

***Comprehensive
Economic
Development
Strategy***

***Mosinee Area Economic
Development Committee***

Mosinee Area Chamber of Commerce
The Place for Business is Here

And

The City of Mosinee
Friendly & Progressive

Prepared by
Alan Erickson
October 2006

2006-2007 STRATEGIC PLAN FOR THE MOSINEE AREA ECONOMIC DEVELOPMENT COMMITTEE

Introduction

The Mosinee Comprehensive Economic Development Strategy (MCEDS) is the result of a local planning process designed to guide the economic growth of the Mosinee area.

A MCEDS process will help create jobs, foster more stable and diversified economies, and improve living conditions. It provides a mechanism for coordinating the efforts of individuals, organizations, local governments, and private industry concerned with economic development.

The MCEDS is the result of a continuing economic development planning process, developed with broad based and diverse community participation, containing the following:

- *An analysis of economic and community development problems and opportunities including incorporation of any relevant material or suggestions from other government sponsored or supported plans;*
- *Background and history of the economic development situation of the Mosinee area, with a discussion of the economy, including geography, population, labor force, resources, and the environment;*
- *A discussion of community participation in the planning efforts;*
- *A development of goals and objectives for taking advantage of the opportunities of and solving the economic development problems of the area serviced;*
- *A plan of action, including suggested projects to implement objectives and goals set forth in the strategy; and*
- *Performance measures that will be used to evaluate whether and to what extent goals and objectives have been or are being met.*

The Mosinee Comprehensive Economic Development Strategy emerged from a continuous planning process developed with broad based and diverse community participation that addressed the economic problems and potential of the Mosinee area. The strategy will promote sustainable economic development and opportunity, help foster effective transportation systems, enhance and protect the environment, and balance resources through sound management of development.

The MCEDS analyzes local conditions, identifies problems and opportunities, defines the vision and goals of the community, designs the strategies to accomplish these goals, coordinates activities to implement these strategies, and evaluates and updates the process. A successful MCEDS process should lead to the formulation and implementation of a program that creates jobs, raises income levels, diversifies the economy, and improves the quality of life, while protecting the environment. The process must adopt a logical approach to long-range development while identifying and implementing short-term problem solutions to achieve early results and maintain momentum and public support. Its quality will be judged by its usefulness as a tool for local decision making.

The MCEDS contains four main elements: *analysis, vision, action plan, and evaluation*. The analysis should assess the state of the regional economy, the opportunities and threats posed by external trends and forces, and the availability of partners and resources for economic development. The community's vision and goals, together with an appraisal of the region's competitive advantage, should set the strategic direction for the action plan. The action plan should establish program priorities for implementation. Finally, the MCEDS should establish criteria and performance measures for evaluation of the process and for the periodic update of the document.

Successful economic development efforts are based on comprehensive economic development strategies. The key to a good strategy is an ongoing, participatory planning process.

The Comprehensive Economic Development Strategy Committee

In selecting additional Committee members, the following elements will be considered:

- **Public Leadership.**

Public leadership support is essential for the coordination necessary to develop and implement the action plan. The Committee should include appropriate representation from participating local governments.

- **Economic and Business Development Organizations.**

Several organizations might be involved directly or indirectly in efforts to promote the economy. Chambers of Commerce, labor organizations, real estate companies, financial institutions, utility companies, and quasi-governmental development organizations are examples.

- **Employment and Training Sector.**

Linkage between economic development and labor force skills, community colleges, vocational-technical schools and school-to-work programs, are often crucial. Local

employment and job training organizations, such as labor unions and private industry councils, should be represented.

- **Community Organizations.**

The needs and concerns of housing and neighborhood associations, special interest groups, environmental protection groups, historic preservation groups, agricultural or farming associations, and citizen Committees affect economic development. These groups should be represented in the Strategy Committee.

- **Minority Groups.**

Representation on the Committee assures that their needs and solutions to their problems are given appropriate consideration.

- **Other.**

Health, education, social services, and other professions or special interests groups that might have an impact on the development of the region should also be involved.

Working Relationships

Once the Strategy Committee is formed, the next step is to define its role and relationships with existing local, regional, and state institutions. A clear understanding of these different roles and relationships at the outset will avoid conflicts and establish positive working relationships for implementing the development process.

Staff Support

The Strategy Committee will frequently consist of people with other responsibilities who do not have enough time to conduct the day-to-day functions required to assure the success of the process. These functions include collecting and analyzing information on the area's economy, identifying strategy options, and preparing detailed implementation plans. The Committee, commensurate with the resources of the economic development organization, should ensure that adequate staff resources are available to perform these functions.

Committee Work Program

The Committee should adopt a work program that describes each task to be performed, identifies the individual, organization, or work group responsible for completing each task, and establishes timetables. For the process to succeed, the Committee should take advantage of technical and financial assistance available from public and private sources. These sources include Federal, state, and local governments, foundations, educational institutions, local organizations, and major corporations.

Analysis

An analysis of the region helped to answer the question Where are we now? The Strategy Committee must have a clear understanding of the local economic situation. The planning process should continue with relevant research and analysis by the economic development committee.

The overall analysis of the local economy should use current demographic and economic data. Data sources include, but are not limited to, the U.S. Department of Commerce's Census Bureau and Bureau of Economic Analysis; the U.S. Department of Labor's Bureau of Labor Statistics; state, and local governments; and universities.

Economic analysis may be undertaken at varying levels of depth. The Committee must determine the level that is best for its resources.

Background Information

The first step in analyzing the area is identification of the elements that affect the local economy. Information was gathered in the following areas.

- Demographic and socioeconomic data, including labor force characteristics.
- Geographic, climatic, environmental, and natural resource profile.
- Infrastructure of the area including water, sewer, communications, and electrical distribution systems, and all transportation modes.
- Major sectors of the economy and their past, present, and projected contributions to employment, income, and revenue.
- Relationship of an area's economy to that of the larger region or state, with particular regard to locational advantages or disadvantages.
- Factors that directly affect economic performance in the area such as state and local laws; financial resources; transportation systems, energy costs, business, personal, and property taxes; bonding capacity; and land use patterns.
- Other factors that indirectly affect economic performance in an area such as housing; health services; schools; educational, cultural, and recreational facilities; public safety; environmental issues, air quality, historic preservation, and smart growth initiatives. Existing plans and planning processes in the region should be researched and considered. These might pertain to transportation, land use, housing, downtown revitalization, air and water quality and environmental protection.

Issues Covered

The analysis addressed the following:

- **The state of the local economy.**

What are the strengths and weaknesses?

What are the growth sectors and clusters?

What is driving the economy and where is it heading?

- **External trends and forces.**

What are the opportunities and threats? How is the region positioned in the national and global economies?

- **Partners for economic development.**

Who are the stakeholders/players in the area? These may include organizations, businesses, or individuals that represent important issues, including those unfamiliar to the economic development committee.

- **Resources for economic development.**

What groups, organizations or individuals does the area have to work with? Who can provide support and funding for the development activities? Emphasis should be given to the problems that local public and private sectors can resolve either directly or indirectly.

Vision:

How can the area's strengths and opportunities be maximized, and its weaknesses and threats minimized? The economic development committee should coordinate the visioning process with broad participation of the community.

Vision Statement, Goals and Objectives

The vision statement, goals and objectives should respond to the analysis of the area's development potential and problems. The goals should reflect the desires of area residents and should also be realistic and limited in number. Some should address things that can be realized within a short period of time, while others require a longer period for implementation. The vision, goals and objectives will provide a framework for public and private decision making and serve as the basis for the formulation of the action plan.

Setting Priorities

Priorities must be established to provide a basis for decisions on the use of available resources. Establishing priorities at the goal-setting stage is a critical step. The following factors should be considered:

- The effect that achieving each goal will have on the development potential or problem.
- Whether the goal is directed toward achieving short-, intermediate-, or long-term results.
- Actions related to the goal that are already underway or planned.
- The relationship of this goal to the accomplishments of other goals.

The result of setting priorities should be a ranking of goals. Each goal should have a rationale that is clearly understood and publicly supported. Not every goal needs to be subjected to a full-scale assessment. The Economic Development Committee may lack the capacity or resources to develop or implement strategies for every goal. Consequently, the Strategy Committee may choose to limit its focus to the highest ranked goal or goals for the first year or so.

Goals provide the basis for formulating the action plan and serve as milestones to evaluate the accomplishments of the MCEDS process. Goals provide benchmarks by which the Strategy Committee, area officials, economic development stakeholders, and the community can measure performance.

Action Plan

The action plan answers the question “How do we get there?” and is based primarily on long-term goals. The action plan describes activities and groups them into programs designed to achieve the desired results and to turn potential for improvement into reality. The action plan also assigns responsibility, resources, time frames, and priorities for implementation.

It is a multi year strategy that includes activities and programs to take advantage of opportunities for the economic development of the area. Though its primary focus is long range, the action plan should identify some elements that can be achieved in a short or intermediate time frame.

The Economic Development Committee has the central role of overseeing development and implementation of the action plan. On the basis of the analysis of the area's economy, the Committee will decide how to capitalize on the area's assets. From these decisions, the Committee then can set priorities and implementation schedules.

Assumptions about economic trends should include the outlook for the area's economy, causes of the area's economic problems, and kinds of economic activities that might generate additional employment and income.

Expected changes in economic factors should take into account significant proposed actions that will impact the regional economy such as highway improvements, bridge construction, or regulatory constraints on development.

The vision and goals of the MCEDES should be evaluated to determine the time frame and resources required for their implementation. Criteria to guide the use of resources should include (1) how the labor force can benefit, (2) what economic programs are to be used for development activities and investment, (3) the geographic locations of development activities and investment, and (4) how economic development programs and projects will be sponsored and managed.

The action plan has two components: the prioritization of programs and activities and an implementation schedule.

Prioritization of Programs and Activities

Identification of activities should be as broad-based as possible involving those affected by the proposed activities, and those that can ensure their success. Partnerships with a variety of organizations and the private sector in the region are a key to successful implementation.

The list of programs, and the activities involved may be too long to accomplish all at once. They should be prioritized, using the following questions for guidance:

- *What are the activities and what are their expected benefits?*
- *Which activities address the areas or issues of greatest need and/or best enhance the region's competitive advantages?*
- *Do these activities represent the best use of limited resources?*
- *Will the activities have positive economic, environmental, and social impacts?*

Implementation Schedule

The schedule identifies the most important program activities and proposes a time frame and an implementation schedule for each, in multiple phases if needed. The level of detail of the implementation schedule will be determined the resources the area has available to implement the actions. The schedule should describe programs and activities and identify the range of public, private and nonprofit support for each.

Evaluation

Evaluation should be an element of an ongoing planning process and should answer the questions How are we doing? and What can we do better? Performance measures should be identified to evaluate the progress of activities in achieving the vision and goals.

Documentation

Adjustments to the strategy may be necessary during the course of the year to take advantage of unforeseen opportunities or address unexpected problems. These adjustments should be consistent with the overall strategy and must be documented.

Report on the previous year's economic development activities and any significant changes in the region's economic conditions. A report of economic development activities undertaken in the previous year should be related to the needs identified in the strategy and to the objectives.

Evaluate effectiveness in meeting goals. The report should contain an evaluation that measures effectiveness in meeting the goals of the strategy and the objectives. Performance measures should be identified to evaluate the progress of activities.

Schedule achievable goals for the coming year. A program of activities should be set out in a format similar to the action plan. The details in the schedule of activities should be as definitive as possible and should set the baseline for reporting performance in the next annual report.

The Strategic Planning Process

Members of the Mosinee Area Economic Development Committee met monthly since September 2005 to plot the committee's growth and direction. The members of the committee were offered the opportunity to identify their visions for the future of the business and economic environment of Mosinee. From these suggestions and its own understanding of the market, the strategic planning team identified the realities of the present and the dreams for tomorrow as they mapped out a course for the future.

The following document was developed after a review of the committee's organizational, and the cities destination, strengths and weaknesses and an analysis of the present environments' threats and opportunities. The subsequent goals and objectives developed during the latter months of the planning process were established to enhance the committee's programming and, thus, its benefits to the community.

The committee focused on the areas where it could make a difference. As such, the following goals are the Mosinee Area Economic Development Committee's goals, as it strives to enhance the committee organization and its direction.

As demonstrated on the following pages, the committee also identified the organizational issues and concerns related to identifying the Mosinee area as a destination for new businesses and current business growth and development.

The Strategic Plan is the Action Plan for the Mosinee Area Economic Development Committee for its long-range future and includes strategies for implementation. As such a detailed plan of action is competitively and politically sensitive; this paper is not intended to be distributed outside of the committee.

Converting a purpose statement into mission and vision statements

The committee identified the following as their purpose statement.

The purpose of the Mosinee Area Economic Development Committee is to secure our future by establishing and maintaining a healthy business environment to allow the residents of the Mosinee area to enjoy quality of life in a progressive and enriching community atmosphere.

Keeping the previous statement in mind, the committee completed the following.

Mission Statement:

The Mosinee Area Economic Development Committee will encourage, support and facilitate economic development initiatives by providing leadership and direction to all Mosinee area organizations or individuals who desire it.

Vision Statement:

The vision of the Mosinee Area Economic Development Committee is to be recognized throughout the North Central United States as the foremost community for locating, relocating and expanding businesses by providing cultural, recreational and economic opportunities identifying Mosinee as the preferred place to live, work and conduct business.

Goals and Objectives

GOAL ONE

IDENTIFY BUSINESS OPPORTUNITIES

Expanding and relocating of all current and new business

Objective A

Analyze needs

- Look at existing research results from surveys
- Process documentation from potential businesses that inquire about why they want to come and why they did not come here
- Conduct study with Industrial Park (services to help them or attraction of new business that would compliment or not compliment them) (how park developing)
- Survey of all businesses to find out what new business they would like to see in the community
- Exit interviews to gather information from businesses who are leaving

Objective B

Investigate new technology

- Cluster with similar business (attract related businesses to compliment their business in the industrial park or community such as:
 - Medical
 - Insurance
 - Technology

Objective C

Promote location incentive

- What can we give them that they cannot get somewhere else?
- Economic Profile and Website are in place
- What do we do with Economic Profile
- Analyze how Mayor and City Administrator converse with potential businesses
- Continually update Economic Profile and Website
- Establish relations with Business News.

Objective D

Search interested business

- Improving relationship with Centergy, McDevco, State Economic Development and Local Chambers and Mosinee Chamber, commercial builders and “agents”.

Objective E

Create target market

- Identify type of businesses who we are going after.
- Identify businesses who are interested in locating here

Objective F

Investigate sources of funding

- TIF
- (Seed Money) Monies reimbursed from State
- Technology Board
- McDevco

GOAL TWO

BROAD BASED COMMUNITY SUPPORT FOR ECONOMIC DEVELOPMENT

Community accepting efforts.

Objective A

Interview people in community

- Available studies & surveys (what does community want)
- Current & potential ways to gather information (meetings, forums)

Objective B

Identify ways to work together

- All entities within community work together
- Sports (hockey, football, softball, track, etc.)
- School district

- Service organizations
- Clubs & small organizations
- Mosinee Chamber

Objective C

Request community involvement

- Individuals directly and indirectly involved in planning
- Opportunity for public comment
- Encourage through newspaper, etc.
- Develop tools (such as public forums) for them to get involved
- Booth at Expo for Economic Development

Objective D

Inform community of committee's work (goals & progress)

- Mosinee in Action
- Monthly Article or Quarterly Article about what Economic Development Committee is doing.
- Clearer link to City and Chamber
- Negotiations to get businesses here, keep updated
- Mayoral report at City Council Meetings
- Education of what some programs actually are and available to business and community, e.g. TIF
- Final effect to community tax base when potential business do locate here

Objective E

Foster Positive Community Attitude

- Communication
- Positive committee
- Enthusiasm is contagious
- Help community establish
- Educate community

Objective F

Interview successful community

- Research other communities as to success or failure of their community

GOAL THREE

SUPPORT CURRENT BUSINESS

Objective A

Provide Ample Parking

- May lose all parking on main street area from bridge to stop lights
- Parking will become a huge issue if parking is unavailable
 - Therefore need to look at possibilities for parking
 - Angle parking on side streets
 - Consider restrictions on parking times either on side streets or on the main street
 - Possibility of recommendation to the Mosinee City Council to have a subcommittee (task force) to look at parking issue
 - What and where are potential parking spots and available lots to currently park?
 - Potential to acquire land for parking spaces
 - Permission to use land in the downtown area for parking (e.g. Prohaska lot by Forms Specialists, Inc.)
 - Signage for parking on side streets for specific lengths of time

Objective B

Identify Current Business Infrastructure

- Determination of what we actually need
- Availability of resources
- Survey current business to see what they actually identify as their needs

Objective C

Establish And Create Monthly Events

- Support current events
- Continue to establish our network between city, school, chamber and business community
- Continue to help establish and create and support monthly events

Objective D

Work Force Development

- County, City, School (e.g., career information day, interviewing, help with resumes, communication)
- Communication is the key to keep businesses and community informed of the possibilities and opportunities for Mosinee i.e., Job Fair,
- Ongoing education for chamber, school and city (can get help from State Wide Chamber Network) Michelle R. is learning a lot of information and will be coming back to the committee with information as she is informed.
- Identify areas in business community to retain young adults and encourage connections

GOAL FOUR

CREATE ECONOMIC DEVELOPMENT NETWORK

Objective A

Establish Information Center

- Availability of information in Business, School, Tourism, Community

Objective B

Develop And Maintain Economic Profile

- Consensus of Economic Development Group to move forward as one entity so we can have the support of the Mosinee City Council
- EDG will ultimately be able to make recommendations as a committee to council with support from current business
- Committee is looking to offer guidance to everyone working towards same goal, to do this must have representatives from all avenues in the community.

Stakeholders and Their Expectations

Current Business:

- Generate more business investment
- Promote their business
- Recognized current business
- Cleanliness & parking (Green Space)
 - Maintain pleasant atmosphere, city reflects well on you
- Technical & technical
- Accessibility to business
- Safety & security & power (infrastructure) appropriate business needs

Airport:

- Accessibility
- Growth of community
- More developmentally friendly
- Community work (i.e., zoning issue)
- Local government work with airport
- Policies and procedures friendly with noise (waiver of suit)

BID:

- Add to Objective A of Goal One
 - Buildings Available, Establish & Update list of properties available for commercial from April 20, 2006
 - Also package development for business, new business information – contact people

Government:

- Help us development relationship with business
- Guidance in total comprehensive plan
- City is individuals
- Relationship
- What ED can do for us

Business Development Center:

- Liaison (link)
- Make contact with business
- Referral of business to them

Marathon County:

- Expectation Promote additional growth increase sales tax revenue

Golf Course:

- Believe part of City of Mosinee
- Helps generate business atmosphere
- Put in TIF district (buildings and club house)
- Community support as significant asset of community
- Business image
- Mention integral part of business community

Residents:

- Clean & safety (? City responsibility)
- Transportation
- Taxes decrease
- Foster growth within image of Mosinee as small city/town atmosphere

Chamber:

- Information & communication and access to information to be updated
- Tie all things together for consistency

Media:

- Update information (expectations from big media)

Old Money/Old Economy

- Keep small town atmosphere, but big business
- Keep everyone happy
- Keep consistency
- Keep friendliness of small community
- Keep quaintness of town
- Segment of population remembers "old" e.g. pharmacy etc., but other individuals want to grow
- RETAIL:
 - Hold onto old ways, satisfy all individuals in all areas
 - Stay small town
 - Keep integrity of small community

Big Money/Big Business: (SNE, Paper Mill)

- More Money
- Room for growth
- Employees (population base)
- Investment opportunities
- Regulations - - question is there really an expectation, more government driven
- Accessibility of airport
- Accessibility for transportation
- Big business wants their expectations met when they want them met because they can go elsewhere.

