

# 2019 Comprehensive Economic Development Strategy (CEDS) Annual Report



East Central Wisconsin  
Regional Planning Commission

**ECWRPC**

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

# **2019 Comprehensive Economic Development Strategy (CEDS) Annual Performance Report**

**Adoption Action: October 25, 2019**

**PUBLIC COMMENT DOCUMENT / SEPTEMBER 19, 2019**

Prepared by the  
East Central Wisconsin Regional Planning Commission

**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

### **FOND DU LAC COUNTY**

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Brenda Schneider  
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Charles Hornung

### **MENOMINEE COUNTY**

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Thomas Kautza  
Chuck Dallas

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Lori Palmeri  
Ken Robl  
Ernie Bellin  
Robert Schmeichel

### **EX-OFFICIO MEMBERS**

Jill Michaelson, WisDOT  
Ronald McDonald, Valley Transit



## **ABSTRACT**

TITLE: 2019 Comprehensive Economic Development Strategy  
(CEDS) Annual Performance Report

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SUBJECT: 2019 annual update of the East Central Region's  
Comprehensive Economic Development Strategy

DATE: Date Adopted October 25, 2019

PLANNING AGENCY: East Central Wisconsin Regional Planning Commission

SOURCE OF COPIES: East Central Wisconsin Regional Planning Commission  
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The 2019 Annual CEDS Performance Report analyzes the East Central WI Region's current economic conditions and serves as an update on the region's progress towards reaching regional goals and objectives, and implementing the region's plan of action.

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## INTRODUCTION

### THE EAST CENTRAL WISCONSIN REGIONAL PLANNING COMMISSION

The East Central Wisconsin Regional Planning Commission (ECWRPC) was established in 1972 and is an association of counties and other local units of government with statutory responsibility to plan and coordinate the physical and economic development of the region. The region consists of 10 counties, 27 cities, 56 villages and 155 towns (See Map 1).

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

The Comprehensive Economic Development Strategy (CEDS) document is a significant component of remaining a designated EDD. Continued eligibility of the East Central Economic Development District is based upon ECWRPC completing an update of the CEDS, in conformance with 13 CFR Chapter III §303.6, every 5 years (at minimum) and submitting a supplemental annual report for all other years. In October, 2018, ECWRPC submitted its *2018 CEDS 5-Year Update* to the EDA, which can be found on ECWRPC's website: [www.ecwrpc.org/ceds](http://www.ecwrpc.org/ceds). ECWRPC is pleased to submit its *2019 CEDS Annual Performance Report* to the EDA.

### 2019 ANNUAL PERFORMANCE REPORT

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

*This report was prepared in conformance with the Economic Development Administration Reauthorization Act of 2004 and is consistent with EDA Code of Federal Regulations, 13 CFR, Chapter III, Part 303—Planning Investments and Comprehensive Economic Development Strategies, as published in the Federal Register (Vol. 79, No.244) on January 20, 2015. Preparation of this report was financed in part by a grant under award number ED18CHI3020005 from the Economic Development Administration (EDA), U.S. Department of Commerce. The statements, findings, conclusions, and recommendation are those of the authors and do not necessarily reflect the view of the EDA or the U.S. Department of Commerce.*

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## **SECTION 1: ADJUSTMENT TO THE 2018 CEDS**

### **ADJUSTMENTS TO THE ECWRPC AND 2018 CEDS COMMITTEE**

The composition of the Commission and the 2019 CEDS Committee has changed slightly since the *2018 CEDS 5-Year Update*, however, the capacity to support the development or implementation of the CEDS has remained unchanged.

#### **The East Central Wisconsin Regional Planning Commission**

ECWRPC is governed by 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 and 2 show the August, 2019 Commissioners and Planning Staff. Ad-hoc advisory committees exist for the Transportation and Economic Development (e.g. the CEDS Committee) planning programs.

**Figure 1: East Central RPC Table of Organization, August 2019**

| County      | Name  | PROPOSED COMMITTEE ASSIGNMENT        |
|-------------|---|--------------------------------------|
| Calumet     | Alice Connors   | Steering Committee                   |
| Fond du Lac | Martin Farrell (Commission Chair, Committee Chair)        | Steering Committee                   |
| Menominee   | Jeremy Johnson  | Steering Committee                   |
| Outagamie   | Jeff Nooyen (Commission Vice-Chair, Committee Vice-Chair) | Steering Committee                   |
| Shawano     | Jerry Erdmann   | Steering Committee                   |
| Waupaca     | Dick Koeppen  | Steering Committee                   |
| Waushara    | Donna Kalata  | Steering Committee                   |
| Winnebago   | David Albrecht  | Steering Committee                   |
| Calumet     | Rick Jaeckels   | Regional Comp. Planning Committee    |
| Fond du Lac | Brian Kolstad   | Regional Comp. Planning Committee    |
| Outagamie   | Mike Thomas (Committee Vice-Chair)                        | Regional Comp. Planning Committee    |
| Outagamie   | Kevin Sturn   | Regional Comp. Planning Committee    |
| Winnebago   | Lori Palmeri  | Regional Comp. Planning Committee    |
| Calumet     | Merlin Gentz (Committee Chair)                            | Regional Comp. Planning Committee    |
| Fond du Lac | Brenda Schneider (Committee Vice-Chair)                   | Community Facilities Committee       |
| Menominee   | James Lowey   | Community Facilities Committee       |
| Winnebago   | David Albrecht  | Community Facilities Committee       |
| Fond du Lac | Chuck Hornung   | Community Facilities Committee       |
| Winnebago   | Ernie Bellin (Committee Chair)                            | Community Facilities Committee       |
| Calumet     | Alice Connors   | Economic Development Committee       |
| Fond du Lac | Allen Buechel (Committee Chair)                           | Economic Development Committee       |
| Outagamie   | Tim Hanna   | Economic Development Committee       |
| Menominee   | Ruth Winter   | Economic Development Committee       |
| Outagamie   | Kara Homan  | Economic Development Committee       |
| Shawano     | Chuck Dallas (Committee Vice-Chair)                       | Economic Development Committee       |
| Waupaca     | James Nygaard   | Economic Development Committee       |
| Winnebago   | Mark Harris   | Economic Development Committee       |
| Calumet     | Hope Karth  | Open Space/Env. Management Committee |
| Menominee   | Jeremy Johnson  | Open Space/Env. Management Committee |
| Outagamie   | Daniel Rettler  | Open Space/Env. Management Committee |
| Waupaca     | DuWayne Federwitz (Committee Chair)                       | Open Space/Env. Management Committee |
| Waushara    | Larry Timm  | Open Space/Env. Management Committee |
| Winnebago   | Robert Schmeichel (Committee Vice-Chair)                  | Open Space/Env. Management Committee |
| Fond du Lac | Martin Farrell  | Transportation Committee             |
| Shawano     | Tom Kautza  | Transportation Committee             |

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|              |  |                          |
|--------------|--|--------------------------|
| Waupaca      | Brian Smith  | Transportation Committee |
| Outagamie    | Jeff Nooyen (Commission Vice-Chair,<br>Committee Vice-Chair) | Transportation Committee |
| Shawano      | Jerry Erdmann  | Transportation Committee |
| Waupaca      | Dick Koeppen   | Transportation Committee |
| Waushara     | Donna Kalata   | Transportation Committee |
| Waushara     | Neal Strehlow (Committee Chair)                              | Transportation Committee |
| Winnebago    | Ken Robl   | Transportation Committee |
| Transit Rep. | Ron McDonald   | Transportation Committee |
| WisDOT Rep.  | Jill Michaelson (WisDOT)                                     | Transportation Committee |

**Figure 2: East Central RPC Staffing, 2019**

| Executive Division                                     |                                     | Administrative Services Division  |   |  |
|--|-------------------------------------|---|---|--|
| <b>Eric Fowle, AICP</b><br>Executive Director          |                                     | <b>Erin Bonnin</b><br>Administrative Coordinator                                    |   |  |
| <b>Walt Raith</b><br>Assistant Director & MPO Director |                                     | <b>Pam Scheibe-Johnson</b><br>Controller  |   |  |
| Technical Services Division                            |                                     | Planning Services Division  |   |  |
| <b>GIS Program</b>                                     | <b>IT Program</b>                   | <b>Transportation<br/>MPO Planning<br/>Program</b>                                  | <b>Environmental<br/>Mgt. &amp;<br/>SSA Planning<br/>Program</b>                | <b>Park &amp; Recrea-<br/>tion Program</b> |
| <b>Mike Zuege</b><br>GIS Coordinator                   | <b>Tim Badtke</b><br>IT Coordinator | <b>Nicke Musson**</b><br>Principal Planner<br>Transportation                        | <b>Todd Verboomen**</b><br>Associate Planner                                    | <b>Trish Nau**</b><br>Principal Planner    |
| <b>Adam Pfefferte*</b><br>GIS Specialist II            |                                     | <b>Nick Moesch**</b><br>Associate Planner   | <b>Scott Konkle**</b><br>Planning Specialist<br>II / NR-135 Mine<br>Reclamation |  |
| <b>Tanner Russell</b><br>GIS Assistant                 |                                     | <b>Kim Biedermann</b><br>Associate Planner /<br>Bicycle & Pedestrian<br>Coordinator | <b>Economic<br/>Development<br/>Program</b>                                     |  |
| <b>Anna Hogan</b><br>GIS Assistant                     |                                     | <b>Kolin Erickson</b><br>Planner  | <b>Tom Baron, AICP</b><br>Principal Economic<br>Development<br>Planner          |  |
|  |                                     | <b>Safe Routes to<br/>School<br/>Program</b>  | <b>Community<br/>Development<br/>Program</b>                                    |  |
|  |                                     | <b>Melissa Kraemer-<br/>Badtke</b><br>Principal Planner /<br>Active Transp.         | <b>Kathy Thunes, P.E.</b><br>Principal Planner                                  |  |
|  |                                     | <b>Ashley Tracy</b><br>SRTS Planner   |   |  |
|  |                                     | <b>VACANT**</b><br>SRTS Planner   |   |  |

