

## 2008 CEDS Strategy Committee

Name	Title	Organization
Dave Theil	Executive Director	Waupaca County Economic Development Corporation
Mike Hendrick	Director	Outagamie County Planning Department
Steve Sengstock	Interim Executive Director	Shawano County Economic Progress Inc.
Bill Wheeler	Executive Director	Tri-County Regional Economic Development Corporation
Kelly Hoxtell	Economic Development Specialist	Calumet County Planning Department
Amy Pietsch (alt. Dale Walker)	Director	FVTC Venture Center
Jerry Murphy (alt. Christine Kaup)	Executive Director	New North, Inc
Jim Van Dyke	Economic Development Specialist	City of Appleton Planning and Economic Development Dept.
Ron Corn (invited)	Administrative Coordinator	Menominee County
Jim Resick	CNRED	Outagamie County UW-Extension
Jay Moynihan (invited)	CNRED	Shawano County UW-Extension
Denise Pommer	Director of Enterprise	Stockbridge-Munsee Tribe
Brenda Hicks-Sorensen (alt. Christian Tscheschlok)	President	Fond du Lac County Economic Development Corporation
Cheryl Welch	Executive Director	Fox Valley Workforce Development Board
Lew Boyd	Project Manager	Menominee Nation Office of Economic Development
Rob Klemen (invited)	Executive Director	Oshkosh Commercial Development Corporation
Dennis Russel (invited)	Area Development Manager	Department of Commerce
Bob O'Donnell	Director	UW-O Small Business Development
Gary Delveaux (invited)	Manager of Business & Community Development	WI Public Service Corporation
Christine Schultz (alt. Adam Delikowski)	Executive Vice President	Valley Homebuilders Associate (VHBA)
Rebecca Sgarlotti (invited)	Director	Fox Cities Rotary Multicultural Center
Hugh Sloan (invited)	AFL-CIO Liason	AFC-CIO, United Way
Todd Thiel (invited)		McKinley Reserve
Jim Feeny (invited)		WI Film & Bag
Jeff Hunter (invited)	Senior Vice President-Planning & Marketing	Theda Care
Greg Schroeder (invited)		WE Energies
Kimberly Berg	Labor Market Analyst	Department of Workforce Development, OEA
Clyde Samsel (invited)		Samsel Saw Mill
Nate Leider (invited)		Converting, Inc
Rich Scheuerman	former President	Alto Dairy Cooperative
Jerry Bougie (invited)	Planning Director	Winnebago County Planning Dept
Greg Hines	Coordinator	Glacierland RC&D
Jim Schlies	Vice President of Economic Development	Fox Cities Chamber of Commerce & Industry
Lynn Wichmann (alt. Patrick Nehring)		Waushara County Economic Development Corporation
Elizabeth Hartman (invited)	President & CEO	CHAMCO
Helen Nagler	Commissioner/Board Member	ECWRPC/ Outagamie County
Sherry Taylor (invited)		Pumkin Patch Day Care
Kenn Buelow		Holsum Dairy
Mike Malcheski		Malcheski International Consulting

SUMMARY OF PROCEEDINGS

**CEDS Strategy Committee Meeting**  
East Central Wisconsin Regional Planning Commission  
Elisha D. Smith (Menasha) Public Library  
April 28, 2008

Present:

Kimberly Berg ..... Wisconsin Department of Workforce Development, OEA  
Bob O'Donnell ..... UW Oshkosh, Small Business Development Center  
Adam Delikowski ..... Valley Homebuilders Association  
Kenn Buelow ..... Holsum Dairy  
Mike Hendrick ..... Outagamie County Planning Department  
Kelly Hoxtell ..... Calumet County Planning & Zoning Department  
David Thiel ..... Waupaca County Economic Development Corporation  
Rich Scheurman ..... Private Citizen  
Helen Nagler ..... ECWRPC Commissioner/Outagamie County Board  
Jim Van Dyke ..... City of Appleton Community Development Department  
Lew Boyd ..... Menominee Tribe, Office of Economic Development  
Jim Resick ..... Outagamie County UW-Extension  
Dale Walker ..... Fox Valley Technical College  
Christian Tscheschlok ..... Fond du Lac County Economic Development Corporation  
Kara Homan ..... ECWRPC  
Tom Baron ..... ECWRPC  
Eric Fowle ..... ECWRPC

**1. CALL MEETING TO ORDER**

The meeting began at approximately 2 pm.

