

2017 Comprehensive Economic Development Strategy Annual Report



East Central Wisconsin
Regional Planning Commission

ECWRPC

Calumet • Fond du Lac • Menominee • Outagamie
Shawano • Waupaca • Waushara • Winnebago

2017 Comprehensive Economic Development Strategy (CEDS) Annual Performance Report

Date Adopted: October 27, 2017

Prepared by the
East Central Wisconsin Regional Planning Commission

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ABSTRACT

TITLE: 2017 Comprehensive Economic Development Strategy
(CEDS) Annual Performance Report

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SUBJECT: 2017 annual update of the East Central Region's
Comprehensive Economic Development Strategy

DATE: Date Adopted October 27, 2017

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The 2017 Annual CEDS Performance Report analyzes the East Central WI Region's current economic conditions and serves as an update on the region's progress towards reaching regional goals and objectives, and implementing the region's plan of action. In addition, this report contains an updated Regional Project Inventory list of community and economic development projects from throughout the region that meets EDA investment priorities and pertains to various funding sources.

TABLE OF CONTENTS

INTRODUCTION	1
THE EAST CENTRAL WISCONSIN REGIONAL PLANNING COMMISSION	1
2017 ANNUAL PERFORMANCE REPORT	1
SECTION 1: ADJUSTMENT TO THE 2013 CEDS	3
ADJUSTMENTS TO THE ECWRPC AND 2017 CEDS COMMITTEE.....	3
The East Central Wisconsin Regional Planning Commission	3
The 2017 CEDS Committee	4
EDA Investments in the Region	7
ADJUSTMENTS TO THE STRATEGY	8
Labor Force.....	8
Unemployment	9
Per Capita Personal Income	10
Average Wages	11
SECTION 2: REPORT ON ECONOMIC DEVELOPMENT ACTIVITIES	13
EAST CENTRAL REGION'S ECONOMIC DEVELOPMENT ACTIVITIES.....	13
Operational Principles	13
East Central Action Plan.....	13
INTEGRATION WITH STATE, REGIONAL, AND LOCAL ECONOMIC DEVELOPMENT	17
SECTION 3: EVALUATION OF PROGRESS ON IMPLEMENTATION PLAN	19
PROGRESS ON IMPLEMENTATION OF THE 2013 CEDS 5-YEAR UPDATE	19
Economic Development Vision	19
Goals.....	19
Objectives and Performance Measures	19
SECTION 4: SCHEDULE OF GOALS FOR NEXT YEAR	23
GOALS FOR NEXT YEAR	23
EAST CENTRAL REGION PROJECT INVENTORY RESULTS AND ASSESSMENT	25
Project Scoring Criteria.....	25

FIGURES

Figure 1: East Central RPC Table of Organization, July 2017	3
Figure 2: East Central RPC Staffing, 2017	4
Figure 3: Regional Civilian Labor Force, 2005-2016	8
Figure 4: Region, State, and U.S. Annual Unemployment Rates, 2000-2016.....	9
Figure 5: Region, State, and U.S. Monthly Unemployment Rates, Jan.-June 2017	9
Figure 6: Average Annual Unemployment Rates, 2016.....	10

TABLES

Table 1: EDA Investments in the East Central Wisconsin Region Since 1984.....	7
Table 2: East Central Region Goals.....	24
Table 3: Economic Development Projects.....	26
Table 4: Community Development Projects	28

MAPS

Map 1: East Central Wisconsin RPC and EDD.....	5
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APPENDICES

Appendix A: Resolution No. 17-17	29
Appendix B: 2017 CEDS Committee.....	31
Appendix C: Civilian Labor Force	33
Appendix D: Personal Per Capita Income	35
Appendix E: 2016 County NAICS Annual Average Wage	37
Appendix F: Project Scoring Criteria	39



INTRODUCTION

INTRODUCTION

THE EAST CENTRAL WISCONSIN REGIONAL PLANNING COMMISSION

The East Central Wisconsin Regional Planning Commission (ECWRPC) 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 1984, ECWRPC 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 and provides funding, in part, for community development planning that is designed to assist in alleviating economic distress and unemployment.

The Comprehensive Economic Development Strategy (CEDS) document is a significant component of remaining a designated EDD. Continued eligibility of the East Central Economic Development District is based upon ECWRPC 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. In October, 2013, ECWRPC submitted its *2013 CEDS 5-Year Update* to the EDA, which can be found on ECWRPC's website: www.ecwrpc.org/ceds. ECWRPC is pleased to submit its *2017 CEDS Annual Performance Report* to the EDA.

2017 ANNUAL PERFORMANCE REPORT

This report analyzes the East Central WI Region's current economic conditions and serves as an update on the region's progress towards reaching regional goals and objectives, and implementing the region's plan of action. In addition, this report contains an updated Regional Project Inventory list of community and economic development projects from throughout the region that meets EDA investment priorities and pertains to various funding sources.

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. 79, No.244) on January 20, 2015. Preparation of this report was financed in part by a grant under award number 06-83-05964 from the Economic Development Administration (EDA), U.S. Department of Commerce. The statements, findings, conclusions, and recommendation are those of the authors and do not necessarily reflect the view of the EDA or the U.S. Department of Commerce.



SECTION 1

ADJUSTMENT TO THE 2013 CEDS

SECTION 1: ADJUSTMENT TO THE 2013 CEDS

ADJUSTMENTS TO THE ECWRPC AND 2017 CEDS COMMITTEE

The composition of the Commission and the 2017 CEDS Committee has changed slightly since the *2013 CEDS 5-Year Update*, however, the capacity to support the development or implementation of the CEDS has remained unchanged.

The East Central Wisconsin Regional Planning Commission

ECWRPC is governed by 35 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 July, 2017 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, July 2017

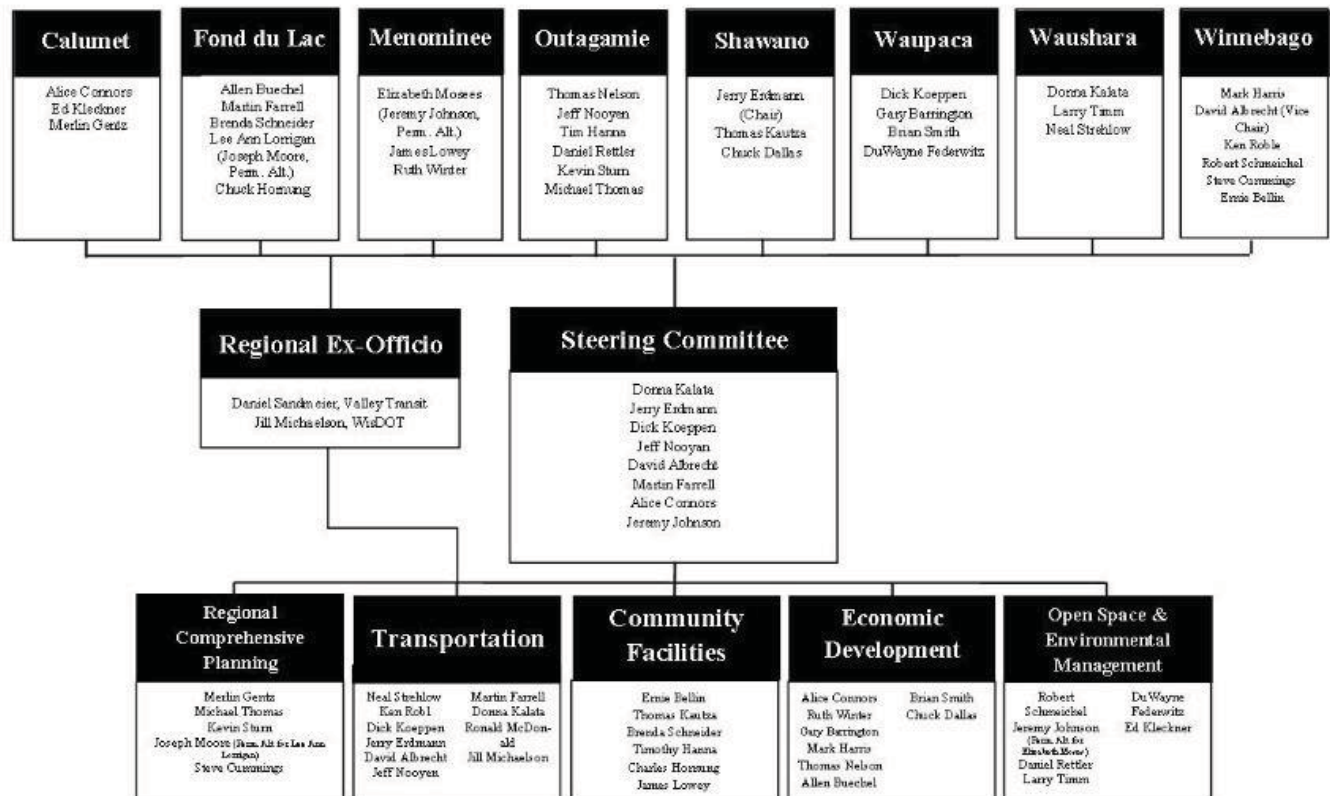


Figure 2: East Central RPC Staffing, 2017

Administrative Staff

Eric W. Fowle, AICP, Executive Director
Walt Raith, Assistant Director / MPO Director
Pamela Scheibe-Johnson, Controller

