



**SCHOOL DISTRICT OF
PITTSVILLE**

Pittsville School District Area
Strategic Plan

2023



Funding Statment

This project is funded through a grant from the Wisconsin Economic Development Corporation.

EXECUTIVE SUMMARY

Pittsville Area School District is a great place to call home. Our unique community assets help us to maintain our strong quality of life. These assets also help us to learn about new opportunities the community may want to pursue. As we look to the future of Pittsville Area School District it is important to engage in thoughtful, community-led planning to move us forward. The outcome of this process results in a community economic development strategic plan.

In August 2022 Pittsville Area School District applied to and was selected for the Community Economic Analysis for Rural Wisconsin Communities (CEA-RWC) Initiative. This pilot program is in partnership with the University of Wisconsin-Madison Division of Extension and the Wisconsin Economic Development Corporation (WEDC). Pittsville Area School District is one of five rural communities selected.

A community leadership team of Pittsville Area School District stakeholders has been working with Extension since November and has met three times thus far. The three strategy sessions focused on:

- Reviewing economic and demographic data unique to Pittsville,
- Conducting Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis of the Pittsville area, and
- Discussing potential priorities and areas of opportunity.

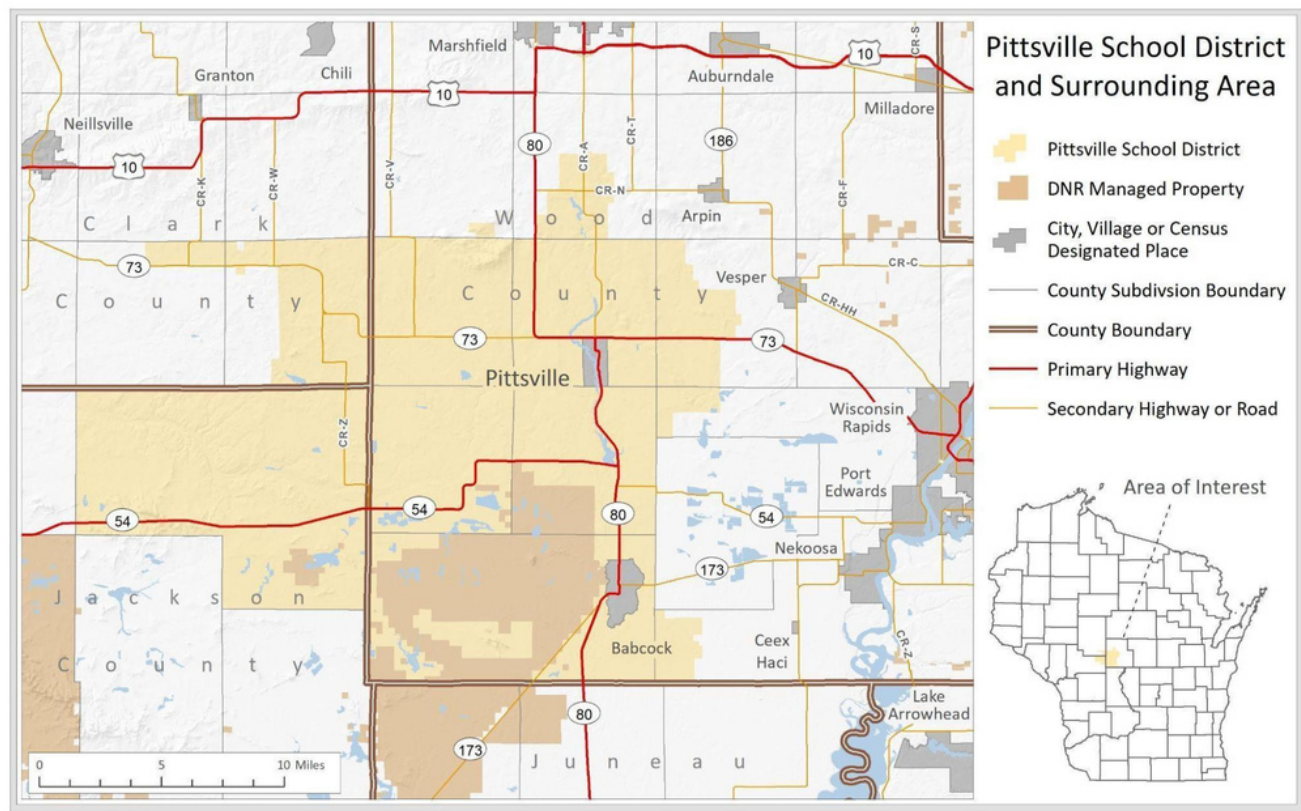
These sessions have centered on economic development and entrepreneurship, housing, community building, civic leadership development, marketing and communications, and outdoor recreation infrastructure. In the next session, the community leadership team will continue to narrow these focus areas, creating actionable strategies for each priority that will positively impact Pittsville Area School District.

Want to be involved in this work? Contact Kayla Rombalski, Wood County Extension, at 715-421-8440 or krombalski@wisc.edu.

EXPLANATION OF STUDY AREA

For the purpose of this study, the team used the Pittsville School District (PSD) area as the footprint for mapping and data purposes. Here we differentiate the school district itself as an organization and the school district geographic area. That is, when we are referring to certain elements in the plan, we are not suggesting that the school district as an organization is responsible for the plan's implementation. Also, the demographic and economic characteristics in this plan refer to those found in the geographic area, not within the PSD as an organization.

Map 1: Boundaries of the Study Area



LEADERSHIP TEAM

The development of this strategic plan for the Pittsville School District area was a collaborative effort led by a dedicated and experienced leadership team. Comprised of individuals with a diverse set of skills and backgrounds, this team reviewed economic and demographic trends for the area, reviewed the area assets and amenities, conducted an analysis of strengths, weaknesses, opportunities, and challenges (SWOC), and identified priority areas. These efforts have culminated in the development of this strategic plan that will guide community and economic development efforts for the PSD area. The leadership team included:

- Tom Gardner, Chairman of Town of Hiles & business owner
- Tammy Hardinger, Director, Pittsville Community Library
- Michael Hobbs, President of the Pittsville CDA & entrepreneur business owner
- Jason Knott, Pittsville School District Administrator
- Scott Larson, PSD resident
- MaryAnn Lippert, resident & business owner: Member, PSD Board of Education
- Anna Pozayt, Pittsville High School Senior
- Dan Schooley & Diana Schooley, Chairman & Deputy Clerk, Town of Dexter
- Angel Laidlaw, President, Centergy

This effort was supported by a team for the University of Wisconsin-Madison, Division of Extension including:

- Kayla Rombalski, Wood County Community Development Educator
- Steven Chmielewski, Waukesha and Jefferson Counties Community Development Educator
- Tessa Conroy, Community Economic Development Specialist, Associate Professor of Agricultural and Applied Economics
- Steve Deller, Community Economic Development Specialist, Professor of Agricultural and Applied Economics
- McKenna Goetz, Community Economic Development Research Assistant
- Brandon Hofstedt, Community Economic Development Program Manager
- Matt Kures, Community Economic Development Specialist
- Kristin Runge, Community Economic Development Specialist

INTENT OF PLAN

The Community Economic Analysis for Rural Wisconsin Communities (CEA-RWC) program is a joint effort between the University of Wisconsin-Madison, Division of Extension, and the Wisconsin Economic Development Corporation (WEDC) to bring a structured community economic development strategic planning program to a set of five rural Wisconsin communities throughout the state. The Pittsville School District is one of five communities chosen for this pilot program.

