

**City of Stevens Point
SPECIAL COMMON COUNCIL**

**Lincoln Center
1519 Water Street**

**June 10, 2013
7:25 P.M.**

1. Roll Call.

Consideration and possible action of the following:

2. Authorizing the execution of a Development Agreement with Wound Zoom, Inc.
3. Authorizing the execution of a Development Agreement with Service Cold Storage, LLC.
4. Presentation on proposal to coordinate Stevens Point Public Transit and Portage County (ADRC) transportation operations.
5. Establishing Expectations/Goals for the Portage County Business Council relating to Economic Development.
6. Adjournment.

Any person who has special needs while attending this meeting or needs agenda materials for this meeting should contact the City Clerk as soon as possible to ensure that reasonable accommodation can be made. The City Clerk can be reached by telephone at (715) 346-1569, TDD #346-1556, or by mail at 1515 Strongs Avenue, Stevens Point, WI 54481.

Copies of ordinances, resolutions, reports and minutes of the committee meetings are on file at the office of the City Clerk for inspection during the regular business hours from 7:30 A.M. to 4:00 P.M.

To: Stevens Point Common Council

From: Mayor Andrew J. Halverson

RE: PCBC Economic Development Conversation: Goals and Expectations

Several years ago an interest was expressed in wanting to have the Portage County Business Council take a much more active and measurable role in economic development. Eventually the PCBC heard that interest of board members and now has created an ad hoc committee to address the potential changes and/or improvements to the process.

This ad hoc committee is a blending of public and private sector leaders that have a vested interest in moving us all forward economically. This committee has decided to create a definition of economic development and supporting data that will assist the PCBC in meeting specific goals and objectives relating to the same. One of the concerns raised by the PCBC staff is the lack of clarity they receive about our concerns annually as we look to reestablish their funding: This is where our meeting comes in.

I want you to think about what it is that you expect the PCBC to carry out on our behalf. We contribute \$35,000 annually to that organization, so for that amount of funding clear goals that are measurable are needed for us; but certainly for them as well to know where to focus their attention. I have provided to you supplemental material for you to read and study to hopefully funnel your thoughts on the matter.

Please feel free to contact myself or Director Ostrowski on this issue if you have any questions on this topic. The goal for this special meeting is to leave after good conversation with clear goals and expectations established for the PCBC.

II. What is Economic Development?

Economic development can be defined as a program, group of policies, or activity that seeks to improve the economic well-being and quality of life for a community by creating and/or retaining jobs that facilitate growth and provide a stable tax base.

Economic development has many definitions. Typically it is described in terms of its objectives. These are, most commonly, the creation of jobs, wealth or assets and the improvement of the quality of life. Economic development can also be defined as a process that influences the growth and restructuring of an economy to enhance the economic well-being of a community.

In its broadest sense, economic development encompasses three major areas:

- ✓ Policies that governments undertake to meet broad economic objectives such as price stability, high employment, and sustainable growth. Such efforts include monetary and fiscal policies, regulation of financial institutions, trade, and tax policies. These policies are national in scope and are referred to as macro-economic policies.
- ✓ Policies and programs to provide infrastructure and services such as building highways, managing parks, and providing medical access to the disadvantaged. Although the primary purpose of these programs is not economic development, they have implications for economic development.
- ✓ Policies and programs explicitly directed at improving the business climate through specific efforts in business finance, marketing, neighborhood development, small business development, business retention and expansion, technology transfer, and real estate redevelopment among others.

This third category is a primary focus of economic development professionals. Depending on its mission, the economic development organization (EDO) may or may not address the second broad category of providing infrastructure and other public services. However, in communities with limited resources and staff personnel, these duties can fall under the responsibilities of the economic development practitioner, which makes his/her duties even more challenging.

Economic development efforts typically entail the following:

Job Creation

Based on the received link between job creation and the overall health of the local economy, job creation is the traditional objective of economic development. It is important to note the difference between creating jobs and creating better jobs. Job creation is a quality issue not merely a quantity issue. Jobs “created” should support a desired standard of living, offer stability and decent working conditions, and

provide opportunity for advancement. This task can be extremely difficult in smaller communities when the creation of jobs is vital. Thus the practitioner should focus on creating quality jobs that will support and sustain the community. The goal of job creation is not the job *per se* rather it is to boost local income.

Job Retention

It is important to retain as well as create jobs because a job lost means the loss of the economic advantages that resulted from that position. Job retention and business assistance go hand-in-hand. When businesses are assisted and encouraged to stay in the community, the existing job base remains intact. Most net new job creation will come from existing businesses within a community and, they are therefore a critical focus for local economic development efforts.

Tax Base Enhancement

This enables communities to support local services and pursue other activities without having to raise taxes.

Quality of Life

Quality of life is represented by many factors including safety, education quality and opportunity, poverty reduction, environmental quality, and cultural and recreational amenities. It is what makes living, working, and conducting business in a community worthwhile. Conversely, detractors from the quality of life in a place, crime, for example, often deserve attention by economic development organizations. Quality of life is a very difficult factor to measure but can be the difference between failure and success for economic development organizations.