Planning Staff

Kathy Thunes, P.E., Principal Community Dev Planner
Trish Nau, Principle Recreation Planner
Melissa Kraemer Badtke, Principal Planner SRTS
David Moesch, Associate Transportation Planner
Scott Konkle, Mine Reclamation Specialist
Todd Verboomen, Associate Environmental Planner
Joe Huffman, Sewer Service Area Planner
Tom Baron, AICP, Associate Community Dev Planner
Nick Musson, Associate Transportation Planner
Kolin Erickson, Transportation Planner
Sarah Van Buren, AICP, Assoc. Economic Dev Planner

Kim Biedermann, Regional Bicycle/Ped. Coordinator
Lauron Clark, SRTS Planner
Ashley Tracy, SRTS Planner

Geographic Information Systems Staff

Mike Zuege, GIS Coordinator
Adam Pfefferle, GIS Specialist II
Tyler DeBruin, GIS Specialist I
Kyle McNair, GIS Assistant

Information Technology Staff

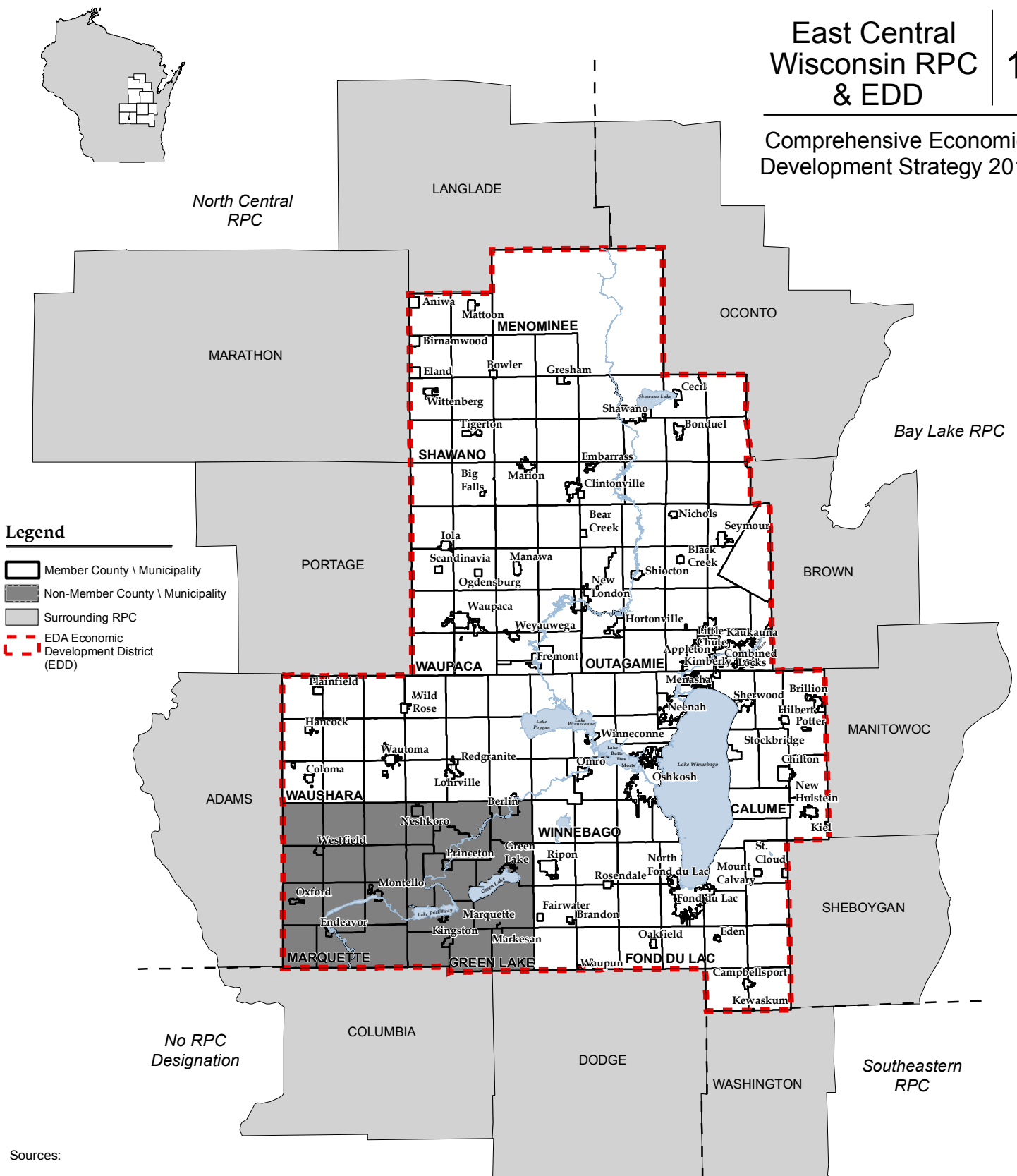
Tim Badtke, IT Coordinator

Notes:

SRTS= Safe Routes to School

The 2017 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 *2017 CEDS Annual Performance Report*. Many thanks go out to the committee for their assistance in preparing this document.



Sources:

Member County information provided by ECWRPC 2017.
Base map data provided by the Regional counties and DNR Wisland data.



0 10 20
Scale in Miles

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.



Prepared September, 2017 by:
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Regional Planning Commission
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EDA Investments in the Region

Since gaining EDD status in 1984, the Commission has been successful in securing nearly \$13.5 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
1984-2015*	East Central Wisconsin RPC	Regional	Ongoing Economic Development Planning	Planning	\$ 1,913,743
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					\$ 13,540,988

* Includes 3-year grant awarded to the Commission in 2015 to fund planning activities from 2015-2017 as well as supplemental planning funds awarded thereafter

ADJUSTMENTS TO THE STRATEGY

Since the completion of the *2013 CEDS 5-year Update*, the East Central Region has not experienced significant changes to the economic conditions of the region. Slight fluctuations are reflected in the following figures and tables, highlighting the region's civilian labor force, unemployment rates, per capita income and average wage. This lack of significant change did not constitute any necessary adjustments to this *2017 CEDS Annual Performance Report*.

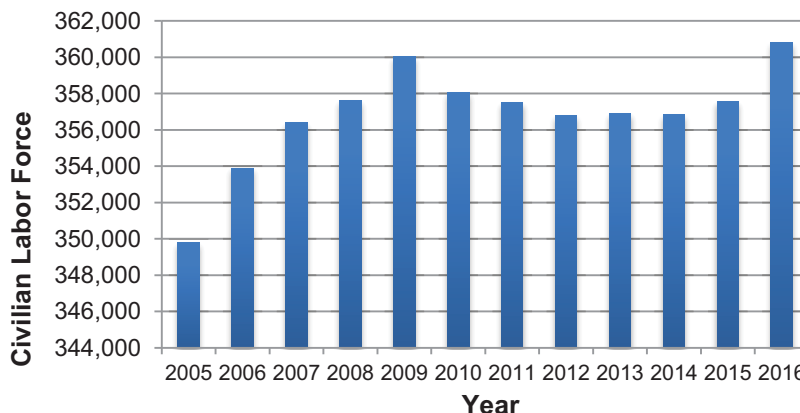
Regional community and economic development activities (as listed in Section 2) continued to progress throughout the 2016-2017 year based on goals identified in the *2013 CEDS 5-year Update*. These advancements in local and regional projects are expected to continue and have been re-prioritized based on the schedule of goals for next year as determined by the CEDS Committee. For the list of goals for next year and the ranked Regional Project Inventory list, please see the Section 4 of this report.

Labor Force

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. Appendix C shows detailed labor force information for persons 16 and older.

Between 2015 and 2016, the region's labor force grew from 357,562 to 360,821 which was a .09 percent increase (Appendix C). Between 2005 and 2016, 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 (Figure 3). In 2016, the region continued to experience an increase in the labor force.

Figure 3: Regional Civilian Labor Force, 2000 – 2016



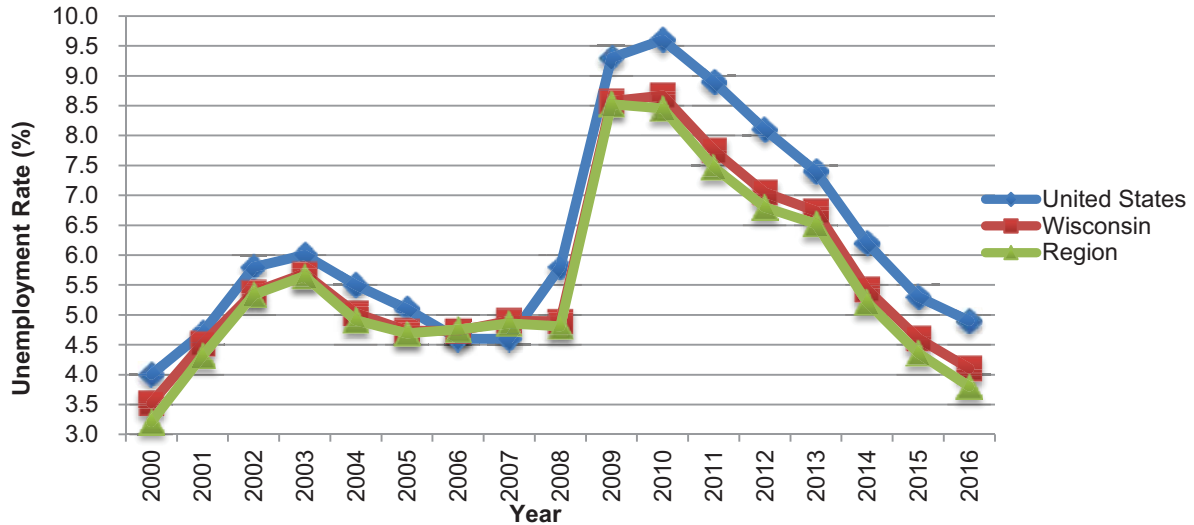
Source: Wisconsin Department of Workforce Development, Bureau of Workforce Training - Labor Market Information, Local Area Unemployment Statistics (LAUS) Results, 2016

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.

