



AGENDA

Marinette County Tourism Alliance

Wednesday, December 18, 2019

3:00 PM

Crivitz Village Hall, 800 Henriette Ave – Crivitz, WI 54114

1. Call to Order
2. Approve agenda
3. Approve minutes of October 16, 2019
4. Public Comment - Speakers will be limited to 5 minutes
5. Correspondence
6. Bay Lake Regional Planning Commission - Assessment of Economic Development Organizational Structure, information only.
7. Discuss/consider identifying a strategy for County Tourism, action if any.
8. Discuss/consider marketing suggestions/ideas to promote the County.
9. Information Only – Committee members share upcoming community events
10. Future Agenda Items
11. Next meeting – Date/Time/Location
12. Adjournment

PLEASE NOTE: AGENDA ITEMS MAY NOT BE CONSIDERED AND ACTED UPON IN THE ORDER LISTED

Receiving agenda:

Lindsay Callow	Bonnie Popp	County Clerk	Gail Freitag
Sally Witt	Tricia Grebin	Melissa Ebsch	Katie Torres
Randy Polson	Jeff Gendron	Maggie Kailhofer	Media
Janine Severson	John Guarisco	John Lefebvre	
Clancy Whiting	Shirley Prudhomme		

If you are an individual who needs a special accommodation while attending the meeting as required by the "Americans With Disabilities Act", please notify County Clerk Kathy Brandt, Marinette County Courthouse (715-732-7406) at least 48 hours prior to the meeting in order to make suitable arrangements. Thank you.

PUBLIC COMMENT PROCEDURE

Marinette County Code of Ordinances

Chapter 2 – COUNTY GOVERNMENT

Section 2.04 - COUNTY BOARD RULES OF PROCEDURES

(7)(k) Rules of Order. Any person not a member of the Board/Committee, desirous of addressing the Board/Committee under public comment on any subject, shall first obtain permission from the Board/Committee Chairperson. All such addresses shall be limited to 5 minutes unless otherwise extended by the Board/Committee Chairperson.

(10)(a) Suspending, Changing and Interpreting the Rules. These rules may be suspended by affirmative vote of two-thirds of the members present. The vote on any motion to suspend the rules shall be taken by roll call vote.



MARINETTE COUNTY TOURISM ALLIANCE COMMITTEE

Wednesday, October 16, 2019 – 3:00 P.M.
Crivitz Fire Station, 1211 F.J. Street – Crivitz, WI 54114

Meeting Minutes

Members Present: Bonnie Popp Shirley Prudhomme John Guarisco
Clancy Whiting Tricia Grebin Randy Polson
Janine Severson Sally Witt

Member(s) Absent/Excused: Lindsay Callow Jeff Gendron

Others Present: John Lefebvre, County Administrator Amanda Popp
Maggie Kailhofer, State Park Jeff Schwaller
Ginger Deschane, County Board Roberta Davis, inVenturenorth
Penny Chaikowski, County Board

1. **Call to Order**
The meeting was called to order by Chairperson Popp at 3:03 pm.
2. **Approve/Amend Agenda**
Motion (Grebin/Severson) to approve the agenda as distributed and posted. Motion carried. No negative votes.
3. **Public Comment:**
No comments.
4. **Approve/Amend Minutes**
Motion (Grebin/Guarisco) to approve the minutes of the August 21, 2019 meeting as printed and distributed. Motion carried. No negative votes.
5. **Economic Development/Tourism Organizational Options**
Committee discussed various options related to the organizational structure specifically related to Tourism.
6. **Marketing Suggestion and Ideas**
No discussion
7. **Future Agenda Items**
Continued discussion on Tourism Organization Options
8. **Next Meeting**
 - November 20th, 3 pm Crivitz Village Hall, if not available, then the Crivitz Fire Station.
11. **Adjourn**
Motion (Guarisco/Grebin) to adjourn. Motion carried. No negative votes. Meeting adjourned at 4:45pm.

Minutes prepared by John Lefebvre, County Administrator

Assessment of Economic Development Organizational Structure in Marinette County

November 2019



REDEVELOPMENT
RESOURCES

Assessment of Economic Development Organizational Structure in Marinette County

November 2019

Prepared by:



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Assessment of Economic Development Organizational Structure in Marinette County

November 2019

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INTRODUCTION

Bay-Lake Regional Planning Commission (Bay-Lake RPC) was approached by Marinette County in early 2019 to develop a plan that would identify potential alternatives to the previous economic development structure they were using. The county requested an unbiased source for recommendations, thus Redevelopment Resources was hired to develop recommendations for economic development organizational models that could be considered by the county.

Process

This report, *An Assessment of Economic Development Organizational Structure in Marinette County*, was prepared by Bay-Lake Regional Planning Commission and Redevelopment Resources. This assessment involved gathering existing condition information, receiving input from various stakeholders, and making recommendations for improving the effectiveness of economic development in Marinette County. The assessment involved in-person discussions with key stakeholders that included various county committees and individual members of the private and public sector. Additionally, a questionnaire was provided to gather feedback about existing conditions and potential future alternatives for economic development in Marinette County. The questionnaire was provided to individuals attending these meetings, as well as all the Marinette County Board members through an email.

This report begins with a county snapshot that details the current demographic and economic conditions of Marinette County. Following the snapshot is an inventory of various entities that provide economic development, community development, and tourism services within the county. This inventory was used to better understand the current economic development environment within Marinette County and in doing so, identified redundancies or overlap in services offered by different organizations. A second inventory was conducted that analyzed economic development and tourism organizations that operate in counties comparable in size and population to Marinette County. As a result, six profiles of economic development and tourism structures are included within this report.

Participation

Bay-Lake RPC staff attended various county committees to gain input on the current and desired economic structure of Marinette County. Input was also received in the form of a questionnaire given to the Marinette County Board and stakeholders and was presented to various committees that are closely involved with Marinette County economic development. These committees included: the Development Committee, Tourism Alliance Committee, and County Board. Additional meetings were held with the following groups: the Stephenson National Bank and Trust, the City of Marinette business owners and community members, and City of Marinette officials. The actual questionnaire and responses can be found in Appendix A.

At the September 17, 2019, Marinette County Board meeting, Redevelopment Resources presented the recommendations identified in the Assessment of Economic Development Organizational Structure in Marinette County report. Following the presentation, concerns were voiced by Marinette County Board members regarding the report. Because only one recommendation for an economic development organizational structure was presented, Bay-Lake RPC revised the report and included additional information on county economic development organization profiles that Marinette County could use as options when considering their own economic development structure. During a County Board meeting held on October 29, 2019, the Development Committee recommended to the County Board a discussion of their preference for an internal department versus an external organization to perform economic development services for the county. At that County Board meeting, it was determined that County Board members favored an internal organization for economic development services.

Demographic and Economic Conditions

According to the U.S. Census Bureau, the population of Marinette County was 41,749 in 2010. Nearly a decade later, the Department of Administration estimates that the population has since decreased to 41,401 in 2019. The population is projected to increase to 43,400 in 2030 and decrease once again to 41,445 by 2040. Marinette County will need to consider this slight fluctuation in population over the next 20 years.

In 2017, the median age in Marinette County was 47.7 years. At that time, the majority of the population (62%) was considered to be within the working age population while 59% of residents were in the actual labor force. By 2040, the working age population is projected to drop to 53% of the total population which will translate to a decreased labor force.

In September of 2019, the U.S. Bureau of Labor Statistics reported the unemployment rate in Marinette County at 4.1%, which is higher than the state's unemployment rate (3.2%) and the national unemployment rate (3.5%). In 2017, the median household income in the county was \$44,958, which is over \$10,000 less than both the state and the nation's median household income. The median household income was \$43,893 in 2016, which represents a 2.43% annual growth.

The economic condition and outlook of the county is generally based on a mix of manufacturing, tourism, service industry, and farming activities which support the county's tax base. The most common industries in Marinette County by number of employees are: Manufacturing (5,093), Health Care and Social Assistance (2,452), Retail Trade (2,136), Accommodation and Food Services (1,617) and Construction (1,278). The industries that employ the least amount of people are: Arts, Entertainment, and Recreation (261), Utilities (202), Real Estate and Rental and Leasing (161), Mining, Quarrying, and Oil and Gas Extraction (46), and Management of Companies and Enterprises (5). When compared to other counties, Marinette County has an unusually high number of employees in the Agriculture, Forestry, Fishing and Hunting industry (2.95 times the average) and in the Manufacturing industry (2.67 times the average).

*This page contains information that was compiled using the following sources: the U.S. Census Bureau; 2010 Census, the U.S. Census Bureau; 2017 American Community Survey 5-Year Estimates, the Department of Administration; 2019 Population Estimates, the Department of Administration; 2040 Population Projections, and the U.S. Bureau of Labor Statistics; Unemployment Rate in Marinette County

Although the Arts, Entertainment and Recreation industry does not employ many people in Marinette County, tourism is incredibly prevalent in Marinette County. The chart below displays Total Tourism Impacts for Marinette and surrounding counties ranked by visitor spending in 2018. According to the Wisconsin Department of Tourism, over 1,500 jobs were indirectly or directly supported by tourism in Marinette County in 2018. Direct visitor spending in Marinette County was \$159.7M in 2018, a 4.3% increase from 2017. Counties directly bordering Marinette County (Oconto, Forest, and Florence), saw only a small percentage of the direct visitor spending that Marinette County saw. If Marinette County wants to continue to see an increase in direct visitor spending, like the nearly \$7M they saw in 2018, it is important that the county continues to invest in tourism and economic development alike.

Total Tourism Impacts									
Marinette and Surrounding Counties - Ranked by Visitor Spending (2018)									
	Direct Visitor Spending			Total Business Sales			Employment		
	Millions		%	Millions		%	Total		%
County	2017	2018	Change	2017	2018	Change	2017	2018	Change
Marinette County	\$153.0	\$159.7	4.33%	\$218.5	\$228.0	4.35%	1,559	1,578	1.22%
Oconto County	\$87.1	\$89.3	2.64%	\$122.1	\$126.0	3.18%	904	888	-1.75%
Langlade County	\$47.7	\$47.8	0.24%	\$70.3	\$71.4	1.60%	494	480	-2.91%
Forest County	\$13.6	\$14.2	4.66%	\$20.7	\$21.6	4.62%	221	223	0.80%
Florence County	\$5.6	\$5.4	-4.10%	\$8.4	\$8.3	-1.20%	95	95	0.52%
Menominee County	\$2.7	\$2.8	5.31%	\$5.0	\$5.3	4.98%	49	49	-0.01%

Source: Wisconsin Department of Tourism, 2019. Bay-Lake RPC, 2019.

Previous Economic Development and Tourism Structure

Economic Development

From 1989 to 2018, the Marinette County Association for Business and Industry (MCABI) served as the primary economic development organization on a contractual basis for Marinette County. Funding for MCABI was provided by Marinette County on a \$2 per capita basis equating to around \$80,000 a year. In 2018, MCABI staff included a full-time Executive Director, an assistant, and a part-time manager for the Wisconsin Maritime Center for Excellence.

According to their website, MCABI performed the services listed below on a contractual basis for the county. A work flow chart for MCABI can be found in Appendix C.