As there is no universal definition for economic development, there is no single strategy, policy, or program for achieving successful economic development. Communities differ in their geographic and political strengths and weaknesses. Each community, therefore, will have a unique set of challenges for economic development. However, several factors can significantly affect the likelihood of success for economic development projects and programs, regardless of the community.

These factors include the following:

- ✓ A strong understanding of the local economy, its strengths and weaknesses, and critical issues
- ✓ Programs that are built on local comparative advantages
- ✓ Local leadership that stimulates cooperation and collaboration among different actors in the community

ECONOMIC DEVELOPMENT STRATEGY AND WORK PLAN



- MAY 2012 -

Prepared by:



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ECONOMIC DEVELOPMENT STRATEGY AND WORK PLAN PORTAGE COUNTY BUSINESS COUNCIL MAY 2012

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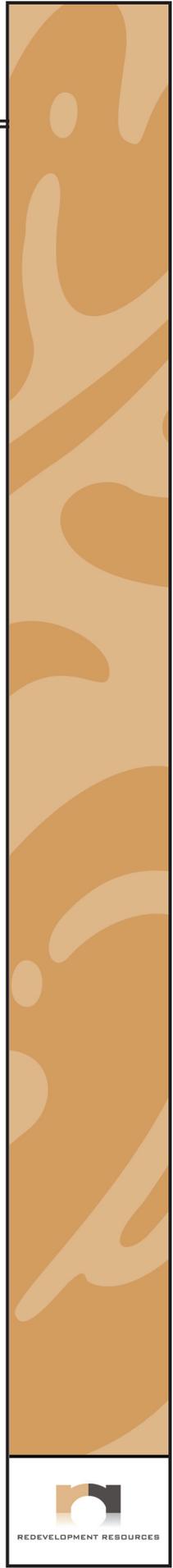
REDEVELOPMENT RESOURCES

EXECUTIVE SUMMARY:

The Portage County Business Council, operating as a Chamber of Commerce and an Economic Development Organization has many stakeholders and much significant work to do within Portage County. Serving business and industry, municipal stakeholders and business prospects at the same time, it would be easy to lose focus of the most impactful, truly important work that needs getting done: creating and fostering an environment that is conducive to business growth, and then implementing the activities that increase property tax base, create jobs and increase investment in the County.

Through a strategy based on collaboration and coordination, promotion and connections, PCBC's work can have significant impacts on the local economy. Gaps in the organization's structure will need to be addressed in an open conversation with the board and municipal stakeholders. Effective marketing; networking between education and business/industry; and holding a deep understanding of the many needs of businesses in Portage County should become the focus of efforts at PCBC.

Measuring performance and communicating results to all stakeholders (business community as well as municipal funders) is critical to the future of the organization and it should be a shared responsibility with the board of directors. Economic Development is a team sport and an industry not for the impatient. Putting the building blocks in place first makes the actual work that much easier and that much more effective.

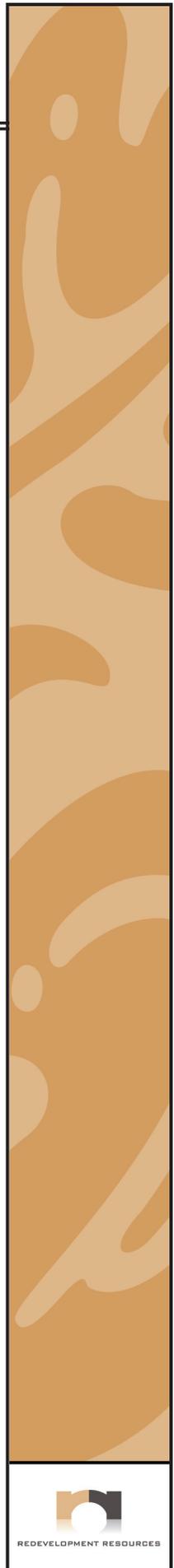


INTRODUCTION AND BACKGROUND:

The Portage County Business Council (PCBC) consists of public bodies, private business and non-profit partners serving its members and the “community of Portage County”. The Council has two primary functions: one as a Chamber of Commerce style association and the other as an economic development entity. A third function, the Portage Council Business Council Foundation operates separately from an accounting and legal standpoint from the larger Portage County Business Council. The purpose of the report is *to review the current status and activity* of the Business Council’s economic development function and *to create a strategy and work program* to effectively address the Portage County Business Council’s economic development goals.

The overall function of economic development is a broad one and every Portage County Business Council member, whether private business, non-profit agency or municipality, contributes to improving the Business council’s function. Within the membership there most likely exists every community economic sector from agri-buisness, manufacturing, retail, financial and insurance service, education, restaurant food and beverage, information and other professional services, wholesale, with an “overlay of roles” regarding natural resources, transportation, marketing, financing tools and incentives, infrastructure and technology. In order to effectively deliver results, the Business Council’s role should be refined so that it can focus its economic development efforts on the Board of Directors’ intended goal within the confines of organization/staffing and budget.

