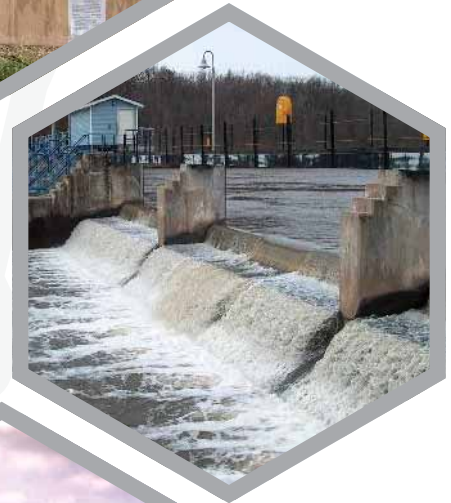


Comprehensive Economic Development Strategy

5 - Year Update 2013



East Central Wisconsin
Regional Planning Commission

ECWRPC

Calumet • Menominee • Outagamie • Shawano • Waupaca • Waushara • Winnebago

East Central Wisconsin Regional Planning Commission

Comprehensive Economic Development Strategy

2013 5-Year Update

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ABSTRACT

TITLE: COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY, 2013 5-YEAR UPDATE

CONTACT: Katherine Ahlquist, Economic Development Planner

AUTHORS: Katherine Ahlquist, Economic Development Planner
Adam Pfefferle, GIS Specialist II

SUBJECT: 5-year update of the East Central Wisconsin Region's economic development program, socioeconomic conditions and trends, and economic development projects to ensure continued eligibility of the region as an Economic Development District.

DATE: Adopted October 25, 2013

PLANNING AGENCY: East Central Wisconsin Regional Planning Commission

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This report updates an economic development program for East Central Wisconsin. Specific public and private investment projects intended to promote economic development within the region are described. This document functions to enhance opportunities for the region's communities and other eligible entities to receive public works and business loans and grants from the Economic Development Administration (EDA). This report was prepared in conformance with the Economic Development Administration Reauthorization Act of 2004 and is consistent with EDA Code of Federal Regulations, 13 CFR, Chapter III, Part 303—Planning Investments and Comprehensive Economic Development Strategies, as published in the Federal Register (Vol. 71, No. 187) on September 27, 2006. Preparation of this report was financed in part by a grant from the Economic Development Administration, U.S. Department of Commerce.

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CHAPTER 1

INTRODUCTION

CHAPTER 1: INTRODUCTION

THE EAST CENTRAL WISCONSIN REGIONAL PLANNING COMMISSION

The East Central Wisconsin Regional Planning Commission (the Commission) was established in 1972 and is an association of counties and other local units of government with statutory responsibility to plan and coordinate the physical and economic development of the region. The region consists of 10 counties, 27 cities, 29 villages and 156 towns (See Map 1). In terms of neighboring jurisdictions, the region is bordered by 3 regional planning commissions: North Central, Bay-Lake, and South Eastern; and by 11 counties: Langlade, Oconto, Brown, Manitowoc, Sheboygan, Washington, Dodge, Columbia, Adams, Portage, and Marathon. See Map 2 for a broader regional overview.

East Central is governed by 28 commissioners. All county executives and county board chairs are commissioners. Towns and cities are also represented. One commissioner from each county is appointed by the Governor to represent state interests. East Central maintains five formal subcommittees: Regional Comprehensive Planning, Transportation, Community Facilities, Economic Development, and Open Space and Environmental Management. Figures 1 and 2 show the June 2013 Commissioners and Planning Staff. Ad-hoc advisory committees exist for the Transportation and Economic Development (e.g. the CEDS Committee) planning programs.

Figure 1: East Central RPC Table of Organization, June 2013

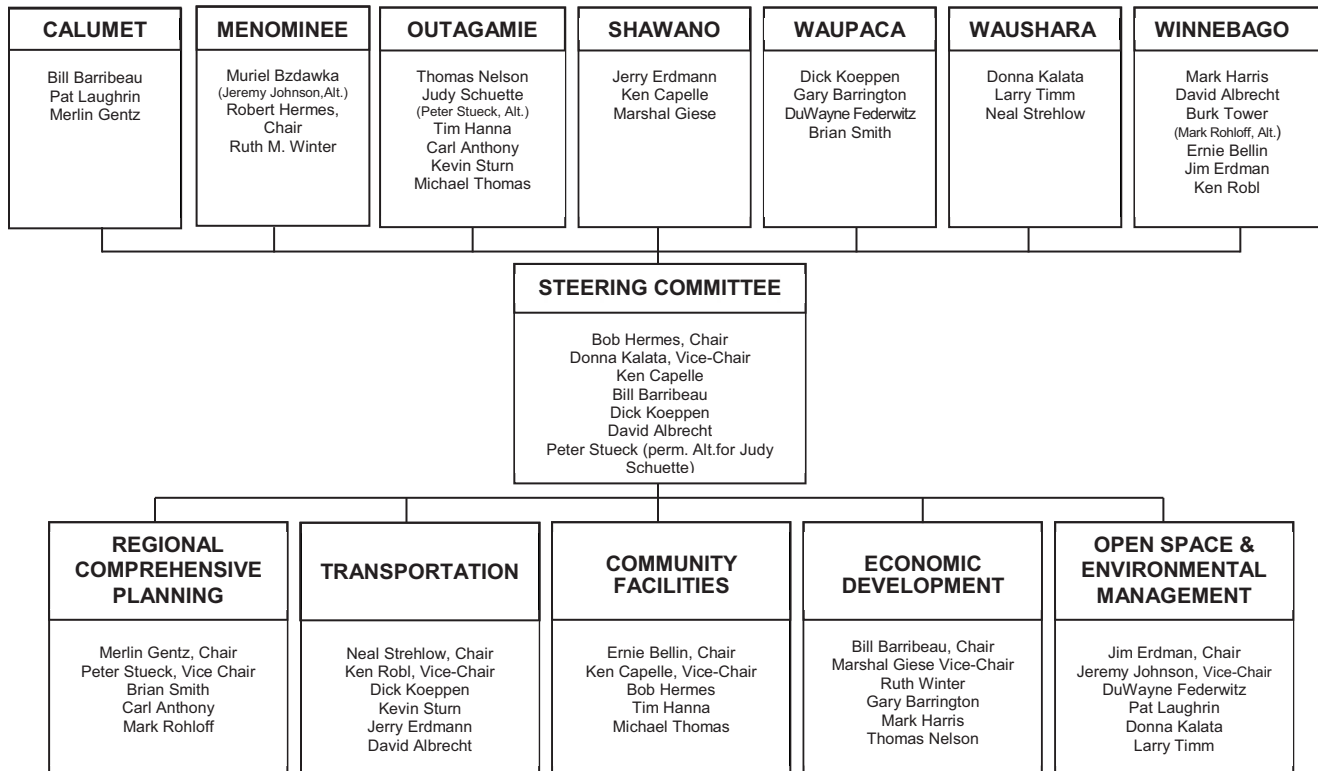


Figure 2: East Central RPC Staffing, 2013

<u>Administrative Staff</u>	Nick Musson, Transportation Planner
Eric W. Fowle, AICP, Executive Director	David Kress, SRTS Planner
Walt Raith, Assistant Director / MPO Director	Mike Patza, SRTS Planning Specialist II
Edalia Haney, Administrative Assistant	Katherine Ahlquist, Economic Development Planner
Erin Bonnin, Administrative Coordinator	Kolin Erickson, Transportation Planner
Pamela Scheibe-Johnson, Controller	Trish Nau, Principal Planner
<u>Planning Staff</u>	<u>Geographic Information Systems Staff</u>
Kathy Thunes, P.E., Principal Community Development Planner	Mike Zuege, GIS Coordinator
David Moesch, Associate Transportation Planner	Adam Pfefferle, GIS Specialist II
Scott Konkler, Mine Reclamation Specialist	Tyler DeBruin, GIS Specialist I
Melissa Kraemer Badtke, SRTS Coordinator, Associate Planner	<u>Information Technology Staff</u>
Todd Verboomen, Sewer Service Area Planner	Tim Badtke, IT Coordinator
Joe Huffman, Sewer Service Area Planner	<u>Notes:</u>
Tom Baron, Associate Community Development Planner	SRTS= Safe Routes to School

PURPOSE OF THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

The purpose of the CEDS is multifaceted. The CEDS is designed to provide baseline information, development strategies, and projects for commissioners, the CEDS Committee, staff, local government officials, interest groups and citizens from throughout the region while meeting the requirements of the Economic Development Administration. The CEDS should be viewed as one of many tools in the economic development toolkit.

EDA District Status

In 1984 East Central was designated as an Economic Development District (EDD) under the provisions of Title IV of the Public Works and Economic Development Act of 1965, as amended. The U.S. Department of Commerce Economic Development Administration (EDA) provides financial assistance to designated districts for the purpose of developing an Economic Development Strategy (CEDS) and provides funding, in part, for community development planning that is designed to assist in alleviating economic distress and unemployment.

The CEDS document is a significant component of remaining a designated EDD. Continued eligibility of the East Central Economic Development District is based upon the Commission completing an update of the CEDS, in conformance with 13 CFR Chapter III §303.7, every 5 years (at minimum) and submitting a supplemental annual report for all other years. This document serves as the 2013 CEDS 5-Year Update.

Pursuant to EDA legislation, the East Central Wisconsin Comprehensive Economic Development Strategy (CEDS) is designed to:





...bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen the regional economy. The CEDS analyzes the regional economy and serves as a guide for establishing region goals and objectives, developing and implementing a region plan of action, and identifying investment priorities and funding sources...CFR §303.7(a)

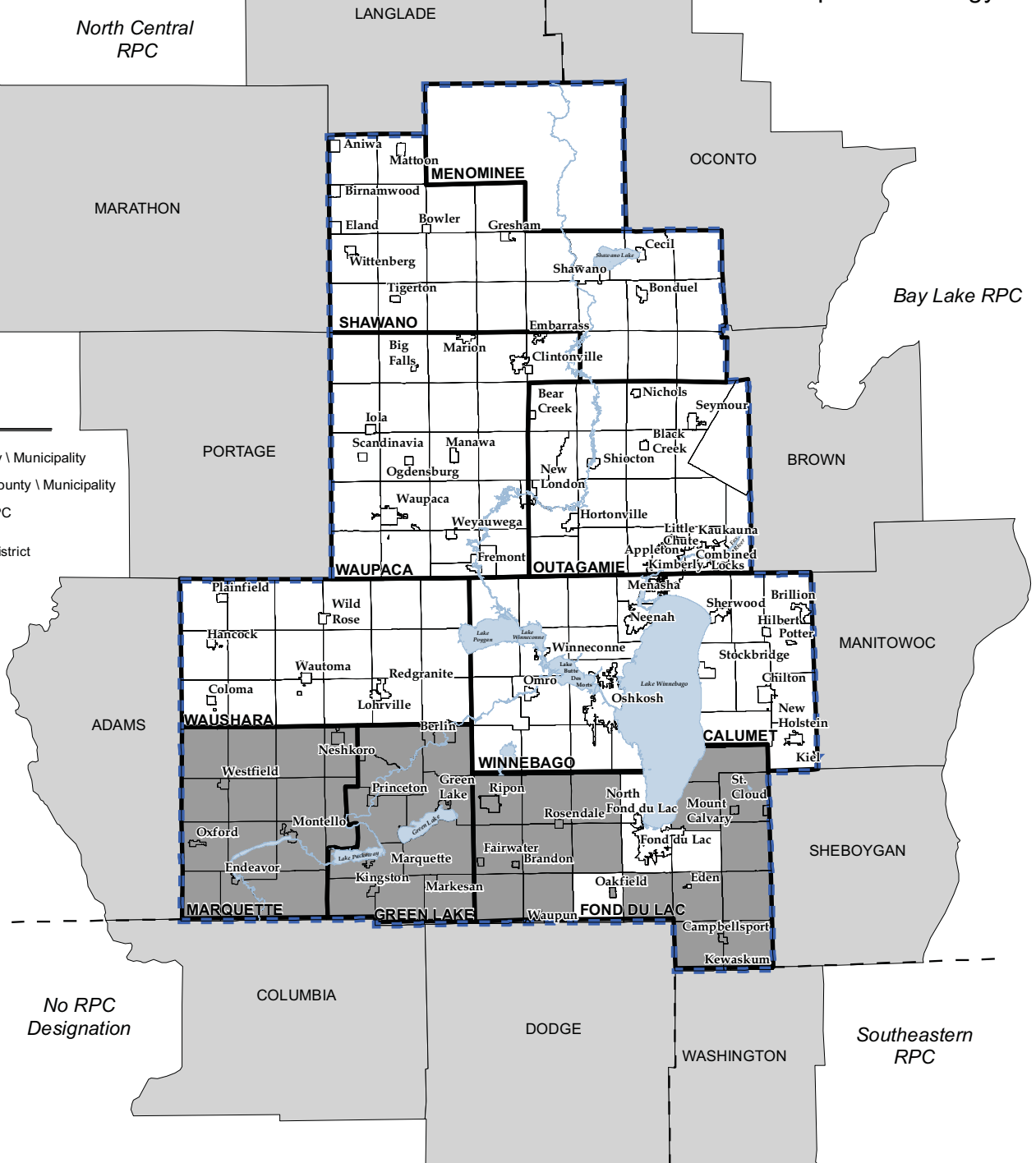
East Central Wisconsin RPC & EDD

1

Comprehensive Economic Development Strategy 2013

Legend

-  Member County \ Municipality
-  Non-Member County \ Municipality
-  Surrounding RPC
-  EDA Economic Development District (EDD)



Sources:

Member County information provided by ECWRPC 2013.
Base map data provided by the Regional counties and
DNR Wisconsin data.



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Scale in Miles

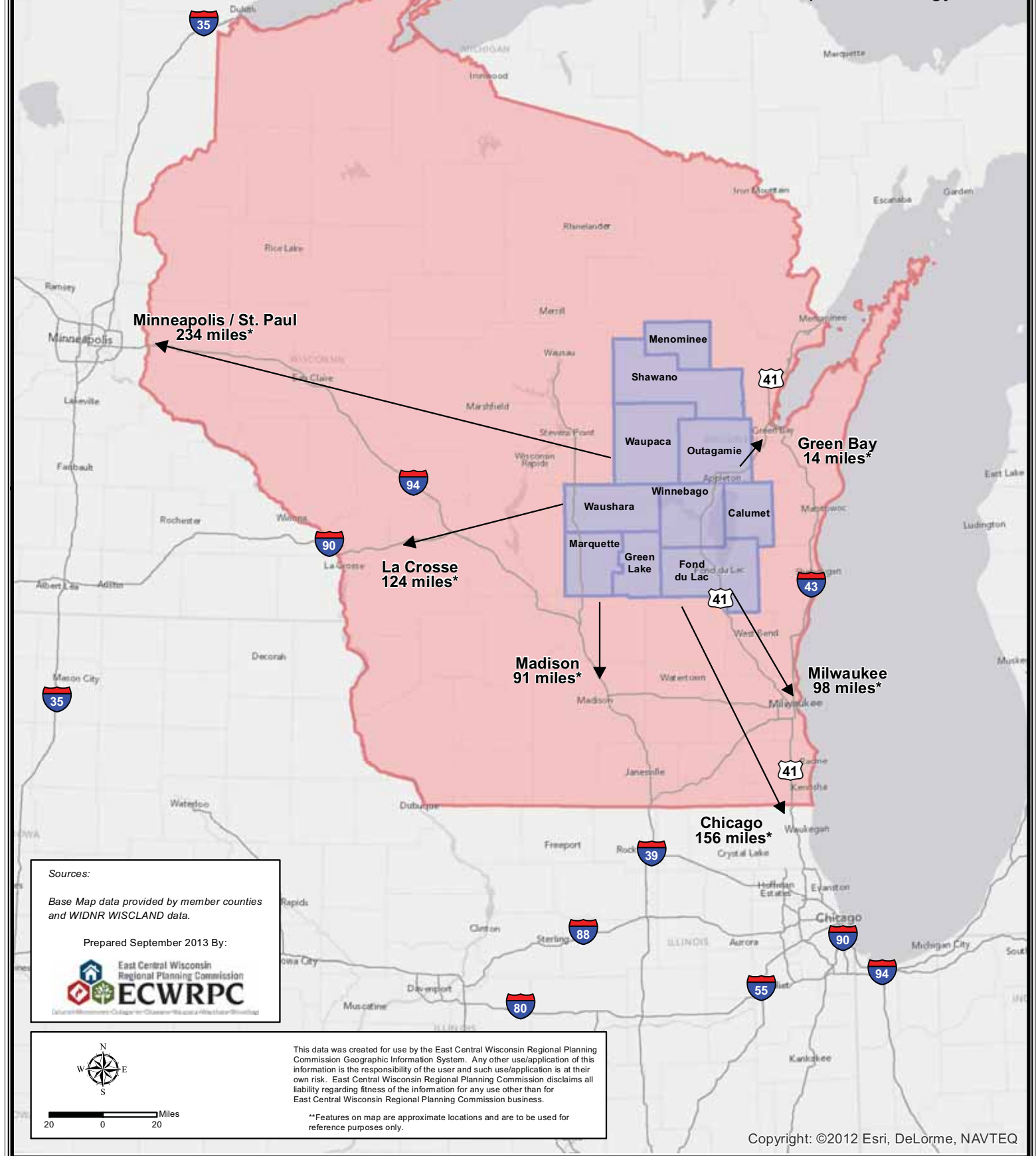
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Prepared September, 2013 by:

East Central Wisconsin
Regional Planning Commission
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Menasha, WI 54952

Regional Context | 2

Comprehensive Economic
Development Strategy 2013

EDA Investments in the Region

Since gaining EDD status in 1984, the Commission has been successful in securing nearly \$13.3 million in EDA funding for projects throughout the region, as seen in Table 1. By continually updating the CEDS, the Commission ensures that communities within the region remain eligible for EDA funding to use in leveraging additional private and public sector investment.

Table 1: EDA Investments in the East Central Wisconsin Region Since 1984

Year	Recipient	County	Project Description	Program	EDA Funding
1984	City of Fond du Lac	Fond du Lac	Industrial Park Improvements	Public Works	\$ 385,350
1984	Fox Valley Technical Institute	Outagamie	Sewer, Road and Building	Public Works	\$ 770,000
1984	Oneida Tribe	Outagamie	Sewer & Water Extension	Public Works	\$ 477,254
1987	City of New Holstein	Calumet	Industrial Development	Public Works	\$ 400,000
1987	Fox Valley Technical Institute	Outagamie	Develop Export Trade	Technical Assistance	\$ 31,182
1990	City of Green Lake	Green Lake	Water System Improvements	Public Works	\$ 366,222
1992	East Central Wisconsin RPC	Regional	Economic Development Feasibility Study	Technical Assistance	\$ 45,000
1993	East Central Wisconsin RPC	Regional	Flood Recovery Strategy	Technical Assistance	\$ 80,000
1995	City of Brillion	Calumet	Water, Storm Basin Improvements	T9	\$ 505,058
1998	Menominee Tribal Enterprise	Menominee	Construction of Industrial Building	Public Works	\$ 490,800
1999	Village of Bonduel	Shawano	Industrial Park Infrastructure	Public Works	\$ 748,200
2000	Village of Westfield	Marquette	Industrial Park Development	Public Works	\$ 835,100
2001	Menominee Tribal Enterprise	Menominee	Construction of Wood Products Manufacturing Center	Public Works	\$ 807,000
2002	City of Berlin	Green Lake	Industrial Park Infrastructure	Public Works	\$ 1,606,200
2002	City of Shawano	Shawano	Industrial Park Development	Public Works	\$ 808,000
2009	East Central Wisconsin RPC	Regional	Flood Recovery Strategy	Emergency Assistance (Flood Recovery)	\$ 60,000
2009	Fond du Lac County EDC and the Center for Enterprise Development	Fond du Lac	Economic Gardening Program to grow economy from within	Emergency Assistance (Flood Recovery)	\$ 437,899
2009	City of Chilton	Calumet	Regional Stormwater Pond for Industrial Park	Emergency Assistance (Flood Recovery)	\$ 199,980
2010	City of Omro	Winnebago	Industrial Park Infrastructure	Emergency Assistance (Flood Recovery)	\$ 399,000
2010	East Central and Bay Lake RPCs	Regional	Global Trade Strategy Development for NE WI	Community Trade Adjustment Assistance	\$ 135,000
1984-2012*	East Central Wisconsin RPC	Regional	Ongoing Economic Development Planning	Planning	\$ 1,758,859
2012	Oshkosh Chamber of Commerce and OAEDC	Winnebago	Oshkosh Area Targeted Business & Industry Cluster Analysis	Technical Assistance	\$ 40,000
2013	City of Oshkosh and Winnebago County	Winnebago	Oshkosh Aviation Business Park	Public Works	\$ 2,000,000
Total EDA Investment in the East Central Region					\$ 13,386,104

* Includes 3-year grant awarded to the Commission in 2012 to fund planning activities from 2012-2014 as well as supplemental planning funds awarded thereafter

BACKGROUND AND PROCESS

The *2013 CEDS 5-year Update* was the culmination of a year-long planning process that consisted of the collection and dissemination of background information, gauging economic development perceptions in the region, inventorying regional economic development projects, and prioritizing these projects. The Comprehensive Economic Development Strategy (CEDS) Committee played a crucial role in this process.

CEDS Committee

The CEDS Committee, originally formed as an ad-hoc advisory committee, is designed to help guide the CEDS planning process. Input from this committee is reported back to the Commission's Economic Development Standing Committee, and the Full Commission. The makeup of the CEDS Committee is guided by EDA legislation, CFR §303.6(a), which stipulates the committee should have representation from the following: private sector, public officials, community leaders, workforce development boards, institutions of higher education, minority and labor groups, private individuals and tribal governments where applicable. A consortium of economic development, technical college, workforce development, chamber, the Menominee tribe and other professionals were designated as the official CEDS committee for ECWRPC (Appendix B) and played a critical role in development of the *2013 CEDS 5-year Update*. Many thanks go out to the committee for their assistance in preparing this document.

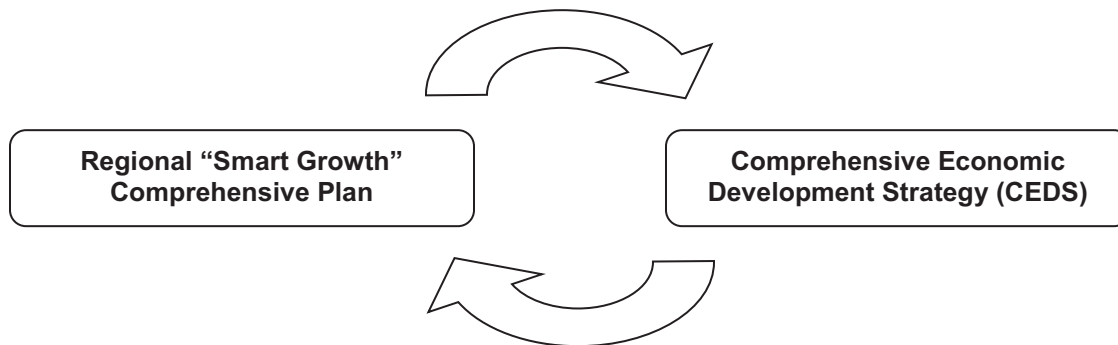
Public Participation

The Commission recognizes the importance of public participation in creating all plans. With this in mind, Commission staff ensured that public participation opportunities were made available throughout the process of creating the *2013 CEDS 5-year Update*, which included a 30-day public comment period, culminating in a public comment item on the October 25th, 2013 Commission Agenda. For this *2013 CEDS 5-year Update*, Commission staff have continued to update the CEDS website, including a digital economic development inventory form and the promotion of the CEDS process as part of the Commission's Community and Economic Development E-Newsletter.

Integration with the Regional Comprehensive Plan

East Central adopted *Shaping our Future in the 21st Century: The East Central Wisconsin Regional Comprehensive Plan 2030* on April 25, 2008. This plan supplants the Commission's prior regional plan, which was adopted in the early 1970's. The new plan was developed in compliance with the State of Wisconsin's "Smart Growth" legislation (§66.1001 and §16.965), which requires that plans contain an Economic Development element. Other required "elements" are: issues and opportunities; housing, transportation; community and public facilities; agricultural, natural, and cultural resources; land use; intergovernmental cooperation; and implementation.

The Commission took the approach to integrate the comprehensive planning efforts into the 2008 CEDS planning process. Both the *Regional Comprehensive Plan* and the CEDS are continuous planning processes; the documents that come out of these processes at particular points in time merely reflect the status of the document when printed. Both plans are designed to be 'living' documents and should be continually updated. The Commission intends to utilize the CEDS process to update the Economic Development Element of the *Regional Comprehensive Plan* on a regular basis. This concept is depicted in Figure 3.

Figure 3: Interrelationship Between Planning Processes

REPORT STRUCTURE

The *2013 CEDS 5-year Update* is intended to provide baseline information that will enable commissioners, staff, advisory committee members, interest groups, and citizens to understand the basic make-up of the regional economy. It provides updated background information on demographic trends and socio-economic conditions, including population, labor force, industry clusters, personal income, and wage information. The following is a brief description of chapters within the CEDS.

Chapter 1: Introduction

This chapter provides a context for which the CEDS is created. Description of the Commission, functions and programs of the EDA, and the planning process are included.

Chapter 2: Demographic and Economic Development Trends

This chapter provides a general overview of the region's employment, income, industries and clusters. Economic development strengths, weaknesses, opportunities and threats are also included.

Chapter 3: A Plan for Action

This chapter provides the region's economic development goals and objectives, sets forth performance measures, and presents a plan of action.

Chapter 4: EDA Program Criteria and East Central Project Inventory

This chapter describes in more detail the EDA program, investment criteria and funding distress levels. Also, the regional project inventory, along with ranking criteria, and potential funded sources indicated for each project.

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CHAPTER 2

POPULATION AND ECONOMIC TRENDS

CHAPTER 2: POPULATION & ECONOMIC TRENDS

INTRODUCTION

Economic development is an area of planning that can be tied to all of the other elements in this document. In a fundamental planning context, economic development is a tool that can be used to create jobs, increase wages and tax bases for communities and enhance worker training opportunities.

This chapter examines economic components of the region by evaluating population, labor force information, average wages, personal per capita income information, and industry specific information. For most of the data included in this report, the years 1990, 2000 and 2010 serve as baseline years and subsequent data is the most recent available, depending upon the source.

POPULATION TRENDS

Past, present and future growth patterns have implications for the future health and vitality of the region. They help define existing problems and identify available socioeconomic resources. They also represent the current and future demands for services and resources. Changes in population and households combined with existing development patterns and policy choices will determine how well the region will be able to meet the future needs of its residents.

Historic Population

Between 1970 and 2010, the region has experienced significant population growth, growing from 475,090 persons in 1970 to 651,835 persons in 2010 (Table 2). The majority of this growth was concentrated in the four urban counties. Over the same time period, the region (37.2 percent) grew at a faster rate than the state (28.7 percent), but slower than that of the nation (51.9 percent).

As depicted in Table 2 and Figure 4, between 2000 and 2010 the region (7 percent) continued to grow at a faster rate than the state (6 percent), but slower than the nation (9.7 percent). The fastest growing county (Calumet) grew by 20.5 percent during this time period, largely in response to the expansion of the Appleton-Neenah urbanized area. Outagamie, Winnebago and Fond du Lac counties grew by 9.8 percent, 6.5 percent, and 4.5 percent respectively. Growth in the remainder of counties varied from 6.2 percent in Waushara County to 1.1 percent in Waupaca County. Green Lake County and Menominee County declined in population at rates of 0.3 and 7.2 percent.

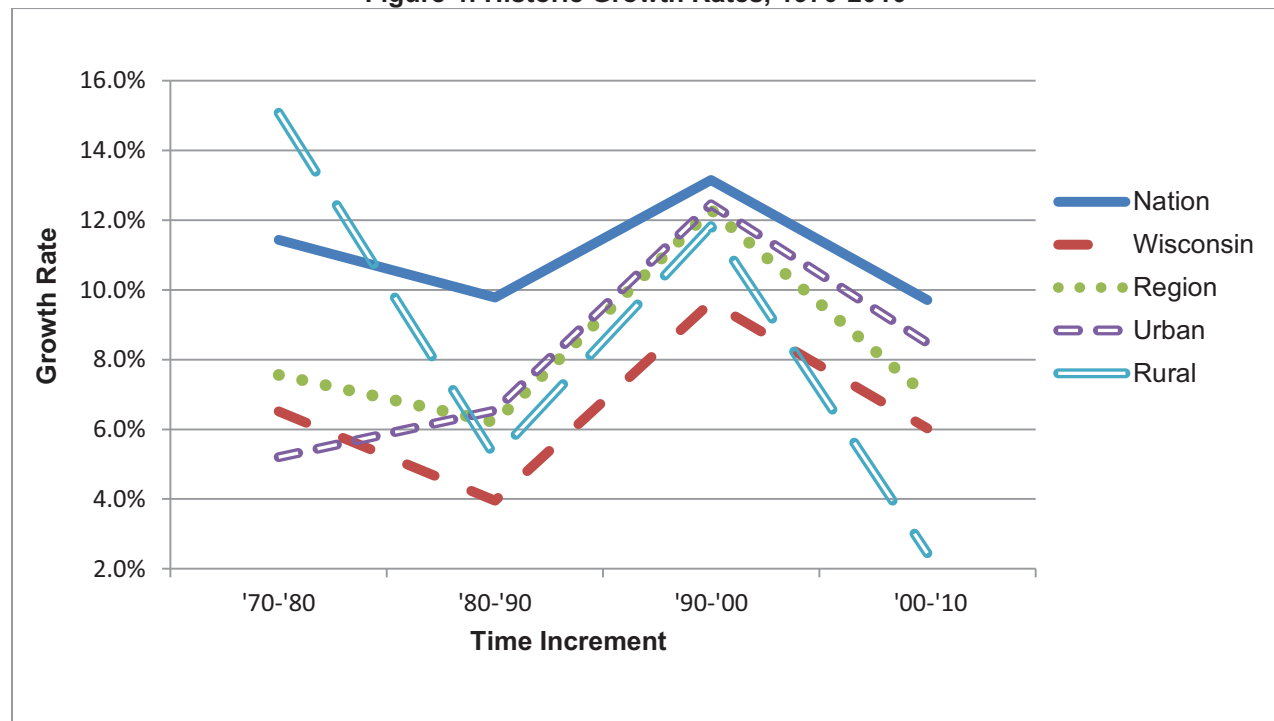
Table 2: Historic Population Growth Rates, 1970-2010

Jurisdiction	Census 1970	Census 1980	Census 1990	Census 2000	Census 2010	% Change 1970- 2010	% Change 2000- 2010
Nation	203,302,031	226,545,805	248,709,873	281,421,906	308,745,538	51.9%	9.7%
Wisconsin ^a	4,417,821	4,705,642	4,891,769	5,363,701	5,686,986	28.7%	6.0%
Region ^a	475,090	511,033	542,712	609,438	651,835	37.2%	7.0%
Urban	361,515	380,333	405,204	455,661	494,293	36.7%	8.5%
Rural ^a	113,575	130,700	137,508	153,777	157,542	38.7%	2.4%
Calumet	27,604	30,867	34,291	40,631	48,971	77.4%	20.5%
Fond du Lac	84,567	88,964	90,083	97,296	101,633	20.2%	4.5%
Green Lake	16,878	18,370	18,651	19,105	19,051	12.9%	-0.3%
Marquette	8,865	11,672	12,321	14,555	15,404	73.8%	5.8%
Menominee	2,607	3,373	3,890	4,562	4,232	62.3%	-7.2%
Outagamie	119,398	128,730	140,510	160,971	176,695	48.0%	9.8%
Shawano	32,650	35,928	37,157	40,664	41,949	28.5%	3.2%
Waupaca ^a	37,780	42,831	46,104	51,825	52,410	38.7%	1.1%
Waushara ^a	14,795	18,526	19,385	23,066	24,496	65.6%	6.2%
Winnebago	129,946	131,772	140,320	156,763	166,994	28.5%	6.5%

^a 2000 Census numbers have been adjusted through the Count Question Resolution Program (CQR) 8/30/02.

Source: U.S. Census: 1950, 1960, 1970, 1980, 1990, 2000, & 2010.

Figure 4: Historic Growth Rates, 1970-2010



Source: US Census 1970, 1980, 1990, 2000 & 2010

Population Forecasts

Table 3 presents population estimates for the region through the year 2030. These population projections are based on a combination of average growth trends over the last three Decennial Censuses (1980, 1990, and 2000), and population estimates developed by the Wisconsin Department of Administration in 2004.

Based on anticipated growth patterns and anticipated higher net migration rates, it is estimated that population in the region may increase by 24.2 percent between 2000 and 2030. It was assumed that the largest rate of growth would occur during the first decade and that the growth rate for the region would taper off in later decades; however, the actual population count in the 2010 Census was lower than originally estimated. As the population ages and the rate of natural increase declines, it is expected that some rural counties will actually see their population peak between 2020 and 2025 and begin declining thereafter (e.g. Green Lake and Menominee Counties).

As seen in Figure 5, the region, as a whole, is anticipated to grow at a faster rate than the state yet slower than the nation. On average, the region's urban counties (Calumet, Fond du Lac, Outagamie and Winnebago) are anticipated to grow faster than rural counties (27.6 percent v. 14.1 percent). The spike for rural counties is due to a lower actual population count in the 2010 Census than previously estimated. Estimated change in population for urban counties between 2000 and 2030 is expected to vary from 50.5 percent in Calumet County to 16.1 percent in Fond du Lac County. Estimated change in population for the remaining rural counties is expected to vary from 21.6 percent in Waushara County to 4.7 percent in Green Lake County.

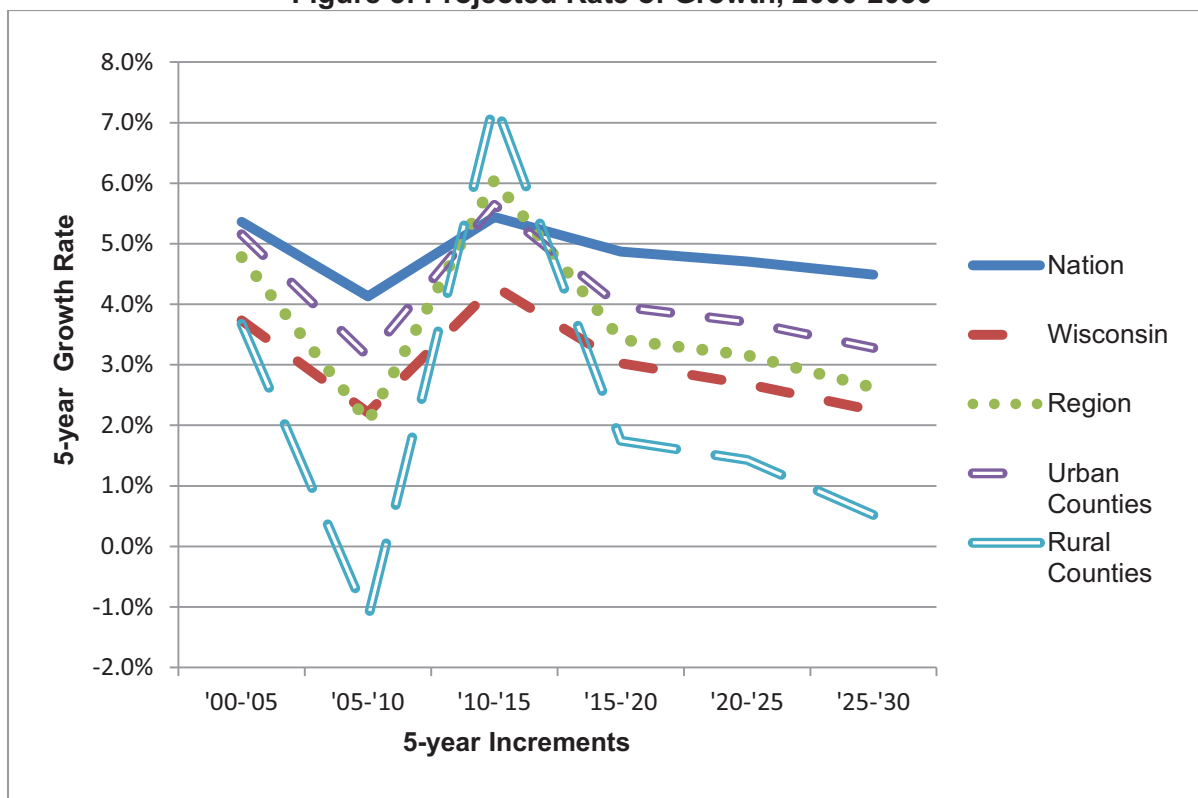
Table 3: Population Projections, 2000-2030

	Census 2000	2005*	Census 2010	2015	2020	2025	2030	% Change 2000- 2030
Nation	281,421,906	296,507,061	308,745,538	325,540,000	341,387,000	357,452,000	373,504,000	32.7%
Wisconsin	5,363,715	5,563,896	5,686,986	5,931,386	6,110,878	6,274,867	6,415,923	19.6%
Region	609,558	638,699	651,835	691,306	714,938	737,519	756,876	24.2%
Counties	455,781	479,272	494,293	522,190	542,867	562,993	581,444	27.6%
Rural Counties	153,777	159,427	157,542	169,116	172,071	174,526	175,432	14.1%
Calumet	40,631	45,168	48,971	52,239	55,445	58,414	61,141	50.5%
Fond du Lac	97,296	100,180	101,633	106,140	108,867	111,128	112,925	16.1%
Green Lake	19,105	19,375	19,051	20,032	20,184	20,152	19,996	4.7%
Marquette	14,555	15,138	15,404	16,239	16,501	16,794	16,928	16.3%
Menominee	4,562	4,616	4,232	5,090	5,247	5,290	5,243	14.9%
Outagamie	161,091	170,680	176,695	190,570	200,012	208,688	216,874	34.6%
Shawano	40,664	42,029	41,949	44,738	45,733	46,687	47,320	16.4%
Waupaca	51,825	53,351	52,410	55,993	56,888	57,678	57,894	11.7%
Waushara	23,066	24,918	24,496	27,024	27,518	27,925	28,051	21.6%
Winnebago	156,763	163,244	166,994	173,241	178,543	184,763	190,504	21.5%

Source: U.S. Census, 2000, 2005, 2010; WI DOA 2004 & 2005; ECWRPC 2004.

* 2005 National Estimate, US Census Bureau; 2005 State, Regional & County Estimates, WDOA

Figure 5: Projected Rate of Growth, 2000-2030



Source: U.S. Census, 2000, 2005, 2010; WI DOA 2004 & 2005; ECWRPC 2004.

LABOR FORCE AND UNEMPLOYMENT

The region's economic activity and well-being is reflected to a large degree by the number and types of jobs available. Labor force data¹ indicates the extent to which people are able to find jobs, the rate at which they are dropping out of the labor force, and the percentage of people unable to find work. Table 4 shows detailed labor force information for persons 16 and older.

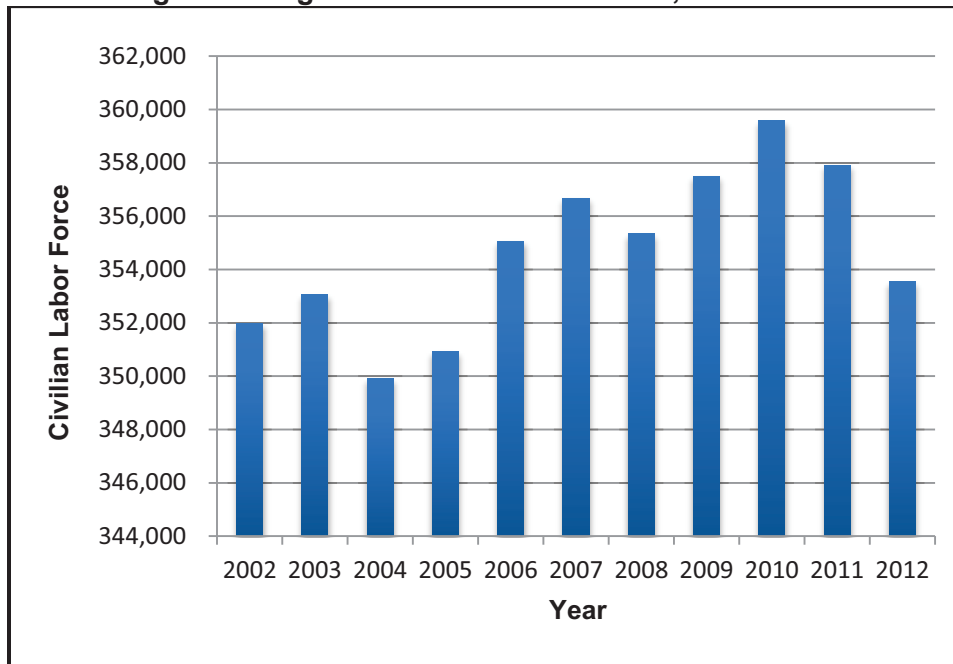
Historic Labor Force

Between 1990 and 2012, the region's labor force grew to 353,555, which was a 15.6 percent increase (Table 4). Between 2002 and 2012, the number of individuals counted as a part of the labor force increased as a whole, although some variability was seen during that time period (see Figure 6). In 2004, 2008, 2011 and 2012, the region experienced a drop in the labor force from previous years.

Labor force projections indicate that the region's future labor force is inherently tied to the aging population (Figure 7). As the Baby-Boom generation begins to leave the workforce over the next 10 to 15 years, the growth in total labor force nearly comes to a standstill. One of the greatest challenges facing the regional economy is how to accommodate skilled workers as they reach retirement age. Key issues include exploring how to utilize their skills for as long as possible through non-traditional employment, as well as how to create mechanisms (e.g. phased retirement) to pass on their skills to younger generations.

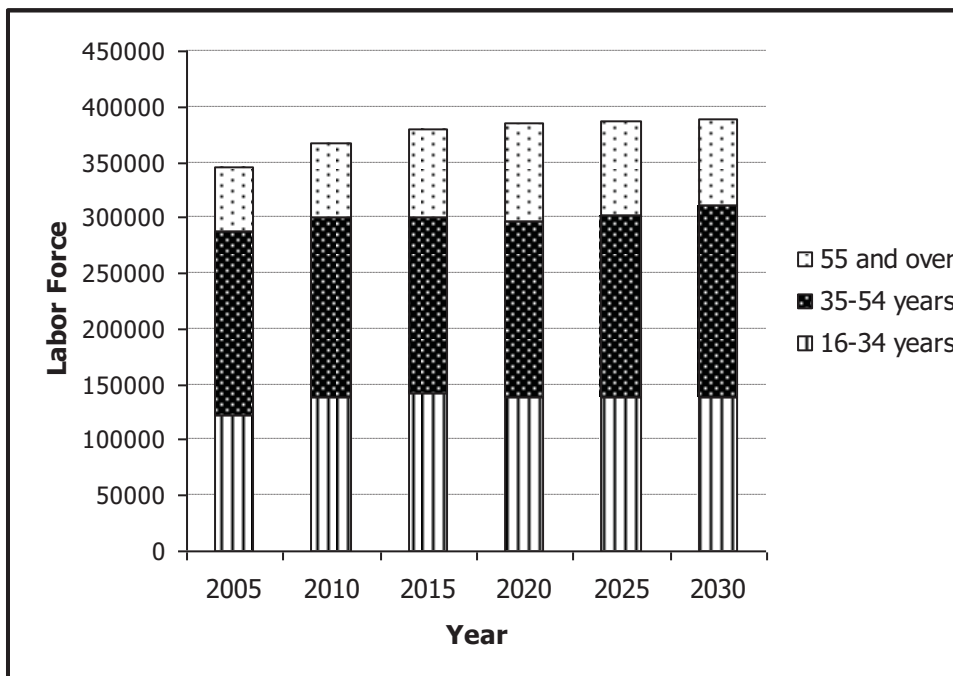
¹ The labor force is composed of those with a job, the employed, and those without a job and actively looking for one, the unemployed. Persons without a job and those not looking for one are not considered in the labor force.

