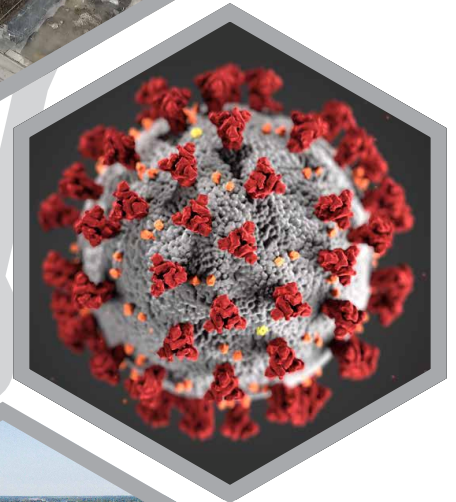


# 2020 Comprehensive Economic Development Strategy (CEDS) Annual Report



**DRAFT**



East Central Wisconsin  
Regional Planning Commission

**ECWRPC**

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

# **2020 Comprehensive Economic Development Strategy (CEDS) Annual Performance Report**

**DRAFT**

Prepared by the  
East Central Wisconsin Regional Planning Commission

## **ABSTRACT**

TITLE: 2020 Comprehensive Economic Development Strategy  
(CEDS) Annual Performance Report

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SUBJECT: 2020 annual update of the East Central Region's  
Comprehensive Economic Development Strategy

DATE: **DRAFT**

PLANNING AGENCY: East Central Wisconsin Regional Planning Commission

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The 2020 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

## 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 *2020 CEDS Annual Performance Report* to the EDA.

### 2020 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.*



## **SECTION 1**

# ADJUSTMENT TO THE 2018 CEDS



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## SECTION 1: ADJUSTMENT TO THE 2018 CEDS

### ADJUSTMENTS TO THE ECWRPC AND 2020 CEDS COMMITTEE

The composition of the Commission and the 2020 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, 2020 Commissioners and planning staff. Ad-hoc advisory committees exist for the Transportation and Economic Development (e.g. the CEDS Committee) planning programs.

#### COVID-19 and Economic Impacts

In 2019, the Coronavirus (also known as COVID-19) was declared a global pandemic. President Donald Trump declared a public health emergency under the Public Health Service Act on January 31, 2020 and on March 13<sup>th</sup> President Trump declared a nationwide public health emergency due to COVID-19. In March, 2020, Governor Tony Evers declared a safer at home order, which mandated Wisconsin community members to remain at home through May of 2020. Due to businesses being closed during this time and the cancellation of major events throughout the region including EAA, and several festivals, many of the communities and businesses have been financially impacted. The global pandemic of COVID-19 has significantly impacted business, communities and tourism through the region and the region will be recovering from the economic impacts of COVID-19 over the next few years.

East Central WI Regional Planning Commission, as the Economic Development District for the Region, was invited to apply for an Economic Development Administration Institutional Grant to assist with the economic recovery of the region due to COVID-19. ECWRPC was awarded \$400,000 over two years to assist communities and businesses in the recovery and to develop a regional resiliency plan. East Central WI Regional Planning Commission will continue to work with communities and partner organizations on COVID-19 recovery and resiliency. At this time, it is unclear what the full impacts of COVID-19 will be on the local and regional economy.

**Figure 1: East Central RPC Table of Organization, August 2020**

COUNTY	NAME	PROPOSED COMMITTEE ASSIGNMENT
Calumet	Alice Connors	Steering Committee
Fond du Lac	Martin Farrell (Commission Chair)	Steering Committee
Menominee	Jeremy Johnson	Steering Committee
Outagamie	Jeff Nooyen (Commission Vice-Chair)	Steering Committee
Shawano	Tom Kautza	Steering Committee
Waupaca	Dick Koeppen	Steering Committee
Waushara	Donna Kalata	Steering Committee
Winnebago	David Albrecht	Steering Committee
Calumet	David DeTroye	Regional Comp. Planning Committee
Waushara	Robert Sivick	Regional Comp. Planning Committee
Outagamie	Mike Thomas	Regional Comp. Planning Committee
Outagamie	Nadine Miller	Regional Comp. Planning Committee
Winnebago	Lori Palmeri	Regional Comp. Planning Committee
Calumet	Merlin Gentz	Regional Comp. Planning Committee
Fond du Lac	Brenda Schneider	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	Community Facilities Committee
Calumet	Alice Connors	Economic Development Committee
Fond du Lac	Allen Buechel	Economic Development Committee
Outagamie	Jake Woodford	Economic Development Committee
Menominee	Ruth Winter	Economic Development Committee
Outagamie	Brian Smith	Economic Development Committee
Shawano	Chuck Dallas	Economic Development Committee
Waupaca	VACANT	Economic Development Committee
Winnebago	Mark Harris	Economic Development Committee
Calumet	Nicholas Kesler	Open Space/Env. Management Committee
Menominee	Jeremy Johnson	Open Space/Env. Management Committee
Outagamie	Lee Hammen	Open Space/Env. Management Committee
Waupaca	DuWayne Federwitz	Open Space/Env. Management Committee
Waushara	Larry Timm	Open Space/Env. Management Committee
Winnebago	Robert Schmeichel	Open Space/Env. Management Committee
Fond du Lac	Martin Farrell	Transportation Committee
Shawano	Steve Gueths	Transportation Committee
Shawano	Tom Kautza	Transportation Committee

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Outagamie	Kara Homan	Transportation Committee
Outagamie	Jeff Nooyen	Transportation Committee
Waupaca	Dick Koeppen	Transportation Committee
Waushara	Donna Kalata	Transportation Committee
Fond du Lac	Brian Kolstad	Transportation Committee
Winnebago	Robert Keller	Transportation Committee
Transit Rep.	Ron McDonald	Transportation Committee
WisDOT Rep.	Jill Michaelson (WisDOT)	Transportation Committee

**Figure 2: East Central WI Regional Planning Commission Staff, 2020**

Melissa Kraemer Badtke	Executive Director
Walt Raith	Assistant Director/MPO Director

**Administrative Department**

Erin Bonnin	Administrative Coordinator
Pam Scheibe Johnson/Kay Heiman	Controller

**Transportation Planning**

Dave Moesch	Associate Planner
Kim Biedermann	Associate Planner
Adam Bellcorelli	Associate Planner
Tanner Russell	Planner

**Safe Routes to School Program**

Ashley Tracy	SRTS Planner
Hannah Keckeisen	SRTS Planner

**Economic Development Program**

Kevin Englebert	Principal Planner
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**Environmental Management/Sewer Service Area Program**

Todd Verboomen	Principal Planner
Scott Konkle	Planning Specialist II/NR-135 Mine Reclamation

**Parks and Recreation Program**

Trish Nau	Principal Planner
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**GIS Department**

Mike Zuege	GIS Manager
Adam Pfefferle	GIS Planning Specialist II
Rachel Roth	GIS Planning Assistant