As expected with member-based organizations, the focus is on the existing membership. This conceivably poses a challenge for an organization tasked with county-wide economic development efforts as the perception could become that only the members’ needs are being served. Additionally, blending functions forces contributors to ask where their dollars are funneled; to membership activities or to economic development activities.



METHODOLOGY:

Several steps were taken to gain the background knowledge and sense for the communities in an effort to create the best strategy for PCBC's efforts.

1. To understand the background and the underpinnings of the PCBC's economic development effort the comprehensive plans for Portage County, City of Stevens Point and the Village of Plover were reviewed together with the Council's publications (marketing materials, annual reports, etc).
2. On March 26, 2012 interviews were conducted with major governmental units including Portage County government, Village of Plover, City of Stevens Point, Centergy (the region's economic development organization)
3. Redevelopment Resources met with Portage County Business Council's staff director responsible for economic development twice in person and over several telephone and email conversations.
4. A large focus group session was held on March 29, 2012. Twenty-four business partners were participated including all public educational levels, individual business representatives and non-profit association members.
5. Redevelopment Resources conducted other secondary research related specifically to this project to include: current methods for reaching and getting the attention of site selectors; research specific to funding mechanisms and cutting edge project financing models; creative cluster and supply chain networking options and other program areas.
6. Based on the above research, weeks of internal dialogue, and practical experience, this report was created to be used as a working guide for the future efforts of Portage County Business Council.

The individual interviewee lists and focus group members are listed in the appendix of this report.



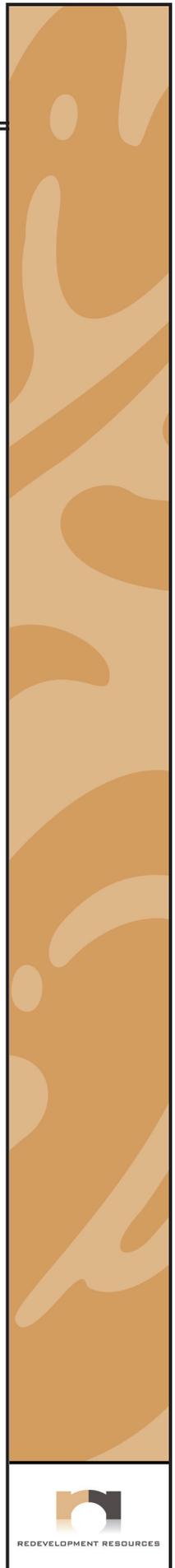
SITUATION ANALYSIS RELATIVE TO ECONOMIC DEVELOPMENT:

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 a difficult one in which to develop any expanded business but this environment also lends itself to agencies and business as an opportunity to review existing organizational structure, products, plans and services in preparation for the eventual economic turnaround. With the proper structure in place, the organization is better equipped or positioned to be a catalyst and actually spark growth and development despite outside economic challenges.

BUDGETING: Budgets are difficult and becoming more strained in an effort by business and government to maintain important services and offer quality products. The Portage County Business Council's budget has only slightly changed over the recent two to three years. Membership revenues have remained somewhat steady with governmental contributions totaling approximately \$132,100 per year; sponsor support and reservations / admissions also contribute significantly to the Council's projected revenue side of the 2012 budget which totals approximately \$523,000. The greatest expense for the agency is in staffing (pay and benefits). According to the agreement with Portage County, one half of its contribution to PCBC is earmarked for marketing purposes. Those dollars have been spent on marketing the business park and the county to outside developers and site selectors, as well as web site, and other marketing materials.

STAFFING: Currently less than one fulltime position is dedicated to all economic development functions at the Portage County Business Council. The work that needs to be done within and throughout the County in economic development is important because:

- Fostering economic development is a vital activity to the area's economic well-being
- Portage County has significant competition from around the region and state.
- Other county economic development agencies throughout Wisconsin are engaged and active in more significant ways, leaving Portage County at a disadvantage when the dedicated individual is also involved in other activities related to the Portage County Business Council.



SITUATION ANALYSIS RELATIVE TO ECONOMIC DEVELOPMENT:

ORGANIZATION: Based on the above budgeting and staffing summary, individual interviews with municipal leaders and the focus group discussions there was mention of a review of the Portage County Business Council's organization. It was asked whether there could be an opportunity to consolidate agencies or at least to re-structure divisions or bureaus within the agency so that a clear vision or direction could be taken relative to that division's work plan. Discussion on possible structure and organizational change is not part of this report's scope of work. The Council's Board of Directors should discuss possible options. Depending upon the date of latest review of internal documents now may also be a good time to review By-laws, financials and agency policies.

Organizational issues aren't just a concern for the Portage County Business Council but revolve around PCBC's partners and how structure of the agency and its partners affects economic development.

- The City of Stevens Point has expanded its economic development role relative to staffing and its increased effort aimed at assisting existing business, creating jobs and generating incomes.
- The Village of Plover has well-situated developable land available and an appealingly smooth and fluid review process in place where proposed developments, if they initially meet zoning and development standards, are nearly automatically approved.
- Area education partners (K –12, post secondary Mid State Technical College and the University of Wisconsin) all have a recognized focus on education, training and technology.
- Portage County, although understanding the importance of investing in economic development (business diversity, jobs and incomes), continues to focus on its current principal functions of highways, infrastructure and law enforcement.

