

# 2018 Comprehensive Economic Development Strategy (CEDS) 5-Year Update



East Central Wisconsin  
Regional Planning Commission  
**ECWRPC**

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



# **2018 Comprehensive Economic Development Strategy (CEDS) 5-Year Update**

**October 26, 2018**

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Outagamie, Shawano, Waupaca, Waushara, and Winnebago.*

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**TITLE:** 2018 Comprehensive Economic Development Strategy  
(CEDS) 5-Year Update

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Comprehensive Economic Development Strategy

**DATE:** October 26, 2018

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## **CHAPTER 1**

### **INTRODUCTION**





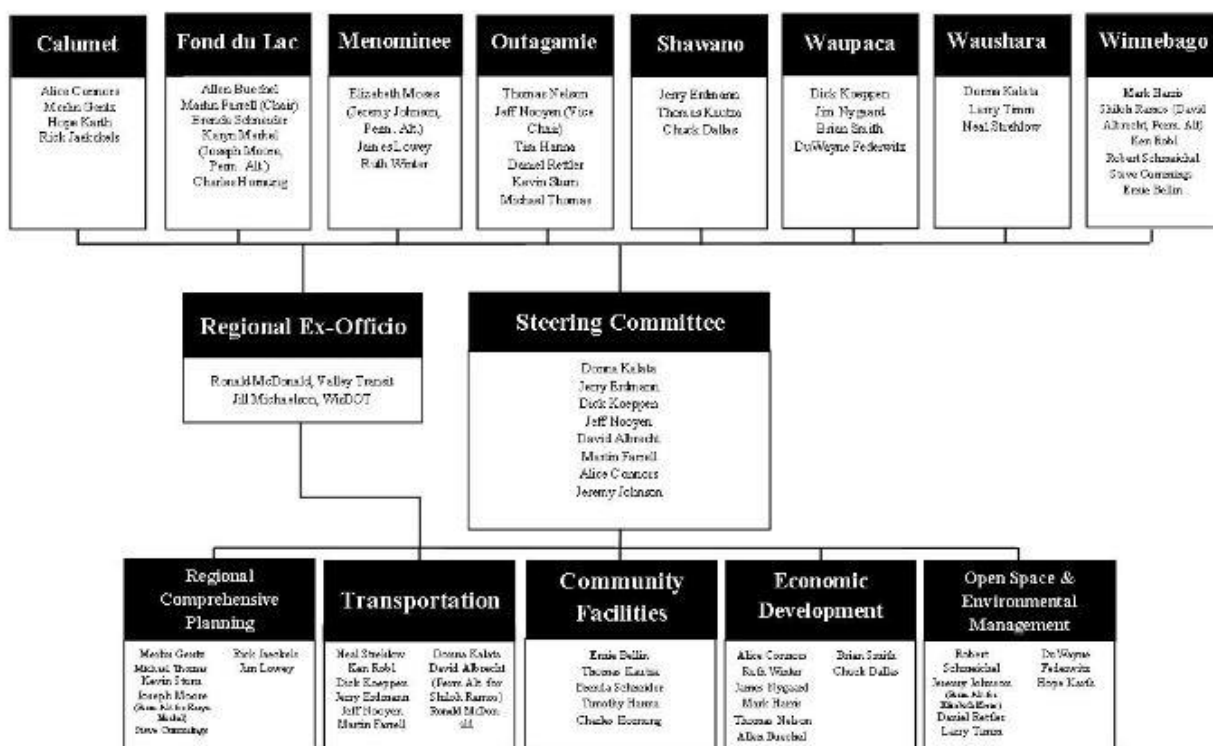
## CHAPTER 1: INTRODUCTION

### 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 in the region. The region consists of 10 counties, 27 cities, 29 villages, and 156 towns (see Map 1).

ECWRPC is governed by 36 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 1-1 and 1-2 show the July, 2018 Commissioners and Planning Staff. Ad-hoc advisory committees exist for the Transportation and Economic Development (e.g. the CEDS Committee) planning programs.

Figure 1-1: East Central RPC Table of Organization, July 2018



**Figure 1-2: East Central RPC Staffing, 2018**

<u>Administrative Staff</u> Eric W. Fowle, AICP, Executive Director Walt Raith, Assistant Director / MPO Director Erin Bonnin, Administrative Coordinator Pamela Scheibe-Johnson, Controller	Kim Biedermann, Regional Bicycle/Ped. Coordinator Ashley Tracy, SRTS Planner Tyler DeBruin, SRTS Planner
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	<u>Information Technology Staff</u> Tim Badtke, IT Coordinator
	<u>Notes:</u> SRTS= Safe Routes to School

## PURPOSE OF THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

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

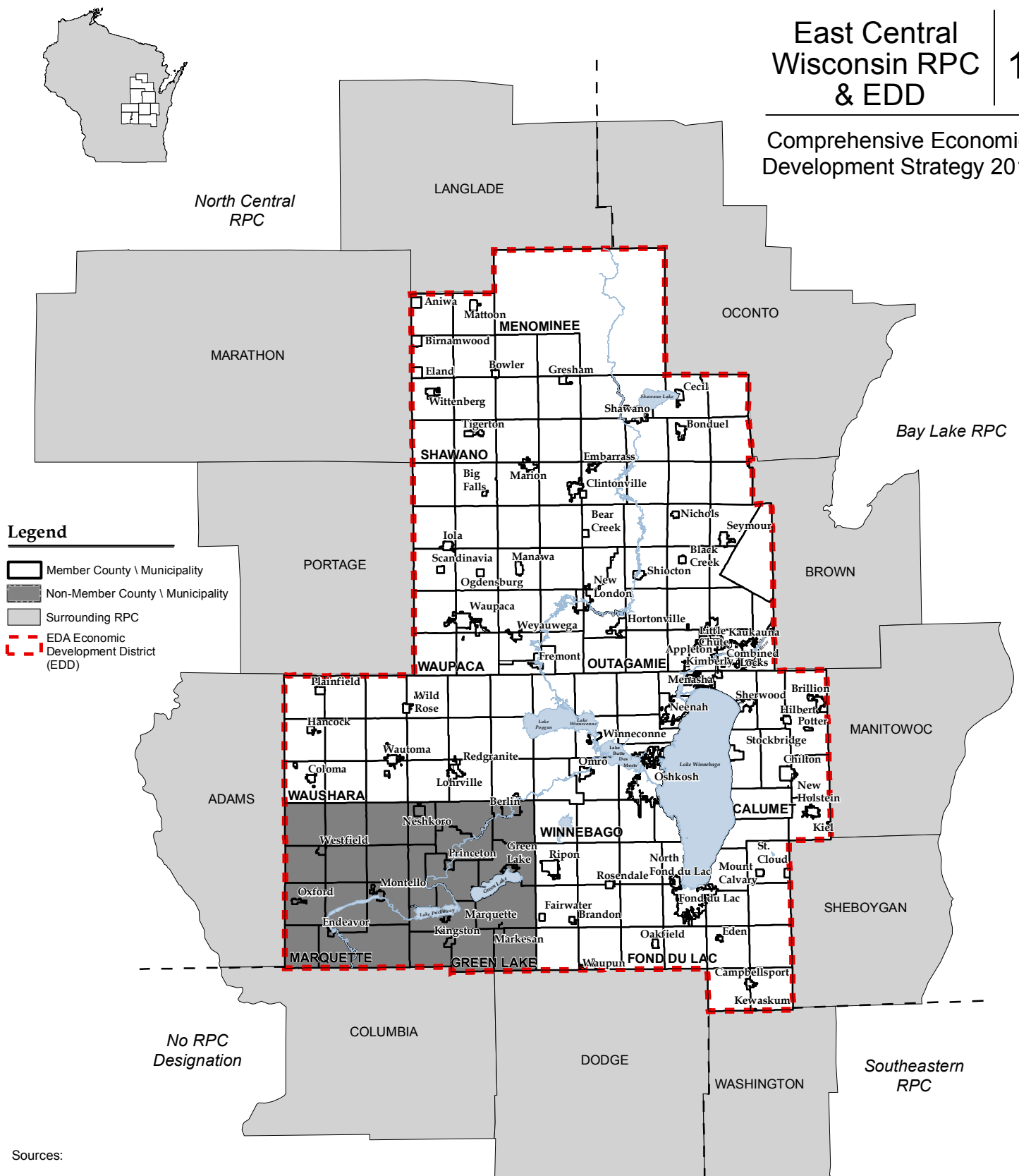
### EDA District Status

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

The CEDS document is a significant component of remaining a designated EDD. Continued eligibility of the East Central Economic Development District is based upon the Commission completing an update of the CEDS, in conformance with 13 CFR Chapter III §303.7, every 5 years (at minimum) and submitting a supplemental annual report for all other years. This document serves as the 2018 CEDS 5-Year Update.

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

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



### Sources:

Member County information provided by ECWRPC 2018.  
Base map data provided by the Regional counties and DNR Wisland data.



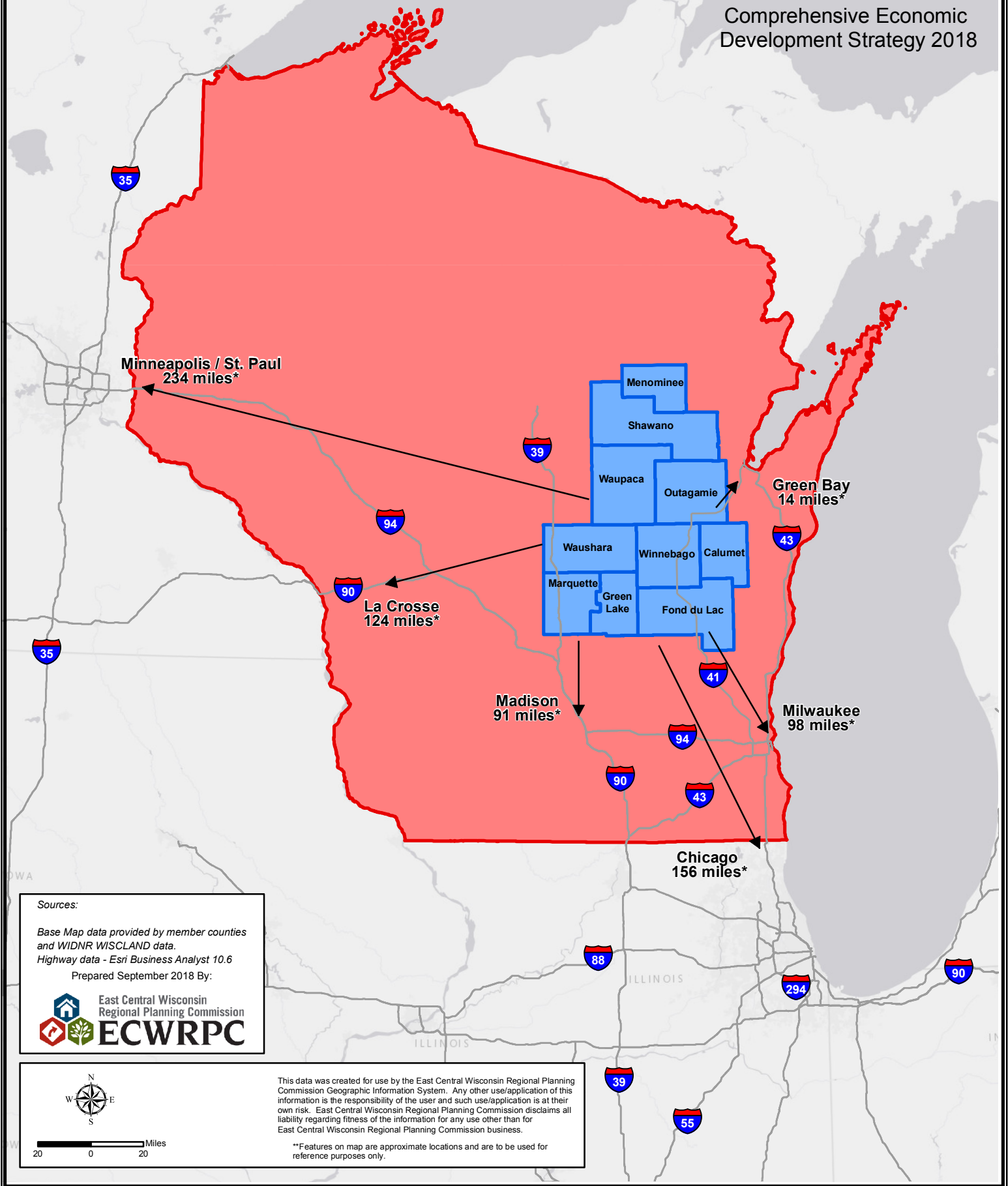
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Prepared May, 2018 by:

East Central Wisconsin  
Regional Planning Commission  
400 Ahnaip Street, Suite 100  
Menasha, WI 54952



### Sources:

Base Map data provided by member counties and WIDNR WISCLAND data.  
 Highway data - Esri Business Analyst 10.6  
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\*\*Features on map are approximate locations and are to be used for reference purposes only.

## EDA Investments in the Region

Since gaining EDD status in 1984, the Commission has been successful in securing nearly \$13.3 million in EDA funding for projects throughout the region, as seen in Table 1-1. 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 1-1: 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
1984-2018*	East Central Wisconsin RPC	Regional	Ongoing Economic Development Planning	Planning	\$ 2,142,115
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
<b>Total EDA Investment in the East Central Region</b>					<b>\$ 13,769,360</b>

\* Includes 3-year grant awarded to the Commission in 2018 to fund planning activities from 2018-2020

## BACKGROUND AND PROCESS

The *2018 CEDS 5-year Update* was the culmination of a planning process that consisted of the collection and dissemination of background information, gauging economic development perceptions in the region, and developing regional goals, objectives, and a plan of action for creating the Region's economic roadmap to diversify and strengthen the regional economy. The Comprehensive Economic Development Strategy (CEDS) Committee played a crucial role in this process.

### CEDS Committee

The CEDS Committee, originally formed as an ad-hoc advisory committee, is designed to help guide the CEDS planning process. Input from this committee is reported back to the Commission's Economic Development Standing Committee, and the Full Commission. The makeup of the CEDS Committee is guided by EDA legislation, CFR §303.6(a), which stipulates the committee should have representation from the following: private sector, public officials, community leaders, workforce development boards, institutions of higher education, minority and labor groups, private individuals and tribal governments where applicable. A consortium of economic development, technical college, workforce development, chamber, the Menominee tribe and other professionals were designated as the official CEDS committee for ECWRPC (Appendix B) and played a critical role in development of the *2018 CEDS 5-year Update*. Many thanks go out to the committee for their assistance in preparing this document.

### Public Participation

The Commission recognizes the importance of public participation in creating all plans. With this in mind, Commission staff ensured that public participation opportunities were made available throughout the process of creating the *2018 CEDS 5-year Update*, which included a 30-day public comment period, culminating in a public comment item on the October 26, 2018 Commission Agenda. For this *2018 CEDS 5-year Update*, Commission staff has continued to update the CEDS website and the promotion of the CEDS process as part of the Commission's Community and Economic Development E-Newsletter.

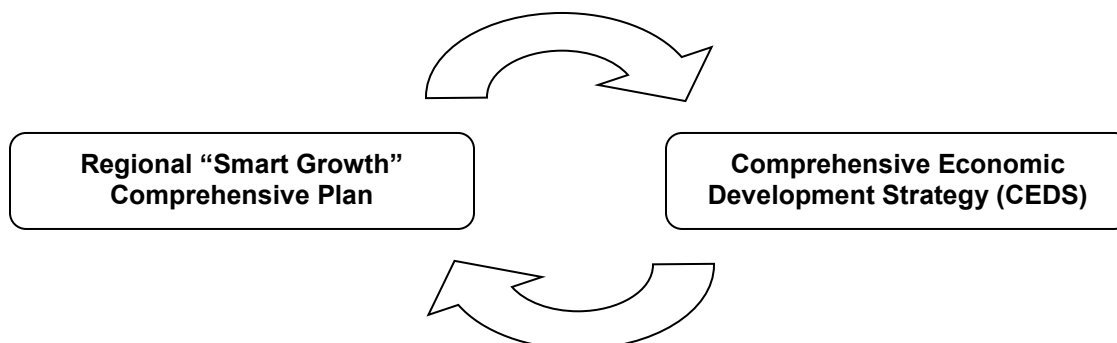
### Integration with the Regional Comprehensive Plan

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

The Commission took the approach to integrate the comprehensive planning efforts into the 2018 CEDS planning process. Both the *Regional Comprehensive Plan* and the CEDS are continuous planning processes; the documents that come out of these processes at particular points in time merely reflect the status of the document when printed. Both plans are designed to be 'living' documents and should be continually updated. The Commission intends to utilize

the CEDS process to update the Economic Development Element of the *Regional Comprehensive Plan* on a regular basis. This concept is depicted in Figure 1-3.

**Figure 1-3: Interrelationship between Planning Processes**



**Integration with the *Driving the Future: A Strategy for Fostering Collaborative Economic Development along the Interstate 41 Corridor***

In 2017, through a grant from the Department of Defense-Office of Economic Adjustment, East Central staff engaged TIP Strategies, to prepare a regional economic development strategy designed to build a more resilient and diversified manufacturing base in a five counties along the I-41 Corridor. *Driving the Future: A Strategy for Fostering Collaborative Economic Development along the Interstate 41 Corridor* articulates a set of unifying principles that reflect how regional stakeholders define economic development for the I-41 Corridor. It provides a set of goals, strategies, and actions designed to promote economic diversification and collaboration through the enrichment of the region's talent base, infrastructure, and economic development network.

The CEDS Committee used *Driving the Future* as a point of reference when creating the goals, objections, and strategies for the 5-year CEDS update to ensure consistency and integration of the documents. Also, the ECWRPC Commission approved Resolution 19-18 on July 27, 2018 adopting the strategies outlined in the document to foster collaboration among economic development partners, as well as provide the framework for a robust talent-based economic development ecosystem.

## **REPORT STRUCTURE**

The *2018 CEDS 5-year Update* is intended to provide baseline information that will enable commissioners, staff, advisory committee members, interest groups, and citizens to understand the basic make-up of the regional economy. It provides updated background information on demographic trends and socio-economic conditions, including population, labor force, industry clusters, personal income, and wage information. The following is a brief description of chapters within the CEDS.

### **Chapter 1: Introduction**

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

## Chapter 2: Existing Conditions

*This chapter provides a general overview of the region's employment, income, industries and clusters.*

## Chapter 3: SWOT Analysis

*This chapter provides an overview of the region's economic development strengths, weaknesses, opportunities and threats.*

## Chapter 4: Strategic Direction/Action Plan

*This chapter provides the region's economic development goals and objectives, and presents a plan for action.*

## Chapter 5: Evaluation Framework

*This chapter sets forth performance measures for addressing those items identified in the action plan.*

## Chapter 6: Economic Resilience

*This chapter addresses the two approaches to integrating regional economic resilience.*





## **CHAPTER 2**

### **POPULATION & ECONOMIC TRENDS**



## **CHAPTER 2: POPULATION & ECONOMIC TRENDS**

### **INTRODUCTION**

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

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

### **POPULATION TRENDS**

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

#### **Historic Population**

Between 1970 and 2010, the region has experienced significant population growth, growing from 475,090 persons in 1970 to 651,835 persons in 2010 (Table 2-1). The majority of this growth was concentrated in the four urban counties. Over the same time period, the region (37.2 percent) grew at a faster rate than the state (28.7 percent), but slower than that of the nation (51.9 percent).

As depicted in Table 2-1 and Figure 2-1, between 2000 and 2010 the region (7 percent) continued to grow at a faster rate than the state (6 percent), but slower than the nation (9.7 percent). The fastest growing county (Calumet) grew by 20.5 percent during this time period, largely in response to the expansion of the Appleton-Neenah urbanized area. Outagamie, Winnebago and Fond du Lac counties grew by 9.8 percent, 6.5 percent, and 4.5 percent respectively. Growth in the remainder of counties varied from 6.2 percent in Waushara County to 1.1 percent in Waupaca County. Green Lake County and Menominee County declined in population at rates of 0.3 and 7.2 percent.

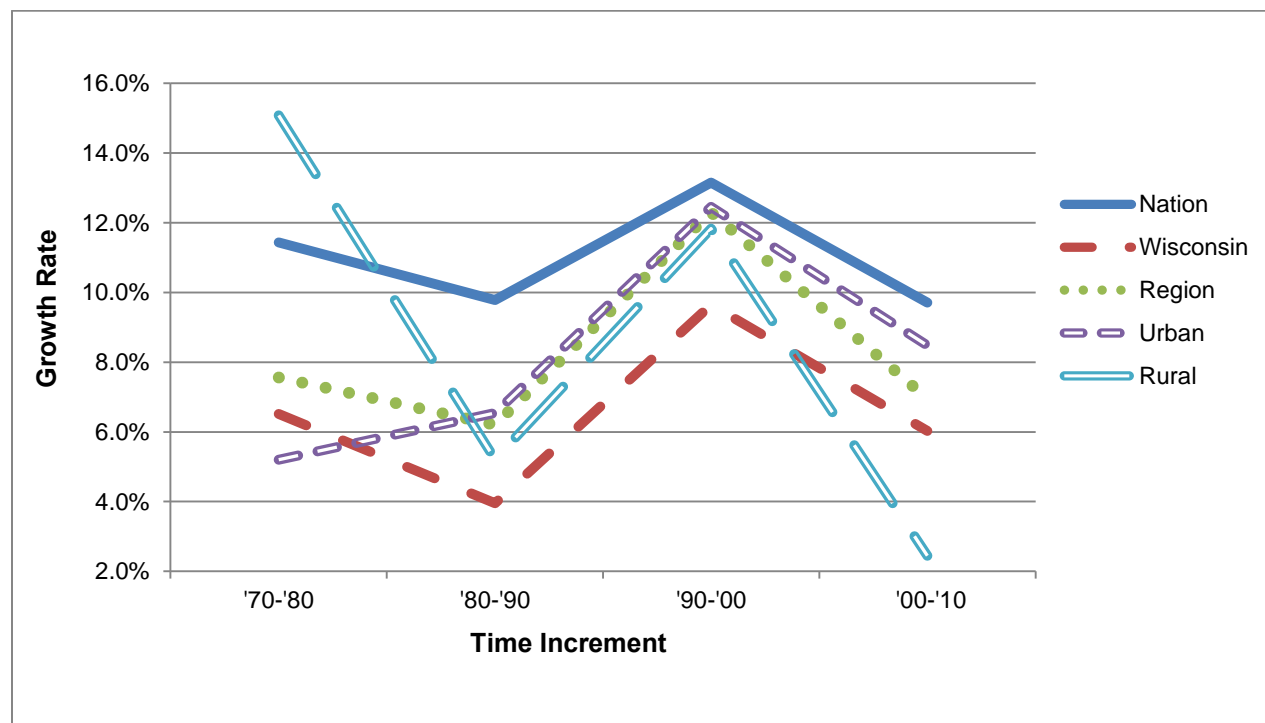
**Table 2-1: Historic Population Growth Rates, 1970-2010**

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

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

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

**Figure 2-1: Historic Growth Rates, 1970-2010**



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

## Population Forecasts

Table 2-2 presents population estimates for the region through the year 2040. These population projections are based on a combination of average growth trends over the last two Decennial Censuses (2000 and 2010), and population estimates developed by the Wisconsin Department of Administration in 2013.

Based on anticipated growth patterns and anticipated higher net migration rates, it is estimated that population in the region may increase by 23.6 percent between 2000 and 2040. As the population ages and the rate of natural increase declines, it is expected that some rural counties will actually see their population peak between 205 and 2035 and begin declining thereafter (e.g. Green Lake and Menominee Counties).

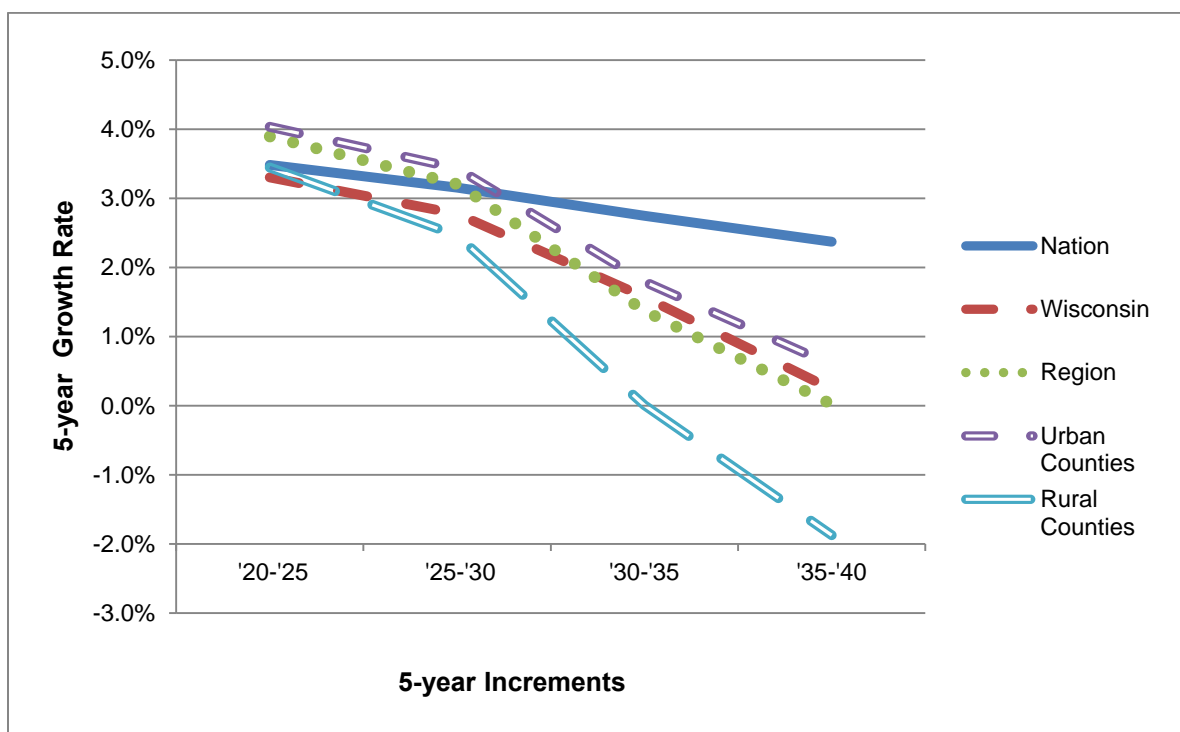
As seen in Figure 2-2, the region, as a whole, is anticipated to grow at a faster rate than the state yet slower than the nation. On average, the region's urban counties (Calumet, Fond du Lac, Outagamie and Winnebago) are anticipated to grow faster than rural counties (23.6 percent v. 11.1 percent). Estimated change in population for urban counties between 2000 and 2040 is expected to vary from 58 percent in Calumet County to 13.3 percent in Fond du Lac County. Estimated change in population for the remaining rural counties is expected to vary from 23.2 percent in Waushara County to -1.2 percent in Green Lake County.

**Table 2-2: Population Projections, 2000-2040**

	<b>Census 2000</b>	<b>Census 2010</b>	<b>2020</b>	<b>2025</b>	<b>2030</b>	<b>2035</b>	<b>2040</b>	<b>% Change 2000-2040</b>
Nation	281,421,906	308,745,538	332,639,000	344,234,000	355,101,000	364,862,000	373,528,000	32.7%
Wisconsin	5,363,715	5,686,986	6,005,080	6,203,580	6,375,910	6,476,270	6,491,635	21.0%
Region	609,558	651,835	693,040	720,055	743,130	753,345	753,510	23.6%
Urban Counties	455,781	494,293	528,995	550,355	569,255	579,460	582,880	27.9%
Rural Counties	153,777	157,542	164,045	169,700	173,875	173,885	170,630	11.0%
Calumet	40,631	48,971	54,555	58,010	61,255	63,210	64,210	58.0%
Fond Du Lac	97,296	101,633	105,755	108,485	110,590	111,040	110,250	13.3%
Green Lake	19,105	19,051	19,240	19,400	19,445	19,225	18,885	-1.2%
Marquette	14,555	15,404	16,315	16,970	17,325	17,305	17,015	16.9%
Menominee	4,562	4,232	4,565	4,845	5,110	5,325	5,170	13.3%
Outagamie	161,091	176,695	191,635	200,630	208,730	213,500	215,290	33.6%
Shawano	40,664	41,949	43,590	45,085	46,305	46,525	45,900	12.9%
Waupaca	51,825	52,410	54,475	56,220	57,460	57,120	55,670	7.4%
Waushara	23,066	24,496	25,860	27,180	28,230	28,385	27,990	21.3%
Winnebago	156,763	166,994	177,050	183,230	188,680	191,710	193,130	23.2%

Source: U.S. Census, 2000, 2010, 2017 National Population Projection Table; WI DOA 2010-2040 Projections (2013)

**Figure 2-2: Projected Rate of Growth, 2000-2040**



Source: 2017 National Population Projection Table; WI DOA 2010-2040 Projections (2013)

## LABOR FORCE AND UNEMPLOYMENT

The region's economic activity and well-being is reflected to a large degree by the number and types of jobs available. Labor force data<sup>1</sup> indicates the extent to which people are able to find jobs, the rate at which they are dropping out of the labor force, and the percentage of people unable to find work. Table 2-3 shows detailed labor force information for persons 16 and older.

### Historic Labor Force

Between 2000 and 2017, the region's labor force grew to 363,415, which was a 6 percent increase (Table 2-3). Between 2002 and 2017, the number of individuals counted as a part of the labor force increased as a whole, although some variability was seen during that time period (see Figure 2-3). In 2009, 2016, and 2017, the region experienced an increase in the labor force from previous years.

Labor force projections indicate that the region's future labor force is inherently tied to the aging population (Figure 2-4). As the Baby-Boom generation begins to leave the workforce over the next 10 to 15 years, the growth in total labor force nearly comes to a standstill. One of the greatest challenges facing the regional economy is how to accommodate skilled workers as they reach retirement age. Key issues include exploring how to utilize their skills for as long as possible through non-traditional employment, as well as how to create mechanisms (e.g. phased retirement) to pass on their skills to younger generations.

<sup>1</sup> 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.