Figure 6: Regional Civilian Labor Force, 2002 – 2012



Source: Wisconsin Department of Workforce Development, Bureau of Workforce Training - Labor Market Information, Local Area Unemployment Statistics (LAUS) Results, 2012

Figure 7: Projected Labor Force, by Age Cohort, 2005-2030

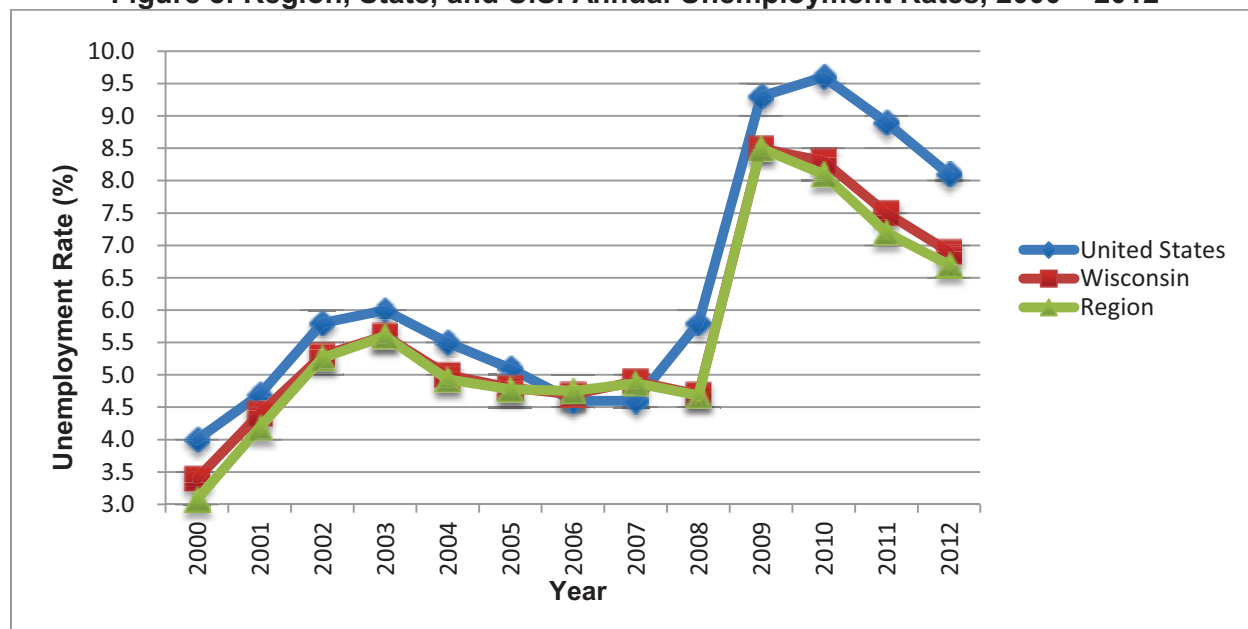


Source: Wisconsin Department of Workforce Development, Office of Economic Advisors, 2008

Unemployment

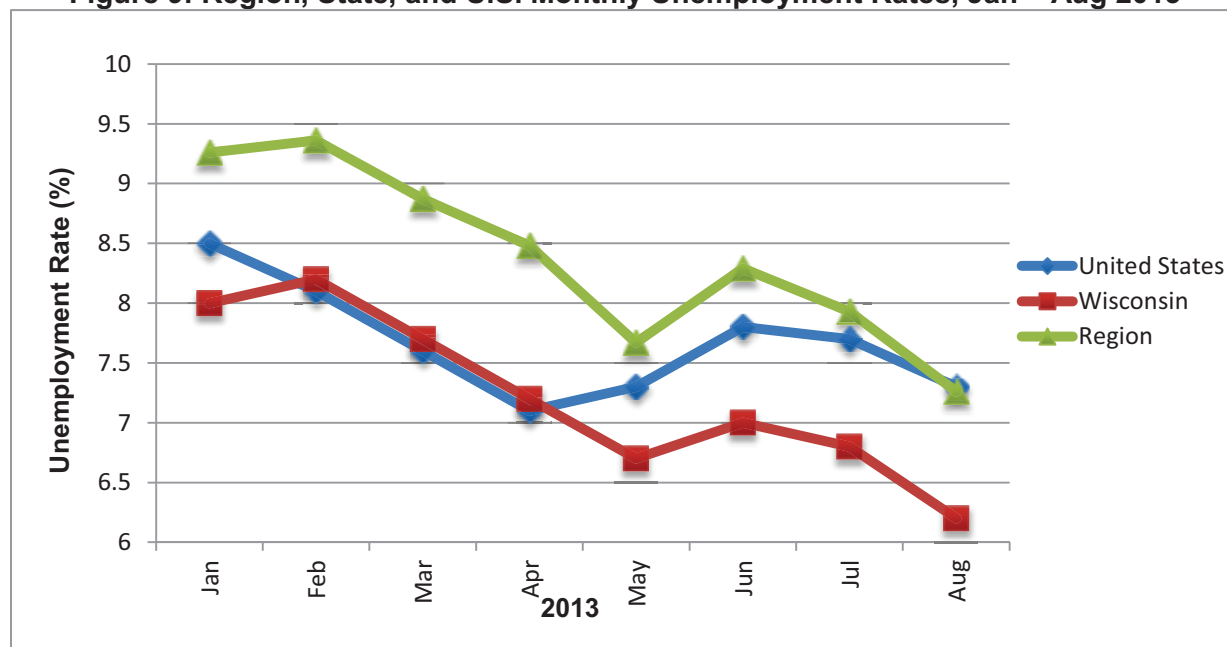
Figure 8 shows that the state's (6.9 percent) and the region's (6.7 percent) 2012 annual average unemployment rates were lower than the national average (8.1 percent). January through August 2013 monthly unemployment rates are shown in Figure 9 to illustrate the slight decline and rise in unemployment during the first half of 2013, leading to an overall drop in unemployment from January to August.

Figure 8: Region, State, and U.S. Annual Unemployment Rates, 2000 – 2012



Source: Wisconsin Department of Workforce Development. LAUS Benchmark and Estimates Reports, 2012.
Not Seasonally Adjusted

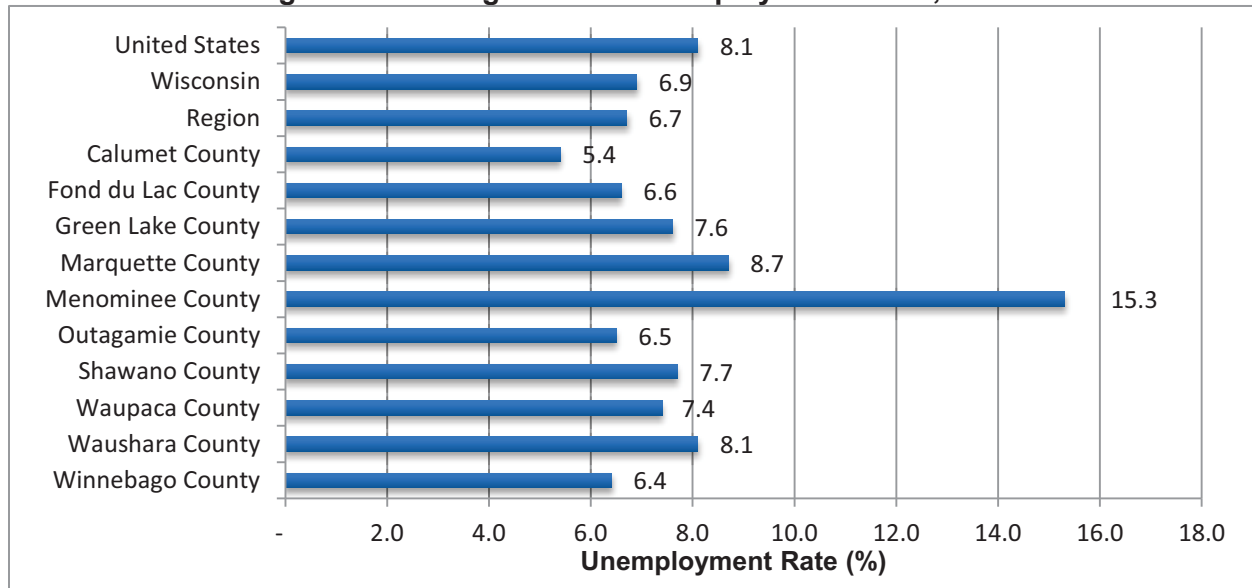
Figure 9: Region, State, and U.S. Monthly Unemployment Rates, Jan – Aug 2013



Source: Wisconsin Department of Workforce Development. LAUS Benchmark and Estimates Reports, 2013.
Not Seasonally Adjusted

Figure 10 shows annual unemployment rates in 2012 for each of the counties in the region. Menominee County continues to experience the highest level of unemployment (15.3 percent), a decrease from 2011 (16.8 percent). Marquette County had the second highest rate of unemployment (8.7 percent), decreasing from 9.5 percent in 2011. Calumet County had the lowest unemployment rate (5.4 percent), followed by Winnebago County (6.4 percent), and Outagamie County (6.5 percent). As such, the region's urban counties continue to exhibit lower unemployment rates than rural counties.

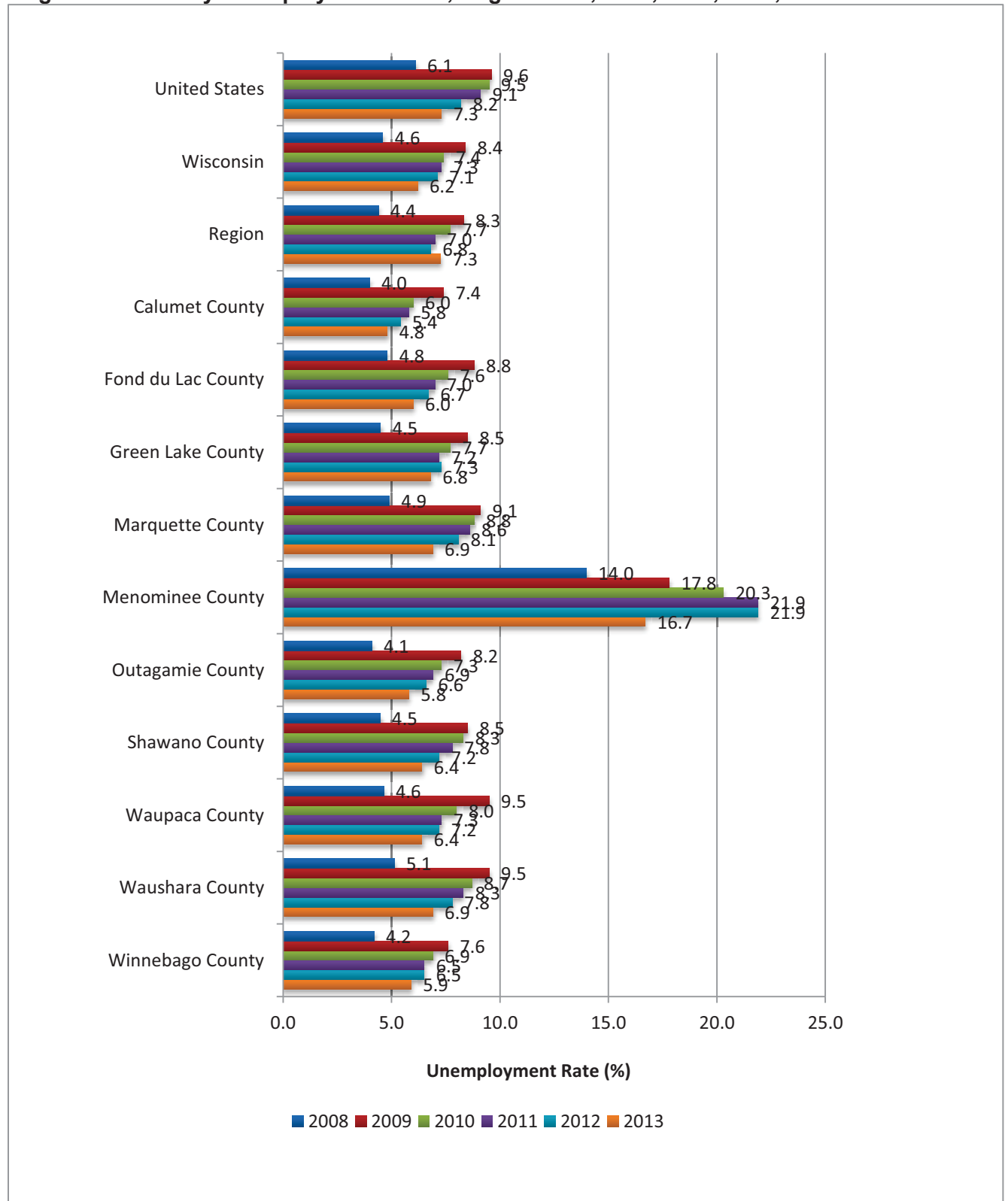
Figure 10: Average Annual Unemployment Rates, 2012



Source: Wisconsin Department of Workforce Development. LAUS Benchmark and Estimates Reports, 2012.
Not Seasonally Adjusted

Figure 11, which shows unemployment rates for August 2008-2013, is included in this report to illustrate the change in unemployment rates since 2008 as the economic landscape has changed drastically due to the global recession. The region and its counties experienced a near doubling of the unemployment rate for August 2009 when compared to the same month in 2008. Since then, unemployment rates have leveled off, and in most cases (with the exception of Menominee County) declined slightly.

Figure 11: Monthly Unemployment Rates, August 2008, 2009, 2010, 2011, 2012 and 2013



Source: Wisconsin Department of Workforce Development. LAUS Benchmark and Estimates Reports, 2013.
Not Seasonally Adjusted

Table 4: Civilian Labor Force Average Annual Figures for the Population Aged 16 Years and Older

	1990	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	% Change 2011-2012
United States															
Civilian Labor Force	125,840,000	142,583,000	143,734,000	144,863,000	146,510,000	147,401,000	149,320,000	151,428,000	153,124,000	154,287,000	154,142,000	153,889,000	153,617,000	154,975,000	0.9%
Employed	118,793,000	136,891,000	136,933,000	136,485,000	137,736,000	139,252,000	141,730,000	144,427,000	146,047,000	145,362,000	139,877,000	139,064,000	139,869,000	142,469,000	1.9%
Unemployed	7,047,000	5,692,000	6,801,000	8,378,000	8,774,000	8,149,000	7,591,000	7,001,000	7,078,000	8,924,000	14,265,000	14,825,000	13,747,000	125,060,000	809.7%
Unemployment Rate	5.6	4.0	4.7	5.8	6.0	5.5	5.1	4.6	4.6	5.8	9.3	9.6	8.9	8.1	-9.0%
Wisconsin															
Civilian Labor Force	2,598,898	2,996,091	3,030,998	3,021,068	3,033,674	3,019,501	3,030,971	3,068,930	3,089,321	3,084,130	3,081,476	3,082,676	3,062,259	3,051,732	-0.3%
Employed	2,486,129	2,894,884	2,897,937	2,860,915	2,862,587	2,867,125	2,884,838	2,923,762	2,937,903	2,937,871	2,819,691	2,821,803	2,833,431	2,840,288	0.2%
Unemployed	112,769	101,207	133,061	160,153	171,087	152,376	146,133	145,168	151,418	146,259	261,785	260,873	228,828	211,444	-7.6%
Unemployment Rate	4.3	3.4	4.4	5.3	5.6	5.0	4.8	4.7	4.9	4.7	8.5	8.5	7.5	6.9	-8.0%
East Central Region															
Civilian Labor Force	305,876	345,573	351,273	351,989	353,054	349,899	350,920	355,055	356,675	355,342	357,503	359,577	357,906	353,555	-1.2%
Employed	292,758	334,948	336,552	333,472	333,301	332,644	334,155	338,191	339,308	338,696	327,275	330,031	332,214	329,829	-0.7%
Unemployed	13,118	10,625	14,721	18,517	19,753	17,255	16,765	16,864	17,367	16,646	30,228	29,546	25,692	23,726	-7.7%
Unemployment Rate	4.3	3.1	4.2	5.3	5.6	4.9	4.8	4.7	4.9	4.7	8.5	8.2	7.2	6.7	-6.5%
Calumet County															
Civilian Labor Force	21,493	24,193	24,561	24,815	25,182	25,024	25,171	25,433	25,640	25,368	25,630	27,363	27,317	27,193	-0.5%
Employed	20,086	23,547	23,590	23,568	23,945	23,993	24,123	24,394	24,416	24,310	23,700	25,563	25,752	25,733	-0.1%
Unemployed	1,407	646	971	1,247	1,237	1,031	1,048	1,039	1,224	1,058	1,930	1,800	1,565	1,460	-6.7%
Unemployment Rate	6.50	2.70	4.00	5.00	4.90	4.10	4.20	4.10	4.80	4.20	7.50	6.6	5.7	5.4	-5.3%
Share of District Workforce	7.0	7.0	7.0	7.0	7.1	7.2	7.2	7.2	7.2	7.1	7.2	7.6	7.6	7.7	0.8%
Fond du Lac County															
Civilian Labor Force	48,845	55,970	56,621	56,943	56,650	56,230	56,049	56,646	56,357	56,207	56,111	55,824	55,301	54,769	-1.0%
Employed	46,350	54,293	54,325	54,152	53,624	53,568	53,426	53,975	53,660	53,566	51,124	51,133	51,339	51,173	-0.3%
Unemployed	2,495	1,677	2,296	2,791	3,026	2,662	2,623	2,671	2,697	2,641	4,987	4,691	3,962	3,596	-9.2%
Unemployment Rate	5.10	3.00	4.10	4.90	5.30	4.70	4.70	4.70	4.80	4.70	8.90	8.4	7.2	6.6	-8.3%
Share of District Workforce	16.0	16.2	16.1	16.2	16.0	16.1	16.0	16.0	15.8	15.8	15.7	15.5	15.5	15.5	0.3%
Green Lake County															
Civilian Labor Force	9,466	10,775	11,008	10,890	10,830	10,571	10,316	10,478	10,495	10,415	10,218	10,012	10,040	9,968	-0.7%
Employed	8,882	10,354	10,432	10,195	10,080	9,951	9,705	9,899	9,918	9,850	9,244	9,075	9,222	9,207	-0.2%
Unemployed	584	421	576	695	750	620	611	579	577	565	974	937	818	761	-7.0%
Unemployment Rate	6.20	3.90	5.20	6.40	6.90	5.90	5.90	5.50	5.50	5.40	9.50	9.4	8.1	7.6	-6.2%
Share of District Workforce	3.1	3.1	3.1	3.1	3.1	3.0	2.9	3.0	2.9	2.9	2.9	2.8	2.8	2.8	0.5%
Marquette County															
Civilian Labor Force	6,017	7,547	7,764	7,793	7,959	7,879	7,877	7,858	8,275	7,833	7,835	7,758	7,624	7,483	-1.8%
Employed	5,621	7,155	7,267	7,225	7,316	7,355	7,386	7,388	7,786	7,351	7,039	6,944	6,903	6,834	-1.0%
Unemployed	396	392	497	568	643	524	491	470	489	482	796	814	721	649	-10.0%
Unemployment Rate	6.60	5.20	6.40	7.30	8.10	6.70	6.20	6.00	5.90	6.20	10.20	10.5	9.5	8.7	-8.4%
Share of District Workforce	2.0	2.2	2.2	2.2	2.3	2.3	2.2	2.2	2.3	2.2	2.2	2.2	2.1	2.1	-0.6%

Table 4: Civilian Labor Force Average Annual Figures for the Population Aged 16 Years and Older (cont'd)

	1990	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	% Change 2011-2012
Menominee County															
Civilian Labor Force	1,167	1,646	1,691	1,721	1,705	1,654	1,650	1,674	1,689	1,652	1,653	1,532	1,537	1,554	1.1%
Employed	1,060	1,502	1,510	1,508	1,518	1,470	1,482	1,488	1,518	1,481	1,427	1,274	1,279	1,317	3.0%
Unemployed	107	144	181	213	187	184	168	186	171	171	226	258	258	237	-8.1%
Unemployment Rate	9.2	8.7	10.7	12.4	11.0	11.1	10.2	11.1	10.1	10.4	13.7	16.8	16.8	15.3	-8.9%
Share of District Workforce	0.4	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.4	0.4	0.4	2.4%
Outagamie County															
Civilian Labor Force	84,570	93,563	94,523	94,485	95,309	94,648	95,163	96,278	96,412	96,946	98,182	97,547	97,101	96,145	-1.0%
Employed	81,862	90,868	90,730	89,439	89,975	90,045	90,790	91,819	91,899	92,544	90,073	89,597	90,257	89,860	-0.4%
Unemployed	2,708	2,695	3,793	5,046	5,334	4,603	4,373	4,459	4,513	4,402	8,109	7,950	6,844	6,285	-8.2%
Unemployment Rate	3.2	2.9	4.0	5.3	5.6	4.9	4.6	4.6	4.7	4.5	8.3	8.1	7	6.5	-7.1%
Share of District Workforce	27.6	27.1	26.9	26.8	27.0	27.1	27.1	27.1	27.0	27.3	27.5	27.1	27.1	27.2	0.2%
Shawano County															
Civilian Labor Force	18,378	22,135	22,531	22,547	22,836	22,298	22,481	22,558	23,010	22,166	22,514	22,363	22,143	21,880	-1.2%
Employed	17,461	21,344	21,465	21,342	21,559	21,152	21,365	21,410	21,839	21,042	20,439	20,179	20,261	20,200	-0.3%
Unemployed	917	791	1,066	1,205	1,277	1,146	1,116	1,148	1,171	1,124	2,075	2,184	1,882	1,680	-10.7%
Unemployment Rate	5.0	3.6	4.7	5.3	5.6	5.1	5.0	5.1	5.1	5.1	9.2	9.8	8.5	7.7	-9.4%
Share of District Workforce	6.0	6.4	6.4	6.4	6.5	6.4	6.4	6.4	6.5	6.2	6.3	6.2	6.2	6.2	0.0%
Waupaca County															
Civilian Labor Force	22,990	27,919	28,272	28,261	28,465	28,092	28,094	28,579	28,077	27,934	28,270	28,131	27,976	27,646	-1.2%
Employed	21,892	26,994	26,987	26,766	26,837	26,603	26,583	27,150	26,665	26,476	25,592	25,579	25,779	25,607	-0.7%
Unemployed	1,098	925	1,285	1,495	1,628	1,487	1,511	1,429	1,512	1,458	2,678	2,552	2,197	2,039	-7.2%
Unemployment Rate	4.8	3.3	4.5	5.3	5.7	5.3	5.4	5.0	5.4	5.2	9.5	9.1	7.9	7.4	-6.3%
Share of District Workforce	7.5	8.1	8.0	8.0	8.1	8.0	8.0	8.0	7.9	7.9	7.9	7.8	7.8	7.8	0.0%
Wausara County															
Civilian Labor Force	9,072	11,842	12,421	12,398	12,684	12,493	12,641	12,884	13,838	12,724	12,846	12,779	12,734	12,572	-1.3%
Employed	8,524	11,353	11,771	11,633	11,833	11,740	11,931	12,157	13,089	11,999	11,591	11,504	11,611	11,555	-0.5%
Unemployed	548	489	650	765	851	753	710	727	749	725	1,255	1,275	1,123	1,017	-9.4%
Unemployment Rate	6.0	4.1	5.2	6.2	6.6	6.0	5.6	5.6	5.4	5.7	9.8	10.0	8.8	8.1	-8.0%
Share of District Workforce	3.0	3.4	3.5	3.5	3.6	3.6	3.6	3.6	3.9	3.6	3.6	3.6	3.6	3.6	-0.1%
Winnebago County															
Civilian Labor Force	83,878	89,983	91,881	92,136	91,454	91,010	91,478	92,667	92,882	94,097	94,244	96,268	96,133	94,345	-1.9%
Employed	81,020	87,538	88,475	87,644	86,614	86,765	87,364	88,511	88,618	90,077	87,046	89,183	89,811	88,343	-1.6%
Unemployed	2,858	2,445	3,406	4,492	4,840	4,245	4,114	4,156	4,264	4,020	7,198	7,085	6,322	6,002	-5.1%
Unemployment Rate	3.4	2.7	3.7	4.9	5.3	4.7	4.5	4.5	4.6	4.3	7.6	7.4	6.6	6.4	-3.0%
Share of District Workforce	27.4	26.0	26.2	26.2	25.9	26.0	26.1	26.1	26.0	26.5	26.4	26.8	26.9	26.7	-0.7%

Source: Wisconsin Department of Workforce Development, LAUS
Benchmark and Estimates Reports, 2012.
Not Seasonally Adjusted

WAGES AND INCOME

Per Capita Personal Income

Per capita personal income is widely used as an indicator of the economic well-being of residents in an area. Changes in these figures provide evidence that regions and states are becoming more or less wealthy as compared to a regional or national benchmark. It is a measure of all income sources, wages and salaries, asset income and transfer payments divided by total population.

Table 5 presents the state, region, and county per capita incomes and how these income levels compare as a percentage of U.S. per capita income (PCI). In 2011, the counties of Calumet, Fond du Lac, Green Lake, Outagamie, Waupaca, and Winnebago maintained PCI levels higher than that of the region as a whole (\$35,160). Only Calumet County surpassed the state PCI level (\$39,575). Calumet County was also the only one that surpassed the national PCI (\$41,560). PCI levels were drastically lower than the national, state, and regional levels for Menominee County, where the PCI is 62.8 percent of the national level. Marquette, Waushara and Shawano Counties have the next lowest PCI.

Table 5: Personal per Capita Income and Percent of U.S. Average

	1990	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	% Change 2000-2011
United States														
Per Capita Income	\$ 19,477	\$ 30,319	\$ 31,157	\$ 31,481	\$ 32,295	\$ 33,909	\$ 35,452	\$ 37,725	\$ 39,506	\$ 40,947	\$ 38,637	\$ 39,791	\$ 41,560	37.1%
Wisconsin														
Per Capita Income	\$17,986	\$29,141	\$30,105	\$30,799	\$31,619	\$32,699	\$33,635	\$35,598	\$36,831	\$38,172	\$36,859	\$38,010	\$39,575	35.8%
Percent of US PCI	92.3%	96.1%	96.6%	97.8%	97.9%	96.4%	94.9%	94.4%	93.2%	93.2%	95.4%	95.5%	95.2%	-0.9%
Region														
Per Capita Income	\$15,515	\$24,834	\$25,869	\$26,398	\$27,246	\$28,403	\$27,548	\$30,393	\$31,676	\$32,864	\$32,021	\$33,660	\$35,160	41.6%
Percent of US PCI	79.7%	81.9%	83.0%	83.9%	84.4%	83.8%	77.7%	80.6%	80.2%	80.3%	82.9%	84.6%	84.6%	3.3%
Calumet														
Per Capita Income	\$16,529	\$29,004	\$30,613	\$31,850	\$32,758	\$33,825	\$34,772	\$36,017	\$37,006	\$37,386	\$38,130	\$40,658	\$43,473	49.9%
Percent of US PCI	84.9%	95.7%	98.3%	101.2%	101.4%	99.8%	98.1%	95.5%	93.7%	91.3%	98.7%	102.2%	104.6%	9.3%
Fond du Lac														
Per Capita Income	\$18,110	\$28,309	\$29,007	\$29,875	\$30,601	\$31,360	\$15,515	\$33,471	\$34,993	\$36,528	\$34,432	\$35,445	\$36,897	30.3%
Percent of US PCI	93.0%	93.4%	93.1%	94.9%	94.8%	92.5%	43.8%	88.7%	88.6%	89.2%	89.1%	89.1%	88.8%	-4.9%
Green Lake														
Per Capita Income	\$16,777	\$26,381	\$26,680	\$27,297	\$28,190	\$30,078	\$30,916	\$31,752	\$33,598	\$35,211	\$32,707	\$35,671	\$37,961	43.9%
Percent of US PCI	86.1%	87.0%	85.6%	86.7%	87.3%	88.7%	87.2%	84.2%	85.0%	86.0%	84.7%	89.6%	91.3%	5.0%
Marquette														
Per Capita Income	\$14,268	\$20,989	\$22,297	\$23,035	\$23,647	\$24,687	\$24,937	\$25,937	\$27,407	\$28,652	\$28,010	\$28,969	\$30,105	43.4%
Percent of US PCI	73.3%	69.2%	71.6%	73.2%	73.2%	72.8%	70.3%	68.8%	69.4%	70.0%	72.5%	72.8%	72.4%	4.6%
Menominee														
Per Capita Income	\$9,687	\$16,366	\$18,338	\$18,656	\$19,425	\$19,450	\$20,140	\$20,688	\$21,611	\$22,585	\$24,667	\$25,944	\$26,087	59.4%
Percent of US PCI	49.7%	54.0%	58.9%	59.3%	60.1%	57.4%	56.8%	54.8%	54.7%	55.2%	63.8%	65.2%	62.8%	16.3%
Outagamie														
Per Capita Income	\$18,156	\$29,722	\$30,374	\$30,809	\$31,874	\$33,195	\$34,104	\$35,771	\$36,932	\$37,941	\$35,736	\$36,619	\$38,400	29.2%
Percent of US PCI	93.2%	98.0%	97.5%	97.9%	98.7%	97.9%	96.2%	94.8%	93.5%	92.7%	92.5%	92.0%	92.4%	-5.7%
Shawano														
Per Capita Income	\$13,311	\$22,386	\$23,660	\$24,088	\$24,687	\$26,179	\$27,025	\$28,037	\$29,634	\$30,943	\$29,942	\$31,601	\$32,911	47.0%
Percent of US PCI	68.3%	73.8%	75.9%	76.5%	76.4%	77.2%	76.2%	74.3%	75.0%	75.6%	77.5%	79.4%	79.2%	7.3%
Waupaca														
Per Capita Income	\$15,753	\$25,150	\$26,493	\$27,143	\$28,003	\$29,548	\$30,988	\$31,972	\$33,440	\$34,466	\$33,991	\$35,691	\$36,867	46.6%
Percent of US PCI	80.9%	83.0%	85.0%	86.2%	86.7%	87.1%	87.4%	84.8%	84.6%	84.2%	88.0%	89.7%	88.7%	6.9%
Waushara														
Per Capita Income	\$14,218	\$21,471	\$22,070	\$21,226	\$21,983	\$23,779	\$24,440	\$25,475	\$26,797	\$28,248	\$27,488	\$28,910	\$30,457	41.9%
Percent of US PCI	73.0%	70.8%	70.8%	67.4%	68.1%	70.1%	68.9%	67.5%	67.8%	69.0%	71.1%	72.7%	73.3%	3.5%
Winnebago														
Per Capita Income	\$18,340	\$28,564	\$29,158	\$30,002	\$31,295	\$31,924	\$32,641	\$34,806	\$35,342	\$36,681	\$35,106	\$37,095	\$38,444	34.6%
Percent of US PCI	94.2%	94.2%	93.6%	95.3%	96.9%	94.1%	92.1%	92.3%	89.5%	89.6%	90.9%	93.2%	92.5%	-1.8%

Source: U.S. Bureau of Economic Analysis, CA1-3 Personal income summary, 2012 (Per Capita Income Values not adjusted for inflation)

Average Weekly Wages

Reviewing wage information allows for insight into industry-specific rates of pay at the county and state level. Tables 6 and 7 present average wage information for the region (2-digit North American Industrial Classification System (NAICS)). Appendix C contains 3-digit NAICS wage data. According to wage information provided by the Wisconsin Department of Workforce Development, Bureau of Workforce Information and Labor Market Statistics, Winnebago County was the only county in the region to have a higher average weekly wage rate (\$865) than that of the state (\$807). Between 2000 and 2012, all counties experienced wage increases between 26.1 and 51.7 percent. Green Lake County experienced a 51.7 percent increase in wages over the same time period while Shawano experienced a modest 26.1 percent.

Table 6: Average Weekly Wage for All Industries, 2000-2012

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	% Change 2000-2012
Wisconsin	\$590	\$607	\$624	\$643	\$668	\$683	\$708	\$732	\$753	\$753	\$769	\$789	\$807	36.8%
Region	\$492	\$501	\$510	\$523	\$550	\$562	\$576	\$596	\$611	\$608	\$630	\$644	\$662	34.7%
Calumet	\$512	\$510	\$472	\$478	\$519	\$526	\$539	\$554	\$585	\$579	\$636	\$634	\$653	27.5%
Fond du Lac	\$554	\$562	\$573	\$596	\$611	\$628	\$642	\$667	\$696	\$686	\$702	\$716	\$747	34.8%
Green Lake	\$449	\$469	\$480	\$496	\$528	\$533	\$555	\$578	\$578	\$574	\$615	\$654	\$681	51.7%
Marquette	\$425	\$431	\$451	\$452	\$461	\$473	\$492	\$502	\$506	\$505	\$510	\$542	\$552	29.9%
Menominee	\$443	\$452	\$451	\$461	\$491	\$490	\$510	\$541	\$557	\$567	\$570	\$580	\$587	32.5%
Outagamie	\$592	\$610	\$620	\$635	\$663	\$681	\$698	\$722	\$738	\$731	\$746	\$764	\$786	32.8%
Shawano	\$429	\$440	\$454	\$461	\$481	\$492	\$502	\$510	\$524	\$526	\$532	\$524	\$541	26.1%
Waupaca	\$484	\$495	\$513	\$526	\$557	\$583	\$576	\$587	\$596	\$588	\$629	\$642	\$656	35.5%
Wausara	\$380	\$374	\$411	\$430	\$457	\$471	\$484	\$509	\$530	\$529	\$532	\$548	\$553	45.5%
Winnebago	\$647	\$665	\$676	\$697	\$733	\$747	\$760	\$788	\$804	\$795	\$827	\$838	\$865	33.7%

Source: Wisconsin Department of Workforce Development, Bureau of Workforce Information - Labor Market Information, ES202 (Values not adjusted for inflation)

Generally, a portion of higher paying industry groups fall within the Manufacturing Sector in the production of durable and non-durable products. Average weekly wages in these industries are among the highest in the region. Regional examples include wages of \$1,314 in Paper manufacturing in Winnebago County and \$1,240 in food manufacturing also in Winnebago County. See Appendix C for more detailed wage data.

Other higher paying industry groups include construction, utilities, wholesale trade, warehousing and storage, information, finance and insurance, health care and social assistance. The Wholesale Trade, Electric Markets and Agents and Brokers Subsector reported a \$1,991 average weekly wage in Winnebago County, similar to Waupaca (\$1,753) and Outagamie (\$1,549) Counties. In the Securities Commodity Contracts Investments Subsector, very high average weekly wages were seen in Fond du Lac (\$2,000).

Lower paying industry super sectors include the Retail Trade as well as Leisure and Hospitality, particularly the Accommodation and Food Service Sector. For example, in Calumet County the Food Services and Drinking Places Industry Group reported a \$169 average weekly wage, and in Wausara County that same group reported a \$183 average weekly wage. Green Lake County reported an average weekly wage of \$141 in the Retail Trade, Clothing and Clothing Accessories Stores Subsector.

Table 7: 2012 County NAICS Annual Average Wage (dollars per week)

	Calumet	Fond du Lac	Green Lake	Marquette	Menominee	Outagamie	Shawano	Waupaca	Wausara	Winnebago	Region
Average, All Industries (All Ownership)	653	747	681	552	587	786	541	656	553	865	662
Average, All Industries (All Private Ownership)	651	742	701	540	313	780	534	661	518	876	632
Average, All Industries (All Government)	669	779	586	599	597	847	567	635	676	791	675
11 Ag Forestry Fishing & Hunting	632	507	529	418	0	566	S	495	S	S	450
21 Mining Quarrying & Oil & Gas Extraction	668	1,063	1,280	0	0	875	S	496	S	S	626
22 Utilities	1,421	1,355	1,354	679	S	1,422	1,137	1,290	1,188	866	1,190
23 Construction	722	1,023	948	851	0	1,063	730	811	538	1,004	769
31-33 Mfg	876	990	744	718	S	982	706	936	703	1,119	864
42 Wholesale Trade	820	878	931	639	S	1,049	799	862	711	900	843
44-45 Retail Trade	407	449	433	379	S	436	400	399	356	436	411
48-49 Trans & Warehousing	645	738	751	582	475	819	610	605	682	832	674
51 Information	478	705	615	847	S	954	593	668	790	S	706
52 Finance & Insurance	786	891	902	656	0	1,095	712	834	686	1,010	757
53 Real Estate & Rental & Leasing	366	515	662	376	S	638	400	404	402	633	488
54 Professional & Technical Services	825	1,005	S	457	S	1,051	672	707	S	1,174	842
55 Management Of Companies & Enterprises	S	751	S	0	0	1,461	844	814	S	1,990	837
56 Admin & Waste Services	S	567	436	614	S	559	546	543	196	644	513
61 Edu Services	627	769	677	666	693	834	625	628	699	756	697
62 Health Care & Social Assistance	671	859	763	432	706	974	471	623	599	838	694
71 Arts Entertainment & Recreation	274	276	254	253	S	266	425	284	208	346	287
72 Accommodation & Food Services	170	212	233	196	S	239	200	190	192	219	206
81 Other Services Exc Public Admin	292	415	497	462	226	404	314	380	399	380	377
92 Public Admin	678	770	496	560	594	822	533	511	699	753	642
99 Unclassified	0	0	0	0	0	0	0	0	0	S	0

Source: Wisconsin Department of Workforce Development, Quarterly Census of Employment and Wages (ES202), <http://WORKnet.Wisconsin.gov>
S = Suppressed

Tourism Expenditures

Much of the region's tourism expenditures can be attributed to visits related to natural/scenic beauty, among a host of other things. Protection of the region's natural resources will help ensure the ability to attract and promote eco-tourists. Regionally, total tourism expenditures increased by 3.41 percent between 2011 and 2012, slightly lower than the state (4.58 percent). Among counties, Green Lake (7.14 percent) and Marquette (6.44 percent) experienced the largest growth in tourism expenditures. Table 8 provides more detailed information on tourism expenditures.

Table 8: Wisconsin and County Tourism Impacts, 2011 – 2012

	Direct Visitor Spending			Total Business Sales			Employment		
	Millions		%	Millions		%	Total		%
County	2011	2012	Change	2011	2012	Change	2011	2012	Change
Wisconsin	\$9,899.2	\$10,395.4	5.01%	\$16,022.6	\$16,794.0	4.81%	181,320	183,786	1.36%
Region	\$855.4	\$884.1	3.35%	\$1,456.9	\$1,510.8	3.70%	17,885	18,010	0.70%
Calumet County	\$23.8	\$25.3	6.15%	\$46.8	\$49.2	5.31%	609	609	0.07%
Fond du Lac County	\$103.6	\$111.1	7.22%	\$182.2	\$193.9	6.39%	2,368	2,423	2.34%
Green Lake County	\$32.7	\$35.3	7.82%	\$48.6	\$52.2	7.30%	716	739	3.28%
Marquette County	\$18.1	\$19.4	7.15%	\$26.9	\$28.8	6.75%	285	292	2.26%
Menominee County	\$2.1	\$2.2	2.53%	\$4.0	\$4.2	3.28%	49	46	-5.51%
Outagamie County	\$283.3	\$286.4	1.07%	\$489.8	\$499.8	2.04%	6,263	6,276	0.21%
Shawano County	\$52.7	\$54.7	3.71%	\$78.7	\$81.8	4.00%	876	864	-1.30%
Waupaca County	\$77.5	\$79.1	2.17%	\$118.3	\$121.6	2.85%	1,266	1,266	0.01%
Waushara County	\$59.8	\$63.2	5.65%	\$80.8	\$85.3	5.50%	839	850	1.29%
Winnebago County	\$201.7	\$207.5	2.85%	\$380.7	\$394.1	3.51%	4,614	4,643	0.62%
	Total Labor Income			State and Local Taxes			Total Expenditures		
	Millions		%	Millions		%	Millions		%
County	2011	2012	Change	2011	2012	Change	2011	2012	Change
Wisconsin	\$4,376.0	\$4,512.1	3.11%	\$1,269.8	\$1,312.4	3.35%	\$31,567.6	\$33,014.0	4.58%
Region	\$377.3	\$388.1	2.86%	\$113.6	\$115.9	1.97%	\$2,803.2	\$2,898.8	3.41%
Calumet County	\$11.7	\$12.0	3.16%	\$3.3	\$3.4	2.62%	\$85.5	\$89.9	5.15%
Fond du Lac County	\$50.5	\$52.2	3.53%	\$14.2	\$14.9	5.01%	\$350.5	\$372.1	6.17%
Green Lake County	\$13.2	\$13.9	5.33%	\$5.0	\$5.2	5.85%	\$99.5	\$106.6	7.14%
Marquette County	\$4.3	\$4.4	2.50%	\$2.3	\$2.4	4.62%	\$51.7	\$55.0	6.44%
Menominee County	\$0.6	\$0.6	-4.57%	\$0.3	\$0.3	-2.56%	\$7.1	\$7.3	2.10%
Outagamie County	\$141.5	\$145.1	2.52%	\$38.7	\$38.9	0.49%	\$953.3	\$970.1	1.76%
Shawano County	\$15.8	\$15.9	0.57%	\$6.4	\$6.4	0.95%	\$153.6	\$158.8	3.42%
Waupaca County	\$21.8	\$22.0	0.98%	\$9.6	\$9.7	0.92%	\$227.2	\$232.5	2.35%
Waushara County	\$12.2	\$12.7	4.29%	\$7.0	\$7.3	3.66%	\$159.8	\$168.4	5.38%
Winnebago County	\$105.8	\$109.2	3.29%	\$26.8	\$27.2	1.70%	\$715.0	\$738.0	3.22%

Source: Wisconsin Department of Tourism, 2012 County Fact Sheet

INDUSTRY SECTORS

Gaining an understanding of the regional economy requires knowledge about the growth and decline of sectors. This analysis takes the following approach in assessing industry groups: 1) historic and projected employment by sector; 2) calculation of location quotients; and 3) analysis of industry sectors as identified in the *2013 CEDS 5-year Update*.

Employment by Super Sector and Sector

Historic Trends

In general, “goods producing” industries have experienced a decline in employment while “service producing” industries have seen increases in employment, as is evident in Table 9. More specifically, the number of jobs in construction and manufacturing has eroded over time. Between 2000 and 2012, the region lost 15.3 percent of jobs in construction and 11.1 percent of jobs in manufacturing. Over the same time period, the fastest growing industries proved to be in Information Industries (97.5 percent), Natural Resources and Mining Industries (38.0 percent), Education and Health Services (33.6 percent), Professional and Business Services (30.5 percent), Leisure and Hospitality (21.3 percent), and Financial Activities (18.1 percent).

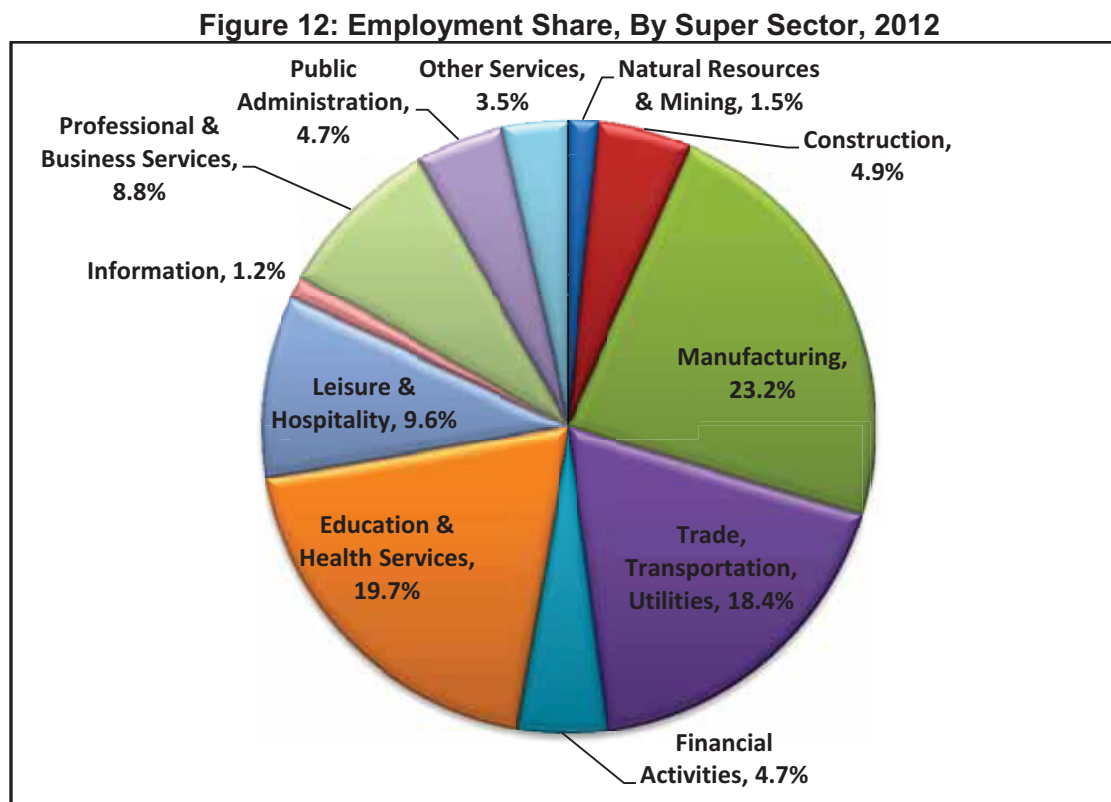
Table 9: Regional Employment by Super Sector, 2000-2012

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	% Change 2000-2012
Goods Producing Industries														
Natural Resources & Mining	3,319	3,552	3,534	3,525	3,531	3,721	3,893	3,984	4,280	4,313	4,339	4,380	4,580	38.0%
Construction	17,252	17,077	16,617	16,743	16,738	16,902	16,689	16,946	17,124	14,922	14,593	14,516	14,615	-15.3%
Manufacturing	77,322	74,105	69,962	64,017	63,324	63,956	64,330	64,031	68,568	63,109	63,264	66,260	68,723	-11.1%
Service Producing Industries														
Trade, Transportation, Utilities	53,186	54,260	52,181	52,307	53,769	53,396	53,330	53,804	57,393	54,615	54,135	55,178	54,521	2.5%
Financial Activities	11,691	12,338	13,835	13,747	13,829	13,647	14,416	14,564	14,479	14,160	13,769	13,699	13,812	18.1%
Education & Health Services	43,666	45,519	46,691	47,075	47,094	48,090	48,850	50,839	57,213	57,942	58,535	58,427	58,322	33.6%
Leisure & Hospitality	23,499	24,501	24,674	25,575	25,799	26,057	26,478	26,649	28,474	28,149	27,963	28,076	28,510	21.3%
Information	1,736	3,257	1,923	488	228	2,881	2,978	3,172	1,133	1,033	5,006	3,650	3,428	97.5%
Professional & Business Services	20,003	19,852	21,969	25,293	25,269	26,492	26,970	27,576	27,879	25,377	26,045	26,404	26,109	30.5%
Other Services	9,149	9,194	9,258	9,248	9,323	9,509	9,621	9,877	10,423	13,661	10,018	10,047	10,302	12.6%
Public Administration	11,971	12,101	12,395	12,422	12,621	12,592	12,954	12,655	13,793	10,369	13,871	13,563	13,807	15.3%
Unclassified	-	-	8	-	-	-	-	-	-	-	19	-	-	
Total Employment	272,794	275,756	273,047	270,440	271,525	277,243	280,509	284,097	300,759	287,650	291,557	294,200	296,729	8.8%

Source: Wisconsin Department of Workforce Development, Quarterly Census of Employment and Wages (ES202), 2013.

Existing Conditions

As seen in Figure 12, the majority of employment continues to be in Manufacturing (23.2 percent) despite previous declines. Employment in service sector industries, such as Education and Health Services (19.7 percent) and Trade, Transportation, and Utilities (18.4 percent) are not far behind.



Source: Wisconsin Department of Workforce Development, Quarterly Census of Employment and Wages (ES202), 2013.

Table 10 presents a more detailed summary of industry specific employment, by county (2-digit NAICS code) from the Wisconsin Department of Workforce Development (DWD) for 2012. Appendix D contains industry specific employment by 3-digit NAICS code.

