

# Forest Industry-Wide Strategic Plan

*A Vision and Roadmap for Wisconsin's Future Forest Industry*





# Tony Evers

Office of the Governor | State of Wisconsin

November 16, 2020

Dear Chairman Hittle,

I seek the Wisconsin Council on Forestry's assistance to support an effort organized by the U.S. Economic Development Association (EDA) to develop a long-term, sustainable strategy for Wisconsin's forest products industry.



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FORESTRY  
[councilonforestry.wi.gov](http://councilonforestry.wi.gov)

# The Future of Wisconsin's Forest Products Economy

Summary of Focus Group Discussions



The Council's listening sessions (May 2021) led to the development of initiatives originally envisioned to inform a potential Regional Economic Diversification Summit. Four initiatives were summarized and reviewed with the U.S. Economic Development Agency (EDA) in January and then reviewed at our January Council meeting. The four initiatives were:

1. Engagement and Marketing
2. Product Innovation, Research and Development
3. Infrastructure and Facilities
4. Policy and Legislation

Following review with the EDA and considering the evolution of the *Wisconsin Forest Products Cluster: A Catalyst for Sustainable, Enduring Transformation to the United States Economic Development Administration's Phase 2 Build Back Better Regional Challenge*, Council on Forestry partners including Wisconsin Paper Council, UWSP, Wisconsin Economic Development Corporation and Wisconsin Department of Natural Resources believe that efforts can and should proceed on two initiatives.

A Report for the Wisconsin Council on Forestry



February 2022





## Initiatives

### **1. Comprehensive Brand and Industry Marketing**

Identified the need to transform perceptions of a dying, legacy industry to one that is vibrant, making products that are sustainable and in-demand and that will underpin rural economies and communities as well as help mitigate climate change. The centerpiece should be an ongoing campaign to engage with and tell our stories of the quality, sustainability, social, economic, and environmental benefits, and the future of forest products to a broad audience including citizens, landowners, elected officials, tribes, business sectors, customers and potential customers. Inherent in the campaign will be elevating an awareness of the vast array of forest products manufactured in Wisconsin and used every day around the country and around the world.

### **2. Forest Industry Roadmap**

The Council and our partners engaged in recent efforts have discussed and confirmed the value and need to create a strategic plan or “roadmap” for Wisconsin’s forest products industry in the light of consequential changes occurring in our traditional markets, industry structure and workforce. A roadmap will provide the direction and path to vitalize, diversify and sustain our large, often fragmented industry by improved coordination, partnerships, and collaboration with industry stakeholders and government. It will also identify the opportunities to effectively pivot, mobilize and compete in rapidly changing and new marketplaces that are developing regionally, nationally, and internationally.



## Maine Forest-Based Report of the Eco January 2017

### Immediate Next Steps

Federal partners have committed to work with industry and community partners on outlining specific next steps to move forward with the recommendations in this report. Along with the full description of strategies and resources available to support industry and community revitalization and current grant awards (see Strategies and Resources sections), a number of specific commitments made across multiple federal agencies as a result of the EDAT visit are already underway. These include:

- EDA is collaborating with Maine forest products industry leaders on expedited funding opportunities to quickly move forward with developing an industry-wide strategic plan—the top priority identified through the EDAT process (Strategy 1). In January 2017, EDA took a significant step toward achieving this priority by investing \$997,269 to help industry leaders create a vision and roadmap for Maine's forest products sector, including identifying products with strong future demand; analyzing Maine's competitiveness against other regions and countries; conducting wood supply analyses to understand availability by species, product, and location; assessing key transportation assets; and investigating combined heat-and-power opportunities.

<https://fpr.vermont.gov/forest-future-strategic-roadmap#About>

Agency of Natural Resources  
**Department of Forests - Parks and Recreation**

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Overview

Meet the Team

**For Foresters & Loggers**

## Forest Future Strategic Roadmap

As established in [Act 183](#) of 2022, the Commissioner of Forests, Parks, and Recreation shall create the **Vermont Forest Future Strategic Roadmap** to strengthen, modernize, promote, and protect the forest products sector and the greater forest economy for the many values and benefits they provide to all of us. FPR will contract with a qualified contractor for its creation with funding appropriated by the General Assembly. Over the next eighteen months, the Department will lead a robust public input process

4. identify actionable strategies designed to strengthen, modernize, promote, and protect the forest products sector in Vermont, including opportunities for new product development, opening new markets for Vermont forest products, adopting modern manufacturing processes, and utilizing new ways to market Vermont forest products.