Table 2-3: Civilian Labor Force Average Annual Figures for the Population Aged 16 and Older

	2000	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	% Change 2016-2017
<b>United States</b>												
Civilian Labor Force	142,583,000	154,287,000	154,142,000	153,889,000	153,617,000	154,975,000	155,389,000	155,922,000	157,130,000	159,187,000	160,320,000	0.7%
Employed	136,891,000	145,362,000	139,877,000	139,064,000	139,869,000	142,469,000	143,929,000	146,305,000	148,834,000	151,436,000	153,337,000	1.3%
Unemployed	5,692,000	8,924,000	14,265,000	14,825,000	13,747,000	12,506,000	11,460,000	9,617,000	8,296,000	7,751,000	6,982,000	-9.9%
Unemployment Rate	4.0	5.8	9.3	9.6	8.9	8.1	7.4	6.2	5.3	4.9	4.4	-10.6%
<b>Wisconsin</b>												
Civilian Labor Force	2,973,221	3,091,796	3,100,348	3,081,512	3,079,759	3,073,981	3,079,305	3,082,564	3,094,351	3,130,520	3,151,909	0.7%
Employed	2,868,382	2,940,438	2,834,335	2,814,393	2,840,996	2,857,418	2,871,997	2,915,848	2,953,622	3,005,478	3,048,242	1.4%
Unemployed	104,839	151,358	266,013	267,119	238,763	216,563	207,308	166,716	140,729	125,042	103,667	-17.1%
Unemployment Rate	3.5	4.9	8.6	8.7	7.8	7.0	6.7	5.4	4.5	4.0	3.3	-17.7%
<b>East Central Region</b>												
Civilian Labor Force	342,889	357,604	360,035	358,067	357,506	356,764	356,397	356,426	357,079	361,583	363,415	0.5%
Employed	331,880	340,405	329,339	327,793	330,810	332,493	333,166	337,880	341,682	348,191	352,294	1.2%
Unemployed	11,009	17,199	30,696	30,274	26,696	24,271	23,231	18,546	15,397	13,392	11,121	-17.0%
Unemployment Rate	3.2	4.8	8.5	8.5	7.5	6.8	6.5	5.2	4.3	3.7	3.1	-17.4%
<b>Calumet County</b>												
Civilian Labor Force	24,000	25,647	25,633	27,304	27,520	27,296	27,184	27,151	27,480	27,821	28,041	0.8%
Employed	23,331	24,551	23,682	25,420	25,885	25,837	25,754	26,014	26,500	26,931	27,263	1.2%
Unemployed	669	1,096	1,951	1,884	1,635	1,459	1,430	1,137	980	890	778	-12.6%
Unemployment Rate	2.8	4.3	7.6	6.9	5.9	5.3	5.3	4.2	3.6	3.2	2.8	-13.3%
Share of District Workforce	7.0	7.2	7.1	7.6	7.7	7.7	7.6	7.6	7.7	7.7	7.7	0.3%
<b>Fond du Lac County</b>												
Civilian Labor Force	55,532	56,928	56,234	56,516	56,211	56,120	57,076	57,127	57,074	57,143	57,544	0.7%
Employed	53,795	54,198	51,171	51,715	52,102	52,476	53,567	54,321	54,749	55,139	55,915	1.4%
Unemployed	1,737	2,730	5,063	4,801	4,109	3,644	3,509	2,806	2,325	2,004	1,629	-18.7%
Unemployment Rate	3.1	4.8	9.0	8.5	7.3	6.5	6.1	4.9	4.1	3.5	2.8	-19.3%
Share of District Workforce	16.2	15.9	15.6	15.8	15.7	15.7	16.0	16.0	16.0	15.8	15.8	0.2%
<b>Green Lake County</b>												
Civilian Labor Force	10,696	10,400	10,242	10,308	10,385	10,314	10,208	10,048	10,001	9,798	9,731	-0.7%
Employed	10,259	9,819	9,258	9,347	9,534	9,539	9,398	9,402	9,460	9,322	9,364	0.5%
Unemployed	437	581	984	961	851	775	810	646	541	476	367	-22.9%
Unemployment Rate	4.1	5.6	9.6	9.3	8.2	7.5	7.9	6.4	5.4	4.9	3.8	-22.4%
Share of District Workforce	3.1	2.9	2.8	2.9	2.9	2.9	2.9	2.8	2.8	2.7	2.7	-1.2%
<b>Marquette County</b>												
Civilian Labor Force	7,496	7,823	7,766	7,691	7,609	7,579	7,511	7,328	7,504	7,581	7,644	0.8%
Employed	7,090	7,325	6,985	6,855	6,851	6,910	6,877	6,803	7,044	7,198	7,351	2.1%
Unemployed	406	498	801	836	758	669	634	525	460	383	293	-23.5%
Unemployment Rate	5.4	6.4	10.3	10.9	10.0	8.8	8.4	7.2	6.1	5.1	3.8	-24.1%
Share of District Workforce	2.2	2.2	2.2	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	0.3%

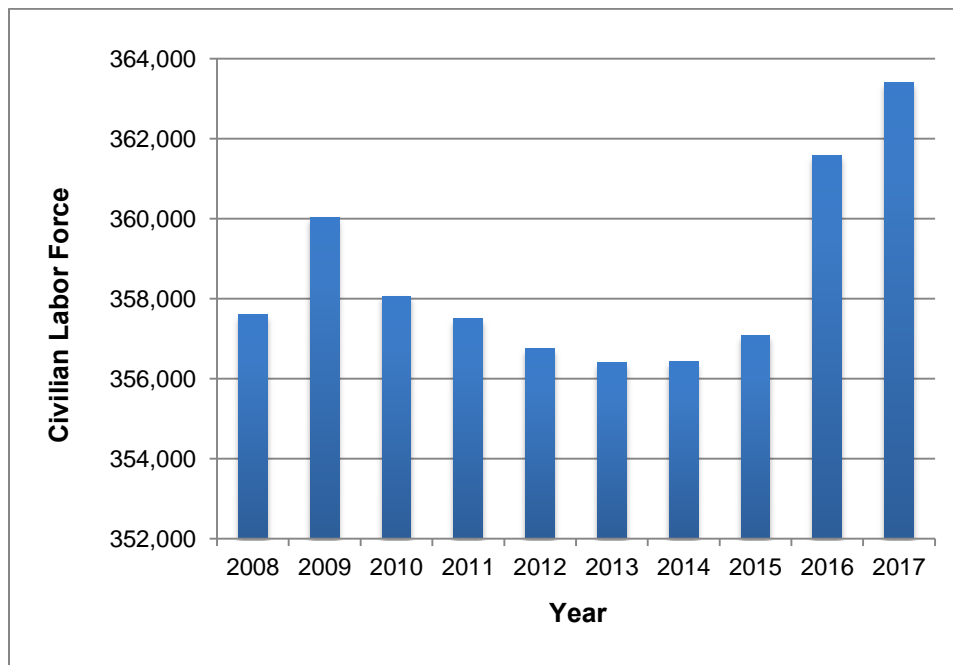
**Table 2-3: Civilian Labor Force Average Annual Figures for the Population Aged 16 and Older (cont'd)**

	2000	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	% Change 2016-2017
<b>Menominee County</b>												
Civilian Labor Force	1,637	1,643	1,640	1,550	1,603	1,589	1,573	1,600	1,605	1,580	1,588	0.5%
Employed	1,488	1,468	1,412	1,279	1,328	1,330	1,324	1,402	1,450	1,460	1,492	2.2%
Unemployed	149	175	228	271	275	259	249	198	155	120	96	-20.0%
Unemployment Rate	9.1	10.7	13.9	17.5	17.2	16.3	15.8	12.4	9.7	7.6	6.0	-20.4%
Share of District Workforce	0.5	0.5	0.5	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.0%
<b>Outagamie County</b>												
Civilian Labor Force	92,829	97,875	99,345	100,595	100,373	100,330	100,502	101,310	102,033	104,267	104,727	0.4%
Employed	90,036	93,307	91,091	92,453	93,281	93,883	94,373	96,489	97,982	100,596	101,585	1.0%
Unemployed	2,793	4,568	8,254	8,142	7,092	6,447	6,129	4,821	4,041	3,671	3,142	-14.4%
Unemployment Rate	3.0	4.7	8.3	8.1	7.1	6.4	6.1	4.8	4.0	3.5	3.0	-14.8%
Share of District Workforce	27.1	27.4	27.6	28.1	28.1	28.1	28.2	28.4	28.6	28.8	28.8	-0.1%
<b>Shawano County</b>												
Civilian Labor Force	21,969	22,167	22,679	21,884	21,775	21,621	21,470	21,302	21,302	21,373	21,624	1.2%
Employed	21,149	21,010	20,573	19,645	19,790	19,894	19,868	20,039	20,265	20,489	20,925	2.1%
Unemployed	820	1,157	2,106	2,239	1,985	1,727	1,602	1,263	1,037	884	699	-20.9%
Unemployment Rate	3.7	5.2	9.3	10.2	9.1	8.0	7.5	5.9	4.9	4.1	3.2	-21.8%
Share of District Workforce	6.4	6.2	6.3	6.1	6.1	6.1	6.0	6.0	6.0	5.9	6.0	0.7%
<b>Waupaca County</b>												
Civilian Labor Force	27,706	28,040	28,381	27,744	27,711	27,388	27,362	27,329	27,062	27,076	26,715	-1.3%
Employed	26,747	26,539	25,665	25,123	25,399	25,310	25,361	25,783	25,804	26,008	25,859	-0.6%
Unemployed	959	1,501	2,716	2,621	2,312	2,078	2,001	1,546	1,258	1,068	856	-19.9%
Unemployment Rate	3.5	5.4	9.6	9.4	8.3	7.6	7.3	5.7	4.6	3.9	3.2	-18.8%
Share of District Workforce	8.1	7.8	7.9	7.7	7.8	7.7	7.7	7.7	7.6	7.5	7.4	-1.8%
<b>Waushara County</b>												
Civilian Labor Force	11,756	12,710	12,851	12,026	11,919	12,020	11,830	11,619	11,497	11,523	11,557	0.3%
Employed	11,249	11,961	11,578	10,731	10,752	10,968	10,816	10,789	10,774	10,946	11,103	1.4%
Unemployed	507	749	1,273	1,295	1,167	1,052	1,014	830	723	577	454	-21.3%
Unemployment Rate	4.3	5.9	9.9	10.8	9.8	8.8	8.6	7.1	6.3	5.0	3.9	-21.5%
Share of District Workforce	3.4	3.6	3.6	3.4	3.3	3.4	3.3	3.3	3.2	3.2	3.2	-0.2%
<b>Winnebago County</b>												
Civilian Labor Force	89,268	94,371	95,244	92,449	92,400	92,507	91,681	91,612	91,521	93,421	94,244	0.9%
Employed	86,736	90,227	87,924	85,225	85,888	86,346	85,828	86,838	87,644	90,102	91,437	1.5%
Unemployed	2,532	4,144	7,320	7,224	6,512	6,161	5,853	4,774	3,877	3,319	2,807	-15.4%
Unemployment Rate	2.8	4.4	7.7	7.8	7.0	6.7	6.4	5.2	4.2	3.6	3.0	-16.2%
Share of District Workforce	26.0	26.4	26.5	25.8	25.8	25.9	25.7	25.7	25.6	25.8	25.9	0.4%

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

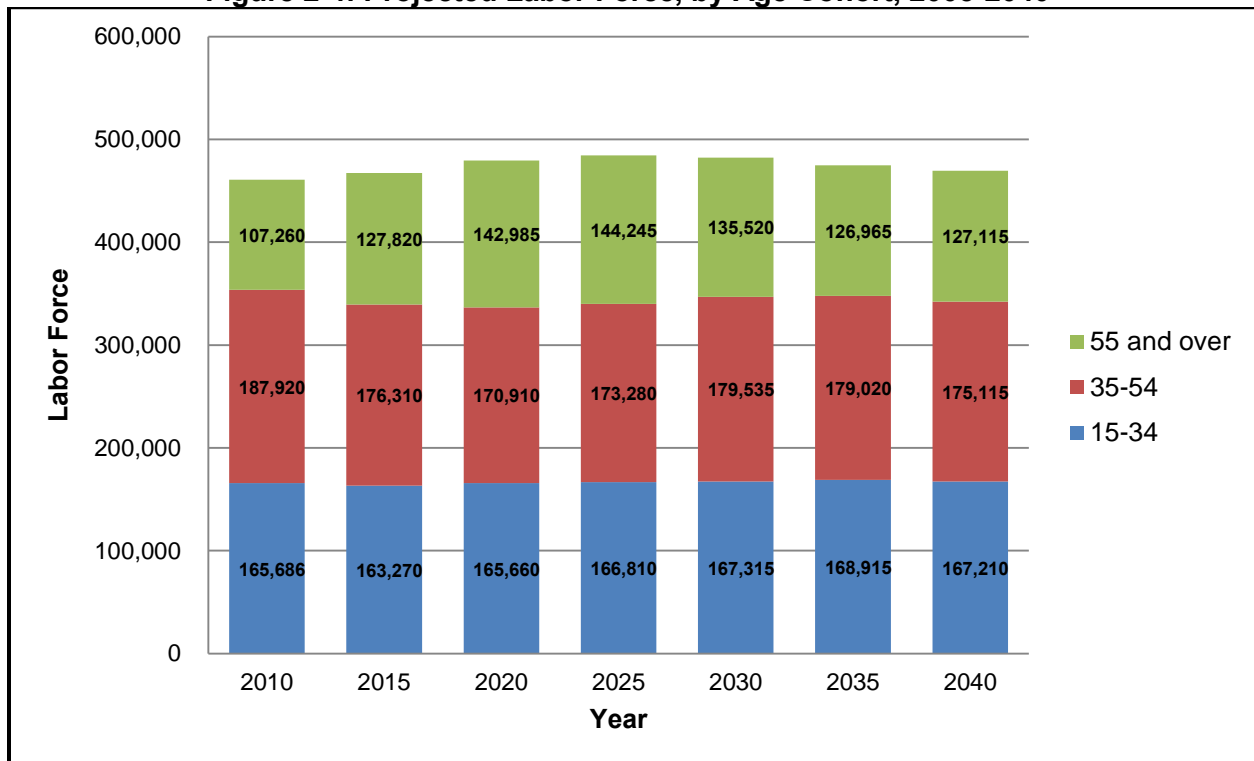


**Figure 2-3: Regional Civilian Labor Force, 2008 – 2017**



Source: Wisconsin Department of Workforce Development, Bureau of Workforce Training - Labor Market Information, Local Area Unemployment Statistics (LAUS) Results, 2017

**Figure 2-4: Projected Labor Force, by Age Cohort, 2005-2040\***



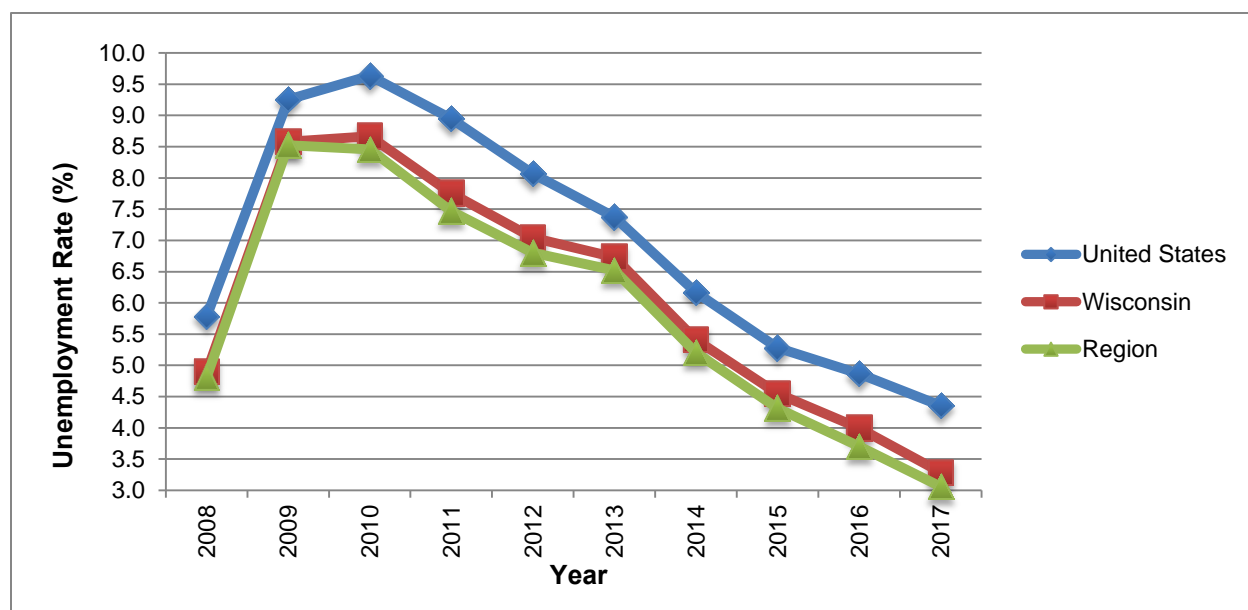
Source: Wisconsin Department of Workforce Development, Office of Economic Advisors, 2018

\*Note – the numbers in the 55 and over category are reflective of data for ages 55-69 only.

## Unemployment

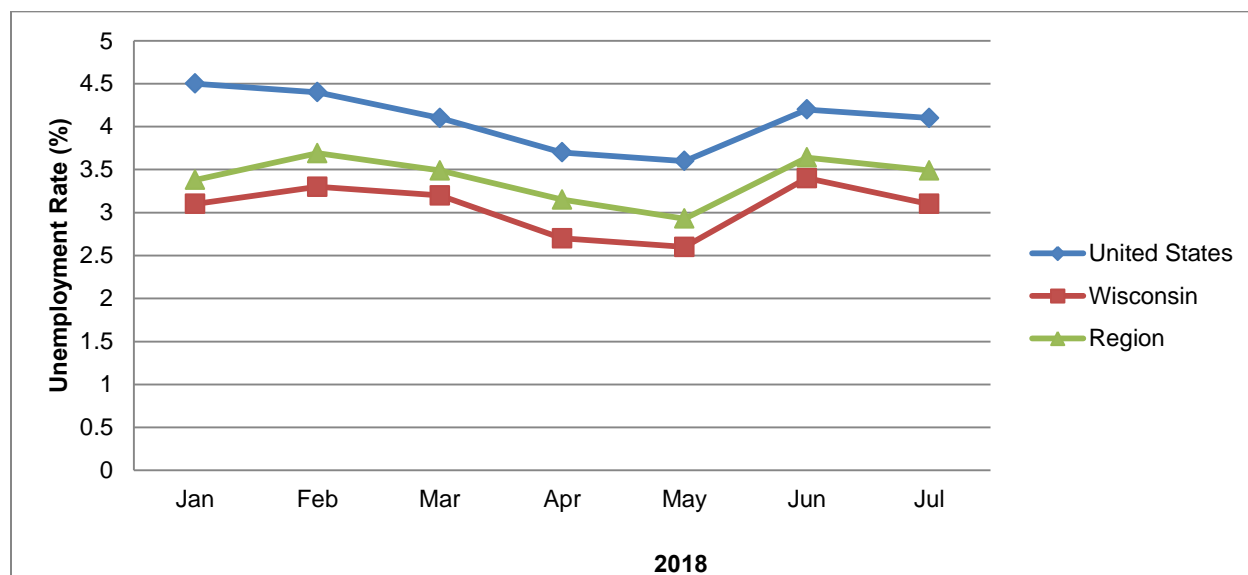
Figure 2-5 shows that the state's (3.3 percent) and the region's (3.1 percent) 2017 annual average unemployment rates were lower than the national average (4.4 percent). January through July 2018 monthly unemployment rates are shown in Figure 2-6 to illustrate the slight decline and rise in unemployment during the spring of 2018.

**Figure 2-5: Region, State, and U.S. Annual Unemployment Rates, 2008 – 2017**



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

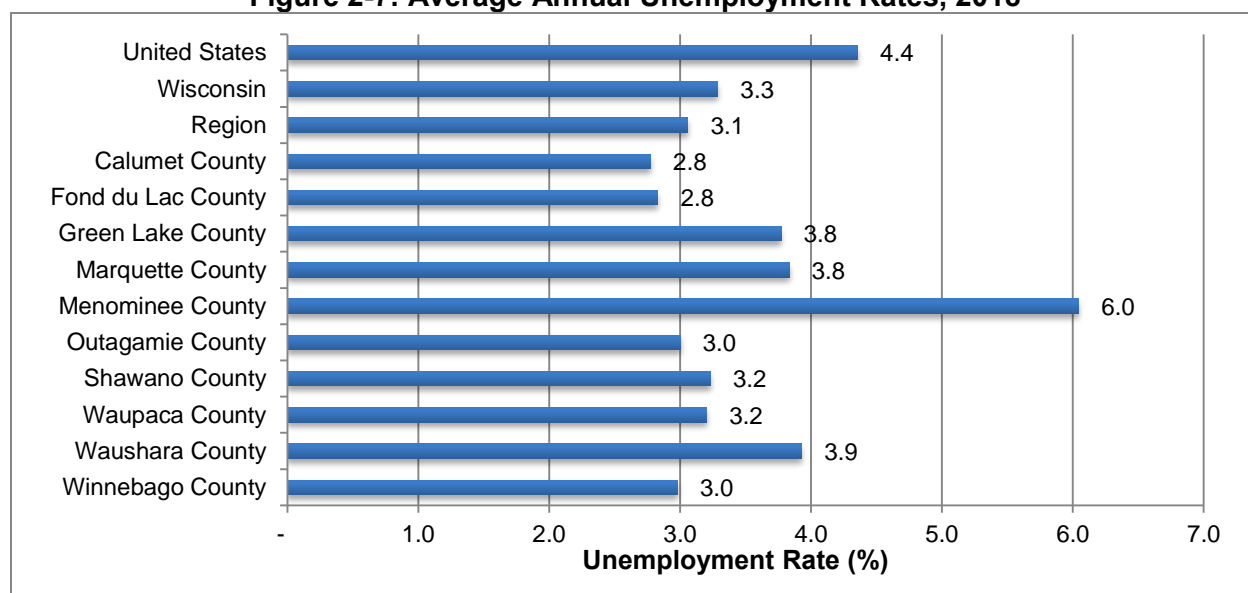
**Figure 2-6: Region, State, and U.S. Monthly Unemployment Rates, Jan – Aug 2018**



Source: Wisconsin Department of Workforce Development. LAUS Benchmark and Estimates Reports, 2018.  
Not Seasonally Adjusted

Figure 2-7 shows annual unemployment rates in 2018 for each of the counties in the region. Menominee County continues to experience the highest level of unemployment (6 percent), a decrease from the 2013 CEDS 5-Year Update (15.3 percent). Waushara County had the second highest rate of unemployment (3.9 percent), decreasing from 8.9 percent from the 2013 CEDS 5-Year Update. Calumet and Fond du Lac Counties had the lowest unemployment rate (2.8 percent), followed by Outagamie and Winnebago Counties (3.0 percent). As such, the region's urban counties continue to exhibit lower unemployment rates than rural counties.

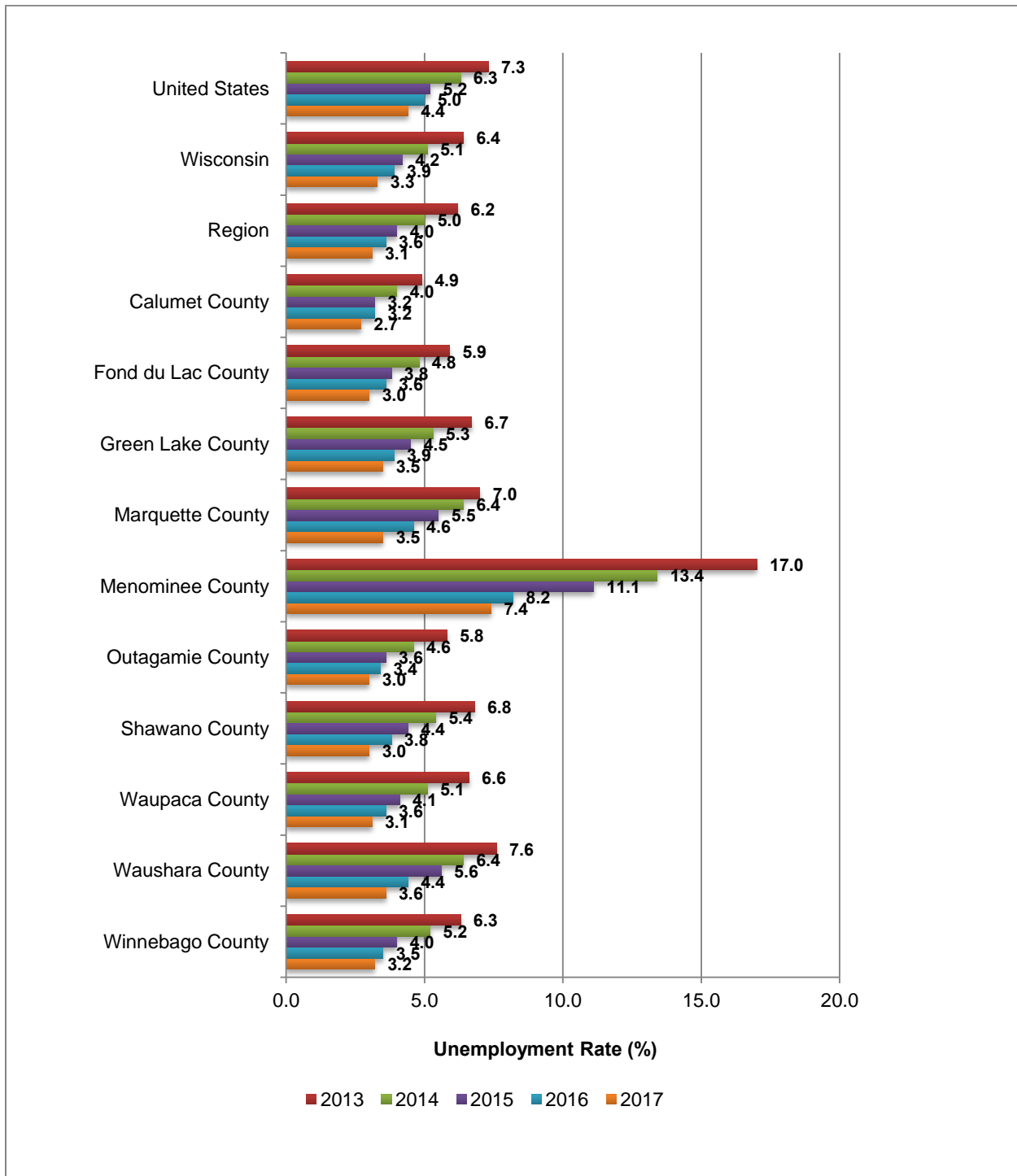
**Figure 2-7: Average Annual Unemployment Rates, 2018**



Source: Wisconsin Department of Workforce Development. LAUS Benchmark and Estimates Reports, 2018.  
Not Seasonally Adjusted

Figure 2-8, which shows unemployment rates for August 2013-2017, is included in this report to illustrate the change in unemployment rates since 2013 as the economic landscape has recovered drastically from the global recession. The region and its counties experienced a fifty percent decrease in the unemployment rate for August 2013 when compared to the same date presented in the 2013 CEDS 5-Year Update. Since then, unemployment rates have continued to decline.

**Figure 2-8: Monthly Unemployment Rates, August 2013, 2014, 2015, 2016, and 2017**



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

## WAGES AND INCOME

### Per Capita Personal Income

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

Table 2-4 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 2016, Calumet, Fond du Lac, Green Lake, Outagamie, Waupaca, and Winnebago Counties maintained PCI levels higher than that of the region as a whole (\$41,184). Only Outagamie County surpassed the state PCI level (\$46,762). PCI levels were drastically lower than the national, state, and regional levels for Menominee County, where the PCI is 56.7 percent of the national level. Marquette, Shawano, and Waushara Counties have the next lowest PCI.

**Table 2-4: Personal per Capita Income and Percent of U.S. Average**

	2000	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	% Change 2007-2016
<b>United States</b>												
Per Capita Income	\$ 30,602	\$ 39,821	\$ 41,082	\$ 39,376	\$ 40,277	\$ 42,461	\$ 44,282	\$ 44,493	\$ 46,494	\$ 48,451	\$ 49,246	23.7%
<b>Wisconsin</b>												
Per Capita Income	\$29,682	\$37,573	\$38,873	\$38,012	\$38,597	\$40,749	\$42,537	\$42,728	\$44,296	\$45,960	\$46,762	24.5%
Percent of US PCI	97.0%	94.4%	94.6%	96.5%	95.8%	96.0%	96.1%	96.0%	95.3%	94.9%	95.0%	0.6%
<b>Region</b>												
Per Capita Income	\$25,275	\$32,394	\$33,635	\$33,187	\$34,003	\$35,933	\$37,361	\$37,677	\$39,066	\$40,447	\$41,184	27.1%
Percent of US PCI	82.6%	81.3%	81.9%	84.3%	84.4%	84.6%	84.4%	84.7%	84.0%	83.5%	83.6%	2.8%
<b>Calumet</b>												
Per Capita Income	\$29,555	\$37,387	\$37,548	\$36,608	\$36,866	\$39,495	\$40,634	\$41,193	\$43,819	\$44,498	\$45,569	21.9%
Percent of US PCI	96.6%	93.9%	91.4%	93.0%	91.5%	93.0%	91.8%	92.6%	94.2%	91.8%	92.5%	-1.4%
<b>Fond du Lac</b>												
Per Capita Income	\$28,767	\$35,146	\$36,977	\$35,896	\$36,839	\$38,389	\$40,189	\$40,286	\$42,231	\$43,940	\$44,665	27.1%
Percent of US PCI	94.0%	88.3%	90.0%	91.2%	91.5%	90.4%	90.8%	90.5%	90.8%	90.7%	90.7%	2.8%
<b>Green Lake</b>												
Per Capita Income	\$26,889	\$35,093	\$36,634	\$34,939	\$36,585	\$40,064	\$42,858	\$41,980	\$44,308	\$44,897	\$44,759	27.5%
Percent of US PCI	87.9%	88.1%	89.2%	88.7%	90.8%	94.4%	96.8%	94.4%	95.3%	92.7%	90.9%	3.1%
<b>Marquette</b>												
Per Capita Income	\$21,500	\$28,743	\$29,869	\$29,888	\$30,726	\$32,616	\$33,265	\$34,506	\$34,996	\$36,197	\$37,159	29.3%
Percent of US PCI	70.3%	72.2%	72.7%	75.9%	76.3%	76.8%	75.1%	77.6%	75.3%	74.7%	75.5%	4.5%
<b>Menominee</b>												
Per Capita Income	\$16,286	\$21,488	\$22,614	\$24,426	\$24,436	\$24,251	\$25,249	\$26,060	\$25,595	\$27,734	\$27,907	29.9%
Percent of US PCI	53.2%	54.0%	55.0%	62.0%	60.7%	57.1%	57.0%	58.6%	55.1%	57.2%	56.7%	5.0%
<b>Outagamie</b>												
Per Capita Income	\$30,153	\$37,651	\$39,007	\$37,586	\$38,269	\$40,466	\$41,998	\$42,226	\$43,926	\$45,628	\$46,814	24.3%
Percent of US PCI	98.5%	94.6%	94.9%	95.5%	95.0%	95.3%	94.8%	94.9%	94.5%	94.2%	95.1%	0.5%
<b>Shawano</b>												
Per Capita Income	\$22,880	\$29,307	\$30,771	\$30,412	\$31,629	\$33,465	\$34,574	\$35,303	\$36,655	\$37,662	\$38,050	29.8%
Percent of US PCI	74.8%	73.6%	74.9%	77.2%	78.5%	78.8%	78.1%	79.3%	78.8%	77.7%	77.3%	5.0%
<b>Waupaca</b>												
Per Capita Income	\$25,492	\$33,959	\$34,992	\$35,303	\$36,069	\$37,554	\$39,127	\$39,946	\$41,205	\$42,258	\$43,448	27.9%
Percent of US PCI	83.3%	85.3%	85.2%	89.7%	89.6%	88.4%	88.4%	89.8%	88.6%	87.2%	88.2%	3.5%
<b>Waushara</b>												
Per Capita Income	\$22,185	\$29,268	\$30,959	\$30,909	\$31,769	\$34,143	\$36,006	\$36,035	\$37,101	\$39,027	\$39,829	36.1%
Percent of US PCI	72.5%	73.5%	75.4%	78.5%	78.9%	80.4%	81.3%	81.0%	79.8%	80.5%	80.9%	10.0%
<b>Winnebago</b>												
Per Capita Income	\$29,046	\$35,900	\$36,982	\$35,902	\$36,844	\$38,885	\$39,713	\$39,239	\$40,822	\$42,626	\$43,641	21.6%
Percent of US PCI	94.9%	90.2%	90.0%	91.2%	91.5%	91.6%	89.7%	88.2%	87.8%	88.0%	88.6%	-1.7%

Source: Bureau of Economic Analysis, U.S. Department of Commerce, CA1 Personal income summary  
Last updated: November 16, 2017-- new estimates for 2016; revised estimates for 2010-2015.

## Average Weekly Wages

Reviewing wage information allows for insight into industry-specific rates of pay at the county and state level. Tables 2-5 and 2-6 present average wage information for the region (2-digit North American Industrial Classification System (NAICS)). Appendix C contains 3-digit NAICS wage data. According to wage information provided by the Wisconsin Department of Workforce Development, Bureau of Workforce Information and Labor Market Statistics, Winnebago County was the only county in the region to have a higher average weekly wage rate (\$956) than that of the state (\$883). Between 2007 and 2016, all counties experienced wage increases between 10.7 and 29.4 percent. Calumet County experienced a 29.4 percent increase in wages over the same time period while Menominee County experienced a modest 10.1 percent.

**Table 2-5: Average Weekly Wage for All Industries, 2007-2016**

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	% Change 2007-2016
Wisconsin	\$732	\$753	\$753	\$769	\$789	\$807	\$823	\$843	\$873	\$883	20.6%
Region	\$596	\$611	\$608	\$630	\$644	\$662	\$674	\$696	\$718	\$722	21.2%
Calumet	\$554	\$585	\$579	\$636	\$634	\$653	\$649	\$678	\$698	\$717	29.4%
Fond du Lac	\$667	\$696	\$686	\$702	\$716	\$747	\$748	\$769	\$805	\$823	23.4%
Green Lake	\$578	\$578	\$574	\$615	\$654	\$681	\$694	\$716	\$733	\$698	20.8%
Marquette	\$502	\$506	\$505	\$510	\$542	\$552	\$566	\$597	\$622	\$635	26.5%
Menominee	\$541	\$557	\$567	\$570	\$580	\$587	\$590	\$596	\$620	\$599	10.7%
Outagamie	\$722	\$738	\$731	\$746	\$764	\$786	\$797	\$820	\$851	\$872	20.8%
Shawano	\$510	\$524	\$526	\$532	\$524	\$541	\$561	\$581	\$599	\$610	19.6%
Waupaca	\$587	\$596	\$588	\$629	\$642	\$656	\$659	\$687	\$698	\$701	19.4%
Waushara	\$509	\$530	\$529	\$532	\$548	\$553	\$587	\$607	\$610	\$608	19.4%
Winnebago	\$788	\$804	\$795	\$827	\$838	\$865	\$888	\$910	\$939	\$956	21.3%

Source: Wisconsin Department of Workforce Development, Bureau of Workforce Training-Labor Market Information; Query Results created 5/14/18 via <http://WORKnet.Wisconsin.gov>

Generally, a portion of higher paying industry groups fall within the Manufacturing Sector in the production of durable and non-durable products, as seen in Appendix C. Average weekly wages in these industries are among the highest in the region. Regional examples include wages of \$1,444 in Paper manufacturing in Winnebago County and \$1,419 in food manufacturing also in Winnebago County.

Other higher paying industry groups include construction, utilities, wholesale trade, warehousing and storage, information, finance and insurance, health care and social assistance. The Wholesale Trade, Electric Markets and Agents and Brokers Subsector reported a \$2,015 average weekly wage in Waushara County, similar to Outagamie (\$1,807) and Winnebago (\$1,766) Counties. In the Securities Commodity Contracts Investments Subsector, very high average weekly wages were seen in Winnebago (\$2,494) and Outagamie (\$2,109) Counties.

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 Marquette County the Food Services and Drinking Places Industry Group reported a \$196 average weekly wage, and in Green Lake County that same group reported a \$217 average weekly wage. Green Lake County reported an average weekly wage of \$209 in the Retail Trade, Clothing and Clothing Accessories Stores Subsector.

Table 2-6: 2017 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)	748	850	704	664	624	893	636	719	642	976	746
Average, All Industries (All Private Ownership)	752	849	712	662	283	893	637	726	616	987	712
Average, All Industries (All Government)	708	854	670	678	644	900	631	691	729	889	739
11 Ag Forestry Fishing & Hunting	746	622	650	S	S	688	758	569	664	S	671
21 Mining Quarrying & Oil & Gas Extraction	783	896	1,508	S	0	956	0	0	0	S	518
22 Utilities	1,528	1,713	1,466	837	S	1,572	1,268	1,446	1,600	911	1,371
23 Construction	1,012	1,213	977	832	0	1,247	906	886	646	1,218	894
31-33 Mfg	928	1,074	785	966	S	1,115	782	1,020	898	1,201	974
42 Whis Trade	1,311	1,054	751	705	0	1,199	910	967	757	1,026	868
44-45 Retail Trade	485	510	520	387	S	514	468	455	422	483	472
48-49 Trans & Warehousing	787	843	811	553	483	916	712	612	794	918	743
51 Information	412	767	736	1,051	0	1,018	628	S	756	1,136	723
52 Finance & Insurance	985	1,094	912	639	0	1,287	824	859	815	1,261	868
53 Real Estate & Rental & Leasing	371	639	573	343	651	786	463	435	446	647	535
54 Professional & Technical Services	999	1,144	S	623	S	1,254	866	S	S	1,400	1,048
55 Management Of Companies & Enterprises	803	1,038	S	0	0	1,478	1,255	S	S	2,447	1,003
56 Admin & Waste Services	727	591	588	625	S	671	716	607	274	678	609
61 Edu Services	677	844	765	712	727	858	641	684	743	831	748
62 Health Care & Social Assistance	690	981	808	475	699	1,005	636	678	637	852	746
71 Arts Entertainment & Recreation	288	311	298	320	S	264	516	312	221	451	331
72 Accommodation & Food Services	220	258	274	213	S	282	227	229	229	261	244
81 Other Services Exc Public Admin	471	465	560	584	327	516	478	452	507	463	482
92 Public Admin	741	852	582	666	652	937	617	601	760	874	728
99 Unclassified	0	0	0	0	0	0	0	S	0	0	0

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

## Tourism Expenditures

Much of the region's tourism expenditures can be attributed to visits related to natural/scenic beauty, among a host of other things. Protection of the region's natural resources will help ensure the ability to attract and promote eco-tourists. Regionally, total tourism expenditures increased by 2.03 percent between 2016 and 2017, slightly lower than the state (2.96 percent). Among counties, Shawano (4.40 percent) and Fond du Lac (3.34 percent) experienced the largest growth in tourism expenditures. Table 2-7 provides more detailed information on tourism expenditures.

