

MEETING NOTICE

ECONOMIC DEVELOPMENT COMMITTEE

COMMITTEE MEMBERS:

| Member | County |
|---------------|--------------------|
| Alice Connors | Calumet County |
| Allen Buechel | Fond du Lac County |
| Tim Hanna | Outagamie County |
| Ruth Winter | Menominee County |
| Kara Homan | Outagamie County |
| Chuck Dallas | Shawano County |
| James Nygaard | Waupaca County |
| Mark Harris | Winnebago County |

DATE: Wednesday, January 29, 2020

TIME: 1:00 p.m.

PLACE: ECWRPC
400 Ahnaip Street, Suite #100
Menasha, WI 54952

As a quorum will be required to take action on certain items, please be sure to contact our offices if you are unable to attend the meeting, or to confirm attendance of an alternate.

AGENDA

1. Welcome and Introductions – Allen Buechel, Chair
2. Statement of compliance with Wis. Stats. Ch. 19, Subchapter V, Sec. 19.84 regarding Open Meetings requirements
3. Pledge of Allegiance
4. Approval of Agenda / Motion to Deviate
5. Public Comment
6. News & Announcements
 - a. January 31, 2020 Quarterly Commission Meeting, Kaukauna Library
 - b. Other

ACTION ITEMS:

7. Approval of October 2, 2019 Economic Development Committee Summary of Proceedings (**Attachment #1**)
8. Approval of April 23, 2019 Joint Economic Development and Regional Comprehensive Plan Committees Summary of Proceedings (**Attachment #2**)
9. Approval of the 2020 Work Program & Budget - 1500 Element (**Attachment #3**)

DISCUSSION ITEMS:

10. Review & Discussion of Preliminary Draft ECWRPC 2020-2023 Strategic Plan (**Attachment #4**)
11. Regional Economic Development Planning Efforts
 - a. Initiative 41 Update (*Eric*)
 - b. WEDC Disaster Recovery Microloan Program update (*Tom*)
 - c. Global New North/FDI Update (*Tom*)
 - d. EMSI Services - Emsi ECWRPC user stats for the year and quarterly Economy Overview Report. (*Adam*) (**copies will be provided at meeting**)
 - e. Recent and Potential EDA potential grant projects (**Attachment #5**) (*Tom*)
 - f. Federal Disaster Notifications of Funding (*Tom*)
12. ECWRPC Steering Committee Report (**Attachment #6**) (*Eric*)
13. County Roundtable Discussion/Updates
14. Next meeting - 1:00 pm on Wednesday, April 1st, at ECWRPC offices (**Attachment #7 for 2020 meeting dates**)
15. Adjourn

Any person wishing to attend this meeting or hearing, who, because of a disability, requires special accommodations should contact the East Central Wisconsin Regional Planning Commission at (920) 751-4770 at least three business days prior to the meeting or hearing so that arrangements, within reason, can be made.

-DRAFT- SUMMARY OF PROCEEDINGS

Economic Development Committee
East Central Wisconsin Regional Planning Commission

East Central WI RPC
400 Ahnaip Street, Suite #100
October 2, 2019

Committee Members Present:

| Member | County |
|--------------------------|------------------|
| Chuck Dallas, Vice-Chair | Shawano County |
| James Nygaard | Waupaca County |
| Kara Homan | Outagamie County |
| Tim Hanna | Outagamie County |

Committee Members Not Present:

| Member | County |
|----------------------|--------------------|
| Allen Buechel, Chair | Fond du Lac County |
| Alice Connors | Calumet County |
| Mark Harris | Winnebago County |
| Ruth Winter | Menominee County |

Staff Present:

| Staff | Role |
|-----------------|--|
| Tom Baron, AICP | Principal Economic Development Planner |
| Adam Pfefferle | GIS Specialist II |

1. Welcome and Introductions

Mr. Dallas called the meeting to order at 1:30 PM.

2. Statement of compliance with Wis. Stats. Ch. 19, Subchapter V, Sec. 19.84 regarding Open Meetings requirements

The meeting was found to be in compliance with Open Meetings requirements.

3. Pledge of Allegiance

4. Approval of Agenda / Motion to Deviate

A motion was made by Mr. Hanna and seconded by Mr. Nygaard. The motion passed unanimously.

5. Public Comment

No public comments were received.

6. News & Announcements

- a. October 25, 2019 Mini Conference and Quarterly Commission Meeting, Bridgewood Hotel & Conference Center, Neenah, WI

Mr. Baron provided a reminder about the upcoming mini conference and full commission meeting.

- b. December 5, 2019 New North Annual Summit, KI Convention Center, Green Bay, WI

Mr. Baron noted the upcoming New North Annual Summit and reminded the committee that ECWRPC will cover registration fees for Economic Development Committee members.

- c. Other

Mr. Baron provided an update on the Commuter Service Feasibility Study currently underway by ECWRPC.

ACTION ITEMS:

7. Approval of July 17, 2019 Economic Development Committee Summary of Proceedings (**Attachment #1**)

A motion was made by Mr. Hanna and seconded by Mr. Nygaard. The motion passed unanimously.

8. Approval of April 23, 2019 Joint Economic Development and Regional Comprehensive Plan Committees Summary of Proceedings (**Attachment #2**)

This item was tabled as Commissioners present were not at the April 23, 2019 meeting.

9. Resolution 25-19 Adopting the 2019 Comprehensive Economic Development Strategy (CEDS) Annual Performance Report (**Attachment #3 - Draft CEDS report**) (**Attachment #4 - Resolution**)

Mr. Baron provided an overview of the CEDS Annual Performance Report along with activities associated with the development and adoption of the report. There was discussion about the need for ECWRPC staff to meet with new staff and elected officials.

A motion was made by Mr. Nygaard and seconded by Ms. Homan. The motion passed unanimously.

DISCUSSION ITEMS:

10. Special Order of Business: ECWRPC 2020-2023 Strategic Planning Session

Mr. Dave Tebo facilitated a Strategic Planning Session for the committee. He started the facilitation by providing his professional background along with the intent of the Strategic Planning process. He facilitated a number of activities for the committee.

11. ECWRPC Draft 2020 Economic Development Work Program review (to be distributed at meeting)

Mr. Baron provided an overview of the economic development work plan and its alignment with ECWRPC's grant agreement with EDA. There was discussion about the timing of the adoption of the work plan with the implementation of the updated strategic plan.

12. WEDC Disaster Recovery Microloan Program update (*Tom*)

Mr. Baron noted that no activity had taken place with the program outside of annual reporting requirements.

13. Regional Economic Development Planning Efforts

a. Initiative 41 Update

Mr. Baron noted Mr. Fowle is working through the results of an earlier team meeting. It was also reported that the New North has initiated talent planning activities and that ECWRPC staff has attended events as part of it.

b. Global New North/FDI Update

Mr. Baron provided an update of export activities in the ECWRPC region. This included the impacts of tariffs and other global activities. An upcoming International Trade Conference to be held October 25th at Fox Valley Tech was also discussed.

c. EMSI Services - Emsi ECWRPC user stats for the year and quarterly Economy Overview Report.

Mr. Pfefferle distributed an EMSI Overview report for the ECWRPC region. There was brief discussion about demographic and job trends.

d. Recent and Potential EDA potential grant projects (Attachment #6**)**

Mr. Baron referenced an included staff report that provides a summary of EDA projects within the ECWRPC region.

e. EDA Tribal Toolkit Tour

Mr. Baron provided an update about attending two EDA Tribal Toolkit Tour events in the ECWRPC region. These annual events seek to build relationships and awareness of resources for tribal economic development needs.

f. Federal Disaster Notifications of Funding

Mr. Baron provided an update of Federal Disaster Notifications of Funding. Areas in the ECWRPC region are included as a result of strong storms and flooding. Funding is available to build community resiliency.

14. ECWRPC Steering Committee Report

Mr. Baron referenced a handout included in the meeting packet.

15. County Roundtable Discussion/Updates

There was discussion about a slow down at the Waupaca Foundry.

16. Next meeting

Mr. Baron noted that the committee normally meets on the first Wednesday of the month. With this, the January 2020 meeting would take place on New Year's Day. It was decided to select a different date through email correspondence.

17. Adjourn

The motion to adjourn was made by Mr. Hanna, with a second by Mr. Nygaard. The motion passed unanimously, and the meeting was adjourned at 3:20 PM.

