



COMMUNITY ECONOMIC DEVELOPMENT PREPAREDNESS INDEX REPORT

**Douglas County, Wisconsin
July 19, 2005**



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The results of the Community Economic Development Preparedness Index (CEDPI) for Douglas County are based on 44 responses. While the CEDPI is still being piloted in the State of Wisconsin, that is the highest response rate to date. Furthermore, the individuals that responded to the survey represent individuals and organizations that would certainly be informed about the economic preparedness level of Douglas County. These results shed some light on issues that might serve as priorities for the community. Our suggestion would be for the group to meet in a face-to-face meeting to first address those questions where there were a high percentage of people that didn't know the answer to specific indicators. Secondly, you might be able to use the averages compiled for each question to focus on a few key strengths or weaknesses where you could devote your attention (rather than spreading your attention across the 105 indicators in the CEDPI). This might serve as the basis for the beginning of some type of action planning process (who, what, where, when, how, along with measures for determining progress).

I. ORGANIZATIONAL CAPACITY FOR ECONOMIC DEVELOPMENT

- 1 . Our city council/village board has a pro-business attitude and the board actively supports economic development activities through funding, policies and programs.
- 2 . Key local business leaders are sufficiently involved in the governmental process.
- 3 . Key local business leaders are sufficiently involved in Economic development efforts.
- 4 . Our community has an effective local economic development corporation, commission or committee responsible for economic development activities.
- 5 . The organization that is most responsible for economic development in our community has adequate representation from both public and private sector members.
- 6 . Our community is a member of a regional organization actively engaged in economic development efforts (county or multi-county).
- 7 . Our community has (or has access to) a knowledgeable economic development professional.
- 8 . Our community leaders work together with other economic development related professionals or organizations (such as regional planning commissions, UW-Extension, state agencies, utilities, WI technical colleges).
- 9 . Residents in our Community have access to a community-based leadership training program.

% "DON'T KNOW"	% "STRONGLY AGREE"	% "AGREE"	% "DISAGREE"	% "STRONGLY DISAGREE"	AVERAGE SCORE
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6.0%	10.0%	50.0%	26.0%	8.0%	2.66
10.0%	10.0%	46.0%	26.0%	8.0%	2.64
14.0%	8.0%	42.0%	32.0%	4.0%	2.63
4.0%	20.0%	52.0%	20.0%	4.0%	2.92
18.0%	12.0%	40.0%	22.0%	8.0%	2.68
18.0%	12.0%	58.0%	10.0%	2.0%	2.98
14.0%	24.0%	54.0%	8.0%	0.0%	3.19
12.0%	20.0%	54.0%	10.0%	4.0%	3.02
10.0%	18.0%	50.0%	20.0%	2.0%	2.93

II. STRATEGIES FOR ECONOMIC DEVELOPMENT

- 10 . The community has an operating comprehensive land use plan.
- 11 . Our community has a zoning ordinance that designates an adequate supply of residential, commercial and industrially-zoned land for future development.
- 12 . Our community has a current written economic development plan that was prepared by an economic development committee, formally adopted by local government, and reviewed on a regular basis..
- 13 . Subcommittees work on projects outlined in the economic development plan on a regular basis.
- 14 . Our economic development plan is sufficiently part of a larger area economic development plan (multi-community, county or regional).
- 15 . The community has identified the types of businesses that fit the needs and are desired by our communities.
- 16 . The community has an active program to encourage and support existing businesses.
- 17 . We have a marketing plan that targets businesses that are most likely to locate in our community.

30.0%	2.0%	36.0%	28.0%	4.0%	2.51
18.0%	0.0%	50.0%	26.0%	6.0%	2.54
42.0%	0.0%	28.0%	26.0%	4.0%	2.41
50.0%	0.0%	24.0%	22.0%	4.0%	2.40
44.0%	2.0%	24.0%	26.0%	4.0%	2.43
24.0%	0.0%	30.0%	40.0%	6.0%	2.32
16.0%	8.0%	40.0%	24.0%	12.0%	2.52
30.0%	0.0%	36.0%	26.0%	8.0%	2.40

% "DON'T KNOW"	% "STRONGLY AGREE"	% "AGREE"	% "DISAGREE"	% "STRONGLY DISAGREE"	AVERAGE SCORE
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III. EXISTING BUSINESS RETENTION

