



THE NEW NORTHWOODS
“Seeing the Forest through the Trees”
An Economic and Workforce Development
Strategy

Report from the Northwoods Economic Summit
November 2005

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Many individuals were also instrumental in lending their time and talents to the planning for the event. Specifically, Jim Golembeski of the Bay Area Workforce Development Board, Bob Kellogg of CESA 8, Richard Heath of the Bay-Lake Regional Planning Commission, Wendy Gelhoff of the Florence Economic Development Commission, and Don Clewley of the Marinette County Association for Business and Industry.

The opinions contained in this report are expressly those of its author and are submitted for the purposes of beginning a community dialogue about how to best address economic and workforce development in rural Northeastern Wisconsin.

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Section 1

EXECUTIVE SUMMARY

In March 2005, in direct response to a continuing trend of discouraging economic indicators for rural Northeastern Wisconsin (NEW), a Steering Committee was convened to begin planning the Northwoods Economic Summit.

Almost 150 widely divergent business and public sector professionals were willing to pay a registration fee to spend the day discussing ways to promote economic and workforce development.

Using a mixed format to create a highly interactive discussion, the conclusion was that the Northwoods needed to join together under a common vision to promote itself regionally as a good place to live, work and play, in order to be successful in economic and workforce development promotion. The challenge, of course, is how to organize the disparate groups and needs of those in the Northwoods to promote this regional approach.

Therefore, the primary recommendation is to create and sustain the organizational capacity necessary to use the momentum from the Summit to ensure all appropriate actions are taken to implement the strategies identified. Creation of the NEW Northwoods Commission as a 501(c)(3) corporation will enable the counties of Florence, Forest, Marinette, Menominee, Oconto and Shawano to collectively develop the political and financial clout to serve as a regional entity to promote economic and workforce development. Although there are many talented and quality organizations and individuals promoting economic health across the counties, they are separated by municipal, county, organizational, mission and funding purposes.

Creation of the NEW Northwoods Commission will provide the permanent organizational capacity from which to implement the identified strategies discussed during the Northwoods Economic Summit. However, a bolder agenda for economic and workforce development in the area should promote the use of tourism as a feeder for growth. Therefore, the Commission will be charged to promote tourism development as *the stimulus for broader economic growth* throughout the region. Those activities that promote tourism also have a tendency to promote a greater sense of community identity overall. As such, improving the tourism product has the direct consequence of promoting economic and workforce development by addressing the issues of culture and identity that have a tendency to inhibit optimism in the area.

Although tourism by itself is no economic panacea, it takes advantage of a widely available resource in the region at relatively low cost. Furthermore, it is anticipated that a more positive and proactive approach to tourism will lead to other kinds of development to promote economic vitality and sustainability in the future.

Section 2

SUMMIT PLANNING

Introduction

In October 2004, the “Northeast Wisconsin Economic Opportunity Study” was published. Sponsored by the Fox Valley and Bay Area Workforce Development Board(s), the purpose was to conduct Phase III of an economic opportunity study to determine how to halt deteriorating employment trends in the service area.

The intent of the study was to discuss employment trends, strengths and weaknesses regionally to position the seventeen county area to compete more effectively in a global economy. The analysis identified those factors and constructed a strategic plan to meet the challenges. A number of findings and recommendations were included.

However, it was observed by the authors that different corridors in the service area produced variations *even within* Northeastern Wisconsin. It was this acknowledgment that spawned the idea to create a subregional plan specific to the “Northwoods” of Northeastern Wisconsin. The Northwoods for this purpose is defined as Florence, Forest, Marinette, Menominee, Oconto, and Shawano Counties.

Consider the differences detailed in the following chart between Brown County, the Northwoods and the Wisconsin average performance on these indicators:¹

	Brown County	Northwoods	Wisconsin Overall
<i>Labor Force Participation</i>	79%	64%	73%
<i>Unemployment Rate</i>	5%	8%	5%
<i>Poverty Rate</i>	7%	13%	9%
<i>Average Annual Income</i>	\$30,535	\$23,134	\$30,685

Anyone familiar with the area knows that Florence County is as different from Green Bay as Green Bay is different from Madison. While all of Northeastern Wisconsin shares a reliance on a similar economy and culture, the challenges and opportunities faced in the Northwoods are more pronounced than in the region as a whole.