Any person wishing to attend this meeting or hearing, who, because of a disability, requires special accommodations should contact the East Central Wisconsin Regional Planning Commission at (920) 751-4770 at least three business days prior to the meeting or hearing so that arrangements, within reason, can be made.

-DRAFT- SUMMARY OF PROCEEDINGS

**Joint Economic Development Committee and Regional Comprehensive Plan
Committee meeting**

East Central Wisconsin Regional Planning Commission

400 Ahnaip Street, Suite #100
Menasha, WI 54952
1:30 p.m. on April 23, 2019

Committee Members Present:

Economic Development Committee

| Member | County |
|-------------------------------|--------------------|
| Allen Buechel, County | Fond du Lac County |
| Chuck Dallas, Vice-Chair | Shawano County |
| Alice Connors | Calumet County |
| James Nygaard | Waupaca County |
| Ruth Winter | Menominee County |
| Larry Abitz for Thomas Nelson | Outagamie County |

Regional Comprehensive Plan Committee

| Member | County |
|----------------|------------------|
| Steve Cummings | Winnebago County |
| Rick Jaekels | Calumet County |
| James Lowey | Menominee County |
| Kevin Sturn | Outagamie County |
| Mike Thomas | Outagamie County |

Staff Present:

| Staff | Role |
|------------------|--|
| Eric Fowle, AICP | Executive Director |
| Tom Baron, AICP | Principal Economic Development Planner |

1) Welcome & Introductions

Mr. Buechel called the meeting to order at 1:30 PM.

2) Statement of Compliance with Wis. Stats. Ch. 19, Subchapter V, Sec. 19.84 Open Meetings

The meeting was found to be in compliance with Open Meetings requirements.

3) Pledge of Allegiance

4) Approval of Agenda

A motion was made by Ms. Connors and seconded by Mr. Cummings. The motion passed unanimously.

5) Public/Guest Comment

No public comments were received.

6) Brief Overview and Status of Initiative 41

Mr. Fowle provided an overview of the project including project consultants, timeframes, outcomes and reviews for the project. Additional remarks included post-project activities including an impact report document, fact sheets for the 13 individual efforts and a post-project meeting with project partners.

7) Brief Review of Driving the Future: A Strategy for Fostering Collaborative Economic Development along the Interstate-41 Corridor Report (*Summary and full report attached*)

Mr. Fowle provided an overview of the action matrixes that were developed for the project.

8) Revisit Discussion on Commission Role, Leadership and Capacity for Implementation of *Driving the Future* Report Strategies and Recommendations (*copy of June 5, 2018 meeting Summary of Proceedings attached for reference/refresh*)

Major topics of discussion included East Central starting a strategic planning process based on Outagamie County membership questions, the level of involvement that East Central should have in economic development, what roles within economic development are critical (talent, housing, placemaking, etc.). There was additional discussion about getting economic development groups from the region together to determine which agencies should take on which efforts identified in the I-41 Corridor Strategy. Discussion also included seeking funding for economic development activities and hosting an I-41 meeting in June in order to prepare for budget planning. There were questions about East Central being planners versus implementers of activities identified in the study.

9) Joint Committee Recommendation(s) Moving Forward

The group recommended that 1) members of the steering committee start strategic planning as soon as possible 2) encourage Eric to put together a meeting with project partners in the June timeframe.

10) Adjourn

The motion to adjourn was made by Mr. Sturn, with a second by Mr. Cummings. The motion passed unanimously, and the meeting was adjourned at 2:48 PM.

1500 Major Work Program Element: Economic Growth & Resiliency

Program Objective(s): *The primary focus of this program element is to coordinate and promote the federal Economic Development Administration's (EDA's) programs with public and private stakeholders throughout the region in a manner which is consistent with EDA's identified mission. East Central also coordinates and communicates with State of Wisconsin economic development agencies and programs, including the Wisconsin Economic Development Corporation, thereby furthering economic sustainability through focused efforts. Where appropriate and practical, specific recommendations from the Commission's Year 2030 Regional Comprehensive Plan, 2018 Comprehensive Economic Development Strategy (CEDS 5-year update) and subsequent CEDS annual reports, are addressed, implemented and monitored to further progress on reaching the identified Economic Development vision established within the plan. This program is funded partially by the Economic Development Administration (EDA) through a 3-year planning grant award that begins in 2018. This award has a matching funds requirement of 30%. As this is a three year program, many of the individual activities have notations as to the timeframe in which they are expected to occur. For the purposes of this document however, only a single year's worth of EDA funding is illustrated and it is assumed that the same amounts will be available for each of the three years.*

Work Program Elements:

- 1505—Program Administration & Support
- 1510 - Regional Plan and CEDS Implementation & Monitoring
- 1520/1530 - Technical Assistance
- 1540 - Comprehensive Economic Development Strategy Update
- 1550 - Initiative 41 Implementation Activities
- 1599 - WEDC Business Disaster Recovery Microloan Program

| FUNDING SOURCES | |
|------------------------|------------------|
| ECWRPC: | \$75,545 |
| EDA: | \$70,000 |
| New North: | \$500 |
| WEDC: | \$0 |
| TOTAL: | \$145,545 |

| STAFF ALLOCATIONS | | |
|--------------------------|-------------|--------------|
| | <u>DAYS</u> | <u>HOURS</u> |
| PLANNING | 160 | 1,200 |
| GIS | 86 | 645 |
| TOTAL: | 246 | 1,845 |

1505 Major Work Element: Program Administration and Support

Program Objective: Participate in, coordinate, learn and share information regarding various local and regional efforts and regional economic development trends so as to provide a presence for the Economic Development Administration. To develop and administer aspects of the planning grant funds received from EDA.

2020 Deliverables

- ⇒ Continue to prepare and submit grant reporting documents as required for EDA 3-year planning grant administration.
- ⇒ Attend EDA Quarterly Conference calls and inform the Economic Development Standing Committee of new EDA programs and activities.
- ⇒ Attend workshops and conferences, as necessary to promote regional economic development activities and to foster new projects as required. These may include:
 - State and National American Planning Association Conference(s);
 - International Economic Development Council Conference(s);
 - New North Annual Summit;
 - WI Governor’s Conference on Economic Development;
 - WEDC Programs and training sessions, and;
 - EDA sponsored or hosted conferences and training programs in Chicago or other Midwest cities.
- ⇒ Host and/or assist with coordinating Regional Economic Diversification Summit (REDS) meetings and activities related to implementation of the CEDs;
- ⇒ Provide reports, data and regional information as requested by EDA in a timely manner;
- ⇒ Comply with EDA regulations particularly those regarding eligibility, designation, and CEDS, as well as compliance with any audit requirements and /or support of GPRA reporting.

| FUNDING SOURCES | |
|-----------------|----------|
| ECWRPC: | \$5,458 |
| EDA: | \$12,735 |
| TOTAL: | |

| STAFF ALLOCATIONS | | |
|-------------------|-------------|--------------|
| | <u>DAYS</u> | <u>HOURS</u> |
| PLANNING | 16 | 120 |
| GIS: | 7 | 53 |
| IT: | | |
| TOTAL: | 23 | 173 |

Regional Plan/CEDS Relationship:

- Recommendation ED-1.1.1.1
- Recommendation ED-1.1.1.2
- CEDS Principle 1-Activity C

1510 Major Work Element: Regional Plan and CEDS Implementation & Monitoring

Program Objective: *To provide oversight, review, coordination and support activities which directly or indirectly serve to implement the vision, goals, strategies, and recommendations contained in the Economic Development Element of the adopted Year 2030 Regional Comprehensive Plan, the 2013 Comprehensive Economic Development Strategy (CEDS 5-year update) and subsequent CEDS Annual Reports/Updates.*

