



*Identifying Economic Development Strategic Actions  
to Create our Desired Future*

## **SCENARIO PLANNING WORKSHOP**

**Jan 31 – Feb 1, 2007**

**Summary of scenario outcomes and identified priority  
strategic actions**

**[DRAFT - 4<sup>th</sup> February, 2007]**



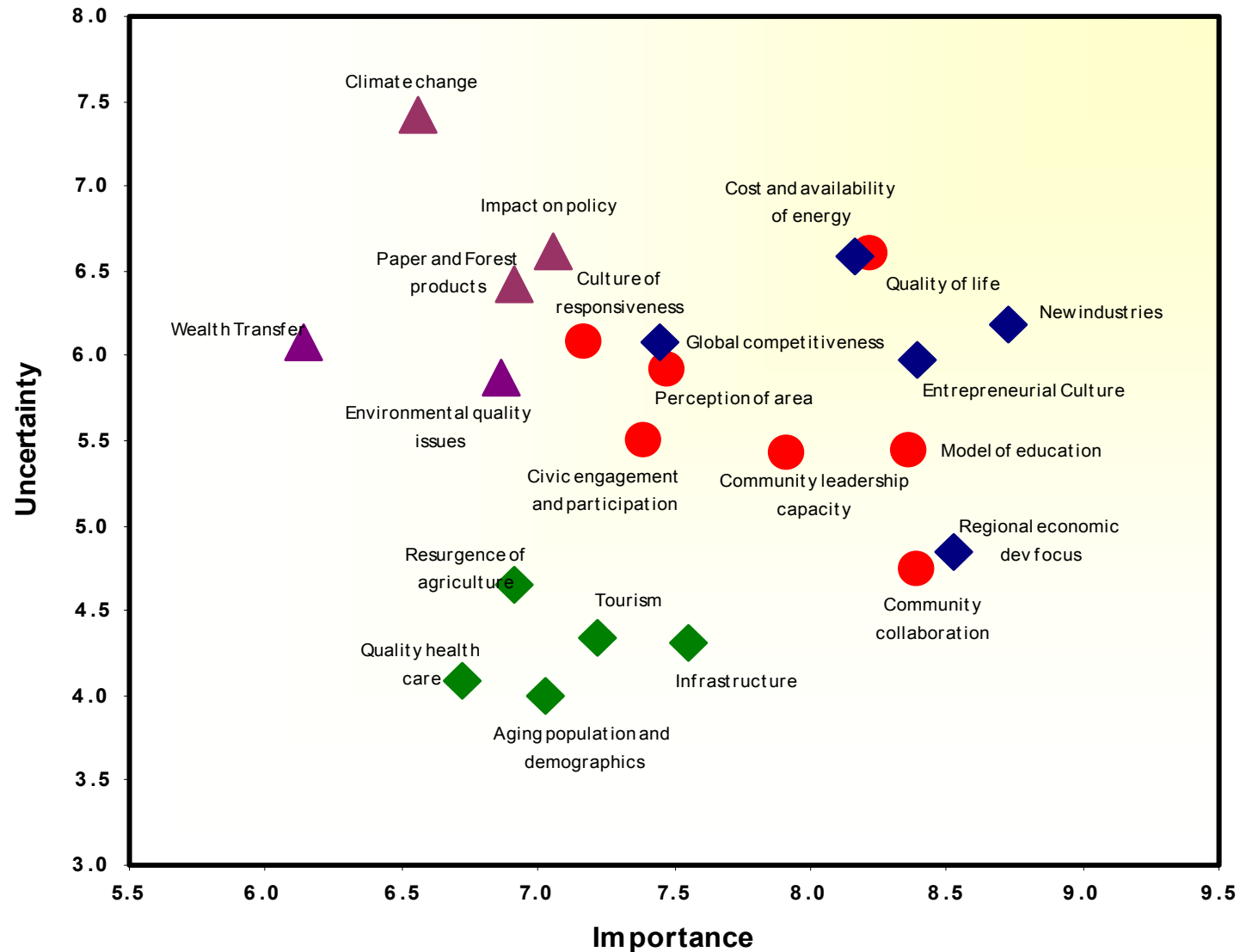
# Key drivers shaping the future of the local region

