



# Sawyer County

## Agenda

Economic Development & UW Extension Committee Meeting  
Monday, July 8, 2019 @ 8:30 AM  
Assembly Room

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1. **CALL TO ORDER**
  2. **CERTIFICATION OF COMPLIANCE WITH THE OPEN MEETINGS LAW**
  3. **MEETING AGENDA**
  4. **PUBLIC COMMENTS**
  - 3 5. **MINUTES FROM PREVIOUS MEETING**
    - a. [Econ Dev 6-10-19](#)
  6. **SAWYER COUNTY AGRICULTURAL FAIR ASSOCIATION REPORT**
    - a. 2020 Budget - Discussion only
  7. **UNIVERSITY OF WISCONSIN-EXTENSION DEPARTMENT REPORT**
    - a. 2020 Budget - Discussion only
  - 4 - 5 8. **HAYWARD LAKES VISITORS & CONVENTION BUREAU**
    - a. [Sawyer County Tourism Key Performance Indicators 2018](#)
    - b. 2020 Budget - Discussion only
  9. **NORTHWEST REGIONAL PLANNING COMMISSION REPORT**
    - a. 2020 Budget - Discussion only
  - 6 - 13 10. **ECONOMIC DEVELOPMENT CORPORATION REPORT**
    - a. [SDC Strategic Plan 2019](#)
    - b. BID update

c. 2020 Budget - Discussion only

**11. BIKE/PED CITIZENS ADVISORY COMMITTEE REPORT**

**12. FUTURE AGENDA ITEMS**

**13. OTHER MATTERS FOR DISCUSSION ONLY**

*A quorum of the County Board of Supervisors or of any of its committees may be present at this meeting to listen and observe. Neither the Board nor any of the committees have established attendance at this meeting as an official function of the Board or committee(s) or otherwise made a determination that attendance at the meeting is necessary to carry out the Board or committee's function. The only purpose for other supervisors attending the meeting is to listen to the information presented. Neither the Board nor any committee (other than the committee providing this notice and agenda) will take any official action with respect to this noticed meeting.*

Draft Minutes of the meeting of the Economic Development and UW-Extension Committee  
Sawyer County Board of Supervisors  
June 10, 2019; 8:30 a.m.; Assembly Room; Sawyer County Courthouse

Members present: Tom Duffy, Troy Morgan, Elaine Nyberg, James Schlender

Others present: Lori Baltrusis, Tom Hoff, Carol Williamson, Sherry Beckman, Ariga Grigoryan, Sky Holt, Lynn Fitch, John Saunders, Ron Petit, Don Mrotek, Ken Pearson, Donna Tveten, Linda Zillmer

Chair Tom Duffy called the meeting to order 8:45 am

Motion by Schlender, 2<sup>nd</sup> by Morgan, to approve the minutes of the May 6, 2019 meeting. Motion carried

Motion by Schlender, 2<sup>nd</sup> by Morgan, to approve as presented the Consent Resolution of the members of Associated County Extension Committees, Inc. Motion carried

Sherry Beckman, Executive Director for the Hayward Lakes Visitors and Convention Bureau reported to the Committee. Discussion on how to collect sales tax from vacation homes rented through marketing venues. The County does not enforce sales tax collections. Applicants could be required to provide a copy of their sellers permit when applying for rental license from the County. Beckman provided the Committee with flyers promoting the Hayward area. 8000 issues were sent out.

Ken Pearson from Northwest Regional Planning Commission provided a written report to the Committee. NWRPC Annual meeting June 26 at 9:30 at Flat Creek. Celebrating 60<sup>th</sup> anniversary.

Lynn Fitch from the Sawyer County/LCO Economic Development Corporation reported to the Committee. Working on budgeting and strategic plan. Placemaking follow up meeting July 18 at Flat Creek. The Bid District passed the 30-day commentary period. The final step is the June City Council meeting tonight. Next EDC meeting July 11, 11:00 at WITC.

John Saunders reported the fourth edition bike map is in print; John will bring copies to the next meeting. LCO working on a safe connection from the bike trail at the end of B to the LCO Bike trail.