Harvest Reports

Heavy Cut Law

Logger Training, Education & Resources

Sawmills

Stumpage Price Reports

Wood Products Manufacturers

Workers' Compensation Insurance Program

Resources for Landowners

Resources for Loggers

Forest Economy Financial Assistance

Forest Economy Resources

- [Stay Informed](#)
- [Resources](#)

### Int Sec. 45. APPROPRIATIONS

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In addition to any other funds appropriated to the Department of Forests, Parks and Recreation, in fiscal year 2023 the amount of \$250,000.00 is appropriated from the General Fund to the Department to enter a two-year contract in fiscal year 2023 for the purpose of contracting for the development of the Vermont Forest Future Strategic Roadmap required by 10 V.S.A.

§ 2531.

## What is a forest industry roadmap?

### A Forest Industry-Wide Strategic Plan

- Help to retain existing businesses, identify new market opportunities, and drive innovation.
- A foundational source of information and a compass for policy makers, industry investors, entrepreneurs, regional economic planning groups, and any who seek to invest in growing Wisconsin's forest-based amenities.
- A statewide vision for an environmentally sustainable, economically robust, and diverse forward-thinking industry built on an assessment of current resource capacity and capabilities.
- Position Wisconsin to anticipate and drive the demand of our 21st century wood fiber customers with sustainable, innovative products that offer Wisconsin a competitive seat at the top of the global wood market.



## The Purposes of the Forest Industry-Wide Strategic Plan is to:

- Unlock and connect resources and funding
- Understand Wisconsin's industry and resource strengths and gaps
- Build forestry community relationships
- Communicate needed policy support
- Put Wisconsin on investor's radar
- Demonstrate that Wisconsin's forest industry can be proactive
- Inform future actions for state agencies, industry and legislators
- Generate enthusiasm for a future work force to pursue careers in WI's forest industry





## What the Forest Industry-Wide Strategic Plan Consists of:

1. Executive Summary
  - Stand-alone portion that can be separated out - suitable for varied audiences
  - Includes goals, initiatives, and actionable tasks/needs (to support, develop and diversify the industry)
  - Identifies recommendations including budgetary items/needs
2. Objective/Purpose/Scope
  - a. What this strategic plan is and what it is not
3. Procedure
  - a. Process and people involved
4. Background
  - a. Where we have been
    - i. Historic metrics for the industry, communities, workforce, supply chain etc.
    - ii. Historic metrics for the resource, harvest levels etc.
  - b. Where we are at now (for the above)
    - i. Summary of what has changed
  - c. Resource availability analysis, (fiber, workforce etc.)
    - i. Geographical breakdown
  - d. Forecast (for the above)
  - e. Variables that could impact forecast expectations and impacts
  - f. U.S. Regions - WI Benchmark
  - g. Literature / Research Review (for example Pre-Feasibility Study)
  - h. Ongoing Efforts/Organizations/Stakeholders Review

## What the Forest Industry-Wide Strategic Plan consists of:

5. Opportunities
  - a. Anticipated local, regional, global opportunities/markets
  - b. Brownfield and Under Performing Industry Analysis
6. Policy and Infrastructure Analysis
  - a. Political/Regulatory Environment
  - b. Infrastructure
  - c. Public Considerations
7. Environmental Analysis / Considerations
8. Future Goals/Vision
  - a. Consensus on State's future industry goals and timeline
    - i. Vision and metrics, economic etc.
      - These types of metrics....<https://dnr.wi.gov/about/documents/FactSheets/FactSheetForestryEconomy.pdf>
    - ii. Recommendations (to support, develop and diversify the industry – potentially by WI Regions)
    - iii. Best fit opportunities/initiatives/actionable items
    - iv. Roadmap
      - What needs to happen to get there? What do we have at hand? What are the gaps?
9. Next Steps
  - a. Recommendations for implementation
  - b. Recommendations for KPIs and monitoring
  - c. Plan revisions and updates
  - d. Items left to be done outside the initial scope of this effort

## What's Next

- Identify partners and partner roles
- Continue to identify funding needs and seek funding sources
- Identify “in-house” capabilities and outside needs
- Build support