- Entrepreneurial Culture and environment
- Aging population and demographics
- Quality of life – youth, young professionals
- Culture of responsiveness and self reliance and risk taking
- Quality health care
- Resurgence of agriculture
- Model of education
- Cost and availability of energy
- New industries (alternate energy, technology)
- Global competitiveness
- Environmental quality issues
- Community leadership capacity
- Regional economic development focus
- Tourism
- Impact on policy
- Civic engagement, participation
- Community collaboration
- Perception of area
- Infrastructure
- Paper and Forest products
- Climate change

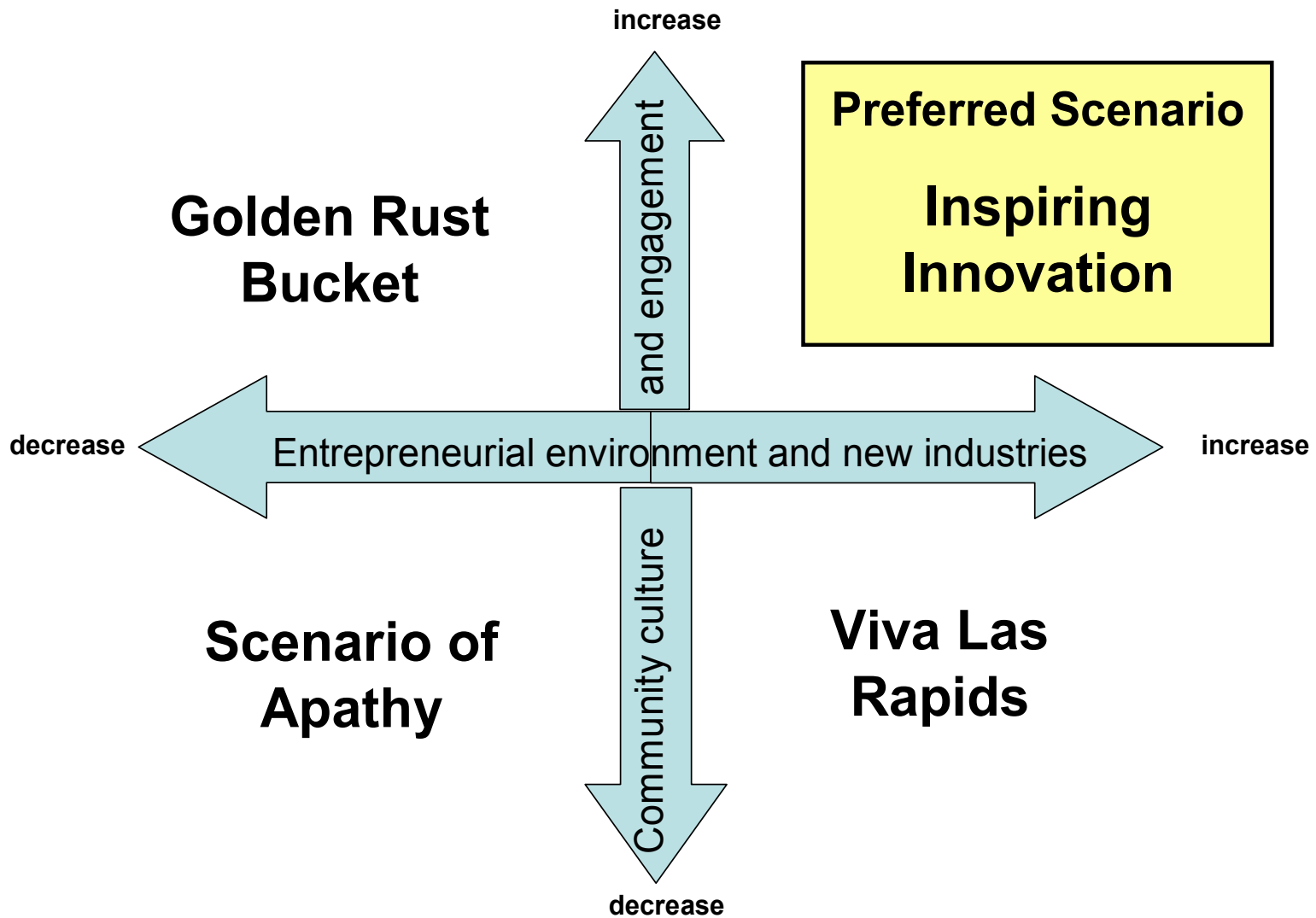
# Scenario shaping clusters of drivers

- **Entrepreneurial environment and new industries**
  - New industries (alternate energy, technology)
  - Entrepreneurial Culture and environment
  - Regional economic development focus
  - Cost and availability of energy
  - Global competitiveness
- **Community culture and engagement**
  - Quality of life – youth, young professionals
  - Community collaboration
  - Model of education
  - Community leadership capacity
  - Culture of responsiveness and self reliance and risk taking
  - Civic engagement, participation
  - Perception of area

# Scenario Shaping Clusters of Drivers



# Scenarios based on two key clusters of drivers



# Scenario Snapshot

<b>Scenario A</b> <i>Golden Rust Bucket</i>	<b>Scenario B</b> <i>Inspiring Innovation</i>	<b>Scenario C</b> <i>Viva Las Rapids</i>	<b>Scenario D</b> <i>Scenario of Apathy</i>
<b>Society</b> <ul style="list-style-type: none"> <li>•Aging population</li> <li>•Strong civic engagement</li> <li>•Shift to gated and elitist communities</li> <li>•Strong recreation focus</li> </ul>	<b>Society</b> <ul style="list-style-type: none"> <li>•Increased civic participation</li> <li>•Strong social capital and leadership</li> <li>•Strong education focus</li> </ul>	<b>Society</b> <ul style="list-style-type: