

2022 Comprehensive Economic Development Strategy (CEDS) Annual Report



East Central Wisconsin
Regional Planning Commission

ECWRPC

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

2022 Comprehensive Economic Development Strategy (CEDS) Annual Performance Report

October 5, 2022

Prepared by the
East Central Wisconsin Regional Planning Commission

ABSTRACT

TITLE: 2022 Comprehensive Economic Development Strategy
(CEDS) Annual Performance Report

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The 2022 Annual CEDS Performance Report analyzes the East Central Wisconsin 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 EDA, which can be found on ECWRPC's website: www.ecwrpc.org/ceds. ECWRPC is pleased to submit its *2022 CEDS Annual Performance Report* to the EDA.

2022 ANNUAL PERFORMANCE REPORT

This report analyzes the East Central Wisconsin 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.

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 ED21CHI3020006 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

SECTION 1: ADJUSTMENT TO THE 2018 CEDS

ADJUSTMENTS TO THE ECWRPC AND CEDS COMMITTEE

The composition of the Commission and the CEDS Committee has changed 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 31 commissioners. All county executives and county board chairs are commissioners. Towns and cities are also represented. 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 September 2022 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. The COVID-19 pandemic significantly impacted business, communities, and tourism throughout the East Central region and the region continues to recover from the wide-ranging economic impacts of COVID-19.

East Central WI Regional Planning Commission, as the Economic Development District for the Region, received an Economic Development Administration CARES Act Grant in 2020 to assist with the economic recovery of the region from COVID-19. ECWRPC was awarded \$400,000 over two years to assist communities and businesses in their recovery and to develop a regional resiliency plan. East Central WI Regional Planning Commission continues to work with communities and partner organizations on COVID-19 recovery and resiliency initiatives. Although much is known, at this time it remains unclear what the full impacts of COVID-19 will be on the local and regional economy.

Figure 1: East Central RPC Table of Organization, September 2022

COUNTY	NAME	COMMITTEE
Calumet	Alice Connors	Steering Committee
Fond du Lac	Steve Abel	Steering Committee
Menominee	Jeremy Johnson (Perm Alt) - Elizabeth Moses	Steering Committee
Outagamie	Jeff Nooyen	Steering Committee
Shawano	Tom Kautza	Steering Committee
Waupaca	Dick Koeppen	Steering Committee
Wausara	John Jarvis (until 12-31-22)	Steering Committee
Winnebago	David Albrecht (Perm Alt) - Tom Egan	Steering Committee
Fond du Lac	Brenda Schneider	Community Facilities Committee
Menominee	James Lowey	Community Facilities Committee
Outagamie	Jeff Nooyen	Community Facilities Committee
Waupaca	Aaron Jenson (Perm Alt) - Brian Smith	Community Facilities Committee
Winnebago	David Albrecht (Perm Alt) - Tom Egan	Community Facilities Committee
Shawano	Appointee	Community Facilities Committee
Wausara	Appointee	Community Facilities Committee
Calumet	Alice Connors	Economic Development Committee
Fond du Lac	Sam Kaufmann	Economic Development Committee
Outagamie	Karen Harkness (Alt) - Jake Woodford	Economic Development Committee
Wausara	John Jarvis (until 12-31-22)	Economic Development Committee
Winnebago	Jerry Bougie (Perm Alt) - Jon Doemel	Economic Development Committee
Menominee	Jeremy Johnson (Perm Alt) - Elizabeth Moses	Open Space/Env. Management Committee
Outagamie	Lee Hammen	Open Space/Env. Management Committee
Waupaca	DuWayne Federwitz	Open Space/Env. Management Committee
Wausara	David Bosshard (until 12-31-22)	Open Space/Env. Management Committee
Winnebago	Robert Schmeichel	Open Space/Env. Management Committee
Calumet	David DeTroye (Perm Alt) - Tom Reinl	Regional Comp. Planning Committee
Outagamie	Nadine Miller	Regional Comp. Planning Committee
Shawano	Steve Gueths	Regional Comp. Planning Committee
Winnebago	Lori Palmeri	Regional Comp. Planning Committee
Menominee	Appointee	Regional Comp. Planning Committee
Calumet	Nick Kesler	Transportation Committee
Fond du Lac	Steve Abel	Transportation Committee
Fond du Lac	Patrick Mullen	Transportation Committee
Outagamie	Kara Homan (Perm Alt) - Thomas Nelson	Transportation Committee
Shawano	Tom Kautza	Transportation Committee
Waupaca	Dick Koeppen	Transportation Committee
Winnebago	Robert Keller	Transportation Committee
Valley Transit	Ronald McDonald	Transportation Committee
WisDOT	Scott Nelson	Transportation Committee

Figure 2: East Central WI Regional Planning Commission Staff, 2022

Melissa Kraemer Badtke	Executive Director/MPO Director
Kevin Englebert	Deputy Director/Economic Development

Administrative Department

Leann Buboltz	Administrative Coordinator
Sara Otting	Controller

Transportation Planning

Kim Biedermann	Principal Planner
Adam Bellcorelli	Associate Planner
Tanner Russell	Associate Planner
Colin Kafka	Associate Planner
Brenna Root	Associate Planner

Safe Routes to School Program

Jennie Mayer	Senior Planner
Katie Livernash	Associate Planner
Kim Dieck	Associate Planner

Economic Development Program

Sara Gilbert	LTE Associate Planner
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Environmental Planning Program