2020 Deliverables

- ⇒ Attend meetings and review draft federal, state, or local rules, regulations, or plans so as to achieve consistency with the Regional Plan, particularly the Economic Development component.
- ⇒ Coordinate or attend as necessary, meetings and workshops related to reviewing or resolving, multi-jurisdictional issues, or promoting/implementing collaborative solutions to achieve regional goals.
- ⇒ Provide economic development program outreach to local member governments to facilitate project development and implementation of strategies to ensure the region’s capacity to provide the necessary infrastructure and workforce to attract private investment and encourage the creation and expansion of higher-paying jobs.
- ⇒ Implement the strategic direction/action plan of the CEDS including grant writing, planning and technical assistance, other economic development assistance, training, travel, and other related activities, if directly associated to CEDS Implementation.
- ⇒ Coordinate federal, state, local and not-for-profit resources/funds to optimize the implementation of the CEDS strategic direction/action plan and progress toward attainment of regional goals, objectives and vision.
- ⇒ Identify relevant opportunities for multi federal agency involvement in economic development activities as it relates to the implementation of the CEDS and inform the EDA CRO Economic Development Integrator and/or the Economic Development Representative when appropriate;
- ⇒ Conduct other economic development activities such as research, planning and advisory functions as it relates to the implementation of the CEDS;

| FUNDING SOURCES | |
|------------------------|-----------------|
| ECWRPC: | \$18,848 |
| EDA: | \$26,236 |
| New North: | \$500 |
| TOTAL: | \$45,084 |

| STAFF ALLOCATIONS | | |
|--------------------------|-------------|--------------|
| | <u>DAYS</u> | <u>HOURS</u> |
| PLANNING | 48 | 360 |
| GIS: | 32 | 240 |
| IT: | | |
| TOTAL: | 80 | 600 |

Regional Plan/CEDS Relationship:

- Recommendation ED-1.1.2.1
- Recommendation ED-1.1.2.2
- CEDS Principle 1-Activities A & B

1511 Work Item: CEDS Implementation

Program Objective: Staff will facilitate implementation of the CEDS goals and will work with communities, counties, and other public and private economic development entities to evaluate or support EDA funding opportunities.

2020 Deliverables

- ⇒ Provide economic development program outreach to local member governments to facilitate project development and implementation of strategies to ensure the region’s capacity to provide the necessary infrastructure and workforce to attract private investment and encourage the creation and expansion of higher-paying jobs.
- ⇒ Implement the strategic direction/action plan of the CEDS including grant writing and support, planning and technical assistance, other economic development assistance, training, travel, and other related activities, if directly associated to CEDS Implementation.
- ⇒ Coordinate federal, state, local and not-for-profit resources/funds to optimize the implementation of the CEDS strategic direction/action plan and progress toward attainment of regional goals, objectives and vision.
- ⇒ Identify relevant opportunities for multi federal agency involvement in economic development activities as it relates to the implementation of the CEDS and inform the EDA CRO Economic Development Integrator and/or the Economic Development Representative when appropriate.
- ⇒ Conduct other economic development activities such as research, planning, and advisory functions as it relates to the implementation of the CEDS.

| FUNDING SOURCES | |
|-----------------|-----------------|
| ECWRPC: | \$8,826 |
| EDA: | \$11,953 |
| TOTAL: | \$20,779 |

| STAFF ALLOCATIONS | | |
|-------------------|-------------|--------------|
| | <u>DAYS</u> | <u>HOURS</u> |
| PLANNING | 30 | 225 |
| GIS: | 4 | 30 |
| IT: | | |
| TOTAL: | 34 | 255 |

1514 Work Item: Global Trade Strategy Implementation

Program Objective: Staff will implement the goals and objectives identified in the “Northeast Wisconsin Global Trade Strategy” report by being part of the Global New North Taskforce and Stakeholder Committees. Staff will specifically focus on goal number five by actively promoting infrastructure and policy initiatives at the local and state level that would benefit global trade in Northeast Wisconsin.

2020 Deliverables

- ⇒ Increase capacity of economic development professionals to better assist companies seeking to expand into global markets.
- ⇒ Track, document, and publicize impact of the global trade outreach initiative.
- ⇒ Create a clearinghouse of data driven, internal market opportunity analysis for Wisconsin industries, products, and businesses.
- ⇒ Actively promote infrastructure and policy initiatives at the local and state level that would benefit global trade in Northeast Wisconsin.
- ⇒ Participate in Global New North activities.

| FUNDING SOURCES | |
|-----------------|----------------|
| ECWRPC: | \$674 |
| EDA: | \$1,572 |
| TOTAL: | \$2,245 |

| STAFF ALLOCATIONS | | |
|-------------------|-------------|--------------|
| | <u>DAYS</u> | <u>HOURS</u> |
| PLANNING | 4 | 30 |
| GIS: | | |
| IT: | | |
| TOTAL: | 4 | 30 |

Regional Plan/CEDS Relationship:

- Recommendation ED-1.2.2.1
- Recommendation ED-1.2.2.2
- Recommendation ED-1.2.4.1
- Recommendation ED-1.7.1.1
- CEDS Principle 1-Activity C
- CEDS Principle 7-Activities A, B, & C

1515 Work Item: New North Gold Shovel Ready Program Site Verification

Program Objectives: *Through a formal Memorandum of Understanding (MOU) between East Central and New North, Inc., staff will provide third-party site verification services for the newly created, 18-county, New North Gold Shovel development site certification program. The Gold Shovel Ready designation is designed to identify both publicly and privately owned sites throughout the New North region which are suitable for development. The goal of this program is to gather uniform site information to increase the quality of site documentation, as well as the overall number of sites that are ready for development so that they can be actively marketed regional, national and international site selectors. This designation is not meant to replace or compete with the State of Wisconsin Certified Site Program, but rather to provide a scaled-down alternative for smaller sites or those that cannot meet the criteria of the State program. New North will market the Wisconsin Certified Sites within the region at no charge as part of the Gold Shovel Ready marketing. The MOU outlines reimbursement process for costs in the amount of \$150 per site with a max of 3 hours of time per site application.*

2020 Deliverables

- ⇒ Provide third-party review and verification of individual site applications (for approximately 12 sites) using a standardized checklist process and available data resources.
- ⇒ Provide the required notifications and site certification recommendations to New North and other parties
- ⇒ Answer applicant questions and monitor/enhance program processes as required.
- ⇒ Promote the New North Gold Shovel Ready program to the region’s communities, economic development practitioners and private sector entities as appropriate.

| FUNDING SOURCES | |
|-----------------|----------------|
| ECWRPC: | \$1,302 |
| EDA: | \$0 |
| New North: | \$500 |
| TOTAL: | \$1,802 |

| STAFF ALLOCATIONS | | |
|-------------------|-------------|--------------|
| | <u>DAYS</u> | <u>HOURS</u> |
| PLANNING | | |
| GIS: | 4 | 30 |
| IT: | | |
| TOTAL: | 4 | 30 |

Regional Plan/CEDS Relationship:

- Recommendation ED-1.2.2.1
- Recommendation ED-1.2.2.2
- Recommendation ED-1.2.4.1
- Recommendation ED-1.7.1.1
- CEDS Principle 1-Activity C
- CEDS Principle 7-Activities A, B, & C

1516 Work Item: AWRPC/WEDC Partnership Agreement—EMSI Developer Program Services

Program Objective: To utilize the EMSI Developer program as an economic development tool by providing economic data to requesting economic development entities or municipalities in the East Central Region.

2020 Deliverables

- ⇒ Through a sub-contract agreement with the Association of Wisconsin Regional Planning Commissions (AWRPC), East Central will be given access to EMSI software in order to provide services consistent with their contract requirements from the Wisconsin Economic Development Corporation (WEDC).
- ⇒ Participate in training for EMSI.
- ⇒ Research successful projects created by other users with EMSI.
- ⇒ Apply knowledge to fulfill local requests for data and information which will help better understand the local economy and consider collaborative strategies to address issues or opportunities.
- ⇒ Promote the use/service provision of EMSI Developer via ECWRPC newsletters, website, and social media.

| FUNDING SOURCES | |
|-----------------|----------------|
| ECWRPC | \$3,456 |
| EDA: | \$1,500 |
| TOTAL: | \$4,956 |

| STAFF ALLOCATIONS | | |
|-------------------|-------------|--------------|
| | <u>DAYS</u> | <u>HOURS</u> |
| PLANNING | | |
| GIS: | 11 | 83 |
| IT: | | |
| TOTAL: | 11 | 83 |

Regional Plan/CEDS Relationship:

- Recommendation ED-1.2.1.4
- Recommendation ED-1.2.2.1
- Recommendation ED-1.3.1.3
- CEDS Principle 1-Activities C & D

1517 Work Item: Support & Participation in Local, Regional and State Economic Development Orgs.

Program Objective: To participate in, coordinate and continue active membership in local, regional and state economic development activities and organizations. Share information regarding various local and regional efforts so as to provide a presence for the Economic Development Administration.