none"> <li>•Initially looks good</li> <li>•Fragmented community</li> <li>•Lack of leadership and civic engagement</li> <li>•‘Every-man for himself’</li> </ul>	<b>Society</b> <ul style="list-style-type: none"> <li>•Social decline and civic unrest – higher crime</li> <li>•Decline in community infrastructure</li> <li>•Loss of community pride</li> <li>•Consolidation of schools</li> </ul>
<b>Economy</b> <ul style="list-style-type: none"> <li>•Jobs driven by health and aged services</li> <li>•Lack of new industry and jobs for young people</li> <li>•Lack of money for public infrastructure and schools</li> </ul>	<b>Economy</b> <ul style="list-style-type: none"> <li>•Diversified industry base</li> <li>•Shared vision across municipal groups</li> <li>•Supportive business environment</li> <li>•Strong local ownership</li> </ul>	<b>Economy</b> <ul style="list-style-type: none"> <li>•Strong but unplanned business growth</li> <li>•Lower local ownership</li> <li>•More gambling and drinking establishments</li> </ul>	<b>Economy</b> <ul style="list-style-type: none"> <li>•Increase is ‘undesirable’ businesses</li> <li>•High unemployment and poverty</li> <li>•Declining business sector – more landfills</li> </ul>
<b>Environment</b> <ul style="list-style-type: none"> <li>•More recreation and river foreshore use</li> <li>•Stronger regulation of environment and land use</li> <li>•Cleaner environment</li> </ul>	<b>Environment</b> <ul style="list-style-type: none"> <li>•Riverfront / downtown development</li> <li>•Comprehensive land use planning</li> <li>•More public transport</li> <li>•More ‘green’ lifestyle</li> </ul>	<b>Environment</b> <ul style="list-style-type: none"> <li>•Glitzy sprawl</li> <li>•Unattractive growth resulting in overcrowding</li> <li>•Reduced environmental health</li> <li>•Overuse of resources</li> </ul>	<b>Environment</b> <ul style="list-style-type: none"> <li>•Degradation of building and landscape</li> <li>•Littering and blighted environment</li> </ul>