Wilhelmina Paustian	Senior Planner
Scott Konkle	Senior Planner

GIS Department

Mike Zuege	GIS Manager
Rachel Roth	GIS Analyst I
Casey Peters	GIS Analyst I

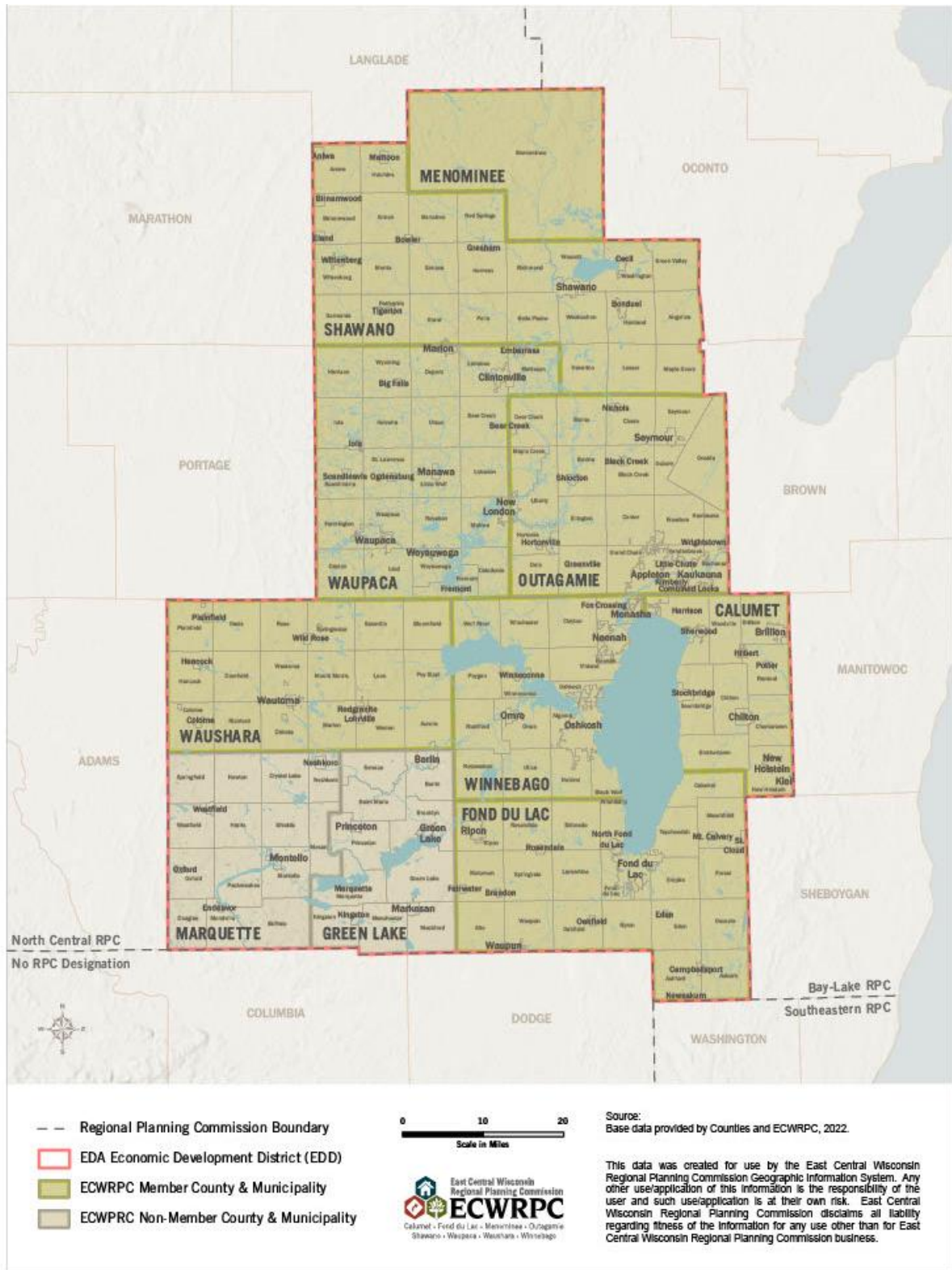
IT Department

Tim Badtke	IT Manager
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The 2022 CEDS Committee

The CEDS Committee, 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 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, tribes, and other professionals are designated as the official CEDS committee for ECWRPC (Appendix B).

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 \$21 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	\$2,333,743
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
2020	East Central Wisconsin RPC	Regional	CARES Act Economic Recovery Grant	CARES Act - Institutional	\$400,000
2021	New North	Regional	Broadband Access Study and Expansion Plan	CARES Act -Economic Adjustment Assistance	\$500,000
2021	Menominee Indian Tribe of Wisconsin	Menominee	Economic Development, Diversification, and Recovery Assistance Grant	CARES Act - Economic Adjustment Assistance	\$1,500,000
2021	City of Waupaca	Waupaca	Economic Recovery and Diversification Study	Technical Assistance	\$100,000
2022	Appleton International Airport	Outagamie	Appleton Aviation Business Park Expansion	ARPA - Economic Adjustment Assistance	\$3,000,000
Total EDA Investment in the East Central Region					\$20,983,488

* Includes 3-year grant awarded to the Commission in 2021 to fund planning activities from 2021-2023.

ADJUSTMENTS TO THE STRATEGY

Since the completion of the *2018 CEDS 5-year Update* and prior to the COVID-19 pandemic, the East Central Region did not experience significant changes to the economic conditions of the region. Due to COVID-19 and subsequent economic adjustments, there are significant regional economic impacts as shown in the following figures and tables. Fluctuations are reflected in the following figures and tables, highlighting the region's civilian labor force, unemployment rates, per capita income and average wages.

Regional community and economic development activities (as listed in Section 2) continued to progress throughout 2022 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. For the list of goals for next year and the ranked Regional Project Inventory list, please see the Section 4 of this report.

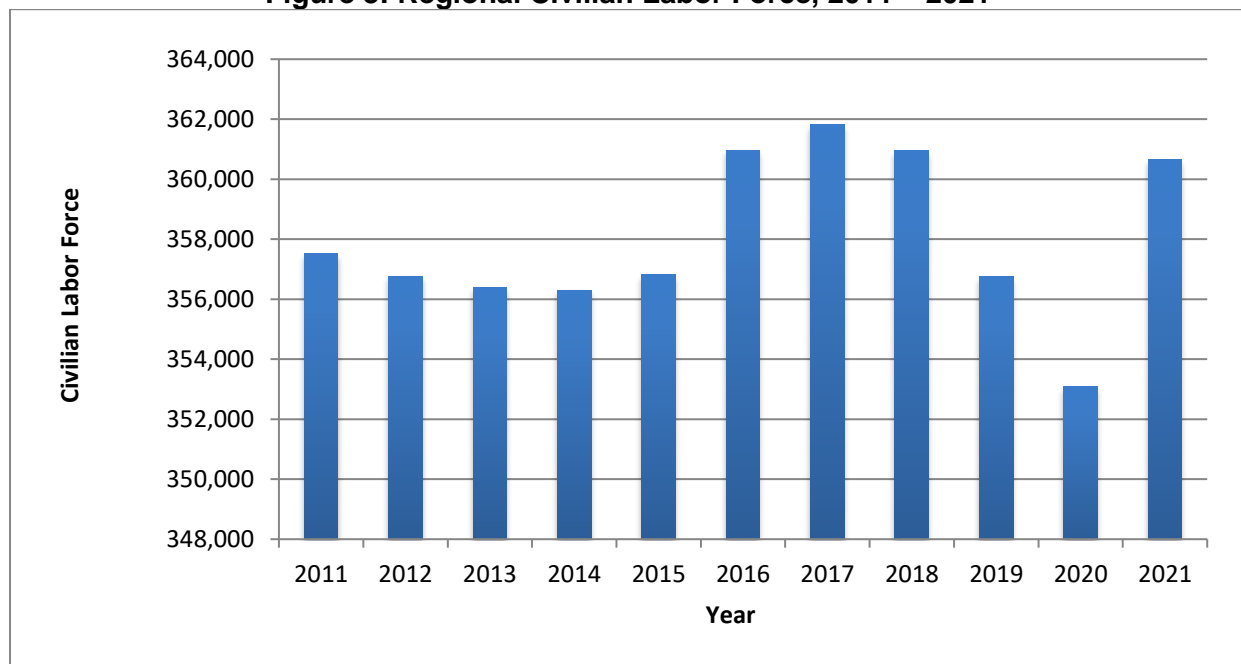
Labor Force

The region's economic activity and well-being is reflected to a large degree by the number and types of jobs available. Labor force data¹ indicates the extent to which people are able to find jobs, the rate at which they are leaving or joining the labor force, and the percentage of people unable to find work. Appendix C shows detailed labor force information for persons 16 and older.

The region's labor force increased from 353,094 to 360,649 between 2020 and 2021, a 2.1 percent increase suggesting a rebound from the impact of the COVID-19 pandemic (Appendix C). Between 2011 and 2021, the regional labor force experienced yearly variability in the total number of participants, with an average yearly percent change of .02%, reflecting a relatively stable regional labor force size (Figure 3).

¹ The labor force is composed of those with a job, the employed, and those without a job and actively looking for one, the unemployed. Persons without a job and not looking for one are not considered in the labor force.