County Administrator Tom Hoff and Ron Petit updated the committee on recent Winter Depot information.

Meeting Adjourned 9:31

Minutes prepared by Carol Williamson

## KEY PERFORMANCE INDICATORS

Hayward Lakes Visitors and Convention Bureau, Sawyer County, WI USA's success is measured in many ways, some tangible measurements like hard numbers-jobs, visitors, budgets, and return on investment. Following are the benchmarks we use to determine success:

By calendar year	2017	2018
<b>Occupancy Rate</b> -WI North Area Smith Travel Research, Inc.	53.9	53.6
<b>Visitor Spending</b> -Sawyer County	\$92 million	\$93.1 million
<b>Visitors</b> -Information Center	23,616 approximately	18,646 approximately
<b>Vacation Guides</b> -Information Center	1631	2000
<b>Vacation Downloads</b>	53,365	25,936
<b>Website Page Views</b> - www.haywardlakes.com	238,746	267,473
<b>Twitter</b>	549	573
<b>Facebook</b>	1448	2489
<b>Instagram</b>	513	949
<b>Room Tax</b> -Town of Hayward Town of Hunter	\$63,987.21 n/a	\$71,320.33 \$63,489.14
<b>Return on Investment of Tourism Advertising</b>	8:1	7:1
<b>Total Marketing Expense</b>	\$ 136,500	\$ 202,330
Data for 2019 is not available until May 2020		

### Hayward, Sawyer County, Wisconsin Demographics for tourism:

Traveler expenditure exceeded \$93.1 million in 2018 for Sawyer County, up 1.2% from 2017.

County sales tax distribution <http://www.revenue.wi.gov/report/c.html#county>

Wisconsin Department of Tourism <http://industry.travelwisconsin.com>

Twelve percent of all expenditures were in winter; 19% in spring; 44% in summer and 25% in fall.

72% of the travelers are on leisure trips. Food represents the largest single expenditure, second shopping, third recreation and fourth lodging and transportation.

[www.revenue.wi.gov/reports/.html#sales](http://www.revenue.wi.gov/reports/.html#sales)

Wisconsin residents continue to account for our leisure visitors by 32%. Minnesota 19% and Illinois 25% and Iowa 4% and other \$19% (states with less than 1% each)

We currently do not know the volume of tourists in any form.

Occupancy rate stated the same from 2017 at 53.6% for WI North Area-Smith Travel Research, Inc. The average rental rate for a single room was up .2% in 2018. (Occupancy is rooms sold divided by rooms available multiplied by 100.)

Resources:

Sawyer County/Lac Courte Oreilles Economic Development Corp. <http://www.sclcoedc.com/>

Wisconsin Small Business Development Center <http://www.wisconsinsbdc.org>

US Small Business Administration <https://www.sba.gov>

Business Owners Toolkit <http://www.bizfilings.com/toolkit/index.aspx>

Indianhead Community Action Agency, Inc. [www.indianheadcaa.org](http://www.indianheadcaa.org)



# Sawyer County/LCO Economic Development Corporation

Strategic Plan  
Spring 2019

LIKE us on FB: sawyercountylcoeconomicdevelopmentcorp  
Hayward, WI

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www.scloedc.com

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## EXECUTIVE SUMMARY

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### Organization

The Sawyer County/LCO Economic Development Corporation was organized in January 2017. The Board is made up of an Executive Committee and several sub-committees. The Executive Committee consists of the President, Vice President, Secretary and Treasurer; term limit for each position are two years. All board members participate on a volunteer basis and are expected to be members of one or more sub-committees. The Corporation serves the population of Sawyer County, having Board member representation from the southern end of the county, various business owners, County Board representation, and higher education entities.

## MISSION, VISION & VALUES

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The Mission, Vision and Values statements were established in spring of 2019. See Page 6.

## Corporation

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### Legal Entity

Sawyer County/Lac Courte Oreilles Economic Development Corporation is a State of Wisconsin corporate entity. The Internal Revenue Service has determined we are a "charity", 501(c)3.