## SCENARIO CHARACTERISTICS – Scenario B - ‘Inspiring Innovation’

### Social and cultural characteristics

- Center of Lifelong Learning with strong Civic Involvement/Engagement
- Community development – programs and projects
- Vibrant community activity / Service Clubs ...Sponsor youth projects/Social events...full use of natural resources
- Sound Schools nurture entrepreneurship in schools, skill dev. (including leadership soft skills) vs. teaching to the test / additional advanced degree offerings (MSTC & Lakeland College)
- Streamline/more user friendly, corporate incentives, greater range of involvement may result in quality richer debate
- Social entrepreneurship - culture of inclusiveness /Ethnic diversity-increases/embraced / Age diversity- work is done to retain young people
- Some competition/conflict between age groups over resources, amenities, School funding desired
- Mutual Respect & Civil Discourse present with Strong Collaborative Leadership and a wide sense of Personal Responsibility
- Activities/Opportunities for citizens of all ages and a society which embraces diversity (could become elitist)
- Community Sharing a Vision - but could be intimidating for those not ready for change
- More interesting community / attractive for City People as home-based/telecommuting businesses

### Economic characteristics

- New industries started such as; Biofuels / Alternative Energy, Nanotech-paper, Medical research, wood composites industry
- Center for Logistics and Ag & Food processing – cranberries, corn, Potatoes, Dairy resurgence
- Cooperative business thinking collaborative partnership between employees & employers
- Cost of living increases due to prosperous community, greater community infrastructure in place
- Land use issues and concerns as residential growth threatens recreational land; results in stronger land-use planning and zoning
- Increased regional governmental services to cater for increased demand for social services, more public/private partnerships
- Increased competition from outside big box ownership as area represents a strong retail market
- Eco / Agri / Arts Tourism emerging, but some loss of identity with downturn in Paper industry
- Some labor Shortages starting to show up, due to strong growth and employment base

### Environmental characteristics

- Vibrant downtown with riverfront development and more specialty shops
- Technology business park developed; but more Sewer/Water infrastructure investment needed
- Increased Cost of Real Estate /Taxes
- Recognized as the “Go to Place” for sustainable environmental education
- Paper companies need to be either in or out; if in – environmentally friendly

## Triple bottom line possibilities Scenario B – ‘Inspiring Innovation’

Social	Economic	Environmental
<p><b>2010</b></p> <ul style="list-style-type: none"> <li>• Education responds to business-hands-on orientation</li> <li>• ↑ # quality candidates. For offices</li> <li>• Youth entrepreneurial programs</li> <li>• Recognition of value/ ↑ understanding of value of social capital</li> <li>• Expanded teen leadership program</li> <li>• Framework for community development to stimulate growth among young professionals</li> </ul>	<p><b>2010</b></p> <ul style="list-style-type: none"> <li>• Research</li> <li>• ↑ understanding of advocacy &amp; policy impact</li> <li>• Open (ethanol) plant</li> <li>• Support local business &amp; industry in an increasingly comp. environment of responsiveness</li> <li>• Single source for eco. Dev and ‘point of entry’. Regional economic development agency emerges.</li> <li>• Collaborative leadership among municipalities &amp; cities w/ <u>shared vision</u></li> </ul>	<p><b>2010</b></p> <ul style="list-style-type: none"> <li>• Celebrate world class urban forestry center-MSTC</li> <li>• ↑ Recycling</li> <li>• ↑ understanding in municipal role in sustainable resources.</li> <li>• Integrated comprehensive plans/city urban plan</li> <li>• Incentive for green companies</li> <li>• Water quality awareness /initiatives</li> <li>• ↑ use of public lands/rivers</li> </ul>
<p><b>2020</b></p> <ul style="list-style-type: none"> <li>• Nurture social capital via CPI</li> <li>• Strong Comp. for elected bodies w/ qualified candidates</li> <li>• Education reflects business needs w/hands-on training</li> </ul>	<p><b>2020</b></p> <ul style="list-style-type: none"> <li>• Active voice in shaping policy to stimulate/maintain growth</li> <li>• Agri/eco tourism destination</li> <li>• Diversification of economic base</li> <li>• Technology business park</li> </ul>	<p><b>2020</b></p> <ul style="list-style-type: none"> <li>• Riverfront/Downtown dev (i.e. water based activities &amp; businesses)</li> <li>• Wastewater &amp; centralized water managed sewer &amp; water in surrounding municipal.</li> <li>• ↑ Airport development</li> <li>• Continue land use planning</li> </ul>
<p><b>2030</b></p> <ul style="list-style-type: none"> <li>• Model/mentor social capital grown out of CPI in early 2000’s</li> <li>• Education is model for lifelong learning</li> <li>• Entire community engaged in economic development</li> </ul>	<p><b>2030</b></p> <ul style="list-style-type: none"> <li>• Retail center</li> <li>• 100% businesses supporting economic development entity</li> <li>• (Dedicated) funds to aid economic and community development.</li> </ul>	<p><b>2030</b></p> <ul style="list-style-type: none"> <li>• Land use planning expanded</li> <li>• Mass Transit (dev 2020)</li> <li>• Creative center think tank- arts natural beauty</li> </ul>



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## **Summary of Strategic Actions**

The workshop participants identified strategic actions to help move the region towards the preferred future. These actions have been summarized into four broad focus areas.