Downtown:

- Informing interested individuals of opportunities available to start a business in our community
- Parking
- Visibility
- Difference between downtown and industrial park
- Reason to be here, place to come to
- Opportunities (draw people here)
- Less Expensive
- Cost Effective
- Midway point between other municipalities
- Bring in more small business - - justification that if parking is not in front of business, visitors will walk if have more than one business to visit

Other Key Players and Their Expectations

State Grants:

- Establish statistics
- Department of Commerce
- Knowledge of where to go to, to find answers to questions, what questions to ask
- Follow through -- Business plan, financial information, organized
- Referral of other businesses who have started
- Reduced interest loans

Lack of Resources:

- No money in economic development budget
- Question of means to develop pool of money
- Why give resources if not a good result or plan

- Money generated to go to Economic Development without effecting tax payers monies

Neighboring Communities:

- Win-Win
- Benefit of all – not only of self
- Looking at entire region
- Do we improve ourselves at the expense of others - - but we do need to protect ourselves also

Location:

- Accessible to all areas
- Highway access
- Need to have overall picture
- Need to satisfy downtown
- Reconstruct our downtown to have better roadway accessibility
- What do townships expect from us?

Model (other communities):

- Restoration and Development Workshop
- BID

Strategic Analysis

The Economic Development Committee needs to continue to refine, define and clarify the following strengths, weaknesses, opportunities and threats.

STRENGTHS

Land available
 Diversity of Committee
 Location (Hwy Access)
 Airport
 Small business (diversified)
 Trends in development in rural areas
 Strong organization of committee (prepared)
 Schools
 Med/Tech Plans
 Health Care Facilities
 Demographics (Lifestyle and Statistical)
 BID

WEAKNESSES

Communications
Consistency of Attendance
Employee Pool
Milltown Perception
Odorous (Industrial)
Lack of McDevco Support
Location
Bridge
Limited Staff (city, chamber)
Monies (limited funding)
Aesthetics & vacancy of downtown business
Parking

OPPORTUNITIES

Regional growth
Healthcare support field
Technology development and growth
Packet information (availability of information)
Business recognition – visibility

THREATS

Competition with other communities
Mill stability

Identifying Our Target Market

The committee must identify the types of business that would be appealing to the City of Mosinee and the Mosinee Area Chamber of Commerce. The types of business that would consider this relationship a good fit must also be identified.

Defining Success

The committee must identify the markers that will signal that the Mosinee Area Economic Development Committee's efforts were successful.

Economic Profile

Last Updated

February 25th, 2010

CITY OF MOSINEE, WI

TABLE OF CONTENTS:

LOCATION	2
DEMOGRAPHICS	3
QUALITY OF LIFE	5
ECONOMICS	16
FINANCIAL	19
GOVERNMENT	20
UTILITIES	21

The city of Mosinee is a collection of friendly people, a colorful history, successfully growing business base, and a small-town atmosphere that is an attractive place to bring your family and business.

The City of Mosinee Friendly & Progressive

The City of Mosinee is conveniently located in North Central Wisconsin adjacent to Interstate Highway 39. Its location provides easy access to Highways 153, 10, 54, 21 and U.S. Highway 29. Placing Marshfield, Medford, Merrill, Wausau, Stevens Point and Wisconsin Rapids on direct trucking routes from Mosinee. Mosinee's central location also allows direct access of the shipping routes between Green Bay, Milwaukee, Madison and Minneapolis. Mosinee is progressively participating in the 21st century as its community and economy continuously develop. Community business leaders have collaborated with the Mosinee Area Chamber of Commerce to organize an active economic development committee to help plan for orderly development. The Mosinee Area Chamber of Commerce remains a strong and active asset to the community. The Chamber of Commerce is dedicated to its mission of "serving as a resource to promote business and the community of Mosinee". The Corporation's effective and varied support activities have helped several successful businesses emerge, while many more



Mosinee City Hall

are sure to follow in the future. Mosinee offers an abundant labor force, affordable and available land for developing, entry to major markets, and a high-quality school system recognized for its quality in education. With increased numbers of people looking to reside outside the city limits of Wausau, Mosinee will prove to be both inviting and invigorating. The community offers: friendly, safe neighborhoods, strong, lasting community and family values, quality health care, the serenity of a peaceful atmosphere, superb recreational opportunities, and vintage charm and character.

Mosinee City Hall
225 Main Street
Mosinee, WI 54455
(715) 693-2275
www.mosinee.wi.us

For more information, please contact:
Al Erickson, Mayor
mayor@mosinee.wi.us
Jeff Gates, City Administrator
cityadm@mosinee.wi.us

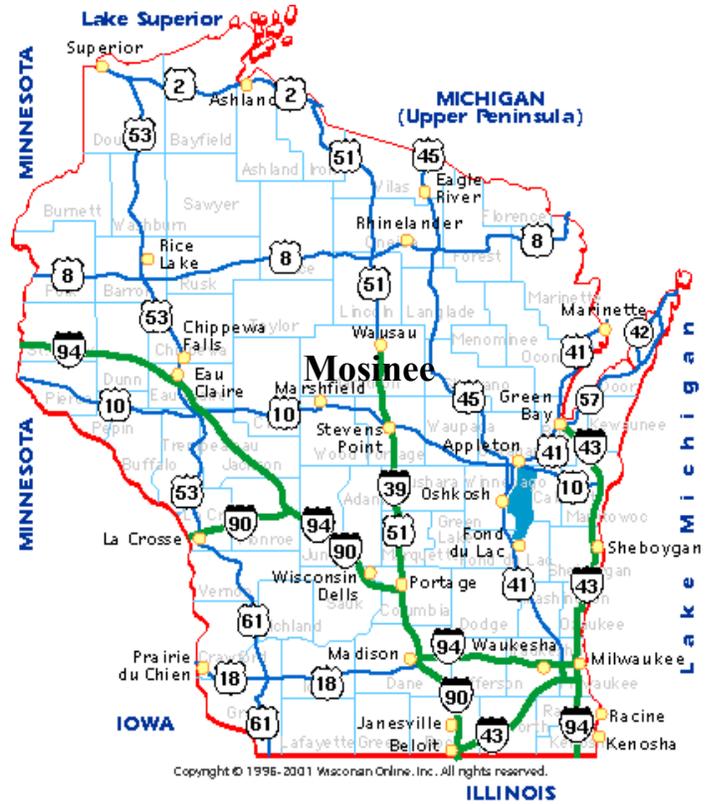
LOCATION

Mosinee is centrally located in the state of Wisconsin between Green Bay and Minneapolis, Minnesota. Mosinee is approximately 265 miles from Chicago, 125 miles from Madison, 195 miles from Milwaukee, and 185 miles from Minneapolis. Mosinee is centrally located between Wausau and Stevens Point, placing Marshfield, Medford, Merrill, Wausau, Wisconsin Rapids and Stevens Point on direct trucking routes.

Major Regional Airport

Mosinee is also the home of Central Wisconsin Airport, the only major airport serving North Central Wisconsin.

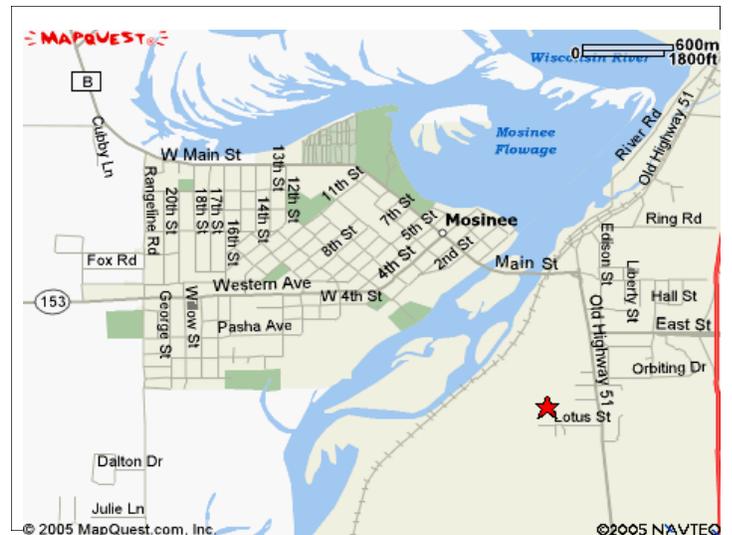
DIRECT ACCESS TO ALL MAJOR ROUTES SERVING WISCONSIN, ILLINOIS, AND MINNESOTA



Ideally located in North Central Wisconsin

PLEASANT SURROUNDINGS

The City of Mosinee was founded in 1839 around a sawmill located at Little Bull Falls in the Wisconsin River. It was platted in 1856 and incorporated in 1888. The city lies on the Mosinee Flowage, a 1380 acre body of water, created by a dam in the Wisconsin River at the Mosinee Paper Mill. The Mosinee area is rich in natural resources for year-round outdoor leisure activities. Fishing, hunting, boating, snowmobiling and riding all-terrain vehicles (ATV) are a few of the many outdoor activities residents of the area can enjoy throughout the year. Outdoor enthusiasts can fish for trout in numerous streams, canoe the Wisconsin River, or set sail on Lake Dubay. Hunters can track deer, bear, turkey, and other game or trap otter and beaver. In addition to these outdoor sports, residents can ride snowmobiles and ATV's on the numerous public access lands and trails.



Located on the Wisconsin River

DEMOGRAPHICS

PERCENT OF POPULATION BY AGE GROUP

Source: Marathon County Court House and the U.S. Census Bureau (2000)

Mosinee:

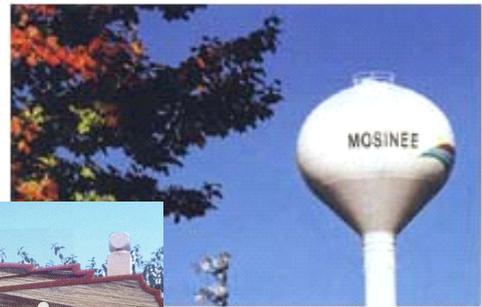
1980.....	3,015
1990.....	3,820
2000.....	4,063
2010(projected).....	4,306

Marathon County:

1980.....	111,270
1990.....	115,400
2000.....	125,834
2010 (projected).....	129,386

Mosinee (2000):

Median Age.....	35.1 (years)
0-4 (years).....	6.5%
5-14.....	14.9%
15-24.....	13.0%
25-44.....	30.1%
45-64.....	20.3%
65-74.....	7.0%
75-84.....	5.7%
85-85+.....	2.5%



Marathon County (2000):

Median Age.....	36.6 (years)
0-4 (years).....	6.4%
5-14.....	5.5%
15-24.....	13.1%
25-44.....	29.5%
45-64.....	22.5%
65-74.....	6.4%
75-84.....	4.8%
85-85+.....	1.7%

INCOME

Source: Freedom Homes, the U.S. Census Bureau (2000), and United Way's First Call

Pre-Tax Income	Mosinee	Marathon County	Wisconsin
Median household income	\$46,109	\$45,165	\$43,791
Household Income			
\$0-\$14,999	160	5,396	270,330
\$15,000-\$24,999	193	5,870	264,897
\$25,000-\$34,999	227	6,244	276,033
\$35,000-\$49,999	327	9,280	377,749
\$50,000-\$74,999	498	12,007	474,299
\$75,000-\$99,999	167	4,999	226,374
\$100,000-\$149,999	12	2,561	133,719
\$150,000-\$199,999	15	640	30,598
\$200,000-\$200,000 +	0	740	32,305

SAFE AND BEAUTIFUL SURROUNDINGS

Life in Mosinee takes a quiet turn at the end of the workday when people return to the comfort of their homes. There is a special peace and a sense of stability in the rich, pastoral environment the City offers. Mosinee, once a rural community, is adapting to the ever-present changes all around. Although a quiet city, it continues to grow and expand in the central part of Wisconsin along the beautiful Wisconsin River in Marathon County. We're glad to see that you've taken an interest in our city. Once here, we're sure you'll agree that the quality of life in Mosinee is what you would expect of a community whose leaders cooperate to provide the best for all. We're eager to share the excitement brought by a host of recent de-

velopments around town. We've expanded to accommodate new developments and welcome an unprecedented influx of new businesses. That Mosinee continues to offer well-planned commercial, industrial and residential growth that can be sustained or extended as the need arises is a tribute to the efforts of our community and business leaders whose vision for future success knows no limits. Mosinee is one of the most comfortable, stable and prosperous communities in Wisconsin.



HOUSING

RESIDENTIAL DEVELOPMENT

Recent growth has spread throughout the City, with farm fields and wooded sections turning into attractive new housing developments.

Maple Ridge Heights Subdivision: This new single family residential subdivision is located between Maple Ridge and Oconto Roads, west of Old Highway 51.

Schlei Subdivision: This new residential subdivision is located adjacent (south) of the Maple Ridge Heights Subdivision and the first phase of the subdivision is currently under construction.

Keeler Mill Subdivision: In June 2005, the City Council approved a preliminary plat for a new upscale single family residential subdivision that will be located adjacent to the Wisconsin River on the south side of Oconto Road.



Home Sweet Home



SENIOR HOUSING

Excellent retirement developments offer independent and assisted living arrangements to those 55 and older. From the basics of self-service laundry facilities and 24-hour security to the amenities of private rooms for personal entertainment and full-service banking, the retirement centers provide a complete community atmosphere. Tenants enjoy a comfortable lifestyle and services for people with special needs are available.

QUALITY OF LIFE OF MOSINEE

Diversity Culture Education Philanthropy

A charming community, Mosinee is a wonderful place to live, where neighbors are friendly, children play in the yards, and homes are well-maintained. There is a style and price of home for everyone, whether you are a first-time buyer or looking for that perfect retirement spot. Our public library is located downtown and offers a wide variety of services including a summer reading program, computer stations, meeting areas, book clubs, and Internet access. The Dessert Public Library offers residents an extensive collection of books, periodicals, and audio/visual materials. Inter-library loans through the Marathon County Library System and Internet access also are available. In and around

Mosinee, there are plenty of opportunities to explore the region's heritage and experience its character. A good place to start is at the Creske Center. For cultural activities, the Creske Center's auditorium seats 750 guests to attend events including plays, seminars and concerts. Its state-of-the-art audio-visual display and splendid stage sets create an enveloping sensory experience that leaves audiences cheering for more. Dining out in Mosinee means dining well. In and around town you'll find restaurants whose tempting dishes will appease every appetite. From our downtown diners with homemade meals and fine cuisine, whatever you crave, Mosinee serves it up. Mosinee residents often turn to local banquet facilities that are available for parties, weddings and more. So, whether it's lunch on the run, dinner for two or for hundreds, Mosinee will surely satisfy.



Creske Center

HEALTH CARE

Source: Mosinee Chiropractic Offices, Mosinee Dental Offices, and the Marshfield Clinic-Mosinee Center

Mosinee Dental Offices

Three local facilities provide a wide range of services in family dentistry and individualized care to the community.

Mosinee Chiropractic Offices

Three offices provide the highest standards of care, a broad selection of specialized services, and consistent clinical practices.

Mosinee Optometrist Office

Providing a wide range of services in family eye care.

Marshfield Clinic-Mosinee Center

Mosinee Medical Center joined the Marshfield Clinic system of care in July of 1976. A modern state-of-the-art facility was constructed and occupied in 1997 and it is presently staffed with five family and general physicians. The Marshfield Clinic-Mosinee Center is fully integrated into the Clinic system with digital dictation, electronic medical records, modern x-ray and laboratory fa-

cilities, and procedure rooms. The following medical services are offered at the Mosinee Center: complete physical and preventive care, laboratory services, medical care for all ages groups, minor office surgery, prenatal care, primary care of most medical conditions, and radiology services. The goal of the Mosinee Center physician and support staff is to provide the community with comprehensive and personal medical care. www.marshfieldclinic.org/centers

HOSPITALS

St. Joseph's Hospital (Marshfield)

St. Joseph's Hospital, a 504-bed tertiary care teaching institution, serves the people of central and northern Wisconsin. It is the second largest hospital and the only rural referral center in Wisconsin. Adjacent to the hospital is the Marshfield Clinic, one of the nation's largest private, multi-specialty group practices. Most of the Marshfield Clinic's 680 primary care physicians and specialists serve on the hospital's medical staff. The caring, professional staff at St. Joseph's Hospital and Marshfield Clinic, the state-of-the-art equipment, and technical resources allows the provision of nationally recognized programs. www.stjosephs-marshfield.org

HEALTH CARE MEDICAL RESEARCH

Source: Aspirus Hospital, Healthsouth Surgery Center of Wausau, Marshfield Clinic, Marshfield Medical Research Foundation, St. Claire Hospital, National Farm Medicine Center, and St. Joseph's Hospital

Aspirus Wausau Hospital

Wausau Hospital, a 321-bed multi-specialty health care facility and teaching institution, serves a 12-county area. It features the Wausau Heart Institute, one of the nation's top 100 heart programs and Wisconsin's fastest-growing cardiac program; and the UW Cancer Center, a leader in comprehensive cancer services.

Wausau Hospital also offers cornea transplants, eye surgery, neurosurgery, orthopedic surgery, plastic

surgery, rehabilitative services, and trauma care. The hospital contains a medical staff of 245 physicians in 34 specialties providing primary, secondary, and selected tertiary care.

Healthsouth Surgery Center of Wausau

Healthsouth Surgery Center of Wausau provides safe, high quality surgical care that is affordable. Speciality services include: cosmetic reconstruction; ear, nose, and throat surgery; ophthalmol-

ogy, orthopedics, podiatry, and urology. Usually, a patient can return home the same day of treatment. Healthsouth also provides ambulatory service for adults and children in a friendly and relaxed atmosphere. www.aspirus.org



Saint Clare's Hospital - Weston

Saint Clare's Hospital is part of the Ministry Health Care network. The Weston center includes a 107-bed hospital and a medical office building, which is open to all physicians in the area. The facilities opened on October 4, 2005.

www.ministryhealth.org

Marshfield Clinic

When six Marshfield physicians combined their medical expertise in 1916 to form the Marshfield Clinic, they built the foundation for what has grown to become one of the largest private, multi-specialty group practices in the United States. Marshfield Clinic, headquartered 30 miles from Mosinee, employs over 660 physicians in more than 80 medical specialties and subspecialties. Examples of specialties include: electrophysiology, maternal-fetal medicine, neuro-oncology, and pediatric orthopedic surgery. More than 340 physicians currently serve at the 40 sites in Marshfield Clinic's regional system. The clinic employs over 5,000 support personnel.

www.marshfieldclinic.org

Marshfield Medical Research Foundation

The Marshfield Medical Research Foundation (MMRF) was established in 1959 and has grown from one employee working in 145 square feet of space to more than 200 housed in approximately 100,000 square feet. More than 750 active research projects/protocols are underway at MMRF. Included are projects focusing on: animal to human disease

transmission patterns, cancer etiology, the effect of population screening and outreach on disease patterns, patterns of disease and injury in aging populations, prostate cancer, protozoa and human disease, and Tourette's syndrome. MMRF has grown into one of the largest private medical research initiatives in the nation.



National Farm Medicine Center (Marshfield)

The National Farm Medicine Center (NFMC), established in 1981, conducts high quality research into human health and safety associated with agriculture and rural life. NFMC is composed of four units: the National Children's Center for Rural and Agricultural Health and Safety, Midwest Agricultural Research Center, Environmental Health Laboratory, and the Reproductive Toxicology Laboratory. www.lairdcenter.org

HEALTH CARE

When you and your family need medical attention, it's nice to know that highly qualified healthcare professionals are nearby, waiting to get you back on your feet in no time. Rapid emergency response units are standing by to get you to the most modern facilities. And, because you deserve dedicated doctors who have the greatest respect for your health, only the most qualified healthcare professionals staff hospitals around the area. With compassion and concern, and utilizing state-of-the-art technology, they are there for your family, 24 hours a day, seven days a week.