¹ Taken from http://www.dwd.state.wi.us/oea/cp_pdf/cp_mainx.htm. Poverty rates are from the U.S. Census Bureau at <http://quickfacts.census.gov/qfd/states/55000.html>.

In March, 2005, the Northwoods Economic Summit Steering Committee was convened in Gillett, Wisconsin to begin planning the Northwoods Economic Summit. The vision statement crafted on March 9, 2005 described the purpose in this fashion:

“The NEW Economic Opportunity Study clearly indicates the broad strategies that must be realized if economic prosperity is to be maintained, but the way these strategies are implemented must be adapted to the unique needs and resources of the subregion. The Northwoods Economic Forum [Summit] will bring together those individuals who can map out an implementation plan.”

The Steering Committee met throughout the Spring and Summer, and hosted the Northwoods Economic Summit on October 4, 2005 at the Four Seasons Resort in Pembine, Wisconsin.

Attendees

Over 300 organizations received a mailed brochure with information about the event in August 2005. To supplement this publicity, Summit Steering Committee members made numerous personal contacts and promoted the event in the Green Bay Press-Gazette and the Iron Mountain Daily News.

The result was that there were 129 pre-paid registrants on the day of the event. Considering the fact that a registration fee was required, and that the hosting location was more than an hour and a half drive from Green Bay, the turnout was considered a great success. An additional nine attendees registered on the day of the event, as well, at an increased registration price.

Even more impressive, however, was the diversified nature of the conference attendees. Of those who pre-registered:

- 30% represented businesses directly, or public/private partnerships who promote business development;
- 24% represented locally elected officials or persons who worked for a municipal or county government;
- 24% represented K-12 education;
- 14% represented post-secondary education; and
- 8% represented state or federal government.

The number of business and public sector professionals willing to spend the day discussing ways to promote economic and workforce development in rural Northeastern Wisconsin demonstrated that citizens from all walks of life were concerned about deteriorating trends in the Northwoods.

Presenters and Format

Principally, Summit organizers sought to obtain a diverse number of opinions about strategies that should be pursued in the Northwoods. Therefore, it was decided that there would be a deliberate attempt to hear from both public and private sector professionals representing a diverse number of organizations.

The morning began with a roundtable aptly named, “the government perspective.” Representatives included the state of Wisconsin Secretary of the Department of Commerce as well as the Department of Tourism, the Administrator for the Division of Unemployment Insurance, the Deputy Superintendent of Public Instruction and the local State Assembly Representative. Together, these state officials were charged to share their ideas on how to create public/private partnerships to promote development in the Northwoods within the construct of five specific recommendations made in the original study (see page 8).

The featured speaker in the middle of the day was David Ward, one of the authors of the Northeast Wisconsin Economic Opportunity Study. His presentation discussed economic and demographic trends impacting the future development of Northeastern Wisconsin. He concluded his discussion with specific recommendations as well.

The afternoon roundtable was, “the business perspective.” To select these representatives, there was an attempt to attract major employers or developers in the Northwoods. Business experts from manufacturing, tourism, commercial real estate and utilities were asked to discuss how to create public/private partnerships as well as challenges unique to the remote areas of Northeastern Wisconsin. A logging representative regrettably was not able to make the event as planned.

Biographies of the roundtable representatives are included as Appendix 1.

Throughout the day, Summit planners made detailed notes about ideas and challenges shared by the presenters on flipcharts placed around the room. Attendees were also asked to keep track of what was important to them as the discussions progressed. These notes were used to have a facilitated discussion at the end of the day.

Just before the Summit adjourned, attendees were asked to sit at tables that corresponded to a color coding system that separated business, local and county government, state and federal government, K-12 and higher education. As a group, they were asked to discuss the five topical issues detailed below that served as the brainstorming questions for the day. After these discussions, the groups were asked to collectively report their findings.

Finally, all attendees were asked to “dot vote” using color coded stickers on the ideas or issues presented that they believed were the most important things to address first. These results were tabulated and will be discussed in Section 3 on Summit Findings.

Topics of Discussion

Plenary roundtable presenters were asked to come to the Summit prepared to discuss their ideas related to economic and workforce development in the Northwoods specifically related to the following five questions. The questions were adapted from recommendations made in the original study.