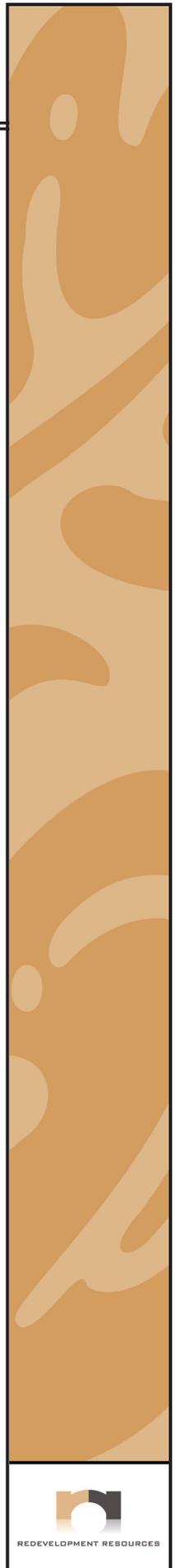


SITUATION ANALYSIS RELATIVE TO ECONOMIC DEVELOPMENT:

The success of the Portage County Business Council to achieve its greatest results is 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 development, the Portage County Business Council can be more successful when local businesses, communities and institutions work together rather than recognizing and focusing on individual achievements.

Each organization mentioned above 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 fulfill varying goals. For example, it's appropriate for the City of Stevens Point to keep (and share) a database of available commercial property in the City. It's an appropriate role for the region (Centergy) to lead the effort on organizing support for the Central Wisconsin Airport. Within those individual roles one appropriate task for PCBC 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.*

TOOLS: The Economic Development tools in the PCBC toolbox are limited. The organization does not have its own land to market, its own loan programs to administer and utilize, nor does it have its own access to other financial incentives. Portage County Business Council has a phenomenal resource in the research and data tools and capabilities it invests in annually.



STRATEGY:

The overriding method for implementing a strategy is to carry several important themes as programs and projects progress through one's work plan. Based on input from the focus group as well as what has been learned in other settings *collaboration and coordination* is essential and paramount to development success.

The City of Stevens Point and the Village of Plover are undertaking programs focused on business, jobs and incomes and each has had success as documented in the 2006 comprehensive plans relative to earnings and income levels, value of commercial and industrial properties, employment increase and others; and although the numbers are six years old they reflect a significant change to the economy.

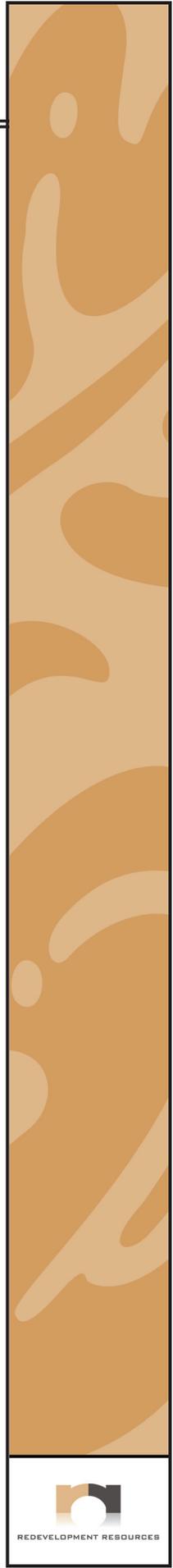
Staff and elected officials at Portage County are currently considering the County's extent and nature of involvement in economic development. At this point the County has assisted in plan preparation and has produced the Portage County Business Park (east of Highway 51 and north of CTH HH) via land purchase and sales. Currently, Portage County is not centered on a proactive approach to economic development aside from its contribution to PCBC for marketing.

It is important for the Business Council to avoid expecting to effectively undertake its economic development program as broadly as outlined above without establishing priorities.

The strategy undertaken by Portage County Business Council should focus on:

- collaboration and coordination,
- promotion and
- connecting (business to business and business to resources: workforce, financial, technical assistance, forward and backward supply chain linkages, training, etc)

An outline of a work plan which provides tactics to implement the above strategy can be found on the next pages.



WORK PLAN:

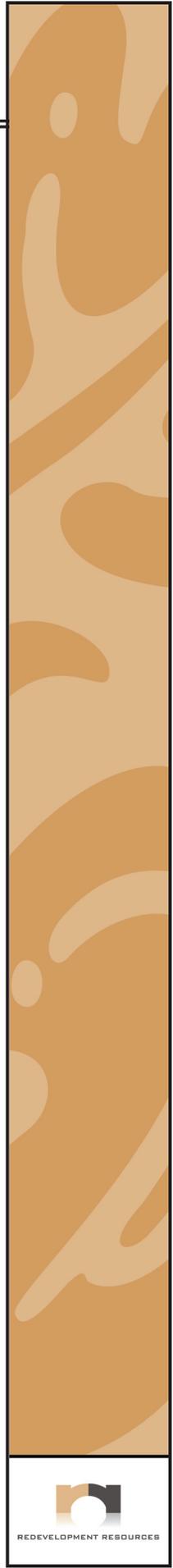
Agencies and municipalities have a broad range of functions and program areas. The Village of Plover and City of Stevens Point discuss their economic development plans in Chapter 6 of their respective “Economic Development Element” within their Comprehensive Plans. These plans offer a good discussion of their economic base; identifying key points and priority areas where new development can occur; strengths and weaknesses as they relate to economic development and have laid out their goals, objectives and policies. These documents illustrate preferred business types and future opportunities which create innumerable possibilities for collaboration amongst these communities and the Portage County Business Council.