Mosinee residents have access to the following healthcare facilities throughout the region:

Marshfield Clinic — Mosinee Center (Mosinee)

Rice Medical Center (Stevens Point)

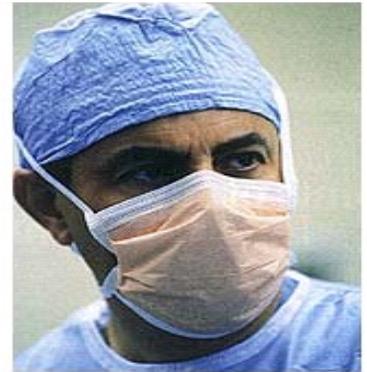
Riverview Hospital (Wisconsin Rapids)

St. Joseph's Hospital (Marshfield)

St. Michael's Hospital (Stevens Point)

Aspirus Hospital (Wausau)

St. Clare's Hospital (Weston)



Dedicated Doctors and Staff

EDUCATION

Life-Long Learning

To build upon the excellent educational foundation established in Mosinee Schools, students can continue their path to success at any of several acclaimed colleges and universities. Many choose to begin their higher education careers at two-year colleges, before transferring to a four-year university to complete their degree. North-central Technical College in Wausau helps career-minded students to focus on reaching their professional goals while The University of Wisconsin - Marathon County, offers degree programs in a variety of fields. Located in Wausau, UWMC has been established as a center of learning, scholarship, creative arts, and cultural activity, is a member of the University of Wisconsin Colleges and offers freshman-sophomore education in the liberal arts and pre-professional fields. Many students also enroll in the programs offered at the University of Wisconsin — Stevens Point, whose broad-based curriculum is consistently recognized as one of the finest in the state. Whatever their future goals and aspirations, Mosinee students are assured of quality options for future educational success. The Mosinee School District offers adult community education through a wide variety of classes and activities that are educational, affordable, entertaining and enriching.”



Excellent Educational Opportunities for all Ages

Striving for an environment where individual differences are acknowledged, the growth of each student's potential is encouraged. They maintain high standards of achievement so the programs, at whatever level, may serve as a foundation for lifelong learning and progress.

Education Mosinee Schools

Source: Mosinee School District, Wisconsin Valley Lutheran High School, and St. Paul's Catholic School

Mosinee School District

The School District of Mosinee exists to provide the highest quality of education possible. It continues to meet the needs of individual students in a safe, nurturing environment through the partnership of school, family, and the community, developing citizens who function as productive members of a worldwide community.

The school district works hard to be the district of choice in central Wisconsin for educational excellence. Over 2000 students attend the Mosinee School District. All of the schools are located within the City of Mosinee. The Mosinee School District is large enough to offer a varied and high quality curriculum which serves the needs of students. Our elementary school offers multi-grades, looping and traditional grade structures. Parents have some choices. At the middle school, students can participate in an innovative outdoor education program. Courses at the high school range from vocational courses to advanced placement courses. Our students excel in state testing. We expect all students to achieve. Nearly 80% of our students go on to post secondary education.

The school district is large enough to offer a variety of extra-curricular opportunities for boys and girls in athletics, music, drama and club activities yet small enough to provide individual attention. In Mosinee, our students know each other and parents have access and input into the system. Community members are also invited into our schools. The Creske Community Center which includes a swimming pool, auditorium and meeting rooms is located within our schools between the middle school and high school.

For more information, browse our website: www.mosinee.k12.wi.us



WISCONSIN VALLEY LUTHERAN HIGH SCHOOL

Wisconsin Valley Lutheran High School is a special school filled with talented people who weave a religious education into the fabric of students' everyday life. Wisconsin Valley benefits from a low student to teacher ratio and low student to computer ratio, and is noted for its dedication to individual attention. Wisconsin Valley Lutheran High School opened in September, 2004. It is located on 53 acres of wooded property along the banks of the Wisconsin River and easily accessible off Interstate 39. Wisconsin Valley Lutheran provides a quality Christian secondary education in a small and personal setting. It is affiliated with the Lutheran Church-Missouri Synod. www.wvlhs.net



St. Paul Catholic Grade School

Another outstanding parochial option for Mosinee students is available at St. Paul School. Open to all religious denominations, St. Paul is committed to provide education focused on fundamental principles and strengthening basic skills. Students succeed in an environment that fosters academic improvement while supporting individual spiritual growth for children in grades pre-K-8. Many students choose to continue on with a religious high school experience by attending Newman Catholic High School, just twenty minutes north of the City of Mosinee. www.stpaulmosinee.org



EDUCATION COLLEGES

Source: Northcentral Technical College, Mid-State Technical College

Northcentral Technical College (NTC)

NTC, located in Wausau, facilitates learning of high value to businesses, individuals, industries, and organizations, which builds a competitive workforce in a changing global society. NTC has more than 40 programs and certificates to choose from, all with exceptional career opportunities. NTC has an active Student Life program that includes more than 30 program-related clubs, intramural sports, on-campus events, and student government. The college also has access to facilities at UW-Marathon Center, including the dorm, field house, and swimming pool. Mosinee H.S. students can earn advanced credits through NTC.

For more information, call (715) 675-3331 www.ntc.edu



Mid-State Technical College (MSTC)

MSTC, located in Wisconsin Rapids, has assumed a vital leadership role in the development of the central Wisconsin economy and workforce. As one of 16 publicly supported colleges in the Wisconsin Technical College System, MSTC provides a dynamic learning environment that assists area residents in achieving their career and personal goals. **For more information, call 1-888-575-MSTC www.mstc.edu**

EDUCATION UNIVERSITIES

Source: University of Wisconsin-Marathon County, University of Wisconsin-Marshfield/Wood County, and the University of Wisconsin-Stevens Point

University of Wisconsin-Marathon County (UWMC)

UWMC, located in Wausau, offers a solid academic foundation that leads to success in college and future careers. Their classes average 20 students per class, so more one-on-one attention is available. In addition to earning an Associate's Degree, students can also complete a Bachelor's Degree from the University of Wisconsin in business, general studies or nursing on the UWMC campus. UWMC has an acclaimed series of Lecture & Fine Arts events and entertainment, intercollegiate and intramural sports, regular concerts by their show choir, and theater productions. Students can also get involved in the Ambassador program, the campus newspaper, student government, and a variety of clubs.

For more information, call (715) 261-6100 www.uwmc.uwc.edu



University of Wisconsin-Marshfield/Wood County (UW-MWC)

Founded in 1964, the UW-M/WC is one of the University of Wisconsin's 13 two-year colleges. UW-MWC provides freshman and sophomore students with fully accredited coursework leading to the Associate of Arts and Science (AAS) Degree.

For more information, call (715) 389-6500 www.marshfield.uwc.edu

University of Wisconsin-Stevens Point (UWSP)

UWSP, just 20 minutes from Mosinee, is accredited by the Commission on Institutions of Higher Education of the North Central Association of Colleges and Schools to offer undergraduate college programs leading to the bachelor's degree and graduate programs leading to the master's degree. In the Spring of 1998, the university was re-accredited by the NCA for the maximum ten-year period.

For more information, call (715) 346-0123 www.uwsp.edu



MEDIA COMMUNICATIONS

Newspapers:

Mosinee Times.....2,500 (weekly)
 Wausau Daily Herald.....23,000 (daily) 31,000 (Sunday)
 Marshfield News Herald.....6,000 (daily) 14,000 (Sunday)
 Buyers Guide.....(weekly)

Radio Stations:

WCLQ-FM(89.5) Christian Contemporary
 WHRM-FM(90.9) Public Radio
 WLBL-FM(91.9) Public Radio
 WNRB-FM(93.3) Variety
 WRVM-FM(93.7) Religious
 WWIB-FM(94.3) Christian Contemporary
 WOFM-FM(94.7) Adult Hits
 WIFC-FM(95.5) Top-40
 WLJY-FM(96.7) Adult Contemporary

WSPT-FM(97.9) Oldies
 WMZK-FM(99.1) Rock
 WRVM-FM(100.7) Religious
 WRVM-FM(101.3) Religious
 WDEZ-FM(101.9) Country
 WOFM-FM(102.9) Adult Hits
 WMZK-FM(104.1) Rock
 WKQH-FM(104.9) Country
 WYTE-FM(106.5) Country
 WBCV-FM(107.9) Hot AC
 WSAU-AM(550) News/Talk
 WJMT-AM(730) Country
 WXCO-AM(1230) Sports
 WRIG-AM(1390) Nostalgia

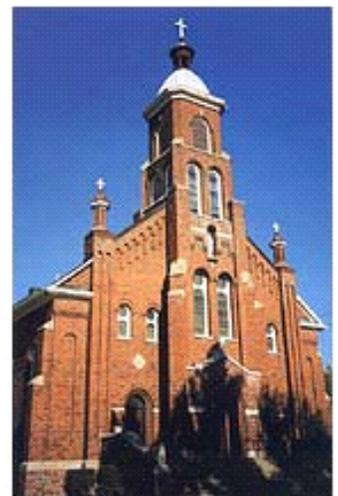
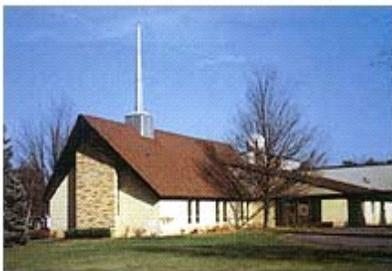
SERVICE ORGANIZATIONS

Mosinee is the home of numerous civic clubs and community organizations devoted to creating strong ties, providing leadership, and helping the needy. There are dozens of active groups in the area that have charters and membership rolls spanning many generations. Contact the Mosinee Area Chamber of Commerce for more information regarding schedules, activities and membership.

American Legion, Big Brothers/ Big Sisters, Community Center of Hope, Circle of Joy, Friends of River Park, Jaycees, Lions, Masons, Mosinee Area Action Club, Mosinee Community Athletic Association, Mosinee Women Civic Association, Parent Teachers Organization, Quilting Angels, Veterans of Foreign Wars, YMCA

CHURCHES

People in Mosinee weave faith into the tapestry of daily life, whatever their spiritual persuasion. By gathering together to express continued devotion at a local congregation, their commitment to spiritual growth shines as an example to others. During the week this example extends throughout the community as daily, one finds selfless volunteers donating their time to improve the lives of the less fortunate through dozens of social outreach programs sponsored by local churches. Church based organizations such as the Mosinee Circle of Joy offer support and developmental opportunities to youth and seniors alike. Mosinee’s faith community moves forward with a vision that will accommodate the spiritual needs of an increasing number of faithful. There are over 20 places of worship in the Mosinee area.



MOSINEE EVENTS CALENDAR

Annual Events:

January:

February:

- MAAC Ice Fishing Tournament

March:

April:

- Mosinee in Action

May:

- American Cancer Society Relay for Life
- St. Paul's Festival

June:

- MAAC Take a Kid Fishing Day

July:

- 4th of July Celebration
- Minnow races
- Polish Fest

August:

- Little Bull Falls Log Jam
- Reunion Softball Tournament

September

- Greater Mosinee Open—Golf

October:

- Haunted Hayride

November:

-

December:

- Christmas Parade of Lights

Mosinee Community Band

The historical Band plays music for the community every Tuesday during the summer in River Park. At the bandstand, you will find folks enjoying this wonderful tradition.

CULTURAL ACTIVITIES

New Visions Gallery

The New Visions Gallery is Marshfield's special place for the visual arts. Since 1975, the nonprofit community gallery/museum has been located in the lobby of the Marshfield Clinic with additional office space and support on the lower level. The facilities are donated to the community program by the Marshfield Clinic. Exhibits change every six-eight weeks and feature a variety of art forms including national traveling exhibitions, quality regional art, and significant works on loan from private and public collections. www.newvisionsgallery.org



The Grand Theater

Totally renovated in 1987, the Grand Theater, located in Wausau, is the place to see live touring productions from dance to drama, local performing arts events, and films on its big screen. Originally opened in 1927 as an opera house, this beautiful Classical Revival structure seats 1,250. Past seasons welcomed The American Players Theater, The Feld Ballets/NY, The Milwaukee Symphony, The Kodo Drummers, Parsons Dance Company, and many more! In addition, the Arts Block has recently been completed. This dream connects three landmark buildings to enhance comfort and efficiency for the audience and performers, and it will open exciting new possibilities for arts, entertainment, and gathering of all sorts. www.onartsblock.org

Center for the Visual Arts

A Wausau Historic Landmark, this neo-classical style building, provides exhibition space for local and regional artists in any media. Thematic showings throughout the year feature the talents of community members. The Center also offers nclasses in all media to all age groups. www.cvawausau.org

Source: The Grand Theater and the Wausau/Central Wisconsin Convention & Visitor's Bureau

MUSEUMS

Leigh Yawkey Woodson Art Museum

The Museum, in Wausau, is housed in a transformed English Cotswold-Style residence, which has undergone a series of expansions since 1976. Now totalling more than 10,000 square feet of gallery space, the Museum offers an active schedule of changing exhibitions that encourage frequent visits. There are permanent collections of historic and contemporary paintings, graphics, and sculptures primarily focusing on birds. The museum is the ideal place to get in touch with art and nature. Elegant gardens dotted with sculptures take on a new look with each new session.

Andrew Warren Historic District

This architecturally significant area, in Wausau, contains sixty-two historic buildings which are mostly homes. There are buildings from the Prairie School of Architecture and examples of Greek Revival, Queen Anne, and Neo-classical Revival styles.

Marathon County Historical Museum

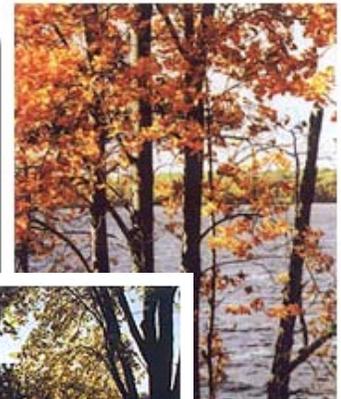
Imagine life in a by-gone era upon entering the former home of Cyrus Yawkey, one of Wausau's early leading citizens. Listed in the National Register of Historic Places, the Marathon County Historical Museum in Wausau, houses an authentically furnished music room, dining room and parlor. Remodeled bedrooms on the second floor display rotating or visiting exhibits. The Historical Society's library resides in the ballroom on the third floor.



MOSINEE AREA ACTIVITIES

Things To Do In Marathon County:

Lakes	30,000 acres
Public Use Lands	50,000 acres
Boat Landings	11
Swimming Beaches	8
Swimming Pools	8
Wading Pools	8
Whitewater Course	1
County Parks	23
ATV Trails	450 miles
Cross-Country Ski Trails	55 km
Hiking Trails	119 miles
Mountain Bike Trails	43.2 km
Snowmobile Trails	800 miles
Archery, Rifle, & Trap	1
Baseball/Softball Fields	21
Bowling Centers	6
Golf Courses	8
Indoor/Outdoor Ice Skating Rinks	14
Private Fitness Clubs	6
Ski Hills	2
YMCA	2
YWCA	1
Movie Theaters	4 (21 screens)



YMCA

The Wausau YMCA provides services to the Mosinee area. The facilities and programs include: aerobic classes, basketball, family and youth programs, a preschool center, swimming, and weight training. Adult, preschool, teen, and youth programs offered at the YMCA consist of bus trips, dance, preschool classes, self-defense, support groups, teen/peer education, and many more activities and clubs. The facilities are available for business and church fun nights, group lock-ins, and school events.

For more information, call: (715) 845-2177

RECREATION

Warm Weather Options:

Local Parks

The City of Mosinee is very fortunate to have twelve beautiful neighborhood and community parks for our residents and visitors to enjoy! To assist with the long-term maintenance of our parks system, over ten years ago the City initiated an "Adopt A Park Program", where different individuals and organizations within the community have adopted a city park and provide routine maintenance activities at that park. These groups have also completed capital improvements at their adopted parks as their funds permit. The City is very grateful for this assistance and we recognize that these organizations' contributions to our park system are certainly a shining example of why Mosinee is such a great community!

Biking

Bicyclists can enjoy excellent mountain bike terrain or popular street routes. Also, there is a state touring trail that passes through our city.

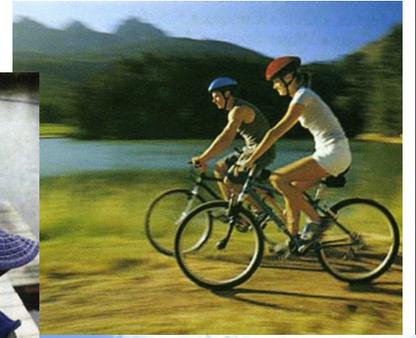
Fishing

Dip your line in one of the many bodies of water in Marathon County. These waters contain: crappies, musky, northern pike, panfish, smallmouth bass, and walleyes. The Wisconsin River and numerous lakes are easily accessible through the various public boat landings which are located in the public parks.

Golf

Once the golf bug bites and it's time for you to get back into the swing of things, then Mosinee and the surrounding area have just the thing for you. Duffers of all skill levels delight in the golf course right here in our city. Adjacent to the Central Wisconsin Business Park, Indianhead Golf Course, a challenging 18-hole course, was designed with the golf lover in mind. Its 18 holes, groomed for the new season, will challenge your fortitude and test your mettle as they gently bend and break amidst quiet woods and lazy streams.

The Mosinee-Wausau area, offers eight courses for golfers of every caliber. Several courses contain driving ranges and most rent riding carts. Green fees vary but most courses provide student and senior citizen rates.



Hiking

For those who enjoy natural beauty, there are over a hundred miles of hiking trails, including the nationally recognized Ice Age Trail and several other trails throughout Rib Mountain State Park.

Hunting

Marathon County's hills and woods are abundant with gamebirds and wildlife.

Kayaking

Wausau's whitewater course, located downtown, offers a challenge for the experienced canoer and kayaker. The course is one of the nation's best slalom courses and there is plenty of room for spectators.



RECREATION (continued)

Winter Weather Options:

Cross-Country Skiing

For those who want to get a little closer to nature, there are five courses in the Wausau area: Big Eau Plaine, Greenwood Hills, Nine-Mile Forest, Ringle, and Sylvan Hill. Beginner or advanced skiers will find the trails to be a welcomed challenge. Nine Mile forest is the best trail in the area because its well-groomed trail offers a blend of forest types and scenic views.

Downhill Skiing

Downhill skiers will find some of the Midwest's best skiing in the area at Granite Peak and Sylvan Hill. Granite Peak is located in Rib Mountain State Park and has 51 runs for all levels of expertise. Sylvan Hill is an excellent place for those just learning to ski. Warm up in the heated chalet after giving one of the four runs a try. Also, both hills welcome snowboarders to enjoy their sport.

Ice Skating

Figure and hockey skaters can take to the ice on Mosinee's outdoor public rink, or the indoor recreational center.

Tubing

Great family fun on beautiful Sylvan Hill recreational area.

ATV and Snowmobiling

There are over 800 miles of snowmobile trails in Marathon County. The well-marked trails allow riders to explore the forests, roam the countryside, and scale Rib Mountain. The trails can also be used by ATVs if conditions are favorable (temperature below 28 degrees).

For more information, call 1-888-WI-VISIT

Snowshoeing

Enjoy the area's scenery and wildlife by snowshoeing through the many trails in Marathon County's parks and woods.

Source: Wausau/Central Wisconsin Convention & Visitor's Bureau



CLIMATE

Mosinee's climate offers four distinct seasons. The mean temperature is 44 degrees (January mean temperature is 14 degrees; July mean temperature is 70 degrees), and its annual precipitation is 32.1 inches.

Month Average Daily Temperature Precipitation (2008)

(degrees in Fahrenheit) (in inches)

Month	High	Low	Precipitation (inches)
January	High 6	Low 14	1.2
February	High 8	Low 16	1.2
March	High 19	Low 27	1.8
April	High 33	Low 41	2.6
May	High 44	Low 54	3.7

Month Average Daily Temperature Precipitation (2008)

(degrees in Fahrenheit) (in inches)

Month	High	Low	Precipitation (inches)
June	High 77	Low 54	4.4
July	High 82	Low 59	3.9
August	High 79	Low 57	3.9
September	High 71	Low 49	3.7
October	High 58	Low 38	2.6
November	High 40	Low 25	1.9
December	High 27	Low 12	1.2

Source: weatherbase.com

CHILD CARE

The Mosinee Preschool, Inc. is a not-for-profit organization which has been serving the Mosinee community since 1981. Organized and operated by the association of parents whose children are enrolled, it is state licensed and has an excellent reputation for quality programs for 3-5 year olds. Children engage in activities teaching them to listen, follow directions, and interact with others so they can enter kindergarten with confidence. If you would like to send your student on an alternative educational track, however, then you will find that there is a choice of many outstanding private and parochial schools in the area.



