skill and the labor force was skills dependent. Today success is based on organizations and individuals that are flexible and adaptable with an aptitude for learning.

THE HEART OF THE PARADIGM SHIFT

For the longest time, attracting companies to your locations was paramount to an economic development strategy. Providing an inexpensive place to do business was key because we all knew people followed jobs. This is the heart of the paradigm shift in economic development. In the New Economy attracting an educated workforce is key, because businesses look for places rich in talent and ideas. In today's world, talented, well educated people choose location first, then look for or often create jobs.

Development in the New Economy?

This new world of economic competitiveness is challenging old notions of economic development. The way of the past was to provide tax incentives, cheap land and sometimes cash to attract business and companies to a community. Those methods have become less effective at a time when employers are looking for an environment that attracts new young talent.

WHAT DOES THIS MEAN FOR LOCAL GOVERNMENT?

Along with this changing dynamic comes a changing role and changing priorities for government. It used to be that in tight economic times, quality of life initiatives and amenities fell to the bottom of the budget priority list. Sidewalks, new parks and public spaces, recreational trails, library programs and expanded public transit all fell victim to the budget axe. Today, these are the services and amenities that educated and talented people look for when choosing a place to live. For the people behind the New Economy a job is not where you work, it's what you do. And for many, that "doing" can happen anywhere they want it to!

So what are the elements that many of these creative, knowledge workers are looking for when choosing a place to live? They want a safe place that is clean and friendly. They want affordable housing choices in the form of lofts, one and two bedroom apartments as well as a good stock of single family homes. They prefer places with amenities like restaurants and shops and grocery stores within walking or biking distance as well as a public transit option. They prefer places with cultural diversity in cuisine and the arts as well as recreational opportunities and easy access to open green spaces and water. Educational opportunities

are important and public spaces in the form of libraries, parks and plazas with access to technology is a plus.

Along with this changing dynamic comes a changing role and changing priorities for government.

This is a challenge for municipalities across the country. Here in Wisconsin it's even more of a challenge because of our dependence on property tax base to support just the basic services demanded by our residents. There are very few municipalities across the country that have all of these elements. Being successful in the world of economic development in the New Economy requires a bold partnership between government, business and non-profit organizations across political jurisdictions within an economic region.

The challenge and the question is clear. What are you doing as a village, city, or more importantly as an economic region to attract and retain young, creative, talented and knowledgeable workers to be competitive in the New Economy? 



David McMillin of Fort Frances performing in Houdini Plaza during Mile 2. Photo courtesy of Graham Washatka/Graham Images & Photography.

Economic Development:

By Brian Doudna, Executive Director, Wisconsin Economic Development Association



Economic development is the sustained, concerted actions of policy makers and communities to promote the standard of living and economic health of a specific area.

Economic development doesn't just happen — it requires an ongoing strategy, management of key relationships and aligning and deploying limited resources to ensure measurable outcomes. Periodically, economic development efforts and priorities should be reassessed to take

advantage of or understand the changes in the marketplace. Here are a few activities that each community may want to implement in order to achieve a brighter future.

ECONOMIC DEVELOPMENT STRATEGY – LOCAL ASSESSMENT AND TOOL DEVELOPMENT

In creating an economic development strategy, a community should assess local conditions and access to resources. Based on that assessment, the community can then identify appropriate techniques, tools and or action steps to effectively implement the strategy.

With each passing year, economic development tools change and evolve; now is an exceptional time for communities to analyze the tools available to advance economic development strategies and individual projects. With the passage of the state budget, some programs have been modified or eliminated, so the financial tools used in packaging projects in the past may have changed.

Your community needs to know how the changes may impact your ability to implement your strategies. Start by under-

standing the changes in the tools your community has used to win opportunities or achieve goals over the past three years. If any of these tools have been modified, understand the type of development projects or industry sectors that will be affected; you can then identify how your community will work to address the potential gaps.

