



# INITIATIVE **41**

*A NEW Way of Thinking*



**REUTERS**  
Economy | Thu May 24, 2012 5:31pm EDT

**U.S. defense cuts hit home at Ohio tank plant**

LIMA, OHIO | BY ANDREA SHALALESA

...self-driving trucks May

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**Defense cuts starting to pinch economy**

By Tim Mullane, USA TODAY

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Tighter defense budgets are starting to pinch the nation's economy, slowing a sluggish recovery even before sharper spending cuts could kick in next year.

Military defense spending fell by about \$12 billion, or 3%, from October through May compared with the same period in the previous federal budget year, according to the Congressional Budget Office.

The Bureau of Economic Analysis, which measures defense-related spending more broadly, said last week that weaker defense spending shaved half a percentage point off first-quarter growth. Instead of growing 2.4%, the economy grew 1.9%.

Already, defense contractors are feeling the effects. Lockheed Martin CEO Robert Stevens said recently that his company's workforce is 18% smaller than three years ago, and "the pace of our hiring has slowed

**San Antonio Express-News**

**Looming Army cuts fill Texas leaders with dread**

Big Chisum | April 4, 2012 | Updated: April 4, 2012 11:16AM

... federal spending cuts over the last three years

... Texas cities with large military

... part of the budget sequester that will reduce

... Army by 80,000 soldiers through this fall.

... Texarkana's Red River Army Depot

... sequester took effect in 2013.

... sales tax. Civilian jobs vanished

... duty force shrank. In Corpus

... helicopter repair depot, an

... one contract worker

**Economic impact of major Army posts in Texas**

The Army is a major player in the economies of at least five cities around the state and has grown drastically here and in El Paso since the last

City	Direct Jobs	Indirect Jobs	Total
Fort Hood	65,942	214,344	\$44.5 billion
Fort Bliss	39,952	125,304	\$25.5 billion
Joint Base San Antonio - Fort Sam Houston	38,952	125,304	\$25.5 billion
Corpus Christi Army Depot	15,952	52,304	\$10.5 billion

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**PBN BIZ BLOG**

**Military cuts and changing traveler will hit hospitality, union says**

Jan 11, 2016, 2:07pm HST Updated Jan 11, 2016, 5:20pm HST

INDUSTRIES & TAGS: Travel, Hospitality, Tourism, Defense

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Morning Edition >> Afternoon Edition >> Breaking News

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Lorin Eleni Gill  
Reporter  
Pacific Business News

Military travel reimbursement cuts and fewer visitor expenditures will have direct impact on the Hawaii hospitality industry, a local union said Monday.

Falling purchasing power of foreign visitors along with the Defense Department's cuts to travel reimbursements for workers on long-term temporary duty assignments away from home will have a detrimental impact on the Aloha State, said Iamie Hiranaka, president of the International Federation of Professional and Executive Engineers.

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**community braces for impact of cuts**

... 22, 2013 - FoxNews.com

Cultivating change begins here.