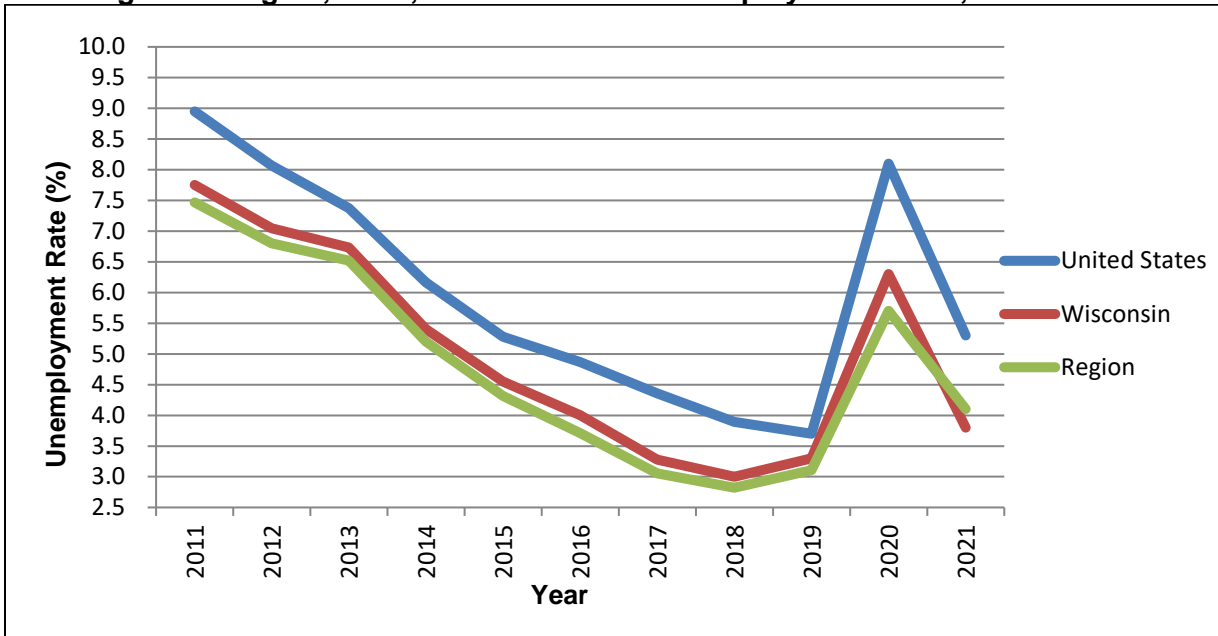
Figure 3: Regional Civilian Labor Force, 2011 – 2021



Source: Wisconsin Department of Workforce Development, Bureau of Workforce Training - Labor Market Information, Local Area Unemployment Statistics (LAUS) Results, 2022
Average Annual Unemployment

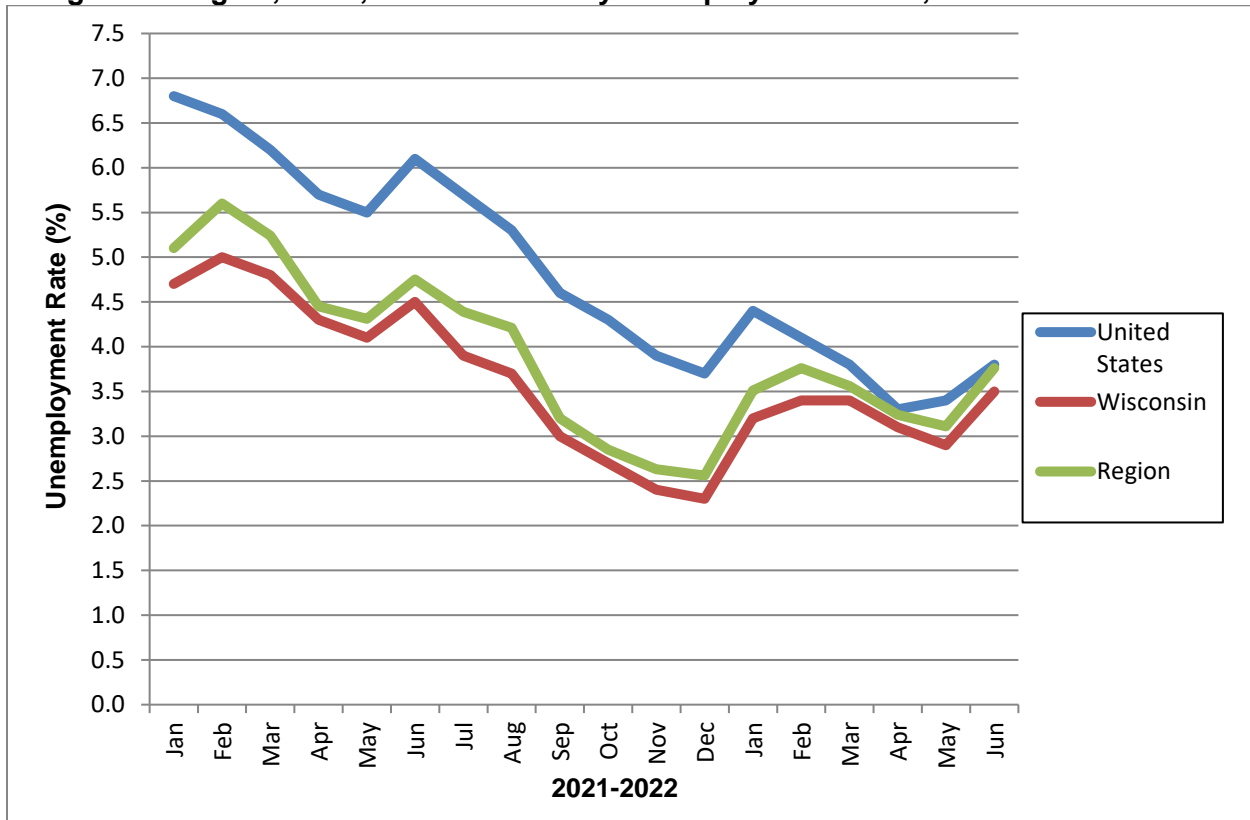
Displayed in Figure 4, the 2021 annual average unemployment rate in the region was 4.1%, which was lower than the United States average of 5.3% but higher than the State of Wisconsin average of 3.8%. The regional, national, and state 2021 annual average unemployment rate showcased a significant decrease from the high unemployment rates of 2020. Average monthly unemployment rates in the region from January 2021 through June 2022 declined at an average rate of 0.9% per month (Figure 5). Average monthly unemployment rates in the region closely followed the general trends of the State of Wisconsin and the United States, where the average monthly unemployment rate from January 2021 to June 2022 declined by 1.3%, 1.2%, and 3%, respectively.