- Support and retain current businesses, support entrepreneurship, and recruit new businesses to Marinette County
- Collaborate with local and regional partners to focus on and develop strategies for the continued development of the Marinette County workforce
- Maintain collaborative relationships with MCABI stakeholders, legislators and federal, state, and local resource agencies
- Maintain and grow existing partnerships and collaborate with regional economic development organizations
- Craft and execute a plan to continue the development and impact of the Wisconsin Maritime Center of Excellence (WMCOE), achieve a 75% occupancy within three years
- Build a plan for financial independence and grow the membership of the MCABI by 25%
- Administer Marinette County Industrial Development Corporation's revolving loan funds
- Prepare economic development related grant applications; assist the MCABI Board of Directors with implementing policy and strategies identified in the strategic plan

In 2018, the organization requested additional funds from Marinette County in order to expand and increase their services and also shared their plans to eventually become self-sufficient and financially independent from the county. In 2019, the Marinette County Board decided to withhold funding to MCABI and began to search for other options for economic development and tourism services. The organization changed its name to inVenture North, established a new Board of Directors, changed their by-laws, and hired two new staff members. The re-established Board of Directors did not include representatives from the Marinette County Board. The lack of county representation was translated to a lack of county oversight and of transparency. These changes lead to the county cutting funding to the organization.

Tourism

Tourism promotion was once handled by the Marinette County Tourism Alliance when it was a sub-unit of MCABI. The Alliance separated tourism into an organization of its own and recommended the formation of its own non-profit corporation and a separate contract with the County. Tourism was temporarily turned over to the Marinette Menominee Area Chamber of Commerce prior to establishing a tourism position in county government. In fall of 2017, this position was vacated and all tourism related responsibilities were handled by the County Administrator and his staff. At that time, the county asked MCABI to consider taking on tourism duties for the county. In January of 2018, MCABI requested additional funds to investigate the possibility of adding tourism services to their workload. Before action could be taken on MCABI's role in county tourism, the county partnered with the Crivitz Recreation Association to represent the county at trade shows and contracted with the City of Marinette for marketing and tourism services.

Current Economic Development and Tourism Structure

Marinette County: Economic Development Department

Currently, Marinette County does not have an internal economic development department or designated county staff for economic development services. Instead, for nearly thirty years, Marinette County provided funding to MCABI. The county has since ended its funding to MCABI and MCABI has re-invented itself as inVenture North.

When navigating Marinette County's website, Economic Development is listed as a department and refers visitors to the "Marinette County Association for Business and Industry" for economic development services. The website includes a contact, address, and website link for MCABI. The website link redirects people to MCABI.com, which continues to refer to inVenture North as MCABI. If the county is no longer funding MCABI/inVenture North, it should consider changing the information listed under the economic development department on its website.

Marinette County: Land Information Department

The Marinette County Land Information Department provides many services that directly relate to community and economic development. Some of these services include: comprehensive planning, zoning, surveying, property listing, lake associations, and other areas of work that are related to community and economic development. The Land Information Department employs the Department Director who coordinates many of these programs relating to development. Many counties have an additional planning position that works directly on community and economic development related tasks.

Marinette County and the City of Marinette: Tourism

Since February of 2018, Marinette County has contracted with the City of Marinette to share the cost of marketing and tourism services provided by a city employee. The county pays one-half of the Marketing and Tourism Director's salary and fringes, an additional \$60,000 for county-wide tourism promotion expenses, and \$10,000 for a part-time support staff. The city has a part-time position to support the Marketing and Tourism Director. The Marketing and Tourism Director works out of the new REC center building located in the City of Marinette.

The Marketing and Tourism Director's scope of work activities include, but are not limited to:

- Publication, and promotion of activities for communities in the county
- Updating lodging, dining, news, and events on the Travel Wisconsin website, and the Real North Website (a website designed specifically to promote Marinette County tourism opportunities)
- Coordinating and completing the *Marinette County Visitors Guide*, available on the Real North website and visitor/welcome centers
- Staffs and works with Marinette County Tourism Alliance
- Selecting locations to advertise, soliciting advertisers in tourism brochures and publications
- Other tourism and marketing activities, as needed

At the October 28, 2019, County Board meeting, it was recommended by the County Administrator, that the county consider the addition of a full-time employee to help with tourism in 2020. This position would be employed in the Parks Department and would work solely on attracting visitors to county-owned facilities and promoting county assets. Action has yet to be taken on this matter.

Marinette County Development Committee

In 2018, the Development Committee was created to reduce the number of standing County Board committees and in doing so, the committee combined with the Economic Development and Tourism, Land Information, and Agricultural and Extension Education committees. The Development Committee is tasked with overseeing economic development and tourism related activities.

Marinette County Tourism Alliance

The purpose of the Tourism Alliance Committee is to act as an advisory committee to the Development Committee on general objectives of advancing and promoting of tourism in Marinette County. The Marinette County Tourism Alliance has a board with representatives from the public and private sector including two County Board members.

Marinette County Industrial Development Corporation

The Marinette County Industrial Development Corporation was established in 1990 to promote industrial and business development in Marinette County through the administration of the Marinette County Revolving Loan Fund. The Revolving Loan Fund administration was once a duty performed by MCABI but has since been taken back by the county.

INVENTORY OF ECONOMIC DEVELOPMENT ENTITIES IN MARINETTE COUNTY

This inventory of existing economic development organizations includes descriptions of economic development entities that operate within Marinette County. Community development and tourism organizations are included in this inventory as a function of economic development. Organizations can be found on the following pages and are organized by category of function. The categories are: Business Associations, Chambers of Commerce, Economic Development Organizations, Tourism and Community Development Organizations, and Support/Regional Organizations.

Please note: many of the inventoried organizations provide multiple services that fall under two or more categories. For inventory purposes, these categories are organized based on primary function.

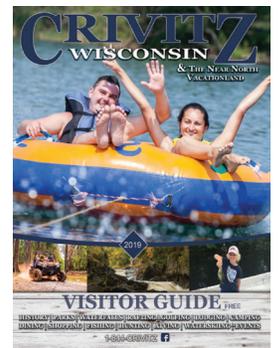
Business Associations



Crivitz Business Association (CBA)

The Crivitz Business Association has a website that provides information about services, events, dining, and other local amenities for visitors. The association prepares and distrib-

utes the *Crivitz Wisconsin and The Near North Vacationland Visitor Guide*. The CBA is funded by membership dues of \$125 annually. Members are promised better business exposure and, through joint efforts with the Crivitz business association, receive the following benefits: free listing and access to their website, monthly business networking meetings, discounted ads, and more.



Menominee Downtown Business Association (MDBA)

Although not located in Marinette County, Menominee has the ability to directly impact the economy in Marinette. MDBA is located in the City of Menominee, just north of the Wisconsin-Michigan border. The mission of MDBA, in summary, is the promotion of businesses in downtown Menominee, Michigan, and the development of its historic waterfront downtown. The organization has two staff members and is a membership organization which includes public and private members. The website states that future plans include additional staff to assist with promotions and grant writing.

The services currently provided by MDBA include:

- Beautification/ flower baskets in downtown Menominee
- Music events, holiday events
- Event promotion
- Farmers markets
- Continued downtown development
- Connections between member businesses
- Regional Guide

Chambers of Commerce

Marinette Menominee Area Chamber of Commerce (M&M Chamber of Commerce)

The Marinette Menominee Area Chamber of Commerce is a private, non-profit organization that is funded by membership dues and income generated by special events and management contracts. The chamber is the result of a merger in 2005 between two chambers, each serving one side of the river in this two-county, two-state region. Today, the M&M Chamber serves both the cities and counties of Marinette, Wisconsin and Menominee, Michigan. According to their website, the goal of the Marinette Menominee Area Chamber of Commerce is “to preserve and expand economic development, educational growth, tourism, member services, and governmental relations in a collaborative effort to improve the business climate and enhance the free enterprise system in our community.” The chamber is located within the City of Marinette.



The M&M Chamber of Commerce facilitates connections to businesses and entrepreneurs through mentorships, leadership, and educational events in Marinette and Menominee. The M&M Chamber of Commerce also facilitates the following youth programs:

- Young Professionals Group (WAVE)
- Career Opportunity Expos in high schools
- Mini-Business World” exercises in area schools

The M&M Chamber of Commerce provides the following tourism services:

- Promotion of the Real North Website
- Promotion of events and hosts an events calendar

Peshtigo Area Chamber of Commerce

The mission of the Peshtigo Area Chamber of Commerce is “to support the needs of business and industry to promote a healthy local economy.” The Peshtigo Chamber website contains the following information: the history of Peshtigo, how to become a member, their by-laws, calendar of events, list of directors, fishing report, fire museum, and a list of members.

Economic Development Organizations



inVenture North

inVenture North is a new 501(c)(6) non-profit, that serves as the central resource for economic and community development in the region including Marinette and Menominee counties. As previously mentioned, inVenture North is the former Marinette County Association for Business and Industry (MCABI) which was originally formed in 1989. The transition from MCABI to inVenture North came with changes in terms of staff, location of where the organization itself is housed, funding for operations, and a newly established Board of Directors.

InVenture North defines its service area as Marinette and Menominee counties. However, the organization will consider other geographic areas on a contractual or complementary basis, depending on the request, needs, and ability of the requesting party.

Program areas and services provided by inVenture North includes:

- Business development and support
- Business recruitment and retention
- Community development
- Housing and workforce related assistance
- Regional promotion, marketing, tourism activities, and other ad hoc services upon request
- GemStar Microloan Program administration in Marinette and Florence counties

Currently, funding to support inVenture North operations comes from:

- Leasing/renting space within the Maritime Center for Excellence
- Corporation sponsorships
- Municipal contributions
- Fee for services

The Board of Directors is primarily made up of members from the private sector. InVenture North is staffed with three full-time positions: an Executive Director, a Director of Marketing and Community Development, and an Operations Manager. They also have an outsourced bookkeeper/accountant and several other outsourced talents and consultants. The staffing goal included in their business plan for the organization is to expand to seven positions.



Wisconsin Maritime Center of Excellence (WMCOE)

The Wisconsin Maritime Center of Excellence (WMCOE) is an incubator that was created to stimulate the establishment and growth of maritime based start-up industries and accelerate the growth of the supply chain for the maritime industry and other industries in northeast Wisconsin. By fulfilling this objective, WMCOE would provide business expansion, employment, and quality of life opportunities for its businesses, residents, and industry related growth. The primary goal of WMCOE is *“to assist small businesses become sustainable, successful companies and employers in the community. Providing industry related growth and quality of life opportunities for Marinette County businesses and residents.”*

Located adjacent to Maritime Marine in the City of Marinette, the WMCOE business incubator is owned and occupied by inVenture North. The WMCOE incubator consists of 11,000 square feet of leasable office, manufacturing, and co-working space. In addition to providing space within the business incubator, tenants also receive direct business assistance and counseling, mentoring, networking, access to capital, and various additional technical resources. Virtual office space allows businesses to use the WMCOE for address and communication services, a meeting/conference location (for a fee), and printing.



For those looking to start a business, WMCOE partners with inVenture North, SCORE, and UWGB Small Business Development Center to offer start-up assistance. There are currently four tenants that occupy the WMCOE facility including Fincantieri's Marinette Marine offices.

