



Economic Development Strategy

Prepared for
Village of Paw Paw, Michigan
May 2017



Prepared by:
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The Rising Tide project supports vibrant, thriving communities to attract business investment and talent by creating a sustainable path toward economic stability and growth. The Michigan Economic Development Corporation, Talent Investment Agency, and Michigan State Housing Development Authority—collectively, the Talent and Economic Development (TED) team—have committed their assets to engaging specific communities across the state in order to empower them to shape their future and maximize economic potential. This document was produced as part of that effort.



in association with



ADVANCED
REDEVELOPMENT
SOLUTIONS

May 2017

Village of Paw Paw
Village Council
111 E. Michigan Ave
P.O. Box 179
Paw Paw, MI 49079

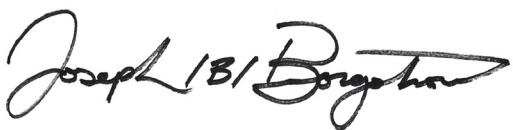
Dear Village of Paw Paw Council:

On behalf of the Project Rising Tide team, Place & Main Advisors, LLC, is pleased to present you with this Economic Development Strategy for the Village of Paw Paw. This economic development strategy is part of the village's participation in Project Rising Tide and is provided for by the Michigan Economic Development Corporation (MEDC.)

This strategy builds off the work done by the village and the local Project Rising Tide team and is designed to be implemented with the capacity the village has. In the end, we are confident in the strategy we have put forth and the community's ability to execute it.

Thank you for the opportunity for our firm to work with you. We have truly enjoyed our time with the Village of Paw Paw and have high expectations for its future.

Sincerely,

A handwritten signature in black ink that reads "Joseph B. Borgstrom". The signature is fluid and cursive, with the first name "Joseph" and last name "Borgstrom" clearly legible.

Joe Borgstrom, Principal
Place & Main Advisors, LLC

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I. Overview

I. OVERVIEW

The Village of Paw Paw is a part of Paw Paw Township and is the county seat of Van Buren County in the southwest portion of the lower peninsula of Michigan. The Village of Paw Paw is also served by US-12 (Red Arrow Highway,) running through the heart of downtown, M-40, running north and south through the village and I-94 which connects the village with communities from Chicago to Detroit. The village has a historic downtown core as well as more recent commercial development near the highway. Maple Lake and the Paw Paw River are the two most prominent natural features of the area and offer recreational opportunities.

Summary of Key Information

Population

According to 2013 census estimates, the village had a population of 3,431 with a median age of 37.3 years old. The average household size is 2.26 people.

Household Income

The median household income for the village in 2016 was estimated at \$31,246 with a per capita income of \$19,732 with a median net worth of \$15,723.

Labor Force

The total labor force within the village limits was estimated at 1,424 people with 88% having a high school diploma or higher.

Housing

The total number of housing units occupied in Paw Paw for 2016 was 1,446 with 817 (56.5%) of those being owner-occupied and 629 (43.5%) were rental units. The median home value for the village is \$109,137 and median residential rent is \$547/month.

Additional key statistics can be found on Exhibit 1 on page 7.



KEY FACTS	EDUCATION
<p>3,431 Population</p> <p>37.3 Median Age</p> <p>2.26 Average Household Size</p> <p>\$31,246 Median Household Income</p>	<p>12% No High School Diploma</p> <p>40% High School Graduate</p> <p>27% Some College</p> <p>21% Bachelor's/Grad/Prof Degree</p>
HOUSING STATS	INCOME
<p>\$109,137 Median Home Value</p> <p>\$4,726 Average Spent on Mortgage & Basics</p> <p>\$547 Median Contract Rent</p>	<p>\$31,246 Median Household Income</p> <p>\$19,732 Per Capita Income</p> <p>\$15,723 Median Net Worth</p>
ANNUAL LIFESTYLE SPENDING	ANNUAL HOUSEHOLD SPENDING
<p>\$1,026 Travel</p> <p>\$27 Theatre/Operas/Concerts</p> <p>\$35 Movies/Museums/Parks</p> <p>\$30 Sports Events</p> <p>\$2 Online Games</p>	<p>\$1,191 Apparel & Services</p> <p>\$100 Computers & Hardware</p> <p>\$1,862 Eating Out</p> <p>\$3,220 Groceries</p> <p>\$3,385 Health Care</p>

II. Economic Development Strategy Process

II. Economic Development Strategy Process

Over the course of 2016, the Village of Paw Paw's local Project Rising Tide team held extensive meetings to determine what possible opportunities could be seized in the future. On January 18, 2017, the Village held a stakeholder session where a list of strengths, weaknesses, opportunities and threats were formed. Attendees then were asked to vote on the most important items in each area. The following are the areas for each listed by those items with the number of votes in parentheses.