- 18 . An up to date formal business retention and expansion study exists.
- 19 . The chamber of commerce or the economic development organization makes regular visits to businesses.
- 20 . An adequate number of business recognition events are held in the community..
- 21 . The community has an active downtown program to support downtown development and revitalization.
- 22 . Local government is usually responsive to the problems of existing businesses

56.0%	4.0%	20.0%	14.0%	6.0%	2.50
32.0%	8.0%	34.0%	20.0%	6.0%	2.65
16.0%	2.0%	54.0%	24.0%	4.0%	2.64
16.0%	16.0%	44.0%	20.0%	4.0%	2.86
8.0%	4.0%	44.0%	38.0%	6.0%	2.50

IV. NEW BUSINESS FORMATION

- 23 . Our community has an active business development program to assist new businesses with their start-up issues (e.g. business plan preparation, financing, recruitment of people, management, accounting, production and marketing).
- 24 . Our community has a systematic program to check on the progress of new businesses to see if they need help before they get into serious trouble.
- 25 . Adequate financing can be found for new business start-ups and small business expansions.

16.0%	16.0%	52.0%	14.0%	2.0%	2.98
50.0%	6.0%	10.0%	30.0%	4.0%	2.36
36.0%	4.0%	36.0%	18.0%	6.0%	2.59

V. ATTRACTING NEW BUSINESSES

- 26 . We have a marketing program targeted toward industries that have been researched to determine the likelihood of locating in our community.
- 27 . Our community actively recruits targeted industries.
- 28 . We have an organized, trained business attraction team comprised of people from both the private and public sectors.
- 29 . The existing businesses in our community are helpful in recruiting new firms to the area.

52.0%	2.0%	12.0%	28.0%	6.0%	2.21
38.0%	4.0%	24.0%	28.0%	6.0%	2.42
38.0%	2.0%	24.0%	32.0%	4.0%	2.39
32.0%	2.0%	32.0%	32.0%	2.0%	2.50

VI. TOURISM

- 30 . The community has completed an up to date tourism assets and marketing analysis and reported the results to local businesses.
- 31 . The community has an active tourism promotion program.
- 32 . The community has an active chamber of commerce or visitor and convention bureau that focuses on tourism development.
- 33 . We have a regular calendar of promotion activities (e.g. monthly trade days, main street programs, arts and crafts, festivals).

46.0%	0.0%	32.0%	16.0%	6.0%	2.48
16.0%	6.0%	48.0%	24.0%	6.0%	2.64
12.0%	8.0%	64.0%	16.0%	0.0%	2.91
12.0%	6.0%	52.0%	28.0%	2.0%	2.70

% "DON'T KNOW"	% "STRONGLY AGREE"	% "AGREE"	% "DISAGREE"	% "STRONGLY DISAGREE"	AVERAGE SCORE
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VII. Downtown Merchants

- 34 . The community has an active organization working with downtown merchants.
- 35 . The community has conducted a retail market analysis within the past three years.
- 36 . The downtown organization completed a physical renovation plan within an adequate timeframe (i.e. the past 10 years).
- 37 . Retail merchants have coordinated and/or store hours which match consumer preferences.
- 38 . Parking adequate in the downtown.

30.0%	8.0%	52.0%	8.0%	2.0%	2.94
78.0%	0.0%	8.0%	12.0%	2.0%	2.27
48.0%	0.0%	30.0%	20.0%	2.0%	2.54
46.0%	0.0%	26.0%	28.0%	0.0%	2.48
6.0%	10.0%	54.0%	22.0%	8.0%	2.70

VIII. INFORMATION FOR ECONOMIC DEVELOPMENT

- 39 . Our community has completed a "Community Profile" (fact sheet) that includes basic information about the community (e.g. major employers, education, health care, population, services).
- 40 . We have a "promotional" brochure to use with tourism, relocation packets and recruitment of new businesses that has been updated on a regular basis.
- 41 . All information contained in the community profiles and in promotional materials is available on the Internet.
- 42 . The community maintains a current database of available commercial and industrial buildings and sites.

64.0%	2.0%	28.0%	6.0%	0.0%	2.89
56.0%	2.0%	36.0%	6.0%	0.0%	2.91
62.0%	0.0%	24.0%	12.0%	2.0%	2.58
56.0%	2.0%	34.0%	8.0%	0.0%	2.86

IX. LABOR FORCE

Our community has access to current (less than 3 years old) labor force information on the following:

- 43 . wages and benefits
- 44 . labor supply by occupational categories
- 45 . productivity of the workforce
- 46 . training opportunities
- 47 . employment data (employment, unemployment, underemployment and turnover rates)
- 48 . A positive relationship exists between labor and management in our local businesses/organizations.
- 49 . The wages in our community are at a high enough level to help retain our existing work force and attract new labor to the area.
- 50 . Training opportunities exist within the community to meet existing and prospective employer training needs.