**IT Department**

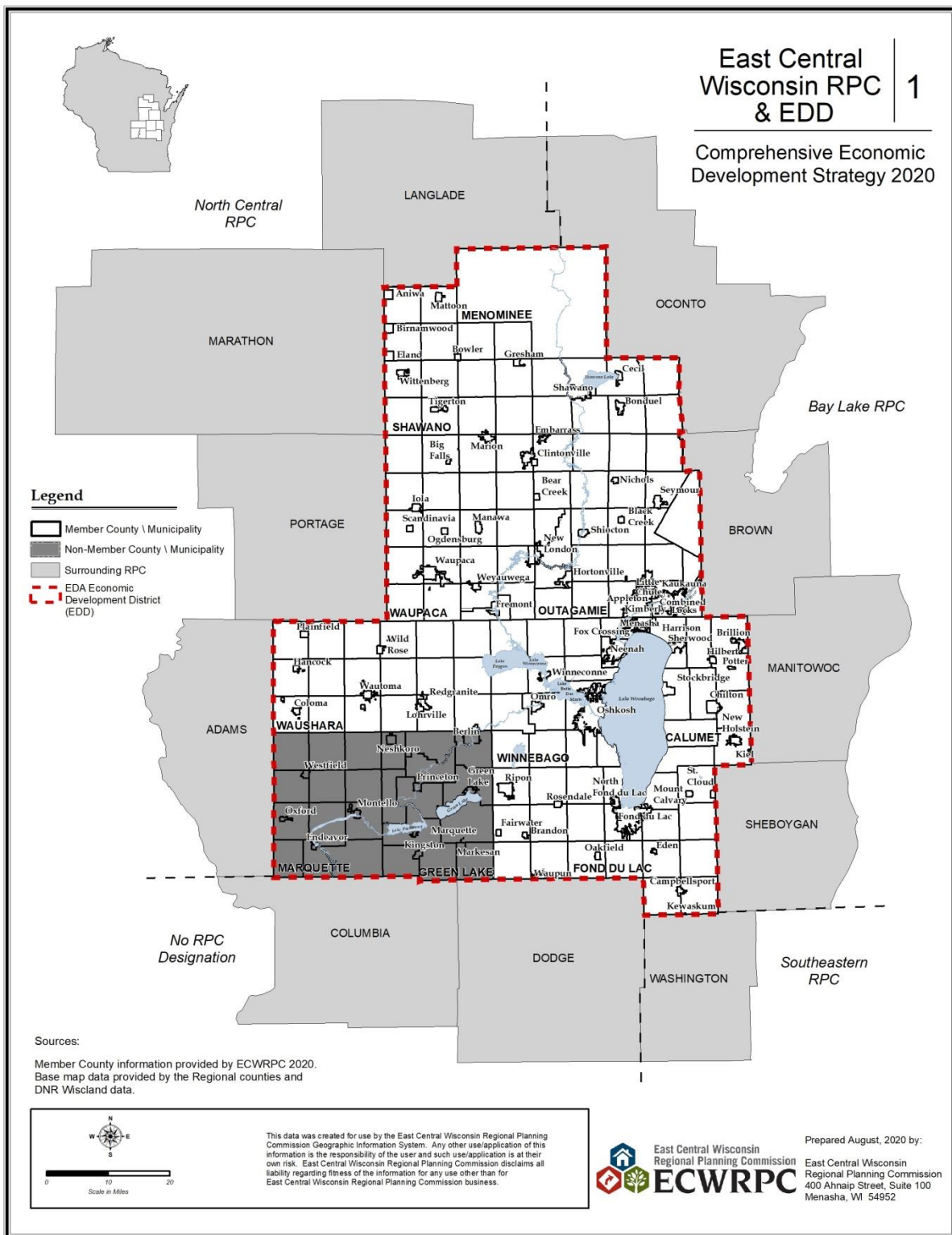
Tim Badtke	IT Manager
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## The 2020 CEDS Committee

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 *2020 CEDS Annual Performance Report*. Their assistance is greatly appreciated in preparing this document.

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



## 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 Assistance	\$ 135,000
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
2019	City of New Holstein	Calumet	Market Feasibility Study for Tecumseh site	Technical Assistance	\$	22,500
<b>Total EDA Investment in the East Central Region</b>						<b>\$ 15,273,488</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. Due to COVID-19 impacts there are significant impacts to the following figures and tables. This unforeseen global pandemic has impacted the economy of our region significantly. 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.

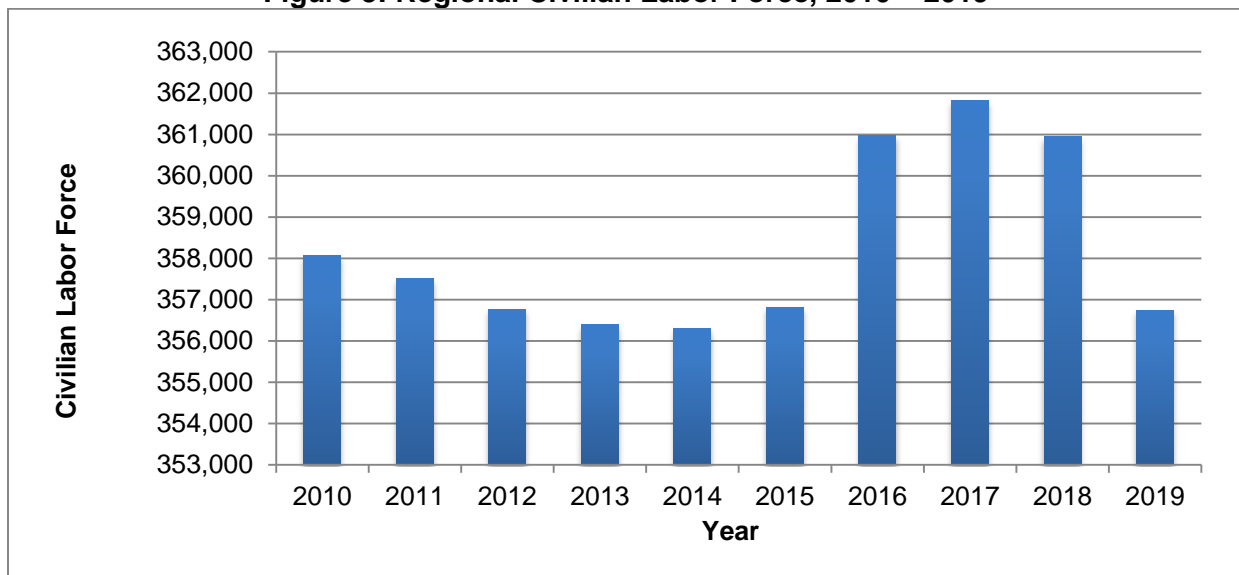
### Labor Force

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 2018 and 2019, the region's labor force contracted from 360,942 to 356,748 which was a 1.2 percent decrease (Appendix C). Between 2010 and 2019, the number of individuals counted as a part of the labor force decreased 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.