1. Create a solid Development Platform (PCBC Infrastructure)

- Prepare and update all necessary data and information relative to ED-related activity; industrial park land availability, market area profile,
- Know the infrastructure (e.g., municipal infrastructure (water capacity, energy service, etc), rail service (with particular attention to Class I freight railroads);
- Develop staff capacity with CECD certification and continuing education through the Wisconsin Economic Development Association (WEDA) and the International Economic Development Council (IEDC).

2. Collaboration and Cooperation

- Create an Economic Development Executive Committee, host meetings, brand the organization as *The central economic development agency* for all of the Portage County community.
- In an effort to coordinate the brand of Portage County, review the organization’s marketing materials and coordinate with the Convention & Visitors Bureau.
- Shift priorities – Whatever becomes important even if outside your work plan becomes the highest priority, e.g., although legislation is important for every sector of work, one can see how it becomes critical when thinking about Skyward, Inc., the school district software company.
- Create a specialty within your economic development agency which may include legislation; policy; finance; workforce development; technology or combination thereof.



WORK PLAN:

3. Communicate

- The organization should provide regular and frequent communication with economic development partners and stakeholders (municipalities, Portage County, Centergy, CWED, etc).
- Meet quarterly with the City of Stevens Point Mayor, Village of Plover Administrator and President, Portage County Administrator and Board Chairman to share information outside of regular meetings.

4. Work with the County to prepare available sites in Stevens Point Industrial Park and Portage County Business Park with staking lot lines, eliminating mountains of topsoil on business park property (along rail line), mowing vacant properties at least a minimum of 10' along the curbs. Dress it up!

5. Work with local municipalities to review zoning ordinances related to the new types of businesses which may not always be manufacturing but more business-related companies which would contribute to a “Business and Industrial Park” environment. Make sure these newer types of businesses are included in the zoning ordinance as “permitted uses”.

6. The Big Three Recruit new business, assist existing businesses and helping new start-ups is the standard view people have for conducting a successful economic development program. Actually implementing a program in the above order of priority is not effective. It is true that 80% percent of new jobs and investment (and the overall strength of the local economy) will come from expansion of existing local businesses. The corollary to that is if entrepreneurs want to start-up small business in the community, then these businesses will (over time) generate more jobs and incomes for the local economy.



WORK PLAN:

- A. **Retain:** Continue to meet with and build relationships with local businesses to with their needs like financing, training, marketing / advertising, making connections to retain jobs, supply chain analysis, expand business presence via defining and expanding market area, identify new markets, identify competitors or help with exporting. These relationships should be made with businesses beyond members of the Portage County Business Council.

- B. **Entrepreneurial Development:** Support new business entrepreneurs / start-ups with their business plan preparation, financing and site location. Look for entrepreneurs and innovators/inventors at existing businesses and watch for opportunities to help them spin out their new business or product. Continue to coordinate with CAP Services, USDA, SBA, SBDC and SCORE and other start-up related individuals or small business agencies. CAP Services offers a “Business Mentoring” program which could become a functioning partner with the Business Council. Offering an incubator (physical or virtual) to nurture new small business is one option to address this work element.

- C. **Recruit:** “Elephant hunting’ is expensive and most often pays very few dividends. Maintain development platform (enumerated above) and offer “preparedness”. Join and maintain association with the International Council of Shopping Centers (ICSC). Also join Linked-in groups like Site Selection Network, Site Selectors and others. Because of the organization’s limited ability to make a “deal”, the focus of the work should be promotion of the area, (as a opposed to a “Deal Shop”, Portage County Business Council is a “Promotion Shop”)



WORK PLAN:

A word about competition: Whether working to assist local business expansions or recruiting new businesses, competition is inherent in the economic development process. The Business Council may be competing with other counties and regional municipalities around Wisconsin; and when it comes to locating a business in Portage County both the Village of Plover, Amherst and the City of Stevens Point (communities which have industrial/Business Parks) will be competing with one another to offer an advantage and an incentive package when appropriate. It is important to work with your Business Council members and municipalities but when it comes to attracting a new business; businesses will determine their location by what works best for the business not necessarily what might work best for members and local agencies.

7. Workforce Development

- Maintain close relationships with the regional Workforce Development Board staff, WEDC staff and others who can provide services and training incentives to employers with workforce needs.
- Brainstorm creative ways to fill the above needs including hosting very specific job fairs (assist with publication / advertising, host in PCBC facility, reach out directly to schools producing graduates on behalf of employers with specific needs)
- Maintain close relationships with local high schools and technical colleges to anticipate workforce shortages and match programs to needs of businesses in the county.
- Know what exists in the toolbox for customized labor training service so PCBC staff can be ready to facilitate in a short time. Also create the network of providers beyond what exists by involving businesses with like needs in the conversation.

