



VIEWS OF THE FUTURE

KEWAUNEE, MANITOWOC AND BROWN COUNTIES
WISCONSIN, USA

Report from regional Scenario Planning workshop conducted on June 5 and 6, 2013

PROJECT LEADERS



PROJECT PARTNERS



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BACKGROUND

The scenarios developed during the Scenario Planning process, and outlined in this report, provide a 'vehicle' to be used in the process of building a shared vision for the future of the Region. In addition, the deliberations can assist in identifying key actions and can identify how various stakeholders might best contribute to future developments.

REGIONAL SURVEYS

- The majority of the 366 responses to the regional survey indicated that the closure of the Kewaunee Power Plant is expected to have a significant impact on the local economy, community and their own businesses.
- People are split between views of being somewhat optimistic and somewhat pessimistic about the regional economy and community, over the next 3-5 years.
- Survey results show that people believe that key potential sectors for short-term economic growth include agriculture and food processing, manufacturing and tourism. Workforce, tax environment and community quality are seen as key future economic drivers within the region.

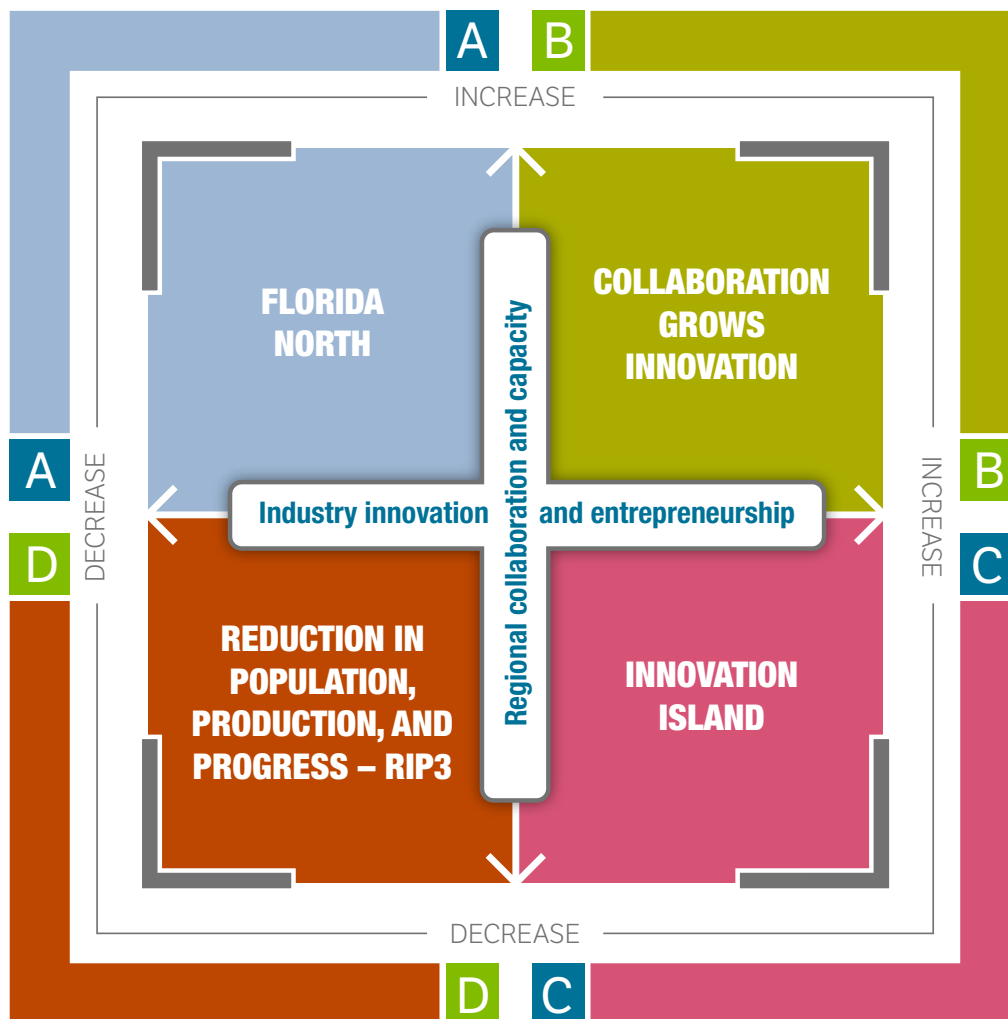
SCENARIO PLANNING PROCESS

- A critical early step in this process is initiating a wide-ranging discussion about different possibilities for the future of the region. To begin this exploratory conversation about the future, the Region has engaged in an innovative regional Scenario Planning Process. This involved over 30 key stakeholders working together at the Scenario Planning Workshop.
- The Scenario Planning process brought together the regional stakeholders to explore the future and develop a range of plausible future scenarios, looking out as far as 2030. The four scenarios were built around a critical cluster of drivers, which are the basis for two axes on the scenario matrix that define four scenario “spaces,” with quadrants either towards or away from each driver cluster. These quadrants were used to formulate four plausible scenarios. The axes were **“Industry Innovation and entrepreneurship”** and **“Regional Collaboration and Capacity”**.
- The four plausible scenarios were defined and described in detail. Participants speculated about the characteristics of each scenario and major events that could occur in the region against the triple bottom line dimensions of society, environment and economy.

The Scenario Planning process brought together the regional stakeholders to explore the future and develop a range of plausible future scenarios, looking out as far as 2030.

DISCUSSION ON THE REGIONAL SCENARIOS

- The participants were asked to review the scenarios, consider their implications, and select a scenario that most reflected their preferred future. The overwhelming view was that the preferred scenario was **“Collaboration Grows Innovation”** which envisages a vibrant future of the region. More work is required to explore the preferred scenario and to extract the key elements that would reflect a shared vision for the region.
- Only 10% of the workshop participants believed the region was currently on track towards this preferred future scenario.





INTRODUCTION

The regional planning work presented in this report was conducted as part of the response to the announced closure of the Kewaunee Nuclear Power Station.

The Kewaunee Nuclear Power Station is located in the town of Carlton in Kewaunee County on Lake Michigan about 35 miles southeast of Green Bay, about 100 miles north of Milwaukee. It began commercial operation in 1974 and is a Westinghouse pressurized water reactor. The Kewaunee reactor is one of three operating reactors in the state, with the other two located five miles away at Point Beach Nuclear Plant. Counting Kewaunee, there are 104 power reactors licensed in the United States. Kewaunee will be the first reactor to retire since 1997 when the 67 MW reactors at Big Rock Point located in Charlevoix, MI shut down. The Kewaunee reactor generated 556 megawatts of electricity, or enough to supply about 140,000 homes and provides about 20 percent of Green Bay-based Wisconsin Public Service Corporation's electricity. Dominion Energy, owner and operator of the Power Station since 2005, was the largest employer in Kewaunee County. Employees at the Power Station resided in Manitowoc (40%), Brown (34%), and Kewaunee Counties (26%). The Power station employed a range of highly skilled workers including positions as Engineers, Operators, Maintenance, Security, Office, Chemists, Radiations Specialists, Services Support – IT, and Accounting.

Reasons cited for the closure of the Kewaunee Power Station included the lack of economies of scale, expiration of power purchase agreements in December 2013, and lower Midwest power prices due to expanding domestic natural gas production.

This closure is anticipated to have significant local economic impact, including the loss of approximately 650 full time jobs.

This closure is anticipated to have significant local economic impact, including the loss of approximately 650 full time jobs. UW Extension Madison & Kewaunee County recently completed an economic impact study in March 2013, which forecast initial estimates of direct economic impact to labor income in the region of over \$70 million. This does not include indirect business-to-business activity, or induced impact (the multiplier effect) associated with labor spending wages in the local economy, which estimates the total effect to over \$630 million dollars to the three County region. The full economic impact will not be known or felt for some time, but some indicators of the overall impact include:

- Loss in annual wages of approximately \$72 million.
- Kewaunee County receives an estimated \$720,000 annually in Utility Aid under the Shared Revenue Formula. This amount will phase out in a step-down process over 4-5 years. In addition, Dominion provides over \$100,000 annually to help support Kewaunee County Emergency Management functions.
- The Town of Carlton currently has no Town tax levy. It will need to raise the levy in future years. The Town of Carlton receives about \$400,000 in Utility Aid from the Shared Revenue Formula, which offsets \$185,000 in County taxes.
- The City of Kewaunee receives \$18,000 annually for fire protection
- The closure will result in annual losses in State and local taxes in the order of \$6.1 million.

The Kewaunee County and the Manitowoc Economic Development Corporations have collaborated as project leaders on this long-term planning process. With support from Advance (Brown County), Dominion and Wisconsin Economic Development Corporation, they initiated a planning process to address the economic future of the region. While the plant closure has obvious short-term impacts, it was determined that the response from the local economic development organizations should include consideration of the longer (5-20 year) economic future of the region. For the purposes of this work, the region was defined as being the predominately rural and small community areas of Brown, Kewaunee and Manitowoc Counties.

The region has some significant local economic strengths and competitive advantages. Significant work has already commenced on developing economic opportunities, primarily through the Lakeshore Industry Cluster Initiative. Some of the opportunities that have been identified include; Bio-fuels (and bio-gas), Agriculture and Food Processing, Manufacturing and Tourism. These areas all leverage from the strengths of the existing natural resources and industry base, and connect well to emerging global and regional trends. The region is conveniently located, with close proximity to major urban centers of Green Bay, Milwaukee and Chicago. It is seen as having a skilled workforce base, with a strong work ethic, and regional communities offering a high quality of life. In addition, it is well connected by transportation corridors including unique port access, which provides easy access to the national and global marketplace.