In the future, the WMCOE plans to house a space where technology, manufacturing equipment, and educational opportunities will be offered to the public. This Makerspace concept will allow community members to design, prototype and manufacture items using tools that would otherwise be inaccessible or not affordable such as 3-D printers, digital fabrication machines, and computer-aided design (CAD) software.

Tourism and Community Development Organizations



Crivitz Recreation Association

The Crivitz Recreation Association has been in existence, according to its website, for an estimated 70 years. The Crivitz Recreation Association is an organization of businesses interested and dedicated to promoting recreation in the Crivitz Area. The website provides information about lodging, dining, events, shopping, and services in the area. The website also has a link to the *Crivitz Wisconsin & The Near North Vacationland Visitor Guide*. The association provides displays at shows, billboards, information for tourists in downtown Crivitz, and maps.



M&M Area Community Foundation

The Marinette and Menominee Community Foundation is a resource that supports charitable organizations that benefit residents of Marinette and Menominee counties. The foundation conducts many philanthropic activities to assist nonprofit organizations. The foundation offers opportunities for grants and scholarships among its lists of assistance throughout the community.

Support/Regional Organizations

The University of Wisconsin-Green Bay (UWGB), Marinette Campus

The UWGB, Marinette Campus is a freshman/sophomore campus located in Marinette County. The university is a source of education and workforce training, and provides connections to internships for students and employers to address talent development in the region.

Northeast Wisconsin Technical College NWTC

The Northeast Wisconsin Technical College (NWTC) Marinette campus is located south of CHT T, University Drive, and has over 40 degree, diploma, and certificate programs. The Marinette campus offers classrooms, labs and event spaces for meetings, training, or business presentations. NWTC assists with workforce development related activities by working directly with businesses in Marinette County for talent recruitment.



SCORE Green Bay Chapter

The Green Bay SCORE chapter has more than 30 dedicated current and former professionals and executives with real world experience that provide business guidance to entrepreneurs and existing small businesses. Volunteers provide mentoring to clients in Brown, Manitowoc, Kewaunee, Oconto, and Marinette counties.



New North

A 501(c)3 nonprofit, located in Green Bay is a regional marketing and economic development organization fostering collaboration between private and public sector leaders in the 18 counties of Northeast Wisconsin that comprise the New North region. The counties are Brown, Calumet, Door, Florence, Fond du Lac, Kewaunee, Oconto, Manitowoc, Marinette, Marquette, Menominee, Outagamie, Shawano, Sheboygan, Waupaca, Waushara, and Winnebago. New North is a regional partner to the Wisconsin Economic Development Corporation (WEDC), Wisconsin local economic development partners, and private investors.



NEW IT Alliance

The NEW IT Alliance is a non-profit collaboration of companies, academic institutions, and other organizations whose mission is to attract, develop, and retain IT talent in Northeast Wisconsin. The IT industry in this area is lagging behind in terms of workforce and talent pipeline numbers to support economic growth. To achieve more growth, NEW IT Alliance aims to raise the profile of IT jobs through marketing and other means by providing information to students, influencers and employers.



new era

New Era, the Northeast Wisconsin Educational Resource Alliance, is an alliance made up of northeast Wisconsin's public and private educational institutions that work to move toward reducing barriers that limit access to education and improving opportunities for education and training when it is needed.



The NEW Manufacturing Alliance

The NEW Manufacturing Alliance is a group of manufacturers working with educators, workforce development, chambers of commerce, and state organizations to promote manufacturing in northeast Wisconsin. The vision of the organization is for every northeast Wisconsin manufacturer to have the talent it needs.



Grow North

Grow North is a private/public 501(c)6 organization dedicated to economic development in eight northern and northeastern Wisconsin counties. The counties that are part of the Grow North area are Forest, Florence, Marinette, Lincoln, Langlade, Oconto, Oneida, and Vilas.

ECONOMIC DEVELOPMENT PROFILES

To better understand how economic development programs operate in other counties, the study analyzed comparable sized counties across Wisconsin as to how each county participates in economic development. Many counties play a role in economic development but don't necessarily take full responsibility for it. Some counties have their own economic development departments to provide services while others invest in an economic development corporation. Some involve county board members, while others do not.

This analysis was used as the basis to develop multiple in-depth county profiles with varying economic development organizational structures. Each profile includes information about the organization in terms of its structure, services, budget and financial resources, and more. The Executive Director of each organization provided the information for their representative profile.

In general, it was found that many counties fund an Economic Development Corporation (EDC). Nearly every inventoried EDC included general oversight in the form of a board of directors, each of which included representation from the county in one way or another. It was also found that the majority of the Economic Development Corporations also provided tourism services. Therefore, counties that promote their own tourism were included in this inventory as well.

The economic development and tourism profiles found on the following pages, are meant to provide Marinette County with examples of different economic development and tourism structures to consider when determining a possible final structure for Marinette County.



Monroe County Economic Development

Monroe County Economic Development is a not for profit local economic development organization that is “developing innovative strategies for business recruitment and retention.” The organization has been successful in promoting economic development in Monroe County for nearly eight years.

The Monroe County Economic Development Organization has one full-time employee who serves as Monroe County Economic Development and Tourism Coordinator. The coordinator works as an independent contractor for the purpose of assisting Monroe County and its communities in their efforts to promote economic retention, expansion, growth, and development within Monroe County. The coordinator performs all of the services below:

- Recruits and retains businesses for Monroe County. This includes travel, hosting prospects, and connecting land/building owners with prospects.
- Creates and administers the Monroe County Economic Development website and Monroe County Tourism website.
- Takes minutes at the monthly County EDCT Committee meetings.
- Creates and administers a County Economic Development Conference.
- Coordinates Revolving Loan Fund applications.
- Acts as the liaison with all State and Federal agencies pertaining to Economic Development & Tourism.
- Created a 3D mapping system of the County and available business park land.
- Coordinates/participates in the Connect Community programs in the County.

The Monroe County Economic Development and Tourism Coordinator does not have a board of directors to provide oversight. Instead, he is to work under the general guidance of the Monroe County Administrator in association with the Monroe County Economic Development, Commerce, and Tourism Committee. To maintain transparency, the coordinator gives monthly reports to the County Administration Committee per the requirements placed within his contract with the county. He also gives biannual reports to the County Board. In addition, he writes 5-7 page monthly reports that are included in the Monroe County Economic Development Committee meeting minutes for permanent record. His reports are very thorough and include, but are not limited to, the following topics: invoices, current projects, upcoming projects, meetings, and updates/ reports from various economic development entities he is involved with. The coordinator represents the county on the WEDA Board, the WI Rural Partners Board, the WI Downtown Action Council Board, the Hidden Valleys of Southwest Wisconsin Board, the 7 Rivers Alliance Board, and SW-ITBEC.

For the past eight years, Monroe County has annually budgeted \$80,000 for the Economic Development and Tourism Coordinator’s contract. The coordinator gets the \$80,000 spread out over a 12 month payment period and gets reimbursed for the past month's work. The Monroe County Economic Development Committee provides approximately \$25,000 above the \$80,000 contract to spend on additional budgeted items. The majority of it goes to the naming rights of the Economic Development Conference which they contract with the coordinator to run, the annual SW-ITBEC membership, the Hidden Valleys of Southwest Wisconsin membership, and the costs to produce the *Monroe County Tourism Activities Guide*.

Both the Monroe County Economic Development and Tourism websites are aesthetically pleasing and easy to navigate. The Monroe County Economic Development website and the Tourism website can both be found here: [Monroe County Economic Development](#)

Progress Lakeshore



Progress Lakeshore is the nonprofit private public partnership whose tag-line is Retain, Grow and Attract Economic Development for Manitowoc County. The organization started in 2003 as the Manitowoc County Economic Development Corporation and changed its name to Progress Lakeshore in 2014.

Progress Lakeshore has two full-time employees: the Executive Director, and an Operations Manager, and two part-time employees, an Accounting & Administrative Assistant and a Communications Specialist.

Progress Lakeshore has a 22-member Board of Directors comprised of four ex-officio members representing each of the four municipal partners of the City of Manitowoc, City of Two Rivers, City of Kiel and Village of Mishicot. The cities of Manitowoc and Two Rivers also have voting council representative on the Board, as well as each serving alternating terms on either Executive Committee or Governance Committee. Additionally, the board is comprised of investor members of private businesses, local banks, hospitals, technical college and high school, and local Chamber. The Board meets every other month. All board and committee members are required to sign annual confidentiality agreement and whistleblower policies. Bylaws set board member terms to three years with three alternating groups to ensure only one third of board comes up for election every year. Currently, there is no term limit for members; typically members serve three terms or less.

In 2003, the County Administrator was involved in the municipal partnership that brought the communities of Manitowoc and Two Rivers together to form the Economic Development Corporation of Manitowoc County (EDMC) now Progress Lakeshore. Since 2008, the County Executive has vetoed the County Board's financial support of the organization originally at \$87,300. The municipal partners have urged and advocated to the county to support economic development for the county. This leaves Manitowoc County at a significant disadvantage to neighboring counties in financial resources to support economic development.

Progress Lakeshore has a three-year renewable municipal services agreement with the municipal partners at \$2 per capita with the City of Manitowoc, City of Two Rivers, City of Kiel and Village of Mishicot. Additionally, Progress Lakeshore has an agreement to assist with management of the Revolving Loan Fund for the City of Manitowoc. The Executive Director participates in regular monthly meetings of the Community Development Authority (CDA) and Industrial Development Committees (IDC) for the City of Manitowoc and the City of Two Rivers, and the Economic Development Committee for Kiel.

Progress Lakeshore prepares multiple reports to measure and share progress. The Executive Director attends and presents annual presentations at each municipality. Progress Lakeshore tracks progress on the three year strategic priorities and reports progress to the board, partnerships, and public. A new initiative in 2019 is personnel time being tracked by function, municipality, strategic priority, and primary project. This is provided to the Executive Committee and Board quarterly, and to municipal partners annually.

Progress Lakeshore is a private-public organization with a 2018 budget of approximately \$265,000. Of that, \$108,000 comes from municipal funding and the remaining \$157,000 comes from private investments and event sponsorship.

Progress Lakeshore's website can be found here: [Progress Lakeshore](#)

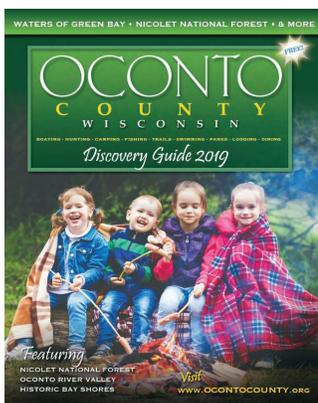
The Oconto County Economic Development Corporation (OCEDC) is a not for profit local economic development organization that seeks to foster economic development and tourism promotion in Oconto County. The organization has been successful in promoting economic development and tourism opportunities in Oconto County for over 35 years.

The OCEDC maintains three full-time staff that includes the Executive Director, a Tourism Manager, and an Operations Manager. The Executive Director’s time and half of the Operations Manager’s time is spent working on economic development for the county. The Tourism Manager works on the county’s Discovery Guide which is 100% paid for by selling advertising space in the report. The Tourism Manager also maintains their website and social media platforms, coordinates sports shows, and numerous other tourism promotions.