### Organizational Structure

SC/LCO EDC is comprised of a 12-17 member volunteer board, a part-time director and a part-time marketing/administration assistant.

### Committee Structure

The Sawyer County/LCO Economic Development Board sets policy. It approves the budget, executive director's priorities, contracts, agreements, by-law changes, strategic plan, hiring of Executive Director and other matters of policy. It receives reports from committees. A rigorous and thoughtful discussion of all policy items on the agenda is expected. The Board is not responsible for day to day operations; they are the legislative body. All Board members are expected to be actively involved in a minimum of one standing committee and attend at least 75% of the regular monthly Board meetings.

The Board maintains a variety of standing committees and may develop ad hoc committees as needed. During the 2019 fiscal year, the following committees have been identified:

- Executive Committee
- Marketing Committee
- Fundraising and Sustainability Committee
- Partnership, Business Development and Retention Committee
- Housing Committee

## STRATEGIES

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The following strategies have been identified as the 2019 focus:

- To assist the County in developing or helping others develop affordable housing for the area.
- To assist the County in retaining and growing area businesses.
- To assist new business development when applicable, providing workforce attraction and retention.
- To become a financially secure organization that has long-term sustainability



## SHORT-RANGE INITIATIVES

Sawyer County/LCO Economic Development Corporation will endeavor to help Sawyer County ensure the viability of local businesses and key county projects. To do this, specific priority strategies have been identified in priority order. The priority list will change as needed. Below is a list of strategies and key projects that have been identified by board members for fiscal year 2019.

### Priority: Assist in providing workforce housing

- Tools to help us reach our goals

Tasks to fulfill key 2019 strategies	Workforce Housing	Business Retention & Expansion	New Businesses	Workforce Attraction & Retention
Broadband development to those areas that are under or not served		X	X	X
Search for grants specific to housing	X	X	X	X
Housing Study data use (SUMMIT)	X			X
New Construction projects	X	X		X

### Priority: Assist in business development and retention

- Tools to help us reach this goal

Tasks to fulfill key 2019 strategies	Workforce Housing	Business Retention & Expansion	New Businesses	Workforce Attraction & Retention
Assist in development of Business Improvement District (BID)		X		
Broadband development to those areas that are under or not served		X	X	X
Provide a Sense of Place		X	X	X
Encourage and facilitate the use of internships		X	X	X
Encourage and facilitate the use of Apprenticeships				X
Assist businesses in pursuing appropriate grants	X	X	X	X
Assist existing business in expanding/improving profitability by consulting with the business or finding a resource that can do so.		X	X	X
Business Intelligence referrals		X		
Upgrade education of area workforce		X	X	X

## Priority: Become a self-sustaining financial organization

- Tools to help us reach this goal

Tasks to fulfill key 2019 strategies	Sawyer County	LCO Tribe	Businesses	Local Entities
Develop a plan to get a commitment for multiyear funding	X	X	X	X
Secure a commitment to get multiyear funding			X	
Pursue Grants that will assist in business development and retention (i.e. training, etc.)	X	X	X	X
Use our website as a promotional tool	X	X	X	X
Periodic communications with donors	X	X	X	X
Publicity of our accomplishments	X	X	X	X
Raise adequate funds to hire a full-time director; goal is to eventually hire a FT director who raises funds to continue EDC operations	X	X	X	X
Demonstrate there is a tangible return on the funds donated/invested	X	X	X	X
Build and develop relationships with town, county and other organizations in order to develop new partnerships	X	X	X	X

## LONG-RANGE GOALS

- Sawyer County is one of the five most economically depressed counties in Wisconsin. One of our goals is to investigate and take advantage of any program designed to assist the economically depressed (i.e. housing, grants for business development, training, etc.)