38.0%	6.0%	42.0%	14.0%	0.0%	2.87
38.0%	4.0%	48.0%	10.0%	0.0%	2.90
50.0%	2.0%	34.0%	14.0%	0.0%	2.76
38.0%	4.0%	46.0%	12.0%	0.0%	2.87
48.0%	6.0%	40.0%	6.0%	0.0%	3.00

42.0%	0.0%	30.0%	24.0%	4.0%	2.45
14.0%	0.0%	12.0%	64.0%	10.0%	2.02
20.0%	8.0%	56.0%	14.0%	2.0%	2.88

% "DON'T KNOW"	% "STRONGLY AGREE"	% "AGREE"	% "DISAGREE"	% "STRONGLY DISAGREE"	AVERAGE SCORE
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- 51 . Our community has resources to help businesses hire and train a diverse work force.
- 52 . New or expanding employers would be able to find adequate numbers of qualified employees in our labor area.

26.0%	6.0%	50.0%	18.0%	0.0%	2.84
18.0%	14.0%	52.0%	14.0%	2.0%	2.95

X. INFRASTRUCTURE CAPACITY

- 53 . Our community has an infrastructure capital improvements plan for the next five years.
- 54 . Enough (i.e. 40 acres) of industrially zoned land is owned or optioned by the community for an industrial park, or is being developed by a private developer.
- 55 . A copy of site restrictions and covenants is readily available.
- 56 . There is adequate water (10" or more) and sewer lines (12" or more) to the property line.
- 57 . An environmental assessment has been completed for the industrial park property.
- 58 . Soil test borings have been made on the industrial site.
- 59 . We have sufficient numbers of vacant industrial buildings to attract the interest of potential new businesses.
- 60 . There is a creditable business incubator in the community.
- 61 . The highways serving our community are adequate for most manufacturing and distribution operations.
- 62 . We have adequate common carrier trucking services for most manufacturing and distribution operations.
- 63 . Active rail lines effectively serve at least a portion of our industrial sites.
- 64 . Our community is within a reasonable (i.e. one hour) drive of an airport with scheduled commercial air service by at least one of the major airlines.
- 65 . We have enough excess water capacity (gpd and bod) to serve the requirements of most new manufacturing operations.
- 66 . We have enough sewage treatment capacity to serve the requirements of most new manufacturing operations.
- 67 . The community has satisfactory access to or control of an environmentally sound waste disposal site for at least 5 years.
- 68 . Our electric and natural gas rates are competitive.
- 69 . Our community has access to adequate future supplies of electric and natural gas to satisfy expansion and attraction activities for the next 5 years.
- 70 . Our community has, or shortly plans to implement a broadband high speed fiber optic cable system..
- 71 . Our community has, or shortly plans to implement digital switching capability.

60.0%	2.0%	14.0%	22.0%	2.0%	2.40
34.0%	8.0%	44.0%	14.0%	0.0%	2.91
68.0%	2.0%	22.0%	6.0%	2.0%	2.75
60.0%	2.0%	20.0%	16.0%	2.0%	2.55
72.0%	0.0%	24.0%	4.0%	0.0%	2.86
78.0%	4.0%	12.0%	6.0%	0.0%	2.91
32.0%	8.0%	46.0%	14.0%	0.0%	2.91
22.0%	12.0%	52.0%	14.0%	0.0%	2.97
6.0%	14.0%	62.0%	14.0%	4.0%	2.91
6.0%	34.0%	58.0%	2.0%	0.0%	3.34
4.0%	26.0%	68.0%	2.0%	0.0%	3.25
2.0%	34.0%	64.0%	0.0%	0.0%	3.35
18.0%	30.0%	46.0%	6.0%	0.0%	3.29
44.0%	2.0%	32.0%	20.0%	2.0%	2.61
44.0%	8.0%	46.0%	2.0%	0.0%	3.11
26.0%	14.0%	46.0%	12.0%	2.0%	2.97
34.0%	10.0%	40.0%	14.0%	2.0%	2.88
52.0%	8.0%	28.0%	12.0%	0.0%	2.92
88.0%	2.0%	4.0%	6.0%	0.0%	2.67

