MEETING NOTICE

OPEN SPACE AND ENVIRONMENTAL MANAGEMENT COMMITTEE

COMMITTEE MEMBERS: DuWayne Federwitz, Chair (Waupaca Co.), Hope Karth (Calumet Co.), Daniel Rettler (Outagamie Co.), Jeremy Johnson (Menominee County), Larry Timm (Waushara Co.), and Bob Schmeichel (Winnebago County)

Please contact our offices at least 48 hours in advance if you are unable to attend or arrange for an alternate, as a quorum (3) is needed to conduct Committee business.

DATE: Wednesday, January 8, 2020
TIME: 1:30 P.M.
PLACE: ECWRPC Offices, 400 Ahnaip Street, Menasha, WI

Agenda
1) Welcome & Introductions
2) Statement of Compliance with Wis. Stats. Ch. 19, Subchapter V, Sec. 19.84 regarding Open Meetings
3) Pledge of Allegiance
4) Approval of Agenda / Motion to Deviate
5) Public Comment pertaining to items on agenda

ACTION ITEMS:
6) Approval of July 10, 2019 Open Space & Environmental Management Committee Summary of Proceedings (Attachment #1) (Note: No quorum present at October 10, 2019 meeting, notes are included as Attachment #1A)
7) Approval of the 2020 Work Program Elements 1400 and 1600 & Budget (to be sent under separate cover prior to meeting )
8) Review and Discussion of the Preliminary Draft of the ECWRPC 2020-2023 Strategic Plan (Attachment #2)

(Over Please)
ECWRPC Open Space & Env. Management Committee
January 8, 2020
Agenda, continued

INFORMATIONAL ITEMS:

9) News and Announcements

STAFF REPORTS

10) Program/Project Updates & Discussion Items:
   a) Water Management Issue Updates (Todd V.)
   b) Open Space and Recreation Planning Activities (Trish N.)
      i) 2019 Projects – Final Plan Adoptions
      ii) New 2020 CORP Projects – per Work Program
   c) NR-135 Non-metallic Mining Reclamation Program Report and Updates (Scott K.)
   d) Fox-Wisconsin Heritage Parkway (Tom B.)
   e) GIS Project Updates (Anna H.)
   f) Niagara Escarpment Management Update: Geotourism Program (Eric F.)

11) ECWRPC Steering Committee Update (Attachment #3)

12) County Round Table Sharing/Discussion (as time permits)

13) 2020 Meeting Times and Schedule
    a) Next meeting: April 8, 2020 at 1:30 p.m., location TBD

14) Adjourn

Upcoming Meeting dates: This Committee meets on the 2nd Wednesday of the month at 1:30 p.m. in the afternoon. Locations may vary by season and ECWRPC conference room availability.

Next Meeting Date: April 8, 2020

Tentative Upcoming 2020 Meeting Dates:
2020 Dates: July 8, 2020, and October 14, 2020

Public Meeting Notice has been sent to media outlets and Open Space & Environmental Committee Members were notified via mail and email.

Accommodation Notice: Any person requiring special accommodation & who wishes to attend this meeting should contact ECWRPC Offices at 920-751-4770 at least 48 hours in advance.
SUMMARY OF PROCEEDINGS
Open Space and Environmental Management Committee
ECWRPC Offices, Menasha, WI
July 10, 2019

Committee Members Present:
Bob Schmeichel, Vice Chair.................................................................Winnebago County
Hope Karth ..................................................................................Calumet County
Larry Timm ..................................................................................Waushara County
Dan Rettler ..................................................................................Outagamie County
Jeremy Johnson (perm alt. for Elizabeth Moses) .........................Menominee County

Committee Members Excused:
DuWayne Federwitz, Chair ...............................................................Waupaca County

Staff Present:
Eric Fowle ..................................................................................Executive Director
Scott Konkle ..............................................................................Reclamation Mining Specialist
Trish Nau ..................................................................................Principal Park and Recreation Planner
Anna Hogan ...........................................................................GIS Planning Assistant

1. Welcome and Introductions: Vice-Chair Bob Schmeichel facilitated the meeting in the absence of Chair DuWayne Federwitz. No introductions were made as all sitting at the table were acquainted.