BUSINESS RETENTION AND EXPANSION VISITS — RELATIONSHIP MANAGEMENT

In communities across Wisconsin, the majority of economic development projects will be advanced by local residents and existing local businesses. In order to capture this potential investment, communities need to have a coordinated Business Retention and Expansion (BRE) visitation program. The implementation of BRE visits is vital to understanding the dynamics that are happening in your community.

The goals of an effective BRE program are to establish a baseline for key businesses in your local economy; identify common trends or concerns from the businesses in the community; and work to build and nurture relationships with local decision makers. During these visits, a primary outcome should be identifying growth project opportunities and uncovering ways to win those projects for your community. An equally important goal should be to uncover potential barriers to growth, which may include: building leases expiring, no adequate plan for expansion, workforce challenges, or lack of financing to grow the business. A final objective should be to simply thank the businesses that are currently operating within your community for their past and ongoing investment and for employing local citizens.

Taking Charge of Your Future

Before you immediately launch your own effort, consider coordinating outreach with other entities, so that your business community is not contacted by multiple agencies or individuals with similar questions. If your community is not sure it has a BRE visit program currently operating, reach out to your closest economic development organization, which may be at the county or regional level.

ALIGNMENT OF RESOURCES AND MENTOR PLAN

Economic development service delivery models are very diverse across Wisconsin. For many small communities, the first line of economic development services may be provided by the chief local elected official, clerk or member(s) of the municipality's elected body. How those services are implemented depends upon the availability and understanding of those involved in these efforts. In order to forge an outcome-focused service, the assignment of efforts and duties is critical while also providing those individuals with appropriate foundational training.

Communities should also consider methods to form mentoring relationships, so that previous efforts in economic development are transferred to the next generation of leadership, as transitions naturally occur in staffing models and governmental bodies over time.

PARTNERSHIP WITH THE LEAGUE OF WISCONSIN MUNICIPALITIES

In early 2015, the Wisconsin Economic Development Association (WEDA) and the League of Wisconsin Municipalities signed an agreement in an effort to better align and provide resources to those involved in economic development across Wisconsin. Key deliverables of this agreement include:

- Creation of a special membership level for elected officials who are not paid professionals in the field of economic development;
- Expanded educational tools and programs related to economic development, such as the "The State of Economic Development" preconference workshop at the League's Annual Conference on October 28, 2015. (Registration is available on page 295 of this magazine.)

WEDA implemented this expanded programming in the spring of 2015 by partnering with the FDIC on a free one-day conference focused on the economic development financing tools available to municipalities that were recently modified or in the process of being updated. This service was identified as a need during our discussions with the League. This type of activity demonstrates WEDA's commitment to assisting communities to maximize their economic development opportunities.

Brian Doudna is the Executive Director of the Wisconsin Economic Development Association (WEDA). WEDA provides extensive services in economic development education, legislative advocacy, and services to support economic development efforts of its over 400 members. WEDA provides local elected officials a special membership category called Partners In Economic Development at \$135. Doudna has worked in economic development in Eau Claire, Portage and Oneida Counties as well as in downtown development in Sparta, WI. Brian can be reached at bdoudna@weda.org

Appendix E

Village of Little Chute Strategic Plan

VILLAGE OF LITTLE CHUTE
STRATEGIC PLAN: 2015-2019



DRAFT: NOVEMBER 2014

VILLAGE OF LITTLE CHUTE

108 W. MAIN STREET, LITTLE CHUTE, WI 54140 – 920-788-7380 - WWW.LITTLECHUTEWI.ORG

Strategic Planning Process Overview

Why Strategic Planning?

Strategic Planning is “a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does and why it does it.” Strategic planning is a way of thinking, acting and learning. It takes a comprehensive view by focusing on the big picture, but it also leads to specific, targeted actions. It is often visionary and usually proactive rather than reactive. It is flexible and practical and is a guide for decision making and resource allocation.

All organizations are in flux. A strategically managed organization is one that DEFINES where it wants to be and mandates change through an action agenda to achieve that future.

