

Section 2. A Summary Look At Some Past Studies & Ideas

Overall Economic Development Plan: *Shawano County, Wisconsin, John R. McCormick, Coordinator (1971) 143 pages and appendix.*

This plan was developed pursuant to County Board resolution apparently in relation to funding from the Public Works and Economic Development Act of 1965. Used stakeholder committees and a community process.

Among the "Problems and Deficiencies" noted:

- High unemployment rate
- Large percentage of resident workforce commuting out of county daily
- Young people leaving county
- Industry in county not diverse
- Number of farms decreasing
- Limited employment opportunities for women
- Poor forestry practices wide spread
- Shortage of housing for elderly and low income families
- Inadequate bus service to other cities
- "Severe" pollution, sewage and other, in Shawano Lake area
- Lakeshores overdeveloped
- More doctors needed
- County buildings occupy valuable river property

Among the "Recommendations":

- Attract new employers to the county
- Encouragement of crop specialization and smaller farms for fruit/vegetable markets
- Study a combined industrial park for communities close to each other
- Increase vocational training opportunities
- Forestry/landowner education
- Building of chipping plant in Western part of the county
- Improving bus service
- Creation and funding of sanitary districts

Overall Economic Development Plan Update: *Shawano County, Wisconsin, John R. McCormick, Coordinator (1977) 140 pages and appendix.*

This plan was developed pursuant to County Board resolution apparently in relation to funding EDA.

This was an update of the 1971 plan.

Noted accomplishments were the industrial park in the City of Shawano and the creation of a sanitary district and treatment facilities.

Goals:

- Increase employment opportunities that “provide more adequate family income”
- Increase local tax base
- Prevent pollution and deterioration of lakes and streams
- Preservation of wildlife areas

Report of Proceedings of the Downtown Shawano Revitalization Retreat, author not stated, but suspected to have been Jim Resick. 11/28/1987

Priority Concerns:

- Business hours (not open enough, not uniform)
- Drab buildings
- Lack of parking
- Lack of theme
- Employee lack of knowledge
- Clutter (signage)
- Lack of retail selection/specialty stores
- Lack of cooperation between retailers
- Lack of events

Some of the suggested action items:

- Committee to study then organize retailers re the hours problem
- Develop streetscape plans
- Develop and increase retail training
- Market research and recruitment of stores to fill gaps
- Start a downtown revitalization to reorganize and work with merchants and partners, such as the chamber
- Develop a downtown marketing plan

A Trade Area Analysis for Shawano County, Jim Resick & Steven Deller. Probably completed in early 1994.

- Employment primarily split between “production” 32.8% and “services” 23.3% and “retail trade 16.4%
- 1993 retail expenditures showed “auto Dealers & service stations” to the leading activity area, followed by “general merchandise”.
- Strongest “pull” was in building materials, hardware and farm equipment, but with significant leakage in same, and high leakage in clothing and accessories, furniture and furnishings and most retail categories
- High leakage in all services

Business District Market Analysis, Jim Resick and Bill Pinkovitz, (2000)

This is regarding the downtown area of the City of Shawano. A PDF format copy of the PowerPoint™ summary presentation is available in the electronic appendix to this report.

Shawano Business Improvement District Survey & Opportunity Plan Project, UW-Extension, SCEPI, NWTC, 2008. Copy of summary PowerPoint in electronic appendix. The following is the “urgent need” section of that report summary:

Diagnosis:

Downtown Areas of Urgent Need

1. A majority of responders reported that the empty buildings and storefronts and run-down buildings were a detriment.
2. Responders expressed that there is a strong need for:
 - Visionary development, (short and long-term).
 - Business coordination and cooperation.
 - Broader participation and involvement of downtown businesses in downtown planning activities and events.
3. A large percentage of respondents frequently pass through downtown to other destinations.
 - 25% pass through 5 times/week.
 - 60% pass through at least once/week.

Treatment:

Downtown Areas of Urgent Need

1. Use special promotions and other strategies to “brand” the downtown as an Entertainment District.
 - Use focus groups to confirm a suitable and downtown brand.
 - Do with the Shawano County Chamber of Commerce.
2. Develop a downtown business start up and/or business re-location incentive plan to fill buildings.
 - Include the Shawano Redevelopment Authority, (RDA), City Government, lenders and other groups; tap into potential solutions that cannot be implemented by the BID alone.
 - Look into the viability of starting up an incubator facility, (old post office building?).

Treatment:

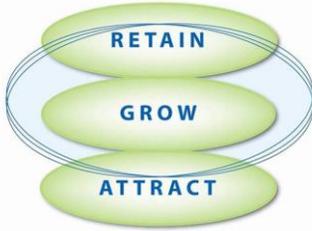
Downtown Areas of Urgent Need

3. Develop a plan to retain and stop pass through traffic that could utilize, but not be limited to:
 - Leveraging already strong customer services practices.
 - Implement more frequent and highly visible store promotions, multi-business co-promotion and “whole downtown” special events.
 - Improve business’s understanding of what other businesses offer, (improve already strong referral practices; motivate more “customer-sharing”).
 - Start capturing customer transaction data. Tracking individual customer buying habits enables the business to develop customized promotions for retention and can help develop strategic inventory processes.

Treatment:

Downtown Areas of Urgent Need

4. Promote and encourage use of the business façade improvement grant, RLF funds and other sources to improve building and the look and feel of downtown.
 - Approach area lenders and seek financial commitments to a downtown business improvement, start up and re-location incentive fund.
 - Leverage grant funds from Commerce and other outside sources.



Shawano County Comprehensive Plan, adopted 01/29/2009
Chapter 10, Economic Development.

Strengths / Opportunities

- Natural areas/open space suitable for hunting, fishing, and nature-based recreation that enhance attraction potential and also build a nature-based economy
- Mature agriculture and timber based industries and infrastructure that benefit from local climate, soils, and tree cover
- Central location relative to surrounding metro areas
- Improving transportation network including recent expansion of Highway 29
- Historic and “small town” character
- Local community festivals and markets
- Investment in urban infrastructure in the City of Shawano and several villages
- Pro-Business atmosphere
- Established manufacturing sectors such as natural products processing, tool & die, fire fighting equipment and other high value products
- Economic development programs (e.g., TIF)
- Gaming industry
- Relatively low cost of living
- Active economic development organizations
- Active and diverse arts culture
- Quality, affordable labor force

Weaknesses / Threats

- Distance from larger metro areas
- High fuel and delivery costs
- Global competition in agriculture, timber, and manufacturing
- Regional disinvestment in agriculture and timber industries
- High entry costs for traditional agriculture or timber harvesting
- Fragmentation in the ownership of agricultural and forest lands

- Modest population base and growth
- Workforce attraction and retention (“brain drain”)
- Workforce training/education; shortage of technical college sites in the County
- Distance from regional research and development centers
- Perceived lack of cultural and commercial amenities
- Outsourcing of manufacturing
- Potential loss of rail service

ECONOMIC DEVELOPMENT GOALS, OBJECTIVES AND POLICIES

Goal:

1. Strengthen the County’s economy to maximize sustainable use of the County’s assets and provide a robust source of employment and tax revenues.