8. Examine new programs

- EB5 - foreign equity investment sponsored by the U.S. Customs & Immigration Service,
- New Market Tax Credits,
- Investigate becoming a Certified Development Finance Agency, in an effort to provide Portage County Business Council with some tools of its own to conduct business.

9. Promote downtown revitalization when possible and as needed. Central business districts when taken as a whole exist as large corporations generating property and sales taxes, jobs and incomes.

MARKETING:

The Portage County Business Council's marketing strategy should be focused on three main audiences: 1) Site Selectors / outside business and industry, 2) Local businesses and entrepreneurs, and 3) Stakeholders / community. Advertising in trade publications can be expensive and have a low rate of return. There are a few instances when it is appropriate and beneficial to do so. Listed below are a variety of the tactics recommended to communicate with the target audiences.

1. Ensure the Portage County Business Council web site is up to date. Site selectors recommend that the site maintains the following characteristics:
 - The site should be easy to find and navigate
 - Provide detailed, up-to-date information on the community (including major employers)
 - List staff names, titles and contact information. It's highly recommended by site selectors that there is not a generic email address, but a person to contact directly.
 - Feature tabs that identify target industries, cluster development efforts, related University programs help highlight community assets and potential alignment with a prospect's interest.
 - A web site which contains unique information is more valuable than one that lists information that can be found elsewhere.
2. Market the community's specific assets which aid target companies and clusters. For example, if water quality or rail access is of high interest to companies in a cluster you are trying to attract, promote those factors especially.
3. Marketing pieces (advertisements) should indicate closures of industries where there are major clusters of highly skilled workers. A company may choose to locate in Portage County due to available workforce.
4. Marketing pieces (advertisements) should prove lower cost of bottom-line operation than other comparable / competitive locations.
5. Create a monthly newsletter or brief news-filled email to specific site selection professionals who represent companies in clusters of interest to Portage County.

MARKETING:

6. Meet individually with site selectors. A portion of the marketing budget should be dedicated to travel to Milwaukee, Chicago, or elsewhere to reach the targeted site selectors offices.
7. Host a familiarization tour, or “Fam Tour” for site selectors. This entails formally inviting specific site selectors (10-15 from targeted clusters) to the community for a day of touring available sites, meeting with business owners who have supply chain needs, workforce needs, etc. and meeting with municipal officials to discuss the community’s interest in bringing the businesses they represent to town. Successful fam tours will fill a bus with site selectors and local representatives for a day of courting. Plan one event like this annually and then build and foster the relationships as much as possible.
8. Know which industries the county is a good match for, but also know which industries are not a fit in the county. This will help narrow site selector prospects so time and money is well spent.



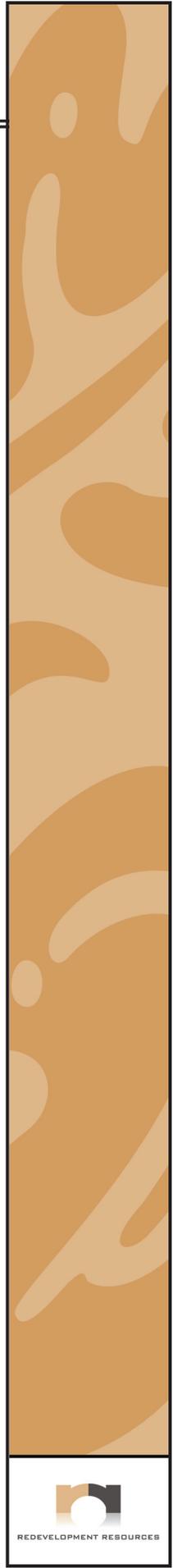
PERFORMANCE MEASURES:

Portage County Business Council has many functions and as such will have many ways to measure and share performance. Simply put, the most effective work will generate the most results in the following ways:

1. **Promotion of the Community:** Measure how much, how often and to whom the county is promoted.
 - Number of proactive site selector contacts each month including the method of contact and the recipients' apparent engagement (did they open the email?)
 - Number of hits on community and economic development information on the web site
 - Number of reactive contacts with businesses or site selectors: how many called or emailed?
 - Number of contacts made by board members or municipal staff

2. **Business Retention / Expansion:** Measure results realized through conversations and relationships with local businesses:
 - Number of meetings with existing businesses.
 - Number of referrals for business to business issues: technical assistance, financing options, workforce issues, supply-chain needs, sites for expansions, Wisconsin Economic Development Corporation staff, etc.
 - Number of businesses assisted with research for market share, competitive data, and other related items.
 - Number of employees associated with all of the businesses assisted.
 - Dollars of investment by local companies in equipment, capital expansions, hiring, technology.