\* Secondary role in Economic Development Program

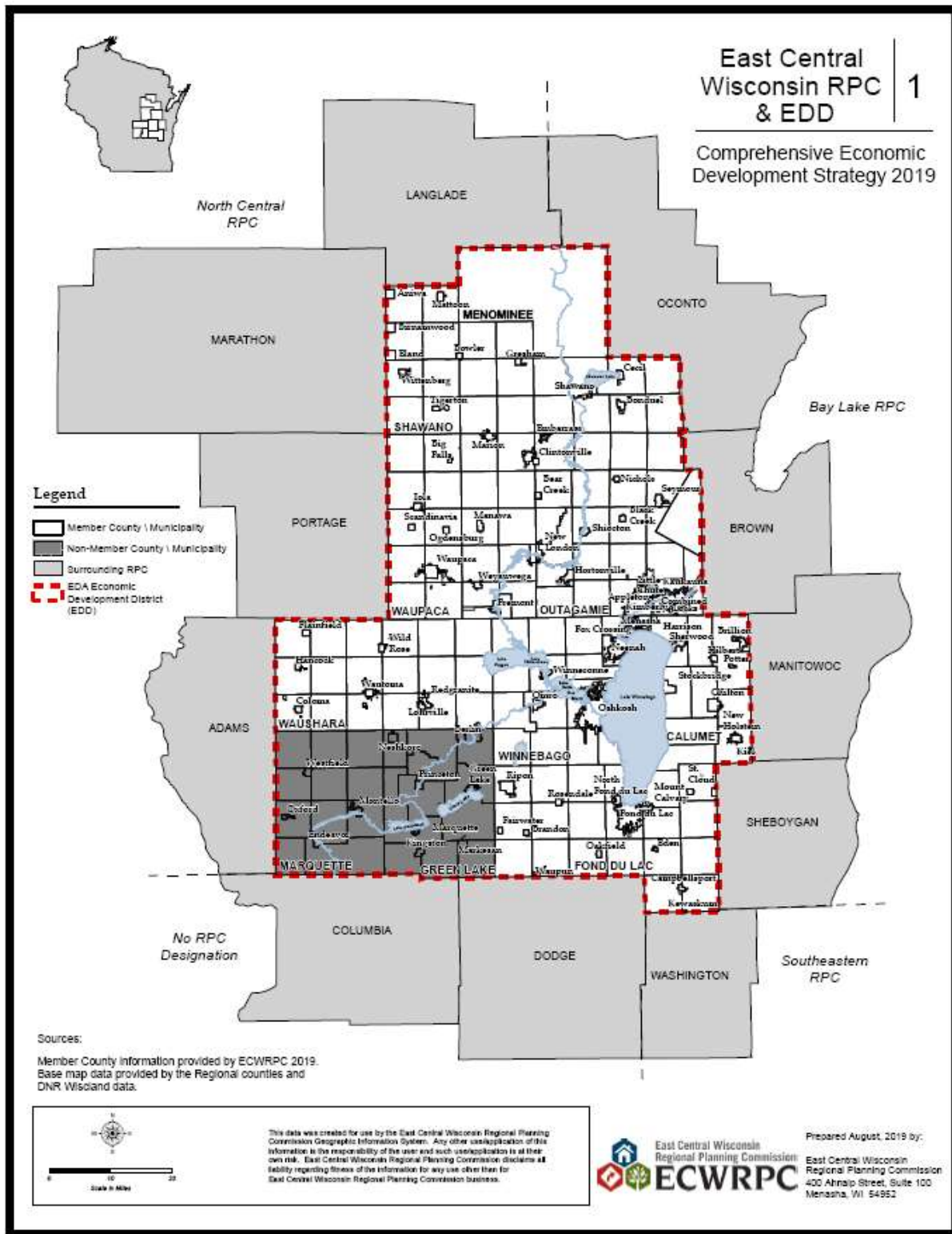
\*\* Indicates GIS skills and need for coordination/ compliance with GIS Coordinator's data and mapping policies and procedures

## The 2019 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(b), 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, Oneida and Stockbridge-Munsee tribes and other professionals were designated as the official CEDS committee for ECWRPC (Appendix B) and played a critical role in development of the *2019 CEDS Annual Performance Report*. Their assistance is greatly appreciated in preparing this document.

**Map 1: 1. East Central Wisconsin Regional Planning Commission and Economic Development District**





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## EDA Investments in the Region

Since gaining EDD status in 1984, the Commission has been successful in securing nearly \$15.3 million in EDA funding for projects throughout the region, as seen in Table 1. By continually updating the CEDS, the Commission ensures that communities within the region remain eligible for EDA funding to use in leveraging additional private and public sector investment.

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

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

|  |                                       |           |  |                      | Assistance           |
|--|---------------------------------------|-----------|--|----------------------|----------------------|
| 1984-2020*   | East Central Wisconsin RPC            | Regional  | Ongoing Economic Development Planning                      | Planning             | \$ 2,123,743         |
| 2012   | Oshkosh Chamber of Commerce and OAEDC | Winnebago | Oshkosh Area Targeted Business & Industry Cluster Analysis | Technical Assistance | \$ 40,000            |
| 2013   | City of Oshkosh and Winnebago County  | Winnebago | Oshkosh Aviation Business Park                             | Public Works         | \$ 2,000,000         |
| 2019   | City of Oshkosh                       | Winnebago | Southwest Industrial Park Transmodal Freight Access        | Public Works         | \$ 1,500,000         |
| <b>Total EDA Investment in the East Central Region</b> |                                       |           |  |                      | <b>\$ 15,250,988</b> |

\* Includes 3-year grant awarded to the Commission in 2018 to fund planning activities from 2018-2020 as well as supplemental planning funds awarded thereafter

## ADJUSTMENTS TO THE STRATEGY

Since the completion of the *2018 CEDS 5-year Update*, the East Central Region has not experienced significant changes to the economic conditions of the region. Slight fluctuations are reflected in the following figures and tables, highlighting the region's civilian labor force, unemployment rates, per capita income and average wage. This lack of significant change did not constitute any necessary adjustments to this *2019 CEDS Annual Performance Report*.

Regional community and economic development activities (as listed in Section 2) continued to progress throughout the 2018-2019 year based on goals identified in the *2018 CEDS 5-year Update*. These advancements in local and regional projects are expected to continue and have been re-prioritized based on the schedule of goals for next year as determined by the CEDS Committee. For the list of goals for next year and the ranked Regional Project Inventory list, please see the Section 4 of this report.

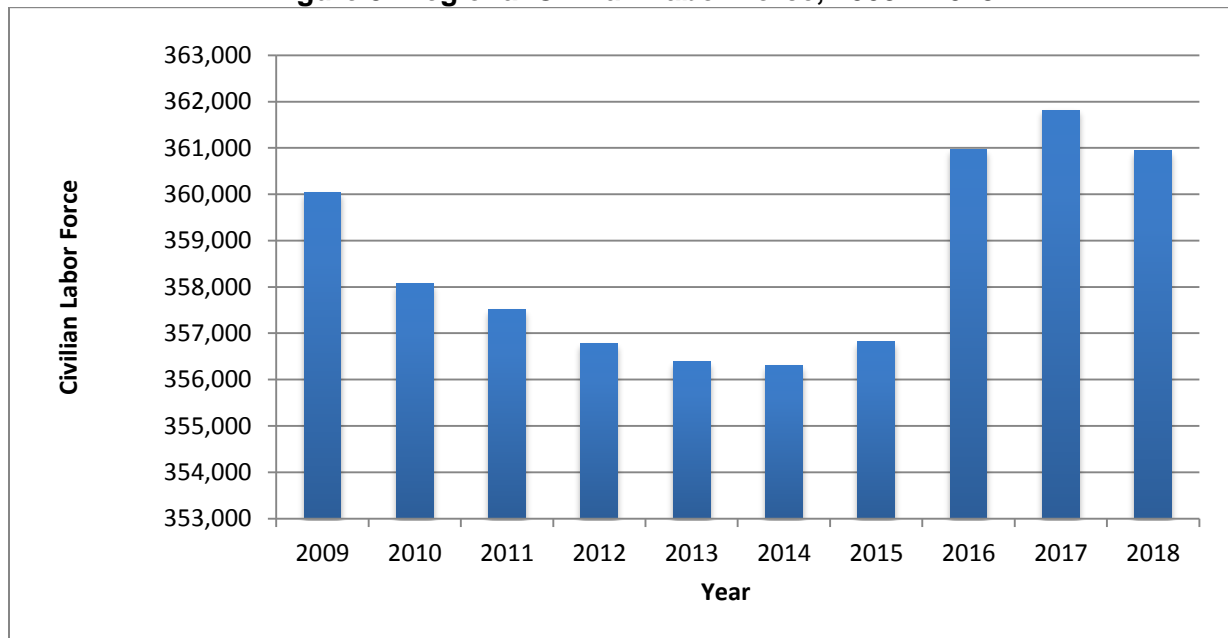
## Labor Force

The region's economic activity and well-being is reflected to a large degree by the number and types of jobs available. Labor force 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. Appendix C shows detailed labor force information for persons 16 and older.

Between 2017 and 2018, the region's labor force contracted from 361,822 to 360,942 which was a -.02 percent increase (Appendix C). Between 2009 and 2018, the number of individuals counted as a part of the labor force increased slightly as a whole, although some variability was seen during that time period (Figure 3).

<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.