As many rural communities struggle with identifying opportunities and strategies to move the community forward, the CEA-RWC program leverages resources to engage in comprehensive community economic development planning.

This program is a structured, yet flexible strategic planning process to build on existing strengths to:

- Better organize for community economic development by building a strong, inclusive local leadership team,
- Further identify economic strengths, weaknesses, opportunities, and challenges,
- Increase comfort with the range of policy options and strategies to pursue,
- Develop an action plan comprised of 3-5 strategic priorities identified by the community, and
- Expand working relationships with partners (federal, state, local, and philanthropic organizations) to explore funding options and support for the implementation of the plan

INTRODUCTION

OVERVIEW

From its early beginning around 1887, the Pittsville area grew out of the wilderness as it was settled by lumbermen and later farmers. In 1952, Governor Kohler declared Pittsville to be the "Geographical Center of Wisconsin." The 364 square-mile Pittsville School District (PSD) encompasses multiple jurisdictions including 1 city, 11 towns, 3 counties, and state lands. As in many rural areas, the school is the "glue" that unites the community. The area is rich in recreational resources and committed residents. It is located 15 miles in each direction from Marshfield and Wisconsin Rapids. Through the CEA-RWC process, Pittsville stakeholders identified priority concerns for their community and set strategy for forward momentum. As a group the following priorities were identified:

- Community Marketing
- Housing
- Entrepreneurship & Economic Development
- Community Building & Civic Leadership Development

Rural communities, like the PSD area, have undergone significant demographic and economic transformations in recent decades. Although these changes are often seen as indicators of rural competitive disadvantage or decline, they have brought about both challenges and opportunities for these regions. Accordingly, as Pittsville works to develop community economic development strategies and initiatives, it is crucial for community stakeholders to acknowledge and tackle both obstacles and strengths that exist within the community its surrounding area.

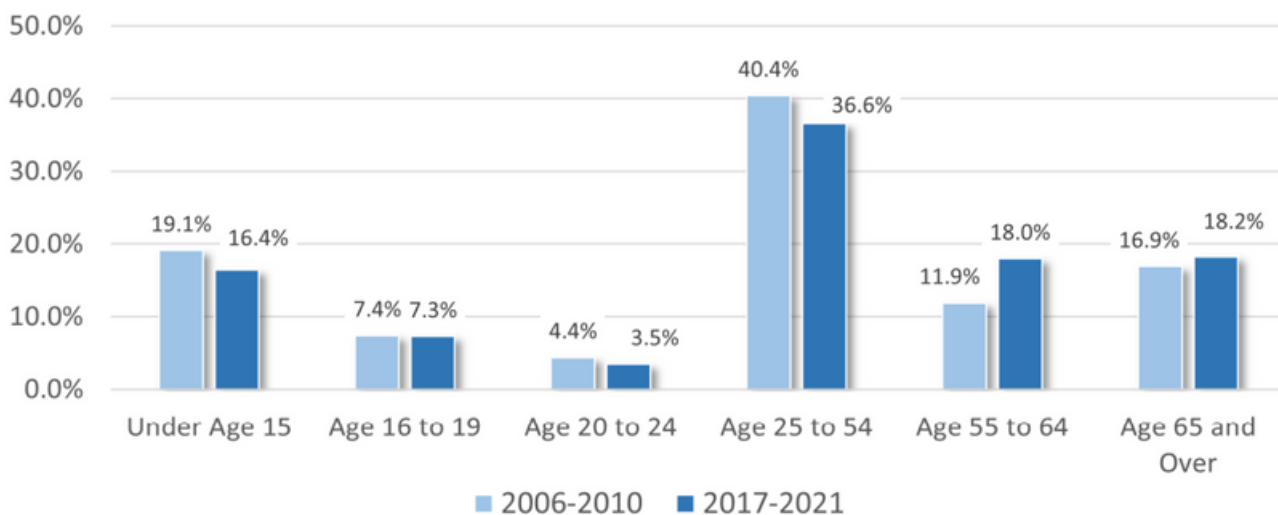
POPULATION

One of the fundamental issues facing the PSD area and the broader region is limited population growth over the past several decades. During the decade between the 2006-2010 and the 2017-2021 five-year periods, the population of the PSD area remained statistically unchanged (U.S. Census Bureau American Community Survey).

While more detailed, historical population data for the school district is unavailable, population change in the City of Pittsville and Wood County provide additional perspectives. Between 2000 and 2020, population in the City of Pittsville declined by -6.1% while Wood County's population dropped by -1.8%. In comparison, the U.S. and Wisconsin population grew by 17.8% and 9.9% over this period respectively (U.S. Census Bureau Decennial Census).

While the school district's total population has remained somewhat stable, that does not mean that it has not experienced other shifts to the demographic composition of its residents. One of the biggest changes over the last decade is to the region's age structure (Figure 1). Specifically, the share of residents under the age of 15 declined from 19.1% in 2006-2010 to 16.4% in 2017-2021. Furthermore, the share of prime working age residents (e.g., ages 25 to 54) also dropped from 40.4% to 36.6% over the same period. In contrast, the shares of residents ages 55 to 64 and age 65 and over increased over the past decade.