Figure 4: Region, State, and U.S. Annual Unemployment Rates, 2011 – 2021



Source: Wisconsin Department of Workforce Development. LAUS Benchmark and Estimates Reports, 2022
Not Seasonally Adjusted

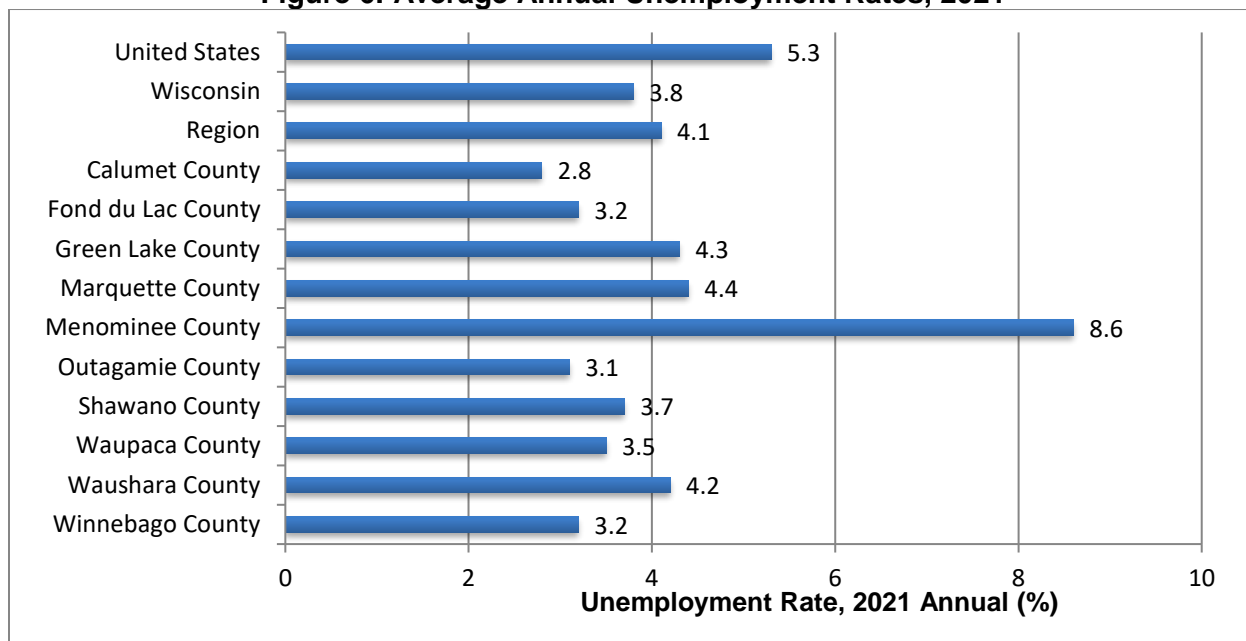
Figure 5: Region, State, and U.S. Monthly Unemployment Rates, Jan 2021 – Jun 2022



Source: Wisconsin Department of Workforce Development. LAUS Benchmark and Estimates Reports, 2022
Not Seasonally Adjusted. Note – regional unemployment rate represents an average of rates, not an average of aggregate employment numbers from each county.

The 2021 average annual unemployment rate for the United States, State of Wisconsin, region, and each of the counties that comprises the region are shown in Figure 6. Calumet County had the lowest unemployment rate at 2.8%, followed by Outagamie County at 3.1%. Menominee County had the highest unemployment rate in 2021 at 8.6% which was greater than the regional, state, and national averages. Marquette County had the second highest rate of unemployment at 4.4%. Generally, counties in the region with large, urban populations had lower unemployment rates than counties with small, rural populations.

Figure 6: Average Annual Unemployment Rates, 2021



Source: Wisconsin Department of Workforce Development. LAUS Benchmark and Estimates Reports, 2022.
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 regional or national benchmarks. 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 2020 (most recent data), the counties of Calumet, Fond du Lac, Outagamie, Waupaca, and Winnebago maintained PCI levels higher than that of the region as a whole (\$48,372). No counties surpassed the state PCI level (\$55,593) or the national PCI level (\$59,510). PCI levels were drastically lower than the national, state, and regional levels for Menominee County, where the PCI is 59.0 percent of the national level. Marquette, Shawano, and Waushara Counties also have comparatively low PCIs.

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's industry super sectors (2-digit North American Industrial Classification System (NAICS)).

The highest paying super sector in the region in 2021 using annual average wage (dollars per week) was Management of Companies and Enterprises (NAICS 55) at an average annual weekly wage of \$1,532. The Utilities (NAICS 22) super sector had the second highest average annual weekly wage at \$1,528. Other higher paying industry super sectors in the region included Professional and Technical Services (NAICS 54) with a reported annual weekly wage of \$1,229, Manufacturing (NAICS 31-33) at \$1,114, Construction (NAICS 23) at \$1,174, and Finance and Insurance (NAICS 52) at \$1,110.

Lower paying industry super sectors in the region in 2021 included the Arts, Entertainment, and Recreation (NAICS 71) at an average annual weekly wage of \$338 and Accommodation and Food Service (NAICS 72) at \$289.



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 2021-2022 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 2021-2022 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 its EDA CARES Act institutional grant over the next year.

PRINCIPLE 1: Promote economic development and opportunity.

Activity	Time Frame
A. Implementation of the Regional Comprehensive Plan.	Ongoing
B. Maintain Economic Development District (EDD) status for the region. This includes preparing the following documents: <ul style="list-style-type: none"> • Comprehensive Economic Development Strategy (CEDS) • CEDS Annual Performance Report 	Every 5-Years (2013, 2018, etc.) Yearly
C. Collaboration and coordination with state, regional, county, and local economic development organization/efforts. <ul style="list-style-type: none"> • Provide administrative support for NEWREP, as financial manager, administrative manager • Serve as secretary of FCEDP, chair of FCEDP 	Ongoing 2011-2020, 2022 2017-2020, 2022

<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"> Educate communities on the American Community Survey and 2010 Census Products via e-newsletter 	<p>Ongoing</p> <p>2011; Ongoing</p>
<p>E. Provision of technical assistance to local communities, through the Commission's technical assistance program.</p>	<p>Ongoing; 2021 Economic Development Projects with the Village of Little Chute, City of Waupaca, and City of Oshkosh. 2022 Economic Development Projects with Clintonville and Menominee.</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"> Long Range Transportation Plan Transportation Improvement Plans Work Program 	<p>Ongoing</p> <p>Every 5 years (2020, 2025 etc.)</p> <p>Annually</p> <p>Annually</p>
<p>B. Transportation Corridor Planning</p> <ul style="list-style-type: none"> I-41 Corridor 	<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 (2015, 2018, 2023, etc.)</p>
<p>G. Prepare Transit Development Plans (TDPs).</p> <ul style="list-style-type: none"> Oshkosh Transit TDP Valley Transit TDP Fond du Lac Transit TDP 	<p>2011; updated in 2018</p> <p>2008-2009; updated in 2020</p> <p>2008-2009; updated in 2016</p>
<p>H. Continue coordinating discussions regarding Passenger Rail through Northeast Wisconsin.</p>	<p>Ongoing</p>
<p>I. Implement Appleton (Fox Cities) TMA and Oshkosh MPO Urbanized Bicycle Pedestrian Plan, including creating and adopting the East Central Trail Economic Impact Study, advocating for Complete Streets policies</p>	<p>2012 – Present</p>

within the region, and developing the Comprehensive Safety Action Plan.	
J. Commuter Service Study between Green Bay and Fond du Lac.	Ongoing, Feasibility Study completed in 2021 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"> • Implementation of Action Plan Goals • Continue coordination with the FWHP, including work regarding the FWHP Water Trail 	Ongoing Ongoing
B. Continue efforts to protect sensitive environmental features in the region.	Ongoing
C. Continue to administer the NR-135 Program—Mining Reclamation.	Ongoing; added Calumet County in 2022.
D. Continue coordination of the Niagara Escarpment Research Network (NERN) and involvement in the Lakeshore Natural Resource Partnership.	Coordination ended in 2020.

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.	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.	Program ended in 2021.

