

Comprehensive Economic Development Strategy

2015 Annual Performance Report



East Central Wisconsin
Regional Planning Commission
ECWRPC

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

2015 Comprehensive Economic Development Strategy (CEDS) Annual Performance Report

Date Adopted: October 30, 2015

Prepared by the
East Central Wisconsin Regional Planning Commission

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ABSTRACT

TITLE: 2015 Comprehensive Economic Development Strategy (CEDS)
Annual Performance Report

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Economic Development Strategy

DATE: Adopted October 30, 2015

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The 2015 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.

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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 *2015 CEDS Annual Performance Report* to the EDA.

2015 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.

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SECTION 1

ADJUSTMENT TO THE 2013 CEDS

SECTION 1: ADJUSTMENT TO THE 2013 CEDS

ADJUSTMENTS TO THE ECWRPC AND 2015 CEDS COMMITTEE

The composition of the Commission and the 2015 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 33 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, 2015 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 2015

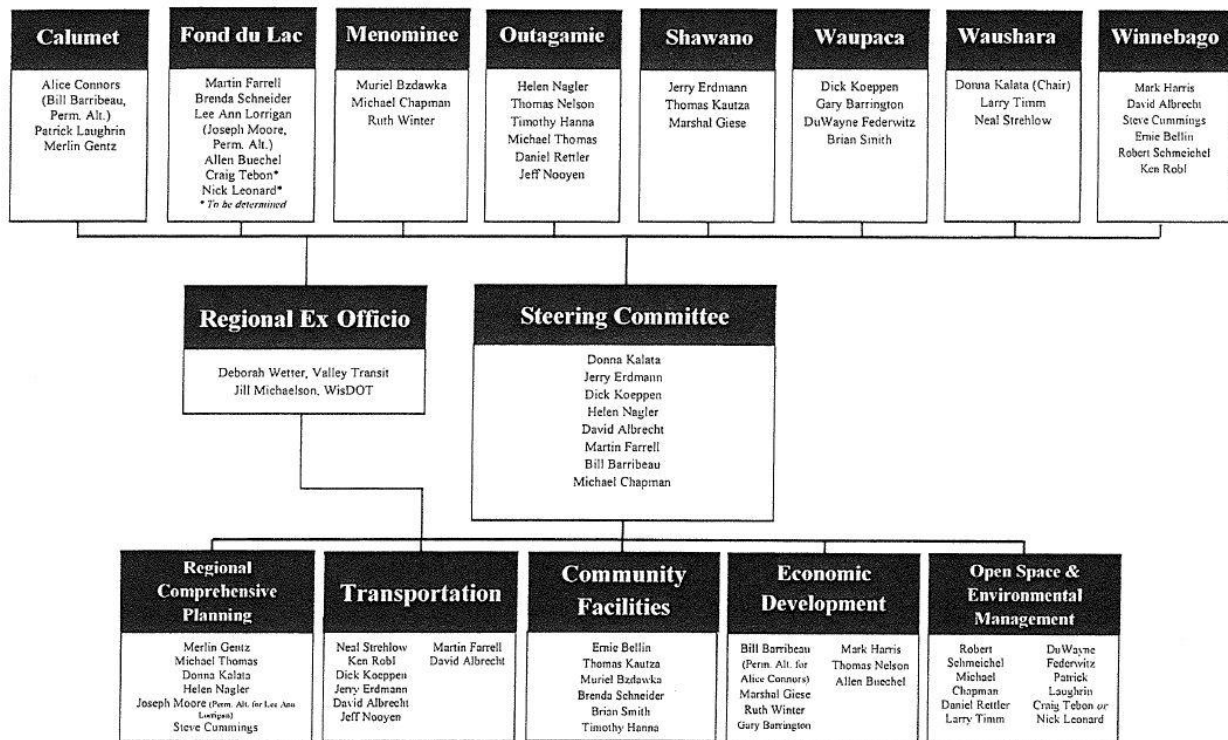
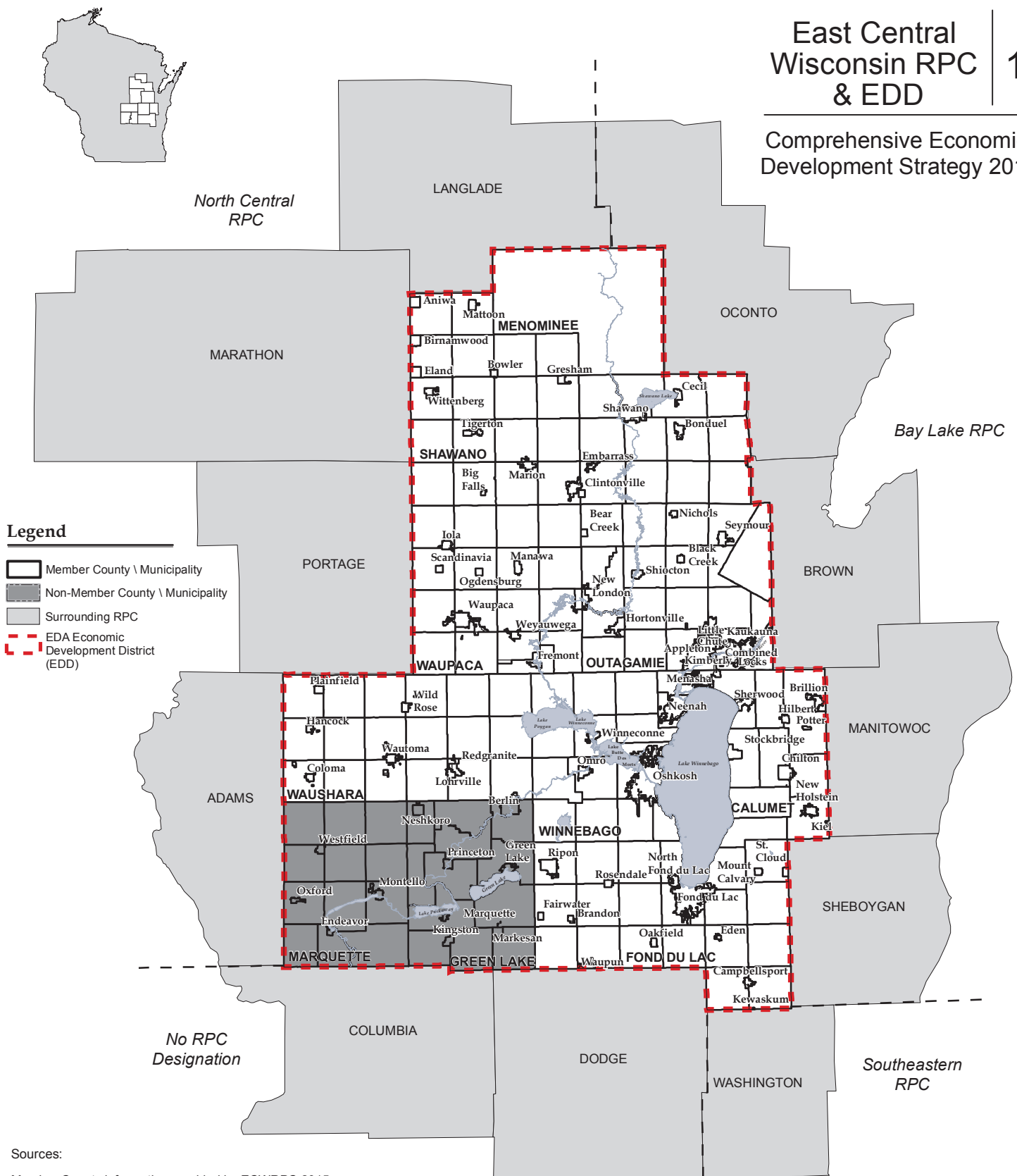