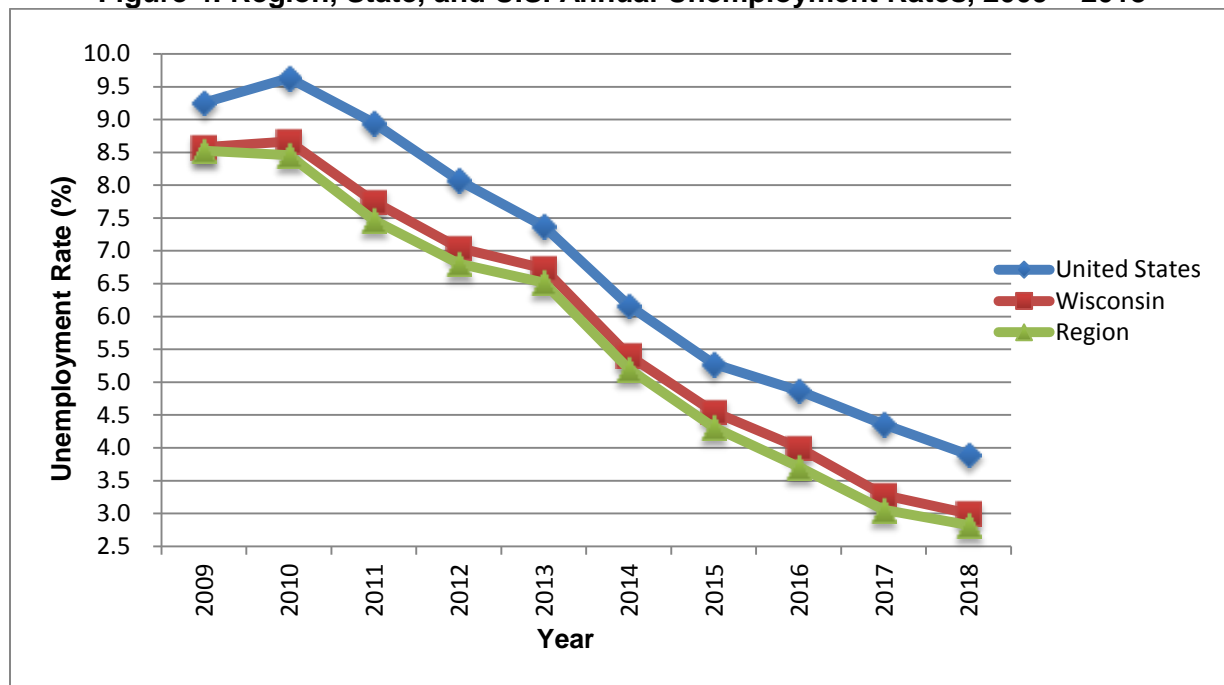
**Figure 3: Regional Civilian Labor Force, 2009 – 2018**



Source: Wisconsin Department of Workforce Development, Bureau of Workforce Training - Labor Market Information, Local Area Unemployment Statistics (LAUS) Results, 2018 Unemployment

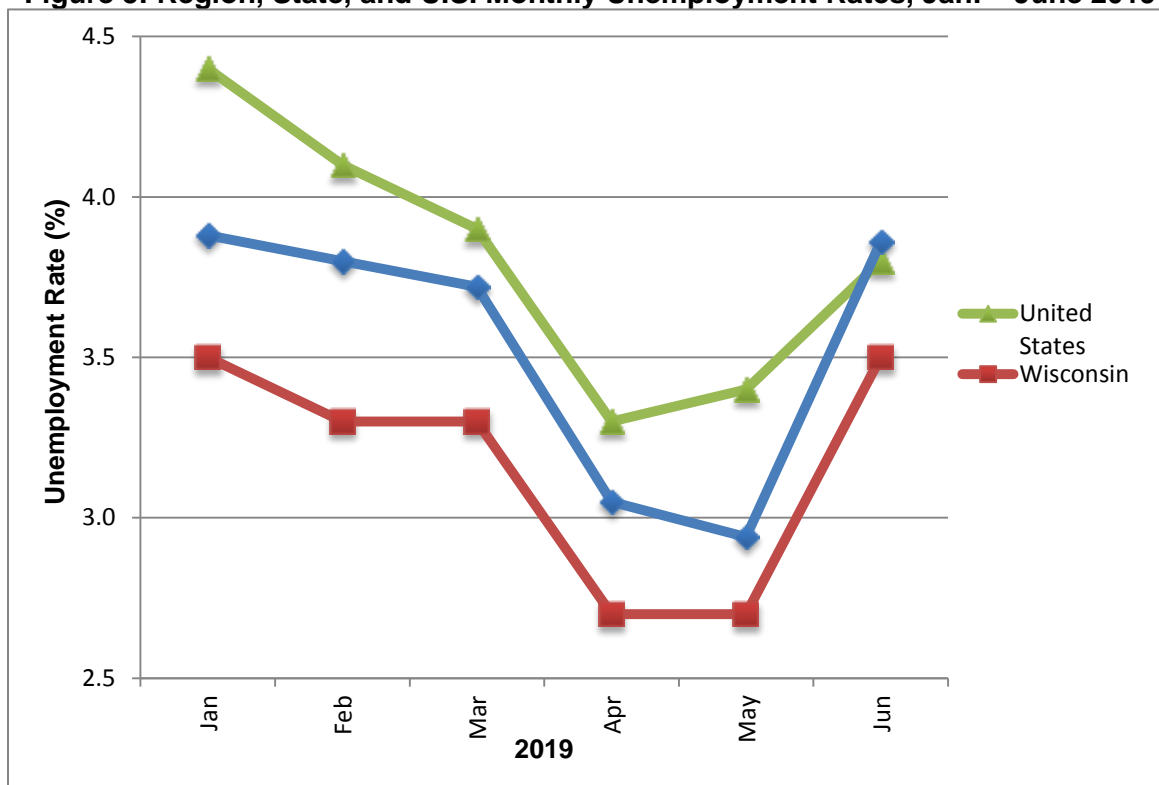
Figure 4 shows that the state's (3.0 percent) 2018 annual average unemployment rates were lower than the national average (3.9 percent) and slightly higher than the region's (2.8 percent). January through June 2019 monthly unemployment rates are shown in Figure 5 to illustrate the region's slight decline and rise in unemployment during the first half of 2019, leading to an overall drop in unemployment from January to June.

**Figure 4: Region, State, and U.S. Annual Unemployment Rates, 2009 – 2018**



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

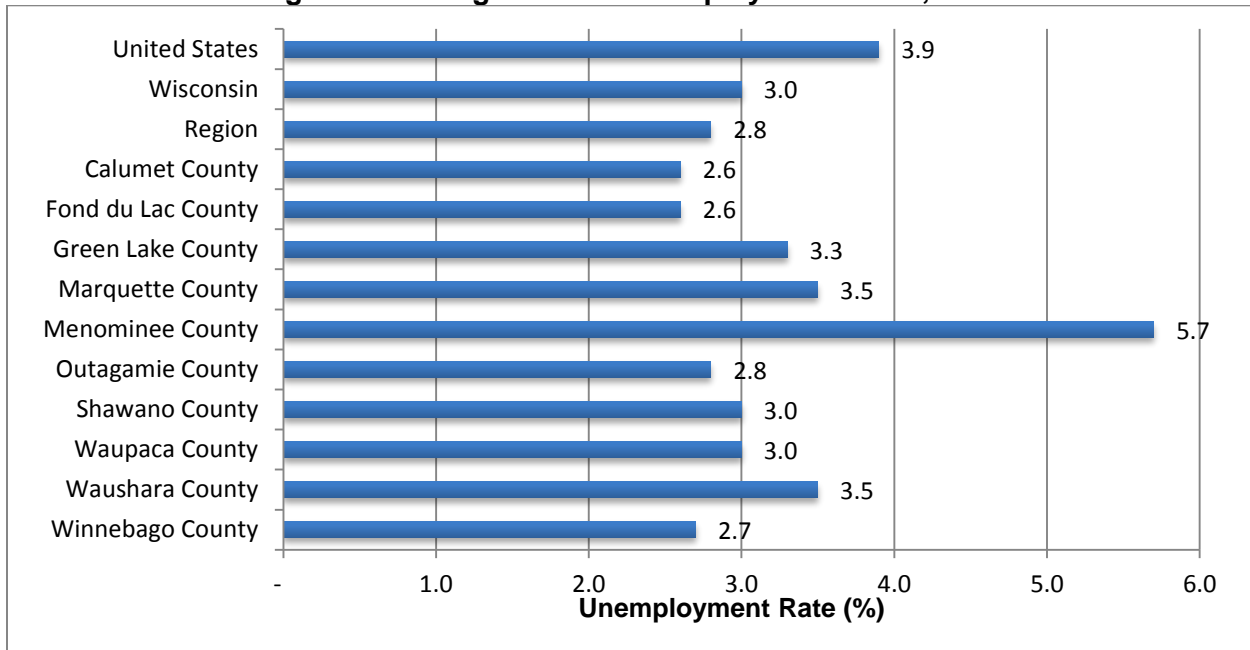
**Figure 5: Region, State, and U.S. Monthly Unemployment Rates, Jan. – June 2019**



Source: Wisconsin Department of Workforce Development. LAUS Benchmark and Estimates Reports, 2019  
Not Seasonally Adjusted

Figure 6 shows annual unemployment rates in 2018 for each of the counties in the region. Menominee County continues to experience the highest level of unemployment (5.7 percent). Marquette and Waushara Counties had the second highest rate of unemployment (3.5 percent). Calumet County and Fond du Lac Counties had the lowest unemployment rate (2.6 percent), followed by Winnebago County (2.7 percent). As such, the region's urban counties continue to exhibit lower unemployment rates than rural counties.

**Figure 6: Average Annual Unemployment Rates, 2018**



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

## Per Capita Personal Income

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

Appendix D presents the state, region, and county per capita incomes and how these income levels compare as a percentage of U.S. per capita income (PCI). In 2017, the counties of Calumet, Fond du Lac, Green Lake, Outagamie, Waupaca, and Winnebago maintained PCI levels higher than that of the region as a whole (\$42,428). Only Outagamie County surpassed the state PCI level (\$48,941). No counties surpassed national PCI (\$51,640). PCI levels were drastically lower than the national, state, and regional levels for Menominee County, where the PCI is 55.7 percent of the national level. Marquette, Shawano, and Waushara Counties have the next lowest PCI.

## Average Wages

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

Generally, a portion of higher paying industry group fall within the Utilities Sector engaged in the utility services of electric power, natural gas, steam supply, water supply and sewage removal. Annual average weekly wages in this sector have been and continue to be among the highest in the region. In 2018, the region reported an annual average weekly wage of \$1,393 for the Utilities sector, with the highest county wage in Winnebago County at \$1,738. The highest wage reported in the provided average wage information was for Management of Companies & Enterprises (NAICS 55) sector in Winnebago County with an average week wage of \$2,502.