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

Activity	Time Frame
<p>A. Continue to assist counties and local communities in implementing and updating their comprehensive plans, in compliance with §66.1001.</p> <p>Socioeconomic data updates provided for:</p> <ul style="list-style-type: none"> • City of Clintonville • City of New Holstein • City of Shawano • Village of Combined Locks • Village of North Fond du Lac • Village of Winneconne • Town of Algoma • Town of Alto • Town of Caledonia • Town of Eldorado • Town of Greenville • Town of Lessor • Town of Oakfield <p>Implementation assistance provided as requested for ECWRPC completed comprehensive plan updates.</p>	<p>Ongoing</p> <p>2017-2019</p> <p>2018-2019</p> <p>2020-2021</p> <p>2020-2022</p> <p>2019-2021</p> <p>2018-2019</p> <p>2018-2019</p> <p>2019-2020</p> <p>2020-2021</p> <p>2019-2020</p> <p>2018-2019</p> <p>2019-2022</p> <p>2019-2020</p> <p>2019-2020</p>
<p>B. Continue to administer the WDNR's Sewer Service Area (SSA) Program.</p> <ul style="list-style-type: none"> • Fond du Lac 2030 SSA Plan Update (Submitted to DNR for approval) • Fox Cities 2030 SSA Plan Update • Administration/Coordination of SSA plans • Continuing Management of SSA Review Activities 	<p>2018-2019</p> <p>2019-2023</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"> • Pursue EDA funds for Foreign Direct Investment Project • Assist Appleton International Airport on funding for business park expansion • Assist Menominee Tribal Enterprises on Sawmill Renovation and Expansion • Assist the City of New Holstein in exploring EDA funds for Tecumseh site redevelopment • Assist the City of Waupaca in exploring EDA funds for innovation center planning. • Assist City of Brillion in exploring EDA funds for the Brillion Iron Works site 	<p>Ongoing</p> <p>2015 – 2020</p> <p>2021-2022</p> <p>2021-2022</p> <p>2019-2020</p> <p>2021</p> <p>2016-Present</p>
<p>B. Pursue funding from other local, state and federal sources.</p> <ul style="list-style-type: none"> • Funding from the Department of Defense Office of Economic Adjustment for implementation of 	<p>2015 – 2018</p>

Oshkosh Region Defense Industry Diversification Initiatives (Phase I) and Initiative 41 (Phase II) <ul style="list-style-type: none"> Funding for the Wisconsin Tomorrow Main Street Bounceback Grants Program (\$8,500,000). 	2021-2022
C. Continue providing information on local, state, and federal economic development programs <ul style="list-style-type: none"> Economic development website update to provide online resources Exploring social media deployment to inform regional partners of funding opportunities 	Ongoing Ongoing Ongoing

INTEGRATION WITH STATE, REGIONAL, AND LOCAL ECONOMIC DEVELOPMENT

The Commission recognizes that in addition to efforts and activities initiated by the EDD, collaboration and coordination with state, regional, and local economic development efforts is crucial to the full implementation of the CEDS. The Commission will continue to participate in the efforts of other economic development organizations from the state and throughout the region including, but not limited to, the following:

- Wisconsin Economic Development Corporation (WEDC);
- Northeast Wisconsin Regional Economic Partnership (NEWREP);
- New North, Inc.;
- Bay Lake and North Central Regional RPC/EDD;
- Wisconsin Manufacturing Extension Partnership (WMEP);
- Fox Valley and Bay Area Workforce Development Boards;
- Fox Cities Regional Partnership;
- Fox Cities Economic Development Professionals (FCEDP);
- Shawano County Economic Progress, Inc.;
- Greater Oshkosh Economic Development Corporation;
- Calumet County;
- Waupaca County Economic Development Corporation;
- Winnebago County - Industrial Development Board;
- Envision Greater Fond du Lac;
- Menominee Tribal Enterprises;
- Oneida Nation of Wisconsin;
- Stockbridge-Munsee Band of Mohican Indians;
- UW-Extension;
- 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: 2021 - 2022 Economic Development Activities in the East Central Economic Development District

Topic	Activities
Business Development	<ul style="list-style-type: none"> • Business Retention and Expansion programs throughout the region • Global New North, UW Oshkosh and New North • International Trade Conference, NEWREP • Small Business Development Center/Small Business Administration, UW Oshkosh • Wisconsin Supply Chain Marketplace, WEDC (formerly developed and housed at New North as Supply Chain Marketplace)
Community Development	<ul style="list-style-type: none"> • Bicycle and Pedestrian planning, ECWRPC • Brillion Iron Works site redevelopment, City of Brillion • Connect Communities Program, WEDC • Main Street Program, WEDC • Tecumseh site redevelopment, New Holstein • Planning and Technical Assistance, Waupaca
Data research and development	<ul style="list-style-type: none"> • ArcGIS Business Analyst research and visualization, ECWRPC • EMSI impact scenario reporting, ECWRPC • IMPLAN Economic Modeling, ECWRPC
Economic Resilience	<ul style="list-style-type: none"> • Disaster Recovery Microloan program, WEDC • COVID-19 resiliency planning, ECWRPC • COVID-19 data/economic hub, ECWRPC • CARES Act Small Business and Community Technical Assistance Program, ECWRPC • Main Street Bounceback Grants Program, ECWRPC and WEDC
Entrepreneurial Development	<ul style="list-style-type: none"> • Entrepreneurship portal, WEDC • Kinnektor • New North NEW Launch Alliance • The Pitch, Fox Connection • Venture Center, Fox Valley Tech
External marketing of ECWRPC region	<ul style="list-style-type: none"> • Branding & Marketing Strategy, New North • Waupaca County Marketing Cooperative • WEDC branding tools and library
Housing	<ul style="list-style-type: none"> • Greater Outagamie/Fox Cities Housing Study
Networking and information sharing	<ul style="list-style-type: none"> • Fox Cities Economic Development Professionals (FCEDP) • New North Local Partners Meetings • Greater Oshkosh Weekly Partners Meetings • Northeast Wisconsin Regional Economic Partnership (NEWREP)
Talent Development & Retention	<ul style="list-style-type: none"> • Alumni campaign, WEDC • Fab Labs, WEDC • Inspire, WEDC • Talent Development Strategy, New North

	<ul style="list-style-type: none"> • More YOU in New, New North • Winnebago Catch A Ride, GOEDC & ECWRPC • Youth Apprenticeship, Envision Greater Fond du Lac
Transportation	<ul style="list-style-type: none"> • Commuter Service Feasibility Study, ECWRPC • Intermodal Freight Facility Study, ECWRPC • State Highway 15, Hortonville • Interstate 41 expansion study between Appleton and De Pere, WI DOT
Tribal economic development	<ul style="list-style-type: none"> • Menominee Tribal Enterprises, Menominee Indian Tribe of Wisconsin • Economic Development and Resiliency Planning, Menominee Indian Tribe of Wisconsin
COVID-19 Response	<ul style="list-style-type: none"> • Participated in development meetings with EDA and local communities regarding projects that may be eligible for CARES Act and ARPA funding • Facilitated meetings with prospective applicants for CARES Act and ARPA funding covering grant award administration, grant narrative review, project scoping, indirect costs, and other applicable grant program requirements.