Figure 2: East Central RPC Staffing, 2015

<u>Administrative Staff</u> Eric W. Fowle, AICP, Executive Director Walt Raith, Assistant Director / MPO Director Erin Bonnin, Administrative Coordinator Edalia Haney, Administrative Assistant Pamela Scheibe-Johnson, Controller	Sarah Van Buren, AICP, Assoc. Economic Dev Planner Ben Krumenauer, Assoc. Regional Bicycle/Ped. Coordinator Lauron Hinch, SRTS Planner Emily Verbeten, SRTS Planner
<u>Planning Staff</u> 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, Associate Community Dev Planner Nick Musson, Associate Transportation Planner Kolin Erickson, Transportation Planner	<u>Geographic Information Systems Staff</u> Mike Zuege, GIS Coordinator Adam Pfefferle, GIS Specialist II Tyler DeBruin, GIS Specialist I
	<u>Information Technology Staff</u> Tim Badtke, IT Coordinator
	<u>Notes:</u> SRTS= Safe Routes to School

The 2015 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 *2015 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 2015.
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.

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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	Sew er, Road and Building	Public Works	\$ 770,000
1984	Oneida Tribe	Outagamie	Sew er & 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 *2015 CEDS Annual Performance Report*.

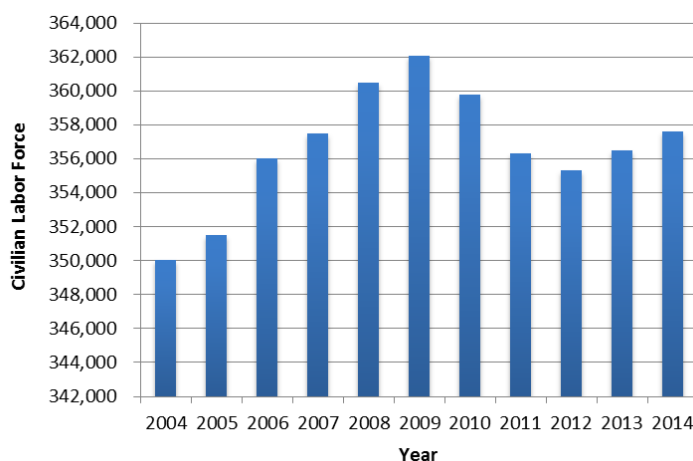
Regional community and economic development activities (as listed in Section 2) continued to progress throughout the 2014-2015 year based on goals identified in the *2013 CEDS 5-year Update*. These advancements in local and regional projects are expected to continue and have been re-prioritized based 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 2013 and 2014, the region's labor force grew from 356,462 to 357,621 which was a .3 percent increase (Appendix C). Between 2004 and 2014, 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 2014, the region continued to experience an increase in the labor force.

Figure 3: Regional Civilian Labor Force, 2003 – 2014



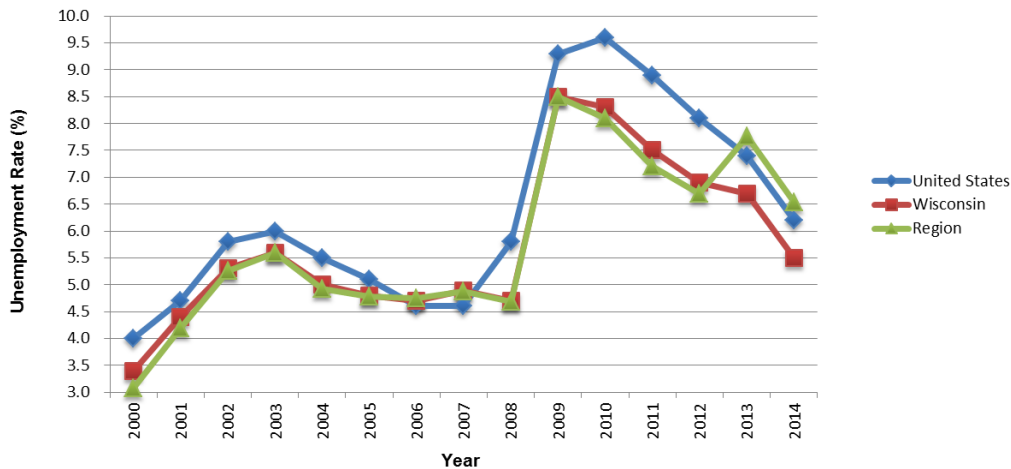
Source: Wisconsin Department of Workforce Development, Bureau of Workforce Training - Labor Market Information, Local Area Unemployment Statistics (LAUS) Results, 2014

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

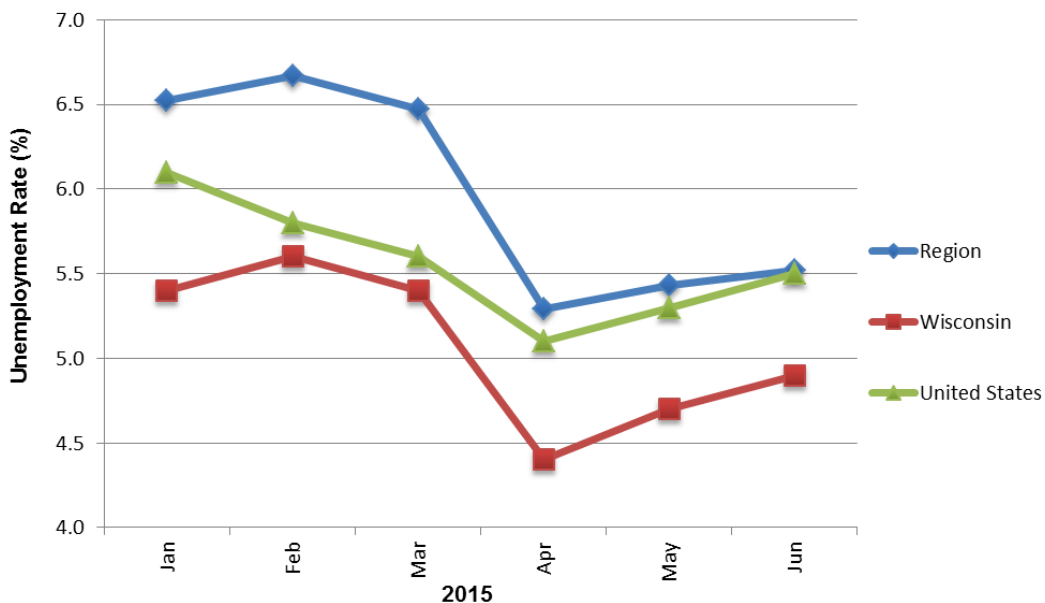
Figure 4 shows that the state's (5.5 percent) 2014 annual average unemployment rates were lower than the national average (6.2 percent) and the region's (6.5 percent) 2014 annual average unemployment rates were slightly higher than the national average. January through June 2015 monthly unemployment rates are shown in Figure 5 to illustrate the region's slight decline and rise in unemployment during the first half of 2015, leading to an overall drop in unemployment from January to June.