Figure 1: Pittsville School District Age Distribution - 2006-2010 vs. 2017-2021



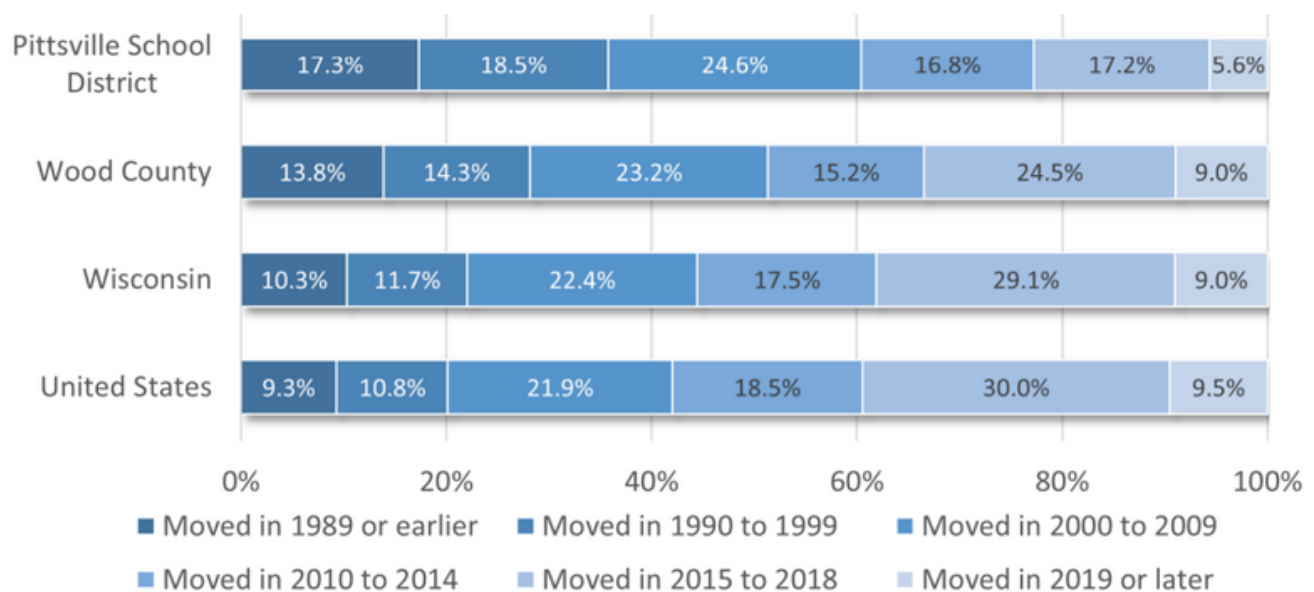
Source: U.S. Census Bureau American Community Survey 5-Year Estimates

The changes to age distribution in the PSD area somewhat mirror those occurring in the United States, State of Wisconsin and Wood County. However, both Wood County and the school district have a notably larger share of individuals aged 55 and over (36.2% in both areas) compared to the state (31.2%) and national (29.0%) averages. The decline in the region's working age population and greater share of individuals aged 55 and older create several implications for community economic development initiatives in the Pittsville School District:

- Regional employers will need to explore additional strategies for attracting and retaining employees or enhancing productivity through other means;
- A greater share of residents approaching retirement age could create additional volunteer opportunities in the community;
- As individuals between the ages of 55 and 64 may have a high entrepreneurial propensity in rural areas, there may be additional opportunities for the region to support new business formation;
- The shifting age structure of the region could impact the future types of housing units needed.

The minimal change in total population also masks resident turnover in the school district. Specifically, even those communities with a stable population will have households moving into and out of the area creating residential churn. For example, consider when residents of the PSD area moved into the community (Figure 2). Despite no statistical change in total population, 39% of the residents living in the school district have moved into their housing unit since 2010. While some of these residents may have simply moved within the district, mobility statistics from the U.S. Census Bureau’s American Community Survey suggests that depending on the year, 40% to 50% of the residents who move into the school district have moved from outside the county or outside the state.

Figure 2: Population by Year Householder Moved into Housing Unit



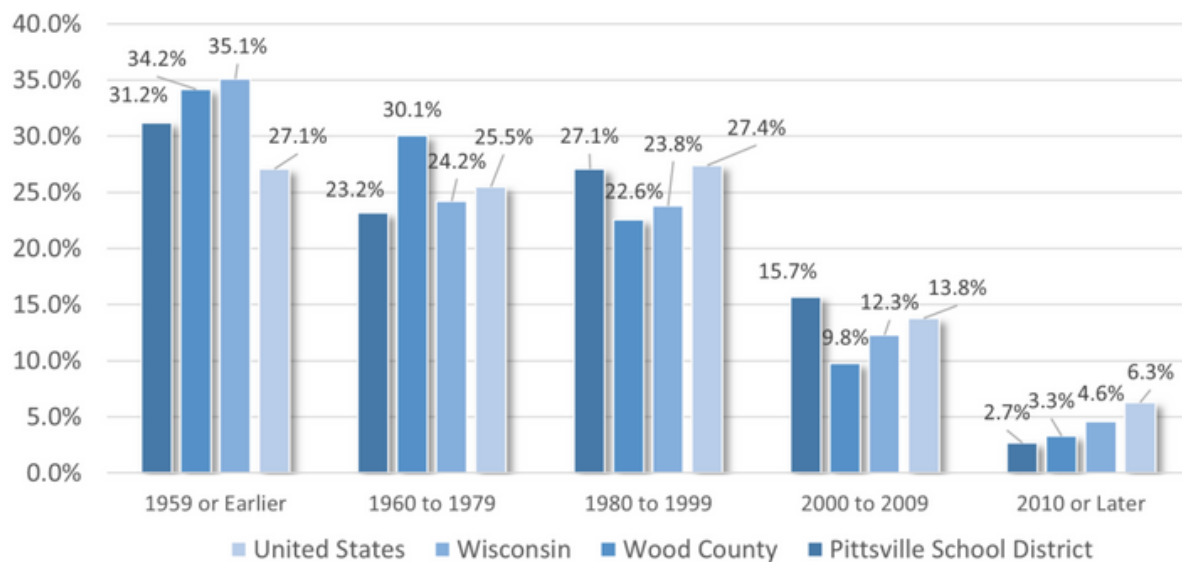
Source: U.S. Census Bureau American Community Survey 5-Year Estimates

In addition to the 39% of PSD area residents who have moved in the last decade, the area also has 35% of its residents who have lived in their housing unit since 1999 or earlier. As the region looks to create community economic development strategies, preferences and priorities may differ between long-time residents and newcomers. Accordingly, the community will need to work to build consensus, collaboration and communication with all stakeholders as strategies are initiated.

The relative population stability of the PSD area should be recognized for its resiliency when compared to many other rural communities that experienced significant decline over this period. However, the lack of growth should not suggest a shortage of future opportunities to attract new residents. Indeed, the Pittsville School District noted that it has a net inflow of students through open enrollment, suggesting that the community is a desirable destination for families. Furthermore, many rural regions shifted from net out-migration to net in-migration since the start of the pandemic, indicating that some rural communities are either attracting new residents or retaining residents at a greater rate. Many households in the post-pandemic economy are also placing a greater importance on quality-of-life considerations, such as school quality, recreational amenities, and public safety, when choosing a place to live.