SECTION 3
EVALUATION OF PROGRESS ON
IMPLEMENTATION PLAN AND
2023 PLANNED ACTIVITIES

SECTION 3: EVALUATION OF PROGRESS ON IMPLEMENTATION PLAN AND 2023 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 2022, goals for the next year 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 2022 completed actions and developing 2023 planned actions. The impacts and recovery from 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	2023 ECWRPC Planned Activities				
		Ongoing	Next 12 Months	1 To 3 Years	3 To 5 Years	2022 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 actively staff participated in New North Local Partners, Greater Oshkosh Weekly Partners, NEWREP, FCEDP, local chambers and other economic development programs and activities.	Continue to participate in statewide, regional and local activities. Capture and share economic development activities.	Participation at regional economic development activities and the number of projects resulting from participation in activities.	Yes	Yes	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"/>	No action during 2022.	No planned actions for 2023.	N/A	Yes	No	N/A

	Potential Partners	2018 CEDS 5-Year Update Language				Current ECWRPC Activities	2023 ECWRPC Planned Activities				
		Ongoing	Next 12 Months	1 To 3 Years	3 To 5 Years	2022 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	ECWRPC staff have connected students with internship opportunities with ECWRPC partners.	No planned actions for 2023.	N/A	N/A	N/A	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Worked with Fox Valley Workforce Development Board, Goodwill, and Fox Valley Tech on EDA Good Jobs Challenge Application and Workforce Innovation Grant.	Assist Goodwill and Fox Valley Tech on implementation on Workforce Innovation Grant.	Successful grant administration of WIG.	Yes	Yes	Ongoing

	Potential Partners	2018 CEDS 5-Year Update Language				Current ECWRPC Activities	2023 ECWRPC Planned Activities				
		Ongoing	Next 12 Months	1 To 3 Years	3 To 5 Years	2022 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	Implement transportation work program at ECWRPC.	Meet objectives identified in transportation work program.	Yes	Yes	Ongoing
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 were actively involved in broadband expansion efforts including discussions around using ARPA funding for broadband expansion.	ECWRPC staff will continue to be involved in broadband and infrastructure discussions.	Planned projects and improvements in the East Central region.	Yes	Yes	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 assisted New North on the implementation of their EDA CARES Act grant for broadband study and expansion. Additionally, ECWRPC staff served on a statewide panel of regional broadband stakeholders.	Support broadband expansion efforts in the region and focus on implementation of the New North Broadband Access and Expansion Study.	Increased connection, planned investments, and broadband affordability.	Yes	Yes	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"/>	Implemented the 2022 Economic Development Technical Assistance Program for Shawano, New London, Berlin, and Campbellsport.	Identify sustainable funding source and procurement process for economic development technical assistance program.	Identified program in place for 2024 including grant application or funding source.	Yes	Yes	Q3 of 2023.

	Potential Partners	2018 CEDS 5-Year Update Language				Current ECWRPC Activities	2023 ECWRPC Planned Activities				
		Ongoing	Next 12 Months	1 To 3 Years	3 To 5 Years	2022 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"/>	Assisted Fox Valley Workforce Development Board, Goodwill, Rawhide, and Fox Valley Tech with EDA and WEDC grant applications.	Assist with implementation of Workforce Innovation Grant for Goodwill and Fox Valley Tech.	Successful implementation of WIG.	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 implementation of the Main Street Bounceback (MSBB) Grants Program.	Finalize administration and reporting for the Main Street Bounceback Grants Program on behalf of WEDC. Follow-up with businesses with a final resource list.	Issue report on impact of the Main Street Bounceback Grants program.	Yes	Yes	By Q1 2023
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 email and social media posts	Continue to share information via email and social media posts	Shared information	Yes	Yes	Ongoing

	Potential Partners	2018 CEDS 5-Year Update Language				Current ECWRPC Activities	2023 ECWRPC Planned Activities				
		Ongoing	Next 12 Months	1 To 3 Years	3 To 5 Years	2022 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"/>	Finished the High Cliff Connection Study. Implemented Transportation Program and Economic Development Program technical assistance initiatives.	Continue implementation of Transportation and Economic Development Programs for the region. Assist with grant applications and IIJA funding.	Increased investment in transportation and economic development infrastructure.	Yes	Yes	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"/>	No action on this item in 2022.	No planned actions in 2023.	N/A	N/A	N/A	N/A
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"/>	No action on this item in 2022.	No planned actions in 2023.	N/A	N/A	N/A	N/A
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, private, and non-profit partners including participation in FCEDP, Greater Oshkosh Weekly Partners, New North Local Partners, and NEWREP.	Continue to meet with stakeholders throughout the region and collaborate on shared projects.	Coordinated implementation of regional projects.	Yes	Yes	Ongoing

	Potential Partners	2018 CEDS 5-Year Update Language				Current ECWRPC Activities	2023 ECWRPC Planned Activities				
		Ongoing	Next 12 Months	1 To 3 Years	3 To 5 Years	2022 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. Collecting economic data to monitor the effects of the COVID-19 pandemic on businesses, industries, and communities 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 this was added in 2020. Published economic data hub for the region with key resiliency metrics.	Promote and enhance economic development data hub.	Track usage of data hub by levels of activity.	Yes	Yes	Ongoing.



SECTION 4
ECONOMIC RESILIENCE

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 events such as natural disasters. Not contemplated during the 2018 5-year update, but occurring now is a global pandemic – COVID-19. Two years into the pandemic, we are still navigating the path to bring our region back to prosperity and solidifying our regional economic resiliency.

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**).²

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, ESRI Business Analyst, and IMPLAN; 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.
- Strengthen coordination between the Workforce Development Boards, and support services to address short, intermediate, and long-term recovery needs of specific sectors.

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

- COVID-19 impacts and responses – monitoring economic data and find ways to assist communities to find resources and build 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 on 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 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 community³.

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.

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



APPENDICES



APPENDIX A
RESOLUTION NO. 40-22

APPENDIX A: RESOLUTION NO. 40-22

**ADOPTING THE 2022 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 2022 CEDS Annual Performance Report provides updated socio-economic data and a report of 2022 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; **therefore, be it**

RESOLVED BY THE EAST CENTRAL WISCONSIN REGIONAL PLANNING COMMISSION:

Section 1. That the Commission adopts the 2022 CEDS Annual Performance Report.

Section 2. That the Commission submit the 2022 CEDS Annual Performance Report to the Regional Office of EDA requesting approval of the document and continued designation as an Economic Development District.

Effective Date: October 28, 2022

Submitted By: Economic Development Committee

Prepared By: Kevin Englebert, Deputy Director

Jeff Nooyen, Chair – Outagamie Co.