**2. WELCOMES AND INTRODUCTIONS**

Ms. Homan asked those in attendance to introduce themselves, and describe what organization they represented.

**3. INTRODUCTION TO THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY**

Ms. Homan explained that the following presentation was designed to provide a baseline understanding of the Economic Development Administration (EDA) Comprehensive Economic Development Strategy (CEDS). Items a-d of this "summary of proceedings" encompass this presentation.

**a. The Purpose of the CEDS and East Central's Role in economic development**

Ms. Homan began by explaining the purpose of the Comprehensive Economic Development Strategy: (1) assess the regional economy; (2) outline goals and objectives for economic development; (3) set and track performance indicators; and (4) maintain a list of projects for Economic Development Administration (EDA) eligibility.

Ms. Homan explained that the CEDS is much more than just a document—it is a continuous process and can grow and change from year to year in response to changing economic conditions.

Ms. Homan made known that completion of the 5-year CEDS update is a requirement to maintain Economic Development District (EDD) status with the EDA; EDD status allows counties within the East Central Wisconsin Region to be eligible for EDA funding.

Ms. Homan stated that the CEDS will be used as a tool to help the East Central Wisconsin Regional Planning Commission (ECWRPC) implement the Regional Comprehensive Plan. Mr. Baron distributed Chapter 4 from the ECWRPC regional plan to all in attendance. Mr. Fowle explained how East Central is in the process of reinvigorating the EDA program and would like to integrate the comprehensive plan into the process. ECWRPC does not intend to duplicate what other economic development entities are doing, but rather compliment current economic development efforts and take an inventory of what is already being done in the region. A question was raised as to the "local foods" section of the regional comprehensive plan; in particular, as to whether the content really reflected the reality of the agricultural industry.

Ms. Homan then explained the funding programs currently offered by EDA and went over what projects have been funded in the East Central region since inception of the EDD. Mr. Baron distributed the EDA program listing and ECWRPC projects funded to those in attendance. Ms. Homan noted that the *Planning Program* has funded ECWRPC to carry out the CEDS process since 1984. In addition, she noted that the *Public Works and Economic Development Program* is used most often by communities for infrastructure projects. Ms. Homan noted that the Bordini Center at Fox Valley Technical College is one of the higher profile projects that EDA has funded in the region.

**b. The role of the CEDS Strategy Committee**

Ms. Homan explained that the CEDS Strategy Committee, and its composition, is a requirement of the CEDS process, as dictated in EDA legislation. She indicated that the committee is charged with developing, updating and replacing the CEDS document, which involves the following: assess regional economic development strengths and weaknesses; reviewing and amending goals and objectives; prioritizing economic development projects on a yearly basis; and reviewing the final CEDS document.

**c. The CEDS process and timeline**

Ms. Homan explained that the 2008 CEDS process would be comprised of approximately four meetings of the strategy committee in order to achieve the objectives outline in item b of this summary of proceedings. The last meeting would likely be held in September to go over the final draft document, which would then be forwarded to the ECWRPC Economic Development Standing Committee, and to Full Commission. The adopted document would then be sent to EDA for final approval by year's end.

**d. Committee comments and suggestions**

After the presentation was complete, Ms. Homan opened the meeting up for questions. Mr. Resick asked if we would be able to develop performance measures. Ms. Homan stated that this is a requirement of the CEDS process, but stated that certain measures are harder to track, as timely data that is available on a regional basis can be difficult to track. Developing proxies for certain items is always a possibility.