These trends all suggest opportunities to attract more residents to the region. Nevertheless, the PSD area will likely need to market its assets to help potential residents discover the community. The PSD area also faces a lack of housing needed by new residents. While a variety of statistics could be used to depict the need for additional housing, one of the most telling figures is the decline in housing construction in the prior decade. Only 2.7% of the housing units in the school district have been built since 2010, which is a considerable drop from the 15.7% of units constructed between 2000 to 2009 (Figure 3). This decline in construction in the school district was particularly large compared to construction rates across the nation, state and Wood County between 2000 and 2020.

Figure 3: Occupied Housing Units by Year Structure Built



Source: U.S. Census Bureau American Community Survey 5-Year Estimates

Access to grocery stores, retail enterprises, financial institutions, restaurants, personal services, health care, entertainment and other establishments is an important quality of life concern for many residents. Not unlike many other small communities, however, the Pittsville School District faces a challenging market for the provision of many goods and services, especially when considering the presence of shopping opportunities in nearby Marshfield and Wisconsin Rapids. As a result, the Pittsville School District faces a potential leakage of revenues to the surrounding region.

Employment location quotients provide one perspective on the availability or leakage of various goods and services in the PSD area. In this example, location quotients are calculated by comparing a given industry's share of total employment in the Pittsville School District to the same industry's share of overall employment in Wisconsin:

$$\text{Location Quotient (LQ) for industry (i) in the Pittsville School District (GSD)} = \frac{\text{Industry (i) employment in GSD}}{\text{Total employment in GSD}} \div \frac{\text{Industry (i) employment in U.S.}}{\text{Total employment in U.S.}}$$

The critical value for a location quotient is 1.0. An LQ of 1.0 means that the PSD has the same proportion of employment in an industry as the state. An LQ greater than 1.0 denotes that an area's share of employment in a given industry is greater than its Wisconsin share. Conversely, an LQ less than 1.0 indicates an area's employment in an industry is below the

state percentage.[1] Location quotients greater than 1.0 are important as they imply that an area has a specialization in those industries. More specifically, an LQ greater than 1.0 suggests that an industry is producing more goods or services than can be consumed locally. These goods and services are in turn exported out of the region, connecting the area to external economies and bringing outside dollars into local communities. In contrast, an LQ less than 1.0 suggests that local industries are not meeting demand (demand is greater than supply) and the good or service must be imported.

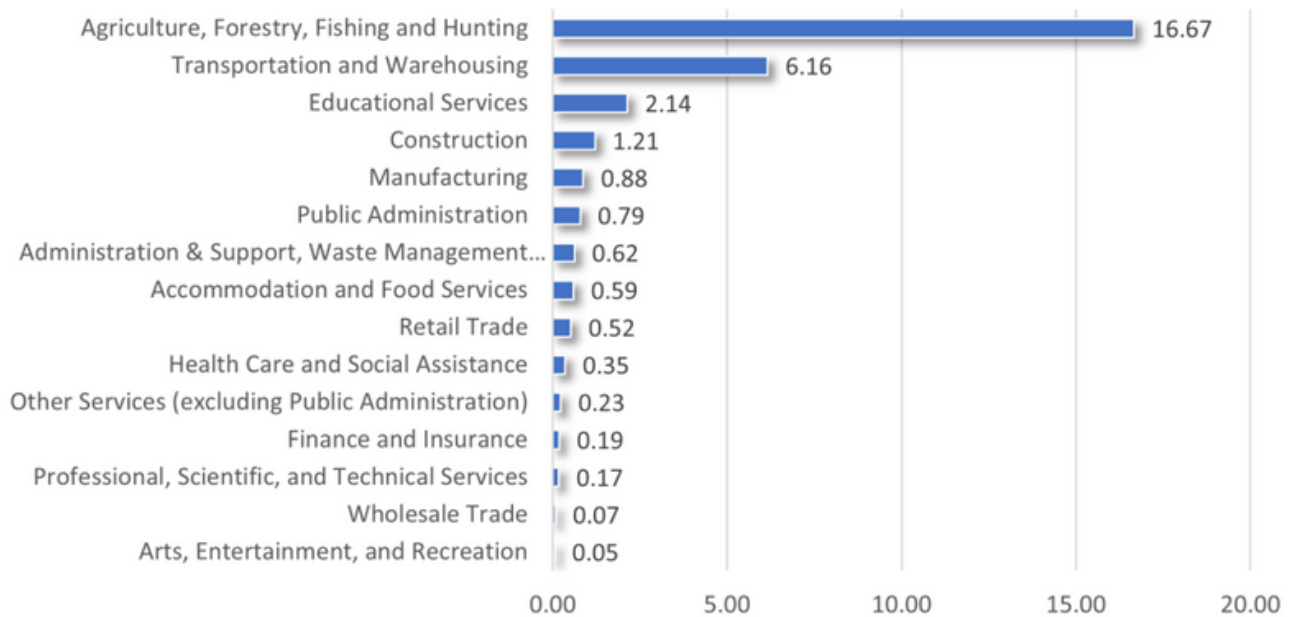
Several industries in the Pittsville School District have location quotients significantly greater than 1.0 (Figure 4) including educational services (2.14); transportation and warehousing (6.16); and agriculture, forestry, fishing and hunting (16.67). These specialized industries are also among the largest total employers in the area. While manufacturing has an LQ less than 1.0, it remains one of the largest overall industry in terms of total employment in the school district.[2]

In contrast, many of the aforementioned industry categories that serve residents and contribute to quality of life all have location quotients well below 1.0, suggesting that local demand is not being met and spending is occurring elsewhere. These industries include accommodation and food services; retail trade; health care and social assistance; other services; and arts, entertainment and recreation. While additional market research is needed to confirm development opportunities in these categories, filling these potential demand gaps with local establishments could both enhance the local economy and improve quality of life perceptions of future households that may consider the school district as a place of residence. Support from the business community in the Pittsville School District can also help in developing additional goods and services, especially when considering that Wood County lacks a county economic development corporation.

[1] Due to accuracy issues with employment data, location quotients between 0.75 and 1.25 are generally considered not to be significantly different from 1.0.

[2] The State of Wisconsin has one of the highest shares of manufacturing in employment among all states. While manufacturing in the Pittsville School District employs a large share of workers, it does not have a share as notable as the state average, which results in an LQ below 1.0.