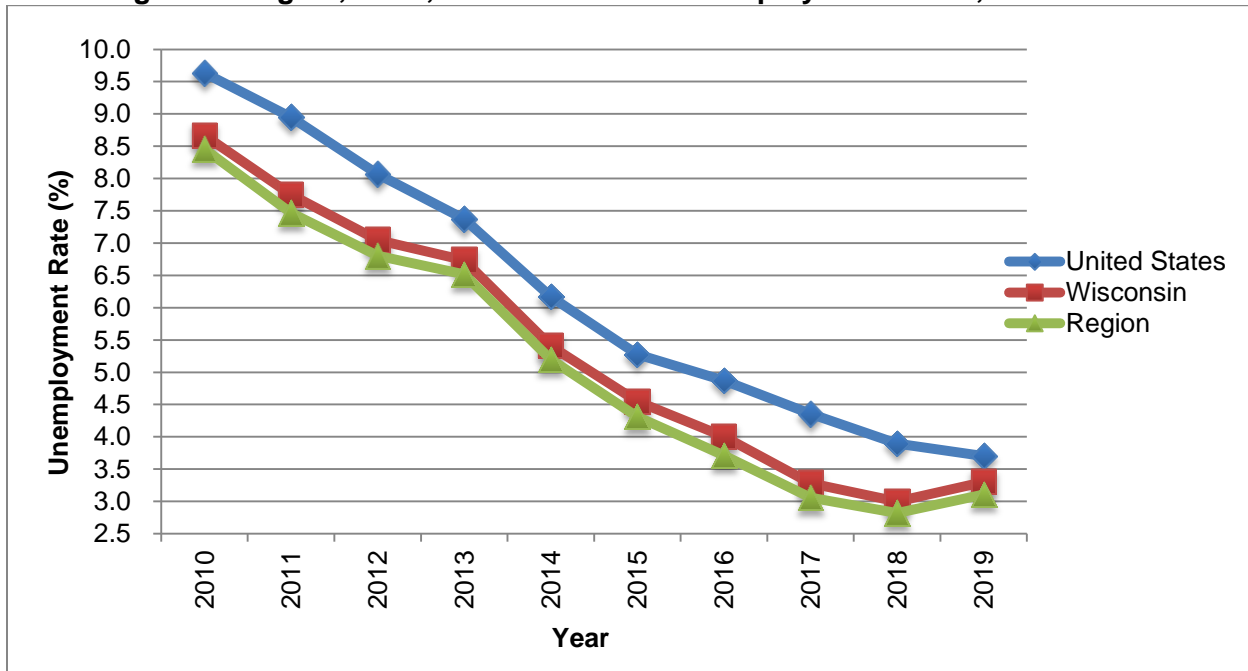


**Figure 3: Regional Civilian Labor Force, 2010 – 2019**

Source: Wisconsin Department of Workforce Development, Bureau of Workforce Training - Labor Market Information, Local Area Unemployment Statistics (LAUS) Results, 2019 Unemployment

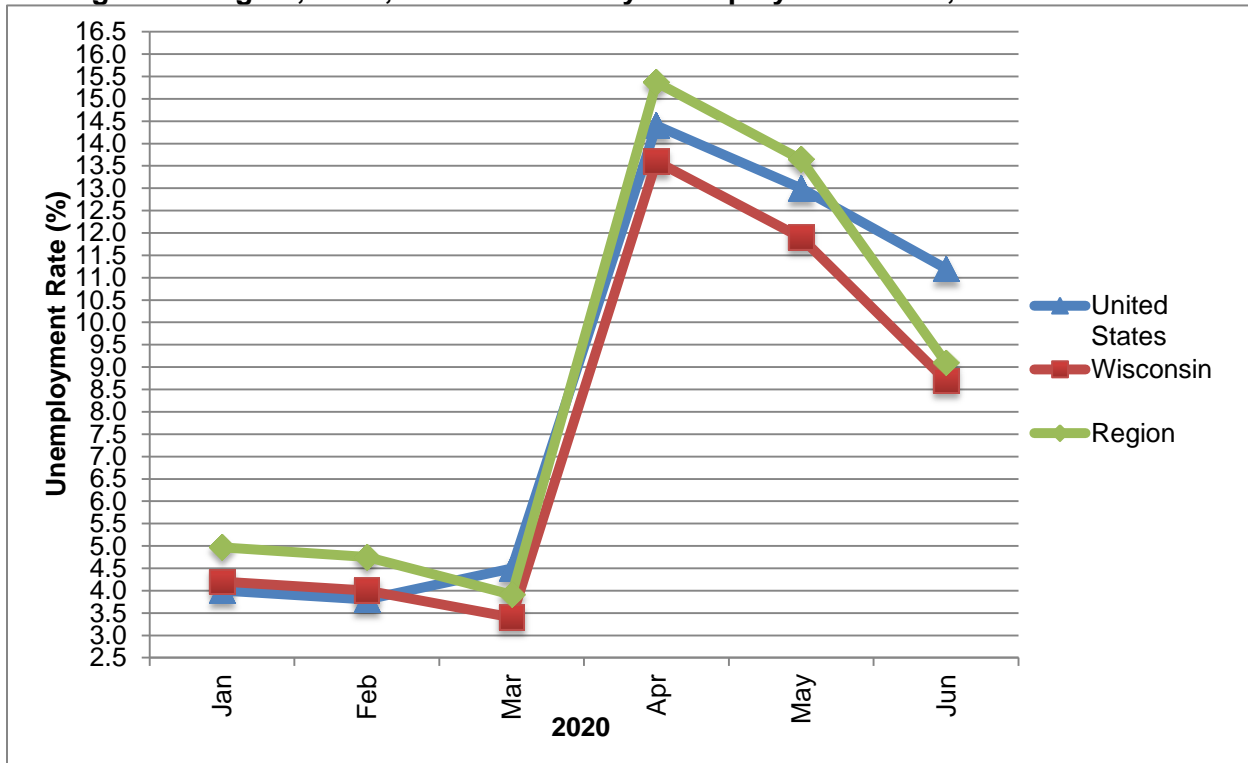
Figure 4 shows that the state's (3.3 percent) 2019 annual average unemployment rates were lower than the national average (3.7 percent) and slightly higher than the region's (3.1 percent). January through June 2020 monthly unemployment rates are shown in Figure 5 to illustrate the region's slight decline and then major rise in unemployment due to COVID-19 during the first half of 2020. Both the region and state performed better than the national average.

**Figure 4: Region, State, and U.S. Annual Unemployment Rates, 2010 – 2019**



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

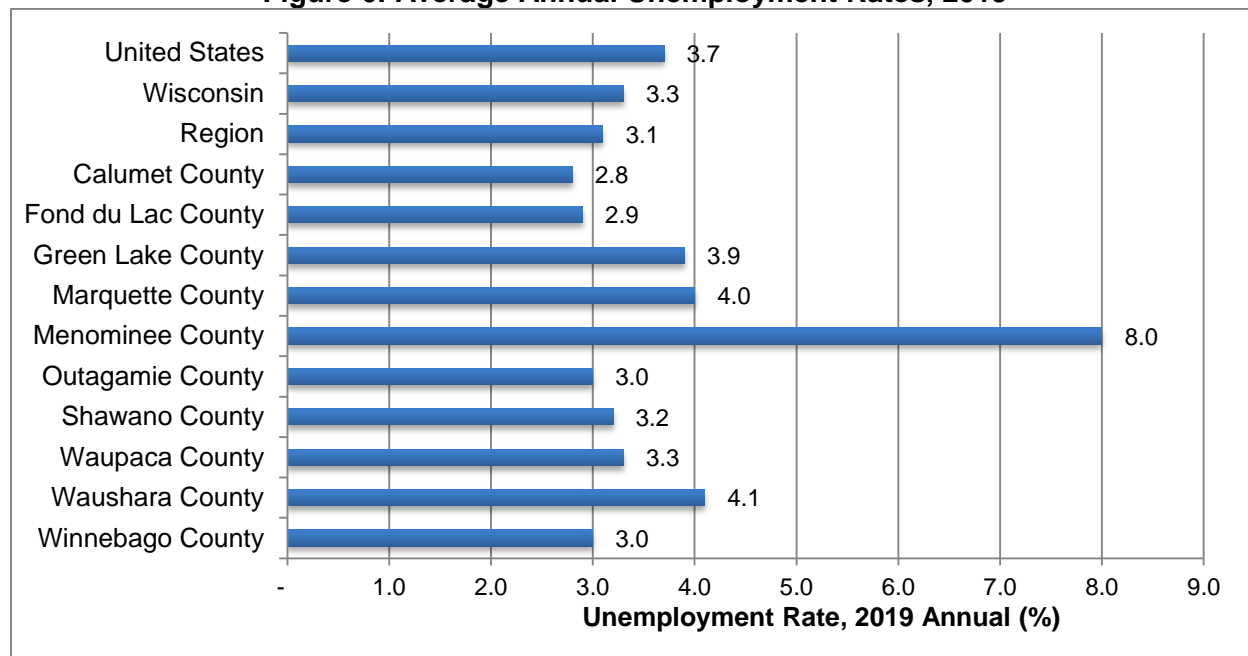
**Figure 5: Region, State, and U.S. Monthly Unemployment Rates, Jan. – June 2020**