Strengths

The community identified the following areas of strength for Paw Paw:

- Location - Proximity to DET, CHI and S. Bend (21)
- Quaint downtown w/ lots of potential (16)
- Winery (11)
- Innovative Community Development (9)
- Good Schools (Newsweek ranking) (6)
- Village residents get along (5)
- Lakes/River (5)
- County Seat (4)
- Historic Buildings (4)
- Brand is strong (4)
- A lot of retail options for a community its size (3)
- Walkability of downtown (3)
- Parks (3)
- Hospital/Senior Services (3)
- Local weekly paper (2)
- Berkshire - new affordable housing (2)
- Downtown movie theater (1)
- Wine/Harvest/Other Festivals (1)
- County Jail (1)
- Longevity of Businesses
- Local community theatre
- Police/Fire
- Fiber Optics
- Highway Accessibility
- Brew Pub/Distillery
- Historic Ice Cream Parlor
- Good Roads
- Starbucks/Other Coffee
- Businesses are loyal/committed
- Responsive local government



Weaknesses

The community also identified the following weaknesses in the village:

- Empty vacant buildings (15)
- Water quality of Maple Lake (13)
- Lack of housing diversity (10)
- Tax base not growing (10)
- Lack of restaurant diversity (8)
- Semi traffic/M-40 traffic (6)
- Housing quality (6)
- Tough to cross M-40 (4)
- High rental rate (4)
- High renovation costs of historic buildings (4)
- Lack of retail diversity (4)
- Narrow main street with lots of traffic (4)
- Lack of youth activities/opportunities (3)
- Lack of industrial park (3)
- No trail (3)
- Unengaged downtown property owners (2)
- Unattractive village gateways (2)
- Not enough parking (1)
- No bike paths in village
- No bakery
- Schools spread out
- Electric rates
- High taxes
- Lack of demographic diversity
- Incomplete sidewalks
- Lack of room to expand
- Weather
- No downtown handicap parking on street



Opportunities

The community also identified the following opportunities:

- More residential/2nd & 3rd story housing/mixed-use (30)
- Promote redevelopment sites (13)
- Village website (11)
- Proactive public relations (8)
- Improve Maple Lake (8)
- Improve gateways (7)
- Engage property owners/residents (4)
- Public Wi-Fi (3)
- Farmer's Market (3)
- Downtown nightlife - activities/entertainment/fine dining (3)
- Divert truck traffic (3)
- Public transportation (2)
- Possible development across freeway (2)
- Good PR for village (2)
- Festival site redevelopment (2)
- Draw from region (2)
- Dog park/Trail head (2)
- Better utilize riverfront (2)
- Sports Arena (1)
- Splash park (1)
- Rescale downtown lighting
- Improve streetscaping
- Expand village
- Bury utilities
- Back-angled parking downtown

Threats

The following threats were identified by attendees:

- Lack of funding (25)
- CAVE (Citizens Against Virtually Everything) People (18)
- Competition from other communities (17)
- Aging population/youth leaving (13)
- Apathy by property owners/residents (9)
- Aging infrastructure (6)
- No local corporate or large non-profit decision makers (2)
- Internet sales impact on local businesses (2)
- Backward focus

III. Local & Regional Economic Development Goals

III. Local & Regional Economic Development Goals

For an economic development strategy to follow best practices put forth by the Redevelopment Ready Communities program, the individual objectives must tie back to one or more of the local goals and goals identified in the regional context. Each of the goals put forth in this strategy meets this criterion.