1. Coordination/Collaboration

NEW must abandon the economic strategy of a cost race to the bottom and embrace the concept of abundance theory – that by collaborating, the pie will increase with everyone getting a larger piece. This is best and most efficiently accomplished through proactive collaboration across all sectors in the region – business, labor, government, education, and the general populace. *What are your ideas for how to facilitate this collaboration?*

2. Building Blocks

NEW needs to reengage the very things that made the regional economy vibrant in the past and what will make its economy vibrant in the future – risk-taking, capital, and technological innovation – the fundamental building blocks of the New Economy. *What opportunities to do you see to create or foster these building blocks?*

3. Vision

In order for disparate groups to work together, they need a common vision. NEW’s vision should be bold and all encompassing. The region should initiate an economic development plan that brings all facets of the region’s resources together while maintaining the quality of life in the region. *What do you think the essential elements of this common vision should be? How would you craft the vision statement?*

4. Diversity Dialogue

Proactive collaboration will require an opening up of the region’s mindset both socially and culturally. Cultural diversity is a key to the melding of fresh ideas, best practices, and collaboration. It is what has worked in the country and the region in the past and it will be what works in the future. *What ideas do you have for ways to create new mechanisms for community dialogue?*

5. Image

NEW must also develop both an internal and external image that promotes the resource and lifestyle benefits in the region. Inventorying and promoting the richness of the region's assets will help to retain and attract businesses and workers to NEW. *What are your opinions of the pro's and con's of how people in the Northwoods are perceived? What essential elements of this image do you believe should be changed or emphasized?*

Evaluation

A final note related to Summit planning is that it appears as though the vast majority of attendees were ultimately pleased with the experience. Below are the results of the conference evaluations submitted, of which there was a 57% response rate.

- 98% of respondents learned something important at the Northwoods Economic Summit.
- 54% had a clear picture of the actions that need to take place next as a follow up to the Northwoods Economic Summit.
- 83% were enthusiastic about the opportunities that may become available for workforce and economic development in the Northwoods.
- 93% said the Summit speakers and presentations were clear and well organized.
- 93% said attending the Northwoods Economic Summit was a good use of time.

Perhaps the best indicator of attendee enthusiasm for the event is that fact that 46 volunteers were recruited to further develop and implement the strategies discussed during the day.

Section 3

SUMMIT FINDINGS

Introduction

The previous section discussed how the Northwoods Economic Summit came to be, who attended and what the format was for the interactive discussion. This section will highlight the suggested strategies to promote economic and workforce development from both Summit attendees and presenters.

Areas of Highest Priority Overall

The following chart details those issues or challenges that received the most votes at the end of the Summit. The following observations can be made:

1. People in the Northwoods struggle to detail a common vision for what the Northwoods should become in the future. A vision is needed to guide economic and workforce development.
2. People in the Northwoods also think it is necessary to change how we think about ourselves and how others perceive us—to counteract the perceptions of others that may impede development.
3. There is recognition that, because of the sparsely populated areas in the Northwoods, there is a need to address issues regionally as much as possible across municipal and county boundaries to create a critical mass.
4. Obtaining additional resources is perceived as the largest obstacle to economic and workforce development.

Top Vote Getters (10 votes or more)²
1. Need to get one! (a common vision)
2. We need to change it! (our image)
3. Create a regional tourism entity
4. Create Northwoods sub-regions
5. Use angel/entrepreneur networks and clubs
6. Change school funding formula
7. Get inventory of businesses needed by community (to start them)

Overall, the collective discussions at the Summit seemed to conclude that private and public members in the Northwoods needed to join together under a common vision to promote the Northwoods regionally as a good place to live, work and play, in order to be successful in economic and workforce development promotion.

² Not necessarily in order.

When an analysis was done of the tabulated votes by representative group, there were not discernable differences between the opinions specific to business versus education versus government and education. There was more consensus between the groups than some might have originally anticipated.

The following chart on page 12 details more specifically all of the ideas and challenges shared during the Northwoods Summit with included vote totals in parentheses. Because of the disparate nature of the strategies suggested, which did not correspond neatly to the five original topical questions used for brainstorming, it is perhaps more useful to organize such “to-do” lists according to the purpose they might fulfill. As such, these strategies are organized into five different categories functionally, as follows:

1. Vision
2. Funding
3. Research
4. Marketing, and
5. Infrastructure

The strategies to promote infrastructure development are further divided into subcategories of education, tourism, technology and other.