Objectives:

1. Retain and expand existing Shawano County businesses and job opportunities.
2. Foster entrepreneurship and innovation.
3. Attract new businesses and industries capitalizing on the County’s strengths, quality of life, and proximity to population and recreation centers.
4. Explore and adopt new uses for agricultural, timber, and other renewable resources.
5. Expand links between local agriculture and consumers through promoting opportunities for value added agriculture and direct sales.
6. Enhance the character and vitality of existing downtowns and rural hamlets through encouraging re-use and redevelopment of aging, vacant, or contaminated locations.
7. Position the County to enhance recreation and tourism opportunities based on recreational resources in and around the County.
8. Market County assets with support and cooperation from regional agencies, municipal governments, educational institutions, and business groups.
9. Revise the County’s zoning and subdivision ordinances to ensure high-quality economic development.

SHAWANO COUNTY ECONOMIC OPPORTUNITIES

- Grow new industry from within by fostering entrepreneurship and building on strengths
- Attract new businesses and industries based on County’s unique assets and existing industry clusters
- Pursue new economic directions based on new uses for agricultural and timber products (e.g., biobased energy and products, local foods)
- Market County assets and local business/individual development opportunities through collaboration
- Create niche economies in local downtowns and at other key “crossroads” such as interchanges

Policies:

1. Plan for an adequate supply of developable, improved land for commercial and industrial uses in logical areas consistent with local government wishes as shown on Map 7 (County Future Land Use map).
2. Accommodate high quality employment opportunities, directing industrial and business parks and more intensive commercial development to the City and villages, where a full range of utilities, services, road and other infrastructure are available.
3. Promote the revitalization of the County’s downtowns, rural hamlets, and aging commercial strips through proactive action and public-private partnerships.

4. Recognize the market value of existing and proposed highway interchange areas for high-quality economic development, and reserve these areas for future non-residential use.
5. Consider a STH 29 and STH 45 design overlay zoning approach to encourage high-quality development and modest commercial signage.
6. Ensure the County zoning ordinance regulations for home occupations provide some flexibility to small entrepreneurs while still protecting the character of surrounding areas.
7. Primarily through SCEPI, work cooperatively with local businesses to understand and meet needs of business and local communities.
8. Provide prospective entrepreneurs, employers, and employees with easily accessible information and assistance with local, County, Regional, State, and Federal programs designed to assist small businesses through agencies such as SCEPI.
9. Promote greater marketing of traditional, locally produced agricultural and timber products, particularly to local buyers.
10. Explore opportunities to work cooperatively to advance new "bio-based" agriculture and timber product directions, such as cellulosic energy and bio-plastics.
11. Encourage local businesses and builders to use more energy efficient techniques and building designs to reduce energy expenditures and to retain more wealth in the community.
12. Consider undertaking an initiative to map the carbon footprint of businesses and government and develop strategies and initiatives to minimize.
13. Work cooperatively with educational institutions, employers, and related support organizations and agencies to develop a comprehensive Workforce Development Plan with the goal of assisting prospective employees to get better matched with employers' training and recruitment needs.
14. Coordinate housing, community services, and land use policies to provide a range of housing types and enhance the quality of life necessary to attract and retain a skilled workforce and new businesses.
15. Coordinate land use planning with economic development policy to protect the productive natural resource base on which the nature products, farming, forestry, hunting, fishing, and tourism industries depend.
16. Enhance opportunities for tourism and outdoor recreation by encouraging protection of historic sites and buildings; design standards for County hamlets that respect the historic context of their surroundings; and greater public access to open spaces, trails, and waterways.
17. Support efforts to procure State and federal funding to clean up and reuse environmentally contaminated sites in the County's urban and rural areas.
18. Update zoning regulations to provide appropriate commercial and industrial zoning districts to implement Future Land Use categories and guide the desired type, scale, layout, and character of different types of non-residential development.
19. Work with public and private communications technology providers to improve telecommunications infrastructure to facilitate economic development, and with energy provisions to ensure high-quality, reliable power, and explore potential local sources (e.g., wind).
20. Encourage new retail development to occur on existing infrastructure, and/or clustering larger retailers to achieve more efficient use of infrastructure and utilities.

Headwaters Economics, Inc. <http://headwaterseconomics.org/> is an independent, non-partisan research organization that produces studies on a wide range of things, including data relevant to economic Development.

Here is their report on Shawano County, 2012.

<http://headwaterseconomics.org/wphw/wp-content/eps-profiles/55115%20-%20Shawano%20County%20WI%20Measures.pdf>

In Appendix

Live & Work Survey by Leadership Shawano County, 2011-2012. Survey of “white collar” employees in Shawano area.
Full report is in the appendix.

Excerpt:

Live & Work Survey

Q #9: Top Ten “Things People Like about Shawano

1. Nice community with all of the amenities we need.
 - High quality of life with great services and with reasonable taxes.
 - Low crime/safe.
 - Great health and education institutions, (great teachers).
 - “Clean” town vs. what you find in other larger cities.
 - I enjoy the variety of culture and ethnicity the area offers.

2. Nice rural location but near larger communities, too.
 - Lots of activities going on all the time.
 - Family oriented / family “friendly”.
 - Proximity to larger communities make for an even more diversified pool of recreational, educational, cultural and shopping options.
 - Great place to raise children.

3. Country living and the easy pace of the lifestyle.
 - Most people know each other.
 - Great small town feel.
 - A “country living” atmosphere.
 - Quiet / space to breathe.

4. The generosity of the people; neighbors helping neighbors.
 - Lots of volunteerism.
 - Friendly people with great values.
 - A close-knit community where people look out for one another.
 - There’s a predisposition to have a positive attitude about things in general.

5. Great local shopping and dining opportunities.
 - The community downtown areas provide a lot of retail shopping choices.
 - Lots of dining and entertainment options.
 - It’s nice knowing that by shopping locally we’re helping our neighbors and friends who operate businesses here.
 - Lots of great entertainment and cultural events.