KIDStown USA



Story Book Kids

A couple of great choices for area families are **KIDStown USA** and **Story Book Kids**.

Open since 1993, **KIDStown** is a state licensed child care center, serving area families with children ages 6 weeks through 12 years of age. A qualified staff provides child care and preschool for children through 5 years of age at their location in the Central WI Business Park. KIDStown also offers before and after school care at Mosinee Elementary School, and off site programs for school age children during the summer and non-school days.

Story Book Kids, opened in 2006, is a state licensed child care center, serving the Mosinee Community. **Story Book Kids** offers programs for children aging from infants to school age. **Story Book Kids** also offers Preschool and 4K classes and after school care.

Family Resource Center

The Family Resource Center is a cooperative effort of community resources working together to give parents education and support. Mosinee Family Resource Center is dedicated to providing parents with education and resources needed to build a healthy family. Parents who participate in Center activities will learn effective discipline techniques, improve family relationships, and learn to effectively talk with their children.

CENTRAL WISCONSIN BUSINESS PARK TENANTS

ABL Lights Inc.
American Asphalt
Benefit Partners
Cequent (formerly Fulton Performance Products)
Federal Express—Air
Federal Express—Ground
Future Products Inc.
Industrial Recyclers of Wisconsin
Kidstown USA
Maple Ridge Farms Inc.

Quast Testing and Consulting
River Valley State Bank
SNE Enterprises Inc. - Crestline-Vetter - A Ply Gem Company
Storm-Tite
United Association of Plumbers Local 434
Viking-Sentry
Wad's Woodworks Inc.
Wausau Benefits
Wausau Financial Systems
WFS' Corporate Headquarters March Heights

ECONOMIC DEVELOPMENT

Mayor Alan Erickson and State of Wisconsin Department of Commerce Secretary Mary Burke discuss the City of Mosinee's economic development efforts, after Secretary Burke formally announced on April 22, 2005 that SNE Enterprises will receive a \$500,000 Community Development Block Grant for Economic Development (CDBG-ED) from the Department of Commerce to expand its manufacturing facility in Mosinee. The economic prospects for the area are excellent. The Central Wisconsin Business Park, anchored by the SNE corporation's plant, has attracted significant new employers to the area. Wausau-Mosinee Paper Corporation remains a highly successful enterprise. Central Wisconsin Airport, located across from the business park, recently expanded and installed a new control tower and radar facility and provides regular passenger and freight service for the region.



State of Wisconsin Department of Commerce Secretary Mary Burke Visits Mosinee.

CENTRAL WISCONSIN BUSINESS PARK

The Central Wisconsin Business Park encompasses over 400 acres of land. Nestled between the regional Central Wisconsin Airport and Indianhead Golf Course, an 18 hole Championship course, the Business Park offers direct access to high quality transportation and recreational facilities for you and your clients. The Central Wisconsin Airport serves 3 different commercial carriers and houses a number of corporate jets.

Across the State of Wisconsin, the Central Wisconsin Business Park has been cited as having some of the most stringent deed restrictions for an industrial park. For that reason the Business Park is the most aesthetically pleasing park in the State. In addition, these standards have increased the property value in the park, which in 2008 has an equalized value at \$29,066,000.

The Central Wisconsin Business Park is completely developed with water, sewage, natural gas, and fiber optic cable.

Because of our central location, Mosinee draws from a regional labor pool including the greater Wausau area, Stevens Point and Marshfield. Industries in the park employ over 2,500 people and four of Mosinee's largest employers are located there. Employers cite our strategic location, excellent business climate, and outstanding community resources as contributing to their success in attracting high quality labor. In addition, employers have tapped into the numerous first rate training programs offered by North Central Technical College and the

University of Wisconsin Stevens Point.

The City of Mosinee has a revolving loan fund available to assist your financing needs. In addition, incentives have been provided to firms locating in the area. Contact our City Administration at 715-693-2275 for more information about the park or send us an email at cityadm@mosinee.wi.us



MARATHON COUNTY CIVILIAN LABOR FORCE

AREA WAGES

Occupation	Average Wage	Median Wage
Accountants & Auditors	\$27.15	\$26.66
General & Operations Managers	\$43.92	\$39.32
Marketing Managers	\$46.17	\$42.33
Sales Managers	\$47.59	\$44.15
Administrative Service Managers	\$26.78	\$21.49
Computer & Information System Managers	\$42.95	\$39.32
Financial Managers	\$45.64	\$42.62
Loan Officers	\$23.18	\$21.77
Registered Nurses	\$28.05	\$27.43
Dental Assistants	\$13.66	\$13.52
Medical Assistants	\$13.94	\$13.86
Waiters and Waitresses	\$9.10	\$7.81
Cashiers	\$8.31	\$8.11
Insurance Sales Agents	\$24.56	\$20.40
Payroll & Timekeepers	\$14.84	\$14.65
Secretaries, except legal, medical, & exec.	\$12.13	\$11.40
Automotive Body & Related Repairers	\$17.79	\$17.12
Maintenance Workers	\$17.59	\$18.52

Source: Marathon County Job Center, Occupational Wage Survey Report (2000), and the U.S. Census Bureau (2000)

EMPLOYMENT BY INDUSTRY

Natural Resources, Mining & Construction	2,800
Manufacturing	17,500
Wholesale Trade	4,700
Retail Trade	8,500
Transportation, Warehousing & Utilities	2,700
Information	700
Finance, Insurance, & Real Estate	5,900
Professional and Business Services	4,400
Educational, Health & Social Services	8,500

Source: Wisconsin Department of Workforce Development, 2008

MARATHON COUNTY CIVILIAN LABOR FORCE (continued)

EMPLOYED PROFESSIONALS

Architects	120
Attorneys	120
Certified Public Accountants	330
Computer Systems Analysts	150
Engineers	370
Human Resource Managers	90
Pharmacists	40
Surgeons	40

Source: UW-Extension Service, Wisconsin Agricultural Statistics Service

AGRICULTURE

Agriculture serves as a strong economic base in Marathon County. Ranking #1 in total milk production, Marathon County's farms produce \$307,437,000 in agricultural commodities annually. Marathon County also leads the U.S. in the cultivation of ginseng, accounting for well over 90% of the U.S. crop. Ginseng production is approximately a \$14 million/year business.

Number of farms.....	2,545
Acres in farms.....	490,628
Average acres.....	193
Number of milk cows.....	62,840
Total milk production (lbs.).....	1,031,000,000

CASH RECEIPTS FROM FARM MARKETING

All commodities.....	\$307,437,000
Livestock.....	\$262,079,000
Milk production.....	\$135,300,000
Crops.....	\$45,358,000

CITY GOVERNMENT

The city is governed by a mayor and 6 elected aldermen and alderwomen, and has a professional city administrator. City offices operate in conjunction with the governing body to keep day-to-day operations running smoothly. The city provides water, sanitation, and recycling services.

The city's aggressive industrial development program utilizes a public/private partnership to create win-win situations for everyone involved. The city has a long history of successfully tapping financial assistance programs to promote economic development. Tax incremental financing, Industrial Revenue Bonds, assistance to obtain labor-training grants for businesses, and a local economic development loan program are just a few of the tools used to boost business development.

The Mosinee Police Department has 6 full-time officers and a chief of police trained to serve and protect the community. The city's state-of-the-art enhanced 911 communication center handles police, fire, and emergency calls.

Firefighting and emergency services are managed by the Mosinee Fire District, which has a fire rating of five. The Fire Chief supervises 35 skilled volunteers. This well-equipped force has the latest in firefighting equipment, so it is always prepared to handle a variety of emergencies. Emergency services are managed by an EMT coordinator and consists of 3 full-time EMTs and 27 first responders. The department operates in conjunction with fire fighters from the Towns of Mosinee, Knowlton and Bergin for optimum protection of the community and its residents.

FINANCIAL SUPPORT

Financial institutions provide the support necessary for new and expanding businesses. The combination of a good business portfolio, capital incentives, and strong labor force affords Mosinee a substantial economic foundation to build on for years to come.

FINANCIAL ASSISTANCE

Small Business Administration (SBA)

The SBA offers loan guarantees that are used in conjunction with bank financing to improve loan terms. The SBA can provide information on authorized micro-lenders that make loans of \$25,000 or less, ad-certified development corporations that make fixed-rate, long-term loans for the acquisition of business assets. The SBA offers a simplified application loan guarantee program called Low Doc for loans under \$100,000.

Wisconsin Housing and Economic Development Authority (WHEDA)

WHEDA provides funding programs for small expanding or start-up businesses.

For more information, call 1-800-334-6873

Small Business Guarantee

Small Business Guarantee can be used for expenses of land, buildings, equipment and inventory associated with the expansion or acquisition of a small business (50 or less fulltime employees). The guarantee is limited to 80% or \$200,000. This program can finance a mixed-use project if the business occupies at least half of the building. This program can also be used to start a day care business including cooperative ownership or non-profit status.

SBA 502-504 Loans

SBA 502 and 504 program loans provide fixed rate, long-term financing with lower-than-market rates, and low down payments for business, land, buildings, or equipment. Financing is mainly available for established firms, but some start-up or early-stage situations may be financed. Usually, projects below \$100,000 will not be financed under the program. These loans are available from designated development corporations in your area.

For more information, call (608) 258-8830

Industrial Revenue Bonds (IRB)

IRBs are municipal bonds with proceeds that are loaned to private persons or to businesses to finance capital investment projects. All Wisconsin municipalities, cities, villages, and towns are authorized to issue IRBs.

For more information, call (608) 267-0762

Major Economic Development (MED) Program

The MED program is designed to assist businesses that will invest private funds and create jobs as they expand in or relocate to Wisconsin. The program offers low-interest loans or business development projects that create a significant economic impact.

For more information, call Deb Clements, (715) 344-1381.



Wisconsin Business Development (WBD)

WBD is a private, non-profit development corporation which offers Small Business Administration (SBA) loan programs that are not directly available through private lenders. These programs provide small businesses with fixed rate financing for up to 20 years.

For more information, call (715) 343-9082

Small Business Innovation Research (SBIR) & Small Business Technology Transfer (STTR) Programs

The SBIR and STTR programs provide funding for higher risk, early-stage products and technologies. They are highly competitive federal programs that encourage small businesses to bring innovative technologies to market.

For more information, call (608) 266-5557

Source: Wisconsin Business Development Finance Corporation and the Wisconsin Department of Commerce

Agribusiness Guarantee

The Agribusiness Guarantee provides loan guarantees for projects developing products, markets, and methods of processing or marketing for a Wisconsin-grown commodity. The maximum guarantee of 80% on loans up to \$750,000 can be used for equipment, land, buildings, working capital, inventory, and marketing expenses.

For more information, call 1-800-334-6873

McDEVCO Revolving Loan Fund (RLF)

RLF provides financial assistance for new and established businesses in Marathon County. The RLF was established to provide an accessible source of financing for projects that would create and retain private sector jobs, increase incomes, expand local tax base, and leverage private investment.

For more information, call (715) 845-6231

Local Property Taxes

2008 Tax Rate per \$1000 Assessed Value	
City of Mosinee.....	\$6.35
Marathon County	\$6.18
State of Wisconsin	\$0.20
School District	\$10.12
NTC	\$2.20
Tax Credit	(\$1.65)
Net Property Tax Rate	\$23.41
County Sales Tax	0.5%
State Sales Tax	5.0%

Source: Marathon County Public Library and City of Mosinee



COUNTY GOVERNMENT

Marathon County

Marathon County is governed by the Board of Supervisors which is comprised of 38 members. One Supervisor is selected from each of the 38 districts, serving a two-year term. Marathon County employs a full-time County Administrator. County services include: Central Wisconsin Regional Airport, coroner services, county highways, a county-wide 911 emergency service, court system, emergency government, health services, maintenance of public records, parks and forests, public library, sheriff's department and public safety facility, social services department, University of Wisconsin Extension, veterans counseling, and zoning.

Marathon County Library Administration

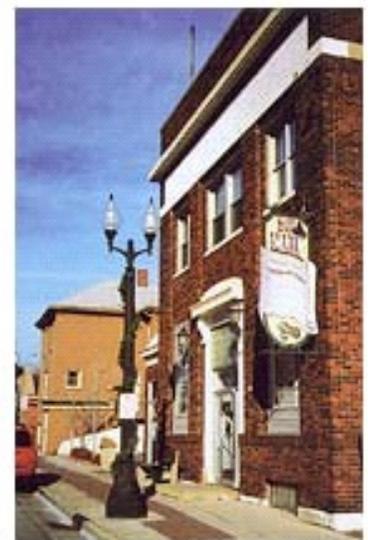
Marathon County Public Library offers a plethora of materials and services for county residents of all ages. The Wausau location, the seven branch libraries and the bookmobile provide over 360,000 books and audio-visual items. By using the library's website, any item can be requested via the computer catalog and electronic books and other electronic information can be accessed. Family story times and other public programs are offered at all locations.

MOSINEE AREA CHAMBER OF COMMERCE, INC.

The Mosinee Area Chamber of Commerce Inc. is a volunteer partnership of local businesses working together with the local government to make Mosinee a great community for everyone to live and work in. The Chamber works with its members to provide services they want and need. If you are in business and are not yet a member of the Mosinee Area Chamber of Commerce, Join Today! You'll enjoy the many opportunities available for your business and personal growth. Our mission is to serve as a resource in order to promote the interests of area businesses and the community of Mosinee. It is our goal to be a valuable asset both to area businesses and this fine community.

Membership with the Mosinee Area Chamber of Commerce is a great networking opportunity for you and a great way to introduce your business to the community. Become active with the area events, familiarize yourself with area business resources and get to know the members of your community. The Mosinee Area Chamber of Commerce is excited about working with you to help promote your business. Please contact us:

www.mosineechamber.org Phone (715) 693-4330 Email macoc@mtc.net



TRANSPORTATION & UTILITIES

TRANSPORTATION

Highway Access:

Mosinee has direct access to interstate highway 39 and U.S. highway 29, placing the community within direct shipping routes between Green Bay, Minneapolis, Madison and Chicago.

Air Service:

Central Wisconsin Airport

Mosinee is the home of the only regional airport serving North Central Wisconsin.

Runway lengths:

6,500 feet and 7,645 feet - grooved concrete (two instrument approaches including instrument landing system)

Services:

Three commercial airlines provide services to Chicago, Detroit, Milwaukee, and Minneapolis Also available are: Aircraft maintenance, Avgas, charter services, flight training, and jet fuel.

Commercial Airlines:

American Eagle
Northwest/Mesaba
United Express

Marshfield Airport

Location:

25 miles from Mosinee

Runway Lengths:

3,800 feet and 5,000 feet - asphalt surface (four instrument approaches for three runways, lowest minimum is 450 feet)

Services:

Aerial photography, aircraft maintenance-single and multi-engine, aircraft rental, Avgas, aviation written exams, car rental, charter services, flight instruction, flight physicals, free tie-downs, jet-A fuel, overnight hanger space, pilot examinations, and room to build your own hanger.

Wausau Municipal Airport

Location: In the city limits of Wausau

Runway lengths:

3,085 feet and 5,200 feet - asphalt surface (four instrument approaches available) 8,000 feet water seaplane runway on Lake Wausau

Services:

General aviation and corporate through Air Charter Ltd. and Air Direct, Avgas, jet fuel and flight training is available from Wausau Flying Service

Source: Central Wisconsin Airport, Marshfield Airport, Wausau/Central Wisconsin Convention & Visitor's Bureau, and the Wausau Municipal Airport

Truck:

Numerous national carriers serve the Mosinee area due to its convenient location with direct access to highways 29, 39, 54 and 10.

UTILITIES

Cellular Phones

Cellcom - local tower
Cellular One of Wausau - local tower
U.S. Cellular Corporation
Sprint
Einstein PCS
Alltell

Electricity

Supplier: Wisconsin Public Service
Source of energy: Coal, Hydro & Nuclear

Natural Gas

Supplier: Wisconsin Public Service
Pipeline source: ANR Pipeline Company

Sanitary Sewer

Treatment plant: Secondary
Percent of community served by sewer: 90%

Average load: 400,000 gpd

Design load: 800,000 gpd

Telephone(s)

TDS Telecom

Water Utility

Primary source of water: Wells-6 Total

Storage capacity: 1,125,000 gpd

Average consumption: 580,000 gpd

Peak consumption: 860,000 gpd

Analysis available: Yes

Landfill(s)

Marathon County Landfill

Recycling

IROW

Veolia Disposal

Marathon County Hazardous Waste Facility

Lodging

Super 8

400 Orbiting Drive,
Mosinee , 54455

Complimentary Continental Breakfast Free Wireless High Speed Internet Closest Hotel to Central Wisconsin Airport (CWA) Indoor Heated Pool, Hot Tub & Exercise Facilities Shuttle Service to/from Central Wisconsin Airport Meeting Room Whirlpool Suites Available Complimentary Newspaper in Lobby.

Lodge at Cedar Creek

805 Creske Avenue
P.O. Box 156
Rothschild, Wisconsin 54474

The resort - themed after the beautiful Wisconsin Northwoods and the Wausau area's historic lumber industry - features a 50,000 square foot indoor waterpark, the largest of its kind in northern Wisconsin. Other notable features include 140 family-sized suites, meeting facilities, and a heated, outdoor pavilion with adjacent gazebo-ideal for weddings, meetings, or family events.



CITY OF MOSINEE COMPREHENSIVE PLAN 2006

Economic Development – Conditions & Issues

The condition of the local economy directly influences local growth and development, and therefore must be considered when planning for a community's future. Employment patterns and economic trends generally occur on a regional scale. Often times residents of one community work in another. Similarly changes in a major industry can impact jobs and growth far beyond the community where the business is physically located.

It is therefore important to understand a local community's economy in light of its regional context. The following section provides a brief overview of the economy in Marathon County, in terms of key economic sectors and the regional labor force. A more specific description of employment trends, major local employers or industries, and where most residents of the City of Mosinee work follows. Potential economic development opportunities and/or issues regarding the local economy are also identified.

County Economic Environment

Originally, the Marathon County economy was based on forest resources and diversified agriculture. Increased population and infrastructure – railroads, roads and dams for power enabled the area to evolve beyond simple agricultural and logging operations. Resources that once left the area unprocessed were now transformed into finished products in the County, providing employment opportunities and adding value in forest products and agricultural processing. A number of related manufacturing operations grew up in the area, some based on forest products and agricultural products, others supplying the existing industries with fabricated metal products. As these industries progressed, so did industries such as transportation, communications, public utilities, government, trade, finance, insurance and real estate. The County now enjoys a well diversified economy.

Agricultural Economy

As an urbanized area, the City of Mosinee economy does not directly depend on agriculture. However, the economic health and vitality of the City of Mosinee is indirectly affected by the economic health of the agricultural economy and its impacts on surrounding communities. The agricultural economy is subject to national and international pressures, which creates challenges for rural areas seeking to adapt to the changing economic environment and preserve their rural agricultural heritage.

The Marathon County agricultural economy is in a depressed state due to a downturn in prices for agricultural goods such as milk and ginseng. At the same time that prices for farm commodities are low, cash rents for Wisconsin farmland has increased, and the percentage of farm equity associated with real estate values have increased significantly. The average cost for agricultural land being divert to non-farm uses has increased from \$544 per acre in 1990 to nearly \$1,200 per acre in 2000; this compares with the average cost for agricultural land continuing in agricultural use, which has increased from \$612 per acre in 1990 to nearly \$1,000 per acre in 2000. When farms are not profitable, and the value of land rises farmers have a harder time competing for the land base.