Two final notes about the chart beginning on the following page. First is that some of the comments made at the Summit were more *statements of intended outcomes* than they were *recommended actions to pursue*. Therefore, those outcome statements are organized into the functional area. Also, the goals included in the chart were not discussed at the Northwoods Summit. However, creating clear expectations related to outcomes and goals are necessary to the measurement of impact. As such, these goals are suggested for each functional area.

Strategies to Promote Northwoods Development
Feedback and Voting Results from the Northwoods Economic Summit

FUNCTIONAL AREA	STRATEGIES	INTENDED OUTCOME	GOAL
VISION			
	Need to get one established (10)	Eliminate boundaries	Divergent interests across a broad geographic region independently internalize a common vision for the NEW Northwoods.
	Emphasize leadership (9)		
	Show inter-connectivity (6)		
	Must include locals, visitors and boomerangers		
	More community education		
	Conduct business roundtables		
	Use triton system to erase boundaries (2)		
	Create the "Land's End" model		
	Incorporate a sense of urgency		
	Embrace change		
	Embrace competition		
	Incorporate all areas		
	Recognize history moving forward (1)		
	Get buy-in		
FUNDING			
	Don't wait for Madison (2)	Increase access to resources (1)	The NEW Northwoods becomes self-sufficient in terms of resources available to create a viable economy.
	Use/create TIF Districts (2)		
	Create an angel network (16)		
	Change school funding formula (16)		
	Get WHEDA money for regional incubators (6)		
	Address the urban bias		
	RLF money for agribusiness		
	Work with banks (1)		
	Work with legislators on top two or three issues (6)		
	Use multi-state collaboration to get more federal funding (3)		
	Find or create one education/training funding source (3)		
	Address rising health care costs (1)		
	Piggyback with urban centers to create a critical mass (3)		
RESEARCH			
	Get inventory of businesses needed by community (to target start-up's) (12)	Educate ourselves about what we have to offer (1)	The NEW Northwoods encompasses the knowledge it needs to develop and promote the necessary strategies to further economic and workforce development.
	Find out why youth are leaving (1)		
	Need to conduct travel and hospitality assessments		

Strategies to Promote Northwoods Development (Con't)
Feedback and Voting Results from the Northwoods Economic Summit

FUNCTIONAL AREA	STRATEGIES	INTENDED OUTCOME	GOAL
MARKETING			
	Get a better message, people follow it (3)	We need to change our perception to ourselves and outsiders (14)	The NEW Northwoods becomes an internally and externally identifiable and attractive product.
	Market to "boomerangers" (6)		
	Emphasize "great place to raise a family" (3)		
	Market to retiree's (4)		
	Emphasize "great place to start a second or third career"		
	Must address negative image of a lack of culture		
	Must emphasize quality of life and workforce (2)		
	"We have something for everyone"		
	Emphasize "when you are not at work, you are on vacation" (1)		
	We must sell what we have to the high-tech spouses ((1)		
	Sell as a "safe area"		
	Address curb appeal, "it matters how it looks"		
	Engage those who own summer homes (2)		
	Use the summit to build a record of success.		
	Address negativity of the media.		
INFRASTRUCTURE			
<i>Education</i>		Promote community/school connection (7)	The NEW Northwoods encompasses the infrastructure it needs to sustain a viable economy.
	Get education more involved.		
	Train teachers in workforce development needs (3)		
	More business classes and mentoring for entrepreneurs		
	Grow Wisconsin education plan		
	Develop alternative educational opportunities (1)		
	Create educational advisory committee		
<i>Tourism</i>		Improve the product (2)	
	Create regional tourism entity (14)		
	Promote quiet sports (1)		
	Hospitality/Organic farming		
<i>Technology</i>		Get more high speed internet (1)	
	Make Northwoods industry test site		
<i>Other</i>		Make existing businesses competitive and innovative (1)	The NEW Northwoods encompasses the infrastructure it needs to sustain a viable economy.
	Create Northwoods sub-region (10)		
	Get a regional handle on health care (3)		
	Address rail service gaps		
	Help forestry (2)		
	Use churches		
	Economic dev and local gov'n't must work with existing businesses (4)		
	Use our land		
	Use smart growth plans		
	Use legislative leaders better		

Section 4

RECOMMENDATIONS

Introduction

As indicated in the previous discussion on findings from the Northwoods Economic Summit, there are a myriad of disparate needs and perspectives among the stakeholders. The challenge to be discussed, of course, is how to organize the disparate groups and needs of those in the Northwoods to promote economic and workforce development regionally.

