

## CHAPTER 6: A PLAN FOR ACTION

### INTRODUCTION

Not only does this chapter provide direction for the regional economy (by laying out a vision, goals and objectives), it presents tangible steps the Commission can take to move towards the regional vision (e.g. a plan of action). Performance measures are provided to gauge the success of regional economic development efforts over time.

### ECONOMIC DEVELOPMENT VISION

The regional vision statement, first adopted as part of the 2003 Comprehensive Economic Development Strategy (CEDS), and since reaffirmed in the 2008 CEDS and the East Central Wisconsin Regional Comprehensive Plan, is intended to guide the planning process toward the desired future of the region. The vision statement created for the region is as follows:

*"The East Central Region has diversified employment opportunities including well paid knowledge based jobs. The regional economy benefits from advances in research and technology, and supports entrepreneurialism and local business ownership. The region conducts collaborative economic development efforts across jurisdictional boundaries of governments, educational institutions, and other economic development entities. The preservation of natural resource amenities supports tourism opportunities, assists in attracting an educated workforce and enhances the quality of place for residents in the region."*

### GOALS

Goals were prioritized by the CEDS Strategy Committee and are presented below. **Bolded** goals are viewed to be the most important. These goals will be used to guide economic development planning efforts within the region and Commission activities. Goals are organized into the following categories:

- The Changing Regional Economy
- Workforce and the Regional Economy
- Economic Impacts of Residential Development
- Economic Benefits of Recreation & Natural Resources
- Buying Food Locally

#### The Changing Regional Economy

- **GOAL 1: Promote the expansion or stabilization of the current economic base and the creation of a range of employment opportunities.**
- **GOAL 2: Work to promote a positive, growth oriented image to attract businesses and to foster an entrepreneurially supportive environment.**
- GOAL 3: Increase an awareness of ongoing economic activities in the area.

- **GOAL 4: Evaluate the potential for the overall modernization, customization, and component manufacturing opportunities within the region.**
- **GOAL 5: More effectively link and apply research and development (R&D) and technology to production processes.**
- GOAL 6: Communicate that the foundation of industrial competitiveness lies in the value an employee *adds* to a product or service.
- GOAL 7: Strengthen linkages between industry needs and technical education initiatives.
- GOAL 8: Promote reductions in worker turnover and increases in worker mobility within service sector industry groups.

### **Workforce and the Regional Economy**

- **GOAL 9: Encourage partnerships between the public and private sector to identify skills and knowledge needed for emerging jobs.**
- GOAL 10: Communicate with elected officials regarding increased training opportunities for dislocated workers.
- GOAL 11: Work with school districts to evaluate the value of creating partnerships to track the path of high school graduates and those who do not complete high school.
- GOAL 12: Continue partnerships with technical colleges to enhance training opportunities.

### **Economic Impacts of Residential Development**

- GOAL 13: Promote the redevelopment of land with existing infrastructure and public services.
- GOAL 14: Encourage planning to guide residential development to maximize the use of existing infrastructure, minimize costs, and minimize environmental impacts.
- GOAL 15: Promote the benefits of “walkable communities”: higher density and mixed land uses. These benefits include higher home values, attractive to “new” economy workers, attractive to tourists, and the health benefits.
- GOAL 16: Build community identity by revitalizing main streets and downtowns.

### **Economic Benefits of Recreation & Natural Resources**

- GOAL 17: Promote the economic benefits of natural resources, parks, and recreation.
- GOAL 18: Recognize the importance of open spaces by encouraging its inclusion into community design.
- GOAL 19: Elevate the value attached to parks and open spaces to that of the value placed on development.
- GOAL 20: Improve access and promote recreational activities along the Region’s major river corridors.

### **Buying Food Locally**

- GOAL 21: Look at ways to expand the market options for family farmers.

- GOAL 22: Work with communities to promote the power they have to make food choices that support local farmers.
- GOAL 23: Work to improve the accessibility of information about local growers and how consumers can purchase or produce seasonal, locally grown food.

## **OBJECTIVES & PERFORMANCE MEASURES**

Objectives provide tangible items that can be measured to assess progress towards achieving the Region's goals. Measuring this progress, ideally on a yearly basis, allows the EDD 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 subsequent CEDS Annual Reports.