Unemployment

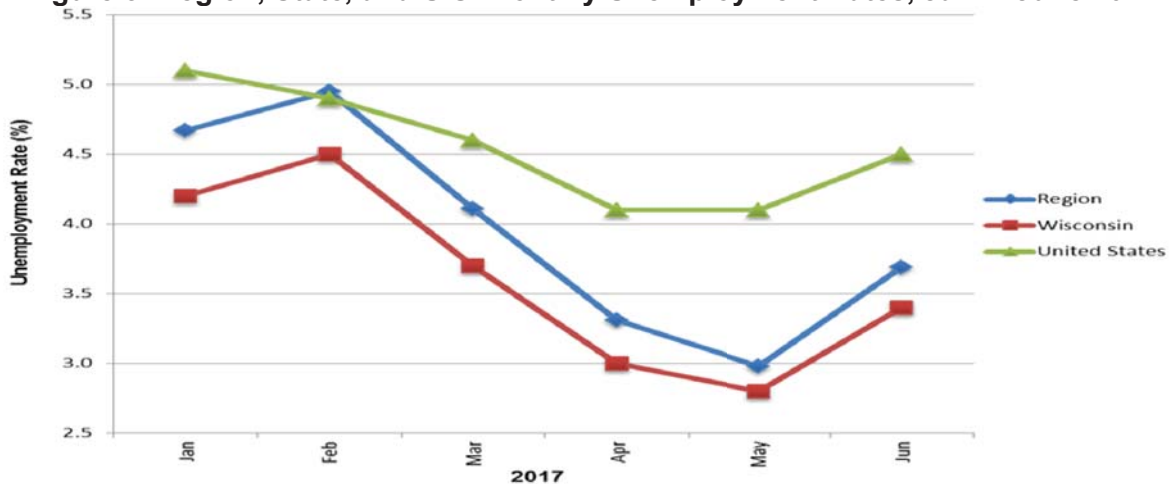
Figure 4 shows that the state's (4.1 percent) 2016 annual average unemployment rates were lower than the national average (4.9 percent) and slightly higher than the region's (3.8 percent). January through June 2017 monthly unemployment rates are shown in Figure 5 to illustrate the region's slight decline and rise in unemployment during the first half of 2017, leading to an overall drop in unemployment from January to June.

Figure 4: Region, State, and U.S. Annual Unemployment Rates, 2000 – 2016



Source: Wisconsin Department of Workforce Development. LAUS Benchmark and Estimates Reports, 2016
Not Seasonally Adjusted

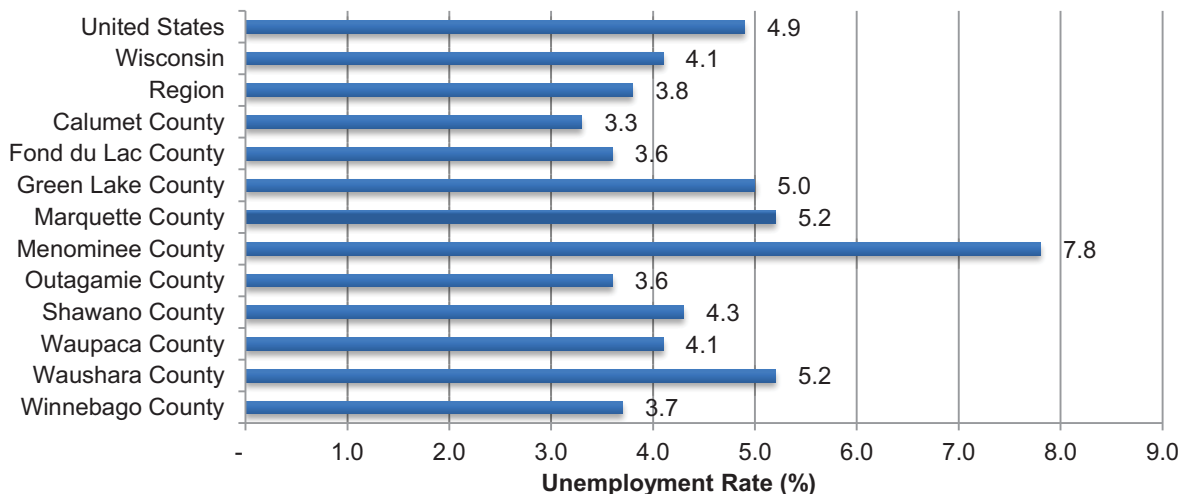
Figure 5: Region, State, and U.S. Monthly Unemployment Rates, Jan. – June 2017



Source: Wisconsin Department of Workforce Development. LAUS Benchmark and Estimates Reports, 2017
Not Seasonally Adjusted

Figure 6 shows annual unemployment rates in 2016 for each of the counties in the region. Menominee County continues to experience the highest level of unemployment (7.8 percent), a decrease from 2015 (9.9 percent). Marquette and Waushara Counties had the second highest rate of unemployment (5.2 percent), decreasing from 6.4 percent in 2015. Calumet County had the lowest unemployment rate (3.3 percent), followed by Fond du Lac and Outagamie Counties (3.3 percent). As such, the region's urban counties continue to exhibit lower unemployment rates than rural counties.

Figure 6: Average Annual Unemployment Rates, 2016



Source: Wisconsin Department of Workforce Development. LAUS Benchmark and Estimates Reports, 2016. Not Seasonally Adjusted

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. With little change from 2012 to the most recent 2015 data, the region continues to remain fairly stable, increasing wages slightly.

Appendix D 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 2015, 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 (\$40,330). Only Calumet surpassed the state PCI level (\$44,186). No counties surpassed the state (\$45,914) or the national PCI (\$48,112). PCI levels were drastically lower than the national, state, and regional levels for Menominee County, where the PCI is 56.1 percent of the national level. Marquette, Shawano, and Waushara Counties have the next lowest PCI.

Average Wages

Reviewing wage information allows for insight into industry-specific rates of pay at the county and state level. Average wages have not fluctuated greatly over the course of the last year; however, wage information remains an important resource to understanding the region. Appendix E presents average wage information for the region (2-digit North American Industrial Classification System (NAICS)).

Generally, a portion of higher paying industry groups fall within the Manufacturing Sector in the production of durable and non-durable products. Annual average weekly wages in these industries have been and continue to be among the highest in the region. In 2016, the region reported an annual average weekly wage of \$941, with the highest county wage in Winnebago County at \$1,184.

Other higher paying industry groups include construction, utilities, wholesale trade, finance and insurance, professional and technical services, management of companies and enterprises, and health care and social services. The Utilities sector reported a \$1,338 annual average weekly wage in the region, with the highest county wage in Calumet County at \$1,669 and Fond du Lac County at \$1,663. For the region, the Wholesale Trade sector reported an \$800 annual average weekly wage. The highest wages were found in Outagamie County for the Wholesale Trade sector, at \$1,174.

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 the region, the annual average weekly wage for Arts Entertainment and Recreation is \$321 and the average for Accommodation and Food Services is \$233. Shawano County has the highest average in the Arts Entertainment and Recreation sector at \$486, which outpaces the region significantly.



SECTION 2

REPORT ON ECONOMIC DEVELOPMENT ACTIVITIES

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EAST CENTRAL REGION'S ECONOMIC DEVELOPMENT ACTIVITIES

The East Central Region has been involved in the following economic development activities throughout the 2016-2017 year to support the implementation of the *2013 CEDS 5-Year Update*.

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 been involved with throughout 2015-2016 and will continue to undertake to support the operational principles and the overall goals and objectives of the *2013 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 Performance Report	Every 5-Years (2008, 2013, etc.) Yearly
C. Collaboration and coordination with state, regional, county, and local economic development organization/efforts. <ul style="list-style-type: none">• Provide administrative support for NEWREP, as financial manager	Ongoing 2011 - Present
D. Continued State Data Center affiliation by providing socioeconomic, transportation, land use, natural resource,	Ongoing

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 	2011; Ongoing
E. Provision of technical assistance to local communities, through the Commission's technical assistance program. <ul style="list-style-type: none"> 39 technical assistance requests were approved for 2017 with 13 of those falling into Economic Development category. 	Ongoing

PRINCIPLE 2: Foster effective transportation access.