Therefore, the primary recommendation is to create and sustain the organizational capacity necessary to use the momentum from the Summit to ensure all appropriate actions are taken to implement the strategies identified.

Furthermore, and more importantly, the needs and planning necessary to position the Northwoods of Northeastern Wisconsin competitively for the economy of the future necessitate a permanent and dedicated structure from which to operate. Although there are many talented and quality organizations and individuals promoting economic health across the counties, they are separated by municipal, county, organizational, mission and funding purposes.

Creation of a NEW Northwoods Commission as a 501(c)(3) corporation will enable the counties of Florence, Forest, Marinette, Menominee, Oconto and Shawano to collectively develop the political and financial clout to serve as a regional entity to promote economic and workforce development.

It is suggested that The NEW Northwoods Commission have the following “tri-purposes”:

- To coordinate economic development efforts across the region;
- To coordinate workforce development efforts across the region; and
- To develop and promote tourism as the impetus for further economic and workforce growth.

Operating under the premise of these tri-purposes, the role of the Commission in the short term is to oversee the implementation of the recommended strategies detailed at the Northwoods Economic Summit.

However, more strategically, the Commission will be charged to promote tourism development as *the stimulus for broader economic growth* throughout the region. In time, it is envisioned that the Commission is to become the common source of leadership and coordination of all regional economic and workforce development efforts.

How does tourism development and promotion lead to broader economic growth?

Those activities that promote tourism also have a tendency to promote a greater sense of community identity overall. As such, improving the tourism product has the direct consequence of promoting economic and workforce development by addressing the issues of culture and identity that have a tendency to inhibit optimism in the area. Some examples:

- A Native American community conference dispels the myth that the NEW Northwoods have no culture, therefore making it a more attractive place from which to recruit high caliber talent.
- An annual kite festival provides an opportunity for K-12 educators to develop the curriculum necessary for the construction of kites in elementary schools—thereby promoting applied math and science.
- A community concert attracts a popular artist with area high school students, thus helping to make rural Wisconsin potentially less isolated in the minds of youth.

Because all these activities are designed to bring visitors to the area, tourism is by extension used to create business growth in the service industry through the establishment of eating and drinking establishments, hotels/motels, attractions and shopping. This, of course, leads to more job opportunities.

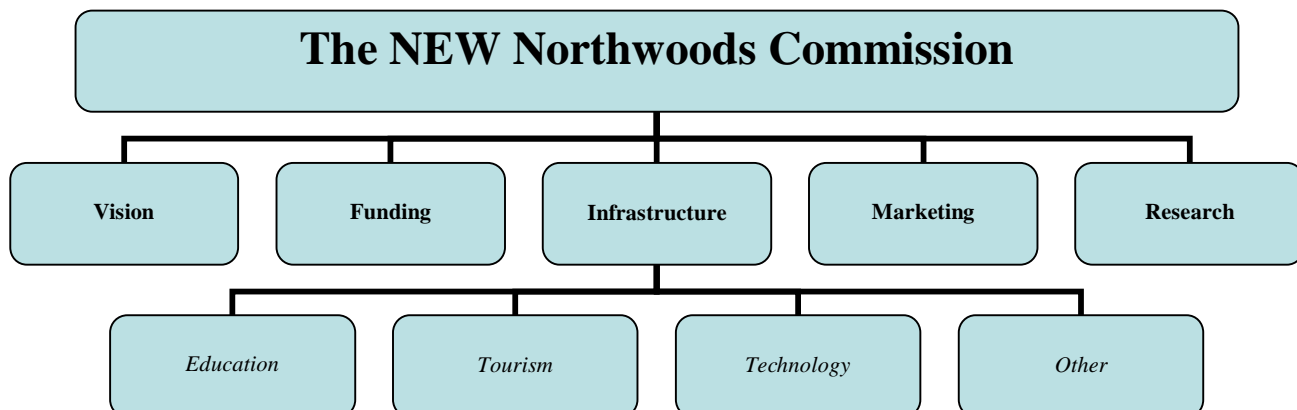
The following subsections detail more specifically the parameters of the recommended NEW Northwoods Commission.