- OBJECTIVE 1: Retain existing jobs, and create new jobs within the region.
  - PERFORMANCE MEASURE 1.1: Regional and County Employment, total and by sector, compared to State and/or Nation
  - PERFORMANCE MEASURE 1.2: Regional and County Unemployment Rate, compared to State and/or Nation
- OBJECTIVE 2: Increase the number of "living wage" jobs within the region.
  - PERFORMANCE MEASURE 2.1: Regional and County Per Capita Income, compared to State and/or Nation
  - PERFORMANCE MEASURE 2.2: Regional and County Average Weekly Wage, total and by sector, compared to State and/or Nation
  - PERFORMANCE MEASURE 2.3: Regional and County Average Family Incomes (via ACS when available) compared to Federal Poverty Guidelines
- OBJECTIVE 3: Increase the amount of economic development investment in the region (e.g. EDA planning grants, public works, etc.)
  - PERFORMANCE MEASURE 3.1: Per capital EDA investment in the East Central Region, compared to other EDDs (if available)
- OBJECTIVE 4: Create beneficial changes in the regional economy (e.g. cluster development; sectoral growth)
  - PERFORMANCE MEASURE 4.1: Location Quotient of sectors within the Regional, compared to State and/or Nation
- OBJECTIVE 5: Enhance infrastructure throughout the Region.
  - PERFORMANCE MEASURE 5.1: Acreage available for industrial/businesses expansion, per ECWRPC industrial/business park inventory
  - PERFORMANCE MEASURE 5.2: Availability of utilities (water, gas, sewer, electricity), per ECWRPC industrial/business park inventory

## PRINCIPLES AND ACTION PLAN

### Operational Principles

The East Central Wisconsin Regional Planning Commission will continue to serve in a capacity and participate in activities that:

- 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;

*(as required by CFR §303.7(8))*

### East Central Action Plan

The following section provides a brief summary of activities that the Commission will undertake to support these operational principles, and the overall goals and objectives of the CEDS.

#### ***PRINCIPLE 1: Promote economic development and opportunity (Goals 1, 2, 3, 4, and 5; Objective 1, 2, 3 and 4)***

Activity	Time Frame
A. Implementation of the Regional Comprehensive Plan	Ongoing
B. Maintain Economic Development District (EDD) status for the region. This includes preparing the following documents: <ul style="list-style-type: none"> <li>▪ Comprehensive Economic Development Strategy (CEDS)</li> <li>▪ CEDS Annual Report</li> </ul>	Every 5-Years (2008, 2013, etc) Yearly
C. Collaboration and coordination with state, regional, county, and local economic development organization/efforts (see page 123 for a more detailed discussion on this topic).	Ongoing
D. Continue administration of the Wisconsin Department of Natural Resources Timber Utilization Grant, in coordination with Glacierland RC&D.	Biennial
E. Continued State Data Center affiliation, by providing socioeconomic, transportation, land use, natural resource, community facilities, and housing data.	Ongoing
F. Provision of technical assistance to local communities, through the Commission's technical assistance program.	Ongoing

**PRINCIPLE 2: Foster effective transportation access (Goals 1, 13, and 14, Objective 5)**

<b>Activity</b>	<b>Time Frame</b>
A. Continue to serve as the Fox Cities Metropolitan Planning Organization (MPO), Winnebago County MPO, and as the Staff for the Fond du Lac MPO. Serving in this capacity requires preparation of the following: <ul style="list-style-type: none"> <li>▪ Long Range Transportation Plan</li> <li>▪ Transportation Improvement Plans</li> </ul>	Ongoing  Every 5-years (2005, 2010, etc) Yearly
B. Continue efforts to develop the Northeast Wisconsin Travel Demand Model, in cooperation with the Wisconsin Department of Transportation, and Bay Lake Regional Planning Commission.	2008
C. Preparing Safe Routes to Schools (SRTS) plans for local communities and obtaining funding for pedestrian/bicycle infrastructure.  Currently, these include: <ul style="list-style-type: none"> <li>▪ Kimberly SRTS Plan</li> <li>▪ Little Chute SRTS Plan</li> <li>▪ Winneconne SRTS Plan</li> <li>▪ Oshkosh MPO SRTS</li> </ul> Upcoming plans include: <ul style="list-style-type: none"> <li>▪ Town of Grand Chute SRTS</li> <li>▪ Omro SRTS</li> </ul>	Ongoing  2008  2009
D. Coordination of Specialized Transportation Plans for all ten counties within the region.	2008 updates every 5 years
E. Prepare Transit Development Plans (TDPs) <ul style="list-style-type: none"> <li>▪ Oshkosh Transit TDP</li> <li>▪ Valley Transit TDP</li> <li>▪ Fond du Lac Transit TDP</li> </ul>	Completed 2005 2008 2008

