

Comprehensive Economic Development Strategy

2016 Annual Performance Report



East Central Wisconsin
Regional Planning Commission
ECWRPC

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

2016 Comprehensive Economic Development Strategy (CEDS) Annual Performance Report

Date Adopted: October 28, 2016

Prepared by the
East Central Wisconsin Regional Planning Commission

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ABSTRACT

TITLE: 2016 Comprehensive Economic Development Strategy
(CEDS) Annual Performance Report

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Comprehensive Economic Development Strategy

DATE: Date Adopted October 28, 2016

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The 2016 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 *2016 CEDS Annual Performance Report* to the EDA.

2016 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 2016 CEDS COMMITTEE

The composition of the Commission and the 2016 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, 2016 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 2016

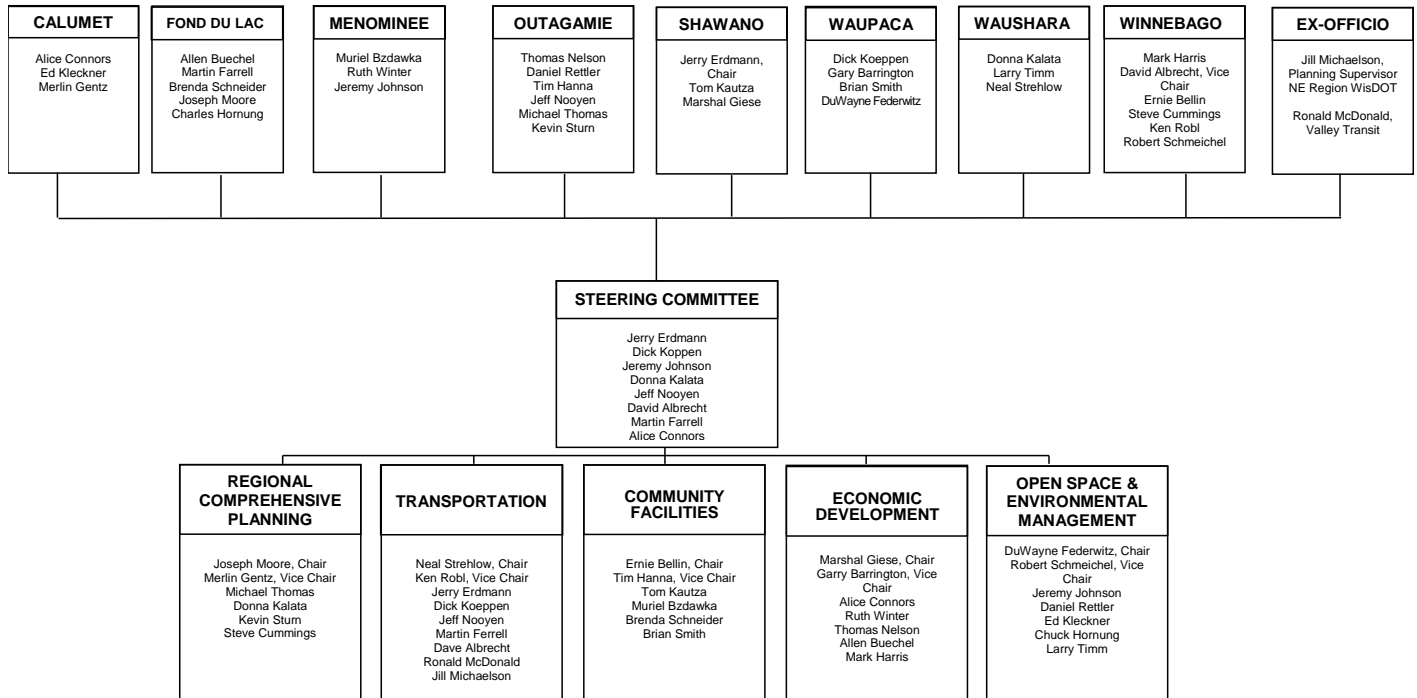
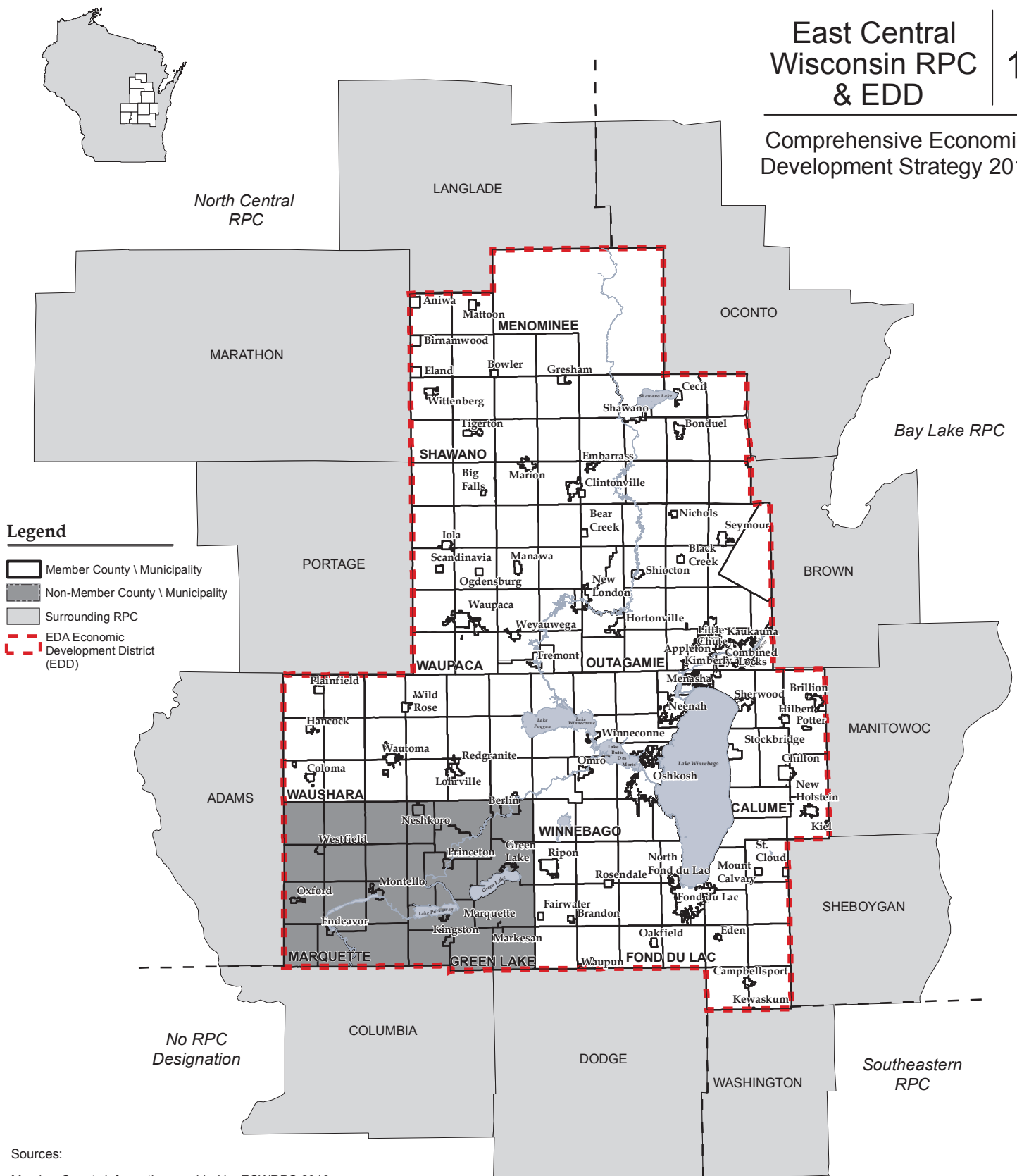