- Nice mix of specialty and merchandise stores.
6. The natural beauty of the area and all the recreational opportunities.
- The outdoors is great whether you live here or come here to play.
 - Shawano Lake is a terrific amenity. Access to water is important.
 - Biking, hiking, snowmobiling, fishing – you can do them all here.
 - We like the fact there are four seasons all with their unique quality of life story.
 - There is a lot of “green space” to enjoy.
7. The cost of living is very affordable.
- Real estate here is very affordable compared to other parts of Wisconsin.
 - You can live in the country yet be only minutes from work and without the price tag of rural living in other parts of the state.
 - People take pride in their homes and keep them looking attractive.
8. I like living in an area that includes a lot of my family.
- Being near family makes it easy to enjoy special events/holidays.
 - I like that my kids can visit frequently with the grandparents.
 - Great to frequently see extended family, (nieces, nephews, cousins).
9. There are lots of good work opportunities.
- Diversity of employers provides for many work possibilities.
 - I like the work I do and will retire here.
 - Work is nearby regardless of where you live locally.
 - It's all here; manufacturing, retail, tourism, agriculture and all of the smaller businesses that support the needs of the area's larger employers.
10. Great churches.
- They have an impact on the general friendliness and niceness of the people.
 - Offer valuable services to all age groups; children to seniors.
 - Their presence reflects on the overall good moral character of the people here.
 - Most of the churches are within walking distance.

Local and direct markets	Shawano County	State	Regional	(averages)
Number of farms with direct sales per 10K population, 1997	20.84	17.28	12.60	
Number of farms with direct sales per 10K population, 2002	18.63	16.94	13.91	
Number of farms with direct sales per 10K population, 2007	30.65	22.12	16.20	
Farm direct sales per capita 1997 (\$)	4.98	7.25	3.98	
Farm direct sales per capita 2002 (\$)	6.08	8.84	6.22	
Farm direct sales per capita 2007 (\$)	9.61	14.25	8.75	
Number of farmers' markets, 2009	1	2.60	1.37	
Number of farmers' markets, 2011	1	3.28	1.95	
Percent change in number of farmers' markets, 2009-2011 (%)	0.00	29.39	18.33	
Number farmers' markets per 10K population, 2011	0.24	0.65	0.65	
Number of farm-to-school programs, 2009	0	0.07	0.04	
Number of farms selling directly through CSA, 2007	16	6.07	3.50	
Processing and distribution				
Number of food processors	13	13.17	6.19	
Number of fruit and vegetable preserving and specialty food manufacturers	0	1.17	0.40	
Number of fruit and vegetable canning, pickling, and drying manufacturers	0	0.75	0.22	
Number of cheese manufacturers	3	2.43	0.26	
Number of animal slaughtering and processing manufacturers	6	1.93	1.21	
Number of perishable prepared food manufacturers	0	0.22	0.14	
Number of breweries	0	0.35	0.09	
Number of wineries	0	0.40	0.29	
Production agriculture general characteristics				
Number of farms 2007	1,450	1,089.76	764.89	
Land in farms (acres), 2007	271,718.0	210,983.4	325,034.84	
Percent of county land area in	47.54	46.87	70.24	

farming, 2007 (%)			
Average size of farm (acres), 2007	187.0	193.1	574.7
Number of vegetable, melon, potato farms per 10K population, 2002	11.52	9.43	4.84
Number of vegetable, melon, potato farms per 10K population, 2007	6.81	10.50	5.47
Sales per capita, vegetable, melon, potato farms 2002 (\$)	27.92	159.38	62.32
Sales per capita, vegetable, melon, potato farms, 2007 (\$)	n.a.	188.75	77.96
Number of fruit, nut, and berry farms per 10K population, 2002	3.43	4.96	2.78
Number of fruit, nut, and berry farms per 10K population, 2007	4.38	6.60	3.21
Sales per capita fruit, nut, and berry farms, 2002 (\$)	1.54	91.40	17.25
Sales per capita fruit, nut, and berry farms, 2007 (\$)	4.82	111.91	21.05
Number of farm proprietors, 2010	1,294	971.07	647.32
Share of total proprietorships that are farms, 2010 (%)	23.60	17.42	23.30
Farm employment share of total employment, 2010 (%)	10.17	6.31	9.73
Average farm compensation per job, 2010 (\$)	9,713	9,914	7,055
County wide average compensation per job, 2010 (\$)	37,847	43,137	42,302
Cash receipts per farm proprietor, 2010 (\$)	38,825	20,912	63,862
Percent of farms by value of sales \ Less than \$9,999, 2007 (%)	47.52	57.24	48.86
Percent of farms by value of sales \ \$10,000 to \$99,999, 2007 (%)	25.93	23.88	25.76
Percent of farms by value of sales \ \$100,000 or more, 2007 (%)	26.55	19.15	25.50
Percent of gross cash receipts (Including federal payments) from livestock and products, 2010 (%)	82.78	60.31	38.88
Percent of gross cash receipts (including federal payments) from crops, 2010 (%)	15.04	36.98	56.41
Percent of gross cash receipts from federal payments, 2010 (%)	2.17	2.70	4.70
Number of farms with	20	8.72	6.00

agritourism and recreational activity, 2002			
Number of farms with agritourism and recreational activity, 2007	11	7.89	5.57
Average gross revenue per farm from agritourism & recreational activity, 2002 (\$)	1,200	2,645	4,306
Average gross revenue per farm from agritourism & recreational activity, 2007 (\$)	1,000	12,785	11,886
Number of farms with organic production, 2007	24	17.79	4.70
Number of farms selling value-added products, 2007	53	39.73	22.67

Your county
extension office



UW
Extension
Cooperative Extension
Shawano County

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A Compendium of Leadership Shawano County (LSC) Annual Issues Facing Shawano Country 2006-2014

LSC <http://www.leadershipshawanocounty.com/>

Thanks to Wendy Crawford Director of the leadership program, for the records used. The students provide these issues at the beginning of their LSC experience. They are used by the students to pick class projects.

Leadership Shawano County Class 06/07 Issues/Challenges facing Shawano County

ECONOMIC

- *2-Ability to attract young adults/families with adequate work and wages. *College grads not returning because of lack of good paying jobs.
- *Economic growth and poverty issues
- *Growth in Shawano has been slow over the past 15 years. We should be looking at ways to increase population steadily
- *Promoting Shawano's downtown merchants with newer more advanced forms of promoting such as the internet.
- *Keeping your community strong by bringing in new industry.
- *Generate income for the area with different weekend festivals, unique shopping, and dining as well as waterfront activities.
- *Maintaining and developing local business. Residents need to support local merchants and businesses in order to create a sense of community
- *Keeping businesses and customers in the Shawano area.
- *Lack of good paying jobs with health care benefits. 2- A good number of people leaving our county to find decent employment.
- *Keeping up the tourism in Shawano
- *The Samanta Roy issue is a problem. I don't agree with him coming in and purchasing business and then hiring his own people or letting him leave buildings empty.
- *The economic and social impact (among other factors) of an individual or

organization purchasing, leasing, or gaining control of a significant percentage of Shawano County businesses and/or holdings.