**PRINCIPLE 3: Enhance and protect the environment (Goals 17, 18, 19 and 20)**

<b>Activity</b>	<b>Time Frame</b>
A. Implement the Fox River State Heritage Parkway Corridor Plan <ul style="list-style-type: none"> <li>▪ Phase I: Develop the Plan</li> <li>▪ Phase II: Implementation, including application for National Heritage Area Designation</li> </ul>	2008-2009 2009-2010
B. Continue efforts to protect sensitive environmental features in the region.	Ongoing
C. Continue to administer the NR-135 Program—Mining Reclamation.	Ongoing
D. Continue coordination of the Niagara Escarpment Research Network (NERN).	Ongoing
E. Continue participating in state-wide efforts to create enabling legislation for Regional Transit Authorities (RTAs).	2008-2009

**PRINCIPLE 4: Maximize effective development and use of the workforce (Goals 6, 7, 8, 9, 10, 11 and 12; Objective 1)**

Activity	Time Frame
A. Support the efforts of and collaborate with Workforce Development Boards, Technical Colleges, 4-year Colleges and Universities, and New North, Inc.	Ongoing
<ul style="list-style-type: none"> <li>▪ <i>e.g. Next Generation Workforce Initiative</i></li> </ul>	2008

**PRINCIPLE 5: Promote the use of technology in economic development, including access to high-speed telecommunications (Goal 2; Objective 5)**

Activity	Time Frame
A. Pursue EDA Funding for the <i>Assessing Telecommunications in Northeast Wisconsin</i> project.	2008-2009

**PRINCIPLE 6: Balance resources through sound management of physical development (Goals 13, 14, 15 and 16; Objective 5)**

Activity	Time Frame
<p>A. Continue to assist local communities in developing "Smart Growth" Comprehensive Plans, in compliance with § 66.1001.</p> <p>Currently, full planning efforts include:</p> <ul style="list-style-type: none"> <li>▪ <i>Menominee County</i></li> <li>▪ <i>Town of Greenville</i></li> <li>▪ <i>Village of Kimberly</i></li> <li>▪ <i>Village of Combined Locks</i></li> <li>▪ <i>Village of Lohrville</i></li> <li>▪ <i>Village of Coloma</i></li> <li>▪ <i>Town of Coloma</i></li> </ul> <p>Background assessments are being created for: Towns of Plainfield, Oasis, Hancock, Richford, Springwater, Mount Morris, Saxeville, and Leon; the Village of Hancock, and Waushara County.</p>	<p>All communities by 2010; subsequent updates every 10 yrs</p> <p>2007-2009</p> <p>2008-2009</p>
<p>B. Continue to administer the WDNR's Sewer Service Area (SSA) program</p> <ul style="list-style-type: none"> <li>▪ Omro 2030 SSA Plan Update (submitted to WDNR)</li> <li>▪ Waupaca/Chain O' Lakes 2030 SSA Plan Update</li> </ul>	<p>2008</p> <p>2008-2009</p>
<p>C. Continue to develop All Hazards Mitigation Plans for counties within the region:</p> <ul style="list-style-type: none"> <li>▪ Waushara County All Hazards Mitigation Plan</li> <li>▪ Shawano County All Hazards Mitigation Plan</li> <li>▪ Outagamie County All Hazards Mitigation Plan</li> </ul>	<p>2008</p> <p>2008-2009</p> <p>2008-2009</p>

**PRINCIPLE 7: Obtain and utilize adequate funds and other resources (Goal 3; Objective 3)**

Activity	Time Frame
A. Pursue additional funding from EDA, while leveraging funding additional private and public sources.	Ongoing
B. Continue providing information on local, state, and federal economic development programs (See Appendix I: "Economic Development Programs and Resources")	Ongoing

## INTEGRATION WITH STATE, REGIONAL, & LOCAL ECONOMIC DEVELOPMENT

The Commission recognizes that in addition to efforts and activities initiated by the EDD, collaboration and coordination with state, regional, and local economic development efforts is crucial to the full implementation of the CEDS. Appendix J contains contact information for all economic development organizations discussed below. See Map 16 for an illustration of ongoing economic development efforts/entities within the region.

### State of Wisconsin

In early 2008, *Grow Wisconsin—Accelerate, Innovate; Building the Next Generation of Wisconsin's Industry*, was released by the Governor Jim Doyle's office as an update to the original report (2003). The Governor's "Grow Wisconsin" plan represents the State of Wisconsin's economic development priorities, and was developed with broad based public participation. As required by federal legislation (CFR §303.7(10)), the CEDS must demonstrate how it can be integrated with the "Grow Wisconsin" plan.