Figure 2: East Central RPC Staffing, 2016

<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 Kim Biedermann, Regional Bicycle/Ped. Coordinator Lauron Clark, SRTS Planner Ashley Tracy, 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 2016 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 *2016 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 2016.
Base map data provided by the Regional counties and DNR Wisland data.



Scale in Miles
0 10 20

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.

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 *2016 CEDS Annual Performance Report*.

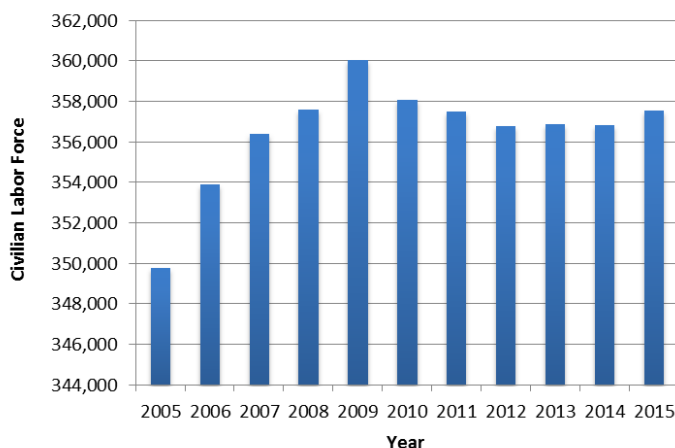
Regional community and economic development activities (as listed in Section 2) continued to progress throughout the 2015-2016 year based on goals identified in the *2013 CEDS 5-year Update*. These advancements in local and regional projects are expected to continue and have been re-prioritized based 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 2014 and 2015, the region's labor force grew from 356,842 to 357,562 which was a .2 percent increase (Appendix C). Between 2005 and 2015, 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 2015, the region continued to experience an increase in the labor force.

Figure 3: Regional Civilian Labor Force, 2005 – 2015



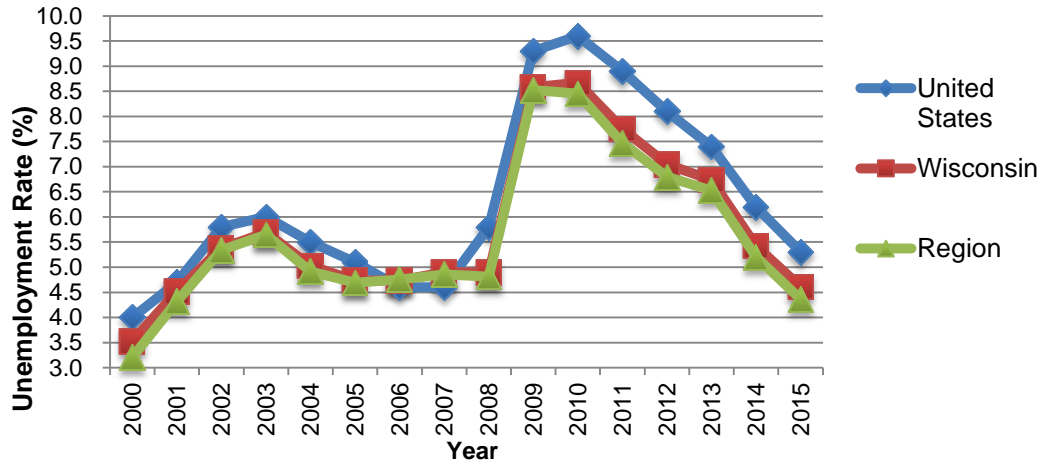
Source: Wisconsin Department of Workforce Development, Bureau of Workforce Training - Labor Market Information, Local Area Unemployment Statistics (LAUS) Results, 2015