Mr. Resick made reference to the Green Collar Jobs report, put out by COWS (Center on Wisconsin Strategy). Ms. Homan stated that she would look for the report and make it available to committee members.

Mr. Tscheschlok asked what the status of EDA funding was. Ms. Homan stated that she was optimistic that EDA would be funded in the next federal funding cycle, based on indications she had received from EDA staff. She hoped that this process will result in some EDA funded projects in the East Central Region.

Mr. Thiel asked whether the CEDS meetings could be conducted via teleconference or email, as much of the content seemed to involve reviewing documents. Ms. Homan stated that she designed the process so that those unable to attend the meetings still have avenues of participation. Ms. Nagler stated that she felt that meeting in person was beneficial. Mr. Boyd concurred. It was decided to continue meeting in person.

#### **4. REGIONAL SWOT ANALYSIS SURVEY**

Ms. Homan asked if the committee would like to complete the SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis at this meeting, or online. The group concurred that they would prefer to take the survey online. Ms. Homan stated that in addition to being available online, the SWOT survey was advertised in the ECWRPC newsletter, and would be sent out in paper format via the regional project inventory. Mr. Hendrick suggested that the press release advertising the online SWOT survey be sent to committee members for inclusion in their newsletters (e.g. Chamber of Commerce's, Economic Development Corporations, etc.).

#### **5. OTHER BUSINESS**

None.

#### **6. ESTABLISH NEXT MEETING DATE/TIME**

Discussion ensued as to what time would be best to encourage private sector participation. It was decided that a meeting over the lunch hour would be the best option.

The next meeting was scheduled for June 25<sup>th</sup> at noon, to be held at the new ECWRPC offices (400 Ahnaip Street, Suite 100, Menasha).

#### **7. ADJOURN**

Meeting adjourned at approximately 3:15 pm.

SUMMARY OF PROCEEDINGS

**CEDS Strategy Committee Meeting**  
East Central Wisconsin Regional Planning Commission  
ECWRPC Offices  
June 25, 2008

Members Present:

Kimberly Berg	.....	Wisconsin Department of Workforce Development, OEA
Bob O'Donnell	.....	UW Oshkosh, Small Business Development Center
Kelly Hoxtell	.....	Calumet County Planning & Zoning Department
David Thiel	.....	Waupaca County Economic Development Corporation
Jim Resick	.....	Outagamie County UW-Extension
Christian Tscheshlok	.....	Fond du Lac County Economic Development Corporation
Christine Kaup	.....	The New North
Amy Pietsch	.....	Venture Center, Fox Valley Technical College
Kara Homan	.....	ECWRPC
Tom Baron	.....	ECWRPC

**1. CALL MEETING TO ORDER**

The meeting began at approximately 2:05 pm.

**2. WELCOMES AND INTRODUCTIONS**

Ms. Homan asked those in attendance to introduce themselves, and to state what organization they represent.

**3. REVIEW AND APPROVE SUMMARY OF PROCEEDINGS FROM APRIL MEETING**

Ms. Homan presented the Summary of Proceedings and asked if there were any corrections that needed to be made. No changes were discussed. A motion to approve the agenda was made by Kelly Hoxtell and seconded by Dave Thiel, passing unanimously.

**4. SOCIOECONOMIC TRENDS AND CONDITIONS IN THE EAST CENTRAL REGION**

Ms. Homan used a PowerPoint presentation to define trends and conditions within the East Central region. The presentation included population trends, labor force data, and income information. The presentation was followed by a lively discussion regarding an aging workforce, comparing household versus family census data, and other and possibly more in depth sources of socioeconomic data. It was suggested that CEDS funding should back a more intensive economic analysis of the region.