OCEDC has an 18-member Board of Directors that is made up of the Oconto County Board Chairperson, two County Board members, local business leaders, the Mayor of Oconto, the City Administrator of Oconto Falls, the Lena Village Clerk, representatives from CESA 8, and local business associations. Their Bylaws state that they have to have at least 15 members, but no more than 25. There are non-disclosure agreements with board members to protect private business information that is provided when there is a potential business start-up, relocation, or other business agreement. The OCEDC board of directors meets monthly.

In order to maintain open communication and transparency with Oconto County, the Executive Director attends monthly County Board meetings and reports on OCEDC activities at each meeting. Overall, OCEDC tries to be exceptionally transparent with its board.

In 2019, OCEDC’s budget was \$350,000 with approximately \$120,000 earmarked for economic development, \$150,000 for tourism promotion, and the rest for operations. OCEDC receives annual funding from the County Board, administration funds for grants and OCEDC’s micro loan program, from advertisement sales in the *Oconto County Discovery Guide*, and marketing contributions from municipalities.



The OCEDC is well known for producing the *Oconto County Discovery Guide* that reaches over 40,000 readers annually. The guide allows the county recognition on various social media platforms, helps to maintain detailed information on county attractions including ATV and snowmobiling trails, and provides a working relationship with the local communities, chambers of commerce, and business associations.

The OCEDC fosters economic development by working with business prospects interested in locating or expanding in the county, maintaining contact with a network of economic development organizations throughout the region and state, and operating programs focused on business attraction, retention and new venture formation. OCEDC operates four major programs that address the needs of existing businesses, entrepreneurs and new business start-ups. The programs are:

- *Oconto County Business and Education Alliance* – brings together business and education to address needs of existing area businesses.
- *Leadership Oconto County* – created to address needs of existing area businesses by building a pool of citizens with broad knowledge of the ideas, issues, and concerns faced by local communities.
- *Oconto County Business Innovation Development (OCBID)* – designed to assist start-ups and small businesses in Oconto County to achieve business growth and sustainability.
- *Microloan Program* – designed to provide small loans to new or growing businesses in Oconto County.

OCEDC offers personalized site selection services to those looking to operate a business within the county in addition to start-up and expansion assistance. In some cases where a local community has someone with the knowledge and expertise to work with an interested business, OCEDC may turn the process over to the local unit of government to complete a deal.



OCEDC also offers “links of interest” on their website to cross promote other economic development and tourism entities in Oconto County and the region. These links are provided to help those planning on expanding or starting business in Oconto County or for those looking to plan their next vacation in Oconto County. Entities are organized under Resources, Tourism, Oconto County Business Association, and Oconto County Chamber of Commerce. There are four different entities listed under Tourism, three listed under Oconto County Chamber of Commerce, three entities listed under Oconto County Business Associations, and twelve listed under Resources.

Oconto County EDC's website can be found here: [Oconto County EDC](#)



Langlade County Economic Development Corporation (LCEDC)

Langlade County Economic Development Corporation (LCEDC) is a 501(c)3 organization that was created to address the economic and community development needs of Langlade County. LCEDC is a public-private collaboration whose mission is to enhance the viability of existing businesses and recruitment of new enterprises to Langlade County, utilizing a structured, proactive approach. LCEDC has a full-time staff and is supported by a Board of Directors representing both the community government and private business. LCEDC partners with Langlade County, the City of Antigo, and members of the private sector.

LCEDC has two full-time employees: the Executive Director and the Assistant Director. The two staff members are responsible for both LCEDC and county tourism promotion. The role of the Executive Director is to manage and implement community strategies while the Assistant Director acts as the operations manager and tourism director. Staff maintain two separate websites; one for tourism and one for their economic development corporation.

The LCEDC has an 11 member Board of Directors. Members of the board include business owners, two representatives from the City of Antigo, including the Mayor, and two County Board members.

The Langlade County Economic Development Corporation has an annual budget of \$325,000 that is used for both the EDC and tourism promotion. Funding is provided by Langlade County, the City of Antigo, private contributions, and administration fees earned through state and federal grants and the economic development revolving loan fund.

In order to remain transparent with Langlade County and the City of Antigo, LCEDC includes representatives from each government on their Board of Directors. In addition, LCEDC gives monthly reports to both the county and the city. Activity reports are generated monthly and include important information such as total balances on loans, EDC activities, meetings/trainings attended, and various information for both the EDC and tourism development. An activity report is included in Appendix B of this document as an example of reporting that could be used by Marinette County to maintain transparency should they choose to go with a similar organizational structure.

All LCEDC board meetings are open to the public. However, the Loan Review Board Committee will go into closed session when in discussions about the current Revolving Loan Fund, Close Out Program, and to review current loan applicants/recipients.

Services offered by LCEDC are concentrated within the following efforts:

- Business retention, and business and industry attraction
- Business and industry workforce development
- Tourism development through destination marketing strategies
- Grant and loan administration for the City of Antigo and Langlade County

In addition to the services offered above, LCEDC provide additional resources on their website for business owners and those looking to start a business. They also offer an entrepreneurial training program for small business owners and potential business owners, provide incubator space, and work on expanding broadband in the county.

Langlade County EDC's Website can be found here: [Langlade County EDC's](#)



Washburn County Tourism Association

Washburn County Tourism Association is a 501(c)6, non-profit organization dedicated to promoting tourism in the Washburn County area. The organization is comprised of individuals, organizations, and businesses interested in working to promote and improve tourism in Washburn County.

Washburn County Tourism Association has two full-time employees and one part-time employee. The Executive Director handles the majority of budgeting, financials, marketing, and special projects. The Assistant Director manages the visitor center, group tours, social media and special projects. Both are responsible for business outreach. The part-time employee is responsible for day to day general work in the visitor center.

The Washburn County Tourism Association is governed by a volunteer board of directors that oversees the operation of the organization and empowers the tourism team to “do what they do” and promote Washburn County. The board is primarily made up of businesses and organization leaders from throughout the county and includes one appointed County Board representative.

Washburn County Tourism Association is the only official tourism organization in Washburn County. There are six chambers of commerce located within the county. Only one of the six has paid staff; the others are volunteer-run. The chambers focus mostly on local/regional marketing. Washburn County Tourism Association works closely with the chambers to promote their communities and is the resource for all of the chambers. The Tourism Association has found that they have the ability to market more effectively as a county rather than expecting each individual chamber to be experts in tourism marketing.

The Washburn County Tourism Association performs the following tasks:

- Official *Washburn County Visitor & Activity Guide and Highway Map* publications
- Coordination of Washburn County social media channels
- WashburnCounty.org - Over 200,000 page views per year!
- Calendar of Events Coordination
- Weekly event and activity posters
- Lodging Leads Report
- TravelWisconsin.com Business Database Management
- Industry newsletters & business/community outreach
- Business development training
- Visitor center management

The annual budget for the Tourism Association is roughly \$198,000. This includes operation of the visitor center, staffing, and marketing. Washburn County contributes approximately \$153,000 of the budget to promote the area; the rest comes from fundraising. Approximately 54% of the budget is used for staffing, 32% is used for marketing, and 14% is used for the visitor center/other. The county does put forth \$3,000 a year for ITBEC membership which handles the Northwest Wisconsin marketing.

The Washburn County Tourism Association's website can be found here: [Washburn County Tourism Association](#)

“The reason it works well is that we have experienced staff and a supportive board and county. Our full-time team members are both originally from the area, but left and received degrees in tourism management. This has really helped propel the organization forward. Finding the correct team members takes a lot of time and patience, but pays off dividends. Our organization is not perfect, but we work through the problems we encounter as a team.”

- Washburn County Tourism Association Executive Director, Michelle Martin



Bayfield County Tourism Department

Bayfield County has its own Tourism Department whose mission is to “promote Bayfield County as a visitor destination.” The first visitor guide for Bayfield County was produced in 1978. At that time, the county provided some financial support to a nonprofit group called the Bayfield County Tourism Association (BCTA), which produced the guide and advertised the area as a tourism destination. A county staff person was hired in 1994 that was paid in part by the BCTA and partly by the county. Eventually, the county took on the position completely. To this date, the Tourism department is made up of three staff that includes a full-time Director, one part-time administrative staff person, and slightly part-time fair administrative staff.

Currently, the Tourism Department functions to strengthen the economic well-being of the county by actively promoting responsible year-round tourism, facilitating communication amongst tourism entities both within the county and statewide, and planning, coordinating and carrying out the Bayfield County Fair. The Tourism Department produces multiple publications including the *Bayfield County Visitor and Recreation Guide*, maintains an interactive tourism map, maintains a website and calendar of events, and promotes the area as a tourism destination in a variety of ways.



The Tourism Director reports directly to the County Administrator and has an oversight committee of five County Board supervisors. As for reporting, the Tourism Department has a set of goals & objectives that are reviewed at committee meetings. Some measurable data includes county sales tax, number of inquiries, website and social media analytics, etc.

The Tourism Department is funded with tax levy dollars in addition to revenues that the department brings in. In 2019, the proposed budget for the Tourism Department, including the fair, was \$395,725. Revenues for 2019 were estimated at \$162,250. The proposed levy was \$233,475 in 2019.

In addition to funding the Tourism Department, Bayfield County provides some annual funding to the Northern Great Lakes Visitor Center. There are four chambers supported by room tax dollars and memberships in addition to whatever other revenues they produce. The four chambers of commerce include two with full-time staff (Cable and Bayfield) and two with part-time staff (Washburn and Iron River); there are also two Business Associations (Port Wing and Cornucopia).

The Bayfield County Tourism Department’s website can be found here: [Bayfield County Tourism Department](#)

RECOMMENDATIONS

This chapter was developed by the 3rd party sub-consultant, Redevelopment Resources. This chapter is intended to provide Marinette County with 2-3 recommendations of economic development organizational structure models for consideration. This chapter also includes overall recommendations on how Marinette County can best participate and cooperate with the various organizations within the county.

Organizational Participation

Marinette County is in a unique and fortunate position to be evaluating and receiving recommendations on best options for investing in economic and community development and tourism activities. The county has resources to invest, and there is existing structure in place.

A review of organizations and organizational activities noted previously in this report identifies nearly a dozen organizations which contribute to the work of economic and community development and tourism-related activities. Each organization was formed at a different time with a distinct mission and goals.

Collaboration is the name of the game in economic and community development organizations across the country. There are distinct roles and responsibilities which are best carried out by municipal, county, regional and state level organizations. For the most effective delivery of economic and community development services, this type of review and analysis is important for the county to undertake. Marinette County will have confidence its investment is directed toward the right activities and not invested in duplicative or ineffective work.

Situational Analysis for Economic Development and Community Development

Economy: Relative to recent development activity, no one needs to search too deeply to document the current state of the economy. It's reflected in nearly every statistic from unemployment, per capita and household incomes, retail sales, home sales/foreclosures. The current economic environment is much improved over the past five to seven years. This environment lends itself to agencies and business as an opportunity to review existing organizational structure, products, plans and services in preparation for leveraging nationwide economic growth and positioning Marinette County as a solution to areas in which struggles are greater. The economic needs of residents and businesses are different today than they were five years ago. With the proper structure in place, an effective economic/community development organization is better equipped or positioned to be a catalyst and spark growth and development leveraging opportunity now available in the economy.