Strategic planning helps communities become more successful in achieving their mission, vision and creating public value by:

- Documenting/discussing how we currently operate
- Clarifying/framing the issues
- Clarifying organizational goals
- Developing a strategy to meet mandates, mission and vision

By knowing where the Village currently is as an organization, we can explore the factors that affect how we do business and carry out essential governmental functions. This process will enable the Village of Little Chute to improve and create value through effective and efficient organization.

By developing a strategy, we are able to have a mission and vision that defines what our goals are in the context of our operations. We can work to properly align our resource inputs to match our operational outputs.

Strategic planning is intended to enhance an organization’s ability to think, act and do through the following measures:

- **Increased effectiveness** – performance enhanced, mission furthered, mandates met, and real value created. Improved responses to change
- **Increased efficiency** – same or better results with fewer resources
- **Improved understanding and better learning** – entire organization understands its situation in clear terms
- **Better decision making** – coherent, focused and defensible basis for decision making is established
- **Enhanced organizational capabilities** – Broad based leadership is improved while capacity for further strategic thinking, action and learning is enhanced
- **Improved communications and public relations** – Mission, vision, goals, strategies and actions are communicated more effectively
- **Increased political support** – Legitimacy is enhanced, advocacy base broadened, and a powerful and supportive coalition developed



Strategic Planning Process Overview, Continued

The Process...

Starting in January of 2014, the Village of Little Chute Board of Trustees unanimously authorized the process to move forward. The Board appointed a diverse advisory committee to shape, guide and inform the process. Over the past ten months, the advisory committee met 8 times and worked collaboratively to identify the Mission, Vision, Values and Strategic Goals. In addition, the entire Village Board and staff provided inputs along the way in the drafting of this strategic plan.

Village Board of Trustees

- President Michael Vanden Berg
- Trustee John Elrick
- Trustee James Hietpas
- Trustee Brian Joosten
- Trustee Bill Peerenboom
- Trustee “Skip” Smith
- Trustee Larry Van Lankvelt

Strategic Planning Advisory Committee

- Village President Mike Vanden Berg
- Village Trustee Larry Van Lankvelt
- Mr. David Botz, Village Resident, Little Chute Area School District Administrator
- Mrs. Tammy Frassetto, Village Resident, Director of Programs – Ryan Community, Inc.
- Mr. Joe Harlow, Village Resident, Heartland Business Systems
- Mr. Seth Lenz, Owner of Seth’s Coffee and Bakeshop
- Mr. Robert Peterson, Village Resident, Associate Engineer - Pierce Manufacturing
- Mr. Nedd Schommer, Village Resident, Vice President/Owner/Partner - EZ Glide Doors
- Mrs. Jessica Schultz, Village Resident, Director - Fox Wolf Watershed Alliance
- Mr. Jerry Schumacher, Village Resident, Vice President (Operations) Vande Hey Company
- Mr. Todd Verboomen, Village Resident, Associate Environmental Planner - East Central Wisconsin Regional Planning Commission
- Mr. David Verhagen, Owner of Hardware Hank and Rental

Village of Little Chute Staff

- Village Administrator – James Fenlon
- Director of Community Development – Jim Moes
- Director of Custodial Department – Glenn Brouillard
- Director of Finance Department – Teri Matheny
- Chief of Fox Valley Metropolitan Police Department – Erik Misselt
- Director of Kimberly/Little Chute Joint Library – Beth Carpenter
- Director of Department of Parks, Recreation and Forestry - Tom Flick
- Director of Department of Public Works – Roy Van Gheem
- Village Clerk – Laurie Decker

Special Thank You

The Village of Little Chute would like to thank the Outagamie County UW Extension Office, and specifically Mr. Jim Resick, for his expert facilitation of Strategic Plan Committee meetings.

Lastly, special recognition goes to all participants, whether that is Village Board members, residents, community leaders and ALL Village staff for their time and input on this process. This is a promising start of Strategic Planning for the Village of Little Chute and will be revisited on a bi-annual basis.