Information regarding forces influencing changes in the rural area was summarized from two reports prepared by the Marathon County Task Force on the Rural Economy: *Agricultural Issues in Marathon County* (January 10, 2003) and *Report of the Marathon County Task Force on the Rural Economy* (April 2003). Findings with relevance to the City of Mosinee are listed below:

- The average age of the current agricultural owner/operator is nearly 55; a large number are nearing retirement.
- The low entry rate into agriculture reflects the high capital investment and low profit margins.
- The number of dairy herds decreased by 40% (1565 to 951 farms) in the past 13 years.
- Dairy production is now more concentrated; the average size of dairy herds increased from 42 cows in 1990 to 62 cows in 2001. Nearly 50 dairies have over 300 animal units (200 cows), and 12 dairies have more than 1,000 animal units (more than 700 cows.)
- The immigrant work force associated with industrial farms, impacts public services such as schools, social services and law enforcement.
- Crop land and open space are being broken up into smaller fields by rural residences.
- Environmental regulation of farms by the State and Federal government continues to increase. Agriculture is identified as a major non-point source of water pollution (sediment and nutrients) in the U.S.
- Larger farm equipment damages local roads and farm traffic is increasing.
- Conflicts between various land uses in rural areas are increasing.

Key Economic Sectors

Key sectors of a regional economy can be identified by size; by growth or decline in employment; by a concentration of the industry in the local area exceeding the national concentration. An industry that shows a higher concentration of employment than the national average is considered a “basic industry” and is identified by a technique called “Location Quotient” analysis. Basic industries are those sectors that export a product or service from the local community into the national or international economy. They are a critical part of the “economic engine” for a region, affecting the growth and health of many dependent sectors such as retail, transportation, construction, and local services.

Top industry groups in Marathon County are shown in Table 11-1.

Table 11-1: Marathon County Top 10 Industry Groups Based on Number of Employees (March 2001)				
Industry Group	Employers	Employees	Numeric change	
			1-year	5-year
Health Services	139	4,646	251	-276
Lumber & Wood Products	41	4,438	-30	253
Educational Services	22	3,792	108	243
Eating and Drinking Places	192	3,554	219	335
Fabricated Metal Products	32	3,458	-184	168
Insurance Carriers	24	3,339	-171	*
Miscellaneous Retail	120	3,142	206	1,206
Paper and Allied Products	11	2,649	4	*
Industrial Machinery & Eqmt	37	2,642	41	697
Wholesale Trade – Durable	164	2,521	-89	63

*data suppressed to maintain confidentiality

Source: Wisconsin Department of Workforce Development, ES-202, December 2001

Local Economic Environment

The City of Mosinee developed in conjunction with the growth of the paper mill. While the mill has always been one of largest employers in the City, the economic base is fairly diversified. The City continues to function as a free-standing city with a traditional downtown commercial district. The City is also home to the Central Wisconsin Airport (CWA), which has fostered industrial and commercial development.

Table 11-2 provides a breakdown of employment by sector in the City. In 2000, there were 5,303 people employed at jobs located in the City of Mosinee. Most employment

was in manufacturing, which had 2,307 employees. This reflects the impact of the paper mill and the business park on employment in the City. Commercial employment is also relatively high with 1,213 jobs.

Table 11-2: Population and Employment by Sector, 2000

POPULATION	4,063
EMPLOYMENT:	
Commercial	1,213
Manufacturing	2,307
Service	780
Other	812
Self-Employed/Farm	191
TOTAL	5,303

Source: Marathon County 2030 Population and Employment Projections Methodology Report, NCWRPC, 2003

Employment Projections

Information on employment in Marathon County is gathered separately for non-farm and farm employment. The Wisconsin Department of Workforce Development (DWD) collects data on non-farm employment. The DWD estimated non-farm employment in Marathon County to be 49,407 in 1990 and 65,630 in 2000. This represents about a 33 percent increase over ten years. Data on farm employment is collected by the Census of Agriculture and consists of hired farm labor and operators. In 1987, farm employment in Marathon County was estimated to be 11,643 and in 1997 it was estimated to be 8,298. This represents a decrease of almost 29 percent.

The North Central Wisconsin Regional Planning Commission (NCWRPC) computed employment projections, based on the assumption that the historical growth rates described above would continue through 2030. These projections are shown in Table 11-3.

**Table 11-3: Employment Projections, 2000-2030
Total Employment by Year**

Total Employment by Year							
	2000	2005	2010	2015	2020	2025	2030
Mosinee	5,303	5,593	5,884	6,174	6,464	6,755	7,045
County	72,508	75,625	78,742	81,859	84,976	88,093	91,210

Source: Marathon County 2030 Population and Employment Projections Methodology Report, NCWRPC, 2003

By the year 2030, it is estimated that the City will provide employment to over 7,000 workers. This represents an employment increase of 1,742 jobs or almost 33 percent and assumes a moderate growth rate based on the rate of change in employment between 1990 and 2000 for non-farm employment. The estimates suggest an overall increase in employment by 2030 between 28 percent if a lower than expected growth rate occurs and 38 percent if a higher growth rate occurs (Table 11-3a).

	Percent Change in Employment by Growth Rate		
	Low Growth	Moderate Growth	High Growth
Mosinee	+28	+33	+38
Marathon County	+21	+26	+34

Source: Marathon County 2030 Population and Employment Projections Methodology Report, NCWRPC, 2003

Employment projections were also prepared for the 2035 LRTP, and are based on building permit and other data gathered between 2000 and 2005. These projections, shown in Table 11-4, indicate a significantly higher rate of employment growth than the NCWRPC projections. However, the number of total jobs is significantly lower. This is primarily due to the difference in number of jobs reported in 2000 by the NCWRPC versus the 2035 LRTP.

Table 11-4: Employment Projections, (MPO) 2000-2030

	Total Employment by Year							
	2000	2005	2010	2015	2020	2025	2030	% chg.
NCWRPC	5,303	5,593	5,884	6,174	6,464	6,755	7,045	33%
MPO Adjusted	3,374	3,700	4,026	4,352	4,679	5,005	5,331	58%

Source: Marathon County 2030 Population and Employment Projections Methodology Report, NCWRPC 2003 and Marathon County Metropolitan Planning Commission [MPO adjusted - prepared for 2035 LRTP]

Major Local Employers

The City is home to several large employers, which provide opportunities for many local residents to work close to home. Most residents who do not work in the City, commute to the Wausau metropolitan area, Stevens Point or Marshfield.

Wausau-Mosinee Paper Mill – This is one of the largest employers in the City.

Downtown Central Business District (CBD) – Most businesses in the downtown CBD consist of service or niche type businesses such as restaurants and antique shops. The downtown is also where City government offices are located.

CWA – The CWA is a major economic generator in the region. Its presence also serves as a major draw for other commercial, industrial and service businesses (e.g., motels, restaurants).

Business Park – The Central Wisconsin Business Park was created in the 1980s through a joint effort between the City of Mosinee and Marathon County. The City owns all of the remaining vacant lots and provides all the infrastructure in the park. The park is

currently home to over 15 businesses. One of the largest businesses, SNE Windows, employs about 1,200 people. Table 11-5 lists the current businesses in the park, when they opened and their size.

Table 11-5: Central Wisconsin Business Park Land Absorption by Facility

Year	Acres	Company	Facility Size
1990	43	SNE	643,000
1992	27	Fulton Performance Products	210,000
1995	5.8	Multi-Industries	120,000
1993	7	Wausau Financial Systems	60,000
1991	10	Future Products	40,000
1997	6.29	Storm-tite	40,000
1991	3	Federal Express	30,000
1997	6.36	Industrial Recyclers of WI	30,000
1994	5	ABL Lights, Inc.	22,000
1990	4	MapleRidge Farms	12,000
1989	2.6	Bender (River Valley Building)	12,000
1996	2.3	Bender (SNE office)	12,000
1999	3.2	Viking	10,000
1994	3.2	Wads Woodworks	8,000
1999	2.48	Plumbers Union	8,000
1988	2.87	American Asphalt	3,000
1993	2	Kidstown USA	2,800
Total Acres:	136.1	Total Building Size (square feet):	1,262,800

Source: Prepared by Economic Development Services based on telephone interviews with municipal officials.

A tax increment financing (TIF) district was created to help finance construction of infrastructure improvements in the business park. The City anticipates closing the TIF in 2003 with payoff by 2011. As shown in Table 11-6, there are about 50-acres of land available for new development in the business park. It is noted that some lots in the park are difficult to develop due to high bedrock. The City is open to working with developers to minimize constraints due to increased development costs resulting from high bedrock.

Table 11-6: Central Wisconsin Business Park Land Absorption History, 1990 - 2002

Total Land (acres)	186
Total Land Sold - 1990 – 2002 (acres)	136.1
Total land available for sale (acres)	~ 50
Ave. Absorption/year (acres)	11.34
Building coverage to date (square feet)	1,262,800
Building coverage to date (percent)	21%

Source: Prepared by Economic Development Services based on telephone interviews with municipal officials.

Issues

- **High Bedrock** – The presence of high bedrock in the Central Wisconsin Business Park makes it more difficult and expensive to develop certain lots. The City actively works with developers to try to minimize these constraints.

Economic Development – Goals, Objectives, Policies & Implementation

The City of Mosinee enjoys a diverse economic base, functioning as both a free-standing community with a traditional downtown and a regional commercial/industrial center. Mosinee is home to several large national and regional companies, including a business park that provides employment opportunities for residents throughout the Central Wisconsin region. The Wausau-Mosinee paper mill - the historic heart of the City's economy - continues to be one of the City's largest employers. The City is also home to the Central Wisconsin Airport, a regional transportation hub.

Goal 1: Revitalize older industrial and commercial areas in Mosinee.

- **Objective: To identify under-utilized commercial and/or industrial properties in the City and encourage their revitalization (i.e., along Old Highway 51).**
- **Objective: To proactively explore funding opportunities to provide support and assistance to established businesses to help them remain and expand in Mosinee.**
- **Objective: To ensure that public infrastructure (water, sewer, roads/access) is adequate to support redevelopment of existing commercial and industrial properties.**

Policies:

1. The City of Mosinee encourages and supports redevelopment to foster high-quality and well planned commercial and industrial development.

Strategies/Actions:

1. Identify and compile a map of parcels with potential for redevelopment. Initiate discussions with property owners regarding their plans, and whether they intend to sell the property. Zone these properties for commercial use.
2. Identify and prioritize public infrastructure improvements needed to foster new commercial and industrial development.
3. Consider establishing TIF district to finance public infrastructure improvements, property acquisition, etc. to foster redevelopment.
4. Work with MCDEVCO to identify potential programs and funding sources to assist local businesses.

Goal 2: Encourage full development of the Central Wisconsin Business Park.

- **Objective: To work with potential new businesses to overcome barriers to develop on lots with physical constraints (e.g., high bedrock) in the business park.**
- **Objective: To proactively seek potential new businesses and market remaining undeveloped land in the business park.**

Policies:

1. The City of Mosinee will strive to minimize barriers to development while ensuring that development occurs in an environmentally sensitive manner.

Strategies/Actions:

1. Maintain current information on vacant properties in the Central Wisconsin Business Park outlining development potential and incentives. Work with area realtors and the Mosinee and Wausau Area Chambers of Commerce to proactively market these properties.

2. Consider allowing flexible development standards on properties with environmental constraints. Such standards might include reduced setbacks, lower parking requirements, higher impervious coverage, etc. in exchange for implementing appropriate best management practices and other techniques, to ensure new development is done in an environmentally sensitive manner.

Goal 3: Maintain business vitality in downtown to provide a mix of goods and services for the City and surrounding area.

- **Objective: To continue to support the efforts of the Downtown Business Improvement District (BID) to enhance the downtown central business district.**
- **Objective: To continue to work with the BID to encourage new businesses to locate downtown.**
- **Objective: To continue to work with the BID board to provide support and assistance to downtown property owners to help them improve their properties and grow their businesses.**

Policies:

1. The City of Mosinee will strive to maintain a diverse and vital local economy.

Strategies/Actions:

1. Continue to support efforts of the BID.
2. Develop an inventory of vacant downtown property.
3. Target potential industries for recruitment.

New Business and Industry

The Central Wisconsin Business Park is nearly built out. Environmental constraints – particularly high bedrock – have made the remaining lots more challenging to develop. The City will continue to work with potential developers to develop these remaining lots.

In 1997 the City established a Business Improvement District (BID) in the downtown area to provide funds for building and property improvements. To date at least eighteen building facades have been improved and landscape enhancements have been made downtown. It is hoped that these improvements to the physical appearance of the downtown area will attract a variety of commercial, retail and service businesses downtown that cater to the needs of the local community but also attract customers from the broader region.

Redevelopment Opportunities

In addition to the downtown improvements noted above, there are some older and possibly underutilized commercial and industrial properties in the City; mostly located on the east side of the Wisconsin River along Old Highway 51. The City intends to compile information on properties that are vacant or have redevelopment potential; however resources are limited to proactively initiate redevelopment or entice private sector reinvestment. As such, redevelopment will likely continue to occur on a case specific basis in response to market demands.

There are no known contaminated sites in the City that have been identified for redevelopment.

Strengths and Weaknesses

As noted above, the City of Mosinee has a diverse economic base. It is home to several large regional employers, notably the Wausau-Mosinee paper mill, the Central Wisconsin Airport, and the Central Wisconsin Business Park. It also supports a variety of smaller commercial and industrial businesses in its traditional downtown and along major through roads (STH 153, Old Highway 51). Physical improvements to the downtown are building on the City's historic charm and may enhance the City's ability to become a regional leisure destination.

STH 153 provides the only crossing over the Wisconsin River in southern Marathon County, thus, many travelers pass through the City on a regular basis. The City is also home to the Central Wisconsin Airport, which is a major regional travel and transportation hub.

Limited raw land to accommodate new development and environmental constraints are the primary weaknesses regarding economic development. Most of the larger tracts of undeveloped land in the current City boundaries have environmental constraints such as high bedrock, wetlands, or floodplains.

The City anticipates most expansion to occur to the west and south into what is now the Town of Mosinee. The future land use map designates the area within the City's extraterritorial jurisdiction for future residential and commercial development. Future commercial development is expected to concentrate along STH 153, extending west from the City's current boundary.

Economic Development Programs

The City of Mosinee used tax increment financing (TIF) to help finance public infrastructure improvements in the business park. The City also established a Business Improvement District (BID) to encourage physical improvements to property in the historic downtown.

Appendix G provides a listing of local, regional, state and federal programs relating to economic development.

Appendix G: Economic Development Programs

The following list provides a summary of the major programs and resources available to assist with economic development efforts. This is not an exhaustive list and local officials are encouraged to contact Marathon County and MCDEVCO for more complete and current information.

Federal Programs

U.S. Department of Agriculture, Rural, Development: Provides a wide range of programs aimed at farming and rural areas, including:

- **Business and Industry (B&I) Guaranteed Loan Program:** Provides financial backing for rural businesses to create and maintain employment. Assistance includes loans for working capital, machinery and equipment, buildings and real estate, and certain types of debt refinancing.
- **Rural Business Enterprise Grants (RBEG) Program:** Provides grants to public entities, private nonprofit corporations, and Federally-recognized Indian Tribal groups to finance and facilitate small and emerging private businesses located outside a city or urbanizing area.
- **Rural Business Opportunity Grant (RBOG) Program:** Provides grants to promote sustainable economic development in rural communities with exceptional needs.

Economic Development Administration (EDA): Provides a variety of assistance programs focusing on long-term economic growth targeted to areas with demonstrated need or economic distress, including:

- **Public Works Program:** Investments aimed at revitalization, expansion, and upgrades to physical infrastructure specifically to attract new businesses and generate private sector jobs. Examples: water and sewer facilities, rail spurs, port improvements, access improvements.
- **Economic Adjustment Program:** Assistance to mitigate local economic changes resulting from corporate restructuring, natural disasters, depletion of natural resources, or new federal laws or requirements.
- **Technical Assistance Program (Local):** Assistance to help fill knowledge and information gaps to help local leaders in distressed areas make informed decisions regarding economic development.

U.S. Small Business Administration (SBA): The SBA provides financial, technical, and management assistance generally aimed at business startup and growth. Some programs include:

- **Certified Development Company (504 non-profit corporation) Loan Program:** Long-term, fixed-rate financing for major fixed assets, such as land and building improvements.

Wisconsin State Programs

Most State programs are provided through the Wisconsin Department of Commerce, although other departments also offer limited programs. Primary State programs include:

- **Community Development Block Grants (CDBG):** There are several CDBG programs focusing on different aspects of economic development.
 - ~ **Economic Development Program** – grants to establish loans for business startup, retention, and expansion.
 - ~ **Public Facilities for Economic Development Program:** Helps underwrite the costs of necessary public infrastructure to retain or create employment opportunities.
 - ~ **Public Facilities Program:** Helps finance infrastructure and facilities to serve low and moderate income persons.
 - ~ **Emergency Grant Program:** Helps restore or replace critical infrastructure damaged or destroyed as a result of natural or manmade catastrophes.
- **Community Based Economic Development Program (CBED):** Provides funding assistance to local governments and community-based organizations that undertake planning, development, and technical assistance projects supporting business development.
- **Main Street Program:** Supports efforts to help communities organize to revitalize their downtowns.
- **Wisconsin Technology Zone Program:** Offers tax-credits to high-tech firms that meet certain criteria.
- **Wisconsin Development Zone Program:** Tax benefit initiative to encourage private investment and improve both the quality and quantity of employment opportunities.
- **Enterprise Zone Program:** Provides tax incentives to new or expanding businesses whose projects will enhance distressed areas.
- **Industrial Revenue Bond (IRB) Program:** Allocation of Federal tax-exempt status on bonds that will be issued by a business to finance an expansion project. Program is limited to small and mid-size manufacturers with strong financial statements.
- **Wisconsin Department of Workforce Development (DWD):** This department offers several programs aimed at investing in the workforce, including programs in apprenticeship, vocational rehabilitation, employee training, child care, etc.

- **Wisconsin Department of Natural Resources (DNR):** The Bureau of Remediation and Redevelopment consolidates state and federal clean up programs and provides assistance to help businesses clean up and re-use existing brownfield sites.
- **Forward Wisconsin, Inc.:** This is a State public-private marketing and business recruitment organization that focuses on marketing outside Wisconsin to attract new economic development to the State.

County, Regional, and Local Programs

The primary financial assistance available at the County and local level are revolving loan funds. The primary entities in Marathon County that participate in economic development related efforts include:

- **North Central Wisconsin Regional Planning Commission (NCWRPC):** The NCWRPC is a designated Economic Development District and provides services such as economic research, marketing, financial packaging, evaluation and analysis of public infrastructure needs that support private economic development activity. The NCWRPC also works with local units of government to maintain eligibility for certain grants.
- **North Central Wisconsin Development Corporation (NCWDC):** A regional organization created for the purpose of managing a regional revolving loan fund. The NCWDC is staffed by the NCWRPC.
- **Wausau Region/Marathon County Chamber of Commerce:** The Chamber provides leadership and support for economic development efforts in the region, including a variety of networking programs, mentoring services, workshops and business counseling services.
- **Marathon County Development Corporation (MCDEVCO):** This is the economic development arm of the Wausau Area Chamber of Commerce. MCDEVCO serves all businesses and communities in Marathon County. MCDEVCO works with individual business, municipalities, and the banking community to facilitate investment in the region. Specific programs administered by MCDEVCO include a revolving loan fund, a small business incubator, and job training funds.
- **Wausau/Central Wisconsin Convention and Visitors Bureau (CVB):** The CVB promotes the area to the business and leisure traveler and provides information on the area to visitors and residents.

Marketing Plan Development – Mosinee Area Economic Development Committee

Prepared by: Al Erickson, Economic Development and Planning Consultant

There are differences in the way in which organizations might market a good and a service. A good is often promoted on the basis of its physical features, whereas promotion of a service is associated more with the quality of the organization providing it. Employees of the non-profit sectors frequently have difficulty in seeing how marketing, which is too often associated with hard-selling advertisements for consumer goods, applies to their own organization. It should be understood that all organizations necessarily have links with the outside world. All institutions can make use of marketing approaches. Marketing is becoming more and more important to anyone wishing to get a message across to the public.