Figure 4: Region, State, and U.S. Annual Unemployment Rates, 2000 – 2014



Source: Wisconsin Department of Workforce Development. LAUS Benchmark and Estimates Reports, 2014.
Not Seasonally Adjusted

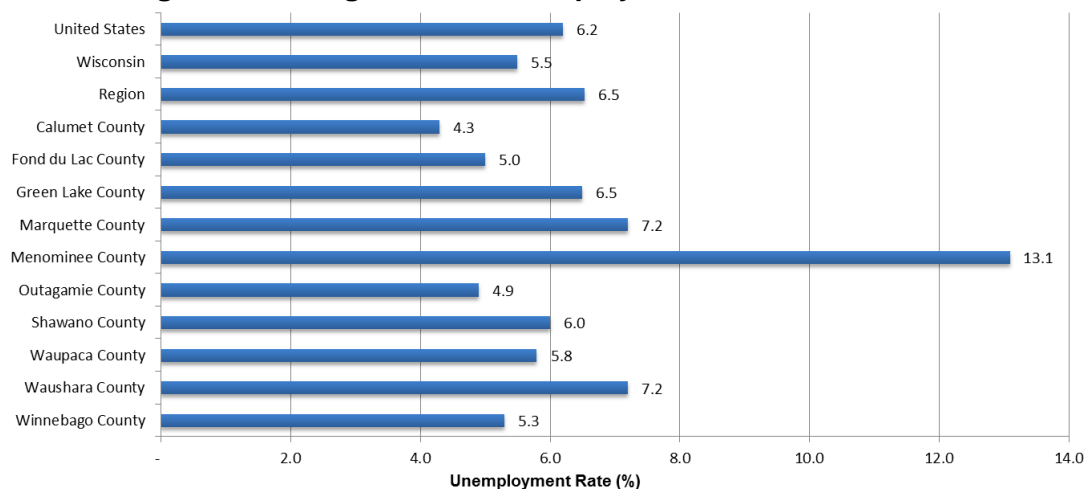
Figure 5: Region, State, and U.S. Monthly Unemployment Rates, Jan. – June 2015



Source: Wisconsin Department of Workforce Development. LAUS Benchmark and Estimates Reports, 2015.
Not Seasonally Adjusted

Figure 6 shows annual unemployment rates in 2014 for each of the counties in the region. Menominee County continues to experience the highest level of unemployment (13.1 percent), a decrease from 2013 (14.1 percent). Marquette and Waushara Counties had the second highest rate of unemployment (7.2 percent), decreasing from 8.4 percent in 2014. Calumet County had the lowest unemployment rate (4.3 percent), followed by Outagamie County (4.9 percent), and Fond du Lac County (5.0 percent). As such, the region's urban counties continue to exhibit lower unemployment rates than rural counties.

Figure 6: Average Annual Unemployment Rates, 2014



Source: Wisconsin Department of Workforce Development. LAUS Benchmark and Estimates Reports, 2014.
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 2013 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 2013, 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 (\$39,157). Only Calumet and Green Lake Counties surpassed the state PCI level (\$43,244). Calumet County was also the only one that surpassed the national PCI (\$44,765). PCI levels were drastically lower than the national, state, and regional levels for Menominee County, where the PCI is 68.3 percent of the national level. Marquette, Waushara and Shawano 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 2014, the region reported an annual average weekly wage of \$916, with the highest county wage in Outagamie County at \$1,223.

Other higher paying industry groups include construction, utilities, wholesale trade, warehousing and storage, information, finance and insurance, health care and social assistance. The Utilities sector reported a \$1,255 annual average weekly wage in the region, with the highest county wage in Calumet and Fond du Lac Counties at \$1,532. For the region, the Wholesale Trade sector reported an \$769 annual average weekly wage. The highest wages were found in Outagamie County for the Wholesale Trade sector, at \$1,120.

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 & Recreation is \$307 and the average for Accommodation & Food Services is \$217. Shawano County has the highest average in the Arts Entertainment & Recreation sector at \$466, which outpaces the region significantly.

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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 2014-2015 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 2014-2015 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"> ▪ Continue participating in the NE WI Business Plan Competition ▪ Provide administrative support for NEWREP, as treasurer 	Ongoing 2009 – 2014 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"> ▪ Kimberly Master Plan (Phase II Design & Marketing) 	Ongoing 2013 - 2014

▪ City of Waupaca Economic Development Strategy	2014
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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 update 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. 	2015 - 2016 2015 - 2016
B. Continue efforts to protect sensitive environmental features in the region. <ul style="list-style-type: none"> ▪ Involved in regional conversations to develop a more substantive and fully supported Winnebago Pool Lakes Aquatic Invasive Species Monitoring Program. ▪ Continue to coordinate with regional partners to develop a sustainable Aquatic Invasive Species (AIS) program that protects the region's surface waters ▪ Working with Calumet County communities to address flooding and green infrastructure issues within the North Branch Manitowoc River Watershed. 	Ongoing 2013 - Present Ongoing 2014 – Present

<ul style="list-style-type: none"> Actively participating in the Weigh in on the Winnebago Waterways regional management advisory Steering Committee and the non-profit Winnebago Lakes Council Board of Directors. 	2012 - Present
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. <ul style="list-style-type: none"> Serve on the Fox Valley Workforce Development Board Economic Development Committee. 	Ongoing 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 counties and local communities in implementing and updating their comprehensive plans, in compliance with §66.1001. Socioeconomic data updates provided for: <ul style="list-style-type: none"> Waushara County City of Omro Town of Winchester City of Oshkosh Implementation assistance provided to: <ul style="list-style-type: none"> City of New London Consistency Plan Update Village of Hortonville Comprehensive Plan Update Town of Fond du Lac Comprehensive Plan Update 	Ongoing 2014 2015 2015 2015 2014 2013 – 2014 2015
B. Continue to administer the WDNR's Sewer Service Area (SSA) Program. <ul style="list-style-type: none"> Oakfield 2035 SSA Plan Update Eden 2035 SSA Plan Update, (in progress) Fond du Lac 2030 SSA Plan Update, (in progress) 	2014 – 2015 2014 – 2015 2014 – Early 2016

C. Continue to develop All Hazards Mitigation Plans for counties within the region: <ul style="list-style-type: none"> A joint proposal has been offered to Shawano / Menominee Counties for an All Hazards Plan 	2015 - Ongoing
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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"> Pursue EDA funds for Foreign Direct Investment Project Assist the City of New Holstein in exploring EDA funds for Tecumseh site redevelopment Assist UW-Oshkosh in exploring EDA funds for the construction of an accelerator facility Assist Goodwill in pursuing EDA funds for a farm incubator Project 	Ongoing 2015 – early 2016 Ongoing Ongoing 2014 - 2015
B. Pursue funding from other local, state and federal sources. <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 	2015 - 2017
C. Continue providing information on local, state, and federal economic development programs <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. 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.

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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 2015, 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
- 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

- 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

*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

- PERFORMANCE MEASURE 5.7: Show growth and diversification in alternative energy by tracking the number of compressed natural gas (CNG) stations

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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 2015 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 14 priority goals selected by the CEDS Committee.

A Supportive Regional Business Climate

- GOAL 4: Attract, retain, and grown existing businesses and priority clusters.
- GOAL 6: Ensure employers have access to world class talent.

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.

Education and Workforce Development

- GOAL 12: Strengthen linkages between industry needs and technical initiatives.
- 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.