Organization

The following is a graphical representation of how the Commission would be organized. The Commission would have a Board of Directors and five subcommittees initially charged with the implementation of the functional strategies discussed in the previous section.

As an organizing principle, it is important that each county in the region is represented. As will be discussed in the next subsection on membership, it is also important that there be a diversity of opinion so as to facilitate buy-in for the activities of the Commission.

It is recommended that the Board of Directors consist of no more than four members from each county. Additional members representing the sectors below can serve on the specified subcommittees.



Membership

The NEW Northwoods Commission would be made up of:

- Locally elected officials.
- Members of the hotel or motel industry.
- Members of local chambers of commerce.
- Members of local economic development entities.
- Members of attraction associations (ATV's, snowmobile club's).
- Members of education.
- Members of labor.
- Citizens-at-large.

The intent is that the Commission would look very much like the make-up of the Summit attendees themselves—a mix of public and private citizens who collectively represent local elected officials, employers, educators and others concerned with the promotion and development of the Northwoods.

Staffing

A permanent dedicated staff should be in place to support the Commission. The following functional needs are identified:

- Executive Director

This will be the most public face to the Commission save for the Board of Directors Chair. The Executive Director will be part lobbyist and part cheerleader for the efforts of the Commission. This person would ideally have a background in tourism. The most critical role the Executive Director will fill in the short term will be to promote tourism development directly.

-
- Director of Development

The Director of Development will function as the Deputy Executive Director. This person will oversee all the Commissions other responsibilities that are not related to tourism development and promotion directly. This person will also research and coordinate grant writing across the region for federal and state opportunities related to commerce, workforce training, education, technology and other infrastructure needs.

- Development Analyst

The analyst will be responsible for monitoring Commission activities after they are implemented, and will include the development and tracking of outcome measurement indicators.

- Finance Officer

The Finance Officer will be responsible for tracking expenditures by source and cost allocation.

Funding

A diversified NEW Northwoods Commission should be funded from a variety of sources, including:

- Private business memberships
- Public entity memberships
- Federal grants
- State grants
- Municipal memberships
- In-kind contributions
- Website sponsorships
- Advertising

However, it is anticipated that in order for the diversified funding to become realized in the future, a source of feeder revenue must be obtained to build the capacity, visibility, sustainability and legitimacy of the NEW Northwoods Commission.

Website

The first and primary directive to the Commission should be the development of a regional website. This website should be the selling tool on multiple fronts—for tourists, for funders, for members, for citizens, for business. The purpose of the website is to consolidate and improve the access to information that is currently widely scattered across the region, or non-existent.

To illustrate this issue, an internet search of “Northern Wisconsin” provides no direct information about Northeastern Wisconsin until almost 200 other websites are referenced. Meanwhile, this surfer would have seen at least twelve sites for Eagle River. A similar search for “Wisconsin Northwoods” bypasses this region in favor of Three Lakes, St. Germain, Manitowish Waters, Hayward, and other municipalities. Crandon is the first hit on page 4 of the search.

As embodied in the tri-charge to the NEW Northwoods Commission, the website for the Commission needs to entice:

- *Businesses wishing to locate in the NEW Northwoods* by including information about economic development funding and opportunities, the labor force, tax structures or incentives, angel networks, entrepreneur clubs, business parks, links to local chambers, etc.
- *People thinking about locating to the NEW Northwoods* by including information on the K-12 and post-secondary educational institutions, civic organizations, health care infrastructure, job opportunities, real estate contacts, cultural news and events, recreational opportunities, quality of life measures, etc.
- *People wanting to host an event in the NEW Northwoods* by including information about tourist attractions and available conference facilities.
- *People who want to vacation in the NEW Northwoods* by including ATV, snowmobile, biking and hiking maps, fishing information, attractions, lodging and restaurant information, and a regional calendar of events.

This website, and its corresponding media campaign, will require start up funding.

Conclusion

Creation of the NEW Northwoods Commission will provide the permanent organizational capacity from which to implement the identified strategies discussed during the Northwoods Economic Summit. However, a bolder agenda for economic and workforce development in the area should promote the use of tourism as a feeder for growth. It is anticipated that, over the long term, a more positive and proactive approach to tourism development will lead to other kinds of development to promote economic vitality and sustainability in the future.