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

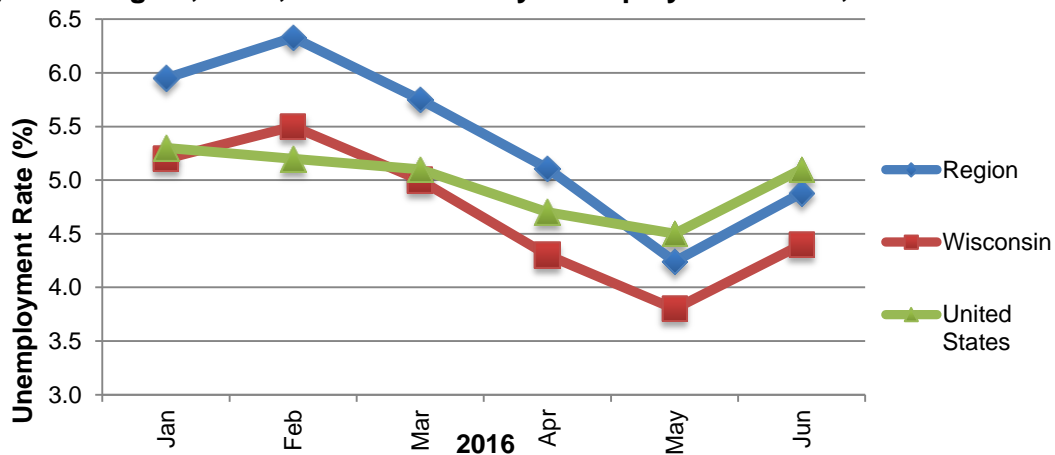
Figure 4 shows that the state's (4.6 percent) 2015 annual average unemployment rates were lower than the national average (5.3 percent) and slightly higher than the region's (4.4 percent). January through June 2016 monthly unemployment rates are shown in Figure 5 to illustrate the region's slight decline and rise in unemployment during the first half of 2016, leading to an overall drop in unemployment from January to June.

Figure 4: Region, State, and U.S. Annual Unemployment Rates, 2000 – 2015



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

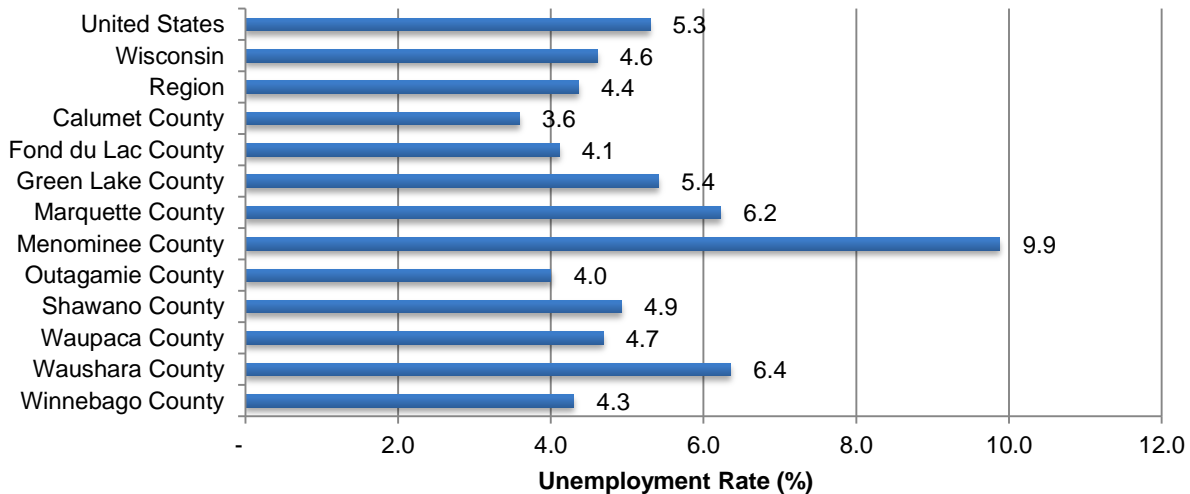
Figure 5: Region, State, and U.S. Monthly Unemployment Rates, Jan. – June 2016



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

Figure 6 shows annual unemployment rates in 2015 for each of the counties in the region. Menominee County continues to experience the highest level of unemployment (9.9 percent), a decrease from 2014 (13.1 percent). Waushara County had the second highest rate of unemployment (6.4 percent), decreasing from 7.2 percent in 2014. Calumet County had the lowest unemployment rate (3.6 percent), followed by Outagamie County (4.0 percent), and Fond du Lac County (4.1 percent). As such, the region's urban counties continue to exhibit lower unemployment rates than rural counties.

Figure 6: Average Annual Unemployment Rates, 2015



Source: Wisconsin Department of Workforce Development. LAUS Benchmark and Estimates Reports, 2015. 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 2014 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 2014, 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 (\$39,044). Only Calumet surpassed the state PCI level (\$44,186). No counties surpassed the national PCI (\$46,049). PCI levels were drastically lower than the national, state, and regional levels for Menominee County, where the PCI is 56.3 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 2015, the region reported an annual average weekly wage of \$930, with the highest county wage in Winnebago County at \$1,224.

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 \$1,318 annual average weekly wage in the region, with the highest county wage in Calumet County at \$1,669 and Fond du Lac County at \$1,614. For the region, the Wholesale Trade sector reported a \$790 annual average weekly wage. The highest wages were found in Outagamie County for the Wholesale Trade sector, at \$1,148.

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 \$322 and the average for Accommodation and Food Services is \$227. Shawano County has the highest average in the Arts Entertainment and Recreation sector at \$499, which outpaces the region significantly.