Local Economic Goals

The Village of Paw Paw has set forth the following goals for its local economic development efforts:

- 1) Preserve and promote downtown Paw Paw
- 2) Promote safe and efficient transportation within and through the community
- 3) Retain the elements that make Paw Paw unique
- 4) Recognize and promote Maple Lake as a community asset
- 5) Protect the water quality in Maple Lake and Paw Paw River watershed
- 6) Provide recreational opportunities that take advantage of the natural environment
- 7) Promote Kalamazoo Avenue and other business corridors
- 8) Diversify the economic base of the village
- 9) Encourage travelers to explore beyond Kalamazoo Corridor and the wineries

Regional Economic Goals

Prosperity Region 8, which encompasses the entire southwest portion of the lower peninsula and the Village of Paw Paw, has identified the following goals for the region's economic development goals:

- 1) Create a more diversified transportation system
 - Create walkable neighborhoods
 - Encourage new transportation patterns that support efficient multi-modal transportation options
 - Support community development that is transit-oriented
- 2) Encourage development of additional recreational opportunities and amenities
 - Encourage an environment where social interactions can occur
 - Promote existing and support development of new trails and natural areas (e.g., parks, recreation areas, rivers, and lakes)
- 3) Encourage increased access to housing options regarding density, cost, style and location
- 4) Support sustainable development
 - Develop infrastructure that can be sustained financially and environmentally over the long term
 - Maintain or improve environmental quality

These goals are directly referenced in the Economic Development Strategy Chart (Exhibit 2 on page 18)

IV. Economic Development Strategy

IV. Economic Development Strategy

The Economic Development Strategy is a direct reflection of the input of stakeholders and professional redevelopment staff. It balances the desires of the community with market feasibility and the village's capacity for this strategy's execution.

Strategic Objectives

Fully Utilize Social Media to Market Paw Paw- Social media is one of the most cost effective ways to advertise the community's benefits, accomplishments and offerings on a continual basis to people around the world. The village should also more actively use their Facebook page to promote good news stories about the village, its residents and businesses as well as make people aware of various business and employment opportunities. The village should strongly consider adding Instagram accounts as a way to visually promote the natural beauty and unique businesses of Paw Paw.

Develop Acreage for Single Family Residential- According to recent Target Market Analysis data, there is demand for at least 80 new units of detached single family housing. There is also a fair amount of buildable acreage in or adjacent to the village that could be developed for this type of housing. As part of the site evaluation process, a thirty-year cost-benefit analysis should be conducted to evaluate the long-term infrastructure costs of new development versus the anticipated increase in tax base as a result of the development.

Redevelop 210 E. Michigan Ave – The Village has already taken steps to redevelop this property, but the agreement between the Village/DDA and Barton Group should be formalized and a development agreement with benchmarks and timelines should be included.

Reevaluate Marketing Efforts- The Village has employed multiple channels and efforts to market itself. However, over time some of these efforts have either faded or become inconsistent with an overall plan. These efforts, including a much-needed revamp of the village website, should be evaluated on a cost-benefit basis.



Create More Upper Floor Housing- The Target Market Analysis also shows a significant need for upper floor and “missing middle” housing types in the village. Additionally, many of the upper floors of buildings downtown are either empty or severely underused. Adding units to the downtown will both increase density for the village as well as provide downtown businesses with more potential customers. Grant to help with this may be available through the Michigan Economic Development Corporation (MEDC.)

Façade Improvement Program- The Village has already taken the remarkable step of providing renderings for the downtown area. This is a tremendous asset building owners can use to implement façade improvements. The village should pursue Façade Improvement Grants through the MEDC to help make these projects occur.

Redevelop 35-Acre Site- The Village has identified this site as a potential large-scale mixed-use redevelopment project, there are numerous complications that make this project extremely difficult to complete in a short timeframe: 1) There are currently at least six active industrial businesses in the area; 2) Acquisition costs associated with the remaining land are far beyond the Village’s ability to acquire. This is still an important and worthwhile redevelopment project that should be pursued.

Real Estate Redevelopment- A review of the community shows the need to prioritize the redevelopment of three sites. While not the only sites that should be redeveloped, the following three sites should be prioritized in the following order:



Parcel at Niles St. & E. Michigan Avenue-This parcel could be used to create a mixed-use building with commercial on the first floor and residential above.



Village-Owned Property on Gremps Street-The village currently owns two parcels on Gremps Street that could be used to support further development in the area. This parcel is part of the larger 35-acre site identified above.



210 E. Michigan Ave- This building currently is being discussed for redevelopment with a local firm, but any agreement between the Village, DDA and firm should be formalized. Once completed, this site would be an excellent mixed-use opportunity with upper floors converted to residential and commercial on the first floor.