Source: Wisconsin Department of Workforce Development. LAUS Benchmark and Estimates Reports, 2020  
Not Seasonally Adjusted

Figure 6 shows annual unemployment rates in 2019 for each of the counties in the region. Menominee County continues to experience the highest level of unemployment (8 percent). Waushara County had the second highest rate of unemployment (4.1 percent). Calumet County had the lowest unemployment rate (2.8 percent), followed by Fond du Lac County (2.9 percent). As such, the region's urban counties continue to exhibit lower unemployment rates than rural counties.

**Figure 6: Average Annual Unemployment Rates, 2019**



Source: Wisconsin Department of Workforce Development. LAUS Benchmark and Estimates Reports, 2019.  
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 2019, 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 (\$44,506). No counties surpassed the state PCI level (\$51,592) or the national PCI level (\$54,446). PCI levels were drastically lower than the national, state, and regional levels for Menominee County, where the PCI is 55.8 percent of the national level. Marquette, Shawano, and Waushara Counties have the next lowest PCI.

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## 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 2019, the region reported an annual average weekly wage of \$1,454 for the Utilities sector, with the highest county wage in Fond du Lac County at \$1,850. The highest wage reported in the provided average wage information was for Management of Companies and Enterprises (NAICS 55) sector in Winnebago County with an average week wage of \$2,787. The annual average wage (dollars per week) for Management of Companies and Enterprises was two dollars a week short of the Utilities Sector at \$1,452.

Other higher paying industry groups include professional and technical services, manufacturing, construction, and finance and insurance. The Professional and Technical Services sector reported a \$1,220 annual average weekly wage in the region. The Manufacturing sector reported a \$1,040 annual average weekly wage in the region. The Construction sector reported a \$980 annual average weekly wage in the region. Lastly, the Finance and Insurance sector reported a \$942 annual average weekly wage in the region.

Lower paying industry super sectors include the Arts Entertainment and 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 \$273.



## **SECTION 2**

# REPORT ON ECONOMIC DEVELOPMENT ACTIVITIES

## SECTION 2: REPORT ON ECONOMIC DEVELOPMENT ACTIVITIES

### EAST CENTRAL REGION'S ECONOMIC DEVELOPMENT ACTIVITIES

The East Central Region has been involved in the following economic development activities throughout the 2019-2020 year to support the implementation of the *2018 CEDS 5-Year Update*.

#### Operational Principles

As required by EDA, 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.

#### East Central Action Plan

The following section provides a brief summary of activities that the Commission has been involved with throughout 2019-2020 and will continue to undertake to support the operational principles and the overall goals and objectives of the *2018 5-year CEDS Update*. In addition to the activities list below, the Commission also has worked with communities on the impacts of COVID-19 to the local and regional economy and will continue to do so through the EDA institutional grant for the next two years.

#### ***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.) Yearly
C. Collaboration and coordination with state, regional, county, and local economic development organization/efforts. <ul style="list-style-type: none"> <li>• Provide administrative support for NEWREP, as financial manager</li> <li>• Serve as secretary of FCEDP</li> </ul>	Ongoing  2011 - Present 2017-2020

<p>D. Continued State Data Center affiliation by providing socioeconomic, transportation, land use, natural resource, community facilities, and housing data.</p> <ul style="list-style-type: none"> <li>Educate communities on the American Community Survey and 2010 Census Products via e-newsletter</li> </ul>	<p>Ongoing</p> <p>2011; Ongoing</p>
<p>E. Provision of technical assistance to local communities, through the Commission's technical assistance program.</p> <ul style="list-style-type: none"> <li>36 technical assistance requests were approved for 2020 with four of those falling into Economic Development category.</li> </ul>	<p>Ongoing</p>

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

Activity	Time Frame
<p>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:</p> <ul style="list-style-type: none"> <li>Long Range Transportation Plan</li> <li>Transportation Improvement Plans</li> <li>Work Program</li> </ul>	<p>Ongoing</p> <p>Every 5 years (2015, 2020, etc.)</p> <p>Annually</p> <p>Annually</p>
<p>B. Transportation Corridor Planning</p> <ul style="list-style-type: none"> <li>I-41 Corridor</li> </ul>	<p>Annually</p>
<p>C. Transportation Planning Assistance including MioVision traffic camera deployment, PASER road rating inventories, road sign inventories, culvert inventories.</p>	<p>Ongoing</p>
<p>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.</p>	<p>Ongoing</p>
<p>E. Developing and implementing a Regional Safe Routes to School (SRTS) Program.</p>	<p>Ongoing</p>
<p>F. Coordination of Specialized Transportation Plans for all ten counties within the region.</p>	<p>Updates every 5 years (2013, 2015, 2018, etc.)</p>
<p>G. Prepare Transit Development Plans (TDPs).</p> <ul style="list-style-type: none"> <li>Oshkosh Transit TDP</li> <li>Valley Transit TDP</li> <li>Fond du Lac Transit TDP</li> </ul>	<p>2011; updated in 2016, process of being updated - 2018</p> <p>2008-2009; update in 2015; process of being updated - 2018</p> <p>2008-2009; 2015; 2017</p>
<p>H. Continue coordinating discussions regarding Passenger Rail through Northeast Wisconsin.</p>	<p>Ongoing</p>
<p>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 American on creating Complete</p>	<p>2012 – Present</p>

Streets policies at the regional, MPO, and local levels.	
J. Commuter Service Study between Green Bay and Fond du Lac.	Ongoing,  Feasibility Study started in 2018 and implementation will continue on the MPO Work Program

**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 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</li> </ul>	Ongoing 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 Governor's Broadband Task Force and other broadband expansion efforts pertinent to East Central Wisconsin EDD 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. Socioeconomic data updates provided for:	Ongoing