Budgeting: Budgets are difficult and becoming more strained in an effort by business and government to maintain important services and offer quality products. With changes from MCABI to inVenture North, there is an opportunity for a reset on how businesses participate in more local economic development efforts. As the private sector contemplates investing in the efforts of inVenture North, the public sector also has an opportunity to invest in the most appropriate and effective manner.

Staffing: Currently the county maintains staff positions in planning, zoning, GIS and property listing, which are directly related to economic and community development. These are appropriate roles for staffing at the county level and it is not recommended that Marinette County invest in full-time or part-time staff to carry out any other economic or community development related tasks. With existing organizations and investments being made elsewhere it would not be prudent for Marinette County to attempt to create and staff one or more positions that would inevitably result in duplication of effort.

Tools: The Economic Development tools in the county’s toolbox are limited. The county does not have its own land to market for industrial development or to small and large employment centers. Its loan programs are currently being administered by inVenture North and it does not utilize, nor does it have its own access to other financial incentives. Information is always important, and the county’s GIS system is a valuable tool for economic and community development.

The work that needs to be done within and throughout Marinette County in economic and community development is important because:

- Fostering economic and community development is a vital activity to the area’s economic well-being;
- Marinette County has much to offer in unique assets which are not prevalent in surrounding and nearby counties in the same form and structure, which should be leveraged to the fullest;
- Marinette County has significant competition from around the region and state in terms of access to workforce and educational opportunities; and
- Other county and local economic development agencies throughout Wisconsin are engaged and active in more significant ways, leaving Marinette County at a disadvantage when resources are fragmented, and without a solid direction or set of goals.

The success of economic and community development efforts in Marinette County to achieve their greatest results should be based on the theory and practice of ‘Synergy’. Not unlike other systems, the success of the whole is based on the interdependence of the parts... where elements, when combined, produce an effect or impact greater than the sum of those individual parts. In applying the same theory to economic and community development in Marinette County, the county, and city can be more successful when local businesses, communities, and institutions work together rather than recognizing and focusing on individual achievements.

Each organization mentioned previously in this report has an important and valuable role to play in the area’s economic development function. The roles of the cities, villages, county and regional organizations are all different and work to meet varying goals. For example, it’s appropriate for the City of Marinette to keep (and share) a database of available commercial property located in the city. It’s an appropriate role for the region New North, to lead the effort on organizing support for all transportation providers such as the highway system, rail, air and ports. Within those individual roles, one appropriate task for an EDC is to market the county to site selectors and developers.

It’s important to define each entity’s role in the economic development landscape so collaboration is maximized, and duplication of services is minimized.

Ways Marinette County Could Participate in Economic/Community Development

The spectrum of participation in economic and community development is broad. Marinette County could contribute or participate in the area's economic and community development efforts from doing nothing at all to staffing and operating a complete department for economic and community development and tourism.

Do nothing: The county could choose to do nothing to contribute to the economic and community development and tourism efforts of the area. The money previously dedicated to activities generated by MCABI could be absorbed into the overall budget and spent by other departments.

This is not recommended. Counties should participate in economic and community development at some level. Some counties contribute a percent of sales tax dollars to economic development (Fond du Lac County, for example). This is a unique concept in Wisconsin but is appropriate because the success of the county's sales tax collection is a direct result of the success of the local economy.

Situational Analysis for Economic Development and Community Development

Options for Participation:

Do nothing

Provide services

Invest Funds

Provide staff and services

Offer coordination and support

Provide Services: Planning, zoning and GIS services are appropriate services for counties to provide to local and regional economic and community development efforts. Because data is collected at the county level for land records and mapping, this is a helpful tool all community and economic development practitioners use on a regular basis. It would not be prudent for independent economic and community development organizations to seek these services elsewhere or attempt to provide their own in a county the size of Marinette County.

Invest Funds: Like many other counties in Wisconsin and across the country, one way counties invest in economic and community development is to financially support an independent organization. These independent organizations derive their funding from both private and public sectors and often strive to generate more funding from the private sector, so their organizations are not subject to open meetings and open records laws. This is important to some organizations who wish to do business without making every document a public document and wish to conduct recruitment activities with confidentiality that is often very important to the business community.

Investing funds in an independent organization allows the county to be involved in economic and community development activities but not have the burden of staffing (salary and benefits) and managing the operation of an economic /community development entity. Many of the counties in Wisconsin comparable in size to Marinette County are engaged with the independent EDC through board participation by a County Board member and receive regular updates or reports from the independent organization at County Board meetings.

Provide Staff and Services: Some counties fund entire departments of staff with a full suite of economic and community development services. This is a significant investment but provides the county an opportunity to control more of the activity related to community and economic development. County development staff would have to work closely with municipal staff and boards when new companies chose to locate in the county and when existing companies chose to expand. Due to the nature of the industry, this is not a common model, but in small counties without a mass of local governmental bodies, this model is an option. This is not recommended for Marinette County, however, because there is existing structure in place through inVenture North and the investment the county would have to make in order to be effective would be cost prohibitive and result in a duplication of effort.

Coordinate and Support: An effective and appropriate method for involvement at the county level is to provide technical assistance and support to other entities proactively doing economic and community development, and tourism work. Like providing services, this also includes marketing coverage and/or collecting information from all other entities providing services (such as the dozen or so other entities) and providing coordination and organization to everyone’s independent efforts. It would be an appropriate role for the county to host a website or a page on their website which directs the user to economic and community development, tourism, loan funds, available property, municipal services and other related providers so there is no confusion when someone attempts to do business in the county.

Another supportive role for economic and community development would be to create a trust fund or other pool of dollars to be used as incentive for recruiting impactful employers or tourism related draws to the county. This would be a great use of a small percent of sales tax dollars which could accumulate over time and position Marinette County in a unique and competitive position related to neighboring counties.

Recommendations

Having reviewed the current situation in Marinette County on how economic and community development and tourism services are delivered, Redevelopment Resources is prepared to make the following recommendations.

These recommendations are based on:

1. meeting the economic and community development needs of the local economy;
2. most effective use of resources for the county considering investments made by others;
3. current and future potential organizational capacity of the county;
4. the most efficient manner to deliver economic and community development and tourism services;
5. current best practices given today’s economic conditions; and
6. the needs of businesses, residents and visitors.

Manner of Participation: Marinette County should participate in economic and community development and tourism by investing dollars, providing services, and offering coordination and support. As noted above, it is not advised that Marinette County withhold support of any kind. Nor is it advised that Marinette County create a full staff with complete services for economic and community development and tourism. These activities are best carried out by other entities. Because other entities offering financial resources are also limited the most significant impact will be made by pooling resources.

Recommendation Option #1

A financial investment should be made to inVenture North and it should be an annual commitment. Because inVenture North has staff, has developed key relationships within the business community, is working on a comprehensive and aggressive strategy, and represents a broader region than just the City of Marinette, it would be best to invest in inVenture North. The organization has its finger on the pulse of recruitment, retention/expansion, entrepreneurial development and workforce issues. They are also best positioned to be marketing the larger area for tourism. Additionally, they are investing time and energy in the development and cultivation of businesses related to AI (artificial intelligence) leveraging initial work by county officials, and they see this as a niche the county could advance for significant investment and business recruitment in the future. It should be noted that the private sector is where the work with AI needs to start. Clearly defining needs and goals related to how the region can capitalize in the area of AI will direct and inform educational institutions as to their scope and role.

Invest financial resources

Provide services

Offer coordination and support

Level of Participation: Marinette County should invest annually in inVenture North to support their work in economic/community development and tourism. It should be an ongoing commitment to the organization and its mission. By financially supporting inVenture North, the county is showing that economic and community development and tourism are priorities for the county, and they are worthy of a significant commitment of resources.

In this model, the county should contract for tourism marketing services through inVenture North. This would include marketing expertise and materials, so the region is highlighted through various appropriate outlets. Drawing visitors to Marinette County will contribute to the sales tax base and provide more revenue through which to fund this effort.

Staffing: The recommendation for Marinette County to invest in inVenture North does not include adding any staff to the county's current payroll. The staff in the Planning, Zoning and GIS departments add value to the efforts of those working directly in economic and community development. The services offered by the county's Planning/Zoning and GIS departments should be utilized by the staff at inVenture North in a collaborative fashion. Sites and maps, property information and other technical assistance should be provided to inVenture North staff for their use in recruiting and retaining business to Marinette County.

Engagement: Marinette County can be engaged in economic and community development and tourism activities in any one of several ways. Recommended here is that the Marinette County Board approve an appointment of one board member to serve on the board of inVenture North in an ex-officio capacity. The organization does not appoint board members on a "pay-to-play" basis, so the investment by the county does not demand a voting seat on the board. However, in an ex-officio capacity the county will still have a direct link to the activities of the organization and will be able to participate in and understand what the organization is doing and why. InVenture North could report quarterly to the County Board on their efforts and activities.

Coordination and Support: As noted above, Marinette County should offer support and coordination to the efforts of all those providing services in and around economic and community development and tourism. The county could provide links from its website to the organizations providing services related to community and economic development and tourism. As an additional entry point to the region's tourism and development services, this would show collaboration, coordination and support.

Redevelopment Resources also recommends that Marinette County invest in an incentive fund to be used for large-scale recruitment projects, significant expansions or impactful, opportune property acquisitions. The fund could be invested in by the county and managed by inVenture North. Dedicating a certain percent of incremental sales tax revenue, or sales tax revenue above and beyond budgeted/expected revenue would be an appropriate and effective use of those dollars. If the money was invested in 2019 and the fund received contributions for five years before the money was accessible, time would allow the fund to grow. Marinette County would be on the cutting edge of incentive funding in Wisconsin as very few counties plan for incentives in this manner.

Any incentive offered would need to be appropriately targeted, performance-based, with accountability, and returning a certain level or type of benefit to the community – that the community's leaders have adopted, and the award package follows those parameters.

Marinette County should also continue to be supportive of local municipalities desire and need to use tax increment financing to support development projects throughout the county. This is one of the few tools that supports economic and community development in Wisconsin. Many states have other kinds of incentives and when it comes to being competitive, Wisconsin is lacking on the incentive front.

Recommendation #1 Timeline:

November/December 2019

Meet with inVenture North to discuss their strategic plan, goals and metrics. Receive a presentation from inVenture North to entire County Board about their future direction and overall benefits to the county. Understand how inVenture North's efforts will positively impact the county's economy. Commit funding to begin in 2020. Set calendar for presentations to the County Board and identify metrics to track progress.

January 2020

Advance funding to inVenture North.

Quarterly 2020

Receive presentation from inVenture North on work and progress toward goals.

Recommendation #2

Another way the county could invest is to fund and create a county-wide tourism partnership, much like the Washburn County Tourism Association. The plan to initiate creation of a tourism partnership would be structured over two years and could follow the approximate draft timeline that can be found on the following page.