The challenge for the regional stakeholders will be to rapidly bring some of the new economic opportunities to the foreground, stimulating new economic activity that will help buffer the impact of the closure of the Kewaunee Power Station.

This report contributes to the existing economic development activities in the region. The purpose of this planning process is to integrate existing and new activities under the umbrella of a shared vision for the regional economy, and to look to the long-term. The specific planning process selected for this work has been based on the Scenario Planning methodology. This methodology has been gaining widespread acceptance as the best planning tool in an era of greater volatility and uncertainty. It allows for detailed examination of plausible futures and the consequences and impacts on the economic, social and environmental health of the region. In addition, it presents an ideal framework to consider a shared vision, and the development of a comprehensive, future focused action plan.

The challenge for the regional stakeholders will be to rapidly bring some of the new economic opportunities to the foreground, stimulating new economic activity that will help buffer the impact of the closure of the Kewaunee Power Station.

This regional planning work is being funded by a grant from Wisconsin Economic Development Corporation, which required matching funds from local and regional economic development organizations. The components of this planning work included regional surveys, long-term Scenario Planning and development of a comprehensive action plan.

- **Surveys** - Two surveys were conducted. The first was a survey of the business community in the region. The second survey was to invited participants of the scenario-planning workshop, and helped guide the workshop discussions.
- **Scenario Planning Workshop** - The planning workshop held on June 5 and 6, 2013, provided an important opportunity to engage local and regional leadership in a critical dialogue about the economic future of the region.
- **Regional Action Plan** - The survey and planning workshop lays the foundation for the development of a regional action plan.

It is anticipated that this planning process will result in a meaningful action plan that will help guide future decision making for the regional leaders and key stakeholder organizations. This action plan will be developed between June and August 2013.





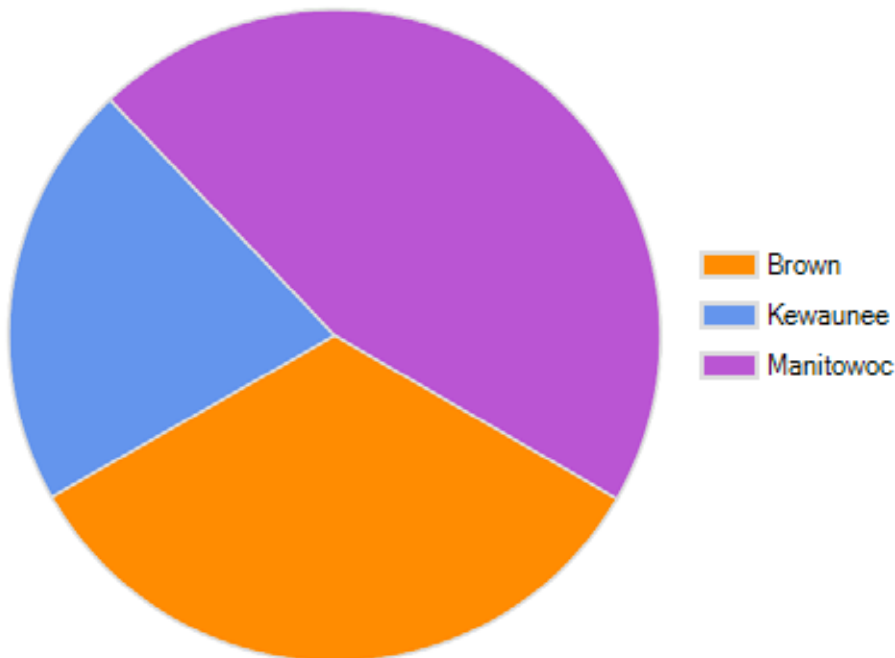
Photo Credit: Lester Public Library

REGIONAL SURVEYS

Prior to the planning workshop, surveys were conducted. The survey was distributed via the local economic development organizations and UW Extension Kewaunee County to the business community within the region. In total, 366 people responded to the survey.

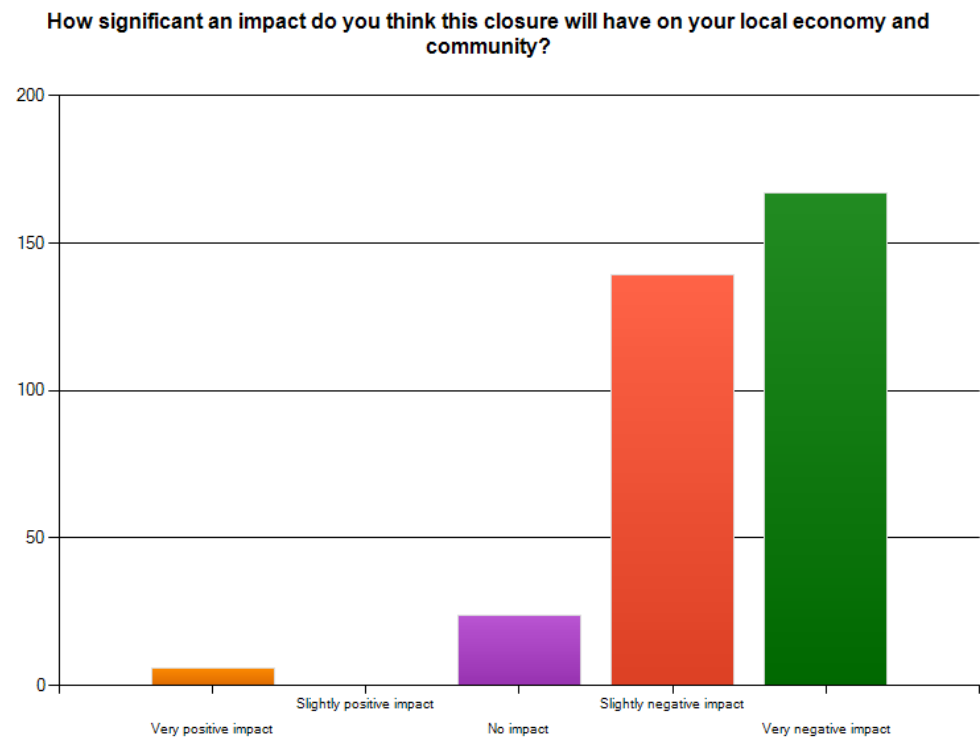
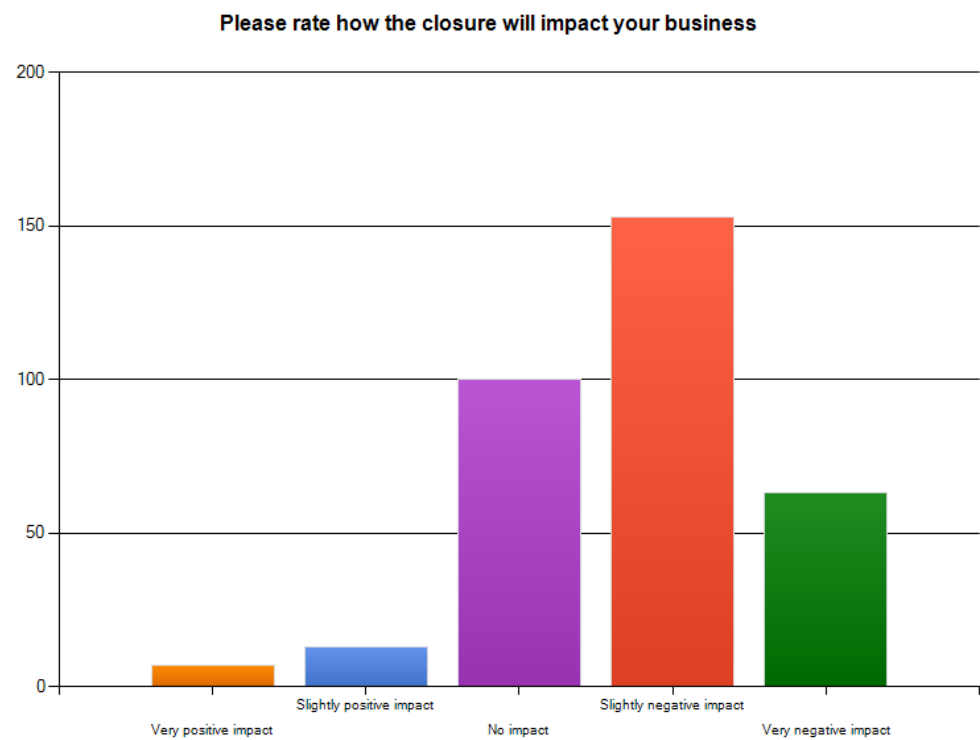
The survey respondents were distributed across the region, with a breakdown by County in the following chart.

In which County do you live, or operate a business?



The surveys aimed to gather information on people's perception about the potential economic and community impact of the closure of the Kewaunee Power Station, and people's view of the future economic potential of the region.