Economic Impacts of Infrastructure

- GOAL 20: Build community identity by revitalizing main streets and downtowns.
- GOAL 22: Advance infrastructure to ensure walkability, bicycle friendly pathways and access to public transportation.

Economic Benefits of Recreation and Natural Resources

- 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 31: Continue to maintain and encourage high quality health care to help the aging population live throughout the region's communities safely.
- 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.

Table 2: East Central Region Goals

Goals	Responsible Party(ies)	Action items to achieve goal	Specific Time Frame
A Supportive Regional Business Climate			
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.	On-Going
Goal 6: Ensure employers have access to world class talent.	WEDC, EDOs, Municipalities, Local Businesses, Educators, NEWERA	Determine needs of businesses and industry clusters; Develop strategies to support worker transitions from education into and through the workforce; Develop mentoring programs; Provide for on-the-job training opportunities.	On-Going
Entrepreneurship and Innovation			
Goal 8: More effectively link and apply research and development (R&D) and technology to production processes.	WMEP, NEWERA, Tech Colleges, Local businesses	Create, nurture, and expand innovative businesses in the Region; Develop mentoring programs.; Facilitate open lines of communication between businesses and tech schools to ensure proper training and more on-the-job training.	2015-2017
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
Education and Workforce Development			
Goal 12: Strengthen linkages between industry needs and technical initiatives.	Labor Unions, FVTC, WEDC, EDOs, RPCs	Development of BR&E programs.	On-Going
Goal 14: Align workforce development and economic development goals and efforts.	WEDC, Local Education, UW System, RPCs, FVTC, WDBs, EDOs, WEDC, DWD	Align with workforce development efforts through involvement in state and local workforce development boards and higher education.	On-Going
Goal 15: Encourage partnerships between the public and private sector to identify skills and knowledge needed for jobs within emerging industry clusters.	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.	2015 - 2017
Economic Impacts of Infrastructure			
Goal 20: Build community identity by revitalizing main streets and downtown.	Municipalities, EDOs, RPCs, Downtown Business Organizations, Chambers of Commerce, Wisconsin's Main Street Program	Identify sources of funding, key partners, stakeholders, and leverage resources available such as RLFs.	On-Going
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.	On-Going
Economic Benefits of Recreation and Natural Resources			
Goal 28: Improve access and promote recreational activities along the region's major water corridors.	County, State, Municipalities, WisDNR, RPCs, EDOs, FWHP, NGOs)	Partner to create mixed-uses with pedestrian access for waterfront infrastructure, previously zoned for heavy industry. Develop education materials for the economic impact of waterfront properties.	2015 - 2016
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.	On-Going
Quality of Life and Livability			
Goal 31: Continue to maintain and encourage high quality health care to help the aging population live throughout the region's communities safely	County, State, Municipalities, WisDNR, RPCs, EDOs, Health officials	Continually develop a full continuum of care services available for its residents; Raise awareness for Aging in Place or Aging in Communities initiatives.	On-Going
Goal 32: Ensure a healthy and beautiful environment, as well as vibrant and thriving communities for all the region's residents.	All regional stakeholders	Increase the region's attractiveness to new business and improve quality of life by supporting the further development and improvement of affordable housing choices and community services, including public safety, lifelong learning, parks and recreation, visual and performing arts, and cultural heritage.	On-Going
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 rain 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.	On-Going

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 *2015 CEDS Annual Performance Report*.

A total of 51 projects were submitted or updated as part of the 2015 regional project inventory. Projects that were regional in nature had the highest number of projects listed at 18, followed by Green Lake, Waushara, and Waupaca Counties with 6 each. The projects generally break out into the following categories:

Planning:	19.6%
Development /Redevelopment – Commercial, Downtown, TIF:	11.8%
Business Assistance/Development (RLF, Entrepreneurship):	25.5%
Community Facilities:	7.8%
Utility Projects (water, sewer, electric, or stormwater):	13.7%
Industrial/Business Park Development/Redevelopment:	9.8%
Transportation:	<u>11.8%</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**

Rank	2015 Project Status	County	MCD	Project	Cost	Start Date	Total Score
ED-1	Underway	New North, Inc.	New North Region - 18 Counties	Defense industry Cluster	200,000	Quarter 3 2014	35
ED-2	Underway	New North, Inc.	New North Region - 18 Counties	Fast growth entrepreneurship accelerator program	\$50,000	Quarter 1 2014	32
ED-3	Underway	New North, Inc.	New North Region - 18 Counties	Coordinated External Market Outreach for Region	\$200,000	Quarter 1, 2013	31
ED-4	Underway	New North, Inc.	New North Region - 18 Counties	IT Talent Cluster	\$100,000	Quarter 2, 2014	32
ED-5	Not Started	Winnebago	C Oshkosh	Construction of the Business Accelerator	\$1,000,000	2015	29
ED-6	Underway	Outagamie	C Kaukauna	Grand Kakalin	\$8,000,000	Oct-14	29
ED-7	Underway	Outagamie	Outagamie County	Customs and Border Protection - User Fee Facility	\$1,750,000	2014	29
ED-8	Underway	Calumet	C Kiel	TIF 5	\$20,000,000	Jan-14	21
ED-9	Not Started	Outagamie	V of Kimberly	The Cedars at Kimberly	\$16,990,000	Spring 2016	47
ED-10	Underway	New North, Inc.	New North Region - 18 Counties	Aviation Cluster	\$100,000	In Development	32
ED-11	Not Started	Winnebago	C Oshkosh	Creation of Business Accelerator	\$1,000,000	May-14	29
ED-12	Underway	New North, Inc.	New North Region - 18 Counties	Research & Development for regional Econometrics	\$50,000	In Development	27
ED-13	Underway	New North, Inc.	New North Region - 18 Counties	Biofuels Cluster	500,000	In Development	29

Source: ECWRPC 2015; NP = Not Provided (Unknown)
Note: The maximum points a project can score is 75.

**Table 3: Economic Development Projects (cont.)
Priority Projects for EDA Funding Consideration**

ID	2015 Project Status	County	MCD	Project	Cost	Start Date	Total Score
ED-14	Not Started	New North Region	New North Region - 18 Counties	Global New North; Phase II, "A Regional Strategy for Foreign Direct Investment (FDI)"	\$145,000	2015	24
ED-15	Underway	New North, Inc.	New North Region - 18 Counties	Sustainability as an economic driver/cluster	\$50,000	In Development	22
ED-16	Not Started	Winnebago	C of Oshkosh	InVentureXcel	\$165,000	Nov-15	17
ED-17	Underway	Green Lake	Green Lake County and surrounding counties	Wisconsin Hickory Association	N/P	Jan-15	23
ED-18	Underway	New North, Inc.	New North Region - 18 Counties	Cluster Organization - Manufacturing	\$100,000	In Development	31
ED-19	Underway	Winnebago	C of Oshkosh	Growth Management Academy	25,000	Aug-15	20
ED-20	Underway	New North, Inc.	New North Region - 18 Counties	Wisconsin Energy Works : Energy Cluster Initiative	100,000	Quarter 3, 2013	31
ED-21	Underway	New North, Inc.	New North Region - 18 Counties	Dairy Innovation	500,000	In Development	30
ED-22	Underway	Calumet	C New Holstein	Tecumseh Site Redevelopment Project	N/P	Nov-12	19
ED-23	Not Started	Green Lake	C Princeton	Former Sock Factory/Gene Edwards Building Redevelopment	\$3,000,000	N/P	23
ED-24	Underway	Green Lake	C Princeton	Farmer Street Reconstruction	\$1,400,000	2016	16
ED-25	Underway	New North, Inc.	New North Region - 18 Counties	Global New North: Increasing Exports in the region	Unknown	Quarter 1, 2014	32
ED-26	Not Started	Calumet	C Brillion	Main Street Square Revitalization	3,000,000 - \$5,000,000	Jan-16	22