Figure 4: Pittsville School District Location Quotients (2019)



Source: U.S. Census Bureau LODES

STRATEGIC PRIORITIES FOR THE PSD AREA

CEA-RWC PROCESS

Priority areas outlined in this strategic community economic development plan were identified through a multi-step process where the planning team engaged in strategic thinking and generative discussion. These discussions relied on the PSD area demographic and economic trends and research, as well as on local knowledge of the PSD area stakeholders. This effort began with core members of both the community leadership team and the Extension outreach team working together to prepare for logistics and communications for the launch of the program. The program included four main sessions where the Extension and the PSD area leadership team worked together addressing core components and phases of strategic planning.

STRATEGIC PRIORITIES FOR THE PSD AREA

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Session 1: On November 1, 2022, the leadership team launched the process by identifying and establishing a team of community leaders and representatives ready to commit to a process for community economic analysis and action planning. Agenda topics included project overview, desired outcome and a community and economic data discussion in review of the PSD area.

Session 2: On November 15, 2022, the leadership group met to conduct an environmental scan of the PSD area to help clarify and prioritize the strategic issues that the community can address. To assist in thinking about the different components of the school district geography, the Community Capitals Framework was shared to give considerations of the different components that make up a healthy ecosystem for a vital local economy and social well-being.

Session 3: On December 20, 2022, the meeting goal was to identify three to five strategic priorities. Prior to this session, a survey link was shared to gather more input about the internal community strengths and weaknesses as well as external community challenges and opportunities.

After this point, the community leadership team had prioritized and identified the following topics as the strategic issues to focus on with this effort:

- Community Building & Civic Collaboration
 - How can the community better facilitate collaboration with strategic partners within Pittsville School District area
 - How can we develop and sustain more civic leadership development?
 - How can we change attitudes on city government and residents?
 - How can we increase civic leadership?

- Community Marketing
 - How can the community develop a plan that is both internal and external - two plans?
 - How can the community support collaboration in our communications - between entities? Ex: Pittsville Biz reposts FD posts, FD does not repost Biz posts
 - How can local entities better utilize social media channels to spread the word about local happenings?

- Housing
 - How can the community break down barriers to development?
 - How can the community complete a housing study for the PSD? (REDI grant - make sure one is done)

- Entrepreneurship & Economic Development
 - Economic Development Question 1 - How can the community identify and utilize existing ED resources? Ie: MACCI, HoW, Centergy, WEDC, CDA
 - How can the community incentivize /provide resources to revitalize vacant buildings and build new?
 - How can the community better support the development of an entrepreneurial network?
 - How can the community provide opportunities to sell - assuming the community supports and has an attitude of readiness for this
 - How can the community better support online/starting entrepreneurs?

Between session 3 and 4, a subcommittee of Extension and Community leaders worked together to draft the strategic plan with a strong focus on clarifying goals and objectives. This draft was then brought to discussion with the community leadership team at Session 4.

Session 4: On March 22, 2023, the leadership team met to review the draft priority goals and objectives, as well as identifying resources and components needed for successful implementation.

CEA-RWC PILLARS

The following priorities were fundamental decisions and actions that will help to shape what the group does and why. Through this strategic planning process, we set out to help the PSD area team to determine how they plan to fulfill the reason why the group exists. As the community works together to manage implementation of the plan, results will be of public value.

Taking inspiration from other Wisconsin school districts that have undergone strategic planning efforts, this plan highlights a “Plan on a Page” summary of the main priority areas and create a pillar approach to building out this strategic plan.



Pillar 1: Community Building

Commitment

We will actively engage in making the PSD area a great place to live, work, and play.

Pillar 2: Civic Collaboration

Commitment

We will create and sustain a strong organization or partnership structure in the PSD area.

Pillar 3: Community Marketing

Commitment

We will ensure residents and visitors alike know how and where to find information about the community.

Pillar 4: Entrepreneurship

Commitment

We will strengthen and develop strong entrepreneurial networks across the PSD region.

Pillar 5: Housing

Commitment

We will ensure our public-private partnerships are strong and will remove barriers to support progressive housing changes.

ACKNOWLEDGEMENT OF EXISTING EFFORTS AND RESOURCES

It is our wish to acknowledge the ongoing efforts in the area and ensure that our initiatives do not duplicate existing work. To achieve this, we will begin by conducting a thorough scan of external resources and connecting them to our plan. The desired outcomes include establishing a strong foundation for the PSD area plan by leveraging the existing resources available in Wood County and Central Wisconsin.

The objectives are twofold: limiting duplication of existing and in-progress work and researching best practices and successful tools for community building from other rural communities. Strategies are outlined for each objective, such as reviewing objectives and strategies to identify opportunities to utilize existing resources, creating a resource list with potential partners or collaborators, and continuously updating the resource list as new work emerges. Additionally, the team will seek feedback on successes observed in other communities and compile a comprehensive list of tools and information for implementation in the PSD area.

Pework: Acknowledge existing resources and limit duplicative efforts by conducting a scan of external resources and connecting to this plan.

Outcomes: Create a solid foundation for this PSD area plan by building upon existing resources in Wood County and Central Wisconsin.

Objectives	Strategies	Resources (People, Time, SS)	Lead Person & Other Contacts	Timeline	Deliverable / Outcome of Objective
Limited duplication of existing and in-progress work	<ol style="list-style-type: none"> 1. For each vision review the objectives and strategies to determine where to tap into existing resources 2. Create a resource list to accompany the plan with information on potential partners or collaborators 3. Maintain the resource list as new work occurs 	Work hours are more prior to and upon creation, less for maintenance of plan over time.	Kayla Rombalski MaryAnn Lippert	Completed by Aug-Sep 2023	Resource list: A "living" reference document to help inform work over time.
Research best practices and successful tools for community building found in other rural communities	<ol style="list-style-type: none"> 1. Gain feedback from the team on successes that they know of in other communities. 2. Compile a list of tools and information from other communities. 3. Review list for tactics and strategies to implement in PSD area 	Time spent researching/compiling	Mary Ann Lippert Mike Hobbs Kayla Rombalski	Completed by Aug-Sep 2023	A best practice list for work outlined in this plan or to be completed at a future time.

PRIORITY #1: COMMUNITY BUILDING & CIVIC COLLABORATION

Building community and developing civic leaders are crucial to thriving rural communities. Local institutions and governments cannot function without community members' support and active involvement. Strong rural communities include inclusive, active, and regular engagement that taps the ideas and talents of community members and finds ways to support the development and engagement of future leaders. Given the pressing needs and challenges that rural communities face, engaging the community and building civic leaders remains vital for addressing many local issues.