Melissa Kraemer Badtke, Executive Director- ECWRPC



APPENDIX B
2022 CEDS COMMITTEE

APPENDIX B: 2022 CEDS COMMITTEE

Name		Title	Organization
Sydney	Swan	Economic Development Planner	Bay Lake Regional Planning Commission
Mary	Kohrell	Community Economic Development Director	Calumet County
Karen	Harkness	Director, Community and Economic Development	City of Appleton
Jake	Woodford	Mayor	City of Appleton
Matthew	Rehbein	Economic Development Specialist	City of Appleton Community Development
Tim	Ludolph	Community Development Director	City of Berlin
Dyann	Benson	Community Development Director	City of Fond du Lac
Lily	Paul	Associate Planner	City of Kaukauna
Joe	Stephenson	Director	City of Kaukauna
Sam	Schroeder	Community Development Director	City of Menasha
Kelly	Nieforth	Community Development Director	City of Oshkosh
Jarod	Rachu	Community and Economic Development Director	City of Waupaca
Sadie	Parafiniuk	CEO/President	Envision Greater Fond du Lac
Eric	Broten	Director of Economic Development	Fox Cities Chamber of Commerce
Dale	Walker	Director of Business and Industry Services	Fox Valley Technical College
Bobbi	Miller	Business Solutions Manager	Fox Valley Workforce Development Board
Amy	Pietsch	Director	FVTC Venture Center
Tricia	Rathermel	CEO	Greater Oshkosh Economic Development Corporation
Lisa	Meier	Executive Director	Green Lake Area Chamber of commerce
Keri	Solis	Economic Development and Tourism Coordinator	Marquette County
Ron	Corn, Sr	Chairman	Menominee Indian Tribe of Wisconsin
Jeremy	Weso	Town/County Administrator	Menominee Town/County
Rebecca	Deschane	Vice President, Talent Development	New North, Inc.
Barb	LaMue	Executive Director	New North, Inc.
Troy	Parr	Community & Economic Development Director	Oneida Nation
Rob	Kleman	President/CEO	Oshkosh Chamber of Commerce
Sadie	DiNatale Burda	Principal Planner	Outagamie County
Kara	Homan	Planning Director	Outagamie County
Kari	Hopfensperger	Planner	Shawano County
Jill	Tiegs	Grant Writer	Stockbridge-Munsee Tribe
Mike	Patza	Community Development Director	Town of Grand Chute
George	Dearborn	Director of Community Development	Village of Fox Crossing
Jeff	Mikorski	Executive Director	Waupaca County Economic Development Corporation
Jessica	Beckendorf	Community Development Educator	Waupaca County UW-Extension
Jon	Bartz	Economic Development Director	WEDC
Naletta	Burr	Economic Development Director	WEDC
Jerry	Bougie	Planning Director	Winnebago County Planning Department
Crystal	Chapman-Chevalier	CEO	Wolf River Development Company



APPENDIX C
CIVILIAN LABOR FORCE

APPENDIX C: CIVILIAN LABOR FORCE

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

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	% Change 2020-2021
United States												
Civilian Labor Force	153,617,000	154,975,000	155,389,000	155,922,000	157,130,000	159,187,000	160,320,000	162,075,000	163,539,000	160,742,000	161,204,000	0.3%
Employed	139,889,000	142,469,000	143,929,000	146,305,000	148,834,000	151,436,000	153,337,000	155,761,000	157,538,000	147,795,000	152,581,000	3.2%
Unemployed	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	12,947,000	8,623,000	-33.4%
Unemployment Rate	8.9	8.1	7.4	6.2	5.3	4.9	4.4	3.9	3.7	8.1	5.3	-33.6%
Wisconsin												
Civilian Labor Force	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	3,065,402	3,134,439	2.3%
Employed	2,840,966	2,857,418	2,871,997	2,914,922	2,951,483	3,000,231	3,037,453	3,039,295	3,001,215	2,872,609	3,016,039	5.0%
Unemployed	238,763	216,563	207,308	166,621	140,698	125,080	102,957	93,999	103,927	192,793	118,400	-38.6%
Unemployment Rate	7.8	7.0	6.7	5.4	4.6	4.0	3.3	3.0	3.3	6.3	3.8	-39.9%
East Central Region												
Civilian Labor Force	357,511	356,772	356,391	356,305	356,818	360,967	361,822	360,942	356,748	353,094	360,649	2.1%
Employed	330,815	332,501	333,160	337,775	341,428	347,576	350,762	350,758	345,662	333,077	348,685	4.7%
Unemployed	26,696	24,271	23,231	18,530	15,390	13,391	11,060	10,184	11,086	20,017	11,964	-40.2%
Unemployment Rate	7.5	6.8	6.5	5.2	4.3	3.7	3.1	2.8	3.1	5.7	3.3	-41.5%
Calumet County												
Civilian Labor Force	27,520	27,296	27,183	27,141	27,461	27,773	27,978	27,919	27,565	27,096	27,758	2.4%
Employed	25,885	25,837	25,753	26,006	26,481	26,883	27,199	27,204	26,791	25,825	26,984	4.5%
Unemployed	1,635	1,459	1,430	1,135	980	890	779	715	774	1,271	774	-39.1%
Unemployment Rate	5.9	5.3	5.3	4.2	3.6	3.2	2.8	2.6	2.8	4.7	2.8	-40.6%
Share of District Workforce	7.7	7.7	7.6	7.6	7.7	7.7	7.7	7.7	7.7	7.7	7.7	0.3%
Fond du Lac County												
Civilian Labor Force	56,212	56,122	57,075	57,108	57,033	57,047	57,191	57,658	57,386	56,114	57,149	1.8%
Employed	52,103	52,478	53,566	54,304	54,708	55,042	55,573	56,139	55,701	52,828	55,311	4.7%
Unemployed	4,109	3,644	3,509	2,804	2,325	2,005	1,618	1,519	1,685	3,286	1,838	-44.1%
Unemployment Rate	7.3	6.5	6.1	4.9	4.1	3.5	2.8	2.6	2.9	5.9	3.2	-45.1%
Share of District Workforce	15.7	15.7	16.0	16.0	16.0	15.8	15.8	16.0	16.1	15.9	15.8	-0.3%
Green Lake County												
Civilian Labor Force	10,385	10,314	10,208	10,045	9,995	9,783	9,736	9,773	9,456	9,253	9,386	1.4%
Employed	9,534	9,539	9,398	9,399	9,453	9,305	9,371	9,448	9,086	8,616	8,980	4.2%
Unemployed	851	775	810	646	542	478	365	325	370	637	406	-36.3%
Unemployment Rate	8.2	7.5	7.9	6.4	5.4	4.9	3.7	3.3	3.9	6.9	4.3	-37.2%
Share of District Workforce	2.9	2.9	2.9	2.8	2.8	2.7	2.7	2.7	2.7	2.6	2.6	-0.7%
Marquette County												
Civilian Labor Force	7,609	7,580	7,511	7,326	7,499	7,570	7,627	7,738	7,714	7,650	7,840	2.5%
Employed	6,851	6,911	6,877	6,801	7,039	7,185	7,333	7,464	7,409	7,136	7,493	5.0%
Unemployed	758	669	634	525	460	385	294	274	305	514	347	-32.5%
Unemployment Rate	10.0	8.8	8.4	7.2	6.1	5.1	3.9	3.5	4.0	6.7	4.4	-34.1%
Share of District Workforce	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.2	2.2	2.2	0.3%