<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> <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> <li>• Town of Caledonia</li> </ul> <p>Implementation assistance provided as requested for ECWRPC completed comprehensive plan updates.</p>	<p>2017-2019</p> <p>2018-2019</p> <p>2019-2020</p> <p>2018-2019</p> <p>2018-2019</p> <p>2019-2020</p> <p>2019-2020</p> <p>2018-2019</p> <p>2019-2020</p> <p>2019-2020</p> <p>Ongoing</p>
<p>B. Continue to administer the WDNR's Sewer Service Area (SSA) Program.</p> <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>	<p>2018-2019</p> <p>2019-2021</p> <p>Ongoing</p> <p>Ongoing</p>

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

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

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## 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;
- Calumet County Economic Development Group;
- Waupaca County 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 - 2020 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>• COVID-19 resiliency planning</li> <li>• COVID-19 data/economic hub</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>• New North NEW Launch Alliance</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>

	(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>• State Highway 23 expansion east of Fond du Lac</li> <li>• County Highway CA/STH 125/College Avenue from Casaloma Avenue to County CB – connector Appleton International Airport</li> <li>• Intermodal Freight Summit, New North</li> <li>• State Highway 15, Greenville to New London</li> <li>• Interstate 41 expansion study between Appleton and DePere, WI DOT</li> <li>• Overview of Intermodal Freight Facility 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>
COVID-19	<ul style="list-style-type: none"> <li>• Applied for and received an EDA Institutional Grant</li> <li>• Participated on conference calls with EDA and local communities regarding projects that may be eligible for CARES Act funding</li> <li>• Monitored employment data and jobs that were impacted by COVID-19</li> </ul>



## **SECTION 3**

# **EVALUATION OF PROGRESS ON IMPLEMENTATION PLAN AND 2020 PLANNED ACTIVITIES**

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## SECTION 3: EVALUATION OF PROGRESS ON IMPLEMENTATION PLAN AND 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
- **COVID-19 Recovery and Resiliency added in 2020**

#### 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. The impacts and the recovery of COVID-19 will be interwoven into the goals, objectives and strategies that are outlined in the following pages.

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.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
Strategy 1.1.1 Support statewide, regional, and local entity leadership programs through increased communication and information sharing.	LGs, EDOs, CCs, NPs, NNInc	<input type="checkbox"/>	◆	<input type="checkbox"/>	<input type="checkbox"/>	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.  ECWRPC to visit leadership academies throughout EC EDD	Participation at activities and new table of economic activities in CEDS annual reports  Visits of leadership academies	Yes  Yes	Yes  Yes	Ongoing  Ongoing
Objective 1.2. Identify community assets that support quality of life and livability.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
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	<input type="checkbox"/>	◆	<input type="checkbox"/>	<input type="checkbox"/>	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.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
Strategy 2.1.1. Connect students with internship and career exploration opportunities with local business.	K12s, IHEs, NEWERA, Private, DPI, Inspire Programs	◆	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	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.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
Strategy 2.2.1. Support and promote current workforce career transition programs, especially those supporting challenged populations.	FVWDB, BAWDB, EDOs, ECWRPC, Talent Hub	◆	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Share information regarding internship and career exploration through ECWRPC social media	Social media posts	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 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.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
Strategy 3.1.1. Maintain reliable, innovative transportation infrastructure networks.	ECWRPC, WisDOT, LGs, EDOs	◆	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	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.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
Strategy 3.2.1. Support the development of services and facilities necessary for long-term growth.	LGs, EDOs, PSC, ECWRPC	◆	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	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  NN study to find gaps in broadband expansion	Completed Smart Communities Plan  ECWRPC participates in broadband expansion panel with NN	Yes Yes	Yes Yes	By Q4 2020 Ongoing
Strategy 3.2.2. Explore broadband expansion and network connectivity.	LGs, EDOs, PSC, ECWRPC	<input type="checkbox"/>	<input type="checkbox"/>	◆	<input type="checkbox"/>	ECWRPC staff are in early stages of developing Smart Communities planning and programs for ECWRPC region. **Add Governor's Task Force and New North task force	Include broadband as a topic in Smart Communities plan  Support broadband expansion efforts in the region	Broadband information in Smart Communities Plan  Support Governor's broadband task force and NN expansion efforts	Yes Yes	Yes Yes	By Q4 2020 Ongoing
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.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
Strategy 3.3.1. Provide technical assistance to municipalities wishing to upgrade their structures and services.	LGs, EDOs, PSC, ECWRPC	◆	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	ECWRPC is working with City of Fond du Lac on potential Smart Community planning	Continue technical assistance program  Research possibility of sponsoring a "Strong Towns" presentation  Develop assessment needs for large scale development areas	Implementation of technical assistance program  Research and determination  Assessment	Yes Yes Yes	Yes Yes Yes	Ongoing By Q2 2020 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.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
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	◆	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	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.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
Strategy 4.2.1. Encourage start-ups and existing businesses to participate in such programs as gBeta, and direct them to resources housed on ECWRPC Economic Data and Resource webpage.	NNInc, WEDC, NEWCC, EDOs, CCs, ECWRPC	◆	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	ECWRPC staff involvement with Initiative 41 entrepreneurial activities	Encourage start-ups to find and use best possible business resources listed on ECWRPC Economic Data and Resource page – links to other partners in the region.	Maintain data sets and links on the ECWRPC Economic Data and Resource webpage	Yes	Yes	Ongoing
Objective 4.3. Promote International Trade and Foreign Direct Investment.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
Strategy 4.3.1. Increase awareness of resources at the local, state and federal level.	SBDC, EDOs, NEWCC, CCs, NNInc, WEDC, ECWRPC	◆	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	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 and Global New North	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.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
Strategy 5.1.1. Strengthen collective efforts to improve and expand the region's transportation, mobility infrastructure, and broadband connectivity throughout the region.	NEWCC, LGs, EDOs, ECWRPC, ON, NNInc	<input type="checkbox"/>	◆	<input type="checkbox"/>	<input type="checkbox"/>	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. Enhance broadband study to find gaps.	Continue transportation program  Engage with Amtrak to continue service  Continued upgrades for I-41  Participate on Broadband expansion plans	Federal and WI DOT reporting of activities  Engagement  Participation  Participation	Yes  Yes  Yes  Yes	Yes  Yes  Yes  Yes	Ongoing  Ongoing  Ongoing  Ongoing
Objective 5.2. Establish new opportunities for regional stakeholders to connect and work together on important regional economic development issues.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
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,WIDOT, Utilities	◆	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	ECWRPC staff hosted an 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	<input type="checkbox"/>	◆	<input type="checkbox"/>	<input type="checkbox"/>	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.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
Strategy 5.3.1. Encourage collaboration among public and nonprofit sectors.	EDOs, ECWRPC, WEDC, NNInc, Utilities	◆	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	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  Maintain Economic Development Story Map annually  Collaborate with public and nonprofit in regards to COVID-19 recovery and resiliency	Attended activities and strengthened partnerships  Updated Economic Development Story Map  Data collection and creation of Economic Data Hub for ECWRPC region	Yes  Yes  Yes	Yes  Yes  Yes	Ongoing  Ongoing  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 6 – COVID-19 RECOVERY AND RESILIENCY											
Objective 6.1. Data collection.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
Strategy 6.1.1. Data collecting to monitor the effects of the COVID-19 pandemic on businesses and industries within the ECWRPC region.	NEWCC, LGs, EDOs, ECWRPC, ON, NNInc	◆	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	This was not part of the 2018 5-year planning document and there was no activity on this until 2020	Begin collecting data to show impacts of COVID-19 on businesses and industry within the ECWRPC Region	Begin creating a data Hub for economic development activities for the region	Yes	Yes	Ongoing



## **SECTION 4**

# ECONOMIC RESILIENCE

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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. Not seen during the 2018 5-year update, but what we are dealing with now is a global pandemic – COVID-19. Six months into it, we are still navigating the path to bring the region back to prosperity and solidifying our economic resiliency in the region.