The PSD currently supports several opportunities to help build community and develop local youth leaders (e.g., High School FFA Cranberry Tours, active 4-H, and youth run Haunted House, among others). Additionally, communities across the PSD area engage in various activities and hold events to help build and strengthen the community, and these activities also help develop and sustain civic leaders.

Despite these disparate activities, the PSD area could improve on existing efforts by developing and supporting a shared vision for building community and developing civic leaders.

Following an examination of existing community assets and an analysis of challenges and opportunities in the Pittsville School District, the workgroup identified the guiding question: "How can the community better facilitate collaboration with strategic partners within Pittsville School District to develop and support positive attitudes towards community building and civic leadership?"

Community Building and Civic Collaboration Vision #1: Throughout the PSD area residents, organizations, businesses or groups will be actively engaged in making the PSD area a great place to live, work, and play.

Outcomes:

1. Resident participation in local government and community committees is increased.
2. Resident participation in community events and volunteer opportunities is increased.
3. Resident young people/students feel connected to their community.
4. An attitude of trust is developed.
5. Root causes of negative or fault-finding attitudes are addressed.

Objectives	Strategies	Resources (People, Time, SS)	Lead Person & Other Contacts	Timeline	Deliverable / Outcome of Objective
Conduct an environmental scan of boards, committees, groups and organizations working on efforts related to community building	<ol style="list-style-type: none"> 1. Create a tool (spreadsheet/survey form/word doc) to capture organizational information. 2. Ask which organizations should be added to the list (use multiple sources) 3. Maintain list over time. 	Time	Jason Knott	Aug-Sep 2023	A list of entities in and around Pittsville who are for the betterment/ quality of the community will be identified.
Referencing the list created, identify areas of collaboration to strengthen the relationship between entities in and around the PSD area, including the school district itself.	<ol style="list-style-type: none"> 1. Review the organizations listed. 2. Brainstorm opportunities for collaboration 3. Hold a community forum in which two organizations are able to present who they are/what they do and identify ways they can work together. 	Event for organizations to present: include location, food, drink Any promotional materials/costs	Mike Hobbs	Sep-Nov 2023	Enhanced collaboration between groups. An event/meeting where residents and organization representatives can learn and identify areas of partnership.

<p>Engage local government representatives, business owners, and community advocates in supporting a cohesive approach to attracting, developing, and sustaining civic leadership in the PSD area.</p>	<ol style="list-style-type: none"> 1. Present this plan and its intended outcomes to the Pittsville City Council and Business Group. 2. Offer listening sessions at the Pittsville Library for residents to interact and engage. 3. Encourage residents to learn more about civic engagement by joining local government leadership programs or Chamber leadership programs 	<p>Event costs for listening sessions</p> <p>staff/volunteer time</p> <p>Involve chambers and economic development organizations</p>	<p>Kayla Rombalski</p>	<p>Sep-Dec 2023</p>	<p>Increase the number of people involved in local government and community activities.</p>
<p>Promote and support volunteer engagement throughout the PSD area.</p>	<ol style="list-style-type: none"> 1. When creating the organization list above include any volunteer needs they may have. 2. Promote volunteer needs through the marketing plan and community club. 3. Work with The Pittsville Record to run a "Club/Organization of the Month" and "Volunteer of the month" feature story 4. Highlight volunteer opportunities during community forum events above. 5. Host annual volunteer events for the community and school such as Make a Difference Day Rake-A-Thon or Earth Day Spring Clean Up 	<p>Work with nonprofits, United Ways, Community Foundation, etc.</p> <p>staff/volunteer time</p>	<p>Jason Knott</p>	<p>Varies</p>	<p>PSD Area residents (youth and adults) will volunteer for community activities and organizations.</p>

Community Building and Civic Collaboration Vision #2: The PSD area will create and sustain a strong organization or partnership structure (i.e. Community Club) that will support community economic development efforts in the Pittsville area.

Outcomes:

1. A Pittsville Area Community Club is created.
2. The Club has active engagement and is sustainable with volunteer leadership and funding.
3. The Club prioritizes and strategizes solutions to existing and emerging community needs or challenges.

Objectives	Strategies	Resources (People, Time, \$\$)	Lead Person & Other Contacts	Timeline	Deliverable / Outcome of Objective
Assess readiness and interest in a "Community Club" and begin to identify local stakeholders and club representation in the area.	<ol style="list-style-type: none"> 1. Conduct community conversations to assess readiness/interest. 2. Confirm interest with Pittsville Business Coordination Group to transition to Community Club 3. Develop a Community Club proposal. 4. Conduct an intergovernmental meeting to review Club proposal (Share with CDA and City Council) 	<p>Volunteer time to organize</p> <p>Cost for refreshments</p> <p>Attracting/ Marketing this conversation to community members</p>	<p>MaryAnn Lippert</p> <p>Mike Hobbs</p> <p>Tammy Hardinger</p> <p>Pittsville School District (Jason Knott) & Board of Education</p> <p>CDA Chair and Mayor</p>	Jul-Sep, 2023	<p>Community Club proposal (document and presentation) will be created.</p> <p>Support will be given to move forward with the Community Club.</p>
Recruit Club members and officers, establish roles (ie. Chair, Secretary, Treasurer), and begin meeting.	<ol style="list-style-type: none"> 1. Promote Community Club membership and create a roster. 2. Research and determine organizational structure. 3. Conduct first meeting and identify Club leadership 4. Identify outcomes/ goals/work plan for first year of Club activity. 	Use other Community Clubs as a resource. The Pittsville Record for marketing.	MaryAnn Lippert and Leadership Group	Fall 2023 Spring 2024	The Pittsville Area Community Club is established and has identified leadership and goals.

<p>Create a budget and identify a plan for financial stability.</p>	<p>1. Based on Club goals, develop a year 1 budget including start-up costs.</p> <p>2. Conduct an environmental scan of possible start-up and on-going funding sources and organize in a spreadsheet to include source, objective, contacts, due dates and other pertinent info. Identify public/private partnership in funding mechanisms and diverse funding streams. And consider community-based fundraising activities.</p> <p>3. Match budget needs to funding sources</p>	<p>staff/ volunteer time</p>	<p>Community Club Officers</p>	<p>Fall 2023 Spring 2024</p>	<p>A budget is created for the Community Club with funding sources in place.</p> <p>Community-based fundraising events occur, such as a brat fry.</p>
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PRIORITY #2: COMMUNITY MARKETING

Community marketing and branding efforts can help rural communities create a positive image, generate economic growth, and foster a strong sense of community among their residents. A well-branded and marketed rural community can attract tourists, support businesses, and retain and attract community members. Done right, these efforts showcase local assets and amenities including natural beauty, cultural heritage, and local businesses while fostering and strengthening cohesion among community members.