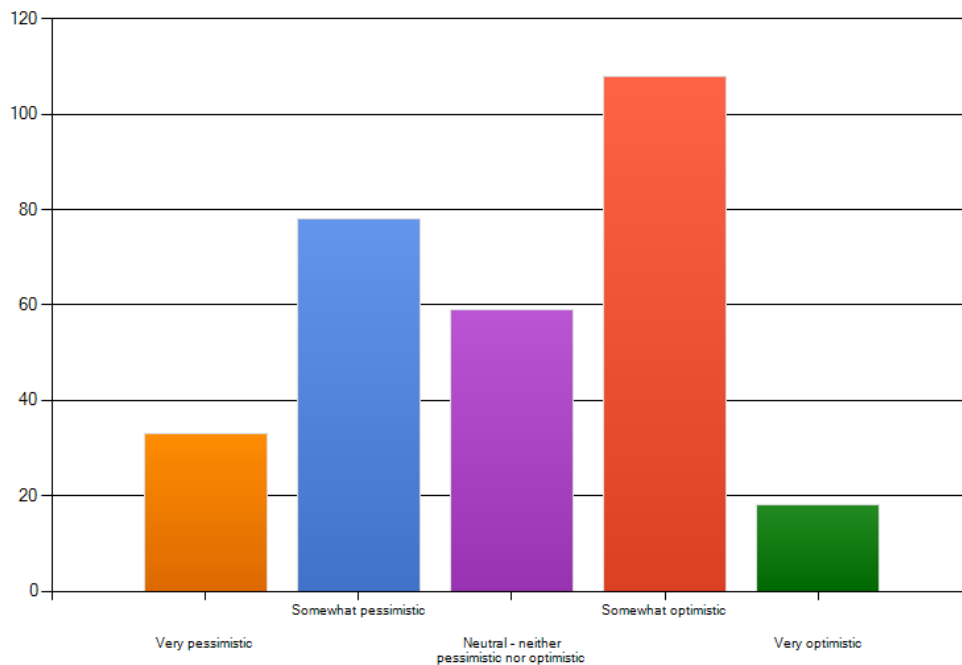
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As can be seen in the preceding graphs, there was a strong view that the plant closure will have a significant negative impact on the regional economy and communities, and a negative impact on the majority of the individual businesses who responded to the survey.

The surveys also asked about people's views of the future, in terms of optimism or pessimism. The graph below shows that people are split between views of being somewhat optimistic and somewhat pessimistic, over the next 3-5 years.

How optimistic or pessimistic are you about the economy and community in the region in the next 3 to 5 years?

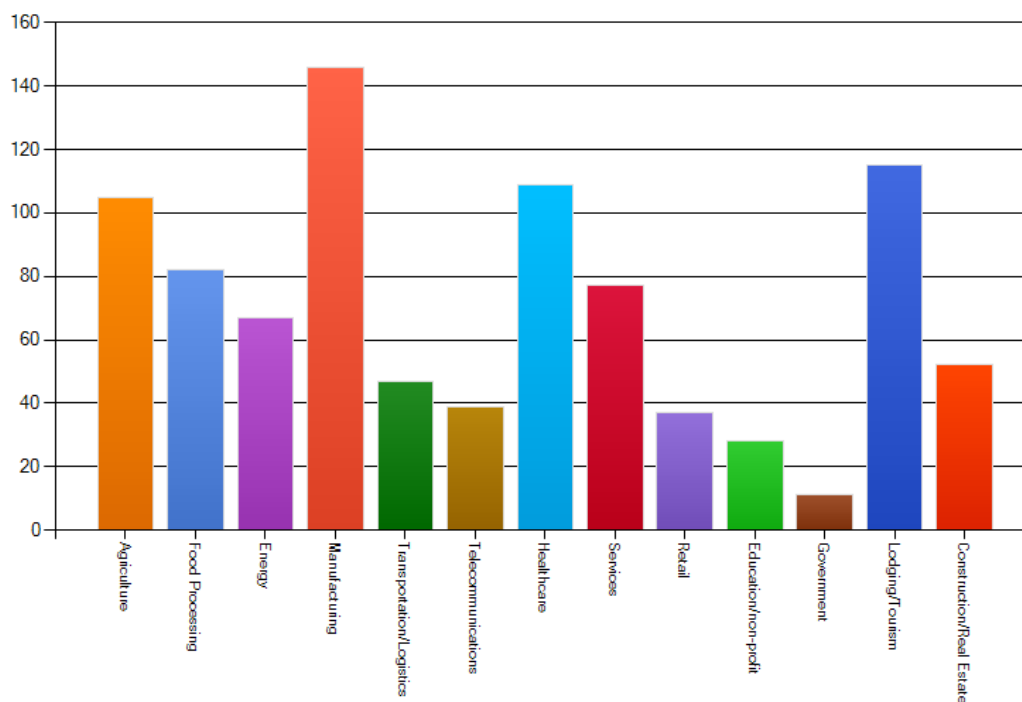


This data shows some deep concern within the regional community about the medium term (3-5 years) prospects for the regional economy and communities. This highlights the need to create an action plan that will build from the regional strengths and identify key new economic opportunities to drive the local business sector and economy.

The surveys also examined where people in the region saw potential for future economic growth, and where they see change occurring in the region in the future. These questions aimed to better understand local perspective of economic development, and to help inform the development of a regional action plan.

The following graph highlights the perceived key potential sectors for short-term economic growth include agriculture and food processing, manufacturing and tourism. These sectors are already strong in the region, especially manufacturing, agriculture and food processing. Some incremental growth in these sectors could result in some significant economic benefit.

Which sectors do you see the most potential for economic growth in the next 3 to 5 years , within the region?



The following graph explores the long-term perspective of what is likely to change in the region by 2030. Workshop participants answered (N=21). As can be seen, views are approximately split between people seeing growth across major indicators, and people seeing decline or no change. This would suggest that people see the future as uncertain, and that it could play out in different ways.

How do you expect the following aspects in the region to be in 2030 compared with today? Click one option on each line below.

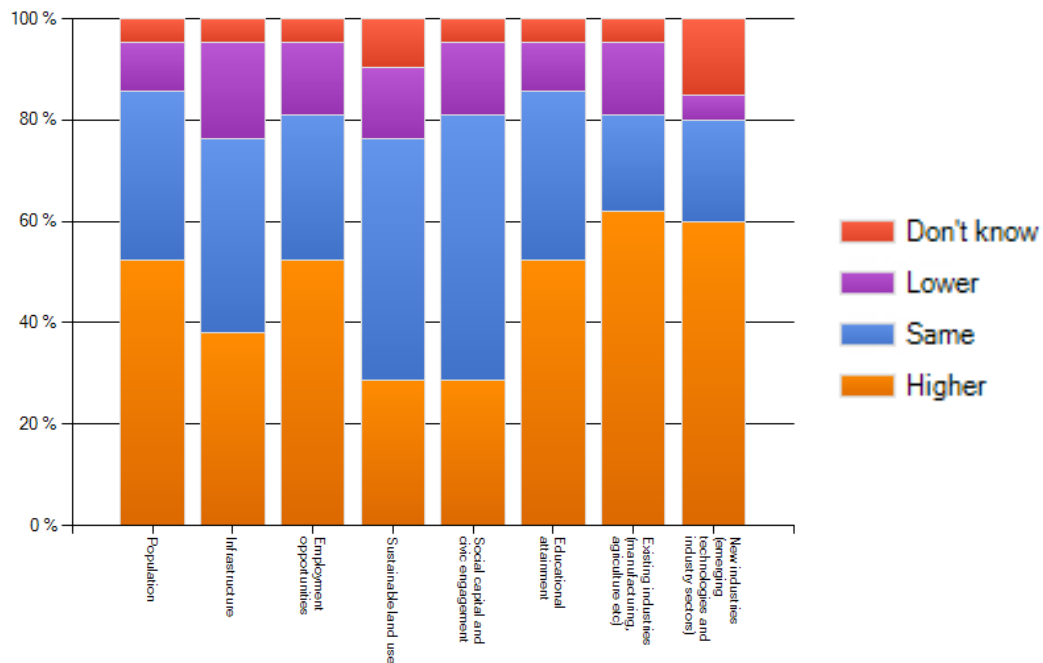
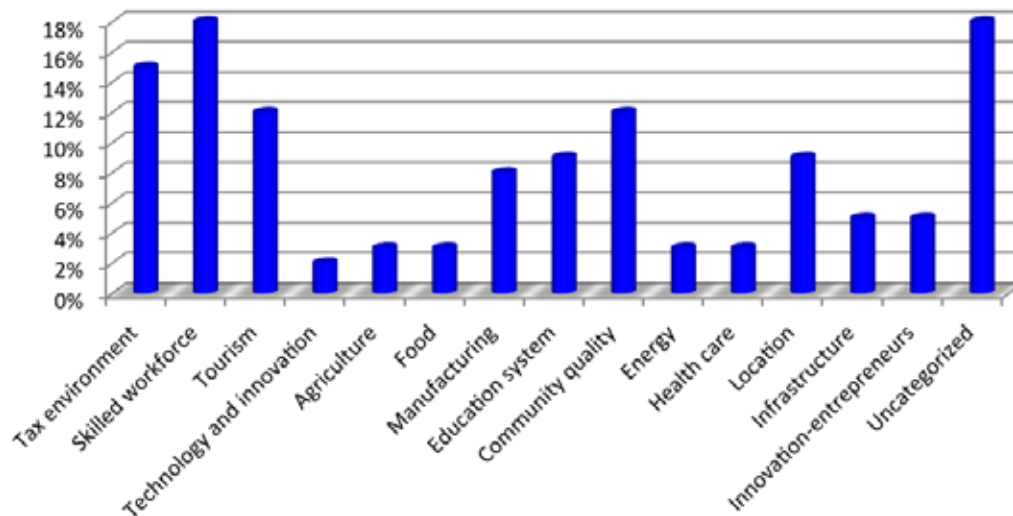


