



# ***GREEN LAKE COUNTY***

*571 County Road A, Green Lake, WI 54941*

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**Original Post Date: 11/18/2024**

**Amended Post Date:**

**The following documents are included in the packet for the Economic Development Corporation Committee Meeting on November 21, 2024:**

- 1) Agenda
- 2) Minutes: 10/17/2024
- 3) Ownership Structures



GREEN LAKE COUNTY  
OFFICE OF THE COUNTY CLERK

Elizabeth Otto  
County Clerk

Office: 920-294-4005  
FAX: 920-294-4009

Economic Development Corporation  
Meeting Notice

Date: Thursday, November 21, 2024 Time: 8:30 AM  
The Green Lake County Government Center, County Board Room  
571 County Road A, Green Lake WI

AGENDA

Corporation  
Members

Scott Mundro, Chair  
Scott Sommers  
VACANT  
Harley Reabe  
Mary Neubauer  
VACANT  
VACANT  
  
Elizabeth Otto, Secretary

Virtual attendance at meetings is optional. If technical difficulties arise, there may be instances when remote access may be compromised. If there is a quorum attending in person, the meeting will proceed as scheduled.

This agenda gives notice of a meeting of the Economic Development Corporation. It is possible that individual members of other governing bodies of Green Lake County government may attend this meeting for informative purposes. Members of the Green Lake County Board of Supervisors or its committees may be present for informative purposes but will not take any formal action. A majority or a negative quorum of the members of the Green Lake County Board of Supervisors and/or any of its committees may be present at this meeting. See State ex rel. Badke v. Vill. Bd. of Vill. of Greendale, 173 Wis.2d 553, 578, 494 N.W. 2d 408 (1993).

1. Call to Order
2. Certification of Open Meeting Law
3. Pledge of Allegiance
4. Minutes: Review & Approval of 10/17/2024
5. Public Comment (3 minute limit)
6. Welcome newly appointed EDC members
7. Discussion and update on Economic Energy Plan with Greg Wright
8. Discussion and possible action on 2025 Budget
9. Update on Heritage Tourism Guide
10. Finance Committee Update
11. Treasurer’s Report
12. Presidents Report/Discussion
13. Committee Discussion
  - Future Meeting Dates: December 19, 2024 @ 8:30AM
  - Future Agenda Items for Action & Discussion
14. Adjourn

This meeting will be conducted through in person attendance or audio/visual communication. Remote access can be obtained through the following link:

Microsoft Teams [Need help?](#)

[Join the meeting now](#)

Meeting ID: 229 290 769 963

Passcode: hrqD3t

Dial in by phone

[+1 920-515-0745,,617678343#](#) United States, Appleton

[Find a local number](#)

Phone conference ID: 617 678 343#

For organizers: [Meeting options](#) | [Reset dial-in PIN](#)

Please accept at your earliest convenience. Thank you!

[Org help](#) | [Privacy and security](#)

Kindly arrange to be present, if unable to do so, please notify our office. Elizabeth Otto, County Clerk

Please note: Meeting area is accessible to the physically disabled. Anyone planning to attend who needs visual or audio assistance, should contact the County Clerk’s Office, 294-4005, not later than 3 days before date of the meeting.

## **ECONOMIC DEVELOPMENT CORPORATION**

October 17, 2024

The regular meeting of the Green Lake County Economic Development Corporation Board of Directors was called to order by Chair Scott Mundro at 8:30 AM on Thursday, October 17, 2024 at Green Lake County Government Center, County Board Room, 571 County Road A, Green Lake, WI. The meeting was held both in person and via remote access. The requirements of the open meeting law were certified as being met. The Pledge of Allegiance was recited.

Present: Scott Mundro  
Harley Reabe  
Mary Neubauer  
Liz Otto  
Scott Sommers

Absent:

Also Present: Cate Wylie, County Administrator; Greg Wright; Chris Foos

### **MINUTES**

Minutes from 08/22/2024 do not need to be approved as there was no formal meeting due to no quorum. July 12, 2024 minutes will be approved at the next meeting.