Source: ECWRPC 2015; NP = Not Provided (Unknown)

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

**Table 3: Economic Development Projects (cont.)
Priority Projects for EDA Funding Consideration**

ID	2015 Project Status	County	MCD	Project	Cost	Start Date	Total Score
ED-27	Underway	Outagamie	C Kaukauna	Clean Energy Program	\$500,000	Jan-16	21
ED-28	Not Started	New North Region	New North Region - 18 Counties	Intermodal Facility Feasibility Study	\$100,000	2015	23
ED-29	Postponed	Calumet	Calumet County	Hilbert Agricultural Research & Technology Park (HART Park)	Unknown	N/P	15
ED-30	Underway	New North, Inc.	New North Region - 18 Counties	Workforce Training	Unknown	In Development	13
ED-31	Not Started	Green Lake	C Princeton	Outdoor Obsession Gear	\$500,000	NP	17
ED-32	Not Started	Winnebago, Calumet, Outagamie	Fox Cities Region	Regional Trail Impact Study	\$100,000	2014	19
ED-33	Underway	New North, Inc.	New North Region - 18 Counties	Data Centers	Unknown	Quarter 2 2013	17
ED-34	Underway	New North, Inc.	New North Region - 18 Counties	RFI Prospect Protocol; Brownfield Re-development	Unknown	Quarter 1 2014	17

Source: ECWRPC 2015; NP = Not Provided (Unknown)
Note: The maximum points a project can score is 75.

Table 4: Community Development Projects

Rank	2015 Project Status	County	MCD	Project	Description	Cost	Start Date	Total Score
CD-1	Not Started	Washara	V Redgranite	County Highway E Bridge Replacement	Replace the existing bridge over Willow Creek.	\$500,000	Mar-16	19
CD-2	Not Started	Washara	V Redgranite	Fire Hydrant Replacement	Replace 55 fire hydrants located throughout the community. Parts can no longer be found for the existing fire hydrants creating a perilous safety concern for fire protection in the Village.	\$275,000	Mar-16	18
CD-3	Not Started	Washara	V Redgranite	Water Tower #2 Repainting	Encapsulate the tower, remove old paint, and repaint the water tower.	\$150,000	Mar-16	18
CD-4	Not Started	Washara	V Redgranite	Well House #1 electrical controls and back-up power upgrade	Replace the outdated electrical controls to improve the service reliability of the well house. Provide back-up electrical power generation capabilities to assure adequate public water supply during emergency power outages.	\$300,000	Mar-16	16
CD-5	Not Started	Fond du Lac	T of Auburn	Traffic Sign Survey	Survey of all traffic signs in Town of Auburn	\$5,000	Immediately	17
CD-6	Cancelled	Green Lake	C Princeton	Closed Hardware Store	Commercial/Downtown Redevelopment Blight Elimination	\$175,000	N/P	15
CD-7	Not Started	Fond du Lac	T of Auburn	Culvert Survey	Survey where road culverts are located and conditions of	\$5,000	Immediately	17
CD-8	Not Started	Green Lake	C Princeton	Heistand Park Development Project	Park Development including Rip-rap, boat launch facilities and general park development	\$75,000	Spring 2015	15
CD-9	Not Started	Waupaca	C New London	Newton Blackmour Trail Extension	Extend existing Newton Blackmour Trail into downtown New London	\$800,000	N/P	15

Source: ECWRPC 2015; NP = Not Provided (Unknown)

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

Table 4: Community Development Projects (Cont.)

Rank	2015 Project Status	County	MCD	Project	Description	Cost	Start Date	Total Score
CD-10	Not Started	Washara	V Redgranite	Lift Station SCADA and Electrical Control Upgrade	Upgrade the electrical controls in all of the lift stations to include SCADA, electrical controls, and emergency generator connectors that are all alike.	\$325,000	Mar-16	16
CD-11	Not Started	Waupaca	C New London	Saputo Trail Segment	Extend the downtown river front trail behind Saputo Cheese	\$795,000	N/P	14
CD-12	Underway	Calumet	C Brillion	Brillion Fire Department Building Remodel	The City is looking at expanding and remodeling the current Fire Department	\$2,500,00	2015	13
CD-13	Not Started	Waupaca	C New London	Wolf River Downtown Retaining Wall Reconstruction	Rebuild the retaining wall on the Wolf River	\$775,000	N/P	13
CD-14	Not Started	Waupaca	V Big Falls	Possible well for park	NP	NP	NP	8
CD-15	Not Started	Washara	V Redgranite	Main Street Reconstruction	Reconstruct the roadway.	\$200,000	Mar-16	17
CD-16	Not Started	Waupaca	C New London	Library Construction	Build a new library & remodel old library for expansion of our museum	\$10,000,000	N/P	11
CD-17	Not Started	Waupaca	C New London	City Shop/Garage	Build a new public works garage for street and park maintenance	\$3,750,000	N/P	11

Source: ECWRPC 2015; NP = Not Provided (Unknown)

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



APPENDICES



APPENDIX A

RESOLUTION NO. 23-15

APPENDIX A: RESOLUTION NO. 23-15

**ADOPTING THE 2015 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 2015 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 2015 Comprehensive Economic Development Strategy Annual Performance Report.

Section 2. That the Commission submit the 2015 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 30, 2015

Submitted By: Economic Development Committee

Prepared By: Sarah Van Buren, Associate Economic Development Planner



Donna Kalata, Chair – Waushara Co.

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APPENDIX B

2015 CEDS COMMITTEE

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APPENDIX B: 2015 CEDS COMMITTEE