2020 Deliverables

- ⇒ Serve as a liaison with EDA’s Regional EDR, serve as active members of other regional, county, local and state economic development groups/committees and associated working groups and task forces.
- ⇒ Improve internal and external communication across these organizations with the public through interactions as well as media press releases and the Commission’s website, news-letter and mini-conferences.
- ⇒ Provide financial management assistance and other support services to these organizations where needed.

Typical organization meetings attended include:, but are not limited to:

- ⇒ Wisconsin Economic Development Corporation (WEDC)
- ⇒ The New North, Inc.
- ⇒ Northeast Wisconsin Regional Economic Partnership (NEWREP)
**ECWRPC serves as Treasurer for this effort.*
- ⇒ Fox Cities Economic Development Partnership (FCEDP)
**ECWRPC serves as Chair for this effort beginning January 2020.*
- ⇒ Fox Cities Regional Partnership (FCRP)
- ⇒ Fox Cities Chamber
- ⇒ Fox Valley Workforce Development Board
- ⇒ Greater Oshkosh Economic Development Corporation (GOEDC)
- ⇒ Oshkosh Chamber
- ⇒ Envision Greater Fond du Lac (EGF)
- ⇒ Heart of the Valley Chamber
- ⇒ Fox Cities Convention & Visitor Bureau
- ⇒ Waupaca County Revolving Loan Fund Committee
- ⇒ UW-Oshkosh - Chancellor’s Council of Advisors/Other

| FUNDING SOURCES | |
|-----------------|-----------------|
| ECWRPC: | \$3,104 |
| EDA: | \$7,242 |
| TOTAL: | \$10,346 |

| STAFF ALLOCATIONS | | |
|-------------------|-------------|--------------|
| | <u>DAYS</u> | <u>HOURS</u> |
| PLANNING | 14 | 105 |
| GIS: | 2 | 15 |
| IT: | | |
| TOTAL: | 16 | 120 |

Regional Plan/CEDS Relationship:

- Recommendation ED-1.2.2.1
- Recommendation ED-1.2.2.2
- Recommendation ED-1.2.4.1
- Recommendation ED-1.7.1.1
- CEDS Principle 1-Activity C
- CEDS Principle 7-Activities A, B, & C

1518 Work Item: ESRI Business Analyst Services

Program Objective: Utilize ESRI Business Analyst as an Economic Development tool for member counties and communities.

2020 Deliverables

Ongoing since 2012, this activity serves local and county units of government through the offering of services for the creation and analysis of GIS-based economic data. As such, staff will:

- ⇒ Research successful projects created by other users. Apply this knowledge to create templates for potential ECWRPC regional level projects;
- ⇒ Fulfill local requests for data and information on a first come, first serve basis for member counties and communities.
- ⇒ Promote ESRI Business Analyst via ECWRPC newsletters, website, and social media.

| FUNDING SOURCES | |
|-----------------|----------------|
| ECWRPC: | \$1,487 |
| EDA: | \$3,469 |
| TOTAL: | \$4,956 |

| STAFF ALLOCATIONS | | |
|-------------------|-------------|--------------|
| | <u>DAYS</u> | <u>HOURS</u> |
| PLANNING | | |
| GIS: | 11 | 83 |
| IT: | | |
| TOTAL: | 11 | 83 |

Regional Plan/CEDS Relationship:

- Recommendation ED-1.3.1.3
- Recommendation ED-1.3.2.1
- Recommendation ED-3.1.1.1
- CEDS Principle 1-Activities E & F

1520/1530 Major Work Element: Economic Development Technical Assistance

Program Objective: To assist regional, county, and local economic development efforts an activities. To promote the use of applicable EDA programs and funding sources, as necessary.

2020 Deliverables

⇒ Provide assistance to communities, organization, and other regional, county, and local economic development entities in order to foster economic development projects. Activities may include the coordination of, or attendance, at meetings; provision of socioeconomic data and information to communities; assistance with grant applications, and coordination of subsequent projects with respect to potential EDA funding.

| FUNDING SOURCES | |
|------------------------|-----------------|
| ECWRPC | \$11,005 |
| EDA: | \$14,462 |
| TOTAL: | \$38,072 |

| STAFF ALLOCATIONS | | |
|--------------------------|--------------------|---------------------|
| | <u>DAYS</u> | <u>HOURS</u> |
| PLANNING | 28 | 210 |
| GIS: | 14 | 105 |
| IT: | | |
| TOTAL: | 42 | 315 |

Regional Plan/CEDS Relationship:

Recommendation ED-5.1.1.2
CEDS Principle 1-Activities E

1521 Work Item: Maintain/Update the “Farm Fresh Atlas” Map

Program Objective: To provide limited assistance to complete or substantially progress a local-level or regional economic development project.

2020 Deliverables

Ongoing since 2008, this activity continues to promote Northeastern Wisconsin’s various local agricultural businesses.

- ⇒ Work with **Glacierland RC&D** and other individuals/entities to annual update the *Northeast Wisconsin Farm Fresh Atlas* mapping and graphics. This highly colorful brochure/map was developed to further promote the numerous existing local agricultural enterprises, and hence the strong ‘local foods cluster’ and agro-tourism opportunities within Northeastern Wisconsin.

| FUNDING SOURCES | |
|------------------------|--------------|
| ECWRPC: | \$270 |
| EDA: | \$631 |
| TOTAL: | \$901 |

| STAFF ALLOCATIONS | | |
|--------------------------|--------------------|---------------------|
| | <u>DAYS</u> | <u>HOURS</u> |
| PLANNING | | |
| GIS: | 2 | 15 |
| IT: | | |
| TOTAL: | 2 | 15 |

Regional Plan/CEDS Relationship:

Recommendation ED-5.1.1.2
CEDS Principle 1-Activity C, D & E

1523 Work Item: City of Brillion (Calumet Co.) RDA Assistance (Downtown Housing Study)

Program Objective: To provide limited assistance to complete or substantially progress a local-level or regional economic development project.

2020 Deliverables

- ⇒ This project continues from 2019. Staff will complete work with the City of Brillion Redevelopment Authority (RDA) to develop and present a short report which includes:
- A profiles of the downtown’s current housing resources (including types, descriptions and market rates as available and needed).
 - A discussion of potential factors affecting future housing demands in downtown.

| FUNDING SOURCES | |
|-----------------|----------------|
| ECWRPC: | \$988 |
| EDA: | \$2,304 |
| TOTAL: | \$3,292 |

| STAFF ALLOCATIONS | | |
|-------------------|-------------|--------------|
| | <u>DAYS</u> | <u>HOURS</u> |
| PLANNING | 3 | 22 |
| GIS: | 1 | 8 |
| IT: | | |
| TOTAL: | 4 | 30 |

1524 Work Item: Village of Hortonville - East Village Mixed Use TID Concept Plan

Program Objective: To provide limited assistance to complete or substantially progress a local-level or regional economic development project.

2020 Deliverables

⇒ This project was carried over from 2019 at the request of the community. East Central staff will assist the Village of Hortonville in the preparation of one or more land use development concepts for its East Village Mixed Use TID. This may include the development of:

- Proposed land use and street layout maps.
- Generalized development guidelines.
- Marketing and promotion materials.

| FUNDING SOURCES | |
|-----------------|----------------|
| ECWRPC: | \$5,432 |
| EDA: | \$1,460 |
| TOTAL: | \$6,892 |

| STAFF ALLOCATIONS | | |
|-------------------|-------------|--------------|
| | <u>DAYS</u> | <u>HOURS</u> |
| PLANNING | 8 | 60 |
| GIS: | 3 | 22 |
| IT: | | |
| TOTAL: | 3 | 82 |

1528 Work Item: City of Berlin Marketing Flyer

Program Objective: To provide limited assistance to complete or substantially progress a local-level or regional economic development project.