Photo Credit Harmann Studios

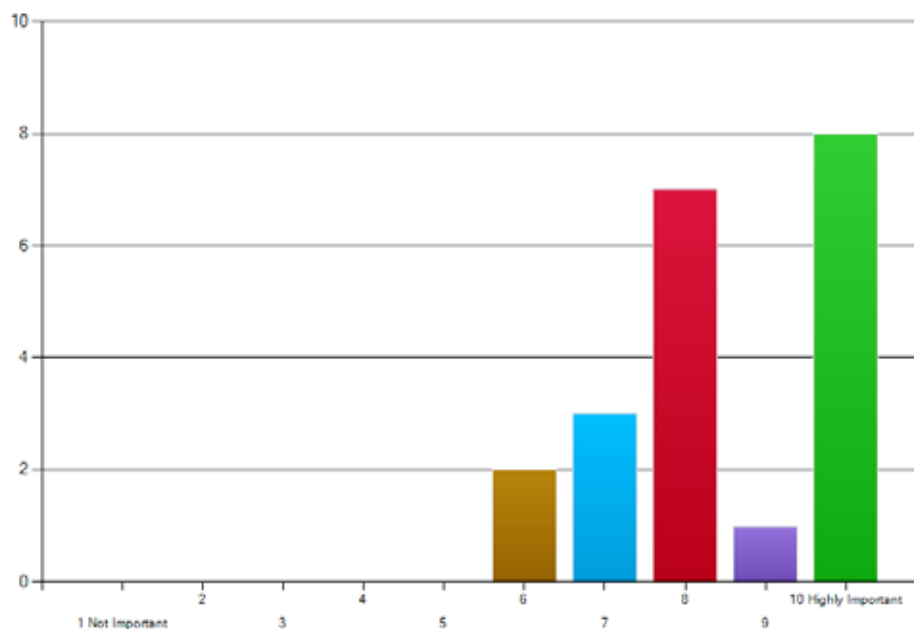
The following survey questions explored people's thoughts on what key economic drivers can be leveraged for new growth. Coding to category written answers to this open ended questions generated these results. The results show that workforce, tax environment and community quality are seen as key future economic drivers within the region. These survey results helped to inform the Scenario Planning discussions.

What key economic drivers can be leveraged for new growth?



In addition, the workshop participants were asked about their views on having a shared vision for the region. The following graph shows a high level of importance placed on the concept of a shared economic development vision.

How important do you think it is to have a shared economic development vision for the region?





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SIMULATION
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Be prepared for what lies ahead
PLAY THE FUTURE GAME.

SETTING THE STAGE – SCENARIO PLANNING

To begin planning for the future of the region, and commence the process of defining a shared vision, the region elected to engage in an innovative Scenario Planning Process. This involved over 30 regional leaders and stakeholders working together on June 5 and 6, 2013. The objectives of this planning workshop was to:

- Deepen an understanding of how external events and regional conditions shape decision-making;
- Identify and understand the key influences, trends, and dynamics that will shape the region over the next 20 years;
- Create and describe four plausible long-term scenarios for the region; and,
- Begin exploring alignment around a shared regional vision.

The scenarios developed during this Scenario Planning Process and outlined in this report are important to provide a "vehicle" to be used in the process of building a shared vision for the future of the region. In addition, the workshop deliberations can assist in identifying key actions for the region and assist in identifying how various groups might best contribute to future developments.

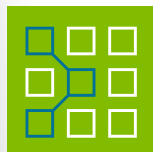
The scenarios developed during this Scenario Planning Process and outlined in this report are important to provide a "vehicle" to be used in the process of building a shared vision for the future of the region.

The Scenario Planning process as applied in the region, offered an excellent opportunity for the regional community to examine the future in a thoughtful and structured manner. The design of the workshop included:

- Playing the Midwest Future Game, to explore scenario thinking and future shaping decisions.
- Presentation and discussion about key forces shaping the future, at a global and regional level.

These exercises and work were aimed to build a robust basis for the scenario formulation.

WHAT IS THE FUTURE GAME?

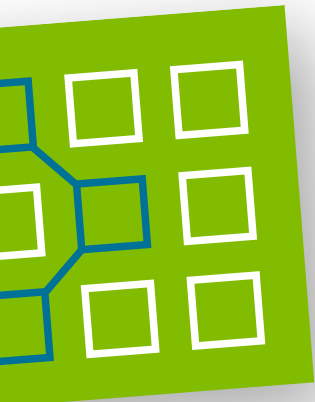


Future**Game**

| SIMULATION
LEARNING |

The Future Game is a simulation tool designed to explore how regional and local decisions can shape long-term economic, environmental, and community well-being. It is a great way to stimulate meaningful discussion and debate about future regional and community scenarios, and to explore decision pathways.

The highly interactive and participatory game provides an enjoyable and accessible way for citizens and community leaders to engage in robust discussions about contemporary challenges of community and economic development. Over 98% of people who play the game report it as a challenging and enjoyable experience which provides real benefit to critical thinking about the future and local decision making.





DecisionPath

SCENARIO
PLANNING

The way ahead is full of twists and turns

DESIGN YOUR PATH TO **THE FUTURE.**

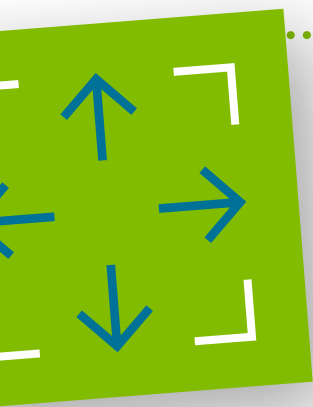
SCENARIO PLANNING PROCESS

This report presents the background, results, and recommendations from the Regional Planning process. This process aimed to explore the future directions and opportunities for the region, and commence work on creating a regional vision for economic development. People from across the region attended the workshop held on June 5 and 6, 2013. At this workshop, participants discussed the region's future and developed plausible scenarios for the region in 2030.

The participants were guided through a Scenario Planning process to develop four plausible scenarios for the future of the Region. This process has been applied by Future iQ Partners in regional Scenario Planning events in numerous settings across North America, Australia and Europe.

The process, which is described in detail below, involves exploration and discussion of global, regional, and local trends and forces of change; identification and ranking of drivers and influences that will likely shape the future of the region; development of a scenario matrix defining four plausible scenarios spaces for the future; and the development of descriptive narratives of each scenario. The event concluded with discussion of the scenarios and their desirability in contributing to a regional vision of the future. An important part of the Scenario Planning process is that it aims not merely to develop plausible scenarios for the future, but to identify how they may be turned into tangible actions in the region and compiled in a regional economic planning strategy.

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WHY SCENARIO PLANNING?

Scenario Planning is a method that is used to develop plausible scenarios for the future. Scenarios are not predictions, but are a way of exploring plausible futures. The method differs from traditional strategic planning as it allows the exploration of many factors, or drivers of the future, concurrently. It does so by using local knowledge and expectations about the drivers to produce a framework that defines and explores a range of plausible futures. In this manner the approach enables people to explore the impacts and consequences of a range of different future pathways.

Scenarios are not predictions, but are a way of exploring plausible futures

Generally, Scenario Planning processes are run over several days, weeks, or even months. A condensed form of Scenario Planning, developed by Future iQ Partners, was used in this project so that the scenario session was completed in a two days. This design is intended to allow otherwise busy and committed people to contribute and participate in a future planning process in an effective and efficient manner.

This design relies on sufficient background information being presented to enable realistic and informed evaluation by the participants. It also requires participants who are broad-minded and freethinking, and who collectively and individually can bring their experience to the identification of the key drivers and to the development of the scenarios.

DEVELOPING FOUR PLAUSIBLE SCENARIOS FOR THE FUTURE

The regional stakeholders explored the future and developed plausible future scenarios, looking out as far as 2030. To set the context for their thinking, the planning session included discussion of global, national, and regional forces that could impact the region. The project facilitator presented an overview of global, regional and local trends. Participants reviewed and discussed these trends, considering how they could impact on the future direction of the region.

DRIVERS SHAPING THE FUTURE

With the background of the global, national, and regional forces and how they relate to the region, the participants identified drivers that they considered most likely to shape the future of the region. The drivers were

then discussed by all of the participants. The scope of each driver was clarified, and any similar drivers were grouped and new drivers added, until a list of twenty unique, key drivers were identified.

Key drivers shaping the future of the Region, as identified by participants

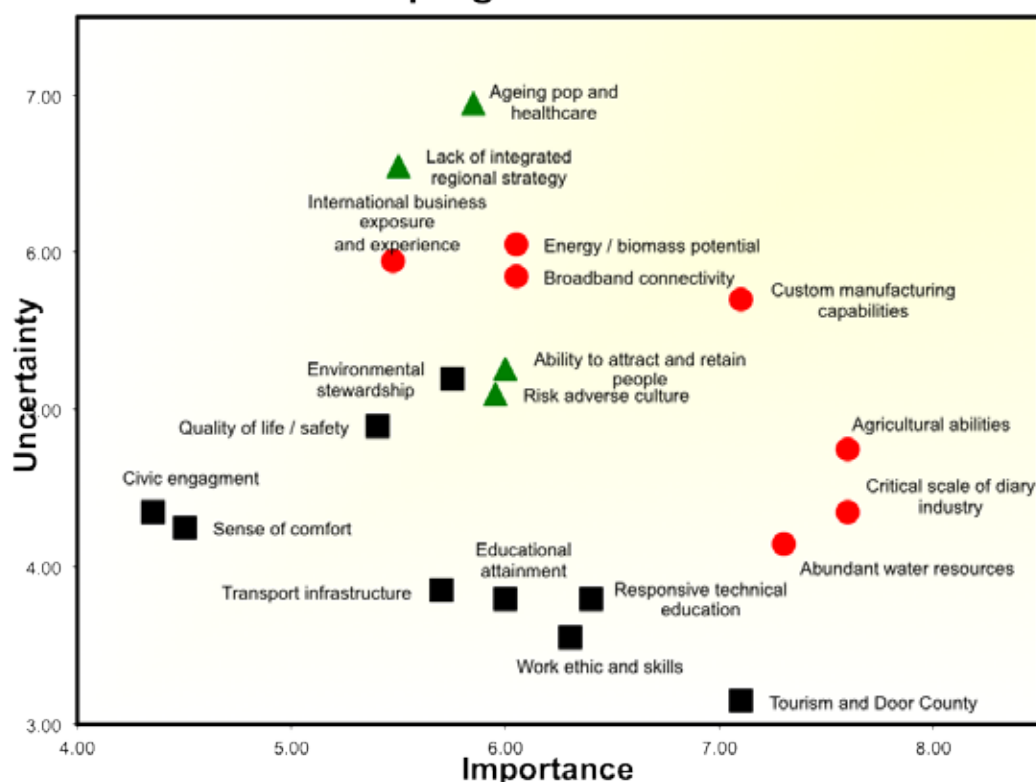
1. Limited / disconnected transportation infrastructure
2. Agricultural abilities
3. Critical scale of dairy industry
4. Educational attainment
5. Sense of comfort in the way we have always done things
6. Midwest 'Work ethic' / skilled workforce
7. Close proximity to Door County and nature based tourism potential
8. Custom manufacturing capabilities
9. Risk adverse culture / failure intolerance
10. Water resources
11. Strong civic participation
12. Quality of life / safety
13. Aging populations and healthcare
14. Lack of an integrated regional strategy (local vs. regional)
15. Energy / biomass potential
16. Broadband connectivity
17. Environmental stewardship
18. Responsive technical education
19. Ability to attract / retain people to the region
20. International business exposure and experience