Additional discussion included the current status of "green" and "advanced manufacturing" industries in the region, and how to attract young people into these career fields. Further dialogue entailed current partnerships between business and education and apprenticeship programs. It was suggested that these programs need to have a strong local commitment to be successful. Conversation then moved to transit programs that assist workers in commuting to their jobs. It is viewed that these programs should have a regional approach and be mindful of providing services for inner city residents in having access to suburban job opportunities. The group also discussed rail as a method for transportation. Ms. Homan

suggested that the committee members review the "Midwest Regional Rail Study" plan for the region.

## **5. SWOT ANALYSIS RESULTS**

Mr. Baron presented results of the SWOT Analysis. General trends were presented and compared with a previous SWOT analysis that was completed for the region. Mr. Baron noted that as of the meeting date (June 25<sup>th</sup>), a total of sixteen people had either taken the survey online, or mailed in a written response. It was concluded by the group that more responses are needed to help legitimize the results. A recommendation was made that to encourage more people to complete the analysis there should be a prize offered. Further discussion concluded that the prize should be a gift card for the purchase of gasoline. To be eligible for the prize, persons who complete the analysis will need to provide an e-mail address. This e-mail address will be entered into a random drawing and one winner will be selected.

The discussion then shifted to employers and industries within the Fox Valley region. Ms. Homan suggested that a Shift Share Analysis should be completed of the area to study the strengths and potential of various industries. Remarks were made regarding how the Fox Valley is becoming a home for a growing number of call centers. Questions were raised as to why the area has attracted these businesses. Further conversation involved the importance of local ownership of all corporations in keeping businesses in the area. It was also noted that waste industries and farms using waste to generate electricity are becoming strong industries in the region. An economics professor from the University of Wisconsin at Green Bay had completed research in the 1990's that highlighted waste management as a significant industry in the area. It was suggested that the group review the Department of Labor's 21<sup>st</sup> Century Growth Industries report.

## **6. REVIEW AND PRIORITIZE ECONOMIC DEVELOPMENT VISION, GOALS, STRATEGIES & RECOMMENDATIONS**

It was agreed that in preparation for the next meeting, committee members will review and prioritize economic development vision, goals, strategies and recommendations. A "star" will indicate high priority goals/strategies/recommendations (g/s/r), a "plus" sign will be used for medium priority g/s/r, and a "minus" sign will be used for g/s/r that have a lower priority at the given time.

## **7. REVIEW AND REVISE PROJECT RANKING CRITERIA**

Ms. Homan explained that the proposed ranking criteria were compiled by reviewing other CEDS project ranking criteria and producing a scoring methodology. In asking members to review the ranking criteria she directed members to address three questions that were included at the top of the proposed criteria. Committee members reviewed the project ranking criteria and commented that there wasn't a great level of detail regarding scoring criteria. It was also debated whether wage scales and education requirements for jobs that will be created should be included in the scoring criteria. Mr. Tscheshlok commented that these questions are often very difficult to answer given the nature of these types of projects. This led to a discussion about whether the questions being asked are quantitative or qualitative. It was decided the cost per job criteria job should be replaced with criteria that assess pay scale and education level of jobs created. It was also decided to assess each EDA criteria separately. Ms. Homan agreed to re-contact inventory respondents and ask them to provide a response as to how their project meets the EDA investment guidelines.

**8. ESTABLISH NEXT MEETING DATE/TIME**

The next meeting will be on **WEDNESDAY, JULY 30<sup>TH</sup> AT 9:00 A.M.** at the **ECWRPC OFFICES.**

**9. ADJOURN**

The meeting adjourned at approximately 3:30 pm.