Other higher paying industry groups include construction, manufacturing, management of companies and enterprises, and professional and technical services. The Construction sector reported a \$925 annual average weekly wage in the region. The Manufacturing sector reported a \$1,000 annual average weekly wage in the region. The Management of Companies and Enterprises sector reported a \$956 annual average weekly wage in the region. Lastly, the Professional and Technical sector reported a \$1,012 annual average weekly wage in the region.

Lower paying industry super sectors include the Arts Entertainment & Recreation as well as the Accommodation and Food Service sector. For example, in the region, the annual average weekly wage for Arts Entertainment and Recreation is \$307 and the average for Accommodation and Food Services is \$264.

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## SECTION 2: REPORT ON ECONOMIC DEVELOPMENT ACTIVITIES

### EAST CENTRAL REGION'S ECONOMIC DEVELOPMENT ACTIVITIES

The East Central Region has been involved in the following economic development activities throughout the 2018-2019 year to support the implementation of the *2018 CEDS 5-Year Update*.

#### Operational Principles

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

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

*(As required by EDA)*

#### East Central Action Plan

The following section provides a brief summary of activities that the Commission has been involved with throughout 2018-2019 and will continue to undertake to support the operational principles and the overall goals and objectives of the *2018 5-year CEDS Update*.

#### ***PRINCIPLE 1: Promote economic development and opportunity.***

| Activity   | Time Frame  |
|--|---|
| A. Implementation of the Regional Comprehensive Plan.  | Ongoing   |
| B. Maintain Economic Development District (EDD) status for the region. This includes preparing the following documents: <ul style="list-style-type: none"><li>• Comprehensive Economic Development Strategy (CEDS)</li><li>• CEDS Annual Performance Report</li></ul>        | Every 5-Years (2013, 2018, etc.)<br><br>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<br><br>2011 - Present<br><br>2017-Present |
| D. Continued State Data Center affiliation by providing socioeconomic, transportation, land use, natural resource,   | Ongoing   |

|   |               |
|---|---------------|
| community facilities, and housing data. <ul style="list-style-type: none"> <li>Educate communities on the American Community Survey and 2010 Census Products via e-newsletter</li> </ul>  | 2011; Ongoing |
| E. Provision of technical assistance to local communities, through the Commission's technical assistance program. <ul style="list-style-type: none"> <li>40 technical assistance requests were approved for 2019 with seven of those falling into Economic Development category.</li> </ul> | Ongoing       |

**PRINCIPLE 2: Foster effective transportation access.**

| Activity  | Time Frame  |
|---|---|
| A. Continue to serve as the Appleton Transportation Management Area, Oshkosh Metropolitan Planning Organization (MPO), and as the staff for the Fond du Lac MPO. Serving in this capacity requires preparation of the following: <ul style="list-style-type: none"> <li>Long Range Transportation Plan</li> <li>Transportation Improvement Plans</li> <li>Work Program</li> </ul> | Ongoing<br><br>Every 5 years (2015, 2020, etc.)<br>Annually<br>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<br>2008-2009; update in 2015; process of being updated - 2018<br>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,<br><br>Feasibility Study started in 2018 |
|---|---|

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

| Activity   | Time Frame         |
|--|--------------------|
| A. Implement the Fox-Wisconsin Heritage Parkway (FWHP) Action Plan: <ul style="list-style-type: none"><li>• Implementation of Action Plan Goals</li><li>• Continue coordination with the FWHP, including work regarding the FWHP Water Trail</li></ul> | Ongoing<br>Ongoing |
| B. Continue efforts to protect sensitive environmental features in the region. <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></ul>         | Ongoing<br>Ongoing |
| 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 and ArcGIS 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   |
|--|--|
| A. Continue to assist counties and local communities in implementing and updating their comprehensive plans, in compliance with §66.1001.<br>Socioeconomic data updates provided for: <ul style="list-style-type: none"><li>• City of Clintonville</li><li>• City of New Holstein</li><li>• Village of North Fond du Lac</li></ul> | Ongoing<br><br>2017-2019<br>2018-2019<br>2019-2020 |

|  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Village of Winneconne</li> <li>• Town of Algoma</li> <li>• Town of Alto</li> <li>• Town of Eldorado</li> <li>• Town of Greenville</li> <li>• Town of Oakfield</li> </ul>  | 2018-2019<br>2018-2019<br>2019-2020<br>2019-2020<br>2018-2019<br>2019-2020 |
| Implementation assistance provided as requested for ECWRPC completed comprehensive plan updates  | Ongoing  |
| B. Continue to administer the WDNR's Sewer Service Area (SSA) Program. <ul style="list-style-type: none"> <li>• Fond du Lac 2030 SSA Plan Update (Submitted to DNR for approval)</li> <li>• Fox Cities 2030 SSA Plan Update</li> <li>• Administration/Coordination of SSA plans</li> <li>• Continuing Management of SSA Review Activities</li> </ul> | 2018-2019<br>2019-2020<br>Ongoing<br>Ongoing                               |

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

| Activity   | Time Frame  |
|--|---|
| A. Pursue additional funding from EDA while leveraging funding from additional private and public sources. <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> | Ongoing<br>2015 – Present<br>Ongoing<br>Ongoing<br>2016-Present |
| B. Pursue funding from other local, state and federal sources. <ul style="list-style-type: none"> <li>• Funding from the Department of Defense Office of Economic Adjustment for implementation of Oshkosh Region Defense Industry Diversification Initiatives (Phase I) and Initiative 41 (Phase II)</li> </ul>   | 2015 - 2018   |
| C. Continue providing information on local, state, and federal economic development programs <ul style="list-style-type: none"> <li>• Economic development website update to provide online resources</li> <li>• Exploring social media deployment to inform regional partners of funding opportunities</li> </ul>   | Ongoing<br>Ongoing<br>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;
  - Envision Greater Fond du Lac;
  - Menominee Tribal Enterprises;
  - Oneida Nation of Wisconsin;
  - Stockbridge-Munsee Band of Mohican Indians;
  - Local Chambers of Commerce and Economic Development Corporations; and
  - Convention and Visitors Bureaus.

To further integrate and build awareness of economic activities in the East Central Economic Development District the following table has been developed. It should be noted that this list is not inclusive of all economic development activities in the region and will be updated annually.

**Table 2: 2019 Economic Development Activities in the East Central Economic Development District**

| <b>Topic</b>                        | <b>Activities</b>   |
|-------------------------------------|---|
| Business Development                | <ul style="list-style-type: none"> <li>• Business Retention and Expansion, programs throughout region</li> <li>• Certified Sites &amp; Gold Shovel Certification. New North</li> <li>• Consolidation and transfer of CDBG funds within communities</li> <li>• Global New North, UW Oshkosh and New North</li> <li>• International Trade Conference, NEWREP</li> <li>• Small Business Development Center/Small Business Administration, UW Oshkosh</li> <li>• Wisconsin Supply Chain Marketplace, WEDC (formerly developed and housed at New North as Supply Chain Marketplace)</li> </ul> |
| Community Development               | <ul style="list-style-type: none"> <li>• Bicycle and Pedestrian planning, ECWRPC</li> <li>• Brillion Iron Works site redevelopment, Brillion</li> <li>• Connect Communities, WEDC</li> <li>• Main Street Program, WEDC</li> <li>• Riverwalk development, Oshkosh</li> <li>• Sawdust District development, Oshkosh</li> <li>• Tecumseh site redevelopment, New Holstein</li> </ul>   |
| Data research and development       | <ul style="list-style-type: none"> <li>• ArcGIS Business Analyst research and visualization, ECWRPC</li> <li>• EMSI impact scenario reporting, ECWRPC</li> <li>• A Resilient Region - Story Map for Economic Development</li> </ul>   |
| Economic Resilience                 | <ul style="list-style-type: none"> <li>• Disaster Recovery Microloan program, WEDC</li> <li>• Federal funding in response to weather events in 2018 and 2019</li> <li>• </li> </ul>   |
| Entrepreneurial Development         | <ul style="list-style-type: none"> <li>• Alta Resources Center for Entrepreneurship, UW Oshkosh</li> <li>• Culver's Business Model Competition, UW Oshkosh</li> <li>• Entrepreneurship portal, WEDC</li> <li>• Kinnektor</li> <li>• Regional Entrepreneurial Development System (REDS), Envision Greater Fond du Lac</li> <li>• The Pitch, Fox Connection</li> <li>• Venture Center, Fox Valley Tech</li> </ul>   |
| External marketing of ECWRPC region | <ul style="list-style-type: none"> <li>• Branding &amp; Marketing Strategy, New North</li> <li>• Waupaca County Marketing Cooperative</li> <li>• WEDC branding tools and library</li> </ul>   |
| Housing                             | <ul style="list-style-type: none"> <li>• State requirement for housing reports for communities over 10,000 population</li> <li>• Housing studies in Clintonville and Waupaca</li> <li>• Strong Neighborhoods, Menasha</li> </ul>  |
| Networking and information sharing  | <ul style="list-style-type: none"> <li>• Fox Cities Economic Development Professionals (FCEDP)</li> <li>• New North Advisory Committee</li> <li>• Northeast Wisconsin Regional Economic Partnership</li> </ul>  |

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|                                |   |
|--------------------------------|---|
|                                | (NEWREP)  |
| Talent Development & Retention | <ul style="list-style-type: none"><li>• Alumni campaign, WEDC</li><li>• Fab Labs, WEDC</li><li>• Inspire, WEDC</li><li>• Talent Development Strategy, New North</li><li>• Veterans Initiative, WEDC</li><li>• Winnebago Catch A Ride, GO EDC &amp; ECWRPC</li><li>• Youth Apprenticeship, Envision Greater Fond du Lac</li></ul>  |
| Transportation                 | <ul style="list-style-type: none"><li>• Commuter Service Feasibility Study, ECWRPC</li><li>• Highway 23 expansion east of Fond du Lac</li><li>• Intermodal Freight Summit, New North</li><li>• Interstate 41 expansion study between Appleton and DePere, WI DOT</li><li>• Overview of Intermodal Freight in Wisconsin study, Wisconsin Freight Advisory Committee</li><li>• Intermodal Facility improvements at Southwest Industrial Park, City of Oshkosh</li></ul> |
| Tribal economic development    | <ul style="list-style-type: none"><li>• Economic Development Strategic Plan, Oneida Nation</li><li>• Menominee Tribal Enterprises, Menominee Indian Tribe of Wisconsin</li><li>• Wolf River Development Company, Menominee Indian Tribe of Wisconsin</li></ul>  |

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## SECTION 3: EVALUATION OF PROGRESS ON IMPLEMENTATION PLAN & 2020 PLANNED ACTIVITIES

### PROGRESS ON IMPLEMENTATION OF THE 2018 CEDS 5-YEAR UPDATE

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

#### Economic Development Vision

The regional vision statement, adopted as part of the *2018 CEDS 5-year Update*, is intended to guide the planning process toward the desired future of the region. The vision statement created for the region is as follows:

***“The East Central Region 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

In 2019, goals for the next year were prioritized by the CEDS Committee and are presented in Section 4. These goals will be used to guide economic development planning efforts within the region and Commission activities. Goals were organized into the following categories, determined by the CEDS Committee during the *2018 CEDS 5-Year Update*:

- 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 Performance Measures

The 2018 CEDS 5-Year Update included a new Evaluation Framework chapter to better organize and track performance of actions identified in the plan. Table 2 represents the original framework of goals, objectives and strategies with the addition of columns for reporting on 2019 completed actions and developing 2020 planned actions. The CEDS Strategy Committee provided input for 2020 planned actions.