SECTION 2

REPORT ON ECONOMIC DEVELOPMENT ACTIVITIES

SECTION 2: REPORT ON ECONOMIC DEVELOPMENT ACTIVITIES

EAST CENTRAL REGION'S ECONOMIC DEVELOPMENT ACTIVITIES

The East Central Region has been involved in the following economic development activities throughout the 2015-2016 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">• Continue participating in the NE WI Business Plan Competition• Provide administrative support for NEWREP, as financial manager	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 and Marketing) City of Waupaca Economic Development Strategy 	Ongoing 2013 - 2014 2014

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 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 	Ongoing 2013 - Present Ongoing 2014 – Present 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:	Ongoing
• Waushara County	2015
• City of Oshkosh	2015
Implementation assistance provided to:	
• Waushara County	2015-2017
• <i>Town of Fond du Lac Comprehensive Plan Update</i>	2015-2016
• <i>Town of Byron Comprehensive Plan Update</i>	2016-2017
• <i>City of Neenah Comprehensive Plan Update</i>	2016-2017
• <i>City of Oshkosh Comprehensive Plan Update</i>	2016-2017
• <i>Town of Buchanan Comprehensive Plan Update</i>	2017
B. Continue to administer the WDNR's Sewer Service Area (SSA) Program.	
• <i>Forest Junction 2035 SSA Plan Update</i>	2016-2017
• <i>Rosendale 2035 SSA Plan Update</i>	2016-2017
• <i>Fond du Lac 2030 SSA Plan Update</i>	2016-2017
• Administration/Coordination of SSA plans	Ongoing

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.	Ongoing
• Pursue EDA funds for Foreign Direct Investment Project	2015 – Present
• Assist the City of New Holstein in exploring EDA funds for Tecumseh site redevelopment	Ongoing
• Assist UW-Oshkosh in exploring EDA funds for the construction of an accelerator facility	2014 - 2015
• Assist Goodwill in pursuing EDA funds for a farm incubator Project	
B. Pursue funding from other local, state and federal sources.	2015 - 2018
• Funding from the Department of Defense Office of Economic Adjustment for implementation of Oshkosh Region Defense Industry Diversification Initiatives	
C. Continue providing information on local, state, and federal economic development programs	Ongoing
• Economic development website update to provide online resources	Ongoing
• Exploring social media deployment to inform regional partners of funding opportunities	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.



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 2016 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 1: Work to promote a positive, growth oriented image to attract businesses and to foster an entrepreneurially supportive environment.
- 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 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 18: Promote the redevelopment of land within existing infrastructure and public services.
- GOAL 21: Advance the region's infrastructure to meet the demands of a globally connected modern economy.

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 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 1: Work to promote a positive, growth oriented image to attract businesses and to foster an entrepreneurially supportive environment.	All regional stakeholders	Create a generation event similar to brainstorming/strategic planning to open communication.	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
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.	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.	2015-2017
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 18: Promote the redevelopment of land with existing infrastructure and public services.	ECWRPC, Municipalities, EDOs,	Increase funding for brownfield redevelopment; Include language promoting infill within municipal comprehensive plans; Educate elected officials on the value of redevelopment.	Ongoing
Goal 21: Advance the region's infrastructure to meet the demands of a globally connected modern economy.	WEDC, WisDOT, ECWRPC, Municipalities, EDOs	Improve transportation systems through targeting planning with local jurisdictions and funding for maintenance of local roads; Enhance connectivity options between homes, jobs, and services including multimodal accommodations; Improve transportation infrastructure systems through enhancements of airports, rail, state highways, bridges and I-41.	Ongoing
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 zones for heavy industry; Development education materials for the economic impact of waterfront properties.	2016-2017
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 *2016 CEDS Annual Performance Report*.

A total of 47 projects were submitted or updated as part of the 2016 regional project inventory. Projects that were regional in nature had the highest number of projects listed at 16, followed by Winnebago County at 11 projects. The projects generally break out into the following categories:

Planning:	25.5%
Development /Redevelopment – Commercial, Downtown, TIF:	12.8%
Business Assistance/Development (RLF, Entrepreneurship):	25.5%
Community Facilities:	2.1%
Utility Projects (water, sewer, electric, or stormwater):	12.8%
Industrial/Business Park Development/Redevelopment:	17.0%
Transportation:	<u>4.3%</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
ED-1	Calumet	City of Brillion	Brillion Iron Works Redevelopment	Planning for future use of 125 acre area within the City that has been home for Brillion Iron Works; soil testing and remediation; development of future industrial and housing opportunities in and around the Brillion Iron Works location.	40
ED-2	Green Lake	City of Green Lake	Hill Street Station	Refurbishing abandoned Green Lake County Sheriff's Department and Jail into a Business Incubator	35
ED-3	Outagamie	City of Kaukauna	Kaukauna Industrial Park Network	Industrial Park Expansion	33
ED-3	Regional	Regional	Defense Industry Cluster/Supply Chain Marketplace	Supply Chain Initiative	33
ED-3	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
ED-6	Regional	Regional	Global New North Technical Assistance	Providing technical support to increase exports.	32
ED-7	Fond du Lac	City of Waupun	Industrial Park Expansion	Install roads and infrastructure to support expansion of Waupun Industrial Park in support of an attraction project to bring an agriculture-based processing facility to the City.	31
ED-7	Regional	Regional	Aviation Cluster	Aviation supply chain development	31
ED-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
ED-9	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
ED-11	Regional	Regional	IT Talent Cluster	Cluster Organization - Manufacturing	28
ED-11	Regional	Regional	Dairy Innovation	Dairy Innovation - Manure Management	28
ED-11	Regional	Regional	Biofuels Cluster	Support the development and integration of alternative/green fuels, such as wind, cellulosic, or bio-fuels.	28
ED-14	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

Source: ECWRPC 2016

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

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

ED-15	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
ED-16	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
ED-16	Winnebago	Village of Fox Crossing	Economic Development Revolving Loan Program	Provide low interest loans for startup firms and redevelopment of support and encourage new development.	24
ED-16	Winnebago	City of Oshkosh	AeroInnovate	Business accelerator program geared toward aviation/aerospace start-ups	24
ED-19	Regional	Regional	Sustainability as an economic driver	Northeast Wisconsin Education Resource Alliance & New North partnership on sustainability	23
ED-20	Calumet	City of Brillion	Main Street Square Revitalization	Repurpose existing building or redevelop the space to eliminate blight.	21
ED-21	Calumet	City of New Holstein	Former Techumseh Site - Redevelopment Plan	Former manufacturing facility, abandoned 40 acre property structure, City has requested title from Calumet County. Due to new Corporate Council at the County level, City may not acquire the property until August 2017.	19
ED-21	Regional	Regional	Forum for Innovation (FINN)	Forum to create an environment supportive of investment, new business formation, and overall enhancement of regional economy.	19
ED-21	Regional	Regional	Gold Shovel Ready	Increase quality of site document for development ready sites	19
ED-21	Winnebago	City of Oshkosh	Growth Management Academy	Second Stage Growth Program	19
ED-25	Winnebago	City of Oshkosh	InventureXcel	InventureXcel is a general business accelerator program targeted at Northeast Wisconsin startup companies	16
ED-26	Green Lake	City of Green Lake	Expansion of green Lake Industrial Park	Develop vacant farm land into Industrial Park	15
ED-26	Regional	Regional	RFI Prospect Protocol: Brownfield Redevelopment	Repurposing vacated industrial properties	15
ED-26	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.	15
ED-29	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
ED-30	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
ED-31	Regional	Regional	Data Centers	Data Centers site attraction and external marketing	11