### **Four Broad Focus Areas**

- **Regional Collaboration**
- **Business Innovation**
- **Community Leadership and Civic Engagement**
- **New Model of Education**

The Heart of Wisconsin Business & Economic Alliance Board of Directors will be reviewing these suggested actions in developing their work plan for 2007 and beyond.

## Broad focus area – Regional collaboration

Broad Focus Area	Intended Outcomes	Strategic Actions
<p><b>Regional Collaboration</b></p> <p>Building new levels of collaboration and cooperation across the region</p>	<p>Created a shared vision about the future of the region among all the key civic, community and business leaders – building engagement and alignment toward the preferred future scenario '<i>Inspiring Innovation</i>'.</p>	<p><b>Create a shared vision and common goals between all regional leaders by:</b></p> <ul style="list-style-type: none"> <li>• Scenario/Strategic Planning Workshop participants 'spreading the word' and engaging their spheres of influence (Industry Clusters, Progress Teams, key area leaders and organizations, etc.) to develop an understanding of the implications and potential outcomes from the various scenario options, and the preferred vision created by the '<i>Inspiring Innovation</i>' scenario.</li> </ul>
	<p>A focused and coordinated area approach to Regional Economic Development exists.</p>	<p><b>Develop a focused and coordinated area approach to Regional Economic Development by:</b></p> <ul style="list-style-type: none"> <li>• Defining the Economic region and area of influence</li> <li>• Developing agreement &amp; support of shared vision for economic development and the steps necessary to achieve that goal (particularly among all municipal leaders)</li> <li>• Developing a process of forming an agreed and recognized regional economic development mechanism (potentially identifying a regional development agency - that all municipalities officially support and grant authority to)</li> <li>• Strengthening collaboration between municipalities /CVB/HoW</li> <li>• Continuing HoW Regional role – especially with Centergy</li> <li>• Establishing HOW presence in surrounding communities</li> <li>• Develop a one-stop shop, regional approach to business development</li> </ul>
	<p>Municipal entities share a common vision for regional planning in the area, and co-ordinate efforts and services.</p>	<p><b>Encourage co-operation between local municipalities with the intent of:</b></p> <ul style="list-style-type: none"> <li>• Strengthening regional land use planning, with a dedicated 'city planner' to co-ordinate issues across the regional area;</li> <li>• Exploring consolidation and sharing of services.</li> </ul>
	<p>A strong and positive regional perception and brand recognition for the area.</p>	<p><b>Build a strong regional image by:</b></p> <ul style="list-style-type: none"> <li>• Increasing profile and accessibility of CVB by moving to a downtown location;</li> <li>• Expanding the current visual branding work to build a strong and vibrant perception for the region;</li> <li>• Continuing the work to consolidate local web sites (municipal, HOW, CVB etc) into a single regional entry point.</li> <li>• Inventory of local natural resources &amp; tourism opportunities both locally and regionally (out of area)</li> <li>• Explore an 8th Street Makeover – to create a modern, inviting commercial area.</li> <li>• Expand on Wisconsin Rapids Home art studio tour and sale</li> </ul>