Activity	Time Frame
A. Continue to serve as the Appleton Transportation Management Area, Oshkosh Metropolitan Planning Organization (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 Work Program 	Ongoing Every 5 years (2010, 2015, etc.) Annually Annually
B. Transportation Corridor Planning	Annually
C. Transportation Planning Assistance	Ongoing
D. Continue efforts to develop the Northeast Wisconsin Travel Demand Model in cooperation with the Wisconsin Department of Transportation, Bay Lake Regional Planning Commission and Green Bay MPO.	Ongoing
E. Developing and implementing a Regional Safe Routes to School (SRTS) Program.	Ongoing
F. Coordination of Specialized Transportation Plans for all ten counties within the region.	Updates every 5 years (2008, 2013, etc.)
G. Prepare Transit Development Plans (TDPs). <ul style="list-style-type: none"> Oshkosh Transit TDP Valley Transit TDP Fond du Lac Transit TDP 	Completed 2011 updated in 2016 2008-2009; update in 2015 2008-2009; update in 2015
H. Continue coordinating discussions regarding Passenger Rail through Northeast Wisconsin.	Ongoing
I. Prepare and implement 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 (FWHP) Action Plan: <ul style="list-style-type: none"> • Implementation of Action Plan Goals • Continue coordination with the FWHP, including work regarding the FWHP Water Trail 	Ongoing Ongoing
B. Continue efforts to protect sensitive environmental features in the region. <ul style="list-style-type: none"> • Continued to act as the Lake Michigan Stakeholders Co-Chair working to Be Wisconsin's voice for Lake Michigan • Actively coordinated with the Fox Wolf Watershed Alliance in the Weigh in on the Winnebago Waterways Program • Coordinated with the White Clay Lake Protection and Rehabilitation District to proceed through the lake planning process 	Ongoing Ongoing Ongoing 2017-2018
C. Continue to administer the NR-135 Program—Mining Reclamation.	Ongoing
D. Continue coordination of the Niagara Escarpment Research Network (NERN) and involvement in the Lakeshore Natural Resource Partnership.	Ongoing

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

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
<p>A. Continue to assist counties and local communities in implementing and updating their comprehensive plans, in compliance with §66.1001.</p> <p>Socioeconomic data updates provided for:</p> <ul style="list-style-type: none"> • Waushara County • Town of Navarino <p>Implementation assistance provided to:</p> <ul style="list-style-type: none"> • Waushara County • <i>Town of Fond du Lac Comprehensive Plan Update</i> • <i>Town of Byron Comprehensive Plan Update</i> • <i>City of Neenah Comprehensive Plan Update</i> • <i>City of Oshkosh Comprehensive Plan Update</i> • <i>Town of Buchanan Comprehensive Plan Update</i> • <i>City of Waupun Comprehensive Plan Update</i> • <i>City of Clintonville Comprehensive Plan Update</i> • <i>Village of Sherwood</i> 	<p>Ongoing</p> <p>2015 2017</p> <p>2015-2018 2016-2017 2016-2017 2016-2017 2016-2017 2017-2017 2017-2018</p>
<p>B. Continue to administer the WDNR's Sewer Service Area (SSA) Program.</p> <ul style="list-style-type: none"> • <i>Fond du Lac 2030 SSA Plan Update</i> • Administration/Coordination of SSA plans • Continuing Management of SSA Review Activities 	<p>2017-2018 Ongoing Ongoing</p>

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

Activity	Time Frame
<p>A. Pursue additional funding from EDA while leveraging funding from additional private and public sources.</p> <ul style="list-style-type: none"> • Pursue EDA funds for Foreign Direct Investment Project • Assist the City of New Holstein in exploring EDA funds for Tecumseh site redevelopment • Assist City of Brillion in exploring EDA funds for the Brillion Iron Works site • Assist Goodwill in pursuing EDA funds for a farm incubator Project 	<p>Ongoing</p> <p>2015 – Present Ongoing</p> <p>Ongoing</p> <p>2016-Present</p>
<p>B. Pursue funding from other local, state and federal sources.</p> <ul style="list-style-type: none"> • Funding from the Department of Defense Office of Economic Adjustment for implementation of Oshkosh Region Defense Industry Diversification Initiatives (Phase I) and Initiative 41 (Phase II) 	<p>2015 - 2018</p>
<p>C. Continue providing information on local, state, and federal economic development programs</p> <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 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

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. The Commission will continue to participate in the efforts of other economic development organizations from the state and throughout the region including, but not limited to, the following:

- Wisconsin Economic Development Corporation;
- 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 Professionals;
- Shawano County Economic Progress, Inc.;
- Greater Oshkosh Economic Development Corporation;
- 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;
- Winnebago County Industrial Development Corporation;
- Fond du Lac County Economic Development Corporation;
- Menominee Tribal Enterprises;
- Local Chambers of Commerce and Economic Development Corporations; and
- Convention and Visitors Bureaus.



SECTION 3

EVALUATION OF PROGRESS ON IMPLEMENTATION PLAN

SECTION 3: EVALUATION OF PROGRESS ON IMPLEMENTATION PLAN

PROGRESS ON IMPLEMENTATION OF THE 2013 CEDS 5-YEAR UPDATE

Not only does this section 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 2016, goals for the next year were prioritized by the CEDS Committee and are presented in Section 4. These goals will be used to guide economic development planning efforts within the region and Commission activities. Goals were organized into the following categories, determined by the CEDS Committee during the *2013 CEDS 5-Year Update*:

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

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

- PERFORMANCE MEASURE 1.2: Regional and county unemployment rate, compared to state and/or nation
- 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
 - PERFORMANCE MEASURE 2.2: Regional and county average weekly wage, total and by sector, compared to state and/or nation
 - 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: EDA per capital investment in the East Central Region
 - 2009 EDA Investment*: \$1.14
 - 2010 EDA Investment**: \$0.96
 - 2011 EDA Investment***: \$0.08
 - 2012 EDA Investment****: \$0.16
 - 2013 EDA 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
 - 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



SECTION 4

SCHEDULE OF GOALS FOR NEXT YEAR

SECTION 4: SCHEDULE OF GOALS FOR NEXT YEAR

GOALS FOR NEXT YEAR

The CEDS Committee met in the fall of 2017 to determine and prioritize goals for the next year and actions on how to achieve these goals. The following, also listed in Table 2 below is a list of 13 priority goals selected by the CEDS Committee.

A Supportive Regional Business Climate

- GOAL 3: Foster a regional business climate that supports small business, new high quality investment and job creation.
- GOAL 4: Attract, retain, and grown existing businesses and priority clusters.

Entrepreneurship and Innovation

- GOAL 9: Support development of capital funds entrepreneurs need for early and late stage growth.
- GOAL 10: Increase success of startups through specialized programs.

Education and Workforce Development

- 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 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 19: Encourage planning to guide development to maximize the use of existing infrastructure, minimize costs, and minimize environmental impacts.
- GOAL 22: Advance infrastructure to ensure walkability, bicycle friendly pathways and access to public transportation.

Economic Benefits of Recreation and Natural Resources

- GOAL 26: Recognize the importance of open spaces by encouraging its inclusion into community design.
- GOAL 29: Continue to support efforts to enhance water quality.

Quality of Life and Livability

- 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.

Table 2: East Central Region Goals

Goals	Responsible Party(ies)	Action items to achieve goal	Specific Time Frame
A Supportive Regional Business Climate			
Goal 3: Foster a regional business climate that supports small business, new high quality investment and job creation	RPCs and all regional stakeholders	Utilize the CEDS process and the Initiative 41 process to further collaboration in order to achieve goal	Ongoing
Goal 4: Attract, retain, and grow existing businesses and priority clusters.	EDOs, Municipalities, WEDC	Market state and local programs that assist local businesses; Provide data services as an ongoing economic and community development tool.	Ongoing
Entrepreneurship and Innovation			
Goal 9: Support development of capital funds entrepreneurs need for early and late stage growth.	RPC, County Government, EDOs, Municipalities, WEDC	Identify sources of funding, key partners, stakeholders, and leverage resources available such as RLFs.	2015-2018
Goal 10: Increase success of startups through specialized programs.	WEDC, EDO, Colleges (Tech and 4-year institutions), Regional Entrepreneurial Support Groups	Increase government funding; Offer more programs; Obtain sponsorship for programs; Engage mentors.	Ongoing
Education and Workforce Development			
Goal 14: Align workforce development and economic development goals and efforts.	WEDC, Local Education, WU System, RPCs, FVTC, WDBs, EDOs, DWD	Align with workforce development efforts through involvement in state and local workforce development boards and higher education.	Ongoing
Goal 15: Encourage partnerships between the public and private sector to identify skills and knowledge.	WMEP, Tech Colleges, NEWERA, Local business groups	Continue to partner with private sector to gain insight on workforce needs, and develop projects similar to the new Bachelor of Science in Engineering Technology program.	Ongoing
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.	WEDC, DPI, New North, NEWERA, Tech Colleges, Chambers of Commerce, Local school districts, Local business groups	Document current paths and what needs to change for economic development growth; Increase capacity of internships and tracking of them(see NEWMA).	Ongoing
Economic Impacts of Infrastructure			
Goal 19: Encourage planning to guide development to maximize the use of existing infrastructure and public services.	Municipalities, RPCs, WisDOT, Health Officials	Partner to align needs of municipalities with Wisconsin Department of Transportation; Monitor and provide education of infrastructure policies and decisions that impact economic development	Ongoing
Goal 22: Advance infrastructure to ensure walkability, bicycle friendly pathways and access to public transportation	Municipalities, RPCs, WisDOT, Health Officials	Educate community partners, update strategic plans, comprehensive plans, business plans, and bicycle and pedestrian plans, etc. to incorporate livability.	Ongoing
Economic Benefits of Recreation and Natural Resources			
Goal 26: Recognize the importance of open spaces by encouraging its inclusion into community designs.	RPC, WisDNR, Counties	Develop educational and programming materials which better link recreational and open space amenities to positive economic impacts such as property values, talent attraction, and health	Ongoing
Goal 29: Continue to support efforts to enhance water quality.	County, State, Municipalities, WisDNR, RPCs, EDOs, NGOs	Educate the importance of clean water for businesses and recreation activities that drive economic benefits.	Ongoing
Quality of Life and Livability			
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.	All regional stakeholders	Educate community partners, update strategic plans, comprehensive plans, business plans, and bicycle and pedestrian plans, etc. to incorporate livability.	Ongoing
Goal 34: Support the arts and cultural organizations/activities within the region.	All regional stakeholders	Promote the Region's arts and cultural strengths as a regional economic engine through improved regional marketing of cultural programs and events.	Ongoing

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 3 and 4 list all of the projects submitted for this *2017 CEDS Annual Performance Report*.