Table 3: East Central EDD Evaluation Framework

|  | Potential partners   | 2018 CEDS 5-Year Update language |                |              |              | Current ECWRPC activities   | 2020 ECWRPC Planned activities   |   |            |          |            |
|--|--|----------------------------------|----------------|--------------|--------------|---|--|---|------------|----------|------------|
|  |  | Ongoing                          | Next 12 months | 1 to 3 years | 3 to 5 years | 2019 Actions  | Actions  | Measure   | Achievable | Relevant | Time       |
| 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, NNInc   |                                  | ◆              |              |              | ECWRPC staff participated in NNInc, NEWREP, FCEDP, local chambers and other economic development programs and activities. ECWRPC also hosted two mini conferences in 2019 | Continue to participate in statewide, regional and local activities. Capture and share economic development activities | Participation at activities and new table of economic activities in CEDS annual reports | Yes        | Yes      | Ongoing    |
|  |  |                                  |                |              |              |   | ECWRPC to visit leadership academies throughout EC EDD   | Visits of leadership academies  | Yes        | Yes      | Ongoing    |
| 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, UW Extension Community Vitality & Placemaking Team |                                  | ◆              |              |              | ECWRPC staff conducted initial research   | Determine if a single tool can be used or if multiple measurements are needed  | Determination of single or multiple tools   | Yes        | Yes      | By Q4 2020 |

|   | Potential partners          | 2018 CEDS 5-Year Update language |                |              |              | Current ECWRPC activities   | 2020 ECWRPC Planned activities  |                    |            |          |         |
|---|-----------------------------|----------------------------------|----------------|--------------|--------------|---|---|--------------------|------------|----------|---------|
|   |                             | Ongoing                          | Next 12 months | 1 to 3 years | 3 to 5 years | 2019 Actions  | Actions   | Measure            | Achievable | Relevant | Time    |
| 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 | ◆                                |                |              |              | ECWRPC staff have connected students with internship opportunities with ECWRPC partners | Share information regarding internship and career exploration through ECWRPC social media | Social media posts | Yes        | Yes      | Ongoing |
| 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  | ◆                                |                |              |              |   | Share information regarding internship and career exploration through ECWRPC social media |                    |            |          |         |

|  | Potential partners        | 2018 CEDS 5-Year Update language |                |              |              | Current ECWRPC activities   | 2020 ECWRPC Planned activities  |  |                           |                           |                                      |
|--|---------------------------|----------------------------------|----------------|--------------|--------------|---|---|--|---------------------------|---------------------------|--------------------------------------|
|  |                           | Ongoing                          | Next 12 months | 1 to 3 years | 3 to 5 years | 2019 Actions  | Actions   | Measure  | Achievable                | Relevant                  | Time                                 |
| 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 | ◆                                |                |              |              | ECWRPC activities include extensive transportation activities in freight, transit, roads, non-motorized and other transportation related programs and planning                    | In addition to standard transportation program activities, ECWRPC staff will continue Autonomous Vehicle (AV) research started in 2019  | Recommendations for planning for AVs   | Yes                       | Yes                       | By Q3 2020                           |
| 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    | ◆                                |                |              |              | ECWRPC staff are in early stages of developing Smart Communities planning and programs for ECWRPC region. ECWRPC also hosted a mini conference on Smart Communities in April 2019 | ECWRPC staff will develop of Smart Communities plan based on input received from 2019 mini conference, consultation with topic experts and best practices                       | Completed Smart Communities Plan   | Yes                       | Yes                       | By Q4 2020                           |
| Strategy 3.2.2. Explore broadband expansion and fiber network connectivity.  | LGs, EDOs, PSC, ECWRPC    |                                  |                | ◆            |              | ECWRPC staff are in early stages of developing Smart Communities planning and programs for ECWRPC region  | Include broadband as a topic in Smart Communities plan  | Broadband information in Smart Communities Plan  | Yes                       | Yes                       | By Q4 2020                           |
| 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.   | LGs, EDOs, PSC, ECWRPC    | ◆                                |                |              |              | ECWRPC is working with city of Fond du Lac on potential Smart Community planning  | Continue technical assistance program<br><br>Research possibility of sponsoring a "Strong Towns" presentation<br><br>Develop assessment needs for large scale development areas | Implementation of technical assistance program<br><br>Research and determination<br><br>Assessment | Yes<br><br>Yes<br><br>Yes | Yes<br><br>Yes<br><br>Yes | Ongoing<br><br>By Q2 2020<br><br>Yes |

|  | Potential partners                          | 2018 CEDS 5-Year Update language |                |              |              | Current ECWRPC activities   | 2020 ECWRPC Planned activities  |                                   |            |          |         |
|--|---|----------------------------------|----------------|--------------|--------------|---|---|-----------------------------------|------------|----------|---------|
|  |   | Ongoing                          | Next 12 months | 1 to 3 years | 3 to 5 years | 2019 Actions  | Actions   | Measure                           | Achievable | Relevant | Time    |
| 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.                         | EDOs, NPs, FVWDB, BAWDB, IHES, NEWERA       | ◆                                |                |              |              | No 2019 activity  | Share information regarding internship and career exploration through ECWRPC social media | Social media posts                | Yes        | Yes      | Ongoing |
| 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, and the Regional Entrepreneurial Development System. | NNInc, WEDC, NEWCC, EDOs, CCs, ECWRPC       | ◆                                |                |              |              | ECWRPC staff involvement with Initiative 41 entrepreneurial activities                            | Share information regarding start up support through ECWRPC social media                  | Social media posts                | Yes        | Yes      | Ongoing |
|  |   |                                  |                |              |              |   | Utilize REDS system as needed   | Utilization of REDS               | Yes        | Yes      | Ongoing |
| 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.   | SBDC, EDOs, NEWCC, CCs, NNInc, WEDC, ECWRPC | ◆                                |                |              |              | ECWRPC staff share information via newsletter, email and social media posts                       | Continue to share information via newsletter, email and social media posts                | Shared information                | Yes        | Yes      | Ongoing |
|  |   |                                  |                |              |              | ECWRPC staff provided financial oversight for International Trade Conference held in October 2019 | Continue to engage in UWO export expert activities  | Engagement with staff and program | Yes        | Yes      | Ongoing |

|   | Potential partners  | 2018 CEDS 5-Year Update language  |   |              |  | Current ECWRPC activities   | 2020 ECWRPC Planned activities   |   |            |          |            |
|---|---|---|---|--------------|--|---|--|---|------------|----------|------------|
|   |   | Ongoing   | Next 12 months  | 1 to 3 years | 3 to 5 years                           | 2019 Actions  | Actions  | Measure   | Achievable | Relevant | Time       |
| 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   | NEWCC, LGs, EDOs, ECWRPC, ON, NNInc                         |   |    |              |  | ECWRPC operates an extensive transportation program for moving people and freight. Commuter Service Feasibility Study effort is looking to add mobility infrastructure to region. Implementation of Bicycle and Pedestrian plan. Participation in rail road service and Amtrak efforts. | Continue transportation program  | Federal and WI DOT reporting of activities<br><br>Engagement<br><br>Participation | Yes        | Yes      | Ongoing    |
|   |   |   |   |              | Engage with Amtrak to continue service |   | Yes  |   | Yes        | Ongoing  |            |
|   |   |   |   |              |  |   | Yes  |   | Yes        | Ongoing  |            |
|   |   |   |   |              | Continued upgrades for I-41            |   |  |   |            |          |            |
| 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. | NEWREP, NNInc, EDOs, ECWRPC, NEWCC, CCs, LGS, ON, Utilities |    |   |              |  | ECWRPC staff hosted a Initiative 41 partner check in event in June 2019   | Host meeting to provide updates and revisions to implementation strategy | Facilitated meeting   | Yes        | Yes      | By Q4 2020 |
| Strategy 5.2.2. Fully leverage Microsoft’s investments in the region to influence internal and external perceptions.  | CCs, NEWCC, EDOs, NNInc, NEWITA                             |   |  |              |  | ECWRPC staff attended Title Town Tech tour  | Share information about Microsoft’s investment via social media posts    | Social media posts  | Yes        | Yes      | Ongoing    |
| Objective 5.3. Promote better coordination among different economic development organizations.  |   |   |   |              |  |   |  |   |            |          |            |
| Strategy 5.3.1. Encourage collaboration among public and nonprofit sectors.   | EDOs, ECWRPC, WEDC, NNInc, Utilities                        |  |   |              |  | ECWRPC staff routinely works and communicates with a variety of public and nonprofit partners. ECWRPC staff developed a Story Map to visualize economic development in the ECWRPC EDD. ECWRPC staff coordinated a state required housing report for communities over 10,000 population  | Continue to work and communicate with public and nonprofit partners.     | Attended activities and strengthened partnerships. Updated                        | Yes        | Yes      | Ongoing    |
|   |   |   |   |              |  |   | Maintain Economic Development Story Map annually.                        | Economic Development Story Map  | Yes        | Yes      | Ongoing    |
|   |   |   |   |              |  |   | Assess how to further use Economic Development Story Map                 | Increased usage of Economic Development Story Map                                 | Yes        | Yes      | Ongoing    |
|   |   |   |   |              |  |   | Continue to coordinate state required housing report                     | Coordinated housing report  | Yes        | Yes      | Ongoing    |

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## **SECTION 4: 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>2</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.