The marketing concept is defined as being customer driven. Customers relate to benefits not features. Unfortunately, too many company liaisons feel free to decide for themselves what the benefits are, based on what they see rather than the thoughts and attitudes of the customer. The intangible nature of services makes them less immediately responsive to marketing techniques. The difference, however, only means that marketing approaches have to be more personal, more direct, and more customer interactive.

Marketing and Non-Profit Organizations

Non-profit organizations have the greatest difficulty in coming to terms with marketing, probably because much of marketing theory is described in terms of improving profit performance. One resulting problem, therefore, is that some non-profit organizations simply do not recognize the requirement to meet their customers' needs.

Non-profit organizations should seek the best match between the use of their resources and the needs of their customers or clients. In this context, marketing is a means of most productively matching the resources available to provide what the users need and want – exactly as in any commercial operation. One apparent complication in the case of non-profit organizations is that there are several types of customers: the clients for the service, those who decide who the clients will be, and the donors of the funds to provide that service. Each of these groups has a different set of needs and has to be marketed to separately. As a result, there may be multiple objectives, and activities may be subject to public scrutiny.

The Planning Process

To be most effective, the plan has to be formalized, usually in written form, as a formal “marketing plan.” This process typically follows a number of distinct steps. The process moves from the general to the specific, from the overall objectives of the organization down to the individual action plan for a part of one marketing program. Although at first glance this process looks complex, it is, in fact, a very functional flowchart of the whole planning process and nicely illustrates the relationships between the various components.

The approach most commonly used among organizations that invest in a planning process is *Goals-down-plans-up planning*. Top management sets the goals, but the various units create their own plans to meet these goals. These plans are then typically approved as part of the annual planning and budgetary process.

The starting point for the marketing plan and the context within which it is set, is the corporate plan. In most marketing-oriented organizations, the contents of the corporate plan will closely match those of the marketing plan itself, but it will also include the plans for the disposition of the other internal resources of the organization.

The corporate plan is likely to contain three main components:

1. Where the organization is now.
2. Where the organization intends to go in the future.
3. How the organization will organize its resources to get there.

The “objectives” behind a strategy address two questions:

1. Where do we want to be?
2. When do we expect to be there?

To fulfill these functions, objectives should have a number of characteristics:

1. They should be measurable.
2. They should be acceptable and agreeable.
3. They should be consistent.
4. They should be realistic.

In the case of non-profit organizations, the objectives may be even less clear. Five main factors can be suggested for the differences from commercial organizations:

1. Ambiguous goals – More actors and groups of actors are involved.
2. Lack of agreement in means-end relationships – Even where there is consensus on the goal, there may be disagreement on how to achieve that goal.
3. Environmental turbulence – Non-profit organizations seem to be exposed more to turbulence than commercial ones.
4. Immeasurable outputs – By definition, non-profit organizations do not have the classically convenient simplicity of bottom-line profit.
5. Unknown effects of management intervention – The lack of precision caused by factors 1-4 is problem enough, but the “culture” seems to add further barriers to managing these organizations.

Behind the corporate objectives, which offer the main context for the marketing plan, lies the corporate mission, which in turn provides the context for these corporate objectives.

The definition should cover three dimensions: customer groups to be served, customer needs to be served, and technologies to be utilized. The corporate mission may need to be changed accordingly when market environments change. Adopting a customer perspective has helped many organizations to appreciate better how they could develop a corporate mission.

Perhaps the most important factor in successful marketing is the corporate vision. Nothing drives progress like a strong vision.

The Marketing Audit

As the first formal step in the marketing planning process, the marketing audit should involve bringing together only the source material that has already been collected through the year – as part of the normal work of the marketing department.

A marketing audit is a comprehensive, systematic, independent, and periodic examination of an organization's marketing environment, objectives, strategies, and activities with a view to determine problem areas and opportunities and recommend a plan of action to improve the company's marketing performance.

Although some organizations have successfully employed external consultants to conduct marketing audits, such actions are, generally speaking, best undertaken by management that "owns" the marketing process. The reason, in part, is that these individuals are the best people to understand the subtleties of the information revealed (assuming that they have cast aside their preconceptions and prejudices). The audit is the best possible learning process for these managers because it introduces them to the factors that are most important to their management of marketing. Finally, and most important of all, it ensures that those who will have to implement the results of the planning process understand and are committed to the assumptions that lie behind it.

In this context some factors related to the customer that should be included in the material collected for the audit may be posed as a series of questions that define the wants and needs of the customer:

1. Who are the customers?
 - a. What are their key characteristics?
 - b. What differentiates them from other members of the population?
2. What are their needs and wants?
 - a. What do they expect the "product/service" to do?
 - b. What are their special requirements and perceptions?
3. What do they think of the organization and its products or services?
 - a. What are their attitudes?
 - b. What are their buying intentions?

A marketing audit can be a complex process, but the aim is simple: It is only to identify those existing (external and internal) factors that will have a significant impact on the

future plans of the company. The best approach is to accumulate this material continuously, as it becomes available. The first task of this “annual” process should be to check that the material held in the current data file actually is comprehensive and accurate, and can form a sound basis for the marketing audit itself.

The structure of the data file should be designed to match the specific needs of the organization, but one simple format may be applicable in many cases. This format splits the material into three groups:

1. Review the marketing environment – A study of the organization’s markets, customers, competitors and the overall economic, political, cultural, and technical environment: covering developing trends, as well as the current situation.
2. Review of the detailed marketing activity – A study of the company’s marketing mix in terms of the 4 Ps – product, price, promotion, and place.
3. Review of the marketing system – A study of the marketing organization, marketing research systems, and current marketing objectives and strategies.

The marketing system itself needs to be regularly questioned because the validity of the whole marketing plan relies on the accuracy of the input from this system, and “garbage in, garbage out”. Two “bureaucratic,” but nevertheless important, audits should also be added: a marketing productivity audit, to see where marketing costs could be reduced, and a marketing function audit, to identify weaknesses.

Analysis

What is important, and will need to be taken into account in the marketing plan that will eventually emerge from the overall auditing process, is different for each product or service in each situation. One of the most important skills to be learned in marketing is that of being able to concentrate on just what is important. It is important to say not just what happened but why it happened. One particularly useful technique in the analysis of the material contained in the marketing audit is that of a strengths, weakness, opportunities, threats (or SWOT) analysis. The aim of any SWOT analysis should be to isolate the key issues that will be important to the future of the organization and that subsequent marketing planning will address.

Assumptions

Spelling out assumptions in a marketing audit is essential. However, most companies do not even realize that they make such assumptions. The most useful component of this exercise may well be a “sensitivity analysis”. Sensitivity analysis is designed to measure, for example, how a small change in one factor will affect the other factor. This analysis determines which factors have the most influence over the outcomes – and hence which factors should be managed most carefully.

Marketing Objectives

With the results of the audit available, the active part of the marketing planning process begins. This stage in marketing planning is indeed the crux of the whole marketing process. The marketing objectives state just where the company intends to be at some specific time in the future. To be most effective, objectives should be measurable. Marketing objectives must usually be based, above all, on the organization's financial objectives; financial measurements are converted into the related marketing measurements.

Marketing Strategies

While goals (objectives) state what is to be achieved and when results are to be accomplished, marketing strategies state how the results are to be achieved.

Marketing strategies are generally concerned with the 4 Ps:

Product

- Developing new products, repositioning or relaunching existing ones, and scrapping old ones
- Adding new features and benefits
- Balancing product portfolios
- Changing the design or packaging

Price

- Setting the price to skim or penetrate
- Pricing for different market segments
- Deciding how to meet competitive pricing

Promotion

- Specifying the advertising platform and media
- Deciding the public relations brief
- Organizing the liaisons to cover new products and services or markets

Place

- Choosing the channels
- Deciding levels of customer service

In principle, these strategies describe how the objectives will be achieved. Choosing the best time for each element of the strategy is often critical. Taking the right action at the wrong time can sometimes be almost as bad as taking the wrong action at the right time. Timing is, therefore, an essential part of any plan and should normally appear as a schedule of planned activities.

The following is a list of criteria for evaluating individual strategies:

1. Does it contribute to the proposed strategic structure or to a proposed primary strategy?

2. Is it likely to show a return on investment that exceeds the company's cut-off rate?
3. Is its risk profile acceptable?
4. Does it make use of or reinforce strategic strengths?
5. Does it rely on weakness or do anything to reduce them?
6. Does it exploit major opportunities?
7. Does it avoid, reduce, or mitigate the major threats? If not, are adequate contingency plans in place?
8. Does it accord with company morals?
9. Is it consistent with other primary or secondary strategies?
10. Are the managers fully confident that this strategy is capable of being carried out in a practical way in the real world?

Detailed Plans and Programs

You will need to develop your overall marketing strategies in detailed plans and programs. Although these detailed plans may cover each of the 4 Ps, the focus will vary depending on your organizations specific strategies.

As a result, these detailed marketing programs are the most important, practical outcome of the whole planning process. These plans should therefore be clear, quantified, focused, realistic, and agreed upon.

The resulting plans should become a working document that will guide the campaigns taking place throughout the organization over the period of the plan. If the marketing plan is to work, every exception to it (throughout the year) must be questioned, and the lessons learned must be incorporated in the next year's plan.

It is at this stage that all the various elements of the plan – objectives, strategies, and detailed plans – are finally brought together.

Marketing Plan Structure

The marketing plan itself should be formalized as a written document.

1. Mission statement
2. Summary of performance (to date, including reasons for good or bad performance)
3. Summary of financial projections (for three years)
4. Market overview
5. SWOT analysis of major projects/markets
6. Portfolio summary (a summary of SWOTs)
7. Assumptions
8. Objectives
9. Detailed financial projections for three years

Contingency Plan

Few marketing plans are ever implemented exactly as intended: The marketing environment is a particularly uncertain one, so it is essential to include full back-up plans to cover for the eventuality that some of the assumptions are proved incorrect.

Budgets

The classic quantification of a marketing plan appears in the form of budgets. The purpose of marketing budget is to pull all the revenues and costs involved in marketing together into one comprehensive document.

Measure of Progress

The final stage is to establish targets (or standards) against which progress can be monitored. Continuous monitoring of performance, against predetermined targets, represents a most important aspect of this.

Relationship Analysis

Relationship marketing has become important for a company's long-term success. Clearly, companies that value commitment and trust relationships with their customers will out compete those that believe in a "Hand over money, and we will deliver" school of thought. Although quantitatively measuring the "quality" of relationship marketing is not easy, both inputs and outputs need to be examined.

The link between education level and earnings

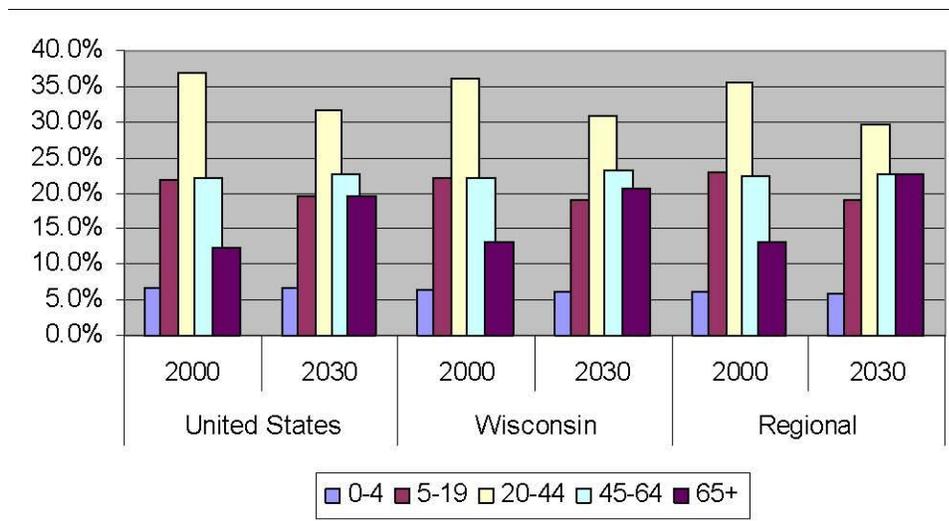
Education	Income		Difference (High School vs. Other Degree)	
	1978	2003	1978	2003
High School	\$22,856	\$27,915	n/a	n/a
Bachelors	\$35,539	\$51,206	\$12,683	\$23,291
Masters	\$46,885	\$74,602	\$24,029	\$46,687

Source: U.S. Census Bureau

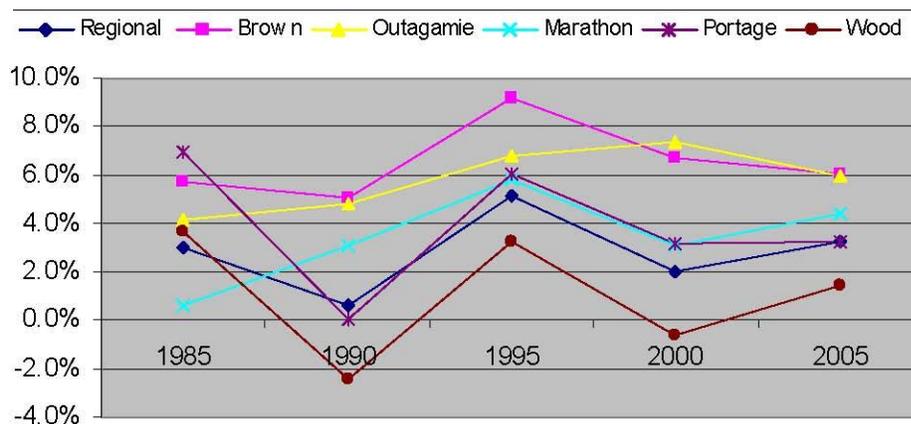
Population percentage by age cohort for the U.S., the State, and the Central Wisconsin region.

U.S. projections are provided for the years 2010, 2020 and 2030 only, not in five year increments as the state and county data are presented.

Figure II-1 - Age Cohorts as a Percentage of the Population from 2000 to 2030



Source: Wisconsin Department of Administration



Wisconsin's population growth was 3.7% over the time period 2000-2005. Marathon County grew at nearly the same rate. Marathon County is the largest of the three Central Wisconsin counties, with an estimated population of 130,242 residents in 2005. Over the period 1985-2005, the population growth rate for Marathon County was the highest of the three counties in this region at 17.4%.

Population Data and Projections for the Period 2000-2025

County	Census 2000	Estimate 2005	Projection 2010	Projection 2015	Projection 2020	Projection 2025
Wisconsin	5,363,715	5,563,896	5,751,470	5,931,386	6,110,878	6,274,867
Marathon Co.	125,834	130,242	134,504	138,836	143,308	147,112
Portage Co.	67,182	70,175	72,259	73,911	76,170	78,952
Wood Co.	75,555	76,420	77,455	78,393	79,072	79,026
Brown Co.	226,658	237,515	248,529	259,192	269,812	281,348
Outagamie Co.	161,091	170,939	180,260	189,556	198,948	207,577

Source: Wisconsin Department of Administration

Population projections for the time period 2000-2025 indicate that Marathon is expected to grow at rates comparable to the state average. The population for Wisconsin is expected to grow by 17%.

Detailed Population Data

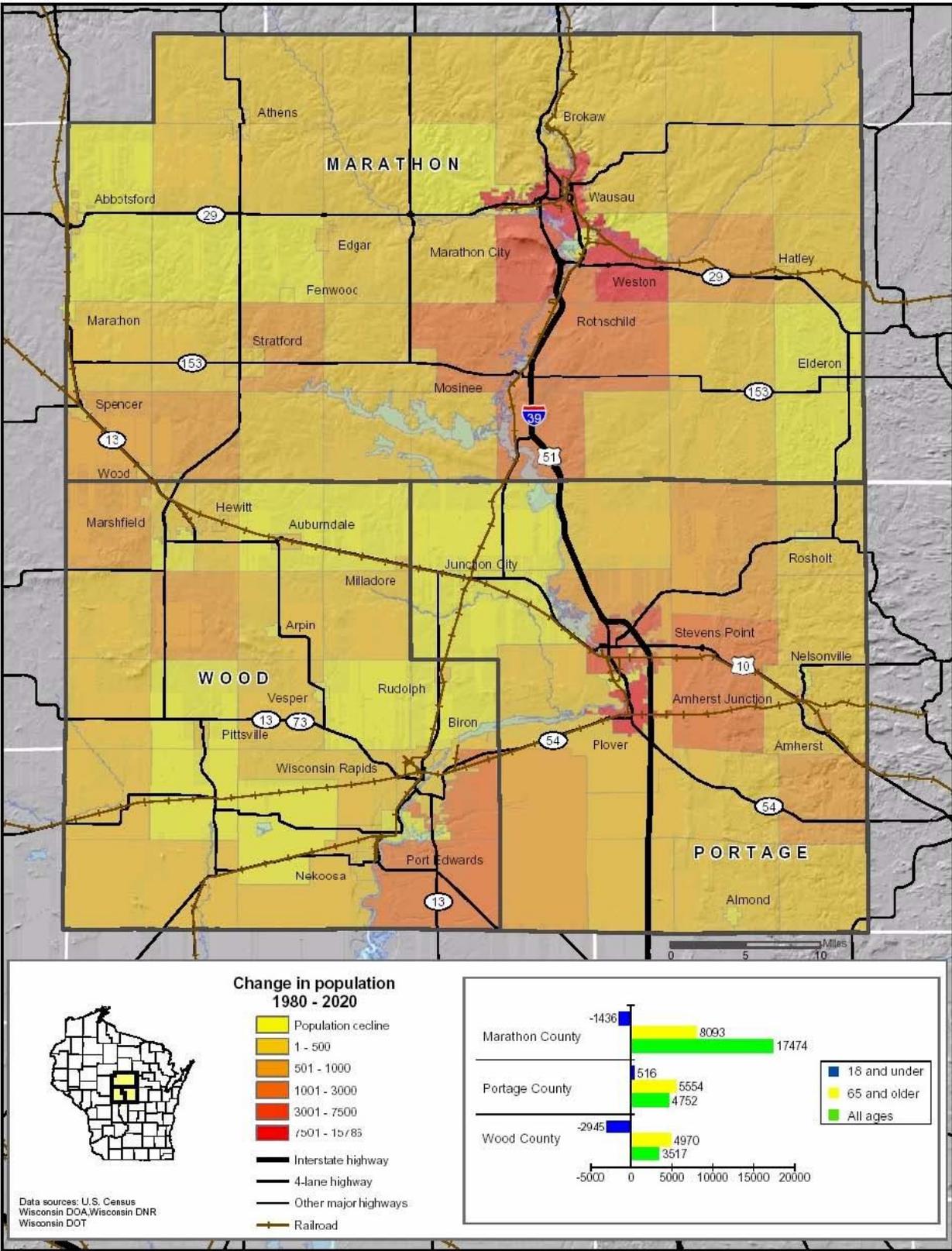
Population Projections for Central Wisconsin by Age - 2000-2025

Central Wisconsin Region						
Age Group	2000	2005	2010	2015	2020	2025
0-4	16,696	16,445	17,104	17,813	18,366	18,372
5-9	18,931	17,654	17,179	17,808	18,481	18,990
10-14	20,682	19,782	18,253	17,763	18,446	19,110
15-19	21,759	22,119	21,177	19,389	18,910	19,733
20-24	18,247	21,233	21,682	20,658	18,907	18,420
25-29	15,712	16,332	19,121	19,488	18,636	17,072
30-34	17,983	15,815	16,423	19,198	19,563	18,690
35-39	21,697	18,454	16,244	16,863	19,692	20,016
40-44	21,812	21,981	18,704	16,476	17,137	19,939
45-49	20,174	21,893	22,055	18,779	16,582	17,223
50-54	16,657	19,866	21,533	21,700	18,525	16,331
55-59	12,623	16,236	19,347	20,983	21,203	18,085
60-64	10,327	12,097	15,566	18,573	20,214	20,414
65-69	8,869	9,676	11,351	14,644	17,552	19,109
70-74	8,519	8,050	8,825	10,393	13,480	16,174
75-79	7,443	7,442	7,071	7,792	9,239	12,011
80-84	5,503	5,893	5,931	5,680	6,317	7,525
85-89	3,274	3,620	3,949	4,037	3,929	4,412
90-94	1,294	1,724	1,971	2,210	2,316	2,301
95-99	320	458	644	765	892	962
100 & Over	49	67	88	128	163	201
Totals	268,571	276,837	284,218	291,140	298,550	305,090

Source: Wisconsin Department of Administration

Population growth within the Central Wisconsin region will vary considerably. The map below shows that population levels in the eastern part of the region will increase far more than those in the western part of the region.