## Broad focus area – Business innovation

Broad Focus Area	Intended Outcomes	Strategic Actions
<p><b>Business Innovation</b></p> <p>Create a business environment which is entrepreneurial, and stimulates innovation and excellence</p>	<p>Entrepreneurial environment which fosters new and emerging entrepreneurs and stimulates new and creative thinking.</p>	<p><b>Create a local entrepreneurial environment by:</b></p> <ul style="list-style-type: none"> <li>• Becoming a wireless community</li> <li>• Developing a plan of action to create and develop an entrepreneurial culture among area youth</li> <li>• Increasing Revolving Loan Funds and Accessibility</li> <li>• Promoting (encouraging Newspaper articles) on non-consumer businesses</li> </ul>
	<p>Strong local business retention and expansion that underpins the small and medium business base.</p>	<p><b>Create local business retention and expansion through business ‘education’, inter-business networking and shared services, including:</b></p> <ul style="list-style-type: none"> <li>• Developing a shared benefit package (health insurance) for small business</li> <li>• Inventorying “capital” resources (Physical and Human)</li> <li>• Tool for Businesses to match needs and assets (i.e. trucking needs – pooling loads.)</li> <li>• Education of Businesses to:               <ul style="list-style-type: none"> <li>○ Use the internet</li> <li>○ Buy local and use local resources</li> </ul> </li> <li>• Developing a Business retention advocacy network for Big businesses</li> <li>• Building a structure to combine industries (Industry Clusters) – how to tie together (tourism, agriculture, education &amp; industry/ connections &amp; networks to combine assets)</li> <li>• Representing and brokering the areas strong resources (existing industries and infrastructure) promoting resource synergy and also focus on intelligently growing on expanding and current industries</li> <li>• Creating a workforce collaborative to re-skill / retain workforce</li> </ul>
	<p>Attract and grow industries and businesses that are on the cutting edge of new emerging economic opportunities</p>	<p><b>Attract and grow New Industries through:</b></p> <ul style="list-style-type: none"> <li>• Developing economic incentives to draw industries capable of competing on a global scale.</li> <li>• Identify preferred industries, needs and assets (i.e. Bio-tech)</li> <li>• Promote benefits of green environment, and opportunities in alternate / renewable energy production</li> <li>• Comprehensive plan that communicates resources available for current and future industries</li> <li>• Identify meeting places – centers for access to technology</li> </ul>

## Broad focus area – Community leadership and engagement

Broad Focus Area	Intended Outcomes	Strategic Actions
<p><b>Community leadership and civic engagement</b></p> <p>Develop strong and inclusive local leadership with broad based community participation and engagement</p>	Expansion in the quantity and quality of community leaders, with the capacity to build a sense of collaboration and common purpose in the community.	<p><b>Focus on leadership development by:</b></p> <ul style="list-style-type: none"> <li>• Developing more community leaders – from across the community; building on the existing leadership development pathways;</li> <li>• Designing and running a specialized ‘Boot Camp’ for public officials – to focus on community engagement and building collaboration</li> <li>• Identifying young leaders and mentor their future development</li> </ul>
	Increased civic engagement with more people from all sections of the community taking an active role in shaping the future	<p><b>Build stronger and broader civic engagement by:</b></p> <ul style="list-style-type: none"> <li>• Creating a better public understanding and acceptance of win-win in communities and groups collaborating together. Highlight how progress in one community helps neighboring communities.</li> <li>• Holding neighborhood meetings to engage people in diverse community segments - “Having a conversation with the Community” in groups such as Churches, Unions, Schools, Developing groups, ethnic groups, senior citizens (possibly using a ‘CPI board game’);</li> <li>• Rescheduling municipal meeting and events to optimize public participation (e.g. hold County Board meetings at night)</li> </ul>

## Broad focus area – New model for education

Broad Focus Area	Intended Outcomes	Strategic Actions
<p><b>New Model for Education</b></p> <p>Develop a new model of lifelong education that fosters entrepreneurial spirit while maintaining stewardship</p>	An overhaul of the education system to create a world class example of a community and business-wide co-operative model of entrepreneurial education.	<p><b>Reshape the education system in the region, beginning with;</b></p> <ul style="list-style-type: none"> <li>• Teaching Entrepreneurship in K-12 through to Technical College;</li> <li>• Involve employers in education system / moving to a skills based, leadership development environment focusing on soft skills and technical capacity;</li> <li>• Develop education curriculum to skill entrepreneurship and new industries;</li> <li>• Undertake community based long range planning for schools including options such as Charter schools;</li> <li>• Position the region to become Industry &amp; Education Leaders in Environmental Science.</li> <li>• Create a workforce collaborative to re-skill / retain workforce</li> <li>• Provide financial education and increase financial literacy</li> </ul>