SUMMARY OF PROCEEDINGS

**CEDS Strategy Committee Meeting**  
East Central Wisconsin Regional Planning Commission  
ECWRPC Offices  
July 30, 2008

Kimberly Berg	Wisconsin Department of Workforce Development, OEA
Bob O'Donnell	UW Oshkosh, Small Business Development Center
Helen Nagler	ECWRPC Commissioner/Outagamie County Board
David Thiel	Waupaca County Economic Development Corporation
Jim Resick	Outagamie County UW-Extension
Christian Tscheshlok	Fond du Lac County Economic Development Corporation
Mike Hendrick	Outagamie County Planning Department
Adam Delikowski	Valley Homebuilders Association
Rich Scheurman	Private Citizen
Bill Wheeler	Tri-County Regional Economic Development Corporation
Cheryl Welch	Fox Valley Workforce Development Board
Kara Homan	ECWRPC
Tom Baron	ECWRPC

**1. CALL MEETING TO ORDER**

The meeting began at approximately 9:00 am.

**2. WELCOMES AND INTRODUCTIONS**

Ms. Homan asked those in attendance to introduce themselves, and what organization they represent.

**3. GUEST SPEAKER: JACK PRICE, EDA**

Jack Price from the Economic Development Administration (EDA) presented information about EDA via telephone. His comments focused on EDA project funding criteria, EDA's focus on economically distressed areas, previous EDA projects within the region, and studies for the CEDS Strategy Committee to review. Jack noted that the area to receive funding doesn't have to be distressed, as long as the project would provide some service to a distressed area. Jack also said that EDA likes projects that have a regional approach and have a technology component to them. Additionally, Jack commented on a Revolving Loan Fund as a possibility for EDA funding. Jack then took questions from the group that ranged from the eligibility requirements of groups that can receive EDA funding, to feasibility study questions, and examples of regionally innovative projects that they have funded. To receive EDA funding a group has to be a non-profit organization or a unit of government. Feasibility studies can fall within a business incubator project. An example of an EDA funded project is a market analysis for the timber industry in Door County.

After Jack Price's presentation the group discussed the issues that were brought up. It was stated that EDA can act quickly in responding to economic problems, and that the transition from old to new economy jobs does not have as significant wage reductions as typically perceived. Discussion also involved conducting an incubator feasibility study, and that EDA most often funds recovery type projects.

#### **4. POTENTIAL PROJECTS**

The group focused discussion on potential projects for the region. Healthcare clusters were considered a priority along with research facilities. It was noted that the Caddy Center in Racine, WI is a research facility that Johnson & Johnson uses to transfer patented technology that they do not plan to use to small business for further research and development. Energy innovation industries and specialty papers are potential areas for development. Agriculture is seen as having multiple components of strength and development. They include producing energy, food production and packaging, and research (pharmaceuticals). The Dairy 2020 plan focuses on using digesters for creating energy at large animal facilities. Discussion also involved the lack of midpoint between a small (garage) business and becoming a large facility.

#### **6. REVIEW AND PRIORITIZE ECONOMIC DEVELOPMENT VISION, GOALS, STRATEGIES & RECOMMENDATIONS**

The group concluded that only goals should be prioritized from the East Central WI RPC's Economic Development portion of the Regional Comprehensive Plan. It was felt that there were too many strategies and recommendations, and that the goals do a good job of summarizing the vision that is desired. Before the next meeting, the group should select their choice of the top five goals.

#### **7. ADJOURN**

The meeting adjourned at 10:30 AM.

SUMMARY OF PROCEEDINGS

**CEDS Strategy Committee Meeting**  
East Central Wisconsin Regional Planning Commission  
ECWRPC Offices  
September 23, 2008

Kimberly Berg	Wisconsin Department of Workforce Development, OEA
Bob O'Donnell	UW Oshkosh, Wisconsin Small Business Development Center/UWEX
Helen Nagler	ECWRPC Commissioner/Outagamie County Board
David Thiel	Waupaca County Economic Development Corporation
Jim Resick	Outagamie County UW-Extension
Christian Tscheshlok	Fond du Lac County Economic Development Corporation
Mike Hendrick	Outagamie County Planning Department
Rich Scheurman	Private Citizen
Jim Van Dyke	City of Appleton
Kelly Hoxtell	Calumet County
Amy Pietsch	Fox Valley Technical College, Venture Center
Kara Homan	ECWRPC
Eric Fowle	ECWRPC

**1. CALL MEETING TO ORDER**

The meeting began at 1:05 PM.