   Mr. Schmeichel called the meeting to order at 1:36 p.m.

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

   It was determined that the meeting was in compliance with Wisconsin § Chapter 19, Subchapter V, Section 19.84 regarding Open Meeting Requirements and a quorum was present.

3. The Pledge of Allegiance was said to start the meeting.

4. Approval of Agenda & Motion to deviate

   A motion to approve the agenda and to deviate as needed was made by Ms. Karth and seconded by Mr. Rettler. The motion passed unanimously.

5. Public / Guest Comment

   There was no public present.
ACTION ITEMS:

#1 Approval of April 10, 2019 Open Space & Environmental Management Committee Summary of Proceedings (Attachment #1)

A motion to approve the summary of proceedings was made by Mr. Timm with a second by Ms. Karth. The item passed with one abstention from Mr. Johnson.

#2 Nomination and Election of the Chair and Vice-Chair

This action item was held until the end of the meeting. Mr. Schmeichel opened the nominations to elect a new Chair and Vice-Chair. Mr. Schmeichel made a motion to re-elect Mr. Federwitz as Chair contingent on his acceptance of the position, seconded by Mr. Timm. The motion passed. Mr. Rettler made a motion to keep Mr. Schmeichel as the Vice-Chair with a second by Mr. Johnson. The motion passed unanimously. Ms. Nau will follow up with Mr. Federwitz on the Chair position.

INFORMATIONAL AND DISCUSSION ITEMS:

Announcements:

1. Mr. Fowle relayed information on the Nelson Issue Brief regarding Nitrates and Runoffs as Attachment #2.
2. Ms. Nau gave the Committee details about the Province Trail opening in Menasha on June 18 and showed pictures and mapping of where it was located.
3. The Lake Michigan Day Celebration will be held at the Manitowoc Maritime Museum on August 9 this year. Mr. Fowle also stated that the LMS Champions of Conservation Award will be given.

STAFF ITEMS:

2020 Technical Assistance Requests and Current Work Program Status

Mr. Fowle handed out a quick synopsis spreadsheet of the 1400 and 1600 work programs. He reported on the current projects and relayed new technical assistance projects that may occur in 2020.

Water Management Issues

Mr. Fowle shared a handout on the Menasha Lock Electrification Proposal to rid the channel of Gobies. This would be an electric barrier to prevent the invasive fish from entering the lock and into the system. The Lock could be slated to reopen in 2021.

Recreation Planning Activities Update

Ms. Nau gave a status report to the Committee on current CORP’s in progress: Shawano County, City of Menasha, City of Shawano, and the City of Kiel. The City of Menasha should be wrapping up within the next couple of months.

Winnebago County’s CORP was adopted by the County Board on April 16, 2019.
Ms. Nau also stated she presented information at the Winnebago County Board on the Sunnyview Expo Economic Impact Study that showed economic value of revenue to the overall area in regards to an additional 28 acres of property that is going to be added to the venue.

**Safe Routes to Parks – City of Shawano Pathways Grant** Ms. Nau discussed she has been working with Shawano Pathways on their grant process of looking at access to trails within the city. The grant obtained was for $12,500 to provide better park access of the surrounding areas and Native American population base within the vicinity of the trails and parks. Ms. Nau will analyze data received from Shawano Pathways in trail and park access with the CORP and Park Audits.

**NR-135 Metallic Mining Program**

Mr. Konkle’s conveyed to the committee his work on inspection sites and a new reclamation operation. He continues to look at vegetative cover on reclaimed areas with the recent aerial photos to see what operations are active and which ones can be reclaimed.

**Fox-Wisconsin Heritage Parkway:**

In Mr. Baron’s absence, Mr. Fowle gave a briefing to the Committee that work continues on preparing updates to the water trail maps in advance of having a batch printed for the Upper and Lower Fox River segments. The Parkway tourism along the river may pick up steam as the municipalities add launch sites and development areas.