**PUBLIC COMMENT** – none

### **DISCUSSION AND UPDATE ON GREEN LAKE COUNTY ECONOMIC ENERGY PLAN WITH GREG WRIGHT**

Greg Wright provided a status update on the progress of the Economic Energy Plan. He handed out information on existing economic regions and provided a recommendation to create a district and give each community an identity to encourage collective marketing. Wright touched on the increase of remote and tech sector workers and suggested targeting those individuals to increase a younger workforce population who will stay in the county long term. He also stated the need for affordable housing and suggested a housing study be done. He hopes to have a full report done for the November meeting.

### **DISCUSSION AND POSSIBLE ACTION ON 2025 BUDGET PROPOSAL**

Scott Mundro gave an update on the process he has gone through to this point. Mundro stated that he had a meeting with County Administrator Cate Wylie on Monday, October 14. Cate Wylie expanded on their meeting and suggested that EDC needs to develop a strategic plan. She stated that the county has been working with UW-Extension and has the opportunity to convert to a Community and Economic Development educator which could be of value in developing future goals. She is also willing to take a more active role. She suggested that EDC become involved in the Land, Water, Parks & Community meetings. Discussion held.

### **DISCUSSION AND UPDATE ON EDC APPOINTEES**

Scott Mundro gave an update on the process he has gone through to this point. This item is on the Finance & Insurance agenda for October 23 and will be forwarded to County Board in November for final approval.

### **DISCUSSION AND POSSIBLE ACTION ON HERITAGE TOURISM GUIDE**

Scott Mundro stated he is still working on this and hopes to have it completed by year end. Mundro addressed possible concerns in regard to a conflict of interest with his employer (Berlin Journal) and EDC for printing the guides. Mundro stated that he plans on getting quotes from various vendors but he is willing to resign his position with EDC if anyone feels that is a problem. General consensus of the committee is that this is not a problem and Mundro should proceed as outlined.

#### **DISCUSSION AND POSSIBLE ACTION ON ECONOMIC DEVELOPMENT CORPORATION BYLAWS**

Scott Mundro stated he has nothing at this time.

#### **PRESIDENT'S REPORT AND DISCUSSION**

Scott Mundro stated he has nothing at this time.

#### **TREASURER'S REPORT**

County Clerk Liz Otto stated that the balance in the housing grant account as of September 30, 2024 is \$45,621.18 and \$9,598.69 in the EDC checking account. *Motion/second (Reabe/Neubauer)* to accept the treasurer's report as presented. Motion carried with no negative vote.

#### **COMMITTEE DISCUSSION**

**Next regular meeting:** November 21, 2024 @ 8:30 AM.

**Future Agenda Items for action & discussion:**

#### **ADJOURNMENT**

Scott Mundro adjourned the meeting at 9:37 AM.

Submitted by

Liz Otto  
County Clerk

Economic development is a team sport. Thriving communities have players and coaches actively moving the ball forward. Green Lake County has some of those roles filled, mostly at the municipal level, but many common components of contemporary economic development are falling through the cracks here because of a lack of strong regional and county organization.

Even more so, there is significant opportunity for deeper and more impactful investment in economic development if the resources that do exist here are streamlined to enable more focused expertise that then reaches more parts of the county. That streamlining will only happen through strong county or regional leadership that coordinates new structures, inviting existing stakeholders into open conversations that launch new approaches and partnerships.

**Regardless of what is done or how it moves forward, this work needs ownership. Figuring out the right organizational structure should be the first priority of the EDC.**

The following are four structures the EDC could deploy to improve economic development.

**STRUCTURE 1: The EDC uses its cumulative resources to hire an employee.**

What this could look like: The EDC would mainly be looking for a “connector-in-chief” with strong project management skills that can work with municipal teams, local businesses, and other community leaders to identify projects and initiatives of highest impact. If successful, this employee could leverage grants and philanthropy to grow the position into an organization that expands its service to the county over time.

The EDC’s Role: The EDC would then be the advisory board and oversight team for this position, helping to set targets, evaluating progress on those targets, and making any necessary decisions regarding staffing based on that performance.

Benefit: This path creates the clearest ownership. There is a paid individual in the county who is the known contact for all things economic development. The job description and initial task list can emphasize countywide work and set targets based on the opportunities identified through this strategic plan.