**2. WELCOMES AND INTRODUCTIONS**

Ms. Homan asked those in attendance to introduce themselves, and what organization they represent.

**3. APPROVE SUMMARY OF PROCEEDINGS FROM JUNE & JULY MEETINGS**

Ms. Homan explained that at the July meeting, June's summary of proceedings (SOPs) was inadvertently omitted from discussion. Thus, this meeting, both SOPs were up for approval. Ms. Nagler made a motion to approve the SOPs from the June and July CEDS Strategy Committee meetings, while Ms. Hoxtell seconded. The motion passed unanimously. ....

**4. FINAL DISCUSSION OF 2008 STRATEGY COMMITTEE RECOMMENDED PROJECTS**

Ms. Homan stated that the regional recommended projects, as listed, were the result of discussion at the previous meeting. Ms. Pietsch stated that she thought another project to consider would be one related to immigration and the link to economic development. A general discussion occurred as to the merits of this project and whether immigration is linked to the growth of economies. Mr. Thiel added additional support to the potential project. The committee came to a general consensus and decided to add this initiative to the committee recommended projects.

**6. REVIEW & FINALIZE REGIONAL INVENTORY PROJECT RANKINGS**

Ms. Homan explained that the economic development inventory was a result of a survey sent out in mid 2008. The rankings, as presented, were the result of applying criteria that were

developed by staff and the steering committee at the previous strategy committee meeting. As some of the scoring criteria were subjective, she wanted to put it before the committee for final review and approval. A question was asked regarding the regional PDR/TDR program, and whether anything had been done on that level. Mr. Fowle explained that this was a project that was identified in the Commission's regional comprehensive plan, and that some initial discussions had taken place with some of the more urban counties.

A motion to approve the project rankings was made by Mr. Resick, and seconded by Mr. O'Donnell, passing unanimously.

#### **7. REVIEW & FINALIZE PRIORITY ECONOMIC DEVELOPMENT GOALS**

Ms. Homan presented the number of votes each goal had received, based on prior committee input. It was suggested that priority goals would be those that received at least five votes from committee members. With this criteria applied, a motion to approve the priority goals was made by Ms. Nagler, and seconded by Mr. Van Dyke, passing unanimously.

#### **8. DISCUSS OBJECTIVES & PERFORMANCE MEASURES**

Ms. Homan explained that the performance measures were items that would be revisited from year to year as part of the CEDS Annual report, to track the regional economy. Mr. Resick stated that he would like to see an indicator related to poverty levels, by county. Ms. Nagler concurred. Ms. Homan stated that she believed HUD published poverty tables yearly, and that data would be easy to track on an annual basis. With this addition, a motion to approve the objectives and performance measures was made by Ms. Hendrick, and seconded by Mr. Thiel, passing unanimously.

#### **9. DISCUSS PRELIMINARY CEDS DRAFT, AND NEXT STEPS**

Ms. Homan indicated that the committee should have received an email in the prior week indicating that the CEDS preliminary draft was available for review. In addition, she is distributing paper copies at today's meeting for them to mark up. Any comments must be received by Monday, September 29, as the official draft must be posted online by October 1 for a 30-day public review period. She stated that the 2008 CEDS would go before the Commission on October 31, and would be sent to EDA by the end of the year.

#### **10. PUBLIC COMMENT**

No public comment was received.

#### **11. ADJOURN**

A motion to adjourn the meeting was made by Mr. Hendrick, and seconded by Ms. Nagler, passing unanimously. The meeting adjourned at 2:25 PM.