**Niagara Escarpment Update**

In Mr. Fowle’s handed out to the Committee members examples of the rebranding effort that NERN is currently doing for different activities.

- Initial work on the development of NERN “sub-brands” and marketing materials for specific efforts using a local firm, A2Z Design. These materials will be utilized to initiate fundraising for these various efforts.

- The focus areas for this branding work include:
  - Niagara Escarpment Geotourism Program (and a catchy new name for it too!)
  - Ledge Tours / Ledge to Lake Tours
  - Niagara Escarpment Curriculum Project
  - General Events (AVA Celebration, FVTC Culinary Clash dinner, etc.)

- Wisconsin Ledge AVA Celebration invitation was handed out, August 17, 2019, Trout Springs Winery.

- The 2019 “Ledge-ndary” Student Chef Challenge event has been set for Friday, November 1, 2019. This annual partnership fundraising dinner event showcases the FVTC Culinary Program and local (escarpment) sourced food and wine.

**Steering Committee Update:**

In an effort to better inform all Commissioners/Committees, routine reports on Steering Committee activities will be provided as each Standing Committee meeting.
The Steering Committee will likely meet again in July to discuss/act on the following items, including but not limited to:

- Future levy and financial strategy
- Strategic Plan update
- Update of Personnel Policies
- Update of Fee Schedule
- Succession Planning for Key Personnel
- Update of Bylaws
- Membership/Levy Issues with Outagamie County

**County Round Table Discussion:**

Items of importance from committee members regarding their perspective counties consisted of:

**Calumet County** - Ms. Karth stated that the county has almost completed its Farmland Preservation Plan and Zoning Ordinances. They are also in the process of building a new jail.

**Winnebago County** - Mr. Schmiechel relayed that the County is doing a good job, but more parking is needed at the boat launch facilities. He also stated that the Town of Neenah is looking into a trail from their Conservancy Park to connect with Mahler Park and City of Neenah Trails System.

**Waushara County** – Mr. Timm stated that the County will be hiring five more police officers for 2020 at a $500,000 budget.

**Outagamie County** – Mr. Rettler relayed that the County is still looking at access along the CB and STH 15 corridors.

**Menominee County** – Mr. Johnson stated that there has been public informational meetings scheduled to assess safe routes within the reservation. The County received a 5 year grant through the UW-Extension and CDC for health based activity increases within the County.

**Next Meeting Time & Agenda**

The next meeting of the committee is tentatively scheduled for **Wednesday, October 9, 2019 at 1:30 p.m.** with the location TBD.

**Adjournment**

A motion to adjourn was made by Mr. Timm and seconded by Mr. Rettler. The motion passed unanimously and the meeting was adjourned at 3:37 p.m.

*Upcoming Meeting dates: This Committee meets on the 2nd Wednesday of the month at 1:30 p.m. in the afternoon unless otherwise noted. Locations may vary by season and ECWRPC conference room availability.*

*Tentative Upcoming 2019 Meeting Dates:*

October 9, 2019

Summary of Proceedings submitted respectively by Trish Nau, Principal Parks and Recreation Planner
SUMMARY OF PROCEEDINGS - NOTES

Open Space and Environmental Management Committee
ECWRPC Offices, Menasha, WI
October 10, 2019

Committee Members Present:
DuWayne Federwitz, Chair ................................................................. Waupaca County
Larry Timm .................................................................................. Waushara County

Committee Members Excused:
Hope Karth ................................................................................ Calumet County
Dan Rettler .................................................................................. Outagamie County
Jeremy Johnson (perm alt. for Elizabeth Moses) ......................... Menominee County

Committee Members Unexcused:
Bob Schmeichel, Vice Chair .......................................................... Winnebago County

Staff Present:
Eric Fowle ............................................................... Executive Director
Scott Konkle .......................................................... Reclamation Mining Specialist
Tom Baron ............................................................. Principal Planner
Trish Nau .......................................................... Principal Park and Recreation Planner
Anna Hogan .......................................................... GIS Planning Assistant

1. Welcome and Introductions - Chair DuWayne Federwitz facilitated the meeting. No introductions were made as all sitting at the table were acquainted.