- *Fear of a dying downtown. This happens in many communities
- *Budget constraints and cutting services.
- *School budgets
- *Increased heating bills for low income families in the area

ENVIROMENTAL

- *Environmental and water quality
- *Conservation of our natural resources while promoting recreation and tourism

HEALTH CARE

- *A health care system that can adequately take care of our elderly.
- *Not adequate health care coverage for the unemployed and the working poor.
- *Health care for small businesses and employees. Because of the rising cost of health care insurance many small businesses are choosing not to provide benefits to their employees and themselves.
- *Child care, employment that offers health, dental and eye care insurance.

YOUTH

- *2-More recreational activities for our youth. Not much for our teens to do or places to "hang out"
- *Lack of opportunities for youth and young adults
- *Extra curricular activities for our youth. Give them something to do in their spare time and they are less likely to get in trouble. Encourage local theatre
- *Fostering the talents of youth in the arts and athletics. We need beginner and feeder programs in football, dance and theatre to compete with surrounding areas.
- *Underage drinking
- *The area youth that appears to not have any direction in their personal life or any stable basis in the home.

RECREATION

- *Not an interest by businesses, politicians and community leaders to make our community more bicycle and pedestrian friendly.

IDEAS PRESENTED TO WENDY

- *Big Brothers and Big Sisters

- *Start a League of Women's Voters
- *Raise funds to update the Shawano Track to be able to host Bay Conference Track events in Shawano

Leadership Shawano County Class 08/09

Issues/Challenges facing Shawano County

ECONOMIC

Lack of new business growth in this community. There have been a few small businesses that have opened in the area but nothing significant to bring in good paying jobs that will have a significant impact on the local economy.

An increase in the population, an increase in the construction of new homes which will impact the tax base and potentially bring in additional businesses to sell goods and services.

The impact the SIST group is having on this community. At first I thought they are not really around and not a bother, but their impact has been huge. Empty buildings, poorly managed businesses, inappropriate pamphlet distribution, and news stories in other communities that impact the perception people have about Shawano.

The empty buildings in Main Street always come up as an issue.

Need for a larger library.

The ATC lines; I have attended a new board meetings since this project has started. The money that some townships and the county have received seems to be a sore spot with some taxpayers; while other taxpayers are happy with the improvements, income and business development to their community.

One of the greatest challenges that I see before us is the level of poverty some of our families are facing. I see a large dividing line between socio-economic groups in our communities. As I look at the demographics of our elementary schools with almost half of our families in poverty. In some grade levels we are approaching three quarters of the students in poverty. I can't help but question what the future holds for these children. Will they have the same opportunities I had? Are community leaders fighting for these children? I feel related to poverty are issues childhood health and wellness.

One of the issues facing Shawano communities is economic development. Currently Shawano County has very little in the way of well-diversified and competitive industries. There are two large companies in the entire county, both of whom employ just over 300 employees. The wage rate in the county is below the state's average and surrounding communities. Shawano County communities need to find a way to bring companies into Shawano County and to bring the wage up to around the state's average.

The significant issue facing Shawano communities are the decreasing property values and the need to provide higher incomes to our workers to better attract our own graduates into our workforce as they return home from college graduation. I would like to see Shawano grow and prosper in all areas and being able to bring our children back to the community with jobs and pay scale as other communities will be a great start.

I think urban planning is in need of improvement. It seems we have an overabundance of cash stores, discount stores and sub sandwich shops. A more versatile selection of business and restaurants would help our community be more inviting to families looking for a place to relocate.

Develop a more comprehensive public transportation system. With the price of gas approaching 5.00 per gallon, it makes affording transportation quite difficult. This area could be developed and utilized by the community.

I see a lot of businesses that fail. I think helping businesses, educating them and motivating them would help.

The challenge in this community is the poverty rate (Shawano County rate is 7.9%) and how it affects the ability of people to put food on the table. In Shawano County there are 5 pantries that help out these families. Also 33% of kids are approved for free or reduced lunches. 42% of WIC participants are food insecure. I have an interest in volunteering with the food pantries and would like to learn more about them and what can be done to help these families in the community.

The need for economic development to maintain or improve the financial future of communities.

Improving educational, recreational and cultural opportunities in communities to help attract and maintain a qualified and competent workforce.

Working in the financial sector, I am always dismayed at how many people mismanage their finances. I see firsthand the multitude of people who live without any sort of savings to fall back on in times of emergency. The plethora of cash stores and high finance companies in our community are evident that too many people are what I call "financially illiterate". With the uncertain future of the social security system, I worry what the future will bring for people in the community who have not been able or have neglected to plan for their financial future.

All it can take is for several major employers to run upon hard times and close their doors to have a severe effect upon our community. It is important for our community to keep growing economically by encouraging business growth and expansion. The more opportunities we can

offer residents for employment and professional opportunity, the better off Shawano County will be.

ENVIROMENTAL

Prejudice issues dating back to the early years of Shawano against Native Americans and it may be caused by lack of education. And the present...there are many different nationalities moving into the Shawano area and the people need to learn how to live together.

After working for the city of Shawano for approx 1 ½ years, I have realized there is an issue regarding minorities. Some minorities distrust the police and feel they are being treated unfairly. The city of Shawano is unique because it caters to a large amount of people from different areas and is also a tourist spot. With so much diversity in one area, it may become difficult to appease certain people.

One challenge I am facing in the Shawano County area us the Native American communities. I have been attending workshops and conferences regarding their history, culture and beliefs on hopes of better understanding these communities I work with.

I see a lack of volunteering and a lot of organizations losing volunteers. Why? Is it because of our hectic lives; is it because of people not wanting to change? Can we help our volunteers get back into servicing again? It seems the same people are volunteering and getting burned out. Without our volunteers, our community eventually will suffer. Whatever I learn here, I will certainly take back to my community.

Another significant issue is domestic abuse. The domestic abuse shelter (Safe Haven) opened 2-22-02 and by 2007 is provided shelter for 42 women and 62 children. It shelters 9 families per month with an occupancy rate of 98.8%. It proves that domestic abuse is a big issue even in our small community.

HEALTH CARE

As community leaders are we doing all we can to increase the fitness level of children? Are there opportunities for children to participate in healthy activities with limited or no cost?

Childhood obesity, alcohol use and health care education

YOUTH

They are our future leaders and we need to help lead them in the right directions and give them activities to so and keep them from getting into mischief.

The availability of activities for teenagers. As a mother of two, I feel that at times during the year the numbers of activities for them to participate in are limited. I would be interested in reviewing the efforts of last year's projects for sustainability.

The lack of activities for our area youth to participate in and places for are a youth to "hang out" at. Communities need to look at possibly a youth center which offers mentors to help with homework or other issues, recreation, etc. similar to a YMCA. There needs to be more events targeting our area youth such as dances, ballgame trips, etc. We need to concentrate on an initiative to encourage kids not to drink. The community is known for their bars and the drinking that goes along with having them and the tourism. We need to show our kids that fun can be had without drinking. Overall, we need to start taking a look at the opportunities that Shawano County offers the youth of the area and what can be done to improve what is currently offered.