PROJECT RISING TIDE Paw Paw Economic Development Strategy

STATUS COLOR LEGEND & TOGGLE

Not Started ON	In Progress ON	Delayed ON	Complete ON
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OBJECTIVE	LOCAL GOAL(S)	REGIONAL GOAL(S)	STATUS	OWNER	SECONDARY	ANTICIPATED		ACTUAL		Success Measurement
						START DATE	END DATE	START DATE	END DATE	
1. Fully Utilize Social Media Channels to Market Paw Paw	1,7,8	2	Not Started	Village Staff	Village Volunteers	5/1/2017	8/1/2017			Two social media account created, posting 2-3 times a week
1.A. Establish Facebook and Instagram accounts, sharing permissions with appropriate contacts	1,7,8	2	Not Started	Village Staff	Village Volunteers	6/1/2017	7/1/2017			
1.B. Develop content policy outlining the types of information that can be shared and what should not	1,7,8	2	Not Started	Village Staff	Village Volunteers	5/1/2017	7/1/2017			
1.C. Develop social media calendar to promote positive news stories people can share	1,7,8	2	Not Started	Village Staff	Village Volunteers	6/15/2017	7/1/2017			
1.D. Encourage Residents and former residents to follow and share	1,7,8	2	Not Started	Village Staff	Village Volunteers	7/1/2017	8/1/2017			
2. Develop acreage in or adjacent to the village for single family residential	8	3	Not Started	Village Staff	Village Economic Development Committee	9/1/2017	10/31/2020			25 units or more developed
2.A. Identify Owners and Contact info for all potential property owners	8	3	Not Started	Village Staff	Village Economic Development Committee	9/1/2017	10/31/2017			
2.B. Determine if using a third party could be more effective at securing options	8	3	Not Started	Village Staff	Village Economic Development Committee	9/15/2017	10/1/2017			
2.C. If needed, engage third party to facilitate acquisition of assignable options on all properties	8	3	Not Started	Village Staff	Village Economic Development Committee	10/1/2017	10/31/2017			
2.D. Acquire assignable purchase options on all properties	8	3	Not Started	Village Staff	Village Economic Development Committee	12/1/2017	2/28/2018			
2.E. Create Property Information Package on site for redevelopment	8	3	Not Started	Village Staff	Village Economic Development Committee	3/1/2018	3/31/2018			
2.F. Conduct market Feasibility Study for Residential, Retail uses	8	3	Not Started	Village Staff	Village Economic Development Committee	3/1/2018	5/1/2018			
2.G. Develop RFQ for developer for site	8	3	Not Started	Village Staff	Village Economic Development Committee	5/1/2018	5/30/2018			
2.H. Post RFQ	8	3	Not Started	Village Staff	Village Economic Development Committee	6/1/2018	8/1/2018			
2.I. Evaluate RFQ Responses & Interview As Needed	8	3	Not Started	Village Staff	Village Economic Development Committee	9/1/2018	9/30/2018			
2.J. Select Developer	8	3	Not Started	Village Staff	Village Economic Development Committee	10/1/2018	10/15/2018			
2.K. Execute a Pre-Development Agreement with Developer	8	3	Not Started	Village Staff	Village Economic Development Committee	10/16/2018	11/30/2018			
2.L. Community charrette with stakeholders	8	3	Not Started	Village Staff	Village Economic Development Committee	1/3/2019	2/28/2019			
2.M. Review zoning for appropriate uses	8	3	Not Started	Village Staff	Village Economic Development Committee	1/31/2019	2/28/2019			