Source: ECWRPC 2016

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

Table 4: Community Development Projects

CD Rank	County	MCD	Project	Description	Total Score
CD-1	Menominee	Keshena	College of Menomonie Nation Strategic Plan	Update strategic plan to be in line with mission of the College	29
CD-2	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
CD-2	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).	26
CD-2	Shawano	Shawano County, including tribal lands	F.R.E.S.H. Project	Formulate a plan to address the problem of food deserts and insecurity in our communities.	26
CD-5	Winnebago	Village of Fox Crossing	Cold Spring & County BB Industrial Redevelopment	Extend public utilities, construct public roads, 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
CD-6	Winnebago	City of Oshkosh	The Sawdust District	The Sawdust District will be rejuvenated with residential, retail, commercial, office, and entertainment businesses as well as public gathering places. In order to attract private investment, 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
CD-7	Marquette	Village of Westfield	Pioneer Memorial Park - Splash Pad Project	Construction of a splash pad to further Pioneer Park's role as a gathering space for child and their families.	23
CD-8	Waushara	Village of Redgranite	Fire Hydrant Replacement	Replace 55 fire hydrants located throughout the community. Parts can no longer be found for the existing fire hydrants creating safety concerns for fire protection in the Village.	18
CD-8	Waushara	Village of Redgranite	County E Bridge Replacement	Replace the existing bridge over Willow Creek	18
CD-8	Waushara	Village of Redgranite	Dearborn Street Reconstruction	Reconstruct Roadway	18
CD-8	Waushara	Village of Redgranite	Water Tower #2 Repainting	Remove old paint and repaint the water tower, inside and outside	18
CD-12	Outagamie	Village of Hortonville	Sludge Dewatering	Sludge dewatering equipment for the waste water treatment plant	17
CD-13	Waushara	Village of 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.	16
CD-13	Waushara	Village of 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.	16
CD-15	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.	14
CD-15	Winnebago	City of Oshkosh	Quality of Life Website	Comprehensive marketing website which highlights attractive amenities throughout the City of Oshkosh.	14

Source: ECWRPC 2016

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



APPENDICES



APPENDIX A

RESOLUTION NO. 20-16

RESOLUTION NO. 20-16

**ADOPTING THE 2016 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 2016 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 2016 Comprehensive Economic Development Strategy Annual Performance Report.

Section 2. That the Commission submit the 2016 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 28, 2016

Submitted By: Economic Development Committee

Prepared By: Sarah Van Buren, Associate Economic Development Planner



Jerry Erdmann, Chair – Shawano Co.



APPENDIX B

2016 CEDS COMMITTEE

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			Community Development Educator	Outagamie County UW-Extension