A total of 56 projects were submitted. This number included new projects, deleted projects, no change to projects, or updated the status of a project as part of the 2017 regional project inventory. Projects that were regional in nature had the highest number of projects listed at 17, followed by Winnebago County at 12 projects. The projects generally break out into the following categories:

Planning:	29%
Development /Redevelopment – Commercial, Downtown, TIF:	16%
Business Assistance/Development (RLF, Entrepreneurship):	18%
Community Facilities:	5%
Utility Projects (water, sewer, electric, or stormwater):	9%
Industrial/Business Park Development/Redevelopment:	16%
Transportation:	<u>7%</u>
	100.0%

Project Scoring Criteria

Each project listed in Table 3, the Economic Development Inventory, and Table 4, the Community Development Inventory, has been assessed and categorized using a set of criteria (listed in Appendix F) developed by staff with the assistance of the CEDS Committee (Appendix B). The purpose of the criteria, scored out of 75 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 total score and rank 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 ranking 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 3 and 4 present projects by county, sorted by rank.

**Table 3 : Economic Development Projects
Priority Projects for EDA Funding Consideration**

ED Rank	County	MCD	Project	Description	Total Score
1	Outagamie	Village of Kimberly	The Cedars at Kimberly	Public Infrastructure	46
2	Calumet	City of Brillion	Brillion Iron Works Redevelopment	Planning for future use of 100 acres within the City that has been home to Brillion Iron Works; soil testing and remediation; development of future industrial, commercial, and/or housing opportunities in and around the Brillion Iron Works location. Public and Private partnership opportunity.	41
3	Washaura	Wautoma	FVTC - New Wautoma Regional Center	Expand college offerings in the Waushara county region with a new Wautoma Regional Center. The proposed new facility will provide increased educational opportunities, which will positively impact the regional economy with a more highly trained workforce.	40
4	Outagamie	City of Kaukauna	Kaukauna Industrial Park Network	Industrial Park Expansion	35
5	Winnebago	City of Oshkosh	City of Oshkosh Water Access	The City is proposing to construct a water main outside of the boundaries of the Aviation Business Park extending westerly approximately 11,500 lineal feet to connect with a High Pressure Zone west of I-41. This project would then provide businesses in or near the Aviation Business Park with pressure ranges of 60-80 psi instead of the current 35-50 psi that businesses are struggling with. The connection would also provide water access to areas on the east side of the Interstate 41 where there is currently no access to City water.	33
6	Regional	Regional	Defense Industry Cluster/Supply Chain Marketplace	Supply Chain Initiative	33
7	Regional	Regional	Global New North Technical Assistance	Providing technical support to increase exports.	32
8	Regional	Regional	Aviation Cluster	Aviation supply chain development	31
9	Regional	Regional	Coordinated External Marketing Outreach for Region	Work with public and private partners to coordinate extensive external marketing for region to attract new talent and business to Northeast Wisconsin and develop "national" presence.	30
10	Regional	Regional	Wisconsin Energy Works: Energy Cluster Initiative	Support development and integration of a supply chain cluster for all energy and alternative/green fuels, such as wind, cellulosic, or biofuels, CNG, Nuclear, Oil & Gas to create new manufacturing jobs in the region.	30
11	Regional	Regional	Dairy Innovation	Dairy Innovation - Manure Management	28
12	Regional	Regional	Cluster Organization	Cluster Organization - Manufacturing	28
13	Regional	Regional	Biofuels Cluster	Support the development and integration of alternative/green fuels, such as wind, cellulosic, or bio-fuels.	28
14	Regional	Regional	IT Talent Cluster	Cluster Organization - Manufacturing	28
15	Outagamie	Village of Hortonville	Hortonville - Growing our Economy	Hortonville's industrial and business parks are nearing capacity. Available land for industry and commercial businesses is limited. To maintain and grow our economic stability, we must have space for business and industry to grow.	27
16	Winnebago	Town of Nepeuskun	Agri-Tourism Magnet Initiative	Develop Municipal Ordinances that support Agri-Tourism; Assist in Creating Model Agri-Tourism Entrepreneurial program; Promote local Agri-Tourism Events; and Develop adaptor strategies.	27
17	Regional	Regional	Research and Development for Regional Econometrics	Research and work with public and private partners to accurately report metrics of partnership work and econometrics in the region and state.	26

Source: ECWRPC 2017

Note: The maximum points a project can score is 75.

*2017 CEDS Annual Performance Report
Section 4: Schedule of Goals for Next Year*

18	Winnebago	Village of Fox Crossing	Revolving Loan Fund	See money for revolving loan program	25
19	Regional	Regional	Global New North: Foreign Direct Investment (FDI)	Research and work with public and private partners to attract foreign direct investment from high potential foreign markets relating industry sectors in the New North region.	24
20	Regional	Regional	Sustainability as an economic driver	Northeast Wisconsin Education Resource Alliance & New North partnership on sustainability	23
21	Outagamie	Town of Greenville	Town of Greenville Tax Incremental District No. 1	The 240-acre TID has been created as a Mixed Use District to assure that a combination of private industrial and commercial development occurs within the District consistent with Town and regional development objectives. This will be accomplished by installing public improvements (roads, water and sewer utilities, stormwater facilities) and making necessary related expenditures as well as cash grants, all to induce and promote development within the District. The goal is to increase the tax base and to provide for new, and preserve current employment opportunities in the Town.	22
22	Calumet	City of New Holstein	Former Techumseh Site - Redevelopment Plan	Former manufacturing facility, abandoned 40 acre property structure, City has requested title from the Calumet County due to new Corporate Council at the County level, City may not be acquire the property until October 2017.	22
23	Green Lake	City of Green Lake	Inaugural Green Lake Manufacturing Park	Develop vacant farm land into Industrial Park	22
24	Winnebago	Village of Fox Crossing	Fox River Redevelopment	Complete a plan for redevelopment and redevelopment of the Fox-Wisconsin National Heritage Corridor which runs through the Village of Fox Crossing. This plan will include funds for some implementation including the development of trails and waterfront development to promote tourism and economic development.	20
25	Waupaca	City of Clintonville	Downtown Blight Elimination	The project involves working with the owner of a major downtown property/building to eliminate a blighted building so the property can be redeveloped along with other adjacent properties to launch the efforts to revitalize the downtown area.	19
26	Regional	Regional	Gold Shovel Ready	Increase quality of site document for development ready sites	19
27	Regional	Regional	Forum for Innovation (FINN)	Forum to create an environment supportive of investment, new business formation, and overall enhancement of regional economy.	19
28	Outagamie	Regional	Center for Innovation	Center of Innovation - Strategy for Developing spaces around clusters	18
29	Fond du Lac	TBD	Creation of a new industrial park with rail access	Create a new rail served industrial park	17
30	Waupaca	City of Clintonville	Northside Industrial Park Electric and Gas Service	Installation of electric and natural gas services to 20+ acres of vacant city-owned land in the industrial park.	16
31	Regional	Regional	RFI Prospect Protocol: Brownfield Redevelopment	Repurposing vacated industrial properties	15
32	Regional	Regional	Workforce Training	Marketing outreach and awareness support for Job Fairs in the New North region; partnership with post-secondary institutions, local economic developer, workforce development boards and job training resources in the New North region.	14
33	Winnebago	Village of Fox Crossing	Economic Development Plan	Complete an economic development plan for Fox Crossing, including long term plans for future development and redevelopment to promote the best use of land within and surrounding the Village to maximize a diversified economy and workforce.	12
34	Regional	Regional	Data Centers	Data Centers site attraction and external marketing	11

Source: ECWRPC 2017

Note: The maximum points a project can score is 75.