The PSD area has several existing and unique strengths. These unique assets include the geographical center of Wisconsin (within the City of Pittsville), three county parks, two campgrounds, a State natural area, and outdoor activities such as ATV trails and a disc golf course, among others. Additionally, the PSD is also considered a high-quality public school system with a supportive community and housing the Pittsville Childcare Center, a unique asset for a rural school district. And, unlike other communities in the region, or communities of similar size across Wisconsin, Pittsville has a high-value incentive program that reduces the cost for anyone wishing to build a new home in the city. The communities that make up the PSD area have several unique and important community assets worth promoting.

Following an examination of existing community assets and an analysis of challenges and opportunities, the workgroup identified the guiding question – How can the community support collaboration in our communications - between entities – to promote a cohesive message about the Pittsville area?

Community Marketing Vision: Pittsville is regarded as a great place to live, work, and play. PSD area residents and visitors, both adults and youth, will know where to find information about local events and attractions (arts and culture, community events and volunteer activities, organization/business es, etc.)

Outcomes:

1. A comprehensive community marketing plan is created and adopted.
2. A shared calendar of events and activities is created for the PSD area and maintained and updated regularly.
3. Organizations/entities in the PSD area will collaborate effectively and cross-promote events and programs.
4. PSD Area Youth have enriching, positive activities to participate in.

Objectives	Strategies	Resources (People, Time, \$\$)	Lead Person & Other Contacts	Timeline	Deliverable / Outcome of Objective
<p>Conduct an assessment of existing assets and amenities of the PSD area.</p>	<ol style="list-style-type: none"> 1. Engage with Extension (Kristin Runge) to assist in the branding/messaging process. 2. Re-visit list of assets identified in 2021 Community Conversations 3. Reach out to other Pittsville Area organizations 4. Publicize list of assets identified and solicit community feedback 5. Identify channels and community partners for communicating assets 	<p>cost for working with Extension</p> <p>Funding needs could come from REDI, Chambers, Centergy?</p> <p>Pittsville area organizations: Pittsville Fire Department, Lions, Legion, Historical Society, Pittsville Area Friends of the Arts, etc</p>	<p>MaryAnn Lippert</p>		<p>Raising awareness, engaging new participation. Increasing new participation/peaking people’s interest</p>
<p>Develop a “menu” of positive youth activities.</p>	<ol style="list-style-type: none"> 1. Work with MS & HS student councils to identify ideas 	<p>school district</p>	<p>Jason Knott</p> <p>Tammy Hardinger</p>	<p>Start in Fall 2023 (when semester is less hectic)</p>	<p>Youth have enriching, positive activities to participate in in PSD Area and can no longer say “There’s nothing to do in Pittsville”</p> <p>Students will develop leadership skills through this process for students</p>

<p>Establish a shared community marketing and branding plan intended to promote the PSD area as a place to live and visit.</p>	<p>1. Write a 12 month plan identifying events and messages.</p> <p>2. Match messages to communication tools. Write a timeline of what/when Update & manage VisitPittsvillewi.com and Facebook page Continue advertising in Marshfield and Rapids Visitor's Guides</p>	<p>Domain name & Web hosting - \$1000? ~\$1200/year PSD /City Ad or Promo video Social Media Print collateral & content CVB messaging - Cross community promotion Increasing linkage Take advantage of collective energy Ex: Fine Arts boards connectivity</p>	<p>MaryAnn Lippert Jason Knott Mike Hobbs</p>		
<p>A shared calendar of events will be created and promoted, with multiple organizations in the PSD area sharing and cross-promoting the details.</p>	<p>1. The PSD Superintendent and Pittsville Mayor will meet regularly to stay in touch on collaboration or partnership opportunities.</p> <p>2. Social media training will be offered to community entities/ organizations and will especially highlight how sharing and cross-posting occurs on social media</p> <p>3. Calendar will be created and updated on www.visitpittsvillewi.com.</p> <p>4. A "City of Pittsville" Facebook page will be created with a plan for who will maintain it.</p>	<p>Local organizations such as PAFA, Library, Water and Sewer, School District #Social School 4EDU - Melissa Marti</p>	<p>Mike Hobbs Kim Baas MaryAnn Lippert Jason Knott</p>	<p>Fall 2024</p>	<p>Enhanced social media presence and collaboration among PSD area entities.</p> <p>Calendar on www.visitpittsvillewi.com is updated regularly.</p> <p>City of Pittsville Facebook page is created.</p>

PRIORITY #3: ENTREPRENEURSHIP & ECONOMIC DEVELOPMENT

Within the Pittsville School District, there are several small commercial and business hubs. The largest of which is located in the downtown area of the City of Pittsville. The other rural Towns are home to a myriad of small businesses. Proximity to the larger communities of Marshfield and Wisconsin Rapids means increased competitiveness for businesses located within the Pittsville School District. Over the past several years, a small, loose-knit business group from the Pittsville area has been meeting with technical support from Chamber Presidents in Marshfield and Wisconsin Rapids. To date, efforts to support local businesses and entrepreneurship within the Pittsville School District include: signage north and south of the city of Pittsville promoting businesses and recreational assets, Wednesday night Downtown Market with local vendors and food trucks, Downtown Chalk Art activity, sponsored speakers from SCORE and the SBDC at the UW-Stevens Point. Despite these accomplishments, there is still much work to be done to strengthen the entrepreneurship in the district and sustain economic development.

Following an examination of existing community assets and an analysis of challenges and opportunities, the workgroup identified two guiding questions - How can the community better support the development of an entrepreneurial network? And, how can the community identify and utilize existing economic development resources? These conversations and guiding questions helped shape the following economic development goal and related objectives for Entrepreneurship & Economic Development.

Entrepreneurship & Economic Development Vision: The PSD area is embedded in a strong entrepreneurial network (locally and regionally) in partnership with outside entities

Outcomes:

1. Outcome: PSD Area will be a strong advocate for resurrecting the REDI plan.
2. Measurement: The Wood County REDI Roundtable will form the Entrepreneurial Ecosystem Steering Committee and these strategy groups will meet regularly.
3. Outcome: PSD Area will strengthen support for existing businesses and actively seek entrepreneurs to fill gaps (ie: grocer)
4. Measurement: Open storefronts will fill.