IDENTIFYING SCENARIO SHAPING CLUSTERS OF DRIVERS

The participants rated each of the twenty key drivers for its "Importance" and "Uncertainty." "Importance" refers to how important the participant considers the driver will be in shaping the future of the region. "Uncertainty" refers to the degree of uncertainty associated with the driver in terms of its

future level of uncertainty, impact, or both. The individual ratings by each participant were pooled and averaged, providing an overall rating for each driver by the entire group of stakeholders. Then, a scatter diagram of the drivers, based on importance and uncertainty, was developed. The scatter diagram allows the identification of clusters of which are relatively high in "Importance" and "Uncertainty". This process illustrates the clusters of the drivers that were seen as critical in shaping the future – these clusters were termed "Scenario shaping clusters of drivers."

Scenario shaping clusters of drivers



CREATING SCENARIO SPACES –

FOUR PLAUSIBLE SCENARIOS FOR THE FUTURE

Grouping similar drivers in two categories, then adding a name that represented a general theme linking the drivers in the clusters, identified the clusters of drivers. These themes became the basis for two axes on the scenario matrix that define four scenario 'spaces', with quadrants either towards or away for each driver cluster. These quadrants were used to formulate four plausible scenarios.

CLUSTER THEMES

Regional collaboration and capacity (green)

- Aging populations and healthcare
- Lack of an integrated regional strategy (local vs. regional)
- Ability to attract / retain people to the region
- Risk adverse culture / failure intolerance

Industry innovation and entrepreneurship (red)

- International business exposure and experience
- Energy / biomass potential
- Broadband connectivity
- Agricultural technical and production capabilities
- Critical scale of dairy industry
- Custom manufacturing capabilities
- Water resources (including associated industries)

The four quadrants (scenario spaces), based on increase and decrease directions of the two cluster themes, were reviewed and discussed with the participants. This discussion explored the drivers included in each scenario-shaping cluster, the scope of each cluster, and how they formed the axes that defined the four scenario spaces. The participants were asked to consider the main attributes of each of the quadrants and to begin to speculate about how the region would look in a future based on each of the quadrants.



Photo Credit Tom Skubal

In addition to the two scenario-shaping cluster of drivers, there is an additional important cluster that can be identified. This cluster lays at the bottom center and right of the scatter diagram. The following drivers within this cluster were rated as relatively high in importance, but with a low level of uncertainty. This implies that they are important for the future, but have a higher degree of predictability.

- Educational attainment
- Midwest 'Work ethic' / skilled workforce
- Close proximity to Door County and nature based tourism potential
- Responsive technical education

These represent a foundational set of important drivers that will support the region, and should be considered in discussions about future scenarios.

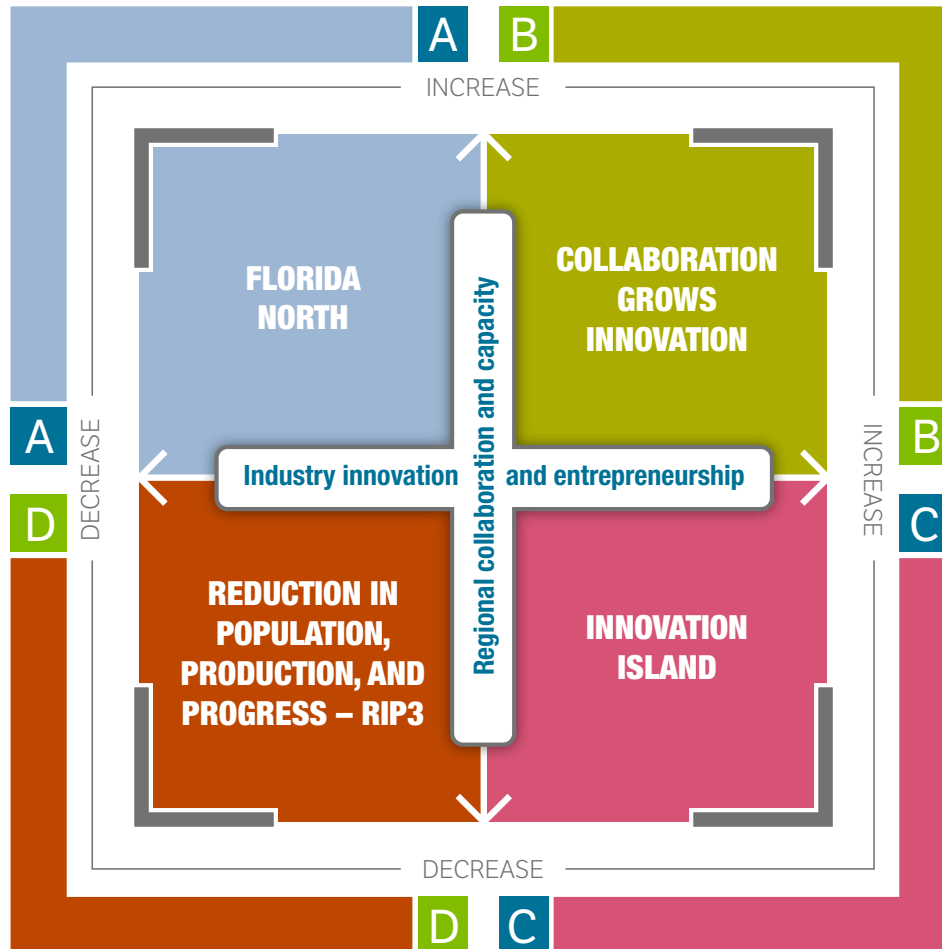
CREATING NARRATIVES FOR EACH SCENARIO QUADRANT

Workshop participants were randomly allocated to one of four scenario groups and asked to develop a description of the future scenario for their respective quadrant. They were asked to describe how the region would develop under the conditions of their allocated scenario quadrant. They described the future regional characteristics, in 2030, in terms of the 'triple-bottom line' dimensions of society, economy, and environment.

In addition, they were asked to describe major events, depicted as 'headline news', to help visualize how the scenario would impact the region in the years 2015, 2020, and 2030. Once the scenarios had been developed, each group gave their future scenario a simple descriptive name, and then reported back to the workshop participants.

Time was allowed for clarification, questions, and an assessment of the plausibility of each scenario. Each group's description of their future scenario has been used to produce the detailed narrative for each scenario, as presented in the next section of this report.

The scenario quadrants defined by the cluster themes showing the names of each scenario as created by the participants.



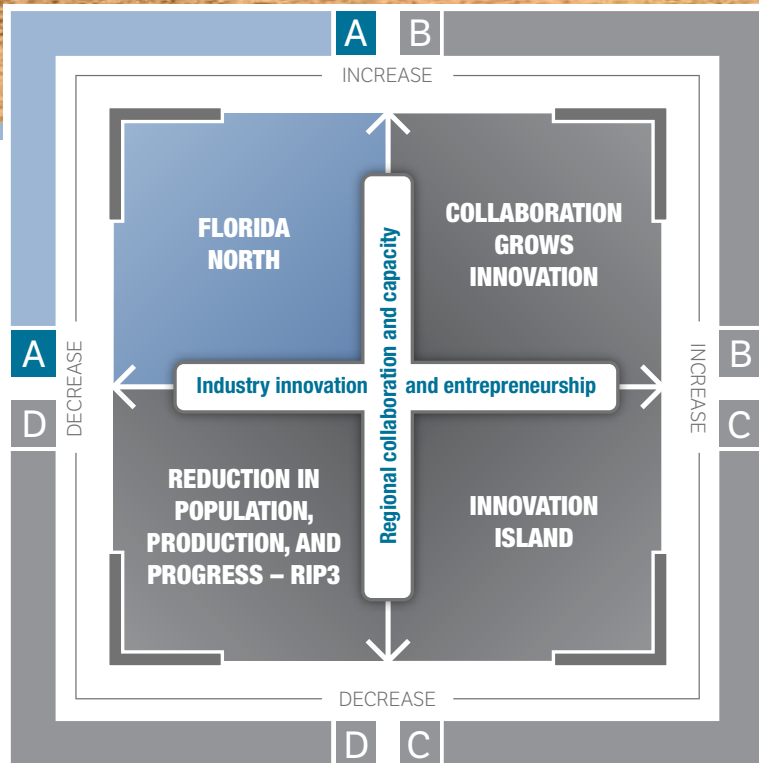
These four scenarios paint very different plausible futures for the region. The workshop participants considered them all as plausible futures, as in, they could actually happen. Narratives and descriptions of each scenario, as developed by the workshop participants, are included in the following section.