**KOCH**

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WN aide Rhodes at

Missouri legislature passes

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... an economy that

... worried that Naval Station Norfolk -- the

... will be hard hit

... to halt looming budget cuts known as

... community -- will be hard hit

never today videos



# Defense Spending in the State / Region

**\$3.1 billion equating to 1.0% of Wisconsin's GDP (2014)**

**Percent of County GDP (2014):**

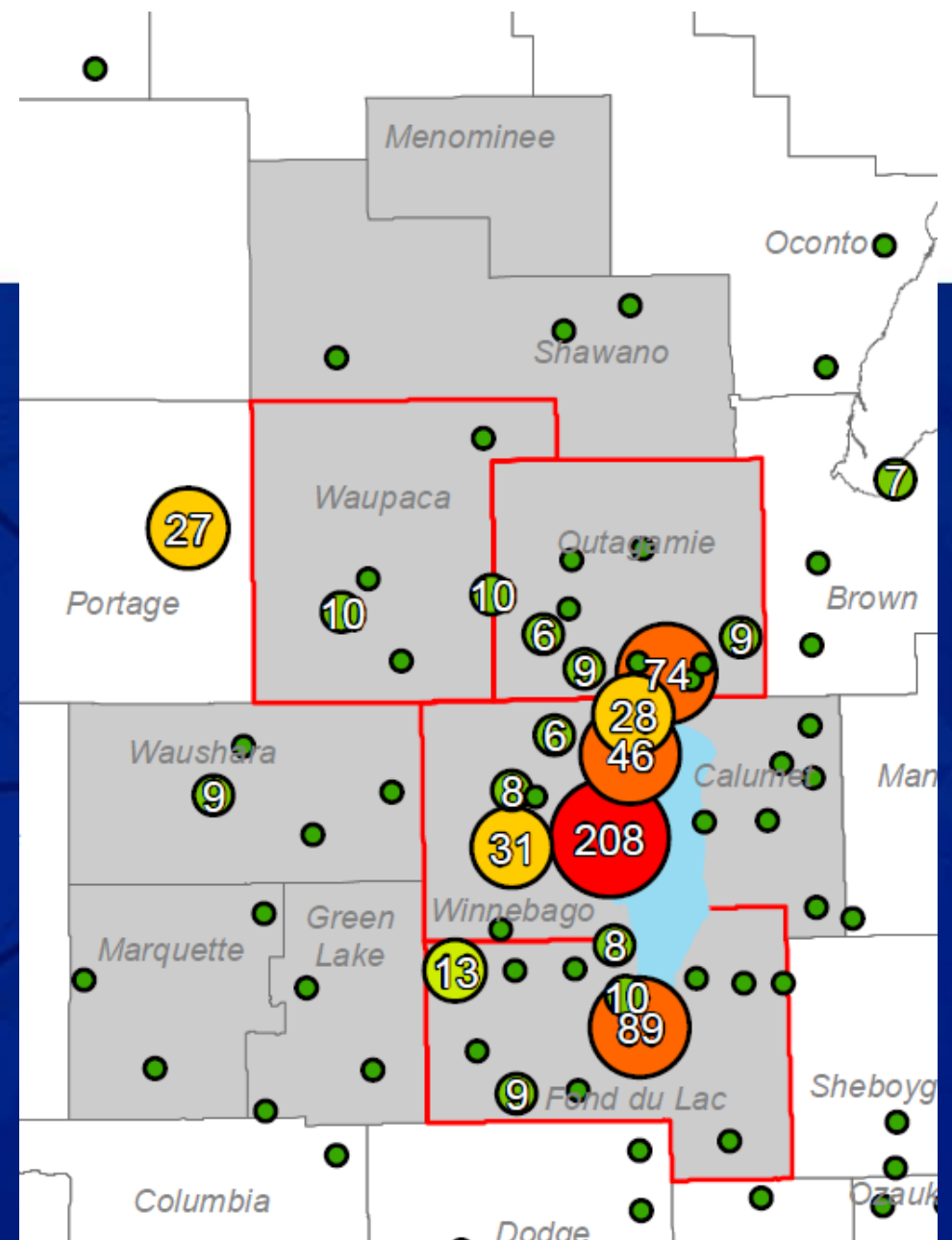
- **Winnebago: 18.4% / \$1.7B**
- **Outagamie: 0.2% / \$26.9M**
- **Brown: 0.1% / \$20.9M**



# Direct Impacts



- 2012-13: 2,000+ jobs lost
- \$91 million annual negative economic impact to the region