2.N. Pro Forma Development & Identification of Gap	8	3	Not Started	Village Staff	Village Economic Development Committee	3/1/2019	5/1/2019			
2.O. Secure project financing, and if necessary, incentives	8	3	Not Started	Village Staff	Village Economic Development Committee	5/1/2019	9/1/2019			
2.P. Final Development Agreement	8	3	Not Started	Village Staff	Village Economic Development Committee	9/1/2019	10/31/2019			
2.Q. Finalize Financing	8	3	Not Started	Village Staff	Village Economic Development Committee	10/31/2019	12/31/2019			
2.R. Close on Real Estate	8	3	Not Started	Village Staff	Village Economic Development Committee	1/1/2020	2/28/2020			
2.S. Construction	8	3	Not Started	Village Staff	Village Economic Development Committee	5/1/2020	12/31/2020			
3. Redevelop 210 E. Michigan	1,3,7	1,3	Not Started	Village Staff	Village DDA	4/1/2017	12/31/2018			Property renovated and leased
3.A. Formalize agreement with Barton Group, setting forth firm timelines for progress	1,3,7	1,3	Not Started	Village Staff	Village DDA	5/1/2017	7/1/2017			
3.B. Work with Barton group to identify CDBG-eligible activities to leverage grant money	1,3,7	1,3	Not Started	Village Staff	Village DDA	7/1/2017	9/1/2017			
3.C. Work with Barton Group to successfully apply for CDBG grant	1,3,7	1,3	Not Started	Village Staff	Village DDA	9/1/2017	12/31/2017			
3.D. Successfully execute CDBG grant	1,3,7	1,3	Not Started	Village Staff	Village DDA	1/3/2018	6/1/2018			
3.E. Closeout CDBG grant	1,3,7	1,3	Not Started	Village Staff	Village DDA	12/1/2018	12/31/2018			
4. Re-evaluate Community Marketing Efforts	1,7,8	3	Not Started	Village Staff	Village DDA	6/1/2017	1/1/2018			Marketing Channels Established and plan in place
4.A. Inventory all existing marketing efforts	1,7,8	3	Not Started	Village Staff	Village DDA	6/1/2017	6/15/2017			
4.B. Determine consistency of marketing message on existing channels	1,7,8	3	Not Started	Village Staff	Village DDA	7/1/2017	7/15/2017			
4.C. Determine what additional marketing channels the Village wants to pursue	1,7,8	3	Not Started	Village Staff	Village DDA	7/1/2017	7/15/2017			
4.D. Determine needed budget for all channels	1,7,8	3	Not Started	Village Staff	Village DDA	8/1/2017	10/1/2017			
4.E. Execute marketing efforts	1,7,8	3	Not Started	Village Staff	Village DDA	10/1/2017	1/1/2018			
5. Create more upper floor housing units downtown	1,7,8	1,3	Not Started	Village Staff	Village DDA	1/1/2018	12/31/2019			6 new housing units added to downtown
5.A. Determine which properties could redevelop upper floors into housing	1,7,8	1,3	Not Started	Village Staff	Village DDA	1/1/2018	1/31/2018			
5.B. Survey building owners to determine interest	1,7,8	1,3	Not Started	Village Staff	Village DDA	2/1/2018	2/28/2018			

5.C. Hold informational meeting in conjunction with Objective 7 below	1,7,8	1,3	Not Started	Village Staff	Village DDA	3/1/2018	3/15/2018			
5.D. Identify potential construction company(ies) to work with building owners	1,7,8	1,3	Not Started	Village Staff	Village DDA	3/1/2018	4/30/2018			
5.E. Obtain initial construction cost estimates for upper floors	1,7,8	1,3	Not Started	Village Staff	Village DDA	5/1/2018	7/31/2018			
5.F. Help building owners to develop pro forma	1,7,8	1,3	Not Started	Village Staff	Village DDA	7/1/2018	9/1/2018			
5.G. Obtain commitment for financing from local lenders	1,7,8	1,3	Not Started	Village Staff	Village DDA	7/1/2018	12/31/2018			
5.H. Apply for CDBG funds if eligible	1,7,8	1,3	Not Started	Village Staff	Village DDA	12/31/2018	3/1/2019			
5.I. Administer grant	1,7,8	1,3	Not Started	Village Staff	Village DDA	3/1/2019	12/31/2019			
5.J. Closeout grant	1,7,8	1,3	Not Started	Village Staff	Village DDA	1/1/2019	3/31/2019			
6. Façade Improvement program	1,7,8	1	Not Started	Village Staff	Village DDA	1/1/2019	3/15/2018			4 Façades Renovated
6.A. Hold informational meeting for property owners about Façade grant program	1,7,8	1	Not Started	Village Staff	Village DDA	3/1/2018	4/30/2018			
6.B. Identify potential construction company(ies) to work with building owners	1,7,8	1	Not Started	Village Staff	Village DDA	3/1/2018	7/31/2018			
6.C. Obtain initial construction cost estimates for façades	1,7,8	1	Not Started	Village Staff	Village DDA	5/1/2018	9/1/2018			
6.D. Obtain commitment for financing from local lenders	1,7,8	1	Not Started	Village Staff	Village DDA	7/1/2018	12/31/2018			
6.E. Apply for CDBG funds for Façade grant	1,7,8	1	Not Started	Village Staff	Village DDA	7/1/2018	3/1/2019			
6.F. Administer grant	1,7,8	1	Not Started	Village Staff	Village DDA	12/31/2018	12/31/2019			
6.G. Close out grant	1,7,8	1	Not Started	Village Staff	Village DDA	3/1/2019	3/31/2019			
6.H. Celebrate Success	1,7,8	1	Not Started	Village Staff	Village DDA	1/1/2019				
7. Redevelop 35 acre site	6,7,8	1,2,3	Not Started	Village Staff	Village Economic Development Committee	1/1/2019	12/31/2022			Site Redeveloped
7.A. Identify Owners and Contact info for all property owners	6,7,8	1,2,3	Not Started	Village Staff	Village Economic Development Committee	1/1/2019	12/31/2022			
7.B. Determine if using a third party could be more effective at securing options	6,7,8	1,2,3	Not Started	Village Staff	Village Economic Development Committee	1/1/2019	12/31/2022			
7.C. If needed, engage third party to facilitate acquisition of assignable options on all properties	6,7,8	1,2,3	Not Started	Village Staff	Village Economic Development Committee	1/1/2019	12/31/2022			
7.D. Acquire assignable purchase options on all properties	6,7,8	1,2,3	Not Started	Village Staff	Village Economic Development Committee	1/1/2019	12/31/2022			
7.E. Create Property Information Package on site for redevelopment	6,7,8	1,2,3	Not Started	Village Staff	Village Economic Development Committee	1/1/2019	12/31/2022			