**Table 2-7: Wisconsin and County Tourism Impacts, 2016 – 2017**

	Direct Visitor Spending			Total Business Sales			Employment		
	Millions		%	Millions		%	Total		%
County	2016	2017	Change	2016	2017	Change	2016	2017	Change
Wisconsin	\$12,310.7	\$12,701.1	3.17%	\$19,967.7	\$20,607.4	3.20%	193,454	195,255	0.93%
Region	\$1,043.1	\$1,066.9	2.28%	\$1,789.7	\$1,837.7	2.68%	18,799	18,763	-0.19%
Calumet County	\$30.9	\$31.7	2.69%	\$59.5	\$61.2	2.81%	667	673	0.95%
Fond du Lac County	\$141.1	\$146.9	4.07%	\$239.9	\$248.8	3.70%	2,665	2,698	1.21%
Green Lake County	\$38.4	\$39.3	2.28%	\$58.7	\$60.2	2.59%	749	736	-1.74%
Marquette County	\$22.2	\$22.9	2.94%	\$33.5	\$34.5	2.97%	291	295	1.23%
Menominee County	\$2.6	\$2.7	2.69%	\$4.9	\$5.0	2.89%	49	49	-0.19%
Outagamie County	\$338.8	\$348.0	2.74%	\$592.9	\$610.6	2.98%	6,424	6,395	-0.45%
Shawano County	\$65.1	\$67.1	3.03%	\$97.8	\$100.8	3.03%	904	929	2.66%
Waupaca County	\$89.2	\$93.9	5.28%	\$139.9	\$146.2	4.52%	1,276	1,284	0.61%
Wausara County	\$72.6	\$73.8	1.67%	\$99.0	\$101.0	2.06%	895	897	0.17%
Winnebago County	\$242.3	\$240.7	-0.67%	\$463.6	\$469.4	1.25%	4,876	4,806	-1.43%
	Total Labor Income			State and Local Taxes			Total Expenditures		
	Millions		%	Millions		%	Millions		%
County	2016	2017	Change	2016	2017	Change	2016	2017	Change
Wisconsin	\$5,273.5	\$5,368.1	1.79%	\$1,503.8	\$1,536.8	2.20%	\$39,055.8	\$40,213.5	2.96%
Region	\$460.9	\$457.3	-0.77%	\$130.5	\$131.8	1.03%	\$3,424.2	\$3,493.8	2.03%
Calumet County	\$14.6	\$14.8	1.40%	\$4.1	\$4.1	1.68%	\$109.1	\$111.9	2.55%
Fond du Lac County	\$64.9	\$65.2	0.51%	\$17.9	\$18.4	3.00%	\$463.8	\$479.3	3.34%
Green Lake County	\$16.6	\$16.4	-0.74%	\$5.6	\$5.6	-0.08%	\$119.3	\$121.6	1.90%
Marquette County	\$4.7	\$4.9	2.62%	\$2.7	\$2.7	2.56%	\$63.1	\$64.9	2.92%
Menominee County	\$0.6	\$0.6	2.12%	\$0.4	\$0.4	1.08%	\$8.5	\$8.7	2.69%
Outagamie County	\$166.7	\$164.2	-1.53%	\$43.0	\$43.4	0.80%	\$1,141.5	\$1,166.2	2.17%
Shawano County	\$19.4	\$20.1	3.19%	\$7.3	\$7.6	2.97%	\$189.7	\$195.4	3.04%
Waupaca County	\$24.4	\$24.7	1.21%	\$10.5	\$10.8	2.64%	\$263.9	\$275.5	4.40%
Wausara County	\$15.0	\$14.7	-1.83%	\$8.2	\$8.3	0.98%	\$194.8	\$197.9	1.57%
Winnebago County	\$133.9	\$131.8	-1.63%	\$30.8	\$30.6	-0.81%	\$870.6	\$872.4	0.20%

Source: Wisconsin Department of Tourism, 2017 County Fact Sheet



## INDUSTRY SECTORS

Gaining an understanding of the regional economy requires knowledge about the growth and decline of sectors. This analysis takes the following approach in assessing industry groups: 1) historic and projected employment by sector; 2) calculation of location quotients; and 3) analysis of industry sectors as identified in the *2018 CEDS 5-year Update*.

### Employment by Super Sector and Sector

#### Historic Trends

In general, “goods producing” industries have experienced a decline in employment while “service producing” industries have seen increases in employment, as is evident in Table 2-8. More specifically, the number of jobs in construction and manufacturing has eroded over time. Between 2008 and 2017, the fastest growing industries proved to be in Information Industries (290.6 percent), Natural Resources and Mining Industries (17.6 percent), Professional and Business Services (11.3 percent), Education and Health Services (5.1 percent), Leisure and Hospitality (3.5 percent), and Financial Activities (0.2 percent).

**Table 2-8: Regional Employment by Super Sector, 2008-2017**

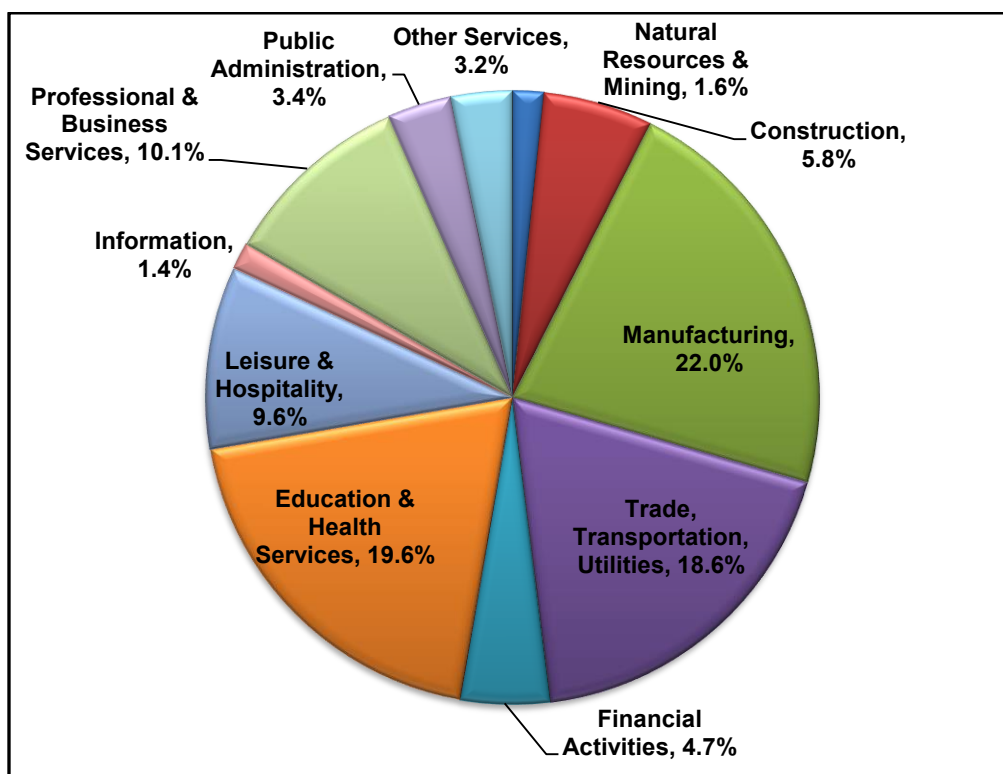
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	% Change 2008-2017
<b>Goods Producing Industries</b>											
Natural Resources & Mining	4,280	4,313	4,339	4,380	4,580	4,587	4,748	4,739	4,892	5,033	17.6%
Construction	17,124	14,922	14,593	14,516	14,615	14,486	14,882	15,874	17,103	17,809	4.0%
Manufacturing	68,568	63,109	63,264	66,260	68,723	67,946	67,861	68,055	67,395	67,743	-1.2%
<b>Service Producing Industries</b>											
Trade, Transportation, Utilities	57,393	54,615	54,135	55,178	54,521	55,037	55,707	56,113	57,035	57,123	-0.5%
Financial Activities	14,479	14,160	11,188	13,699	13,812	13,824	14,009	14,286	14,322	14,506	0.2%
Education & Health Services	57,213	57,942	58,535	58,427	58,322	59,622	60,052	59,983	60,179	60,153	5.1%
Leisure & Hospitality	28,474	28,149	27,963	28,076	28,510	28,902	28,908	29,605	29,709	29,463	3.5%
Information	1,133	1,033	5,006	3,650	3,428	4,830	2,404	745	4,510	4,426	290.6%
Professional & Business Services	27,879	21,880	26,045	26,404	26,109	27,395	28,132	28,825	30,589	31,021	11.3%
Other Services	10,423	10,369	10,018	10,047	10,302	9,762	9,562	9,615	10,027	9,903	-5.0%
Public Administration	13,793	13,661	13,871	13,563	13,807	13,286	12,954	13,184	13,975	10,369	-24.8%
<b>Unclassified</b>	-	-	19	-	-	-	-	-	-	-	
<b>Total Employment</b>	272,794	275,756	273,047	270,440	271,525	277,243	280,509	284,097	309,736	307,549	12.7%

Source: Wisconsin Department of Workforce Development, Quarterly Census of Employment and Wages (ES202), 2017.

#### Existing Conditions

As seen in Figure 2-9, the majority of employment continues to be in Manufacturing (22 percent) despite previous declines. Employment in service sector industries, such as Education and Health Services (19.6 percent) and Trade, Transportation, and Utilities (18.6 percent) are not far behind.

**Figure 2-9: Employment Share, By Super Sector, 2017**



Source: Wisconsin Department of Workforce Development, Quarterly Census of Employment and Wages (ES202), 2017.

Table 2-9 presents a more detailed summary of industry specific employment, by county (2-digit NAICS code) from the Wisconsin Department of Workforce Development (DWD) for 2017. Appendix D contains industry specific employment by 3-digit NAICS code.

**Table 2-9: 2017 County NAICS Average Monthly Employment**

	Calumet	Fond du Lac	Green Lake	Marquette	Menominee	Outagamie	Shawano	Waupaca	Wausara	Winnebago	Region
Total, All Industries (All Government)	1,285	5,321	1,051	711	1,945	10,546	2,792	3,745	1,370	10,838	39,604
Total, All Industries (All Private Ownership)	11,856	40,934	5,029	3,121	114	97,298	9,875	15,890	4,715	82,890	271,722
Total, All Industries (All Ownership)	13,140	46,255	6,080	3,833	2,059	107,843	12,667	19,635	6,086	93,728	311,326
11 Ag Forestry Fishing & Hunting	627	843	114	S	S	556	788	426	448	S	3,802
21 Mining Quarrying & Oil & Gas Extraction	164	187	49	S	0	79	0	0	0	S	479
22 Utilities	17	181	44	43	S	268	51	51	27	131	813
23 Construction	497	2,788	295	89	0	7,815	400	627	153	5,145	17,809
31-33 Mfg	3,828	10,759	1,013	1,212	S	19,070	2,059	5,927	939	22,936	67,743
42 Whls Trade	702	1,703	85	59	0	4,870	547	362	299	2,889	11,516
44-45 Retail Trade	1,637	5,497	819	391	S	12,562	1,540	2,160	756	9,072	34,434
48-49 Trans & Warehousing	367	1,515	326	136	110	3,165	308	501	279	3,596	10,303
51 Information	32	871	64	41	0	1,714	104	S	38	1,562	4,426
52 Finance & Insurance	664	1,441	272	63	0	5,475	310	464	100	3,435	12,224
53 Real Estate & Rental & Leasing	52	321	37	10	37	962	76	90	31	665	2,281
54 Professional & Technical Services	174	952	S	46	S	3,572	209	S	S	3,655	8,608
55 Management Of Companies & Enterprises	16	371	S	0	0	1,779	105	S	S	4,284	6,555
56 Admin & Waste Services	290	1,460	104	55	S	8,119	298	406	139	4,502	15,373
61 Edu Services	635	3,266	476	314	401	6,997	1,011	1,507	486	5,200	20,293
62 Health Care & Social Assistance	1,048	6,389	939	384	336	13,043	1,606	3,376	668	12,071	39,860
71 Arts Entertainment & Recreation	330	441	109	76	S	1,300	610	264	90	724	3,944
72 Accommodation & Food Services	1,204	3,622	573	337	S	9,192	1,214	1,762	569	6,594	25,067
81 Other Services Exc Public Admin	295	1,328	146	78	22	4,088	331	397	120	3,098	9,903
92 Public Admin	560	2,321	504	194	388	3,217	1,099	750	827	3,721	13,581
99 Unclassified	0	0	0	0	0	0	0	S	0	S	0

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

## Future Conditions

Table 2-10 depicts regional employment projections by sector. Regional employment is anticipated to increase 3 percent between 2018 and 2028. The majority of growth will likely occur in the service producing industries. Projections indicate that the fastest growing industries, and the ones expected to create the most jobs, will be Management of Companies and Enterprises, Health Care and Social Assistance, Utilities, Construction, Professional, Scientific and Technical Services, and Administrative Support and Waste Management and Remediation Services.

**Table 2-10: Projected Employment by Sector, 2018-2028**

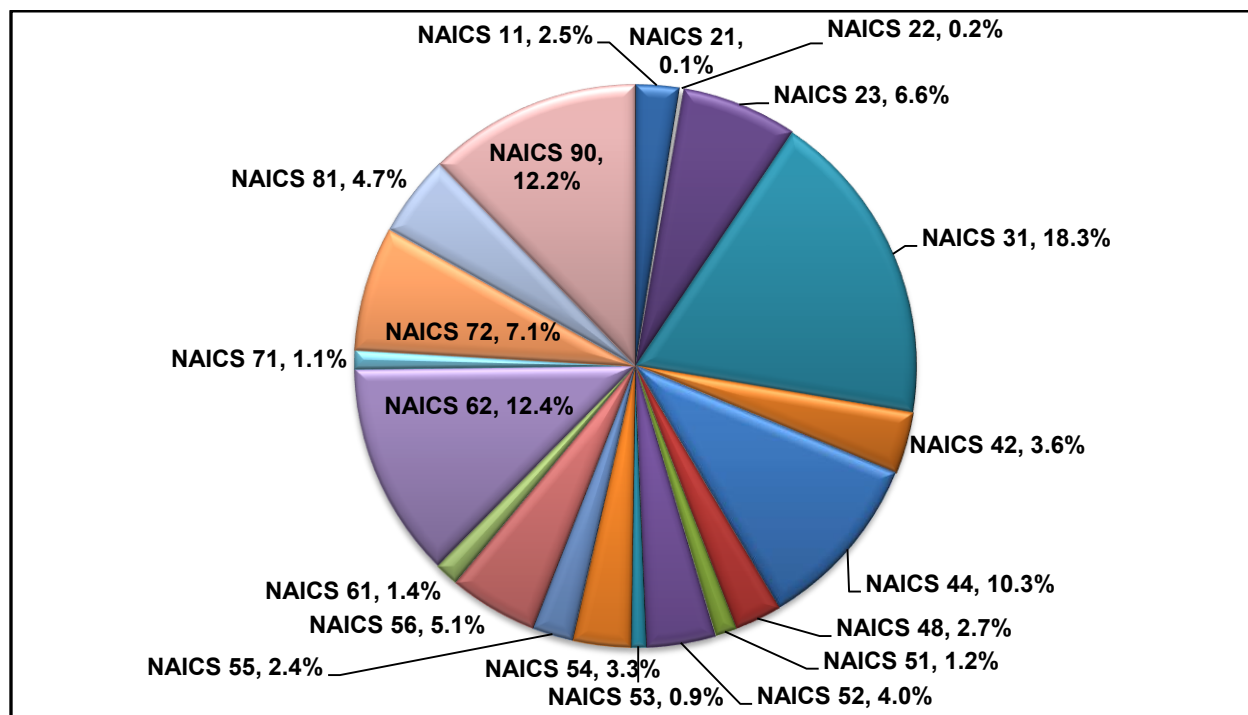
NAICS Code	Description	2018 Jobs	2028 Jobs	Change	% Change
11	Agriculture, Forestry, Fishing and Hunting	8,932	8,807	-125	-1%
21	Mining, Quarrying, and Oil and Gas Extraction	487	355	-132	-27%
22	Utilities	559	619	60	11%
23	Construction	21,372	23,663	2,291	11%
31	Manufacturing	68,359	65,130	-3,228	-5%
42	Wholesale Trade	11,942	12,715	773	6%
44	Retail Trade	35,763	36,609	845	2%
48	Transportation and Warehousing	10,066	9,685	-381	-4%
51	Information	4,558	4,390	-168	-4%
52	Finance and Insurance	13,582	14,104	522	4%
53	Real Estate and Rental and Leasing	2,846	3,068	222	8%
54	Professional, Scientific, and Technical Services	10,732	11,855	1,122	10%
55	Management of Companies and Enterprises	7,054	8,442	1,388	20%
56	Administrative and Support and Waste Management and Remediation Services	16,655	18,243	1,588	10%
61	Educational Services (Private)	4,689	4,919	229	5%
62	Health Care and Social Assistance	38,762	44,136	5,374	14%
71	Arts, Entertainment, and Recreation	3,776	3,915	139	4%
72	Accommodation and Food Services	25,605	25,472	-133	-1%
81	Other Services (except Public Administration)	16,270	16,772	502	3%
90	Government	42,763	43,659	897	2%
99	Unclassified Industry	0	<10	--	--
	<b>Total</b>	<b>344,772</b>	<b>356,559</b>	<b>11,787</b>	<b>3%</b>

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2018.3 Class of Worker

\*Note: EMSI 2018 Employment Estimates vary from WDWD (as in Table 9 & 10) and should be used with caution, due to data suppression issues

As projected in Figure 2-10, by 2028, the region's employment base will have become more diversified. Manufacturing (NAICS 31, 18.3 percent), Government (NAICS 90, 12.9 percent), and Health Care and Social Assistance (NAICS 62, 12.4 percent) are anticipated to have the highest share of regional employment. Retail Trade (NAICS 44, 10.3 percent), Accommodation and Food Services (NAICS 72, 7.1 percent), and Construction (NAICS 23, 6.6 percent) are expected to provide the next largest share of jobs. 3-digit NAICS code projections were also calculated for the 95 subsectors. They can be seen in Appendix E.

**Figure 2-10: Projected Employment Share, by Super Sector, 2028**



Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2018.3 Class of Worker

## Location Quotients

Calculating location quotients (LQ) provides another tool to analyze the region's economic base. Put simply, the LQ compares how specialized the region is in particular industries when compared to a larger unit of analysis, such as the state or nation. Values above 1 indicate some level of specialization; the higher the value above one, the higher the level of specialization. 2018 LQs were calculated for 2-digit and 3-digit NAICS codes.

Table 2-11 provides the region's current LQs for 2-digit NAICS sectors, compared to the state and nation in 2018. This level of analysis provides a broad view of what sectors are specialized within the region. When compared to the state, the region is most specialized in the Mining/Quarrying/Oil and Gas Extraction, Agriculture/Forestry/Fishing/Hunting and Manufacturing Sectors. Similarly, when compared to the nation, the region is most specialized in the Manufacturing, Agriculture/Forestry/Fishing/Hunting, Construction, and Manufacturing Sectors.

**Table 2-11: Region's Location Quotients, by Sector, Compared to the State and Nation, 2018**

NAICS Code	Description	2018 State Location Quotient	2018 National Location Quotient
11	Agriculture, Forestry, Fishing and Hunting	1.35	2.18
21	Mining, Quarrying, and Oil and Gas Extraction	1.20	0.36
22	Utilities	0.53	0.47
23	Construction	1.32	1.13
31	Manufacturing	1.33	2.56
42	Wholesale Trade	0.85	0.93
44	Retail Trade	1.03	1.02
48	Transportation and Warehousing	0.85	0.83
51	Information	0.84	0.72
52	Finance and Insurance	0.93	0.98
53	Real Estate and Rental and Leasing	0.78	0.49
54	Professional, Scientific, and Technical Services	0.76	0.48
55	Management of Companies and Enterprises	0.90	1.44
56	Administrative and Support and Waste Management and Remediation Services	0.95	0.77
61	Educational Services (Private)	0.68	0.52
62	Health Care and Social Assistance	0.85	0.88
71	Arts, Entertainment, and Recreation	0.74	0.63
72	Accommodation and Food Services	0.96	0.86
81	Other Services (except Public Administration)	1.02	0.99
90	Government	0.96	0.83
99	Unclassified Industry	--	--

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2018.3 Class of Worker

Table 2-12 provides the region's projected LQs for 2-digit NAICS sectors, compared to the state and nation in 2028. This level of analysis provides a more broad view of sectors that are projected to be most specialized within the region. When compared to the state, the region is projected to be most specialized in the Mining/Quarrying/Oil and Gas Extraction, Agriculture/Forestry/Fishing/Hunting, Manufacturing, and Construction Sectors. Similarly, when compared to the nation, the region is most specialized in the Manufacturing, Agriculture/Forestry/Fishing/Hunting and Construction Sectors.

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

**Table 2-12: Region's Projected Sector Specializations, by Location Quotients, Compared to the State and Nation, 2028**

NAICS Code	Description	2028 State Location Quotient	2028 National Location Quotient
11	Agriculture, Forestry, Fishing and Hunting	1.29	2.19
21	Mining, Quarrying, and Oil and Gas Extraction	0.86	0.24
22	Utilities	0.62	0.52
23	Construction	1.38	1.19
31	Manufacturing	1.34	2.63
42	Wholesale Trade	0.86	1.00
44	Retail Trade	1.06	1.05
48	Transportation and Warehousing	0.80	0.76
51	Information	0.78	0.69
52	Finance and Insurance	0.95	1.00
53	Real Estate and Rental and Leasing	0.82	0.52
54	Professional, Scientific, and Technical Services	0.76	0.49
55	Management of Companies and Enterprises	0.91	1.68
56	Administrative and Support and Waste Management and Remediation Services	0.97	0.81
61	Educational Services (Private)	0.66	0.50
62	Health Care and Social Assistance	0.85	0.87
71	Arts, Entertainment, and Recreation	0.72	0.63
72	Accommodation and Food Services	0.94	0.82
81	Other Services (except Public Administration)	1.01	0.99
90	Government	0.98	0.85
99	Unclassified Industry	--	--

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2018.3 Class of Worker

### Specialized Industry Sectors

For the purposes of the 2018 CEDS 5-year Update, location quotients were utilized at the 3-digit NAICS level as a way to determine projected industry concentrations within the region (depicted in Tables 2-13 through 2-17). The location quotient analysis criteria consisted of the following:

- 2028 Jobs  $\geq$  1,000 Jobs
- 2028 State LQ  $\geq$  1
- 2018 Annual Average Earnings Per Job  $>$  \$25,000

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

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

### ***Agriculture, Forestry, Fishing, and Hunting Sector***

The Agriculture, Forestry, Fishing and Hunting Sector currently employ 2.59 percent of the region's workforce. Current employment for this sector and the most specialized subsectors are depicted by county in Maps 3 and 4 at the end of this chapter.

Between 2018 and 2028, the industry sector, as a whole, is expected to lose 125 jobs, or 1.4 percent of its employment. Within the sector, the subsector showing the highest projected specialization when compared to the state is Animal Production. This subsector is also expected to experience a decrease in 157 jobs (2.8 percent) over the same time period. See Table 2-13 for more detailed employment and location quotient data.

### ***Construction Sector***

The Construction Sector currently employs 6.2 percent of the region's workforce. Current employment for this sector and the most specialized subsectors are depicted by county in Maps 5 - 7 at the end of this chapter.

Between 2018 and 2028, the industry sector, as a whole, is expected to gain 2291 jobs, or 10.7 percent of its employment. The subsector showing the most specialization when compared to the state is Construction of Buildings. This subsector will conversely experience a modest increase in 803 jobs (12.8 percent) over the same time period. See Table 2-14 for more detailed employment and location quotient data.

### ***Manufacturing Sector***

The Manufacturing Sector currently employs 19.83 percent of the region's workforce. Current employment for this sector and the most specialized subsectors are depicted by county in Maps 8 - 16 at the end of this chapter.

Between 2018 and 2028, the industry sector, as a whole, is expected to lose 3,228, or 4.7 percent of its employment. The subsector projected to experience the highest percentage of losses is Primary Metal Manufacturing subsector. This subsector is expected to decrease 22.9 percent, losing over 783 jobs to the regional economy. See Table 2-15 for more detailed employment and location quotient data.

### ***Retail Trade Sector***

The Retail Trade Sector currently employs 10.37 percent of the region's workforce. Current employment for this sector and the most specialized subsectors are depicted by county in Maps 17 and 18 at the end of this chapter.

Between 2018 and 2028, the industry sector, as a whole, is expected to gain 845 jobs, or 2.4 percent of its employment. See Table 2-16 for more detailed employment and location quotient data.

### ***Information Sector***

The Information Sector currently employs 1.32 percent of the region's workforce. Current employment for this sector and the most specialized subsectors are depicted by county in Maps 19 and 20 at the end of this chapter.



Between 2018 and 2028, the industry sector, as a whole, is expected to lose 168 jobs, or 3.7 percent of its employment. The majority of this loss can be attributed to the Telecommunications Subsector which is expected to lose 316 jobs or 20.5 percent of its current employment. See Table 2-17 for more detailed employment and location quotient data.

**Table 2-13: Agriculture, Forestry, Fishing and Hunting Sector Employment Projections and Location Quotients**

NAICS Code	Description	Projected Employment		2018 - 2028		2028 LQ		2017 Avg. Earnings Per Job
		2018 Jobs	2028 Jobs	Change	% Change	State	National	
<b>11</b>	<b>Agriculture, Forestry, Fishing and Hunting</b>	<b>8,932</b>	<b>8,807</b>	<b>-125</b>	<b>-1.4%</b>	<b>1.29</b>	<b>2.19</b>	<b>\$34,236</b>
112	Animal Production	5,592	5,435	-157	-2.8%	1.57	6.61	\$33,740

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2018.3 Class of Worker

**Table 2-14: Construction Sector Employment Projections and Location Quotients**

NAICS Code	Description	Projected Employment		2018 - 2028		2028 LQ		2017 Avg. Earnings Per Job
		2018 Jobs	2028 Jobs	Change	% Change	State	National	
<b>23</b>	<b>Construction</b>	<b>21,372</b>	<b>23,663</b>	<b>2,291</b>	<b>10.7%</b>	<b>1.38</b>	<b>1.19</b>	<b>\$68,505</b>
236	Construction of Buildings	6,263	7,066	803	12.8%	1.70	1.53	\$73,677
238	Specialty Trade Contractors	13,214	13,825	612	4.6%	1.25	1.10	\$63,542

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2018.3 Class of Worker

**Table 2-15: Manufacturing Sector Employment Projections and Location Quotients**

NAICS Code	Description	Projected Employment		2018 - 2028		2028 LQ		2017 Avg. Earnings Per Job
		2018 Jobs	2028 Jobs	Change	% Change	State	National	
<b>31</b>	<b>Manufacturing</b>	<b>68,359</b>	<b>65,130</b>	<b>-3,228</b>	<b>-4.7%</b>	<b>1.34</b>	<b>2.63</b>	<b>\$70,701</b>
311	Food Manufacturing	10,432	10,398	-33	-0.3%	1.39	3.12	\$62,758
321	Wood Product Manufacturing	2,111	1,756	-354	-16.8%	0.97	2.08	\$49,586
322	Paper Manufacturing	9,168	7,446	-1,722	-18.8%	2.75	10.98	\$83,648
323	Printing and Related Support Activities	4,645	4,687	42	0.9%	1.52	5.91	\$57,455
326	Plastics and Rubber Products Manufacturing	5,652	5,423	-229	-4.0%	1.66	4.02	\$71,322
331	Primary Metal Manufacturing	3,422	2,639	-783	-22.9%	1.99	3.97	\$82,499
333	Machinery Manufacturing	11,647	11,732	85	0.7%	1.79	5.55	\$75,761
336	Transportation Equipment Manufacturing	7,715	7,270	-445	-5.8%	2.65	2.15	\$82,485

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2018.3 Class of Worker

**Table 2-16: Retail Trade Sector Employment Projections and Location Quotients**

NAICS Code	Description	Projected Employment		2018 - 2028		2028 LQ		2017 Avg. Earnings Per Job
		2018 Jobs	2028 Jobs	Change	% Change	State	National	
<b>44</b>	<b>Retail Trade</b>	<b>35,763</b>	<b>36,609</b>	<b>845</b>	<b>2.4%</b>	<b>1.06</b>	<b>1.05</b>	<b>\$31,086</b>
443	Electronics and Appliance Stores	1,104	1,003	-102	-9.2%	1.31	1.06	\$40,845

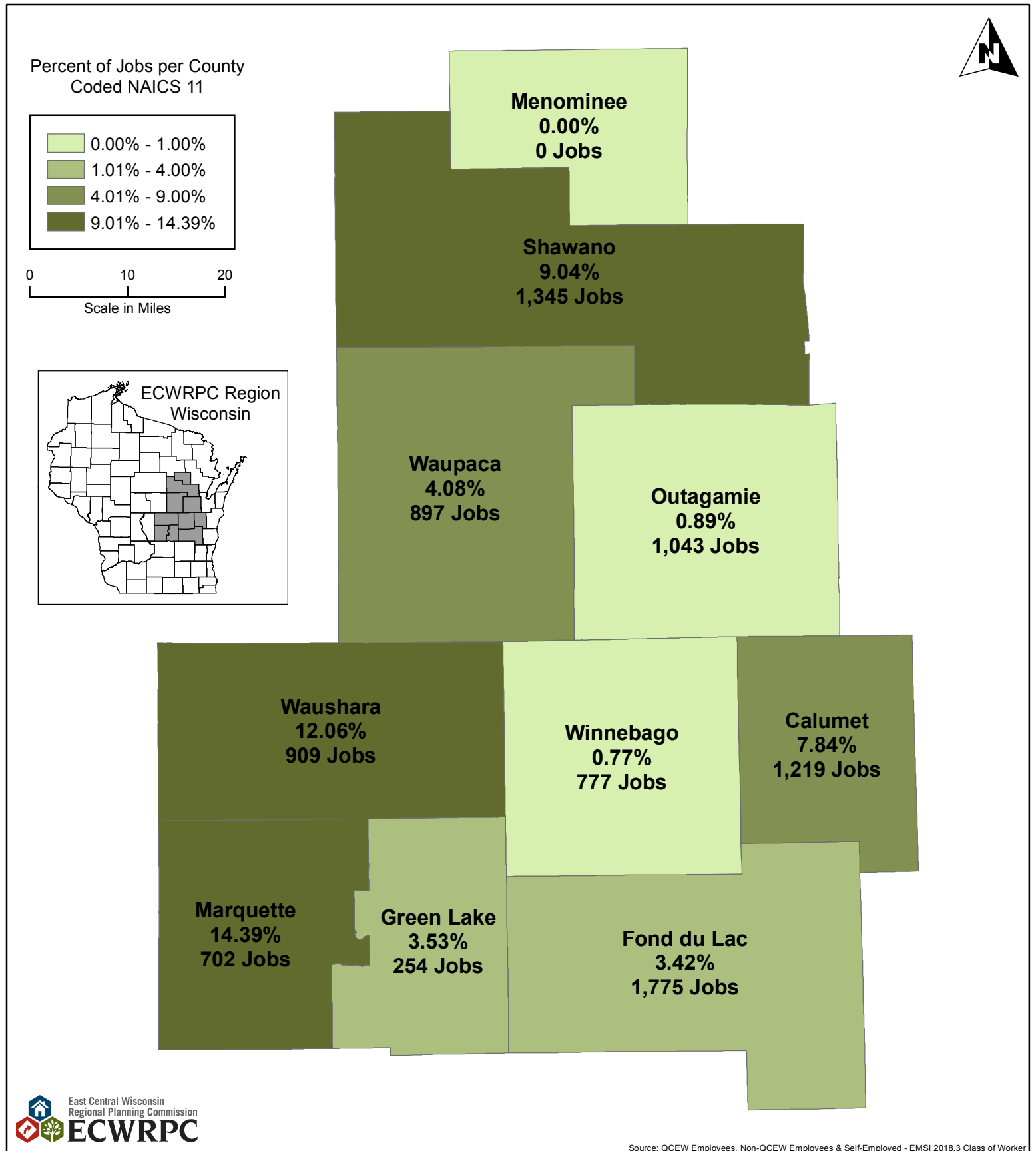
Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2018.3 Class of Worker

**Table 2-17: Information Sector Employment Projections and Location Quotients**

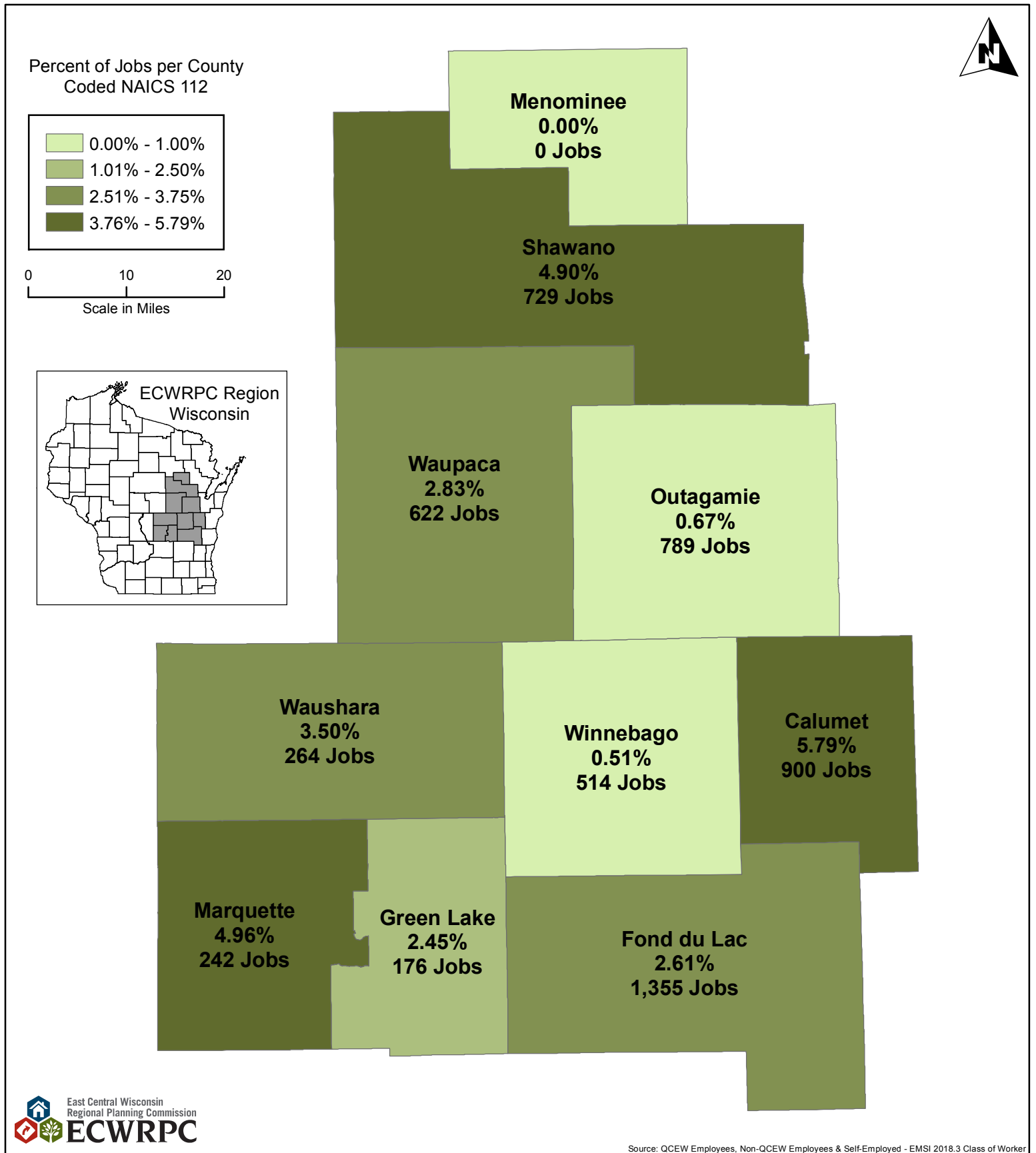
NAICS Code	Description	Projected Employment		2018 - 2028		2028 LQ		2017 Avg. Earnings Per Job
		2018 Jobs	2028 Jobs	Change	% Change	State	National	
<b>51</b>	<b>Information</b>	<b>4,558</b>	<b>4,390</b>	<b>-168</b>	<b>-3.7%</b>	<b>0.78</b>	<b>0.69</b>	<b>\$61,046</b>
517	Telecommunications	1,538	1,223	-316	-20.5%	1.28	0.85	\$63,763