I think that one issue facing young people in Shawano County and elsewhere is not having awareness is not having awareness of activities outside their living room. In this part of the state there is a wealth of activities that take advantage of outdoor resources. Many people grow up without the knowledge of outdoor recreation and just resort to video games and indoor activities. School sponsored sports are great, but don't always appeal to every student. Young people should be aware of outdoor recreation activities they can be involved in that can carry on throughout their lives.

A second issue is not being aware of the talents and experiences young people possess. I feel it is important to enable leadership and growth in young people so they feel like an active part of their community. The more outlets a teen has to shine in their community, the more willing they will be to continue giving back later in life.

I would like to help the youth of this community understand about business and work ethics. I have so many young students work for me that just don't know who to work or how to give it that extra effort to succeed. Maybe we need to start with the younger generation. It seems as though they are not taught the meaning of hard work.

I don't see the work ethic in people like I have. Could we possibly start up a business that could be run and operated by students?

Provide a safe, healthy, nurturing environment for our youth.

RECREATION

I would like to see continued improvement of the Parks and Recreation Center. I believe our young people need more activities to keep them healthy and active. I've always thought a community outdoor pool/aquatic center is needed; something that would combine the wading pool with a larger pool containing water slides and other activities. I also believe the smaller neighborhood parks need updated equipment and bathroom facilities.

Walking paths would also add value for those who are health conscious. What a better way to showcase our beautiful communities that to provide walking paths through them.

The need for individuals to maintain the Mountain Bay Trail; to pick up after themselves and their dogs. Benches along the way would be nice and signs on the west end of the trail are not very clear about which way to go.

Ideas presented to Wendy

Fundraise for Shawano Area Veterans organization

Leadership Shawano County Class 09/10 **Issues/Challenges facing Shawano County**

ECONOMIC

The most important issues facing the communities in Shawano County is the funding and budget issues that they are facing. No one wants to see a reduction in service to the citizens of the county therefore innovative thinking needs to be done to see that the county does not need to cut back in any area. We need to continue to improve the quality of life for everyone in the county. As the county parks manager the other are of concern is the continuing need to improve and grow our recreational facilities in Shawano County, everyone of all ages can enjoy our parks, rivers, playgrounds, trails and campground. We need to be looking at funding these future purchases constantly and when the opportunity arises the county must be ready to act.

Number one is certainly the obvious, our current economy. Second, in my opinion, would be business retention.

The third is something I have seen for all the years I have lived here, it's is something that was a concern when my children were in high school and is still puzzling to me. What can we do to make this a more attractive and economically stimulating place for our children to want to remain a part of?

I believe that at this time we, like all of American, are facing tough economic times. We need to try to address this issue and promote our communities and County to try to make it a desirable area for business to feel like they would like to live here and thrive. I also feel that one of the most wonderful assets of Tigerton and Shawano County is our tourism. This needs to be strongly promoted to bring more dollars in our area thus bringing a possibility of additional employment.

The first is the economic crisis felt nationwide. I know of many people who are currently unemployed and or in a financial crunch. An issue I see about many in the community is how they manage money; not just now, but even in the past. Whether it would be holding a workshop on how to create a family budget, set budget goals and reviewing them, this kind of activity is something everyone in the community can benefit from. It is easy when in a financial crunch to

feel depressed and just look away, however that make the situation worse. I would sure feel good if I could help others take control of their finances.

Being able to afford food and health care.

Our economy and how it affects small business and tourism.

Repair the metal fence around the fairgrounds (at least the north and west sides, facing the streets)

The job market in Shawano Industrial park. Businesses are laying-off or closing their plants. (ex. 3-D Manufacturing and Komatsu Forest) with close access to highway 29 shouldn't the business park be expanding?

The community is aging. There are so many kids in our schools that we are building larger school (which I support even thou my taxes are increasing) but the younger population is leaving the community. How do we attract jobs for the younger generation to stay in Shawano County? Hence the term Shawano is a "retirement city"

Growth and development which incorporates all kinds of issues such as bringing in new business and keeping business in the area. Budget issues which are facing businesses, families, and local government. Budgets are always a challenge and maintaining a balance between which programs or needs are important within your budget.

A challenge that I feel facing Shawano County is tough economic time with cutbacks and limitations to funding that affects our daily functioning.

Overall, a significant issue for Shawano County is budget and funding for basic programs as well as continuing to create a solid infrastructure. Due to the expanse of Shawano County and how rural it is, I would also anticipate issue with a possible technology divide.

ENVIROMENTAL

Do something to eliminate the stray cat population in the Humphrey Circle area.

HEALTH CARE

Significant issue that will be facing the Shawano area will be healthcare reform. As the local and federal government start to figure out a health care approach to cover more people, we will have to understand cost and quality for the community.

The same problems as the rest of our country, the high cost of health care.

YOUTH

I believe another rising issue in the community is the increase of gangs. Children around that middle school age are really vulnerable to the peer pressure they receive from other kids their age. Many kids find themselves in a trap of past poor decisions and feel there is no way out. When a child makes a poor decision at this point in their life many times they feel this is the lifestyle they have set to live in forever. Having some sort of young adult mentor is really important for these children. I would like to find a way to give them positive influence in their life to help steer them into a healthy and goal oriented lifestyle.

Safe, fun activities for teens

Drugs/gangs

I was volunteering for a high school class and teaching about "ID Theft", when I was leaving school, the police had the K-9 dog sniffing cars in the parking lot. Later I found out they had a tip that drugs were in a car. What happens next? Will they find guns? Have you heard about the gangs? Are the schools safe?

I believe one issue is our teenage youth. They really have nowhere to go. I realize churches and some other organizations have things, but what about the rest who just aren't involved in those? I would really like to see a YMCA or some youth facility built for them to have dances, or other fun activities for them. Another issue is our schools. I would like to see in the smaller communities the same curriculum taught that is taught here in Shawano. My son attends Bowler school district and I can see the difference in what they teach there compared to here. He excels in everything he does there because he already knows it because it was taught to him in first grade.

One challenge I see is the change in foundational family structure, referring to the number of single parent families in our community.

I believe there are challenges for both the youth and senior citizens of our community. I have always felt Shawano had a lack of youth activities, a safe place to hang out, something fun to do. I worry about our aging population, who gets them groceries or helps them when no family lives in the area?

RECREATION

To have a bike/walking lane on HWY B and Richmond Street.

Another challenge I see is the lack of tourism around the beautiful Shawano Lake. This is a perfect place to pull in tourism with the resources that surround this area. Lake, rivers, trails,

scenic landscapes, golf courses, and other recreational activities could be a huge source of revenue for this county. I often wonder if we are maximizing its potential.