2020 Deliverables

- Preparation of a 2 page community marketing flyer using GIS mapping resources and ESRI Business Analyst data.

| FUNDING SOURCES | |
|-----------------|----------------|
| ECWRPC: | \$446 |
| EDA: | \$1,041 |
| TOTAL: | \$1,487 |

| STAFF ALLOCATIONS | | |
|-------------------|-------------|--------------|
| | <u>DAYS</u> | <u>HOURS</u> |
| PLANNING | | |
| GIS: | 3 | 22 |
| IT: | | |
| TOTAL: | 3 | 22 |

1535 Work Item: Yet to be Identified Technical Assistance Projects

Program Objective: To assist regional, county, and local economic development efforts and activities. To promote the use of applicable EDA programs and funding sources as necessary.

2020 Deliverables

- ⇒ Provide assistance to communities, organizations, and other regional, county, and local economic development entities in order to foster economic development projects. This time is available beyond that scheduled during the Commission’s 2020 Technical Assistance Program request process. The time is available to all communities on a first come, first serve basis as projects may develop throughout the course of 2020.
- ⇒ Activities may include the coordination of, or attendance at, meetings’ provision of data and information to communities; participation in public presentations and workshops, assistance with small scale economic development projects and grant applications; and coordination of projects with respect to potential EDA funding.

| FUNDING SOURCES | |
|-----------------|-----------------|
| ECWRPC: | \$3,869 |
| EDA: | \$9,027 |
| TOTAL: | \$12,395 |

| STAFF ALLOCATIONS | | |
|-------------------|-------------|--------------|
| | <u>DAYS</u> | <u>HOURS</u> |
| PLANNING | 17 | 128 |
| GIS: | 5 | 38 |
| IT: | | |
| TOTAL: | 22 | 166 |

Regional Plan/CEDS Relationship:

- Recommendation ED-1.1.1.2
- Recommendation ED-2.2.1.1
- Recommendation ED-3.1.1.1
- CEDS Principle 1-Activities C, D & E
- CEDS Principle 7-Activities A, B & C

1540 Major Work Element: Comprehensive Economic Development Strategy (CEDS) Annual Update

Program Objective: Per the requirements of the EDA grant, annually update the CEDS to maintain the region’s eligibility as an Economic Development District (EDD) for East Central Wisconsin and to provide socio-economic information to communities, organizations, and the private sector. ECWRPC will use the CEDS and CEDS process to foster collaborative regional economic development efforts by coordinating and implementing the economic development activities of the District.

2020 Deliverables

- ⇒ Complete the 2020 CEDS Annual Update for the Commission’s and EDA’s consideration. The CEDS contains socio-economic data, a description economic trends, and a discussion of Commission projects and work efforts. The plan is updated annually with the assistance and guidance of the CEDS Strategy Committee. Once approved and published, the 2020 CEDS Annual Update Report will be distributed and promoted throughout the region.
- ⇒ The CEDS annual update will continue to include a disaster/resiliency strategy as a component of the CEDS. The Disaster Strategy shall comply with the CEDS Content Guidelines and may be a separate section of the CEDS, or may incorporate by reference a separate plan, that details the Recipient’s emergency planning, response and recovery plan to be implemented should a disaster occur. The Disaster Strategy may also contain a list of implementation priorities and steps to stabilize and support a community’s economic resiliency.

| FUNDING SOURCES | |
|-----------------|-----------------|
| ECWRPC: | \$7,100 |
| EDA: | \$16,567 |
| TOTAL: | \$23,667 |

| STAFF ALLOCATIONS | | |
|-------------------|-------------|--------------|
| | <u>DAYS</u> | <u>HOURS</u> |
| PLANNING | 33 | 248 |
| GIS: | 11 | 83 |
| IT: | | |
| TOTAL: | 44 | 331 |

Regional Plan/CEDS Relationship:

- Recommendation ED-1.1.2.1
- Recommendation ED-1.1.2.2
- Recommendation ED-1.1.2.3
- Recommendation ED-1.1.2.4
- Recommendation ED-1.1.3.1
- CEDS Principle 1-Activities B

1550 Major Work Element: Initiative 41

Implementation Activities

Program Objective: The overall project goal is to support various industry cluster development and other industry diversification and regional collaboration initiatives within the region consistent with adopted plans and strategies resulting from the 5-year (2013-2018) DoD-OEA funded ORDIDI/Initiative 41 efforts.

| FUNDING SOURCES | |
|-----------------|-----------------|
| ECWRPC: | \$33,134 |
| TOTAL: | \$33,134 |

| STAFF ALLOCATIONS | | |
|-------------------|-------------|--------------|
| | <u>DAYS</u> | <u>HOURS</u> |
| PLANNING | 35 | 263 |
| GIS: | 22 | 165 |
| IT: | | |
| TOTAL: | 57 | 428 |

Regional Plan/CEDS Relationship:

- Recommendation ED-1.2.2.1
- Recommendation ED-1.2.2.2
- Recommendation ED-1.5.1.2
- Recommendation ED-1.6.1.1
- Recommendation ED-1.7.1.1
- Recommendation ED-1.8.1.1
- Recommendation ED-2.2.1.1
- Recommendation ED-2.2.1.2
- CEDS Principle 1-Activity C
- CEDS Principle 4-Activities A

1552 Work Item: Initiative 41 Coordination Activities

Program Objective: To promote the implementation of actions and recommendations contained in the 2018 report entitled “Driving the Future— A Strategy for Fostering Collaborative Economic Development Along the Interstate-41 Corridor “

2020 Deliverables

- ⇒ Staff will convene and attend meetings with regional economic development stakeholders along the corridor, and within the broader region, to continue facilitating the implementation of strategies and recommendations.
- ⇒ Staff will investigate and follow up on potential funding opportunities which will further build collaborative capacity along the I-41 corridor
- ⇒ Staff will conduct any necessary research or data development which helps to support a more collaborative economic development ecosystem.

| FUNDING SOURCES | |
|-----------------|----------------|
| ECWRPC: | \$4,946 |
| EDA: | \$0 |
| TOTAL: | \$4,946 |

| STAFF ALLOCATIONS | | |
|-------------------|-------------|--------------|
| | <u>DAYS</u> | <u>HOURS</u> |
| PLANNING | 17 | 127 |
| GIS: | 7 | 53 |
| IT: | | |
| TOTAL: | 24 | 180 |

Regional Plan/CEDS Relationship:

- Recommendation ED-1.1.1.2
- Recommendation ED-2.2.1.1
- Recommendation ED-3.1.1.1
- CEDS Principle 1-Activities C, D & E
- CEDS Principle 7-Activities A, B & C

1553 Work Item: Initiative 41 Smart Communities/ Smart Corridor Planning

Program Objective: To lead the implementation of recommendations associated with this strategy contained with the (2018) “Driving the Future— A Strategy for Fostering Collaborative Economic Development Along the Interstate-41 Corridor” report

2020 Deliverables

- ⇒ Staff will continue to research and compile information about Smart Communities/Smart Cities/Smart Corridor (including artificial intelligence, connected and autonomous vehicles, big data, etc.) and summarize key factors pertaining to the potential benefits (and concerns) of this concept in an effort to better integrate technological advancements, as well as new possible governance models (Smart Government) into planning activities for transportation, economic development, housing, infrastructure and talent attraction.
- ⇒ Staff will continue to build a network of interested regional stakeholders to facilitate more specific plans and strategies for moving forward with key components identified through this process.
- ⇒ Staff will share information about this topic with regional stakeholders through a variety of methods including emails, website postings, newsletters and meetings/forums.
- ⇒ Staff will seek out funding opportunities to build internal capacity and further advance collaborative efforts relating to this topic

| FUNDING SOURCES | |
|-----------------|-----------------|
| ECWRPC: | \$15,351 |
| EDA: | \$0 |
| TOTAL: | \$15,351 |

| STAFF ALLOCATIONS | | |
|-------------------|-------------|--------------|
| | <u>DAYS</u> | <u>HOURS</u> |
| PLANNING | 17 | 128 |
| GIS: | 9 | 67 |
| IT: | | |
| TOTAL: | 26 | 195 |

Regional Plan/CEDS Relationship:

- Recommendation ED-1.1.1.2
- Recommendation ED-2.2.1.1
- Recommendation ED-3.1.1.1
- CEDS Principle 1-Activities C, D & E
- CEDS Principle 7-Activities A, B & C

1554 Work Item: Economic Development StoryMap Maintenance/Updates/Enhancements

Program Objective: To continue to provide information about the region’s economic development capacity and resources in order to achieve higher levels of awareness, communication and collaboration.