   *Mr. Federwitz called the meeting to order at 1:40 p.m. and it was determined that no quorum was present.*

2. Statement of Compliance with Wis. Stats. Ch. 19, Subchapter V, Sec. 19.84 Regarding Open Meetings Requirements. *No action items were acted upon per lack of quorum.*

3. The Pledge of Allegiance was said to start the meeting.

4. Approval of Agenda & Motion to deviate – *No quorum to take official action.*

5. Public / Guest Comment

   There was no public present to comment.
ACTION ITEMS:

The Approval of the July 10, 2019 Open Space & Environmental Management Committee
Summary of Proceedings (Attachment #1)

There was no approval of the last SOP per lack of quorum present. The minutes will be
approved at the official next meeting on January 8, 2020.

The meeting consisted of INFORMATIONAL AND DISCUSSION ITEMS:

STAFF ITEMS:

2020 Technical Assistance Requests and Current Work Program Status

Mr. Fowle handed out a quick synopsis spreadsheet of the 1400 and 1600 work programs. He
reported on the current projects and relayed new technical assistance projects that may occur in
2020.

Special Order of Business: ECWRPC 2020-2023 Strategic Planning Session  Our facilitator, Dave
Tebo, spent about 1 hour with the group to run through some dedicated exercises which build off the
8/28/19 Steering Committee Strategic Planning Workshop outcomes.

Water Management Issues

Mr. Fowle stated that water levels are high from all the recent rain. Mr. Verboomen was not
present to give an update.

Recreation Planning Activities Update

Ms. Nau gave a status report to the Committee on current CORP’s in progress: Shawano County,
City of Menasha, City of Shawano, and the City of Kiel. All plans should be wrapping up within the
next couple of months.

NR-135 Metallic Mining Program

Mr. Konkle conveyed to the committee his work on inspection sites and a new reclamation
operation. He showed some drone footage of a site in Algoma that has been reclaimed with a
nice water feature.

Fox-Wisconsin Heritage Parkway:

Mr. Baron’s gave a briefing to the Committee that work continues on preparing updates to the
water trail maps in advance of having a batch printed for the Upper and Lower Fox River
segments. The Parkway tourism along the river may pick up steam as the municipalities add in
launch sites and development areas. The group is trying to look at Economic Development as a
focus.
**Niagara Escarpment Update**

Mr. Fowle showed the Committee members the rebranding effort that NERN is currently doing for different activities.

- The NERN "sub-brands" and marketing materials for specific efforts created by a local firm, A2Z Design to initiate fundraising for these various efforts.

- The focus areas for this branding work include:
  - Niagara Escarpment Geotourism Program (and a catchy new name for it too!)
  - Ledge Tours / Ledge to Lake Tours
  - Niagara Escarpment Curriculum Project
  - General Events (AVA Celebration, FVTC Culinary Clash dinner, etc.)

- The 2019 "Ledge-ndary" Student Chef Challenge event has been set for Friday, November 1, 2019. This annual partnership fundraising dinner event showcases the FVTC Culinary Program and local (escarpment) sourced food and wine.

**Steering Committee Update:**

In an effort to better inform all Commissioners/Committees, routine reports on Steering Committee activities will be provided as each Standing Committee meeting.

The Steering Committee will have met twice during this quarter – August 28th and October 9th. The following major items were discussed or were/will be acted upon in some manner:

- 2-1/2 hour long 2020-2023 Strategic Plan Update Kickoff Workshop held on Aug. 28th
- Reviewed/Accepted 3rd Quarter Financial and Work Program Reports
- Acted on the 2020 Premium Sharing for Employee Health & Dental Benefits
- Reviewed the updated 2020 Budget
- Took action on the 2020 Staffing Plan
- Reviewed the list of 2020 Technical Assistance project requests.