OTHER

Being new to the area, I am not sure what the biggest challenges are to Shawano County. But I believe that like most communities, its lack of involvement by the citizens. This country was founded by a group of citizens who wanted to be involved and not just be lead. And while I am not sure why, I do believe that most of us have just got into the habit of accepting things the way they are, and we just say, "Well you can't do anything about it." And it has proven time and time again that if you get people involved and motivated you can move mountains.

Ideas presented to Wendy

Jill's idea to fundraise for the expense of college level classes for high school students who cannot afford it.

Leadership Shawano County Class 10-11 **Issues/Challenges facing Shawano County**

ECONOMIC

Economic development, it's sad to drive through town or even some of the surrounding towns and see the businesses gone and empty buildings.

Vacant buildings and businesses in the community are a problem that unfortunately does not seem to have an easy answer.

One large challenge that Shawano and many other communities still face is the unemployment rate. So many people are without jobs even though many businesses are striving. New jobs are not being created for the ones that were lost and many companies who are surviving are running full but do not need new employees.

The negative impact SIST is having on tourism and the community. Many of their businesses are vacant and the news publicity does not always help when it comes to outside visitors.

Need more development. We need to be able to attract our youth and show them what we have to offer in this great, smaller community. Need more involvement in groups like these.

The poor economy and limited jobs available that are over minimum wage or fulltime with benefits.

The number of empty businesses in Shawano.

What are we doing to promote our city so businesses want to come to our community?

Employment opportunities. What are we doing to increase the number of job opportunities in Shawano County?

Jobs for the unemployed in the current economic climate.

Job creation and retention. We need to continue to develop and/or assist with projects and invest in new ideas that will enable us to help create and retain good quality, well-paying jobs throughout the county. I believe that SCEPI needs to adopt an even higher profile role in this effort and in doing so, leverage the talents and resources of other organizations and agencies in the process.

We need to develop a multi-organizational partnership that has a mission to create a more entrepreneur-friendly environment throughout the city that can be expanded to other communities. 70% of all new jobs creation comes from small businesses of 200 employees or less. Many of those come from small businesses of 50 or fewer employees. It's these small business development opportunities that we need to attract and then provide the resources, (consulting, mentoring, education, financing etc.), that can take the entrepreneur's dream to reality. Although we do support entrepreneurs, too often many of our resources are fragmented or uncoordinated. A more comprehensive and coordinated approach would be very beneficial.

Workforce development and education. Shawano County has an aging population and by 2020 (or sooner), we will have more people leaving the workplace than are entering. If we don't take steps now to address the looming shortage of workers, we risk losing area employers who may be forced to operate elsewhere in their search for good workers. This effort will need to have the support and involvement of our elected officials, businesses and community leaders, financial institutions, the school district, technical colleges, the Workforce Development Board and many others to be effective. Close participation with Wolf River School to Work and the school district will be essential in this effort.

The economy has had an adverse effect on the Shawano County community. Unfortunately, several businesses have closed or restructured. Again, I reiterate that there are numerous displaced workers and unemployed workers following a new career path and the only way to accomplish that goal is by enrolling in a school of higher learning. I feel it is imperative to bring new business into our area, and find ways to accomplish this goal. With the foreclosure rates as high as they are, residents who are in these horrible situations need to have alternatives to present situations.

Keeping employers afloat in this down economy.

Tightening of budgets and not having the money to help out schools and shelters.

ENVIROMENTAL

The constant littering that I see throughout the community. I don't believe that it is stressed as it once was how important it is not to throw trash on the ground and recycle.

Protecting natural resources.

Preserving the lakes and rivers in Shawano County for future generations, proper waste disposal and promoting recycling.

FAMILY

The lack of community togetherness. They always say it takes a town to raise a child and I believe that if the community was to put on events to get the community of Shawano more involved with one another, it would help increase and inspire members of the Shawano community to volunteer, support businesses and organizations more, in order to create a happier, safer community. More importantly, in order to have a happier, safer, thriving community, it all starts with the family.

I feel the Shawano Community is facing the lack of importance of family values. I would love to create a program or host an event where Shawano has a family day; it would consist of games, shows, food and fun as well as guest speaker and pamphlets promoting the necessity of togetherness, morals, values and family.

Encourage better communication and cooperation between families, churches and local, county and state government. For the most part we are all committed to the same goal which is the improvement of the community in which we live. As we become more knowledgeable of our Constitution we are enabled to take action on our rights as individuals and not complacently give in to accepting things because we are inhibited by unconstitutional limitations. These ideas originate in the home, with our church families or in our towns and villages. Action on these ideas may be by an individual or group but are encouraged through cooperation by all. The issues of crime, economics, taxes, education, development and the list goes on can only be improved by the cooperation and communication of citizens of the community. We thereby attain a common goal and move ahead, empowered with the knowledge that you constitutionally have the right to do so.

HEALTH CARE

Promoting healthy lifestyles and improving the nutrition of school lunches.

Affordability of health care in the years ahead for baby boomers retiring.

YOUTH

Having more programs for the youth and for young families that are not sport based and cost effective to have more participation.

I've noticed other communities similar in size to Shawano; offer a Boys and Girls Club Organization or similar youth programs. As in many communities, providing programs to serve the youth is always a problem.

I think today's kids need more dependable and consistent guidance because many are not receiving it at home.

RECREATION

OTHER

One of the challenges is that we are becoming a more diverse community with people from different cultural and ethnic backgrounds. With this change this may lead to some misunderstandings. I think that a better understanding of different cultural would greatly help everyone in the community and make it a better place to live.

Helping the elderly stay safe in their own homes.

Citizens need to know it is their responsibility to gain knowledge about their Constitution. The U.S. Constitution states the limitations of the Federal Government and lists the powers of the States and the Supreme Court, giving us the responsibility to hold our officials, whether federal or local, accountable for the things they do. If local citizens do not know enough about the contents of the Constitution or lack the ambition to acquire the knowledge needed to make informed decisions about candidates and how they uphold the Constitution, elected officials may use their powers to their advantage and not for the benefit of the whole. One of my goals is to educate and encourage people to get involved in knowing the U.S. Constitution thereby equipping them to have a vested interest in any issue facing the county whether it be social or economical. County issues can only be effectively accomplished when we are not mandated by the overstepped bounds of the federal and state governments.

Leadership Shawano County Class 2011-2012

Issues/Challenges facing Shawano County

ECONOMIC

I've noticed a level of poverty and hunger that I've never seen in a community. While these are hard times, it is imperative that basic needs are met. Children should have shoes and school supplies as well as three meals a day and a place where they are safe. Alcohol and drug abuse seem to affect almost every family in some way.

The economy and all the empty buildings downtown. We need to get them filled with companies that can help keep the money in Shawano. The shopping district in town needs to be developed a little more to be able to keep people in our community from traveling to another town.