2020 Deliverables

The “Resilient Region” ESRI Storymap was developed and published by East Central in 2018 as part of the DoD-OEA/WEDC funded Initiative 41 grant. Staff intends on maintaining, updating and enhancing this visual information tool so that it can be utilized by various stakeholders and the general public as a current and consistent source of information. Staff will also continue to promote the web-based tool through a variety of methods.

| FUNDING SOURCES | |
|-----------------|----------------|
| ECWRPC: | \$3,752 |
| EDA: | \$0 |
| TOTAL: | \$3,752 |

| STAFF ALLOCATIONS | | |
|-------------------|-------------|--------------|
| | <u>DAYS</u> | <u>HOURS</u> |
| PLANNING | 1 | 8 |
| GIS: | 6 | 45 |
| IT: | | |
| TOTAL: | 7 | 53 |

Regional Plan/CEDS Relationship:

- Recommendation ED-1.1.1.2
- Recommendation ED-2.2.1.1
- Recommendation ED-3.1.1.1
- CEDS Principle 1-Activities C, D & E
- CEDS Principle 7-Activities A, B & C

1599 Major Work Element: WEDC Business Disaster Microloan Program

Program Objective: The goal of the Disaster Recovery Microloan (DRM) program is to provide short-term assistance to businesses affected by disaster events in the East Central Economic Development District.

2020 Deliverables

Initiated by the State (WEDC) in 2018, this program aims to provide small (\$15,000 max) no-interest loans to qualified businesses that are impacted in a State or Federally declared Disaster Area. East Central applied to (and was accepted by) WEDC in 2018 to be one of many regional entities (RPCs and Regional EDO's) who will implement the program across all 72 Counties within the State. A contractual arrangement allows for the allocation of a loan funding pool after a disaster occurs based on estimated business impacts. Funds are loaned at 0% and paid back to East Central over a minimum 2-year period. Returned funds, can then be utilized for economic development purposes by East Central. **No activity is expected in this program during 2020 UNLESS a qualified disaster takes place in the region.** If that occurs, then staff is expected to work on the following items:

- ⇒ Administer and maintain compliance with program and all WEDC requirements.
- ⇒ Develop and implement outreach procedure for disaster events.
- ⇒ Provide a timely response to existing and new Disaster Recovery Microloan (DRM) events.
- ⇒ Coordinate with state, regional and local entities to promote and implement program as well as to implement best practices for program delivery, loan monitoring and compliance.

| FUNDING SOURCES | |
|-----------------|------------|
| ECWRPC: | \$0 |
| WEDC*: | \$0 |
| TOTAL: | \$0 |

| STAFF ALLOCATIONS | | |
|-------------------|-------------|--------------|
| | <u>DAYS</u> | <u>HOURS</u> |
| PLANNING | | |
| GIS: | | |
| IT: | | |
| TOTAL: | 0 | 0 |

* Revenues in the form of loan re-payments from businesses.

Regional Plan/CEDS Relationship:

- Recommendation ED-1.2.2.1
- Recommendation ED-1.2.2.2
- Recommendation ED-1.5.1.2
- Recommendation ED-1.6.1.1
- Recommendation ED-1.7.1.1
- Recommendation ED-1.8.1.1
- Recommendation ED-2.2.1.1
- Recommendation ED-2.2.1.2
- CEDS Principle 1-Activity C
- CEDS Principle 4-Activities A

ECWRCPC 2020-2023 STRATEGIC PLAN GOALS & STRATEGIES

EDITS AND NOTES/DISCUSSION POINTS RESULTING FROM 12/20/19 STEERING COMMITTEE MEETING SHOWN IN BLUE HIGHLIGHTING

THE COLLECTIVE IMPACT FRAMEWORK

The Collective Impact Framework is a process which helps in solving a specific social problem using a structured form of collaboration. This collaboration model identifies five separate conditions which can lead to positive outcomes as shown below:

The Collective Impact Framework

| The Five Conditions of Collective Impact | |
|--|---|
| Common Agenda | All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions. |
| Shared Measurement | Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable. |
| Mutually Reinforcing Activities | Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action. |
| Continuous Communication | Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation. |
| Backbone Support | Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies. |

Source: Channeling Change: Making Collective Impact Work, Stanford Social Innovation Review.

Relationship of Key Themes

The Key Themes generated from the planning process (See Chapter 2) were examined and fine-tuned by staff to better fit into the context of the Collective Impact Framework as follows:

- 1) Common Agenda
 - KEY THEME: Update & Strengthen Regional Comprehensive Plan
 - KEY THEME: Increase Regional Planning Capacity / Opportunities (to address new issues) **(SOME DISCUSSION ON THIS – STATEMENT MAY NEED EDITING DUE TO LACK OF SUPPORT FOR LEVY INCREASES)**
 - KEY THEME: Support County & Local Communities’ Planning Efforts
- 2) Shared Measurement Systems
 - KEY THEME: Continuous Project Improvement

- KEY THEME: Project Monitoring & Benchmarking Against Values & Program Goals*
- 3) Mutually Reinforcing Activities
KEY THEME: Increase Commissioner Knowledge & Engagement
- 4) Continuous Communication
KEY THEME: Identify Key Connections
KEY THEME: Develop New Methods/Forms/Formats of Communication
KEY THEME: Focus on Value & Services
- 5) Backbone Support Organization
KEY THEME: Operate Under A Sustainable Budget (STRONG DISCUSSION ON WHAT THIS MEANS)
KEY THEME: Hire and Retain Talented Staff
KEY THEME: Actively Monitor & Maintain Strategic Plan

A NEW PLAN FOR COLLABORATION

Mission, Vision & Values

A mission statement defines the core purpose of the organization - why it exists. A formal mission statement was adopted by the agency in 2012 as part of its first Strategic Plan and no changes are recommended for this updated plan.

MISSION STATEMENT: East Central builds relationships and cooperative, visionary growth strategies to keep our region beautiful, healthy, and prosperous.

A vision statement communicates clearly a vivid and desired or intended future state of your organization. It provides a strategic direction in unambiguous terms and shows a long-term view. It should tie back to the Mission Statement by illustrating how you carry out your operations. For the purposes of this Strategic Plan, the following Vision Statement is recommended:

VISION: East Central is an agency which effectively develops, administers and promotes [valued] regional and local planning [programs and services] which enhances our communities' [quality of life]. (Additions)

(NEW!) Values are deeply held convictions, priorities, and underlying assumptions that influence your attitudes and behaviors. An organization's core values and mission statement are part of foundation for the Strategic Plan – the beliefs and purpose that it is truly committed to. The major values identified during the planning process include:

VALUE: Continue to exist as an effective, focused regional planning agency.

VALUE: Embrace regionalism and the challenges of collaboration.

VALUE: Create a dynamic and prosperous region – one that recognizes the importance of both the urban and rural areas.

VALUE: Build resilience (economic, environmental, social) across the region so as to strengthen our counties and communities.

GOAL #1: UPDATE, STRENGTHEN & IMPLEMENT REGIONAL COMPREHENSIVE PLAN

GOAL DEFINITION: Having a shared vision for land use, transportation, economic development, public service provision, and the environment at the regional level is imperative to fulfilling our role.

DESIRED OUTCOME: A plan which truly identifies regional level land use and transportation related issues, and sets forth a visionary, cooperative path for deriving and implementing solutions in a collaborative manner. Align County Comprehensive Plan priorities into the Regional Comprehensive Plan.

MEASURE OF SUCCESS: Alignment of local, county and regional plans and policies.

GOAL CHAMPIONS: Executive Director, Assistant Director, Principal Planners

ADDITIONAL CONTRIBUTORS: All Staff, All Commissioners, Member County Department Heads

| COLLECTIVE IMPACT CONDITION | STRATEGY # | ACTION # | STRATEGY & ACTION STATEMENTS | RESPONSIBLE PARTIES FOR ACTIONS |
|-----------------------------|------------|----------|--|---------------------------------|
| Common Agenda | 1A | | Regularly Update Regional Comprehensive Plan | |
| | | 1A-1 | <i>ACTION</i> | |
| | 1B | | Align Comprehensive Plan Recommendations with Strategic Plan | |
| | | 1B-1 | <i>ACTION</i> | |
| | 1C | | Actively Fund Implementation of Key Comprehensive Plan Recommendations | |
| | | 1C-1 | <i>ACTION</i> | |
| | 1D | | Work Across RPC Borders as Needed to Implement Regional Plan(s) | |
| | | 1D-1 | <i>ACTION</i> | |

GOAL #2: BUILD STRONG RELATIONSHIPS THROUGH TARGETED, AUTHENTIC COMMUNICATION

GOAL DEFINITION: Creating meaningful, strong relationships with key stakeholders is critical to being a successful regional planning agency as well as implementing its regional plans. Targeting these efforts with different/appropriate messaging and methods will increase our effectiveness.