Table 10: 2012 County NAICS Average Monthly Employment

	Calumet	Fond du Lac	Green Lake	Marquette	Menominee	Outagamie	Shawano	Waupaca	Wausara	Winnebago	Region
Total, All Industries (All Government)	1,315	5,666	1,132	723	2,061	10,292	2,802	3,824	1,420	10,892	40,127
Total, All Industries (All Private Ownership)	10,662	38,349	5,397	2,930	77	92,120	9,586	16,029	4,918	78,468	258,536
Total, All Industries (All Ownership)	11,977	44,015	6,530	3,653	2,138	102,412	12,388	19,853	6,338	89,361	298,665
11 Ag Forestry Fishing & Hunting	480	724	72	250	0	514	S	319	S	S	2,359
21 Mining Quarrying & Oil & Gas Extraction	112	261	54	0	0	143	S	5	S	S	575
22 Utilities	17	176	37	17	S	245	56	76	30	128	782
23 Construction	532	2,148	292	79	0	6,972	327	602	210	3,453	14,615
31-33 Mfg	3,591	10,210	1,307	1,218	S	18,945	1,942	5,888	883	24,739	68,723
42 Whls Trade	708	1,645	117	44	S	4,433	541	384	266	2,905	11,043
44-45 Retail Trade	940	5,321	764	299	S	12,811	1,473	2,013	696	7,931	32,248
48-49 Trans & Warehousing	366	1,446	387	107	97	3,208	353	584	288	3,574	10,410
51 Information	118	849	68	41	S	1,643	200	461	48	S	3,428
52 Finance & Insurance	301	1,471	255	85	0	5,784	304	433	100	3,202	11,935
53 Real Estate & Rental & Leasing	49	248	27	17	S	777	79	83	27	569	1,876
54 Professional & Technical Services	370	798	S	49	S	3,687	173	236	S	2,832	8,145
55 Management Of Companies & Enterprises	S	75	S	0	0	927	121	15	S	3,052	4,190
56 Admin & Waste Services	S	1,332	83	42	S	6,973	296	328	118	4,099	13,271
61 Edu Services	635	3,414	518	318	493	6,538	1,011	1,562	518	5,056	20,063
62 Health Care & Social Assistance	1,152	6,002	1,127	348	282	11,558	1,688	3,638	722	11,744	38,261
71 Arts Entertainment & Recreation	281	397	76	68	S	1,247	618	278	89	767	3,821
72 Accommodation & Food Services	1,138	3,666	523	378	S	8,908	1,038	1,768	726	6,049	24,194
81 Other Services Excl Public Admin	336	1,390	156	95	26	3,923	409	391	119	3,457	10,302
92 Public Admin	597	2,441	539	199	414	3,174	1,072	789	835	3,747	13,807
99 Unclassified	0	0	0	0	0	0	0	0	0	S	0

Source: Wisconsin Department of Workforce Development, Quarterly Census of Employment and Wages (ES202), <http://WORKnet.Wisconsin.gov>
S = Suppressed

Future Conditions

Table 11 depicts regional employment projections by sector. Regional employment is anticipated to increase 11 percent between 2013 and 2023. The majority of growth will likely occur in the service producing industries. Projections indicate that the fastest growing industries, and the ones expected to create the most jobs, will be Construction, Health Care and Social Assistance, Financial Activities, Manufacturing, Administrative Support Services, Professional, Scientific and Technical Services, and Accommodation and Food Services.

Table 11: Projected Employment by Sector, 2013-2023

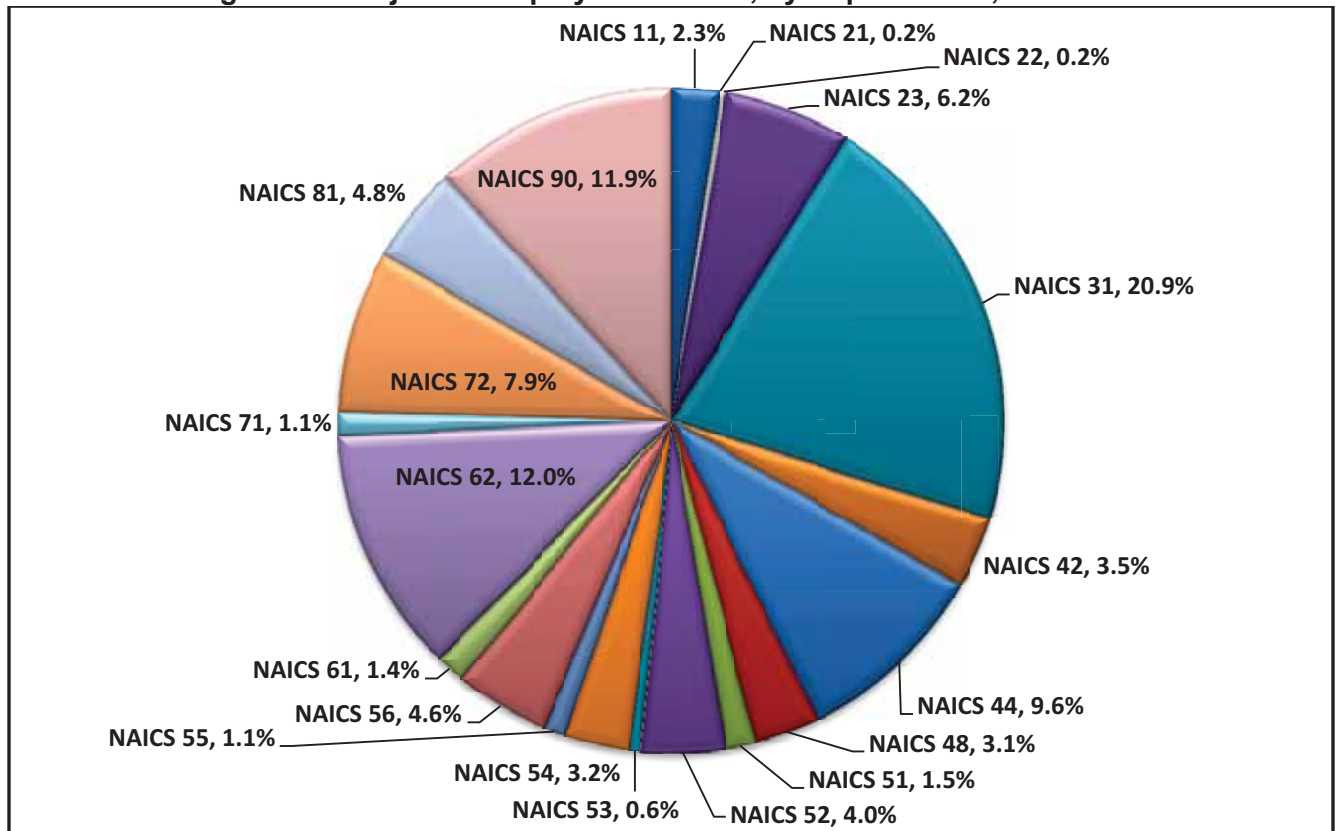
NAICS Code	Description	2013 Jobs	2023 Jobs	Change	% Change
11	Agriculture, Forestry, Fishing and Hunting	8,780	8,399	-381	-4%
21	Mining, Quarrying, and Oil and Gas Extraction	660	664	4	1%
22	Utilities	546	564	18	3%
23	Construction	18,411	22,909	4,498	24%
31	Manufacturing	70,836	76,936	6,100	9%
42	Wholesale Trade	11,337	12,741	1,404	12%
44	Retail Trade	33,806	35,301	1,495	4%
48	Transportation and Warehousing	10,211	11,581	1,370	13%
51	Information	4,904	5,492	588	12%
52	Finance and Insurance	12,913	14,889	1,976	15%
53	Real Estate and Rental and Leasing	2,342	2,045	-297	-13%
54	Professional, Scientific, and Technical Services	9,993	11,614	1,621	16%
55	Management of Companies and Enterprises	4,252	4,000	-252	-6%
56	Administrative and Support and Waste Management and Remediation Services	14,088	17,001	2,913	21%
61	Educational Services (Private)	4,731	5,253	522	11%
62	Health Care and Social Assistance	36,225	44,194	7,969	22%
71	Arts, Entertainment, and Recreation	3,922	4,143	221	6%
72	Accommodation and Food Services	25,230	29,127	3,897	15%
81	Other Services (except Public Administration)	16,350	17,624	1,274	8%
90	Government	42,837	43,783	946	2%
99	Unclassified Industry	<10	<10	--	--
	Total	332,374	368,262	35,888	11%

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2013.3 Class of Worker

*Note: EMSI 2013 Employment Estimates vary from WDWD (as in Table 9 & 10) and should be used with caution, due to data suppression issues

As projected in Figure 13, by 2023, the region's employment base will have become more diversified. Manufacturing (NAICS 21, 20.9 percent), Health Care and Social Assistance (NAICS 62, 12.0 percent), and Government (NAICS 90, 11.9 percent) are anticipated to have the highest share of regional employment. Retail Trade (NAICS 44, 9.6 percent), Accommodation and Food Services (NAICS 72, 7.9 percent), and Construction (NAICS 23, 6.2 percent) are expected to provide the next largest share of jobs. 3-digit NAICS code projections were also calculated for the 95 subsectors. They can be seen in Appendix E.

Figure 13: Projected Employment Share, by Super Sector, 2023



Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2013.3 Class of Worker

Location Quotients

Calculating location quotients (LQ) provides another tool to analyze the region's economic base. Put simply, the LQ compares how specialized the region is in particular industries when compared to a larger unit of analysis, such as the state or nation. Values above 1 indicate some level of specialization; the higher the value above one, the higher the level of specialization. 2013 LQs were calculated for 2-digit and 3-digit NAICS codes.

Table 12 provides the region's current LQs for 2-digit NAICS sectors, compared to the state and nation in 2013. This level of analysis provides a broad view of what sectors are specialized within the region. When compared to the state, the region is most specialized in the Mining/Quarrying/Oil and Gas Extraction, Agriculture/Forestry/Fishing/Hunting and Manufacturing Sectors. Similarly, when compared to the nation, the region is most specialized in the Manufacturing, Agriculture/Forestry/Fishing/Hunting and Construction Sectors.

Table 12: Region's Location Quotients, by Sector, Compared to the State and Nation, 2013

NAICS Code	Description	2013 State Location Quotient	2013 National Location Quotient
11	Agriculture, Forestry, Fishing and Hunting	1.42	2.13
21	Mining, Quarrying, and Oil and Gas Extraction	2.17	0.36
22	Utilities	0.45	0.45
23	Construction	1.25	1.05
31	Manufacturing	1.38	2.64
42	Wholesale Trade	0.86	0.87
44	Retail Trade	1.01	0.97
48	Transportation and Warehousing	0.94	0.95
51	Information	0.93	0.79
52	Finance and Insurance	0.87	0.95
53	Real Estate and Rental and Leasing	0.69	0.43
54	Professional, Scientific, and Technical Services	0.78	0.48
55	Management of Companies and Enterprises	0.71	0.95
56	Administrative and Support and Waste Management and Remediation Services	0.84	0.69
61	Educational Services (Private)	0.76	0.57
62	Health Care and Social Assistance	0.85	0.90
71	Arts, Entertainment, and Recreation	0.84	0.72
72	Accommodation and Food Services	0.98	0.93
81	Other Services (except Public Administration)	1.00	0.96
90	Government	0.94	0.81
99	Unclassified Industry	--	--

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2013.3 Class of Worker

Table 13 provides the region's projected LQs for 2-digit NAICS sectors, compared to the state and nation in 2023. This level of analysis provides a more broad view of sectors that are projected to be most specialized within the region. When compared to the state, the region is projected to be most specialized in the Mining/Quarrying/Oil and Gas Extraction, Agriculture/Forestry/Fishing/Hunting, Manufacturing, and Construction Sectors. Similarly, when compared to the nation, the region is most specialized in the Manufacturing, Agriculture/Forestry/Fishing/Hunting and Construction Sectors.

Appendix E provides the region's LQs for 3-digit NAICS subsectors, compared to the state and nation. This level of analysis provides a more detailed view of specific subsectors that are most specialized within the region.

Table 13: Region's Projected Sector Specializations, by Location Quotients, Compared to the State and Nation, 2023

NAICS Code	Description	2023 State Location Quotient	2023 National Location Quotient
11	Agriculture, Forestry, Fishing and Hunting	1.38	2.11
21	Mining, Quarrying, and Oil and Gas Extraction	1.91	0.30
22	Utilities	0.51	0.46
23	Construction	1.33	1.16
31	Manufacturing	1.46	2.87
42	Wholesale Trade	0.87	0.88
44	Retail Trade	1.01	0.94
48	Transportation and Warehousing	0.93	0.97
51	Information	0.95	0.85
52	Finance and Insurance	0.88	1.01
53	Real Estate and Rental and Leasing	0.58	0.36
54	Professional, Scientific, and Technical Services	0.76	0.47
55	Management of Companies and Enterprises	0.58	0.82
56	Administrative and Support and Waste Management and Remediation Services	0.82	0.72
61	Educational Services (Private)	0.72	0.53
62	Health Care and Social Assistance	0.86	0.91
71	Arts, Entertainment, and Recreation	0.79	0.68
72	Accommodation and Food Services	0.97	0.96
81	Other Services (except Public Administration)	0.97	0.94
90	Government	0.94	0.78
99	Unclassified Industry	--	--

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2013.3 Class of Worker

Specialized Industry Sectors

For the purposes of the *2013 CEDS 5-year Update*, location quotients were utilized at the 3-digit NAICS level as a way to determine projected industry concentrations within the region (depicted in Tables 14 – 18). The location quotient analysis criteria consisted of the following:

- 2023 Jobs \geq 1,000 Jobs
- 2023 State LQ \geq 1
- 2013 Annual Average Earnings Per Job > \$25,000

Based on the subsector location quotient analysis, it was evident that the region is projected to be most specialized in the following sectors:

- Agriculture, Forestry, Fishing and Hunting Sector (NAICS 11)
- Construction Sector (NAICS 23)
- Manufacturing Sectors (NAICS 31 - 33)
- Retail Trade Sector (NAICS 44)
- Information Sector (NAICS 51)

Agriculture, Forestry, Fishing, and Hunting Sector

The Agriculture, Forestry, Fishing and Hunting Sector currently employs 2.6 percent of the region's workforce. Current employment for this sector and the most specialized subsectors are depicted by county in Maps 3 and 4 at the end of this chapter.

Between 2013 and 2023, the industry sector, as a whole, is expected to lose 381 jobs, or 4 percent of its employment. Within the sector, the subsector showing the highest projected specialization when compared to the state is Animal Production. This subsector will conversely experience a modest increase in 164 jobs (3 percent) over the same time period. See Table 14 for more detailed employment and location quotient data.

Construction Sector

The Construction Sector currently employs 5.5 percent of the region's workforce. Current employment for this sector and the most specialized subsectors are depicted by county in Maps 5 - 7 at the end of this chapter.

Between 2013 and 2023, the industry sector, as a whole, is expected to gain 4,498 jobs, or 24 percent of its employment. The subsector showing the most specialization when compared to the state is Animal Production. This subsector will conversely experience a modest increase in 164 jobs (3 percent) over the same time period. See Table 15 for more detailed employment and location quotient data.

Manufacturing Sector

The Manufacturing Sector currently employs 21.3 percent of the region's workforce. Current employment for this sector and the most specialized subsectors are depicted by county in Maps 8 - 16 at the end of this chapter.

Between 2013 and 2023, the industry sector, as a whole, is expected to gain 6,100, or 9 percent of its employment. The Transportation Equipment Manufacturing subsector is the most specialized and is expected to grow 22 percent, adding over 1,800 jobs to the regional economy. See Table 16 for more detailed employment and location quotient data.

Retail Trade Sector

The Retail Trade Sector currently employs 10.2 percent of the region's workforce. Current employment for this sector and the most specialized subsectors are depicted by county in Maps 17 and 18 at the end of this chapter.

Between 2013 and 2023, the industry sector, as a whole, is expected to gain 1,495 jobs, or 4 percent of its employment. See Table 17 for more detailed employment and location quotient data.

Information Sector

The Information Sector currently employs 1.5 percent of the region's workforce. Current employment for this sector and the most specialized subsectors are depicted by county in Maps 19 and 20 at the end of this chapter.

Between 2013 and 2023, the industry sector, as a whole, is expected to gain 588 jobs, or 12 percent of its employment. The majority of this anticipated growth can be attributed to the Telecommunications Subsector which is expected to experience an increase of 567 jobs or 28 percent of its current employment. See Table 18 for more detailed employment and location quotient data.

Table 14: Agriculture, Forestry, Fishing and Hunting Sector Employment Projections and Location Quotients

NAICS Code	Description	Projected Employment		2013 - 2023		2023 LQ		2013 Avg. Earnings Per Job
		2013 Jobs	2023 Jobs	Change	% Change	State	National	
11	Agriculture, Forestry, Fishing and Hunting	8,780	8,399	-381	-4%	1.38	2.11	\$29,892
112	Animal Production	5,829	5,993	164	3%	1.67	6.97	\$29,746

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2013.3 Class of Worker

Table 15: Construction Sector Employment Projections and Location Quotients

NAICS Code	Description	Projected Employment		2013 - 2023		2023 LQ		2013 Avg. Earnings Per Job
		2013 Jobs	2023 Jobs	Change	% Change	State	National	
23	Construction	18,411	22,909	4,498	24%	1.33	1.16	\$57,252
236	Construction of Buildings	5,440	6,150	710	13%	1.51	1.34	\$67,370
238	Specialty Trade Contractors	11,932	15,375	3,443	29%	1.36	1.21	\$51,089

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2013.3 Class of Worker

Table 16: Manufacturing Sector Employment Projections and Location Quotients

NAICS Code	Description	Projected Employment		2013 - 2023		2023 LQ		2013 Avg. Earnings Per Job
		2013 Jobs	2023 Jobs	Change	% Change	State	National	
31	Manufacturing	70,836	76,936	6,100	9%	1.46	2.87	\$65,518
311	Food Manufacturing	10,117	10,916	799	8%	1.54	3.22	\$51,615
321	Wood Product Manufacturing	2,231	2,524	293	13%	1.36	3.08	\$45,220
322	Paper Manufacturing	9,773	8,694	-1,079	-11%	2.58	11.72	\$80,956
323	Printing and Related Support Activities	4,762	4,577	-185	-4%	1.53	5.20	\$51,309
326	Plastics and Rubber Products Manufacturing	5,453	7,497	2,044	37%	2.05	4.96	\$65,658
331	Primary Metal Manufacturing	4,798	6,128	1,330	28%	2.85	6.93	\$78,241
333	Machinery Manufacturing	10,818	10,301	-517	-5%	1.31	4.09	\$72,439
336	Transportation Equipment Manufacturing	8,241	10,085	1,844	22%	3.49	2.97	\$73,817

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2013.3 Class of Worker

Table 17: Retail Trade Sector Employment Projections and Location Quotients

NAICS Code	Description	Projected Employment		2013 - 2023		2023 LQ		2013 Avg. Earnings Per Job
		2013 Jobs	2023 Jobs	Change	% Change	State	National	
44	Retail Trade	33,806	35,301	1,495	4%	1.01	0.94	\$27,010
443	Electronics and Appliance Stores	1,003	1,110	107	11%	1.28	0.93	\$35,264

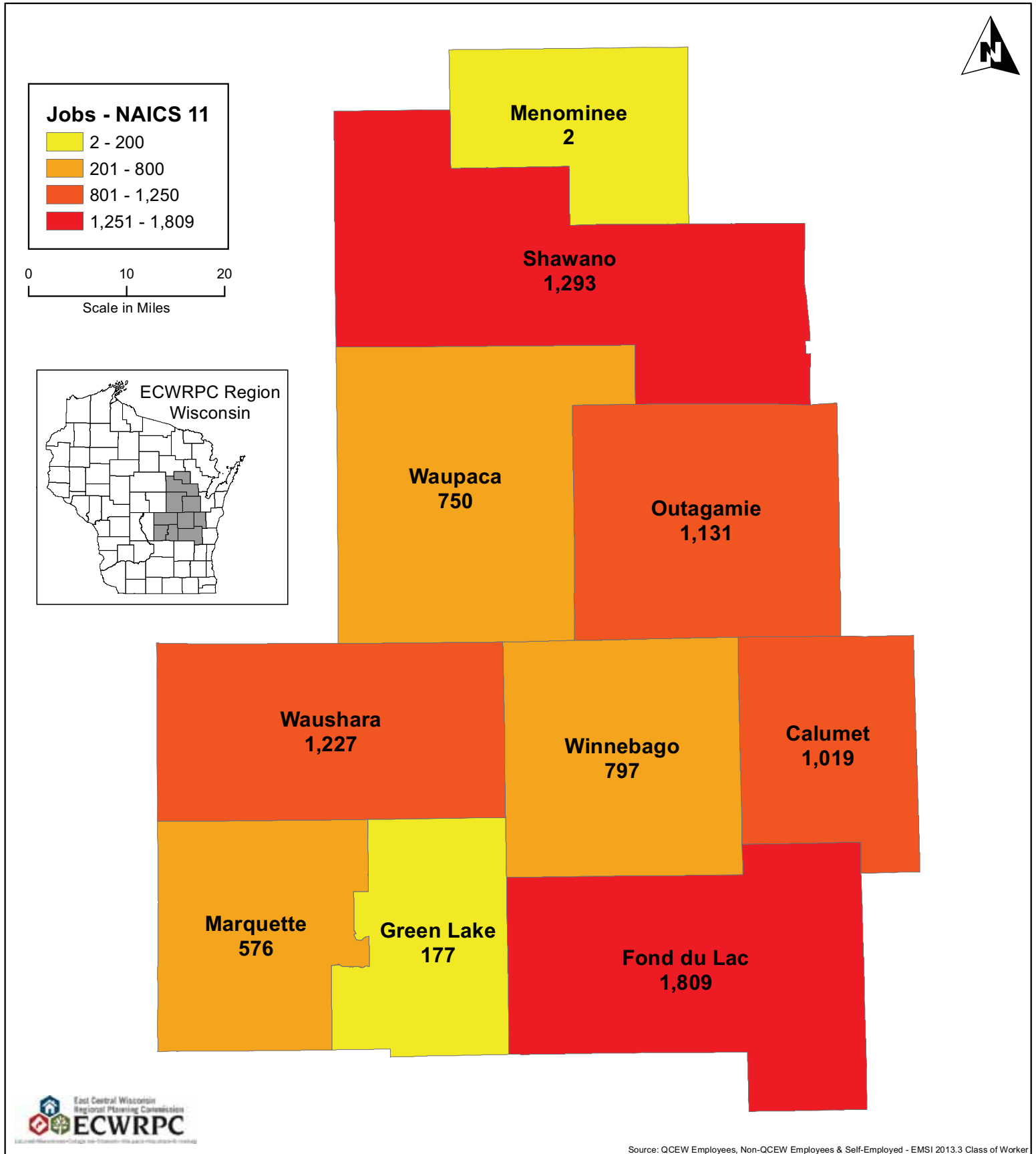
Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2013.3 Class of Worker

Table 18: Information Sector Employment Projections and Location Quotients

NAICS Code	Description	Projected Employment		2013 - 2023		2023 LQ		2013 Avg. Earnings Per Job
		2013 Jobs	2023 Jobs	Change	% Change	State	National	
51	Information	4,904	5,492	588	12%	0.95	0.85	\$58,339
517	Telecommunications	1,996	2,563	567	28%	1.75	1.36	\$58,395

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2013.3 Class of Worker

NAICS Code 11 - Agriculture, Forestry, Fishing & Hunting Sector

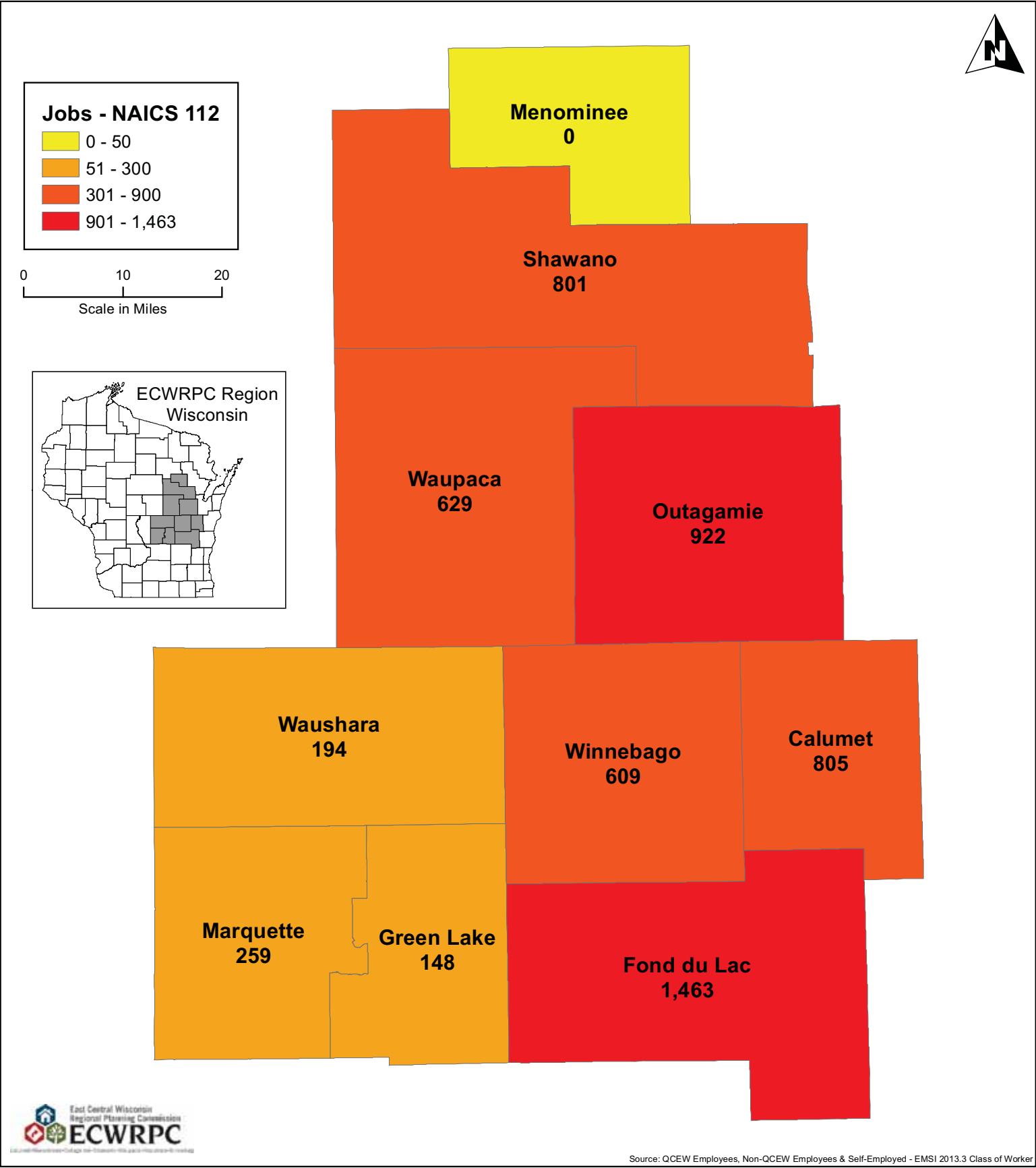


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8,780 Jobs in the ECWRPC Region

MAP 3

NAICS Code 112 - Animal Production

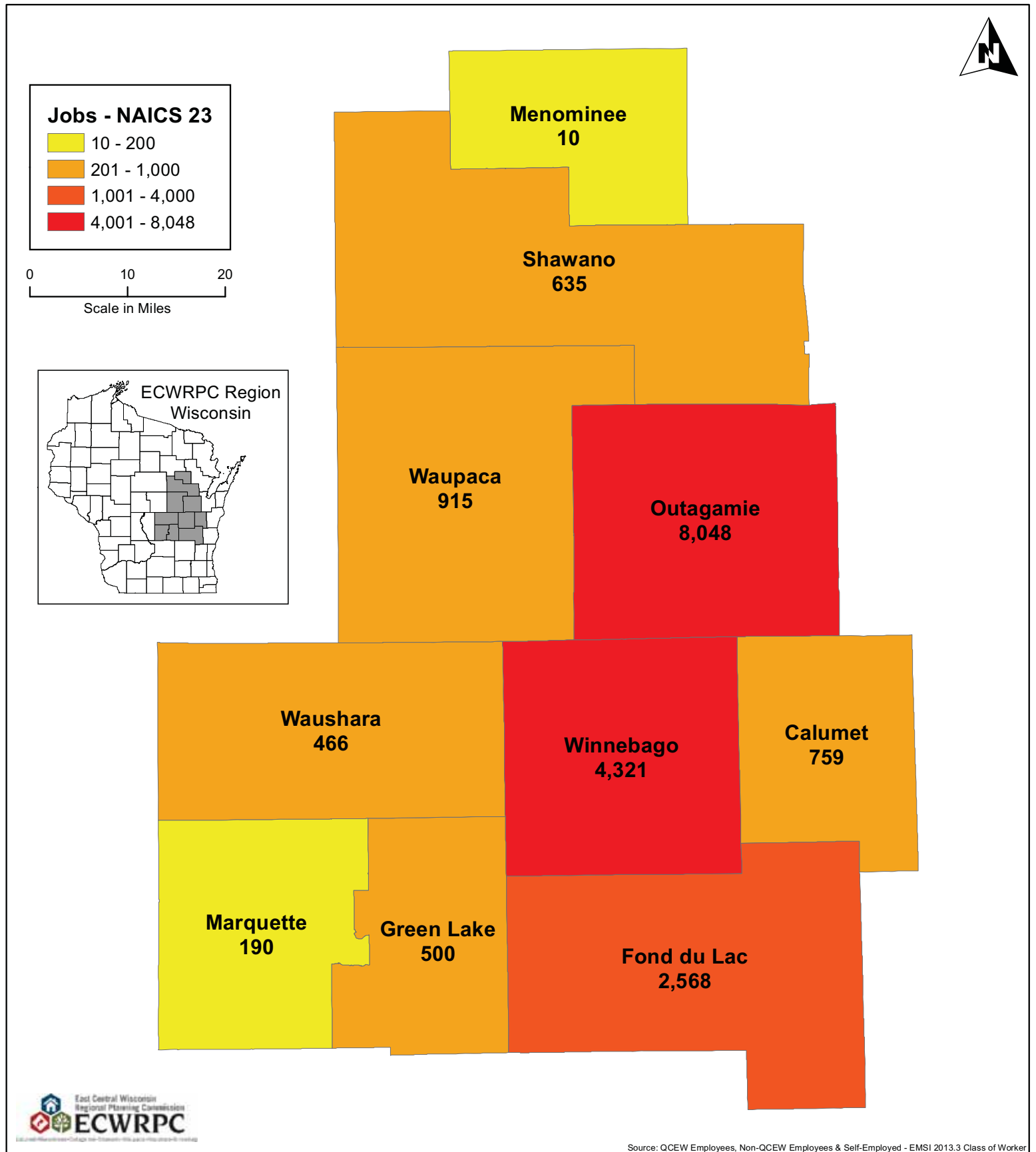


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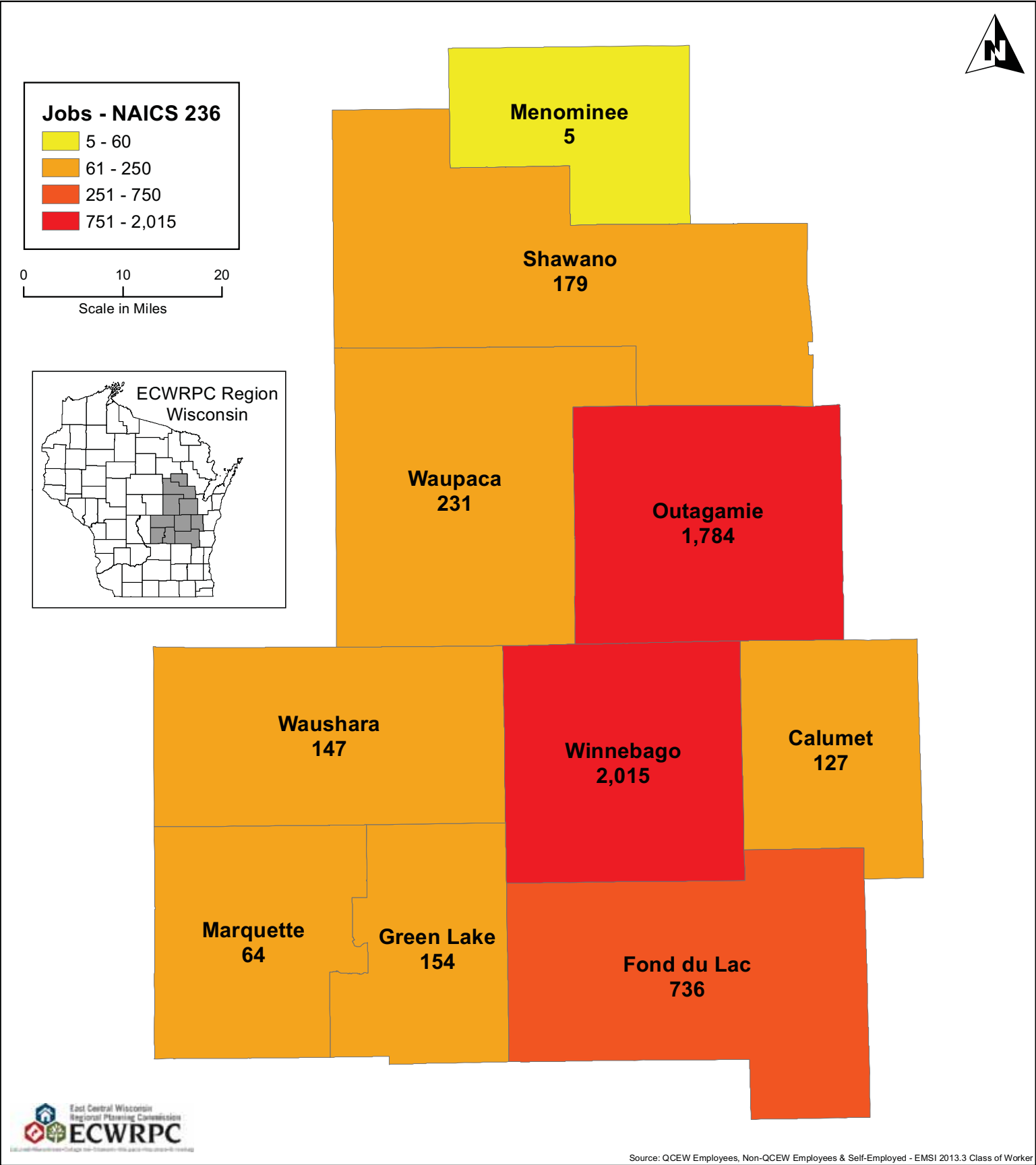
5,829 Jobs in the ECWRPC Region

MAP 4

NAICS Code 23 - Construction Sector



NAICS Code 236 - Construction of Buildings

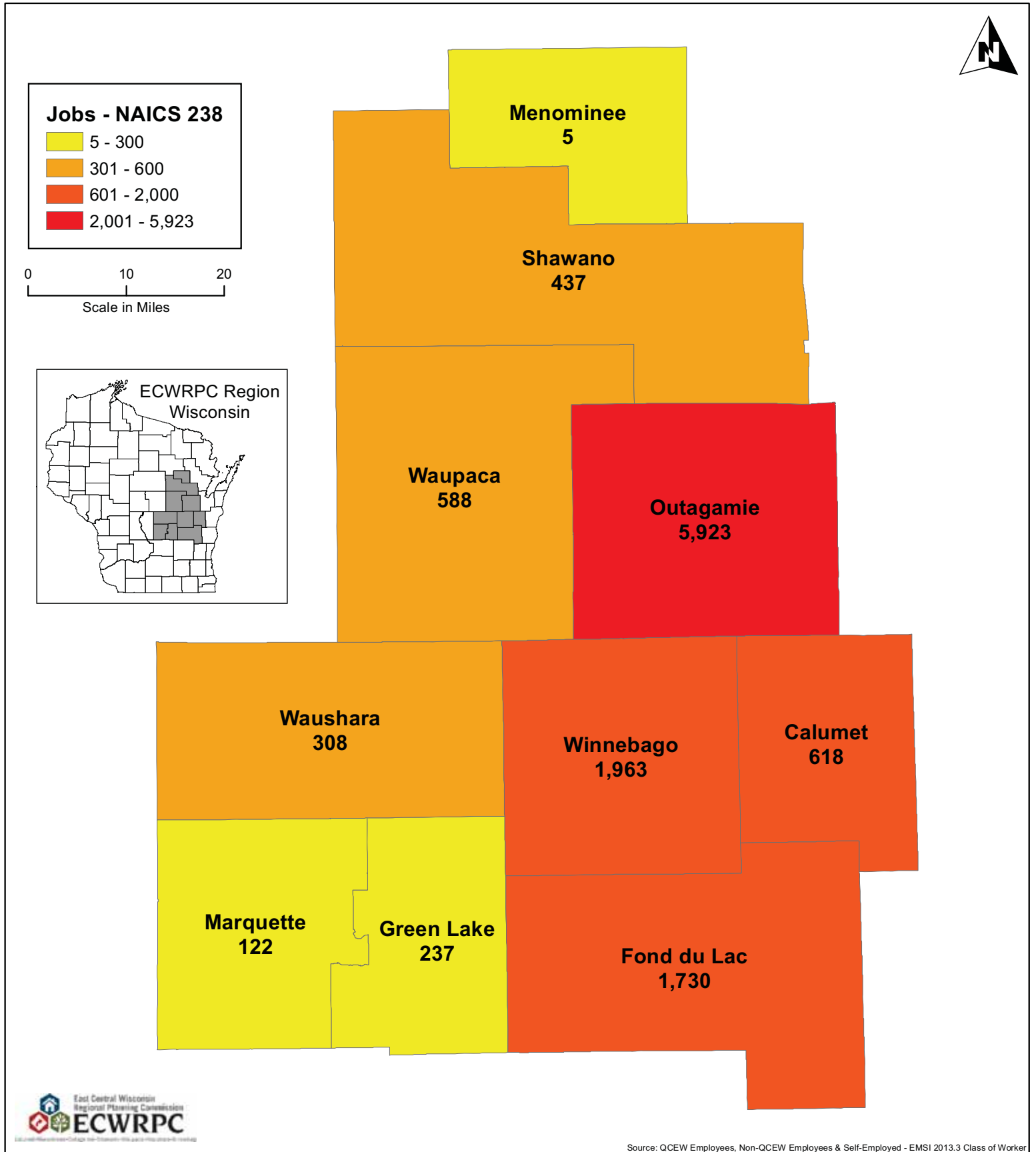


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5,440 Jobs in the ECWRPC Region

MAP 6

NAICS Code 238 - Specialty Trade Contractors

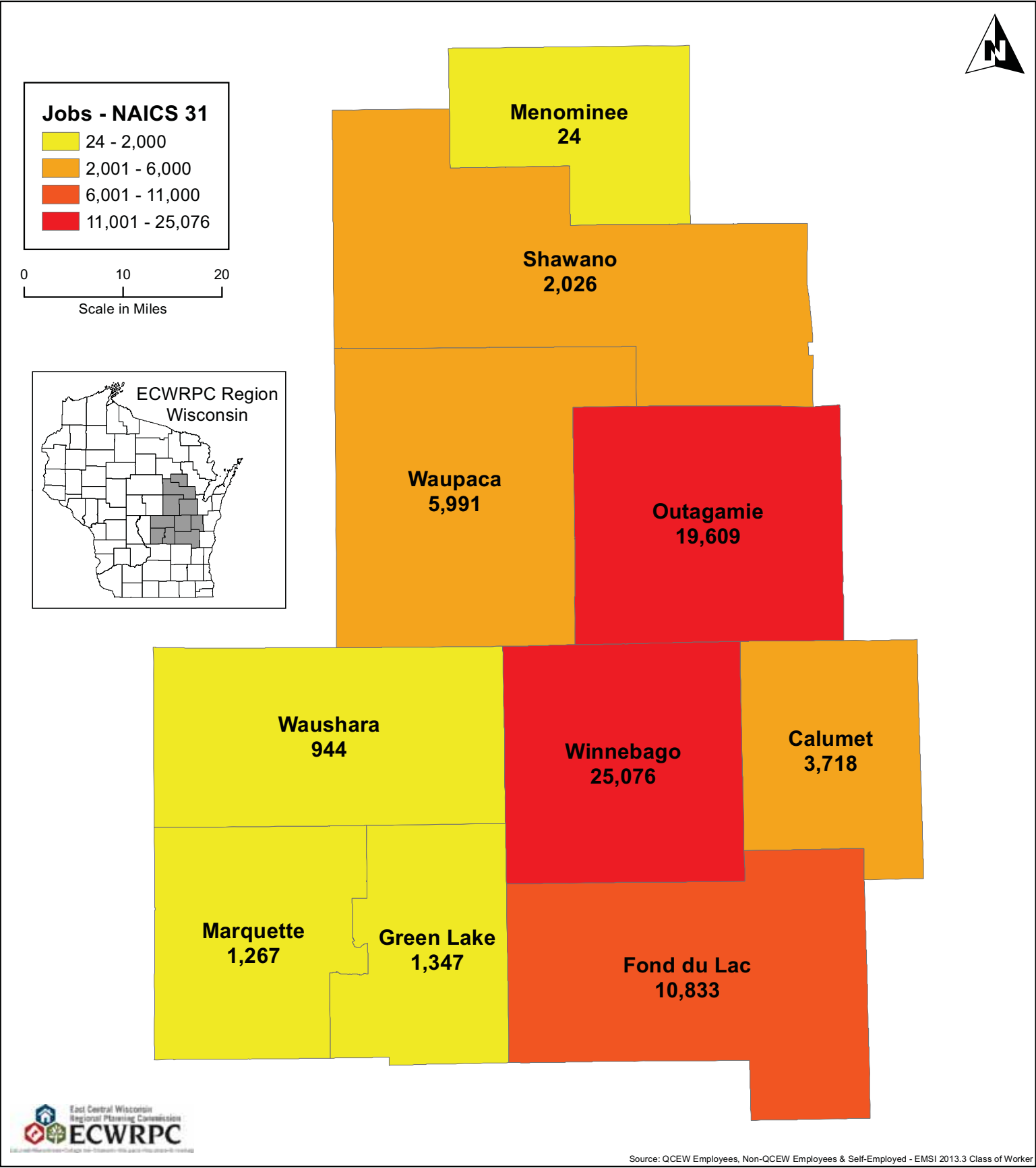


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11,932 Jobs in the ECWRPC Region

MAP 7

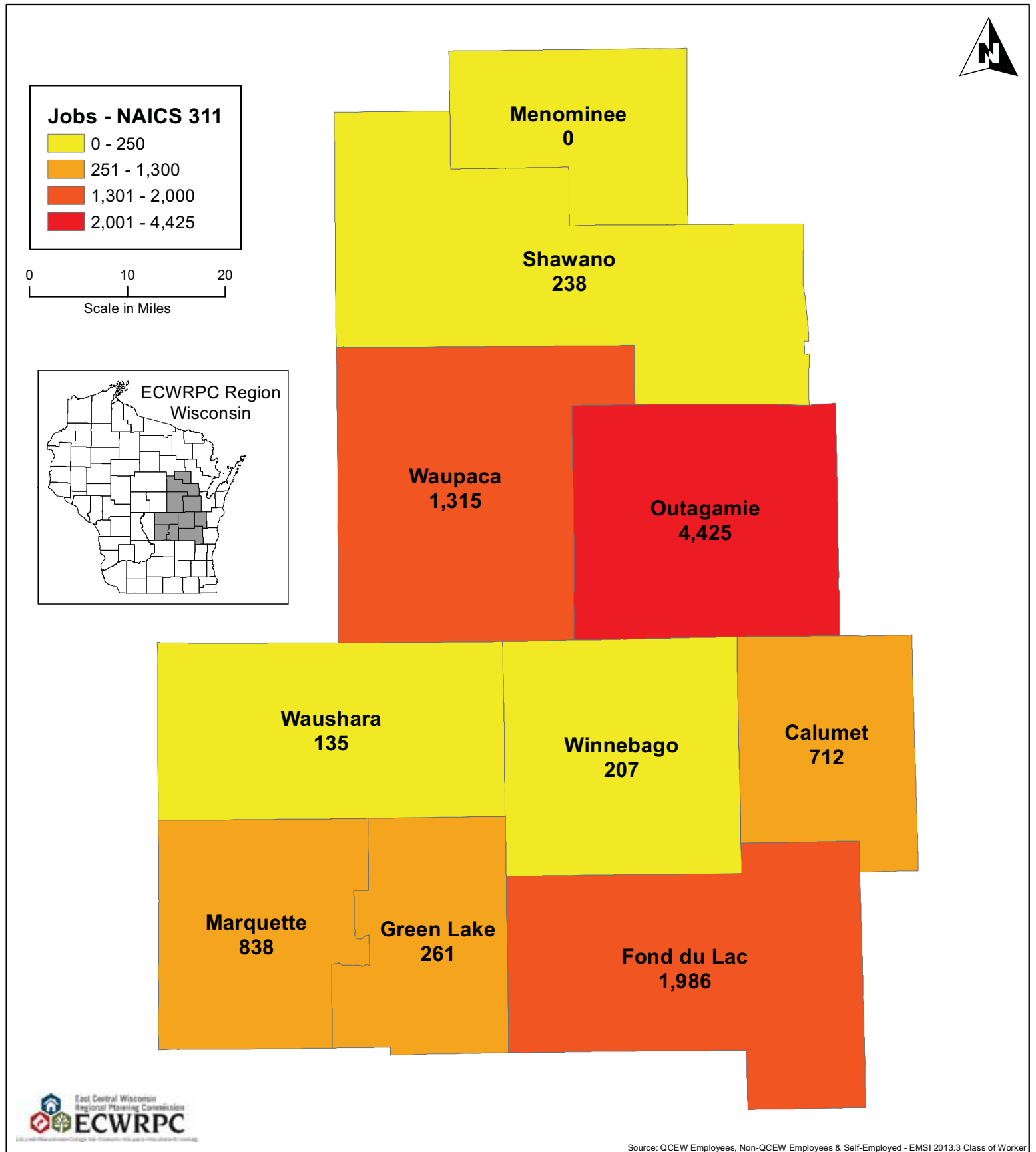
NAICS Code 31 - Manufacturing Sector



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70,836 Jobs in the ECWRPC Region