Objectives	Strategies	Resources (People, Time, \$\$)	Lead Person & Other Contacts	Timeline	Deliverable / Outcome of Objective
Establish permanent and active PSD area economic development group.	<p>Create a list of entrepreneur support and ED entities that cover the PSD area Work with County to help them build out the ecosystem in this area -</p> <p>Work with other entities - Wood County REDI - entrepreneurial ecosystem</p> <p>Link to what's moving forward</p> <p>Host discussion with local stakeholders and ED entities to determine the form and funding of the economic development group</p> <p>Local subgroup works in partnership with REDI.</p> <p>Nudge that forward</p>		<p>RP-Angel Whitehead, Jason Knott</p> <p>RP-Jason Knott</p> <p>Mike Hobbs</p> <p>Jake Hahn</p> <p>Tom Gardner</p> <p>Kayla Rombalski</p>		
Engage in the review and analysis of the PSD entrepreneurial network.	Objective for PSD ED group once organized.				
Conduct an assessment of existing economic development resources to share with local economic development leaders and entrepreneurs.	Objective for PSD ED group once organized.				

Develop a value proposition to encourage local business to participate in the work of the Pittsville Area Business Group.	Hold business group meeting to develop value proposition Contact and share proposition with businesses in the PSD		RP-Scott Larson, Tom Gardner, Mike Hobbs		
Strengthen collaboration between the Business Group, Pittsville School District, City of Pittsville, local Towns and Wood County departments (Parks, Extension, Planning & Zoning).	Engage in meetings with relevant individuals from each unit Identify collaboration opportunities and communicate to relevant organizations		RP-Jason Knott		

PRIORITY #4: HOUSING

Housing impacts nearly all aspects of community life. It is essential for economic development, job creation, population attraction and retention, public health and safety, as well as social diversity and equity. Sufficient housing stock that meets the needs of current and potential residents at all income levels is essential for creating healthy economic development conditions in the County.

To meet the diverse housing needs of our area, we must address the lack of affordable, quality housing in the PSD area. Our approach involves conducting a housing assessment in collaboration with the County and NCWRPC. This assessment will identify potential housing projects for specific population clusters within the school district. We will work with local governing units to update ordinances, acquire funds for building incentives, and market these projects to developers. Promoting a diverse housing stock and refurbishing existing homes are priorities. We will also partner with real estate agents, finance institutions, and builders while exploring innovative solutions. By addressing housing limitations and enhancing livability, we aim to attract and retain local talent.

Following an examination of existing community assets and an analysis of challenges and opportunities, the workgroup identified the guiding question - How can the community break down barriers to development?

Housing Vision: PSD Area collaborates with intergovernmental entities to break down barriers for developers, increase housing stock, and foster an attitude of support for progressive housing changes.

Outcomes:

1. Houses are built and lots are sold. Longer term: Enrollment for PSD increases. Population is maintained or increased.

Objectives	Strategies	Resources (People, Time, \$\$)	Lead Person & Other Contacts	Timeline	Deliverable / Outcome of Objective
<p>Working with the County and North Central Wisconsin Regional Plan Commission (NCWRPC), complete a housing assessment for rural areas of the County, including unincorporated population clusters of Dexterville and Babcock.</p>	<p>Contact county planning (Jason Grueneberg) and county representative (Jake Hahn) to advocate for county wide housing study</p> <p>*REDI Strategy</p> <p>Communication and education of the housing ecosystem</p> <p>With results of housing study - review current assets</p> <p>Communicating results of housing study, share information. Everyone wants the same thing</p>	<p>REDI</p>	<p>Kayla Rombalski</p>		<p>A housing study that encompasses the Wood County portion of the PSD</p> <p>Better informed general public on the needs of multi-family housing</p> <p>An understanding of the merits of diverse housing in the PSD (including downsizing)</p>
<p>Quantify housing demand throughout the PSD and identify potential housing projects.</p>	<p>Use housing study to identify potential successful housing projects for particular population clusters within the school district.</p> <p>Work with local governing units to update and modify ordinances to allow projects</p> <p>Help local governing units acquire funds to be used as building incentivesMarket identified projects to prospective developers</p> <p>Increasing support for new multi-family development/general public to understand the diversity necessary for complementary housing stock available in a community - diversity of stock is necessary to create a healthy housing stock</p>	<p>grant writing fees?</p> <p>Utilize websites and social media, direct reach out to builders/ developers</p>	<p>Potential RP-county planning, NCWRPC , Mike Hobbs, others?</p> <p>RP- Maryann and Mike Hobbs</p> <p>RP-Mike Hobbs, Jason Knott</p>		<p>Identified housing projects/areas</p> <p>Multi-unit zoning</p> <p>Address ordinances v. informal support/attitudes</p> <p>Identify and secure housing developer(s) commitments</p>

<p>Incentivize developers and builders</p>	<p>Pull together different incentive programs and communicate them via website and other means.</p> <p>Work with a Real Estate agent to list and actively promote lots on the MLS and City website. Include building incentives. - Demo incentive \$10,000 (\$6,000 build incentive)</p> <p>Identify and build partnerships - finance, local government, developers, and builders TIF as an ED tool for housing City Building Census Fund - 90,000</p> <p>Investigate innovative ways to refurbish and improve housing stock for PSD area</p> <p>Incentivize builders</p> <p>School district connection to renovation (charter school on building trades - charter has flexibility for graduation requirements) YA Connection</p>			<p>Increase in housing units being built</p> <p>Improved quality of existing housing stock</p>
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CONCLUSION

The Pittsville School District Area leadership team has crafted this strategic plan with the aim of fostering a vibrant rural community, where individuals from the PSD area come together to transform a vision of opportunity into tangible outcomes.

APPENDIX

During Session 3, these themes and impact questions were identified. The areas highlighted represent those that were considered most important to the stakeholders in the room.

Theme	Impact Question
Economic Development / Entrepreneurship	How can the community identify and utilize existing ED resources? Ie: MACCI, HoW, Centergy, WEDC, CDA
Housing	How can the community break down barriers to development?
Community Building	How can the community better facilitate collaboration with strategic partners within Pittsville School District?
Civic Leadership Development	How can the community change attitudes on city government and residents?
Entrepreneurship	How can the community better support the development of an entrepreneurial network?
Community Marketing Plan	How can the community support collaboration in our communications - between entities? Ex: Pittsville Biz reposts FD posts, FD does not repost Biz posts
Infrastructure of Outdoor Recreation	How can the community collaborate with partners to develop a cohesive message related to outdoor recreation?
Housing	Quality vs. Affordable housing
Missing/Barriers?	strengthen/build upon relationships with city government
Community Building	How can the community identify and utilize tools necessary for community building
Civic Leadership Development	How can the community increase civic leadership?