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2018.3 Class of Worker

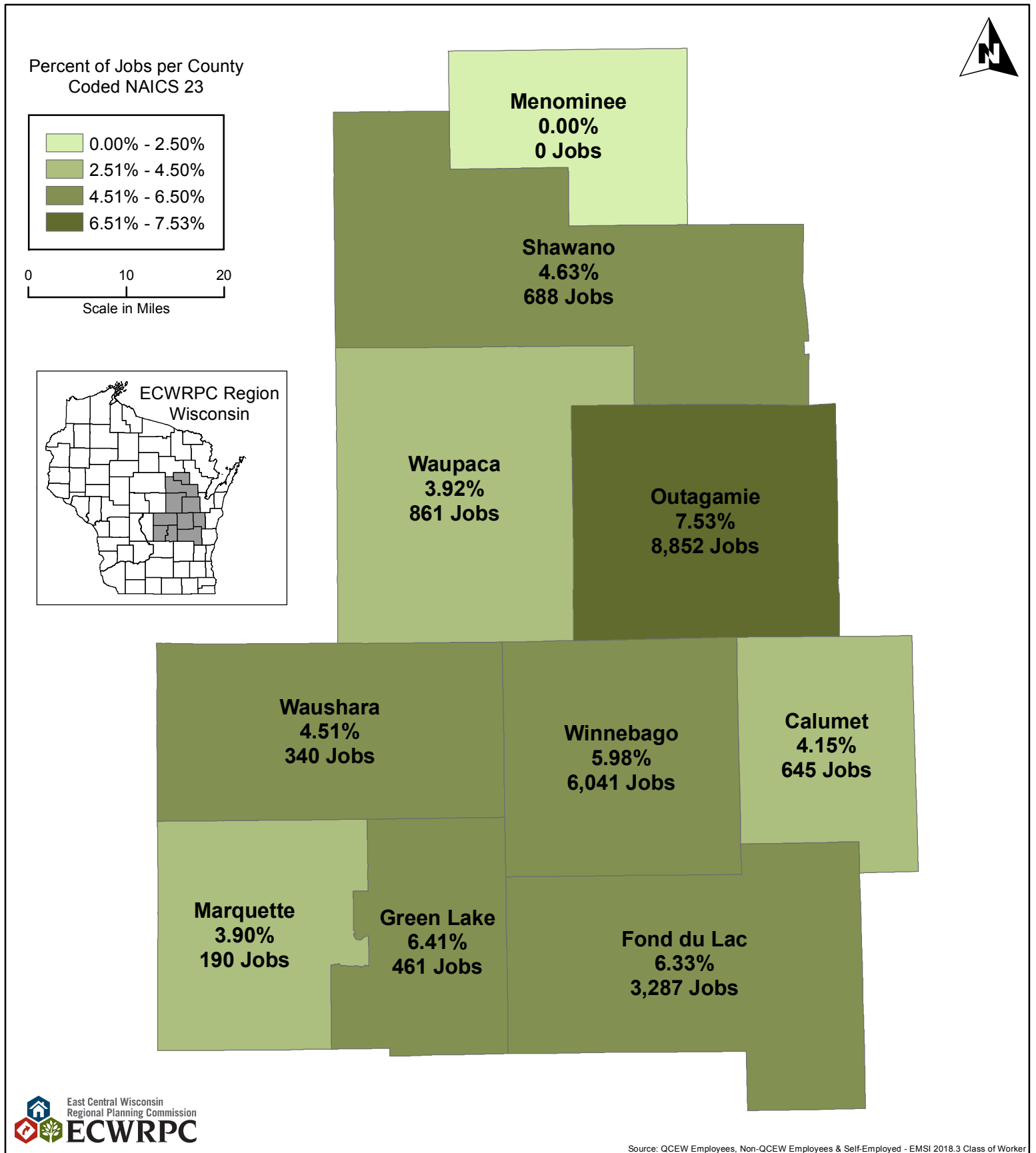
# NAICS Code 11 - Agriculture, Forestry, Fishing & Hunting Sector



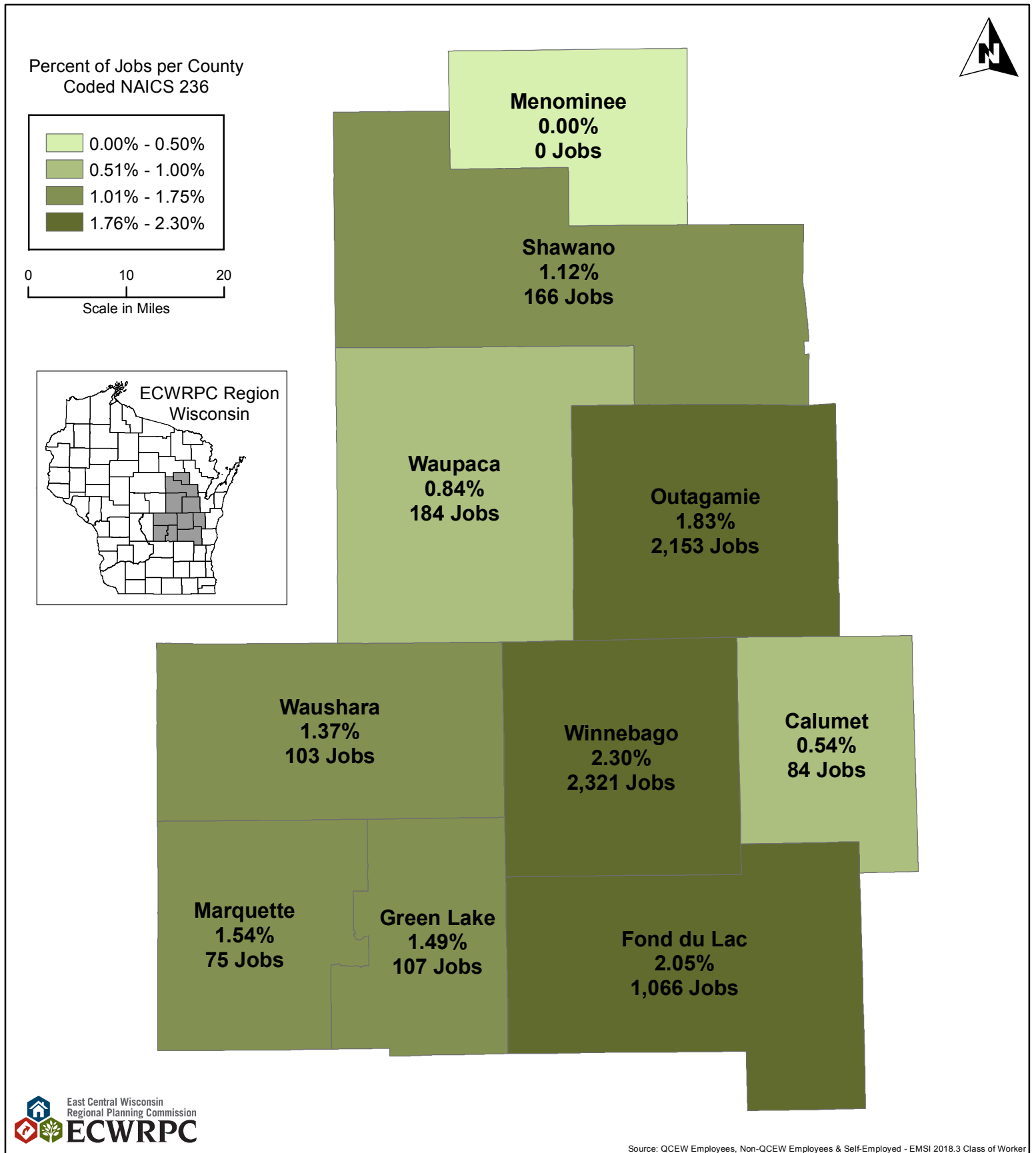
# NAICS Code 112 - Animal Production



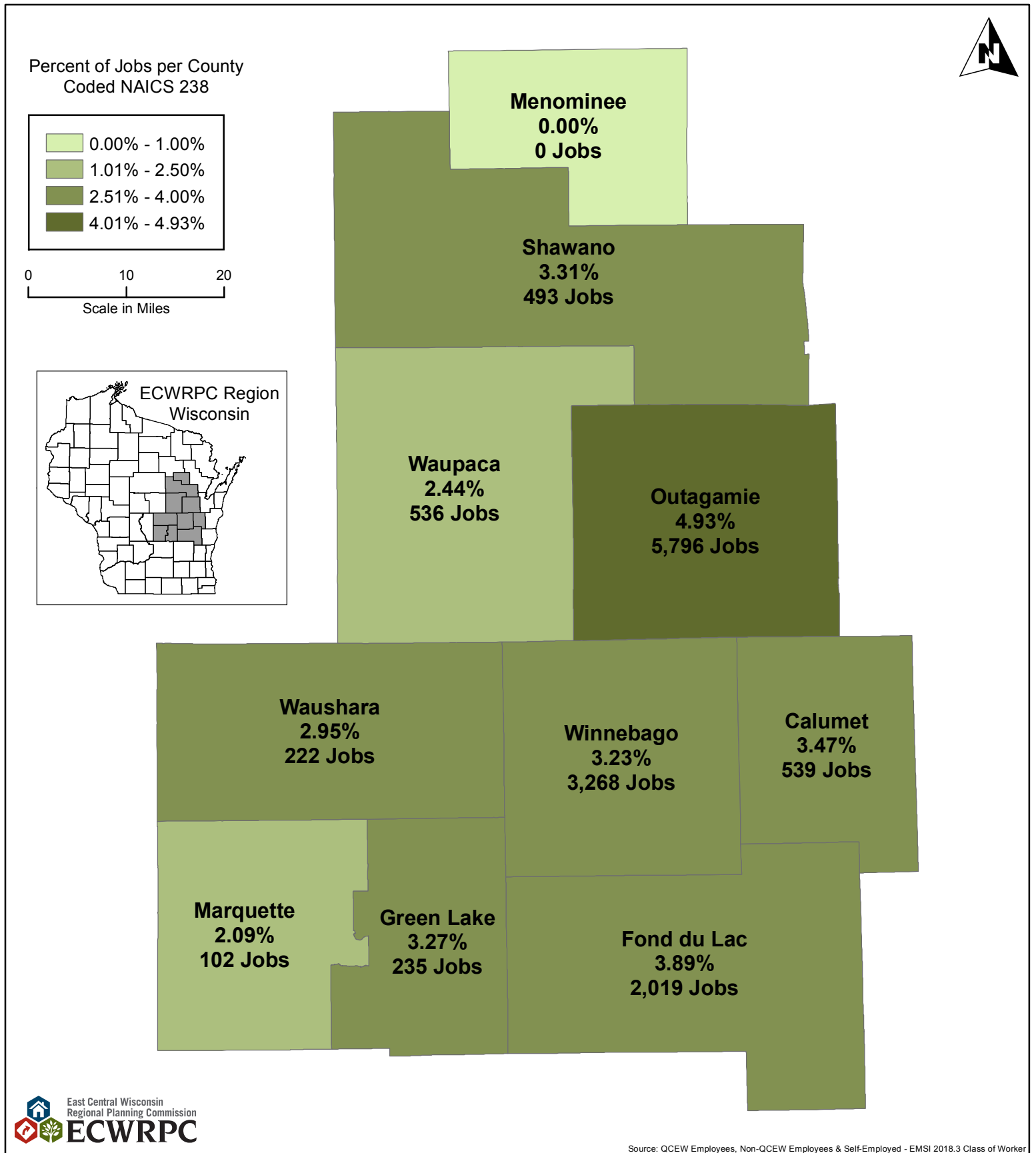
# NAICS Code 23 - Construction Sector



# NAICS Code 236 - Construction of Buildings

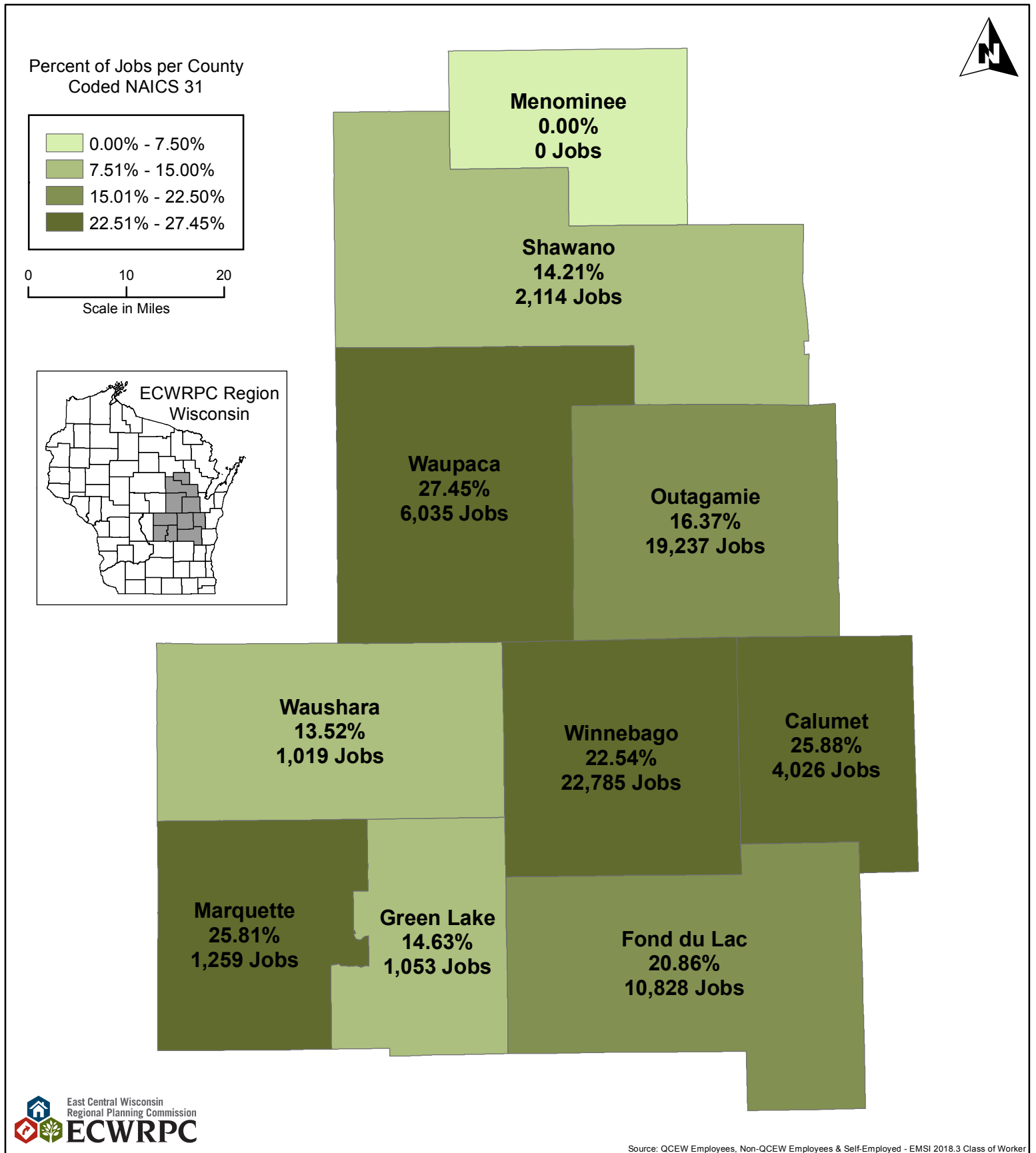


# NAICS Code 238 - Specialty Trade Contractors





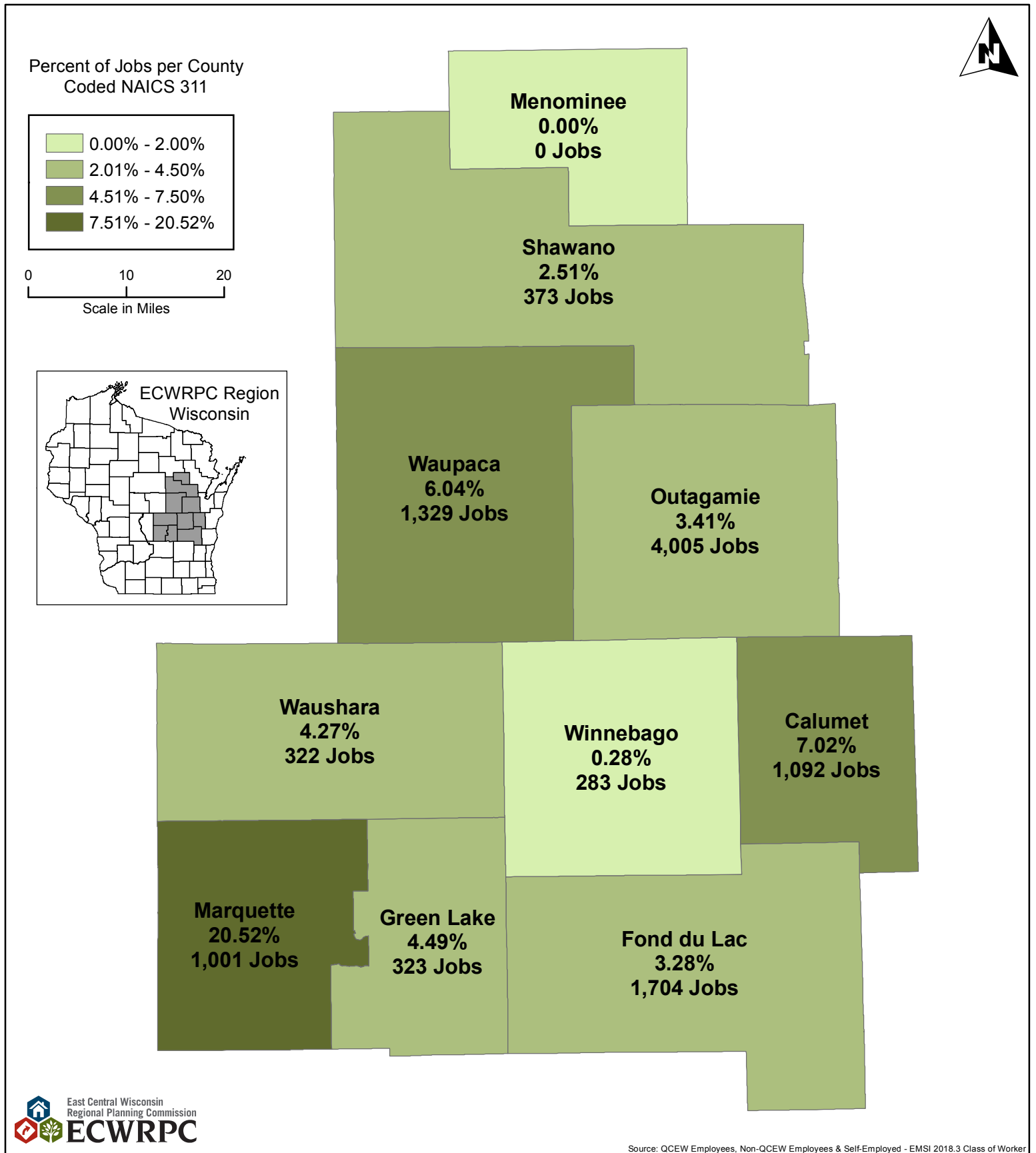
# NAICS Code 31 - Manufacturing Sector



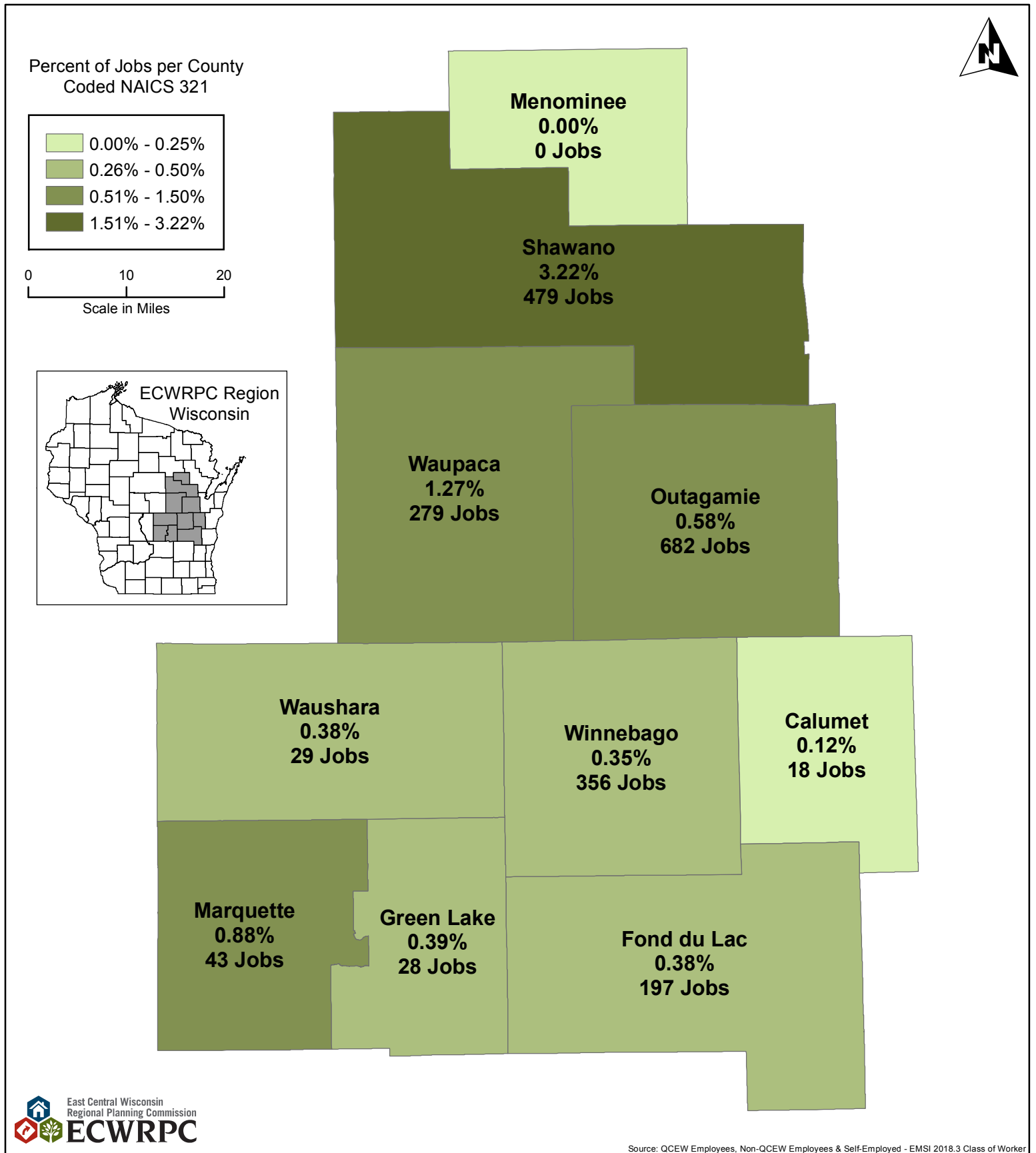
**ECWRPC Region Jobs: 344,774**  
**NAICS Code 31 Jobs: 68,356**

**MAP 8**

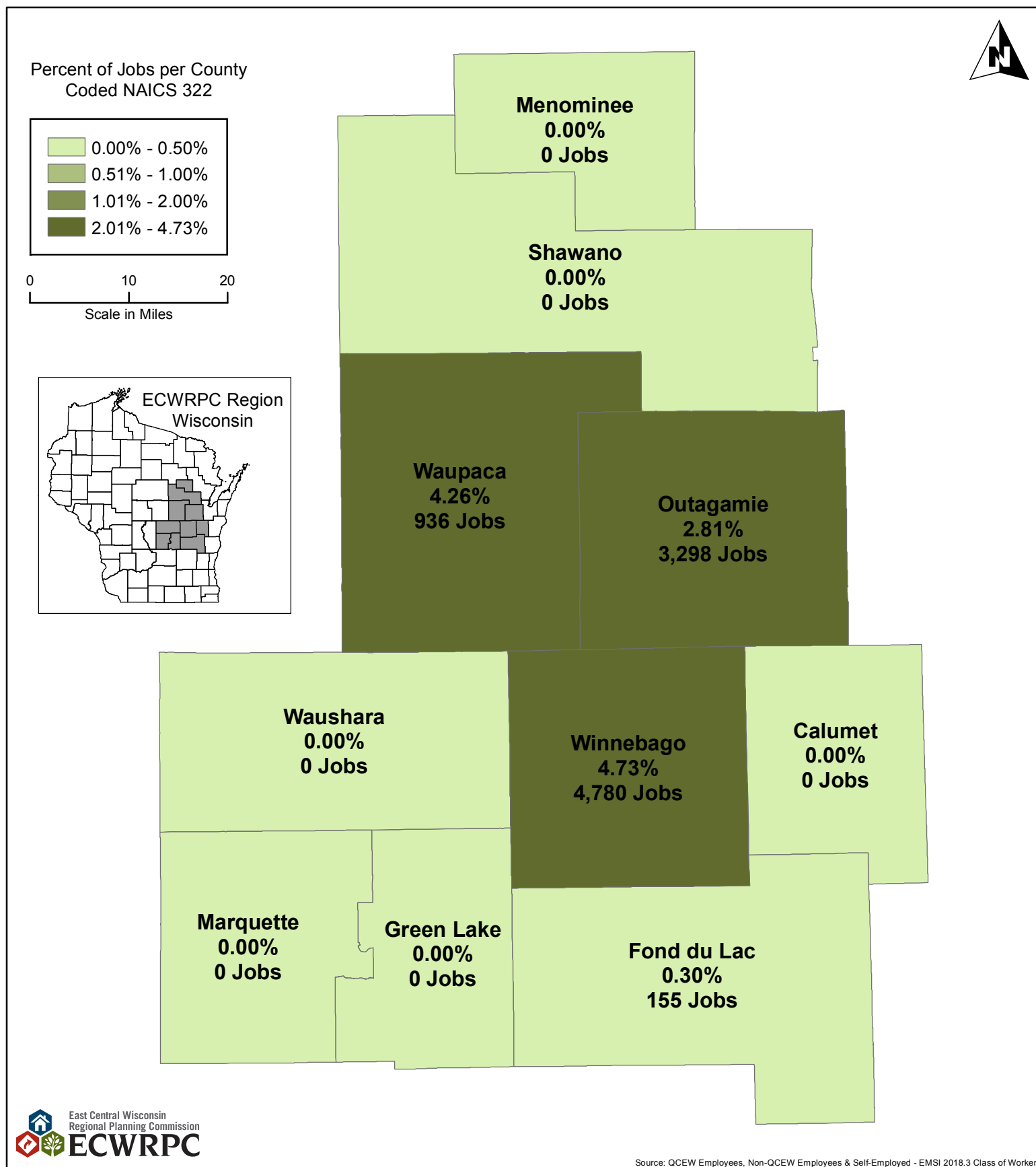
# NAICS Code 311 - Food Manufacturing



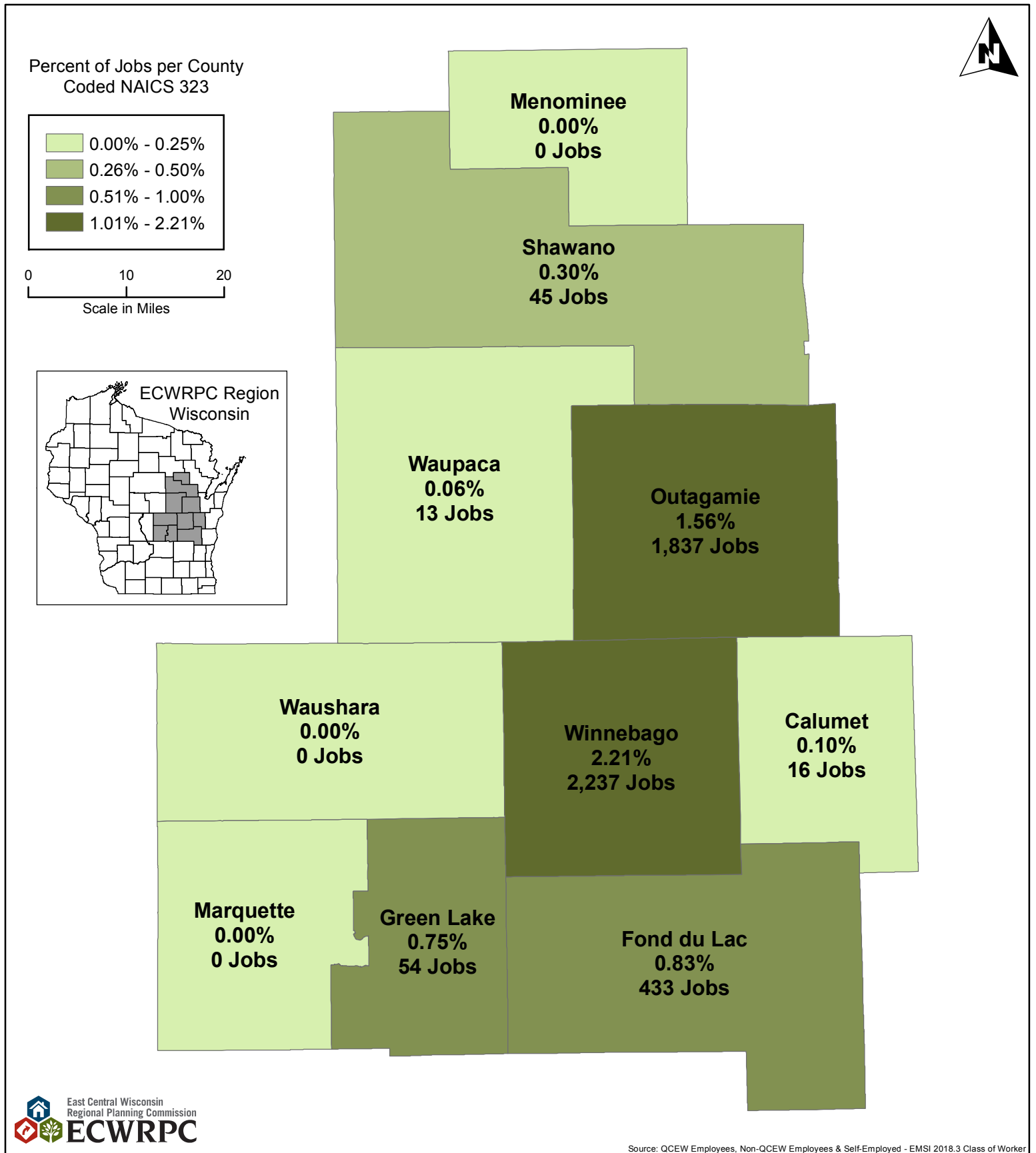
# NAICS Code 321 - Wood Product Manufacturing



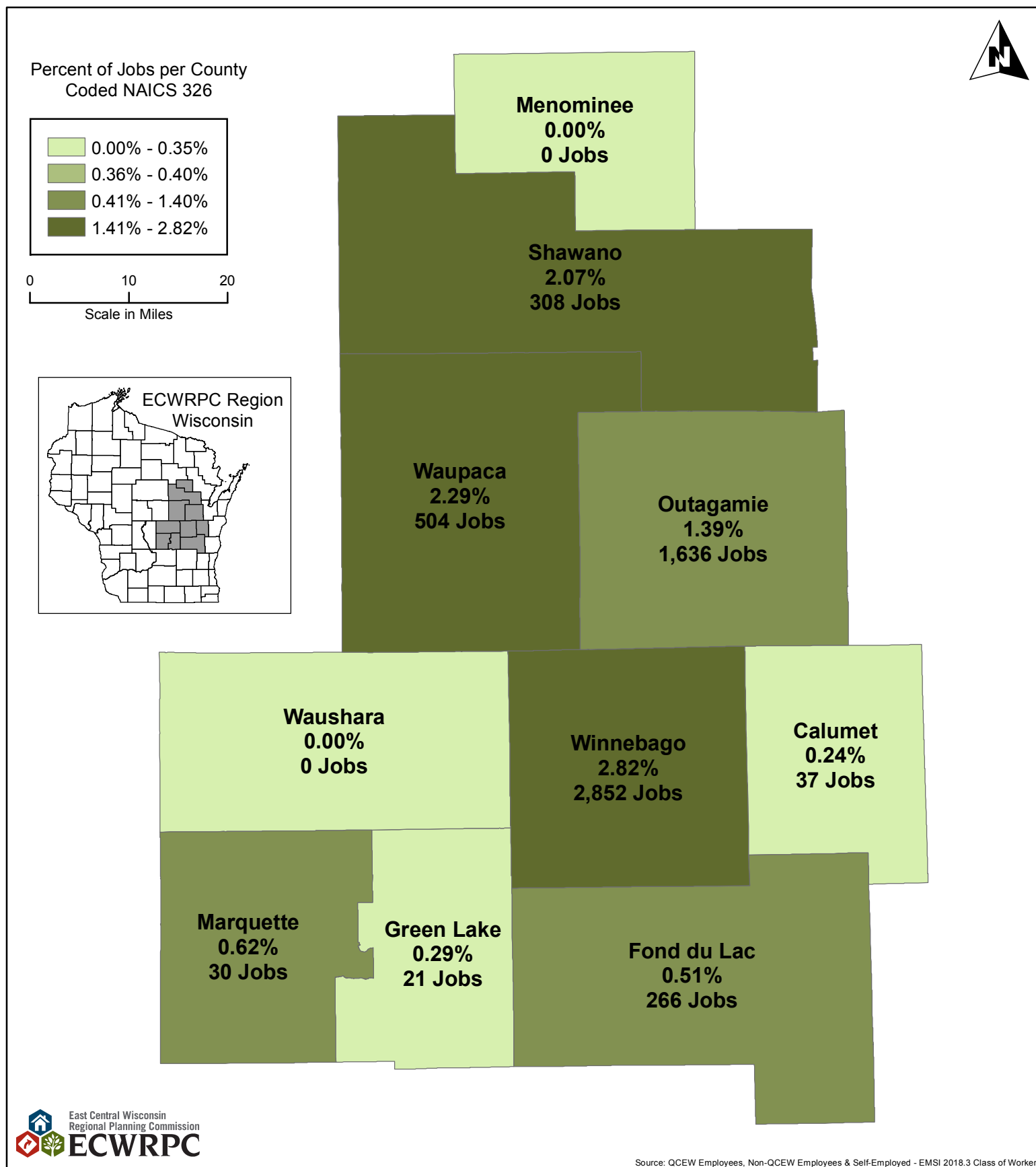
# NAICS Code 322 - Paper Manufacturing



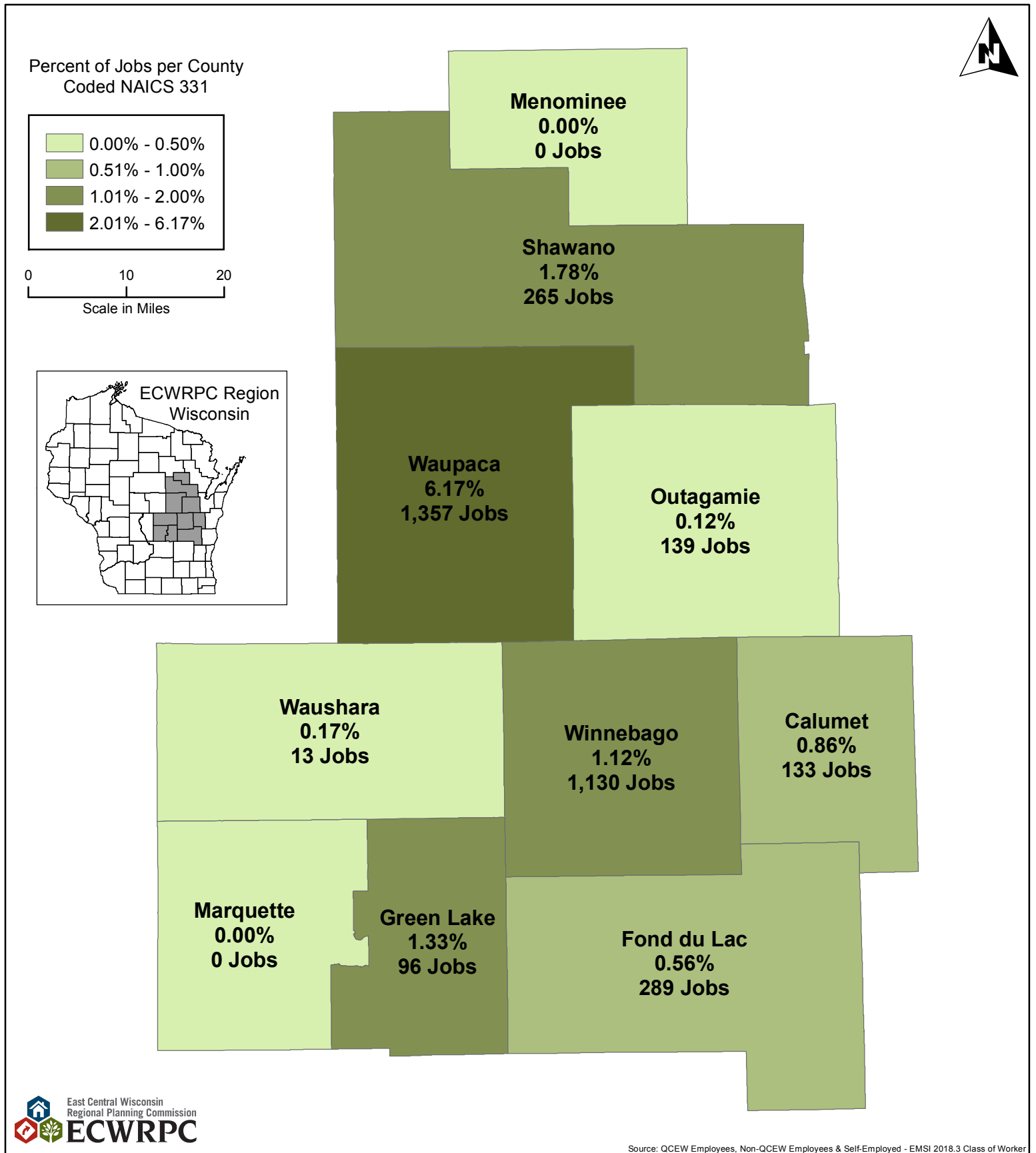
# NAICS Code 323 - Printing and Related Support Activities