3. **Entrepreneurs assisted in the following ways:**
 - Document connections made between University and business
 - Document business to business connections made with entrepreneurs and existing businesses in the supply chain, potential customers or other collaborative relationships
 - Document connections made by PCBC with entrepreneurs and technical assistance providers, banks, realtors, and Wisconsin Economic Development Corporation Staff.



COMMUNICATING RESULTS, SHARING SUCCESS:

Communicating the results of all the work done on each project (whether the project comes to fruition or not) can be an administratively burdensome process. The organization is doing great work but to take the time to communicate that effectively takes time away from getting the work done. Track the above metrics and report a subset of different metrics at regular meetings. The report can be provided in a creative and compelling way each month. In addition to a monthly report to the board of directors, the following ideas are offered to assist in spreading word of the good work PCBC is doing:

1. Share appropriate metrics with site selector in a monthly email newsletter. Not every metric will be of interest, but concentrate on a few that mean something to them like 1) number of open positions in key industries, 2) number and type of entrepreneurial inquiries / connections, 3) available acres, 4) available dollars in regional revolving loan fund.
2. Every other month a different board member should be asked to make a presentation on behalf of the organization at a Rotary, Kiwanis, Optimists, or other association meeting. The work of sharing the results of the organization should be shared across the board.
3. The Executive Director of the PCBC should meet quarterly one-on-one to share municipal-specific metrics and discuss projects with the chief elected official and/or staff of City of Stevens Point, Village of Plover, and Portage County.
4. PCBC should request a column/paragraph in any regular municipal communications to residents to share a snapshot of current activity.
5. Write a quarterly or semi-annual letter to the editor to highlight a local expansion, celebrate a business success, or articulate a unique collaboration. Then include the published article in an electronic newsletter to site selectors and other service providers to keep them informed.



A FINAL WORD:

Considering that most of the Portage County Business Council's partners are private sector manufacturers and service providers, whose own success is based on internal creativity and intellectual influences, the Portage County Business Council is a product of that membership's own success as well as a knowledgeable organizational property owned by the membership. The focus group discussed the value that the Portage County Business Council offers its municipalities, members and the County as a neutral venue (The Switzerland concept); a venue to discuss all issues which benefit the Community of Portage County without reference for who wins or loses. It is essential that membership (specifically) and the county-wide community engage in a process of collaborating and cooperating with one another. To engage and cooperate as a whole where the level of success is based on the quality and interdependence of the parts.

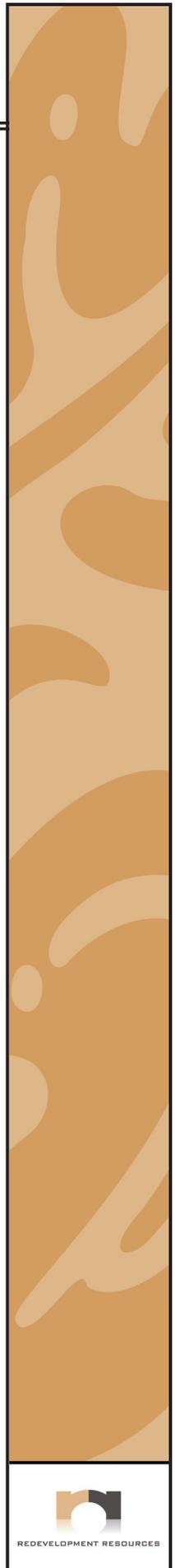
There has been discussion at all levels of this report's research that too much of the Business Council's activities are engaged in social functions, networking, banquet and award functions. Considering the Business Council's projected revenues, approximately 25% of the budget (\$132,100) will serve economic development activities and the remaining \$390,900 or approximately 75% of revenue supports all other chamber-style programs. It seems incongruous that there would be concern for too many chamber-style programs when most of the revenue and activities are chamber related rather than the economic development focus.

Compared to other PCBC staff supporting chamber-style functions, one ¾ time individual appears to be an insufficient when considering:

It may be suggested that due to the County's expansive jurisdiction and its experience in land use, comprehensive planning and natural resources that it consider creating an economic development program to focus on natural resources, agri-related business and transportation.

The Portage County Business Council is the only local economic development organization which performs in this way and the question was asked...

"Can one imagine how Portage County's economic development effort would function without the Council?" One way to effectively manage Portage County's economic development effort is to create an executive committee from the larger PCBC Board of Directors to specifically oversee, guide and manage the agency's efforts. This committee (or another board) places emphasis on development and infuses and establishes responsibility in the board of directors for the agency's work program and performance.



REDEVELOPMENT RESOURCES FIRM OVERVIEW:

Redevelopment Resources is a multi-disciplinary firm working in economic development, redevelopment, community development and real estate. Our clients throughout Wisconsin, the Midwest and Canada include municipalities, private/public partnership organizations, private sector businesses and developers.

Redevelopment Resources is based in Wausau with strategic partners located in Madison, Mequon and Minocqua. The company was established in 2009 but all of the strategic partners have worked together in varying capacities for more than a decade.

The firm's areas of expertise include economic development (business recruitment, retention, entrepreneurial development, financial incentives), redevelopment, real estate development, organizational structure, planning / strategy development, and retail support.