Recommendation #2 Timeline:

November/December 2019

Establish Tourism Partnership Taskforce and gather all relevant and existing entities which promote tourism. Initiate creation of a plan to consolidate efforts and work county-wide. Commit funding for startup.

January-March 2020

Appoint board and begin drafting strategic plan for organizational startup.

April-June 2020

Hire Executive Director and finalize strategic plan. Ongoing organizational fundraising beyond county contribution. Solidify marketing structure for organization (website, social media, branding, etc.).

July - December 2020

Hire additional staff, prepare and initiate marketing for 2021.

Receive presentation from inVenture North on work and progress toward goals.

Option #3

One option for staffing the economic development function in Marinette County is to hire an internal staff person. It is recommended this person report directly to the county Administrator and work through the county's Development Committee. An internal staff member will have the ability to carry out county specific economic development goals. It is highly recommended this person work closely with inVenture North so there is no duplication of effort and so that businesses in the county are not confused as to where to go for assistance and information.

Option #3 Timeline:

November 2019

Dedicate funds and begin drafting job description

December 2019

Advertise for position

January 2020

Conduct interviews

February 2020

Hire internal economic development specialist

Recommended Organizational Structure Models

The table below represents the organizational structure models for the recommendations provided on the previous pages.

	Invest in County-wide Tourism Partnership	Invest in existing Economic Development Corporation	Hire Internal Personnel to Implement County's Economic Development Goals
Staffing Structure	Executive Director and 2-3 employees	Executive Director and 2-3 employees	Economic Development Specialist reporting to County Administrator
Governance	Volunteer Board of Directors (appointed by County Chair, approved by County Board) with one County Board Member representative	Independent Private/Public Board with one County Board Member representative	Work through County's Economic Development Committee
Responsible Parties	Staff, reporting to Board; work with strategic partner organizations throughout the County	Staff reporting to Board; work with strategic partner organizations regionally (across state lines)	County Administrator, Economic Development Committee, County Board
Funding models	Majority County funded, other sources of revenue support (fundraising, portion of room tax)	Majority private sector funded with significant contribution from public sector	County Funded
Appropriate next steps	Appoint County Committee to establish goals, structure, budget, strategic plan, and begin executive search	Meet with inVenture North to understand priorities and goals, establish reporting structure and appoint Board member	Create job description and execute staff search

About Communication, Collaboration and Trust

It is apparent through our research that activities in and around Marinette County related to economic and community development and tourism have not been undertaken through collaborative efforts in the past. Due to scarce resources (financial, technical and human) it is imperative to approach economic development, community development, and tourism through the county and beyond, in a collaborative fashion. The good that happens in Menominee, MI positively affects what happens in Marinette, WI. Similarly, when good things happen in the rural communities on the western side of Marinette County, it benefits all throughout the entire county.

Efforts for development and tourism related activities are most impactful when they are approached and viewed from a macro perspective. People who choose to live in one community likely don't conduct all their business or go to work in that same community. Some areas will always be more dense economic centers than other areas in the county.

Taken from a report by the International Economic Development Corporation, entitled *Championing Economic Development* © 2019:

An economic development organization can't be successful by itself. All successes in economic development are born of partnerships – among government, private enterprise, educational and financial institutions, utilities, social and faith-based organizations, neighborhood groups, and many other stakeholders and service providers – working in varying combinations on a particular project or to strengthen local business conditions.

If an EDO is doing good work, then these partners are also an EDO's greatest allies. Doing good work in the context of these partnerships means being a reliable, effective, discreet team player: understanding the motivations, goals and needs of these partners as they work with the EDO, and being flexible and creative in finding win-win solutions.

It's widely acknowledged that what others say about you carries more weight than what you say about yourself. Many economic developers acknowledged, in focus groups and survey results, that building vocal and visible ally support from key business leaders, elected officials and other stakeholders is critical to communicating an EDO's value proposition. We invest significant effort in building partnerships because we believe it creates a competitive advantage for our region. It more than triples the size and capabilities of our economic development team.

Marinette County Board members and staff can further the cause and the work of inVenture North by verbally supporting their efforts and looking for ways to collaborate between the public and private sectors. InVenture North, moving through its recent reorganization, will need to build trust with all stakeholders in the public sector as it continues to shape its business plan and goals.

Likewise, Marinette County should make an effort to build trust with inVenture North. As noted in the article found at this link <https://project-management.com/8-highly-effective-tips-to-rebuild-workplace-trust/>, “8 Highly Effective Tips To Rebuild Workplace Trust”, those items include:

- Increase communication
- Give respect to the work and observations of colleagues
- Try to keep your promises and be reliable
- Avoiding gossip
- Start managing yourselves and be supportive with each other
- Being responsible for work and with each other

It is recommended that communication between inVenture North and Marinette County (along with other public stakeholders) increase significantly so there is no questions as to what the mission, goals and strategies of inVenture North entail.

Measuring Performance

Holding economic and community development and tourism organizations accountable for the funding they receive by following achievement of metrics and accomplishment of goals is appropriate. In economic and community development there are several items which can be measured to indicate performance. The International Economic Development Council published a research paper: “Making it Count: Metrics for High Performing EDOs” on metrics and found typically EDOs, like most nonprofits, use the logic model of performance measurement. According to this model, metrics can be categorized in four different ways.

- Inputs – “Resources such as money, staff time, and other items used to produce outputs and outcomes. Inputs indicate the amount of a particular resource that is actually used to produce a desired result.”
- Activities – “The actions a program takes to achieve a particular result.
- Outputs – “The amounts of products created and services delivered in a reported period, such as number of training programs conducted, number of classes taught, or number of clients served.”
- Outcomes – “Changes in knowledge, skills, attitudes, values, behavior, or conditions that indicate progress toward achieving the program’s mission and objectives. Outcomes are linked to a program’s overall mission.”

Marinette County should work with inVenture North to establish a relevant and trackable set of metrics which could be updated annually and presented to the County Board. This report will not attempt to recommend what to measure beyond the category suggestions listed above as the business plan for inVenture North has not yet been finalized. In Appendix D, there is also a list of important but uncommon metrics which could also be considered by inVenture North and Marinette County.

Summary

Marinette County is fortunate to have the opportunity to participate in a review of the most effective way to invest its resources to accomplish the important work of economic and community development along with tourism related marketing activities. After reviewing the current situation and studying best practices throughout Wisconsin for the most effective use of funds and other resources, Redevelopment Resources encourages Marinette County to collaborate with inVenture North by investing in the organization annually and considering creating an incentive fund.

The county may take an incremental approach to its investment, and it should also be aware of inVenture North’s goals prior to making an investment, so an appropriate level of investment can be established. It would be unfortunate to only partially fund the organization if it will inhibit it from fully implementing its strategy to conduct economic and community development and tourism activities throughout the area.

Trust and communication will be key to a successful partnership. Big things can happen in the local economy with the right focus and collaboration.

Appendix A

Questionnaire and Responses

Marinette County Economic Development Service Review
Questionnaire

Marinette County is conducting a review of the provision of economic development services in the county. This questionnaire is designed to gather input about this assessment.

1. What role do you believe the County should play in Economic Development/Community Development and/or Marketing/Tourism Promotion?

2. Do you support one entity being responsible for economic development, community development and marketing and promotion of the County?

3. What is your opinion of these options for Marinette County Economic Development/Tourism and Marketing service delivery in the County?

a. Marinette County contributing financially to existing organizations?

b. A non-profit organization is created and Marinette County contributes financially?

c. Marinette County creates a new county department?

Marinette County Economic Development Service Review
Questionnaire

3. Which organizations are “visible” as the economic development arm for Marinette County?

4. Do you view Marinette County as having a strategy and clear mission for economic development for the county as a whole?

5. Does the current organizational structure contribute to or hinder economic development effectiveness? Provide examples of these occurrences.

6. Would a different organizational structure improve upon any weaknesses in the current structure?

Marinette County Economic Development Service Review

Questionnaire Responses

1. What role do you believe the County should play in Economic Development/Community Development and/or Marketing/Tourism Promotion?

- Marinette County's sales tax is partly funded by dollars spent by tourists. Cultivating that asset is important.
- Answer
 - Economic development – funding resource in collaborative partnership with business/industry. Limited representation on Board.
 - Community Development – supportive role if applicable, possible funding source
 - Tourism promotion – funding resource in collaborative partnerships with tourism related business. Limited representation on Board.
 - Marketing - should be left to each entity with some shared collaborative efforts.
- The County should contract with a development company rather than trying to do economic development themselves, more efficiency
- The county should be involved in promoting and encouraging economic development and should contract with an organization to promote such development.
- In my opinion and personal experience, I feel that these activities should be done by an independent organization separate from the county. First, because the county is subject to open meeting laws, it can make things very complicated. As a business owner, I know that I wouldn't want my business being discussed in that sort of format with the media and the public are always welcome to listen in. Second, government, whether it is county, city, or village, has far too much bureaucracy to get anything done in an efficient and timely matter. And finally, those in government really have experience for a real understanding of marketing. They do not see the value, nor do they understand the costs associated with marketing. And from a budget perspective it would, it would be too easy for the county to cut costs from marketing first. Frankly, real marketing by real marketing professionals with experience and skills and marketing is what this area desperately needs.
- Marinette County's role can either be just financial or more detailed by providing staff and incentive dollars to make things happen in Marinette County. Mostly we can provide the financial means to improve the economic climate in the county.
- To help with the success of Economic Development/Community Development and/or Marketing/Tourism Promotion would be to help financially.

- 100% we are elected by the residents and should be in charge
- I believe the County should assume a major role in this municipal outreach to be specific. Small communities need the County to back their efforts.
- County should provide some financial support
- Marinette County should support creating and executing a unified plan for Economic Development through a lens of community development and the creation of a CVB to Marinette agency
- The County should lead any initiatives in Economic Development, Community Development, and Tourism pending any definition of the goals of these efforts. The fundamental problem is that there is no definition/statement of purpose that is universally by the parties of interest in these initiatives. The County should lead because it has the broadest scope and interest in each of these areas. The County also has the financial resources to make a difference in each of these areas should they choose to participate. The other interested parties (Chamber of Commerce, City government, other civic organizations, InVenture North) have lesser financial resources and more limited scope in what they may pursue based on their constituents. In order to provide the scope of services required to successfully implement these initiatives they need financial support from others. No government entity should fund projects that they have no visibility, direction or financial control.

2. Do you support one entity being responsible for economic development, community development and marketing and promotion of the County?

- Yes (2)
- No, however, economic development and tourism could share “housing” facilities. The lead on community development should be handled by each community separately.
- Yes, a separate entity to be responsible for Economic Development.
- Yes, one organization with the singular focus of making the county an attractive location or business, industry, and tourism.
- Yes. I believe the best structure would be to have an executive director that reports to a Board of Directors, with a large percentage of the board being business owners were interested in seeing the area grow. Then there should be a director of economic development, a director of community development, and a director of tourism development. Then, within the organization, there needs to be a marketing department shared by everyone, comprised of at least a marketing director, one or two marketing specialists, and possibly a graphic designer or web expert. Finally, there needs to be an admin assistant to help everyone. The big problem I see is that there's a huge difference between tourism development and marketing. Government likes to lump in together, but the reality is that tourism development need someone to market it, economic development needs someone to market it, and community development need someone to market it. Otherwise, the tourism person ends up spending all their time doing marketing tasks and not growing tourism.