Table 4: Community Development Projects

CD Rank	County	MCD	Project	Description	Total Score
1	Winnebago	City of Oshkosh	Sawdust District Site Assessments for Redevelopment	The city would like to administer Phase I and Phase II environmental site assessments as well as subsurface investigation to determine the potential of contamination on the city and RDA owned sites. This valuable information will give the city an opportunity to apply for state and federal grants and budget city funds to plan to any necessary cleanup when a development comes forward. The city and RDA owned sites will most likely be used for office, commercial, and residential uses in the Sawdust District.	39
2	Menominee	Keshena	Supply natural gas to Menominee County	Route natural gas from Shawano to Menominee County	36
3	Shawano	City of Shawano	Residential Training Center	A new facility will be built in Shawano and will consist of a 25-bed residency training hospital and medical clinic, along with eight 12-unit residential apartment buildings.	28
4	Winnebago	City of Oshkosh	Installation of Public Riverwalk along Pioneer Drive and Pioneer Island and Marina	Construct the Riverwalk along the edge of Pioneer Island and Marina due to an agreement that the private land owner, the WDNR, and the Wisconsin Board of Commissioners of Public Lands. The City will start the design, obtaining necessary permits, and applying for grants to start the Riverwalk along Pioneer Island and Marina and then Pioneer Drive. The cost is well beyond the city's budget but the city is required per the agreement between all the parties to start the Riverwalk.	27
5	Winnebago	City of Oshkosh	Corridor Plan for the Sawdust District Implementation	The city worked with a consultant, Houseal Lavigne Associates to develop a corridor plan for both arterials into the Sawdust District in an effort to enhance the driving experience to our city's core. The plan recommendations included streetscaping, road reconfigurations, burying utilities, wayfinding signage, and improved pedestrian access. The city is preparing to implement these recommendations as opportunities arise.	26
6	Winnebago	Village of Fox Crossing	Northwest Industrial Park	Extend public utilities, construct roads and a regional detention pond. This 640 acre industrial park is directly south of the Appleton International Airport.	26
7	Outagamie	Village of Hortonville	Hortonville Vision 2020	Revitalization to include downtown zoning district, revolving loan fund, Memorial Square, walking path along the creek, pedestrian bridge over creek, bandstand, decorative lighting, bike path designation along Main Street, safety station (AED, First Aid, fire extinguisher, alarm, security camera) before, during, and after the completion of the Highway 15 bypass in 2020.	26
8	Waupaca	City of Waupaca	Algal conversion of Waupaca wastewater and Waupaca Foundry CO2 into profit centers	The algal LED-PBR-HTL facility would establish a unique model for profitable conversion of wastewater and industrial CO2 emissions throughout Wisconsin, the U.S. and beyond.	25
9	Winnebago	Village of Fox Crossing	Cold Spring & County BB Industrial Redevelopment	Extend public utilities, construct public roads and a regional retention pond and develop and redevelop industrial sites. This is an area of the Village that does not have a public water and sewer and has become blighted.	25
10	Winnebago	City of Oshkosh	The Sawdust District	The City is proposing to update the aging infrastructure serving the properties that the City intends to market to private investors. This includes road reconstruction, upgraded sanitary and storm sewers, new water mains, and traffic enhancements.	24
11	Waupaca	City of Clintonville	Spring Street Storm Sewer Reconstruction	Upgrade storm sewer on Industrial Avenue and Spring Street to eliminate building and parking lot flooding at the City's two major industries (Creative Converting and Walker Forge) that together employ a total of 1,000 employees.	21
12	Waupaca	City of Waupaca	Main Street Reconstruction	4 Block reconstruction of Main street to include all new sewer, water, stormwater facilities and new concrete pavement. Project also includes replacement of all water laterals into businesses. Reconstruction to expand sidewalks, install traffic calming and pedestrian safe bump outs. Approximately \$1 Million for "placemaking" amenities.	20
13	Outagamie	Village of Little Chute	Little Chute Downtown Master Plan - Execution	The Village is in the process of internally drafting a master plan. The results of this effort will lead to multiple initiatives surrounding downtown development.	19
14	Waushara	City of Wautoma	Bean St. Reconstruction	Road Reconstruction	18
15	Outagamie	Village of Little Chute	Updated Aerial Photography for GIS/CAD Effort	Outagamie County had opted to not update aerial photographs in 2018. With growth and other matters occurring, it is prudent that we have updated aerials for staff, the public, and potential partners	18
16	Outagamie	Village of Hortonville	Sludge Dewatering	Sludge dewatering equipment for the waste water treatment plant	17
17	Waupaca	City of Waupaca	City Hall Square Parking Lot Reconstruction	Project includes the vacation of ROW and reconstruction of the City Hall Parking Lot and surrounding area to add additional parking to support the Library/City Hall patrons and businesses within the immediate area.	17
18	Shawano	City of Shawano	Shawano Parks Renovation	Renovation of several city parks	15
19	Winnebago	City of Oshkosh	Quality of Life Website	Comprehensive marketing website which highlights attractive amenities throughout the City of Oshkosh.	14
20	Outagamie	Village of Little Chute	Little Chute Housing Study	The Village has never conducted a formal housing study and this effort would be something the municipality would conduct at regular intervals into the future.	13
21	Waupaca	City of Waupaca	Evans Street Reconstruction	Reconstruction of rural street to include pedestrian accommodations	13
22	Waupaca	City of Waupaca	Public Works Garage	Construction of new public works facility	9

Source: ECWRPC 2017

Note: The maximum points a project can score is 75.



APPENDICES



APPENDIX A

RESOLUTION NO. 17-17

RESOLUTION NO. 17-17

**ADOPTING THE 2017 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)
ANNUAL PERFORMANCE REPORT**

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 2017 CEDS Annual Performance Report provides updated socio-economic data, and a prioritized list of economic and community development projects to update the 2013 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 Annual Performance Report 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 2017 Comprehensive Economic Development Strategy Annual Performance Report.

Section 2. That the Commission submit the 2017 CEDS Annual Performance Report to the Regional Office of EDA requesting approval of the document and continued designation as an Economic Development District.

Effective Date: October 4, 2017

Submitted By: Economic Development Committee

Prepared By: Sarah Van Buren, Associate Economic Development Planner



Jerry Erdmann, Chair – Shawano County



APPENDIX B

2017 CEDS COMMITTEE

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Dale	Walker	walkerd@fvtc.edu	Director of Business and Industry Services	Fox Valley Technical College
Bill	Wheeler	bwheeler@tcredc.org	Executive Director	Tri-County Regional Economic Development Corporation
Allyson	Watson	allyson.watson@ces.uwex.edu	Community Development Educator	Outagamie County UW-Extension

APPENDIX B: 2017 CEDS COMMITTEE



APPENDIX C

CIVILIAN LABOR FORCE

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

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	% Change 2015 2016
United States												
Civilian Labor Force	151,428,000	153,124,000	154,287,000	154,142,000	153,889,000	153,617,000	154,975,000	155,389,000	155,922,000	157,130,000	159,187,000	1.3%
Employed	144,427,000	146,047,000	145,362,000	139,877,000	139,064,000	139,869,000	142,469,000	143,929,000	146,305,000	148,834,000	151,436,000	1.7%
Unemployed	7,001,000	7,078,000	8,924,000	14,265,000	14,825,000	13,747,000	12,506,000	11,460,000	9,617,000	8,296,000	7,751,000	-6.6%
Unemployment Rate	4.6	4.6	5.8	9.3	9.6	8.9	8.1	7.4	6.2	5.3	4.9	-7.5%
Wisconsin												
Civilian Labor Force	3,058,935	3,087,828	3,091,796	3,100,348	3,081,512	3,079,759	3,074,339	3,083,790	3,086,365	3,095,376	3,120,229	0.8%
Employed	2,914,150	2,936,452	2,940,438	2,834,335	2,814,393	2,840,996	2,857,673	2,876,037	2,918,966	2,952,797	2,991,033	1.3%
Unemployed	144,785	151,376	151,358	266,013	267,119	238,763	216,666	207,753	167,399	142,579	129,196	-9.4%
Unemployment Rate	4.7	4.9	4.9	8.6	8.7	7.8	7.0	6.7	5.4	4.6	4.1	-10.1%
East Central Region												
Civilian Labor Force	353,899	356,419	357,604	360,035	358,067	357,506	356,789	356,888	356,842	357,562	360,821	0.9%
Employed	337,078	339,100	340,405	329,339	327,793	330,810	332,523	333,612	338,250	341,971	346,986	1.5%
Unemployed	16,821	17,319	17,199	30,696	30,274	26,696	24,266	23,276	18,592	15,591	13,835	-11.3%
Unemployment Rate	4.8	4.9	4.8	8.5	8.5	7.5	6.8	6.5	5.2	4.4	3.8	-12.1%
Calumet County												
Civilian Labor Force	25,350	25,551	25,647	25,633	27,304	27,520	27,297	27,220	27,181	27,488	27,977	1.8%
Employed	24,314	24,336	24,551	23,682	25,420	25,885	25,839	25,788	26,040	26,501	27,057	2.1%
Unemployed	1,036	1,215	1,096	1,951	1,884	1,635	1,458	1,432	1,141	987	920	-6.8%
Unemployment Rate	4.1	4.8	4.3	7.6	6.9	5.9	5.3	5.3	4.2	3.6	3.3	-8.4%
Share of District Workforce	7.2	7.2	7.2	7.1	7.6	7.7	7.7	7.6	7.6	7.7	7.8	0.9%
Fond du Lac County												
Civilian Labor Force	56,461	56,882	56,928	56,234	56,516	56,211	56,124	57,155	57,194	57,286	57,183	-0.2%
Employed	53,797	54,193	54,198	51,171	51,715	52,102	52,481	53,639	54,376	54,932	55,116	0.3%
Unemployed	2,664	2,689	2,730	5,063	4,801	4,109	3,643	3,516	2,818	2,354	2,067	-12.2%
Unemployment Rate	4.7	4.7	4.8	9.0	8.5	7.3	6.5	6.2	4.9	4.1	3.6	-12.0%
Share of District Workforce	16.0	16.0	15.9	15.6	15.8	15.7	15.7	16.0	16.0	16.0	15.8	-1.1%
Green Lake County												
Civilian Labor Force	10,444	10,498	10,400	10,242	10,308	10,385	10,315	10,224	10,060	10,103	9,770	-3.3%
Employed	9,866	9,927	9,819	9,258	9,347	9,534	9,540	9,410	9,411	9,556	9,279	-2.9%
Unemployed	578	571	581	984	961	851	775	814	649	547	491	-10.2%
Unemployment Rate	5.5	5.4	5.6	9.6	9.3	8.2	7.5	8.0	6.5	5.4	5.0	-7.2%
Share of District Workforce	3.0	2.9	2.9	2.8	2.9	2.9	2.9	2.9	2.8	2.8	2.7	-4.2%
Marquette County												
Civilian Labor Force	7,833	7,925	7,823	7,786	7,691	7,609	7,580	7,521	7,337	7,452	7,570	1.6%
Employed	7,364	7,441	7,325	6,985	6,855	6,851	6,911	6,886	6,810	6,988	7,173	2.6%
Unemployed	469	484	498	801	836	758	669	635	527	464	397	-14.4%
Unemployment Rate	6.0	6.1	6.4	10.3	10.9	10.0	8.8	8.4	7.2	6.2	5.2	-15.8%
Share of District Workforce	2.2	2.2	2.2	2.2	2.1	2.1	2.1	2.1	2.1	2.1	2.1	0.7%