XI. FINANCIAL RESOURCES

- 72 . Adequate financing can be found in our community for new business start-ups and business expansions.
- 73 . Our community has an accessible group of local investors who could assist in financing a speculative or build-to-suit building.
- 74 . Our economic development organization helps businesses acquire financing.
- 75 . Local government is aware of, and has usefully implemented, municipal financing vehicles to assist economic development efforts such as Tax Incremental Financing (TIF), Business Improvement Districts (BID) and Industrial Revenue Bonds IRBs).
- 76 . Our community has successfully submitted proposals for state and/or federal funding for development programs, for housing and/or for infrastructure development.
- 77 . Local or county government has created a Revolving Loan Fund (RLF).
- 78 . Local banks effectively support community economic development.
- 79 . Local lenders made small business administration and/or other guaranteed loans on a regular basis.

% "DON'T KNOW"	% "STRONGLY AGREE"	% "AGREE"	% "DISAGREE"	% "STRONGLY DISAGREE"	AVERAGE SCORE
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34.0%	8.0%	48.0%	10.0%	0.0%	2.97
58.0%	0.0%	22.0%	16.0%	4.0%	2.43
30.0%	12.0%	46.0%	10.0%	2.0%	2.97
26.0%	14.0%	52.0%	8.0%	0.0%	3.08
36.0%	10.0%	48.0%	6.0%	0.0%	3.06
30.0%	20.0%	50.0%	0.0%	0.0%	3.29
22.0%	6.0%	64.0%	6.0%	2.0%	2.95
44.0%	4.0%	42.0%	10.0%	0.0%	2.89

XII. QUALITY OF LIFE

- 80 . The people in the community are generally proud of the quality of life here.
- 81 . Property in our community is generally well maintained.
- 82 . Our central business districts and shopping areas are attractive, clean landscaped, free of trash, painted and well cared for.
- 83 . Our community is served by a shared ride-taxi service.
- 84 . We have a public transportation system.
- 85 . Our community has a good variety of available housing – different prices, styles and locations.
- 86 . We have a good supply of moderately priced housing in our community which is affordable to entry level workers.
- 87 . We have an adequate supply of housing suitable for seniors and/or special needs populations.
- 88 . The community banks support housing initiatives through home financing and/or first buyer programs.
- 89 . Our K-12 schools compare favorably with top-quality schools elsewhere in the state.
- 90 . Our schools are of sufficiently high quality to be acceptable to highly educated executives and managers who may move to the area.
- 91 . Our community has a technical college within a 30 minutes drive.

4.0%	16.0%	64.0%	14.0%	2.0%	2.98
4.0%	2.0%	48.0%	38.0%	8.0%	2.46
4.0%	0.0%	56.0%	28.0%	12.0%	2.46
32.0%	0.0%	44.0%	20.0%	4.0%	2.59
8.0%	4.0%	68.0%	18.0%	2.0%	2.80
8.0%	2.0%	34.0%	42.0%	14.0%	2.26
6.0%	2.0%	40.0%	40.0%	12.0%	2.34
12.0%	2.0%	32.0%	44.0%	10.0%	2.30
26.0%	2.0%	68.0%	2.0%	2.0%	2.95
6.0%	18.0%	62.0%	14.0%	0.0%	3.04
12.0%	10.0%	60.0%	18.0%	0.0%	2.91
0.0%	44.0%	56.0%	0.0%	0.0%	3.44

% "DON'T KNOW"	% "STRONGLY AGREE"	% "AGREE"	% "DISAGREE"	% "STRONGLY DISAGREE"	AVERAGE SCORE
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6.0%	22.0%	64.0%	8.0%	0.0%	3.15
2.0%	46.0%	52.0%	0.0%	0.0%	3.47
16.0%	22.0%	52.0%	10.0%	0.0%	3.14
10.0%	8.0%	70.0%	12.0%	0.0%	2.96
24.0%	6.0%	54.0%	16.0%	0.0%	2.87
0.0%	28.0%	60.0%	8.0%	4.0%	3.12
4.0%	28.0%	62.0%	6.0%	0.0%	3.23
36.0%	2.0%	36.0%	22.0%	4.0%	2.56
50.0%	2.0%	38.0%	8.0%	2.0%	2.80
2.0%	18.0%	68.0%	10.0%	2.0%	3.04
10.0%	16.0%	52.0%	18.0%	4.0%	2.89
10.0%	2.0%	54.0%	28.0%	6.0%	2.58
8.0%	8.0%	84.0%	0.0%	0.0%	3.09
6.0%	4.0%	62.0%	24.0%	4.0%	2.70