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APPENDIX C

CIVILIAN LABOR FORCE

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	2013	2014	% Change 2013-2014
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	155,389,000	155,922,000	0.3%
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	143,929,000	146,305,000	1.7%
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	12,506,000	11,460,000	9,617,000	-16.1%
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	7.4	6.2	-16.2%
Wisconsin																	
Civilian Labor Force	2,598,898	2,996,091	3,030,998	3,021,068	3,033,674	3,020,402	3,035,808	3,077,096	3,096,927	3,090,838	3,117,639	3,084,557	3,069,021	3,062,636	3,074,589	3,093,918	0.6%
Employed	2,486,129	2,894,884	2,897,937	2,860,915	2,862,587	2,868,376	2,890,117	2,932,482	2,948,725	2,941,323	2,845,229	2,823,265	2,837,995	2,850,352	2,867,901	2,923,533	1.9%
Unemployed	112,769	101,207	133,061	160,153	171,087	152,026	145,691	144,614	148,202	149,515	272,410	261,292	231,026	212,284	206,688	170,385	-17.6%
Unemployment Rate	4.3	3.4	4.4	5.3	5.6	5.0	4.8	4.7	4.8	4.8	8.7	8.5	7.5	6.9	6.7	5.5	-18.1%
East Central Region																	
Civilian Labor Force	305,876	345,573	351,273	351,989	353,055	350,008	351,479	355,997	357,475	360,493	362,040	359,792	356,314	355,304	356,462	357,621	0.3%
Employed	292,758	334,948	336,552	333,472	333,301	332,791	334,766	339,199	340,517	340,508	330,603	330,201	330,425	331,503	333,124	338,631	1.7%
Unemployed	13,118	10,625	14,721	18,517	19,754	17,217	16,713	16,798	16,958	19,985	31,437	29,591	25,889	23,801	23,338	18,990	-18.6%
Unemployment Rate	4.3	3.1	4.2	5.3	5.6	4.9	4.8	4.7	4.7	5.5	8.7	8.2	7.3	6.7	6.5	5.3	-18.9%
Calumet County																	
Civilian Labor Force	21,493	24,193	24,561	24,815	25,182	25,033	25,211	25,502	25,627	25,642	25,772	27,379	27,310	27,181	27,334	27,452	0.4%
Employed	20,086	23,547	23,590	23,568	23,945	24,004	24,167	24,467	24,437	24,559	23,773	25,576	25,729	25,717	25,880	26,285	1.6%
Unemployed	1,407	646	971	1,247	1,237	1,029	1,044	1,035	1,190	1,083	1,999	1,803	1,581	1,464	1,454	1,167	-19.7%
Unemployment Rate	6.5	2.7	4.0	5.0	4.9	4.1	4.1	4.1	4.6	4.2	7.8	6.6	5.8	5.4	5.3	4.3	-20.1%
Share of District Workforce	7.0	7.0	7.0	7.0	7.1	7.2	7.2	7.2	7.2	7.1	7.1	7.6	7.7	7.7	7.7	7.7	0.1%
Fond du Lac County																	
Civilian Labor Force	48,845	55,970	56,621	56,943	56,650	56,247	56,138	56,796	57,052	56,912	56,553	55,857	55,148	55,129	56,126	57,371	2.2%
Employed	46,350	54,293	54,325	54,152	53,624	53,591	53,523	54,135	54,420	54,214	51,367	51,159	51,151	51,528	52,581	54,480	3.6%
Unemployed	2,495	1,677	2,296	2,791	3,026	2,656	2,615	2,661	2,632	2,698	5,186	4,698	3,997	3,601	3,545	2,891	-18.4%
Unemployment Rate	5.1	3.0	4.1	4.9	5.3	4.7	4.7	4.7	4.6	4.7	9.2	8.4	7.2	6.5	6.3	5.0	-20.2%
Share of District Workforce	16.0	16.2	16.1	16.2	16.0	16.1	16.0	16.0	16.0	15.8	15.6	15.5	15.5	15.5	15.7	16.0	1.9%
Green Lake County																	
Civilian Labor Force	9,466	10,775	11,008	10,890	10,830	10,574	10,332	10,504	10,527	13,395	10,301	10,019	10,034	10,050	10,000	10,150	1.5%
Employed	8,882	10,354	10,432	10,195	10,080	9,955	9,722	9,928	9,968	9,822	9,293	9,080	9,209	9,287	9,183	9,486	3.3%
Unemployed	584	421	576	695	750	619	610	576	559	3,573	1,008	939	825	763	817	664	-18.7%
Unemployment Rate	6.2	3.9	5.2	6.4	6.9	5.9	5.9	5.5	5.3	26.7	9.8	9.4	8.2	7.6	8.2	6.5	-19.9%
Share of District Workforce	3.1	3.1	3.1	3.1	3.1	3.0	2.9	3.0	2.9	3.7	2.8	2.8	2.8	2.8	2.8	2.8	1.2%
Marquette County																	
Civilian Labor Force	6,017	7,547	7,764	7,793	7,959	7,881	7,889	7,878	7,946	7,818	7,831	7,763	7,645	7,534	7,507	7,513	0.1%
Employed	5,621	7,155	7,267	7,225	7,316	7,359	7,400	7,410	7,472	7,327	7,012	6,948	6,913	6,884	6,876	6,975	1.4%
Unemployed	396	392	497	568	643	522	489	468	474	491	819	815	732	650	631	538	-14.7%
Unemployment Rate	6.6	5.2	6.4	7.3	8.1	6.6	6.2	5.9	6.0	6.3	10.5	10.5	9.6	8.6	8.4	7.2	-14.8%
Share of District Workforce	2.0	2.2	2.2	2.2	2.3	2.3	2.2	2.2	2.2	2.2	2.2	2.2	2.1	2.1	2.1	2.1	-0.2%

APPENDIX C: CIVILIAN LABOR FORCE

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	2013	2014	% Change 2013-2014
Menominee County																	
Civilian Labor Force	1,167	1,646	1,691	1,721	1,705	1,654	1,652	1,678	1,652	1,641	1,650	1,533	1,585	1,560	1,543	1,540	-0.2%
Employed	1,060	1,502	1,510	1,508	1,518	1,470	1,485	1,493	1,484	1,468	1,417	1,275	1,323	1,320	1,325	1,338	1.0%
Unemployed	107	144	181	213	187	184	167	185	168	173	233	258	262	240	218	202	-7.3%
Unemployment Rate	9.2	8.7	10.7	12.4	11.0	11.1	10.1	11.0	10.2	10.5	14.1	16.8	16.5	15.4	14.1	13.1	-7.2%
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	0.4	0.4	-0.5%
Outagamie County																	
Civilian Labor Force	84,570	93,563	94,523	94,485	95,310	94,678	95,316	96,534	97,447	97,845	99,894	97,605	96,726	96,308	96,713	101,302	4.7%
Employed	81,862	90,868	90,730	89,439	89,975	90,084	90,956	92,093	93,031	93,335	91,441	89,643	89,846	90,001	90,571	96,371	6.4%
Unemployed	2,708	2,695	3,793	5,046	5,335	4,594	4,360	4,441	4,416	4,510	8,453	7,962	6,880	6,307	6,142	4,931	-19.7%
Unemployment Rate	3.2	2.9	4.0	5.3	5.6	4.9	4.6	4.6	4.5	4.6	8.5	8.2	7.1	6.5	6.4	4.9	-23.4%
Share of District Workforce	27.6	27.1	26.9	26.8	27.0	27.1	27.1	27.1	27.3	27.1	27.6	27.1	27.1	27.1	27.1	28.3	4.4%
Shawano County																	
Civilian Labor Force	18,378	22,135	22,531	22,547	22,835	22,305	22,517	22,617	22,231	22,159	22,808	22,376	22,212	21,907	21,907	21,346	-2.6%
Employed	17,461	21,344	21,465	21,342	21,559	21,162	21,404	21,474	21,089	21,017	20,652	20,189	20,300	20,215	20,285	20,056	-1.1%
Unemployed	917	791	1,066	1,205	1,276	1,143	1,113	1,143	1,142	1,142	2,156	2,187	1,912	1,692	1,622	1,290	-20.5%
Unemployment Rate	5.0	3.6	4.7	5.3	5.6	5.1	4.9	5.1	5.1	5.2	9.5	9.8	8.6	7.7	7.4	6.0	-18.4%
Share of District Workforce	6.0	6.4	6.4	6.4	6.5	6.4	6.4	6.4	6.2	6.1	6.3	6.2	6.2	6.2	6.1	6.0	-2.9%
Waupaca County																	
Civilian Labor Force	22,990	27,919	28,272	28,261	28,466	28,101	28,138	28,656	28,274	28,029	28,545	28,149	27,985	27,703	27,764	27,225	-1.9%
Employed	21,892	26,994	26,987	26,766	26,837	26,617	26,632	27,231	26,805	26,547	25,763	25,592	25,762	25,663	25,769	25,639	-0.5%
Unemployed	1,098	925	1,285	1,495	1,629	1,484	1,506	1,425	1,469	1,482	2,782	2,557	2,223	2,040	1,995	1,586	-20.5%
Unemployment Rate	4.8	3.3	4.5	5.3	5.7	5.3	5.4	5.0	5.2	5.3	9.7	9.1	7.9	7.4	7.2	5.8	-18.9%
Share of District Workforce	7.5	8.1	8.0	8.0	8.1	8.0	8.0	8.0	7.9	7.8	7.9	7.8	7.9	7.8	7.8	7.6	-2.3%
Waushara County																	
Civilian Labor Force	9,072	11,842	12,421	12,398	12,664	12,497	12,661	12,918	12,753	12,704	12,926	12,787	12,701	12,537	12,510	11,745	-6.1%
Employed	8,524	11,353	11,771	11,633	11,833	11,746	11,953	12,194	12,025	11,965	11,623	11,510	11,571	11,516	11,497	10,904	-5.2%
Unemployed	548	489	650	765	831	751	708	724	728	739	1,303	1,277	1,130	1,021	1,013	841	-17.0%
Unemployment Rate	6.0	4.1	5.2	6.2	6.6	6.0	5.6	5.6	5.7	5.8	10.1	10.0	8.9	8.1	8.1	7.2	-11.6%
Share of District Workforce	3.0	3.4	3.5	3.5	3.6	3.6	3.6	3.6	3.6	3.5	3.6	3.6	3.6	3.5	3.5	3.3	-6.4%
Winnebago County																	
Civilian Labor Force	83,878	89,983	91,881	92,136	91,454	91,038	91,625	92,914	93,966	94,348	95,760	96,324	94,968	95,395	95,058	91,977	-3.2%
Employed	81,020	87,538	88,475	87,644	86,614	86,803	87,524	88,774	89,786	90,254	88,262	89,229	88,621	89,372	89,157	87,097	-2.3%
Unemployed	2,858	2,445	3,406	4,492	4,840	4,235	4,101	4,140	4,180	4,094	7,498	7,095	6,347	6,023	5,901	4,880	-17.3%
Unemployment Rate	3.4	2.7	3.7	4.9	5.3	4.7	4.5	4.5	4.4	4.3	7.8	7.4	6.7	6.3	6.2	5.3	-14.5%
Share of District Workforce	27.4	26.0	26.2	26.2	25.9	26.0	26.1	26.1	26.3	26.2	26.5	26.8	26.7	26.8	26.7	25.7	-3.6%