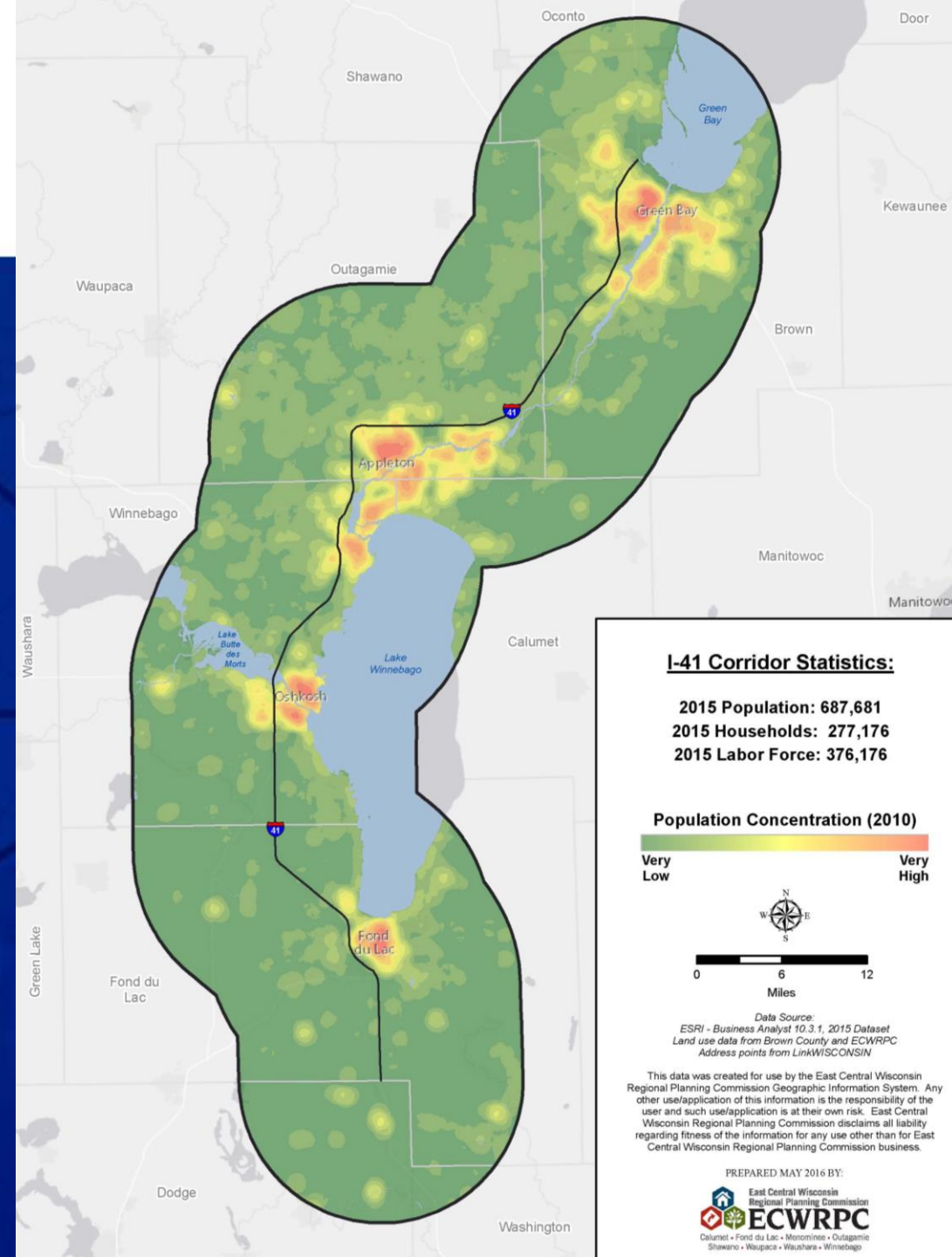
Distribution of 1<sup>st</sup> 900 job layoffs