Empty real estate on Main Street is another challenge.

I have often wondered why this amazing small community has not flourished as a vacation destination.

The economy, for the past couple of years, families and businesses have been struggling to make ends meet. Unemployment is on the rise, and workers have had little to no raises.

As in most communities, staying viable is the biggest challenge for Shawano. Being a place that people want, and are proud, to call "home". Unfortunately that means different things to different people and balancing those opinions and desires within our resources (financial) constraints is always difficult.

I love the small town atmosphere, how do we keep it thriving?

The economic state of Shawano County and the creation of new prosperous businesses.

One challenge I see facing the community is the failure rate of new business. They tend to close before many people are even aware they have opened. This is not unusual for new businesses, but I think this high failure rate deters local entrepreneurs.

Concern for city growing outwards but leaving its center behind. As cities grow, they're constantly moved to locate to the higher traffic areas which are more marketable. Houses grow in size and develop in areas once used for agriculture and enjoyed for nature. Inner city homes become more assessable due to lower costs, unfortunately in some cases this leads to degradation in property and overall appearance of older neighborhoods. As businesses move to more marketable areas, the old Main Streets of America fall victim to closed doors and for sale signs. The increase in "empty" homes and businesses, along with decreased State funding, is going to greatly impact the tax base of Shawano. It will be important to identify areas of importance, as well as, potential areas where cuts can be made. The availability to extend the value of the dollar is going to be very critical for our local leaders and governmental agencies.

County planning is an important issue; there is a need to keep a balance with growth and the natural resources that make our county a great place to bring up a family.

Concern about the rundown areas in our community.

The job selection within the community limits the number, as well as, the type of laborer looking at the Shawano area.

There is a need to supply good jobs to give our young talented people a chance to bring up their families in Shawano County and not move away looking for jobs elsewhere.

The spread between the financial education levels of individuals. It seems that as our economy continues to spiral from credit failures, job losses and world events-overall people are having a difficult time being able to budget and save for the future.

EDUCATION

Declining aid to the school district. Without this aid, it is getting more difficult to maintain the same level of classes and programs. Schools are so instrumental in shaping a child's future. A great education can provide the foundation to a successful career. The workforce has been changing over the past decade. The jobs that are readily available to job seekers are much different than they once were. An education can give a student the tools necessary to seek out which jobs are available and what job would suit the student best.

Education for young and old in our community.

Influencing more individuals in the area to be willing to receive extra training for the skilled jobs that are available.

When I hear business owners speak, they regularly say they are unable to find skilled workers.

ENVIROMENTAL

Promoting environmental awareness to educate the public how to keep the lake clean.

FAMILY

HEALTH CARE

The Shawano County communities are struggling with poor nutrition and physical fitness values and lack of positive mental attitudes. It would be wonderful if we could incorporate more programs focused on nutrition/exercise and positive thinking for all ages in our community.

Concern for affordable healthcare for our citizens.

Lack of physical activity and health concerns related to poor diet and high levels of depression.

YOUTH

Not many places for the youth to go and just hang out. It seems like more and more of our youth are sitting in front of TV's, computers, playing with the iPod or their cell phone instead of getting out and socializing in person.

Concerned for our youth, in so many areas.

An overall concern for troubled youth, a lack of guidance and motivation for youth to obtain higher education.

RECREATION

I would like to improve the amount of art and entertainment available to our citizens.

Recreational activities to attract young families, for example a bike trail around the lake to provide a safe area for recreation.

OTHER

The relationship with the Native American tribes. We have a responsibility to work with the tribes in all areas-commerce, law enforcement and building strong families. In my experience there is still a line of separation in the mind of most Shawano County residents.

IDEAS PRESENTED from the community

Help with creating a dog park in the City of Shawano.

Develop a Youth Government Night- In a format similar to what we do in LSC, create a forum where youth can meet with our City and County officials, our senators and state representatives. Many of our High School youth will be old enough to vote in the 2012 election or will be old enough to vote in the next election. Will they be informed voters? Do our youth understand what the political parties stand for? Are they familiar with the issues and platforms from those running for election? This could be done with a series of round table discussions in an informal question and answer session as well as featured speakers.

Leadership Shawano County Class 2013-2014

Issues/Challenges facing Shawano County

ECONOMIC

I have concerns regarding the transition of the Shawano Medical Center and the plans for the building and property moving forward. I believe it will have a significant impact on tourism and housing which will impact job creation and the ability to support the local businesses.

Economic downturn, job losses and lower per capita wages in our area.

Lack of good paying jobs available within our city to support families.

The job market is difficult in Shawano; there are many people that commute to Green Bay and Appleton on a daily basis.

Trying to create new jobs, trying not to raise taxes and being able to adapt to change are a few issues/challenges.

The high poverty rate combined with a low skills job paying a lesser wage and the lack of employment opportunities here.

A high poverty rate creates a distinct set of challenges for the community. Community resources must be provided to support those individuals and families in poverty such as adequate healthcare, financial assistance and educational resources among others. Awareness and understanding of community resources are necessary for those in need.

Shortage of affordable housing (quality and safety).

Shortage of retail competition, especially in hardware industry.

Not enough economic growth and/or opportunities to sustain the people and the area. Hard to attract others to come here to work and live.

The number of vacant buildings within our city.

There are quite a number of empty buildings all over town that could have businesses in them. We either need to get more active in recruiting businesses to come to Shawano, or encouraging with incentives to help local people start their own businesses.

Attracting and maintaining business and industry in the area.

Attracting new families to the area, which in turn would provide professionals in our businesses. Since we are not well known and not as large as surrounding cities, I believe Shawano is not a first choice to start roots.

The economy (while significantly better than in recent years) is still one of the biggest challenges that our communities face. Solutions to help struggling families/businesses and towns are desperately needed. Hand in hand with that idea, I feel that communities need to develop tourism opportunities so that families can afford a "vacation" close to home where they do not need to spend the money on gas and lodging that would be necessary in destinations further from home.

One large issue that is not only a Shawano community issue but a US issue is the employment rates. We are continuing to expand and add jobs but is it going to be enough to sustain any kind of government hiccup in the future? Are we prepared for another recession? The problem we are seeing more and more of is that the entry level jobs are now getting tougher and tougher to find which in turn makes it tougher for people to get jobs in order to spend money in their communities.

Lack of growth in our community. Our rural communities are consistently decreasing in size due to people moving to more urban areas for jobs and increased opportunities. The majority of the Shawano County communities are within a reasonable commuting distance, so it would be interesting to find out what qualities would keep people in our rural areas to keep our small towns viable.

How large industrial businesses are suffering.

EDUCATION

In Dec 2009, Owens flooring laid off over 100 employees. Since then, 35 of these individuals have taken over 600 classes. As a result of working closely with these individuals, we have learned first-hand how important basic computer and communication skills are to employers and organizations. We continue to see individuals who have graduated from high school that struggle with basic reading, writing and computer skills.