### **FURTHER DISCUSSION ON THREATS**

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<sup>2</sup> <https://www.eda.gov/ceds/content/economic-resilience.htm> .



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 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>3</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.

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<sup>3</sup> Community Economic Recovery Guidebook for Local Disaster Resilience, <https://sites.google.com/a/schoolfactory.org/recovery/>.



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## APPENDIX A: RESOLUTION NO. 25-19

### ADOPTING THE 2019 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS) ANNUAL PERFORMANCE REPORT

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

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

**WHEREAS**, the 2019 CEDS Annual Performance Report provides updated socio-economic data, and a report of 2019 completed activities to update the 2018 CEDS Update which served as the 5-year CEDS update pursuant to EDA requirements; and

**WHEREAS**, recognition of the EDD's CEDS Annual Performance Report by the EDA regional office will enable continued participation by eligible counties and communities in the EDA grant and loan programs; now, therefore

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

**Section 1.** That the Commission adopts the 2019 Comprehensive Economic Development Strategy Annual Performance Report.

**Section 2.** That the Commission submit the 2019 CEDS Annual Performance Report to the Regional Office of EDA requesting approval of the document and continued designation as an Economic Development District.

Effective Date: October 25, 2019

Submitted By: Economic Development Committee

Prepared By: Tom Baron, Principal Economic Development Planner

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Martin Farrell, Chair – Fond du Lac County

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## APPENDIX B: 2019 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              |
| Ron       | Corn, Sr        |  | Wolf River Development Company                   |
| 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      | Homan           | Planning Director                                    | Outagamie County                                 |
| Robert    | Jakel           | Director   | City of Kaukauna                                 |
| Meridith  | Jaeger          | Dean of Corporate Training & Economic Development    | Northeast Wisconsin Technical College            |
| Dave      | Johnson         | Assistant Planning Director                          | Outagamie County                                 |
| Andrew    | Dane            | Interim Comm. Dev. Director                          | City of Waupaca                                  |
| Kari      | Hopfensperger   | Planner  | Shawano County                                   |
| Carol     | Karls           | Manager/ Business & Community Development            | Wisconsin Public Service                         |
| Lindsey   | Kemnitz         | Community Development Director                       | City of Berlin                                   |
| Rob       | Kleman          | Senior Vice President - Economic Development         | Oshkosh Chamber of Commerce                      |
| Mary      | Kohrell         | Community Economic Development Director              | Calumet County                                   |
| Barb      | LaMue           | Executive Director                                   | New North, Inc.                                  |
| 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           |
| Troy      | Parr            | Oneida Architect                                     | Oneida Nation                                    |
| Thomas    | Onofrey         | Administrator  | Marquette County                                 |
| Mike      | Patza           | Planner  | Town of Grand Chute                              |
| Amy       | Pietsch         | Director   | FVTC Venture Center                              |
| Matthew   | Rehbein         | Economic Development Specialist                      | City of Appleton Community Development           |
| Elizabeth | Runge           | Economic Development Planner                         | Bay Lake Regional Planning Commission            |
| 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  |
| Peter     | Thillman        | Vice President of Economic Development               | Fox Cities Regional Partnership                  |
| Jill      | Tiegs           | Grant Writer   | Stockbridge-Munsee Tribe                         |
| Sarah     | Van Buren       | Community & Economic Development Coordinator         | City of Waupun                                   |
| Dale      | Walker          | Director of Business and Industry Services           | Fox Valley Technical College                     |
| Allyson   | Watson Brunette | Principal Planner                                    | City of Kaukauna                                 |
| Jeremy    | Weso            | Town/County Administrator                            | Menominee Town/County                            |
| 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 2019 Annual Update.*

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

APPENDIX C: CIVILIAN LABOR FORCE

|                             | 2009        | 2010        | 2011        | 2012        | 2013        | 2014        | 2015        | 2016        | 2017        | 2018        | % Change 2017-2018 |
|-----------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------------|
| <b>United States</b>        |             |             |             |             |             |             |             |             |             |             |                    |
| Civilian Labor Force        | 154,142,000 | 153,989,000 | 153,617,000 | 154,375,000 | 155,989,000 | 155,922,000 | 157,130,000 | 159,187,000 | 160,320,000 | 162,075,000 | 1.1%               |
| Employed                    | 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 | 155,761,000 | 1.6%               |
| Unemployed                  | 14,265,000  | 14,925,000  | 13,748,000  | 12,506,000  | 11,460,000  | 9,617,000   | 8,296,000   | 7,751,000   | 6,983,000   | 6,314,000   | -9.6%              |
| Unemployment Rate           | 9.3         | 9.6         | 8.9         | 8.1         | 7.4         | 6.2         | 5.3         | 4.9         | 4.4         | 3.9         | -10.6%             |
| <b>Wisconsin</b>            |             |             |             |             |             |             |             |             |             |             |                    |
| Civilian Labor Force        | 3,100,348   | 3,081,512   | 3,079,759   | 3,073,981   | 3,079,306   | 3,081,543   | 3,092,181   | 3,125,311   | 3,140,410   | 3,133,294   | -0.2%              |
| Employed                    | 2,834,335   | 2,814,393   | 2,840,995   | 2,857,418   | 2,871,987   | 2,914,922   | 2,951,483   | 3,000,231   | 3,037,453   | 3,039,295   | 0.1%               |
| Unemployed                  | 266,013     | 267,119     | 238,763     | 216,563     | 207,308     | 166,621     | 140,698     | 125,080     | 102,957     | 93,999      | -8.7%              |
| Unemployment Rate           | 8.6         | 8.7         | 7.8         | 7.0         | 6.7         | 5.4         | 4.6         | 4.0         | 3.3         | 3.0         | -8.5%              |
| <b>East Central Region</b>  |             |             |             |             |             |             |             |             |             |             |                    |
| Civilian Labor Force        | 360,035     | 368,069     | 367,511     | 356,772     | 356,391     | 356,305     | 356,818     | 360,967     | 361,822     | 360,942     | -0.2%              |
| Employed                    | 329,339     | 327,795     | 330,815     | 332,501     | 333,180     | 337,775     | 341,428     | 347,576     | 350,762     | 350,758     | 0.0%               |
| Unemployed                  | 30,696      | 30,274      | 26,696      | 24,271      | 23,211      | 18,530      | 15,390      | 13,391      | 11,060      | 10,184      | -7.9%              |
| Unemployment Rate           | 8.5         | 8.5         | 7.5         | 6.8         | 6.5         | 5.2         | 4.3         | 3.7         | 3.1         | 2.8         | -7.7%              |
| <b>Calumet County</b>       |             |             |             |             |             |             |             |             |             |             |                    |
| Civilian Labor Force        | 25,633      | 27,304      | 27,520      | 27,296      | 27,183      | 27,141      | 27,461      | 27,773      | 27,978      | 27,919      | -0.2%              |
| Employed                    | 23,682      | 25,420      | 25,885      | 25,837      | 25,753      | 26,006      | 26,481      | 26,883      | 27,199      | 27,204      | 0.0%               |
| Unemployed                  | 1,951       | 1,884       | 1,635       | 1,459       | 1,430       | 1,135       | 980         | 890         | 779         | 715         | -8.2%              |
| Unemployment Rate           | 7.6         | 6.9         | 5.9         | 5.3         | 5.3         | 4.2         | 3.6         | 3.2         | 2.8         | 2.6         | -8.0%              |
| Share of District Workforce | 7.1         | 7.5         | 7.7         | 7.7         | 7.6         | 7.5         | 7.7         | 7.7         | 7.7         | 7.7         | 0.0%               |
| <b>Fond du Lac County</b>   |             |             |             |             |             |             |             |             |             |             |                    |
| Civilian Labor Force        | 56,234      | 56,516      | 56,212      | 56,122      | 57,075      | 57,108      | 57,033      | 57,047      | 57,191      | 57,658      | 0.8%               |
| Employed                    | 51,171      | 51,715      | 52,103      | 52,478      | 53,586      | 54,304      | 54,708      | 55,042      | 55,573      | 56,139      | 1.0%               |
| Unemployed                  | 5,063       | 4,801       | 4,109       | 3,644       | 3,509       | 2,804       | 2,325       | 2,005       | 1,618       | 1,519       | -6.1%              |
| Unemployment Rate           | 9.0         | 8.5         | 7.3         | 6.5         | 6.1         | 4.9         | 4.1         | 3.5         | 2.8         | 2.6         | -6.9%              |
| Share of District Workforce | 15.6        | 15.8        | 15.7        | 15.7        | 16.0        | 16.0        | 16.0        | 15.6        | 15.8        | 16.0        | 1.1%               |
| <b>Green Lake County</b>    |             |             |             |             |             |             |             |             |             |             |                    |
| Civilian Labor Force        | 10,242      | 10,308      | 10,385      | 10,314      | 10,208      | 10,045      | 9,995       | 9,783       | 9,736       | 9,773       | 0.4%               |
| Employed                    | 9,258       | 9,347       | 9,534       | 9,539       | 9,398       | 9,359       | 9,453       | 9,305       | 9,371       | 9,448       | 0.8%               |
| Unemployed                  | 984         | 961         | 851         | 775         | 810         | 686         | 542         | 478         | 365         | 325         | -11.0%             |
| Unemployment Rate           | 9.6         | 9.3         | 8.2         | 7.5         | 7.9         | 6.4         | 5.4         | 4.9         | 3.7         | 3.3         | -11.3%             |
| Share of District Workforce | 2.8         | 2.9         | 2.9         | 2.9         | 2.9         | 2.8         | 2.8         | 2.7         | 2.7         | 2.7         | 0.6%               |
| <b>Marquette County</b>     |             |             |             |             |             |             |             |             |             |             |                    |
| Civilian Labor Force        | 7,786       | 7,591       | 7,609       | 7,580       | 7,511       | 7,326       | 7,499       | 7,570       | 7,627       | 7,738       | 1.5%               |
| Employed                    | 6,985       | 6,855       | 6,851       | 6,911       | 6,877       | 6,801       | 7,039       | 7,186       | 7,333       | 7,464       | 1.8%               |
| Unemployed                  | 801         | 736         | 758         | 669         | 634         | 525         | 460         | 385         | 294         | 274         | -8.1%              |
| Unemployment Rate           | 10.3        | 10.9        | 10.0        | 8.8         | 8.4         | 7.2         | 6.1         | 5.1         | 3.9         | 3.5         | -8.1%              |
| Share of District Workforce | 2.2         | 2.1         | 2.1         | 2.1         | 2.1         | 2.1         | 2.1         | 2.1         | 2.1         | 2.1         | 1.7%               |