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.

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

- Strengthen coordination between the Workforce Development Boards, and support services to address short, intermediate, and long-term recovery needs of specific sectors.
- COVID-19 impacts and responses – monitoring economic data and find ways to assist communities in finding funding and building strong networks to improve resiliency and economic health in the region.

## FURTHER DISCUSSION ON THREATS

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

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

## 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; and
- continue to work with communities on COVID-19 recovery and resiliency through the EDA CARES Act institutional grant awarded in 2020.

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.

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

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.



## **APPENDICES**





## **APPENDIX A**

RESOLUTION NO. 27-20

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**APPENDIX A: RESOLUTION NO. 27-20**

**ADOPTING THE 2020 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 2020 CEDS Annual Performance Report provides updated socio-economic data, and a report of 2020 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 2020 Comprehensive Economic Development Strategy Annual Performance Report.

**Section 2.** That the Commission submit the 2020 CEDS Annual Performance Report to the Regional Office of EDA requesting approval of the document and continued designation as an Economic Development District.

Effective Date: October 30, 2020

Submitted By: Economic Development Committee

Prepared By: Melissa Kraemer Badtke, Executive Director

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Martin Farrell, Chair – Fond du Lac County



## **APPENDIX B**

2020 CEDS COMMITTEE

**APPENDIX B: 2020 CEDS COMMITTEE**

<b>Name</b>		<b>Title</b>	<b>Organization</b>
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
Jerry	Bougie	Planning Director	Winnebago County Planning Dept.
Joel	Burow	Manager/ Business & Community Development	Wisconsin Public Service
Naletta	Burr	Economic Development Director	WEDC
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
Andrew	Dane	Interim Comm. Dev. Director	City of Waupaca
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
Karen	Harkness	Director	City of Appleton Community Development
Fran	Hill	CEO	Green Lake Renewal
Kara	Homan	Planning Director	Outagamie County
Kari	Hopfensperger	Planner	Shawano County
Meridith	Jaeger	Dean of Corporate Training & Economic Development	Northeast Wisconsin Technical College
Robert	Jakel	Director	City of Kaukauna
Lindsey	Kemnitz	Community Development Director	City of Berlin
Matt	Kirkman	Land Use Planning & Zoning Director	Green Lake County
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
Jerry	Murphy	Executive Director	NEWERA
Thomas	Onofrey	Director	Marquette County
Sadie	Parafiniuk	CEO/President	Envision Greater Fond du Lac
Troy	Parr	Community & Economic Development Director	Oneida Nation
Mike	Patza	Planner	Town of Grand Chute
Jason	Pausma	Senior Planner	Outagamie County
Amy	Pietsch	Director	FVTC Venture Center
Matthew	Rehbein	Economic Development Specialist	City of Appleton Community Development
Sam	Schroeder	Community Development Director	City of Menasha
Jayne	Sellen	Vice President of Economic Development	Fox Cities Regional Partnership
Sydney	Swan	Economic Development Planner	Bay Lake Regional Planning Commission
Dave	Theil	Executive Director	Waupaca County Economic Development Corporation
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
Jake	Woodford	Mayor	City of Appleton

\*Note: This is a listing of the CEDS Committee that was invited to participate in the development of the 2020 Annual Update.



## **APPENDIX C**

### **CIVILIAN LABOR FORCE**

## APPENDIX C: CIVILIAN LABOR FORCE

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

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	% Change 2018-2019
<b>United States</b>											
Civilian Labor Force	153,889,000	153,817,000	154,975,000	155,389,000	155,922,000	157,130,000	159,187,000	160,320,000	162,075,000	163,539,000	0.9%
Employed	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	157,538,000	1.1%
Unemployed	14,825,000	13,748,000	12,506,000	11,460,000	9,617,000	8,296,000	7,751,000	6,983,000	6,314,000	6,001,000	-5.0%
Unemployment Rate	9.6	8.9	8.1	7.4	6.2	5.3	4.9	4.4	3.9	3.7	-5.8%
<b>Wisconsin</b>											
Civilian Labor Force	3,081,512	3,079,759	3,073,981	3,079,305	3,081,543	3,092,181	3,125,311	3,140,410	3,133,294	3,105,142	-0.9%
Employed	2,814,393	2,840,996	2,857,418	2,871,997	2,914,922	2,951,483	3,000,231	3,037,453	3,039,295	3,001,215	-1.3%
Unemployed	267,119	238,763	216,563	207,308	166,621	140,698	125,080	102,957	93,999	103,927	10.6%
Unemployment Rate	8.7	7.8	7.0	6.7	5.4	4.6	4.0	3.3	3.0	3.3	11.6%
<b>East Central Region</b>											
Civilian Labor Force	358,089	357,511	356,772	356,391	356,305	356,818	360,967	361,822	360,942	356,748	-1.2%
Employed	327,795	330,815	332,501	333,160	337,775	341,428	347,576	350,762	350,758	345,662	-1.5%
Unemployed	30,274	26,696	24,271	23,231	18,530	15,390	13,391	11,060	10,184	11,086	8.9%
Unemployment Rate	8.5	7.5	6.8	6.5	5.2	4.3	3.7	3.1	2.8	3.1	10.1%
<b>Calumet County</b>											
Civilian Labor Force	27,304	27,520	27,296	27,183	27,141	27,461	27,773	27,978	27,919	27,565	-1.3%
Employed	25,420	25,885	25,837	25,753	26,006	26,481	26,883	27,199	27,204	26,791	-1.5%
Unemployed	1,884	1,635	1,459	1,430	1,135	980	890	779	715	774	8.3%
Unemployment Rate	6.9	5.9	5.3	5.3	4.2	3.6	3.2	2.8	2.6	2.8	9.6%
Share of District Workforce	7.6	7.7	7.7	7.6	7.6	7.7	7.7	7.7	7.7	7.7	-0.1%
<b>Fond du Lac County</b>											
Civilian Labor Force	56,516	56,212	56,122	57,075	57,108	57,033	57,047	57,191	57,658	57,386	-0.5%
Employed	51,715	52,103	52,478	53,566	54,304	54,708	55,042	55,573	56,139	55,701	-0.8%
Unemployed	4,801	4,109	3,644	3,509	2,804	2,325	2,005	1,618	1,519	1,685	10.9%
Unemployment Rate	8.5	7.3	6.5	6.1	4.9	4.1	3.5	2.8	2.6	2.9	11.5%
Share of District Workforce	15.8	15.7	15.7	16.0	16.0	16.0	15.8	15.8	16.0	16.1	0.7%
<b>Green Lake County</b>											
Civilian Labor Force	10,308	10,385	10,314	10,208	10,045	9,995	9,783	9,736	9,773	9,456	-3.2%
Employed	9,347	9,534	9,539	9,398	9,399	9,453	9,305	9,371	9,448	9,086	-3.8%
Unemployed	961	851	775	810	646	542	478	365	325	370	13.8%
Unemployment Rate	9.3	8.2	7.5	7.9	6.4	5.4	4.9	3.7	3.3	3.9	17.7%
Share of District Workforce	2.9	2.9	2.9	2.9	2.8	2.8	2.7	2.7	2.7	2.7	-2.1%
<b>Marquette County</b>											
Civilian Labor Force	7,691	7,609	7,580	7,511	7,326	7,499	7,570	7,627	7,738	7,714	-0.3%
Employed	6,855	6,851	6,911	6,877	6,801	7,039	7,185	7,333	7,464	7,409	-0.7%
Unemployed	836	758	669	634	525	460	385	294	274	305	11.3%
Unemployment Rate	10.9	10.0	8.8	8.4	7.2	6.1	5.1	3.9	3.5	4.0	11.7%
Share of District Workforce	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.2	0.9%