Many community member are unaware of the educational opportunities and services available to them in the Shawano area. It is becoming essential that community members complete their GED in order to be able to obtain a job at minimum wage. In the future, individuals with a two year degree will obtain 80% of the positions advertised in the job market. Having additional educational background and experiences will make our community more marketable to attract organizations to our area. NWTC offers free services to individuals who need to complete their GED.

ENVIROMENTAL

COMMUNITY SAFETY

A challenger our communities are facing is crime. There have been many recent break-ins, thefts, breaking of car windows etc.

The problem of drugs and gangs in our community.

HEALTH CARE

Health report in our community is lower than state average.

Concern with the health of our Shawano County residents. Shawano County residents are among the least healthy in the state. Shawano is ranked 63 out of 72, which is almost the poorest in the state.

Lack of marketing the great health/medical services that are available in this community instead of traveling elsewhere

YOUTH

An area that I feel could use improvement is that of which we lack extracurricular organizations for our children. For example, a Boys and Girls Club would offer a place for children to go during the summer and after school, to build mentor-type relationships and participate in self-esteem building activities. Another option might be a center where our children can gather to play sports, air hockey, foosball etc.

I believe that we need more things in Shawano for the younger generation to do. Facebook and texting has raised the ability to bully children in new ways.

This is the first year that my child will be going to public school having been in parochial school his entire schooling so far. I hear a lot of things about drugs being a serious problem in the schools and I am concerned about this.

Youth and their family/home relationships. When I hear teachers talk about the home life or lack of home life that some of these children go home to it breaks my heart. Society has changed so much from when I was a child and a child only gets to be a child for so long. Today so many children have to grow up way to fast and they don't always have someone to be a strong role model for them.

The lack of funding to make all forms of art available to our youth also concerns me. Expression of self is a very important skill to possess along with the dedication and discipline it involves.

RECREATION

Providing information on local events and activities to outlying areas/towns and to other organizations to "welcome outsiders" to be a part of Shawano County
Lack of enough marketing of Shawano County to draw others to the recreational activities and the hometown ways of the communities here

Lack of events/extra activities in town. Where I grew up there is a local band stage in the city park where jazz bands etc would play weeknights. I think that having something in the summer to give tourists and families something to do would help the community by bringing funds in that may not normally be there.

OTHER

The lack of a soup kitchen/homeless shelter for the area. Presently we have a community dinner once a month which is wonderful. However SAFPARC is serving hundreds of families each month. If there were a soup kitchen in town that would serve a couple of lunches and or a couple of dinner a week to help SAFPARC out. In addition, at the time the meal is being served, there could be representatives from various agencies that could be at the meal to talk and perhaps assist the individuals or families. The kitchen could be staffed by volunteers to do the cooking etc.

Shawano does not have anything in place to handle homelessness (that do not fall into the domestic abuse category). I believe those who need a place are given a bus ticket to other towns/communities that have a shelter. Wouldn't it be wonderful to create a place where our "town folks" that find themselves in this type of situation could stay.

The lack of diversity in volunteers hurts a small community. The core groups of people continue to give, sometime out of obligation, sometimes out of fear of failure, to the groups in which they ca. It becomes overwhelming; both the volunteer and the group start to weaken. Diversity offers new input, new ways of thinking, and can give someone a sense of pride knowing they gave their best effort and undivided time.

IDEAS PRESENTED from the community

Mayor Marquardt is beginning the process of exploring the opportunity to create a Boys and Girls Club or Youth Center in Shawano. A building has been identified for its possible use. She is meeting with interested community members at this time to discuss what the needs of our

youth are and to explore the many aspects of creating such a program i.e. funding, programming, staffing.

Comprehensive Economic Development Strategy, ECWRPC 2012

http://www.ncwrpc.org/CEDS_2012_Final.pdf

Starting on page 60:

Chapter 6: Regional Goals & Strategy

The CEDS plan of action provides direction for the regional economy by establishing goals, objectives and performance measures. From the goals, objectives and performance measures a work plan will be developed, this will provided activities the district can take to meet goals objectives and performance measures.

The North Central Wisconsin Regional Planning Commission will implement The goals and objectives of this report in a manner that (as required by CFR §303.7(8)):

- Promote economic development and opportunity;
- Foster effective transportation access;
- Enhance and protect the environment;
- Maximize effective development and use of the workforce;
- Promote the use of technology in economic development, including access to high-speed telecommunications;
- Balance resources through sound management of physical development; and
- Obtain and utilize adequate funds and other resources;

A) Goals

Goal 1: Promote the expansion and diversification of the Regional economy to provide a range of employment opportunities and increase tax base.

Goal 2: Develop pro-business policies and programs to attract businesses and to foster an entrepreneurially supportive environment.

Goal 3: Identify and encourage partnerships between the public and private sector to identify skills and knowledge needed for emerging sectors.

B) Objectives and Performance Measures

Objectives provide tangible items that can be measured to assess progress towards achieving the Region's goals. Measuring this progress allows the district to assess and make modifications to the CEDS goals and objectives to reflect and respond to the changing economy. The performance measures will be reported in ensuing CEDS Annual Reports.

Objective 1: Coordinate economic development efforts among all entities to provide a seamless approach to maintain and diversify the regional economy.

Performance Measures:

- Regional and County Employment, total and by sector, compared to State and/or Nation.
- Regional and County Unemployment compared to the State and/or Nation.

Objective 2: Develop a well-trained workforce in the Region.

Performance Measures:

- Regional and County Education levels for high school, associates, bachelor's, and master's degrees compared to State and/or Nation.

Objective 3: Maintain and enhance infrastructure and public facilities throughout the Region.

Performance Measures:

- Acreage available for industrial/businesses expansion, per NCWRPC industrial/business park inventory.
- Availability of utilities per NCWRPC industrial/business park inventory

Objective 4: Pursue increased funding from both public and private sources for the Region.

Performance Measures:

- Track regional funding from EDA and other Federal and State resources for projects in the region.

Objective 5: Promote compatibility between economic development and natural resources within the Region.

Performance Measures:

- Number of Brownfield Redevelopment Projects in the region.

The **Wisconsin Economic Future Study**, MPI Group for WEDC, WMEP, Milwaukee 7, June 2013

Full copies in folder in electronic appendix.

Regional highlights:

Dairy related industry is important., and is a state level driver industry.

Existing suppliers of driver industries:

Paper board container manufacturing

Ferrous metal foundries

Paper mills (declining)

Plastic packing materials and unlaminated film and sheet manufacturing

Cheese manufacturing

Animal (non-poultry) slaughter and processing

Frozen food manufacturing

Wood windows and doors millwork

Veneer and plywood manufacturing (declining?)

Spectator sports

Motor vehicle parts manufacturing