- 92 . Our vocational programs are keyed to the needs of local employers.
- 93 . Our community has an accessible two or four-year college or university within a 30 minute drive.
- 94 . We have a research university within an hour's drive.
- 95 . Our local educational institutions are graduating students with the skills and knowledge that meet the needs of existing employers.
- 96 . Our local educational institutions are graduating students with the skills and knowledge required by employers using high technology applications.
- 97 . We have a hospital in our community or affiliated clinic that provides quality specialized care including the latest diagnostic and treatment equipment available.
- 98 . Our hospitals or affiliated clinics offer adequate hours of emergency service.
- 99 . Our community has a sufficient number of child care facilities available for parents who work.
- 100 . Most of our childcare programs are well managed and highly rated by parents who use them.
- 101 . Our community has adequate public parks for citizen and tourist recreational needs.
- 102 . Our community's recreational facilities and programs compare favorably with state and national standards.
- 103 . Our community offers a variety of cultural programs and activities for different ages and tastes.
- 104 . We have a variety of active service organizations in our community.
- 105 . Crime rates are low in our community.

Please note that the "Average Score" on the far right column is based on:

- 1 = Strongly Disagree**
- 2 = Disagree**
- 3 = Agree**
- 4 = Strongly Agree**

Percentage of "Don't Know" responses is not counted in the "Average Score".

The following Indicators (There are 7 of them) received an average score of 3.25 or higher (Strongly Agree = 4, Agree = 3). These indicators might be viewed as strengths that could be prioritized and maximized by the community. The average scores are indicated in parenthesis:

- 93.** Our community has an accessible two or four-year college or university within a 30 minute drive. **(3.47)**
- 91.** Our community has a technical college within a 30 minutes drive. **(3.44)**
- 64.** Our community is within a reasonable (i.e. one hour) drive of an airport with scheduled commercial air service by at least one of the major airlines. **(3.35)**
- 62.** We have adequate common carrier trucking services for most manufacturing and distribution operations. **(3.34)**
- 65.** We have enough excess water capacity (gpd and bod) to serve the requirements of most new manufacturing operations. **(3.29)**
- 77.** Local or county government has created a Revolving Loan Fund (RLF). **(3.29)**
- 63.** Active rail lines effectively serve at least a portion of our industrial sites. **(3.25)**

Prioritizing your strengths:

From the list of indicators above that received high scores, you might want to consider prioritizing these strengths. List the top 3 strengths that might be worthy of additional investments, attention, or promotion:

Question #	Issue:

The following Indicators (There are 21 of them) received an average score of less than 2.5 (Strongly Disagree = 1, Disagree = 2, Agree = 3, Strongly Agree = 4). Keep in mind that some of these questions also had high levels of no responses (see list on page 11) and so the averages may be based on a very small number of responses. These indicators might be viewed as weaknesses that could be prioritized and addressed by a committee representative of the community. The average scores can be found in parenthesis:

- 49.** The wages in our community are at a high enough level to help retain our existing work force and attract new labor to the area. **(2.02)**
- 26.** We have a marketing program targeted toward industries that have been researched to determine the likelihood of locating in our community. **(2.21)**
- 85.** Our community has a good variety of available housing - different prices, styles and locations. **(2.26)**
- 35.** The community has conducted a retail market analysis within the past three years. **(2.27)**
- 87.** We have an adequate supply of housing suitable for seniors and/or special needs populations. **(2.30)**
- 15.** The community has identified the types of businesses that fit the needs and are desired by our communities. **(2.32)**
- 86.** We have a good supply of moderately priced housing in our community affordable to entry level workers. **(2.34)**
- 24.** Our community has a systematic program to check on the progress of new businesses to see if they need help before they get into serious trouble. **(2.36)**
- 28.** We have an organized, trained business attraction team comprised of people from both the private and public sectors. **(2.39)**
- 53.** Our community has an infrastructure capital improvements plan for the next five years. **(2.40)**
- 17.** We have a marketing plan that targets businesses that are most likely to locate in our community. **(2.40)**
- 13.** Subcommittees work on projects outlined in the economic development plan on a regular basis. **(2.40)**
- 12.** Our community has a current written economic development plan that was prepared by an economic development committee, formally adopted by local government, and reviewed on a regular basis. **(2.41)**