Source: Wisconsin Department of Workforce Development, LAUS
Benchmark and Estimates Reports, 2014.
Not Seasonally Adjusted



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	% Change 2000-2013
United States																
Per Capita Income	\$ 19,584	\$ 30,587	\$ 31,524	\$ 31,798	\$ 32,676	\$ 34,300	\$ 35,888	\$ 38,127	\$ 39,804	\$ 40,873	\$ 39,357	\$ 40,163	\$ 42,298	\$ 43,735	\$ 44,765	46.4%
Wisconsin																
Per Capita Income	\$18,372	\$29,384	\$30,476	\$31,118	\$31,999	\$33,398	\$34,366	\$36,286	\$37,677	\$38,735	\$38,364	\$38,755	\$40,648	\$42,121	\$43,244	47.2%
Percent of US PCI	93.8%	96.1%	96.7%	97.9%	97.9%	97.4%	95.8%	95.2%	94.7%	94.8%	97.5%	96.5%	96.1%	96.3%	96.6%	0.6%
Region																
Per Capita Income	\$15,890	\$25,108	\$26,100	\$26,670	\$27,604	\$29,107	\$29,997	\$31,098	\$32,736	\$33,658	\$33,766	\$34,563	\$36,417	\$37,837	\$39,157	56.0%
Percent of US PCI	81.1%	82.1%	82.8%	83.9%	84.5%	84.9%	83.6%	81.6%	82.2%	82.3%	85.8%	86.1%	86.1%	86.5%	87.5%	6.6%
Calumet																
Per Capita Income	\$17,022	\$29,240	\$30,889	\$31,852	\$32,822	\$34,304	\$35,242	\$36,226	\$37,900	\$38,391	\$40,563	\$41,440	\$45,006	\$46,845	\$47,348	61.9%
Percent of US PCI	86.9%	95.6%	98.0%	100.2%	100.4%	100.0%	98.2%	95.0%	95.2%	93.9%	103.1%	103.2%	106.4%	107.1%	105.8%	10.6%
Fond du Lac																
Per Capita Income	\$18,646	\$28,541	\$29,280	\$30,078	\$30,945	\$32,092	\$33,015	\$34,327	\$36,062	\$37,167	\$35,726	\$35,987	\$37,788	\$39,459	\$40,873	43.2%
Percent of US PCI	95.2%	93.3%	92.9%	94.6%	94.7%	93.6%	92.0%	90.0%	90.6%	90.9%	90.8%	89.6%	89.3%	90.2%	91.3%	-2.1%
Green Lake																
Per Capita Income	\$17,190	\$26,712	\$27,084	\$27,549	\$28,564	\$30,675	\$31,594	\$32,481	\$34,288	\$35,582	\$34,203	\$36,108	\$39,626	\$41,319	\$43,915	64.4%
Percent of US PCI	87.8%	87.3%	85.9%	86.6%	87.4%	89.4%	88.0%	85.2%	86.1%	87.1%	86.9%	89.9%	93.7%	94.5%	98.1%	12.3%
Marquette																
Per Capita Income	\$14,687	\$21,360	\$22,539	\$23,413	\$24,196	\$25,361	\$25,748	\$26,571	\$28,114	\$29,135	\$29,190	\$29,698	\$31,287	\$32,466	\$33,836	58.4%
Percent of US PCI	75.0%	69.8%	71.5%	73.6%	74.0%	73.9%	71.7%	69.7%	70.6%	71.3%	74.2%	73.9%	74.0%	74.2%	75.6%	8.2%
Menominee																
Per Capita Income	\$9,577	\$16,255	\$18,143	\$18,524	\$19,790	\$20,328	\$21,053	\$21,254	\$23,236	\$24,076	\$27,558	\$28,071	\$28,036	\$29,303	\$30,567	88.0%
Percent of US PCI	48.9%	53.1%	57.6%	58.3%	60.6%	59.3%	58.7%	55.7%	58.4%	58.9%	70.0%	69.9%	66.3%	67.0%	68.3%	28.5%
Outagamie																
Per Capita Income	\$18,562	\$29,924	\$30,642	\$31,003	\$32,107	\$33,745	\$34,658	\$36,228	\$37,672	\$38,328	\$37,074	\$37,087	\$38,699	\$40,399	\$40,877	36.6%
Percent of US PCI	94.8%	97.8%	97.2%	97.5%	98.3%	98.4%	96.6%	95.0%	94.6%	93.8%	94.2%	92.3%	91.5%	92.4%	91.3%	-6.7%
Shawano																
Per Capita Income	\$13,790	\$22,759	\$23,973	\$24,441	\$25,010	\$26,829	\$27,791	\$28,750	\$30,582	\$31,687	\$31,490	\$32,450	\$33,753	\$35,149	\$36,325	59.6%
Percent of US PCI	70.4%	74.4%	76.0%	76.9%	76.5%	78.2%	77.4%	75.4%	76.8%	77.5%	80.0%	80.8%	79.8%	80.4%	81.1%	9.1%
Waupaca																
Per Capita Income	\$16,152	\$25,380	\$26,813	\$27,487	\$28,287	\$30,123	\$31,634	\$32,581	\$34,305	\$34,735	\$35,243	\$36,329	\$37,915	\$39,179	\$40,523	59.7%
Percent of US PCI	82.5%	83.0%	85.1%	86.4%	86.6%	87.8%	88.1%	85.5%	86.2%	85.0%	89.5%	90.5%	89.6%	89.6%	90.5%	9.1%
Waushara																
Per Capita Income	\$14,632	\$22,017	\$22,068	\$22,068	\$22,809	\$25,028	\$25,875	\$27,133	\$28,637	\$30,232	\$30,086	\$30,788	\$32,575	\$33,681	\$36,301	64.9%
Percent of US PCI	74.7%	72.0%	70.0%	69.4%	69.8%	73.0%	72.1%	71.2%	71.9%	74.0%	76.4%	76.7%	77.0%	77.0%	81.1%	12.7%
Winnebago																
Per Capita Income	\$18,645	\$28,891	\$29,564	\$30,284	\$31,507	\$32,580	\$33,360	\$35,432	\$36,565	\$37,250	\$36,527	\$37,675	\$39,485	\$40,569	\$41,008	41.9%
Percent of US PCI	95.2%	94.5%	93.8%	95.2%	96.4%	95.0%	93.0%	92.9%	91.9%	91.1%	92.8%	93.8%	93.3%	92.8%	91.6%	-3.0%