Mission and Vision



“If you don't know where you are going, you will probably end up somewhere else.”

Mission

Little Chute is committed to preserving community character, enhancing quality of life, and building a sustainable community for future generations through visionary leadership and citizen engagement.

Vision

Expanding horizons and exceeding expectations.

Values and Value Statements

Values serve as an organization's essential and enduring tenets - a small set of general guiding principles; not to be compromised for short-term gain or expediency. The values presented below were selected in a collaborative process and meant to act as the approved and preferred enduring guidelines for all village employees, Board members, Committee/Commission members and the organization itself.

Effectiveness - The resources of the Village are managed in a cohesive, responsible manner while meeting the needs of the community through appropriate communication, planning, and response to input. Village personnel, as well as elected officials, maintain competency through professional development to ensure the efficacy of their actions.

Continuity – We actively apply our mission, values, and vision in all matters to develop and provide the most consistent, positive, and efficient service to residents, business owners, and community partners. Our focus on unity and teamwork fosters an environment which encourages and enables all Village employees to embrace our shared vision and empowers all to participate in providing services that exceed expectations.

Accountability – Through open and honest communication, we seek to understand the wants and needs of our community in order to serve as responsible stewards of public funds and requests entrusted to us by residents, business owners, and community partners. We have the courage to hold ourselves and others accountable. We are dedicated to working with integrity by owning our decisions, fixing our mistakes, and sharing our successes.

Excellence – We will strive to meet and exceed the expectations of residents and stakeholders in the Village of Little Chute with a commitment to teamwork and collaboration in order to achieve superb results. We are committed to tackling difficult issues head on while pushing past the status quo and motivated by the possibility of continuous improvement.

Open Mindedness – We nurture new and expansive patterns of thinking by being willing and able to think outside of the box. We look at situations from multiple points of view and encourage divergent thinking that leads to innovative solutions. When pressured to seek quick fixes for tough challenges, we instead take the long view and seek lasting structural solutions.



Strategic Initiatives

Through a collaborative process, the Strategic Planning Advisory Committee, along with Village staff input, arrived at the four strategic initiatives below. These initiatives, or focus areas, have been developed in order to assist the Village of Little Chute achieve our Mission, Vision and Values.

Efficient and Effective – We will utilize our human, financial and capital assets to their greatest potential and in the most effective and efficient manner possible.

Economic Development – We will create and implement an all-encompassing economic development strategy that maintains community character while marketing the Village of Little Chute as a destination.

Intergovernmental Cooperation – We will work in a cohesive and effective manner to leverage the resources of our local, regional and state partners.

Civic Engagement – We encourage, welcome, and seek out an active and engaged citizenry on everything we do.



2015 Strategic Actions

Below are the 2015 strategic actions which have been weighed for feasibility and budget capacity.

Efficient and Effective

- Conduct lean Initiatives with Specific Departments
- Allow for the on-line sign-up for Village amenity rentals
- Manage the Village Fleet Universally versus by department
- Conduct a wage and compensation study
- Create a Village staff working group focused on strategic plan and operations

Economic Development

- Upgrade Revolving Loan Fund and Façade Application and process
- Organize and begin a signage program (way-finding)
- Utilize the Little Chute Business Association to cross market Little Chute businesses

Intergovernmental Cooperation

- Strengthen ties with the Little Chute Area School District on facilities, uses, and departments
- Cross promote events with the Little Chute Area School District

Civic Engagement

- Create a communication strategy for every endeavor
- Encourage Village Board and staff to speak at our schools/civic groups
- Embrace greater use of social media
- Engage the press and communication outlets with greater frequency



2016-2019 Strategic Actions

Through the same collaborative process, the Strategic Planning Advisory Committee, along with Village staff input, arrived at a specific list of potential actions to conduct following 2015. These are simply proposals at this time and could certainly change through implementation in 2015 and beyond.