DESIRED OUTCOME: Having 100% of our member counties' department staff, and their communities (towns, villages, cities) be aware of and knowledgeable about ECWRPC and its functions and services. **(RETHINK WORDING ON THIS, AS THIS OUTCOME DOES NOT NECESSARILY EQUATE TO VALUE)**

MEASURE OF SUCCESS: Increased positive responses about awareness/knowledge of the Commission when surveyed in future years.

GOAL CHAMPIONS: Executive Director, Assistant Director, Principal Planners

ADDITIONAL CONTRIBUTORS: All Staff, All Commissioners

| COLLECTIVE IMPACT CONDITION | STRATEGY # | ACTION # | STRATEGY & ACTION STATEMENTS | RESPONSIBLE PARTIES FOR ACTIONS |
|----------------------------------|------------|----------|---|---------------------------------|
| Open & Continuous Communications | 2A | | Communicate Regularly and Directly with Key Stakeholders from Member Counties | |
| | | 2A-1 | <i>ACTION</i> | |
| | 2B | | Develop a Communication & Engagement Plan that Employs Strategic Partnerships for Sharing Information | |
| | | 2B-1 | <i>ACTION</i> | |
| | 2C | | Focus Communications on the Commission's Successes, Value, Services, Opportunities & Best Practices | |
| | | 2C-1 | <i>ACTION</i> | |

GOAL #3: INCREASE COMMISSIONER KNOWLEDGE & ENGAGEMENT

GOAL DEFINITION: Improve Commissioners’ base of knowledge about the Commission (history, accomplishments, programs, services, vision and values).

DESIRED OUTCOME: A more knowledgeable, and therefore, confident set of Commissioners who are comfortable sharing information about the Commission with others.

MEASURE OF SUCCESS: Full Commissioner participation in Standing Committee and Quarterly Commission meetings. Each Commissioner makes efforts at least twice per year to be meaningfully involved in a project, or engaged with a stakeholder/constituent about regional planning topics.

GOAL CHAMPIONS: Executive Director, Assistant Director, Commission Chair, Commission Vice-Chair

ADDITIONAL CONTRIBUTORS: County Board Chairs, County Executives

| COLLECTIVE IMPACT CONDITION | STRATEGY # | ACTION # | STRATEGY & ACTION STATEMENTS | RESPONSIBLE PARTIES FOR ACTIONS |
|---------------------------------|------------|--|---|---------------------------------|
| Mutually Reinforcing Activities | 3A | | Attract Quality Commissioners & Provide Meaningful Onboarding | |
| | | 3A-1 | <i>ACTION</i> | |
| | 3B | | Increase Commissioner Knowledge of Programs & Values | |
| | | 3B-1 | <i>ACTION</i> | |
| | 3C | | Provide Regular Training Opportunities for Commissioners | |
| | | 3C-1 | <i>ACTION</i> | |
| | 3D | | Create an Ambassadorship Program to Increase Knowledge of the Commission’s Work and Strengthen Partnerships | |
| | | 3D-1 | <i>ACTION</i> | |
| 3E | | Create Opportunities for Celebration of Regional Accomplishments, Recognition of Commissioners & Socialization | | |

GOAL #4: INCREASE ABILITY TO ADDRESS REGIONAL ISSUES & OPPORTUNITIES

GOAL DEFINITION: Provide more support and assistance to member counties which have common (regional) planning issues facing them.

DESIRED OUTCOME: To have more staffing capacity or flexibility to better address emerging, important regional planning issues as they arise.

MEASURE OF SUCCESS: The initiation and completion of new regional planning studies which provide direction and guidance on emerging regional planning issues.

GOAL CHAMPIONS: Executive Director, Principal Planners

ADDITIONAL CONTRIBUTORS: All Staff, All Commissioners, Member County Department Heads

| COLLECTIVE IMPACT CONDITION | STRATEGY # | ACTION # | STRATEGY & ACTION STATEMENTS | RESPONSIBLE PARTIES FOR ACTIONS |
|-----------------------------------|------------|-------------|---|---------------------------------------|
| <i>Common Agenda</i> | 4A | | Bring More Focus and Attention to Regional Level Issues which Affect Urban and Rural Counties | |
| | | <i>4A-1</i> | <i>ACTION</i> | |
| | 4B | | Dedicate Staff Time to Fostering New Funding & Partnership Opportunities which Address Current and Future Regional Issues | |
| | | <i>2B-1</i> | <i>ACTION</i> | |
| | 4C | | Increase Staffing Levels and/or Staffing Flexibility as Appropriate Using Grant & Levy Funding Sources. (THIS NEEDS MORE DISCUSSION – COMMITTEE UNSURE ABOUT NEED/ABILITY TO INCREASE STAFFING IN THE FUTURE) | |
| | | <i>4C-1</i> | <i>ACTION</i> | |

GOAL #5: OPERATE UNDER A SUSTAINABLE BUDGET (NEED TO DEFINE 'SUSTAINABLE')

GOAL DEFINITION: Creation of a sustainable budget model that relies on a stable base of funding, with flexibility and foresight to accommodate future needs.

DESIRED OUTCOME: A balanced annual budget that does not over-rely on the Counties' levy contributions. (NEED TO BETTER DEFINE "OVER-RELY").

MEASURE OF SUCCESS: Successful annual audits that show a positive bottom-line.

GOAL CHAMPIONS: Executive Director, Assistant Director, Controller

ADDITIONAL CONTRIBUTORS: Steering Committee, All Staff

| COLLECTIVE IMPACT CONDITION | STRATEGY # | ACTION # | STRATEGY & ACTION STATEMENTS | RESPONSIBLE PARTIES FOR ACTIONS |
|-------------------------------|------------|----------|---|---------------------------------|
| Backbone Support Organization | 5A | | Maintain Current, Stable Federal and State Funding Streams | |
| | | 5A-1 | ACTION | |
| | 5B | | Identify New Federal and State Grant Funding Sources, as well as Other Creative Funding Strategies so as not to Become Over-reliant on the Levy (NEED TO DEFINE 'OVER-RELIANT') | |
| | | 5B-1 | ACTION | |
| | 5C | | Entertain Reasonable Increases of the County Levy on a Regular Basis (STRONG DISCUSSION POINT WITH SOME SENTINMENTS THAT THE LEVY SHOULD BE REDUCED) | |
| | | 5C-1 | ACTION | |
| | 5D | | Use a Combination of Fee Increases and Project Management Efficiencies to Ensure Project Costs are Covered | |
| | | 5D-1 | ACTION | |
| | 5E | | Develop LEAN Processes to Reduce Overhead Costs and Identify Efficiencies | |
| | | 5E-1 | ACTION | |

GOAL #6: CONTINUOUS EVALUATION & IMPROVEMENT IN PROGRAMS & SERVICES

GOAL DEFINITION: Evaluate and improve Commission programs and services to ensure effectiveness and efficiency.

DESIRED OUTCOME: New processes and procedures that create meaningful local and regional plans in a cost-effective manner.

MEASURE OF SUCCESS: Creation of plans that are on budget and are impactful to communities and the region.