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

|                             | 2009   | 2010    | 2011    | 2012    | 2013    | 2014    | 2015    | 2016    | 2017    | 2018    | % Change 2015-2016 |
|-----------------------------|--------|---------|---------|---------|---------|---------|---------|---------|---------|---------|--------------------|
| <b>Menominee County</b>     |        |         |         |         |         |         |         |         |         |         |                    |
| Civilian Labor Force        | 1,640  | 1,550   | 1,603   | 1,589   | 1,573   | 1,600   | 1,604   | 1,578   | 1,611   | 1,619   | 0.5%               |
| Employed                    | 1,412  | 1,279   | 1,328   | 1,330   | 1,324   | 1,402   | 1,449   | 1,458   | 1,516   | 1,527   | 0.7%               |
| Unemployed                  | 228    | 271     | 275     | 259     | 249     | 198     | 155     | 120     | 95      | 92      | -3.2%              |
| Unemployment Rate           | 13.9   | 17.5    | 17.2    | 16.3    | 15.8    | 12.4    | 9.7     | 7.6     | 5.9     | 5.7     | -3.6%              |
| Share of District Workforce | 0.5    | 0.4     | 0.4     | 0.4     | 0.4     | 0.4     | 0.4     | 0.4     | 0.4     | 0.4     | 0.7%               |
| <b>Outagamie County</b>     |        |         |         |         |         |         |         |         |         |         |                    |
| Civilian Labor Force        | 99,345 | 100,596 | 100,375 | 100,332 | 100,500 | 101,278 | 101,956 | 104,081 | 104,235 | 103,628 | -0.6%              |
| Employed                    | 91,091 | 92,454  | 93,283  | 93,885  | 94,371  | 96,459  | 97,919  | 100,418 | 101,108 | 100,730 | -0.4%              |
| Unemployed                  | 8,254  | 8,142   | 7,092   | 6,447   | 6,129   | 4,819   | 4,037   | 3,663   | 3,127   | 2,898   | -7.3%              |
| Unemployment Rate           | 8.3    | 8.1     | 7.1     | 6.4     | 6.1     | 4.8     | 4.0     | 3.5     | 3.0     | 2.8     | -6.8%              |
| Share of District Workforce | 27.6   | 28.1    | 28.1    | 28.1    | 28.2    | 26.4    | 28.6    | 28.8    | 28.8    | 28.7    | -0.3%              |
| <b>Shawano County</b>       |        |         |         |         |         |         |         |         |         |         |                    |
| Civilian Labor Force        | 22,679 | 21,884  | 21,775  | 21,621  | 21,470  | 21,295  | 21,287  | 21,339  | 21,502  | 21,599  | 0.5%               |
| Employed                    | 20,573 | 19,645  | 19,790  | 19,894  | 19,868  | 20,033  | 20,250  | 20,453  | 20,809  | 20,948  | 0.7%               |
| Unemployed                  | 2,106  | 2,239   | 1,985   | 1,727   | 1,602   | 1,262   | 1,037   | 886     | 693     | 651     | -6.1%              |
| Unemployment Rate           | 9.3    | 10.2    | 9.1     | 8.0     | 7.5     | 5.9     | 4.9     | 4.2     | 3.2     | 3.0     | -6.5%              |
| Share of District Workforce | 6.3    | 6.1     | 6.1     | 6.1     | 6.0     | 6.0     | 6.0     | 5.9     | 5.9     | 6.0     | 0.7%               |
| <b>Waupaca County</b>       |        |         |         |         |         |         |         |         |         |         |                    |
| Civilian Labor Force        | 28,381 | 27,744  | 27,712  | 27,389  | 27,361  | 27,318  | 27,038  | 27,028  | 26,663  | 26,377  | -1.1%              |
| Employed                    | 25,665 | 25,123  | 25,400  | 25,311  | 25,360  | 25,774  | 25,784  | 25,962  | 25,815  | 25,597  | -0.8%              |
| Unemployed                  | 2,716  | 2,621   | 2,312   | 2,078   | 2,001   | 1,544   | 1,254   | 1,066   | 848     | 780     | -8.0%              |
| Unemployment Rate           | 9.6    | 9.4     | 8.3     | 7.6     | 7.3     | 5.7     | 4.6     | 3.9     | 3.2     | 3.0     | -7.0%              |
| Share of District Workforce | 7.9    | 7.7     | 7.8     | 7.7     | 7.7     | 7.7     | 7.6     | 7.5     | 7.4     | 7.3     | -0.6%              |
| <b>Waushara County</b>      |        |         |         |         |         |         |         |         |         |         |                    |
| Civilian Labor Force        | 12,851 | 12,026  | 11,919  | 12,020  | 11,830  | 11,616  | 11,490  | 11,506  | 11,442  | 11,675  | 2.0%               |
| Employed                    | 11,578 | 10,731  | 10,752  | 10,968  | 10,816  | 10,786  | 10,766  | 10,927  | 10,987  | 11,269  | 2.6%               |
| Unemployed                  | 1,273  | 1,295   | 1,167   | 1,052   | 1,014   | 830     | 724     | 579     | 455     | 406     | -10.8%             |
| Unemployment Rate           | 9.9    | 10.8    | 9.8     | 8.8     | 8.6     | 7.1     | 6.3     | 5.0     | 4.0     | 3.5     | -12.6%             |
| Share of District Workforce | 3.6    | 3.4     | 3.3     | 3.4     | 3.3     | 3.3     | 3.2     | 3.2     | 3.2     | 3.2     | 2.3%               |
| <b>Winnebago County</b>     |        |         |         |         |         |         |         |         |         |         |                    |
| Civilian Labor Force        | 95,244 | 92,450  | 92,401  | 92,509  | 91,680  | 91,578  | 91,455  | 93,262  | 93,837  | 92,956  | -0.9%              |
| Employed                    | 87,924 | 85,226  | 85,869  | 86,348  | 85,827  | 86,811  | 87,579  | 89,943  | 91,061  | 90,432  | -0.7%              |
| Unemployed                  | 7,320  | 7,224   | 6,532   | 6,161   | 5,853   | 4,767   | 3,876   | 3,319   | 2,786   | 2,524   | -9.4%              |
| Unemployment Rate           | 7.7    | 7.8     | 7.0     | 6.7     | 6.4     | 5.2     | 4.2     | 3.6     | 3.0     | 2.7     | -8.5%              |
| Share of District Workforce | 26.5   | 25.8    | 25.8    | 25.9    | 25.7    | 25.7    | 25.6    | 25.8    | 25.9    | 25.8    | -0.7%              |

Source: Wisconsin Department of Workforce Development, Bureau of Workforce Training – Labor Market Information  
Query Results – Created on August 2, 2019  
<http://WORKnet.Wisconsin.gov>