Each scenario has its subsequent consequences and impacts on the fabric of the region – impacting the economic, society and environment in different ways. No one future is the 'perfect' future, as each comes with its attendant challenges and implications. The process, however, does provide a way to tease out the future scenarios and examine them from a speculative standpoint. They represent different possibilities for the future, and are not predictions.

Each scenario has its subsequent consequences and impacts on the fabric of the region.



Photo Credit: Lester Public Library



SCENARIO A: FLORIDA NORTH – 2030

This scenario is shaped by a future where regional collaboration and capacity increases over time, but where there is a decline in the level of industry innovation and entrepreneurship. This future sees a stronger community framework, which appeals as a lifestyle choice. However, the loss of economic diversity and innovation gradually sees a diminishment in the economic vibrancy. The unique natural resources are not fully utilized and the economy becomes focused on healthcare, services and tourism.

SCENARIO CHARACTERISTICS

SOCIETAL CHARACTERISTICS:

- Educational attainment declines or increases around specific health sector opportunities.
- Skilled workers commute away from the area as there is more than 50% work elsewhere. There are more nurses and laboratory technicians.
- Distance learning becomes more prevalent.
- Population continues to age – the median age being over 50 by 2030.
- There is some modest population growth in communities closer to Green Bay and on the Lakeshore.
- More 'snowbirds' (aged 62-72) and a growth in assisted living. The possibility of a new Health Centre in the area.

YEAR 2015 NEW

GREAT NEW REGIONAL EVENT BUOYS COMMUNITIES

NEW RETIREMENT
DEVELOPMENT
COMING TO
ALGOMA



FARMS FIND SHARED WAYS TO REDUCE COSTS AND USE RESOURCES

ECONOMIC CHARACTERISTICS:

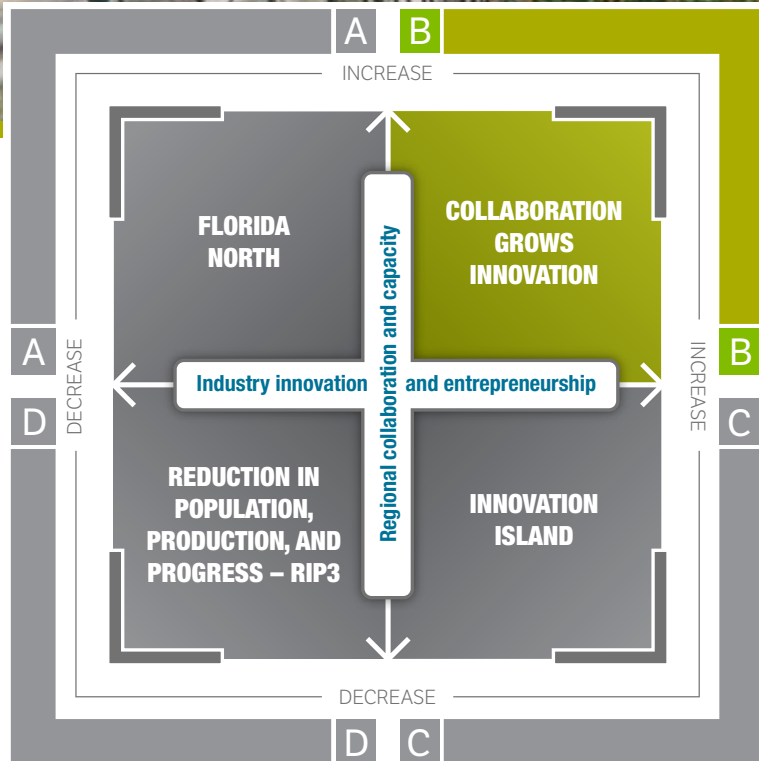
- Improvements cluster on what the consumers want locally (e.g.) Healthcare and Broadband.
- There is a drop in wages relative to other regions – wages go from 58% per capita income to 50% by 2020 and 45% by 2030. There is more investment income. The overall income remains the same due to retirement income. Per capita income rises over \$40,000.
- More service based economy, a move away from manufacturing. Service is more than 70% of the economy, 80% by 2030.
- Agricultural sector remains stable.
- There is a growth in the tourism, retail, and hospitality industry.
- There is more demand for foreign labor for agriculture and tourism.

ENVIRONMENTAL CHARACTERISTICS:

- There are fewer farms and more lakeshore development.
- The region starts to look more like Door County.
- People maintain residential properties very well, with great appeal.
- People are moving here for quality of life as amenities expand (e.g.) Trails and Parks.
- There is pressure on water quality, which becomes a driver. Manure thrills are a threat.
- There is a regional call for more state and federal recognition with regional collaboration and alignment.



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SCENARIO B: COLLABORATION GROWS INNOVATION – 2030

This scenario is shaped by a future where regional collaboration and capacity increases over time, and there is an increase in the level of industry innovation and entrepreneurship. This future sees a vibrant and dynamic economy, underpinned by a robust community framework. The unique natural resources are being utilized in clever ways, and the region has created a unique competitive niche. This vibrant local economy offers more choices for young people, and there is a greater retention and attraction of skilled local workforce and business community.

SCENARIO CHARACTERISTICS

SOCIETAL CHARACTERISTICS:

- Population increases.
- Denser demographics and inclusion.
- Disposable Income increases.
- Increased cultural amenities.
- Growth in civic and elected positions.



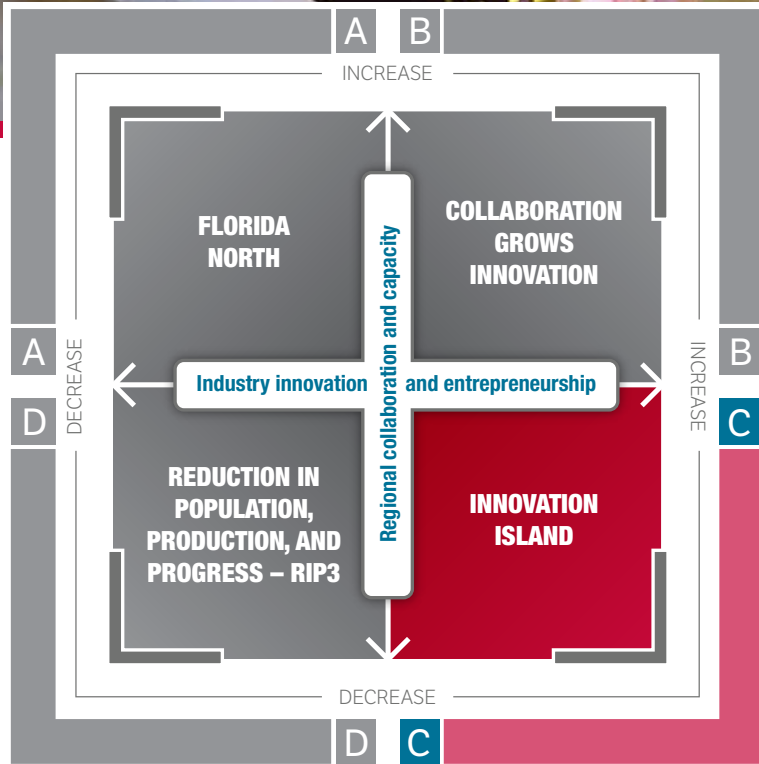
ECONOMIC CHARACTERISTICS:

- Growth in Business start-ups and Business mix.
- Increased tax base (local and regional)
- Pro Business climate – attracts manufacturers in wind components (blades)
- A new Business Innovation Centre.
- Industry leaders in bio-gas generation.

ENVIRONMENTAL CHARACTERISTICS:

- Fully functional port with industrial connection.
- Becomes a Mid West shipping hub.
- Recreational Infrastructure.
- Off shore wind farms
- Agricultural enterprise areas.





SCENARIO C: INNOVATION ISLAND – 2030

This scenario is shaped by a future where regional collaboration and capacity decreases over time, and there is an increase in the level of industry innovation and entrepreneurship. This future sees a loss of the community quality and local engagement. Fewer and larger companies increasingly dominate the economy, with a loss of the local business and family farm feel to the region. The benefits of the economic innovation see the benefits of prosperity flow in fewer hands, with an emergence of a 'haves' and 'have-nots' society.

SCENARIO CHARACTERISTICS

SOCIETAL CHARACTERISTICS:

- Independent, self-directed, follows own path and keeps own counsel.
- Mature businesses that have kept innovative, but few options for succession.
- Aging population who want little change, but are starting business to maintain an independent lifestyle.
- A new population of early retirees, however, young people are not staying or choosing to live in the area.
- The trend is down in housing values, but there is pressure and tension in affordable housing for workers.



ECONOMIC CHARACTERISTICS:

- Lack of interest in collaboration, this means frequent loss in business attraction.
- Lots of innovation means jobs and growth with lots of business start-ups.
- There is a trend towards transformation from family farms to large, more productive, higher tech farms.
- Bifurcated workforce – younger, higher skilled workers live elsewhere. Low skilled workers are locating here.
- There is an increase in Hispanic workforce as farms are purchased.

ENVIRONMENTAL CHARACTERISTICS:

- Increase in numbers of cows, and potential decline in environmental health due to lack of nutrient management.
- Lack of collaboration means a declining impact in environmental work.
- Lack of leadership means less action around the environmental concerns.
- The Environment draws tourism.