NAICS Code 311 - Food Manufacturing

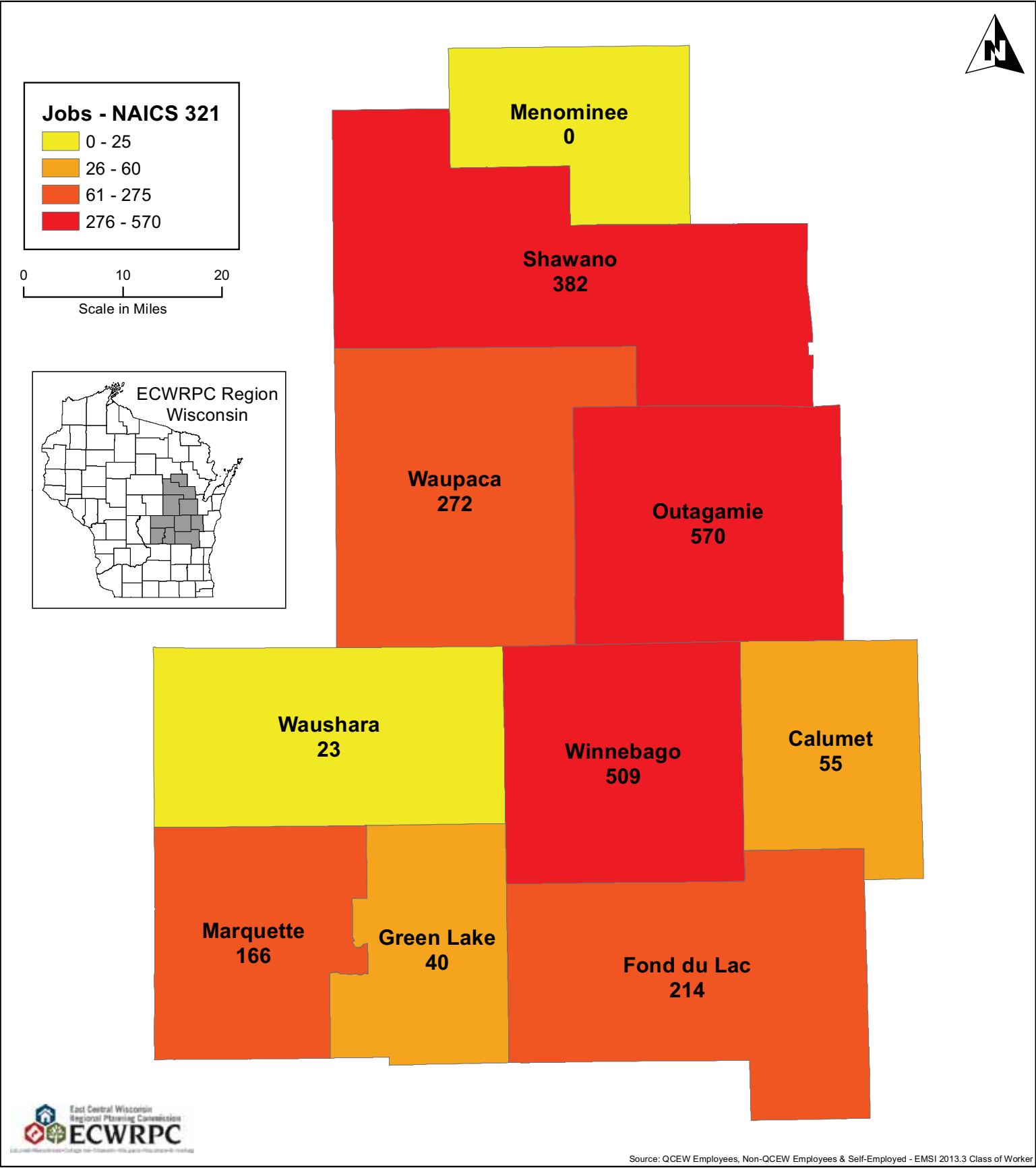


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10,117 Jobs in the ECWRPC Region

MAP 9

NAICS Code 321 - Wood Product Manufacturing

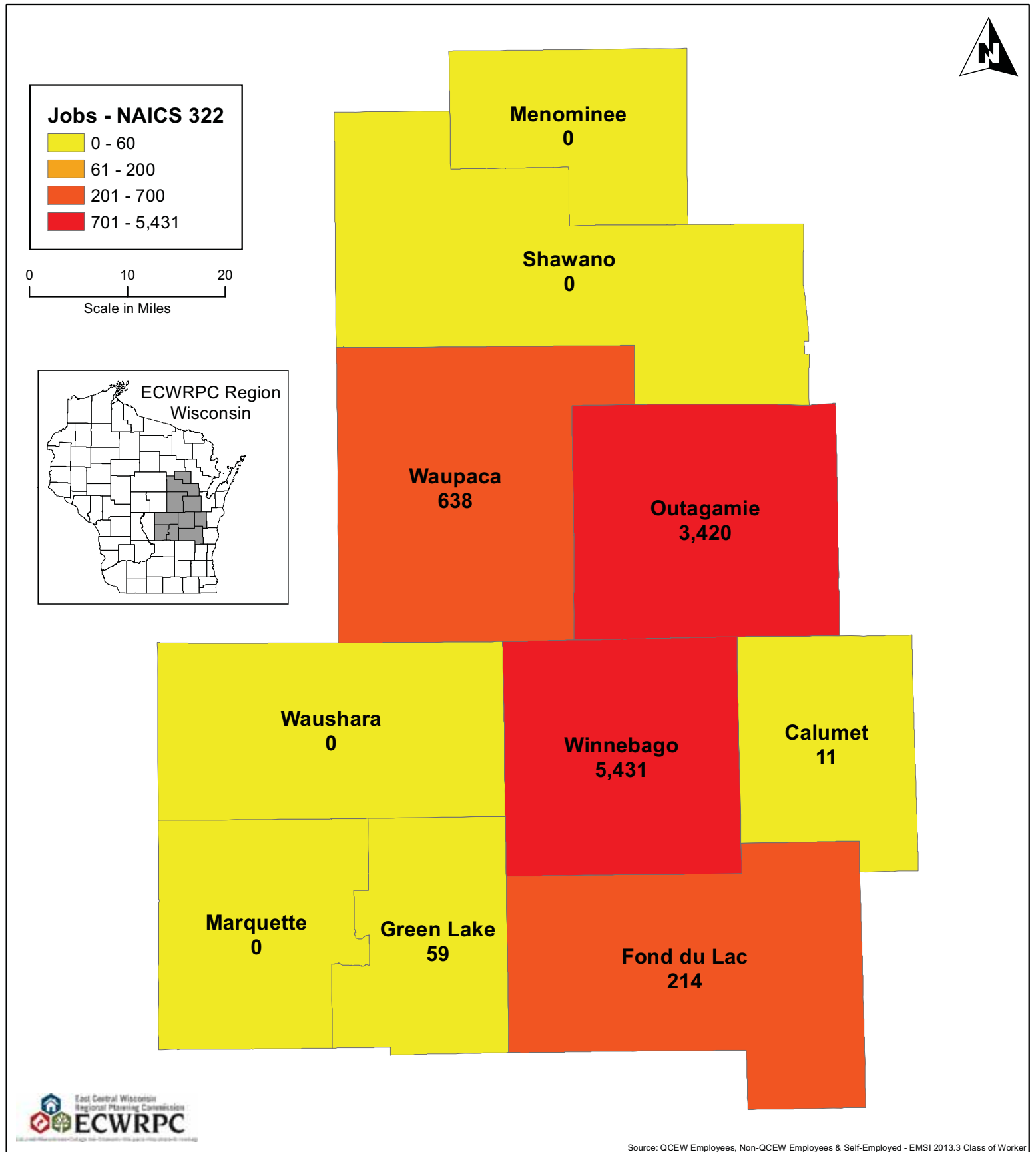


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2,231 Jobs in the ECWRPC Region

MAP 10

NAICS Code 322 - Paper Manufacturing

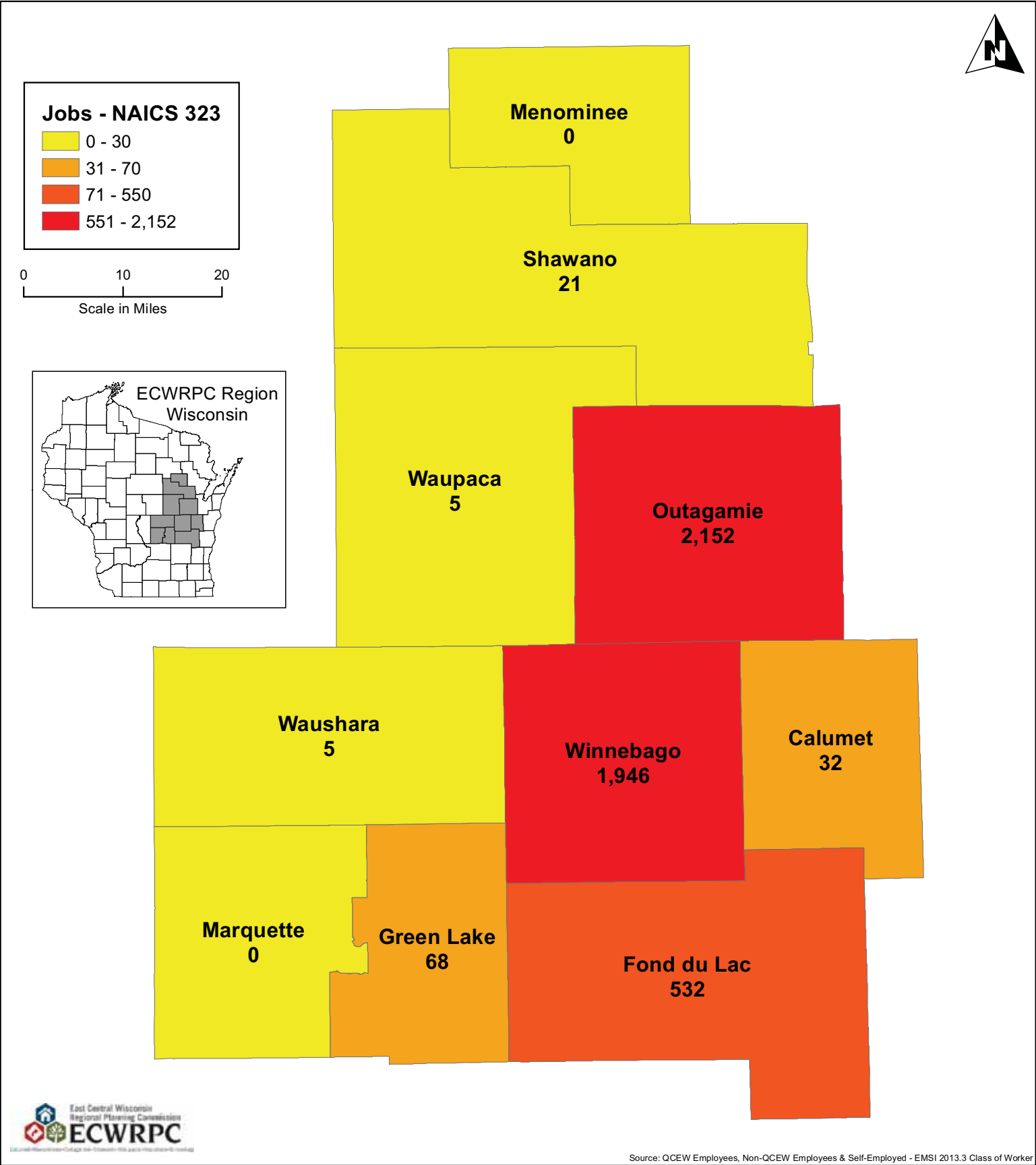


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9,773 Jobs in the ECWRPC Region

MAP 11

NAICS Code 323 - Printing and Related Support Activities

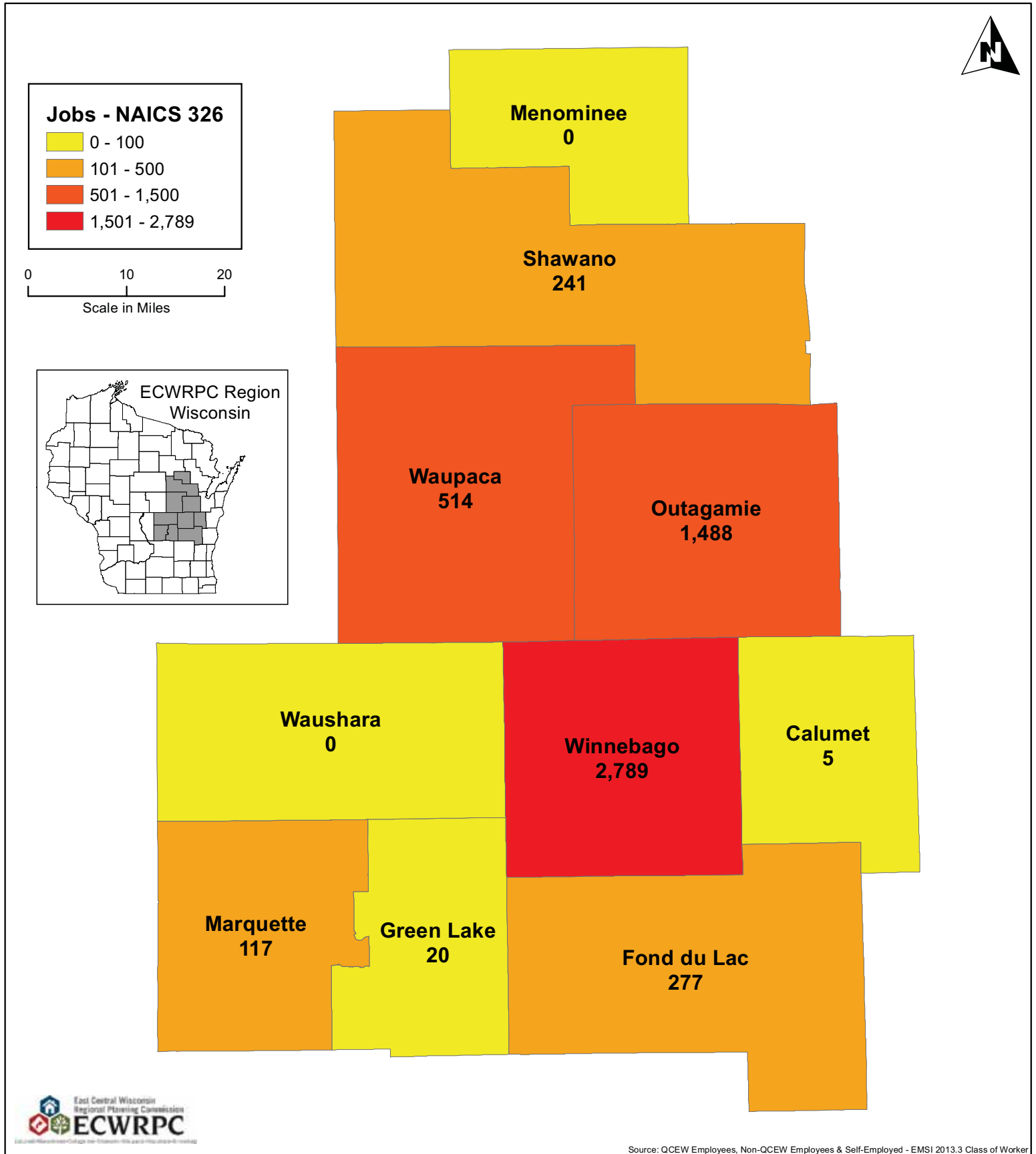


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4,762 Jobs in the ECWRPC Region

MAP 12

NAICS Code 326 - Plastics and Rubber Products Manufacturing

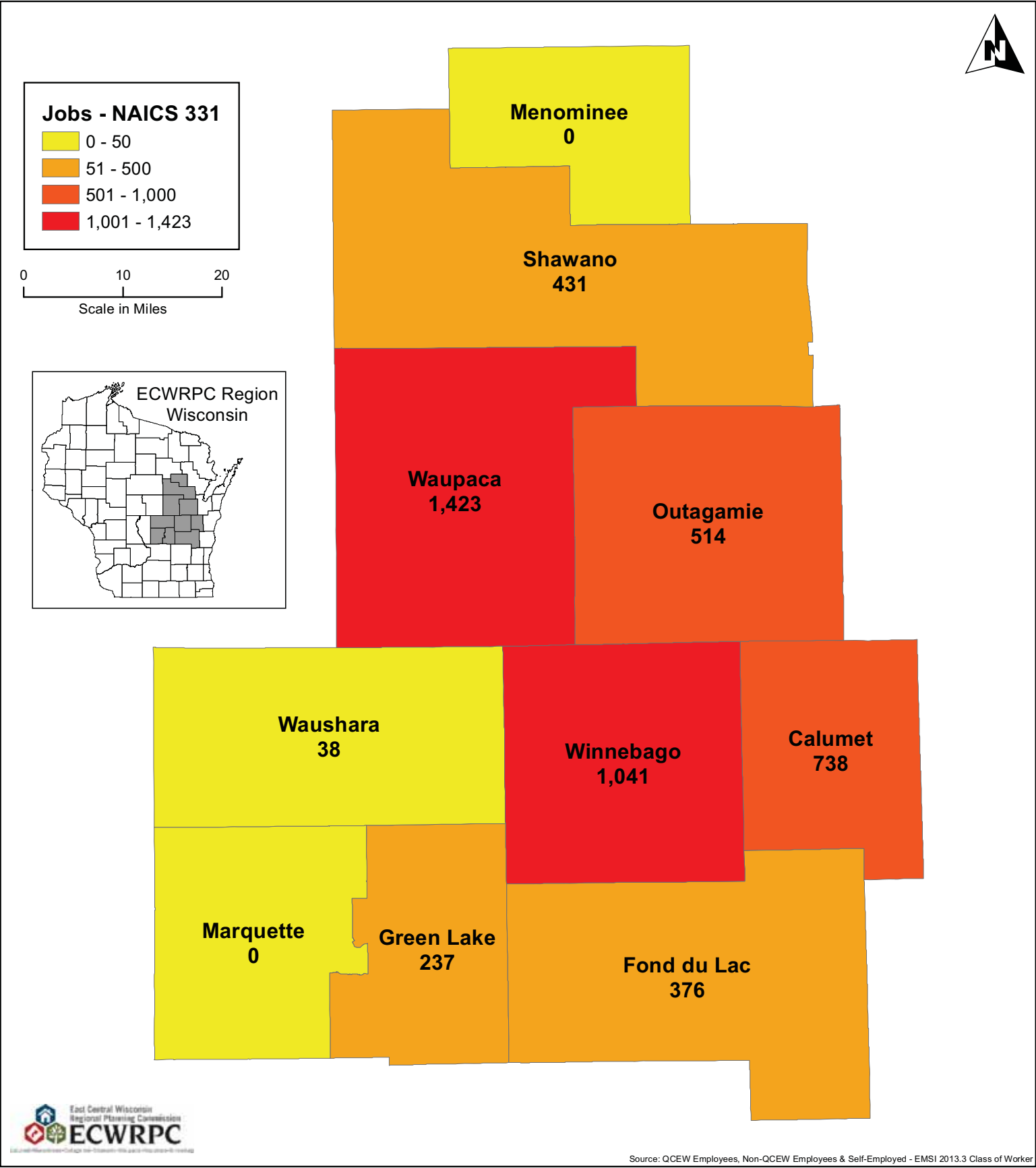


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5,453 Jobs in the ECWRPC Region

MAP 13

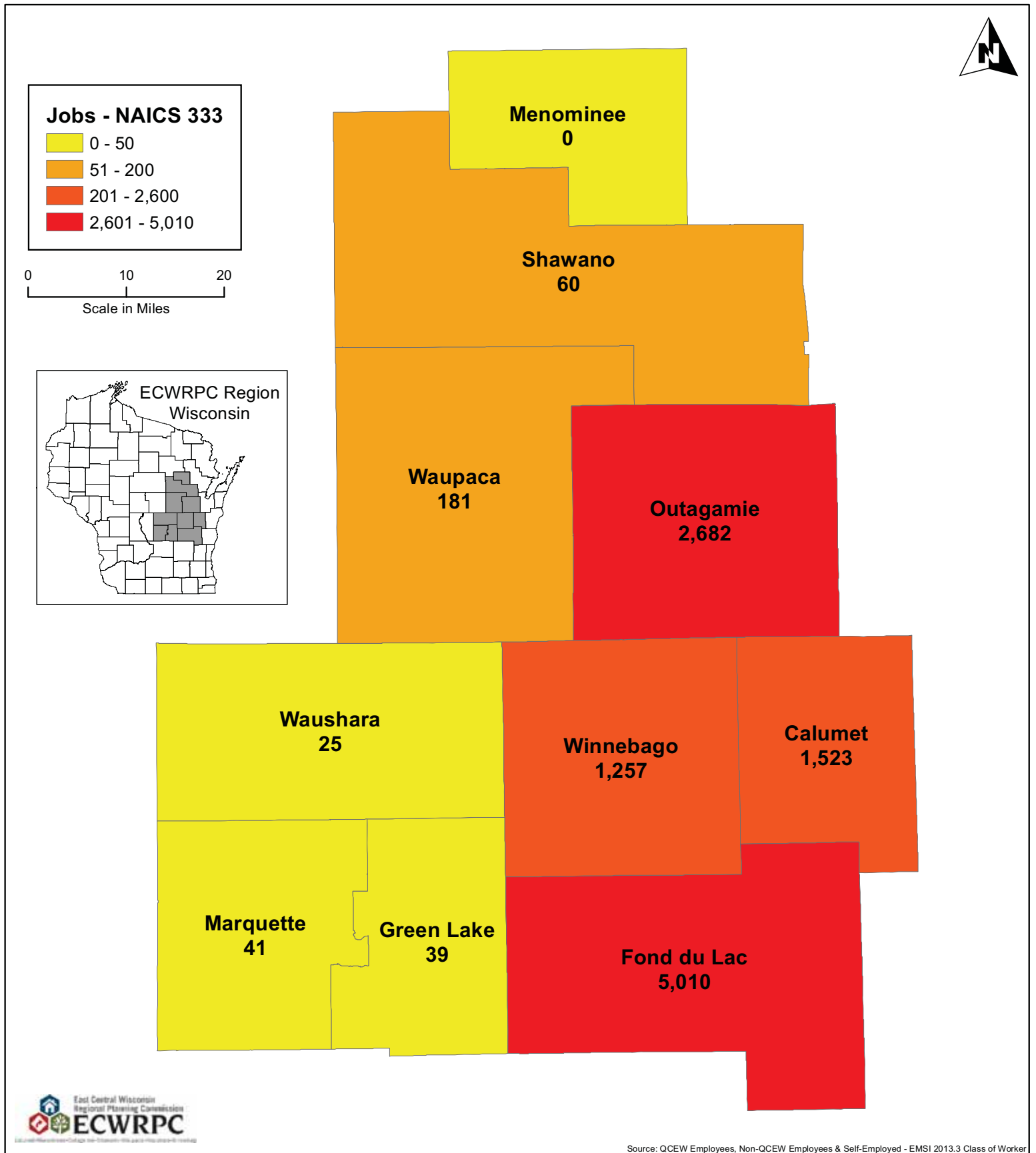
NAICS Code 331 - Primary Metal Manufacturing



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4,798 Jobs in the ECWRPC Region

NAICS Code 333 - Machinery Manufacturing

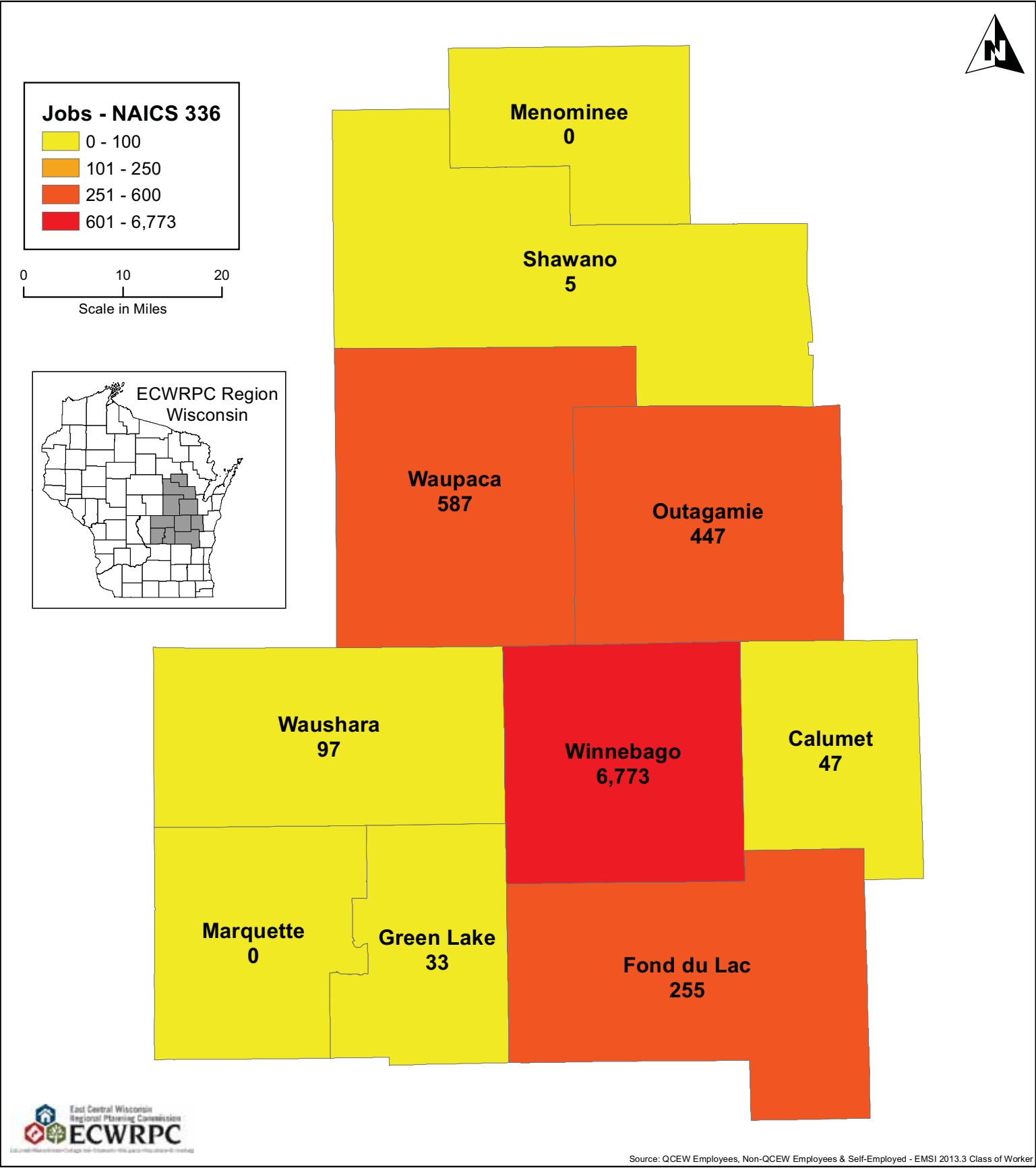


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10,818 Jobs in the ECWRPC Region

MAP 15

NAICS Code 336 - Transportation Equipment Manufacturing

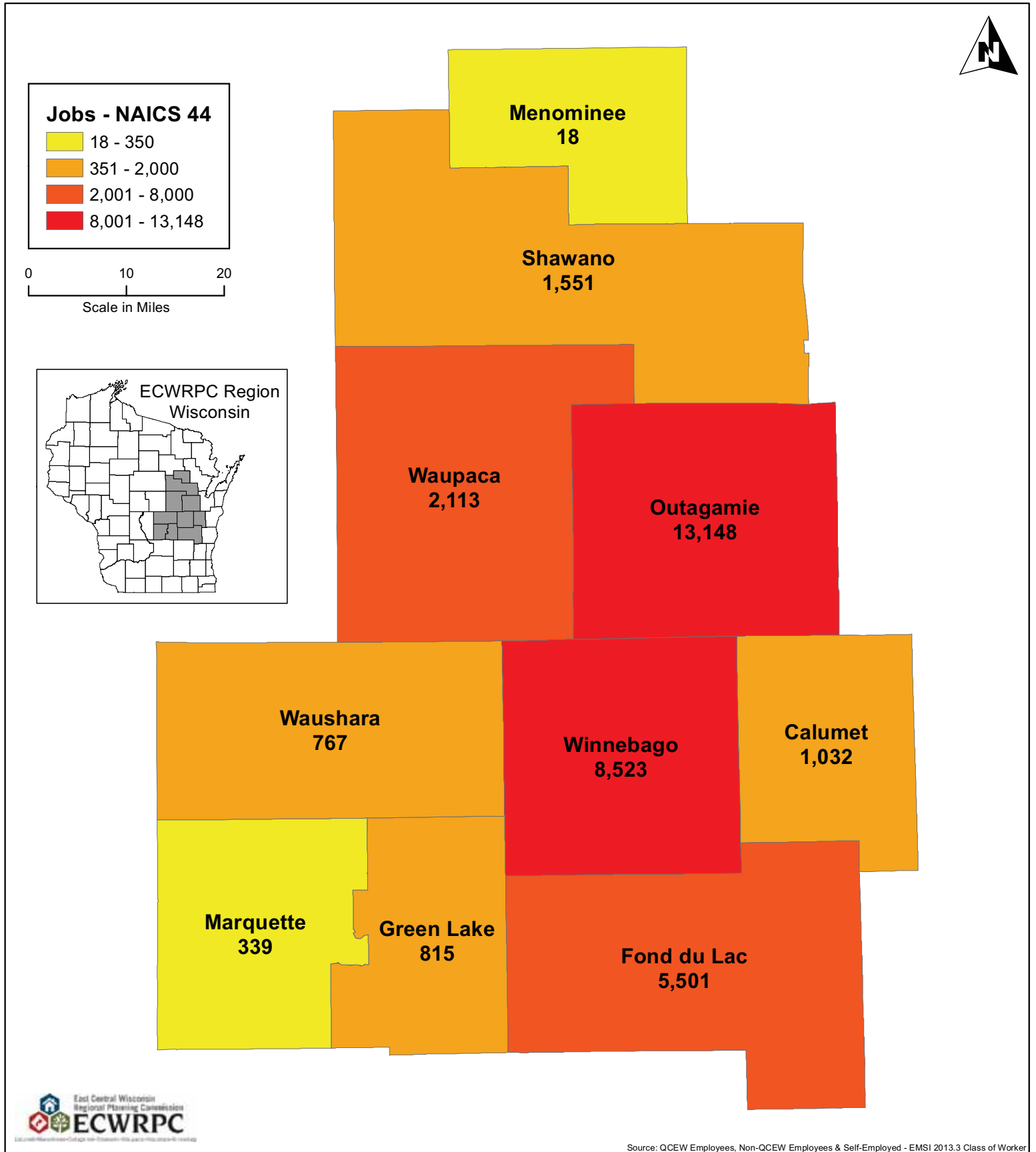


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8,241 Jobs in the ECWRPC Region

MAP 16

NAICS Code 44 - Retail Trade Sector

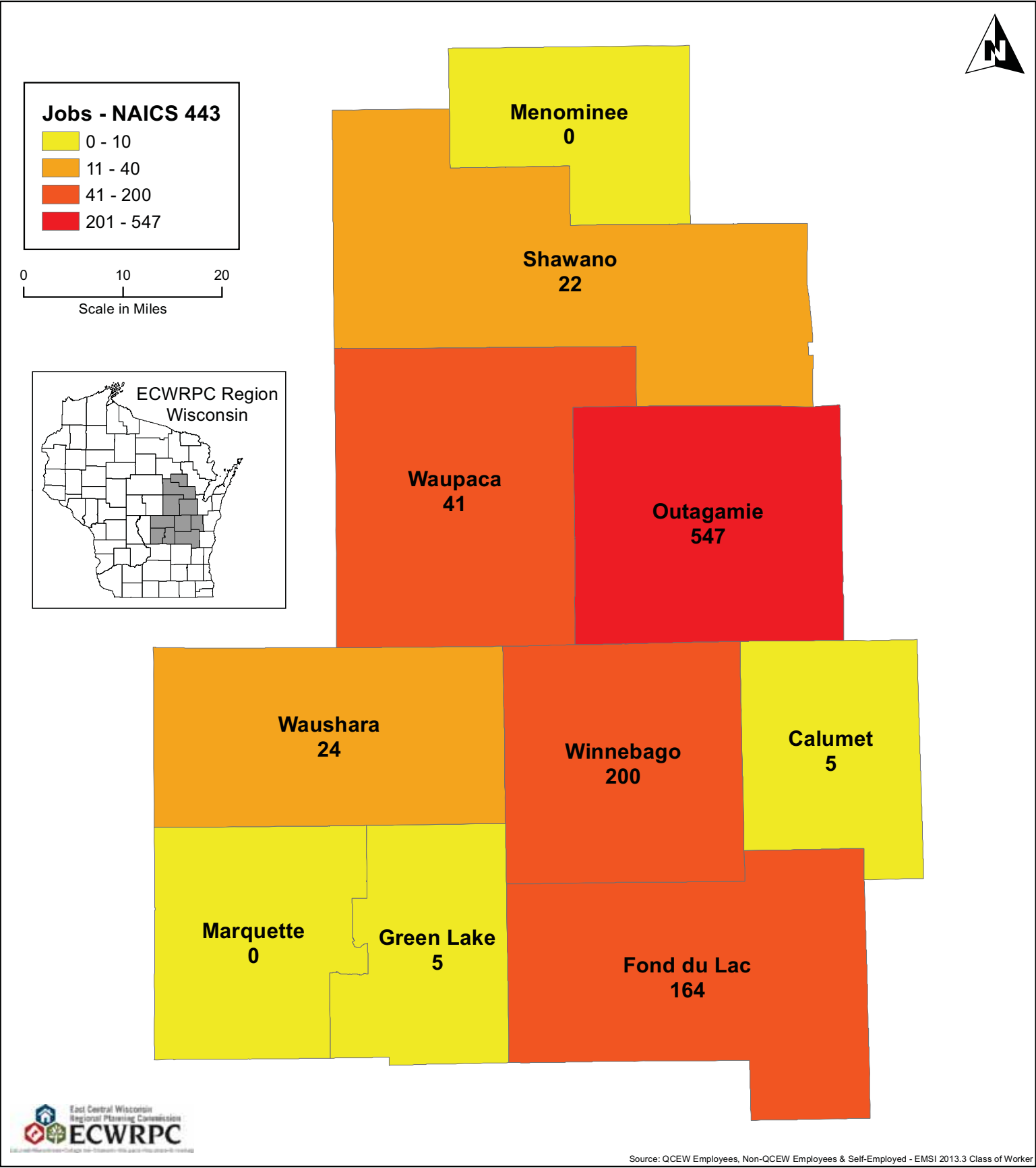


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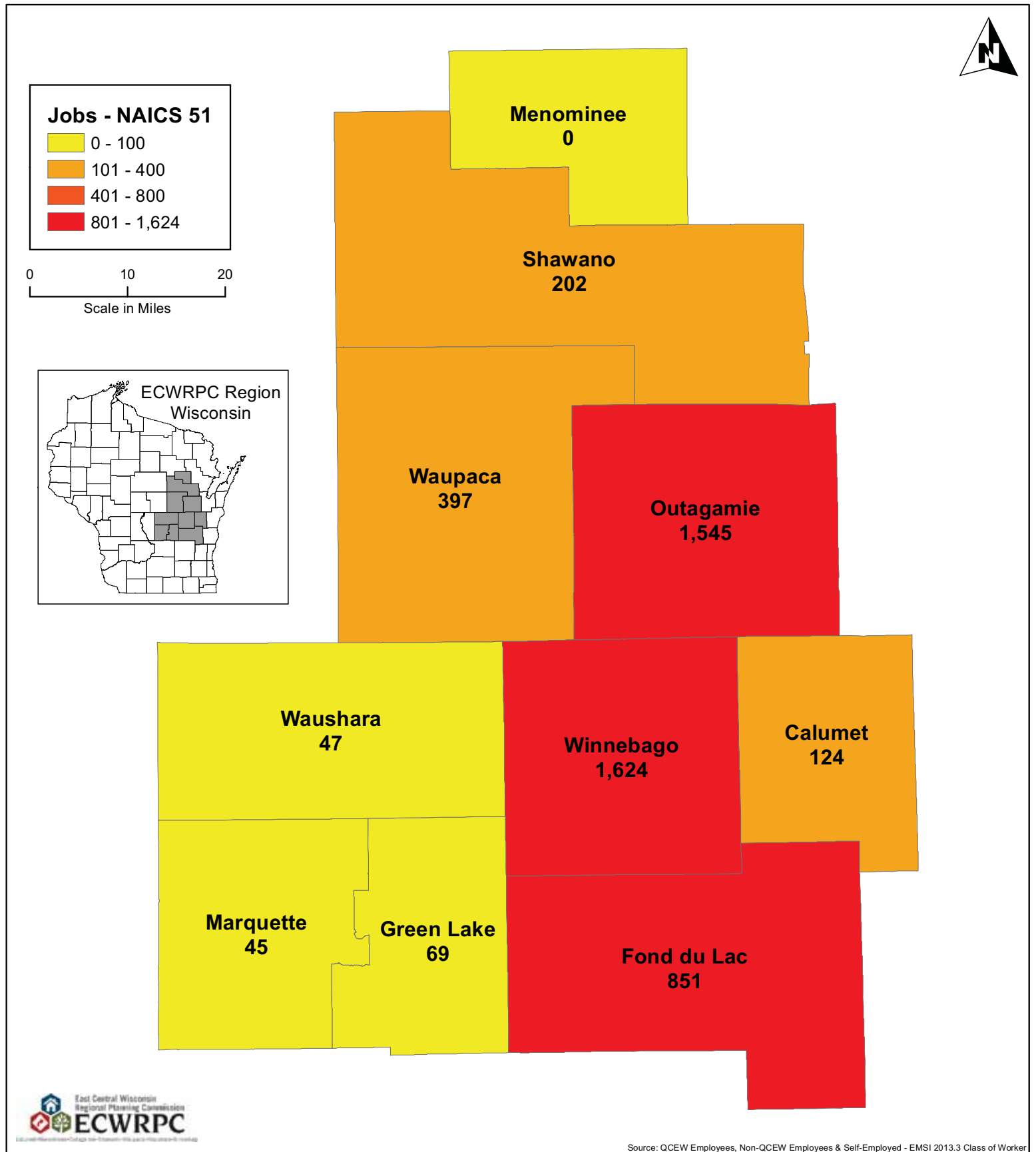
33,806 Jobs in the ECWRPC Region

MAP 17

NAICS Code 443 - Electronics and Appliance Stores



NAICS Code 51 - Information Sector

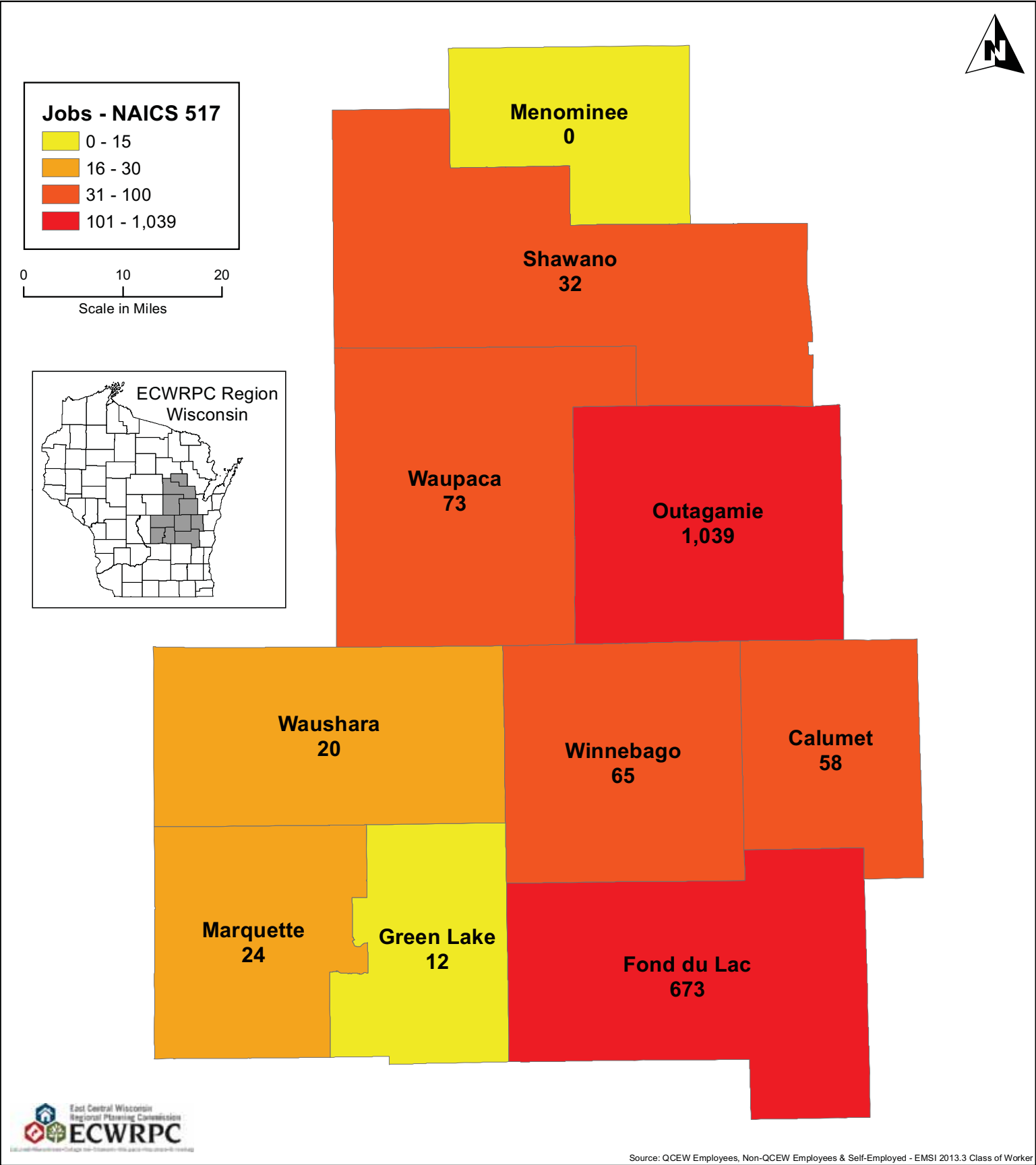


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4,904 Jobs in the ECWRPC Region

MAP 19

NAICS Code 517 - Telecommunications



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1,996 Jobs in the ECWRPC Region

MAP 20

REGIONAL INFRASTRUCTURE AND RESOURCES

Gaining an understanding of the regional economy requires knowledge about regional infrastructure and resources. This section provides an analysis of transportation, industrial/business parks, and resources within the East Central Region, as they relate to economic development.

Transportation Infrastructure

A functional, well maintained transportation infrastructure is critical for an area to succeed economically. In most cases, the East Central Region provides a well-developed infrastructure (Map 21 and 22). Most of the transportation activity is, as might be expected, focused in the urbanized portions of the region, where population, industry, and commerce are concentrated. By comparison with urban area transportation systems, longer trips and lower volumes of traffic/ridership characterize rural area transportation systems. The region's development of urban-type land uses, away from the urban centers and at lower densities, has blurred this distinction over the past 30 to 40 years. Traffic volumes on rural highways have increased, new highways have been built or expanded, and public transportation programs struggle to meet the increasing travel demand.

Business requires easy access to transportation, to bring in materials and to transport products to the larger hubs for distribution to a global market. Public transportation plays a significant role in the movement of employees to their jobs. A quality transportation infrastructure is also important for attracting and retaining potential and current employees. The absence of routine traffic delays, efficient air service, and the presence of alternative modes of transportation such as rail, walking trails, bike lanes and water navigation provide a quality of life component that can and should be promoted.