APPENDIX B: 2016 CEDS COMMITTEE



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	2015	% Change 2014-2015
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	157,130,000	0.8%
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	148,834,000	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	8,296,000	-13.7%
Unemployment Rate	5.6	4.0	4.7	5.8	6.0	5.5	5.1	4.6	4.6	5.8	9.3	9.6	8.9	8.1	7.4	6.2	5.3	-14.5%
Wisconsin																		
Civilian Labor Force	2,598,898	2,973,221	3,011,703	3,024,319	3,053,642	3,034,581	3,021,086	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	0.3%
Employed	2,486,129	2,868,382	2,875,585	2,861,621	2,879,779	2,882,064	2,878,086	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	1.2%
Unemployed	112,769	104,839	136,118	162,698	173,863	152,517	143,000	144,785	151,376	151,358	266,013	267,119	238,763	216,666	207,753	167,399	142,579	-14.8%
Unemployment Rate	4.3	3.5	4.5	5.4	5.7	5.0	4.7	4.7	4.9	4.9	8.6	8.7	7.8	7.0	6.7	5.4	4.6	-15.1%
East Central Region																		
Civilian Labor Force	305,876	342,889	349,011	352,366	355,378	351,653	349,780	353,899	356,419	357,604	360,035	358,067	357,506	356,789	356,888	356,842	357,562	0.2%
Employed	292,758	331,880	333,955	333,555	335,303	334,378	333,375	337,078	339,100	340,405	329,339	327,793	330,810	332,523	333,612	338,250	341,971	1.1%
Unemployed	13,118	11,009	15,056	18,811	20,075	17,275	16,405	16,821	17,319	17,199	30,696	30,274	26,696	24,266	23,276	18,592	15,591	-16.1%
Unemployment Rate	4.3	3.2	4.3	5.3	5.6	4.9	4.7	4.8	4.9	4.8	8.5	8.5	7.5	6.8	6.5	5.2	4.4	-16.3%
Calumet County																		
Civilian Labor Force	21,493	24,000	24,400	24,840	25,346	25,151	25,092	25,350	25,551	25,647	25,633	27,304	27,520	27,297	27,220	27,181	27,488	1.1%
Employed	20,086	23,331	23,408	23,574	24,089	24,118	24,067	24,314	24,336	24,551	23,682	25,420	25,885	25,839	25,788	26,040	26,501	1.8%
Unemployed	1,407	669	992	1,266	1,257	1,033	1,025	1,036	1,215	1,096	1,951	1,884	1,635	1,458	1,432	1,141	987	-13.5%
Unemployment Rate	6.5	2.8	4.1	5.1	5.0	4.1	4.1	4.1	4.8	4.3	7.6	6.9	5.9	5.3	5.3	4.2	3.6	-14.5%
Share of District Workforce	7.0	7.0	7.0	7.0	7.1	7.2	7.2	7.2	7.2	7.2	7.1	7.6	7.7	7.7	7.6	7.6	7.7	0.9%
Fond du Lac County																		
Civilian Labor Force	48,845	55,532	56,256	57,002	57,022	56,512	55,868	56,461	56,882	56,928	56,234	56,516	56,211	56,124	57,155	57,194	57,286	0.2%
Employed	46,350	53,795	53,906	54,166	53,946	53,847	53,301	53,797	54,193	54,198	51,171	51,715	52,102	52,481	53,639	54,376	54,932	1.0%
Unemployed	2,495	1,737	2,350	2,836	3,076	2,665	2,567	2,664	2,689	2,730	5,063	4,801	4,109	3,643	3,516	2,818	2,354	-16.5%
Unemployment Rate	5.1	3.1	4.2	5.0	5.4	4.7	4.6	4.7	4.7	4.8	9.0	8.5	7.3	6.5	6.2	4.9	4.1	-16.6%
Share of District Workforce	16.0	16.2	16.1	16.2	16.0	16.1	16.0	16.0	16.0	15.9	15.6	15.8	15.7	15.7	16.0	16.0	16.0	0.0%
Green Lake County																		
Civilian Labor Force	9,466	10,696	10,942	10,903	10,903	10,624	10,280	10,444	10,498	10,400	10,242	10,308	10,385	10,315	10,224	10,060	10,103	0.4%
Employed	8,882	10,259	10,352	10,197	10,141	10,003	9,682	9,866	9,927	9,819	9,258	9,347	9,534	9,540	9,410	9,411	9,556	1.5%
Unemployed	584	437	590	706	762	621	598	578	571	581	984	961	851	775	814	649	547	-15.7%
Unemployment Rate	6.2	4.1	5.4	6.5	7.0	5.8	5.8	5.5	5.4	5.6	9.6	9.3	8.2	7.5	8.0	6.5	5.4	-16.1%
Share of District Workforce	3.1	3.1	3.1	3.1	3.1	3.0	2.9	3.0	2.9	2.9	2.8	2.9	2.9	2.9	2.9	2.8	2.8	0.2%
Marquette County																		
Civilian Labor Force	6,017	7,496	7,720	7,804	8,013	7,918	7,849	7,833	7,925	7,823	7,786	7,691	7,609	7,580	7,521	7,337	7,452	1.6%
Employed	5,621	7,090	7,211	7,227	7,360	7,394	7,369	7,364	7,441	7,325	6,985	6,855	6,851	6,911	6,886	6,810	6,988	2.6%
Unemployed	396	406	509	577	653	524	480	469	484	498	801	836	758	669	635	527	464	-12.0%
Unemployment Rate	6.6	5.4	6.6	7.4	8.1	6.6	6.1	6.0	6.1	6.4	10.3	10.9	10.0	8.8	8.4	7.2	6.2	-13.3%
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	2.1	2.1	2.1	2.1	2.1	2.1	1.4%