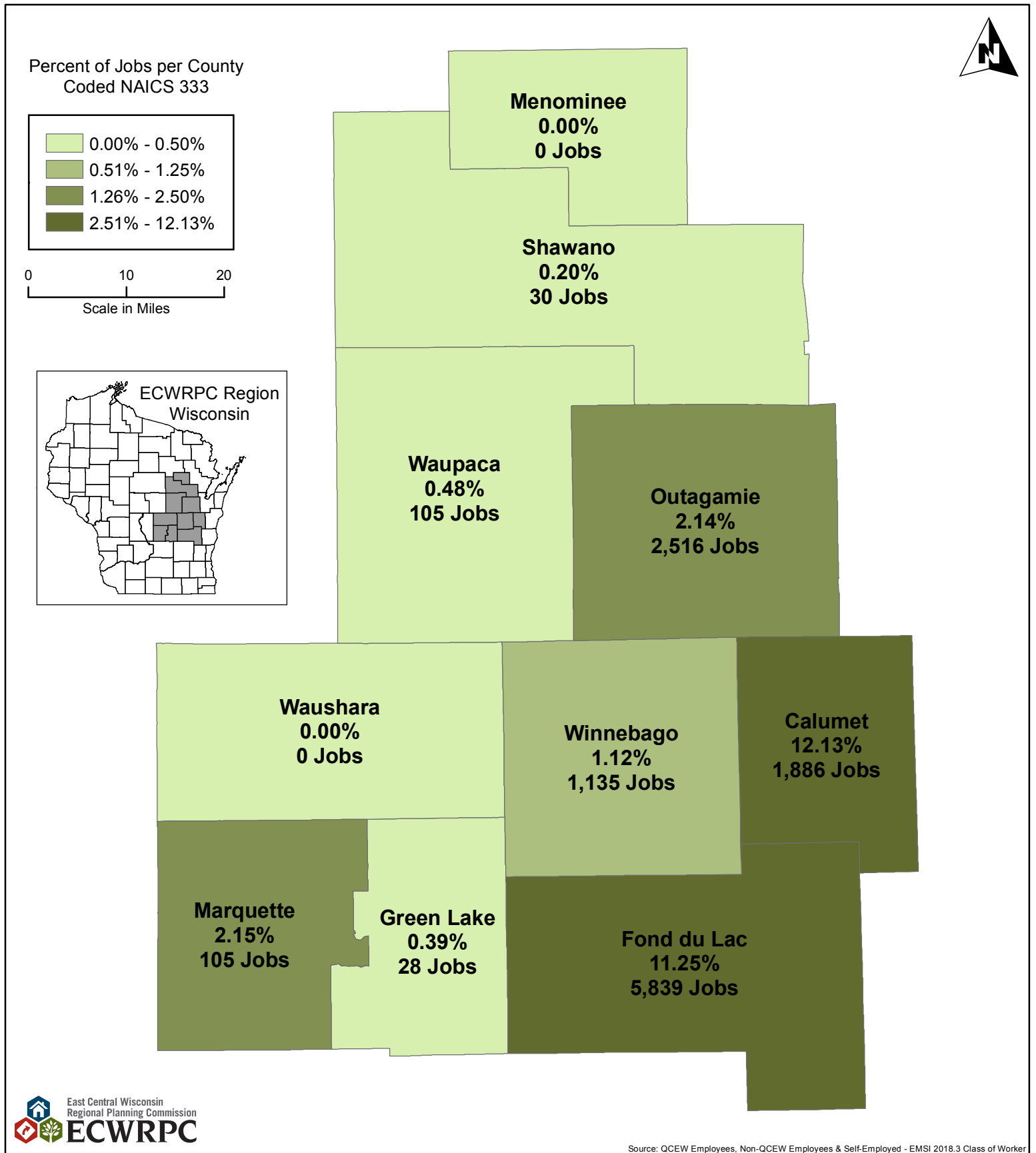
# NAICS Code 326 - Plastics and Rubber Products Manufacturing



# NAICS Code 331 - Primary Metal Manufacturing

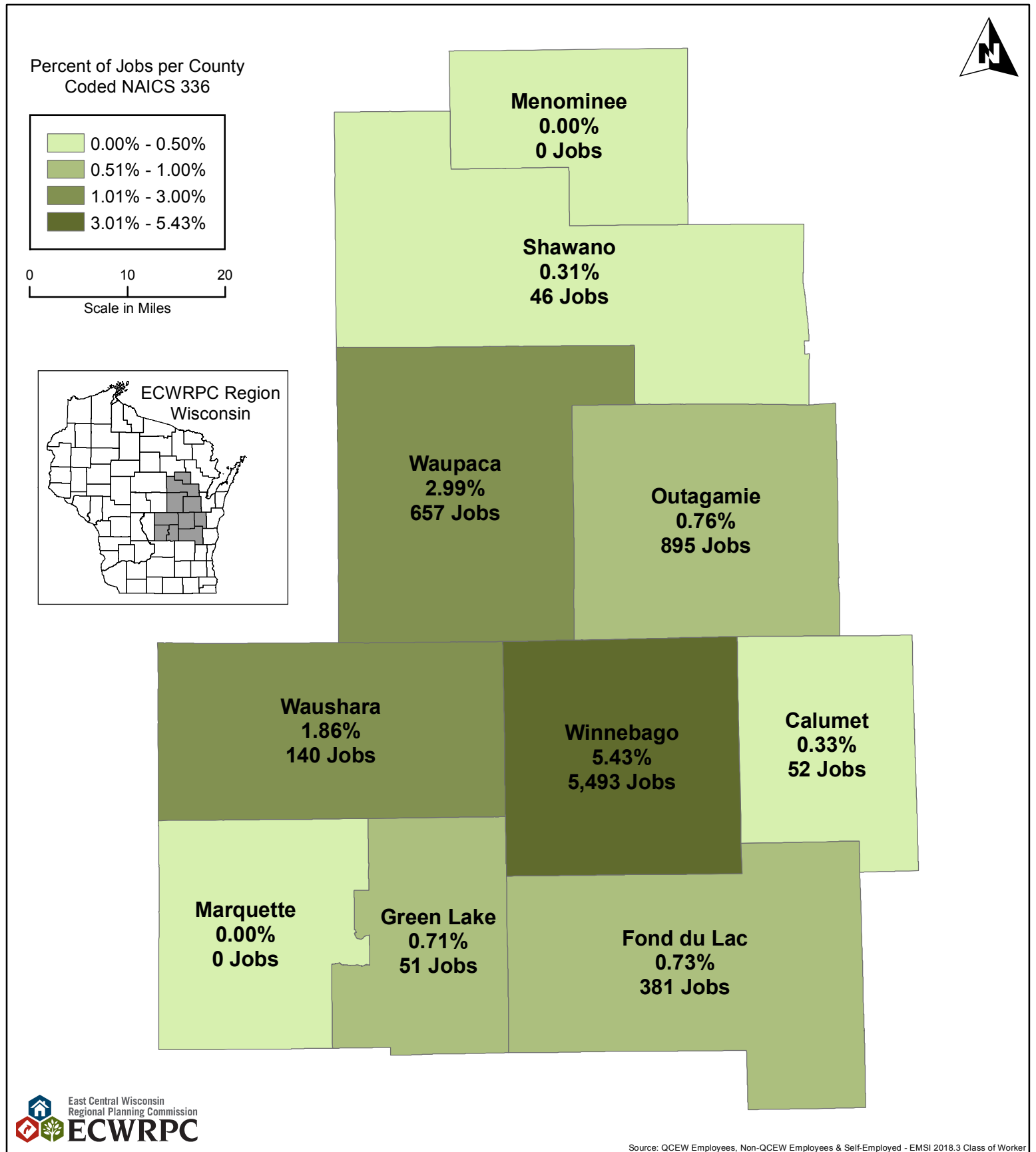


# NAICS Code 333 - Machinery Manufacturing

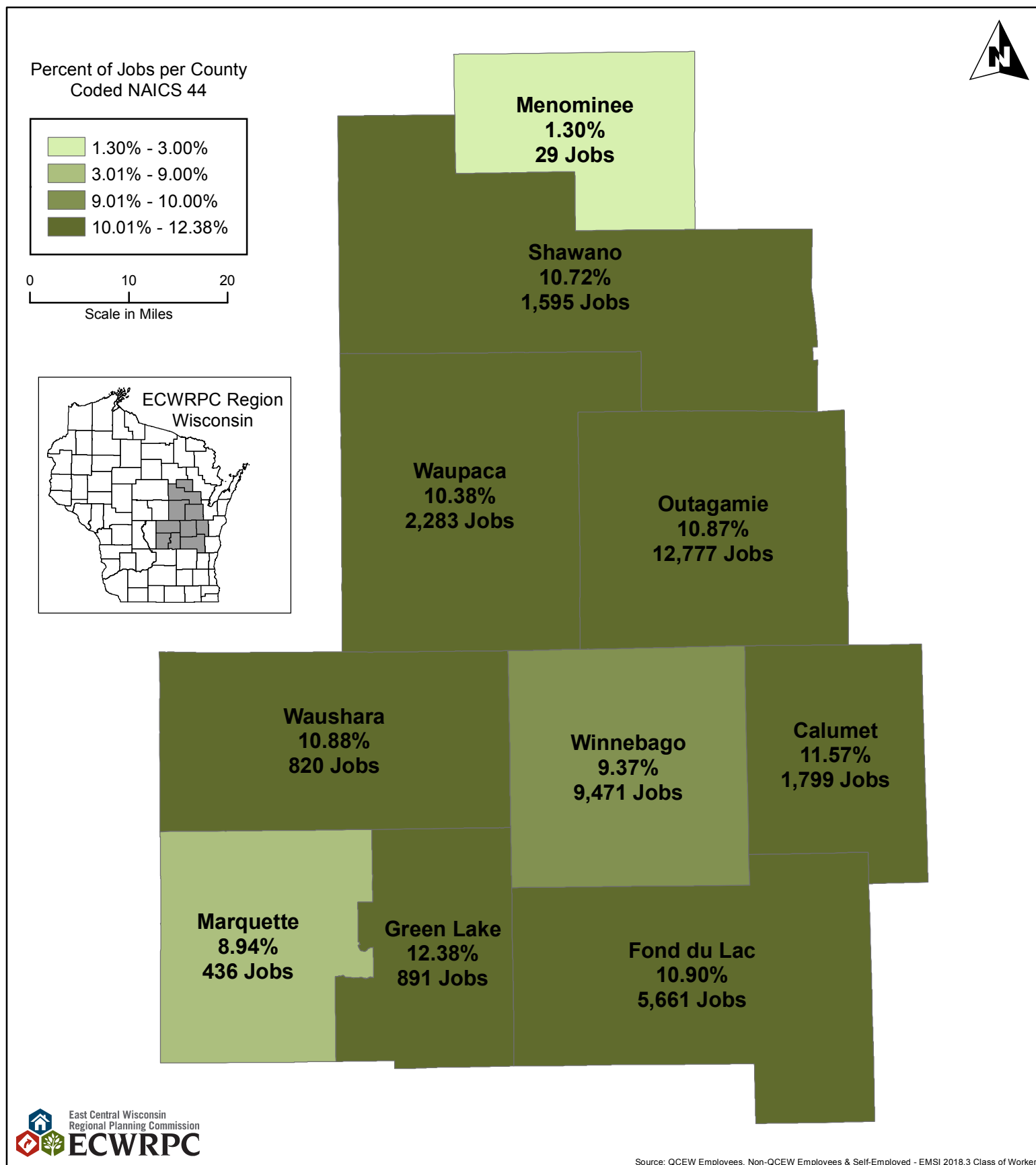




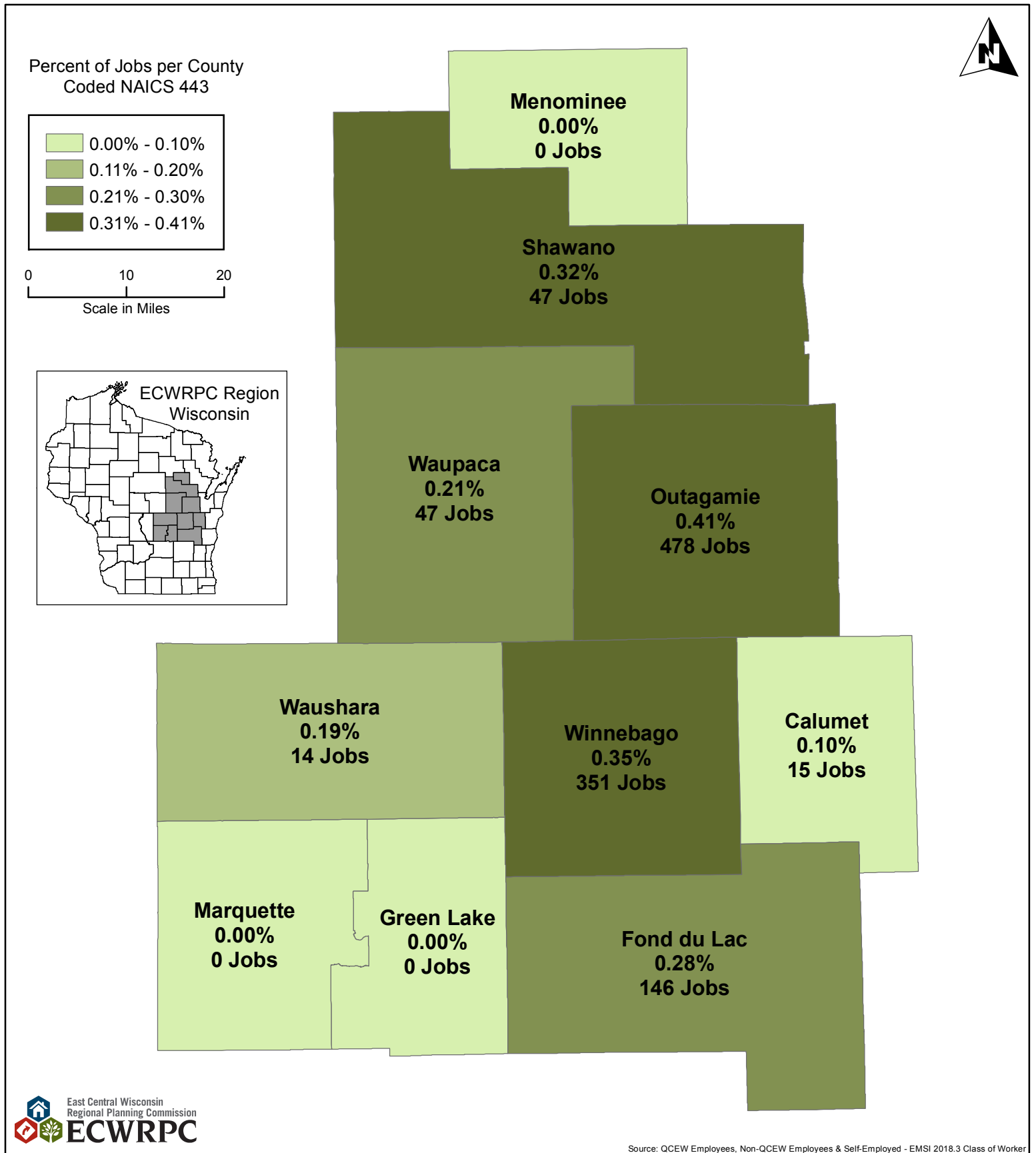
# NAICS Code 336 - Transportation Equipment Manufacturing



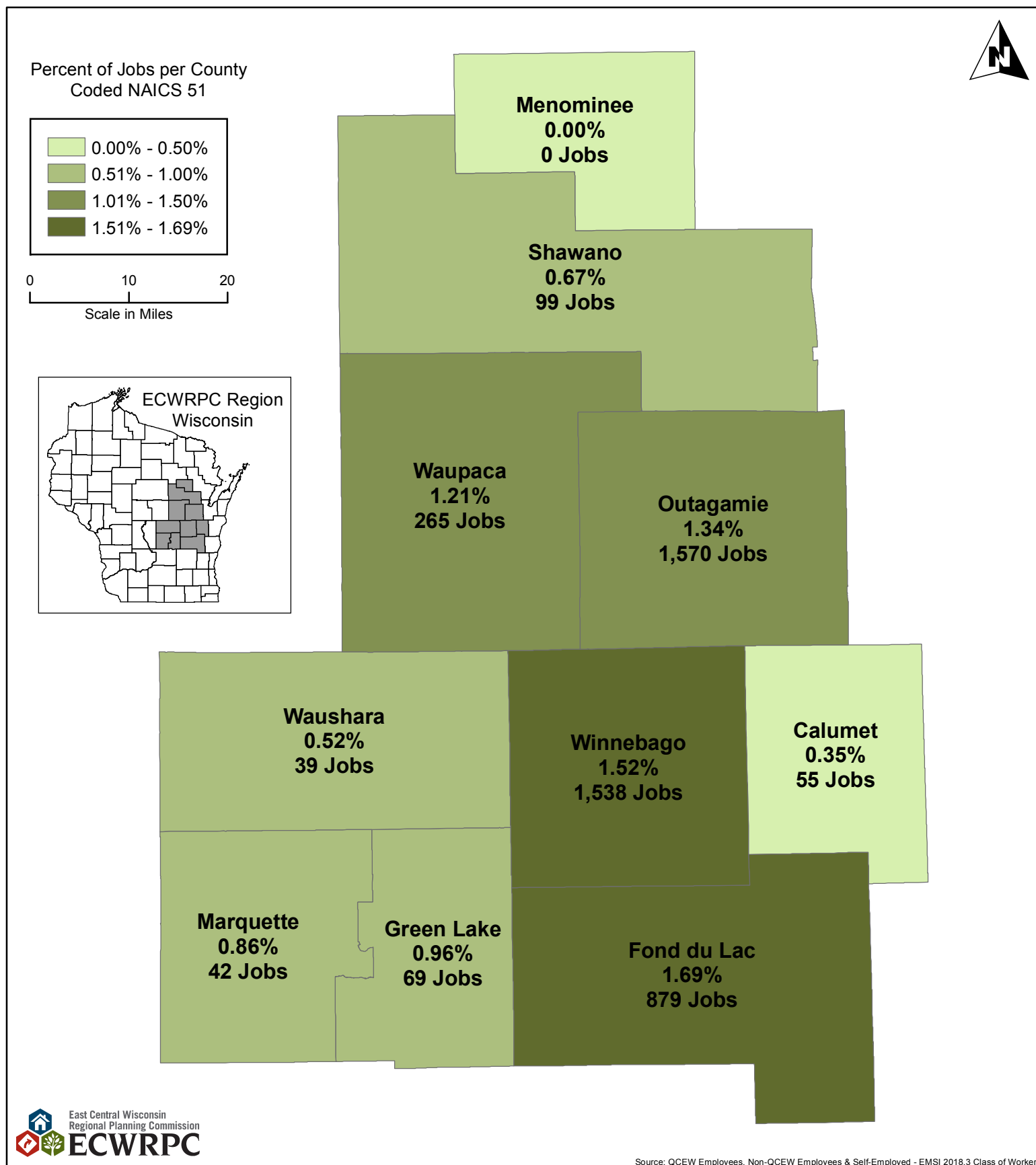
# NAICS Code 44 - Retail Trade Sector



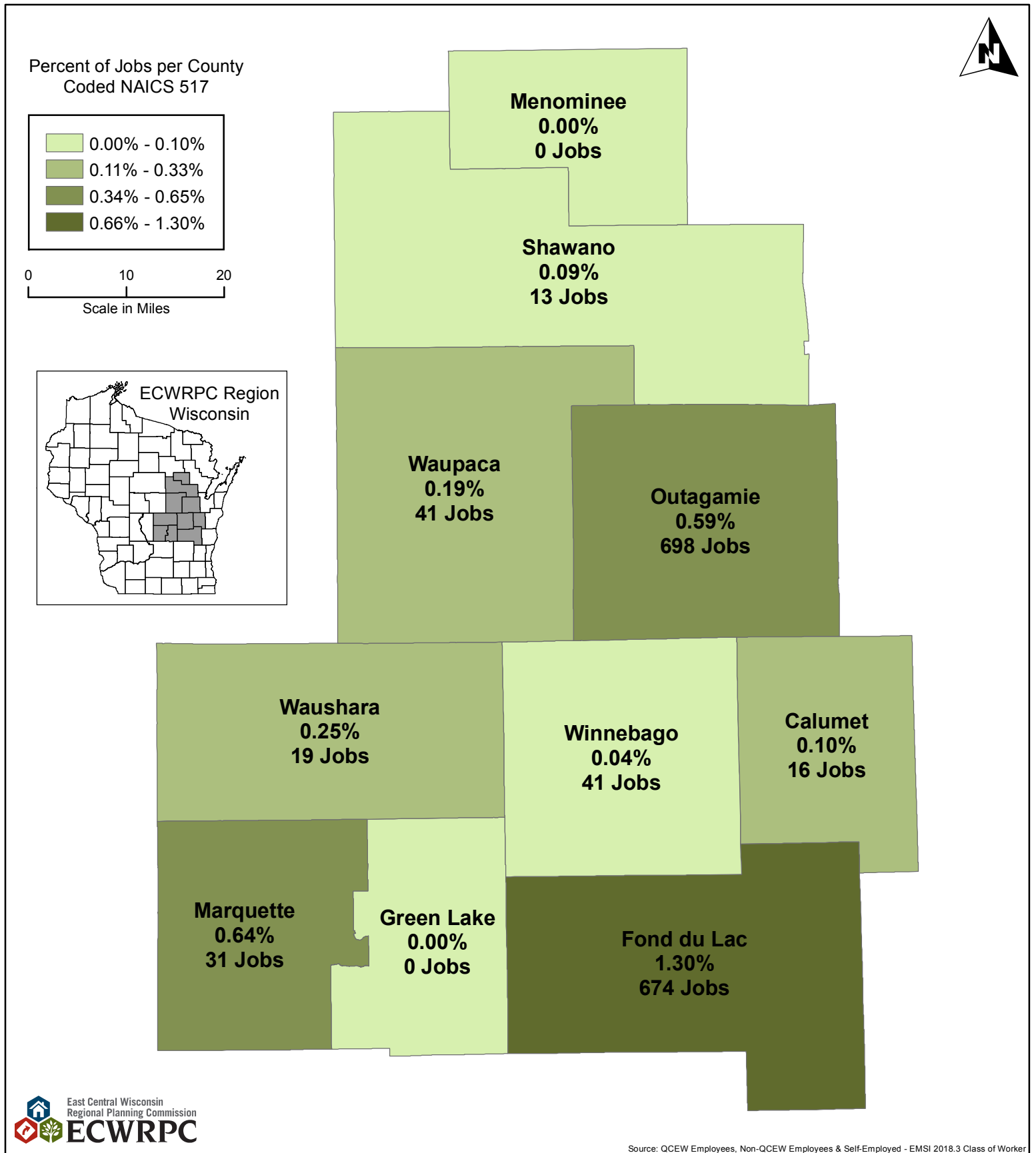
# NAICS Code 443 - Electronics and Appliance Stores



# NAICS Code 51 - Information Sector



# NAICS Code 517 - Telecommunications



## **REGIONAL INFRASTRUCTURE AND RESOURCES**

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

### **Transportation Infrastructure**

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

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

### Map Features

#### Corridors 2030 Routes

- Backbone
- Connector

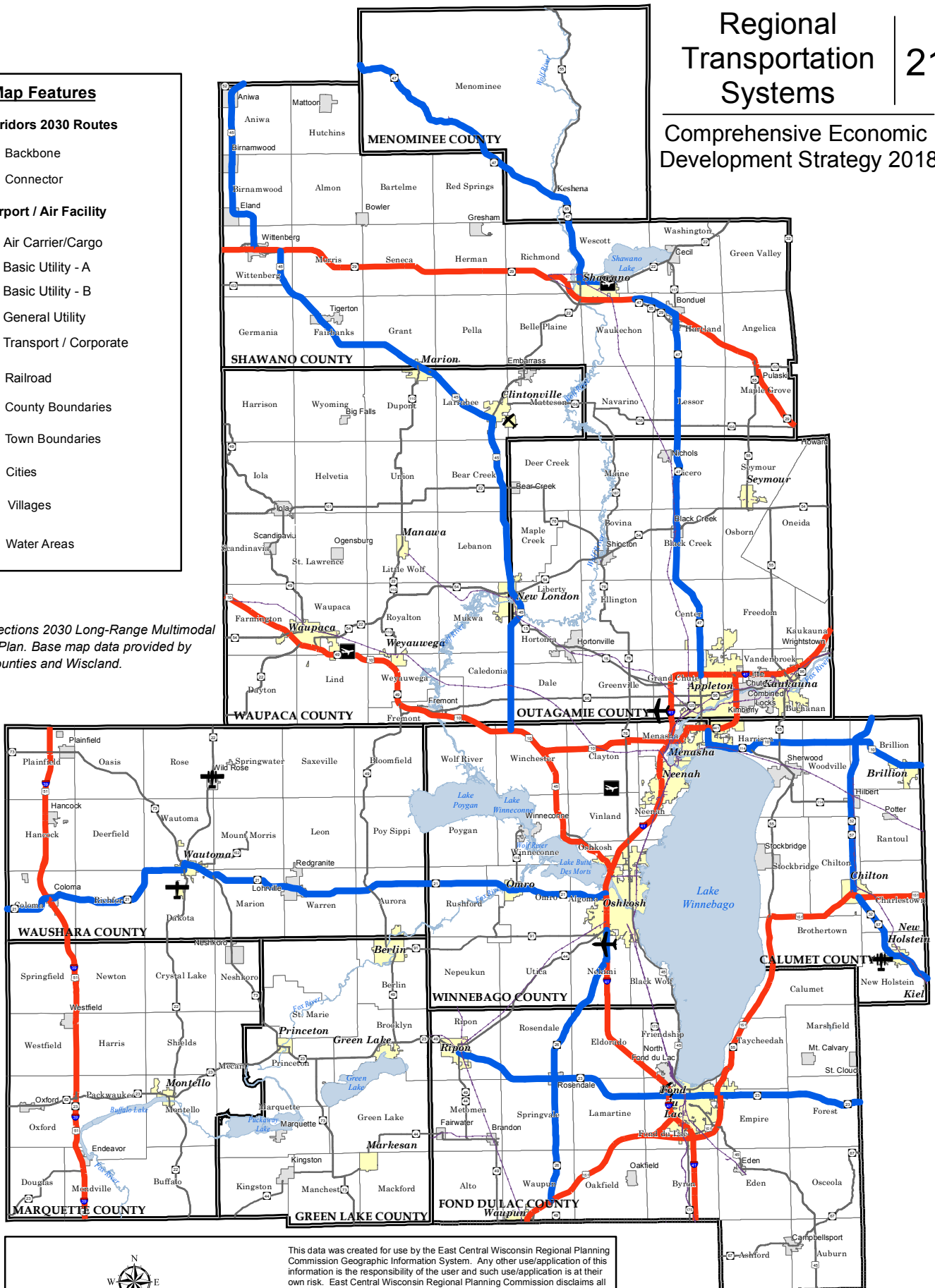
#### Airport / Air Facility

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

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

\*Sources:

WisDOT, Connections 2030 Long-Range Multimodal Transportation Plan. Base map data provided by the Regional counties and Wisland.

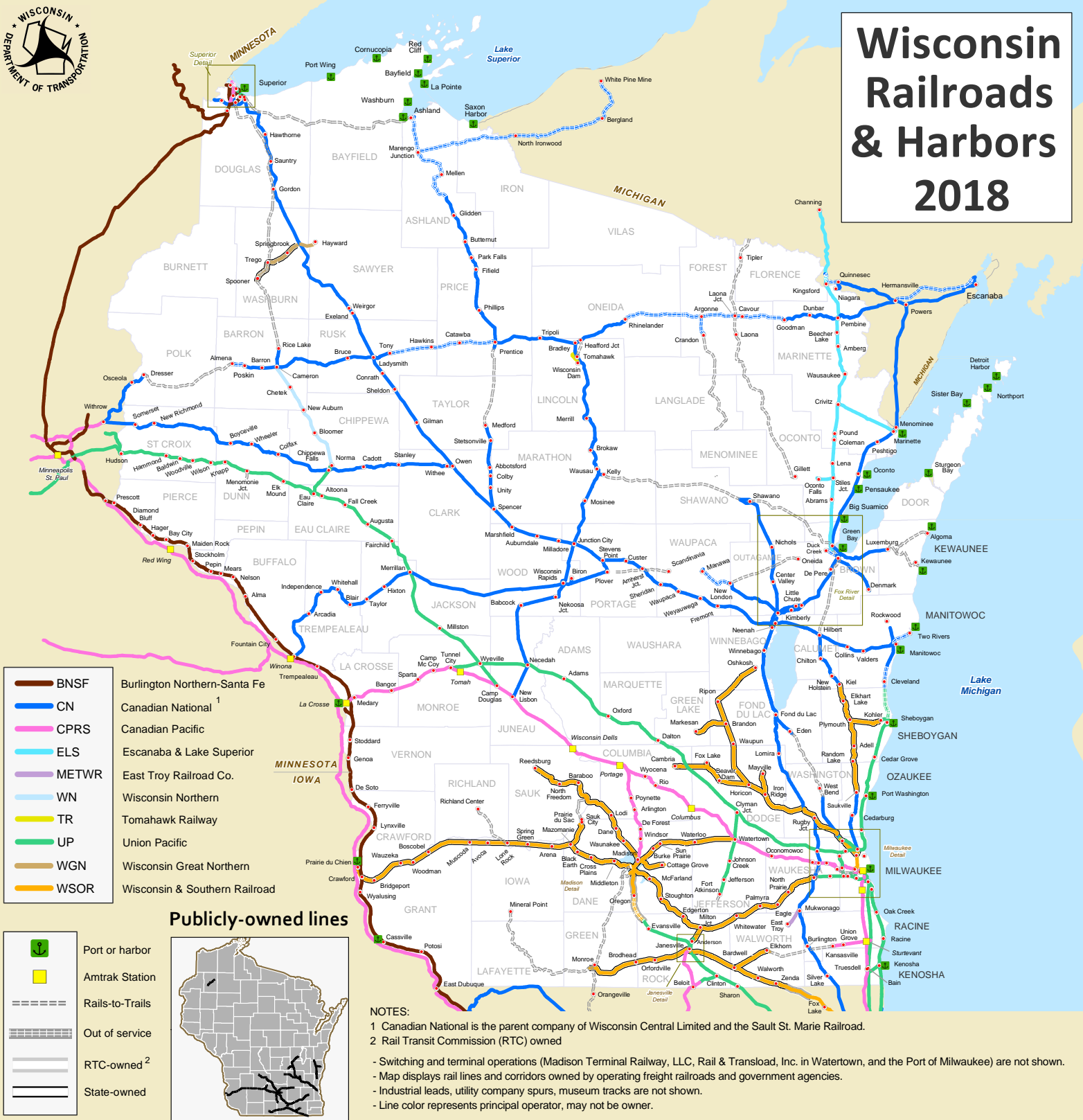


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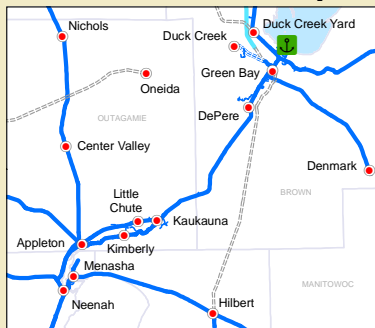
\*\*Features on map are approximate locations and are to be used for reference purposes only.



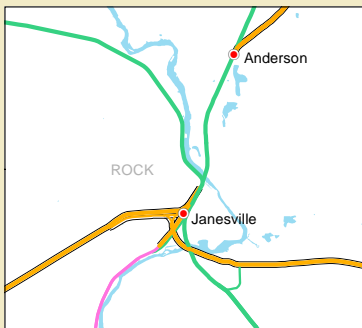
# Wisconsin Railroads & Harbors 2018



## Fox River Valley



## Janesville



## Milwaukee



## Superior





## **Industrial / Business Park Infrastructure and Geography**

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

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

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

The InWisconsin site (<https://inwisconsin.com/doing-business-in-wisconsin/available-sites/>) selection tool is a Geographic Information System (GIS)-powered website, built upon Google Maps technology. It allows brokers, realtors, municipalities and economic development professionals to list and update available commercial or industrial properties. The website is also integrated with GIS Planning's national site selection search engine. See the [InWisconsin](#) website for a full listing and to add or update the listing of current buildings and sites.