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

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	% Change 2018-2019
<b>Menominee County</b>											
Civilian Labor Force	1,550	1,603	1,589	1,573	1,600	1,604	1,578	1,611	1,619	1,629	0.6%
Employed	1,279	1,328	1,330	1,324	1,402	1,449	1,458	1,516	1,527	1,498	-1.9%
Unemployed	271	275	259	249	198	155	120	95	92	131	42.4%
Unemployment Rate	17.5	17.2	16.3	15.8	12.4	9.7	7.6	5.9	5.7	8.0	41.5%
Share of District Workforce	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.5	1.8%
<b>Outagamie County</b>											
Civilian Labor Force	100,596	100,375	100,332	100,500	101,278	101,956	104,081	104,235	103,628	103,135	-0.5%
Employed	92,454	93,283	93,885	94,371	96,459	97,919	100,418	101,108	100,730	100,059	-0.7%
Unemployed	8,142	7,092	6,447	6,129	4,819	4,037	3,663	3,127	2,898	3,076	6.1%
Unemployment Rate	8.1	7.1	6.4	6.1	4.8	4.0	3.5	3.0	2.8	3.0	6.6%
Share of District Workforce	28.1	28.1	28.1	28.2	28.4	28.6	28.8	28.8	28.7	28.9	0.7%
<b>Shawano County</b>											
Civilian Labor Force	21,884	21,775	21,621	21,470	21,295	21,287	21,339	21,502	21,599	21,024	-2.7%
Employed	19,645	19,790	19,894	19,868	20,033	20,250	20,453	20,809	20,948	20,342	-2.9%
Unemployed	2,239	1,985	1,727	1,602	1,262	1,037	886	693	651	682	4.8%
Unemployment Rate	10.2	9.1	8.0	7.5	5.9	4.9	4.2	3.2	3.0	3.2	7.6%
Share of District Workforce	6.1	6.1	6.1	6.0	6.0	6.0	5.9	5.9	6.0	5.9	-1.5%
<b>Waupaca County</b>											
Civilian Labor Force	27,744	27,712	27,389	27,361	27,318	27,038	27,028	26,663	26,377	25,943	-1.6%
Employed	25,123	25,400	25,311	25,360	25,774	25,784	25,962	25,815	25,597	25,093	-2.0%
Unemployed	2,621	2,312	2,078	2,001	1,544	1,254	1,066	848	780	850	9.0%
Unemployment Rate	9.4	8.3	7.6	7.3	5.7	4.6	3.9	3.2	3.0	3.3	10.8%
Share of District Workforce	7.7	7.8	7.7	7.7	7.7	7.6	7.5	7.4	7.3	7.3	-0.5%
<b>Waushara County</b>											
Civilian Labor Force	12,026	11,919	12,020	11,830	11,616	11,490	11,506	11,442	11,675	11,422	-2.2%
Employed	10,731	10,752	10,968	10,816	10,786	10,766	10,927	10,987	11,269	10,955	-2.8%
Unemployed	1,295	1,167	1,052	1,014	830	724	579	455	406	467	15.0%
Unemployment Rate	10.8	9.8	8.8	8.6	7.1	6.3	5.0	4.0	3.5	4.1	17.6%
Share of District Workforce	3.4	3.3	3.4	3.3	3.3	3.2	3.2	3.2	3.2	3.2	-1.0%
<b>Winnebago County</b>											
Civilian Labor Force	92,450	92,401	92,509	91,680	91,578	91,455	93,262	93,837	92,956	91,474	-1.6%
Employed	85,226	85,889	86,348	85,827	86,811	87,579	89,943	91,051	90,432	88,728	-1.9%
Unemployed	7,224	6,512	6,161	5,853	4,767	3,876	3,319	2,786	2,524	2,746	8.8%
Unemployment Rate	7.8	7.0	6.7	6.4	5.2	4.2	3.6	3.0	2.7	3.0	10.6%
Share of District Workforce	25.8	25.8	25.9	25.7	25.7	25.6	25.8	25.9	25.8	25.6	-0.4%

Source: Wisconsin Department of Workforce Development, Bureau of Workforce Training – Labor Market Information  
Query Results – Created on June 9, 2020  
<http://jobcenterofwisconsin.com/wisconomy>