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

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	% Change 2020-2021
Menominee County												
Civilian Labor Force	1,603	1,589	1,573	1,600	1,604	1,578	1,611	1,619	1,629	1,649	1,593	-3.4%
Employed	1,328	1,330	1,324	1,402	1,449	1,458	1,516	1,527	1,498	1,396	1,456	4.3%
Unemployed	275	259	249	198	155	120	95	92	131	253	137	-45.8%
Unemployment Rate	17.2	16.3	15.8	12.4	9.7	7.6	5.9	5.7	8.0	15.3	8.6	-43.9%
Share of District Workforce	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.5	0.5	0.4	-5.4%
Outagamie County												
Civilian Labor Force	100,375	100,332	100,500	101,278	101,956	104,081	104,235	103,628	103,135	102,786	105,055	2.2%
Employed	93,283	93,885	94,371	96,459	97,919	100,418	101,108	100,730	100,059	97,137	101,769	4.8%
Unemployed	7,092	6,447	6,129	4,819	4,037	3,663	3,127	2,898	3,076	5,649	3,286	-41.8%
Unemployment Rate	7.1	6.4	6.1	4.8	4.0	3.5	3.0	2.8	3.0	5.5	3.1	-43.1%
Share of District Workforce	28.1	28.1	28.2	28.4	28.6	28.8	28.8	28.7	28.9	29.1	29.1	0.1%
Shawano County												
Civilian Labor Force	21,775	21,621	21,470	21,295	21,287	21,339	21,502	21,599	21,024	20,791	21,183	1.9%
Employed	19,790	19,894	19,868	20,033	20,250	20,453	20,809	20,948	20,342	19,463	20,394	4.8%
Unemployed	1,985	1,727	1,602	1,262	1,037	886	693	651	682	1,328	789	-40.6%
Unemployment Rate	9.1	8.0	7.5	5.9	4.9	4.2	3.2	3.0	3.2	6.4	3.7	-41.7%
Share of District Workforce	6.1	6.1	6.0	6.0	6.0	5.9	5.9	6.0	5.9	5.9	5.9	-0.2%
Waupaca County												
Civilian Labor Force	27,712	27,389	27,361	27,318	27,038	27,028	26,663	26,377	25,943	25,439	26,182	2.9%
Employed	25,400	25,311	25,360	25,774	25,784	25,962	25,815	25,597	25,093	24,028	25,262	5.1%
Unemployed	2,312	2,078	2,001	1,544	1,254	1,066	848	780	850	1,411	920	-34.8%
Unemployment Rate	8.3	7.6	7.3	5.7	4.6	3.9	3.2	3.0	3.3	5.5	3.5	-36.6%
Share of District Workforce	7.8	7.7	7.7	7.7	7.6	7.5	7.4	7.3	7.3	7.2	7.3	0.8%
Waushara County												
Civilian Labor Force	11,919	12,020	11,830	11,616	11,490	11,506	11,442	11,675	11,422	11,080	11,394	2.8%
Employed	10,752	10,968	10,816	10,786	10,766	10,927	10,987	11,269	10,955	10,378	10,913	5.2%
Unemployed	1,167	1,052	1,014	830	724	579	455	406	467	702	481	-31.5%
Unemployment Rate	9.8	8.8	8.6	7.1	6.3	5.0	4.0	3.5	4.1	6.3	4.2	-33.4%
Share of District Workforce	3.3	3.4	3.3	3.3	3.2	3.2	3.2	3.2	3.2	3.1	3.2	0.7%
Winnebago County												
Civilian Labor Force	92,401	92,509	91,680	91,578	91,455	93,262	93,837	92,956	91,474	91,236	93,109	2.1%
Employed	85,889	86,348	85,827	86,811	87,579	89,943	91,051	90,432	88,728	86,270	90,123	4.5%
Unemployed	6,512	6,161	5,853	4,767	3,876	3,319	2,786	2,524	2,746	4,966	2,986	-39.9%
Unemployment Rate	7.0	6.7	6.4	5.2	4.2	3.6	3.0	2.7	3.0	5.4	3.2	-41.1%
Share of District Workforce	25.8	25.9	25.7	25.7	25.6	25.8	25.9	25.8	25.6	25.8	25.8	-0.1%

Source: Wisconsin Department of Workforce Development, Bureau of Workforce Training – Labor Market Information
Query Results – Created on August 10, 2022
<http://jobcenterofwisconsin.com/wisconsinmy>



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	2019	2020	% Change 2010-2020
United States																	
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	\$56,490	\$59,510	46.8%
Wisconsin																	
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	\$53,277	\$55,593	42.6%
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%	94.3%	93.4%	-2.9%
Region																	
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	\$45,825	\$48,372	41.1%
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%	81.1%	81.3%	-3.9%
Calumet																	
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	\$52,859	\$55,460	48.7%
Percent of US PCI	86.6%	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%	93.6%	93.2%	1.3%
Fond du Lac																	
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	\$49,949	\$52,813	43.3%
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%	88.4%	88.7%	-2.4%
Green Lake																	
Per Capita Income	\$17,192	\$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	\$46,260	\$47,898	32.6%
Percent of US PCI	87.6%	89.5%	87.1%	91.8%	87.6%	88.1%	91.5%	93.4%	90.0%	91.0%	89.6%	87.2%	85.3%	84.8%	81.9%	80.5%	-9.7%
Marquette																	
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	\$42,513	\$45,391	44.4%
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%	75.3%	76.3%	-1.6%
Menominee																	
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	\$30,977	\$35,082	38.4%
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%	54.8%	59.0%	-5.7%
Outagamie																	
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	\$52,640	\$54,862	41.9%
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%	93.2%	92.2%	-3.3%
Shawano																	
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	\$44,196	\$47,067	45.7%
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%	78.2%	79.1%	-0.7%
Waupaca																	
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	\$47,035	\$49,711	37.5%
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%	83.3%	83.5%	-6.3%
Waushara																	
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	\$42,544	\$44,564	41.2%
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%	75.3%	74.9%	-3.8%
Winnebago																	
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	\$44,563	\$45,852	\$48,101	\$49,276	\$50,840	36.8%
Percent of US PCI	95.3%	98.9%	94.6%	96.6%	91.6%	91.7%	91.9%	90.2%	88.7%	88.2%	86.7%	89.5%	88.8%	86.3%	87.2%	85.4%	-6.8%

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



APPENDIX E
2021 COUNTY NAICS
ANNUAL AVERAGE WAGE

APPENDIX E: 2021 COUNTY NAICS ANNUAL AVERAGE WAGE

2021 County NAICS Annual Average Wage (dollars per week)

	Calumet	Fond du Lac	Green Lake	Marquette	Menominee	Outagamie	Shawano	Waupaca	Waushara	Winnebago
Average, All Industries (All Ownership)	882	1019	844	767	756	1064	749	823	755	1109
Average, All Industries (All Private Ownership)	887	1025	857	763	548	1070	749	828	737	1119
Average, All Industries (All Government)	825	968	789	789	775	1008	750	798	817	1035
11 Ag Forestry Fishing & Hunting	841	710	711	S	0	908	854	603	730	S
21 Mining Quarrying & Oil & Gas Extraction	966	1,074	1,729	S	0	1,235	0	0	0	S
22 Utilities	1,862	1,902	1,852	851	S	1,745	1,387	1,610	1,616	925
23 Construction	1,137	1,392	1,416	925	S	1,436	991	1,007	788	1,470
31-33 Mfg	1,113	1,247	874	1,074	S	1,288	944	1,145	1,013	1,329
42 Whls Trade	1,047	1,290	731	908	0	1,467	1,085	1,173	1,030	1,215
44-45 Retail Trade	626	636	627	468	S	630	579	540	505	570
48-49 Trans & Warehousing	1,017	978	896	590	535	997	857	747	973	1,024
51 Information	936	961	1,007	1,264	S	1,160	918	812	836	1,282
52 Finance & Insurance	1,147	1,412	1,260	S	0	1,670	1,036	1,029	906	1,527
53 Real Estate & Rental & Leasing	494	872	896	S	S	975	666	628	533	778
54 Professional & Technical Services	1,580	1,486	1,108	S	S	1,549	1,113	891	671	1,435
55 Management Of Companies & Enterprises	2,108	1,546	3,766	S	0	1,919	1,047	844	0	2,561
56 Admin & Waste Services	621	874	895	748	S	832	816	658	465	695
61 Educational Services	776	910	854	799	839	959	743	784	846	969
62 Health Care & Social Assistance	804	1,159	934	605	897	1,058	720	746	810	1,000
71 Arts Entertainment & Recreation	361	409	299	411	S	312	264	344	255	470
72 Accommodation & Food Services	292	319	308	252	S	357	438	287	292	329
81 Other Services Exc Public Admin	570	568	784	739	361	700	641	558	643	592
92 Public Admin	866	970	705	712	769	1,028	697	706	843	1,018
99 Unclassified	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

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