Efficient and Effective

- Implement Personnel Management Software
- Automate the payroll process
- Develop capital maintenance plan (long range for buildings, roads, vehicles)
- Create metrics to assess departments financially and operationally
- Privatize operations that are not inherently government
- Create realistic comparisons to other communities
- Incorporate GIS/GPS into Village field operations
- Implement Digital Record Retention
- Create department specific training policy
- Develop ranking tool for long range planning CIP

Economic Development

- Create multifaceted tourism development strategy featuring existing amenities
- Create revolving loan fund for single and multi-family home program
- Take action on the Village First Impression report
- Plan for an expansion/new Industrial Park
- Create long range plan to link Fox River to Downtown via a corridor
- Create marketing packages for business, industrial, commercial
- Formalize brand development and market the brand



2016-2019 Strategic Actions, Continued



Intergovernmental Cooperation

- Generate collaboration with Outagamie County
- Conduct listening sessions/polls on Village of Little Chute and perceptions in community
- Analyze Jt. Recreation programs with Little Chute Areas School District
- Conduct Regional approach to working with the Departments of Transportation and Natural Resources
- Attain government designations like Green Tier and Water Star
- Cross promote events with the Little Chute Area School District

Civic Engagement

- Create welcome packets for new residents
- Develop Village-wide Communication strategy
- Host meetings outside of Village Hall



Implementation

The Strategic Plan will be implemented immediately upon approval of the Village of Little Chute Board of Trustees, with specific focus on the 2015 action items. Moving forward, the plan is to hold bi-annual strategic plan meetings to chart progress, ensure the right measures are being used, and to amend the plan as needed. Annual reports will be generated and presented to the Board of Trustees. Additionally, an implementation report will track each action item in the year of execution and can be amended to fit current realities or to meet future opportunities.

To provide a brief overview of accountability, each specific action item will have its own dashboard so that metrics can be developed, progress tracked, and success demonstrated. The goal is that when efficiencies are gained, whether financial or in operations, efficiencies gained can be redirected to continue improving on services, operations and the overall direction of the organization. These dashboards will become part of each action item and will be reported on during specific times throughout the year.

This is simply the start of strategic planning. Once the Village is able to demonstrate success and gain momentum, we will be better equipped to undertake larger endeavors related to strategic planning and organizational improvement. Commitment, dedication, communication, and accountability will be key leadership characteristics that will enable success on this process.

Should you have questions or comments, do not hesitate to contact the Village of Little Chute Administrator at james@littlechutewi.org or 920-423-3850.