# Indirect Impacts

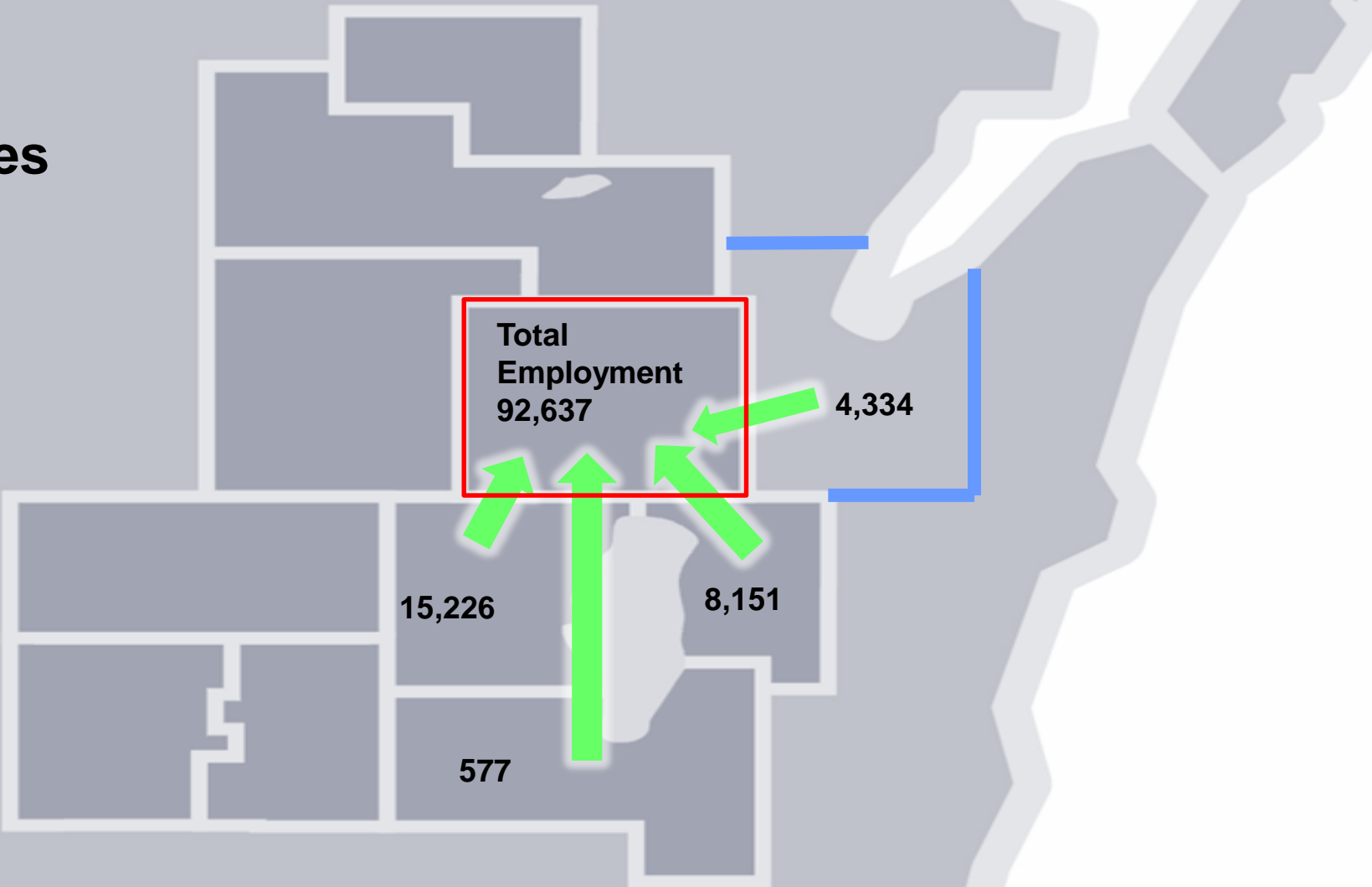
Population clusters along the I-41 corridor shows the connectivity of the region physically & economically

- Personal Income
- Basic Needs / Goods & Services
- Discretionary Spending
- Tax Revenues