- Yes But do not believe the county board is receptive to this concept.
- Yes, it only makes sense having one entity overseeing this. All resource's go into one and you're not competing against another entity for financial support.
- Yes, the County
- If they have the resources to manage all of that, yes.
- I believe it will take one entity to create and lead these efforts, however it will require the teamwork of all parties municipal, chamber of commerce, downtown districts, etc.
- Yes, county funds require County responsibility and accountability. The same should be said for any other participating entities such as city governments, civic organizations, etc.

3. What is your opinion of these options for Marinette County Economic Development/Tourism and Marketing service delivery in the County?

a) Marinette County contributing financially to existing organizations?

- Possible
- I do not feel the structure is adequate and therefore should not be supported financially unless there is some reorganization. Missions need to be defined, along with strategic plans that include action steps.
- Yes
- An organization that operates independently of the county from which the county contracts for development marketing and promotion services
- NO - the organizations that are here are dysfunctional and have been for a very long time
- I do not believe there is an organization currently in place that the county would entrust the taxpayers' dollars with
- I had the understanding that Marinette County had allocated funding towards Marinette County Economic Development initiatives. Is this being done?
- No, we should hire an individual who is then responsible to the Development Committee, Administration, and Board.
- Local tourism groups, business associations, etc. have limited funding in small towns/villages. County support would be invaluable.
- Yes, but not fully support
- There is no existing organization at this time capable of leading this effort. A new and reformed Chamber of Commerce could be a strong team member- has much capacity with membership
- Qualified, yes, depending on the ability to hold the organization accountable. Public money contributing to a private entity is a non-starter. Public funds require transparency.

b) A non-profit organization is created and Marinette County contributes financially?

- No (2)
- I believe there needs to be a Destination Marketing Office or Convention & Visitors Bureau created for tourism and economic development corporation established that focuses on Marinette county economic development
- No, need to duplicate services
- In a way, yes. I do not believe that the creation of said organization should be left up to the county, though. They will take too long to get it done, it will be inefficient and it will be the same old people with their hands in the pie. It needs to be a new organization that is independently formed, with tourism-based business owners building it and representation on the board, not just town heads like village presidents and county supervisors. Then businesses, individuals, and the municipalities/county should help to fund it with memberships, etc.
- I would like to see the county, city of Marinette and InVenture north create a non-profit consortium. This organization would be a non-profit quasi-governmental agency that would be required to follow the open meetings laws of the state of Wisconsin. The board structure could be. The County administrator or his or her designee, the county board chair or his or her designee, the mayor from the city of Marinette or his or her designee, a city council member from Marinette appointed by the city's normal appointing process, 2 members from InVenture north and either a member from one of the chambers in Marinette county or a member at large appointed by the first group of 6. This group would hire a Community Development/ economic development professional to create a plan for all 3 components of economic development, community development, tourism and marketing promotion, and economic development (job creation) this would be the first point of contact for economic development in Marinette County. The person hired would be tasked with developing a plan that would identify how to achieve all aspects of this venture, albeit contract with a third party entity i.e. Chamber, InVenture North, or create appropriate staffing levels to carry out the function of "economic development". This would create a level of accountability that I believe at least the county board would require at this time.
- InVenture North already exists and should be given financial support. If you haven't had the opportunity to sit and hold a conversation with them, you should. I find their services, support and expertise instrumental to the success for the City. They have a wealth of knowledge that is irreplaceable.
- A county-wide program would give access to the municipalities that we otherwise may not have in state programs.
- Yes, it would be difficult to exist without support
- InVenture North has already been created for this purpose.
- Yes, depending on the ability to hold the organization accountable.

c) Marinette County creates a new county department?

- No, but possible to collaborate and coordinate with existing organizations to achieve a shared vision
- No (4)
- I am not opposed to creating a community development position at the county that would be charged with keeping community development issues moving forward , but that would only entail community development function like housing , broadband, trail development, recreational development to mention a few, and assisting local municipalities with their community development issues as well. Economic development would then be left up to each local government entity and InVenture North. From Marketing and tourism the county hire a specialist to only market and promote Marinette County Assets i.e. Parks, waterfalls, ATV-snowmobile trails etc. We would also still put out a tourism guide by contract with an outside agency and perhaps contract with current tourism promotion groups (Crivitz rec) to distribute our maps and guide book at trade type shows.
- Marinette County already had a Tourism Department that did not do any municipality justice. To be very honest I was disappointed on our page. Photos on our page were from decades ago. No one took the time to come to our city and update photos and information. That year I took photos myself and updated information for the following year.
- No, not a department but hire an individual
- Even better
- Possibly, but without the overlap of existing departments
- This approach has proven to fall short of what is necessary to make real progress. Marinette County exclusively focused for Marinette County excludes the full set of strengths and assets it takes to create an attractive Board. Being inclusive, Marinette County would be the star player on the team.
- Depends on the need and reason the County would create another department. The County has done this before and been unsuccessful.

3. Which organizations are “visible” as the economic development arm for Marinette County?

- Chamber, CBA, CRA, Coleman, and Wausaukee are active on limited basis.
- MCABI was. Not sure what InVenture North is all about. New North has a presence and is visible.
- InVenture North, Chamber of Commerce
- None, really. As an owner of a business, when we started out, there was no one who clearly stood out or offered to help. Actually, we were strongly discouraged by one of the communities! We went to the chambers and were told, "We can't help, try so-and-so." Then we went to "so-and-so" and they couldn't help and direct us to someone else. Some of the organizations have good intentions, but the reality is that as a business owner you spend money for a membership to an organization (ex. Marinette Chamber, Peshtigo Chamber, Crivitz Business Association, Crivitz Rec Assoc, etc.) and you get nothing for your money. It is basically a donation to said organization.
- Marinette Chamber of commerce. InVenture North, Coleman business association, Crivitz business association, all local municipalities that consider economic development part of their focus.
- Our Regional Government entities are our visible economic chamber that refers new and existing businesses for advice and direction.
- Crivitz
- As a small municipality within the County, I can't say anyone is visible to us. I would contact Bay-Lake or MCABI with questions.
- Newly Formed, InVenture North
- Outside of a limited number of people in business, government, and industry knowing the names of the organizations proclaiming to be involved in economic development there is no visible economic development arm of Marinette County. There is not any coordinated economic development activity occurring in Marinette County. Most of the time the existing organizations are working at cross purposes to one another.

4. Do you view Marinette County as having a strategy and clear mission for economic development for the county as a whole?

- Due to the wide variety of economic areas, that would be difficult.
- No. I believe MCABI was headed in that direction but changed course with InVenture North
- No (7)
- Absolutely Not, I don't know that the board as a whole sees where we are at and where we are heading if nothing is done.
- No, the organizational structure has been broken up

5. Does the current organizational structure contribute to or hinder economic Development effectiveness?

Provide examples of these occurrences.

- Hinder, once the tourism alliance became “advisory” it became useless
- The organizational structure is not well defined, therefore neither is the mission. There needs to be more collaboration between all of the entities in the region that are providing economic development, tourism, and community development services.
- There is no agreement between the County and an outside entity. Therefore no current unified effort for Economic Development for Marinette County
- Hinder, each organization is fighting for themselves and have no interest in working together for the greater good. Plus, there is a lot of animosity between different parts of the county because some parts feel other parts get all the attention.
- Hinder, InVenture North is currently operating on an island that will be counterproductive in the long run and over promising their capabilities.
- The City of Marinette and Marinette County partnered for Economic Development/Tourism and Marketing. I would suggest having InVenture North as the lead representing all entities. Otherwise you are duplicating services where they should be working together or combining into one.
- Not sure
- Hinder, there is no outreach to the municipalities! How can you be effective if the towns/villages aren't involved and part of the process?
- Hinder, due to the size of the county, some areas do not get the same attention. The current Development Committee has divergent views on growth and misunderstands Community Development. They lack vision and the ability to collaborate. They believe their job is to be Economic Development experts with their opinion as fact.
- Hinders economic development because of lack of coordination and communication between organizations. There is not a single point of contact for economic development that is an appropriate starting point for the required discussions in executing economic development initiatives. Each organization operates in their own little world without consideration of the larger purpose and connectivity to others.

6. Would a different organizational structure improve upon any weaknesses in the current structure?

- One organization with guidelines spelled out by county and funded by sales tax revenue would be best.
- Absolutely, but not only after a clear understanding of your mission is establish and how it aligns with other community organizations. We need to all be moving in the same direction.
- Yes, a partnership with InVenture North
- All the organizations are lacking a clear direction for the county has a whole. They each have their own image, their own name, their own field. For example, there is The Real North, Gateway to the North, Expanding Horizons, etc. and there is disconnect not just in the marketing but in the communication. Under the structure I suggested these organizations could be members of the overarching organization and be able to share efforts. So all they each may still maintain their own identity there would be a cohesive we are Marinette County feel. And more importantly they could share communications in one central place. Right now no one knows what is going on in their air areas for example, it was a business expo that was booked for the same day as to other large charity events. When asked about it, I was told that each had no idea the other was going on. My belief is that if the county or any government entity for that matter is managing things it will continue to spin in circles. If it hasn't worked in the last few times they tried it, maybe it is time to try something different.
- The structure is going to require accountability to the highest degree. That is the reason that the very entities that are providing the funding need to be a part of the organization. Without that we are destined to have a staff person which most likely is not most advantageous but at least you have what I would say the board would call some control over.
- I feel putting all our financial resources behind one entity, a one stop for all development.
- Yes
- Municipal involvement!
- Unknown due to unfamiliarity with current structure
- A smaller board and development committee with younger and more diverse membership
- No, There is not a base to be built upon at this time

Note: Some text may have been omitted in these typed responses in order to keep the responses anonymous.

Appendix B
Sample EDC Report
(Langlade County EDC)

ECONOMIC DEVELOPMENT CORPORATION
Activity Report: Month Ending September 2019

ECONOMIC DEVELOPMENT REVOLVING LOAN FUND (EDRLF)

- Total Balance Available to Loan **\$15,640**

COMMUNITY DEVELOPMENT FUND

- Total Balance Available to Loan **\$89,332**
-

EDC Activities Report

-- Economic Development Corporation Business Website: 1,063 Visits; with 82.2% new visitors for month of September.

Top referral sites: antigotimes.com

Top keywords searched: Luigi's Restaurant & Evergreen Store

-- Facebook: 296 "Likes" The top post was about Tapped Maple Syrup being nominated for the Coolest Thing Made In Wisconsin and casting votes. This post reached 285 people with 35 post clicks, and 21 likes, comments, and shares.

Economic Development Information:

Next Steps of Implementation of Efforts from the Strategic Summit Report are underway.

- Labor Pool Improvement Project (Youth Retention/Attraction, Job Center, Young Professional Teams)
- Image Enhancement Project (Downtown Antigo)
- RLF Close Program to Utilize for Downtown Street Project

Business Development/Retention and Expansion Activities

- Two (2) New Business Inquiries
- Two (2) Entrepreneurial Start Up Business Referrals
- Four (4) Existing Business visit
- Followed up on past business inquiries
- Downtown Entrepreneurial Grant Meetings and Promotion
- Submitted CDBG reports to DEHCR for Gowan Road/Field Street Project and 5th Ave Reconstruction Project.