The Committee will be meeting again in the November/December timeframe to formulate the Commission’s Strategic Plan Framework so that it can be further developed and approved in January, 2020.

**County Round Table Discussion:**

Items of importance from committee members regarding their perspective counties consisted of:

- **Waupaca County** - Mr. Federwitz relayed that the County’s new Highway Garage is now completed with the old garage building and nursing home up for sale.

- **Waushara County** – Mr. Timm stated that the County will be hiring a consultant to look at a space needs study for the courthouse.

**Next Meeting Time & Agenda**

The next meeting of the committee is tentatively scheduled for **Wednesday, January 8, 2020 at 1:30 p.m.** with the location TBD.
**Adjournment**

No motion to adjourn was made as no quorum existed. The meeting concluded at 3:34 p.m. by consensus.

Upcoming Meeting dates: This Committee meets on the 2nd Wednesday of the month at 1:30 p.m., in the afternoon unless otherwise noted. Locations may vary by season and ECWRPC conference room availability.

Summary of Proceedings submitted respectively by Trish Nau, Principal Parks and Recreation Planner
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 Five Conditions of Collective Impact

<table>
<thead>
<tr>
<th>Condition</th>
<th>Description</th>
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<tbody>
<tr>
<td>Common Agenda</td>
<td>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.</td>
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<tr>
<td>Shared Measurement</td>
<td>Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.</td>
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<tr>
<td>Mutually Reinforcing Activities</td>
<td>Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.</td>
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<td>Continuous Communication</td>
<td>Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.</td>
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<tr>
<td>Backbone Support</td>
<td>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.</td>
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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].

(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

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

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<tbody>
<tr>
<td>Open &amp; Continuous Communications</td>
<td>2A</td>
<td></td>
<td>Communicate Regularly and Directly with Key Stakeholders from Member Counties</td>
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<td>2A-1</td>
<td>ACTION</td>
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<td>2B</td>
<td></td>
<td>Develop a Communication &amp; Engagement Plan that Employs Strategic Partnerships for Sharing Information</td>
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<td>2B-1</td>
<td>ACTION</td>
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<td>2C</td>
<td></td>
<td>Focus Communications on the Commission’s Successes, Value, Services, Opportunities &amp; Best Practices</td>
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<td>2C-1</td>
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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

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<tr>
<td>Mutually Reinforcing Activities</td>
<td>3A</td>
<td></td>
<td>Attract Quality Commissioners &amp; Provide Meaningful Onboarding</td>
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<td>3A-1</td>
<td>ACTION</td>
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<td></td>
<td>3B</td>
<td></td>
<td>Increase Commissioner Knowledge of Programs &amp; Values</td>
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<td>3B-1</td>
<td>ACTION</td>
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<td>3C</td>
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<td>Provide Regular Training Opportunities for Commissioners</td>
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<td>3C-1</td>
<td>ACTION</td>
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<td>3D</td>
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<td>Create an Ambassadorship Program to Increase Knowledge of the Commission's Work and Strengthen Partnerships</td>
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<td>3D-1</td>
<td>ACTION</td>
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<td></td>
<td>3E</td>
<td></td>
<td>Create Opportunities for Celebration of Regional Accomplishments, Recognition of Commissioners &amp; Socialization</td>
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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

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<tbody>
<tr>
<td>Common Agenda</td>
<td>4A</td>
<td></td>
<td>Bring More Focus and Attention to Regional Level Issues which Affect Urban and Rural Counties</td>
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<td></td>
<td>4A-1</td>
<td>ACTION</td>
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<td>4B</td>
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<td>Dedicate Staff Time to Fostering New Funding &amp; Partnership Opportunities which Address Current and Future Regional Issues</td>
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<td>4C</td>
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<td>Increase Staffing Levels and/or Staffing Flexibility as Appropriate Using Grant &amp; Levy Funding Sources. <em>(THIS NEEDS MORE DISCUSSION – COMMITTEE UNSURE ABOUT NEED/ABILITY TO INCREASE STAFFING IN THE FUTURE)</em></td>
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<td>4C-1</td>
<td>ACTION</td>
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**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