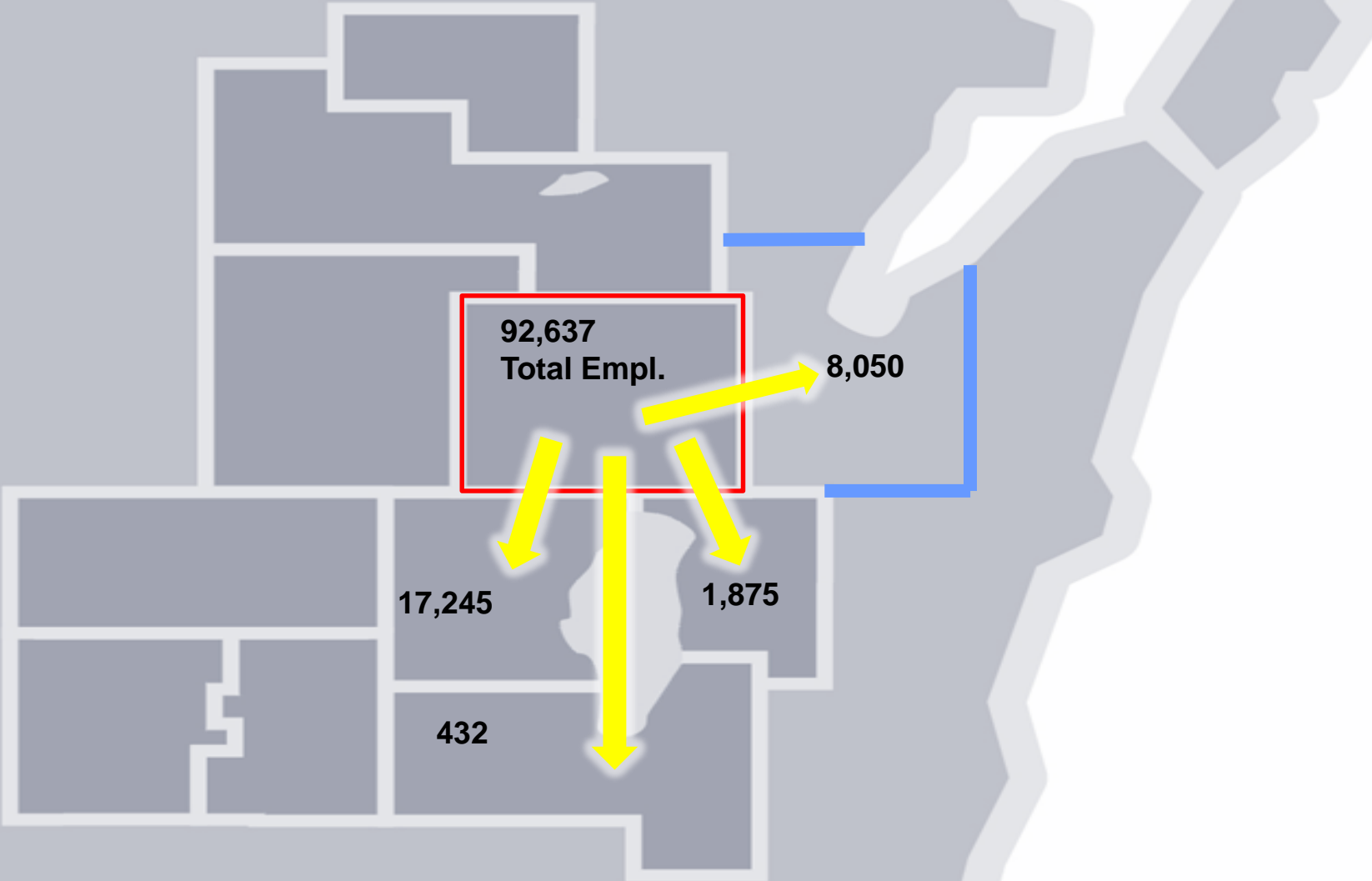
# Outagamie County

30.5% of workforce commutes **FROM** one of the other four I-41 Corridor Counties.



# Outagamie County

29.8% of workforce commutes **TO** jobs within one of the other four I-41 Corridor Counties



Source: U.S. Census Bureau, 2009-2013 American Community Survey.