Regional Transportation Systems 21

Comprehensive Economic Development Strategy 2013

Map Features

Corridors 2020 Routes

- Backbone
- Connector

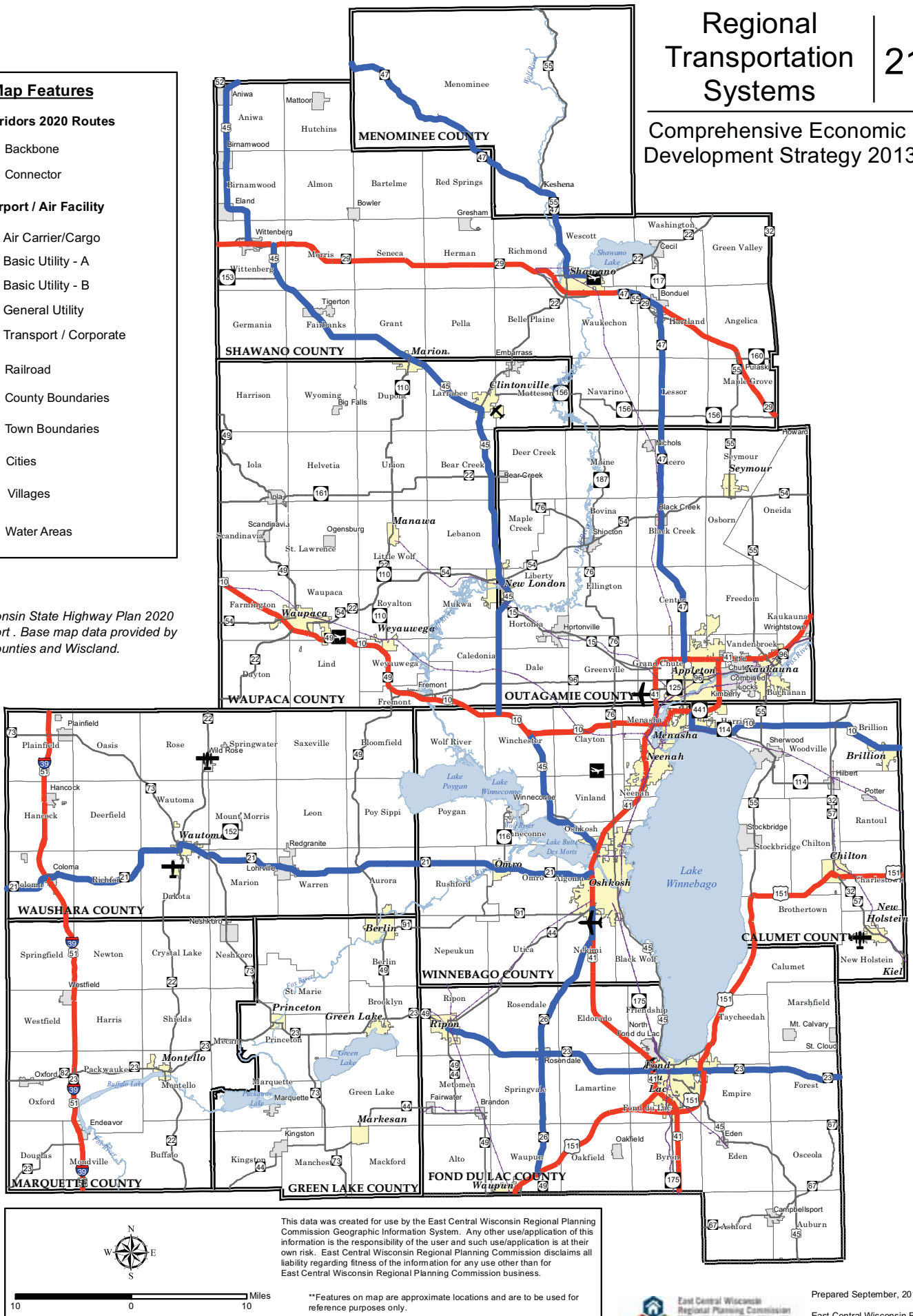
Airport / Air Facility

- Air Carrier/Cargo
- Basic Utility - A
- Basic Utility - B
- General Utility
- Transport / Corporate

- Railroad
- County Boundaries
- Town Boundaries
- Cities
- Villages
- Water Areas

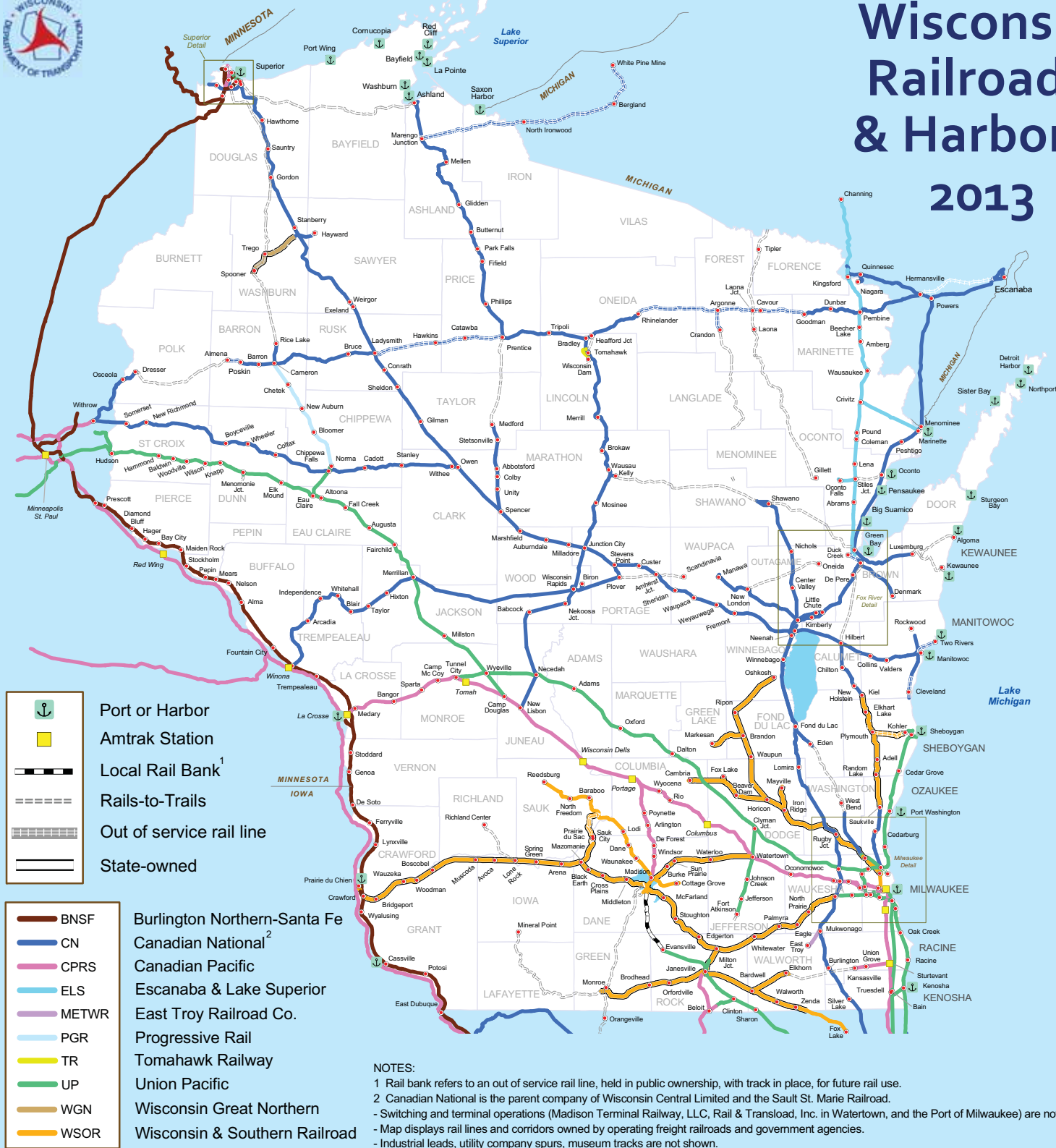
*Sources:

WisDOT, Wisconsin State Highway Plan 2020 Summary Report. Base map data provided by the Regional counties and Wisland.

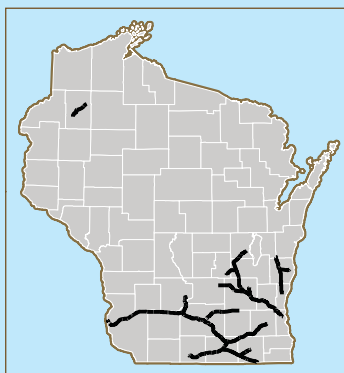




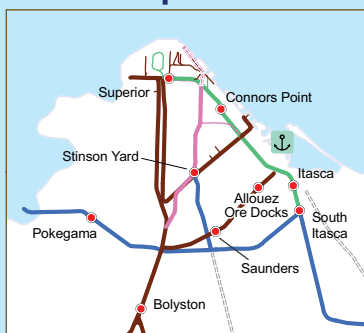
Wisconsin Railroads & Harbors 2013



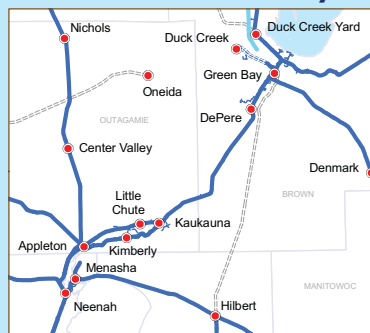
State-owned lines



Superior



Fox River Valley



Milwaukee



Industrial / Business Park Infrastructure and Geography

Maintaining enough available land, with the necessary infrastructure, geography and transportation access, plays a key role in the ability of firms to locate within the region.

Created by the state's lead economic development organization, the Wisconsin Economic Development Corporation (WEDC), LocateInWisconsin is a free web based site selection tool that allows the user to search for specific buildings or site types that are best suited to fit their needs.

This online tool provides companies and site selectors with comprehensive information for making business expansion decisions in Wisconsin. The one-stop system provides users with free and instant commercial real estate data, demographic breakdowns, community details, lists of buildings available for sale or lease, and information on the local workforce, including education and skills. LocateInWisconsin.com covers every Wisconsin city and all 72 of the state's counties.

The LocateInWisconsin site selection tool is a Geographic Information System (GIS)-powered website, built upon Google Maps technology. It allows brokers, realtors, municipalities and economic development professionals to list and update available commercial or industrial properties. The website is also integrated with GIS Planning's national site selection search engine, <http://www.ZoomProspector.com>, which allows visitors to conduct national searches of cities and commercial properties that match their unique criteria. See the LocateInWisconsin.com website for a full listing and to add or update the listing of current buildings and sites.

Farmland

Farmland losses within the region follow state and national trends (Table 19 and 20). There has been a steady decline in the number of farms and farmland acreage. In fact, over just a five year period, 15.16 percent of total farmland was lost, and the number of farms declined by .93 percent. Waushara County experienced the greatest decline in total acres (22.64 percent) and also lost the highest number of farms (5.58 percent).

Table 19: Farmland Acreage, 2002 and 2007

	2002 Acres	2007 Acres	Change in Acres	% Change
United States	938,279,056	922,095,840	-16,183,216	-1.72%
Wisconsin	15,741,552	15,190,804	-550,748	-3.50%
Region	1,932,420	1,832,650	-99,770	-5.16%
Calumet County	150,316	151,659	1,343	0.89%
Fond du Lac County	344,286	335,745	-8,541	-2.48%
Green Lake County	147,916	142,757	-5,159	-3.49%
Marquette County	145,552	135,914	-9,638	-6.62%
Menominee County	n/a	n/a	n/a	n/a
Outagamie County	263,485	247,482	-16,003	-6.07%
Shawano County	270,534	271,718	1,184	0.44%
Waupaca County	247,351	234,392	-12,959	-5.24%
Waushara County	192,576	148,969	-43,607	-22.64%
Winnebago County	170,404	164,014	-6,390	-3.75%

Source: U.S. Department of Agriculture 2002 & 2007 Census of Agriculture

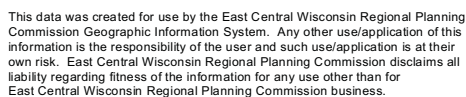
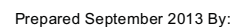
Table 20: Total Farms, 2002 and 2007

	2002 Farms	2007 Farms	Change in Farms	% Change
United States	2,128,982	2,204,792	75,810	3.56%
Wisconsin	77,131	78,463	1,332	1.73%
Region	9,634	9,544	-90	-0.93%
Calumet County	733	732	-1	-0.14%
Fond du Lac County	1,634	1,643	9	0.55%
Green Lake County	670	723	53	7.91%
Marquette County	624	626	2	0.32%
Menominee County	n/a	n/a	n/a	n/a
Outagamie County	1,430	1,362	-68	-4.76%
Shawano County	1,465	1,450	-15	-1.02%
Waupaca County	1,398	1,330	-68	-4.86%
Waushara County	717	677	-40	-5.58%
Winnebago County	963	1,001	38	3.95%

Source: U.S. Department of Agriculture 2002 & 2007 Census of Agriculture

Mining Sites

The active and inactive non-metallic mine sites are essential for the future development of the region. Extensive deposits of sand and gravel are found in virtually every county, principally in glacial outwash formations. These formations are at the surface or may be buried beneath subsequent glacial debris, and in some cases drumlins, eskers, and river sediments also contain valuable deposits. Map 23 displays the location of mining sites throughout the region which are crucial when considering sites for industrial and commercial development.



**Features on map are approximate locations and are to be used for reference purposes only.



Education Infrastructure

Because of the state's long-standing concern for investment in education, educational facilities throughout Wisconsin are well above the national average. Industries considering expansion or relocation in the state are generally assured that a wide range of quality educational opportunities will be available. On the primary and secondary levels, school consolidation, state aids and shared school services have broadened the resources of all school districts. Historically strong state support for a system of higher education, continuing expansion of community colleges, and establishment of statewide districts for vocational education have also contributed to increasing general educational opportunities throughout the state.

Vocational Technical Colleges

The state is covered by 16 multi-county vocational technical and adult education districts which are organized on a regional basis and financed primarily by local property taxes. These districts tend to follow school district boundaries rather than county lines.

Counties in the region are divided among seven districts, as depicted in Map 24. Two of these districts, Fox Valley and Moraine Park, have their main campuses located in the region. The Fox Valley District is almost wholly contained in the region and includes portions of Calumet, Outagamie, Shawano, Waupaca, Waushara and Winnebago Counties. The Moraine Park District includes Green Lake and Fond du Lac Counties as well as small portions of Calumet, Marquette, Waushara and Winnebago Counties.

Technical college enrollment in the state and throughout the region has declined from 2006 to 2011. The state experienced a loss of 37,438 students (9 percent) and the region experienced less of a loss at 110,264 enrollments (5 percent). The lower decline in enrollments throughout the region as compared to the state could be in response to recent layoffs from manufacturing facilities in the East Central Region. See Table 21 for more detailed enrollment data.

Institutions of Higher Education

As depicted on Map 24, seven institutions of higher education are located within the region: one public university (UW-Oshkosh); two public 2-year campuses (UW-Fond du Lac and UW-Fox Valley); three private liberal arts institutions (Lawrence University, Marian University, and Ripon College); and one tribal college (College of Menominee Nation). The region's institutions of higher education had a total enrollment of 21,033 students during the 2010-2011 school year (Table 22). Overall this indicated a slight increase (6.4 percent) since 2006-2007.

Table 21: Technical College Enrollment 2006 - 2011

	'06-'07	'07-'08	'08-'09	'09-'10	'10-'11	'11-'12	% Change '06-'11
Statewide	400,057	390,272	375,944	382,006	370,588	362,619	-9%
Region	200,704	198,070	188,345	190,772	192,074	191,440	-5%
Madison Area	44,301	41,848	39,486	40,382	39,716	39,222	-11%
Moraine Park	20,516	20,020	18,490	18,784	18,712	17,279	-16%
Lakeshore	15,501	15,204	14,243	13,957	12,886	13,495	-13%
Fox Valley	47,417	47,100	45,306	46,897	52,763	51,097	8%
Northeast	42,734	41,527	40,410	41,608	40,400	43,890	3%
Mid-State	10,383	10,053	8,983	8,968	8,531	8,488	-18%
North Central	19,852	22,318	21,427	20,176	19,066	17,969	-9%

Source: WI Blue Book 2011- 2012, WTCS 2013

Table 22: Public and Private College and University Fall Enrollment 2006 - 2010

	06-'07	07-'08	08-'09	09-'10	10-'11	% Change '06-'11
Wisconsin	231,789	236,870	239,688	242,847	246,347	6.3%
Region	21,033	21,163	21,095	21,737	22,381	6.4%
UW-Oshkosh	12,530	12,772	12,753	13,192	13,629	8.8%
UW Fond du Lac College	763	751	736	779	794	4.1%
UW Fox Valley	1,730	1,745	1,650	1,731	1,830	5.8%
Lawrence University	1,480	1,433	1,496	1,495	1,566	5.8%
Marian College/University	3,040	2,957	2,891	2,841	2,881	-5.2%
Ripon College	977	1,000	1,057	1,065	1,066	9.1%
College of the Menominee Nation	513	505	512	634	615	19.9%

Source: WI Blue Book 2011- 2012

Map Features



Central Campus



Regional Campus



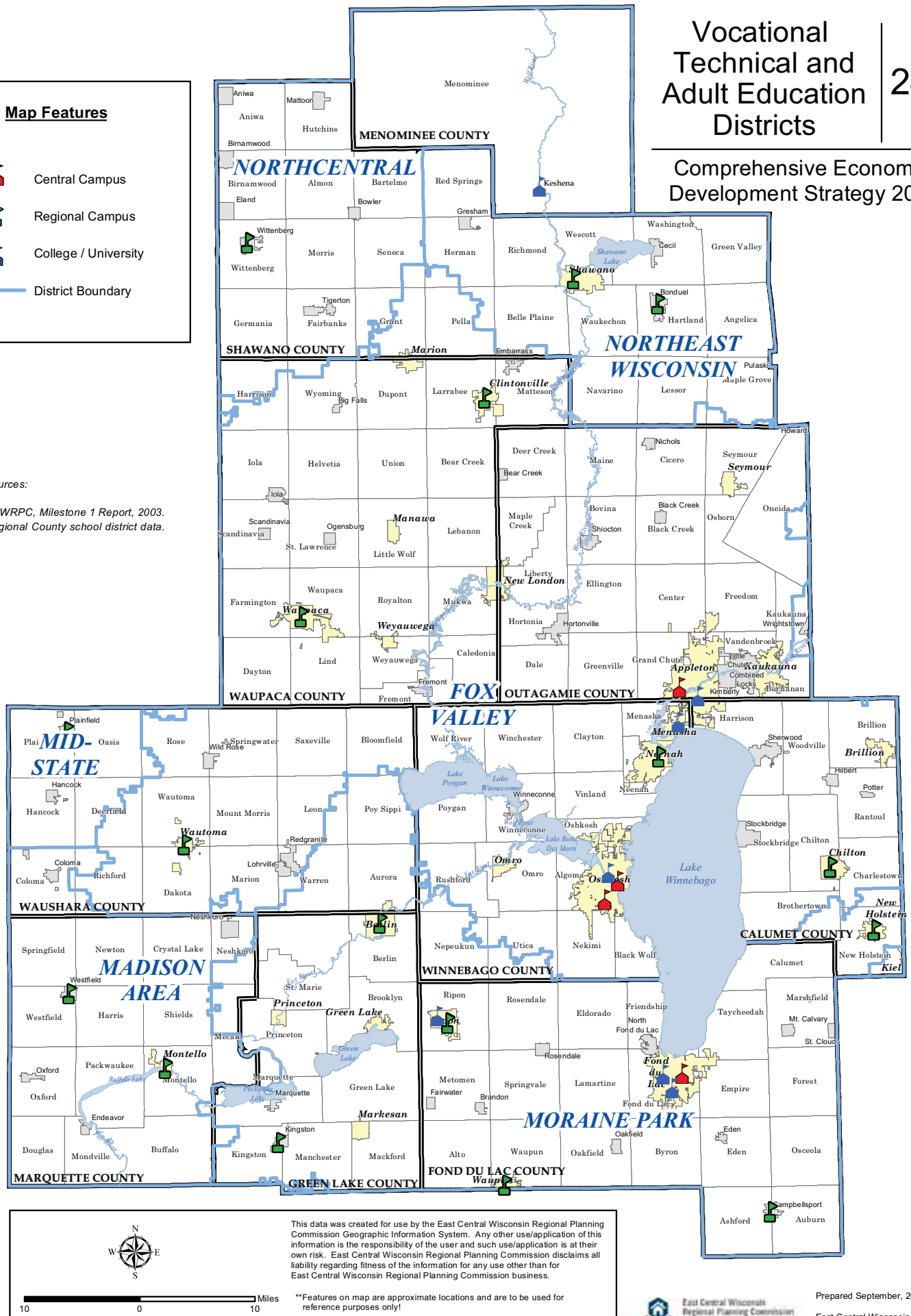
College / University



District Boundary

Sources:

*ECWRPC, Milestone 1 Report, 2003.
Regional County school district data.*



This data was created for use by the East Central Wisconsin Regional Planning Commission Geographic Information System. Any other use/application of this information is the responsibility of the user and such use/application is at their own risk. East Central Wisconsin Regional Planning Commission disclaims all liability regarding fitness of the information for any use other than for East Central Wisconsin Regional Planning Commission business.

**Features on map are approximate locations and are to be used for reference purposes only!

REGIONAL STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

In the late spring/early summer of 2012, a survey was conducted within the CEDS Committee to gauge regional perceptions regarding economic development as part of the *2013 CEDS 5-Year Update*. The survey's structure was developed as an update to the *2008 CEDS 5-Year Update* SWOT (Strengths, Weaknesses, Opportunities, and Threats) survey that was designed to gauge the regions *current* strengths and weaknesses and *future* opportunities and threats. In Figure 14, **bolded** items were perceived as most important by the CEDS Committee.

Figure 14: Regional Strengths, Weaknesses, Opportunities and Threats for Economic Development

STRENGTHS	OPPORTUNITIES
<p>Quality of Life Manufacturing Base Work Ethic/Workforce Quality Environment & Natural Resources Education (k-12 through secondary) Recreation Affordability Intra-Regional Proximity Regional Collaborations Traditional Infrastructure Geographic Location Export Markets Workforce Availability Innovation/Creativity</p>	<p>Support Existing Industry Global Markets Collaboration Cluster/Supply Chain Development Regional Assets Increase Risk Capital Availability Vision Access to Research Green Economy Time v. Distance Agricultural Diversification Strengthen Rail, Transit & Fiber Optics Access to housing Choice</p>
WEAKNESSES	THREATS
<p>Access to Risk Capital Mismatch Between Skills & Jobs Lack of Diversity (Cultural, mindset, lifestyle, etc.) Research & Development Image and Promotion Parochialism Higher Education (PhD, Professional) Vision High State & Local Taxes Technological Transfer Asset Inventory Entrepreneurial Support Leadership New Infrastructure (aging) Poor Planning /Urban Sprawl Educational Attainment Culture Regional Planning Lack of Creative Approaches/outdated processes that make new ideas too difficult to implement Workforce Availability</p>	<p>Aging Population & Workforce Per Capita Income Trends/Poverty Old Economy Mindset Global Competition Brain Drain Provincial Culture Manufacturing Dependence High Fuel Costs Mismanagement of Natural Resources Aging of Infrastructure Population Growth NIMBY Mindset Workforce Availability Labor Skills Shortage Education All Levels Lack of Support for Renewable Energy High State Taxes</p>



CHAPTER 3

A PLAN FOR ACTION

CHAPTER 3: A PLAN FOR ACTION

INTRODUCTION

Not only does this chapter provide direction for the regional economy (by laying out a vision, goals and objectives), it presents tangible steps the Commission can take to move towards the regional vision (e.g. a plan of action). Performance measures are provided to gauge the success of regional economic development efforts over time.

ECONOMIC DEVELOPMENT VISION

The regional vision statement, adopted as part of the *2013 CEDS 5-year Update*, is intended to guide the planning process toward the desired future of the region. The vision statement created for the region is as follows:

“The East Central Region conducts collaborative economic development efforts to be globally competitive, attracting new and diverse residents, businesses and investments. The region cultivates and promotes a unique culture that includes a high quality of life, preservation of natural resources, an educated and skilled workforce, and strong civic engagement.”

GOALS

In 2013, goals were prioritized by the CEDS Committee and are presented below. These goals will be used to guide economic development planning efforts within the region and Commission activities. Goals are organized into the following categories:

- A Supportive Regional Business Climate
- Entrepreneurship and Innovation
- Education and Workforce Development
- Economic Impacts of Infrastructure
- Economic Benefits of Recreation and Natural Resources
- Quality of Life and Livability

A Supportive Regional Business Climate

- GOAL 1: Work to promote a positive, growth oriented image to attract businesses and to foster an entrepreneurially supportive environment.
- GOAL 2: Increase participation in economic development programs and initiatives.
- GOAL 3: Foster a regional business climate that supports small business, new high quality investment and job creation.
- GOAL 4: Attract, retain, and grow existing businesses and priority clusters
- GOAL 5: Promote and foster intergovernmental cooperation.
- GOAL 6: Ensure employers have access to world class talent.
- GOAL 7: Look at ways to expand the market options for farmers and local food producers.

Entrepreneurship and Innovation

- GOAL 8: More effectively link and apply research and development (R&D) and technology to production processes.
- GOAL 9: Support development of capital funds entrepreneurs need for early and late stage growth.
- GOAL 10: Increase success of startups through specialized programs.
- GOAL 11: Promote mentoring and training programs for entrepreneurs.

Education and Workforce Development

- GOAL 12: Strengthen linkages between industry needs and technical initiatives.
- GOAL 13: Promote reductions in worker turnover and increases in upward worker mobility within all industry groups while continuing partnerships with technical colleges to enhance training opportunities.
- GOAL 14: Align workforce development and economic development goals and efforts.
- GOAL 15: Encourage partnerships between the public and private sector to identify skills and knowledge needed for jobs within emerging industry clusters.
- GOAL 16: Communicate the value of workforce development to local, state, and regional partners and work together to increase training opportunities for workers.
- GOAL 17: Work with educational institutions to support and encourage partnerships that track the path of graduates and those who do not complete high school.

Economic Impacts of Infrastructure

- GOAL 18: Promote the redevelopment of land with existing infrastructure and public services.
- GOAL 19: Encourage planning to guide development to maximize the use of existing infrastructure, minimize costs, and minimize environmental impacts.
- GOAL 20: Build community identity by revitalizing main streets and downtowns.
- GOAL 21: Advance the region's infrastructure to meet the demands of a globally connected modern economy.
- GOAL 22: Advance infrastructure to ensure walkability, bicycle friendly pathways and access to public transportation.
- GOAL 23: Encourage intermodal transportation options.
- GOAL 24: Increase understanding of best practices for industrial and business park development.

Economic Benefits of Recreation and Natural Resources

- GOAL 25: Promote the economic benefits of natural resources, parks, and recreation.
- GOAL 26: Recognize the importance of open spaces by encouraging its inclusion into community design.
- GOAL 27: Elevate the value attached to parks and open spaces to that of the value placed on development.
- GOAL 28: Improve access and promote recreational activities along the region's major water corridors.
- GOAL 29: Continue to support efforts to enhance water quality.

Quality of Life and Livability

- GOAL 30: Work with communities to address access to healthy foods.
- GOAL 31: Continue to maintain and encourage high quality health care to help the aging population live throughout the region's communities safely, independently and comfortably.
- GOAL 32: Ensure a healthy and beautiful environment as well as vibrant and thriving communities for all the region's residents.
- GOAL 33: Promote the benefits of "livable communities": higher density, mixed land uses and connectivity. These benefits include higher home values, which are attractive to "new" economy workers and tourists, and the ability to retain a mobile and diverse workforce.

-
- GOAL 34: Support the arts and cultural organizations/activities within the region.

OBJECTIVES AND PERFORMANCE MEASURES

Objectives provide tangible items that can be measured to assess progress towards achieving the region's goals. Measuring this progress, ideally on a yearly basis, allows the EDD to assess and make modifications to the CEDS goals and objectives to reflect and respond to the changing economy. The performance measures will be reported in subsequent CEDS annual reports.

- OBJECTIVE 1: Retain existing jobs and create new jobs within the region
 - PERFORMANCE MEASURE 1.1: Regional and county employment, total and by sector, compared to state and/or nation (see Chapter 2, Table 4)
 - PERFORMANCE MEASURE 1.2: Regional and county unemployment rate, compared to state and/or nation (see Chapter 2, Table 4)
 - PERFORMANCE MEASURE 1.3: Number of incubator and accelerator facilities within the region
 - PERFORMANCE MEASURE 1.4: Show change in access to capital for small businesses by tracking the utilization rate of angel, venture and RLF financing
 - PERFORMANCE MEASURE 1.5: Track changes in property values, home values and number of building permits
 - OBJECTIVE 2: Increase the number of “living wage” jobs within the region
 - PERFORMANCE MEASURE 2.1: Regional and county per capita income, compared to state and/or nation (see Chapter 2, Table 5)
 - PERFORMANCE MEASURE 2.2: Regional and county average weekly wage, total and by sector, compared to state and/or nation (see Chapter 2, Table 7)
 - PERFORMANCE MEASURE 2.3: Regional and county average family incomes (via ACS when available) compared to Federal Poverty Guidelines — *not yet available for all counties*
 - OBJECTIVE 3: Increase the amount of economic development investment in the region (e.g. EDA planning grants, public works, etc.)
 - PERFORMANCE MEASURE 3.1: Per capital EDA investment in the East Central Region
 - 2008 EDA Per Capita Investment: \$0.08
 - 2009 EDA Per Capita Investment*: \$1.14
 - 2010 EDA Per Capita Investment**: \$0.96
 - 2011 EDA Per Capita Investment***: \$0.08
 - 2012 EDA Per Capita Investment****: \$0.16
 - 2013 EDA Per Capita Investment*****: \$3.16

*2009 Includes 1/3 of EDA Planning Grant, Supplemental Award; 2/3 of Flood Recovery Planning Grant; City of Chilton and Fond du Lac EDC Grants;

**2010 Includes 1/3 of EDA Planning Grant, 2nd Supplemental Award; 1/3 of Flood Recovery Planning Grant; City of Omro Grant and Bay Lake/East Central Global Trade Grant.

***2011 Includes 1/3 of Planning Grant, 3rd Supplemental Award, which expired at the end of 2011.

****2012 Includes 1/3 of Planning Grant, Supplemental Award; Oshkosh Chamber/OAEDC Grant

*****2013 Includes 1/3 of Planning Grant, Supplemental Award; City of Oshkosh Aviation Bus. Park Grant
 - OBJECTIVE 4: Create beneficial changes in the regional economy (e.g. cluster development, sector growth)
 - PERFORMANCE MEASURE 4.1: Location quotient of sectors within the region, compared to state and/or nation (see Chapter 2, Table 12)
 - PERFORMANCE MEASURE 4.2: Supply chain analysis of top 5 industries: identify gaps using EMSI Analyst and track progress in industry sector development
-

- PERFORMANCE MEASURE 4.3: Show growth in foreign direct investment (FDI) by tracking the number of foreign owned companies by county
- PERFORMANCE MEASURE 4.4: Track number of exporting companies using PIERS data
- OBJECTIVE 5: Enhance infrastructure throughout the region
 - PERFORMANCE MEASURE 5.1: Percent of acreage utilized/developed in existing industrial/business parks per ECWRPC industrial/business park inventory
 - PERFORMANCE MEASURE 5.2: Availability of utilities (water, gas, sewer, electricity) per ECWRPC industrial/business park inventory
 - PERFORMANCE MEASURE 5.3: Number of certified sites or “shovel ready” sites within the region, per WEDC or Fox Cities Regional Partnership
 - PERFORMANCE MEASURE 5.4: Vacancy rate and utilization rate per community from local real estate agencies
 - PERFORMANCE MEASURE 5.5: Track gaps in broadband and telecommunication access
 - PERFORMANCE MEASURE 5.6: Annual investment in roads and highways built and maintained and total miles of bike lanes, trails, sidewalks and bus routes
 - PERFORMANCE MEASURE 5.7: Show growth and diversification in alternative energy by tracking the number of compressed natural gas (CNG) stations

PRINCIPLES AND ACTION PLAN

Operational Principles

The East Central Wisconsin Regional Planning Commission will continue to serve in a capacity and participate in activities that:

- promote economic development and opportunity;
- foster effective transportation access;
- enhance and protect the environment;
- maximize effective development and use of the workforce;
- promote the use of technology in economic development, including access to high-speed telecommunications;
- balance resources through sound management of physical development; and
- obtain and utilize adequate funds and other resources.

(As required by CFR §303.7(8))

East Central Action Plan

The following section provides a brief summary of activities that the Commission has and will continue to undertake to support the operational principles and the overall goals and objectives of the 2008 5-year CEDS Update.

PRINCIPLE 1: Promote economic development and opportunity.

Activity	Time Frame
A. Implementation of the Regional Comprehensive Plan.	Ongoing
B. Maintain Economic Development District (EDD) status for the region. This includes preparing the following documents: <ul style="list-style-type: none"> ▪ Comprehensive Economic Development Strategy (CEDS) ▪ CEDS Annual Report 	Every 5-Years (2008, 2013, etc) Yearly
C. Collaboration and coordination with state, regional, county, and local economic development organization/efforts (see page 62 for a more detailed discussion on this topic). <ul style="list-style-type: none"> ▪ Continue participating in the NE WI Business Plan Competition ▪ Provide administrative support for NEWREP, as treasurer 	Ongoing 2009 – 2012 2011 - Present
D. Continued State Data Center affiliation by providing socioeconomic, transportation, land use, natural resource, community facilities, and housing data. <ul style="list-style-type: none"> ▪ Educate communities on the American Community Survey and 2010 Census Products via e-newsletter 	Ongoing 2011; Ongoing
E. Provision of technical assistance to local communities, through the Commission's technical assistance program. <ul style="list-style-type: none"> ▪ Shawano County data update for Comprehensive Plan ▪ Waushara County data update for Farmland Preservation Plan ▪ City of Brillion Socio-Economic, Marketing and Housing Analysis ▪ Village of Black Creek Demographic/Marketing Profile ▪ Village of Hortonville Comprehensive Plan Update 	Ongoing 2013 2013 2013 2012 - 2013 2013

PRINCIPLE 2: Foster effective transportation access.

Activity	Time Frame
A. Continue to serve as the Fox Cities Metropolitan Planning Organization (MPO), Winnebago County MPO, and as the staff for the Fond du Lac MPO. Serving in this capacity requires preparation of the following: <ul style="list-style-type: none"> Long Range Transportation Plan Transportation Improvement Plans 	Ongoing Every 5-years (2005, 2010, etc) Yearly
B. Continue efforts to develop the Northeast Wisconsin Travel Demand Model in cooperation with the Wisconsin Department of Transportation and Bay Lake Regional Planning Commission.	2008-2010; Ongoing
C. Developing and implementing a Regional Safe Routes to School (SRTS) Program.	2011-2013; Ongoing
D. Coordination of Specialized Transportation Plans for all ten counties within the region.	2008 updates every 5 years
E. Prepare Transit Development Plans (TDPs). <ul style="list-style-type: none"> Oshkosh Transit TDP Valley Transit TDP Fond du Lac Transit TDP 	Completed 2011 update in 2016 2008-2009; update in 2014 2008-2009; update in 2014
F. Continue coordinating discussions regarding Passenger Rail through Northeast Wisconsin.	Ongoing
G. Prepare Fox Cities and Oshkosh Area Bicycle Pedestrian Plans.	2012 - Present

PRINCIPLE 3: Enhance and protect the environment.

Activity	Time Frame
A. Implement the Fox-Wisconsin Heritage Parkway Action Plan: <ul style="list-style-type: none"> Phase II: Implementation, including application for National Heritage Area Designation Continue coordination with the Fox Wisconsin Heritage Parkway Effort. 	2010 - Present Ongoing
B. Continue efforts to protect sensitive environmental features in the region. <ul style="list-style-type: none"> Launch and administer West Winnebago Pool Lakes Aquatic Invasive Species Monitoring Program Continue administering Groundwater Recharge Mapping Project in cooperation with the State Geological Survey 	Ongoing 2011-2013 2010-2011
C. Continue to administer the NR-135 Program—Mining Reclamation.	Ongoing
D. Continue coordination of the Niagara Escarpment Research Network (NERN).	Ongoing
E. Increase investment in Winnebago Waterways Group.	2012 – Present

PRINCIPLE 4: Maximize effective development and use of the workforce.

Activity	Time Frame
A. Support the efforts of and collaborate with Workforce Development Boards, Technical Colleges, 4-year Colleges and Universities, and New North, Inc.	Ongoing
<ul style="list-style-type: none"> Serve on the Fox Valley Workforce Development Board Economic Development Committee. 	Not Applicable as of 2011

PRINCIPLE 5: Promote the use of technology in economic development, including access to high-speed telecommunications.

Activity	Time Frame
A. Promote the recommendations of the LinkWisconsin Initiative pertinent to the Northeast Wisconsin Region.	2011, Ongoing

PRINCIPLE 6: Balance resources through sound management of physical development.

Activity	Time Frame
A. Continue to assist local communities in implementing and updating their comprehensive plans, in compliance with §66.1001. Socioeconomic data updates provided for:	Ongoing
<ul style="list-style-type: none"> Town of Menasha City of Oshkosh 	Ongoing 2012
Implementation assistance provided to:	2011
<ul style="list-style-type: none"> Town of Greenville Urban Agriculture Initiative Waushara County Land Use Committee Waupaca County livestock ordinance modifications Waupaca County Comprehensive Plan Amendment procedures Town of Rose (Waushara Co.) Light Ordinance Review 	Ongoing 2011 2011 2011
B. Continue to administer the WDNR's Sewer Service Area (SSA) Program.	2011-2012
<ul style="list-style-type: none"> Sherwood 2030 SSA Plan Update, (in progress) Freedom 2030 SSA Plan Update (pending Commission Approval October, 2011; then submit to WDNR) Fond du Lac 2030 SSA Plan Update, (to start in 2012) 	2011-2012 2012
C. Continue to develop All Hazards Mitigation Plans for counties within the region:	2008-2011
<ul style="list-style-type: none"> Shawano County All Hazards Mitigation Plan Provide updated socioeconomic data for the Menominee County All Hazards Plan 	2011
D. Assist the Wisconsin Economic Development Corporation in Preparing a Community Economic Recovery Guidebook.	Complete

PRINCIPLE 7: Obtain and utilize adequate funds and other resources.

Activity	Time Frame
A. Pursue additional funding from EDA while leveraging funding from additional private and public sources. <ul style="list-style-type: none"> ▪ Northeast Wisconsin Global Trade Strategy Grant (TAA) ▪ Assist Winnebago County and Chamco in exploring EDA Funds for airport industrial park expansion 	Ongoing 2010-2012 Ongoing
B. Pursue funding from other local, state and federal sources. <ul style="list-style-type: none"> ▪ Housing and Urban Development (HUD) Sustainable Communities Grant prepared and submitted to develop a regional sustainability plan for the Highway 41 Corridor in cooperation with the Bay Lake RPC. 	Ongoing
C. Continue providing information on local, state, and federal economic development programs (See Appendix G: Economic Development Programs and Resources). <ul style="list-style-type: none"> ▪ Economic development website update to provide online resources ▪ Exploring social media deployment to inform regional partners of funding opportunities 	Ongoing Ongoing Ongoing

INTEGRATION WITH STATE, REGIONAL, AND LOCAL ECONOMIC DEVELOPMENT

The Commission recognizes that in addition to efforts and activities initiated by the EDD, collaboration and coordination with state, regional, and local economic development efforts is crucial to the full implementation of the CEDS. Appendix H contains contact information for all economic development organizations discussed below.

State of Wisconsin

Be Bold Wisconsin

BE BOLD 1, Competitive Wisconsin, Inc.'s 2010-11 strategic initiative, offered recommendations that have transformed and energized economic development in Wisconsin including the creation of the Wisconsin Economic Development Corporation (WEDC), the retooling of Wisconsin's economic development incentives, the development of a state marketing program and the identification of a statewide inventory of certified sites for business development. This study was designed to provide a non-partisan framework to transform Wisconsin's economic development strategy for use by "decision makers in government, academia, and industry" (page 3).

The **BE BOLD 2** was launched in October 2012 to identify specific, measurable and actionable strategies that will make Wisconsin a global leader in the race to educate, train and support the talent that job creators must have. The **BE BOLD 2** project builds on the work done in **BE BOLD 1**. This initiative began with an assessment of Wisconsin's supply and demand profile in five skill clusters critical to driving more than half of the state's GDP. Just as **BE BOLD 1** looked at the impact of industry clusters, the **BE BOLD 2** study illustrates the impact that the supply and demand of critical skills clusters can have on our economic development. See Appendix F for the full study.

Although the studies were targeted at a statewide strategy, they do recognize the importance for statewide plans to target key industries without overlooking the fact that particular industries may be critical to a regional economy without being an identified driver of the state's economy. As the Commission developed this *2013 5-Year CEDS Update*, a similar approach was taken—regional industry sectors were identified, while recognizing the importance of statewide clusters (highlighted in Chapter 2 of this document).

Wisconsin Economic Development Corporation (WEDC)

The Wisconsin Economic Development Corporation was authorized by the Wisconsin legislature in early 2011 through Special Session Act 7. WEDC, a public-private corporation replaced the State Department of Commerce and is charged with leading Wisconsin's economic development efforts. WEDC fosters the cooperation necessary to support sustainable business growth and job creation. They collaborate with the economic development network throughout the state to deploy tools, provide financial and technical support, encourage entrepreneurship and advance industries.

Commission staff has and will continue to collaborate with WEDC to ensure that the East Central Wisconsin's EDD programs and activities align with and leverage those of WEDC.

Regional, County and Local Economic Development Efforts

Coordination and cooperation with regional, county, and local economic development efforts is crucial to the full implementation of the CEDS. The Commission will continue to participate in the efforts of other economic development organizations from throughout the region including, but not limited to, the following:

- Northeast Wisconsin Regional Economic Partnership (NEWREP);
- New North, Inc.;
- Bay Lake and North Central Regional RPC/EDD;
- Northeast Wisconsin Educational Resource Alliance (NEW ERA);
- Wisconsin Manufacturing Extension Partnership (WMEP);
- Fox Valley and Bay Area Workforce Development Boards;
- Fox Cities Regional Partnership;
- Fox Cities Economic Development Partnership;
- Shawano County Economic Progress, Inc.;
- Greater Outagamie County Economic Development Corporation;
- Calumet County Economic Development Group;
- Waupaca County Economic Development Corporation;
- Tri-County Regional Economic Development Corporation;
- Waushara County Economic Development Corporation;
- Fond du Lac County Economic Development Corporation;
- Chamco, Inc.;
- Menominee Tribal Enterprises;
- Local Chambers of Commerce and Economic Development Corporations; and
- Convention and Visitors Bureaus.

East Central Region Disaster Resiliency

In response to the June 2008 floods, the East Central Wisconsin Regional Planning Commission secured funding from the U.S. Department of Commerce Economic Development Administration to engage in efforts that help the region's economy recover from the floods. As part of this effort, Commission staff collaborated with other Regional Planning Commissions and the Wisconsin Department of Commerce to develop a statewide model for post-disaster economic recovery. As part of this effort, a *Community Economic Recovery Guidebook* and website was created and can be viewed here:

<https://sites.google.com/a/schoolfactory.org/recovery/>

This website is designed to accompany the *Community Economic Recovery Guidebook* for local disaster resilience and provide online resources and tools for communities to use in disaster response, mitigation, and recovery. The goal of this initiative is to foster better regional and local collaboration to prepare economies for the impact of a disaster, specifically, the impact disasters have on local businesses and the economic health of a community¹.

Without an economic recovery strategy a disaster incident can cause a micro-recession which could negatively affect a community for years. Steps taken by local leaders in the first critical weeks can make a significant difference in offsetting this detrimental side effect of an already unfortunate situation.

This manual provides preparedness and response leadership for Economic Development Organizations, civic leaders and elected officials and Chambers of Commerce and business support groups to connect disaster management functions with economic principles, identifying key issues and suggested actions before and after a disaster. See Appendix J for the full *Community Economic Recovery Guidebook*.

¹ Community Economic Recovery Guidebook for Local Disaster Resilience, <https://sites.google.com/a/schoolfactory.org/recovery/>



CHAPTER 4

EDA PROGRAM CRITERIA, OTHER FUNDING SOURCES AND REGIONAL PROJECT INVENTORY

CHAPTER 4: EDA PROGRAM CRITERIA, OTHER FUNDING SOURCES & REGIONAL PROJECT INVENTORY

INTRODUCTION

The mission of the EDA is to lead the federal economic development agenda by promoting innovation and competitiveness, preparing American regions for growth and success in the worldwide economy.

PROGRAM HIGHLIGHTS

A summary of EDA Investment Programs is listed below¹:

- **Public Works:** Empowers distressed communities to revitalize, expand, and upgrade their physical infrastructure to attract new industry, encourage business expansion, diversify local economies, and generate or retain long-term private sector jobs and investment.
- **Economic Adjustment:** Assists state and local interests in designing and implementing strategies to adjust or bring about change to an economy. The program focuses on areas that have experienced or are under threat of serious structural damage to the underlying economic base.
- **Partnership Planning:** Supports local organizations (Economic Development Districts, Indian Tribes, and other eligible areas) with long-term planning efforts. The Comprehensive Economic Development Strategies (CEDS) Summary of Requirements provides a synopsis of the requirements for comprehensive economic development strategies.
- **Trade Adjustment Assistance for Firms:** A national network of 11 Trade Adjustment Assistance Centers to help strengthen the competitiveness of American companies that have lost domestic sales and employment because of increased imports of similar goods and services.
- **University Centers:** A partnership of the federal government and academia that makes the varied and vast resources of universities available to the economic development community.
- **Research and National Technical Assistance:** Supports research of leading edge, world class economic development practices and information dissemination efforts.
- **Local Technical Assistance:** Helps fill the knowledge and information gaps that may prevent leaders in the public and nonprofit sectors in distressed areas from making optimal decisions on local economic development issues.

EDA Investment Priorities²

The EDA has identified investment priorities to evaluate and compare applications. All projects are evaluated to determine if they advance global competitiveness, create jobs, leverage public and private resources, can demonstrate readiness and ability to use funds quickly and

¹ U.S. Economic Development Administration, EDA Investment Programs: <http://www.eda.gov/programs.htm>

² U.S. Economic Development Administration, EDA Investment Priorities: <http://www.eda.gov/investmentPriorities.htm>

effectively, and link to specific and measureable outcomes. To facilitate evaluation, EDA has established the following investment priorities:

1. Collaborative Regional Innovation

Initiatives that support the development and growth of innovation clusters based on existing regional competitive strengths. Initiatives must engage stakeholders; facilitate collaboration among urban, suburban, and rural (including tribal) areas; provide stability for economic development through long-term intergovernmental and public/private collaboration; and support the growth of existing and emerging industries.

2. Public/Private Partnerships

Investments that use both public and private-sector resources and leverage complementary investments by other government/public entities and/or nonprofits.

3. National Strategic Priorities

Initiatives that encourage job growth and business expansion related to advanced manufacturing; information technology (e.g., broadband, smart grid) infrastructure; communities severely impacted by automotive industry restructuring; urban waters; natural disaster mitigation and resiliency; access to capital for small, medium-sized, and ethnically diverse enterprises; and innovations in science and health care.

4. Global Competitiveness

Initiatives that support high-growth businesses and innovation-based entrepreneurs to expand and compete in global markets, especially investments that expand U.S. exports, encourage foreign direct investment, and promote the repatriation of jobs back to the U.S.

5. Environmentally-Sustainable Development

Investments that promote job creation and economic prosperity through projects that enhance environmental quality and develop and implement green products, processes, places, and buildings as part of the green economy. This includes support for energy-efficient green technologies.

6. Economically Distressed and Underserved Communities

Investments that strengthen diverse communities that have suffered disproportionate economic job losses and/or are rebuilding to become more competitive in the global economy.

Eligibility

Each EDA regional office determines project eligibility, but it is generally based on 24 month unemployment rate and per capita income (PCI) or federally declared disasters. The grant rate is the maximum percent of funding for a project that is provided by federal grant. Table 23 shows where the EDA has determined grant rate eligibility of counties in the East Central Region.

In the East Central Region, Menominee County is the only county eligible based on their unemployment rate and PCI. Menominee County falls within the 70 percent grant rate eligibility category.