APPENDIX C: CIVILIAN LABOR FORCE

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

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	% Change 2015 2016
Menominee County												
Civilian Labor Force	1,669	1,650	1,643	1,640	1,550	1,603	1,589	1,574	1,602	1,589	1,587	-0.1%
Employed	1,483	1,478	1,468	1,412	1,279	1,328	1,330	1,325	1,403	1,432	1,463	2.2%
Unemployed	186	172	175	228	271	275	259	249	199	157	124	-21.0%
Unemployment Rate	11.1	10.4	10.7	13.9	17.5	17.2	16.3	15.8	12.4	9.9	7.8	-20.9%
Share of District Workforce	0.5	0.5	0.5	0.5	0.4	0.4	0.4	0.4	0.4	0.4	0.4	-1.0%
Outagamie County												
Civilian Labor Force	95,965	97,153	97,875	99,345	100,595	100,373	100,337	100,640	101,429	101,958	103,735	1.7%
Employed	91,517	92,643	93,307	91,091	92,453	93,281	93,891	94,500	96,587	97,877	99,957	2.1%
Unemployed	4,448	4,510	4,568	8,254	8,142	7,092	6,446	6,140	4,842	4,081	3,778	-7.4%
Unemployment Rate	4.6	4.6	4.7	8.3	8.1	7.1	6.4	6.1	4.8	4.0	3.6	-9.0%
Share of District Workforce	27.1	27.3	27.4	27.6	28.1	28.1	28.1	28.2	28.4	28.5	28.7	0.8%
Shawano County												
Civilian Labor Force	22,485	22,167	22,167	22,679	21,884	21,775	21,623	21,500	21,327	21,438	21,375	-0.3%
Employed	21,340	21,001	21,010	20,573	19,645	19,790	19,896	19,895	20,059	20,382	20,459	0.4%
Unemployed	1,145	1,166	1,157	2,106	2,239	1,985	1,727	1,605	1,268	1,056	916	-13.3%
Unemployment Rate	5.1	5.3	5.2	9.3	10.2	9.1	8.0	7.5	5.9	4.9	4.3	-13.0%
Share of District Workforce	6.4	6.2	6.2	6.3	6.1	6.1	6.1	6.0	6.0	6.0	5.9	-1.2%
Waupaca County												
Civilian Labor Force	28,487	28,194	28,040	28,381	27,744	27,711	27,390	27,400	27,361	27,215	27,118	-0.4%
Employed	27,060	26,694	26,539	25,665	25,123	25,399	25,312	25,395	25,808	25,940	26,007	0.3%
Unemployed	1,427	1,500	1,501	2,716	2,621	2,312	2,078	2,005	1,553	1,275	1,111	-12.9%
Unemployment Rate	5.0	5.3	5.4	9.6	9.4	8.3	7.6	7.3	5.7	4.7	4.1	-12.6%
Share of District Workforce	8.0	7.9	7.8	7.9	7.7	7.8	7.7	7.7	7.7	7.6	7.5	-1.3%
Waushara County												
Civilian Labor Force	12,842	12,718	12,710	12,851	12,026	11,919	12,020	11,846	11,633	11,534	11,464	-0.6%
Employed	12,117	11,975	11,961	11,578	10,731	10,752	10,969	10,830	10,800	10,801	10,868	0.6%
Unemployed	725	743	749	1,273	1,295	1,167	1,051	1,016	833	733	596	-18.7%
Unemployment Rate	5.6	5.8	5.9	9.9	10.8	9.8	8.7	8.6	7.2	6.4	5.2	-18.2%
Share of District Workforce	3.6	3.6	3.6	3.6	3.4	3.3	3.4	3.3	3.3	3.2	3.2	-1.5%
Winnebago County												
Civilian Labor Force	92,363	93,681	94,371	95,244	92,449	92,400	92,514	91,808	91,718	91,499	93,042	1.7%
Employed	88,220	89,412	90,227	87,924	85,225	85,888	86,354	85,944	86,956	87,562	89,607	2.3%
Unemployed	4,143	4,269	4,144	7,320	7,224	6,512	6,160	5,864	4,762	3,937	3,435	-12.8%
Unemployment Rate	4.5	4.6	4.4	7.7	7.8	7.0	6.7	6.4	5.2	4.3	3.7	-14.2%
Share of District Workforce	26.1	26.3	26.4	26.5	25.8	25.8	25.9	25.7	25.7	25.6	25.8	0.8%

Source: Wisconsin Department of Workforce Development, Bureau of
Workforce Training – Labor Market Information
Query Results – Created May 11, 2017
<http://WORKnet.Wisconsin.gov>



APPENDIX D

PERSONAL PER CAPITA INCOME

Personal per Capita Income and Percent of U.S. Average

	1990	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	% Change 2000-2015
United States																		
Per Capita Income	\$ 19,584	\$ 30,602	\$ 31,540	\$ 31,815	\$ 32,692	\$ 34,316	\$ 35,904	\$ 38,144	\$ 39,821	\$ 41,082	\$ 39,376	\$ 40,277	\$ 42,453	\$ 44,267	\$ 44,462	\$ 46,414	\$ 48,112	57.2%
Wisconsin																		
Per Capita Income	\$18,372	\$29,682	\$30,910	\$31,538	\$32,080	\$33,246	\$34,173	\$36,133	\$37,573	\$38,873	\$38,012	\$38,598	\$40,749	\$42,536	\$42,722	\$44,406	\$45,914	54.7%
Percent of US PCI	93.8%	97.0%	98.0%	99.1%	98.1%	96.9%	95.2%	94.7%	94.4%	94.6%	96.5%	95.8%	96.0%	96.1%	96.1%	95.7%	95.4%	-1.6%
Region																		
Per Capita Income	\$15,890	\$25,275	\$26,651	\$27,168	\$27,640	\$28,920	\$29,688	\$30,874	\$32,394	\$33,635	\$33,187	\$34,005	\$35,934	\$37,357	\$37,665	\$39,120	\$40,330	59.6%
Percent of US PCI	81.1%	82.6%	84.5%	85.4%	84.5%	84.3%	82.7%	80.9%	81.3%	81.9%	84.3%	84.4%	84.6%	84.4%	84.7%	84.3%	83.8%	1.5%
Calumet																		
Per Capita Income	\$17,022	\$29,555	\$30,226	\$30,318	\$31,158	\$33,131	\$34,126	\$36,202	\$37,387	\$37,548	\$36,608	\$36,868	\$39,499	\$40,638	\$41,188	\$43,803	\$44,892	51.9%
Percent of US PCI	86.9%	96.6%	95.8%	95.3%	95.3%	96.5%	95.0%	94.9%	93.9%	91.4%	93.0%	91.5%	93.0%	91.8%	92.6%	94.4%	93.3%	-3.4%
Fond du Lac																		
Per Capita Income	\$18,646	\$28,767	\$29,373	\$30,529	\$30,731	\$31,226	\$32,012	\$33,225	\$35,146	\$36,977	\$35,896	\$36,838	\$38,390	\$40,193	\$40,288	\$42,360	\$43,764	52.1%
Percent of US PCI	95.2%	94.0%	93.1%	96.0%	94.0%	91.0%	89.2%	87.1%	88.3%	90.0%	91.2%	91.5%	90.4%	90.8%	90.6%	91.3%	91.0%	-3.2%
Green Lake																		
Per Capita Income	\$17,190	\$26,889	\$29,159	\$29,629	\$29,544	\$31,025	\$31,848	\$33,111	\$35,093	\$36,634	\$34,939	\$36,593	\$40,066	\$42,844	\$41,975	\$44,410	\$45,805	70.3%
Percent of US PCI	87.8%	87.9%	92.5%	93.1%	90.4%	90.4%	88.7%	86.8%	88.1%	89.2%	88.7%	90.9%	94.4%	96.8%	94.4%	95.7%	95.2%	8.4%
Marquette																		
Per Capita Income	\$14,687	\$21,500	\$22,992	\$24,010	\$24,653	\$25,729	\$26,211	\$27,140	\$28,743	\$29,869	\$29,888	\$30,726	\$32,629	\$33,269	\$34,506	\$35,298	\$35,995	67.4%
Percent of US PCI	75.0%	70.3%	72.9%	75.5%	75.4%	75.0%	73.0%	71.2%	72.2%	72.7%	75.9%	76.3%	76.9%	75.2%	77.6%	76.1%	74.8%	6.5%
Menominee																		
Per Capita Income	\$9,577	\$16,286	\$18,930	\$19,218	\$19,554	\$19,220	\$19,364	\$19,504	\$21,488	\$22,614	\$24,426	\$24,436	\$24,246	\$25,203	\$25,917	\$25,467	\$27,013	65.9%
Percent of US PCI	48.9%	53.2%	60.0%	60.4%	59.8%	56.0%	53.9%	51.1%	54.0%	55.0%	62.0%	60.7%	57.1%	56.9%	58.3%	54.9%	56.1%	5.5%
Outagamie																		
Per Capita Income	\$18,562	\$30,153	\$31,378	\$32,040	\$32,419	\$33,487	\$34,470	\$36,022	\$37,651	\$39,007	\$37,586	\$38,267	\$40,470	\$42,004	\$42,229	\$43,933	\$45,429	50.7%
Percent of US PCI	94.8%	98.5%	99.5%	100.7%	99.2%	97.6%	96.0%	94.4%	94.6%	94.9%	95.5%	95.0%	95.3%	94.9%	95.0%	94.7%	94.4%	-4.2%
Shawano																		
Per Capita Income	\$13,790	\$22,880	\$23,987	\$24,390	\$24,657	\$26,176	\$26,809	\$27,717	\$29,307	\$30,771	\$30,412	\$31,630	\$33,474	\$34,570	\$35,292	\$36,500	\$37,167	62.4%
Percent of US PCI	70.4%	74.8%	76.1%	76.7%	75.4%	76.3%	74.7%	72.7%	73.6%	74.9%	77.2%	78.5%	78.8%	78.1%	79.4%	78.6%	77.3%	3.3%
Waupaca																		
Per Capita Income	\$16,152	\$25,492	\$27,479	\$28,510	\$29,142	\$30,833	\$32,210	\$32,856	\$33,959	\$34,992	\$35,303	\$36,071	\$37,540	\$39,131	\$39,984	\$41,226	\$42,216	65.6%
Percent of US PCI	82.5%	83.3%	87.1%	89.6%	89.1%	89.9%	89.7%	86.1%	85.3%	85.2%	89.7%	89.6%	88.4%	88.4%	89.9%	88.8%	87.7%	5.3%
Waushara																		
Per Capita Income	\$14,632	\$22,185	\$23,106	\$22,450	\$23,189	\$25,977	\$26,786	\$28,023	\$29,268	\$30,959	\$30,909	\$31,771	\$34,140	\$35,998	\$36,023	\$37,306	\$38,620	74.1%
Percent of US PCI	74.7%	72.5%	73.3%	70.6%	70.9%	75.7%	74.6%	73.5%	73.5%	75.4%	78.5%	78.9%	80.4%	81.3%	81.0%	80.4%	80.3%	10.7%
Winnebago																		
Per Capita Income	\$18,645	\$29,046	\$29,875	\$30,583	\$31,353	\$32,399	\$33,043	\$34,939	\$35,900	\$36,982	\$35,902	\$36,845	\$38,889	\$39,724	\$39,247	\$40,892	\$42,399	46.0%
Percent of US PCI	95.2%	94.9%	94.7%	96.1%	95.9%	94.4%	92.0%	91.6%	90.2%	90.0%	91.2%	91.5%	91.6%	89.7%	88.3%	88.1%	88.1%	-7.2%