- 27.** Our community actively recruits targeted industries. **(2.42)**
- 73.** Our community has an accessible group of local investors who could assist in financing a speculative or build-to-suit building. **(2.43)**
- 14.** Our economic development plan is sufficiently part of a larger area economic development plan (multi-community, county or regional). **(2.43)**
- 48.** A positive relationship exists between labor and management in our local businesses/organizations. **(2.45)**
- 82.** Our central business districts and shopping areas are attractive, clean, landscaped, free of trash, painted and well cared for. **(2.46)**
- 81.** Property in our community is generally well maintained. **(2.46)**
- 37.** Retail merchants have coordinated and/or store hours which match consumer preferences. **(2.48)**
- 30.** The community has completed an up to date tourism assets and marketing analysis and reported the results to local businesses. **(2.48)**

Prioritizing your weaknesses:

From the list of indicators above that received low scores, you might want to consider prioritizing these issues. List the top 3 issues that you think needed to be addressed by the Community:

Question #	Issue:

At least half of the respondents were unable to respond to the following questions (There are 27 of them). These Questions are in order with the number of people indicating that they did not know the answer in parenthesis.

- 71.** Our community has or shortly plans to implement total digital switching capability. **(44)**
- 35.** The community has conducted a retail market analysis within the past three years. **(39)**
- 58.** Soil test borings have been made on the industrial site. **(39)**
- 57.** An environmental assessment has been completed for the industrial park property. **(36)**
- 55.** A copy of site restrictions and covenants is readily available (For the industrial park). **(34)**
- 39.** Our community has completed a "Community Profile" (fact sheet) that includes basic information about the community (e.g. major employers, education, health care, population, services). **(32)**
- 41.** All information contained in the community profiles and in promotional materials is available on the Internet. **(31)**
- 53.** Our community has an infrastructure capital improvements plan for the next five years. **(30)**
- 56.** There is adequate water (10" or more) and sewer lines (12" or more) to the property line (Industrial Park). **(30)**
- 73.** Our community has an accessible group of local investors who could assist in financing a speculative or build-to-suit building. **(29)**
- 18.** An up to date formal business retention and expansion study exists. **(28)**
- 40.** We have a "promotional" brochure to use with tourism, relocation packets and recruitment of new businesses that has been updated on a regular basis. **(28)**
- 42.** The community maintains a current database of available commercial and industrial buildings and sites. **(28)**
- 26.** We have a marketing program targeted toward industries that have been researched to determine the likelihood of locating in our community. **(26)**
- 70.** Our community has or shortly plans to implement a broadband high speed fiber optic cable system. **(26)**
- 13.** Subcommittees work on projects outlined in the economic development plan on a regular basis. **(25)**
- 24.** Our community has a systematic program to check on the progress of new businesses to see if they need help before they get into serious trouble. **(25)**
- 45.** Our community has access to sufficient current (i.e. less than 3 years old) labor force information on productivity of the workforce. **(25)**

- 100.** Most of our childcare programs are well managed and highly rated by parents who use them. **(25)**
- 36.** The downtown organization completed a physical renovation plan within an adequate timeframe (i.e. the past 10 years). **(24)**
- 47.** Our community has access to current (less than 3 years old) labor force information on employment data (employment, unemployment, underemployment and turnover rates) . **(24)**
- 30.** The community has completed an up to date tourism assets and marketing analysis and reported the results to local businesses. **(23)**
- 37.** Retail merchants have coordinated and/or store hours which match consumer preferences. **(23)**
- 14.** Our economic development plan is sufficiently part of a larger area economic development plan (multi-community, county or regional). **(22)**
- 66.** We have enough sewage treatment capacity to serve the requirements of most new manufacturing operations. **(22)**
- 67.** The community has satisfactory access to or control of an environmentally sound waste disposal site for at least 5 years. **(22)**
- 79.** Local lenders made small business administration and/or other guaranteed loans on a regular basis. **(22)**

Action Planning Steps:

While you may not have time to do this for each of the three strengths and weaknesses that you identified in the last step, begin to think about an action plan for addressing your top priorities. Your action plan will require you to think about the issue in a series of steps/tasks:

Task	Time Line (By when?)	Who	Will Do What	Indicator of Success