Table 23: EDA Grant Rate Eligibility
(as of August 2013)

Maximum Grant Rate	Distress Criteria	County Eligibility
80%	Federally Declared Disaster Area	-
80%	24 month unemployment rate of at least 225% of the U.S. average or PCI of not more than 50% of the U.S. average	-
70%	24 month unemployment rate of at least 180% of the U.S. average or PCI of not more than 60% of the U.S. average	Menominee
60%	24 month unemployment rate of at least 150% of the U.S. average or PCI of not more than 70% of the U.S. average	-
50%	Projects in all other eligible areas; 24 month unemployment rate of at least one percentage point above the U.S. average or PCI of not more than 80% of the U.S. average	-

Source: <http://www.statsamerica.org/distress/distress.html>

OTHER FUNDING PROGRAMS

As EDA funds are limited, and many of the counties within the region typically do not meet EDA's distress criteria, many other sources of funding can and should be utilized in creating a funding package for economic development projects within the region. Appendix G contains an overview of many of these sources. This list should be consulted when communities decide to move forward on the projects listed in Tables 24 and 25.

EAST CENTRAL REGION PROJECT INVENTORY RESULTS AND ASSESSMENT

Each year, East Central distributes a Project Inventory Survey to gather information about future projects at the local level pertaining to planning, community and economic development, and capital and public works improvement. The questionnaire asks communities to provide a list of economic development projects for the next three years. The project information provides insight into the needs of communities within the region. Table 24 and 25 list all of the projects submitted for this *2013 CEDS 5-Year Update*.

A total of 66 projects were submitted or updated as part of the 2013 regional project inventory. Projects that were regional in nature had the highest number of projects listed at 15, followed by Outagamie County with 12. The projects generally break out into the following categories:

Planning:	19.7%
Development /Redevelopment – Commercial, Downtown, TIF:	19.7%
Business Assistance/Development (RLF, Entrepreneurship):	18.2%
Community Facilities:	16.7%
Utility Projects (water, sewer, electric, or stormwater):	10.6%
Industrial/Business Park Development/Redevelopment:	10.6%
Transportation:	<u>4.5%</u>
	100.0%

Project Scoring Criteria

Each project listed in Table 24, the Economic Development Inventory, and Table 25, the Community Development Inventory, has been assessed and categorized using a set of criteria developed by staff with the assistance of the CEDS Committee (Appendix I). The purpose of the criteria, scored out of 85 points, is to assist the Commission in targeting resources where they will be most beneficial and in line with EDA Investment Priorities. A project's score does not necessarily dictate what projects the Commission will concentrate on for a given year. It may be the case that, after looking at higher scoring projects in a given year, they all may have the resources to move forward with little involvement from East Central. In this case, Commission resources would be more effectively spent on lower scoring projects that provide economic benefits but lack the resources to move forward.

Projects were scored based on information provided on the project inventory forms; thus submitted projects without all items provided may have received a lower score than if all fields had been completed. Tables 24 and 25 present projects by county, sorted by score.

TABLE 24: ECONOMIC DEVELOPMENT PROJECTS
Priority Projects for EDA Funding Consideration

ID	2013 Project Status	County	MCD	Project	Cost	Start Date	Score
ED - 1	Postponed	Green Lake	C Berlin	North Business Park Retention Pond	\$175,000	Jan-14	55
ED - 2	Not Started	Calumet	C Kiel	TIF 5	\$20,000,000	Jan-14	52
ED - 3	Not Started	Outagamie	C Kaukauna	Clean Energy Program	\$500,000	Jan-16	46
ED - 4	Postponed	Calumet	Calumet County	Calumet Agribusiness Research & Technology Park Feasibility Study	\$30,000	Winter 2011	43
ED - 5	Underway	Outagamie	V Hortonville	Install Industrial Park Infrastructure	\$1,100,000	Jan-13	42
ED - 6	Underway	Winnebago	C Oshkosh	Oshkosh Regional Innovation and Growth Incubator Network (ORIGIN)	\$3,000,000	Oct-10	41
ED - 7	Not Started	Outagamie	C Kaukauna	Grand Kakalin	\$7,500,000	Jan-14	41
ED - 8	Not Started	Winnebago	C Oshkosh	Construction of the Business Accelerator	\$1,000,000	May-14	40
ED - 9	Underway	Outagamie	C Appleton	RiverHeath Mixed Use Development/ Redevelopment	\$55,000,000	Sep-12	39
ED - 10	Not Started	Winnebago	C Oshkosh	Chamco Business Accelerator Program and Aviation Business Park	\$9,000,000	Jan-14	39
ED - 11	Not Started	Outagamie	V Kimberly	Redevelopment of Old Kimberly New Page Mill	10,000,000 +	2014	37
ED - 12	Underway	New North, Inc.	New North Region - 18 Counties	Wisconsin Energy Works : Energy Cluster Initiative	Unknown	Quarter 3, 2013	36
ED - 13	Not Started	Winnebago	C Oshkosh	Northeast Wisconsin Business Accelerator & Growth Management Program	\$150,000	Oct-13	36
ED - 14	Underway	Outagamie	V Hortonville	East Main St. TIF District for Grocery Store	\$1,600,000	Sep-13	35
ED - 15	Underway	New North, Inc.	New North Region - 18 Counties	Biofuels Cluster	Unknown	In Development	34

Source: ECWRPC 2013; NP = Not Provided
(Unknown)

TABLE 24: ECONOMIC DEVELOPMENT PROJECTS (cont.)
Priority Projects for EDA Funding Consideration

ID	2013 Project Status	County	MCD	Project	Cost	Start Date	Score
ED - 16	Underway	New North, Inc.	New North Region - 18 Counties	Dairy Innovation	Unknown	In Development	34
ED - 17	Underway	New North, Inc.	New North Region - 18 Counties	Defense industry Cluster	Unknown	Quarter 3 2013	33
ED - 18	Not Started	Menominee	Menominee County	Waste & Recycling Business Plan	N/P	N/P	33
ED - 19	Underway	New North, Inc.	New North Region - 18 Counties	Aviation Cluster	Unknown	In Development	31
ED - 20	Underway	New North, Inc.	New North Region - 18 Counties	Cluster Organization - manufacturing	Unknown	In Development	31
ED - 21	Underway	New North, Inc.	New North Region - 18 Counties	RFI Prospect Protocol; Brownfield Re-development	Unknown	Quarter 1 2013	30
ED - 22	Not Started	Winnebago, Calumet, Outagamie	Fox Cities Region	Regional Trail Impact Study	\$100,000	2014	29
ED - 23	Not Started	Calumet	C Brillion	Brillion Industrial Park Development	\$1,000,000 - \$5,000,000	N/P	27
ED - 24	Underway	New North, Inc.	New North Region - 18 Counties	Workforce Training	Unknown	Quarter 2 2013	27
ED - 25	Underway	New North, Inc.	New North Region - 18 Counties	Sustainability as an economic driver	Unknown	In Development	25
ED - 26	Not Started	Waupaca	C Waupaca	East Gateway Sewer Extension Phase II	\$2,800,000	Jan-15	25
ED - 27	Underway	New North, Inc.	New North Region - 18 Counties	Data Centers	Unknown	Quarter 2 2013	24
ED - 28	Not Started	East Central Region	East Central Region - 10 Counties	Regional Food Hub Feasibility Study	\$50,000	2014	23
ED - 29	Underway	Calumet	C New Holstein	Tecumseh Site Redevelopment Project	N/P	Nov-12	23

Source: ECWRPC 2013; NP = Not Provided (Unknown)

TABLE 24: ECONOMIC DEVELOPMENT PROJECTS (cont.)
Priority Projects for EDA Funding Consideration

ID	2013 Project Status	County	MCD	Project	Cost	Start Date	Score
ED - 30	Underway	Outagamie	C Kaukauna	Upper Mill	\$6,000,000	Sep-12	23
ED - 31	Underway	Green Lake	C Princeton	Outdoor Obsession Gear	\$500,000	Aug-12	23
ED - 32	Underway	Fond du Lac	C Fond du Lac	FoxRidge Business Park Improvements	\$7,500,000	2009	21
ED - 33	Underway	Waushara	C Wautoma	Kwik Trip	\$2,000,000	Mar-11	20
ED - 34	Underway	New North, Inc.	New North Region - 18 Counties	Fast growth entrepreneurship accelerator program	Unknown	In Development	19
ED - 35	Not Started	Menominee	Menominee County	Natural Gas	N/P	N/P	19
ED - 36	Not Started	Waupaca	C New London	Newton Blackmour Trail Extension	\$800,000	N/P	19
ED - 37	Postponed	Fond du Lac	C Fond du Lac	Rolling Meadows Hotel and Conference Center	\$12,000,000	2011	19
ED - 38	Not Started	Calumet	C Brillion	Revitalization of Brillion Downtown Business District	\$1,000,000 - \$3,000,000	N/P	18
ED - 39	Underway	New North, Inc.	New North Region - 18 Counties	Coordinated External Marketing for Region	Unknown	Quarter 1, 2013	15
ED - 40	Postponed	Outagamie	V Hortonville	Multi-Family Complex	\$266,000	Mar-14	14
ED - 41	Underway	New North, Inc.	New North Region - 18 Counties	Research & Development for regional Econometrics	Unknown	In Development	13
ED - 42	Not Started	Green Lake	C Princeton	Former Sock Factory/Gene Edwards Building Redevelopment	\$3,000,000	N/P	11
ED - 43	Not Started	Outagamie	V Hortonville	Final pavement Business Park II	\$90,000	Jun-15	8
ED - 44	Postponed	Outagamie	V Hortonville	Industrial Park Marketing	\$47,500	2013	7

Source: ECWRPC 2013; NP = Not Provided (Unknown)

TABLE 25: COMMUNITY DEVELOPMENT PROJECTS

ID	2013 Project Status	County	MCD	Project	Cost	Start Date	Score
CD - 1	Underway	Outagamie	V Hortonville	Municipal Offices, Community Center and Library Building	\$2,895,000	Oct-13	24
CD - 2		Green Lake	C Berlin	Downtown Waterfront Development	\$1,700,000	2012	24
CD - 3	Underway	Green Lake	C Berlin	Broadway Street Reconstruction	\$3,000,000	2014	22
CD - 4	Not Started	Waupaca	C New London	City Shop/Garage	\$3,750,000	N/P	21
CD - 5	Not Started	Menominee	Neopit	Neopit Street Repair / Wastewater Treatment Renovation Project	N/P	N/P	19
CD - 6	Not Started	Waupaca	C New London	Library Construction	\$10,000,000	N/P	19
CD - 7	Not Started	Green Lake	C Princeton	Closed Hardware Store	\$175,000	N/P	19
CD - 8	Underway	Outagamie	C Appleton	Former Foremost Dairy Site Redevelopment	\$1,450,000	Oct-12	19
CD - 9	Underway	Green Lake	C Princeton	Old Stock Mill Lumber Site	\$130,000	May-12	18
CD - 10	Underway	Marquette	V Westfield	Sanitary Sewer Rehabilitation CDBG-EAP Project	\$514,000	May-10	18
CD - 11	Underway	Waushara	V Plainfield	Splash Pad	\$100,000	May-13	17

Source: ECWRPC 2013; NP = Not Provided (Unknown)

TABLE 25: COMMUNITY DEVELOPMENT PROJECTS (cont.)

ID	2013 Project Status	County	MCD	Project	Cost	Start Date	Score
CD - 12	Not Started	Waupaca	C New London	Wolf River Downtown Retaining Wall Reconstruction	\$775,000	N/P	17
CD - 13	Not Started	Waupaca	C Waupaca	Main Street Reconstruction	\$3,000,000	Jan-14	17
CD - 14	Not Started	Calumet	C Brillion	Deer Run Golf Course Storm Water Management Project	\$ 100,000	2014	17
CD - 15	Not Started	Waupaca	C New London	Saputo Trail Segment	\$795,000	N/P	16
CD - 16	Not Started	Waupaca	C Waupaca	New 42,000 Sq Ft. Public Works Facility	\$6,000,000	Jan-14	16
CD - 17	Not Started	Waupaca	C Waupaca	Pedestrian Bridge for Rotary Park	\$500,000 - \$1,000,000	Jan-15	16
CD - 18	Postponed	Green Lake	C Berlin	Marquette Storm Management	\$2,617,800	Jan-14	14
CD - 19	Postponed	Outagamie	V Hortonville	Study Village Expansion	\$40,000	Jun-14	12
CD - 20	Not Started	Calumet	C Brillion	Brillion Community Center Renovation	\$1,000,000 - \$4,500,000	2015	12
CD - 21	Not Started	Calumet	C Brillion	Brillion Fire Department Building Remodel	\$2,500,00	2015	11
CD - 22		Outagamie	T Grand Chute	Town of Grand Chute Investment Strategy	\$40,000 - \$80,000	Mar-13	10

Source: ECWRPC 2013; NP = Not Provided (Unknown)

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APPENDICES



APPENDIX A
RESOLUTION ADOPTING THE
2013 CEDS 5-YEAR UPDATE

RESOLUTION NO. 31-13**ADOPTING THE 2013 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)
5-Year Update**

WHEREAS, the East Central Wisconsin Regional Planning Commission (Commission) and its planning jurisdiction were designated as an Economic Development District (EDD) on August 6, 1984 by the Economic Development Administration (EDA); and

WHEREAS, the Commission has continued to conduct and keep current an economic development planning program designed to create employment opportunities, foster stable and diversified local economies, improve local conditions, and provide a mechanism for guiding and coordinating the efforts of local individuals and organizations concerned with the economic development of the EDD; and

WHEREAS, the 2013 CEDS 5-Year Update provides updated socio-economic data, and a prioritized list of economic and community development projects to update the 2008 CEDS Update which served as the 5-year CEDS update pursuant to CFR 303.6(c)2; and

WHEREAS, recognition of the EDD's CEDS 5-Year Update by the EDA regional office will enable continued participation by eligible counties and communities in the EDA grant and loan programs; now, therefore

**BE IT RESOLVED BY THE EAST CENTRAL WISCONSIN REGIONAL PLANNING
COMMISSION:**

Section 1. That the Commission adopts the Comprehensive Economic Development Strategy 2013 5-Year Update.

Section 2. That the Commission submit the 2013 CEDS 5-Year Update to the Regional Office of EDA requesting approval of the document and continued designation as an Economic Development District.

Effective Date: October 25, 2013

Submitted By: Economic Development Committee

Prepared By: Katherine Ahlquist, Economic Development Planner


Robert G. Hermes, Chair – Menominee Co.

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APPENDIX B
CEDS COMMITTEE LIST OF
PARTICIPANTS, 2013

Appendix B: CEDS Committee*

Name	Title	Organization
Linda Bartelt	Executive Director	NEWERA
Gary Barrington	Commissioner - Economic Development Committee	ECWRPC - Waupaca County
Jessica Beckendorf	Community Development Educator	Outagamie County UW-Extension
Kim Biedermann	Outreach Program Manager	UW Business Success Center
Jerry Bougie	Planning Director	Winnebago County Planning Dept.
Lew Boyd	Project Manager	Menominee Nation Office of Economic Development
Larry Burkhardt	Executive Vice President	Fox Cities Regional Partnership
Naleita Burr	CAM	WEDC
John Casper	President/CEO	Oshkosh Chamber of Commerce
Ron Corn	Administrative Coordinator	Menominee County
Allen Davis	Community Development Director	City of Oshkosh
George Dearborn	Director of Community Development	Town of Menasha
Will Deplesse	Vice President	First Business Bank Northeast
Ann Duginske	Research & Development Project Manager	New North, Inc.
DuWayne Federwitz	Commissioner - Community Facilities Committee	ECWRPC - Waupaca County
Jeff Forbes	Energy Services Representative	WPPI Energy
Jean Gliniecki	Zoning Administrator	Waupaca County
Tim Hanna	Mayor	City of Appleton
Elizabeth Hartman	President & CEO	CHAMCO
Dennis Heling	Chief Economic Development Officer	Shawano County Economic Progress Inc.
Mike Hendrick	Director	Outagamie County Planning Department
Greg Hines	Executive Director	Glacierland RC&D
Melissa Hunt	RAM	WEDC
Jeff Hunter	Senior Vice President-Planning & Marketing	Theda Care
Meridith Jaeger	Director	AerInnovate
Robert Jakel	Director	City of Kaukauna
Steve R. Jenkins	President	Fond du Lac County Economic Development Corporation
Brennan Kane	Development Director	City of Waupaca
Carol Karls	Manager/ Business & Community Development	Wisconsin Public Service
Greg Keil	Director	City of Menasha
Rob Kleman	Senior Vice President - Economic Development	Oshkosh Chamber of Commerce
Mary Kohrell	Community Resource Development Educator	Calumet County UW-Extension
April Kroner	Deputy Director of Community Development	City of Neenah
Justin Linzmeier	Community Development Director/Redevelopment Coordinator	City of Brillion
Colleen Merrill	Director	Small Business Development Center
Bobbi Miller	Business Services Manager	Fox Valley Workforce Development Board
Dena Mooney	Calumet County Planner	Calumet County
Jay Moynihan	Community Development Educator	Shawano County UW-Extension
Jerry Murphy	Executive Director	New North, Inc.
Catherine Neiswender	Community Development Educator	Winnebago County UW-Extension
Thomas Onofrey	Administrator	Marquette County
Amy Platsch	Director	FVTC Venture Center
Matthew Rehbein	Economic Development Specialist	City of Appleton Community Development
Jim Resick	Community Development Educator	Outagamie County UW-Extension
Wayne Rollin	Community Development Director	City of Fond du Lac
Jeff Sachse	Regional Economist	Department of Workforce Development, OEA
Christine Schaefer	Executive Vice President	Valley Homebuilders Associate (VHBA)
Alan Shute	Land Development Director	Green Lake County
Hugh Sloan	AFL-CIO Liaison	AFL-CIO, United Way
Dave Theil	Executive Director	Waupaca County Economic Development Corporation
Kevin Vonck	Special Projects Coordinator	Town of Grand Chute
Dale Walker	Director of Business and Industry Services	Fox Valley Technical College
Bill Wheeler	Executive Director	Tri-County Regional Economic Development Corporation
Lynne Wichmann	Independent Living Coordinator	Wausahara County Economic Development Corporation

*Note: This is a listing of the CEDS Committee that was utilized to develop the 2013 5-year Update.

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APPENDIX C

2012 NAICS WAGE DATA, ANNUAL
AVERAGE WAGE IN DOLLARS PER WEEK

Appendix C: 2012 NAICS Wage Data, Annual
Average Wage in Dollars per Week

	Calumet	Fond du Lac	Green Lake	Marquette	Menominee	Outagamie	Shawano	Waupaca	Wausara	Winnebago	Region
Total, All Industries (All Ownership)	653	747	681	552	587	786	541	656	553	865	662
Total, All Industries (All Private Ownership)	651	742	701	540	313	780	534	661	518	876	632
Total, All Industries (All Government)	669	779	586	599	597	847	567	635	676	791	675
Natural Resources and Mining											
11 Agriculture, Forestry, Fishing & Hunting											
111 Crop Production	568	361	S	416	0	509	331	429	606	S	403
112 Animal Production & Aquaculture	648	521	552	425	0	532	478	505	444	531	464
113 Forestry & Logging	0	0	0	327	0	S	S	484	S	S	135
114 Fishing Hunting & Trapping	0	0	0	0	0	S	0	0	0	0	0
115 Ag & Forestry Support Activities	592	700	S	0	0	956	919	441	S	923	566
21 Mining											
211 Oil & Gas Extraction	0	0	0	0	0	0	0	0	0	S	0
212 Mining Exc Oil & Gas	668	1,063	S	0	0	S	S	496	S	S	445
213 Support Activities For Mining	0	0	S	0	0	S	0	0	0	0	0
22 Utilities											
221 Utilities	1,421	1,355	1,354	679	S	1,422	1,137	1,290	1,188	866	1,190
Construction											
23 Construction											
236 Construction Of Bldgs	687	1,140	967	1,248	0	1,337	718	503	499	1,148	825
237 Heavy & Civil Engineering Construction	809	1,345	1,117	865	0	1,169	1,128	1,296	515	1,049	929
238 Specialty Trade Contractors	724	943	738	469	0	984	713	657	551	827	661
Manufacturing											
31 Manufacturing											
311 Food Mfg	923	747	817	S	S	818	608	S	S	1,240	859
312 Beverage & Tobacco Product Mfg	0	0	0	S	0	S	0	0	0	777	97
313 Textile Mills	0	0	0	0	0	1,111	0	0	0	S	123
314 Textile Product Mills	0	S	S	0	0	511	410	S	S	642	223
315 Apparel Mfg	0	0	S	0	0	0	0	0	0	S	0
316 Leather & Allied Product Mfg	0	0	S	0	0	S	0	0	0	S	0
321 Wood Product Mfg	571	629	S	539	S	610	561	826	431	736	613
32 Manufacturing											
322 Paper Mfg	S	1,232	S	0	0	1,140	0	S	0	1,314	527
323 Printing & Related Support Activities	567	712	S	0	0	790	308	286	S	848	439
324 Petro & Coal Products Mfg	0	0	0	0	0	S	0	0	0	S	0
325 Chemical Mfg	0	S	0	0	0	1,239	S	S	S	945	364
326 Plastics & Rubber Products Mfg	S	820	849	S	0	1,081	S	726	0	1,074	650
327 Nonmetallic Mineral Product Mfg	705	888	S	0	0	793	629	S	0	1,177	524
33 Manufacturing											
331 Prime Metal Mfg	1,012	912	S	0	0	1,177	S	S	S	1,072	696
332 Fabricated Metal Product Mfg	758	933	653	519	0	992	756	826	750	827	701
333 Machinery Mfg	844	1,183	S	S	0	1,157	690	840	S	1,139	836
334 Computer & Elect Product Mfg	S	0	0	S	0	778	S	0	S	1,082	310
335 Elect Equip & Appliance Mfg	0	1,056	0	0	S	812	S	S	709	932	501
336 Trans Equip Mfg	1,169	1,049	983	0	0	1,350	S	800	S	1,226	822
337 Furn & Related Product Mfg	S	814	S	0	0	640	610	S	240	627	419
339 Misc Mfg	391	719	787	0	0	776	S	138	S	663	434

		Calumet	Fond du Lac	Green Lake	Marquette	Menominee	Outagamie	Shawano	Waupaca	Waushara	Winnebago	Region
Trade, Transportation, Utilities												
42	Wholesale Trade											
	423 Merch Whls Durable Goods	814	881	S	868	0	1,041	693	775	S	866	742
	424 Merch Whls Nondurable Goods	829	969	709	S	S	945	833	759	569	845	807
	425 Elect Markets & Agents & Brokers	969	530	S	S	S	1,549	1,333	1,753	S	1,991	1,161
44	Retail Trade											
	441 Motor Vehicle & Parts Dealers	626	694	738	466	0	715	589	602	482	678	559
	442 Furn & Home Furnishings Stores	S	629	427	S	0	471	423	377	S	406	390
	443 Elect & Appliance Stores	566	499	S	0	0	687	415	316	439	435	373
	444 Bldg Material & Garden Supply Stores	352	664	563	371	0	486	435	551	456	411	429
	445 Food & Beverage Stores	403	339	258	279	S	338	309	308	286	370	321
	446 Health & Personal Care Stores	657	688	S	S	0	597	699	557	S	587	541
	447 Gasoline Stations	300	299	317	323	S	389	281	285	285	326	312
45	Retail Trade											
	448 Clothing & Clothing Accessories Stores	242	262	141	0	0	300	303	242	S	259	194
	451 Sporting Goods Hobby Book & Music Stores	S	255	0	S	0	380	192	282	S	293	200
	452 General Merchandise Stores	372	344	444	280	S	342	365	395	332	362	360
	453 Misc Store Retailers	227	344	207	S	0	317	397	258	207	372	259
	454 Nonstore Retailers	486	631	S	S	0	631	630	691	736	523	541
	Transportation and Warehousing											
	481 Air Trans	0	0	0	0	0	S	0	0	0	S	0
48	Rail Trans	0	0	0	0	0	0	0	0	0	0	0
	483 Water Trans	0	0	0	0	0	0	0	0	0	0	0
	484 Truck Trans	728	811	812	592	S	837	627	690	784	811	744
	485 Transit & Ground Passenger Trans	S	363	250	S	S	358	308	258	S	304	307
	486 Pipeline Trans	0	0	0	0	0	0	0	0	0	0	0
	487 Scenic & Sightseeing Trans	0	S	0	0	0	0	S	0	0	0	0
	488 Support Activities For Trans	S	S	0	S	0	S	S	564	S	S	188
	Transportation and Warehousing											
49	491 Postal Service	803	924	819	782	S	990	792	833	756	1,071	863
	492 Couriers & Messengers	0	S	S	0	0	700	0	542	S	775	288
	493 Warehousing & Storage	0	810	S	0	0	850	0	S	0	1,456	390
	Information											
	511 Publishing Ind Exc Internet	S	457	695	S	0	1,419	417	676	S	1,052	674
51	512 Motion Picture & Sound Recording Ind	S	S	S	S	0	285	S	S	0	S	95
	515 Broadcasting Exc Internet	0	534	S	0	0	783	S	S	0	717	291
	516 Internet Publishing & Broadcasting	0	0	0	0	0	0	0	0	0	0	0
	517 Telecommunications	607	763	S	1,153	0	936	810	905	1,271	1,044	832
	518 Data Processing Hosting & Related Services	0	S	0	0	0	981	S	S	S	1,831	469
	519 Other Information Services	S	632	0	0	S	590	0	S	S	627	308
	Financial Activities											
	521 Finance and Insurance	0	0	0	0	0	0	0	0	0	0	0
52	521 Monetary Authorities Central Bank	0	0	0	0	0	0	0	0	0	0	0
	522 Credit Intermediation & Related Activities	702	837	944	696	0	974	688	884	623	796	714
	523 Securities Commodity Contracts Investments	531	2,000	1,160	0	0	1,233	1,233	S	S	S	821
	524 Insurance Carriers & Related Activities	950	896	601	469	0	1,107	741	S	727	1,106	733
	525 Funds Trusts & Other Financial Vehicles	0	0	0	0	0	S	0	0	S	S	0
	Real Estate and Rental and Leasing											
	531 Real Estate	S	527	369	S	S	657	401	484	S	540	496
	532 Rental & Leasing Services	S	463	864	S	S	S	394	314	S	S	509
53	Lessors Of Nonfinancial Intangible Assets	0	0	0	0	0	S	0	0	0	S	0

	Calumet	Fond du Lac	Green Lake	Marquette	Menominee	Outagamie	Shawano	Waupaca	Waushara	Winnebago	Region
Professional and Business Services											
54 Professional and Technical Services											
541 Professional & Technical Services	825	1,005	S	457	S	1,051	672	707	S	1,174	842
55 Management of Companies and Enterprises											
551 Management Of Companies & Enterprises	S	751	S	0	0	1,461	844	814	S	1,990	837
56 Administrative and Waste Services											
561 Admin & Support Services	420	550	379	665	S	557	493	521	S	635	528
562 Waste Management & Remediation Services	S	823	809	306	S	771	744	608	S	843	701
Educational and Health Services											
61 Educational Services											
611 Edu Services	627	769	677	666	693	834	625	628	699	756	697
62 Health Care And Social Assistance											
621 Ambulatory Health Care Services	1,228	1,427	934	370	S	1,544	692	798	1,041	1,253	1,032
622 Hospitals	S	S	S	0	0	919	S	S	S	886	451
623 Nursing & Residential Care Facilities	413	427	403	389	S	485	421	589	364	534	447
624 Social Assistance	S	S	S	510	437	370	S	S	S	393	428
Leisure and Hospitality											
71 Arts, Entertainment, And Recreation											
711 Performing Arts & Spectator Sports	S	S	S	S	0	281	139	S	0	285	141
712 Museums Historical Sites Zoos & Parks	S	S	0	S	S	372	0	S	0	360	146
713 Amusements Gambling & Recreation	291	260	S	235	S	252	447	284	208	354	291
72 Accommodation And Food Services											
721 Accommodation	204	263	342	204	0	299	213	192	215	276	221
722 Food Services & Drinking Places	169	207	185	193	S	233	198	189	183	214	197
Other Services and Public Administration											
81 Other Services, Ex. Public Admin											
811 Repair & Maint	533	686	627	620	0	641	536	601	525	615	538
812 Personal & Laundry Services	323	315	413	292	0	409	375	373	344	402	325
813 Membership Associations & Organizations	90	326	407	S	S	277	320	171	S	314	272
814 Private Households	94	174	188	S	S	208	129	160	S	165	160
92 Public Administration											
921 Executive Legislative & General Gov	659	712	521	304	591	763	546	379	556	682	571
922 Justice Public Order & Safety Activities	597	887	96	899	0	1,162	305	706	918	933	650
923 Admin Of Human Resource Programs	S	S	0	S	S	1,076	S	1,062	S	695	708
924 Admin Of Environmental Programs	995	641	S	761	689	S	924	832	S	876	817
925 Community & Housing Program Admin	0	0	0	0	S	816	0	S	0	0	102
926 Admin Of Economic Programs	S	1,105	S	S	712	937	S	S	S	S	918
927 Space Research & Technology	0	0	0	0	0	0	0	0	0	0	0
928 National Security & International Affairs	0	S	0	0	0	S	0	S	0	S	0
99 Unclassified											
999 Unclassified	0	0	0	0	0	0	0	0	0	S	0

Source: Wisconsin Department of Workforce Development, Quarterly Census of Employment and Wages (ES202), <http://WORKnet.Wisconsin.gov>
 S=Suppressed

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APPENDIX D

2011 NAICS EMPLOYMENT DATA, ANNUAL

Appendix D: 2011 NAICS Employment Data, Annual

	Calumet	Fond du Lac	Green Lake	Marquette	Menominee	Outagamie	Shawano	Waupaca	Waushara	Winnebago	Region
Total, All Industries (All Ownership)	1,315	5,666	1,132	723	2,061	10,292	2,802	3,824	1,420	10,892	40,127
Total, All Industries (All Private Ownership)	10,662	38,349	5,397	2,930	77	92,120	9,586	16,029	4,918	78,468	258,536
Total, All Industries (All Government)	11,977	44,015	6,530	3,653	2,138	102,412	12,388	19,853	6,338	89,361	298,665
Natural Resources, Mining & Utilities											
11 Agriculture, Forestry, Fishing & Hunting											
111 Crop Production	47	92	S	115	0	32	30	27	435	S	778
112 Animal Production & Aquaculture	361	602	63	129	0	426	354	265	69	258	2,527
113 Forestry & Logging	0	0	0	6	0	S	S	13	S	S	19
114 Fishing Hunting & Trapping	0	0	0	0	0	S	0	0	0	0	0
115 Ag & Forestry Support Activities	72	29	S	0	0	41	280	14	S	88	524
21 Mining											
211 Oil & Gas Extraction	0	0	0	0	0	0	0	0	0	S	0
212 Mining Exc Oil & Gas	112	261	S	0	0	S	S	5	S	S	378
213 Support Activities For Mining	0	0	S	0	0	S	0	0	0	0	0
22 Utilities											
221 Utilities	17	176	37	17	S	245	56	76	30	128	782
Construction											
23 Construction											
236 Construction Of Bldgs	56	604	82	21	0	1382	70	84	54	1647	4,000
237 Heavy & Civil Engineering Construction	18	129	110	35	0	361	13	166	12	363	1,207
238 Specialty Trade Contractors	457	1,416	101	23	0	5,229	244	352	145	1,443	9,410
311 Food Mfg	720	1959	260	S	S	4330	234	S	S	207	7,710
312 Beverage & Tobacco Product Mfg	0	0	0	S	0	S	0	0	0	93	93
313 Textile Mills	0	0	0	0	0	500	0	0	0	S	500
Manufacturing											
31 Manufacturing											
314 Textile Product Mills	0	S	0	0	0	36	39	S	S	30	105
315 Apparel Mfg	0	S	S	0	0	0	0	0	0	S	0
316 Leather & Allied Product Mfg	0	0	S	0	0	S	0	0	0	S	0
32 Manufacturing											
321 Wood Product Mfg	50	188	S	156	S	540	382	270	20	530	2,136
322 Paper Mfg	S	214	S	0	0	3517	0	S	0	5528	9,259
323 Printing & Related Support Activities	29	507	S	0	0	2012	23	6	S	2054	4,631
324 Petro & Coal Products Mfg	0	0	0	0	0	S	0	0	0	S	0
325 Chemical Mfg	0	S	0	0	0	175	S	S	289	S	464
326 Plastics & Rubber Products Mfg	S	253	21	S	0	1,368	S	507	0	2,572	4,721
327 Nonmetallic Mineral Product Mfg	10	192	S	0	0	163	24	S	0	50	439
33 Manufacturing											
331 Prime Metal Mfg	765	336	S	0	0	157	S	S	S	996	2,254
332 Fabricated Metal Product Mfg	486	928	107	87	0	1798	175	793	155	2064	6,593
333 Machinery Mfg	1416	4697	S	S	0	2596	54	165	S	1241	10,169
334 Computer & Elect Product Mfg	S	0	0	S	0	385	S	0	S	1659	2,044
335 Elect Equip & Appliance Mfg	0	98	0	0	S	161	S	S	393	265	917
336 Trans Equip Mfg	52	266	33	0	0	771	S	608	S	6619	8,349
337 Furn & Related Product Mfg	S	155	S	0	0	259	232	S	3	73	722
339 Misc Mfg	34	298	160	0	0	154	S	10	S	210	866

	Calumet	Fond du Lac	Green Lake	Marquette	Menominee	Outagamie	Shawano	Waupaca	Wausara	Winnebago	Region
Trade, Transportation											
42 Wholesale Trade											
423 Merch Whls Durable Goods	580	892	S	24	0	3126	163	242	S	2035	7,062
424 Merch Whls Nondurable Goods	110	589	60	S	S	1043	369	108	149	769	3,197
425 Elect Markets & Agents & Brokers	18	164	S	S	0	264	9	35	S	101	591
44 Retail Trade											
441 Motor Vehicle & Parts Dealers	162	816	110	36	0	1596	209	272	85	1057	4,343
442 Furn & Home Furnishings Stores	S	143	9	S	0	386	36	62	S	124	760
443 Elect & Appliance Stores	5	172	S	0	0	591	25	32	25	191	1,041
444 Bldg Material & Garden Supply Stores	64	428	102	16	0	1173	110	114	63	676	2,746
445 Food & Beverage Stores	220	911	184	64	S	1,996	245	528	210	745	5,103
446 Health & Personal Care Stores	20	327	S	S	0	534	70	159	S	429	1,539
447 Gasoline Stations	116	503	127	128	S	811	203	313	177	562	2,940
448 Clothing & Clothing Accessories Stores	9	304	19	0	0	1,209	24	36	S	636	2,237
45 Retail Trade											
451 Sporting Goods Hobby Book & Music Stores	S	148	0	S	0	782	18	30	S	254	1,232
452 General Merchandise Stores	241	1185	170	16	S	2882	450	342	51	1638	6,975
453 Misc Store Retailers	75	306	8	S	0	657	67	87	25	403	1,628
454 Nonstore Retailers	5	78	S	S	0	194	15	39	35	1,215	1,581
48 Transportation and Warehousing											
481 Air Trans	0	0	0	0	0	S	0	0	0	S	0
482 Rail Trans	0	0	0	0	0	0	0	0	0	0	0
483 Water Trans	0	0	0	0	0	0	0	0	0	0	0
484 Truck Trans	232	931	296	31	S	959	204	260	186	1915	5,014
485 Transit & Ground Passenger Trans	S	233	42	S	S	410	61	146	S	422	1,314
486 Pipeline Trans	0	0	0	0	0	0	0	0	0	0	0
487 Scenic & Sightseeing Trans	0	S	0	0	0	0	S	0	0	0	0
488 Support Activities For Trans	S	S	0	S	0	S	S	24	S	S	24
49 Transportation and Warehousing											
491 Postal Service	48	163	48	40	S	298	86	114	46	369	1,212
492 Couriers & Messengers	0	S	S	0	0	157	0	17	S	424	598
493 Warehousing & Storage	0	46	S	0	0	938	0	S	0	332	1,316
Information											
51 Information											
511 Publishing Ind Exc Internet	S	65	50	S	0	193	98	317	S	1305	2,028
512 Motion Picture & Sound Recording Ind	S	S	S	S	0	20	S	S	0	S	20
515 Broadcasting Exc Internet	0	55	S	0	0	93	S	S	0	80	228
516 Internet Publishing & Broadcasting	0	0	0	0	0	0	0	0	0	0	0
517 Telecommunications	82	666	S	25	0	1028	32	73	20	70	1,996
518 Data Processing Hosting & Related Services	0	S	0	0	0	179	S	S	S	105	284
519 Other Information Services	S	24	0	0	S	130	0	S	S	72	226
Financial Activities											
52 Finance and Insurance											
521 Monetary Authorities Central Bank	0	0	0	0	0	0	0	0	0	0	0
522 Credit Intermediation & Related Activities	192	657	216	68	0	1926	221	324	63	1531	5,198
523 Securities Commodity Contracts Investments	4	28	5	0	0	S	4	S	S	S	41
524 Insurance Carriers & Related Activities	105	786	34	18	0	3360	80	S	35	1512	5,930
525 Funds Trusts & Other Financial Vehicles	0	0	0	0	0	S	0	0	S	S	0
53 Real Estate and Rental and Leasing											
531 Real Estate	S	193	11	S	S	569	64	44	S	386	1,267
532 Rental & Leasing Services	S	56	16	S	S	S	15	39	S	S	126
533 Lessors Of Nonfinancial Intangible Assets	0	0	0	0	0	S	0	0	0	S	0

	Calumet	Fond du Lac	Green Lake	Marquette	Menominee	Outagamie	Shawano	Waupaca	Waushara	Winnebago	Region
Professional and Business Services											
54 Professional and Technical Services	370	798	S	49	S	3,687	173	236	S	2,832	8,145
541 Professional & Technical Services											
55 Management of Companies and Enterprises	S	75	S	0	0	927	121	15	S	3,052	4,190
551 Management Of Companies & Enterprises											
56 Administrative and Waste Services	213	1252	72	36	S	6893	236	255	S	3937	12,894
561 Admin & Support Services	S	80	11	6	S	81	61	74	S	163	476
562 Waste Management & Remediation Services											
Educational and Health Services											
61 Educational Services	635	3414	518	318	493	6538	1011	1562	518	5056	20,063
611 Edu Services											
62 Health Care and Social Assistance	310	1685	155	85	S	4290	438	616	198	3426	11,203
621 Ambulatory Health Care Services	S	S	S	0	0	3055	S	S	S	3674	6,729
622 Hospitals	410	1358	369	124	S	2350	596	2105	287	3300	10,899
623 Nursing & Residential Care Facilities	S	S	S	139	77	1865	S	S	S	1344	3,425
624 Social Assistance											
Leisure and Hospitality											
71 Arts, Entertainment, and Recreation	S	S	S	S	0	368	44	S	0	90	502
711 Performing Arts & Spectator Sports	S	S	0	S	S	62	0	S	0	41	103
712 Museums Historical Sites Zoos & Parks											
713 Amusements Gambling & Recreation	253	369	S	42	S	817	574	278	89	636	3,058
72 Accommodation and Food Services	31	295	161	97	0	826	95	244	205	408	2,362
721 Accommodation	1107	3371	362	281	S	8082	943	1524	522	5641	21,833
722 Food Services & Drinking Places											
Other Services and Public Administration											
81 Other Services, Ex. Public Administration	76	393	82	51	0	994	96	121	73	705	2,591
811 Repair & Maint	146	484	33	30	0	1128	98	150	20	783	2,872
812 Personal & Laundry Services	60	435	22	S	S	1,652	65	89	S	1,620	3,943
813 Membership Associations & Organizations	54	78	19	S	S	148	150	30	S	350	829
814 Private Households											
92 Public Administration	534	1732	490	113	384	2537	916	482	482	2083	9,753
921 Executive Legislative & General Gov	20	533	37	56	0	321	120	262	300	868	2,517
922 Justice Public Order & Safety Activities	S	S	0	S	S	132	S	8	S	654	794
923 Admin Of Human Resource Programs	39	38	S	22	12	S	24	25	S	64	224
924 Admin Of Environmental Programs	0	0	0	0	S	61	0	S	0	0	61
925 Community & Housing Program Admin	S	102	0	S	13	96	S	S	S	S	211
926 Admin Of Economic Programs	0	0	0	0	0	0	0	0	0	0	0
927 Space Research & Technology	0	S	0	0	0	S	0	S	0	S	0
928 National Security & International Affairs	0	0	0	0	0	S	0	S	0	S	0
99 Unclassified	0	0	0	0	0	0	0	0	0	S	0
999 Unclassified											

Source: Wisconsin Department of Workforce Development, Quarterly Census of Employment and Wages (ES202), <http://WORKnet.Wisconsin.gov>
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APPENDIX E

EMPLOYMENT FORECAST FOR THE EAST CENTRAL REGION, 2013-2023

Appendix E: Employment Forecast for the East Central Region, 2013-2023

NAICS Code	Description	2013 Jobs	2023 Jobs	Change	% Change	2013 State Location Quotient	2023 State Location Quotient	2013 National Location Quotient	2023 National Location Quotient	2013 Avg. Earnings Per Job
111	Crop Production	1,902	1,411	-491	-26%	1.03	0.85	1.08	0.86	\$25,205
112	Animal Production	5,829	5,993	164	3%	1.68	1.67	6.09	6.97	\$29,746
113	Forestry and Logging	172	96	-76	-44%	0.74	0.00	0.95	0.60	\$30,368
114	Fishing, Hunting and Trapping	<10	0	--	--	--	0.00	--	0.00	--
115	Support Activities for Agriculture and Forestry	871	898	27	3%	1.44	1.42	0.77	0.74	\$41,063
211	Oil and Gas Extraction	0	0	0	0%	0.00	0.00	0.00	0.00	\$0
212	Mining (except Oil and Gas)	657	662	5	1%	2.23	1.97	1.36	1.29	\$61,822
213	Support Activities for Mining	<10	<10	--	--	--	--	--	--	--
221	Utilities	546	564	18	3%	0.45	0.51	0.45	0.46	\$110,495
236	Construction of Buildings	5,440	6,150	710	13%	1.46	1.51	1.34	1.34	\$67,370
237	Heavy and Civil Engineering Construction	1,039	1,385	346	33%	0.68	0.76	0.49	0.56	\$75,058
238	Specialty Trade Contractors	11,932	15,375	3,443	29%	1.25	1.36	1.06	1.21	\$51,089
311	Food Manufacturing	10,117	10,916	799	8%	1.48	1.54	3.08	3.22	\$51,615
312	Beverage and Tobacco Product Manufacturing	92	12	-80	-87%	0.27	0.03	0.21	0.03	\$69,841
313	Textile Mills	838	714	-124	-15%	4.33	3.14	3.27	3.54	\$77,419
314	Textile Product Mills	343	219	-124	-36%	1.53	1.06	1.29	0.98	\$31,533
315	Apparel Manufacturing	219	357	138	63%	2.06	4.26	0.64	1.67	\$37,129
316	Leather and Allied Product Manufacturing	118	193	75	64%	0.94	2.44	1.80	3.77	\$62,545
321	Wood Product Manufacturing	2,231	2,524	293	13%	1.25	1.36	2.80	3.08	\$45,220
322	Paper Manufacturing	9,773	8,694	-1,079	-11%	2.86	2.58	11.79	11.72	\$80,956
323	Printing and Related Support Activities	4,762	4,577	-185	-4%	1.50	1.53	4.61	5.20	\$51,309
324	Petroleum and Coal Products Manufacturing	82	97	15	18%	1.47	1.69	0.33	0.39	\$93,248
325	Chemical Manufacturing	593	635	42	7%	0.30	0.27	0.33	0.36	\$73,287
326	Plastics and Rubber Products Manufacturing	5,453	7,497	2,044	37%	1.65	2.05	3.75	4.96	\$65,658
327	Nonmetallic Mineral Product Manufacturing	452	470	18	4%	0.49	0.45	0.54	0.55	\$61,195
331	Primary Metal Manufacturing	4,798	6,128	1,330	28%	2.56	2.85	5.51	6.93	\$78,241
332	Fabricated Metal Product Manufacturing	7,180	8,568	1,388	19%	0.85	0.92	2.25	2.53	\$56,275
333	Machinery Manufacturing	10,818	10,301	-517	-5%	1.39	1.31	4.40	4.09	\$72,439
334	Computer and Electronic Product Manufacturing	1,878	1,585	-293	-16%	0.86	0.81	0.78	0.68	\$60,808
335	Electrical Equipment, Appliance, and Component Manufacturing	962	1,070	108	11%	0.39	0.50	1.18	1.35	\$62,417
336	Transportation Equipment Manufacturing	8,241	10,085	1,844	22%	2.80	3.49	2.47	2.97	\$73,817
337	Furniture and Related Product Manufacturing	854	1,267	413	48%	0.52	0.72	1.03	1.60	\$54,373
339	Miscellaneous Manufacturing	1,032	1,028	-4	0%	0.66	0.72	0.76	0.78	\$54,167
423	Merchant Wholesalers, Durable Goods	7,481	8,585	1,104	15%	1.02	1.04	1.15	1.23	\$56,382
424	Merchant Wholesalers, Nondurable Goods	3,334	3,456	122	4%	0.67	0.68	0.74	0.71	\$53,232
425	Wholesale Electronic Markets and Agents and Brokers	522	701	179	34%	0.61	0.56	0.26	0.27	\$81,054
441	Motor Vehicle and Parts Dealers	4,573	4,922	349	8%	1.13	1.13	1.13	1.11	\$41,427
442	Furniture and Home Furnishings Stores	883	916	33	4%	1.09	1.21	0.82	0.78	\$28,235
443	Electronics and Appliance Stores	1,003	1,110	107	11%	1.16	1.28	0.90	0.93	\$35,264
444	Building Material and Garden Equipment and Supplies Dealers	2,882	3,355	473	16%	1.04	1.09	1.08	1.12	\$31,223
445	Food and Beverage Stores	5,272	4,755	-517	-10%	0.87	0.78	0.80	0.69	\$21,600
446	Health and Personal Care Stores	1,704	1,904	200	12%	0.94	0.99	0.73	0.71	\$38,704
447	Gasoline Stations	2,969	2,948	-21	-1%	1.19	1.29	1.56	1.64	\$20,683
448	Clothing and Clothing Accessories Stores	2,507	2,891	384	15%	1.12	1.14	0.75	0.79	\$17,048
451	Sporting Goods, Hobby, Book, and Music Stores	1,342	1,420	78	6%	0.99	0.95	0.94	0.98	\$21,735
452	General Merchandise Stores	7,059	7,813	754	11%	1.02	1.03	1.02	1.00	\$23,276
453	Miscellaneous Store Retailers	1,775	1,481	-294	-17%	0.98	0.86	0.86	0.73	\$20,588
454	Nonstore Retailers	1,836	1,787	-49	-3%	0.82	0.82	1.46	1.36	\$32,333
481	Air Transportation	286	200	-86	-30%	1.36	1.21	0.29	0.19	\$72,943
482	Rail Transportation	488	534	46	9%	1.33	1.25	0.92	0.98	\$89,593