Within the New North area, the Gold Shovel Site Certification is also available at a low cost to municipalities within the New North area. The New North Gold Shovel Ready Site designation is designed to identify both publicly and privately owned sites throughout the New North region, which are suitable for development. The goal of this program is to gather uniform site information to increase the quality of site documentation, as well as the overall number of sites that are ready for development. New North will actively market these sites to regional, national and international site selectors. Visit the [New North](#) website for more information on this certification.

## **Farmland**

Farmland losses within the region follow state and national trends (Table 2-18 and 2-19). There has been a steady decline in the number of farms and farmland acreage. In fact, over just a five year period, 3.9 percent of total farmland was lost, and the number of farms declined by 10.82 percent. Marquette County experienced the greatest decline in total acres (11.57 percent) and also lost the highest number of farms (23.64 percent).

**Table 2-18: Farmland Acreage, 2007 and 2012**

	2007 Acres	2012 Acres	Change in Acres	% Change
United States	922,095,840	914,527,657	-7,568,183	-0.82%
Wisconsin	15,190,804	14,568,926	-621,878	-4.09%
Region	1,832,650	1,761,217	-71,433	-3.90%
Calumet County	151,659	142,374	-9,285	-6.12%
Fond du Lac County	335,745	315,553	-20,192	-6.01%
Green Lake County	142,757	154,595	11,838	8.29%
Marquette County	135,914	120,185	-15,729	-11.57%
Menominee County	n/a	561	n/a	n/a
Outagamie County	247,482	250,748	3,266	1.32%
Shawano County	271,718	261,141	-10,577	-3.89%
Waupaca County	234,392	215,330	-19,062	-8.13%
Waushara County	148,969	145,210	-3,759	-2.52%
Winnebago County	164,014	155,520	-8,494	-5.18%

Source: U.S. Department of Agriculture 2007 & 2012 Census of Agriculture

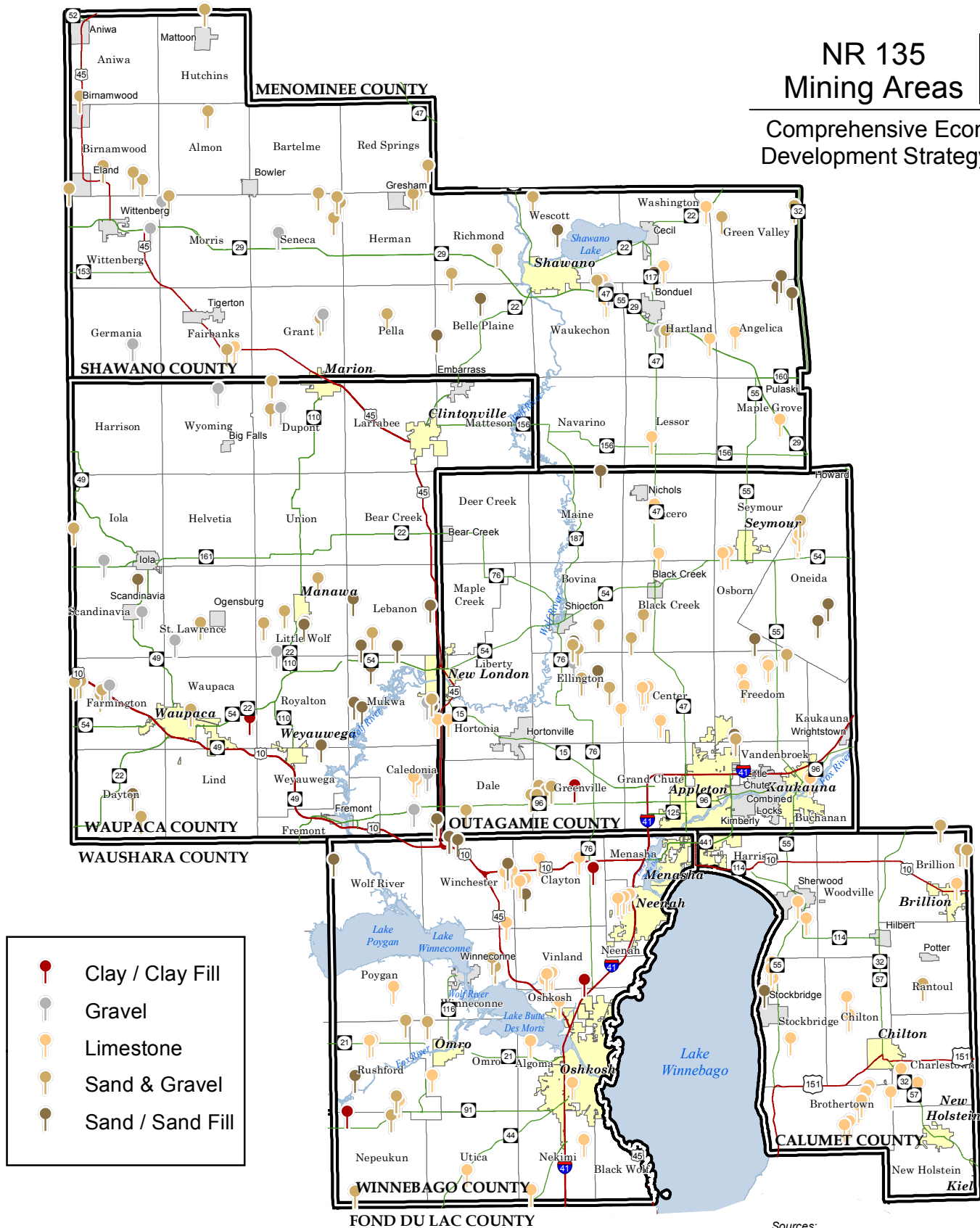
**Table 2-19: Total Farms, 2007 and 2012**

	2007 Farms	2012 Farms	Change in Farms	% Change
United States	2,204,792	2,109,303	-95,489	-4.33%
Wisconsin	78,463	69,754	-8,709	-11.10%
Region	9,544	8,511	-1,033	-10.82%
Calumet County	732	719	-13	-1.78%
Fond du Lac County	1,643	1,399	-244	-14.85%
Green Lake County	723	608	-115	-15.91%
Marquette County	626	478	-148	-23.64%
Menominee County	n/a	5	n/a	n/a
Outagamie County	1,362	1,170	-192	-14.10%
Shawano County	1,450	1,278	-172	-11.86%
Waupaca County	1,330	1,145	-185	-13.91%
Waushara County	677	592	-85	-12.56%
Winnebago County	1,001	1,117	116	11.59%

Source: U.S. Department of Agriculture 2007 & 2012 Census of Agriculture

## Mining Sites

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



Sources:

NR135 Data created by ECWRPC for mining operations program.  
Base Map data provided by member counties and WIDNR WISCLAND data.

Prepared September 2018 By:

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

## **Education Infrastructure**

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

### ***Vocational Technical Colleges***

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

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

Technical college enrollment in the state and throughout the region has declined from 2011 to 2017. During that time period, the state experienced a loss of 70,633 students (19 percent) and the region experienced less of a loss at 26,581 enrollments (14 percent). The lower decline in enrollments throughout the region as compared to the state could be in response to recent layoffs from manufacturing facilities in the East Central Region. See Table 2-20 for more detailed enrollment data.

### ***Institutions of Higher Education***

As depicted on Map 24, seven institutions of higher education are located within the region: one public 4-year university (UW-Oshkosh); two public 2-year campuses (UW-Fond du Lac and UW-Fox Valley); three private liberal arts institutions (Lawrence University, Marian University, and Ripon College); and one tribal college (College of Menominee Nation). The region's institutions of higher education had a total enrollment of 21,675 students during the 2013-2014 school year (Table 2-21). Overall this indicated a slight increase (0.1 percent) since 2009-2010.

**Table 2-20: Technical College Enrollment 2011 – 2017**

	'11-'12	'12-'13	'13-'14	'14-'15	'15-'16	'16-'17	% Change '11-'17
Statewide	378,240	362,252	348,747	329,407	326,153	307,607	-19%
Region	191,440	180,717	172,906	163,142	177,769	164,859	-14%
Madison Area	39,222	37,771	36,714	34,405	37,351	33,466	-15%
Moraine Park	17,279	16,223	16,232	15,221	18,553	17,796	3%
Lakeshore	13,495	12,675	13,031	10,653	12,447	11,025	-18%
Fox Valley	51,097	46,002	44,437	42,756	48,944	46,853	-8%
Northeast	43,890	41,582	37,943	35,951	33,472	30,284	-31%
Mid-State	8,488	7,688	7,457	7,129	7,367	6,863	-19%
North Central	17,969	18,776	17,092	17,027	19,635	18,572	3%

Source: WTCS, March 2018, Wisconsin Blue Book 2015-16, WTC 2014

**Table 2-21: Public and Private College and University Fall Enrollment 2009-2014**

	'09-'10	'10-'11	'11-'12	'12-'13	'13-'14	% Change '09-'14
Wisconsin	246,028	250,589	248,378	245,540	246,342	0.1%
Region	21,737	22,371	21,876	21,485	21,675	-0.3%
UW-Oshkosh	13,192	13,629	13,513	13,519	13,902	5.4%
UW Fond du Lac College	779	794	749	692	707	-9.2%
UW Fox Valley	1,731	1,830	1,822	1,799	1,760	1.7%
Lawrence University	1,495	1,557	1,487	1,518	1,553	3.9%
Marian College/University	2,841	2,881	2,615	2,305	2,188	-23.0%
Ripon College	1,065	1,065	991	931	904	-15.1%
College of the Menominee Nation	634	615	699	721	661	4.3%

Source: WI Blue Book 2015-2016

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## Map Features



A horizontal scale bar with a black segment on the left and a white segment on the right, separated by a vertical line. The number '10' is at the left end, '0' is at the center line, and '10' is at the right end. The word 'Miles' is at the far right end.

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

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



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## **CHAPTER 3**

### **SWOT ANALYSIS**



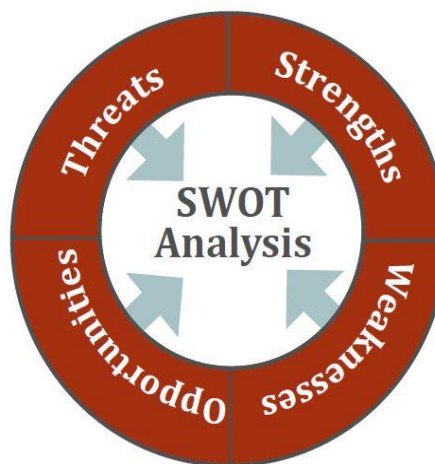


## CHAPTER 3: SWOT ANALYSIS

### SWOT ANALYSIS

A SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis can be defined as follows:

- **STRENGTHS** - Advantages that can be built on to grow and strengthen the regional economy.
- **WEAKNESSES** - Liabilities and obstacles to economic development that could limit the region's growth potential.
- **OPPORTUNITIES** - Assets and positive trends that hold significant potential for increased regional prosperity and the attraction of new businesses, investments, and talent.
- **THREATS** - Unfavorable external factors and trends that could negatively impact the regional economy.



In the late spring/early summer of 2018, an online survey was conducted within the Region to gauge regional perceptions regarding economic development as part of the *2018 CEDS 5-Year Update*. The responses came from an online survey that was sent to the following:

- CEDS Committee members
- Economic Development Organizations
- Chambers of Commerce
- Visitors and Convention Bureaus
- Main Street Organizations
- Technical Colleges and Universities
- Civic/Service Organizations
- Workforce Development boards
- Local/County Government
- Utilities
- Elected Officials
- Small Business Development Centers
- K-12 Educators/School Board Members
- Community Members (via social media announcements, website announcements and partner newsletters, traditional media outlets).

The survey's structure was developed as an update to the *2013 CEDS 5-Year Update* SWOT (Strengths, Weaknesses, Opportunities, and Threats) survey that was designed to gauge the Region's *current* strengths and weaknesses and *future* opportunities and threats. Over 400 entities received the survey and 125 individual responses received, with at least one response received from each county within the EDD. The top five responses are outlined below in Figure 3-1.

**Figure 3-1: Regional Strengths, Weaknesses, Opportunities, and Threats for Economic Development**



The CEDS Committee used the results of the SWOT analysis to create a shared regional vision, goals, and objectives.



## **CHAPTER 4**

### **STRATEGIC DIRECTION/ ACTION PLAN**



## CHAPTER 4: STRATEGIC DIRECTION/ACTION PLAN

### INTRODUCTION

Not only does this chapter provide direction for the regional economy (by laying out a vision, goals, and objectives), it presents tangible steps the Commission can take to move towards the regional vision (e.g. a plan for 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 *2018 CED 5-Year Update*, is intended to guide the planning process toward the desired future for the Region. To help illustrate commonalities across organizations, CEDS Committee members were asked to identify three words that best describe economic development in the Region. The results were used to create a word cloud. In this type of graphic, font size is used to show frequency. The larger the word, the more often it occurs in the responses of the CEDS Committee. Figure 4-1 visually highlights some common themes, with words like “evolving,” “disconnected,” and “limited” featuring prominently.

**Figure 4-1: Regional Vision Word Cloud**



Upon analysis of the word cloud, the following vision stated was created for the region:

***“The East Central Region creates a diverse and robust economy that fosters sustainable prosperity for all its residents while capitalizing on the region’s assets to encourage innovation, collaboration, and the entrepreneurial spirit.”***

## GOALS

The CEDS Committee used the results of the SWOT analysis to create regional goals and objectives. These goals will be used to guide economic development planning efforts within the region and Commission activities. The five (5) goals are:

- Promote Quality of Life and Livability that Creates an Environment for Personal and Business Growth
- Enhance Education, Technology, and Innovation to Meet Workforce and Production Demands
- Enhance the Region’s Infrastructure and Economic Competitiveness
- Support and Meet the Needs of Current, New, and Emerging Businesses
- Foster a Collaborative Ecosystem

Objectives and strategies 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.

Goal 1 – Promote Quality of Life and Livability that Creates an Environment for Personal and Business Growth.

- Objective 1.1. - Foster civic engagement opportunities through leadership training, outreach, and education.
  - Strategy 1.1.1. – Support statewide, regional and local entity leadership programs through increased communication and information sharing.
- Objective 1.2. – Identify community assets that support quality of life and livability.
  - Strategy 1.2.1. – Identify measurement tool to track which is considered to be a livable community.

Goal 2 – Enhance Education, Technology, and Innovation to Meet Workforce and Production Demands.

- Objective 2.1. – Foster new workforce opportunities.
  - Strategy 2.1.1. – Connect students with internship and career exploration opportunities with local businesses.
- Objective 2.2. – Assist with the coordination efforts to develop and administer programs to meet the workforce needs of area employers.
  - Strategy 2.2.1. – Support and promote current workforce career transition programs, especially those supporting challenged populations.

Goal 3 - Enhance the Region's Infrastructure and Economic Competitiveness.

- Objective 3.1. – Strengthen collective efforts to improve and expand the region's transportation and mobility infrastructure.
  - Strategy 3.1.1. - Maintain reliable, innovative transportation infrastructure networks.
- Objective 3.2. – Assist in cultivating a comprehensive telecommunications system.
  - Strategy 3.2.1. – Support the development of services and facilities necessary for long-term growth.
  - Strategy 3.2.2. – Explore broadband expansion and fiber network connectivity.
- Objective 3.3. – Support the development of services and facilities (e.g. water, sewer, transportation, and broadband infrastructure) in preferred development areas and in underserved areas necessary to long-term growth.
  - Strategy 3.3.1. – Provide technical assistance to municipalities wishing to upgrade their structures and services.

Goal 4 – Support and Meet the Needs of Current, New, and Emerging Businesses.

- Objective 4.1. – Achieve a diversified and balanced economy within the region.
  - Strategy 4.1.1. – Work with economic development partners to develop and advertise training program for employees within the region.
- Objective 4.2. – Promote entrepreneurship, innovation, and small business innovation in the region.
  - Strategy 4.2.1. - Encourage start-ups and existing businesses to participate in such programs as gBeta, AeroInnovate, the Growth Management Academy, the Regional Entrepreneurial Development System.
- Objective 4.3. – Promote International Trade and Foreign Direct Investment.
  - Strategy 4.3.1. – Increase awareness of resources at the local, state, and federal level.

Goal 5 - Foster a Collaborative Ecosystem

- Objective 5.1. – Collaborate around key infrastructure issues.
  - Strategy 5.1.1. – Strengthen collective efforts to improve and expand the region's transportation and mobility infrastructure.
- Objective 5.2. – Establish new opportunities for regional stakeholders to connect and work together on important regional economic development issues.
  - Strategy 5.2.1. –Develop an annual I-41 Corridor forum to promote success stories, educate stakeholders about important local regional initiatives, and communicate progress toward implementing the CEDS.
  - Strategy 5.2.2. – Fully leverage Microsoft's investments in the region to influence internal and external perceptions.
- Objective 5.3. – Promote better coordination among different economic development organizations.
  - Strategy 5.3.1. – Encourage collaboration among public and nonprofit sectors.

## PRINCIPLES AND ACTION PLAN

### Operational Principles

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

- Promote economic development and opportunity;
- Foster effective transportation access;
- Enhance and protect the environment;
- Maximize effective development and use of the workforce;
- Promote the use of technology in economic development, including access to high-speed telecommunications;
- Balance resources through sound management of physical development; and
- Obtain and utilize adequate funds and other resources.

(As required by CFR §303.7(8))

### East Central Action Plan

The following section provides a brief summary of activities that the Commission has and will continue to undertake to support the operational principles and the overall goals and objectives of the 2018 CEDS 5-year 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"> <li>• Comprehensive Economic Development Strategy (CEDS)</li> <li>• CEDS Annual Performance Report</li> </ul>	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"> <li>• Provide administrative support for NEWREP, as financial manager</li> <li>• Serve as secretary of FCEDP</li> </ul>	Ongoing  2011 - Present  2017-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"> <li>• Educate communities on the American Community Survey and 2010 Census Products via e-newsletter</li> </ul>	Ongoing  2011; Ongoing
E. Provision of technical assistance to local communities, through the Commission's technical assistance program. <ul style="list-style-type: none"> <li>• 39 technical assistance requests were approved for</li> </ul>	Ongoing



2017 with 13 of those falling into Economic Development category.	
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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"> <li>• Long Range Transportation Plan</li> <li>• Transportation Improvement Plans</li> <li>• Work Program</li> </ul>	Ongoing  Every 5 years (2015, 2020, etc.) Annually Annually
B. Transportation Corridor Planning <ul style="list-style-type: none"> <li>• I-41 Corridor</li> </ul>	Annually
C. Transportation Planning Assistance including MioVision traffic camera deployment, PASER road rating inventories, road sign inventories, culvert inventories.	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 (2013, 2018, 2023, etc.)
G. Prepare Transit Development Plans (TDPs). <ul style="list-style-type: none"> <li>• Oshkosh Transit TDP</li> <li>• Valley Transit TDP</li> <li>• Fond du Lac Transit TDP</li> </ul>	2011; updated in 2016, process of being updated - 2018 2008-2009; update in 2015; process of being updated - 2018  2008-2009; 2015; 2017
H. Continue coordinating discussions regarding Passenger Rail through Northeast Wisconsin.	Ongoing
I. Implement Fox Cities (Appleton) TMA and Oshkosh MPO Urbanized Bicycle Pedestrian Plan, including creating and adopting the East Central Trail Wayfinding Guidebook and working with Smart Growth America on creating Complete Streets policies at the regional, MPO, and local levels.	2012 – Present
J. Commuter Service Study between Green Bay and Fond du Lac	Ongoing

**PRINCIPLE 3: Enhance and protect the environment.**

Activity	Time Frame
<p>A. Implement the Fox-Wisconsin Heritage Parkway (FWHP) Action Plan:</p> <ul style="list-style-type: none"> <li>• Implementation of Action Plan Goals</li> <li>• Continue coordination with the FWHP, including work regarding the FWHP Water Trail</li> </ul>	<p>Ongoing</p> <p>Ongoing</p>
<p>B. Continue efforts to protect sensitive environmental features in the region.</p> <ul style="list-style-type: none"> <li>• Continued to act as the Lake Michigan Stakeholders Co-Chair working to Be Wisconsin's voice for Lake Michigan</li> <li>• Actively coordinated with the Fox Wolf Watershed Alliance in the Weigh in on the Winnebago Waterways Program</li> <li>• Coordinated with the White Clay Lake Protection and Rehabilitation District to proceed through the lake planning process</li> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>2017-2018</p>
C. Continue to administer the NR-135 Program—Mining Reclamation.	Ongoing
D. Continue coordination of the Niagara Escarpment Research Network (NERN) and involvement in the Lakeshore Natural Resource Partnership.	Ongoing

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

Activity	Time Frame
A. Support the efforts of and collaborate with Workforce Development Boards, Technical Colleges, 4-year Colleges and Universities, and New North, Inc.	Ongoing

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

Activity	Time Frame
A. Promote the recommendations of the LinkWisconsin Initiative pertinent to the Northeast Wisconsin Region.	2011, Ongoing
B. Continue promoting the availability of EMSI data.	Ongoing
C. Partner with the New North, Inc. reviewing submittals for the Gold Shovel Program within the East Central Wisconsin EDD.	Ongoing

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

Activity	Time Frame
<p>A. Continue to assist counties and local communities in implementing and updating their comprehensive plans, in compliance with §66.1001.</p> <p>Socioeconomic data updates provided for:</p> <ul style="list-style-type: none"> <li>• City of Wautoma</li> <li>• Village of Redgranite</li> <li>• Village of Wild Rose</li> <li>• Town of Angelica</li> <li>• Town of Aurora</li> <li>• Town of Bloomfield</li> <li>• Town of Dakota</li> <li>• Town of Maple Grove</li> <li>• Town of Marion</li> <li>• Town of Navarino</li> <li>• Town of Richmond</li> <li>• Town of Rose</li> <li>• Town of Washington</li> <li>• Town of Wautoma</li> </ul> <p>Implementation assistance provided to:</p> <ul style="list-style-type: none"> <li>• Waushara County</li> <li>• <i>City of Neenah Comprehensive Plan Update</i></li> <li>• <i>City of Oshkosh Comprehensive Plan Update</i></li> <li>• <i>City of Clintonville Comprehensive Plan Update</i></li> <li>• <i>City of Waupun Comprehensive Plan Update</i></li> <li>• <i>Village of Sherwood</i></li> <li>• <i>Village of Winneconne</i></li> <li>• <i>Town of Buchanan Comprehensive Plan Update</i></li> </ul>	<p>Ongoing</p> <p>2017-2018</p> <p>2017-2018</p> <p>2018</p> <p>2018</p> <p>2018</p> <p>2018</p> <p>2017-2018</p> <p>2018</p> <p>2017-2018</p> <p>2017</p> <p>2018</p> <p>2018</p> <p>2018</p> <p>2017-2018</p> <p>2016-2018</p> <p>2016-2017</p> <p>2017-2018</p> <p>2017-2018</p> <p>2017-2018</p> <p>2018-2019</p> <p>2018-2019</p> <p>2017-2018</p>
<p>B. Continue to administer the WDNR's Sewer Service Area (SSA) Program.</p> <ul style="list-style-type: none"> <li>• <i>Fond du Lac 2030 SSA Plan Update</i></li> <li>• Administration/Coordination of SSA plans</li> <li>• Continuing Management of SSA Review Activities</li> </ul>	<p>2017-2018</p> <p>Ongoing</p> <p>Ongoing</p>

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

Activity	Time Frame
<p>A. Pursue additional funding from EDA while leveraging funding from additional private and public sources.</p> <ul style="list-style-type: none"> <li>• Pursue EDA funds for Foreign Direct Investment Project</li> <li>• Assist the City of New Holstein in exploring EDA funds for Tecumseh site redevelopment</li> <li>• Assist City of Brillion in exploring EDA funds for the Brillion Iron Works site</li> </ul>	<p>Ongoing</p> <p>2015 – Present</p> <p>Ongoing</p> <p>Ongoing</p> <p>2016-Present</p>
<p>B. Pursue funding from other local, state and federal sources.</p> <ul style="list-style-type: none"> <li>• Funding from the Department of Defense Office of Economic Adjustment for implementation of</li> </ul>	<p>2015 - 2018</p>

Oshkosh Region Defense Industry Diversification Initiatives (Phase I) and Initiative 41 (Phase II)	
C. Continue providing information on local, state, and federal economic development programs	Ongoing
<ul style="list-style-type: none"> <li>Economic development website update to provide online resources</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>Exploring social media deployment to inform regional partners of funding opportunities</li> </ul>	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.



## **CHAPTER 5**

# EVALUATION FRAMEWORK



## CHAPTER 5: EVALUATION FRAMEWORK

### INTRODUCTION

The East Central Wisconsin Economic Development District is fortunate to have a well-developed network of stakeholders who can contribute to the implementation of this CEDS. The CEDS Committee is comprised of invested stakeholders from throughout the region's local governments in order to reflect the diverse perspectives and interests in the region, as well as give the East Central Wisconsin EDD the support in implementing the CEDS.

The 2018 CEDS 5-Year Update is an ambitious plan that proposes numerous strategies and actions. It is not feasible for any one organization to lead and coordinate implementation in such a large region. Rather, it will take a coalition of organizations and stakeholders who are willing to either lead or support the implementation of specific strategies and actions.

Below is a list of organizations that have provisionally been identified in implementing the strategy. As seen in Table 5-1, this is only an initial list. Some might not be able or appropriate to support implementation while there might be others that are not listed below or in the plan.

**Table 5-1: Potential List of Organizations That Could Assist in Implementation**

ABBREVIATION	DEFINITION
AARP	American Association of Retired People
BAWDB	Bay Area Workforce Development Board
CEDS	CEDS Committee
CCs	Chambers of Commerce
ECWRPC	East Central Wisconsin Regional Planning Commission
EDOs	Economic Development Organizations
FVWDB	Fox Valley Workforce Development Board
IHE	Institutes of Higher Education
K12s	K-12 Educational Institutions
LGs	Local Governments (municipalities and counties)
NNInc	New North, Inc.
NEWCC	Northeast Wisconsin Chambers Coalition
NEWERA	Northeast Wisconsin Educational Resource Alliance
NEWITA	Northeast Wisconsin IT Alliance
NEWREP	Northeast Wisconsin Regional Economic Partnership
NPs	Non-Profits
ON	Oneida Nation
Private	Private Sector
PSC	Public Service Commission of Wisconsin
SBDC	Small Business Development Center Int'l Trade Consultant
WEDC	Wisconsin Economic Development Corporation
WisDOT	Wisconsin Department of Transportation

## EVALUATION FRAMEWORK


The Evaluation Framework is the implementation schedule for the CEDS. The performance measures for each goal are referenced with responsible entities and within an estimated timeframe for completion. The Evaluation Framework for this CEDS 5-Year Update are outlined below in Table 5-2.

**Table 5-2: 2018 CEDS 5-Year Update Evaluation Framework**

	POTENTIAL PARTNERS	TIMEFRAME			
		Ongoing	Next 12 mos.	1 to 3 years	3 to 5 years
GOAL 1 – PROMOTE QUALITY OF LIFE AND LIVABILITY THAT CREATES AN ENVIRONMENT FOR PERSONAL AND BUSINESS GROWTH					
Objective 1.1. Foster civic engagement opportunities through leadership training, outreach, and education.					
Strategy 1.1.1 Support statewide, regional, and local entity leadership programs through increased communication and information sharing	LGs, EDOs, CCs, NPs		◆		
Objective 1.2. Identify community assets that support quality of life and livability.					
Strategy 1.2.1. Identify a measurement tool to track what is considered to be a livable community.	CEDS, ECWRPC, AARP		◆		
GOAL 2 – ENHANCE EDUCATION, TECHNOLOGY, AND INNOVATION TO MEET WORKFORCE AND PRODUCTION DEMANDS					
Objective 2.1. Foster new workforce opportunities.					
Strategy 2.1.1. Connect students with internship and career exploration opportunities with local business.	K12s, IHEs, NEWERA, Private	◆			
Objective 2.2. Assist with the coordination efforts to develop and administer programs to meet the workforce needs of area employers.					
Strategy 2.2.1. Support and promote current workforce career transition programs, especially those supporting challenged populations.	FVWDB, BAWDB, EDOs, ECWRPC	◆			
GOAL 3 - ENHANCE THE REGION’S INFRASTRUCTURE AND ECONOMIC COMPETITIVENESS					
Objective 3.1. Strengthen collective efforts to improve and expand the region’s transportation and mobility infrastructure.					
Strategy 3.1.1. Maintain reliable, innovative transportation infrastructure networks.	ECWRPC, WisDOT, LGs, EDOs	◆			
Objective 3.2. Assist in cultivating a comprehensive telecommunications system.					
Strategy 3.2.1. Support the development of services and facilities necessary for long-term growth.	LGs, EDOs, PSC, ECWRPC	◆			
Strategy 3.2.2. Explore broadband expansion and fiber	LGs, EDOs, PSC, ECWRPC			◆	



	POTENTIAL PARTNERS	TIMEFRAME			
		Ongoing	Next 12 mos.	1 to 3 years	3 to 5 years
network connectivity.					
<b>Objective 3.3. Support the development of services and facilities (e.g. water, sewer, transportation, and broadband infrastructure) in preferred development areas and in underserved areas necessary to long-term growth.</b>					
Strategy 3.3.1. Provide technical assistance to municipalities wishing to upgrade their structures and services.	LGs, EDOs, PSC, ECWRPC	◆			
<b>GOAL 4 – SUPPORT AND MEET THE NEEDS OF CURRENT, NEW, AND EMERGING BUSINESSES</b>					
<b>Objective 4.1. Achieve a diversified and balanced economy within the region.</b>					
Strategy 4.1.1. Work with economic development partners to develop and advertise training program for employees within the region.	EDOs, NPs, FVWDB, BAWDB, IHEs, NEWERA	◆			
<b>Objective 4.2. Promote entrepreneurship, innovation, and small business innovation in the region.</b>					
Strategy 4.2.1. Encourage start-ups and existing businesses to participate in such programs as gBeta, AeroInnovate, the Growth Management Academy, the Regional Entrepreneurial Development System.	NNInc, WEDC, NEWCC, EDOs, CCs, ECWRPC	◆			
<b>Objective 4.3. Promote International Trade and Foreign Direct Investment</b>					
Strategy 4.3.1. Increase awareness of resources at the local, state and federal level.	SBDC, EDOs, NEWCC, CCs, NNInc, WEDC, ECWRPC	◆			
<b>GOAL 5 – FOSTER A COLLABORATIVE ECOSYSTEM</b>					
<b>Objective 5.1. Collaborate around key infrastructure issues.</b>					
Strategy 5.1.1. Strengthen collective efforts to improve and expand the region's transportation and mobility infrastructure	NEWCC, LGs, EDOs, ECWRPC, ON		◆		
<b>Objective 5.2. Establish new opportunities for regional stakeholders to connect and work together on important regional economic development issues.</b>					
Strategy 5.2.1. Develop an annual I-41 Corridor forum to promote success stories, educate stakeholders about important local regional initiatives, and communicate progress toward implementing the CEDS.	NEWREP, NNInc, EDOs, ECWRPC, NEWCC, CCs, LGS, ON	◆			
Strategy 5.2.2. Fully leverage Microsoft's investments in the region to influence internal and external perceptions.	CCs, NEWCC, EDOs, NNInc, NEWITA		◆		

	POTENTIAL PARTNERS	TIMEFRAME			
		Ongoing	Next 12 mos.	1 to 3 years	3 to 5 years
<b>Objective 5.3. Promote better coordination among different economic development organizations.</b>					
Strategy 5.3.1. Encourage collaboration among public and nonprofit sectors.	EDOs, ECWRPC, WEDC				

## REPORTING

In the broadest sense, ECWRPC will support the implementation of the CEDS by providing assistance to communities throughout the region, including through the provision of data and information, professional and technical expertise, the identification of opportunities for growth, and coordinating regional development efforts. ECWRPC will also look for opportunities to partner with organizations outside of the EDD in order to affect positive development change throughout the region to align with the CEDS.

This CEDS will be reviewed annually to maximize its utility and relevance, and also to complete the CEDS Annual Performance Report, as required by EDA. Evaluation will include an assessment of progress towards the Objectives and Strategies. Evaluation will also include a review of the existing conditions data given earlier in this document.

In response to the findings of the evaluation, the CEDS may be adjusted by the East Central Wisconsin EDD under the guidance of the CEDS Strategy Committee. This will allow the CEDS to be flexible and responsive to economic development needs of the district.

Annual progress on the CEDS performance metrics will also be reported on the GPRA form submitted to EDA, as well as on the ECWRPC website.



## **CHAPTER 6**

# **ECONOMIC RESILIENCE**



## CHAPTER 6: ECONOMIC RESILIENCE

### INTRODUCTION

Regional economic prosperity is linked to an area's ability to prevent, withstand and/or quickly recover from major disruptions to its economic base. Such disruptions often include general economic downturns (e.g. the housing crash), downturns in particular industries that effect a region's dominant employers (e.g. major plant closures), or other externalities such as natural disasters.

The Economic Development Administration (EDA) provides guidance on integrating regional economic resilience through a two-pronged approach:

- Planning for and implementing resilience through specific goals or actions to bolster the long-term economic durability of the region (**steady-state**); and
- Establishing information networks among the various stakeholders in the region to facilitate active and regular communication between the public, private, education, and non-profit sectors to collaborate on existing and potential future challenges (**responsive**).<sup>1</sup>

### STEADY-STATE INITIATIVES

Steady-state initiatives include:

- Conduct comprehensive planning that includes the integration of environmental and hazard mitigation, transportation, and other planning efforts;
- Target the development of emerging clusters or industries that build on the region's unique assets;
- Build a resilient workforce that can better shift between jobs and industries;
- Continue providing data to members through EMSI Developer and ESRI Business Analyst; and
- Promote and develop value-chains of target industries that close economic gaps and build on the region's strengths.

### RESPONSIVE INITIATIVES

Responsive initiatives include:

- Collaborate on environmental hazard planning efforts;
- Establish a process for regular communication, monitoring, and updating of business community needs and issues; and
- Strengthen coordination between the Workforce Development Boards, and support services to address short, intermediate, and long-term recovery needs of specific sectors.

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<sup>1</sup> <https://www.eda.gov/ceds/content/economic-resilience.htm> .

## FURTHER DISCUSSION ON THREATS

The regional SWOT analysis identified a number of threats to economic growth and development throughout the region. These threats build the base of concerns regarding the region's resiliency and mainly contain long-range concerns that can have continual incremental impacts to the ability to recruit and retain businesses and industries, as well recruit, retain, and develop talent.

It should also be briefly noted that the stakeholders of the CEDS Committee, as well as respondents to the SWOT survey, did not explicitly mention natural disasters as a threat, though they are obviously in every community.

## RESILIENCE THROUGH RESPONSIVENESS AND COORDINATION

As a new federal CEDS Guideline, ECWRPC looks forward to both fully planning and embracing its role as a coordinator of regional responsiveness to economic shocks. ECWRPC will:

- Continue to maintain the *Community Economic Recovery Guidebook* and website (<https://sites.google.com/a/schoolfactory.org/recovery>) that was created through an EDA grant obtained in 2008.
- Identify, contact, and coordinate with key local, regional, state and federal officials.
- Continue to coordinate communication between regional stakeholders.
- Continue to provide GIS based research, planning, and grant writing services in order to bolster resilience.