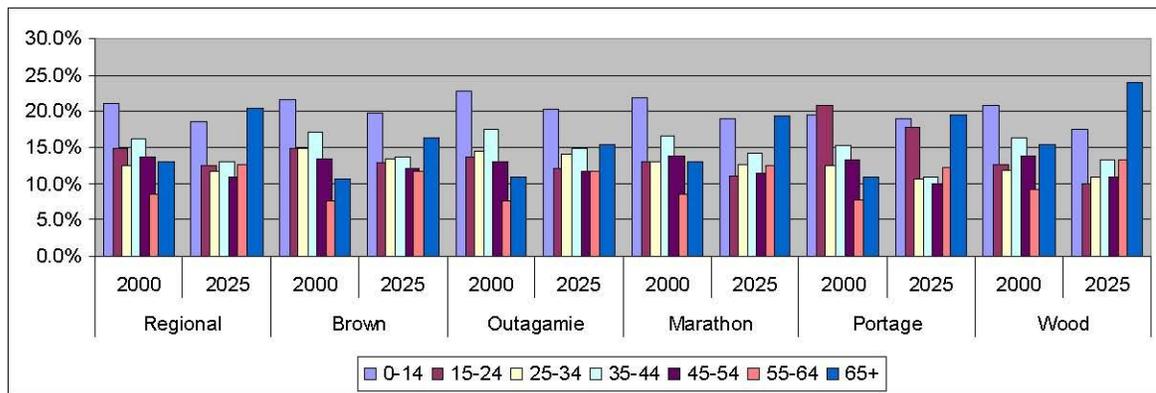
Change in Population in Central Wisconsin - 1980-2020



Source: Cartographic Solutions, Inc.

Marathon County’s largest age cohort in the year 2000 was those aged 0-14, who make up over 20% of the population. By the year 2025, the age group 65+ is projected to become larger than any other age cohort. The 0-14 group is projected to be close behind in 2025, falling slightly below the eldest.

Population by Age Cohort as a Percentage of the Total - 2000-2025



Source: Wisconsin Department of Administration

These projections indicate that the age group 65+ will be the largest group in several Central Wisconsin counties by the year 2025. Marathon is projected to experience growth, though not at the high rate of Brown County or Outagamie County.

City population

The following is population data for cities located in Marathon, Portage, or Wood Counties. Wausau is located in Marathon County. Stevens Point is located in Portage County, and Wisconsin Rapids is located in Wood County. Marshfield is located in Wood and Marathon Counties.

Figure II-7 - Population for Central Wisconsin Municipalities - 1980-2025

City	1980	1990	2000	2005	2010	2015	2020	2025
Marshfield	18,053	18,861	18,383	18,436	18,527	18,596	18,604	18,444
Stevens Point	22,970	23,002	24,551	25,208	25,538	25,728	26,136	26,726
Wausau	32,426	37,060	38,426	39,191	39,813	40,461	41,154	41,831
Wisconsin Rapids	17,995	18,245	18,435	18,361	18,280	18,173	18,013	17,688

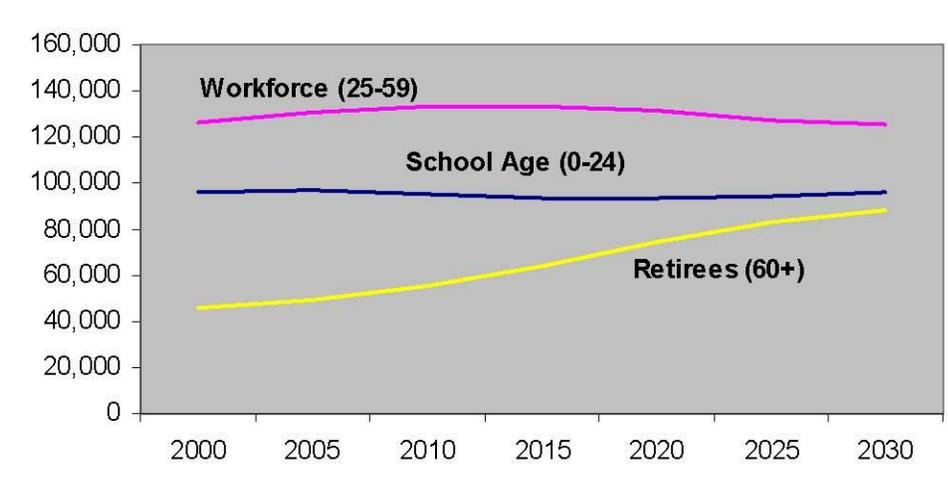
Source: Wisconsin Department of Administration

In the period 1980-2025 Marshfield is projected to grow by only 2%, while Wisconsin Rapids is actually projected to drop in population by 2%. Population projections for 2025 show Wausau with a population over 41,000, which would comprise nearly 30% of the Marathon County population. Growth from 1980-2025 is projected to be about 30%. Change in Workforce - Regional Outlook

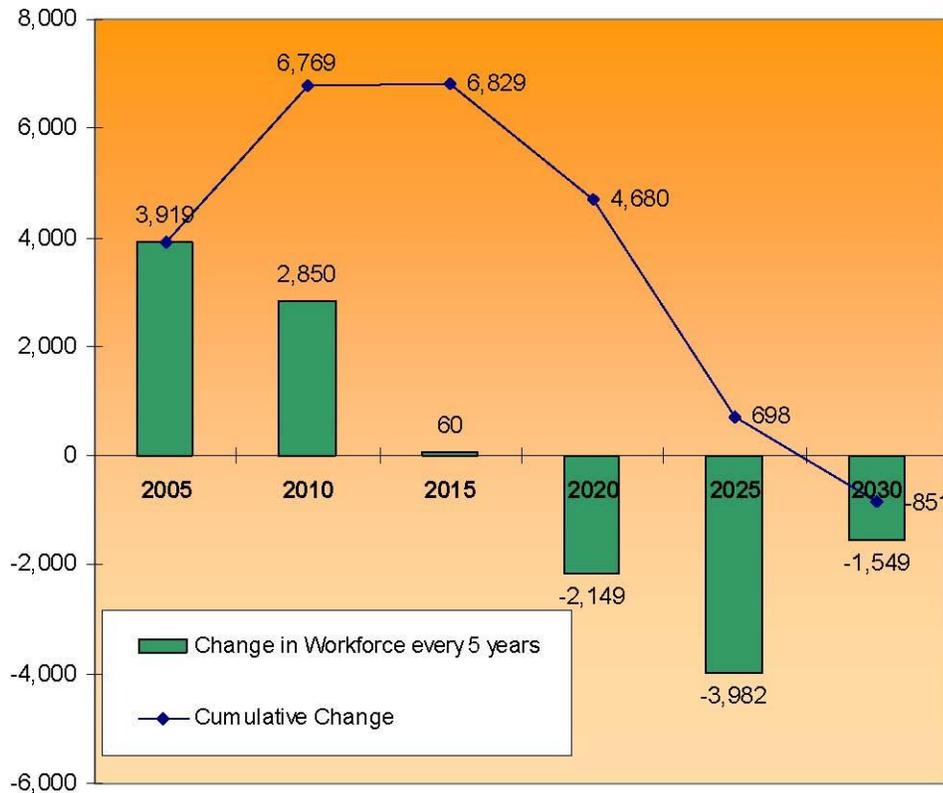
Workforce projections are based upon population projections of those aged 25-59 for the Central Wisconsin region.

The workforce is projected to increase for a period through 2015 before it begins to shrink, resulting in a cumulative loss of 851 workers. The Central Wisconsin population of retirees will double during the time period 2000-2030, while the projected workforce will be nearly the same size in 2030 as it was in 2000. The following chart shows the projected population breakdown in terms of working age people, school age people, and retirement age people.

Workforce, Retiree and School Age Cohort Projection for the Central Wisconsin Region – 2000-2030

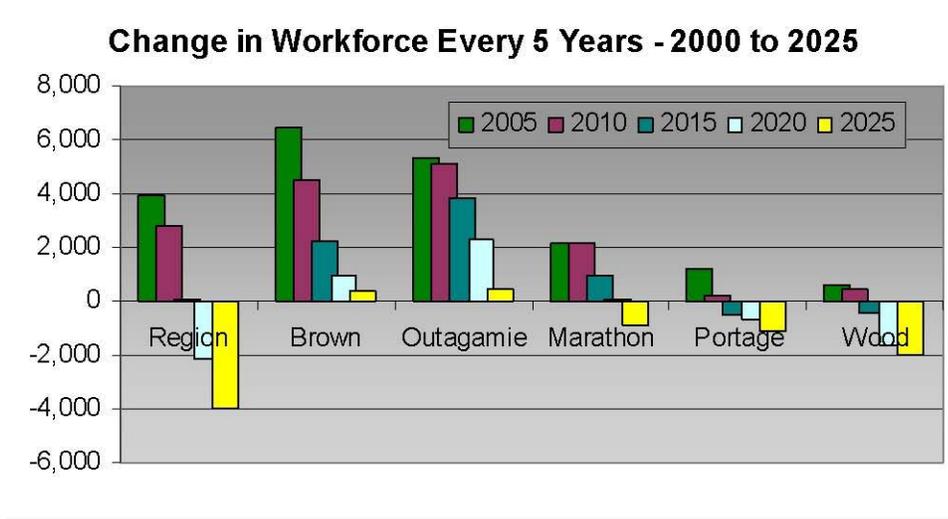


Change in Central Wisconsin Work Force (ages 25-59)



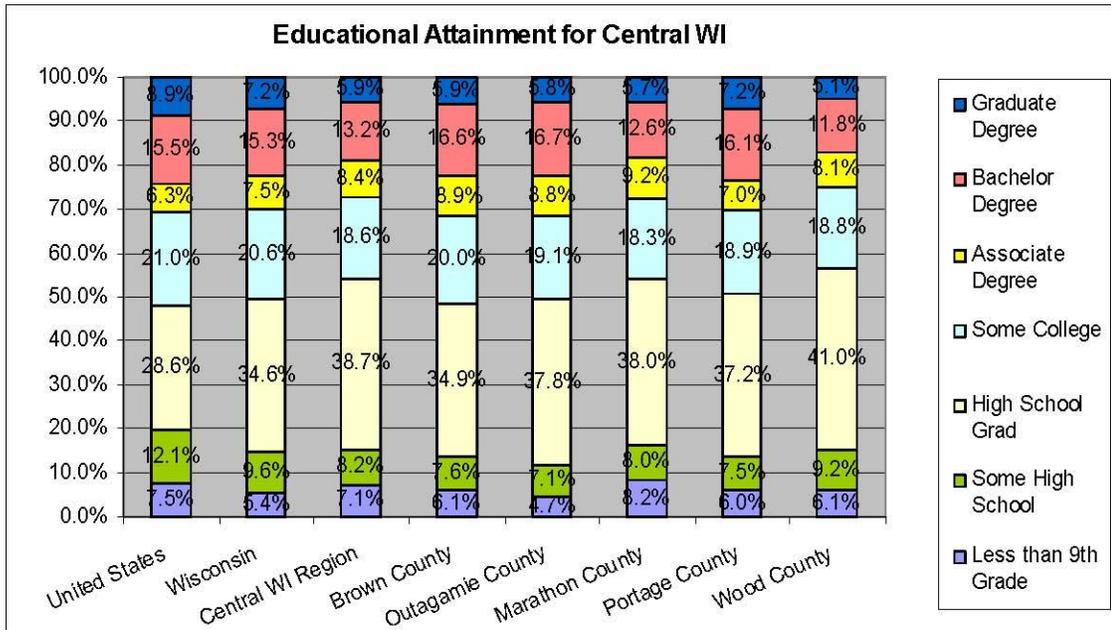
The workforce in Central Wisconsin counties is projected to show a net loss beginning in 2020. As Central Wisconsin counties continue to age, the number of workers in the labor force will decline dramatically.

Change in Workforce by Central Wisconsin County - 2000-2025



Source: Wisconsin Department of Administration

Educational Attainment in Central Wisconsin - Age 25+ in 2000



Source: U.S. Census Bureau

Projected Occupational Growth for North Central Wisconsin– 2002-2012

Occupation	Estimated Employment		Change	Percent Change	# Openings 2002 - 2012	2012
	2002					
Health Care	5,750	7,570	1,822	32%	2,950	
Information Technology	1,910	2,500	581	30%	830	
Sales	3,010	3,680	671	22%	1,440	
Construction & Extraction	3,390	4,140	750	22%	1,470	
Transportation & Material Moving	6,120	7,450	1,325	22%	2,390	
Professional & Related	3,190	3,870	679	21%	1,390	
Service	860	1,010	155	18%	380	
Management, Business & Financial	5,210	6,110	895	17%	1,820	
Production	800	920	126	16%	350	

Source: Wisconsin Department of Workforce Development, Labor Market Information

Employment Projections by Industry for North Central Wisconsin – 2002-2012

Industry	2002-2012 Employment Change	2002-2012 Percent Change
Total Non-Farm Employment	26,590	13.4%
Construction/Mining/Natural Resources	1,800	20.7%
Manufacturing	70	0.2%
Food Manufacturing	-10	-0.2%
Paper Manufacturing	-1,490	-16.4%
Machinery Manufacturing	170	5.0%
Trade	5,090	14.3%
General Merchandise Stores	450	8.0%
Transportation and Utilities	2,200	20.6%
Financial Activities	1,220	10.5%
Education and Health Services	9,770	25.2%
Ambulatory Health Care Services	4,110	36.9%
Hospital (including State and Local Gov.)	2,010	21.9%
Leisure and Hospitality	2,350	13.4%
Information /Prof Services/Other Services	3,640	16.1%
Government (Excluding U.S. Postal, State and Local Educ. and Hosp.)	450	3.5%

Source: Wisconsin Department of Workforce Development, Office of Economic Advisors, October 2004

Employment projections for the North Central Wisconsin Workforce Development Area for the 2002-2012 time period anticipate sizeable growth in nearly all industries, with the exception of manufacturing. Specifically, paper manufacturing is expected to decline by 16.4%. The education and health care industries will add nearly 10,000 employees over the time period 2002-2012. Other industries to note are construction, transportation, information and professional services, all of which are projected to add large numbers to their workforce.

Central Wisconsin Regional Unemployment Rates – 2002-2005

	2002	2003	2004	2005
United States	5.8%	6.0%	5.5%	5.1%
Wisconsin	5.3%	5.6%	5.0%	4.7%
Brown County	5.0%	5.2%	4.7%	4.5%
Outagamie County	5.3%	5.6%	4.8%	4.5%
Central Wisconsin Region	5.1%	5.3%	5.0%	4.8%

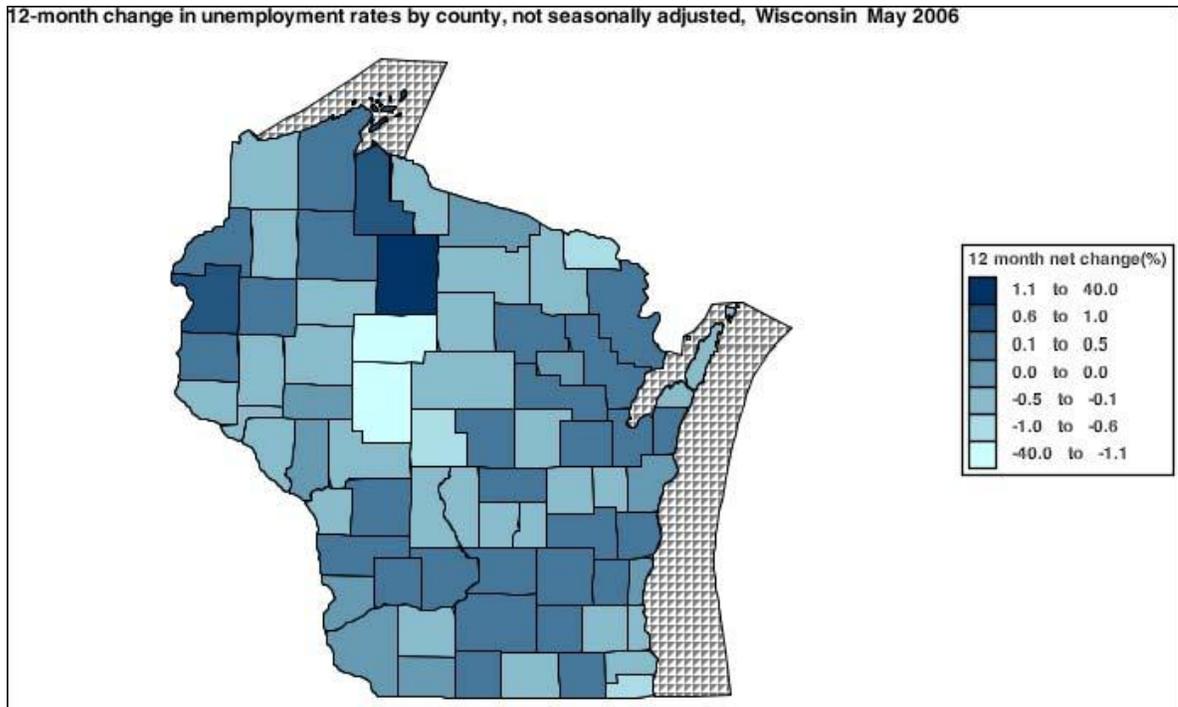
Source: U.S. Department of Agriculture, Economic Research Service

Unemployment Rates, Average Annual Wage and Median Household Income for Wisconsin and Counties - 2003

2003	Average Annual Wage		Unemployment	Median Household Income	
		% of WI			% of WI
Wisconsin	\$ 33,421	100.0%	5.6%	\$ 46,538	100.0%
Brown	\$ 34,416	103.0%	5.2%	\$ 49,795	107.0%
Outagamie	\$ 33,027	98.8%	5.6%	\$ 52,654	113.1%
Marathon	\$ 31,295	93.6%	4.9%	\$ 48,643	104.5%
Portage	\$ 29,694	88.8%	5.1%	\$ 45,722	98.2%
Wood	\$ 35,387	105.9%	5.9%	\$ 44,540	95.7%

Source: U.S. Dept. of Labor, Bureau of Labor Statistics; U.S. Dept. of Agriculture Economic Research Service

Wisconsin Unemployment Change by County - May 2005 - May 2006



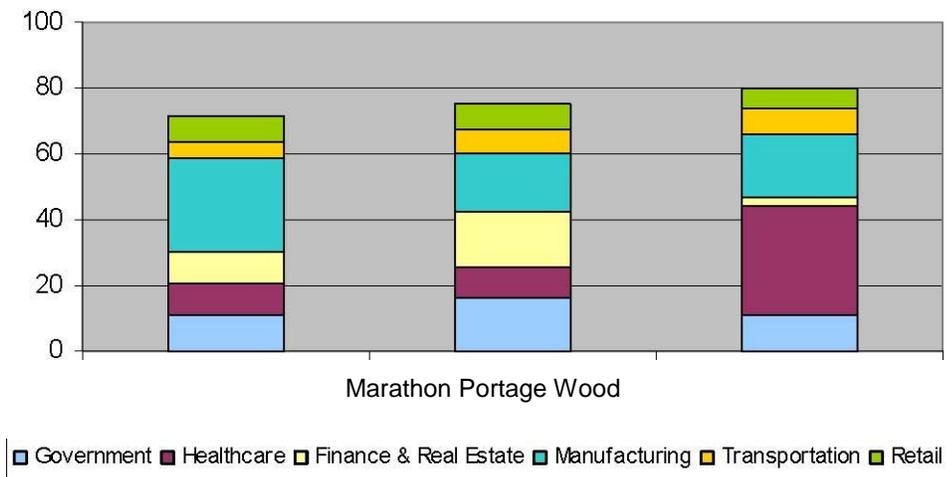
Source: U.S. Department of Labor, Bureau of Labor Statistics

The prime industry economic drivers for Central Wisconsin are the following:

- Manufacturing
- Health Care
- Government
- Finance, Insurance and Real Estate
- Retail Trade

The Central Wisconsin region saw a drop in manufacturing income by 1.4%. Marathon County did not actually lose manufacturing income, but gained by a small 0.2%. Conversely, the health care industry's earnings were up 2% regionally in 2004. Marathon County rose by 1.5

Percentage of Total Earnings by Industry in Central Wisconsin Counties – 2004

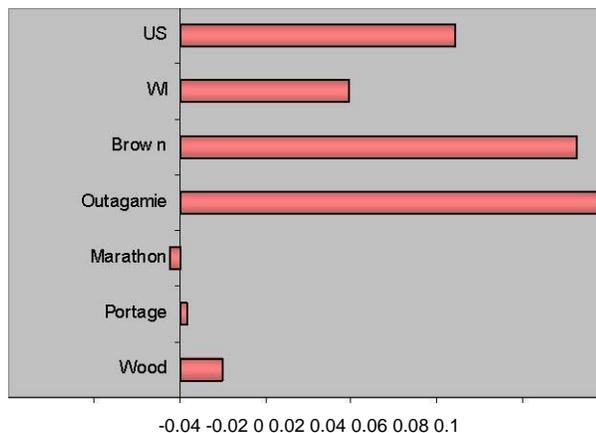


Source: U.S. Department of Commerce, Bureau of Economic Analysis

Business Patterns

From a regional standpoint, the number of business establishments in these three counties barely grew. Overall growth combined for Marathon, Portage and Wood Counties is 0.2% for the time Growth Rate for Business Establishments – 1998-2004

Business Establishment Growth from 1998-2004 (percent)



Source: U.S. Census Bureau, County Business Patterns

Marathon County actually experienced an overall decline in business development from 1998 to 2004.