VILLAGE OF LITTLE CHUTE

108 W. MAIN STREET, LITTLE CHUTE, WI 54140 – WWW.LITTLECHUTEWI.ORG



Appendix F

Village of Little Chute-City of Appleton Boundary Agreement

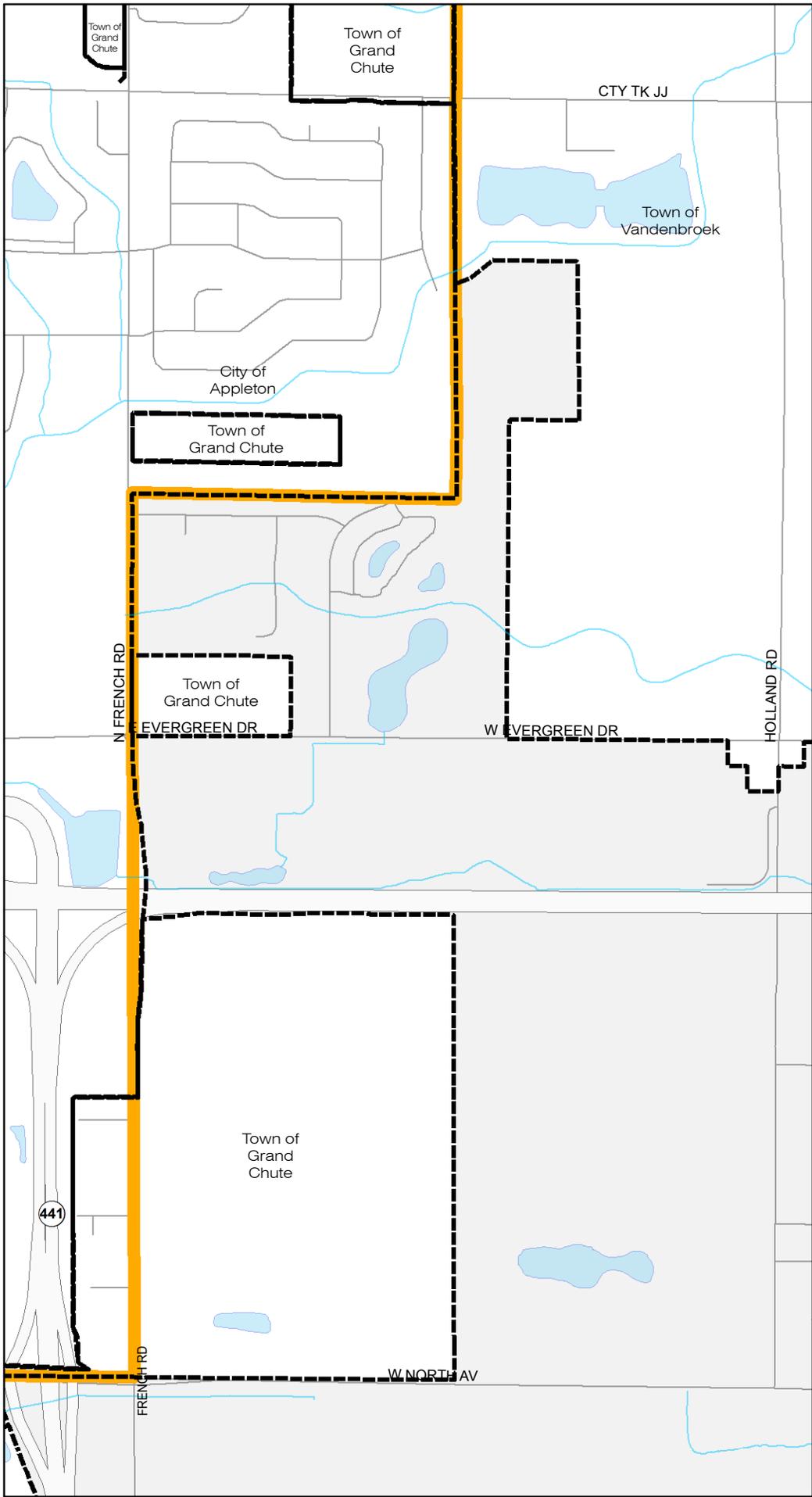


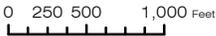
EXHIBIT MAP

Appleton Boundary Agreement

Village of Little Chute
Comprehensive Plan

-  Boundary Agreement
-  Municipal Boundary

Sources: Outagamie County and
Village of Little Chute.
April 2016.



Appendix G

Proposed Fox Boardwalk Maps

U.S. HWY 41

VILLAGE OF
LITTLE CHUTE

PROJECT LOCATION

S.T.H. 55

CITY OF
KAUKAUNA

VILLAGE OF
COMBINED LOCKS

C.T.H. CE



PROJECT LOCATION

The Combined Lock Board Walk

- ❖ **New Construction for Walking, Fishing, Viewing**
 - Unique design opportunities (clean slate)
 - Approximately 1,250 feet long

- ❖ **Interacts with Regional Trail System for the Fox Cities**
 - Direct connection with the Konkapot Trail and the Outagamie County “CE” Trail
 - Eventual connection to Cedars in Kimberly and loop back to the “CE Trail

- ❖ **Provides interaction with Fox River for Viewing of the Lock**
 - Allows small boats to travel under the Board Walk
 - River is shallow with strong current and transitioning

- ❖ **Connects Downtown Little Chute with Downtown Kaukauna**



PROPOSED FOX RIVER TRAIL CROSSING

1 inch = 250 feet

User: holmesjp