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	2015	% Change 2014-2015
Menominee County																		
Civilian Labor Force	1,167	1,637	1,684	1,725	1,718	1,662	1,643	1,669	1,650	1,643	1,640	1,550	1,603	1,589	1,574	1,602	1,589	-0.8%
Employed	1,060	1,488	1,499	1,509	1,528	1,477	1,479	1,483	1,478	1,468	1,412	1,279	1,328	1,330	1,325	1,403	1,432	2.1%
Unemployed	107	149	185	216	190	185	164	186	172	175	228	271	275	259	249	199	157	-21.1%
Unemployment Rate	9.2	9.1	11.0	12.5	11.1	11.1	10.0	11.1	10.4	10.7	13.9	17.5	17.2	16.3	15.8	12.4	9.9	-20.5%
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	0.4	-1.0%
Outagamie County																		
Civilian Labor Force	84,570	92,829	93,909	94,587	95,937	95,123	94,857	95,965	97,153	97,875	99,345	100,595	100,373	100,337	100,640	101,429	101,958	0.5%
Employed	81,862	90,036	90,030	89,461	90,515	90,514	90,578	91,517	92,643	93,307	91,091	92,453	93,281	93,891	94,500	96,587	97,877	1.3%
Unemployed	2,708	2,793	3,879	5,126	5,422	4,609	4,279	4,448	4,510	4,568	8,254	8,142	7,092	6,446	6,140	4,842	4,081	-15.7%
Unemployment Rate	3.2	3.0	4.1	5.4	5.7	4.8	4.5	4.6	4.6	4.7	8.3	8.1	7.1	6.4	6.1	4.8	4.0	-16.2%
Share of District Workforce	27.6	27.1	26.9	26.8	27.0	27.1	27.1	27.1	27.3	27.4	27.6	28.1	28.1	28.1	28.2	28.4	28.5	0.3%
Shawano County																		
Civilian Labor Force	18,378	21,969	22,390	22,572	22,985	22,410	22,408	22,485	22,167	22,167	22,679	21,884	21,775	21,623	21,500	21,327	21,438	0.5%
Employed	17,461	21,149	21,299	21,348	21,688	21,263	21,315	21,340	21,001	21,010	20,573	19,645	19,790	19,896	19,895	20,059	20,382	1.6%
Unemployed	917	820	1,091	1,224	1,297	1,147	1,093	1,145	1,166	1,157	2,106	2,239	1,985	1,727	1,605	1,268	1,056	-16.7%
Unemployment Rate	5.0	3.7	4.9	5.4	5.6	5.1	4.9	5.1	5.3	5.2	9.3	10.2	9.1	8.0	7.5	5.9	4.9	-17.2%
Share of District Workforce	6.0	6.4	6.4	6.4	6.5	6.4	6.4	6.4	6.2	6.2	6.3	6.1	6.1	6.1	6.0	6.0	6.0	0.3%
Waupaca County																		
Civilian Labor Force	22,990	27,706	28,092	28,291	28,653	28,232	28,000	28,487	28,194	28,040	28,381	27,744	27,711	27,390	27,400	27,361	27,215	-0.5%
Employed	21,892	26,747	26,778	26,772	26,998	26,744	26,521	27,060	26,694	26,539	25,665	25,123	25,399	25,312	25,395	25,808	25,940	0.5%
Unemployed	1,098	959	1,314	1,519	1,655	1,488	1,479	1,427	1,500	1,501	2,716	2,621	2,312	2,078	2,005	1,553	1,275	-17.9%
Unemployment Rate	4.8	3.5	4.7	5.4	5.8	5.3	5.3	5.0	5.3	5.4	9.6	9.4	8.3	7.6	7.3	5.7	4.7	-17.5%
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	7.7	7.8	7.7	7.7	7.7	7.6	-0.7%
Waushara County																		
Civilian Labor Force	9,072	11,756	12,345	12,414	12,749	12,556	12,598	12,842	12,718	12,710	12,851	12,026	11,919	12,020	11,846	11,633	11,534	-0.9%
Employed	8,524	11,249	11,680	11,636	11,904	11,802	11,903	12,117	11,975	11,961	11,578	10,731	10,752	10,969	10,830	10,800	10,801	0.0%
Unemployed	548	507	665	778	845	754	695	725	743	749	1,273	1,295	1,167	1,051	1,016	833	733	-12.0%
Unemployment Rate	6.0	4.3	5.4	6.3	6.6	6.0	5.5	5.6	5.8	5.9	9.9	10.8	9.8	8.7	8.6	7.2	6.4	-11.2%
Share of District Workforce	3.0	3.4	3.5	3.5	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.4	3.3	3.4	3.3	3.3	3.2	-1.1%
Winnebago County																		
Civilian Labor Force	83,878	89,268	91,273	92,228	92,052	91,465	91,185	92,363	93,681	94,371	95,244	92,449	92,400	92,514	91,808	91,718	91,499	-0.2%
Employed	81,020	86,736	87,792	87,665	87,134	87,216	87,160	88,220	89,412	90,227	87,924	85,225	85,888	86,354	85,944	86,956	87,562	0.7%
Unemployed	2,858	2,532	3,481	4,563	4,918	4,249	4,025	4,143	4,269	4,144	7,320	7,224	6,512	6,160	5,864	4,762	3,937	-17.3%
Unemployment Rate	3.4	2.8	3.8	4.9	5.3	4.6	4.4	4.5	4.6	4.4	7.7	7.8	7.0	6.7	6.4	5.2	4.3	-17.1%
Share of District Workforce	27.4	26.0	26.2	26.2	25.9	26.0	26.1	26.1	26.3	26.4	26.5	25.8	25.8	25.9	25.7	25.7	25.6	-0.4%

Source: Wisconsin Department of Workforce Development, Bureau of
Workforce Training – Labor Market Information
Query Results – Created July 27, 2016
<http://WORKnet.Wisconsin.gov>