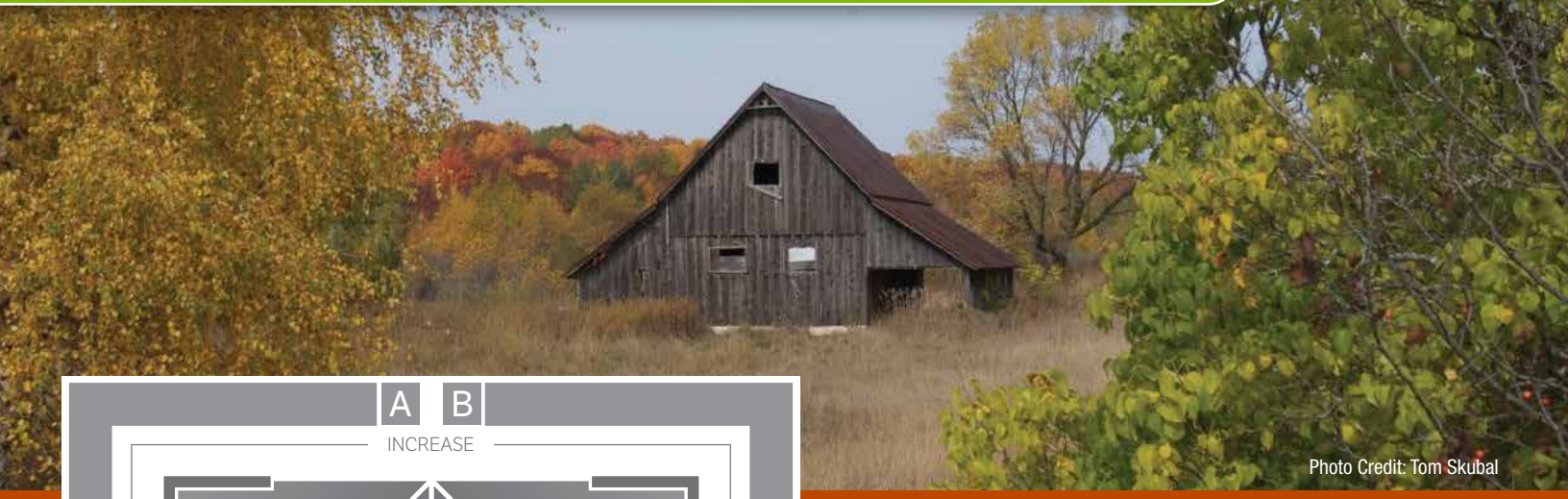
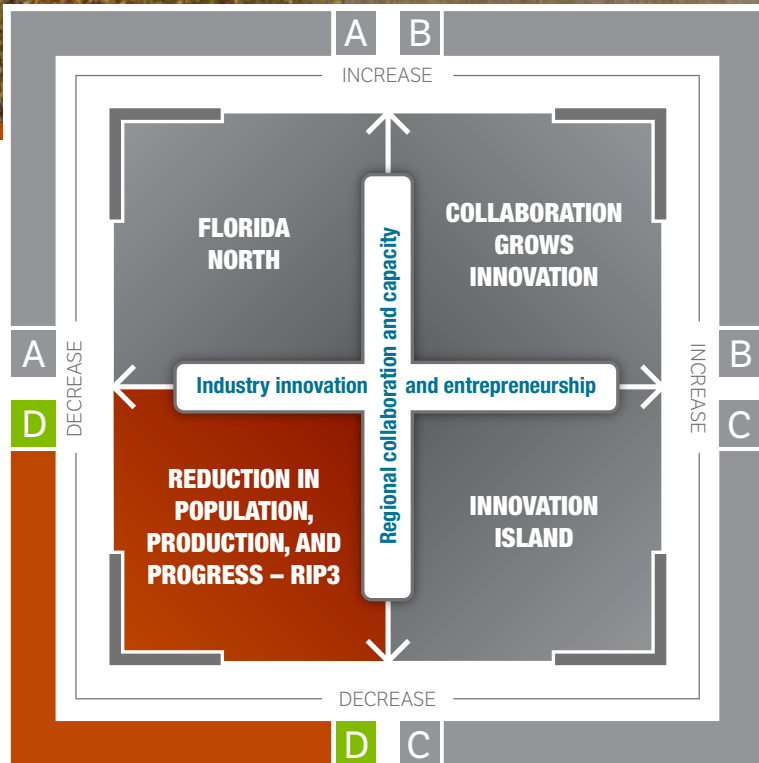


Photo Credit: Tom Skubal



SCENARIO D: RIP3 – 2030 REDUCTION IN POPULATION, PROGRESS AND PRODUCTION

This scenario is shaped by a future where regional collaboration and capacity decreases over time, and there is a parallel decrease in the level of industry innovation and entrepreneurship. This future sees a troubled future for the region, with a loss of community engagement and capital, and stagnation in economic vitality and growth. Environmental conditions decline and result in negative attention to the region.

SCENARIO CHARACTERISTICS

SOCIETAL CHARACTERISTICS:

- Increasingly fragmented communities contribute to decline in social capital.
- Increase in clashes and tensions between businesses and residents, and agricultural and environmental interests.
- Overall population decreases, a brain drain of youth and aging demographics contribute to weaker school systems and reallocation of funds to aging community.
- Unemployment increases and escalating poverty rates increase family stresses, including domestic violence and crime rates.
- Fewer opportunities for citizens' recreational and educational enrichment.



ECONOMIC CHARACTERISTICS:

- Fewer lower paying jobs impacts housing market negatively and collective purchasing power.
- Local business declines.
- Less diverse business community depresses the entrepreneurial spirit.
- Banks become more risk adverse and do not provide loans.
- Road infrastructure deteriorates and impacts the location's desirability for Agricultural and Manufacturing exports.
- Fewer skilled worker and lower educational attainment feeds negative spiral for business attraction and retention.

ENVIRONMENTAL CHARACTERISTICS:

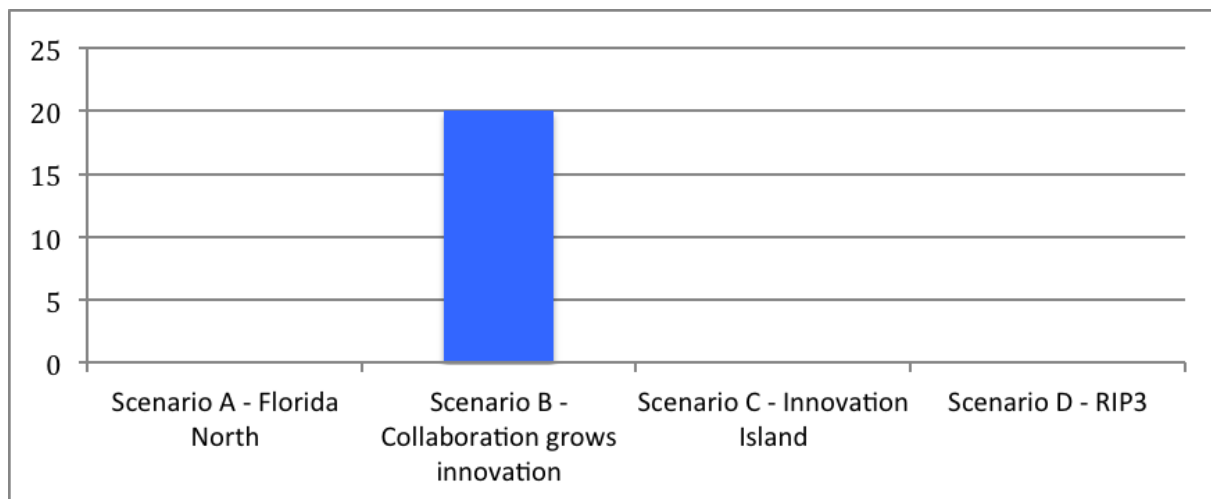
- Emphasis on short-term gains for economic development enables lower enforcement of clean water and environmental regulations. This contributes to water pollution, closed beaches and contaminated wells.
- Land use is opened up. Conservation reserve is eliminated, contributing to erosion and unsustainable farming practices.
- Environmental concerns bring negative attention to the area from outside environmental groups.