Source: Bureau of Economic Analysis, U.S. Department of Commerce, CA1 Personal Income Summary
<http://www.bea.gov/regional/reis/default.cfm?selTable=CA1-3§ion=2>

APPENDIX D: PERSONAL PER CAPITA INCOME

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APPENDIX E

2014 COUNTY NAICS ANNUAL AVERAGE WAGE

APPENDIX E: 2014 County NAICS Annual Average Wage

2014 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)	678	769	716	597	596	820	581	687	607	910	696
	Average, All Industries (All Private Ownership)	676	764	734	589	299	816	577	698	577	921	665
	Average, All Industries (All Government)	694	810	626	632	613	857	593	640	707	837	701
11	Ag Forestry Fishing & Hunting	698	554	604	527	0	S	722	S	S	S	518
21	Mining Quarrying & Oil & Gas Extraction	660	1,164	1,462	0	0	S	0	S	S	S	548
22	Utilities	1,532	1,532	1,488	611	S	1,464	1,151	1,254	1,360	906	1,255
23	Construction	786	1,102	1,101	948	0	1,094	776	843	578	1,126	835
31-33	Mfg	899	989	750	813	S	1,053	696	991	828	1,223	916
42	Whls Trade	835	928	719	601	0	1,120	850	923	787	931	769
44-45	Retail Trade	420	461	450	383	S	460	403	405	385	436	423
48-49	Trans & Warehousing	703	782	1,011	570	457	823	641	551	697	871	711
51	Information	301	S	627	1,031	0	S	560	675	856	1,141	649
52	Finance & Insurance	865	937	855	616	0	1,177	722	859	712	1,081	782
53	Real Estate & Rental & Leasing	385	530	677	221	S	662	411	397	341	635	473
54	Professional & Technical Services	S	S	S	516	S	1,149	S	748	S	1,298	928
55	Management Of Companies & Enterprises	S	S	S	0	0	1,639	S	1,043	S	1,990	934
56	Admin & Waste Services	516	515	518	697	S	596	599	524	195	702	540
61	Edu Services	646	788	703	679	727	845	609	646	698	776	712
62	Health Care & Social Assistance	659	882	843	449	688	907	631	654	625	829	717
71	Arts Entertainment & Recreation	264	278	307	277	S	275	466	302	200	397	307
72	Accommodation & Food Services	193	225	247	195	S	253	205	197	206	229	217
81	Other Services Exc Public Admin	334	444	537	507	247	463	362	S	469	389	417
92	Public Admin	710	817	547	621	616	848	587	527	749	821	684
99	Unclassified	0	S	0	0	0	S	0	S	0	0	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 F

PROJECT SCORING CRITERIA

APPENDIX F: 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— 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	2014	4.3	0
Fond du Lac County	2014	5.0	0
Green Lake County	2014	6.5	2
Marquette County	2014	7.2	2
Menominee County	2014	13.1	5
Outagamie County	2014	4.9	0
Shawano County	2014	6.0	2
Waupaca County	2014	5.8	2
Waushara County	2014	7.2	2
Winnebago County	2014	5.3	0
Region	2014	6.5	2
Wisconsin	2014	5.5	n/a

Source: WI DWD, Bureau of Workforce Training, Labor Market Information, 2014

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	2013 Per Capita Income	% of State Average	Points
Calumet County	\$47,348	109.52%	0
Fond du Lac County	\$40,873	94.5%	1
Green Lake County	\$43,915	101.6%	0
Marquette County	\$33,836	78.2%	2
Menominee County	\$30,567	70.7%	2
Outagamie County	\$40,877	94.5%	1
Shawano County	\$36,325	84.0%	1
Waupaca County	\$40,523	93.7%	1
Waushara County	\$36,301	83.9%	1
Winnebago County	\$41,008	94.8%	1
Region	\$39,157	90.5%	1
Wisconsin	\$43,244	100.0%	n/a

Source: WI DWD, Bureau of Workforce Training, Labor Market Information, 2014

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

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Michael Thomas, Vice-Chair
Eric Fowle, Secretary-Treasurer

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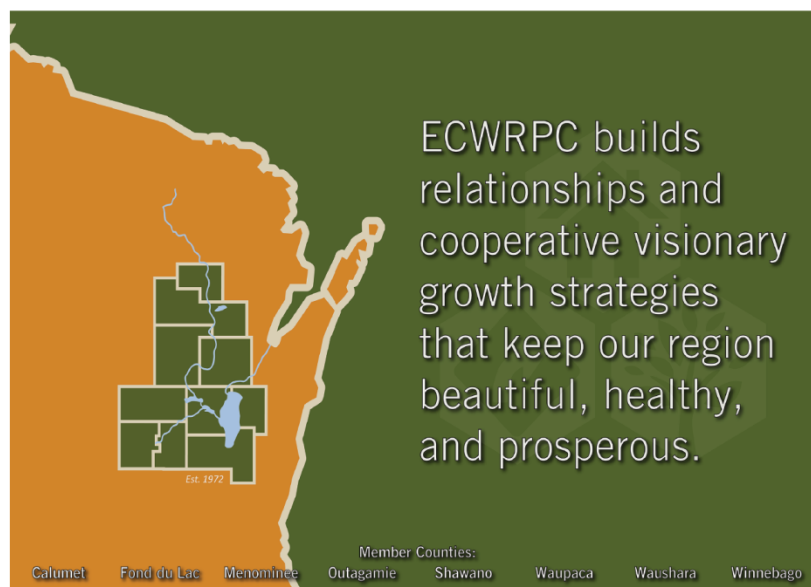
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Deborah Wetter



**To be determined*