This website was designed to accompany the *Community Economic Recovery Guidebook* for local disaster resilience and provide online resources and tools for communities to use in disaster response, mitigation, and recovery. The goal of this initiative is to foster better regional and local collaboration to prepare economies for the impact of a disaster, specifically, the impact disasters have on local businesses and the economic health of a community<sup>2</sup>.

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

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

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<sup>2</sup> Community Economic Recovery Guidebook for Local Disaster Resilience, <https://sites.google.com/a/schoolfactory.org/recovery/>.



## **CHAPTER 7**

# EDA PROGRAM CRITERIA & OTHER FUNDING SOURCES





## CHAPTER 7: EDA PROGRAM CRITERIA AND OTHER FUNDING SOURCES

### INTRODUCTION

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

### PROGRAM HIGHLIGHTS

A summary of EDA Programs is listed below<sup>1</sup>:

- **Public Works:** Empowers distressed communities to revitalize, expand, and upgrade their physical infrastructure to attract new industry, encourage business expansion, diversify local economies, and generate or retain long-term private sector jobs and investment.
- **Economic Adjustment:** Assists state and local interests in designing and implementing strategies to adjust or bring about change to an economy. The program focuses on areas that have experienced or are under threat of serious structural damage to the underlying economic base. Under Economic Adjustment, EDA administers its Revolving Loan Fund (RLF) Program, which supplies small businesses and entrepreneurs with the gap financing needed to start or expand their business.
- **Planning:** Supports local organizations (Economic Development Districts, Indian Tribes, and other eligible areas) with short and long-term planning efforts. The Comprehensive Economic Development Strategies (CEDS) Content Guidelines provides suggestions, tools, and resources for developing comprehensive economic development strategies.
- **Regional Innovation Strategies:** Supports innovation and entrepreneurship capacity-building activities by creating and expanding cluster-focused proof-of-concept and commercialization programs and early-stage seed capital funds through the i6 challenge and the Seed Fund Support (SFS) Grant competition, respectively.
- **Trade Adjustment Assistance for Firms:** A national network of 11 Trade Adjustment Assistance Centers to help strengthen the competitiveness of American companies that have lost domestic sales and employment because of increased imports of similar goods and services.
- **University Centers:** A partnership of the federal government and academia that makes the varied and vast resources of universities available to the economic development community.
- **Research and National Technical Assistance:** Supports research of leading edge, world class economic development practices and information dissemination efforts.
- **Local Technical Assistance:** Helps fill the knowledge and information gaps that may prevent leaders in the public and nonprofit sectors in distressed areas from making optimal decisions on local economic development issues.
- **Economic Development Integration:** EDA possesses broad and deep experience in successfully coordinating resources across multiple programs and special initiatives.

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<sup>1</sup> U.S. Economic Development Administration, EDA Programs: <https://www.eda.gov/programs/eda-programs/>.

Based upon this experience and EDA's historic track record of successful collaboration with a range of stakeholders (both federal and non-federal), the Office of Management and Budget (OMB) has designated EDA to lead the federal government's efforts to maximize the integration of economic development resources from all sources, including federal, state, local and philanthropic, to achieve more impactful and sustainable outcomes for communities across America.

## **EDA Investment Priorities<sup>2</sup>**

The EDA has identified investment priorities to evaluate and compare applications. All projects are evaluated to determine if align with EDA investment priorities, effectively address the creation and/or retention of high-quality jobs, and can demonstrate readiness and ability to use funds quickly and effectively, and link to specific and measureable outcomes. To facilitate evaluation, EDA has established the following investment priorities:

- 1. Recovery & Resilience**

Projects that assist with economic resilience (including business continuity and preparedness) and long-term recovery from natural disasters and economic shocks to ensure U.S. communities are globally competitive.

- 2. Critical Infrastructure**

Projects that establish the fundamental building blocks of a prosperous and innovation-centric economy and a secure platform for American business, including physical (e.g., broadband, energy, roads, water, sewer) and other economic infrastructure.

- 3. Workforce Development & Manufacturing**

Projects that support the planning and implementation of infrastructure for skills-training centers and related facilities that address the hiring needs of the business community -- particularly in the manufacturing sector -- with a specific emphasis on the expansion of apprenticeships and work-and-learn training models. Also includes projects that encourage job creation and business expansion in manufacturing, including infrastructure-related efforts that focus on advanced manufacturing of innovative, high-value products and enhancing manufacturing supply chains.

- 4. Exports & FDI**

Primarily infrastructure projects that enhance community assets (e.g., port facilities) to support growth in U.S. exports and increased foreign direct investment—and ultimately the return of jobs to the United States.

## **Eligibility**

Each EDA regional office determines project eligibility, but it is generally based on 24 month unemployment rate and per capita income (PCI) or federally declared disasters. The grant rate is the maximum percent of funding for a project that is provided by federal grant. Table 7-1 shows where the EDA has determined grant rate eligibility of counties in the East Central Region.

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<sup>2</sup> U.S. Economic Development Administration, EDA Investment Priorities: <https://www.eda.gov/about/investment-priorities/> .

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

**Table 7-1: EDA Grant Rate Eligibility**  
(as of August 2018)

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

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

## OTHER FUNDING PROGRAMS

As EDA funds are limited, and many of the counties within the region typically do not meet EDA's distress criteria, many other sources of funding can and should be utilized in creating a funding package for economic development projects within the region. Appendix G contains an overview of many of these sources. This list should be consulted when communities decide to move forward on projects that support the goals identified in Chapter 4.

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## **APPENDIX A**

### RESOLUTION OF ADOPTION



**RESOLUTION NO. 25-18**

**ADOPTING THE 2018 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS) 5-Year Update**

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

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

**WHEREAS**, the 2018 CEDS 5-Year Update provides updated socio-economic data, goals and objectives, action plan, and vision statement 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 5-Year Update by the EDA regional office will enable continued participation by eligible counties and communities in the EDA grant and loan programs; now, therefore

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

**Section 1.** That the Commission adopts the 2018 Comprehensive Economic Development Strategy 5-Year Update.

**Section 2.** That the Commission submit the 2018 CEDS 5-Year Update to the Regional Office of EDA requesting approval of the document and continued designation as an Economic Development District.

Effective Date: October 26, 2018  
Submitted By: Economic Development Committee  
Prepared By: Tom Baron, AICP, Principal Economic Development Planner

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Martin Farrell (Fond du Lac County)

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## **APPENDIX B**

2018 CEDS COMMITTEE



## 2018 CEDS Committee\*

Name		Title	Organization
Linda	Bartelt	Executive Director	NEWERA
Jon	Bartz	Economic Development Director	WEDC
Jessica	Beckendorf	Community Development Educator	Waupaca County UW-Extension
Dyann	Benson	Community Development Director	City of Fond du Lac
Naletta	Burr	Economic Development Director	WEDC
Jerry	Bougie	Planning Director	Winnebago County Planning Dept.
John	Casper	President/CEO	Oshkosh Chamber of Commerce
Crystal	Chevalier	Community Development Director	Menominee Indian Tribe of Wisconsin
Allen	Davis	Community Development Director	City of Oshkosh
George	Dearborn	Director of Community Development	Village of Fox Crossing
Will	Deppiesse	Vice President	Investors Community Bank
Lori	Gosz	City Administrator	City of Brillion
Tim	Hanna	Mayor	City of Appleton
Karen	Harkness	Director	City of Appleton Community Development
Cecilia	Harry	CEO/President	Envision Greater Fond du Lac
Fran	Hill	CEO	Green Lake Renewal
Kara	Homen	Planning Director	Outagamie County
Robert	Jakel	Director	City of Kaukauna
Meridith	Jaeger	Interim Director	UWO Business Success Center
Dave	Johnson	Assistant Planning Director	Outagamie County
Brennan P.	Kane	Development director	City of Waupaca
Carol	Karls	Manager/ Business & Community Development	Wisconsin Public Service
Rob	Kleman	Senior Vice President - Economic Development	Oshkosh Chamber of Commerce
Mary	Kohrell	Community Economic Development Director	Calumet County
Connie	Loden	Sr. Project Manager	New North, Inc.
Jim	Matheson	Sr. Vice President of Strategic Planning & Marketing	Theda Care
Bobbi	Miller	Business Services Manager	Fox Valley Workforce Development Board
Bob	Mundt	President & CEO	Fox Cities Regional Partnership
Jerry	Murphy	Executive Director	New North, Inc.
Troy	Parr	Oneida Architect	Oneida Nation
Jim	Resick	Community Development Educator	Shawano County UW-Extension
Thomas	Onofrey	Administrator	Marquette County
Amy	Pietsch	Director	FVTC Venture Center
Matthew	Rehbein	Economic Development Specialist	City of Appleton Community Development
Sam	Schroeder	Community Development Director	City of Menasha
Alan	Shute	Land Development Director	Green Lake County
Dave	Theil	Executive Director	Waupaca County Economic Development Corporation
Dale	Walker	Director of Business and Industry Services	Fox Valley Technical College
Allyson	Watson	Community Development Educator	Outagamie County UW-Extension
Bill	Wheeler	Executive Director	Tri-County Regional Economic Development Corporation
Jason	White	CEO	Greater Oshkosh Economic Development Corporation

\*Note: This is a listing of the CEDS Committee that was invited to participate in the development of the 2018 5-Year Update.

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## **APPENDIX C**

### **2017 NAICS WAGE DATA**



## Appendix C: 2017 NAICS Wage Data (Annual Average Wage in Dollars per Week)

		Calumet	Fond du Lac	Green Lake	Marquette	Menominee	Outagamie	Shawano	Waupaca	Waushara	Winnebago	Region
<b>Total, All Industries (All Ownership)</b>		748	850	704	664	624	893	636	719	642	976	746
<b>Total, All Industries (All Private Ownership)</b>		752	849	712	662	263	893	637	726	616	987	712
<b>Total, All Industries (All Government)</b>		708	854	670	678	644	900	631	691	729	889	739
<b>Natural Resources and Mining</b>												
11	Agriculture, Forestry, Fishing & Hunting											
111	Crop Production	518	372	615	606	0	542	241	551	680	S	458
112	Animal Production & Aquaculture	743	646	658	481	0	671	664	569	606	609	565
113	Forestry & Logging	0	0	0	S	S	S	554	643	1,522	S	453
114	Fishing Hunting & Trapping	0	0	0	0	0	S	0	0	0	0	0
115	Ag & Forestry Support Activities	873	760	0	0	0	901	954	587	512	1,138	573
21	Mining											
211	Oil & Gas Extraction	0	0	0	0	0	0	0	0	0	0	0
212	Mining Exc Oil & Gas	783	896	1,508	S	0	S	0	0	0	S	455
213	Support Activities For Mining	0	0	0	0	0	S	0	0	0	0	0
22	Utilities											
221	Utilities	1,528	1,713	1,466	837	S	1,572	1,268	1,446	1,600	911	1,371
<b>Construction</b>												
23	Construction											
236	Construction Of Bldgs	763	1,252	945	793	0	1,413	866	609	431	1,302	837
237	Heavy & Civil Engineering Construction	862	1,417	1,192	1,001	0	1,497	1,011	1,254	706	1,399	1,034
238	Specialty Trade Contractors	1,050	1,169	798	629	0	1,148	908	735	676	1,120	823
<b>Manufacturing</b>												
31	Manufacturing											
311	Food Mfg	1,030	954	897	S	S	1,033	803	S	700	1,419	977
312	Beverage & Tobacco Product Mfg	0	S	0	S	0	S	0	S	0	863	144
313	Textile Mills	0	0	0	0	0	1,179	0	0	0	S	131
314	Textile Product Mills	0	821	0	0	0	632	560	0	0	730	274
315	Apparel Mfg	0	S	S	0	0	0	0	0	0	S	0
316	Leather & Allied Product Mfg	0	0	S	0	0	S	0	0	0	S	0
32	Manufacturing											
321	Wood Product Mfg	516	743	S	704	S	764	613	924	550	888	713
322	Paper Mfg	0	1,522	0	0	0	1,201	0	S	0	1,444	463
323	Printing & Related Support Activities	705	794	S	0	0	883	386	1,080	S	996	606
324	Petro & Coal Products Mfg	0	0	0	0	0	997	0	0	0	S	111
325	Chemical Mfg	0	S	S	0	0	1,596	626	0	0	1,157	422
326	Plastics & Rubber Products Mfg	948	882	817	865	0	1,223	S	825	0	1,158	746
327	Nonmetallic Mineral Product Mfg	S	949	S	0	0	1,059	786	S	0	863	522
33	Manufacturing											
331	Prime Metal Mfg	895	1,025	S	0	0	1,380	S	S	S	1,164	744
332	Fabricated Metal Product Mfg	880	975	794	581	0	1,061	976	972	923	903	807
333	Machinery Mfg	900	1,172	S	S	0	1,314	S	851	S	1,194	905
334	Computer & Elect Product Mfg	S	0	S	S	0	831	S	S	S	902	433
335	Elect Equip & Appliance Mfg	0	1,152	0	0	S	1,070	0	S	S	1,180	496
336	Trans Equip Mfg	1,123	1,161	1,050	0	0	1,481	S	859	S	1,321	874
337	Furn & Related Product Mfg	S	993	S	0	0	809	706	S	320	818	521
339	Misc Mfg	591	840	779	0	0	821	S	139	S	698	484
<b>Trade, Transportation, Utilities</b>												
42	Wholesale Trade											
423	Merch Whls Durable Goods	1,390	979	S	675	0	1,199	877	926	916	985	883
424	Merch Whls Nondurable Goods	833	1,207	624	S	0	1,038	902	958	649	1,019	803
425	Elect Markets & Agents & Brokers	1,345	871	S	S	0	1,807	1,369	1,591	2,015	1,766	1,346
44	Retail Trade											
441	Motor Vehicle & Parts Dealers	856	852	687	528	0	833	615	674	622	791	646
442	Furn & Home Furnishings Stores	473	707	670	S	0	527	626	387	0	655	449
443	Elect & Appliance Stores	709	714	S	0	0	808	700	480	S	461	484
444	Bldg Material & Garden Supply Stores	585	712	878	400	0	559	508	796	438	510	539
445	Food & Beverage Stores	337	368	286	296	S	374	353	333	307	354	334
446	Health & Personal Care Stores	718	642	S	S	0	606	762	562	S	564	551
447	Gasoline Stations	344	336	341	353	S	436	323	341	327	365	352
448	Clothing & Clothing Accessories Stores	323	303	209	S	0	343	246	294	S	271	249
45	Retail Trade											
451	Sporting Goods Hobby Book & Music Stores	311	282	0	S	0	422	223	S	S	340	225
452	General Merchandise Stores	461	367	472	310	S	398	443	420	444	405	413
453	Misc Store Retailers	331	402	509	670	0	383	557	278	254	471	386
454	Nonstore Retailers	548	777	S	S	0	861	609	800	708	592	612
48	Transportation and Warehousing											
481	Air Trans	0	0	0	0	0	S	0	0	0	S	0
482	Rail Trans	0	0	0	0	0	0	0	0	0	0	0
483	Water Trans	0	0	0	0	0	0	0	0	0	0	0
484	Truck Trans	883	929	901	S	S	984	772	699	907	932	876
485	Transit & Ground Passenger Trans	S	419	263	289	S	490	S	274	S	360	349
486	Pipeline Trans	0	0	0	0	0	0	0	0	0	0	0
487	Scenic & Sightseeing Trans	0	S	0	0	0	S	0	0	0	S	0
488	Support Activities For Trans	S	S	0	S	0	1,060	S	580	S	777	483
49	Transportation and Warehousing											
491	Postal Service	936	1,012	904	901	S	1,067	846	891	891	1,085	948
492	Couriers & Messengers	0	689	S	0	0	722	0	S	S	879	327
493	Warehousing & Storage	0	872	S	0	0	859	0	S	0	1,566	412

2018 CEDS 5-Year Update  
Appendix C: 2017 NAICS Wage Data

Information												
51	Information											
511	Publishing Ind Exc Internet	S	851	793	S	0	1,203	457	854	S	1,169	761
512	Motion Picture & Sound Recording Ind	S	184	S	S	0	126	0	S	0	226	89
515	Broadcasting Exc Internet	0	492	S	0	0	868	S	S	0	685	292
516	Internet Publishing & Broadcasting	0	0	0	0	0	0	0	0	0	0	0
517	Telecommunications	1,269	800	1,209	1,209	0	1,068	1,153	957	S	1,267	992
518	Data Processing Hosting & Related Services	S	S	0	0	0	1,277	S	S	0	2,858	689
519	Other Information Services	S	S	0	0	0	640	0	S	S	825	244
Financial Activities												
52	Finance and Insurance											
521	Monetary Authorities Central Bank	0	0	0	0	0	0	0	0	0	0	0
522	Credit Intermediation & Related Activities	1,005	976	920	616	0	1,066	756	875	764	966	794
523	Securities Commodity Contracts Investments	698	S	1,128	0	0	2,109	1,829	824	S	2,494	1,135
524	Insurance Carriers & Related Activities	869	1,107	842	692	0	1,232	953	813	S	1,381	877
525	Funds Trusts & Other Financial Vehicles	0	S	0	0	0	0	0	0	0	0	0
53	Real Estate and Rental and Leasing											
531	Real Estate	S	689	545	343	S	790	491	535	446	616	557
532	Rental & Leasing Services	S	479	606	0	S	776	337	254	0	S	350
533	Lessors Of Nonfinancial Intangible Assets	0	0	0	0	0	755	0	0	0	S	84
Professional and Business Services												
54	Professional and Technical Services											
541	Professional & Technical Services	999	1,144	S	623	S	1,254	866	S	S	1,400	1,048
55	Management of Companies and Enterprises											
551	Management Of Companies & Enterprises	803	1,038	S	0	0	1,478	1,255	S	S	2,447	1,003
56	Administrative and Waste Services											
561	Admin & Support Services	671	569	484	682	S	663	631	519	247	669	571
562	Waste Management & Remediation Services	977	964	1,024	291	S	946	951	790	557	953	828
Educational and Health Services												
61	Educational Services											
611	Edu Services	677	844	765	712	727	858	641	684	743	831	748
62	Health Care And Social Assistance											
621	Ambulatory Health Care Services	1,077	1,511	931	573	S	1,403	920	840	1,059	1,252	1,063
622	Hospitals	S	S	S	0	0	1,223	0	S	S	974	439
623	Nursing & Residential Care Facilities	497	477	518	389	S	477	436	636	449	490	485
624	Social Assistance	S	S	S	517	346	408	348	S	S	392	402
Leisure and Hospitality												
71	Arts, Entertainment, And Recreation											
711	Performing Arts & Spectator Sports	S	S	S	S	0	291	156	0	S	S	112
712	Museums Historical Sites Zoos & Parks	S	S	0	S	S	380	0	0	0	S	76
713	Amusements Gambling & Recreation	300	307	S	260	S	248	542	312	S	472	349
72	Accommodation And Food Services											
721	Accommodation	230	378	395	251	0	316	232	240	298	318	266
722	Food Services & Drinking Places	220	250	217	196	S	279	226	228	218	255	232
Other Services and Public Administration												
81	Other Services, Ex. Public Admin											
811	Repair & Maint	585	753	682	683	0	786	653	642	564	743	609
812	Personal & Laundry Services	409	366	495	414	0	489	426	440	433	505	398
813	Membership Associations & Organizations	551	319	484	S	S	328	538	253	S	350	403
814	Private Households	166	212	252	S	S	260	155	237	S	194	211
92	Public Administration											
921	Executive Legislative & General Gov	750	811	624	391	654	878	633	474	619	821	666
922	Justice Public Order & Safety Activities	665	920	135	912	0	1,228	419	765	986	1,044	707
923	Admin Of Human Resource Programs	0	1,037	S	S	S	989	S	1,048	0	722	633
924	Admin Of Environmental Programs	731	S	801	S	S	860	S	S	S	S	797
925	Community & Housing Program Admin	0	0	0	0	S	S	S	S	0	0	0
926	Admin Of Economic Programs	356	1,179	S	1,080	S	1,237	938	S	S	750	923
927	Space Research & Technology	0	0	0	0	0	0	0	0	0	0	0
928	National Security & International Affairs	0	S	0	0	0	S	0	S	0	S	0
99	Unclassified											
999	Unclassified	0	0	0	0	0	0	0	S	0	0	0

Source: Wisconsin Department of Workforce Development, Quarterly Census of Employment and Wages (ES202), <http://WORKnet.Wisconsin.gov>, 2017 Annual Average Weekly Wage

S=Suppressed





## **APPENDIX D**

### **2017 NAICS EMPLOYMENT DATA**



Appendix D: 2017 NAICS Employment Data, Annual

	Calumet	Fond du Lac	Green Lake	Marquette	Menominee	Outagamie	Shawano	Waupaca	Waushara	Winnebago	Region
<b>Total, All Industries (All Ownership)</b>	13,140	46,255	6,080	3,833	2,059	107,843	12,667	19,635	6,086	93,728	311,326
<b>Total, All Industries (All Private Ownership)</b>	11,856	40,934	5,029	3,121	114	97,298	9,875	15,890	4,715	82,890	271,722
<b>Total, All Industries (All Government)</b>	1,285	5,321	1,051	711	1,945	10,546	2,792	3,745	1,370	10,838	39,604
<b>Natural Resources, Mining &amp; Utilities</b>											
<b>11</b> Agriculture, Forestry, Fishing & Hunting											
111 Crop Production	39	89	21	154	0	33	48	69	276	S	729
112 Animal Production & Aquaculture	508	712	93	131	0	456	393	324	137	280	3,034
113 Forestry & Logging	0	0	0	S	S	S	17	11	8	S	36
114 Fishing Hunting & Trapping	0	0	0	0	0	S	0	0	0	0	0
115 Ag & Forestry Support Activities	80	42	0	0	0	54	330	22	28	132	688
<b>21</b> Mining											
211 Oil & Gas Extraction	0	0	0	0	0	0	0	0	0	0	0
212 Mining Exc Oil & Gas	164	187	49	S	0	S	0	0	0	S	400
213 Support Activities For Mining	0	0	0	0	0	S	0	0	0	0	0
<b>22</b> Utilities											
221 Utilities	17	181	44	43	S	268	51	51	27	131	813
<b>Construction</b>											
<b>23</b> Construction											
236 Construction Of Bldgs	51	884	60	24	0	1,826	75	82	20	2,039	5,061
237 Heavy & Civil Engineering Construction	22	201	112	38	0	820	22	204	13	466	1,898
238 Specialty Trade Contractors	424	1,703	123	27	0	5,169	303	340	120	2,641	10,850
<b>Manufacturing</b>											
<b>31</b> Manufacturing											
311 Food Mfg	1,062	1,701	311	S	S	4,012	350	S	297	263	7,996
312 Beverage & Tobacco Product Mfg	0	S	0	S	0	S	0	S	0	91	91
313 Textile Mills	0	0	0	0	0	443	0	0	0	S	443
314 Textile Product Mills	0	98	0	0	0	38	36	0	0	42	214
315 Apparel Mfg	0	S	S	0	0	0	0	0	0	S	0
316 Leather & Allied Product Mfg	0	0	S	0	0	S	0	0	0	S	0
<b>32</b> Manufacturing											
321 Wood Product Mfg	37	185	S	34	S	650	475	272	18	391	2,062
322 Paper Mfg	0	182	0	0	0	3,415	0	S	0	4,978	8,575
323 Printing & Related Support Activities	27	443	S	0	0	1,785	62	10	S	2,236	4,563
324 Petro & Coal Products Mfg	0	0	0	0	0	9	0	0	0	S	9
325 Chemical Mfg	0	S	S	0	0	159	95	0	0	353	607
326 Plastics & Rubber Products Mfg	37	266	20	32	0	1,602	S	514	0	2,838	5,309
327 Nonmetallic Mineral Product Mfg	S	184	S	0	0	160	25	0	0	83	452
<b>33</b> Manufacturing											
331 Prime Metal Mfg	93	296	S	0	0	174	S	S	S	935	1,498
332 Fabricated Metal Product Mfg	730	801	91	40	0	2,050	167	631	129	1,924	6,563
333 Machinery Mfg	1,746	5,775	S	S	0	2,547	S	99	S	1,152	11,319
334 Computer & Elect Product Mfg	S	0	S	S	0	575	S	S	S	1,199	1,774
335 Elect Equip & Appliance Mfg	0	72	0	0	S	133	0	S	S	307	512
336 Trans Equip Mfg	49	321	45	0	0	828	S	672	S	5,600	7,515
337 Furn & Related Product Mfg	S	155	S	0	0	320	270	S	8	140	893
339 Misc Mfg	26	239	143	0	0	158	S	6	S	270	842

		Calumet	Fond du Lac	Green Lake	Marquette	Menominee	Outagamie	Shawano	Waupaca	Waushara	Winnebago	Region
<b>Total, All Industries (All Ownership)</b>		13,140	46,255	6,080	3,833	2,059	107,843	12,667	19,635	6,086	93,728	311,326
<b>Total, All Industries (All Private Ownership)</b>		11,856	40,934	5,029	3,121	114	97,298	9,875	15,890	4,715	82,890	271,722
<b>Total, All Industries (All Government)</b>		1,285	5,321	1,051	711	1,945	10,546	2,792	3,745	1,370	10,838	39,604
<b>Trade, Transportation</b>												
<b>42 Wholesale Trade</b>												
423 Merch Whls Durable Goods	590	940		S	48	0	3,475	139	219	101	1,974	7,486
424 Merch Whls Nondurable Goods	98	628		43	S	0	1,100	391	127	194	798	3,379
425 Elect Markets & Agents & Brokers	14	135		S	S	0	294	17	16	4	117	597
<b>44 Retail Trade</b>												
441 Motor Vehicle & Parts Dealers	171	898		134	33	0	1,827	277	318	120	1,239	5,017
442 Fum & Home Furnishings Stores	17	134		9	S	0	433	42	48	0	82	765
443 Elect & Appliance Stores	14	144		S	0	0	495	43	45	S	322	1,063
444 Bldg Material & Garden Supply Stores	203	471		128	16	0	1,072	104	110	91	626	2,821
445 Food & Beverage Stores	196	962		114	125	S	1,969	271	532	208	1,516	5,893
446 Health & Personal Care Stores	28	369		S	S	0	703	72	146	S	411	1,729
447 Gasoline Stations	197	710		152	138	S	1,082	225	314	185	775	3,778
448 Clothing & Clothing Accessories Stores	19	214		16	S	0	1,075	68	28	S	587	2,007
<b>45 Retail Trade</b>												
451 Sporting Goods Hobby Book & Music Stores	15	114		0	S	0	692	13	S	S	281	1,115
452 General Merchandise Stores	664	1,106		234	23	S	2,233	345	476	52	1,497	6,630
453 Misc Store Retailers	102	309		11	11	0	681	68	83	20	487	1,772
454 Nonstore Retailers	10	66		S	S	0	300	13	46	55	1,251	1,741
<b>48 Transportation and Warehousing</b>												
481 Air Trans	0	0		0	0	0	S	0	0	0	S	0
482 Rail Trans	0	0		0	0	0	0	0	0	0	0	0
483 Water Trans	0	0		0	0	0	0	0	0	0	0	0
484 Truck Trans	248	952		236	S	S	1,272	172	192	182	1,984	5,238
485 Transit & Ground Passenger Trans	S	232		44	63	S	344	S	150	S	399	1,232
486 Pipeline Trans	0	0		0	0	0	0	0	0	0	0	0
487 Scenic & Sightseeing Trans	0	S		0	0	0	S	0	0	0	S	0
488 Support Activities For Trans	S	S		0	S	0	98	S	25	S	107	230
<b>49 Transportation and Warehousing</b>												
491 Postal Service	43	159		42	35	S	292	79	114	43	345	1,152
492 Couriers & Messengers	0	18		S	0	0	192	0	S	S	483	693
493 Warehousing & Storage	0	75		S	0	0	642	0	S	0	262	979
<b>Information</b>												
<b>51 Information</b>												
511 Publishing Ind Exc Internet	S	28		46	S	0	484	62	200	S	1,177	1,997
512 Motion Picture & Sound Recording Ind	S	32		S	S	0	123	0	S	0	33	188
515 Broadcasting Exc Internet	0	56		S	0	0	81	S	S	0	65	202
516 Internet Publishing & Broadcasting	0	0		0	0	0	0	0	0	0	0	0
517 Telecommunications	6	721		4	31	0	763	15	46	S	48	1,634
518 Data Processing Hosting & Related Services	S	S		0	0	0	148	S	S	0	44	192
519 Other Information Services	S	S		0	0	0	114	0	S	S	194	308
<b>Financial Activities</b>												
<b>52 Finance and Insurance</b>												
521 Monetary Authorities Central Bank	0	0		0	0	0	0	0	0	0	0	0
522 Credit Intermediation & Related Activities	577	626		226	44	0	1,400	220	347	59	1,547	5,046
523 Securities Commodity Contracts Investments	13	S		5	0	0	607	4	4	S	206	839
524 Insurance Carriers & Related Activities	75	763		41	19	0	3,468	86	113	S	1,682	6,247
525 Funds Trusts & Other Financial Vehicles	0	S		0	0	0	0	0	0	0	0	0
<b>53 Real Estate and Rental and Leasing</b>												
531 Real Estate	S	245		20	10	S	651	60	58	31	486	1,561
532 Rental & Leasing Services	S	76		17	0	S	300	17	32	0	S	442
533 Lessors Of Nonfinancial Intangible Assets	0	0		0	0	0	11	0	0	0	S	11

		Calumet	Fond du Lac	Green Lake	Marquette	Menominee	Outagamie	Shawano	Waupaca	Waushara	Winnebago	Region
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<b>Total, All Industries (All Private Ownership)</b>		11,856	40,934	5,029	3,121	114	97,298	9,875	15,890	4,715	82,890	271,722
<b>Total, All Industries (All Government)</b>		1,285	5,321	1,051	711	1,945	10,546	2,792	3,745	1,370	10,838	39,604
<b>Professional and Business Services</b>												
<b>54</b> Professional and Technical Services												
541 Professional & Technical Services	174	952	S	S	46	S	3,572	209	S	S	3,655	8,608
<b>55</b> Management of Companies and Enterprises												
551 Management of Companies & Enterprises	16	371	S	S	0	0	1,779	105	S	S	4,284	6,555
<b>56</b> Administrative and Waste Services												
561 Admin & Support Services	237	1,381	84	47	47	S	7,909	222	274	127	4,351	14,632
562 Waste Management & Remediation Services	53	80	20	8	8	S	210	77	132	12	151	743
<b>Educational and Health Services</b>												
<b>61</b> Educational Services												
611 Edu Services	635	3,266	476	314		401	6,997	1,011	1,507	486	5,200	20,293
<b>62</b> Health Care and Social Assistance												
621 Ambulatory Health Care Services	321	2,132	170	89	89	S	5,276	725	592	197	4,061	13,563
622 Hospitals	S	S	S	0	0	0	2,895	0	S	S	3,037	5,932
623 Nursing & Residential Care Facilities	333	1,388	269	170	170	S	2,605	545	2,152	235	2,973	10,670
624 Social Assistance	S	S	S	126	126	116	2,267	336	S	S	2,000	4,845
<b>Leisure and Hospitality</b>												
<b>71</b> Arts, Entertainment, and Recreation												
711 Performing Arts & Spectator Sports	S	S	S	S	S	0	318	41	0	S	S	359
712 Museums Historical Sites Zoos & Parks	S	S	0	S	S	S	54	0	0	0	S	54
713 Amusements Gambling & Recreation	297	362	S	42	42	S	927	569	264	S	611	3,072
<b>72</b> Accommodation and Food Services												
721 Accommodation	34	225	183	106	106	0	877	127	200	83	565	2,400
722 Food Services & Drinking Places	1,169	3,397	390	231	231	S	8,315	1,087	1,563	486	6,030	22,668
<b>Other Services and Public Administration</b>												
<b>81</b> Other Services, Ex. Public Administration												
811 Repair & Maint	87	409	70	47	47	0	1,257	122	139	88	628	2,847
812 Personal & Laundry Services	129	437	36	25	25	0	1,216	110	137	13	820	2,923
813 Membership Associations & Organizations	58	443	26	S	S	S	1,543	43	98	S	1,498	3,709
814 Private Households	21	39	14	S	S	S	72	55	22	S	152	375
<b>92</b> Public Administration												
921 Executive Legislative & General Gov	518	1,655	446	97	97	359	2,497	935	423	482	1,917	9,329
922 Justice Public Order & Safety Activities	21	508	44	67	67	0	389	126	285	292	1,042	2,774
923 Admin Of Human Resource Programs	0	26	S	S	S	S	122	S	9	0	627	784
924 Admin Of Environmental Programs	13	S	8	S	S	S	38	S	S	S	S	59
925 Community & Housing Program Admin	0	0	0	0	0	S	S	S	S	0	0	0
926 Admin Of Economic Programs	8	104	S	16	16	S	112	16	S	S	39	295
927 Space Research & Technology	0	0	0	0	0	0	0	0	0	0	0	0
928 National Security & International Affairs	0	S	0	0	0	0	S	0	S	0	S	0
Unclassified												
999 Unclassified	0	0	0	0	0	0	0	0	S	0	0	0

Source: Wisconsin Department of Workforce Development, Quarterly Census of Employment and Wages (ES202), <http://WORKnet.Wisconsin.gov>, 2017 Annual Monthly Average Employment  
S-Suppressed