Source: Source: Bureau of Economic Analysis, U.S. Department of Commerce, CA1 Personal Income Summary

APPENDIX D: PERSONAL PER CAPITA INCOME



APPENDIX E

2016 COUNTY NAICS ANNUAL AVERAGE WAGE

APPENDIX E: 2016 County NAICS Annual Average Wage

2016 County NAICS Annual Average Wage (dollars per week)

		Calumet	Fond du Lac	Green Lake	Marquette	Menominee	Outagamie	Shawano	Waupaca	Waushara	Winnebago	Region
	Average, All Industries (All Ownership)	717	823	698	635	599	872	610	701	608	956	722
	Average, All Industries (All Private Ownership)	716	822	704	629	255	872	610	707	578	969	686
	Average, All Industries (All Government)	724	833	666	662	620	875	611	677	709	860	724
11	Ag Forestry Fishing & Hunting	794	594	642	546	S	657	752	566	S	S	650
21	Mining Quarrying & Oil & Gas Extraction	788	1,112	1,385	0	0	905	0	0	S	S	524
22	Utilities	1,663	1,637	1,413	678	S	1,535	1,201	1,390	1,626	900	1,338
23	Construction	884	1,189	1,015	988	0	1,212	853	909	645	1,156	885
31-33	Mfg	900	1,045	792	902	S	1,105	750	994	798	1,184	941
42	Whls Trade	847	1,011	711	717	0	1,174	885	919	740	1,000	800
44-45	Retail Trade	462	499	482	382	S	503	452	440	407	471	455
48-49	Trans & Warehousing	758	807	780	558	511	896	699	599	738	904	725
51	Information	864	785	683	1,090	0	1,072	605	S	863	1,113	786
52	Finance & Insurance	997	1,052	927	599	0	1,284	777	829	824	1,216	851
53	Real Estate & Rental & Leasing	386	608	511	394	S	758	445	397	402	696	511
54	Professional & Technical Services	952	1,107	S	615	S	1,230	S	S	557	1,314	963
55	Management Of Companies & Enterprises	1,078	1,024	S	0	0	1,526	S	S	S	2,540	1,028
56	Admin & Waste Services	681	569	561	595	S	632	680	548	S	681	618
61	Edu Services	676	812	753	717	671	849	635	679	740	813	735
62	Health Care & Social Assistance	698	942	841	462	716	992	611	653	604	838	736
71	Arts Entertainment & Recreation	280	311	294	293	S	257	486	316	241	408	321
72	Accommodation & Food Services	210	246	261	206	S	271	218	216	219	252	233
81	Other Services Exc Public Admin	451	463	546	558	277	491	416	436	457	437	453
92	Public Admin	738	827	586	609	627	881	595	571	725	819	698
99	Unclassified	0	0	0	0	0	0	0	S	0	0	0

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



APPENDIX F

PROJECT SCORING CRITERIA

APPENDIX F: PROJECT SCORING CRITERIA

(Approved in 2013)

Data for scoring updated annually

CRITERIA

SCORE

1. Project Tier

Tier 1 Projects

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.

Tier 2 Projects

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.

Tier 3 Projects

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— based on county rates

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	2015	3.6	0
Fond du Lac County	2015	4.1	0
Green Lake County	2015	5.4	1
Marquette County	2015	6.2	2
Menominee County	2015	9.9	4
Outagamie County	2015	4.0	0
Shawano County	2015	4.9	1
Waupaca County	2015	4.7	1
Waushara County	2015	6.4	2
Winnebago County	2015	4.3	0
Region	2015	5.4	1
Wisconsin	2015	4.6	n/a

Source: worknet.wisconsin.gov/worknet – LAUS data table, 2015

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	2014 Per Capita Income	% of State Average	Points
Calumet County	\$44,305	100.3%	0
Fond du Lac County	\$42,434	96.0%	1
Green Lake County	\$43,544	98.5%	1
Marquette County	\$35,432	80.2%	1
Menominee County	\$25,919	58.7%	4
Outagamie County	\$43,665	98.8%	1
Shawano County	\$36,916	83.5%	1
Waupaca County	\$41,031	92.9%	1
Waushara County	\$36,693	83.0%	1
Winnebago County	\$40,498	91.7%	1
Region	\$41,505	93.9%	1
Wisconsin	\$44,186	100.0%	n/a

Source: Bureau of Economic Analysis: CA1 Personal Income Summary, 2014 (last updated November 19, 2015)

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: 75

EAST CENTRAL WISCONSIN REGIONAL PLANNING COMMISSION

Jerry Erdmann, Chair
David Albrecht, Vice-Chair
Eric Fowle, Secretary-Treasurer

COMMISSION MEMBERS

CALUMET COUNTY

Alice Connors
Ed Kleckner
Merlin Gentz

FOND DU LAC COUNTY

Martin Farrell
Brenda Schneider
Lee Ann Lorrigan
(Joseph Moore, Alt.)
Allen Buechel
Charles Hornung

MENOMINEE COUNTY

Ruth Winter
Elizabeth Moses
(Jeremy Johnson, Alt.)
James Lowey

OUTAGAMIE COUNTY

Thomas Nelson
Daniel Rettler
Timothy Hanna
Jeff Nooyen
Michael Thomas
Kevin Sturn

SHAWANO COUNTY

Jerry Erdmann, Chair
Thomas Kautza
Chuck Dallas

WAUPACA COUNTY

Dick Koeppen
Gary Barrington
Brian Smith
DuWayne Federwitz

WAUSHARA COUNTY

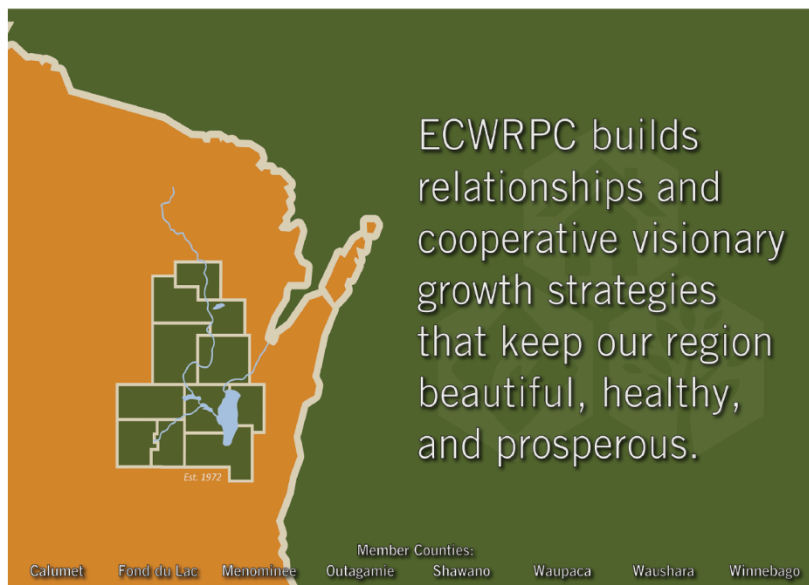
Donna Kalata
Larry Timm
Neal Strehlow

WINNEBAGO COUNTY

Mark Harris
David Albrecht
Ernie Bellin
Steve Cummings
Ken Robl
Robert Schmeichel

EX-OFFICIO MEMBERS

Jill Michaelson
Ronald McDonald



Member Counties:
Calumet Fond du Lac Menominee Outagamie Shawano Waupaca Waushara Winnebago