The plan offers the following goals as the key to growing Wisconsin's economy (Page 7, Executive Summary). A brief explanation of how elements of the CEDS support each goal is provided below.

#### **1. Retain and Create High Wage Jobs.**

The CEDS supports this goal through the Economic Development Vision ("*...The East Central Region has diversified employment opportunities including well paid knowledge based jobs...*"), Goal 1, and Objectives 1 and 2.

#### **2. Prepare Workers for Tomorrow's Economy.**

The CEDS supports this goal through the Economic Development Vision ("*The East Central Region has diversified employment opportunities including well paid knowledge based jobs ...The region conducts collaborative economic development efforts across jurisdictional boundaries of governments, educational institutions, and other economic development entities...*"), and Goals 7, 9 and 12.

### **3. *Create and Unleash Knowledge to Build Emerging Industry.***

The CEDS supports this goal through the Economic Development Vision (“...*The regional economy benefits from advances in research and technology, and supports entrepreneurialism and local business ownership...*”), and Goals 4, 5, 9 and 7.

### **4. *Add Value to Wisconsin’s Economic Base.***

The Governor’s plan focuses on improving productivity, worker skills, and innovation in Wisconsin’s base industries: agriculture, manufacturing, and tourism. The CEDS supports this goal through the Economic Development Vision (“...*The East Central Region has diversified employment opportunities...The regional economy benefits from advances in research and technology, and supports entrepreneurialism and local business ownership...The preservation of natural resource amenities supports tourism opportunities ...*”), and Goals 4, 5, 6, 17, 18, 19, 20, 21 and 22.

### **5. *Tap Wisconsin’s Full Urban Potential.***

The “Grow Wisconsin” plan seeks to capitalize on Milwaukee as the financial and cultural capital of Wisconsin. Although Milwaukee is outside of our region, this plan does tout the region’s relative proximity to Milwaukee as an economic development asset, as seen in Map 10.

Should one take a broader view of the State’s goal, the “Grow Wisconsin” plan touts the benefits of urban areas for their concentration of “industry, entertainment, arts, and athletics” (page 7). The CEDS supports these items through the Economic Development Vision (“...*The preservation of natural resource amenities supports tourism opportunities, assists in attracting an educated workforce and enhances the quality of place for residents in the region....*”), and Goals 15, 16, 17, 18, 19, and 20.

### **6. *Implement Strategies Regionally.***

The Governor’s plan illustrates 7 regional entities through which to implement strategies of the “Grow Wisconsin” plan. As the East Central Wisconsin EDD is a federal program, it does not comprise a state endorsed region. With that said, the East Central EDD and the Bay Lake EDD combined comprise most of the counties within the northeast Wisconsin region, aka the New North. This CEDS fully recognizes the importance of leveraging these two EDDs to support the efforts of New North, Inc.

### **7. *Lower Regulatory Burdens, Keep Standards High.***

The Governor’s plan recognizes that regulatory processes need to be streamlined, while still maintaining high standards that “protect our environment, workers, and consumers” (page 7). While the ECWRPC serves the region in an advisory capacity, this CEDS supports efforts that make the region more competitive (Goal 1) while still maintaining the quality amenities needed to attract and retain key talent (Goals 15, 17, 18 and 20).

### **8. *Development World Class Infrastructure.***

The CEDS supports this goal through Objective #5, as well as through ECWRPC items in transportation (e.g. MPO and SSA planning efforts), as outlined in this plans “action plan”.

**MAP 16.**

**Economic Development District and Regional Organizations**

## Regional, County & Local Economic Development Efforts

Coordination and cooperation with regional, county, and local economic development efforts is crucial to the full implementation of the CEDS. The Commission will continue to participate in the efforts of other economic development organizations from throughout the region, including, but not limited to the following:

- Northeast Wisconsin Regional Economic Partnership (NEWREP);
- New North, Inc.;
- Bay Lake & North Central Regional RPC/EDD;
- Fox Valley and Bay Area Workforce Development Boards;
- Fox Cities Economic Development Partnership;
- Shawano County Economic Progress, Inc;
- Greater Outagamie County Economic Development Corporation;
- Calumet County Economic Development Group;
- Waupaca County Economic Development Corporation;
- Tri-County Regional Economic Development Corporation;
- Waushara County Economic Development Corporation;
- Fond du Lac County Economic Development Corporation;
- Oshkosh Commercial Development Corporation;
- Chamco, Inc.;
- Menominee Tribal Enterprises;
- Local Chambers of Commerce; and
- Convention and Visitors Bureaus.

Map 16 depicts several of these organizations, in relation to the boundaries of the EDD.