Challenge: It may be difficult to find someone with the right capacity, training, and experience to take on this work. Past efforts have struggled to find consistent leadership as the population with this skill set in Green Lake County tends to be transient. Many past efforts have started with a lot of energy only to have the person with that energy leave the area. The organization then gets a new person or team that doesn’t have the same capacity to move the work forward. Also, if the employee lives within a specific community in Green Lake, it may flare up concerns about equal representation that have impeded collaboration in the past.

Next Step: Draft a job description.

**STRUCTURE 2: The EDC looks to an existing regional EDO to explore territory expansion that would also serve Green Lake County.**

What this could look like: My recommendation would be to look to Oshkosh as the Oshkosh Area Community Foundation already serves our region. In that sense, some infrastructure exists that is already deploying this approach. Oshkosh also has established organizations with strong capacity already doing this work (e.g. UWO, SBDC, GO EDC, Discover Oshkosh, Oshkosh Chamber etc.). Oshkosh's position on the Upper Fox would also provide an opportunity to explore that regional brand. Other options exist, though, in partnerships with Marquette County, Ripon, or Fond du Lac County.

The EDC's Role: In this approach, the EDC would become the task force and advisory group within that larger organization helping to guide their specific approach in Green Lake County. They would advocate for investments that support our region and evaluate the partnership to ensure that services are in fact leading to economic development across the county.

Benefit: Green Lake County will never have the population size and financial resources to grow an economic development ecosystem like the ones that exist in larger communities. We also know that economies are increasingly regional in their behavior. This approach acknowledges the regionality of economic development and attaches the county to high-capacity services that we otherwise can't afford. It also strengthens our capacity to qualify for (and have the capacity to go after) grants.

Challenges: The support will be less direct than having our own staff person. Whatever structure is set up within these organizations would need to hold that partner entity accountable to ensure that they are investing adequate time and support in our region. The EDC would need to provide consistent evaluation that keeps Green Lake County a focus.

Next Step: Set up conversations with potential partners and draft an agreement.

**STRUCTURE 3: The EDC looks to existing organizations within Green Lake County to take on either all of or components of this work, expanding their services to reach the county.**

What this could look like: The EDC could contract with an organization like the Green Lake Chamber or invest in a position like Marie Reilly's Economic Development Assistant to grow existing capacity into a countywide program.

The EDC's Role: Similar to overseeing a staff person, the EDC would have to monitor these relationships and contracts to ensure that these organizations are in fact executing the projects and responsibilities they are assigned.

Benefits: There are organizations and individuals in Green Lake County that are already doing great work. This approach recognizes those efforts and helps those organizations stabilize and grow. It also keeps the work in the county.

Challenges: Most of these organizations are actively serving a specific community. It may be difficult to grow their capacity in a way that doesn't feel to other communities like a bigger investment in that specific municipality. Also, their boards and supervisors would have to agree to this shift in their scope and focus.

NOTE: If local organizations were open to it, this approach could include a merger of sorts that brings existing economic development positions under a single umbrella nonprofit that serves the whole county. In theory, that would allow positions within that organization to focus on specific categories of economic development that then reach all communities in the county. The EDC could facilitate that merger.

Next Step: Identify all organizations and positions and host a summit to explore the model.

**STRUCTURE 4: Identify any immediate work that could be carried out by contractors and put out RFPs to move that work forward.**

What this could look like: This would likely only be a short-term solution, but it may help to inform (or give time to explore) the various structures above. For instance, the county could put out an RFP to study the entrepreneur and remote work ecosystems in Green Lake County and suggest action steps to attract and support those groups. The results of that study could then be paired with existing staff or organizations.

The EDC's Role: Based on this strategic plan, the EDC would put together those RFPs with stipends, advertise the contracts, and hire contractors to complete the work.

Benefits: This again buys the EDC some time, keeping economic development work moving forward as you explore a long-term structure that will sustain the work. It also would be the easiest approach to accessing high-capacity talent based on specific desired outcomes. If the contracts are written well with clear outcomes, the EDC will also avoid funding an entity that is no longer delivering for the county. These contracts could be renewable, evaluated and updated annually based on progress.

Challenge: You may still have difficulty finding the right people to take on the work, especially at the current budget allocation. Also, working with consultants and contractors may push off ownership that leads to direct impact.

Next Step: Prioritize opportunities and draft RFPs.