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## **APPENDIX E**

# EMPLOYMENT FORECAST FOR THE EAST CENTRAL REGION





## Appendix E: Employment Forecast for the East Central Region, 2018-2028

NAICS Code	Description	2018 Jobs	2028 Jobs	Change	% Change	2018 State Location Quotient	2028 State Location Quotient	2018 National Location Quotient	2028 National Location Quotient	2018 Avg. Earnings Per Job
111	Crop Production	1,849	1,611	-238	-13%	0.92	0.76	1.06	0.94	\$28,714
112	Animal Production	5,592	5,435	-157	-3%	1.60	1.57	6.61	6.61	\$33,740
113	Forestry and Logging	233	271	38	16%	0.79	0.83	1.44	1.99	\$33,201
114	Fishing, Hunting and Trapping	<10	<10	Insf. Data	Insf. Data	Insf. Data	Insf. Data	0.13	0.09	\$31,361
115	Support Activities for Agriculture and Forestry	1,248	1,484	236	19%	1.60	1.62	1.03	1.17	\$45,536
211	Oil and Gas Extraction	0	0	0	0%	Insf. Data	Insf. Data	0.00	0.00	\$0
212	Mining (except Oil and Gas)	483	347	-136	-28%	1.21	0.86	1.24	0.97	\$62,063
213	Support Activities for Mining	<10	<10	Insf. Data	Insf. Data	Insf. Data	Insf. Data	0.01	0.01	Insf. Data
221	Utilities	559	619	60	11%	0.53	0.62	0.47	0.52	\$133,028
236	Construction of Buildings	6,263	7,066	803	13%	1.59	1.70	1.42	1.53	\$73,677
237	Heavy and Civil Engineering Construction	1,896	2,772	876	46%	1.13	1.39	0.84	1.07	\$87,740
238	Specialty Trade Contractors	13,214	13,825	611	5%	1.26	1.25	1.09	1.10	\$63,542
311	Food Manufacturing	10,432	10,398	-34	0%	1.39	1.39	3.03	3.12	\$62,758
312	Beverage and Tobacco Product Manufacturing	98	56	-42	-43%	0.20	0.11	0.17	0.10	\$60,080
313	Textile Mills	543	422	-121	-22%	3.94	3.28	2.29	2.16	\$74,789
314	Textile Product Mills	211	165	-46	-22%	1.17	1.04	0.81	0.78	\$47,291
315	Apparel Manufacturing	160	161	1	1%	1.45	1.40	0.59	0.81	\$29,790
316	Leather and Allied Product Manufacturing	77	74	-3	-4%	0.52	0.55	1.23	1.33	\$58,852
321	Wood Product Manufacturing	2,111	1,756	-355	-17%	1.06	0.97	2.38	2.08	\$49,586
322	Paper Manufacturing	9,168	7,446	-1,722	-19%	2.88	2.75	11.95	10.98	\$83,648
323	Printing and Related Support Activities	4,645	4,687	42	1%	1.46	1.52	4.92	5.91	\$57,455
324	Petroleum and Coal Products Manufacturing	40	27	-13	-33%	0.84	0.56	0.17	0.12	\$123,180
325	Chemical Manufacturing	604	645	41	7%	0.31	0.33	0.34	0.40	\$81,544
326	Plastics and Rubber Products Manufacturing	5,652	5,423	-229	-4%	1.58	1.66	3.73	4.02	\$71,322
327	Nonmetallic Mineral Product Manufacturing	530	520	-10	-2%	0.48	0.50	0.59	0.63	\$59,198
331	Primary Metal Manufacturing	3,422	2,639	-783	-23%	2.05	1.99	4.42	3.97	\$82,499
332	Fabricated Metal Product Manufacturing	6,734	7,114	380	6%	0.83	0.90	2.21	2.47	\$61,285
333	Machinery Manufacturing	11,647	11,732	85	1%	1.64	1.79	5.10	5.55	\$75,761
334	Computer and Electronic Product Manufacturing	1,758	1,673	-85	-5%	0.87	0.93	0.80	0.87	\$52,945
335	Electrical Equipment, Appliance, and Component Manufacturing	868	811	-57	-7%	0.34	0.35	1.06	1.08	\$82,928
336	Transportation Equipment Manufacturing	7,715	7,270	-445	-6%	2.60	2.65	2.18	2.15	\$82,485
337	Furniture and Related Product Manufacturing	939	1,040	101	11%	0.53	0.51	1.07	1.24	\$49,776
339	Miscellaneous Manufacturing	1,006	1,070	64	6%	0.61	0.65	0.74	0.82	\$54,075
423	Merchant Wholesalers, Durable Goods	7,751	8,207	456	6%	1.02	1.05	1.21	1.30	\$67,672
424	Merchant Wholesalers, Nondurable Goods	3,558	3,829	271	8%	0.71	0.74	0.79	0.87	\$61,592
425	Wholesale Electronic Markets and Agents and Brokers	633	679	46	7%	0.43	0.36	0.33	0.33	\$92,588
441	Motor Vehicle and Parts Dealers	5,199	5,624	425	8%	1.14	1.15	1.18	1.23	\$48,902
442	Furniture and Home Furnishings Stores	798	778	-20	-3%	0.95	0.96	0.75	0.76	\$34,674
443	Electronics and Appliance Stores	1,104	1,003	-101	-9%	1.21	1.31	1.01	1.06	\$40,845
444	Building Material and Garden Equipment and Supplies Dealers	2,974	3,095	121	4%	1.00	1.02	1.06	1.09	\$37,985
445	Food and Beverage Stores	6,001	5,987	-14	0%	0.97	1.01	0.90	0.91	\$23,891
446	Health and Personal Care Stores	1,854	2,054	200	11%	0.99	1.04	0.79	0.84	\$38,081
447	Gasoline Stations	3,910	4,607	697	18%	1.29	1.37	1.94	2.24	\$23,409
448	Clothing and Clothing Accessories Stores	2,097	1,883	-214	-10%	1.05	1.07	0.69	0.70	\$19,690
451	Sporting Goods, Hobby, Book, and Music Stores	1,213	1,208	-5	0%	0.92	0.89	0.89	0.84	\$22,925
452	General Merchandise Stores	6,594	6,370	-224	-3%	0.97	0.92	0.99	0.96	\$26,069
453	Miscellaneous Store Retailers	1,997	2,134	137	7%	1.05	1.06	0.98	1.06	\$24,943
454	Nonstore Retailers	2,023	1,865	-158	-8%	0.90	0.99	1.31	1.15	\$37,852
481	Air Transportation	346	281	-65	-19%	2.24	2.90	0.33	0.26	\$65,707
482	Rail Transportation	512	495	-17	-3%	1.29	1.24	1.03	1.03	\$89,523

483	Water Transportation	0	0	0%	0.00	0.00	0.00	0.00	\$0
484	Truck Transportation	6,840	6,860	20	0%	1.11	1.17	1.68	\$89,154
485	Transit and Ground Passenger Transportation	1,268	1,121	-165	-13%	0.72	0.62	0.96	\$23,443
486	Pipeline Transportation	0	0	0	0%	0.00	0.00	0.00	\$0
487	Scenic and Sightseeing Transportation	29	46	17	59%	0.69	0.85	0.36	\$24,917
488	Support Activities for Transportation	383	431	43	11%	0.51	0.52	0.25	\$49,196
489	Postal Service (Private Sector)	0	0	0	0%	0.00	0.00	0.00	\$0
490	Couriers and Messengers	738	749	11	1%	0.68	0.71	0.49	\$50,837
491	Warehousing and Storage	508	702	-224	-24%	0.39	0.25	0.41	\$98,667
492	Publishing Industries (except Internet)	2,029	2,021	-8	0%	0.83	0.72	1.27	\$97,572
493	Motion Picture and Sound Recording Industries	256	384	89	30%	0.67	0.78	0.25	\$10,438
494	Broadcasting (except Internet)	277	211	-68	-24%	0.61	0.55	0.47	\$42,631
495	Telecommunications	1,533	1,223	-315	-20%	1.35	1.28	0.95	\$93,763
496	Data Processing, Hosting and Related Services	237	274	37	16%	0.29	0.34	0.34	\$51,680
497	Other Information Services	181	278	97	54%	1.79	1.88	0.27	\$40,869
498	Monetary Authorities-Central Bank	0	0	0	0%	0.00	0.00	0.00	\$0
499	Credit Intermediation and Related Activities	5,071	5,040	-31	-1%	0.98	0.99	0.90	\$90,886
500	Securities, Commodity Contracts, and Other Financial Investments and Related Activities	1,163	1,280	92	8%	0.75	0.84	0.66	\$116,360
501	Insurance Carriers and Related Activities	7,341	7,800	459	6%	0.93	0.97	1.24	\$73,355
502	Funds, Trusts, and Other Financial Vehicles	<10	<10			Inst. Data	Inst. Data	Inst. Data	Inst. Data
503	Real Estate	2,190	2,369	180	8%	0.78	0.81	0.49	\$39,993
504	Rental and Leasing Services	566	595	29	5%	0.75	0.78	0.49	\$41,602
505	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	100	127	27	27%	1.46	1.50	1.96	\$47,970
506	Professional, Scientific, and Technical Services	10,732	11,856	1,123	10%	0.76	0.76	0.49	\$71,634
507	Management of Companies and Enterprises	8,442	1,388	-7,054	-20%	0.90	0.91	1.44	\$127,159
508	Administrative and Support Services	15,939	17,284	1,345	8%	0.96	0.97	0.77	\$38,882
509	Waste Management and Remediation Services	716	959	243	34%	1.02	1.02	0.76	\$55,606
510	Educational Services (Private)	4,869	4,919	230	5%	0.66	0.66	0.50	\$28,836
511	Ambulatory Health Care Services	14,339	18,107	3,769	26%	1.01	1.08	0.88	\$20,881
512	Hospitals (Private)	6,865	6,865	-1,010	-15%	0.58	0.49	0.64	\$71,907
513	Nursing and Residential Care Facilities	9,705	10,651	946	10%	1.08	1.05	1.34	\$31,346
514	Social Assistance	7,864	9,523	1,659	21%	0.73	0.74	0.83	\$25,841
515	Performing Arts, Spectator Sports, and Related Industries	854	9	-845	-9%	0.62	0.60	0.48	\$17,228
516	Museums, Historical Sites, and Similar Institutions	168	174	18	12%	0.66	0.65	0.42	\$17,790
517	Amusement, Gambling, and Recreation Industries	2,765	2,878	113	4%	0.80	0.77	0.73	\$18,512
518	Accommodation	2,420	2,341	-79	-3%	0.71	0.70	0.57	\$19,916
519	Food Services and Drinking Places	23,165	23,130	-35	0%	1.00	0.97	0.91	\$15,931
520	Repair and Maintenance	3,330	3,791	261	7%	1.11	1.14	0.98	\$41,424
521	Personal and Laundry Services	4,174	4,578	404	10%	0.96	0.97	0.88	\$25,783
522	Religious, Grantmaking, Civic, Professional, and Similar Organizations	7,883	8,088	195	2%	1.12	1.11	1.26	\$20,030
523	Private Households	672	315	-357	-53%	0.52	0.26	0.35	\$9,352
524	Federal Government	3,369	3,221	-148	-4%	0.69	0.68	0.33	\$46,951
525	State Government	6,255	6,449	194	3%	0.68	0.72	0.56	\$73,926
526	Local Government	33,129	33,990	861	3%	1.09	1.10	1.10	\$58,854
527	Unclassified Industry	<10	<10			Inst. Data	Inst. Data	Inst. Data	Inst. Data
528	Total	344,773	368,450	11,758	3%	0	0	0	\$54,154

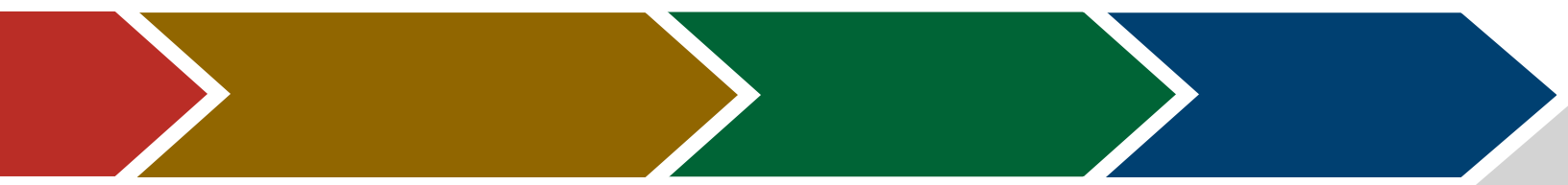
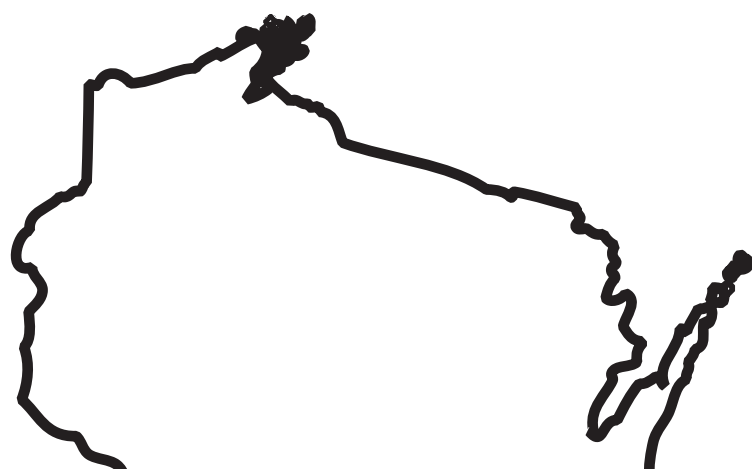


## **APPENDIX F**

# COMMUNITY ECONOMIC RECOVERY GUIDEBOOK



# **Community Economic Recovery Guidebook**



**Safeguarding  
Your Economy  
from Disaster**

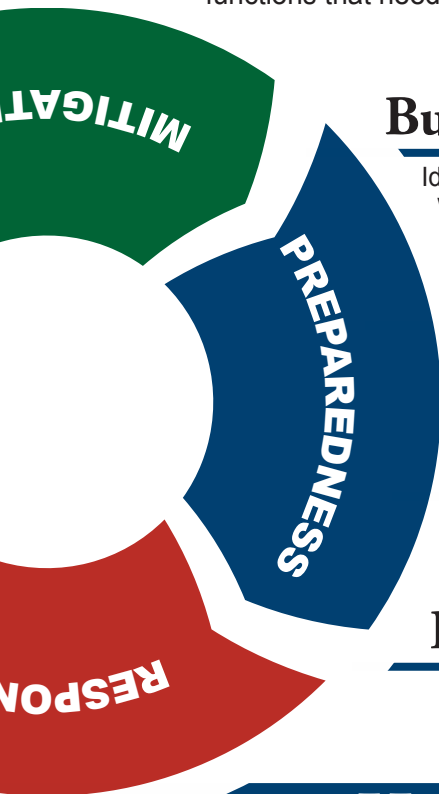
# This Guide is designed for:

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

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

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

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



## Building Relationships

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

## Communicating

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

## Financing

Identifies sources of funding or innovative financing for disasters.

## Planning & Logistics

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

## How to use this guide

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

# The Disaster Cycle & Your Economy

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

## Why?

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

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

## Response

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

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

## Recovery

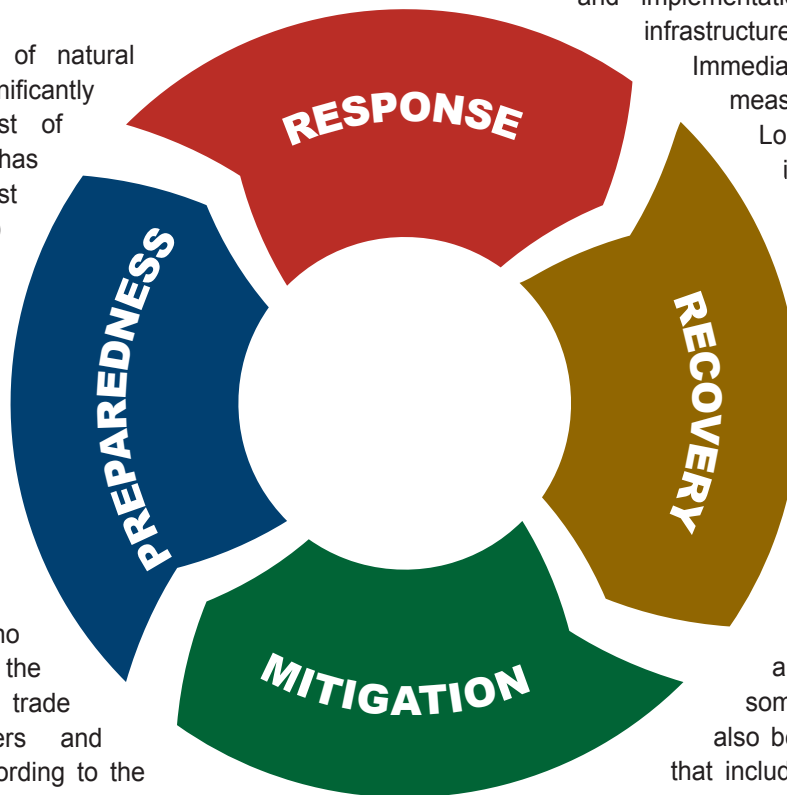
After a disaster incident, it is crucial to restore government, individual/household and economic functions in the community. Recovery involves the development, coordination and implementation of operations, services, infrastructure, facilities, and programs. Immediate recovery is typically measured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

## Mitigation

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

## Preparedness

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



## What is the difference between Preparedness and Mitigation?

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

# Abbreviations

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

★ Indicates potential funding sources

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

## Zoom in online!

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

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



**Response**

≈72 Hours During the Disaster

**Recovery**

Weeks, Months, and Years after

**Mitigation**

Ongoing

**Preparedness**

Pre-disaster

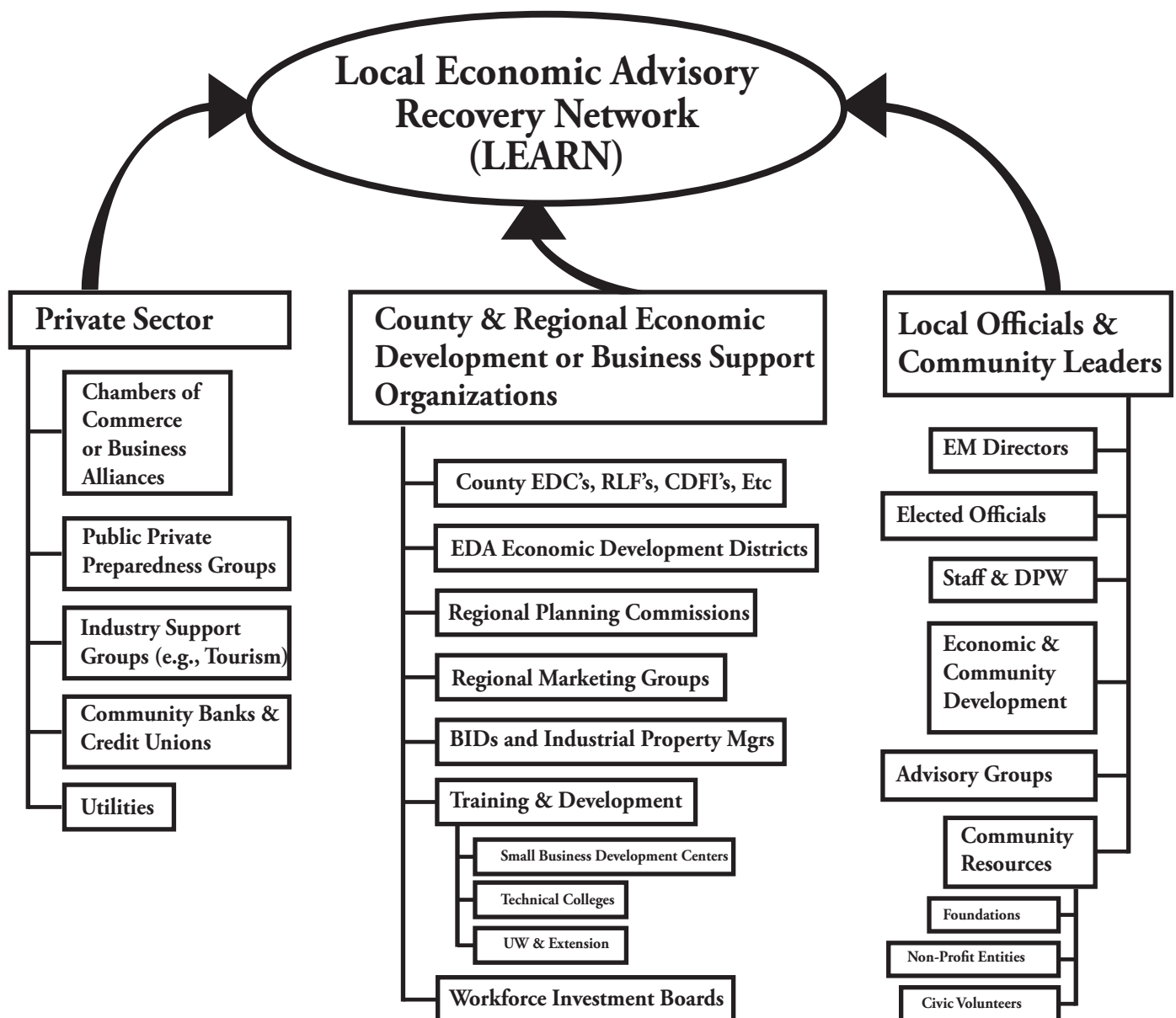
**Where in the Disaster Timeline are you?**



# Economic Continuity and Community Resilience

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

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



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

# Response

## Building Relationships

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



### Consider This:

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

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

### FAQs

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

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

### ✓ Suggested Actions

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

# Response

## Communicating

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



### Consider This:

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

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

### FAQs

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

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

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

### ✓ Actions for LEARN Group

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



# Response Financing

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



## Consider This:

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

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

## FAQs

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

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

## ✓ Actions for LEARN Group

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

# Response

## Planning & Logistics

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

### Consider This:

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

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

### FAQs

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

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

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

### ✓ Actions for LEARN Group

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



**More...**

<http://goo.gl/T3OpV>

# Recovery

## Building Relationships

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



### Consider This:

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

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

### FAQs

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

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

**Where can I find more information?** Work with local stakeholders to adapt and implement suggestions from state or national resources such as [restoreyoureconomy.org](http://restoreyoureconomy.org)

### ✓ Actions for LEARN Group

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



# Recovery

## Communicating

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



### Consider This:

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

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

### FAQs

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

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

### ✓ Actions for LEARN Group

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

# Recovery Financing

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

## Consider This:

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

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

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

## FAQs

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

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



## ✓ Actions for LEARN Group

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



# Recovery

## Planning & Logistics

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

### Consider This:

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

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

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

### FAQs

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

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

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

### ✓ Actions for LEARN Group

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



More...

<http://goo.gl/dP6NE>

# Mitigation

## Building Relationships

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

# Communicating

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

### ✓ Actions for LEARN Group

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

### ✓ Actions for LEARN Group

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

## Consider This:

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

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



# Mitigation

## Financing

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

## Planning & Logistics

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

### ✓ Actions for LEARN Group

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

### ✓ Actions for LEARN Group

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

## FAQs

**Where can chambers or EDOs get additional information?**

Check the website for links. IEDC has a specific website just for EDOs and chambers at [restoreyoureconomy.org](http://restoreyoureconomy.org).

**How do you prioritize economically focused mitigation activities?**

Long range mitigation decisions should take future economic factors into account. EDA funded a helpful website to assist in regional economic research at [knowyourregion.org](http://knowyourregion.org)

For official state emergency management information visit:

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



More...

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

# Preparedness

## Building Relationships

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



### Consider This:

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

## FAQs

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

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

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

### ✓ Actions for LEARN Group

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



# Preparedness

## Communicating

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

### Consider This:

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

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

## FAQs

### **What are private sector responsibilities in preparedness?**

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

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

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

### ✓ Actions for LEARN Group

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

# Preparedness

## Financing

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



### Consider This:

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

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

### FAQs

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

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

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

### ✓ Actions for LEARN Group

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

# Preparedness

## Planning & Logistics

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

### Consider This:

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

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

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

### FAQs

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

[Floodsmart.gov](http://Floodsmart.gov) has a free address-based risk assessment tool to help businesses and homeowners know what to expect in the event of a flood.

**What do businesses need?** Encourage them to do continuity planning; visit the [preparemybusiness.org](http://preparemybusiness.org) website for templates. At a minimum, business employees and facilities should be fully protected.



### ✓ Actions for LEARN Group

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



More...

<http://goo.gl/iGNBP>

## Created by:

EDA Disaster Recovery Collaborative of Wisconsin

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

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

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

<http://goo.gl/yi07o>



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

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August 2011





## **APPENDIX G**

### **ECONOMIC DEVELOPMENT PROGRAMS & RESOURCES**



## Appendix G: Economic Development Programs and Resources

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

### FEDERAL

#### US DEPARTMENT OF COMMERCE, ECONOMIC DEVELOPMENT ADMINISTRATION (EDA)

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

There are a number of investment programs offered by EDA, and many are listed and briefly described below. Please refer to <http://www.eda.gov/programs.htm>, for more information on these and other programs that may be helpful to you or your organization's project<sup>1</sup>.

- **Public Works:** Empowers distressed communities to revitalize, expand, and upgrade their physical infrastructure to attract new industry, encourage business expansion, diversify local economies, and generate or retain long-term private sector jobs and investment.
- **Economic Adjustment:** Assists state and local interests in designing and implementing strategies to adjust or bring about change to an economy. The program focuses on areas that have experienced or are under threat of serious structural damage to the underlying economic base. Under Economic Adjustment, EDA administers its Revolving Loan Fund (RLF) Program, which supplies small businesses and entrepreneurs with the gap financing needed to start or expand their business.
- **Planning:** Supports local organizations (Economic Development Districts, Indian Tribes, and other eligible areas) with short and long-term planning efforts. The Comprehensive Economic Development Strategies (CEDS) Content Guidelines, provides suggestions, tools, and resources for developing comprehensive economic development strategies.
- **Regional Innovation Strategies:** Supports innovation and entrepreneurship capacity-building activities by creating and expanding cluster-focused proof-of-concept and commercialization programs and early-stage seed capital funds through the i6 challenge and the Seed Fund Support (SFS) Grant competition, respectively.
- **Trade Adjustment Assistance for Firms:** A national network of 11 Trade Adjustment Assistance Centers to help strengthen the competitiveness of American companies that have lost domestic sales and employment because of increased imports of similar goods and services.

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<sup>1</sup> Source: [www.eda.gov](http://www.eda.gov).

- **University Centers:** A partnership of the federal government and academia that makes the varied and vast resources of universities available to the economic development community.
- **Research and National Technical Assistance:** Supports research of leading edge, world class economic development practices and information dissemination efforts.
- **Local Technical Assistance:** Helps fill the knowledge and information gaps that may prevent leaders in the public and nonprofit sectors in distressed areas from making optimal decisions on local economic development issues.
- **Economic Development Integration:** EDA possesses broad and deep experience in successfully coordinating resources across multiple programs and special initiatives. Based upon this experience and EDA's historic track record of successful collaboration with a range of stakeholders (both federal and non-federal), the Office of Management and Budget (OMB) has designated EDA to lead the federal government's efforts to maximize the integration of economic development resources from all sources, including federal, state, local and philanthropic, to achieve more impactful and sustainable outcomes for communities across America.

**Grants.gov** is an Internet resource that gives organizations the ability to electronically locate and apply for Federal grants and is THE primary access point for more than 900 grant programs offered by all Federal grant-making agencies<sup>2</sup>.

## US DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)

There are a number of programs provided by HUD below. Please refer to <https://www.hud.gov/sites/dfiles/Main/documents/HUDPrograms2017.pdf> , for more information on these and other programs that may be helpful to you or your organization's project<sup>3</sup>.

**Brownfields Economic Development Initiative (BEDI)** is a key competitive grant program that HUD administers to stimulate and promote economic and community development. BEDI is designed to assist cities with the redevelopment of abandoned, idled and underused industrial and commercial facilities where expansion and redevelopment is burdened by real or potential environmental contamination. More information about this program can be found here: <https://hudexchange.info/programs/bedi/> .

**The Capacity Building for Community Development and Affordable Housing Program**, also known as the Section 4 program, was originally authorized under Section 4 of the HUD Demonstration Act of 1993 (Pub. L. 103-120, 107 Stat. 1148, 42 U.S.C. 9816 note), as amended. The program enhances the capacity and ability of community development corporations (CDCs) and community housing development organizations (CHDOs) to carry out community development and affordable housing activities that benefit low-income persons. More information about this program can be found here: <https://www.hudexchange.info/programs/section-4-capacity-building/> .

**Community Development Block Grants Disaster Recovery (CDBG-DR) Assistance:** HUD provides flexible grants to help cities, counties, and States recover from presidentially declared

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<sup>2</sup> Source: [www.grants.gov](http://www.grants.gov) .

<sup>3</sup> Source: <https://www.hud.gov/sites/dfiles/Main/documents/HUDPrograms2017.pdf> .

disasters, especially in low-income areas, subject to availability of supplemental appropriations. In response to presidentially declared disasters, Congress may appropriate additional funding for the Community Development Block Grant (CDBG) Program as Disaster Recovery grants to rebuild the affected areas and provide crucial seed money to start the recovery process. Since CDBG Disaster Recovery (CDBG-DR) assistance may fund a broad range of recovery activities, HUD can help communities and neighborhoods that otherwise might not recover due to limited resources. More information about this program can be found here:

<https://www.hudexchange.info/programs/cdbg-dr/> .

**CDBG to Entitlement Communities** program provides annual grants on a formula basis to entitled cities and counties to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons. More information about this program can be found here:

<https://www.hudexchange.info/programs/cdbg-entitlement/> .

**Section 108 Loan Guarantee Program** loan guarantee provision of the CDBG program. It provides communities with a source of financing for economic development, housing rehabilitation, public facilities, and other physical development projects, including improvements to increase their resilience against natural disasters. This flexibility makes it one of the most potent and important public investment tools that HUD offers to state and local governments. More information about this program can be found here:

<https://www.hudexchange.info/programs/section-108/> .

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

## **US DEPARTMENT OF AGRICULTURE, RURAL DEVELOPMENT**

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

The **Rural Business Development Grant Program (RBDG)** supports targeted technical assistance, training, and other activities leading to the development or expansion of small and emerging private businesses in rural areas which will employ 50 or fewer new employees and has less than \$1 million in gross revenue. Follow this link for more information:

<https://www.rd.usda.gov/programs-services/rural-business-development-grants> .

The **Rural Community Development Initiative Grants** provide funding to non-profit housing and community development organizations, low-income rural communities and federally recognized tribes support housing, community facilities and community and economic development projects in rural areas. Follow this link for additional details: <https://www.rd.usda.gov/programs-services/rural-community-development-initiative-grants/> .

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

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

## **US ENVIRONMENTAL PROTECTION AGENCY**

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

## **US DEPARTMENT OF THE INTERIOR - NATIONAL PARK SERVICE**

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

## **SMALL BUSINESS ADMINISTRATION (SBA)**

The **Small Business Administration (SBA)** provides financial, business counseling and training, and business advocacy to foster the development and success of small businesses. Financial assistance comes in the form of loans and grant programs including the 7(a) Loan

Guarantee, Prequalification Loan, 7(m) Micro Loan, CDC/504 Loan, CAPLines Program, and 8(a) Business Development Program (Source: [www.sba.gov](http://www.sba.gov)).

## STATE OF WISCONSIN

### WISCONSIN ECONOMIC DEVELOPMENT CORPORATION (WEDC)

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

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

**Business Development Loan Fund** is a financing option aimed at small businesses that have limited access to standard types of debt or equity financing, particularly, but not limited to, rural areas of the state. The program is intended to provide gap financing to existing businesses seeking to expand, increase operational efficiency, or enhance competitiveness in key Wisconsin industries. For additional program details, visit the following site: <https://wedc.org/programs-and-resources/business-development-loan-program/>.

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

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

**Business Development Tax Credits** supports job creation, capital investment, training and Corporate Headquarters location or retention by providing businesses located in or relocating to Wisconsin with refundable tax credits that can help to reduce their Wisconsin income/franchise tax liability or provide a refund, thereby helping to enhance their cash flow to expand the project's scope, accelerate the timing of the project or enhance payroll. For additional program details and eligibility factors visit the following: <http://inwisconsin.com/grow-your-business/programs/jobscredit/>.

**Capacity Building (CAP) Grant** funds assist local and regional economic development groups with assessments of the economic competitiveness of the area and with the development of a

Comprehensive Economic Development Strategy. For additional program details, see the following: <https://wedc.org/programs-and-resources/capacity-building-grants/>.

**Workforce Training Grants** were developed to assist businesses in workforce attraction, developing, and retaining talent as part of a business development project. The program provides grant funds to businesses to upgrade or improve the job-related skills of business's existing and new employees. For additional information and eligibility factors, see the following: <https://wedc.org/programs-and-resources/workforce-training-grants/>.

**ExporTech™** is an export acceleration program for businesses looking to international markets as part of their growth strategy. Participating companies receive access to experts, individualized coaching and consulting, customized support and guided development of an international growth plan. For additional information on the program, visit the following link: <https://wedc.org/programs-and-resources/exportech/>.

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

## WISCONSIN DEPARTMENT OF TRANSPORTATION

The **Transportation Economic Assistance (TEA)** grants provide up to 50 percent of costs to governing bodies, private businesses, and consortiums for road, rail, harbor, and airport projects that help attract employers to Wisconsin, or encourage business and industry to remain and expand in the state. Grants up to \$1 million are available for transportation improvements that are essential for an economic development project. The amount of WisDOT provided funding is dependent on the number of jobs being created or retained. The 50 percent local match portion can come from a combination of local, federal, state, or in-kind services. For additional program details, visit the following: <https://wisconsindot.gov/Pages/doing-bus/local-gov/astnce-pgms/aid/tea.aspx>.

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

The **State Infrastructure Bank (SIB) Program**, similar to a private bank, offers a range of loans and credit options to help finance eligible surface transportation projects. The money can be used in conjunction with other programs. SIBs offer Wisconsin the ability to undertake transportation projects that would otherwise go unfunded or experience substantial delays.



Communities can borrow the money to provide needed transportation infrastructure improvements to help preserve, promote, and encourage economic development and/or promote transportation efficiency, safety, or mobility. The Wisconsin SIB program is a revolving loan program providing capital for transportation projects from loan repayments and interest earned from money remaining in the bank. Eligible projects include constructing or widening a road linking an intermodal facility and providing better access to commercial and industrial sites. WisDOT charges two percent interest on the loan principal, with projects amortized up to 25 years. Eligible applicants are local units of government, Amtrak Railroad, private non-profit organizations, and Transit Commissions. (Source: <https://wisconsindot.gov/Pages/doing-bus/local-gov/astnce-pgms/aid/sib.aspx>).

### **WISCONSIN DEPARTMENT OF TOURISM**

Funding is available for local communities and regions to design their own marketing effort. The most popular and utilized program is the **Joint Marketing Grant (JEM)**. The grants are to assist in paying for the costs associated with developing a stronger advertising and public relations' campaign to promote tourism. (Source: <http://industry.travelwisconsin.com/grants/joint-effort-marketing-jem-grant-program> )

### **WISCONSIN DEPARTMENT OF AGRICULTURE, TRADE, AND CONSUMER PROTECTION**

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

### **WISCONSIN DEPARTMENT OF ADMINISTRATION**

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

### **WISCONSIN DEPARTMENT OF NATURAL RESOURCES**

The **Remediation and Redevelopment (RR) Program** oversees the investigation and cleanup of environmental contamination, and the redevelopment of contaminated properties. (Source: <http://dnr.wi.gov/>)

## **WISCONSIN HOUSING AND ECONOMIC DEVELOPMENT AUTHORITY (WHEDA)**

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

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

## **REGIONAL**

### **EAST CENTRAL WISCONSIN REGIONAL PLANNING COMMISSION (ECWRPC)**

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

### **SMALL BUSINESS DEVELOPMENT CENTERS (SBDC)**

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

## **SCORE**

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

## COMMUNITY ACTION AGENCIES

The purpose of **Community Action Agencies**, as stated in the Economic Opportunity Act (EOA of 1964), is to stimulate a better focusing of all available local, state, private and federal resources upon the goal of enabling low-income families and individuals of all ages in all geographic areas, to attain the skills, knowledge and motivations, and secure the opportunities needed, to become fully self-sufficient. CAAs operate a variety of programs. CAAs are known statewide for their operation of Head Start, weatherization programs, housing, employment and training programs, family development, economic development, commodity distribution, senior and youth services, and many other valuable programs. In addition to providing direct services, CAAs often serve as program sponsors or grantees overseeing, although not necessarily directly operating programs. (Source: [www.wiscap.org](http://www.wiscap.org))

## UTILITIES

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

## COUNTY AND LOCAL

### UNIVERSITY OF WISCONSIN EXTENSION OFFICE

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

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## EAST CENTRAL WISCONSIN REGIONAL PLANNING COMMISSION

Martin Farrell, Chair  
Jeff Nooyen, Vice-Chair  
Eric Fowle, Secretary-Treasurer

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Hope Karth  
Merlin Gentz  
Rick Jaeckels

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Brenda Schneider  
Karyn Merkel  
(Joseph Moore, Alt.)  
Allen Buechel  
Charles Hornung

#### MENOMINEE COUNTY

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#### EX-OFFICIO MEMBERS

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Ronald McDonald