## KEY ACCOMPLISHMENTS

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### Accomplishments

- Workforce Summit – Gathered key economic and educational players to prioritize concerns held by the common group. This resulted in several small groups that have completed projects geared toward improving the hiring process and matching employees/employers. A County-wide Workforce Resources guide was developed that connects employers with potential employees and vice-versa. Additional training needs are consistently monitored and we are prepared to be the liaison with education enters who could provide more training opportunities that match the needs of local businesses.
- Broadband – Supported the successful grant application for Price County Telephone to bring broadband to its customers on West Lane in the southeast part of Sawyer County.
- Housing -Transferred management of 41 housing units in Sawyer County and Birchwood to Sawyer County Housing. This decreased the time between vacancy and lease up from 6 months on average to less than a week. It brought an additional \$14,000 into Sawyer County to help finance the building of more workforce housing.
- Trails - Coordinated with the Hayward Chamber of Commerce and the Trail Alliance to open 12 ATV/UTV routes. This provided greater ATV/UTV access to local businesses resulting in additional visitor spending. The new trails have enhanced the Hayward area's reputation as a premier ATV/UTV destination. A few of the routes opened were Williams Road, linking two major north/south trails, Highway E connecting the LCO Store and the Village of Reserve and trails between Hayward to Stone Lake.
- Business assistance – Brought together four local business and UW Small Business Development Center (SBDC). The SBDC is helping one business develop a business plan, one business to determine the profitability of its product lines and two others to increase sales via better marketing.
- Sawyer County Housing Study-Quantified the housing needs in the Sawyer County. Rather than antidotal views about housing needs within the County, this report provides documented facts about the housing needs. The study will be used by the Housing Authority to apply for housing grants and by developers to obtain financing for apartments and single family housing. The housing study is on the Sawyer Co/Lac Courte Oreilles Economic Development website (sclcdeds.com)
- High School Survey-A survey of juniors and seniors at the Hayward, Winter, LCO and Birchwood high schools. The survey will contribute to determining what needs to be done to keep graduating high school seniors in Sawyer County and to provide them a reason to return after college. The high school survey is on the Sawyer Co/Lac Courte Oreilles Economic Development website (sclcdeds.com)
- Professional Staff-Hired an executive director and marketing expert to assist existing business thrive and to encourage new business start ups

### In the Works

- US Forest Service-Developed a proposal for the US Forest Service that will consolidate some of their offices in Hayward. If accepted it will bring an additional 35 jobs into the County.

- Downtown Business Council – Seeing the need to actively assist local small downtown businesses, we partnered with local merchants to peruse forming a Business Improvement District (BID). Pending final approval by the City of Hayward Council in May, the BID should become a reality. The BID will help make Main Street more attractive. The BID will bring merchants together to work on improving downtown. Something that has never been done before
- Placemaking – Sawyer Co/Lac Courte Oreilles Economic Development is sponsoring a placemaking event on May 14, 2019. The placemaking exercise will make the sites selected more “sticky” so residents and visitors will want to visit these sites more often and stay longer. The locations to be included in the placemaking exercise are: downtown Hayward and Shues’ Pond, Library and Nature Park, the intersection of highways 27 & 63, Fish Hatchery Creek Park, the Lumberjack Bowl and the City of Hayward beach.
- Assisting a local developer get funding for a multi building workforce housing apartment complex.
- Organize and conduct a workforce housing summit of builders, financial institutions, local officials and other interested parties.
- Assist the tribal government with one major project in their economic development goals.



## Mission, Vision and Values

**Mission:** To promote a thriving Sawyer County

**Vision:** Sawyer County is prosperous and growing. Strategies to deliver the vision -

- Workforce Housing -Sufficient and affordable workforce housing
- Business Retention and Expansion -Existing businesses are thriving and expanding
- New Businesses – New businesses are starting up
- Workforce Availability – An adequate and trained workforce to meet employer needs

**Values:**

Growth- Levering connections, partnerships and resources to support existing and new business growth

Integrity – Actions taken by the Sawyer Co/Lac Courte Oreilles Economic Development Corporation will be fair and considerate to all community members

Innovation – Promote an environment that encourages freedom for new ideas

Sense of Place – Promote a community that is inviting and provides for life balance