Section 5

CONSIDERATIONS

- Timing

It is anticipated that the development of the Commission itself will take a proactive agenda over the course of months. Therefore, it is recommended that the assumed subcommittees be established immediately to begin prioritizing strategies for implementation. Until such a time as the Commission comes into fruition, subcommittee chairs should report to the Northwoods Economic Summit Steering Committee.

- Outcomes and goals

The first charge to the subcommittees should be to clearly articulate the intended goals of the various strategies, as a tool to prioritize effort and develop a baseline measurement for outcome tracking.

Producing such a “line-of-site” for each strategy might look like the following example:

Functional Area:	Strategy	Measure	Methodology	Outcome	Goal
MARKETING	Market to “Boomerangers”	Number of re-locating residents who lived or worked in five county area previously.	Survey new homeowners using information gathered from publicly available real estate transactions.	Changing our image to ourselves and others.	We become internally and externally attractive and identifiable.

- What about Michigan?

There was a lot of discussion during the Summit about a regional approach that would also cross state lines and thus incorporate Dickinson and Menominee Counties in Michigan. It would be recommended that the Commission incorporate Michigan if a proportional amount of revenue to support inter-state activities could be raised or donated.

- Maintain coordination with broader NEW groups.

The recommendation to create the Commission stems from the realization that opportunities and challenges in the Northwoods are more extreme than they are over broader Northeastern Wisconsin. However, it remains important that the NEW

Northwoods remain closely associated with all county and regional entities currently engaged in the promotion of development. These local Chambers of Commerce, Economic Development Corporations and business groups should be sold on the extent to which the Commission can *help them achieve their local goals, and not simply overshadow their individual efforts.*

- Re-evaluate committee structure after initial tasks are accomplished.

As with any healthy organization, the Commission should be prepared to re-evaluate the roles and structures of the subcommittees after a certain period of time (for example, one year). It is anticipated that the organization should adapt to changing needs over time as strategies are implemented.

Section 6
APPENDIX

1. Panelist Listing

Morning Panel

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Since July 2001, Dr. Tony Evers has served as Deputy State Superintendent. From 1992 to 2000, Evers was the chief administrator of Cooperative Educational Service Agency 6, which serves 42 school districts in east central Wisconsin. Prior to this position, Tony was superintendent at Verona in the Madison area and Oakfield, outside of Fond du Lac. In addition, he was a high school principal, elementary school principal and gifted teacher/media coordinator in Tomah. On a national level, he has been a curriculum auditor in Texas, California, Indiana, Kansas, and Ohio. Evers' formal training includes receiving a Ph.D. from UW-Madison in 1986.

Mary Burke, Secretary
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On January 24, 2005, Governor Jim Doyle appointed Mary Burke as Secretary of the Department of Commerce. She is the Governor's point person for growing the Wisconsin economy. From 1995-2004, Burke was Director of Forecasting & Strategic Planning for Trek Bicycle Corporation, Waterloo, responsible for forecasting sales, scheduling production, managing inventory in addition to long term strategic planning and acquisition analysis. Previously, she served as the company's Director of European Operations, growing the business from the ground up in seven European countries. In 1988, she founded Manhattan Intelligence, New York, an information/recommendation service for visitors and residents in New York. Burke is currently President, Board of Directors, Boys & Girls Club of Dane County. She formerly served on the boards of Trek Bicycle Corporation and Inacom and is a member of the Dean's Advisory Board for the UW Business School. Burke earned an MBA at Harvard University and a BBA from Georgetown University.

Jeff Mursau
State Representative
36th Assembly District

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Born Oconto Falls. Married; 4 children. Graduate Coleman H.S. 1972; attended UW-Oshkosh. Small business owner; electrical contractor and restaurant owner. Crivitz Business Association *Citizen of the Year* 1994. Crivitz Village President 1991-2004. Elected to Assembly 2004 representing all or parts of Florence, Forest, Marinette and Menominee Counties.