Workforce Development

- Merit Gear Closure; Met in September to continue to work with Community Response Team and Workforce Development
- Continue to review Data regarding Workforce comparisons throughout the county, region, and state to focus on gaps and how to increase labor pool.
- Job Center is offering times at the Antigo Public Library on Tuesdays with appointments and open hours.
- Continue to work with Education Partners to find ways to have industry and students connect.
- Working with Regional Inspire Grow North to implement program for Career Pathways.

Entrepreneurship

- The Fall Entrepreneurial Training Program started on September 19 with five students. The program will run on Thursdays through November 14. The Entrepreneurial Training Program is offered in partnership with SBDC at UW-Steven Point. Reimbursements and start up grants are funded through the Suick Family Foundation and AT&T Foundation.
- Business Education offerings was held on September 19 & 30. There are additional presentations on October 7, 14, and 31.

Broadband

- Continue to work with partners and key stake holders on enhancing broadband in Langlade County.

Education

- Working with Antigo School District on several key components with School Forest, Fab Lab, and Career Pathways.

Meetings/Trainings attended

- | | |
|---|---------------------------------|
| 1. Grow North Regional Economic Development | 5. Grow North Economic Summit |
| 2. City of Antigo Council | 6. CDBG Implementation Training |
| 3. Langlade County Finance Committee | 7. Aspirus Board Retreat |
| 4. Loan Review Board | 8. Day for NTC |

Tourism Development

-- Tourism Website: 2,278 visits, with 82.3% new visitors for Months of September:

Top referral site: travelwisconsin.com

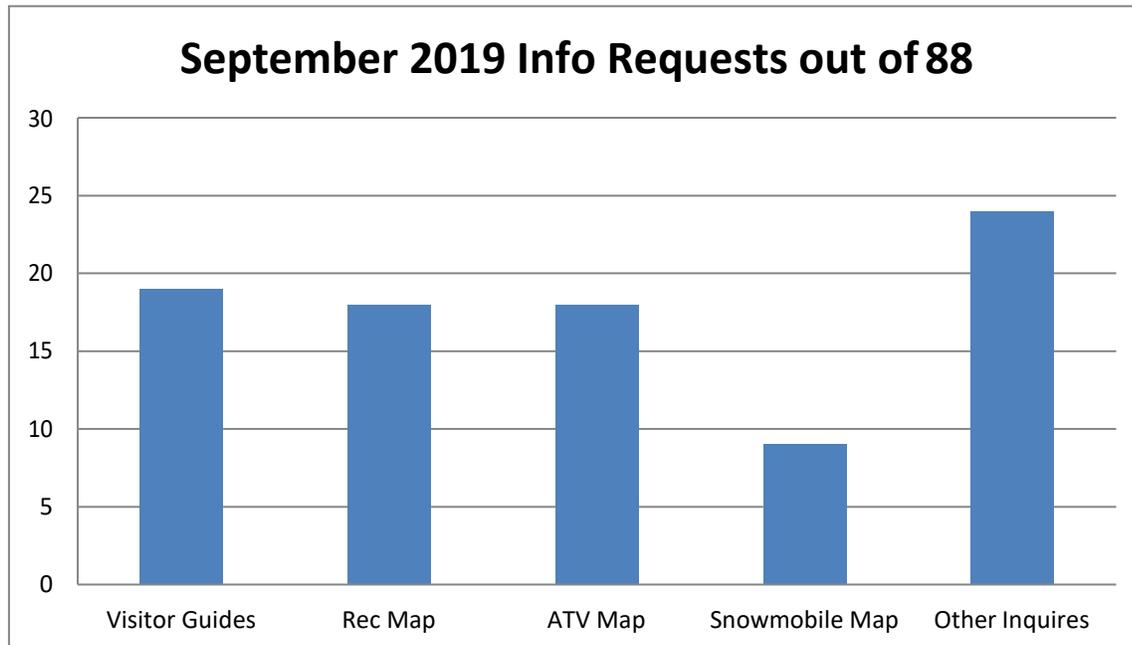
Top keywords searched: Langlade County ATV Trails

-- Northcentralwisconsin.com: This is the portal website through ITBEC and we received 7 visits to Langlade County Page in the month of September.

-- App Downloads: 14 downloads in September 2019

-- Recreation Information Requests: 88 Recreation Requests in September 2019;

Top Request: Other Inquires



-- Distributed: 2,383 of the 2019 Recreation Maps from the Economic Development Corporation Office since December 13, 2018.

-- Facebook: 11,207 "Likes." The top post about thanking the volunteers that gave up some of their Labor Day weekend to help with snowmobile trail cleanup. This post reached 1,682 people with 262 post clicks, and 36 reactions, comments, and shares.

-- Everbridge: There have been 817 people that have registered since June 1, 2016.

-- alcinfo.com: 218 visits in the month of September:

langladecounty.org: 2 referrals

langladecountyedc.org: 0 referrals

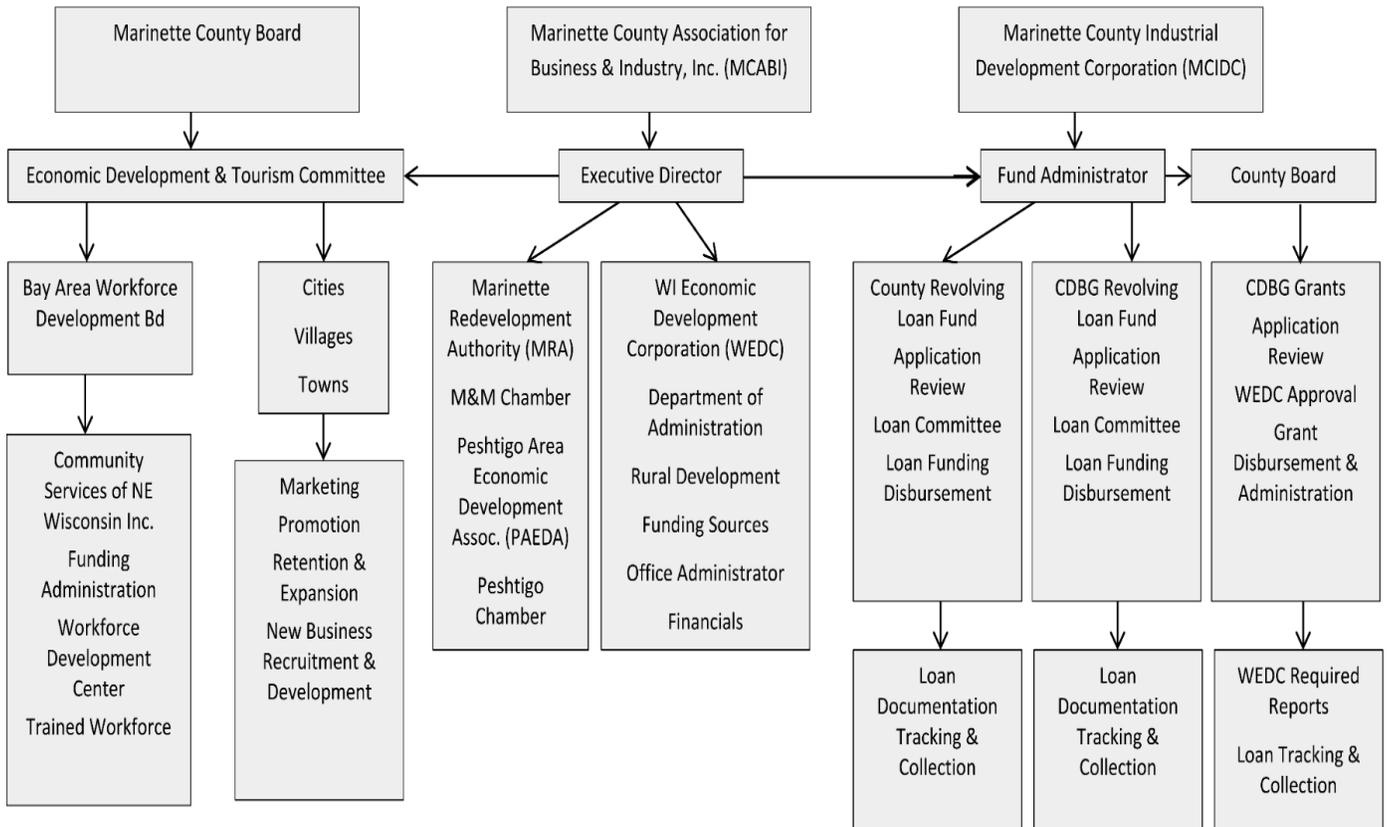
Other Tourism Information:

- Continued sending out Everbridge mass notifications. Sent out notifications on ATV Trail System re-opening after the July 19th storm damage.
- Continued marketing Everbridge and alcinfo.com webpage.
- Continued attending meetings on creating a Welcome Center and Tourism Council/Bureau.
- Attended the Langlade County Forestry Committee meeting.
- Updated Jack Lake Campground website.
- Search Engine Marketing campaign started in May and will run through October. Had 14,588 impressions with 883 people click through to our website in September.
- Started selling Langlade County Discovery Guide ads with 5 Star Marketing.
- Ran Facebook Campaign on viewing fall colors in Langlade County. The campaign reached 23,677 people with 14,102 post engagements. The campaign will run through October 4.
- Ran a fall hiking online ad in the Silent Sports website in September.
- Attended Nicolet – Wolf River Scenic Byway meeting and Travel Wisconsin JEM grant check presentation.
- Attended ITBEC Marketing meeting.

Appendix C

MCABI Workflow Chart

Marinette County Association for Business & Industry, Inc. Flow Chart



Appendix D

Tracking Important but Uncommon Metrics

Tracking Important but Uncommon Metrics

The survey completed by the International Economic Development Council provided a set of metrics that were rated highly in importance but low in regard to how commonly EDOs used them. Low usage can be indicative of several challenges, including a lack of adequate data, expensive data, a lack of knowledge on how to properly measure such performance, and even an EDO being unaware that it should be measuring such activity.

The table below lists these uncommon but important metrics.

Internal Measures

- Level of EDO employee satisfaction
- Diversification of funding sources (ratio of investors to total funds)

EDO Program Measures

- Impact on employment by industry/sector due to EDO efforts
- Cost-benefit analysis of proposed projects (cost to the community vs. the benefits)
- Internal rate of return for projects (especially real estate projects)

Relationship Management Measures

- Effectiveness of EDO board to remove barriers to economic development progress (e.g., engaging in local and state policy development related to economic development)
- Depth of involvement with each partner (heavy, medium, light)

Community Indicators

- Job openings per sector
- Talent Movement (jobs filled by college graduates in the community)
- Educational opportunities for entrepreneurs (number and variety of programs offered)
- Labor force productivity (value added per employee)
- Ratio of housing price to income
- Access to broadband internet
- Percent of locally owned businesses
- Exports (amount and/or growth) and trade activity
- Improvement in region's "competitive position" in the global economy
- Branding the region to generate more business development opportunities
- Percent of globally connected entrepreneurs in the community