# Taking Action

**INITIATIVE 41**  
*A NEWay of Thinking*

The image features a map of Minnesota with its counties outlined. A route for Interstate 41 is highlighted in blue and red, starting from the north, passing through the central part of the state, and ending in the south. Three 'INTERSTATE 41' shields are placed along the route. A large, semi-transparent blue banner is overlaid across the center of the map, containing the text 'INITIATIVE 41' in white, with '41' in a dark green diamond, and 'A NEWay of Thinking' in a smaller white font below it.





# Stakeholder Engagement





# Research Findings

- Industry base not as diverse as it should be
- We have gaps in the regional economic development/workforce service delivery & connectivity
- Low levels of public / private investment in regional economic development
- Need for more science, technology, engineering and mathematics (STEM) education



# Action Plan and Diversification Strategy

East Central Wisconsin  
Regional Planning Commission  
**ECWRPC**  
Calumet • Mason • Oneida • Outagamie • Shawano • Waupaca • Waushara • Winnebago

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**A COLLABORATIVE  
ACTION PLAN:  
FOR THE EAST CENTRAL  
WISCONSIN REGION**

East Central WISCONSIN, USA  
January 2015

This regional action plan has been developed as part of the Oshkosh Regional  
Defense Industry Diversification Initiative

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**EAST CENTRAL INDUSTRY  
DIVERSIFICATION STRATEGY**  
A REGIONAL PROFILE AND INDUSTRY  
DIVERSIFICATION STRATEGY FOR EAST CENTRAL WISCONSIN  
January 2015

East Central Wisconsin  
Regional Planning Commission  
**ECWRPC**  
Calumet • Mason • Oneida • Outagamie • Shawano • Waupaca • Waushara • Winnebago



# Future Focus Areas

- Industry diversification / finding new markets
- Developing the Aerospace cluster
- Recruiting, retaining and developing talent
- Encouraging and supporting entrepreneurial opportunities
- Promoting and building regional capacity along I-41 corridor



# What you can do

**It's time for A NEWay of Thinking!**

- Join together in recognizing and understanding the connectivity of area businesses and workforce
- Encourage and participate in collaborative efforts that benefit the entire region





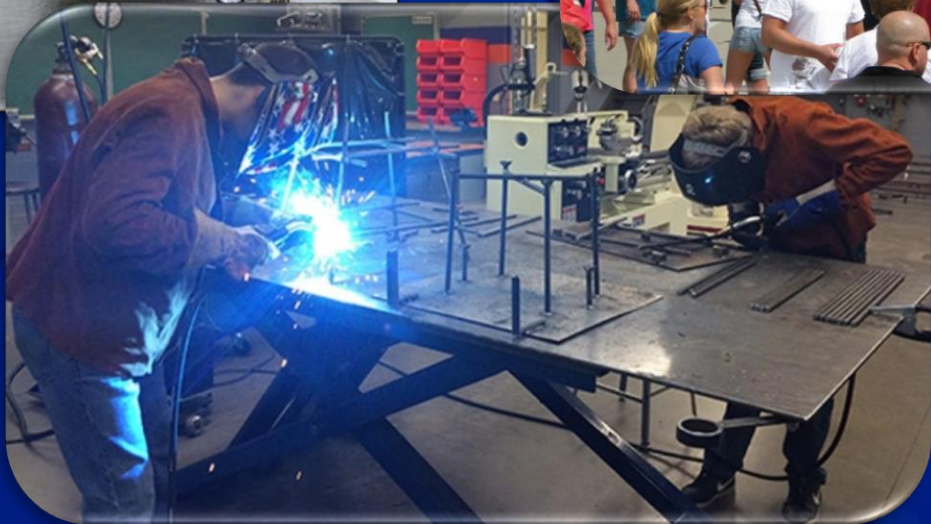
# For this to be successful

**It takes trust, commitment  
and passion**



# Ultimate goal

## Create thriving communities





**Thank You!**

[www.initiative41.org](http://www.initiative41.org)

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