APPENDIX D

PERSONAL PER CAPITA INCOME

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	% Change 2000-2014
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	\$ 44,266	\$ 44,438	\$ 46,049	50.5%
Wisconsin																	
Per Capita Income	\$18,372	\$29,382	\$30,473	\$31,060	\$31,905	\$33,350	\$34,311	\$36,268	\$37,674	\$38,980	\$38,320	\$38,815	\$40,837	\$42,463	\$42,737	\$44,186	50.4%
Percent of US PCI	93.8%	96.0%	96.6%	97.6%	97.6%	97.2%	95.6%	95.1%	94.6%	94.9%	97.3%	96.4%	96.2%	95.9%	96.2%	96.0%	-0.1%
Region																	
Per Capita Income	\$15,890	\$25,021	\$26,146	\$26,662	\$27,584	\$29,129	\$30,003	\$31,170	\$32,720	\$33,702	\$33,425	\$34,050	\$35,955	\$37,361	\$37,763	\$39,044	56.0%
Percent of US PCI	81.1%	81.8%	82.9%	83.8%	84.4%	84.9%	83.6%	81.7%	82.2%	82.0%	84.9%	84.5%	84.7%	84.4%	85.0%	84.8%	3.7%
Calumet																	
Per Capita Income	\$17,022	\$29,317	\$30,935	\$31,882	\$33,170	\$35,093	\$36,022	\$37,961	\$38,921	\$38,650	\$39,161	\$37,737	\$40,266	\$41,561	\$42,380	\$44,305	51.1%
Percent of US PCI	86.9%	95.8%	98.1%	100.2%	101.5%	102.3%	100.3%	99.5%	97.7%	94.1%	99.5%	93.7%	94.8%	93.9%	95.4%	96.2%	0.4%
Fond du Lac																	
Per Capita Income	\$18,646	\$28,437	\$29,271	\$30,210	\$31,023	\$32,182	\$33,103	\$34,428	\$36,155	\$37,781	\$36,080	\$36,452	\$38,441	\$40,285	\$40,629	\$42,434	49.2%
Percent of US PCI	95.2%	92.9%	92.8%	95.0%	94.9%	93.8%	92.2%	90.3%	90.8%	92.0%	91.6%	90.5%	90.5%	91.0%	91.4%	92.1%	-0.8%
Green Lake																	
Per Capita Income	\$17,190	\$26,534	\$27,000	\$27,495	\$28,789	\$31,101	\$32,041	\$33,202	\$35,356	\$36,633	\$35,050	\$37,079	\$40,882	\$43,611	\$42,367	\$43,544	64.1%
Percent of US PCI	87.8%	86.7%	85.6%	86.4%	88.1%	90.6%	89.2%	87.0%	88.8%	89.2%	89.0%	92.1%	96.3%	98.5%	95.3%	94.6%	9.1%
Marquette																	
Per Capita Income	\$14,687	\$21,214	\$22,492	\$23,550	\$24,281	\$25,447	\$25,963	\$26,924	\$28,706	\$29,840	\$29,856	\$30,411	\$32,229	\$32,952	\$34,332	\$35,432	67.0%
Percent of US PCI	75.0%	69.3%	71.3%	74.0%	74.3%	74.2%	72.3%	70.6%	72.1%	72.6%	75.8%	75.5%	75.9%	74.4%	77.3%	76.9%	11.0%
Menominee																	
Per Capita Income	\$9,577	\$16,184	\$18,138	\$18,211	\$19,184	\$19,184	\$19,801	\$19,796	\$21,486	\$22,029	\$24,158	\$24,524	\$24,472	\$25,472	\$25,955	\$25,919	60.2%
Percent of US PCI	48.9%	52.9%	57.5%	57.2%	58.7%	55.9%	55.1%	51.9%	54.0%	53.6%	61.4%	60.9%	57.6%	57.5%	58.4%	56.3%	6.4%
Outagamie																	
Per Capita Income	\$18,562	\$29,849	\$30,593	\$30,843	\$32,146	\$33,756	\$34,850	\$36,428	\$38,125	\$39,146	\$37,926	\$38,376	\$40,302	\$41,825	\$42,353	\$43,665	46.3%
Percent of US PCI	94.8%	97.5%	97.0%	96.9%	98.3%	98.4%	97.1%	95.5%	95.7%	95.3%	96.3%	95.3%	94.9%	94.5%	95.3%	94.8%	-2.8%
Shawano																	
Per Capita Income	\$13,790	\$22,642	\$23,968	\$24,437	\$24,831	\$26,419	\$27,190	\$28,065	\$29,755	\$31,034	\$30,753	\$32,156	\$33,664	\$34,664	\$35,494	\$36,916	63.0%
Percent of US PCI	70.4%	74.0%	76.0%	76.8%	76.0%	77.0%	75.7%	73.6%	74.7%	75.5%	78.1%	79.8%	79.3%	78.3%	79.9%	80.2%	8.4%
Waupaca																	
Per Capita Income	\$16,152	\$25,301	\$26,749	\$27,689	\$28,456	\$30,236	\$31,675	\$32,474	\$33,944	\$34,592	\$34,669	\$35,315	\$36,749	\$38,263	\$39,173	\$41,031	62.2%
Percent of US PCI	82.5%	82.7%	84.8%	87.0%	87.0%	88.1%	88.2%	85.1%	85.2%	84.2%	88.0%	87.7%	86.6%	86.4%	88.2%	89.1%	7.8%
Waushara																	
Per Capita Income	\$14,632	\$21,896	\$22,789	\$22,115	\$22,876	\$25,740	\$26,592	\$27,835	\$29,190	\$30,704	\$30,693	\$31,483	\$33,638	\$35,369	\$35,788	\$36,693	67.6%
Percent of US PCI	74.7%	71.6%	72.3%	69.5%	70.0%	75.0%	74.1%	73.0%	73.3%	74.7%	77.9%	78.2%	79.2%	79.9%	80.5%	79.7%	11.4%
Winnebago																	
Per Capita Income	\$18,645	\$28,834	\$29,527	\$30,187	\$31,083	\$32,135	\$32,797	\$34,590	\$35,565	\$36,612	\$35,908	\$36,970	\$38,906	\$39,606	\$39,155	\$40,498	40.5%
Percent of US PCI	95.2%	94.2%	93.6%	94.9%	95.1%	93.6%	91.3%	90.7%	89.3%	89.1%	91.2%	91.8%	91.6%	89.5%	88.1%	87.9%	-6.7%

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



APPENDIX E

2015 COUNTY NAICS ANNUAL AVERAGE WAGE

2015 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)		698	805	733	622	620	851	599	698	610	939	718
Average, All Industries (All Private Ownership)		696	800	751	614	297	849	596	703	578	949	683
Average, All Industries (All Government)		716	839	646	657	638	870	609	676	720	865	724
11	Ag Forestry Fishing & Hunting	736	S	636	534	S	S	720	S	S	S	657
21	Mining Quarrying & Oil & Gas Extraction	721	S	1,405	0	0	S	0	S	S	S	425
22	Utilities	1,669	1,614	1,570	635	S	1,515	1,171	1,369	1,429	890	1,318
23	Construction	835	1,141	1,190	854	0	1,147	800	906	620	1,162	866
31-33	Mfg	895	1,057	776	865	S	1,089	707	985	776	1,224	930
42	Whls Trade	842	983	754	658	0	1,148	875	909	754	981	790
44-45	Retail Trade	446	478	472	384	S	488	437	433	402	469	445
48-49	Trans & Warehousing	771	809	783	574	487	873	669	579	739	906	719
51	Information	285	S	668	1,119	0	S	580	690	871	S	602
52	Finance & Insurance	907	1,018	921	650	0	1,254	779	891	791	1,158	837
53	Real Estate & Rental & Leasing	342	559	504	467	S	705	415	382	382	658	490
54	Professional & Technical Services	S	1,045	S	548	S	1,212	S	791	530	1,294	903
55	Management Of Companies & Enterprises	S	946	S	0	0	1,659	S	1,045	S	2,113	961
56	Admin & Waste Services	582	540	510	633	S	599	656	540	S	731	599
61	Edu Services	661	823	734	714	737	831	612	667	730	803	731
62	Health Care & Social Assistance	698	901	942	455	733	961	637	664	644	861	750
71	Arts Entertainment & Recreation	272	290	317	304	S	280	499	308	230	399	322
72	Accommodation & Food Services	207	235	265	200	S	265	211	205	209	242	227
81	Other Services Exc Public Admin	432	459	559	518	246	481	412	S	445	419	441
92	Public Admin	744	839	556	628	673	914	604	591	748	846	714
99	Unclassified	0	S	0	0	0	S	0	S	0	S	0

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

APPENDIX E: 2015 County NAICS Annual Average Wage



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 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

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