NAICS Code	Description	2013 Jobs	2023 Jobs	Change	% Change	2013 State Location Quotient	2023 State Location Quotient	2013 National Location Quotient	2023 National Location Quotient	2013 Avg. Earnings Per Job
483	Water Transportation	0	0	0	0%	0.00	0.00	0.00	0.00	\$0
484	Truck Transportation	5,724	6,632	908	16%	1.07	1.11	1.62	1.68	\$51,040
485	Transit and Ground Passenger Transportation	1,395	1,574	179	13%	0.84	0.86	1.16	1.15	\$19,506
486	Pipeline Transportation	0	0	0	0%	0.00	0.00	0.00	0.00	\$0
487	Scenic and Sightseeing Transportation	11	12	1	9%	0.35	0.38	0.16	0.15	\$85,626
488	Support Activities for Transportation	449	519	70	16%	0.61	0.50	0.33	0.33	\$49,104
491	Postal Service (Private Sector)	0	0	0	0%	0.00	0.00	0.00	0.00	\$0
492	Couriers and Messengers	598	602	4	1%	0.66	0.70	0.48	0.44	\$41,128
493	Warehousing and Storage	1,260	1,506	246	20%	0.83	0.73	0.83	0.84	\$63,872
511	Publishing Industries (except Internet)	2,044	1,860	-184	-9%	0.98	0.84	1.20	1.11	\$60,874
512	Motion Picture and Sound Recording Industries	138	117	-21	-15%	0.34	0.33	0.13	0.11	\$15,684
515	Broadcasting (except Internet)	266	271	5	2%	0.55	0.53	0.41	0.40	\$36,663
517	Telecommunications	1,996	2,563	567	28%	1.49	1.75	1.06	1.36	\$58,395
518	Data Processing, Hosting and Related Services	384	558	174	45%	0.42	0.48	0.68	0.88	\$74,522
519	Other Information Services	75	123	48	64%	1.75	2.02	0.18	0.24	\$59,903
521	Monetary Authorities-Central Bank	0	0	0	0%	0.00	0.00	0.00	0.00	\$0
522	Credit Intermediation and Related Activities	5,236	5,677	441	8%	0.93	0.92	0.90	0.92	\$54,258
523	Securities, Commodity Contracts, and Other Financial Investments	712	492	-220	-31%	0.57	0.33	0.35	0.21	\$92,420
524	Insurance Carriers and Related Activities	6,882	8,613	1,731	25%	0.88	0.94	1.25	1.46	\$64,356
525	Funds, Trusts, and Other Financial Vehicles	82	109	27	33%	0.70	0.74	0.43	0.49	\$110,952
531	Real Estate	1,791	1,500	-291	-16%	0.69	0.58	0.42	0.34	\$32,800
532	Rental and Leasing Services	481	416	-65	-14%	0.63	0.49	0.41	0.32	\$36,605
533	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	70	128	58	83%	1.51	2.05	1.37	2.19	\$58,403
541	Professional, Scientific, and Technical Services	9,993	11,614	1,621	16%	0.78	0.76	0.48	0.47	\$60,804
551	Management of Companies and Enterprises	4,252	4,000	-252	-6%	0.71	0.58	0.95	0.82	\$114,010
561	Administrative and Support Services	13,644	16,444	2,800	21%	0.84	0.82	0.70	0.72	\$33,985
562	Waste Management and Remediation Services	444	557	113	25%	0.73	0.78	0.51	0.56	\$47,545
611	Educational Services (Private)	4,731	5,253	522	11%	0.76	0.72	0.57	0.53	\$25,013
621	Ambulatory Health Care Services	11,119	13,603	2,484	22%	0.84	0.83	0.73	0.71	\$85,468
622	Hospitals (Private)	9,618	11,775	2,157	22%	0.80	0.81	0.91	0.97	\$56,910
623	Nursing and Residential Care Facilities	9,362	11,446	2,084	22%	1.04	1.02	1.31	1.34	\$28,672
624	Social Assistance	6,126	7,371	1,245	20%	0.76	0.81	0.85	0.84	\$21,853
711	Performing Arts, Spectator Sports, and Related Industries	1,005	1,052	47	5%	0.75	0.73	0.59	0.57	\$15,422
712	Museums, Historical Sites, and Similar Institutions	142	143	1	1%	0.65	0.55	0.45	0.39	\$20,303
713	Amusement, Gambling, and Recreation Industries	2,774	2,948	174	6%	0.88	0.83	0.82	0.76	\$17,908
721	Accommodation	2,523	2,747	224	9%	0.69	0.68	0.62	0.62	\$16,572
722	Food Services and Drinking Places	22,706	26,380	3,674	16%	1.02	1.02	0.98	1.02	\$13,172
811	Repair and Maintenance	3,376	3,889	513	15%	1.09	1.10	0.97	1.04	\$33,298
812	Personal and Laundry Services	3,467	3,351	-116	-3%	0.90	0.82	0.80	0.73	\$22,382
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	8,274	9,567	1,293	16%	1.13	1.16	1.33	1.36	\$17,283
814	Private Households	1,233	818	-415	-34%	0.60	0.34	0.43	0.25	\$8,229
901	Federal Government	3,601	3,310	-291	-8%	0.71	0.69	0.33	0.31	\$49,453
902	State Government	5,780	5,928	148	3%	0.62	0.61	0.51	0.49	\$56,403
903	Local Government	33,457	34,545	1,088	3%	1.08	1.08	1.09	1.04	\$48,954
999	Unclassified Industry	<10	<10	--	--	--	--	--	--	--
	Total	332,374	368,262	35,888	11%	--	--	--	--	\$47,487

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EIMSI 2013.3 Class of Worker



APPENDIX F
BE BOLD 2 STUDY



GROWING WISCONSIN'S TALENT POOL



COMPETITIVE WISCONSIN

Report prepared by:



What's Inside

pg 3	pg 9	pg 17	pg 45
Executive Summary	Chapter 1	Chapter 2	Chapter 3
Executive Summary	<p>Where and How We Work is Changing</p> <ul style="list-style-type: none"> • The Talent Shortage in the US and Wisconsin pgs 10 – 13 • People Are Making Different Choices pgs 13 – 14 • Technology Is Changing How and Where We Work pg 15 • Customers Are More Sophisticated pg 16 	<p>The BE BOLD 2 Strategies and Recommendations</p> <ul style="list-style-type: none"> • Align Talent Development with Economic Development pgs 18 – 20 • Provide Real-Time Jobs and Career Information On-Demand pgs 21 – 44 • Promote Wisconsin's Rightly Skilled, World-Class Talent pg 44 	Conclusion
		pg 47	pg 71
		Research & References	Acknowledgements

COMPETITIVE WISCONSIN, INC.

BE BOLD 2: Executive Summary





BE BOLD 2 Executive Summary

BE BOLD 1, Competitive Wisconsin, Inc.'s 2010-11 **strategic** initiative, offered recommendations that have transformed and energized economic development in Wisconsin, including the creation of the Wisconsin Economic Development Corporation (WEDC), the retooling of Wisconsin's economic development incentives, the development of a state marketing program and the identification of a statewide inventory of certified sites for business development.

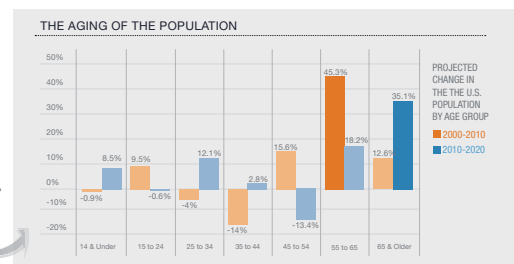
Now, evolutions in the global economy, dramatic and fast-paced technological innovation, systemic demographic shifts and changing expectations and behaviors have radically altered the challenges and opportunities employers and individuals face in the workplace. These fast-moving trends underscore an urgent need for proactive workforce strategies.

In recognition of the fact that talent development and acquisition are the essential tools of economic development, Competitive Wisconsin, Inc. launched **BE BOLD 2**, a collaborative effort undertaken with international human capital expert, ManpowerGroup, to identify specific, measurable, actionable strategies that will make Wisconsin a global leader in the race to educate, train and support the talent that job creators must have. The BE BOLD 2 project builds on the work done in BE BOLD 1, but also builds on the work done by Tim Sullivan in his recent report "The Road Ahead." Our shared perspective is that a world-class talent pool will be the central resource for Wisconsin's long-term economic prosperity.

There can be no argument about the need for action. Aging, retiring and departing workers, fewer young people entering the workforce, and net outmigration of highly educated and skilled workers clearly foreshadow serious worker shortages in Wisconsin's not so distant future. A shortage of skilled workers is already putting Wisconsin businesses at risk. And, most urgent, the rapidly changing nature of the skills required in the modern workplace is driving a disturbing and disruptive mismatch between the skills employers need and the skills the Wisconsin workforce can offer.

In 2010, 63% of Wisconsin's population was of workforce age (18-64). That number is projected to drop to 55% by 2040. At the same time, the percentage of Wisconsin's population 65 and older will increase from 14% in 2010 to 24% in 2040.

Full size graphic
on page 10

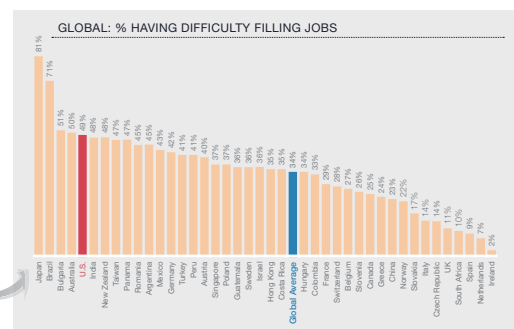


One in three employers globally report difficulty in filling skilled job openings. Nearly half of US employers report such problems. Here in Wisconsin, 66% of manufacturers report that they lack the talent needed to drive their global engagement into the next decade.

THE U.S. IS FACING SHORTFALLS IN THE FOLLOWING KEY SKILL AREAS:

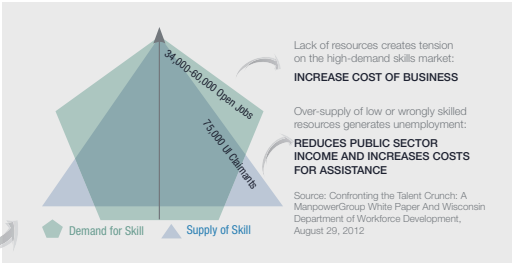
1. Skilled Tradespeople
2. Engineers
3. IT Staff
4. Sales Representatives
5. Accounting/Finance Professionals
6. Drivers
7. Mechanics
8. Nurses
9. Machinists / Machine Operators
10. Teachers

Full size graphic
on page 11



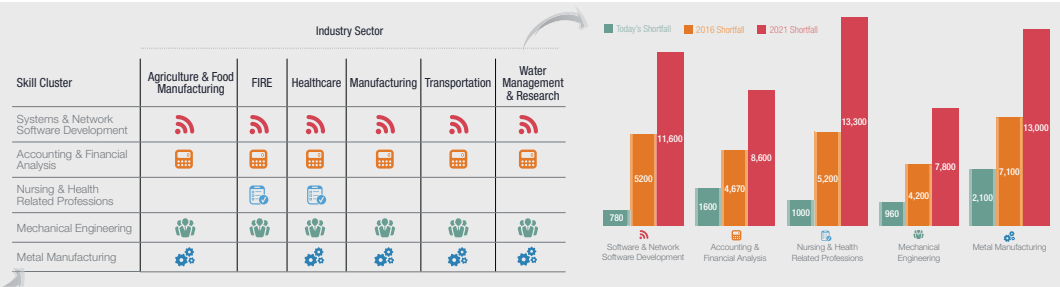
By 2020, the nation will be short 1.5 million college graduates. And there will be 5.9 million more Americans without high school diplomas than employers need.

Full size graphic on page 13



1 in 10 jobs in key economic sectors cannot be filled. These sectors include critical skill areas such as accounting and finance, mechanical engineering and metal manufacturing. Within a decade key industries that now account for over 50% of Wisconsin's GDP will be looking for 60,000 more skilled workers than will be available. Details on this analysis begin on page 25.

Full size graphic on page 25



In partnership with ManpowerGroup, Competitive Wisconsin's BE BOLD 2 initiative began with an assessment of Wisconsin's supply and demand profile in five skills clusters critical to driving more than half of the state's GDP. Just as BE BOLD 1 looked at the impact of industry clusters, the BE BOLD 2 study illustrates the impact that the supply and demand of critical skills clusters can have on our economic development. Skills clusters are a contemporary way to group multiple occupations that share similar skills. Within the cluster, skills may be transferable across occupations or with additional training may serve as a stepping stone to another position within the cluster. In the future, mobility across industry and roles will be a new normal, and will require that we look at workforce development as an ongoing and critical component of Wisconsin's talent strategy. A more detailed perspective on skills clusters is provided on pages 18-35 of this report.

Paralleling this effort, **BE BOLD 2** reached out to leaders and stakeholders in Wisconsin's education and training, workforce development, business, and policy-making communities—including representatives from Wisconsin's Workforce Investment Boards, the Wisconsin Department of Public Instruction, the University of Wisconsin System, the Wisconsin Technical College System, Wisconsin Association of Independent Colleges and Universities (WAICU), the Wisconsin Department of Workforce Development, the Wisconsin Economic Development Corporation, the AFL-CIO and other labor organizations, and numerous employers and business associations and organizations—to learn from their experience and insights. **BE BOLD 2** also undertook an intensive examination and discussion of innovation and best practices in workforce and talent development around the nation and the globe.

Informed by these three investigative efforts, BE BOLD 2's Executive Oversight Committee, Chaired by Dr. Linda Salchenberger, Associate Provost for Strategic Planning, Marquette University, and Mr. Scott T. VanderSanden, President of AT&T Wisconsin, guided the design of the proactive talent development strategies Wisconsin must pursue to secure its future and the specific recommendations required to implement and sustain this game-changing strategic vision.

STRATEGY



ALIGN TALENT DEVELOPMENT WITH ECONOMIC DEVELOPMENT

Why:

Unleash the economic power of Wisconsin talent development resources to enable the state to retain and attract good jobs and compete globally for employers, talent, and profits.

How:

- Replace the Governor's Council on Workforce Investment (CWI) and the Governor's Council on Workforce and College Readiness with a new Governor's Talent Development and Acquisition Council (Talent Council).
- Provide the Talent Council oversight of a \$100 million Talent Development Fund to enhance the ability of Wisconsin workers, employers, educational institutions, trainers, economic development professionals, workers, students, and communities to respond to supply and demand changes in critical skills clusters

Details: pages 18-21

STRATEGY



PROVIDE REAL-TIME JOBS AND CAREER INFORMATION ON-DEMAND

Why:

Focus on understanding and tapping the power of real-time information to inform, guide, and enable Wisconsin's citizens, workers, educators, trainers, and employers to pro-actively equip talent to access the skills and talents they need to succeed in the fast changing world of work.

How:

- Create a strategic talent supply and demand assessment focused more broadly on skills clusters, rather than simply on job classifications. It will give employers and employees a better understanding of how existing skills apply to multiple jobs across many industries.
- Develop the most comprehensive real-time workforce data warehouse in the nation.
- Design, build and operate a single source digital point of access to a user-friendly application that allows citizens, employers, workers, teachers, trainers, analysts, and policymakers to sort and use the data for their individual, community, and state economic benefit.

STRATEGY continued

- Maximize citizen benefit from Wisconsin's world-class education and training systems by recognizing the growing importance of real-time management and empowerment of individuals at every stage and in every part of their lives with a perspective that strengthens their ability to pursue lifelong employability.
 - » Generate intelligence on entry requirements and expectations throughout the state's public and private sector education, training, and employment institutions.
 - » Build on and expand Wisconsin's current efforts to establish a stackable, modular educational/training credit system that supports lifelong learning and employability.
- Foster approaches for enabling youth to enter the world of work by encouraging employers and secondary and postsecondary education to align apprenticeships, internships, dual enrollment opportunities, industry certification programs, and other applied learning programs with the skills clusters roadmap.

Details: pages 21-44

STRATEGY

PROMOTE WISCONSIN'S RIGHTLY SKILLED, WORLD-CLASS TALENT

Why:

Alert current and prospective employers and workers to Wisconsin's ability to supply job creators in the United States and worldwide with the best, rightly-skilled talent in the world.

How:

- Assure current employers that Wisconsin can provide the talent needed for business expansion.
- Market new capability outside the state.

Details: page 44

It is clear that the massive changes reshaping our economy and the opportunities and challenges we, and our children, face in the future demand our attention. After nearly two centuries of thinking about workers and workforce development in reactive terms, the demands of this new age are forcing us to recommend a proactive talent strategy. The existence of a rightly skilled talent pool will empower companies, entrepreneurs, investment and smart people to grow in Wisconsin. People will be our foremost resource.

This critical and difficult undertaking cannot be a spectator sport. Parents, students, teachers, counselors, employers, and workers must all participate in the search for self-empowerment that strengthens local economic capacity and builds economic prosperity and better communities. The conversation is already well underway here in Wisconsin, and Competitive Wisconsin, Inc. and the **BE BOLD 2** Executive Committee hopes this report and the 2012 Wisconsin Economic Summit Series on Investing in Wisconsin's Talent will further energize, inform and expand the existing statewide conversation.

Competitive Wisconsin, Inc. — BE BOLD 2: Growing Wisconsin's Talent Pool

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APPENDIX G

ECONOMIC DEVELOPMENT
PROGRAMS AND RESOURCES

Appendix G: Economic Development Programs and Resources

This section briefly explains the programs and resources available on each government level that are designed to help build economic development capacity through infrastructure expansion and to offer resources necessary to develop and grow businesses.

FEDERAL

US DEPARTMENT OF COMMERCE, ECONOMIC DEVELOPMENT ADMINISTRATION (EDA)

EDA was established to work with states and regional planning commissions (Economic Development Districts) to generate new jobs, retain existing jobs, and stimulate industrial and commercial growth in economically distressed areas and regions of the United States. The purpose of its program investments is to provide economically distressed communities with a source of funding for planning, infrastructure development, and business financing that will induce private investment in the types of business activities that contribute to long-term economic stability and growth. EDA's investments are strategically targeted to increase local competitiveness and strengthen the local and regional economic base.

There are a number of investment programs offered by EDA, and many are listed and briefly described below. Please refer to <http://www.eda.gov/programs.htm>, for more information on these and other programs that may be helpful to you or your organization's project¹.

Public Works: Empowers distressed communities to revitalize, expand, and upgrade their physical infrastructure to attract new industry, encourage business expansion, diversify local economies, and generate or retain long-term, private sector jobs and investment.

Economic Adjustment: Assists state and local interests in designing and implementing strategies to adjust or bring about change to an economy. The program focuses on areas that have experienced or are under threat of serious structural damage to the underlying economic base.

Partnership Planning: Supports local organizations (Economic Development Districts, Indian Tribes, and other eligible areas) with long-term planning efforts. The Comprehensive Economic Development Strategies (CEDS) Summary of Requirements, provides a synopsis of the requirements for comprehensive economic development strategies.

Trade Adjustment Assistance for Firms: A national network of 11 Trade Adjustment Assistance Centers to help strengthen the competitiveness of American companies that have lost domestic sales and employment because of increased imports of similar goods and services.

University Centers: A partnership of the federal government and academia that makes the varied and vast resources of universities available to the economic development community.

Research and National Technical Assistance: Supports research of leading edge, world class economic development practices and information dissemination efforts.

¹ Source: www.eda.gov

Local Technical Assistance: Helps fill the knowledge and information gaps that may prevent leaders in the public and nonprofit sectors in distressed areas from making optimal decisions on local economic development issues.

Grants.gov is an Internet resource that gives organizations the ability to electronically locate and apply for over \$400 billion in Federal grants and is THE primary access point for more than 1,000 grant programs offered by all Federal grant-making agencies².

US DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)

There are a number of programs provided by HUD below. Please refer to <http://portal.hud.gov/hudportal/HUD?src=/hudprograms>, for more information on these and other programs that may be helpful to you or your organization's project³.

Brownfields Economic Development Initiative (BEDI) is a key competitive grant program that HUD administers to stimulate and promote economic and community development. BEDI is designed to assist cities with the redevelopment of abandoned, idled and underused industrial and commercial facilities where expansion and redevelopment is burdened by real or potential environmental contamination. More information about this program can be found here: http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/BEDI

The Capacity Building for Affordable Housing and Community Development Program, also known as the Section 4 program, was originally authorized under Section 4 of the HUD Demonstration Act of 1993 (Pub. L. 103-120, 107 Stat. 1148, 42 U.S.C. 9816 note), as amended. The program enhances the capacity and ability of community development corporations (CDCs) and community housing development organizations (CHDOs) to carry out community development and affordable housing activities that benefit low-income persons. More information about this program can be found here: http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/about/capacitybuilding

Community Development Block Grants (CDBG) Disaster Recovery Assistance: HUD provides flexible grants to help cities, counties, parishes, and states recover from presidentially declared disasters, especially in low- and moderate-income areas. HUD publishes allocations and program requirements in notices in the Federal Register. Generally, CDBG requirements apply unless modified by an appropriations statute, waived, or supplanted by alternative requirements. CDBG Disaster Recovery Assistance is also subject to requirements of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act). More information about this program can be found here: http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs/drsi

CDBG to Entitlement Communities program provides annual grants on a formula basis to entitled communities to carry out a wide range of community development activities directed

² Source: www.grants.gov

³ Source: <http://portal.hud.gov/hudportal/HUD>

toward neighborhood revitalization, economic development, and improved community facilities and services.

Entitlement communities develop their own programs and funding priorities and consult with local residents before making final decisions. All CDBG activities must meet one of the following national objectives: benefit low- and moderate-income persons; aid in the prevention or elimination of slums and blight; or meet certain community development needs having a particular urgency. Some of the activities that can be carried out with community development block grant funds include the acquisition of real property; rehabilitation of residential and nonresidential properties; provision of public facilities and improvements, such as water and sewer, streets, and neighborhood centers; public services; clearance; homeownership assistance; and assistance to for-profit businesses for economic development activities. More information about this program can be found here:

http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs/entitlement

Section 108 Loan Guarantee Program loan guarantee provision of the CDBG program. It provides communities with a source of financing for economic development, housing rehabilitation, public facilities, and large-scale physical development projects. Eligible applicants include entitlement communities. Activities eligible for Section 8 financing include economic development activities eligible under CDBG, acquisition of real property, rehabilitation of public property, installation of public facilities. Entitlement communities may apply up to five times the latest approved CDBG entitlement amount minus any outstanding Section 108 commitments and/or principal balances of Section 108. The principal security for the loan guarantee is a pledge by the applicant public entity of its current and future CDBG funds. The maximum repayment period for a Section 8 loan is 20 years. More information about this program can be found here:

http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs/108

Emergency Solutions Grants (ESG) Program provides grants by formula to States, metropolitan cities, urban counties and U.S. territories for eligible activities, which generally including essential services related to emergency shelter and street outreach, rehabilitation and conversion of buildings to be used as emergency shelters, operation of emergency shelters, short-term and medium-term rental assistance for individuals and families who are homeless or at risk of homelessness, housing relocation and stabilization services for individuals and families who are homeless or at risk of homelessness, and HMIS. More information about this program can be found here:

http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/homeless/programs/esg

USDA RURAL DEVELOPMENT

The office offers a variety of funding options for many types of business ventures to include agriculture, manufacturing, processing, services, commercial, and retail. Rural Development is also instrumental in providing much needed financial resources to communities for infrastructure improvements and expansions primarily for waste water and water treatment facilities. They have direct and guaranteed loans for businesses and communities in addition to a number of grants.

The **Rural Business Opportunity Grant Program (RBOG)** promotes sustainable economic development in rural communities with exceptional needs through provision of training and technical assistance for business development, entrepreneurs, and economic development officials and to assist with economic development planning. Follow this link for more information: http://www.rurdev.usda.gov/BCP_RBOG.html

The **Rural Community Development Initiative** provides technical assistance and training funds to qualified intermediary organizations to develop their capacity to undertake housing, community facilities, and community and economic development projects in rural areas. Follow this link for additional details: http://www.rurdev.usda.gov/HAD-RCDI_Grants.html

Rural Business Enterprise Grants Program (RBEG) to public bodies, private nonprofit corporations, and federally-recognized Indian Tribal groups to finance and facilitate development of small and emerging private business enterprises located in areas outside the boundary of a City, or unincorporated areas of 50,000 or more and its immediately adjacent urbanized or urbanizing area. The small or emerging business to be assisted must have less than 50 new employees, less than \$1 million in gross annual revenues, have or will utilize technological innovations and commercialization of new products and/or processes to be eligible for assistance. Funds can be used for a variety of things including, but not limited to: construction of buildings and plants, equipment, access streets and roads, parking areas, utility and service extensions, and a variety of other costs. More information can be found here: http://www.rurdev.usda.gov/BCP_rbeg.html

US DEPARTMENT OF COMMERCE NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION (NOAA)

Coastal Zone Management (CZM) Program assists local and state governments in managing and revitalizing coastal areas for mixed-use development. The competing goals of commercial and industrial development, tourism, environmental protection, transportation and recreation are discussed in coastal management plans. The CZMP seeks to maintain the economic welfare of coastal communities and ecosystems through intergovernmental cooperation. The CZMP supports states through financial contributions, technical advice, participation in state and local forums, and through mediation. Wisconsin CZMP programs currently protect wetland ecosystems, reduce non-point pollution sources, reduce erosion and assist in meeting state and regional coastal goals. (Source: <http://coastalmanagement.noaa.gov/programs/czm.html>).

US ENVIRONMENTAL PROTECTION AGENCY

Brownfields Assessment and Cleanup Cooperative Agreements objectives are to provide funding to inventory, characterize, assess, and conduct planning and community involvement related to brownfield sites; to capitalize a revolving loan fund (or RLF); and to carryout cleanup activities at brownfield sites that are owned by the grant recipient. Eligibility for the assessment, RLF, and cleanup grants includes a general purpose unit of local government. This is a competitive grant program. There are separate guidelines for each of the three areas. Grant amounts are based on size and type of contamination, ranging from \$200,000 to \$350,000 (Source: www.epa.gov/brownfields).

US DEPARTMENT OF THE INTERIOR - NATIONAL PARK SERVICE

Land and Water Conservation Fund (LWCF) is a visionary and bipartisan program, established by Congress in 1964 to create parks and open spaces, protect wilderness, wetlands, and refuges, preserve wildlife habitat, and enhance recreational opportunities. States receive individual allocations of LWCF grant funds based on a national formula. Then states initiate a statewide competition for the amount available to award through matching grants (Source: <http://www.nps.gov/lwcf/>).

SMALL BUSINESS ADMINISTRATION (SBA)

The **Small Business Administration (SBA)** provides financial, business counseling and training, and business advocacy to foster the development and success of small businesses. Financial assistance comes in the form of loans and grant programs including the 7(a) Loan Guarantee, Prequalification Loan, 7(m) Micro Loan, CDC/504 Loan, CAPLines Program, and 8(a) Business Development Program (Source: www.sba.gov).

STATE OF WISCONSIN

WISCONSIN ECONOMIC DEVELOPMENT CORPORATION (WEDC)

There are a number of programs provided by WEDC listed below. Please refer to <http://inwisconsin.com>, for more information on these and other programs that may be helpful to you or your organization's project.

The **Brownfield Program** helps convert contaminated sites into properties that are ready for redevelopment by providing grant funds to assist local governments, businesses and individuals with assessing and remediating environmental contamination of abandoned, idle or underused facilities or sites. For additional program details, visit the following: <http://inwisconsin.com/grow-your-business/programs/brownfield-program/>.

Business Opportunity Loan Fund is a financing option that may be provided by WEDC through loans or loan guaranties to businesses that are investing funds to expand or relocate to Wisconsin. WEDC investments generally are based on need, quality and quantity of jobs and other requirements. Recipients may be eligible for loan guaranties in addition to, or lieu of, loan financing. For additional program details, visit the following site: <http://inwisconsin.com/grow-your-business/programs/business-opportunity-loan/>.

The **Impact Loan Program** allows WEDC to provide forgivable loans to businesses with expansion projects having significant impact on job creation, job retention, capital investment, and on the surrounding area, as a whole. Forgiveness of principal and accrued interest is based on meeting specific contracted-for deliverables such as job creation, job retention and/or capital investment. Visit the following site for additional program details: <http://inwisconsin.com/grow-your-business/programs/impact-loans/>

Development Opportunity Zones is a program incents new and expanding businesses in the cities of Beloit, Janesville and Kenosha by providing non-refundable tax credits to assist with the creation and retention of new, full time jobs and with capital investment. For additional program details visit the following website:

<http://inwisconsin.com/grow-your-business/programs/development-opportunity-zone-tax-credit/>.

Industrial Revenue Bonds (IRB) are tax-exempt bonds used to stimulate capital investment and job creation by providing private borrowers with access to financing at interest rates lower than conventional bank loans. WEDC allocates the bonding authority or volume cap for the program. For additional program details, please see: <http://inwisconsin.com/grow-your-business/programs/industrial-revenue-bond-program/>

The **Economic Development Tax Credits** program is for businesses that begin operating in, relocate to or expand existing operations in Wisconsin and are creating or retaining full-time jobs within the state. These credits are based on wage range of the jobs, number of jobs to be created or retained, capital investment and training costs for new or current employees. Visit the following for additional program details and eligibility factors:

<http://inwisconsin.com/grow-your-business/programs/economic-development-tax-credits/>

Businesses located in or relocating to Wisconsin may be eligible for **Enterprise Zone Tax Credits**. A certified business may qualify for tax credits only for eligible activities that occur after an eligibility date established by WEDC. Positions that are created as a result of the tax credits claimed shall be maintained for at least five years after the certification date established by WEDC. For additional program details and eligibility factors visit the following site: <http://inwisconsin.com/grow-your-business/programs/enterprisecredit/>.

Jobs Tax Credits may be for eligible businesses located in or relocating to Wisconsin that are creating full-time jobs. A certified business may qualify for tax credits only for eligible activities that occur after an eligibility date established by WEDC. Positions that are created as a result of the tax credits claimed shall be maintained for at least five years after the certification date established by WEDC. For additional program details and eligibility factors visit the following: <http://inwisconsin.com/grow-your-business/programs/jobscredit/>.

Capacity Building (CAP) Grant funds assist local and regional economic development groups with assessments of the economic competitiveness of the area and with the development of a Comprehensive Economic Development Strategy. For additional program details, see the following: <http://inwisconsin.com/community-development/programs/capacity-building-grants-program/>.

Workforce Training Grants were developed to assist businesses in workforce retention and expansion into new markets and technology, training grants provide funds to businesses planning to upgrade or improve the job-related skills of its full-time employees. For additional information and eligibility factors, see the following: <http://inwisconsin.com/grow-your-business/programs/training-grants/>.

ExporTech™ is an export acceleration program for businesses looking to international markets as part of their growth strategy. Participating companies receive access to experts,

individualized coaching and consulting, customized support and guided development of an international growth plan. For additional information on the program, visit the following link: <http://inwisconsin.com/grow-your-business/programs/exportech/>.

Qualified Wisconsin Business Certification is a program effective for taxable years beginning on or after January 1, 2011, there are two provisions in Wisconsin Law that allow individuals to defer tax on the long-term capital gain realized from the sale of assets: Section 71.05(24), Wis. Stats., which requires reinvestment of the gain in a “qualified new business venture,” and Section 71.05(26), Wis. Stats., which requires reinvestment of the gain in a “qualified Wisconsin business.” For additional program details, visit the following: <http://inwisconsin.com/grow-your-business/programs/qualified-Wisconsin-business-certification/>

WISCONSIN DEPARTMENT OF TRANSPORTATION

The **Transportation Economic Assistance (TEA)** grants provide up to 50 percent of costs to governing bodies, private businesses, and consortiums for road, rail, harbor, and airport projects that help attract employers to Wisconsin, or encourage business and industry to remain and expand in the state. Grants up to \$1 million are available for transportation improvements that are essential for an economic development project. The amount of WisDOT provided funding is dependent on the number of jobs being created or retained. The 50 percent local match portion can come from a combination of local, federal, state, or in-kind services.

In 1979, the **Harbor Assistance Program (HAP)** was created to assist harbor communities along the Great Lakes and Mississippi River in maintaining and improving waterborne commerce. Port projects typically include dock reconstruction, mooring structure replacement, dredging, and construction of facilities to hold dredged materials. The **Freight Rail Infrastructure Improvement Program (FRIIP)** and **Freight Rail Preservation Program (FRPP)** were created to maintain and improve rail services throughout Wisconsin.

The **State Infrastructure Bank (SIB) Program**, similar to a private bank, offers a range of loans and credit options to help finance eligible surface transportation projects. The money can be used in conjunction with other programs. SIBs offer Wisconsin the ability to undertake transportation projects that would otherwise go unfunded or experience substantial delays. Communities can borrow the money to provide needed transportation infrastructure improvements to help preserve, promote, and encourage economic development and/or promote transportation efficiency, safety, or mobility. The Wisconsin SIB program is a revolving loan program providing capital for transportation projects from loan repayments and interest earned from money remaining in the bank. Eligible projects include constructing or widening a road linking an intermodal facility and providing better access to commercial and industrial sites. WisDOT charges two percent interest on the loan principal, with projects amortized up to 25 years. Eligible applicants are local units of government, Amtrak Railroad, private non-profit organizations, and Transit Commissions. (Source: www.dot.wisconsin.gov)

WISCONSIN DEPARTMENT OF TOURISM

Funding is available for local communities and regions to design their own marketing effort. The most popular and utilized program is the **Joint Marketing Grant (JEM)**. The grants are to assist

in paying for the costs associated with developing a stronger advertising and public relations' campaign to promote tourism (Source: <http://agency.travelwisconsin.com>).

WISCONSIN DEPARTMENT OF AGRICULTURE, TRADE, AND CONSUMER PROTECTION

The **Buy Local, Buy Wisconsin (BLBW)** competitive grant program was launched in 2008 to strengthen Wisconsin's agricultural and food industries. The grants work to reduce the marketing, distribution and processing hurdles that impede the expansion of sales of Wisconsin's food products to local purchasers. (Source: <http://datcp.state.wi.us>)

WISCONSIN DEPARTMENT OF ADMINISTRATION

Wisconsin Coastal Management Program was established in 1978 under the Federal Coastal Zone Management Act. Approximately \$1,500,000 is available through the Wisconsin Coastal Management Program (WCMP) to enhance and restore coastal resources within the state's coastal zone - all counties adjacent to Lakes Superior and Michigan, with their 1,000 miles of shoreline 2014-2015 WCMP Grants are available for coastal wetland protection and habitat restoration, nonpoint source pollution control, coastal resource and community planning, Great Lakes education, public access and historic preservation. (Source: www.doa.state.wi.us)

WISCONSIN DEPARTMENT OF NATURAL RESOURCES

Brownfields, Green Space and Public Facilities grants help local governments clean-up brownfield sites intended for long-term public benefit, including green spaces, development of recreational areas or other uses by local governments. A city, village, town, county, redevelopment authority, community development authority, or housing authority is eligible to apply for funds. Eligible costs include remedial action plans and/or costs to develop a Remedial Action Plan. No grant may exceed \$200,000. The match requirement (20-50 percent) is determined by the amount of the grant. Site access and completed Phase I and II Environmental Site Assessments are required to receive a grant. Application deadline has been each year in January. (Source: <http://dnr.wi.gov/>)

WISCONSIN HOUSING AND ECONOMIC DEVELOPMENT AUTHORITY (WHEDA)

WHEDA is responsible for a number of housing and economic development functions. WHEDA works with local and state economic development professionals, businesses, and lending institutions to help an individual expand or modernize a farm or business. **Loan Guarantees, direct loans, New Market Tax Credits, and interest rate subsidies** are utilized within a financial package to help ensure that the project has the best chance for long term success. (Source: www.wheda.com)

Other state resources include: Impact Seven, Inc., is one of more recognizable statewide organizations that provide micro-loans for small business start-ups and expansions (Source: www.impactseven.org) The Wisconsin Women's Business Initiative Corporation (WWBIC) also provides micro-loans to predominately women, people of color, and those with lower incomes (Source: www.wwbic.com). The Wisconsin Business Development Finance Corporation

provides financial assistance and resources to business and lenders throughout the state (Source: www.wbd.org).

REGIONAL

EAST CENTRAL WISCONSIN REGIONAL PLANNING COMMISSION (ECWRPC)

The East Central Wisconsin Regional Planning Commission serves as an Economic Development District for the U.S. Department of Commerce-Economic Development Administration (EDA). Potential EDA funded projects must be reviewed by the ECWRPC for eligibility of federal funding. ECWRPC also provides technical assistance to local economic development organizations and offers services to assist in acquiring various state and federal funding sources.

NORTHEAST WISCONSIN REGIONAL ECONOMIC PARTNERSHIP (NEWREP)

18 counties and the Menominee Nation of the ECWRPC are part of the Northeast Wisconsin Regional Economic Partnership. NEWREP offers an annual business plan competition, designed to encourage entrepreneurs to develop business plans; \$20,000 is available annually as prize money for the top business plans within the region. (Source: www.thenewnorth.com/newrep)

SMALL BUSINESS DEVELOPMENT CENTERS (SBDC)

Small Business Development Centers (SBDCs) are located within the 11 four-year university campuses. The SBDCs' counselors offer advice, training, and resources to promote entrepreneurship and small business growth. Programs focus on minority entrepreneurship, startup business solutions, and established business solutions. Specific programs include business plan reviews and one-to-one business counseling. Counties within the East Central Wisconsin Regional are served by the UW-Oshkosh and UW-Green Bay SBDC's (Source: www.wisconsinsbdc.org)

SCORE

SCORE is a more than 11,000 member volunteer associations sponsored by the U.S. Small Business Administration. It matches volunteer business-management counselors with present and prospective small business owners in need of expert advice. **SCORE** has experts in virtually every area of business management. Local SCORE chapters offer workshops and no cost one-to-one counseling. (Source: <http://www.score.org/>)

COMMUNITY ACTION AGENCIES

The purpose of **Community Action Agencies**, as stated in the Economic Opportunity Act (EOA of 1964), is to stimulate a better focusing of all available local, state, private and federal resources upon the goal of enabling low-income families and individuals of all ages in all

geographic areas, to attain the skills, knowledge and motivations, and secure the opportunities needed, to become fully self-sufficient. CAAs operate a variety of programs. CAAs are known statewide for their operation of Head Start, weatherization programs, housing, employment and training programs, family development, economic development, commodity distribution, senior and youth services, and many other valuable programs. In addition to providing direct services, CAAs often serve as program sponsors or grantees overseeing, although not necessarily directly operating programs. (Source: www.wiscap.org)

UTILITIES

Area utilities to include **Wisconsin Public Service Corporation** (<http://www.wisconsinpublicservice.com/>), **WPPI Energy** (<http://www.wppienergy.org/>), **Alliant Energy** (<http://www.alliantenergy.com/>), **Rural Energy Cooperatives**, and **AT&T**, offer economic development assistance to communities and businesses in a number of ways to include the development of business plans, making available grants and loans, providing loan guarantees, and facilitating educational forums.

COUNTY AND LOCAL

UNIVERSITY OF WISCONSIN EXTENSION OFFICE

UW-Extension Community Resource Development Agents/Educators offer small business management assistance workshops or one-on-one counseling, as well as information on county revolving loan funds and other sources of financing (www.uwex.edu).



APPENDIX H
COUNTY AND REGIONAL ECONOMIC
DEVELOPMENT CONTACTS

Appendix H: County & Regional Economic Development Contacts

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APPENDIX I

PROJECT SCORING CRITERIA

Appendix I: Project Scoring Criteria (approved in 2013)

Data for scoring updated annually

<u>CRITERIA</u>	<u>SCORE</u>
1. Project Tier	
<u>Tier 1 Projects</u>	15
Tier 1 projects are expected to produce the greatest economic benefits in terms of: (1) inducing private investment, creating or retaining jobs, increasing income levels and tax base; (2) Raising the quality of life for those in poverty or of low income means; (3) Resolving a problem where a direct threat to health and public safety exists.	
<u>Tier 2 Projects</u>	9
Tier 2 projects are expected to have less of an economic impact than Tier 1 projects. They are defined as those projects involving local businesses and industries generating less private investment, job creation-retention and income level benefit than Tier 1 projects but provide services or a function designed to further develop economic self sufficiency, entrepreneurialism, business and industry innovation, commercial development, housing projects, downtown investment, tourism and recreation projects.	
<u>Tier 3 Projects</u>	5
Tier 3 projects are defined as those projects that have the least impact on the economy by way of private investment and job creation-retention and income level benefit. These projects deserve merit and attention because of the potential economic development role they can play in the future and/or the important role they can play in providing needed public services. Types of projects included in this category are: (1) Projects or programs with economic development potential that are still in the conceptual or planning stage where the full scope has not as of yet been agreed to or completely defined; (2) Projects that are maintenance oriented but merit attention so the changes to existing infrastructure and facilities do not later have to be made due to a threat to health and public safety; (3) Local government public building or facility projects that are needed to carry out routine local government functions.	
2. Unemployment Rate— <i>based on county rates</i>	
Unemployment Rate at least 225% of State Average	5
Unemployment Rate at least 180% of State Average	4
Unemployment Rate at least 150% of State Average	3
Unemployment Rate of at least 1% point above State Average	2
Unemployment Rate less than 1% point above State Average	1
Unemployment Rate less than or equal to State Average	0

Area	Year	Unemployment Rate	Points
Calumet County	2012	5.4	0
Fond du Lac County	2012	6.6	0
Green Lake County	2012	7.6	1
Marquette County	2012	8.7	2
Menominee County	2012	15.3	4
Outagamie County	2012	6.5	0
Shawano County	2012	7.7	1
Waupaca County	2012	7.4	1
Waushara County	2012	8.1	2
Winnebago County	2012	6.4	0
Region	2012	6.7	0
Wisconsin	2012	6.9	n/a

Source: WI DWD, Bureau of Workforce Training, Labor Market Information, 2013

3. Per Capita Income (PCI)—based on county rates

PCI not more than 50% of State Average	5
PCI not more than 60% of State Average	4
PCI not more than 70% of State Average	3
PCI not more than 80% above State Average	2
PCI greater than 80% and less than 100% of State Average	1
PCI greater than or equal to State Average	0

Area	2011 Per Capita Income	% of State Average	Points
Calumet County	\$43,473	109.8%	0
Fond du Lac County	\$36,897	93.2%	1
Green Lake County	\$37,961	95.9%	1
Marquette County	\$30,105	76.1%	2
Menominee County	\$26,087	65.9%	3
Outagamie County	\$38,400	97.0%	1
Shawano County	\$32,911	83.2%	1
Waupaca County	\$36,867	93.2%	1
Waushara County	\$30,457	77.0%	2
Winnebago County	\$38,444	97.1%	1
Region	\$35,160	88.8%	1
Wisconsin	\$39,575	100.0%	n/a

Source: WI DWD, Bureau of Workforce Training, Labor Market Information, 2013

4. Number of Jobs Created

100 or more	5
75 to 99	4
50 to 74	3
25 to 49	2
1 to 24	1
No Job	0

5. Project Readiness (based on timeframe and funding secured)

Immediately	5
1-2 Years	3
Over 2 Years	1
No time frame	0

6. Regional Significance

Significant Impact	5
Moderate Impact	3
Little Impact	1
No Impact	0

7. Local Significance

Significant Impact	5
Moderate Impact	3
Little Impact	1
No Impact	0

8. EDA Investment Priorities**a. Collaborative Regional Innovation**

Initiatives that support the development and growth of innovation clusters based on existing regional competitive strengths. Initiatives must engage stakeholders; facilitate collaboration among urban, suburban, and rural (including tribal) areas; provide stability for economic development through long-term intergovernmental and public/private collaboration; and support the growth of existing and emerging industries.

Meets or exceeds the guideline	5
Almost meets the guideline	3
Somewhat meets the guideline	1
Does not meet the guideline	0

b. Public/Private Partnerships

Investments that use both public- and private-sector resources and leverage complementary investments by other government/public entities and/or nonprofits.

Meets or exceeds the guideline	5
Almost meets the guideline	3
Somewhat meets the guideline	1
Does not meet the guideline	0

c. National Strategic Priorities

Investments that use both public- and private-sector resources and leverage complementary investments by other government/public entities and/or nonprofits.

Meets or exceeds the guideline	5
Almost meets the guideline	3
Somewhat meets the guideline	1
Does not meet the guideline	0

d. Global Competitiveness

Initiatives that support high-growth businesses and innovation-based entrepreneurs to expand and compete in global markets, especially investments that expand U.S. exports, encourage foreign direct investment, and promote the repatriation of jobs back to the U.S.

Meets or exceeds the guideline	5
Almost meets the guideline	3
Somewhat meets the guideline	1
Does not meet the guideline	0

e. Environmentally-Sustainable Development

Investments that promote job creation and economic prosperity through projects that enhance environmental quality and develop and implement green products, processes, places, and buildings as part of the green economy. This includes support for energy-efficient green technologies.

Meets or exceeds the guideline	5
Almost meets the guideline	3
Somewhat meets the guideline	1
Does not meet the guideline	0

f. Economically Distressed and Underserved Communities

Investments that strengthen diverse communities that have suffered disproportionate economic job losses and/or are rebuilding to become more competitive in the global economy.