## **APPENDIX D**

### **PERSONAL PER CAPITA INCOME**



## APPENDIX D: PERSONAL PER CAPITA INCOME

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

	1990	1995	2000	2005	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	% Change 2009-2018
<b>United States</b>															
Per Capita Income	\$ 19,621	\$ 23,607	\$ 30,657	\$ 34,849	\$ 39,284	\$ 40,545	\$ 42,727	\$ 44,582	\$ 44,826	\$ 47,025	\$ 48,940	\$ 49,831	\$ 51,640	\$ 54,446	38.6%
<b>Wisconsin</b>															
Per Capita Income	\$18,438	\$23,015	\$29,573	\$34,353	\$38,085	\$38,995	\$41,112	\$42,947	\$43,079	\$44,785	\$46,571	\$47,426	\$48,941	\$51,592	35.5%
Percent of US PCI	94.0%	97.5%	96.5%	98.6%	96.9%	96.2%	96.2%	96.3%	96.1%	95.2%	95.2%	95.2%	94.8%	94.8%	-2.3%
<b>Region</b>															
Per Capita Income	\$15,932	\$20,109	\$25,217	\$29,634	\$33,180	\$34,294	\$36,147	\$37,609	\$37,836	\$39,408	\$40,857	\$41,356	\$42,428	\$44,506	34.1%
Percent of US PCI	81.2%	85.2%	82.3%	85.0%	84.5%	84.6%	84.6%	84.4%	84.4%	83.8%	83.5%	83.0%	82.2%	81.7%	-3.2%
<b>Calumet</b>															
Per Capita Income	\$17,036	\$22,810	\$29,388	\$31,800	\$36,807	\$37,309	\$39,963	\$41,145	\$41,715	\$44,428	\$45,289	\$46,765	\$47,920	\$50,776	38.0%
Percent of US PCI	86.8%	96.6%	95.9%	91.3%	93.7%	92.0%	93.5%	92.3%	93.1%	94.5%	92.5%	93.8%	92.8%	93.3%	-0.5%
<b>Fond du Lac</b>															
Per Capita Income	\$18,701	\$23,254	\$28,643	\$32,144	\$35,566	\$36,852	\$38,223	\$39,973	\$39,960	\$42,098	\$43,712	\$44,179	\$45,753	\$48,126	35.3%
Percent of US PCI	95.3%	98.5%	93.4%	92.2%	90.5%	90.9%	89.5%	89.7%	89.1%	89.5%	89.3%	88.7%	88.6%	88.4%	-2.4%
<b>Green Lake</b>															
Per Capita Income	\$17,132	\$21,140	\$26,688	\$31,985	\$34,416	\$36,120	\$39,104	\$41,622	\$40,340	\$42,795	\$43,865	\$43,477	\$44,037	\$46,152	34.1%
Percent of US PCI	87.6%	89.5%	87.1%	91.8%	87.6%	89.1%	91.5%	93.4%	90.0%	91.0%	89.6%	87.2%	85.3%	84.8%	-3.2%
<b>Marquette</b>															
Per Capita Income	\$14,711	\$16,793	\$21,397	\$26,149	\$30,014	\$31,429	\$33,339	\$34,095	\$35,381	\$36,195	\$37,438	\$38,191	\$39,340	\$41,182	37.2%
Percent of US PCI	75.0%	71.1%	69.8%	75.0%	76.4%	77.5%	78.0%	76.5%	78.9%	77.0%	76.5%	76.6%	76.2%	75.6%	-1.0%
<b>Menominee</b>															
Per Capita Income	\$9,707	\$14,435	\$16,680	\$19,443	\$24,912	\$25,343	\$25,371	\$26,612	\$27,641	\$27,288	\$29,396	\$28,748	\$28,761	\$30,371	21.9%
Percent of US PCI	49.5%	61.1%	54.4%	55.8%	63.4%	62.5%	59.4%	59.7%	61.7%	58.0%	60.1%	57.7%	55.7%	55.8%	-12.0%
<b>Outagamie</b>															
Per Capita Income	\$18,594	\$23,669	\$30,010	\$35,109	\$37,711	\$38,665	\$40,837	\$42,469	\$42,769	\$44,563	\$46,415	\$47,870	\$49,191	\$51,230	35.8%
Percent of US PCI	94.8%	100.3%	97.9%	100.7%	96.0%	95.4%	95.6%	95.3%	95.4%	94.8%	94.8%	96.1%	95.3%	94.1%	-2.0%
<b>Shawano</b>															
Per Capita Income	\$13,827	\$18,086	\$22,850	\$27,514	\$30,886	\$32,307	\$34,053	\$35,189	\$35,886	\$37,441	\$38,415	\$39,037	\$40,357	\$42,290	36.9%
Percent of US PCI	70.5%	76.6%	74.5%	79.0%	78.6%	79.7%	79.7%	78.9%	80.1%	79.6%	78.5%	78.3%	78.2%	77.7%	-1.2%
<b>Waupaca</b>															
Per Capita Income	\$16,191	\$20,369	\$25,442	\$32,055	\$35,113	\$36,164	\$37,381	\$39,109	\$39,523	\$41,230	\$42,271	\$42,804	\$44,009	\$45,629	29.9%
Percent of US PCI	82.5%	86.3%	83.0%	92.0%	89.4%	89.2%	87.5%	87.7%	88.2%	87.7%	86.4%	85.9%	85.2%	83.8%	-6.2%
<b>Waushara</b>															
Per Capita Income	\$14,661	\$17,194	\$22,066	\$26,491	\$30,381	\$31,574	\$33,952	\$35,669	\$35,375	\$36,571	\$38,366	\$37,910	\$39,064	\$41,204	35.6%
Percent of US PCI	74.7%	72.8%	72.0%	76.0%	77.3%	77.9%	79.5%	80.0%	78.9%	77.8%	78.4%	76.1%	75.6%	75.7%	-2.1%
<b>Winnebago</b>															
Per Capita Income	\$18,702	\$23,338	\$29,001	\$33,649	\$35,994	\$37,175	\$39,247	\$40,210	\$39,765	\$41,468	\$43,407	\$44,583	\$45,852	\$48,101	33.6%
Percent of US PCI	95.3%	98.9%	94.6%	96.6%	91.6%	91.7%	91.9%	90.2%	88.7%	88.2%	88.7%	89.5%	88.8%	88.3%	-3.6%

Source: CAINC1 Personal Income Summary: Personal Income, Population, Per Capita Personal Income.



## **APPENDIX E**

### **2019 COUNTY NAICS ANNUAL AVERAGE WAGE**

## APPENDIX E: 2019 COUNTY NAICS ANNUAL AVERAGE WAGE

## 2019 County NAICS Annual Average Wage (dollars per week)

		Calumet	Fond du Lac	Green Lake	Marquette	Menominee	Outagamie	Shawano	Waupaca	Waushara	Winnebago	Region
	Average, All Industries (All Ownership)	775	902	764	754	661	954	669	754	691	1,041	797
	Average, All Industries (All Private Ownership)	776	904	775	758	297	956	667	754	672	1,055	761
	Average, All Industries (All Government)	758	887	717	737	683	936	677	751	757	933	784
11	Ag Forestry Fishing & Hunting	779	654	659	S	0	812	812	570	696	S	623
21	Mining Quarrying & Oil & Gas Extraction	818	933	1,556	S	0	1,054	0	0	0	S	545
22	Utilities	1,616	1,850	1,721	792	S	1,698	1,347	1,493	1,693	880	1,454
23	Construction	970	1,293	1,350	894	0	1,308	908	984	722	1,375	980
31-33	Mfg	984	1,139	774	1,152	S	1,177	836	1,047	963	1,292	1,040
42	Whls Trade	877	1,141	1,039	715	0	1,335	1,001	984	843	1,096	903
44-45	Retail Trade	525	545	549	398	S	551	502	483	442	509	500
48-49	Trans & Warehousing	843	872	896	564	515	924	735	696	880	939	786
51	Information	871	817	816	1,142	0	1,040	747	721	745	1,188	809
52	Finance & Insurance	996	1,184	1,056	762	0	1,473	893	865	827	1,365	942
53	Real Estate & Rental & Leasing	407	768	663	355	S	870	508	544	488	741	594
54	Professional & Technical Services	1,497	1,249	959	S	S	1,321	S	847	S	1,447	1,220
55	Management Of Companies & Enterprises	1,417	1,172	2,215	S	0	1,715	S	856	S	2,787	1,452
56	Admin & Waste Services	784	641	577	658	S	718	824	601	321	627	639
61	Educational Services	725	855	792	746	769	884	662	735	763	852	778
62	Health Care & Social Assistance	727	1,016	847	508	813	1,015	643	698	707	890	786
71	Arts Entertainment & Recreation	277	322	293	377	S	284	255	338	216	400	307
72	Accommodation & Food Services	246	283	274	220	S	309	358	237	245	282	273
81	Other Services Exc Public Admin	534	490	716	644	314	560	554	505	525	496	534
92	Public Admin	790	900	629	701	691	968	662	668	798	936	774
99	Unclassified	0	0	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

## EAST CENTRAL WISCONSIN REGIONAL PLANNING COMMISSION

Martin Farrell, Chair  
Jeff Nooyen, Vice-Chair  
Melissa Kraemer Badtke, Secretary-Treasurer

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Nicholas Kesler  
Merlin Gentz  
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Brian Kolstad  
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