## APPENDIX D: PERSONAL PER CAPITA INCOME

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

|                      | 1990      | 1995      | 2000      | 2005      | 2008      | 2009      | 2010      | 2011      | 2012      | 2013      | 2014      | 2015      | 2016      | 2017      | % Change 2008-2017 |
|----------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|--------------------|
| <b>United States</b> |           |           |           |           |           |           |           |           |           |           |           |           |           |           |                    |
| Per Capita Income    | \$ 19,621 | \$ 23,607 | \$ 30,657 | \$ 34,849 | \$ 40,904 | \$ 39,284 | \$ 40,545 | \$ 42,727 | \$ 44,682 | \$ 44,826 | \$ 47,025 | \$ 48,940 | \$ 49,831 | \$ 51,640 | 26.2%              |
| <b>Wisconsin</b>     |           |           |           |           |           |           |           |           |           |           |           |           |           |           |                    |
| Per Capita Income    | \$16,438  | \$23,015  | \$29,573  | \$34,353  | \$38,914  | \$38,085  | \$39,995  | \$41,112  | \$42,947  | \$43,079  | \$44,706  | \$46,571  | \$47,426  | \$48,941  | 25.9%              |
| Percent of US PCI    | 84.0%     | 97.5%     | 96.5%     | 98.6%     | 95.1%     | 96.9%     | 96.2%     | 96.2%     | 96.3%     | 96.1%     | 95.2%     | 95.2%     | 95.2%     | 94.8%     | -0.4%              |
| <b>Region</b>        |           |           |           |           |           |           |           |           |           |           |           |           |           |           |                    |
| Per Capita Income    | \$15,932  | \$20,109  | \$25,217  | \$29,634  | \$33,531  | \$33,180  | \$34,294  | \$36,147  | \$37,609  | \$37,836  | \$39,408  | \$40,857  | \$41,366  | \$42,428  | 26.5%              |
| Percent of US PCI    | 81.2%     | 85.2%     | 82.3%     | 85.0%     | 82.0%     | 84.5%     | 84.6%     | 84.6%     | 84.4%     | 84.4%     | 83.8%     | 83.5%     | 83.0%     | 82.2%     | 0.2%               |
| <b>Calumet</b>       |           |           |           |           |           |           |           |           |           |           |           |           |           |           |                    |
| Per Capita Income    | \$17,036  | \$22,810  | \$29,388  | \$31,800  | \$36,427  | \$36,807  | \$37,309  | \$39,963  | \$41,145  | \$41,715  | \$44,428  | \$45,269  | \$46,765  | \$47,920  | 31.6%              |
| Percent of US PCI    | 86.8%     | 96.6%     | 95.9%     | 91.3%     | 89.1%     | 93.7%     | 92.0%     | 93.5%     | 92.3%     | 93.1%     | 94.5%     | 92.5%     | 93.8%     | 92.8%     | 4.2%               |
| <b>Fond du Lac</b>   |           |           |           |           |           |           |           |           |           |           |           |           |           |           |                    |
| Per Capita Income    | \$16,701  | \$23,264  | \$28,643  | \$32,144  | \$36,813  | \$35,566  | \$36,852  | \$38,223  | \$39,973  | \$39,960  | \$42,098  | \$43,712  | \$44,179  | \$45,753  | 24.3%              |
| Percent of US PCI    | 85.3%     | 98.5%     | 93.4%     | 92.2%     | 90.0%     | 90.5%     | 90.9%     | 89.5%     | 89.7%     | 89.1%     | 89.5%     | 89.3%     | 88.7%     | 88.6%     | -1.6%              |
| <b>Green Lake</b>    |           |           |           |           |           |           |           |           |           |           |           |           |           |           |                    |
| Per Capita Income    | \$17,192  | \$21,140  | \$26,688  | \$31,985  | \$36,340  | \$34,416  | \$36,120  | \$38,104  | \$41,622  | \$40,340  | \$42,795  | \$43,805  | \$43,477  | \$44,037  | 21.2%              |
| Percent of US PCI    | 87.6%     | 89.5%     | 87.1%     | 91.8%     | 88.8%     | 87.6%     | 89.1%     | 91.5%     | 93.4%     | 90.0%     | 91.0%     | 89.6%     | 87.2%     | 85.3%     | -4.0%              |
| <b>Marquette</b>     |           |           |           |           |           |           |           |           |           |           |           |           |           |           |                    |
| Per Capita Income    | \$14,711  | \$16,793  | \$21,397  | \$26,149  | \$29,762  | \$30,014  | \$31,429  | \$33,339  | \$34,095  | \$35,381  | \$36,195  | \$37,438  | \$38,191  | \$39,340  | 32.2%              |
| Percent of US PCI    | 75.0%     | 71.1%     | 69.8%     | 75.0%     | 72.8%     | 76.4%     | 77.5%     | 78.0%     | 76.5%     | 78.9%     | 77.0%     | 76.5%     | 76.6%     | 76.2%     | 4.7%               |
| <b>Menominee</b>     |           |           |           |           |           |           |           |           |           |           |           |           |           |           |                    |
| Per Capita Income    | \$9,707   | \$14,435  | \$16,840  | \$19,443  | \$22,472  | \$24,942  | \$25,343  | \$25,371  | \$26,612  | \$27,641  | \$27,288  | \$29,396  | \$29,748  | \$28,761  | 28.3%              |
| Percent of US PCI    | 49.5%     | 61.1%     | 54.4%     | 55.8%     | 54.8%     | 63.4%     | 62.5%     | 59.4%     | 59.7%     | 61.7%     | 58.0%     | 60.1%     | 57.7%     | 55.7%     | 1.6%               |
| <b>Outagamie</b>     |           |           |           |           |           |           |           |           |           |           |           |           |           |           |                    |
| Per Capita Income    | \$15,594  | \$23,669  | \$30,010  | \$35,109  | \$39,191  | \$37,711  | \$38,665  | \$40,837  | \$42,469  | \$42,769  | \$44,563  | \$46,415  | \$47,870  | \$48,191  | 25.5%              |
| Percent of US PCI    | 84.8%     | 100.3%    | 97.9%     | 100.7%    | 95.8%     | 96.0%     | 95.4%     | 95.6%     | 95.3%     | 95.4%     | 94.8%     | 94.8%     | 96.1%     | 95.3%     | -0.6%              |
| <b>Shawano</b>       |           |           |           |           |           |           |           |           |           |           |           |           |           |           |                    |
| Per Capita Income    | \$13,827  | \$18,086  | \$22,850  | \$27,514  | \$31,552  | \$30,886  | \$32,307  | \$34,853  | \$35,189  | \$35,886  | \$37,441  | \$38,415  | \$39,037  | \$40,357  | 27.9%              |
| Percent of US PCI    | 70.5%     | 76.6%     | 74.5%     | 79.0%     | 77.1%     | 78.6%     | 79.7%     | 79.7%     | 78.9%     | 80.1%     | 79.6%     | 78.5%     | 78.3%     | 78.2%     | 1.3%               |
| <b>Waupaca</b>       |           |           |           |           |           |           |           |           |           |           |           |           |           |           |                    |
| Per Capita Income    | \$15,191  | \$20,369  | \$25,442  | \$32,095  | \$34,919  | \$35,113  | \$36,164  | \$37,381  | \$39,109  | \$39,523  | \$41,230  | \$42,271  | \$42,804  | \$44,009  | 26.0%              |
| Percent of US PCI    | 62.5%     | 86.3%     | 83.0%     | 92.0%     | 85.4%     | 89.4%     | 89.2%     | 87.5%     | 87.7%     | 88.2%     | 87.7%     | 86.4%     | 85.9%     | 85.2%     | -0.2%              |
| <b>Waushara</b>      |           |           |           |           |           |           |           |           |           |           |           |           |           |           |                    |
| Per Capita Income    | \$14,661  | \$17,194  | \$22,068  | \$26,491  | \$30,496  | \$30,381  | \$31,574  | \$33,952  | \$35,669  | \$35,375  | \$36,571  | \$38,366  | \$37,910  | \$39,064  | 28.1%              |
| Percent of US PCI    | 74.7%     | 72.8%     | 72.0%     | 76.0%     | 74.6%     | 77.3%     | 77.9%     | 79.5%     | 80.0%     | 78.9%     | 77.0%     | 78.4%     | 76.1%     | 75.6%     | 1.5%               |
| <b>Winnebago</b>     |           |           |           |           |           |           |           |           |           |           |           |           |           |           |                    |
| Per Capita Income    | \$16,702  | \$23,338  | \$29,001  | \$33,649  | \$37,382  | \$35,994  | \$37,175  | \$39,247  | \$40,210  | \$39,765  | \$41,468  | \$43,407  | \$44,583  | \$45,852  | 22.6%              |
| Percent of US PCI    | 85.3%     | 98.9%     | 94.6%     | 96.6%     | 91.4%     | 91.6%     | 91.7%     | 91.9%     | 90.2%     | 88.7%     | 88.2%     | 88.7%     | 89.5%     | 88.8%     | -2.9%              |

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

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## APPENDIX E: 2018 County NAICS Annual Average Wage

2018 County NAICS Annual Average Wage (dollars per week)

|   | Calumet | Fond du Lac | Green Lake | Marquette | Menominee | Outagamie | Shawano | Waupesa | Waushara |
|---|---------|-------------|------------|-----------|-----------|-----------|---------|---------|----------|
| Average, All Industries (All Ownership)         | 754     | 882         | 735        | 682       | 651       | 928       | 655     | 743     | 661      |
| Average, All Industries (All Private Ownership) | 756     | 882         | 744        | 682       | 271       | 930       | 656     | 749     | 641      |
| Average, All Industries (All Government)        | 729     | 876         | 688        | 683       | 675       | 907       | 652     | 717     | 733      |
| 11 Ag Forestry Fishing & Hunting                | 748     | 636         | 656        | S         | S         | 788       | 788     | 549     | 710      |
| 21 Mining Quarrying & Oil & Gas Extraction      | 839     | 940         | 1,742      | S         | 0         | 994       | 0       | 0       | 0        |
| 22 Utilities                                    | 1,588   | 1,738       | 1,516      | 856       | S         | 1,660     | 1,271   | 1,422   | 1,624    |
| 23 Construction                                 | 979     | 1,248       | 1,087      | 823       | 0         | 1,280     | 901     | 967     | 677      |
| 31-33 Mfg                                       | 963     | 1,121       | 789        | 988       | S         | 1,165     | 810     | 1,056   | 876      |
| 42 Whis Trade                                   | 1,007   | 1,100       | 649        | 771       | 0         | 1,272     | 962     | 998     | 822      |
| 44-45 Retail Trade                              | 505     | 536         | 523        | 383       | S         | 528       | 489     | 469     | 432      |
| 48-49 Trans & Warehousing                       | 826     | 869         | 883        | 552       | 514       | 936       | 699     | 674     | 823      |
| 51 Information                                  | 836     | 755         | 801        | 1,168     | 0         | 1,029     | 747     | 723     | 716      |
| 52 Finance & Insurance                          | 968     | 1,124       | 941        | 667       | 0         | 1,386     | 853     | 856     | 773      |
| 53 Real Estate & Rental & Leasing               | 416     | 680         | 669        | 431       | S         | 834       | 515     | 495     | 476      |
| 54 Professional & Technical Services            | 1,237   | 1,192       | S          | 636       | S         | 1,281     | 829     | 829     | 586      |
| 55 Management Of Companies & Enterprises        | 1,281   | 1,113       | S          | 0         | 0         | 1,689     | 1,210   | 808     | 0        |
| 56 Admin & Waste Services                       | 736     | 621         | 574        | 638       | S         | 678       | 737     | 588     | 289      |
| 61 Edu Services                                 | 706     | 866         | 789        | 725       | 757       | 863       | 651     | 716     | 746      |
| 62 Health Care & Social Assistance              | 691     | 996         | 837        | 495       | 766       | 1,032     | 653     | 681     | 660      |
| 71 Arts Entertainment & Recreation              | 290     | 336         | 303        | 360       | S         | 278       | 266     | 311     | 220      |
| 72 Accommodation & Food Services                | 229     | 269         | 287        | 219       | S         | 294       | 345     | 234     | 233      |
| 81 Other Services Exc Public Admin              | 500     | 490         | 652        | 657       | 302       | 634       | 519     | 480     | 541      |
| 92 Public Admin                                 | 748     | 864         | 591        | 621       | 696       | 938       | 633     | 617     | 766      |
| 99 Unclassified                                 | 0       | 0           | 0          | 0         | 0         | 0         | 0       | 0       | 0        |

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