Meets or exceeds the guideline	5
Almost meets the guideline	3
Somewhat meets the guideline	1
Does not meet the guideline	0

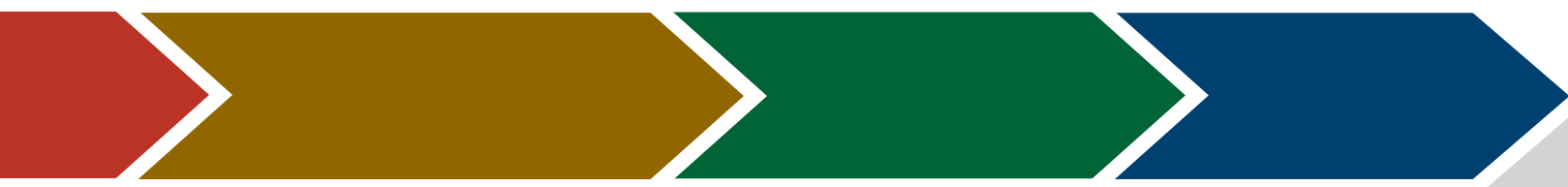
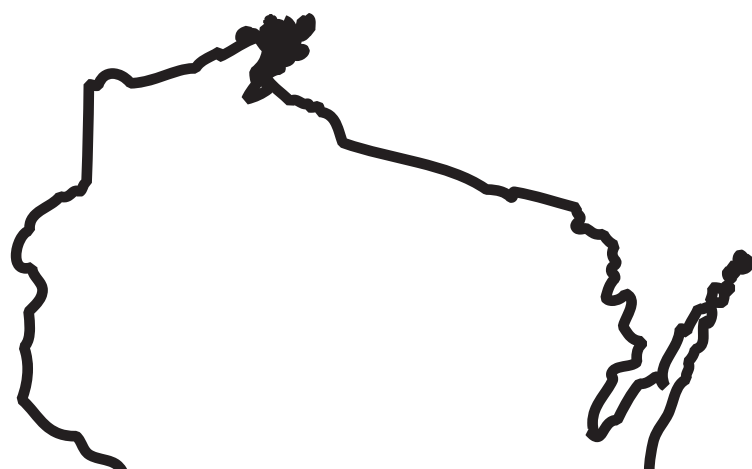
MAXIMUM TOTAL POINTS:**85**



APPENDIX J

EDA COMMUNITY ECONOMIC RECOVERY GUIDEBOOK

Community Economic Recovery Guidebook



**Safeguarding
Your Economy
from Disaster**

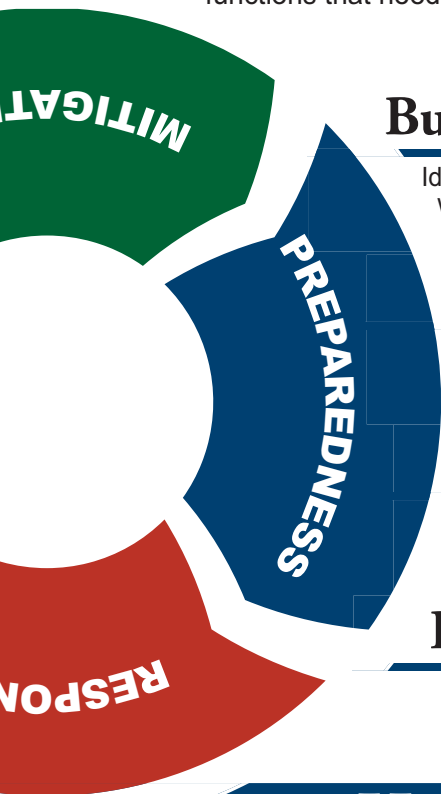
This Guide is designed for:

- Economic Development Organizations
- Civic Leaders & Elected Officials and
- Chambers of Commerce & Business Support Groups

These core stakeholders are flanked by small business owners who could be affected by disaster and by emergency managers who provide preparedness and response leadership for the community. Coordination between them is essential for stabilization and preservation of the local economy after a natural disaster.

Without an economic recovery strategy, a disaster incident can cause a micro-recession which could negatively affect your community for years. Steps taken by local leaders in the first critical weeks can make a significant difference in offsetting this detrimental side effect of an already unfortunate situation. Provided here is a framework of discussion for local business and community leaders to develop an economic recovery strategy for their own community. This manual connects disaster management functions with economic principles to identify key issues and suggested actions before and after disaster.

For ease in applying this information to each phase of the disaster timeline, information is divided into four core functions that need to be addressed. These four core functions are:



Building Relationships

Identifies key stakeholders and demonstrates how they work together in each phase.

Communicating

Provides mechanisms for key stakeholders to communicate and coordinate other efforts in the community before, during and after a disaster.

Financing

Identifies sources of funding or innovative financing for disasters.

Planning & Logistics

Describes a plan, identifying resources and anticipating how they will change in each emergency phase.

How to use this guide

These color-coded sections are designed for use in guiding your community to economic stability before, during and after major disaster events such as floods, earthquakes and tornadoes. Each section correlates to a phase in the standard Emergency Management disaster cycle. As you move through the timeline, this booklet provides specific economic tips and insights for each phase.

The Disaster Cycle & Your Economy

The disaster cycle is a tool used by emergency management (EM) professionals and applies to the health, safety, and welfare of the general public in response to both natural or man-made disaster. Community recovery after a disaster includes maintaining a healthy economy and this requires prioritizing elements which are not always as obvious as those aimed at preserving safety and health. Therefore, disaster cycle terminology is used here to frame key business sector recovery strategies and improve economic resilience.

Why?

The frequency and cost of natural disasters has increased significantly since 2000. The cost of thunderstorms alone has increased three-fold in just ten years (Munich RE.) Stabilizing local businesses is an important but often overlooked aspect of preserving and serving human interest needs. When people are able to work, they have a better chance of putting their homes and lives back together after disaster.

In many communities, no plan exists to prepare the private sector (businesses, trade associations, manufacturers and retailers) for disaster. According to the IRS, between 40% and 60% of businesses affected by disaster may ultimately close. A well-constructed recovery plan will help prevent that from happening in your community.

Response

Response encompasses the activities that address the short-term, direct effects of a catastrophic event including immediate

actions to save lives and protect property, and the meeting of basic human needs before, during and after an incident. Response also includes the execution of emergency operations plans and mitigation activities designed to limit unfavorable outcomes. Typically, immediate response lasts up to 72 hours.

Recovery

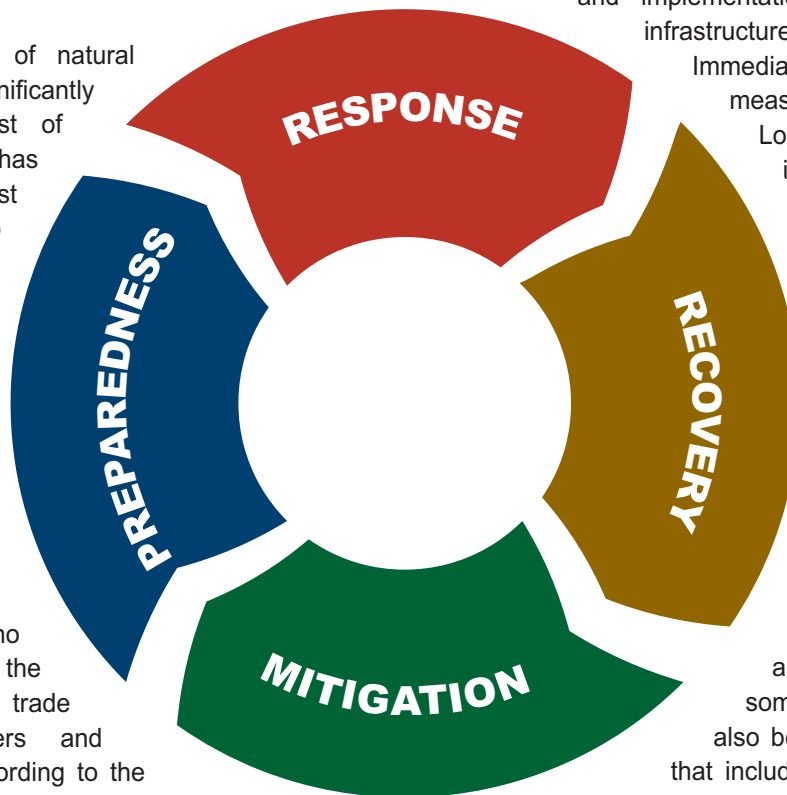
After a disaster incident, it is crucial to restore government, individual/household and economic functions in the community. Recovery involves the development, coordination and implementation of operations, services, infrastructure, facilities, and programs. Immediate recovery is typically measured in weeks or months. Long-term recovery is measured in the years following an incident.

Mitigation

Hazard mitigation breaks the cycle of damage and repair. Mitigation actions are designed to reduce or eliminate the long-term risk to human life and property from hazards. These preventative actions can be simple, such as elevating a furnace in a basement that sometimes floods. Mitigation can also be a comprehensive approach that includes relocating buildings away from the floodplain or retrofitting critical facilities to provide stronger shelter.

Preparedness

Preparedness is a continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination.



What is the difference between Preparedness and Mitigation?

Mitigation involves efforts to reduce risk of damages to the environment during and after a disaster (e.g. planting lines of trees to reduce the impact of dust storms; installing breakwaters to protect a harbor, land use ordinances and building codes, etc.). These are necessary long-term actions undertaken during periods of calm and stability. Preparedness, on the other hand, facilitates immediate response actions to protect life and property with the understanding that some damage will likely need to be absorbed (e.g., Continuity of Operations Plans (COOPs); training exercises; boarding up windows before hurricanes; sandbagging before a flood; evacuation, etc.).

Abbreviations

Acronyms shown here are referred to in this booklet and used by practicing professionals in the field.

★ Indicates potential funding sources

- BID** — Business Improvement District
- BRC** — Business Recovery Center
- BRPASW** — Business Recovery Professionals Association of Southeast Wisconsin
- ★ **CDBG** — Community Development Block Grant / HUD
- ★ **CDFI** — Community Development Financial Institutions
- COOP** — Continuity of Operations Plan
- CRS** — Community Rating System
- CRA** — Community Reinvestment Act
- DNR** — Department of Natural Resources
- DOL** — Department of Labor
- DOT** — Department of Transportation
- DPW** — Department of Public Works
- ★ **DWD** — Department of Workforce Development
- ED** — Economic Development
- ★ **EDA** — US Economic Development Administration
- ★ **EDC** — Economic Development Corporation
- ★ **EDO** — Economic Development Organization
- EM** — Emergency Management
- EOC** — Emergency Operations Center
- EPA** — Environmental Protection Agency
- FEMA** — Federal Emergency Management Agency
- GIS** — Geographical Information Systems
- HAZUS** — GIS Based Hazard Loss Model used by FEMA
- ★ **HUD** — Housing and Urban Development
- ★ **HMGP** — FEMA Hazard Mitigation Grant Program
- IEDC** — International Economic Development Council
- JFO** — Joint Field Office
- LEARN** — Local Economic Advisory Recovery Network
- MOU** — Memorandum of Understanding
- ★ **NEG** — National Emergency Grant
- ★ **NFIP** — National Flood Insurance Program
- PIO** — Public Information Officer
- ★ **RLF** — Revolving Loan Fund
- RPC** — Regional Planning Commission
- ★ **SBA** — Small Business Administration
- SBDC** — Small Business Development Center
- SCORE** — Service Corps of Retired Executives
- ★ **SWCOAD** — Southeast Wisconsin Citizens and Organizations Active in Disasters
- ★ **USDA** — United States Department of Agriculture
- ★ **VOAD** — Volunteer Organizations Active in Disaster
- ★ **WEDC** — Wisconsin Economic Development Corporation
- ★ **WEM** — Wisconsin Emergency Management
- ★ **WHEDA** — Wisconsin Housing and Economic Development Authority
- ★ **WIB** — Workforce Investment Boards
- WisWARN** — WI Water Agency Response Network

Zoom in online!

This guide provides a framework and introduction to actions that can prepare your local economy for a disaster. It documents just the essentials. There is an accompanying website with useful interactive tools. More details, links to other references, presentations and other downloadable content are at: <http://goo.gl/ilmjv>

When you see a QR Code, such as the image at the right, snap a picture of it with (most) smart-phones, and the web browser on your phone will open to a specific page with more info.



Response

≈72 Hours During the Disaster

Recovery

Weeks, Months, and Years after

Mitigation

Ongoing

Preparedness

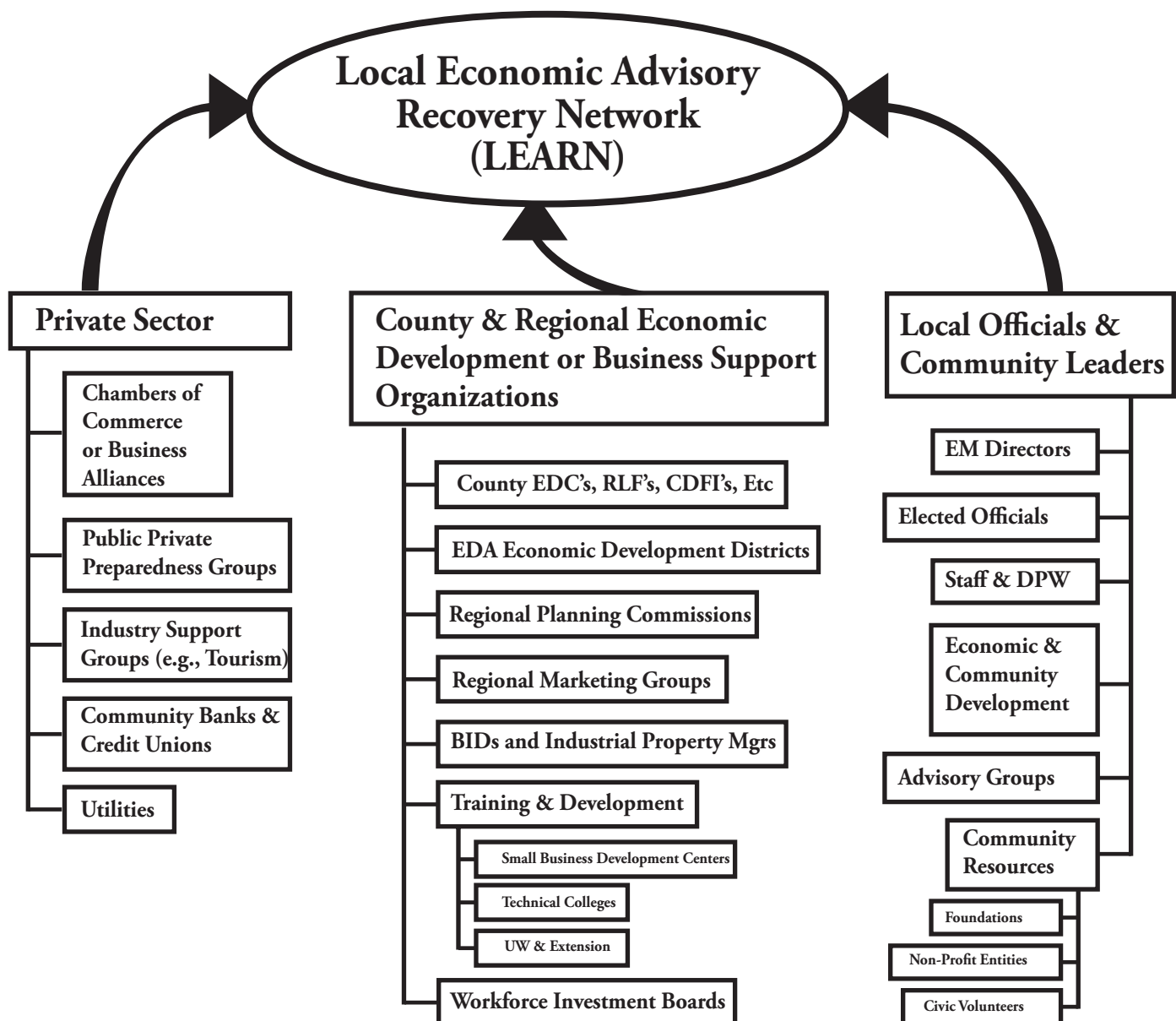
Pre-disaster

Where in the Disaster Timeline are you?

Economic Continuity and Community Resilience

It is essential for the local groups that will deal with disaster to know each other before the chaos starts. A Local Economic Advisory Recovery Network (LEARN) group is a no-cost way to ensure that lines of communication among the key players are established before the added stress of a catastrophe.

When a disaster is unfolding, it is critically important to have an accurate roster of key entities that need to communicate on economic impacts. Use the structure below to identify potential stakeholders in your community. The collective resources of these entities can then be an efficient part of economically managed outcomes. All “Action” boxes in the following pages identify suggestions the LEARN group should consider and undertake.



The listed structure represents a roster of potential participants. Communities should customize rosters to establish a balance between committee size and efficiency.

Response

Building Relationships

EMs focus first on health and safety, followed by critical infrastructure and services. When the Emergency Operations Center (EOC) is activated, a single point of contact from the LEARN group relays status updates and other information needed by EMs. The LEARN group is also responsible for providing economic considerations to discussions as response and immediate recovery decisions are made.



Consider This:

When a flood hit Cedar Rapids, IA, in 2008, an economic recovery team was formed within 48 hours to be the focal point for information sharing between EM personnel, corporate leaders and small business owners. By acting quickly, such teams are able to provide a central point of contact for damage assessment data and recovery strategy development.

If the EOC needs business or economic information, leadership staff from the local county Economic Development Corporation (EDC) or chamber organizations are reasonable candidates to consider. They will have the useful resource of an existing communication network and access to current information or status updates within key sectors.

FAQs

What do Emergency Managers do? EMs coordinate disaster response and recovery efforts in support of local governments to minimize the loss of lives and property. The Wisconsin Emergency Management (WEM) website is www.emergencymanagement.wi.gov

What do businesses need? Education about disaster vulnerabilities, continuity planning, special insurance, and preparedness issues are needed for small businesses. Connect with county EM directors who may know local firms willing to provide equipment, personnel or other assistance.

✓ Suggested Actions

- ☐ Convene or create a LEARN group (page 4) to be a resource for economic recovery strategy development. Include tourism and rural development contacts where appropriate. Addressing this pre-disaster in the 'preparedness' stage enhances successful deployment of this group.
- ☐ The LEARN group should provide up-to-date communication channels when needed by EMs.
- ☐ Determine what damage assessment functions and tools are best suited to anticipated recovery situations. Consider, discuss and confirm how implementation will work.
- ☐ Plan on frequent meetings immediately following the disaster to update stakeholders. Demonstrate willingness to listen and integrate new information into emerging strategies.
- ☐ Make decisions collaboratively to avoid rumors, misunderstandings, or mistrust.
- ☐ Make certain that EMs are aware of compelling business distress. The LEARN group can provide additional useful information on physical damages and projected impacts.
- ☐ Access free templates for business continuity planning from preparemybusiness.org or ready.gov.

Response

Communicating

As soon as the immediate danger is past and safety is secured, EMs begin preliminary damage assessments. Data collection is limited to the information needed in determining whether or not a formal disaster declaration is warranted. The business community is responsible for communicating a comprehensive assessment of economic damages for future potential recovery assistance.



Consider This:

Using communication channels already in place can accelerate response activities. One chamber of commerce used its member email list to send out a request to conserve water usage. Responding members helped minimize the added burden of stormwater on the local waste water treatment plant.

Until approved by appropriate authorities, business owners or employees should not attempt to return to their facilities. Dangerous conditions can persist and must be addressed before access is granted. Examples include downed power lines, water traps, weakened walls, hazardous material spills and the occasional snake.

FAQs

Who should we be communicating with now? Local and individual internal continuity plans should be implemented during the response phase. This means that clear communications with staff and partners ahead of time are vital so the organization is a ready resource when needed.

What do businesses need? Businesses need to implement their own continuity plans. Their top priorities should be protecting employees, facilities and necessary information.

What is the difference between an EOC and a disaster recovery center? An EOC is where EM coordinates response activities. Disaster Recovery Centers are set up by FEMA as a resource for disaster victims (i.e., area residents affected by disaster can walk in and register).

✓ Actions for LEARN Group

- ☐ Designate a LEARN group member to attend briefing sessions if possible.
- ☐ Find out who is the assigned PIO and coordinate with them on business sector messaging.
- ☐ Use existing member lists of organizations and businesses to promote information sharing.
- ☐ Clarify the anticipated needs and make staff assignments within the EDO or chamber, so that the organization is ready to start recovery assistance actions as soon as possible.
- ☐ Prepare media messages so business sector information can be distributed and collected through identified channels. Confirm information sharing protocols.
- ☐ Detail damage assessment functions (e.g. NEG grants) and how to implement.
- ☐ Develop a disaster specific FAQ list and update information to be posted on the central business information resource.
- ☐ Check websites of national resources with disaster recovery expertise. Groups such as the International Economic Development Council (IEDC) or the U.S. Chamber Business and Civic Leadership Center report on recent incidents and emerging best practices.

Response Financing

Businesses should have reserves (e.g., food, water, first aid supplies) to last for up to 72 hours without outside assistance. Recognize that many small businesses lack adequate preparedness and do not have significant operating reserves. The ways in which the community responds to this collective need can significantly impact the cost of recovery and the amount of time it takes.



Consider This:

Emergency microloan programs are a recognized best practice. Small amounts, low interest, simple collateral requirements, and quick lending decisions are key. Fond du Lac, WI, used EDC-developed local solutions for immediate financial assistance in the business community by re-purposing unrestricted reserve funds. The result was a rapid recovery microloan program providing \$5,000 low-interest loans to 17 businesses within a matter of weeks. Even the business that eventually closed repaid the loan.

The WI Department of Commerce offered a similar program, the Flood Recovery Small Business (FRSB) fund that was used by six counties by partnering with local RLF officials.

FAQs

Who is involved in setting up emergency loans for businesses? Local or regional economic development groups likely have the most experience with revolving loan funds for your community and potentially have unrestricted reserves that could be re-purposed. The loan committee involves additional partners. In some cases, administering the loans will bring in additional partners as well.

What do businesses need? Disaster recovery is something with which most small business owners have little or no experience. Reaching out to them with resources quickly is crucial in making informed decisions.

✓ Actions for LEARN Group

- ☐ Assess the impact to the business community and tailor response to their needs based on the disaster type, damage, and severity.
- ☐ Gather and update information that will be needed if an emergency microloan program is needed. For example, locate the appropriate application materials and appoint review committee members who are familiar with the local economy.
- ☐ Identify funds which could be reallocated to emergency microloans or a revolving loan fund.
- ☐ If possible, utilize unallocated money from local funds for fast dispersal.
- ☐ Choose a local agency to administer the emergency microloan program, and complete an MOU with that agency.
- ☐ Ensure that the “financial dashboard” of information (recovery funds available, businesses impacted, cost of damages) is included in all outbound communications.
- ☐ Take pictures and save receipts. SBA loans have strict requirements about duplication of benefits, so keep good records of recovery expenditures.
- ☐ Coordinate distribution of free clean-up kits (available through the Red Cross or health departments) to businesses.

Response

Planning & Logistics

FEMA and SBA damage assessments are designed to collect qualifying data for the federal declaration process. A separate business damage assessment tool must be deployed quickly to ensure economic considerations are included in the decision making process. This requires local coordination and effort by the LEARN group.

Consider This:

Following a disaster event, reach out to area businesses and community members as quickly as possible. Conduct a damage assessment survey to determine the extent of impact on local businesses. Frustration is more likely to occur when citizens and businesses perceive a lack of action and preparedness on the part of municipal, economic, and emergency management professionals.

In one community, Rotary Club members brainstormed how to facilitate business-to-business assistance. As part of the solution, one member with a trucking company sent unused trucks to rescue hundreds of thousands of dollars in inventory from encroaching flood waters. Twenty six businesses in an incubator and the warehouse owner were helped. Creatively include local service group member resources in your response actions.

FAQs

Are there sample surveys for review? Several downloadable damage assessment surveys are available through the companion website. Modify one to reflect the particular disaster and needs of your community keeping in mind that in disasters which hit larger regions the same data collection methods should be used.

What do businesses need? Having an accurate picture of operating capital needs is critical for the recovery period. Business owners need cash flow to cover uninsured damages and lost production, sales or other revenue sources. Saving or accessing financial records will be important.

What should businesses do first? Home and family safety must be addressed first. Clean up should start right away and, in both the home and business locations, be sure to take a lot of pictures and save receipts. Small businesses can potentially qualify for VOAD personal emergency needs assistance, thereby creating time to address immediate business needs. Remember that business owners may also be suffering personal home damage and provide support services options.

✓ Actions for LEARN Group

- ☐ Implement the business sector recovery plan and look ahead to economic recovery strategies.
- ☐ Use a damage assessment survey to gauge business impact as soon as possible. Data will help in developing recovery programs and can simplify later grant writing.
- ☐ Keep track of recovery assistance amounts and efforts. Plan for transparency in reporting.
- ☐ Adapt existing organizations to meet needs instead of starting from scratch (e.g., SBDC, technical colleges, etc).
- ☐ Encourage business owners to relocate capital business equipment to temporary locations, and ensure that critical production line equipment is protected.
- ☐ Establish safe and stable facilities where response actions can be coordinated.
- ☐ Connect small business owners and residents with the After Disaster Family Financial Toolkit available from the University of Minnesota Extension at <http://goo.gl/akWZ6>



More...

<http://goo.gl/T3OpV>

Recovery

Building Relationships

Response and short-term recovery can overlap to some degree. Streets may be cleaned up and everything looks fine on the surface but in reality, small businesses may still be extremely fragile. Elected officials and economic stakeholders should encourage dialogue in the business sector to proactively identify and address economic challenges.



Consider This:

Use a case management system and put “boots on the ground”, if possible. Businesses need to adjust their strategies on finance, marketing, HR, and operations, so a variety of expertise is needed. After the 2010 flooding in Nashville, TN, the chamber organized volunteer teams to assist businesses in identifying needs.

Local community leaders need perseverance in seeking assistance from county, state or federal resources. Become knowledgeable about economic issues; the impact to jobs and wages can be a compelling argument when requesting aid.

FAQs

How long does recovery take? Short-term recovery is usually 6-12 months and long-term recovery is generally tracked for 3 years. Rebuilding can take even longer.

What do businesses need? When disaster occurs, it's important for businesses to adjust their strategies and think through alternatives for rebuilding. Invest time to engage businesses in community rebuilding discussions to develop a common vision.

Where can I find more information? Work with local stakeholders to adapt and implement suggestions from state or national resources such as restoreyoureconomy.org

✓ Actions for LEARN Group

- ☐ Within the first 72 hours of a disaster, the economic advisory/recovery team should agree on or plan the damage assessment process, evaluate the need for a Business Recovery Center (BRC) and emergency microloans.
- ☐ Bring in additional people to provide staff for those activities.
- ☐ Tap into resources like the IEDC which have current information and can access expertise from across the country.
- ☐ Connect with state and federal partners. Collaborate locally to tap into new funding sources.
- ☐ Adapt local ED plans and strategies to reflect new realities and opportunities available during recovery. Be bold!
- ☐ Reach out to nonprofits that are helping in recovery efforts— coordinate with them wherever possible in order to minimize duplication of effort.
- ☐ Accept new members in the LEARN group and continue to meet regularly as long as needed.
- ☐ Help area businesses and owners feel less isolated by hosting outreach sessions led by the LEARN group.

Recovery

Communicating

The bigger the disaster, the more important it is for a community to have a common vision of what successful recovery will look like. Future economic strength will depend on how well the vision and opportunities for recovery assistance are communicated and pursued. Maintain communications over the entire course of recovery, however long it may last.



Consider This:

In Jefferson County, WI, the EDC developed a business damages survey and accessed NEG staff assistance from their WIB. The provided staff conducted door-to-door assessments after the flood waters receded. The information helped identify needs, shape county and regional recovery strategies, and was successfully used in applying for additional state and federal assistance.

Be open to other organizations that may emerge to provide needed resources. Often, new communication channels can be used to push out messages from the LEARN group.

FAQs

What marketing messages are needed now? Two priorities need to be addressed: Communicating directly with businesses, and letting the community or visitors know that businesses are still open. This is especially true for tourism-dependent areas or when general access to businesses is affected.

What do businesses need? It's important for businesses to manage the message with their own employees, customers, suppliers and other partners. Regular communications updates should be relayed to these groups about recovery efforts, support opportunities, and progress.

✓ Actions for LEARN Group

- ☐ For Business Recovery Centers (BRC), use a “one-stop shop” approach to link to all agencies and organizations providing resources for business recovery.
- ☐ For BRCs, establish a hotline and web presence, and post hours for walk-in assistance, etc. Use all available channels of communication to get the word out.
- ☐ Use relationships with other businesses, EDOs or member networks to find out and share how businesses are dealing with recovery.
- ☐ Promote availability of business counseling and recovery financing options through all community information channels.
- ☐ Continue to communicate regularly, even as media attention wanes and the community seemingly returns to normal.
- ☐ When businesses repay their microfinancing loans, update the community. These successes help keep progress visible.
- ☐ Schedule interviews with local journalists and media contacts 3, 6, 9 and 12 months after the disaster.
- ☐ Document techniques that are successful for future reference.

Recovery

Financing

Leaders need to maintain an understanding of the economic conditions of community businesses and advocate for programs that might offer solutions. Encourage all businesses, regardless of size, to have continuity plans. Evaluate how the professional community can support those efforts.

Consider This:

FEMA does not offer business assistance. Look for local resources to fill the gap before SBA arrives, or to provide additional flexibility to federal programs.

In the Fond du Lac, WI, program referenced earlier, the funds were available and announced to the business community within a week and the first loan was made within 8 days. As more needs were identified, access to larger amounts were orchestrated through the Department of Commerce and USDA Rural Development.

In Gays Mills, WI, the Lion's Club purchased gift cards from locally owned businesses, and gave them to the residents of the community. This helped drive traffic and purchases back into the businesses once the disaster passed.

FAQs

Are business recovery grants available? No. Federal or state disaster recovery assistance is through loans. Emergency microloans that may be available locally are smaller amounts at low interest rates. Larger, long term loans for direct or indirect damages may be available through the SBA Disaster Division.

What are indirect losses? A gas station had a booming business until traffic was diverted because of a nearby flood. For weeks, no one could go to the station, even though it was not directly affected by the disaster. This affected sales and ultimately slowed the business. It's important to calculate these losses to help prioritize how recovery funds are allocated, and to clearly communicate that they exist.



✓ Actions for LEARN Group

- ☐ Continue publicizing availability of recovery loan resources.
- ☐ Enlist SBDC offices, technical colleges and other business support organizations in providing disaster recovery finance counseling for affected businesses.
- ☐ Engage the EDA, USDA Rural Development and the SBA in discussion about the longer-term financial recovery plan.
- ☐ Encourage businesses to re-evaluate their business plan and redefine themselves and their markets. Recovery steps can present opportunities to change or grow, which may help shorten payback times.
- ☐ Urge businesses to avoid relying on credit cards to offset losses. Such strategies unfortunately mask the cost of recovery and create a larger burden in the future.
- ☐ Monitor progress of businesses who utilize microloans and publicize progress when they are repaid.
- ☐ Keep good documentation: SBA funding requires financial statements and tax returns. Keep receipts for everything purchased during recovery. It's especially important to document these if more than one loan source is used to avoid 'duplication of benefits'.
- ☐ Publicize the stories of companies that had a continuity plan in place and recovered faster because of it.

Recovery

Planning & Logistics

Gather data and mapping information from the actual results of the disaster to make sure there is comprehensive information for full recovery and future mitigation. The business and economic impacts need to be fully documented in order to serve future economic interests.

Consider This:

The economic multiplier for locally owned businesses is much higher than for some others. Of the money spent in locally owned businesses, 72% stays in the community, vs. 43% of the money spent in non-locally owned businesses. Therefore, targeting specific programming assistance to locally owned firms may be beneficial.

Flexibility is crucial if supplemental recovery funding is made available from federal or state government. Recognize and include the practical needs identified by the business sector. Keep in mind that large or national corporations tend to have greater continuity plans in place, whereas small companies do not.

Re-evaluate existing ED plans or CEDs and adjust priorities to better match the scope of disaster and entirety of regional common needs. When four counties in Wisconsin and 2 in Illinois were simultaneously impacted by floods and auto plant closures, a collective strategy was designed to address both issues. A template to facilitate this process can be found on the companion website at: <http://goo.gl/yi07o>

FAQs

How do we plan or increase preparedness when we're still recovering from disaster? Surviving disaster is a valuable experience for companies. When shared and utilized, the lessons learned by one business can benefit others. Discussing what could be done differently and integrating such perspective in future planning can improve disaster resilience for the whole community.

What should businesses do? Make a record of what happened, what worked and what didn't. Use the information to adjust future response actions and modify continuity plans. Be willing to share your story to help build awareness.

What is a Joint Field Office (JFO)? Once a disaster is formally declared, and federal assistance is available, a JFO is established. In the JFO, federal agencies (FEMA/SBA) and the state coordinate local Disaster Recovery Centers and other assistance.

✓ Actions for LEARN Group

- ☐ Collaborate to create and staff one BRC. Include the local chamber of commerce, SBDC, SBA and others.
- ☐ Provide local EM Director with a list of business resources available through the LEARN Business Recovery Center so reference materials are distributed through the DRC.
- ☐ Business Recovery Centers should have regular hours at first. As needs change, the online presence and case management system will reduce the need for on-site staffing.
- ☐ Partner with local units of government to add disaster specific data from the business sector to all-hazard mitigation and response plans or maps.
- ☐ When a disaster is formally declared, share community and economic information with the Joint Field Office (JFO.) Include economic profile and or tourism guides. Encourage JFO staff to visit locally owned businesses.



More...

<http://goo.gl/dP6NE>

Mitigation

Building Relationships

Identifying hazards that could affect the local economy is important for the whole community. Include an economic development practitioner when the county Hazard Mitigation Plan (HMP) is updated.

Communicating

Analyze where challenges in the communication of needs and resources occurred, and define a better system. Conduct forums to discuss hazards, vulnerabilities and mitigation opportunities.

✓ Actions for LEARN Group

- ☐ Review the current county HMP. By 2012, all but two Wisconsin counties will have a FEMA approved plan.
- ☐ Include the local chamber of commerce or EDC on the hazard mitigation planning team.
- ☐ Attend training offered by the state in mitigation programs.
- ☐ Make sure key business infrastructure is recognized in the general mitigation plan.
- ☐ Economic considerations can be under-represented in county HMPs. Read yours and work with EM directors when the HMP is updated so that business needs receive consideration.

✓ Actions for LEARN Group

- ☐ Analyze how identified hazards may impact the economic community. Conduct outreach to industry groups and public-private partnerships to promote private sector investment addressing them.
- ☐ Research and learn from other communities successes and best practices. Likewise, document and share your own successes through professional networks.
- ☐ Highlight successes in local mitigation, especially when the return on investment and planning are realized.
- ☐ Identify potential partners who have not been involved, and ensure they are available in future disaster to help with communication distribution.

Consider This:

Repeated flooding in Darlington, WI, significantly impacted downtown businesses, so the city developed a mitigation plan to identify long-term solutions. As a result, they applied for and received multiple state and federal grants to assist with relocating businesses out of the floodplain to a new business park. The vacated floodplain was developed into a park and riverwalk, boosting the local tourism economy. In addition, the city floodproofed historic downtown businesses and received numerous awards.

When the city of Milwaukee began redeveloping the Menomonee Valley industrial area, it raised the elevation by several feet before allowing new construction. This resolved past problems and ensured that new buildings would be out of the floodplain and less vulnerable to damages in the future.



Mitigation

Financing

Work with local, state, federal and non-profit agencies to identify potential funding sources to mitigate future disaster impacts in your community. Continue to track outcomes.

Planning & Logistics

Develop mitigation strategies based on hazard identification and economic risk assessment to reduce or eliminate future economic losses.

✓ Actions for LEARN Group

- ☐ Encourage businesses to review and update existing insurance coverage.
- ☐ Pursue participation in the National Flood Insurance Program (NFIP) Community Rating System (CRS) which will result in flood insurance discounts throughout your community.
- ☐ Ensure EM directors are aware of mitigation needs for economic drivers. Get consideration for mitigation grants when funding becomes available.
- ☐ Leverage FEMA, DOT, and other disaster-related funding to recreate infrastructure hardened for disaster.
- ☐ Work with EM directors to explore FEMA Hazard Mitigation Grant Program (HMGP) grant opportunities.

✓ Actions for LEARN Group

- ☐ Enforce building codes, standards and floodplain ordinance during the building process.
- ☐ Update plans (e.g., comprehensive overview, specific operations, capital improvement, etc.) to address high-risk areas identified in the hazard mitigation plan.
- ☐ After an event, review your community's mitigation plan to see if revisions are necessary.
- ☐ Encourage local government staff to evaluate capital improvement plans to ensure they invest in infrastructure that better protects the economy from future disasters.

FAQs

Where can chambers or EDOs get additional information?

Check the website for links. IEDC has a specific website just for EDOs and chambers at restoreyoureconomy.org.

How do you prioritize economically focused mitigation activities?

Long range mitigation decisions should take future economic factors into account. EDA funded a helpful website to assist in regional economic research at knowyourregion.org

For official state emergency management information visit:

<http://emergencymanagement.wi.gov/>



More...

<http://goo.gl/0svLY>

Preparedness

Building Relationships

The chief elected official is responsible for ensuring both the health and safety of residents and the economic stability of the community. Encourage development of strong relations between stakeholders by convening meetings with economic development organizations, chambers of commerce, emergency management officials, business recovery planners and business leaders to discuss current plans and upcoming exercises or training opportunities.



Consider This:

The East Central Wisconsin Regional Planning Commission invited stakeholders from all of Calumet County to a 2.5 hour cross-training session. Attendees included the local chambers of commerce, planning staff, community development staff, elected officials, prominent businesses, county level EM and economic development staff. After sharing information, gaps in responsibilities were uncovered and began to be addressed. Everyone felt more informed and empowered together after the gathering, and thus could better coordinate preparedness efforts.

FAQs

Why would a chamber be involved in this effort? As unique as the communities they serve, chambers all have one goal in common: to foster a healthy business environment. Disaster resilience is critical to that mission. After a disaster, accurate information and leadership are needed to devise solutions. Envision the future, and contribute to long term community recovery.

Is it worth my time to foster relationships? Yes, these relationships can be critical. It's a small investment of time that will pay dividends along the way.

What kind of time is involved? Take it one meeting at a time. Start with a 90 minute session and go from there. A sample agenda is on the companion website.

✓ Actions for LEARN Group

- ☐ Ask the local regional planning commission or council to facilitate in-person discussions to build relationships and prepare your business community (see Actions list on page 5).
- ☐ Invite EDOs and EM organizations to participate in facilitated discussions with EM leaders that create a broader understanding of response and recovery responsibilities.
- ☐ Link EDOs, chambers and business networks. Use discussions to form a LEARN group.
- ☐ Create and share a contact list of participants.
- ☐ Advocate for local businesses to engage in continuity planning.
- ☐ Form relationships beyond your immediate geographical area. Engage with SBDC and other organizations within a wider region.
- ☐ Arrange a regular schedule of meetings for the LEARN group to discuss preparedness.
- ☐ Organize business workshops to share continuity planning and insurance information. Planning templates are on the companion website at: <http://goo.gl/yi07o>. Make sure LEARN group members have a continuity plan.

Preparedness

Communicating

Chambers of commerce and EDOs are essential partners in expanding private sector understanding of disaster management. They must have a structured program for communicating risk factors to businesses. Business owners that understand the concept of preparedness are a significant resource in achieving community resilience.

Consider This:

The same local government and media sources used to distribute information for individuals should be asked to include basic information for businesses. Provide to them a central website or phone number for the LEARN group to gather and share information.

Using communication channels already in place can speed up response capabilities. In Pleasant Prairie, WI, an industrial park developer and local chamber executives worked with emergency managers in a public/private partnership to plan a response strategy and update communication protocols in the event of a major train derailment. As a result, communication protocols were revised and contact lists updated.

FAQs

What are private sector responsibilities in preparedness?

All businesses are expected to have the capacity to protect their employees, infrastructure and facilities in the case of disaster. Protecting information and being able to access it remotely is also essential. For more information visit <http://we-partner.org/business>

Are expectations of large corporations different from small businesses? Yes. Large corporations typically have more resources and can more effectively collaborate with EM officials. They may also be involved in local public/private preparedness initiatives. More information is available at the ready.gov website.

What about small businesses? It's true that smaller businesses with fewer resources can be overwhelmed by disaster more easily. This is why reaching out with targeted guidance and resources is an important step for whole community recovery.

✓ Actions for LEARN Group

- ☐ Meet with EM directors and public information officers (PIOs) to be sure that information for the business sector is included on contact lists.
- ☐ Document how messages can be sent and need to be formatted so it's easier to implement when needed (211, municipal websites, reverse 911 etc.)
- ☐ Convene organizations that will play a role in business recovery. Designate one group to take the lead coordinating business communications in a post-disaster situation.
- ☐ Recruit a local leader who is willing to encourage and stress the importance of continuity planning within the community's private sector.
- ☐ Publish updates, information and plans as you prepare. This helps build relationships, coordinate financing, share logistics information, and gives partners "one place to go" for information and updates.
- ☐ Compile the results of your actions into a communications plan, distribute copies to partners and publish online so businesses can reference if/when needed.
- ☐ Identify communication mediums that will be used by all partners and document formatting or content guidelines.

Preparedness

Financing

Optimally, disaster financing programs would be designed and in place prior to the disaster. Because loan funds from the SBA are available only for 'declared' disasters, they can take longer to obtain. Access to local sources of emergency working capital is vital. A proven national best practice is providing small, very low-interest emergency microloans.



Consider This:

In Florida, the Charlotte County EDO has an emergency disaster loan program ready to be used when needed. Participating banks and loan application instructions are updated annually. Agreeing to such a strategy and initially setting it up is an important first step for any community.

Encourage businesses to engage in business continuity planning. This will help them identify financial tools they will need in place to ensure a speedy recovery (e.g., insurance policies, lines of credit, etc).

FAQs

Does the government have grant money for this? No. Generally, federal, state, and local governments make disaster recovery loans to businesses. The more local the source of funding is, the quicker it can be made available. Federal disaster assistance for business is through the SBA Disaster Division (not the SBA district or state offices.)

Can existing RLF sources be used? Yes, but typically the funds are tied to job creation or retention, and other requirements. The process can be lengthy when time is of the essence.

What do businesses need? Adequate understanding of disaster related insurance issues is critical. Appropriate riders and continuity planning are useful education topics.

✓ Actions for LEARN Group

- ☐ Provide education to the business community on important insurance issues. Flood insurance is frequently misunderstood by local agents and business owners.
- ☐ Identify local sources of unrestricted funding that could be re-purposed for emergency loans (e.g., EDC retained earnings, BID funds, community/foundation loans).
- ☐ Amend your community's Revolving Loan Fund (RLF) manual to allow for quick processing of post-disaster loan applications.
- ☐ Identify organizations to be involved in approving and administering a microloan program; include funds to pay for needed personnel. Draft an MOU between groups.
- ☐ Identify local BID district funds that could be utilized for mitigation.
- ☐ Create a loan program structure that includes short applications and fast decision making time frames to provide small amounts of operating cash for immediate recovery.
- ☐ Research creative, successful financing options used in other areas and customize to your local need or fund availability.

Preparedness

Planning & Logistics

What would happen if a large employer suddenly shifted jobs to another location—or if half of the main street businesses failed within a few month span? Job losses and business failures after disaster drag down a community's economy long after debris is cleared away. Write a plan that addresses these risk factors and vulnerabilities with specific responses.

Consider This:

Twenty five percent of all flood damage happens outside the floodplain. Look into the benefits of participating in the FEMA Community Rating System (CRS.) Participating communities qualify for significantly lower flood insurance premiums for all businesses and residents in the area.

In Jefferson County, WI, the interstate closed, significantly affecting businesses which were not themselves flooded. Evaluate historic risk factors and develop a plan for alternate routes, resources, and markets.

HMPs can be used to identify vulnerable businesses for a targeted outreach program. Southwestern Wisconsin Regional Planning Commission used data from their WIB to map out the businesses in a five county area, and identify which ones were vulnerable to flooding and indirect losses through damaged infrastructure.

FAQs

How do you know if a building is vulnerable to flooding?

Floodsmart.gov has a free address-based risk assessment tool to help businesses and homeowners know what to expect in the event of a flood.

What do businesses need? Encourage them to do continuity planning; visit the preparemybusiness.org website for templates. At a minimum, business employees and facilities should be fully protected.



✓ Actions for LEARN Group

- ☐ Identify the businesses and infrastructure that are most vulnerable to disaster.
- ☐ As part of the county HMP, consider using GIS analysis to show vulnerabilities for key economy “driver” enterprises.
- ☐ Integrate EM into the community’s comprehensive plan.
- ☐ Ensure economic development considerations are included in the emergency response plan.
- ☐ Inventory major facilities and spaces within your community which can be used as a BRC or staging area. To avoid confusion establish a location separate from FEMA Disaster Recovery Centers.
- ☐ Encourage businesses to discuss possible private sector mutual aid agreements and how they might be enacted.
- ☐ Modify your plans based on lessons learned and best practices.
- ☐ Go to ready.gov for additional information on business and economic preparedness.



More...

<http://goo.gl/iGNBP>

Created by:

EDA Disaster Recovery Collaborative of Wisconsin

Wisconsin Economic Development Corporation
East Central Wisconsin Regional Planning Commission
Mississippi River Regional Planning Commission
North Central Wisconsin Regional Planning Commission
Southwestern Wisconsin Regional Planning Commission

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Fox Cities Chamber of Commerce	UW-Milwaukee Urban Planning Program
International Economic Development Council	WI City/County Managers Association
Jefferson County Economic Development Consortium	WI Counties Association
League of WI Municipalities	WI Department of Commerce
Local Government Institute of WI	WI Department of Natural Resources
Milwaukee Economic Development Corporation	WI Department of Transportation
Milwaukee Urban Area Security Initiative	WI Emergency Management
Nashville Area Chamber of Commerce	WI Economic Development Association
Public Entity Risk Institute	WI Office of Justice Assistance
SE WI Citizens and Organizations Active in Disaster	WI Volunteer Organizations Active in Disaster
South East WI Regional Planning Commission	WI Women's Business Initiative Corporation
Sauk County Economic Development Corporation	WI Department of Tourism

Never doubt that a small group of thoughtful committed citizens can
change the world; indeed, it's the only thing that ever has.
- Margaret Mead

<http://goo.gl/yi07o>



For a downloadable version of this booklet and other resources,
please visit wedc.org or emergencymanagement.wi.gov/recovery/business.asp

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