Business Establishments by County – 1998 and 2004

	1998	2004
Brown County	6,050	6,610
Outagamie County	4,499	4,939
Marathon County	3,371	3,363
Portage County	1,630	1,633
Wood County	1,900	1,919

Source: U.S. Census Bureau, County Business Patterns

Marathon County Industry Losses and Gains Increase in Establishments

Health Care Finance, insurance and real estate

Decrease in Establishments

Construction Manufacturing Retail Accommodation and food service Other services

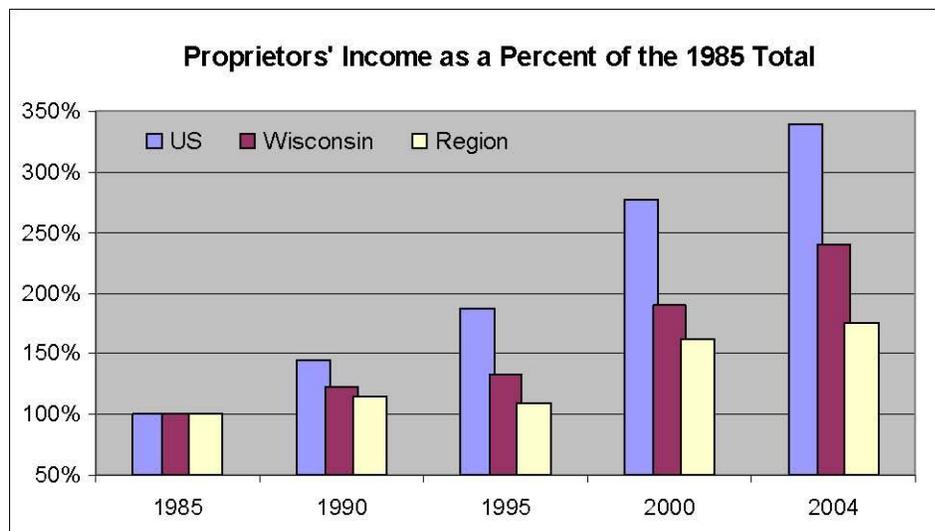
Nonfarm Proprietors' Income

Marathon proprietors' income dropped down from 2001 to 2003 after the recession cycle. After 2003, nonfarm proprietors' income climbed slowly. for all five of the counties discussed.

Proprietors' Income

Proprietors' income is the current-production income of sole proprietorships, partnerships, and tax-exempt cooperatives. It includes monetary interest (except dividends) received by non-financial business, and rental income received by persons not primarily engaged in the real estate business.

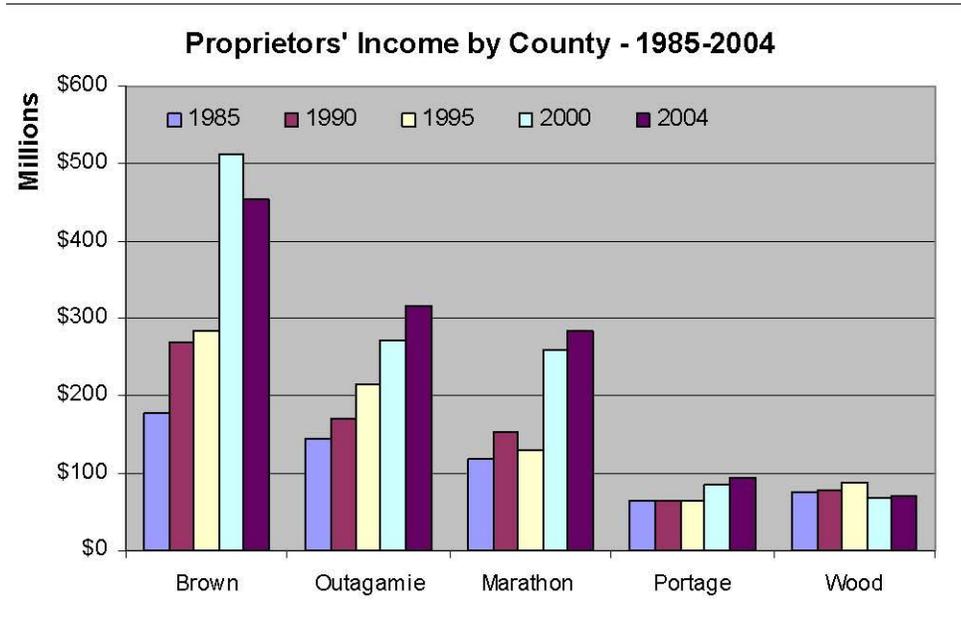
Proprietors' Income Growth for the U.S., Wisconsin & Central Wisconsin – 1985-2004



Source: U.S. Department of Commerce, Bureau of Economic Analysis

The Central Wisconsin region showed a decline of 6% in proprietors' income from 1990 to 1995. With the exception of this slight decline, national, state and regional proprietors' income has risen steadily over the period from 1985 to 2004.

Figure III-9 - Change in County Proprietors' Income – 1985-2004



Source: U.S. Department of Commerce, Bureau of Economic Analysis

Largest Employers

The Wisconsin Department of Workforce Development provides information about the top employers according to the number of people employed. The top three employers, with 1000+ employees for the Central Wisconsin region, Brown and Outagamie Counties are listed below:

- Marathon County
 - Aspirus Wausau Hospital, Inc.
 - Kolbe & Kolbe Millwork Company, Inc.
 - Liberty Mutual Insurance Company
- Portage County
 - Sentry Insurance: A Mutual Company
 - University of Wisconsin – Stevens Point
 - Stevens Point Public Education System

Farm Income

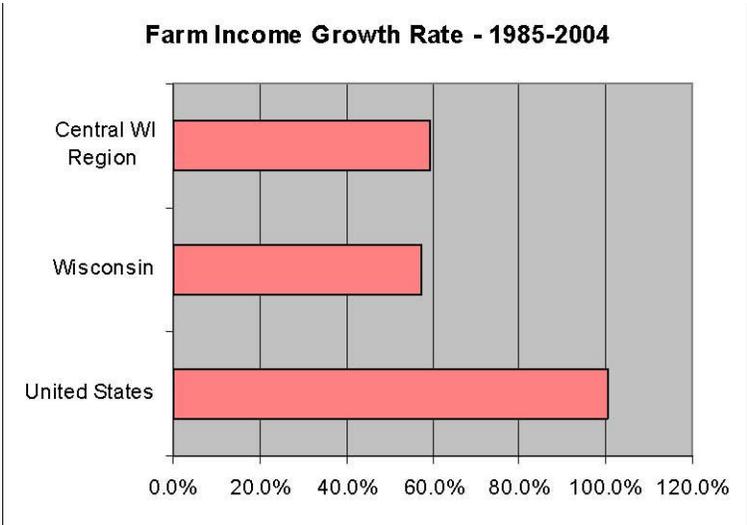
Farm income comprises the net income of sole proprietors, partners, and hired laborers arising directly from the current production of agricultural commodities, both livestock and crops, and specifically excludes the income of non-family farm corporations.

Farm Income – 1985-2004 Source: U.S. Department of Commerce, Bureau of Economic Analysis

	1985	1990	1995	2000	2004
United States	\$32.0B	\$46.8B	\$39.7B	\$44.5B	\$64.0B
Wisconsin	\$1.0B	\$1.3B	\$764.4M	\$877.1M	\$1.6B
Central Wisconsin Region	\$76.2M	\$114.9M	\$65.6M	\$71.0M	\$121.5M

Overall, the U.S. exhibited considerably larger growth in farm income than Wisconsin and the Central Wisconsin region in the last 20 years.

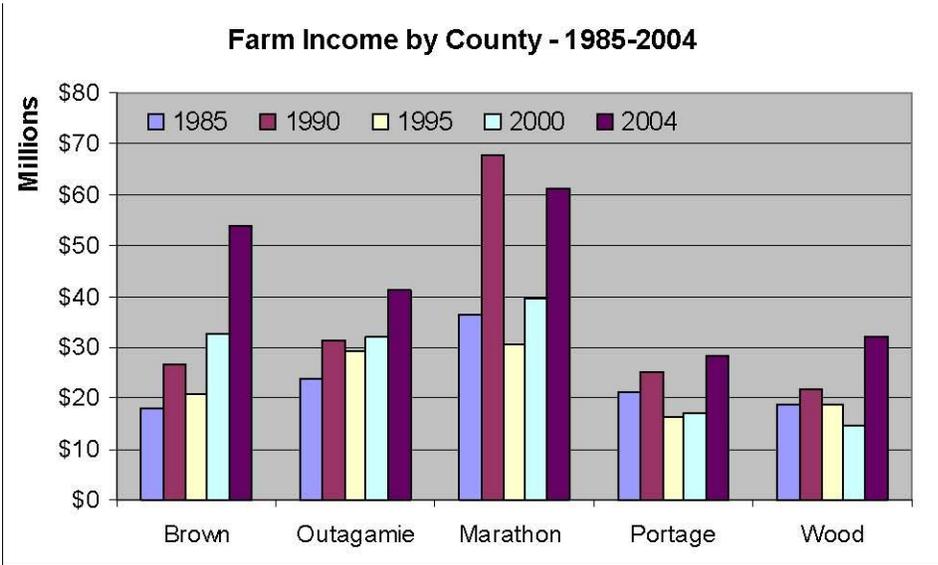
Growth Rate of Farm Income for the U.S., Wisconsin and Central Wisconsin – 1985-2004



Source: U.S. Department of Commerce, Bureau of Economic Analysis

Among the five counties, Marathon County generally had the highest farm income, which peaked in 1990 with nearly \$68 million, and declined dramatically in the following five years. Marathon, County showed gains in 2004.

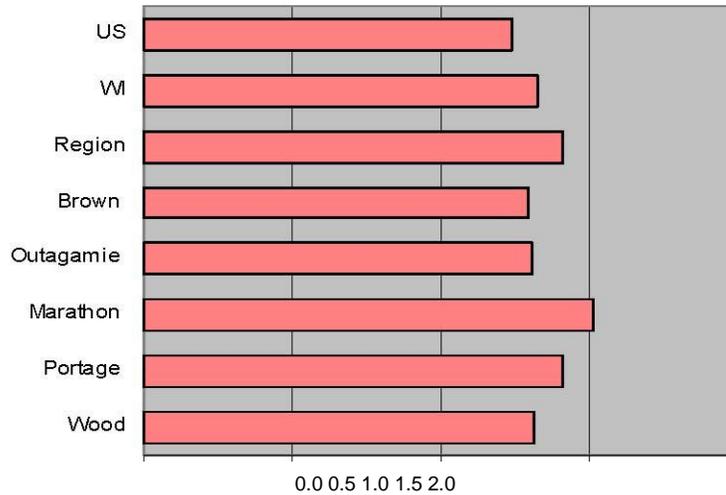
Farm Income Comparison by County – 1985-2004



Source: U.S. Department of Commerce, Bureau of Economic Analysis

Economic Benchmarks

Per Capita Income Growth Percentage – 1985-2004



Source: U.S. Department of Commerce, Bureau of Economic Analysis

The Central Wisconsin region's per capita income growth was 140.9% over the 1985-2004 time period. The national growth rate was 123.9% and Wisconsin's per capita income growth rate was 132.4%. Even though the region has experienced better growth, the per capita value is still below the U.S. and Wisconsin averages.

Per Capita Income – 2004

	Per Capita Income (\$)	% of U.S. Average
Wisconsin	\$32,166	97%
Brown County	\$33,204	103%
Outagamie County	\$32,377	101%
Marathon County	\$31,206	97%
Portage County	\$28,874	90%
Wood County	\$32,031	100%

Source: U.S. Department of Commerce, Bureau of Economic Analysis

Marathon County per capita income growth was between Portage and Wood, steadily growing over this time period.

Per Capita Income – 1999-2004

	1999	2000	2001	2002	2003	2004
United States	\$27,939	\$29,845	\$30,574	\$30,810	\$31,484	\$33,050
Wisconsin	\$27,135	\$28,570	\$29,400	\$30,025	\$30,664	\$32,166
Brown County	\$28,285	\$29,811	\$30,447	\$31,361	\$31,711	\$33,204
Outagamie County	\$27,243	\$29,077	\$29,619	\$30,060	\$30,596	\$32,377
Marathon County	\$25,711	\$27,244	\$28,183	\$28,974	\$29,701	\$31,206
Portage County	\$23,408	\$24,837	\$26,150	\$26,740	\$27,862	\$28,874
Wood County	\$26,401	\$27,622	\$28,212	\$29,482	\$30,584	\$32,031

Source: U.S. Department of Commerce, Bureau of Economic Analysis

Average Annual Wage 2005

Marathon County experienced a 13.1% growth in average wage.

Average Annual Wage – 2005

	Annual Wage (\$)	% of WI Average
Wisconsin	\$35,503	
Brown County	\$36,320	102.3%
Outagamie County	\$35,400	99.7%
Marathon County	\$33,260	93.7%
Portage County	\$31,479	88.7%
Wood County	\$37,779	106.4%

Source: Wisconsin Department of Workforce Development, Office of Economic Advisors

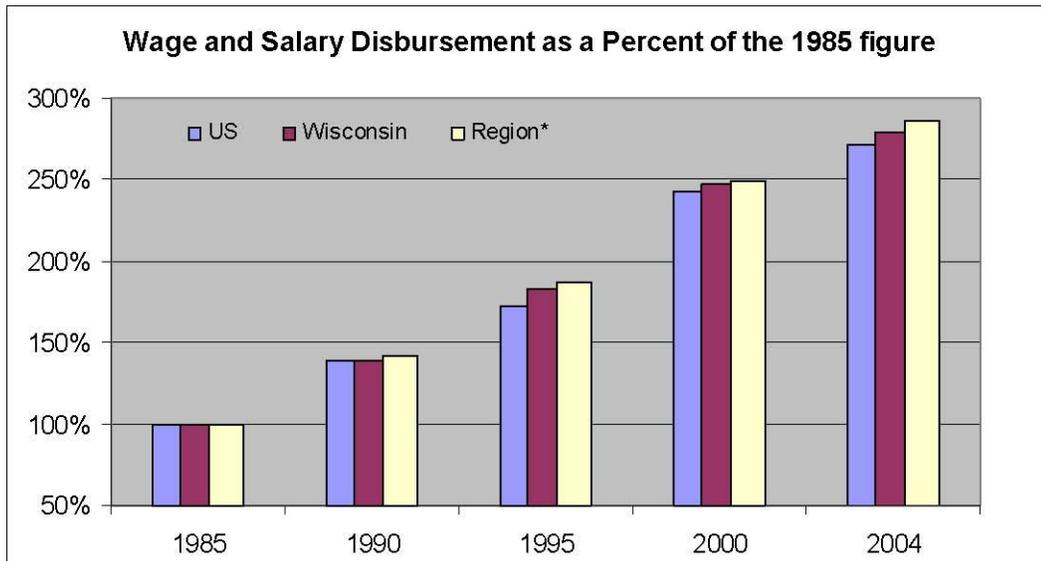
Wage and salary disbursements include the monetary remuneration of employees, including corporate officers' salaries and bonuses, commissions, pay-in-kind, incentive payments, and tips.

Wage and Salary Disbursement Summary – 1985-2004

	1985	1990	1995	2000	2004
United States	\$2.0T	\$2.7T	\$3.4T	\$4.8T	\$5.4T
Wisconsin	\$35.6B	\$49.2B	\$35.3B	\$87.9B	\$99.1B
Central Wisconsin Region	\$1.8B	\$2.6B	\$3.4B	\$4.5B	\$5.2B

T = Trillion, B = Billion Source: U.S. Department of Commerce, Bureau of Economic Analysis

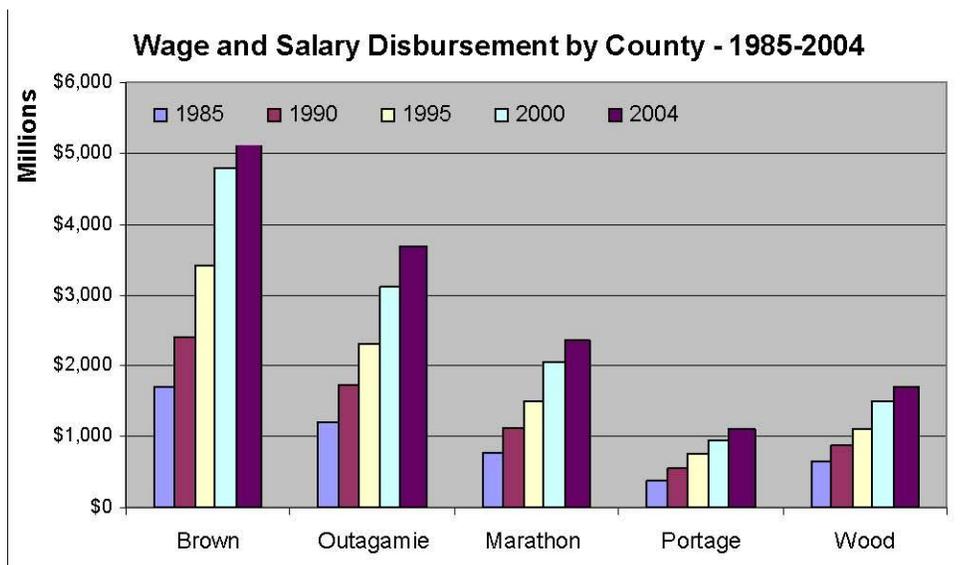
Wage and Salary Disbursement Changes Since 1985



Source: U.S. Department of Commerce, Bureau of Economic Analysis

The Central Wisconsin region has steadily grown in wage and salary disbursement to more than 2.5 times that of 1985 disbursement levels in the past 20 years. The region's growth rate was very close to the Wisconsin and U.S. rates. Generally, Wisconsin's wage and salary disbursement rose slightly faster than U.S., while the Central Wisconsin region grew a few percentage points faster than Wisconsin.

Wage and Salary Disbursement by County – 1985-2004



Source: U.S. Department of Commerce, Bureau of Economic Analysis