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Hal Bergen is the Administrator for DWD's Unemployment Insurance Division. Prior to serving in this capacity, Bergan served as policy director to three former governors: Patrick Lucey, Martin Schreiber and Anthony Earl. He also was president of the Wisconsin Center for Public Policy from 1979 to 1982. He is currently president of Bergan & Associates, a Madison consulting firm offering strategic planning to public and private sectors with an emphasis on improving customer service. As a consultant, he led an effort to dramatically reduce errors and streamline payment of UI assessments for the Iowa Department of Workforce Development. Bergan earned his B.A. in Political Science from Loyola University and an M.S. in International Relations from Georgetown University.

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Jim Holperin was appointed Tourism Secretary by Governor Doyle in May, 2003. Wisconsin's Tourism Department is charged by the Governor and Legislature with promoting travel to and within the state. The Department has a \$13 million annual budget and 50 employees. For the last nine years Jim served as the Director of Trees For Tomorrow in Eagle River, Wisconsin. "Trees" is an accredited specialty school that focuses on natural resource topics and which hosts over 5,000 middle and high school students every year who come to learn about the best ways to manage our forests, water systems and other renewable resources. From 1983 through 1994 Jim served as

a member of the Wisconsin Legislature representing Oneida and Vilas Counties. Jim was born and raised in Eagle River where his family ran a grocery store which catered to the tourism trade. He attended local schools and graduated from the University of Wisconsin at Whitewater in 1973. He has completed some post-graduate work in Public Administration.

David Lisle, President
Wausaukee Composites
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Dave Lisle has been President of Wausaukee Composites, Inc. since July 2002. Wausaukee Composites is a private, closely-held company with approximately 220 employees in two plant locations in Northeast Wisconsin. The ISO 9001:2000 certified company is a premier provider of highly-engineered composite, urethane and plastic component solutions for original-equipment manufacturers worldwide. Prior to joining Wausaukee Composites, Mr. Lisle was Director of Business Development for Reliant Energy in Houston, Texas, the third largest electric power generator and distributor in the United States. Dave received a BS degree in Geology with Honors from Michigan State University in 1983, and an MS degree in Geophysics with High Honors from Louisiana State University in 1986, where he was an Amoco Fellow. Dave received his MBA from The Darden School at The University of Virginia in 1990.

Mark Harris, Sales Associate
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Mark R. Harris resides in Little Chute, Wisconsin, and works as a commercial real estate broker for NAI MLG Commercial, the largest commercial realty company in the State of Wisconsin. The company, headquartered in Brookfield, was recently named the best commercial realty company in the state by Corporate Report Wisconsin. Mark's home base is the Fox Cities branch office in Appleton. Before joining MLG, Mark worked in regulatory affairs for Enzymatic Therapy, a dietary supplement company headquartered in Green Bay; and prior to that as a high school teacher and college professor.

Ted Penn, Director-Business and Community Development
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Mr. Penn is the Director of Business and Community Development for Wisconsin Public Service. Public Service provides electricity and natural gas to more than 400,000 customers within an 11,000 square mile, 20 county service territory which consists of a large portion of northeast and central Wisconsin and a small part of Upper Michigan. Public Service was first listed for trading on the New York and Midwest stock exchanges in 1953. In September 1994, we became a subsidiary of WPS Resources Corporation, a holding company approved by shareholders in May 1994.

Scott Smith, Chairman-Wisconsin Innkeeper's Association
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Scott is a seasoned hospitality professional with over 25 years of management experience in restaurants, bars, hotels and resorts. He has managed properties in the state of Colorado and in Wisconsin. He is the current Chair of the Wisconsin Innkeepers Association. His recognitions include being a Certified Hotel Administrator, the 2004 Hospitality Manager of the Year and the 2005 Volunteer of the Year for the state of Wisconsin. Scott has directed numerous community events including festivals in Dane County area that brought over 100,000 visitors to Madison in 2004.

2. Resource Directory

Further publications on non-profit boards:

<http://grants.library.wisc.edu/organizations/nonprofitstartupbooks.html>

<http://www.nolo.com/article.cfm/objectID/EA3D3043-9A88-43F5-8DC869639F0F6E77/111/262/ART/>

For information about Wisconsin's Room Tax Law:

http://folio.legis.state.wi.us/cgi-bin/om_isapi.dll?clientID=18427007&infobase=stats.nfo&j1=66.0615&jump=66.0615&softpage=Browse_Frame_Pg

For information about tourism and economic development:

<http://www.legis.state.wi.us/lrb/pubs/ttp/ttp-03-2005.html>