7.E. Create Property Information Package on site for redevelopment	6,7,8	1,2,3	Not Started			1/1/2019	12/31/2022			
7.F. Conduct market Feasibility Study for Residential, Retail uses	6,7,8	1,2,3	Not Started			1/1/2019	12/31/2022			
7.G. Develop RFQ for developer for site	6,7,8	1,2,3	Not Started			1/1/2019	12/31/2022			
7.H. Post RFQ	6,7,8	1,2,3	Not Started			1/1/2019	12/31/2022			
7.I. Evaluate RFQ Responses & Interview As Needed	6,7,8	1,2,3	Not Started			1/1/2019	12/31/2022			
7.J. Select Developer	6,7,8	1,2,3	Not Started			1/1/2019	12/31/2022			
7.K. Execute a Pre-Development Agreement with Developer	6,7,8	1,2,3	Not Started			1/1/2019	12/31/2022			
7.L. Community charrette with stakeholders	6,7,8	1,2,3	Not Started			1/1/2019	12/31/2022			
7.M. Review zoning for appropriate uses	6,7,8	1,2,3	Not Started			1/1/2019	12/31/2022			
7.N. Pro Forma Development & Identification of Gap	6,7,8	1,2,3	Not Started			1/1/2019	12/31/2022			
7.O. Secure project financing, and if necessary, incentives	6,7,8	1,2,3	Not Started			1/1/2019	12/31/2022			
7.P. Final Development Agreement	6,7,8	1,2,3	Not Started			1/1/2019	12/31/2022			
7.Q. Finalize Financing	6,7,8	1,2,3	Not Started			1/1/2019	12/31/2022			
7.R. Close on Real Estate	6,7,8	1,2,3	Not Started			1/1/2019	12/31/2022			
7.S. Construction	6,7,8	1,2,3	Not Started			1/1/2019	12/31/2022			

V. Additional Considerations

V. Additional Considerations

In addition to the Economic Development Strategy, the community needs to keep several items in mind regarding economic development moving forward:

M-40 Pedestrian Improvements- The Village should continue working with the Michigan Department of Transportation (MDOT) at making pedestrian improvements along M-40. Creating a safe passageway for pedestrians from downtown to the outlying business district will enhance the economic opportunity for the village.

Partnerships with Wineries- The Village should constantly seek to partner with St. Julian wineries and others to leverage their advertising and general tourism drawing ability to create greater impact, and overall more, tourism dollars into the community.



VI. Implementation Partners

V. Implementation Partners

The completion of this Economic Development Strategy will not be easy. The Village of Paw Paw will require partners. Thankfully, several local entities have committed time, energy and funding to help projects like those suggested here.

The professionals and organizations listed below should be considered to provide valuable expertise, time, effort and assistance with executing this strategy. Their respective names and organizations appear assigned in individual tasks in the Economic Development Strategy table.

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VOLUNTEERS, BOARD AND COMMITTEE MEMBERS

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Brian Lietzau
Mary McIntosch
Ellyn Jones
Pat Lynch
Harold Schuitmaker

Mark O'Reilly
Christine Jaworoski
Roman Plaszczak
Steve Racette
Mark Bahnson
Sid Shank

Mary Lou Hartwell
Kathy Larson
Kelly Page
Linda Tyria
Cindy Mount
Barbara Carpenter