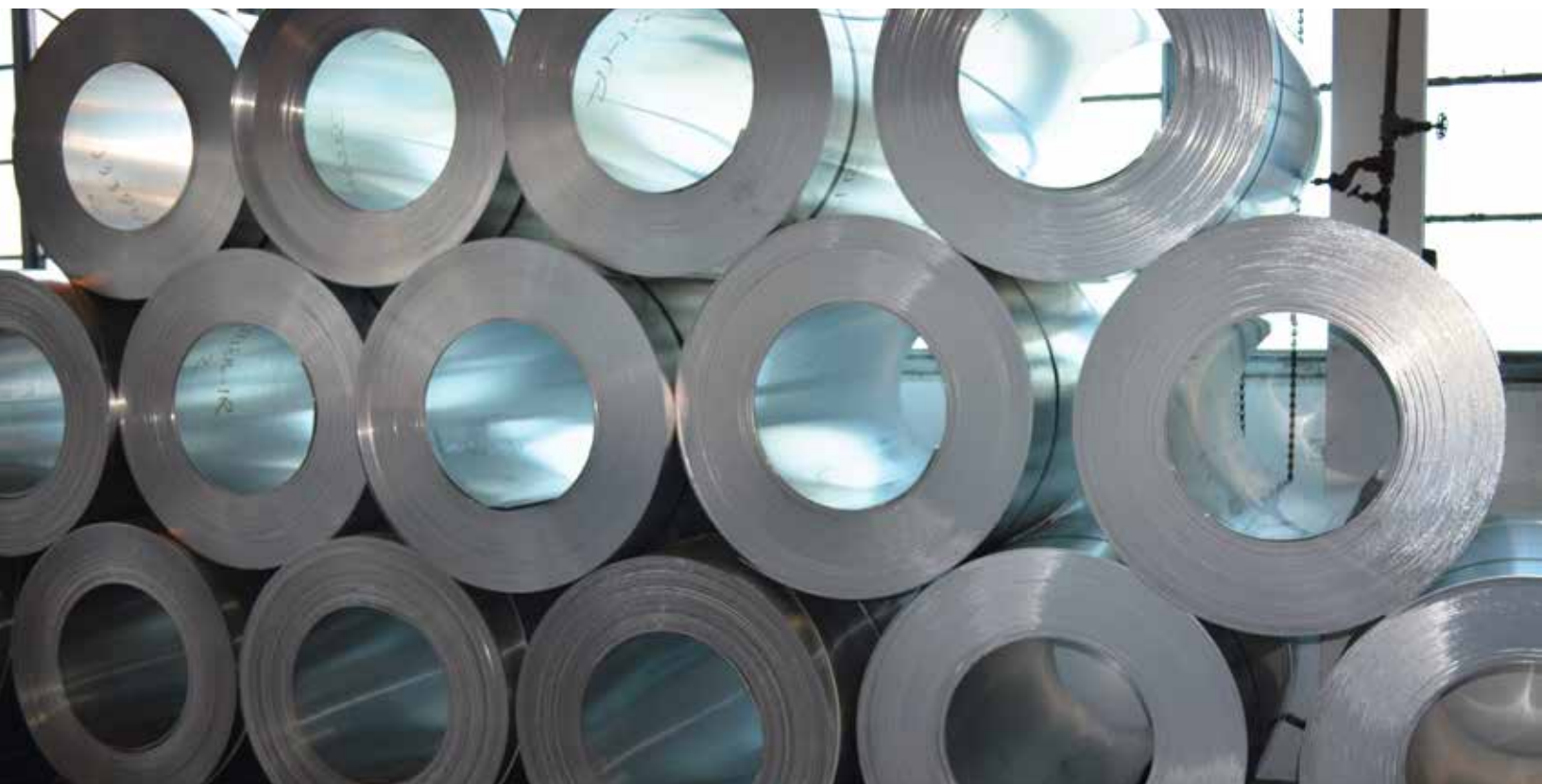
WORKSHOP PARTICIPANT FEEDBACK

Following the Scenario Planning work, participants were asked to complete detailed surveys to explore their values and perspectives. In particular, people were asked which scenario represented their aspirational future.

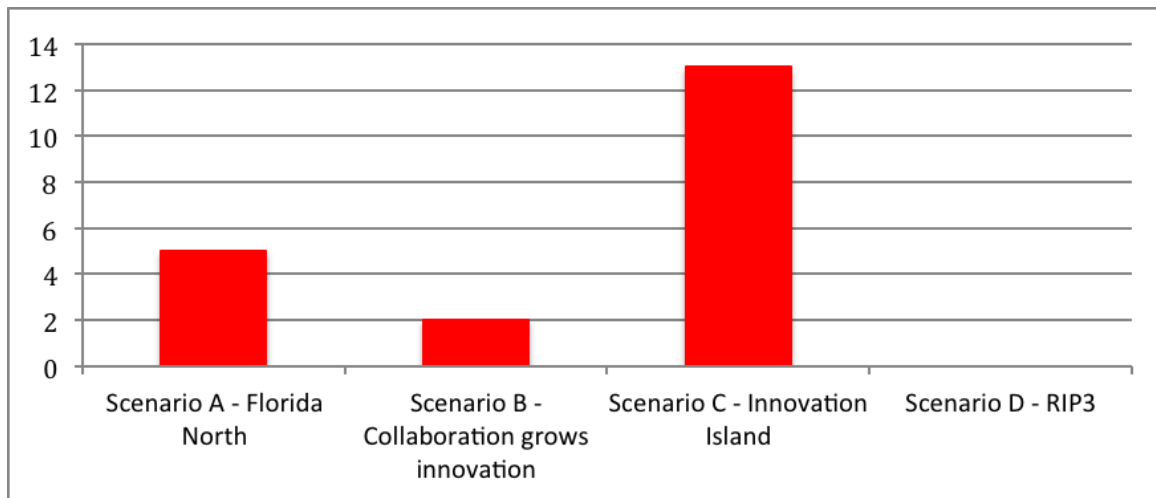
PREFERRED SCENARIO - WORKSHOP PARTICIPANTS



The workshop participants unanimously agreed that Scenario B best represented the preferred future scenario – 'Collaboration grows innovation'.



WHICH SCENARIO MOST REPRESENTS WHERE THE REGION IS CURRENTLY HEADED?



The workshop participants indicated which scenario they believed most represented the current direction of the region. Scenario C – ‘Innovation Island’, was the highest rated, and this may reflect a view that while considerable progress is being made on industry innovation and entrepreneurship, the current weakness is in building regional collaboration and capacity.

HOW COULD THE PREFERRED FUTURE EVENTUATE?

The preferred future ‘Collaboration Grows Innovation’ outlines the basis of a shared vision for the region. In addition, it gives an indication of the focus areas of action that will begin to see this vision become a reality.

The axes that shape this future are “**Industry Innovation and entrepreneurship**” and “**Regional Collaboration and Capacity**”. Of the workshop participants, 75% believed the region was already working effectively to build Industry Innovation and Entrepreneurship, however only 35% believed that the regions was working effectively to build Regional Collaboration and Capacity.

Because of the long-term nature of the Scenario Planning methodology, stakeholders can often see the ‘distant future vision (2030)’ as unattainable and unrealistic. However, this often underestimates the progress that can be made of the intervening years, and the cumulative positive impacts of

change. As an example, some of the existing work in the region is already significantly shaping the future directions and actions.

Some examples of the work already supporting the elements of the preferred future include:

- Lakeshore Industry Cluster work and the detailed economic development work, specifically:
 - Bio-gas potential and research
 - Tourism and potential to leverage from Door County market
 - Manufacturing and potential to expand into new manufacturing sectors
 - Expansion of renewable energy industries
- Collaborative regional planning work, as undertaken in this planning workshop, and supported by State funding entities, and regional organizations such as Regional Planning Commissions and The New North (the NE Wisconsin regional entity).

The scenario framework also can help guide additional actions to guide the future, especially the importance of building regional collaboration and capacity.

The scenario framework also can help guide additional actions to guide the future, especially the importance of building regional collaboration and capacity. The challenge will be to connect the region to existing efforts and harness the depth of research and development already occurring in the broader regional context. This will allow progress, even in periods of short-term economic stress, as the impacts of the Kewaunee Nuclear Power Station closure unfold in the coming years.

The region has an abundance of high quality natural resources including fresh water, prime agricultural land and associated industries. The challenge will be to optimize the use of these resources, while retaining the intrinsic beauty of the region, which is an important factor to the tourism potential. Continuing to build regional collaboration and capacity will be vital. This will include the ability to own the regional vision, and be willing to reach across traditional barriers and territorial lines to form partnerships, share resources and build critical scale.

NEXT STEPS IN THE ACTION PLANNING PROCESS

This report lays the foundation for discussion about a progressive regional action plan. The preferred future 'Collaboration Grows Innovation' outlines the basis of a shared vision for the region. The scenario framework helps identify and focus on areas of action that will begin to see this vision become a reality.

The Scenario Planning workshop identified some immediate actions that can build on the work already being done. In addition, during late June and July 2013, regional stakeholders will be invited to contribute to the development of a comprehensive action plan for the region. This process will include:

- Selected surveys will be conducted with regional stakeholders to gather input into key elements of a regional action plan.
- Working group sessions in July to develop outline of action.
- Meeting with existing key stakeholders and groups to discuss how to embed the scenario framework and planning work into planning efforts of these existing groups.

It is intended to have a final action plan developed by early August 2013.

The Scenario Planning workshop identified some immediate actions that can build on the work already being done.



REPORT AND SCENARIO PLANNING WORKSHOP PREPARED BY FUTURE IQ PARTNERS

Future iQ Partners specializes in assisting communities, regions and organizations to plan and prepare for their future. With staff in Australia, USA and Europe, the company develops the tools and approaches to allow regional communities to think about their future in a new way and to respond to a rapidly changing world. Future iQ Partners is a market leader in the field of regional Scenario Planning and has undertaken projects across Australia, USA, Canada and Europe.

ABOUT THE AUTHOR:



David Beurle holds a degree in Agricultural Science from Sydney University and has worked in industry, organizational and regional Scenario Planning projects across USA, Canada, Australia and Europe.

He specializes in creating innovative future planning approaches for use in regional and organizational settings. He developed the groundbreaking Future Game as a widely used planning and workshop tool, which has been successfully used across the world in community, regional, industry, corporate and governmental settings. He pioneered the application of Scenario Planning to regions and rural industries around the world. Having worked in the field of regional and community planning/ revitalization for over 20 years, he is a leader in the field of regional and organizational development.

In 2012, David brought his experience, knowledge and ideas to an even wider audience. He ran a global consultation entitled, 'Building Sustainable Regions in Today's World', at St Georges House, Windsor Castle, UK. This involved 34 experts from 11 countries across the world to discuss the opportunities and challenges we are all going to face in the future.

He has held a position on the Board of the Western Australian Community Foundation, and his work in community and economic development has earned his work international, national and state awards; including twice being awarded the International Community Development Society's 'Innovative Project Award'.

FOR MORE INFORMATION ON THE SCENARIO PLANNING PROCESS, PLEASE CONTACT:

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Many committed local leaders and residents have supported the regional planning process. In particular, the Executive Directors of the Kewaunee County Economic Development Corporation and Economic Development Corporation - Manitowoc County have provided leadership and operational support to this planning initiative.

In addition, the following people are members of the Kewaunee Power Station Regional Economic Strategy Team.

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The Wisconsin Economic Development Corporation and Dominion Energy have provided initial financial support for the regional planning initiative.



Photo Credit: Tom Skubal

FOR MORE INFORMATION

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