GOAL CHAMPIONS: Executive Director, Principal Planners

ADDITIONAL CONTRIBUTORS: All Staff, Steering Committee

| COLLECTIVE IMPACT CONDITION | STRATEGY # | ACTION # | STRATEGY & ACTION STATEMENTS | RESPONSIBLE PARTIES FOR ACTIONS |
|-----------------------------|------------|----------|--|---------------------------------|
| Shared Measurement Systems | 6A | | Improve Project Cost Estimation Methods | |
| | | 6A-1 | <i>ACTION</i> | |
| | 6B | | Improve Project Management & Staff Leadership (On Time & On Budget) | |
| | | 6B-1 | <i>ACTION</i> | |
| | 6C | | Improve Project Cost Monitoring & Benchmarking Against Values | |
| | | 6C-1 | <i>ACTION</i> | |
| | 6D | | Conduct Periodic Reviews and Evaluations of All Program Areas & Activities (NOTE – THIS WILL OCCUR IN FEB., 2020 BY THE STEERING COMMITTEE, WITH STANDING COMMITTEE INPUT) | |
| | | 6D-1 | <i>Develop project evaluation form for use after completion of local assistance projects.</i> | |
| | 6E | | Develop Creative Planning Processes & Results | |
| | | 6E-1 | <i>ACTION</i> | |
| | 6F | | Apply New Technologies to Planning Processes and Data Analytics | |
| | | 6F-1 | <i>ACTION</i> | |

GOAL #7: SUPPORT THE PLANNING EFFORTS OF THE REGION’S COMMUNITIES

GOAL DEFINITION: Having a strong region means having strong communities that are efficiently planned and adaptable to changing circumstances. Furthermore, since the Commission is advisory by statutes, having local plans which align with regional plans is a key strategy for moving forward with the regional vision.

DESIRED OUTCOME: The provision of a wide range of planning services that meets our communities’ needs in a cost-effective manner.

MEASURE OF SUCCESS: Regular use of Commission services and information.

GOAL CHAMPIONS: Executive Director

ADDITIONAL CONTRIBUTORS: All Staff, All Commissioners (program promotion)

| COLLECTIVE IMPACT CONDITION | STRATEGY # | ACTION # | STRATEGY & ACTION STATEMENTS | RESPONSIBLE PARTIES FOR ACTIONS |
|-----------------------------------|------------|----------|---|---------------------------------------|
| Common Agenda | 7A | | Allocate Time and Resources to Provide Assistance to Local Communities in a Fair and Equitable Manner | |
| | | 7A-1 | ACTION | |
| | 7B | | Provide education and information on best practices which implement the regional plan(s) | |
| | | 7B-1 | ACTION | |

GOAL #8: RETAIN AND HIRE TALENTED STAFF

GOAL DEFINITION: Talented and qualified staff are the lifeblood of the agency in terms of providing valuable services to member counties and communities.

DESIRED OUTCOME: Reduce staff turnover and build new skill sets when hiring replacement staff.

MEASURE OF SUCCESS: Reduced staff turnover and ease of attracting new staff when needed.

GOAL CHAMPIONS: Executive Director

ADDITIONAL CONTRIBUTORS: Lead Program Staff, Steering Committee

| COLLECTIVE IMPACT CONDITION | STRATEGY # | ACTION # | STRATEGY & ACTION STATEMENTS | RESPONSIBLE PARTIES FOR ACTIONS |
|--------------------------------|------------|----------|--|---------------------------------|
| Backbone Support Organization. | 8A | | Provide an Attractive Workplace Culture & Environment | |
| | | 8A-1 | <i>Create materials and information that promotes the regions young professional networking and support activities, as well the area's natural environment and urban/rural entertainment and recreation amenities.</i> | |
| | 8B | | Provide Competitive Wages, Benefits & Growth/Recognition Opportunities for Current and Future Staff | |
| | | 8B-1 | ACTION | |

GOAL #9: ACTIVELY MONITOR & MAINTAIN THE COMMISSION’S STRATEGIC PLAN

GOAL DEFINITION: Keeping the Strategic Plan current and timely to ensure that changes in agency direction are more easily predicted and accommodated.

DESIRED OUTCOME: A strategic plan that is taken to heart by Commissioners and reviewed/updated regularly to accommodate changing conditions.

MEASURE OF SUCCESS: Regular meetings to review and report out on Strategic Plan implementation and the initiation of an update to the plan in 2023.

GOAL CHAMPIONS: Executive Director, Commission Chair

ADDITIONAL CONTRIBUTORS: All Commissioners, Member County Department Heads, All Staff

| COLLECTIVE IMPACT CONDITION | STRATEGY # | ACTION # | STRATEGY & ACTION STATEMENTS | RESPONSIBLE PARTIES FOR ACTIONS |
|-----------------------------------|------------|----------|--|---------------------------------------|
| Backbone Support Organization | 9A | | Create “Action Teams” Comprised of Commissioners and Staff to Monitor and Implement Strategic Plan | |
| | | 9A-1 | ACTION | |
| | 9B | | Review Strategic Plan Accomplishments on an Annual Basis | |
| | | 9B-1 | ACTION | |
| | 9C | | Review and Update the Strategic Plan as Needed on a 3-Year Timeframe | |
| | | 9C-1 | ACTION | |

STAFF REPORT

| | |
|--------------|---------------------------------------|
| To: | ECWRPC Economic Development Committee |
| From: | Tom Baron, ECWRPC |
| Date: | 1/16/20 |

| | |
|---------------------|-------------------------------------|
| Subject: | EDA projects update |
| Project: | ECWRPC Economic Development Program |
| Attachments: | None |

BACKGROUND

This staff report provides a summary of EDA projects within the East Central Economic Development District.

PROJECTS UPDATE

| Community | Summary | Status |
|-----------------|--|--|
| Brillion | EDA Program: Public Works and Economic Adjustment Assistance Description: Redevelopment of former Brillion Iron Works site. | Project status: Pre-application. Actions: Site visit and meeting with project developers in October 2019. |
| Menominee Tribe | EDA Program: Disaster Recovery Description: Funding the purchase of equipment for wood products work. | Project status: Pre-application. Actions: Conference calls with project applicants regarding project. |
| Menominee Tribe | EDA Program: Disaster Recovery Description: Development of Economic Development Strategic Plan. | Project status: Pre-application. Actions: Conference calls with project applicants regarding project. |
| New Holstein | EDA Program: Planning and Local Technical Assistance Description: Market Feasibility Study for former Tecumseh site. Results will help guide development actions. | Project status: Funding approved and accepted. RFP being developed. Actions: Assist city staff with award acceptance and other items as needed. |
| Oshkosh | EDA Program: Public Works and Economic Adjustment Assistance Description: Construction project to add road to Southwest Industrial Park. | Project status: Funding approved and accepted. Design work underway. Actions: Periodic status checks with city staff. |

Memo

To: ECWRPC Standing Committees

From: Eric W. Fowle, AICP – Executive Director

Date: December 30, 2019

RE: Quarterly Steering Committee Update

In an effort to better inform all Commissioners and Committees, routine reports on Steering Committee activities are being provided as part of each Standing Committee meeting. The Steering Committee met most recently on November 18th and December 20th, 2019 to address and discuss a number of items, including:

- Review of preliminary draft 2020-203 Strategic Plan Goals & Strategies. The Steering Committee would like to have continued discussions on:
 1. Receiving input and feedback from other Standing Committees and Commissioners on prioritizing projects/programs to align the budget and work program, and;
 2. To hold a special full day meeting in February, 2020 to conduct a more thorough review of current Commission programs. Based on this, it is likely that this effort will be continued through the winter and early spring of 2020 with the goal being to have it adopted by the Commission at the April Quarterly Commission meeting;
- Need for a policy on providing technical assistance to communities on edge of member counties;
- Approval of preliminary list of 2020 Technical Assistance projects;
- Preliminary discussion on potential for Native American “land acknowledgment” statements at Commission related meetings;
- Approval of comprehensive plan update local assistance contracts for C. Shawano, T. Caledonia (Waupaca Co.), and T. Lessor (Shawano Co.);
- Approval of Appleton (Fox Cities) and Oshkosh MPO Recommended Surface Transportation Program-Urban Transportation Projects for funding;
- Conducted the Executive Director’s Performance Evaluation and approval of 2020 contract.

The Committee will be meeting again in January, 2020 to take final action on the draft 2020 Budget & Work Program as well as in February to focus on the Strategic Plan Update.

If you have questions on any of these items, please contact me at (920) 751-4770 or at efowle@ecwrpc.org.

Economic Development Committee 2020 Meeting Schedule

Revised: 1/16/20

| Date and Time | Notes |
|-----------------------------|--------------------------------|
| January 29, 2020 at 1:00 PM | Work program and budget action |
| April 1, 2020 at 1:00 PM | |
| July 1, 2020 at 1:00 PM | Chair and Vice Chair election |
| October 7, 2020 at 1:00 PM | CEDS approval action |