As a full service firm, **Redevelopment Resources** is equipped and experienced in taking projects from feasibility and funding through to business recruitment and site selection for end-users. Central to **Redevelopment Resources'** philosophy is to equip our clients with the skills to complete the work OR if it is their preference, to work alongside with them until the work is completed.



APPENDIX:

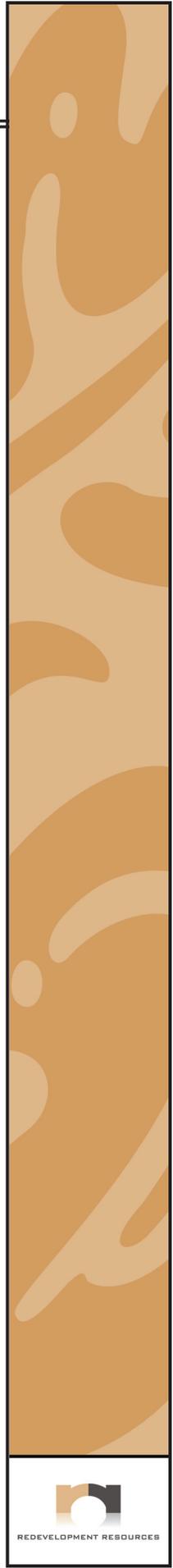
May 29, 2012

Stakeholder Focus Group Attendee List:

Lisa Sobczak	ABR Employment Services
Kris Dragan	M&I Bank
Dan Beighley	Wisconsin Public Service
Bernie Patterson	University of Wisconsin - Stevens Point
Sue Wilcox	United Way Portage County
Debra Marten	Marten Machining
Richard O'Sullivan	Mid-State Technical College
Sara Brish	Stevens Point Area Convention and Visitors Bureau
Ed Spencer	Donaldson Company
Steve Smith	Mid-State Technical College
Dennis Peterson	Delta Dental of Wisconsin
JoAnn Vosz	Community First Bank
Dave Worth	The Worth Company
Jeff Martin	Ministry St. Michael's Hospital
Dave McHone	Central WI Management Services, LLC
Joe Fritzsche	Sentry Insurance
Attila Weninger	Stevens Point Area Public School District
Mary Patoka	CAP Services
Cliff King	Skyward
Jim Anderson	Ellis Stone
Scot Barton	Pointe Precision
Joe Kinsella	Pointe Precision
Jeff Ebel	SCORE
Margo Bronk	McCain Foods

Individual Interviews with Municipal Stakeholders:

Andrew Halverson, <i>Mayor</i>	City of Stevens Point
Dan Mahoney, <i>Administrator</i>	Village of Plover
Dan Schlutter, <i>President</i>	Village of Plover
Richard Holden, <i>Community Development Manager</i>	Village of Plover
Jami Gebert, <i>Executive Assistant to the County Executive</i>	Portage County
Phil Idsvoog, <i>Board Chairman</i>	Portage County
Michael Ostrowski, <i>Community Development Director</i>	City of Stevens Point
Kyle Kearns, <i>Economic Development Specialist</i>	City of Stevens Point
Peggy Sullivan, <i>Interim Executive Director</i>	Centergy



ON THIS PROJECT:

Kristen Fish

Ms. Fish has 20 years of direct experience leading the business development efforts of a small municipality, and working in both media and manufacturing sectors. She has managed all aspects of a business development program including business recruitment, retention, entrepreneurial programming, marketing, loan fund management and deal structuring. As the Business Development Director for the City she managed the land sale and development in the City of Wausau's 400+ acre industrial park, including a recent \$30 million private corporate headquarters / manufacturing development. She also managed a municipal Tax Increment Financing program, creating and amending several TIF districts. She took a leading role in planning, design, construction and programming for a new 42,900 square foot business incubator including successful grant writing and other funding acquisition.

Ms. Fish was President of the Wisconsin Economic Development Association in 2008. She was a Board Member of the International Economic Development Council (IEDC) in 2006-2008. She is a Certified Economic Developer (CEcD) through the International Economic Development Association. She has her Master of Business Administration from the University of Wisconsin, Oshkosh, and her Bachelor of Business Administration in Marketing from the University of North Dakota.

Mike Morrissey

Mike Morrissey has a long successful history in municipal government, responsible for planning, administration, financing and execution of housing, redevelopment, economic and community development functions. Morrissey is adept at creating partnerships for difficult projects and significantly improving the landscape and tax base while eliminating blight and energizing a community's city center.

After having served in the City of LaCrosse Planning Department throughout the '80s, he became the City of Wausau's Community Development Director. He was the Executive Director of the Wausau Community Development Authority and the Community Development Director for nearly 20 years. During his time at the City of Wausau, Morrissey oversaw the successful redevelopment of the downtown, and over \$200 million in development throughout the City.

More recently, Morrissey served as the Community Development Director for the City of Steven's Point, responsible for all planning and zoning responsibilities; downtown redevelopment activities and inspection function for the City. Morrissey has his undergraduate degree in Geography/Planning from UW Whitewater, and a Master of Science in Geography/Planning from the University of Utah in Salt Lake City.