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<th>COLLECTIVE IMPACT CONDITION</th>
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<th>STRATEGY &amp; ACTION STATEMENTS</th>
<th>RESPONSIBLE PARTIES FOR ACTIONS</th>
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<tbody>
<tr>
<td>Backbone Support Organization</td>
<td>5A</td>
<td></td>
<td>Maintain Current, Stable Federal and State Funding Streams</td>
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<td>5A-1 ACTIONS</td>
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<td>5B</td>
<td></td>
<td>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’)</td>
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<td>5B-1 ACTIONS</td>
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<td>5C</td>
<td></td>
<td>Entertain Reasonable Increases of the County Levy on a Regular Basis <em>(STRONG DISCUSSION POINT WITH SOME SENTIMENTS THAT THE LEVY SHOULD BE REDUCED)</em></td>
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<td>5C-1 ACTIONS</td>
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<td>5D</td>
<td></td>
<td>Use a Combination of Fee Increases and Project Management Efficiencies to Ensure Project Costs are Covered</td>
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<td>5D-1 ACTIONS</td>
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<td></td>
<td>5E</td>
<td></td>
<td>Develop LEAN Processes to Reduce Overhead Costs and Identify Efficiencies</td>
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<td>5E-1 ACTIONS</td>
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</table>
GOAL #6: CONTINUOUS EVALUATION & IMPROVEMENT IN PROGRAMS & SERVICES

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

DESIRABLE 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

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<tr>
<td></td>
<td>6A</td>
<td></td>
<td>Improve Project Cost Estimation Methods</td>
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<td>6B</td>
<td>6B-1</td>
<td><strong>ACTION</strong> Improve Project Management &amp; Staff Leadership <em>(On Time &amp; On Budget)</em></td>
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<td>6C</td>
<td>6C-1</td>
<td><strong>ACTION</strong> Improve Project Cost Monitoring &amp; Benchmarking Against Values</td>
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<td>6D</td>
<td>6D-1</td>
<td><strong>ACTION</strong> Develop project evaluation form for use after completion of local assistance projects</td>
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<td>6E</td>
<td>6E-1</td>
<td><strong>ACTION</strong> Develop Creative Planning Processes &amp; Results</td>
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<td>6F</td>
<td>6F-1</td>
<td><strong>ACTION</strong> Apply New Technologies to Planning Processes and Data Analytics</td>
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Shared Measurement Systems

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<td>6F</td>
<td>6F-1</td>
<td><strong>ACTION</strong> Apply New Technologies to Planning Processes and Data Analytics</td>
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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)

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<tbody>
<tr>
<td>Common Agenda</td>
<td>7A</td>
<td></td>
<td>Allocate Time and Resources to Provide Assistance to Local Communities in a Fair and Equitable Manner</td>
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<td>7A-1</td>
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<td></td>
<td>7B</td>
<td></td>
<td>Provide education and information on best practices which implement the regional plan(s)</td>
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<td>7B-1</td>
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</table>
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

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<tbody>
<tr>
<td>Backbone Support Organization</td>
<td>8A</td>
<td></td>
<td>Provide an Attractive Workplace Culture &amp; Environment</td>
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<td>8A-1</td>
<td></td>
<td>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.</td>
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<td>8B</td>
<td></td>
<td>Provide Competitive Wages, Benefits &amp; Growth/Recognition Opportunities for Current and Future Staff</td>
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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

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<tr>
<td>Backbone Support Organization</td>
<td>9A</td>
<td></td>
<td>Create “Action Teams” Comprised of Commissioners and Staff to Monitor and Implement Strategic Plan</td>
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<td>ACTION</td>
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<td>9B</td>
<td></td>
<td>Review Strategic Plan Accomplishments on an Annual Basis</td>
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<td>9C</td>
<td></td>
<td>Review and Update the Strategic Plan as Needed on a 3-Year Timeframe</td>
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<td>9C-1</td>
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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.